



10 questions to ask before buying a system

If the honest answer to any of these is “no” or “we don't know”, the higher-value next investment is understanding — not software. Most failed implementations are not software failures. They are design failures that software made permanent.

- 01** Can we map this process end to end, the way it actually runs — not the way the org chart suggests?
- 02** Who owns the decision at each step — and is that ownership documented?
- 03** What is the single source of truth for the core information, and who answers for its quality?
- 04** How long does this process take today — and do we measure it?
- 05** Which handoffs, re-entries and re-checks are we paying for that should not exist?
- 06** What independent controls exist before a commitment is made?
- 07** What happens to this process when the person who knows it is absent?
- 08** What changes in how people work — and who is accountable for adoption?
- 09** How will we know, in six months, whether this is working?
- 10** If we did nothing for six months, would this problem still be here?

Before you invest in another system, understand where performance is being lost.

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