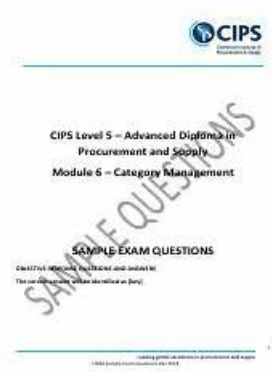


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CIPS Category Management Sample Questions (Q14-Q19):

NEW QUESTION # 14

What is contract leakage?

- A. The gap between proposed KPI levels and those actually achieved by the supplier
- B. When spend with a supplier is more than was stated in the contract
- C. When spend with a supplier is less than was forecast
- D. The gap between benefits identified in the pre-award stage of the contract and those actually achieved

Answer: D

Explanation:

Contract leakage refers to the difference between the benefits forecasted before awarding a contract and the actual benefits realised during its execution. For example, savings predicted during tendering may not materialise due to supplier underperformance, scope creep, or poor contract management. This phenomenon highlights the importance of post-contract management and continuous monitoring of supplier performance.

Category managers must ensure that expectations set during procurement are followed through by tracking delivery, compliance with terms, and value creation. Tools such as KPIs, SLAs, and audits help minimise leakage by ensuring accountability. Ultimately, failure to address leakage can lead to financial loss, reduced trust, and missed opportunities for improvement. By focusing on contract outcomes as well as initial savings, procurement ensures that strategic objectives are consistently met.

Reference: CIPS L5M6 Study Guide, p.145

NEW QUESTION # 15

Randoxx Ltd is a manufacturing company which has four main categories of expenditure:

* Category 1: The market of this category is highly innovative and has rapidly changed over the past five years. There are many suppliers who provide similar products at similar price points.

* Category 2: This category of spend is for highly specialised products and it is important to Randoxx that the products are carbon neutral. Because of this, there is a reduced number of suppliers who provide products to this category and Randoxx has little influence over the price that they pay.

* Category 3: This category of spend is for natural resources which are only found in very few parts of the world. Because of this Randoxx imports all of these items from one country abroad and currency fluctuations have a huge impact on the profit margin of this category spend.

* Category 4: This is a highly technical product which has a patent. It is used in the creation of laptops and phones and it would be impossible to make these with a different product. Due to the growing population Randoxx forecasts that demand for this product will increase.

Task:

Complete the table below by identifying each category's Porter's Force driver and STEEPLE factor challenge. Each response should be used only once.

Randoxx Ltd - Drag & Drop Table

Category	Porter's Force	STEEPLE Factor
Category 1	---	---
Category 2	---	---
Category 3	---	---
Category 4	---	---

Options to Place

Porter's Forces	STEEPLE Factors
Threat of New Entrants - Low	Technological
Threat of Substitutes - Low	Social
Bargaining Power of Buyer - Low	Economic
Competitive Rivalry - High	Environmental

Chartered Institute of Procurement & Supply

Answer:

Explanation:

Randoxx Ltd - Drag & Drop Table



Category	Porter's Force	STEEPLE Factor
Category 1	Competitive Rivalry - High	Technological
Category 2	Bargaining Power of Buyer - Low	Environmental
Category 3	Threat of Substitutes - Low	Economic
Category 4	Threat of New Entrants - Low	Social

Options to Place

Porter's Forces	STEEPLE Factors
Threat of New Entrants - Low	Technological
Threat of Substitutes - Low	Social
Bargaining Power of Buyer - Low	Economic
Competitive Rivalry - High	Environmental

Explanation:

A close-up of a questionnaire AI-generated content may be incorrect.

Category	Porter's Force	STEEPLE Factor
Category 1	Competitive Rivalry - High	Technological
Category 2	Bargaining Power of Buyer - Low	Environmental
Category 3	Threat of Substitutes - Low	Economic
Category 4	Threat of New Entrants - Low	Social

Category 1: Highly innovative, many suppliers with similar products at similar price points

* Porter's Force: Competitive Rivalry - High

* STEEPLE Factor: Technological

Explanation (150-200 words):

Category 1 operates in a market that is highly innovative and subject to rapid technological change.

Innovation means suppliers are constantly developing new features or solutions, making technology the primary STEEPLE factor.

Additionally, because there are many suppliers offering similar products at similar price points, competitive rivalry is intense. Buyers can switch easily, and suppliers must compete aggressively on features, pricing, and differentiation.

This combination of high rivalry and technological change creates both opportunity and risk for Randoxx.

On one hand, innovation drives new solutions that can be leveraged; on the other hand, it increases pressure to manage supplier relationships strategically. Randoxx must monitor technological trends closely while maintaining competitive sourcing strategies to manage this highly dynamic category.

(Ref: CIPS L5M6 Study Guide - Porter's Five Forces, p.112-116; STEEPLED Analysis, p.109)

NEW QUESTION # 16

Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

- A. Services
- B. Retail
- C. Agriculture
- **D. Construction**

Answer: D

Explanation:

In construction, indirect costs include items like workshops, safety facilities, and design engineers. These are necessary for operations but not directly tied to a single output.

[Ref: CIPS L5M6 Study Guide, p.90 - Indirect cost examples by industry]

NEW QUESTION # 17

James works for an online retailer and has recently completed a Pareto analysis of customer complaints. He found that the top two issues were website errors and incorrect product codes. However, he is aware there are weaknesses in Pareto analysis. Which of the following are true? Select TWO.

- **A. Further analysis will be needed to produce results**
- B. Pareto only identifies 20% of the issues
- C. Pareto uses qualitative data only
- **D. There is no insight into root cause**

Answer: A,D

Explanation:

Pareto Analysis identifies the "vital few" issues that cause the majority of problems, usually presented as the 80/20 rule. While it is useful for prioritisation, its limitation is that it only highlights the frequency of issues and not the root causes behind them. In James's example, identifying that "website errors" are the top cause of complaints is useful, but it doesn't explain why the errors occur. Therefore, further investigation such as root cause analysis or process mapping is required to implement corrective action. Another limitation is that Pareto analysis is based on quantitative data only, not qualitative, meaning it cannot capture customer perceptions or subjective insights. This reinforces the need to use Pareto in conjunction with other diagnostic tools for effective problem solving. In practice, category managers must use Pareto as a screening tool to highlight priorities and then follow with more detailed analysis to ensure improvements are sustainable.

Reference: CIPS L5M6 Study Guide, p.93

NEW QUESTION # 18

'Kaizen' is a Japanese term used frequently in the manufacturing industry. What does it refer to?

- **A. Continuous Improvement**
- B. Sustainability
- C. Cost Reduction
- D. Supplier Relationship Management

Answer: A

Explanation:

Kaizen translates to "continuous improvement" in Japanese. It is a philosophy that encourages making small, incremental changes that collectively lead to significant performance enhancements over time. Within procurement and category management, Kaizen focuses on ongoing collaboration with suppliers to identify ways to reduce waste, improve quality, and optimise processes. Unlike one-off cost-reduction initiatives, Kaizen is embedded in the organisational culture and requires engagement from all levels of the supply chain.

For example, small adjustments in packaging design might reduce material use, leading to cost savings and environmental benefits. This approach fosters long-term supplier partnerships and supports innovation. In competitive markets, organisations that adopt Kaizen are more resilient and adaptable, making it a key concept for category managers to understand.

Reference: CIPS L5M6 Study Guide, p.40

NEW QUESTION # 19

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