

# **SUPPLY MARKET INTELLIGENCE FOR PROCUREMENT PROFESSIONALS: RESEARCH, PROCESS, AND RESOURCES**

## **WAV Resources Update - Comprehensive Combination of Updates 1 (Jan. 2015) and 2 (June 2015)**

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*Supply Market Intelligence for Procurement Professionals WAV Update*  
*Jeanette Jones and Kelly Barner*

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June 2015

# CHAPTER 9 - SUPPLIER RESEARCH, DILIGENCE, AND RISK MONITORING

## CREDIT REPORTS/RISK MONITORING/FINANCIAL HEALTH

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### **Bureau van Dijk (Procurement Catalyst)**

New link: <http://www.bvdinfo.com/en-us/our-products/bvd-s-catalysts-solutions-by-task/catalysts-solutions-by-task/procurement-catalyst>

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### **Dun & Bradstreet (Supplier Risk Manager 2.0)**

New link: <http://www.dnb.com/supply-management/supply-risk-manager.html>

### **LexisNexis (Diligence and SmartWatch)**

New link: <http://www.lexisnexis.com/en-us/products/lexis-diligence.page>

New link: <http://www.lexisnexis.com/en-us/products/smartwatch.page>

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### **RAGE Frameworks - update**

<http://www.rageframeworks.com/>

RAGE refined their filtering engine to improve company specific signals and category filtering capabilities at the end-user level. RAGE integrated news aggregator Moreover.com (now owned by LexisNexis) as an additional source of information adding over 50,000 sources to the engine. In addition, foreign language support in 35 languages was launched.

### **Rapid Ratings - update**

<http://www.rapidratings.com/>

New to Rapid Ratings is a customized survey and document collection tool that provides insight into suppliers and helps clients gather regulatory and compliance information. In addition, General News, M&A Updates, Bankruptcy News and Disaster News & Email News Alerts, in partnership with LexisNexis, provide additional context about companies and their financial health.

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### **riskmethods - update**

<http://www.riskmethods.net>

riskmethods continuously updates its offerings with the latest being the introduction of the Impact Validator module, which provides information on the relevant extent of damage in a risk event and offers options for analyzing supplier criticality and dependency. Other enhancements include the improved usability of the menu bar, faster loading times, marking old hard facts as outdated, and notification of unsupported browsers.

## COMPREHENSIVE RESOURCES WITH BOTH FINANCIALS AND NEWS SOURCES

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### **EBSCO Business Source, Corporate+Plus and Elite**

New link: <https://www.ebscohost.com/corporate-research/business-source-corporate-plus>

New link: <https://www.ebscohost.com/academic/business-source-elite>

## **New Category: CORPORATE SOCIAL RESPONSIBLY RESOURCES**

### **CIPS (Chartered Institute of Procurement & Supply) Sustainability Index**

<https://www.cips.org/en/CIPS-for-Business/supply-assurance/CIPS-Sustainability-Index>

The CIPS Sustainability Index (CSI) allows you to benchmark your suppliers' organizational sustainability with this "cross-sector financial, social and environmental audit." Currently available in the UK and Ireland, with plans to expand worldwide, "it is the only independent, verified measurement tool available, allowing suppliers to prove their sustainability credentials and buyers to obtain essential sustainability information in a more efficient way than individual and lengthy questionnaires."

### **CorpWatch**

<http://www.corpwatch.org>

CorpWatch's mission is to provide "non-profit investigative research and journalism to expose corporate malfeasance and to advocate for multinational corporate accountability and transparency." According to its website, the book, *The Corporate Planet: Ecology and Politics in the Age of Globalization*, written by CorpWatch's founder Joshua Karliner, was the foundation for the organization. CorpWatch provides news, analysis, research tools, and action alerts to respond to corporate activity around the globe. Industries covered include: Chemicals, Construction, Energy, Food and Agriculture, Manufacturing, Natural Resources, and Technology/Telecommunications, to name a few. The Issue library covers broad subject areas such as Corruption, Environment, Globalization, Human Rights, Labor, and Trade Justice. Research tools include an interactive Research Guide, which takes you step by step on how to research corporations on the Internet, and links to various Government, International, Academic organizations, and multiple NGOs.

### **CSRHub**

<http://www.csrhub.com>

CSRHub provides access to corporate social responsibility and sustainability information and ratings on major companies in North America, Europe and Asia, representing 135 industries in 104 countries, and covering the categories of Community, Employees, Environment, and Governance. CSRHub pulls together information across a wide range of different sustainability measurements and data sources and transforms it into a 0 to 100 scale, with 100 being the best rating. The amount and quality of data sources used to calculate the ratings is impressive. The list of sources is made readily available on the site and in company profiles. Examples of sources include ASSET4 (Thomson Reuters), CDP (Carbon Disclosure Project), EIRIS, Governance Metrics International, IW Financial, MSCI (ESG Intangible Value Assessment and ESG Impact Monitor), RepRisk, Trucost and Vigeo. Company ratings are open source. Subscribers, paying a reasonable fee, have access to more detailed information, including twelve subcategory ratings.

## **CSR Reports**

<http://www.csrwire.com>

CSR Reports provides open access to current Corporate Social Responsibility and Sustainability reports. Reports are associated with CSRwire members, which include corporations, NGOs, agencies, universities and organizations. These members are interested "in communicating their corporate citizenship, sustainability, philanthropy and socially responsible initiatives to CSRwire's global audience." CSRwire tags its content using over 25 Corporate Social Responsibility categories including Business Ethics, Corporate Governance, Fair Trade & Supply Chain, Human Resources & Diversity, Ratings & Awards, Philanthropy & Corporate Contributions, Stakeholder Engagement, Sustainability, and Women. You can search by company, but sorting results are limited.

## **Dow Jones Sustainability Indices (DJSI)**

<http://www.sustainability-indices.com>

Created in 1999 to analyze and evaluate large companies based on economic, environmental and social performance, the important Dow Jones Sustainability Indices are offered by RobecoSAM and S&P Dow Jones Indices. "The DJSI is internationally recognised as the de-facto leaderboard for sustainability performance, and carries with it significant value – be it reputation, stakeholder engagement, brand management, access to capital, investor confidence and the satisfaction of being internationally recognised as a sustainable business.<sup>1</sup>" The DJSI website provides reports on each of the 24 industry group leaders.

## **ISM (Institute for Supply Management) Supplier Risk Index**

<http://www.ism.ws/education/SupplierRiskIndex.cfm>

ISM, partnering with the Ethisphere, offers the Supplier Risk Index, which measures risk throughout your supply chain. It can "help you identify potential supply disruptions — including disasters, and ethics, compliance and sustainability issues — to keep your business running and protect your brand." The Index is a series of survey questions made up of three indices:

1) Risk Index, 2) Ethics Index, and 3) Sustainability Index.

## **RepRisk**

<http://www.reprisk.com>

RepRisk was founded in 1998, originating from the consultancy firm ECOFACT. It provides ESG (environmental, social and governance) risk business intelligence services. Products of interest include RepRisk Web-based Tool and RepRisk Company Reports. The Web-based Tool allows you to access updated ESG information and gauge risks related to worldwide companies, projects, countries and sectors, in addition to monitoring stakeholder sentiment. The Company Reports includes negative news summaries since 2007, a RepRisk Index (RRI) analysis, sector and peer comparisons, and geographical distribution of the company's risk exposure. RepRisk tracks over 25 environmental, social and governance (ESG) issues in addition to using Topic Tags, which include current and controversial sub-issues. Data feeds can be set up tailored to fit specific needs. The database contains information on over 40,000 listed and unlisted companies, including those in emerging markets. They monitor independent third-party sources such as major print media, thousands of NGOs, newsletters, news sites, and governmental agencies. Blogs and social media are also monitored, allowing for unobstructed access to local stakeholder input and information. RepRisk collects and analyzes information on various projects, including large infrastructure initiatives such as pipelines, dams, and mines, as well as plantations, mills, factories, and processing facilities.

## CHAPTER 10 - INDUSTRY AND MARKET RESEARCH

### MARKET RESEARCH ONE-STOP SHOPS

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#### **Market Research.com - update to include Profound**

<http://www.profound.com/Home.aspx>

Profound, a service of MarketResearch.com, allows you to purchase individual sections of reports, including chapters, tables or charts, without buying the entire report, thus enabling you access to the exact information needed. They also have developed functionality that makes it easy to search and navigate through research reports from over 200 global publishers from more than 700 industry segments. Once you have identified a report that is of interest, you can drill deeper into the report to determine what sections you would like to buy versus buying the entire report using the Table of Contents (TOC) and/or Keywords in Context (KWIC) views. You can set up alerts so announcements of new reports on your specific topic/market will be sent to your e-mail.

### INDUSTRY AND MARKET RESEARCH PROVIDERS

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New Resource

#### **Bloomberg Intelligence (formerly known as Bloomberg Industries)**

New link: <http://www.bloomberg.com/professional/news-research/intelligence>

Bloomberg Intelligence "provides in-depth analysis, ideas, and data sets on industries, companies, and credit, government, and litigation factors that impact decision-making. Coverage spans 100+ industries and 800 companies across the globe."

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#### **Business Monitor International Update - rebrands as BMI Research**

<http://www.bmiresearch.com/>

On March 2, 2015, BMI Research introduced their new brand name, replacing Business Monitor International. An updated website provides access to BMI research that focuses on "linking macroeconomic and financial market analysis," spanning 200 global markets across 24 industry sectors. Research offerings include Industry Reports, Country Risk Reports, Operational Risk Reports, Multinational Companies Database, Special Reports (ad hoc), and Monthly Monitors.

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#### **Freedonia - website update (categories)**

<http://www.freedoniagroup.com/>

The Freedonia Group was founded in 1985 and publishes industry research studies that mostly cover the manufacturing sector. Research and information includes "forecasts, analysis and discussion of important industry trends, market size, market share estimates and profiles of the leading industry players." Categories of coverage include: Automotive and Transport; Chemicals; Construction and Building Materials; Consumer Goods; Energy and Petroleum; Healthcare and Life Sciences; Industrial Components; Machinery and Equipment; Metals, Minerals and Glass; Packaging; Plastics and Other Polymers; Security; Services; Textiles and Nonwovens; and Water Treatment. Reports can be purchased individually, and some can be purchased by the page or section.

### **Frost & Sullivan - website update (categories, research integration)**

<http://www.frost.com>

Lore Frost and Dan Sullivan started Frost & Sullivan in 1961. Detailed and global in coverage, F&S's 360° Research integrates seven perspectives into an overall view of an industry: Intensity, Customer Dynamics, Industry Convergence, Disruptive Technologies, Global Mega Trends, New Business Models, and Emerging Markets. A sampling of the industries covered: Aerospace and Defense; Chemicals; Materials and Food; Electronics and Security; Energy and Power Systems; Environment and Building Technologies; Healthcare; Industrial Automation and Process Control; Information and Communications Technologies; Automotive and Transportation; and Business and Financial Services. There is access to complimentary research, and you can purchase reports individually.

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### **IHS - website update (products and solutions)**

<http://www.ihs.com>

IHS was founded more than 50 years ago and originated as a product catalog database provider for aerospace engineers. Its information now spans over 30 industries including Automotive, Agriculture, Chemicals, Construction, Oil and Gas, Financial, Life Sciences, Maritime, Metals and Mining, Military and Security, Power and Utilities, and Telecommunications, to name a few. IHS provides Cross-Industry services including Economics and Country Risk; Operational Excellence; and Supply Management. The Supply Management Pricing and Purchasing Solution, in particular, covers commodity price forecasts, supplier cost analysis, and strategic buying recommendations. Examples of the industry-specific offerings for supply management include advisory services on Aromatics and Fibers; North American Light Olefins; and Global Polyester and Feedstocks.

## **CHAPTER 11 - BEST PRACTICES AND OPERATIONS BENCHMARKING**

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### **APICS**

<http://www.apics.org/>

APICS and American Society of Transportation and Logistics (AST&L) announced on May 5, 2015, that the boards of directors of both organizations have approved an agreement in which AST&L will merge with APICS upon ratification by an AST&L member vote. One of the benefits of the merger is uniting APICS' Certified in Production and Inventory Management (CPIM), Certified Supply Chain Professional (CSCP), Supply Chain Operations Reference (SCOR) framework, SCOR Professional (SCOR-P) brands with AST&L's three credentials including the Certified in Transportation and Logistics (CTL) designation (website).

## CHAPTER 12 - PROCUREMENT SERVICE PROVIDER DIRECTORIES

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### **Buyers Meeting Point Vendor Directory**

The Buyers Meeting Point Vendor Directory is no longer being published.

### **Procurement Leaders Essential Guide**

New link: **Procurement Service Providers:** <http://www.procurementleaders.com/resources>

The Procurement Service Providers resource allows you to search by keyword or via browse dropdown category menus. You can browse current listings of procurement related services by Type (Advisory and Consultancy, Training, BPO, Solutions and Technology, Recruitment), Specialism (e.g., Contract Management, e-Procurement, Purchase-to-Pay, Spend Analytics, Procurement Outsourcing, Risk Management, SRM, Transformation), and Spend Area (Consulting/ Legal/Advisory, Energy and Utilities, Fleet, IT, Logistics, MRO, Marketing, Office Supplies, Print, Telecoms, Travel).

## CHAPTER 13 - CONSULTING FIRMS

New Entry

### **The Forefront Group**

<http://www.theforefrontgroup>

The Forefront Group is a global procurement and strategic supply management consulting and advisory firm. It offers thought leadership "in strategic sourcing, collaborative supplier relationships, procurement transformation, and cost optimization." A recent publication is, *Unpacking Sourcing Business Models: 21st Century Solutions for Sourcing Services*, written in partnership with SIG (Sourcing Interests Group), CORE (Centre for Outsourcing Research & Education), and IACCM (International Association for Contract and Commercial Management).

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### **Ernst & Young**

Ernst & Young did not sponsor the current, 2015 Ardent Partners CPO Rising report.

## CHAPTER 14 - PROCUREMENT PROFESSIONAL ASSOCIATIONS AND ORGANIZATIONS

New Entries

### **Buying Legal Council**

<http://www.buyinglegal.com/>

The Buying Legal Council supports professionals tasked with sourcing legal services and managing legal services supplier relationships through advocacy, networking, research and information. The Resources section provides Cheat Sheets, a Glossary, Articles, Videos, and Career information. The helpful "Cheat Sheets" are one page in length and cover a variety of topics such as Getting Started, Earn the Legal Department's Trust, and Raise Efficiency of Legal

Services. The *Legal Procurement Handbook* includes 27 articles by 27 legal experts that cover all aspects involved with buying legal services.

### **CORE (Centre for Outsourcing Research & Education)**

<http://www.core-outsourcing.org>

CORE is a Canadian organization that focuses on outsourcing. Its mandate "is to help its member companies manage risks and optimize the value of outsourcing relationships, whether it is a simple domestic sourcing arrangement or a complicated global outsourcing deal." Membership provides all employees of a member organization with access to CORE's Resource Center, discussion forums, roundtables, webinars, discounted educational materials, and annual conference.

### **Foundation for Strategic Sourcing (F4SS)**

<http://www.f4ss.org>

The Foundation for Strategic Sourcing (F4SS) was founded in 2006 by Brian Slobodow and Russ Stewart, with the belief that the ability to share best practices would be beneficial to the Contract Manufacturing & Packaging (CM&P) industry. Members consist "of a mix of customers (branded marketers), suppliers, and advisors." F4SS was formed on five core values: Trust, Collaboration, Inclusion, Continuous Improvement, and Openness. Members can participate in these initiative teams: Continuous Improvement Network (CI), Integrated Replenishment, The Networking and Benchmarking Team (TNBT), Quality Driven Results (QDR), Sustainability (SIT), Trust and Collaboration (SIT), and Trust and Collaboration (TAC).

### **Sustainable Purchasing Leadership Council**

<https://www.sustainablepurchasing.org>

Building on two prior collaborations which include The Keystone Center's Green Products Roundtable and a pilot project conducted with the Association for the Advancement of Sustainability in Higher Education, The Sustainable Purchasing Leadership Council launched in July 2013 and is a "non-profit organization whose mission is to support and recognize purchasing leadership that accelerates the transition to a prosperous and sustainable future." SPLC has defined leadership in sustainable purchasing according to the five principles: Understanding, Commitment, Results, Innovation, and Transparency. The *Guidance for Leadership in Sustainable Purchasing v1.0* is being developed to guide organizations in starting and running a strategic sustainable purchasing program. SPLC is also developing a rating system, similar to LEED "which will provide benchmarking and leadership recognition for organizations' sustainable purchasing efforts and impact reductions."

## **CHAPTER 15 - PROCUREMENT WEBSITES, NETWORKS, AND COMMUNITIES**

New Entry

### **The Reshoring Initiative**

<http://www.reshorenw.org/>

The Reshoring Initiative's mission is to bring good, well-paying manufacturing jobs back to the United States by helping companies more accurately assess their total cost of offshoring. The Library is comprehensive and well designed and provides access to 2280 authoritative articles. For more targeted searching, select the Advanced search option to find articles with any combination of industry, country, state, company name or reason for reshoring.



The website's Resources section provides links to Case Studies, Webinars, Presentations, Programs, Videos and Reports. The News/Events section provides access to news, upcoming events, a blog, and eNewsletter. There is also The Total Cost of Ownership (TCO) Estimator, which is a free tool that helps companies account for all relevant factors to determine the true total cost of ownership.

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### **Spend Matters - update**

<http://spendmatters.com/>

Spend Matters rolled out a new Spend Matters Network site in January 2015: "Chief Procurement Officer." The site features "CPO-level content on leadership, transformation, talent management, case studies, interviews, focused research, original insights and "next practices" that go beyond the usual CPO conference war stories" (website).

## **CHAPTER 16 - PROCUREMENT ONLINE AND PRINT MAGAZINES AND JOURNALS**

New Entry

### **Journal of Strategic Contracting and Negotiation (JSCAN)**

<http://www.iaccm.com/services/academic-journal/>

IACCM is publishing a new peer-reviewed academic journal entitled *Journal of Strategic Contracting and Negotiation (JSCAN)*. The description states: "The official journal of the *International Association for Contract and Commercial Management, JSCAN* is an outlet for research and theory about practices that challenge the status quo in strategic contracting and negotiations, and the commercial implementation of business strategy or policy. It also addresses the impact of contracting and negotiation on trust and ethics in business. Contracting and negotiation have become core to organizational and inter-organizational relationships, irrespective of sector or industry, and of national or international boundaries."

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### **IMT Procurement Journal**

*IMT Procurement Journal* is no longer publishing original content but will remain online at <http://news.thomasnet.com/procurement> and continue as a product news outlet.

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### **Professional Purchasing**

New Link: <https://www.american-purchasing.com/propurch>

### **Supply Chain Standard**

New link: <http://www.supplychainstandard.com>

## **CHAPTER 19 - COUNTRY AND GEOPOLITICAL RISK**

New Entries

### **CIPS Risk Index**

<http://www.cips.org/en/CIPS-for-Business/supply-assurance/CIPS-Risk-Index>

CIPS Risk Index is powered by Dun and Bradstreet (D&B) and helps in understanding the risks to which supply chains are exposed. The CIPS Risk Index Quarterly Report is "composed of multiple unique assessments of 132 countries across nine categories," which are then aggregated to calculate a global supply risk score. The CIPS Risk Index - Global Retrospective Report "analyses data over 20 years to show historical context of the global supply chain risk."

### **DHL Global Connectivity Index**

[http://www.dhl.com/en/about\\_us/logistics\\_insights/studies\\_research/global\\_connectedness\\_index/global\\_connectedness\\_index.html](http://www.dhl.com/en/about_us/logistics_insights/studies_research/global_connectedness_index/global_connectedness_index.html) - .VFff5MkpXuM

The DHL Global Connectedness Index is a detailed analysis of the state of globalization around the world. It provides the account of the world's global connectedness, "backed up by regional and country level analysis covering 140 countries that encompass 99% of the world's GDP and 95% of its population. It focuses on 12 types of trade, capital, information, and people flows (or stocks cumulated from past flows)." Source: 2014 Executive Summary

### **Environmental Performance Index (EPI)**

<http://www.epi.yale.edu>

The Environmental Performance Index (EPI) ranks how well countries perform on high-priority environmental issues in two broad policy areas: protection of human health for environmental harm and protection of ecosystems. These areas "are further divided into nine issue categories that span high-priority environmental policy issues, including air quality, forests, fisheries, and climate and energy, among others." The EPI is open access and produced by Yale Center for Environmental Law and Policy, Yale University, and the Center for International Earth Science Information Network, Columbia University.

### **The FM Global Resilience Index**

<http://www.fmglobal.com/page.aspx?id=04060000 - !year=2015&idx=Index&handler=map>

The FM Global Resilience Index ranks the resilience of 130 countries and territories to supply chain disruption. "It is designed to help executives evaluate and manage unknown risk potentially inherent in the countries they rely upon. Nine key drivers of supply chain risk are grouped into three categories: economic, risk quality and supply chain factors. These combine to form the composite index. Scores are bound on a scale of 0 to 100 with 0 representing the lowest resilience and 100 being the highest resilience."

### **The Global Climate Risk Index**

<https://germanwatch.org/en/9470>

This index analyses to what extent countries have been affected by the impacts of weather-related loss events (storms, floods, heat waves etc.). The most recent data available – from 2013 and 1994–2013 – were taken into account.

### **The Human Development Index (HDI)**

<http://hdr.undp.org/en/content/human-development-index-hdi>

"This is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living... The HDI was created to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone" (website).

## **Rundt's Intelligence**

<http://www.rundtsintelligence.com/index.asp>

S. J. Rundt & Associates, Inc. "is a 63-year old consulting and publishing firm dedicated to helping multinational companies assess risks and opportunities in their international strategies and transactions." The weekly Rundt's *World Business Intelligence Report* is a briefing that covers approximately 14-16 countries, covering the latest economic and political developments with detailed commentary with interest rate and exchange rate tables and forecasts included. An open access version, "This Week Around the World" is available on the website, providing a summarized snapshot of various country risk climates. The *Country Risk Alert* is a forecast report, complete with a risk rating, for over 100 countries.

## **Stratfor**

<http://www.stratfor.com>

Stratfor is a geopolitical intelligence and advisory firm founded by Dr. George Friedman in 1996. Subscribers get access to daily analysis and quarterly and annual forecasts. Weekly and monthly research products are also offered, in addition to the stand-alone premium publication, *Compass*. Global intelligence topics covered by Stratfor are: Economics/Finance, Energy, Military, Politics, Terrorism/Security. Free weekly publications include *Geopolitical Weekly* and *Security Weekly* and you can sign up to receive free reports via email.

## **Tropical Storm Risk (TSR)**

<http://www.tropicalstormrisk.com>

This is a resource for predicting and mapping worldwide tropical storm activity. The website provides forecasts and information for risk awareness of tropical storms. The Forecasts section shows information separated by geographical regions: Atlantic ACE Index and USA and Caribbean Landfalling, Northwest Pacific ACE Index and System Numbers, Cyclones, and Australian Region ACE Index, System Numbers and Landfalling.

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## **Maplecroft is now Verisk Maplecroft - updated website**

<http://maplecroft.com>

In December 2014, Verisk Analytics bought Maplecroft, forming Verisk Maplecroft. Their Global Risks Portfolio combines analysis of risks at local, country, issue, and sector level, with risk indices and mapping technology. The Global Risks Portfolio includes: Global Risks Forecast (daily analysis and forecasting service); 200 Indices and interactive Maps; Risk Atlases, Reports, analysis and scorecards; Risk calculators and dashboards; and a Policy Bank of Best Practices. The indices, maps and scorecards can be accessed through seven thematic Risk Atlases, which aggregate key issues and analysis for up to 198 countries. Advisory services and Sector resources are also available.

# **CHAPTER 20 - COMMODITY PRICING - All COMMODITY INCLUSIVE**

## **COMMODITY ORGANIZATIONS AND WEBSITES**

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## **YQ Matrix - website update**

<http://www.yqmatrix.com/>

Thierry Decocq, founder of YQ Purchasing, with the support of the University of Maastricht in the Netherlands, initiated the development of the YQ Matrix in 2009. YQ Matrix makes available, at mostly no charge, global prices, indices, and sourcing graphs on almost any product or raw material. Sourcing graphs vary from the simple to the complex. There are existing sourcing and price graphs that you can view, or you can create your own. Free graphs include: Price Evolutions (position different price trends on one single graph and find your most reliable price trend line reference), Biggest Supply Market, Cheapest Supply Market, and Growth (emerging markets). Subscription-level graphs include Procurement Price Performance vs. Market, Procurement Value Performance vs. Your Peers, and Supplier's Margins, to name a few. YQ Matrix tutorial videos are available on YouTube.com to help with creating charts, in addition to instruction manuals on the site. The "Web Prices on the Web" page provides a comprehensive and helpful list of links to other websites that publish raw material and prices free of charge.

## CHAPTER 21 - AGRICULTURE

### SUPPLIER IDENTIFICATION

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#### **U.S. Dairy Export Council Supplier Directory (Think USA Dairy - U.S. Dairy Export Council)**

New link: <http://www.thinkusadairy.org/applications/supplier-search>

To use the U.S. Dairy Export Supplier Directory, an interactive database, first select a product category. Then, refine your search by selecting products, attributes, and/or certifications.

### PRICING AND MARKET ANALYSIS

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#### **AgWeb - website/resource changes**

<http://www.agweb.com>

The Markets section of *AgWeb.com* provides a number of helpful resources. For example, under Market Prices, the Commodities Markets Center allows you to check futures prices for commodities on grains, livestock, oil, and more. Under Cash Prices, you can find the cash bids and basis levels for the five elevators closest to you. The Market News section provides daily updated news and analysis on commodities, various blogs and USDA News/ Reports. The *Market Weekly News*, under Market Analysis, includes a recap of the week's top market news, with commentary. *AgWeb.com* is part of Farm Journal Media, which includes its 137-year-old *Farm Journal*, along with *Top Producer*, *Beef Today*, *Dairy Today*, and *Implement & Tractor*. Farm Journal Media includes the televised programs *AgDay* and *U.S. Farm Report*.

### ASSOCIATIONS AND ORGANIZATIONS

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#### **U.S. Dairy Export Council (USDEC) - website redesign/update**

<http://www.usdec.org>

The U.S. Dairy Export Council (USDEC) "represents the global trade interests of U.S. dairy producers, proprietary processors and cooperatives, ingredient suppliers and export traders." For

members, it publishes the *U.S. Dairy Export Guide*, (under "Market Access" option), which is a resource that covers tariffs, import requirements for 90 countries, and product standards. Resources for trade policy agreements and issues are also available. Under "Research and Data," you will find various strategic, country, region, product, scientific, and patent research reports. The Market Data section includes commentary, prices, U.S. export data, trade flows, exchange rates and milk production. The Global Dairy Market outlook is a monthly compilation of the state of global dairy trade.

## CHAPTER 22 - CHEMICALS

### BACKGROUND INFORMATION

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#### ***The Chemistry Dictionary***

Chemicool.com

New link: <http://www.chemicool.com/>

When clicking on the link provided in the book you will get this message: "Oooops! Hennig Brand discovered phosphorus in 1669. You've discovered Chemicool's error page!!!" To get to the dictionary, scroll down to the bottom of the homepage for [www.chemical.com](http://www.chemical.com), and then click on "tools." This site is a helpful online resource for anyone seeking background information on chemicals. It was developed by David D. Hsu of the Massachusetts Institute of Technology. In addition to the dictionary, there are interactive melting and boiling point graphs, density and property graphs, and an interactive periodic table.

### SUPPLIER IDENTIFICATION

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#### **Chemical Engineering (CE) Buyers' Guide**

New link: <http://buyersguide.chemengonline.com/product/page/1?k=>

### PRICING AND MARKET ANALYSIS

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#### **Chemical Engineering's Plant Cost Index (CEPCI)**

New link: <http://www.chemengonline.com/pci-home>

### PUBLICATIONS

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#### **Chemical Engineering**

New link: <http://www.chemengonline.com>

## CHAPTER 23 - ENERGY

### BACKGROUND INFORMATION

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#### **American Gas Association (AGA) Glossary (update to include Knowledge Center)**

New link: <https://www.aga.org/knowledgecenter>

The AGA Glossary can be found in the "Knowledge Center" section. You can browse terms specific to natural gas, alphabetically. The Knowledge Center includes these very helpful sections for introductory material: Natural Gas 101, Reports and Studies, and Facts and Data. The Glossary is located in the Natural Gas 101 section, along with an "Additional Sources," section, which provides links to Association Links, the Buyers Guide, and Industry Facts and Stats.

#### **Oil and Gas Production Handbook: An Introduction to Oil and Gas Production, Transport, Refining and Petrochemical Industry**

ABB Oil and Gas, 2013

New Link: [http://www04.abb.com/global/seitp/seitp202.nsf/0/f8414ee6c6813f5548257c14001f11f2/\\$file/Oil+and+gas+production+handbook.pdf](http://www04.abb.com/global/seitp/seitp202.nsf/0/f8414ee6c6813f5548257c14001f11f2/$file/Oil+and+gas+production+handbook.pdf)

Available to download for free from the ABB website, the *Oil and Gas Production Handbook*, written by Havard Devold, provides basic information on the Upstream, Mainstream, Refining and Petrochemical processes.

### MARKET RESEARCH PROVIDERS THAT COVER ENERGY MARKETS

New Entry

#### **Energy Intelligence**

<http://www.energyintel.com/>

This 60-year-old publisher and research provider covers "issues and events affecting the global energy complex." Benchmark publications include: *Petroleum Intelligence Weekly*, *Oil Daily*, *Natural Gas Week*, *World Gas Intelligence* and *Energy Compass*. To see the entire list, select "Publications" from the navigation bar. Selecting the "Data" option will give you links to these Data Services (data sources), Interactive Data Analytics, Market Data, and Tools. The Research and Advisory page provides access to Retainer Services, Special Reports, Interactive Data Analytics, and the Energy Connect Directory which provides in-depth profiles of more than 500 active MENA-based (Middle east and North Africa) private and public energy companies. You can register to access selected articles, breaking news, webinars, daily pricing, blogs, reference tools, and daily news alerts. There is a nice Pay-Per-Article feature that allows you to purchase information without having a subscription.

### PUBLICATIONS

Page 222

#### ***Oil & Gas Journal***

PennWell Corporation

<http://www.ogj.com>

The last sentence of the entry has been changed to: The Research option under the OGJ Resources tab takes you to the PennEnergy Research page, where you can search or browse a comprehensive list of research products, for a fee, that include industry data, surveys, statistical tables, directories, databases, and forecast reports.

## CHAPTER 24 - METALS

### BACKGROUND INFORMATION

Page 230

#### ***Dictionary of Metals***

New link: <http://www.asminternational.org/store>

Type in the word "dictionary" in the search box. Published by ASM International, the *Dictionary of Metals* is an authoritative reference work for terms and definitions of metals, and terminology related to metals.

Page 231

#### **Mining Journal Online Knowledge Page**

The Mining Journal Online Knowledge Page is no longer available.

### PRICING AND MARKET ANALYSIS

Page 233

#### **CommodityMine - now InvestmentMine - Commodity and Metal Prices**

InfoMine, Inc.

<http://www.infomine.com/investment/metal-prices/>

InfoMine is a comprehensive resource that was developed in 1989 with the purpose of providing mining information electronically. Here you can find commodity price charts, along with news and top producing companies for Precious Metals, Base Metals, Steel Raw Materials, Minor Metals, Energy Metals, and Industrial Minerals. IntelligenceMine, is a mining intelligence subscription-based service for researchers, investors and suppliers. Here you can search and compare detailed data on mining companies, in addition to mines and projects.

(<http://www.infomine.com/intelligence/>).

Page 234

#### **London Metal Exchange - updated website information**

<http://www.lme.com>

The Welcome page on LME's (London Metal Exchange) website indicates that it "is the world centre for industrial metals trading. The prices discovered on our three trading platforms are used as the global reference price and both the metal and investment communities use the LME to transfer or take on risk, 24 hours a day." The LME Free Data Service (<https://secure.lme.com/data>) makes available official prices, opening stocks, daily index value, monthly averages, and price graphs for non-ferrous metals, steel, and minor metals. You must register for this service. Also offered through a subscription service are published prices and reports (<http://www.lme.com/pricing-and-data>). Coverage includes all contracts traded on the LME. The data is available through various licensed third party market data distributors and directly from LME.

## CHAPTER 26 - CONTINGENT LABOR AND PROFESSIONAL SERVICES

### BACKGROUND INFORMATION

Page 251

#### **Plunkett's Introduction to the Consulting Industry**

New link: <https://www.plunkettresearch.com/industries/consulting-market-research/>

### FEES, RATES, AND MARKET ANALYSIS

New Entry

#### **Pay Rate RangeFinder**

<http://www.staffingindustry.com/site/Research-Publications/Research-Topics/North-America/2014-U.S.-Pay-Rate-Rangefinder>

Staffing Industry Analysts has introduced a new tool that helps you determine what pay rate is appropriate for contingent workers. The workbook, which relies on government surveys, contains data on 820 detailed occupations for 403 metropolitan areas, allowing you to view roughly 200,000 pay range profiles. Membership required for access.

Page 253

#### **Kennedy Consulting Research and Advisory - update to include Kennedy Vanguard**

<http://www.kennedyinfo.com/consulting>

The Kennedy Vanguard assesses consulting firms in terms of the relative breadth and depth of service capabilities. Although Kennedy independently evaluates each provider according to a consistent set of criteria, the Vanguard displays all providers in relative positions. Example assessments: Human Capital Management Consulting Marketplace; Channel, Category and Sales Management Consulting; and IT Infrastructure Transformation Consulting.

#### **Other Salary and Wage Resources**

New link: <http://www.staffingindustry.com/Research-Publications/Blogs/>

Click on Subadhra Sriram's blog option. Select January 2014 in the Archives column.

### ASSOCIATIONS AND ORGANIZATIONS

Page 256

#### **Society for Human Resource Management - update**

<https://www.shrm.org>

The Contingent Staffing page mentioned in the entry, originally found under "HR Topics and Strategy," and then "Staffing Management," is no longer available.

## CHAPTER 27 - INFORMATION TECHNOLOGY

### ANALYST AND RESEARCH FIRMS

New Entries

#### **Constellation Research**



<https://www.constellationr.com/>

Constellation Research was founded in 2010 by Ray Wang and is self-described as being "passionate about how business models can be transformed by disruptive technology." Constellation's business research themes include: Consumerization of IT and the New C-suite; Data to Decisions; Digital Marketing Transformation; Future of Work; Matrix Commerce; Next Gen Customer; Technology Optimization; and Safety and Privacy. Research can also be filtered by Roles and Chief Procurement Officer and Chief Supply Chain Officer are two roles available. Technology Acquisition is an advisory service offering that includes these areas: Market landscapes, Short listing, Vendor selection, Contract negotiations, Service provider selection, and Service provider negotiations.

### **NelsonHall**

<http://research.nelson-hall.com>

Founded in 1998, NelsonHall is a leading and respected BPO and outsourcing analyst firm. NelsonHall provides sourcing analysis and research in these areas: Key Vendor Assessments, IT Outsourcing, BPO Market Development, Customer Management Services, Banking BPO, Healthcare and Insurance, Government BPO, HR Outsourcing, F&A (finance and accounting) Outsourcing, Legal Process Outsourcing, and Procurement Outsourcing. Vendor assessments provide analysis on leading vendors specifically so clients can identify shortlists based on detailed capability. NelsonHall started offering NEAT (NelsonHall Vendor Evaluation and Assessment Tool) reports in 2013. They are a suite of "speed-to-source" tools to assist strategic sourcing managers in assessing vendor capability. The NelsonHall Self-Service Forecasting Tool assists organizations in downloading market forecasts customized to their business requirements.

### **Ventana Research**

<http://www.ventanaresearch.com/>

Ventana Research heavily focuses on the needs of business technology buyers "who require research, education and benchmark services to inform their acquisition decisions." Of interest to procurement is the Ventana Research Value Index, which assesses the value of software designed specifically for the business process or function on which it focuses. The Value Index (there are eleven product/software categories) evaluates the software in seven key categories: usability, manageability, reliability, capability, adaptability, vendor validation, and TCO/ROI. IT and Business-focused research is provided, as well as research covering Business Analytics, Big Data, Business Collaboration, Cloud Computing, Mobile Technology, and Social Media.

Page 258

### **451 Research - updated research channels**

<https://451research.com>

The name of this company, 451 Research, is inspired by the Ray Bradbury novel, *Fahrenheit 451*. 451 Research "focuses on the business of enterprise IT innovation." Current 451 Research channels include: Cloud and IT Service markets; Datacenter Technologies; Data Platforms and Analytics; Development, Devops and Middleware; Enterprise Mobility; Enterprise Platforms and Infrastructure Software; European Services; Information Security; Mobile Telecom; Multi-Tenant Datacenter; Networking; Service Providers; Social Business Applications; and Storage. The parent company, 451 Group, purchased well-known global connectivity and mobile research provider Yankee Group in 2013.

## **Computer Economics - print publication ceased**

<http://www.computereconomics.com/>

Publication of the printed Computer Economics Report ceased on December 31, 2014. All reports featured in the Computer Economics Report continue to be available in electronic format on their website.

Page 259

## **Frost & Sullivan - coverage update**

<http://www.frost.com>

Frost & Sullivan refers to itself as a growth partnership company and covers multiple industries (also described in Chapter 10, Industry and Market Research). The company was founded in 1961, and initially analyzed emerging technologies. Its Information & Communication Technologies practice covers big data, cloud computing, communication services, conferencing and collaboration, digital identification, digital media, mobile and wireless, space and communications, IT applications and services, network security, customer contact, and unified communications markets.

Page 260

## **Gigaom - Knowingly Acquisition**

<http://gigaom.com>

On March 9, 2015, Gigaom Management posted a note to their readers with this opening statement: "Gigaom recently became unable to pay its creditors in full at this time. As a result, the company is working with its creditors that have rights to all of the company's assets as their collateral. All operations have ceased." If you read it now, you will see this text in red: "The information below is no longer current," with a link to a post entitled "Gigaom Acquired by Knowingly Corp," dated May 22, 2015. The opening statement of this text reads: "Knowingly Corp, an Austin-based Internet startup, announced today that it has acquired a portion of the assets of Gigaom. These assets include the website, [gigaom.com](http://gigaom.com), as well as the content library." Gigaom research provides analyst access and analysis, and content, for individual and corporate subscribers. Blog research channels that provide comprehensive, frequently updated news and analysis posts include: Cloud, Mobile, Social, Internet of Things, and Data. "Buyer's Lens" is a research area that "focuses on the impact of emerging technology on IT and business technology buyers." Data Connect offers market data and charts from Gigaom research.

## **HfS Research - service offerings update**

<http://www.hfsresearch.com>

HfS Research is an analyst firm that covers global business services and the outsourcing industry. The published research can be filtered by Topic, Analyst, or Service Provider. Examples of Topic categories include Analytics, Big Data, and BI; Contracts, Negotiations, and Pricing; Deal Analysis; Procurement; SaaS; Service Provider Analysis; and Location Analysis, to name a few. PriceIndicator provides short, long-term, or transitional outsourcing price data for industries and services, including BPO and ADM (Application, Development, and Maintenance). The Provider Capability Blueprint (PCB) is the research methodology used to evaluate service provider marketplaces. HfS also offers advisory services, events, and the excellent "Horses for Sources" blog. Services are mostly fee based. Research is both free and fee-based.

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### **Ovum - merger update**

<http://ovum.com>

In May 2014 Informa Telecoms & Media Research and Ovum merged to create a single, analyst house focused on converging IT, telecoms and media markets, making Ovum part of the Informa Group. Research channels include Telecoms, Media and Entertainment, and IT.

## **RESOURCES THAT ANALYZE THE ANALYSTS**

New Entry

### **Kea Company**

<http://www.keacompany.com>

Kea Company is a global advisory firm that delivers influencer relations and strategic guidance for vendors of high tech products and services. Of interest to technology buyers, Kea produces the annual Analyst Value Survey (AVS), which details how people value different analyst firms like Gartner, Forrester, and many mid-sized firms. Buyers of these expensive services can use the AVS to understand which analyst firms are really driving value. The study shows which organizations are delivering the best value for money and the best insight for almost any technology market space. The IT analyst competitive landscape is constantly evolving and changing and the AVS helps IT buyers and decision-makers keep current. The AVS is an open public survey. For the 2014 survey, over 1100 users told Kea how they felt about the technology analyst research firms.

Page 262

### **Institute of Industry Analyst Relations**

<http://analystrelations.org/>

The Institute of Industry Analyst Relations (IIAR) introduced the "Tragic Quadrant," which graphically depicts analyst assessments based on impact, relevance, and interaction.

## **CROWDSOURCED AND OPEN SOURCE COMMUNITIES**

Page 263

**BestVendor** was purchased by DocStop in August 2013 and integrated into its vendor discovery service ExpertCircle (<http://www.expertcircle.com/>).

## **GENERAL IT PUBLICATIONS AND WEBSITES**

Page 264

### **CIO - website redesign**

<http://www.cio.com>

The navigation bar allows you to select "trending" options such as Big Data, Cloud, Careers, Consumer Tech and IT Strategy. CIO is a critical publication that covers all areas involved with IT decision-making.

### **Computerworld - website redesign**

<http://www.computerworld.com>

The navigation bar allows you to select a trending topic. A dropdown feature shows the 5 or 6 stories that are currently popular. There is search functionality, which will be useful with the new

design. Computerworld is a technology news and information industry standard that has been around for more than 40 years.

### **InfoWorld - website redesign**

<http://www.infoworld.com>

InfoWorld focuses on emerging enterprise technologies. Topics on the navigation bar include: App Dev, Cloud, Data Center, Mobile, Open Source, Security, Deep Dives, Reviews, and Resources/White Papers. The Deep Dives are in-depth special reports, where you can filter the library by topic and Resource Type or do a keyword search. The Reviews section provides the latest technology reviews. Using the search feature is the best way to locate a specific technology product or service.

## **CHAPTER 28 - LOGISTICS**

### **BACKGROUND INFORMATION**

Page 270

#### ***Dictionary of International Trade: Handbook of the Global Trade Community - new edition***

World Trade Press, 2014, 11th Edition

The *Dictionary of International Trade* is an invaluable resource for learning about global trade. The book is actually one-third dictionary and two-thirds encyclopedia. Important features include: Security Section covering C-TPAT, FAST, PAPS, PARS, 24-Hour Rule and more; Guide to Outsourcing; Illustrated Guides to Ocean Freight Containers; Air Freight Containers, Truck Trailers, and Railcars; Supply Chain Security section; International Contracts; WTP Illustrated Guide to Incoterms® 2010; 24 page Guide to Cargo Insurance; and International Standards Organizations listing. The Resources for International Trade and Web Resources sections are particularly helpful with detailed, comprehensive lists of books, directories, periodicals, reports, and websites.

Page 271

#### **Official Harmonized Tariff Schedule**

United States International Trade Commission (USITC)

New link: <http://www.usitc.gov/tata/hts/index.htm>

### **PRICING AND MARKET ANALYSIS**

New Entries

#### **The Agility Emerging Markets Logistics Index**

<http://www.agility.com/EN/About-Us/Pages/Agility-Emerging-Markets-Logistics-Index-2015.aspx>

This source “uses economic and trade data, social indicators and transport development to rank 45 emerging markets countries for their potential as logistics markets. The Index’s annual survey shows the regions, countries and industries where global logistics executives see the greatest growth potential and risk in the year ahead” (website).

## **FTR**

<http://www.frintel.com/>

FTR is a freight transportation intelligence company. FTR provides subscription services to freight and equipment focused reports and databases. Equipment Focus forecasting publications include *Truck and Trailer Outlook*, *Rail Equipment Outlook*, and *Equipment Focus Bundle*. Freight Focus publications include *Shippers Update*, *Trucking Update*, *Intermodal Update*, *Rail Update*, and *Freight Focus Bundle*. State of Freight Insights provide commentary and analysis on key issues on transport economics. Sample reports can be downloaded. Also produced are the FTR's Trucking Conditions Index and FTR's Shippers Conditions Index. FTR's freight market data forecasting tool, Freight-cast, "was developed by estimating the movement of (virtually) all items with weight in the economy, measuring several critical movements of freight transportation in the United States."

Page 274

### **Airlines for America—Jet Fuel Price Volatility**

Airlines for America's (A4A) link to the Argus US Jet Fuel Index is no longer available.

## **ASSOCIATIONS AND ORGANIZATIONS**

Page 283

### **American Society of Transportation & Logistics (AST&L)**

<http://www.astl.org>

APICS and American Society of Transportation and Logistics (AST&L) announced on May 5, 2015, that the boards of directors of both organizations have approved an agreement in which AST&L will merge with APICS upon ratification by an AST&L member vote. One of the benefits of the merger is uniting APICS' Certified in Production and Inventory Management (CPIM), Certified Supply Chain Professional (CSCP), Supply Chain Operations Reference (SCOR) framework, SCOR Professional (SCOR-P) brands with AST&L's three credentials including the Certified in Transportation and Logistics (CTL) designation (website).

## **CHAPTER 29 - MARKETING**

### **AGENCY, ADVERTISER, AND MEDIA SUPPLIER IDENTIFICATION**

Page 291

#### **Ad Age's Cable Guide**

New link: <http://adage.com/lookbook/section/cable-broadcast/1094>

The Cable Guide provides a look at the media opportunities of leading cable networks, their programming, and audience.

### **RATES, SPENDING DATA, AND MARKET ANALYSIS**

Page 294

#### **eMarketer - new categories, website redesign**

<http://www.emarketer.com>

eMarketer covers digital marketing, media, and commerce for top brands, agencies, and media, and provides data and insights on how consumers spend time and money. Research categories (under Research Topics on navigation bar) include: Advertising Budgets and Spending; B2B

Marketing; Content Marketing; Demographics; Display Marketing; Ecommerce and Retail; Email Marketing; Industries; Marketing Technology; Media and Device Usage; Mobile and Tablets; Search Marketing; Social Media; and Video.

Page 295

### **TVB Trends and Adspend - resource change**

New link: <http://www.tvb.org/trends>

The Television Bureau of Advertising (TVB) provides, in the Trends channel, the health of the television medium over the years, changes in consumer behavior, and economic indicators.

## **CHAPTER 30 - MAINTENANCE, REPAIR, AND OPERATIONS, AND FACILITIES MANAGEMENT**

### **SUPPLIER DISCOVERY**

Page 306

#### **AmazonSupply - upgraded to Amazon Business**

<http://www.amazon.com/b?node=11261610011>

AmazonSupply has been upgraded to Amazon Business, a new B2B marketplace for businesses on Amazon.com. This new platform allows for registered business customers to have access to a growing number of business-only products with exclusive and/or discounted pricing. Individuals or groups of users can be managed and connected to share payment and shipping methods. Order approval workflows and individual spending limits can be customized and purchase order numbers can be used for record keeping.

### **COSTS PRICING AND MARKET ANALYSIS**

Page 307

#### **Whitestone Facility Cost References - updated information**

<http://www.whitstoneresearch.com/Books>

Whitestone Research provides facility cost research products and services. The *Facility Maintenance & Repair Cost Reference* provides detailed maintenance and repair costs for 74 building types in more than 400 North American and international regions. Data is included for over 1,700 building components, more than 30 trades, and more than 4,900 maintenance tasks. The *Facility Operations Cost Reference, North American Version* profiles operations costs for 74 building types in all major North American regions. The *Facility Operations Cost Reference, International Version* provides detailed operating costs for 74 asset types in more than 150 international locations. Whitestone offers CostLab, a cost analytics tool, which forecasts operating and maintenance costs for every asset type in more than 400 locations, worldwide.

## **CHAPTER 31 - TRAVEL AND MEETINGS**

### **PRICING AND MARKET ANALYSIS**

Page 317

#### **Aberdeen Group**

<http://www.aberdeen.com>

Louis Berard, who frequently covered Travel and Expense Management (T&E), is no longer with Aberdeen Group. Aberdeen still covers this area. Using the term "travel" in the search box will pull up all relevant reports on T&E Management.

### **BCD Travel/Advito Industry Forecast - website redesign**

<http://www.bcdtravel.com>

The annual *Advito Industry Forecast* provides travel price range benchmarks for major markets around the world. Updates are provided quarterly. Global current situation, outlook, and recommendation sections are provided for air, hotel, meetings, car rental, and rail. The data is comprehensive and presented in an easy to read format. The *Forecast*, along with other helpful reports, can be located and downloaded by hovering over "Resources" on the navigation bar, then selecting "Knowledge Center." From here select the option to download white papers.

Page 318

### **Global Business Travel Association BTI Outlook Reports - website redesign**

<http://www.gbta.org>

At the Global Business Travel Association (GBTA) website, select "Resources" in the navigation bar. Next, hover over the "Resources" option and select "GTBA BTI Outlook Reports." The reports from the GBTA project aggregate business travel trends and track business travel spending. The United States reports are published quarterly and Brazil, China, and Western Europe reports are published semi-annually. GBTA members can access the reports for free, while non-members need to purchase them.

### **Hotels.com Hotel Price Index**

New Link: <http://www.hotel-price-index.com>

## **PUBLICATIONS AND WEBSITES**

Page 320

### **Successful Meetings - website redesign**

<http://www.successfulmeetings.com>

Successful Meetings is an online source for news and information for meetings, conventions, incentives, and trade show professionals. The Strategy section includes articles about negotiation and contracts. Research and white papers can be found in the News section, along with hotel and destination updates.

## **NOTES**

1. "How to Create an Effective Strategy for the Dow Jones Sustainability Index," *Sustainability Reporting Examiner*, Feb. 4, 2014, <http://www.sustainabilityreportingexaminer.com/how-to-create-an-effective-strategy-for-dow-jones-sustainability-index-filings/>