

The Journey to Digital World Class[®] Starts Here

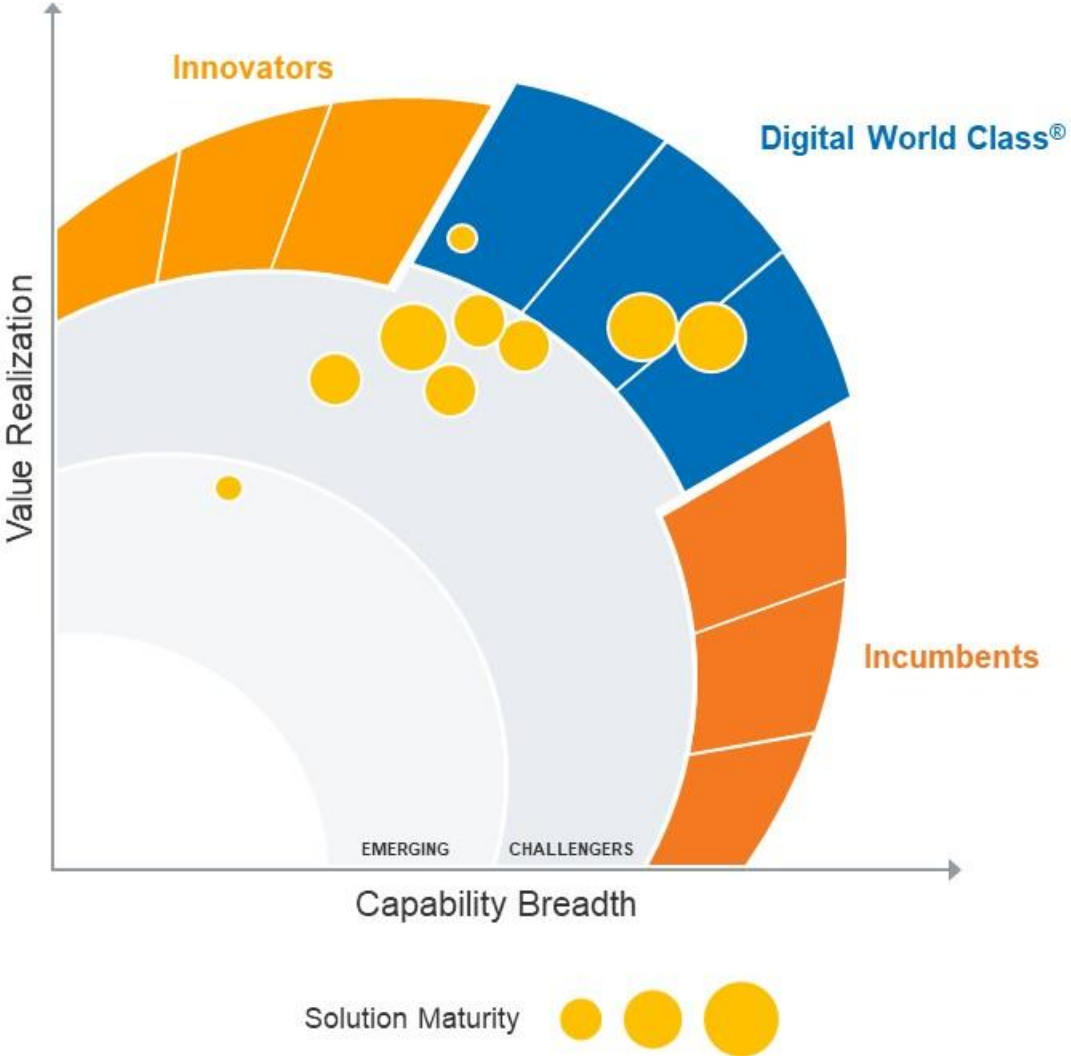


Digital World Class Matrix[™]
Purchase-to-Pay Software Solution Provider Perspective
[Licensed by Coupa](#)

Requisition to Receipt, Invoice Processing, Onboarding and Data Management
August 2023

The Hackett Digital World Class Matrix™ has created a paradigm shift in the industry

- 1** The Hackett Digital World Class Matrix not only analyzes providers' differentiated capabilities – it also assesses the value organizations can expect a solution to deliver.
- 2** **Value realization:** The missing piece in other vendor assessments and arguably the most fundamental reason executives invest in a new solution.
- 3** The Hackett Group is the only company **uniquely qualified** to evaluate both solution provider capabilities and quantify expected value realization.
- 4** With process-level performance metrics and best practice implementation intelligence from more than 25,000 benchmarks, including over 2,000 best practices from Digital World Class® leaders, we know what P2P process leaders can expect to gain and how to accelerate value realization.
- 5** Quickly assess the unique capabilities and value realization impact to guide your investment decisions with The Hackett Group's Digital World Class Matrix.



Why are the Hackett Digital World Class Matrix™ findings so crucial?



- Global complexities, risks and challenges continue to focus buyers on modernizing their purchase-to-pay (P2P) platforms to drive standardized, compliant, automated processes with an enhanced user experience.
- Established and emerging P2P solution providers continue to differentiate themselves based on a mix of factors, including scope, scale, industry capabilities, user experience, functionality, transaction channel coverage, and price.
- The Hackett Digital World Class Matrix analysis demonstrates the significant levels of value being delivered by these solutions, including:
 - Improved supplier adoption and connectivity
 - High levels of user satisfaction and ease of adoption of the solution
 - Significant PO adoption and improved controls
 - Efficient, intuitive catalogs and webstores with end-to-end automation
 - Faster cycle times for requisitioning, purchase orders and invoice processing
 - Step change improvements in accounts payable (AP) first pass match rates and productivity
- Although solution provider plans are evolving at different speeds, their artificial intelligence (AI) and/or machine learning (ML) capabilities are expanding rapidly with examples of embedded intelligence in virtual assistance, guided buying, supplier risk ratings, AP automation, smart coding, and fraud prevention and detection.

Value realization: Why organizations should aim higher for their P2P platforms

Top-performing organizations showcase the art of the possible ...

... by creating real value for their efforts

73%

achieved touchless requisition to PO transaction automation

29%

reduction in requisition to PO cost per transaction, with 92% PO adoption for greater spend control

68%

realized key supplier adoption and transaction automation

28%

improvement in invoice processing productivity

40%-60%

improvement in spend visibility and spend management generated from the solution

\$35M-\$45M

annual spend savings/avoidance over peers for a typical \$10-billion company

Value realization: How customers realized value from their P2P platforms



High user adoption rates due to their intuitive interfaces, dependable ERP integrations and general readiness for deployment for most companies

Greater spend visibility within and across purchasing channels, leveraging standardized data, AI/ML classifications, and data visualization

Improved first pass match rate of electronic invoices enable businesses to reduce errors, and improve cycle times and on-time payments

Electronic invoice processing focused on automation and compliance with frequently changing country and/or regulatory requirements

Enhancements to supplier onboarding and seamless integration of catalogs are helping to drive compliant purchases at competitive pricing

Executive summary

The P2P software market is dynamic with solution providers expanding capabilities through investments, acquisitions and consolidations. The Hackett Group provides a holistic evaluation of the solution providers in the Hackett Digital World Class Matrix™. Organizations have varying requirements based on business needs, employee and customer experiences, and system integration considerations.



P2P capability expansion

- P2P solutions continue to improve information integration and data standardization from contracts, POs, supplier data, receipts, invoices, and accounting data
- They are driving better supplier adoption and onboarding through pre-validation, pre-population of data, and no-fee strategies
- The digital solutions continue to increase spend visibility, compliance, classification, and use of preferred channels and vendors
- They deliver strong productivity benefits from electronic invoicing, PO flip, and first pass match rates
- Requesters and buyers are delivered a simplified, intuitive interface and guided experience



Technology investment

- AI/ML is expanding with examples of embedded intelligence in virtual assistance, guided buying, supplier risk ratings, AP automation, smart coding, and fraud prevention and detection
- Greater focus and investment is being applied to global invoice compliance, including country-specific portals and regulations
- Improvements continue in data visibility, and customizable user and leadership cockpits and/or dashboards
- Advancements are seen in cart optimization, smart buying and purchase recommendations
- Increasing capabilities for environmental, social and governance (ESG), and/or diversity, equity and inclusion (DEI) visibility, tracking, and impact reporting



Implementation considerations

- The primary goals for the majority of participants were to modernize their P2P or source-to-pay platform to drive standardized, compliant and automated processes with enhanced user experiences
- 80% of buyers reported satisfaction with their solution implementation, and the degree in which it met objectives and requirements
- Integration success rates are high with support from a broad ecosystem of technology partners
- On average, solution implementation timelines span one to three months longer than planned
- Solution providers receive lower ratings for training content and post-implementation support for training and system optimization

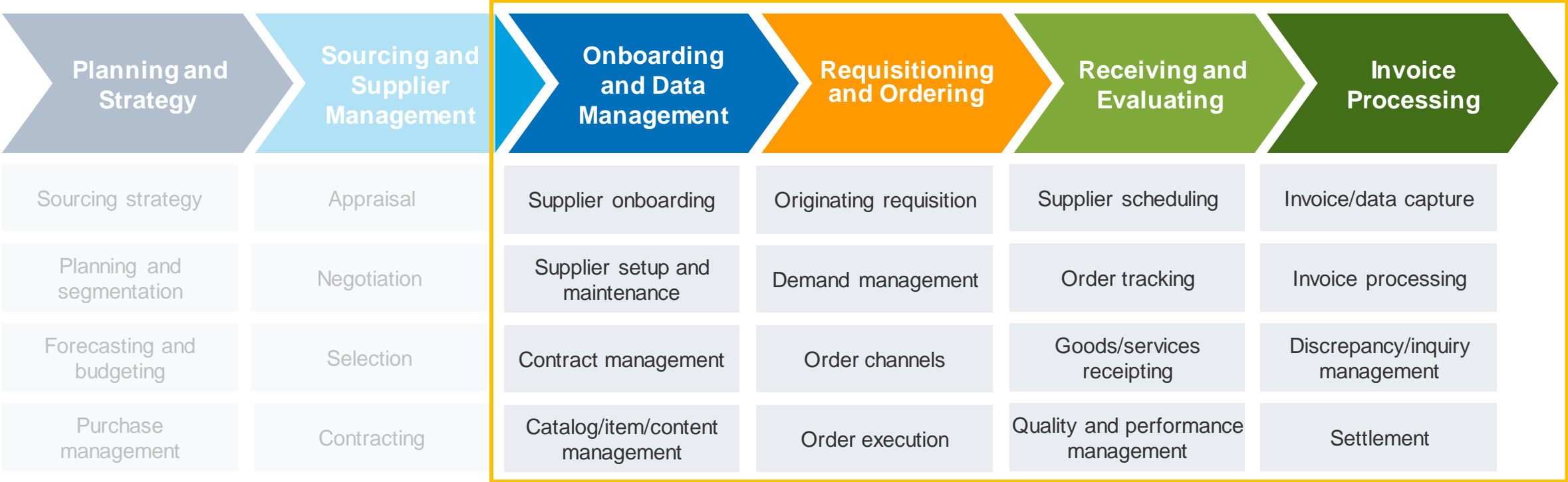


Challenges still abound

- Many businesses struggle to identify and select the solutions that best fit their broader goals, objectives and key P2P transaction channels
- Some implementation teams substantially underestimated data cleansing, migration, configuration effort and related project timelines
- Organizations remain challenged with aligning data sources and data visibility across organizations (supply chain, P2P, finance, legal, HR and operations)
- 10% of integrations are not successful or abandoned due to time constraints or complexity
- Change management, stakeholder impacts and training requirements are often underestimated

The Hackett Digital World Class Matrix™ – purchase-to-pay

Scope for this edition of the matrix



The Hackett Group's purchase-to-pay process definitions

Scope	Description
Onboarding and Data Management	▶ The process of managing item master, catalog records, contract content and supplier master files, including adding, changing, or deleting information contained in such records and/or files.
Requisitioning and Ordering	▶ The process of acquiring goods or services, including identification of need, formalizing the requisition, securing approvals, and generating purchase orders.
Receiving and Evaluating	▶ The process of coordinating supplier schedules, receiving, and recording goods and services receipts within the systems.
Invoice Processing	▶ The process of paying suppliers, vendors or external third parties for goods, services, or freight shipments (inbound and outbound). These are normally considered trade payables.

Key observations for purchase-to-pay findings



Market drivers

Competitive market dynamics

- The market is fairly consolidated with a handful of solution providers having the majority of market share and acquisitions focused on filling gaps in their ecosystems
- Solutions are differentiating themselves based on scope, scale, industry capabilities, UI/UX, functionality, AI/ML enhancements, transaction channel coverage, and price

Improved collaboration and visibility

- P2P solutions include vendor dashboards with real-time feedback to enhance the procurement lifecycle and promote improved communication with vendors
- Solutions may assist in identifying preferred vendors by automatically tracking supplier key performance indicators (KPIs) and buyer and/or user feedback
- Onboarding cycle times are being streamlined through pre-validation and auto-population based on trusted supplier network information and services

Automated workflow and business processes

- Automated workflows reduce bottlenecks, improve accuracy, manage exceptions, and allow for AI-assisted process mining and continuous improvement
- Solutions provide controls and compliance to company policies across globally distributed, hybrid, and virtual workforces

Enhanced experience and user effectiveness

- Solution providers are focused on delivering a robust, yet easy to navigate, experience addressing complex transactions with simplified and/or guided navigation
- They are improving information flows across traditionally disjointed data sources, including contracts, receiving systems, portals, invoicing and payment systems



Buyer key focus areas

Spend visibility

- Buyers need global visibility of their spend, the ability to compile spend data across buying channels, and to utilize that data for multiple purposes and audiences
- Finance and procurement departments want consistent, real-time information to collaborate on upcoming purchases, forecasts, pricing and budget availability

Supplier adoption

- Buyers equate supplier adoption with implementation success – with higher adoption driving realized value in data accuracy, touchless automation and efficiency

Integration capabilities

- Buyers value ease of integration, integration experience, and low ongoing maintenance for integrations with ERPs, and other core, connected solutions

Operational efficiencies/guided buying

- Enhancing automation leveraging AI/ML, and improving cycle time are expected buyer outcomes with many unable to track key metrics within their legacy systems
- Providing an intelligently-assisted guided buying experience that optimizes pre-negotiated pricing, webstore functionality and preferred vendor relationships is another key objective

Compliance and risk

- Buyers struggle with understanding, and adapting to, rapidly evolving multicountry invoice compliance requirements
- Real-time intelligent fraud detection, fraud prevention, and risk management are focus areas, and concerns of both purchasing and finance leaders

Key observations for purchase-to-pay findings (cont.)



Technology challenges

Configuration and design

- 51% of participants indicated moderate to significant configuration modifications were required to make their solution ready to deploy
- Some solutions have opportunities to reduce the level of complexity and expertise required to complete minor configuration modifications
- Other solutions have restricted optionality which makes it more difficult to automate certain purchase-to-pay transactions, such as non-PO and pre-payments

User navigation

- Some solutions have expanded their scope through acquisition or separate development cycles, leading to variations in navigation, UI and/or UX across modules

Supplier management

- Supplier involvement is often limited due to complex registration and setup processes, fee structures, or limited focus during the implementation process

Data management

- Some P2P solutions rated poorly for out-of-the-box reporting and report creation, with buyers choosing to extract and mine data in other reporting and visualization tools

Functionality

- Exact translation with native language is a challenge for many solution providers
- Line-level invoice matching is another frequently referenced functionality gap



Value realization

Business case objectives

- Study participants targeted and achieved about 14% cost and/or spend reduction and spend control improvement by steering requesters to compliant purchase channels, leveraging preferred suppliers, and negotiated pricing
- Staffing reduction and productivity improvements were typically viewed as a secondary objective, with 8% average improvements achieved

Improved efficiency/productivity

- Buyers achieved 73% improvement in touchless and/or automated requisition to PO transactions
- Supplier adoption and onboarding strategy were key drivers of success and differentiation
- The top quartile reduced cycle times by 28% with streamlined workflows and process visibility being the most significant areas of improvement
- First pass match rates of 83% were achieved by the top quartile, driving substantially higher invoice productivity results

Data monitoring, compliance and visibility

- Buyers were able to achieve approximately 92% PO compliance rates post-solution deployment
- Solutions allow for real-time data monitoring and automatic data extraction for troubleshooting, issue resolution, audit, and training purposes
- The modern digital platforms improved spend visibility 40%-60% versus their previously implemented solution

Key observations for purchase-to-pay findings (cont.)

Additional considerations for buyers and solution providers



Buyers/end users

- Most buyers' focus is on modernization of their platforms to drive standardized, compliant, automated processes with enhanced user experiences
- Additionally, many of the platforms offer other broader suite functionalities, including contract management, sourcing, and supplier and/or risk management
- Although overall integration success rates were high, some solution providers had difficulty integrating into multiple ERP environments or successfully integrating with less-common legacy ERP solutions
- Master data management and alignment on standard data elements were also critical to implementation success
- Some buyers experienced longer cycle times post implementation based on adding approval levels and increasing PO adoption rates
- While top performers saw strong results for first pass matching rates some buyers were frustrated by their solution's enablement of first pass matching
- Some solutions rate lower for transparency and frequency of upgrades, with top performers leveraging community forums for customer involvement, visibility, and prioritization of enhancements
- Customer service breadth and satisfaction levels tend to be lower in the point-to-point solutions than the broader scope of P2P/source-to-pay solutions



Solution providers

- User satisfaction and experience with the technology were rated favorably by 84% of customers
- 78% of participants were satisfied with the ease of adoption of their solution
- Customers have mixed levels of understanding regarding current AI/ML functionality, benefits, and plans for future AI/ML enhancements
- Standard reporting packages and applicability to their business requirements were commonly referenced pain points with customers
- Customers cited lack of flexibility in pricing models and pricing options as a source of frustration
- Buyers are creating and prefer short and targeted "how-to" training video clips to guide users through common navigation questions
- Some solution functionality remains complex to understand even for experienced users, indicating further room to improve ease-of-use in design
- Newer solution providers would benefit by expanding resources with P2P experience (marry technology capabilities with business advisory skills)
- Operational management functionality, such as error tracking and resource productivity reporting, is an area of opportunity for many providers

Defining Digital World Class® performance

How to read the Hackett Digital World Class Matrix™



DIGITAL WORLD CLASS®

- These companies are in the strongest position. They balance solution offerings, features, functionality and client value realization.
- These companies have an expanded mix of solution capabilities and are achieving high customer satisfaction ratings.



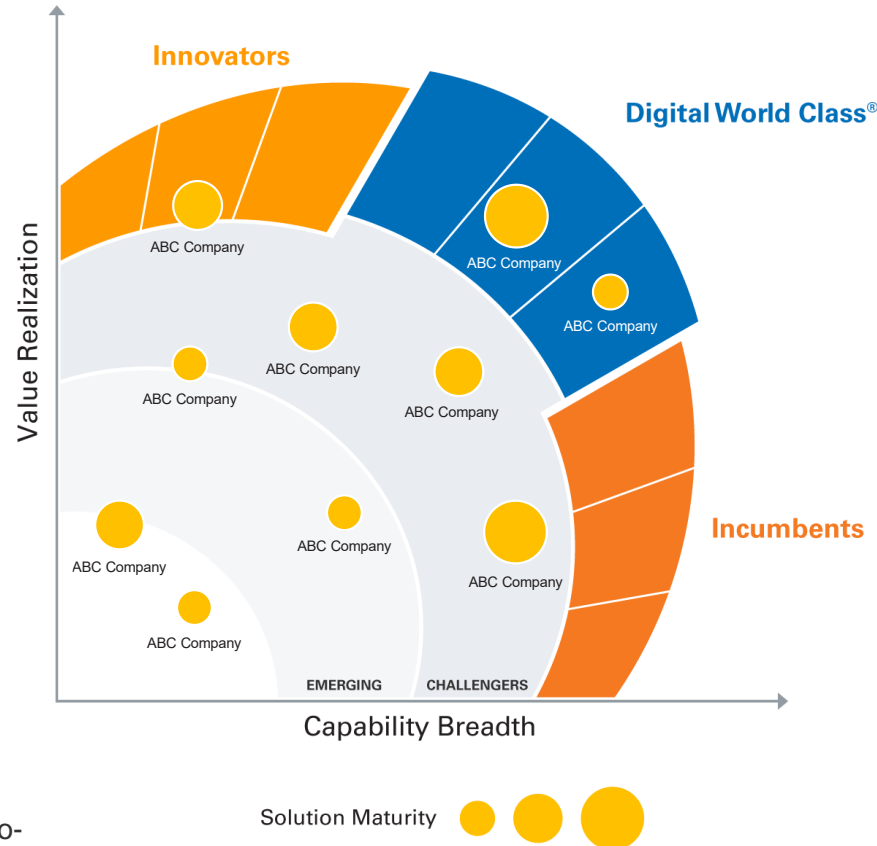
INNOVATORS

- Innovators are delivering superior value realization to clients; however, they have limited scope and solution features.
- While the companies in this space are focusing on a narrow scope, they are well regarded by industry experts and users.



INCUMBENTS

- Incumbents focus on building strong, broad, function-level capability within their platforms, and flexibility in solutions and services for end-to-end processes.
- Incumbents have mixed strength in capability and are not delivering against key process performance metrics.



CHALLENGERS

- Challengers are progressing toward delivering greater value realization and capability breadth.
- Capabilities and value realization are not yet fully established within the challenger's toolkit.

EMERGING

- Emerging providers are still developing and defining their capabilities and go-to-market strengths.
- Emerging providers possess limited market share but are displaying a vision for growth.

SOLUTION MATURITY

- Solution maturity is determined through multiple factors, including breadth of solution, complexity of customer base, implementation capabilities and ability to scale globally.

The Purchase-to-Pay Hackett Digital World Class Matrix™ observations

Our observations

Solution maturity is determined by solution breadth, customer base complexity, implementation capabilities and ability to scale globally

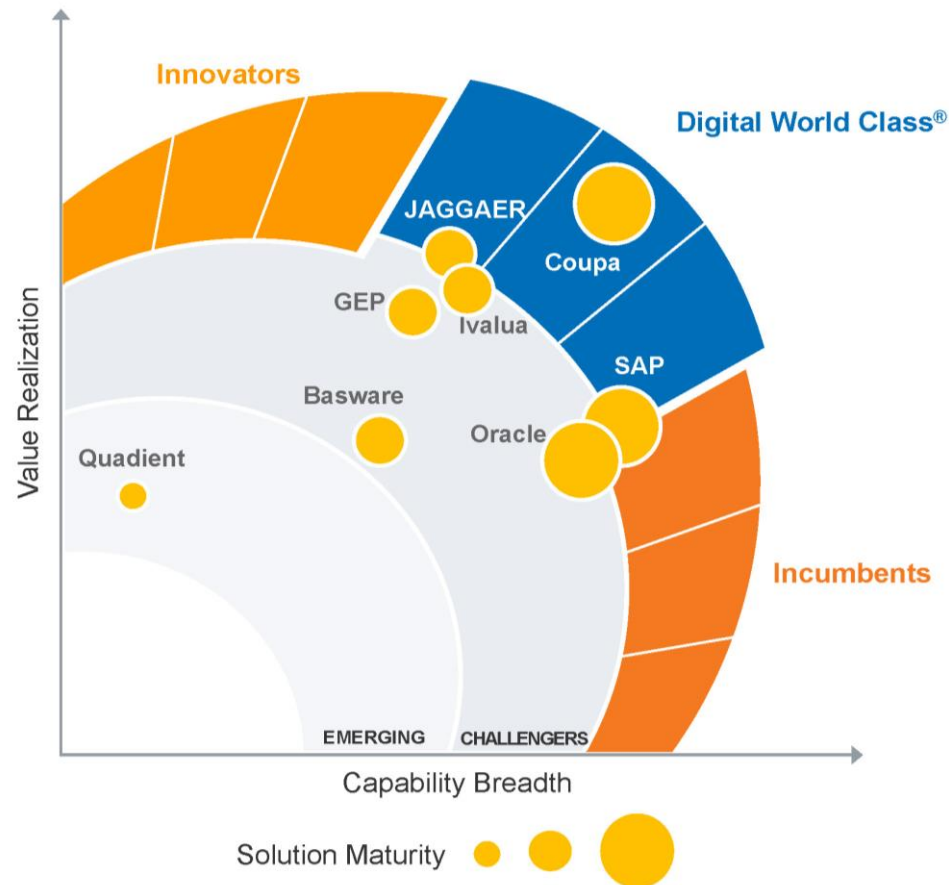
- Those with larger solution maturity (largest bubble size) are more suitable for higher volume, and are globally distributed organizations with complex infrastructure and business requirements.

Capability breadth measures the scope and meticulousness of solution features and functions

- While all these solutions deliver powerful P2P functionality, not all have the same level of capability breadth. Those landing further to the right generally have advanced requisition to purchase orders, invoice processing, supplier onboarding and data management functionalities, robust configuration options, and strong integration within and across suites.

Value realization measures the ability of the solution provider to positively impact their client's key P2P performance metrics

- Solution providers higher on the matrix distinguished themselves with strong adoption levels (suppliers, users and volumes across multiple transaction channels), better data management, integration, automation levels and spend visibility.
- Usability, navigation, ease of adoption, intuitiveness and overall user experience were additional areas of differentiation.



Source: The Hackett Group

Note: Two additional solution providers, Kissflow and Synertrade, participated but were not plotted on the matrix due to an incomplete sample size.

For additional details on the solution providers and the full research report contact Advisor@thehackettgroup.com regarding the Executive Advisory Membership Program.

Coupa profile



COMPANY OVERVIEW	
BUSINESS DESCRIPTION: Coupa provides a cloud-based business spend management solution. The program offers a range of core functionalities, including e-procurement, supply chain management, supply risk management, treasury, working capital management, expense management and strategic sourcing.	
FOUNDED:	2006
HEADQUARTERS:	San Mateo, CA, US
OWNERSHIP:	Private (A Thoma Bravo company)

“Coupa continues to deliver and expand upon its broad range of capabilities, driving high levels of client satisfaction, an intuitive user experience, and improvements in spend management and visibility for its wide and diverse customer base.”

- Coupa’s solution fits market sizes from smaller regional to multicountry/global in scale
- The solution is applicable across industries with some sector specialization for automotive, banking and investment, business services, healthcare, transportation manufacturing, and consumer products companies

MAJOR INDUSTRIES	MAJOR CLIENTS	MAJOR M&A
<ul style="list-style-type: none"> ▪ Automotive ▪ Banking & Investment ▪ Business Services ▪ Consumer Products ▪ Hospitality and Entertainment ▪ Information Technology 		
VISION	MISSION	
<p>“Obsessive and unwavering commitment to making customers successful.”</p> <p>“Relentless focus on delivering results through innovation and a bias for action.”</p> <p>“Commitment to a collaborative environment infused with professionalism, integrity, passion and accountability.”</p>	<p>“Our mission is to unlock our customers’ full potential to do well and do good, anchored in a shared belief that we are smarter, together. Through our vision, we see a global community of companies and leaders, united to make every business dollar spent more effective, equitable, and sustainable.”</p>	
STRENGTHS	OPPORTUNITIES	
<ul style="list-style-type: none"> ▪ Breadth of the solution functionality ▪ Ability to address globally complex installations ▪ Strong integration capabilities (SaaS solutions to full ERPs) ▪ Exceptional user interface and ease of navigation ▪ Flexibility of requisition/PO creation/approval functionality ▪ Catalog setup, usability and functionality ▪ Supplier enablement and self-service capabilities ▪ Coupa community and receptiveness to community feedback 	<ul style="list-style-type: none"> ▪ Incorporating generative AI on top of Coupa Community.AI across the solution ▪ Enhancing pre-spend process management, such as with spend planning/category management ▪ Simplifying service timesheet functionality/integration ▪ Refining data migration process for contract information (timing and level of effort for mapping) ▪ Improving error messaging and guidance for resolutions ▪ Enhancing learning and development content/options ▪ More quickly integrating acquired solutions 	

HACKETT DIGITAL WORLD CLASS MATRIX™ PLACEMENT

Hackett Assessment **Onboarding & Data Mgmt.**

- Coupa's ratings were high for improving spend visibility and spend management, with some clients still learning the capabilities, or planning to implement AI classification
- Coupa also rated favorably for supplier connectivity, driven by leverage of the free for supplier usage model

Hackett Assessment **Requisition & Ordering**

- Strong functionality for catalog setup/management, with high usability and intuitive navigation
- PO adoption rates were high, while requisition and PO cycle times and automation were comparable

Hackett Assessment **Invoice Processing**

- Coupa rated high for invoice first pass match success, and for PO invoice processing/productivity
- Enhancement opportunities in lower volume channels, such as non-PO, down payments and pre-payments

Hackett Assessment **Speed to Value/Experience**

- Coupa is considered by customers as receptive to the community with a value-oriented mindset
- Exceptional user interface, ease of navigation, and adoption for frequent and infrequent users
- The speed to value for implementation and satisfaction with the implementation process were favorable
- Hypercare after go-live was rated less favorable

COMPETITIVE DIFFERENTIATORS

- Web solution fully mobile with Android and iOS capability
- Control and visibility of business services spend
- Ease of use and navigation
- Highly configurable and customizable
- Industry-diverse procurement service experience
- Quick integration capability with other software
- Wider business outreach in multiple regions
- Community collaboration and support

SHORT-TERM INVESTMENT ROADMAP

- Coupa is continuing to make investments to improve functionality and the user interface of their solution
- Investments are being made in a number of other areas including AI, analytics, IT spend optimization, workforce spend, application integration and B2B payments
- Solution functionality is being enhanced to empower leadership teams including supply chain and finance
- Incremental focus is being placed on ESG, diversity and inclusion, and supplier risk and performance management capabilities

END-USER CASE STUDY

OBJECTIVE	SOLUTION PROVIDED	BENEFITS
<p>Telenor Group, a state-owned, multinational telecommunications company focused primarily on the Nordics and Asia, faced challenges in managing \$5 billion in spend. It wanted to eliminate inefficient invoice cycle times and achieve its strategic vision to be touch-free.</p>	<p>With Coupa, Telenor deployed a more user-friendly procurement system that enabled increased visibility into its spend, put an end to bottlenecks and improved cash flow management.</p> <p>The Coupa solution included:</p> <ul style="list-style-type: none"> ▪ P2P ▪ Sourcing ▪ Contract Lifecycle Management ▪ Risk and Performance Management ▪ Third-Party Risk Management ▪ Supplier Information Management 	<p>Some of the key benefits Telenor realized from the Coupa solution included:</p> <ul style="list-style-type: none"> ▪ Reduced invoice cycle time by three weeks ▪ Organized user groups that help build community and increase adoption ▪ Ability to make better decisions because of visibility into spend ▪ 6-day invoice cycle time ▪ \$5B of spend managed yearly ▪ 360-degree view of supplier relationship

Appendix (process definitions and FAQs)

The Hackett Digital World Class Matrix™ frequently asked questions

Frequently Asked Questions

How are solution providers selected for participation?

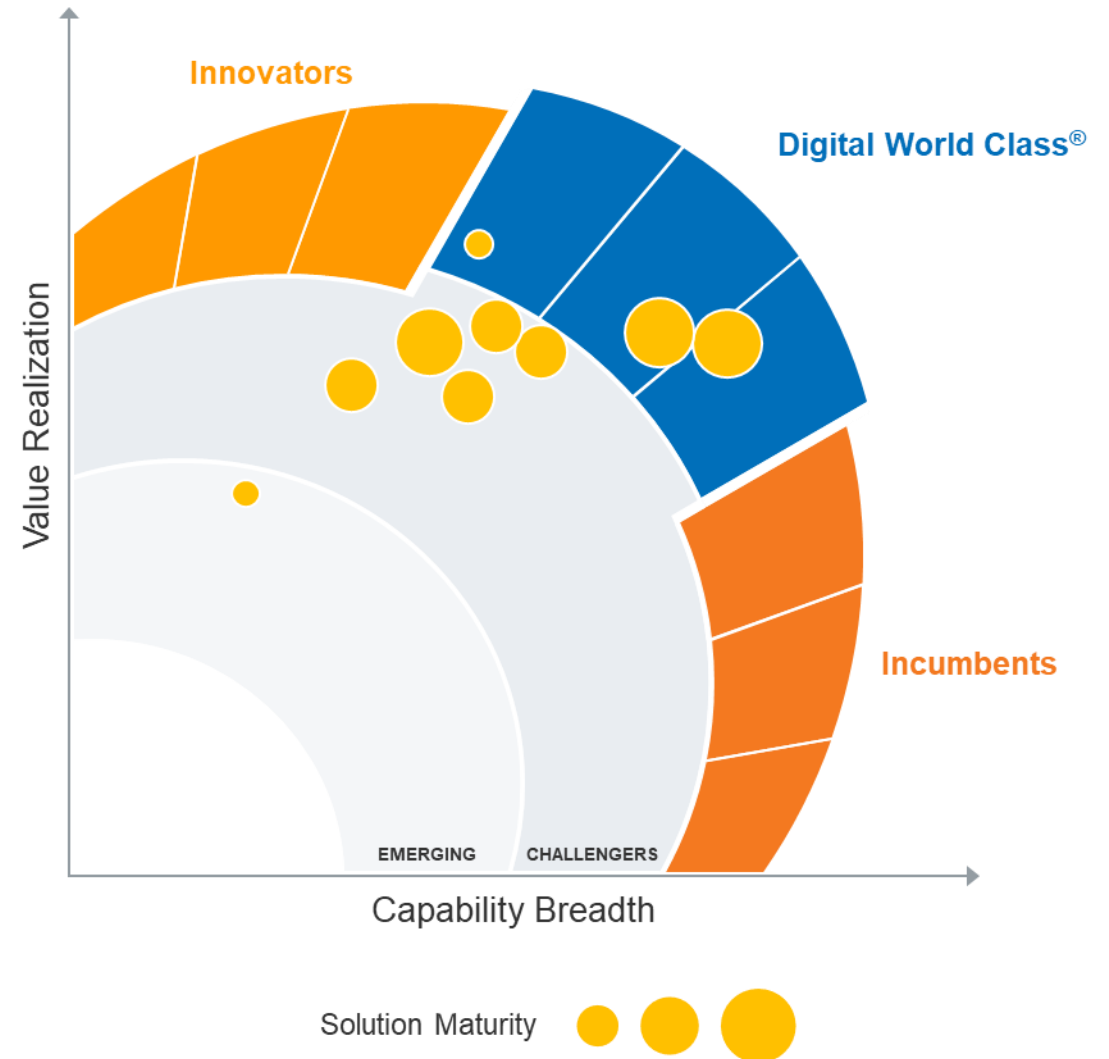
- Solution providers are included if they meet the inclusion criteria for the study which is determined by The Hackett Group analysts and subject matter experts during the initial scoping and design phase.

Are solution providers able to decide if they are included or excluded from the Hackett Digital World Class Matrix?

- No, solution providers cannot choose to be included or excluded from the Digital World Class Matrix study. However, solution providers may choose not to directly participate in the process or provide information to The Hackett Group. The Hackett Group encourages participation; but does not reward or penalize solution providers based on their level of participation.

Does The Hackett Group share any individual responses from customer references, surveys, interviews or solution analysis?

- No, all responses from customer references, surveys, interviews, solution provider content, and other sources of data collection are kept confidential, and aggregated into the overall analysis.



The Hackett Digital World Class Matrix™ frequently asked questions (cont.)

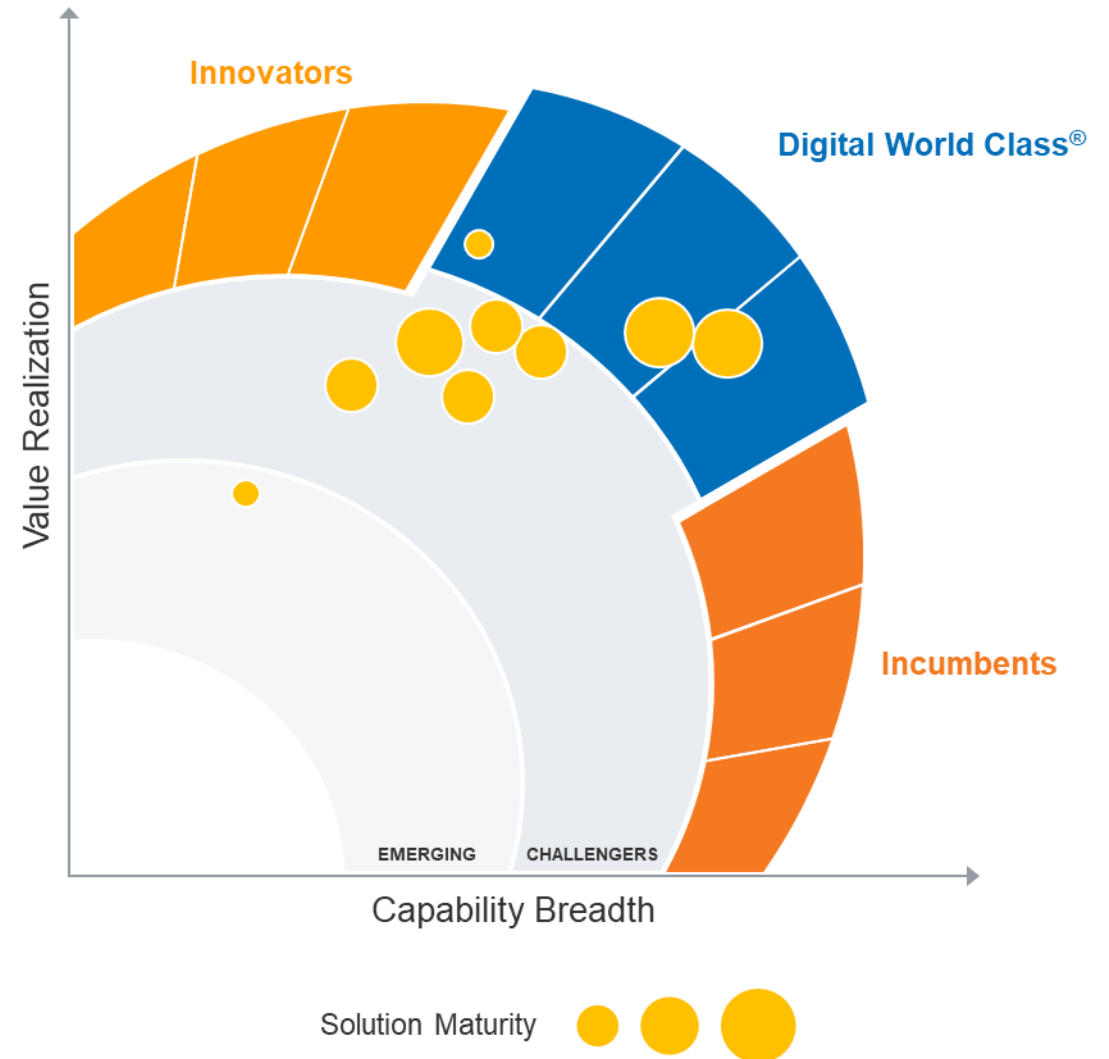
Frequently Asked Questions

Are there different levels of solution provider participation?

- Yes. Some providers have supplied all requested information, while some only provided partial information and The Hackett Group gathered the remaining information from our sources. For others, The Hackett Group gathered all of the evaluation information from our sources.*

What criteria was used to rate the solution providers?

- For Capability Breadth, the following criteria was used:
 - Capabilities: Customer base/market capability, requisition to PO, invoice processing, supplier onboarding and data management, additional technology differences
 - Provider demographics: Revenue, employee size and geographic coverage
- For Value Realization, the following criteria was used:
 - Subject matter expert performance evaluation
 - Value realized – Customer experience/speed to value
 - Value realized – Performance metrics
 - Customer complexity
 - Customer implementation complexity
 - Breadth of provider functionality



*Ratings for the following service providers excludes their direct input and are based on The Hackett Group's applied knowledge, public disclosures, and The Hackett Group's interview/survey responses from solution provider buyers: Coupa, GEP, JAGGAER, Oracle and SAP

The Hackett Group's process definition: Requisition to receipt

Requisition to receipt

The process of acquiring goods or services, including identification of need, formalizing the requisition, securing approvals, generating purchase orders, coordinating supplier schedules, receiving, and recording the goods and services receipts within the associated systems.

- 1. Requisitioning:** The process of identifying a need, creating, authorizing, modifying, completing, and processing requisitions for indirect and direct materials and services.
- 2. Purchase order (PO) processing:** Includes purchase order creation, approval, distribution to suppliers, maintenance, inquiry support, issue resolution and reporting.
- 3. Supplier scheduling:** The process of providing suppliers with valid due dates for future deliveries and support for order expediting. Includes review of supply requirements, order release and inbound tactical supply management.
- 4. Receipt processing (materials and goods):** Includes materials delivery review (quality inspection, acknowledgement, counts, documentation, verification), inputting receiving counts and other information into the receiving system, discrepancy resolution, inquiry support, communications, filing, storage, retrieval and reporting.
- 5. Receipt processing (services):** Includes service delivery review, verification and validation of completion. Also includes inputting service receipts, and other information into the receiving system, discrepancy resolution, inquiry support, communications, filing, storage, retrieval, and reporting.

The Hackett Group's process definition: Invoice processing

Invoice processing

The process of paying suppliers, vendors or external third parties for goods, services or freight shipments (inbound and outbound). These are normally considered trade payables.

- 1. Pre-processing:** Includes hard or soft copy mail opening, sorting, date stamping, organizing and indexing in preparation for processing. Also includes review of documents for completeness, rejections or returns of incomplete documents, or determining where documents are to be delivered.
- 2. Verification/approval:** Includes verifying images, documents or invoices for quality, applying account or department coding where required, routing/sorting invoices/documents into payables processor work queues.
- 3. Processing:** Includes receipt and processing of electronic invoice data (EDI, evaluated receipt settlement [ERS], portal, PO flip), emailed invoice data (PDFs), and mailed invoice data (hard copies). Also includes inputting data into payables system, matching invoices, matching line items, and applying or validating additional line items (freight, taxes, other).
- 4. Discrepancy resolution:** Includes identification of discrepancies, such as price or quantity differences, short pay, and missing or invalid PO numbers. Also includes notification of discrepancies to buyers, originators, receiving, and follow-up on aged discrepant items.
- 5. Payments:** Includes preparation of payment files, reviews, approvals, signatures where required, processing, currency conversion, delivery of payment (ACH, EFT, wire, check), and special handling, where required.
- 6. Reconciliation/accrual/compliance:** Includes account reconciliations (payables, bank and GL accounts), payables accruals, credit memo follow up, cash forecasting, review of vendor statements, duplicate payment monitoring, prevention and recovery, returned or lost payments, 1099 reporting, and audit/compliance reporting and support.
- 7. Inquiry response:** Responding to internal or external calls, emails, chats, electronic tickets, other inquiries regarding the status of payments, or other questions related to payables processing.
- 8. File/store/retrieve:** Hard or soft copy filing, storage, retention, and retrieval of payables related documentation in accordance with internal and external compliance requirements.

The Hackett Group's process definition: Onboarding and data management

Supplier onboarding and data management

The process of managing item master, catalog records, contract content and supplier master files, including adding, changing or deleting information contained in such files/records.

- 1. Supplier setup:** Receiving requests, collecting and validating account information, coding and classifying suppliers, approving, creating and onboarding new supplier accounts. Includes internal and external compliance activities related to setting up new vendor accounts and the required information to make a supplier payment.
- 2. Supplier master file maintenance:** Adding, editing or deleting information contained in the supplier master file(s). Includes editing supplier data (addresses, contacts, name changes), blocking suppliers, monitoring activity, reporting, supporting inquiries, management and integration of information.
- 3. Contract management:** The process of managing contract templates and digitizing, administering and managing supplier contracts. Includes collection, retention, conversion, uploading, reporting, inquiry support, management and integration of information.
- 4. Item master/content management:** The process of adding, editing, or deleting information contained in the item master file(s). Includes receiving parts or service content requests, collecting setup information and documentation, loading into system, and validating account information, coding and classifying items, approving, releasing, and updating content. Also includes ongoing maintenance, blocking, editing, deleting, reporting, inquiry support, management and integration of information.
- 5. Catalog management:** The process of establishing and maintaining buy-side catalogs including adding, editing or deleting information contained in such files. Includes receiving catalog requests, creating catalog structure, collecting setup information and documentation, adding new items to catalog, testing and monitoring utilization, approving, releasing, and updating content. Also includes ongoing maintenance, blocking catalog items, editing, deleting, interfacing with suppliers for punch-out data, reporting, inquiry support, management and integration of information.

Executive Advisory Membership Program

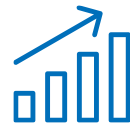
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Our advisory service provides clients with unlimited access to Hackett's market-leading intellectual property and research, along with the personalized touch of a dedicated advisory team to help you realize your specific goals.

The Hackett Group's Executive Advisory Membership Program combines an easy-to-use benchmarking platform, member portal with best practice research, case studies, diagnostics tools and advice from experienced advisors.



Strategic Insight



Targeted Improvement



Accelerate Benefits



Risk Mitigation



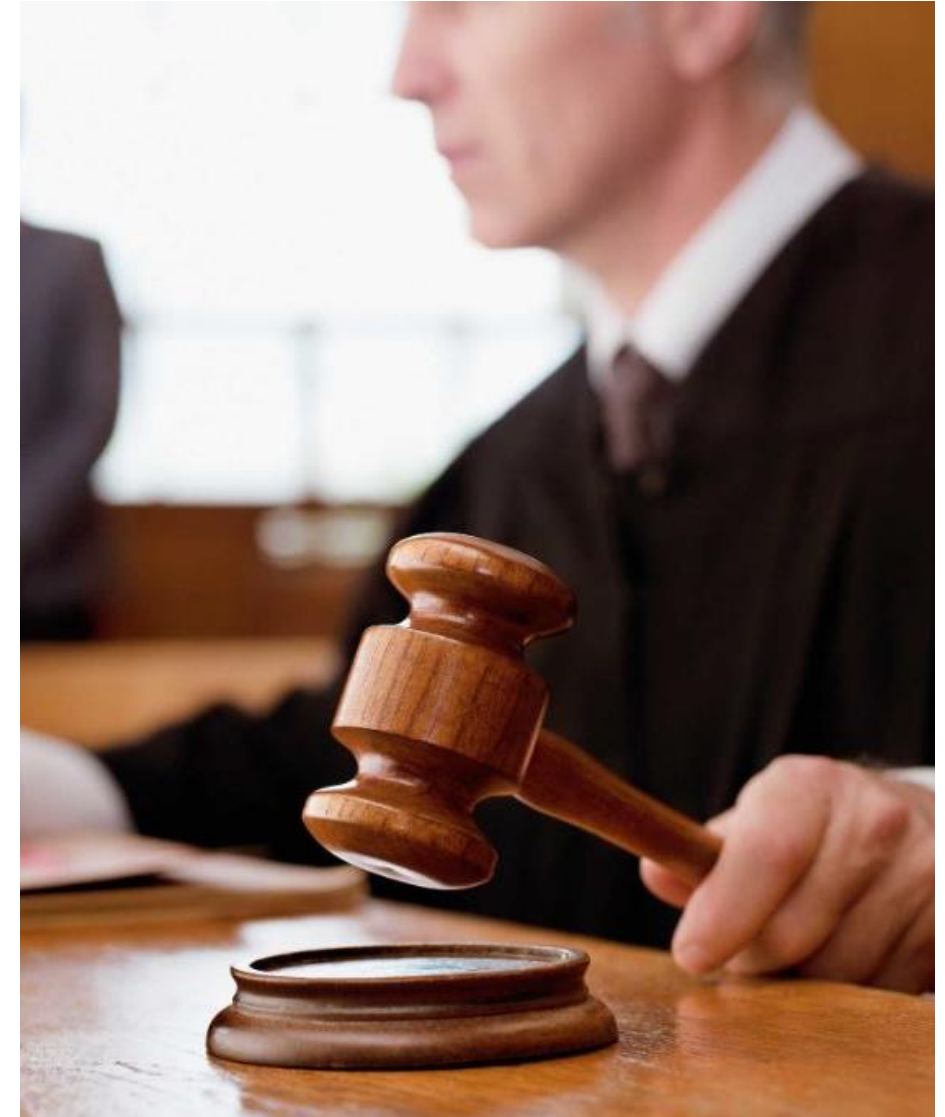
Manage Change

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