CUSTOMER EXPERIENCE

Driving procurement change supported by Market Dojo Customer Experience

Customer Success Story

marketdojo
an Esker company

At a glance

International sports retailer

- International sports retailer
- 2000+ stores in 55+ countries
- 100,000+ employees worldwide
- Headquarters: France
- €16.8 billion net sales

Overview

Driving change through adoption

For many global procurement organisations, the success of a sourcing transformation is not determined by the technology alone, but by how effectively change is adopted across the business.

That was the challenge facing one global sports retailer.

Challenges

Improving consistency, compliance, & performance

The organisation's objective was clear, drive procurement activity through a single sourcing platform to improve consistency, compliance, visibility, and overall procurement performance across a complex international operation. However, like many large-scale transformation initiatives, achieving behavioural change across a diverse user base proved to be the biggest challenge.

While some teams were highly engaged on Market Dojo's sourcing platform, others continued to rely on manual processes or legacy ways of working. This inconsistency limited standardisation, reduced reporting visibility, and created barriers to achieving wider procurement KPIs around compliance, savings, and process efficiency.

At the same time, the organisation faced several structural and change management challenges

- A large, decentralised international user base
- Varying levels of sourcing maturity across regions
- High user turnover requiring continuous onboarding
- Limited time available for training and change enablement
- The need to transition users smoothly from existing processes and tools into a new sourcing approach

The result was a sourcing function with strong operational capability, but inconsistent adoption across the organisation making it harder to fully realise the value of the sourcing transformation.

Challenges continued...

User adoption as a strategic KPI

In partnership with Market Dojo's Customer Experience (CX) team, the organisation made a deliberate shift in approach by **prioritising user adoption as the foundation** for achieving stronger compliance, sustainable savings, and wider procurement goals. To the achieve this, the objective was clear. Drive the majority of sourcing activity through the platform and make it the default way of working. *"The main KPI is to have 90% of all procurement activity run through Market Dojo Sourcing,"* explains Ade Breton, Customer Success Manager at Market Dojo.

However, rather than relying on top-down enforcement, the strategy focused on making **adoption the enabler in achieving the client's wider procurement objectives**. The Market Dojo CX team worked closely with the organisation to **ensure adoption of Market Dojo Sourcing was easy, engaging, and valuable for users, and fit seamlessly into users' workflows to remove friction from their day-to-day tasks**.

Ade explains this further, *"All the activities, processes, and ways of using the tool are designed to be simple, intuitive, and straight to the point, so users can stay focused on their sourcing objectives rather than figuring out how the platform or process works. Market Dojo Sourcing makes users' lives easier, that's what drives adoption and ultimately delivers the best outcomes."*

This principle became the foundation for everything that followed.

Requirements

- **Achieve behavioural change across a large, decentralised international user base**
- **Leverage user adoption as a stimulus for improving compliance & performance**
- **Improve varying levels of sourcing maturity across regions**
- **Simplify and scale new user onboarding**
- **Maximise training and change enablement touchpoints**

"The main KPI is to have 90% of all procurement activity run through Market Dojo Sourcing."

Ade Breton
CUSTOMER SUCCESS MANAGER, MARKET DOJO

Solution

A scalable adoption framework

To drive consistent global adoption, a multi-layered model was introduced that combines engagement, enablement, and governance into a single, scalable approach.

"All the activities, processes, and ways of using Market Dojo's solutions are designed to be simple, intuitive, and straight to the point," says Ade.

Driving engagement through gamification

Gamification played a central role in building momentum. Market Dojo CX helped develop and implement a global challenge where users earned points for a defined set of KPIs (for example, the number and type of events run per user).

Different types of sourcing events, (Quick Quotes, RFQ, reverse auction) were weighted to encourage more advanced usage, while still rewarding participation at all levels. Leaderboards created visibility across teams and regions, and progress was regularly shared with leadership.

Recognition became a key motivator. Award days, leaderboards, and public acknowledgment reinforced positive behaviours and helped position sourcing activity as something to be proud of, as well as a compliance requirement.

Enabling users with targeted training

Training was redesigned to reflect how users actually work. Instead of long, formal sessions, the organisation introduced short, practical, and topic-specific learning formats.

Users are supported by
- Bite-sized video content
- Training paths designed for autonomous learning
- Live Q&A sessions for real-time support

This ensured that learning was continuous, accessible, and immediately applicable, even in a high-turnover environment.

Solution continued...

Maintaining momentum with touchpoints

To keep engagement high over time, the CX team introduced regular, lightweight interventions.

Monthly global calls introduced 15-minute 'quick tips' designed to address common challenges, share user experience, and reinforce best practices. These interventions require minimal time investment from the customer's point of view but deliver consistent value.

This approach ensured that adoption didn't peak and drop, but instead is steady and sustained.

Building a self-service ecosystem

CX recommended and helped to establish a central knowledge hub to support users at scale. This includes

- Guides and process documentation
- FAQs and troubleshooting resources
- Embedded support through chat and knowledge tools
- Feedback loops

By making support easily accessible, users are empowered to find answers independently and resolve issues quickly, reducing reliance on central teams and accelerating execution.

Process standardisation and KPI tracking

Alongside engagement initiatives, the organisation worked to standardise sourcing processes and introduce clearer performance tracking.

By aligning sourcing activities with defined KPIs and integrating them into broader procurement systems, the team is able to achieve greater transparency and accountability. This ensures that increased adoption translated into meaningful business outcomes.

Impact

Rapid and measurable results

By focusing on adoption as the driver of change, the organisation has achieved rapid and measurable results

- **+400% increase in sourcing activity**, reflecting a shift toward structured, platform-led sourcing
- **+200% increase in active users**, demonstrating broad engagement across the organisation
- **-60% reduction in event creation time**, significantly improving efficiency
- A transition from inconsistent usage to **stable, repeatable adoption patterns**

All of this was **achieved within six months** approximately, validating both the strategy and execution.

Beyond the metrics, the cultural shift was equally important.

Users have become more confident and autonomous, sourcing processes more consistent, and leadership has gained the visibility needed to guide and optimise performance.

Results

Siginificant increase in all sourcing events across regions

+200% increase in active users on the sourcing platform

-60% reduction in time spent creating and executing events

International roll-out with measurable results in six months

Self-service training & support structure

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Ade Breton
CUSTOMER SUCCESS MANAGER, MARKET DOJO

Why this approach works

This model succeeds because it addresses a critical truth that **tools don't drive transformation, people do**.

By focusing on user experience, reducing friction, and reinforcing the right behaviours, the organisation created an environment where adoption was not forced, but naturally embedded.

It combined

- Structure (process and KPIs)
- Enablement (training and self-service)
- Motivation (gamification and recognition)
- Reinforcement (ongoing engagement)

Together, these elements **turned adoption into a scalable, repeatable system**.

Key takeaways

Sourcing excellence isn't just about implementing best-in-class technology. It's about ensuring that technology is consistently used, understood, and valued.

By combining gamification, targeted training, continuous engagement, and self-service support, the organisation was able to create a model where users were not only compliant, but actively engaged.

Organisations that prioritise adoption can unlock

- Faster sourcing cycles
- Greater transparency and compliance
- Scalable, consistent performance across teams

Ultimately, the most successful sourcing functions are not the ones with the most tools but the ones where **adoption is embedded into everyday behaviour**.

Learn more about Market Dojo's Customer Experience

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About Market Dojo Customer Experience

Market Dojo's Customer Experience (CX) team is a dedicated resource focused on helping clients achieve success through its solutions.

The team operates under the **VUE** promise, ensuring customers feel **Valued** through collaboration, **Understood** through active listening, and **Engaged** through proactive communication.

Key aspects of your CX journey

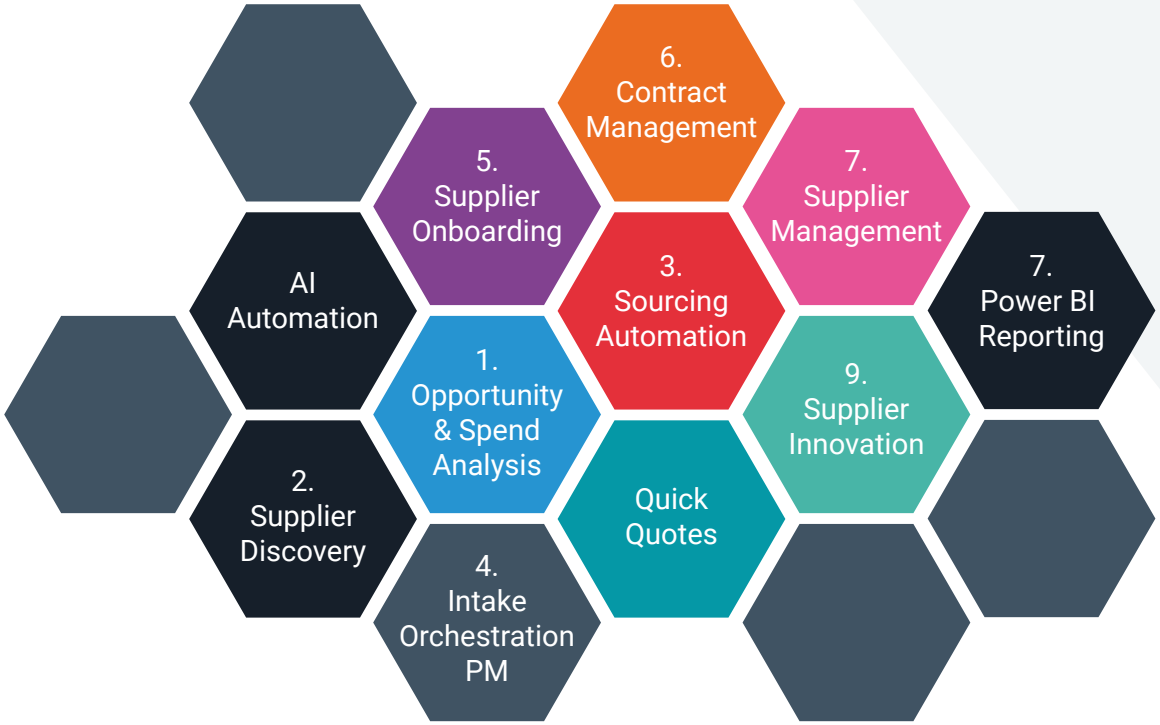
- **Implementation stage:** Pre CX, clients work with an Account Manager and our Professional Services team to establish a regular cadence of engagement and ensure a positive trajectory during the first few weeks of implementation.
- **Scoping stage:** CX works with you to understand your goals and objectives for the digital transformation, plus provide guidance on ensuring a successful change management.
- **Tiered service levels:** Ongoing support is offered in three tiers:
    - **Standard:** A self-service model providing access to online resources, documentation, and the community hub.
    - **Silver:** Includes a dedicated CX Manager, key objective identification, six-month and annual reviews, and up to two regular check-ins.
    - **Gold:** The highest service level, featuring quarterly reviews, up to eight check-ins, annual appraisal workshops, and access to a customer advisory board.
- **Community and resources:** Customers can engage through a knowledgebase, user groups, webinars, and a newsletter. Additionally, a joint user conference with Esker is held every 18 months for intensive training and networking.

marketdojo.com/customer-experience

Take Sourcing to the next level

Simple steps to connected, automated strategic sourcing

1. **Evaluate your sourcing strategy** to define market risk and opportunity with MD Opportunity Analysis
2. **Access competitive markets** with MD's integrated best-of-breed partner marketplace for Supplier Discovery
3. **Rapidly Go-To-Market**, ensure the best price and drive adoption. Leverage intuitive AI driven RFx, eAuctions and Quick Quotes with MD Sourcing
4. **Centralise procurement requests**, orchestrate workflows and manage intake to ensure alignment and efficiency that coordinates efforts to meet strategic goals
5. **Seamlessly onboard suppliers** fast to accelerate time to value and robustly screen for compliance and ESG with MD Supplier Onboarding
6. **Effortlessly manage your contract lifecycles**, align policy and ensure opportunity value is not missed with MD Contract Management
7. **Centralise and maintain data integrity**, track supplier performance and risk whilst ensuring resilience, diversity and ESG success with MD Supplier Management
8. **Evaluate savings and performance**, leverage predictive analytics and powerful actionable data to make smarter, faster decisions with MD BI Reporting
9. **Collaborate to innovate**, refine, enhance and respond to the ever-changing markets with MD Supplier Innovation



Market Dojo

Transforming procurement. On demand.

Book a demo today

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About Market Dojo

Market Dojo's on-demand autonomous strategic sourcing software and exemplary customer support, rapidly evolve Procurement from reactive back office function to proactive strategic resource. Built by industry experts, our agile, best-of-breed solutions are easy to implement, intuitive, deliver immediate value and are accessibly priced.

Trusted by the world's leading brands, we help Procurement & Finance teams of all sizes to focus on value creation, connected relationships and strategic influence rather than traditional inefficient sourcing, supplier and finance management processes of the past.

We streamline, digitise and automate to provide centralised data and powerful insights to mitigate risk, control cost and drive smarter, faster financial decisions.

Sourcing is just one part of the source-to-pay process. Esker's Source-to-Pay suite helps Procurement and Finance leaders streamline procurement processes, enforce policy compliance and improve supplier relationships with increased visibility over the entire buying process.

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