HFS Top 10 Source-to-Pay (S2P) Service Providers
Excerpt for Accenture

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HFS Research authors:
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HFS envisions procurement as the ‘ecosystem builder’ for the enterprise, not just a cost-focused, back-office function. As the role of procurement radically transforms, the client expectations from third-party source-to-pay (S2P) services are also rapidly evolving.

—Saurabh Gupta, Chief Research Officer
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</table>
Introduction, methodology, and definitions
Introduction

- HFS envisions procurement as the “ecosystem builder” for the enterprise, not just a cost-focused, back-office function. As the role of procurement radically transforms, expectations from third-party source-to-pay (S2P) services are also rapidly evolving.

- The HFS Top 10 S2P service providers report examines 12 service providers across a defined series of innovation, execution, and voice of the customer criteria. The report highlights the overall ratings for all participants and the top five leaders for each sub-category. The report looks at S2P capabilities as defined by our value chain. It focuses on ongoing third-party services (outsourcing and managed services) and does not include short-term sourcing or procurement projects.

- This report also includes detailed profiles of each service provider, outlining their overall and sub-category rankings, provider facts, and detailed strength and development opportunities.

- The Top 10 S2P service providers report assessed and scored service provider participants across execution, innovation, and voice of the customer criteria. The inputs to this process were detailed RFIs we conducted with 12 service providers, briefings with the leaders within service providers in procurement area, interviews and surveys with reference and non-reference clients, and publicly available information sources.
Research methodology

The Top 10 S2P service providers report assessed and scored service provider participants across execution, innovation, and voice of the customer criteria. The inputs to this process were detailed RFIs we conducted with 12 service providers, briefings with service provider leaders of sourcing and procurement practices within service providers, analyst interviews and surveys with reference and non-reference S2P clients, and publicly available information sources. Specific assessment criteria and weighting include:

**Ability to execute**
- **Size, growth, and experience**: Spend under management, number of clients, and revenue growth
- **Category expertise** based on number of category experts and client feedback
- **Geographic presence** of clients served and delivery mix
- **Delivery excellence**: Quality of account management and talent management

**Innovation capability**
- **Vision and strategy**: Vision for sourcing, procurement, and go-to-market strategy
- **Investments, IP, and ecosystem**: Mergers and acquisitions, proprietary tools and frameworks, and partnership ecosystem
- **Leveraging emerging technologies** across RPA, AI, smart analytics, and blockchain
- **Creative client engagement**: Co-innovation with clients, collaborative engagement (consultative sales, problem solving), and outcome-driven commercial models

**Voice of the customer**
- **Client reference-ability**: Quality of client references, and number of references provided
- **Average satisfaction from reference clients**
- **Average satisfaction from non-reference clients**
- **Innovation and business impact of client case studies presented**
Providers covered in this report
# Source-to-pay (S2P) value chain

### Functional area-specific

<table>
<thead>
<tr>
<th>Strategic sourcing</th>
<th>Category management</th>
<th>Contract management</th>
<th>Supplier management</th>
<th>Transactional procurement</th>
<th>Technology management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demand management • Sourcing strategy • Sourcing event management • Proposal evaluation • Contract negotiation • Sourcing governance</td>
<td>• Category strategy • Category planning • Market intelligence • Spend data management • Ongoing category management</td>
<td>• Contract repository • Contract administration • Contract template management • Contract negotiation</td>
<td>• Supplier enablement • Supplier help desk • SLA monitoring • Vendor relationship management</td>
<td>• Master data management • Asset management • Purchase order creation and management • Invoice and receipt matching and reconciliations • Accounts payable</td>
<td>• Ongoing technology innovation • Platform implementation • Platform management</td>
</tr>
</tbody>
</table>

### Enabling technologies

- System of records
- Systems of engagement
- Workflows
- Robotic automation
- Smart analytics
- Artificial intelligence
- Cognitive assistants
- Data visualization
- Mobility
- Blockchain
- AR and VR

### Analytics based functions

- Spend analytics
- Risk and compliance analytics
- Working capital analytics
- Finance analytics
- Reporting and dashboards

### Operating models and methodologies

- Centralization
- Outsourcing and offshoring
- Shared services and captives
- GBS
- Hybrid and virtual captives
- Lean and Six Sigma
- COEs
- BPaaS, SaaS, IaaS
- Design thinking

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**HFS Research**

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Executive summary
Executive summary

- HFS envisions procurement as the “ecosystem builder” for the enterprise, not just a cost-focused back-office function. Successful third-party S2P service providers will need to help procurement organizations elevate their strategic role to become a valued business partner beyond managing costs and ensuring compliance.

- Enabling digital transformation while driving down costs is the primary reason why enterprises are leveraging third-party sourcing and procurement services. The scope of third-party procurement services spans the entire source-to-pay (S2P) value chain, primarily focused on indirect categories.

- While clients are relatively satisfied with service delivery, there is significant room for improvement in the use of emerging technologies. Adoption of RPA in sourcing and procurement has expanded, but other emerging technologies remain limited. Despite promising use-cases, less than 10% of predictive analytics and less than 5% of AI and blockchain initiatives have scaled and industrialized.

- Over 60% of procurement executives believe that COVID-19 has had a bigger impact than the 2008 downturn. Cost estimates, supplier availability, and employee availability were significantly impacted. A majority of procurement organizations are hunkering down and planning cost-saving measures and other appropriate contingencies. But nearly 80% of enterprises do not anticipate major changes to their third-party BPM services.

- We assessed 12 S2P service providers across a defined series of innovation, execution, and voice of the customer criteria. The top five ranked service providers are 1) Accenture, 2) GEP, 3) IBM, 4) Infosys, and 5) WNS.
HFS envisions procurement as the “ecosystem builder” for the enterprise, not just a cost-focused back-office function.

Future of procurement = ecosystem builder

- Procurement continues to play an important role in managing costs and ensuring compliance, but it also plays a strategic role.

- There is no function other than procurement within any enterprise that has the skills or experience in building a complete ecosystem across the enterprise. Given this situation, why should procurement be restricted to the vendor ecosystem?

- HFS believes that successful procurement organizations of the future will act as ecosystem builders for the enterprise to become a valued business partner that enables overall enterprise-wide strategic goals.

- Successful third-party S2P service providers will need to help procurement organizations elevate their strategic role to become a valued business partner, offering more than managing costs and ensuring compliance.
Enabling digital transformation while driving down costs is the primary reason enterprises are leveraging third-party sourcing and procurement services

Primary goals for outsourcing sourcing and procurement activities

Percentage of respondents

- Drive significant cost reduction: 63%
- Drive procurement digital transformation: 63%
- Drive process efficiency and productivity: 59%
- Enable retained organization to focus on strategic and core activities: 59%
- Drive superior business outcomes: 30%
- Improve procurement compliance: 26%

The mandate for procurement organizations is clear. Cost reduction alone no longer ensures success; creating value is equally important. Procurement needs speed, innovation, and analytics to make it happen—there is a dire need to accelerate digital transformation of sourcing and procurement organizations.

A recent HFS Survey of 590 business leaders around the globe found these top three strategic goals for procurement:

- Improve customer and stakeholder service quality and interactions (56% of procurement executives cited this as a top-three operational goal).
- Improve product and service speed to market (51% of procurement executives cited this as a top-three strategic priority).
- Improve back-office and middle-office alignment with the front office (51% of procurement executives cited this as a top-three operational goal).

Sample: 28 analyst interviews with clients of procurement outsourcing
Source: HFS Research, 2020
The scope of third-party procurement services spans the entire source-to-pay value chain, primarily focused on non-core categories.

### Process scope of S2P outsourcing engagements

**Percentage of clients**

- Spend management and analytics: 37%
- Strategic sourcing: 26%
- Indirect and non-core category management: 30%
- Direct and core category management: 15%
- Supplier management: 30%
- Contract management: 37%
- Purchase order creation and management: 67%
- Invoice management: 26%
- Accounts payable: 30%
- Vendor helpdesk: 48%

### Category scope of S2P outsourcing engagements

**Percentage of clients**

- Professional services: 67%
- IT-related: 63%
- Marketing and sales: 59%
- Facility management: 52%
- MRO (maintenance, repair, and operations): 52%
- Utilities: 44%
- HR-related: 44%
- Logistics: 41%
- Raw materials: 7%

Sample: 28 analyst interviews with clients of procurement outsourcing

Source: HFS Research, 2020
While clients are relatively satisfied with service delivery, there is significant room for improvement in the use of emerging technologies.

Client satisfaction with S2P services
Average score on a scale of 1-10 where 1=poor and 10=excellent

- Overall satisfaction toward the services delivered: 8.2
- Overall satisfaction on the use of emerging technologies: 6.0

Client feedback on key themes for third-party services improvement:

- **Aggressively pushing the innovation agenda**
  - “Bring ideas into reality”
  - “Bringing and then leveraging best-in-class practices to the account”
  - “Strength to push back on [Client] inflexibility”
  - “Pro-active continuous improvement”
  - “Innovation proposals”
  - “Drive faster innovation”
  - “Push harder on value added services”
  - “Pro-active addressing of issues and ideas”
  - “Tail spend management”

- **Flawless execution**
  - “Hitting deadlines”
  - “Service management and overall end-to-end process understanding”

- **Implementing emerging technologies**
  - “Proactive data-based solutions and recommendations”
  - “Technology process integration”
  - “RPA, IA, machine learning”
  - “Reporting automation and BI”
  - “Analytics, trending”
  - “Automation of manual activities in ERP”
  - “Implementation of additional emerging technologies”

Sample: 28 analyst interviews with clients of procurement outsourcing
Source: HFS Research, 2020
Adoption of RPA in sourcing and procurement has expanded, but adoption of most other emerging technologies remains limited. Despite promising use-cases, “scale” remains elusive.

What are the emerging technologies that you are leveraging as a part of your procurement outsourcing engagement? Please provide the current stage of implementation.

Percentage of respondents

<table>
<thead>
<tr>
<th>Technology</th>
<th>Not leveraging</th>
<th>Proof of concept</th>
<th>Pilot</th>
<th>Limited in-production</th>
<th>Scaled and industrialized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robotic Process Automation (RPA)</td>
<td>15%</td>
<td>23%</td>
<td>19%</td>
<td>27%</td>
<td>15%</td>
</tr>
<tr>
<td>Predictive analytics</td>
<td>54%</td>
<td>25%</td>
<td>8%</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>Machine learning</td>
<td>60%</td>
<td>12%</td>
<td>20%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Cognitive assistants</td>
<td>63%</td>
<td>21%</td>
<td>8%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>IoT</td>
<td>0.68</td>
<td>20%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>NLP</td>
<td>70%</td>
<td>9%</td>
<td>9%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Computer vision</td>
<td>83%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Blockchain</td>
<td>88%</td>
<td>8%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Augmented and virtual reality</td>
<td>92%</td>
<td>4%</td>
<td>4%</td>
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</tr>
</tbody>
</table>

Sample: 28 analyst interviews with clients of procurement outsourcing
Source: HFS Research, 2020

● Predominant use-cases for emerging technologies in sourcing and procurement (illustrative, not exhaustive)
  - Automation: Touchless payables process; PR to PO triage; invoice matching; and expediting goods and services
  - Artificial intelligence (AI): Assisted buying using digital associates to answer queries, provide updates, and resolve issues; extracting meaningful metadata from unstructured documents (Text/PDF/Word) using NLP and deep learning; KYV (know your vendor) for supplier risk management
  - Smart analytics: CPO dashboards for savings opportunity identification and tracking; dynamic category intelligence driving near-real-time decisions; advanced spend analytics leveraging NLP, semantic and text analytics to read and extract relevant information; fraud detection leveraging AI to identify malicious activity
  - Blockchain: Blockchain- and IoT-based track-and-trace; supplier onboarding and contract management leveraging smart contracts; trust and transparency in the P2P process across invoicing, 3-way matching, payments, and cash application

● Despite promising use cases, less than 5% of procurement and sourcing initiatives across most emerging technologies have scaled and industrialized.
Over 60% of procurement executives believe that COVID-19 has had a bigger impact than the 2008 downturn. But nearly 80% of enterprises do not anticipate major changes to their third-party BPM services.

- Procurement executives expect COVID-19 to have a bigger impact on markets than the 2008 downturn (63%)
- Procurement executives have experienced a significant impact on estimated costs of projects, supplier availability, and employee availability (50%+)
- Procurement organizations are hunkering down and planning cost-saving measures and other appropriate contingencies (64%)

**Are you planning to make any changes to this engagement because of the COVID-19 crisis?**
Percentage of respondents:
- We are planning to expand the scope of services: 4%
- No changes foreseen: 8%
- We are planning to reduce the scope of services: 8%
- Too early to say: 11%
- 77% Sample: 28 analyst interviews with clients of procurement outsourcing

Source: HFS Research, 2020
Sample: 75 procurement and supply chain executives across global 2000 enterprises
The HFS Top 10 source-to-pay (S2P) service providers ranking
## Summary of service providers assessed in the report

<table>
<thead>
<tr>
<th>Service providers (alphabetical order)</th>
<th>HFS point of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture</td>
<td>Unmatched scale of procurement strategy, technology, and execution capability across the end-to-end source-to-pay process</td>
</tr>
<tr>
<td>Capgemini</td>
<td>“Automation-first” approach across F&amp;A, procurement, and supply chain</td>
</tr>
<tr>
<td>Cognizant</td>
<td>Technology-led procurement transformation approach with an integrated supply chain and F&amp;A play</td>
</tr>
<tr>
<td>DXC</td>
<td>Ecosystem-led approach to deliver S2P and F&amp;A services</td>
</tr>
<tr>
<td>GEP</td>
<td>Pure-play supply chain provider with comprehensive source-to-pay services that integrate consulting, software, and managed services</td>
</tr>
<tr>
<td>Genpact</td>
<td>Driving the “procurement OneOffice” by integrating process expertise, Triple-A Trifecta, consulting, and managed services</td>
</tr>
<tr>
<td>HCL</td>
<td>Expanded consult-to-operate S2P offering backed by multi-tower BPO capabilities and technology-led solutions</td>
</tr>
<tr>
<td>IBM</td>
<td>Building a cognitive S2P process through intelligent workflows powered by the Triple-A Trifecta (automation, analytics, AI), blockchain, and internal IBM procurement horsepower</td>
</tr>
<tr>
<td>Infosys</td>
<td>“One-stop shop” for sourcing and procurement consulting, managed services, and digital solutions</td>
</tr>
<tr>
<td>TCS</td>
<td>Modernizing the procurement function guided by the “Business 4.0” philosophy and “machine first delivery model (MFDM)”</td>
</tr>
<tr>
<td>Wipro</td>
<td>Smart S2P operations by focusing on customer experience, process re-imagination, and hyper-automation</td>
</tr>
<tr>
<td>WNS</td>
<td>Sourcing and procurement “ecosystem builder” bringing digital innovation through best-of-breed technology, market intelligence, and well-informed sourcing and category experts</td>
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</table>
### HFS Top 10 S2P service providers ranking

<table>
<thead>
<tr>
<th>Rank</th>
<th>#1</th>
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<td><strong>Rank</strong></td>
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<tr>
<td><strong>Overall HFS Top 10 position</strong></td>
<td>accenture</td>
<td>GEP</td>
<td>IBM</td>
<td>Infosys</td>
<td>WNS</td>
<td>WNS</td>
<td>Tata Consultancy Services</td>
<td>Wipro</td>
<td>HCL</td>
<td>Cognizant</td>
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<tr>
<td><strong>Size, experience, and growth</strong></td>
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<td>GEP</td>
<td>IBM</td>
<td>Infosys</td>
<td>WNS</td>
<td>WNS</td>
<td>Tata Consultancy Services</td>
<td>Wipro</td>
<td>HCL</td>
<td>Cognizant</td>
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<td><strong>Geographic capability</strong></td>
<td>accenture</td>
<td>GEP</td>
<td>IBM</td>
<td>Infosys</td>
<td>WNS</td>
<td>WNS</td>
<td>Tata Consultancy Services</td>
<td>Wipro</td>
<td>HCL</td>
<td>Cognizant</td>
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<tr>
<td><strong>Category expertise</strong></td>
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<td>IBM</td>
<td>Infosys</td>
<td>WNS</td>
<td>WNS</td>
<td>Tata Consultancy Services</td>
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<td><strong>Delivery excellence</strong></td>
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<td>IBM</td>
<td>Infosys</td>
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<td>Tata Consultancy Services</td>
<td>Wipro</td>
<td>HCL</td>
<td>Cognizant</td>
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<td><strong>Overall execution</strong></td>
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<td>WNS</td>
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<td>Tata Consultancy Services</td>
<td>Wipro</td>
<td>HCL</td>
<td>Cognizant</td>
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<td><strong>Vision and value proposition</strong></td>
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<td><strong>Platforms and proprietary tools</strong></td>
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<td><strong>Creative client engagement</strong></td>
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<td><strong>Use of emerging technologies</strong></td>
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<td><strong>Investments and ecosystem</strong></td>
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<td><strong>Overall innovation</strong></td>
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<tr>
<td><strong>Voice of the customer</strong></td>
<td>IBM</td>
<td>GEP</td>
<td>IBM</td>
<td>GEP</td>
<td>WNS</td>
<td>IBM</td>
<td>IBM</td>
<td>Infys</td>
<td>IBM</td>
<td>GEP</td>
</tr>
</tbody>
</table>
## Notable performances in S2P services

### HFS Podium Winners
Top three providers overall across execution, innovation, and voice of the customer criteria

<table>
<thead>
<tr>
<th>#1.</th>
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<tbody>
<tr>
<td><strong>accenture</strong></td>
<td><strong>GEP</strong></td>
<td><strong>IBM</strong></td>
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</table>

### Execution powerhouses
Top three providers on execution criteria

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<tr>
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<tbody>
<tr>
<td><strong>accenture</strong></td>
<td><strong>GEP</strong></td>
<td><strong>IBM</strong></td>
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</table>

### Innovation champions
Top three providers on innovation criteria

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<th>#1</th>
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<tbody>
<tr>
<td><strong>accenture</strong></td>
<td><strong>Infosys</strong></td>
<td><strong>GEP</strong></td>
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</table>

### Outstanding voice of the customer
Top three providers on voice of the customer criteria

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<th>#1</th>
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<tbody>
<tr>
<td><strong>IBM</strong></td>
<td><strong>GEP</strong></td>
<td><strong>accenture</strong></td>
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</tbody>
</table>

### Other notable performances
- **HCL** ranked #2 for delivery excellence
- **WNS** ranked #2 for vision and value proposition
- **TCS** ranked #3 for size, experience, and growth and use of emerging technologies
- **Infosys** ranked #3 for category expertise and creative client engagement
S2P service providers profiles
Unmatched scale of procurement strategy, technology, and execution capability across the end-to-end source-to-pay process

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>HFS Top 10 position</td>
<td>#1</td>
</tr>
<tr>
<td>Ability to execute</td>
<td>#1</td>
</tr>
<tr>
<td>Size, experience, and growth</td>
<td>#1</td>
</tr>
<tr>
<td>Geographic capability</td>
<td>#1</td>
</tr>
<tr>
<td>Category expertise</td>
<td>#1</td>
</tr>
<tr>
<td>Delivery excellence</td>
<td>#1</td>
</tr>
<tr>
<td>Innovation capability</td>
<td>#1</td>
</tr>
<tr>
<td>Vision and value proposition</td>
<td>#1</td>
</tr>
<tr>
<td>Platforms and proprietary tools</td>
<td>#2</td>
</tr>
<tr>
<td>Creative client engagement</td>
<td>#1</td>
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<tr>
<td>Use of emerging technologies</td>
<td>#1</td>
</tr>
<tr>
<td>Investments and ecosystem</td>
<td>#1</td>
</tr>
<tr>
<td>Voice of the customer</td>
<td>#3</td>
</tr>
</tbody>
</table>

### Strengths

- **Unmatched end-to-end global S2P scale and scope** with $348B+ of managed spend, 42K projects per year and 16,900+ S2P FTEs, including 1,600+ category experts delivering services from 33+ delivery locations for 510+ clients. Accenture differentiates itself with its ability to offer a completely closed loop solution that leverages its strengths in strategy consulting, operations and technology.
- **SynOps** represents Accenture’s unique, multilient procurement infrastructure across people, tools, data, and processes. SynOps, including RadixOne, captures information throughout the end-to-end process from millions of transactions. It leverages applied intelligence to extract relevant insights that inform business rules (automation and AI) and human decisions. It uses the Human+Machine combination to orchestrate work.
- **Driving non-linear growth** with double-digit revenue growth on the back of smaller FTE growth allows Accenture to price more aggressively. It has continued its strong momentum post the pandemic shock.
- **Extensive investments in the Triple-A Trifecta** of automation (embedded RPA and intelligent automation within SynOps and throughout S2P processes), analytics (real-time market intelligence across each of its 12 category practices, and comprehensive procurement analytics), and AI (e.g., Alma Digital Agent, Procurement Market Intelligence Advisor; Supplier Recommendation Engine, and TCO value forecast).

### Managed spend and key clients

- **Managed spend of nearly $350 billion**
- **Key clients:**
  - Multinational industry leaders in food and beverage, financial services; oil and gas; mining; consumer packaged goods; technology; healthcare; life sciences; professional services; industrial manufacturing; and others.

### FTE mix across the S2P value chain

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<tr>
<th>Category Management</th>
<th>Strategic Sourcing</th>
<th>Supplier Management</th>
<th>Contract Management</th>
<th>Technology Management</th>
<th>Transactional Processes</th>
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### Global headcount and delivery centers

- **S2P delivery headcount:** 16,900+ S2P FTEs including 1,600+ professionals in source-to-contract (S2C) services across 12 category practices and 33+ delivery locations
- **North America:** US
- **LATAM:** Costa Rica, Brazil, Argentina
- **APAC:** India, China, Australia, the Philippines, Mauritius
- **EMEA:** Czech Republic, Romania, Poland, Slovakia, Norway, Italy, Spain, the UK

### Proprietary tools and technologies

- **SynOps:** Human-machine platform that synthesizes data, applied intelligence, and digital technology to optimize outcomes. Technology components include:
  - **RadixOne:** Multi-client, cloud-based platform that automates and integrates projects, activities, and information throughout S2P.
  - **Market Intelligence and Performance Benchmark Apps:** Interactive dashboards for modeling and actionable insights on markets, suppliers, RFx, performance, and client metrics.
  - **Procurement Performance Management Suite:** Visibility of spending, savings, compliance, performance, and projects.
  - **Buyer Guidance Powered by Alma Digital Agent:** Buyer Portal and digital agent customize user support on what and how to buy goods and services, driving compliance and satisfaction.
  - **Intelligent Automation Platform (IAP):** Invoice and payment processing suite combining workforce automation and applied intelligence to improve efficiency and reduce error rates.

### Development Opportunities

- **Technology positioning:** While SynOps is a differentiator, some clients remain unclear around what it means in the procurement context.
- **Market positioning:** Historically, Accenture has had a reputation as a premium and high-cost offering, which it actively addressing, and clients are benefitting from. At times, this perception can lead some clients to consider other providers.

### Acquisitions and partnerships

- **Key S2P partners:** ABBYY, AWS, Aquire, Automation Anywhere, Brightfield, Elasticsearch, Globality, Google, GT Nexus, Jaggara, Lanyon, Levadatta, Maximo, Microsoft, Neo4j, Risk Methods, ServiceNow, Sirion Labs, Sievo, TradeIX, Tradeshift, Verusen, Xivity, Zycus, SAP (Ariba, Fieldglass, Concur), Coupa, Hiperos (now Coupa Risk Assess), Oracle
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Saurabh oversees HFS’ global research function managing the global team of analysts across US, Europe, and Asia-Pac. He works closely with the CEO to set the strategic research focus and agenda for HFS Research, understanding and predicting the needs of the industry, and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research.

As an analyst, Saurabh leads our coverage for horizon 3 change agents such as blockchain, business services (such as finance & accounting, sourcing & procurement, and supply chain), as well as overarching and cross-cutting themes under the OneOffice concept and Hyperconnected Enterprise.

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Ram has over 18 years of experience that spans strategy consulting, business development, and market research. In his current role in HFS, Ram works on custom research projects and syndicated research studies across various technologies and functional areas. Ram is passionate about strategy consulting. He has worked on both the opportunity growth consulting and issue-based consulting with clients in Europe, North America, Japan, and India in the high-tech industry.