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APPLYING THE “MORE CONTROL” SYSTEM IN STRATEGIC PURCHASING MANAGEMENT: EFFICIENCY, CHALLENGES AND OPPORTUNITIES

A APLICAÇÃO DO SISTEMA “MAIS CONTROLE” NA GESTÃO ESTRATÉGICA DE COMPRAS: EFICIÊNCIA, DESAFIOS E OPORTUNIDADES

APLICACIÓN DEL SISTEMA “MÁS CONTROL” EN LA GESTIÓN ESTRATÉGICA DE COMPRAS: EFICIENCIA, RETOS Y OPORTUNIDADES

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ABSTRACT

This article analyzes the application of the "Mais Controle" program as a tool to support strategic purchasing management. Through a fictitious study, the impacts of the system's use on operational routines and decision-making processes are discussed. It highlights how the system contributes to purchasing planning, inventory control, and supplier management, while identifying implementation and usability limitations. A SWOT analysis complements future prospects for the software's adoption in diverse business contexts.

Keywords: Purchasing Management. Information System. More Control. Business Strategy.

RESUMO

Este artigo analisa a aplicação do programa “Mais Controle” como ferramenta de apoio à gestão estratégica de compras. Por meio de estudo fictício, são discutidos os impactos do uso do sistema nas rotinas operacionais e nos processos decisórios. Aponta-se como o sistema contribui para o planejamento de compras, controle de estoque, e gestão de fornecedores, ao mesmo tempo em que se identificam limitações de implementação e usabilidade. A análise SWOT complementa as perspectivas futuras da adoção do software em contextos empresariais diversos.

Palavras-chave: Gestão de Compras. Sistema de Informação. Mais Controle. Estratégia Empresarial.

RESUMEN

Este artículo analiza la aplicación del programa "Mais Controle" como herramienta de apoyo a la gestión estratégica de compras. Mediante un estudio ficticio, se analizan los impactos del uso del sistema en las rutinas operativas y los procesos de toma de decisiones. Se destaca cómo el sistema contribuye a la planificación de compras, el control de inventario y la gestión de proveedores, a la vez que se identifican las limitaciones de implementación y usabilidad. Un análisis FODA complementa las perspectivas futuras de adopción del software en diversos contextos empresariales.

Palabras clave: Gestión de Compras. Sistema de Información. Mayor Control. Estrategia Empresarial.

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1 INTRODUCTION

Technological evolution and the growing demand for operational efficiency have driven the adoption of computerized systems in business management, especially in the procurement sector, considered strategic for organizational competitiveness (ARNOLD; CHAPMAN; CLIVE, 2013; DIAS, 2012; BATISTA, 2009). In this context,

digital solutions have been consolidated as essential instruments to integrate sectors, reduce costs and support decision-making (REZENDE; ABREU, 2011; TURBAN; SHARDA; DELEN, 2011).

Recent studies show that procurement and supply chain management platforms, such as ERP systems and e-procurement software, contribute significantly to the modernization of processes, favoring greater agility, traceability, and operational safety (ADITYA; EFENDI, 2022; JANDOS, 2020; JAMA; MWANZA; MWANAUMO, 2024). In addition, there is an expansion in the use of digital tools in complex logistics chains, with a direct impact on resource optimization and organizational sustainability (BALLOU, 2006; CHRISTOPHER, 2016; BAROUNI; BEHZADI; FATAHPOUR, 2025).

Research applied to small and medium-sized companies indicates that the adoption of management software faces barriers related to organizational culture, technological infrastructure, and user training, but, when well implemented, result in significant performance gains (DAHLIANI et al., 2023; RYBICKA, 2020). In addition, the digital transformation in logistics and supply chain has explored the use of mathematical models and analytical tools to optimize costs and deadlines, expanding the integration between purchasing, production, and distribution (AKPALU, 2025; CECIL, 2024; OSHO; OMISOLA; SHIYANBOLA, 2024; PAPATHANASIOU, 2023).

It is in this scenario that the "Mais Controle" program is inserted, a computerized solution aimed at business management that, when applied to the procurement sector, has the potential to support decision-making, integrate information flows, and improve the use of resources (MAIS CONTROLE, 2025). In view of this, this article proposes a critical analysis of the use of the "More Control" software in the procurement routine, considering its functionalities, advantages, limitations and perspectives, in the light of the classic and contemporary literature on supply management and digital transformation (BAILY et al., 2000; MONCZKA et al., 2010; VIEIRA, 2010; MWAKIRU; BARASA, 2022; WEBER, 2024).

2 JUSTIFICATION

Strategic procurement management plays a crucial role in the financial sustainability of organizations, especially in competitive and margined environments Reduced. The adoption of decision support systems, such as "Mais Controle", contributes to operational efficiency through the standardization of processes, reduction of losses and emergency purchases, increased transparency in acquisitions, and effective support for auditing and regulatory compliance practices (SILVA, 2015; TURBAN; SHARDA; DELEN, 2011). According to Slack et al. (2009), the alignment between operations and information technology (IT) enables more agile and assertive decisions, an essential element in the modern supply chain.

The analysis of the "More Control" system shows how accessible technological solutions focused on small and medium-sized enterprises (SMEs) can represent a competitive advantage, promoting control, organization and agility in procurement processes. Despite limitations, such as restricted integration with Enterprise Resource Planning (ERP) business management systems, its use can be enhanced with investments in user training, strategic planning of acquisitions and the use of Application Programming Interfaces (APIs) for specific integrations, thus expanding institutional and strategic gains.

3 DEVELOPMENT

3.1 THE MORE CONTROL PROGRAM: FUNCTIONALITIES AND OBJECTIVES

The reduction of losses and emergency purchases is directly linked to efficiency in planning and the use of systems that promote demand control and replenishment. According to Christopher (2016), efficient supply chain management practices are crucial to mitigate risks, reduce losses, and avoid emergency purchases that compromise the budget and the quality of acquisitions. The "More Control" system, by providing real-time data and historical consumption, allows for a more predictive approach, facilitating the identification of patterns and scheduled replenishment. In addition, systems with minimum stock alerts prevent stockouts and the need for urgent purchases, which are generally more costly (ARNOLD; CHAPMAN; CLIVE, 2013).

The standardization of procurement processes ensures greater control, predictability, and efficiency in business operations. According to Vieira (2010), the formalization of operational procedures in computerized systems contributes to the elimination of redundant activities and improves communication between departments. The use of "More Control"

allows you to record fixed flows of purchases, approvals and payments, in addition to applying filters by categories, cost centers and suppliers, facilitating the adoption of standardized procurement policies. In addition, standardization is closely linked to the professionalization of procurement management, reducing subjectivities and increasing effectiveness in negotiations (DIAS, 2012).

Transparency in procurement processes is a strategic factor for good organizational functioning and for mitigating informal or unethical practices. According to Rezende et. al (2011), integrated management systems enable greater traceability of processes, which results in increased transparency and corporate governance. The use of "More Control", with its ability to generate clear reports, real-time updates and records of all stages of acquisition, provides greater visibility of expenses and decisions. This transparency reinforces internal control, reduces fraud and contributes to decisions based on data and evidence (BATISTA, 2009).

Regulatory compliance and data traceability are key to ensuring that organizational processes are in line with internal and external regulations. According to Padoveze (2014), accounting and management information systems are essential for audits, as they organize and maintain detailed records of transactions. "Mais Controle", by automating bank reconciliations, issuing cash flow reports and recording payment receipts, facilitates the work of internal and external audit. In addition, support for tax and labor compliance is expanded by functionalities that allow the categorization of expenses and control of contracts, which is in line with the principles of compliance and governance (SILVA, 2015).

3.2 EXPECTED BENEFITS FROM IMPLEMENTATION

The implementation of management systems such as "Mais Controle" provides the company with greater predictability and control of replacement needs, which significantly reduces the occurrence of emergency purchases and minimizes losses due to operational failures. According to Ballou (2006), efficient inventory control and supply management are among the main factors for reducing logistics costs, allowing for more planned purchases and better negotiation conditions. The use of minimum stock alerts and purchase histories helps in making preventive decisions, aligning with the concept of scheduled purchases and waste reduction (BAILY et al., 2000).

Standardizing procurement processes is essential to ensure consistency, traceability, and compliance with the organization's strategic objectives. According to Monczka et al.

(2010), the standardization of procurement procedures promotes greater efficiency, reduces errors and facilitates training and internal audits. "Mais Controle" contributes directly to this standardization by allowing the detailed registration of suppliers, recurring orders, cost centers and product categories, according to best practices in supply management. This systematization favors the application of replicable operational routines in line with good corporate governance practices.

Transparency in procurement processes is one of the pillars of good management and is directly associated with the reliability of the data recorded. As Slack et al. (2009), the visibility of operations and clarity in records increase the capacity for control and facilitate the accountability of those involved. "More Control", by centralizing purchasing information, issuing automated reports and recording the history of all transactions, allows managers to view operations in real time, identifying bottlenecks and opportunities for improvement. This visibility reinforces trust between the sectors involved and reduces informal or subjective practices in the decision-making process. Compliance with legal, fiscal, and operational standards, the so-called compliance, depends directly on the organization and traceability of data. As Turban et al. (2011), integrated management systems offer essential support for internal and external auditing, through systematic documentation and easy access to historical records. "More Control", by generating financial reports, standardized orders, and allowing bank reconciliation and expense categorization, significantly supports the company's accounting and tax verification. In addition, the training track available to users contributes to the correct use of the system, avoiding failures that compromise compliance with legal obligations.

4 THEORETICAL FRAMEWORK

The construction of this theoretical framework is based on an integrative literature review with a time frame of the last five years (2020–2025), carried out through the SciSpace database. To ensure scientific relevance and topicality, Boolean operators were used combining the following descriptors: Strategic Purchasing Management Systems, Procurement Software Implementation in SMEs and Digital Tools in Supply Chain Optimization. No restrictions were applied regarding the language or type of publication, allowing a broad thematic and interdisciplinary coverage.

The studies analyzed show the growing relevance of procurement management systems in strengthening organizational performance, with an emphasis on strategic and

digitally integrated solutions. In the field of Strategic Purchasing Management Systems, the review by Barouni et al. stands out. (2025), which points out how strategic procurement solutions align with sustainable financing in health systems. Mazaud (2020) also contributes by demonstrating the importance of the procurement strategy in Airbus' production system, reinforcing the articulation between supplies and industrial performance.

The adoption of computerized systems in SMEs is explored by Jandos (2020), who proposes a conceptual model of e-procurement aimed at small businesses. According to Jama et al. (2024) point out recurring barriers to the implementation of these systems in developing countries, highlighting challenges such as digital infrastructure and management training. Complementing this approach, Dahliani et al. (2023) explore the relationship between green procurement and sustainable logistics performance in small businesses, highlighting how digital tools can enable greener practices in the supply chain.

In the axis of digital tools applied to supply chain optimization, Papathanasiou (2023) presents quantitative models to deal with uncertainties in manufacturing, while Liu (2024) discusses digital transformation in the food industry as a logistics integration strategy. Akpalu (2025) reinforces the importance of using strategic mathematics to maximize logistics efficiency in digital contexts.

Studies such as the one by Osho et al. (2024) and Cecil (2024) address digital models based on ERP, Kanban, and value stream mapping, showing how the integration of these instruments contributes to more agile, collaborative, and data-driven management.

Based on this foundation, it is evident that the use of systems such as "Mais Controle" is aligned with emerging practices of strategic procurement management, especially in organizational contexts that seek to leverage efficiency, sustainability and competitiveness through accessible technological solutions.

5 CASE STUDY

5.1 ALFATECH COMPANY – SEGMENT: ELECTRONICS TRADE IN PALMAS (TO)

The AlfaTech Company, located in Palmas (TO), operates in the electronics retail trade segment and decided to modernize its purchasing management with the implementation of the "More Control" system. The choice of software was motivated by recurring challenges, such as manual and disorganized purchases, outdated inventory, low negotiation capacity with suppliers, and the absence of structured data for decision-making. Situations like these

are recurrent in small and medium-sized enterprises (SMEs), which often face limitations in the automation of their processes (JAMA; MWANZA; MWANAUMO, 2024).

The company sought in "Mais Controle" a technological solution that offered a balance between functionalities and cost, a characteristic pointed out as advantageous in the positioning of the software itself. The adoption of digital tools in procurement management is widely recommended by the current literature, as it allows for better control, integration, and planning, in addition to contributing to the reduction of operational failures (WEBER, 2024; HYGIE et al., 2023). In the case of AlfaTech, features such as purchase history registration, minimum stock alerts and order standardization were fundamental for the redesign of internal processes.

With an affordable monthly cost (R$ 940.00 for up to 11 users), the system has a good cost-benefit ratio for companies with a lean structure. Studies such as those by Aditya et al. (2022) reinforce that the choice for open-source or intermediate-sized ERP solutions is a valid strategy for organizations that seek to digitize processes with a controlled budget, without sacrificing efficiency.

Another positive point of the implementation was the Knowledge Trail, offered by the platform itself. The material includes videos, articles and guided flows, which favors the training of users. The continuous training of teams is considered essential for the successful adoption of procurement systems, as pointed out by Fauziah et al. (2021) and Mwakiru et al. (2022), which highlight the importance of aligning technological management with organizational culture.

However, not all aspects were entirely positive. AlfaTech identified limitations such as: lack of technical detail in the scope of the system, difficulties in integrating with more robust ERPs and the need for more advanced training for full use of the functionalities. Such limitations are also reported in studies on the implementation of procurement systems in SMEs, as in Dahliani et al. (2023), which highlight the importance of customization and ongoing technical support to overcome barriers in digitalization.

The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis presented in Chart 1 is a fundamental strategic tool to assess the feasibility of implementing the "More Control" system in companies such as AlfaTech. Its relevance lies in allowing a broad and organized view of the organization's internal and external scenario, favoring more assertive decision-making that is aligned with the company's objectives.

Table 1

SWOT main strategic aspects of the implementation

STRENGTHS (S)	**WEAKNESSES (W)**
Simple interface	Limited resources
Affordable cost	Little customization
Focus on SMEs	Limited technical support
OPPORTUNITIES (O)	**THREATS (T)**
Growing IT adoption	Competition with ERPs
Integration via APIs	Resistance to change
Expansion to mobile	Addiction to the internet

Source: Prepared by the authors. Adapted by Chiavenato (2011).

According to Chiavenato (2011), SWOT analysis is essential to map the business environment and enables more solid decisions, especially in contexts of system implementation and organizational changes.

SWOT identifies internal strengths and weaknesses, such as the simple interface and limited system capabilities, as well as external opportunities and threats, such as growing IT adoption or competition with robust ERPs. It is a support for strategic decision-making, because, through this analysis, managers are able to plan proactive actions to enhance strengths and minimize the impacts of weaknesses and threats. We also highlight the adjustments in the implementation, where the identification of weaknesses such as limited technical support and dependence on the internet guides the company to seek complementary solutions (such as training and technological structure). As well as risk anticipation, as it allows you to predict possible barriers, such as resistance to change, helping to develop mitigation plans and more effective communication.

Enabling a focus on sustainable growth, by highlighting opportunities such as integration via Application Programming Interfaces (APIs) and mobile expansion, the analysis directs the company to innovation and competitiveness actions.

The use of "More Control" is also part of AlfaTech's broader strategic planning, aimed at the execution of future works, requiring control over quotations, contracting (CLT, MEIs, PJs), logistics, warehouse monitoring, accounting reconciliations and waste control. This approach is in line with the vision of Papathanasiou (2023) and Akpalu (2025), who point out that the integrated digitalization of supply processes is essential to mitigate risks and generate sustainable operational gains.

In this way, the case of AlfaTech demonstrates how an SME can benefit from the planned adoption of a procurement management system, as long as the commitment of the team, the technical mastery of the tools and the continuity in the qualification of users are guaranteed. The study reinforces the role of intermediary systems, such as "Mais Controle", as viable instruments for digitizing and professionalizing processes in small and medium-sized companies (LIU, 2024; RYBICKA, 2020)

6 CONCLUSION

The adoption of the "More Control" system by AlfaTech highlights the potential of intermediary digital solutions in the transformation of procurement management in small and medium-sized companies. The experience analyzed demonstrates that, even with operational limitations, such as low customization and difficulty in integrating with robust ERPs, the benefits in terms of control, organization, and agility outweigh the initial challenges. Features such as purchase history, automatic alerts, and financial reports have directly contributed to the standardization of processes and improved organizational performance.

User satisfaction and the availability of training tools, such as the Knowledge Trail, reinforce the alignment between accessible technology and operational efficiency, as long as there is institutional engagement and continuous training of the team. AlfaTech's experience reinforces findings in the literature that highlight the importance of the strategic use of technology in the supply chain, especially when integrated with financial planning, inventory control, and governance practices.

Therefore, it is concluded that the use of "More Control" is a viable and effective alternative for medium-sized companies that want to structure their procurement area in a more intelligent, economical and transparent way. Additional investments in integration with other systems and employee training have the potential to amplify strategic gains and mitigate operational risks associated with the digital transition.

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