

10 Steps To A Successful S2P Digital Transformation

What You'll Find

- ✓ Expert Supplier Enablement Guidance
- ✓ Best Practices
- ✓ Actionable Insights
- ✓ Practical Checklists

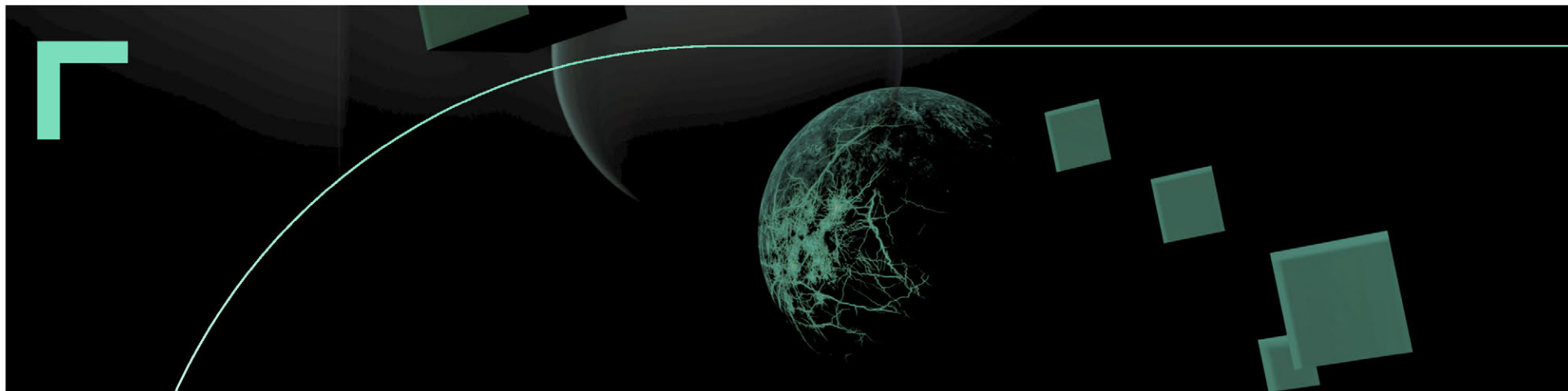
Table of Contents



0	The Importance of Supplier Enablement	-----	3
1	Data Readiness & Supplier Enablement Strategy	-----	5
2	Leadership Buy-in	-----	8
3	Process Design	-----	11
4	Communication Strategy	-----	14
5	Training Readiness	-----	17
6	Supplier Hub	-----	20
7	Policies and T&Cs	-----	23
8	Tracking & Reporting	-----	26
9	Hypercare Preparation	-----	29
10	Continuous Improvement	-----	32

Each chapter contains:

- A high-level overview of each step
- What Good Looks Like
- Common Challenges & Best Practices
- Actionable insights
- Practical checklists for your Supplier Enablement Journey



A Digital Transformation is the key to real S2P Success

Transitioning from manual Source-To-Pay (S2P) processes to automated workflows on a single digital platform unlocks numerous benefits for companies. A **S2P Digital Transformation** brings streamlined operations, cost savings, and strengthened supplier partnerships, however these are only fully realised if the transition is executed correctly. This requires engaging all internal and external stakeholders to secure their full support and participation throughout the project. Companies must also allocate the necessary financial, human, and technological resources and have comprehensive implementation and transition plans in place.

Many organisations fail to prepare for the digital transformation and as a result, they struggle with implementation and achieving real change. Common mistakes companies make include inadequate communication and supplier training, failing to provide ongoing support to business users and suppliers, and not

engaging suppliers early in the transformation. Many lack a clear strategy for supplier enablement leading to fragmented, inconsistent onboarding efforts.

Clear communication, training, and support can help suppliers adapt to the new ways of working and digital tools, fostering a collaborative approach to the digital transformation.

Addressing these challenges requires a well-thought-out **Supplier Enablement Framework** that includes a comprehensive plan for communication, providing ongoing support, and establishing continuous improvement. By prioritising supplier enablement, organisations can fully leverage the capabilities of their S2P platforms, achieve greater efficiency, and foster stronger, more collaborative supplier relationships. Supplier enablement is crucial to the success of an S2P digital transformation, ensuring alignment and maximising benefits for both the organization and its suppliers.

The Importance of Performing Supplier Enablement Right

Supplier Enablement is critical in successfully implementing and transitioning to a digital S2P platform and ensuring its effectiveness post Go-Live. It acts as a key driver for achieving up to 95% digital invoice compliance and facilitates the efficient use of the platform, maximising the benefits and return on investment (ROI) on the platform.

The benefits of successful supplier enablement include:

- Efficient purchasing processes and better coordination with suppliers
- Organised data for Supplier Management and Spend Analysis
- Streamlined communication between suppliers and the organisation
- Guided purchasing journey leading to better user experience
- Up to 95% digital invoice compliance from suppliers

Supplier enablement advances digital transformation by ensuring supplier compliance, facilitating the adoption of the new automated processes by all suppliers and users, and enabling continuous data-driven decisions and improvements during and after implementation.

All these contribute to better overall business operations.

Data Readiness & Supplier Enablement Strategy

1

Introduction

A well-developed Supplier Enablement Strategy outlines the methods and procedures for transitioning suppliers onto the digital S2P platform. This strategy starts with ensuring data readiness through data cleansing, analysing spend patterns, and strategically grouping, tiering, and enriching supplier information. By establishing a solid strategy and data readiness foundation, supplier enablement becomes more efficient, effective, and aligned with business objectives, facilitating successful supplier integration and driving digital transformation.

Data Readiness & Supplier Enablement Strategy

What Good Looks Like

A comprehensive Supplier Enablement strategy covering every stage of the journey from planning & execution to post-Go Live support, including supplier and spend data analysis, supplier grouping, an approach for Supplier Enablement in the system, a communication and training strategy unique to every supplier group, and a continuous improvement plan.

Challenges

Establishing a well-defined and comprehensive Supplier Enablement Strategy

Missing contact email addresses that delay the supplier enablement process, impacting overall efficiency and progress

Extracting data across multiple systems and tools and nonstandard data fields and formats that complicate the task of consolidating data into a single tracker

Outdated, poor-quality supplier data that require verification against external data sources and direct engagement with multiple suppliers

Duplicate supplier records that lead to confusion during spend segmentation & enrichment

Best Practices

Formulate a strategy for segmenting and grouping suppliers based on spend volume, value, and business criticality.

Early in the project, agree on the data elements required for supplier enablement and the structure of data migration templates. Create a list of mandatory supplier information and establish standard data formats for consistency.

Update the current supplier creation process to ensure mandatory supplier information (as per the to-be process) is collected for all new suppliers whilst digital transformation is ongoing.

Begin data cleansing and supplier data enrichment before the start of digital transformation. Develop a tracker to capture, analyse, and enhance supplier data effectively.

Ensure the accuracy of supplier credentials by cross-verifying with submitted invoices and credible third-party sources.

5 Things to Fix in Your Data



Incomplete Data

Missing contact details like supplier contact name, addresses, email addresses, etc.



Duplicate Entries

Multiple records of the same supplier



Inconsistent Formatting

Varying formats for addresses, contact numbers, company abbreviations, capitalisations, etc.



Obsolete Supplier List

Many suppliers tagged as active despite having no transactions with the company in the last 18 months



Inaccurate Data

Misspelled names or wrongly-entered supplier details

Your Data Readiness & Supplier Enablement Strategy Checklist

Data Analysis	Supplier Enablement Strategy	Data Enrichment
<input type="checkbox"/> Determine all internal sources of supplier and spend data <input type="checkbox"/> Confirm the mandatory data fields for supplier enablement and data migration <input type="checkbox"/> Extract active supplier records and spend data (POs, invoices) for the last 18 months <input type="checkbox"/> Create a centralised tracker to merge all supplier records into a single file <input type="checkbox"/> Establish and document clear criteria for segmenting and grouping suppliers <input type="checkbox"/> Analyse historical spend data and group suppliers as per agreed criteria <input type="checkbox"/> Update the supplier tracker with the summarised spend data analysis (invoice volume, value, number of POs) <input type="checkbox"/> Confirm which suppliers are in-scope or out-of-scope	<input type="checkbox"/> Identify the organisation's objectives, requirements, and expectations for the supplier enablement activity <input type="checkbox"/> Confirm who will be signing off project deliverables <input type="checkbox"/> Document approaches to be used for data cleansing, enrichment, and the grouping and tiering of suppliers <input type="checkbox"/> Confirm purchase order transmission methods <input type="checkbox"/> Identify required buying channels and suppliers that will require punch-out catalogues <input type="checkbox"/> Prepare high-level supplier communication strategy <input type="checkbox"/> Agree on supplier training strategy and establish an approach for post-Go-Live support <input type="checkbox"/> Define the process for managing supplier issues and escalations <input type="checkbox"/> Create a supplier enablement strategy as per agreements of scope	<input type="checkbox"/> Agree on the approach for supplier data enrichment and cleansing <input type="checkbox"/> Engage suppliers to provide their updated information via forms or email responses <input type="checkbox"/> Update inaccurate supplier information in the tracker and complete any missing fields <input type="checkbox"/> Perform supplier data cleansing to ensure accuracy, consistency, and completeness of supplier information <input type="checkbox"/> Normalise supplier names <input type="checkbox"/> Keep the tracker updated by incorporating new supplier data



Perform continuously and in parallel with everything above!

- ☐ Regularly download and secure backup files of the supplier data tracker
- ☐ Collect mandatory supplier information from new suppliers whilst the digital transformation is in progress and add them to the tracker
- ☐ Obtain sign-off from business stakeholders for important outputs (tiering & grouping strategy, in- & out-of-scope suppliers, data load files)

Introduction

Securing strong project sponsorship and leadership support is required for a successful digital transformation and supplier enablement journey. It ensures that the needed resources are allocated early on and that there is a clear mandate for change which helps overcome resistance and drives the project forward. Active involvement and support from leadership during project milestones and challenges exponentially boost participation across the organisation and increase the project's chances for success.

2

Leadership Buy-in.

Leadership Buy-in

What Good Looks Like

Strong leadership support with a clear commitment and resource allocation for digital S2P transformation and supplier enablement activities. Leadership is aligned with project goals, actively advocating its value and providing clear direction and support for the project team during challenges.

Challenges

Ensuring leadership understands the need for digital transformation and agrees with the project objectives

Addressing concerns and hesitations from leadership about investing in changing the existing processes

Empowering nominated employees to dedicate capacity to the project by shifting their responsibilities from BAU tasks

Ineffective or nonexistent decision making by leadership causing project delays

Maintaining high-level engagement and support throughout the project lifecycle

Best Practices

Appoint a strong, influential, and committed project sponsor to advocate the initiative.

Define both the tangible and nontangible benefits of the digital transformation for both business and suppliers.

Involve leaders early and often in planning and decision-making processes. Solicit their input and feedback as valued contributors.

Keep leadership informed with regular progress reports and status updates.

Highlight early successes to build momentum and reinforce the value of the project.

5 Issues from a Lack of Support from Leadership



Your Leadership Buy-in Checklist

Define Government Structure

- ☐ Appoint a strong and hands-on project sponsor
- ☐ Establish a strong government structure and decision making quorum
- ☐ Identify the tangible and intangible benefits to business users and suppliers
- ☐ Set up a design authority to address design decisions, challenges, and changes
- ☐ Establish a clear resource requirement and project timeline
- ☐ Work with leadership and secure required business resources at the beginning of the project

Obtain Leadership Buy-In

- ☐ Engage early with key leadership and decision makers to secure their commitment
- ☐ Create a clear and compelling vision statement for the project
- ☐ Produce presentations, executive summaries, etc. to convey the value proposition to leadership
- ☐ Identify ongoing and planned leadership forums to be leveraged for increasing the visibility of the project and its benefits to the organisation
- ☐ Have the project sponsor lead the project kick-off with the leadership team in attendance
- ☐ Arrange for leadership to deliver the opening remarks of the supplier webinars or roadshows

Maintain Consistent Communication

- ☐ Provide regular updates and status reports to leadership
- ☐ Schedule periodic meetings to discuss progress, challenges, and next steps
- ☐ Share detailed reports on project milestones, risks, and issues
- ☐ Highlight the risks and issues where leadership support is needed
- ☐ Proactively follow up on concerns raised by leadership

Recognise Milestones and Successes

- ☐ Celebrate milestones to reinforce the value of the project and maintain momentum
- ☐ Express gratitude when major obstacles are successfully overcome with support from leadership

Process Design.

3

Introduction

An effective process design for supplier onboarding, purchasing and invoicing lays the foundation for smooth Source-to-Pay operations. Additionally, a well-thought-out exception management process that addresses deviations from the norm further ensures minimised disruptions and the maintenance of workflow integrity. Defining the to-be process and exception management procedure early in the digital transformation is key to a successful supplier enablement journey and digital invoice adoption.

Process Design

What Good Looks Like

A well-documented supplier onboarding, purchasing, and invoicing process incorporating policies, controls, and clear procedures for exception handling.

Challenges

Designing a global process with minimal deviations and localisations

Not having a Global Process Owner (GPO) to harmonise processes and giving best practices

Agreeing on exceptions and developing robust procedures for managing them without causing significant delays or disruptions

Overcoming resistance from users and suppliers who are accustomed to the current processes

Getting suppliers to fully adopt the digital invoicing process

Best Practices

Identify process changes and their impact and incorporate them in the change management strategy.

Involve key stakeholders and Subject Matter Experts (SMEs) in the process design and continuously seek their feedback via playbacks.

Ensure all processes are defined and documented, and exceptions are agreed-upon and approved before starting end-user training.

Make sure communication and trainings cover not only system but also process and policy changes.

Establish an S2P governance body to validate and approve design, deviations, and exceptions.

5 Signs of Bad Process Design

Communication Gaps

Frequent miscommunication among system users leading to confusion and delays



Unclear Roles and Responsibilities

Ambiguity on who is accountable for specific parts of the processes



Ineffective Supplier Onboarding

Confusing or misleading onboarding instructions and inadequate support that create difficulties for suppliers



High Error Rates

Frequent mistakes transactions, or compliance checks, indicating poor process design and oversight



Lack of Accountability

Undefined ownership of supplier adoption success rate and driving continuous improvement.



Your Process Design Checklist

01

Process Design and Documentation

- ☐ Identify Subject Matter Experts (SMEs) for each process
- ☐ Involve SMEs in the to-be process design and validation
- ☐ Ensure the Target Operating Model (TOM) is in place and align the new process design to business goals
- ☐ Identify and agree on the key requirements for the new processes
- ☐ Consider the end-to-end process and dependencies when designing the new process
- ☐ Confirm exceptions to the No-PO, No-Pay policy
- ☐ Develop a procedure for managing non-compliant suppliers and invoices
- ☐ Create detailed process maps and identify controls
- ☐ Update Standard Operating Procedures (SOPs) and Desktop Instruction Manuals (DIMs) as per the new system and process design
- ☐ Create a “how to invoice” guide and make it easily accessible
- ☐ Schedule playback sessions during the design phase and obtain approval from process SMEs
- ☐ Test and validate the end-to-end process during User Acceptance Testing (UAT)

02

Change Impact Assessment

- ☐ Perform impact analysis on the new processes and identify affected stakeholder groups
- ☐ Develop a change management strategy that will address the gaps between the as-is and to-be processes
- ☐ Communicate the new processes and exceptions to internal stakeholders as part of digital transformation plan
- ☐ Provide system training sessions and materials that incorporate all policies and procedures

03

Process Reviews and Updates

- ☐ Define a change control board and change request process to address future BAU process change requests
- ☐ Review and update documentation regularly to reflect any changes in processes and industry best practices
- ☐ Continuously communicate process changes to impacted stakeholder groups

4

Communication Strategy.

Introduction

An effective communication strategy is essential for smooth digital transformation and supplier enablement initiatives. It brings internal and external stakeholders fully onboard with the project objectives by keeping them informed of key changes and timelines as well as the benefits and impact of the changes to them. Successful communication engages internal stakeholders and suppliers to respond, participate, and deliver while providing transparency and enabling the tracking of capabilities and expectation management for the business.

Communication Strategy

What Good Looks Like

A well-structured communication plan for distributing important information on key project milestones and events to suppliers and integral stakeholders. It comprises detailed schedules, well-made communication templates, clear messaging, and a tracking mechanism that facilitate alignment and drive engagement.

Challenges

Identifying the correct volume and frequency of communication to avoid overwhelming internal stakeholders and suppliers

Handling differences in communication caused by diverse cultural backgrounds and languages

Maintaining clarity and consistency in messaging and tone to avoid confusion or misalignment

Keeping suppliers engaged in a timely manner throughout the entire project lifecycle

Best Practices

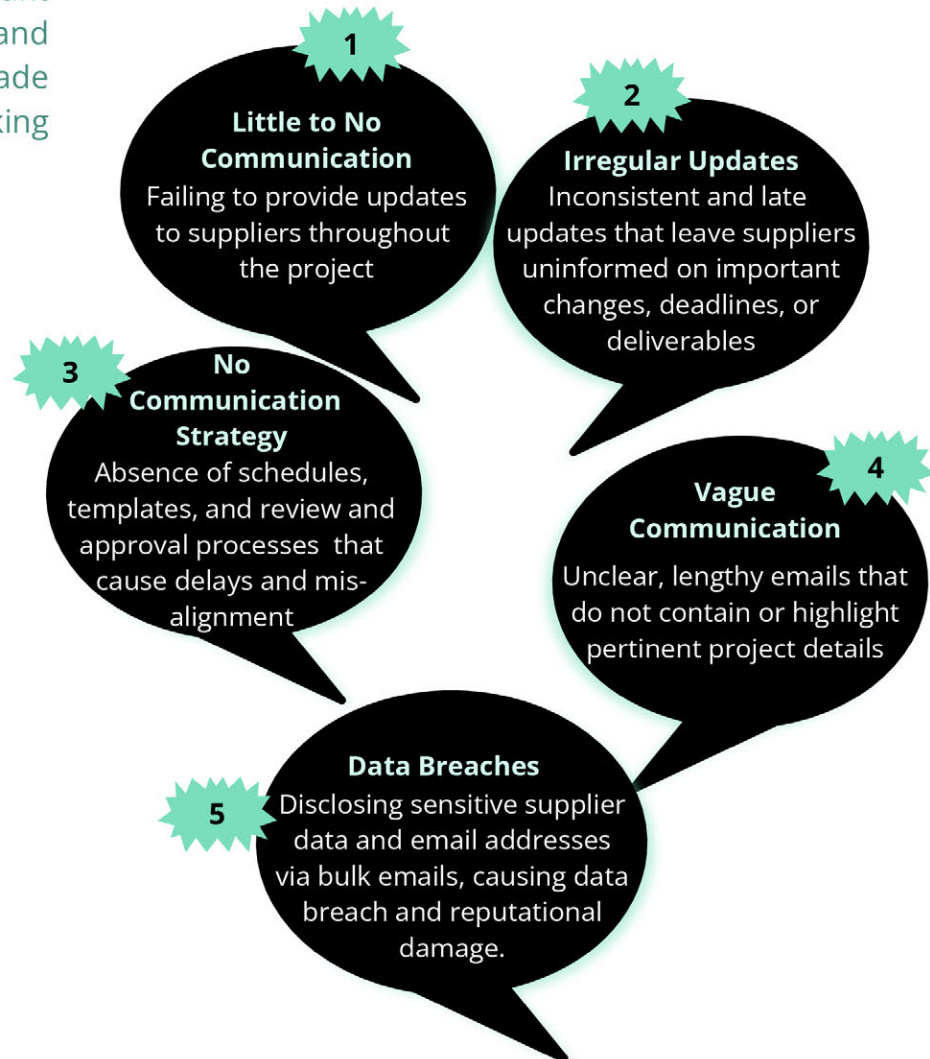
Agree on communication objectives, key messages, and communication approach early on in the project.

Use visually-appealing, brand-consistent layouts, as well as effective copywriting and infographics to simplify complex messages capture suppliers' attention

Incorporate local language speakers in the project team to ensure inclusive communication and guarantee effective collaboration with the suppliers and internal stakeholders.

Provide timely updates on project progress, milestones, and changes to keep suppliers and internal stakeholders informed and aligned.

5 Common Mistakes with Communications



Your Communication Strategy Checklist

Create a Communication Plan	Build Communication Materials	Monitor Communication Effectiveness
<input type="checkbox"/> Confirm key internal stakeholders who will review and sign off communication materials	<input type="checkbox"/> Prepare unique communication template for each type of communication	<input type="checkbox"/> Track the reach and response rate of each communication to suppliers
<input type="checkbox"/> Prepare the supplier email distribution list	<input type="checkbox"/> Create clear and concise messages that provide important details of every milestone including communication details, dates, deadlines, and deliverables.	<input type="checkbox"/> Generate reports on responses, non-responses, and bounce-back communications for each supplier group
<input type="checkbox"/> Create a timeline of key project milestones that require for communications to be sent out	<input type="checkbox"/> Check all communication materials for consistency in tone, content, and branding	<input type="checkbox"/> Escalate cases of non-responded emails to the business relationship managers
<input type="checkbox"/> Confirm the communication, email automation, tracking, and translation solutions to be used	<input type="checkbox"/> Use brand guidelines to maintain consistency between the supplier hub and emails	
<input type="checkbox"/> Develop a detailed schedule for sending communications tailored for different supplier groups	<input type="checkbox"/> Produce pre-recorded messages from Top Executives about the upcoming changes and its benefits	
<input type="checkbox"/> Create a dedicated mailbox solely for supplier enablement activities		



Obtain sign-off from business before sending out communication materials!

Training Readiness.

5

Introduction

Effective training ensures that all suppliers and internal stakeholders understand the new processes and tools. This increases process compliance and optimises overall performance. Comprehensive training initiatives, such as webinars, roadshows, and one-on-one sessions help in familiarising suppliers and internal users with the new ways of working.

Training Readiness

What Good Looks Like

A well-prepared and executed training program that covers all aspects of the new supplier enablement purchasing and invoicing processes. This ensures high engagement level and active participation from suppliers and internal stakeholders during training sessions.

Challenges

Managing time zone differences between the project team, business users, and suppliers

Capturing suppliers' attention and getting them to attend the training sessions

Ensuring internal stakeholders grasp the future operational methods and collaborate effectively with the supplier enablement team

Providing continuous support and resources to reinforce the new practices and promptly address any FAQs following training sessions and hypercare

Engaging suppliers to gain their interest and involvement to overcome their resistance to change

Best Practices

Use interactive methods such as Q&A sessions and roadshows, if applicable, to enhance engagement.

Make sure the training sessions are short and concise.

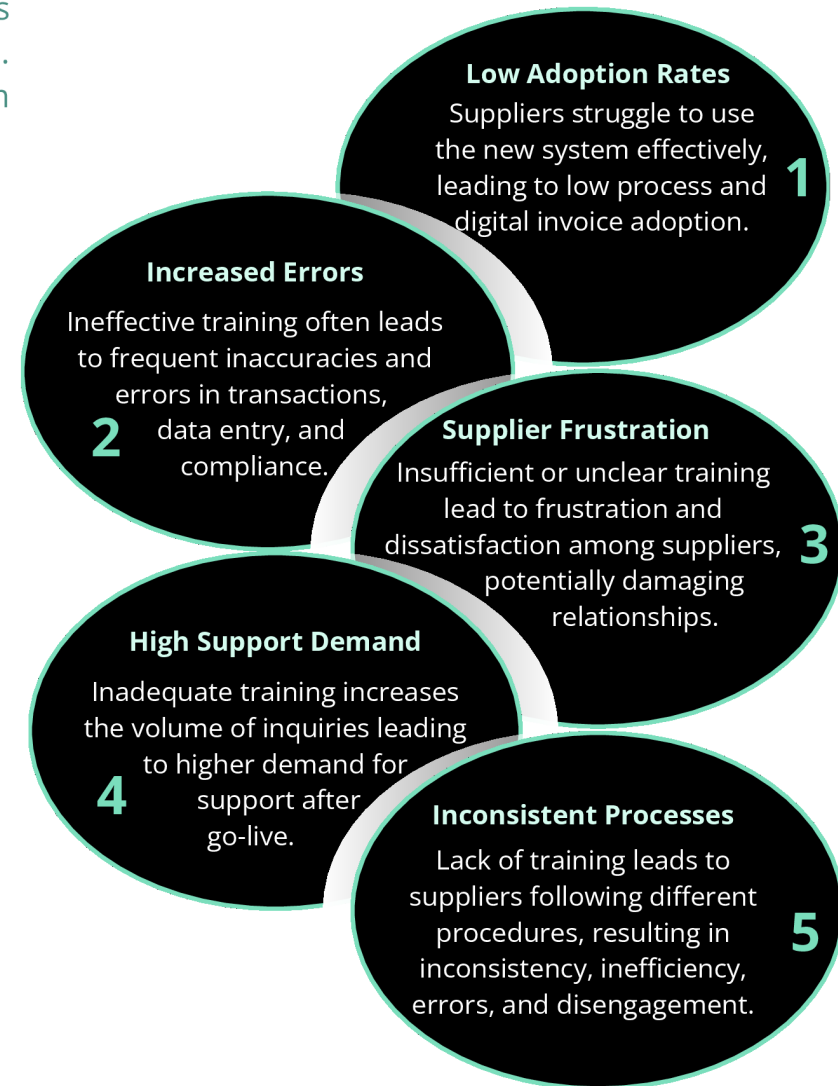
Ensure business users are equally trained on suppliers' future ways of working.

Empower business teams to deliver process walk-throughs alongside system trainings delivered by the supplier enablement team.

Make all training materials and recordings available and accessible to the suppliers and internal stakeholders on the supplier hub.

Implement a framework for ongoing training and support to ensure continuous learning and improvement.

5 Signs Training Was Not Executed Well



Your Training Readiness Checklist

Conduct a Training Needs Assessment	Develop Training Materials	Enhance Training Effectiveness
<input type="checkbox"/> Identify the training needs, languages, and time zones of supplier groups <input type="checkbox"/> Create a detailed training schedule that outlines specific dates, times, and formats <input type="checkbox"/> Conduct dry-runs to test the sufficiency of allotted webinar durations and the functionality of technology and tools <input type="checkbox"/> Offer each webinar in two sessions - one conducted in English and another in the respective local language of attendees <input type="checkbox"/> Assess preferred suppliers that will require 1-to-1 training sessions	<input type="checkbox"/> Create training materials, webinar slides, FAQs, and quick reference guides <input type="checkbox"/> Create a hyperlink that allow participants to directly join webinars <input type="checkbox"/> Produce all training materials in all applicable languages <input type="checkbox"/> Upload all training materials, webinar slides, training recordings, FAQs, and quick reference guides to the supplier hub	<input type="checkbox"/> Collect feedback from key stakeholders to evaluate training effectiveness <input type="checkbox"/> Use the collected feedback to make improvements to future training sessions <input type="checkbox"/> Provide support through follow-up sessions, helpdesks, and online resources <input type="checkbox"/> Implement refresher courses and training sessions



☐ Ensure all training materials, translations, tools, and training schedules are validated and signed-off by the business!

Introduction

Creating an Online Supplier Hub is a powerful best practice to provide suppliers with a centralised platform to access information on the new processes, policies, training materials, and any announcements and updates. Setting this up at the start of a digital transformation project is a key to ensuring all suppliers are informed and aligned. An effective Supplier Hub enhances communication, ensures transparency, and supports supplier enablement by offering a one-stop resource centre.

6

Supplier Hub.

Supplier Hub Creation

What Good Looks Like

A supplier hub that is user-friendly, regularly updated, and provides comprehensive information. It includes sections for project updates, training materials, FAQs, policies, support contact information, and other relevant documents to suppliers.

Challenges

Making sure the hub is accessible to all suppliers.

Regularly updating the hub to reflect new information and changes in processes.

Encouraging suppliers to actively use the hub and engage via provided channels.

Best Practices

Focus on creating a clean, intuitive design that facilitates easy access to information.

Include a wide range of materials, such as policies, guides, tutorials, FAQs, and contact information.

Involve the Public Relations (PR), branding, legal team, and other relevant stakeholders early on the creation of the supplier hub to allow them to review and provide their inputs and approvals.

Agree ownership of the supplier hub's updates.

Implement a schedule for regular updates to ensure the hub remains current and useful.

5 Features of a Fantastic Supplier Hub

Comprehensive Training Resources

A variety of training materials like supplier registration, transaction how-to's, and FAQs to help suppliers use the platform effectively



Centralised Communication Portal

A space for updates and important communications such as transition to the new digital platform, its benefits, and project updates

Support and Helpdesk Access

Easy access to customer support and helpdesk services for troubleshooting, inquiries, and assistance with any issues



Documentation and Policy Repository

A repository of relevant documents, including policies, terms and conditions, compliance requirements, and other essential references

Supplier Events Program

A section for managing and promoting events such as Supplier Day and webinars, with features to register and access event information



Your Supplier Hub Creation Checklist

Plan the Creation of the Hub

- ☐ Determine structure type of hub information and resources suppliers would need to access
- ☐ Gather contact information for supplier enablement activities and general inquiries
- ☐ Plan a user-friendly layout and structure for the hub
- ☐ Include sections for updates, resources, FAQs, and contacts
- ☐ Create or update content to be included in the hub
- ☐ Ensure content is clear, concise, and relevant to suppliers' needs

Create and Launch the Hub

- ☐ Develop the hub using a suitable platform or software
- ☐ Conduct testing to ensure functionality and accessibility before launching
- ☐ Upload relevant documents, guides, tutorials, and contact information
- ☐ Ensure the hub is fully functional, accessible, and has the necessary content at launch
- ☐ Notify suppliers about the hub and provide access link
- ☐ Notify business users about supplier hub and instruct them to guide or direct suppliers to the hub

Maintain the Hub

- ☐ Identify or assign the owner of the hub
- ☐ Implement a schedule for regular content updates and maintenance
- ☐ Ensure new information and changes are promptly reflected in the hub
- ☐ Define and document future Supplier Enablement support model and guides for suppliers

Policies and T&Cs.

7

Introduction

Updating existing policies and Terms & Conditions (T&Cs) and creating new ones are crucial for aligning the organisation's operational framework with the new supplier onboarding process. This step ensures that to-be processes are integrated into and strongly enforced by the organisation's policies, providing clear guidelines for compliance and consistency across all supplier interactions.

Policy and T&C Updates

What Good Looks Like

- Well-defined, up-to-date policies that align with the latest processes, requirements, and exceptions
- Updated supplier contract templates and easily accessible purchasing Terms & Conditions (T&Cs)

Challenges

Making sure all relevant policies are created and updated before the start of end-user training

Engaging with Legal to get contract templates and T&Cs updated

Ensuring that all relevant stakeholders understand and accept the updated policies

Renegotiating existing contracts, payment terms, and T&Cs with suppliers

Monitoring and enforcing compliance with the updated policies

Ensuring that policies are global with all local deviations clearly captured

Best Practices

Assess existing policies to identify the areas that require for new policies.

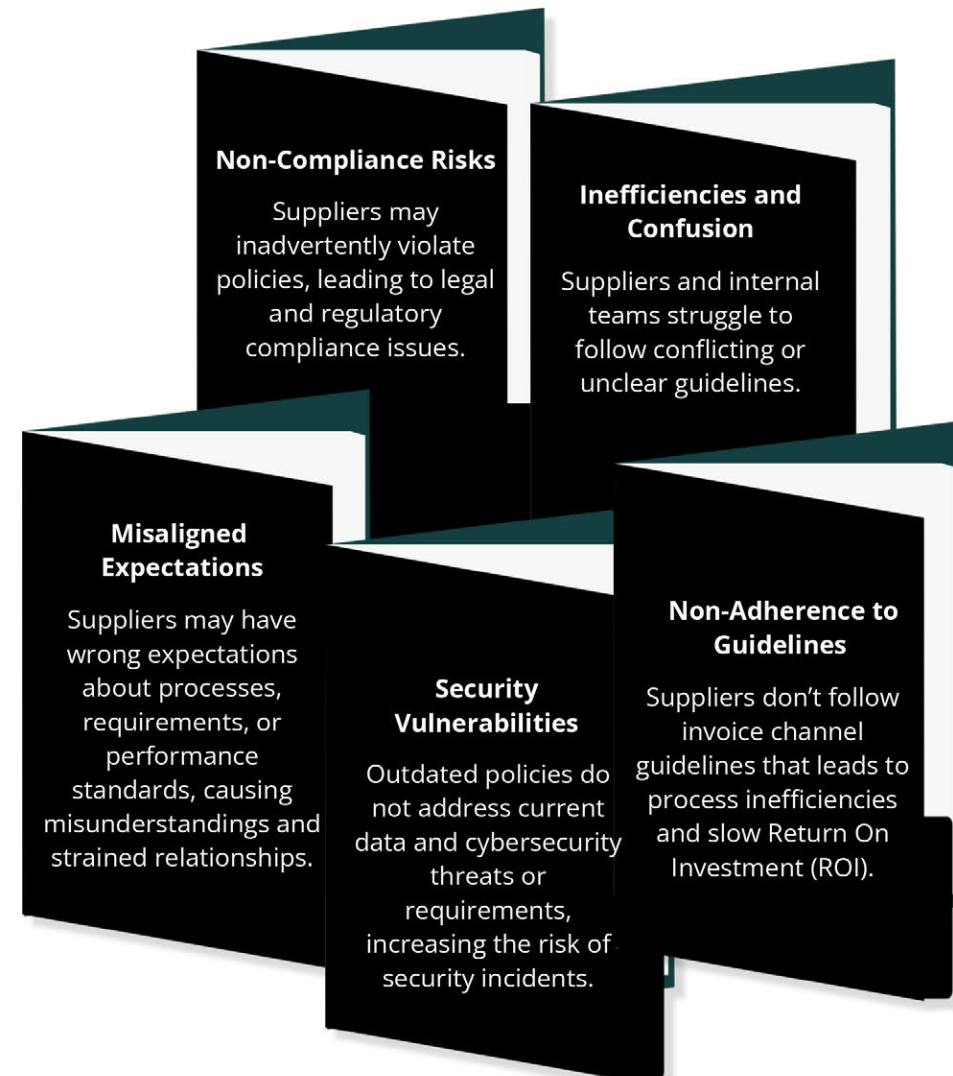
Involve key Subject Matter Experts (SMEs) in the policy review process for their input and feedback.

Write policies in a language that is easy to understand and make them easily accessible.

Use digital transformation to enforce new standard payment terms and renegotiate contracts.

Implement regular reviews and updates to ensure policies and T&Cs remain up-to date.

The 5 Problems with Outdated or Non-Existent Policies



Your Policy and T&C Updates Checklist

Create and Update Policies and T&Cs

- ☐ Review existing policies to identify areas to update and new policies to be written
- ☐ Create and/or update policies
- ☐ Seek legal review and approval for all updated policies and address any concerns or recommendations from Legal Team
- ☐ Collaborate with Legal to create and update supplier contract templates and T&Cs as early as possible
- ☐ Include a mandatory requirement to submit invoices via the new digital channel in T&Cs and contract templates
- ☐ Incorporate the changes to policies to the overall change management strategy so it is included in communication and training materials
- ☐ Establish a regular policy review process

Implement and Communicate the Changes

- ☐ Officially implement the updated policies
- ☐ Ensure all digital systems are aligned with the updated and newly introduced policies
- ☐ Distribute the updated policies to all relevant stakeholders
- ☐ Make policies easily accessible for business users and suppliers
- ☐ Make T&Cs available via Supplier Hub
- ☐ Ensure teams responsible for engagement with suppliers or supplier contract negotiation are aware of new policies and T&Cs

- ☐ Ensure ongoing policy relevance and compliance with the evolving needs of the business

8

Tracking & Reporting.

Introduction

Effective tracking and reporting during the digital transformation ensure that progress is monitored, project metrics are evaluated, and issues and risks are identified and addressed promptly. This helps in maintaining transparency, accountability, and continuous improvement throughout the project lifecycle.

Tracking & Reporting

What Good Looks Like

A comprehensive tracking and reporting method that offers real-time insights into the digital transformation and supplier enablement progress and compliance.

Challenges

Creating a single supplier scope tracker when the data is coming from multiple, diverse sources

Accurately capturing data on supplier adoption

Internal stakeholders not having visibility on the progress of supplier enablement, compliance, and training

Monitoring the enablement and compliance of new suppliers who are onboarded whilst digital transformation is in progress

Suppliers not complying with digital invoicing channels

Best Practices

Establish clear key performance and success metrics for supplier enablement.

Have a dedicated team to continuously update the tracker to ensure accurate progress reports.

Leverage existing communication tools and solutions for response tracking.

Regularly share status and progress with internal stakeholders, automating report generation as much as possible using data visualisation tools.

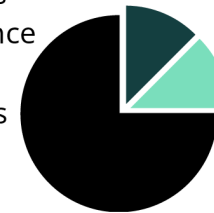
Assign individuals to continue managing the tracking and reporting system post go-live.



The 3 Reports to Optimise Your Supplier Enablement Strategy

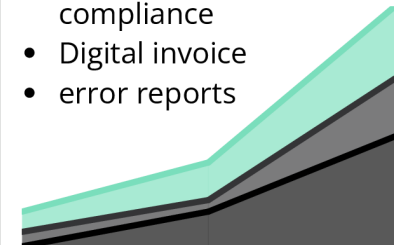
Training Completion and Success Report

- Usage and effectiveness of training sessions & materials
- Attendance rate of webinars



Compliance Report

- Supplier adoption
- Digital invoice compliance
- Digital invoice error reports



Supplier Enablement Report

- Number of suppliers onboarded
- Issues encountered
- Pending tasks

Your Tracking & Reporting Checklist

Agree on Tracking & Reporting Requirements	Review and Analyse Data	Generate Regular Reports
<ul style="list-style-type: none"> <input type="checkbox"/> Establish clear KPIs to measure data enrichment, supplier enablement activities, and supplier adoption <input type="checkbox"/> Agree on the frequency format and audience for sharing progress reports <input type="checkbox"/> Identify tools for real-time data collection, consolidation, and reporting 	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct review meetings to analyse supplier adoption and discuss findings with internal stakeholders <input type="checkbox"/> Track the progress of supplier enablement activities against targets <input type="checkbox"/> Analyse trends and patterns to assess if the digital transformation is progressing as expected <input type="checkbox"/> Identify onboarding and compliance issues and immediately address them to drive overall improvement 	<ul style="list-style-type: none"> <input type="checkbox"/> Create and distribute reports on supplier enablement and onboarding status and progress <input type="checkbox"/> Report on webinar attendance and participation rate <input type="checkbox"/> Use visual elements like charts and graphs for easier comprehension <input type="checkbox"/> Create a user-friendly dashboard for viewing and analysing key metrics



Share status reports regularly but not more frequently than once per week



Link your tracker to data visualisation tools to quickly generate charts

Hypercare Preparation.

9

Introduction

Hypercare refers to the critical 3-6 week period immediately after the digital transformation Go-Live where increased support is made available to business users and suppliers. Performing Hypercare ensures that issues are resolved promptly and training materials, FAQs, and guides are updated accordingly. Using this period to proactively analyse user tendencies and address emerging issues before impact further guarantees a smooth transition to the new processes and systems as well as a controlled handover to Business-As-Usual (BAU) teams.

Hypercare Preparation

What Good Looks Like

A strategic hypercare plan that includes clear roles and responsibilities, predefined support processes, and effective communication channels.

Challenges

Ensuring business users and suppliers follow the Hypercare process for raising issues and providing feedback instead of resorting to old or alternate ways of working

Handling the increased volume of support requests after go-live

Resolving issues promptly to minimise disruptions

Maintaining accurate records of issues and resolutions to identify trends and areas for improvement

Sustaining business users' and suppliers' confidence and satisfaction during the transition

Best Practices

Include both project and BAU resources in the Hypercare Team from day one.

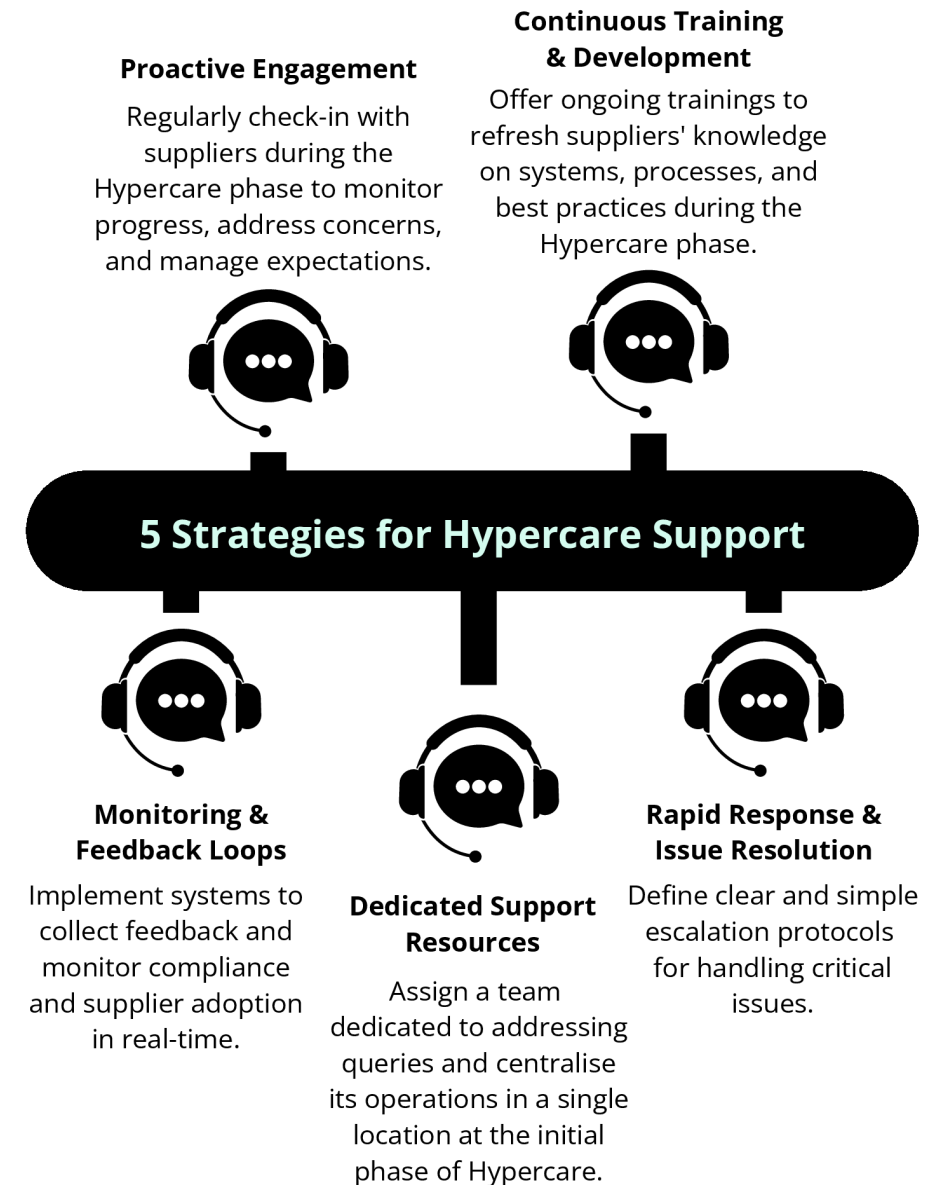
Ensure the Hypercare Team is aware of the Hypercare process and tools and is completely focused on providing support.

Establish clear and simple supplier query, capturing resolution, and escalation process.

Provide pre-defined drop-in sessions where suppliers can raise concerns and provide updates and feedback.

Monitor Hypercare progress and defects to improve the efficiency and effectiveness of the Supplier Enablement process.

Proactively analyse business user and supplier tendencies and recurring or bubbling issues before they cause any significant impact, and update FAQs and training materials accordingly.



Your Hypercare Preparation Checklist

Develop a Hypercare Plan	Communicate with Business Users and Suppliers	Monitor Hypercare Progress and Feedback
<ul style="list-style-type: none"> <input type="checkbox"/> Agree on how and where the Hypercare Team will operate <input type="checkbox"/> Outline the structure, composition, and roles and responsibilities of the Hypercare team <input type="checkbox"/> Create a clear and simple process for Hypercare support and defect capturing <input type="checkbox"/> Define escalation processes to ensure timely and effective resolution of issues <input type="checkbox"/> Designate communication channels for efficient exchange of information <input type="checkbox"/> Ensure tools are available to support the Hypercare phase <input type="checkbox"/> Assign dedicated support team members for critical areas <input type="checkbox"/> Define Hypercare exit criteria <input type="checkbox"/> Establish metrics to assess Hypercare efficiency such as response time, resolution time, and user satisfaction <input type="checkbox"/> Develop rules and procedures for prioritising queries and defects <input type="checkbox"/> Agree on KPIs for system usage and adoption 	<ul style="list-style-type: none"> <input type="checkbox"/> Set-up regular and separate drop-in sessions for suppliers and business users to raise queries and concerns <input type="checkbox"/> Inform internal users and suppliers of the Hypercare support structure and common issues and resolution steps <input type="checkbox"/> Provide continuous updates on the progress of raised, ongoing, and resolved issues 	<ul style="list-style-type: none"> <input type="checkbox"/> Track support requests, response times, and resolution SLAs <input type="checkbox"/> Gather feedback from suppliers and business users and leverage this input for continuous improvement <input type="checkbox"/> Identify patterns and areas that require additional focus and update FAQs and training materials accordingly



Perform Hypercare immediately after Go-Live to provide intensive support and address issues quickly.

Centralise the Hypercare Team's operations in one physical location for faster coordination during the initial weeks of Go-Live.

Introduction

Completing a digital transformation project does not guarantee that all its benefits will be realised. Successful project requires a culture of ongoing training, development, and process enhancements. Continuing the valuable work initiated by the Project Team is the core responsibility of the Continuous Improvement (CI) Team. This team consistently seeks new improvement opportunities, refines processes, provides user training and support, and ensures the effective deployment of new initiatives. They monitor performance and compliance and proactively address issues. Empowering the CI team to become a Center of Excellence ensures growth and optimisation throughout the organisation.

10

Continuous Improvement.

Continuous Improvement

What Good Looks Like

Having a dedicated team continuously focusing on efficiency improvements, training, process enhancements, user support, and compliance monitoring to ensure growth and optimisation throughout the organisation.

Challenges

BAU system support and Continuous Improvement organisation structure is not agreed early enough

There is no dedicated team to carry on with continuous improvement post-digital transformation

Advocating for the business to recognise the vital importance and advantages of Continuous Improvement function, compelling them to commit the necessary resources and efforts

Continuously finding new areas for enhancements and optimisations

Best Practices

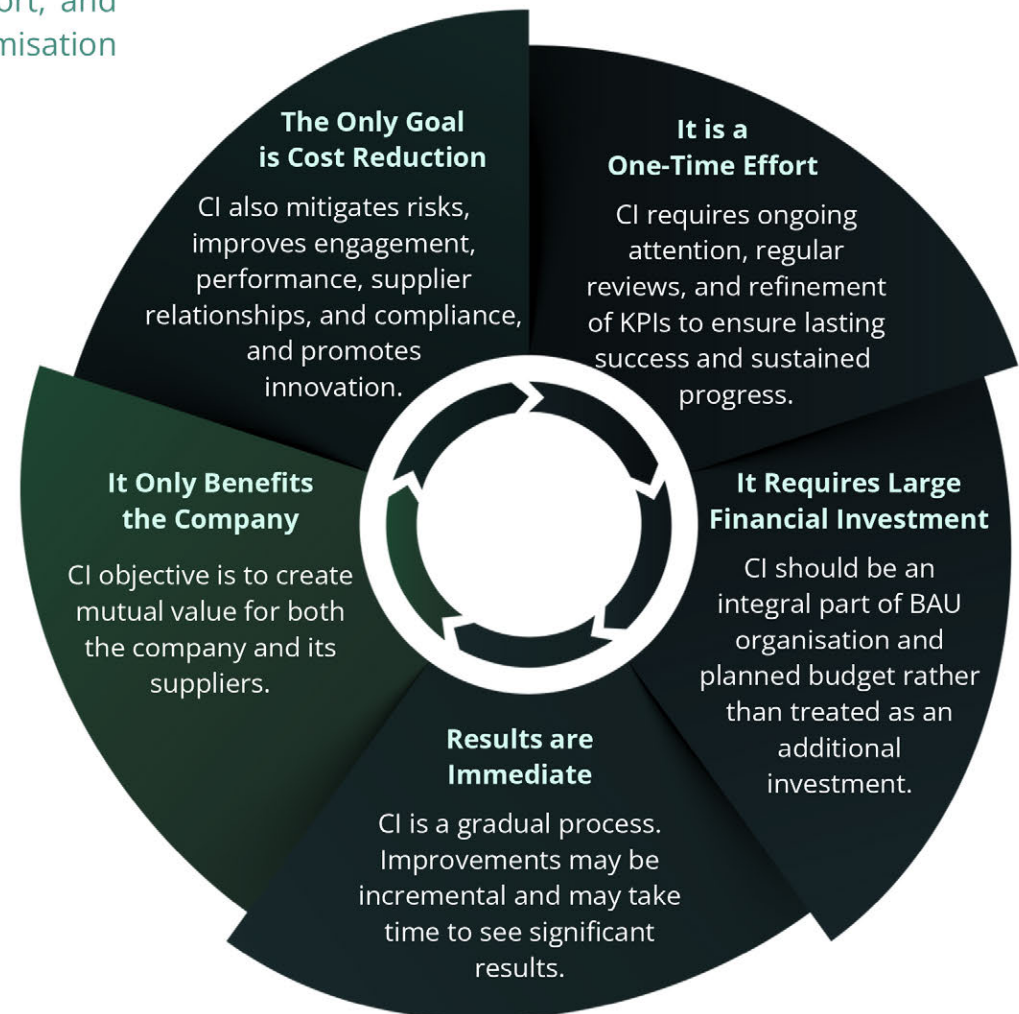
Define clear objectives for continuous improvement and align them with overall business goals.

Encourage a mindset of continuous improvement across the organisation by recognising and rewarding contributions, demonstrating the benefits, and sharing success stories

Ensure BAU system support team collaborates with Continuous Improvement team during system upgrades and enhancements

Implement a release management approach, where changes are consolidated into few releases a year

5 Misconceptions About Continuous Improvements (CI)



Your Continuous Improvement Checklist

Establish a CI Culture

- ☐ Establish a BAU team dedicated to CI initiatives to serve as a Center of Excellence (CoE) within the organisation
- ☐ Establish a BAU team responsible for ongoing system support and enhancement activities (whether in-house or outsourced)
- ☐ Define the process for identifying and gathering improvement opportunities and share it within the organisation
- ☐ Launch a centralised help desk where CI Team could regularly review queries and reoccurring issues
- ☐ Develop evaluation criteria and prioritisation matrix to identify CI ideas to be initiated
- ☐ Develop a clear release management approach
- ☐ Update training materials for internal and external use and release them concurrently with the changes
- ☐ Make the updated process guides and training materials accessible to internal stakeholders and suppliers via Supplier Hub

Perform CI

- ☐ Develop methods and rules to identify suppliers who do not comply with invoice channel process
- ☐ Set regular review processes to evaluate “No PO, No Pay” compliance and create an action plan to drive improvement
- ☐ Generate compliance and performance reports that highlight anomalies and identify significant opportunities for improvement
- ☐ Produce performance reports on a monthly basis and communicate them to internal stakeholders
- ☐ Analyse compliance and performance reports to evaluate whether newly implemented changes are already providing positive results and increased compliance
- ☐ Communicate the CI team’s initiative results to leadership and stakeholders, emphasising the achieved benefits and success stories

Most Important S2P BAU KPIs

- ☐ Supplier digital invoice Adoption and Compliance Rate
- ☐ Invoice to Payment Turnaround Time
- ☐ Purchase Order Adoption Rate
- ☐ Percentage of Retrofit Purchase Orders
- ☐ Supplier Onboarding Time



Keep internal stakeholders informed and engaged!

Transforming Source-To-Pay in the Digital Age

About Denova

Denova provides comprehensive Source-To-Pay (S2P) services and resources tailored to the customer's specific needs and goals:

- We offer consulting services for various S2P projects and BAU initiatives, including but not limited to system rollouts, supplier enablement activities, data transformations, release management, and continuous improvement.
- We also provide S2P Business Analysts, Data Analysts, Change and Training Analysts, Supplier Enablement Analysts, and System Administrators to support organisation BAU processes.

By leveraging the expertise of our seasoned S2P professionals and a global talent network, we deliver low-cost, end-to-end services without compromising on quality.

Contact Us

discover@denovaltd.com

www.denovaltd.com

Our Services



Project Services

Our experienced Project Services Team can handle S2P system implementations for a seamless transition and integration.



Supplier Enablement

We can streamline the process of moving suppliers onto a digital S2P platform, ensuring smooth transitions and better integration.



S2P Data Transformation

We can clean, enrich, and analyse data to deliver actionable insights that improve decision-making.



Continuous Improvement (CI)

Implement best practices and perform CI activities to keep the customer's S2P framework up-to-date and compliant and ensure adoption by End Users and Suppliers.



S2P our Expertise.
Economics our Edge.