

The 2024 Strategic Sourcing Technology Advisor

Research designed to help business leaders navigate the enterprise technology landscape.

Ardent Partners

May, 2024

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Executive Summary

The 2024 Strategic Sourcing Technology Advisor is designed to help sourcing and procurement leaders navigate the strategic sourcing solution provider market.

Ardent Partners' 2024 Strategic Sourcing Rankings

Ardent Partners evaluated the market's top strategic sourcing solution providers' **Solution Strength** (the ability to support the full scope of strategic sourcing activities, as defined by Ardent Partners' Strategic Sourcing Framework discussed below) measured along the X-axis, and **Provider Strength** (which includes factors such as execution ability, client success, ownership, references, and product vision) measured along the Y-axis.



The Ardent Partners Advantage

Ardent Partners is a next-generation analyst firm that leverages its data-driven research to help business executives make smarter decisions and achieve better results. Ardent Partners uses a rigorous, multimodal research process that leverages qualitative, quantitative, and deep market knowledge to produce its *Technology Advisor* series. It contains inputs on usability, solution functionality, completeness of offering, future solution strategy, technology adoption, company presence, and ability to execute, as well as company focus and vision. Ardent Partners' mission in delivering the *Technology Advisor* is to provide straightforward, useful information that can help organizations make more educated technology decisions. As a result, this *Advisor* is a valuable tool that practitioners can utilize during their solution evaluations.

Ardent Partners closely covers the Source-to-Settle solution provider marketplace and produces research to help business decision-makers understand the technology landscape and identify the best-fit solution(s) based upon their specific requirements and budgets. Since 2010, Ardent Partners has been the preeminent source of Strategic Sourcing automation expertise and thought leadership for sourcing, procurement, and supply chain professionals alike. Today, Ardent Partners directly influences thousands of global organizations each month with its vast and wide-ranging research and consulting efforts.

Ardent Partners analysts have decades of first-hand experience evaluating, packaging, deploying, and using strategic sourcing solutions, making them eminently qualified to publish research that informs and guides readers on a) how to plan and execute a strategic sourcing transformation, and b) which solution provider(s) can deliver the best value based upon standard or unique requirements. No other analyst firm has the depth of experience in strategic sourcing possessed by Ardent. The Ardent Partners advantage includes:

- ▶ **A team of senior analysts with decades of direct experience working in, researching, and consulting with the procurement industry.**
- ▶ **A repository of market research on more than 8,000 unique procurement organizations, built over the last decade+, including technology adoption and usage statistics, performance and operational metrics, and forward-looking plans and intentions.**
- ▶ **Frequent and regular involvement as an advisor to RFP projects for sourcing/procurement and accounts payable automation projects.**
- ▶ **A network of websites (including [CPO Rising](#) and [Payables Place](#)) that publish research, analysis, insights, and coverage of the solution providers in the supply management marketplace.**
- ▶ **An engaged, global community of 40,000+ procurement and finance professionals.**
- ▶ **A unique understanding of the underlying strategic sourcing processes and technologies, enabling Ardent's analysts to provide valuable, insightful, and actionable guidance.**

Research Methodology

Ardent Partners utilizes a rigorous, multi-modal research process that leverages qualitative, quantitative, and deep market knowledge to produce this Technology Advisor Report. The Ardent team identified the solution and market leaders in the strategic sourcing space for inclusion in this research study. The eight providers and their distinct solutions included in this report are:

- ▶ **Corcentric**
- ▶ **Coupa**
- ▶ **GEP**
- ▶ **Ivalua**
- ▶ **JAGGAER**
- ▶ **Market Dojo**
- ▶ **SAP**
- ▶ **Workday**

Participating companies were asked to complete a robust RFI questionnaire covering all aspects of their solution. Areas of focus included the four core modules of a strategic sourcing suite (see the Strategic Sourcing Framework below), general technical capabilities, reporting & analytics, and solution roadmap. Ardent Partners conducted in-depth customer interviews with each of the participating solution providers. Ardent's analyst team also participated in detailed briefings and solution demonstrations to gain a complete company overview as well as an in-depth understanding of specific solution capabilities.

This report contains inputs on usability, solution functionality, completeness of offering, innovation, customer reviews, company presence, and ability to execute, as well as company focus and future solution strategy. Ardent Partners' mission in delivering this Technology Advisor is to provide straightforward and useful information that can help organizations make smarter buying decisions. Questions about our methodology, analysis, and conclusions are welcomed and may be directed to Ardent's chief research officer, Andrew Bartolini, abartolini@ardentpartners.com (please put the report title in the subject line).

Ardent Partners' Strategic Sourcing Framework

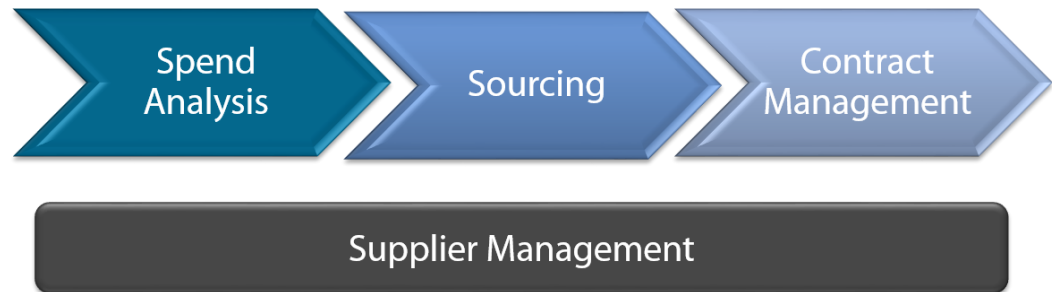
The last 25 years have made the world smaller, distances shorter, suppliers more plentiful, timelines tighter, risks higher and wider, and rewards greater. For enterprises of all sizes and maturity classes, when it comes to sourcing, shooting from the hip and hoping for the best is no longer an option. All organizations, from garage-space startups to multinational corporations, need to be deliberate and strategic with their sourcing activities to succeed today, tomorrow, and in the days and years ahead.

Considering the speed and complexity of the modern business environment, and the leverage that relatively small sourcing teams can wield with automated sourcing processes, **Ardent Partners' definition for strategic sourcing is “the business process that leverages process automation tools to quickly identify, evaluate, negotiate, implement, and adjust the optimal mix of goods and services that best support the constantly evolving objectives of the enterprise.”** Using this broad definition should help sourcing teams counter the hazards and threats they can be subjected to in the modern business environment and focus on developing the speed and agility to meet market challenges now and in the future.

Ardent Partners believes that there are “four pillars” that should serve as the foundation for any strategic sourcing program. These are the primary sub-process areas that drive all sourcing activity — spend analysis, sourcing, contract management, and supplier management. By themselves, each pillar can play a critical role in helping a team properly source a business requirement. And yet, when all are logically combined and leveraged in total, the whole is radically greater than the sum of its parts. Ardent Partners research has shown that the returns on an incremental investment made to extend and/or automate the strategic sourcing process from one pillar to the next can yield significant and long-lasting returns. Automating and integrating these four areas creates a reinforced structure that serves global sourcing and procurement organizations significantly better than if they tried managing each process manually and/or in an ad-hoc manner. This is one of the main reasons there is a clear market preference for strategic sourcing suites over a best-of-breed approach and why Ardent Partners has chosen to evaluate full suites.

Strategic Sourcing solution suites (see *Figure 1*) have been available for more than two decades and are a well-established set of solutions supporting many of the key processes that drive value for a procurement organization across the full, no surprise, strategic sourcing process. The core modules of a Strategic Sourcing Suite are:

- Spend Analysis
- eSourcing
- Contract Management
- Supplier Management

Figure 1: Strategic Sourcing Suite Components

Sourcing professionals know that having a clear and detailed view into a category of spend enabled by **automated spend analysis** makes sourcing that category significantly easier and positively impacts results. **eSourcing** applications automate the supplier negotiation process and are among the most powerful supply management solutions available today. Price discovery, process efficiencies, bid evaluation analysis and optimization, and improved stakeholder visibility are among the benefits that eSourcing users typically report.

Automated contract management tools allow enterprises to leverage existing contract templates, standardized (“boilerplate”) language, insert applicable clauses, apply electronic signatures, and leverage straight-through processing for faster, more efficient, and more accurate execution. Decision-makers can review, edit, and sign contracts on mobile devices, with signed contracts securely stored in the cloud on central, digital, and searchable repositories for easy review.

Supplier management solutions support the collection and management of critical supplier information and supplier performance as well as supplier collaboration. Additionally, it supports the detection, management, and mitigation of supplier risk and associated regulatory reporting.

Leading procurement departments understand that suppliers should be viewed as a source of knowledge and expertise that can be leveraged for competitive advantage and mutual gain. Automating supplier relationships across the areas of information, performance, and risk management can increasingly impact enterprise operations and overall performance in the months and years ahead.

While linking processes is a clear benefit, sourcing teams cannot truly “connect the dots” until the processes are also automated. And though these modules can be used independently and on a standalone basis, they are also part of continuous and parallel processes with constant interactions between the modules.

For example, Spend Analysis is used to continuously identify spend opportunities that feed into eSourcing but also monitor compliance that feeds into contract management and supplier management solutions. eSourcing solutions are used to negotiate price as well as general terms and conditions that can be fed into a contracts solution. Meanwhile, supplier

data stored in the supplier management solution can be used in an eSourcing event to improve the evaluation of an incumbent; supplier performance can also be measured and monitored against contracted SLA targets in the contracts solution. Expiring contracts in the contracts solution can trigger new sourcing events in the eSourcing solution and so on. The powerful and highly valuable interplay of processes, data, and systems can dramatically shift the performance trajectory of any procurement department.

The Strategic Sourcing Technology Advisor Rankings

Ardent Partners evaluated and ranked the solution providers (see Figure 2) in this report based upon two essential areas of consideration: (1) **Solution Strength**, which includes the quality, depth, and breadth of the provider’s current Strategic Sourcing solution across the full strategic sourcing process as defined in Ardent’s Strategic Sourcing Framework. The solution strength evaluation also considers factors including usability, functionality, and the solution’s ability to support key tasks, activities, and processes that drive the sourcing function. The other area of consideration is (2) **Provider Strength**, which considers quantitative and qualitative factors, including support and delivery capabilities, analytics and reporting, specialization, product roadmap, and customer references. See the Appendix for a more complete definition of Ardent Partners’ evaluation criteria.

Figure 2: The 2024 Strategic Sourcing Technology Advisor Rankings



Provider Profiles

Coupa Software

Ardent Partners' evaluation and analysis have ranked Coupa as a "Market Leader" in the 2024 Strategic Sourcing Technology Advisor. Coupa's Strategic Sourcing suite is notable for its overall product strength and its use of community data to fuel new AI capabilities and best-practice KPIs.

Coupa Software ("Coupa") was acquired by Thoma Bravo, a private equity firm, in February 2023 and is now a privately held company. Coupa is a provider of cloud-based business spend management solutions. Founded in 2006, the company has grown to over 2,000 employees with a San Mateo, CA, headquarters and 36 additional offices located across the U.S., Europe, Asia-Pacific, and LATAM. Coupa was launched with a cloud-based eProcurement solution and has subsequently developed and/or acquired the solutions that comprise its full "Design-to-Settle" suite.

While Coupa does not disclose customers or revenue by module, it states that it has, in total, over 3,000 customers and delivered over \$1 billion in billings for the fiscal year ended January 31, 2024. While Coupa has customers across most industries and of all sizes, the recent trend has been the acquisition of more large enterprise customers.

Coupa's strategic sourcing offering is comprised of several acquired solutions that have been integrated or rearchitected into the Coupa Total Spend Management suite. Ardent Partners evaluated *Spend Analytics, Coupa Sourcing, Coupa Sourcing Optimization (CSO), Contract Lifecycle Management, and Supplier Management.*

Strengths

- ▶ **From a functionality perspective, Coupa's Strategic Sourcing platform is one of the broadest and deepest in the market today. This strong offering is enhanced by a complementary set of tools, including a market-leading P2P solution as well as a supply chain planning and design offering.**
- ▶ **By both design and scale, Coupa can capture massive amounts of aggregated and anonymized customer spend data. This supports the high use of AI and machine-learning capabilities throughout the strategic sourcing suite. This will also allow Coupa to train new generative AI capabilities on a proprietary data set, leaving the company well-positioned for longer-term AI advances.**
- ▶ **Coupa CSO is the most advanced and flexible eSourcing solution in the market with its combinatorial optimization functionality.**
- ▶ **Coupa's expansive customer community/network helps make the suite "stickier" than most other offerings with the sharing of robust information (KPIs and other benchmarks) and savings advantages (pre-negotiated catalogs and contracts) and a progressive approach to cross-enterprise collaboration that should continue to find new opportunities for its members.**
- ▶ **Coupa has a modern approach to spend analytics with no-code capabilities.**

Considerations

- ▶ **Coupa has new ownership and experienced significant turnover in the senior leadership ranks. While Ardent Partners does not expect any significant impact on Coupa's overall**

business or solution strategy, prospective customers should mitigate the risk of new ownership with a higher level of company diligence.

- ▶ Coupa primarily focuses on broader S2P suite deals that include Strategic Sourcing and P2P. Standalone deals for strategic sourcing are less common.
- ▶ Coupa has multiple solutions for sourcing as well as basic contract and supplier management as extensions within its P2P solution. This makes it important for prospective customers, especially those looking at a full S2P scenario, to understand what modules are needed to support their requirements.

Solution Fit

Based on its solution and provider strength rankings, Coupa deserves strong consideration from any large or mid-sized enterprise exploring a Strategic Sourcing (or full S2P) transformation/automation project, including those with a global focus, and/or those possessing a moderate-to-high level of complexity. Additionally, the company deserves special consideration in the following customer scenarios:

- ▶ Organizations looking for market-leading strategic sourcing functionality as part of a full S2P suite.
- ▶ Organizations that have significant spend in complex categories that require advanced sourcing optimization capabilities.
- ▶ Organizations looking for opportunities to leverage GPO-like sourcing opportunities, performance benchmarks, and best practice KPIs (Community.ai) to improve performance.

Performance Against Key Strategic Sourcing Evaluation Criteria

The below grid highlights Coupa's performance against the key evaluation criteria utilized in Ardent's analysis of each provider in this report, with "1" meaning limited support, "2" meaning good support but one or more key features/functionality are missing, "3" meaning good support with all expected features/functionality, and "4" meaning market-leading differentiated features/functionality.

Coupa Strategic Sourcing Suite					
Module	Capability	1	2	3	4
Spend Analysis	Data Management & Classification				✓
Spend Analysis	Reporting & Usability				✓
Spend Analysis	Strategic Support & Services			✓	
eSourcing	RFx Creation			✓	
eSourcing	Bidding Features				✓
eSourcing	Collaboration and Communication			✓	
eSourcing	Direct Materials Sourcing			✓	
eSourcing	Sourcing Optimization				✓
eSourcing	Reporting			✓	
Contract Management	Administration			✓	
Contract Management	Authoring & Workflows				✓
Contract Management	Communication and Obligation Management			✓	
Contract Management	Reporting				✓
Supplier Management	Supplier Information Management				✓
Supplier Management	Supplier Performance Management			✓	
Supplier Management	Supplier Risk Management				✓
Supplier Management	Supplier Relationship Management			✓	
General	Technical Capabilities				✓
General	Reporting & Analytics				✓
General	Support/Delivery Method			✓	
General	Data Flows and Model/Intrasuite Integration			✓	
General	Usability			✓	

Appendix I

Research Process

Ardent Partners used a rigorous, multi-modal research process that leveraged qualitative, quantitative, and deep market knowledge to produce the Strategic Sourcing Technology Advisor. Ardent analysts leveraged seven different sources of data to produce their rankings and evaluations:

- 1. RFI Survey:** Each provider in this report completed a comprehensive survey (a “Request for Information”) that addressed the company, including its size, customers, partners, and financial strength. The survey also captured details regarding the Strategic Sourcing solution, including breadth of offering, current capabilities, roadmap, strategy, and adoption by customers.
- 2. Briefing:** Each provider presented an interactive briefing presentation to the Ardent Partners analyst team.
- 3. Product Demonstration:** Ardent Partners’ analysts viewed an in-depth solution demo covering the Spend Analysis, eSourcing, Contract Management, and Supplier Management phases of the Strategic Sourcing framework.
- 4. Reference Calls:** Ardent Partners conducted between three and five phone reference calls for every provider in the report and graded how the solutions were being used today and the overall satisfaction with both the provider and the solution.
- 5. Analyst Experience:** The analyst team responsible for authoring this report has collectively spent more than four decades working in the Strategic Sourcing technology space.
- 6. Market Research:** Over the past decade, Ardent Partners has conducted an extensive series of market research studies that have enabled it to survey, benchmark, interview, and engage leaders from thousands of distinct sourcing, procurement, and supply chain operations. This working body of knowledge helps frame this report and others focused on the Strategic Sourcing market.
- 7. Market Inquiries:** Each year, Ardent Partners takes hundreds of inquiries from sourcing and procurement professionals to discuss their overall technology strategies, technical and business requirements for automation, strategic sourcing automation RFPs, and their opinions and views of the providers in the marketplace.

The reference calls and product demonstrations were used to validate Ardent’s overall findings, including usability, solution functionality, breadth of offering, future solution strategy, technology adoption, company presence, and ability to execute.

Ranking Criteria and Definitions

The Performance Against Key Strategic Sourcing Evaluation Criteria scores shown for each solution provider summarize a much deeper analysis as explained here. Ardent Partners evaluated and ranked the solution providers in this report based upon two essential areas of consideration: **(1) Solution strength**, which includes the quality, depth, and breadth of the provider's current Strategic Sourcing solution across the full sourcing processes as defined in Ardent's Strategic Sourcing Framework. The solution strength evaluation also considers factors like usability, functionality, and the solution's ability to support key tasks, activities, and processes that drive the sourcing function. The other area of consideration is **(2) Provider strength**, which considers distinct quantitative and qualitative factors including support and delivery capabilities, analytics and reporting, specialization, product roadmap, and customer references. See below for a more complete definition of Ardent Partners' evaluation criteria.

Ranking Definitions

Each provider receives an overall ranking based upon its performance in the **solution strength** and **provider strength** areas. The individual rankings are defined in the figure below.

Figure 3: Ardent Partners' Technology Advisor Ranking Definitions

<p>Specialist Leader</p> <p>Providers with particular strength and suitability to service unique markets and/or needs.</p>	<p>Market Leader</p> <p>Providers with universal strength across their offering matched with an ability to execute at the highest level.</p>
<p>Challenger</p> <p>Providers with competitive and/or emerging offerings.</p>	<p>Vanguard Leader</p> <p>Providers with uniquely progressive and innovative solution strength.</p> <p>© Ardent Partners</p>

Solution Strength:

Spend Analysis

Ardent Partners' ranking criteria focused on how the solution providers manage, classify, and report on spend data as well as what types of services they offer. Key factors in the evaluation include:

- ▶ **The capabilities of the solution to extract and import spend data, as well as normalize, cleanse, and categorize it.**
- ▶ **General usability and the ability to query, report on, and visualize spend data.**
- ▶ **Strategic support and service delivery to ensure customers get maximum value from spend analysis.**
- ▶ **Specific customer references that discussed their experiences with the provider's spend analysis offering and process.**

Other considerations included: pricing models, data enrichment, accuracy levels of auto-classification, and customer satisfaction.

eSourcing

Ardent Partners' ranking criteria focused on how the solution providers support the creation and management of sourcing events. Key factors in the evaluation include:

- ▶ **The capabilities to easily and rapidly create new RFxs.**
- ▶ **The flexibility and capabilities to support different types of RFxs and eAuctions.**
- ▶ **The support for supplier communication and collaboration during the RFx process.**
- ▶ **Functionality to support direct material sourcing by supporting bill-of-material structures, cost indices, etc.**
- ▶ **Scenario modelling and combinatorial sourcing optimization.**
- ▶ **Sourcing-specific reporting and dashboarding capabilities.**

Other considerations included: pricing models, general ease of use, general customer satisfaction, use of wizards and automation, configuration options, role and access management, and supplier experience.

Contract Management

Ardent Partners' ranking criteria focused on how the solution providers manage the full contract lifecycle both pre and post signature. Key factors in the evaluation include:

- ▶ **General contract administration capabilities, such as contract upload, user and entity management, mass updating, and archiving.**
- ▶ **Workflow, integrations, and authoring capabilities to support contract creation using wizards, clause libraries, and templates.**
- ▶ **Supplier communication capabilities and functionality to track and monitor contract obligations.**

- ▶ **Contract-specific reporting and dashboarding capabilities.**

Other considerations included: pricing models, general ease of use, general customer satisfaction, contract analytics, and search capabilities.

Supplier Management

Ardent Partners' ranking criteria focused on how the solution providers support holistic supplier management. Key factors in the evaluation include:

- ▶ **The ability to collect, maintain, and monitor supplier information.**
- ▶ **Capabilities to create supplier KPIs as well as visualize and track these to manage supplier performance.**
- ▶ **The ability to identify, track, and mitigate supplier risk.**
- ▶ **Functionality to support supplier communication and collaboration.**

Other considerations included: pricing models, general ease of use, general customer satisfaction, supplier experience, and integration capabilities for third-party data.

Other technical considerations that were applied across the evaluation of all four modules include Augmented Intelligence (AI), Machine Learning (ML), Robotic Process Automation (RPA), and autonomous processing.

Provider Strength

The providers included in this report have a longstanding track record of performance in the market and a proven ability to deliver Strategic Sourcing solutions to global enterprises.

Execution

1. **References:** Analysts engaged in conversations with the references of each provider (sourcing practitioners) to discuss how the solution has been deployed and used. The calls also captured general comments and feedback around feature functionality, usability, and performance, as well as their overall satisfaction with both the provider and their solution.
2. **Platform Capabilities:** Each solution provider was ranked on their proficiency across a wide range of areas, including solution security, deployment methodology, solution support, platform expertise, integration with ERPs and other back-end systems, and network capabilities.
3. **Reporting & Analytics:** Each solution provider was ranked on how well their solutions extracted and presented data, enabled users to perform analysis and present insights, and their ease of use.
4. **Support/Delivery Method:** Each solution provider's delivery models were examined to understand what support resources were provided to users, along with how solutions were implemented, how upgrades performed, and the frequency of new solution releases.
5. **Other:** This included a wide range of areas not covered in other categories, including a provider's ability to sell, support, and develop its solution globally. It also included its presence and staffing levels in regions other than North America. Also examined were the features provided for mobile use of the solution, along with any functional limitations.

Vision

1. **Demo Grade:** Ardent Partners' analysts ranked the in-depth solution demonstration from each provider. The ranking combined the overall solution grade and the provider's understanding of the market's needs and ability to deliver a clear and cogent message.
2. **Solution Strategy and Roadmap:** The vision and strategic direction of the solution provider and its Strategic Sourcing solutions were examined, including recent solution innovations and the specific and general direction of the product roadmap.
3. **Breadth/Depth of Solution:** Examined the completeness of solutions and services offered across the entire Strategic Sourcing process and the aggregate functional capabilities of the solution suite.
4. **Market Specialization:** Examined the strategy and solution fit for capitalizing on a specific segment of the market, whether it be by industry, geographic region, customer size, or individual market/vertical segments.
5. **Other:** Examined the market applicability of a provider's solution, including both buyer and supplier perspectives. Overall sense and feel for how well a provider understands the market, listens to its customers, and anticipates their needs.

Appendix II

About the Authors



Magnus Bergfors is a Vice President of Research at Ardent Partners. He is one of the most experienced analysts in the procurement technology space. With more than 20 years of procurement experience, most of it as an analyst at Gartner, he is authored hundreds of articles and reports and helped literally thousands of end-user organizations select the best-fit sourcing/procurement solution(s) to maximize value and returns. After a brief excursion to the solution provider world, he is back as an analyst leading Ardent's coverage of procurement and sourcing technology.

In his storied career as an analyst, Magnus advises solution providers to better understand the market and the opportunities that exist within it, as well as the key go-to-market and product marketing strategies that increase sales. Magnus has deep expertise in strategic sourcing, procure-to-pay, and other procurement software categories. He has a keen eye for identifying strengths and weaknesses in established solutions but also finding new innovative solutions given his extensive knowledge of the landscape. Plus, his technical acumen is instrumental in seeing through the hype and sorting out what actually delivers value.

Magnus is an appreciated speaker and has delivered hundreds of keynote presentations, breakout session presentations, analyst-day workshops, webinars, and roundtables discussions.

Before becoming an analyst, Magnus started as a practitioner who worked with both direct and indirect materials in a variety of industries. He also has experience working for leading procurement technology providers and consultants. Magnus holds the Swedish equivalent of a Master's Degree in Industrial Engineering and Management (civilingenjör Industriell Ekonomi).



Andrew Bartolini is the Founder and Chief Research Officer at Ardent Partners. With 25 years in the industry and 15 years leading the charge at Ardent Partners, Andrew Bartolini is a globally recognized expert in sourcing, procurement, supply management, and accounts payable. As the Chief Research Officer at Ardent Partners, Andrew oversees all research and client programs including the annual State of the Market and Metrics that Matter eBook Series', Technology Advisor Reports, Ardent's monthly webinar series, as well as its in-person and virtual CPO Rising Summits. Andrew is also the publisher of CPO Rising, the news and research site for Chief Procurement Officers and other procurement leaders (www.cporising.com).

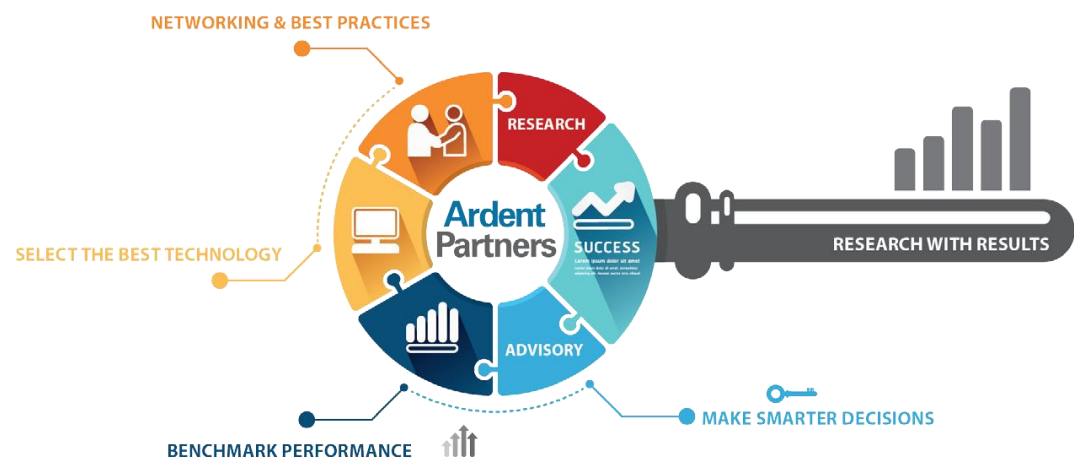
Advisor to corporate executives and leading solution providers alike, Andrew is a sought-after presenter, having lectured and presented more than 600 times in ten different countries. Over the past decade, Andrew has benchmarked thousands of enterprises across all facets of their sourcing, procurement, supply management, and accounts payable operations, and his research is currently part of the Supply Chain/Management curriculum at several U.S. universities. He actively covers the technology marketplace as well as trends in sourcing, procurement, supply management, and accounts payable, and has been published or quoted in leading business publications including *The Wall Street Journal*, *Business Week*, *Investor's Business Daily*, *Forbes*, and *Fortune*, as well as the major trade publications focused on accounts payable and supply management.

Prior to becoming an industry analyst, Andrew developed, packaged, deployed, and used supply management solutions on behalf of enterprises in the Global 2000 while working for several prominent spend management solution providers. Additionally, his experience in strategic sourcing (where he managed sourcing projects totaling more than \$500 million in aggregate client spend), business process transformation, and software implementation provides a "real-world" context for his research and writing.

Andrew's post-MBA work started in management consulting and investment banking where he structured, managed, and advised on large capital market transactions. Andrew began his professional career running a homeless family shelter in Los Angeles. [Follow him on LinkedIn](#). He welcomes your comments at abartolini@ardentpartners.com or 617.752.1620.

Ardent Partners: Research with Results

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You may also contact our Chief Research Officer, Andrew Bartolini, at abartolini@ardentpartners.com if you have any questions about this report or our research in general.

Disclosures

Ardent Partners utilizes a rigorous research methodology developed over the past decade and works tirelessly to deliver high-quality, independent research. Your comments and feedback are welcomed at research@ardentpartners.com.

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