



Solution Spotlight on



Solution Spotlight on Determine

The competitive pressures in today's business world have caused a shift in the way Best-in-Class enterprises are viewing and engaging their suppliers and the source-to-pay processes that support those relationships. These leading enterprises are taking a more holistic view of the supply management workflow while also looking for better ways to communicate, collaborate, and transact with their trading partners. These changes in the classic buyer-supplier paradigm have contributed, in no small part, to the rise in the usage of solution suites and the value that they can extend across the full process. This Solution Spotlight pairs a discussion of these trends, in particular the holistic approach to automating the source-to-pay process, with an examination of the capabilities and features of the Determine solution suite.

The Value of Holistic Source-to-Pay

For the modern-day procurement function, the uptick in the speed of business has forced this unit to react to increasingly dynamic global challenges in near real-time. This critical factor, combined with the overarching desire to advance through any market condition, has placed incredible emphasis on the efficiency, effectiveness, and agility of a procurement operation including data management, sourcing, contract management and the procure-to-pay process.

For procurement executives, the range of processes inherent in a typical day often span across various stakeholders, strategies, and systems, causing (in most enterprises) a consistent hiccup in the reaction and impact of critical capabilities (including extraction and delivery of crucial spend/supplier data). And, as the general speed of business now necessitates, any lag within this function can hold significant consequences for those enterprises that strive to generate long-term value from their strategic sourcing efforts. Now is the time for businesses to transform their thinking around the source-to-pay process, to not only enhance the overall impact of the greater procurement function, but to also embrace the speed of evolution that is happening within the business stratosphere.

Embracing the Arc of Source-to-Pay: Making the Case for a Streamlined Approach

Seamless and streamlined source-to-pay processes can capture and retain value efficiently and effectively in a repeatable and scalable way, a factor that is nearly required in this day and age of “on-demand value.” A robust source-to-settle process also does more than simply manage supplier relationships and tighten the competencies around the sourcing program. By linking sub-process areas like spend analysis with sourcing and eProcurement with accounts payable under a full, holistic “arc,” the value created in one area is carried forward and often amplified within the next connected sub-process. For example, supplier information management (“SIM”) and contract management solutions can individually drive value for organizations that are looking to improve supplier relationships and compliance. But, when combined, these two solutions can serve as force multipliers by streamlining the post-contract on-boarding process and helping staffs quickly aggregate, parse, and analyze large volumes of information (paper-based and/or digital) in order to track and achieve compliance, and respond more nimbly in a

fast-changing business environment. Similarly, an invoice that is created or "flipped" from a system generated purchase order ("PO") is basically assured to match the original PO and therefore has a significantly greater chance to be processed "straight-through."

The above factors, when looped and linked under the arc of the source-to-pay process, helps drive tremendous value from efficiency, visibility, and cost perspectives. Although separate platforms present procurement professionals with paths that are far superior to manual-intensive capabilities, there is incremental value in supporting holistic source-to-pay programs with a single suite that combines e-sourcing, e-procurement, spend analysis, contract management, and financial automation. Digging deeper, there are several key reasons why today's businesses should consider transforming their current source-to-pay processes under a unified and holistic banner:

- **The reduction of complexity when sourcing and deploying new technology.** Every procurement solution brings its own challenges, particularly when it comes to the complexity of various modules, functionality, and integration. As the advent of cloud technology continues its evolution in the solutions market, a single and unified source-to-pay suite reduces the various complexities inherent in procurement software usage, deployment, and maintenance. This aspect will assist in reducing the time it takes to react to a wide range of common challenges.
- **An easier path to innovation.** It is common for procurement and sourcing technology platforms to face frequent updates as well as new product offerings and enhancements. For disparate systems, this can contribute to lags in the effectiveness of automation and eradicate much of the ultimate value gained from linking source-to-pay processes. Because cloud-based platforms offer reduced downtime during upgrades (and also offer a quicker go-to-market for new module rollouts), a single suite will ultimately allow its users to access and leverage new and innovative functionality that could potentially transform aspects of the procurement and sourcing operation.
- **Improved visibility and enhanced quality of spend and supplier data.** While most of today's platforms have the ability to "connect" to each other for the sake of information free-flow, it is not always a simple and worry-free process. In an age when data, insights, and intelligence are the most critical avenues to procurement success, a single source-to-pay suite ensures that data related to suppliers, spend, invoices, etc. carry over nearly instantaneously and without a major lag. In a world that is

dominated by on-demand desires, it is critical that a unified platform deliver real-time intelligence to assist in critical decision-making.

- **Commonality of platform attributes, particularly user interface and system capabilities.** More and more procurement and finance professionals are being exposed to technology and automation; while most procurement functions rely on solutions to support their programs, the advent of cloud-based software has made automation more accessible to smaller enterprises that have been out of the technological loop in the past. As CPOs and procurement executives push their teams to rely on automation in lieu of manual-intensive processes, aspects such as user experience become crucial attributes. In utilizing several systems for source-to-pay instead of a unified platform, both fresh and experienced users are exposed to various user interfaces, several log-in names and passwords, different data formats and standards, and various administrative concerns, etc. Under a single system, these issues are nearly non-existent. Users will feel more comfortable with all solutions under a single banner platform... and be more likely to embrace it as a everyday tool.

Following the Best-in-Class' Lead

Top-tier organizations in the procurement arena are commonly known and recognized for their high-level performance across a series of supply management metrics, however, their success in one critical area is the clearest representation of their elite level. As shown in Figure 1, Best-in-Class enterprises are actively placing 91% of their total spend under management...reflecting the ultimate influence of the procurement function.

Figure 1: Spend Under Management, Best-in-Class vs. All Others



n = 331

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Spend under management is often considered the most accurate representation of

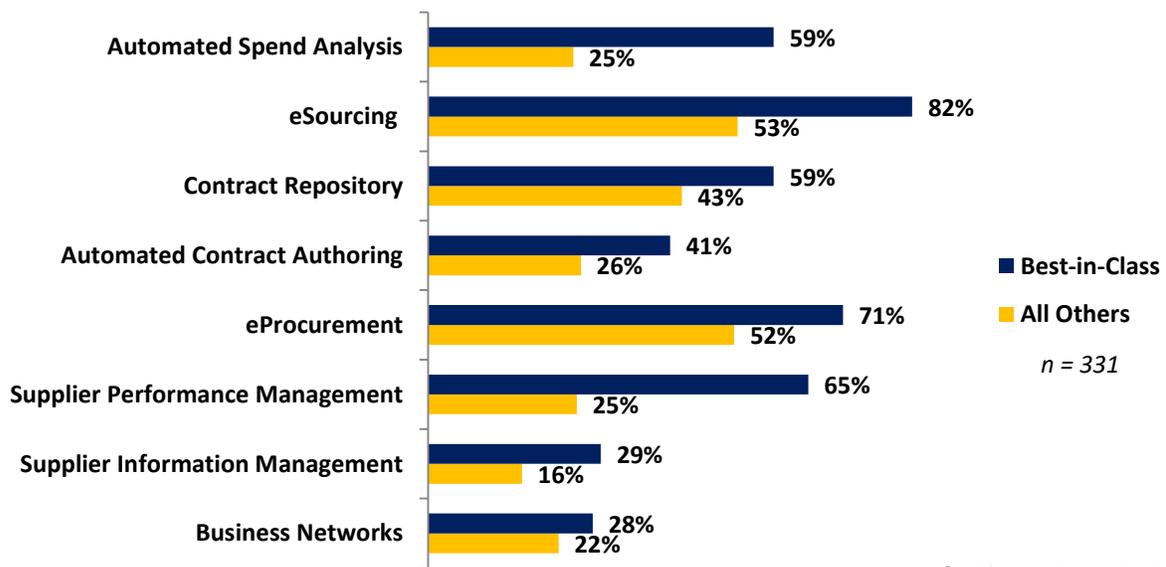
Spend under Management:
The percentage of total enterprise spend that a procurement organization manages or influences. Ardent Partners' research has found that for every new dollar that is placed under management of the procurement department, the average enterprise realizes a benefit of between 6% and 12 % over the first contract cycle.

procurement’s impact within the average business. This significant determinant in Ardent’s research reflects the real performance of Best-in-Class procurement functions; in looking “behind the curtain” of these programs, many factors come to light, including:

- The depth of Best-in-Class procurement programs from a capability perspective.
- The level of data and intelligence that is routinely held by these companies.
- The willingness to collaborate with other key stakeholders, and;
- The consistent reliance on automation and technology to support everyday sourcing efforts.

As shown in Figure 2, Best-in-Class organizations actively leverage a slew of procurement and sourcing solutions to drive ultimate value from the function.

Figure 2: Current Technology Adoption, Best-in-Class vs. All Others



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From the insights and intelligence afforded by automated spend analysis systems (59%) to the strength of decision-making and execution of eSourcing (82%), Best-in-Class enterprises actively harness the power of core platforms and solutions to drive more spend under management and boost the overall impact of the procurement unit. Everyday strategies, such as contract management and supplier performance management, are also actively supported by automation in some fashion.

The adoption numbers for the Best-in-Class are higher for every application shown in Figure 2 above. The end-users in these leading organizations also use the solutions to a greater degree driving more transactional volumes and workflow activity through the systems. The Best-in-Class show that system usage is important. They also show that system (and process) linkage is important as evidenced by the fact that:

- Enterprises that leverage spend analysis directly into their sourcing projects save, on average, between 24% - 41% more per project
- Eliminating any sourcing to contract gaps can reduce savings leakage by up to 38%
- Linking and automating the P2P process can reduce invoice processing costs by 40% to 70%

The real clincher for today's procurement functions is to take a page from the Best-in-Class playbook and drive automation across the full source-to-pay process and unify these platforms under a single arc for maximum visibility, consistency, control, and value.

Solution Spotlight – Determine

Company Overview

www.determine.com



Determine, Inc. is a provider of cloud-based source-to-pay solutions that automate the full workflow across sourcing, procurement, supply management, and accounts payable activities. Founded as Selectica in 1996, the company rebranded itself as Determine in 2015 after a major company and solution transformation that included the acquisition of French procure-to-pay (“P2P”) solution provider, b-pack, in August, 2015 and US-based strategic sourcing specialist, lasta, in July, 2014. The company has combined the best-of-breed capabilities of the three companies onto a single platform, offering a blended solution suite encompassing the procurement and AP workflow.

Determine is publicly-traded on the NASDAQ exchange (Ticker: DTRM) and reported annual revenues of \$26.8 million

in its FY 2016 (the 12-month period ended March 31, 2016), which represented a 28% year-over-year increase. The integrated Determine solution portfolio serves a global footprint of more than 300 clients that operate across 20 industries.

Since its 2015 rebranding, Determine has emphasized the integration of its three combined companies and now offers a single solution suite that captures key elements from each offering. Today, the integrated **Determine Cloud Platform** serves as the underpinning to six core modules that comprise a suite of cloud-based solutions that automate practically every aspect of the source-to-pay value chain.

Founded	1996
HQ	Carmel, Indiana
Employees	200+
Geographic Presence	Global; offices in North America and Europe
Solution Delivery	Cloud-based
Customer focus	Global 1000 companies
Industry Segments	Multiple
Regions	Europe, North America
Business Lines	Full Source-to-Pay, Contract Management
Notable Customers	RCI Banque, Sony Music, Servier, Biogen, Kellogg, Monoprix, Pepsi, Centrica, Church & Dwight
Notable Partners	Lexmark, Protiviti, Provisis, Aeroexchange, DocuSign

Products and Services

Determine's products and services represent the union of three distinct specialists in the procurement space – **Selectica**, a “pure play” provider of contract lifecycle management solutions; **lasta**, a provider of a cloud-based strategic sourcing suite; and **b-pack**, a procure-to-pay solution provider. While the company continues to offer some of their original solutions in the market, the focus of this solution spotlight is on the new Determine solution suite which covers the source-to-pay process. The cloud-based solutions are now offered on a shared platform (referred to as the “**Determine Cloud Platform**” or “**DCP**”) which Determine offers on both a modular (standalone applications) and suite basis. The solutions are hosted on the Amazon Web Services Cloud and have been developed to be mobile-friendly.

The solutions offered in the new **Determine Cloud Platform** are:

- **Supplier Management:** The supplier management solution integrates across the entire suite and enables self-service registration, as well as supplier information, risk, and performance management. The solution is designed to support supplier collaboration through a broad set of capabilities by enabling direct visibility, communication, and control with an emphasis today on onboarding, certification management and supplier information management. Determine is focused on building out ‘public portal’ capabilities that match those found in today’s business networks.
- **Sourcing:** The eSourcing solution brings many of lasta’s eSourcing features onto the new platform. The application includes program and project management and standard eRFx tools such as clause libraries, templates, and proxy-bidding. The tool also supports a range of negotiation types while those in need of advanced sourcing capabilities like optimization may use the standalone **SmartSource 9.x** tool to enhance sourcing coverage. Supplier discovery is available via **Determine’s Supplier Portal**.
- **Contract Management:** The contract management solution includes a repository, contract families, contract request, authoring and negotiation, clause libraries, templates, and eSignatures. The tool also includes many of the advanced features developed in the Selectica contract lifecycle management tool known as **SmartContracts**, but with an emphasis on integration on the platform and improved UI/UX design.

- **Procurement:** The eProcurement solution builds directly from the b-pack offering and enables requisition-to-purchase order capabilities, catalog management (hosted and punch out), receiving, time-tracking, and an ability to make “spot buys. “
- **Invoice Management:** The eInvoice solution enables touchless processing and can support PO- and non-PO-based invoices. Determine has partnered with Lexmark to deliver scan and capture capabilities to convert inbound paper-based invoices into digital workflows from suppliers who are not yet enabled on eInvoicing.
- **Financial Management:** The financial management solution suite includes budget management and cost allocation with an emphasis on real-time tracking into procurement budget activities and accounting data.

The cloud-based **Determine Cloud Platform** is extensible (and follows a PaaS approach), allowing end-users to leverage their own or other third party **Business Applications**. For example, Determine currently features asset management and inventory management capabilities, as well as travel and expense, as business apps to support the expanding needs of a procurement organization.

- **Analytics** capabilities exist across the platform and within each of the different solutions via a unified dashboard and reporting platform that is configurable to group and individual user requirements.
- Determine also offers its cloud-based **SmartAnalytics** solution with spend services (data enrichment, cleansing, classification) to automate the spend analysis process. The tool includes savings tracking capabilities and more advanced data visualization/BI and reporting via an integrated QlikView module.

Solution Capabilities within the Determine Cloud Platform

Determine offers an integrated suite of solutions to its customers, tying together the solutions from its three core companies into one coherent whole that is both separate and connected at the same time. Each of the solutions works with every other solution through the connecting thread of the “**Determine Cloud Platform**” which standardizes the user interface, data structure and management, business process workflows, system administration, and dashboards across the full suite. The platform was built using a business process management approach which models a business through a series of sequential

processes. The platform is focused on a linking sourcing, contracts, procurement and finance with common workflows, navigation, and communication as well as a shared data set.

The Determine Cloud Platform has captured many of the best attributes and software features of the distinct solutions developed by the three original companies (Selectica, lasta, and b-pack). These have been built on the b-pack platform which serves as the foundation of the new suite. The solutions have been redesigned and re-architected and present as a single unified suite offering integration and data sharing, as well as modern system navigation (Determine says its user interface and user experience features were inspired by Google's design framework) and workflow management features that have been standardized across the suite. Today, the suite supports 13 languages including English, French, Russian, and simplified Chinese. Determine built its cloud-based suite on a platform that supports open integration to other business applications developed by third-parties or homegrown via middleware/EAI and RESTful APIs. Customers on the platform include Biogen, RCI Banque (division of Renault), Monoprix, Sony Music Entertainment, ThyssenKrupp, and Gucci/Yves Saint Laurent.

Supplier Management

The integrated **Supplier Management** module offers comprehensive coverage of the activities that buyers need to develop a comprehensive view of their supplier relationships including supplier information, risk, and performance management. The system also integrates into the other suite modules to capture and consolidate other supplier activity across the source-to-pay process, including onboarding, certification management, contracts and orders, making it one of the suite's strongest features and differentiators. A self-service supplier portal allows suppliers to register, maintain, and update their information on a platform; and it allows buyers to view and validate information and communicate and collaborate around transactions, performance management, and course correction plans if needed. The web-based supplier portal consolidates the information related to a supplier relationship and functions as a communication hub for all of the buyer-supplier transactions and interactions captured across the suite. The system also allows buyers to measure and track supplier risk and includes surveys, scorecards, and ratings systems to measure, communicate, and improve supplier performance.

Sourcing

The **eSourcing** module highlights ease of use and integration across the full source-to-pay workflow. The solution includes standard event management capabilities to help sourcing teams develop and promote best practices and scale their expertise across more categories and ultimately, more sourcing events. Event management supports a variety of negotiation (or event) types – from RFIs and sealed bids to reverse and Dutch auctions. Search capabilities to identify and qualify new or existing suppliers via the supplier portal that taps into the supplier management module is available. Integration to the contracts module enables sourcing teams to take bid and award results and convert them into contracts.

Contract Management

The current **Contract Management** tool has a heritage that began with Selectica, an early industry innovator in the contract lifecycle management space. Selectica operated as a standalone contracts “pure play” company for nearly fifteen years. Today Determine’s Contract Management on DCP offering includes a contract repository with a streamlined import/export tool and a modern dashboard to manage and track header-level information. The company’s contract authoring features have been a key differentiator in the market when competing against strategic sourcing specialists in the past. Today, the tool has been repackaged to sit at a central point within the full source-to-pay process. While not yet at 100% parity with the legacy solution, many of the key features needed to manage procurement contracts have been rejuvenated on the new platform while others are new. Some of these features include robust authoring and redlining capabilities that can streamline the collaboration and negotiation in developing the final document and fluid approval workflows that can involve the different stakeholders across procurement, legal, and finance at the appropriate time in the contract creation cycle. Templates and clause libraries are in place to ensure users are accessing the correct contract components/structures for each opportunity. Strong reporting helps administrators track contract status, clause usage, as well as performance and risk metrics. The solution includes eSignature Integration with **DocuSign** and enables a full range of other contract types including Sales, NDAs, and Master Service Agreements.

Procurement

The **eProcurement** solution is a mature offering that benefits from a 15-year history of servicing large, international procurement organizations while presenting a modern look and feel. The solution fully supports the traditional requisition-to-order process and enables administrators with a broad set of configurable options and users with a straightforward, usable interface and embedded guidance to find and generate their requests. The system provides hosted catalog management, including versioning and a strong compliance management mechanism, built-in budget tracking at the requisition level, as well as the ability to punch-out to external catalogs, including an integration to Amazon. Spot buying is supported within the eProcurement solution where requisitions can be converted into an RFQ (request for quote) to be sent to multiple suppliers. The module offers a time-tracking tool that was designed to support elements of services procurement. The system closes the P2P loop with eInvoicing and PO-flip and enables sophisticated receiving capabilities supporting a wide range of scenarios. The P2P solution links to most standard back-end systems via a series of pre-built integrations.

eInvoicing

The Invoice Management solution is designed to handle electronic and paper-based supplier invoice submissions. Invoice automation within the suite can begin with the generation of a purchase order-based invoice (“PO flip”) and more recently, an electronic invoice submission from a non-PO-based order. The system automatically validates and reconciles the electronic invoice via two or three way matching and pushes it through a dynamic approval workflow. The combined features are designed to drive more invoices through a touch-less process. Dispute resolution and credit notes are also supported. For invoices submitted outside of the system, Determine has partnered with Lexmark to provide an integrated OCR (Optical Character Recognition) solution to extract key invoice information from paper-based invoices, digitize it, and process it along a workflow that ultimately integrates to the user’s back-end system. Strong reporting features help internal audit and finance teams track accruals and close out periods. Integration to back-end ERP and accounting systems is accomplished via standard connections.

Finance

The Financial Management module is a nice extension of the P2P solutions, incorporating budget management and accounting oversight and reporting activities. The tool links real-time transaction activity with forecasts and period reporting to enable better spend management and stronger controls. Budget management tools can be used for standard department and group operating budgets, capital expenditures budgets, project-based budgets, and supplier contracts. The system's strong reporting and robust cost allocation features help users better track, account for, and forecast spend.

Extended Capabilities

Business Applications

With the development of its new platform, Determine has introduced the ability for customers to add business applications from Determine and third-parties as a way to enhance and extend the functionality and value of the suite. Today, Determine offers three native business applications that it has developed – **Asset Management**, **Inventory Management**, and **Travel & Expense**. These applications integrate into the Determine suite (and other customer systems) via the platform and enable customers to incorporate powerful capabilities within their current systems. Customers can also develop their own apps that leverage the platform's framework and common workflow and security structures.

Analytics/Reporting

The Determine Cloud Platform offers configurable dashboards with standard ("out of the box") and customized reporting features for users to track KPIs, operational metrics and any data object in the system such as catalogs, purchase orders, sourcing events or contracts. System administrators and executives can tap into the system's more advanced reporting capabilities that focus on areas like metadata, traceability logs, interface monitoring and workflows.

For more advanced use cases related specifically to spend analysis and the use of third-party data, Determine continues to offer the **SmartAnalytics**, the spend analysis and procurement analytics solution that was a key component of the Iasta suite. Beyond its well-proven spend

analysis capabilities, the solution can help users track and report key performance and operational metrics.

Partnerships

Determine has developed a large number of partnerships with a broad range of technology providers and consultancies. A few notable technology partners include:

Lexmark – Readsoft’s (a Lexmark company) invoice scan and capture solution is packaged with Determine’s Invoice Management and is available as a business application on the Determine Core Platform.

Provigis – A French-based supplier certification management and verification solution.

DocuSign – The eSignature company supports the contract management solution and is available as a business application on the Determine Core Platform.

Determine has other technology partners that enable its customers to access a broad range of complementary capabilities including virtual card payments, dynamic discounting, optimization-based sourcing, and supplier information to support discovery and risk management.

Deployment Model

Determine’s Source-to-Pay suite is delivered via the cloud (Amazon Web Services) and can be accessed via a subscription fee and, depending on the module, additional transaction-based fees. As its name suggests, the Determine Cloud Platform is deployed in the cloud and usable on mobile devices. Determine also has clients supported by the three legacy platforms.

Summary

Over the past few years, Determine has undergone a significant transformation from a collection of best-in-breed specialists (Iasta, Selectica, and b-pack) into the provider of a newly refashioned, holistic source-to-pay solution suite with associated capabilities offered natively or through partners. The company has taken major strides forward in combining the different solutions onto a common platform with shared interfaces, data management and workflows. In the new suite, Determine has invested significantly to improve usability and give the entire suite a more modern feel.

Determine may only be a cycle or two away from offering full feature parity to the legacy solution sets of Ista in sourcing and Selectica in contract management, but the new design, enhanced integrations and navigation, and the expansion of third-party partnerships sizably counteract the feature tradeoffs. The downstream b-pack solutions are at par.

Determine executives state that in 2017, the company plans to invest in business intelligence reporting and enhanced data management capabilities like machine learning, artificial intelligence, and dynamic adaptation. The company also plans to continue building out areas across the full suite, including features that enhance contract compliance management and drive supplier portal growth. Services procurement will also be in focus. Interestingly, the company has pivoted strongly to one of its strengths, the supplier management solution, as the glue and foundation of the full suite.

With a new name and new suite, it is easy to forget that, over the last 15 years, Determine developed deep experience in providing supply management solutions to a large and diverse customer base. This experience will prove valuable as Determine continues to transform itself and shift current and new customers to the Determine Cloud Platform. While the transformation continues, the pieces are in place for Determine to begin to compete in the full suite marketplace.

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Determine (NASDAQ: DTRM) is a provider of leading enterprise cloud software solutions with over four decades of collective technical and knowledge in the areas of strategic sourcing, enterprise contract lifecycle management, and procure-to-pay solutions. We provide the next generation of agile, enterprise cloud solutions for managing the needs of modern business. Using our intuitive applications and open technology infrastructure based on smart process applications models through an open API infrastructure, organizations can effectively manage the full scope of source-to-pay and enterprise contract lifecycle management requirements using the Determine platform. For more information, please visit: www.determine.com.

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Appendix

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Andrew Bartolini is a globally-recognized expert in accounts payable, sourcing, procurement, and supply management. Andrew focuses his research and efforts on helping enterprises develop and execute strategies to achieve operational excellence within their procurement and finance departments. Andrew is also the publisher of CPO Rising, the news and research site for Chief Procurement Officers and other procurement leaders (www.cporising.com).

Advisor to corporate executives and leading solution providers alike, Andrew is a sought-after presenter, having lectured and presented more than 300 times in eight different countries. Over the past decade, Andrew has benchmarked thousands of enterprises across all facets of their accounts payable, sourcing, procurement, and supply management operations and his research is currently part of the Supply Chain/Management curriculum at several US universities. He actively covers the technology marketplace as well as trends in sourcing, procurement, supply management, and accounts payable and has been published or quoted in leading business publications including The Wall Street Journal, Business Week, Investor's Business Daily, Forbes, and Fortune, as well as the major trade publications focused on accounts payable and supply management.

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

Andrew has been named a “Pro to Know” by Supply and Demand Chain Executive three times and holds a B.A. in Economics from The College of the Holy Cross and an M.B.A in Finance from Indiana University. He welcomes your comments at abartolini@ardentpartners.com or 617.752.1620. follow him at [@andrewbartolini](https://twitter.com/andrewbartolini).

About Ardent Partners

Ardent Partners is a Boston-based research and advisory firm focused on defining and advancing the supply management strategies, processes, and technologies that drive business value and accelerate organizational transformation within the enterprise. Ardent

also publishes the [CPO Rising](#) and [Payables Place](#) websites. Register for exclusive access to Ardent Partners research at ardentpartners.com/newsletter-registration/.

Christopher J. Dwyer, VP of Research, Ardent Partners



Since 2006, Christopher J. Dwyer has been one of the world's foremost spend management experts and leading authority on contingent workforce management (CWM). He is a premier thought leader in the contingent workforce industry, authoring hundreds of research studies and evangelizing the evolution of the non-employee workforce. Dwyer is the voice behind [Contingent Workforce Weekly](#), the industry's first (and only) [weekly podcast](#) dedicated to this space.

Dwyer has been a prominent analyst voice for nearly a decade, previously leading the Aberdeen Group's Global Supply Management practice and contributing innovative research and insights regarding the global supply management industry. Dwyer joined Ardent Partners in 2013 as a Research Director and currently leads the firm's coverage on "complex spend management," which includes contingent workforce management, business travel and expense management, meetings/events management, and other key indirect spend categories. Dwyer and his work have been quoted/featured in USA Today, the Christian Science Monitor, Forbes, CNBC, and other major business publications. Dwyer was recognized as a "Pro to Know" by Supply and Demand Chain Executive Magazine in 2013, and has been honored three times (2013, 2014, and 2015) by HRO Today as an "Analyst and Advisor Superstar." In his tenure as an industry analyst, Dwyer has also developed and led thought leadership projects and research studies on e-payables, spend analysis, e-procurement, strategic sourcing, contract lifecycle management, and financial operations. He welcomes your comments at cdwyer@ardentpartners.com. Follow him at [@CJD_Ardent](#).

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