

# Procurement: Look to the Future, Not the Past

A white paper by App Orchid and  
World Commerce & Contracting





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# 1 Introduction

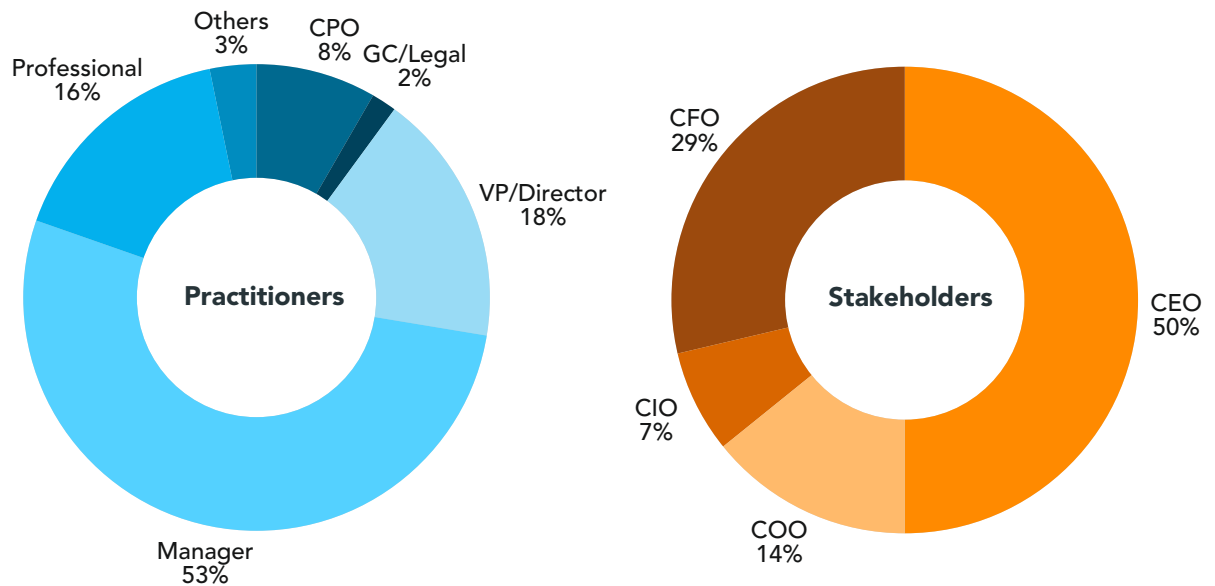
## What is the value of Procurement?

It is a question many have asked, but until now, no one has run a study directly comparing the views of Procurement practitioners with those of senior stakeholders. As this report shows, that is an important omission, for the reality in practice is often far different than observers might believe.

App Orchid and World Commerce & Contracting set out to fill that void. We hypothesized that there is a disconnect between Procurement's perceptions of the value they add and stakeholders' perceptions of that value; that there are activities Procurement practitioners spend a significant percentage of their time on which do not really add value to the business; and that if Procurement had more time, they could focus on higher value-added activities.

To test our hypothesis we conducted two surveys and a set of follow-up interviews. One survey went to procurement executives and practitioners and the other went to C-suite stakeholders.

Figure 1: Survey Respondent Titles



This whitepaper reflects the outcome of those surveys and interviews, with added context and commentary based on the experience and expertise of App Orchid and World Commerce & Contracting.

The research makes clear that Procurement needs to ask different and challenging questions – of themselves and of others. To try new things. To look to the future, not the past.

The research also makes clear that stakeholders are eager for Procurement to add value in new and more meaningful ways. The top values stakeholders want from Procurement are contribution to revenue growth and innovation. The top business impacts stakeholders believe Procurement could deliver include improved efficiency, improved profitability, and improved time to market.

The door is open. The question for procurement practitioners is: Will you take the invitation and earn your place as a valued business advisor? Instead of a submissive organization that relies on its processes as laws to substantiate their presence, Procurement has the opportunity to assert its strategic value. Procurement needs to get excited by the opportunity and earn its place as a valued business adviser, not just talk or complain about being excluded or engaged too late.

Organizations need to align procurement with business goals. They need to segment acquisitions and supply relationships based on their potential for business value (remembering that executives typically only see the situations where there is high value potential) and allocate resources accordingly – recognizing that high-value activities require different skills and tools than high-volume activities.

Earlier engagement with stakeholders is widely recognized as key to greater value. But earlier engagement doesn't just happen. Procurement has to be respected and trusted. That requires bringing distinct knowledge or value that goes beyond simply understanding the process. Strategic conversations are those where Procurement and business stakeholders together explore alternatives.

Part of being a strategic contributor of business value is taking responsibility for procurement as a holistic lifecycle activity – from helping business units understand and articulate their requirements through ongoing supplier relationship management. For some organizations, that will be a significant expansion of Procurement's scope, but without it, with only the same narrow focus on the process of purchasing, Procurement will continue to struggle to show relevance and value.

Our paper does not seek to make judgments about what has happened historically. We understand that until very recently the tools for eliminating less value-added activities and maximizing the value of Procurement have not been available. Additionally, as our research bears out, Procurement is often a victim of long-established processes and institutionalized metrics for success that align neither with stakeholder needs and desires nor the outcomes that practitioners would like to deliver.

There's no doubt that making the shift from a focus on negotiated savings to wider 'added-value' is tough to achieve because the specific benefit is hard to define and measure when there are no real baselines and because it is seen as risky, given the potential that 'savings' may erode or be missed.

It's tough, but as the research reveals, it is the path to Procurement 4.0.

# 2 The Current State of Procurement

## 2.1 How long does the procurement process take?

Both practitioners and stakeholders had similar perceptions of how long procurement takes. (Stakeholders, in fact, perceived slightly shorter timelines than practitioners.)

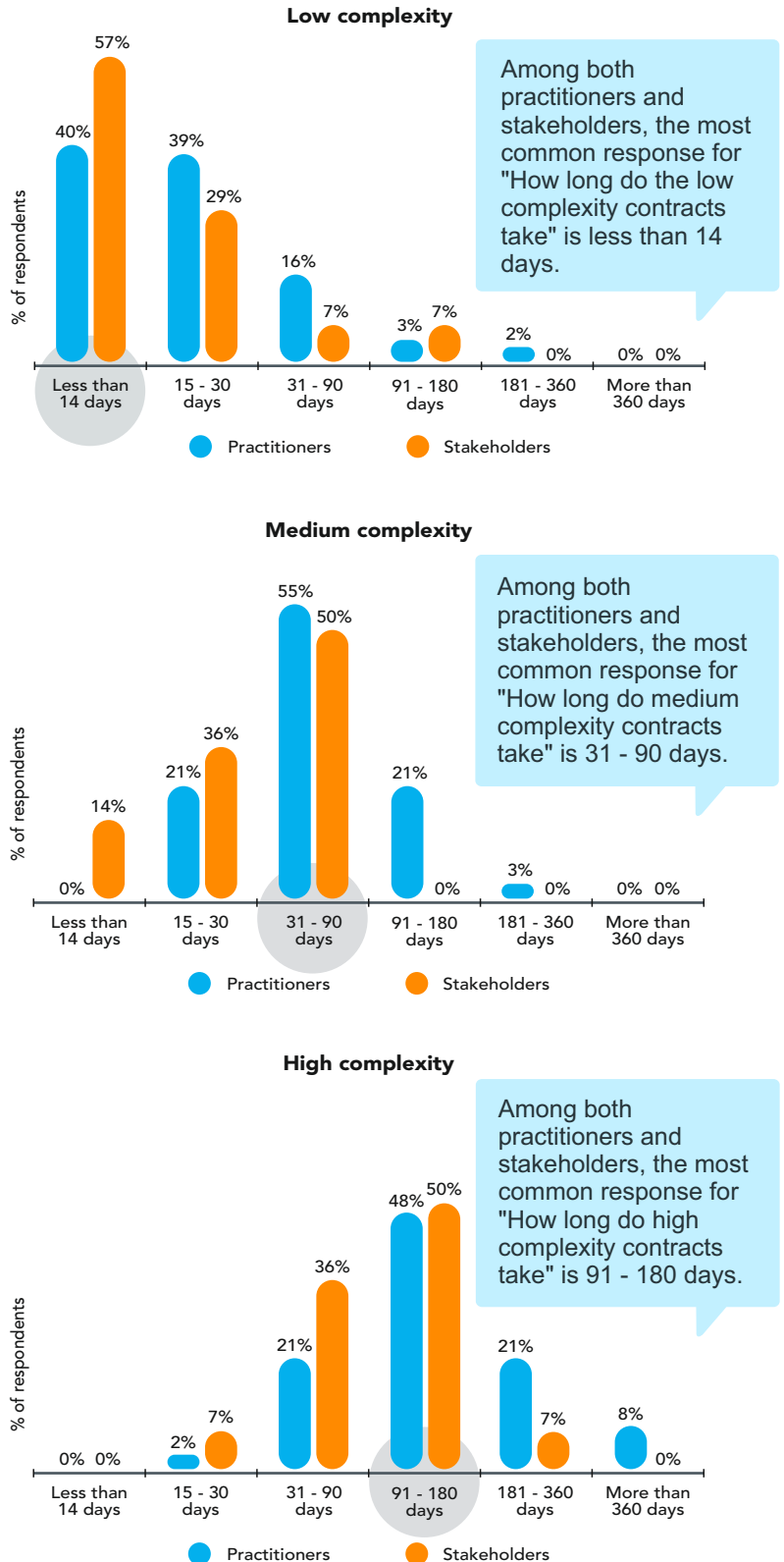
Automation may already be taking hold for low complexity contracts.

An end-to-end process time of less than 14 days is typically associated with organizations that have implemented some form of automation. While at present these shorter timelines are mostly associated with low-complexity contracts, over time it is reasonable to expect that technology will similarly impact medium and high-complexity acquisitions.

But more services = more complexity.

On the other hand, as organizations increasingly rely on third-party services (Infrastructure-as-a-Service, Software-as-a-Service, the list goes on), the complexity of contracts increases and demands more careful articulation of requirements and detailed agreement between the parties (for example, regarding scope, service levels and the responsibilities of the parties). In our experience, that is where most of the friction arises between Procurement and the wider business.

Figure 2: Responses to "Thinking about the end-to-end procurement process from the initial request from the business stakeholder through supplier setup...In your experience, how many calendar days does that process typically take?"



Yet it is possible to streamline the process and eliminate many of the friction points even in those more complex cases. Reaching agreement can be made simpler and contracts can be used as communication and collaboration tools for both the supplier and the customer, increasing efficiency and reducing risk. As it stands currently, many organizations spend a lot of time negotiating contracts that are seldom even viewed after they are signed, or alternatively imposing standard template agreements that do little to support performance. There is now a definite case to answer for making contracts much more consumable and transparent so that all stakeholders might understand and deliver against what has been agreed.

The survey results make clear some common potential choke points in the end-to-end procurement process. For medium complexity contracts, Step 2 appears to be a choke point; for high complexity contracts, Step 4 does.

Figure 3: Practitioner responses to “Please help us get a better understanding of the procurement process at your organization...Approximately how long does it take for approval at each step?”

		Low Complexity	Medium Complexity	High Complexity
Step 1	Request/Requisition	Up to 7 days	Up to 7 days	Up to 7 days
Step 2	Agreeing on Scope of Work/ Finalizing Requirements/ Issuing an RFP	Up to 7 days	8-14 days 15-30 days	31-60 days
Step 3	Pricing Negotiation	Up to 7 days	8-14 days	31-60 days
Step 4	Negotiation of Solution Terms and Conditions	Up to 7 days	8-14 days	61-90 days
Step 5	Scoring/Selection of Suppliers	Up to 7 days	8-14 days	15-30 days
Step 6	Approvals and Award	Up to 7 days	8-14 days	8-14 days
Step 7	Supplier Setup, Purchase Order and Invoice Setup	Up to 7 days	Up to 7 days	Up to 7 days

Of course, there are strong correlations between the steps. Logically, Step 2 and Step 4 should be occurring in harmony. The quality of work completed in Steps 1 and 2, for example, can have a very real impact on Step 4 and how much time it takes. Indeed, other World Commerce & Contracting research has shown that the more time that is spent on Steps 1 and 2, the less time needs to be spent on the subsequent steps.<sup>1</sup>

<sup>1</sup> World Commerce & Contracting, Better Contracts, Faster Contracts. Friction Points in the Contracting Process, December 2020.



Practitioners and stakeholders agreed that Steps 2, 4, and 6 represent the greatest opportunity to shorten the overall process.

50 percent of practitioners believe stakeholders are dissatisfied or very dissatisfied with how long procurement takes. In fact, just 29 percent of stakeholders are dissatisfied. Yet there is still significant opportunity to improve stakeholder satisfaction.

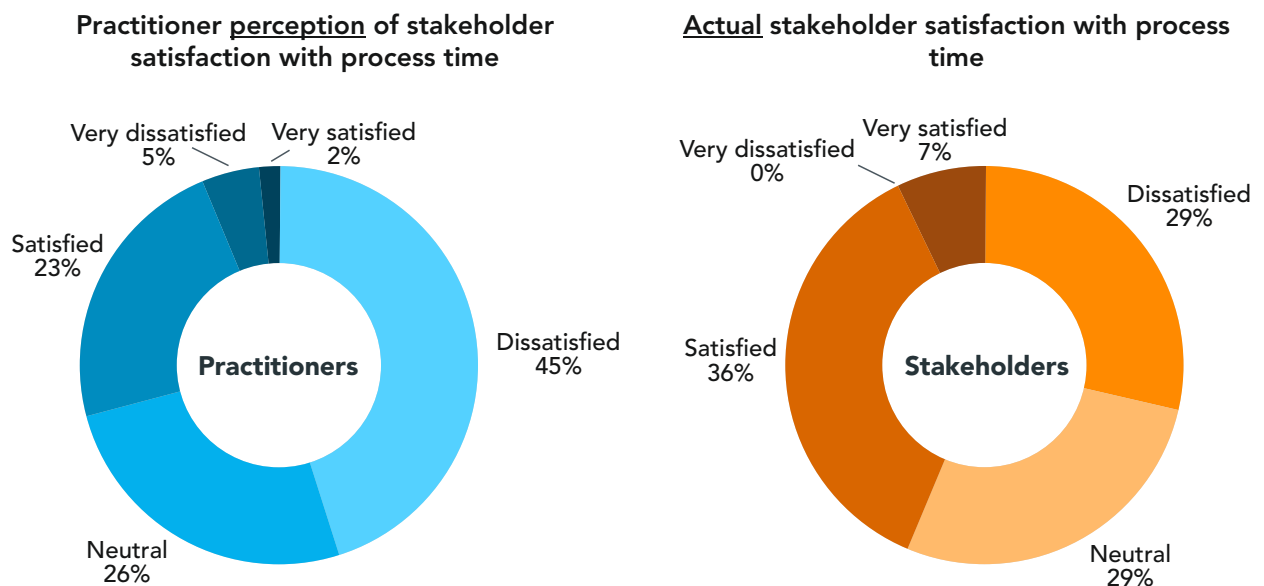
The current relationship between Legal and Procurement is ripe for an overhaul. Equipping Procurement with templates that are easier to use and negotiate could be a great first step in addition to meaningful authority to make decisions.

Greater empowerment of Procurement to meaningfully participate in the negotiation process could be transformative, especially when technology tools can be used to ensure only language that is vetted by Legal can be used. Technology tools exist to provide flexible templates with acceptable alternatives to enable Procurement to reduce the length of negotiation cycles significantly – and potentially to secure additional savings or value through intelligent concessions.

How satisfied are stakeholders with how long it takes to get agreements in place? While practitioners and stakeholders share quite similar perceptions of the time the end-to-end procurement process takes, there were stark differences in practitioners' perceptions of stakeholders' satisfaction and stakeholders' *actual* satisfaction. (To be clear: the survey asked specifically about satisfaction with how long the process takes, not with the outcome achieved.)

As Figure 4 shows, less than 25 percent of practitioners perceive their stakeholders to be satisfied or very satisfied with how long procurement takes. In contrast, nearly 43 percent of stakeholders reported being satisfied or very satisfied. The disconnect between how dissatisfied practitioners think stakeholders are and stakeholders' actual satisfaction may be explained by the fact that, in many organizations, Procurement rarely receives praise for their work and only interact with stakeholders when something has gone wrong. (One caveat: because most of the stakeholders are members of WorldCC, they may be more inclined than business leaders at non-member organizations to understand the value of procurement – and less inclined to be dissatisfied with how long procurement takes.)

Figure 4: Practitioner responses to "In your perception, how satisfied are your stakeholders with that timeline?" and stakeholder responses to "How satisfied are you with that timeline?"



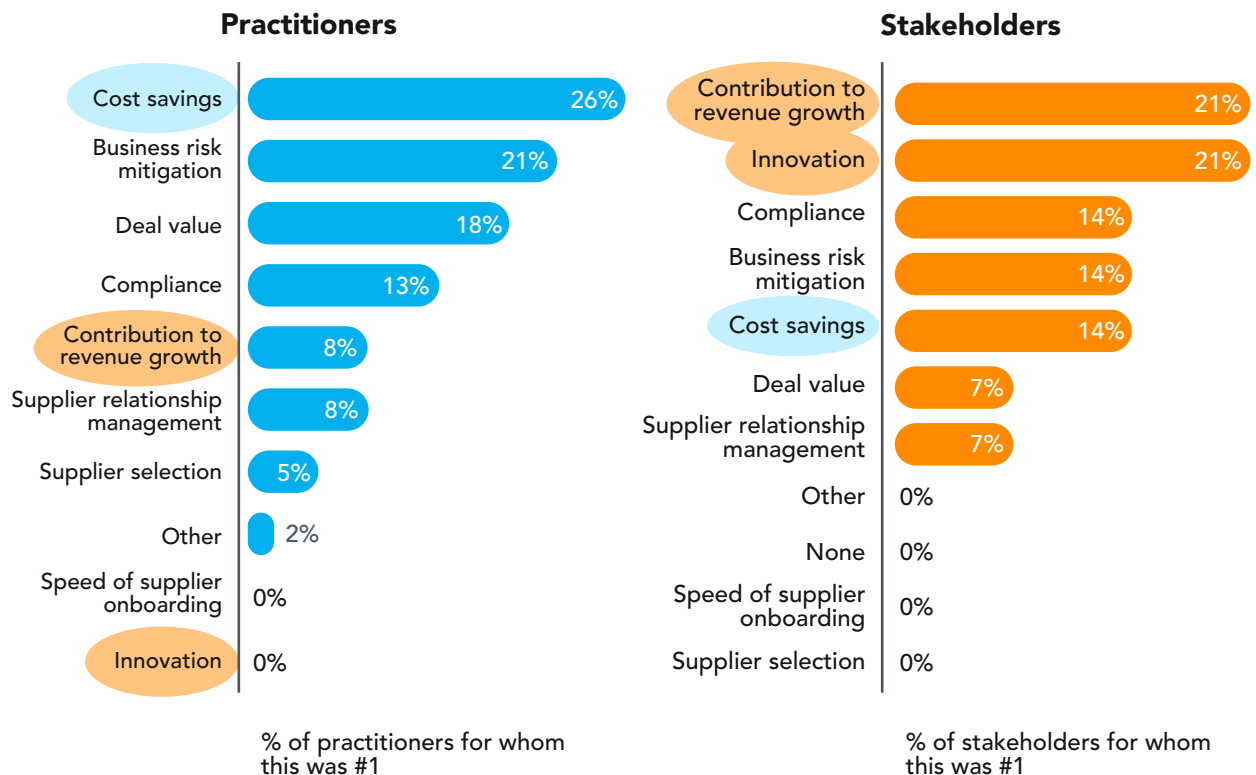
Despite the differences between practitioners' perception and stakeholders' reality, there is certainly room for Procurement to raise the levels of stakeholder satisfaction – 29 percent of stakeholders, after all, reported being dissatisfied with the time the procurement process takes and today's focus on greater speed and agility means that this percentage is likely to increase unless steps are taken to streamline activities.

## 2.2 What value does Procurement add to the organization?

Clearly, there is a misalignment between the value practitioners see and the value their stakeholders see. Procurement needs to be better at assessing opportunities to add the kind of value stakeholders are looking for.

The differences between practitioners and stakeholders continued in responses to questions about the value Procurement adds. As Figure 5 shows, more practitioners cited cost savings as the number one value add of Procurement. Looking beyond number one to the top three brings in business risk mitigation and deal value as well. Innovation, notably, was not cited as number one by any practitioners. In rather sharp contrast to the value perceptions of practitioners, an equal number of stakeholders reported contribution to revenue growth and innovation as most valuable. In general, stakeholders see Procurement's value as much more strategic than practitioners seem to.

Figure 5: Practitioner and stakeholder responses to "Thinking about the procurement department at your organization...In your perception, what is the highest value procurement brings to the organization?"





When it comes to perceived and delivered value, there is clearly significant frustration among practitioners and stakeholders alike. In comments added to the survey responses about value, practitioners offered that while they may see their own value as cost savings, they are skeptical about whether stakeholders recognize that value. (Indeed, as the stakeholders survey reveals, they do not.) Comments from practitioners include:

- “The problem is that Procurement is obsessed with Procurement dollars that are artificial and that is not what matters to budget holders. Budget holders are frustrated with the notion of ‘procurement savings’. This becomes more problematic and visible when procurement leaders are trying to articulate what they and their organization contribute.”
- “Stakeholders do not value the strategic and advisory support.”
- “Low level positions understand the value usually however the senior positions rarely do.”
- “Stakeholders do not know how much effort and expertise go in. They think that they can do it all by themselves.”
- “Stakeholders do not always appreciate the full depth of value-add our procurement group can provide as they are primarily focused on getting what they want as soon as possible.”
- “Procurement is treated like a piece of the furniture.”

In most organizations, business units look to Procurement to be more front-end oriented, helping them much more with the requisitioning process, helping them to keep up with markets and identify alternatives, and then, of course, ensuring that positive outcomes are actually delivered. Yet many Procurement groups remain stuck in the central component of the actual procurement process. That disconnect is where so much frustration often originates.

Stakeholders clearly see a significant opportunity for Procurement to add more value by becoming an enabler of innovation. It is easy to imagine, for example, how getting a new technology supplier on board more quickly could help the organization to get ahead of competitors – an advantage that could contribute to the bottom line.

**It is not that Procurement does not want to be innovative. But what gets measured, gets managed.**

Ultimately, it is up to Procurement to take responsibility for how it is perceived by stakeholders. Forward-thinking Procurement leaders automate the mundane-yet-essential tasks associated with keeping the business running and seek out opportunities for real innovation or other added value – finding and delivering on the opportunities that matter to stakeholders.

To be clear, the misalignment between the value practitioners see Procurement delivering and the value stakeholders would like to see is not an indictment of Procurement. It reflects reality. In fact, as we will see in Section 3, practitioners would very much like to be more strategic. But they feel hamstrung by what they perceive as cost saving directives from the business.

At the core of the issue is the fact that, in most organizations, Procurement-driven cost savings is much easier to measure than, say, the extent to which Procurement enables innovation or even Procurement's contribution to revenue growth. Even business risk mitigation, which is a value cited by both practitioners and stakeholders, is much more difficult to measure than cost savings. And as the saying goes, what gets measured gets managed.

“ Procurement goes through different cycles of recognizing that the theoretical computation of savings is pretty abstract. But when it comes down to it, in every organization I've worked in, Procurement is always recognized and measured on the value or the contribution it makes and the thing that is most easy to measure is savings.”

– **Category Lead for Software and Cloud Services, \$50 Billion Multinational**

In most cases, it is unlikely that procurement practitioners do not want to be innovative or strategic in other ways. But often Procurement is not particularly welcomed at the innovation table. For Procurement to really engage in innovation requires a very different timing of engagement and very different receptivity on the part of stakeholders. Procurement needs to demonstrate its strategic competence, for example by showcasing where it has enabled innovation or delivered other types of value that stakeholders are looking for.

And, of course, Procurement would need the time away from tactical efforts to do that more difficult, more time-consuming – and more valuable – strategic work. As discussed in depth in Section 4.4, leveraging technology to augment the time spent in negotiating terms and conditions can create the space to be more innovative and partner more with stakeholders to drive innovation and revenue growth.

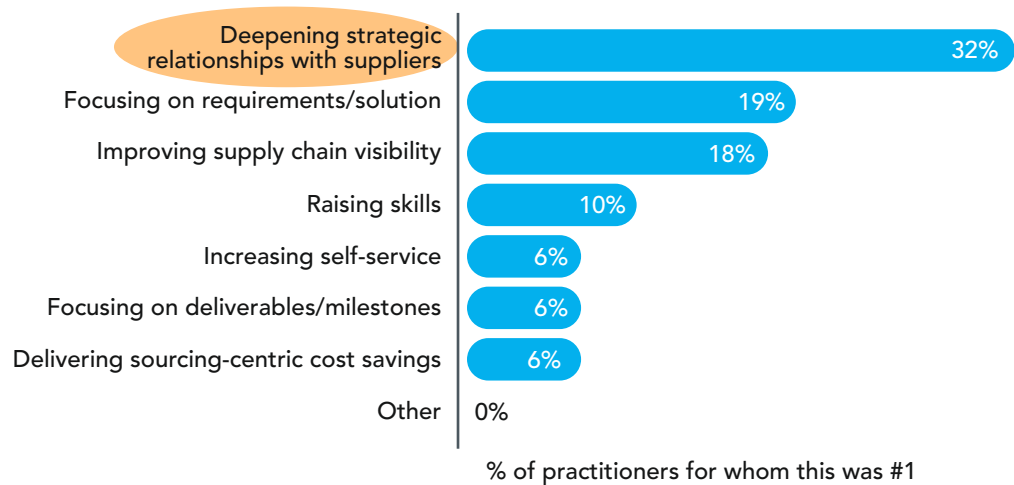
# 3 Future State: Procurement 4.0

## 3.1 If Procurement had more time, what activities would they focus on?

While more practitioners cited cost savings as the number one highest current state value than any other, the activities they would spend more time on – if they had more time – were much more strategic.

When asked what they would spend their time on if the procurement process was shorter, a significant percentage of practitioners cited deepening strategic relationships with suppliers as number one, as Figure 6 shows. Looking beyond number one to the top three brings in focusing on requirements and solutions, delivering sourcing-centric cost savings, and improving supply chain visibility.

Figure 6: Practitioner responses to “Imagine it were possible to shorten the procurement process...What other activities would you spend your time on?”



Clearly, there is a desire among procurement practitioners to be more strategic and add value to the organization beyond cost savings, but it is also clear that many have struggled to make the change. Even when disciplines such as Supplier Relationship Management are introduced, they can often remain focused on traditional values of cost reduction and control because these are easier to achieve and measure.

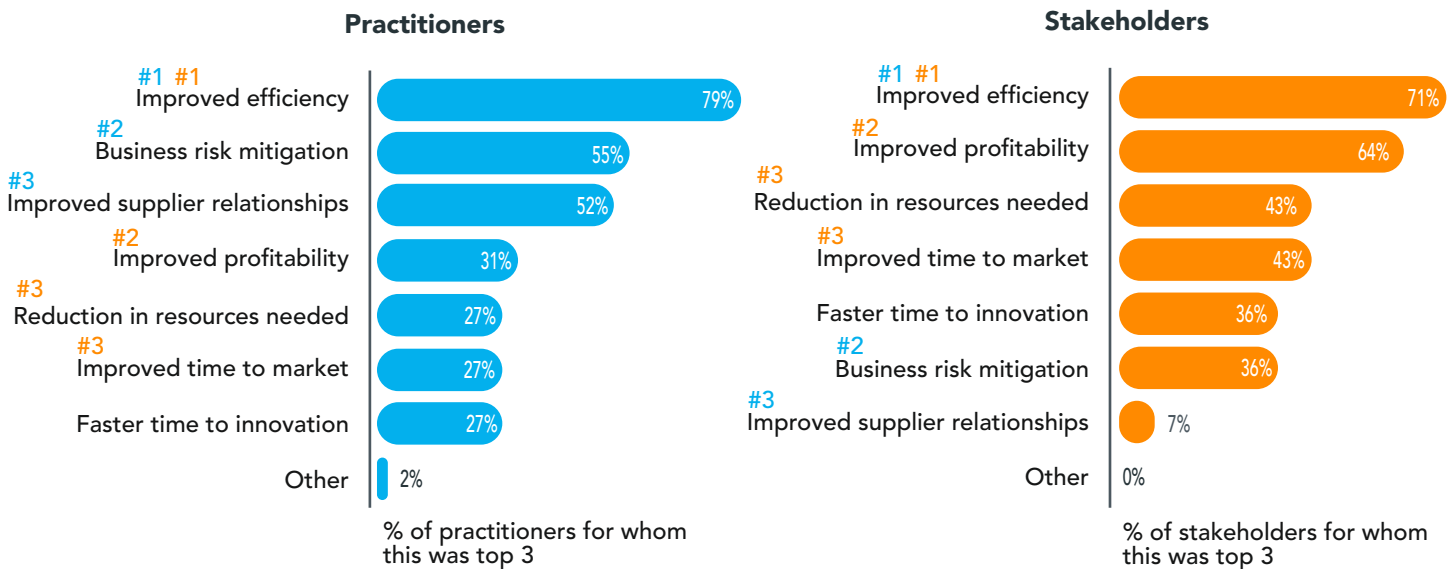
### 3.2 What could the value of procurement be?

The business value that practitioners said would come from having more time for activities like deepening strategic relationships with suppliers and focusing on requirements and solutions includes improved efficiency, business risk mitigation, and improved supplier relationships, as Figure 7 shows.

Practitioners' perceptions of the potential impact to the business of having more time aligned closely with stakeholders' perceptions of the potential impact.

As with practitioners, improved efficiency is by far the most cited impact among stakeholders. Stakeholders also believe that Procurement having more time could lead to improved profitability, reduction in resources needed, and improved time to market. These potential impacts align well with stakeholders' desire to see Procurement contribute to revenue growth and drive innovation, as described in Section 2.2.

Figure 7: Practitioner and stakeholder responses to "What would be the impact to the business if Procurement could spend more time on those activities?"



The COVID-19 pandemic accentuated the need for Procurement to be strategic.

The importance of Procurement as a strategic partner within the organization has risen with the COVID-19 pandemic. For many stakeholders, supplier relationships were historically very transactional, not strategic and not partnerships. The pandemic opened many stakeholders' eyes to the importance of strong supplier relationships for greater agility and caused many to seek to increase the strategic nature of their supplier relationships. For Procurement to take the lead at deepening those relationships – as practitioners say they want to do – would serve most organizations very well.

“ Ensuring contract terms and flexibility is particularly important to us now – figuring out how we manage divestments and changes in workforce and, indeed, force majeure. Also, from a compliance perspective, ensuring that we have the right types of agreements with our suppliers, and that can be everything from GDPR to IT security to sustainability.”

– Director of Global Procurement, Multi-billion Dollar Consulting Firm

## 4 Getting From Here to There

With both practitioners’ and stakeholders’ perspectives, the surveys give us a clear picture of the current state and potential future state of Procurement. There is consensus that Procurement can be – and indeed, wants to be – more strategic, spending time on activities like focusing on requirements and solutions, delivering sourcing-centric cost savings, and improving supply chain visibility and delivering value to the business in the form of improved efficiency, business risk mitigation, and improved supplier relationships.

In this section, we will share our thoughts on four ways to get there from here.

### 4.1 Develop a strategy to become strategic

Procurement has an image problem. That’s reflected in how many times people discuss “What should we call ourselves?” But the real issue here is not in the name. It is in the ability to bring unique insights and creative ideas to the business. Being strategic does not require consent, empowerment or authority; it is a state of mind and a readiness to challenge the status quo. Executives are hungry for strategic thinkers and ideas; Procurement controls its own destiny. Getting a seat at the [innovation table](#) – or any other strategic table – is not something that will passively happen. It requires an active decision and effort by Procurement.

### 4.2 Escape the process

In many organizations, Procurement is rigidly beholden to process. Sometimes, rigid devotion to ‘the way it is done’ is about perceived risk mitigation – or at least, about moving the heat off Procurement. Often, especially in very large organizations, a burdensome procurement process is like Frankenstein’s monster, with changes having been layered on top of each other over the years so that what should be straightforward is increasingly difficult and time consuming. The truth is that no one actually asks whether it is mitigating risks or whether it is stifling opportunities, growth and long-term sustainability of the business.

Being strategic requires Procurement to be front-and-center and open to even radical change. Procurement should evaluate all processes and assess whether they are optimized toward the goal of adding strategic value for the business.

“ In Procurement we were spending 80 percent of our time negotiating terms and conditions and only 20 percent of our time working on the things that actually cause disputes – milestones, acceptance criteria, warranties, and the like. We were only spending 20 percent of our time there because we were spending so much time going back and forth, redlining terms and conditions. We needed to stop doing that serial dance to get the time to build relationships with our stakeholders, do category management, work on finding the right suppliers. We would have that time to do those things if we weren’t saber rattling over limitations of liability for the ten thousandth time.”

– **Former Global Head of IT Procurement, \$180 Billion Multinational**

There may be the perception that escaping the process could introduce risk, but as one procurement leader we interviewed explained, being a slave to process may tick a compliance box but it does not actually mitigate risk. In fact, it could add risk. Especially when it renders the organization unable to be agile in the face of a major exogenous event like a [global pandemic](#).

In reality, what could be perceived as an added risk is actually an opportunity for Procurement to bring new approaches and thinking to risk management. As Procurement thinks about the mitigation of risk, it is important to become a lot better at thinking about risk likelihood, and also the recognition that if the organization does not take any calculated risks, it will not be long until there is no organization to manage at all.

### 4.3 Understand stakeholders’ business

Actively deciding to be strategic and escaping the ‘this is the way it has always been done’ mentality are pre-requisites, but the most important steps for Procurement to add more strategic value is really understanding the business of the stakeholders – their goals and their pressures, and their opportunities – and looking for ways to support them. That is key for Procurement to move from a tactical ‘necessary evil’ function to a strategic value contributor.

Delivering on this requires Procurement to build relationships with stakeholders, and to be adept at understanding stakeholders’ potential blind spots, such as risk. Stakeholders, it is clear, know what they want, and they want it tomorrow. It is important for Procurement to be responsive, considering any necessary risk mitigation. Of course, it’s a two-way street. It starts with Procurement but stakeholders, too, need to learn about Procurement’s business.

A good starting point is to understand the friction points in the procurement processes where cost is incurred and value gets eroded or missed. Procurement can focus on alleviating those processes that have the greatest economic impact on the business. Technology can help, as we will discuss in Section 4.4.



The changes we discuss here will be a massive shift for many organizations. Shifting away from a focus on savings towards more strategic value areas will likely involve significant organizational and cultural change.

For Procurement, they will need to understand what knowledge and skillsets will be required. For example: skills for extracting and refining requirements and expertise in emerging strategic priorities such as ESG (Environmental, Social, and Governance) may be helpful. And perhaps most important of all: competitive knowledge. Procurement can add tremendous value by keeping a pulse on market trends, competitive benchmarks, and bringing to the business new ideas for gaining a competitive edge through better procurement practices. WorldCC research demonstrates that these are all areas of weakness for Procurement today.

“ Our Procurement organization is working to deepen supplier relationships, with a particular focus currently on sustainability. We are working on getting more transparency, better reporting throughout the supply chain. We are spending time on internal training, too. And I am making time for business partnering as well – spending more time identifying new opportunities so we are not just reacting to the ones we know are coming up.”

– Director of Global Procurement, Multi-billion Dollar Consulting Firm

## 4.4 Leverage technology to tackle friction points

The business expects Procurement to deliver expense control – that is part of the basic plumbing – but that does not mean there is no room for value-generation and strategy. Indeed, the true hallmark of ‘being strategic’ is to work out how to deliver core activities more efficiently and more effectively, which in turn frees time and generates ideas for higher levels of contribution.

One way to achieve that is by leveraging technology. The technology exists for Procurement to simplify processes and free up time to focus on adding strategic value. We are seeing some exciting breakthroughs with artificial intelligence, for example. Recently, World Commerce & Contracting has been running some experiments pitching physical negotiation teams against teams that never meet and instead utilize a machine. These experiments have reinforced the point that people tend to make things a lot more complicated than they need to.

Leveraging AI, forward-thinking Procurement leaders rely on intelligent clauses with fallbacks. Using intelligent systems, Procurement does not need to rely on [rigid frameworks](#) that end up driving “saber rattling over limitations of liability for the ten thousandth time,” as one practitioner put it. Instead, Procurement and Legal can work together to create core agreements that are much more specific. They can use technology to create dynamic clause libraries with automated fallbacks and options. An accurate record can then be kept of which clauses get used, and which do not, with the underlying templates being adjusted over time.

“ We need to be open to looking at things in a very different way. It requires some different perspectives, for example, on risk. Procurement could, within certain parameters, analyze contract clauses on a retrospective basis and disqualify them if they introduce real risk that is unacceptable. That kind of idea tends to make the risk management team really uncomfortable. But these are the areas where, if you want to shorten the process, automation can really help. We need to look at things through a different lens.”

– **Category Lead for Software and Cloud Services, \$50 Billion Multinational**

## 5 Conclusion

So, what is the value of procurement? Or better yet – what could the value of procurement be? With insights from Procurement practitioners and their stakeholders, our initial hypothesis is confirmed:

- There is a disconnect between Procurement’s perceptions of the value they add and stakeholders’ perceptions of that value.
- Currently, Procurement practitioners spend a significant percentage of their time on activities that do not add value to the business.
- If Procurement had more time, they could focus on higher value-added tasks.

In addition, our research reveals several valuable insights:

- Practitioners and stakeholders agreed that Step 2 (Agreeing on Scope of Work/ Finalizing Requirements/ Issuing an RFP), Step 4 (Negotiation of Solution Terms and Conditions) and Step 6 (Approvals and Award) represent the greatest opportunity for shortening the overall process.
- While there is still significant opportunity to improve stakeholder satisfaction, stakeholders are not that dissatisfied with the time procurement takes.
- But when it comes to the value Procurement delivers, there is a significant disconnect. While more practitioners see cost savings as number one (and none reported innovation as number one), more stakeholders would like Procurement to contribute to revenue growth and innovation.
- It is not that Procurement does not want to be innovative. But what gets measured, gets managed. And in most organizations, Procurement is measured on cost savings.
- Procurement practitioners do want to be more strategic and want to spend more time here, including more time deepening strategic relationships with suppliers.
- Practitioners’ perceptions of the potential impact to the business of having more time aligned closely with stakeholders’ perceptions, with improved efficiency the number one impact for most practitioners and stakeholders.
- The COVID-19 pandemic accentuated the need for Procurement to be strategic – in particular, to build and maintain the kind of strong supplier relationships that enable agility.
- Given the consensus that Procurement can be – and indeed, wants to be – more strategic, there are four ways to get from the current state to that desired future state:
  - Develop a strategy to become strategic
  - Escape the process
  - Understand stakeholders' business
  - Leverage technology to tackle friction points

There is a bright future ahead, and competitive advantage to be had by organizations that transform Procurement from a cost function to a strategic collaborator. But, in the words of one of the practitioners we interviewed, “We need to be open to looking at things in a very different way.” That way is to focus on the future and to recognize that we must embrace change as an on-going opportunity to deliver value and ensure relevance.



App Orchid's proven Enterprise AI platform helps enterprises build powerful, predictive AI apps quickly. One of those apps is [ContractAI](#), a SaaS-based solution that leverages AI to transform the contracting process – dramatically improving the analysis, creation and negotiation of contracts. ContractAI has been proven to reduce the time to contract from more than 90 days to one week, at the same time reducing contracting risk and minimizing contracting friction. It's the technology that can give Procurement time to focus on strategic, value-added activities – and earn its place as a valued business advisor.

For more information, please visit [contractai.apporchid.com](https://contractai.apporchid.com).



Established in 1999, World Commerce & Contracting (previously IACCM) is a not-for-profit association that supports private and public sector organizations and professionals in achieving world-class standards in their procurement, contracting and relationship management process and skills, through training, research, benchmarking and analytics services.

WorldCC is a recognized global leader for driving innovation in trading relationships and thought leadership in commercial competencies and commercial models. Today WorldCC represents over 70,000 members within more than 18,000 cross-industry organizations across 183 countries. Since its inception, WorldCC has led the way in responding to the challenges of global networked markets and has therefore been of particular relevance to organizations with a need to operate multi-nationally. This explains why leading global corporations are among the most active members.

The Association is unique in its coverage of both buy-side and sell-side perspectives. We work with our members on ground-breaking research and analytics, contract design and simplification, developing new frameworks and best in class methodologies, in addition to providing extensive training and continuing professional development programs.

As a non-profit, we are also highly selective in where we apply our resources, being driven especially by projects that contribute to the wider good of society.