

# I Want to Be a Better Buyer of Technology **#HelpMe**



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# Introduction by **Dr. Lucy Green**



According to Gartner, 70% of global technology buyers are exploring more ways to increase their tech stacks today. In an age of digital transformation, countless organisations have discovered a new demand for innovative tools to power and augment their teams.

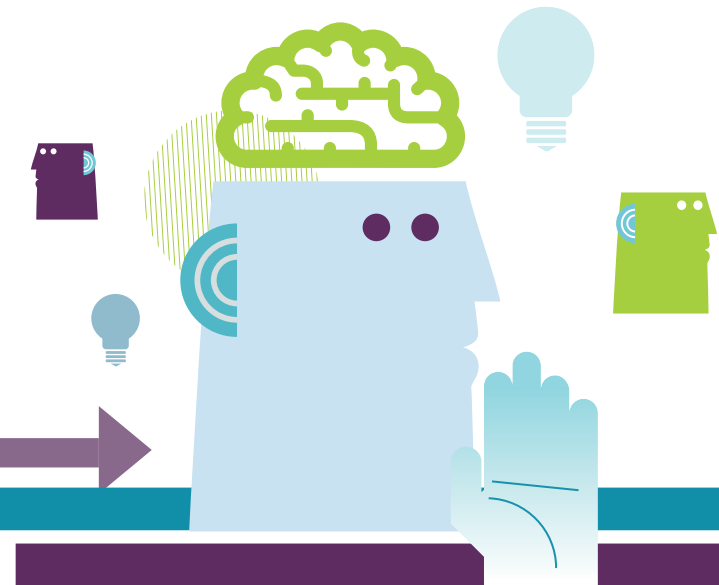
Unfortunately, even as we continue to rely more heavily on tech tools, deciding what to buy and how to invest remains a consistent challenge. Today's business leaders must walk a fine line between staying ahead of the curve with new solutions and over-spending on unnecessary ones.

According to Nadia Tatlow of Shift Technologies, brands need to be "ruthless" about the apps and tools incorporated into team workflows to ensure they have a beneficial impact on performance.

Let's explore the key stages of becoming a better buyer of technology in the digital world.

## About **#HelpMe**

The first two series of Larato's #HelpMe guides have proved so popular, we are publishing a third series. Larato has interviewed and surveyed business leaders from across the buy, supply, and investment landscape about the challenges they face in today's markets. We have invited expert commentators to drill into the research findings and provide insightful perspectives that put a new spotlight on today's most pressing business issues.



# Contributors to the #HelpMe series



**David Dungay**, Editor in Chief, Today Digital

David has built a reputation in the telecoms and unified communications sectors over the last 12+ years as a media professional. David joined Today Digital in 2020 to help build their offering in the technology sector and since has successfully launched new titles in the Customer Experience, Digital Workplace and Extended Reality markets. David specialises in the vibrant channel sector where he enjoys developing offerings for those that sell through partner ecosystems.



**Dr. Lucy Green**, an experienced and well-regarded business development specialist

Dr. Lucy Green has a proven expertise for finding and developing the potential that lies within a business. Business leaders respect her strategic insight, structured method, and strong commercial intelligence focused on measurable revenue generation and value creation.





# Think Holistically or Waste Money

by **David Dungay**

The value technology can deliver to businesses is currently going through a critical inflexion point. On the one hand, the right tools have the power to improve the way businesses operate. Contact centre software, collaboration tools and workforce management apps all boost productivity, strengthen interactions in the workforce and enhance company culture when used correctly.

Many companies influenced by the challenges of the last few years are rushing into investments without proper planning. One in two digital transformation projects are deemed failures because buyers are focused on short-term solutions rather than long-term results.



# Think Holistically or Waste Money

by **David Dungay**

In a challenging economic environment, it's tempting to focus your investments on the goal of reducing current costs and achieving quick peaks in productivity. However, a holistic view is the best way to leverage a stronger ROI overall. Teams must understand how each investment influences the entire business, not just one section.

For instance, investing in a range of tools for collaboration to give users more communication options might improve results initially, but it also places greater pressure on IT teams who need to monitor and protect data flows. Failing to consider the entire ecosystem at once leads to silos and disconnects in your technology stack.

For instance, you might invest in cybersecurity solutions to protect your hybrid employees, and discover the same tools don't integrate with your in-office staff. This means you need to buy even more tools to complete your security barrier.



# Focus on Outcomes Over Outputs

by **David Dungay**

To take a more holistic approach to technology investment, start each purchase by:

- 💡 **Setting specific goals:** Companies need to know what they're trying to achieve with each purchase and what the features of each solution can offer. Decide which processes are important to your business, and where technology can deliver benefits.
- 💡 **Working with specialists:** Technology has grown increasingly complex. Buying technology well means listening to suppliers, advisors, and experts who can guide you towards the correct solution for your specific needs.
- 💡 **Prioritising user experience:** Productivity grinds to a halt when employees are unable to use the tools available to them immediately. Simplicity and ease-of-use accelerate adoption and drive faster returns on investment.

Remember, your new technology should also integrate seamlessly with the tools you're already using. The more disconnected your tools are, the more complex the workplace becomes.



# Focus on Outcomes Over Outputs

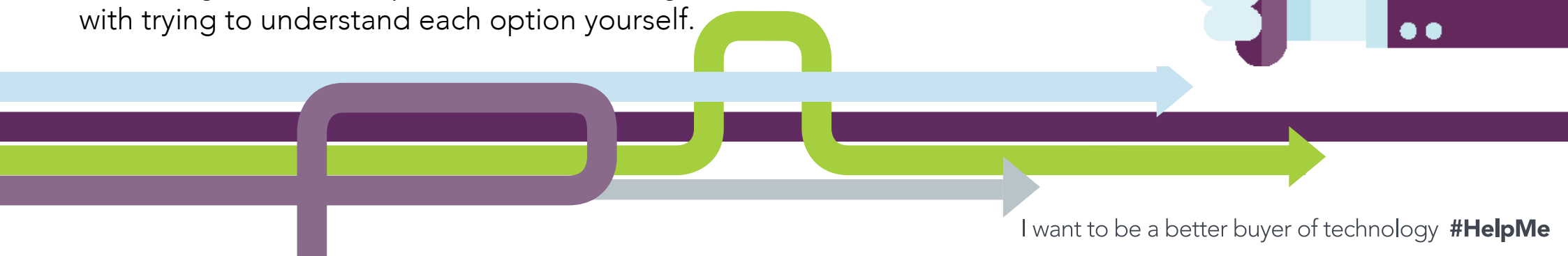
by **David Dungay**

Every purchase made by a company investing in new technology should be focused on achieving specific “outcomes”, such as greater productivity and efficiency.

Unfortunately, many business leaders focus heavily on initial “outputs” like simply allowing teams to communicate or work remotely.

Many companies still don’t see technology as a strategic tool for achieving specific goals. Often, the best way to enhance the results of your investment strategy is to change your perspective. Drawing on the specialist skills and knowledge of a technology expert can help with this.

Talking to a specialist allows you to dive deeper into the long-term benefits of each investment by understanding what it can solve for your company. Suppliers can also guide buyers toward the right solution by evaluating their landscape for them, reducing some risks associated with trying to understand each option yourself.





# Focus on Outcomes Over Outputs

by **David Dungay**

To ensure you're getting the most from each investment, you'll need to combine your short- and long-term views. Remember, technology is changing all the time, and so are the needs of your team. Your potential suppliers will help you find solutions to problems you have right now and plan for greater results in the future.

When engaging with suppliers:

- 💡 Ask for help to map your business strategy into an investment plan outlining short, mid-term, and long-term gains for your business
- 💡 Explore case-studies, white papers, and testimonials to see the impact the technology has had on other companies
- 💡 Perform proof-of-concept tests looking at the holistic impact on the business
- 💡 Ask your supplier to propose how they will make your business goals a reality
- 💡 Request help on how to involve stakeholders in your business with the new technology implementation and how to manage change



# The Best-Fit Tender Process is Dead

by **David Dungay**

In the technology buying landscape, tenders are often issued to a supplier to propose a solution to a problem the tender owner needs to solve. Unfortunately, there are problems with this model. Today's companies should focus on finding technologies that add value to their operations rather than taking value away.

For instance, in one business environment, a CISO has an aim to secure a solution that meets specific business criteria, like budget management. The CIO has other objectives to invest in technology, which improves performance or efficiencies. These two focus areas could be in conflict from a holistic perspective. Investing in a best-fit solution could mean you end up with a system intended to address two sets of goals which don't align.



# The Best-Fit Tender Process is Dead

by **David Dungay**

Working with a supplier or vendor capable of engaging with various teams and helping to drive the investment of technology without causing disruption is crucial. The more businesses leverage cloud and managed service solutions, the less relevant the best-fit tender process becomes.

We recognise issues like wasted budget and shadow IT, as well as risks for breaching regulations like data protection.

For most companies, the road to success starts with evaluating the overall business strategy. Start by setting up a working group with stakeholders across the business and allow them to produce a technology investment plan 100% suitable to all needs. The joy of the cloud is that it's flexible enough to make previously unachievable goals like this a reality.



# #HelpMe Action Plan

## Do's and Don'ts When Buying Technology

To become better buyers of technology, today's business leaders need to take a more holistic approach to their investments. When buying new tools:

### Do:

- Think holistically, considering the impact on the whole business
- Focus on long-term, short-term, and mid-level results, not just immediate savings
- Work with specialists and suppliers to get guidance toward the right tools
- Set specific goals and determine how technology will help you reach them
- Prioritise user experience, change management, and simplicity

### Don't:

- Get too caught up in the benefits of short-term solutions
- Focus on "initial outputs" over outcomes
- Try to go it alone with your technology investments
- Ignore certain parts of your business when investing in new tools
- Follow the best-fit tender approach

# Titles in this series:

## I want to attract the right investors. #HelpMe

**Chapter 1:** What investor is right for you?

**Chapter 2:** Warning: the wrong investor will kill you

**Chapter 3:** Getting the investment partnership right

## I want to take cost out of my business. #HelpMe

**Chapter 1:** It's not about boosting profits

**Chapter 2:** Technology is the answer, but to what problem?

**Chapter 3:** Warning: the wrong technology could kill you

## I want to develop my salespeople. #HelpMe

**Chapter 1:** Stop blaming them, start supporting them

**Chapter 2:** Customers are demanding more than just another sales pitch

**Chapter 3:** Equipping sales for change

## I want to help buyers buy my solutions. #HelpMe

**Chapter 1:** Warning: the wrong data will kill you

**Chapter 2:** What are your customers being told about you?

**Chapter 3:** If you're not aligned with your customers, you are wasting your time

## I want to become a better buyer of technology. #HelpMe

**Chapter 1:** Think holistically or waste money

**Chapter 2:** Focus technology investments on outcomes, not outputs

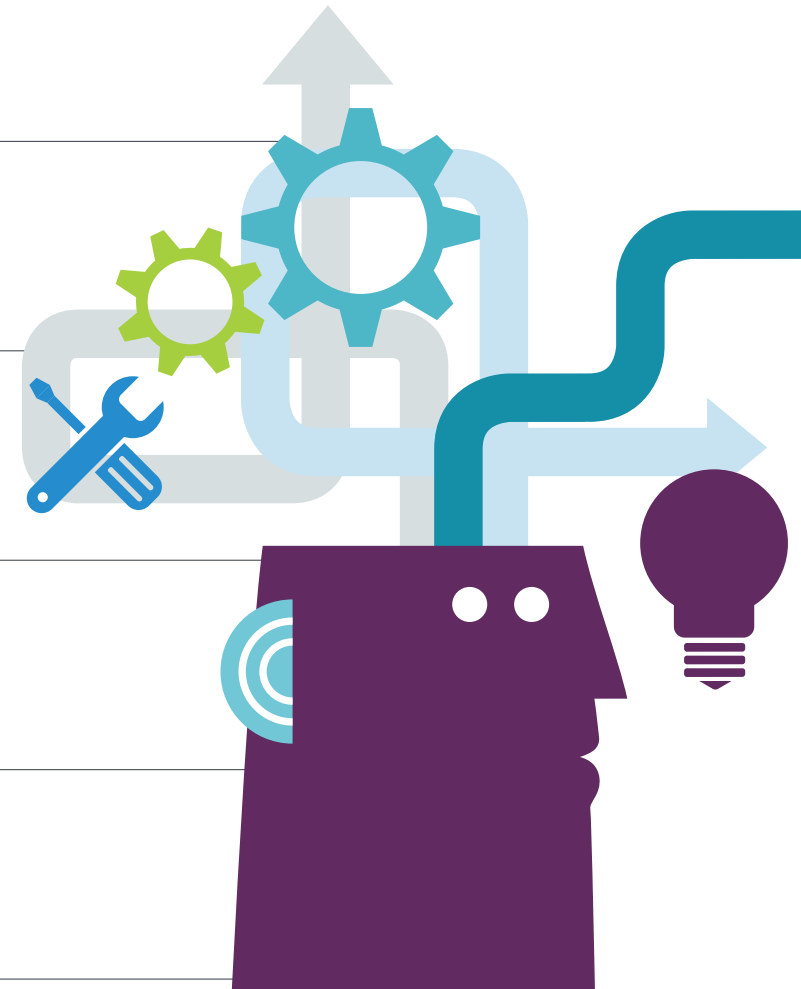
**Chapter 3:** The best-fit tender process is dead

## I want to understand what is and isn't working across sales and marketing. #HelpMe

**Chapter 1:** How are your salespeople marketing and your marketing people selling?

**Chapter 2:** Focus sales and marketing on outcomes, not outputs

**Chapter 3:** If you're not aligned with buyers' perspectives, you won't win



# What does Larato do?

Larato are business development experts. We understand how buyers buy and suppliers compete, helping sales sell more. Our team of independent experts are helping businesses win business everyday by bringing marketing and communications together with strategy and business development.

**For more details about the data behind these articles or to find out how we can help you, please contact Larato.**

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“ To buy technology well, you need to listen to a variety of options. Engagement with suppliers and advisors is good. Think of them like your GP ”

Lucy Green,  
Business development specialist

