A Guide to Developing a Responsive, Cloud-Based Procurement Process

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Harness Strategic Procurement for a Competitive Advantage

Small-to-medium businesses (SMBs) can turn their procurement processes into a competitive advantage. With the right process planning, technology investments, and focus, strategic procurement helps fast-growing companies save money, speed up vital processes, and improve the partner and employee experience.

As Deloitte notes in its 2019 CPO survey, "A clear shift in procurement focus towards innovation and value requires an acceleration in the pace of change."[1] The areas identified as key focus points include talent, leadership, and digital initiatives. Leaders at fast-growing organizations have an opportunity to leverage their vision, emerging technologies, and process improvements to turn strategic procurement into an ongoing competitive advantage.

Well-managed procurement helps control costs, enforce compliance, and offer better experiences to a range of stakeholders. Collaborative tools speed up cross-departmental contract reviews and eliminate unnecessary delays.

[1] Deloitte, "2018 CPO Survey," www.deloitte.com.

Topics to be explored in this ebook include:

- Improving supplier management, qualifications, and relationships with responsive procurement and sourcing

- Offering end-to-end support throughout the procurement process through integrated, cloud-based technology solutions

- Learning more about advanced procurement features such as supplier portals, self-service procurement tools, analytics, and mobile enablement to strategically update your company's procurement strategy

Deloitte's CPO survey further found that leaders identified the following priorities for the year ahead:
- 78%: Reducing costs
- 58%: Developing new products and new markets
- 54%: Managing risks

Each of these three key areas touches on the procurement process. Oversight can keep costs contained and buying on contract. Carefully managed vendor relationships are essential to rolling out new products and services at scale. Supplier qualification and ongoing contract oversight play a crucial role in managing and mitigating risk. Here's a closer look at how fast-growing organizations can turn procurement into a differentiator.
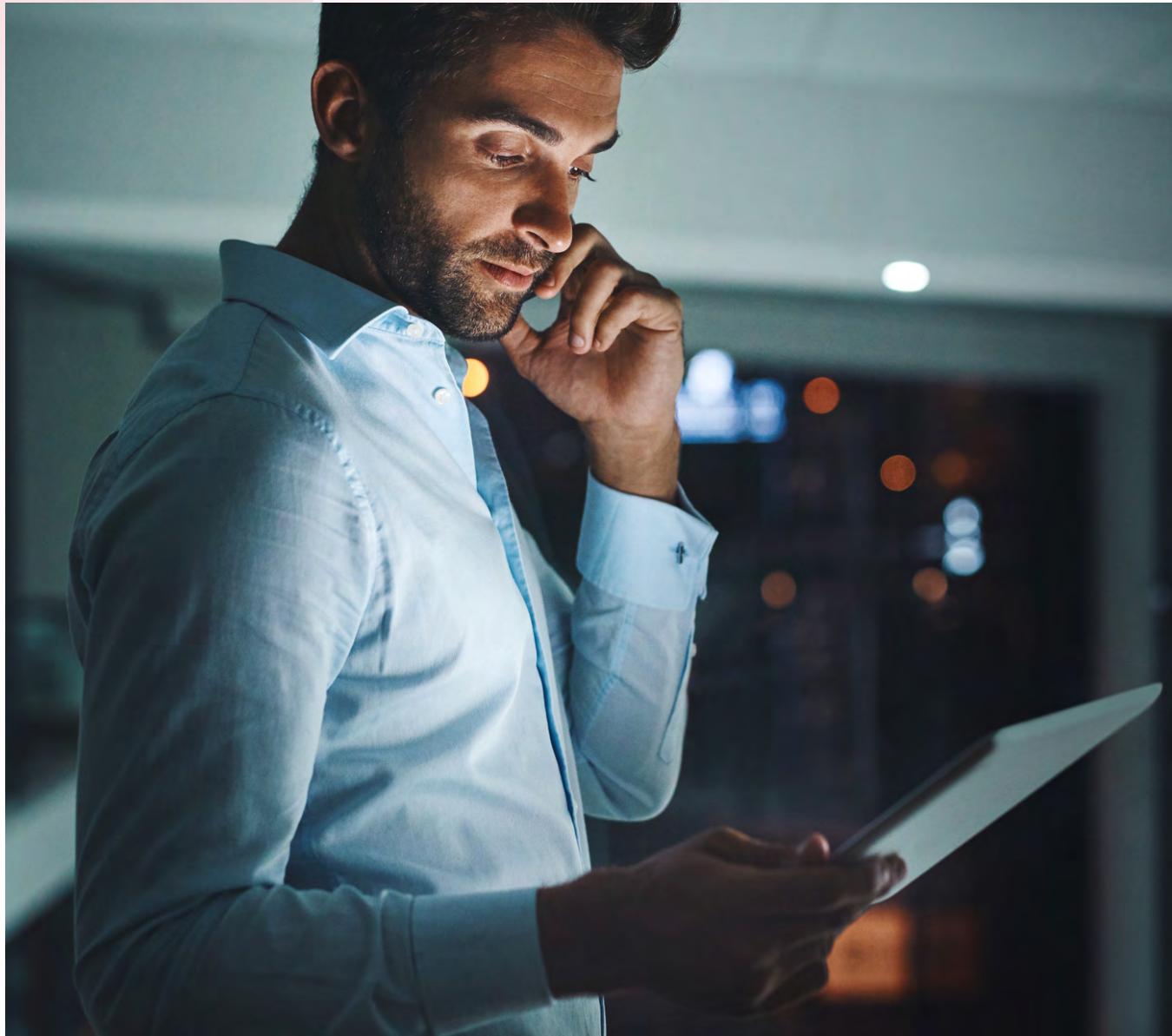
How to Save Money and Time with Strategic Cloud Sourcing

Cloud-based technologies help fast-growing companies to strategically enhance their sourcing efforts to save time and money, increase the chance of working with the best vendors, and create a rigorous process for internal reviews and vendor scoring to develop the best request-for-quotes (RFQ) process. Cloud-based sourcing tools support:

Improved Supplier Negotiations

Cloud-based sourcing solutions enhance supplier negotiations, allowing easy access to data and past sourcing events to establish guidelines for pricing and determining where there may be an opportunity for better terms. With templates and pre-loaded guidance, it's easy to set up documents that comply with company policy and expedite them through the approvals process. Supplier analytics offer opportunities for additional cost savings or better collaboration in your ongoing negotiations.

Speed Up the Awards Process

Cloud-based sourcing solutions help attract a range of prospective suppliers to your RFQ. Key features help you distribute RFQs to multiple suppliers and monitor when proposals come in. If it's getting close to the deadline, it's easy to see who hasn't responded and follow up as necessary. After proposals are submitted, cloud-based sourcing solutions help small-to-medium businesses evaluate the bids received on multiple dimensions.

Who offers the best price? Which companies might be at risk of defaulting? Are there other factors to consider? Libraries and multi-stage RFQ processes allow SMBs to develop a customized procedure based on industry best practices. With collaborative features, involve a variety of stakeholders in the evaluation process and use a robust scoring model to achieve a more objective assessment of final quality.

Identify and Reduce Supplier Risk

Vendors and suppliers provide critical products and services to fast-growing companies. Yet as compliance comes to the forefront, it's important to vet prospective suppliers—and existing partners— to control for and help mitigate risk. Sourcing Cloud solutions help you stay on top of the ever-important process of supplier qualification management. Set minimum criteria for suppliers responding to bids and ask them to upload supporting documents such as certifications, budgets, insurance coverage certificates, team resumes, or past project references. During the onboarding process, gather all the details needed to thoroughly assess risk, and then improve monitoring by utilizing predictive analytics to identify a supplier that's at risk of failing to deliver.

Improve Management with Better Visibility

Visibility into sourcing is critical for today's fast-growing companies. Whether you're monitoring where a new contract is in process, drilling down into recent sourcing activity, or working to identify ways to save money, Sourcing Cloud can help. Real-time data visibility supports smart decisions during the awards process and helps leaders identify savings opportunities during a negotiation. With the right data and insights, sourcing and procurement become dramatically more effective and efficient processes.

Sourcing is an important and often overlooked area that can help small-to-medium businesses gain a substantial competitive advantage. Save money, identify the best suppliers, mitigate risk, and create efficient internal workflows. Sourcing Cloud can move your procurement process forward while laying the foundation for efficient execution, cost savings, and a host of other benefits.

Supplier Contract Management—Why It's So Utterly Important

Supplier contract management is a cornerstone of procurement-done-right. Having the right processes and tools in place is critical to overcoming delays, managing ongoing contracts, and staying in compliance with company and industry guidelines.

For fast-growing companies, balancing the efficient administration of contracts with the legal requirements of compliance is a challenge. The right technology systems can improve collaboration, eliminate delays, and manage the full lifecycle of supplier contract management.

Growing Companies Can Improve Supplier Contract Management

The right procurement system improves supplier contract management and internal collaboration in two ways:

- **Streamlines collaboration:** Three distinct departments can be involved in procurement: legal, contract, and purchasing. Keeping them all on the same page can be difficult, and information sharing or documents under review can cause bottlenecks. Improved supplier contract management starts with a procurement technology solution that enables better collaboration. For example, it's essential to make sure that all the information associated with a contract is held in a central place, so each department has access to the same information and can see where a contract under development is in the workflow.

- **Workflow management:** Often, the processing of developing contracts has certain dependencies; a specific step must be completed before another can occur. Each user can be given access to review, comment, and approve, depending on their role in the process. Alerts let the next person in the workflow know when a step is complete, so there's no risk of delays or emails being lost in transit. The full contract and any related documents are centrally available for stakeholders to reference and review.

The Four Benefits of Streamlined Supplier Contract Management

1. **Contract deadlines and renewals:** One of the biggest headaches contracts departments wrestle with is staying on top of contract deadlines, renewals, and milestones. The right technology makes it easy to automate notifications as due dates approach.

Manually staying on top of every deadline isn't practical. For example, Procurement Cloud systems alert you when you're nearing an expiration or a renewal date. Wrapping up a contract or extending it also becomes more manageable, as the platform facilitates collaboration with both suppliers and internal stakeholders (such as the legal department). Small-to-medium businesses can now manage dozens, hundreds, or even thousands of contracts.

2. **Centralized contracts management:** Another best practice fast-growing companies are focused on is centralizing documentation. From contract deliverables to supporting documentation, companies are now taking advantage of software tools that allow them to store everything in a central repository.

During a renewal or when there's a possible contract breach, it's critical that all supporting documentation—from terms and conditions to the scope of work—be available. Then, in the case of a performance question or legal issue, it's easy to evaluate the entire situation.

3. **Managing projects to scope:** Are your suppliers meeting deadlines, submitting deliverables, and staying within budget? Often, those transactional details are intertwined with the legal aspects of the contract. Within Oracle Procurement Cloud, for example, all the information associated with a contract is centralized in one place. The system can help you answer important questions about whether your suppliers are trustworthy, accurate, and hitting performance agreements.

When there's a question, all legal components are available in the system, so anyone who needs to review the information and determine next steps can do so quickly and efficiently. Managing projects to scope becomes a streamlined, objective process—and important details don't fall between the cracks.

4. **Faster processing of signatures:** Finally, when you're ready for suppliers to sign a contract or you need to countersign for the files, Oracle Procurement Cloud integrates with DocuSign for faster processing. As electronic signatures have become industry standard, incorporating them into your workflow speeds up the final execution process.

For small-to-medium businesses, effective supplier contracts management is one of the most important aspects of the procurement lifecycle. The right solution centralizes documents, enables better collaboration, and streamlines contract management.
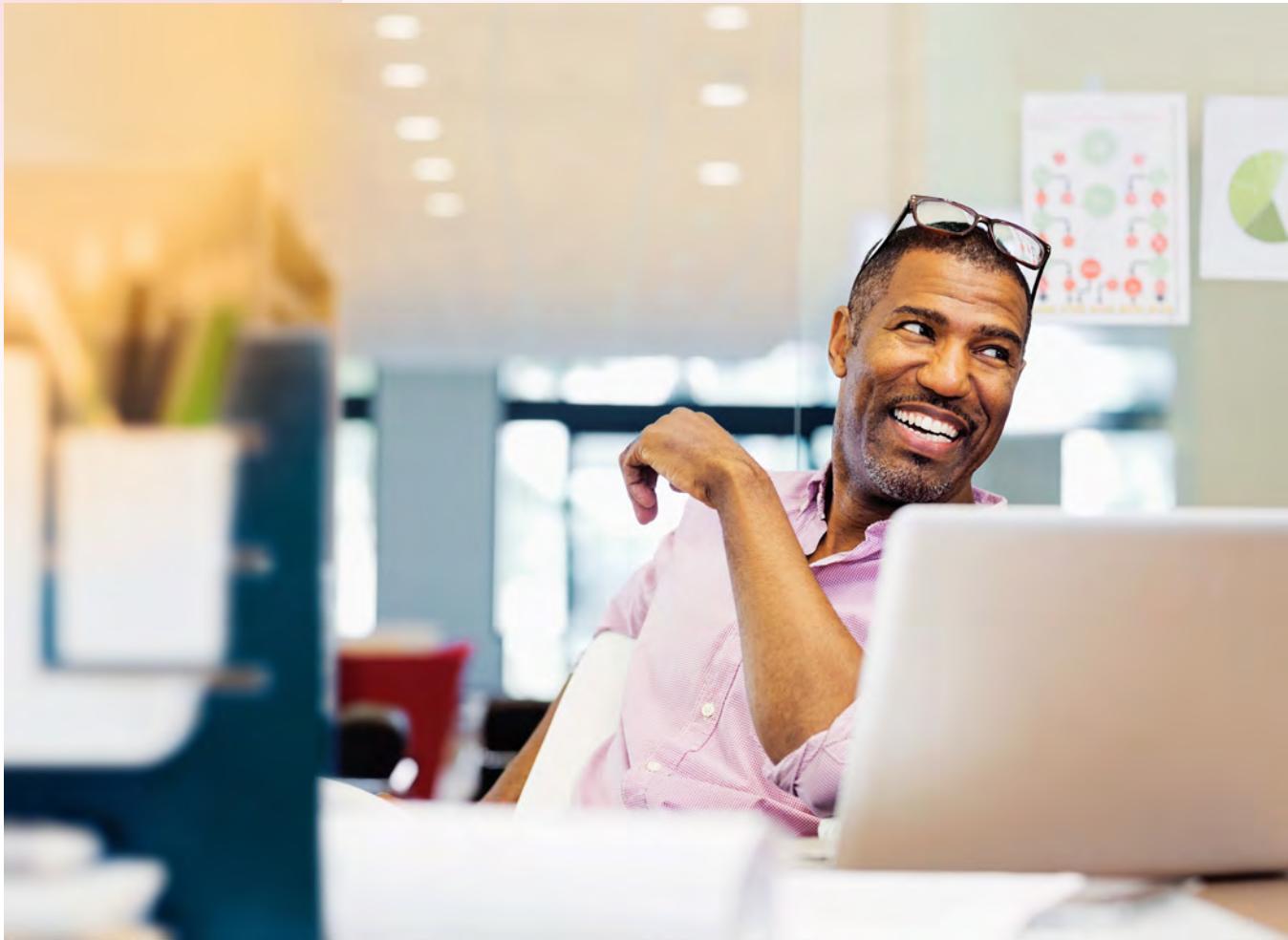
Must-Have Features for Cloud-Based Supplier Contract Management

Procurement Cloud solutions help growing companies manage their procurement contracts. Here are four must-have features to look for:

High-Level Standardization Features

Another essential role a cloud-based procurement solution plays is standardizing the contracting process. Small-to-medium businesses may be moving away from an ad hoc contracting process or looking for better support and enforcement for standardization. No matter the motivation, standardization of the contracting process offers growing companies numerous benefits.

Consistency in contract creation helps cut costs, improve delivery, and eliminate some of the common challenges associated with procurement. The right Procurement Cloud solution helps you outline your company's rules and policies. Each time a new contract is created, it will be developed with those business guidelines driving the process.

Language Clause Libraries

Consider the case of a frustrated procurement officer who feels challenged by lengthy legal reviews. After evaluating the internal procurement process, the officer determined the business has worked with a pool of vendors under very similar contracts. The scope or timelines might change, but the terms and conditions didn't vary at all.

By leveraging a language clause library, it's possible for procurement officers to create drafts with pre-approved language and speed up the legal review process. If your company uses standard vocabulary in certain parts of every contract, it's easy to pull that template from the language clause library. From there, you can spend your time focusing on working with legal and other stakeholders to compose language that is being used for the first time or focus on places where the contract might deviate from the standard approach.

Approval Processes

Managing contract approvals often comes down to collaboration. Any single contract might need reviews from contract, procurement, legal, and other internal stakeholders. How can you be sure at any moment that you're looking at the latest document and that you have access to all the comments made so far in the process? With cloud-based procurement solutions, each step of the approval workflow is defined.

Centralized documents can be reviewed, modified, or approved by each stakeholder in a predefined order. Any additional documents can be attached, and notes, caveats, and concerns captured so that everyone involved in the approvals process has the full context. By eliminating the need to track down documents or worry that an email goes missing an overflowing inbox, notifications keep approvals moving forward. It's easy to log in at any point and have full visibility into where a contract is in creation, review, or execution.

Contract Workflow Management

Effective, responsive procurement is only possible when you have the right tools to understand how your procurement process is operating. Cloud-based procurement contract solutions provide more in-depth insight into the overall workflow. Has every step been completed? Do you have a clear plan in place for different types of contracts? Are there bottlenecks or obstacles that can be addressed for better long-term performance?

At the same time, these features let your small-to-medium business overcome unnecessary delays. Approval workflows allow you to push contracts through review and signature steps efficiently. Centralizing documents makes it easy to see everything associated with a contract, or to create an audit trail of review, amendments, and other comments. Finally, it's easy to stay up to date and on top of the full contract lifecycle with alerts that let you know a contract is expiring or needs attention.

Cloud-based procurement contract solutions simplify the contracts creation process, speed up approvals, centralize management, and offer visibility and support from a contract's start to finish.

Supplier Qualification Management is Essential, and What Can Go Wrong

Effective supplier qualification management isn't just about finding the best provider for the job. It's a critical step in protecting your business against compliance violations and other risks. When a fast-growing company misses an error or mistake in the supplier qualification workflow, it can be devastating. Even if it was a mistake or an oversight, lapsed insurance or an expired certification can cost thousands or millions of dollars in fines. That responsibility falls back onto the buying organization. It's their responsibility to track, manage, and challenge vendors to make sure they're being ethical, thorough, and compliant. With the right technology, it's easy to make sure that you're compliant, up to date, and doing business with the right suppliers.

Supplier Qualification Management: What Goes Wrong?

Supplier qualification vetting begins with verifying a vendor's status in terms of business, industry certification, insurance coverage, and more. Increasingly, companies are also having to check companies or independent contractors against government lists to cover issues like conflict minerals, terrorist watch lists, or sanctions. Often, you're required to retain records of these searches for a specific time period in case a violation does occur. One look at the headlines shows how costly a single misstep in this area can be.

Quickly performing this process manually is less than ideal. It becomes impossible to track, and it is subject to human error risks. Instead, fast-growing companies are turning to technology for additional due diligence during the process to onboard vendors and register them in the system.

How Technology Helps Streamline Supplier Qualification Management

Procurement Cloud solutions streamline all areas of supplier qualification management. The most common benefits include:

Standardized processes: Procurement technology establishes a checklist each supplier must go through—both initially and regularly—to be validated. Defining that process and then incorporating the right technology standardizes the vetting system. Technology can identify missing information, alert you to upcoming deadlines, or highlight a prospective problem automatically.

Centralized documentation: During the supplier qualification process, a vast amount of information is gathered. Under current systems, business status, insurance information, and a W-9 might all be stored in different places. Integrating these documents creates a supplier profile that's easy to reference and provides a much more holistic, accurate picture of the individual or organization you're dealing with.

Customized evaluations: Companies of all sizes increasingly want access to more robust assessments, like terror watch lists or sanctions. Organizations sometimes need help understanding how to conduct those evaluations, and to determine where in the process they should happen. By clearly defining processes, outlining all necessary steps, and then harnessing technology, the entire process is easier to execute. No step is missed, and the results are easily accessible if a question or legal issue arises.

Improving Supplier Qualification Workflows

The supplier qualification workflow itself is intensive. It involves a significant number of questions, documents, and verifications. With a supplier qualification solution like Oracle Supplier Qualification Management Cloud (part of Oracle Procurement Cloud), small-to-medium businesses can engage with suppliers directly through a portal. In many cases, it's possible for a supplier to log in, see what information is needed, and upload the files directly to your system. Eliminating administration and shifting some workloads back to suppliers helps procurement teams focus on strategic execution. With analytics and dashboards, critical issues are less likely to be overlooked, and procurement teams can act instead of spending time digging through emails for related documents.
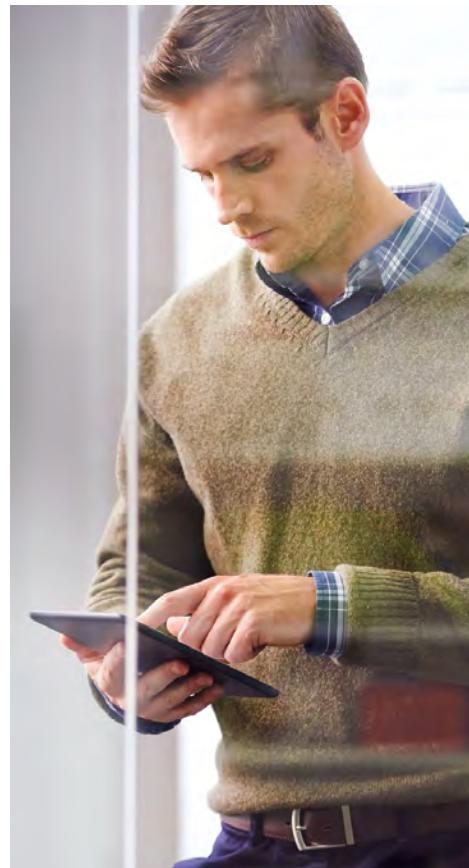
Using a supplier portal—and making it a success—requires an upfront investment in establishing the portal, training suppliers, and moving workflows there. Once you take those steps, having a successful supplier portal can become a core competitive differentiator. Here are a few other tips to ease the adoption:

INVEST IN TRAINING: Do not overlook the importance of supplier training. Make it a high priority, and bring your suppliers into the process early for better engagement. Supplier training helps with understanding and can highlight the benefits such as faster processing of invoices and other projected process improvements.

CONSIDER A PILOT: If you're considering implementing a supplier portal but you're not ready to roll it out across the entire organization, a supplier pilot might be the right way to go. Many growing companies will select a few preferred vendors or selected suppliers they're most comfortable with. Make them part of implementation and testing. You'll gather critical data, allowing you to customize the portal experience to meet your suppliers' needs, and you'll get early adopters invested, making it easier to roll the system out across the wider supplier base.

INVEST IN COMMUNICATIONS: Introducing a supplier portal will be much more successful with a communications plan. Start early, giving suppliers plenty of notice that the supplier portal is coming and offering a view of your timeline. Once you're ready to begin onboarding, provide insights on training, logging into the portal, and who to call with questions or support. The more self-service resources you can provide, such as training and user guides, the more effective suppliers will be using the portal.

Supplier Portal: Competitive Differentiator or Must-Have Offering?

Supplier management can be a challenge: Just consider what goes into onboarding a prospective supplier. The process requires submitting dozens of documents, filling out questionnaires, going through background screening, and more. If a fast-growing company manages this process manually, it is challenging to deliver an excellent supplier experience. Technology can streamline the entire process by implementing supplier portals.

What Should a Supplier Portal Do?

Imagine if your suppliers had a central website where they could submit invoices, download documents related to their contract, upload items needed for supplier qualification, or check policy details on your FAQ. That's how supplier portals such as Oracle Supplier Portal Cloud (part of Oracle Procurement Cloud) work. Supplier portals help fast-growing companies manage procurement by offering:
- The real-time flexibility of self-service solutions to complete tasks, access documents, and located needed information
- A streamlined supplier workflow, whether you're reviewing compliance with vendor qualification guidelines or following a process for invoicing
- Less of an administrative burden on your procurement team in terms of supplier management, allowing the team to focus on strategic processes and relationship building.

Streamline Transactions

One of the crucial benefits of supplier portals is streamlining the transactional core. For example, if a supplier can log in, see their purchase orders, acknowledge them, and submit invoices, that eliminates a tremendous administrative burden. Looking for ways to automate core processes offers better visibility and faster turnaround, and it frees your team to focus on strategic workflows.

Improve Document Sharing

Document sharing is another area where businesses can develop critical efficiencies. For example, consider the supplier qualification process. By using the supplier portal as a collaborative home base, suppliers can input their contact information, W-9s, insurance certifications, and other supporting documentation. At the same time, buyers can push documents to suppliers, so they have a central shared repository. Using a supplier portal increases efficiency by moving away from emailing individuals. Ultimately, the portal can also review contracts, manage renewals, or deal with an audit process.

The Power of Self-Service Procurement to Control Spend and Improve the Employee Experience

In many organizations, getting a deal approved can be a long and Procurement also impacts the employee experience. When a small-to-medium business adds more global offices and employees, managing procurement can be a challenge—especially when it comes to meeting today's employee expectations. Today's teams want fast, efficient, and consumer-like requisition experiences when they need to make a purchase. Here's how fast-growing SMBs are using self-service procurement features to control spend, speed up business, and delight employees.

Provide an Organic, User-Friendly Shopping Experience

Ecommerce has changed the way that we shop, and major retail brands have worked hard to create digital experiences that remove the friction from shopping online. Those experiences have shaped the way people expect to buy, even in the workplace. Self-Service Procurement Cloud solutions make it easy to offer and scale a smooth, consumer-like buying experience. Users don't have to sit through extensive training. Instead, they can use an intuitive search interface, create shopping lists, and buy the items they need from pre-approved purchase lists. Employees are more satisfied, and procurement teams can reduce support costs and speed up the buying process.

Customize a Catalog for Preferred Vendors

While the ease of online shopping sounds great, the reality is that business procurement can be more complicated. The right Self-Service Procurement Cloud solution lets growing companies customize the back end to control costs and keep employee buying activities compliant. It's easy-to-drive compliance simply by populating the procurement site with approved suppliers. Let's say an employee is looking for a laptop, and your organization has three approved vendors. An employee shopping for a new computer will be directed to those vendors and automatically see what options are available.

Add Features for Unusual Workflow Steps

It's also possible to create workflows that support unusual circumstances. What if a purchase needs to be split between two project accounts, for example? Perhaps a buyer needs to arrange one-time delivery to a specific location. It's possible to configure a self-service procurement solution to support these needs while making sure to request the necessary approvals for exceptions.

Take Advantage of Negotiated Prices with Catalog Management

One of the best ways to control costs is to negotiate better pricing from preferred vendors. However, it can be a challenge to 1) communicate that information to employees and their managers or 2) direct employees to the right place when they need to buy an item. Sometimes it seems easier to go to the nearest office supply store. Cloud-based procurement solutions help solve that problem by giving companies access to the best catalog-management tools. By having control at a deep catalog-management level, it's possible to always take advantage of your best negotiated pricing.

Speed Up the Approvals Process

One of the most effective tools fast-growing companies have to control costs are purchase approvals. For example, depending on an employee's role, they may have the discretion to make certain kinds of purchases or buy items up to a preset dollar amount without approval. In other cases, every buy may need a manager's sign-off. Rules-based management makes it easy to set up these rules and then enforce them across your organization, without taking management's or the procurement teams' time.

With a multi-level user approval process, each purchase gets routed to the right person for sign-offs. Whether you're dealing with a standardized process or need to customize sign-offs for a unique purchase, it's easy to do. Approvers can log in and approve a purchase, reject it, or send it back for revision. It's possible to share notes, attach documents, or request more information.

Investing in a self-service procurement solution offers fast-growing companies a world-class buying experience for employees while keeping oversight and compliance at the heart of the process.

Is Your SMB Ready for Mobile Procurement?

Today's growing companies need a mobile-friendly procurement process. A service representative may be in the field working with customers and need fast access to parts for a repair. Or perhaps a professional services firm requires a mobile procurement solution for consultants who are always on the go. No matter what business you're in, your team may be trying to launch a requisition, buy a product, or approve a purchase on the go. Here's how Procurement Cloud can help your small-to-medium business deliver.

Mobile Self-Service Procurement

Your employees are more likely to be working on mobile devices, whether they're checking messages or ticking items off their to-do lists between meetings. When the systems they rely on are available via mobile devices, it's easier to keep things moving forward. Self-service procurement solutions are easy to access on mobile devices. For example, users can easily log in to the procurement catalog, search for what they need, and place the order. Logging in on any device is easy, and they'll have the same streamlined shopping experience that directs them to all the approved products, preferred vendors, and negotiated prices to assure cost savings and compliance.

Supporting Mobile Procurement Approvals

Cost controls and contract compliance are essential parts of the procurement process. The latest tools make it easier for your small-to-medium business to offer mobile-friendly approval support. Managers are often running between meetings, traveling to client sites, and fitting in work around heavily scheduled days. Mobile procurement approvals make it easier for them to identify priority requests and stay on top of their workflow. Notifications let them know when a purchase needs their attention. Approvals and reviews are simple to log into from any connected device.

Analytics on the Go

Procurement and sourcing are central to the operations and financial health of a company. Procurement Cloud captures a wealth of data, and mobility features provide complete visibility from any device, anywhere. Perhaps you need to check the latest updates on a critical contract in review. Or, during a meeting, an executive needs to know what percentage of spend is on contracts. With mobile access, it's easy to pull up the data needed to keep workflows moving forward, provide updates to stakeholders, and follow up as needed.

Mobile Supplier Features

Vendors and suppliers are also requesting mobile features from the customers they serve. Increasingly, procurement solutions are making it easier for vendors to shift a lot of the workload away from procurement teams. They may want to upload a document to qualify a new supplier, or it's time to invoice for completed work. By making it easy for vendors to interact with systems from any device, they can comply more quickly with requests for information. The less time they spend having to navigate complex administrative processes, the more they're focused on delivering the products, services, and cost savings.

Access Documents and Issue Purchase Orders

Mobile features can also help internal teams work with suppliers more efficiently. For example, do you ever have to issue a purchase order when you're away from your computer, or amend the terms of an existing P.O. quickly so that work can be completed? With Procurement Cloud, it's possible to issue, update, and review paperwork from anywhere—so there are no delays in critical communication when you're working from a mobile device. By providing mobile access to your procurement system, it's also possible to review supplier qualification documents, contracts, agreements, and execution analytics. Let's say you're in a meeting with a supplier and a question comes up about a contract's end date. Simply log in on your mobile device, get the information you need, and have a meeting that's fully informed by the latest data.

Today's workforce is mobile, and companies of all sizes need procurement solutions that can support that reality. There's no need to invest in specialized software—mobile features are embedded throughout today's leading cloud-based procurement solutions.

Why Analytics are Critical to Procurement

At fast-growing companies, procurement teams face significant workloads handling transactions and communicating with suppliers. Access to better data and automated systems can shift some of that workload away from the buyer and, in the process, provide insights for costs savings, process optimization, and more. Analytics help teams make the shift from transactional approaches to procurement—focusing on individual contracts or transactions—to identifying opportunities, efficiencies, and risks. Here's how small-to-medium businesses are using procurement analytics:

Empowering Stronger Contract Management

One of the areas where growing companies see an immediate payoff with analytics is contract management. All too often, fast-growing companies go out and buy things ad hoc, when they need them. They have no strategy. Organizations may be buying items off contract or entering purchase orders without any backing requisitions. The end result can be unapproved purchases, spending over budget, and lost opportunities to streamline and manage the process. Analytics can identify what's on contract (and what's not), quickly identify opportunities to streamline spending, determine which categories were priorities for getting on contract, and establish which existing suppliers would make effective large-scale partners.

Creating an Agile Buying Organization

Analytics and reporting are a cornerstone of a responsive, quick procurement that supports business agility. If every purchase needs to be manually reviewed and approved, workloads and delay times quickly become untenable. Procurement technology lets anyone in the field requisition an item, determines if an item is on contract, and completes the process. It's enabling higher productivity with fewer keystrokes, time, and attention—while making sure that purchasing activity adheres to company guidelines.

Supporting Monitoring and Decisions with Real-Time Alerts

In many cases, analytics and real-time alerts support a more timely contracts management process. Depending on what areas are critical to the business, it's possible to set up alerts in the system. For example, you might want to be notified 90 days before a contract ends. That way you can review the budget (and make sure it is on track), look at options for renewal, and have a plan in place to verify that all deliverables have been met. The same notifications can be sent to suppliers, so they remain in adherence with whatever contracts deliverables they've agreed to along the way.

Focusing on the Sourcing Analytics They Need Most

The bar has been raised: today's managers want access to real-time data. It's important that they have visibility into what's happening in the business, at their fingertips, in a dashboard. Increasingly, managers want to stay out of the nuts and bolts of their procurement systems. They want their personalized dashboard view. Solutions like Oracle Procurement Cloud simplify reporting and make it easier to communicate with all stakeholders by integrating key data points onto a single page.

With deeper visibility into your data and procurement processes, your team can make smart, strategic decisions and provide the necessary insights and support. Data can streamline your procurement process and turn it into a competitive advantage.

Strategic Procurement is a Competitive Differentiator for Growing Companies

By enabling partners, procurement teams, and decision-makers to get more done, procurement technology eliminates barriers to success and speeds up the entire procurement process.

Investing in the right cloud-based technologies is an essential part of making procurement a competitive differentiator for small-to-medium businesses. From contract management tools to self-service portals, to predictive analytics that help identify prospective risks, technology offers substantial advantages to fast-growing companies.

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For more Information on Oracle Procurement Cloud for growing businesses:
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