



## CNP Assicura Reinvents Procurement and Third-Party Risk with Ivalua for Transparency and Control

### The Organization

CNP Assicura is the main actor of the Italian business of a major European insurance group headquartered in Paris. Operating in a heavily regulated environment, the company relies on a wide network of external providers delivering critical services that underpin its insurance offerings.

Following its integration into the French group, CNP Assicura faced a new strategic imperative: align with group standards, strengthen governance, and drive its procurement and third-party risk processes to exceed expectations of both regulators and the parent company.

Procurement is central to that transformation. Today, the HoF Procurement, formerly the Chief Risk Officer, reports directly to the CEO and works closely with Risk Management, Operational Oversight, IT Security, Legal, and Data Protection. Procurement is no longer seen as a purely operational back-office function; it is a pillar of control, compliance, and strategic value.

“

In insurance, trust and control are everything. We needed to move away from manual tasks, data and relationships to build transparent, auditable processes that involve all our stakeholders; internal and external. For us, Ivalua is not just a tool, it represents a cultural transformation and, in many ways, our future. ”

HoF Procurement,  
CNP Assicura

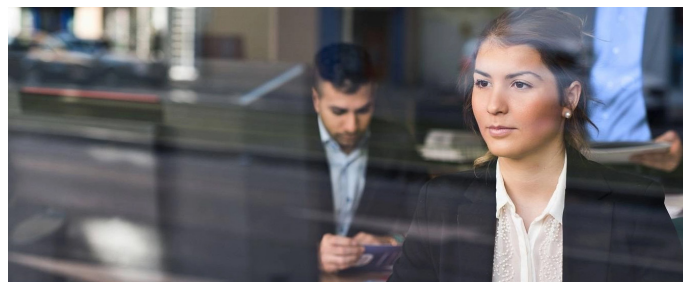
## The Challenge

### *Manual Processes Under Audit Pressure*

Before partnering with Ivalua, CNP Assicura's procurement team faced structural challenges that limited their ability to guarantee control, transparency, and efficiency:

- ✓ **Manual and Fragmented Processes:** Core procurement workflows relied heavily on Outlook, Word, and Excel. Tenders, contracts, and approvals were handled via email and shared documents, creating duplication and making it difficult to track versions or decisions over time.
- ✓ **Limited Third-Party Risk Framework:** The company lacked a formal tool-supported methodology to assess external providers and services. There was no effective and standardized way to evaluate risk before onboarding, during onboarding, and throughout the relationship.
- ✓ **Siloed Stakeholders and Informal Controls:** Key functions such as Risk Management, Operational Oversight, IT Security, Legal, and Data Protection were involved in third-party management, but often through informal processes and communication channels. This made it difficult to demonstrate consistent oversight or to show regulators a complete view of controls.
- ✓ **Cultural Dependence on Office Tools:** The broader organization, requesters, approvers, and business stakeholders, were accustomed to working via email. Changing this culture would require not just a new system, but a new mindset.

## The Journey



### *Selecting Ivalua and PwC to Enable Transparency and Collaboration*

Ivalua was already the CNP group solution for procurement before it was selected by CNP Assicura. The headquarters in Paris had been using Ivalua for years, and there are also other big insurers in Italy which rely on the platform.

Ivalua was seen as the vendor of choice for the following reasons:

- ✓ **Group Alignment and Best Practices:** Adopting Ivalua meant CNP Assicura could benefit from the Group's experience and practices, such as standardized quote matrices, tender templates, and reporting approaches, while still configuring the solution for local realities.
- ✓ **Reassurance from the Ivalua Customer Community:** The CNP team attended an Ivalua event in Italy, where they heard directly from customers such as Bulgari.
- ✓ **Beyond Procurement, A Collaboration Platform:** The CPO was particularly drawn to Ivalua's performance, risk, and collaboration management capabilities in a single shared environment.

*"Knowing that other important insurers—among the biggest insurance companies in Italy—also uses Ivalua along with Bulgari was an important point of attention for us," explains the CPO. "We wanted to make sure our solution aligned to industry gold standards."*

## Implementation

### *Phased Rollout with Strong Sponsorship and Cross-Functional Involvement*

The implementation is structured across two major phases, carefully designed to balance ambition, risk, and adoption. supplier performance and drive cost savings.

### Phase 1: Source-to-Contract and Third-Party Risk

The first phase focuses on laying the governance and transparency foundation:

- ✓ Standardized sourcing and tendering processes
- ✓ Contract management and central contract repository
- ✓ Supplier master data and onboarding
- ✓ Third-party risk management and Operational Oversight workflows
- ✓ Initial supplier portal capabilities to support tenders and data exchange

After going live with Phase 1 in early 2026, CNP Assicura has hit the floor running with end-to-end source-to-contract processes to embed robust third-party risk assessments into supplier and service onboarding.

*"The team is already becoming crazy to have Ivalua," the CPO says with a smile. "They are very, very engaged. We have calls with PwC every single day, and sometimes we organize extra meetings on off times. We know this project will really change our daily work, so we take it very seriously."*

### Phase 2: Procure-to-Pay (P2P)

The second phase, planned for the second half of 2026, will complete the digital chain by extending into P2P:

- ✓ Purchase requisitions and purchase orders
- ✓ Invoicing and matching
- ✓ Integration with finance systems
- ✓ Deeper spend visibility and compliance tracking

*"In September 2026, we want to start with the second phase of the project," the CPO notes. "That will complete the perimeter of our activities with purchase orders, invoicing, and the rest of procure-to-pay."*

## Solutions Selected



Supplier  
Management



Sourcing



Contract  
Management



eProcurement  
(Requisition-to-Order)



Risk Management  
and Third-Party  
Assessments



Invoicing, Payments  
(Phase 2)

## Value Realized

*Driving Transparency, Control, and Higher-Value Work*

The partnership with Ivalua has just begun, but CNP is already seeing improvements in the following areas:

- ✓ **Integrated Risk, Compliance and Cross-Functional Collaboration:** Ivalua automatically engages key compliance stakeholders across the business, ensuring the CISO (IT security), Legal department, and Data Protection Officer (DPO) are seamlessly integrated allowing them to co-own supplier and contract records and execute their respective checks within a single environment.
- ✓ **Digital Operational Resilience Act (DORA) Add-on Functionality:** DORA and local regulations require an Operational Oversight team, which uses Ivalua's automated workflows to monitor third-party services that are deemed "relevant" or "critical." Ivalua enables CNP to systematically capture data and execute risk assessments for both the external providers and the specific services they offer, right from the pre-onboarding stage.
- ✓ **Transparency in Tenders and Contracts:** Avoiding audit surprises, Ivalua acts as an end-to-end system of record providing trails for every tender, offer and contract; ensuring all sourcing decisions - such as why a specific supplier was awarded - are fully traceable and supported by document reasoning for internal boards, parent groups and regulators.
- ✓ **Enhanced Supplier Engagement and Trust:** A centralized portal affords insurer's network of providers receives tender invitations, submits offers, and tracks statuses. is facilitated through a centralized portal where the insurer's network of providers can receive tender invitations, submit offers, and track statuses. For an insurance company managing over 400 suppliers delivering critical services, this structured approach ensures a fair, more professional, and highly transparent process that minimizes miscommunication.

*"I shared the decision with our key suppliers," he explains. "For them, too, Ivalua means transparency. They understand that a professional portal, where everything is tracked, protects them as well as us."*

## Strategic Outlook & Advice

### *Building a Connected, Risk-Aware Procurement Function*

Looking ahead, CNP Assicura sees Ivalua as the digital backbone for procurement and third-party risk management across the entire organization.

*“When the second phase completes in September 2026, Ivalua will be something that more or less the whole company will use, not only in procurement. It’s important that we share what we’re doing with the whole company, expand to the greater industry community and imagine new possibilities together,”* the CPO says.

Based on CNP Assicura’s experience so far, the CPO offers several pieces of advice to other procurement, finance, and IT leaders embarking on a similar journey.

### 1. Treat It as a Company-Wide Cultural Transformation

- ✓ Position the project as a business and governance initiative, not an IT deployment.
- ✓ Involve all key functions—Risk, Oversight, IT Security, Legal, DPO—from the beginning.
- ✓ Communicate clearly that automation is about improving the quality of work, not reducing headcount.

*“For us, it is not just a tool,”* he emphasizes. *“It is a cultural transformation. If the whole company is not engaged, it will be a failure.”*

### 2. Engage Suppliers as True Partners

*“If you don’t have the providers as external stakeholders, that’s also a point of failure,”* the CPO warns. *“We all need to have them on board as partners in transformation.”*

- ✓ Share your plans early with strategic suppliers.
- ✓ Explain how transparency and structured processes will benefit them.
- ✓ Collect their feedback and be ready to support them in adopting the portal.

### 3. Be Honest About the Effort and the Reward

CNP Assicura’s procurement team is working hard: daily calls with PwC, evening document reviews, and even Saturday meetings when necessary.

*“We know it is a big transformation and a strong responsibility,”* the CPO concludes. *“But we also know that staying in the past is not possible anymore. Ivalua represents our future, and we are investing our time now to build that future correctly.”*

For organizations still running critical procurement and third-party processes on email and spreadsheets—or struggling to connect procurement with risk and compliance—CNP’s journey shows that another path is possible. With the right combination of technology, partners, and sponsorship, digital procurement can become a powerful lever for transparency, control, and sustainable growth.