



Supplier Relationship Management (SRM) Research 2012-2013

Solution Analysis and Business Insights



SRM

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A note of thanks....

Capgemini Consulting would like to extend its thanks to the vendors who made time to participate in the Supplier Relationship Management Survey. Without their cooperation and support, research of this nature would not have been possible.

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Foreword



Due to the challenging economic conditions of the last few years, many CPO's have reverted to the old school methods of procurement: achieving savings through squeezing suppliers and contract renegotiations. We feel this trend is unfortunate as the economic situation currently creates numerous opportunities for procurement organisations to achieve savings while creating long term, sustainable relationships with suppliers.

How can procurement organisations respond to the need for short-term savings while simultaneously focusing on long-term supplier development? We developed the "Seven Strategies for Future Procurement", which is a practical framework to assist CPOs in creating best-in-class procurement organisations. Regardless of the maturity of the organisation, these strategies should be included in the strategic plans for the coming years.

Below is a high-level look at the "Seven Strategies for Future Procurement":

Closed Loop Procurement

Many procurement organisations are still struggling to master the basics: spend visibility and, sourcing and contract compliance. Establishing closed loop procurement is a major achievement and an end goal in itself for most procurement organisations. This strategy involves optimising the basic infrastructure for procurement, from source to pay, in processes, organisation and supporting IT systems.

Hybrid Organisation Models

At a functional level, we see a trend towards hybrid organisational models that combine the benefits of central coordination with improved business collaboration. At a category level, we see further differentiation in organisational models depending on business, category and supply market specific characteristics. A one-size-fits-all organisation design is no longer good enough. Gain all of the benefits from different organisational models and shape your own future procurement organisation.

Supplier Value Management

Leading procurement organisations manage collaborative supplier relationships to extract more value from the supply base. Creating value is on every agenda, but capturing this value is difficult. Utilising a hybrid organisation model, you will be able to manage different categories in a diverse manner. It is our belief that innovation is the driver for creating value. Use Innovation Driven Procurement (IDP) to accelerate the pace of innovation within organisations by leveraging the innovative power of the supply base. (For IDP see Business Insights Chapter).

Supplier Risk Management

Increased dependency on external suppliers, volatility in raw material and energy prices, shortage of key materials, currency imbalances, and global financial crises have all made companies recognise once again the importance of supplier risk management and overall resiliency in the supply chain. Looking at the outlook for 2012, we believe risk management will become even more important in the year ahead. Risk management will be central to procurement, combining risk, innovation, sustainability, preferred customer strategies, and supplier management.

End-to-End Supply Networks

Leading procurement organisations manage multiple supply networks that differentiate service characteristics by product/market segment. Managing complex supply networks requires pipeline visibility and alignment of planning and control across multiple tiers of suppliers.

Talent Development

For years we have seen that CPOs around the globe indicate that talent is the fourth biggest challenge for "marketing" procurement within their own organisation. We strongly believe that talent will be the key driver of success for procurement organisations in the years to come. Leading companies have recognised talent as the key enabler for further developing the supply management function, and are investing heavily in attracting, training and retaining top talent.

Technology Leverage

Leading supply management requires technology that is more user-friendly, provides real-time visibility, is better integrated, enables more effective collaboration with the supply base, and has more powerful analytic and simulation capabilities.

This last “strategy” for future procurement, in particular, is a key enabler for realising most of the other strategies. This is why the choices in technology should be an integral part of the procurement strategy. Our 2012 SRM survey will help to explore the technology development areas for your organisation.

As part of the procurement transformation business, we see it as our mission to deliver high performance and robust results to our clients. The results not only impact procurement departments, but also stretch to other business areas. To deliver quality results and benefits, we continually develop our thought leadership in the business marketplace. We track recent developments in Supplier Relationship Management (SRM) solutions, conduct surveys, and evaluate our previous initiatives in order to build a rich knowledge base of lessons learned from our client and supplier experiences.

We are pleased to present to you the Supplier Relationship Management (SRM) survey 2012-2013. It is interesting to see that over the last twelve years that we have been running this survey, the market for SRM is still growing and investing in these applications.

This year’s Supplier Relationship Management study consists of three parts:

1. SRM Research: Business Insights—our thought leadership from around the globe, related to the priorities of today’s Chief Procurement Officers (CPOs) and the Seven Strategies for Future Procurement.
2. SRM Research: Functionality Analysis—our view of the values you should expect from SRM applications.
3. Supplier Profiles: Profiles of all SRM suppliers who participated in our research.

The research and analysis is based on a series of questions designed to assess whether the software covers a specific set of functions within the SRM environment. A new item in our research is our independent view on the different vendors. We have learnt from previous client engagements that this is valuable information for package selection activities.

Apart from the survey, which gives you an overview of the major players in the market, we also want to share the experiences, issues and questions that we encounter on a daily basis as procurement professionals implementing and optimising SRM; these can be found in the ‘business insight’ chapter of our publication. We therefore asked our foremost colleagues to share their views and experiences of SRM, resulting in four expert opinion stories, each telling something about SRM and procurement, from different perspectives.

Our procurement experts have worked on this study with great care. We hope you enjoy reading it as much as we enjoyed writing it and look forward to your feedback. Let it be an inspiration for your future initiatives.

We wish to thank all vendors and colleagues who have contributed to this year’s SRM study.

Ton van Dolder

Vice President

Supply Chain Management Practice Leader The Netherlands

Capgemini Consulting



Business Insights



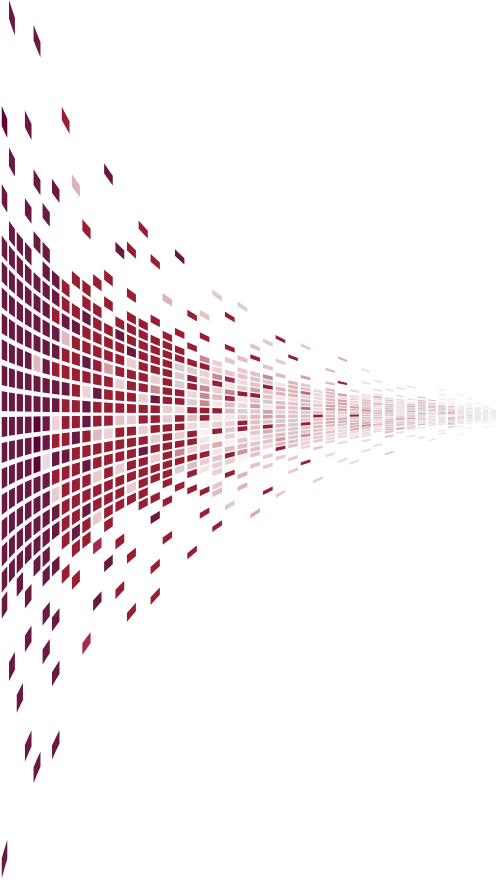


The purchaser as garbage man

How the procurement function can contribute to a more sustainable world

Authors

Erick Haag & Bart Hellings

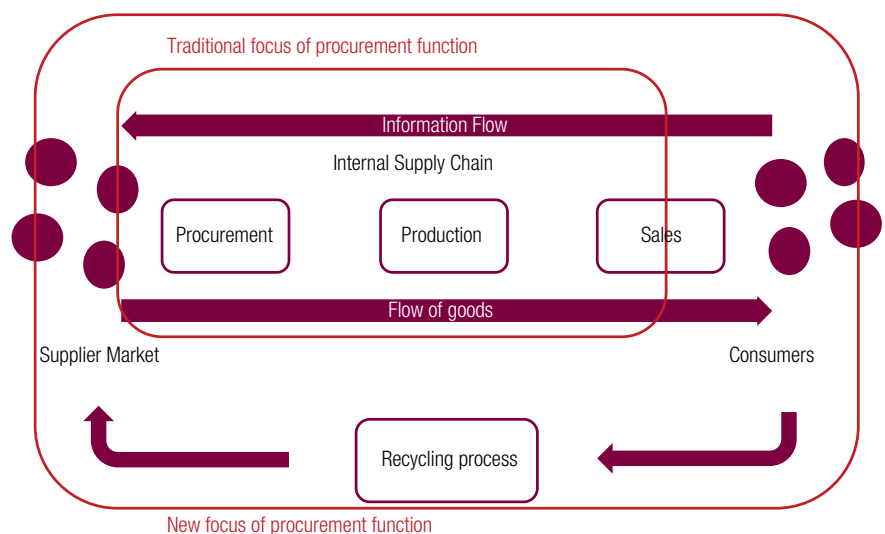


The procurement function always influences multiple supplier relationships. Therefore, it can play an important role in striving for a more sustainable world. This is especially valid in sectors where the purchase volume accounts for more than 50% of the turnover. Over the past years, a lot of attention has been focused on this subject. Most of the time, the emphasis is on influencing suppliers; this article strives to make clear that this alone is not enough. Influencing stakeholders outside the procurement function is essential to contributing towards achieving the sustainability goals of an organization. The focus is shifting towards managing goods returns and waste processing. Purchasers should be garbage men, from the perspective that garbage is not waste but instead should be viewed as a valuable resource.

Introduction

Sustainability was once the domain of idealists, activists and experts. Increasing scarcity of resources, rising energy costs and stricter policies made sustainability a topic for the world of business. Sustainability targets are nowadays integrated into the strategies of major companies like Unilever (100% sustainable purchasing of agricultural products), DSM (One of the three strategic pillars for 2020), and Nike (considers a closed-loop supply chain essential for future objectives). From these examples it is clear that in realising the goals that are set, optimising parts of supply chains is not enough. A radical change is needed, demanding a new collaborative way of working amongst suppliers, clients and other stakeholders throughout the supply chain, including the return stream. This new model is also known as 'closed loop supply chain', as illustrated in Figure 1.

Figure 1: Extended focus area for the procurement function from a focus on the incoming materials to a 'closed-loop supply chain' approach.

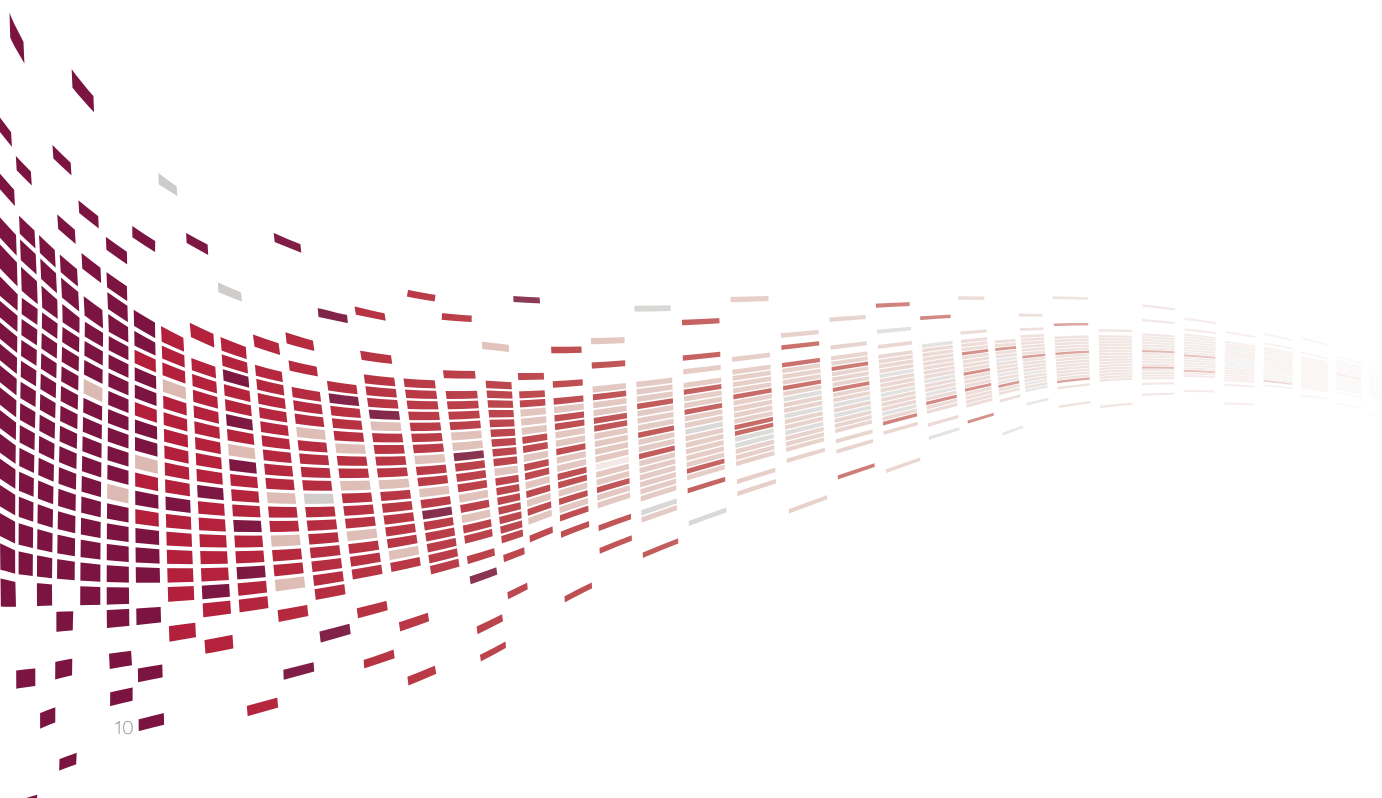


The changing role of the procurement function in a closed-loop supply chain

For the procurement function, sustainability traditionally meant purchasing goods and services against optimal environmental and social conditions. However, to respond to the increasing challenges of resource scarcity and fossil fuel dependency, an increasing number of organizations are searching for possibilities to collaborate with partners in the supply chain and to 'close the loop' by using waste as raw material. The development of this concept was heavily influenced by the Cradle to Cradle concept that was introduced in 2002 by William McDonough and Michael Braungart. The core of this concept is to reuse materials from used products, to produce new ones. Maintaining the quality of materials is essential for long-term success of this model. The Cradle to Cradle concept is already applied successfully by companies like Auping, Desso, Forbo Flooring and Van Gansewinkel.

When this concept of reusing materials is applied on a large scale, this has a major impact on the traditional role of procurement. The strategic value of the goods return stream increases and the volume of newly purchased materials will decrease. However, this model will have a major impact on existing supplier relationships. For example, when suppliers collaborate actively on optimising recycling opportunities, they will be 'rewarded' with less orders for new materials.

In assessing the strategic value of a supplier, a shift will occur from a strictly financial perspective on the strategic value to a 'triple bottom line' perspective, based on the value for people, the planet and profits. This means that suppliers who are actively involved in recycling and recycled materials supply will be able to maintain or even increase their strategic value for clients.



Optimising a closed-loop supply chain has more impacts on the procurement function. For example, the procurement function will play an active role in selecting partners in the recycle chain, and in selecting the right suppliers based on their contribution to a closed-loop supply chain. Category teams will have to make different choices, based on 'triple bottom line' principles, including all elements of a closed-loop supply chain. Furthermore, new category teams will be established based on the new categories from the return stream of materials. Planning and managing the flow and volume of materials becomes more complex because there are more reused materials to be collected and processed. New processes and systems need to be implemented to manage a closed-loop supply chain. Examples include getting products back from users, maintaining quality of the return stream, handling information on traceability of products and planning the input of a combination of new and used materials.

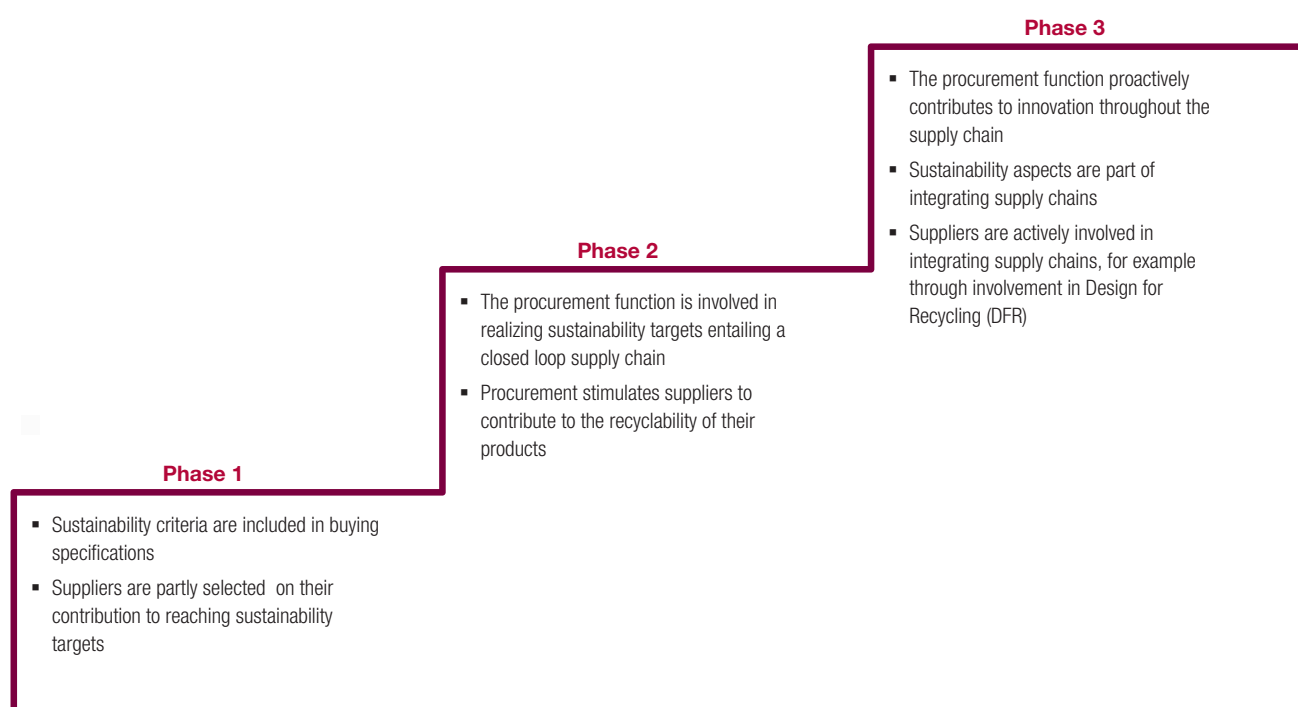
Implementing the change

The impacts that were described earlier provide a vision on what the procurement function would look like after successful implementation of this type of sustainability policy. It is unrealistic, and often undesirable, to reach the final stage in a very short time (within less than a year), as the required change is too fundamental. Therefore, an implementation plan should be carefully developed; such a plan could be made per category, for example, by starting with the highest ecological footprint. Alternatively, it could be planned per end product, which is more complex, as an end product contains a variety of materials. Focus and speed of the plan heavily depends on the organisation's goals.

Conclusion

The procurement function plays an important role in reducing the ecological footprint of an organisation. It is not sufficient to merely transfer the demands from internal users to suppliers. The procurement function should play an important role in establishing a closed loop supply chain and in actively managing the suppliers involved. The increase of reused materials in the supply chain has an impact on the supplier strategy and portfolio. The fact that more organisations are struggling with their ecological footprint, is irreversible. If we continue wasting our resources like we do now, we need to carefully consider our waste. Thus, in order to improve matters our purchasers should be garbage men, recycling that which is no longer needed.

Figure 2: An example of an introduction plan





Where Usability and Demand Management Meet

Author

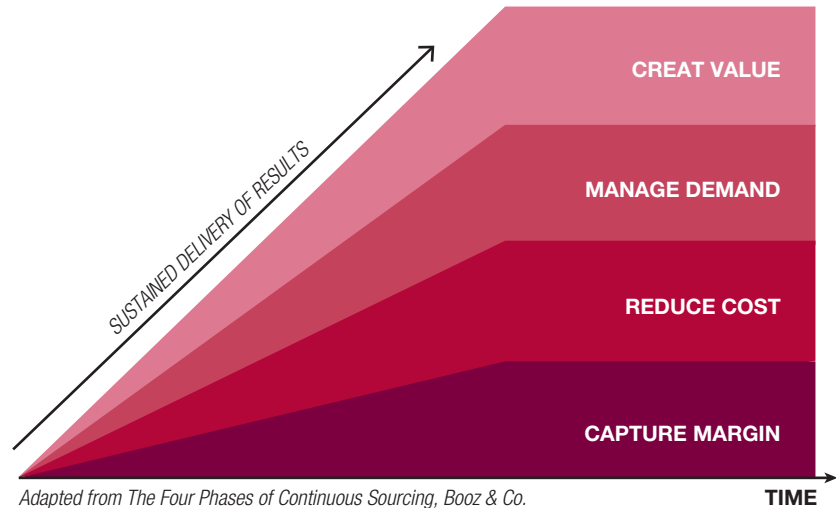
Torbjörn Thorsén

A little over ten years ago, Booz, Allen and Hamilton published a short thought leadership piece on Procurement Strategy in their Strategy and Business magazine entitled “The Four Phases of Continuous Sourcing”¹. Although the article failed to make the impact it undoubtedly merited, it did provide an alluringly simplistic framework for gauging procurement strategy that has successfully stood the test of time.

In brief, the framework consists of four value levels that procurement functions need to master and continuously revisit in order to stay on top of their game.

Whilst the majority of procurement functions operate quite satisfactorily — and in a large number of cases even deliver remarkable returns—on the lower levels of the framework (capturing margin and reducing cost), few are able to master the skills necessary to deliver against the upper reaches of the framework (managing demand and becoming real value creators). This is particularly evident in the procurement of indirect goods and services where even organisations that have mastered direct materials procurement falter, thus leaving a great deal of potential unrealised.

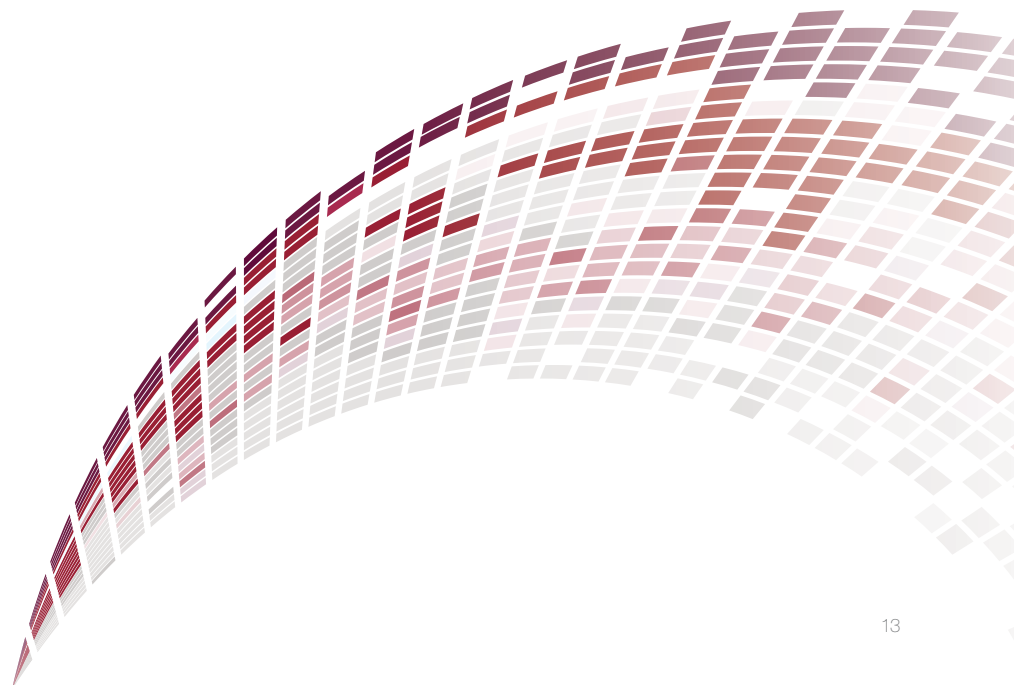
One reason that most organisations are now better able to consistently address the lower two levels of the Booz framework (capture margin and reduce cost) is that procurement technology has matured; e-procurement and e-sourcing are now standard tools for most organisations, as is the shift towards a centre-led procurement model. The introduction of these technologies and organisational models has enabled companies to effectively introduce increased competition in negotiations in order to reduce supplier prices. They are able to leverage e-sourcing technologies to address a wider potential supply base, whilst reducing the number of contracted and preferred suppliers as a consequence of the centralised procurement model.



Adapted from The Four Phases of Continuous Sourcing, Booz & Co.

Second, globalisation—of both supply markets and the workforce — has enabled organisations to reduce costs by switching supply to low-cost locations.

What signifies most initiatives on these levels is that they are mostly outbound, facing suppliers and partners rather than initiating change inside the organisation itself. Understanding the implications of this selected focus is a key challenge for procurement organisations who aspire to elevate their position and rise above the norm.



Managing demand

In essence, and this is particularly true when it comes to indirect materials and services spend on, managing demand is made up of one part compliance management and one part business development. Demand Management enables the full enterprise to leverage existing contracts by rolling out category-wide e-procurement support, whilst keeping an ear on the ground and providing enough flexibility to ensure that new needs are supported (in a controlled manner) in order to maintain momentum.

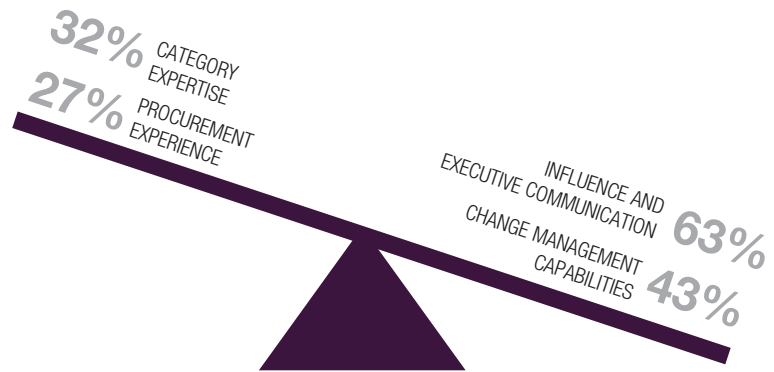
The procurement function needs to not only be able to track spend compliance (to policy, processes and contracts) and provide intuitive self-service procurement channels (where applicable), it also needs to have the competence and capacity to understand and communicate benefits of procurement in a business context.

Unfortunately, this is quite a step out of the comfort zone for many procurement professionals who have often built their careers and reputations on hardline negotiation and policing tactics.

The ability to allocate focus accordingly is what truly sets leading and mature procurement functions apart from their less mature peers. This is reflected in many ways, but one example is that procurement organisations are increasingly looking for new traits and are specifying these traits as essential in the recruiting process; competencies such as executive communication skills and change management capabilities are more sought after than traditional procurement skill sets such as category competence and negotiation experience².

Organisations that have already implemented procurement technology to support strategic as well as operational activities are now looking for ways to extend usage.

KEY (SOUGHT-AFTER) ATTRIBUTE RANKING OF A MODERN PROCUREMENT PROFESSIONAL



Extending the scope of procurement

From a strategic perspective, extending the scope of procurement to include the upper levels of the Booz framework requires the following prerequisites: ensure that as high a share of spend as possible, is under management, that e-sourcing is widely adopted and used across all categories, that contracts are managed accordingly with supporting technology in place to ensure visibility, and finally that supplier risk and performance is tracked and appropriate mitigation strategies are in place.

But more importantly—especially from a savings performance perspective—contract compliance needs to be monitored and seen as an important KPI for category managers (again an internally focused activity). This can only be achieved by connecting strategic and operational procurement, taking into account the fact that category management is as much, if not more, an internal business development activity as it is about supplier relationship management.

It is also important to note that to gain essential transparency into spend patterns, into process and channel

usage patterns, a high volume of spend needs to be transacted using e-procurement.

For the past decade, rolling out self-service procurement has been one of the key priorities for many procurement functions. Yet very few organisations have been able to achieve the levels of usage that justify the costs of doing so. In retrospect, ROI for e-procurement has not been a boardroom success story. While online commerce and social networks have taken the world by storm, e-procurement is still struggling to break out of the mould of being little more than a digitised paper trail. Fortunately, the emergence of cloud and SaaS delivery models have created a market for wraparound procurement services that provide end-user shopping experiences that match leading online commerce solutions as well as business network solutions. These fill the e-procurement warehouses with appropriate content while providing connectivity and communication channels for buyers and suppliers alike.

Usability

For many, usability is seen as little more than a shiny user interface. In reality, however, it is much more. Though many ERP-based e-procurement solutions are lagging in the area of user experience, that issue is addressed by many independent third-party vendor solutions³ (including Capgemini's *IBX Platform*). Equally important is the issue of enabling users to interact with procurement technology from mobile devices.

Many operational procurement activities, from requisitioning to approvals as well as access to spend and performance data, can and should be accessible on the move. In fact, Gartner Research predicts that mobile internet access will overtake desktop internet access in 2013⁴.

With workforces going mobile, speed of business accelerating, globalisation of the supply base being the norm rather than the exception, self-service needs to encompass mobile devices to a greater degree. Procurement technology cannot stay on the desktop; it is a key enabler when striving for procurement excellence, so it needs to be at the fingertips of procurement professionals as well as the wider organisation.

Guided buying

Managing demand can also be supported by empowering end users to make informed procurement decisions. By providing end users with procurement intelligence such as delivery precision, quality ratings and other supplier performance indicators in parallel to procurement guidelines and policy would provide the foundation of guided buying that goes beyond traditional catalogues.

To paraphrase Google's famous tagline "Do the right thing; don't be evil", procurement needs to trust the end user to do the right thing. Given enough

information, they will. Given flexible procurement channels, they will even comply with procurement processes, thereby minimising maverick spend and expanding procurement's control of spend.

Mastering Demand Management

Mastering demand management is a complex task. Procurement needs to be able to communicate benefits clearly in a business context, control and monitor spending in near to real time, as well as provide supporting technology that is truly user-friendly – providing necessary insight and tools in an on-the-go context.

This ability to coordinate, cooperate and enable the organisation to act in unison from a spend management perspective is manifested in leading procurement functions. They have traversed into the upper reaches of the framework outlined above without losing traction in the lower levels.

Delivering sustainable procurement value—as in savings, efficiency, control and transparency—is reliant on procurement being able to address challenges on all levels:

- Increasing competitive pressure in the supply base to capture margins, as well as nimbly shift supply to low cost/high value locations
- Managing demand, leveraging innovative technology, and leveraging guided buying principles
- Changing management capabilities to drive supplier innovation in order to generate increased value

Sources

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2. SAP and Procurement Leaders - Key Drivers for Modern Procurement, 2011
3. Spend Matters - Getting the Most from ERP Procurement Applications – Focusing on the User Experience and Content, 2011
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The Potential of Supply Chain Finance

Author

Merel Plante

What would be the effect on your company's relationship with its suppliers if you were able to pay them immediately after receiving goods and services? What if payment terms were open for discussion and could be improved for buyers and suppliers alike? What would be the effect on your company's financial performance if, on the one hand, it could achieve favourable favorable payment terms from its suppliers, while on the other hand it was paid immediately by its own customers? The short answer is that ultimately the cost of goods for buyers would be greatly reduced while access to financing and risk exposure for suppliers would be greatly improved. This of course would reduce the inherent friction between buyers and suppliers and could lead to a level of supplier collaboration previously unheard of.

For many companies, the situation described above seems impossible to reach. A company's suppliers will always prefer to have the shortest payment terms possible while the company itself will always prefer to have the longest payment terms possible. Moreover, as that same company is also a part of a larger supply chain, it too will want to negotiate the shortest payment terms with its own customers. Nevertheless, many companies today are in fact able to overcome this dilemma of divergent priorities (and achieve the benefits described above) through the use of supply chain finance.

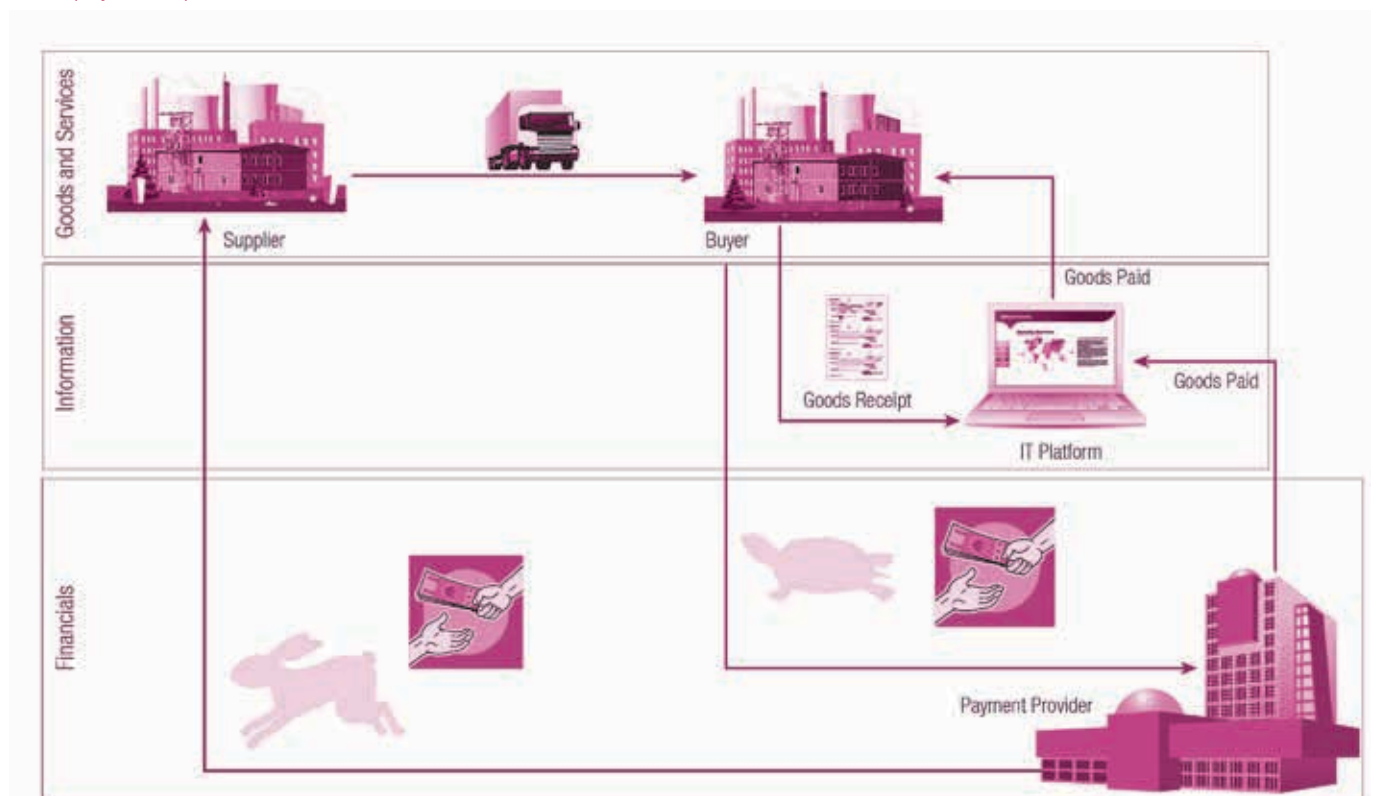
What is supply chain finance?

Traditionally, suppliers have been responsible for facilitating commerce by providing financing (usually in the form of favourable payment terms) to

buyers. But with the difficult economic climate that companies find themselves in today, combined with the terms and conditions banks put upon companies in the current environment, this solution is no longer sustainable. With every organisation in the supply chain actively trying to protect its bottom line, all parties must show value for their money and make the best use of their limited resources. In response, a new market for supply chain finance solutions has emerged.

Supply chain finance is therefore a means to have a third company involved in the payment circle and 'buy' the outstanding payments from the buyer to pay out the supplier faster. See figure below for more insight into supply chain finance.

Figure 3: Typically SCF involves three parties and a common platform to execute an operation. Checks and balances are set in the payments platform to minimise the risk



Why might your company be interested in supply chain finance?

The dilemma of the divergent priorities between buyers and suppliers is well known. Unfortunately, the potential of supply chain finance is much less well known. With the current economic outlook still looking quite bleak, it is undoubtedly only a matter of time before companies start to better understand the topic of supply chain finance and begin to implement some of the many solutions available today.

As alluded to in the introduction, there are many potential benefits to supply chain finance solutions. Below is a select list of just some of the most obvious benefits for buyers, suppliers and payment providers.

Benefits to Buyers

Buyers benefit from increased flexibility in cash flow (without changing contract terms), the potential for improved payment terms, and reduced supplier risk. Moreover, they benefit from a reduction of working capital requirements through improved days payable outstanding measurements. In the long term, this results in a more stable supply base, improved relationships with suppliers and a reduction of cost of goods purchased due to a better cash flow position of the supplier.

Benefits to Suppliers

Suppliers benefit from lower risk, better visibility into invoice settlements, improved and more predictable cash flows as well as payment certainty and increased flexibility for their business. Similar to the buyers, they also benefit from an improvement in working capital through improved days sales outstanding (DSO) measurements at a lower financing cost. Benefits are not one-off, but can take effect when settling new contracts in renegotiations.

Benefits to a Payment Provider

The payment provider can build stronger collaborative relationships with customers, despite the unfavourable economic climate organisations face currently. A payment provider can use the largest party as an anchor for the financial transactions, who is often the buyer with a better credit rating instead of a smaller supplier. As the goods are already delivered and transformed into higher value goods at the buyer site, the basis for the finance is very solid.

This sounds like a win-win situation. So what do you need to have in place to start?

What do you need to have in place?

We have seen that companies that are successful in SCF have the right processes, organisation, information sharing, performance measurement and technology in place. In this chapter we will elaborate more on these critical success factors.

Processes

It all starts with receiving the goods, and matching, and subsequently processing the invoices to the receivables. The best companies who use SCF have clear accounts payable policies to guide their staff. Moreover, they have applied standardisation of accounts payable processes across multiple locations or business units. These companies also have automation technologies, to further speed up their already well-defined procedures that are necessary to ensure efficient invoice processing.

As key metrics, you will find that the best-in-class companies in SCF have the ability to access SCF at all stages in the supply chain, and have implemented or are in the process of adopting payment scheduling, spend

analytics for invoices and electronic invoice presentment and payment (EIPP).

Organisation

We have noticed that Finance and Procurement teams typically drive the SCF process in an organisation. Collaboration at the executive level can align disparate payment, collections, cash management and inventory policies that can otherwise work at cross purposes when operating independently.

As key metrics you will find centralised receipt and imaging (or manual) data entry, coupled with decentralised approvals. Approximately 85% of the best-in-class companies in SCF have been able to achieve this. Furthermore, the majority of best in class organisations have active cross-functional coordination and collaboration amongst functional areas such as accounts payable, procurement, finance and IT.

Information Sharing

More successful enterprises in SCF have translated their payment strategies into policies and specific tasks to direct employee behaviour. To fully understand the options available in SCF, employees should be provided information they need to understand why different financing options can be beneficial and how they can be executed once selected.

We see that information sharing is a weak area for all types of organisations in general. Only about a quarter of the best-in-class companies have access to the financial information pertaining to their business partners. More than half of the best-in-class companies have system-level controls for segregation of duties for each transaction, but a little less than half of the firms have complete audit trails on demand.

Performance measurement

The successful firms who have adopted SCF have set up performance benchmarks to constantly review their performance and take appropriate remedial action. These measures can be used to further create efficiencies, such as identification and reduction of components as labour hours, and lower costs of goods purchased.

Of course, many parameters such as financial performance can be used as benchmarks to measure performance. Some parameters which have been measured by Aberdeen in a survey are:

- 64% of best-in-class have online visibility into financial supply chain events.
- 42% of best-in-class firms have online visibility into shipment status and in-transit inventory.

Technology in place

At the beginning of an SCF program, segmentation of the suppliers needs to be achieved for successful implementation of the technology platforms. Furthermore, what we see is that, firms look to minimise one-to-one interfaces with their suppliers, which can be achieved by growth of e-payment solutions.

Technology is another area where organisations face challenges. The majority of the best-in-class companies are able to segregate partners to prioritise SCF enablement. Only a small number have been able to establish a single platform to bring buyers, suppliers and financial institutions together.

Challenging? Definitely. But when all of the activities above are in motion or already implemented to lift your company to a higher maturity level, supply chain finance cannot continue to be ignored as a means to further strengthen the whole supply chain.





Procurement and Innovation

Beyond the Establishment of a Partnership

Authors

Kirsten Schipper & Thomas Dahm

The involvement of suppliers for innovation in organisations has been a reality for many years. Most organisations consider their suppliers as being one of the most, if not even the most, important sources of innovation. Supplier relationship management can increase the level of innovation-driven procurement, and provides the procurement function in the organisation with the tools and technology to make the early involvement of procurement a success.

When talking about innovation and the innovative capacity of suppliers, innovation is not solely limited to new product development or the invention of something new. Many innovations become worthy of their name because they are the new combination of existing elements or because the innovativeness lies in the restructuring and improvement of a process, which results in a significant advantage over the competition. The classic process improvements focus on cost or time savings while most companies also attempt to fulfill the customer's demand for CO² reduction and sustainability.

The decision to make use of a supplier originated from the realisation of a lack of in-house expertise about the acquired product or service – a make or buy decision. Whenever this externally acquired product or service is involved in any kind of innovation process, the suppliers' expertise should be incorporated into the innovation process since the own expertise in this area has been determined to be lesser than the suppliers'. There are three major reasons why this involvement should take place early in the innovation process: the speed of innovation, the amount of innovation and the reduction of risk.

The first reason is to be able to innovate faster than the competition. Recent research conducted with high tech

manufacturers in Japan and the Netherlands demonstrates that the early involvement of suppliers speeds up the innovation process, which ultimately delivers the benefit of a new product or service being ahead of the competition and saving time and, therefore, money.

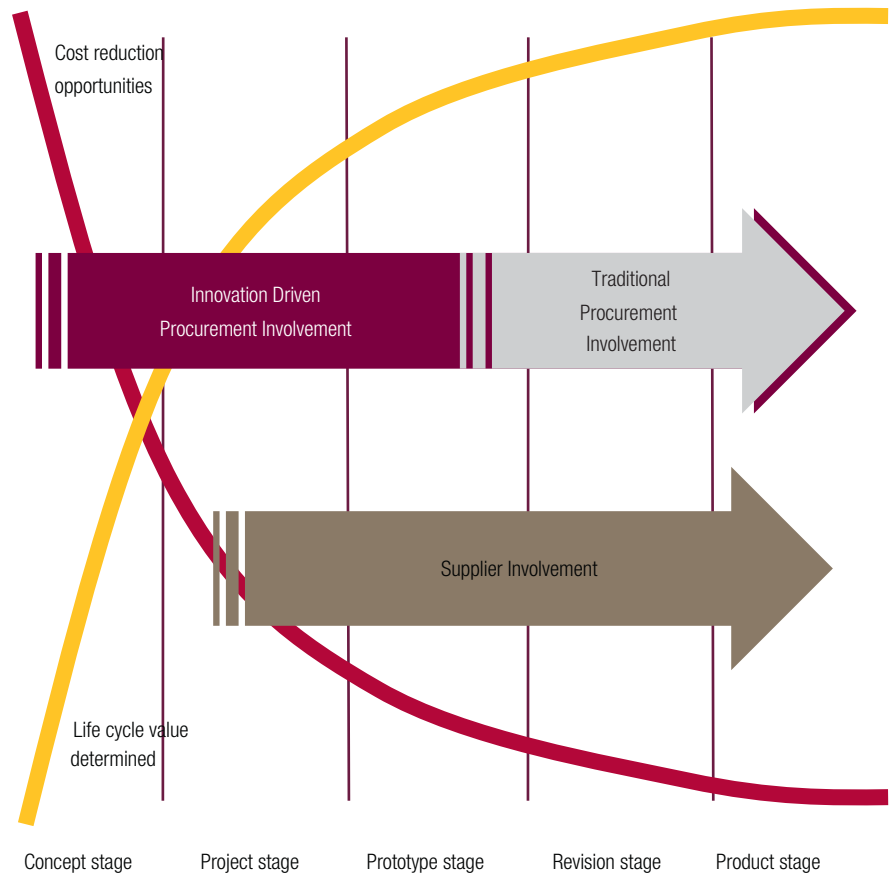
Secondly, early supplier involvement increases the amount of innovation. Ensuring that the suppliers are actively participating in the process of innovation in a structured manner results in more innovation.

Thirdly, even basic research, but even more importantly, the development and launch of a new product bears risk. The participation of suppliers in this process will contribute not only to sharing of benefits but also the mitigation of risks.

The challenge for procurement departments in organisations has been the balancing act between the traditional role of negotiating the most beneficial form of commercial agreement, whilst also facing the challenge of maintaining a trusting partnership.

Many procurement organisations are aware of the benefits of collaborating with suppliers as a source of innovation. However, many have not yet formalized these relationships. The study referred to earlier identified six inter-organisational arrangements, which alluded to the involvement of suppliers in innovation activities: organisation of communication, colocation, non-disclosure agreements, formal contracts, intellectual property rights and manuals. There are several other inter-organisational arrangements where companies share organisational infrastructure or even the launch of joint products to the market in order to demonstrate the quality of the partnership.

Figure 4: Procurement involvement in innovation



The more these inter-organisational arrangements are made that demonstrate the intensity of the partnership, the more an organisation should have SRM as a tool to manage and structure this relationship.

In order to reach the next level of maturity in innovation-driven procurement, SRM can help to formalise and digitalise this transition. Many “old school” procurement professionals have been struggling with the balance of negotiating with a supplier, and being the manager of a partnership with that same supplier. This new mindset allows procurement professionals to organise regular supplier innovation meetings and work in an entirely new way. “Sharing is winning” and “win-win situation” approaches to partnerships have been developed.

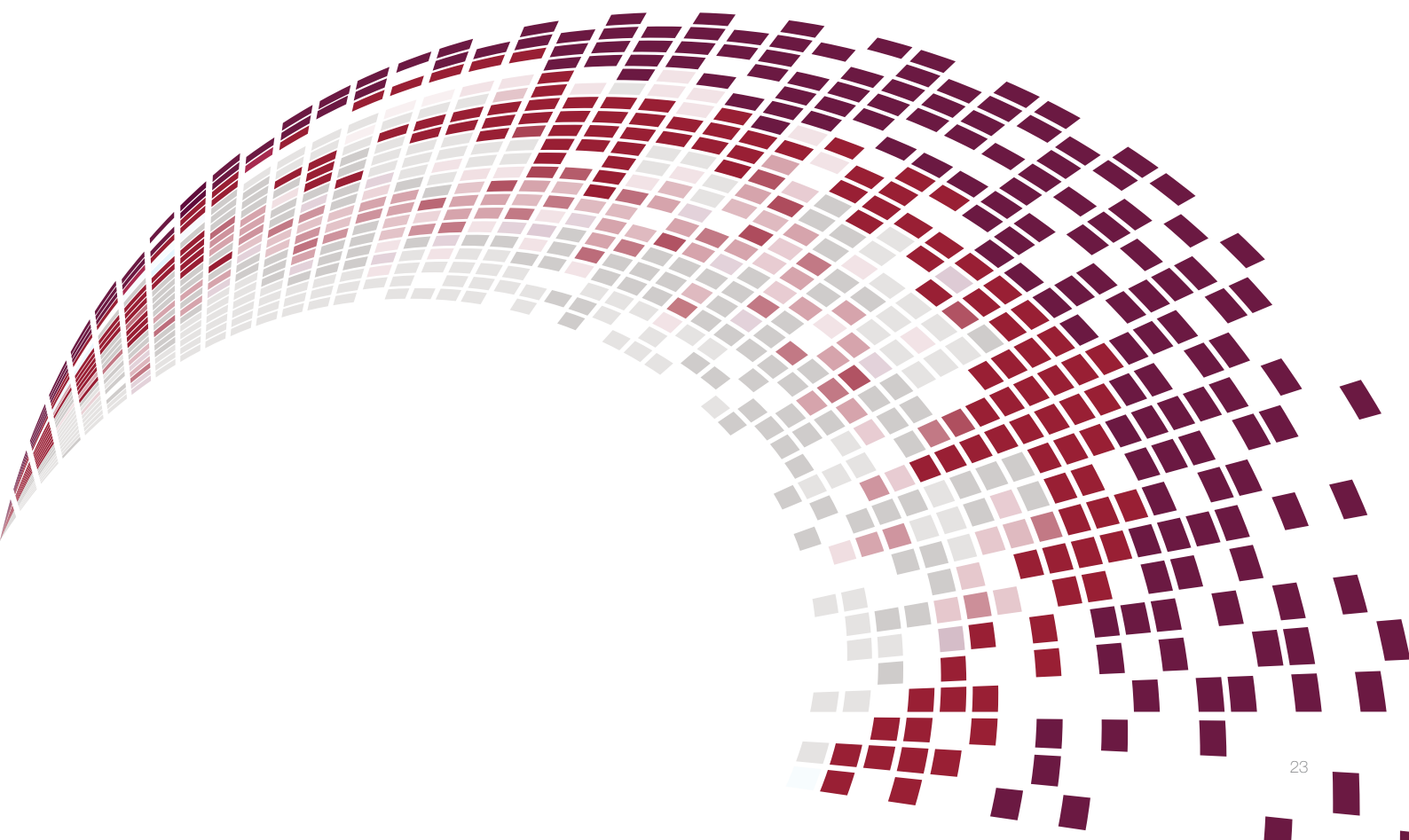
As a next step it is essential to translate these arrangements into measurable Key Performance Indicators (KPIs). All of the inter-organisational arrangements need to be formalised in jointly developed agreements that go beyond a standard non-disclosure agreement. For this reason, contract management as an element of supplier relationship management, will become much more complex in the future. Many contracts are still limited to commercial terms and the level of digitalisation of contracts in many organisations is still immature in that they are paper-based and filed away into filing cabinets, never to be looked on again. Digital cloud contract management solutions better equip procurement professionals with three powerful functionalities with which to manage supplier partnerships:

- SRM systems allow users to store all of the agreements relating to joint partnership activities in a central repository;
- they allow users the flexibility to alter agreements by mutual agreement, which is useful in fast changing dynamic development projects such as SCRUM processes
- and most importantly they allow procurement professionals to measure the success of the relationship and identify areas for improvement.

The challenges in Supplier Relationship Management with regards to innovation-driven procurement are that they are no longer limited to the mindset and the required paradigm shift in the mindset of individuals in procurement departments. This has (in many cases, successfully) been achieved in many companies. Procurement has been able to

overcome difficulties to bring stakeholders of different companies and disciplines together and align them.

Today's challenge is to set up structures to successfully measure and manage suppliers and build processes and procedures to intervene if KPIs are not met. These systems exist – unfortunately, in most organisations, digital contract management is not utilised to its full extent. SRM offers a solution for a lack of formalisation and control in an often unclear process of collaborative innovation. These formalised systems can be supported by the structured use of social media platforms to facilitate communication between the parties involved. Successful supplier relationship management requires social interaction in a trusting partnership, within a framework of clearly defined and measured targets, and performance measures.





Functionality Analysis





SRM Functionality Analysis

Analysis performed by

Sarissa Alleijn

For organisations embarking on their Supplier Relationship Management (SRM) journey, often the most difficult challenge is the ability to understand the spectrum of suppliers that could satisfy your requirements.

The key questions in support of this that are often considered are:

- Which applications are available on the market and what functionalities do these applications provide?
- Do applications offer the same services across all aspects of the procurement function or are they specific to one component of SRM?

This chapter will elaborate further on these questions.

Supplier Relationship Management depends on collaboration amongst the enterprise’s internal and external suppliers for survival and progress. Collaboration across sourcing strategies, management and governance remains critical to the success of supplier relationship management.

Set up of the Supplier Relationship Management Survey

A functionality analysis is conducted based on a list of 171 questions, covering the entire spectrum of the procurement process. These questions represent the “most asked-for” and the “most-critical functionalities”, as we recognise them from our client discussions and interactions. Vendors are given the opportunity to indicate whether the requested functionality is available or not.

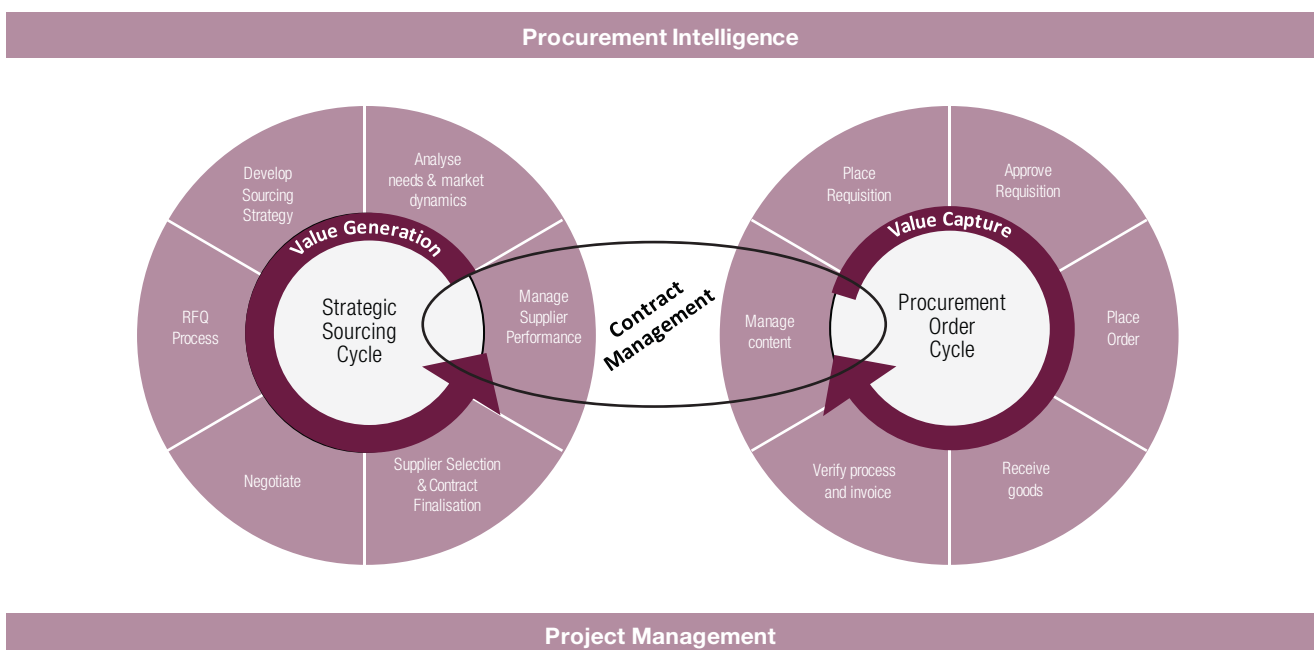
When interpreting the data it is important to remember that this analysis is based on a series of questions designed to address whether the software covers a specific set of functions. It is important to note that all of the questions have been scored without weighing. This means that a high or low score does not indicate whether an application is good or bad; it merely states the coverage of the SRM functionality within the application.

When selecting or evaluating an application, it is important to determine which functions are critical for your company’s procurement processes. Therefore a weighted score addressing your preferred functionalities may result in a different outcome from those shown in this survey. In order to distinguish between the functionalities of the applications, it is necessary to understand which functionality supports the procurement processes.

To assess the level of support, we divided the overall SRM process into nine sub-categories:

1. Procurement Intelligence
2. Project Management
3. Sourcing
 - a. Electronic Tendering
 - b. eAuctioning
4. Supplier Management
5. Contract Management
6. Catalogue Management
7. Operational Procurement
8. External Resources
9. BPO Procurement

Figure 5: Capgemini Procurement Process Model



Overall Functionality Analysis

As in previous studies, this year’s vendor review shows that the differences between applications are most visible in coverage at a functional level.

Some applications provide full coverage for all subprocesses, whilst others can be considered niche players supporting only a selected functionality. Although the reviewed SRM applications are very capable, there are substantial differences between these applications and of course each of them will have a different fit within your organisation. Although it might seem that certain applications have a low overall score, we cannot conclude these applications are of lesser quality.

Overall conclusions from this year’s survey:

Considering the survey as a whole, the following represent the major findings and conclusions:

1. Out of all of the vendors surveyed, only five do not offer **Procurement Intelligence** functionality, which demonstrates the importance of tracking operational improvement benefits, and assessing and ensuring compliance. There is, however, a huge diversity in coverage ranging from 97 percent to 19 percent. And, in addition, none of the vendors surveyed have full coverage of the service offerings, which leaves scope for more improvement over the next few years.
2. **Project Management** is still a key differentiator, with vendors either providing functionality in this area (59 percent of the vendors surveyed) or no functionality whatsoever.
3. 79 percent of the vendors surveyed offer **e-Sourcing** functionality as compared to 76 percent who

offer **Operational Procurement** functionality. While the 2010-2012 SRM research showed that there was still a greater focus on Sourcing than on Operational Procurement, this year the survey shows that vendors realise the importance of the Operational Procurement cycle as the backbone of the Procurement process.

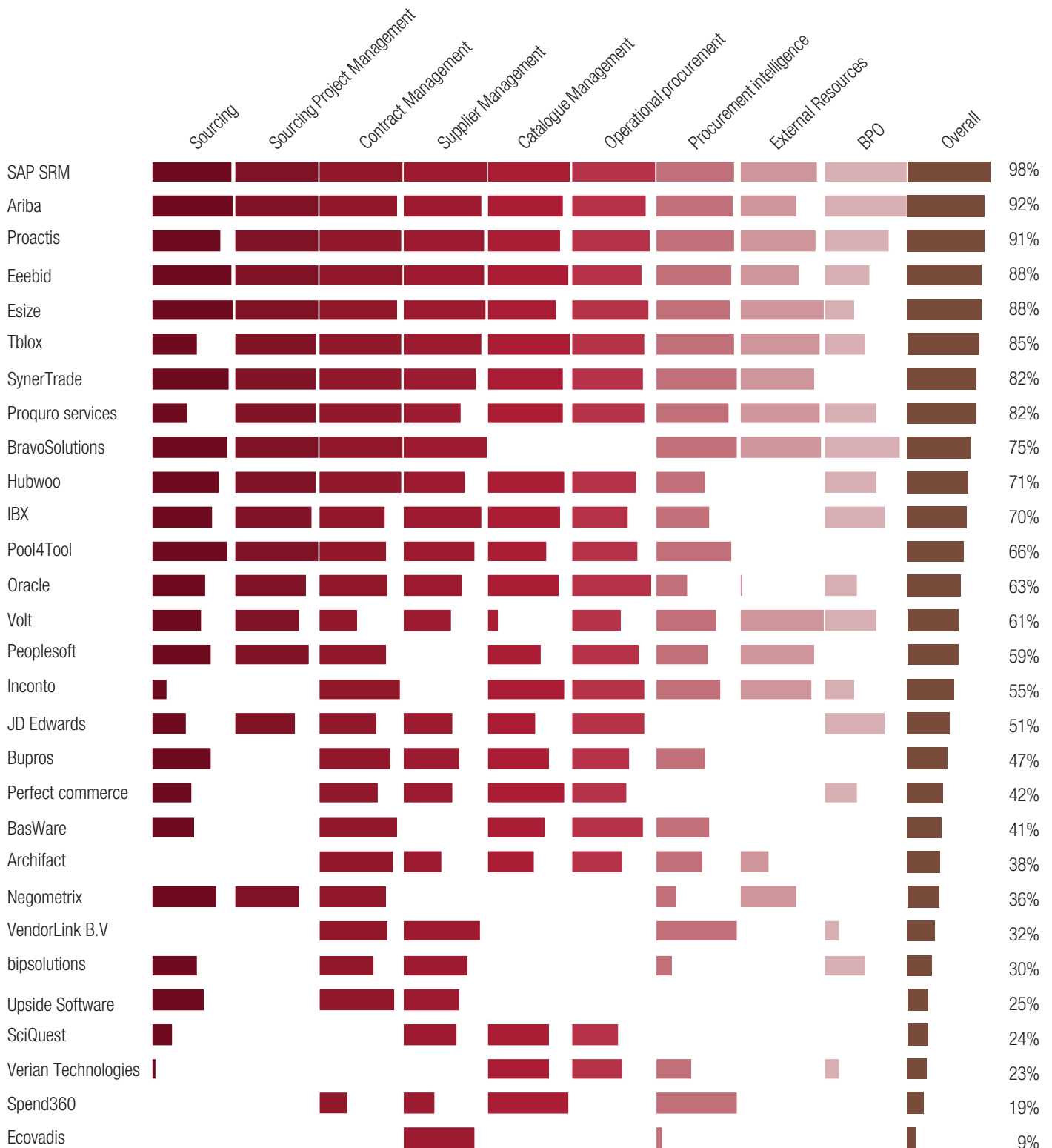
86 percent of the vendors provide **Electronic Tendering** functionality while 66 percent provide **e-Auctioning** functionality. In line with previous editions, Electronic Tendering is perceived by all vendors as core functionality as compared to eAuctioning.

4. In line with the observations made in the previous editions, Contract Management functionality has continued to improve (90 percent of the vendors offer Contract Management). Only four vendors responded with a score of less than 70 percent coverage in this area, with the average alone above 84 percent. The majority of the vendors offer Contract Management in combination with Sourcing and Operational Procurement functionality. However, there are vendors that offer Contract Management solely as an extension to the Sourcing or Operational Procurement cycle. There is even one vendor that offers **Contract Management** as a standalone module since the relationship with Sourcing and Operational Procurement is totally absent.

Contract Compliance is still the least developed area with an average of 76 percent. Since Contract Compliance is the next phase once P2P compliance has been achieved or is maturing, it is anticipated that this area will further improve in functionality over the next few years.

5. **Catalogue Management** is an element of Operational Procurement. Therefore, it is not surprising that the vendors that do not offer Operational Procurement functionality also do not offer Catalogue Management functionality. Catalogue Creation and User Capabilities are the subcategories with the highest functional coverage (average score of 80 percent).
6. This survey shows that some full suite vendors have started to develop **External Resource** functionality, indicating that this functionality is still growing rapidly. This supports the observation made in 2010-2011 that there is still scope for improvement as some full suite vendors not offering External Resources functionality will start to develop this functionality in the near future. Most of the vendors offering External Resources functionality offer high functionality (average >90 percent) regarding the first part of the process (Specify, Approvals, Requisitioning), more than they support the second part of the process (Selection & Order, Monitoring and Aftercare). Since the demand for External Resources functionality grows in organisations, it can be expected that this area will further increase functionality and richness of capability in the near future.
7. **BPO** remains a strong area for growth with an average of 62 percent. “Procurement Intelligence” and “Sourcing” continues to be a key priority on the list of top 5 BPO-based scenarios in use. “Contract Management” and “Catalogue Management” are new entrants in the top 5 this year, whereas “Project Management” and “External Resources” are not high on the priority list as BPO scenarios.

Figure 6: gives an overview of the available functionality of each vendor application. The Y-axis represents the vendors and the X-axis represents the categories within the SRM suite.



Analysis per Category

When selecting an SRM tool, you are likely to have certain requirements that are more critical than others. If you are looking for a full-suite application, the overall functionality scores may be sufficient for your selection. However, if you are looking for a particular functionality or a set of functionalities, a more in-depth review of the results is required.

The in-depth application review is structured according to the nine subcategories listed earlier. These subcategories have been further divided into a number of functional categories as shown in Table 7.

Table 7: Additional Functional Categories

Procurement Intelligence	Project Management	Sourcing	Supplier Management	Contract Management	Catalogue Management	Operational Procurement	External Resources	BPO Procurement
General	Project Management	General	General	General	General	General	Specify Approvals	BPO
Spend Analytics		Strategy Development Demand Aggregation	Evaluation & Development Database	Authoring Compliance Repository	User Capabilities Supplier Capabilities	Requisitioning Request for Quotation Approval	Requisitioning Selection & Order Monitoring	
Operational reporting		Electronic Tendering e-Auctioning Negotiation and Contract Signing			Administration-Content and Review Approval Administration-Creation Administration-Maintenance	Purchase Order Transmission Receiving Goods and Services Invoicing	Aftercare	

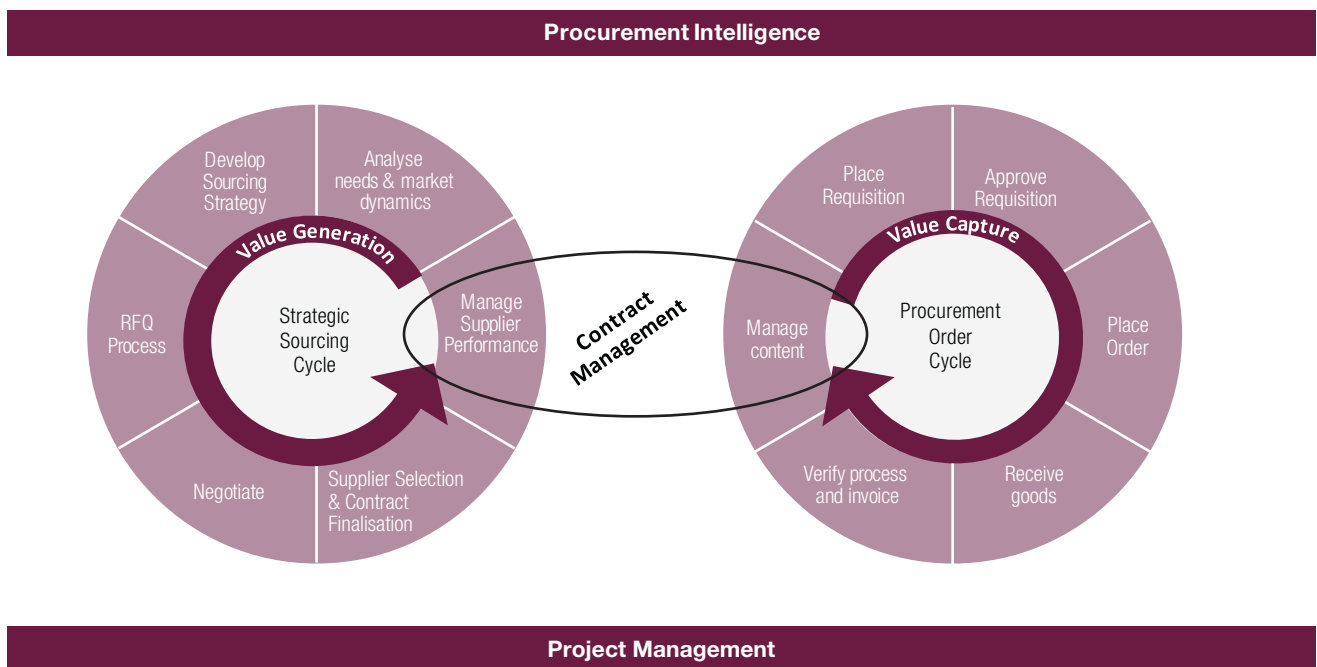
Procurement Intelligence

Procurement Intelligence is the process of collecting, cleansing, structuring and drawing insight from market analysis, process measurements (both sourcing and procurement), spend data, supplier performance and knowledge management solutions. Procurement Intelligence solutions support data collection, data processing and validation, Key Performance Indicator (KPI) calculation and report generation. The knowledge gained from Procurement Intelligence aims to simplify decision making, making this subprocess a critical part of both the strategic sourcing process and procurement governance.

Procurement Intelligence is key to assessing and ensuring compliance, tracking operational improvement benefits and in implementing sourcing strategies. Procurement Intelligence software typically supports spend analytics and operational reporting.

The ability to clearly communicate findings is critical to achieve staff and management buy-in. Therefore, the functionality to graphically represent findings is of high importance in this type of application.

Figure 8: Procurement Intelligence



Functionalities Reviewed within Procurement Intelligence

Procurement Intelligence is divided into the following sub-functionalities:

- Spend Analytics - Mathematical algorithms used for cleansing, normalising and classifying spend data.
- Operational Reporting - Operational reporting is typically used by the frontline operations personnel. Very short-term, detailed decisions are made from operational reports.

Observations Regarding Procurement Intelligence:

1. Out of all of the vendors surveyed, 83 percent offer Procurement Intelligence; there is a huge diversity in coverage, ranging from 97 percent to 19 percent. Only five vendors (17 percent) do not offer Procurement Intelligence functionality (Upside Software, Ecovadis, SciQuest, Perfect

Commerce and JD Edwards). In addition, none of the vendors surveyed have full coverage of the service offerings, which leaves scope for further improvement. Compared to the previous edition, Negometrix has started offerings in Procurement Intelligence.

2. Relationship between Procurement Intelligence and Operational Procurement and Sourcing, Procurement Intelligence and Operational Procurement:

In line with the observations in 2010-2011 there is an increasing percentage of vendors working on Procurement Intelligence as well as Operational Procurement. Yet, 24 percent of the vendors only offer one functionality and 14 percent of the vendors offer Procurement Intelligence functionality alone, compared to 10 percent for Operational Procurement functionality. In addition, there is one vendor (Vendorlink) that offers Procurement Intelligence but no Sourcing and Operational Procurement Functionality.

Procurement Intelligence and Sourcing:

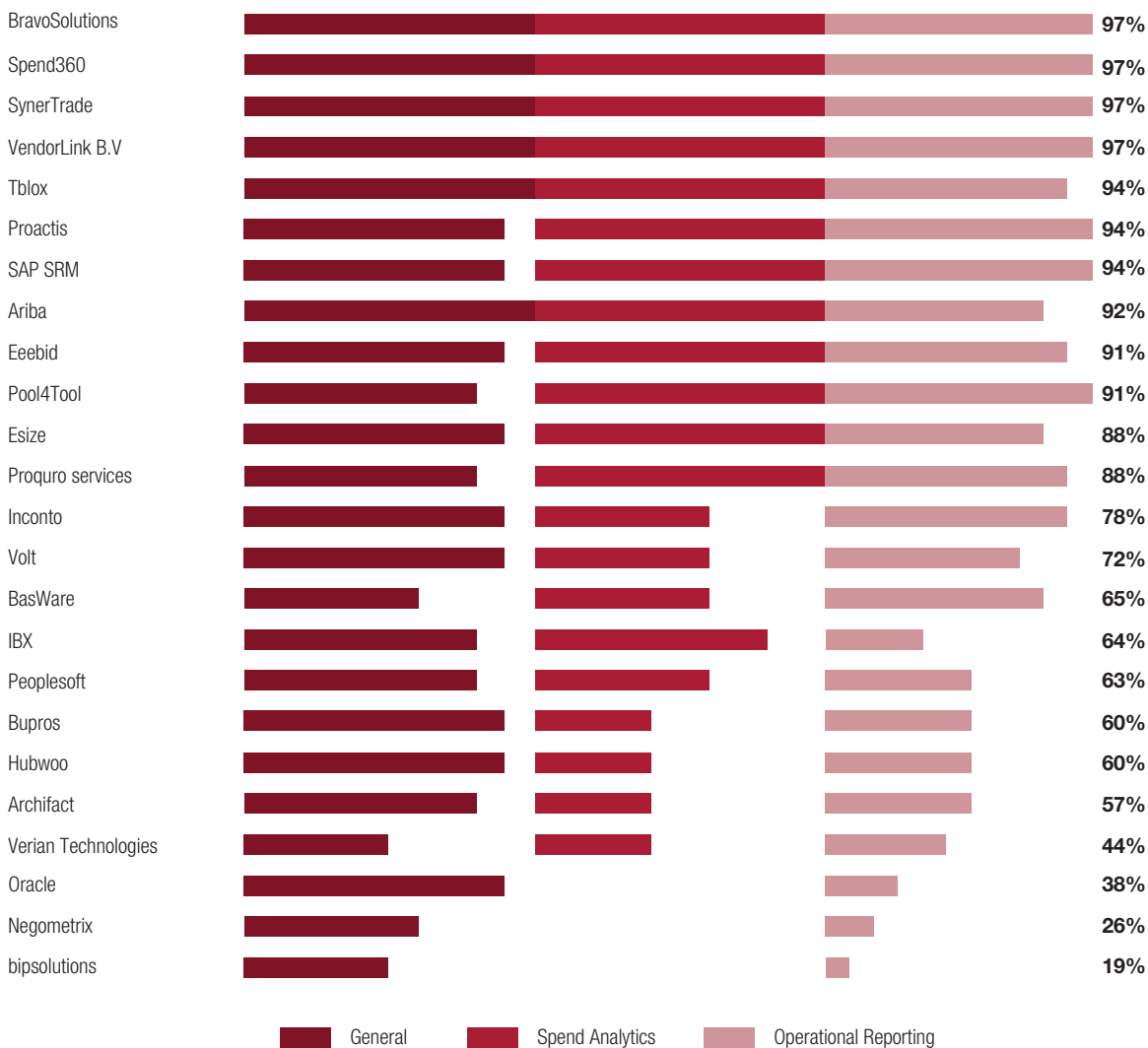
Procurement Intelligence is a critical part of the Strategic Sourcing and Operational Procurement process. Since four vendors offering Sourcing do not offer Procurement Intelligence there is scope for improvement.

- 3. For Spend Analytics, “offering a flexible hierarchy to make different spend cubes (i.e. spend per product group, organisational level, supplier)” and “capturing spend

data at purchasing line level” are the two functionalities offered by most of the vendors surveyed (72 percent of the vendors). “Vendor and item knowledge base-fed algorithms” is the functionality with the most diversity (45% of the vendors).

For Operational Reporting, this year’s survey shows that most vendors offer operational reporting functionality pertaining to the “Procurement process” (76 percent) compared to “Target setting per market” (41 percent).

Figure 9: Procurement Intelligence Scores

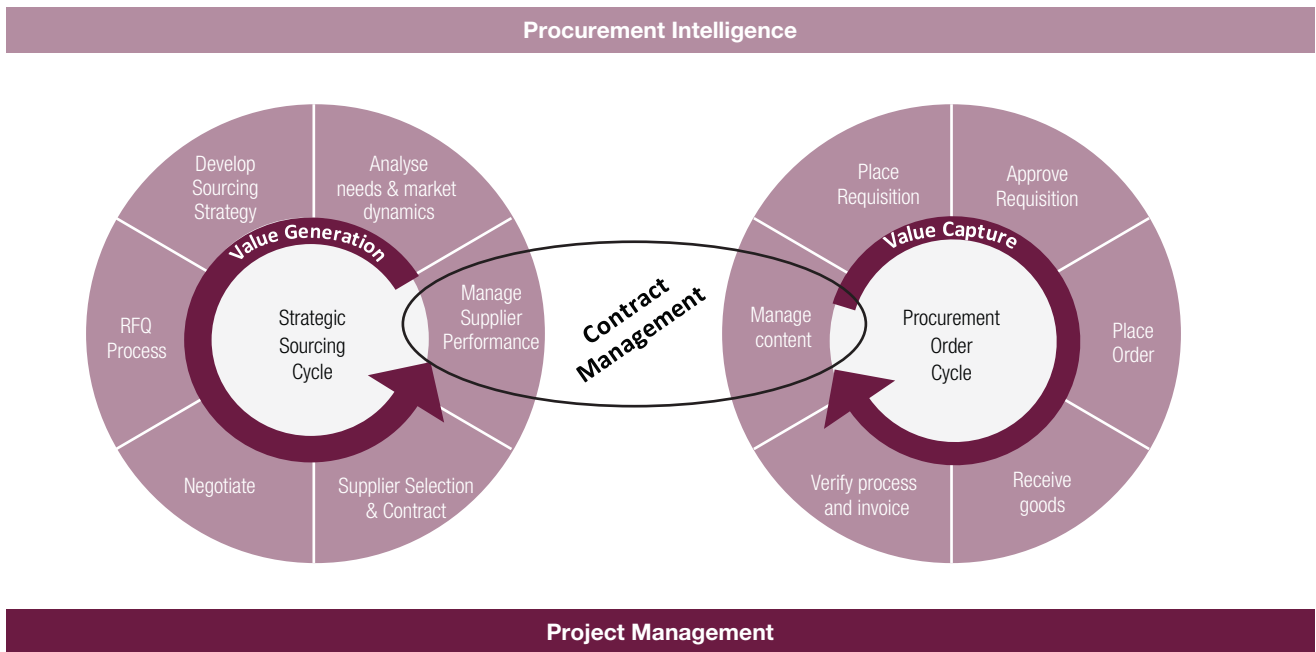


Project Management

Project Management is the discipline of defining and achieving targets while optimising (or just allocating) the use of resources (time, money, people, materials, energy, space, etc.) over the course of a project. Within sourcing, Project Management helps to embed sourcing processes, such that savings are gained and knowledge is captured, which can be referred to in future.

Project Management solutions typically support the following types of activities: creation of a project team, phasing of a project, maintaining a project calendar, containing an overview of scheduled and running projects, resource planning covering the team members assigned to the project, and running reports for the scheduled projects.

Figure 10: Project Management



Functionalities Reviewed within Project Management:

- Project Management

Observations Regarding Project Management:

1. Project Management is still a key differentiator; vendors either provide functionality in this area (59 percent of the vendors surveyed) or it is completely absent from the application. All of the vendors from the previous edition of the SRM survey who provided Project Management functionality still continue to provide Project Management services to their clients.
2. Relationship between Project Management and Operational Procurement and Sourcing:

The relationship is currently absent from three vendors (Vendorlink, Spend 360 and Ecovadis) as they

do not provide functionality in these three areas. These vendors are instead focused on niches areas in the SRM process, namely:

- Vendorlink: Procurement Intelligence and Supplier Management
- Spend 360: Procurement Intelligence
- Ecovadis: Supplier Management

Project Management and Operational Procurement:

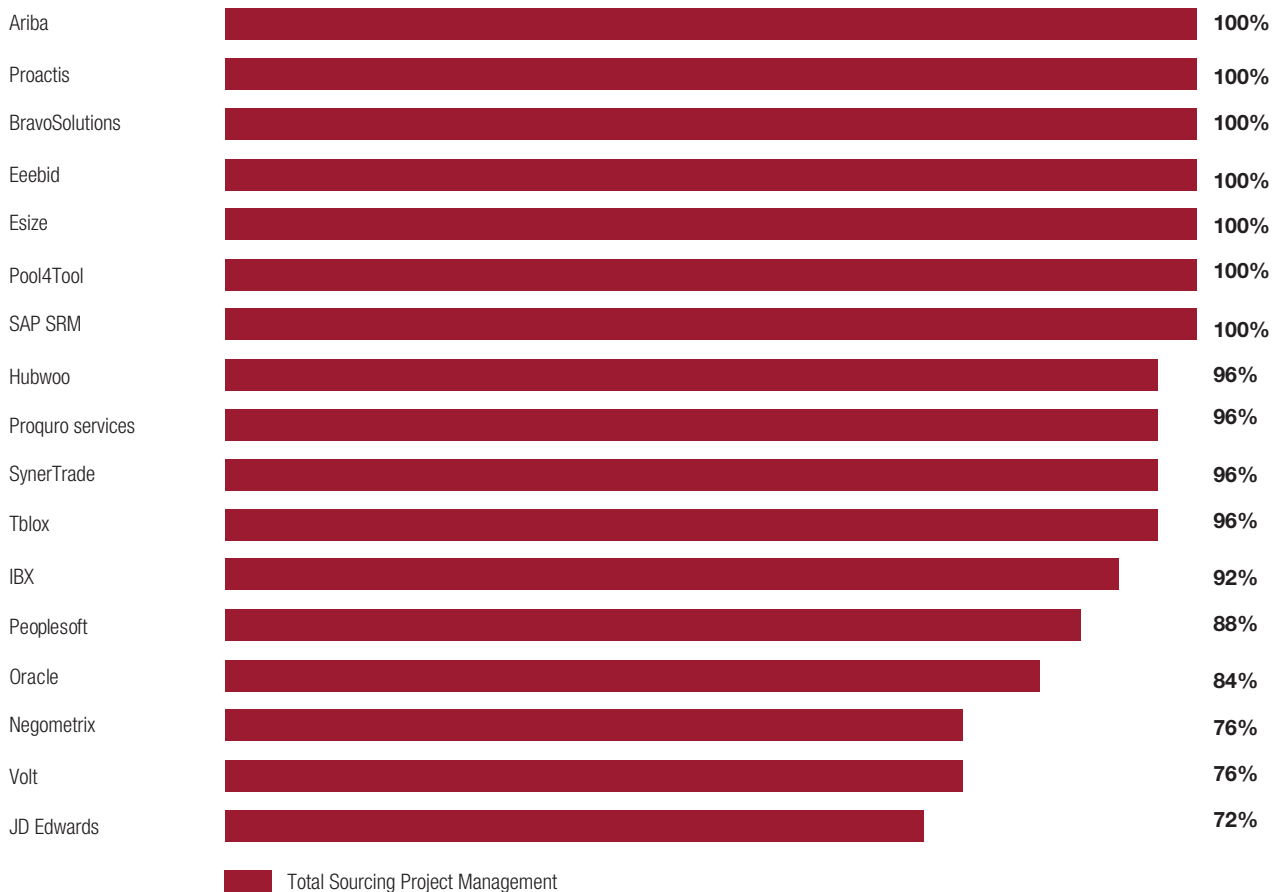
Six vendors (21 percent) offering Operational Procurement do not offer Project Management functionality. Although Project Management is something typically expected to be found in sourcing processes, it becomes more important to ensure

visibility and transparency across the entire SRM suite. Therefore, this percentage is expected to decrease.

3. The survey shows that the top 5 functionalities offered are:

 - Templates creation with standard milestones 59%
 - Dividing projects into different phases 59%
 - Project Calendar 55%
 - Creation of a team 55%
 - Resource planning 43%

Figure 11: Project Management Scores

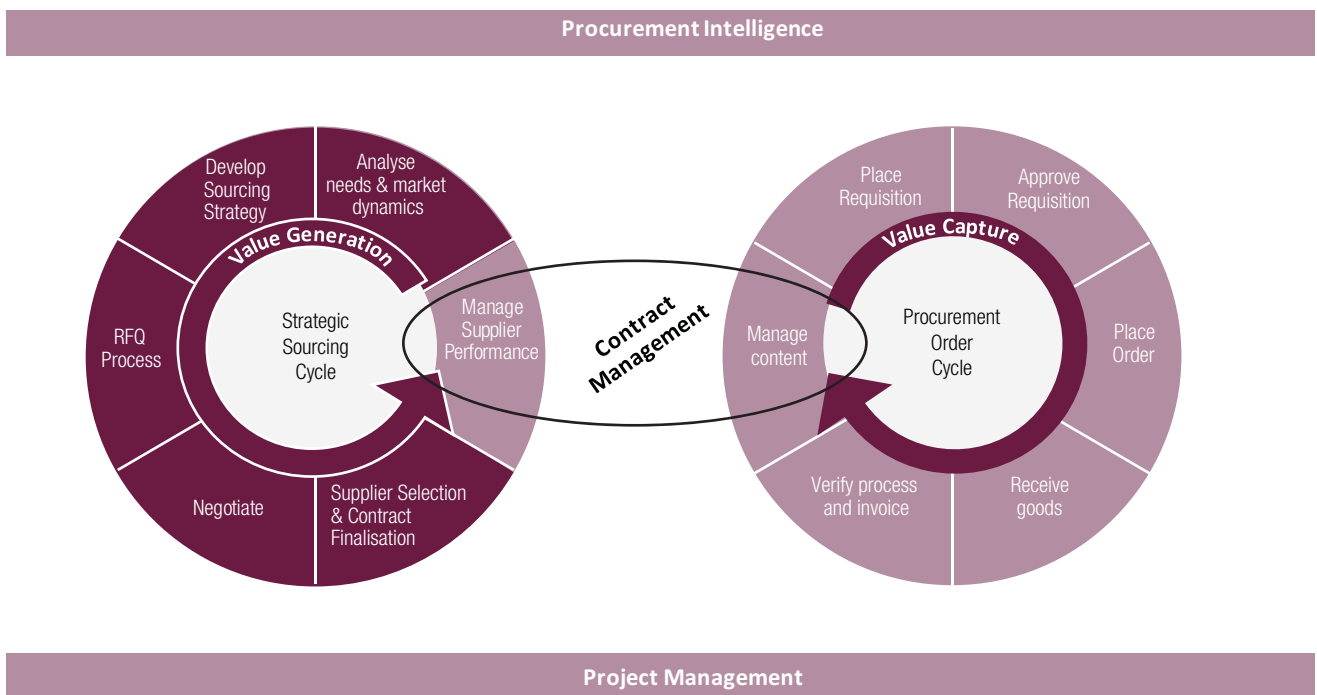


Strategic Sourcing

Strategic Sourcing is the part of the procurement process that continuously improves and re-evaluates the purchasing activities of a company. The sourcing process consists of the sourcing strategy development and

the tendering and supplier selection process (strategy implementation). Strategic Sourcing solutions support strategy development, demand aggregation, electronic tendering or eRFX, eAuctioning, negotiation and contract signing.

Figure 12: Sourcing



Functionalities Reviewed within Strategic Sourcing

Strategic Sourcing is divided into the following sub-functionalities:

- e-Sourcing - the process of identifying sourcing opportunities, developing sourcing strategies, conducting negotiations, and establishing supply agreements with vendors of goods and services.
- Electronic tendering or eRFX - the process of Request for Information / Proposal / Quotation from potential

suppliers for the purpose of evaluation and comparison. Often, this is part of a tendering exercise.

- e-Auctioning - a negotiation tool, which can help to select appropriate suppliers.

The sub-functionalities Electronic Tendering and e-Auctioning are reviewed separately.

Observations Regarding Strategic Sourcing:

1. 79 percent of the vendors surveyed offer e-Sourcing functionality as compared to 76 percent, which offer Operational Procurement functionality. In the last edition, the focus was still greater on Sourcing than on Operational Procurement, whereas this year the survey shows vendors realise the importance of the Operational Procurement cycle as the backbone of the Procurement process.
2. Relationship between Sourcing, Supplier Management, and Contract Management

Relationship between Sourcing and Supplier Management:

Supplier Management is part of the Strategic Sourcing cycle. Therefore, it is in line with expectations that 86 percent of the vendors offer both functionalities. Only four vendors offer Sourcing functionalities without offering Supplier Management functionality. In contrast, only five vendors offer Supplier Management without Sourcing functionality. These vendors can be identified as niche players in the SRM process.

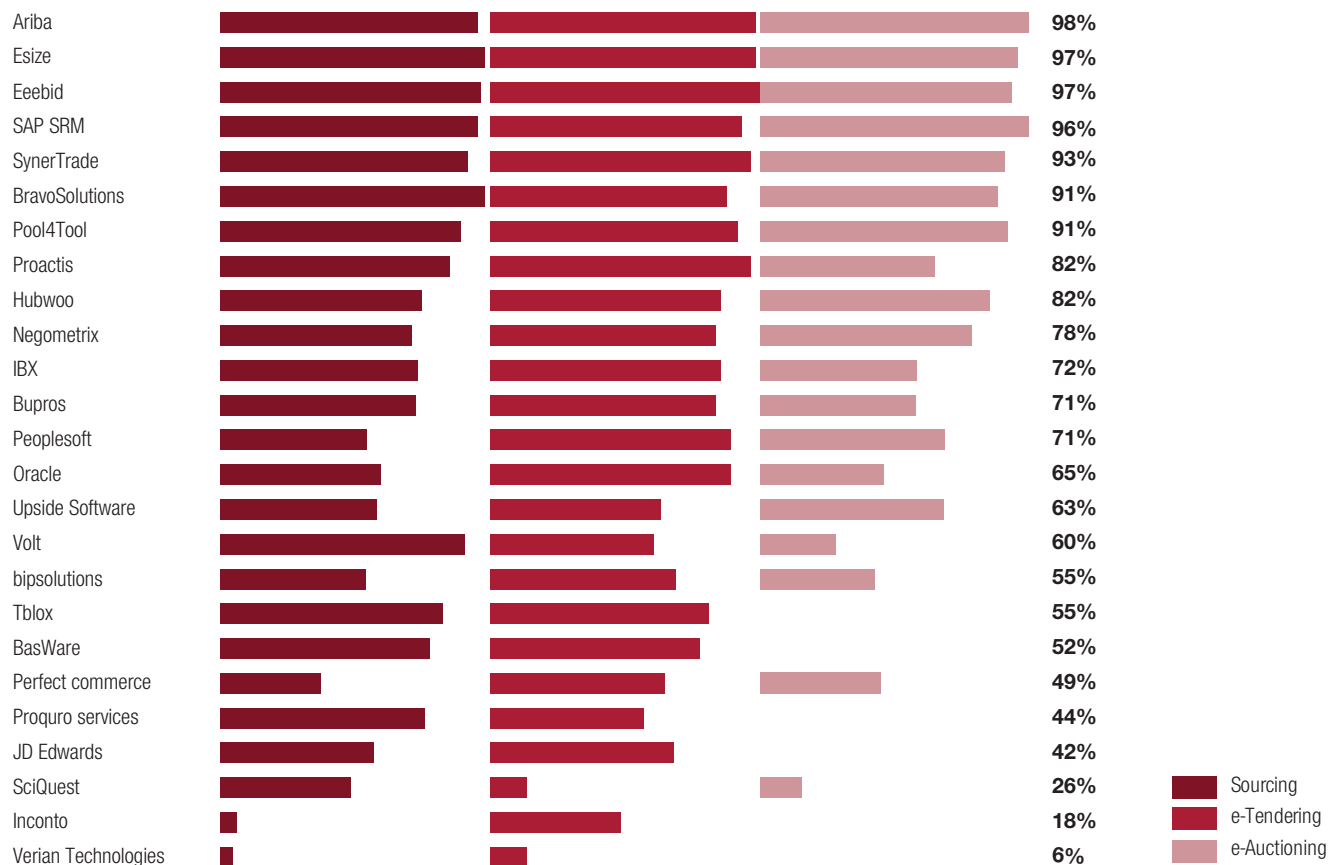
Relationship between Sourcing and Contract Management:

97 percent of the surveyed vendors offer Sourcing and Contract Management functionality, which is not surprising since Contract Management would be the next logical step if a vendor offers

Sourcing functionality. Only one vendor (SciQuest) offers Sourcing functionality without Contract Management functionality.

3. 86 percent of the vendors provide electronic tendering functionality, whilst 66 percent provide e-auctioning functionality. In line with previous editions, electronic tendering is perceived by all vendors a core functionality as compared to e-Auctioning.
4. 55 percent of the vendors surveyed offer services above the average combined offerings of all vendors surveyed. Which was 70 percent for Sourcing compared to 60 percent of vendors with service offerings above the average 80 percent of functionalities in our SRM survey 2010-2011.

Figure 13: Strategic Sourcing scores



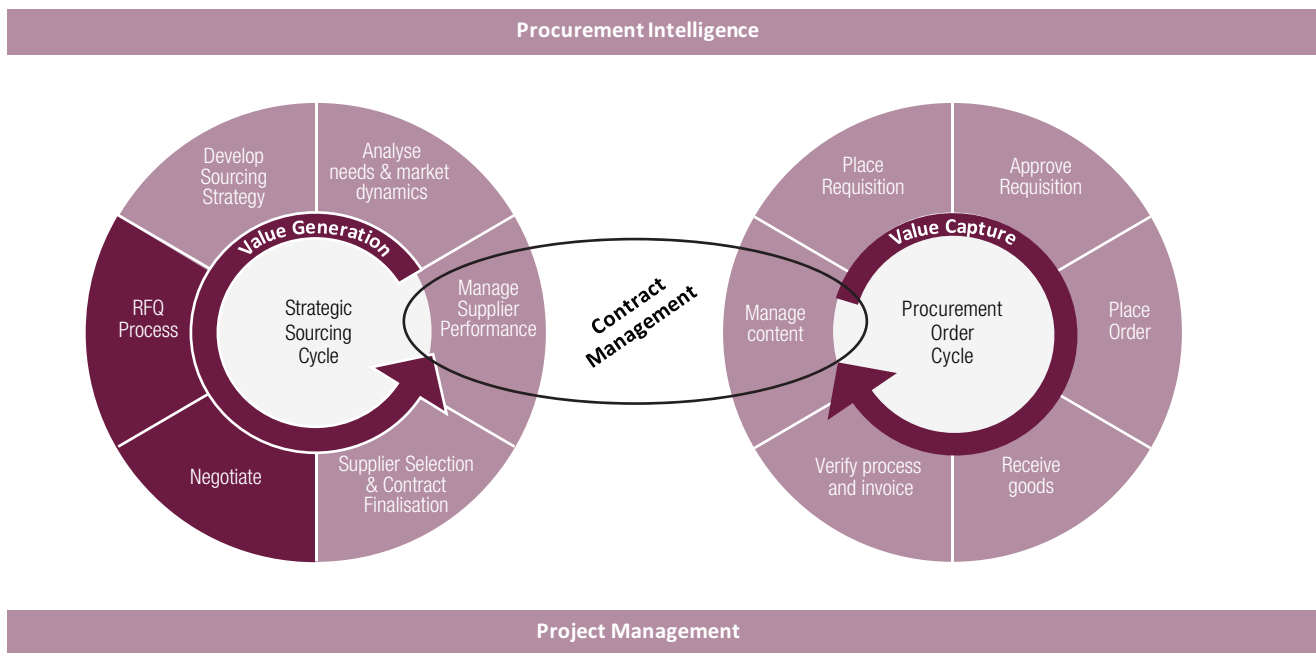
Electronic Tendering and e-Auctioning

Since the functionality within Sourcing typically lies in support of tendering, negotiation and auctioning, two sub-categories have been defined: Electronic Tendering and e-Auctioning. These have then been subdivided in order to compare functionality, as illustrated in Table 14. Figures 16 and 17 represent the total scores of the application's functionality within the Electronic Tendering and e-Auctioning sub-categories.

Table 14: Sub-categories Electronic Tendering and e-Auctioning

Electronic Tendering	e-Auctioning
General	Types
Building	Strategy
Sending & answering	Process
Aggregate & analyse	Bid formats
Scoring	Calculation
Distribution of shortlist	Viewing
	Messaging

Figure 15: Electronic Tendering and eAuctioning



Electronic Tendering

The core functionality of Strategic Sourcing partially lies in support for Electronic Tendering. To a large extent, this is where the value of Strategic Sourcing is captured. Electronic Tendering also includes eRFx (Request for Information, Request for Proposal and Request for Quote), which is often used as part of a tendering exercise. Electronic Tendering can be used by a buyer to request information from potential suppliers for the purpose of evaluation and comparison. The more structured this information is, the easier it is to compare the suppliers.

Functionalities Reviewed within Electronic Tendering

Electronic Tendering is divided into the following sub-functionalities:

- General
- Building
- Sending and answering
- Aggregation and analysis
- Scoring
- Distribution of Shortlist

Observations Regarding Electronic Tendering

1. 86 percent of the vendors surveyed offer Electronic Tendering functionality, showing that Electronic Tendering is perceived by all vendors as a core functionality as compared to eAuctioning.
2. The sub-category "Building" is the category with the highest functional coverage (average 86 percent) as compared to "Distribution of a Shortlist" (average 61 percent).
3. With regards to electronic tendering, the following percentages of the vendors provide a full coverage (100 percent) of following functionality:
 - Building 41%
 - Sending and Answering 34%
 - Aggregate and Analysis 41%
 - Scoring 48%
 - Distribution of Shortlist 21%
4. Verian Technologies offers Electronic Tendering functionality; however, it does not offer the functionalities for Sourcing and e-Auctioning.

Figure 16: Electronic Tendering Scores



e-Auctioning

e-Auctioning is a negotiation tool that can help to select suppliers. Depending on the approach, buyers or sellers may specify costs or invite bids, and transactions can be initiated and completed. Ongoing purchases may qualify customers for volume discounts or special offers. e-Auctioning software may make it possible to automate some buying and selling.

Functionalities reviewed within e-Auctioning

e-Auctioning is divided into the following sub-functionalities:

- Types of auctioning
- Strategy
- Process

- Bid formats
- Calculation
- Viewing
- Messaging

Observations regarding eAuctioning

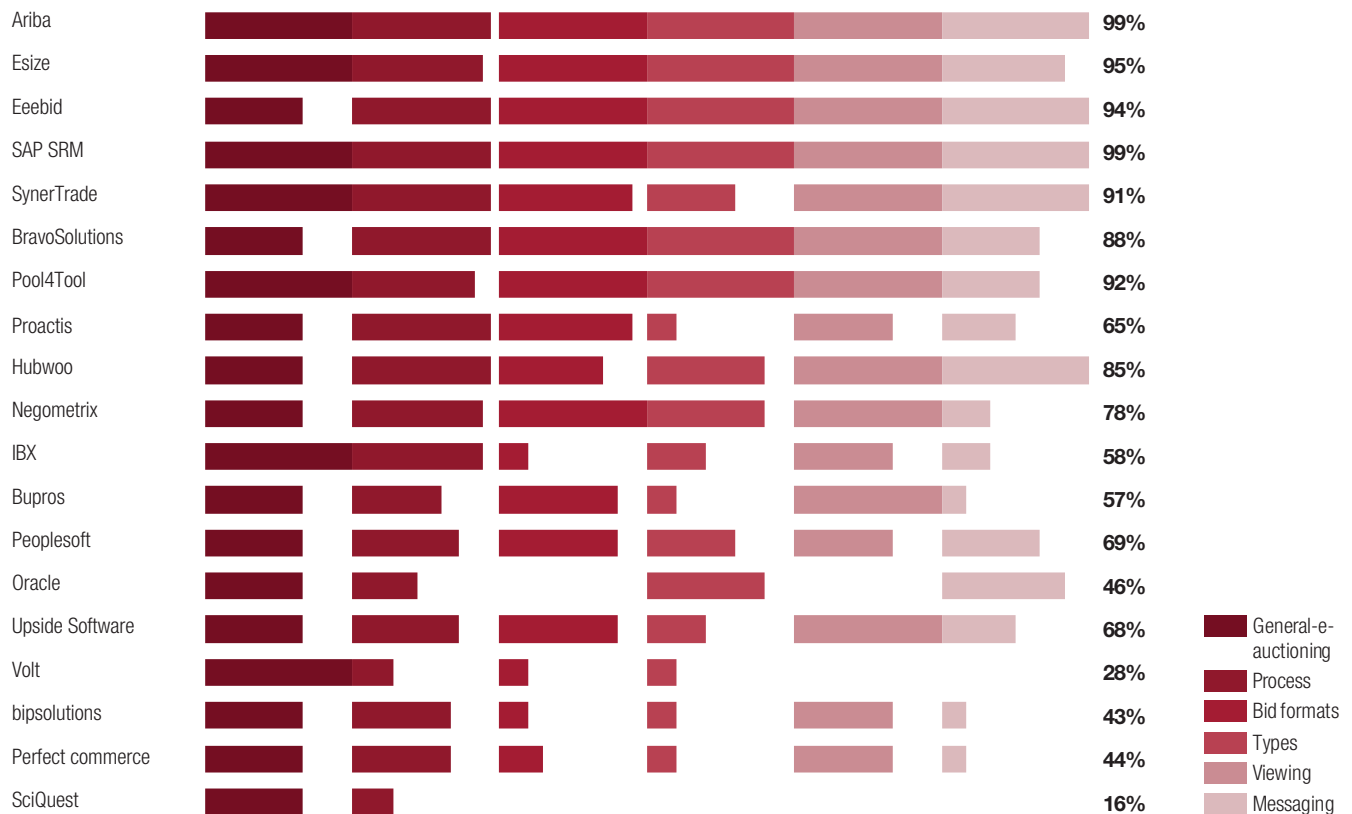
1. The average score of 45 percent functional coverage has decreased compared to the 2010-2011 SRM edition. This further highlights that the market is saturated with specialist auction providers and that vendors do not feel the need to enhance the e-Auctioning functionality in-house.
2. With regards to eAuctioning, the following percentages of the vendors surveyed provide a full

coverage (100 percent) of the following functionalities:

- a. Bid formats 24%
- b. Types 21%
- c. Viewing 38%
- d. Messaging 17%

3. The main differentiator in e-Auction functionality can be found in "Messaging" as compared to "Process" which has the highest functional coverage.
4. Diverse results were found in the following requirements: "Based on the auction results contracts can be generated in EDI format" (found in the submodule 'Messaging') and "The module advises on the type of auction most suitable" (found in the submodule 'Auction Types').

Figure 17: e-Auctioning Scores



Supplier Management

Supplier Management includes Supplier Information Management, Supplier Performance Management and Supplier Risk Management.

Supplier Information Management consists of identifying and profiling suppliers, in order to create and maintain an accurate set of relevant providers. The data entailed in these activities includes supplier master data, but also additional information such as qualification status summaries and supplier programs. Data sources can be maintained internally or externally, for example through supplier self service portals, web services or embedded portal functionality.

Supplier Performance Management mainly concentrates on performance management, meaning the

measurement and evaluation of mutually agreed performance indicators and scorecards. Both quantitative aspects of the supplier relationship (such as price, quality, delivery and service) and qualitative aspects of this relationship (such as visits, surveys and certifications) are handled.

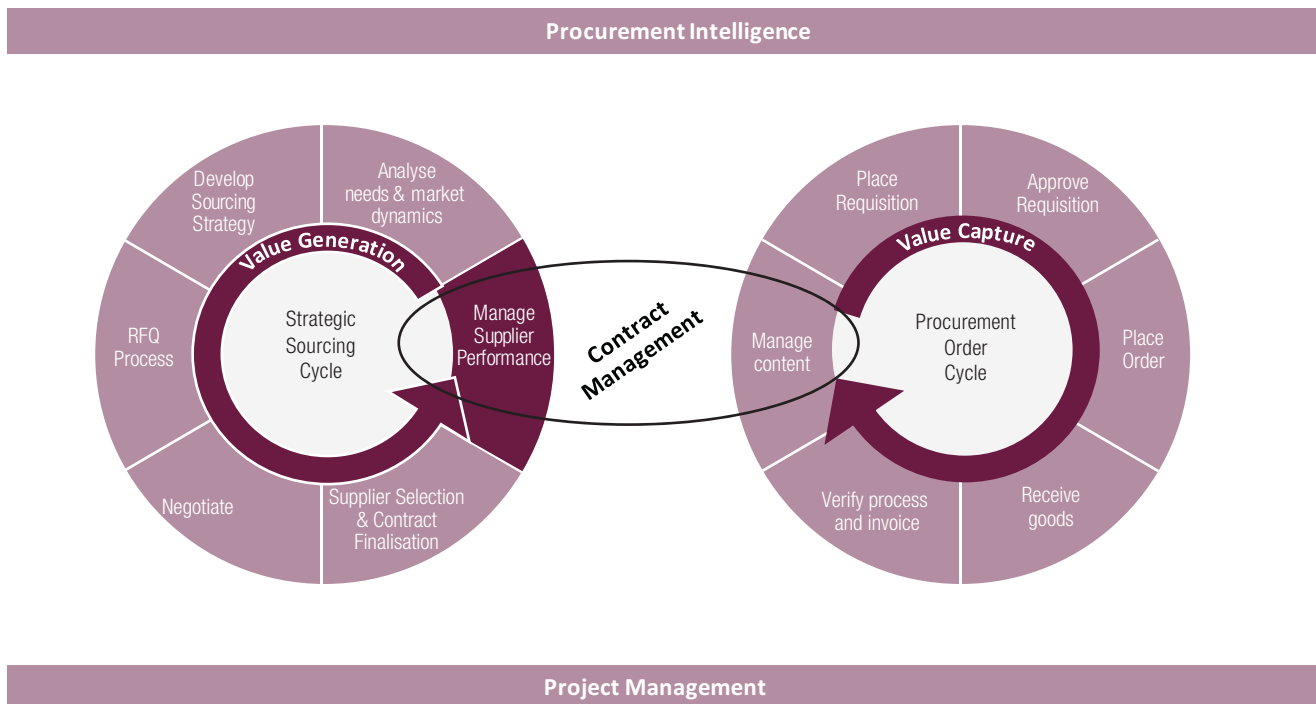
Supplier Risk Management encompasses all tools used to model, map and track the chance of undesired events, associated with inbound supplies, having a detrimental effect on purchasing operations. A Supply Risk Management (sub) module thus may help in identifying risk sources, develop risk indicators and subsequently assist in managing and monitoring operational supply risk.

Functionalities reviewed within Supplier Management

Supplier Management is divided into the following sub-functionalities:

- General
- Supplier Information Management
- Supplier Performance Management
- Supplier Risk Management

Figure 18: Supplier Management



Observations Regarding Supplier Management:

1. 83 percent of the vendors surveyed offer Supplier Management-based scenarios. Only five vendors do not provide Supplier Management (Basware, Inconto, Peoplesoft, Negometrix and Verian Technologies).

All the vendors of the previous year's survey continue to provide Sourcing Project Management services to their clients.

2. Relationship between Supplier Management and Sourcing:

Since Supplier Management is usually part of Sourcing, it is perhaps surprising that four vendors (Archifact, Ecovadis, Spend 360 and Vendorlink) offering Supplier Management do not offer Sourcing functionality. However, these four vendors can be identified as niche players (Spend 360, Vendorlink and Ecovadis are already identified as niche players within the Project Management module). Archifact specialises in Procurement Intelligence.

3. The survey shows that Supplier Information Management is offered by most of the vendors.

The average scores per submodule are:

- Supplier Information Management 89%
- Supplier Performance Management 80%
- Supplier Risk Management 50%

Supplier Risk Management becomes more important for organisations wanting to identify risk sources, develop risk indicators and subsequently manage and monitor operational supply risk. So, it can be expected that this area will further increase in functionality and richness of capability over the next few years.

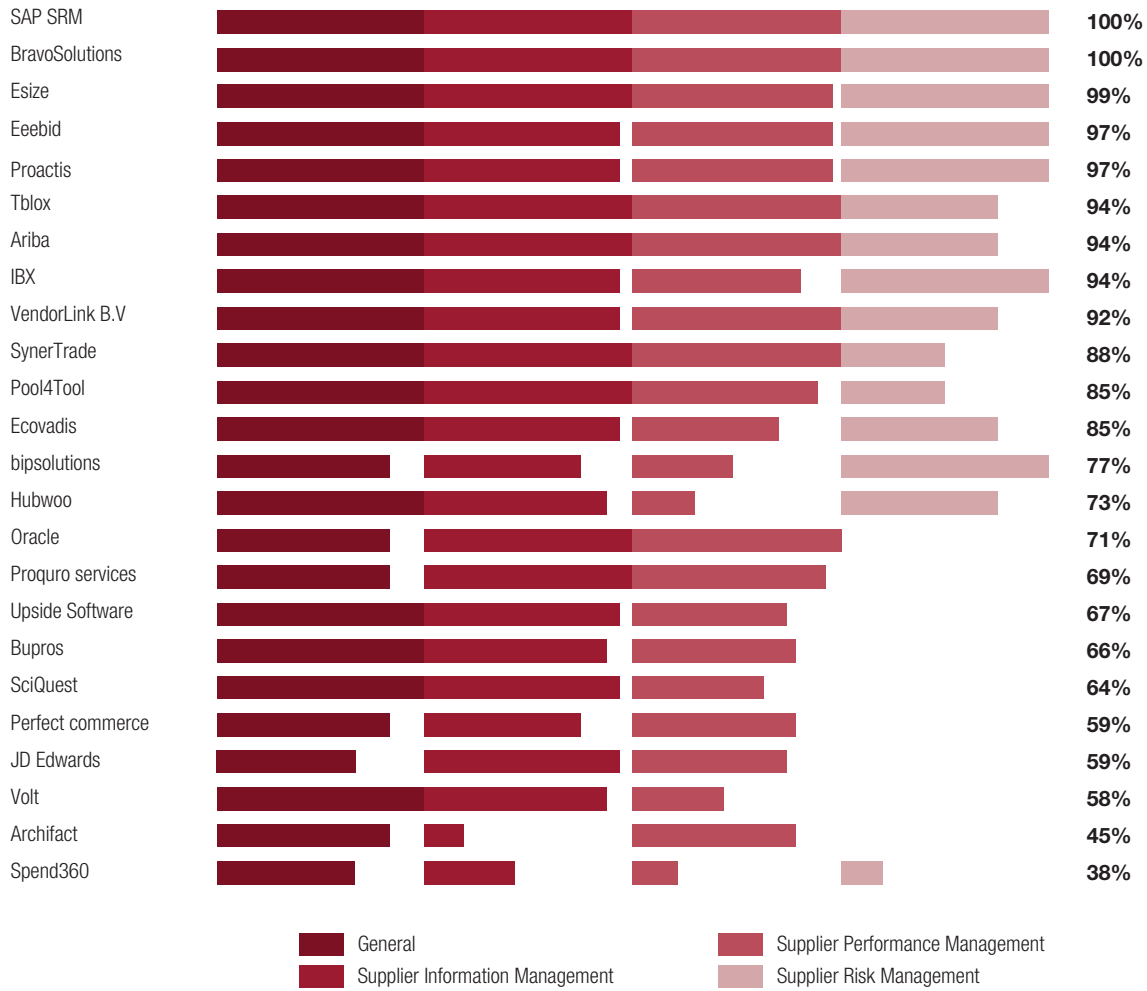
4. The survey shows that the top three functionalities offered within Supplier Performance Management are:

- Existing questionnaires can be reused to produce a new questionnaire 76%
- The questionnaire is accessible via the internet 76%
- It is possible to collect and compare all scorecard data for each supplier 76%

Survey results showed that "it is possible for suppliers to download a copy of their survey response" was the least offered service, with only 52 percent of the vendors surveyed offering it.

5. 59 percent of vendors surveyed offer a configurable dashboard for reporting purposes.

Figure 19: Supplier Management scores

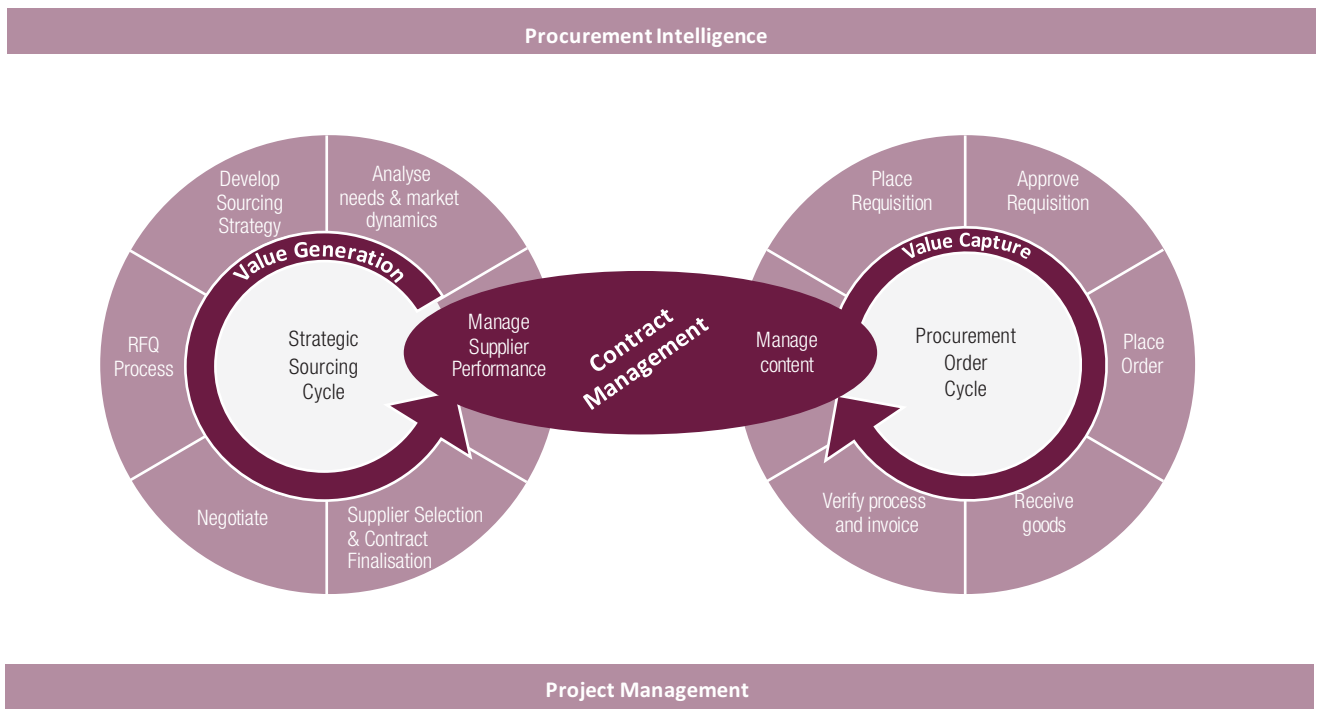


Contract Management

Contract Management includes the authoring of contracts and their terms and conditions, contract registration, and finally managing contracted products, financial obligations, and critical dates, etc. In addition, Contract Management also includes monitoring agreed targets and results specified in the contract, and, where necessary, initiating actions to either adjust agreed terms and conditions, or to remedy contract breaching behavior.

Contract Management solutions can support the creation of contracts, and provide overviews of current contracts and contracted parties. It typically also details the related (financial) obligations, flow of funds and critical dates, such as contract renegotiation or dates that trigger penalties if they are not met. Contract Management solutions can further support team collaboration, contract construction, document management, contract approvals/sign-off, budget control and contract evaluation.

Figure 20: Contract Management



Functionalities Reviewed within Contract Management

Contract Management is divided into the following sub-functionalities:

- Authoring
- Usage
- Compliance
- Repository

Observations Regarding Contract Management:

1. Out of all the vendors surveyed, 90 percent of the vendors offer Contract Management functionality. Only three vendors (10 percent) do not offer Contract Management functionality (Ecovadis, SciQuest and Verian Technologies). Four vendors responded with a score of less than 70 percent coverage in this area, with the average score above 80 percent.
2. Relationship between Contract Management, Sourcing and Operational Procurement:

Relationship between Contract Management and Sourcing: Only one vendor (SciQuest) offers

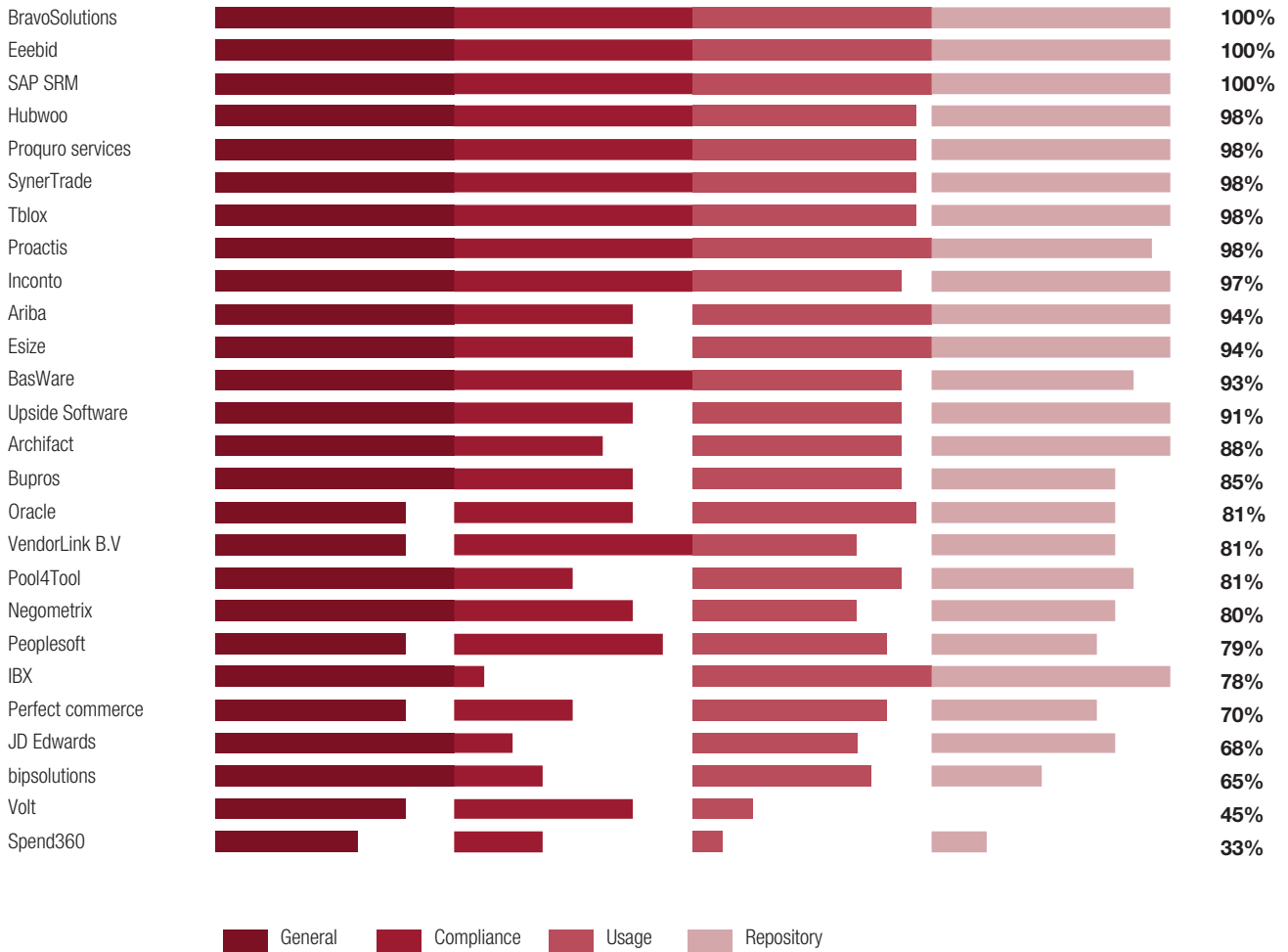
Sourcing functionality without Contract Management. Accordingly, 97 percent of the surveyed vendors offer Contract Management and Sourcing functionality, which is not surprising since Contract Management would be the next logical step if a vendor has Sourcing functionality. The vendor Archifact has Contract Management without offering Sourcing functionality and offers the module as an extension of the Operational Procurement cycle.

Relationship between Contract Management and Operational Procurement: Four vendors (14 percent) offer Contract Management functionality but no Operational Procurement. These vendors (Upside Software, Negometrix and Bravo Solutions and BIP solutions) use Contract Management as an extension of the Sourcing Cycle. Spend 360 and Vendorlink offer Contract Management as a standalone module since the relationship with Sourcing and Operational Procurement is totally absent.

3. Full coverage for Compliance, Usage and Repository, and averages of the vendors surveyed this year:

Company	Compliance	Usage	Repository
Eeebid	100%	100%	100%
SAP SRM	100%	100%	100%
BravoSolutions	100%	100%	100%
Average for all companies surveyed	76%	84%	83%

Figure 21: Contract Management Scores

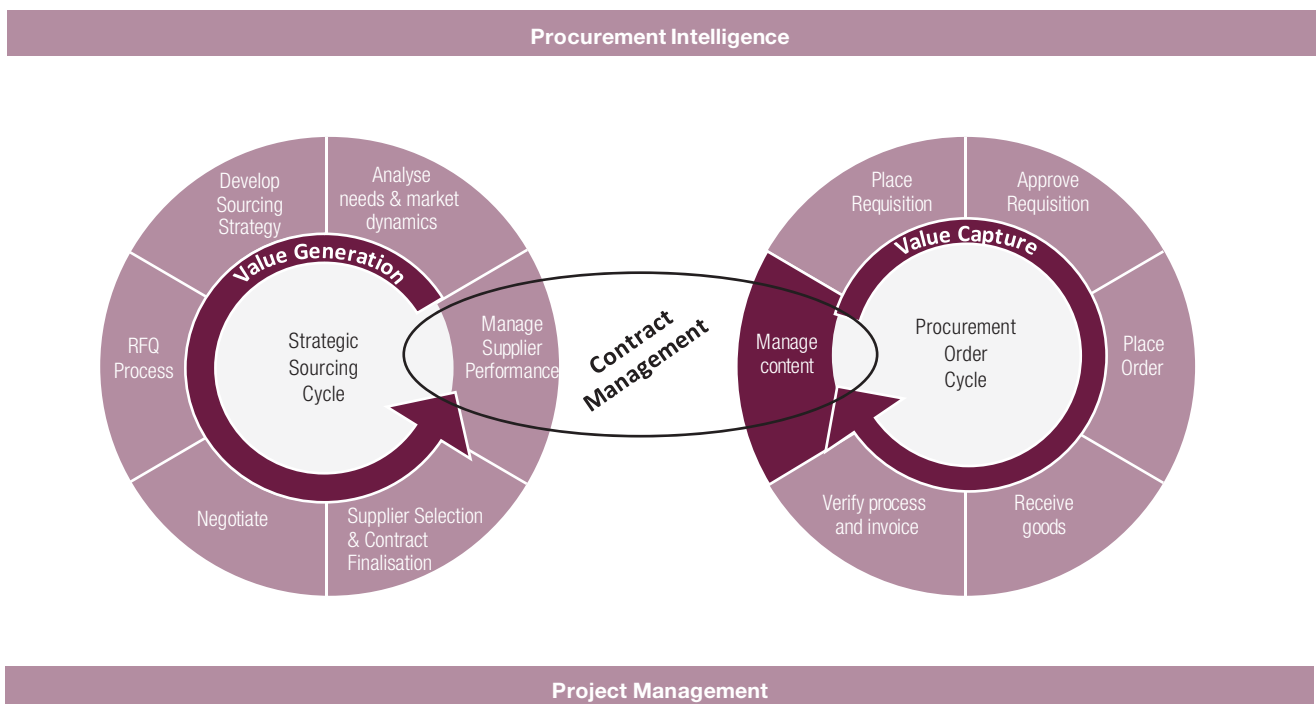


Catalogue Management

Catalogues contain the preferred goods and services from suppliers that were selected during the Strategic Sourcing process. Catalogues also contain article information and these articles can normally be ordered electronically. Catalogues can either be located in the procurement application itself, at the suppliers' side or at a third party. For companies that have succeeded in placing the majority of their spend onto catalogues, there is often a combination of different types because different purchase-to-pay channels are applicable depending on category profile, order profile, spend profile, supplier profile and the business requirements. Static/standard catalogues, form catalogues and punch-out catalogues are examples of catalogue-based channels. Catalogue Management involves entering article data, validating the data, and generating and maintaining the catalogue content.

Catalogue Management is primarily carried out by the party keeping the catalogue, but different arrangements are possible. An external catalogue can be accessed in several ways: a relatively simple solution is a punch-out or roundtrip, where the user temporarily leaves the procurement application and is typically directed to the supplier's website. After selecting a product he returns with the article information needed to generate a requisition, this will then pass through the normal internal approval procedure. In some solutions, the external catalogue data can be viewed and handled in the procurement application in the same way as internally stored articles. As the critical success factor for self service requisitioning is usability and user friendliness, a coherent working environment for employees is of great importance in achieving good compliance with preferred products, suppliers and contracts.

Figure 22: Catalogue Management



Functionalities Reviewed within Catalogue Management

Catalogue Management is divided into the following sub-functionalities:

- User capabilities
- Supplier capabilities
- Administration (content review and approval)
- Administration Creation
- Administration Maintenance

Observations Regarding Catalogue Management

1. 72 percent of the vendors surveyed provide Catalogue Management

functionality as compared to 67 percent in 2010-2011.

2. Relationship between Catalogue Management and Operational Procurement:

24 percent of the vendors do not provide Operational Procurement functionality. These vendors also do not provide Catalogue Management functionality since Catalogue Management is an element of Operational Procurement.

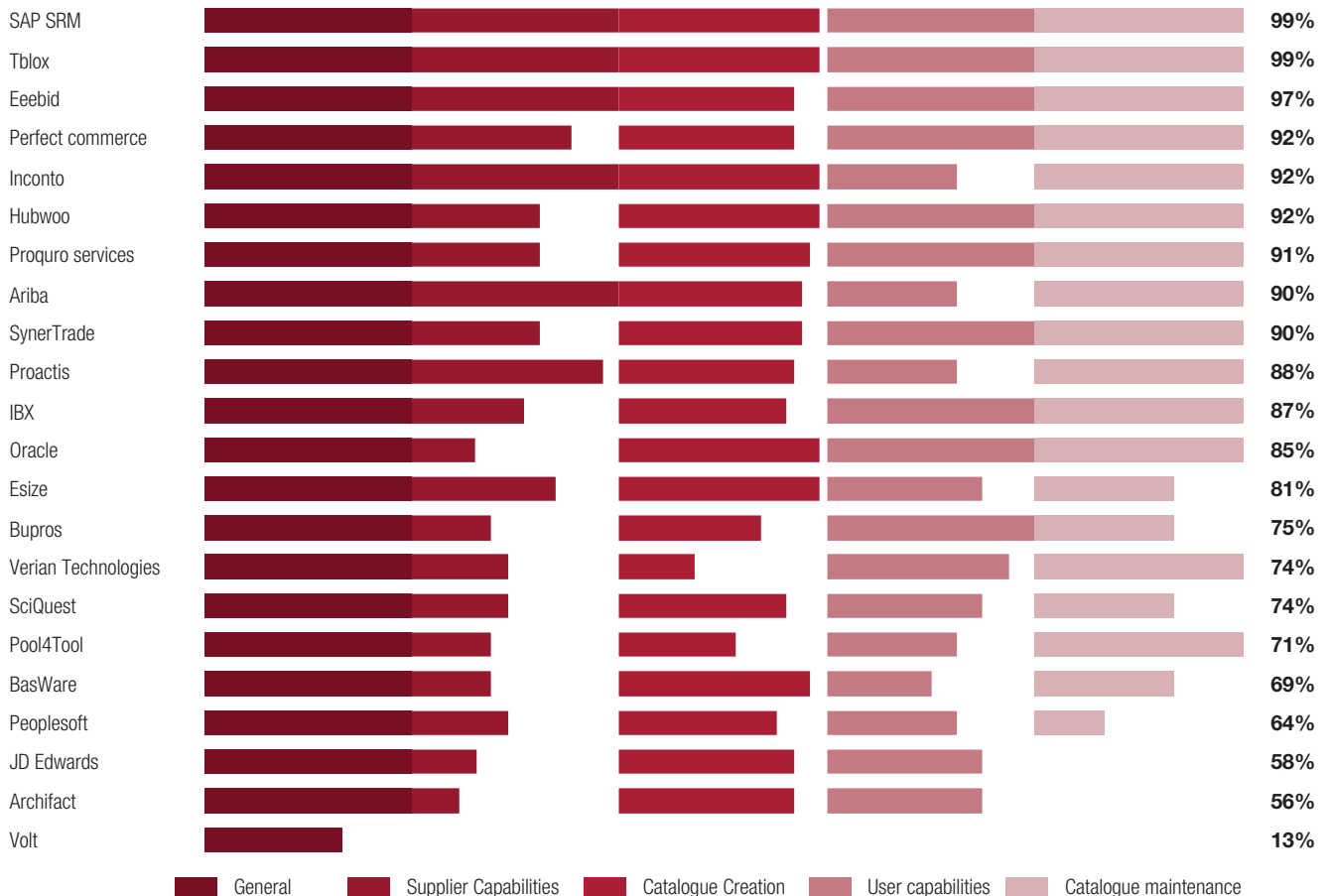
3. Punch-out Catalogues are supported by most of the vendors (72 percent) and are followed by Form Catalogues (62 percent). However, last year's survey shows that along with Punch-out

Catalogues (64 percent), Standard Catalogues (64 percent) were supported by most vendors.

In terms of schemes, UNSPSC (United Nations Standard Products and Services Code) continues to be the most offered functionality by vendors.

4. Catalogue Creation and User Capabilities are the subcategories with the highest functional coverage (average score of 80 percent) while 72 percent of the vendors provide Catalogue Creation; however, none of the vendors provide a full coverage (100 percent) of the offering.

Figure 23: Catalogue Management Scores



Operational Procurement

Operational Procurement in this survey refers to the purchasing or procurement process. It is often referred to as Purchase-to-Pay or P2P (sometimes e-Procurement is also used). In this survey e-Procurement refers to the automated solution of the purchasing process. Operational procurement primarily consists of the order process, the supply process and the payment process.

The order process typically follows the following steps:

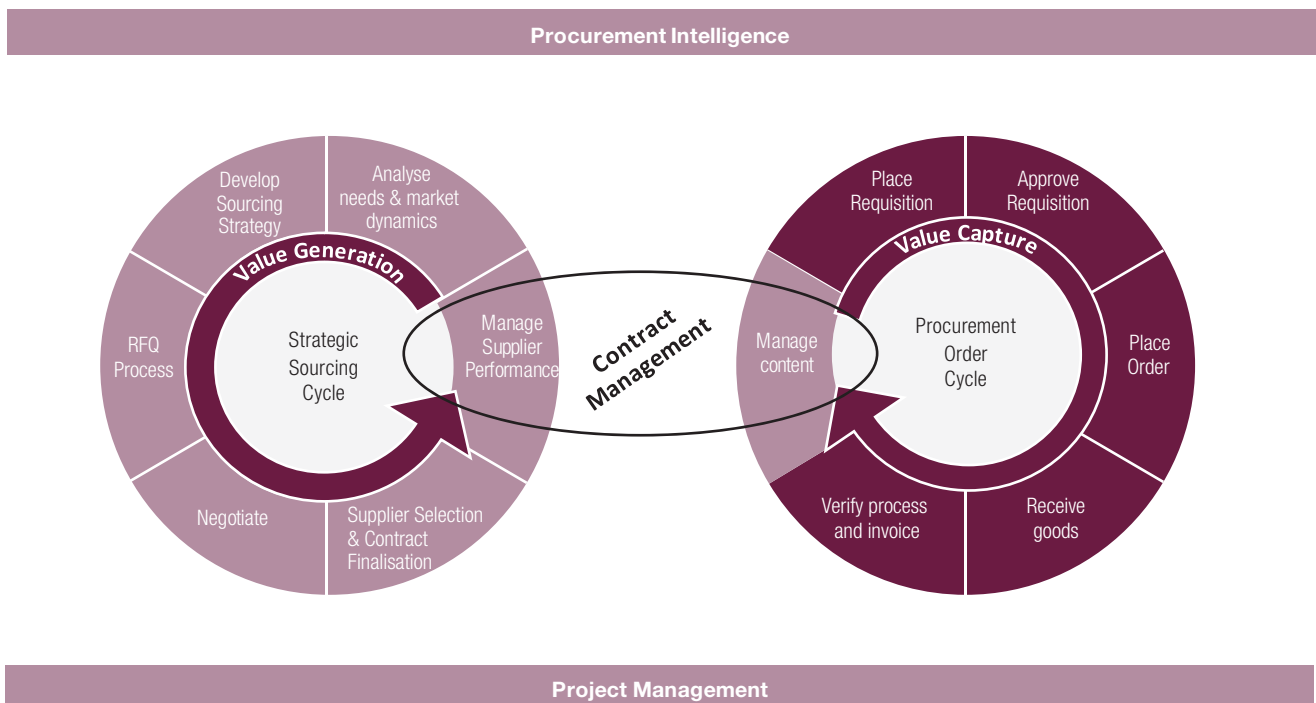
1. Needs capture and requisitioning.
2. Approval (normally by the next level manager, a subject matter expert, or by the finance department).

3. After approval of the requisition the order is placed with the supplier. If necessary, a sourcing process can be entered into prior to the order being placed if it is a special order (for example, if the item was not in a catalogue).
4. In the supply process, the goods and/or service are received and an assessment of received goods and/or services on quality and quantity is done. If necessary, exceptions will be processed.
5. Finally, in the payment process, the invoice is received and matched against the Purchase Order and the received goods. If this is correct, the invoice can be paid.

Some companies have a self-billing process. In this situation, the company will make their own invoice based on the Purchase Order and the goods received.

Applications for Operational Procurement normally support both product-related goods and services (direct) and non-product-related goods and services (indirect). Examples of the latter are: external resources, MRO, capital goods and utilities.

Figure 24: Operational Procurement



Functionalities Reviewed within Operational Procurement

Operational Procurement is divided into the following sub-functionalities

- Requisitioning
- Request for quotation
- Approval
- Purchase order transmission
- Receiving goods and services
- Invoicing

Observations Regarding Operational Procurement:

1. 76 percent of the vendors surveyed provide Operational Procurement functionality and also support different categories such as

requisition creation, Purchase Order generation, Purchase Order transmission, receiving goods/ services, and invoicing.

2. Relationship between Operational Procurement and Catalogue Management, Contract Management, Procurement Intelligence and Project Management:

Operational Procurement and Catalogue Management: See Catalogue Management Page 48

Operational Procurement and Contract Management: See Contract Management Page 45

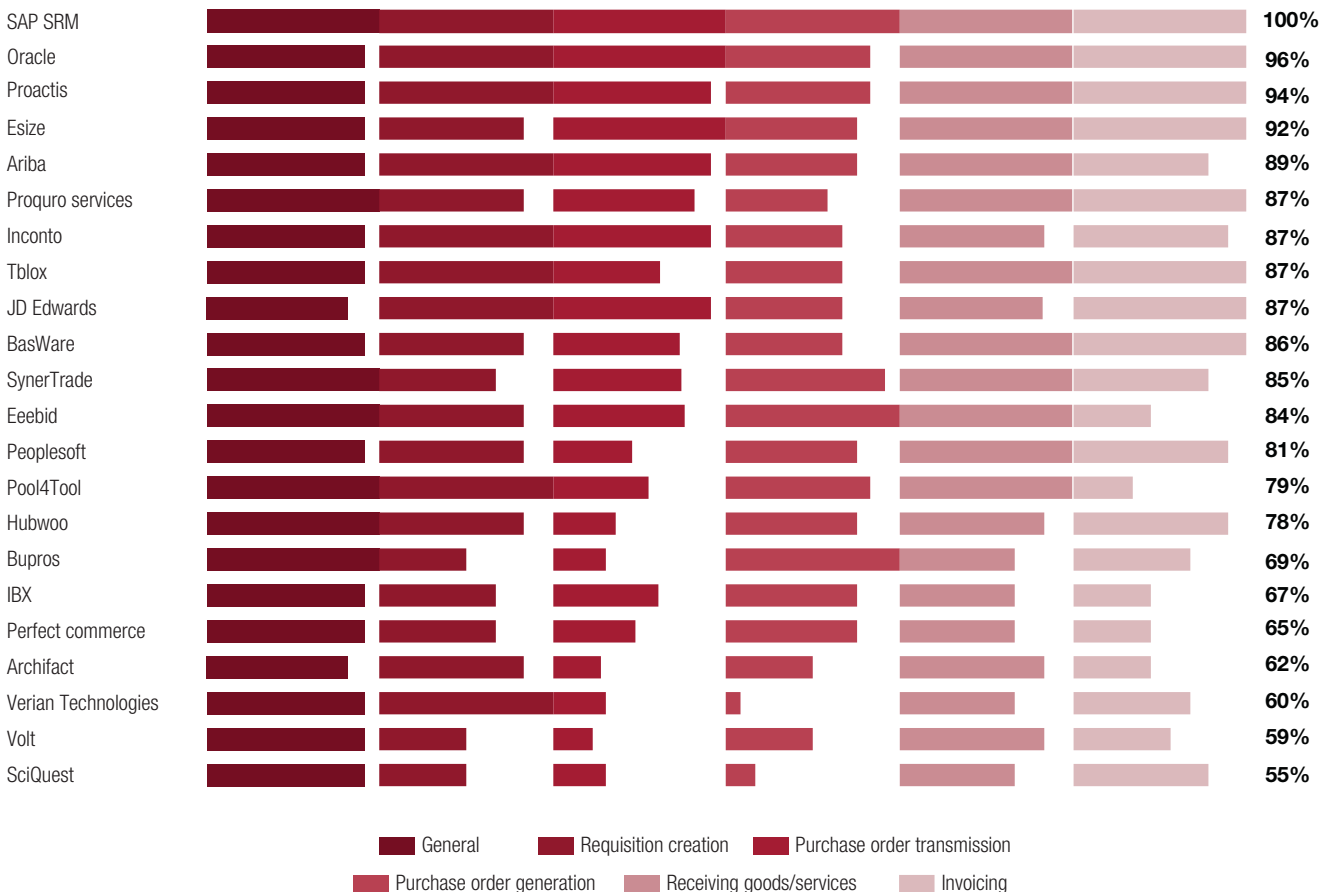
Operational Procurement and Procurement Intelligence: See Procurement Intelligence Page 32

Operational Procurement and Project Management: See Project Management Page 35

3. Communication between supplier and buyer via email is the method used by the majority of the vendors:

- Purchase order 76 %
- Purchase order confirmation 66 %
- Advanced shipping note 55 %
- Invoice 72 %

Figure 25: Operational Procurement Scores



External Resources

In recent times, it has become noticeable that companies are often using external labor. The process from request to approval and hour recording is complex, as many stakeholders could be involved and modifications might be required during the process. For this reason it is very important that this process is well supported.

Over the past few years it has been noted that predominantly indirect goods have been subjected to some form of SRM implementation. Many large organisations have a relatively high level of spend on external resources, but have very little visibility as to how that spend is broken down by business unit, division, capability of external resource, etc. Most companies should know exactly how much money they spend per supplier. However, below this level of information the breakdown is inconsistent and they may not be able to know the grade or level of the hired person, if they are registered, the rate per hour or day or even insight as to whether the vacancy could be fulfilled with an internal candidate.

With the expected constraints within the labour market, companies will need to get a better understanding of their external resources, and it is anticipated that supporting applications will have a bright future.

We have chosen to separately survey the vendors on this functionality as we believe that the process of External Resources is very different from any other P2P process.

What is External Resources Management?

External resources management is a tool to manage an organisation's external resources to enable a reduction in the company's cost of management of external employees. Organisations often lack insight into their obligations with regard to temporary labour; an external resource solution can create this insight. An external resource management solution will allow an organisation to specify its requirements and select the appropriate resource for a particular task or role. The solution allows creation of a contract between the organisation and workers as well as ensure that workers are monitored by creating reports such as time and expenses reports. The solution allows self-billing and evaluation of employees after a role has ended. Thus, the solution helps to mitigate the organisation's risk in employing external resources.

Functionalities Reviewed within External Resources

External resources is divided into the following sub-functionalities

- Specification of the requirements
- Approval (approve the requisition)
- Requisitioning (ask supplier for offer)
- Selection and Order (select on the basis of the offer and place order)
- Monitoring (including hour recording, hours authorised and invoicing)
- Aftercare (terminating the service, evaluating the employee)

Observations Regarding External Resources

1. Out of all of the vendors surveyed, 48 percent offer External Resources functionality, as compared to 40 percent in 2010-2011.
2. This year's survey shows that the full-suite vendors (Eeebid and Synertrade) now support External Resources functionality, whereas they did not demonstrate this functionality in 2010-2011. This supports the observation made in

2010-2011 that there is still scope for improvement and some full-suite vendors not offering External Resources will develop this functionality in the near future.

3. Most of the vendors offering External Resources functionality offer high functionality (average >90 percent) regarding the first part of the process (Specify, Approvals, Requisitioning), more than they support the second part of the process (Selection & order, Monitoring and Aftercare).

With regards to Approval functionality, all but one of the vendors offering External Resources provides 100 percent of the offering (the exception being PROACTIS (50 percent)). With regards to Requisitioning functionality, all but one of the vendors provides 100 percent of the offering (the exception being Eeebid (50 percent)).

Figure 26: External Resources Scores



BPO Procurement

Business Process Outsourcing (BPO) Procurement is a solution that many are turning to for the delivery of world class procurement services. A BPO Procurement service typically consists of two types of services (and the combination of these is called Full Service BPO Procurement):

- Purchase-to-Pay which is the provision of transaction processing support to manage the administration involved in the 'procure-to-pay cycle' for indirect goods and services or direct procurement.
- Source-to-Contract includes strategic sourcing and the management of contracts. The spend under management by the BPO provider creates a continuous leverage for spend aggregation.

Why BPO?

There are several motivating factors as to why BPO is gaining ground, which include:

- Factor Cost Advantage
- Economy of Scale
- Business Risk Mitigation
- Superior Competency
- Utilisation Improvement

What services are included in a BPO Procurement deal?

BPO Procurement deals typically have one or more of the following components:

- Strategic sourcing – the negotiation of new contracts with suppliers generally in accordance with

the commodity or the overall procurement strategy.

- Category management – the development of category strategies, subsequent management of the category after sourcing, and management of the contracts to ensure that the benefits identified are delivered through active compliance management. Typically, any supplier management is undertaken in this area.
- Tactical procurement (spot buying) – the management of spot buying for high value and unusual items through a purchasing desk. This is usually augmented with a front office which supports employees and supplier contacts in local languages.
- Transactional procurement – the management of the requisitions and PO process plus master data management and query management that supports employees and supplier contacts in local languages.
- Compliance management – active reporting and management of compliance. Often involves interaction with HR to drive changes in or compliance with HR policies.
- Reporting – provision of management information for strategic sourcing, compliance and supplier management.

Observations Regarding BPO Procurement:

1. 62 percent of the vendors indicate that they offer BPO-based scenarios, as compared to 45 percent in 2010-2011.
2. The survey shows that the top 5 BPO-based scenarios in use are:
 Procurement Intelligence 78 %
 Sourcing 78 %
 Contract Management 72 %
 Supplier Management 72 %
 Catalogue Management 72 %

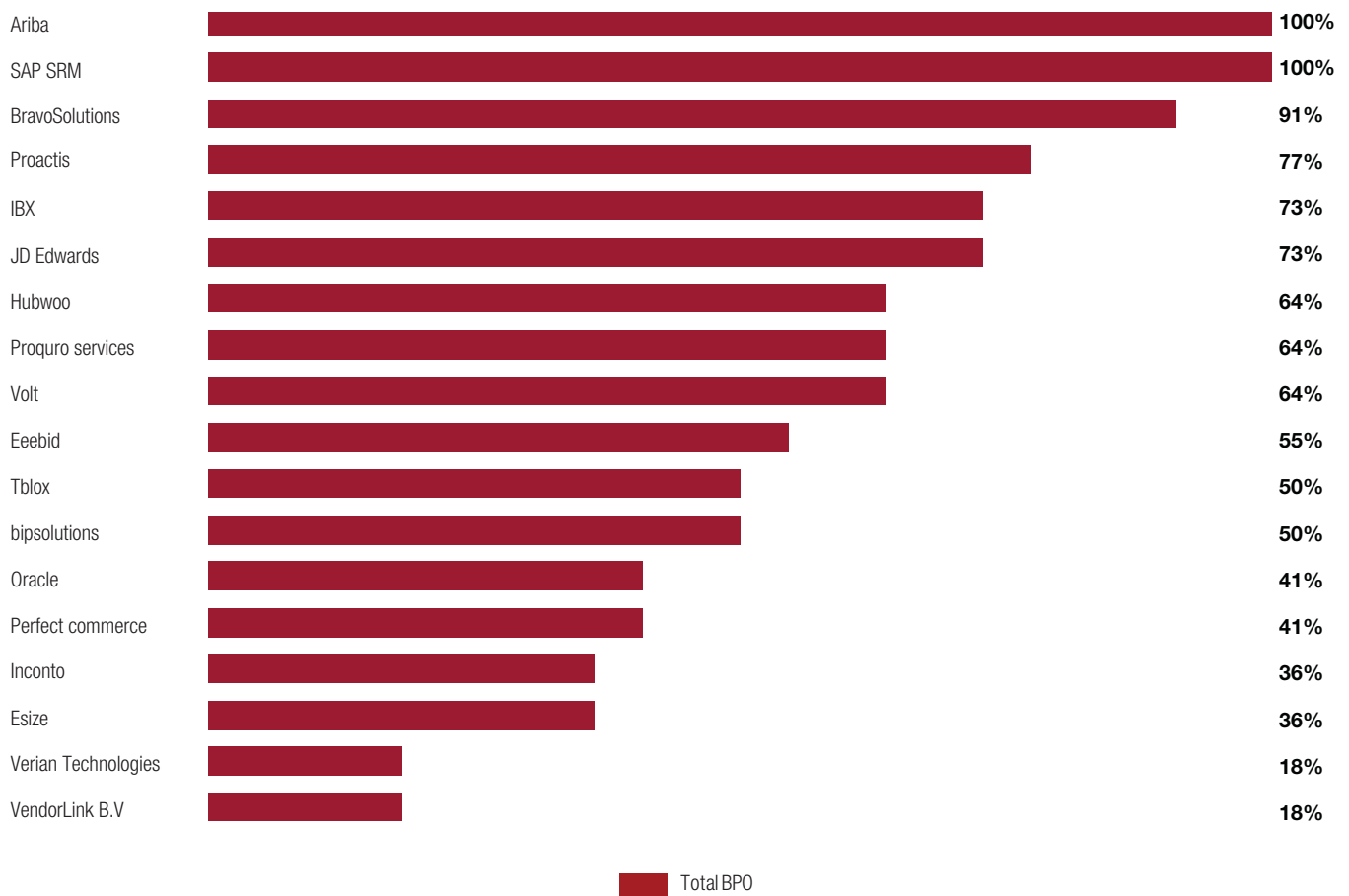
“Procurement Intelligence” continues to be a top priority on the list of the top 5 BPO-based scenarios in use. “Contract Management” and “Catalogue Management” are new entrants in the list, whereas “Project Management” and “External Resources” are not high on the priority list as BPO scenarios.

3. 56 percent of the vendors offering BPO Procurement are collaborating with another provider in support of their BPO Procurement.

4. 39 percent of the vendors offering BPO Procurement support BPO-based scenarios and customers in the following regions: Asia Pacific, Eastern Europe and Russia, Latin America, Mainland Western Europe and Nordics, Middle East, North America, Africa and UK.

5. 67 percent of the vendors offering BPO Procurement support BPO-based scenarios and customers in Mainland Western Europe and The Nordics.

Figure 27: BPO Procurement Scores







Supplier Profiles



Archifact

Archifact is a niche player in software for Dutch SMEs and offers procurement intelligence alongwith a number of specific SRM solutions. Archifact is a Dutch company that was founded in 1997 and is seated in Haarlem, the Netherlands. Archifact has grown out of the Vereniging Nederlandse Uitgeverijen (VNU, association of Dutch publishing houses). They make a difference between standard products and custom-made products.

The SRM solutions part of the standard product portfolio is:

- iShopper for procurement. For decentralized orders, showing history of procurement, stock implications and immediate budget implications to management. Both available as an in-house solution and a web application. Modules with respect to SRM are registration and request, ordering, registration of goods received, invoice matching, and budget.
- iTrade for warehouse management, procurement, production planning, sales and invoicing. iTrade makes business processes transparent from sales order to invoice. Modules with respect to SRM are order intake, procurement, invoicing and couplings between financial administration and MS Office.
- iCU for external resources, where all administration of the external resources you send out is gathered, and invoices are ready to be sent out. Modules with respect to SRM are contract management, hours recording, invoicing, reporting, curriculum vitae management, and couplings to financial administration and MS Office.

As an extension of operational procurement, Archifact offers contract management. Interestingly, they do not offer a sourcing solution.

Archifact demonstrates a little variation from other IT companies: instead of the whole process description in detail, Archifact only describes the conditions that a solution needs to fulfill.

Availability	
Current version operational since	2011
First version operational since	2001
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	The Netherlands
Total number of implementations	36
-Worldwide	Not disclosed
-Source to Pay	4
-Sourcing	NIL
-Contract Management	8
-Operational Procurement	12
Total number of employees	12-15 FTE
Total number of employees working on developing the product?	10 FTE
Frequency for delivering patches and upgrades	two times a year [one functional and one technical]
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software business analyses and reporting
Software is available in	Dutch,English, tables for translation available for costumer
Pricing model	fixe price per connection
Sustainability policy	Not disclosed
The URL of the company's website	www.archifact.nl [www.archifact.com]

Ariba

Ariba, incorporated in 1996, is a provider of collaborative business commerce solutions. Ariba provides “Spend Management solutions”, which help companies “analyze, understand, and manage their corporate spending to achieve cost savings and business process efficiency”. The company combines software-as-a-service (SaaS) technology with a Web-based community and a global network of trading partners. This has led to a robust SaaS platform for spend management and collaborative finance management, integrated on a single platform. Ariba claims that its platform can easily be integrated with ERP and other back office systems. Over 700,000 companies worldwide are enabled on the Ariba Commerce Cloud. Currently, 94 of the Fortune 100 and more than 200,000 other companies use Ariba’s SaaS (Software as a Service) solutions to manage their spend and commerce activities.

Ariba is particularly strong in two key things: purchase-to-pay automation and capability on the buy-side, and supplier enablement on the sell-side. Right from the outset, Ariba has put great emphasis on improvement of interactions between business partners. This has led to a large Web-based trading community, the Ariba Network, where customers can discover, connect, and collaborate with other businesses.

The spend management solutions consist of:

- Spend Analysis
- Sourcing
- Contract Management
- Procurement
- Supplier Management

The collaborative finance management solution contains the following products:

- Discount Management
- Receivables Financing
- Supply Chain Finance
- Invoice Management
- Payment Management

In 2012, SAP bought Ariba. It will be worthwhile to monitor what this combination will have in store for the future. It is a potential powerhouse, bringing together very strong assets like SAP’s installed base, technological innovations such as HANA (in-memory solutions), mobile solutions (Sybase) and the truly revolutionary concept of Supplier Infonet (supplier risk management), and on the Ariba side, the Ariba platform and Ariba Supplier Network.

Availability	
Current version operational since	June 9, 2012 (version 11s4)
First version operational since	first solution 1997; first SaaS version 2006
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	Not disclosed
Total number of implementations -Worldwide	2352
-Source to Pay	1000
-Sourcing	650
-Contract Management	350
-Operational Procurement	320
Total number of employees	2622 as of 31st May 2012
Total number of employees working on developing the product?	868
Frequency for delivering patches and upgrades	Patches every six weeks; upgrades one per quarter.
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Project management during Implementation Training on the supplied package Bespoke/Customized software Premium Support Services Value Enablement Supplier Management
Software is available in	French, German, Chinese, Dutch, English, Russian, Spanish, Danish, Portugese
Pricing model	Suppliers can transact with buyers at no cost
Sustainability policy	Not disclosed
The URL of the company's website	www.negometrix.com

Basware

Basware was founded in 1985 as Baltic Accounting Systems and was bought by five members of the management team in 1990. The company is headquartered in Finland. Basware became internationally well-known with their product for electronic processing of purchase invoices. Since 2002, when they started in the US with a subsidiary, they have kept expanding their solution and global presence by acquiring specialized software companies.

Basware has launched the full Purchase-to-Pay solution in 2005. Currently their solution focuses, next to e-Invoicing and invoice automation, on Purchase-to-Pay, procurement (including sourcing, catalogues, e-Procurement and contract lifecycle management), and travel and expense management. Their mission is to remove the complexity from B2B commerce. This means a different focus than a pure procurement solution, where there is also focus on facilitating diverse sourcing modes and vendor management, for example.

The solution can be offered in different ways: on-premise, cloud, outsourced or a hybrid solution to match individual needs. Basware has a flexible pricing model, software solutions are available with one-time license fee, monthly subscription, and according to the SaaS model. Besides the flexibility in pricing models, Basware also offers a flexible range in services ranging from consulting, education to support, independently or via partners.

Basware distinguishes itself by enabling organizations to create and sustain more effective, more profitable business relationships based on an open network built for mutual value. Basware solutions work across the B2B Cloud to allow companies to work together more efficiently.

As a solution provider, Basware has currently more than 1,000,000 end users and over 1,500 organizations in the private and public sectors that have chosen Basware to automate their financial processes.

Availability	
Current version operational since	01-06-2010
First version operational since	2000
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	Finland
Total number of implementations -Worldwide	3700
-Source to Pay	500
-Sourcing	500
-Contract Management	700
-Operational Procurement	2000
Total number of employees	1182
Total number of employees working on developing the product?	311
Frequency for delivering patches and upgrades	Main release Bi-Annual, Patch releases twice a year, Hotfixes on demand
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation
Software is available in	Chinese,Dutch,English,French,German,Japanese,Russian,S panish, All languages available on demand
Pricing model	connection setup and / or pay per transaction
Sustainability policy	Not disclosed
The URL of the company's website	www.basware.nl

Bipsolutions

BiP was established in 1984 to facilitate business between the public and private sectors. Its head office is located in Glasgow and a second office is located in London.

BiP Solutions provides tools that buyers and suppliers can use to engage more effectively with one another. These include services that provide details of contract opportunities and other market intelligence, electronic systems that support efficient and effective tendering, consultancy services, training and development, and events. The focus is on the source-to-contract process.

The BiP offering is broader than software. Services are divided into seven areas: business intelligence, consultancy services, training & development, conferences & events, e-Sourcing, IT services & solutions, and marketing services.

BiP offers designing, developing, hosting and supporting, robust scalable and secure Internet solutions. They provide more than one SaaS solution . They build customized solutions. The two SaaS solutions mentioned on the BiP website are Delta e-Sourcing and Select Accredited. This last one is a solution that offers an independent third-party accreditation for suppliers that tender for public sector contracts. In the business intelligence area, they mention four brands on their website, and tools to find business opportunities/tenders. For example, Tracker covers UK and ROI tenders, and European tenders, and Contrax provides a gateway to new UK and Irish public sector tenders.

All solutions are enablers for organizations that do business with, or want to respond to tenders of the public sector.

Availability	
Current version operational since	01-09-2011
First version operational since	1998
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	Scotland
Total number of implementations -Worldwide	8
-Source to Pay	4
-Sourcing	4
-Contract Management	NIL
-Operational Procurement	NIL
Total number of employees	170
Total number of employees working on developing the product?	22
Frequency for delivering patches and upgrades	Pay as you go, users and enterprise licence availability
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software Advies over uitkomsten en verbeterplannen
Software is available in	English, Arabic, Serbian
Pricing model	License fee
Sustainability policy	Not disclosed
The URL of the company's website	www.delta-esourcing.com

BravoSolution

Founded in 2000, BravoSolution has grown to a substantial global presence. Today, the company takes pride in its network of 14 offices operating in Italy, France, Spain, UK, Germany, China, USA, the Netherlands, Mexico, Brazil and the UAE, manned by a team of 500 professionals from as many as 40 countries. Along the way, Bravo has acquired firms such as Mobile Workers (spend analysis), and VerticalNet (supply management company). BravoSolution is an international provider of Supply Management Excellence, with a mission to generate value by supporting its clients in the improvement of procurement processes. The scope of their solution suite is broad and deep, and consists of Spend Analysis, Sourcing, Contract Management and Supplier Performance Management. BravoSolution truly offers end-to-end sourcing capabilities. Capabilities in these areas are powerful. BravoSolution has no weak spots within its core. The solution is available in SaaS form.

Competitors include Ariba, CombineNet, Emptoris, Ista, SAP and recent US market entrants, such as TradeExtensions in categories such as transportation. BravoSolution distinguishes itself from its competitors by offering a powerful blend of professional services content and technical solution capabilities. This is rare when so many companies prefer to partner with consulting firms or otherwise push ongoing professional services outside their revenue stream. The user interface design compared to companies such as Ariba, SAP, Oracle, Ista, Emptoris feels a little stale. Icons and menu bars look a bit flat, with lower resolution and less of an intuitive design.

As of today, over 400 companies in the private and public sector, and 50,000 buyers worldwide are benefitting from BravoSolution's technology and services.

Availability	
Current version operational since	2011
First version operational since	2001
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	Italy
Total number of implementations	1300
-Worldwide	
-Source to Pay	100
-Sourcing	500
-Contract Management	500
-Operational Procurement	100
Total number of employees	500
Total number of employees working on developing the product?	Not disclosed
Frequency for delivering patches and upgrades	Annually
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Project management during Implementation Training on the supplied package A wide variety of spend management services are offered from skills/process training to managed auctions/events Bespoke/customized software
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, Portugese
Pricing model	No Charge
Sustainability policy	Not disclosed
The URL of the company's website	www.BravoSolution.com

EcoVadis

EcoVadis was incorporated in Paris in early 2007 and operates a collaborative platform, allowing companies to assess the environmental and social performance of their suppliers on a global basis. They combine technology and Corporate Social Responsibility (CSR) expertise to deliver simple and reliable supplier scorecards, covering 150 purchasing categories and 21 CSR criteria. Offered as **“Software as a Service”**, the EcoVadis SP[®] collaborative platform allows you to access simple and reliable sustainability scorecards related to CSR performance, supplier benchmarks, and category profiling. These scorecards are supported by optional products and support services such as country risks, risk analysis and training.

EcoVadis also offers a tool that delivers corrective action plans that are a starting point for an effective dialogue between buyers and suppliers in order to improve the suppliers' CSR performance.

EcoVadis is specialized in rating suppliers' CSR performance, but they don't offer any supporting software within any part of the S2P process. They offer support to implement and integrate their software with existing procurement services in order to avoid separated parallel processes. As EcoVadis argues, that their solution is quickly becoming a recognized standard in CSR rating for procurement/suppliers. They offer suppliers' evaluation and an accreditation platform that embraces the topic of sustainable development in order to support suppliers by contributing to the development of better long-term relationships with their suppliers.

EcoVadis SP[®] is already used by more than 40 large multinationals to evaluate their suppliers in 150 industries and 85 countries. Examples of their customers are Michelin, Shell, Johnson & Johnson, Geodis, Heineken and Air Liquide.

Availability	
Current version operational since	2012
First version operational since	2007
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	France
Total number of implementations -Worldwide	54
-Source to Pay	NIL
-Sourcing	54
-Contract Management	NIL
-Operational Procurement	NIL
Total number of employees	65
Total number of employees working on developing the product?	45
Frequency for delivering patches and upgrades	monthly
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software We provide services to validate the CSR / Sustainability credentials of suppliers on the system in order to provide reliable ratings of their environmental / social / ethical performance
Software is available in	Chinese, Dutch, English, French, German
Pricing model	Annual subscription fee for suppliers
Sustainability policy	Not disclosed
The URL of the company's website	www.ecovadis.com

EeeBid

The EeeBid company is a technology-based company with the primary mission of supporting strategic supplier management, optimizing of strategic and operative purchasing processes, raising the purchasing culture standards, and reaching savings to his partners. Within Central and Eastern Europe, their headquarters are in the Czech Republic and Romania.

The Spend Management Suite provided by Eeebid group offers solutions for all the activities of operative and strategic purchasing, supplier management, spend analysis, catalogue management and contract management. The system was designed based on buyer's experiences for other buyers with the purpose of transact every day's tasks on the most efficient way. The system of eeebid QL is built using different modules that are tightly connected, but also individually usable. The following processes are supported: Buyers' portal, eRFX, e-Auction, Catalogue & Ordering, Supplier Management, Contract Management and Spend Analysis.

EeeBid has gained experience in almost all industry fields since its existence. EeeBid has more than 300 clients in Central Europe achieving more than 2,500 Million EUR savings across 6000 projects. They are active in the public fields as well. The fields they cover with their services are as follows: Institutes, public sector, Airplanes & flying, Automotive, Building industry, Banks, Chemicals, Commerce & facilities, Cosmetics, Electrotechnics, Energy, Food, Health care, IT and Telecommunication, Logistics, Machinery, Medical tools, Metalworking, Medical industry, Mining Paper industry, Press, TV, Textiles & Clothing, Tourism and Waste Management.

Availability	
Current version operational since	ebidQL 2012 V3 operational since today - it is an official release day of the new version all systems have been upgraded this night (14/6/2012)
First version operational since	ebid.com March 2000
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	United States
Total number of implementations -Worldwide	531
-Source to Pay	41
-Sourcing	381
-Contract Management	69
-Operational Procurement	37
Total number of employees	28
Total number of employees working on developing the product?	11
Frequency for delivering patches and upgrades	upgrades 4 times per year, patches once a week
Is there a user association set-up around the package?	Not disclosed
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (both full time and part time) Implementation support Project management during Implementation Training on the supplied package We offer in addition public procurement support (EU procedure and national procedures) supplier identification, portfolio analysis Bespoke/customized software
Software is available in	Chinese,Dutch,English,French, German,Russian,Spanish,Czech, Slovak, Hungarian, Romanian
Pricing model	base service is free, premium service with supplier "facebook" is costing a fixed annual subscription
Sustainability policy	Not disclosed
The URL of the company's website	www.eebid.com

ESIZE

Esize started to develop a new generation of procurement software in 1999. The market introduction took place at the end of 2001 and the first customers were connected. Today, Esize is a recognized leader in Cloud Spend Management. The ambition of Esize is to help organisations obtain better insight and control over their corporate spending by linking all procurement and invoicing processes together, and making them more efficient and transparent.

Their solutions fully integrates the procurement and invoice management processes (Esize modules: Sourcing, Contract Management, Vendor Management, Procurement, Workforce, Invoice Management, Invoice Scan and Capture, Reporting, Inventory Management and Project Management). This is where the strength of the solution lies. All functionality is delivered fully integrated on the same platform. This also allows growth, as the different modules can be activated separately. This truly distinguishes Esize from comparable solutions in the market.

Esize solution is offered as Software as a Service (SaaS). You can configure all financial and organisational parameters based on the working method in your organisation due to the flexible system set up. Compared to competitors, e.g. SAP and Oracle, it is not possible to fully customize the solutions to your specific needs.

Esize realized a number of successful implementations for leading organisations in various sectors. For example, they acquired a leading position within the government sector in the area of electronic ordering and invoicing, in the Netherlands. The solutions offer support to the full procurement cycle, regardless of the sector in which organisations are active. Their customers can be found amongst the financial and business services, construction industry, healthcare, education, and public organisations.

Availability	
Current version operational since	01-05-2012
First version operational since	1999
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	The Netherlands
Total number of implementations -Worldwide	127
-Source to Pay	15
-Sourcing	6
-Contract Management	34
-Operational Procurement	53
Total number of employees	150
Total number of employees working on developing the product?	100
Frequency for delivering patches and upgrades	2 product development releases; 6 product maintenance releases; patches as necessary
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software Maintenance, BPO
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, Italian, other languages upon request
Pricing model	free for portal usage, otherwise upon request
Sustainability policy	Not disclosed
The URL of the company's website	www.esize.com

Hubwoo

Hubwoo is a cloud service provider where all procurement solutions and services are delivered on a SaaS platform. This means that the procurement software does not need to be in-house, but is placed on a system in the cloud, while users only need to connect to the SaaS in order to start working with the procurement software. Hubwoo is built on SAP® software, so the solutions can be hybrid: for example, customers can run SAP SRM on-premise and subscribe to a supplier network, ensure supplier enablement, catalog content management, SAP Sourcing and SAP BusinessObjects Spend Performance Management, via the cloud.

Hubwoo is a worldwide provider of electronic procurement and consulting services for midsize and large enterprises. Hubwoo has a business-to-business (B2B) community with over 100 companies involved and more than 13,000 suppliers connected.

Hubwoo was founded in 1999 as CC-Hubwoo with their main office in Paris and it is listed on the French CAC Small stock index. They also have offices in Germany (Bonn), Belgium (Leuven), UK (Marlow), USA (Chicago) and the Philippines (Manila).

Clients are (amongst others) A.P. Moeller-Maersk, BASF, Berliner Stadtreinigung, Bitburger, Boehringer Ingelheim, Bundesagentur für Arbeit, Coca Cola Enterprises, Deutsche Bahn, Evonik, Gaz de France, Henkel, Honeywell, K+S, Merck, Shell, Total, Vattenfall and Vaillant.

Hubwoo is a global leader of cloud procurement solutions and services, powered by SAP® software. Their trade platform handles 5 million transactions annually amounting to 10 billion EUR. Hubwoo provides a fully integrated suite of purchasing tools and services, delivered as a service to companies.

Their solutions involve (amongst others):

- eAnalyse for spend analysis
- eSource for sourcing
- eContract for contract management
- eBuy for procurement
- eInvoice for invoice management

All solutions are in the cloud and powered by SAP® software.

Both Spend Matters and a number of former employees of Hubwoo advise Hubwoo to be acquired by a larger player in the SRM market to leverage more possibilities than Hubwoo has on its own. For example, using of Hubwoo's client base and the SAP relationship to upsell other solutions, or using the suitor's client base to upsell Hubwoo solutions.

Availability	
Current version operational since	the most recent release date
First version operational since	2000
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	France
Total number of implementations	125
-Worldwide	
-Source to Pay	50
-Sourcing	35
-Contract Management	10
-Operational Procurement	30
Total number of employees	250
Total number of employees working on developing the product?	25
Frequency for delivering patches and upgrades	For our own IP: 3 major releases per year. Patches as needed. for SAP products - per their Ramp UP delivery release model
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software We offer a standardized solution via the Cloud but can implement customer specific enhancements as needed
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, Hungarian
Pricing model	Depends
Sustainability policy	Not disclosed
The URL of the company's website	www.Hubwoo.com

IBX (IBXplatform by Capgemini)

IBX Group AB, a Swedish company, was established in 2000. In 2010, IBX Group was acquired by Capgemini and has been a part of Capgemini BPO since. Under the IBXplatform, former IBX is developing their procurement services further. IBXplatform supports large and medium sized organisations by providing procurement expertise in terms of consulting, operational and strategic procurement based on the IBX On-demand Platform. Among the customers of IBX are companies from all sectors such as Ericsson, SEB, Volvo Group, Deutsche Post World Net, Skanska, Novo Nordisk, and Lufthansa.

The IBX platform is being praised by (amongst others) www.spendmanagement.nl, especially for its ease of use and user- friendly. Now, shopping and searching are easier and more intuitive so that compliance is easily achievable and training of the end user is hardly necessary, even if the end user rarely uses the IBX platform.

The IBX platform uses SAP SRM technology. The technology is currently being upgraded to SAP SRM7. The full procurement suite offers:

- Source-to-Contract: This solution supports the full strategic process, with tools for sourcing, spend analysis, category management, and contract management and implementation.
- IBX e-Procurement is a Web-based, on-demand solution based on SAP SRM that supports the full procurement process, from requisition to purchase order, providing a solid platform for efficient procurement.
- IBX Contract Management enables sourcing professionals to proactively manage the entire contract lifecycle – reducing legal and financial risk, and protecting the bottom line.
- BPO Procurement: To meet the demands of modern CPOs, our BPO Procurement service, Procurement as a Service™, provides procurement process best practices and tools/technology in order to maximize savings.
- The scalable cloud-based (SaaS) delivery model of our sourcing and procurement software accelerates deployment and puts the emphasis on the users and the usage instead of technology issues.
- IBX Supplier Network is one of the largest independent supplier networks providing you with instant access to thousands of suppliers.

The IBX platform is a full-suite procurement solution, with special attention to procurement as a managed service. This means that the IBXplatform can be installed on the existing SAP SRM suite, but also as a SaaS solution. In the full managed services offering, IBX will manage the content and the suppliers.

e-Procurement of temporary labour is not fully supported. For the Norwegian government an easily accessible solution has been developed on which temporary labour can be requested, but a full system solution is not (yet) available.

Availability	
Current version operational since	2001
First version operational since	2001
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	Sweden
Total number of implementations	184
-Worldwide	
-Source to Pay	85
-Sourcing	15
-Contract Management	4
-Operational Procurement	80
Total number of employees	120
Total number of employees working on developing the product?	150
Frequency for delivering patches and upgrades	3 yearly releases
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software Operational services: supplier onboarding, content management Strategic services: changes management, spend analysis
Software is available in	Dutch,English,French,German, Spanish, Nordic languages, portuguese
Pricing model	subscription
Sustainability policy	Not disclosed
The URL of the company's website	www.ibxplatform.com

Inconto[®]

Inconto is a procurement services solution developed by Emeritor[®] which has been specializing in procurement services since 1998. It offers an e-Procurement module, which supports the complete purchase-to-pay process from ordering to permissions, and delivery to payment. This module is also equipped with a report generator, which generates several standardized reports but also offers the opportunity to create customized reports. For the invoice handling process Inconto offer two additional modules. The first is the 'Scan and Identify' module which makes use of identification techniques (OCR). The second is the 'Electronic Invoicing' module.

Besides the purchase-to-pay modules, they also offer a contract management, and a supplier management module. The source-to-contract cycle, on the other hand, seems somewhat underutilized with only an RFQ-module.

In addition, Inconto offers a budget and stock control module, and functional management. Functional management entails that Inconto manages all the customers' data.

Customers can choose between two different deployment options: SaaS, in which the customers pay a monthly fee and on-premise deployment, in which the customer pays once for the license, while the number of users is unlimited.

Inconto cooperates with twenty catalogue suppliers such as Staples, Office Depot and Overtoom, by integrating the suppliers' catalogues in the procurement software. This makes convenient for customers of Inconto more convenient to purchase from those suppliers.

Inconto says that it distinguishes itself by offering consultancy, which is important in the implementation of the software. Inconto's strength may also lie in being able to rely on the consultants Emeritor[®].

More than fifty organizations, such as Samskip and Manpower, with thousands of users in thirty countries, have streamlined their procurement or contract management processes with Inconto's software.

Availability	
Current version operational since	version 2.8 since may 2012
First version operational since	1999
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	The Netherlands
Total number of implementations	140
-Worldwide	
-Source to Pay	60
-Sourcing	NIL
-Contract Management	40
-Operational Procurement	40
Total number of employees	85
Total number of employees working on developing the product?	10
Frequency for delivering patches and upgrades	patches whenever necessary/upgrades twice a year
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software Purchasing services, services focussed on creating strong purchasedepartments and implementing state of the art purchaserelated processes; Managed services/SAAS; Digitizing the invoice as a serve
Software is available in	Dutch, English, French, German
Pricing model	existing connections for free; newly connected suppliers fixed fee
Sustainability policy	Not disclosed
The URL of the company's website	http://www.inconto.com

JD Edwards

JD Edwards was founded in 1977, in Denver Colorado. The goal, when they launched the venture, was to produce standardised software applications that actually worked in a predictable and reliable way, making users more effective at their jobs. Initially, until the mid 1990s, JD Edwards focused on developing accounting software for IBM hardware. Currently, they are providing a full suite of ERP software for midsize companies. JD Edwards was bought by PeopleSoft in 2003. Two years later, Oracle acquired PeopleSoft.

Oracle's JD Edwards products are currently known as JD Edwards EnterpriseOne and JD Edwards World. The former is an ERP-based system that is suitable for IBM and other platforms. Oracle announced that JD Edwards support would continue indefinitely. The latest offering of EnterpriseOne is application version 9.1 and World with version A9.3, which were both released in April 2012.

Shortly after Oracle's acquisition of PeopleSoft and JD Edwards in 2005, Oracle announced the development of a new product called Oracle Fusion Applications. Fusion was designed to coexist or replace JD Edwards EnterpriseOne and World, as well as Oracle E-Business Suite Applications and other products acquired by Oracle, and was finally released in September 2010.

For the existing client base of JD Edwards, its procurement applications offer the following procurement functionalities:

- Agreement Management
- Buyer Workspace
- Operational Sourcing
- Procurement and Subcontract Management
- Requisition Self Service
- Supplier Self Service

However, the ultimate goal of Oracle is to move the existing clients for the Oracle E-Business Suite, JD Edwards or Peoplesoft to the Oracle Fusion platform. Since this client base is very diverse in terms of industry sector, size, installed systems base, etc. this is a matter for the long haul. Therefore, for the years to come, the different solutions will remain available, although the real new developments will only be done in Oracle Fusion Applications.

(see also the company profile of Oracle)

Availability	
Current version operational since	Apps - 9.1 Apr. 2012; Tools - 9.1 Dec.2011
First version operational since	1984
Company Profile	
The service is offered as:	Not disclosed
Country in which is the Corporate Headquarter located	United States
Total number of implementations -Worldwide	Not disclosed
-Source to Pay	Not disclosed
-Sourcing	Not disclosed
-Contract Management	Not disclosed
-Operational Procurement	Not disclosed
Total number of employees	Not disclosed
Total number of employees working on developing the product?	108000
Frequency for delivering patches and upgrades	30000
Is there a user association set-up around the package?	There is no set schedule for Oracle software releases as this varies between products. In general major releases are typically every 12 to 18 months, with interim releases (minor releases) as necessary
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (both full time and part time) Implementation support Project management during Implementation Training on the supplied package Bespoke/customized software
Software is available in	Chinese,Dutch,English,French,Japanese,German,Russian,S panish,Czech, Danish, Finnish, Hungarian, Italian, Norwegian, Polish, Portuguese, Swedish
Pricing model	Price per connected supplier
Sustainability policy	Not disclosed
The URL of the company's website	www.oracle.com

Negometrix

In February 2000, Negometrix was established (as Eumedix - European Medical Exchange) and the first Web-based version of a platform for purchasing for hospitals was built. In 2001, the name Negometrix has been adopted to indicate that the platform is more widely usable than for hospitals only.

Negometrix offers Web-based software for tender-based projects for both the public and the private market, supported by consultancy and helpdesk services. Negometrix also prepares bidders for reverse auctions and they can play the role of auctioneer in a reverse auction.

According to Negometrix, the core of their platform is: "An interactive Web-based module accessible to both sellers and buyers. This core module contains a multiple attribute supply and demand analysis with online dynamic quotation algorithms calculating the Best Buy proposal.

Some of the features mentioned by Negometrix are: creation via the Web, of public and private tender-based projects, creation of a weighted multi-criteria decision making structure and specification library for the most common tenders. Suppliers can log in via the Web, answer questions and upload documents, conduct price/quality calculation and simulation, exchange messages with suppliers, share documents, Web-based Auction (reverse clock auction).

Negometrix states that dozens of tenders are conducted on their platform on any given day, and that more than 3 billion worth of contracts has been conducted so far. Besides 45 hospitals, references include the Ministry of Finance, Defense, Housing/Spatial Planning/Environment and Internal Affairs, 10 public housing groups, cities of Amsterdam and Rotterdam, and the National Tax Authority as well as businesses such as HEMA, Sligro and Bouwmaat.

Availability	
Current version operational since	2009
First version operational since	2000
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	Holland
Total number of implementations -Worldwide	1100
-Source to Pay	500
-Sourcing	500
-Contract Management	100
-Operational Procurement	NIL
Total number of employees	21
Total number of employees working on developing the product?	10
Frequency for delivering patches and upgrades	8-10 times a year
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Project management during Implementation Training on the supplied package
Software is available in	Dutch, English, French, German, Russian, Spanish, Hungarian
Pricing model	No Pricing
Sustainability policy	Not disclosed
The URL of the company's website	www.negometrix.com

Oracle

Oracle Corporation, founded in 1977, is an enterprise software company. It operates across three segments: software, hardware, and systems and services. Its software business consists of two operating segments: new software licenses and software license updates, and product support. Oracle, already an important player in the market for enterprise software (ERP), acquired PeopleSoft in 2005. This entailed a significant consolidation in the ERP market, since PeopleSoft had shortly before that moment incorporated JD Edwards. In the same period Oracle also acquired Siebel (CRM software). The consequence of all these acquisitions is that Oracle offers a wide array of solutions under the brand labels of Oracle, JD Edwards and Peoplesoft. Under the Oracle label the following solutions are available.

Oracle E-Business Suite Advanced Procurement

- iProcurement
- iSupplier Portal
- Oracle Procurement & Spend Analytics
- Oracle Spend Classification
- Oracle Supplier Network
- Oracle Supplier Hub
- Landed Cost Management
- Procurement Contracts
- Purchasing
- Services Procurement
- Sourcing
- Supplier Lifecycle Management

Oracle Fusion Procurement

Oracle Fusion Applications were envisioned as an Enterprise Resource Planning suite - a combination of features and functionalities taken from Oracle E-Business Suite, JD Edwards, PeopleSoft and Siebel product lines. The suite is built on top of the Oracle Fusion Middleware technology stack. One of the Fusion applications is Oracle Fusion Procurement. This product represents a big leap forward for Oracle, not so much in functional capability (at least not yet) relative to Oracle E-Business Suite, but rather in integrated capabilities and design philosophy.

In its current release, Oracle Fusion Procurement includes the following modules:

- Oracle Fusion Purchasing
- Oracle Fusion Self-Service Procurement
- Oracle Fusion Sourcing
- Oracle Fusion Procurement Contracts
- Oracle Fusion Supplier Portal
- Oracle Fusion Procurement and Spend Analytics

Obviously, all the acquisitions have saddled Oracle up with the challenge of developing a sound strategy to align and integrate the different solutions. The foundation of the strategy is Oracle's Co-Existence strategy combined with Fusion Middleware. This strategy is designed to facilitate integration between different applications and systems, whether it is from Oracle or from other software vendors such as IBM, Microsoft, and SAP. The ultimate goal is to move the existing clients from the Oracle E-Business Suite, JD Edwards or PeopleSoft products to the Fusion platform. Since the customer group is very diverse, in terms of industry sector, size, installed base, etc. this is a matter for the long haul. For the years to come, the different solutions will remain available, although the real new developments will be done in Oracle Fusion Applications.

Availability	
Current version operational since	2010
First version operational since	1987
Company Profile	
The service is offered as:	
Country in which is the Corporate Headquarter located	United States
Total number of implementations -Worldwide	NIL
-Source to Pay	NIL
-Sourcing	NIL
-Contract Management	NIL
-Operational Procurement	NIL
Total number of employees	108000
Total number of employees working on developing the product?	30,000
Frequency for delivering patches and upgrades	There is no set schedule for Oracle software releases as this varies between products. In general major releases are typically every 12 to 18 months, with interim releases (minor releases) as necessary
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, The system supports over thirty languages: Finnish, Turkish, Ukrainian, Danish, Egyption etc
Pricing model	Several options are possible
Sustainability policy	Not disclosed
The URL of the company's website	www.oracle.com

PeopleSoft

Since Oracle acquired PeopleSoft Inc. in 2005, the company is no longer an independent provider of enterprise software. The PeopleSoft solutions are offered as a separate product line of Oracle. The company was founded in the mid-1980s when it began designing human resources software geared for client/server systems. After they had become the leader in the market for high-end human resource programs, they entered into the market for financial applications and subsequently applications those for supply chain management and customer relations management. At present, the suite of PeopleSoft applications consists of:

- Human Capital Management
- Financial Management
- Supplier Relationship Management
- Service Automation
- Supply Chain Management

PeopleSoft Supplier Relationship Management is an integrated suite of procurement applications consisting of:

- Catalog Management
- eProcurement
- eSettlements
- eSupplier Connection
- Financials
- Cash Management
- Payables
- Procurement and Spend Analytics
- Purchasing
- Services Procurement
- Strategic Sourcing
- Supplier Contract Management

For the existing client base of PeopleSoft, its procurement applications offer solid solutions, especially in the area of purchase to pay. However, the ultimate goal of Oracle is to move the existing clients for the Oracle E-Business suite, JD Edwards or PeopleSoft to the Oracle Fusion platform. Since this client base is very diverse in terms of industry sector, size, installed systems base, etc. this is a matter for the long haul. Therefore, for the years to come, the different solutions will remain available, although the real new developments will only be done in Oracle Fusion Applications.
(see also the company profile of Oracle)

Availability	
Current version operational since	2009
First version operational since	1992
Company Profile	
The service is offered as:	
Country in which is the Corporate Headquarter located	United States
Total number of implementations -Worldwide	2700
-Source to Pay	1000
-Sourcing	100
-Contract Management	100
-Operational Procurement	1000
Total number of employees	108000
Total number of employees working on developing the product?	30,000
Frequency for delivering patches and upgrades	There is no set schedule for Oracle software releases as this varies between products. In general major releases are typically every 12 to 18 months, with interim releases (minor releases) as necessary
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software We offer a standardized solution via the Cloud but can implement customer specific enhancements as needed
Software is available in	Chinese, Dutch, English, French, German, Russian, Spanish, Portugese, Polish, Norwegian, Italian
Pricing model	Enterprise \$M Revenue or Application user
Sustainability policy	Not disclosed
The URL of the company's website	www.oracle.com

Perfect Commerce

Perfect Commerce develops supplier software that streamlines processes such as accounts payable and receivable, invoicing, purchasing, sourcing, and spend analysis. Their on-demand applications cover every aspect of Spend Management, from spend analytics and source-to-contract, procurement, and invoice management. Each application works well with other applications or in concert with a leading procurement or ERP system, including SAP and Oracle/PeopleSoft. Perfect Commerce has four core offerings: their Open Supplier Network (OSN), PerfectShopSM, PerfectProcureSM and PerfectSourceSM & PerfectContractSM. At present they do not have a solution for Project Management, Contingent Workforce and Procurement Intelligence.

Perfect Commerce was born as an SaaS (Software as a service) provider since its inception, as opposed to most of the software providers trying to propose a so-called “on-demand” model. With Perfect Commerce, all customers access the same unique version of the software through the Internet. Perfect Commerce has a track record in supporting large international rollout projects. Perfect Commerce serves more than 200 clients (majority in the Fortune 500) in 75 countries and 11 languages. Perfect Commerce serves over 1.3 million users and 80,000 suppliers across a wide variety of industries, including chemicals, retail, education, energy, financial services, food products, health/medical, hospitality, manufacturing, technology and transportation. Perfect Commerce global customers include market leaders such as IBM, Hitachi, Lexmark, State Street, TIAA-CREF, BNP Paribas, UCLA, Schlumberger, and others.

Availability	
Current version operational since	2012
First version operational since	1998
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	USA
Total number of implementations	458
-Worldwide	
-Source to Pay	200
-Sourcing	45
-Contract Management	60
-Operational Procurement	150
Total number of employees	140
Total number of employees working on developing the product?	35
Frequency for delivering patches and upgrades	3 times each year
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Good eSourcing Practices, Good eProcurement Practices
Software is available in	Chinese, Dutch, English, French, German, Spanish, Italian
Pricing model	fixed annual fee for support
Sustainability policy	Not disclosed
The URL of the company's website	www.perfect.com

POOL4TOOL

Headquartered in Vienna (Austria), POOL4TOOL also runs subsidiaries in Munich and Stuttgart (Germany), as well as in Detroit (USA) and Singapore. Since 2000, POOL4TOOL has specialized in the integration of client, and supplier processes and consulting and development services in e-Business and ERP environments. They have more than 10 years of experience in cloud computing and they aim on a high level of security by providing SaaS solutions that are certified by independent institutions (ISO27001, TÜV).

Their modular portfolio includes solutions for over 40 processes, including supplier relationship management, sourcing, supply base management, supply chain management, e-Collaboration, quality control, and product costing. Although they offer some operational modules, their focus is more on the tactical and strategic part of procurement.

With POOL4TOOL, you can implement a single, natively integrated suite to support multiple internal processes and communicate with suppliers (which are electronically integrated in your systems without additional costs).

Offering a wide set of solutions is not unique anymore, but POOL4TOOL distinguishes itself from its competitors by specializing in integrating their solutions into ERP and building one central platform for all their clients' systems and processes. Through numerous ready-made interfaces, POOL4TOOL claims that they can also get more out of your existing IT investments.

If desired, POOL4TOOL can accompany their customers from the draft, through implementation, up to worldwide rollout and offer consulting products and individual support services.

Best practice user guidance and integrated POOL4TOOL workflow management helps to standardise and accelerate processes. Workflows, user interfaces, reports and menus can be configured to individual requirements, based on roles without programming.

With over 10 years of experience in the manufacturing industry, POOL4TOOL claims that this industry is their specialisations by offering tailor-made solutions for manufacturing procurement (e.g. sourcing of direct material based on Bill of Material or CAD drawings, Should Cost Model, VMI functionality). They serve international clients like Zeiss, Miele and ThyssenKrupp.

Availability	
Current version operational since	01-06-2012
First version operational since	2001
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	Austria
Total number of implementations -Worldwide	640
-Source to Pay	320
-Sourcing	150
-Contract Management	30
-Operational Procurement	140
Total number of employees	80
Total number of employees working on developing the product?	25
Frequency for delivering patches and upgrades	monthly release updates (free of charge)
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Not disclosed
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Project management during Implementation Training on the supplied package eSourcing/SRM/category strategy definition, KPI definition, Rollout Support, Sourcing Event Support (RFQs, eAuctions), User Training (Basic, Advanced, Admin, etc.) Bespoke/customized software
Software is available in	German, Japanese, Spanish, Chinese, English, French, Czech, Portuguese, Polish, Hungarian, Italian
Pricing model	free of charge
Sustainability policy	Not disclosed
The URL of the company's website	www.pool4tool.com

PROACTIS

PROACTIS was founded in 1996 and is headquartered in the UK, with operations in Europe, North America and Asia Pacific. PROACTIS is a provider of Spend Control and e-Procurement solutions. Their approach is based first and foremost on understanding and improving business processes. PROACTIS solutions automate and streamline the entire Source-to-Pay Procurement process. In addition, PROACTIS solutions provide a framework of sourcing, contract, catalog, compliance and supplier management capabilities that enable the organization's full buying power, gain best value agreements, and maximise the percentage of "spend under management" across all categories of spend.

PROACTIS scores very high in terms of overall functionality. Used in mid-to-large sized organizations across private, public and not-for-profit sectors, PROACTIS is routinely integrated with ERP and financial systems. PROACTIS also offers a range of on-premise and cloud-based delivery options, including Software-as-a-Service (SaaS) and dedicated-hosted application delivery, and flexible licensing models.

Availability	
Current version operational since	2012
First version operational since	1998
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	UK
Total number of implementations	540
-Worldwide	
-Source to Pay	70
-Sourcing	80
-Contract Management	120
-Operational Procurement	270
Total number of employees	80
Total number of employees working on developing the product?	30
Frequency for delivering patches and upgrades	Patches/weekly and Upgrades/annually
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Full functional & technical application management
Software is available in	Chinese, Dutch, English, French, German, Russian, Spanish, Finnish, Welsh, US-English, MX-Spanish, Italian
Pricing model	Connection is free, Catalogue OTC
Sustainability policy	Not disclosed
The URL of the company's website	www.proactis.com

Proquero

Proquero is a Dutch company founded in 1999. Proquero develops, manages and supports the software, while implementations are performed by its partners. The implementations are performed by Proquero Services, an independent company and partner of Proquero, Capgemini Netherland and PinkRocade Healthcare Services. This means that setup and trainings are mostly performed through their partners. Their client base consists of clients both in private and government sectors, educational services and healthcare companies such as hospitals. A large number of suppliers are already connected with Proquero through Punch-out Catalogs.

Modules offered are the full procure-to-pay cycle, such as sourcing, contract management, order request module, e-Procurement, invoicing, staffing, spend view, Key Performance indicators, Business Intelligence, procurement portal and connect (interfacing). Before implementation of any procurement software, a potential client can use Proquero Spendview to gain insights and perform a procurement diagnosis. Proquero Spendview is an ASP service and is accessible through the Internet without installing (temporary) programs.

Proquero is very user-friendly. Their unique feature is the Order Request Module. ORM is a pre-request module that provides the opportunity for anyone within the company to request anything. This makes it so easy to place a request through the system so that barriers are even lower than emailing or picking up the phone. Using ORM, compliance can be maximised as all requests and orders go through the system.

Proquero Staffing has been set up with (ex-)professionals from the external staffing industries, and is therefore more targeted towards the needs clients will have towards hiring an external workforce. Also, insights in spend management on external staffing and other business intelligence statistics (e.g. normal hours and overtime) can easily be provided.

Proquero can both be implemented standalone and as an SaaS solution, and can be connected to all available ERP systems.

Availability	
Current version operational since	01-01-2012
First version operational since	1999
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	Netherlands
Total number of implementations	330
-Worldwide	
-Source to Pay	10
-Sourcing	10
-Contract Management	150
-Operational Procurement	150
Total number of employees	30
Total number of employees working on developing the product?	10
Frequency for delivering patches and upgrades	Minor releases: Monthly, Major releases: yearly
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software
Software is available in	Dutch, English, French, German
Pricing model	Not disclosed
Sustainability policy	Not disclosed
The URL of the company's website	www.proquero.nl



SAP, founded in 1972, is a dominant player in the market for procurement applications. It is a German multinational software corporation that makes enterprise software to manage business operations. It is a true global player with representation across all continents.

SAP focuses on six industry sectors: process industries, discrete industries, consumer industries, service industries, financial services, and public services. It offers more than 25 industry solution portfolios for large enterprises, and more than 550 micro-vertical solutions for midsize companies and small businesses.

SAP's main product is SAP ERP (Enterprise Resource Planning). Other important applications are: Customer Relationship Management (CRM), Product Lifecycle Management (PLM), Supply Chain Management (SCM), and Supplier Relationship Management (SRM).

SAP is one of the old hands in the market for specific procurement applications. This has yielded the SAP SRM platform. In 2006, SAP acquired Frictionless Commerce - a provider of online commerce technologies. This was converted into SAP Sourcing, an on-demand solution consisting of strategic sourcing, contract lifecycle management, and supplier management.

As recently as 2012, Ariba was overtaken by SAP. Ariba is a leading provider of on-demand solutions for procurement. It is unclear yet how this acquisition fits in the overall strategy of SAP. Whether SAP SRM would be kept for on-premise clients and Ariba offered for on-demand is something that will become clear in the future. It is a fact that there is a huge overlap in functionality between the different SAP offerings in the procurement space.

After the recent acquisition of Ariba, nobody can deny that SAP has the richest portfolio of procurement applications. Both in functionality (strategic, tactic, and operational) and in deployment options (on-premise, on-demand). Given the overlap in functionality across the different solutions, it has become quite a puzzle for customers with an SAP backbone to select the right solution.

It will be worthwhile to monitor what this combination will have in store for the future. It is a potential powerhouse, bringing together very strong assets like SAP's installed base, technological innovations like HANA (in-memory solutions), mobile solutions (Sybase) and the truly revolutionary concept of Supplier Infontet (supplier risk management), and on the Ariba side, the Ariba Platform and Ariba Supplier Network.

Availability	
Current version operational since	SAP ERP - Materials Management 6.0 EhP 5 (Q2, 2012) SAP Spend Performance Management version 3.0 (Q2 2012), SAP Sourcing version 9.0/Wave 9 (Q2 2012), SAP Contract Lifecycle Management version 9.0 (Q2 2012), SAP Supplier Relationship Management version 7.0 EhP 2 (Q2 2012). Supplier Lifecycle Management (Q3 2011), and Data Enrichment Classification On Demand (Q3 2011)
First version operational since	SAP ERP - Materials Management (1992 with SAP R/3) SAP Spend Performance Management (2007), SAP Sourcing version and SAP Contract Lifecycle Management (1998 as part of Frictionless), SAP Supplier Relationship Management (1998). Supplier Lifecycle Management (2012), and Data Enrichment Classification On Demand (2011)
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	Germany
Total number of implementations -Worldwide	6000
-Source to Pay	2000
-Sourcing	1000
-Contract Management	1000
-Operational Procurement	1500
Total number of employees	55,000
Total number of employees working on developing the product?	1000+ on Procurement solutions
Frequency for delivering patches and upgrades	Yearly for enhancement packs and patches are as necessary
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support Implementation support Training on the supplied package Project management during implementation Bespoke/customized software Value Engineering/ Benchmarking BPO services
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, Over 30 languages including but not limited to Arabic, Hebrew, Portuguese, Brazilian Portuguese, Greek, Italian
Pricing model	SAP Information Interchange option charges by one time per-connection to make direct connections; partner networks charge usage fees typically based on number of suppliers or transactions. Customers using SAP Netweaver connectivity pay for the license and by connections needed
Sustainability policy	Not disclosed
The URL of the company's website	www.sap.com

SciQuest

As on 24th of July 2012, Upside Software has been acquired by Sciquest. For the latest information on this acquisition we direct you to www.sciquest.com.

SciQuest was founded in 1995 as an e-Commerce business-to-business exchange for scientific products. In 2001, SciQuest began selling their on-demand strategic procurement and supplier enablement solution of which they say that they are designed to drive user adoption, bring more spend under management, reduce operating costs, increase contract compliance, and improve visibility into spend. In January 2011, they acquired AECsoft, a leading provider of supplier management and sourcing technology, resulting in additional supplier and sourcing modules, and increased functionality of some other modules.

SciQuest claims to be a global leading SaaS provider in on-demand strategic procurement and supplier enablement technology. They tailor their solution for each vertical marketplaces they serve.

SciQuest's e-Procurement solutions comprise individual Web-based modules: Supplier Information Management, Sourcing & Contract Management, Marketplace & e-Procurement, Inventory & Supply Chain Integration, Accounts Payable, and Spend & Performance Analysis. These modules can be deployed together in order to automate the complete source-to-settle process, or modules can be separately deployed to meet an organization's specific procurement automation needs.

They offer customers their SciQuest Supplier Network, in which customers have access to thousands of integrated supplier catalogues with millions of products in an easy-to-use Web-based shopping environment. SciQuest distinguishes itself from competitors with its 'Power of Q', which is a philosophy within SciQuest, in which they establish a partnership with their customer and put their customer at the center of everything that they do.

SciQuest helps customers from across all industries to discover a better way to conduct the Source-to-Settle. SciQuest's customer base represents a diverse mix of public and private sector organizations including: Airlines & Automotive, Construction, Government, Finance & Banking, Healthcare, Higher Education, Hospitality & Gaming, Life Science & Pharmaceuticals, Manufacturing, Oil & Gas, Retail & Consumer Products, and Utilities.

Availability	
Current version operational since	01-03-2012
First version operational since	2001
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	United States
Total number of implementations -Worldwide	NIL
-Source to Pay	NIL
-Sourcing	NIL
-Contract Management	NIL
-Operational Procurement	NIL
Total number of employees	~300
Total number of employees working on developing the product?	cannot report due to SEC regulations
Frequency for delivering patches and upgrades	3 major releases per year - bi-weekly minor releases for bug fixes and minor enhancements
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (full time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software SciQuest offers managed services around the supplier enablement process
Software is available in	English, French, German, Spanish (For a fee, we will translate to other languages)
Pricing model	We do not charge suppliers. Customers pay annual license fee which covers the supplier enablements
Sustainability policy	Not disclosed
The URL of the company's website	www.sciquest.com

SynerTrade

SynerTrade is a German-French company with its main offices in Munich and Paris. SynerTrade has a broad international presence with more than 100 global sourcing experts (50% technology consultants) based in France, Germany, Romania, the United States, Brazil, Sweden, Denmark and China. SynerTrade, provides solutions and expertise that fully empowers purchasing. The software suite SynerTrade, 6 with 10 functional modules (Purchasing Portal, eRFx, e-Auctions, Procurement and Ordering, Performance Manager, SRM, Contract Management, Spend analysis, Connect and SCoRe) covers the entire purchasing process. It is a software solution to enhance the efficiency and visibility of the purchasing process, to build synergies, and to capitalize on know-how within the company. The Operational Procurement module provides the least functionality at 85%.

SynerTrade 6 is available in ASP mode and can also be installed behind firewalls. It is backed by a full set of services including: technical integration, customer support and a deployment program.

With 205 customers, including 50 companies ranked in the Fortune 1000, SynerTrade has in-depth knowledge of purchasing issues across numerous industries (Aerospace, Automotive, Building, Chemistry-Pharmaceuticals, Consumer Goods, Energy and Utilities, Finance, Healthcare, Manufacturing, Retail and Transportation). SynerTrade's customers include : Alstom, Audi, Bayer Schering AG, Carbone Lorraine, Crédit Suisse, Décathlon, Lafarge, PPR Buyco, Saint-Gobain, Sanofi-Aventis, Thomson, SPAR, etc.

Availability	
Current version operational since	6.11 is operational since Mai / 2012
First version operational since	SynerTrade 6.0 was operational in June / 2005
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	Luxembourg
Total number of implementations -Worldwide	571
-Source to Pay	130
-Sourcing	270
-Contract Management	70
-Operational Procurement	90
Total number of employees	112
Total number of employees working on developing the product?	52
Frequency for delivering patches and upgrades	8 version per year, hot-fixes daily
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software The focus of the services of SynerTrade is clearly on our SRM solution, project management, integration with ERP systems, etc. On some customers we also do invoice processing and negotiation support, but this is just to offer the customers the complete package they want and not of strategic importance. Over time we want to develop integration partners who do the project management, the integration, etc. In a lot of cases the strategic consulting (concept work) is done together with 3rd party constancies on the projects chosen by our customers
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, Chinese, Korean, Italien, Portuguese, Polish, Czech, Hungarian, Swedish, Finnish, Slovak, in total 19
Pricing model	free of charge
Sustainability policy	Not disclosed
The URL of the company's website	www.synertrade.com

TBlox

TBlox was founded in 2004, in the Netherlands, and is headquartered in Rotterdam. Their main client base is Western Europe (Germany, France and the Netherlands) and Northern America. In a partnership with IntraKoop, their largest market is the healthcare segment, where they claim to serve over 15% of the Dutch healthcare organisations.

TBlox is unique through its pure SaaS and cloud-based solution based on subscription fees. TBlox consists of a number of procurement modules such as purchase and source within an ERP setting with Finance, CRM and HRM. It can be used standalone or integrated with an existing (financial) system. Managers can create their own e-Desktop using iGoogleTM.com to make management reports available. Information can be made available through Apps, especially setup for different target groups within their client base.

TBlox has introduced the 'box' concept where one can subscribe to a full-cloud solution. Solutions offered include the procurement box for the full procurement process, the finance box for handling and payment of invoices, the Purchase-to-Pay box for sourcing to procurement and payment, the e-Catalog box for use of all connected suppliers including e-Invoicing, and an e-Invoice box for handling of electronic invoices with suppliers in the healthcare segment through their free supplier portal.

TBlox invites suppliers to link with their webshop beforehand so that all products from the supplier are available for users and no separate catalogues need to be uploaded. It promotes a pure paperless process, which is underscribed by its users.

TBlox procurement modules offer e-Purchasing, e-Sourcing e-Catalog management and e-Invoicing, Contract Management and Business Intelligence (Spend Management) and reporting. Warehouse management and logistics are also offered, together with advanced workflow, and a shared service center dashboard. Additional services, such as Project Management and TimeWriter software are also provided. Using the HRM module, this can be extended to full workforce management including external workforce management.

Availability	
Current version operational since	2012
First version operational since	2004
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	The Netherlands
Total number of implementations -Worldwide	3110
-Source to Pay	1000
-Sourcing	70
-Contract Management	1000
-Operational Procurement	1000
Total number of employees	60
Total number of employees working on developing the product?	40
Frequency for delivering patches and upgrades	more than 250 upgrades on the SAAS platform
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Additional consultancy: procurement services (partner network) Implementation support Project management during Implementation Training on the supplied package
Software is available in	Chinese, Dutch, English, German, French, Spanish, Russian, Danish, Portugese
Pricing model	Free use for suppliers
Sustainability policy	Not disclosed
The URL of the company's website	www.tblox.com

Upside software

Per 24th of July 2012 Upside Software is acquired by Sciqest. For the latest information on this acquisition we direct you to www.sciquest.com.

Upside Software was acquired this year (2012) by SciQuest, a leading provider of modular, on-demand source-to-settle solutions.

The first version of the Contract & Commitment Lifecycle management software was realized in 1998 by Upside Software's CEO. From that moment research and development commenced. The final version of the Upside Software solution covers the entire spectrum of procurement and sales management systems with a foundation in contract management.

The upside software solution offers multiple options for contract management and contract creation. Besides this they offer an RfX Tool and a billing/invoices tool. UpsideForms is a module that allows users to define their own forms for data capture and integrates these forms with the contracting process. If this is as user friendly as it sounds it is for sure a plus in the comparison with other SRM solutions, it increases flexibility of the data model and enables a user to add all additional information in a structured way.

Upside Software was offered as a SaaS solution. Upside Software won large enterprise deals worldwide. Its software is used globally (about 180 countries), in different languages (including Asian character sets). Upside Software has customers in virtually every industry.

Availability	
Current version operational since	Version 7.2, released May 2012
First version operational since	2000
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	Canada
Total number of implementations -Worldwide	400
-Source to Pay	NIL
-Sourcing	NIL
-Contract Management	400
-Operational Procurement	NIL
Total number of employees	160
Total number of employees working on developing the product?	30
Frequency for delivering patches and upgrades	Patches every 8 weeks, minor upgrades every 3 to 6 months, and full version upgrades every 12 to 18 months
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (full time) Implementation support Project management during Implementation Training on the supplied package Bespoke/customized software
Software is available in	English
Pricing model	Not applicable
Sustainability policy	Not disclosed
The URL of the company's website	www.upsidesoft.com

Vendorlink BV

Vendorlink BV was established in 2009 in The Netherlands. It should not be confused with VendorLink LCC, which is also a procurement solution provider headquartered in Florida. The Dutch Vendorlink has been founded by four procurement professionals. The main focus of Vendorlink's procurement solution is spend visibility and performance of both suppliers and contracts. It provides user-friendly dashboard functionality.

The solution does not cover all Source-to-Contract and Procure-to-Pay processes, but it uses the data from ERP systems to enable users to link this data to the performance indicators agreed upon with suppliers, or with the business.

The four focus areas of the Vendorlink solution are: spend management, contract management, vendor rating and a vendor community. The scores on the self-defined indicators are shown in management dashboards which facilitates preparation of vendor and contract evaluations. These indicators can be objective as well as subjective.

Vendorlink is an SaaS solution. The fourth module, "Vendor community", offers connectivity functionality. It enables users to share best practices with related organizations. It also offers a supplier portal to enable collaboration with suppliers.

The references mentioned on the Vendorlink website are Dutch (semi-)public organizations (municipalities and universities) and a couple of organizations in the insurance, chemical and healthcare sector.

Availability	
Current version operational since	2012
First version operational since	2008
Company Profile	
The service is offered as:	SaaS
Country in which is the Corporate Headquarter located	Netherlands
Total number of implementations -Worldwide	30
-Source to Pay	NIL
-Sourcing	NIL
-Contract Management	30
-Operational Procurement	NIL
Total number of employees	8
Total number of employees working on developing the product?	3
Frequency for delivering patches and upgrades	SaaS oplossing kent geen directe uitlevering van pathes upgrades. Uitgangspunt is max. 2 keer per jaar te update
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	Yes
The company provides	Helpdesk support (part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software Advies over uitkomsten en verbeterplannen
Software is available in	Dutch, English
Pricing model	connection setup and / or pay per transaction
Sustainability policy	Not disclosed
The URL of the company's website	www.vendorlink.nl

Verian Technologies

Verian Technologies, a private company established in 1996 and incorporated in North Carolina (USA), is a leading provider of Purchase-to-Pay and Invoice Automation technology solutions. Verian Technologies' solutions support midsize and large organizations to reduce costs, gain organizational control over spending, and improve regulatory compliance through implementation of their Purchase-to-Pay and Invoice Automation suites that include the following software modules: Purchasing Management, Accounts Payable, Expense Management, Asset Management, Inventory & Material Management, Vendor Connectivity and Spend Intelligence.

What distinguishes Verian from their competitors is the flexibility they offer to their customers in the choice of software (modules), and set-up and deployment options. This helps them offer unique Web-based solutions for their customers. In line with this flexibility, their website looks like a menu card in which customers first choose the modules they want, then choose their method for setup (FAST – for cost-conscious companies with rapid deployment needs, FLEX - for companies who want a robust system configured to meet their unique business needs and FIT - for companies that have unique needs that justify customisations or deep real-time integrations into other systems). Finally, customers can choose from three deployment options of their Web-based solutions: SaaS, Private Hosted and On-Premise. Later on, customers can easily add more modules and independent of the selected modules, customers can have one common platform interface for all users. Their focus is purely on P2P and AP, and their set of modules does not contain any Sourcing modules.

Customers of Verian Technologies can be found in several markets, such as: from Oil & Gas and Retail and Heavy equipment dealerships, to Healthcare, Financial services and Government & Non-Profit solutions.

Availability	
Current version operational since	01-06-2011
First version operational since	1997
Company Profile	
The service is offered as:	SAAS
Country in which is the Corporate Headquarter located	United States
Total number of implementations -Worldwide	325
-Source to Pay	160
-Sourcing	NIL
-Contract Management	NIL
-Operational Procurement	160
Total number of employees	60
Total number of employees working on developing the product?	25
Frequency for delivering patches and upgrades	3 months
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	Not disclosed
A demo-version of the software is available on the web	No
The company provides	Helpdesk support (both full time and part time) Implementation support Training on the supplied package Project management during implementation Bespoke/customized software
Software is available in	English
Pricing model	Not disclosed
Sustainability policy	Not disclosed
The URL of the company's website	www.verian.com

Volt

Founded in 1950, Volt operates a network of locations throughout North and South America, Europe and Asia. They have developed a wide range of services and solutions such as comprehensive range of staffing resources, IT infrastructure and support, directory services, telecommunications support, data and project management, and customer care.

Volt has a subsidiary called ProcureStaff Technologies, which provides specialized software applications to streamline and manage procurement of temporary staffing, project work, consultants, and other human capital services.

Consol, ProcureStaff Technologies' VMS (Vendor Management System) solution, is an e-Procurement solution (SaaS) that helps companies in sourcing highly-skilled contingent workers and managing contingent labor spend. It consists of four modules: Collaborate, Transact, Integrate, and Analyze. Consol's built-in workflow capabilities automate the procurement lifecycle – including vendor management, sourcing, spend management, invoicing, reconciliation and payment and competitive-bid management features to ensure vendor-neutral sourcing. Consol redefines the VMS space with a collaborative tool that honours business unit and country specific configurations, yet aggregates spend globally, to create maximum visibility.

According to ProcureStaff Technologies, Consol has an easy-to-use interface, which brings the services procurement delivery networks together to work efficiently. It is possible to integrate consol with your existing ERP software. It can use your company terminology and follow your company's workflows. Unlike many other software vendors, ProcureStaff Technologies can provide experts for implementing Consol within your organization. Although very comprehensive with respect to the process of the procurement of services, their focus is solely on services and ignores all other categories. Volt serves all kinds of services industries worldwide including aerospace, banking & finance, consumer electronics, IT, insurance, life sciences, manufacturing, media & entertainment, pharmaceutical, software, telecommunications, transportation and utilities.

Availability	
Current version operational since	2011
First version operational since	1996
Company Profile	
The service is offered as:	100
Country in which is the Corporate Headquarter located	NIL
Total number of implementations -Worldwide	NIL
-Source to Pay	NIL
-Sourcing	175
-Contract Management	86
-Operational Procurement	patches and upgrades – major releases are bi-annual but maintenance releases occur frequently (as required throughout the year)
Total number of employees	Yes
Total number of employees working on developing the product?	Yes
Frequency for delivering patches and upgrades	3 months
Is there a user association set-up around the package?	Yes
Is there a helpdesk operational for 24 hours a day?	Yes
The maintenance contract include	New Releases Bg fixes/patches New Versions
A demo-version of the software is available on the web	No
The company provides	Helpdesk support Implementation support Training on the supplied package Project management during implementation
Software is available in	Chinese, Dutch, English, French, German, Japanese, Russian, Spanish, Consol be translated in any language
Pricing model	supplier funded
Sustainability policy	Not disclosed
The URL of the company's website	www.consolvms.com

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