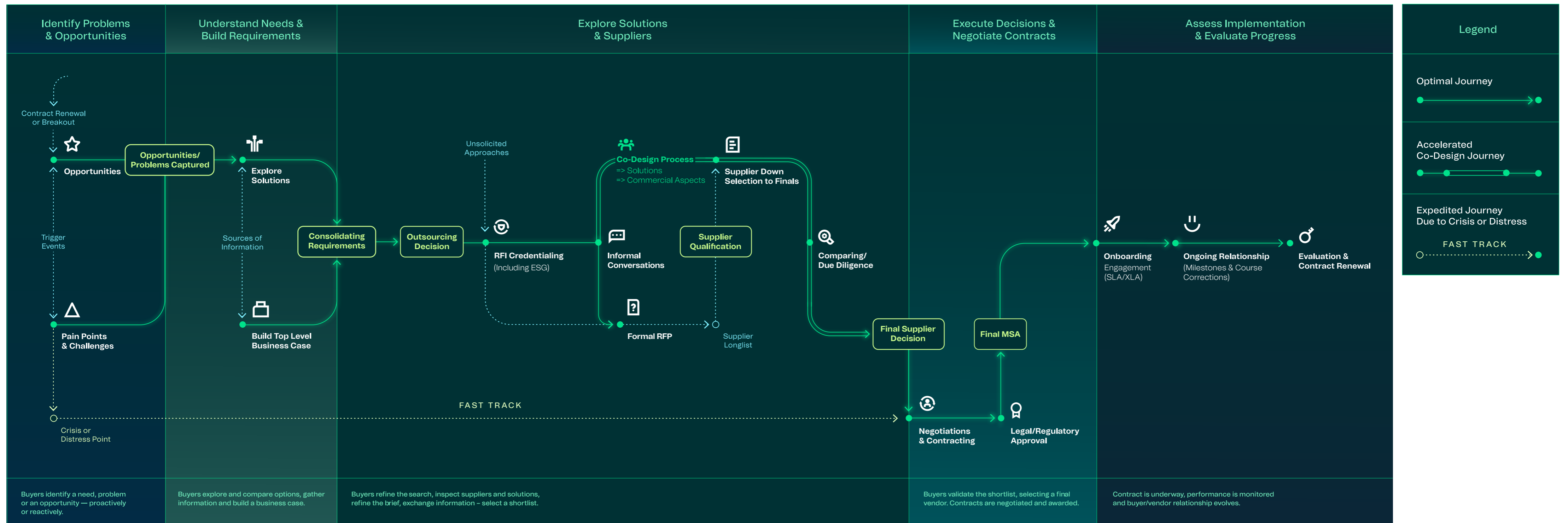# Buyer's Journey Guide
to optimizing supplier & solution selection

We take the complexity out of the buying process for technology services, allowing you to focus on what matters most.

Our Buyer's Guide provides you with clear guidance on the buyer's journey, powered by Unisys accelerators — our unique activities and services, that help take your business to the next level.

Identify Problems & Opportunities	Understand Needs & Build Requirements	Explore Solutions & Suppliers	Execute Decisions & Negotiate Contracts	Assess Implementation & Evaluate Progress	Legend

Contract Renewal or Breakout

Opportunities

Opportunities/ Problems Captured

Explore Solutions

Unsolicited Approaches

Co-Design Process
=> Solutions
=> Commercial Aspects

Supplier Down Selection to Finals

Trigger Events

Sources of Information

Consolidating Requirements

Outsourcing Decision

RFI Credentialing (Including ESG)

Informal Conversations

Supplier Qualification

Comparing/ Due Diligence

Onboarding Engagement (SLA/XLA)

Ongoing Relationship (Milestones & Course Corrections)

Evaluation & Contract Renewal

Pain Points & Challenges

Build Top Level Business Case

Formal RFP

Supplier Longlist

Final Supplier Decision

Final MSA

FAST TRACK

Crisis or Distress Point

Negotiations & Contracting

Legal/Regulatory Approval

Buyers identify a need, problem or an opportunity — proactively or reactively.

Buyers explore and compare options, gather information and build a business case.

Buyers refine the search, inspect suppliers and solutions, refine the brief, exchange information – select a shortlist.

Buyers validate the shortlist, selecting a final vendor. Contracts are negotiated and awarded.

Contract is underway, performance is monitored and buyer/vendor relationship evolves.

Legend

Optimal Journey

Accelerated Co-Design Journey

Expedited Journey Due to Crisis or Distress

FAST TRACK

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Identify problems & opportunities

Buyer identifies a need, problem or opportunity
— either proactively or reactively.

Questions To Ask

- What is the problem we need to solve?
- Are others struggling with this?
- Are there processes that are broken?
- What are the implications of action or nonaction?
- What are the trends happening in our industry or competitor actions that we need to consider?
- Who are the innovators?

Buyers Best Practice

Encourage fresh thinking: Be prepared to look outside your company, industry and supplier set for new insights and inspiration.

Focus on the problems or opportunities, not the technology solution: The most productive conversations at this stage are focused on knowledge and expertise, or problem identification.

Be prepared to commit time and resources to the buying process: Committed buying resources can help minimize the time it takes to get from exploring solutions to final contract.

Unisys Accelerators

- Thought leadership: to provide insightful counsel on issues and growth areas
- Consulting assessments: to identify transition and/or sourcing readiness
- Consulting workshops: to identify problem areas & service gaps

Understand needs & build requirements

Buyers explore and compare options, gather information and build a business case.

Questions To Ask

- What are the problems to solve/opportunities we can go after?
- What are the business outcomes we are looking for (technology, strategic, financial goals)?
- Have we engaged the right internal decision-makers and end users?
- Who can help/guide us in developing our business case?
- How do we balance cost, value and risks?
- Can we benchmark others who are doing this well?

Buyers Best Practice

Build the business case around value & outcomes: Focus on business outcomes and what you want – not what you think the solution might be. This will help you design the best brief.

Work collaboratively with suppliers: You will get the best results if you work collaboratively with your supplier to build a business case. Be open to advice – the problem you think you have may not always be the real problem.

Think ahead: Envision potential scenarios in which you need to influence stakeholders, solicit end-user feedback, support organizational change management or face other decision-making challenges.

Share detailed data and assumptions with suppliers: Without accurate data, suppliers need to make assumptions on your business case – so be prepared to offer detailed data to get a better ROI calculation.

Unisys Accelerators

- Co-design services: to collaboratively design your business case with you.
- Consulting assessments: to help assess readiness and fit of new services.
- Organizational change management (OCM) workshops: to guide changes accompanying new technology or service adoption.

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Explore solutions & suppliers

Buyers refine the brief, inspect suppliers and solutions, exchange information and select a shortlist.

Questions To Ask

- Have we agreed on expectations (will it be delivered on time/within budget?)

- Have we committed the relevant team, resources and attention to the process?

- Have we involved the right decision-makers to drive success?

- How will we / the supplier manage transition risks?

- Can we work with them? Is there a cultural fit?

- Do they understand my company, my industry and my geography?

Buyers Best Practice

Consider co-design: Co-designing your sourcing model and solutions with your vendor can present opportunities for greater alignment and benefits:

- Matches your expectations with the vendor

- Highlights considerations and unseen pitfalls

- Allows both sides to explore commercial, chemistry & cultural fit

- Allows you to cherry-pick the best ideas across a group of suppliers

- Avoids unwelcome surprises

- Opens up a quicker route to your end goal

Unisys Accelerators

- Co-design services: to collaborate on sourcing, solutions and risk management

- Transition consulting: to help develop a transition and transformation Plan to minimize disruption

- OCM workshops: to help manage change with user groups and stakeholders

Execute decisions & negotiate contracts

Buyers validate the shortlist, selecting a final vendor. Contracts are negotiated and awarded.

Questions To Ask

- Does their price fit our budget?

- What are the risks and compliance considerations (technology, business and governance) in going with this supplier?

- Will the supplier add value?

- Is there benchmarking data to validate the solution?

- What is the expected timeline for final contracts?

- Are there templates we should follow?

- Have they allocated adequate resources against solutions, legal and finance?

Buyers Best Practice

Be clear on your criteria for success: It's important to identify your hierarchy of needs in terms of saving money, improved user experience, service levels and uptime.

Verify supplier capabilities: Successful suppliers can provide you with sufficient one-on-one time and an insightful understanding of your business while delivering beyond technological specifications.

Consider how the supplier can help with stakeholder management: Be prepared to partner together to convince your stakeholders.

Unisys Accelerators

- Contract & negotiation FAQs: to provide guidance on typical mutually acceptable contractual terms and to facilitate open dialogue in negotiations

- Decision templates: to enable rapid due diligence to highlight must-have requirements and volume metrics

Assess implementation & evaluate progress

Contract is underway, performance is monitored and buyer/vendor relationship evolves.

Questions To Ask

- Is my vendor proactively delivering the value we expected?

- Do both sides have the right team in place?

- Do we need new skills, new people or new approaches to implement successfully?

- Do we have ongoing customer support and resources?

- Do we have to escalate issues to get action?

- Have we met all our responsibilities under the statement of work (SOW)?

- Given our experience so far, would we consider doing more work with this supplier?

Buyers Best Practice

Measure outcomes: Set yourself up for success by planning ahead for data. It is vital you have the information you need to measure performance outcomes and you have formal/informal review processes in place.

Consider the end customer experience: The ability to quantify and qualify the experience and outcomes for customers is key to client retention and successful software implementation.

Anticipate next steps: Renewal or renegotiation of contracts requires budget, resource, time - and potential disruption.

Be open to new ideas: Give your supplier the opportunity and space to tell you what else they can do and how they can help, including finding innovative tactics that may work for you.

Unisys Accelerators

- Continuous Continuous Service Improvement Process (CSIP): to identify ongoing improvement opportunities

- Unisys eXperience Management Office (XMO): to manage and improve end-user experiences

- OCM workshops: to help address the human side of any changes.

- Unisys Service Management Office (SMO): to manage delivery and support of new services

Want to discuss this process in more detail?

Unisys is here to have an informal conversation with you. We can offer expert advice on your specific situation.

Contact

www.unisys.com/contact-us