HFS

Sourcing and Procurement Service Providers, 2024

Analysis of the leading service providers in S2P Services

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Excerpt for Accenture

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

Saurabh Gupta
President, Research and Advisory Services, HFS

Introduction

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

- The HFS Horizons: S2P Service Providers, 2024 examines 11 service providers capabilities across the HFS definition of the sourcing and procurement value chain, based on a range of dimensions to understand the **Why, What, How,** and **So What** of their service offerings. We categorized the service providers across 3 horizons:

  - **Horizon 3 Market Leaders** are creating new sources of value for their procurement clients

  - **Horizon 2 Enterprise Innovators** are driving strong business outcomes through end-to-end S2P transformation across the enterprise

  - **Horizon 1 Disruptors** are driving cost and efficiency impact through functional transformation

- The report focuses on multi-year third-party services (outsourcing and managed services) and does not include short-term sourcing or procurement projects.

- This report also includes detailed profiles of each service provider, outlining key facts and figures as well as HFS perspectives on each provider's strength and development opportunities.

- The inputs to this process were detailed conversations and data collection with each of the service providers, interviews and surveys with reference and non-reference clients, inputs from key partners, and publicly available information sources.
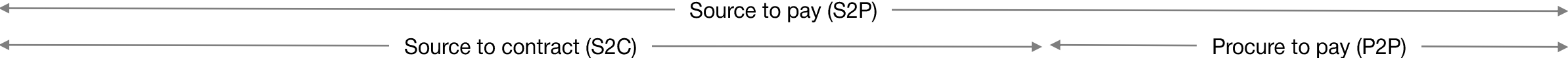
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HFS S2P services value chain and sources of data

The HFS S2P services value chain (scope of services)

Source to pay (S2P)

Source to contract (S2C) ←→ Procure to pay (P2P)

Strategic sourcing	Category management	Contract management	Supplier management	Transactional procurement	Technology management
• Demand management • Sourcing strategy • Sourcing event management • Proposal evaluation • Contract negotiation • Sourcing governance • Spend data management	• Category strategy • Category planning • Market intelligence • Ongoing category management • Tail-spend management	• Contract repository • Contract administration • Contract template management • Contract negotiation	• Supplier enablement • Supplier help desk • SLA monitoring • Supplier relationship management	• Master data management • Asset management • Purchase order creation and management • Invoice and receipt matching reconciliations • Accounts payable	• Ongoing technology innovations • Platform implementation • Platform management

Enabling technologies and analytics-based functions

System of records | Systems of engagement | Workflows | Robotic process automation | Predictive and prescriptive analytics | Artificial intelligence | Cognitive assistants | Master data management | Data visualization | Mobility | Blockchain | Spend analytics | Risk and compliance analytics | Reporting and dashboards | GenAI

Operating models, methodologies, and platforms

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

Sources of data

This Horizons research report relies on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on service capabilities of the participating organizations covered in our study. Sources are as follows:

Briefings and information gathering

HFS conducted detailed **briefings** with Industry Cloud leadership from each vendor.

Each participant submitted a specific set of **supporting information** aligned with the assessment methodology.
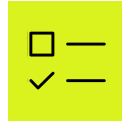
Reference checks

We conducted reference checks with **30 active clients and 32 active partners** of the study participants via survey-based and telephone interviews.

Other data sources

Public information such as news releases and websites.

Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

2

Executive summary and market dynamics

Executive summary

1 Most 75% procurement leaders we interviewed realize procurement's future as the "ecosystem builder" for the enterprise, not just a cost-focused back-office function. But despite strong ambitions, striking the right balance between operational firefighting and strategic thinking remains the #1 challenge for procurement leaders.

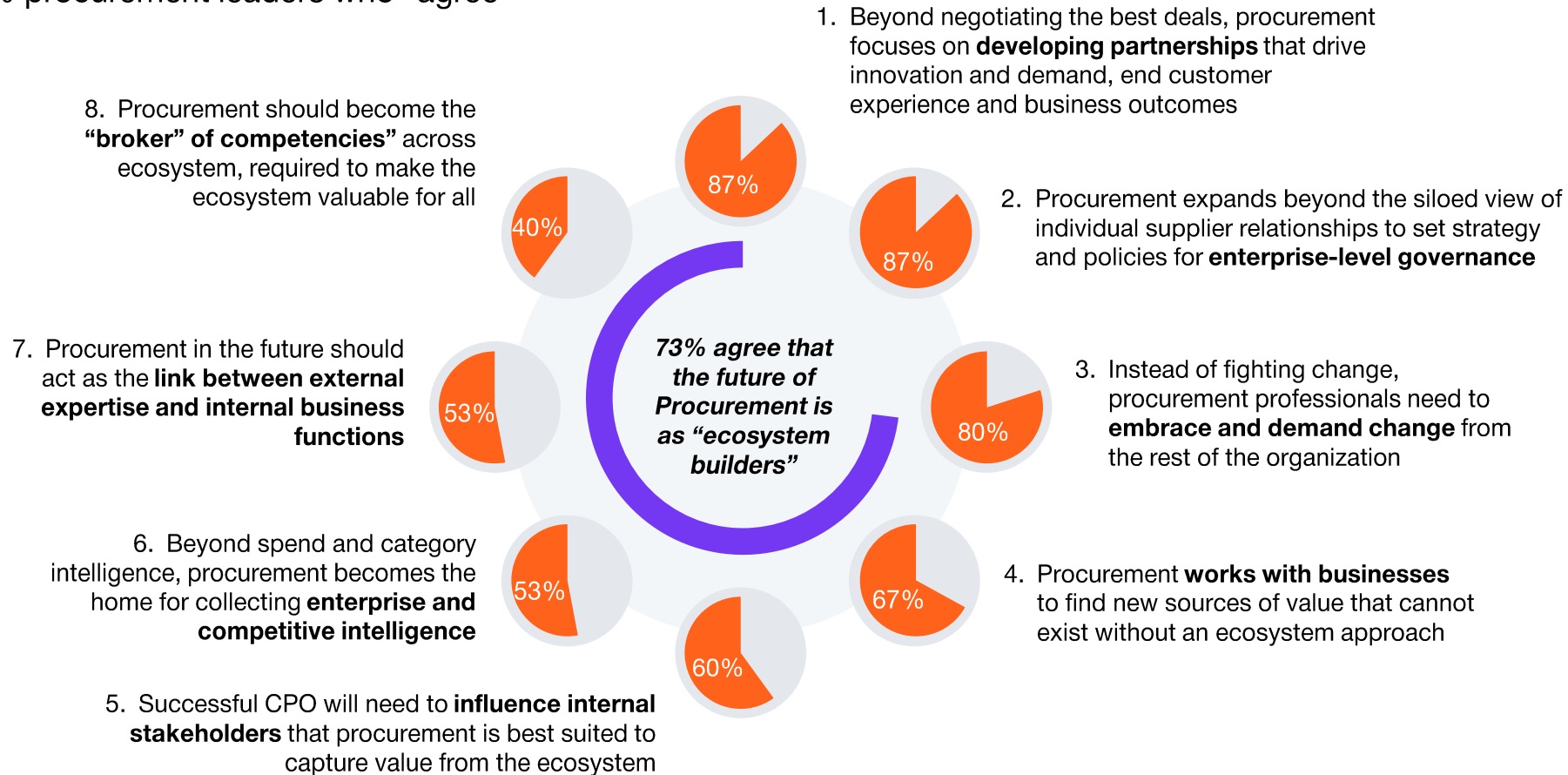**2** Procurement outsourcing and managed services empower procurement functions with the "flexibility" needed to fulfil its strategic expectations. Beyond operational cost reduction, end-to-end S2P outsourcing is driving significant benefits to drive tangible spend deflation especially for non-core categories.

3 Despite the strong value proposition, scope of procurement outsourcing continues to be siloed and piecemeal. While delivery capabilities are robust, the S2P outsourcing service provider community needs to up their game on strategic thinking, talent management, and agility to realize the promise of third-party procurement services.

4 GenAI has immense potential across the S2P value chain. Despite the promise, real GenAI action on the ground is limited. Most procurement leaders are adopting a "wait-and-watch" attitude and only 6% S2P engagement are leveraging GenAI.

5 We assessed 11 service providers across their value propositions (the why), execution and innovation capabilities (the what), go-to-market strategy (the how), and market impact criteria (the so what). Accenture, GEP, IBM, Infosys, and WNS (alphabetically) emerge as the market leaders. These service providers are differentiating with the help of end-to-end procurement solutions, an AI-first approach, strategic partnerships, continued investment in innovation, and strong category expertise coupled with a robust set of IP and proprietary tools.

HFS envisions procurement as the "ecosystem builder" for the enterprise, not just a cost-focused back-office function

Strong resonance to the eight characteristics of procurement as an ecosystem builder
% procurement leaders who "agree"

1. Beyond negotiating the best deals, procurement focuses on **developing partnerships** that drive innovation and demand, end customer experience and business outcomes

8. Procurement should become the **"broker" of competencies** across ecosystem, required to make the ecosystem valuable for all

2. Procurement expands beyond the siloed view of individual supplier relationships to set strategy and policies for **enterprise-level governance**

7. Procurement in the future should act as the **link between external expertise and internal business functions**

3. Instead of fighting change, procurement professionals need to **embrace and demand change** from the rest of the organization

6. Beyond spend and category intelligence, procurement becomes the home for collecting **enterprise and competitive intelligence**

4. Procurement **works with businesses** to find new sources of value that cannot exist without an ecosystem approach

5. Successful CPO will need to **influence internal stakeholders** that procurement is best suited to capture value from the ecosystem

73% agree that the future of Procurement is as "ecosystem builders"

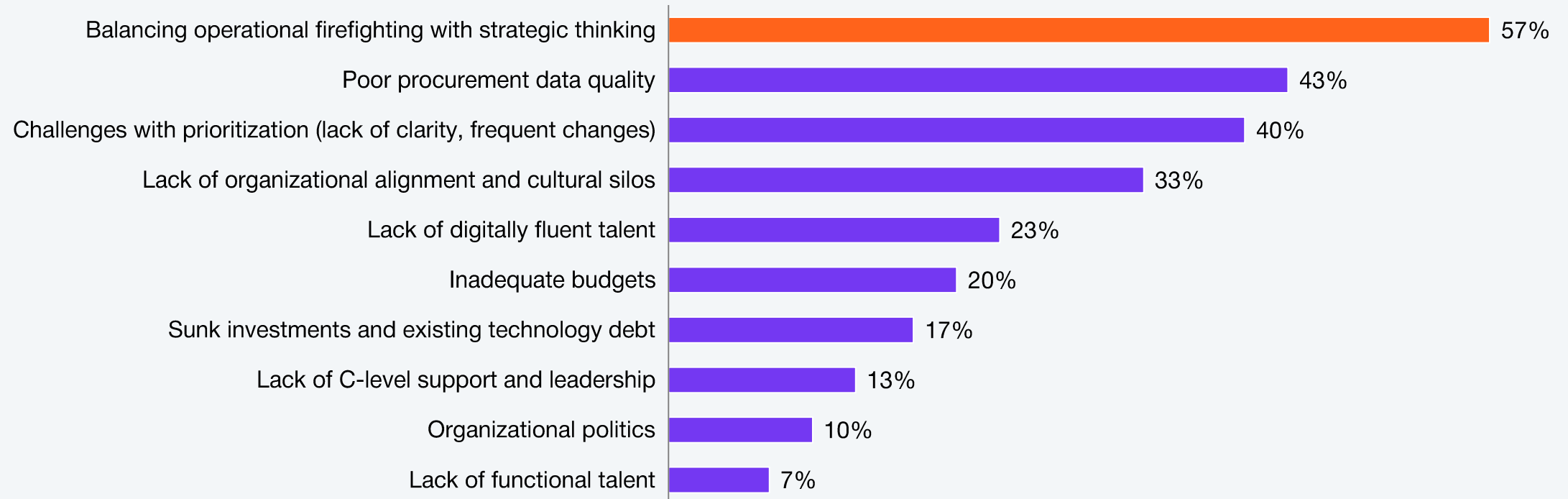- 87%
- 87%
- 80%
- 67%
- 60%
- 53%
- 53%
- 40%

Procurement organizations of the future should act as "ecosystem builders" that drive collaboration across multiple organizations with the objective to generate new sources of value

Sample: 15 interviews with procurement leaders

Despite strong ambitions, striking the right balance between operational firefighting and strategic thinking remains the #1 challenge for procurement leaders

What are the major roadblocks in meeting your current goals?
% respondents

Roadblock	%
Balancing operational firefighting with strategic thinking	57%
Poor procurement data quality	43%
Challenges with prioritization (lack of clarity, frequent changes)	40%
Lack of organizational alignment and cultural silos	33%
Lack of digitally fluent talent	23%
Inadequate budgets	20%
Sunk investments and existing technology debt	17%
Lack of C-level support and leadership	13%
Organizational politics	10%
Lack of functional talent	7%

Sample: HFS Horizons study, sourcing and procurement service providers, 30 client and partner references
Source: HFS Research, 2024

Procurement outsourcing and managed services empower procurement functions with the "flexibility" needed to fulfil its strategic expectations

Briefly describe the biggest value proposition / strength of your S2P service provider?

Word cloud: Global Presence, Flexibility, Quality, Relationship, Innovation, Technology, Partnerships, Contracting Support, Performance, Effective Execution, Breadth Offerings, Domain, Mobility, Proactiveness, Control, Simplicity, excellence, Category Expertise, Expertise, Visibility, Reliability, Ability, Scale, Creativity, Reverse Auction, Offerings, communication, Leadership, of, Talent, to, Transformation, Cross selling, Measurements, Industry Expertise, Integrated, Autonomous Sourcing, Process excellence, Cost Reduction
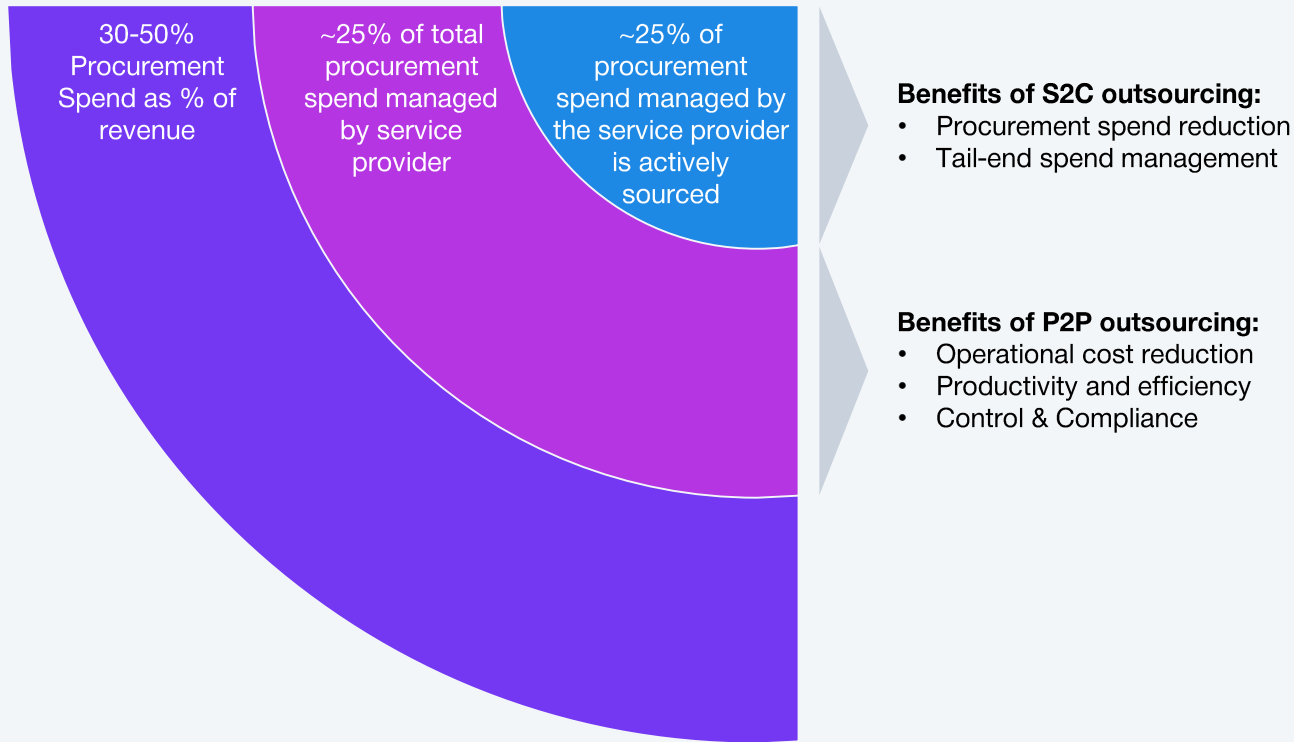
Sample: HFS Horizons study, sourcing and procurement service providers, 30 client and partner references
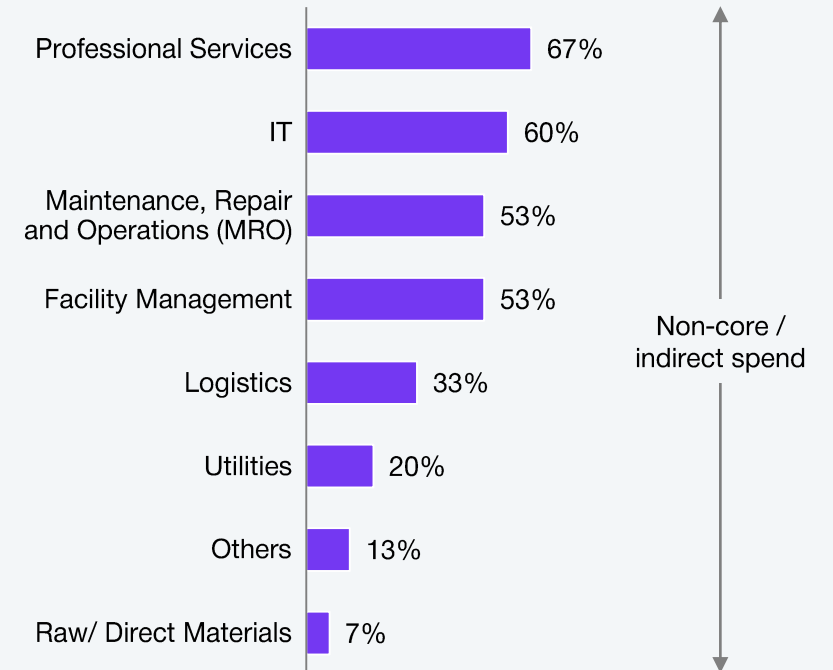Source: HFS Research, 2024

Beyond operational cost reduction, end-to-end S2P outsourcing is driving significant benefits to drive tangible spend deflation especially for non-core categories

Typical spend under management for S2P outsourcing engagements
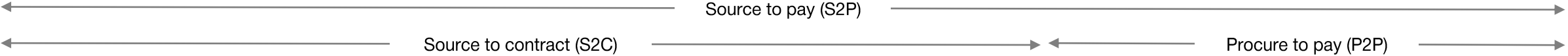
30-50% Procurement Spend as % of revenue

~25% of total procurement spend managed by service provider

~25% of procurement spend managed by the service provider is actively sourced

Benefits of S2C outsourcing:
- Procurement spend reduction
- Tail-end spend management

Benefits of P2P outsourcing:
- Operational cost reduction
- Productivity and efficiency
- Control & Compliance

Typical category scope of S2P outsourcing engagements
% engagements

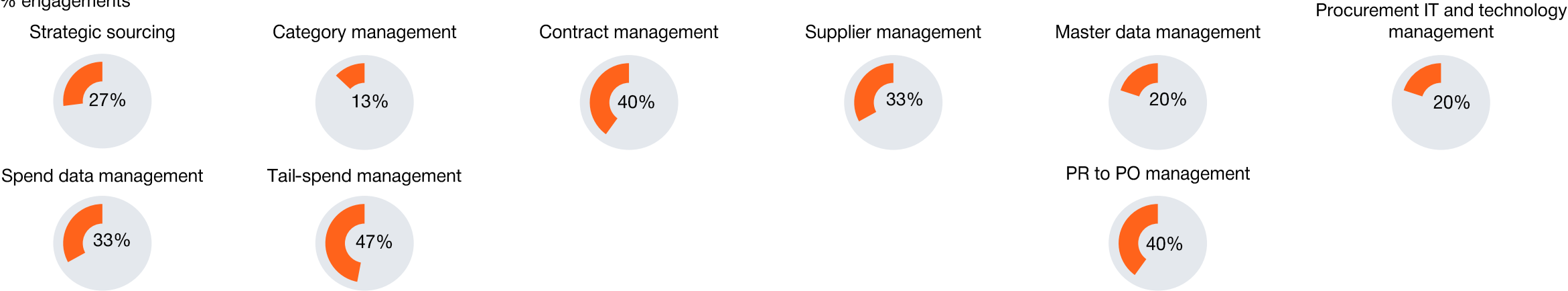| Category	%
Professional Services	67%
IT	60%
Maintenance, Repair and Operations (MRO)	53%
Facility Management	53%
Logistics	33%
Utilities	20%
Others	13%
Raw/ Direct Materials	7%

Non-core / indirect spend

Sample: 15 interviews with procurement leaders

Despite the strong value proposition, scope of procurement outsourcing is generally siloed and piecemeal

Source to pay (S2P)

Source to contract (S2C)　　　　　　　　Procure to pay (P2P)

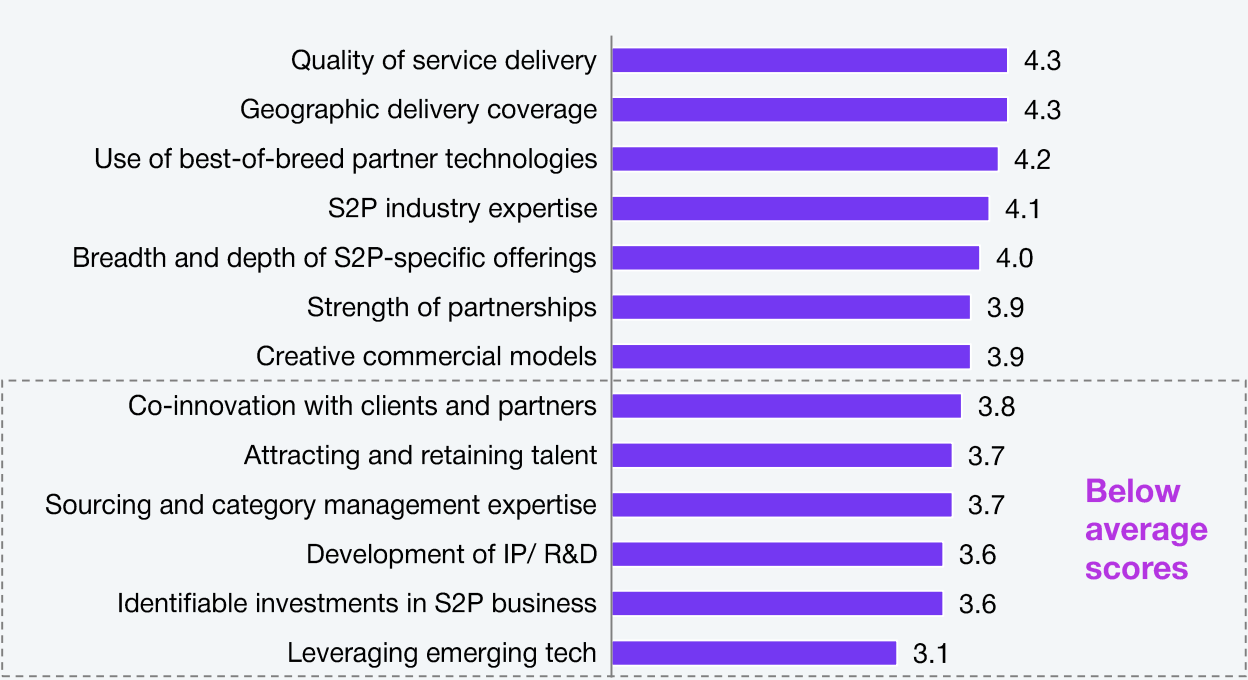| Strategic sourcing	Category management	Contract management	Supplier management	Transactional procurement	Technology management
• Demand management • Spend data management • Sourcing strategy • Sourcing event management • Proposal evaluation • Contract negotiation • Sourcing governance	• Category strategy • Category planning • Market intelligence • Ongoing category management • Tail-spend management	• Contract repository • Contract administration • Contract template management • Contract negotiation	• Supplier enablement • Supplier help desk • SLA monitoring • Supplier relationship management	• Master data management • Asset management • Purchase order creation and management • Invoice and receipt matching reconciliations • Accounts payable	• Ongoing technology innovations • Platform implementation • Platform management

Typical process scope of S2P outsourcing engagements
% engagements

Strategic sourcing — 27%

Category management — 13%

Contract management — 40%

Supplier management — 33%

Master data management — 20%

Procurement IT and technology management — 20%

Spend data management — 33%

Tail-spend management — 47%

PR to PO management — 40%

Note: Accounts payable is typically outsourced under F&A and IT enablement/implementation is also outsourced separately
Sample: 15 interviews with procurement leaders

While delivery capabilities are robust, the S2P outsourcing service provider community needs to up their game on strategic thinking, talent management, and agility to realize the promise of third-party procurement services

Based on your experience, please rate the service provider across the following parameters. Please use a scale of 1 to 5 where 1 is poor and 5 is excellent.
(mean score shown in the chart)

Parameter	Score
Quality of service delivery	4.3
Geographic delivery coverage	4.3
Use of best-of-breed partner technologies	4.2
S2P industry expertise	4.1
Breadth and depth of S2P-specific offerings	4.0
Strength of partnerships	3.9
Creative commercial models	3.9
Co-innovation with clients and partners	3.8
Attracting and retaining talent	3.7
Sourcing and category management expertise	3.7
Development of IP/ R&D	3.6
Identifiable investments in S2P business	3.6
Leveraging emerging tech	3.1

Below average scores

What are the improvement areas of your service provider (client and partners)?

Sales Pipeline · BeyondFTE-based · Procurement Tech · Local Practices · BD Alignment · Visibility into Pipeline · Contracting · Invoicing · Implementation · Managing Demand · **Strategy** · **Communication** · **Speed** · Proactiveness · Relationship · Simple · selling · Simplicity · Slower · Automation · Processing · COE · Talent Pricing · MSA · Geographic Scope · Weak GTM · Marketing · Commercial Focused · Niche Markets · Talent Quality · SLA · Matrix · Commercial Models · Smarter · based · **Retention** · Commercials · **Agility** · Procurement Categories · **Partnerships** · New Proposals · Scorecard · RPA · Dynamism · GenAI · Value · Talent Tree · Midmarket · Service Offerings · Understandability · SLAs · Planning · Technical · Middle Management · **Innovation** · Execution · Flexibility · Cost · Process Advancement · **Attrition** · **Internal Processes** · Vendor Management · Knowledge Sharing · Hungerness

Sample: HFS Horizons study, sourcing and procurement service providers, 30 client and partner references
Source: HFS Research, 2024

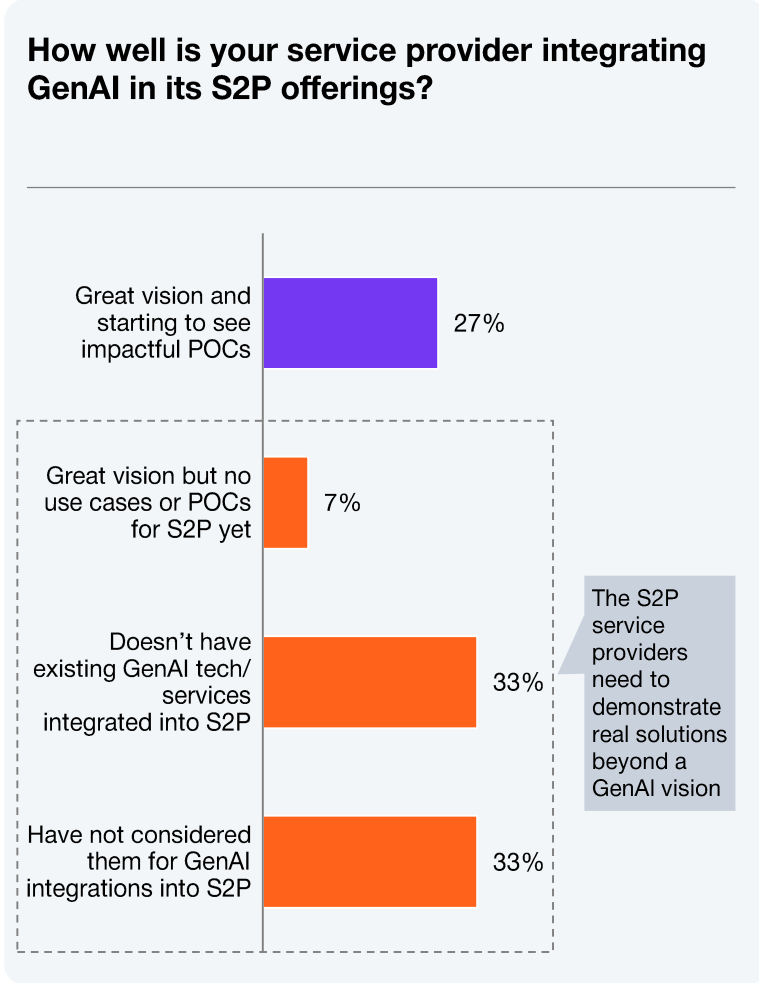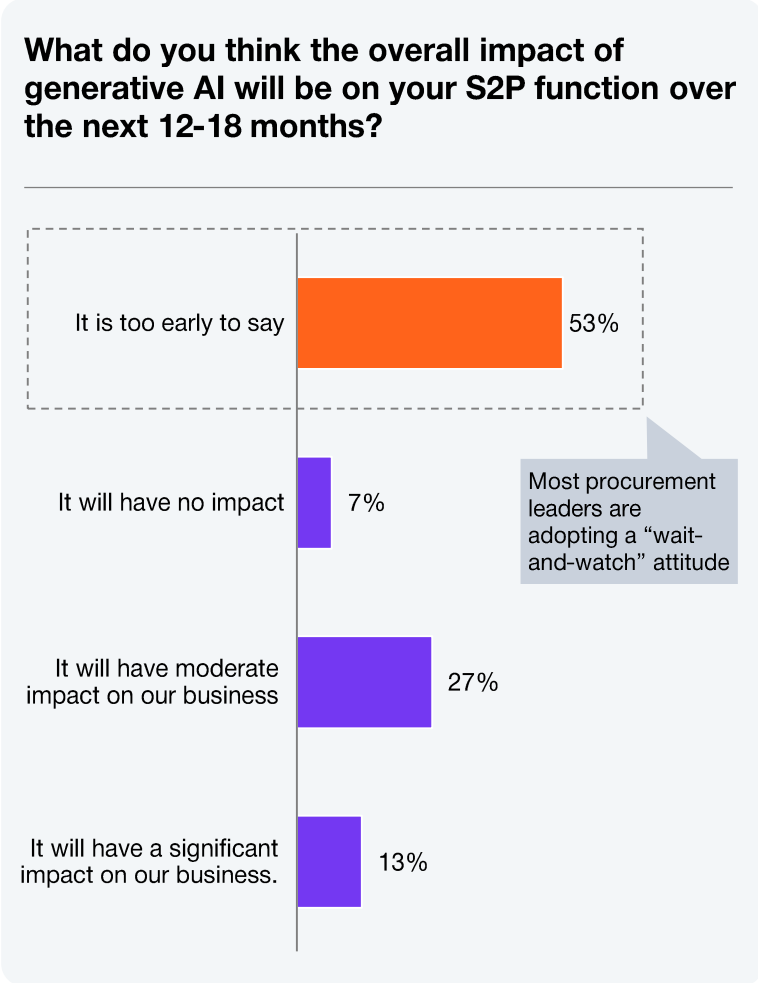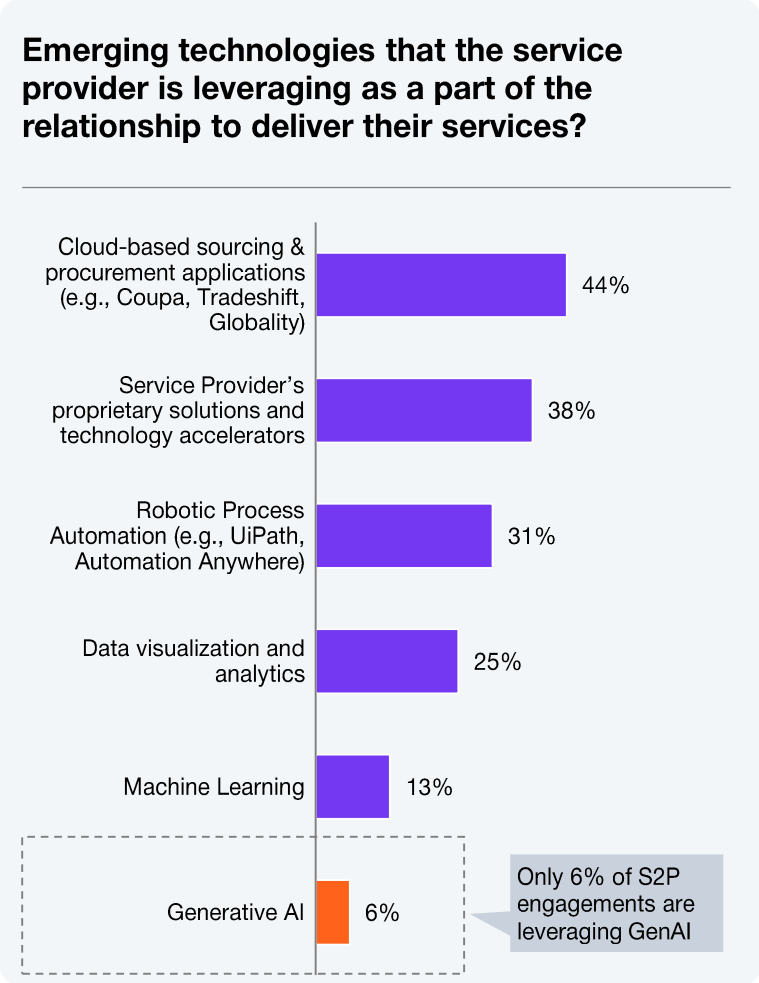# GenAI has immense potential across the S2P value chain

Strategic sourcing	Category management	Contract management	Supplier management	Transactional procurement
• Analyzing bids and building scenarios • Gen AI assistants for consulting, sourcing, and procurement. • Delivering recommendations and prescriptive actions tailored to specific procurement personas. • Provide autonomous sourcing and RFx drafting capabilities	• Category semantics, pathfinder, mapping to the right categories. • AI-assisted sourcing and automatic market intelligence reports • Identifying, analyzing, and predicting the factors influencing costs within a specific category	• Validating and evaluating supplier quotes to make the procurement process faster. • Generating custom contracts tailored to specific procurement needs • Strategic negotiation and optimization capabilities	• Supplier discovery, profiling, summaries, engagement, and manage supplier risks • Supplier ESG assessments, CO_2 emissions, ESRS compliance, sustainability KPIs, sentiment analysis • Supplier onboarding, performance, pricing, and conversation assistance	• Ensuring that purchase requests adhere to predefined compliance standards. • Gen AI help desk and assisted P2P services chatbots • Purchase order recommendation based on demand and inventory • Using predictive analytics to forecast spending and manage tail spend • Purchase order and master service agreement (MSA) extraction

*ESRS – European Sustainability and Reporting Standards

Despite the promise, real GenAI action on the ground is limited

Emerging technologies that the service provider is leveraging as a part of the relationship to deliver their services?

- Cloud-based sourcing & procurement applications (e.g., Coupa, Tradeshift, Globality) — **44%**
- Service Provider's proprietary solutions and technology accelerators — **38%**
- Robotic Process Automation (e.g., UiPath, Automation Anywhere) — **31%**
- Data visualization and analytics — **25%**
- Machine Learning — **13%**
- Generative AI — **6%**

> Only 6% of S2P engagements are leveraging GenAI

What do you think the overall impact of generative AI will be on your S2P function over the next 12-18 months?

- It is too early to say — **53%**
- It will have no impact — **7%**
- It will have moderate impact on our business — **27%**
- It will have a significant impact on our business. — **13%**

> Most procurement leaders are adopting a "wait-and-watch" attitude

How well is your service provider integrating GenAI in its S2P offerings?

- Great vision and starting to see impactful POCs — **27%**
- Great vision but no use cases or POCs for S2P yet — **7%**
- Doesn't have existing GenAI tech/ services integrated into S2P — **33%**
- Have not considered them for GenAI integrations into S2P — **33%**

> The S2P service providers need to demonstrate real solutions beyond a GenAI vision

Sample: 15 interviews with procurement leaders

3 Research methodology

Service providers covered in this report

Notes:
- This report focuses on service providers with multi-year client engagements (outsourcing and managed services) and does not include short-term sourcing or procurement projects.
- All service providers are listed alphabetically

Horizons assessment methodology—S2P services (1/2)

The **"HFS Horizons: S2P services"** research evaluates the capabilities of providers across a range of dimensions to understand the ***Why, What, How, and So What*** of their S2P services offering. Our assessment will be based on inputs from clients, partners, and employees and augmented with analyst perspectives. The following illustrates how we will assess your vision, execution, and capabilities.
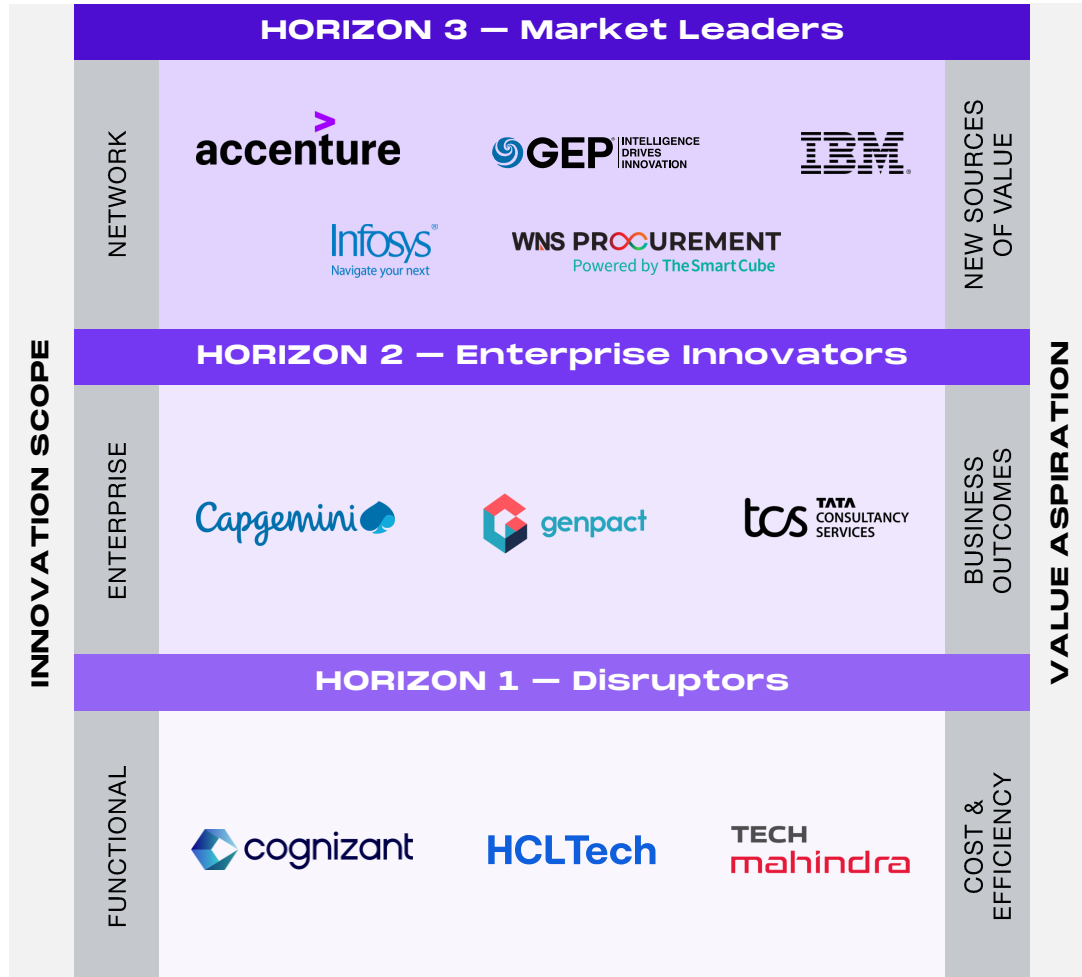
← Distinguishing S2P service providers characteristics →

Assessment Dimension	Assessment sub-dimension	Horizon 1 service providers	Horizon 2 service providers	Horizon 3 service providers
Value proposition: The Why? (25%)	• Strategy for the S2P market and vision for the future of the industry • S2P services offerings aligned to top problem statements for the office of the CPO • Differentiators - Why CPOs will work with you	• Ability to drive Efficiency and Effectiveness through cost reduction, speed, and efficiency	• Horizon 1 + Enablement of the "OneOffice" model of **end-to-end organizational alignment** across the front, middle, and back offices to drive **unmatched stakeholder experience** (EX, PX, CX) and business outcome achievement	• Horizon 2 + Ability to drive "OneEcosystem" synergy via strategic business partnering • Driving co-creation with clients and ecosystem partners for the procurement function to become ecosystem builders • Demonstrated ideation from within and judgement of differentiating partners. • S2P Leadership – Recognized leaders and "voice of the market"
Execution and innovation capabilities: The What? (25%)	• Breadth and depth of services across the S2P value chain and associated delivery capabilities • Strength of function-specific talent – hiring, training, & ongoing development. • Approach to and strength of ecosystem partners • Industry-specific solutions • Function-specific technology innovation	• Functional domain expertise on any one of the key pillars of S2P (strategic sourcing, category, contract, supplier , and technology management, transactional procurement) Function-specific talent focused on key process domains or tech • Focused partnerships and strong PX • Limited function-specific IP • Functional digitization and automation	• Comprehensive coverage across the S2P value chain and controllership across all the six key pillars of S2P • Strong function-specific talent pool across IT and operations domains • Range of function-specific partnerships and strong PX • Strong function-specific IP • Process transformation and analytics	• Comprehensive coverage across all the six key pillars of S2P (strategic sourcing, category, contract, supplier, and technology management, transactional procurement) along with moving to a more strategic sourcing space • Strong function-specific talent pool across Consulting, IT, and operations domains • Comprehensive function-specific partnerships with strong PX • Strong function-specific IP + JVs • Real-time predictive planning • Ability to integrate seamlessly internal and external IP • Drive leadership in areas of strategic importance to the business beyond spending management: working capital, sustainability, and risk management

Horizons assessment methodology—S2P services (2/2)

The **"HFS Horizons: S2P services"** research evaluates the capabilities of providers across a range of dimensions to understand the **Why, What, *How, and So What*** of their S2P services offering. Our assessment will be based on inputs from clients, partners, and employees and augmented with analyst perspectives. The following illustrates how we will assess your vision, execution, and capabilities.

Distinguishing S2P service providers characteristics

Assessment Dimension	Assessment sub-dimension	Horizon 1 service providers	Horizon 2 service providers	Horizon 3 service providers
Go-to-market strategy: The How? (25%)	• What are you actually selling to CPOs? • Nature of investments in your S2P business (M&A, non – M&A, R&D) • Co-innovation and collaboration approaches with customers and partners including creative commercial models • Customer targeting approach • Voice of the Partner	• Investments aligned to functional optimization outcomes • Optimization and point solutions • Target-focused personas, Majority Tier 2 & 3 firms, geo-specific	• Horizon 1 + investments aligned to enterprise experience • Optimization & top-down transformation • Target range of personas, Tiers 1, 2, broad geo coverage	• Investments aligned to Horizons 1, 2 and ecosystem enablement • Horizon 1, 2 + co-creation with customers and partners • Horizon 1, 2 + new value creation • Global coverage • Demonstrated record of organic business growth in S2P as well as competitive capture
Market impact: The So What? (25%)	• Scale of S2P services – revenue, clients, and headcount • Growth of S2P services – revenue, clients, and headcount • Proven outcomes showcasing nature of value delivered to CPOs • Voice of the Customer	• Proven scale and growth driven by functional optimization focus • Top marks as an optimization partner across key S2P functions (CX)	• Proven scale and growth driven by Horizon 1 + stakeholder experience • Top marks as an enterprise transformation partner emphasizing stakeholder experience (CX)	• Proven scale and growth driven by H2 + ecosystem synergy • Top marks as a global growth partner driving new business models (CX) • Horizon 2 + Ability to drive "OneEcosystem" synergy via strategic business partnering • Horizon 2 + mutually agreed achievement of realized business differentiation in client S2P practice • Impact on client's adaptive work as well as technical work within S2P

HFS Horizons

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Horizons assessment: Market leaders, enterprise innovators, and disruptors

HFS Horizons: S2P Service Providers, 2024

INNOVATION SCOPE

HORIZON 3 — Market Leaders

NETWORK

accenture

GEP INTELLIGENCE DRIVES INNOVATION

IBM

Infosys Navigate your next

WNS PROCUREMENT Powered by The Smart Cube

NEW SOURCES OF VALUE

HORIZON 2 — Enterprise Innovators

ENTERPRISE

Capgemini

genpact

tcs TATA CONSULTANCY SERVICES

BUSINESS OUTCOMES

HORIZON 1 — Disruptors

FUNCTIONAL

cognizant

HCLTech

TECH mahindra

COST & EFFICIENCY

VALUE ASPIRATION

HORIZON 3 MARKET LEADERS are creating new sources of value for their procurement clients

Horizon 3 service providers demonstrate Horizon 2 characteristics. In addition:
- Drive a "OneEcosystem Approach" to help procurement find completely new sources of value
- Driving co-creation with clients and ecosystem partners for the procurement function to become ecosystem builders
- Capability to deliver ecosystem transformation across the end-to-end S2P value chain with excellent category management and strategic sourcing capabilities
- Well-rounded capabilities across all value creation levers: talent, domain, technology, data and change.
- Referenceable and satisfied clients driving new business models based on their partnerships

- -

HORIZON 2 ENTERPRISE INNOVATORS are driving strong business outcomes through end-to-end S2P transformation across the enterprise

Horizon 2 service providers demonstrate Horizon 1 characteristics. In addition:
- Ability to drive a "OneOffice Mindset" with front, middle, and back-office transformation
- Best-in-class capabilities across the broader S2P value chain and driving ESG goals as an integral part of S2P
- Robust consulting skills in addition to managed services and outsourcing capabilities
- Proven and leading-edge proprietary tools, assets, and frameworks
- Referenceable and satisfied clients for the ability to innovate

- -

HORIZON 1 DISRUPTORS are driving cost and efficiency impact through functional transformation

Horizon 1 service providers demonstrate:
- Ability to drive functional transformation by driving cost reduction, speed, and efficiency
- Best-in-class capabilities for transactional procurement within the broader S2P value chain
- Global delivery capabilities and client footprint
- Referenceable and satisfied clients for ability to execute.

The report focuses on multi-year third-party services (outsourcing and managed services) and does not include short-term sourcing or procurement projects.
Note: All service providers within a Horizon are listed alphabetically.

HFS Horizons—a summary of S2P service providers assessed in this report

Providers (alphabetical order)	HFS point of view
Accenture	End-to-end Source-to-Pay strategy, technology, and operations at scale
Capgemini	Transforming procurement to enable the "frictionless enterprise"
Cognizant	Technology and ecosystem-led procurement transformation
Genpact	Practitioner-led end-to-end S2P capabilities at scale to help clients design, run, and transform procurement operations
GEP	One-stop-shop for S2P technology, consulting, and managed services
HCLTech	Investments in internal IP backed by innovative deal constructs paving the way to smarter S2P solutions
IBM	AI-first approach to simplify procurement and optimize the S2P experience
Infosys	End-to-end S2P managed services, consulting, and digital products
TCS	Accelerating Digital Transformation of Procurement with a Machine First Delivery Model
Tech Mahindra	Combining the best of operational practices and technology to transform procurement
WNS Procurement	Powering procurement to become a value creator through category-driven, insight-led, and digitally enabled services

5 Accenture profile: Sourcing and procurement service providers, 2024

Accenture: End-to-end source-to-pay strategy, technology, and operations at scale

HORIZON 3 — Market Leader
accenture

HORIZON 2 — Enterprise Innovator

HORIZON 1 — Disruptor

Strengths	Development opportunities
• **Size and scale:** Remains the service provider to beat with over 1250 clients, $1.2T managed spend. • **Value proposition:** Accenture aims to deliver 360-degree procurement value by covering the full spectrum of requirements: financials, risk management, sustainability, experience, talent, and inclusion and diversity. • **Go-to-market.** Growth driven by integrated Accenture offerings where S2P practice is increasingly brought into client environments through Accenture Strategy & Consulting, Technology, and Song opportunities as well as F&A and Supply Chain. Going beyond the BPO and managed services model by starting to license proprietary tools and solutions like SynOps to enable the retained team within procurement. • **Key differentiators:** Accenture differentiates itself with deep category expertise supported by 2100+ experts enabling rapid movement towards industry-specific category expertise. • **Customer kudos:** Clients appreciate the flexibility that Accenture brings to the table meeting clients where they are. Stands behind commitment backed by total value creation backed by SynOps and its pre-integrated vendor ecosystem APIs.	• **Service delivery.** Despite significant investments in innovation, Accenture cannot take its eye off service delivery basics. Clients suggest potential improvements in service standardization across centers. The cloud-based, globally integrated SynOps platform does help drive performance consistency. • **Account management.** Accenture has a reputation as a premium, high cost, and less responsive organization for small and mid-sized clients. At times this can steer some clients toward other firms for attention in more commoditized areas of S2P. However, Accenture's overall collaborative approach and ability to deliver market-leading ROI somewhat help mitigate these concerns.

Partnerships	Relevant M&A	Procurement practice specifics
Accenture has more than 50 partnerships in place for S2P-specific processes **Key Partners:** ABBY, Amazon Web Services, Aquiire, Arabesque, Beeline, Bitvore, Bonfire, Celonis, Coupa, Dunn & Bradstreet, EasyKost, EcoVadis, Elasticsearch, Envizi, Fairmarkit, Google, GT Nexus, IBIS World, Icertis, Ivalua, Jaggaer, Journey Sales, Lodging Logistics, Maximo, Meta, Microsoft, SAP and SAP Ariba, ServiceNow, Venminder, and others.	**Acquisitions (2019–2023)** • 158 acquisitions in this period, including ClearEdge, Impendi, Inspirage, Insight Sourcing, Stellantis' Manufacturing & Training business, The Shelby Group, Xoomworks, Zestgroup, and many others.	• Spend under management - $1.2 Trillion+ • Transaction spend under management $500B+ • Category spend under management $700 B+ • Direct vs. Indirect spend - $200B+ / $1T+

Key clients	Global operations and resources	Flagship internal IP and technology
Total Number of clients: 1250 **Key clients** • Aon, Cigna, Halliburton, Qantas, Sanofi, and many global industry leaders across 40+ sectors including manufacturing, finance, healthcare, life sciences, energy, food & beverage, mining, natural resources, technology, and public sector.	**Headcount:** 20,400+ **Number of delivery and innovation centers** • The Accenture Operations Innovation Network consists of more than 100 facilities distributed globally. This includes Accenture Research, Accenture Ventures, Accenture Labs, Accenture Studios, Accenture Innovation Centers, and 38 Accenture S2P Delivery Centers.	• **SynOps** – The digital backbone of Accenture's S2P services • Embedded within SynOps are S2C & P2P Workflow modules and Control Towers, Category Workbench, Category Insights, Contract Copilot, Spend Mgmt. Platform, Buyer Portal, PR & PO Mgmt., Automated AP, Payables Optimizer, Invoice Exceptions Concierge, and other hyperautomation technology—integrated analytics, automation & AI (including Gen AI)—to streamline processes and optimize outcomes for sourcing and procurement activities.

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Saurabh Gupta is President, Research and Advisory Services at HFS. He sets the strategic research focus and agenda for HFS Research, understanding and predicting the needs of the industry and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research. He oversees HFS' global research function, managing the global team of analysts and operations across the US, Europe, and Asia.

He is a recognized thought leader, and he's passionate about solving business problems and bringing big ideas to life. With more than two decades of experience across client, provider, advisory, and analyst roles, he brings a uniquely realistic and wide-ranging perspective to our industry's challenges and opportunities. He has authored more than 200 research reports; he is a frequent speaker and regularly quoted in industry publications. He is well-known for spotting disruptive technology trends like blockchain, Web3, metaverse, cloud, AI, and automation and predicting their implications for different stakeholders through frameworks like the OneOffice™ and OneEcosystem™.

Srini Vaddepalli is a Practice Leader at HFS Research, covering information technology (IT) and business process (BP) service providers in finance, accounting, sourcing, and procurement. He brings over 15 years of experience working with Capgemini, ISG, and Eastman Chemical.

He has significant experience in the financial services and manufacturing industries, with a focus on IT/BP outsourcing services. His areas of expertise include procurement, F&A, Industry 4.0, sustainability, and emerging technologies. He has worked across the IT delivery center, global capability center (GCC), and the research and analyst side of the business, making substantial contributions to the IT services industry through market intelligence projects, thought leadership reports, go-to-market strategies, and client location assessments.
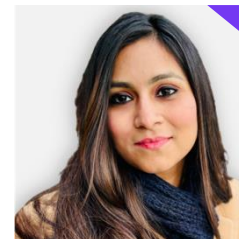
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Jahnavi Ravindranath covers the research focus for global business services (GBS) and emerging technologies at HFS. A central theme of her research focuses on the impact of emerging technologies on business operations and digital business models. She draws from her technology law and policy expertise to build on her research. In addition, she works closely with the Sourcing Advisory team to advise enterprise clients on a range of matters.

Before HFS, Jahnavi was part of the Executive Leadership Team at Anheuser Busch InBev's GBS organization. She was one of the company's first employees in India and worked closely with the global leadership to craft AB InBev's GBS strategy, which included building the roadmap and scaling AB InBev's Global Capability Center to more than 3,000 employees in a short span of three years.

Hridika joined the HFS team in 2021. She focuses on the F&A and general and business process outsourcing domains. She also analyzes how emerging tech, mainly process intelligence, intelligent document processing (IDP), and artificial intelligence (AI), can enable enterprises to reach their transformation goals.

Hridika's background includes seven years of experience in quantitative research and analysis with Kantar. She also serviced British American Tobacco, catering to the company's primary and secondary research needs worldwide.

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