ZYCUS™

PROCURE PERFORMANCE

The P2P Playbook: Planning for E-Procurement Success

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Discover the Key Success Factors every organization – especially first-time P2P (Procure-to-Pay) adopters – should consider when planning a new P2P initiative, including:

Benchmarking – Develop a baseline analysis of the current "As-Is" P2P process, and identify the "Best-in-Class" performance targets of the "To-Be" process you want to achieve, while avoiding the pitfalls that caused many early adopters to fall short of their P2P potential

Business Case Analysis – Create measurable ROI (Return on Investment) quantification of material cost savings and process efficiency gains

Focus on Adoption (Users AND Suppliers) – Examine use case scenarios to identify key usability requirements that will provide users with the guidance required for an intuitive, consumer-like experience. Understand supplier challenges to remove technical or cost barriers that can inhibit the supplier on-boarding process

Design for Compliance – Adopt a Best Practice approach for both Compliant *Buying* – from approved vendors at negotiated prices – and a Compliant *Process* – correctly categorized, coded and approved purchases that flow through as touchless, paperless orders

Prioritize the Plan – Target key categories of both Indirect Materials and Services to maximize Spend Under Management and segment your supply base for optimal sequencing of supplier on-boarding "waves." Develop phased roll-out strategies for enterprise-wide adoption based on Business Unit/Geography/Category structures

Visualize the Future State – Plan in advance for ways to optimize P2P as part of an integrated Source-to-Settle process by identifying critical linkages with Spend Analysis, Sourcing, Contract Management, Supplier Performance and Financial Savings Management

Benchmarking

As with any journey, embarking on an initiative to streamline P2P (Procure-to-Pay) processes should begin with a firm understanding of both the starting place and the destination, in order to chart the correct course to follow along the way. The best way to determine the starting point is by establishing a baseline of current organizational performance across a number of key P2P metrics. Of course many organizations seeking to automate P2P processes lack the requisite visibility from their current systems to produce reliable internal benchmarks. Although actual internal baseline data should always be the starting point for the "As-Is" or "Current State" analysis, this data can be supplemented by cross-industry benchmarks such as those shown in Figure 1 below compiled from Aberdeen Group benchmarks.

Figure 1

Performance Area	Laggards	Average	Best-in-Class / Estimate*	ROI GAP
Compliant Spend % of POs Compliant w/Existing Contract	36%	51%	86%	50% More On-Contract - Average Lost Savings 12% for Off-Contract
Requisition-to-order cycles	7-8 days	2-3 days	< 1 day	85% Faster Cycle Time
Requisition-to-order costs	$30	$27	$23	23% Savings per PO
Invoice process cycles	20.8 days	9.7 days	3.8 days	82% Faster & 2x Higher Early Payment Discount
Invoice process costs	$38.77	$15.61	$3.09	92% Savings per Invoice
Off-Catalog Requisitions	50%*	34%	10%*	40% More "Touchless" POs

Source: Aberdeen Group - Invoicing and Workflow 2011, Effective E-Procurement 2010, E-Procurement Benchmark Report 2008 , E-Procurement Trials and Triumphs 2007, One of the biggest performance discrepancies between the "haves" and "have-nots" is reflected in the fact that 50% more POs of "Best-in-Class" performers are "On-Contract" than "Laggards" trailing the overall market, and 35% more than "Average" performers. The variance between laggards, or even average performers and the Best-in-Class, is an "ROI Gap" wherein every dollar of "Maverick Spend" that can be brought On-Contract can result in average "hard dollar" savings of 12%. For an organization with de-centralized buying of Indirect Materials and Services that lacks a common P2P platform, the current state process is likely somewhere below the overall industry average – probably between 40-50%.

P2P cycle times and order costs also represent significant opportunities for process improvement. Inefficient, manual or paper-based processes that take a week or more from the inception of a requisition to the placement of the PO, increase user wait time and encourage "maverick" buying outside the system, whereas best-in-class systems with automated workflow approval processes capable of generating same-day POs, enhance compliance and lower per order costs as much 23%.

Again, organizations with highly manual requisitioning and PO approval processes are likely to experience req-to-order cycles of 7 days or more and a per PO processing cost of $30. The Best-in-Class performance targets would trim elapsed cycle times by 85% and shave $7 off the processing cost of each PO transaction.

Particular attention should be paid to controlling off-catalog requisitions – a "compliance blind spot" even for most experienced P2P users. Off-catalog requisitions – either for infrequently purchased items that are not available through an electronic catalog, or services (e.g. print, contingent labor, maintenance agreements, etc.) that are not "catalog-able" items, account for 1/3 or more of total requisition volume on average, and as much as 50% or more of total indirect spending, and typically end up as free-form requisitions that are likely to generate non-compliant purchases.

The goal is to apply structure to what is essentially an unstructured process, to make sure that off-catalog requisitions are not "off-contract."

Business Case Analysis

Since the P2P opportunity must compete with other initiatives for available budget dollars, a rigorous business case analysis which provides a Return on Investment (ROI) for the initiative will be a pre-requisite for obtaining upper management buy-in.

Figure 2 : P2P Business Case Inputs

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Procure-to-Pay (P2P)

Pro-Forma Business Case

Business Metrics - Annual Spend & Transaction Volume			
Total Adressable Spend (Op + G&A - 2011 10-K)	$632,455,000	Potential Maverick Spend (%)	49%
Contractual Spend (%)	51%	Targeted Contractual Spend (%)	75%
Targeted Savings from On-Contract Spend (%)	10%	Req-to-Order Cycle Time (Days)	3
Annual Requisition Volume	47,434	Invoice Processing Cycle Time (Days)	10
Annual Purchase Order Volume	63,246	Per PO Processing Cost	$27
Annual Invoice Volume	72,732	Per Invoice Processing Cost	$16

Step 1: Start with the Inputs – actual, internal baseline data for annual spend and transaction volumes should be used wherever possible, however, assumptions based on industry benchmarks can provide a good starting point to fill in any gaps where data is not available. Consider the following for each of the input fields in Figure 2 above:

- **Total Addressable Spend** – According to the Gartner Group's "Top 21 Critical Questions for Evaluating and Implementing E-Procurement," a reasonable goal is to capture between 80-90% of Indirect spend (both materials and services) that is "discretionary," excluding only non-discretionary indirect spending on things such as rent and utilities which do not lend themselves to an electronic catalog or purchase order-based processes.

- **Contractual Spend** – The amount of the Total Addressable Spend which can be verified as "On-Contract," that is, placed with approved vendors at negotiated, contracted prices. Since most demand for discretionary, indirect spend is driven by de-centralized buying activity from end-users across the business, organizations that have not yet implemented a common, centralized P2P platform are likely experiencing lower than industry average compliant or on-contract spend – in the example above, 40% is assumed as the current rate, meaning as much as 60% of the Addressable Spend is currently Maverick Spend.
- **Targeted Savings from Contractual Spend** – Represents the lost savings every time an end-user makes a purchase outside of a centrally negotiated contract – a "maverick" purchase which results in 12% higher costs on average according to relevant benchmarks. For this example, a slightly more conservative 10% savings is estimated for every dollar of maverick spend that is brought back on contract.
- **Annual Transaction Volume (Requisitions, POs, and Invoices)** – Apply best available estimates of annual transaction volumes
- **Targeted Contractual Spend** – Best-in-Class performers have achieved 86% on-contract orders – a slightly more conservative target of 75% has been applied in the example, a reasonable target given the starting point.
- **Transaction Processing Cycle Times (POs and Invoices)** – Where internal baseline process metrics are unavailable, organizations with some level of automated workflow approval processes might assume current performance in line with industry averages, as shown in the example, however, highly manual and/or paper-based processes are more likely tracking the "laggard" performance level.
- **Transaction Process Costs (POs and Invoices)** – As above.

Step 2: Calculate Potential Benefits – After obtaining internal baseline data or applying relevant external benchmark assumptions as above, it will now be possible to calculate the potential benefits of the P2P initiative to include:

- **Material Cost Savings from Contract Compliance** – Often viewed as "hard' dollar savings because of direct impact on budgets due to lower prices paid for on-contract vs. off-contract purchases

- **Transaction Cost Savings from Process Efficiency** – May be seen as "soft dollar" savings as efficiencies reduce the amount of applied time employees, especially purchasing and AP staff, must spend to manage routine purchase or payment transactions or to manage exceptions, resulting in more time available to be applied to more strategic activities
- **Cycle Time Improvement** – Overall elapsed time reduction by achieving Best-in-Class performance due to the P2P initiative

Figure : Business Value – Benefits Calculation

Component	*Current Estimate*	*P2P Impact*	*New Value with P2P*	*Estimated Savings*
Savings from Contract Compliance ($)	40%	35%	75%	$ 8,750,000
PO Processing Cost ($)	$27	15%	$23	$ 100,000
Invoice Processing Cost ($)	$16	80%	$3	$ 359,950
Total Savings				$9,209,950
Cycle Time Improvement:				
Requisition-to-Order Cycle (Days)	3	67%		1*
Invoice Processing Cycle (Days)	10	61%		4*

Savings from Contract Compliance ($)

Maverick spend covers loss due to:
- Off-contract spend
- Non-compliance to spend budgets

Zycus P2P offers ease-of-use for enhanced contract compliance through:
- Guided Buying: that ensures users comply with procurement policies and buy from preferred suppliers, against existing contracts for catalog and non-catalog requisitions
- Link to Contracts: to ensure that prices, discounts, payment terms, etc. are as per the negotiated contract

PO Processing Cost ($)

Includes the total cost involved in:
- Undersanding the end user's requirement
- Identifying existing uppliers (contracts, catalogs, etc)
- Copying the information on the PO template
- Routing the PO for approval
- Printing and dispatching the PO to the supplier
- Following up for confirmation & delivery updates

Zycus P2P features to reduce the PO processing cost:
- Guided Buying: helps the requisitioner through the process, capturing relevant information about the required item, suggesting preferred/contracted vendors, and routing to appropriate buyers. It avoids back-and-forth communication with the buyer to understand the actual need
- Touchless or Lights-out PO: ensure that buyers do not waste time ordering cataloged/contracted items, and allows them to focus on strategic purchases
- Rule-based PO Approval: expedites the cycle by routing to appropriate approvers
- Automatic printing & dispatch: using a customer-specific template delivered via cXML/portal
- Supplier collaboration: portal where suppliers can acknowledge Pos, create "PO-flip" invoice & send shipping notifications

Invoice Processing Cost ($)

Includes the total time it takes to:
- Match Invoice PO + Goods Receipt
- Resolve exceptional mismatches

Zycus P2P features that reduce invoice processing costs:
- eInvoices: can be easily submitted by supplier on the portal or by connecting to their back-end systems
- Automatic 2-way/3-way matching: for electronic & paper-based invoices using pre-set rules & tolerances
- Approval for on-hold invoices: to confirm & authorize payment for exceptions & expedite the process through email approvals

**Note: Assumes Best-in-Class Cycle Time Achievement with P2P of 1 Day Order and 3.8 Days invoice Process Cycle Times*

Step 3: Analyze P2P Investment Costs – While many SaaS (Software as Service) models offer all-in-one subscription pricing models which simplify the investment analysis with a single, fixed annual license fee to cover all software, hosting (including servers and upgrades), support, users, suppliers, catalogs, and transactions, in addition to one-time implementation fees for the initial deployment, comparing a SaaS model to an on-premise model typical of ERP-based P2P solutions, requires a detailed accounting of all the costs associated with an on-premise deployment for an apples-to-apples comparison. In a SpendMatters Compass Series Report on, "Getting the Most from ERP Procurement and Spend Management Applications," Up-Front and Recurring Cost Considerations must be accounted for with an on-premise model as shown in Figure 3 below.

Figure 3 : ERP/On-Premise Up-front and Recurring Costs

Up-Front Cost Considerations	Recurring Cost Considerations
▪ Software license	▪ Software maintenance fees (application)
▪ Database software license	▪ Software maintenance fees (other)
▪ Operating system software	▪ Hardware maintenance
▪ Network and security infrastructure	▪ Software service packs
▪ Servers and other hardware	▪ Software upgrades
▪ Implementation, scaling	▪ Cross-system MDM
▪ Cross-system MDM	▪ IT support
▪ Supplier on-boarding (transactions)	▪ Help-desk support
▪ Supplier on-boarding (catalog content)	▪ Ongoing supplier on-boarding
▪ Supplier integration	▪ Ongoing supplier management
▪ Catalog implementation	▪ Back-end maintenance
▪ Data validation	▪ Catalog management
▪ Initial supplier management/training	▪ Supplier management/training/support

Source: SpendMatters Compass Series 2010 Volume 3: "Getting the Most from ERP Procurement and Spend Management Applications"

Focus on Adoption (Users and Suppliers)

User adoption of any new system is an obvious pre-requisite for success, but when it comes to P2P, perhaps no enterprise system has as large a potential user footprint. Within the enterprise, any employee in any functional organization could be either a "casual" user interacting with the system on an infrequent basis as a "shopper" or requisitoner, or an occasional approver or reviewer. In addition, each organization will have a number of "power" users such as procurement staff, or others with designated buying authority, along with IT or system administrator support staff. Moreover, external suppliers must be on-boarded and enabled to provide catalog content and receive and respond to orders. Altogether, a typical P2P deployment encompasses thousands or tens of thousands of internal users and hundreds if not thousands of suppliers. Identifying the key usability requirements that will help achieve maximum adoption across each type and class of users – while resisting the urge to develop exhaustive feature/function checklists which apply equal weight and importance to more esoteric or seldom-used capabilities as to core usability requirements – is an important step in the due diligence process. The following are key requirements to support common P2P use cases and maximize user adoption:

End Users

Shopping

- Amazon-like category and keyword search of approved vendor catalogs with contracted items/pricing
- Filter search results by price, supplier, manufacturer
- Item details with product images
- Side-by-side item comparison
- Add to cart with items auto-classified to correct category code, UOM, GL Account
- E-forms to guide user through requisition for non-catalog items (including services) – automatic classification based on description, present approved vendors for category and provide category-specific attributes for specification by requisitioner
- Saved favorites/re-order shopping lists and saved/shared shopping carts

Requisitioning

- Requisitions can contain multiple items and suppliers
- Automatic default of ship to/bill to, delivery date, and GL accounting from user profile
- Ability to edit at line item level to split accounting/deliveries
- 3 clicks to create shopping cart and checkout
- Ability to enter comments or add attachments

Status Tracking

- Graphical view of requisition workflow approval process/status
- Notification of approval status
- Audit trail of changes to requisition or orders
- Complete Goods Receipt delivery verification

Power Users

System Management and Administration

- Drag and drop workflow process configuration of category-specific and other rules-based workflows
- Support for "buy on behalf of" centralized purchasing with items charged to end-user account/budget code
- eRFX functionality to obtain and compare quotes for Spot-buy or Off-catalog requisitions
- Ability to edit requisitions and orders prior to PO placement
- E-Mail notification to approvers of pending requisitions with one-click approval (or rejection) from within e-mail (including SmartPhone) without log-on to P2P application
- User permissions (including catalog views) restricted by organization (Company/Business Unit/Department/Location) or user role
- Establish business rules and tolerances for catalog changes and invoice matching
- Automated approval workflow routing for supplier catalog content loads and updates
- System-wide standard and ad-hoc reporting, including full spend transaction reporting of properly classified (following UNSPSC or industry or company-specific taxonomies) spend data

Accounts Payable

- eInvoicing/Payment Matching
- Rules-based three or two-way matching of goods receipt, PO, and Invoice
- Receive supplier generated invoices (via cXML or portal), create electronic invoice through on-line input or OCR (Optical Character Recognition) paper invoice scanning
- Integration to back-end Financial Accounts Payable/ERP systems of approved ("OK-to-Pay") payment matching for vendor remittance with updates to P2P system for payment tracking

Suppliers

Supplier Portal/On-boarding

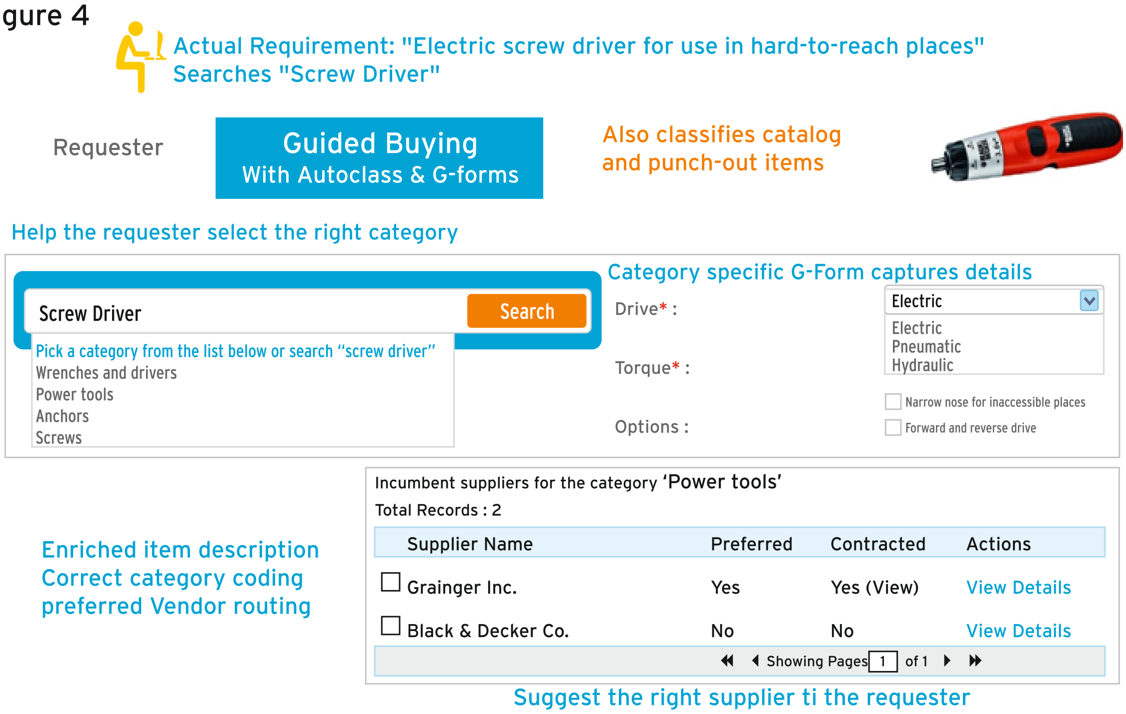
- Self-service tools to upload catalog files or punchout credentials, with buyer workflow approval routing to review and approve catalog item and pricing updates
- Multiple catalog file upload formats supported (CSV, CIF, XML) automatically mapped to standard catalog template without requiring supplier to re-format catalog file
- Auto-classification of catalog content to UNSPSC standard categories
- Electronic (cXML) PO delivery or e-mail notification with portal access to receive and confirm POs and create a "PO-flip" invoice or ASN (Advanced Ship Notice)
- No participation or transaction fees to suppliers
- Supplier on-boarding project management and support services

Design for Compliance

The underlying driver for P2P adoption is compliance, both Compliant *Buying* – from approved vendors at negotiated prices – and a Compliant *Process* – correctly categorized, coded and approved purchases that flow through as touchless, paperless orders. The first goal – Compliant Buying – is only partially achieved by enabling users to search from approved vendor catalogs at negotiated prices. But many P2P systems have a compliance "blind spot" when users need to buy something that is not on the catalog – either a non-"catalogable" service such as contingent labor, print, maintenance, or professional services or an unplanned spot buy that is not on the catalog. In most cases, these non-catalog items result in free-form requisitions that are prone to be misclassified and therefore routed through the wrong category workflow approval process and coded to the wrong General Ledger Account, and because they do not automatically suggest an approved vendor, could result in off-contract or Maverick Buying.

Zycus has introduced "Guided Buying" as a P2P innovation that closes the compliance blind spot for off-catalog requisitions, which account for 1/3 or more of all requisitions in a typical P2P deployment and as much as 50% or more of total spending, enabling both higher levels of Buying and Process Compliance. Think of it as a GPS for P2P – a "Guided Procurement System," that is. Users that can't find what they are looking for from a catalog search can launch Guided Buying at any point in the process and be presented with a category-specific G-Form (a guided e-Form) derived from auto-classification of the relevant category as suggested by the user search term or item description. As described by Pierre Mitchell, Chief Procurement Research Officer from The Hackett Group, *"Zycus' AutoClass LiveConnect, does real-time auto classification to let the user confirm the appropriate spend category and can then be used to help guide that requisitioner to the preferred supplier and the preferred buy-pay channel. This is what makes the technology powerful – not just a slick consumerized UI."*

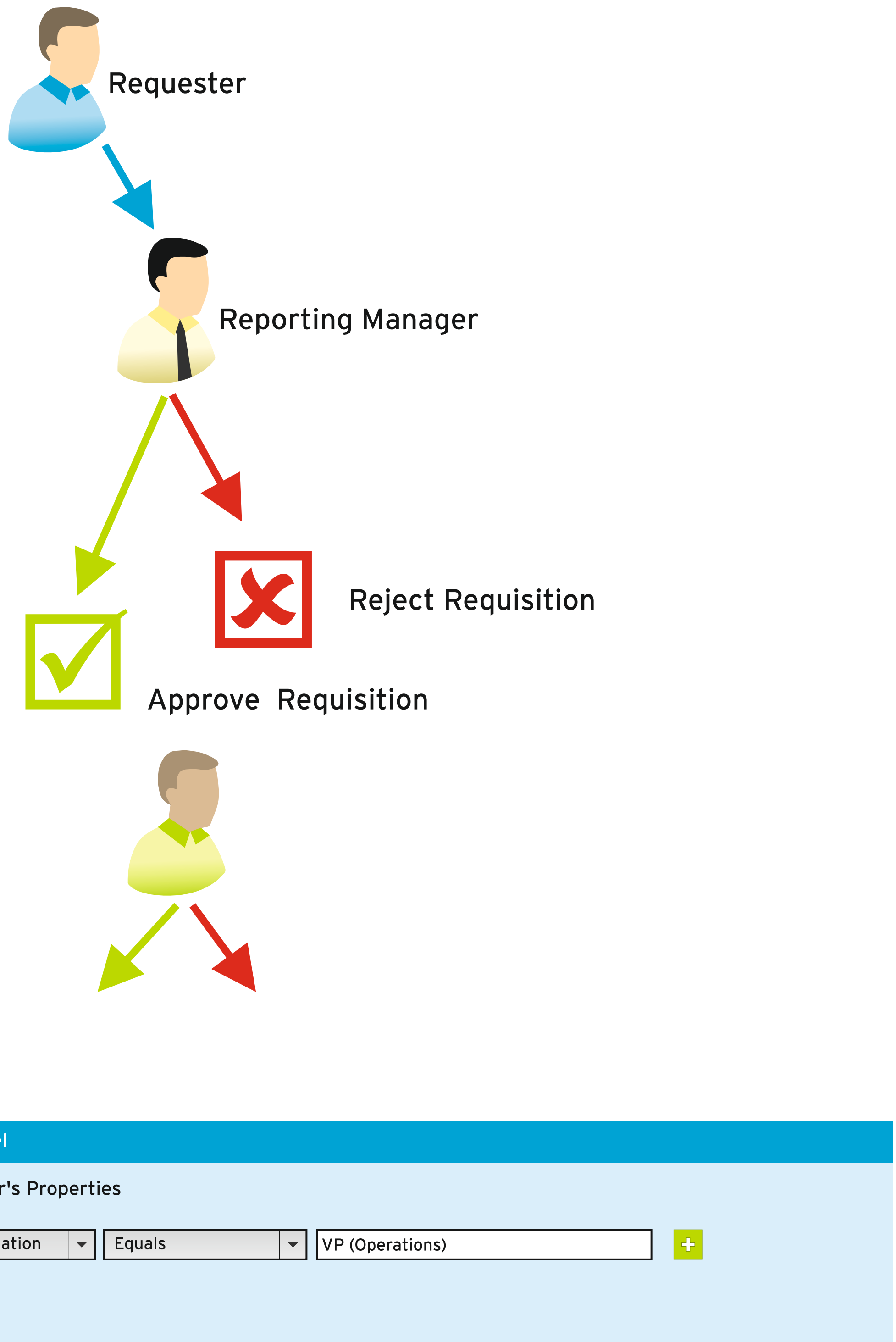
Figure 4



Here's an example of how Guided Buying works – a catalog search for "Screw Drivers" yields plenty of hits, but none match the user's specialized requirements, in this case, a narrow-nosed electric screwdriver accessible to hard-to-reach places. By launching Guided Buying, the user is presented with the proper classification and the appropriate G-Form to specify the exact requirements, as well as the preferred vendor for the category as shown in Figure 4 .

A compliant process design also requires that category-specific workflow approval processes be easy to configure and deploy and should afford end-users with end-to-end status visibility. As shown in Figure 5 below, a graphical, "drag and drop" workflow process configurator makes it easy to deploy category or business unit specific, role-based workflow processes with multiple-approval levels that ensure adherence with company buying policies and procedures.

Figure 5



Prioritize the Plan

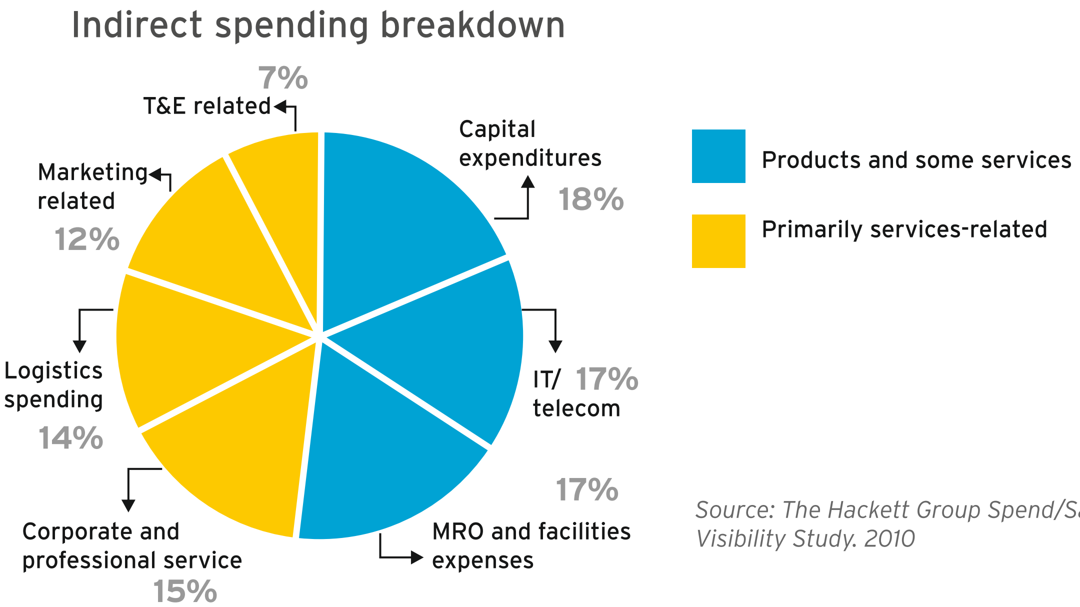
Tempting as it might be to address all spend categories, on-board all suppliers, and ramp all users in each geographic location across the globe at the outset of project Go Live in a "Big Bang" deployment strategy, best practices indicate that for an organization of any size and scale, a phased approach is a requirement for success. Plan on short phases, though - not more than a quarter per phase, or at least as quickly as the organization can assimilate, as the technology, given a Saas (Software as a Service) deployment model and web 2.0 usability features, will not be a constraint for any organization looking for a rapid implementation and speed-to-benefit. Some best practice considerations for developing a prioritized plan with appropriate phasing include:

1. Start with Category Targets – Identify the top Materials and Services categories to be included in Phase I of the P2P roll-out. A category-based strategy is essential to gain positive traction with users and will be a pre-requisite to inform subsequent phasing decisions. One of the biggest deterrents to user adoption is to launch the P2P solution and have frustrated users that log-on to shop, only to leave disappointed because they could not find what they were looking for – the adoption risk is that some percentage of those users will never return because of a bad first experience. By adopting a category-centric approach to the implementation plan, the priority becomes on-boarding all the relevant suppliers for the targeted category to achieve a critical mass of content, thus ensuring that users focused on the category are much more likely to have a rich, on-line shopping experience with a broad range of choices from which to compare, leading to a positive experience and strong word-of-mouth buzz for the new solution.

Of course a rapid ROI is equally important as, if somewhat dependent on, user adoption. Category prioritization decisions should ordinarily start with a high level spend analysis to "bucketize" key spend categories which generate the highest spend and transaction volumes. From an indirect materials standpoint, many organizations experience larger volumes in categories such as IT, Capital, MRO (Maintenance, Repair and Operations), or Office Products, however, services categories cannot be overlooked when the goal is to achieve maximum spend and process coverage with P2P. As shown in the Hackett Group analysis in the figure below, Indirect categories that are "Primarily Services-Related" such as Corporate and Professional Services, Logistics, Marketing, and Travel, constitute almost half of total indirect spending, and when services embedded in primarily product related categories such as MRO/Facilities, IT/Telecom, and Capital are factored in, overall purchased services spending makes up nearly 2/3 of total indirect expenditures.

Figure 6

Most Companies' indirect expenditure are services-related



Source: The Hackett Group Spend/Savings Visibility Study. 2010

2. On-Board Category Suppliers – having selected the key categories for Phase I, it is now possible to develop a targeted list of category-specific suppliers for on-boarding. At this stage there should be another cut of the spend data to determine those suppliers which constitute the greatest proportion of spend and transaction volume within the category. An additional benefit of this supplier prioritization is that these are also larger suppliers which are generally more technologically savvy and will require less time and support through the on-boarding process.

3. Stage the User Ramp – the category selection decisions should help determine which types of users to focus on in the first phase of user training and roll-out. From an adoption standpoint, users that are more likely to assimilate the new technology – IT or Administration for example – might be prioritized to generate some early traction and quick wins. Moreover, global enterprises should plan for a geographic phasing of their roll-out strategy, usually starting with the headquarters and other locations within the country that the organization is headquartered, before moving on to other geographies around the globe, the assumption being that those locations are more likely to have available support resources to ensure a smooth roll-out. Organizations with multiple business units should also consider establishing a "proof-of-concept" within a single business unit as a beachhead before replicating that success within other business units.

4. Configure for Categories – the category prioritization decisions will also help drive content development and system configuration decisions. For services categories in particular, relevant e-Form templates should be customized and configured according to the organization's standards and requirements. Likewise, category-specific workflow approval processes will be configured according to the schedule, along with development of company specific category taxonomies or hybrid taxonomies that leverage industry or company-specific terminology at higher levels, along with the most granular categorization from a standard taxonomy such as UNSPSC (United Nations Standard Products and Services Code) at the lowest levels.

5. Plan the Work, Work the Plan – the underpinning of whichever phasing strategy is adopted – category-based or otherwise – will naturally be a detailed project plan, spanning the entire project, but with specific deliverables and milestones for each phase, especially Phase I. A representative, high-level Phase I project plan which can be completed within 60 days includes the following activities as shown below.

Phase I P2P Project Plan

- **Tool set up (Weeks 1-2)**
  - As-is procurement process study
  - Understanding the customer business practices and rules
  - Master data set up
  - User profile configuration
  - Configuration of business rules
  - Workflow configuration
- **Tool trial run (Weeks 3 -6)**
- **Integration (Weeks 3-6)**
  - Understanding integration requirements
  - Creation of Integration architecture framework
  - Integration connection
- **Supplier on-boarding (Weeks 1-6 and Ongoing)**
  - Supplier program management- Calling and on-boarding the suppliers
- **Catalog Management (Weeks 2-6)**
  - Initial catalog upload assistance
- **Training (Week 3)**
  - Train the trainer approach- Onsite training with up to 15 attendees
- **Tool roll out (Weeks 6-8)**

Visualize the Future State

In addition to achieving the targeted P2P performance levels established through the benchmark and business case analysis steps up-front, there remain further opportunities for process optimization by synchronizing P2P with the overall Source-to-Pay process by identifying critical linkages with Spend Analysis, Sourcing, Contract Management, Supplier Performance and Financial Savings Management disciplines and applications.

For example, prioritized category savings opportunities identified through Spend Analysis, which automatically initiate Sourcing projects, result in contractual agreements that feed the P2P system with contracted pricing and terms. Moreover, supplier performance ratings can inform preferred vendor selections as users search vendor catalogs and select products. In addition, P2P spend can be tracked against contractual agreements to calculate volume rebates, realized contract savings, or SLA (Service Level Agreements) performance or BPA (Blanket Purchase Agreement) usage.

About Zycus

At Zycus we are 100% dedicated to positioning procurement at the heart of business performance. For more than a decade we have been the world's most trusted leader in Spend Analysis. With our spirit of innovation and a passion to help procurement create even greater business advantages, we have evolved our portfolio to a full suite of Procurement Performance Solutions – Spend Analysis, eSourcing, Contract Management, Supplier Management, Financial Savings Management and Procure-to-Pay.

Behind every Zycus solution stands an organization that possesses deep, detailed procurement expertise and a sharp focus on being responsive to customers. We are a large – 600+ and growing – company with a physical presence in virtually every major region of the globe. We see each customer as a partner in innovation and no client is too small to deserve our attention.

With more than 200 solution deployments among Global 1000 clients, we search the world continually for procurement practices proven to drive competitive business performance. We incorporate these practices into easy-to-use solutions that give procurement teams the power to get moving quickly – from any point of departure – and to continue innovating and pushing business and procurement performance to new heights.

ZYCUS™
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