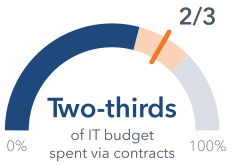


CONTRACT ROADMAP

Briefing for CIOs and IT Leaders



Share of an IT organization's budget that may flow through contracts, in our experience.

IT ORGANIZATIONS spend a substantial portion of their budgets through contracts, yet often lack a coordinated view of when those contracts require action. The result is reactive renewals, missed opportunities for cost savings and modernization, and procurement decisions driven by deadlines rather than strategy.

A CONTRACT ROADMAP changes that dynamic. By consolidating contractual commitments into a forward-looking timeline, and establishing planning dates well ahead of expiration, IT leaders gain the visibility and lead time to make better financial, sourcing, and service decisions.

THE HIDDEN CHALLENGE



How far ahead planning may need to begin for a complex, long-term infrastructure services contract.

- **IT IS ENTIRELY DEPENDENT ON CONTRACTS**: In our experience, ***roughly two-thirds of an IT organization's budget flows through contracts*** of one kind or another—hardware, software, telecommunications, cloud subscriptions, maintenance, managed services, and contracted staffing—and for some organizations it's even more.
- **MORE THAN A FINANCIAL OBLIGATION**: Each contract also brings administrative responsibilities, renewal decisions, potential price increases, changing technology requirements, and opportunities to improve services.
- **THE VENDOR MANAGEMENT PARADOX**: Leaders readily see the need for formal vendor management when consolidating services under one multimillion-dollar agreement. Yet dozens or hundreds of separate agreements still require management, and their cumulative administrative effort may be considerably greater.
- **THE DIFFERENCE IS VISIBILITY**: A failure involving a major outsourcing contract can attract executive attention, political scrutiny, or even public criticism. Problems across dozens of smaller contracts accumulate quietly through missed opportunities, unnecessary administrative work, inefficient purchasing, and delayed improvements.

> *Organizations often decide they need mature vendor management when they consolidate contracts—when they may need it even more* ***before*** *consolidation.*

- **THINK SERVICE MANAGEMENT**: The objective isn't simply to manage suppliers. It's to align contracted services, internal capabilities, finances, and organizational objectives.



Recommended cadence for a simple management review of upcoming ***Plan Dates****.*

October 2026

THE COST OF PLANNING TOO LATE

"Every contract extension option should be viewed as an opportunity to reconsider the relationship, not merely as an administrative deadline."

Geofrey Master
Senior Contracting Expert
Integris Applied

One of the most common contract management problems isn't poor negotiation or poor contract administration. It's simply **starting too late**.

A service owner may know a contract's expiration date and hold an option to extend it another year. Administratively, the contract appears to be under control. But introducing a new technology, improving security, consolidating services, changing suppliers, or negotiating better pricing may require months, or even years, of preparation: developing a service strategy, assessing market alternatives, securing budget approval, conducting a competitive procurement, negotiating terms, and transitioning to a new solution.

By the time expiration approaches, many of those options may no longer be practical. The organization is effectively forced into another extension, often on terms largely dictated by the existing arrangement. Over time, reactive contracting leads to higher costs, limited technology choices, delayed modernization, and inability to align contracted solutions with broader IT strategy.

Over time, reactive contracting leads to:

Higher costs
Limited technology choices
Delayed modernization
Inability to align contracted solutions with broader IT strategy

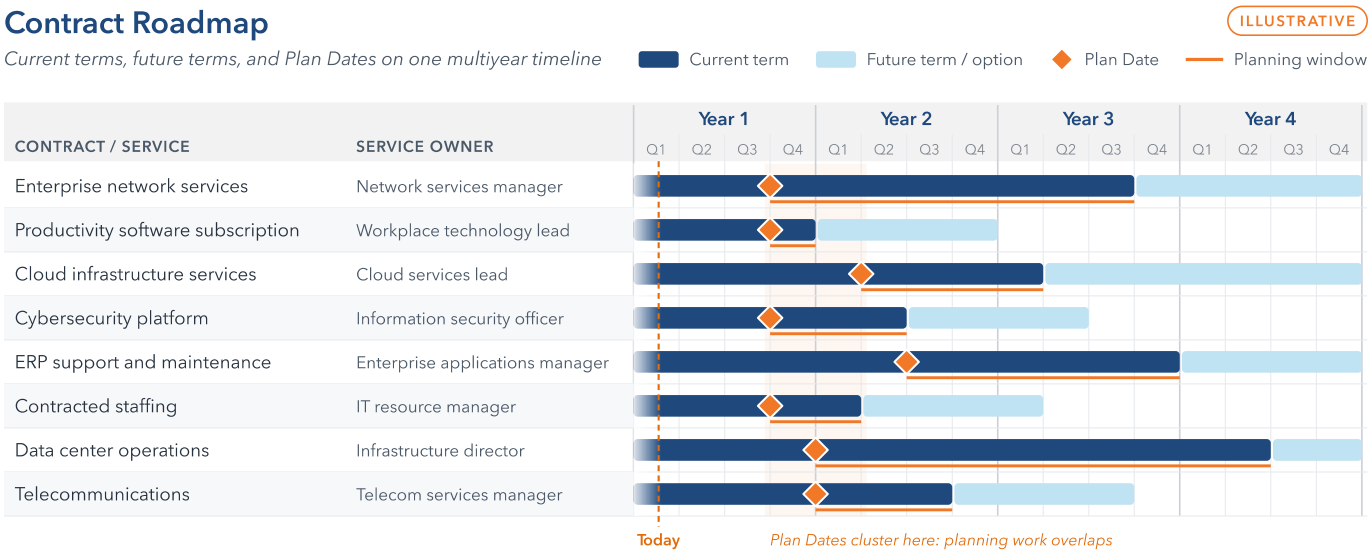
INTRODUCING THE CONTRACT ROADMAP

Integris Applied developed the Contract Roadmap as a straightforward way to visualize and proactively manage a contract portfolio. The concept is simple: organize contracts into a structured inventory, identify when decisions and planning activities should begin, and present the information visually using a Gantt chart. Most IT professionals already use Gantt charts for projects, schedules, dependencies, and milestones. Why not use the same approach to manage contracts?

Contract Roadmap

ILLUSTRATIVE

Current terms, future terms, and Plan Dates on one multiyear timeline



Illustrative only. Contracts, owners, and dates are hypothetical and do not represent any organization.

Figure 1. *A Contract Roadmap places current terms, future terms, and Plan Dates for the whole portfolio on one timeline, showing where decision points approach and planning activities overlap.*

A Contract Roadmap typically identifies:

- The supplier, product or service, and responsible service owner.
- The current contract term, including start and expiration dates.
- Available renewal or extension options and anticipated future terms.
- Important underlying agreements or contractual dependencies.
- A recommended **Plan Date**: the point at which the organization should begin preparing for its next contract action.

THE MOST IMPORTANT DATE: THE PLAN DATE

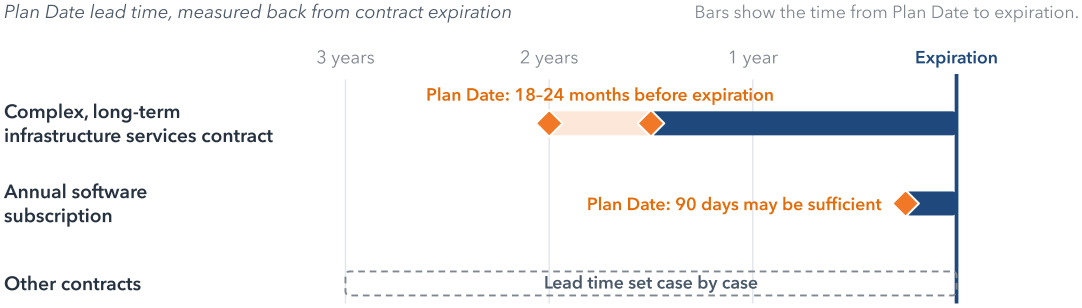
It's not the Expiration or Notification Date you should be tracking.

*When do we need to start thinking about what comes next? We call this the **Plan Date** – months or years in advance of expiration.*

Traditional contract tracking, if it occurs at all, often focuses on expiration dates and required renewal notices. The more useful question is when to start thinking about what comes next. We call this the **Plan Date**.

When should planning begin?

Plan Date lead time, measured back from contract expiration



Lead time depends on procurement requirements, funding cycles, technical complexity, competitive alternatives, and transition risks.

***Figure 2.** Lead time examples. Scale is approximate; 90 days is drawn as three months.*

The Plan Date is not a standard reminder set a fixed number of days before expiration. It's a management decision based on the nature and strategic importance of each contract. Shown across a multiyear timeline, Plan Dates give IT leaders a picture they can quickly understand: which contracts are approaching decision points, where planning activities overlap, and which service areas may require attention well before their agreements expire.

MAKING IT AN ONGOING PRACTICE

Building a Contract Roadmap requires some initial effort. Contract documentation is frequently scattered across shared drives, procurement systems, email archives, and individual service owners' files. A single service or purchase may involve multiple layers of agreements, such as purchase orders, master contracts, reseller agreements, software license terms, amendments, and cooperative procurement vehicles, each with its own dates and requirements. The objective is to make sense of those relationships, not simply collect documents.

Establishing an ongoing practice may be easier than you think.

With simple visibility and making it a regular monthly review item, managers can get ahead of contract renewals.

The Contract Roadmap doesn't require a large enterprise software implementation or a complicated new governance bureaucracy. The greater value comes from using it consistently, through a simple, recurring management review, typically monthly, with service owners, contract or procurement management personnel, and IT leadership.



***Figure 3.** The monthly management review focuses on upcoming Plan Dates and the actions needed to prepare for them. Conceptual.*

BETTER CONTRACTS, BETTER IT STRATEGY

"Our goal is to help IT leaders spend less time reacting to contract deadlines—and more time making deliberate decisions about the services, technologies, and relationships that will support their organizations in the future."

Tim Ryckman
Managing Director
Integris Applied

IT organizations routinely develop strategies to modernize technology, improve cybersecurity, increase resiliency, reduce costs, and deliver better services. Implementing those strategies often depends on procurement and contracting. If the organization hasn't planned for the necessary contract actions, even a well-developed technology strategy can stall.

When leaders understand their contractual commitments and upcoming decision points, they can align procurement, budgeting, and service planning around their desired outcomes. They can negotiate more effectively, coordinate investments, reduce unnecessary administrative effort, and make better-informed decisions about their technology environment, without necessarily adding a large management organization or investing in expensive new tools.

> *The Contract Roadmap turns a collection of contractual obligations into a visible, manageable portfolio of **strategic decisions**.*

KEY TAKEAWAYS

1. **IT Contracts Are a Strategic Portfolio.** They are not just administrative obligations. Collectively, they represent significant spending, operational dependencies, and opportunities for improvement.
2. **Expiration Dates Are Often Too Late.** Effective contract management establishes earlier Plan Dates based on procurement complexity, notice requirements, and business needs.
3. **Every Renewal Is an Opportunity.** Extensions and renegotiations should prompt consideration of costs, service requirements, market alternatives, and modernization opportunities, not simply continuation of the status quo.
4. **Visibility Enables Better Decisions.** A Contract Roadmap brings scattered agreements, timelines, and responsibilities into a consolidated, actionable view.
5. **Governance Doesn't Have to Be Complicated.** A simple monthly review of upcoming contract decisions can improve financial planning, sourcing outcomes, and alignment with IT strategy.

At Integris Applied, we help organizations build Contract Roadmaps and establish practical management processes around them.

Build your Contract Roadmap with Integris Applied

We work with your service owners to understand the environment, contract challenges and business priorities—not simply compile an inventory. We help identify opportunities for consolidation and service improvement, recommend planning dates, and assess procurement or renegotiation options. Our structured approach makes the work manageable alongside your team's day-to-day responsibilities.

Contact Integris Applied to discuss a practical roadmap for your organization.

integris APPLIED

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About Us
Integris Applied is a strategic advisory firm focused on helping organizations build healthy, effective service relationships across complex technology environments. We are experienced practitioners with backgrounds spanning service providers, client IT organizations, and both public and private sectors. Specialty focus areas include strategy definition and execution, multisourcing and service integration, procurement and sourcing strategy, collaborative negotiation, and public-sector governance and transparency.