

The Forrester Wave™: Source-To-Contract Suites, Q4 2019

The 11 Providers That Matter Most And How They Stack Up

by Andrew Bartels

December 18, 2019 | Updated: December 20, 2019

Why Read This Report

In our 35-criterion evaluation of source-to-contract (S2C) suite providers, we identified the 11 most significant ones — Cobblestone, Coupa, Determine, GEP, Ivalua, JAGGAER, Oracle, SAP Ariba, Synertrade, Wax Digital, and Zycus — and researched, analyzed, and scored them. This report shows how each provider measures up and helps sourcing and vendor management professionals select the right one for their needs.

Key Takeaways

Zycus, Ivalua, Coupa, GEP, And SAP Ariba Lead The Pack

Forrester's research uncovered a market in which Zycus, Ivalua, Coupa, GEP, and SAP Ariba are Leaders; Synertrade, Determine, and JAGGAER are Strong Performers; and Wax Digital, Oracle, and Cobblestone are Contenders.

Module Strength, Vertical Expertise, Services, Vendor Management Are Key Differentiators

As all vendors shift to user-friendly, integrated suites, having best-of-breed functionality in all modules and expertise in the sourcing and contracting processes of different verticals will dictate which providers will lead the pack. Ability to source and manage service providers will become a differentiator. Vendors that can provide strong sourcing, spend analytics, contracting, and supplier management products with vertical industry experience will position themselves to successfully deliver high-quality supply bases at affordable prices and low risk to their customers.

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Related Research Documents

- [The Forrester Wave™: Contract Lifecycle Management For Source-To-Contract Suites, Q1 2019](#)
- [The Forrester Wave™: Supplier Risk And Performance Management Platforms, Q1 2018](#)
- [Now Tech: Spend Analytics Solutions, Q3 2019](#)



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Source-To-Contract Suites Help Firms Get The Right Supplier Results

In today's business world, success depends as much on the performance of the suppliers a firm uses as it does on the capabilities of the workers it employs. Choosing the right suppliers for the spend categories that matter, creating the right contract with these suppliers, building the right relationship with suppliers, and achieving the right performance from them with the lowest risk — all of these activities help a firm establish a base of supplier partners that will help it win in the market.

- › **S2C suites offer the software tools to achieve these objectives.** They combine four software products: 1) eSourcing tools to generate requests for information, quotes, and proposals (RFX) and run reverse auctions to select vendors; 2) contract lifecycle management (CLM) tools to create contracts with suppliers and manage those contracts; 3) spend analytics tools to identify sourcing opportunities and categories of contract leakage and noncompliance; and 4) supplier risk and performance management (SRPM) tools to maintain up-to-date information on suppliers, track and improve their performance, and guard against risks from or to key suppliers.
- › **S2C suites proliferate as vendors strive to meet CPO demand for integrated software.** The chief procurement officer (CPO) has become the point person in most large companies with responsibility for achieving the goal of a high-performing, right-priced supplier base. CPOs want a suite of software that allows their teams (working with business) to be able to run a sourcing event in the morning, work on a supplier contract at midday, talk with an existing supplier on how to improve its performance in the early afternoon, and identify a new sourcing opportunity at the end of the day, all using the same software interface and with data and work objects flowing from application to application. This CPO demand has pushed vendors that may have offered point solutions for sourcing, CLM, spend analytics, or SRPM to expand their portfolio to include all four products.
- › **But other stakeholders create centrifugal forces that work against suites.** CPOs are not the only corporate stakeholders with an interest in the products included in S2C suites. Heads of supply chain care deeply about supplier performance and supplier risk. Chief risk officers worry about supplier risk. General counsels are directly involved in the creation of supplier contracts. And CFOs increasingly want to use CLM and spend analytics to gain insight into the drivers of financial performance. Their demands for specialized solutions can pull SRPM, CLM, and spend analytics out of suite solutions.

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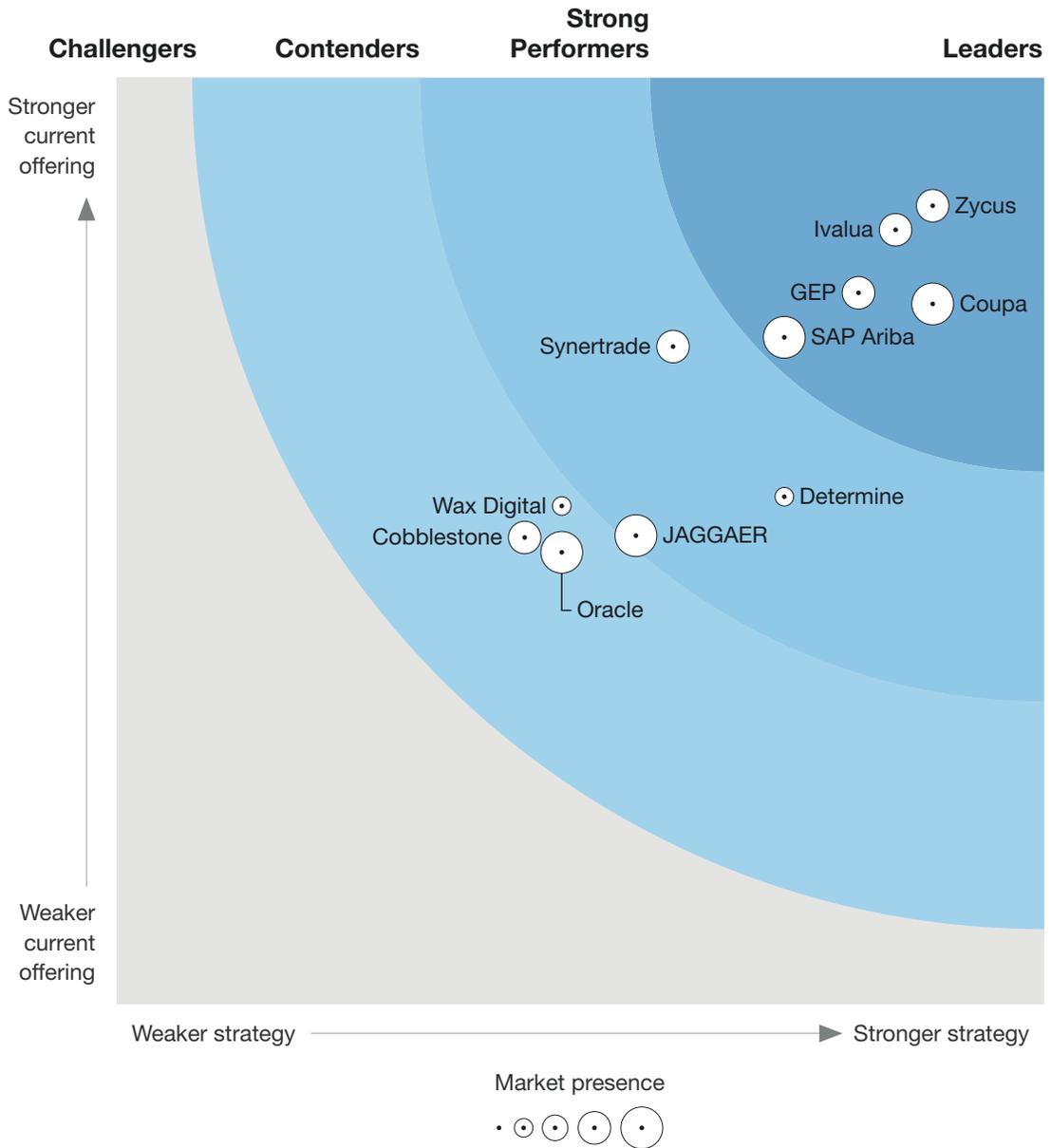
Evaluation Summary

The Forrester Wave™ evaluation highlights Leaders, Strong Performers, Contenders, and Challengers. It's an assessment of the top vendors in the market and does not represent the entire vendor landscape. You'll find more information about this market in our reports on spend analytics, eSourcing, CLM, and SRPM and on the overall ePurchasing software market.¹

We intend this evaluation to be a starting point only and encourage clients to view product evaluations and adapt criteria weightings using the Excel-based vendor comparison tool (see Figure 1 and see Figure 2). Click the link at the beginning of this report on Forrester.com to download the tool.

FIGURE 1 Forrester Wave™: Source-To-Contract Suites, Q4 2019

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FIGURE 2 Forrester Wave™: Source-To-Contract Suites Scorecard, Q4 2019

	Forrester's Weighting	Cobblestone	Coupa	Determine	GEP	Ivalua	JAGGAER	Oracle	SAP Ariba	Synertrade	Wax Digital	Zycus
Current offering	50%	2.57	3.78	2.74	3.84	4.18	2.53	2.44	3.60	3.55	2.69	4.31
Spend analytics	15%	1.90	3.50	2.00	3.70	3.50	3.00	1.40	4.60	3.00	3.40	5.00
eSourcing capabilities	15%	2.00	3.80	1.60	3.00	3.80	3.50	2.40	3.80	4.10	2.50	3.30
Contract lifecycle management (CLM)	15%	3.30	3.30	3.40	3.30	3.30	2.70	2.40	3.70	2.90	1.60	3.60
Supplier risk and performance management	15%	1.90	3.90	1.90	2.90	3.90	3.00	1.40	3.90	3.00	2.40	3.50
Source-to-contract architecture	10%	5.00	3.00	3.00	5.00	5.00	1.00	5.00	5.00	5.00	3.00	5.00
Integration	5%	3.00	5.00	3.00	3.00	5.00	3.00	3.00	5.00	5.00	5.00	5.00
Globalization	5%	3.00	5.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00	1.00	5.00
References for usability	10%	1.00	5.00	5.00	5.00	5.00	1.00	3.00	1.00	3.00	3.00	5.00
References for vendor support	10%	3.00	3.00	3.00	5.00	5.00	1.00	1.00	1.00	3.00	3.00	5.00
Strategy	50%	2.20	4.40	3.60	4.00	4.20	2.80	2.40	3.60	3.00	2.40	4.40
Product strategy	60%	1.67	4.33	3.67	4.33	4.33	3.00	2.33	3.67	3.00	2.33	5.00
Corporate strategy	30%	2.33	5.00	3.67	3.00	3.67	2.33	2.33	3.67	3.00	2.33	3.67
Performance and financial position	10%	5.00	3.00	3.00	5.00	5.00	3.00	3.00	3.00	3.00	3.00	3.00
Market presence	0%	3.80	5.00	1.40	4.00	3.60	5.00	4.40	5.00	3.40	1.40	3.60
Installed base	40%	5.00	5.00	2.00	4.00	3.00	5.00	5.00	5.00	4.00	2.00	3.00
Revenue	60%	3.00	5.00	1.00	4.00	4.00	5.00	4.00	5.00	3.00	1.00	4.00

All scores are based on a scale of 0 (weak) to 5 (strong).

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Vendor Offerings

Forrester included 11 vendors in this assessment: Cobblestone, Coupa, Determine, GEP, Ivalua, JAGGAER, Oracle, SAP Ariba, Synertrade, Wax Digital, and Zycus (see Figure 3).

FIGURE 3 Evaluated Vendors And Product Information

Vendor	Product evaluated	Product version evaluated
CobbleStone Systems	Contract Insight	17.3
Coupa	Coupa Business Spend Management Platform	24
Determine, A Corcentrics Company	Determine Cloud Platform	
GEP	SMART by GEP	
Ivalua	Ivalua Source-to-Contract	162
JAGGAER	JAGGAER ONE	19.2
Oracle	Oracle Procurement Cloud	19C
SAP Ariba	SAP Ariba Spend Analysis, SAP Ariba Sourcing, SAP Ariba Contracts, SAP Ariba Supplier Risk, SAP Ariba Supplier Lifecycle and Performance, SAP Ariba Strategic Sourcing Suite	
Synertrade	Accelerate	4.9
Wax Digital	web3 Source to Contract	
Zycus	iSource (19.06.1.0), iContract (19.07.1.0), Insight Studio (19.07.1.0), iAnalyze, iSave, & iManage (18.06.1.1)	

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Vendor Profiles

Our analysis uncovered the following strengths and weaknesses of individual vendors.

Leaders

› **Zycus builds off its analytics roots to promote AI-enabled sourcing and contracting.**

Headquartered in the US, Zycus began as a spend analytics specialist, using its Indian-based development resources to build a leading-edge analytics product. It has expanded its suite organically over recent years, adding eSourcing, CLM, and SRPM modules as well as a P2P suite for eProcurement and eInvoicing. It has expanded its geographic presence from the US into Europe, the Middle East, and Asia. Its over 200 S2C contracts are scattered across multiple industries. More so than other vendors, it has built its marketing strategy around AI, promoting its Merlin AI studio for creating bots to automate various tactical and transactional tasks.

Its spend analytics, CLM, and SRPM products are better than most competitor products, but its eSourcing is on par with others. But its practice of having separate development teams for each product has created issues of missing integration points between the modules, a weakness it is addressing through adding a new integrated interface called Dewdrops for the full suite. Like other vendors, it struggles with sourcing of services, and it lags behind some vendors in direct materials sourcing. Its clients gave it high marks for product usability and implementation support and customer support, with the latter bolstered by a well-designed implementation strategy. On the other hand, in our view, a certain degree of industry indifference hampers its commercial and market approaches.

› **Ivalua offers a customizable S2C suite with high adoption.** Ivalua is a half-European, half-North American S2C vendor with an entirely organic suite offered on a single-instance hosted basis or on-premises. Its only significant acquisition was its 2018 purchase of DirectWorks and its direct-materials management solution, which it converted to its own code base. Its single-instance model allows customization of the product, which has helped it win the business of complex organizations like the City of New York, the State of Maryland, Honeywell, and Credit Suisse. The same model has helped it win clients in Canada and Europe that need to comply with data residency requirements. Its 200 or so S2C clients span industries, with concentrations on industries like manufacturing, public sector, financial services, and healthcare.

All four of its S2C modules are strong, with special strength in supplier risk and performance management and spend analytics. It has advanced features for direct materials and for services compared to the other vendors in this Forrester Wave. On the other hand, its AI functions lag behind competitors, and its single-instance hosted model hampers (but does not preclude) its ability to use multiclient data to improve the performance of these AI functions. Its reference clients gave it top marks for usability and implementation and ongoing support, though one client said, “It’s like a Ferrari — very powerful and useful if you know how to use it.” These same clients had

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the most complete and extensive implementation of the S2C suite of all the reference clients we interviewed. Its market approach, planned enhancements, implementation approach, and financial performance are strategic strengths.

- › **Coupa assembles a leading S2C suite through acquisitions.** Over the past three years, Coupa has used acquisitions of TradeExtensions (sourcing), Spend 360 (spend analytics), Hiperos (SRPM), and Exari (CLM) to jump into Leader territory for S2C suites. It has applied an overlay of its market-leading user interfaces across these disparate applications to create an integrated user experience. Coupa also worked hard to create communities of users by role and by industry and poured the feedback from these user communities back into the products. It also has gotten permission from almost all its clients to use their data to train and improve the AI functions in its products. The result is that Coupa has the second-largest S2C revenues and the second-largest client base of all the vendors in this Forrester Wave.

eSourcing and SRPM are the strongest products in Coupa's S2C portfolio, and both benefit from its community contributions to product functions. Spend analytics is solid, but still maturing. Similarly, its CLM product is relatively weak, though full integration of Exari's leading capabilities (at the time of this evaluation, Exari was positioned as a separate Advanced Contracts product) should improve that in time. We view Coupa's assembly of products on different code bases as suboptimal compared to the organic suites of its leading competitors, but Coupa does a good job of hiding this structure. Other vendors are now matching Coupa's user friendliness, and its client ratings of usability were on a par with the average across all the vendors. Where Coupa needs to improve was on implementation and customer support. Coupa's three reference clients gave it ratings for implementation and customer support that were average compared to all the vendors' reference clients we interviewed.

- › **GEP focuses on S2C for manufacturing and financial service companies.** GEP began as a spend analytics and eSourcing vendor with a major business process outsourcing (BPO) business in helping firms succeed in their sourcing initiatives. Over the years, it shifted its emphasis to software and built a source-to-contract suite as well as procure-to-pay suite, under the label of Smart by GEP. As that label implies, GEP's S2C suite is analytically rich, with insights, templates, reports, and best practices from its outsourcing practice. It has deliberately chosen to focus on six industries where its 350 clients allow it to craft vertically relevant solutions: oil and gas, pharmaceuticals, consumer packaged goods, retail, tech and telecommunications, and financial services firms.

Its strongest product continues to be spend analytics, but the eSourcing, CLM, and SRPM products are competitive. Its eSourcing product has some unique strengths in direct materials sourcing (for example, "should cost" analytics) but struggles with sourcing of services (as do most vendors). Its SRPM's risk management functions are still in development, and its CLM contract creation process has limitations in version control. On the positive side, its organically built suite delivered very high client usability ratings (indeed the highest of all vendors): As one client said,

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“We like what we see in GEP; there’s really good interaction between modules, but only if you know what to ask.” Its implementation and customer support similarly received very high client ratings. Its commercial approach and its market approach are strategic strengths, and its planned enhancements will add to what is already a leading offering for sourcing and managing direct material supplies. But, in our view, its implementation, partner, and AI strategies are hurt by its go-it-alone philosophy.

- › **SAP Ariba provides strong products with weak execution.** Ariba is the pioneer of the source-to-contract market, having been the first vendor to build this suite of products. It has the largest client base and the most revenues of any S2C vendor, with the widest geographic scope and broadest industry coverage. It is working with SAP Fieldglass, its sibling for services procurement, to develop a solution for services sourcing. And it is leveraging SAP’s Leonardo AI platform and other AI tools like IBM Watson to develop AI functions across its S2C portfolio. For all of these positives, SAP Ariba is hurt by lack of focus, weakness in execution, and a market approach that depends too heavily on sales into the SAP client base.

On paper, SAP Ariba has the strongest CLM solution, one of the strongest SRPM products, and the second-best spend analytics and eSourcing modules. Built on a single code base and with links to financial and manufacturing resource management systems of the largest ERP vendor, it has solid structural underpinnings, good integration with disparate systems, and global customer support. But something is missing in practice. Its clients gave it below average ratings for product usability and below average scores for implementation and customer support. As one client said, “Ariba’s suite is a collection of capabilities, but not fully integrated or seamless. User experience is not consistent across the suite.” Its AI strategy and its partner ecosystem are positives. But pricing rigidity and dependency on rebates from existing SAP SRM agreements limit its commercial strategy; fuzziness and a focus on too many verticals hurt its market approach; and its implementation strategy depends too much on its partners doing the right thing.

Strong Performers

- › **Synertrade is strong in sourcing, competitive in CLM, spend analytics, and SRPM.** Synertrade is French/German company that started with sourcing and spend analytics, then added CLM, SRPM, and a P2P suite through organic development on the same code base. Its suite is offered as a multitenant SaaS deployment. It has branched out geographically from its European roots, with 20% of its revenues coming from North American clients, 10% from Latin America, 10% from Africa and Middle East, and 10% from Asia Pacific. Its over 600 clients are primarily in industrial equipment, retail, pharmaceuticals, consumer packaged goods, and media and communications, though it has picked up clients, like the World Bank, in other industries.

eSourcing is Synertrade’s strongest module, with very good reverse auction capabilities, sourcing project management, and direct materials support that have attracted clients like Google and Walmart. Its CLM, spend analytics, and SRPM are capable, but on par with most other vendors.

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Its clients gave it average scores for usability and for implementation and ongoing customer services and support; one client noted that “They have done a good job in continuing to evolve the application to make it more attractive to the end user.” Its implementation strategy, AI strategy, planned enhancements, partner ecosystem, and market approach are solid but similar to those of other vendors.

- › **Determine’s usability and implementation support attracts clients.** Like Coupa and JAGGAER, Determine built its S2C suite through acquisitions (Ista in 2014, b-pack in 2015). But it is further along in replatforming its S2C modules on a common platform. Its 2018 acquisition by Corcentric, a US consulting and managed services provider with experience in fleet and capital equipment procurement and financial management, provides financial support and consulting resources. Determine has over 140 clients in the US and in Europe (in France, the UK, and the Nordics), with concentrations in diversified manufacturing, retail, building and construction, and distribution and franchising.

Its CLM solution is solid, and widely adopted. Its eSourcing, spend analytics, and supplier risk and management modules are more rudimentary. Clients gave it very good scores for usability (one said, “We are very happy with the product, and found it quite easy to use”) and above average scores for implementation (which we discounted for partial deployments). Its AI strategy depends heavily on third-party vendors like BrightLeaf, LegalSifter, ProcureEdge, and Seal. Its implementation strategy relies on a balanced mix between its own resources and third parties, and its commercial approach makes it very attractive from a pricing perspective. But it has not yet done much to build verticalized solutions, and its planned enhancements will allow it to keep up with competitors but not surpass them.

- › **JAGGAER’s S2C suite starts to come together, led by CLM and SRPM.** JAGGAER has growth through acquisition, adding German-based procurement/sourcing vendor Pool4Tool and Italy-headquartered Bravo Solution’s S2C suite to the US-based Sciquest’s suite. These mergers and acquisitions left JAGGAER with multiple eSourcing, spend analytics, and CLM products, which it has been rationalizing on its new JAGGAER One service-oriented architecture and data lake. JAGGAER has over 500 S2C clients on both sides of the Atlantic, with client concentrations in discrete goods manufacturing, retail and restaurants, life sciences and pharmaceuticals, and higher education and governments. But many of those clients are using just one or two of the source-to-contract suite modules, while the Leaders in this Forrester Wave generally had clients using three or four of those modules.

JAGGAER’s S2C modules were on par with most vendors — overall, no worse than the average, but no better. Its eSourcing module has strengths in direct material sourcing (including good integration into PLM systems) and in multilot logistics and transportation services, but like other vendors struggles with sourcing professional services. Its spend analysis solution and SRPM modules are solid but not outstanding, and its CLM solution lags behind competitors. Its reference clients, who were, on average, using 2.5 modules, gave it below average scores for usability and

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implementation support. One client said, “We still have two separate interfaces today [for different modules], but we will migrate to JAGGAER One when that comes out.” Its market approach includes verticalized solutions but not much in the way of vertical community knowledge sharing. Its AI strategy depends heavily on its Edgeverve partner, but otherwise its partner ecosystem is thin. And its focus on putting all its modules on the same basis means that its planned enhancements are playing catch-up with competitors.

Contenders

› **Wax Digital leads with sourcing and spend analytics, catching up in SRPM and CLM.**

Wax Digital is a UK-based vendor with an emerging S2C suite. It offers its own organically built eSourcing, CLM, and SRPM products, and partners with Rosslyn Analytics for spend analytics. eSourcing is its most mature product, with its CLM and SRPM product being more recent. Seventy percent of its 100 or so clients are in the UK, with the other 30% in the US, Australia/New Zealand, and other European countries. It has clients in financial services like RBS, in aerospace like Raytheon and British Aerospace, in construction, and in food and beverage manufacturing.

Its eSourcing and the spend analytics solution that it offers through its partnership with Rosslyn are competitive with similar products from other vendors, but its CLM and SRPM products lag behind competitor offerings. It benefits from having an organic suite apart from the spend analytics module, though that module fits with Wax Digital’s own modules from a user-interface perspective. Its clients gave it average scores for usability and for implementation and custom support. Its AI strategy, planned enhancements, and partner ecosystem lag behind the Leaders, but its commercial approach and pricing model is a strength. Its market approach and implementation strategy are solid. It is a good choice for clients in the UK and for clients in its target industries of aerospace, financial services, construction, and food and beverage manufacturing.

› **Oracle is competitive in sourcing and CLM but not yet in spend analytics or SRPM.** Over the years, Oracle has given more attention to its sell-side offerings for CRM, marketing, or eCommerce than it has to its buy-side offerings for ePurchasing, especially in terms of acquisitions. However, its Oracle Cloud Procurement suite seeks to address that positioning. Built on a single code base and tightly integrated with the Oracle Cloud ERP suite, Oracle’s S2C suite has several hundred clients so far, including conversions from Oracle’s legacy eBusiness Suite and PeopleSoft eSourcing and CLM products.

Oracle’s S2C modules generally lag behind the competitors, especially in spend analytics and SRPM. Its eSourcing module is decent, with strengths in sourcing project management thanks to its inclusion of Oracle Fusion project management and its direct material support. CLM is also solid but not spectacular, with weaknesses in contract importing and repository. Its spend analytics module is basically the Oracle Transactional Business Intelligence tool without any kind of knowledge base or taxonomy to help classify their spending. Similarly, its SRPM module does a decent job of supplier information management but falls short in supplier performance or risk

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management. Clients gave it average scores for usability and low scores for implementation and customer support. Despite being built on a single code base, clients said, “Integration between the apps was horrible, though it has gotten better, and integration with other apps continues to be a problem.” Its AI strategy relies entirely on Oracle resources, and its market approach is to sell into the Oracle client base without any real verticalization — both reasonable but not aggressive. But its implementation strategy relies too heavily on partners (which hurts its implementation score), and its planned enhancements are features that competitors have been offering for several years.

- › **Cobblestone’s CLM strengths come with improving S2C capabilities elsewhere.** Cobblestone is a proven CLM vendor that has steadily added eSourcing, spend analytics, and supplier risk and performance management modules to create a full S2C suite. Its client base is diverse geographically (60% in North America, 10% in Latin America, 35% in Europe, 5% in Asia Pacific), but concentrated in services industries like financial services, insurance, healthcare, education, and government. Its solution is single-instance per client, with most clients opting for its single-instance hosted subscription model instead of the on-premises deployed option that Cobblestone also offers.

Its CLM solution is competitive with other vendors, with strengths in reporting and analytics. Its newer solutions for eSourcing, spend analytics, and SRPM are more basic. Reference clients gave it usability scores that were lower than the average for all vendors, but very good marks for implementation and ongoing support. As one client said, “Dealing with Cobblestone is pretty easy — they really try to help you out. Customer service has been outstanding.” Still, we discounted these scores because these clients were primarily using just the CLM and eSourcing modules. Its pricing is very competitive, which helps its commercial approach strategy. But its AI strategy relies primarily on its own resources with future rollout planned. Its implementation strategy uses mostly its own resources and a few highly vetted partners, and it doesn’t yet have verticalized offerings as part of its market approach. It is growing strongly and is profitable, making it a good choice for midsize clients in services industries that need a basic S2C suite at an attractive price.

Evaluation Overview

We evaluated vendors against 14 criteria, which we grouped into three high-level categories:

- › **Current offering.** Each vendor’s position on the vertical axis of the Forrester Wave graphic indicates the strength of its current offering. Key criteria for these solutions include: the strength and maturity of its solutions or modules for spend analytics, eSourcing, contract lifecycle management, and supplier risk and performance management. We also assessed how well these modules supported direct materials, indirect materials, and services; how well they functioned as a suite; how well they handled global or non-US clients; and how well they integrated with other applications. Lastly, we assessed how their reference clients rated the products’ usability and the vendors’ implementation and ongoing support services.

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- › **Strategy.** Placement on the horizontal axis indicates the strength of the vendors' strategies. We evaluated their product strategy, including their commercial approach in terms of pricing and product positioning, their strategy for incorporating AI functions into their products, and their other planned enhancements. We also evaluated their corporate strategy, including their market approach for positioning their solution against different industry, geographic, and size segments, their partner ecosystem of other software vendors with whom they worked, and their implementation strategy in terms of their use of their own resources versus partner resources and how they were organized to help customers achieve success. Lastly, we evaluated their financial performance and the degree to which they had the financial resources to execute their strategy.
- › **Market presence.** Represented by the size of the markers on the graphic, our market presence scores reflect each vendor's revenues from its source-to-contract products in 2018 and projected for 2019 and how many clients it has as of mid-2019.

Vendor Inclusion Criteria

Forrester included 11 vendors in the assessment: Cobblestone, Coupa, Determine, GEP, Ivalua, JAGGAER, Oracle, SAP Ariba, Synertrade, Wax Digital, and Zycus. Each of these vendors has:

- › **A full source-to-contract suite with all modules in the market since 2018.** The vendors we included had to have a full suite that included eSourcing, spend analysis, contract lifecycle management, and supplier risk and performance management in the market from 2018 forward.
- › **At least \$10 million in S2C revenues projected for 2019.** We allowed vendors to include the revenues from sales of one or two products in their suite in the calculation of this revenue threshold and did not insist that the revenue calculation used had to come from sales of the suite as a whole.
- › **S2C sales across multiple industries and geographies.** To assure the widest relevance of this Forrester Wave evaluation to the most clients, we included vendors who could demonstrate that they had clients in the US, Europe, and Asia Pacific and in multiple industries.

Vendors We Did Not Include

In addition to the 11 vendors that we included in this Forrester Wave evaluation, there are several other vendors that offer two or three of the S2C modules, though not all four. Here are some top examples:

- › **Proactis offers eSourcing and spend analysis with limited supplier management.** Proactis is a UK-headquartered company, with clients primarily in the US, France, and the Netherlands. The product of mergers between US-based Perfect Commerce and UK-based Proactis in 2017 and the acquisition of Netherlands-based Esize in 2018, Proactis offers a procure-to-pay suite and a business network, along with elements of a source-to-contract suite. Its eSourcing and spend analysis offerings are competitive with the modules analyzed here, but its contract management solution is light on contract authoring, and its supplier risk management capabilities are limited.

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- › **Scanmarket offers an S2C suite that is just getting started on spend analytics.** Danish vendor Scanmarket has offered a very capable eSourcing product for almost 20 years, with 1,000 clients in the Nordics, the UK, the US, the Netherlands, and Germany. In the past few years, it has steadily added modules for contract management, supplier information management, and, most recently, spend analytics. However, its contract management module is primarily a contract repository, it doesn't yet have full support for supplier risk or performance management, and its spend analytics solution is brand new.
- › **Xeeva provides a source-to-procure suite for manufacturers.** Based in Michigan, Xeeva started with sourcing and spend analytics for auto companies and their suppliers, then branched out into eProcurement. Its supplier management module covers supplier information and performance management. But it only offers a contract repository as part of its eProcurement suite, not contract creation.

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We publish all our Forrester Wave scores and weightings in an Excel file that provides detailed product evaluations and customizable rankings; download this tool by clicking the link at the beginning of this report on Forrester.com. We intend these scores and default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs.

The Forrester Wave Methodology

A Forrester Wave is a guide for buyers considering their purchasing options in a technology marketplace. To offer an equitable process for all participants, Forrester follows [The Forrester Wave™ Methodology Guide](#) to evaluate participating vendors.

In our review, we conduct primary research to develop a list of vendors to consider for the evaluation. From that initial pool of vendors, we narrow our final list based on the inclusion criteria. We then gather details of product and strategy through a detailed questionnaire, demos/briefings, and customer reference surveys/interviews. We use those inputs, along with the analyst's experience and expertise in the marketplace, to score vendors, using a relative rating system that compares each vendor against the others in the evaluation.

We include the Forrester Wave publishing date (quarter and year) clearly in the title of each Forrester Wave report. We evaluated the vendors participating in this Forrester Wave using materials they provided to us by the end of September 2019, and did not allow additional information after that point. We encourage readers to evaluate how the market and vendor offerings change over time.

In accordance with [The Forrester Wave™ Vendor Review Policy](#), Forrester asks vendors to review our findings prior to publishing to check for accuracy. Vendors marked as nonparticipating vendors in the Forrester Wave graphic met our defined inclusion criteria but declined to participate in or contributed only partially to the evaluation. We score these vendors in accordance with [The Forrester Wave™ And The Forrester New Wave™ Nonparticipating And Incomplete Participation Vendor Policy](#) and publish their positioning along with those of the participating vendors.

Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

Endnotes

¹ See the Forrester report "[The Forrester Wave™: Contract Lifecycle Management For Source-To-Contract Suites, Q1 2019](#)," see the Forrester report "[The Forrester Wave™: Supplier Risk And Performance Management Platforms, Q1 2018](#)," see the Forrester report "[Now Tech: Spend Analytics Solutions, Q3 2019](#)," and see the Forrester report "[Now Tech: Contract Lifecycle Management, Q1 2018](#)."

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