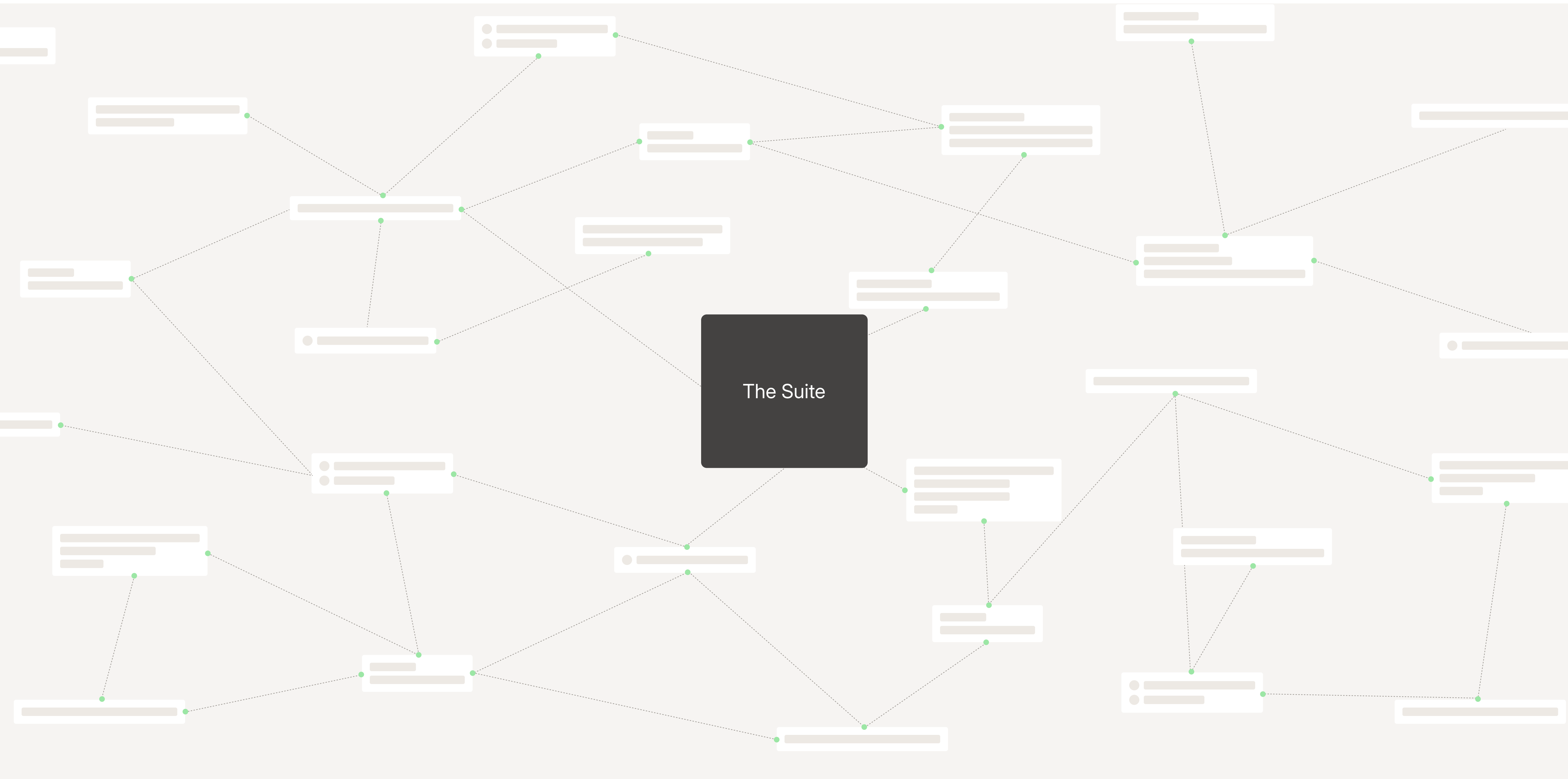


INDUSTRY INSIGHTS

How Adyen recoded its procurement stack for the agentic era.



Why the legacy suite era is ending.



Teams now work across multiple tools. Work no longer happens inside the suite.



Michael van Keulen
CPO in Residence, Omnea

I spent five years at Coupa, and during that time I told procurement leaders that one suite that did everything was the right answer. We called it “suite synergies.” For that era it was the right answer, and I bought it myself, twice. When spend is scattered across fifteen systems and nobody has a complete picture, consolidation is the obvious move. Put everything in one place. Standardize the workflows. Give procurement control.

But I think that model has run its course.

“The suite was designed on the assumption that the work happens inside it. It doesn't, and it hasn't for years.”

In October 2025, SAP announced it was rebuilding Ariba from scratch on new foundations. Sit with that decision for a moment. A company with twenty-five years of procurement architecture decided that the answer wasn't to bolt AI onto the existing system. The foundation itself had to change.

That may be the clearest signal yet that the procurement suite, as we know it, is reaching the end of its useful life.

The people making spending decisions are sitting in business units, not waiting in a procurement queue. They're working in Slack, Teams, and Claude, and the age of AI has given them very different expectations. Procurement's role is shifting rapidly toward value orchestration: providing intelligence, applying AI, and stepping in only when something actually requires human judgment. It's certainly no longer the gate every decision has to pass through.

AI makes this mismatch impossible to ignore.

An AI agent is only as useful as the context it can access, and the context of a procurement decision has never lived in one system anyway. It is distributed across the company.

That means the next generation of procurement infrastructure won't be another suite. It will be the connective tissue underneath the enterprise: integrations deep enough to assemble the full context of a decision, and agents capable of taking action wherever the work already happens.

That is the shift we're building around.

Adyen's procurement team is one of the first to run on this new infrastructure. What follows is their account of the move, in their own words.

“The people making spending decisions are sitting in business units, not waiting in a procurement queue.”



In February 2024, Adyen's procurement team was born. At the same time, the business launched its first ever source-to-pay tool.

“We are just 2 people out of a team of 21 brilliant procurement professionals at Adyen, some of which were heavily involved in different stages of the project and significantly contributed to its success.”

It was integrated with our ERP, becoming the intake for over 1000+ global users, and the portal we would rely on to collaborate with thousands of vendors.

Not even a year later, we made the first pitch for an intake and orchestration layer to be applied on top of the S2P tool, with the goal of improving user experience (and consequently user adoption), and removing workload from the overstretched team, who were managing hundreds of requests each month.

After months of work convincing the right stakeholders and overcoming the sunk-cost fallacy, Adyen chose its orchestration partner at the end of 2025. If you're reading this, you know who we're talking about. After only 16 weeks of implementation, we went live with Omnea for almost 5000 employees over 29 offices globally.

This whitepaper is written by Gabriel Galdino and Sam Kaserer, from Adyen's procurement team. Gabriel was the person who made that first pitch at the end of 2024, and Sam was the one who signed the deal with Omnea.

But to be perfectly clear, we definitely didn't do it alone. We are just 2 people out of a team of 21 brilliant procurement professionals at Adyen, some of which were heavily involved in different stages of the project and significantly contributed to its success.

We're simply the ones writing this to share our experience moving from old to modern procurement tech, with a special focus on our procurement transformation from legacy to agentic operating system.

This paper is written by procurement people for procurement people, and we hope it's useful to you if you're dealing with a similar transformation project, whether it's for a source-to-pay, ERP, contract lifecycle management, or any other tool for your company's ecosystem.

No. of employees who went live with Omnea

5000

No. of request through Omnea in the first three months

700

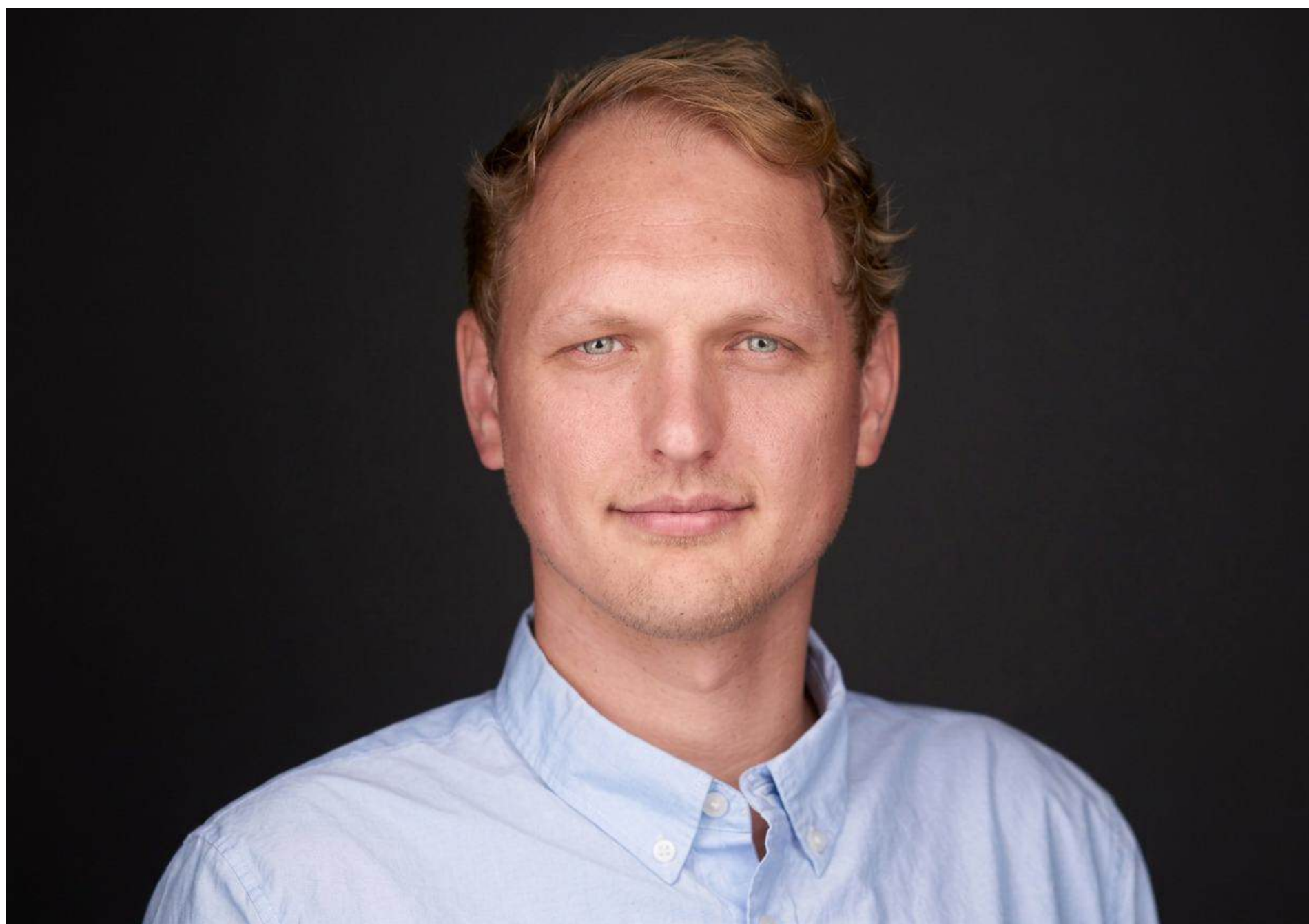
The authors



Gabriel Galdino
Procurement Team Lead, Adyen

This white paper was written by Gabriel Galdino and Sam Kaserer, from Adyen's procurement team.

In less than three years, Adyen's procurement function has moved from a legacy source-to-pay suite to an orchestrated architecture, and is now building its first AI agents on top of it.



Sam Kaserer
Senior Procurement Manager, Adyen

This is their account of what that took, what they'd do again, and what they'd tell another team starting out.

Omnea supported the editing and production. The story, opinions and figures in these pages are Gabriel's and Sam's.

Our original S2P couldn't keep up with Adyen's speed and ambition.

“Supplier creation directly in the ERP resulted in a manual process for the Finance Operations team, which was far from scalable considering Adyen’s rapid growth.”

As a financial services company with banking licences in multiple regions, Adyen is highly regulated. Third-party risk management and supplier due diligence have always been the most important steps in our procurement process.

Until February 2024, we ran one third-party risk management and due diligence system integrated with our ERP. Certain services (software, for example) were classified as high risk, and those suppliers were onboarded in that system to answer risk questionnaires and evidence their controls for data privacy and security. Suppliers of less risky services could be added straight to the ERP with company, tax and bank details.

This setup was not ideal. Not every software supplier is high risk, and not every marketing supplier is low risk. Creating suppliers directly in the ERP also left Finance Operations with a manual process, far from scalable given Adyen's growth.

We implemented a source-to-pay tool to solve those problems, while adding new capabilities such as sourcing events and contract lifecycle management. It also created a new operating model for the whole company: every supplier had to be fully onboarded before their invoices could be processed.

After go-live in February 2024, two things became clear. Managing around 600 high-risk suppliers (which require additional layers of due diligence) with a few more added each month is one challenge; managing over 4,000 suppliers with hundreds of requests a month is another. And because Finance had led both the decision and the implementation, the newly created procurement team was not set up to support the new architecture. At first, the issue was not the system itself.

This led to the growth and evolution of the procurement team and its operating model. We established categories, hired category managers to support different parts of the organisation, and created a Procurement Excellence team to design the right processes, support requestors, and iterate on the system.

Nevertheless, issues with the system soon started to appear. They could be summarized in three areas:

User experience

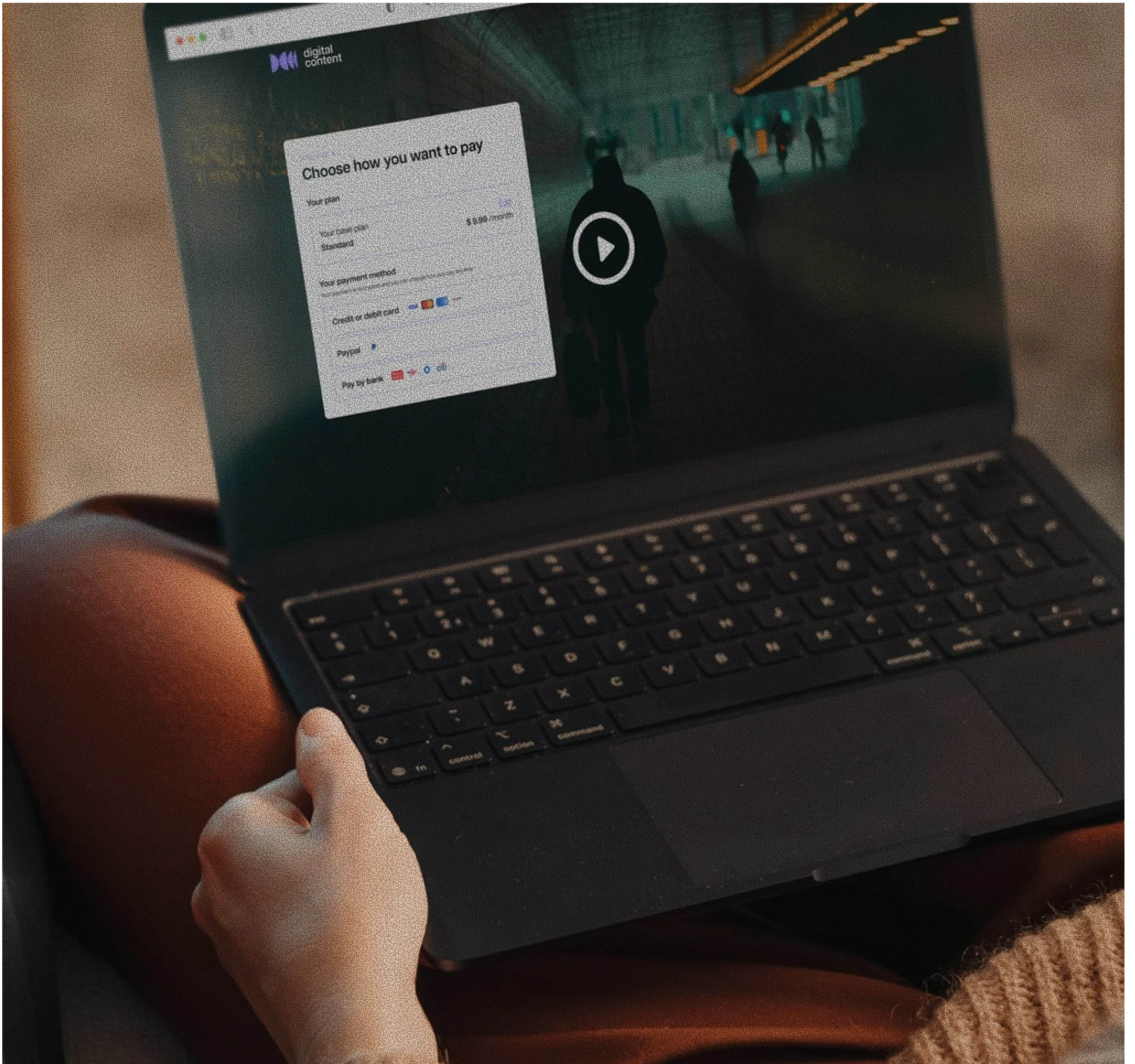
The system was not intuitive. Users needed mandatory training before they could even get access, and many requests still contained errors. Once a request was submitted, users lost visibility of the next steps and who owned them. That meant dozens of questions a day in our internal support channel, and hours each week answering them.

Complex system configuration

Changes were complex and slow to execute. Reworking the commodity structure, risk scoring, or conditionality logic between steps took weeks, if not months, even after we hired a specialist with prior experience of the system. That forced merciless prioritisation, inflexible roadmaps and frustration for users and the procurement team alike.

Integration use

The S2P was a single system with two modules: a central module for intake, sourcing, CLM and P2P, and a separate TRPM module for due diligence. Most requests needed both, and the two did not communicate seamlessly. Manual steps were required to launch a task in one module from the other, and users had to return a second time to answer basic risk questions.



These issues, when isolated, were potentially manageable. However, when combined, they were costing Adyen too much of the scarcest resource at any fast growing company: time.

Not only from the procurement team, who needed more time for what mattered most (supporting stakeholders with their strategic supplier relationships) but also from users, who simply wanted their supplier onboardings and contract requests completed quickly, so they could get on with the work that fuels Adyen's growth.

So we set out to find a structural solution.

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How we chose the right partner for Adyen.

“Through the review process, Omnea emerged as the clear choice. The platform met all of our success criteria, and we also found a partner with a strong cultural fit.”

Throughout the process of choosing a new procurement system, one thought kept coming up: “Why would Adyen, a company that disrupted the payments industry by giving customers a modern alternative, work with a system that was not keeping up with the needs of modern procurement teams?”

In a fast-paced company that grows more than 20% each year, and has over a thousand requestors across 29 offices worldwide, Adyen needed a system that was extremely efficient, agile, and intuitive. It’s easy to train heavy users on any tool, but it’s difficult to reach those users who only place a few requests a year.

After an initial market screening, we identified five procurement orchestration tools to explore. There was never any consideration given to other established source-to-pay systems, as they were not considered truly “AI native”.

From the first demos it was clear that the five tools were at different maturity levels, and each had invested in different areas of the procurement process. We needed the best match for the way Adyen does procurement.

Being a global financial services company with multiple banking licenses, Adyen is highly regulated. Above all else, one requirement remained critical throughout our procurement selection process: **third-party risk management (TPRM)**, in order to enhance our in-house capabilities.

We also wanted a tool that could sit on top of our existing S2P system, with the ambition of fully replacing it in future. We didn’t want to replace our existing S2P system in the short-to-medium term, but also didn’t want to have a fragmented procurement-tech ecosystem forever.

Eventually, one by one, the other orchestration systems were ruled out. One company had no plans to ever connect directly with ERPs. Two companies lacked the robust TPRM capabilities Adyen needed to implement and maintain its ever-evolving due diligence requirements. And the last one wasn’t user-friendly enough to justify the investment.

Through the review process, Omnea emerged as the clear choice. The platform met all of our success criteria, and we also found a partner with a strong cultural fit; something that’s often overlooked by procurement teams when selecting suppliers.

A few positive determining factors became clear as we learned more about the company: Omnea’s strategy of co-building their platform with their customers, their experience with other fintechs, the close proximity between our teams, and the knowledge and determination of every Omnea employee met throughout the process all helped to build trust. They were not just trying to sell us a system, they were proposing a long-term partnership.

How Adyen's tech stack evolved over time.



We launched Omnea to 5,000 employees with one email.

Before Adyen went live with Omnea, there were long discussions about how much change management would be needed. Users' experience with the existing S2P system was not great, and there was a lot of frustration around the lack of speed and transparency in the procurement process.

Ultimately we decided on the following change management strategy: one email. That's it, you're not reading it wrong. One email announcing the switch between systems and the introduction of Omnea. The idea was that the system should be so easy to use that no training would be required.

Every workflow started with a single button for a "New Request". Whether it was onboarding a new supplier, amending an agreement, renewing a contract, or offboarding a supplier, there was only one way in. Users answered a few questions explaining what they needed, and Omnea worked out which path the request should take. The questions were simple, tooltips helped users, and built-in conditionality ensured only relevant questions were triggered.

With intake heavily simplified, the next step was giving requesters visibility on each step in the process. A common complaint before Omnea was that once business owners submitted a request, they lost sight of what would happen next. Now they see a progress bar showing each subsequent step (automated steps are hidden to avoid confusing users), and they know exactly who to contact, via comments in the tool, to check progress or ask questions. Each step has a pre-defined SLA, and the expected completion date is displayed immediately on submission, updating as progress is made.

Initial feedback from internal stakeholders was overwhelmingly positive, citing a significant improvement in user experience and transparency.

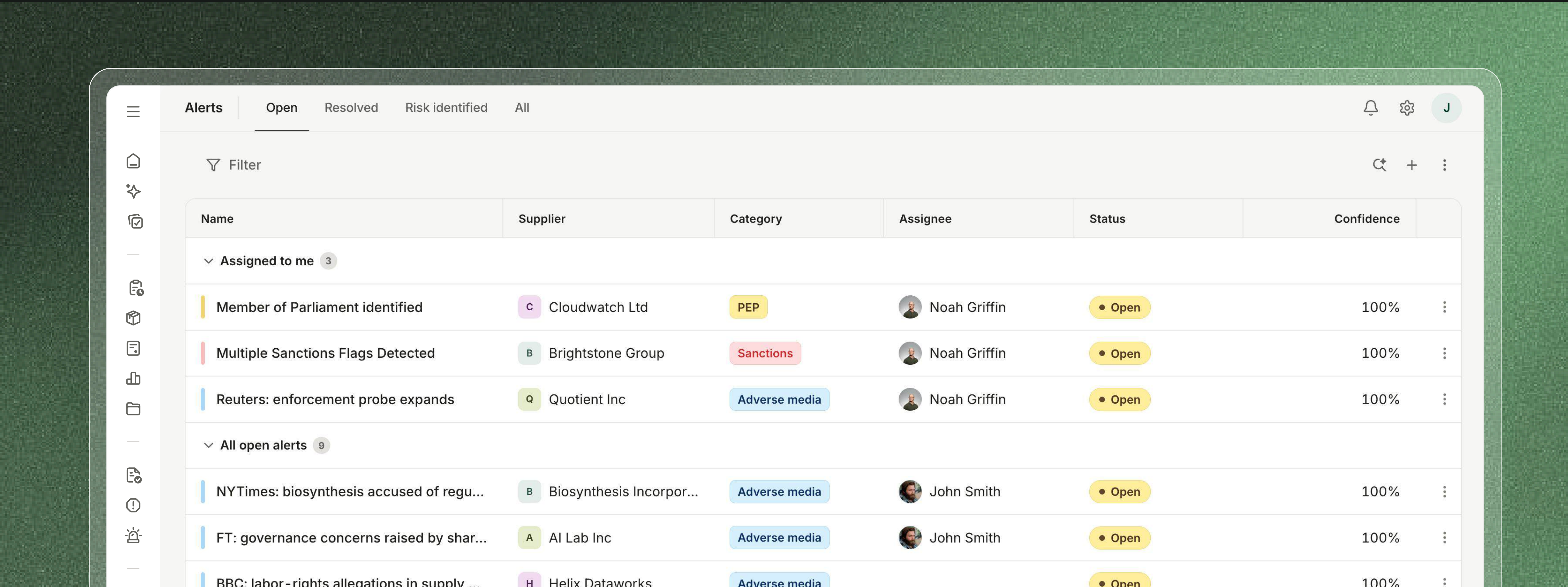
The most critical step in the process is TPRM, where we previously sent hundreds of questions to every risk-relevant supplier. Here again, the conditionality and logic built into each step allowed Adyen to significantly reduce the number of questions each supplier was asked. If a requester mentions that no personal data will be shared, there's no reason for that supplier to receive a data privacy questionnaire, so it isn't triggered.

Adyen was also able to implement our own risk scoring into the tool, without changing the way we want to work. Once suppliers submit their responses, there's a clear summary of the risk score and a flag showing which answers triggered a higher level of risk. Adyen's 1st and 2nd line teams only need to focus on what matters, instead of combing through a whole questionnaire to tease out where risk may be coming from.

With intake and TPRM happening seamlessly in one workflow, we made meaningful progress on speed, communication and consistency. No more navigating back and forth between modules to look at different parts of the same request.

Last but not least, Adyen started using Omnea's orchestration capabilities. The core integrations were established first with our communication and contract signature tools, with legal review, project management and issue tracking to follow. The communication tool integration was a game changer, putting notifications, approvals and conversational intake in the system employees use most in their daily jobs: Slack.

Omnea's TPRM offering embeds proportional risk management in every request.



The numbers

~20 days

Average end-to end cycle time in Omnea reached in July (2 months post implementation)

~10 days

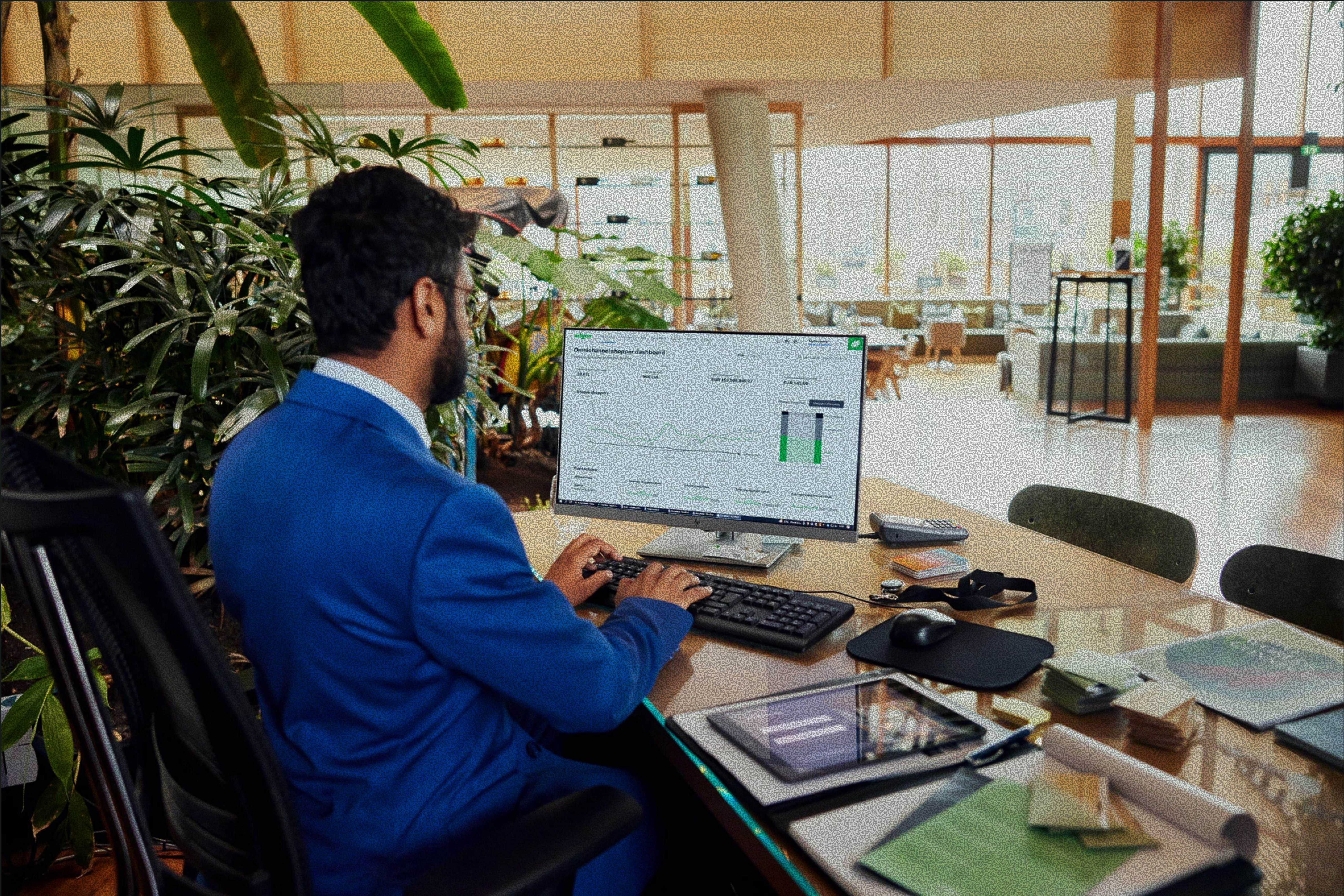
Average end-to end cycle time in Omnea reached in August (3 months post implementation)

18-32 days

Average end-to-end cycles time in their P2P for the month of April

44-69%

Reduction in average cycle time with Omnea



Even before choosing Omnea, we knew we needed a new tooling strategy to support our goals.

“Another challenge was visibility. Users had no indication of where their request was in the process once submitted, so once again, Procurement had to act as a Sherpa, explaining where a request stood and what still had to happen to get a deal done.”

Procurement Orchestration was a natural bridge, both to unlock the potential of our team and to modernize our tech stack so we could take advantage of developments in AI.

When we started this journey, we had a legacy S2P system connected to our ERP. This meant that Adyen business users would create a request in the S2P, and all of the risk assessments and procurement activities would happen there, including contracting and purchase order (PO) creation. The completed output, a vendor data record, would then be stored in the ERP for invoice matching and payment.

This seemingly simple setup still produced complex integration challenges, and only a limited number of users could actually effect change in these systems and drive improvements. The user interface of the S2P tool was hard for users to navigate, which meant Procurement spent time and effort simply guiding users through the flow. Another challenge was visibility. Users had no indication of where their request was in the process once submitted, so once again, Procurement had to act as a Sherpa, explaining where a request stood and what still had to happen to get a deal done.

When we made the decision to move to Omnea directly and cut out our S2P altogether, we realized that all sourcing and vendor management activities could live in Omnea. The trick was getting the integration to connect cleanly to our ERP. We had planned a three-way integration that included our S2P, but with that out of the picture, we expected a simpler integration. It was still challenging, but we made it work in record time. Every other part of the S2P process had found a home. The last missing piece was around POs.

Until then, POs had been created in our S2P, but only for some categories. We don't use POs across the entire enterprise, which actually saved us somewhat during this transition. We decided that all money-related activities should live in the ERP, given that Adyen Finance lives and breathes it, and that's where the money is paid to vendors from. So we purchased the ERP's PO module, but it took a few months to properly set it up, integrate it, and train our users. In the meantime, we had a period of about six weeks when we could no longer create POs in the S2P and ERP's PO module wasn't set up yet.

This is where one talented member of the Procurement team **vibe-coded a simple PO repository** so business owners could still issue POs to vendors. It isn't a perfect solution, but it was inspiring to see the Adyen builder mentality on display in a somewhat non-technical department like Procurement. The tool bridged the gap and gave our stakeholders confidence that Procurement will find a solution, no matter the challenge.

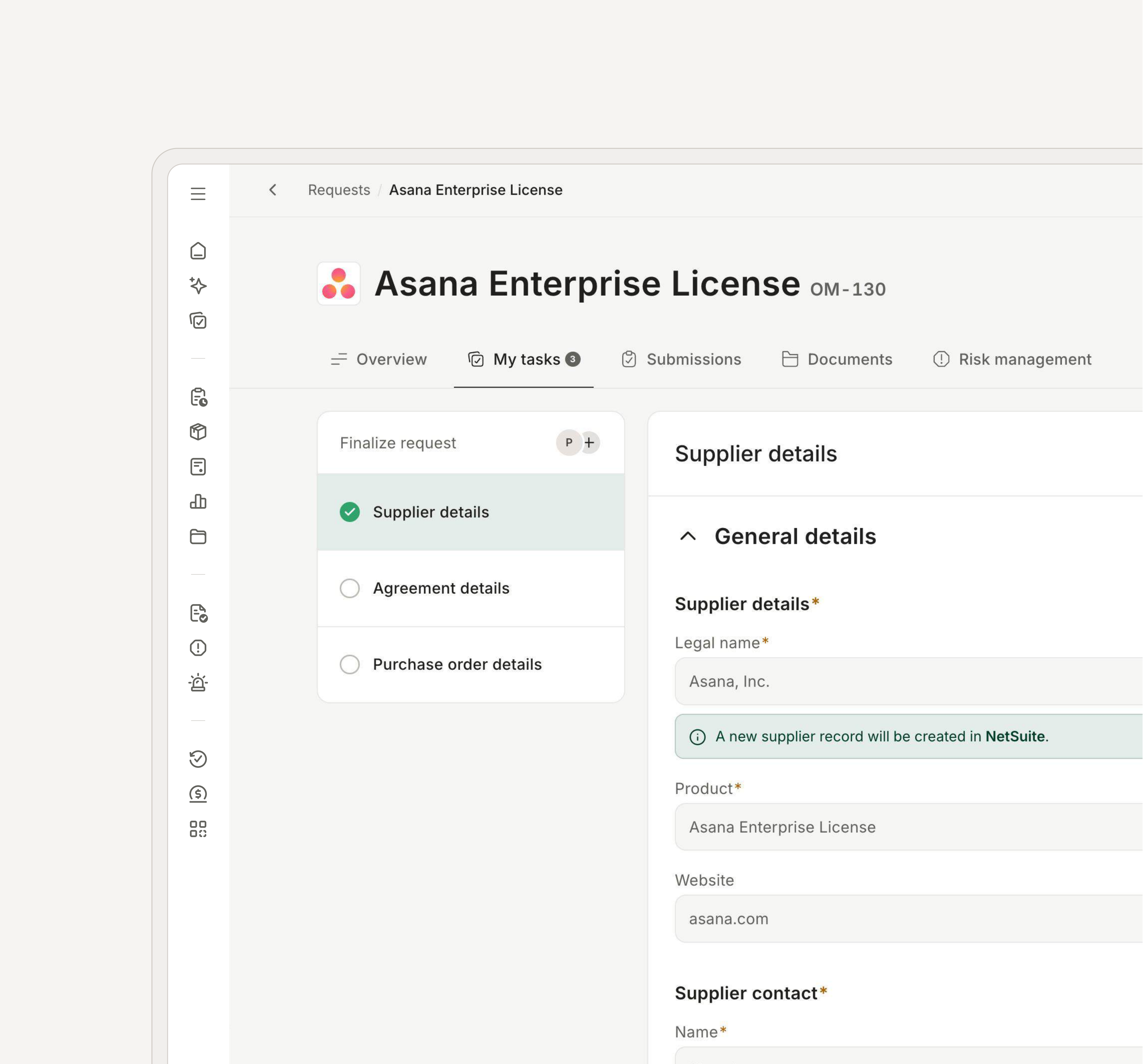
In the future, we see all money managed in the ERP, with Omnea as the UI that business owners use to manage everything related to third parties. There is even a possibility that purchase requisitions (PRs) and POs could be created first in Omnea, taking advantage of the platform's architecture and UI, then shared with the ERP for invoice matching and payment. One Procurement Orchestration tool sitting on top of the ERP.

We would advise any Procurement Teams looking to make a similar change to first look inward and really understand your current processes. No tool in the world can solve for poor procurement processes.

Second, if a new tool is warranted and the procurement team has the proper support to modernize its tech stack, run an RFP and invite all the top players. During the RFP, it should be painfully clear what your team’s objectives are in looking for a new tool or partner.

For us, that meant leaning heavily on the third-party risk management (TPRM) process and how it could be deployed. For you, it could be other priorities, but make sure they are clear. The next most important factor for us was cultural fit, and how important a partner we would be to them. Being able to build together and influence the roadmap was vital in making the best decision for Adyen.

Leave data entry to Omnea AI. It pulls and populates data from SOWs, quotes, and contracts to your payments system or ERP.



Sourcing, cleaner data and our own agents.

“A strong data foundation is a prerequisite for getting the most out of the platform and for implementing AI in a transformational way.”

We now have full control over how the platform serves us, and the knowledge to change it ourselves. That also means we can no longer blame our tooling for gaps in our TPRM and procurement processes, which is exactly the accountability we wanted.

Our next step is to iterate on our initial launch: building additional workflows and introducing the Sourcing module, so we can move even further upstream toward the demand signal.

The easier we make the platform to use, the more traction we'll get internally, and the more vendor data and contracts we'll see go through the right processes. This can become a strong positive spiral, but only if we keep building and improving our workflows so that every stakeholder is served, while still respecting the controls Adyen's second-line teams use to manage risk.

Moving to Omnea gave us the chance to rethink TPRM from the ground up. We chose not to import our risk assessments from the old S2P, and instead to reassess every vendor from scratch against a new process that asks more targeted questions. Alongside that, we're running cleanup days where the procurement team works through our top vendor records together, fixing naming conventions, the products tied to each entity, and contract hierarchies.

That clean foundation is what makes the next stage possible. We've started building our first agents with Omnea's Applied AI team, beginning with sourcing and data privacy. These agents take on work that used to need a person at every step, something our previous stack could never support because the request, the risk data, and the contract sat in separate places. It's early, but for the first time, automation in procurement means more than routing a form to the next approver.

From here, we plan to:

- clean our data
- refine our existing processes and
- build out additional workflows to ensure we have all the right coverage across the enterprise.
- scale the agents that prove their value

If we can make procurement a delightful experience in Omnea, we will have many more chances to be influential and drive positive change across the company.



