

# 2016 Procure-to-Pay Navigator

A Straightforward, Unbiased Review of Leading Solutions

## Q4 2016 | Featuring insights on...

- » A brief history and overview of the P2P market
- » An unbiased ranking of providers in the P2P landscape
- » Best practices in selecting a P2P solution

Featuring

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## A Tool Born of Necessity

Since 2001, PayStream has assisted organizations' accounting, finance, and procurement departments to streamline processes, increase efficiency, and generate growth. The purpose of the majority of these projects is to assist with the initial RFP for, review of, and final selection of software solutions. The Navigator began as a straightforward spreadsheet model used to score solutions on pricing structures, functional offerings, and how they addressed any unique needs specific to an organization. Over the course of numerous engagements, it became clear that there was a sincere market need for a quantifying tool, and the Navigator became much more.

## A Truly Unbiased Analysis

Historically, organizations have had few options when seeking truly objective, quantifiable, and functional analyses of Procure-to-Pay (P2P) software. Other models often included a subjective metric that measured something that is, by nature, immeasurable, such as a software provider's strategy or future direction. A driving force for the creation of the Navigator model was the market need for quantifiable metrics in software analysis.

PayStream also believes that one or two numbers cannot adequately measure the complexities and capabilities of P2P software, especially if one measure is qualitative. The individual P2P needs of an organization depend on a wide variety of factors. PayStream's Navigator evaluates solutions in twelve categories to help decision-makers better identify which providers' strengths best meet their organization's needs.

In short, the Navigator model and this report were created to fill a market need for a straightforward, unbiased review of P2P software.

# An Overview of the Procure-to-Pay Software Market

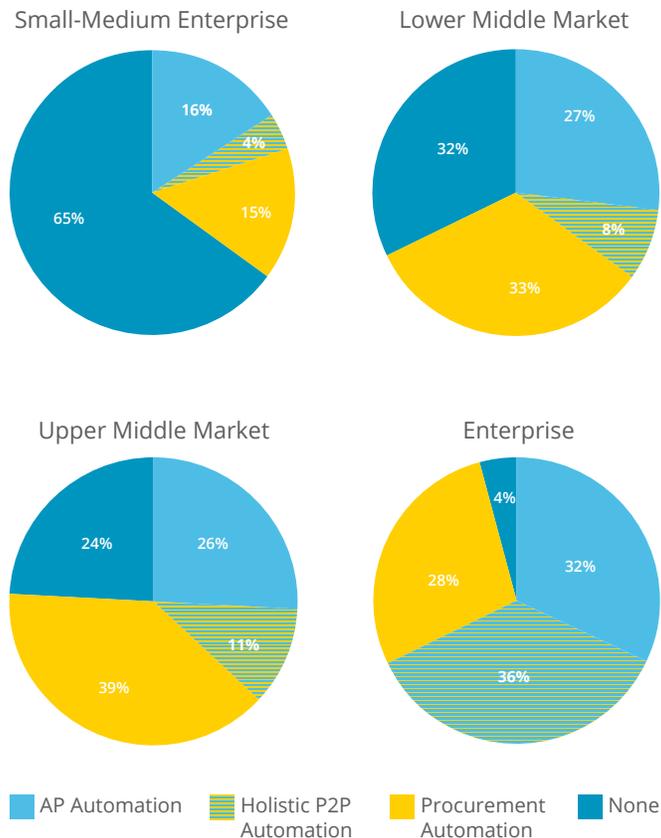
Procure-to-Pay includes the back-office lifecycle of requisitioning, purchasing, receiving, paying for, and accounting for indirect goods and services. A successful P2P process involves full synchronization between procurement and accounting departments, enabling more transparency and strategic financial planning.

Automation technology for P2P processes is relatively new in the North American market, and unlike some countries in Europe and Latin American regions, adoption is not encouraged or mandated by the US government. As a result of these and other factors, the majority of today's North American businesses are still operating under manual P2P processes in at least some or all of their back-office departments. Figure 1 depicts the P2P adoption levels of US businesses in small, medium, and large market segments.

Adoption Rates by Revenue Segment

Figure 1

P2P Software Adoption Rates Vary Across US Businesses



Under manual processes for procurement, AP, supplier management, and/or payments, organizations do not have a controlled environment in which they can manage and collaborate on purchasing activity and transaction information, and they experience a variety of process pains. These pains include high paper volume, lengthy approval cycles, late payments, weak supplier and buyer relationships, and limited control over spend throughout the back office. Manual processes also typically result in organizations over-staffing their back-office departments to make up for time lost on processing errors. The overall inefficiency of manual P2P prevents CFOs, CPOs, and CEOs from employing strategy and innovation to improve the back office; instead, they spend most of their time on damage control.

The term “Procure-to-Pay” was popularized in the early 1990s as leading ERP solutions began to offer bolt-on purchasing and invoice management tools to their customers. These early modules enabled companies to move beyond simply hosting data related to purchasing and accounting transactions. They could now digitalize key functions around purchase order, invoice, and payment file management. They could also integrate their disparate back-office processes.

In the last decade, the rise of cloud, or SaaS, technology has created a dramatic shift in the way that organizations automate their P2P processes—and how solution providers offer their products. Native ERP and on-premise solutions, such as those offered by Oracle or SAP, have been gradually eclipsed by cloud solutions that are typically more affordable and technically versatile. For that reason, native solutions will not be discussed, measured, or included in this report, as PayStream feels they are no longer relevant to the discussion.

Cloud-based, third-party P2P solution providers are also more progressive in their product design, offering dynamic tools that bring more adaptability, customization, and efficiency to processes. For example, electronic procurement has transitioned from simple requisitioning and cataloging tools to real-time, Amazon.com-like shopping experiences that allow organizations to obtain quality goods at competitive, up-to-date prices. AP automation is no longer simply a bridge between a company’s ERP and scanned paper invoices—it now leverages supplier portals, electronic invoice formats, and approval workflow to facilitate secure, touchless processing and same-day approvals. Much of supplier information management software was little more than a database hosting catalog items and shipping addresses; today, this software dynamically manages all relevant supplier documents to help control risk and maintain tax and legal

compliance. Electronic payments have broadened from electronic wire transfers and ACH payments to a wide range of electronic card types that offer more security, speed, and savings than most other options.

It is not uncommon for organizations to purchase one or more modules of a P2P software suite. For example, some companies use one or more P2P tools offered by their ERP, while also leveraging a third-party electronic payments solution. Another may adopt one solution from an eProcurement provider and an invoice management tool from an AP automation provider, while still mailing paper checks to their suppliers. Historically, organizations have struggled to obtain fully-automated P2P processes due to high costs, implementation difficulties, and internal resistance to software adoption. IT integration and configuration and the challenge of synchronizing many departments and locations are additional barriers to adoption, especially when transitioning from an ERP-based system.

Fortunately, the market has shifted away from older P2P deployment methods in recent years, allowing for easier adoption of automation solutions. The rise of cloud software has given organizations access to advanced technology without the investment and risk of hosting the system locally; the solution provider handles IT, maintenance, and system security. Today's tools allow for easier, faster implementation than early P2P systems, sometimes within only a few weeks. They integrate with most existing financial systems, allowing for a seamless transition from ERP-based tools. These solutions are also offered at a much more affordable price point than their predecessors, and are often sold in modular form, allowing smaller organizations to adopt new elements as their growth and budgets allow. However, full adoption of a P2P software suite should be every organization's eventual goal.

What are the advantages of automating the entire P2P process? From a strategic standpoint, comprehensive P2P automation brings down processing costs, speeds up cycle times, and improves visibility into spend management—all at a much greater level than piece-by-piece automation alone. For example, when an organization adopts an invoice receipt and workflow tool for its AP department, it will certainly achieve the benefits of less paper, faster approval times, and possibly more early payment discounts. However, without an automated procurement process or an electronic payment tool, the effects of AP's efficiency are constrained to that department, and cannot permeate the rest of the organization.

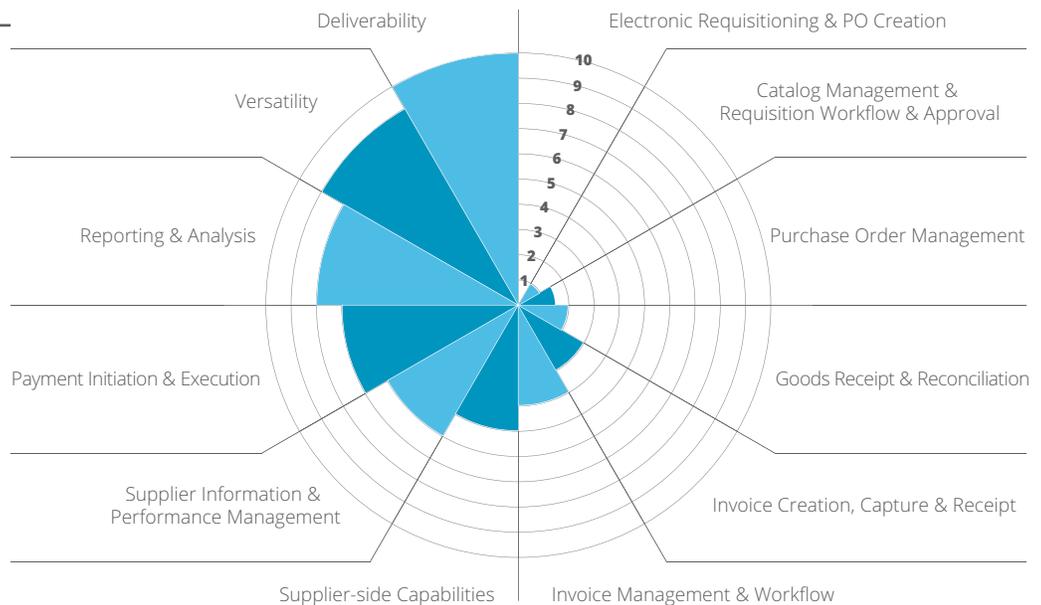
When organizations automate every step of the P2P process, they gain tremendous value beyond just processing efficiency. They synchronize the flow of data among departments to reduce process errors and improve control over their supply chains. They improve employee productivity by giving them more powerful, intuitive tools and by allowing them to focus on value-added tasks. They give their executives and other decision-makers valuable insight into spend data, which will allow them to make more informed decisions. This Navigator report examines solution providers that offer full Procure-to-Pay software suites in order to present readers with an honest look at holistic P2P automation.

# The Navigator Methodology

The PayStream Procure-to-Pay Navigator scores solutions in twelve different categories on a scale of one to ten. The visual representation of the Navigator is similar to a radar chart; the higher the score in a category, the closer to the outer ring the corresponding wedge will be, see Figure 2. All twelve categories are explained in detail in the next section.

**Figure 2**

**The Navigator Model**



The purpose of the Procure-to-Pay Navigator report is to:

- » Provide a comprehensive analysis of the top P2P solutions available
- » Provide a market overview of trends among solution providers
- » Assist in the initial selection of solutions by potential buyers

PayStream’s methodology for the P2P Navigator included:

### Scoring Leadership: Executive Interviews

PayStream conducted interviews with C-level executives from each provider to discuss their product roadmap, company vision, and sales and marketing objectives. These interviews were used to help score each provider’s innovation, acumen of leadership, and vision.

## **Scoring Proficiency: Product Demos and Quantitative Analysis of Solutions**

PayStream received extensive product demonstrations with each provider, during which the provider's solution was evaluated against an extensive list of over 1,000 individual criteria. Each of the providers' features were scored on a scale of 1-10, with 10 being highest. For categories where no provider scored a 10, the scores were normalized, with the highest scoring provider being brought to 10 and other providers' scores being increased by the same ratio. For readers who would like a more qualitative way to consider these numeric scores, PayStream suggests the following criteria:

- » Scores below 5 (Basic Functionality) – The solution provider has met the minimum requirements to compete in the market; they do not differentiate themselves in this category.
- » Scores between 5 and 8 (Competitive Functionality) – In addition to meeting Basic Functionality scoring requirements, the solution provider has some additional functionality that differentiates their solution from other providers.
- » Scores above 8 (Leading Functionality) – The solution provider has invested significant time and resources to be a trailblazer in this category; they have functionality that they alone or only a handful of other providers offer.

## **Scoring Adaptability: Performance Questionnaires and Qualitative Analysis of Providers**

One of the axes on PayStream's Navigator Plane is Adaptability. To adequately score a provider's adaptability, PayStream required providers to report on a variety of key metrics around their experience and resources. Below are some of the criteria examined for the adaptability measure:

- » Customer count (by revenue segment, industry vertical, and geographic region)
- » Typical customer demographics
- » Number of active users (buyers & suppliers)
- » 12-month trailing revenue, historical growth, and venture capital investment
- » Implementation, training, and ongoing customer support structure

Based on this criteria, PayStream gave each provider an adaptability score. In short, the adaptability rating is a measure of the provider's ability to meet the needs of any organization, regardless of size, industry vertical, or geographic location. Organizations that score high in adaptability have a wide-reaching solution, whereas organizations that score lower in adaptability typically have a niche vertical, geographic, or revenue segment focus.

### **Final Comments on PayStream's Scoring Methodology**

PayStream's Navigator model has progressed significantly over the past decade. In that time, the Navigator has evolved to meet the needs of our audience, which seeks a valuable, unbiased ranking of solution providers. As such, PayStream has taken the following stance on certain issues regarding the scoring of providers:

- » There is absolutely zero cost for providers to participate in Navigator reports, and no preference or bias is given to any existing customer relationships PayStream has with providers. Providers are given the opportunity to purchase distribution rights once the report is complete.
- » Each solution provider's self-described future roadmap has no effect on Navigator scoring. All functionality and metrics considered for scoring had a strict cutoff of August 5th, 2016. Any functionality, version updates, product demonstrations, or information given beyond that date was not considered for this report.
- » Solution providers were required to meet a variety of eligibility criteria for inclusion in the Navigator report. These included a minimum of \$12 million in revenue, as well as minimums for foreign-derived revenue and customer count.

# The Twelve Procure-to-Pay Categories

The following section details the twelve categories represented in the P2P Navigator model, including how those categories are defined and how PayStream identifies success in each category.

## **Electronic Requisitioning and PO Creation**

### **Definition**

This tool allows organizations to create electronic purchase requests and automatically route them for approval. These requisitions are integrated with supplier product catalogs and contain up-to-date product information, and also incorporate company controls, such as catalog restrictions based on the user.

### **Identifying Success**

Competitive and leading solutions allow users to access pre-built requisition templates, and allow them to customize these templates by purchase type, user, and other parameters. Leading solutions also offer integration with sourcing and contract management solutions to enable more visibility and control into purchasing.

## **Catalog Management, Requisition Workflow, and Approval**

### **Definition**

Basic P2P solutions include support for at least one type of catalog—either static/hosted catalogs or external/punch-out catalogs. Users can fill out requisitions directly from catalog interfaces and send for a pre-configured approval workflow.

### **Identifying Success**

Leading P2P systems have more interactive, user-friendly shopping experiences in order to provide a familiar, intuitive procurement process similar to what consumers are used to on websites like Amazon.com. Leaders in this area typically offer a hybrid between hosted and punch-out catalogs, as well as specialized catalogs tailored to specific industries or needs, such as a catalog for laboratory products. Other leading catalog tools include extensive search capabilities, the ability to compare items side-by-side, and integration

with spend category or project-based budget limits. Leaders also offer dynamic approval workflows that include escalations and out-of-office forwarding, drag-and-drop customization, and the ability for approvers to drill down into POs and make order adjustments.

## **Purchase Order Management**

### **Definition**

Once a requisition for goods or services is approved, P2P solutions send an associated purchase order to suppliers for fulfillment. Most solutions offer the ability for suppliers to acknowledge PO receipt and flip POs to invoices. The PO management functionality allows an organization to have full visibility into the status of the order throughout its fulfillment, and to communicate with suppliers regarding that order.

### **Identifying Success**

Leading solutions automatically send POs to suppliers after a requisition has been approved. They also allow the user to batch multiple orders to a single supplier or send multiple POs to several different suppliers from a single requisition. Other leading features include the ability to send special terms and conditions with POs, make change orders, associate freight costs with cost centers and project codes, and designate multiple ship-to addresses on a single PO. Leading solutions also offer PO management functionality to suppliers, such as the ability to send a PO acknowledgment and to sign and return POs in PDF format.

## **Goods Receipt and Reconciliation**

### **Definition**

Once an order has been received, P2P solutions allow a user to confirm delivery and create a goods receipt for the shipment. The receipt is checked against the corresponding PO and invoice to ensure reconciliation among the three (3-way matching).

### **Identifying Success**

Leading features in this category include the ability to send ASNs, check orders against inventory/warehouse systems and contracts, support returns, and hold payment for an item. Leading solutions also support blanket orders and partial shipment orders, often updating contract terms or POs as shipments come in. These solutions also create a summary report of the order with all related documents (requisition, PO, etc.) for reconciliation.

## **Invoice Creation, Capture, and Receipt**

### **Definition**

Features in this category include supplier portal invoice creation, eInvoicing, and the ability to manage paper invoices. The invoice receipt process entails offering some sort of invoice receipt service, whether through a data capture tool that uses OCR technology to capture paper invoice data or a mailroom processing service. A basic solution offers at least one of the above options.

### **Identifying Success**

Leaders in this area offer their clients a full range of invoice receipt options in order to ensure that all supplier invoices are managed electronically. For eInvoicing, this includes invoices in XML or other EDI (electronic data interchange) formats, online fillable forms (usually as part of a supplier portal), and/or a print-to-cloud solution that validates PDF elements instantly. Leaders in this area offer more than one eInvoicing method free of charge to suppliers to ensure maximum supplier adoption.

The most advanced solutions also meet the unique eInvoicing technical requirements for countries in Europe, Asia, and Latin America. Leading paper receipt management services include both plug-in data capture tools for clients to use on-site and mailroom services for clients that wish to outsource the process. Leaders also provide high levels of data capture accuracy either through advanced OCR technology, human-driven accuracy checks, or a combination of both.

## **Invoice Management and Workflow**

### **Definition**

Invoice management involves linking invoices to POs and other receiving documents, and routing them through the appropriate approval chain based on terms identified within the invoice (such as requisitioner or department). Invoice management also includes exception management—establishing a basic workflow and routing procedure for invoice exceptions (e.g., a mismatch between an invoice and a PO, or missing information). This process allows users to re-route invoices and fix errors by viewing the original invoice. Invoice allocation assigns non-PO invoices to specific categories within the general ledger.

The invoice workflow category focuses on capabilities and tools for managers or “super-users.” Work-in-progress dashboards provide

immediate insights into the productivity of accounts payable and accruals. Functionality for customizing workflows for separate departments or locations should also be present, including the ability to set reminders and escalation procedures for past-due invoices.

### **Identifying Success**

Leaders in invoice management provide field-level matching, meaning that they match specific characters in invoice line items with their counterparts in POs. Leaders also enable fields with invalid or missing data to drive notifications or workflows. Finally, leading solutions feature the ability to drive workflows for non-PO invoices based on field-level identification.

Leading solutions in exception management facilitate the creation of custom workflows depending on the type of exception present. They also allow users to set thresholds for non-PO invoices to identify errors or fraud, such as identifying an invoice for snowplow services in July. Invoice allocation also weighs heavily when identifying leaders. Leading solutions allow for single or multiple line items to be assigned to multiple cost centers or multiple POs.

Leaders in invoice workflow allow users to create custom workflows with automated workload balancing and escalation procedure management. Visual workflow editors with detailed process-flows and drag-and-drop functionality are also prevalent among leading providers.

### **Supplier-Side Capabilities**

#### **Definition**

Basic supplier portals allow suppliers to upload invoices, check on the status of invoices, and communicate with buyers about exceptions and errors.

#### **Identifying Success**

Leaders in this category enable the creation of custom business rules at the point of supplier portal invoice upload. These rules create instant error notifications and allow PO flip from within the portal. Leading providers allow suppliers to input payment preferences, upload payment information, and verify payment information in real time. Leaders also allow suppliers to manage catalogs, choose how they want to receive POs, and submit important legal, tax, and validation documents.

## **Supplier Information and Performance Management**

### **Definition**

P2P solutions that offer a supplier information and performance (SIM) module are automatically granted a competitive score in this category. Standard SIM solutions store and manage relevant supplier materials, documentation, and credentials, including tax forms, sustainability scorecards, attachments, qualification results, certificates, and risk assessments. This portfolio-level view of supplier relationships enables buyers to segment their suppliers according to certain parameters, engage with suppliers based on more strategic considerations, and reduce the risk of data, compliance, or legal problems arising downstream in supply chain processes. The most common type of SIM tool validates suppliers up front. These solutions use smart forms to request documents from suppliers during onboarding, and workflows to route documents to internal approvers for review when necessary. They also offer buyers a centralized repository for suppliers' data, allowing them to perform quick keyword searches or advanced filtered searches of the directory using a variety of parameters, including region, type, and classification.

### **Identifying Success**

Leaders in this category offer some type of vendor master file cleansing service at the beginning of their relationship with a client, and some offer this periodically as a free ongoing service. Leaders also verify suppliers by running them through international "Do Not Pay" lists, such as that from the Office of Foreign Assets Control (OFAC). Leading SIM providers are knowledgeable about current tax and payment requirements, and these solutions assist P2P departments by automatically gathering the right tax form and tax ID information from suppliers prior to payment. These solutions also provide supplier validation services to thoroughly vet suppliers; these are offered natively or through integration with third-party validation services for more extensive security and validation tests.

## **Payment Initiation and Execution**

### **Definition**

Basic solutions allow for the initiation of a payment file that goes to the ERP (which then initiates payment or sends a message to the bank). Basic solutions also facilitate the input of ACH information and transmission of remittance information to the portal.

## Identifying Success

Leading solutions feature integration with virtual card solutions and actively onboard suppliers to virtual card programs for the client. These leaders cut checks on behalf of the buyer if they fail to onboard suppliers to virtual cards or ACH. Leading solutions also feature payment management capabilities which include DPO forecasting modules, dynamic discounting tools, supply-chain finance solution integration, and advanced payment audit capabilities (such as escheatment tools).

## Reporting and Analytics

### Definition

Basic solutions typically offer a set of standard out-of-the-box reports that can be exported to a spreadsheet tool. Report types typically include the most standard P2P process parameters, such as requisition number, PO number, date requisition Initiated, date PO issued, workflow approval status, and project.

### Identifying Success

Leading solutions feature visually dynamic reporting dashboards, drag-and-drop functionality, and exceptional drilldown capabilities from within a configurable reporting dashboard. These solutions also allow users to schedule and subscribe to reports. Leaders in this area offer robust compliance and payments reporting, and often partner with outside business intelligence tools to offer more advanced analytics.

## Versatility

### Definition

Versatility is a measure of breadth—how readily compatible a solution is with any business type, industry vertical, location, or revenue segment. Factors measured include vertical and ERP traction, language and currency support, and tax compliance.

### Identifying Success

Success in this area is a simple measure of breadth within the area to which a solution is marketed. The biggest solutions (in terms of market presence and size of customer base) must have the most capabilities to score well. Successful track records of specific ERP integrations, tax compliance in Europe, LatAm, and AsiaPac, and a variety of supported languages are all considered.

## **Deliverability**

### **Definition**

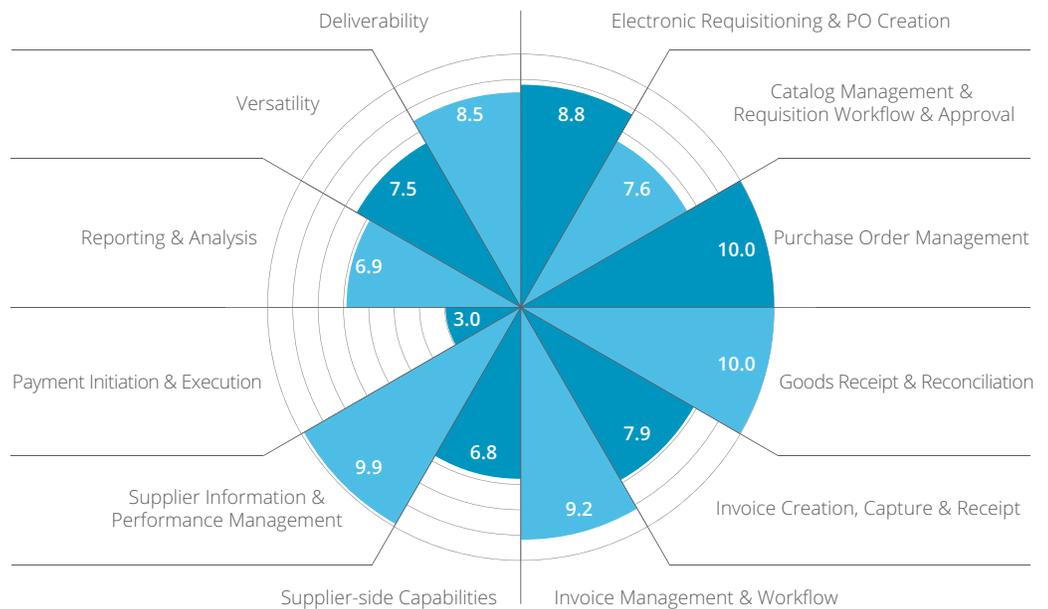
Deliverability focuses entirely on customer experience, including implementation, initial and ongoing training, customer support, user interface, pricing, and ongoing cost of ownership.

### **Identifying Success**

Mobile capability and user design are by far the biggest identifiers of success in this category. Leaders have both responsive web design and native apps, as well as solutions that minimize the need for training through intuitive user design. Leading solutions also feature shorter implementation times and provide one-on-one full-time implementation managers.

# Determine

Determine is a company created by the 2015 partnership of three leading P2P and S2S software providers, Ista, Selectica, and b-pack. These companies merged to develop a holistic spend management solution designed for global enterprise companies, which includes contract lifecycle management, strategic sourcing, and procurement solutions. As the three founding companies came from different continents, Determine has a strong global presence and diverse



experience in B2B process requirements across many regions. This experience, the solution's holistic breadth, and its flexible design all make Determine a good choice for companies with several international locations and/or subsidiaries.

## Strengths and Differentiators

Determine's goods receipt and reconciliation features are leading, with many controls to ensure that all orders and relevant documents are received and managed properly, including roles-based receiving and PO-to-contract matching. The solution's supplier information and

performance management tools are also impressive, including vendor scorecarding; these tools are also customizable, allowing customers to capture the information most relevant to them. This feature, when combined with the company's global focus and its support for eInvoicing in both North American and European countries, makes the solution a valuable tool for managing international supply chains.

### **Advisements**

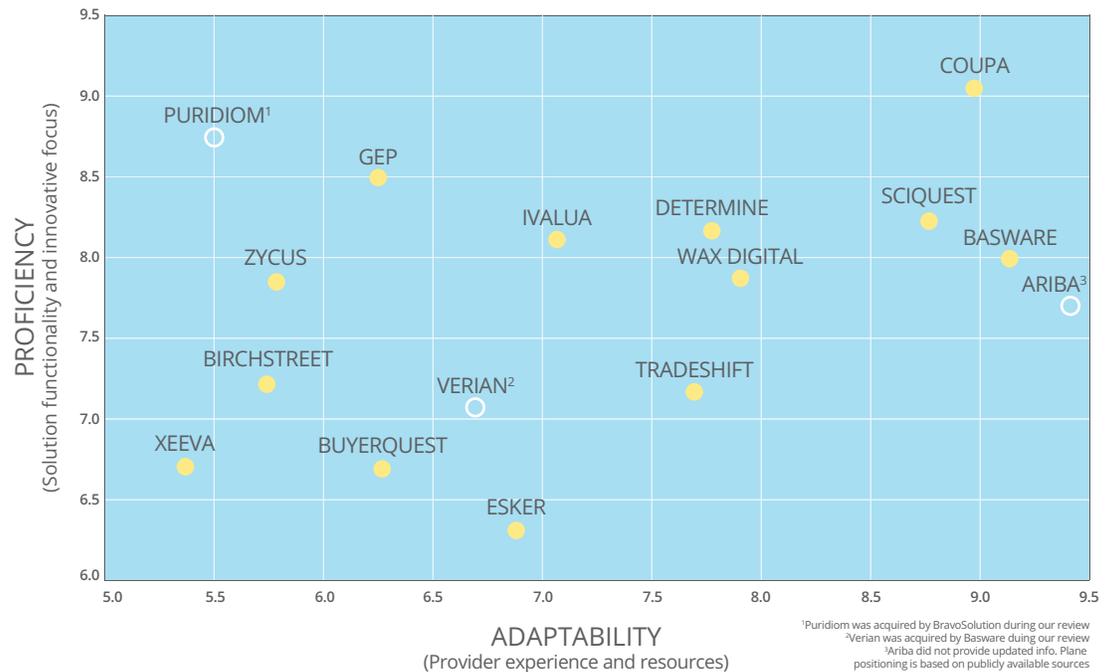
Though built from many strong parts, Determine is still a new company, and as a result is in the process of ironing out some business and software-related issues. These issues are no surprise considering the freshness of the merger, and the company should be able to easily streamline its product and strategy in the next several months. To improve its solution, Determine can take its reporting and analytics tools further by adding more customizable dashboards, drill-down capabilities, and BI-based reporting. Although the solution offers great functionality for managing supplier information, Determine would also do well to expand its supplier-side capabilities by adding more self-service tools and giving suppliers more visibility into processes. PayStream's greatest advisement for Determine is to complete its Purchase-to-Pay offerings with a payment initiation and execution tool. Determine's current gap in this area prevents it from reaching its full potential in the P2P space.

# The Navigator Plane

The Navigation Plane is a scoring grid that compares providers across two metrics: proficiency and adaptability. Proficiency is a measure of both the functional capabilities and the innovative focus of a provider. Adaptability is a measure of the relative experience and resources a provider has and their ability to meet the needs of a variety of different business types, sizes, geographies, and industry verticals.

A final consideration is that these graphs are an enlarged version of the actual grid, which scores solutions between 1 and 10. It should be noted that if a provider is in the lower left corner of the chart, it does not mean that it necessarily lacks proficiency or adaptability; those providers just had a lower score relative to the other participants. Also, this plane represents a comparison of the best of the best providers. Every provider in this report was selected out of a much larger list of providers and should be considered a leader in the P2P solution marketplace. Even the lowest-scoring candidate has a more viable product than several other providers that did not meet the qualifications for this report.

**P2P Automation Navigator Plane**



# Choosing a Provider

The list below covers a few best practices in choosing and adopting a P2P solution.

## **Look at the current P2P state**

In order to properly prepare for automation, organizations must know the current condition of their P2P operations. They should gather metrics on costs, processing times, and all other quantifiable items, as well as top pain points and challenges. They should also evaluate their technical and structural needs to identify the type of solution that would best fit with current business processes and existing financial systems.

## **Build a selection checklist**

With their gathered metrics, companies should develop a selection checklist in order to choose a provider that complements their internal strategies and business needs, including business process flows, unique industry requirements, IT needs, and financial parameters. This list should include both negotiable and non-negotiable features and services desired from a solution. A useful selection checklist also requires considering the company's future plans. If an organization hopes to eventually expand automation to other back-office departments, it should add that the provider should offer sourcing, contract management, or even expense management modules. If the company hopes to expand business operations to other countries, it should add global experience to its checklist.

## **Gain internal buy-in**

For an automation overhaul to be successful, the entire organization must be in agreement about the value, need, and primary use of the software. Gaining corporate buy-in is the surest way of creating a successful automation initiative. Those proposing the implementation of new software should present a detailed plan for implementation, highlighting the long-term benefits of the solution in both hard and soft costs. One of the most effective ways to do this is by leveraging the results of the current state analysis.

## **Look at a variety of providers**

There are many different types of P2P providers; some offer more

generic solutions that can easily plug into any business type, while others have more experience in a few specific industries, such as higher education, healthcare, or professional services. In addition, many solutions are built differently according to the market segment the provider caters to; there are solutions with features and pricing options designed for small, medium, and large organizations. A buying organization should evaluate the solution against both of these distinctions.

### **Evaluate the provider's experience and versatility**

It is just as important to look at a P2P provider's track record as it is to look at their solution. Organizations should evaluate the provider's versatility by reviewing their experience with the organization's own business type, industry vertical, geographic location requirements, and company size. They should also measure the solution's ability to integrate with different financial systems/ERP systems, and whether it offers support for several different languages and currencies—if applicable. Organizations should review a provider's implementation agendas and average timelines, training methods, and support programs offered both during and after implementation.

### **Use the Navigator rankings and consider an advisor**

Silencing the noise of providers' marketing efforts can prove frustrating and difficult to organizations looking for a solution, even with tools like the Navigator report. This is especially true since each organization's individual needs are different and often complex. Organizations in the market for a solution should consider speaking with professionals like PayStream Advisors about choosing a provider that best meets their needs.

## About PayStream

PayStream Advisors is a research and advisory firm focused on business process automation in sourcing, supply chain management, procurement, accounts payable, payments, and expense management. PayStream's team of experts provide targeted research and consulting services to address the changing needs of finance and procurement professionals. In short, PayStream is dedicated to maximizing returns and minimizing risks associated with technology investment. PayStream's research reports, white papers, webinars, and tools are available free of charge at [www.paystreamadvisors.com](http://www.paystreamadvisors.com). PayStream Advisors is a division of Level, an IT consulting firm specializing in technology strategy, design, architecture, and DevOps.