



G-Cloud 15

Digital Procurement Services

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Transforming Business using the Cloud

Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations. We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of “when and how” rather than “if”.

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications
- Smarter use of public cloud infrastructure for optimising existing business functions
- Using cloud for implementing new business services or digital operations
- Reducing cost by moving to consumption-based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- **Alignment of business and technology objectives.** This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions
- **Availability and reliability of services.** The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt a business’ operations
- **Decentralised support structures.** The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information
- **Data handling practices.** Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data

- **Data privacy.** Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences
- **Future Technology Trends.** Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud is selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support them:

- As a partner through the complete lifecycle of strategy through to execution
- With point business issues encountered during implementation or running the business.

Digital Procurement Services

This section describes in more detail the service features and benefits included within this service definition document.

Digital Procurement Services

Our Digital Procurement offering helps clients understand how to provision their ICT capabilities to support their future business needs. This includes understanding their existing / desired ICT capabilities, the impact of new Digital Procurement technologies, and how these can be developed internally or sourced and then implemented.

Digital Procurement Services Features	Digital Procurement Services Benefits
• Assess maturity of the current procurement processes and technology in place • Strategic roadmap development (case for change, business case) • Full, independent assessment of client procurement technology requirements and vendors • Project Management support throughout the implementation phase • Change management; technology processes and people • Supplier risk and spend management and contract compliance • Development/enhancement /implementation cost reduction programmes, procurement category strategies • Supports procurement of digital/cloud services and outcomes • Technology-led optimisation of procurement, commercial and vendor management activities • Supporting commercial technology optimisation, contract extensions, re-procurement and legacy exit.	• Change management based on user requirements and the function's vision • Alignment for solution development timeline, costs and implementation team roles • Requirements assessment to meet business' needs and create lasting change • Delivering on time in a managed, structured way, achieve RoI • Experienced change consultants delivering value across the solution's user training • Drives compliance and data, based cost management initiatives • Align resources to drive change, ensuring staff understand the change process • Experience and support provided to help through the procurement process • Access to range of procurement, supply chain and commercial specialists • Risk and cost reduction expertise in contract exit or transition.

Our view on the service features and benefits in this service definition document are presented below.

We can support clients through their full Digital Procurement transformation journey, from initial diagnostic to system implementation. Our team of procurement specialists combine procurement, technology and transformation experience to help clients respond to these challenges. As well as offering point-solutions or complete handover of responsibility for entire procurement/ transformation programmes, we can provide these services through a variety of commercial routes including using fixed price.

Digital Procurement

PwC can **architect the transformation** to create a high performing team that **adopts technology and embraces change**:

- We can help you understand the digital landscape and identify the most suitable digital solutions for your business and team
- Our diagnostic tool and experience of target operating model design can help to understand and build the case for change
- We can help your procurement team to drive value in the business using fact and data-driven techniques
- We can help you automate transactional processes and work with your team to upskill staff and re-focus them on strategic activities
- Our cost reduction programmes can release the cash to invest in new technology.

Our Digital Procurement approach spans the entire transformation journey and is focused into three areas of activity: Review, Strategic Planning and Transformation & Implementation.

We can implement and configure Digital solutions offered by a number of key vendors in this marketplace, including Jaggaer, Coupa, Ivalua, SAP Ariba and Oracle, using in-house expertise, or through partnerships which we have with the vendors themselves.

Digital Procurement Key Activities

1. Review

- Conducting a Digital Procurement diagnostic to understand existing technology, capability and digital maturity of the systems and personnel within the commercial function. This will typically be supported by our tools. In addition, we also identify areas for improvement, where value can be leveraged, in instances where a Digital Procurement solution is already in place
- Review current processes and assess opportunities for use of Robotic Process Automation (AI) and machine learning within existing systems to improve efficiency
- Digital visualisation of system processes, designed to identify efficiencies, facilitated using our Digital Process Mining tools.

2. Strategic Planning

- Working to develop a Digital Procurement strategy and implementation roadmap which best suits a client's organisational needs. In support of this, PwC's state-of-the-art Experience Centre can be leveraged for an accelerated strategy development process; our team designs new user experiences, cultivates innovation, humanises enterprise solutions and accelerates design and delivery, to support successful business transformation
- Development of a suitable business case on behalf of the Procurement Director for the recommended transformation and implementation of a Digital Procurement solution, or improvement to an existing procurement solution to maximise its effectiveness
- Undertake a full, independent assessment of the client's requirements and recommend the most appropriate S2P system for their business
- Assess the tasks required for a successful transformation and implementation as part of a change Impact Assessment.

3. Transformation and Implementation

- Project management and system adoption support during implementation and/or post-implementation
- Optimise processes, policy and governance to maximise efficiency with the required controls and ensuring business processes are aligned to the Digital Procurement system

- Using our deep expertise in Procurement, our team can run a vendor selection exercise, including development of tender documentation and conducting negotiations, supporting clients throughout the procurement lifecycle
- Configure the system to meet client's exact requirements (either a new system or existing system). PwC has expertise in configuring systems from some of the world's largest Digital Procurement solution vendors, including Jaggaer, Oracle, SAP Ariba, Ivalua and Coupa
- Technology-led optimisation of procurement, commercial and vendor management activities
- Cost Management support through the development, enhancement and implementation of cost reduction programmes and procurement category strategies to obtain value for the organisation
- Leverage our Technology Consulting practice to assist with the development of bots to automate identified processes, which in turn can lead to greater efficiencies
- Digitisation of existing contracts, delivering previously unknown insight and reducing time spent on inefficient, manual completion of tasks
- Post Contract Award Services, supporting commercial technology optimisation, contract extensions, re-procurement and legacy exit.



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