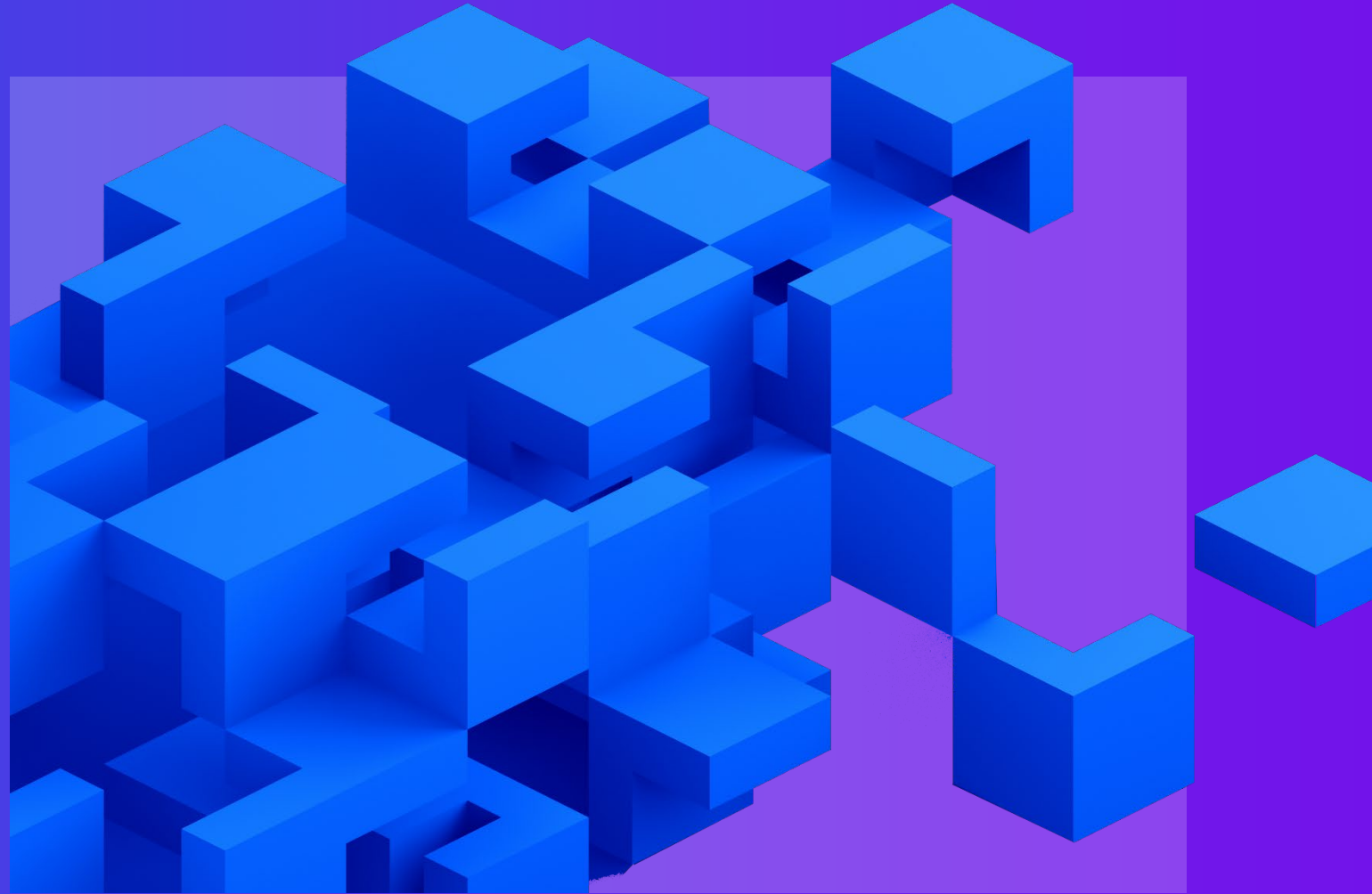




# Intake and Orchestration – What’s all the fuss about?

---

[Click here to begin](#) 



# Contents

**01** Intake and Orchestration overview

**02** How I&O can benefit different ecosystems

**03** Lessons learned from successful I&O projects




## How to use the interactive features

This document has interactive features to enhance your experience and target the insights you need.

The buttons and their uses are described below.



### Navigation

On the right of every page, you will see 3 icons

-  **Home** – Clicking this will return you to the contents page
-  **Forward** – Clicking this will advance you through the document
-  **Backward** – Clicking this will move you back through the document

### Insights

Throughout the document there are multiple instances of additional insights. To access these, click on the icon shown below more information will be presented to you.

-  **Insights** – Clicking on these icons will reveal more information
-  **Close** – Clicking on these icons will close any insight pop ups



# The next phase of Procurement technology

The **pace of change and development** continues to be high in the Procurement technology space with Artificial Intelligence **unlocking new potential** and solutions emerging to **tackle the key pain points** in increasingly effective ways, all while **improving the user experience to ensure adoption and ROI**.

Within this space there is one technology which is emerging and seems **inescapable** in publications, analyst reports and the conference circuit and that is **Intake & Orchestration (I&O)**. These solutions have been available for around 5 years but have really come to the fore more recently as seen in the **increased market focus** including:

- **IDC Marketscape** released their first Spend Orchestration Vendor assessment in September 2024
- **Everest Group** Procurement Orchestration Market Overview and Provider Landscape Feb 2025
- **Spend Matters** released their Intake & Orchestration SolutionMap module in March 2025

Another data point is major investments from the market - In October 2024, an I&O technology reached a **market value of \$2.2bn** following Series D funding of \$190m - an increase from \$1.5bn just a year earlier. Recently we have also seen **major blue-chip clients** implement this technology. All this suggests that I&O solutions are not going away, but to properly assess them we must first answer.....

What is Intake & Orchestration?



# What is Intake & Orchestration

01

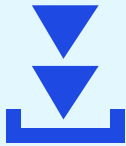
02

03

The proliferation and development of procurement technologies is increasing constantly, leading to a diverse and complex market. Yet companies are still struggling with common problems such as process adoption, process monitoring and data silos. These common issues have precipitated the rise of I&O technology.

## Overview

Intake and Orchestration are two different capabilities which are commonly paired together because they both involve process management; however, there are key differences:



### Intake

Provides a centralised "front door" or user interface where requests, applications, or submissions enter a system. This capability standardises how information is collected, validated, and initially processed. By consolidating entry points, Intake enables organisations to implement consistent data capture and user experience.

*Example inputs include; purchase requisitions, contract requests, one-off payment approvals, expenses and supplier onboarding.*



### Orchestration

Provides process and data workflows between different systems with the aim of ensuring all the components work together efficiently. Unlike Intake solutions that focus primarily on initial user interactions, orchestration manages end-to-end processes throughout the procurement lifecycle.

*Example processes managed include; supplier risk & performance monitoring, contract renewals, purchase order management and supplier compliance management.*

Combination of both capabilities can deliver advantages such as; consistent application of business rules, improved resource allocation and workload balancing and enhanced process controls. While these capabilities apply across many business functions, their application in procurement is particularly valuable given current market disruptions and opportunities for digital transformation, especially the application of AI agents.

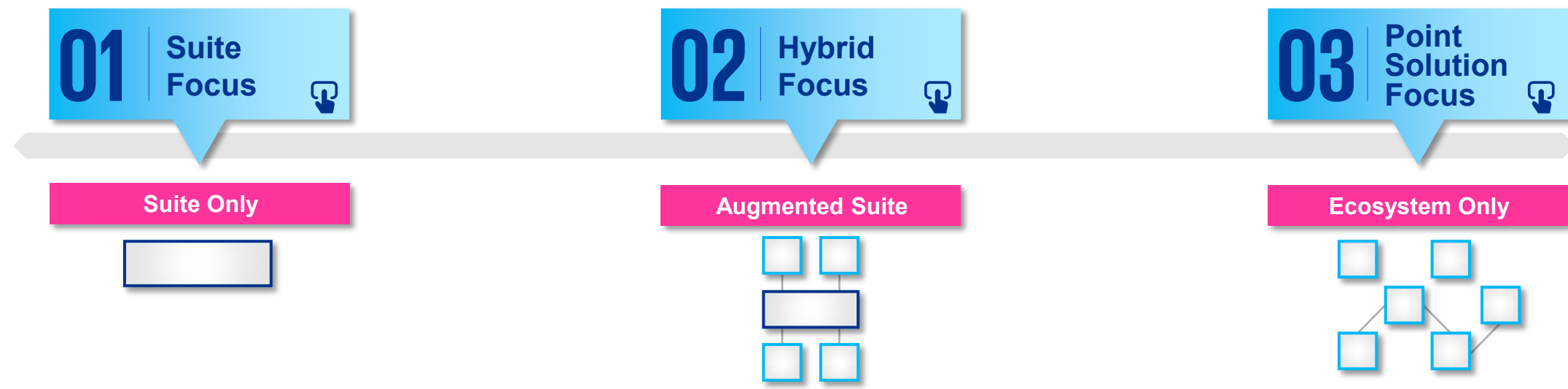


# How does I&O benefit current procurement technology ecosystems

- 01
- 02
- 03

The application of I&O technology will depend on the current procurement technology stack.

Key  – S2P Suite  – Point Solutions  – Intake  – Orchestration



A Source-to-Pay (S2P) suite provides an end-to-end integrated platform managing the procurement cycle.

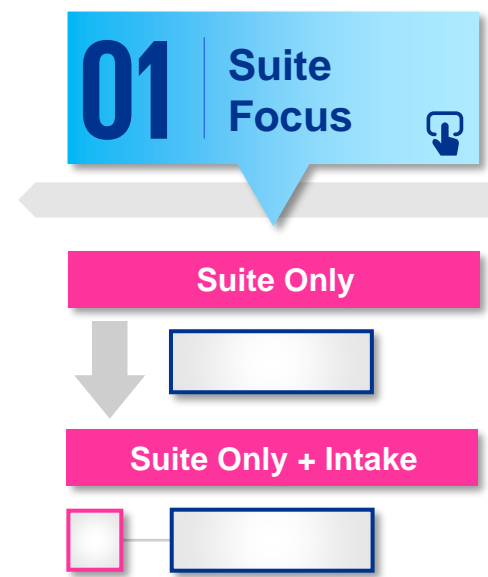
This hybrid approach uses an S2P suite as the foundation while integrating specialised best-of-breed solutions for specific functions (e.g., advanced spend analytics, supplier risk management, or specialised sourcing).

This approach assembles multiple applications. The applications may or may not be integrated.

# How does I&O benefit current procurement technology ecosystems – Suite Only

The application of I&O technology will depend on the current procurement technology stack.

Key  – S2P Suite  – Point Solutions  – Intake  – Orchestration



Suite Only	Example/Case Study <span style="float: right;">⊗</span>
<p><b>Typical Outcomes</b></p> <ul style="list-style-type: none"> <li>• Intake can provide a new user experience and interface to interact with the procurement system</li> <li>• Improved spend management driven by user adoption of the intake system</li> <li>• Streamlined request management can reduce manual interactions and errors</li> <li>• I&amp;O can provide a unified pipeline, with monitoring, for approval processes which might sit outside of the suite (e.g. TRPM, CLM) and support accessing 3<sup>rd</sup> party data sources.</li> </ul> <p><b>Summary</b></p> <p>An Intake and Orchestration solution can deliver benefits to an ecosystem which is purely S2P suite focused, particularly where the existing system is poorly received by the user base, or where processes outside the suite need to be triggered.</p> <p>There can also be benefits to scalability and when linking into non-procurement systems or those which require input from multiple parties..</p>	<p><b>Context</b></p> <p>A leading financial advisory firm. Faced challenges with their S2C suite as it was severely customised. There was poor visibility into items that needed sourcing attention, missing savings opportunities.</p> <p><b>Solution</b></p> <p>KPMG designed an intake process using an Intake solution that incorporated a full S2C and Risk flow with efficiencies to connect working stakeholder groups.</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• Transformed indirect procurement through streamlined processes via a best-in-class sourcing and contract lifecycle management solution.</li> <li>• Efficiently addressed key strategic objectives across the business with enhanced data capture, visibility, and reporting capabilities.</li> <li>• The end user intake experience was optimised by using different avenues based on business outcome.</li> <li>• Migrated 5,000 + contracts and vendor relationships from legacy system.</li> </ul>



# How does I&O benefit current procurement technology ecosystems – Augmented Suite

The application of I&O technology will depend on the current procurement technology stack.

Key  – S2P Suite  – Point Solutions  – Intake  – Orchestration

### Augmented Suite

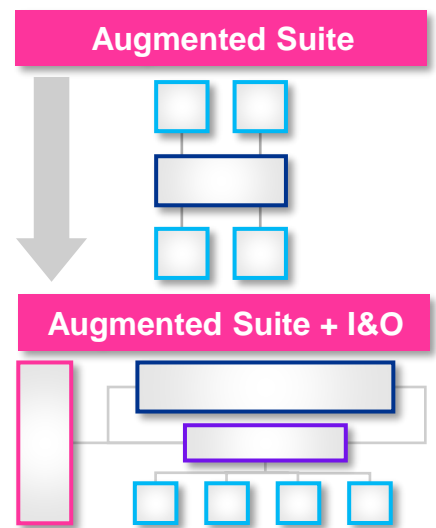
#### Typical Outcomes

- Improved automation
- Realtime monitoring in a central location
- Improved spend control
- Improved user experience, both for request management and processes which utilise multiple procurement systems

#### Summary

As the technology ecosystem increases in complexity, the benefits of intake and orchestrations solutions becomes more obvious. Intake becomes more important as it can provide a single streamlined point of entry, moreover orchestration can intelligently route requests to the right places, effectively filling the gap between systems.

## 02 Hybrid Focus



### Example/Case Study

#### Context

A global consumer goods company with 100,000 employees across 55 countries. They utilised legacy systems which they believed “were holding back our people and our potential”.

#### Solution

KPMG implemented a new Intake and Orchestration solution to enable improved and more connected user experience across teams at a global scale.

#### Outcome

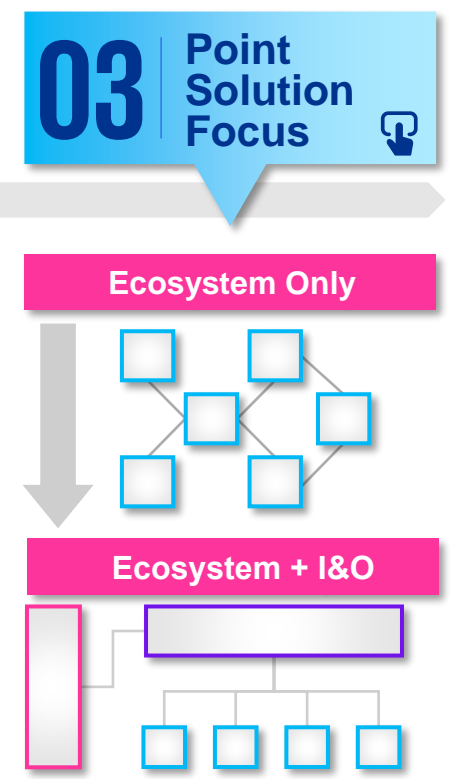
- A single service delivery platform, enabling a unified employee experience.
- Key features included: chatbots / virtual agents, multichannel user engagement across different functions, automation and AI capabilities and integration with systems of record.
- Employee satisfaction score of 4.7 (out of 5).
- 4,000 back-office hours saved annually.

# How does I&O benefit current procurement technology ecosystems – Ecosystem Only

The application of I&O technology will depend on the current procurement technology stack.

Key  – S2P Suite  – Point Solutions  – Intake  – Orchestration

Ecosystem Only	Example/Case Study <span style="float: right; color: white;">⊗</span>
<p><b>Typical Outcomes</b></p> <ul style="list-style-type: none"> <li>Improved automation and reduced cycle times</li> <li>Realtime monitoring in a central location</li> <li>Vastly improved spend control, as the proper request, approval and process flows can be mandated by the I&amp;O systems</li> <li>Improved user experience, both for request management and processes which utilise multiple procurement systems</li> </ul> <p><b>Summary</b></p> <p>With the absence of a core system, the orchestration layer becomes the unifying technology which can tie multiple systems together. Whilst the intake solution can have benefits by providing a single point of entry for users, orchestration becomes essential alongside it to manage requests which involve multiple disparate systems..</p>	<p><b>Context</b></p> <p>A cloud computing company with circa \$3bn revenue annually. Procurement processes were fragmented and inefficient, creating data silos across multiple tools. The company had recently undergone an initial public offering and were now facing additional scrutiny and compliance expectations.</p> <p><b>Solution</b></p> <p>An Intake and Orchestration solution was implemented to manage multiple systems and automate cross-functional approval processes. The tool provided customisable workflows, developing visualisations for significantly improved user adoption.</p> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Access to process data, both the steps and the time within each step of the cycle, was enabled.</li> <li>Spend information greatly increased.</li> <li>Visibility of over \$6bn in spend requests whilst also providing a unified view of savings, with over \$300m identified through the tool.</li> </ul>








## 03 Point Solution Focus 👉



# Lessons learned from successful I&O implementations (1/2)





While Intake & Orchestration solutions offer significant benefits, a balanced assessment of implementation complexities is essential to maximise value and minimise disruption.

Strategic Risk Factors	Mitigations
 <p><b>Process bottlenecks</b> could be created if new workflows are not properly designed</p>	<ul style="list-style-type: none"> <li>Evaluating the current procurement operating model and existing bottlenecks</li> <li>Workflow simulation and capacity testing before implementation</li> </ul>
 <p><b>Failure to address root cause of pain points</b>, only addressing some of the symptoms, limiting overall improvement</p>	<ul style="list-style-type: none"> <li>Applying a root cause analysis methodology to requirements gathering</li> <li>Identify requirements across a complete range of stakeholder groups and validate the solution design against these</li> </ul>
 <p><b>Technology integration</b> increases complexity, creating potential failure points <b>and ongoing maintenance</b> demands</p>	<ul style="list-style-type: none"> <li>Create an integrations design document which details the current technology ecosystem, number of integrations &amp; integration complexity</li> <li>Ensure supporting process governance, and required resources, to maintain integrations following implementation</li> </ul>
 <p><b>Poor data quality</b> may compromise the effectiveness of the new solution</p>	<ul style="list-style-type: none"> <li>Put in place a robust data validation process</li> <li>Perform data quality improvement planning, which identifies and prioritises improving important data first</li> </ul>
 <p><b>Cross functional “buy-in” required</b> to ensure orchestration adoption for process steps outside of procurement control</p>	<ul style="list-style-type: none"> <li>Work with other functions (e.g. legal) to rationalise intake form requirements</li> <li>Document full scope of process change up front, including required and desired data points</li> <li>Develop a cross-functional change management plan</li> </ul>



# Lessons learned from successful I&O implementations (2/2)

While Intake & Orchestration solutions offer significant benefits, a balanced assessment of implementation complexities is essential to maximise value and minimise disruption.

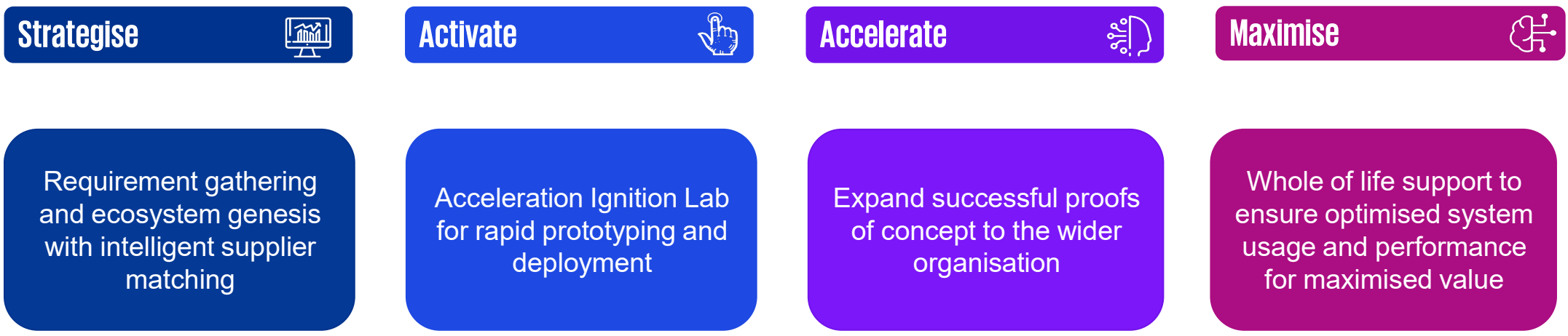
Strategic Risk Factors	Mitigations
 <p><b>Significant change to user experience</b> can require comprehensive change management and training to ensure adoption</p>	<ul style="list-style-type: none"> <li>• Measuring user uptake and approval of current technology and using this to identify potential areas and causes for user issues</li> <li>• Documenting user requirements and matching these to technology options</li> <li>• Planning which departments or categories will participate and be managed by the tool and ensuring a full changes and training strategy is developed for these stakeholders</li> </ul>
 <p>Increased <b>risk of dehumanising business process</b> relationships, potentially damaging important stakeholder connections</p>	<ul style="list-style-type: none"> <li>• Identifying where important relationships are likely to become highly automated and setting up routine communication channels</li> <li>• Monitoring relationship and communication metrics, as well as efficiency</li> </ul>
 <p>Additional technology and vendor management <b>increases costs</b> and overhead without guaranteed ROI</p>	<ul style="list-style-type: none"> <li>• Perform a cost and ROI justification and comparison</li> <li>• Implement a benefit tracking and realisation methodology</li> <li>• Identify potential technology replacement or redundancy opportunities</li> </ul>
 <p><b>Regulatory requirements might change</b> during, or after, implementation</p>	<ul style="list-style-type: none"> <li>• Establish regulatory monitoring process throughout implementation to identify any required changes to processes</li> <li>• Ensure solution flexibility to accommodate regulatory changes</li> </ul>



# How can KPMG help?

- 01
- 02
- 03

The technology market is complex, and knowing where to start can be difficult. KPMG has developed an approach to support you through the lifecycle of a Procurement Technology Transformation from identifying your needs and matching with relevant vendors through to supporting pilots, implementing solutions and supporting whole of life efficiencies. This is all supported by a suite of consulting capabilities to provide wrap around support through the entire transformation cycle.



## AMPLIFIERS

Business consulting support available at every stage of the process to smooth the journey and enable you to move at pace



## Contact Details



**Paul Desrosiers**

Partner

[paul.desrosiers@kpmg.co.uk](mailto:paul.desrosiers@kpmg.co.uk)



**Mani Sihra**

Partner

[mani.sihra@kpmg.co.uk](mailto:mani.sihra@kpmg.co.uk)



**Richard Higgins**

Manager

[richard.higgins@kpmg.co.uk](mailto:richard.higgins@kpmg.co.uk)



**Jake Kiernan**

Manager

[jake.kiernan@kpmg.co.uk](mailto:jake.kiernan@kpmg.co.uk)

Some or all of the services described herein may not be permissible for KPMG audited entities and their affiliates or related entities.

[kpmg.com/uk](https://www.kpmg.com/uk)

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2025 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Document Classification: KPMG Public

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation.