



From Contract Creep to Cutting-Edge Tech: What Every Business Leader Should Know Now

In this issue of Market Intel - we're not just scanning the horizon - we're diving into what's changing right now. From hidden costs in long-term contracts and AI breakthroughs in FM, to the strategic value of your IP and the shifting software landscape - our ERA experts unpack the trends that matter, and the practical steps to stay in control.

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Contract Fatigue: The Hidden Erosion of Value in Long-Term Agreements

By Ian Morrison

When it comes to managing supplier relationships, it's tempting to treat contracts like one-and-done exercises—negotiate the deal, file it away, and move on. But that mindset can cost businesses dearly. I want to talk about two subtle but critical challenges that erode contract value over time: contract creep and contract fatigue.



The Market Never Stands Still

Let's be clear — contracts don't work perfectly. They can't. For all sorts of reasons, from the dynamic nature of markets to the ever-evolving needs of businesses, the reality on the ground constantly shifts. And while clients often see contract management as a tick-box exercise — “project done, move on”—that's where trouble starts.

Meanwhile, suppliers, and I'll say this carefully, are always looking for opportunities to drive up their margins—sometimes at the client's expense. It's not about being cynical, it's about being realistic. Suppliers are commercial entities, and if there's an opening to increase their margins, many will take it. That's just how the game is played.

Contract Creep vs Contract Fatigue

At ERA Group, we help clients tackle two distinct but related problems through our audit process: contract creep and contract fatigue.

- Contract creep happens when suppliers—or even internal teams—don't stick to the original, negotiated terms. For example, a stationery supplier might quote for an unbranded product. But when the client tries to reorder, they're told it's obsolete or out of stock. Instead, they're offered an “alternative” that just happens to be significantly more expensive. And rarely does that alternative come with a better price—quite the opposite. The supplier pockets the extra margin, while the client pays more for something they didn't ask for.



- Contract fatigue, on the other hand, is more passive. It's what happens when everyone forgets about the contract. It gets ticked off the list and life moves on. But the benefits of that contract? They quietly evaporate. In fact, there are studies suggesting that within three years, only about 40% of the originally negotiated value remains. The decline happens fast—steep in the first year, then tapering off—but by then, 60% of the benefits have slipped through the cracks.

Keeping Control, Delivering Value

That's where we come in. Our audit process digs deep—into the data, into the contracts, and into the fine print. The goal? To maintain and protect the full value of what was originally negotiated. Whether you call it savings, value for money, or commercial benefit, we ensure it's fully realised throughout the entire contract lifecycle.

We don't just negotiate a better deal—we make sure that deal is delivered to its optimum level, consistently and over time. That's a key differentiator of ERA's approach.



Mini Tenders: A Proactive Enhancement

Alongside this, my colleague James and I keep an eye on the market. If we spot trends—for example, fluctuations in the lubricants and oils sector—we act. We run what we call mini

tenders, carving out parts of a larger contract to re-tender. That way, we can reintroduce competitive tension and often unlock fresh value. It's a way of enhancing the contract, not letting it fade.

Final Thoughts

Clients often underestimate just how quickly a contract can lose value. But with the right oversight, tools, and market intelligence, you can keep it sharp. Contract fatigue and creep aren't inevitable—they're avoidable. You just have to know where to look, and keep looking.

That's exactly what we do at ERA Group.



Challenging the Status Quo: Why Tenants Must Scrutinise Service Charges More Closely

By Catherine Anderson

Landlords (or their managing agents) are often late issuing budgets—sometimes not until well into the service charge year. If that's your experience, you're not alone; this happens in around 50% of cases.

Equally, landlords are often late issuing final certificates, particularly when tenants are due rebates because actual costs came in under budget. Explanations and commentary on costs may also be poor or entirely lacking, with little validation of the apportionments used. Crucially, tenants may have only a limited time after the certificate is issued to challenge the reported expenditure—if they can challenge it at all without incurring additional costs.

If you're a busy FD or property director of a tenant business, this often gets put on the to-do pile—then

forgotten or simply accepted. Best practice dictates that budgets should be provided no later than one month before the service charge year begins, final certificates issued within four months of year-end, and a further four months allowed for tenants to review the costs. However, beware of any specific timings stated in your lease, as these can take precedence and prevent future challenges.

The impact of poor landlord administration on a business can be significant:

- You are unable to budget in advance for rising costs.



- Your landlord may already be committing to and incurring new costs before you've even received the budget—let alone had a chance to challenge it.
- You are losing money. Tenants are often overcharged without realising it, inadvertently funding costs that should be the landlord's responsibility—diverting funds that could be used to grow their own business.

As if poor admin weren't bad enough, one of the standout areas for overcharging in 2024 was site management costs. These are rising sharply, particularly in London, and often include elements of the managing agents' responsibilities that should already be covered under their management fees. Why? Because those fees should be fixed. So not only is the administration poor, but landlords are charging more for it, too!

Also beware of M&E (mechanical and electrical) costs. Some landlords opt for inclusive maintenance contracts, yet still incur and pass on added costs that should not be charged.

Repair costs should be accounted for separately from replacements. With upcoming MEES regulations around building energy performance, some landlords are choosing to upgrade rather than repair or replace plant and fabric. Capital costs—if shown—are usually substantial and can come as a shock. But are you even liable under your lease terms? Is there a more cost-effective, compliant alternative?

With professional advice, these costs can be reviewed for their validity—both under your lease and the RICS Code of Practice—potentially allowing significant reductions to be negotiated. If you're unsure whether you're being charged correctly, it's wise to get advice.

Our dedicated team of building surveyors and FM engineers can review your lease and quickly benchmark your service charge costs. High charges and anomalies can then be challenged with your landlord, often leading to meaningful rebates and reductions in future service charge costs.



How Hybrid Working Has Reshaped the Office Products Market

By Keith Copestake

The COVID-19 pandemic left few industries untouched, but while many sectors have since reverted to pre-pandemic norms, the office products market has been permanently transformed. For retail and blue-collar workers, the return to physical workplaces has been relatively straightforward. However, for white-collar professionals, the shift to hybrid and remote working has created a seismic change—one that continues to redefine what, how, and why office products are purchased.

A Decline in Traditional Office Supplies

The traditional office supply sector—once reliant on high-volume sales of paper, toner, ink, and filing solutions—has seen a steady decline. Digital tools and cloud-based platforms have reduced dependency on printed material. Although home offices have seen a slight uptick in printing needs, it hasn't been enough to offset the broader

decline. The reality is simple: we print less now—and that trend is here to stay.

Growth in Hybrid Work Essentials

While some categories have declined, others are thriving. Hybrid workers now expect their home setups to mirror their corporate workspaces. This has driven strong demand for:



- Ergonomic furniture: Adjustable desks, lumbar-support chairs, and monitor risers.
- Portable tech: Foldable keyboards, docking stations, and compact peripherals.
- Smart tools: AI-powered assistants and IoT-enabled desks are increasingly popular, enhancing productivity and convenience.

There's also a growing trend toward sustainable supplies, including recycled paper, biodegradable pens, and eco-friendly packaging—reflecting both employer and employee priorities around sustainability.

A Shift in Procurement and Purchasing

The traditional, centralised procurement model has given way to decentralised, consumer-style purchasing. Employees now often buy supplies directly via e-commerce platforms or using corporate expense cards. This shift has led to:

- A rise in direct-to-consumer office product brands
- Companies allocating budgets to employees for setting up their home workspaces
- A boom in online marketplaces and

subscription-based services

Suppliers must now cater to both business and personal users—across multiple delivery addresses.

What This Means for UK Suppliers

The UK office products industry faces both challenge and opportunity. Suppliers who adapt to hybrid realities can thrive, while those clinging to legacy models risk being left behind.

1. Continued Decline of Core Stationery

Paper, pens, and traditional filing products are on a slow but steady decline. However, niche areas—such as luxury stationery, personalised items, or branded gifts—can still provide value, especially in creative or client-facing sectors.

2. Tech-Integrated Product Growth

Office supplies are increasingly bundled with tech peripherals. Webcams, wireless keyboards, and smart charging hubs are now essentials. Expect more AI- and IoT-enhanced tools, especially for hybrid meeting environments.



3. Dual-Supply Strategies for HQ and Home

Suppliers must support flexible fulfilment models—serving both head offices and home-based workers. There’s clear opportunity in:

- Home office starter kits
- Employee allowance platforms
- Direct-to-door logistics

4. Sustainability Is Now Essential

With ESG commitments rising, sustainability is no longer a “nice to have”. Businesses expect:

- Eco-certified products
- Minimal and recyclable packaging
- Carbon-neutral logistics

Suppliers who help clients track and report on their sustainable purchasing will gain a competitive edge.

5. E-Commerce First, but Experience Still Counts

Amazon Business and similar platforms dominate, so smaller suppliers need to invest in:

- Seamless B2B features (bulk invoicing, account management)
- Real-time stock data
- Fast, reliable delivery

6. Value-Added Services Are Differentiators

To stay relevant, traditional suppliers are now offering:



- Managed print services
- Workspace and fit-out consultancy
- Furniture assembly
- IT support and leasing options

These services help businesses create ready-to-use, hybrid-capable spaces.

7. Consolidation and Market Shake-Up

Expect ongoing M&A activity, as traditional suppliers consolidate to stay viable or pivot into niche areas. Smaller players will need to specialise—or be absorbed by larger competitors.

Strategic Opportunities Going Forward

The office products industry isn't dying—it's evolving. Strategic investment and innovation are the keys to future growth:

- AI-driven B2B platforms: Personalised procurement for managers and teams
- Full-circle sustainability: From recycled refills to product take-back schemes
- Partnerships with co-working providers: To fit out hybrid-ready environments
- Subscription models: For desk essentials, tech supplies, or sustainability kits

In Summary

The hybrid working revolution has redefined the office products industry. For suppliers, this is a time for bold moves—not business as usual. Those who understand and respond to the new world of work will be the ones who lead it.



The Changing Landscape of Software for Business Owners

By John Addis

In recent years, the business software landscape has undergone a dramatic transformation. Traditional on-premise systems—where businesses purchase, install, and maintain software on local servers—are increasingly giving way to Software-as-a-Service (SaaS) models. This shift, while not without cost implications, has delivered numerous advantages to business owners in terms of scalability, agility, and long-term value.

From On-Premise to SaaS: The Big Shift

Historically, business software involved significant upfront investment: licensing fees, server infrastructure, IT staff, and maintenance contracts. Updates were infrequent and disruptive, and scaling systems required substantial time and money.

Enter SaaS. These cloud-based solutions allow businesses to access software via the internet

on a subscription basis, typically with little to no installation needed. Providers handle updates, security, backups, and support, leaving businesses free to focus on operations rather than infrastructure.

This transition is more than just a technological shift—it represents a new mindset. Business owners are embracing flexibility and user-friendliness over rigid, capital-intensive



systems. According to Gartner, over 70% of organisations have moved or are moving critical business applications to the cloud as of 2024.

Why SaaS is Gaining Ground

Several factors are accelerating SaaS adoption:

- Scalability: SaaS platforms can grow with the business, adding users, features, or integrations without costly hardware or downtime.
- Remote Work: The rise of hybrid and remote work environments has increased demand for accessible, cloud-based tools.
- Frequent Updates: SaaS vendors roll out updates regularly, often without interrupting service—keeping software secure and competitive.
- Built-in Integrations: Many SaaS products easily integrate with third-party tools, streamlining workflows and improving data flow.

Moreover, business owners appreciate the ability to trial software before committing, and the shift from capital expenditure

(CapEx) to operational expenditure (OpEx) makes budgeting easier.

The Price of Flexibility: Cost Trends

Switching to SaaS isn't always a cost-saving move upfront. Subscription pricing means recurring monthly or annual payments, and over time, these can exceed the one-time cost of an on-premise license. Additionally, many SaaS platforms operate on a per-user pricing model, which can drive up costs for growing teams.

Recent industry analysis shows that businesses making the move to SaaS typically face a 15% to 30% increase in software-related expenses in the first 1-3 years. This includes license subscriptions, data migration, and training costs. However, this increase is often offset by a significant reduction in associated operational expenses.

Reducing the Total Cost of Ownership (TCO)

While SaaS may seem more expensive at face value, the Total Cost of Ownership (TCO) often tells a different story.

TCO includes not just software licensing, but also:



- Hardware investments
- IT staffing
- Maintenance and upgrades
- Downtime costs
- Security and compliance costs

SaaS eliminates or reduces many of these. Without the need to purchase or manage servers, hire specialised support staff, or plan for costly system upgrades, businesses can cut associated costs by 20% to 50% over a 5-year period, according to IDC and Forrester Research.

Cloud software also helps businesses avoid “technical debt”—the inefficiencies caused by outdated systems—by keeping them current and secure.

What Business Owners Should Consider

As SaaS becomes the new standard, business owners should take a strategic approach when choosing software:

- Assess scalability and long-term pricing: Look beyond entry-level pricing and consider how costs will grow with your business.

- Ensure data portability: Make sure you can export your data easily if you decide to switch providers.

- Understand security policies: Choose vendors with robust data protection, compliance certifications, and uptime guarantees.

- Prioritise integration: Choose SaaS platforms that work well with your existing tools to avoid creating new data silos.

Looking Ahead

The move from on-premise to SaaS is not a trend—it’s a reshaping of how businesses operate. SaaS is not just software; it’s a service layer that connects business processes in real time, facilitates remote collaboration, and allows rapid innovation.

For business owners, understanding this shift and adapting their strategies accordingly is critical to staying competitive in a fast-moving digital economy.



Labour-Saving Technologies Transform Facilities Management

By Alison Bettany

With labour shortages and rising National Insurance Contributions, facilities management (FM) companies are turning to labour-saving technologies to enhance efficiency, cut costs, and improve operations. At this year's Workplace Event, innovations like AI-driven workforce scheduling, robotic cleaners, and smart building management systems were showcased as solutions to these challenges.

Autocanteen: Revolutionising Workplace Dining

Autocanteen's AI-powered checkout system is transforming workplace dining. By recognising meals instantly without barcodes, it streamlines food service and reduces transaction times, enabling FM teams to optimise operations:

- **Workplace Dining Optimisation:** Cuts queue times and staffing needs, with real-time inventory tracking.
- **Cost Efficiency:** AI analytics reduce waste and optimise ordering.
- **Seamless Integration:** Compatible with cashless payment and management platforms.



- Employee Experience: Enhances convenience, improving staff satisfaction.

Autocanteen has been successfully implemented in various workplaces, universities, and healthcare facilities where in one case 65 hours of queuing was saved, speed of service improved to 17 customers per minute at peak times and 650 labour days were saved by the removal/redeployments of staff at till locations. In another case there was a 120% return on investment.

Drone Clean UK: Aerial Cleaning for Efficiency and Safety

Drone Clean UK uses drone technology to clean high-rise buildings, windows, and industrial sites safely and efficiently. Its key applications include:

- High-Rise & Window Cleaning: Replaces scaffolding, reducing costs and improving safety.
- Solar Panel & Industrial Cleaning: Cleans delicate surfaces and hard-to-reach areas.



- **Roof & Gutter Maintenance:** Detects potential damage while cleaning.

The technology offers cost savings, reduces manual labour, and cleans up to five times faster than traditional methods, all while maintaining eco-friendly practices.

Cleaning Robotics: AI-Driven Innovation

Advancements in cleaning robotics, including AI-powered navigation, autonomous floor cleaning, and eco-friendly innovations, are reshaping FM. Key benefits include:

- **Labour Reduction:** Robotics help reduce

reliance on manual labour, cutting costs by 40%.

- **Cost Efficiency:** AI-driven systems optimise resource usage, reducing operational costs by 22%.
- **Sustainability:** Reduces water and chemical usage by 76%, supporting green initiatives.
- **Hygiene Standards:** UV-C robots eliminate 99.99% of bacteria, ensuring high hygiene standards.

These technologies provide FM providers with tools to address labour shortages, improve cost efficiency, and meet sustainability goals.



Commercialisation of Intellectual Property: Turning Ideas into Profit and Mitigating Risk

By Paul Gravatt

Intellectual property (IP) encompasses creations like inventions, designs, brands, and artistic works. These intangible assets hold immense value and commercialising them—converting IP into revenue or business growth—is a powerful strategy for companies. From patents to trademarks, IP commercialisation involves protecting, managing, and monetising assets to unlock their potential.

Identifying Opportunity and Mitigating Risk

A business generating IP has two choices: Protect or Donate.

It is impossible to protect something that is unidentified, and many innovative businesses make the mistake of considering their innovation to be “business as usual”. They serve as pioneers in their sector, enjoy a temporary competitive advantage before seeing competitors imitate, not only catch up but often overtake.

In other words - by failing to Protect, they Donate

their IP to competitors.

At ERA, we work with specialist IP partners to help our clients avoid these traps through three principle service streams: -

Invention Harvesting

Invention Harvesting is a service that helps organisations systematically identify, evaluate, and document innovative ideas, processes, or products. This is an important step to take, because you may find they are eligible for IP protection such as patents.



Patent Landscaping

Patent Landscaping is a comprehensive analysis of the patent landscape within a specific technology area, industry, or geographic region. It identifies existing patents, trends, and opportunities to support strategic decision-making.

Freedom to Operate

Freedom to Operate (FTO) is a service that assesses whether a company can commercialise a product or process without infringing on existing IP rights, such as patents or designs

Understanding IP Commercialisation

IP commercialisation is the process of generating economic value from intellectual property. This can be achieved by licensing IP to others, selling it outright, using it to develop products and services or even to generate additional funding and/or investment. The aim is to transform ideas into financial or strategic gains.

The journey begins with securing IP rights. This means registering patents for inventions, trademarks for brands, copyrights for creative works, or designs for product aesthetics. These legal protections grant the owner exclusive

rights to use or profit from the IP, preventing unauthorised copying. Once protected, IP can be leveraged in various ways to generate income or strengthen a business's market position.

Why Commercialise IP?

Commercialising IP offers numerous advantages. For businesses, it creates new revenue streams, enhances competitiveness, and attracts investors. A small startup with a patented software algorithm, for example, might license it to a tech giant, generating funds for expansion. On a larger scale, IP commercialisation fuels innovation, creates jobs, and boosts economic growth by encouraging research and development (R&D).

Methods of Commercialising IP

There are several ways to commercialise IP, tailored to the type of IP and the owner's objectives:

- **Licensing:** This involves allowing another party to use the IP for a fee or royalty. For example, a pharmaceutical company might license a patented drug formula, earning a share of sales.
- **Selling:** IP can be sold for a one-time payment. This is common when an inventor lacks resources



to develop the IP or a company wants to offload non-core assets.

- **Product Development:** Companies can use IP to create and sell products or services. A patented gadget, for instance, can be manufactured and marketed directly to consumers.
- **Strategic Partnerships:** IP can facilitate joint ventures, where companies combine patented technologies to develop innovative products.

The UK Patent Box Scheme

The UK government supports IP commercialisation through the Patent Box scheme, launched in 2013. This tax incentive encourages businesses to develop and monetise patented innovations by offering a reduced corporation tax rate of 10% (compared to the standard 25% or higher) on profits from UK or European patents.

To qualify, the company must hold a valid patent and actively contribute to its development or commercialisation. The scheme also extends to products incorporating patented components.

However, calculating eligible profits is complex, often requiring professional guidance.

Challenges to Consider

While the Patent Box and other incentives make IP commercialisation appealing, challenges remain. Securing IP rights involves upfront costs, particularly for small businesses. Patents, for example, require filing fees and ongoing maintenance costs. Enforcing IP rights against infringers can also lead to costly legal battles. Additionally, commercialising IP demands market research to confirm demand and a clear strategy to maximise value.

Global considerations add complexity. IP rights are territorial, so a UK patent only protects an invention in the UK. Businesses targeting international markets must secure protection in other countries, increasing costs and effort. Despite these hurdles, successful commercialisation can yield substantial financial and strategic rewards.



Specialist Support to Maximise Opportunity and Mitigate Risk

IP commercialisation is a dynamic process that requires careful planning and execution. Businesses must assess their IP's potential, choose the right monetisation strategy, and navigate legal and market challenges. The UK's Patent Box scheme plays a pivotal role by offering tax relief that incentivises innovation and attracts investment. By leveraging IP effectively, companies can turn ideas into sustainable revenue, strengthen their market position, and contribute to economic progress.

In today's knowledge-driven economy, IP is a cornerstone of success. Whether

through licensing, product development, or partnerships, commercialising IP unlocks opportunities for growth and innovation. With schemes like Patent Box, the UK provides a supportive environment for businesses to thrive, making IP commercialisation not just a strategy but a catalyst for progress.

At ERA Group, combining our expert Insurance team's strategic approach to risk with specialist external expertise from carefully selected IP and Innovation Tax Experts, we help clients carefully navigate the complexities and unlock the hidden value in their IP.

It all starts with a conversation.

To find out more, contact UK Head of Insurance and Specialist Tax Services Paul Gravatt, pgravatt@eragroup.com directly or via your usual ERA Group contact to arrange an initial discussion.



3 Big Challenges Every Business Leader Should Have on Their Radar

By Paul Lucraft and Paul Seddon

In today's fast-moving and unpredictable business landscape, it's easy to get caught up in the day-to-day. But every now and then, it's worth stepping back to consider the bigger picture. What's coming down the track? What should your business be preparing for—not just to survive, but to stay competitive and relevant?

Here are three key challenges I believe every business leader should be thinking about right now. These aren't distant possibilities—they're active, growing issues that can impact your operations, your reputation, and your profitability. The good news? With the right awareness and support, they're all manageable.

1. Cybercrime: Not Just a Tech Problem—A Business One

You've probably seen the headlines. From well-known high street names like Marks & Spencer to local SMEs, cyberattacks are becoming more frequent and more damaging. But this isn't just an IT issue—it's a business-critical risk.

Cybercriminals are becoming increasingly sophisticated, and their model is clear: cause

maximum disruption and extort payment to make it stop. It's digital blackmail. And while you may think it won't happen to your organisation, that's exactly the assumption they prey on.

What's most at risk?

Your customers' personal data. Your suppliers' account details. Anything that can be exploited for financial or reputational gain.

And if you're handling card payments, there's an extra layer to consider: Payment Card Industry (PCI) compliance. This refers to how you store, process, and protect sensitive cardholder information. Non-compliance doesn't just put you at risk of fraud—it could damage your credibility with both customers and partners.

PCI Health Check Tip

Are you paying PCI fees? Do you understand what they cover? Are your security measures still fit for purpose? If the answer to any of these is "I'm not sure," now's the time to take stock.

2. Open Banking: The Fast-Evolving Future of Payments

Open banking isn't just a buzzword—it's a real, growing alternative to traditional payment systems. According to the UK's Open Banking Implementation Entity, the volume of open banking transactions grew by 72% last year. That kind of growth isn't a trend—it's a shift.

So what is it, exactly?

Open Banking Explained

Open banking allows consumers and businesses to make payments or share financial information through secure APIs—directly from their bank accounts. It bypasses card networks and streamlines the payment experience, often at lower cost.

Why does this matter to your business? Because more and more customers expect it. They want easier, faster ways to pay—and open banking can deliver just that. For businesses, it can mean reduced payment fees, fewer fraud risks, and improved cash flow visibility.

But there are challenges.

Many recurring payment models (like subscriptions or instalment plans) are built around direct debits. Open banking doesn't yet offer a direct replacement for this—but the technology is evolving quickly.

The key takeaway: **Don't wait.** Begin exploring what open banking could mean for your payment strategy over the next 3-5 years. Get it on your roadmap now.

3. Reputational Risk: The Price of Getting it Wrong

This ties back to both cybercrime and payments—but it deserves a mention in its own right. Reputational risk is the silent killer. You may survive a data breach or a payment mishap financially, but if your customers lose trust, the long-term damage can be far greater.

In a digital-first world, bad news travels fast. Whether it's a security failure, poor handling of sensitive information, or slow adoption of modern payment options, businesses that fall behind will be left behind.

Part of your business's contingency planning response to this involves being prepared and able to deal with customer impacting events and having a road map for your payment acceptance, being fit for the future and aware of threats and opportunities.

Final Thoughts

Each of these topics—cybercrime, open banking, and reputational risk—requires attention, action, and in many cases, expert support. You don't have to solve them alone. At ERA Group, we work with clients every day to help identify, assess, and respond to the evolving pressures they face.

So, if you haven't yet looked at these areas through a strategic lens, now might be the time. It's not about panic. It's about preparation. Because businesses that anticipate change don't just survive it—they use it to get ahead.

MarketINTEL

Insight and market analysis to achieve better value from suppliers



The knowledge that ERA has within its network of specialists is undeniably impressive. In every category of spend we were given useful insights which informed our decisions at every step. We continue to work with ERA and will recommend their work in the future. ””

JEEVAN KARIR,
CHIEF FINANCIAL OFFICER,
TAPI CARPETS AND FLOORING



Having a dedicated specialist auditing our expenditure following the tender process has ensured the real value of supplier consolidation has been achieved and that it is a sustainable and workable solution ””

ALAN HUTCHINSON,
FACILITIES DIRECTOR,
HOWARD KENNEDY



HOWARD
KENNEDY



ERA have delivered incredibly valuable savings and supplier consolidation. This has given us much better control and efficiencies, and a level of insight to our spend which is priceless. ””

TOM RUMBOLL,
CHIEF EXECUTIVE OFFICER,
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