

HORIZON

NEW TECH, OLD TRICKS

MODERNISING TECHNOLOGY SOURCING
FOR INCREASED BUSINESS VALUE



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INTRODUCTION

MODERNISING TECHNOLOGY

SOURCING FOR INCREASED

BUSINESS VALUE

Technology sourcing is undergoing a transformative shift. As organisations increasingly adopt emerging technologies such as AI, VR/AR, and platform-based solutions, legacy procurement processes are failing to keep pace.

Outdated methods not only delay time-to-value but also introduce inefficiencies and risks that jeopardise the success of digital transformations. This whitepaper, based on insights from Horizon Seven CEO Melanie Humphries and Scopism Director Claire Agutter, presents a compelling case for evolving technology procurement and integration practices.

It explores how agile sourcing frameworks such as **S-FAST®**, AI-enabled decision-making, and structured

service integration (SIAM) can empower CIOs, CTOs, CPOs, and other senior leaders to navigate complexity, mitigate risk, and deliver measurable ROI from technology investments - rapidly.

70% of digital transformations fail. Over 50% of technology procurements do not meet expectations.

65% of procurement leaders are betting on AI to enhance decision-making and productivity.

80% of major suppliers are now using AI to respond to PQQS, RFIs, ITTs RFPs etc

INDUSTRY CONTEXT: PRESSURE TO MODERNISE

Modern enterprise technology ecosystems are **increasingly diverse and complex**.

Organisations are sourcing solutions from a mix of vendors, many of which are AI-driven, cloud-native, or delivered "as-a-service."

These trends indicate a **rapidly changing landscape**- one that procurement and IT leaders must adapt to or risk falling behind.

THE PROBLEM WITH LEGACY PROCUREMENT PRACTICES

Traditional procurement practices are increasingly unfit for sourcing innovative technologies. Legacy processes are slow, linear, cumbersome and lack the agility needed to handle dynamic technology environments.

Traditional methods often operate at arm's length, lack real-time collaboration, and treat the selection process as **transactional rather than strategic**.

This detachment can obscure critical factors such as cultural fit,

adaptability, and long-term delivery potential.

Furthermore, once suppliers are selected, contract negotiations typically begin from scratch, introducing delays and friction that erode trust before implementation even begins.

The implications are severe.

Not only is time-to-value delayed, but the organisation often ends up with a solution that **fails to deliver on its intended business outcomes**.

The result is wasted investment, under-utilised technology, and stakeholder disillusionment.

MODERN PROCUREMENT STRATEGIES

HORIZON SEVEN'S AGILE SOURCING MODEL **S-FAST**®

To address these challenges, **Horizon Seven has pioneered a 7-sprint agile procurement process** that emphasises collaboration, clarity, and speed.

This approach centres on outcomes, iterative engagement, and face-to-face workshops with shortlisted suppliers.

Core principles of the **S-FAST**® Methodology:

- **Begin with Business Outcomes:** Define value and desired end states before market engagement.
- **AI-Accelerated Discovery:** Appropriate use of AI to speed up early stage market research and supplier filtering.

- **Condensed Supplier Engagement:** Limit detailed engagement to a maximum of three suppliers to reduce overhead.
- **Workshops Over Written Responses:** Shift from document-based RFPs to interactive workshops that reveal true cultural and functional fit.
- **Parallel Contracting:** Negotiate under competitive tension during the process to avoid post selection delays and tension.
- **Supplier Underwriting:** Require bidders to underwrite their promises, aligning risk and accountability with capability.
- **Contract Anchored in Value:** Every agreement maps back to defined business outcomes and strategic goals.

This model has proven capable of delivering full-cycle sourcing, from business case to signed contract, in **as little as 12 weeks**, even for complex deals.

INTEGRATION AND VALUE

REALISATION:

THE ROLE OF SIAM

While agile procurement can streamline sourcing, **value realisation depends heavily on effective integration.**

Claire Agutter highlights how poor onboarding, fragmented supplier coordination, and misaligned goals often lead to “value leakage.”

Common Integration Challenges

Include:

- Delays in onboarding new suppliers.
- Fragmented incident and problem management across

service providers.

- Duplication of effort due to “man-marking” by retained IT teams.
- Poor visibility into total cost and performance of sourced services.

SIAM is not just a framework - it’s a mindset. It offers a way to structure relationships, roles, and responsibilities across complex vendor ecosystems.

By embedding governance, standardised onboarding and offboarding, and performance alignment into the operational fabric, **SIAM creates the conditions for sustainable value delivery.**

SIAM (Service Integration and Management) Includes:

- Structuring onboarding and offboarding processes.

- Providing governance and performance alignment across suppliers.
- Enabling real-time decision-making and cross-vendor collaboration.
- Establishing end-to-end accountability for value delivery.

Crucially, SIAM doesn’t require an overhaul of an organisation’s IT or procurement models. Instead, it provides principles that can be layered into existing processes.

This integration centric thinking ensures that technology adoption is not just fast, but effective, secure, and measurable

STRATEGIC RECOMMENDATIONS FOR C-SUITE LEADERS

For CIOs, CTOs, and CPOs looking to modernise sourcing and integration practices, the following strategic actions are recommended:

- **Define Outcomes Early:** Anchor sourcing around business needs - not technical features.
- **Embrace Agile Sourcing Models:** Replace static RFP processes with iterative, workshop based engagement.
- **Leverage AI Responsibly:** Use AI for speed and insight, but ensure human-led collaboration and evaluation.
- **Integrate Contracting into Evaluation:** Don't defer negotiation - build it into the supplier selection process.

- **Adopt SIAM Principles:** Establish structured integration frameworks that reduce friction and drive ROI.
- **Invest in Cross-Functional Collaboration:** Engage procurement, IT, operations, and finance from the start.
- **Continuously Measure ROI:** Track outcomes, not just deliverables. Align KPIs to strategic objectives.

The gap between technology potential and delivered value often lies in outdated procurement and integration practices. As organisations invest in AI, Cloud, and other transformative solutions, the processes used to source, onboard, and govern these services must evolve.

By adopting agile procurement methodologies such as Horizon Sevens **S-FAST®** and SIAM based integration strategies, C-suite leaders can transform technology sourcing into a competitive advantage, reducing risk, accelerating time to value, and aligning every penny spent with business impact

FIVE KEY TAKEAWAYS

- Legacy procurement processes can't keep pace with rapidly evolving technologies like AI.
- Traditional sourcing methods are slow, linear, and overly rigid, causing delays, inefficiencies, and poor alignment with business needs.
- Arm's-length, transactional procurement limits collaboration, masking issues like cultural fit, adaptability, and long-term delivery capability.
- Outdated contract-first negotiations create friction and delay value realisation.
- Agile sourcing frameworks like **S-FAST®** boost speed, clarity, and collaboration, helping organisations navigate complexity and achieve faster ROI.

**“MODERN TECHNOLOGY DEMANDS MODERN PROCUREMENT
AGILITY ISN'T OPTIONAL ANYMORE”**

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