



IACCM Membership overview
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IACCM Today

+52,000
Members

173
Countries

19,000
Organisations

Our What...



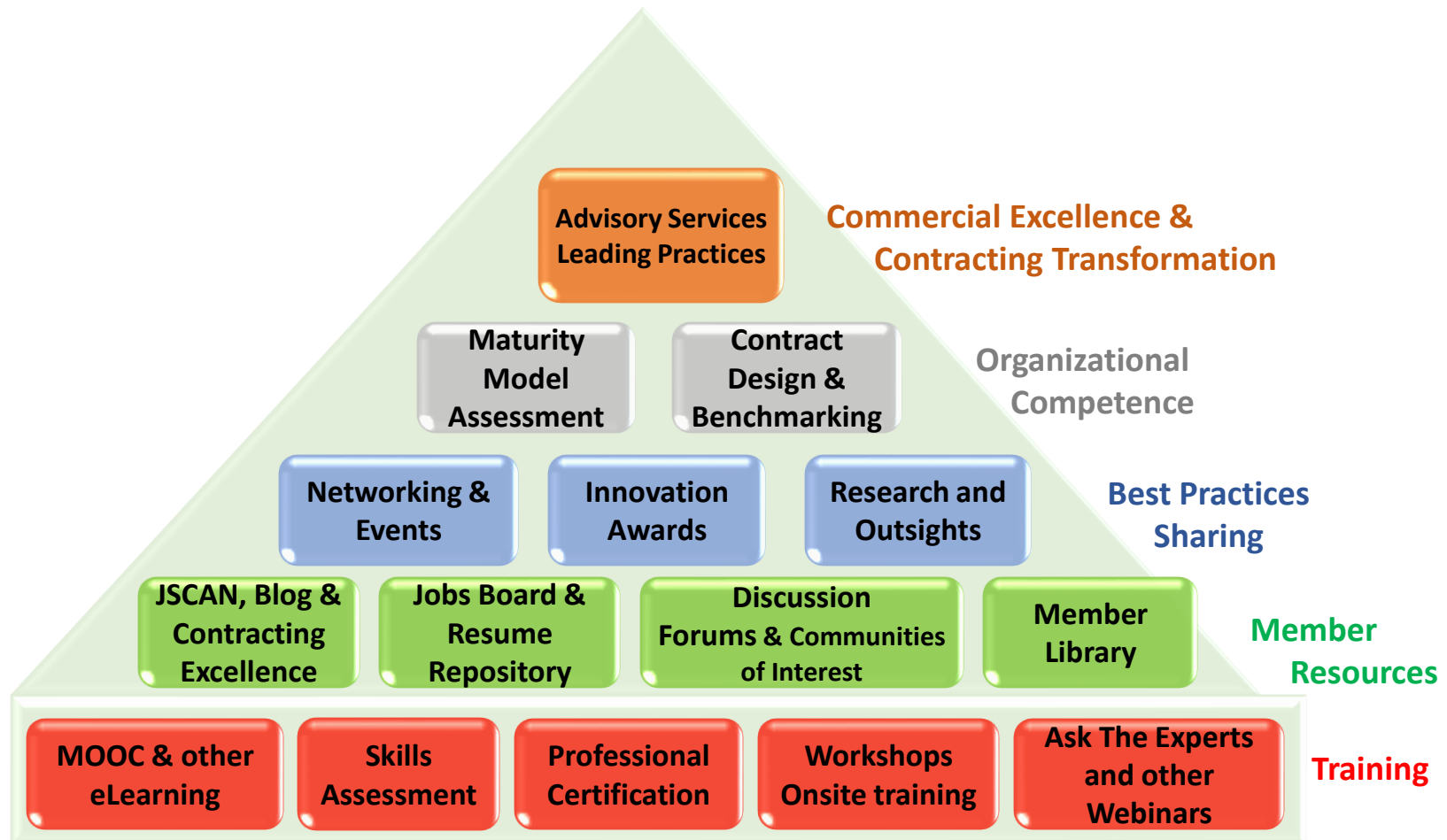
Who are we?

- IACCM is a non-profit, cross-industry association and is the global forum for innovation in trading relationships and practices.

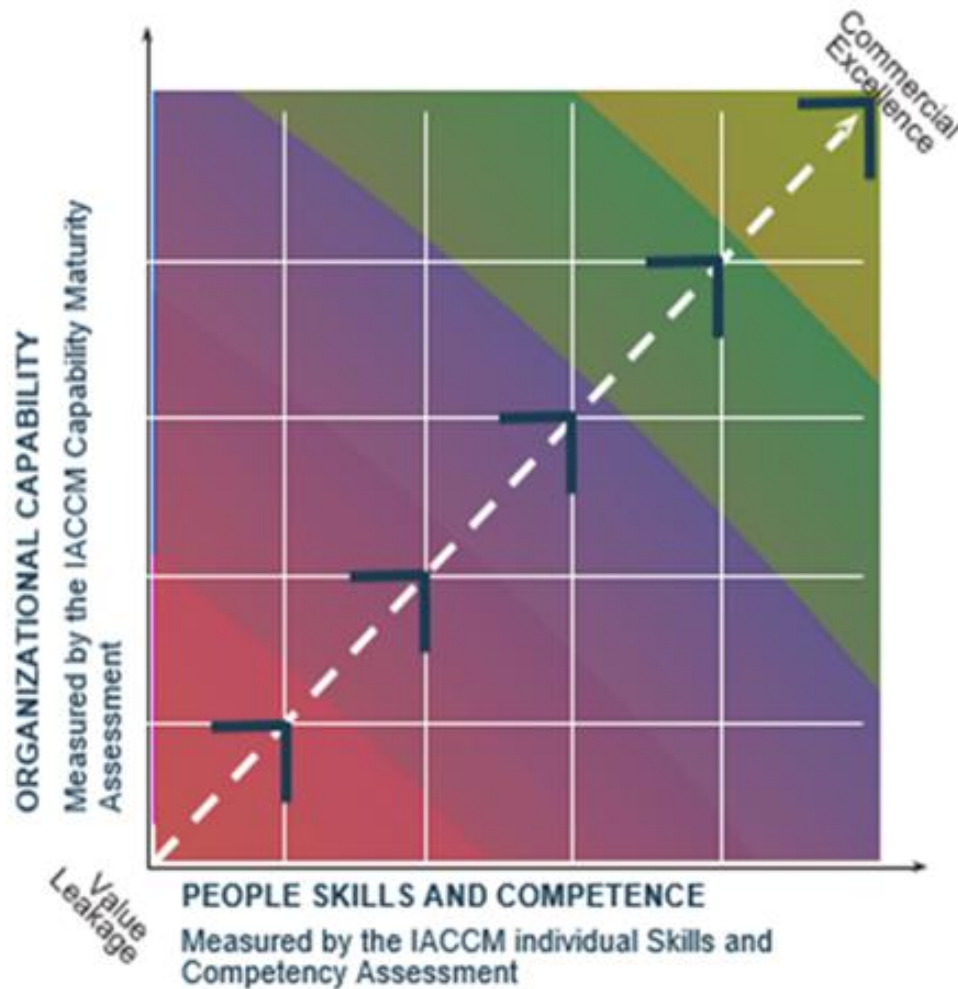
What is our Mission?

- To improve the quality and integrity of trading relationships

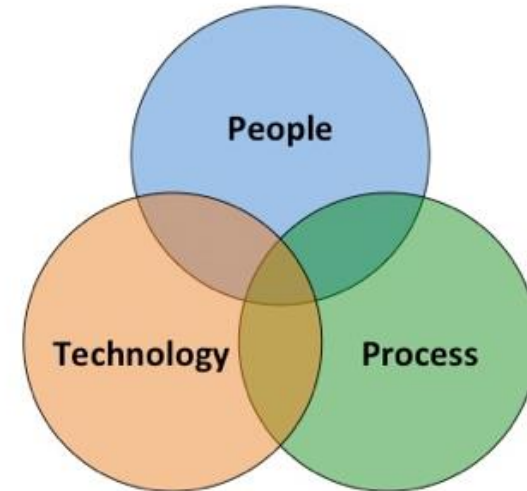
IACCM's Offerings



Driving Commercial Excellence



IACCM research suggests that poor contracting practices lead to value leakage of **~9.2%* of a company's revenue** on average.



* From IACCM Ten Pitfalls to Avoid In Contracting

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Latest Research Reports

- **March 2019: Self Service Contracts – Streamlining Legal Process**
- **March 2019: 2019 Benchmark Report – CCM Part One: Organization**
- **February 2019: Post-award Contract Management in Banking, Financial Services & Insurance**
- **January 2019: Contract and Commercial Management – Role and Direction**
- **December 2018: Is Negotiation Dead?**
- **November 2018: Policy and Practice – Are They Aligned?**
- **October 2018: The Cost of A Contract**
- **October 2018: As-a-service Impact on Enterprise Contracting**
- **October 2018: The Status of E-Signature**
- **July 2018: Legal Department – Spend and Resource Management**
- **June 2018: Most Negotiated Terms Report**
- **May 2018: IACCM – Cap Gemini Automation Report**
- **March 2018: Organizational Design of Supply Management in Oil & Gas**

Recent Blogs

- **Understanding Commercial Innovation**
- **The Truth about Invoicing**
- **Self-service contracts: a revolution waiting to happen**
- **5 Steps to Build Commercial Expertise**
- **Beware of analysts peddling Contract Management software**
- **Can Traditional Legal Services Survive?**
- **Losing money on your contracts?**
- **4 million contract management jobs at risk**
- **Does Europe have innovators?**
- **Top 10 issues for Contract & Commercial Management**
- **Defining a true professional**
- **What did King Charles I know about contracts**
- **Contracts as a driver of employment**
- **Get ready for change ... big change**
- **Will robots replace Contract Managers?**
- **The role of a Contract Manager: 2019 and beyond**

The Ten Pitfalls of Contracting



1

Lack of clarity on scope and goals

Result: Cause of claims/disputes



3

Failure to engage stakeholders

Result: Misaligned interests and future opposition



5

Negotiations focus on the wrong terms and risks

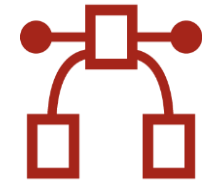
Result: Loss of economic benefit; contract a weapon



7

Contracts difficult to use or understand

Result: Users see contract as irrelevant to business needs



9

Limited use of contract technology

Result: Inefficiency and loss of quality in performance and analysis



Average value erosion 9.15%

2

Legal/contract team not involved early enough

Result: Wrong form of contract & extended lead time



4

Protracted negotiations

Result: Competitive exposure & delayed revenues



6

Contracts lack flexibility. Insufficient focus on governance

Result: Performance management dominated by blame/fault



8

Poor handover from deal team to implementation team

Result: commitment & obligations missed & misunderstood



10

Poor post award processes and governance

Result: Repetitive issues and errors causing value loss



10 Attributes To Succeed in Contracting



1

Ensure clear scope and goals

Result: Dramatically reduce #1 cause of claims and disputes



3

Plan for collaborative negotiations

Result: Increased trust; greater innovation



5

Manage risk through balanced negotiations

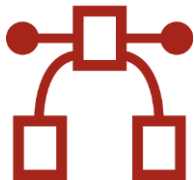
Result: contract supports value creation and innovation



7

Design contracts for users

Result: Contracts become indispensable tools to achieving business goals



9

Deploy appropriate contract technology

Result: Efficiency and quality in performance, analysis and reporting



Contribute average 9.2% financial benefit

2

Involve contracts / legal team early

Result: Appropriate form of contract; avoiding re-work during negotiations



4

Drive efficiency in pre-signature lifecycle

Result: Reduce competitive exposure; faster time to revenue



6

Incorporate terms for flexibility and governance

Result: Enable change and effective performance management



8

Ensure effective post-signature handover

Result: Commitments and obligations understood and realised



10

Invest in robust post-award process and governance

Result: issues and errors avoided, value achieved or exceeded



Our Offerings



LEARNING

MOOC
FUNDAMENTALS
CCM
SRM
NEGOTIATION
BESPOKE



ADVISORY

CONTRACT
BENCHMARKING
CONTRACT DESIGN
CAPABILITY MATURITY
ASSESSMENT
CORPORATE SKILLS
ASSESSMENT
RELATIONAL
WORKSHOPS
COMMERCIAL
TRANSFORMATION



EVENTS

WEBINARS
MEMBER MEETINGS
ROUNDTABLES
CONFERENCES
INNOVATION AWARD
CEREMONIES



RESEARCH

RESEARCH FORUM
REGULAR
BESPOKE

What You Gain From Membership

- **Baseline - where you are now**

- Capability Maturity Model assessment (included as part of Corporate membership)
- Skills assessments
- Contract Benchmarking
- Process & Systems assessments
- Workshops to determine how to proceed

- **Build capability**

- Training & Certification cohorts, & blended programs
- Contract Management for non-CM
- Contract Design
- New Contracting Models and Workshops

- **Informal learning & community**

(Remain connected to what is happening in this rapidly changing space)

- | | |
|-----------------------------------|-----------------------------|
| • Annual Conferences | ◆ Network |
| • Ask The Expert (ATE) & Webcasts | ◆ Commitment Matters Blog |
| • Contracting Excellence e-zine, | ◆ Research |
| • JSCAN | ◆ Innovation & other Awards |

- **Executive community** – quarterly webcasts, special conference programs, special access to IACCM leadership



Be Ahead of the Curve and Respond to Challenges

Take advantage of these opportunities, included in membership:

- Listen to at least one [Ask The Expert \(ATE\)](#) or Thought Leadership webcast every month, either live, or afterwards at your convenience.
- Read at least one [Research Report](#) every month
- Check out the [Commitment matters blog](#) every month
- Check out the [Contracting Excellence](#) magazine every month
- Join at least one [Network Community](#)
- Check out the [IACCM Forum](#) at least once a month. Post a query and get helpful responses from IACCM and the community
- Attend a local member meeting and/or a regional conference
- Read the [top pitfalls](#) and find 3 things you can do differently in your job that will improve your commercial outcomes

IACCM Networks

Areas

- Aerospace & Defence
- Banking & Finance
- Engineering & Construction
- Government & Public Sector
- Health & Pharmaceutical
- Heavy Industry (Mining, Ship Building)
- Information Technology
- Legal
- Oil & Gas / Petrochemical
- Telecommunications / ICT
- Utilities & Power

Contract / Commercial Topical Communities

- Automation & Emerging Technologies
- Contract Drafting Simplification & Visualization

- Contract Performance Management
- Contracting Models (Agile, Relational, Outcome-based)
- Data Processing / Cyber security / Data Privacy
- Dispute, Claim & Conflict Management
- Economic Value of Contracting & Contract Management
- Governance & Transformation
- Negotiation
- Outsourcing
- Public Private Partnerships
- Relationship Management
- Risk Management
- Small & Medium Businesses / Start-up
- Social & Sustainable Procurement & Contracting
- UK Law

Professional Development / Other Networks

- Academics
- IACCM ASEAN Community
- IACCM Español
- IACCM Mentoring Program
- In Transition
- Leaders of the Future
- Leadership
- Women's Networking Group

IACCM 2019 Conferences



Europe: Madrid, May 13th – 15th



Asia: Sydney, July 24th – 26th



Americas: Phoenix, November 4th to 6th



Awards and opportunities

Be proud of your organisation and apply for :

- 1. INNOVATION AWARD:** This program is open to all IACCM Member companies, and builds on the 'License to Act Differently' program, which encourages innovation in Contract & Commercial Management best practices.
- 2. EXCELLENCE IN CONTRACT MANAGEMENT AWARD:** This award recognizes the personal initiative of an individual practitioner who has shown outstanding leadership or endeavor in managing contracts fairly and openly.
- 3. LEADERS OF THE FUTURE:** Initiative designed to reinforce the IACCM vision of creating commercial teams that are increasingly integrated, breaking down some of the functional boundaries that inhibit today's business performance. Making CCM an aspirational career and building a community for the future.

Four opportunities to participate



- The IACCM EMEA Awards
 - The IACCM APAC Awards
 - THE IACCM Americas Awards
- OR**
- THE IACCM Global Awards

Some pictures from the 2018 IACCM conferences



IACCM Certification

Train, develop and choose what is best for your organisation!

IACCM delivers a range of training in:

- Fundamentals
- CCM
- SRM
- Oil & Gas
- Classroom training
- Bespoke and blended training
- SMARTnership Negotiation



Skills & Competency Assessment

- IACCM's unique web based assessment tool supports analysis of the current level of competency of an individual or team, in commercial and contract management and supplier relationship management.
- This analysis identifies competence gaps, both within the team and against industry benchmark data. This unique approach enables comprehensive professional development planning and provides an overview of department capabilities.
- **Delivers Clear Immediate Benefits**
 - The ability to measure and build skill levels across a global contract management team
 - Assessment of current skill / knowledge capabilities by individual, group and at department level
 - The ability to measure performance in each skill / knowledge area, using external benchmarks and internal targets
 - The ability to identify skill / knowledge gaps and plan remedial action
 - Can be used to assess potential hires

Self Assessment
Incomplete

Self Assessment

Identifying / Acting on Opportunities for Change

i Description

Identifying / Acting on Opportunities for Change is the ability to update and reengineer business terms, processes and practices, to streamline effectiveness and meet new performance targets. This includes analyzing best practice and process in world class organizations for the purpose of establishing process goals, objectives and improvement priorities.

✓ Scoring Criteria

If claiming points, you will be able to demonstrate examples of process change initiatives that you have led or sponsored, and/or outline your contributions to change teams. Describe in brief the business changes that you have helped to implement.

Please select your level of achievement in '*Identifying / Acting on Opportunities for Change*':

- ☐ I have limited experience of change programs or the techniques through which they are initiated.
- ☐ I have participated in change teams and contributed positively to their success.
- ☐ I have led several change initiatives to successful conclusion, though I do not generally initiate the change proposal.
- ☐ I am a leader in change management; I can offer many examples of projects that I have led to successful conclusion, and several that I have initiated.
- ☒ I am a leader and visionary in change. I can cite examples of fundamental shifts that I initiated and the benefits these have generated for the business.

Please provide examples **?**

As a lawyer I stand in the shoes of my client/customer to ensure I deliver results they want and need. This mindset often dictates that the approach taken goes against conventional legal next steps and ways forward. My clients keep coming back for more. An example of interest is a manufacturing agreement I produced for the UK outsourcing

Save & Continue

Commercial & Contract Management (CCM)

- Self Paced and Internet Based
- 12 month license to access the system
- Complete within 4 - 6 months
- 1 – 3 hours per week commitment
- Self Assessment to ascertain level
- Community message boards for knowledge sharing
- Professional Certification upon successful completion
- Curriculum continuously reviewed and improved
- Historical numbers:
 - 10+ years of skill assessment & certification
 - 20,000+ participants
 - 200+ corporate programs

The Certification level descriptions

CCM Associate (Fundamentals Course) – standalone

- A person tangential to contracts who after taking the Fundamentals program obtains a basic understanding of the principles of contract and commercial management.

CCM Practitioner

- Works in a early career level commitment management role and is developing a solid understanding of contracting principles and techniques. Works in an operational role with occasional supervision and has some autonomy.

CCM Advanced Practitioner

- Experience practitioner with a higher degree of autonomy. Experience with a variety of contracts and commercial initiatives and has obtained advanced operational techniques. Often has significant authorization levels.

CCM Expert

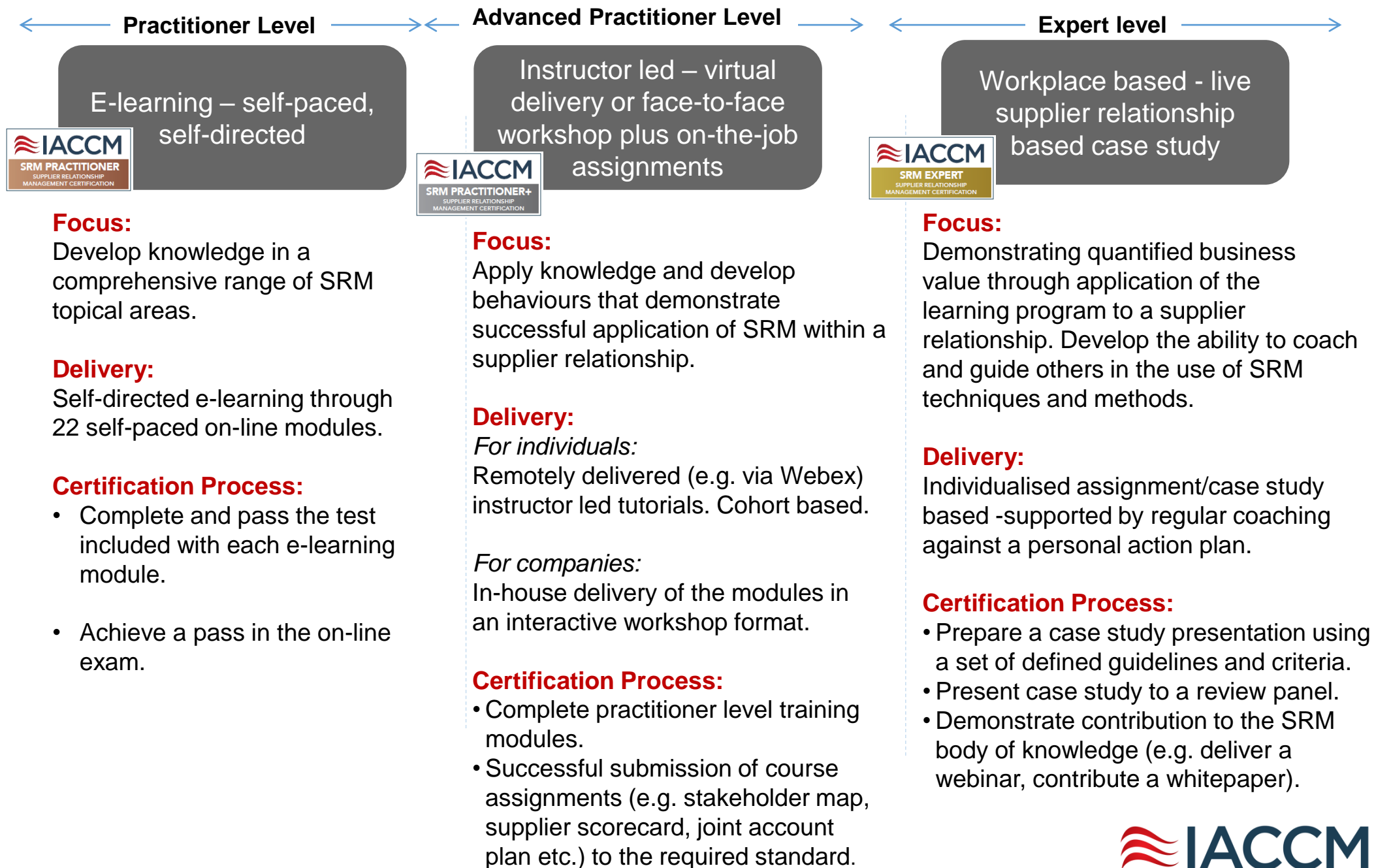
- A trusted advisor and senior practitioner who takes the lead on the most complex cases, often of strategic organizational significance. Frequently directs or champions the professional function in the business.

- **CCM Associate (Fundamentals Course) – standalone**
 - Module tests – 80% pass score
 - 45 Minute Final exam – 45 Multiple Choice Questions – 70% pass score
 - achieves Certificate of Completion of Fundamentals curriculum
- **CCM Practitioner (CCMP)**
 - Self-Assessment Scores validated at Practitioner Level
 - Practitioner Curriculum Modules Test – 80% pass score
 - Final 2 hour exam – 120 Multiple Choice Questions – 70% pass score
 - 5 Message Board postings
- **CCM Advanced Practitioner (CCMAP)**
 - Self-Assessment Scores validated at Advanced Practitioner Level
 - Advanced Practitioner Curriculum Modules Test – 80% pass score
 - Final 2 hour exam – 109 Multiple Choice Questions – 80% pass score
 - 5 Message Board postings
- **CCM Expert (CCME)**
 - Candidate must have achieved Advanced Practitioner
 - In person interview to qualify for the course
 - Identifying a Business Case, developing Business case with at least 3 mentoring sessions provided
 - Preparing a presentation to a 3 member Executive panel

SRM Learning and Certification Programs

- Self Paced and Internet Based
- 12 month license to access the system
- Complete within 4 - 6 months
- 1 – 3 hours per week commitment
- Community message boards for knowledge sharing
- Professional Certification upon successful completion

Supplier Relationship Management Certification



SMARTnership Negotiation Master Program

Who can benefit from this Program?

The IACCM and SMARTnership Negotiation Master Program is designed for:

- Sales Managers
- Sales Directors
- Procurement Officers
- Procurement Directors
- COO's
- CFO's
- Legal Advisors
- Lawyers
- Contract Managers
- Marketing Directors
- Project Managers



IACCM – SMARTnership Negotiation

Master Class **GOLD & BRONZE**



The IACCM - SMARTnership TM Negotiation Master Class **GOLD** consists of approximately **8 weeks** of course instruction to be completed on a flexible schedule. The content is applied at the eMBA level, including:

- short videos
- negotiation simulations
- personalized feedback from the instructor
- weekly office hours
- reading materials by award-winning author
- practical toolkits

The IACCM - SMARTnership TM Negotiation Master Class **BRONZE** consists of approximately **6 weeks** of course instruction to be completed on a flexible schedule. The content is applied at the eMBA level, including:

- short videos
- weekly office hours
- reading materials by award-winning author
- practical toolkits

By applying the principles of SMARTnership, parties could work out the asymmetric values between them and create far greater value – mutual value – with the lowest costs and highest profits.

Advisory Services

What: Turning great thinking into great doing

Why: Helping our members to be really easy to do business with

How: By

- assessing the commercial competency and **maturity** of the organisation to identify gaps and prioritize actions
- **upskilling** the commercial capability of all who touch the contracting process
- understanding potential areas of friction through **benchmarking**
- developing contracts that are easy to understand through **simplification**
- building new **commercial functions** to embrace the full commercial lifecycle
- **tech enablement and digitization** to gain competitive insight

Exploring simplified contracts

1 Function

2 Location

3 Company

4 Results



Capability

Which of the following capabilities do you need the software to support?

- Collaboration with counter party
- Contract Approvals
- Contract Change Management
- Contract Discovery
- Contract Drafting





Organizational Function

Which of the following functions do you need the software to support?

- Contract & Commercial (CCM)
- Finance
- Legal
- Other
- Procurement
- Project Management





Contract Types

Which of the following contract types do you need the software to support?

- Buy Side Contracts
- Distribution Contracts
- Employment Contracts
- Others
- Property Contracts
- Royalty / Licensing Contracts





Integrations

Which of the following integrations do you need the software to support?

- DocuSign
- Microsoft
- Oracle ERP
- Other
- Salesforce
- SAP



Simplified contracts – FAQ style making sure obligations are clear

Before *

2. Nominations

- 2.1 You will give us, or our representative, your Nomination. Your Nomination will specify grades, quantities, method of delivery, type of products (including whether bulk or packed) for each vessel and expected date of arrival at a Delivery Port taking into account the Minimum Notice Period.
- 2.2 For confirmed orders, we, or the Delivery Company, will make reasonable efforts to satisfy the Nomination but will otherwise have no liability. If you change your requirements without cancelling or amending your Nomination or if you don't give the Minimum Notice Period you will pay our or our Delivery Company's related expenses. If the vessel arrives earlier than your nominated arrival date, we will try to supply the vessel but our supply obligation remains timed to the nominated arrival date. We will inform you if any circumstances prevent a Delivery.
- 2.3 If the vessel has not arrived at the Delivery Port within ten days after the nominated arrival date, we may:
- 2.3.1 charge a No-Show Fee;
 - 2.3.2 cancel your Nomination; and
 - 2.3.3 return the ordered Marine Lubricants to our inventory.

The small print
Before * - this is after language simplification

After

2 **Nominations**

A nomination is a list of what you need, and when

- 2.1 You will give us, or our representative, your Nomination. Your Nomination will specify
- grades
 - quantities
 - method of delivery
 - type of products (including whether bulk or packed)
- for each vessel and expected date of arrival at a Delivery Port, taking into account the Minimum Notice Period.
- For confirmed orders, we, or the Delivery Company, will make reasonable efforts to satisfy the Nomination but will otherwise have no liability.

What if your requirements change

- 2.2 If you change your requirements without cancelling or amending your Nomination or if you don't give the Minimum Notice Period you will pay our or our Delivery Company's related expenses.

If the vessel arrives early

- 2.3 If the vessel arrives earlier than your nominated arrival date, we will try to supply the vessel but our supply obligation remains timed to the nominated arrival date. We will inform you if any circumstances prevent a Delivery.

If a vessel is more than 10 days late

- 2.3 If the vessel has not arrived at the Delivery Port within 10 days after the nominated arrival date, we may:
- charge a No-Show Fee;
 - cancel your Nomination; and
 - return the ordered Marine Lubricants to our inventory.

Simplified contracts – clearly set out requirements

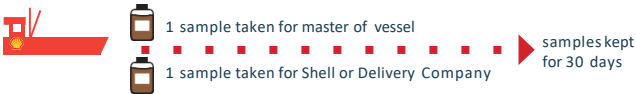
Before *

During bulk barge deliveries, we or the Delivery Company, will take two representative samples of the Marine Lubricants which will be individually labelled and numbered uniquely. You or your representative may witness this. One sealed sample will be given to the Master of the vessel and the other one kept by us or the Delivery Company for 30 days, or longer if the law allows (**Period**). At the end of the Period, our sample may be discarded unless you have made a complaint or claim under section 10.3 within the period referred to in section 10.3, in which case our sample will be kept for analysis by the laboratory referred to in section 10.8. For road tanker deliveries one representative sample of the Marine Lubricants (taken during delivery or at loading from the lubes oil blending plant which is sealed and given to the customer. We shall have access to samples kept by the lubes oil blending plant. No samples are retained for pumping ex-IBC as quality can be investigated against batch numbers for ex-IBC products

After

10.1 The Marine Lubricants will conform with the Specification. All other warranties (express or implied), terms or conditions are expressly excluded to the fullest extent permitted by applicable law.

Bulk barge deliveries

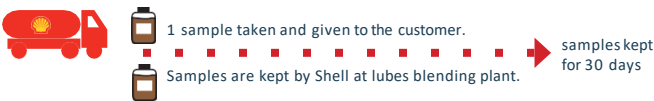


10.2 During bulk barge deliveries, we or the Delivery Company, will take two representative samples of the Marine Lubricants which will be individually labelled and numbered uniquely. You or your representative may witness this.

One sealed sample will be given to the Master of the vessel and the other one kept by us or the Delivery Company for 30 days, or longer if the law allows (**Period**).

At the end of the Period, our sample may be discarded unless you have made a complaint or claim under section 10.3 within the period referred to in section 10.3, in which case our sample will be kept for analysis by the laboratory referred to in section 10.8.

Road tanker deliveries



For road tanker deliveries, one representative sample of the Marine Lubricants is taken during delivery or at loading from the lubes oil blending plant. This is sealed and given to the customer.

Samples are also kept by Shell's lubes oil blending plant.

No samples are retained for pumping ex-IBC as quality can be investigated against batch numbers for ex-IBC products.

The small print
Before * - this is after language simplification

Simplified contracts – graphical representations of complex situations

Before *

Risk and Title

9.1 Delivery will be completed and title and risk will pass to you either:

9.1.1 for bulk Deliveries, when the Marine Lubricants pass the flange connecting the delivery facilities with the receiving facilities provided by you; or

9.1.2 for Delivery in containers:

9.1.2.1 when delivering to a quay or other point on land, when the goods are landed from the delivery vehicle to the ground;

9.1.2.2 when delivering by a barge operated by us and using our barge's lifting equipment, when the goods are landed on the deck of the vessel;

9.1.2.3 when delivering by barge or vehicle and using lifting equipment provided and operated by you, when the goods are lifted off the deck of the barge or off the vehicle; or

9.1.2.4 when delivering by barge, and you have contracted with a third-party service provider or operator to provide pump ex-IBC service, immediately before the pump ex-IBC service.

After

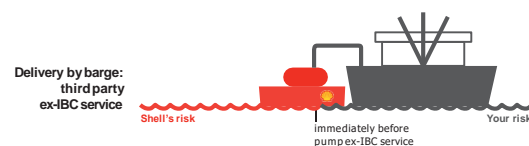
Risk and title during delivery

9.1 Delivery will be completed and title and risk will pass to you:

either 9.1.1 **for bulk Deliveries**



- when the Marine Lubricants pass the flange connecting the delivery facilities with the receiving facilities provided by you.

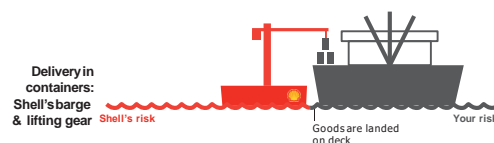


- or when delivering by barge, and you have contracted with a third-party service provider or operator to provide pump ex-IBC service, immediately before the pump ex-IBC service.

or 9.1.2 **for Delivery in containers**



- when delivering to a quay or other point on land, when the goods are landed from the delivery vehicle to the ground;



- or when delivering by a barge operated by us and using our barge's lifting equipment, when the goods are landed on the deck of the vessel;

Organizations embracing contract simplification and visualization



إحدى شركات مؤسسة البترول الكويتية
A Subsidiary of Kuwait Petroleum Corporation



Remember....



“In an age of fast-growing complexity,
the winners are those who simplify the
lives of others”