

# BARC Score

## Integrated Planning & Analytics (IP&A)

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### Abstract

A challenging economic environment continues to create demand for planning and performance management solutions. Planning, budgeting and forecasting are important elements of corporate management to align operational business with strategic corporate objectives. In recent years, the dynamics of markets and competition have increased rapidly and many companies are struggling to keep pace. In particular, corporate planning and forecasting are more essential than ever to cope with increasing dynamics. Well-founded decisions based on current forecasts and data analytics, the efficient evaluation of possible future developments in scenarios and simulations as well as the automation of processes and the relief of planners are becoming massively more important. However, successful corporate performance management (CPM) requires comprehensive planning and forecasting, analytics and business intelligence (BI) functionality.

This BARC Score focuses on the market for integrated planning and analytics (IP&A) products and portfolios. The combination of these topics is of great importance for a growing number of companies. Based on countless data points from various BARC surveys and many analyst interactions, vendors are rated on a variety of criteria, ranging from portfolio capabilities and architecture to sales and marketing strategy, financial performance and customer feedback.

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## Overview

Markets and competition today are highly dynamic and complex, and the future is characterized by uncertainty. Satisfying customer needs and securing solvency in volatile markets both require quick decisions and decisive action.

Increasing dynamics demand adjustments to corporate management to meet growing requirements – including planning and forecasting as well as performance management. A dynamic environment requires flexible decision support and short-term updates of targets and forecasts. To meet these challenges, corporate planning and forecasting need to be carried out efficiently, more integrated, in shorter cycles and must be updated quickly for well-founded decision-making. This cannot be achieved without sound software support.

Decision-makers need up-to-date and high-quality information to cope with increasing dynamics. The efficient provision of information as well as a high degree of adaptability to changing conditions and requirements are essential goals that companies are currently pursuing. To remain capable of making good decisions quickly, organizations must update their plans and forecasts frequently and integrate tightly.

In particular, the integration of corporate planning and its integration with analytics is becoming a decisive competitive factor for sound decision-making. The integration of corporate planning (e.g., strategic, financial and operational planning) and its integration with analytics (IP&A) in common platforms is essential to optimally support modern and integrated corporate management. To avoid time-consuming and error-prone data transfer processes between software systems, an integrated database for actuals and plan data represented in a consistent data model forms the basis for integrated software solutions ('single point of truth'). The centrally harmonized master data provides a single, common data basis for planning and analytics as well as other CPM processes such as financial consolidation and risk management.

However, the reality in many companies is that IP&A is an often proclaimed but seldom achieved goal. As of today, just 45 percent have largely automated or fully integrated both areas and four out of five companies have to carry out time-consuming data transfers between planning and analytics for important analyses or to check the achievement of objectives. Reasons such as internal policies or difficulties with historically grown system landscapes could account for this. So, Excel, as the lowest common denominator, is often the default first choice for integrating planning with analytics. However, the lack of coherence of data and functionality resulting from using multiple tools for planning and analytics, and using Excel instead of specialized software tools, are frequently cited reasons for user dissatisfaction, inconsistencies and error susceptibility with planning and analytics in companies today. BARC research studies continuously reveal that companies consider the improvement of the software they use to be an important investment for optimizing planning, forecasting and analytics.

The software market for IP&A products is highly competitive. Besides international software vendors offering their planning and analytics portfolios worldwide, there are many local specialists challenging the big vendors. This report analyzes the strengths and challenges of all the larger and leading IP&A software vendors that offer outstanding value to their customers.

In addition to buying a modern IP&A platform, organizations should have a CPM and analytics strategy that goes well beyond an architecture blueprint to include non-technical and emerging business-user-oriented requirements, alignment with corporate strategy, organizational models, outcome-based priority settings and a proper roadmap. The shift in CPM and analytics strategies toward unified CPM processes, cloud-based deployments, self-service in finance and controlling departments as well as artificial intelligence (AI) and machine learning (ML) supported decision-making are also reflected in the latest features being added to leading platforms.

Still, when it comes to kicking off or expanding an IP&A program, the initial focus almost always lies on the required toolsets. While this may not always be the ideal starting point, a platform, portfolio or product decision has to be made at some stage. This document will help with the selection process by evaluating the market leaders and most used product sets for IP&A.

## Inclusion Criteria

To be considered for inclusion in this BARC Score, products must align with BARC's definition of integrated planning & analytics (IP&A). Moreover, there are two separate categories of inclusion criteria: the first is associated with a vendor's product capabilities and portfolios and the other is linked to the market presence and financial results relating to those products.

Functionality for planning (including write-back of planning data to a central database and other advanced planning features such as workflows, forecasting and simulation) is the 'entrance ticket' to be evaluated in this BARC Score. Moreover, a vendor has to supply additional functionality for at least three out of four analytics technologies from the following list in a solution not merely focused on one industry or use case:

- Reporting
- Ad hoc query and analysis
- Dashboarding
- AI/ML insights and predictions

All steps of planning, budgeting and forecasting processes, such as the creation of a planning model and model provision, creation of planning masks and definition of planning processes (workflows) as well as user functionality for planning (e.g., plan data entry, comments, forecasting and simulation), reporting, analysis and dashboarding must be accessible and usable by business users. Seamless integration between all components is required.

In addition, a vendor must have at least 250 productive customers and generate a minimum of 25 million EUR in revenue per year (software revenue) with the evaluated product set in this BARC Score, spread across Europe and at least two additional geographies. Furthermore, the product set must have a significant number of implementations and license or subscription revenues worldwide across different geographies to be considered as global. We consider the following regions as individual geographies:

- Europe, Middle East and Africa
- North America
- Latin America
- Asia-Pacific

There is no differentiation between on-premises offerings and cloud-based product sets.

# Evaluation Criteria

Every vendor is evaluated on two dimensions: Portfolio Capabilities and Market Execution. Each represents one axis on the BARC Score. These two dimensions include the following sub-criteria.

## Portfolio Capabilities

In general, Portfolio Capabilities reflect functional and architectural criteria. A special emphasis is placed on the seamless integration of planning and analytics functionality within the vendors’ product portfolios. An additional and important evaluation criterion is ease of use for business users.

The Portfolio Capabilities criteria selected to rank the vendors in this BARC Score include the following technologies and their corresponding weightings:

Criteria	Weighting
<b>Planning, budgeting and forecasting</b>	High
<b>Ease of use for business users</b>	High
<b>Portfolio evaluation</b>	High
<b>Infrastructure evaluation</b>	Medium
<b>Ad hoc query and analysis</b>	Medium
<b>Reporting</b>	Medium
<b>AI/ML insights and predictions</b>	Medium
<b>Dashboarding</b>	Low

**Please note: Only vendor-distinct functionality is rated in our vendor portfolio ratings, not that of integrated OEM products or partner solutions.**

### Planning, budgeting and forecasting

Planning, budgeting and forecasting are indispensable for managing business in general and corporate performance in particular. By directly comparing actual and planned figures, companies can effectively monitor the progress and impact of their planned actions and adjust their goals accordingly.

An essential software requirement for planning is to write back planning data from planning masks in the front end to a planning data model in a central database. The planning model consists of planning structures (master data), key figures and planning logic, and combines different strategic, operational and financial plans. All steps of planning processes, such as the creation of a planning model and model provision, creation of planning masks and definition of planning processes as well as user functionality for planning are supported by planning solutions. The coordination of the various planning activities and planners involved is handled by process control functionality (workflow). For plan data entry and

within the planning process, specific planning functionality is provided (e.g., data allocation, comments, forecasting and simulation).

Because increasing dynamics and complexity demand adjustments to corporate planning and decision support to flexibly meet growing requirements, short-term updates of targets and forecasts as well as sophisticated scenario-based analyses are indispensable today. That is why advanced planning topics such as the comprehensive integration of corporate planning (financial planning, operational planning and strategic planning), the automation of forecasts leveraging predictive algorithms and ML models (predictive planning and forecasting) and driver-based simulations are of such huge importance to many companies now.

## Ease of use for business users

Ease of use considers the general user-friendliness of an IP&A product for business users in areas such as model and business logic design, screen generation, content development and administration in business departments (self-service). Unified interfaces with a clear and modern design are required to attract business users. Good integration between all components and reliable performance are vital for productivity in content creation – from plans to reports and dashboards and beyond. In business-user-oriented products, coding must be optional and guided navigation should be available rather than expecting users to locate and open wizards and menus. In addition to an assessment by experienced analysts, we take into account customer feedback from BARC's 'The Planning Survey' and 'The BI & Analytics Survey' (the *Ease of Use* KPI). This criterion is included because ease of use for business users is often a very important consideration in software selection processes.

## Portfolio evaluation

Portfolio evaluation includes assessing each vendor's overall portfolio from a customer perspective. The perspective of power users and casual users is important when rating IP&A platforms. Therefore, we analyze the integration between the system components comprising the platform as well as the consistency of user interfaces and experience across all modules. The product's lifecycle and maturity are also assessed as this yields insight into quality and stability.

A state-of-the-art IP&A platform must have consistent user interfaces and provide integrated functionality for planning, budgeting and forecasting as well as reporting, analysis and dashboards. Consistency and seamless integration are important criteria for the optimal support of CPM processes and corporate management. Planning is generally not possible without reporting (e.g., results reports or reports on intermediate results) or analysis functionality (e.g., analyses of planned and actual values). Having all planning and analytics functionality in one integrated product on one database is certainly preferable to an integration, for example, at database level between different products with the need for ETL processes to transfer data.

Moreover, the product's lifecycle and maturity are assessed. Customers often complain about reliability and stability in early product releases. Early versions are rarely as functionally rich as mature products so they usually do not meet all their customers' functional requirements. And sometimes vendors offer mature products that are no longer being enhanced with innovative, new features. As a consequence, they may not fulfill new and emerging requirements.

## Infrastructure evaluation

A modern IP&A platform must serve numerous usage scenarios and expanding user numbers as well as growing data sources and volumes. Infrastructure evaluation focuses on the overall architecture of each vendor's product portfolio and includes a broad range of technical criteria. Of particular interest here

are the integration of the various components from the perspective of front-end users as well as at infrastructure levels, including data access, models and metadata. A sophisticated system architecture has to allow for efficient scaling if the data volume or the number of users increases without compromising performance or requiring huge hardware investments.

Furthermore, a modern IP&A platform must be open in the back end to integrate internal and external data from different data sources (e.g., via predefined connectors and ETL) but also in the front end to integrate with widely used BI and analytics solutions such as Microsoft Power BI, Qlik and Salesforce Tableau (e.g., leveraging APIs). Integration with Microsoft Power BI seems to be increasingly in demand in our experience.

Finally, support for different platforms, the range of deployment options (e.g., cloud, on-premises, hybrid), performance optimization techniques and security settings are considered in this evaluation. Performance plays a particularly important role in user satisfaction, acceptance and perceived usability, and ultimately in the value created from data.

## Ad hoc query and analysis

The continuously growing number of data sources to consider and the variety of analytics questions to answer based on them is raising the demand for methods to analyze financial and operational data in-depth and quickly. Business users need a powerful toolkit of methods to analyze and to intuitively dig deep into the available data.

In many cases, business users require greater interactivity than they can get from predefined (standard) reports and dashboards. Ad hoc query and analyses allow business users to intuitively dig into the available data. Next to basic analysis methods (e.g., filtering, ranking, conditional formatting, etc.) and navigation in data, traditional online analytical processing (OLAP) provides dimensional data views, which make it easy for users to drill down, drill across and pivot dimensions as well as apply sophisticated calculations without scripting. While not discussed much these days, dimensional analyses are still widely used and extremely valuable to many. Moreover, interactive visual exploration allows users to quickly scan significant amounts of data for patterns, outliers and clusters, or even to quickly understand what is in a data set.

Bringing analytics to a greater number of users is a major trend, particularly to power users in business departments. Augmentation and guidance are therefore gaining in importance to support non-technical users in analysis tasks and query creation. Automated insights speed up time to insight by making use of ML to highlight the most important insights in data, guiding users through possible analysis steps and giving answers beyond questions asked explicitly. Patterns and outliers are detected in the background and are presented to users in a meaningful way – increasingly supported by modern functions such as natural language query (NLQ) so they can type their questions into a search bar or even leverage speech recognition instead of using query languages such as SQL or creating wizard-based data queries.

## Reporting

Virtually every planning and performance management product is able to provide different types of reports (standard reports, ad hoc reports, data stories, etc.). However, depending on the individual use case and customer requirements, advanced reporting features might be required, for example, for formatted, print-oriented reports.

Formatted standard reports are usually page-oriented reports with a standardized format. They run on regular schedules, are triggered by alerts or on demand by user requests. Formatted reports include static (exported) as well as dynamic reports with filters and a predefined, reader-oriented layout. Precise

control over layout components such as pixel-perfect placement and numerous printing options are required (e.g., page optimizations).

Not all reports are subject to formal layout criteria. Day-to-day business often requires quick and dynamic responses to questions that arise. Ad hoc reports therefore focus on quickly communicating the results of analyses without adhering to a formal format or layout.

Distribution of the content created must be readily available to feed all communication channels. Distribution must include bursting static and page-oriented PDF reports as well as exports to various formats, such as Excel files, often delivered via email. Triggers for data-driven alerts, scheduling and bursting are required to reach a broad number of users. Recently, integration with collaboration tools such as Microsoft Teams has grown in importance for customers and vendors alike.

## AI/ML insights and predictions

AI and ML enable users to analyze large amounts of data quickly and to create valuable predictions that can inform decisions on all levels. Various integrated algorithms scan the database searching for patterns used for predictions and the automation of repetitive or manual processes. Moreover, modern platforms must provide the facilities to integrate analytical models created in popular languages (e.g., Python, R) in the presentation as well as in the data loading stage.

Besides trained data scientists and statisticians, business power users are also demanding more statistical algorithms for data analysis and predictions within planning and forecasting processes. In contrast to data scientists, these users do not typically design or code algorithms but use predefined ML algorithms instead. In the context of planning and forecasting, AI and ML often focus on automated predictions based on historical data, outlier detection or intelligent insights into business drivers, data and data connections. For many vendors, AI- and ML-augmented planning and decision support are now important areas of investment for future development. This also includes leveraging conversational experiences and generative AI for planning to better support and guide users.

## Dashboarding

Dashboards (also referred to as cockpits) provide graphical overviews of key performance indicators (KPIs) combined with the ability to drill down to details. Modern platforms allow the creation of more sophisticated guided analytical applications to attract users of all skill levels in all business areas.

More and more vendors are now offering additional presentation formats for data such as stories and representations of the most important KPIs without the need to build a specific dashboard. For example, data stories combine findings and visuals from analyses and reports into a compelling narrative presented in an interactive manner.

With the increased use of mobile devices, modern IP&A platforms also offer better support for consuming mobile content and displaying information by, for example, supporting responsive design layouts. For consumption on all devices, responsive design for all display types is vital.

Finally, many platforms now offer integration with dashboarding solutions such as Microsoft Power BI, Qlik and Salesforce Tableau to provide more comprehensive options for advanced dashboards and visualizations.

## Market Execution

On the Market Execution axis, we rate the IP&A vendors in this BARC Score using the following criteria and corresponding weightings:

Criteria	Weighting
<b>Product strategy</b>	High
<b>Customer satisfaction</b>	High
<b>Financials</b>	Medium
<b>Geographical coverage</b>	Medium
<b>Ecosystem</b>	Medium
<b>Sales and marketing strategy</b>	Low
<b>Organizational strength</b>	Low

### Product strategy

This is the most important of all the criteria. Vendors are rated on the clarity and completeness of vision for their IP&A offering, product roadmap and innovation, as well as the alignment of the company portfolio with current market trends and demands.

### Customer satisfaction

Here, we include the *Customer Satisfaction* KPIs from BARC’s annual customer feedback surveys (e.g., ‘The Planning Survey’, ‘The Financial Consolidation & Group Accounting Survey’ and ‘The BI & Analytics Survey’). These take into account price-to-value, recommendation, vendor support, implementer support, product satisfaction and sales experience ratings reported by customers. The ratings of vendors that provide more than a single product are combined into a single rating. Vendors not included in the BARC customer feedback surveys (e.g., due to a limited number of survey responses from their customers) receive an average rating. This average rating stands for “satisfied” and does not negatively affect their score.

### Financials

This criterion covers the financial position of a vendor, from market capitalization, cash position and EBITDA to profitability, burn rate and investment rounds. For vendors that are private companies or do not break out the numbers for individual product lines, estimated figures are used. This category includes a scaled overall assessment of the vendor’s financial performance.

## Geographical coverage

Vendors are evaluated on their global presence. We look at the various geographic regions and major countries in which the company conducts business with both a sales and marketing presence as well as development and support functions.

## Ecosystem

In this category, we evaluate the extended ecosystem in which the vendor participates. This includes business partner networks, hardware or cloud infrastructure providers, consulting firms and systems integrators as well as other technology alliances.

## Sales and marketing strategy

To rate a vendor's sales strategy for IP&A, we look at the various channels through which the company goes to market: with both direct and indirect sales teams, as well as through distributors, value-added resellers (VARs), online channels and OEM relationships. We also evaluate the vendor's product pricing and sales models, such as perpetual licensing, support subscription, open source and freemium.

A vendor's marketing strategy is evaluated by rating its corporate and product messaging, the company's presence in media, advertising and social networks, as well as its ability to run events, such as conferences, seminars, roadshows and webinars.

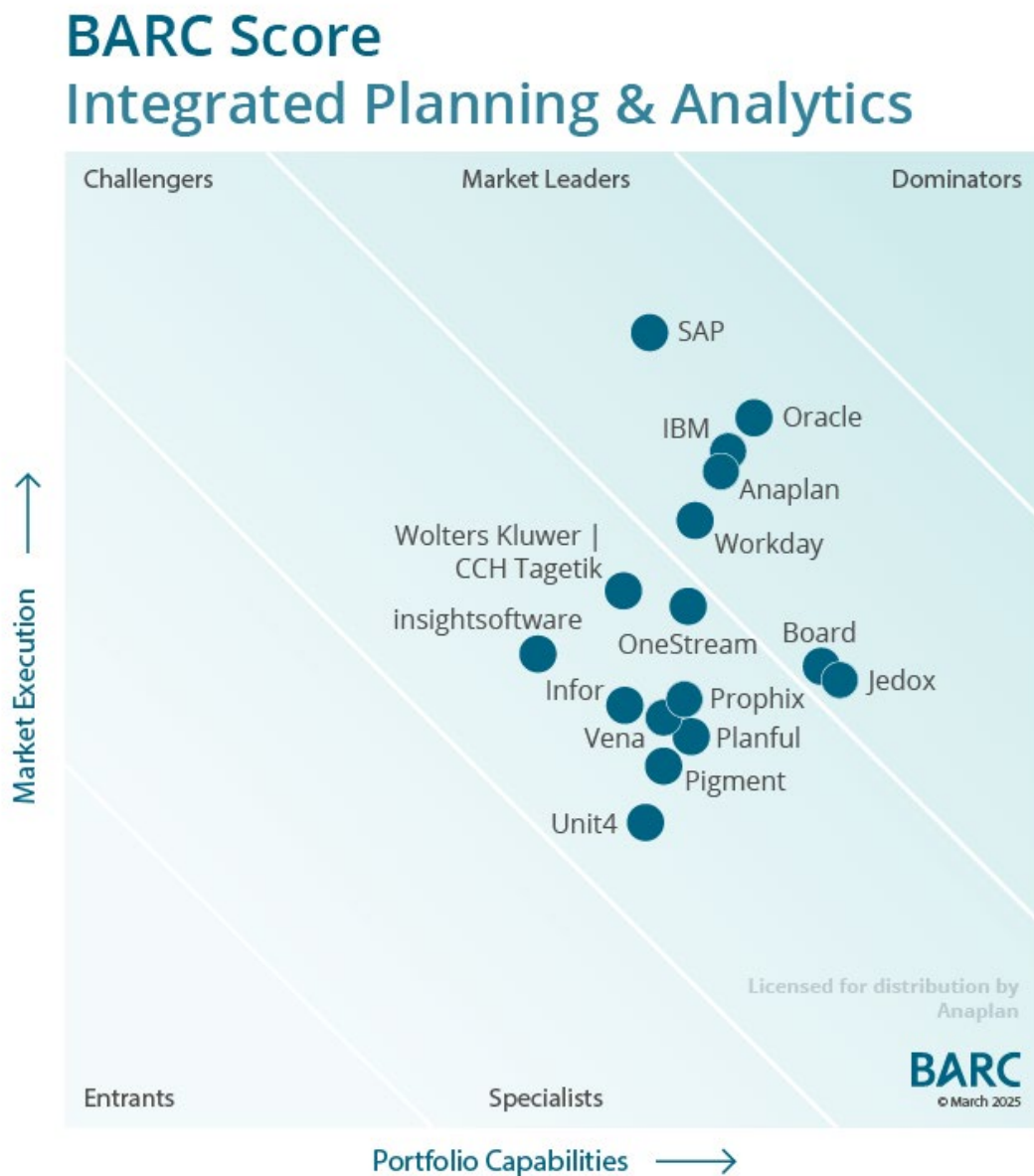
## Organizational strength

Vendors are rated on their organizational stability, which is influenced by consistency of corporate strategy, continuity of executive leadership, but also staff turnover, reorganization and layoffs.

## Score

Calculating the individual ratings for all criteria and all vendors produces two scores per company: the Portfolio Capabilities score and the Market Execution score, each being plotted on the corresponding axis and thus resulting in the vendor's dot on the following BARC Score graphic.

**Please note: Only vendor-distinct functionality is rated in our vendor portfolio ratings, not that of integrated OEM products or partner solutions.**



Disclaimer: BARC Score is published by BARC GmbH (BARC). This chart is part of a larger research document, which contains explanations of the methodology and criteria behind the chart, and should be viewed in the context of the full document. BARC does not endorse any of the vendors featured in its research documents, and does not advise readers to select only those vendors with the highest ratings. Vendors appearing in the bottom left corner of this chart are market entrants or specialists and should not be interpreted as inferior. Those vendors in the top right area are not necessarily superior, but have strong portfolio capabilities and market execution.

**Figure 1: BARC Score Integrated Planning & Analytics (IP&A)**

## Score Regions

Vendors can be positioned in one of five regions, depending on their total score on each of the two axes.

### Dominators

Dominators are vendors that drive both technology and market adoption in a highly influential manner. They possess both a broad portfolio of market-leading and dominating products with a strong brand as well as a robust commercial prowess through best-in-class sales and marketing programs, an extensive ecosystem of business partners and alliances, and a rock-solid financial position. Dominators are considered a contender in virtually every planned implementation.

### Market Leaders

Market Leaders are well established vendors that drive strong market adoption, supported by technology innovation and strategic acquisitions and by leveraging robust account management and a solid track record. Their portfolio enjoys high brand awareness in the market and covers an extensive range of technologies and services with only few gaps. Market Leaders typically have a large market share, making them a viable contender in almost all implementation scenarios.

### Challengers

Challengers come in various shapes and sizes. They can be large vendors tapping into a new market by acquisition and pushing their way in with force, small innovative companies with a promising portfolio but limited sales and marketing resources, or vendors that attempt to disrupt a market with a new technology approach or different business model.

### Specialists

Specialists are usually smaller vendors with a portfolio focused on a specific market segment. They can be either limited in their technical capabilities by concentrating on certain features and functions, or they may only focus on select geographic regions rather than the global marketplace.

### Entrants

Entrants are usually startups with limited reach and visibility in the market. Their product capabilities are incomplete when compared to competitors, and their long-term market potential is still unproven.

## Evaluated Products

The latest versions of the following products are evaluated in this BARC Score:

Vendor	Evaluated Product(s)
<b>Anaplan</b>	Anaplan
<b>Board International</b>	Board
<b>IBM</b>	IBM Planning Analytics IBM Controller IBM Cognos Analytics
<b>Infor</b>	Infor EPM Infor Birst
<b>insightsoftware</b>	Bizview, Calumo, Certent, Clausion, CXO, Fiplana, IDL, JustPerform, Logi Analytics, Longview, Power ON, Viareport and additional insightsoftware portfolio products
<b>Jedox</b>	Jedox
<b>OneStream, Inc.</b>	OneStream
<b>Oracle</b>	Oracle Cloud EPM Oracle Hyperion EPM Oracle Analytics Cloud Oracle Analytics Server
<b>Pigment</b>	Pigment
<b>Planful</b>	Planful
<b>Prophix</b>	Prophix
<b>SAP</b>	SAP Analytics Cloud SAP S/4HANA Finance for Group Reporting SAP Business Planning and Consolidation SAP BusinessObjects BI
<b>Unit4</b>	Unit4 FP&A
<b>Vena Solutions</b>	Vena
<b>Wolters Kluwer</b>	CCH Tagetik
<b>Workday</b>	Workday Adaptive Planning Workday Financial Management Workday Prism Analytics

## Vendor Evaluations

In the following section, we discuss each vendor and highlight their strengths and challenges based on customer surveys and market research by the authors.

Each vendor description includes vendor-related information, products covered in the BARC Score, and strengths and challenges.

## Anaplan

Miami, FL, USA

[www.anaplan.com](http://www.anaplan.com)

Anaplan is a cloud-native enterprise software vendor headquartered in Miami, Florida, USA, whose mission is to enable agile, connected enterprises through its AI-infused scenario planning and analysis platform. The global company currently employs more than 2,000 people worldwide. Several major investors have funded Anaplan's growth and global expansion. In 2022, Anaplan was acquired by Thoma Bravo, a leading software investment firm, for approximately \$10.4 billion. In May 2024, Anaplan acquired Fluence Technologies, a provider of financial close, consolidation, disclosure management and reporting, to expand its portfolio of solutions for the office of the CFO.

The Anaplan platform was launched in 2008. Then, as now, the product represents a modern generation of planning, modeling, forecasting and performance management solutions built on state-of-the-art technology and software architecture. Anaplan is a fully cloud-based platform available on Amazon Web Services (AWS) and Google Cloud (GCP) and powered by a proprietary in-memory data store and calculation engine (Hyperblock). Back in 2017, the company pioneered the concept of connected planning. Its low-code technology connects financial, strategic and operational plans with data insights and people to align strategic objectives and resources for better decisions and faster results. Together with Fluence (now Anaplan Financial Consolidations), Anaplan has strategically expanded its portfolio to provide end-to-end solutions for a more connected finance function including close and consolidation.

Anaplan targets business leaders, corporate finance, controllers and operational business departments to connect strategic, financial and operational planning on a single platform to support multiple use cases across finance, sales, supply chain and workforce in large enterprises and corporations worldwide. In addition, Anaplan and its partners offer prebuilt solutions and connected applications across these topics and for specific industries. These applications, based on best practices and common customer use cases, are built and run on the Anaplan platform and can be customized to meet specific needs.

According to Anaplan, it has more than 2,400 customers worldwide. Implementations range from double-digit to several thousand users per installation. To sell and particularly to implement Anaplan, the vendor has an expansive global partner ecosystem of more than 200 implementation, lead generation, technology and reseller partners globally. Anaplan's partner ecosystem is designed to enhance the platform's capabilities and deliver tailored solutions across various industries.

Anaplan as a platform provides flexible functionality for both top-down and bottom-up planning, including workflow support and collaboration capabilities. With its "connected scenario planning and analysis" platform, customers can create various planning models at different levels of aggregation (strategic, financial and operational planning) for an integrated enterprise planning approach. In October 2024, Anaplan released its Integrated Financial Planning (IFP) application, a purpose-built, out-of-the-box solution to streamline planning, budgeting and forecasting (PB&F) processes. The vendor's classic Hyperblock and new Polaris calculation engines support scalable, in-memory data processing for detailed planning models. As larger and more granular data sets are required for sound planning and informed decision-making, Anaplan is investing heavily in its new, more memory-efficient calculation engine Polaris as well as its data management system and intelligence capabilities. In October 2024, Anaplan outlined a \$500 million multi-year product investment with an innovation roadmap heavily focused on enhanced platform capabilities, AI innovations and additional applications. Delivering on this strategy, expanded native platform enhancements and AI capabilities include Anaplan Data Orchestrator (ADO) and Anaplan CoPlanner, an application-embedded AI for conversational queries and generative insights. ADO improves data integration and connectivity with third-party applications and data sources, helps transform source data into the structure and format needed for Anaplan models and centrally stores transformed data to simplify monitoring, management and distribution to planning models.

Anaplan Financial Consolidations provides cloud-native (available in Microsoft Azure) support for statutory and management financial consolidation and close with additional capabilities for disclosure management, ad hoc analysis and reporting. With Anaplan XL Reporting, users can report on Anaplan and non-Anaplan data sources via an Excel-based add-in and display this information in reports or dashboards. Reports can be viewed in Excel, on the web or on mobile devices.

## Strengths

- Anaplan is a modern, cloud-based platform for large enterprises and corporations worldwide that connects strategic, financial and operational planning for use across various business functions and industries. Anaplan's Integrated Financial Planning offers an out-of-the-box approach to integrated financial planning and Anaplan Financial Consolidations extends the platform to provide end-to-end solutions for connected finance, including close and consolidation.
- Flexibility for a wide variety of planning approaches (top-down, bottom-up) and planning topics (strategic, financial and operational planning). In addition, prebuilt solutions and connected applications are available for selected use cases and industries that run on the Anaplan platform and can be customized to meet specific needs.
- Anaplan Intelligence provides context-aware AI for predictive analytics, machine learning (ML), linear programming and use-case-specific model building to deliver predictive and generative insights. In 2025 and beyond, Anaplan plans to continue to invest and build on its AI strategy with a connected AI that will allow users to ask multi-clause questions across multiple domains with Anaplan CoPlanner, its conversational AI companion.
- Feedback in BARC's 'The Planning Survey' revealed a high level of customer satisfaction with the business value Anaplan provides as well as the product's planning and forecasting functionality, user experience and innovativeness. Many companies consider Anaplan when looking for an integrated planning platform and it is highly recommended by customers.

## Challenges

- Cloud-only – the Anaplan platform including Anaplan Integrated Financial Planning and Anaplan Financial Consolidations is purely cloud-based and not available on premises. Web access is essential to use the products. When used in combination, data exchange between different cloud environments (AWS/GCP and Azure) is required.
- Anaplan provides its own data integration options at various levels, while third-party ETL tools are also used to connect to source systems (especially when predefined data connections are required). In addition, the platform's capabilities can be extended using REST APIs, scripting and transactional APIs. However, customer feedback in BARC's 'The Planning Survey' shows that neither Anaplan's predefined data connectivity nor its data integration capabilities fully satisfy customers today. To improve data management, Anaplan's future strategy relies heavily on Anaplan Data Orchestrator, the company's new data orchestration platform.
- Anaplan is a comprehensive planning, budgeting and forecasting platform, not a BI and analytics tool. However, it does support standard and ad hoc reporting through dashboards, management reports, Excel plug-ins and personal pages. In addition, prebuilt third-party analytics integrations with Tableau, Microsoft Power BI and Qlik Sense connect Anaplan data and models to specialist tools. For the future, Anaplan XL Reporting (acquired with Fluence) supports users to report on Anaplan and non-Anaplan data sources via an Excel add-in and deliver this information in reports or dashboards (Excel, web, mobile).
- According to customer feedback in BARC's 'The Planning Survey', several customers consider Anaplan to be more expensive than competing offerings and 'rising costs' is a problem encountered by Anaplan users.

## Board International

Chiasso, Switzerland

[www.board.com](http://www.board.com)

Board was founded in 1994 and employs 600 people worldwide. The company's European headquarters and software development are located in Chiasso, Switzerland. The company also has a regional headquarters in Boston, Massachusetts. Board has offices around the world and a global partner network. More than 2,000 customers worldwide use Board to implement planning, performance management and analytics projects. The company's ownership changed in 2019, when Nordic Capital acquired a majority stake to support the vendor's continued international expansion. In 2024, Board acquired Prevedere, a provider of global data sets and predictive AI planning solutions.

Board provides a modern and intelligent platform for integrated business planning (IBP) that supports fast, automated and transparent decision-making. The scalable platform helps organizations discover insights that drive business decisions and unite strategy, finance and operations through connected and agile planning to achieve performance control. To do this, Board combines platform capabilities (integration, security, etc.), planning and automation, AI/ML, analytics, reporting and collaboration into an easy-to-use, no-code solution for business power users to build custom applications. Board does not focus on specific industries, but popular sectors across its customer base include retail, banking and finance, manufacturing, professional services and consumer packaged goods.

Board offers a combined product consisting of a front end and a proprietary multidimensional in-memory data processing technology that also enables business-user-friendly data modeling. The product provides a consistent, technically homogeneous environment for administration, development and utilization with tightly integrated front and back ends. Board is data agnostic and supports data integration through its own integration framework and over 50 prebuilt and certified API connections to various source systems. It is available in the cloud (using Microsoft Azure) and on premises.

At its core, Board is a flexible, web-based platform for building custom planning and performance management applications. The product provides intelligent planning capabilities, but also supports reporting and dashboarding, analysis, advanced and predictive analytics, financial consolidation and ESG. It offers a rich portfolio of visual objects, from simple charts to advanced charting techniques. Specifically for planning, forecasting and simulation use cases, Board provides powerful and comprehensive functionality. Users can create and customize a wide range of applications that bring together financial and operational data. Together with its partners, Board has a strong focus on extending the platform with prebuilt business content. In 2024, the vendor created a solution division with five specialized teams: FP&A, Financial Close and Consolidation, Supply Chain Planning, Merchandise Planning and IBP. These teams are dedicated to driving the accelerator/solution and application strategy and each asset has its own roadmap and release cycle. In addition, Board and its partners offer solutions for specific domains and industries.

AI- and ML-enabled planning and decision support is an important area of investment for Board's future development, not just because of the Prevedere acquisition. Flexible capabilities focus on natural language interaction and conversational querying, automated predictions, anomaly detection and intelligent insights – delivered through Board's own functionality, integration with R and Python models and third-party ML services such as Microsoft Azure ML and Azure OpenAI. Prevedere enriches Board's predictive analytics capabilities by combining global economic data with internal business data to improve predictive accuracy, and embedding external data into predictive models to proactively respond to external risks and economic shifts.

## Strengths

- Flexible, fully web-based planning and performance management platform with tightly integrated system architecture of proprietary multidimensional in-memory data processing technology, modeling environment and front ends.
- Graphical no-code development environment for business power users to create custom planning and performance management applications, including reporting, dashboarding, analysis, advanced and predictive analytics, financial consolidation and ESG.
- Comprehensive planning, budgeting and forecasting capabilities for all types of planning approaches (top-down, bottom-up or a combination of both). Customers can address different workflow-based planning topics on a common platform with different levels of aggregation (e.g., strategic, financial and operational planning) for an integrated business planning approach.
- Complementary, comprehensive capabilities for BI and analytics include dashboards, reporting and analysis with a rich portfolio of visual objects. AI- and ML-augmented planning and decision support based on the platform's own capabilities, native R and Python integration, and integration with third-party ML services to run AI/ML algorithms.

## Challenges

- The Board platform has a comparatively low level of prefabrication, and many implementations are customized based on customer requirements, which is a real strength of the product. However, as BARC's 'The Planning Survey' confirms, the product's extra flexibility can mean that implementation projects take longer to complete than those of competitors. As a result, Board's future strategy focuses heavily on "solutionizing" the flexible platform. Several prebuilt but customizable applications are now available from Board and its partners to provide industry best practices and speed up implementation projects.
- Board is a highly flexible and comprehensive platform. Depending on the complexity and volume of data, the product's flexibility and rich functionality can make it quite complex for inexperienced users to implement and build intricate applications for custom solutions.
- According to customer feedback from 'The Planning Survey', some customers consider the product to be more expensive than competitive offerings, with significant price increases in recent years. However, Board also includes BI and analytics capabilities, and the platform is continually being enhanced by the vendor to include prebuilt solutions for emerging business problems.

## IBM

Armonk, NY, USA

[www.ibm.com](http://www.ibm.com)

IBM is one of the world's largest providers of IT hardware, software and services. The company has over 280,000 employees worldwide and operates in more than 170 countries.

IBM offers a comprehensive portfolio of analytics, performance management and advanced analytics solutions. Key offerings include IBM Cognos Analytics (for BI and analytics) and IBM Planning Analytics (for planning, budgeting and forecasting). For financial consolidation, close and regulatory reporting, IBM Controller is part of the performance management portfolio. IBM supports a wide range of deployment options, offering both cloud, on-premises and containerized applications.

IBM Planning Analytics – the vendor's strategic enterprise planning product – is a core element of the IBM performance management portfolio and has been on the market since the 1980s. It is a strategic product for IBM because of its rich planning and OLAP analysis capabilities and its underlying in-memory TM1 technology. IBM Planning Analytics is available in both cloud (using IBM Cloud, Amazon Web Services or Microsoft Azure) and on-premises versions and thousands of solutions have been implemented worldwide. At its core, IBM Planning Analytics is a high-performance, multidimensional, in-memory database for budgeting, planning and forecasting with Excel and web front ends. The product is targeted at business power users to enable them to build all types of applications (planning, analysis, strategy management, etc.). Therefore, it does not have a dominant focus on any one topic (finance, sales, HR, etc.) or industry. While the strength of IBM Planning Analytics' strength lies in its rich flexibility to implement tailored solutions for specific use cases, IBM, and in particular its extensive partner network, provides prebuilt business content for specific use cases and industries. In the latest releases of Planning Analytics, IBM has focused on improving the product's web client with a modernized user interface and user experience, enhanced charting and visualization capabilities, a web-based data modeling environment, and enhanced planning and workflow capabilities. To control planning processes, a web-based visual workflow designer helps users develop custom workflows (e.g., task management and due dates, status monitoring, approvals, email notifications, etc.). Built-in AI and ML capabilities can be used to generate forecasts based on multiple methodologies and detect anomalies or potential data entry errors. A new IBM Planning Analytics Assistant provides natural language assistance and generative AI insights. In addition, IBM Planning Analytics can be integrated with the services of other IBM technologies such as IBM watsonx for advanced AI or IBM ILOG CPLEX for complex optimization tasks.

IBM Controller is a purpose-built financial consolidation and close product for statutory and management consolidation use cases with predefined dimensions, consolidation calculations and a library of prebuilt reports for data review, system configuration and audit trail. IBM Controller is industry and organization size agnostic and is available in the cloud and on premises. Standard functionality includes currency translation, intercompany reconciliation/elimination, complex ownership handling, multi-GAAP capabilities and options for custom calculations and flexible reporting. In addition to its 200 built-in standard reports and Microsoft Excel add-in reporting option, it can also integrate with IBM Planning Analytics for OLAP-based reporting and planning.

IBM Cognos Analytics, the vendor's enterprise BI and analytics platform, delivers enterprise reporting, self-service dashboards and AI-powered analytics in a unified web-based user experience. It combines ease of use with governance capabilities in an end-to-end platform. The product can be deployed in large-scale scenarios to support the needs of many concurrent users and large volumes of data. IBM has integrated automated insights and intent-driven modeling, and has invested in automation and ML

capabilities in data modeling, dashboards, data exploration and an analytics chat assistant. The IBM Cognos Analytics Assistant enables users to explore data by asking natural language questions and receive answers with a presentation-ready dashboard or report.

## Strengths

- IBM Planning Analytics provides rich flexibility for business power users to create tailored planning, budgeting and forecasting as well as analytics applications based on a high-performance, scalable in-memory database. Comprehensive functionality for preparing custom content in Excel (modeling, custom planning forms, etc.) and publishing it to the web.
- IBM Cognos Analytics combines ease of use with governance capabilities in an end-to-end platform that provides functionality for enterprise reporting, self-service dashboards and AI-powered analytics.
- IBM Controller is a feature-rich and mature financial consolidation and close solution focused on statutory and management consolidation use cases. Currently, IBM is again investing heavily in modernizing IBM Controller with an expanded development team focused on a web client UI/UX refresh, integration capabilities and AI support.
- Well established and growing partner community with global product support and expertise.

## Challenges

- IBM Planning Analytics is essentially a development environment for planning and OLAP analysis applications. Compared to its competitors, the product has a low level of prefabrication. Limited prebuilt business content is currently available from IBM itself (mainly blueprints and project best practices). However, extensive prebuilt business content is available from partners and IBM now also offers prepackaged solutions for finance, workforce, demand and supply, and projects.
- Compared to competitive products, IBM Planning Analytics for Excel offers limited reporting capabilities (e.g., using Excel's native formatting and layout features for page-based reports). However, integration with IBM's enterprise BI and analytics suite (IBM Cognos Analytics) for advanced reporting is available and being enhanced. In addition, IBM continues to expand the reporting capabilities of Planning Analytics, including a new 'Universal Report' report type that allows users to create more complex and sophisticated reports.
- When using different IBM performance management and analytics products, users are faced with different user interfaces and user experiences. However, over the past few years, IBM has continued to improve and standardize the UI and UX of its products to provide a more consistent, integrated user experience.
- Comparatively expensive planning and analytics products, although the cloud versions of IBM Cognos Analytics and IBM Planning Analytics offer alternatives for a lower level of initial investment and faster time to value.

## Infor

New York, NY, USA

[www.infor.com](http://www.infor.com)

Infor is a global provider of business software for companies in industry-specific markets. Founded in 2002 as an ERP software company, Infor has more than 17,000 employees and serves more than 60,000 customers worldwide directly and through a network of over 2,000 partners. Today, Infor is the world's third-largest provider of ERP software applications and is privately held by Koch Industries.

Infor's enterprise performance management, BI and analytics portfolio consists of two main software solutions: Infor Enterprise Performance Management (EPM) and Infor Birst. Both products were acquired to extend Infor's ERP software and applications. While Infor EPM is positioned to address performance management use cases (particularly business planning and financial consolidation), Infor Birst primarily supports BI and analytics scenarios.

Infor EPM is an integrated solution for planning, budgeting, forecasting and financial consolidation with complementary capabilities for reporting, dashboarding and analysis. Based on a proprietary multi-dimensional in-memory database, the flexible platform can be used for different planning approaches (centralized top-down, decentralized bottom-up) and a variety of planning use cases. Infor EPM supports both financial planning as well as operational planning and includes a business-user-friendly modeling environment as well as capabilities for what-if scenario planning, workflow management and simple or complex allocations. In addition, Infor offers extensive predefined EPM applications for various business functions and industries to accelerate product implementations, which can be customized to meet specific customer needs. Compared to other vendors, Infor's corporate strategy is strongly focused on providing deep industry content to differentiate its business.

Infor EPM is used by more than 4,000 customers of all sizes in a variety of industries around the world. The platform is available as a multi-tenant SaaS offering in the Infor Cloud (built on AWS) or on premises. It has recently been completely re-architected using a modern services-based architecture that provides improved scalability and performance, modeling, administration and ease of use. Users can access content and perform planning using modern web browsers and mobile devices as well as native integration with Excel. Infor EPM can be used with other Infor applications or with non-Infor solutions. The vendor's marketing and sales strategy positions it as an add-on for Infor's ERP customers, packaged with other Infor solutions (e.g., Infor Birst or GRC) or as a standalone product. Infor EPM is tightly integrated with the Infor OS (Operating Service) cloud operating platform, which provides technology services ranging from process integration, AI-based automation and cloud extensibility to data management, security, compliance and insights for all of Infor's CloudSuites and third-party solutions. Through the Infor OS Data Fabric, Infor EPM can integrate with all an organization's data sources and leverage additional analytics capabilities with Infor Birst.

For analytics and BI, Infor Birst provides an integrated, cloud-based platform for formatted and ad hoc reporting, dashboarding and analysis. Built on a modern data architecture, Infor Birst includes prebuilt industry and role-specific content and metrics, data integration and preparation, and a set of AI-enabled capabilities that leverage ML algorithms to generate automated and personalized insights. In terms of data connectivity, Infor Birst can connect to Infor's business applications, Infor EPM and non-Infor systems through Infor OS. Data can be extracted from a wide variety of data sources or can be connected in real time (live access).

## Strengths

- Infor EPM as an integrated cloud platform for planning, budgeting, forecasting and financial consolidation with complementary capabilities for reporting, dashboarding and analysis. Infor EPM leverages Infor OS and AWS to provide a robust, secure and resilient platform including AI and GenAI capabilities.
- Comprehensive and highly flexible development environment for tech-savvy business power users to build custom planning and EPM applications based on a proprietary multidimensional in-memory database.
- Extensive predefined EPM applications for various business functions and industries to accelerate product implementation, which can be customized to meet specific customer needs.
- Infor Birst provides an integrated, cloud-based platform for formatted and ad hoc reporting, dashboarding and analysis, built on a modern data architecture.

## Challenges

- Infor EPM depends on other Infor components to function. For example, Infor OS is the operating system for Infor EPM Cloud with its core services for data ingestion, data storage, data management, security, compliance and more. Some Infor OS services (such as Infor Coleman AI) are only available in the cloud. For on-premises customers, Infor OS is optional, but the majority of customers use Infor OS for on-premises as well.
- At its core, Infor EPM is a flexible platform. It still requires an installed client (Application Studio) and tech-savvy business power users to create pixel-perfect reports and custom applications. Flexibility can lead to complexity when implementing/building intricate applications. To address this challenge, Infor has invested heavily in EPM's UI and UX, replacing a number of technical development modules with user-friendly features in the web in areas such as data modeling, data integration and administration. The web UI is continuously being enhanced.
- In recent years, Infor's go-to-market and sales strategy for EPM has focused heavily on cross-selling the product with Infor's ERP solutions. As a result of this strategy, the product currently has limited visibility in the standalone market, particularly for non-Infor ERP customers.

## insightsoftware

Raleigh, NC, USA

[www.insightsoftware.com](http://www.insightsoftware.com)

insightsoftware is a US-based global provider of solutions for the office of the CFO backed by private equity investors Hg, TA Associates and Genstar Capital. The company employs more than 2,600 people worldwide and serves over 34,000 customers with more than 500,000 active users in 150 countries. insightsoftware was formed in 2018 through the merger of Hubble and Global Software, Inc. The vendor's rapid growth in recent years has been largely driven by acquisitions. In enterprise performance management (EPM), the key vendors acquired by segment include Bizview, Calumo, Fiplana, JustPerform, Longview, Power ON and others (planning, budgeting and forecasting); Clausion, IDL, JustPerform, Longview, Viareport and others (financial close and consolidation); Certent and others (disclosure management and regulatory reporting); and CXO, Logi Analytics and others (BI). This strategy has resulted in a broad portfolio of software solutions for finance, accounting, and data and analytics. The recent acquisition of JustPerform, a modern, cloud-native platform for planning, budgeting and forecasting, financial consolidation and reporting, strengthens insightsoftware's ability to deliver a consistent global experience for the future.

insightsoftware's comprehensive product portfolio includes cloud and on-premises solutions for the key processes of today's finance organizations: budgeting and planning, financial reporting, operational reporting, close and consolidation, disclosure management, ESG, tax reporting, business intelligence, analytics and data management. These solutions can be used independently or in combination and are offered to customers based on their individual needs and strategic direction (e.g., focused use cases, UI requirements, industry, global or local orientation, company size, connectivity to source systems, etc.). The overall goal is to enable the office of the CFO to turn information into insights that empower business leaders to strategically drive their organizations.

insightsoftware's future product strategy focuses on investing in its high-growth products, while continuously optimizing the portfolio and adding new products in desirable segments. The vendor's platform vision is to unify its product portfolio with a consistent user experience and common capabilities to become a one-stop shop for managing all insightsoftware applications, referred to as the insightsoftware Platform. With a common user interface, insightsoftware is working to create a comprehensive platform that shares data and business logic, connectivity to source systems, user management and security, and connected applications. Going forward, insightsoftware's platform investments will focus heavily on prebuilt data connections, prebuilt business views and templates including starter kits for specific use cases, and shared AI/ML and automation services including natural language processing.

## Strengths

- Comprehensive product portfolio for the key processes of finance organizations, including budgeting and planning, financial and operational reporting, close and consolidation, disclosure management, ESG, tax reporting, business intelligence, analytics and data management.
- Powerful point solutions with comprehensive functionality to support finance processes that can be used independently or in combination, processing data from multiple source systems.
- Depending on the individual needs and strategic direction of customers, insightsoftware's portfolio offers solutions for focused use cases in different industries and geographies, for different company sizes and connectivity to data sources.
- The insightsoftware Platform connects applications, provides centralized solution access, user management, security and data access. With a common user interface, consistent user experience and shared AI/ML and automation services, insightsoftware is working to further unify and integrate its portfolio.

## Challenges

- From the perspective of potential customers, there is significant functional overlap across the insightsoftware product portfolio (especially in the areas of reporting, planning and budgeting, and financial consolidation and close), so the challenge for each customer is to find the right solution for its own needs. insightsoftware's experienced sales team helps to identify and recommend the right products to customers on a case-by-case basis, depending on the size of the organization and its location.
- The breadth and constant addition of new products to the insightsoftware portfolio means that the ongoing development, integration and unification of the various portfolio components is a resource-intensive task for the vendor and a work in progress.
- While many of insightsoftware's products have a long history and existing customer base, the vendor is relatively new to the market, having launched in 2018. Today, insightsoftware and its products do not have the the same market presence and global visibility as competing financial software solution providers (e.g., SAP, Oracle, etc.).
- A number of solutions in the portfolio currently have a more local market reach, partner ecosystem and customer base. Enterprise customers interested in these solutions with global implementation requirements should evaluate similar references for the use of insightsoftware's individual products.

## Jedox

Freiburg, Germany

[www.jedox.com](http://www.jedox.com)

Jedox is a provider of CPM software solutions and professional services. Founded in 2002, the company has grown to a team of more than 400 employees. The vendor serves more than 2,900 customers worldwide through its headquarters in Freiburg, Germany, its international offices, and a network of more than 200 partners and global alliances. Besides implementers, the vendor has a technology partner network that includes Microsoft (Azure, Office, Power BI, Teams, Dynamics, etc.), Salesforce/Tableau and Qlik. To accelerate customer growth and expand the company's global footprint while enhancing its CPM platform, Jedox works with several global investment partners.

The company's flagship product is Jedox, a flexible CPM platform with planning, budgeting, forecasting, reporting, dashboarding, analysis and financial consolidation capabilities. The solution offers both an Excel client and a web interface. The Excel add-in is a classic spreadsheet interface that combines familiar Excel functions with additional Jedox features. The web client has a browser-based spreadsheet interface – a kind of Excel on the web – with additional features. The software is available as SaaS in the public cloud (using Microsoft Azure) or can also be deployed in private environments, for example using other cloud infrastructure providers (e.g., Amazon, Google or Microsoft) or on premises.

Jedox is aimed at business users who create custom CPM and analytics applications that require collaboration and data input from across the enterprise. Leveraging the product's own in-memory database, users have a flexible multidimensional experience while staying in their familiar spreadsheet environment. Jedox Integrator, a web-based ETL tool, allows customers to integrate data into Jedox OLAP Server. It comes with many prebuilt connection types including an SAP connector. Additional connectors and integration solutions are available to access live Jedox data and reports from third-party systems via an OData interface (e.g., Salesforce CRM, Microsoft Power BI, Qlik). Trained business users can take on responsibility for administering and developing Jedox applications. These applications can be published to large groups of users via Jedox Web and Jedox Mobile. Both top-down and bottom-up planning scenarios can be implemented with Jedox. Furthermore, the platform is complemented by prebuilt solutions for various topics and industries, created by Jedox or partners (e.g., for financial planning and analysis, financial consolidation and close, sales performance management, S&OP, supply chain planning, workforce planning, ESG, etc.) as well as best practice accelerators (including prebuilt reports, database, rules, integration logic, framework of basic functions, etc.). This content is based on best practices and is available in Jedox's own integrated marketplace.

In addition to comprehensive planning functionality, Jedox also provides reporting, analysis and dashboarding capabilities for business users. For reporting, Jedox includes a report designer in the web client, an Excel-like environment for creating reports that offers the flexibility to include any data and layout. With the introduction of Jedox Canvas, the platform has been enhanced with comprehensive features for responsive dashboards and management reports on any device. Business users can combine different report objects on a canvas to create custom dashboards by drag-and-drop without coding. In addition, Jedox's powerful Excel add-in provides flexible options for navigating and analyzing data with classic OLAP functions such as drilling, slicing & dicing and pivoting. Both clients offer standard and advanced charts for visualizing information as well as IBCS-compliant charts. Being an open platform, Jedox also integrates with existing BI and analytics infrastructures and ecosystems and can extend them with its planning capabilities (e.g., Microsoft Power BI, Qlik and Tableau).

Leveraging AI and ML in finance and CPM is a strategic initiative for Jedox. The vendor is continuously enhancing the platform with capabilities for automated data preparation, predictive forecasting, outlier

detection and intelligent insights. Jedox AIssisted™ Planning provides a wizard-based web service in Jedox that supports predictive use cases. In addition, JedoxAI provides an AI Search capability that uses natural language processing to help users query data by simply asking questions.

## Strengths

- Comprehensive CPM platform for planning, budgeting, forecasting, reporting, dashboarding, analysis and financial consolidation designed for business users.
- Uses native Excel interface and web client as user interfaces with good integration between Excel, web clients and mobile access to Jedox content. Additional connectors and integration solutions are available to access live Jedox data and reports from third-party systems via OData interface.
- Flexible development environment for creating custom planning and analytics models, primarily through Excel formulas, with a complementary marketplace for predefined but flexibly customizable solutions and accelerators. Jedox's future strategy is strongly focused on further solutionizing the flexible platform.
- Feedback in BARC's 'The Planning Survey' revealed a high level of customer satisfaction with the product itself, predefined data connectivity, planning and forecasting functionality and flexibility.

## Challenges

- Jedox's flexibility as a development environment can lead to complex handling when implementing/building intricate applications from scratch. With its prebuilt solutions and best practice accelerators, Jedox tries to address this challenge and guide customers through the implementation process.
- Jedox has traditionally been used in departmental or small to medium-sized scenarios. However, in recent years, implementation projects have grown in terms of numbers of users and data volume. Large enterprise customers should evaluate similar references. According to customer feedback in BARC's 'The Planning Survey', some customers experience performance challenges, especially in larger environments.
- Customer feedback in 'The Planning Survey' included several critical user reviews expressing the view that the vendor's support services have become less consistent in recent years due to its rapid growth.

## OneStream, Inc.

Birmingham, MI, USA

[www.onestream.com](http://www.onestream.com)

OneStream is a publicly listed (NASDAQ: OS) CPM software company based in the United States. Headquartered in Birmingham, Michigan, the company has offices in North America, Europe, the United Kingdom and the Asia-Pacific region and employs over 1,400 people worldwide.

OneStream is a unified platform that supports multiple CPM processes and information streams across the enterprise. It integrates financial consolidation and close, planning, budgeting and forecasting, reporting and analysis into a single application. In addition to the platform's standard functionality, the OneStream Solution Exchange offers more than 100 value-added OneStream, partner and community solutions that customers can download, configure and deploy on the platform to address new requirements and extend capabilities. Prebuilt OneStream solutions are segmented into financial close and reporting (e.g., account reconciliation, transaction matching, tax provision, lease accounting, etc.), planning and analysis (e.g., people planning, capital planning, sales planning, predictive analytics, etc.) and productivity tools (e.g., task manager, CPM blueprint, ESG blueprint, etc.). Most solutions developed by OneStream are fully supported and available at no charge to active customers.

OneStream is ideal for midsize to large organizations across all industries that require a unified, robust and complete CPM platform. The vendor uses a direct sales model in addition to its partner network to support customers with implementation services. According to the vendor, more than 1,600 customers are currently using OneStream and the company is experiencing strong growth. OneStream is deployed in the Microsoft Azure cloud.

OneStream is a consolidation and planning platform with built-in financial data quality capabilities focused on supporting the full range of CPM. The product provides a proprietary in-memory financial analysis engine with built-in financial intelligence (e.g., support for complex financial consolidations) using ROLAP storage in Microsoft SQL Server. Enterprise-wide consolidated financial results, statements and plans can be produced at subsidiary or group level. In addition, Extensible Dimensionality® provides the ability to extend the account and other dimensional structures to support both corporate and line-of-business financial and operational planning and reporting in a single solution.

In addition to financial planning and analysis, OneStream also supports finance-led operational planning use cases. These prebuilt operational planning solutions in the Solution Exchange – including workforce, capital, cash and sales planning – feed into the core financial model for an integrated business planning approach. In addition, embedded AI services and key platform services (e.g., analytic services, workflow, security, etc.) are important areas of continued investment for OneStream. To build, maintain and deploy predictive models across financial and operational planning processes, OneStream offers its Sensible AI portfolio, which includes a set of packaged applied AI solutions built on top of OneStream's unified data model and proprietary financial intelligence. AI-enabled solutions, such as Sensible AI Forecast, provide scalable AI designed specifically for finance, operations and data science teams. Sensible AI Forecast provides a guided experience for building, deploying and consuming time-series ML models for auto-generated predictions and offers scenario modeling capabilities for AI-driven what-if forecasting scenarios. Moreover, Sensible AI Agents combines context and conversation into a chatbot, enabling business users to interact and query data, OneStream training and documentation in natural language.

In addition to its core capabilities, OneStream also integrates functionality for BI and analytics. For agile (ad hoc) reporting and analysis, the product includes a reporting studio, spreadsheet interface or Excel add-in. Interactive dashboards can bring together key financial and operational metrics by combining tables, charts, graphs and other visualizations. In addition, its Agile Financial Analytics includes a relational column store engine that blends detailed operational data with financial data. Financial analysis, detailed operational analysis or a "blended" view of both can be presented within the same

dashboard. In 2024, the platform was enhanced with OneStream Narrative Reporting, which unifies and automates the creation of financial narrative reports, including narrative assembly, data analysis, collaboration and approval. For customers with a Microsoft analytics strategy, a connector provides direct integration with Power BI via a certified API to create reports in Microsoft's software based on OneStream data.

## Strengths

- Unified CPM platform for financial consolidation and close, planning, budgeting and forecasting, reporting and analysis with built-in financial intelligence and financial data quality capabilities, available in the Microsoft Azure cloud.
- Integrated BI and analytics functionality for (print-oriented) production reporting, disclosure management with self-service dashboards and visualizations, and ad hoc analysis via Microsoft Excel add-in. As an extension, OneStream data can be imported and consumed in Microsoft Power BI using REST APIs.
- The OneStream Solution Exchange offers more than 100 prebuilt OneStream, partner and community solutions that enable customers to address new requirements and extend the capabilities of the platform. All OneStream-built solutions have a dedicated development team and roadmap, are fully supported and most are available at no cost to active customers.
- Excellent customer feedback for many KPIs in BARC's 'The Planning Survey' including customer satisfaction with the product, functionality for planning and forecasting, workflows, reporting/analysis and financial consolidation. The vast majority of customers say they would recommend the platform to other organizations.

## Challenges

- OneStream's standard financial model may not address all operational planning needs. However, the flexibility of operational planning scenarios that feed into the financial model is enhanced by concepts such as Extensible Dimensionality®, Analytic Blend, Sensible ML and prebuilt specialty solutions. According to OneStream, this design provides a balance between the out-of-the-box financial intelligence and governance required for financial planning and the modeling capabilities and flexibility required for granular operational planning use cases.
- While OneStream offers a browser-based user interface, its recommended client solution that provides access to all functionality is a native Windows application, a web-based thin client deployed using Microsoft ClickOnce technology. A web application with an enhanced browser/mobile UX is available to use the platform on mobile devices, tablets and desktops. Today, administration, modeling and content creation capabilities are only available in the Windows application.
- According to feedback in 'The Planning Survey', OneStream implementations are often large and complex, which can mean they take longer than average to complete. Implementation times will vary based on customer use cases and unique requirements. In addition, some customers recommend that care be taken when selecting an implementation partner. OneStream's rapid growth and continued acquisition of partners worldwide seems to mean that the quality of support and implementation experience is not at a consistent level. However, OneStream is aware of this and has its own certification program to ensure the quality of partner support.
- In Europe, OneStream lacks the market presence and global visibility of its main competitors, particularly SAP. However, it is a fast-growing global vendor and is continually improving its market visibility, particularly in EMEA. When companies do decide to evaluate OneStream, the vendor has a high win rate against its competitors.

## Oracle

Austin, TX, USA

[www.oracle.com](http://www.oracle.com)

Oracle is a global provider of enterprise cloud computing, offering software, platform, infrastructure and data as a service. The company employs more than 160,000 people worldwide and serves over 400,000 customers in 175 countries.

Oracle's portfolio includes a comprehensive stack of cloud applications, platform services and engineered systems. Its cloud enterprise performance management (EPM) and analytics portfolios contain a comprehensive set of strategic offerings, which are packaged as Oracle Fusion Cloud EPM and Oracle Analytics Cloud. However, the company's widely used on-premises solutions (e.g., Oracle Hyperion EPM) continue to be enhanced and fully supported. A variety of other cloud and on-premises offerings and applications complete Oracle's broad product portfolio.

Oracle's comprehensive EPM portfolio includes a full suite of products and applications covering all relevant EPM processes (e.g., planning, profitability and cost management, financial consolidation and close, account reconciliation, tax reporting, narrative reporting, freeform planning and reporting, sustainability/ESG reporting and planning, and enterprise data management). Oracle Cloud EPM is a cloud-native SaaS solution, delivered end-to-end from Oracle data centers around the world, owned and operated by Oracle itself. All Oracle Cloud EPM solutions are based on a consistent technical platform architecture, run on Oracle database technology and can be deployed in a modular fashion according to customer needs and priorities. For data integration from data sources, Oracle Cloud EPM provides native, wizard-based features, including predefined connectors and prebuilt adapters to Oracle and non-Oracle operational systems (e.g., ERP). For customers who prefer to manage EPM applications on premises, Oracle's Hyperion EPM portfolio remains available (i.e., Oracle Hyperion Planning for planning and Oracle Hyperion Financial Management for financial consolidation and close). Oracle Cloud EPM has some 'shared DNA' with the on-premises Oracle Hyperion EPM portfolio, for example, leveraging the Microsoft Office add-in Oracle Smart View to work in Excel, Word and PowerPoint across both cloud and on-premises versions.

In terms of planning, Oracle Cloud EPM offers a broad range of capabilities for enterprise-wide integrated business planning processes. These capabilities include connected operational, financial and strategic planning, budgeting and forecasting as well as scenario simulations. Prebuilt modules and solutions include built-in best practices and expand the reach of Oracle's planning solution beyond finance into HR, supply chain, IT and sales operations.

AI-driven finance is a major area of continued investment for Oracle, with a focus on intelligent automation, predictive insights and connected actions. To support users in their daily work, Oracle equips Cloud EPM continuously with intelligent EPM AI agents and assistants to drive speed and accuracy, detect issues and help find opportunities. In this context, Intelligent Performance Management (IPM) is an important concept that leverages Oracle Cloud EPM's embedded statistical and ML features. IPM also supports the integration with third-party ML models and ML engines. Additionally, Oracle's proprietary data science platforms and ML algorithms embedded in Oracle databases can be utilized.

Oracle's flagship product for analytics, Oracle Analytics Cloud, is a platform for dashboards, formatted reports, ad hoc reports, analysis, data preparation and machine learning focused on business users. Data visualizations from Oracle Analytics Cloud can also be displayed on EPM dashboards. The on-premises version of Oracle Analytics Cloud, Oracle Analytics Server, brings all the capabilities of the cloud platform to organizations requiring on-premises deployment options. In addition, Oracle Fusion Analytics offers embedded analytics within the vendor's portfolio of business applications. With its EPM suite, Oracle

has adopted the strategy of embedding the analytics and reporting capabilities needed by the majority of customers and their users into the Cloud EPM platform as opposed to requiring customers to separately acquire Oracle Analytics Cloud.

## Strengths

- Oracle's comprehensive Cloud EPM portfolio includes a full suite of products and configurable applications covering all relevant EPM processes. All products are connected, based on a consistent technical platform architecture and can be deployed in a modular fashion.
- Oracle Cloud EPM Planning provides comprehensive capabilities for enterprise-wide planning, budgeting, forecasting and scenario simulations. It offers broad functionality for web-based, integrated business planning, including connected operational, financial and strategic planning in top-down and bottom-up planning scenarios. Prebuilt modules and solutions include built-in best practices and extend the reach of Oracle's planning solution beyond finance to HR, supply chain, IT and sales operations, and sustainability planning (including reporting).
- BARC's 'The Planning Survey' revealed a high level of customer satisfaction with Oracle Cloud EPM Planning, with the product receiving high ratings for its innovation, planning content, and planning and forecasting functionality.
- Oracle Analytics Cloud is a comprehensive cloud and web-based platform offering formatted and ad hoc reports, analysis, visualization, data preparation and dashboards, all in one suite.

## Challenges

- Oracle Cloud EPM is exclusively available on Oracle Cloud. Companies interested in deploying Oracle EPM software on other cloud services or on premises are required to utilize Oracle Hyperion EPM and to manage it themselves.
- The integration between product lines, such as Oracle Cloud EPM and Oracle Analytics Cloud, primarily occurs at data level, leveraging data models and structures. Oracle continuously enhances this integration. For instance, data visualizations from Oracle Analytics Cloud can be displayed on EPM dashboards. Oracle's general approach embeds analytics capabilities directly into the EPM platform. In contrast to most other vendors, Oracle's strategy treats EPM and analytics as related, but separate product lines.
- The pricing of Oracle's EPM and analytics products is transparent but expensive compared to mid-market focused products. However, the cloud versions offer cost-effective editions for smaller organizations as well as alternatives for cost shifting to future periods and faster time to value. Pricing includes the Oracle cloud infrastructure (end-to-end) and AI capabilities, avoiding extra cost options. The suite-based Cloud EPM pricing offers cost advantages for customers implementing across multiple application areas, such as planning, financial close and account reconciliations.
- In contrast to previous years, customer feedback for Oracle Cloud EPM declined in BARC's 'The Planning Survey 24'. The feedback suggests that not all customers have achieved the business benefits they expected, are satisfied with the implementation support from Oracle and its partners, and are satisfied with the product's capabilities for data integration, workflow, flexibility and performance. BARC will be watching closely to see if this is an anomaly or a trend that will continue in BARC's 'The Planning Survey 25' (to be released in June 2025).

## Pigment

Paris, France

[www.pigment.com](http://www.pigment.com)

Pigment was founded in 2019 and employs more than 450 people worldwide. The company's headquarters and software development team are located in Paris, France, with additional offices in London, New York and Toronto. More than 300 customers worldwide use Pigment to implement business planning and performance management projects. Several major investors have funded Pigment's rapid growth and global expansion. The vendor's current strategic focus is on continued product innovation, expansion of the partner ecosystem and headcount growth, particularly in North America. Pigment's go-to-market efforts are centered around North America and Europe, with the UK and Ireland, France and DACH as its focus geographies. Partners are critical to Pigment's go-to-market strategy, rapid global expansion and customer project implementations.

Pigment's product was officially released in 2020. It is an integrated and collaborative business planning platform with complementary reporting, analysis and ESG capabilities. It targets organizations of all sizes and industries looking to solve planning, budgeting and forecasting challenges. Primary buyers include finance, HR, sales and supply chain executives. Pigment can be deployed for a single use case in a specific team (e.g., finance), but the majority of implementations are deployed enterprise-wide for strategic, multi-use-case finance and integrated planning initiatives.

Pigment is a modern, cloud-native SaaS solution hosted on Google Cloud Platform (GCP). The multidimensional planning platform is highly flexible and stores data in relational databases such as Postgres and SingleStore. For data integration, Pigment offers three different approaches: predefined native connectors (to ERPs, CRM, HRIS, data lakes, etc.), third-party ETL / iPaaS solutions (e.g., Workato, Celigo, DataBlend) and import APIs to push data from third-party systems into Pigment. Pigment is a web application that works with the latest versions of all modern browsers. In addition, integrations with Microsoft Excel and Google Sheets are available to pull and push data from spreadsheets to Pigment. The platform provides security and control mechanisms that allow users to control data access on a per-record basis for read and write operations.

For planning, budgeting and forecasting, Pigment offers a fully customizable planning platform with workflow support and collaboration capabilities. It provides a powerful modeling tool and comprehensive functionality to support top-down, bottom-up and mixed planning processes. Pigment's flexibility allows customers to address different planning topics on a common platform, with different levels of aggregation (e.g., strategic as well as operational planning) for an integrated business planning approach (including financial planning). Standard but customizable planning templates, designed to provide best practices and speed implementation, are available for customers to use in their entirety or on a per-object basis. A native what-if scenario component allows users to run simulations and sensitivity analyses and compare scenarios side by side.

Pigment is a visual platform that allows users to create fully customized reports and dashboards (known as boards) from the underlying data. Widgets include charts, grids, KPIs, action buttons (e.g., for navigation and data loading), text widgets and images. These boards are used for reporting, analysis and data entry. Ad hoc queries and analysis are supported with multidimensional data pivoting capabilities. For customers with a Microsoft analytics strategy, a Power BI connector via Pigment's APIs is available to create reports and visualizations with Microsoft's software based on Pigment's data. Pigment AI augments business planning with support for data visualization and analysis, natural language data and documentation querying, and ML-generated predictive forecasts and modeling.

## Strengths

- Modern, cloud-based planning, budgeting and forecasting platform for business users. Comprehensive workflow and collaboration capabilities for planning process control and conversational planning.
- Flexibility for a wide variety of planning approaches (centralized top-down, decentralized bottom-up) and planning topics (finance, operations, sales, HR, supply chain, etc.); industry agnostic.
- Supports planning at multiple levels of aggregation (e.g., both strategic and operational) for an integrated business planning approach (including financial planning).
- Rapid global growth and accelerated product development with significant investor funding. Strategic focus on continued product innovation (e.g., augmented planning with Pigment AI), partner ecosystem expansion and headcount growth.

## Challenges

- Cloud-only – the product is purely cloud-based (using Google Cloud Platform) and not available on premises. Web access is required to use the product.
- Pigment is a comprehensive planning, budgeting and forecasting platform, not necessarily a BI and analytics tool. For dashboarding and reporting, Pigment provides functionality but lacks advanced features such as highly formatted reports or automated report distribution. BI and analytics are complemented by prebuilt third-party integrations with Google Looker, Google Sheets, Microsoft Power BI and an Excel add-in. However, there is currently no direct access to the proprietary Pigment data model for third-party front ends. Using the product's APIs, customers can export Pigment data to Microsoft Power BI, for example, or import data to build forecasts in Pigment.
- Advanced data integration relies on third-party technology. Pigment provides its own data loading capabilities, native connectors (e.g., to SAP S/4HANA Public Cloud) and open APIs, while third-party ETL/iPaaS solutions are used to load data in more complex scenarios.
- While Pigment is a fast-growing vendor, it does not yet have the global market presence and visibility of its major competitors. Most of Pigment's business is in North America and EMEA (particularly France). However, according to the vendor, its international customer base and revenues are growing rapidly (e.g., in the UK). Prospects should evaluate the local consulting and support capabilities of the vendor and its partners.

## Planful

San Francisco, CA, USA

[www.planful.com](http://www.planful.com)

Planful is a cloud platform provider for financial performance management. The company was founded in 2001 as Host Analytics and rebranded to Planful in 2020. The vendor is headquartered in San Francisco, California, and currently employs more than 500 people worldwide. Planful is backed by Vector Capital, a private equity investor. In 2022, Planful acquired Plannuh, a marketing performance management platform that enables seamless collaboration between finance and marketing teams and provides marketers with financial intelligence across all marketing activities (now called Planful for Marketing).

The Planful platform helps organizations of all sizes and industries unify financial consolidation and close, financial and operational planning, reporting, analytics and marketing performance in a single solution. As a cloud-based platform, Planful can be accessed through any web browser, including mobile devices, and Planful Spotlight, which extends access to Planful data, analysis and data entry to Microsoft Office (Excel, PowerPoint, Word) and Google Sheets. The product is sold and implemented directly by Planful and also through a global partner network of over 60 system integrators, resellers and solution implementers. Planful is currently used by more than 1,500 customers worldwide.

To store and manage customer data, Planful uses a hybrid approach that combines relational (for planning and consolidations) and multidimensional (for reporting, modeling and analysis) database technologies. Data integration capabilities including prebuilt connectors, APIs and file-based imports are provided. Boomi is natively integrated as a third-party ETL tool and more than 1,400 prebuilt bi-directional connectors can be used to integrate with source systems.

Planful provides a flexible platform for building a variety of planning models, including financial, operational and strategic planning. A combination of a flexible modeling engine and prebuilt solutions in Planful's Solution Hub allows customers to create custom models for specific businesses. Industry and topical planning content and templates are available for areas such as finance, workforce, capital, marketing and others. Planning, budgeting and forecasting processes are supported by comprehensive collaboration features (including comments, threaded conversations and chats) and workflow functionality (e.g., task management, due dates, status monitoring, approvals, email notifications, etc.). In addition, users can take advantage of Planful's built-in AI and ML capabilities. Planful AI includes Detect (for outlier and anomaly detection), Forecast (for predictive forecasting), Help (for product knowledge and guidance) and new persona-based generative AI capabilities to provide context-sensitive assistance and answers in natural language.

Fully integrated with the rest of the platform, comprehensive financial consolidation and close functionality supports statutory and management consolidation processes. The platform includes native financial intelligence and workflow-based consolidation functionality, journal entries, eliminations, reclassifications, currency translation, intercompany, financial and regulatory reporting. Planful complements its own capabilities by integrating with partner solutions such as Trintech (for monthly account reconciliation) and Workiva (for advanced financial reporting and disclosure management).

Planful also supports BI and analytics. For standard reporting, the platform enables the creation of formatted reports and board books including advanced formatting and distribution of report packages. Standard reports are generated directly from the relational database, eliminating the need to prepare data in a cube and synchronize it for reporting. In addition, dynamic ad hoc query and analysis capabilities based on dimensional data are available, allowing business users to drill up and down hierarchies and into transactional detail. This functionality can be used in both the web browser and

Spotlight. Visual and interactive dashboards can display financial and non-financial data using a variety of standard and advanced chart types. Planful also offers a prebuilt connector for Microsoft Power BI to extend analysis and visualization capabilities and combine it with Planful's planning data.

## Strengths

- Cloud-based platform for business users with integrated functionality for financial consolidation and close, planning, budgeting and forecasting, reporting, analysis and dashboarding, and marketing performance management.
- Flexibility for a wide variety of planning approaches (centralized top-down, decentralized bottom-up) and planning topics (including financial, operational and strategic planning) for companies of all sizes and industries. Additional prebuilt but customizable models and templates for specific industries and topics are available in Planful's Solution Hub.
- Comprehensive workflow functionality for flexible control of tasks and planning, budgeting and forecasting processes. In addition, collaboration capabilities support conversations and decision-making processes through comments, threaded conversations, chats and more.
- Feedback in BARC's 'The Planning Survey 24' revealed a high level of customer satisfaction with the business benefits Planful provides as well as the vendor's support services, planning and forecasting functionality, financial consolidation functionality, flexibility and innovative power.

## Challenges

- Cloud-only – Planful is purely cloud-based and not available on premises. Web access is required to use the product (except for offline planning using Excel templates).
- Advanced data integration relies heavily on third-party technology. Planful provides its own data loading capabilities and open APIs, while Boomi is used as a third-party ETL tool (OEM) to load data. Over 1,400 prebuilt bi-directional connectors are provided for integration with source systems. Customer feedback in BARC's 'The Planning Survey' shows that neither Planful's prebuilt data connectivity nor its data integration capabilities fully satisfy customers.
- Planful lacks the market presence and global visibility of its main competitors today outside of North America. However, according to the vendor, its international customer count and revenues are growing rapidly (e.g., in the UK and Australia), along with a key focus on building its business in the DACH region. Prospects outside North America should evaluate the vendor's and partners' local consulting and support capabilities.

## Prophix

Toronto, Ontario, Canada

[www.prophix.com](http://www.prophix.com)

Founded in 1987, Prophix began as a software distributor implementing financial applications before releasing its own CPM software in 2000. In 2021, Prophix received a significant investment from Hg to accelerate and scale growth and fund further development. In the first case of inorganic growth in the company's history, Prophix acquired Sigma Conso in late 2021, a Belgian specialist in financial consolidation and close, management reporting, intercompany reconciliation and specialized solutions for IFRS 16 and iXBRL. Prophix now has 600 employees and more than 3,000 active customers worldwide, covering all company sizes and industries. In addition to its market presence and continued growth in North America, Prophix is increasingly winning customers outside of its core market. Current international expansion efforts are focused on EMEA and APAC.

Prophix offers Prophix One, a comprehensive and unified financial performance platform for business users that provides insight into and automation of financial, operational and business performance processes. Prophix One includes core services for data management, security management, AI and workflow automation that support business applications in addressing various financial use cases, including planning, budgeting and forecasting, reporting and analytics, financial consolidation and close, and accounting and compliance. All applications – Prophix's own as well as partner applications – sit on a common data layer. In Prophix One, platform data and metadata are stored relationally (Microsoft SQL Server or PostgreSQL), but are presented to the user in a multidimensional way. Prophix targets business departments (e.g., finance) in midsize companies across all industries and is available in the Amazon Cloud (AWS).

For planning, budgeting and forecasting, Prophix One provides a flexible no-code platform that is not limited to a single planning topic (financials, sales and revenue, HR, projects, etc.). The product can be used to create custom business planning applications with top-down and bottom-up planning capabilities. In general, Prophix One contains comparatively little predefined business content (e.g., for specific industry verticals). However, prebuilt solutions are available for construction, senior living and higher education, and Prophix has plans to provide more industry-specific content in the future. Prophix's global partner network of more than 100 partners also offers prebuilt content for specific topics and industries. FP&A Plus, the newest application on the platform, is a rearchitected version of the vendor's financial planning and analysis solution that offers increased scale, granularity and flexibility as well as support for more complex models and higher performance queries for larger data sets.

Based on the planning model, Prophix One uses its web client and an Excel add-in for plan data entry. To control planning processes, Prophix One provides workflow capabilities including visual process overview, task management and due dates, status monitoring, approvals and email notifications. Prophix further simplifies and automates the experience for business users by leveraging AI, ML and natural language processing techniques, such as statistical/predictive forecasting capabilities, auto-generated insights, a virtual task assistant or by providing recommendations based on best practices and how to achieve optimal performance and user experience.

Besides planning, Prophix One also provides reporting and analytics capabilities. Standard formatted and print-oriented reporting is supported, as well as ad hoc queries based on OLAP methodologies (drill functionality, slice and dice, pivoting, etc.). For data visualization (e.g., in management cockpits or dashboards), standard business graphics as well as more advanced chart types are available. Reports, like planning templates, are created in a user-friendly, Excel-like environment. In addition, for customers following a Microsoft strategy, Prophix data sets can be pushed to Power BI for more advanced dashboarding, data visualization and analysis.

## Strengths

- Comprehensive and unified CPM platform for business users focused on planning, budgeting and forecasting, reporting and analytics, financial consolidation and close, accounting and compliance for midsize companies, available in the Amazon Cloud (AWS).
- Flexible planning, budgeting and forecasting capabilities for top-down and bottom-up planning with strong workflow capabilities to control planning processes. With Prophix One, individual planning applications can be created on different aggregation levels (strategic and operational planning) for an integrated enterprise planning approach (including financial planning).
- Complementary functionality for standard reporting (including formatted and print-oriented), narrative reporting, ad hoc query, OLAP analysis (drilling, slice and dice, pivoting, etc.) and dashboarding. In addition, extensive functionality for financial consolidation and close, as well as other FPM use cases, is available through the integration of Sigma Conso's capabilities.
- BARC's 'The Planning Survey' reveals a high level of satisfaction with Prophix, particularly with the length and support of implementation projects, functional capabilities for planning and reporting/analysis, sales experience with the vendor and also the platform's self-service capabilities.

## Challenges

- Prophix is purely cloud-based and not available on premises. Customers can flexibly access the platform utilizing both a web or Excel-based interface.
- Prophix is a flexible no-code solution for planning and CPM. Compared to its competitors, there is currently not a lot of prebuilt business content available from the vendor itself. However, Prophix has developed prebuilt models for the construction, senior living and higher education industries and has a strong focus on providing more industry-specific content in the future. Prophix's global partner network also provides prebuilt content for specific topics and industries.
- According to customer feedback in BARC's 'The Planning Survey', the customers surveyed consider Prophix to be less flexible than competing offerings. In addition, 'rising costs' are a concern for several users and the price/performance ratio is considered average.
- Based in Canada, Prophix is predominantly used in North America. However, its international customer base has grown in recent years (including through the acquisition of Sigma Conso), and its implementation projects have grown in terms of user numbers and data volumes. Enterprise customers and companies planning global deployments should review similar references and evaluate the local consulting and support capabilities of the vendor and partners.

## SAP

Walldorf, Germany

[www.sap.com](http://www.sap.com)

SAP was founded in 1972 as a business applications company. Today, with revenues of over €31 billion and more than 107,000 employees, SAP is one of the world's largest providers of business software.

SAP's data and analytics portfolio is built on the SAP Business Technology Platform (BTP), which provides cloud-based data, analytics, application integration and extension services for all SAP products. It includes solutions for BI, analytics, enterprise planning and performance management. Strategically, SAP is investing heavily in cloud innovation while continuing to support and develop its on-premises solutions. SAP's data, analytics and EPM solutions are spread across several product lines. While SAP Analytics Cloud (SAC) is the core offering for planning and budgeting, SAP S/4HANA Finance for Group Reporting is the strategic product for financial consolidation and close. For data management, SAP Datasphere and SAP HANA Cloud are the foundation of SAP's strategic offerings.

SAP Analytics Cloud plays a central role in SAP's data and analytics portfolio, combining comprehensive BI, augmented and predictive analytics and enterprise planning capabilities in an integrated cloud platform. The product is continuously being enriched with features such as application and dashboard design, conversational analytics and intelligent data exploration, planning and predictive capabilities, and prebuilt business content from SAP and partners (e.g., solutions for finance, sales and marketing, HR and various industries). SAP Analytics Cloud is fully web-based with a modern web client and a Microsoft Office 365 add-in, built on SAP HANA in-memory technology. It has a modern UI for business users and provides flexible modeling capabilities and functionality for all individual planning activities, including strategic, financial and operational planning, simulation, forecasting, collaboration and workflow support. In addition, SAP Analytics Cloud provides comprehensive data exploration capabilities with guided insights into data using natural language ("Just Ask") as well as automated insights via Smart Predict, Smart Insights and Smart Discovery.

SAP Analytics Cloud connects to various SAP and non-SAP data sources and can be used with its own data sets or to query selected SAP data sources directly (e.g., SAP S/4HANA, SAP BW/4HANA, SAP HANA, SAP Datasphere, SAP Integrated Business Planning (IBP), etc.). Customers can take advantage of this live connection to implement hybrid cloud scenarios without moving, caching or persisting data to the cloud. SAP is continuously improving the integration and connectivity of SAP Analytics Cloud with SAP and non-SAP sources and is currently prioritizing the integration of SAP Analytics Cloud with SAP Datasphere. This new deployment option, called Seamless Planning, enables customers to deploy newly created SAP Analytics Cloud models to SAP Datasphere, persisting planning facts and master data and creating a common data foundation for plan and actual data consumption.

SAP's strategic financial consolidation and close offering is SAP S/4HANA Finance for Group Reporting. It integrates directly with SAP S/4HANA for Central Finance and is available in the cloud, on premises or in hybrid deployments. SAP S/4HANA Finance for Group Reporting provides consolidated financial statements and group reporting capabilities, including data entry, data validation, currency translation, intercompany reconciliation, postings and more. Integrations with SAP Analytics Cloud and SAP Disclosure Management support data analysis, consolidated results publishing and plan data consolidation.

## Strengths

- Integrated, business-friendly enterprise planning and BI functionality with embedded capabilities for augmented analytics and application design in SAP Analytics Cloud. Comprehensive capabilities for implementing custom planning applications with supporting workflow and collaboration capabilities.
- Augmented analytics and generative AI capabilities in SAP Analytics Cloud help users quickly query, predict and drill into data sets (e.g., Smart Predict, Smart Insights, Smart Discovery, Just Ask).
- Exclusive connectivity (e.g., live access and direct write-back) and prebuilt content available for SAP's own data sources and applications (e.g., SAP Analytics Cloud with SAP S/4HANA or SAP Datasphere).
- For organizations that prefer on-premises deployments, SAP BusinessObjects BI (for reporting, analysis, dashboarding and custom application design) and SAP Business Planning and Consolidation (BPC, for planning and financial consolidation) continue to be available and supported.

## Challenges

- The strong focus on cloud products, such as SAP Analytics Cloud, leads to reduced investment in the on-premises EPM and analytics product portfolio (e.g., SAP BPC, SAP BusinessObjects BI).
- In addition to using SAP Analytics Cloud with its own data models in the cloud, it can also be used as a front end for other SAP data sources ('live data connection'). However, only a limited set of functions is available (e.g., not all 'Smart' functions). For the future, SAP is investing in a common architecture layer for live connectivity, which should lead to greater functional parity over time, regardless of the underlying data source.
- SAP Analytics Cloud is primarily used by SAP customers and in conjunction with SAP data sources. While the product easily integrates with all major SAP enterprise applications, there are fewer native connectors available for non-SAP data sources, especially for competing business applications. However, SAP Analytics Cloud provides open REST APIs for importing and exporting data to and from non-SAP source systems, and future roadmap investments related to live SQL data query capability and tighter coupling with SAP Datasphere are focused on expanding connectivity for both live and remote sources.
- Customer feedback in BARC's 'The Planning Survey', as well as BARC's experience in consulting projects, shows that several customers have expressed concerns about the price-performance ratio of SAP Analytics Cloud, as well as satisfaction with the business benefits achieved, predelivered planning content, planning functionality and vendor support. However, customer quotes in BARC's surveys confirm that the solution continues to mature and that SAP Analytics Cloud is an evolving product.

## Unit4

Utrecht, The Netherlands

[www.unit4.com](http://www.unit4.com)

Unit4 is a global provider of cloud-based enterprise software for ERP, HCM, financial management and FP&A with a focus on midsize, people-centric organizations. The company is headquartered in Utrecht, the Netherlands, with additional offices in Europe, North America and Asia Pacific. Unit4 currently has more than 2,500 employees worldwide and serves over 5,000 customers.

Unit4 FP&A, the vendor's core offering for CPM and analytics, was an acquisition in 2016. The product is fully integrated into Unit4's ERP application ecosystem to provide solutions for planning, budgeting and forecasting, analytics, reporting and financial consolidation. It can be used together with the Unit4 ERP suite or standalone with non-Unit4 applications. Unit4 FP&A solutions focus on people-centric industries, namely professional services, the public sector, not-for-profit organizations and higher education, but they also have a strong customer base in the utilities, manufacturing and retail industries. These sectors are supported with prebuilt business applications for financial planning, sales and operations planning, people planning and analytics, reporting and analytics, financial consolidation and IFRS 16. Unit4 FP&A solutions are available as standalone applications or integrated into the Unit4 ERP suite. They provide CPM technology with native integration to Unit4's enterprise solutions. Unit4 FP&A is available for deployment in the Microsoft Azure cloud.

Unit4 FP&A is a highly flexible platform focused on power users in business departments who create individual applications. Based on the product's flexible capabilities, a wide range of comprehensive prebuilt models for various CPM and analytics use cases are available to enhance the platform and accelerate project implementation. These topical and industry solutions can be flexibly configured to meet individual planning, budgeting and forecasting, analytics, reporting and financial consolidation requirements. For data storage and navigation, Unit4 FP&A uses a ROLAP approach and offers typical OLAP navigation capabilities in its clients.

For planning, budgeting and forecasting, Unit4 FP&A provides comprehensive capabilities to support top-down, bottom-up and mixed planning processes. The product's flexible development environment allows customers to address various planning topics on one common platform, with different aggregation levels (e.g., strategic as well as operational planning) for an integrated business planning approach (including financial planning). Planners can enter budget data using the web client, the FP&A Designer (rich client) or an Excel add-in. For forecasting, Unit4 FP&A provides a wizard that generates forecast values based on historical data. Predefined forecasting options include linear trend, moving averages, exponential smoothing, interpolation, etc. AI-based forecasts can be generated with external AI services (e.g., Azure Machine Learning, Amazon AI Services, Google AI) that exchange data with Unit4 FP&A via APIs.

In addition to its planning capabilities, Unit4 FP&A also offers complementary reporting and analytics functionality. Report creation is done in a tabular, Excel-like grid ('worksheets') in the FP&A Designer using tables and different chart types. Flexible options are available for formatting the tabular grid. Moreover, individual dashboards can be created in the web browser via drag-and-drop including existing worksheets and a wide variety of widgets (for visualization, analysis and input of data).

For financial consolidation purposes, Unit4 FP&A offers a prebuilt application that includes legal consolidation covering several consolidation standards as well as reporting capabilities and predefined disclosure statements.

## Strengths

- Integrated and feature-rich CPM and analytics platform for planning, budgeting and forecasting, reporting, analysis and financial consolidation available in the Microsoft Azure cloud.
- Flexible, no-code development environment aimed at business power users for building tailored CPM and analytics applications, created in an Excel-like tabular grid in the FP&A Designer.
- Extensive planning, budgeting and forecasting functionality for all kinds of planning approaches (top-down, bottom-up or combinations of both), planning topics and aggregation levels (e.g., strategic as well as operational planning, including financial planning).
- Comprehensive predefined business applications and content (topical and industry-focused) with dedicated support and release management enhance the platform and enable accelerated project implementation.

## Challenges

- Cloud-only for new implementations. Unit4 has informed all FP&A customers that its solutions will no longer be maintained on premises from 2027. While Unit4 continues the webification of FP&A, the functionality of the product's HTML5 web client is still limited compared to the FP&A Designer (e.g., no administration, no modeling).
- Unit4 FP&A is a very flexible CPM platform. However, companies should handle this flexibility with care during implementation and seek support from the provider. While Unit4 FP&A can be used to address a wide range of use cases, sub-optimal design of the data model and cumbersome calculations can result in disadvantages such as performance problems, especially with large amounts of data and concurrent users.
- In recent years, Unit4 FP&A's go-to-market and growth strategy strongly focused on cross-selling with the ERP suite to new customers and upselling to existing Unit4 ERP customers. Indirect sales to non-Unit4 ERP customers was addressed via the company's partner network. Due to this strategy, the visibility of the product on the standalone market decreased. However, Unit4 plans to reposition FP&A more strongly in the standalone market in the future.
- Further development of the product is geared to integration with Unit4's own ERP system (e.g., synchronization of users/structures/data, drill through in details, prebuilt solutions, etc.). This reduces its innovative power for further development to address functionality and current trending topics. Overall, it has a rather slow speed of development and innovative power compared to competitors, which is confirmed by customer feedback in BARC's 'The Planning Survey'.

## Vena Solutions

Toronto, Ontario, Canada

[www.venasolutions.com](http://www.venasolutions.com)

Founded in 2011, Vena Solutions is a financial planning and analysis cloud platform provider with 650-700 employees globally. The vendor is headquartered in Toronto, Ontario, Canada with operating entities in the US, the UK and India. Vena is backed by several investors to accelerate growth and continue to provide a market-leading customer experience. According to the vendor, Vena is currently used by more than 1,900 customers worldwide.

Vena is a complete planning platform and helps organizations of all sizes and industries with integrated solutions for planning, budgeting and forecasting, reporting, analytics, financial consolidation and close, and account reconciliation. The primary target group for the product is the office of finance as well as all operational departments. As a cloud-native platform leveraging Microsoft Azure and Amazon Web Services, Vena can be accessed via web browsers and offers native integration with Microsoft Office 365. Vena strategically integrates with Microsoft's technology stack – leveraging Excel as its primary user interface for entering data, integrating with Microsoft 365 (e.g., PowerPoint, Teams), and embedding and productizing Power BI and Microsoft's AI and ML technology for FP&A reporting, analysis and advanced analytics (called Vena Insights). The product is sold and implemented by Vena itself but also through a global partner network of approximately 180 resellers and solution implementers. In addition, and as a strategic future channel for global sales, Vena is part of Microsoft's co-selling program, leveraging Microsoft's sales teams and partners for joint selling opportunities through the Azure Marketplace. Customers can purchase Vena software licenses through the Azure Marketplace using their Microsoft Azure Consumption Commitment (MACC), providing potential cost benefits. In the recent past, Vena has placed a strong focus on enhancing its global partner ecosystem, developing new partnerships and partnering on preconfigured solutions.

Vena's solution is technically based on its own Vena CubeFLEX™ technology – an in-memory, multi-dimensional database that is the core of the platform – as well as a relational/OLTP database to handle large scale transaction data volumes (leveraging Amazon Redshift, Microsoft Azure SQL Server and Mongo as the underlying technology). For data integration, Vena offers its own data transformation layer/ETL and open APIs. In addition, Microsoft Fabric Data Factory and Microsoft Power Automate can be used to import data into Vena. Predefined connectors are available to integrate data from several on-premises and cloud-based data sources.

The platform provides comprehensive functionality for all kinds of planning, budgeting and forecasting processes and can be flexibly modeled to address business-model-specific use cases and requirements. The product supports both financial planning and operational planning (including sales, marketing, IT, HR (workforce), supply chain and demand forecasting) in one unified platform. Moreover, Vena and its partners offer preconfigured solutions for various use cases and industries. These solutions include templates, data models, connectors and business logic and can be adapted to a customer's specific needs. Based on the planning model, Vena leverages an Excel grid interface to create planning forms as well as plan data entry. To control planning processes, Vena offers a web-based, visual workflow designer and blueprint to help in the development of individual workflows (e.g., task management and due dates, status monitoring, approval, email notifications, etc.). Once plan data is entered, anomalies and potential data entry errors can be recognized using AI and ML capabilities. Customers can create advanced predictive ML forecast models, gain strategic insights and detect unusual patterns in data. In addition, Vena Copilot's generative AI capabilities, developed with Microsoft Azure OpenAI Services, can help business users create forecasts, conduct what-if simulations, identify seasonal patterns, generate reports, analyze trends and answer business questions in natural language.

Fully integrated with the platform's core capabilities, Vena offers financial consolidation, financial close management, account reconciliation, lease accounting, tax and ESG/sustainability accounting functionality. Statutory as well as management consolidation processes are supported, including accounting for partial ownership, intercompany eliminations, multiple currencies and multiple ERPs/general ledgers.

For reporting and self-service analytics, Vena leverages an Excel grid interface connected to Vena CubeFLEX™ to explore data and create reports. Furthermore, for advanced dashboards with interactive data visualizations, mobile support, natural language capabilities and generative insights, Vena embeds Microsoft Power BI (Vena Insights).

## Strengths

- Cloud-based, flexible CPM platform designed for business users with unified functionality for planning, budgeting and forecasting, reporting, analytics, financial consolidation and close, and account reconciliation.
- Tight and strategic integration with Microsoft's technology stack (e.g., Excel, PowerPoint, Teams, Power BI, Azure ML). Leverages the native Excel interface for ease of use, modeling and to work with the platform. Advanced self-service analytics via embedded Power BI and Microsoft's AI and ML technology (Vena Insights).
- Flexibility for a wide variety of planning approaches (centralized top-down, decentralized bottom-up) and planning topics (including financial and operational planning) aimed at companies of all sizes and industries. Supplementary preconfigured but adaptable solutions for specific industries and topics.
- Feedback in BARC's 'The Planning Survey' revealed a high level of customer satisfaction with the length of implementation projects, price to value, ease of use and flexibility as well as the product in general and its core planning capabilities. The product is highly recommended by customers.

## Challenges

- Cloud-only – Vena is purely cloud-based and not available on premises. Web access is essential to use the product (except for offline planning using Excel templates).
- Vena leverages the Microsoft Power BI technology stack, embedded and productized for FP&A use cases in its platform, to provide advanced dashboarding capabilities. Technical changes to the technology stack by Microsoft could potentially invalidate or impair Vena's functions.
- Vena provides its own data integration options and open APIs, while Microsoft tools can also be used to import data. In addition, prebuilt connectors to selected source systems are available. However, customer feedback in BARC's 'The Planning Survey' shows that neither Vena's predefined data connectivity nor its data integration capabilities entirely satisfy customers.
- Vena lacks the market presence and global visibility of its main competitors today. Most of the company's business is still in North America and the UK. However, according to the vendor, its international customer count, partner ecosystem and revenues are expanding (e.g., in EMEA). Prospects outside North America and the UK should evaluate the vendor's and partners' local consulting and support capabilities. While the product's competitive win rate in BARC's 'The Planning Survey' is good, Vena does not have the global market presence to be widely considered for purchase.

## Wolters Kluwer

Alphen aan den Rijn, the Netherlands

[www.wolterskluwer.com](http://www.wolterskluwer.com)

Wolters Kluwer (WKL), through its CCH® Tagetik expert solution, provides enterprise-scale performance management software for the office of the CFO and is expanding into other financial and operational areas. The company is a global provider of professional information, software solutions and services within five global operating divisions: Health, Tax & Accounting, Corporate Performance & ESG, Finance & Corporate Compliance and Legal & Regulatory.

The CCH Tagetik expert solution provides a unified AI powered, finance-owned platform for financial corporate management (financial close & consolidation, ESG & regulatory, corporate tax and extended planning). Used by organizations of all sizes, CCH Tagetik is particularly attractive to midsize and large companies (or groups of related companies) with many users involved in financial consolidation and/or corporate planning processes. The comprehensive platform also covers areas such as account reconciliation, financial reporting, disclosure management and iXBRL, ESG and sustainability, corporate tax, IFRS 16, IFRS 17 and Solvency II. In addition, the CCH Tagetik applications marketplace includes predefined starter kits, pre-packages and technical solutions developed by partners and Wolters Kluwer. CCH Tagetik is available for deployment in the Amazon (AWS) cloud (Microsoft Azure is also available upon request) and on premises. According to the vendor, more than 2,000 customers worldwide across all industries currently use CCH Tagetik.

From a planning perspective, CCH Tagetik focuses on financial and integrated business planning, supporting top-down, bottom-up and mixed approaches. CCH Tagetik includes a predefined financial planning model (balance sheet, P&L, cash flow) that can be used by individual subsidiaries or at group level. Consolidation of plans is possible thanks to integrated financial consolidation functionality. Comprehensive workflow and governance functionality is available to control planning and consolidation processes. The CCH Tagetik platform is supported by the Analytic Information Hub, which combines granular financial and operational data with flexible and scalable capabilities for open data modeling, financial performance management (e.g., regulatory reporting), operational planning and analytics. CCH Tagetik offers extended planning capabilities beyond finance, including sales and operations planning, supply chain planning and production planning.

From a technical perspective, the CCH Tagetik platform is built on an open and extensible architecture based on a relational data model that supports implementations in Microsoft SQL Server, Oracle, PostgreSQL and SAP HANA. In terms of data integration, CCH Tagetik connects with more than 300 systems (including ERPs, CRMs, HRMs, etc.) through APIs and dedicated connectors. CCH Tagetik has an optional certified SAP HANA platform with S/4 HANA native connector.

CCH Tagetik further empowers and automates the finance office by leveraging AI and ML for data management (including automapping and anomaly detection), transaction matching, driver-based analysis and predictive intelligence. For predictive forecasting, CCH Tagetik offers out-of-the-box or custom embedded predictive models and trainable ML capabilities based on Python that can be used to predict future outcomes. A new Intelligent Analytics solution with generative AI capabilities, Ask AI, helps users explore data, answer ad hoc questions, build dashboards and interpret data visualizations using natural language queries.

For reporting and analytics, CCH Tagetik has a dual strategy. The product's built-in functionality is self-service, with on-screen reports and dashboards, as well as regulatory reporting use cases (e.g., ESG). Business users can create reports using a 'matrix wizard' in Excel. In 2024, CCH Tagetik introduced Intelligent Disclosure, a new collaborative solution to dynamically integrate consolidated financial, non-financial and ESG numbers and narratives through native integration with Microsoft 365 (Word and

PowerPoint) and Copilot GenAI to create data-linked reports. In addition, CCH Tagetik's embedded web-based tool, SmartInsight, enables dynamic ad hoc reporting and analysis. These capabilities can be complemented by third-party products (e.g., Microsoft Power BI, SAP and Qlik) that access CCH Tagetik data via an OData API, allowing customers to use their analytics tool of choice.

## Strengths

- Unified finance-owned platform for financial corporate management (financial close & consolidation, ESG & regulatory, corporate tax and extended planning) that can be used by individual subsidiaries or at group level.
- Integrated financial corporate management capabilities with extensive predefined business rules. Complementary solutions for financial and regulatory use cases (account reconciliation, financial reporting, disclosure management and iXBRL, ESG, global minimum tax for BEPS Pillar Two, tax provision and reporting, IFRS 16, IFRS 17 and Solvency II) and selected operational plans.
- Comprehensive workflow and governance capabilities to control planning and financial consolidation processes. CCH Tagetik is particularly attractive to midsize and large companies (or groups of affiliated companies) with many users.
- According to feedback in BARC's 'The Planning Survey', customers are highly satisfied with the product and the business benefits it delivers, its price/performance ratio, planning and financial consolidation functionality, workflow support and ease of use. CCH Tagetik comes highly recommended by customers.

## Challenges

- For an integrated business planning approach with detailed operational planning in the same solution as summary level financial planning, CCH Tagetik leverages the Analytic Information Hub and extends its core data model to provide unlimited dimensionality (e.g., to implement individual sub-plans). These sub-plans are linked to the corporate data model using common master data. Automated data transfers between sub-plans and the corporate model must be implemented through data loading processes.
- For advanced BI and analytics, CCH Tagetik relies on third-party products such as Microsoft Power BI, SAP Analytics Cloud and Qlik Sense to complement the platform. CCH Tagetik itself offers self-service reporting and dashboarding, ad hoc reporting and analysis, Microsoft Word add-in-based disclosure management, a Microsoft PowerPoint add-in and a new Intelligent Analytics solution with generative AI capabilities for natural language queries.
- BARC's 'The Planning Survey' confirms that slow performance is a challenge for some customers. In complex environments with large amounts of data and concurrent users, organizations should evaluate the most appropriate configuration to meet their performance needs. To assist with high volumes, CCH Tagetik is certified to run natively on SAP's in-memory HANA database, providing a powerful option for complex implementations.
- According to customer feedback in 'The Planning Survey', CCH Tagetik customers tend to be large, complex, global enterprises and their implementations are similarly large and complex, with phases for multiple solutions. As a result, projects can take longer than average to complete. Implementation times vary based on customer use cases and unique requirements.

## Workday

Pleasanton, CA, USA

[www.workday.com](http://www.workday.com)

Workday is a provider of enterprise cloud applications for finance and human resources used by more than 10,000 organizations of all sizes and in all industries around the world. The company has \$8.4 billion in revenue and more than 20,000 employees worldwide. Workday's portfolio includes applications for financial management, human resources, enterprise planning and analytics. The vendor's core performance management and analytics offerings are Workday Financial Management, Workday Adaptive Planning and Workday Prism Analytics.

Workday Adaptive Planning was an acquisition to extend Workday's enterprise planning and CPM capabilities. The flexible and scalable cloud-based platform provides business-user-friendly functionality for various CPM processes, particularly planning, budgeting and forecasting, as well as reporting, analysis and dashboarding. It enables continuous, scenario-based planning across the organization, from enterprise-wide financial planning and analysis to operational planning for specific functions such as workforce, sales, demand and supply, projects and marketing. In addition, Workday Adaptive Planning includes embedded AI/ML capabilities and benefits from Workday's overall Illuminate AI strategy. Workday Adaptive Planning provides predictive forecasting and anomaly detection, and a Workday Assistant for conversational planning and intelligent variance analysis is in the pipeline. Leveraging generative AI and natural language processing for planning to assist and guide users is a key area of investment for Workday and improves the user experience by making it easier for business users to explore data, test scenarios and gain insights through natural language queries.

Workday Adaptive Planning is used through a fully web-based application that is compatible with popular browsers. Microsoft Office add-ins are available. The platform is built on a multidimensional, in-memory modeling engine (Elastic Hypercube Technology), with data stored relationally in the back end. All calculations and aggregations are performed in-memory. Workday Adaptive Planning enables interoperability and data integration with a wide range of software applications as well as back-end and third-party systems (ERP, CRM, HCM, etc.). Customers have the flexibility to use either the APIs or a purpose-built embedded integration framework (including multiple prebuilt connectors) to manage data integrations.

Workday Adaptive Planning can be used together with the Workday suite of applications or with non-Workday solutions. The vendor's marketing and sales strategy positions it as a standalone product and offers it as a part of the suite to Workday HCM and Workday Financial Management customers. The vendor will continue to position the product within its existing customer base as a future strategic direction. Customers deploying Workday Adaptive Planning with Workday HCM and/or Workday Financial Management benefit from a unified security and user experience as well as native data management with the ability to drill back to data and master data in the ERP system or publish plans back to Workday core transactional systems. In total, Workday Adaptive Planning is used by approximately 7,000 customers of all sizes across a wide range of industries around the world.

Workday Financial Management provides a full ERP with comprehensive financial and accounting capabilities. For financial consolidation and close, its functionality enables companies to consolidate at the point of transaction. Workday Consolidations consolidates the financial results of subsidiaries into the parent company to create combined financial results. It automatically creates intercompany and eliminating entries across the group. In 2024, a new packaged offering was released that combines all the planning capabilities of Workday Adaptive Planning with the financial consolidation and close capabilities of Workday Financial Management for customers who want to follow an integrated approach.

Complementing the portfolio, Workday Prism Analytics (acquired with Platfora) provides data management and analytics capabilities, including the ability to integrate and ingest operational data and combine it with financial information to drive broader insights and decision-making. Workday Prism Analytics supports an analytics layer that makes Prism data sets discoverable and searchable, combined with core Workday data, and presented in a variety of dashboards and reports.

## Strengths

- Workday offers a comprehensive portfolio of enterprise applications for financial management, human resources, enterprise planning and analytics. All products are built on a consistent cloud architecture with an intelligent data core that combines financial and operational data.
- Workday Adaptive Planning is a flexible and scalable cloud-based platform that provides business users with integrated planning, budgeting and forecasting, reporting, analysis and dashboarding capabilities. It can be used together with the Workday suite of applications or standalone with non-Workday solutions.
- Workday Adaptive Planning provides flexibility for a variety of planning approaches (centralized top-down, decentralized bottom-up) and planning topics (including operational planning and financial planning) for organizations of all sizes and industries. It includes built-in financial intelligence with a native understanding of account types such as assets, liabilities, revenues and expenses.
- According to feedback in BARC's 'The Planning Survey', customers are satisfied with Workday Adaptive Planning, the business benefits it creates and its planning, forecasting and reporting/analysis capabilities. The product is highly recommended by customers.

## Challenges

- Workday Adaptive Planning is purely cloud-based and not available on premises. Web access is required to use the product (except for offline planning using Excel templates).
- Unlike previous years, customer feedback in 'The Planning Survey 24' revealed some dissatisfaction with Workday's support and rising costs. There are several critical user reviews that express the view that support and implementation assistance from the vendor and its partners is not always satisfactory and has worsened since the Workday acquisition. Perhaps Workday's growth and continued acquisition of new partners means that the quality of support and partner implementation experience is not at a consistent level. Workday is aware of this and has taken steps to improve and expand its partner ecosystem, launching a new Workday Partner Center to better support its partner and customer community.
- Customer feedback in 'The Planning Survey' also shows that not all customers are satisfied with the predefined data connectivity and data integration capabilities of Workday Adaptive Planning. Workday provides its own data integration framework and open APIs. In addition, third-party ETL tools can be used, and customers leverage prebuilt adapters to load data from more than 350 unique systems. All integrations (including data mapping and transformation) can be automated to run on a set schedule or manually on demand.
- The majority of Workday Adaptive Planning's business remains in North America. However, the number of international customers and revenues has increased since the acquisition and Workday is deepening global implementation services and consulting relationships, introducing regional product enhancements, and focusing on increasing brand awareness outside North America. Prospects outside North America should evaluate the vendor's and partners' local consulting and support capabilities.

## Other Vendors

There are many other established software vendors that provide mature and very useful technology, which may be ideal for organizations looking for a planning and analytics solution. However, due to the inclusion criteria applied in this report, those vendors are not evaluated in detail. To complete the market overview, here is a selection of those providers (this does not claim to be a complete list).

### Acterys

Sydney, Australia

[www.acterys.com](http://www.acterys.com)

Flexible Microsoft technology-based CPM platform for data discovery and planning. Leveraging a variety of prebuilt templates, customers can support planning and performance management processes in Power BI, Excel and web browsers as well as on mobile devices.

### Bissantz

Nuremberg, Germany

[www.bissantz.com](http://www.bissantz.com)

Flexible, integrated product for (advanced) analysis, reporting, dashboards and planning. Vast array of intelligent analysis functions for large data volumes (including statistical and advanced analytics methods) and innovative chart types featuring patented visualization capabilities.

### Centage

San Antonio, TX, USA

[www.centage.com](http://www.centage.com)

Cloud-native planning and analytics platform with capabilities for budgeting, forecasting, reporting and analysis focused on small and midsize businesses.

### CoPlanner

Graz, Austria

[www.coplanner.com](http://www.coplanner.com)

Integrated and feature-rich platform for building individual planning, budgeting and forecasting applications with supplementary functions for reporting, analysis and financial consolidation based on Microsoft database technology. Comprehensive planning functions for top-down and bottom-up planning including workflow support.

## Corporate Planning

Hamburg, Germany

[www.corporate-planning.com](http://www.corporate-planning.com)

Integrated, no-code-platform for operational management, financial planning, sales management, financial consolidation, HR management and management reporting for business users. Available in the Microsoft Azure cloud and on premises.

## evidanza

Salching, Germany

[www.evidanza.de](http://www.evidanza.de)

Flexible platform for building individual analytics and performance management applications (reporting, analysis, planning) with additional functions for collaboration.

## macs Software

Zimmern, Germany

[www.macscontrolling.com](http://www.macscontrolling.com)

Comprehensive planning and performance management solution for fully integrated, detailed business planning (operational controlling, cost and performance accounting) including prebuilt business planning logic for integrated corporate planning, especially for medium-sized manufacturing companies.

## Kepion

Seattle, WA, USA

[www.kepion.com](http://www.kepion.com)

Integrated planning and analytics platform based on Microsoft technologies that supports both financial and operational planning processes, providing dashboards as well as reporting and analytics.

## Lucanet

Berlin, Germany

[www.lucanet.com](http://www.lucanet.com)

Business-user-oriented platform for integrated financial management of individual subsidiaries or at group level. Lucanet's software portfolio comprises integrated solutions for consolidation and financial planning, extended planning and analysis, disclosure management, ESG reporting, lease accounting, tax compliance and reporting, and banking and cash management.

## Lumel

Plano, TX, USA

[www.lumel.com](http://www.lumel.com)

Lumel is a suite of integrated planning, reporting, analytics and data governance products and solutions designed for business users. With Inforiver and valQ, Lumel offers two products that bring integrated planning capabilities to Microsoft Power BI, including modeling, planning workflows and what-if simulations.

## Serviceware

Idstein, Germany

[www.serviceware-se.com](http://www.serviceware-se.com)

Integrated platform for planning, budgeting and forecasting, analytics, project portfolio management and strategy implementation (balanced scorecard) with an Excel-like user interface and web functionality suitable for business users.

## Solver

Los Angeles, CA, USA

[www.solveglobal.com](http://www.solveglobal.com)

CPM suite based on the Microsoft platform that supports planning, reporting, dashboards, analysis and data warehousing. It can be deployed either in the cloud or on premises.

## Syntellis

Skokie, IL, USA

[www.syntellis.com](http://www.syntellis.com)

Cloud-based performance management solution that supports budgeting and forecasting; financial and capital planning; and reporting and analytics with a dedicated focus on the healthcare, financial and higher education sectors.

## Talentia

Paris, France

[www.talentia-software.com](http://www.talentia-software.com)

CPM platform for financial consolidation and close, management reporting and strategic analyses, as well as for budgeting, forecast creation, scenario modeling and external regulatory reporting.

## Thinking Networks

Aachen, Germany

[www.thinking-networks.de](http://www.thinking-networks.de)

Cloud-based planning solution (software-as-a-service) for decentralized plan data collection with flexible modeling via Excel templates.

## Valsight

Potsdam, Germany

[www.valsight.com](http://www.valsight.com)

Comprehensive platform for interactive, driver-based simulation and corporate management based on operational and strategic drivers. Offers scenario simulation of action alternatives and measures considering uncertainties and risk simulations (Monte-Carlo).

## Related Research Documents

The following BARC documents complement this BARC Score report:

### BARC+

<https://barc.com/barc-plus-overview/>

The BARC+ package gives you access to all BARC's premium research content including independent information on trends, market developments and software solutions in the areas of data, analytics, business intelligence, data science and corporate performance management.

### BARC Scores

<https://barc.com/research/barc-scores/>

**BARC Score Financial Performance Management:** This BARC Score focuses on the market for financial performance management (FPM) products and portfolios. Besides functionality for financial planning and financial consolidation, we evaluate integrated capabilities for financial reporting and analysis.

**BARC Score Enterprise BI & Analytics Platforms:** This BARC Score provides a clear overview of the global BI and analytics products market based on a combination of detailed end-user feedback and thorough analysis of products and vendors.

**BARC Score Analytics for Business Users:** The lowdown on the global market for governed self-service analytics platforms. We evaluate business user support for the entire analytical cycle: from data and its preparation to presentation and collaborative content editing.

**BARC Score Data Intelligence Platforms:** This BARC Score focuses on the market for data intelligence products and portfolios. Besides the ability to integrate and process different metadata sources and types, we evaluate functions for data cataloging, business glossary, collaboration and the support of data governance processes.

## BARC Customer Feedback Surveys

**The Planning Survey:** The Planning Survey provides decision-makers looking for new planning software with an in-depth comparison of the leading planning solutions on the market. Based on feedback from 1,272 users, the latest edition evaluates 21 leading planning products. <https://barc.com/research/the-planning-survey/>

**The Financial Consolidation & Group Accounting Survey:** Based on feedback from 453 users, this report analyzes and compares 13 leading financial consolidation and close products. Our survey results assist decision-makers in their search for new financial consolidation and group accounting software. <https://barc.com/research/the-financial-consolidation-survey-by-barc/>

**The BI & Analytics Survey:** BARC's flagship annual report on the global BI and analytics software market. It is based on an impressive sample of over 1,000 survey responses, which is why so many companies rely on The BI & Analytics Survey to make their software purchasing decisions. <https://barc.com/research/the-bi-analytics-survey/>

**The Data Management Survey:** This survey is BARC's annual report on the data management software market. Based on feedback from 909 users, this BARC survey examines leading data management products for functionality, application areas and ease of use. <https://barc.com/research/the-data-management-survey/>

## Other BARC Research

**Global CPM Trends and Priorities Report 2025:** The BARC x BPM Partners Global CPM Trends and Priorities Report is based on a worldwide survey of 1,355 companies and provides a unique and comprehensive global view of key planning and additional performance management market trends. Free to download at: <https://barc.com/research/cpm-trends-2025/>

**Data, BI and Analytics Trend Monitor 2025:** BARC's Data, BI & Analytics Trend Monitor study gives 1,795 practitioners a platform to have their say on the trends currently shaping the BI, analytics and data management market, supplemented by additional commentary and analysis from BARC analysts. Free to download at: <https://barc.com/research/bi-trend-monitor-2025/>

## About BARC

BARC is one of Europe's leading analyst firms for business software, focusing on the areas of artificial intelligence (AI), business intelligence (BI), corporate performance management (CPM), data & analytics and environmental, social & governance (ESG). The company was founded in 1999 as a spin-off of the chair of Business Administration and Information Systems at the University of Würzburg, Germany. Today, BARC combines empirical and theoretical research, technical expertise and practical experience, and a constant exchange with all market participants to provide market-leading research publications, events and consulting.

### Research

BARC studies are based on internal market research, software tests and analyst comments, giving you the security to make the right decisions. Our independent research brings market developments into clear focus, puts software and vendors through their paces and gives users a place to express their opinions.

### Events

Decision-makers and IT industry leaders come together at BARC events. BARC seminars in small groups, online webinars and conferences with more than 1,000 participants annually all offer inspiration and interactivity. Through exchange with peers and an overview of current trends and market developments, you will receive new impetus to drive your business forward.

### Consulting

In confidential expert workshops, coaching and in-house consultations, we transform the needs of your company into future-proof decisions. We provide you with successful, holistic concepts that enable you to use the right information correctly. Our project support covers all stages of the successful use of software.

# BARC

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