

# Supplier Relationships And How To Improve Them

30<sup>th</sup> April 2025

# Agenda

✿ Introductions

✿ What we're going to cover:

✿ How did things reach this point? Root causes

✿ What's the impact on your organisation?

✿ What should you do now?

✿ Open Q&A

✿ Summary and Close




# Introductions



Mark Dendy

Keith Collins

- 
- We are a **specialist** information systems and technology consultancy
  - We only work with **membership bodies, charities, trusts, unions, faith-based organisations** and others in the not-for-profit sector
  - We are completely **supplier-independent**
  - Our consultants have held **senior** positions in a broad range of organisations
  - Our advice and guidance is based on **practical experience** gained over many years



# What we do

## Your Objectives and Plans



Strategy and roadmap



Reviews



Leadership and advice



Governance and structure

## Your Organisational Capabilities



Technology solutions and partners



Risk and compliance



Workforce

## Your Success



Implementation and change delivery



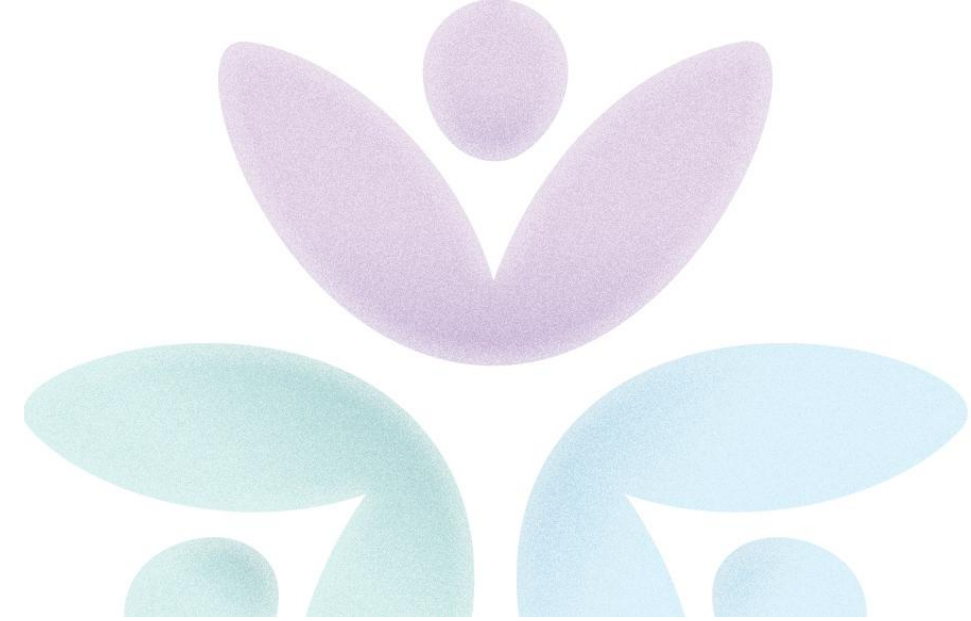
Technology adoption



# Supplier Relations Gone Wrong

## ✿ The Causes:

- ✿ It's you! Well, not you personally...
- ✿ It's them...
- ✿ "Circumstances" - it just happens!



# “Maybe it was something I did...”

 Settled for the wrong tech



***TECH-SAVVY USER***



***VS***



***USER-SAVVY TECH***



# “Maybe it was something I did...”

- ✿ Settled for the wrong tech

- ✿ Chose the wrong supplier

EVERY SINGLE SUPPLIER

SHORT LIST

MOST RELEVANT

RUN TENDER

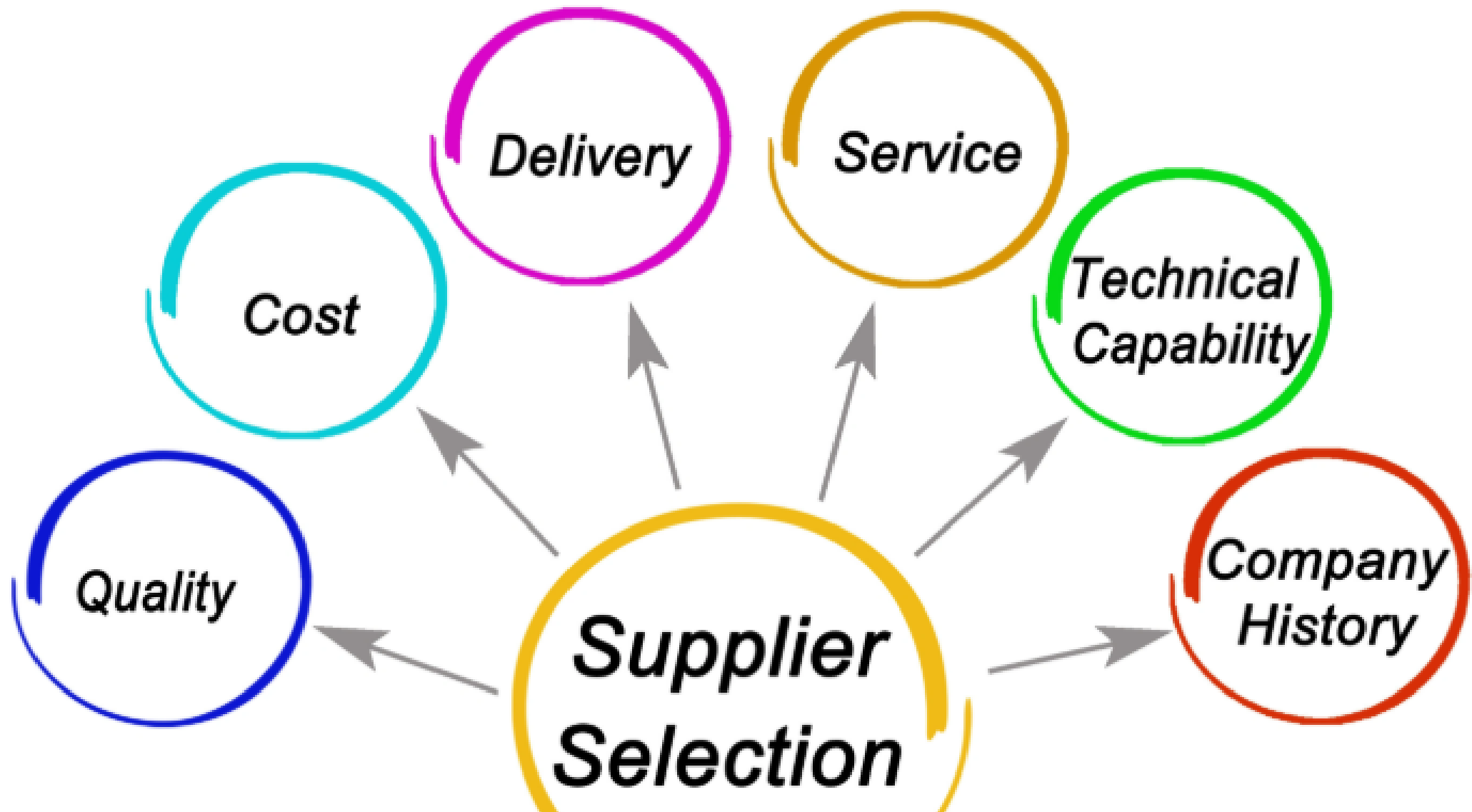
BEST ON PAPER

DUE DILIGENCE

BEST

COMMERCIAL /  
CONTRACTUAL  
DEAL





# “Maybe it was something I did...”

- ✿ Settled for the wrong tech
- ✿ Chose the wrong supplier
- ✿ Didn't do sufficient due diligence



## Types of Due Diligence

### Hard Due Diligence



**Financial Due Diligence**



**Legal Due Diligence**



**Tax Due Diligence**



**Operational Due Diligence**



**Intellectual Property Due Diligence**

### Soft Due Diligence



**Human Resources Due Diligence**



**Administrative Due Diligence**



**ESG Due Diligence**



**Commercial Due Diligence**

DUE DILIGENCE  
THE EASY WAY!





# “Maybe it was something I did...”

- ✿ Settled for the wrong tech
- ✿ Chose the wrong supplier
- ✿ Didn't do sufficient due diligence
- ✿ Your organization was influenced by a third party



**Viewed**



**Recommendation System**



**Recommended**





# “Maybe it was something I did...”

- ✿ Settled for the wrong tech
- ✿ Chose the wrong supplier
- ✿ Didn't do sufficient due diligence
- ✿ Your organization was influenced by a third party
- ✿ The project was handled badly

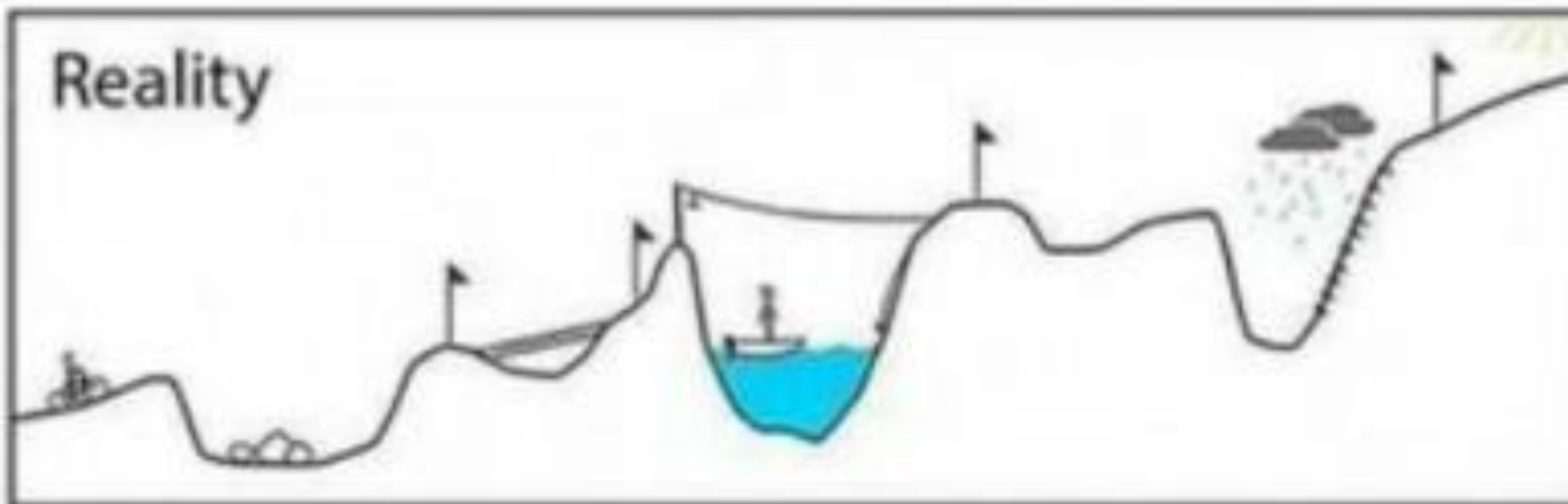
# Our Project Delivery Model



Your plan

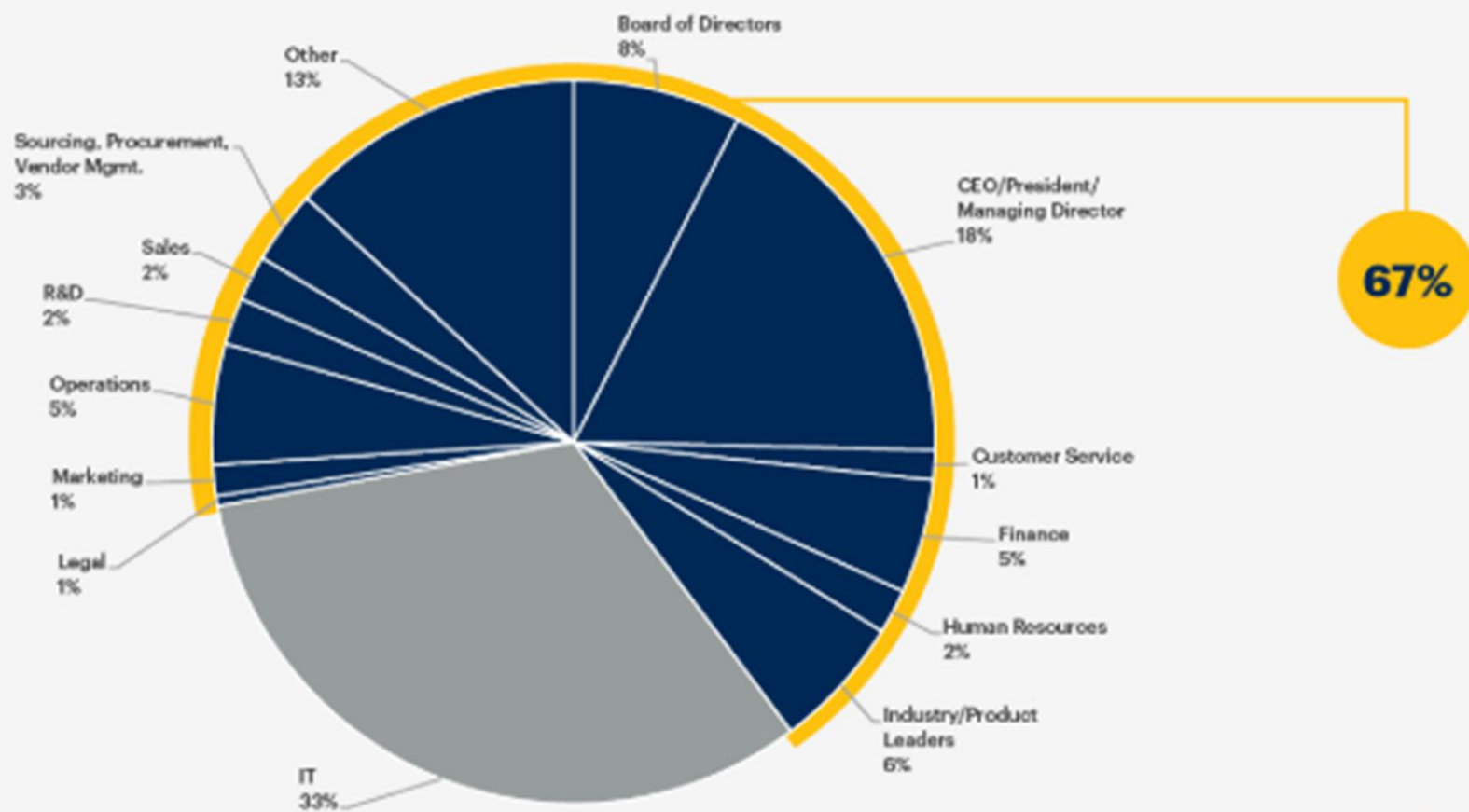


Reality





## Two-Thirds of People Involved in Technology-Buying Decisions Are Not in IT



Source: Gartner  
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**Gartner.**

# “Maybe it was them!”

✿ Over-promised

✿ Under-delivered







# “Maybe it was them!”

- ✿ Over-promised

- ✿ Under-delivered

- ✿ But their sales team said...



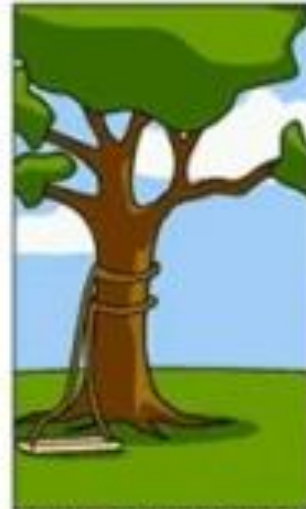
How the customer explained it



How the project leader understood it



How the engineer designed it



How the programmer wrote it



How the sales executive described it



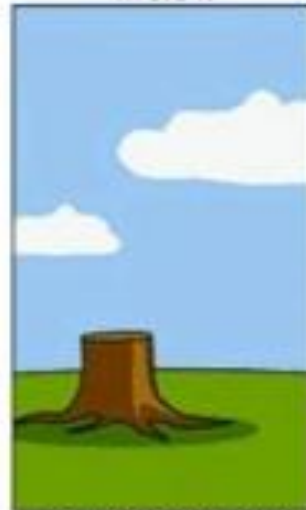
How the project was documented



What operations installed



How the customer was billed



How the helpdesk supported it



What the customer really needed



# “Maybe it was them!”

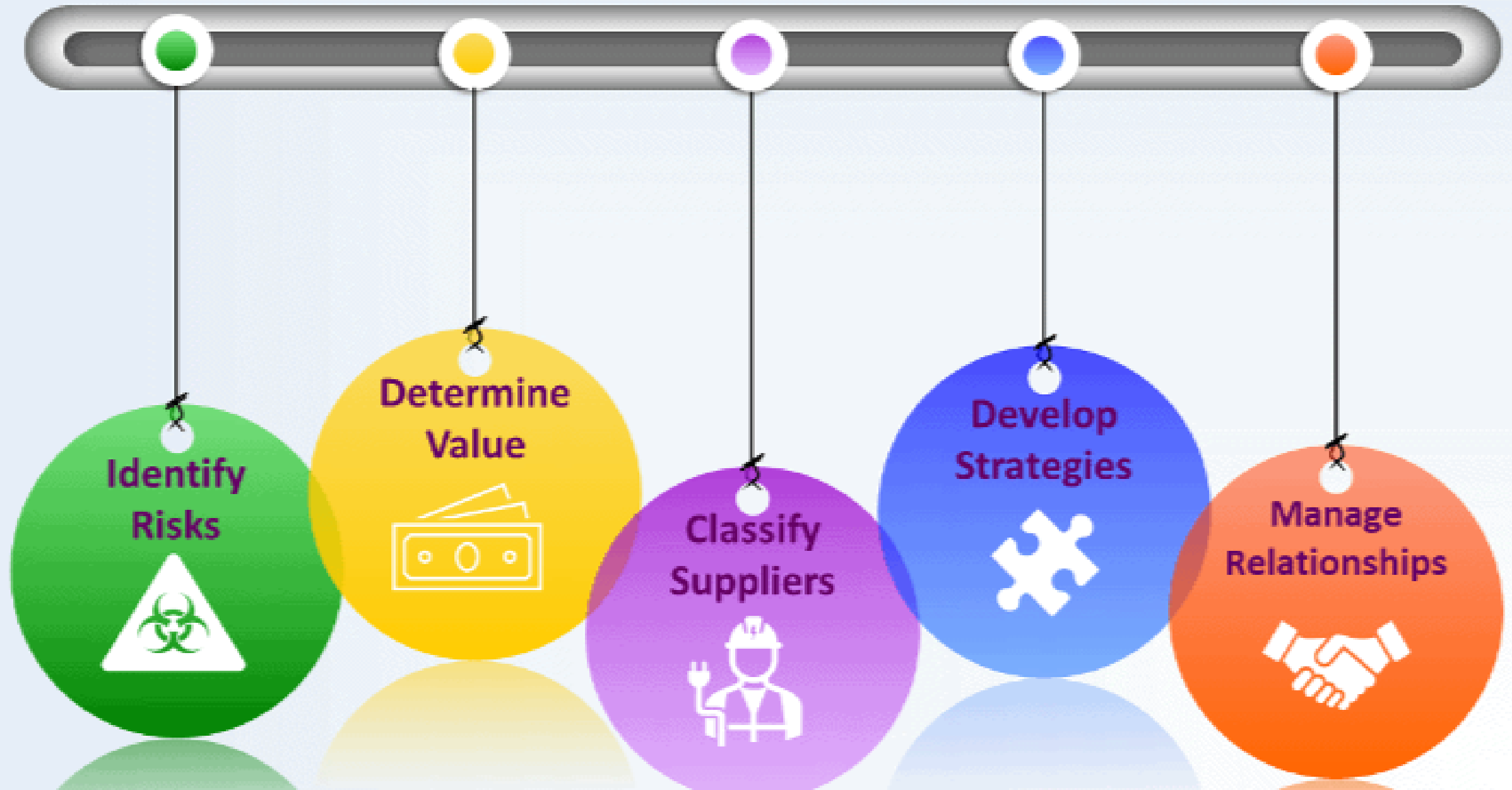
✿ Over-promised

✿ Under-delivered

✿ But their sales team said...

✿ They changed their prices!

# Supplier Relationship Management



# “Maybe it was them!”

- ✿ Over-promised

- ✿ Under-delivered

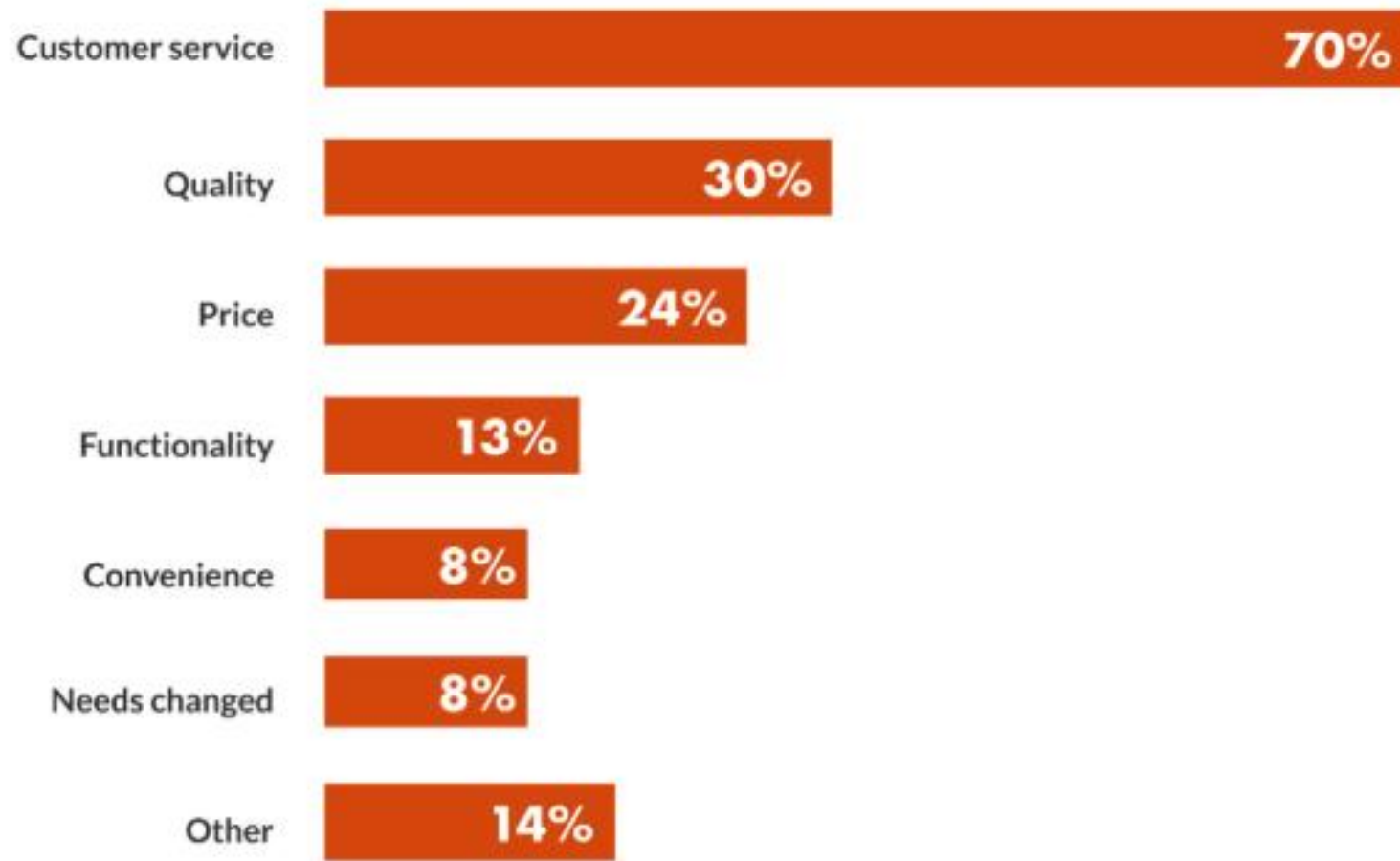
- ✿ But their sales team said...

- ✿ They changed their prices!

- ✿ The customer service has stopped




## WHY DO CUSTOMERS LEAVE? (CUSTOMER VIEW)



# “Circumstances – maybe it was just one of those things...”

- ✿ **Our mission changed and with it our appetite for the project**



At least 40% of all businesses will die in the next 10 years... if they don't figure out how to change their entire company to accommodate new technologies.

THEECMCONSULTANT.COM



# “Circumstances – maybe it was just one of those things...”

- ✿ Our mission changed and with it our appetite for the project

- ✿ The supplier was acquired

# 4 Types of Mergers and Acquisitions



## Horizontal

Companies with similar products or services come together with the main goal to expand their offerings or markets.



## Vertical

Companies in the same industry join their forces to improve logistics, consolidate staff or reduce time to market their offerings.



## Conglomerate

Companies in different industries join their forces with a goal to broaden their range of services and products.



## Concentric

Companies share customer bases but provide different services and do not have a mutual relationship.

# “Circumstances – maybe it was just one of those things...”

- ✿ Our mission changed and with it our appetite for the project

- ✿ The supplier was acquired

- ✿ The supplier went bust!



**CLOSED**





# “Circumstances – maybe it was just one of those things...”

- ✿ Our mission changed and with it our appetite for the project

- ✿ The supplier was acquired

- ✿ The supplier went bust!

- ✿ All the good staff left



# What impact does this have?

✿ **££ Costs ££ - but in more than financial terms**

✿ **Undelivered service**

✿ **Workarounds take time**



## WORK

COST

SUBSTITUTION

CONTROL

WORKFLOW

OPTIMIZE

I'M TOO BUSY TRYING  
HARDER TO USE THE  
OLD ONE.

## FUTURE OF WORK

IMAGINATION

VALUE

MEANING

AUGMENTATION

COLLABORATION

PASSION

WORK OUTCOMES

TOM  
FISH  
BURNE

# What impact does this have?

✿ **££ Costs ££ - but in more than financial terms**

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✿ **Reputational damage**





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✿ **Service interruption (think failing renewals/donations)**

✿ **Digital marketing/CRM running ineffectively**

✿ **Failed reconciliations/incorrect payments**

# What impact does this have?

- ✿ **££ Costs ££ - but in more than financial terms**
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  - ✿ Workarounds take time
  - ✿ Reputational damage
    - ✿ Service interruption (think failing renewals/donations)
    - ✿ Digital marketing/CRM running ineffectively
    - ✿ Failed reconciliations/incorrect payments

## ✿ **Negativity:**

- ✿ **Morale – you were supposed to do more not less!**
- ✿ **Staff churn – £££ and time and can be contagious**
- ✿ **Hiring potential – talent likes great tools!**

## EMPLOYEE BURNOUT



# What are you going to do about it?

✿ **Wring your hands and complain**

✿ **Doing nothing isn't a strategy**





# What are you going to do about it?

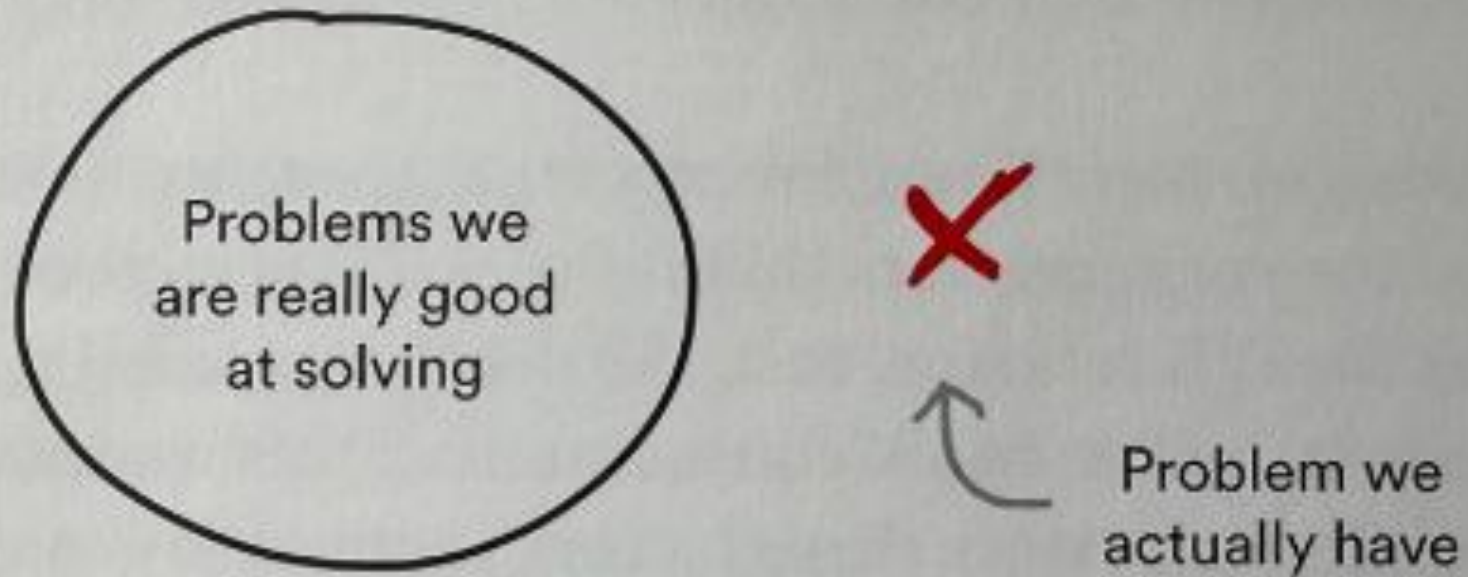
✿ **Wring your hands and complain**

✿ **Doing nothing isn't a strategy**

✿ **Name the problem and own it**

✿ **Start by being open about the problems**

## 1. LOOK BEYOND YOUR OWN EXPERTISE



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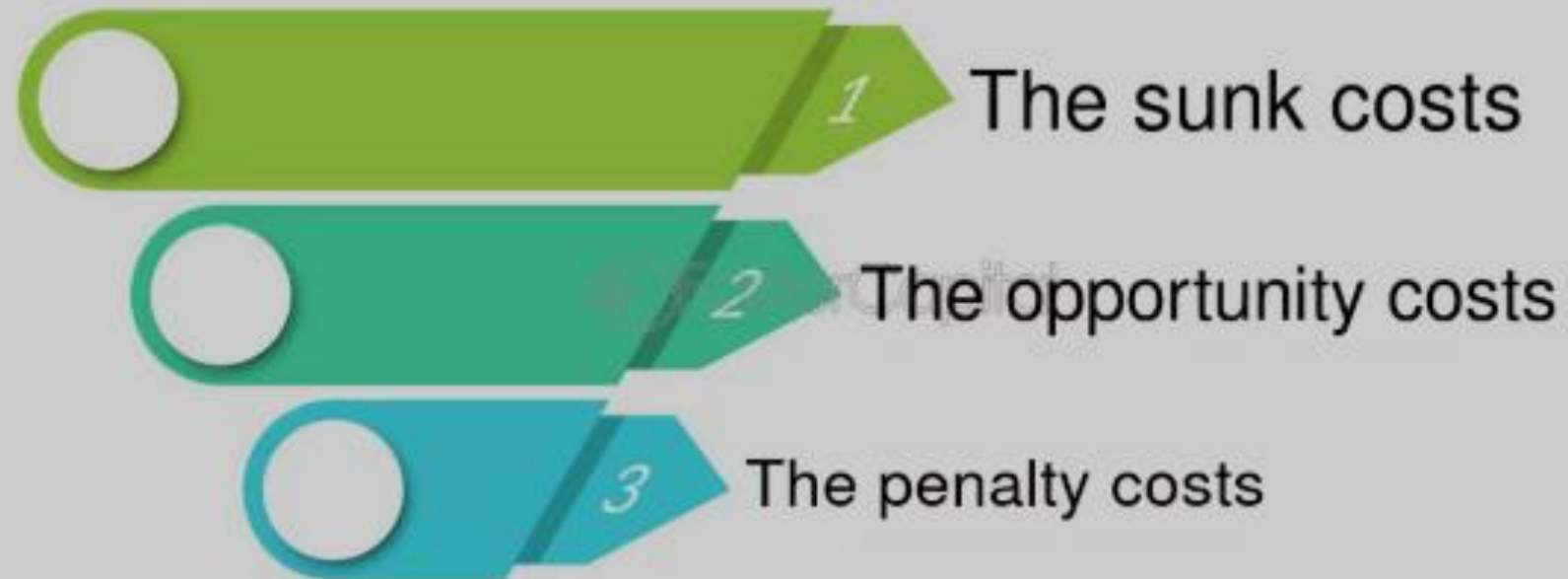
- ✿ **Name the problem and own it**

- ✿ **Start by being open about the problems**

- ✿ **Understand what the cost of a failed project has been**



# Estimating the Direct Costs of Project Failure



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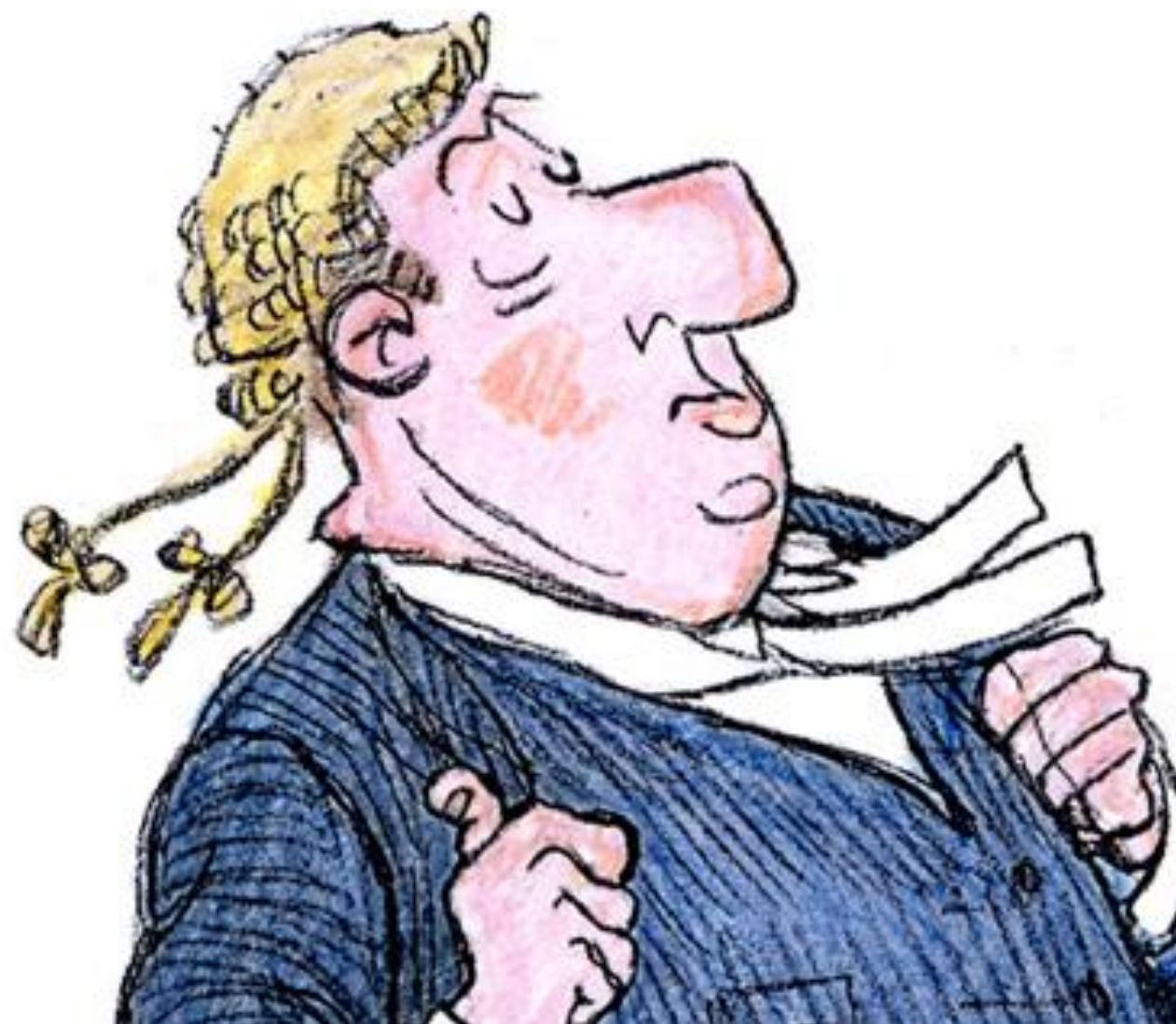
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  - ✿ **Understand the context – contract, plans etc**





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  - ✿ **Understand the context – contract, plans etc**

  - ✿ **Build the business case – express the £££ pain £££**



# LESSONS LEARNED TEMPLATE

INTRODUCTION

|  |
|--|
|  |
|--|

PROJECT OBJECTIVES  
& GOALS

|  |
|--|
|  |
|--|

LESSONS LEARNED

| category | issue | problem/success | impact | Recommendation |
|----------|-------|-----------------|--------|----------------|
|          |       |                 |        |                |



# What are you going to do about it?

- ✿ **Wring your hands and complain**

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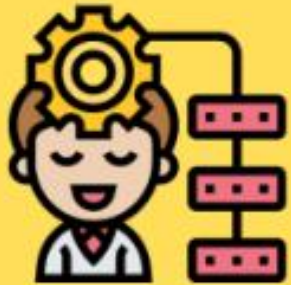
  - ✿ **Understand what the cost of a failed project has been**

  - ✿ **Understand the context – contract, plans etc**

  - ✿ **Build the business case – express the £££ pain £££**

  - ✿ **Get help!**

# Types of Pain Points



**Process Pain Points**



**Financial Pain Points**



**Support Pain Points**



**Productivity Pain Points**

If you need to work with IT suppliers, then it's essential to ensure that they work with you and to the benefit of your business.

**1**

### **Choose wisely**

Don't choose the first supplier that comes along. This is a serious decision, so make it a proper selection process.

**2**

### **Get references**

Always request references — two at the very least. Talk directly with the referrals, and don't be afraid to ask awkward questions.

**3**

### **Remember that relationships are crucial**

If you don't like the supplier's CEO or service manager then don't use them. Because once you sign a contract, you're stuck with them, and good personal relationships are key to success.

**4**

### **Share the upside**

Understand how they make a profit to ensure the deal works for them long-term. Are they selling plentiful commodities, such as software licenses, or rare and valuable skills?





# How do you move on?

 **You may have to cohabit for a while!**



# How do you move on?

🌸 You may have to cohabit for a while!

🌸 How do we divide the belongings?



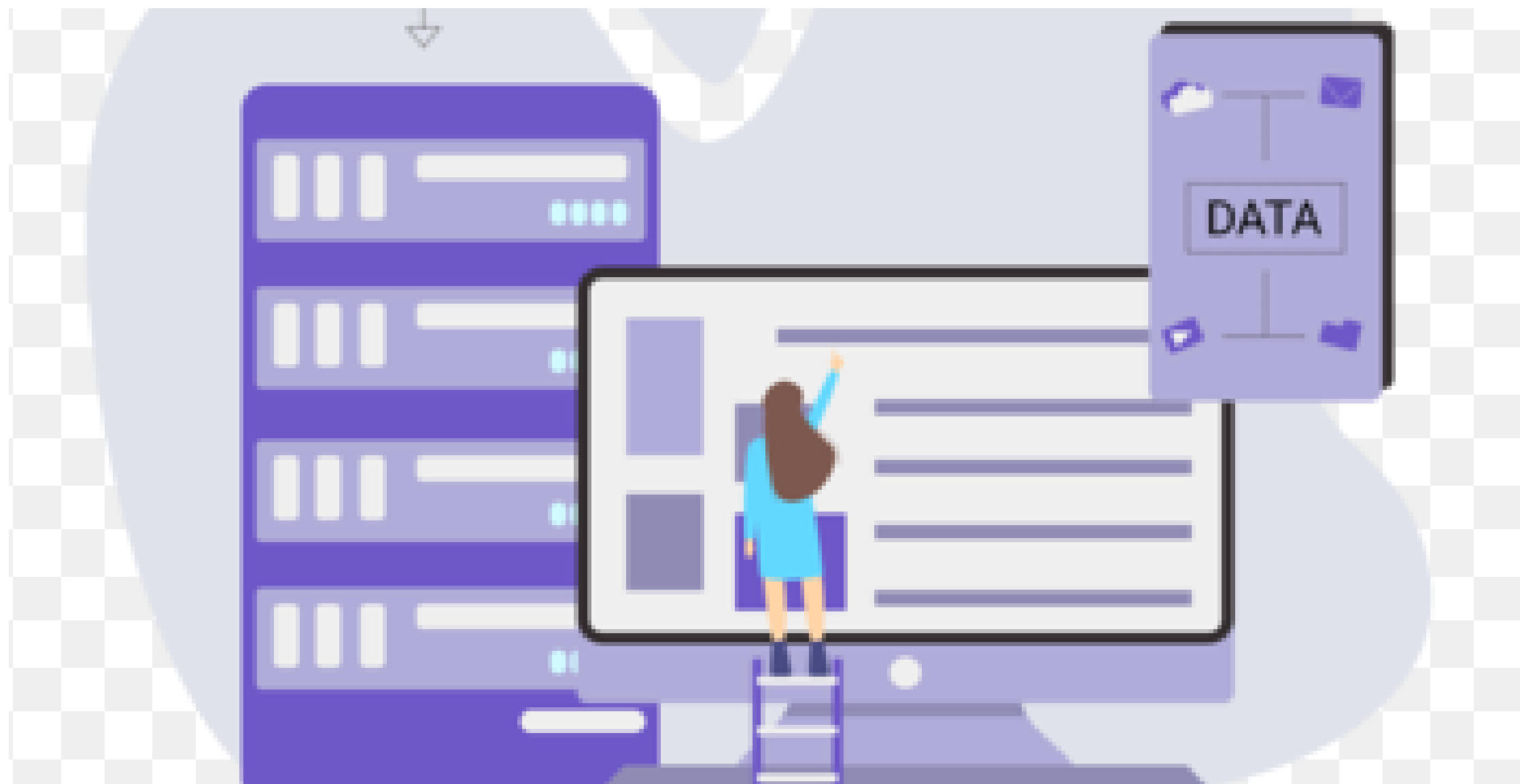


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✿ What will we have to put in storage?



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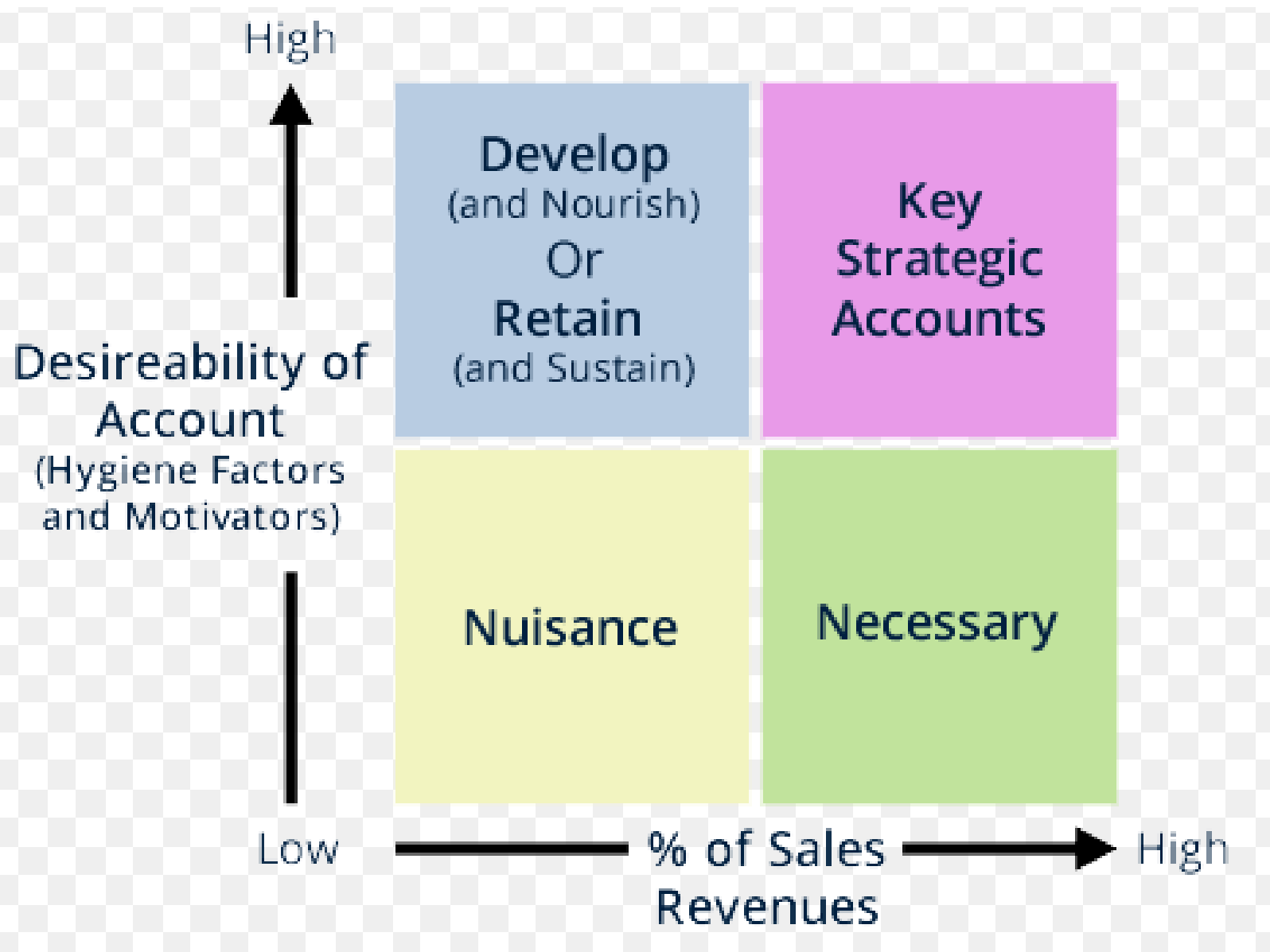
🌸 You may have to cohabit for a while!

🌸 How do we divide the belongings?

🌸 What baggage will we have to put in storage?

🌸 Will this make us less attractive to other suppliers?



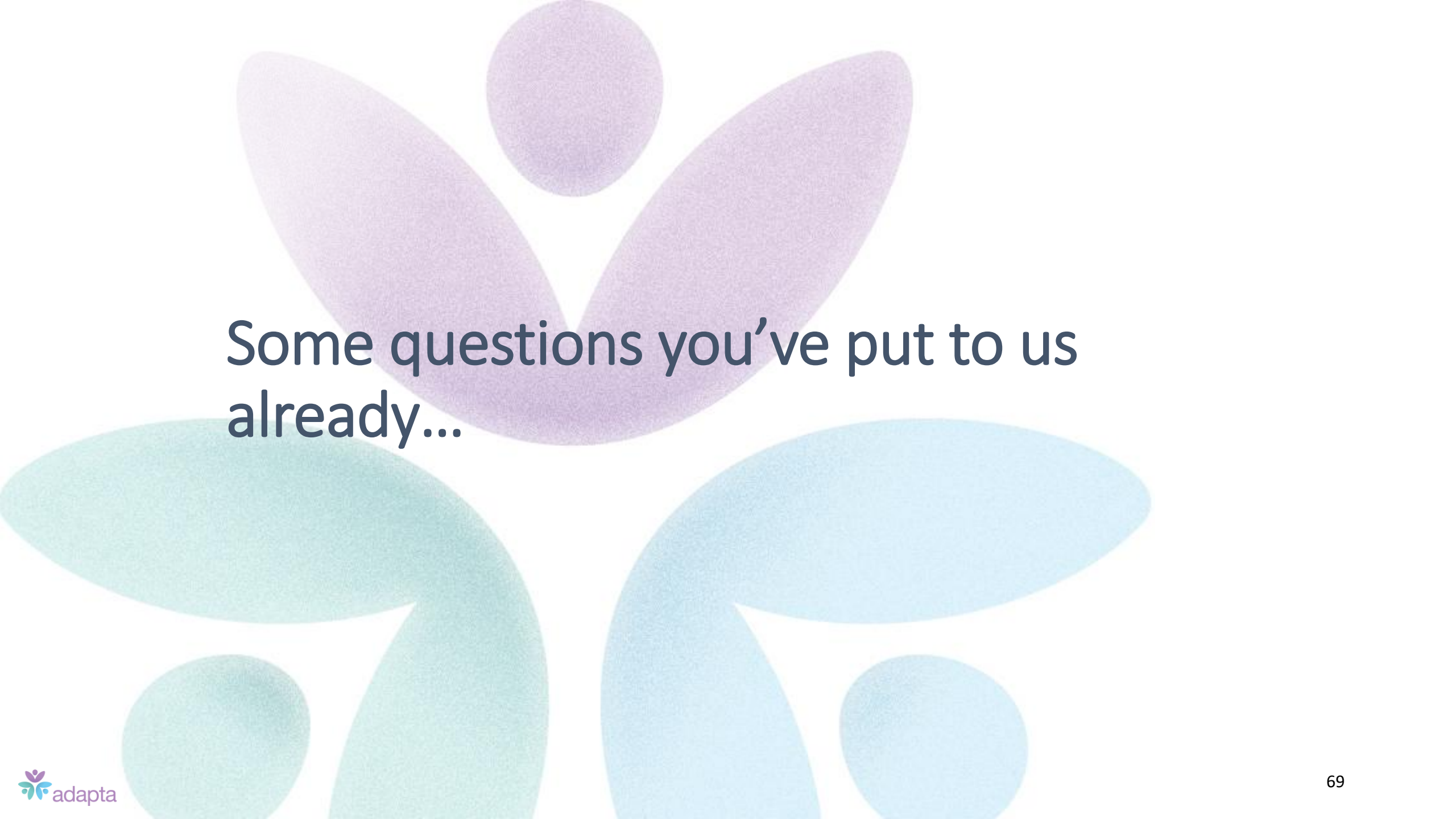


# Consultant Value

- 🌸 Services are an investment
- 🌸 Inaction is expensive – not just in money
- 🌸 Define the problem
- 🌸 Ask for an expression of value – business case
- 🌸 Find a solution and the RIGHT supplier







Some questions you've put to us  
already...



# **Our next in-person event**

Information security, data protection and cake

2pm-5pm - 11 June 2025

Royal College of Nursing, London

**To make a booking, visit:**

[www.adaptaconsulting.co.uk/Upcoming-Events](http://www.adaptaconsulting.co.uk/Upcoming-Events)

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