

Leçons tirées de l'expérience des pairs en matière de mise en œuvre de la suite Source-to-Pay

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Par un contributeur de la communauté des pairs

Les organisations qui peinent à améliorer la visibilité de leurs dépenses ou l'efficacité de leurs achats, et à éliminer les silos de processus, devraient mettre en œuvre des solutions S2P. Cette note guide les responsables des technologies d'achat afin qu'ils tirent des enseignements des expériences de mise en œuvre partagées par leurs pairs sur Gartner Peer Insights.

Aperçu

Description du marché

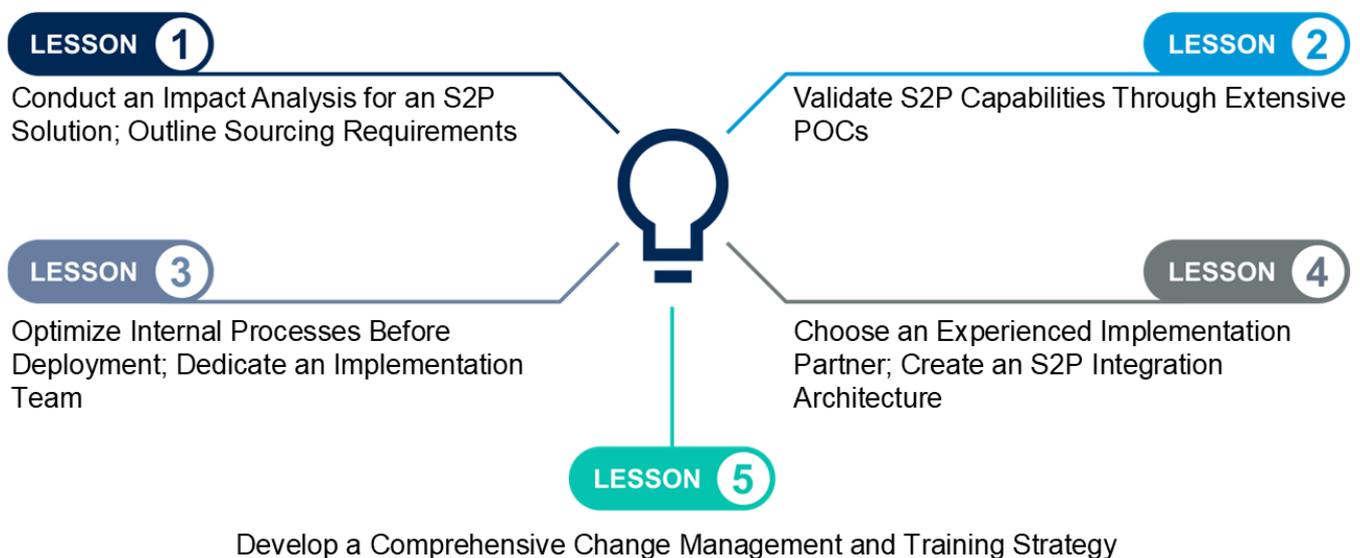
Une suite Source-to-Pay (S2P) est une solution modulaire basée sur le cloud qui intègre les processus d'approvisionnement, de contractualisation, d'achat et de paiement des biens et services. Les suites S2P simplifient la gestion des fournisseurs, automatisent les transactions et offrent une visibilité complète sur l'ensemble du processus.

Nous avons analysé 180 avis sur Peer Insights afin d'identifier les enseignements tirés de la mise en œuvre de solutions S2P. Ce rapport se concentre sur les réponses aux questions suivantes : « **Si vous pouviez recommencer, que feriez-vous différemment ?** » et « **Quel conseil donneriez-vous aux futurs clients ?** » Pour consulter tous les avis, veuillez vous référer à la [liste complète des avis sur les suites Source-to-Pay sur Peer Insights](#) .

Leçons tirées de l'expérience des pairs

Cette édition de « Retours d'expérience » résume les retours d'expérience de clients ayant mis en œuvre des solutions S2P. Les conseils prodigués par les pairs s'appuient à la fois sur des projets de mise en œuvre réussis et sur les enseignements tirés des échecs rencontrés. Ce point de vue, associé aux analyses détaillées individuelles, complète les recherches d'experts et offre une vision globale du processus de mise en œuvre. Vous trouverez ci-dessous quelques-uns des principaux enseignements tirés et les recommandations les plus fréquemment citées par les contributeurs de Peer Insights, afin d'aider les responsables des technologies d'approvisionnement à mettre en œuvre leur solution S2P (voir Figure 1 pour les thèmes principaux).

Figure 1. Leçons tirées par les pairs concernant la mise en œuvre de la suite Source-to-Pay



n = 180

Source: Reviews submitted to Gartner Peer Insights between March 2024 – September 2025

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Gartner.

Leçon 1 : Réaliser une analyse d'impact pour une solution S2P ; définir les exigences d'approvisionnement

Les experts recommandent aux responsables des technologies d'approvisionnement d'évaluer leurs processus d'approvisionnement actuels ainsi que les besoins des parties prenantes afin de cerner l'impact d'une suite S2P. Selon eux, cette démarche permettra d'évaluer les exigences spécifiques en matière de S2P et de garantir que la solution choisie soit en adéquation avec les objectifs commerciaux.

Les recommandations des pairs comprennent :

- Impliquez les principaux acteurs des équipes d'approvisionnement, de facturation et de sourcing, ainsi que les responsables fournisseurs, afin de finaliser les exigences S2P, notamment la gestion des activités de sourcing et d'achat, la fluidité des flux de données et la visibilité des informations en amont et en aval. Veillez à ce que tous les besoins prévisibles soient pris en compte lors de la phase de recueil des exigences.
- Collaborez avec les équipes informatiques, juridiques, applicatives et les dirigeants d'entreprise afin de déterminer les exigences techniques et de conformité. Cette étape est cruciale, car la solution S2P choisie doit permettre d'atteindre les objectifs de l'entreprise en matière de gestion de la conformité et de contrôle des dépenses externes.
- Connect with key end users to gauge their pain points in the current procurement process and identify gaps or areas of improvement. Document these to then finalize organization-specific use cases for an S2P suite and secure leadership buy-in on these use cases.
- Review the existing procurement life cycle processes, including access management, workflows and roles, approbation cycles, and data architecture. This will help establish objectives for implementing an S2P suite, such as reducing cycle time and improving user experience.

Representative quotes from peer reviewers:

Identify the executive stakeholders who will benefit from the S2P solution and focus your business case on how this solution will provide them value. This will make it easier to get executive buy-in and budget approval for your digital transformation project.

— Procurement Professional, Service Sector

Thoroughly evaluate the impact of implementing a new procurement solution. Analyze each integration needed; identify critical users who need to be involved in the process from the beginning and get their buy-in so they do not oppose at the deployment phase.

— Procurement Professional, Construction Sector

Recommended reading:

Magic Quadrant for Source-to-Pay Suites

Lesson 2: Validate S2P Capabilities Through Extensive POCs

Peer reviewers recommend procurement technology leaders to test S2P solutions' capabilities by conducting proofs of concept (POCs) for key modules and workflows. They also suggest checking vendor functionality, integration and user experience to ensure the solution meets business requirements.

Peer recommendations include:

- Conduct POCs to evaluate the solutions' maturity and flexibility, integration options, availability of customization, and automation and user friendliness to determine the best fit for your specific requirements.
- Involve the IT and the procurement teams in the POC to analyze the features offered. Use your organizational dataset to gauge any gaps or areas of improvement. Scrutinize the functioning and lifetime of modules, such as procurement, CLM and advanced CLM, sourcing, supplier information management, AP invoicing and payments, and so on.
- Analyze the S2P solutions' functionality, including registration, sourcing, supplier onboarding, contract management, invoice generation, payment recording,

dashboarding and cost analysis. This will help identify any gaps between the solutions' capabilities and your organization's requirements.

- Check if the S2P solutions can display a consolidated view of total spending, review purchase requisitions, enhance process automation and compliance, and stay connected with buyers. This will help ensure that the solution accelerates productivity and reduces manual effort in these tasks.
- Connect with the vendors' existing customers to understand their experience. Inquire about the implementation methodology, and operation and maintenance services to determine implementation feasibility.
- Secure additional support, such as learning, designing and postimplementation consulting, to assure availability of guidance whenever required. Future-proof your contract by adding anticipated expenses in the midterm and long term.

Representative quotes from peer reviewers:

Perform POCs to check S2P solutions' automation capabilities, which will greatly save your daily operation time. Explore alternatives, specifically from the flexibility viewpoint, to enable feature upgrades and enhancement based on evolving business requirements.

— Finance Professional, Communications Sector

Ensure the S2P solution helps your organization in accelerating productivity, enables buyers to stay connected with each other, helps your organization make timely decisions, and review

and approve purchase requisitions anytime and anywhere.

— Procurement Professional, Service Sector

Recommended reading:

[Toolkit: RFP Questionnaire Template for S2P Implementation Services](#)

[Quick Answer: Digitizing Source-to-Pay — One Vendor or a Mix of Solutions?](#)

Lesson 3: Optimize Internal Processes Before Deployment; Dedicate an Implementation Team

Peer reviewers urge procurement technology leaders to streamline and document internal processes to ensure alignment with S2P best practices before the solution is implemented in the organization. Per peers, this enables maximum efficiency, reduces errors and supports successful S2P adoption.

Peer recommendations include:

- Create a detailed process map that includes priority areas of improvement and digitization. This will help engineer better blueprints to guide the deployment.
- Develop a comprehensive plan to integrate the S2P solution with other systems in use, defining each milestone and timeline. Check for crossover between your new S2P solution and the existing one for smooth migration or coexistence.
- Build a dedicated multifunctional implementation team, including personnel from the procurement, IT and finance teams, executive sponsors, project managers, and subject matter experts (SME). This team will enable P2P blueprinting, configuration, post-go-live support and change management critical to the S2P suite's success. Assign a skilled solution owner to support the integration process in the back end.
- Assess your request intake process and approval matrix ahead of implementing the S2P solution to ensure smooth transition.

- Define rules and requirements for suppliers' invoices to increase process automation and fully explore the solution's features. Keep custom approval workflows as simple as possible to enable efficient functioning.

Representative quotes from peer reviewers:

Ensure your processes and data are fully streamlined before you implement the solution. Also, take time to review the S2P solution's flows and how you need to relook your internal workflows. Don't just lift and shift business processes.

— Sourcing, Procurement and Vendor Management Professional,
Finance Sector

It is important to have an SME working from the organization's side on the S2P solution's implementation. This will help ensure the organization's requirements are properly understood and included in the implementation.

— Procurement Professional, Healthcare Sector

Recommended reading:

Critical Capabilities for Source-to-Pay Suites

Lesson 4: Choose an Experienced Implementation Partner; Create an S2P Integration Architecture

Peers recommend procurement technology leaders to create an integration layer by designing a scalable, flexible architecture to lead the deployment. Additionally, they suggest selecting an implementation partner with proven expertise that understands the business and supports a smooth rollout.

Peer recommendations include:

- Invest in robust integration architecture early, even if it increases the initial implementation timeline. This will ensure the solution's optimum efficiency. Ensure the implementation can be scaled as your organization grows.
- Adopt a phased rollout for your S2P solution. Begin with foundational modules, such as supplier relationship and performance management, and then add others incrementally. Implement modules in a logical sequence to ensure full functionality of the core features at the time of launch.
- Minimize customization while deploying the S2P solution to prevent technical debt. Use standard product configurations and leverage out-of-the-box (OOTB) features as much as possible to ensure easier upgrades and maintenance.
- Select a partner that invests time in understanding your business and can map new processes effectively. Ensure the resources have knowledge of local IT ecosystems and languages to efficiently roll out the solution across locations.

Representative quotes from peer reviewers:

Create a solid integration layer and architecture to maximize the benefit of the S2P solution. This may increase the implementation time, but having the right integrations can help reduce a lot of gaps and save time later.

— IT Professional, Finance Sector

Hire an implementation partner to help you outline S2P processes. Implement the modules in an incremental order. Also, try to stay close to the OOTB solution to ensure more seamless upgrades.

— Technical Professional, Finance Sector

Recommended reading:

Toolkit: Source-to-Pay Process Map Template

Lesson 5: Develop a Comprehensive Change Management and Training Strategy

Peers suggest procurement technology leaders establish a robust change management and training strategy by preparing tailored training materials for end users and scheduling ongoing support. They also advise focusing on early engagement of end users to drive better S2P adoption.

Peer recommendations include:

- Prioritize change management to set expectations early and foster user acceptance. Include all stakeholders, including internal users, suppliers and business units, and tailor communication and training for each group's specific needs.
- Develop detailed user guides and video tutorials for successful onboarding of end users. Communicate the advantages and quick wins of the new solution to encourage engagement and adoption.

- Provide extensive training for system administrators to maximize configuration and troubleshooting capabilities. Encourage end users to utilize vendor-provided training resources to get adept with terminology and system functionality. Synchronize training with phased module deployments to avoid overwhelming users.
- Assign teams for supplier onboarding training to ensure suppliers receive specific training, especially on critical tasks like invoice submission and catalog enablement.

Representative quotes from peer reviewers:

Focus on change management and training to ensure end user acceptance. Dedicate a team that can train suppliers for catalog enablement. Also, ask all core team members to explore the solution's functionality and terminologies used by the vendor team.

— Finance Professional, Manufacturing Sector

Spend time creating training documents and videos that can be used by your end users whenever required. Make sure your suppliers understand how to create invoices, so they do not call for help every time.

— Customer Service and Support Professional, Healthcare Sector

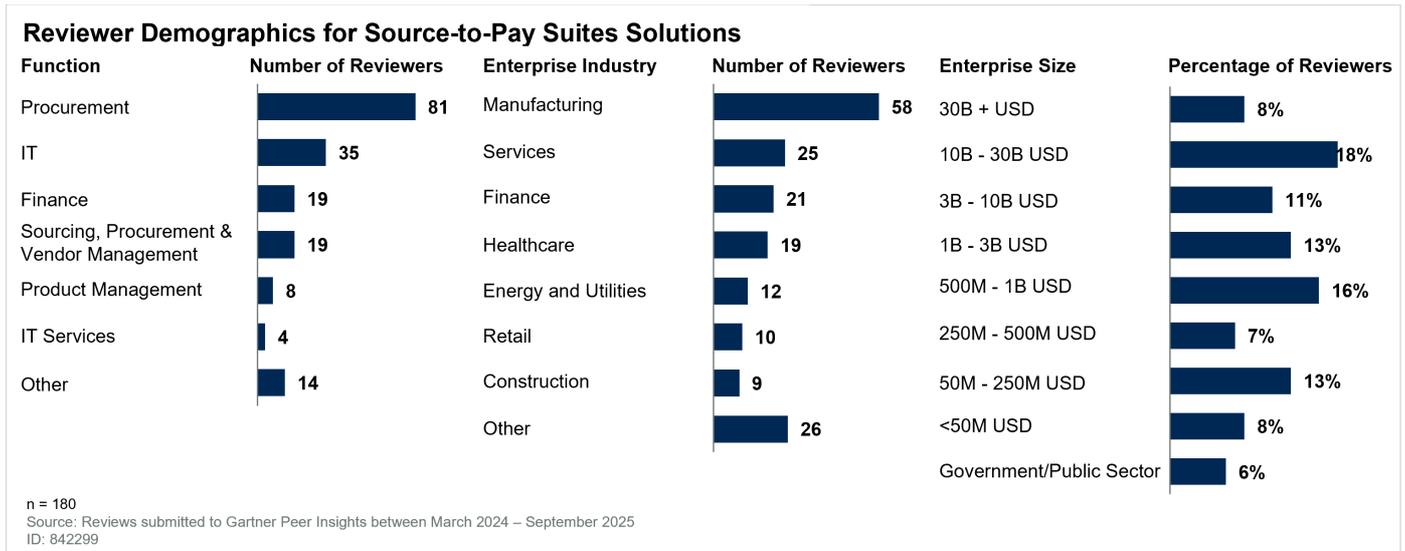
Recommended reading:

Six-Phase Framework for Successful Source-to-Pay Technology Implementation

Reviewer Demographics

Reviewers who submitted their lessons learned represent a cross-section of job roles, enterprise industries and enterprise sizes (see Figure 2).

Figure 2. Reviewer Demographics



Methodology

The Peer Insights source-to-pay suite survey responses that met the following criteria are included in this synthesis:

- Reviews less than 18 months old
- Responses that pertain to the project experience and are not tied to the capabilities of a vendor

Reviews were clustered into the top five most-referenced categories (lessons learned) and then listed in order of relevant phases in the project life cycle. The results of this synthesis are representative of the respondent base and not necessarily the market in its entirety. The data used in this report has been drawn from reviews on Peer Insights, a crowdsourced enterprise review platform that relies on dynamic data. The key to maintaining the integrity of the site is our ongoing moderation and validation of those reviews. Reviews are examined before publishing on the site and, periodically, after publishing. Due to the dynamic nature

of the data, the external Peer Insights site will always have the most updated view of the data used in this report.

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