IDEA-TO-PAY

Transform Your Procurement Operating Model to Drive Enterprise Value

From Business Idea to Business Value

Why enterprise leaders are rethinking procurement for the AI era.

Boardrooms, chief executives, CIOs, CFOs, CPOs, and their peers are seeing the potential of artificial intelligence (AI) for optimizing their business. Not just operationally, but for driving growth and margins across the enterprise. Enterprise leadership—especially procurement leaders—are facing an unprecedented mandate to deploy AI at speed and scale to capture that opportunity. These initiatives carry high expectations, requiring leaders to work across organizational silos and deliver a new level of integrated enterprise performance.

Yet, as organizations rush to seize this opportunity, a **glaring execution gap has emerged between technology adoption and strategic readiness.** Much of the current investment is being directed toward using AI to incrementally accelerate back-office tasks, cut transactional cycle times, or optimize static administrative workflows. There is real value here. But this has also caused many organizations to get mired in 'AI Pilot/POV Purgatory,' testing extensively with some tactical wins but not finding a path to scale up.

Research shows that this defensive approach misses the real prize. A recent study by PwC, "Want AI ROI? Go for Growth," reveals that the most significant return on investment from AI occurs when corporate leaders expand their ambition beyond productivity and cycle time and focus on driving enterprise growth.

Capturing this upside requires a major shift in executive perspective. As IDC research notes, realizing the potential of transformational operational excellence is not a passive exercise in software installation.

It demands a willingness to challenge entrenched process assumptions, execute a program of creative disruption, and make bold, strategic trade-offs to reshape the procurement operating system.

To find the optimal starting line for this enterprise transformation, organizations must look to procurement and GBS to extend far broader than the scope covered by traditional 'source-to-pay' tech stacks.

The procurement and GBS ecosystem stands at the intersection of internal business demand, critical third-party partner selections, multi-million-dollar capital commitments, and real-time global data insights. Modern procurement teams have honed their expertise to optimize negotiations, drive efficiencies and savings, and manage risks—but only for spend under management and suppliers they have the chance to engage before committing. Together, these dimensions represent an unparalleled foundation for enterprise value creation.

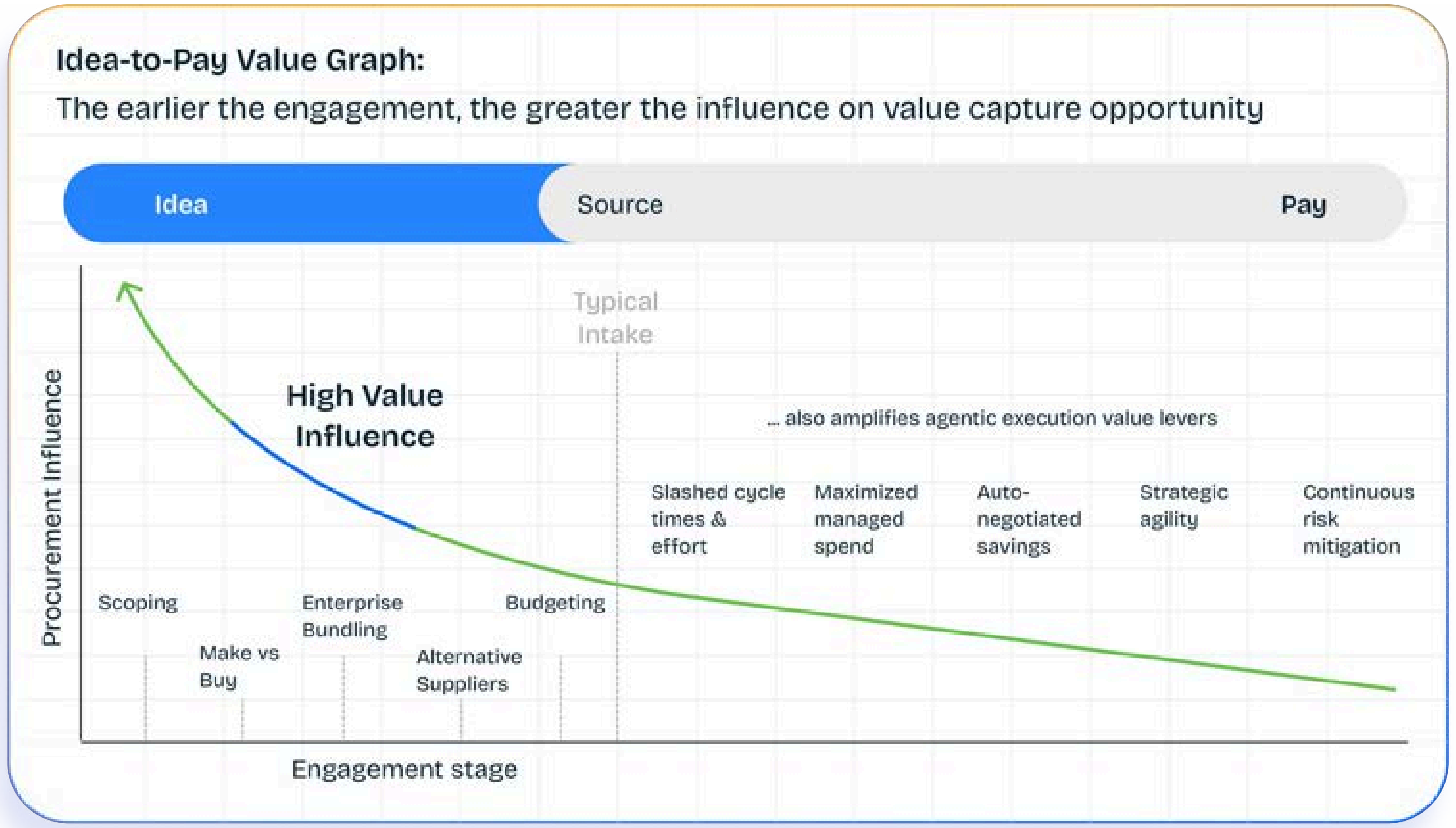
Yet, in many global corporations, this procurement value creation potential remains unrealized, **blocked by digital architectures that cause the business and procurement to engage far too late** in the decision-making cycle.

The breakthrough required to unlock modern procurement is Idea-to-Pay (I2P). Idea-to-Pay is a comprehensive operating framework that expands procurement's role beyond transactional execution and basic intake. It enables organizations to engage procurement at the moment a business need emerges—when an initiative is still just an idea.

The Value Multiplier of Idea-to-Pay

The financial and operational influence of procurement is proportional to **how early it is engaged** in the spending cycle. By capturing business intent at the "idea" phase rather than the "requisition" phase, the organization radically expands its ability to influence key directional choices.

Idea-to-Pay establishes a system where enterprise imagination meets intelligent execution from the origin. It not only expands spend under management for routine requests, it can capture business intent at the idea stage. Here, leaders can influence critical, structural levers that define the financial and operational trajectory of a project before key decisions or commitments are made.



Some vital, early-stage value levers include:

Make-vs-Buy Strategy: Evaluating whether an emerging enterprise capability should be built internally or outsourced to specialized market partners, optimized before workflows lock in.

Initiative Scoping: Utilizing real-time data insights at the concept stage to refine project parameters, ensuring precision on the request from the business and what it requires to move its objectives forward.

Enterprise-Wide Demand Bundling: Programmatically scanning active intents across multiple global business units, allowing the organization to aggregate regional requirements into a single, massive commercial lever.

Proactive Alternative Supplier Mapping: Identifying highly resilient, diverse-owned, or pre-vetted supplier networks the moment a project is conceived, completely eliminating single-source dependencies and maverick vendor selection.

When the operating architecture connects directly to intent, compliance stops being an adversarial enforcement mechanism and becomes an organic byproduct of a superior user experience. Procurement transitions from an administrative operator into a ‘value architect,’ creating a blueprint for delivering on corporate growth mandates.

This compounds upon the strategic value multipliers of agentic orchestration, such as:

01. Hard Savings and Spend Capture

When compliance requires a long training manual, users bypass the system, creating a stream of maverick spend. By replacing friction with an intuitive conversational entry point, the compliant path naturally becomes the path of least resistance.

Leading global research firms indicate that embedding spend capture and automated negotiation mechanisms across enterprise transactions unlocks a **5% to 10% bottom-line margin dividend** directly back to the CFO's balance sheet.

02. Operational Agility at Scale

In a volatile global economy, corporate priorities must change within hours, not months. Whether responding to supply disruptions, shifting compliance mandates, or changing tariff structures, an organization must adapt its sourcing guardrails immediately.

Because ORO Labs provides a robust, no-code workflow environment, procurement operations teams can configure and deploy complex conditional business rules dynamically, completely independent of internal IT development backlogs.

03. Model Triage & Economic Insourcing

For years, the standard playbook for managing enterprise transaction volume was Business Process Outsourcing (BPO)—shifting manual data processing to lower-cost labor regions. Agentic orchestration enables a pivot toward economic insourcing.

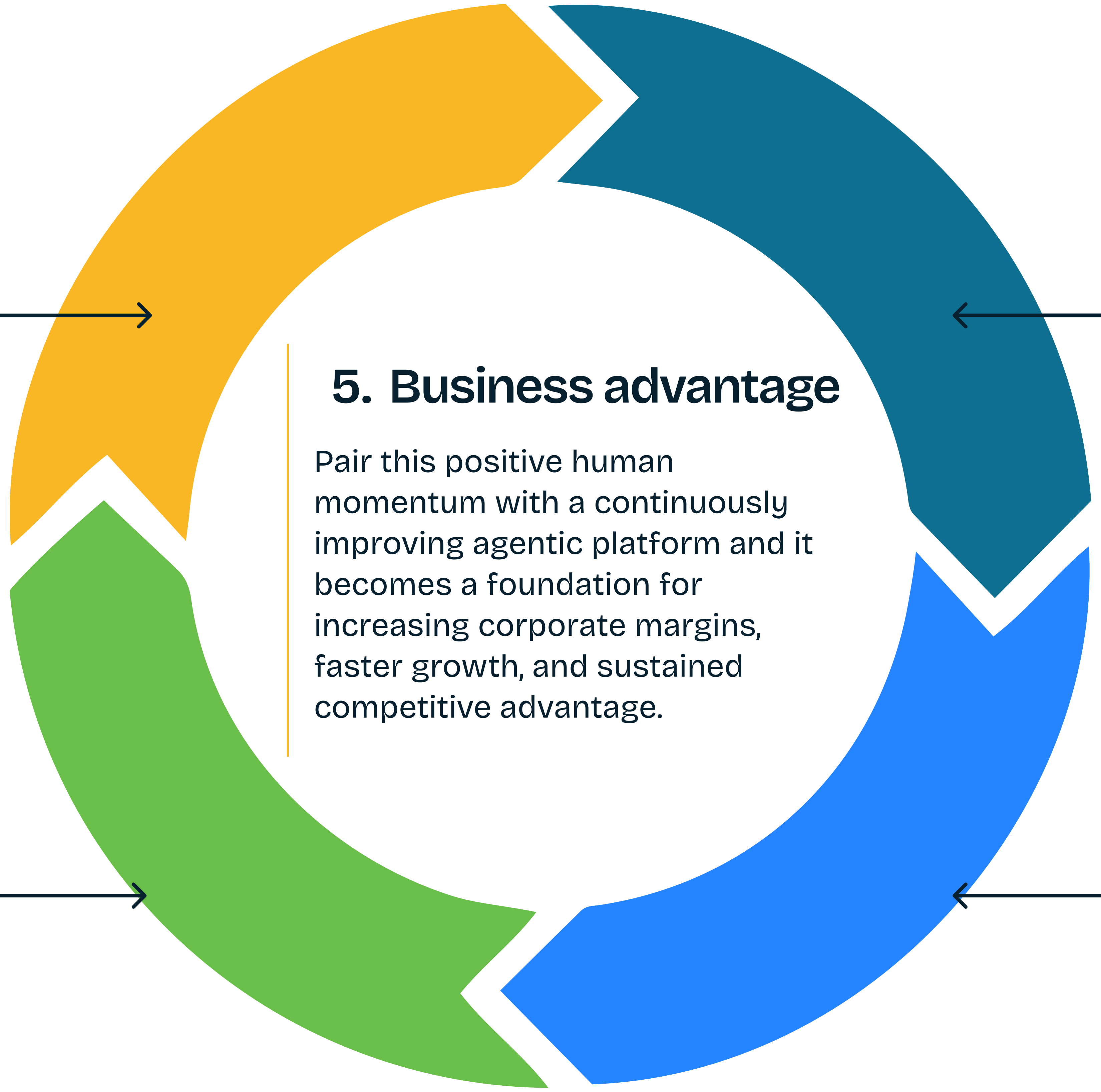
By allowing autonomous agents to execute high-volume, middle-office cognitive triage, enterprises can safely bring operational control back inside the company.

At a top 20 Pharma leader, ORO's agentic automation eliminated over 300,000 support tickets, and slashed cycle times from days to minutes while maintaining a clear audit trail.

> "ORO's AI agents deliver **millions in savings** and seamless workflow automation. From **idea to pay,** ORO Labs is helping us with procurement intake, orchestration, supplier-self service, and purchase requisition using agentic approvals."

Rick R. AI, Automation and Innovation Lead for Procurement Enterprise Customer [G2 review April, 2026]

The Virtuous Value Cycle of User Experience & Advanced Orchestration



1. Improved UX

When employees discover that engaging with Ask ORO's intuitive, orchestrated intake process is faster, simpler, more transparent and helpful than trying to bypass it, they naturally follow the prescribed path.

2. Higher Satisfaction

The better user experience (UX), visibility, and faster cycle times reinforce satisfaction, which is contagious.

3. Higher Adoption

Higher satisfaction enhances the procurement team's position as trusted strategic partners to the business, thus driving higher adoption across the enterprise.

4. Better Outcomes, Data Intelligence & Optimization

Broad adoption drives faster time to market, more consistent savings, superior risk mitigation, better data/predictive insights for continuous UX optimization, and more collaborative innovation—which elevates the entire "business experience".

5. Business advantage

Pair this positive human momentum with a continuously improving agentic platform and it becomes a foundation for increasing corporate margins, faster growth, and sustained competitive advantage.

Agentic Execution Architecture That Transcends Process Silos

To understand why this operational evolution is so critical, leaders must confront the structural limitations that have historically hampered procurement's strategic impact. For the past several decades, enterprise procurement has been anchored to the paradigm of Source-to-Pay (S2P)—transaction-centric, process-driven, and optimized for compliance over collaboration.

It's an operating model engineered for a different era of business. S2P solutions did not emerge as intelligent networks; they emerged as rigid control systems built to impose back-office order, consistency, and auditability on transactions that had already been decided on.

At their foundation, legacy procurement solutions rely on static documents, workflows, and business rules that move through isolated functional lanes. When they are subjected to the fluid, high-velocity conditions of modern global commerce—shifting multi-market regulations, rapid geopolitical disruptions, unstructured business intents—these rigid systems struggle to keep pace.

They compel organizations to multiply deterministic rules to handle every new operational exception, making the procurement technology landscape brittle.

The practical cost of this structural rigidity is borne by the enterprise employee. When a business user attempts to move a project forward, they run into a fragmented tech stack comprised of siloed tools for purchasing, legal review, information security checks, third-party risk management, and supplier onboarding. Because these underlying systems lack any shared context, semantic understanding, or bidirectional flow, the business user is forced to act as the human integrator between disconnected applications.

Requesters are buried under a deluge of email check-ins, tracking tickets, and manual data re-entry simply to route a single project through departmental approval matrices. Exhausted by the administrative friction, employees find workarounds that bypass official compliance channels entirely, exposing the enterprise to unmanaged, rogue spend and institutional risk.

"Starting at sourcing is too late—and intake is not even the right word. When people are thinking about how to accomplish a business goal—that's what we call the 'idea.' That's where we want to start."

Sudhir Bhojwani, CEO and Co-Founder, ORO Labs

Idea-to-Pay: Orchestrating Work Across the Enterprise

One of the key elements by which ORO Labs helps procurement teams overcome siloed processes is the Agentic Procurement Orchestration architecture and semantically rich integrations with legacy systems. ORO does not introduce yet another isolated point solution or impose a new walled garden of enterprise software. Instead, it sits above corporate systems of record, functioning as an intelligent, unified orchestration layer that gracefully coordinates workflows, data streams, and conversational AI across the full enterprise value chain.

The capability that makes this seamless user journey possible is **Ask ORO,** which leverages multi-intent management, overlaying multi-agent workflows, coordinated by an orchestrator agent.

In many procurement intake applications, intent detection is linear and single-threaded; an agent can parse text to trigger a predefined form path, but it stalls the moment a request becomes fluid or multi-layered. Ask ORO interprets unstructured context natively. When an employee interacts with Ask ORO—whether typing a complex requirement into Slack or Microsoft Teams or uploading an unformatted vendor proposal document—the orchestrator agent extracts the combined signal from the conversation context, natural language, and document metadata simultaneously.

If an enterprise executive describes a complex strategic initiative that requires executing a parallel NDA, validating a supplier's international tax profile, and conducting a comprehensive data privacy check, Ask ORO does not force them to segment their request. The agent automatically parses the request at entry, splits it into distinct, parallel compliance tracks, and dynamically coordinates the required steps across Legal, Risk, Finance, and Procurement systems in the background.

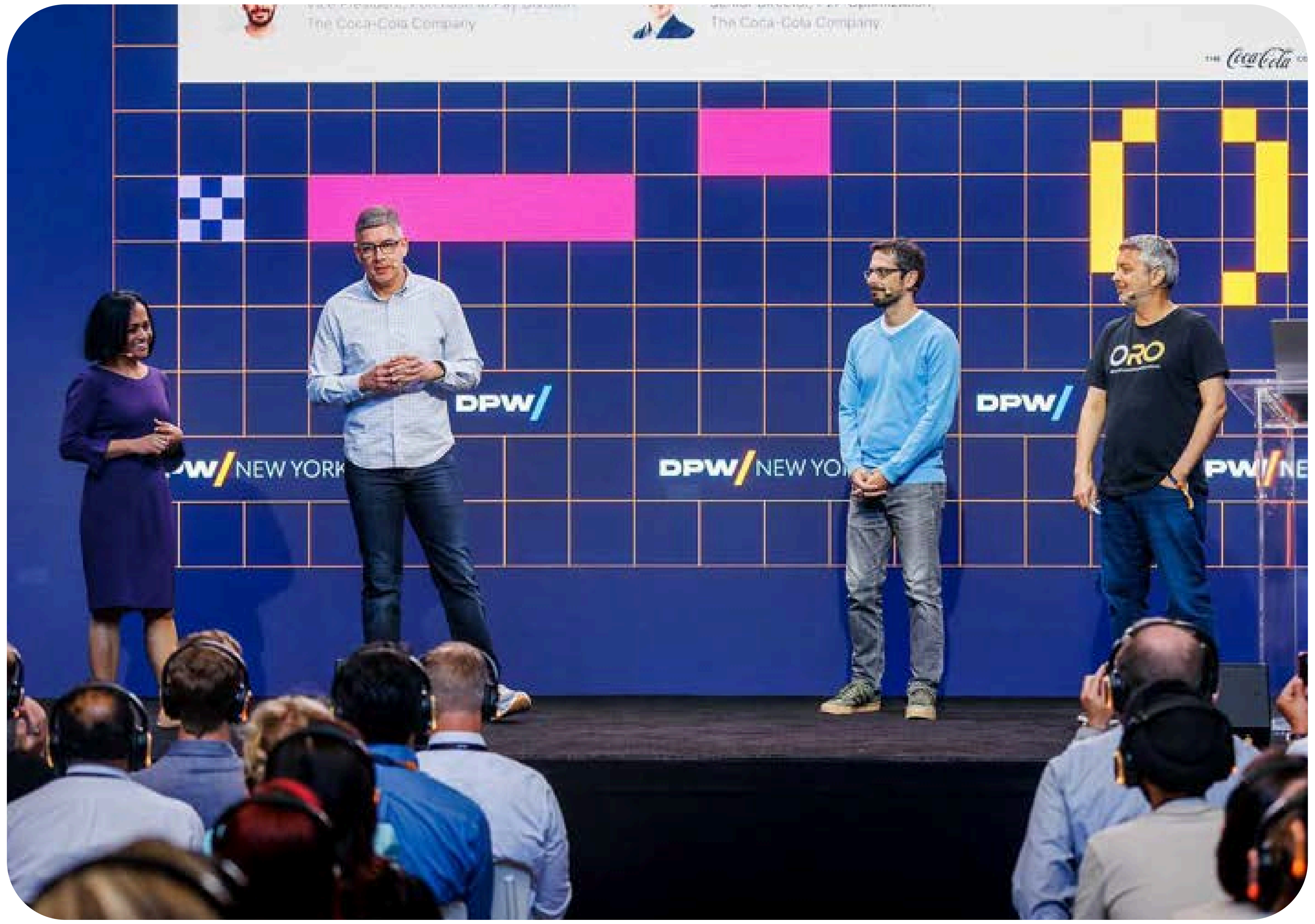
Here are examples of ideas that Ask ORO can interpret beyond typical 'spend intent' intake:

- "how did someone else in my organization develop a similar program to X?"
- "here's the vendor proposal—what do I need to do next?"
- "what do contracts look like for service / deliverable X"
- "what is the right order to engage suppliers for this project?"

The user experiences a single, effortless, and continuous conversation that requires no training, while the underlying systems of record are perfectly populated with clean, audit-ready data. This is the structural breakthrough that moves the enterprise from static task automation to true, fluid operational re-engineering.

> "User experience isn't a surface-level aesthetic design. With rich enough context, it becomes a hard operational lever that drives compliance and value."
>
> **Lalitha Rajagopalan,** Co-Founder, ORO Labs

Idea-to-Pay Comes to Life



At DPW New York, The Coca-Cola Company joined ORO Labs on stage to introduce Idea-to-Pay and showed how a global enterprise rolled out an experience across nine operating units, 125k suppliers, and 150+ countries with one design principle: **no training required.**

On the main stage, Adrian Quinteros, VP of Purchase to Pay at The Coca-Cola Company [showed the Idea-to-Pay journey](#) running in production—from a marketing spend request, through supplier onboarding, approvals, and finance steps, all the way to a completed purchase order integrated directly with their ERP. The experience guides employees from need to outcome—proving Idea-to-Pay at global scale.

With a non-negotiable design principle of "no training required," the result was a walk-up experience that worked globally from day one across multiple operating units and indirect spend categories. Coupled with a change management program centered around short videos and reels that "met users where they were" rather than asking them to take a training course, this enabled them to launch Idea-to-Pay across nine operating units and 150+ countries concurrently for all indirect procurement spend.

That's the problem Idea-to-Pay solves. It's not about training users harder. Success originates from designing the experience—and the intelligence behind it—so that training isn't needed. Customers using the Idea-to-Pay framework are seeing results that reflect the scale of the architectural change. Global enterprises are architectural change.

Global enterprises are achieving 85% user adoption across 20 countries in under two months.

One leading pharmaceutical company reduced requester effort by 70% through agentic automation. Across the ORO customer base, supplier onboarding has been reduced to under five days, and individual agents are processing 15,000+ transactions per month. At one of the largest deployments, 38,000 users went live across 35+ countries in two weeks.

"Our Procurement Orchestration team is transforming how the enterprise buys, engages, and experiences procurement across the full Idea-to-Pay lifecycle. With multiple AI-enabled improvements launching, the momentum is real and the impact is accelerating."

Rhonda Griscti
Executive Director,
Digital Strategy & Global Process Lead,
Bristol Myers Squibb, [on LinkedIn](#)

What Makes Idea-to-Pay Possible

Idea-to-Pay (I2P) requires more than connected workflows. It requires a platform built to understand business intent, orchestrate work across systems, and carry context from the first idea through final payment. That's what makes Idea-to-Pay native to Ask ORO—not bolted together from disconnected tools.

Six foundational capabilities power Idea-to-Pay:

Procurement-native data model & knowledge graph

A unified procurement data model and knowledge graph connects requests, suppliers, contracts, invoices, and purchasing activity, giving AI agents the context they need to reason across the full lifecycle.

I2P: One data foundation for context from idea to pay

Multi-modal intake & intent management

Ask ORO meets employees where they work—in natural language, documents, forms, Slack, or Teams—and understands the business intent behind every request, even as needs evolve.

I2P: Every initiative starts with an intelligent entry

Open integrations & orchestration

Deep integrations connect ERP, S2P, CLM, risk, and finance systems so work flows seamlessly across existing technology investments—without rip-and-replace.

I2P: Orchestrates work across your enterprise, not just procurement.

Governance & compliance by design

AI guardrails, human-in-the-loop controls, auditability, and policy enforcement are embedded directly into the platform, ensuring governance without adding friction.

I2P: Every step is compliant, transparent, and audit-ready.

Enterprise lifecycle management

Purpose-built software and agent lifecycle management enable organizations to evolve workflows, AI agents, and business rules safely—without disrupting operations.

I2P: Adapt continuously as your business changes.

Procurement expertise built in

ORO combines procurement expertise with configurable AI and orchestration to accelerate solution design, implementation, adoption, and long-term value realization.

I2P: Procurement expertise is embedded into every interaction.

Together, these capabilities create a native Idea-to-Pay platform that carries business intent from the first idea through execution and payment—connecting people, systems, processes, and AI to maximize enterprise value.

More importantly, they redefine procurement's role—from managing transactions to **orchestrating outcomes.**

Continue the Idea-to-Pay Journey

Idea-to-Pay is more than a framework—it's a new operating model for procurement. Learn how leading enterprises are putting it into practice, the architecture behind it, and the capabilities that make it possible.

See Idea-to-Pay in Action

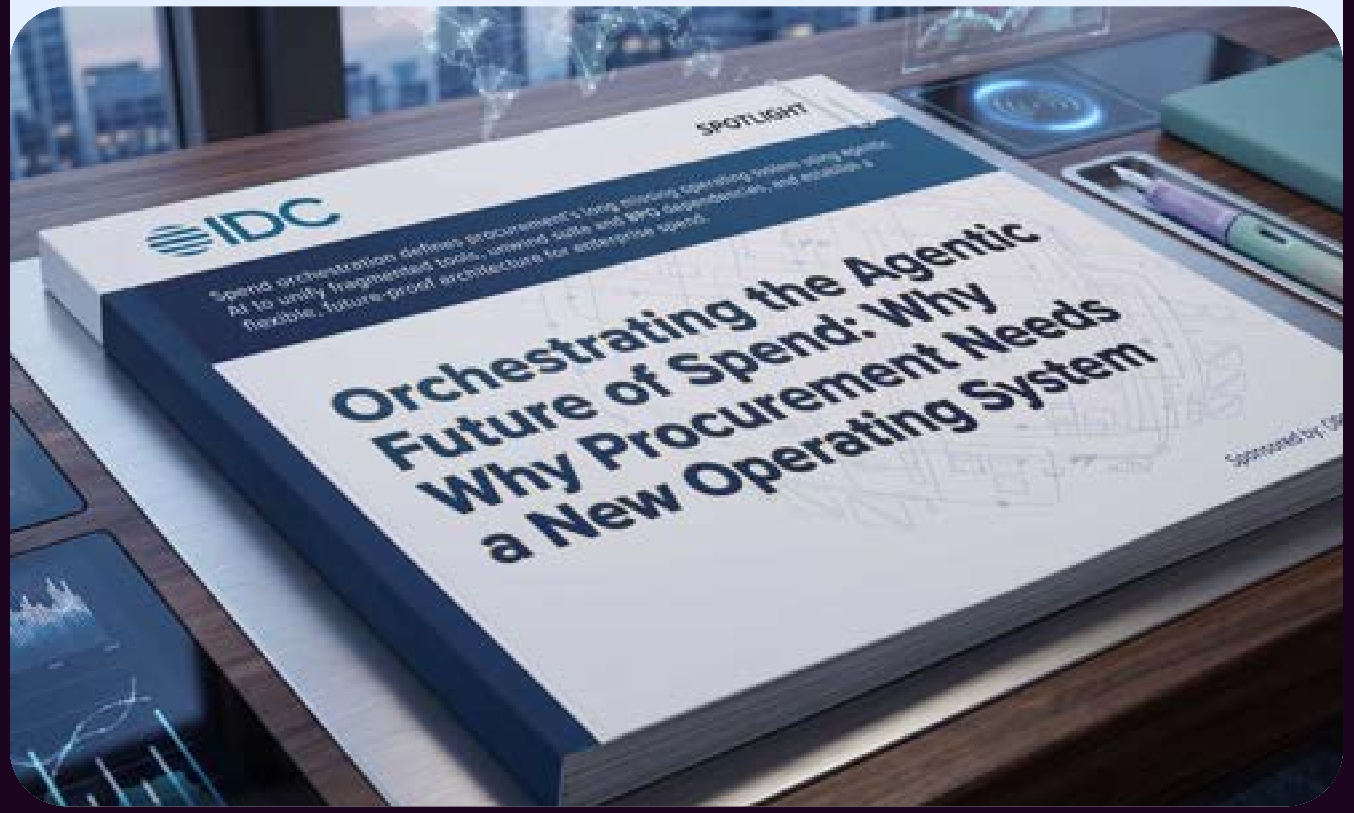
Hear how The Coca-Cola Company rolled out Idea-to-Pay with a procurement experience across nine operating units, 125,000 suppliers, and 150+ countries — with one design principle : no training required.

Watch the session →

Explore the Architecture

Discover why procurement orchestration is emerging as the foundation for AI-enabled procurement — and why leading organizations are moving beyond traditional Source-to-Pay architectures.

Read the IDC Spotlight →



Evaluate Orchestration

Use this practical guide to evaluate orchestration platforms, avoid common pitfalls, and identify the capabilities required for the next generation of procurement.

Download the RFP Guide →

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