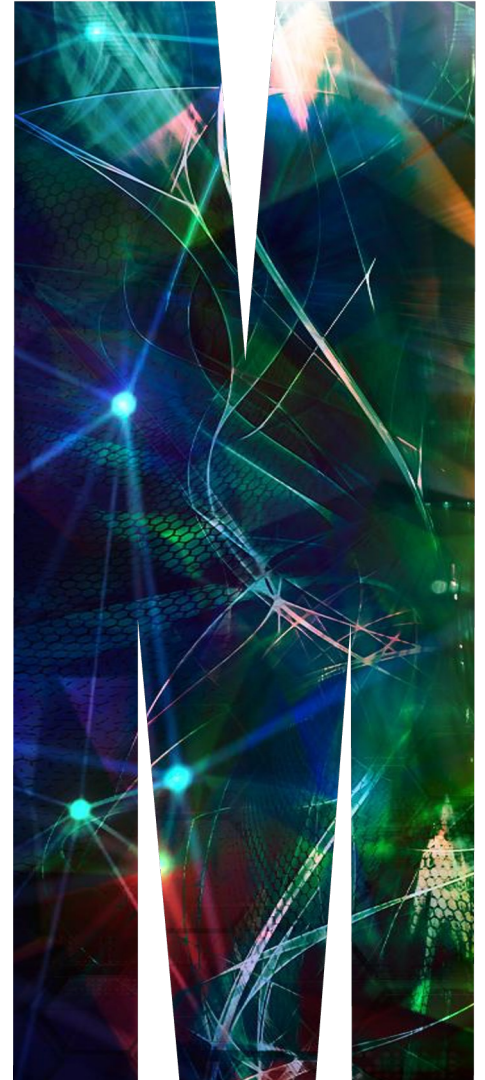


# Customer Journey: Procurement Strategy for SaaS solutions



# Today's presentation

An overview of the big picture at Monash for deploying SaaS in pursuit of improved student experience and increasingly flexible IT platforms that can flex to future needs.

This is a story of how the procurement team is an integral partner in the customer journey to digital services.

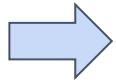
# Highlighting the importance

- 20+ year legacy platform known as Callista
- Widely used across the University; user base 70,000 students and 10,000 staff at Monash
- Deeply integrated across multiple systems and platforms across the University
- University processes heavily embedded around the system
- The vendor indicated no maintenance or system upgrades post 2025, which represents limitations on the system for use by Monash and other Universities.

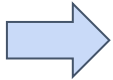
# Procurement involvement from inception to delivery

- **Business case;** strategy, approach, return on investment and funding to support the initiative
- **Procurement approach:** go-to-market strategy, defining and validating the business requirements (functional and non-functional), alignment of documentation for tender
- **Evaluation approach:**
  - Defining the decision making process; multi-layered evaluation stages; establishing the strict probity rules around the tender process
  - Who is involved: TEP, Steering Committee, User Groups, SMEs, Project Sponsors
- **Vendor management:**
  - Defining a lean communication channels; consistency, accuracy and alignment of communication channels with the market.
  - Limiting the accessibility of information to control the narrative.

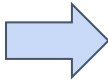
# Critical success factors for procurement leading business transformation



**Organisational / Human Aspect** - mindset, future orientation, strategic thinking and collaborativeness.

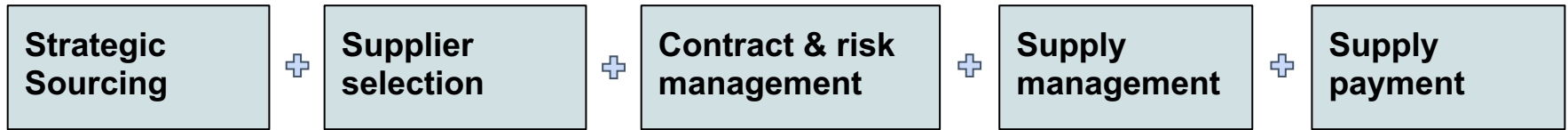


**Process & Practices** - components of transformation; streamline and process re-engineering to simplify the process. *Remove* the notion of procurement blocking the process but rather an enabling function.



**Vendor Integration & Selection** - tailoring the best solution with the commercial aspects including contractual terms and price, alignment into the business processes.

# Procurement processes at each critical stage



- Each critical stage is important to achieve maximum outcomes from the procurement processes.
- Downsides of the procurement processes include the business not understanding the processes within the overall procurement process as well as the impacts of shortcuts or fast tracking the process.

# Lessons learnt from the SMS procurement

- **Getting through at the start** of the conversation with the business
- **Delivering value from the start** - understand the long term strategy and the requirements to lead the procurement process and setting the *right* approach
- **Train the trainer** for key leaders - walk them through the process; probity training where required, negotiations approach.
- **Alignment with the business** - understand the key roles and responsibilities; setting the evaluation criteria, panel members, steering committees.

# SMS Journey: Transformation starts with Procurement

- 10 faculties
- Business sponsors
- Faculty members, deans
- Finance
- IT
- Users
- Supplier
- Strategic Partners



# Key takeaways

- Understand the vision and the outcomes required by the stakeholders
- Invest the time in the procurement process; do not rush or be rushed
- Simplify the process where possible
- Put yourself in the shoes of the vendors, allow them the appropriate time to respond
- Don't compromise on quality; it will delay the process and impact the outcomes
- Celebrate the wins and the key milestones throughout the process.