

A photograph of a renewable energy farm at sunset. In the foreground, there are rows of dark blue solar panels. Behind them, several large white wind turbines with three blades each are visible. The sky is a mix of blue and orange, with large, fluffy clouds illuminated by the setting sun. The sun itself is a bright circle on the horizon.

CASE STUDY

The power of targeted improvement

How a major energy company beat the industry benchmark
with WorldCC's Capability Maturity Analysis (CMA)



Background

In 2024, a major APAC based energy company, undertook its first **Capability Maturity Analysis (CMA)** with World Commerce & Contracting. The analysis provided a benchmark of the company's contracting and commercial management capability, measured across nine competence areas and compared against global peers, industry standards, and world-class performance.

The initial results revealed a capability profile that fell below both the WorldCC global benchmark and the power generation and utilities industry average. While strengths existed in leadership and customer/supplier experience, the company scored lowest in information systems/knowledge management and people development. The overall results placed the organisation in the **58th percentile globally**.

Actions taken

Following the 2024 analysis, the member identified three immediate priorities:

1. Strengthening leadership alignment:

Ensuring executive sponsorship of contract management processes and embedding CCM in strategic objectives.

2. Investing in workforce development:

Expanding training, supporting formal study, and building clear career pathways in commercial roles.

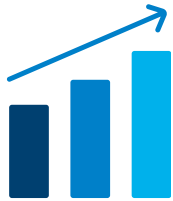
3. Initiating technology upgrades:

Beginning the transition to integrated digital systems to improve data access, consistency, and contract lifecycle management.



2025 Results

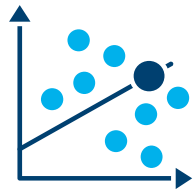
In 2025, the Capability Maturity Analysis was undertaken again in conjunction with a WorldCC Voice of the Supplier Survey which provided further insights and contributed to overall improvement. The results showed significant improvement compared to the 2024 analysis across multiple areas, outpacing sector-wide progress.



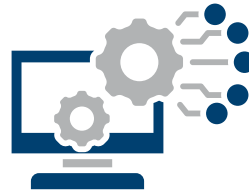
Overall improvement:
+6% year-on-year improvement
in all 9 categories
(vs <1% for the wider industry)



Overall standing:
56th percentile across global cross-
industry benchmark



Industry standing:
52nd percentile within the
energy industry



Information Systems & Knowledge Management: +11% uplift, reflecting early integration of digital tools and improved access to contract data



People Development: +11% uplift, linked to workforce capability programs, advanced training, and career development



Leadership: +6% uplift, with stronger executive engagement and greater recognition of CCM as a source of business intelligence.

A tall, dark metal electricity pylon stands against a sky transitioning from blue to orange and red at sunset. The pylon's lattice structure is clearly visible, and several power lines extend from it towards the right.

Outcomes and insights

The comparison between the 2024 and 2025 data demonstrates how the CMA can be serve as both a diagnostic tool and a driver of improvement. Key outcomes included:

- **Cultural shift:** Contract management increasingly recognised as a strategic discipline rather than an administrative function.
- **Workforce engagement:** Employees reported greater confidence in their role as commercial advisors, reflecting investment in skills.
- **Digital transition:** While still in progress, early system improvements provided more reliable data and a foundation for future CLM adoption.
- **Year-on-year benchmarking:** The ability to track progress created accountability and momentum across the organisation.

“ **The CMA gave us a clear lens on where we stood and where we needed to focus. Within 12 months we saw measurable improvement – and our teams felt more confident and engaged.** ”
Senior Leader, Energy Sector

Conclusion

This case study illustrates the practical value of the CMA. Within a twelve-month cycle, the organisation moved from below-benchmark performance towards industry parity, achieving measurable improvements in people, leadership, and digital capability.

The case reinforces that sustained focus, informed by evidence-based benchmarking, can deliver capability gains that outpace industry trends. For this member, the CMA has become a structured pathway for embedding resilience and advancing commercial excellence in support of its wider energy transition strategy.

[Find out more about the Capability Maturity Analysis](#)