Pulse of Procurement 2023

DARE to Deliver

ZYCUS
COGNITIVE SOURCE TO PAY

Letter from the CEO

Dear Procurement Leader,

Each year since 2011, we have been interacting with procurement practitioners, industry analysts, and thought leaders across the globe to:

1. Ascertain their current & future objectives and concerns, and benchmark how procurement teams are driving value creation
2. Document procurement's technology-enablement landscape
3. Facilitate a glimpse of how procurement professionals see their futures unfolding

This year's report captures the essence of the past five years of uncertainty to recovery and back to uncertainty. It is especially pertinent as we've just overcome the worst of the pandemic-era disruptions and are navigating our way out of the setbacks brought on by ongoing geopolitical conflicts.

2023 has also begun on a somber footing with uncertainties on multiple fronts. Economists are still determining whether there will be a recession. It's difficult to imagine a time when business was 'as usual,' and more so, a time when it will be.

So now, organizations must focus on strong financial performance on a sustained, long-term basis across varied economic cycles and its ability to contribute to environmental & social well-being.

In pursuit of this seemingly lofty goal, procurement teams have been entrusted with more responsibilities – something we refer to as 'Savings+' - a mandate that has savings & spend management at its heart. To enable sustainable business performance, procurement must focus on the four core areas of Digital Transformation, Artificial Intelligence, Risk Management & Mitigation, and ESG or DARE.

As ever, integrated cognitive technology that considers every step of the source-to-pay cycle and the user's complete technology landscape can help procurement deliver, and stay a few steps ahead of potential risks while improving efficiency and stretching the dollar.

With this, we present 'The Pulse of Procurement 2023.'

Aatish Dedhia
Founder & CEO, Zycus Inc.

WHAT'S INSIDE

Executive Summary: 10 Key Highlights

1. The role of procurement has amplified since Covid-19 disrupted global supply chains. Automating S2P operations can reduce spending by up to 3.5% translating into a potential multi-million-dollar cost saving for enterprises.

2. About 86% of C-Suite leaders believe that procurement has played an influential role in organizational recovery post-Covid-19. But 81% felt that procurement would have to reimagine operations to continue supporting the rebound.

3. Procurement is being viewed in a new light, and 90% of CPOs say they are under pressure to innovate their operations, make sourcing proactive and predictable, and move from cost savings to providing value.

4. Spending on procurement technology is expected to grow by 7.5% after remaining static last year as procurement teams look at an efficiency deficit of about 12.4% this year.

5. While cybersecurity concerns and risks are stable at high levels, other risks such as supply chain disruptions, access to critical skills, labor capacity, and commodity price volatility have come up as major risk sources for enterprises in 2022.

6. The focus is on making procurement data-driven, predictive, automated, and proactive; 74% of the respondents in a survey stated that they will be equipped with AI led technology solutions within 12 months.

7. Procurement's priorities have broadened to include the sustainability agenda, and 77% of procurement leaders are actively looking to increase spending on sustainability initiatives over the next three years.

8. Reduction in total spend still remains one of the top priorities. Procurement now needs a unified, transparent system that links all elements to create a singular, intelligent entity.

9. 82% of the respondents in a survey stated that driving change management initiatives is the biggest hurdle they face when looking for high technology adoption.

10. Hyper-digitization for procurement will require teams to look into technology that can help with industry, category, geography and integration specific use-cases.

Part 1: The State of Procurement

From Uncertainty to Recovery to Uncertainty

The availability of an optimized supply chain and a high-performing sourcing and procurement function became a pivotal point for most global organizations when COVID-19 disrupted world markets in early 2020. Procurement teams scrambled to take appropriate corrective actions to minimize business impact, streamline demand imbalances, and ensure supply chain reliability.

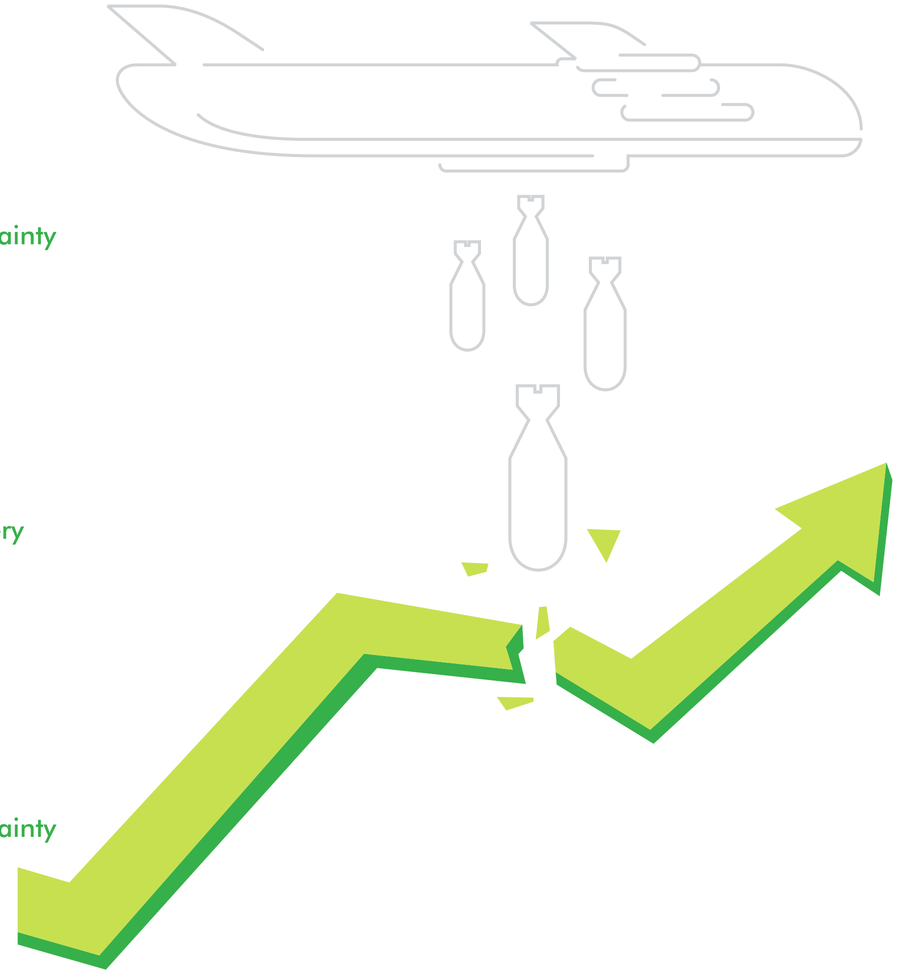
Uncertainty

Critical challenges they needed to overcome included onboarding new suppliers quickly and seamlessly, automating traditionally manual processes, and enabling remote work. Towards mid-2021, the world As the global economy was emerging from the macroeconomic fallout of the pandemic, the ensuing trade policy shifts, workforce scarcity and the Russia-Ukraine conflict upended the economy's upward trajectory.

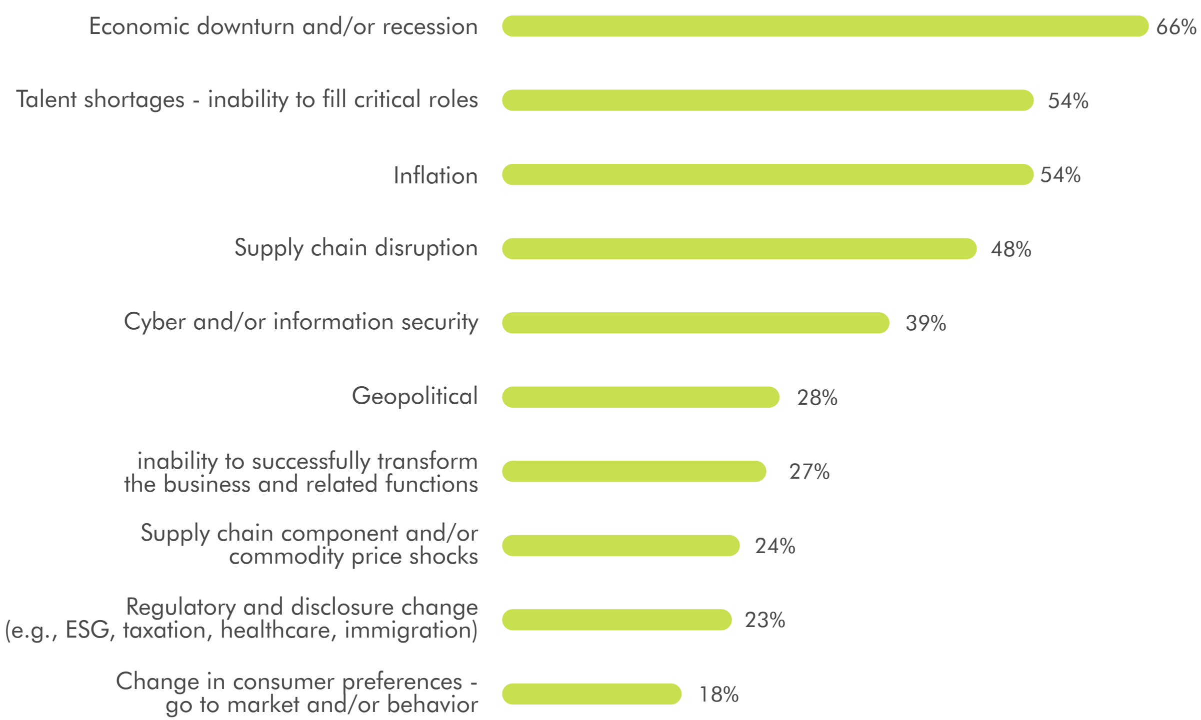
Recovery

An environment of geopolitical instability emerged as a significant concern for procurement organizations worldwide. The Ukraine conflict led to increased commodity prices, supply chain disruptions, and shipment delays placing further pressure on procurement teams. From Europe's heavy reliance on Russian crude oil to the dependence on both Ukraine and Russia for key agricultural commodities pose unprecedented vulnerabilities.

Uncertainty



Top 10 Risk Concerns for Procurement



Source: The Hackett Group, The CPO Agenda 2023

Organizations expect global risks to continue to cause significant disruption in 2023

- 66% of the respondents identify economic downturn and/or recession as their top risk.
- The twin blows of the aftermath of 'The Great Resignation' coupled with an ongoing inflation share the 2nd spot.
- A surprisingly high 27% of organizations reported difficulty transforming their businesses.

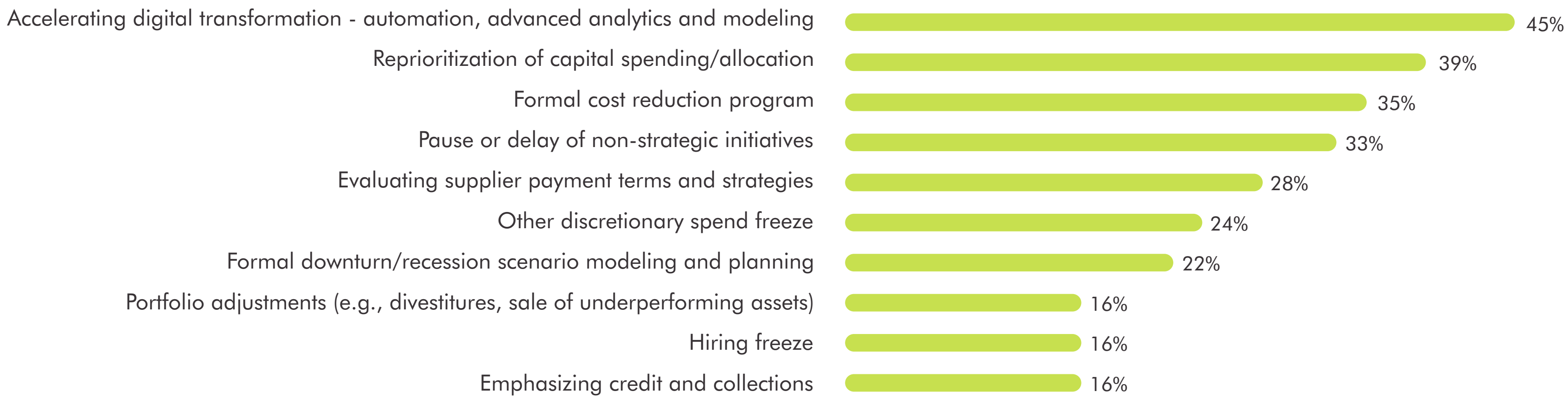
Prioritizing Digital Transformation and Growth

In the face of such economic uncertainty, the procurement function and how well it leverages resources and supplier relations become fundamental to the optimum working of an enterprise. They can achieve this by setting ambitious goals, defining a wider scope for their teams, attracting new talent, building new capabilities, deploying new systems, and accelerating digital transformation.

According to McKinsey, Chief Procurement Officers (CPOs) should ask insightful questions on several areas to assess their organization's readiness to step up. These areas include:

- The potential impact of inflation, volatility, and supply chain disruptions at the commodity and supplier level
- Suppliers' industries and their dynamics
- Protecting margins and minimizing supply risk
- Preparing a proven playbook to recover and control costs as inflationary pressures subside, volatility trends change, and supply chains are redesigned
- Embedding learnings from challenging periods into the organization's operating model

Actions taken to prepare for a potential recession



Action & Reaction Items

Digital transformation continues to be the top priority for many enterprises.

The benefits of automation & digitization are clear. Those that invest in digital transformation avenues in times of crisis have historically tended to outperform peers by ~30% due to the increase in innovation & time for strategic thinking.

More than 30% of organizations have paused or delayed non-strategic activities, and reprioritized capital spending.

As a cost savings tactic, this works in the short-term, however it is key to note that R&D projects, and other competitive advantage initiatives should not be interfered with.

Only ~20% of organizations have undertaken formal recession modelling & planning.

Those that are unprepared for a recession/downturn may find themselves struggling to cope with a multitude of problems when they enter the eye of the storm.*

* Zycus' RRR framework has provided an impetus to many an organization's recession planning. Check it out

The Role of Procurement in a Recession - 'Savings+'

Savings, Collaboration and Strategic Spend Management

Procurement leaders today play a critical role in not only managing supplier costs but also in promoting supplier diversity, driving sustainability initiatives, and furthering supply chain resilience. According to Bain & Co., despite dealing with unprecedented inflation and supply shortages, 2022 was a big year for procurement organizations that saw Fortune 500 companies alone purchase over $5 trillion in goods and services. There is a growing expectation from the leadership for procurement to play a more relevant and critical role in adding value besides the perennially important mandate of cost savings.

Procurement's mandate is expanding to other firm priorities

Percentage of companies tracking value objectives other than savings through procurement

Source: Bain & Company

Down to Brass Tacks

It is critical to building business resiliency, supply and price stability, and ensuring customer satisfaction.

Optimally functioning procurement departments can proactively react to such challenges and future uncertainty by leveraging cross-functional collaboration to create value for the organization.

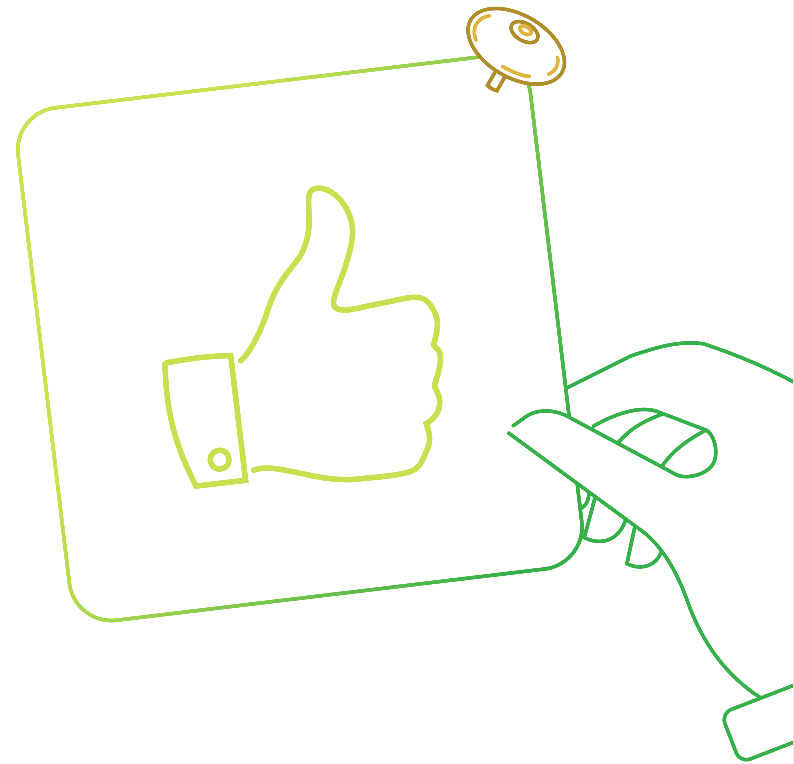
Dissolving silos and creating a higher degree of visibility across functions will be critical. Failure to do so can cost an enterprise dearly. For instance, sourcing additional materials anticipating a price increase, without coordinating with the supply chain teams, can lead to excess stock and wastage of resources.

Supply chain issues are 3x more likely to lead to customer disloyalty today than a price increase.

Source: Gartner

There is a need for procurement to foster a comprehensive operating model that promotes value creation, preservation, and enablement. At the same time, enterprises must also launch inflation nerve centers to identify supply-chain risks, control spending, and accelerate collaboration.

Source: McKinsey



Part 2: Procurement Priorities and Drivers for 2023

Global economic growth is expected to drop steeply from an estimated **6.1%** 2021 → **2.7%** 2023

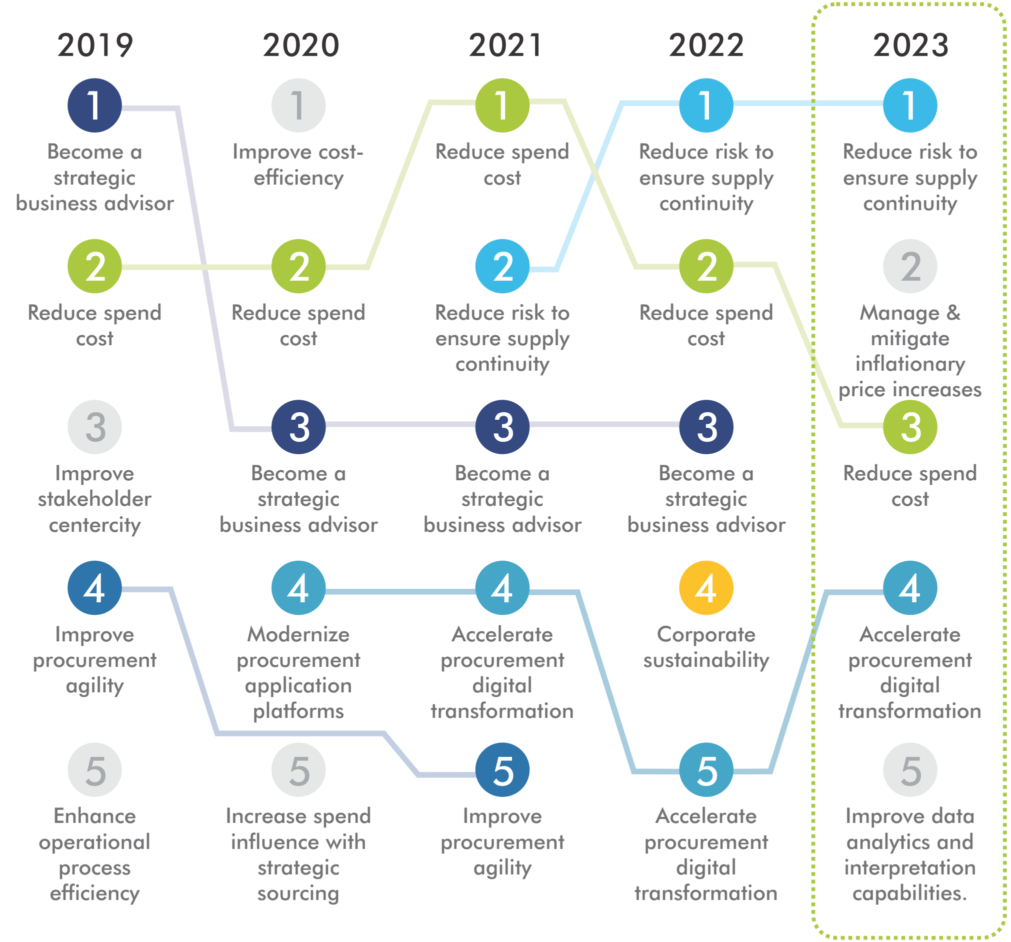
Global inflation, on the other hand, is expected to rise from **4.7%** 2021 → **6.5%** 2023

Source: IMF

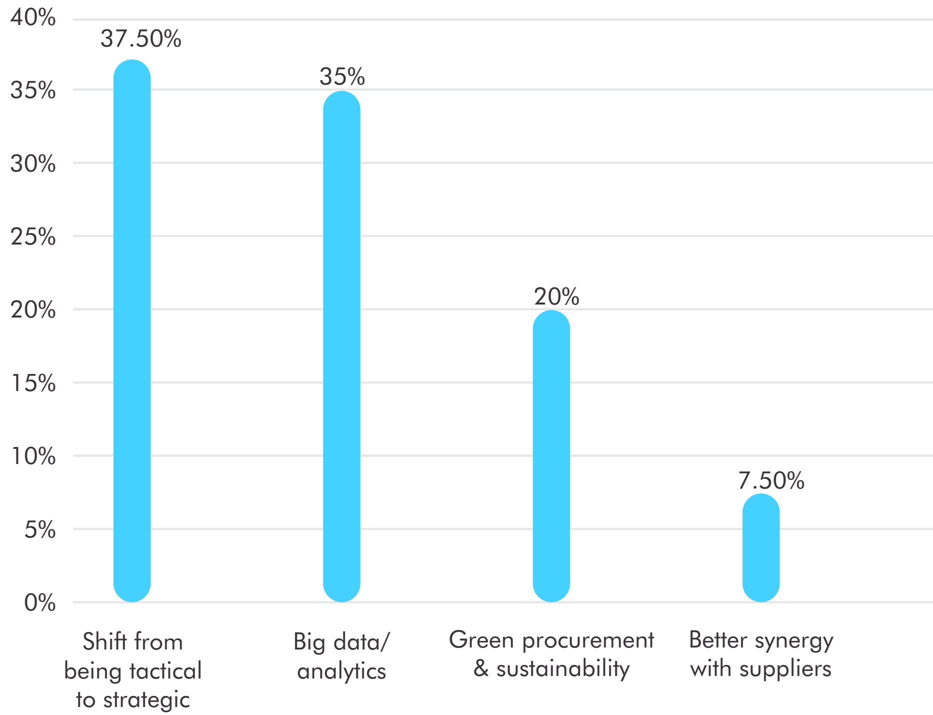
Procurement departments are expected to perform at their peak, as they will play a critical role in ensuring business continuity and contributing to the bottom line.

The top procurement priorities for 2023 have changed accordingly.

- Due to ongoing global supply chain disruptions, 'reducing risk to ensure supply continuity' still takes top spot.
- However, in anticipation of an impending inflation, 'combating inflationary price increases' is now #2 on the list, displacing 'reduce spend cost' which still remains a perennial mainstay in the Top 5 priorities, regardless of the environment.



Most Critical Priority for Procurement Organizations



Source: Horizon Polls, 2022

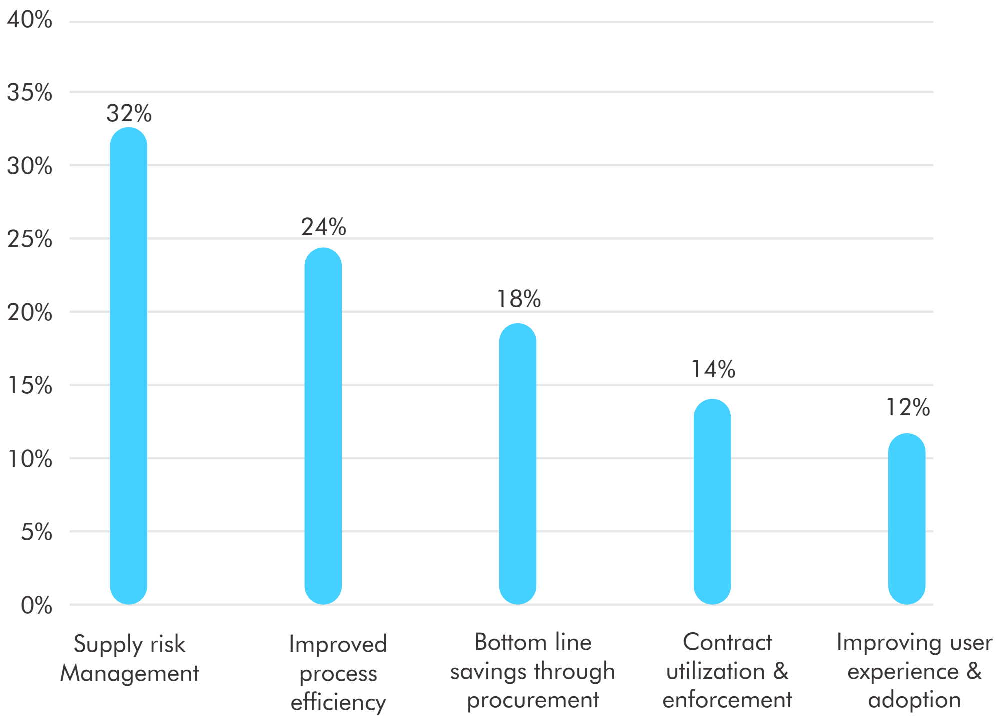
More than one-third (37.5%) of Horizon Poll respondents claimed that shifting from tactical to strategic functions was their most critical priority

Zycus advocated for this change in paradigm from before the pandemic, emphasizing the importance of utilizing procurement practitioners' strategic bent of mind more, leaving AI & automation to deal with tactical activities.

This is a step in the right direction – a step that will allow organizations to reap the benefits during times of crisis.

Big data & analytics is another key priority at 35%, as leveraging insights from past/similar crises, contextualizing it for your organization's operating model, supply chain structure & cost drivers is a significant advantage. However, most organizations lack the capacity, or strategic planning required to execute this effectively.

Most focus area for procurement in 2023



Source: Horizon Polls, 2022

Procurement is steering the ship out of choppy waters

The transition from tactical to strategic is primarily to facilitate an 'all-hands situation' for high-stakes items such as supplier risk management.

Procurement teams are expected to be more involved in identifying risks, analyzing their impacts, and mitigating them, with **32% of respondents designating 'supply risk management as their organization's 'major focus area.'**

Organizations are also attempting to optimize their processes to eliminate bottlenecks and reduce costs evidenced by **24% of respondents focusing on 'improved process efficiency.'**

DARE to Deliver: Four Drivers to Address Procurement Priorities in 2023

As organizations look to beat the impending recession, they are rewiring their expenditure patterns to enhance profit margins and ensure ready cash reserves.

If you, as a procurement leader, are looking to nail down the core tenets of your rebuild, recovery and resilience strategy, then look no further.

Digital Transformation is the great enabler. Moving from manual/physical to digital processes is a paradigm shift, but it is one that is commonplace albeit vital for any modern procurement organization.

Artificial Intelligence has witnessed a groundswell of curiosity & interest in recent times, due to the launch of ChatGPT by OpenAI. Organizations are eager to see how AI can augment their function, and Cognitive Procurement pioneers are well-placed to deliver.

Risk management and mitigation is also a current, critical focus area, with most procurement teams still struggling to gain better risk visibility and the capability to react quickly in a dynamic and evolving business environment.

Emerging procurement trends from Europe such as ESG & Sustainability are now being embraced all over the world, and with increasing enthusiasm, and that rounds up the enabler quartet.

DARE to Deliver

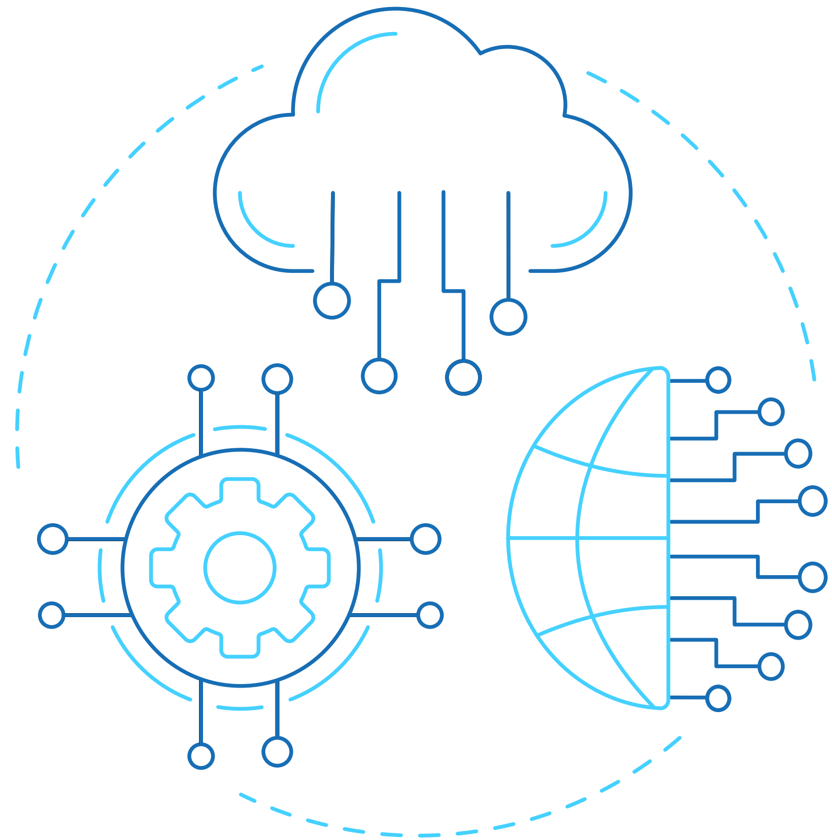
- Digital transformation
- Artificial intelligence
- Risk management and mitigation
- ESG and sustainability

With **D.A.R.E.** firmly embedded in your rebuild, recovery and resilience strategy, we encourage you to deliver on all the expectations procurement has inherited in recent times.

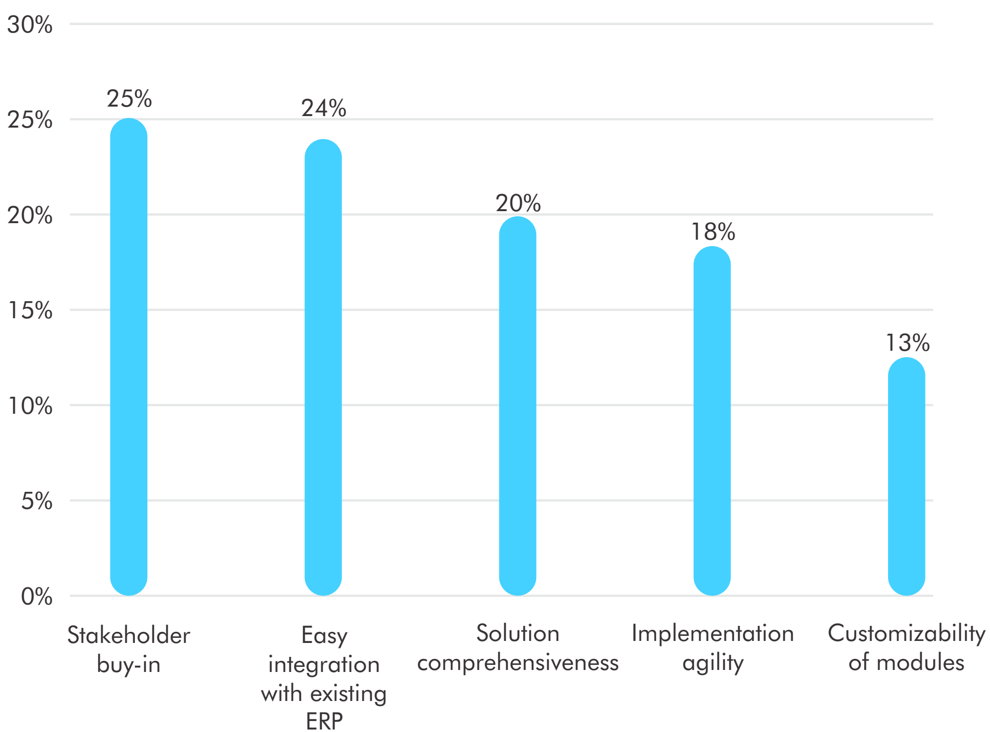
1. Digital Transformation

Digital transformation (DX) continues to be a strategic driver and enabler of the procurement team's ability to stretch the dollar and ensure better bottom- and top-line growth. As per the Hackett Group study, organizational disconnects are still a challenge, even though 'digital transformation' was a key goal for 45%+ procurement leaders.

Often, this intention-implementation gap in digital transformation is driven by a lack of understanding of primary objectives and not having a well-architected and comprehensive digital roadmap in place. Many procurement organizations fail to outline how they will adopt and implement the many technologies available—analytics, automation, IoT, AI, and more. Additionally, embarking on multiple, simultaneous initiatives can lead to a siloed and disconnected approach to DX. A slower-than-expected pace of change or complicated technology partnerships that don't work well can further compound the problem.



Essentials os a successful transformation



Source: Horizon Polls, 2022

What constitutes a successful digital transformation?

Having a structured approach to transformation, outlining priorities and non-negotiable essentials critical to the transformation project are key principles to approaching a digital transformation.

Different stakeholders value different elements as hallmarks of a good transformation. Hence, it helps to get a holistic view of all considerations before proceeding with an implementation.

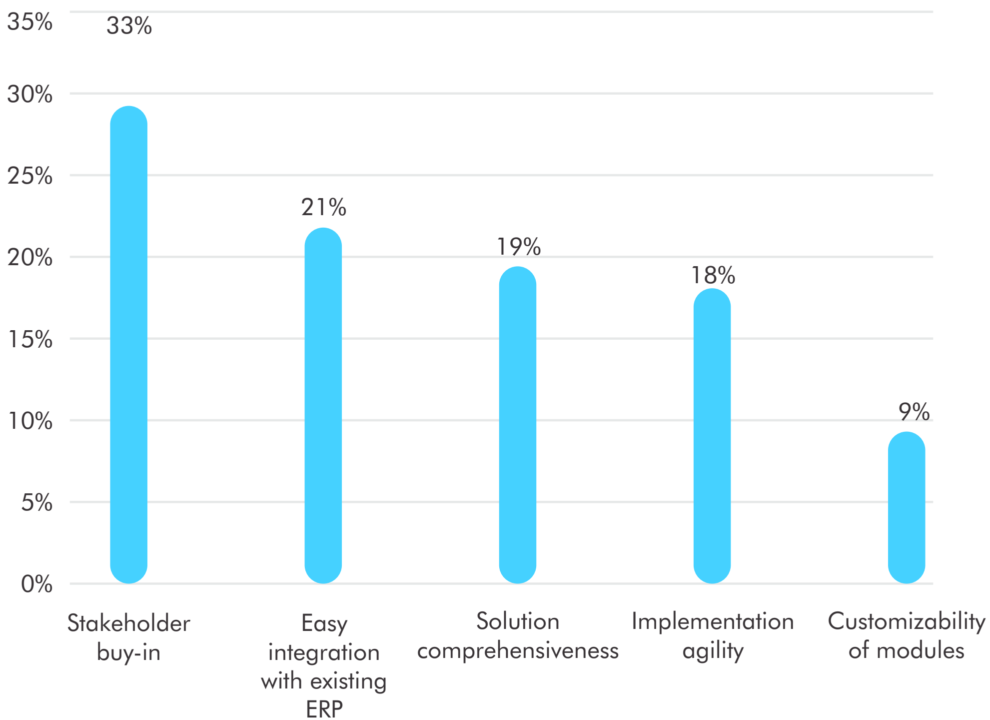
Horizon Polls lays out key aspects that procurement professionals consider crucial to the success of digital transformation initiatives.

While the usual suspects - 'Stakeholder buy-in' and 'easy integration with ERP' are among the top considerations, it is interesting to note the emergence of 'customizability' as a key consideration.

It is imperative for a solution to adapt to the intricacies of niche industries & their highly-specialized use cases for a smooth & sustainable transformation, albeit accounting for the dangers of over-customization.

2. Artificial Intelligence

Procurement pain points that AI can help address



Source: Horizon Polls, 2022

Recent pressures on procurement functions to enable greater cost reduction and risk mitigation with the same resources at their disposal is ludicrous.

Until recently, the large quantum of data being generated across the source-to-pay (S2P) process was going largely unnoticed. With the emergence of cognitive analytics, natural language processing (NLP), and pattern recognition, enterprises are able to harness the data for improved insights and better decision-making. Supplier data from various sources can be analyzed to create a composite 'risk radar' to map & mitigate risk.

~40% of procurement leaders deem AI as the answer to their Supplier & Contract Risk problems.

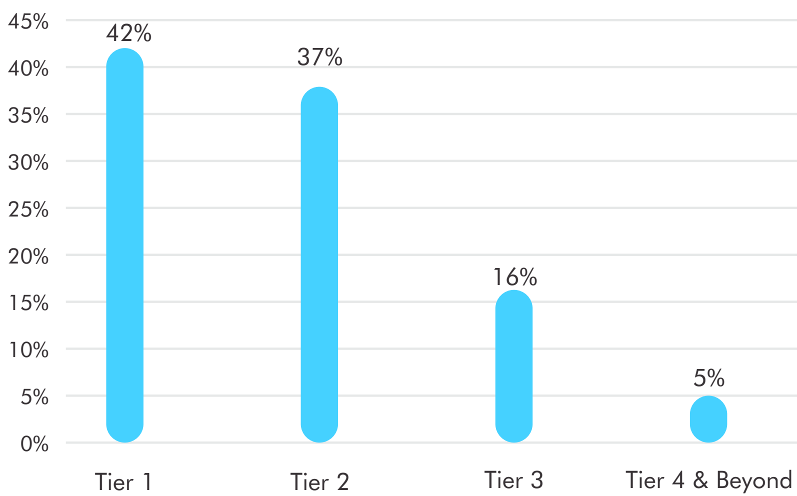
A third of procurement leaders believe AI can take over manual and repetitive tasks leaving only strategic tasks to their procurement team, allaying fears of AI replacing jobs.

According to a Hackett Group survey, 44% of the respondents said there was "a significant probability that their company will leverage AI/digital capability in the next one to three years."

3. Risk Management and Mitigation

Minimizing supplier risk is no small ask for procurement teams. Modern supply chains often involve multiple partners and span several organizations and geographies. Businesses today are increasingly relying on third-party suppliers to achieve critical strategic goals. This typically leads to more complex sourcing and offshoring practices focused on improving service delivery, operational efficiency, and cost reduction. That said, any failure to update the enterprise approach to supplier risk management can result in unforeseen disruption and missed opportunities for gaining advantages.

Tier-wise supplier visibility procurement teams have today



Source: Horizon Polls, 2022

According to Horizon Polls, only 1 in 5 organizations have visibility into their 3rd & 4th tier suppliers.

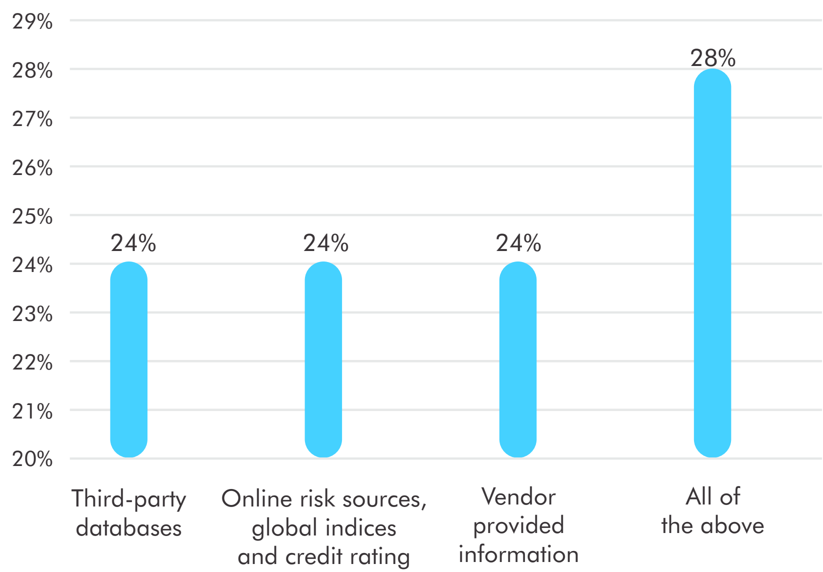
Having deeper supplier visibility is critical to enable organizations to better understand their supplier's operations, track supplier performance, identify potential risks, and build stronger supplier relationships. Tier-wise supplier visibility, in particular, is relevant to better manage supplier relationships, optimize inventory levels, and ensure compliance with regulations. This also helps to identify potential cost savings opportunities and reduce the risk of supply chain disruptions.

Leveraging AI to analyze all available information can help create a more comprehensive risk radar, enabling better strategizing and management of current and future risk-heavy scenarios.

3 out of 4 organizations only use 1 source of risk intelligence

Many businesses fail to use formalized sources when assessing vendor risks, relying instead on one or two sources for passable protection. These supplier-related risks are compounded by additional geopolitical and economic challenges that impede optimized procurement practices and prevent comprehensive visibility over the supplier base.

Risk source enterprises typically access while analyzing vendor risk



Source: Horizon Polls, 2022

It is no wonder that procurement teams face significant challenges as a result — from inaccurate need analysis, poor vendor management and sourcing, weak contract management processes, and limited automation to fragmented procurement planning and missing supply chain risk management.

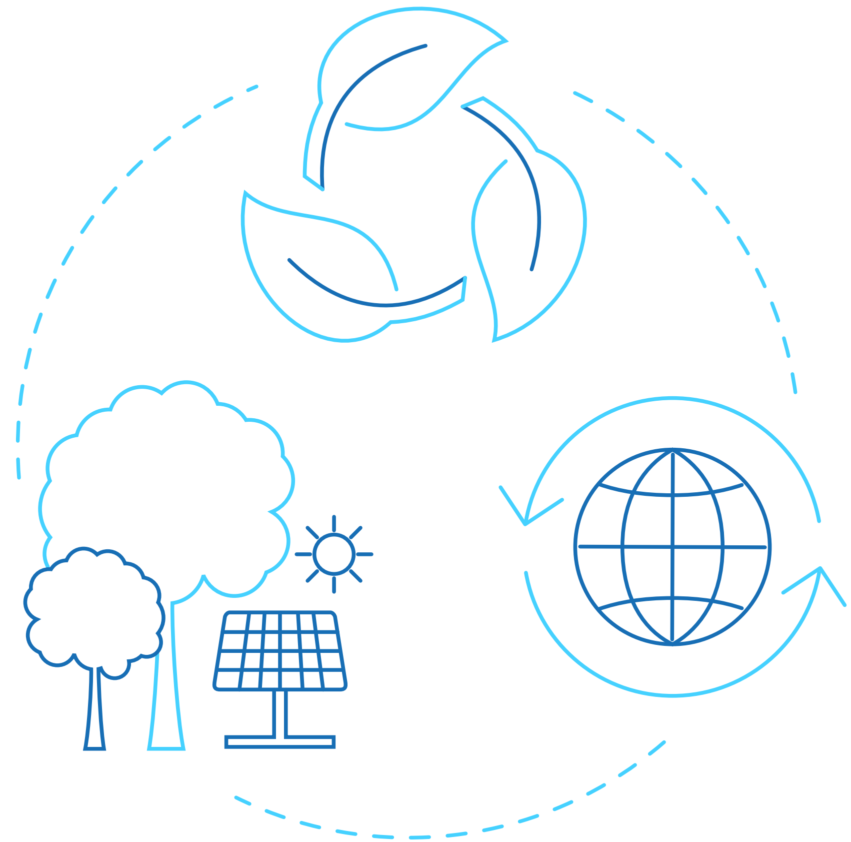
Leveraging AI to analyze all available intelligence from multiple sources can help create a more comprehensive risk radar, enabling better strategizing and management of current and future risk-heavy scenarios.

4. ESG and Sustainability

The growing focus on sustainability and Environmental, Social, and Governance (ESG) concerns is emerging as a key priority for global businesses. Stakeholders such as customers, investors, employees, citizens, and governments are invested in ensuring that enterprises establish and implement effective ESG strategies.

For the first time in a while, Sustainability has entered the Top 10 Priorities for several procurement leaders. This focus encompasses environmental, social, and governance concerns, reflecting the ongoing importance of sustainable procurement practices. And it is not without reason. More and more procurement teams are implementing compliance and ESG-friendly practices to achieve critical benefits, including:

- Cost savings
- Stronger supplier relationships
- Access to new markets
- Improved stakeholder engagement
- Enhanced innovation
- Improved regulatory compliance



Metrics That Matter

Some of the critical metrics for enterprises in ensuring ESG-compliant procurement this year will include a heightened focus on:

Environmental performance:
Measured by the % of spend on sustainable products and services, supplier sustainability ratings, and year-on-year reduction in carbon emissions.

Social performance:
Vital to ensuring diversity of supplier base, % of on-time payments, and lowering the number of outstanding litigations with suppliers

Governing performance:
The number of suppliers who are compliant with local and international regulations and standards, such as ISO 14001, ISO 26000, and the UN Global Compact, supply chain transparency & supplier data management are all important metrics.

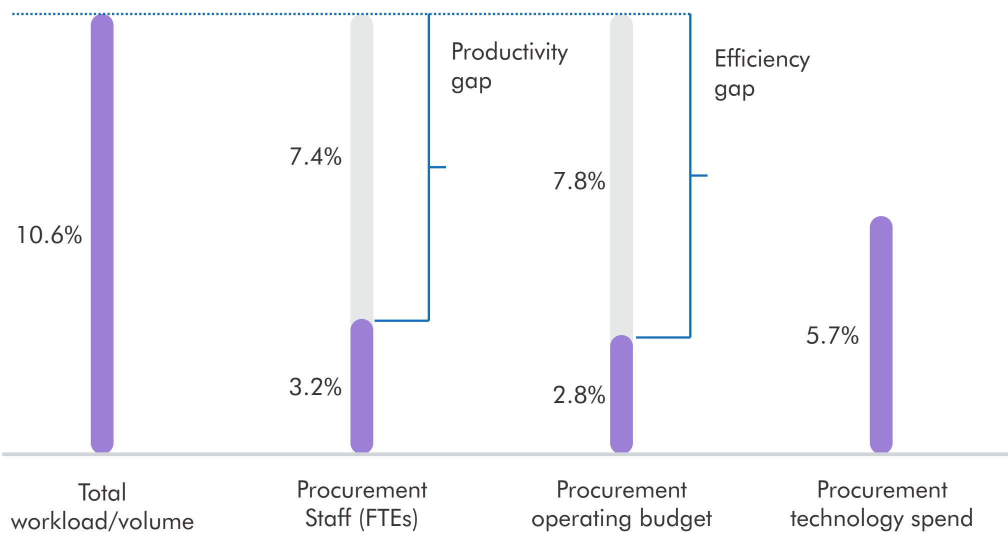
According to the 2022 Global EY Chief Procurement Officer Survey, about 94% of the respondents indicated that they included some sustainability factors in their supplier evaluation criteria. And yet, 53% of respondents had little to no sustainability targets themselves.

It is clear that procurement has a long way to go in truly embracing & fulfilling ESG-positive outcomes, but it is an encouraging start.

Part 3: The Voice Of Procurement

In 2023, global recessionary trends are expected to increase procurement workload by 10.6%.

2022-23 projected changes in procurement



Source: The Hackett Group, The CPO Agenda 2023

This is despite smaller increases in head count and operating budget.

That leaves a 7.4% productivity gap and a 7.8% efficiency gap, leaving procurement technology to make up the distance, with an expected increase of 5.7% in spend.

Technology alone will not help bridge the gap. That is why, procurement teams are planning improvement initiatives with an emphasis on core procurement capabilities.

New Year, New ME-asures for Procurement

1. Talent Management
2. Data Analytics and Reporting
3. Strategic Sourcing
4. Category Management
5. Supplier Relationship Management (SRM)
6. Responsible procurement (e.g., enviroment, social, governance) - excluding supplier diversity programs
7. Learning & Development
8. Third-party risk Management
9. Core Procurement Technology
10. Supplier Performance Management

Source: The Hackett Group, The CPO Agenda 2023

Unsurprisingly, '**Talent Management**' & '**Learning and Development**' are two of the top initiatives for 2023. Anticipating a leaner staff working on an increased workload, hiring the right kind of personnel, and upskilling existing personnel will help procurement rise to the challenge.

While procurement deal with irregular challenges to their supply chain, they also must service their 'business as usual' responsibilities, and general improvement mandates.

In the pursuit of the same, initiatives are expected in the areas of strategic sourcing, category management, SRM, TPRM, and supplier performance management.

It looks like another busy year for procurement!

Ground Reality: What's Changed From 2022?

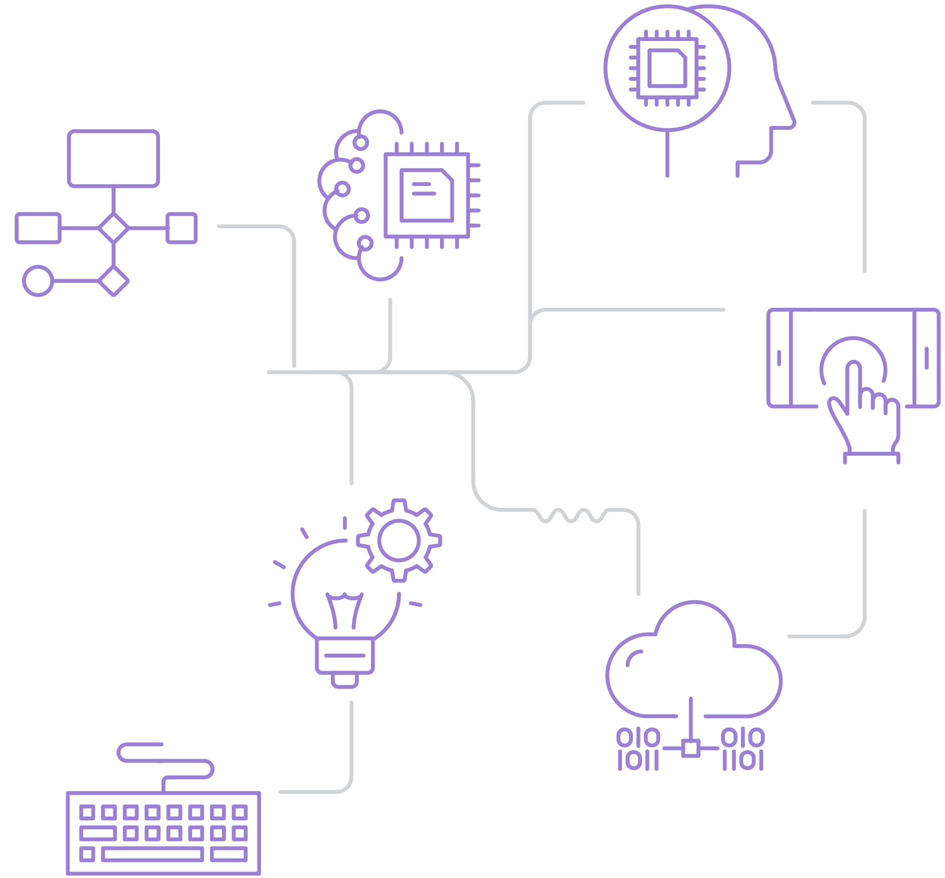
This section, consisting of the next few pages, covers key technology improvements that help procurement pull themselves & their organizations from the final phase of recovery, into a model worthy of long-term, consistent performance.

It also juxtaposes these improvements against the typical level of adoption that procurement functions have seen for them, and what it'll look like, come 2024.

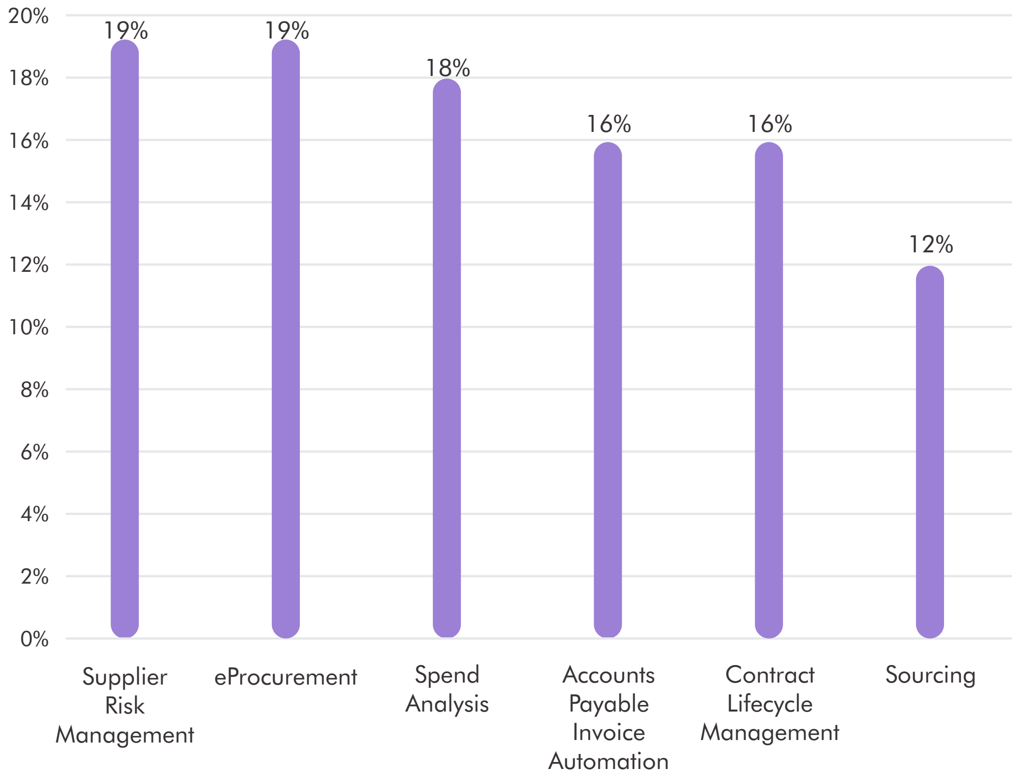
Automation: Implementing automation tools helps companies lower costs, enhance efficiency, and improve accuracy. Additionally, it has empowered procurement teams better manage their supply chains and make well-informed decisions about sourcing and purchasing materials.

Given these overwhelming benefits, a survey of procurement leaders suggests that about 44% of them will focus on “automating as much as possible through technology.”

The persistence of point solutions is undeniable, but there is a preference to consolidate ERP & planning solutions.



Process that will derive maximum value from AI & Cognitive procurement

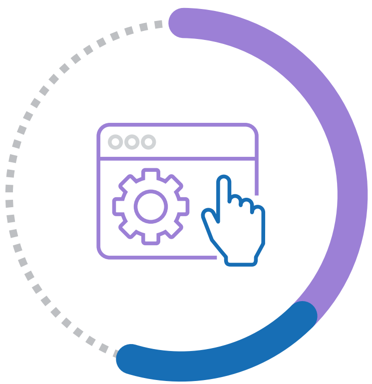


Source: Horizon Polls, 2022

Artificial Intelligence: AI is expected to be one of the most significant procurement trends in 2023. A Horizon Poll of procurement practitioners returned an even, if unsurprising endorsement of AI's applicability & expected contribution across several areas of Cognitive Procurement. Respondents are eager to onboard AI to ensure better supplier risk management, improve e-procurement processes, deepen spend analysis, automate invoicing, and streamline contract management and sourcing.

30-40%

Organizations have adopted basic spend analytics, project pipelines & savings dashboards, and category management tools.



10-15%

augmented their procurement tech stack with supplier lifecycle management tools, and advanced analytics capabilities.

Adoption: In terms of technology adoption, procurement really needs to step up. As per a Hackett study -

Around 30-40% of organizations have adopted basic spend analytics, project pipelines & savings dashboards, and category management tools.

However, only 10-15% have augmented their procurement tech stack with supplier lifecycle management tools, and advanced analytics capabilities.

While recent events have spurred many organizations into pilots for several of these solutions, there needs to be a change in the way procure-tech spend is approached.

Here's why your procurement team may be unable to focus on growth

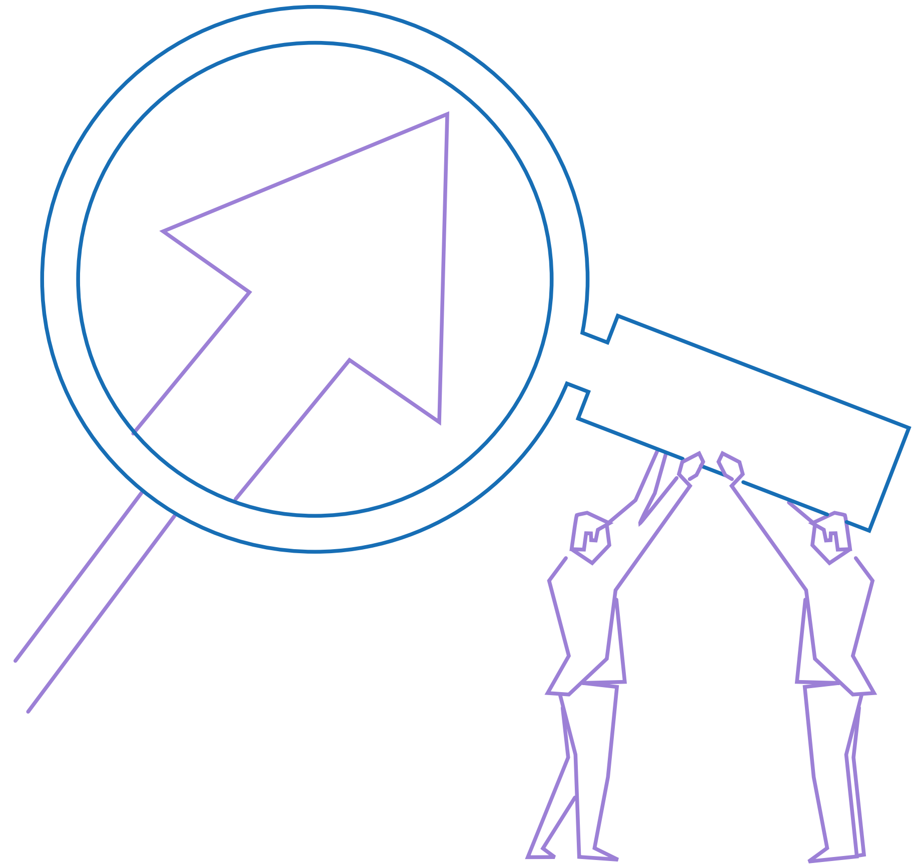
We've seen all the external challenges that both incite & inspire procurement to be better. However, internal challenges are often where most solutions break down.

A survey of practitioners revealed telling challenges that hopefully don't seem too familiar -

They simply have conflicting functional priorities - These conflicting priorities can create challenges for procurement professionals as they try to balance the needs of various stakeholders while still focusing on organizational growth.

For example, one department may prioritize cost savings above all else, while another department may prioritize quality or speed. These conflicting priorities can make it difficult for procurement professionals to negotiate contracts or make sourcing decisions that meet the needs of all stakeholders.

They may be spending too much time trying to resolve these conflicts and not enough time developing and implementing strategies that can drive growth. This can lead to missed opportunities and slower progress towards organizational goals.

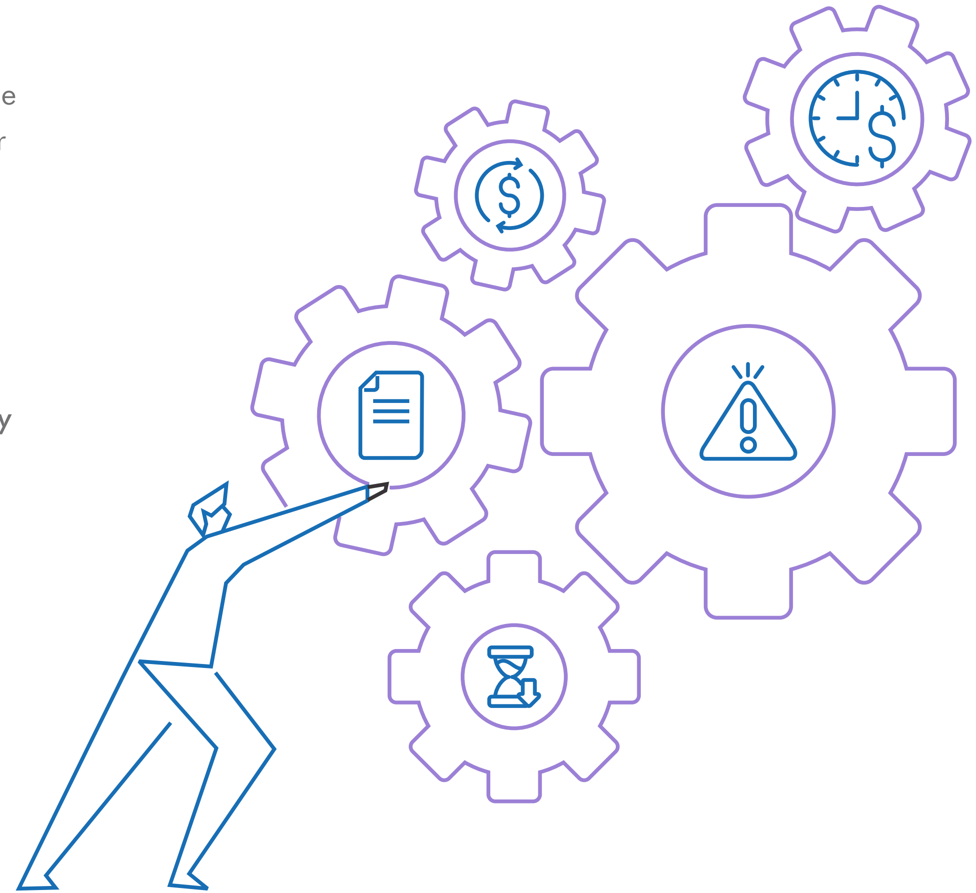


Status quo ways of working and/or internal resistance to change prevents them from trying something new to help unify priorities or look for alternate solutions to the conflicts. In defense of procurement, there is a time when this would've been a larger problem. Now, more organizations are embracing change.

When they overcome this internal resistance, and have the opportunity to enlist the help of a technology solution, they come up against **insufficient budgets and/or unrealistic project time frames for transformation.**

This is compounded by the problems of **improper data management**, **unavailability of the right talent**, as well as the **lack of a distinct plan**, arrived upon **without collaborative planning**, and one starts to wonder how procurement has achieved what it has so far.

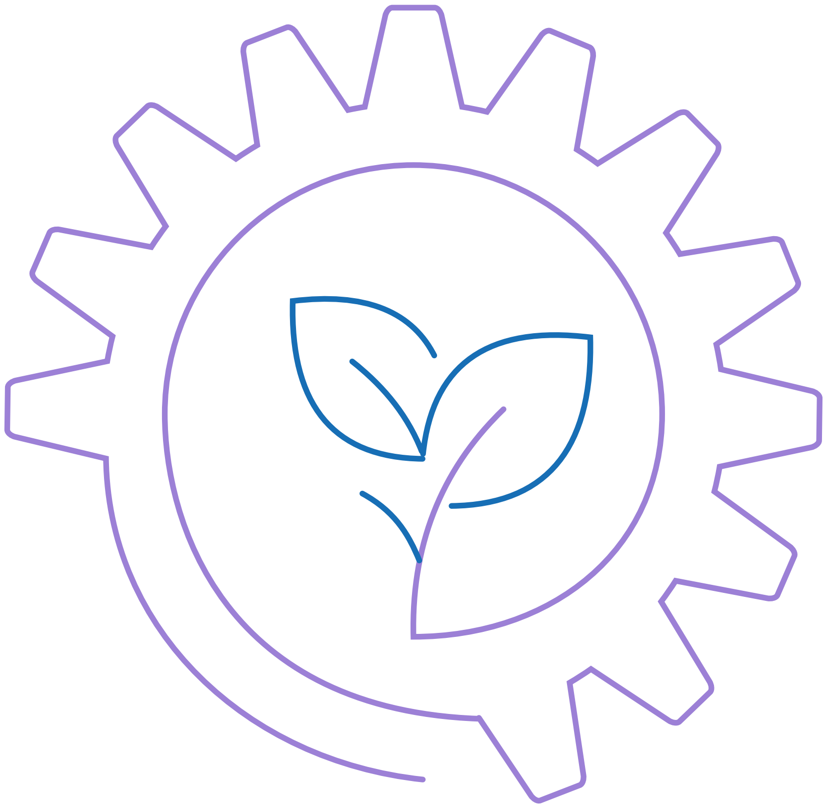
The answer? Strategize for the long-term. Aim for consistent, sustainable business performance, powered by procurement.



Here's How To Ensure Sustained Procurement Performance in the Long Term

Continued business performance cannot be achieved in isolation. It requires fostering an ecosystem of partners and suppliers who share similar values. Procurement is crucial in connecting enterprises with key suppliers who can help drive sustained profits. As more and more enterprises move toward sustainable profit, they will adopt ecosystem models that turn their capabilities into shared resources. To facilitate this transition, it is critical to evolve procurement's operating model in terms of governance, capabilities, value streams, and resources.

Focusing on People, Planet, and Profit goals as a strategy can help prioritize long-term sustainability over short-term cost-cutting during procurement. This approach recognizes that organizations have a responsibility not just to their shareholders but also to their employees, the environment, and the communities they operate in.



Focus areas to sustain positive procurement performance

Planet

Reduce the enterprise's environmental impact by minimizing waste, emissions and conserving resources. Switch to renewable energy, reduce packaging waste and implement sustainable sourcing practices

People

Invest in the well-being of employees, customers, and other stakeholders. This can include measures such as fair wages, safe working conditions, and training and development programs to help employees build their skills abd advance their careers

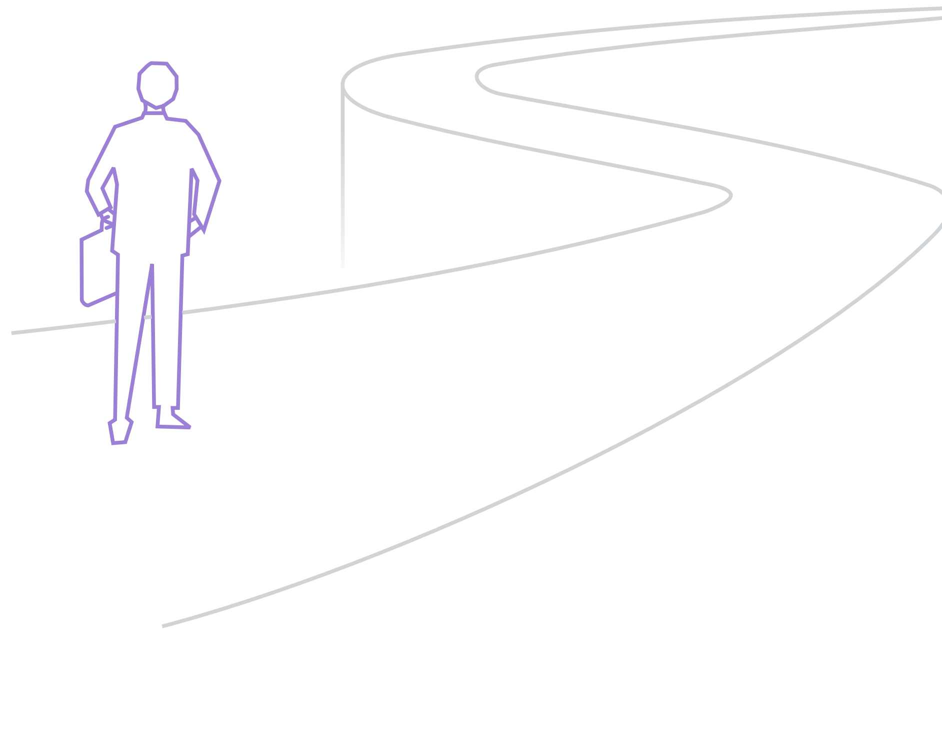
Profits

Ensure financial success while meeting invest in sustainable practices that reduce costs, such as energy-efficient equipment, waste reduction measures and sustainable sourcing

The Road Ahead: Procurement in 2023 and Beyond

In the coming years, procurement departments face a unique challenge: redefining and expanding their scope to ensure organizational success through digital transformation, strengthened supplier relations and improved resilience of supply chains. By deploying new systems; promoting diversity within suppliers; driving sustainability initiatives; enhancing capabilities in each function – from analytics to AI automation - procurement practitioners have an unprecedented opportunity for value creation that will ultimately strengthen organizations.

Let us seize the moment and embark on this exciting journey together, as we pave the way for a brighter future for procurement, and create a world where procurement is recognized as a strategic and vital function that drives growth, innovation, and success.



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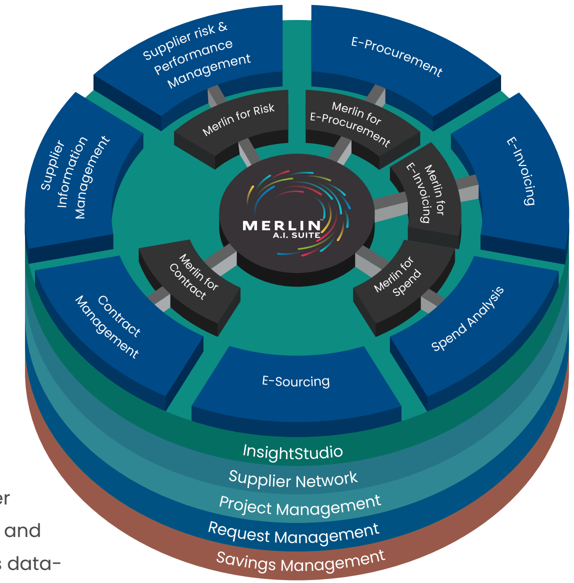
COGNITIVE PROCUREMENT



Zycus is the pioneer in Cognitive Procurement software and has been a trusted partner of choice for large global enterprises for two decades. Zycus has been consistently recognized by Gartner, Forrester, and other analysts for its Source to Pay integrated suite.

Zycus powers its S2P software with the revolutionary Merlin AI Suite. Merlin AI takes over the tactical tasks and empowers procurement and AP officers to focus on strategic projects; offers data-driven actionable insights for quicker and smarter decisions, and its conversational AI offers a B2C type user-experience to the end-users.

Zycus helps enterprises drive real savings, reduce risks, and boost compliance, and its seamless, intuitive, and easy-to-use user interface ensures high adoption and value across the organization.

Start your #CognitiveProcurement journey with us, as you are #MeantforMore.

Gartner
Peer Insights™
Customer First

Gartner Peer Insights **Customer First** Vendor for Procure to Pay Suite

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