

THE SPARK

Sourcing and Procurement Flash Report



One Hand to Shake – A Cultural Approach for Technology Implementations



Let's face it, software implementation has a bad reputation. Conversations about large-scale system rollouts and digital transformations are often met with eye-rolling and comments about bloated timeline and budget overruns.

Procurement technology is no different; our experience shows that post-implementation adoption and value realization of Source-to-Pay technologies falls significantly short of original business case projections due to flawed implementations. Sadly, "Most digital implementations have a success rate of about 30-40%, in terms of adoption," says David Loseby, the noted procurement advisor cited at a recent Procurement & Supply Chain Live 2022 event.

The issues persists regardless of the size or scale of the technology provider. In reality, the bigger the provider, the less the client engagement, the lower the adoption and the farther away the client is from a true practitioner user experience to get the most out of the solution.

Frequently, the Source-to-Pay software provider implements via approved partners. This sounds great until issues start to arise. All too often, the incumbent software vendor does more finger pointing at the third-party implementation provider (or vice versa) than they do focusing on problem-solving. Since it very rare that either have "lived in the shoes" of their customers as procurement practitioners, it is very difficult to anticipate the typical implementation challenges and plan to avoid them.

OneMarket Source-to-Pay solutions are built for practitioners by practitioners. As a result, we anticipate and have empathy for the common pitfalls that can take place during implementation and the subsequent user adoption experience. Because we implement our own solutions for every one of our clients, we can control and address implementation challenges head on, by providing one-hand to shake throughout the entire lifecycle of the partnership.

Our partnership approach to procurement technology implementations is unique and truly a breath of fresh air in today's SaaS industry; our implementation methodology eliminates the need for IT ownership, aligns with the client's workflow/nomenclature, accelerates "go-live" dates, and ensures we deliver on the total cost of ownership that was sold, versus implementations that fail or run on for extended periods of time requiring more investment and unbudgeted additional FTEs to ensure proper adoption of the software.

If you are evaluating procurement technology providers or looking to replace your incumbent solution, spend more time with the providers to assess their implementation process. We recommend weighing their implementation culture, capability and approach more heavily than you may have up to this point.

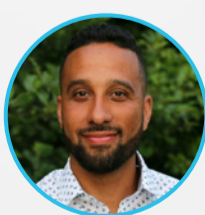
"It's very organized, you guys have a plan. Everything went well with instructing us on how to use the system, putting everything in place, and ensuring we knew how to utilize the software. The training was very beneficial. I'd say overall it was a very positive experience."

**OneMarket Client,
September 2022**

Here are four implementation qualities we recommend you investigate to identify the right procurement technology partner for your organization.

- 1. Implementation Mindset** - Highly engaged, responsive and truly invested in your success
- 2. Training Capabilities** - Hands-on and committed to user adoption
- 3. Cultural Alignment** - Willing to go above and beyond expectations to build a true, long-term partnership
- 4. Governance Model** - A detailed plan for ongoing communication with a steering committee to cover user satisfaction, product roadmap/enhancements and issue escalation at all sponsor and stakeholder levels to ensure success

These qualities underpin all of our Source-to-Pay implementations; as procurement practitioners we are committed to our clients' success. As the feedback shows, the procurement technology market is ready to move on from sales-hungry SaaS providers and migrate to practitioner-led, value-enabling partnerships.



Chris Walls
Senior Director,
OneMarket

We want to hear about your business challenges.

Contact thespark@logicsource.com to start the conversation.

