



PROCUREMENT AND IT: WHY THE PARTNERSHIP WORKS

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Juniper Networks' Procurement team realized its goal of capturing 100% of spend by breaking with organizational momentum towards an ERP-vendor centered strategy. Instead of implementing their ERP vendor's solutions wall-to-wall, Juniper chose to extend its ERP with Spend Management Software from Coupa to ensure employee and supplier adoption—the key to meeting its aggressive goal. Looking back, Juniper's Procurement leader attributes a large part of the project's success to the close working relationship between IT and Procurement.

Assessing a Challenging Situation

Juniper had run their legacy procurement tool for 10 years without substantial changes or improvements. Their ERP-centric strategy had required a number of difficult customizations and integrations, so once the systems worked they avoided change. But a dramatic impetus for change emerged when Juniper's IT organization decided to switch from Oracle to SAP across the business. While Procurement had forged a strong working relationship with IT over the years, new leader David Hearn was troubled by a request from the CIO to implement SAP's SRM system in just 30 days.

Partnering with IT to Evaluate the Options

Juniper's Procurement team quickly realized that they needed to take a step back, assess the situation, and evaluate alternatives for moving forward. Considering what it would take to set up the application, integrate with the necessary systems, and roll it out to all employees and suppliers, it quickly became clear that the 30-day timeline was unrealistic.

A working group was quickly assembled with members from Procurement, Finance, and IT to evaluate the cost and feasibility of the plan to implement SRM, including integration with the new ERP and rollout to employees and partners. They set a vision: The project should be innovative. Rather than transferring the old way of doing things to a new tool, the project should help to achieve Procurement's goal of getting spend under control with a consumer-like buying experience. Assessing possible solutions, the team found that Coupa was very highly rated by industry analysts and that it would deliver the lowest total cost of ownership.

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- ▶ 5,500 Suppliers
- ▶ 25,000 POs per Year
- ▶ 44 Countries
- ▶ 9,000 Employees
- ▶ 8 Integrations
- ▶ \$1B in Indirect Spend

“We stopped and said, ‘Let’s get our goal straight. We want all spend under control. We want to put the new system in quickly.’ The consumerization of tools would get our employees using the tool, and steered toward our preferred suppliers. That’s what got us the cost savings and ROI.”



DAVID HEARN
SENIOR DIRECTOR
OF GLOBAL SUPPLY
MANAGEMENT
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“As a CIO there’s a trio of things you want: 100% adoption; people liking the system; and achieving your ROI.

A lot of times, projects just don’t book the savings and people question, ‘Why did we invest those millions of dollars in that system? What did we get out of that?’

Coupa was one of the only times in my 10 years of experience as a CIO that I’ve realized this trio.”



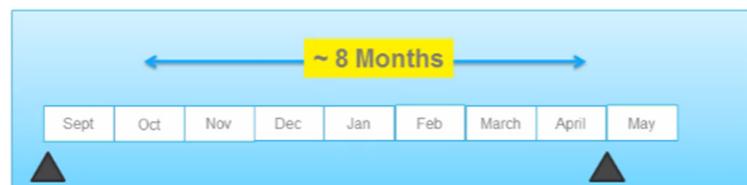
KENDRA VON ESH
FORMER CIO, VEOLIA
ENVIRONMENT NORTH
AMERICA

Jointly Presenting a Recommendation to Executives

The working team realized that moving outside of SAP’s SRM or even SAP Ariba might be difficult. From the CIO’s perspective, SAP’s SRM solution was already bought and paid for. In addition, a founder of Ariba sat on Juniper’s board. But the tight alignment between Procurement and IT let the team present a highly credible vendor evaluation. Based on a series of discussions, the CIO concluded that Coupa offered the only viable way to replace the current system across 44 countries and enable all suppliers in the big-bang deployment required by the tight timeframe. After more discussion that went all the way to the office of the CEO, the team got the green light to move outside of the previous ERP vendor strategy.

Streamlining Implementation with Best Practice Processes

Juniper’s 8-month implementation went smoothly. A small implementation team—only three half-time IT people and two half-time Procurement people—worked with the Coupa services team on a tight timeline. The project team stayed laser-focused on implementing the best-practice processes that Coupa recommended. Integrations proceeded uneventfully across eight outside systems, including HR, ERP financials, and tax software. The process of change management, rather than dealing with the typical integration issues, proved to be the long pole in the tent for the project. Day-to-day involvement by the head of Procurement proved extremely helpful.



Support for Universal Adoption

Meeting the company’s aggressive timeline hinged ultimately on fast adoption by both employees and suppliers. Coupa’s ease-of-adoption meant that end users could start using the system with no training at all. Live training sessions were held only for some 50 super users. For reference, the team recorded a series of 2-minute, task-specific videos such as delegating authority while on vacation. Anticipating that the magnitude of the change might introduce issues, the team staffed a war room to meet at 6:00 a.m. daily. But that group disbanded after three days with only one issue, which was quickly addressed.

Capturing 100% of Spend

The strong Procurement/IT relationship was central to successfully replacing Juniper’s legacy system while improving business outcomes. A year and a half after the initial go-live Juniper has achieved full adoption with 100% of spend going through the system. The consumer-like shopping experience funnels employees directly to preferred suppliers, realizing the Procurement team’s vision. The team is looking forward to expanding the use with the use of the Open Business Network™ and Sourcing from Coupa.

This summary of Juniper’s story is based on a Coupa Webinar “Procurement and IT: Why the Partnership Works at Juniper”. [Watch the full recording to learn more.](#)