



A Successful Procurement Transformation from Tech to People

A transformation journey towards digitalization, control, speed, and transparency

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KPMG





As a payment service provider, Adyen handles payments for customers worldwide. On the one hand, it is a tech company with a matching culture of quick decision-making, continuous improvement and immediate action. On the other hand, due to its banking license, the company also has the characteristics of a financial institution. This includes additional obligations in terms of laws and regulations and risk management. This contrast creates a complex relationship between speed and certainty and growth and caution. Sejla Murguzovic, Head of Procurement & Vendor Management at Adyen, emphasizes the complexity of this context: “We started as a start-up, and that culture is still embedded in our company. We noticed this, for example, in procurement, which was mainly carried out by the business itself for a long time. But at the same time, we are a global player and face increasing requirements in various countries. This insight led to the need for advanced tools and associated processes to professionalize the integral procurement function within Adyen.”

A Broad Question

According to Sejla, their initial question was not a hundred percent clear: “We mainly realized that our current way of working was no longer sufficient. Especially with the rapidly increasing new regulatory requirements in Europe, such as those ensuing from the DORA and EBA. Additionally, we worked with various suppliers about whom we knew very little, not even how important they were to us. This makes us vulnerable, because what happens if an essential supplier fails? What is our backup? How do we assess these risks in advance? Our questions to KPMG were therefore broad: ‘How can we get more control over the risks in the value chain, guarantee our speed of work, ensure more transparency and further automate?’”



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Maurits Kuiper
Partner Procurement &
Supply Chain, KPMG



Quick to Start

From KPMG, Maurits Kuiper, Partner Procurement & Supply Chain, was ultimately responsible for the project. “After a selection process, Adyen chose Coupa as the platform. At KPMG, we have extensive expertise in this area, and we could confirm that Coupa's functionalities closely matched the insights Adyen was seeking. The platform would undoubtedly contribute to the professionalization of their procurement and supply chain function. The pace in this project was high from the start. According to Sejla, this speed in decision-making is in Adyen's DNA: “That is our entrepreneurial spirit, we don't like to haggle. We think briefly, but thoroughly and then quickly get to work. If it doesn't work, we adjust or reverse it. Essentially, many of these platforms do the same thing, with Coupa we found the balance between standard solutions and enough room for customization where necessary. The platform is strongly user-oriented and therefore very user-friendly.” This aligns with KPMG's business-oriented approach, which – in addition to the technical implementation itself – also focuses on the success of the platform's adoption. Senior Manager Procurement & Supply Chain KPMG Samuel Maia de Moura was responsible as project manager: “You can think of implementing a tool and a process that everyone must adhere to, but then there is a risk that adoption is ultimately low. We mainly looked through the lens of the (end) user, who is ultimately the most important. So, always with the message: this is how the process runs end-to-end and this is what it specifically means for your work. Only then can you make the right considerations and everyone from procurement to legal understands why decisions are made.” Maurits adds: “This greatly increases the chance that users will actually use the platform and act according to the new way of working. This is essential for Adyen to actually achieve the objectives.”



From Tech to Transformation

While the speed of Adyen's decision-making helped a great deal in securing the transformation lead time, there were other aspects to keep in mind. Samuel: "Since we regularly plan and execute such transformation projects, we understand that the technological aspects are only part of the work. The real added value lies in the change process, which is fundamental to success. Of course, we had included that in our approach, but initially it seemed less important and not so complex for Adyen." Sejla also recognizes this: "We approached the project as a technological implementation. It was clear which platform we would use, and we wanted to start with that. To be honest, we underestimated this. We thought we could handle the change management part ourselves. But when we started implementing Coupa and the associated processes, the impact of the transformation became truly clear. It involves bringing together various stakeholders: business, supply chain, procurement, risk, finance, legal, IT, and last but not least the suppliers; they all play a role when you want to automate end-to-end processes. We asked KPMG to guide us in the change management of this business transformation. They were able to support us well in determining when and how these stakeholders should be involved in the 'case for change', the design, the decision-making and in determining the impact of the new ways of working. This is how we effectively tackled the change process."

From Insight to Process

From the beginning, KPMG and Adyen kept the 'case for change' continuously in mind as the basis for decision-making and scope. They started by explaining why the transformation was necessary and what it would mean for the different user groups. With the underlying message: this is what we want to achieve at Adyen. For this, they worked with the KPMG Powered Procurement methodology, which is strongly focused on quickly validating the design (and not creating it) and experiencing the solution of that decision directly in the platform. Validation-oriented design ensures faster implementation. With 80% of the solution predefined, KPMG can focus on the 20% that is unique to Adyen and/or the sector. Sejla: "This way of working had many advantages for us, it was the perfect way to make it ultimately 'as simple as possible'. It meant continuously looking at: 'How do we translate that to Coupa?' With minimal customization and maximum standard solutions." Progressive insight, combined with Adyen's quick decision-making, also brought some technical points of attention to light. Sejla: "Data management was an important topic, which KPMG had also emphasized from the beginning. They helped us prioritize which data elements we needed to focus on. We underestimated the limited amount of available data and its quality. The quality is much better now, but that is an ongoing process."

Real Solutions

Ultimately, we can state that all the previously set goals have been achieved. Adyen now has much more control over risks in the chain. Not only during the onboarding of suppliers, but also in terms of continuous monitoring. The TPRM processes can now be further optimized, and DORA and EBA compliance can be ensured. In addition to improved internal collaboration, partnerships with suppliers can now be further developed. And according to Sejla, it doesn't stop there: "Internally, people have grown in terms of expertise, and we as the procurement department within Adyen have become highly professionalized. This change process has contributed to that; we did it with the entire organization, and everyone now knows why we work the way we do. Worldwide, it is clear to everyone who our suppliers are, and we have much more control over risks in the chain. Previously, procurement had to figure that out and arrange it themselves – which was a time-consuming process – now it's a simple question to our department. Additionally, thanks to these more efficient and automated processes, we can look much further ahead. For example, we now have much more insight into trends in spending, delivery risks, and inventory management, as procurement, logistics, and inventory management are better aligned. This allows us to make better strategic decisions. Together with operations, we think about value for the organization. So not just looking at whether 'things are allowed,' but working together from the beginning and making well-founded choices. Essentially, exactly as we have done throughout this entire process."



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Sejla Murguzovic

Head of Procurement & Vendor Management bij Adyen



The Collaboration

The collaboration during the transformation process has worked extremely well on both sides. The choice for KPMG was clear for Adyen. Sejla: "We are not necessarily looking for the cheapest solution, we never compromise on quality. That is why we chose a reputable company such as KPMG to help us with this. We had confidence in them because we had worked together before. The cultural fit we noticed then was important to us. Moreover, KPMG operates globally just like us." Samuel: "Partly due to their scale-up culture, Adyen is a fairly autonomous client with a strong vision and opinion. And yes, sometimes they wanted to try things their own way, but always with respect for our advice." Sejla agrees: "It is nice when you can be honest with each other. That stubbornness and entrepreneurial spirit fit Adyen, it was important for us that we had the space for that. As far as procurement is concerned, we as an organization still needed to mature, and that guidance was indispensable. It has helped us grow enormously as an organization." The conclusion: thanks to the values that Adyen and KPMG share in terms of quality, and the cultural fit between the companies, we were able to take the procurement function to the next level together, and it has thus become future-proof from tech to people.

Why KPMG?

Procurement organizations are facing unprecedented changes. These developments offer tremendous opportunities — but only for those who respond wisely. Those who don't risk losing efficiency, profitability, and market share.

[KPMG helps organizations](#) turn these challenges into strategic advantages through (large-scale) procurement transformations.

Such a transformation may be prompted by:

- Translating the procurement strategy into the procurement organization;
- The purchase or upgrade of current systems to more advanced and innovative platforms, such as cloud-based or AI-driven solutions;
- A desire to standardize and harmonize the procurement organization to deliver more added value across different business units;
- A need to make the procurement process more efficient;
- A need for better control over outstanding commitments and compliance with laws and regulations;
- A desire to gain better control over risks in the value and supply chain.

KPMG guides clients through a comprehensive functional transformation journey, from co-creating a future vision for the Target Operating Model (TOM) to designing and documenting it in detail. Together with our clients, we complete the design, build, test, and implementation of new platforms and organizational structures. We also offer support after the platform goes live. To ensure a successful transformation, we use proven change management methodologies to guarantee rapid and lasting end-user adoption both during and after the transformation.

Our approach is based on KPMG's Connected, Powered, and Trusted frameworks, supported by a global network. We use pre-designed (digital) assets tailored to the specific industry, helping our clients navigate their (digital) transformation efficiently and effectively. We carry out our transformations both tool-agnostically and in close collaboration with our partners.

01

KPMG has many years of experience with large-scale implementations of tools for procurement, payments, and supply chains. KPMG always ensures alignment between procurement strategy and organization, and a more efficient setup of the Source-to-Pay process or its components.

02

KPMG has a large group of relevant experts and skilled advisors in areas ranging from Procurement, Supply Chain, and ESG to AI and digitization. This ensures that the right experts can be involved whenever needed.

03

KPMG supports many (digitalization) processes, and therefore understands the importance of change management to engage all stakeholders. A successful implementation and stakeholder acceptance enables the procurement organization to standardize and harmonize, delivering more added value across various business units.

This combined experience makes KPMG the ideal partner for realizing (large-scale) procurement transformations.

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