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# Magic Quadrant for Procure-to-Pay Suites for Indirect Procurement

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Global leaders are emerging in the procure to pay (P2P) suite market as it begins to mature. Procurement, IT and supply chain leaders can use this report to assess the top solution vendors competing in the global market.

# Market Definition/Description

Procure-to-pay suites for indirect procurement are a set of integrated solutions that support transactional procurement. The market for transactional procurement solutions was created during the second half of the 1990s, when specialist catalog management and e-procurement solutions (combining e-purchasing and basic catalog management) emerged. More recently, e-invoicing and Accounts Payable Invoice Automation (APIA) have been added to several suites to form procure-to-pay suites.

The procure-to-pay suites for indirect procurement deliver four primary capabilities:

- **E-purchasing** functionality supports indirect spending by giving casual users (that is, employees who are not procurement professionals) a self-service solution for requisitioning and ordering goods and services through the use of catalogs, e-forms or free-text orders. The requisition is then submitted for approval through a predefined rule-based workflow to appropriate approvers. Once approved, the requisition is converted to one or more purchase orders (POs) and then transmitted to the supplier (or suppliers) by email, autofax, portal, electronic data interchange (EDI) or XML integrations. The final step in the workflow is to receive the goods or services in the system once physically received or consumed to enable matching the PO against an invoice.
- Catalog management capabilities are used to manage catalog content for commercial off-the-shelf (COTS) indirect goods and services in one or more e-procurement or P2P solution. Functionality includes catalog content upload staging, content update evaluation tools, content normalization services and catalog search tools.
- **E-invoicing** cuts through many disciplines, requires a lot of knowledge (spanning business, regulations and IT) and involves a lot of complexity. A good definition of e-invoicing is "the interchange and storage of legally valid invoices in electronic format only among trading partners." Functionality also includes support for converting paper, fax, PDF and email invoices into e-invoices.

APIA modules are designed to approve and control incoming invoices through either automatic matching against POs and specific criteria, or by using manual approvals supported by automatic workflows. POs are typically matched by two- or three-way matching. Two-way matching means that there must be a matching PO, and three-way matching also includes reception of goods to approve the invoice. Many tools support more stringent matching, and in many cases, a quality inspection is required as well (that is, four-way matching). APIA tools also need to manage exceptions, either arising from transportation costs or other fees (for example, taxes) that may not be represented on the PO, or in cases where the cost doesn't match the preapproved PO cost, for other reasons.

These modules can in many cases be deployed separately and in different combinations, and vendors typically offer a number of deployment bundles.

There are also a number of additional modules or sets of functionalities to address specific types of spend offered by the solution vendors. These include inventory management, food procurement and services procurement. Some vendors also offer additional support financing solutions, such as dynamic discounting and supply chain finance. For more information on these, see "Hype Cycle for Procurement and Sourcing Solutions, 2014."

Procure-to-pay suites for indirect procurement are used primarily by companies with \$800 million or more in annual revenue. At current suite prices, organizations of this size generally have enough spending to realize a return on investment. Below this size, we see organizations adopting technology in response to regulations (for example, public procurement directives) or because their industry is under intense cost-reduction pressure (for example, the automotive industry).

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# Magic Quadrant

Figure 1. Magic Quadrant for Procure-to-Pay Suites for Indirect Procurement



Source: Gartner (March 2015)

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# Vendor Strengths and Cautions

# Ariba (SAP)

Ariba, an SAP company, is headquartered in Sunnyvale, California. It was founded as a niche procurement solution provider in 1996. Ariba has been a part of SAP since 2012.

The Ariba Java Platform, Enterprise Edition (Java EE)-architected version 13s suite is delivered exclusively as public cloud. In addition to the P2P suite, Ariba also offers strategic sourcing solutions.

Ariba is placed in the Leaders quadrant due to a strong and broad product offering and an ambitious roadmap that includes migration to Hana for improved analytical capabilities and performance, integration of Fieldglass and extended capabilities of the Ariba network. Ariba's overall customer satisfaction score is 3.23 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). The majority of Ariba's P2P clients are headquartered in the U.S.

# **Strengths**

- Ease of use is a point of high customer satisfaction.
- Ariba provides strong, global support for e-invoicing and AP invoice automation.
- Reference feedback on professional services, especially project management, configuration support and ongoing technical support for suppliers was strong.
- Sales execution has been strong in the past 18 months.
- Support for search, e-requisitions, reporting and analytics is strong.

## **Cautions**

- The native Ariba service procurement module is being retired in favor of the recently acquired service procurement specialist solution, Fieldglass, that is being integrated into the P2P solution with a common user experience.
- There is no hosted catalog content preassembled for new customers to leverage. Ariba recommends clients use Ariba Spot Buy for noncontracted spend.
- Ariba's price model is complex with a combination of factors such as total spend, number of documents transferred, number of ERP integrations and integration objects. In addition to this, Ariba charges suppliers transaction and Ariba Network membership fees. Ariba is rolling out a simplified cost model.
- The Ariba suite offers very limited support for inventory management and public sector buying. Ariba states that it is addressing this in the current roadmap.

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There have been numerous complaints in inquiry calls regarding challenges to configure workflow around parameters other than reporting hierarchy for organizations that want to manage this on their own.

#### Basware

Basware is a P2P and e-invoicing vendor with 1,500 employees. The company was founded in 1985 with a focus on finance and AP invoice automation. Headquartered in Espoo, Finland, Basware has been publicly traded on Nasdaq OMX Helsinki stock exchange since 2000 and has 25 offices across North America, Europe and Asia/Pacific.

In 2012, Basware introduced a new SaaS solution, Alusta, and Basware combines the modules Purchase to Pay A2.2, Basware Catalogs A2.2 and Basware Commerce Network to support the P2P process and Basware Contracts 5.7 to support statement of work (SOW) services procurement. Basware offers e-invoicing and catalog management as public cloud solutions exclusively while the other modules are also available on-premises.

Basware is positioned in the Leaders quadrant with a solid P2P solution and a well-balanced product roadmap with emphasis on one of the strongest e-invoicing, AP invoice automation and financing services offerings in the market. Basware has the majority of its clients in Europe, but it is rapidly growing on a global basis, especially in North America and Asia/Pacific. Basware's overall customer satisfaction score is 2.88 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

#### **Strengths**

- Basware is a pioneer in the open network approach and offers one of the most extensive global e-invoicing networks.
- Basware has the highest reference feedback score for e-invoicing and accounts payable invoice automation.
- Basware's origin in the more finance-oriented aspects of P2P have established a strong brand in the finance space.
- Basware has a broad customer base and capability to execute globally.
- Basware has established a partnership with MasterCard, enabling clients to leverage MasterCard's existing global payment network for settlement.

#### **Cautions**

- The Alusta platform is still relatively new, and the feedback in early inquiry is mixed, but its customer base is growing rapidly.
- Service procurement is limited to configurable requisition forms and SOW, and there is no native support for inventory.

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- Basware received a low reference feedback score on catalog management, catalog search and reporting capabilities.
- Basware has low brand recognition among procurement leaders outside Europe and Australia.

# BirchStreet Systems

Headquartered in Newport Beach, California, BirchStreet Systems was founded in 2002 and currently employs 140 people. BirchStreet has additional offices in New Delhi, India; Chengdu and Shanghai, China; and Singapore.

BirchStreet supports e-requisitioning and catalog management with the BirchStreet eProcurement module and e-invoicing and APIA with the BirchStreet Accounts Payable Automation module. All are delivered exclusively as public cloud.

BirchStreet Systems is positioned in the niche quadrant primarily due to its extensive focus on the hospitality industry and its relatively low score on ease of use. However, it has started to broaden its focus to related industries that have similar requirements, such as healthcare, casinos, airports and entertainment. BirchStreet's overall customer satisfaction score is 3.14 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). The majority of BirchStreet's clients are headquartered in North America, but most have global locations using the solution.

# **Strengths**

- Many of BirchStreet's clients use the solution globally and the references are providing positive feedback on global deployment support.
- The reference feedback for catalog management capabilities was good.
- BirchStreet has a very strong brand and market share in the hospitality industry as a result of a focused vertical industry strategy and modules such as recipe and inventory management.
- It received high marks for catalog management, catalog search and configurable workflow.
- BirchStreet offers integrated support for food buying.

#### **Cautions**

- BirchStreet received low reference satisfaction overall with ease of use in terms of intuitiveness of the interface, number of clicks to accomplish a task and logical screen layout.
- Although BirchStreet has some innovative mobile support for inventory management, the mobile support for the procurement process is limited.
- BirchStreet offers no support for service procurement.
- BirchStreet's subscription fees are high, according to inquiry feedback.
- Online, embedded help is available only in English, but chat support is available in an additional eight languages.

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# b-pack

Founded in 2000 in France, b-pack is now headquartered in Atlanta, Georgia. The company maintains R&D and business offices in France and currently has 50 employees.

B-pack's P2P suite consist of the modules eRequisitions v.15.3, catalog management v.15.3, e-invoicing v.15.3 and A/P automation v.15.3. SOW procurement is supported through an app that can be activated on demand. All modules are available as public and private cloud as well as on-premises. The preferred delivery mode is public cloud. In addition to P2P, b-pack offers support for travel and expense management as well as basic support for e-sourcing and contract management.

Primarily as a result of the innovative, configurable platform, b-pack is placed in the Visionaries quadrant. Its overall customer satisfaction score is 2.6 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). Even though b-pack has made significant progress in the U.S., the majority of its clients are based in Western Europe and France, in particular.

# **Strengths**

- Reference feedback was strong on b-pack's project management services and ongoing technical support.
- B-pack features a highly configurable workflow and overall platform.
- It is starting to expand globally and has signed new clients in Russia and Singapore.
- It has strong out-of-the-box P2P functionality for projects and grants.
- References provided positive feedback on ease of upgrade and mobile device support.

#### **Cautions**

- One of the smaller vendors featured in this report, b-pack has only 50 employees.
- It does not offer 24-hour phone support; phone support covers only Europe and North America.
- Overall customer satisfaction is below average.
- B-pack needs to improve its brand recognition.
- Gartner noticed poor reference feedback for reporting and analytics, but b-pack has released a new module to address this.

# Capgemini IBX

IBX was founded in 2000 and acquired by Capgemini in 2010. IBX is headquartered in Stockholm, Sweden, and has additional offices in Romania, Poland, Germany, U.K., France, Denmark, Norway, India and the U.S. It also has another 30 shared sales and marketing country offices with Capgemini. Currently, IBX has 250 employees among the total of 140,000 Capgemini employees who add additional capabilities in procurement business process outsourcing (BPO), consulting and system integration.

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IBX supports e-requisitioning with Spend Capture Cloud v.2.3 and eOrder v.1.3, catalog management with Content Workbench v.2.3, e-invoicing with Invoice Capture, and APIA with BPOpen v.8.4 (used within the Capgemini BPO offering). Invoice Capture also serves as a Pan-European Public Procurement Online (PEPPOL) access point. All solutions are delivered hosted by IBX. In addition to P2P, IBX offers basic support for e-sourcing and contract management.

Capgemini IBX is placed in the niche quadrant due to a relatively low scores for product functionality, customer satisfaction and innovation. The majority of IBX's clients uses the solution to extend existing ERP purchasing functionality. Workflow and business doc management capabilities are offered based on SAP SRM as well as on Capgemini IBX's own IP-based offering. The IBX roadmap is focused on improving on mobile and core P2P functionality, adding additional services to the vendors in its supplier network. IBX's overall customer satisfaction score is 2.32 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). While the clients of IBX are primarily based in Northern Europe, particularly in the Nordics and Germany, they have a number of significant clients in the U.S. as well.

# **Strengths**

- Capgemini IBX has good reference feedback on supplier collaboration capabilities.
- It has a global footprint and global support.
- It has extensive in-house system integration and business transformation consulting capabilities.
- It has good scores for catalog management.

#### Cautions

- The overall customer satisfaction is below average.
- Cappemini IBX has low reference scores on canned and custom reporting capabilities.
- It has limited support for service procurement and no support for inventory management.
- Even though IBX has a number of significant clients in the U.S., the brand recognition is not as established as in Northern and Western Europe, and Capgemini is not primarily know as a procurement applications provider.

#### Coupa

Coupa was founded in 2006 and is headquartered in San Mateo, California, with additional locations in the U.S., Australia, France, Germany, Ireland and United Kingdom. Coupa has been growing rapidly and currently has over 350 employees.

Coupa supports the full P2P process with its Ruby on Rails-architected Coupa Release 12 (R12) suite that is exclusively available as a public cloud solution. In addition to P2P, Coupa offers support for travel expense management as well as support for e-sourcing, supplier and contract

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management. The strategic sourcing capabilities, however, are somewhat limited compared with the specialist strategic sourcing suites available.

Coupa is positioned in the Leaders quadrant as a result of high scores on product functionality and customer satisfaction, as well as an impressive growth in both solution scope and customer base, including outside the primary market in the U.S. Coupa's overall customer satisfaction score is 3.54 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

# **Strengths**

- Coupa garnered very good reference feedback on ease of use, and it had the highest overall customer satisfaction score.
- References are very satisfied with support for mobile devices.
- Coupa has an overall high score for product functionality, including core P2P, inventory and reporting.
- It has the ability to develop and roll out new features and modules very quickly.
- Coupa is highly ranked for time to value and ease of upgrade.

#### **Cautions**

- Coupa's fast growth makes staffing challenging, and there are some reports of issues with bugs in version 11.
- Even though Coupa is quickly building out its suite, it partners in some cases for more advanced functionality in contingent workforce management.
- Coupa's standard, seat-based pricing model can be counterproductive in broad rollouts.
  Coupa, however, states that it also can offer enterprise license agreements, if appropriate.
- In 2014, Coupa and Ariba settled a federal patent infringement lawsuit. Coupa is still a defendant in a trade secret dispute filed by Ariba in the state of California. According to Coupa, both have formally committed to working through a process of resolution.

#### Elcom

Elcom is headquartered in Braintree, Massachusetts, and has an additional office in Milton Keynes, U.K. Elcom was founded in the U.K. in 1992 and has 42 employees.

The Pecos v.14 is a primarily public cloud delivered P2P suite, but it's also available as a hosted, private cloud or on-premises solution. Elcom partners with Xchanging (MarketMaker4) to offer a complete source-to-settle (S2S) suite.

Elcom is placed in the niche quadrant due to its focus on the public sector and very limited presence outside the U.K. and U.S. Elcom's overall customer satisfaction score is 3.12 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10)

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# **Strengths**

- References give high marks for customer service, responsiveness and help desk support.
- References report comparatively short time to value.
- Elcom is a key technology partner for the highly regarded Scottish government shared procurement service organization.
- Elcom offers basic purchase order creation and receiving functionality.

## **Cautions**

- Elcom is one of the smaller vendors featured in this report with only 42 employees.
- Elcom has a limited global footprint and limited multilanguage support; the user interface is currently available in only five languages. However, the solution is tagged for quick translation into additional languages.
- Multiple references state that the user interface of v.13 needs to be improved. Elcom says this has been addressed in v.14.
- Elcom has low brand awareness outside of the United Kingdom.
- With limited global compliance for e-invoicing, Elcom is currently sending and receiving e-invoices only in the U.S. and U.K., but are also PEPPOL-conformant.

### **GEP**

Based in Clark, New Jersey, GEP was founded in 1999 and employs 1,100 people. GEP has regional offices in Mexico City, Sao Paolo, Shanghai, Prague, Cologne (Germany), London and multiple Indian cities. GEP is an industry-agnostic S2S technology and BPO service provider.

Smart by GEP v.6.0 is a .NET-architected suite delivered as a multitenant, tablet-optimized SaaS solution. GEP is moving over all version 5 clients to Smart in phases this year; however, most clients that provided feedback on this survey are still on version 5. In addition to P2P, GEP also offers strategic sourcing solutions to form a full S2S suite.

Because GEP currently has clients on both platform versions, the feedback is a bit mixed. Scores on product functionality and customer satisfaction are higher for clients on the new Smart product than clients that remain on version 5. GEP's customer satisfaction score is 3.14 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). Although GEP has traction globally with its strategic sourcing suite, the P2P suite references are all headquartered in North America. These factors lead to GEP being placed in the niche quadrant.

# **Strengths**

- GEP features the first procurement suite that is purpose-built for touchscreen tablets.
- Company received high marks for implementation and support services.

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- It has a partnership with Hubwoo for access to a no-fee procurement network with more than 1 million suppliers.
- It has catalog search functionality and workflow flexibility.

#### Cautions

- GEP has low reference satisfaction with ease of use in terms of intuitiveness of the interface, number of clicks to accomplish a task and logical screen layout for version 5 clients. However, feedback on GEP Smart ease of use is positive.
- Customers report quality issues with the new tablet-based platform that still is in beta testing.
- GEP has lower brand recognition for P2P technology; GEP is known more for its BPO and strategic sourcing suite.
- The P2P suite is a newer offering in the GEP portfolio.

#### Ivalua

Based in Paris, Ivalua was founded in 2000. It has 135 employees and regional offices in Canada, Germany, U.K., Italy, Brazil and the U.S. Ivalua's geographic footprint, in terms of customer base and office locations, has significantly expanded over the past 18 months.

Ivalua offers an extensive, natively developed S2S suite and a travel and expense application. The .NET-architected Ivalua Buyer V8 is available on-premises, but private cloud is the most popular delivery option.

Ivalua scores well for product functionality, as a result of broad functionality that includes service procurement, and customer satisfaction is high — but scores for geographic strategy and innovation are average. The end result is that Ivalua ends up in the Challengers quadrant. Ivalua's overall customer satisfaction score is 3.50 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

#### **Strengths**

- Ivalua boasts one of the highest scores for overall customer satisfaction.
- Reference feedback is strong for reporting and analytic capabilities.
- Ivalua provides a highly configurable platform.
- Support for e-requisitions and catalog search is strong.

#### **Cautions**

Ivalua does not offer a procurement network, but uses portal capabilities instead.

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- Limited multilanguage support is available; the user interface is currently available in seven languages.
- Even though Ivalua has recently established offices in the U.K., Italy, Scandinavia, Brazil and Canada, the majority of its clients are based in France and the U.S.
- Reference feedback indicates a long time to value.

# **jCatalog**

jCatalog was founded in 2000 and is headquartered in Dortmund, Germany, with additional offices in Munich; London; Oakland, California; Minsk, Belarus; and Brisbane, Australia and has 100 employees.

jCatalog combines the modules Procurement Manager v.7.13, Self Service Manager v.7.13, Product Information Manager v.7.13 and Invoice Manager into a P2P suite. The modules are available in all delivery modes, but the preferred method is private cloud.

As the name suggests, jCatalog is originally a catalog management specialist, but it has seen a large increase in interest and traction of e-purchasing support as well during the last few years. jCatalog only offers basic support for e-invoicing and APIA, which results in a relatively low overall product rating. However, jCatalog is working with a number of large global clients and is adding innovative catalog management functionality as well as MDM capabilities, resulting in a placement in the Visionaries quadrant. jCatalog's overall customer satisfaction score is 3.36 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). jCatalog's clients are primarily based in Germany and the U.S.

# **Strengths**

- jCatalog has strong catalog management support, including data quality for purchased parts capabilities.
- It has extensive experience providing global catalog management solutions for large companies.
- Reference feedback on search capabilities is positive.
- jCatalog offers a highly configurable workflow,
- It also offers domain-knowledge-supporting maintenance, repair and operations (MRO).

#### **Cautions**

- jCatalog offers only basic support for e-invoicing and APIA with very limited support for ensuring global e-invoicing compliance.
- The majority of clients use jCatalog only for its catalog management capabilities or eprocurement combining catalog management and e-purchasing.

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- Several references report customizing the solution, something that, together with complex back-end integrations, can cause upgrading issues for the clients.
- References report dissatisfaction with the catalog upload ease of use and lengthy processing time.
- jCatalog has low brand recognition.

#### Mercado Eletrônico

Founded in 1994, Mercado Eletrônico is an enterprise software vendor with an S2S offering, a transaction network, procurement BPO services and a CRM solution. Headquartered in Sao Paulo, Brazil, Mercado Eletrônico has 262 employees and offices for Europe in Lisbon, Portugal, and for the U.S. in Miami.

The .NET-architected Mercado Eletrônico E-Procurement Suite is delivered exclusively as multitenant SaaS. Mercado Eletrônico combines its E-Procurement Suite and ProcurePro marketplace to support P2P. In addition to P2P, Mercado Eletrônico also offers strategic sourcing solutions to form a full S2S suite.

Even though Mercado Eletrônico has offices and some clients in Portugal and in the United States, the main focus is on the Brazilian market and brand recognition, and language and payment support is limited outside Brazil and Portugal, placing them in the Niche Players quadrant. Mercado Eletrônico's overall customer satisfaction score is 3.43 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

#### **Strengths**

- Reference feedback on catalog management, business services and supplier collaboration capabilities is positive.
- Mercado Eletrônico's marketplace has more than 1 million suppliers, the majority of which are Brazilian.
- Its platform-as-a-service capability has strong traction.
- It has a dominant market share in Brazil and strength in serving large Brazilian companies and the Brazilian operations of very large international companies.

#### **Cautions**

- Mercado Eletrônico has low brand recognition outside Brazil.
- It only supports e-invoicing in Brazil and Portugal.
- It offers limited multilanguage support; the user interface is currently available in English, Portuguese and Spanish.
- It does not offer capabilities typically demanded by public sector clients.

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#### Oracle E-Business Suite

Oracle is headquartered in Redwood City, California, and has 130,552 employees as of 30 November 2014 and a total revenue of approximately \$38 billion. Oracle was founded in 1977 and has an extensive offering of enterprise software and hardware. Oracle offers multiple application families that include P2P suites.

As part of the Oracle E-Business Suite, Oracle Advanced Procurement offers support for P2P through Oracle Purchasing, Oracle iProcurement, Oracle iProcurement Extensions for Oracle Endeca Information Discovery, Oracle Services Procurement, the Oracle Supplier Network and Oracle E-Business Suite Financials. The Oracle E-Business P2P solution is delivered as an onpremises solution, but it is also available as a hosted solution via Oracle Managed Cloud Services (OMCS) or through partners. In addition to P2P, Oracle also offers strategic sourcing solutions to form a full S2S suite and, for extended analytics capabilities, Oracle Procurement and Spend Analytics and/or Oracle Financial Analytics.

Oracle E-Business P2P is predominantly deployed as part of a broader Oracle E-Business Suite ERP implementation and is placed in the Niche Players quadrant. It has a relatively low score on product functionality and several Oracle E-Business Suite users deploy third-party vendors for catalog management and e-invoicing. Product development is primarily focused on improving existing functionality and mobility rather than new innovative functionality. Oracle E-Business Suite's overall customer satisfaction score is 3.29 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

#### **Strengths**

- Product has tight integration with Oracle E-Business Suite Financials.
- Oracle has a global presence and extensive experience of working with large global organizations.
- Feedback was positive in inquiry calls on the user-friendliness of Oracle iSupplier Portal.
- Endeca offers strong search capabilities.

# **Cautions**

- Despite positive feedback on Oracle iSupplier Portal, the overall reference satisfaction with ease of use in terms of intuitiveness of the interface, number of clicks to accomplish a task and logical screen layout is low.
- Customers are dissatisfied regarding ease of upgrade.
- Reference feedback score on catalog management is low.
- Oracle offers a very limited in-house professional services offering; buyers generally need to hire a system integrator to implement and upgrade Oracle Advanced Procurement.
- The solution is not designed for use with other financial accounting suites.

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# Oracle PeopleSoft

Oracle is headquartered in Redwood City, California, and has 130,552 employees as of 30 November 2014 and a total revenue of approximately \$38 billion. Oracle was founded in 1977 and has an extensive offering of enterprise software and hardware. Oracle offers multiple application families that include P2P suites.

The integrated Oracle PeopleSoft Supplier Relationship Management (SRM) and Financial Management suites support P2P through the PeopleSoft eProcurement, PeopleSoft Purchasing, PeopleSoft Catalog Management, PeopleSoft Service Procurement, PeopleSoft eSupplier Connection, PeopleSoft Accounts Payable and PeopleSoft eSettlements. The modules are primarily deployed on-premises, but are available as hosted solutions. PeopleSoft also offers additional modules with support for e-sourcing and contract management, and for extended analytics capabilities, Oracle PeopleSoft clients can also use Oracle Procurement and Spend Analytics and/or Oracle Financial Analytics.

Oracle PeopleSoft SRM and Financials modules primarily focus on the healthcare, public, higher education and financial services sectors in North America and are primarily deployed as an extension to Oracle's broader PeopleSoft Financial Management systems. Like in the case of Oracle E-Business Suite, many PeopleSoft users deploy third-party solutions for supplier collaboration. Customers can leverage PeopleSoft Secure Enterprise Search (SES) with integrated third-party marketplace content for catalog management and eProcurement solutions, as well as mobile applications for eProcurement and Approvals. The industry focus has led to above average customer satisfaction with product functionality, but in combination with limited native support for supplier collaboration, it is a Niche Player. Oracle PeopleSoft's overall customer satisfaction score is 3.38 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

# **Strengths**

- Oracle PeopleSoft has strong presence in and support for healthcare, higher education, public sector and financial services, primarily in North America.
- Reference feedback on reporting and analytics capabilities is very positive.
- Reference feedback on inventory management capabilities is positive.
- Oracle is continuing to invest in this suite and is delivering regular enhancements despite the focus on the newer Oracle Procurement Cloud (formerly Oracle Fusion Procurement) product. Full system upgrades are no longer required because the selective adoption of new enhancements and features has been vastly improved with the introduction of PeopleSoft Update Manager (PUM).

#### **Cautions**

- There was no customer feedback on using mobile device capabilities.
- Reference feedback score on catalog management was low; most Oracle PeopleSoft customers leverage third-party tools for catalog management.

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- Because Oracle offers very limited in-house professional services, buyers generally need to hire a system integrator to implement Oracle PeopleSoft SRM.
- The solution is primarily suitable only for organizations with Oracle PeopleSoft Financial Management.
- Most customers are U.S.-based.

#### Perfect Commerce

Perfect Commerce was founded in 1994 and is headquartered in Newport News, Virginia, with additional offices in France, New Zealand and the U.K. It currently has 150 employees. Perfect Commerce has continued to acquire companies with products based on the Commerce One platform since acquiring Commerce One in 2006. Examples include New Zealand-based Conexa and U.S.-based WebProcure.

Perfect Commerce's P2P suite consists of PerfectProcure v.12.1, PerfectShop v.12.1, Open Supplier Network v.12.1 and PerfectInvoice v.12.1 and is primarily delivered as public. In addition to P2P, Perfect Commerce also offers strategic sourcing solutions to form a full S2S suite.

Due to a comparatively low product functionality score and a roadmap primarily focused on extending core capabilities, Perfect Commerce is placed in the Niche Players quadrant. Perfect Commerce's overall customer satisfaction score is 3.26 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10). The primary markets for Perfect Commerce is the U.S. and Western Europe, with the latter being Perfect Commerce's fastest growing region, but it also has, through acquisitions, established itself in Australia and New Zealand as well. Perfect Commerce has signed a number of large deals.

#### Strengths

- Reference feedback on technical and business support is positive.
- References state high satisfaction with Perfect Commerce's openness to product enhancements.
- References report comparatively short time to value.
- Catalog management functionality is a strength.
- The company has a global footprint.

#### **Cautions**

- References report poor integration capabilities for currency exchange rates.
- Customer reference feedback score was low for productivity aids such as field autocomplete and prepopulated fields based on the user profile.
- Feedback was mixed on workflow flexibility.

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Customer reference feedback score was low for mobile device capabilities.

#### **Proactis**

Proactis was founded in 1996 is headquartered in Leeds, U.K., with additional offices in multiple locations across the U.K. as well as the Netherlands, U.S., India and Australia. Proactis currently has 85 employees.

Proactis combines the Purchase-to-Pay v.14 with elements of Source-to-Contract v.5 (for Supplier Content Management) and Supplier Network v.5 to form a full P2P solution. In addition, it offers a range of complementary managed services (including Supplier On-Boarding, Document & Data Capture and eAuctions). The solution platform is primarily delivered as a SaaS solution; however, it can support all delivery models including private cloud and on-premises. In addition the P2P, Proactis offers strategic sourcing solutions to form an S2S suite.

The majority of Proactis clients are based in the U.K., but Proactis is seeing significant growth across Northern Europe, Asia/Pacific and North America. This, in combination with a roadmap focused on improving core functionality, places Proactis in the Niche Players quadrant. Proactis made three acquisitions during 2014: Intelligent Capture (document scanning and optical character recognition services), Intesource (e-sourcing technology and services) and EGS Group (P2P; primarily focused on the U.K. public sector). Intesource is a managed eAuction service provider in Phoenix that will expand Proactis footprint in the U.S. Proactis' overall customer satisfaction score is 3.32 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

## **Strengths**

- References gave high ratings for implementation services.
- Proactis' public procurement functionality is strong, and the company has extensive experience from the U.K. public procurement sector in particular.
- Reference feedback on availability of APIs and packaged integration was positive.
- Proactis features a highly configurable workflow.

## **Cautions**

- Even though the Intelligent Capture and Intesource acquisitions are largely managed service operations and Intelligent Capture is a long-term partner, integrating the acquisitions into Proactis will require resources.
- Proactis has low brand recognition outside of the U.K.
- Customer feedback on e-requisitioning was poor.
- Reference feedback score for catalog management was low.

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#### Puridiom

Headquartered in Mechanicsburg, Pennsylvania, Puridiom was founded in 1983 and has additional offices in the U.S., as well as in India and Peru, and currently employs 50.

The Puridiom Enterprise eProcurement Suite v.4.3 supports full P2P and is available in all delivery modes, but public cloud is preferred. Puridiom offers basic support for e-sourcing and contract life cycle management (CLM) beyond the P2P offering.

Puridiom is placed in the Niche Players quadrant as a result of below-average scores on some product functionality and customer satisfaction, low brand recognition, a focus on the North American market and a roadmap focused on extending core functionality. Puridiom's overall customer satisfaction score is 2.62 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

# **Strengths**

- Puridiom has good inventory management capabilities.
- Reference feedback was positive on technical support, customer engagement and CEO engagement in customer accounts.
- It has strong cloud operations in terms of data center management and solution availability.
- References were satisfied with return on investment.

#### **Cautions**

- Reference feedback score was mixed on catalog management.
- Reference feedback on reporting and analytics capabilities was poor.
- Puridiom is one of the smaller vendors featured in this report with only 50 employees.
- It has below-average overall customer satisfaction scores.

# SAP SRM

Based in Walldorf, Germany, SAP is a publicly traded global enterprise software company founded in 1972, with over €17.5 billion in annual revenue and more than 74,000 employees. SAP has an extensive enterprise application offering including multiple ERP solutions and multiple procure-to-pay offerings.

SAP combines Supplier Relationship Management (SRM) including SAP Supplier Self-Service (SUS), SRM-MDM catalog management and core SAP ERP for invoice management to form a P2P suite. SAP clients also have the option of leveraging Ariba functionality to complement SRM, but Ariba modules are rated under a separate entry. SAP SRM is primarily delivered as an on-premises solution, but it is still also available as a hosted solution via partners. In addition to the P2P suite, SAP also offers strategic sourcing solutions.

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SAP SRM is placed in the Niche Players quadrant due to SAP's "cloud first" strategy, resulting in resources and attention primarily focused on Ariba and the fact that the SAP native supplier collaboration capabilities are limited. SAP SRM clients, however, have the option of leveraging Ariba modules in a hybrid deployment, and a number of SRM clients use additional third-party products for catalog management and supplier collaboration. Product development is focused on Hana and continuing improvements of ease of use primarily through additional Fiori apps. SAP SRM's overall customer satisfaction score is 3.11 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

# **Strengths**

- SAP has extensive experience supporting large global organizations and has strong global support functionality.
- Support for public procurement is also strong.
- SRM users can leverage the Ariba network and catalog management solutions for strong supplier collaboration capabilities.

#### **Cautions**

- SAP's sales force is promoting Ariba P2P in cloud-friendly markets over SRM.
- Only available on-premises or as a private cloud option as part of the new S/4 Hana suite. BPO partners, however, offer SRM as both public and private cloud.
- Customer satisfaction was low regarding catalog management and supplier collaboration in native SAP modules.

#### SciQuest

Based in Morrisville, North Carolina, SciQuest is a procurement technology specialist with 551 employees. SciQuest was founded in 1995, and it is publicly traded on Nasdaq. Originally targeting higher education, government and healthcare, SciQuest has grown rapidly and become industry-agnostic by virtue of its acquisitions: sourcing vendor AECsoft in 2011, spend analysis vendor Spend Radar and CLM specialist Upside Software in 2012, and sourcing optimization leader CombineNet in 2013. SciQuest has offices in multiple U.S. cities; Alberta, Canada; and London.

SciQuest supports P2P by combining Requisition Manager 14.1, Spend Director 14.1 and AP Director 14.1 delivered exclusively as public cloud. In addition to the P2P suite, SciQuest also offers strategic sourcing solutions.

A strong product functionality score and high customer satisfaction, in combination with a focused industry vertical strategy and a strong roadmap, places SciQuest in the Leaders quadrant. SciQuest's overall customer satisfaction score is 3.49 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

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# **Strengths**

- Overall customer satisfaction was high, especially regarding ease of use.
- Reference feedback was positive on reporting and analytic capabilities.
- SciQuest has strong catalog management capabilities, including hosted content that new clients can "plug into."
- SciQuest has strong traction in higher education organizations.
- Feedback from suppliers in terms of support and ease of use was positive.

#### **Cautions**

- SciQuest's absolute majority of P2P clients are based in North America and predominantly in the higher education space. SciQuest, however, is starting to see growth in other industries as well.
- Suite-level integration with contracting capabilities is in process, but not yet complete.
- SciQuest offers limited multilanguage support; the user interface is currently available in six languages. Other languages can be requested by customers.
- Light support for contingent workforce procurement.

# Wax Digital

Wax Digital was founded in 2001, has 62 employees, and is headquartered in Manchester, U.K.

Wax Digital's web3 v.6 supports P2P and is primarily delivered as private cloud, but it is also available on-premises and hosted. In addition to P2P, Wax Digital offers strategic sourcing applications to form a S2S suite.

Despite an innovative roadmap and clients that are using the solution on a global scale, a limited footprint and brand recognition outside the U.K., in combination with a lower customer satisfaction score, places Wax Digital in the Niche Players quadrant. Wax Digital's overall customer satisfaction score is 2.65 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

# **Strengths**

- Wax Digital has good support for mobile devices; its HTML 5.0 compliant solution supports any process on any device.
- It has strong support for AP invoice automation and e-invoicing.
- Reference feedback on search capabilities, request for quote (RFQ) and e-requisitions was very positive.
- Traction in the U.K. commercial sector is strong.

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#### **Cautions**

- Reference feedback for upgrades was poor.
- Reference score was low for business services such as project management, training and supplier onboarding.
- Wax Digital has very limited presence and brand recognition outside the U.K.
- It has light support for inventory management and contingent workforce procurement.
- Reference feedback on embedded help and browser support was mixed.

#### Verian

Verian is headquartered in Fort Mill, South Carolina, and has additional offices in the U.S. They currently have 89 employees and were founded in 1997.

The Verian P2P suite v.14.2 supports P2P and is delivered as a public cloud solution.

Good market understanding, strong industry vertical strategy and a visionary product roadmap, in combination with a very limited presence outside North America and low brand recognition, places Verian in the Visionaries quadrant. Verian's overall customer satisfaction score is 3.06 (on a scale of 0 to 4, with 4 being the highest and an average of 3.10).

#### **Strengths**

- Verian has strong core P2P functionality.
- It offers fully integrated support for inventory and asset management.
- References report comparatively short time to value.
- Verian has traction, domain knowledge and tailored functionality for asset-intensive industries (for example, oil and gas).

# **Cautions**

- Verian has no offices outside the U.S.
- It has limited multilanguage support; the user interface is currently available in three languages.
- Verian has low brand recognition, especially outside the U.S.
- Verian offers limited support for contingent labor procurement.

# Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or

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MarketScope may change over time. A vendor's appearance in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

#### Added

Because this is a new Magic Quadrant, no vendors were added.

# Dropped

Because this is a new Magic Quadrant, no vendors were dropped.

# Inclusion and Exclusion Criteria

To be included in the 2015 "Magic Quadrant for Procure-to-Pay Suites for Indirect Procurement," Gartner required vendors to:

- Have a minimum of \$6 million or equivalent in annual revenue generated from P2P software subscription, transaction fees (or software licenses and maintenance fees) and implementation fees or a minimum of 250 customers currently using the solution. Note: We count multiple divisions of the same company as a single customer.
- Sign a minimum of five new clients in 2013.
- Demonstrate plans to enhance the functionality/usability of their P2P solution.
- Own the source code for a solution that provides the following functionalities: workflow-based e-requisitioning, catalog content management, e-invoicing and automated invoice matching.
- Have a solution that supports either the commerce XML (cXML) or Open Catalog Interface (OCI) punch-out standards.
- Have at least 20% of revenue from a different continent.

# **Evaluation Criteria**

# Ability to Execute

For the ability to execute, Gartner evaluates vendors on products, processes, systems, methods and procedures to achieve competitiveness, efficiency and effectiveness. This rating dimension is the more qualitative assessment based on survey input from the vendors and their reference customers. See Table 1 for a summary of the criteria and weighting used to assess ability to execute for this Magic Quadrant. See the Evaluation Criteria Definitions section for a detailed description of the criteria.

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Table 1. Ability to Execute Evaluation Criteria

| Evaluation Criteria          | Weighting |
|------------------------------|-----------|
| Product or Service           | High      |
| Overall Viability            | Medium    |
| Sales Execution/Pricing      | Medium    |
| Market Responsiveness/Record | Medium    |
| Marketing Execution          | Medium    |
| Customer Experience          | High      |
| Operations                   | Low       |

Source: Gartner (March 2015)

User requirements and best practices for the P2P suite continue to evolve, and the market is still immature. This Magic Quadrant heavily weights product and service. P2P suite vendors are still building out their solutions and, as a result, there is wide variability in the robustness and completeness of their suites. We also weighted customer experience highly because our bottom line is whether a vendor has delighted its customers and helped them achieve their goals.

The following criteria considered in the ability to execute were weighted medium:

- Overall viability because, with market consolidation and increased demand for investment in capabilities such as mobile and ease of use, financial performance is of growing importance
- Marketing responsiveness and track record because vendors need to understand the market to serve it well
- Sales execution because the ability to win deals is critical to building market share
- Marketing execution because vendors must be visible to prospective clients to build market share

Operations was also considered because P2P requires continued support and reliable solutions and services.

# Completeness of Vision

For the completeness of vision, Gartner evaluates vendors on their ability to grasp current and future market and technology trends, customer needs and competitive forces as Gartner views them. Ultimately, vendors are rated on their understanding of how market forces can be exploited to create opportunities for growth. This rating dimension is the more qualitative assessment based on Gartner's interaction with end users and subsequent understanding of the market. See Table 2 for a

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summary of the criteria and weighting used to assess ability to execute for this Magic Quadrant. See the Evaluation Criteria Definitions section for a detailed description of the criteria.

Table 2. Completeness of Vision Evaluation Criteria

| Evaluation Criteria         | Weighting |
|-----------------------------|-----------|
| Market Understanding        | Medium    |
| Marketing Strategy          | Not rated |
| Sales Strategy              | Low       |
| Offering (Product) Strategy | Medium    |
| Business Model              | Low       |
| Vertical/Industry Strategy  | Medium    |
| Innovation                  | High      |
| Geographic Strategy         | High      |

Source: Gartner (March 2015)

Two criteria were weighted highly for vision: innovation and geographical strategy. In the maturing P2P suite market, vendors need to support evolving needs, such as mobile device enablement, and serve increasingly global client deployments. Innovation in areas such as mobile device support, multiple work stream support and user interfaces impact customers' success.

For moderately weighted criteria, Gartner selected market understanding because vendors need to have a good feel for the market's direction in order to remain competitive; product offering strategy, which assesses whether the full offering of the vendor is in line with client expectations; and vertical/industry strategy because there are meaningful differences in the way some industries, such as public sector and manufacturing, deploy and use P2P suites. Scores on sales strategy were incorporated, because some vendors are better than others at closing deals, as were scores for business model because transparent business models make business cases easier to construct and follow up.

# **Quadrant Descriptions**

#### Leaders

P2P suite Leaders demonstrate a market-defining vision of how technology and services can help procurement establish, develop and maintain contract compliance and cost-effective processes for managing and controlling external spend. They have the ability to execute against their vision with products and services, and they have demonstrated results in the form of growth and customer satisfaction. Leaders successfully sell into multiple industries and multiple geographies. Leaders are

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often what other providers in the market measure themselves against, and they are the most likely vendors from this report to be in the P2P suite business five years from now.

# Challengers

Challengers have proven viability, demonstrated market performance and shown the ability to exceed customer expectations on technical functionality. Challengers need to focus on innovation in their product roadmaps and on their geographic and vertical/industry strategies to move into the Leaders quadrant.

#### Visionaries

P2P suite vendors in the Visionaries quadrant are ahead of most of the competition in developing innovative products and services. They harness the power of Nexus of Forces — mobile, social, cloud and big data — to create unique solutions, and they anticipate emerging/changing market needs. Visionaries in this report, however, have some challenges delivering those innovations to clients.

# Niche Players

Vendors in the Niche Players quadrant offer P2P suites, but may lack some functional components and/or may not demonstrate the ability to serve clients headquartered in different continents. Niche players offer a compelling portfolio for a specific vertical, region or spend category and they can offer the best solutions to meet the needs of a particular procurement organization.

# Context

The procurement profession has evolved during the past 25 years from paper-intensive order processing to a strategic enterprise function able to fully leverage spending power to build a competitive advantage. The advent of the Internet and the collaborative capabilities it provides has served as a trigger for a new generation of procurement solutions that support and enable this transformation.

One step in this evolution has been to deploy self-service P2P solutions to remove non-value-adding purchase order administration from the procurement department, freeing up time for more strategic activities.

The emergence and acceptance of packaged, multitenant SaaS offerings that deliver much of the needed functionality out of the box has displaced the ERP-based solution with a knowledge-management-oriented flexible architecture, quicker time to value, lower overall cost of ownership and order-of-magnitude improvements in access to innovation. Only three of the solutions evaluated in this Magic Quadrant are native ERP applications, not because we focused on best-of-breed offerings, but because ERP offerings struggle to compete in this market as a result of ease-of-use issues and upgradability, as well as limited capabilities in the areas of catalog management, supplier collaboration and e-invoicing.

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# Market Overview

Combining e-procurement with e-invoicing and APIA capabilities is a relatively new and immature trend, and many large organizations still combine e-procurement or catalog management capabilities with scanning and optical character recognition (OCR) of paper invoices and legacy AP solutions. However, as real e-invoicing gains tractions (see "E-Invoicing Gains Traction Worldwide"), more organizations are showing interest in automating the full P2P process. There is often an internal tension in many organizations, with procurement professionals more focused on e-procurement capabilities while finance professionals are more focused on improving APIA capabilities. This can lead to tactical purchasing when a more holistic approach to P2P could yield greater overall business benefits. It is important that application leaders form a cross-functional team with procurement and finance to evaluate if a P2P solution would be more appropriate than tactical solutions.

But the market is still very regionalized with almost all vendors having clear home markets or regions. This is a result of buying organizations having a preference for selecting vendors that are based in the same country as the buying organization and a need for support abilities of local suppliers and understanding of local requirements and regulations. Some vendors, primarily those in the Leaders quadrant, have shown a capability to grow outside their home countries, and we expect this differentiation to become even clearer over the coming years as five to 10 vendors establish themselves as truly global with the ability to support very large global, full P2P deployments.

Over the last few years, public and private cloud has become the preferred delivery mode for both vendors and buyers as a result of quicker implementation times, better supplier collaboration and quicker access to innovations and improvements. Mobile capabilities are also quickly becoming basic requirements as the workforce becomes more mobile. P2P vendors also increasingly need to extend their capabilities to support multiple work streams where the goods, services or ordering processes have different characteristics. Some vendors have already started doing this by adding inventory management, service procurement and/or travel and expense management modules. In most cases, the P2P suites currently offer poor support for the work-stream-specific categories, and in particular, in service procurement, there are specialized solutions, or vendor management solutions (VMS), that offer far more extensive support. For more details on multiple work streams, see "Procurement Leaders Need to Deploy Work-Stream-Specific P2P Solutions to Maximize ROI."

# Gartner Recommended Reading

Some documents may not be available as part of your current Gartner subscription.

"How Markets and Vendors Are Evaluated in Gartner Magic Quadrants"

#### Evidence

Input for this report was from the following sources:

Survey responses from 184 reference customers

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- In-depth calls with an additional 20 reference customers
- Detailed information from the vendors on their product capabilities, vision and strategy
- Inquiry calls and in-person visits with more than 2,000 different end-user customers over the past eight years

Surveys and calls were conducted between March and November 2014, and at least one reference per vendor has been contacted in February 2015 to verify that no significant changes have affected the assessment of the vendors.

# **Evaluation Criteria Definitions**

# Ability to Execute

**Product/Service:** Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

**Overall Viability:** Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

**Sales Execution/Pricing:** The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

**Market Responsiveness/Record:** Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

**Marketing Execution:** The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

**Customer Experience:** Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

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**Operations:** The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

#### Completeness of Vision

**Market Understanding:** Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

**Marketing Strategy:** A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

**Sales Strategy:** The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

**Offering (Product) Strategy:** The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

**Business Model:** The soundness and logic of the vendor's underlying business proposition.

**Vertical/Industry Strategy:** The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

**Innovation:** Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

**Geographic Strategy:** The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

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