June 29, 2023

Dresner Advisory Services, LLC

2023 Edition

Wisdom of Crowds® Enterprise Performance Management Market Study

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Disclaimer

This report should be used for informational purposes only. Vendor and product selections should be made based on multiple information sources, face-to-face meetings, customer reference checking, product demonstrations, and proof-of-concept applications.

The information contained in all Wisdom of Crowds® Market Study Reports reflects the opinions expressed in the online responses of individuals who chose to respond to our online questionnaire and does not represent a scientific sampling of any kind. Dresner Advisory Services, LLC shall not be liable for the content of reports, study results, or for any damages incurred or alleged to be incurred by any of the companies included in the reports as a result of the content.

Definitions

Performance management is an approach that fortifies the management cycle with enterprise-class modeling, planning, BI, and analytics in a single, or closely linked system.

Enterprise Performance Management

An enterprise performance management system is a key element of performance management. It allows an organization to plan for the impact of various internal and external factors on its future performance and business outcomes. This includes strategic, operational, and financial planning and forecasting. EPM systems also include reporting and analytics capabilities that allow organizations to set goals and objectives and monitor performance against those objectives, as well as satisfy many regulatory and statutory reporting requirements.

EPM systems can vary significantly in complexity and automation capabilities, from relatively straightforward spreadsheet replacements to sophisticated multi-user systems that support collaborative planning, provide a wide range of analytics and reporting capabilities, and use advanced technologies such as in-memory computing and machine learning.

EPM systems can be used at a departmental or domain level but have the capability to be used across the entire organization. This differentiates them from domain-specific performance management solutions that are not designed to support modelling, planning, analysis, and performance management across the entire organization.

Introduction

In 2023, we mark the 16th anniversary of Dresner Advisory Services. We are thankful for the support and encouragement of our clients and related communities. This has allowed us to build a stellar analyst organization and create world-class market research focused exclusively upon data, analytics, business intelligence, performance management, and associated topics.

Last year, in support of our members, we published over 3,500 pages of independent and objective primary research across 20 different Flagship and thematic market reports, 50 Research Insights (thought leadership articles), and 55 Vendor Insights reports. As in previous years, we remain committed to creating the most in-depth and relevant research available for these domains.

Geopolitical and economic conditions continue to be fraught with uncertainty and challenges. Enterprise performance management (EPM) capabilities can help organizations navigate uncertain economic conditions. This year's Wisdom of Crowds® Enterprise Performance Management Market Study analyzes current user perceptions, intentions, and realities associated with EPM; and it compares and contrasts this to last year's data.

We hope you enjoy this report!

Best

Howard Dresner
Chief Research Officer
Dresner Advisory Services

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Benefits of the Study

The Wisdom of Crowds® Enterprise Performance Management Market Study provides a wealth of information and analysis—offering value to both consumers and producers of enterprise performance management technology and services.

Consumer Guide

As an objective source of industry research, consumers use the Wisdom of Crowds Enterprise Performance Management Market Study to understand how their peers leverage and invest in planning and related technologies.

Using our trademark 33-criteria vendor performance measurement system, users glean key insights into enterprise performance management software supplier performance, enabling:

- Comparisons of current vendor performance to industry norms
- Identification and selection of new vendors

Supplier Tool

Vendor Licensees use the Wisdom of Crowds Enterprise Performance Management Market Study in several important ways such as:

External Awareness

- Build awareness for the enterprise performance management market and supplier brand, citing Wisdom of Crowds Enterprise Performance Management Market Study trends and vendor performance
- Create lead and demand-generation for supplier offerings through association with Wisdom of Crowds Enterprise Performance Management Market Study brand, findings, webinars, etc.

Internal Planning

- Refine internal product plans and align with market priorities and realities as identified in Wisdom of Crowds Enterprise Performance Management Market Study
- Better understand customer priorities, concerns, and issues
- Identify competitive pressures and opportunities

About Howard Dresner and Dresner Advisory Services

The Wisdom of Crowds Enterprise Performance Management Market Study was conceived, designed and executed by Dresner Advisory Services, LLC—an independent advisory firm—and Howard Dresner, its President, Founder and Chief Research Officer.

Howard Dresner is one of the foremost thought leaders in business intelligence and performance management, having coined the term "Business Intelligence" in 1989. He has published two books on the subject, *The Performance Management Revolution – Business Results through Insight and Action* (John Wiley & Sons, Nov. 2007) and *Profiles in Performance – Business Intelligence Journeys and the Roadmap for Change* (John Wiley & Sons, Nov. 2009). He lectures at forums around the world and is often cited by the business and trade press.

Prior to Dresner Advisory Services, Howard served as chief strategy officer at Hyperion Solutions and was a research fellow at Gartner, where he led its business intelligence research practice for 13 years.

Howard has conducted and directed numerous in-depth primary research studies over the past two decades and is an expert in analyzing these markets.

Through the Wisdom of Crowds® market research reports, we engage with a global community to redefine how research is created and shared.

Other research reports include:

- ESG and Sustainability Reporting
- Financial Consolidation, Close Management, and Reporting
- Sales Performance Management
- Supply Chain Planning and Analysis
- Workforce Planning and Analysis

You can find more information about Dresner Advisory Services at www.dresneradvisory.com.

The Dresner Team

About Elizabeth Espinoza

Elizabeth is Research Director at Dresner Advisory and is responsible for the data preparation, analysis, and creation of charts for Dresner Advisory reports.

About Kathleen Goolsby

Kathleen is Senior Editor at Dresner Advisory ensuring the quality and consistency of all research publications.

About Danielle Guinebertiere

Danielle is the Director of Client Services at Dresner Advisory. She supports the ongoing research process through her work with executives at companies included in Dresner market reports.

About Michelle Whitson-Lorenzi

Michelle is Client Services Manager and is responsible for managing software company survey activity and our internal market research data.

Survey Method and Data Collection

As with all our Wisdom of Crowds® market studies, we constructed a survey instrument to collect data and used social media and crowdsourcing techniques to recruit participants.

Data Quality

We carefully scrutinized and verified all respondent entries to ensure that only qualified participants were included in the study.

Executive Summary

Executive Summary

- There is a notable increase in usage of enterprise performance management, up to 62 percent from 54 percent in 2022.
- Current usage increased most in midsized organizations (101-1,000 employees) and small organizations (1-100 employees) compared to 2022, up to 59 percent from 47 percent and 34 percent from 24 percent respectively.
- Overall importance ratings for EPM increased slightly. Although small organizations (1-100 employees) and midsized organizations (101-1,000 employees) rate enterprise performance management less important than larger organizations, the gap in importance ratings between small, midsized, large and very large organizations narrowed.
- Organizations of all sizes report good levels of success with enterprise performance management, although the biggest barriers to success are building a cross-functional team and getting the right level of senior management engagement. Complexity and cost of enterprise performance management software are less significant challenges.
- The trend away from departmental deployments continued, with departmental deployments declining from 32 percent in 2022 to 27 percent in 2023.
- There was a shift back toward sourcing enterprise performance management solutions from specialist vendors regardless of ERP vendor affiliation, up to 56 percent from 43 percent in 2022.
- Financial budgeting and planning is the most important EPM capability, ranking significantly higher than all other capabilities. Environmental, social and governance reporting received the lowest ranking, indicating this is not yet a priority for most organizations.
- There were some shifts in planning priorities, with cash-flow forecasting and planning dropping to sixth from second. The decrease in the importance rating for cash-flow forecasting and planning was biggest in very large organizations
- Resistance to AI-based forecasting and planning increased slightly this year, although the percentage of respondents that see significant positive impacts increased to 38 percent compared to 35 percent in 2022.
- Forty-four percent of organizations already deploy EPM entirely in the cloud while 33 percent deploy entirely on premises, and 23 percent have a mix of cloud and on premises. Private cloud/hosted is currently the most preferred cloud deployment model.
- A distinct regional split emerged in how EPM is viewed in the context of enterprise architecture.
- Vendor rankings are displayed on pages 78 to 97.

Study Demographics

Our 2023 survey base provides a cross-section of data across geographies, functions, organization size, vertical industries and organization age. We believe that, unlike other industry research, this supports a more representative sample and better indicator of true market dynamics. We constructed cross-tab analyses using these demographics to identify and illustrate important industry trends.

Geography

Survey respondents represent the span of geographies. North America (including the United States, Canada, and Puerto Rico) accounts for the largest group with 57 percent of all respondents. EMEA accounts for 27 percent and Asia Pacific for 14 percent (fig.1). Only 2 percent of respondents are from Latin America, so these are excluded for any geographic analysis in this Market Study.

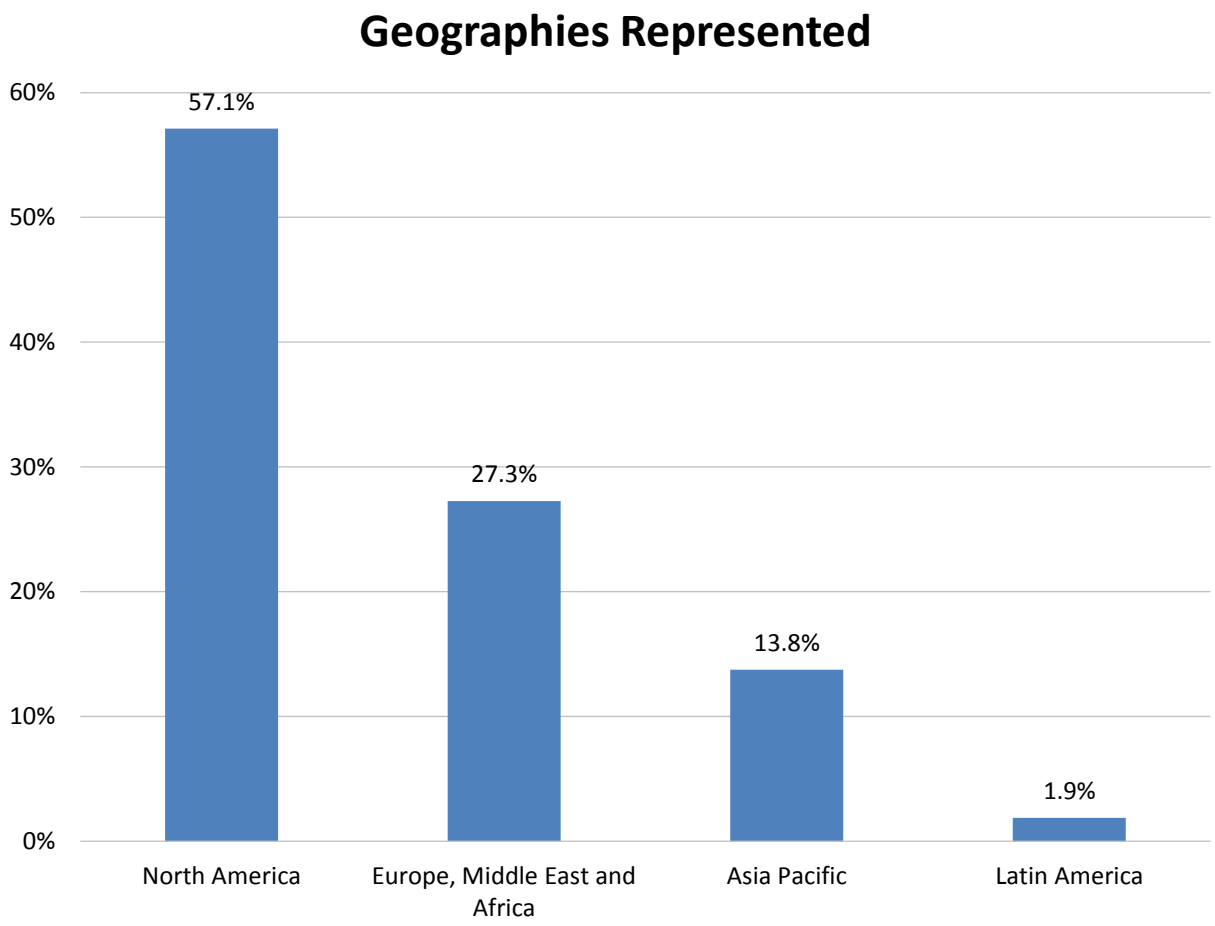

Figure 1 – Geographies represented

Respondent Functions

Finance is the function most represented among respondents, with about 46 percent of the sample (fig. 2). IT follows with 19 percent, while executive management represents 15 percent. These three functions account for around 79 percent of respondents.

Operations, the BI Competency Center (BICC), strategic planning and sales and Marketing are the next most represented. Fewer than one percent of respondents are from HR and Research and Development (R&D), respectively, while about 6 percent of respondents do not fall into our functional breakout.

Tabulating results by respondent function helps us create analyses that represent different perspectives by function.

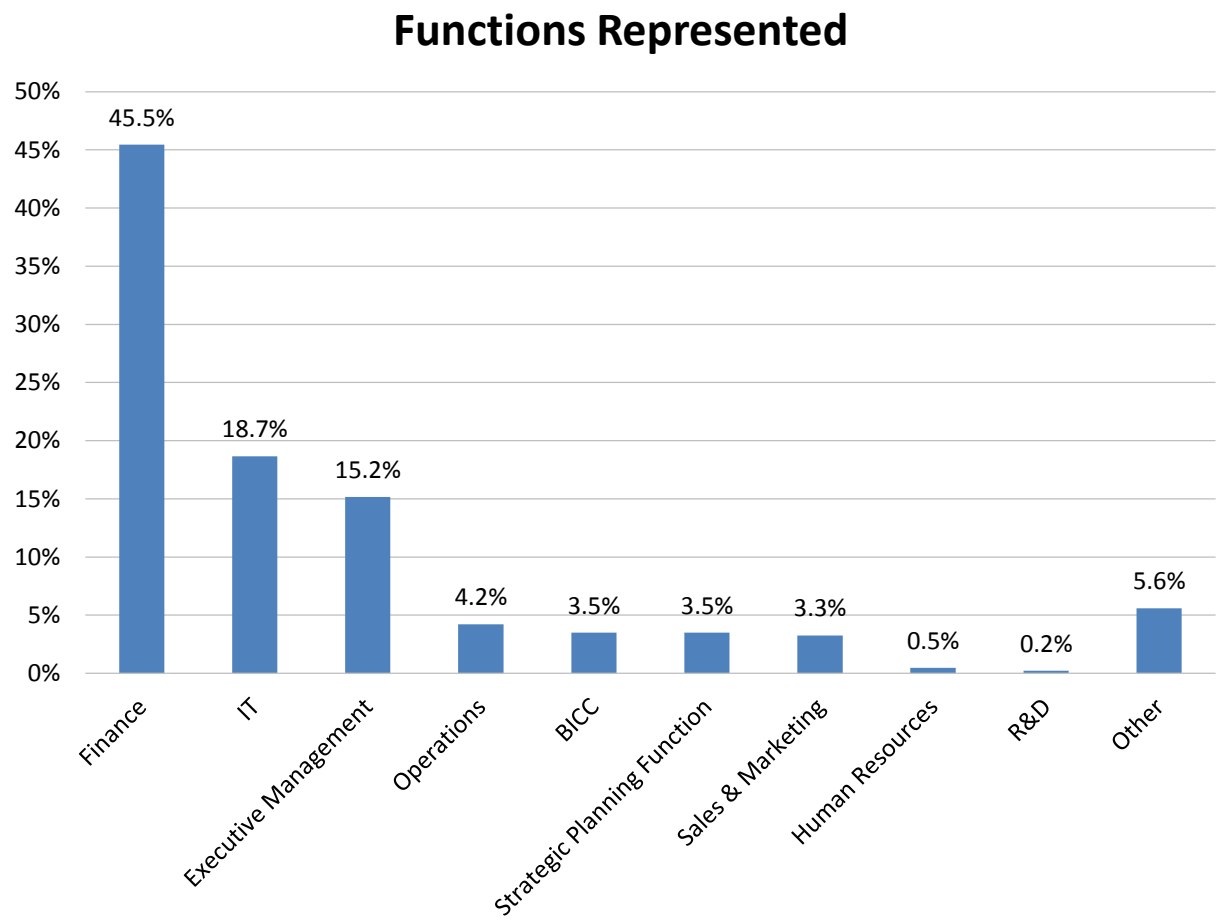

Figure 2 – Functions represented

Vertical Industries

Survey respondents are from a broad range of industries with no individual industry dominating the responses. Business services and manufacturing are the most represented industries, accounting for 30 percent and 20 percent of the sample respectively (fig. 3). Technology, financial services and consumer services are the next most represented, with around 5 percent not falling into our industry classifications.

Tabulating results across industries helps us develop analyses that reflect the maturity and direction of different business sectors.

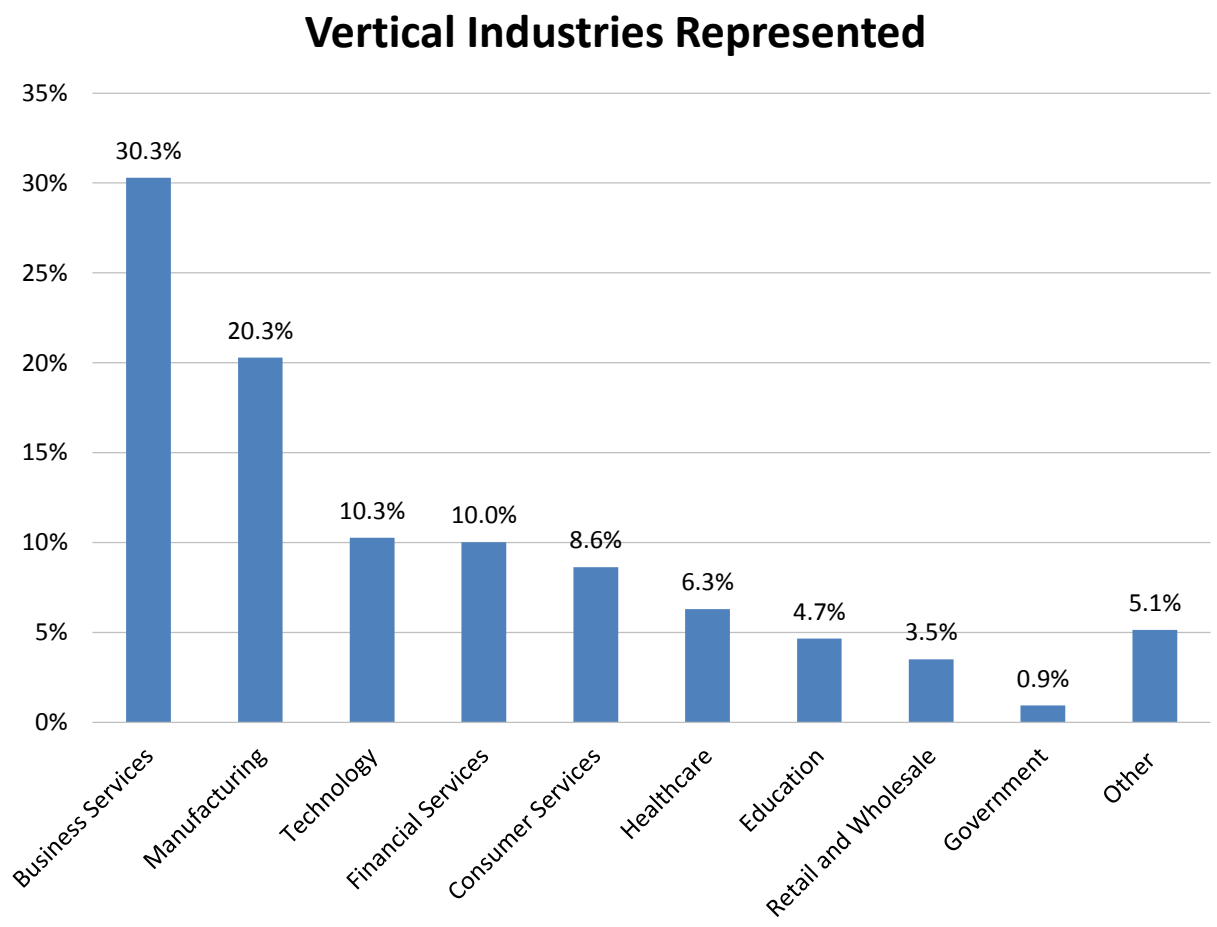

Figure 3 – Vertical industries represented

Organization Size

Survey respondents represent organizations of all sizes (measured by global employee head count). Small organizations (1-100 employees) represent 19 percent of respondents, midsize organizations (101-1,000 employees) account for 26 percent, and large organizations (more than 1,000 employees) account for the remaining 55 percent (fig. 4).

Tabulating results by organization size reveals important differences in practices, planning, and maturity.

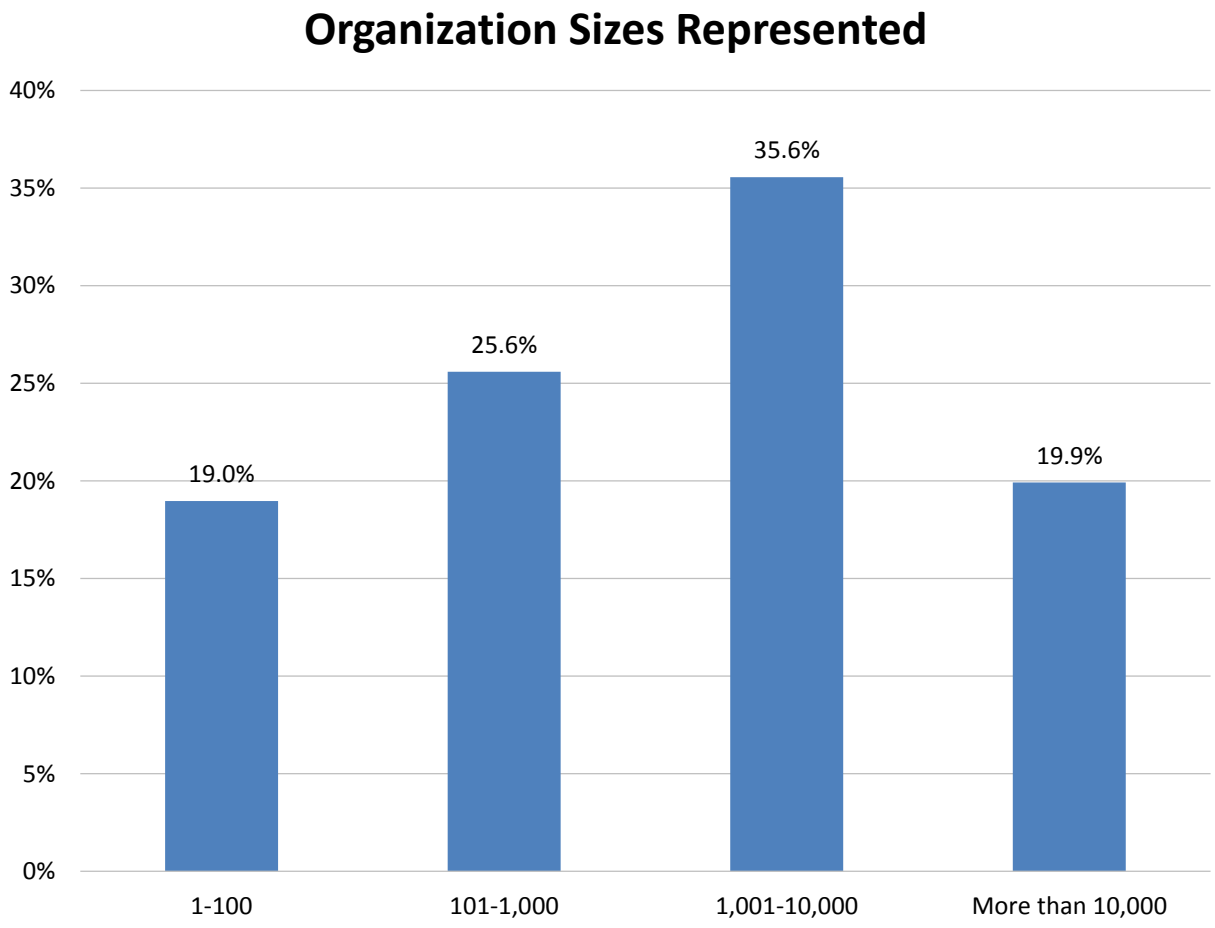

Figure 4 – Organization sizes represented

Organization Age

Survey respondents are from organizations of differing ages (age is measured from when the organization was founded). Around 62 percent of respondents are from organizations that have been in existence for 16 years or more (fig. 5). Younger organizations (less than five years, 5-10 years, and 11-16 years) represent 11 percent, 15 percent, and 12 percent of respondents, respectively.

Tabulating results by organization age reveals differences in approaches and attitudes to enterprise performance management based on how long an organization has been in existence.

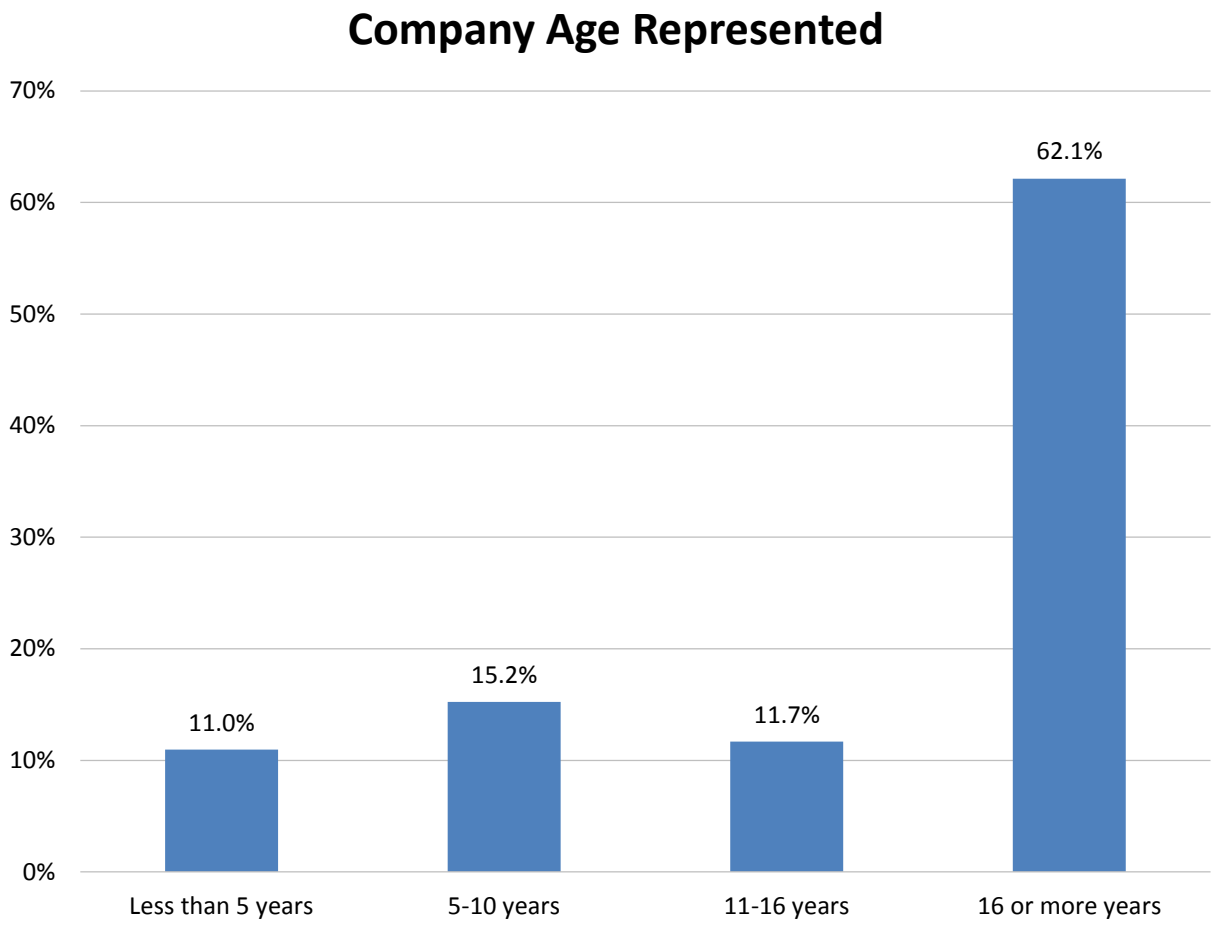

Figure 5 – Company age represented

Analysis and Trends

Analysis and Trends

Adoption Trends and Plans to Use Enterprise Performance Management

The adoption of enterprise performance management continued its upward trend in 2023. There was a notable increase in organizations that currently use enterprise performance management software, up to 62 percent in 2023 compared to 54 percent in 2022, while 8 percent are currently evaluating (fig. 6). Fourteen percent may use performance management software in the future, down slightly from 15 percent in 2022. Sixteen percent of respondents currently have no plans to use enterprise performance management software, a significant drop from 22 percent in 2022.

This is further evidence of the continuing maturity of the EPM market that we initially identified in our 2020 Market Study. Enterprise performance management is clearly a mainstream technology that is becoming increasingly widespread.

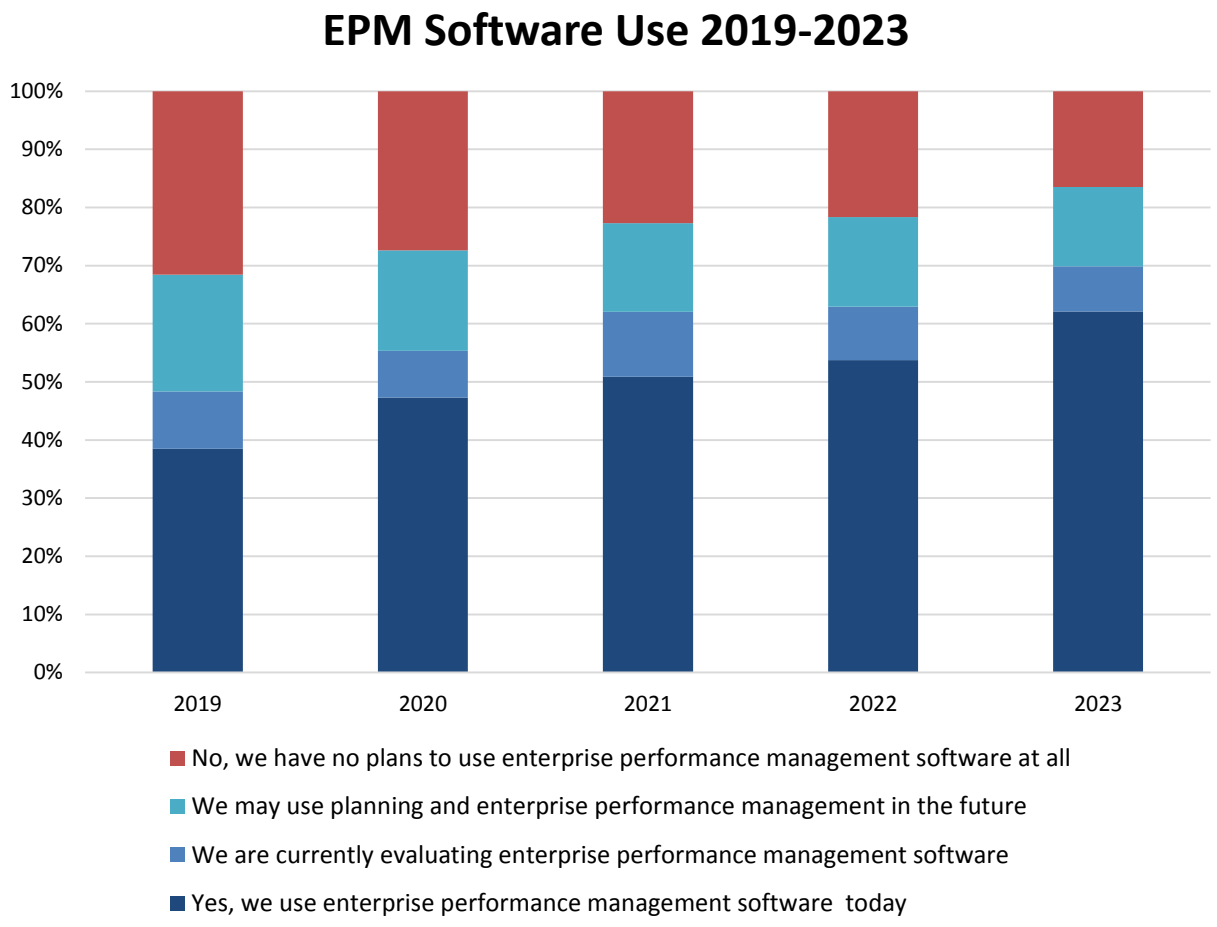

Figure 6 – EPM software use 2019-2023

Adoption remains skewed towards large and very large organizations. Seventy-one percent of large organizations (1,001-10,000 employees) and 76 percent of very large organizations (more than 10,000 employees) currently use enterprise performance management software, compared to 59 percent of midsized organizations (101-1,000 employees) and 33 percent of small organizations (less than 100 employees) (fig. 7).

However, current usage increased most in midsized organizations (101-1,000 employees) and small organizations (1-100 employees) compared to 2022, up to 59 percent from 47 percent and 34 percent from 24 percent respectively. This data confirms market maturity, as growth in usage during the last year was greatest among small and midsized organizations. Enterprise performance management solutions are clearly suitable for organizations of all sizes.

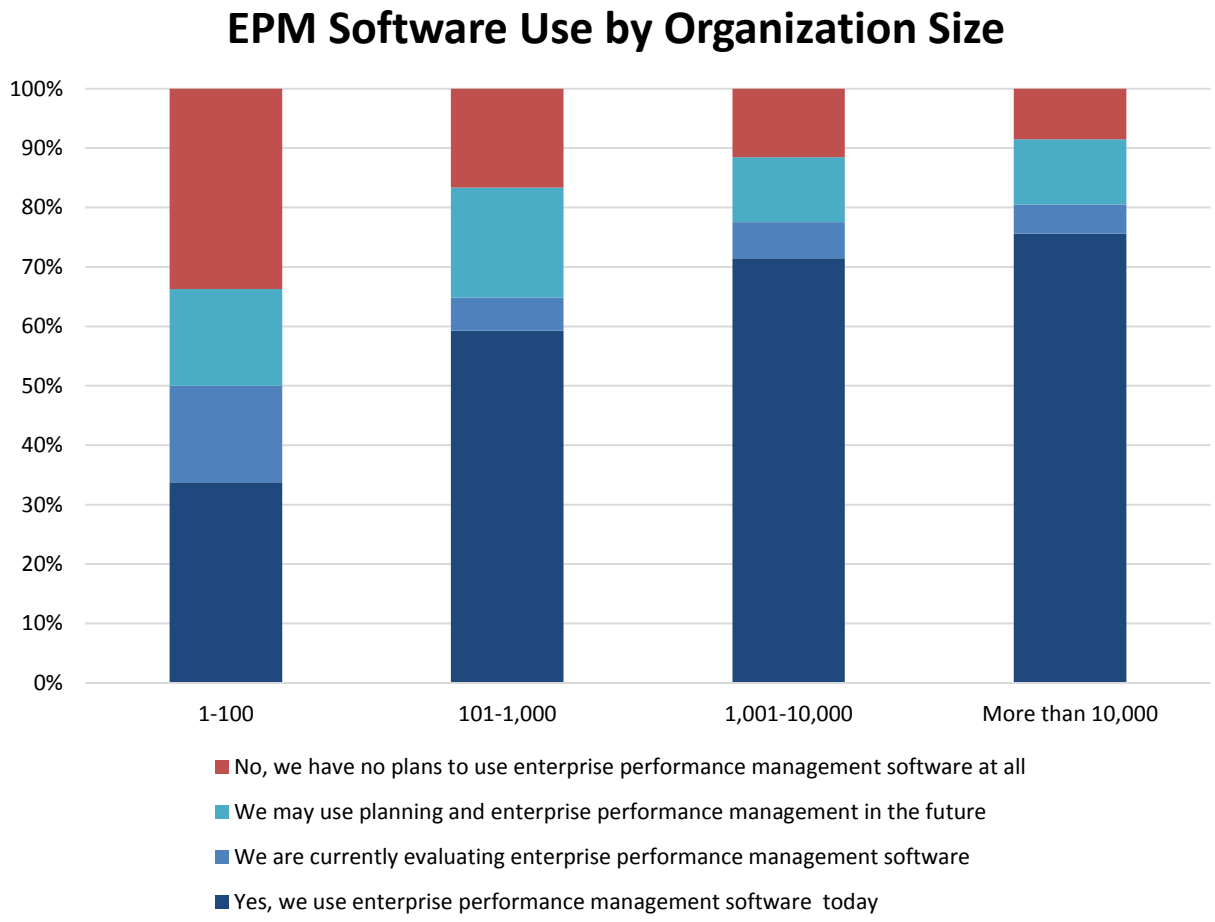

Figure 7 – EPM software use by organization size

Organizations in EMEA and North America have higher adoption levels of enterprise performance management compared to Asia Pacific. Current usage is higher in EMEA

compared to North America (70 percent compared to 63 percent) because adoption levels grew significantly more over the last year in EMEA compared to North America (18 percent increase compared to 2 percent increase respectively) (fig. 8). Resistance to adoption of enterprise performance management decreased significantly in EMEA, down by 16 percent to 9 percent (compared to 25 percent in 2022).

Current usage levels grew significantly in Asia Pacific, up to 53 percent from 28 percent in 2022. This is likely evidence of increasing market maturity in the region, as it also appears resistance to adoption of enterprise performance management software has fallen, down from 28 percent in 2022 to 19 percent in 2023.

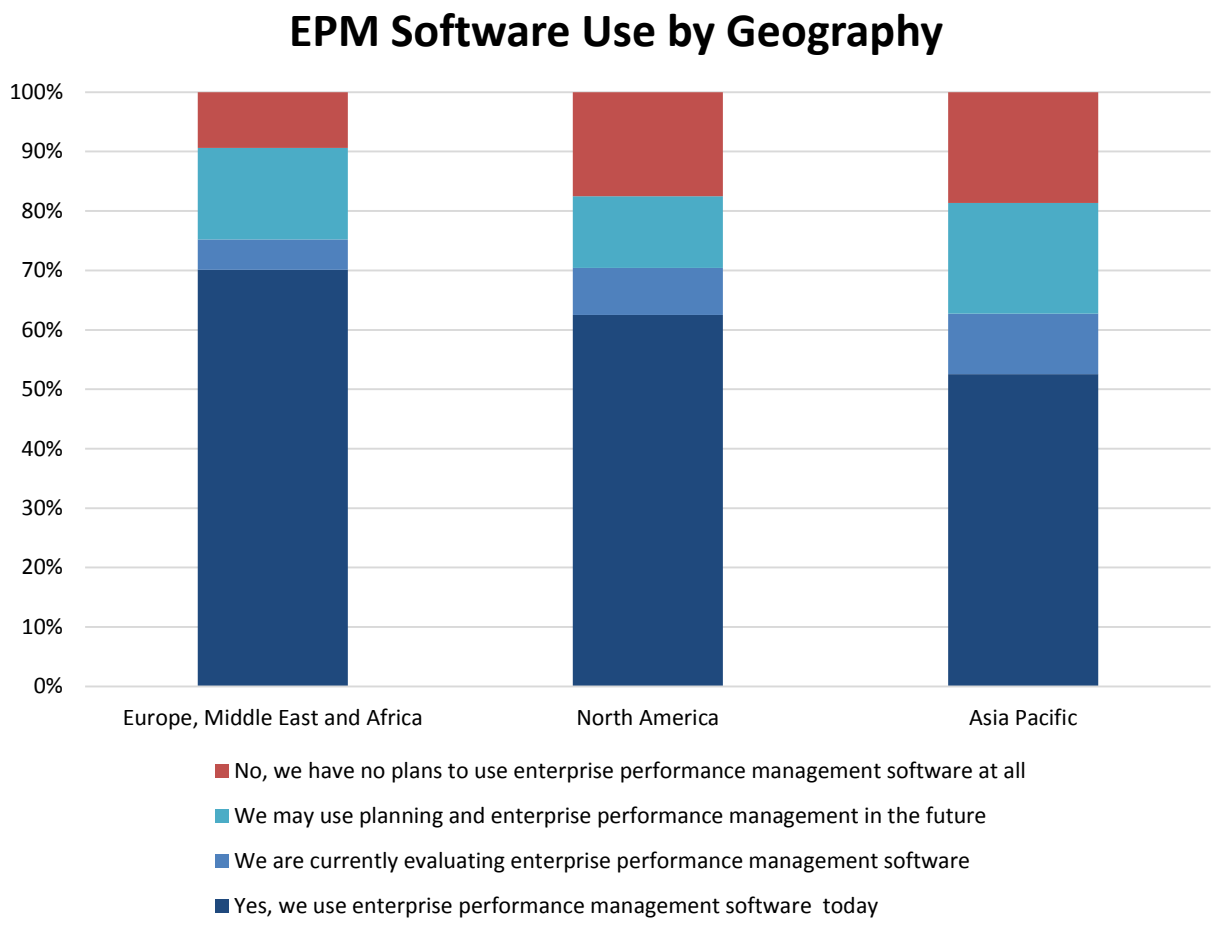

Figure 8 – EPM software use by geography

The top three industry verticals for enterprise performance management are healthcare, financial services and manufacturing. Adoption among respondents from the technology industry increased significantly in 2023, up to 64 percent from 41 percent in 2022 (fig. 9). Adoption in the education and retail and wholesale verticals remains low, further

confirmation that EPM vendors have not yet addressed industry-specific needs in these industries.

Adoption of enterprise performance management software remains varied by industry vertical, meaning that vendors will need to choose their industry targets with care to ensure their sales and implementation resources are not spread too thinly. Data leaders should ensure potential vendors have the capabilities and implementation resources to support their industry needs.

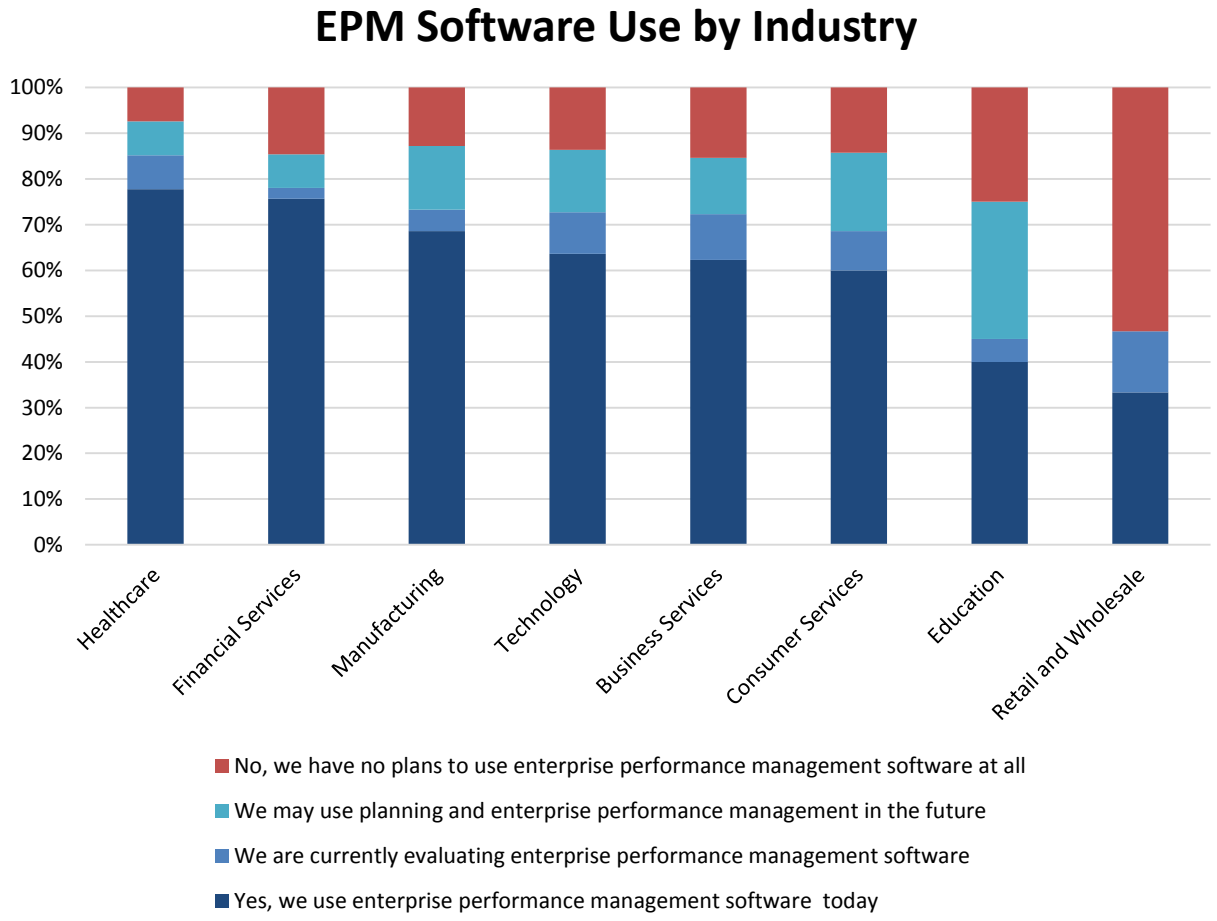

Figure 9 – EPM software use by industry

Adoption of enterprise performance management differs by organization age. The youngest organizations (less than 5 years) have the lowest level of current adoption (39 percent). Adoption levels increase with organization age, with the longest established organizations (16 or more years) having the highest level of current adoption (66 percent) (fig. 10). However, adoption levels increased in all of the younger age group categories, and the gap between organizations aged 16 or more years and those aged

between 5 and 16 years narrowed significantly. Usage among organizations aged 5-10 years increased by 21 percent to 63 percent in 2023, and usage among organizations aged 11-16 years increased by 20 percent to 64 percent in 2023.

This data show that although enterprise performance management is both a technology and concept that is most established in older organizations, it is relevant to young organizations as well. This is also evidence of market maturity as there are clearly solutions suitable for the youngest organizations that may lack the IT and management maturity of their older peers.

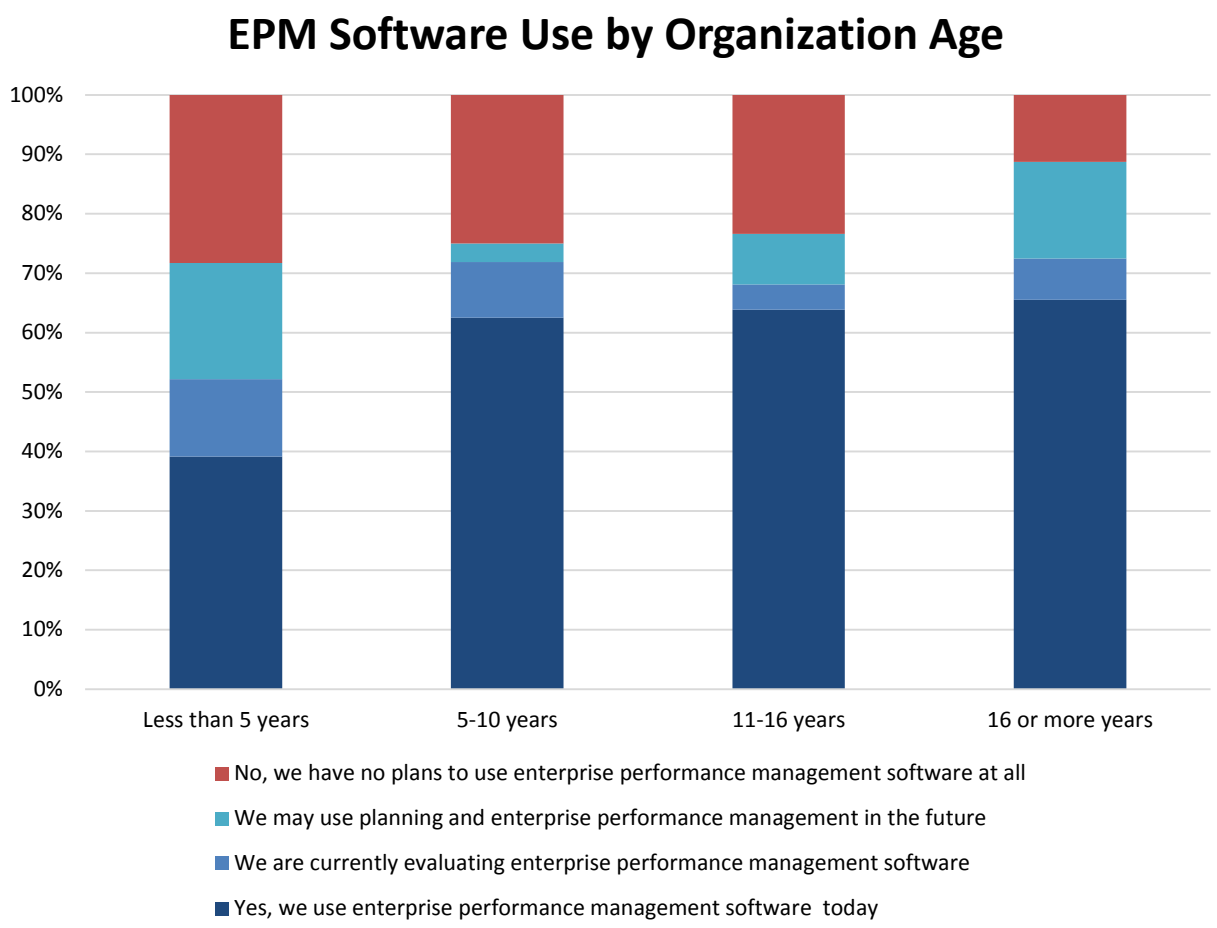

Figure 10 – EPM software use by organization age

Current usage of enterprise performance management software is highest in the BICC and finance functions at 80 percent and 75 percent respectively (fig. 11). Fifty-three percent of respondents state their executive management function currently uses enterprise performance management software, clear evidence that in the majority of organizations it is more than just a finance system. There is some evidence of a

disparity between the strategic planning and finance functions, with only 33 percent of respondents stating their strategic planning function currently uses enterprise performance management software. This may indicate that the strategic planning function in many organizations is unwilling to move away from custom-developed spreadsheet models which could mean there is a disconnect between strategy formulation and financial planning.

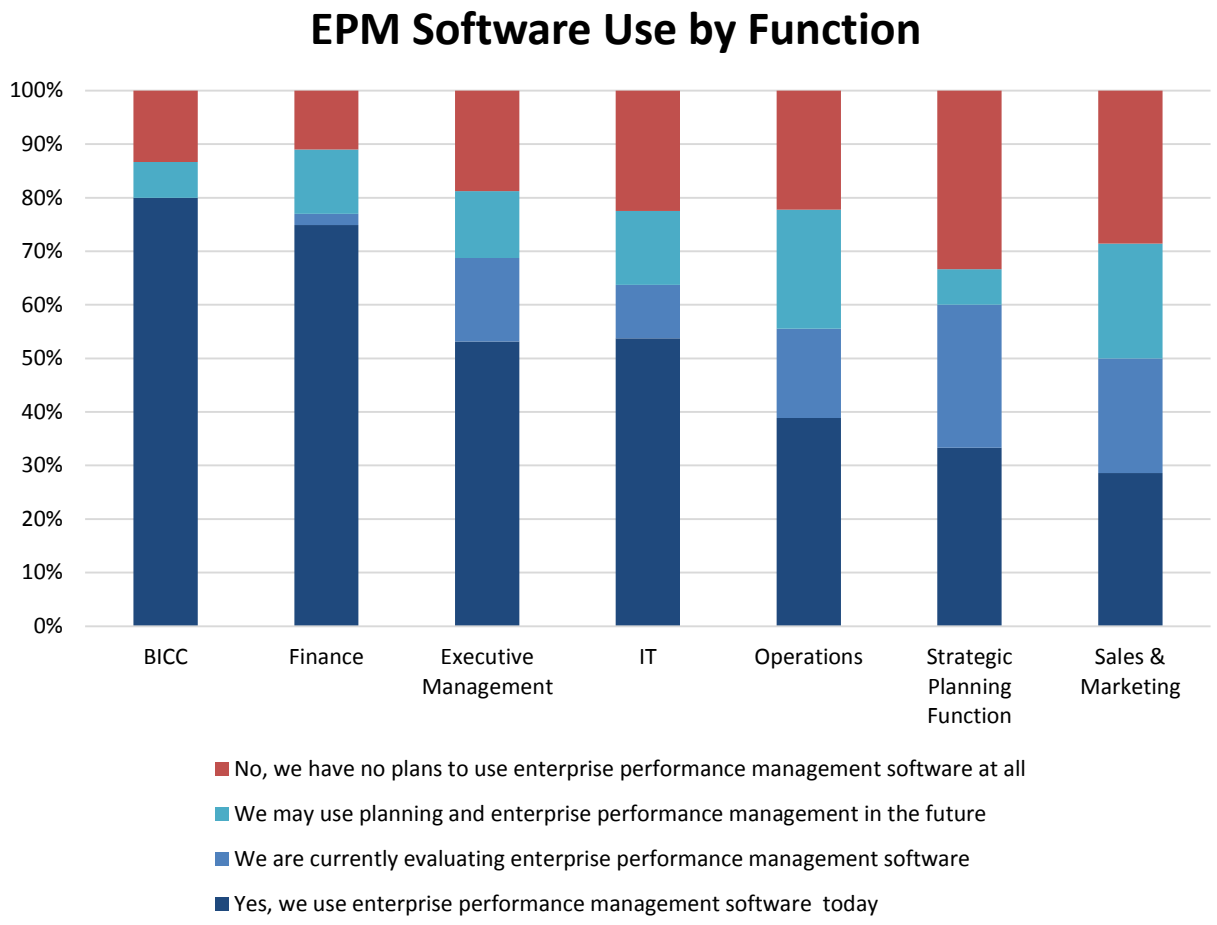

Figure 11 – EPM software use by function

Use of enterprise performance management is reasonably high in other functions such as IT (54 percent) and operations (39 percent), although it is lowest in sales and Marketing (29 percent). However, it is likely that usage in these functions will increase in the next 12 months and beyond, indicating that an increasing number of organizations will implement the “enterprise” aspect of enterprise performance management. However, data leaders in organizations where functions outside finance have no plans to adopt enterprise performance management software need to implement a robust

data management strategy to prevent disconnected silos of performance management applications.

Adoption plans remain skewed to future years, with 68 percent of organizations considering enterprise performance management software planning to do so beyond next year (fig. 12). The percentage of organizations planning to adopt either this year or next year dropped to 32 percent, down from nearly 39 percent in 2022. This is a reflection of the overall growth in usage during the last year, which indicates market activity may shift from new sales to implementation activity over the next 18 months.

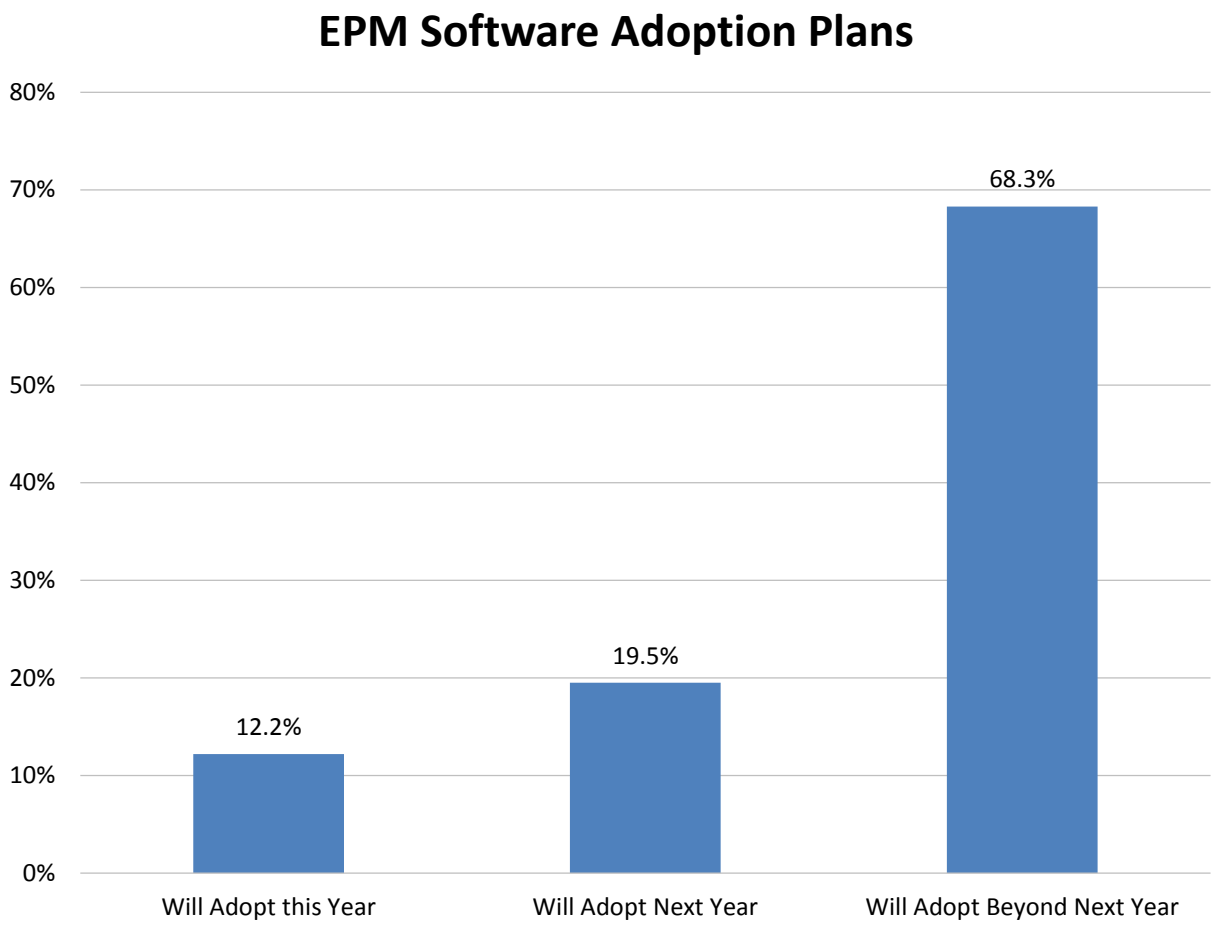

Figure 12 – EPM software adoption plans

Among organizations that already use enterprise performance management software, the shift towards increasing the user base continues. Forty-nine percent of respondents state their enterprise performance management user base will increase, up slightly from 46 percent in 2022 (fig. 13). There is a steady increase in plans to increase the enterprise performance management user base since 2020, with less than 1 percent of respondents in 2023 stating that the number of users will decrease.

This data is further confirmation of the shift in the enterprise performance management market towards expanding the footprint in existing user organizations and implementing solutions that have been sold in the last 12 months.

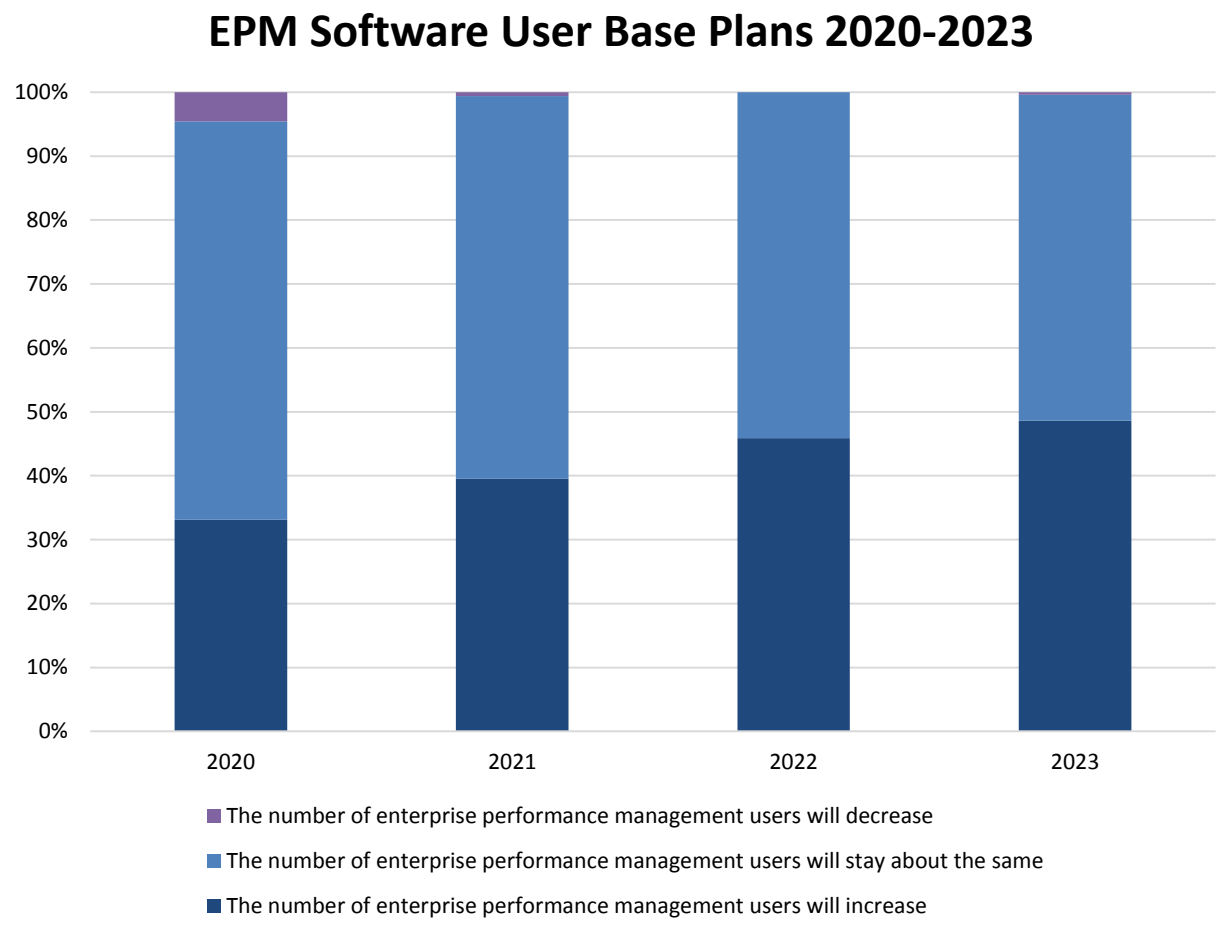

Figure 13 – EPM software user base plans 2020–2023

Importance of Enterprise Performance Management

We asked respondents how important enterprise performance management software is to their organization. Nearly 83 percent of respondents rate enterprise performance management as *critical*, *very important*, or *important* (fig. 14). About 26 percent of respondents rate enterprise performance management of critical importance in their organization.

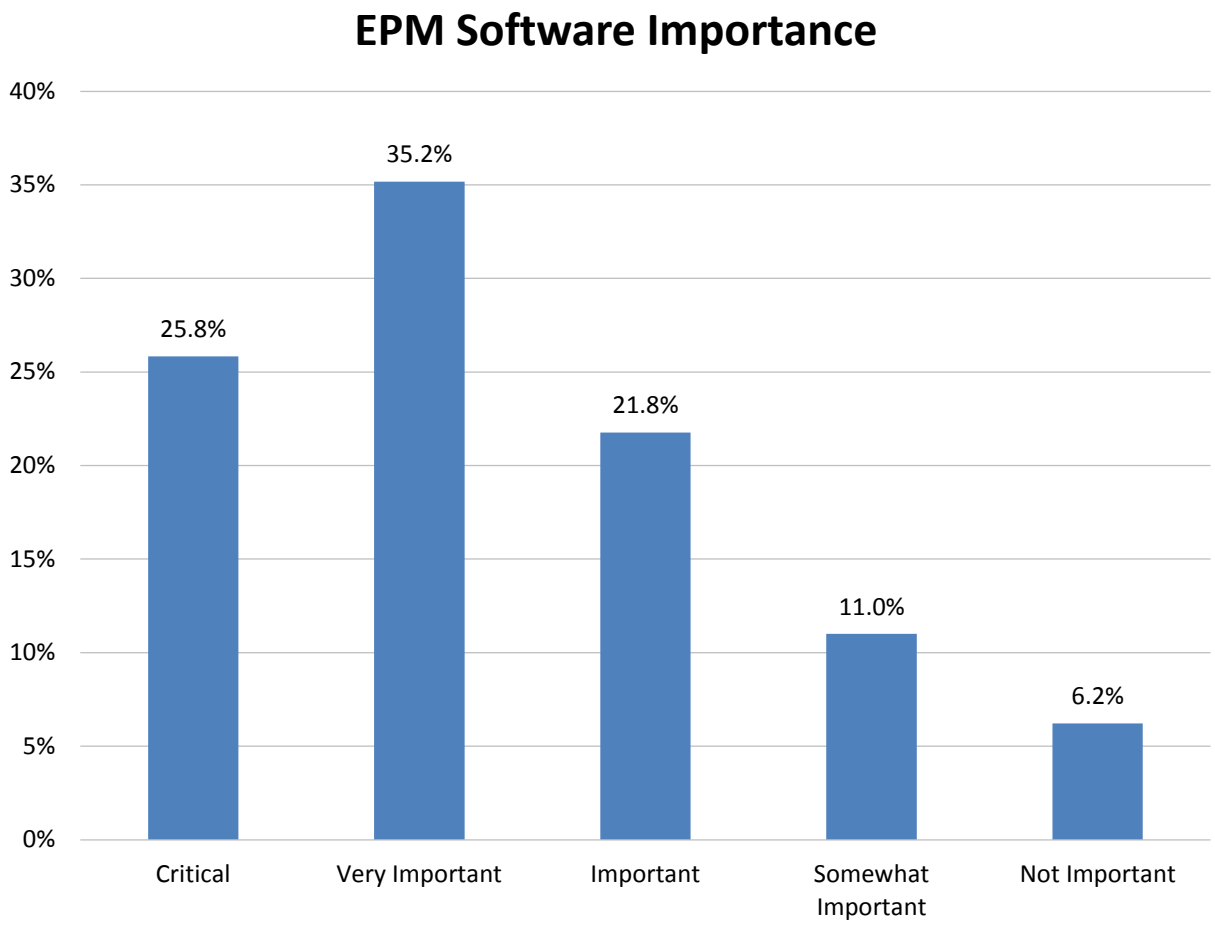

Figure 14 – EPM software importance

There are increases in overall importance of enterprise performance management compared to 2022. The combination of *critical* and *very important* responses increased to 61 percent from 50 percent in 2022 (fig. 15). This data is further recognition that enterprise performance management is an important part of any organization's overall BI and application strategy.

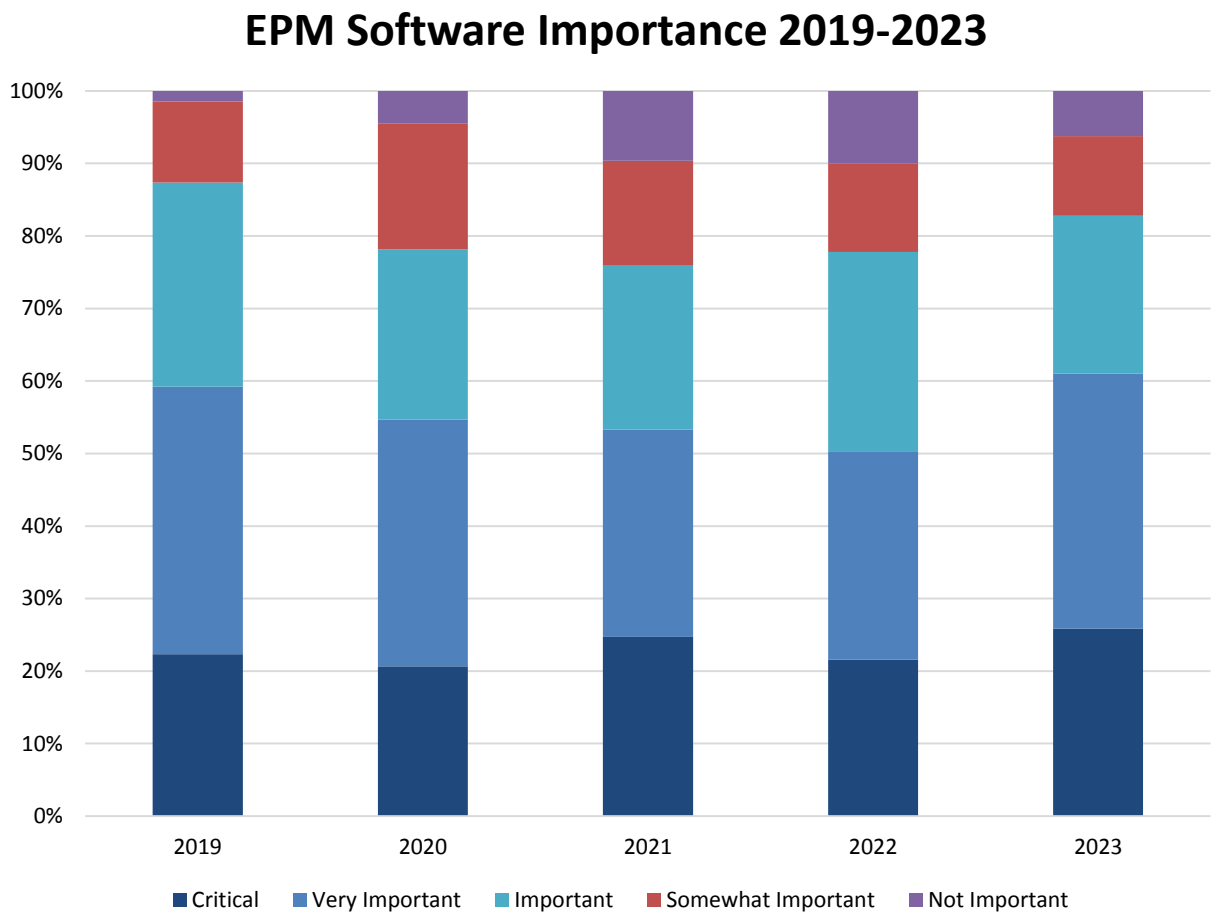

Figure 15 – EPM software importance, 2019-2023

However, the importance of enterprise performance management software varies by organization size. Seventy percent of large organizations (1,001-10,000 employees) and 75 percent of very large organizations (more than 10,000 employees) rate enterprise performance management either *critical* or *very important* (fig. 16). Small organizations (1-100 employees) and midsized organizations (101-1,000 employees) overall rate enterprise performance management less important than larger organizations, although the gap in importance ratings between small, midsized, large, and very large organizations narrowed in the last year. Twenty and 24 percent of small and midsized organizations respectively rate enterprise performance management of *critical* importance, compared to 10 percent and 16 percent respectively in 2022.

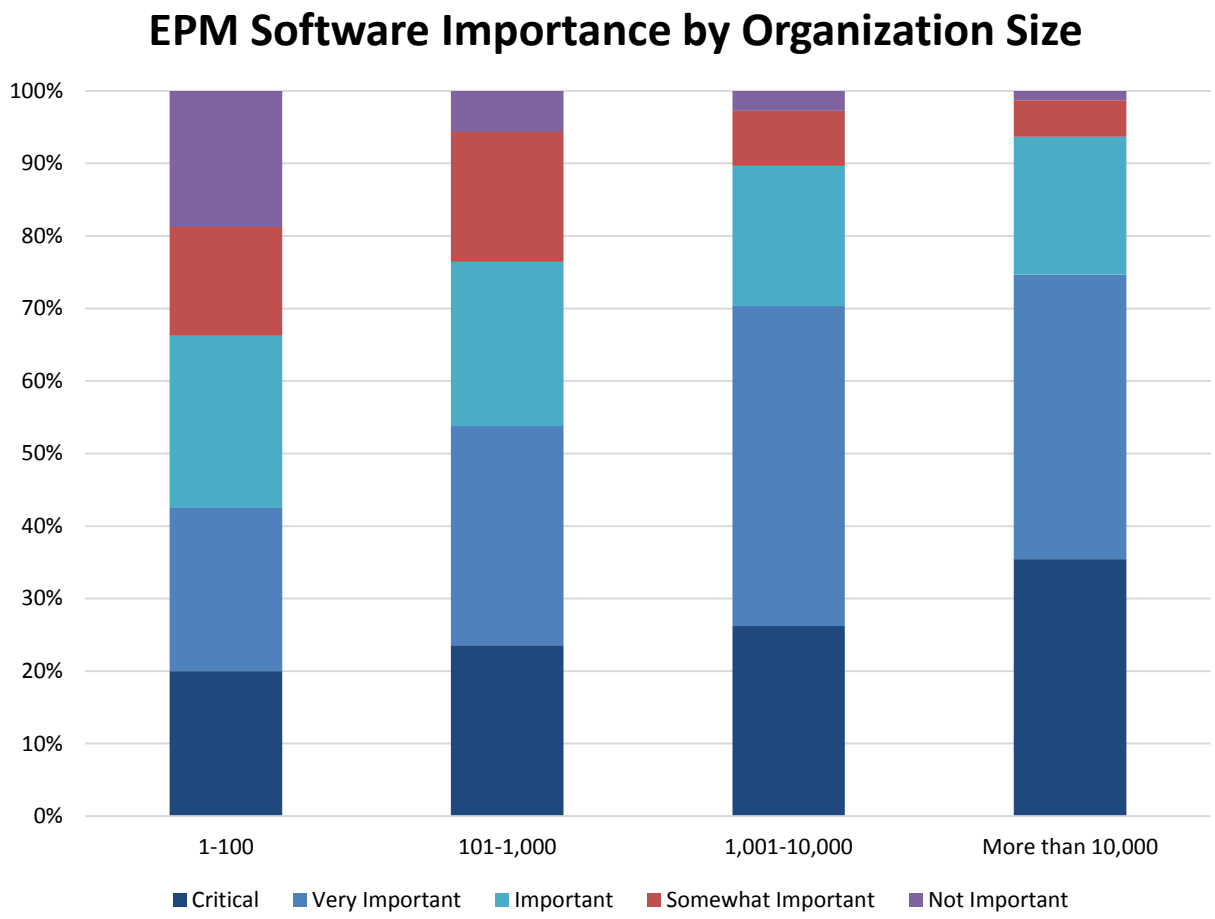

Figure 16 – EPM software importance by organization size

There is one significant difference in importance ratings by vertical industry. The percentage of respondents that rate enterprise performance management software as either *critical* or *very important* ranges from 55 percent to 73 percent, with the exception of Retail and Wholesale, with a combined rating of only 33 percent (fig. 17). Respondents from Retail and Wholesale also have the highest *not important* rating at 27 percent.

The data show an increasing acceptance of the importance of enterprise performance management software across most industries. However, there are clearly still industry-specific needs for Retail and Wholesale that are not yet sufficiently fulfilled by enterprise performance management software. Data leaders in Retail and Wholesale will likely need to augment enterprise performance management software with industry-specific specialist applications to build a comprehensive performance management solution.

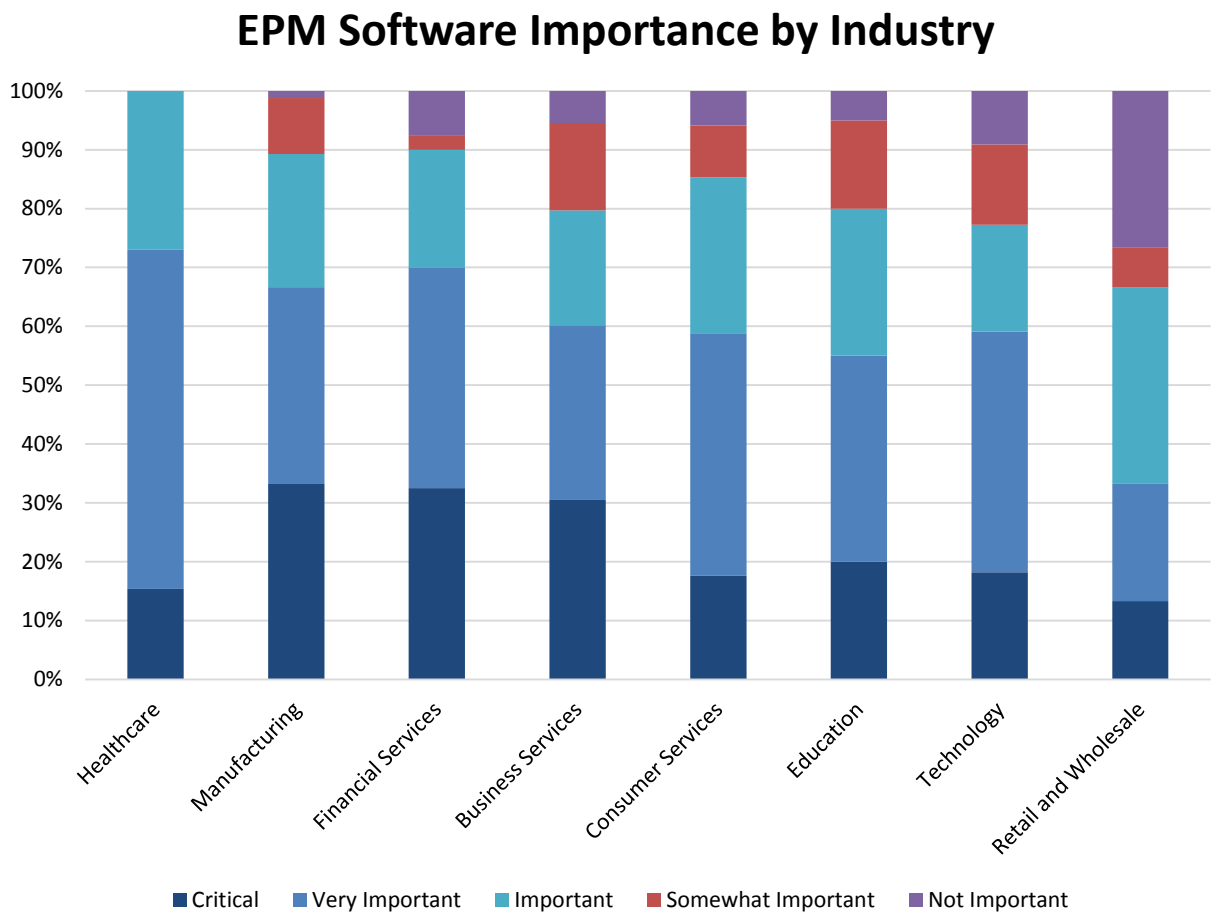

Figure 17 – EPM software importance by industry

There are some minor variations in importance ratings by organization age. Organizations aged less than 5 years and 5-10 years have higher *not important* ratings (both 11 percent) compared to organizations aged 11-16 years (4 percent) and organizations aged 16 or more years (5 percent) (fig. 18). While this indicates that more younger organizations do not view enterprise performance management as a priority, it is not a significant difference. The combined ratings of *critical*, very important, and *important* are broadly similar across organizations of all ages.

The data show that younger organizations do not view enterprise performance management as unimportant. This is supported by the growth in usage among younger organizations over the last year.

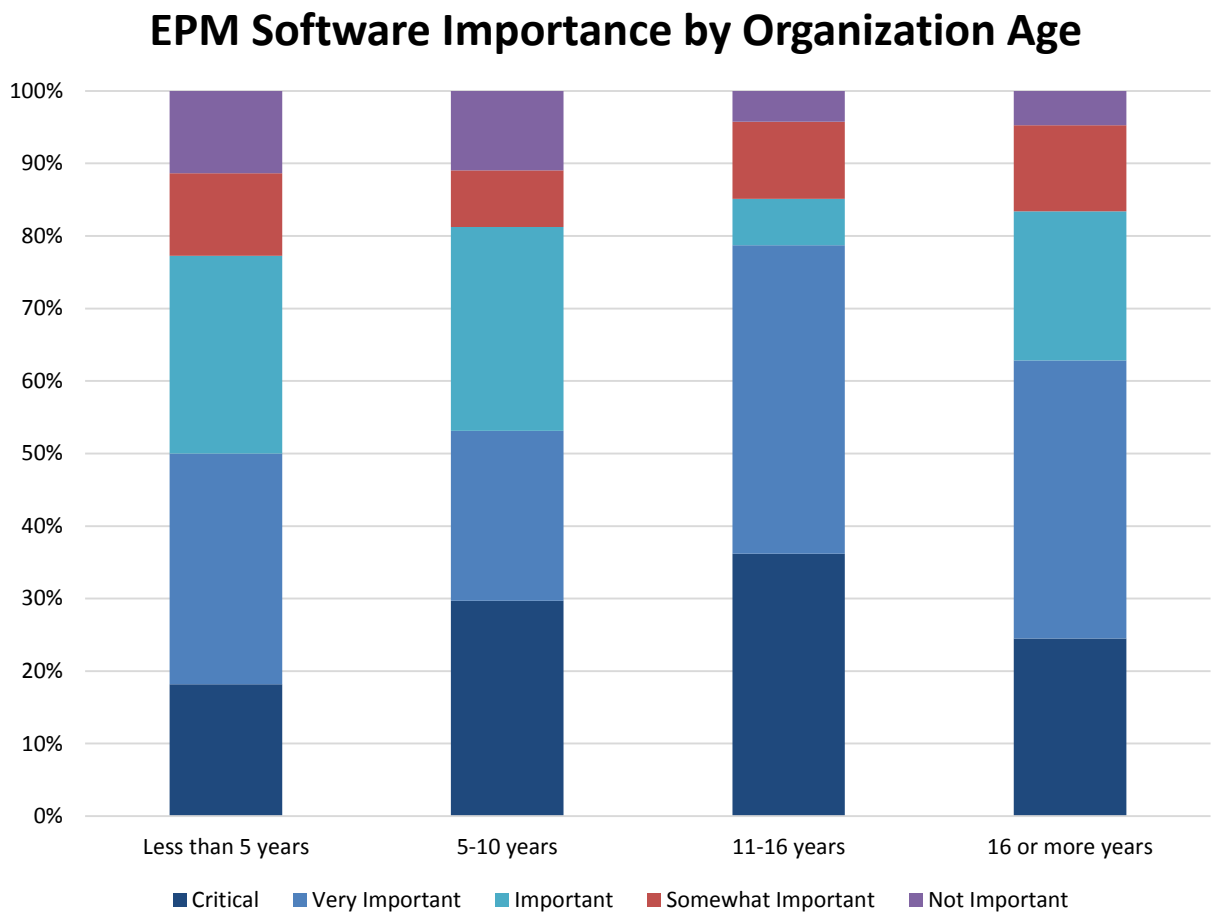

Figure 18 – EPM software importance by organization age

Importance ratings for enterprise performance management by function are broadly similar, although there are some key points of interest for data leaders. Combined ratings of *critical*, *very important*, and *important* range from 90 percent for finance to 64 percent for sales and marketing, so all functions view enterprise performance management as an important capability (fig. 19). The high overall rating from finance is unsurprising but more notable is the high overall rating of 83 percent from respondents in the operations function. This indicates the operations function has clear interest in a cross-functional deployment of enterprise performance management.

The results from respondents in executive management show a distinct split in opinion. Sixty-three percent of respondents rate enterprise performance management as *critical* or *very important* while 17 percent rate it as *not important*, the highest such rating for any function. Executive managers are key stakeholders and decision makers in any enterprise performance management, so success with enterprise performance management initiatives will be challenging in any organization where executive managers feel the technology is not important. Data leaders need to identify sentiment among the executive management function prior to initiating any enterprise performance management initiative. If the sentiment is negative, data leaders should work with the CFO to inform and educate the executive management team about the potential benefits of enterprise performance management.

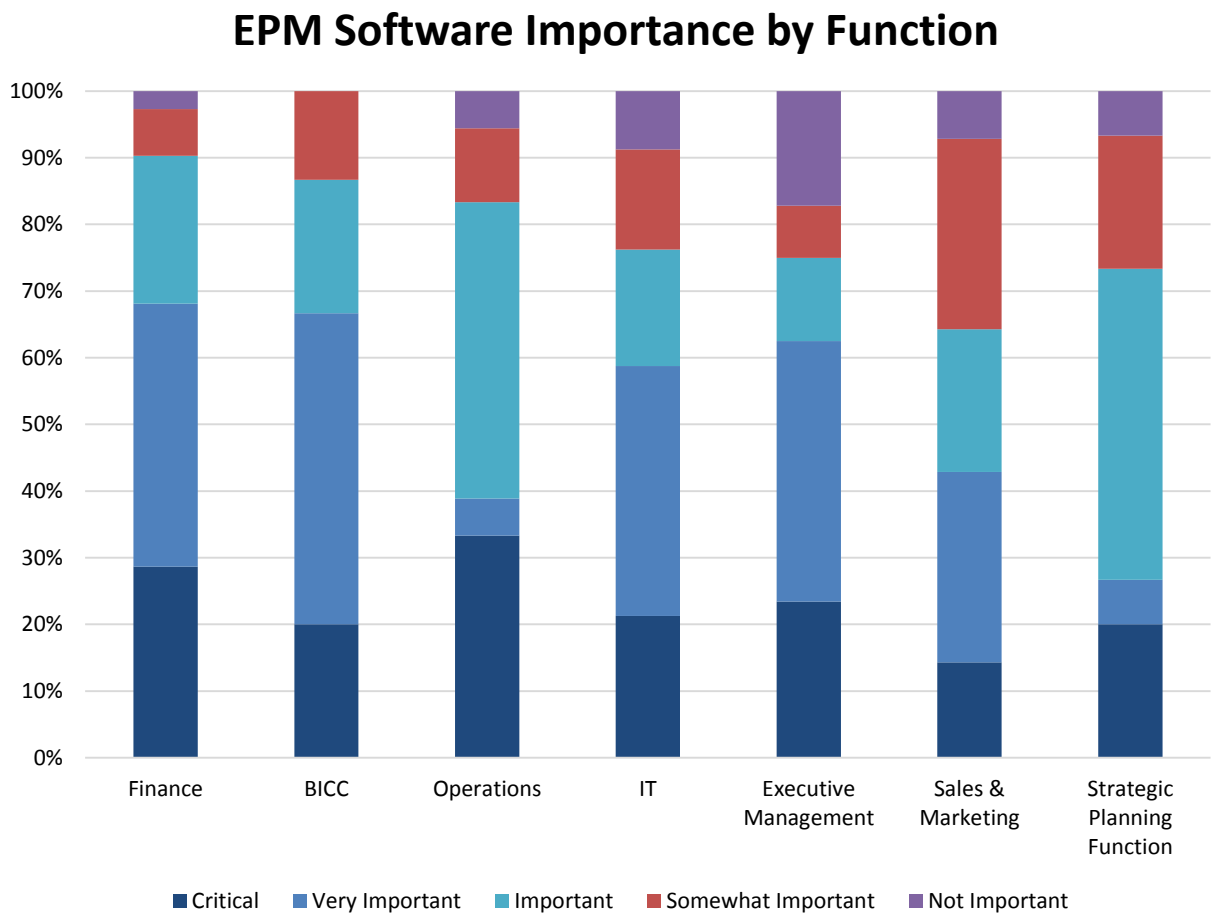

Figure 19 – EPM software importance by function

The data appears to show a relationship between success with BI and the importance of enterprise performance management. Thirty-seven percent of organizations that are *completely successful* with BI rate enterprise performance management of *critical* importance compared to only 11 percent of organizations that are *somewhat unsuccessful or unsuccessful* with BI (fig. 20). Conversely, 22 percent of organizations that are *somewhat unsuccessful or unsuccessful* with BI rate enterprise performance management as *unimportant* compared to only 2 percent or organizations that are *completely successful* with BI. While it is not possible to infer causality from this data, it is still evidence that organizations that are successful with BI are more likely to be at higher levels of maturity in our Hyper-Decisive Maturity Model® and will therefore appreciate the importance of enterprise performance management in becoming a hyper-decisive organization.

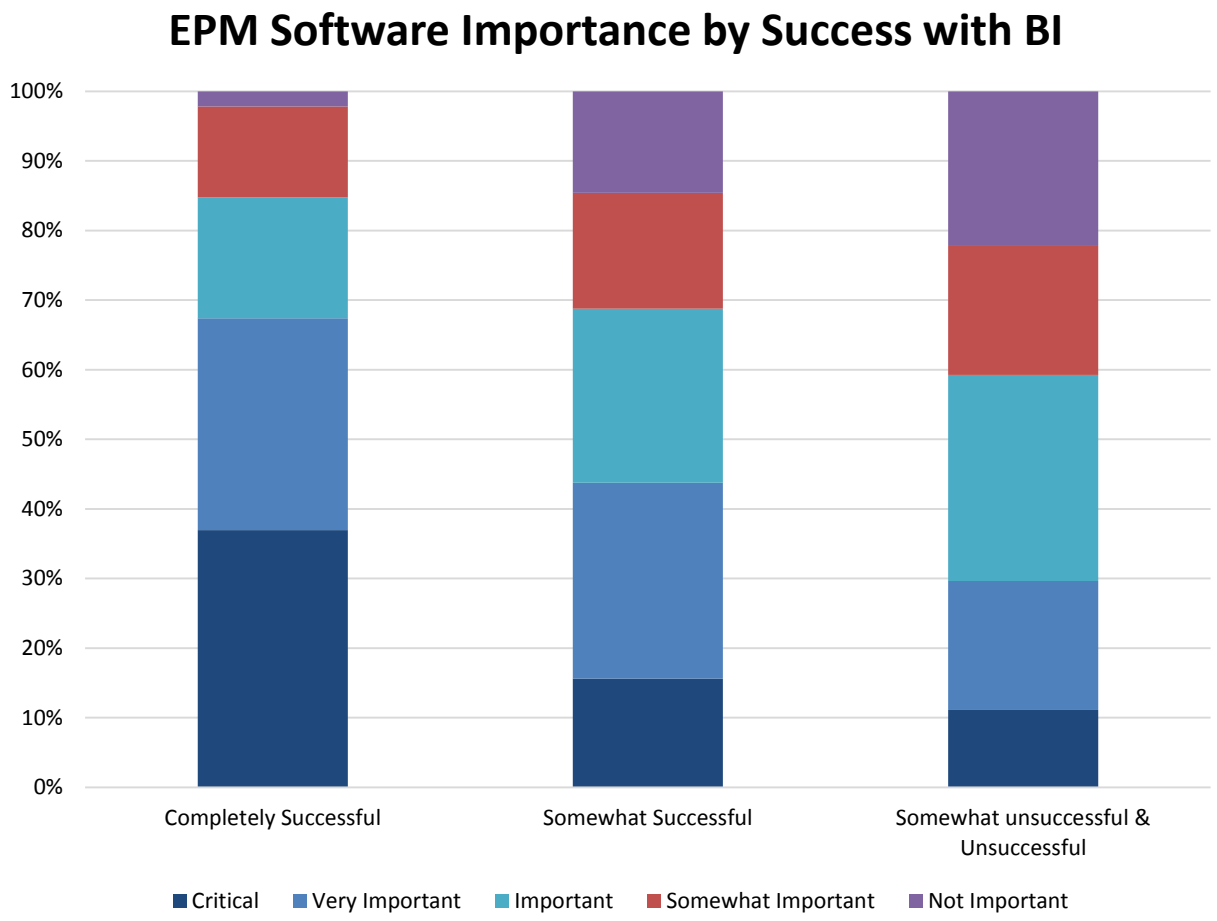

Figure 20 – EPM software importance by success with BI

Success with Enterprise Performance Management

We asked respondents how successful enterprise performance management has been in their organization. We asked a deliberately simple question to see how people characterize the success of EPM. Success can have many dimensions—too many to capture in a broad-based survey. The survey question does not define success; individuals respond based on their own perceptions and considerations.

Organizations report good levels of success with enterprise performance management. No respondents state they are *unsuccessful* with enterprise performance management, and less than 1 percent state they are *somewhat unsuccessful* (fig. 21). Twenty-five percent state they are *completely successful* and 50 percent *very successful*. However, 24 percent state they are only *somewhat successful*, and not all respondents answered the question; so, there is clearly room for improvement.

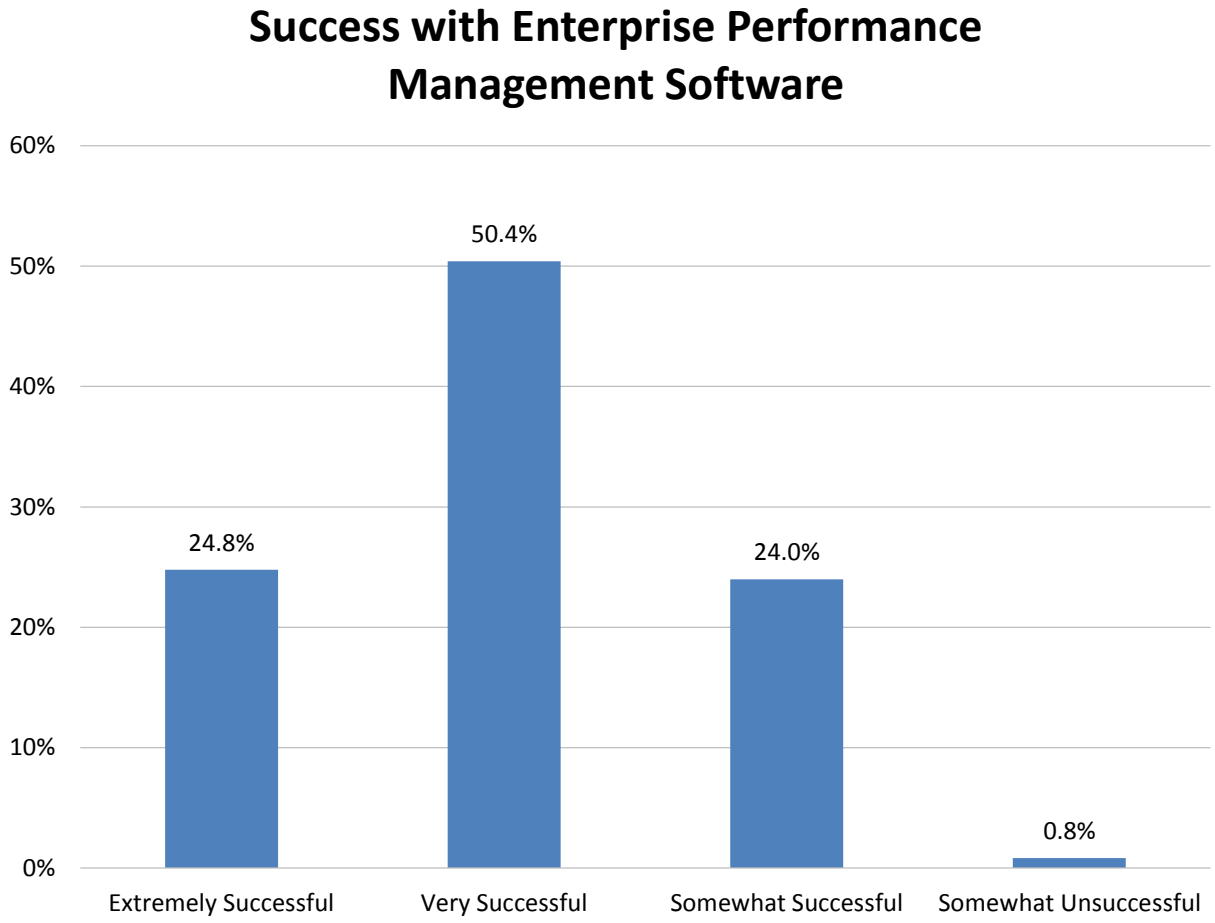

Figure 21 – Success with enterprise performance management software

There are some differences in success with enterprise performance management by geography. Although overall success levels are high in all regions, 41 percent of respondents from Asia Pacific state they are *extremely successful*, compared to only 23 percent in North America and 21 percent in EMEA (fig. 22). The small number of *somewhat successful* respondents are based in North America.

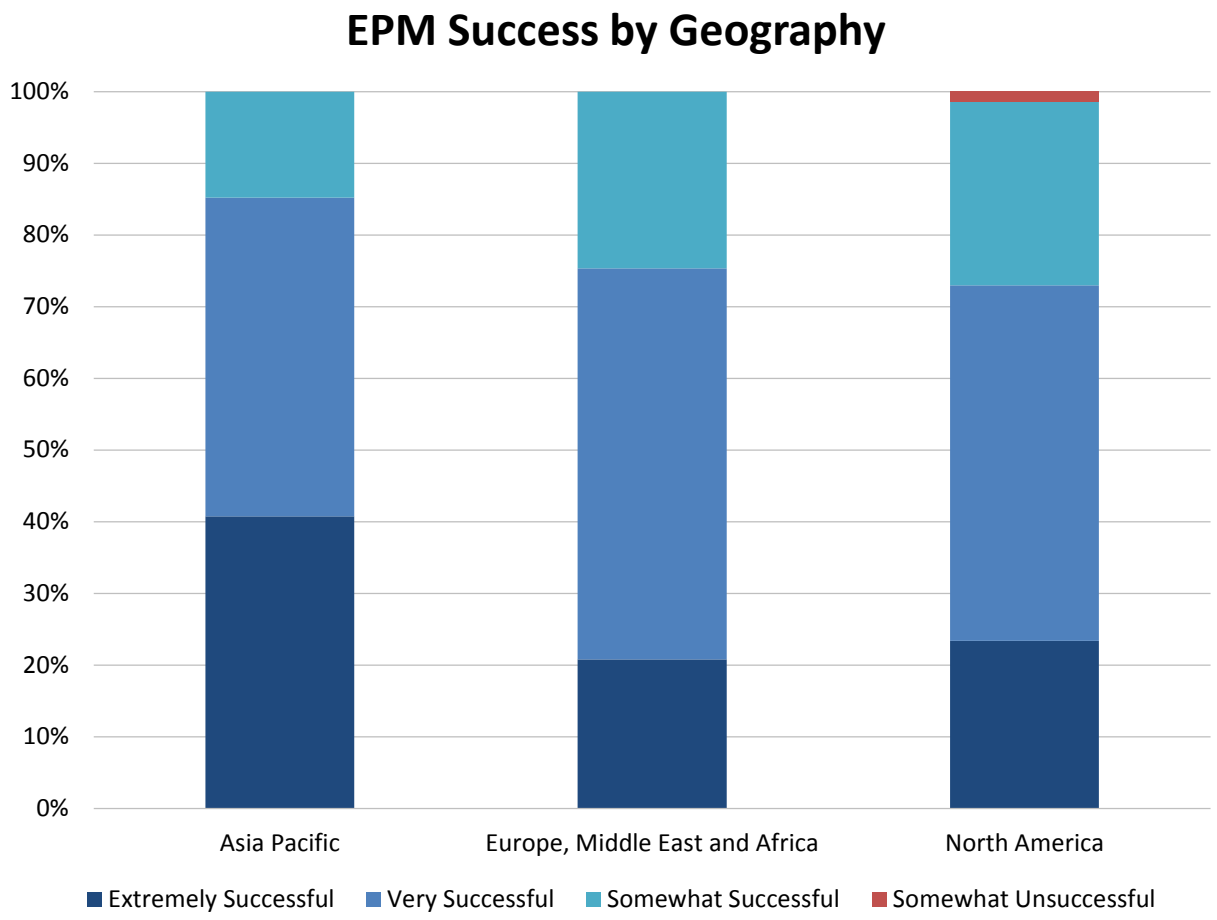

Figure 22 – EPM success by geography

The data show that although overall success levels with EPM do not vary significantly by organization size, small organizations (1-100 employees) have the highest percentage of *extremely successful* respondents (32 percent), compared to organizations with 101-1,000 employees (24 percent), organizations with 1,001-10,000 employees (23 percent), and organizations with more than 10,000 employees (26 percent) (fig. 23). The small number of *somewhat successful* respondents are all from organizations with more than 1,000 employees. This data indicates that data leaders in small organizations (1-100 employees) should not view enterprise performance management as a technology only suited to large organizations.

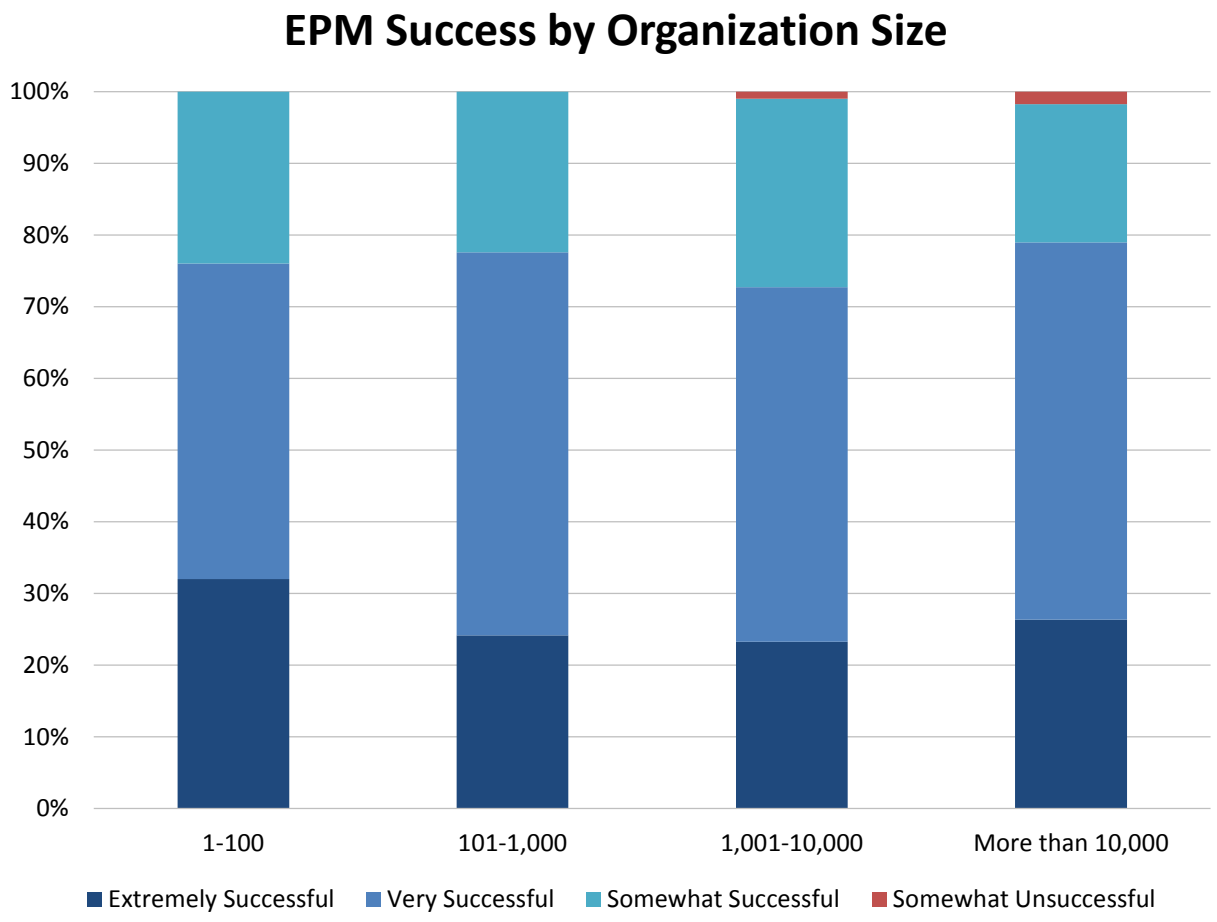

Figure 23 – EPM success by organization size

Organization age does not appear to have a significant effect on success with EPM, although organizations aged 16 or more years have somewhat lower levels of extreme success with EPM compared to organizations aged between 5 and 16 years (23 percent compared to 31 percent) (fig. 24). Also, the only respondents that are *somewhat unsuccessful* with EPM are from organizations aged 16 years or more. This indicates that the longest-established organizations may be challenged to maintain success levels with EPM as they evolve and develop over time.

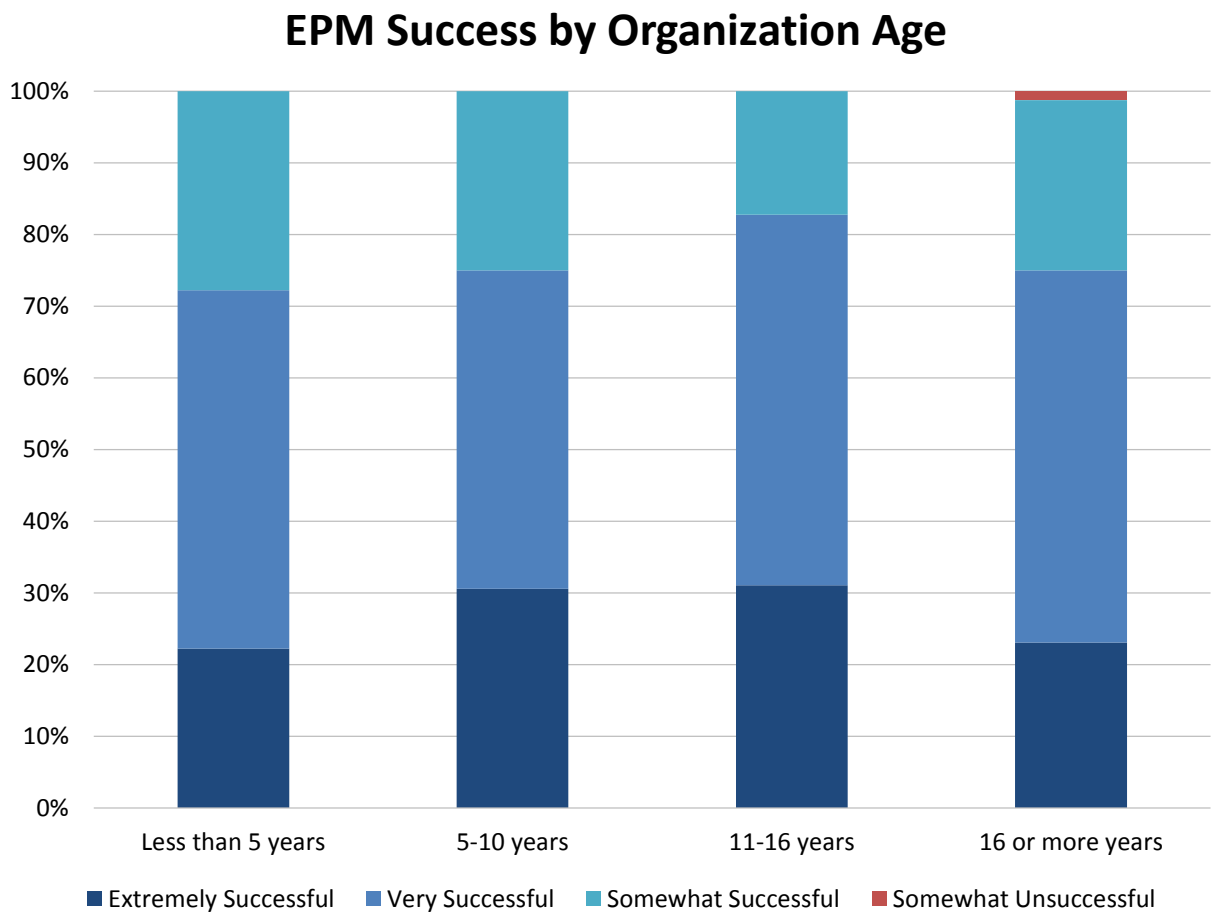

Figure 24 – EPM success by organization age

Although most organizations achieve a good level of success, it is important to understand what barriers need to be overcome to achieve success. We asked respondents to select which issues had been barriers to their success (fig. 25). Building an effective business case is not a major barrier, as only 20 percent of respondents selected this option. The biggest barriers to success are both internal challenges, namely building a cross-functional team (57 percent) and getting the right level of senior management engagement (51 percent). Complexity and cost of enterprise performance management software are less significant challenges, being cited by 44 percent and 42 percent of respondents, respectively. Finding appropriate external consulting skills was cited as a barrier by only 23 percent of respondents. This is encouraging, because enterprise performance management software requires specialized consulting skills and this data show there is a reasonable supply of the right resources available in the market.

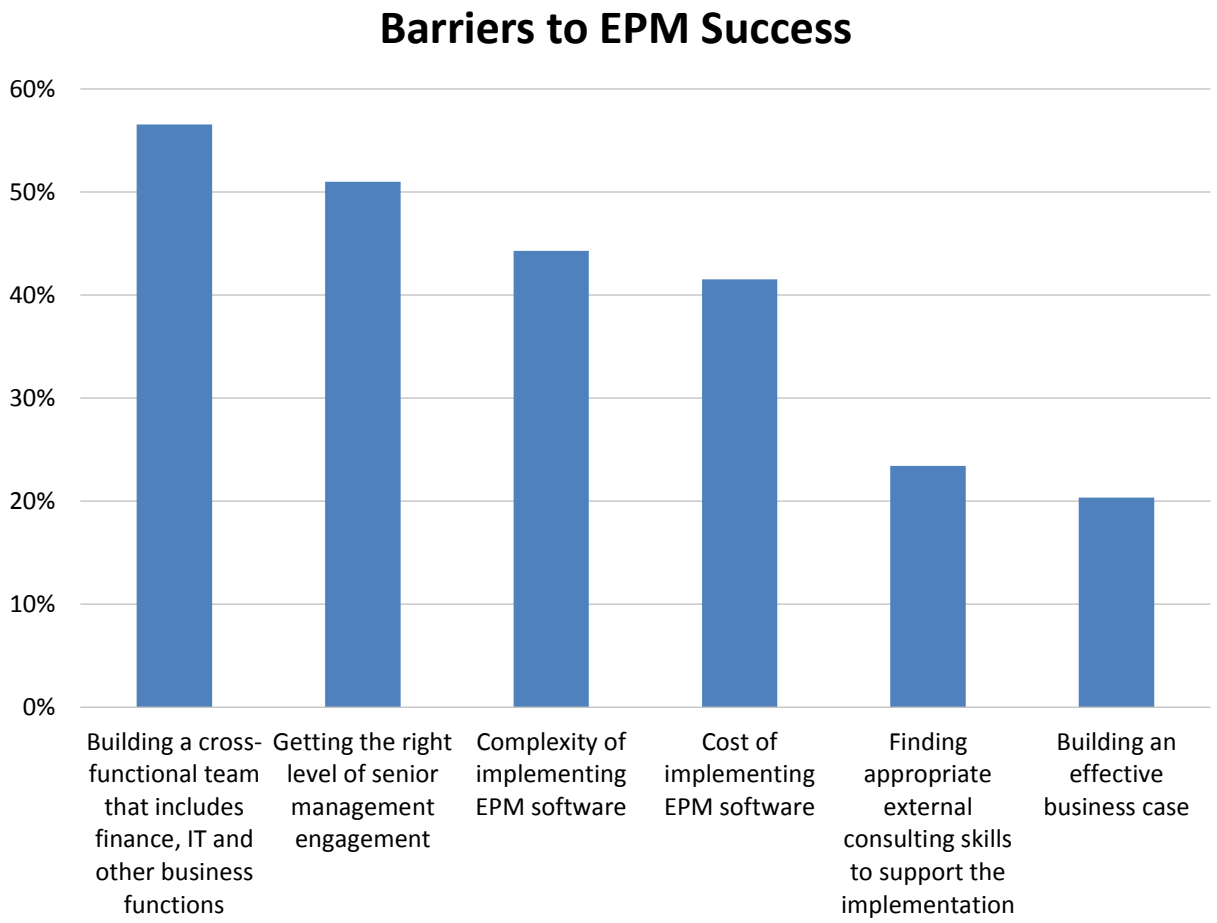

Figure 25 – Barriers to EPM success

The barriers to success with EPM follow the same pattern in North America and EMEA, although some of the percentages are slightly lower in North America. For both regions, building a cross-functional team and getting the right level of senior management engagement are both the biggest barriers to success (fig. 26).

However, there are some significant differences when comparing the Asia Pacific region to both North America and EMEA. First, it appears that respondents in Asia Pacific encountered greater challenges across all of the potential barriers to success with EPM, For example, 37 percent of respondents in Asia Pacific cite building an effective business case as a barrier to success with EPM compared to only 18 percent in North America and 19 percent in EMEA. Second, although building a cross-functional team is the biggest barrier to success with EPM in Asia Pacific (67 percent), the next biggest barrier is the cost of implementing EPM software. Sixty-three percent of respondents in Asia Pacific cite this as a barrier to success with EPM compared to 37 percent in North America and 20 percent in EMEA.

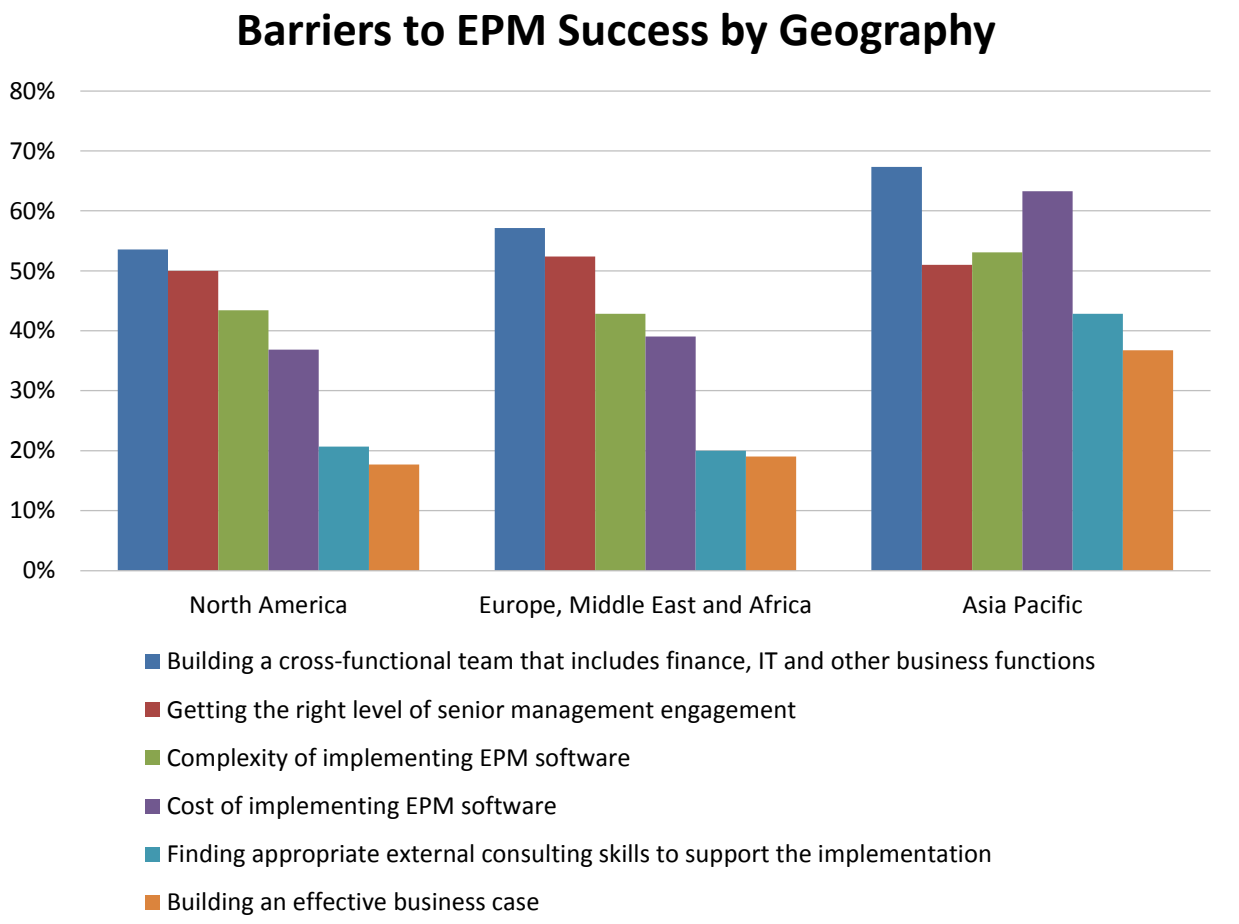

Figure 26 – Barriers to EPM success by geography

There are some notable differences in the barriers to success with EPM by organization size. The cost of implementing enterprise performance management software is the biggest barrier to success for small organizations (1-100 employees) whereas getting the right level of senior management engagement is the biggest barrier to success for very large organizations (more than 10,000 employees) (fig. 27). The barriers to EPM success are less challenging overall for small organizations (1-100 employees), while building a cross-functional team is a bigger challenge for all larger organizations compared to small organizations. Very large organizations (more than 10,000 employees) face bigger challenges with getting the right level of senior management engagement and the cost of implementing EPM software compared to all their smaller peers.

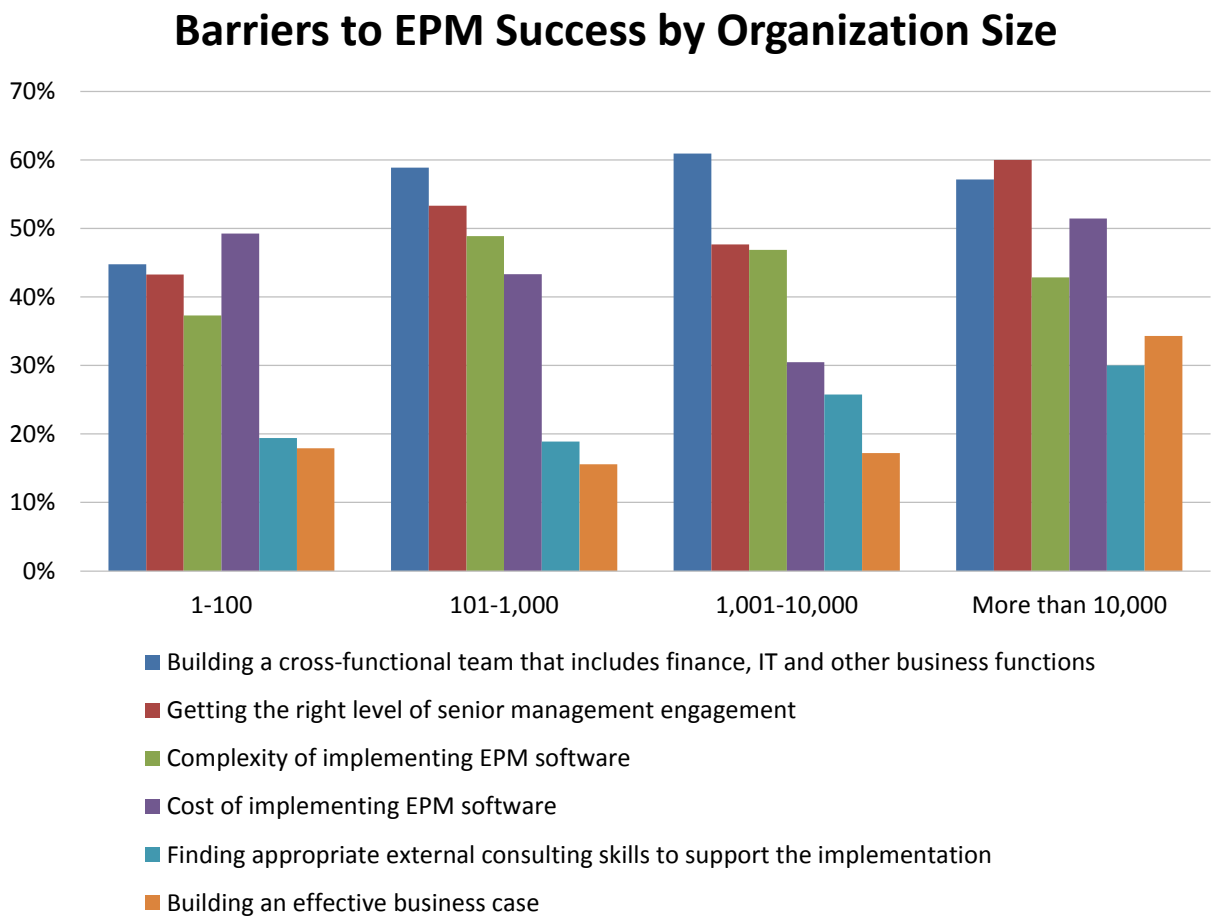

Figure 27 –Barriers to EPM success by organization size

Analysis of the barriers to EPM success by industry reveals some variation across industries (fig. 28). However, the most notable outlier is the retail and wholesale industry. Respondents from this industry face greater challenges with the complexity and cost of implementing enterprise performance management software compared to respondents from all other industries. Building an effective business case is also a much greater challenge in retail and wholesale, with 46 percent of respondents citing this as a barrier to success compared to 29 percent or lower in all other industries.

These data help explain the low adoption of enterprise performance management in retail and wholesale and the low importance ratings from respondents in that industry. Enterprise performance management vendors clearly have work to do in delivering a solution that meets the needs of the retail and wholesale industry.

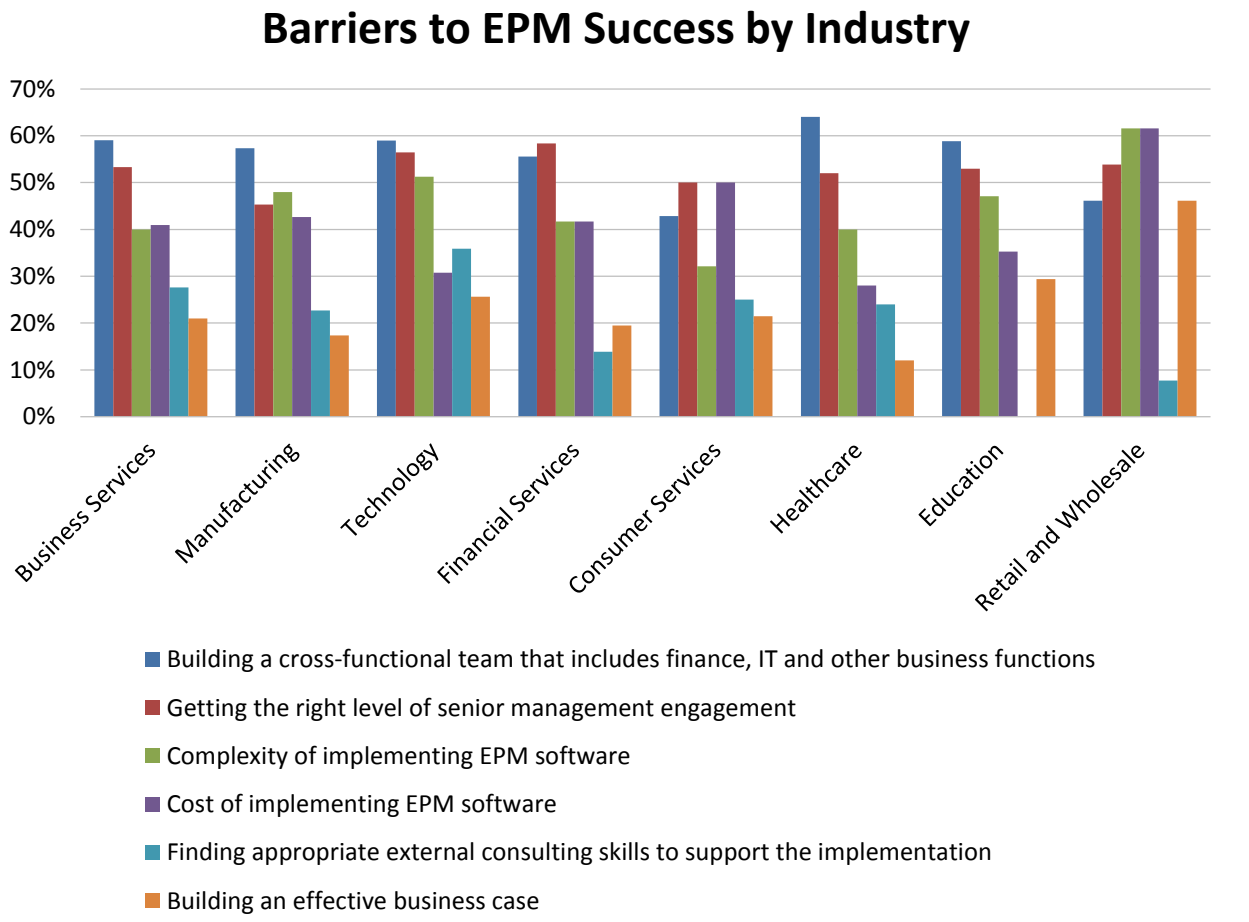

Figure 28 – Barriers to EPM success by industry

Enterprise Performance Management Implementation Strategy

We asked respondents to identify how they implement enterprise performance management (fig. 29). Although its name implies that implementations should always be deployed at an "enterprise" level, the reality is that many organizations deploy these solutions as a performance management system at a departmental level. There's nothing wrong with this, because enterprise performance management software can deliver a more holistic performance management solution to a business entity such as a large department or specific operating unit. Often, organizations implement enterprise performance management in part of their organization before rolling it out more widely.

The survey shows that about 27 percent of organizations use enterprise performance management as a departmental solution, while about 73 percent use it at a country, regional, or global level, clear evidence that the majority of organizations use enterprise performance management to manage significant business entities.

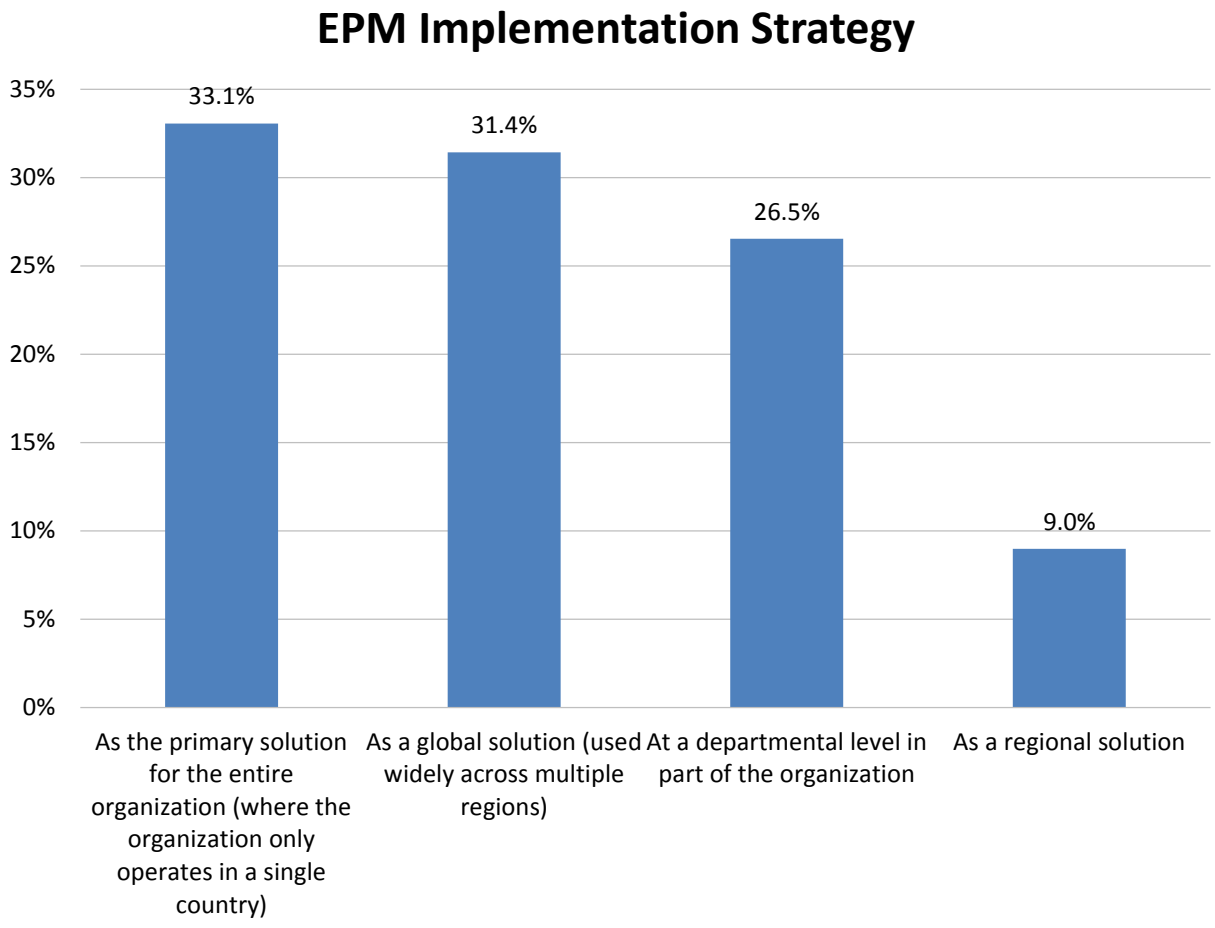

Figure 29 – EPM implementation strategy

These data show a continuing shift away from departmental deployment towards company-wide and global solutions. There was a significant shift away from departmental solutions in 2020, and this trend has continued, with departmental deployments declining from 32 percent in 2022 to 27 percent in 2023 (fig. 30). The shift away from departmental deployments to a continuing focus on enterprise, global and regional deployments is further evidence of market maturity, both in terms of product capabilities and implementation strategy.

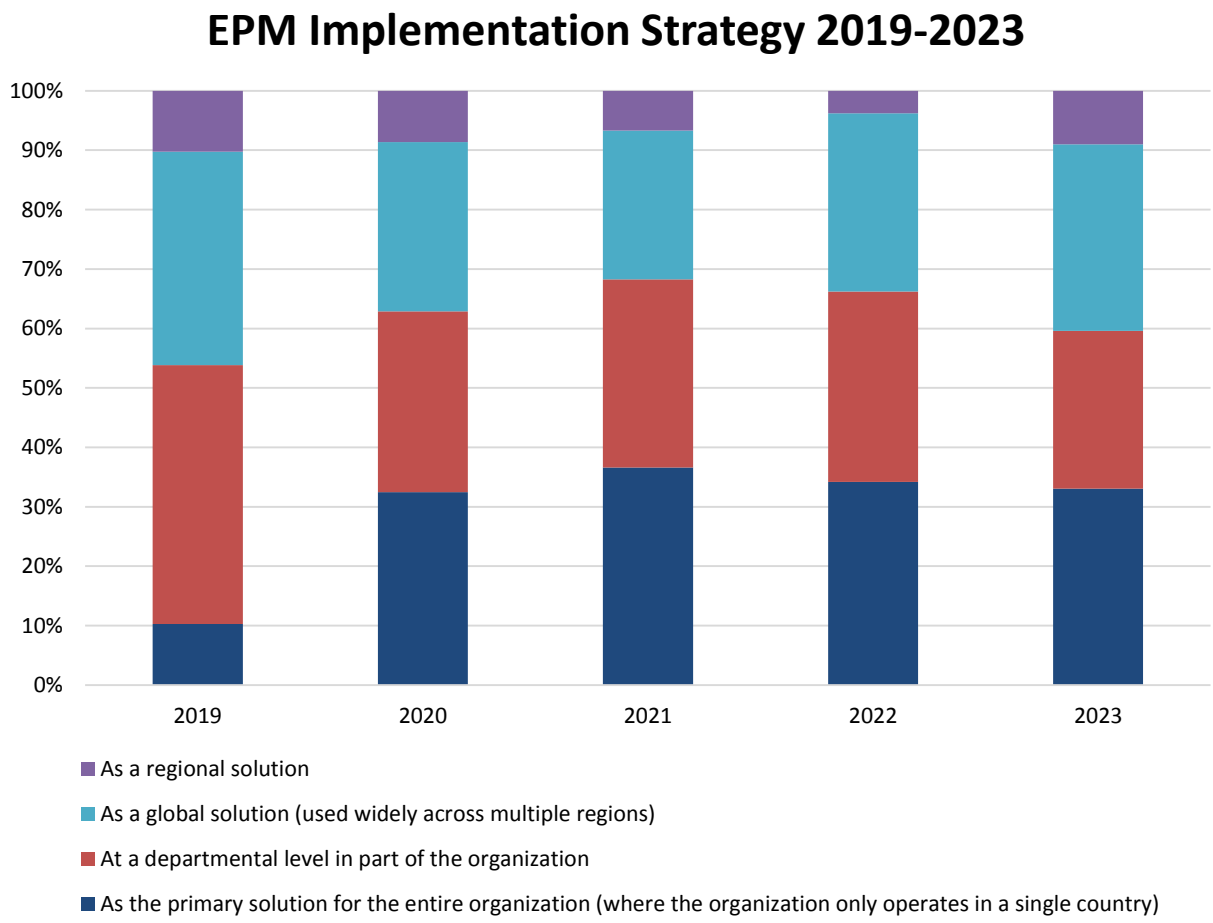

Figure 30 – EPM implementation strategy 2019-2023

Enterprise Performance Management Sourcing Strategy

Forty-nine percent of respondents state their organization uses an enterprise resource planning (ERP) system. ERP software provides an integrated finance, administrative, and operational transaction processing environment. Most ERP vendors offer their own enterprise performance management solutions that complement and extend the transaction-processing capabilities of ERP software.

ERP vendors can be aggressive in marketing their enterprise performance management solutions; but despite this, most respondents take an objective approach to sourcing these capabilities. Only 7 percent of respondents prefer to source enterprise performance management from their ERP vendor, whereas 23 percent consider all types of vendors and a total of 70 percent prefer to source these capabilities from a specialist enterprise performance management vendor (fig. 31).

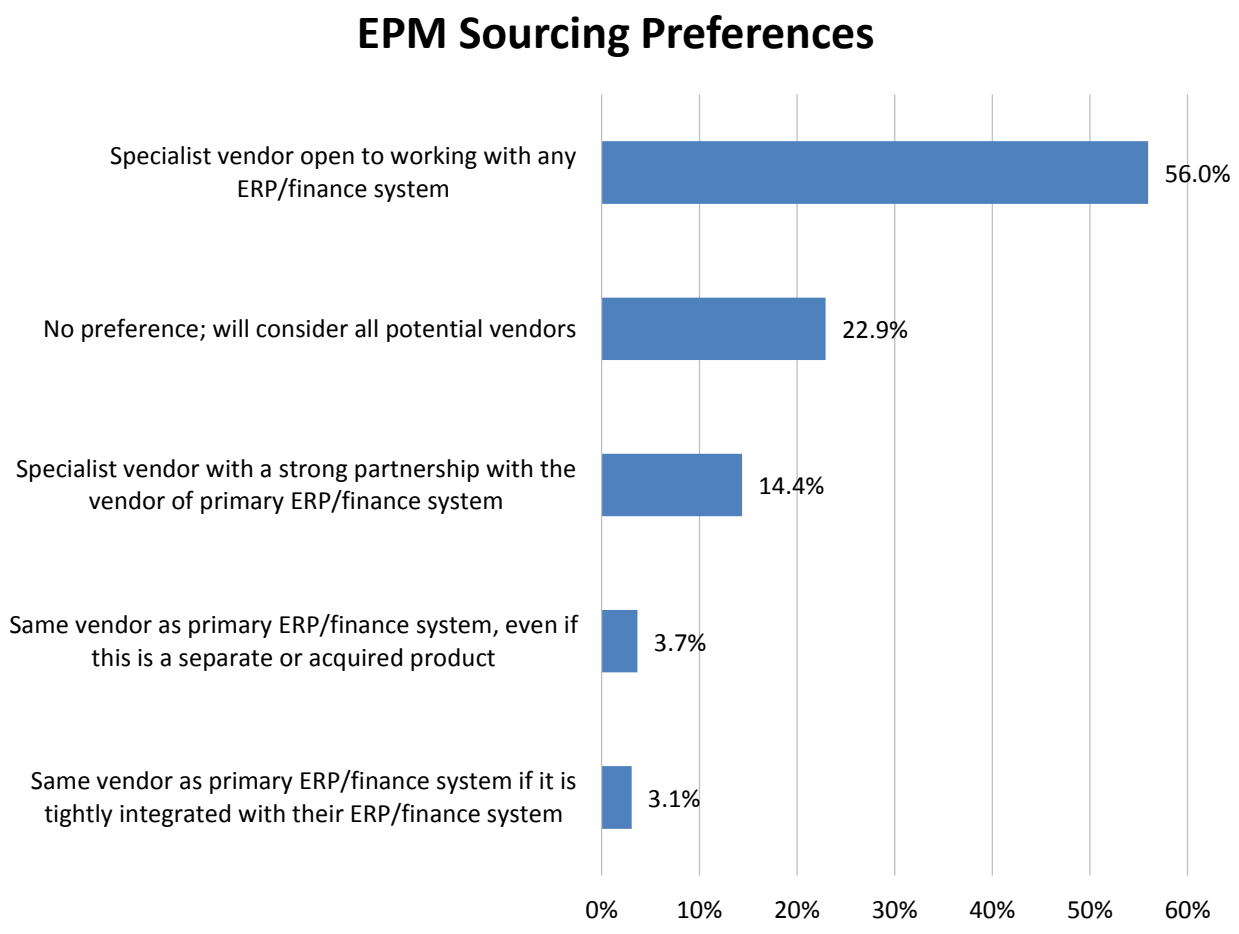

Figure 31 – EPM sourcing preferences

The 2023 data show a notable shift back toward sourcing enterprise performance management solutions from specialist vendors regardless of ERP vendor affiliation, up to 56 percent from 43 percent in 2022 (fig. 32). This shift was largely at the expense of sourcing enterprise performance management from any type of vendor, down to 23 percent from 31 percent in 2022. The long-term trend is towards sourcing EPM solutions from specialist vendors open to working with any ERP or finance system.

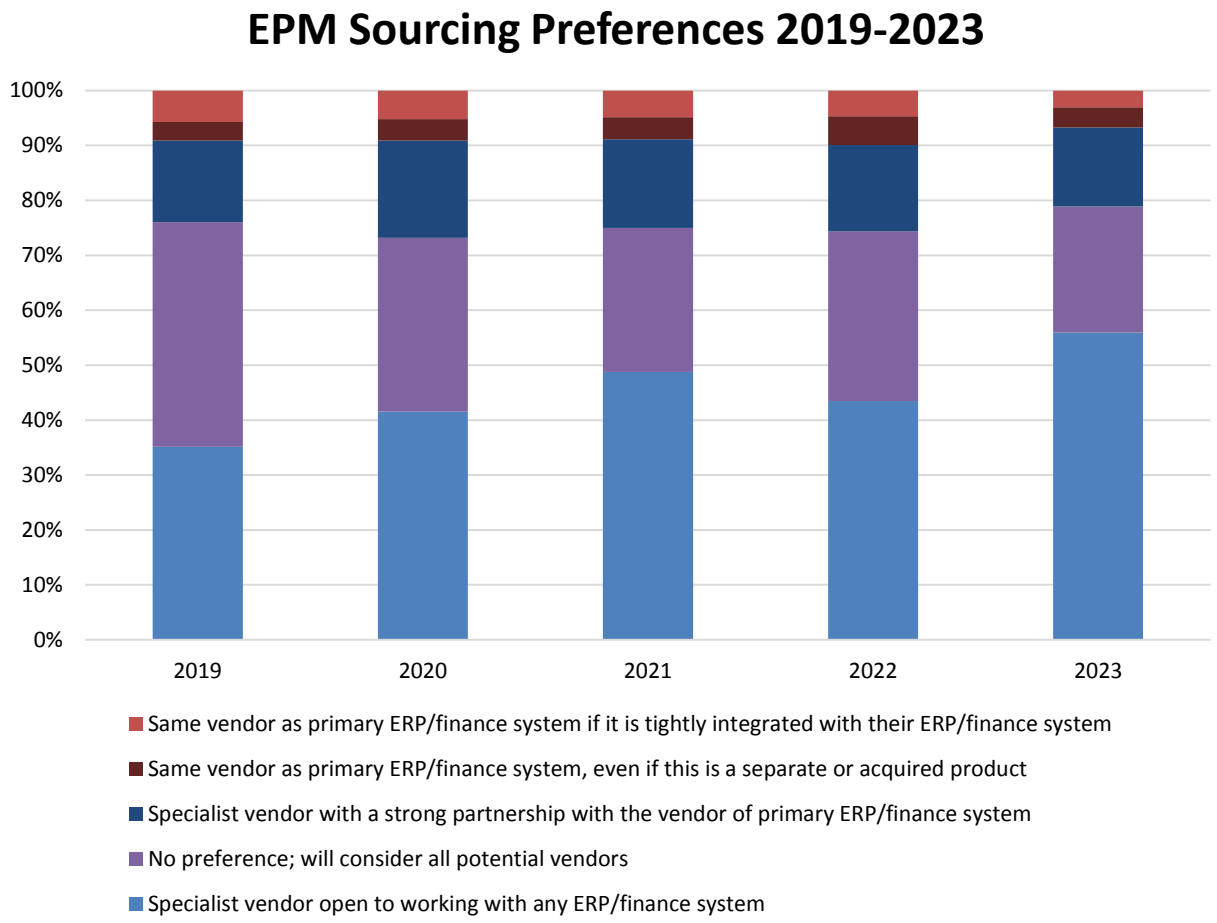

Figure 32 – EPM sourcing preferences 2019-2023

Analysis of the sourcing preferences by organization size shows that small organizations (1-100 employees) are the most open to sourcing EPM solutions from any type of vendor (34 percent) (fig. 33). However, midsized organizations (101-1000 employees), large organizations (1,001-10,000 employees), and very large organizations (more than 10,000 employees) all have a strong preference for sourcing EPM solutions from specialist vendors open to working with any ERP/finance system (60 percent, 57 percent, and 59 percent respectively).

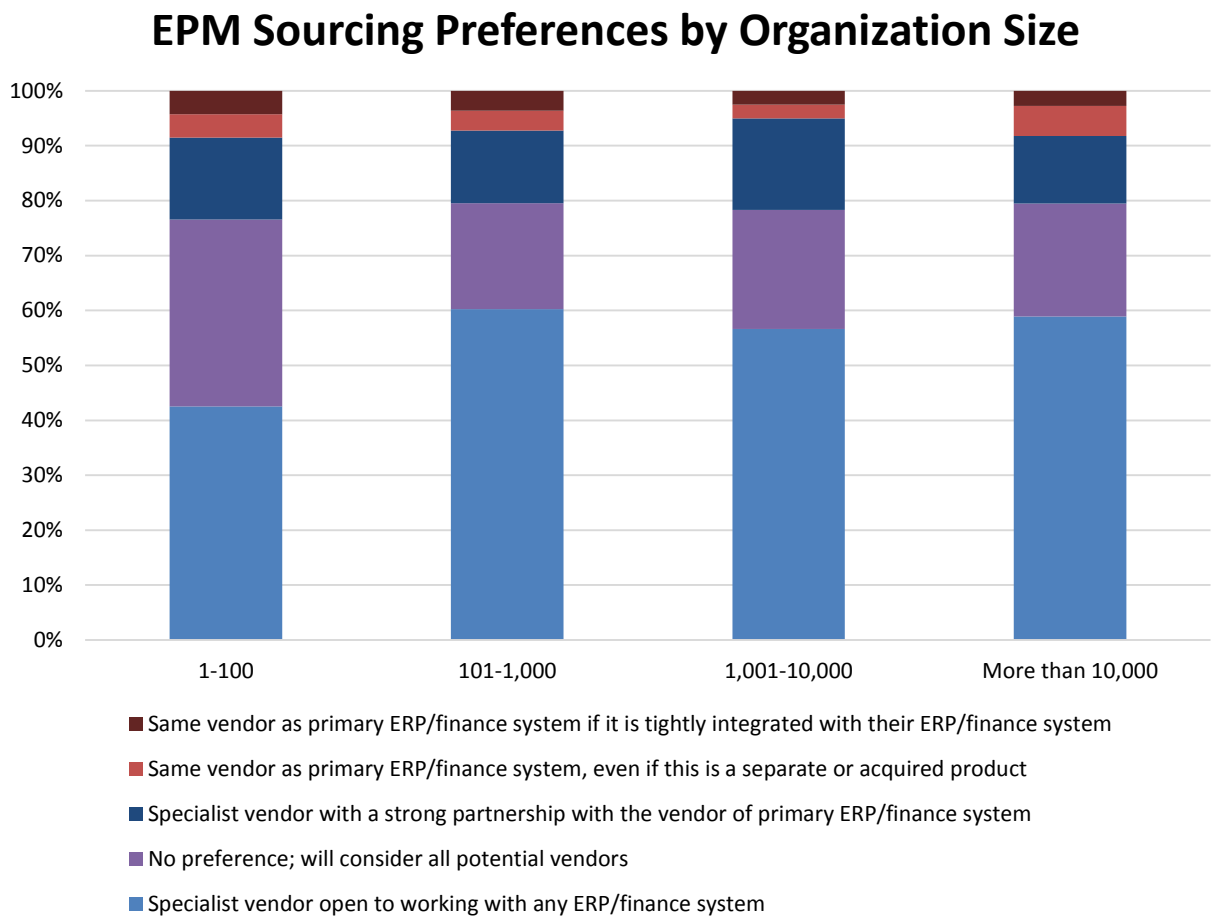

Figure 33 – EPM sourcing preferences by organization size

Enterprise performance management sourcing preferences are impacted by organization age (fig. 34). Younger organizations (10 years or younger) show a stronger preference for enterprise performance management systems from ERP vendors or from specialist vendors with a strong partnership with their ERP vendor. The youngest organizations (less than 5 years) have the highest preference for considering solutions from all vendors (35 percent). The majority of organizations aged 5 years or older prefer to source EPM solutions from specialist vendors open to working with any ERP or finance system.

Overall, the data show that organizations aged 5 years or less are most open in their EPM sourcing strategy, whereas older organizations have a greater preference for working with specialist EPM vendors. This is evidence that specialist vendors are doing a good job of providing integration capabilities that are flexible enough to work with a wide range of ERP and finance systems.

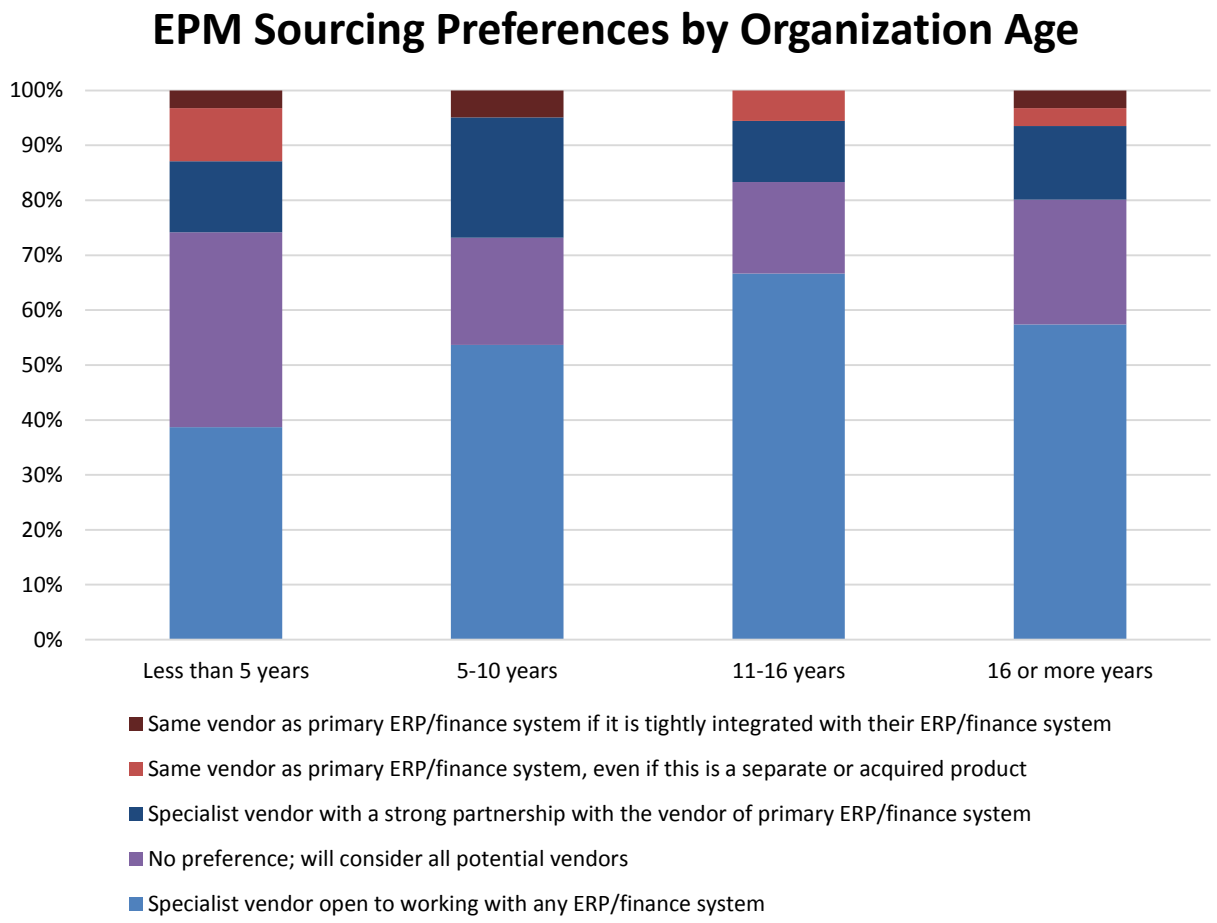

Figure 34 – EPM sourcing preferences by organization age

Enterprise Performance Management Priorities

The concept of enterprise performance management encompasses a broad range of capabilities. Some vendors provide all capabilities while others are more focused on specific areas of enterprise performance management (such as financial consolidation, close management and financial reporting). Understanding the prioritization of these capabilities will help data leaders develop a strategy for implementing enterprise performance management in their organization.

Forty-eight percent of respondents rate financial budgeting and planning of *critical* importance, significantly higher than all other capabilities (fig. 35). However, all capabilities except environmental, social and governance reporting have combined ratings for *critical* and *very important* greater than 50 percent; so, it is evident that respondents view enterprise performance as a broader solution than just financial budgeting and planning.

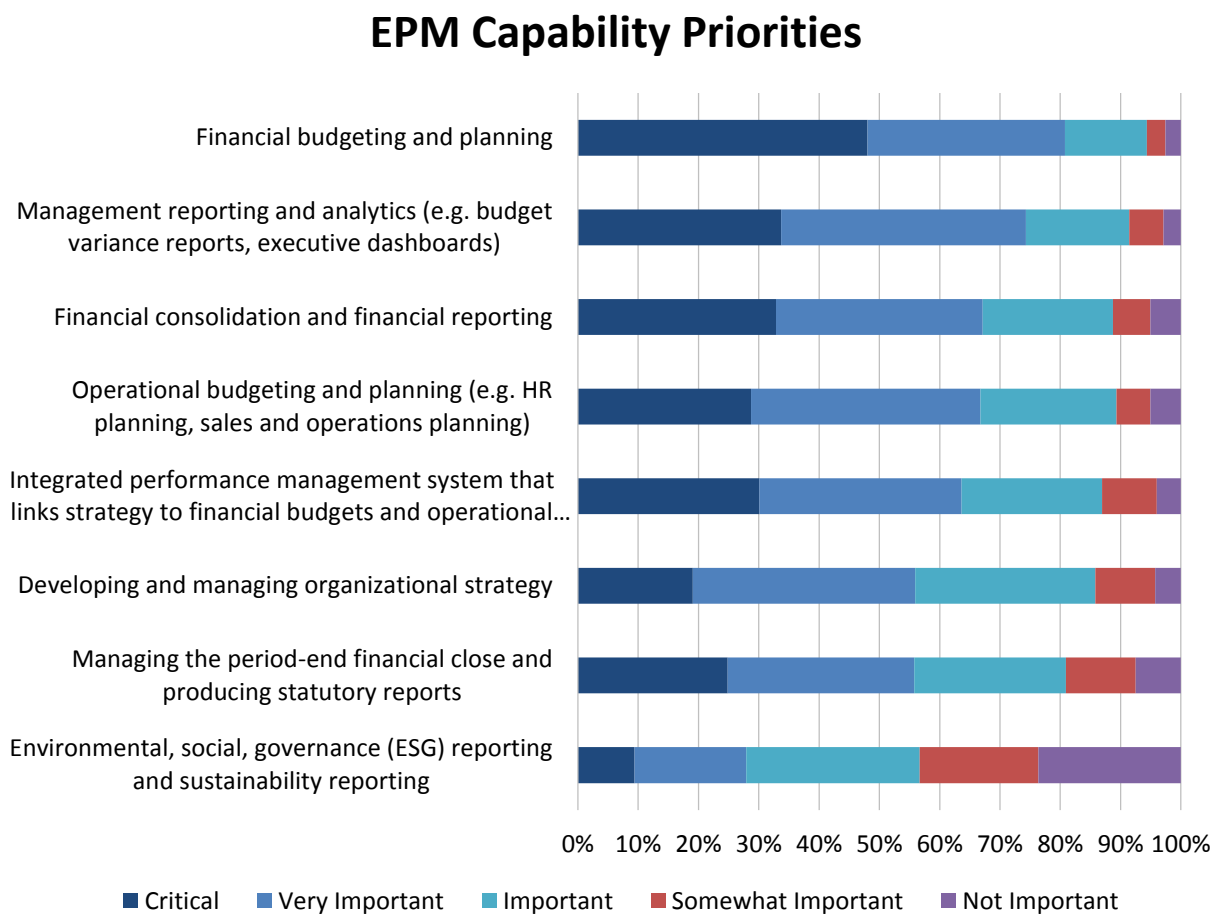

Figure 35 – EPM capability priorities

Prioritization of enterprise performance management capabilities is very similar across geographies (fig. 36). However, respondents in Asia Pacific rate environmental, social and governance significantly more important than respondents from EMEA and North America (weighted mean importance of 3.43 compared to 2.85 for EMEA and only 2.43 for North America).

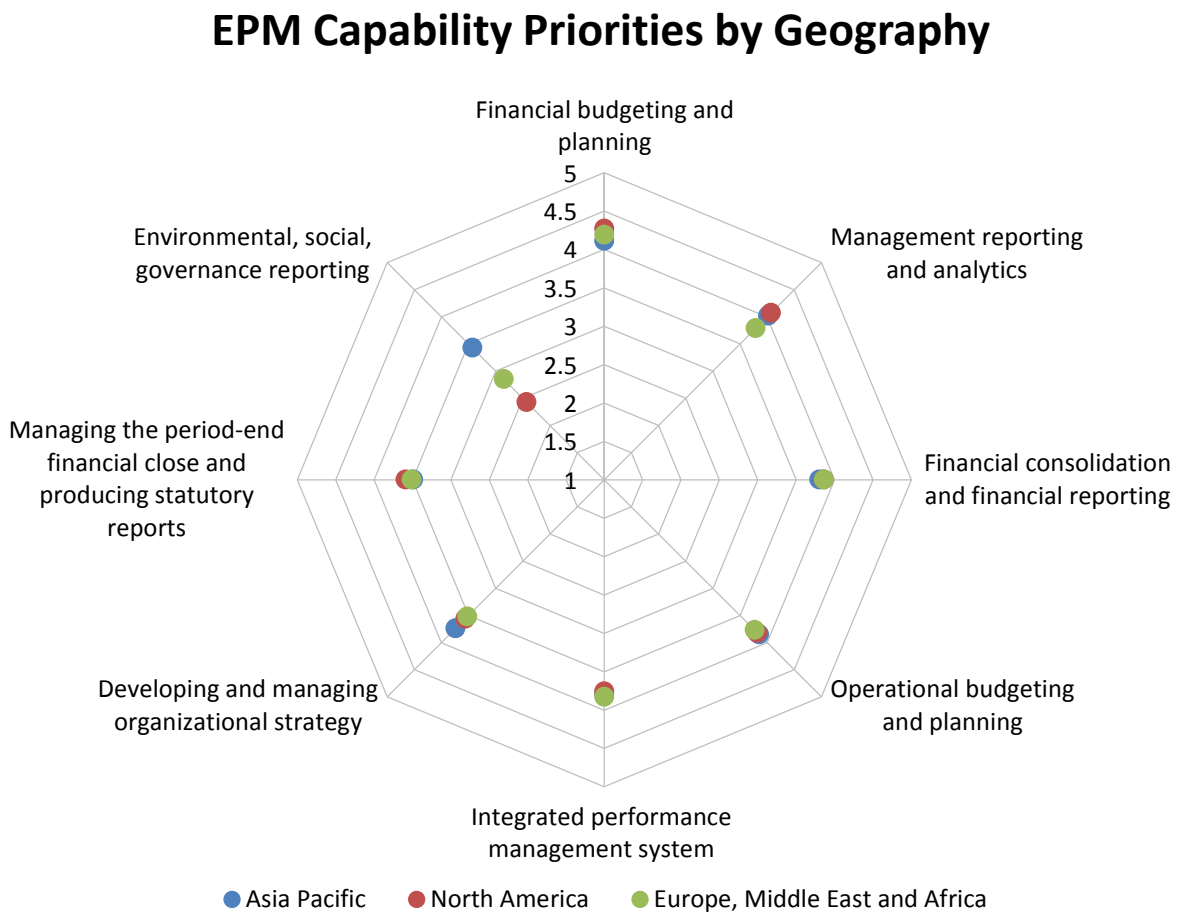

Figure 36 – EPM capability priorities by geography

Enterprise performance management capability priorities are impacted by organization size. Small organizations (1-100 employees) and midsized organizations (101-1,000 employees) rate most EPM capabilities less important than large organizations (1,001-10,000 employees) and very large organizations (more than 10,000 employees) (fig. 37). This difference is most notable for financial consolidation and financial reporting, and managing the period-end close. These three capabilities clearly increase in importance as organizations become larger and more complex.

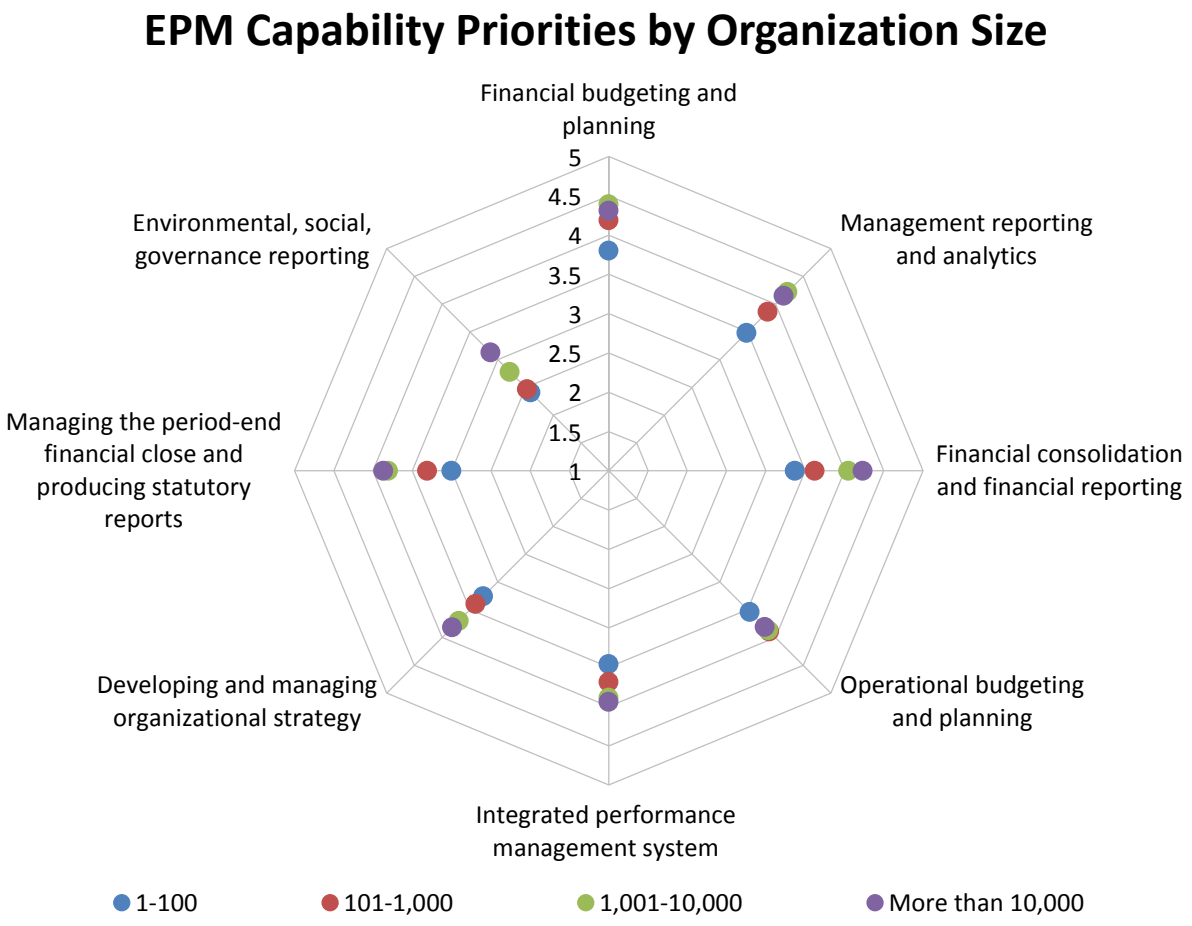

Figure 37 – EPM capability priorities by organization size

There are two capabilities for which importance ratings are similar regardless of organization size. These are operational budgeting and planning and an integrated performance management system. These data indicate that organizations of all sizes see similar value in extending enterprise performance management outside finance to encompass the entire organization.

Most functions rate all enterprise performance management capabilities with similar levels of importance (fig. 38). Even finance-oriented capabilities like *financial consolidation and financial reporting* and *managing the period-end financial close* are ranked at similar levels of importance by finance and other functions. This is an encouraging sign as it shows that these capabilities are not regarded of importance to the finance function alone, indicating that functions outside finance now appreciate the role these capabilities play in an enterprise performance management strategy.

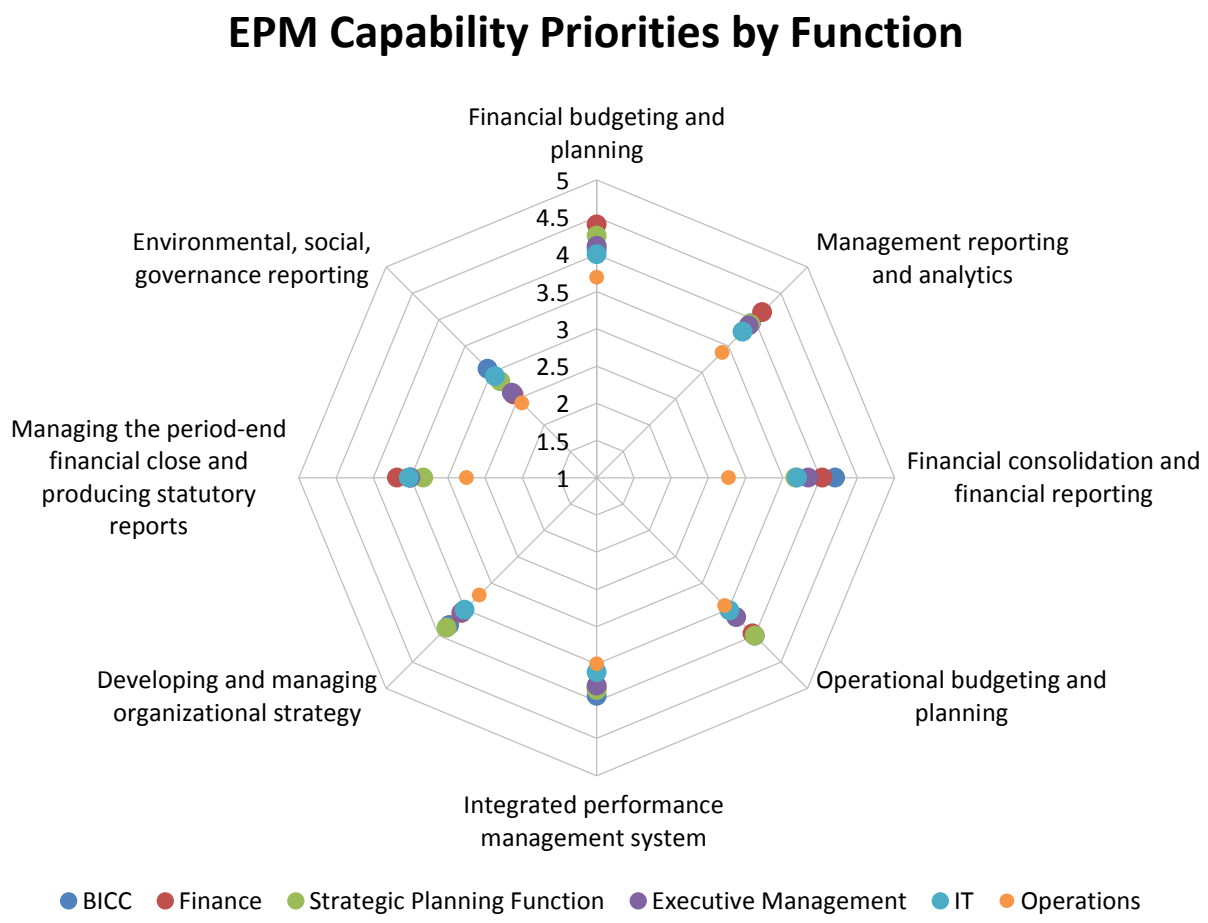

Figure 38 – EPM capability priorities by function

The operations function is a notable exception. Respondents from this function rate all EPM capabilities of lower importance than respondents from all other functions, although the gap in importance rating is lowest for operational budgeting and planning and an integrated performance management system. Our data show that the biggest barrier to EPM success is building a cross-functional team; so, data leaders should focus on operational budgeting and planning and how this integrates with other aspects of performance management to build buy-in from the operations function.

Planning Priorities in Enterprise Performance Management

Budgeting and planning capabilities are a foundational aspect of any enterprise performance management solution. Respondents in our 2023 study rate annual financial budgets as the most important planning capability (fig. 39), which is consistent with all our previous studies. Annual financial budgets have a significantly higher overall weighted mean importance (4.37) compared to the next nine capabilities which range from while the next nine capabilities range from 3.84 to 3.49.

Apart from annual financial budgets, there are some changes in the priority rankings compared to 2022. Rolling forecasts continued their rise, moving from fifth place to third, while revenue and demand planning moved up from seventh place to fourth. Cash-flow forecasting and planning dropped from second place to sixth, although its weighted mean importance only dropped very slightly (from 3.74 to 3.71). This may be an indication of a shift away from a focus on managing liquidity towards planning more for future growth and expansion.

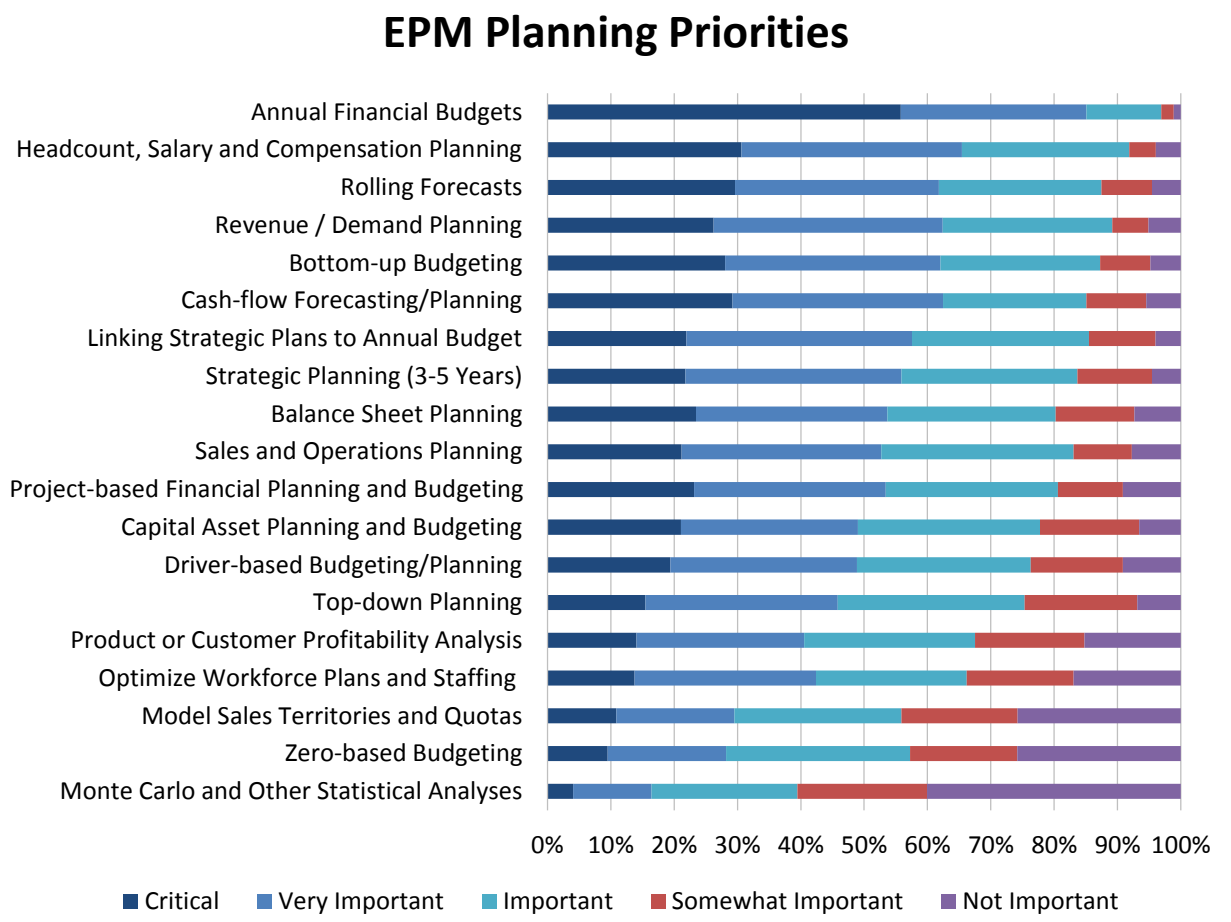

Figure 39 – EPM planning priorities

The data reveal some differences in planning prioritization by geography. Although priority rankings are broadly similar, respondents from Asia Pacific rate many aspects of planning more important than respondents from North America and EMEA (fig. 40). Also, there is a notable difference in the top priorities by geography. In EMEA, respondents rate annual financial budgets and cash-flow forecasting and planning as their highest priorities whereas respondents from North America and Asia Pacific rate annual *financial budgets* and *headcount, salary, and compensation planning* as their top two priorities. These two regions also rank rolling forecasts and revenue/demand planning as more important than cash-flow forecasting. These rankings may indicate that organizations in North America and Asia Pacific are shifting their focus to growth and exploring new opportunities, while organizations in EMEA have a stronger focus on managing liquidity.

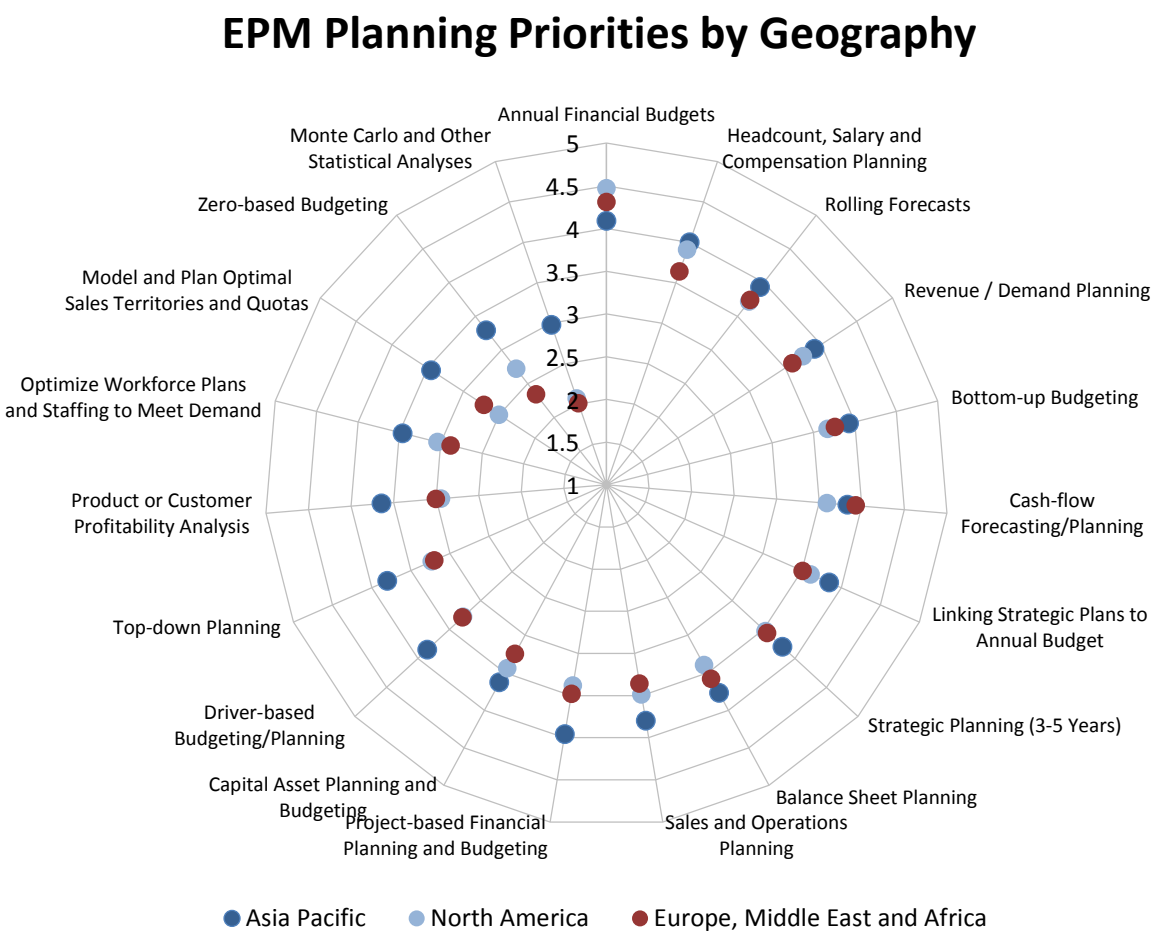

Figure 40 – EPM planning priorities by geography

Overall, organization size does not have a major impact on relative prioritization of planning and budgeting priorities (fig. 41). However, small organizations (101-1,000 employees) attribute lower priority ratings to some capabilities like rolling forecasts and bottom-up budgeting, while very large organizations (more than 10,000 employees) rank most planning capabilities more important than organizations of other sizes.

There was a notable decrease in the importance rating given to cash-flow forecasting and planning by very large organizations (more than 10,000 employees), with the weighted-mean importance rating dropping to 3.61 from 4.13 in 2022. This is similar to the importance rating in 2021 (3.71) and likely indicates that many very large organizations feel that the worst of the economic uncertainty of the last year is now behind them.

Figure 41 – EPM planning priorities by organization size

Planning priorities are broadly similar across vertical industries although retail and wholesale is a notable exception (fig. 42). Respondents from retail and wholesale rank most planning capabilities a lower priority than respondents from all other industries, with the exception of cash-flow forecasting and planning. These data further evidence the lack of retail and wholesale industry capabilities in enterprise performance management software.

Organizations evaluating enterprise performance management solutions should ensure these meet their industry needs and that any implementation partners have appropriate industry experience. Data leaders in retail and wholesale organizations will need to augment enterprise performance management systems with applications from specialist vendors that target the retail and wholesale industry.

Figure 42 – EPM planning priorities by industry

Use of Rolling Forecasts in Enterprise Performance Management

Rolling forecasts are a method of continuous planning that allows management to look forward over a specific time period, typically 12 or 18 months. Organizations revise forecasts every month or quarter and provide a rolling forward view of predicted performance. This contrasts with traditional annual budgeting cycles, where the view of future performance narrows as the year progresses, creating a skew towards short-term goals.

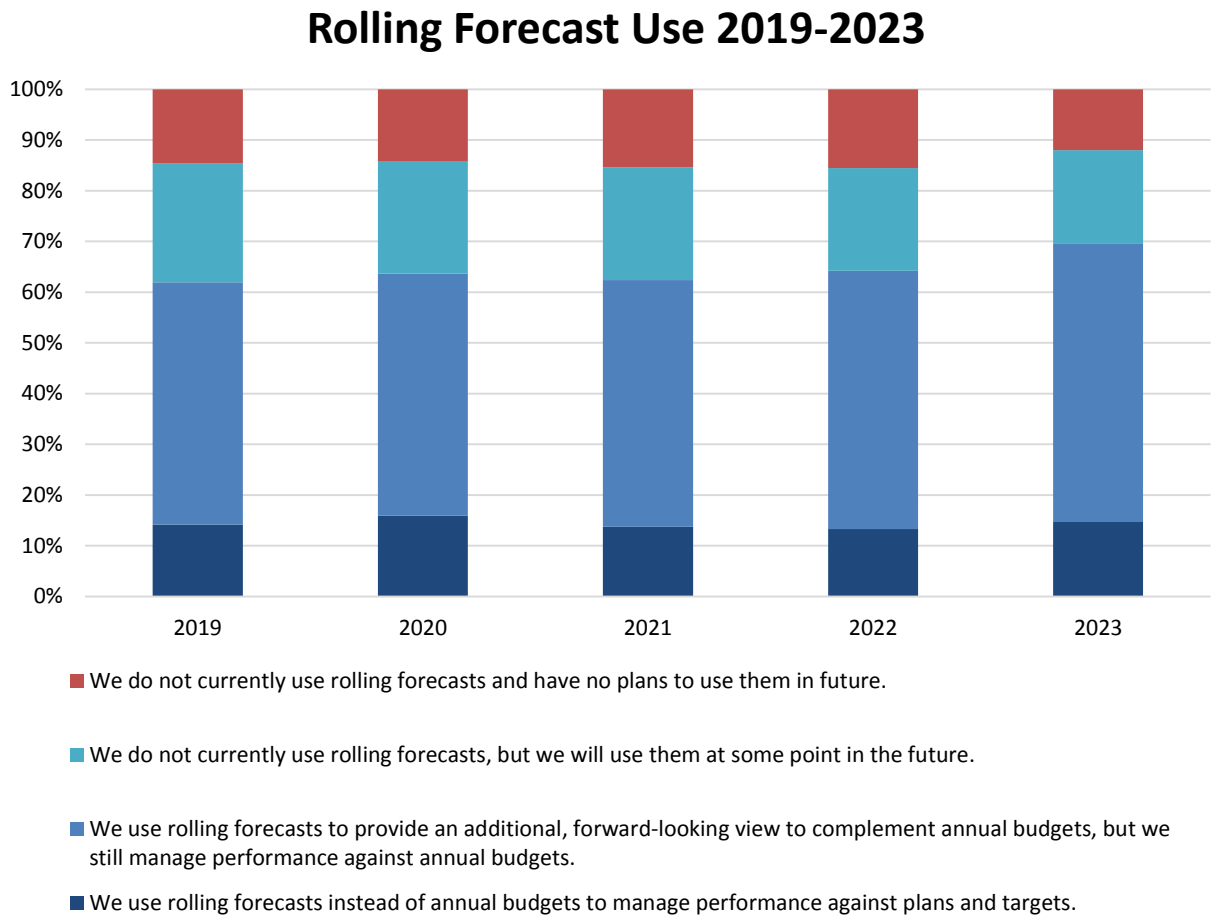

Figure 43 – Rolling forecast use 2019 - 2023

Rolling forecast usage increased slightly compared to 2022 (fig. 43). Sixty-nine percent of respondents use rolling forecasts today (62 percent in 2022) and 15 percent have replaced annual budgets with rolling forecasts (13 percent in 2022). Despite this slight increase in usage, there still does not appear to be a trend towards more organizations replacing annual budgets with rolling forecasts. However, the percentage of organizations using rolling forecasts to complement annual budgets increased to 55 percent from 51 percent in 2022. This increase, coupled with the rise in importance of

rolling forecasts in the ranking of planning capabilities, indicates more organizations are using rolling forecasts to help them identify future opportunities while still maintaining control through the annual budget process.

Overall usage patterns are broadly similar across organizations of different sizes, although very large organizations (more than 10,000 employees) have the highest adoption level for replacing annual budgets with rolling forecasts (18 percent) (fig. 44). Respondents from small organizations (1-100 employees) are more skeptical about rolling forecasts this year, with 19 percent of respondents stating they have no plans to adopt, up from 13 percent in 2022. However, this is still significantly lower than 27 percent of respondents from small organizations that stated in 2021 they had no plans to use rolling forecasts.

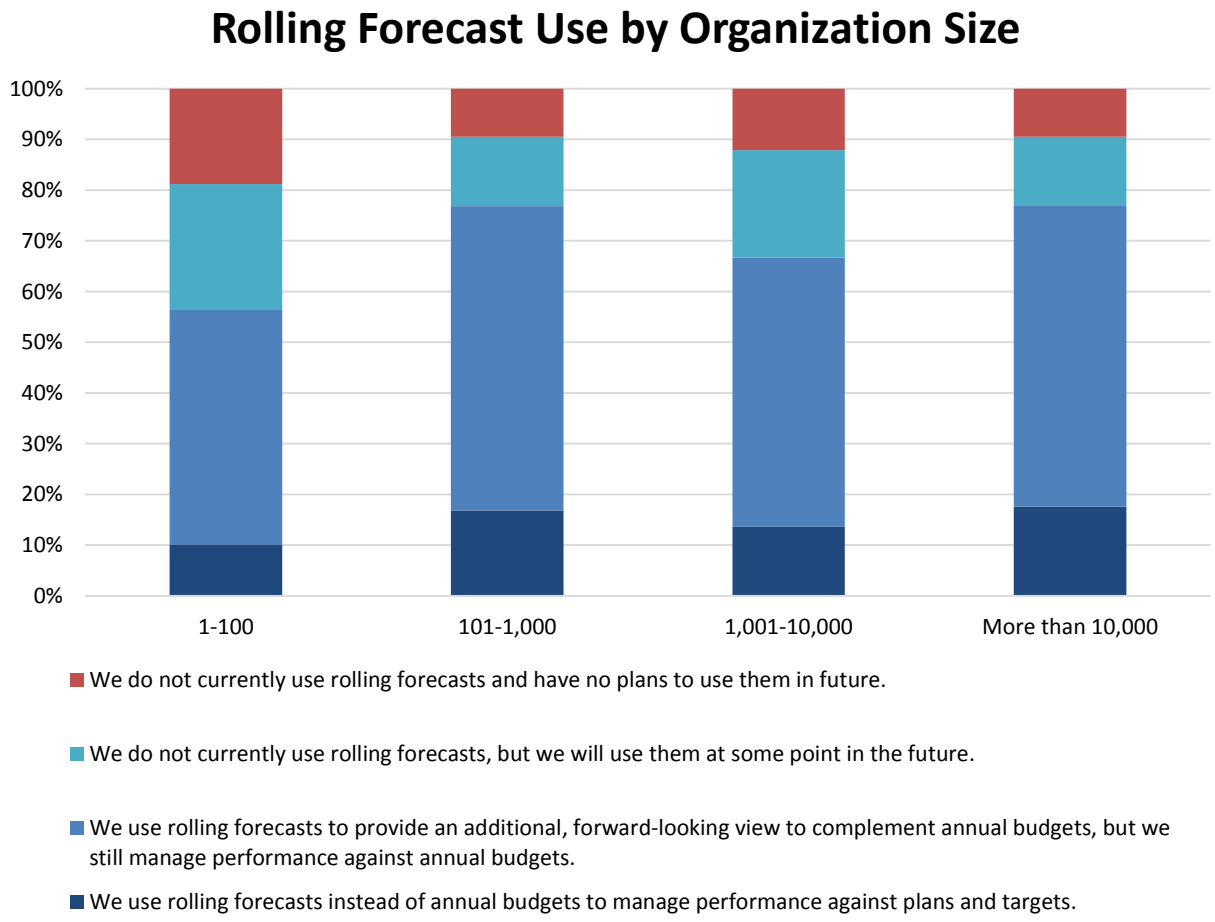

Figure 44 – Rolling forecast use by organization size

Impact of Artificial Intelligence on Enterprise Performance Management

Artificial intelligence (AI) and machine learning are emerging technologies in enterprise performance management. Machine learning has the potential to significantly improve forecast accuracy in planning applications, and it's possible to envisage a new generation of enterprise performance management applications built on AI platforms.

Attitudes about the impact of AI and machine learning on enterprise performance management remain divided (fig. 45). Thirty-eight percent of respondents think AI and machine learning will have a positive impact on EPM whereas around 47 percent are undecided about potential benefits and see challenges building a business case. However, only 15 percent of organizations feel they will face resistance to the adoption of AI and machine learning in enterprise performance management processes.

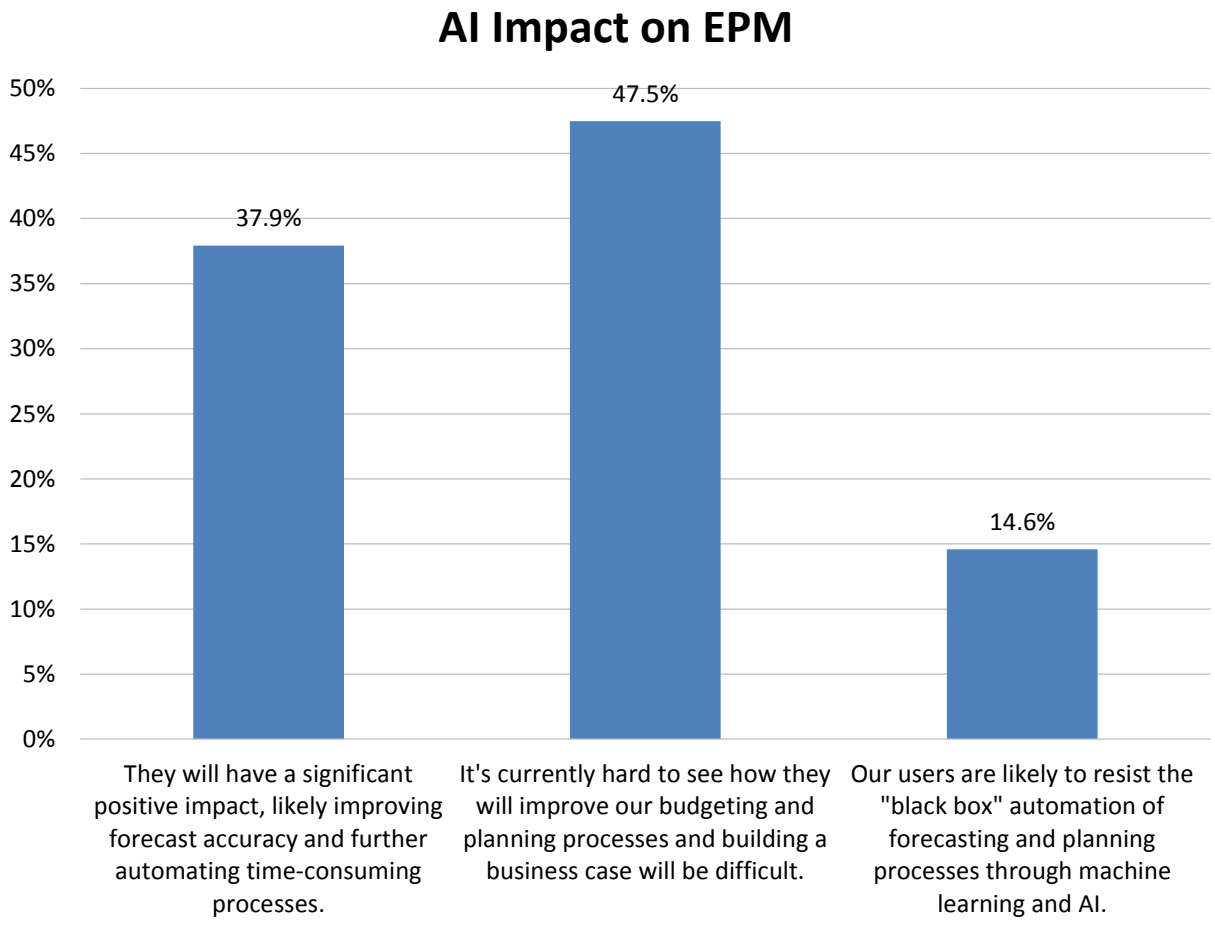

Figure 45 – AI impact on EPM

Resistance to AI-based forecasting and planning was on a slow downward trend; but this increased slightly over the last year, up to 15 percent in 2023 from 13 percent in 2022 (fig. 46). However, the percentage of respondents that see significant positive impacts increased to 38 percent in 2023 compared to 35 percent in 2022. The steady shift in sentiment towards seeing the benefits of AI and machine learning in enterprise performance management continues. However, as the level of public commentary around the potential benefits and threats of AI has increased significantly, this could have a significant effect on sentiment (in either direction) over the coming year.

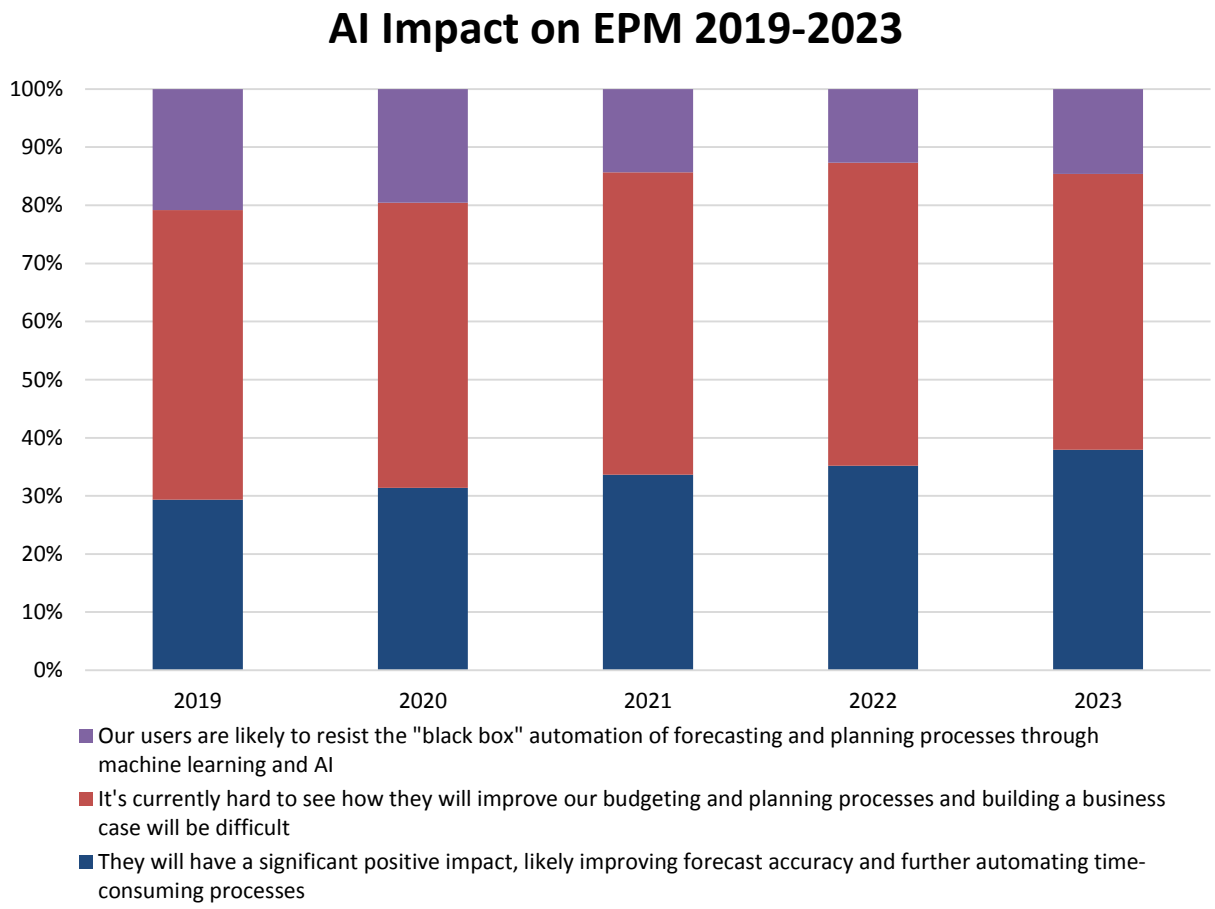

Figure 46 – AI impact on EPM 2019 - 2023

Although attitudes are broadly similar across organization sizes, very large organizations (more than 10,000 employees) are most likely to see potential benefits in the impact of AI and machine learning on enterprise performance management (fig.47). Forty-six percent of respondents from these organizations think AI and machine learning will have a significant positive impact compared to 36 percent from large organizations (1,001-10,000 employees), 35 percent from midsized organizations (101-1,000 employees), and 34 percent from small organizations (1-100 employees).

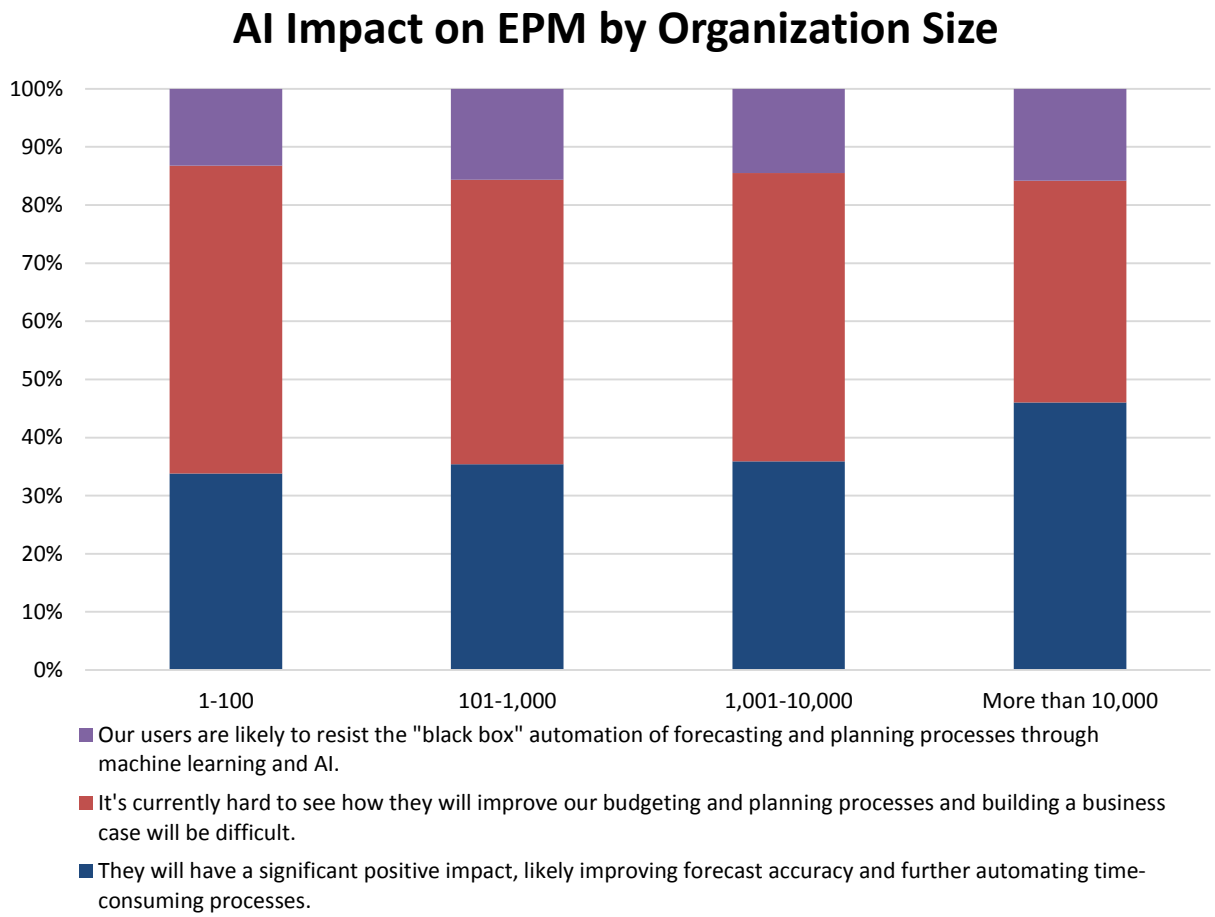

Figure 47 – AI impact on EPM by organization size

There are some differences in attitudes to AI and machine learning across industries (fig. 48). Healthcare, consumer services, and retail and wholesale see the biggest potential positive impacts (48 percent, 47 percent, and 42 percent, respectively). Respondents from the technology industry have the greatest level of resistance to AI and machine learning (23 percent). However, 40 percent of respondents from the technology industry also see significant positive impacts from AI and machine learning in EPM. Overall, sentiment seems to shift somewhat by industry each year, implying there are no consistent trends on the adoption of AI and machine learning in enterprise performance management by industry.

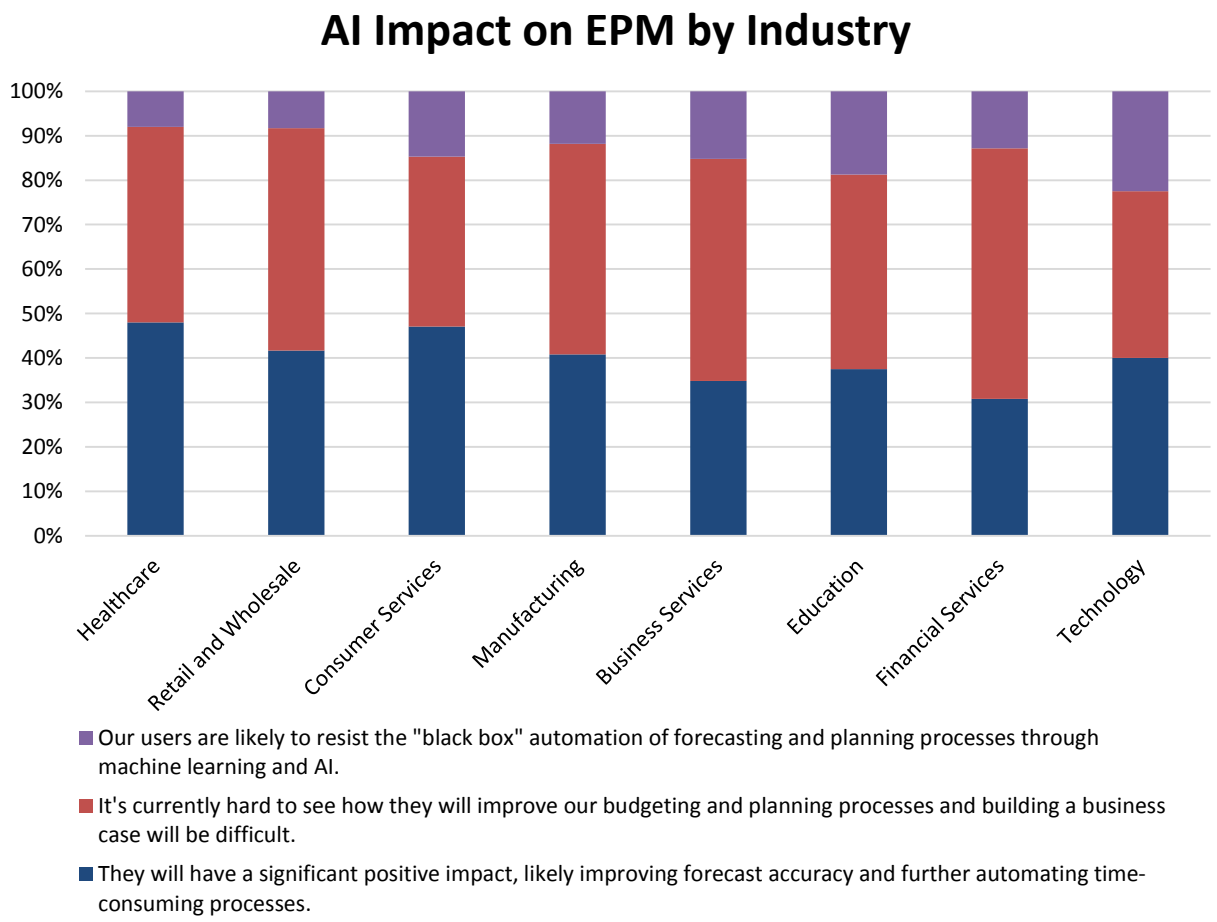

Figure 48 – AI impact on EPM by industry

We also asked respondents how they would source AI and machine learning capabilities for EPM software. The results show little change in attitudes from 2022 (fig. 49). Most organizations expect these capabilities to be bundled in a future release by enterprise performance management vendors (77 percent in 2023 compared to 75 percent in 2022). The percentage of organizations prepared to be early adopters of AI and machine learning capabilities embedded in EPM software increased to 37 percent from 32 percent in 2022.

Overall, with 54 percent of respondents uncertain about the business value of machine learning and AI, and with 77 percent expecting these to be bundled with enterprise performance management software, there is still a clear opportunity for vendors to differentiate themselves in the market with machine learning and AI. However, skeptics will need to be convinced that business value is delivered through these technologies; so, identifying appropriate use cases will be key to success.

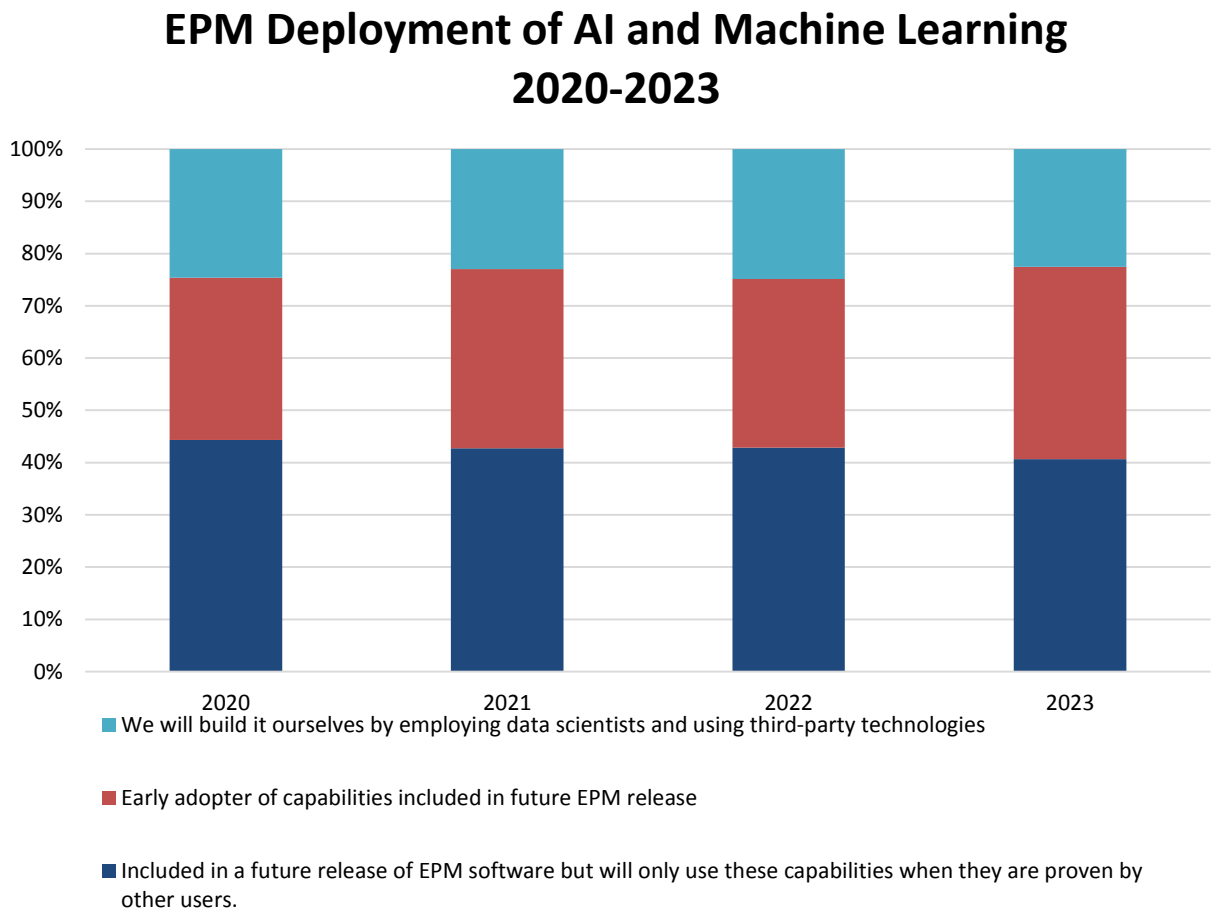

Figure 49 – EPM deployment of machine learning and AI 2020-2023

Deployment Options and Cloud Preferences for Enterprise Performance Management

In recent years our research identified a clear preference for deployment of enterprise performance management in the cloud compared to on premises. For 2023 and subsequent years, we will shift the focus of our research to monitor how rapidly the move away from on-premises deployment develops, and how organizations plan to deploy enterprise performance management in the cloud.

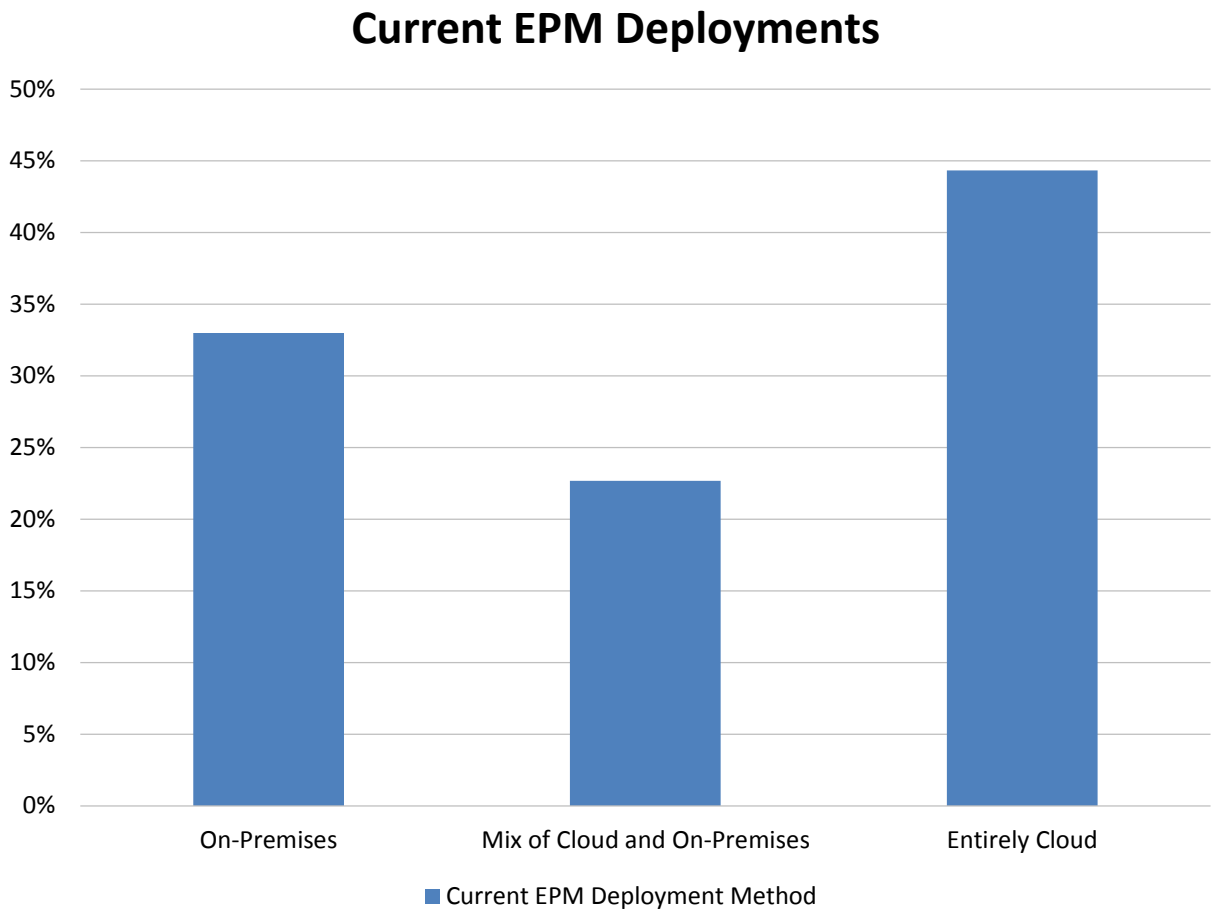

Figure 50 – Current EPM deployments

Cloud deployments now exceed on-premises deployments. Forty-four percent of organizations already deploy enterprise performance management entirely in the cloud, while 33 percent deploy entirely on premises (fig.50). A further 23 percent currently have mixed cloud and on-premises environment, evidence that a significant number of organizations are not doing a complete “lift and shift” of enterprise performance management solutions to the cloud.

We asked respondents to identify their preferred method of cloud deployment for enterprise performance management now and into the future. Currently private cloud/hosted is the preferred cloud deployment model (40 percent), but this declines over time to 27 percent longer than 24 months from now (fig. 51). Public cloud SaaS increases from 35 percent now to 46 percent in longer than 24 months, although it is notable that there is a small decline in public cloud SaaS from now to 12 months. A small number of respondents indicated they are moving away from public cloud SaaS to other deployment models in the next 12 months.

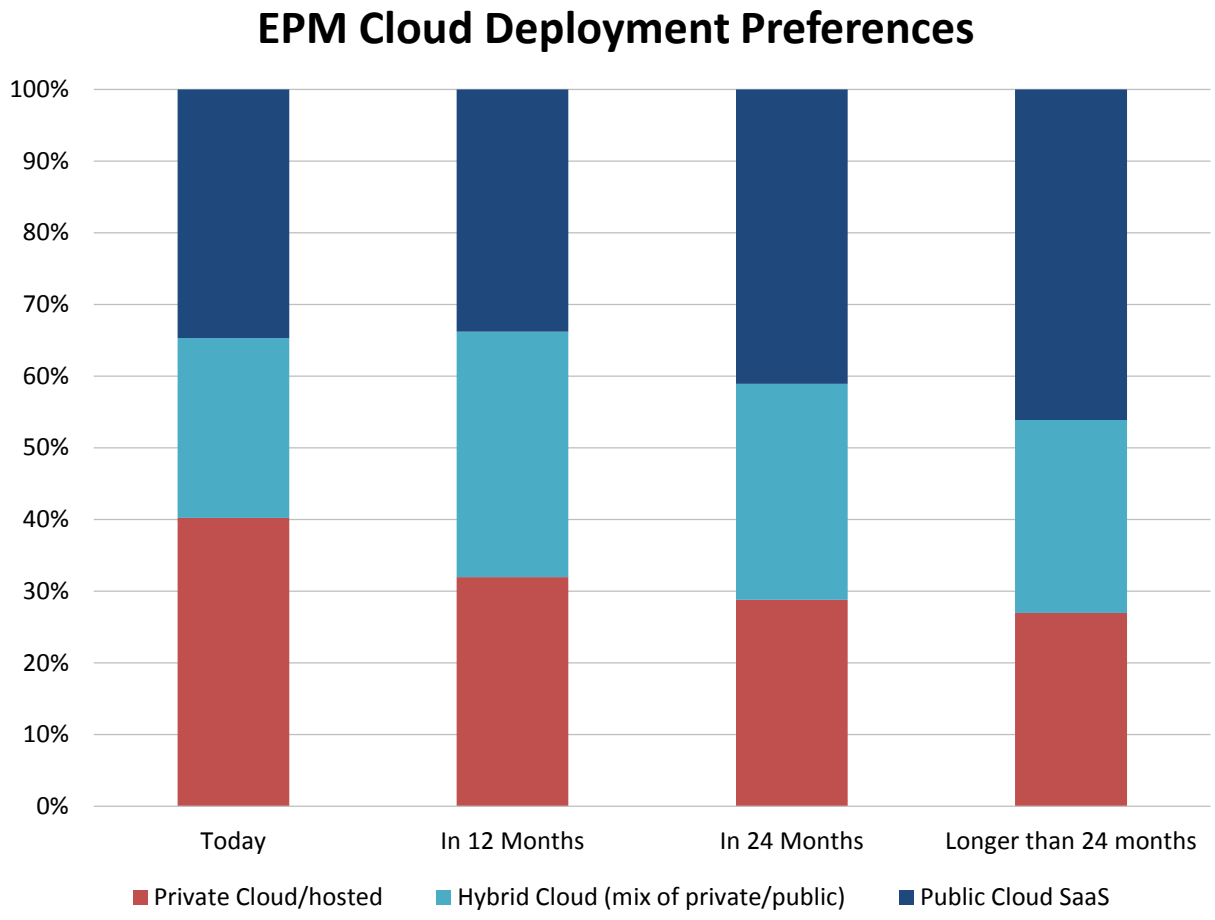

Figure 51 – EPM cloud deployment preferences

These data show that public cloud SaaS still has some way to go before becoming the dominant cloud deployment model, indicating there is still concerns among many organizations about public cloud SaaS as a platform for enterprise performance management. Even in the longer term, 54 percent of organizations plan to use private cloud/hosted or hybrid cloud for enterprise performance management software deployments.

The Role of Enterprise Performance Management in Enterprise Architecture

We asked respondents how enterprise performance management systems are managed and governed in the overall context of their organization's enterprise architecture (fig. 52). Around 37 percent of respondents state that enterprise performance management is viewed primarily as a *finance system*, which means that although IT provides support and strategic direction for the deployment and use of EPM comes from the CFO and finance team. Twenty-six percent of respondents state it forms part of their BI and analytics strategy, while 24 percent view it as a domain-specific application for the senior management team. Only 13 percent do not view enterprise performance management as a strategic part of their enterprise architecture, instead approaching EPM on a purely tactical basis and deploying specific capabilities as needed.

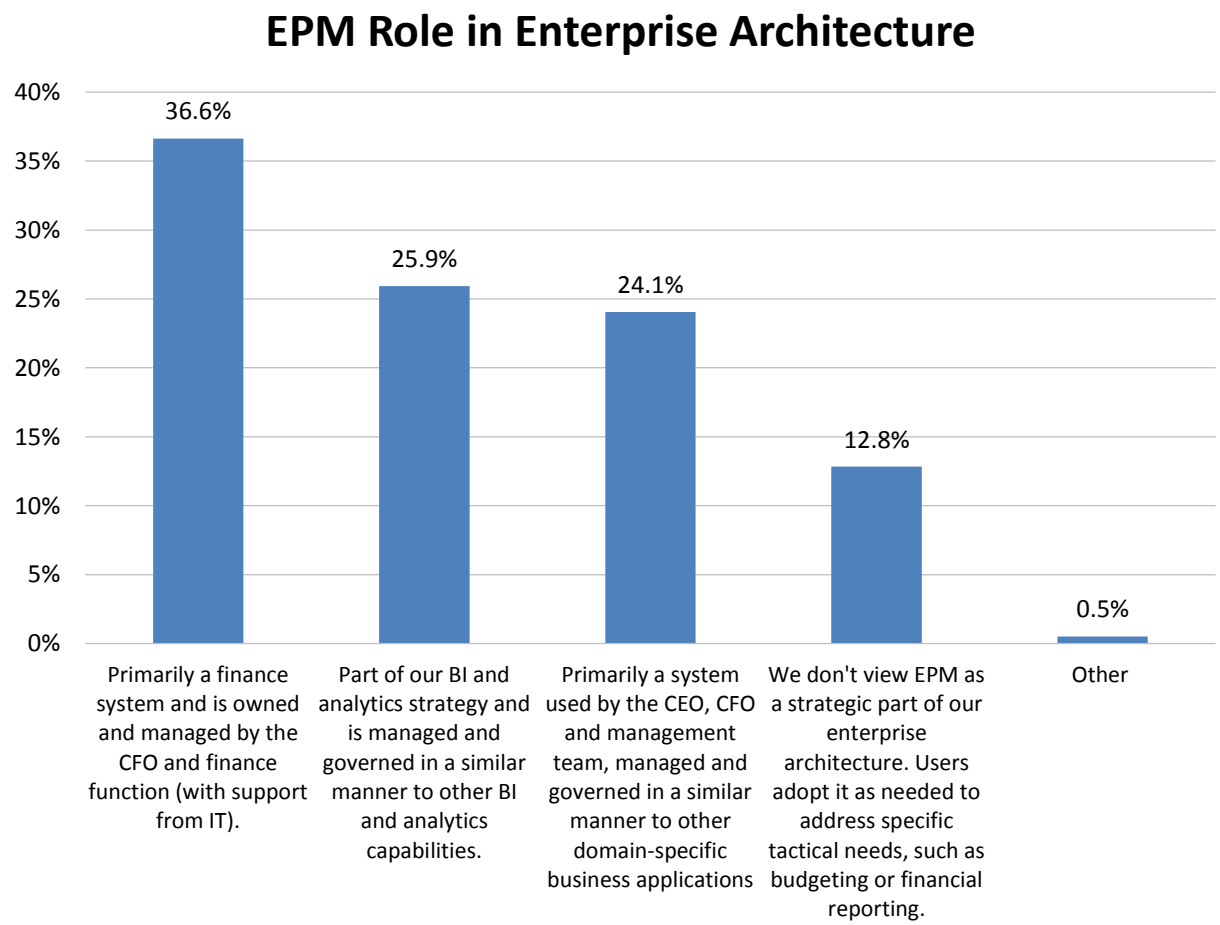

Figure 52 – EPM role in enterprise architecture

There are some significant differences in sentiment about the role of enterprise performance management in enterprise architecture by geography. Forty-six percent of respondents in North America view enterprise performance management as primarily a finance system compared to 30 percent in EMEA and only 18 percent in Asia Pacific (fig. 53). However, respondents in EMEA are most likely to view enterprise performance management as part of their BI and analytics strategy, while 44 percent of respondents from Asia Pacific view it primarily as a system used by the CEO, CFO and management team.

There was a shift in EMEA away from viewing enterprise performance management as primarily a finance system in 2023, down to 30 percent from 44 percent in 2022. There are now clear differences by region in how enterprise performance management is viewed in the context of enterprise architecture and vendors need to be aware of this in their marketing and implementation strategies.

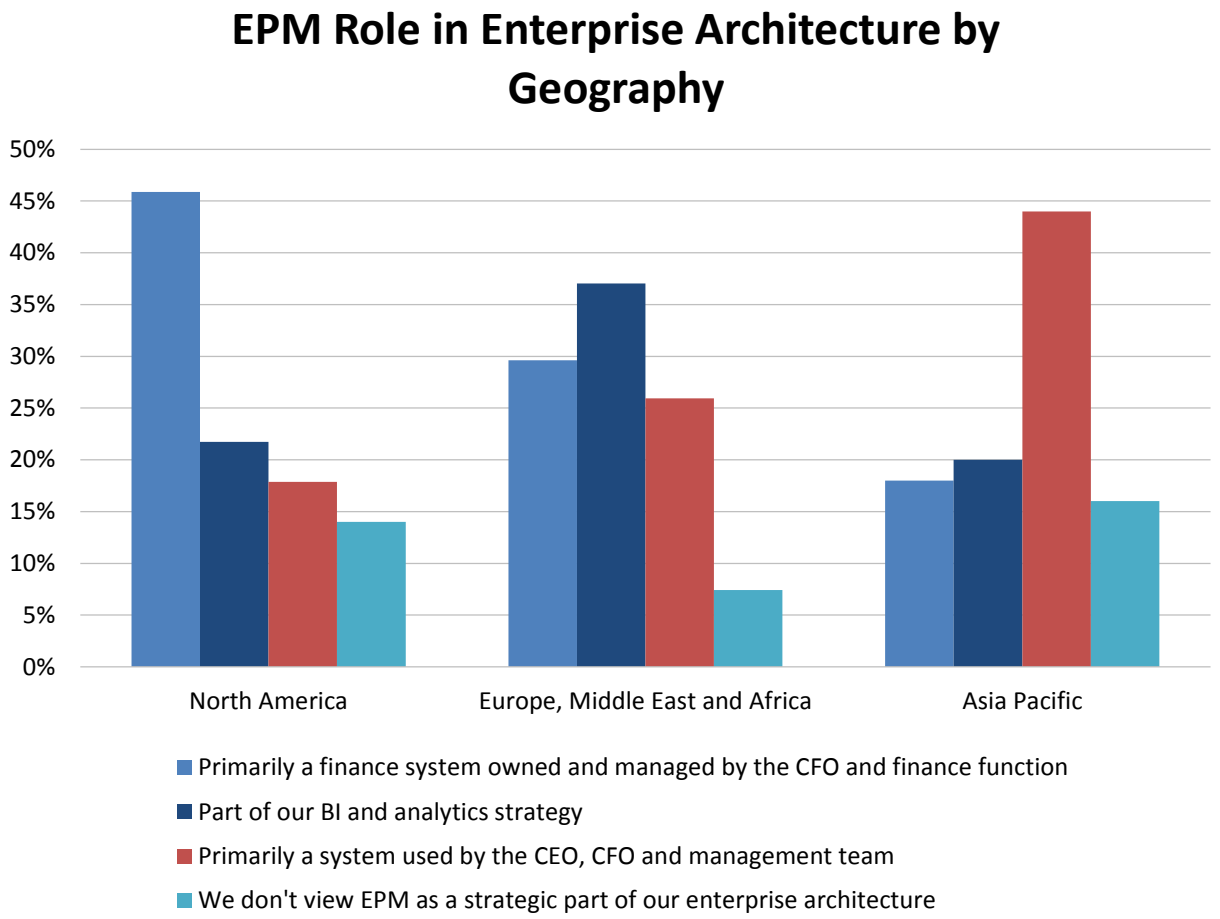

Figure 53 – EPM role in enterprise architecture by Geography

Organization size also has an impact on how enterprise performance management is viewed in the context of enterprise architecture (fig. 54). Large organizations (1,001-10,000 employees) and very large organizations (more than 10,000 employees) view enterprise performance management as primarily a finance system, whereas small organizations (1-100 employees) and midsized organizations (101-1,000 employees) take a more balanced view, with a slight preference for viewing it primarily as a system used by the CEO, CFO, and management team.

Thesee data show that vendors have an opportunity to tailor marketing and implementation strategies to address the different perceived roles of EPM within enterprise architecture. For example, marketing strategies for small organizations could focus more on helping the CEO and management team to manage the organization as it grows rather than focusing on specific finance capabilities.

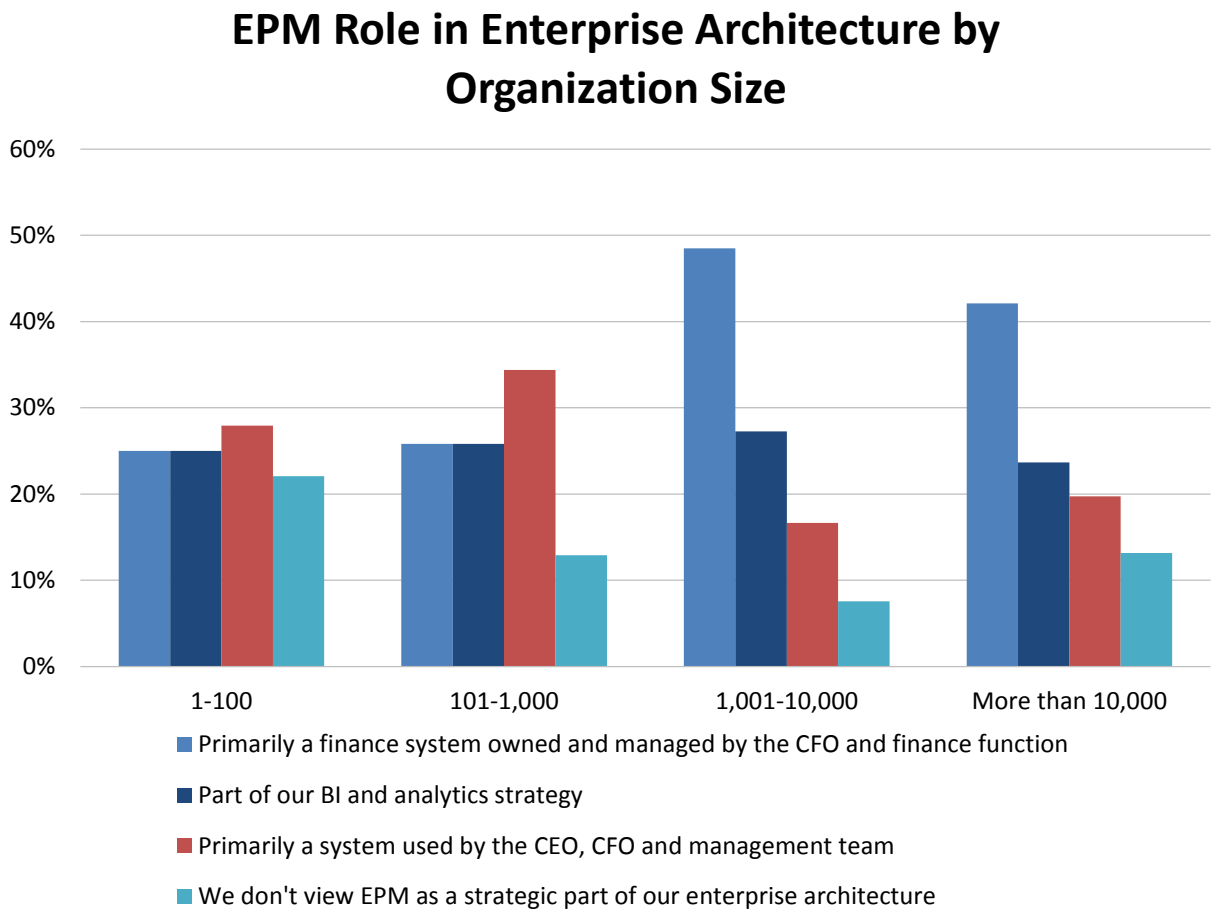

Figure 54 – EPM role in enterprise architecture by organization size

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There is no “right” answer to the question “What role does enterprise performance management play in enterprise architecture” These data show that organizations can achieve success with BI regardless of their approach to enterprise performance management (fig.55). However, there is more chance of underachievement if EPM is viewed primarily as a finance system or is not viewed as strategic part of enterprise architecture. Forty-two percent of respondents from organizations that are either unsuccessful or somewhat unsuccessful with BI view EPM primarily as a finance system while 31 percent do not view EPM as a strategic part of enterprise architecture. Data leaders seeking to deliver successful BI strategies should ensure that enterprise performance management strategy is not delegated purely to the finance team, and that it should be treated as a strategic part of enterprise architecture.

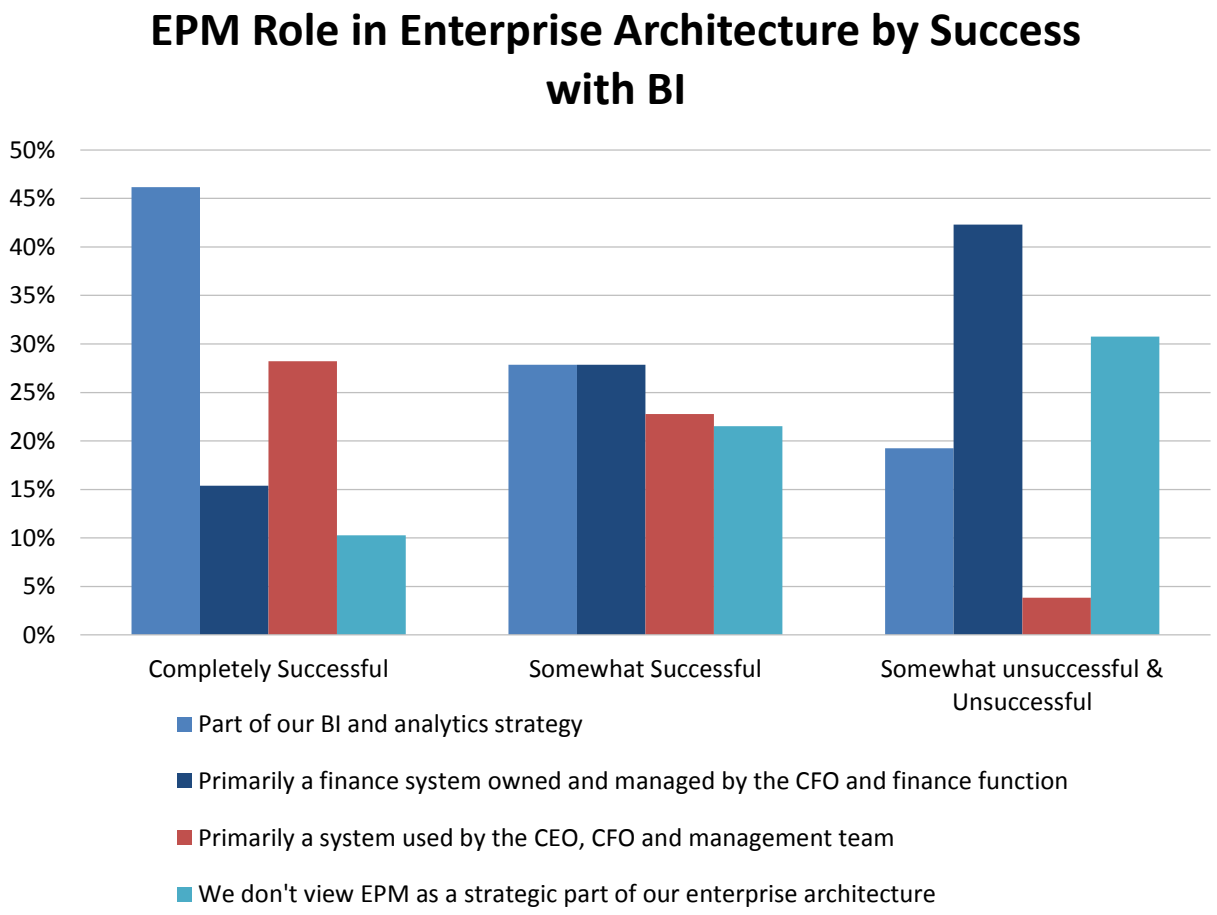

Figure 55 – EPM role in enterprise architecture by success with BI

Industry and Vendor Analysis

Industry Capabilities

For our 2023 study, we analyzed vendor responses about the functional and architectural capabilities of their products in the following categories:

Strategy Management – features and functions that support setting high-level goals and objectives, creating strategic plans (typically higher level and with longer time horizons than financial and operational plans). They also model the impact of complex strategic decisions (such as acquiring a company and different corporate financing strategies) and help senior management connect strategic objectives to financial and operational activities.

Financial Planning – capabilities that help the CFO and finance team create and manage financial plans and budgets. These are built using financial logic and frequently use coding structures found in the general ledger (GL). They need to manage the accounting conventions of debits and credits and typically follow the format of the primary financial reports (balance sheet, income statement, and cash-flow statement). They use these reports to predict likely financial performance and compare it against actuals.

Operational Planning – features and functions that line-of-business managers use to help plan their activities using measures and drivers that are relevant to their function. Examples include workforce planning tools that would be used by the human resources team, or territory and quota planning tools that would be used by the sales function. There are many specialist domain planning solutions, but a comprehensive enterprise performance management solution.

Planning and Budgeting Process Support – capabilities that support the entry, amendment, review, and approval of plans and budgets of all types.

Planning and Modeling Capabilities – how the solution supports the modeling aspect of planning and budgeting. This includes forecasting, simulation, and "what-if" capabilities, along with the flexibility and sophistication of the underlying model or models.

Data Science and Machine Learning –includes statistics, modeling, machine learning, and data mining to analyze facts to make predictions about future or otherwise unknown events. The analysis is aligned with the capabilities defined in the Data Science and Machine Learning Market Study.

Technical Architecture – features of the underlying technical and application architecture, including delivery models supported and data architecture.

Industry – Strategy Management Capabilities

Most vendors provide broad support for strategy management capabilities (fig. 56). However, there are some gaps, and more specialized capabilities like debt vs. equity financing and mergers and acquisition analysis are not on the product road map for a minority of vendors. More concerning is the lack of coverage by some vendors in strategy development and strategy visualization.

Strategy management is one of the areas of enterprise performance management that elevates any implementation beyond a focus on budgeting and planning. Organizations evaluating enterprise performance management software need to challenge their users, particularly executive management, to consider how they will leverage this functionality. Data leaders should use strategy visualization as a way of differentiating between vendors, as this is a key capability in the development and communication of strategy.

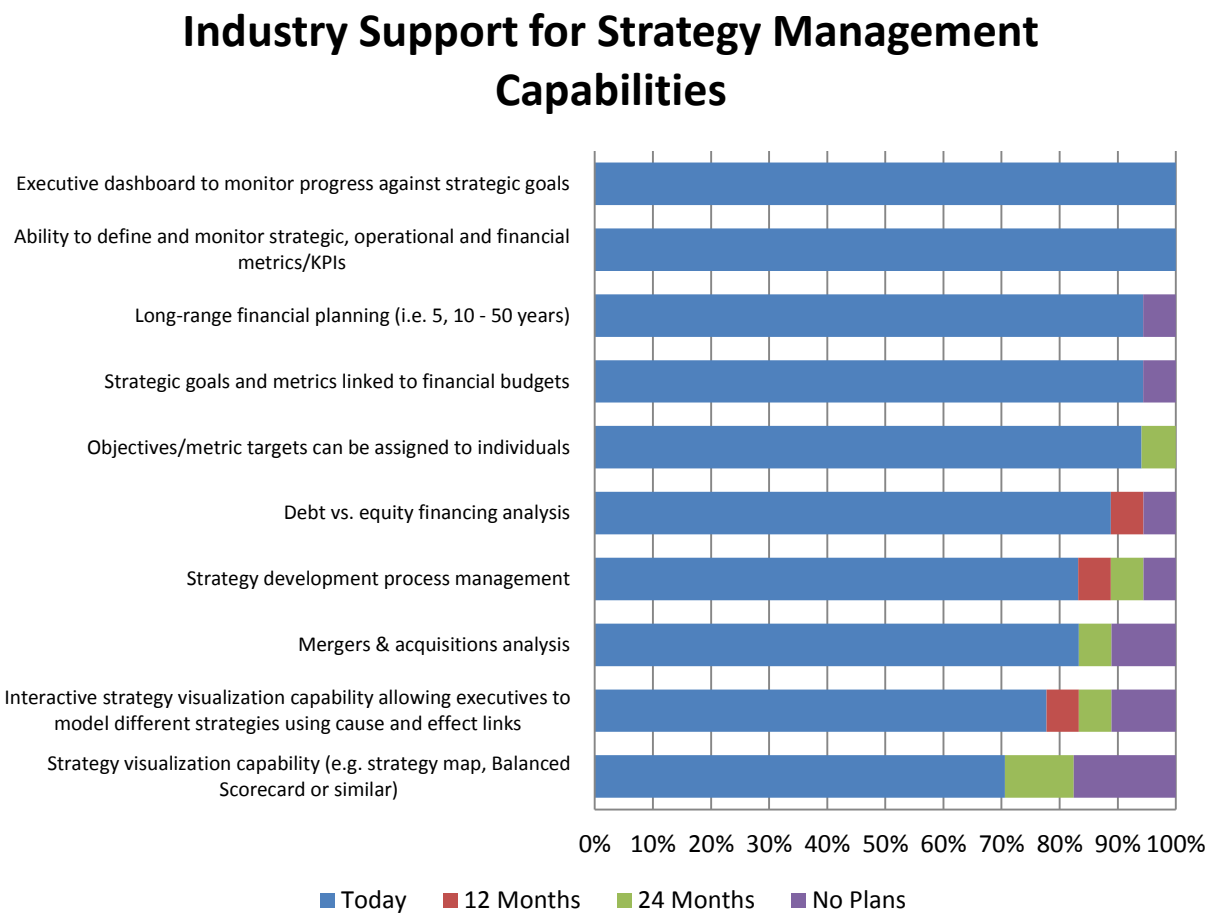

Figure 56 – Industry support for strategy management capabilities

Industry – Financial Planning Capabilities

Financial planning capabilities are primarily intended for the finance function, and the CFO and finance function requirements heavily influence many enterprise performance management evaluations. Therefore, it is not surprising that vendors provide good coverage of capabilities in this area (fig. 57).

However, there are some notable areas where some vendor solutions lack support for key financial planning activities. For example, some vendors have no plans to support pre-defined asset and depreciation calculations, and support for industry variants of financial planning is also lacking. A minority of vendors also lack built-in financial intelligence, which could add complexity to any implementation.

Organizations evaluating enterprise performance management software must ensure they clearly define and rank their financial planning requirements, as this will help differentiate between vendors.

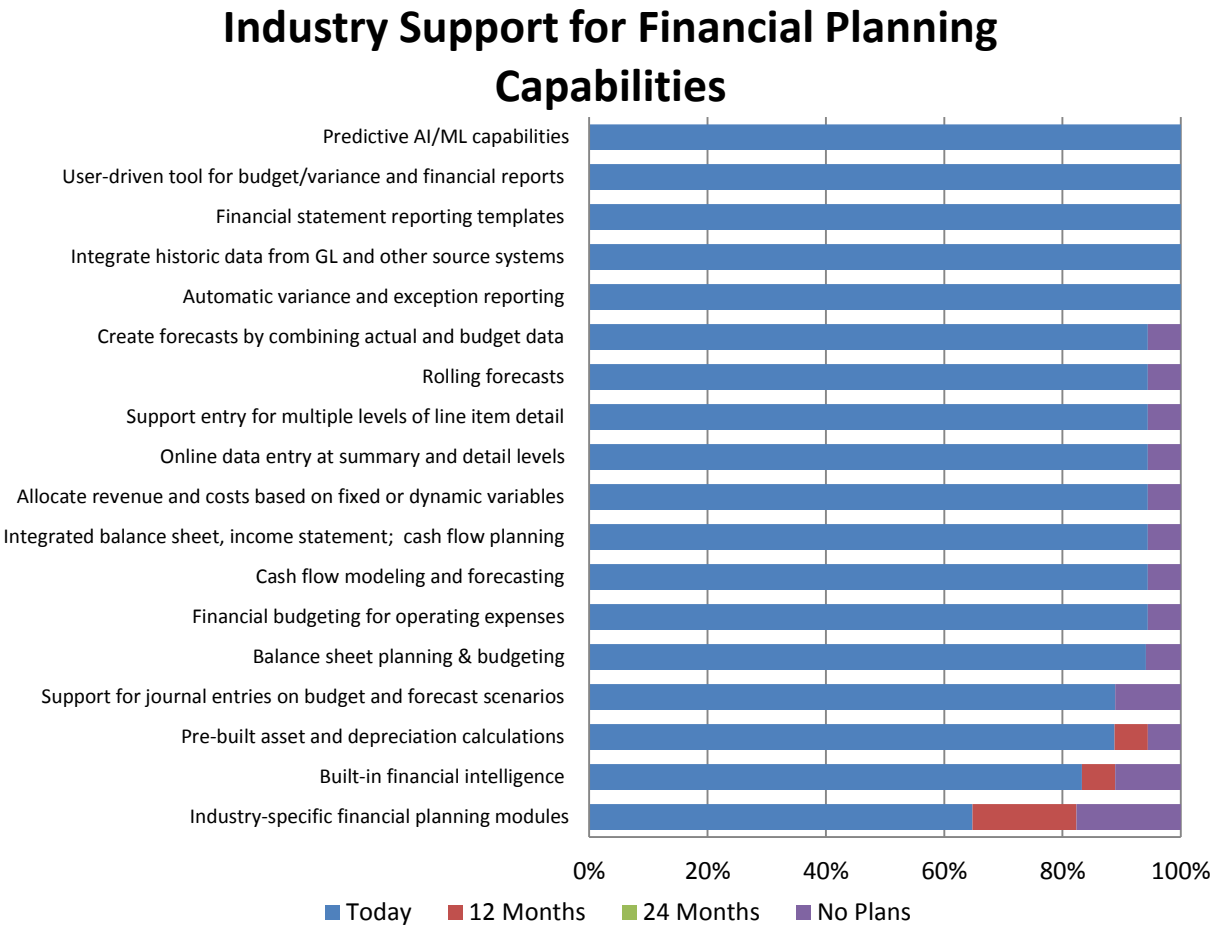

Figure 57 – Industry support for financial planning capabilities

Industry – Operational Planning Capabilities

Support for operational planning capabilities is fairly broad (fig. 58). However, where there are gaps, some vendors do not have plans to fill them, especially in manufacturing production planning and supply chain planning. This means enterprise performance management solutions will vary in their operational planning capabilities in the foreseeable future.

Therefore, organizations looking to source planning capabilities outside financial planning from an enterprise performance management vendor need to evaluate domain capabilities closely and consider augmenting an enterprise performance management solution with a domain specialist solution if these do not go deep enough. Data leaders should closely evaluate the integration capabilities and partnerships provided by enterprise performance management vendors to work with domain-specific planning capabilities.

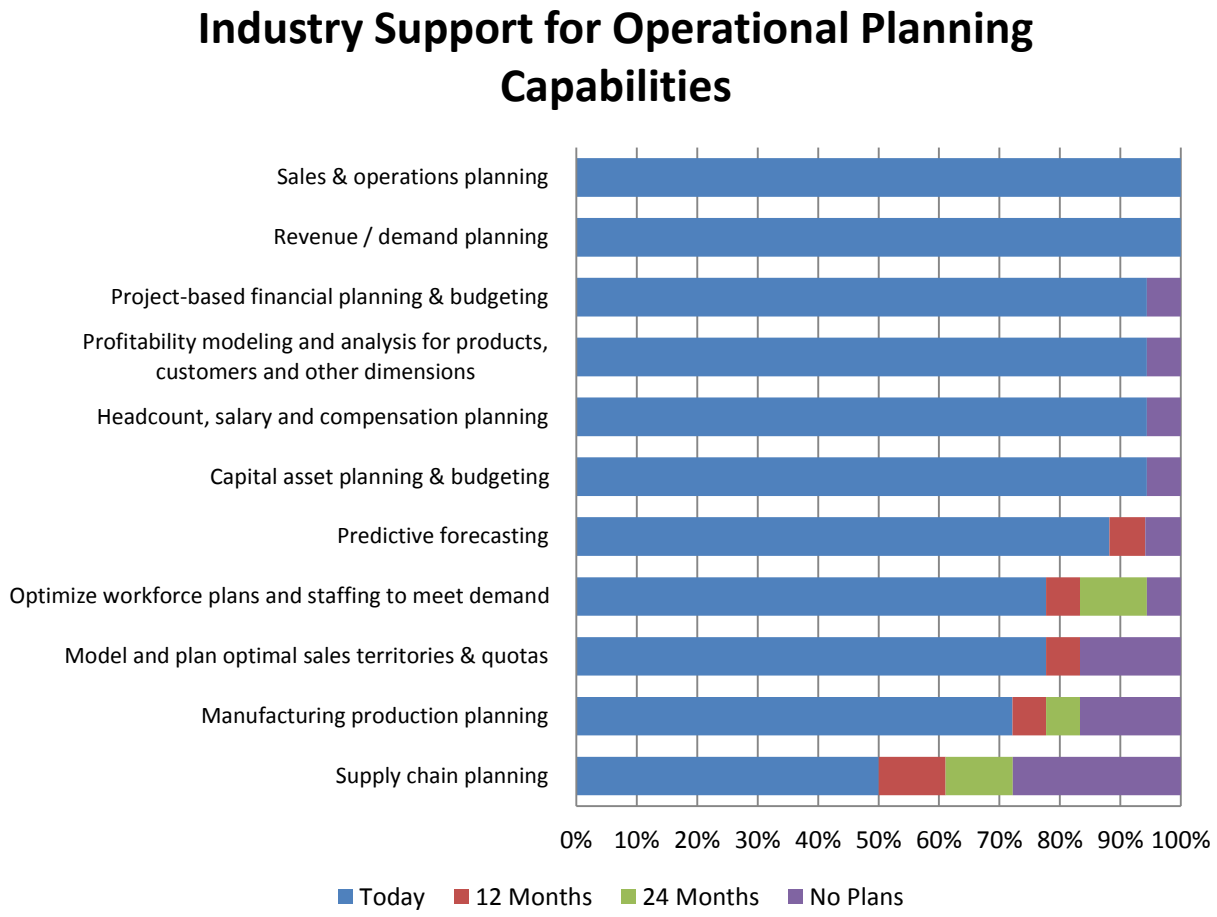

Figure 58 – Industry support for operational planning capabilities

Industry – Budgeting and Planning Process Support

Most vendors provide comprehensive support for the processes that underpin the entry, amendment, review, and approval of budgets (fig. 59). There are some notable exceptions. For example, some solutions do not provide Excel data entry or support uploads from Excel, and vendors do not plan to fill these gaps. This likely reflects the cloud-based architecture of these systems, but it will likely require a mindset shift on the part of users to adopt this type of solution (and limit the use of Excel).

Consequently, organizations evaluating enterprise performance management solutions should not assume that all vendors will meet all their required budgeting and planning process needs. They may also need to challenge some perceived user needs when adopting cloud-based enterprise performance management solutions.

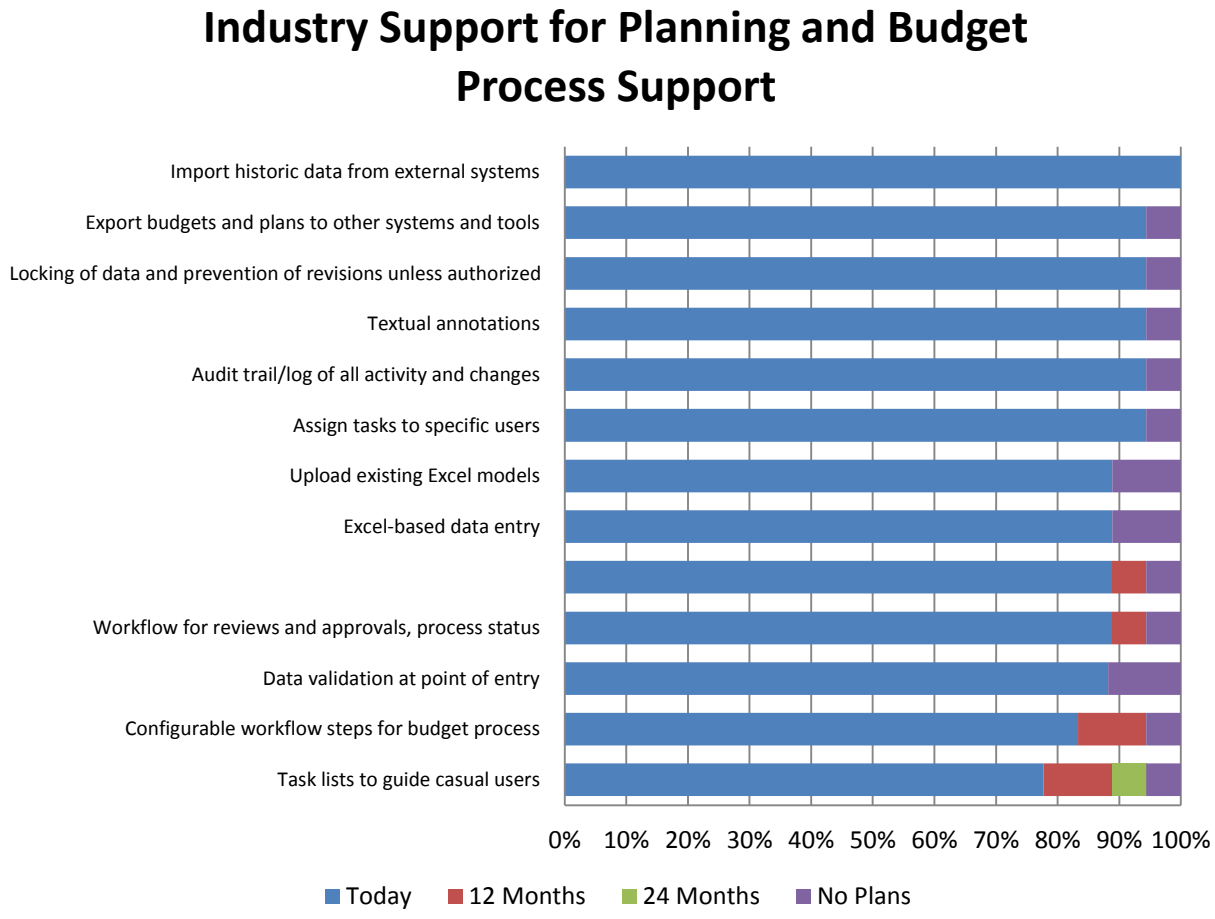

Figure 59 – Industry support for planning and budgeting process support

Industry – Planning and Modeling Capabilities

There is broad support for many sophisticated planning and modeling functions (fig. 60). However, some vendors lack functionality in areas such as driver-based planning and break-back allocations that can be key functionalities in more complex planning environments. It is therefore important to ensure user needs in this area are defined and prioritized in some detail. Also, some vendors do not support user-defined planning rules, which means deployments of their solutions could require more IT support.

Offline budgeting, planning, and modeling capabilities and offline model creation have the lowest level of support from vendors. This is understandable, as the prevalence of cloud-based solutions reduces the need for offline capabilities. However, it may require a shift in user attitudes to adapt to lack of this type of functionality, especially if they are moving from on-premises solutions.

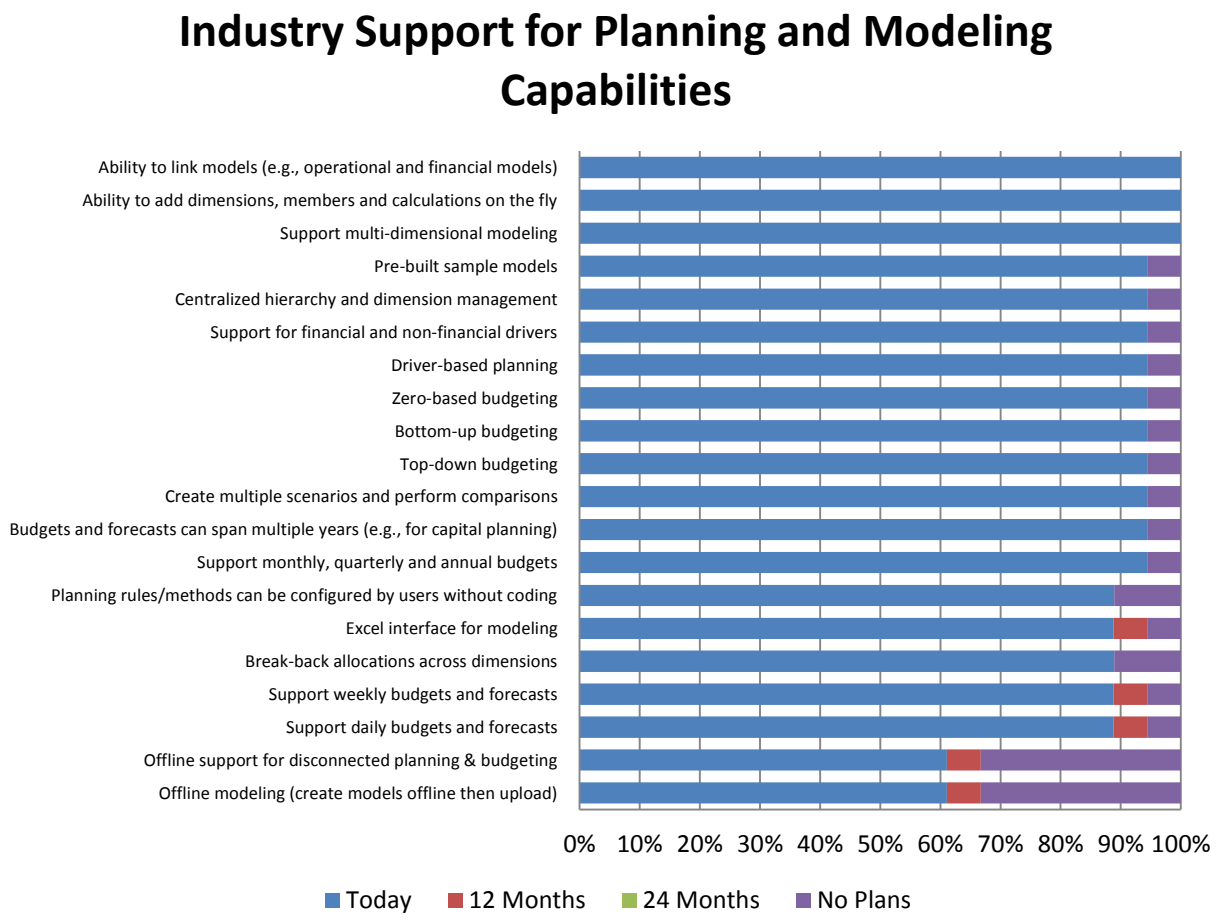

Figure 60 – Industry support for planning and modeling capabilities

Industry – Data Science and Machine Learning

Support for data science and machine learning is currently limited among enterprise performance management vendors (fig. 61). The highest levels of support are for statistically oriented capabilities, which are viewed as low priority EPM capabilities by our survey respondents. Several capabilities that will significantly impact enterprise performance management such as optimization, forecasting, and causal analysis have lower levels of support. However, vendors have many of these capabilities on their road maps for delivery between 12 to 24 months from now.

The majority of enterprise performance management users are still undecided about the value of data science and machine learning in enterprise performance management solutions. It is likely that deployment of capabilities like optimization and forecasting capabilities over the next 12 to 24 months will increase uptake in EPM deployments, provided vendors deliver on their road map intentions.

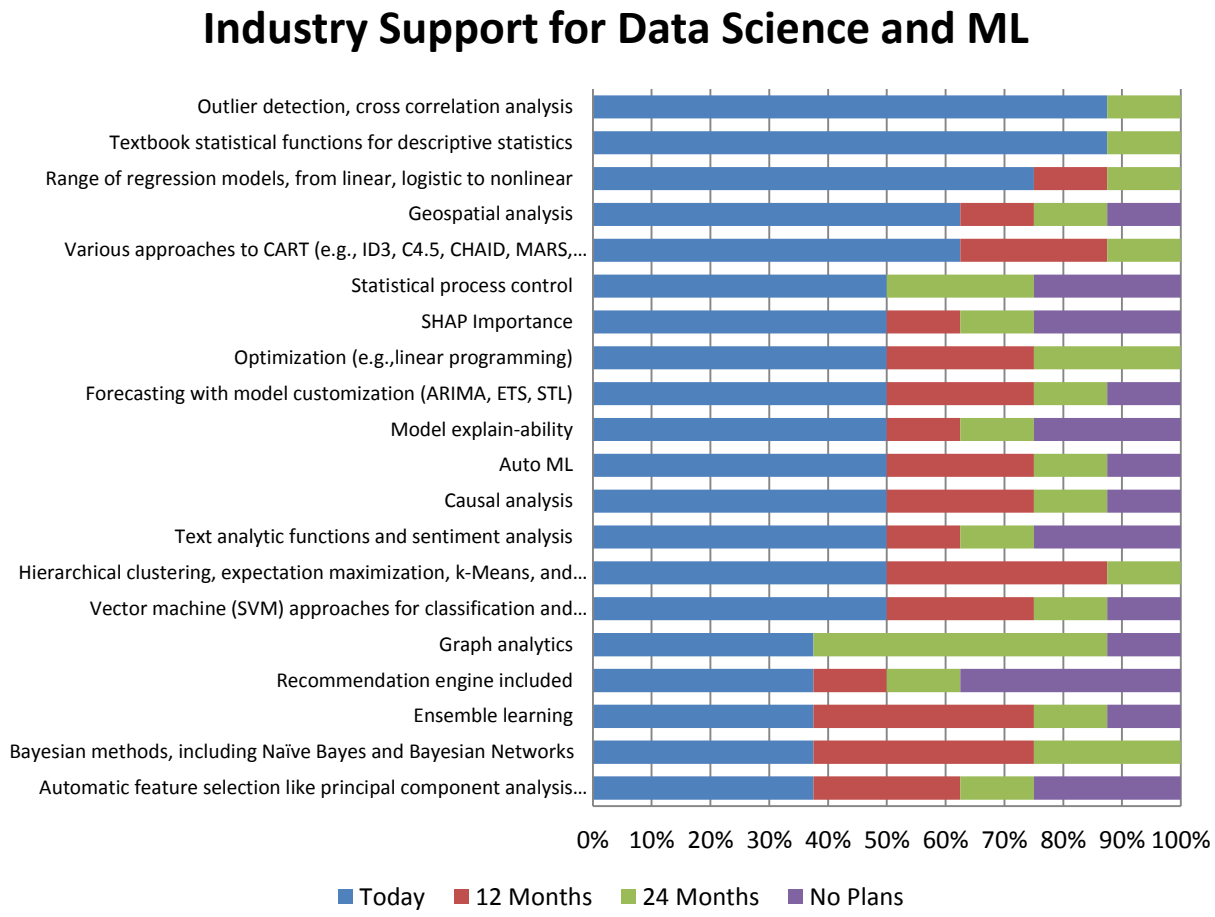

Figure 61 – Industry support for data science and ML

Industry – Technical Architecture Features

All vendors support core technology capabilities such as automated alerting and access controls (fig. 62). Also, most vendors now support in-memory databases. A smaller number of vendors in 2023 do not support multi-language capabilities (7 percent compared to 13 percent in 2023) and those that do not plan to address this within 12 months.

There is a clear split between vendors in terms of deployment capabilities. A minority of vendors do not offer SaaS/public cloud delivery but will likely offer hosted/private cloud, while some vendors are "SaaS only" and don't plan to offer hosted/private cloud or on-premises deployment. Sixty percent of vendors still offer an on-premises deployment option, so it is clear that some vendors will not force their users to move to cloud in the short term.

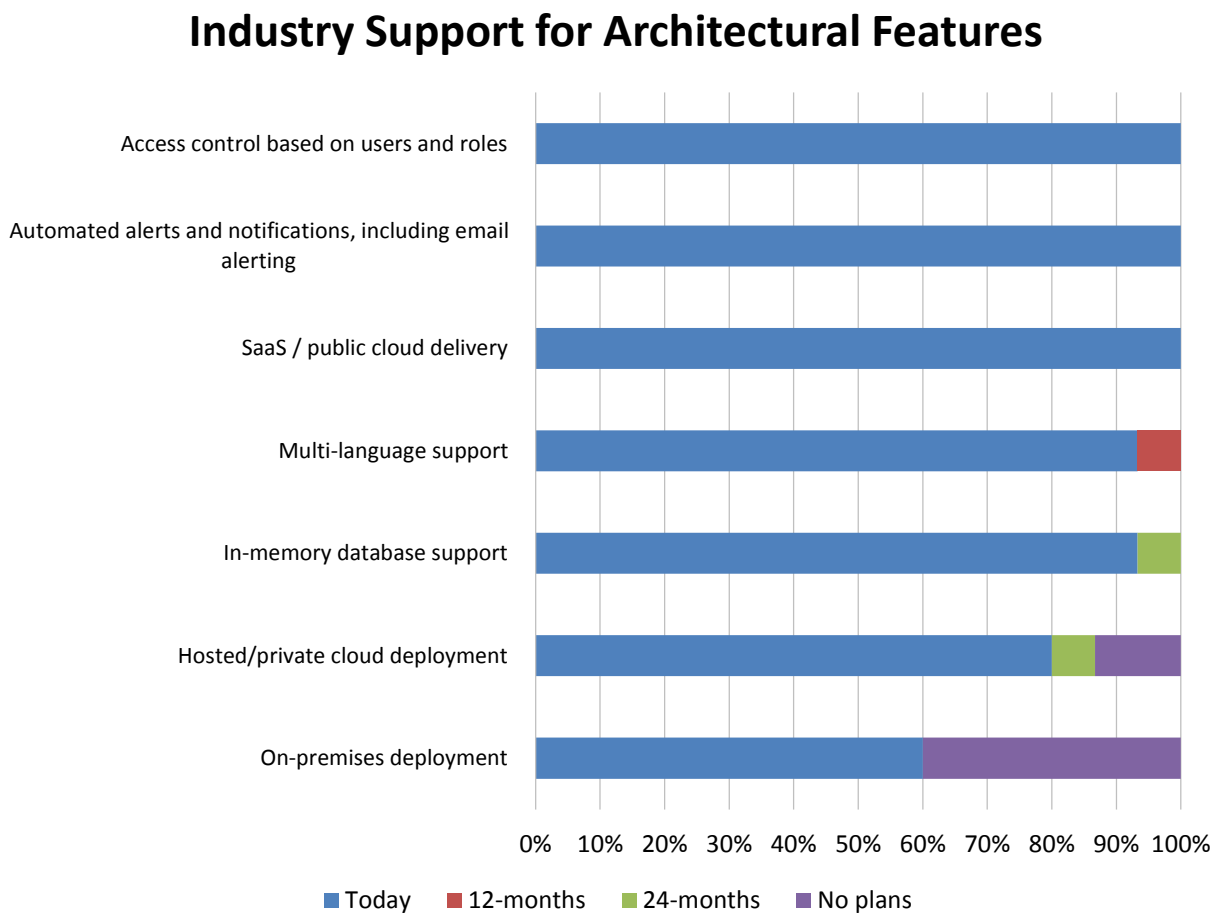

Figure 62 – Industry support for architectural features

Vendor Rankings

In this section, we offer rankings of enterprise performance management software vendors. We rate vendors using 33 different criteria, on a five-point scale for each. Criteria covers sales /acquisition experience (8 criteria), value for price paid (1), quality and usefulness of product (12), quality of technical support (5), quality and value of consulting services (5), whether the vendor is recommended (1), and integrity (1).

As we explore vendor performance in more detail, it is important to understand the scale we use in scoring the industry and vendors:

- 5.0 = Excellent
- 4.0 = Very good
- 3.0 = Adequate
- 2.0 = Poor
- 1.0 = Very poor

Please note that "average score" is the mathematical mean of all items included in vendor ratings. Each column in the chart represents a scale consisting of varying numbers of items (for example, "sales" is a scale consisting of eight items, while "value for price paid" is one item). As such, each column is weighted differently (based upon the number of items represented and the number of respondents rating those items) in calculating the overall average rating. The average score cannot be calculated by simply averaging across the subscale scores.

Enterprise Performance Management Market Models

We use two models for examining and understanding markets. Using quadrants, we plot aggregated user sentiment into x and y axes.

Customer Experience Model

The Customer Experience Model considers the real-world experience of customers working with EPM products daily (fig. 63). For the x axis, we combine all vendor touch points—including the sales and acquisition process (8 measures), technical support (5 measures), and consulting services (5 measures)—into a single "sales and service" dimension. On the y axis, we plot customer sentiment surrounding product, derived from the 12 product and technology measures used to rank vendors. On the resulting four quadrants, we plot vendors based on these measures.

The upper-right quadrant contains the highest-scoring vendors and is named "Overall Experience Leaders." Technology Leaders (upper-left quadrant) identifies vendors with strong product offerings but relatively lower services scores. Contenders (lower-left quadrant) would benefit from varying degrees of improvement to product, services, or both.

User sentiment surrounding Outliers (outside of the four quadrants) suggests that significant improvements are required to product and services.

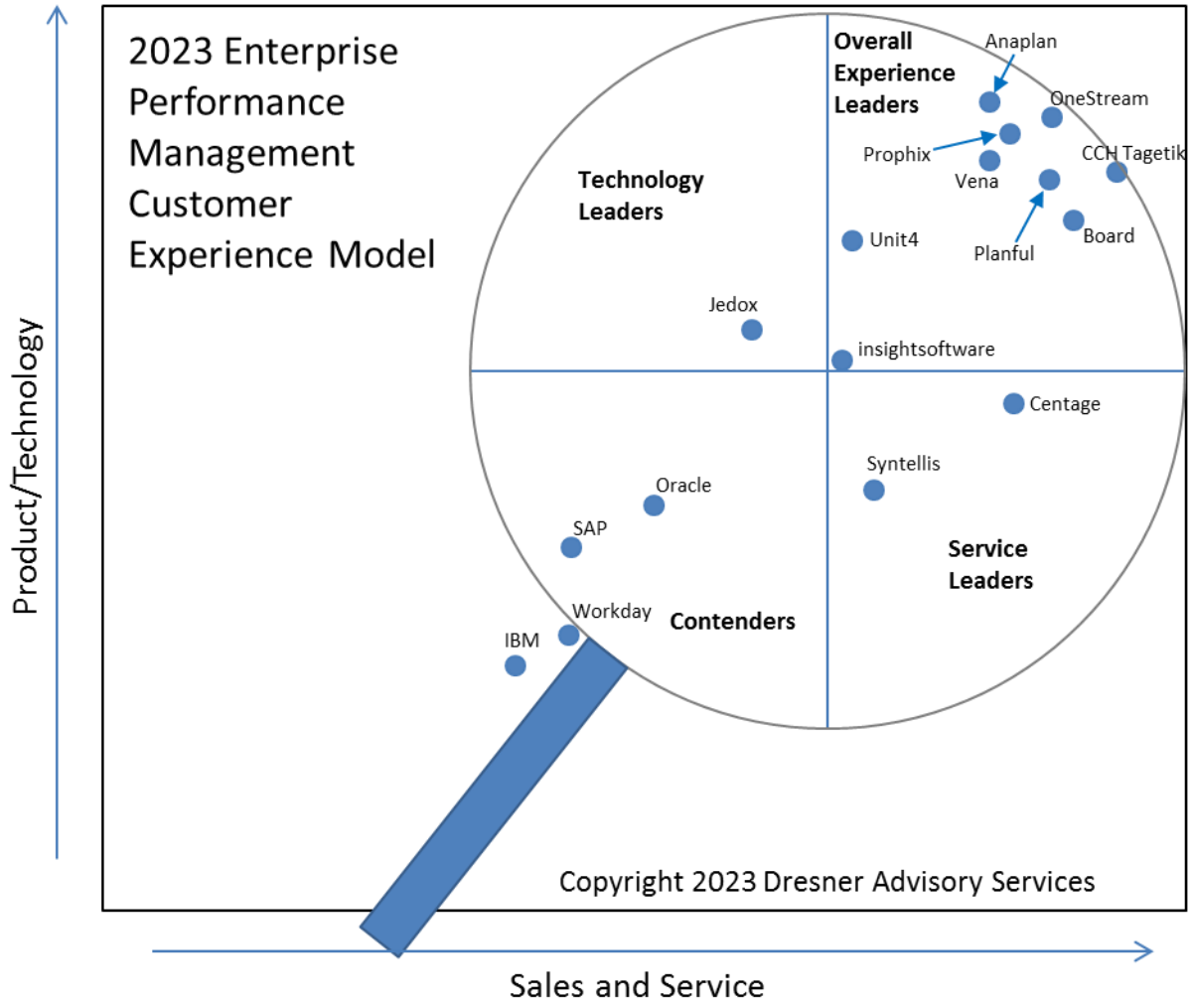

Figure 63 – Customer experience model

Vendor Credibility Model

The Vendor Credibility Model considers how customers "feel" about their vendor (fig. 64). The x axis plots perceived value for the price paid. The y axis combines the integrity and recommend measures, creating a "confidence" dimension. The resulting four quadrants position vendors based on these dimensions.

The upper-right quadrant contains the highest-scoring vendors and is named "Credibility Leaders." Trust Leaders (upper-left quadrant) identifies vendors with solid perceived confidence but relatively lower value scores. Contenders (lower-left quadrant) would benefit by working to improve customer value, confidence, or both.

User sentiment surrounding Outliers (outside the four quadrants) suggests that significant improvements are required to improve perceived value and confidence.

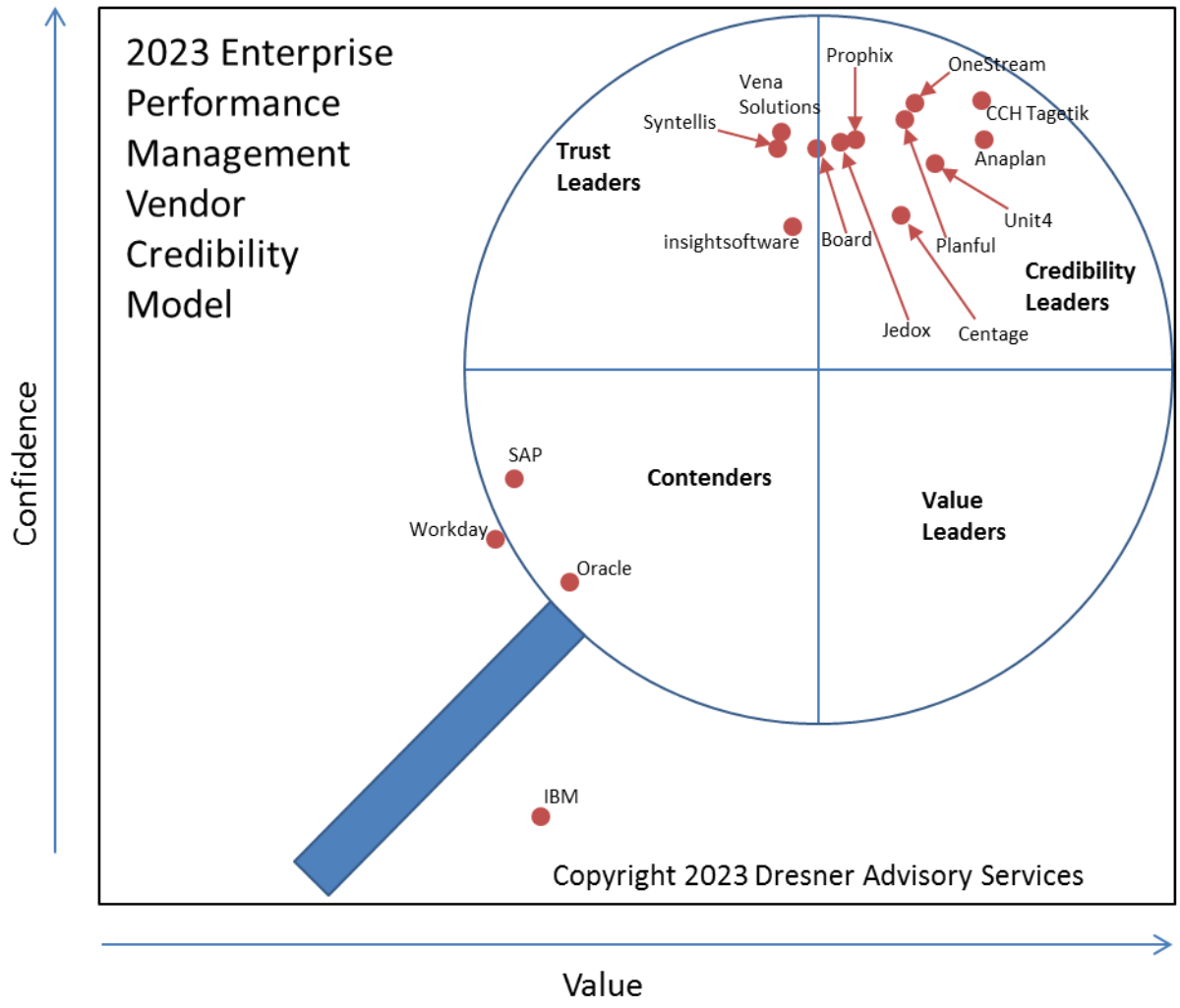

Figure 64 – Vendor credibility model

Detailed Vendor Ratings

In this section, we offer detailed vendor scores. Using our 33-criteria evaluation model (table 1), we compare each vendor's performance to its previous year's performance and to the average for all vendors (all records in the study population).

The detailed criteria are below. We add "clock" position information to assist in locating specific scores.

Table 1 - Detailed vendor rating criteria

- **Sales/acquisition experience***(12 - 2 o'clock)*
  - Professionalism
  - Product knowledge
  - Understanding our business/needs
  - Responsiveness
  - Flexibility/accommodation
  - Business practices
  - Contractual terms and conditions
  - Follow-up after the sale
- **Value for price** *(3 o'clock)*
- **Quality and usefulness of product** *(3 - 7 o'clock)*
  - Robustness/sophistication of technology
  - Completeness of functionality
  - Reliability of technology
  - Scalability
  - Integration of components within product
  - Integration with third-party technologies
  - Overall usability
  - Ease of installation
  - Ease of administration
- **Quality and usefulness of product (continued)**
  - Customization and extensibility
  - Ease of upgrade/migration to new versions
  - Online forums and documentation
-
- **Quality of technical support** *(8 - 9 o'clock)*
  - Professionalism
  - Product knowledge
  - Responsiveness
  - Continuity of personnel
  - Time to resolve problems
- **Quality and value of consulting services** *(9 - 10 o'clock)*
  - Professionalism
  - Product knowledge
  - Experience
  - Continuity
  - Value
- **Integrity** *(11 o'clock)*
- **Whether vendor is recommended** *(12 o'clock)*

Anaplan Detailed Score

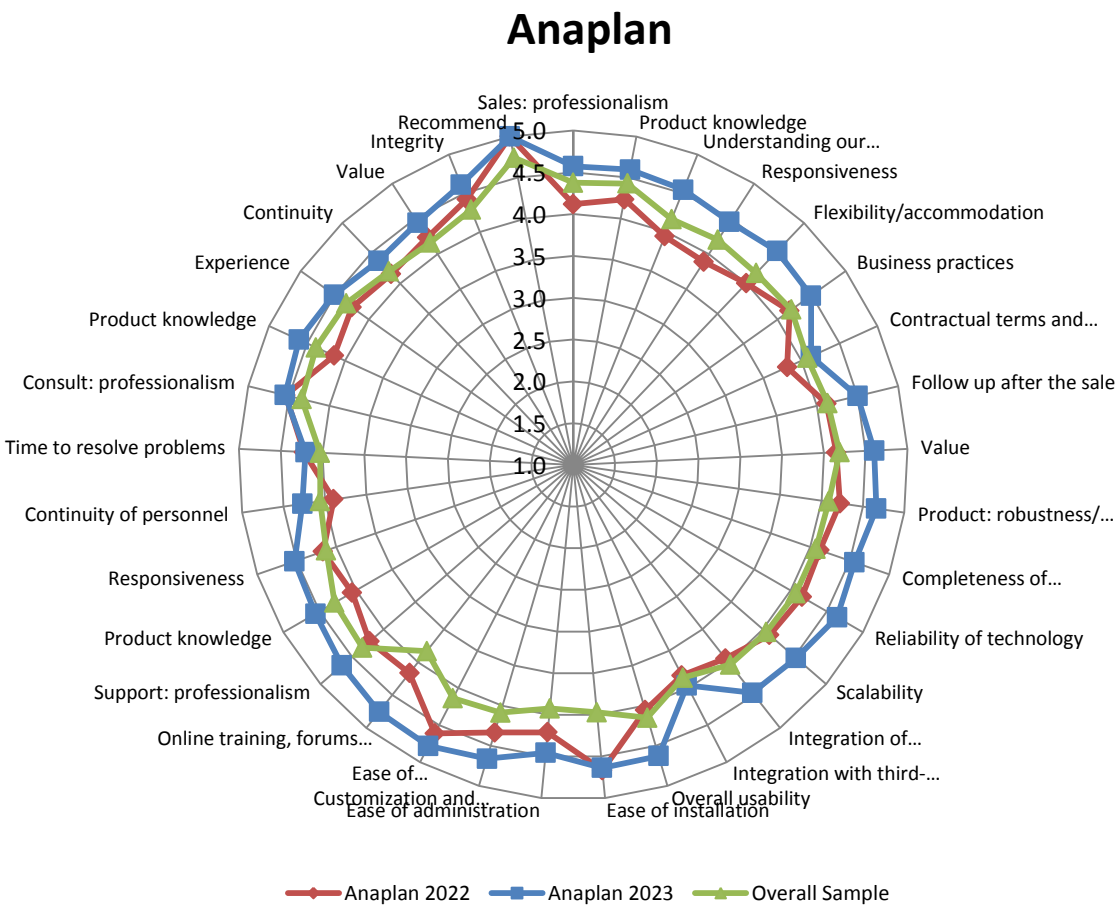

Figure 65 – Anaplan detailed score

In 2023, Anaplan's scores are well above the overall sample with improvements across virtually all categories of measurement including sales, value, product, technical support, and consulting. It is an Overall Leader in both the Customer Experience Model and Vendor Credibility Model and is best in class for overall value, product ease of installation, ease of upgrade/migration to new versions and online training, forums and documentation. It maintains a perfect recommend score.

Board International Detailed Score

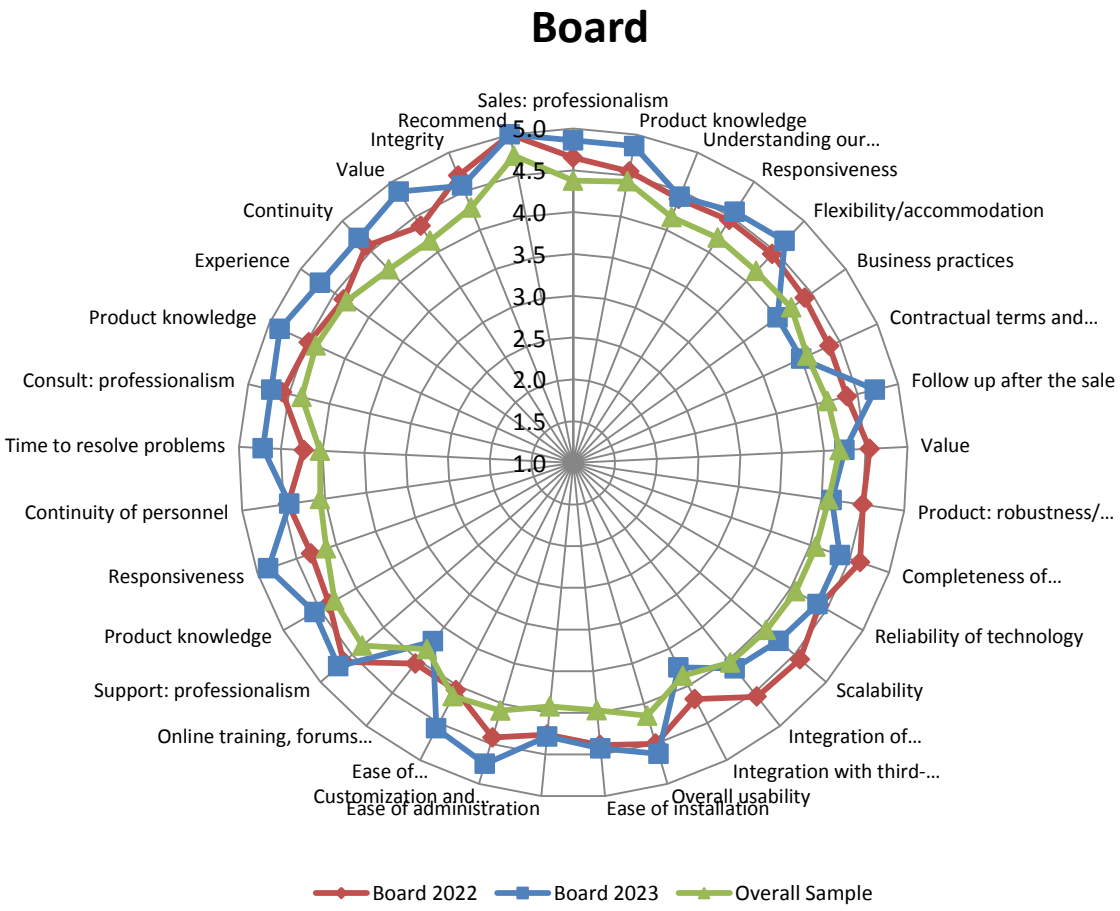

Figure 66 – Board International detailed score

In 2023, Board is generally above or in line with the overall sample with key improvements for technical support, consulting, and a number of sales and product measures. It is best in class for sales product knowledge, flexibility/accommodation, follow-up after the sale, product customization and extensibility, technical support product knowledge, time to resolve problems, and consulting value. It is an Overall Leader in both the Customer Experience Model and Vendor Credibility Model. It maintains a perfect recommend score.

Centage Detailed Score

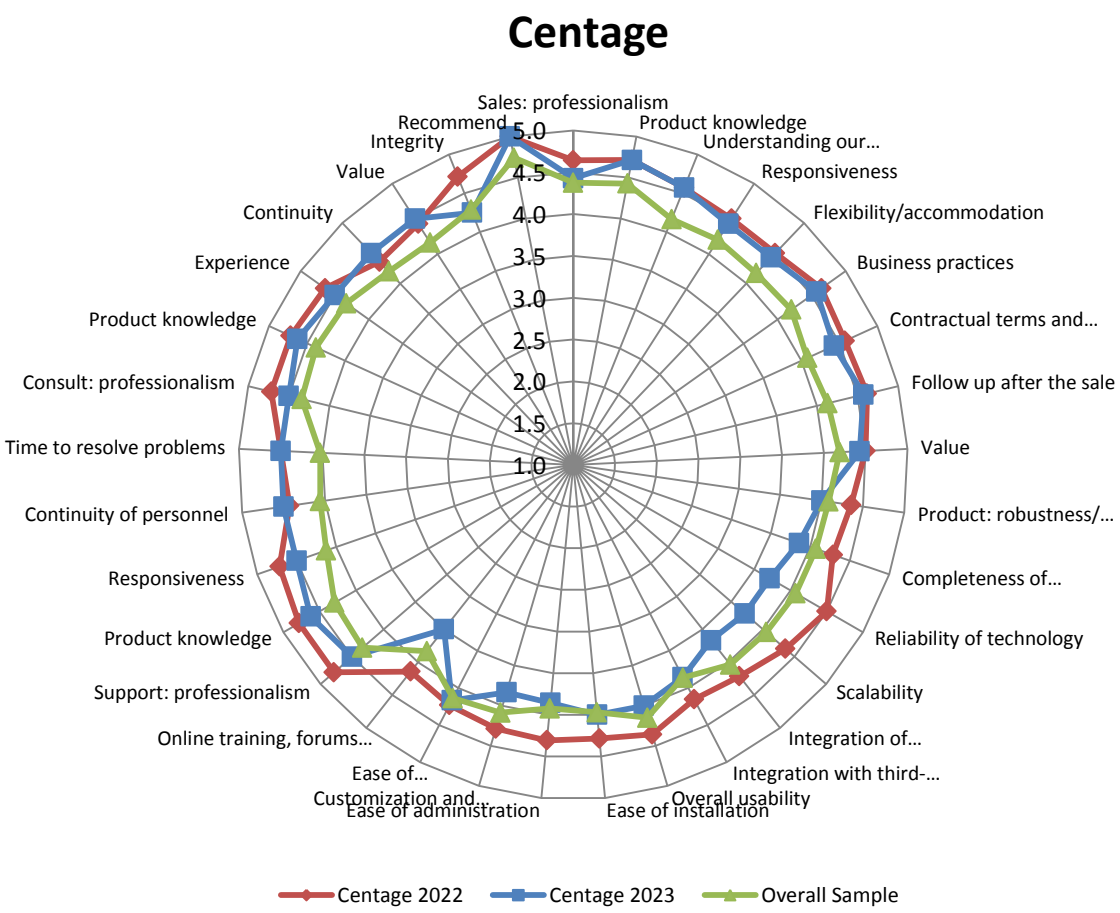

Figure 67 – Centage detailed score

For 2023, Centage's scores are generally above or in line with the overall sample, with the exception of a number of product scores. It is a Service Leader in the Customer Experience Model and Credibility Leader in the Vendor Credibility Model.

IBM Detailed Score

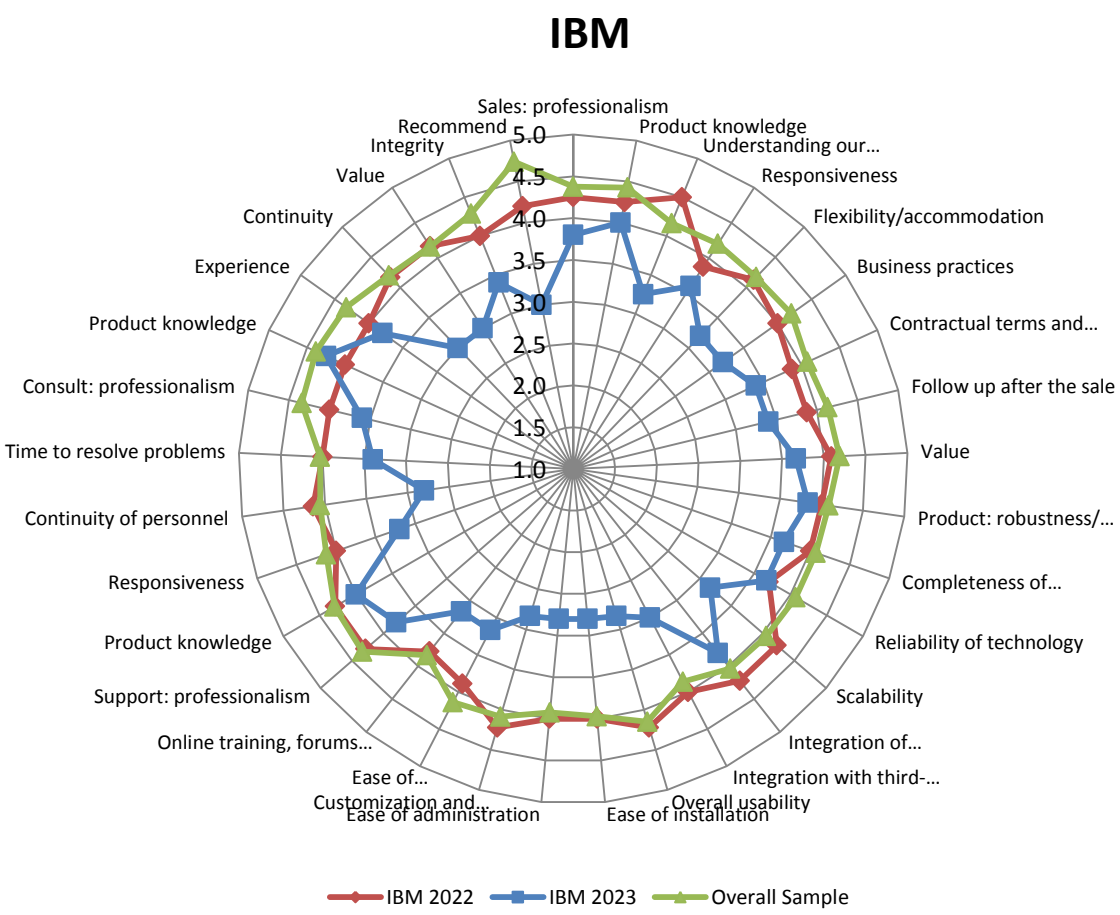

Figure 68 – IBM detailed score

In 2023, IBM's scores declined virtually across the board and are generally below the overall sample. It is an outlier in the both the Customer Experience Model and Vendor Credibility Model.

Insightsoftware Detailed Score

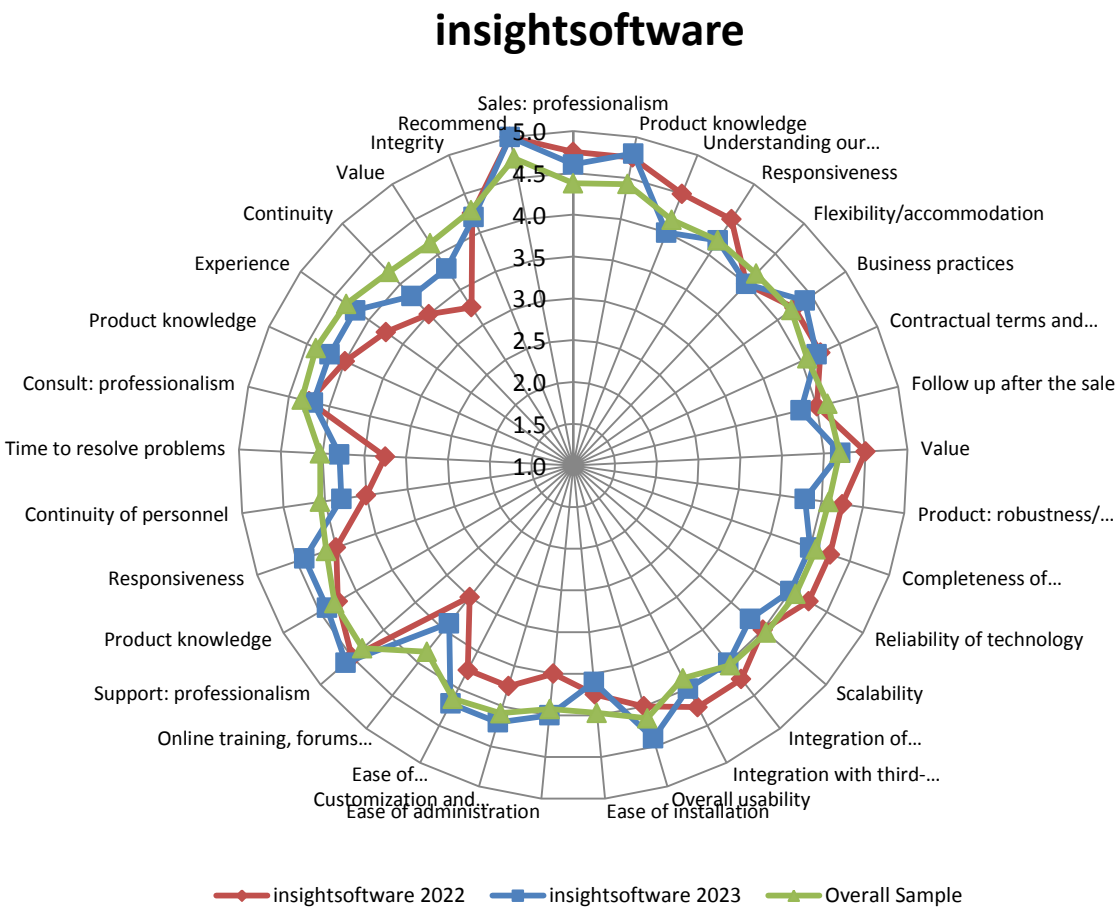

Figure 69 – insightsoftware detailed score

In 2023, insightsoftware's scores improved for most measures and it is generally above the overall sample. It is an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It has a perfect recommend score.

Jedox Detailed Score

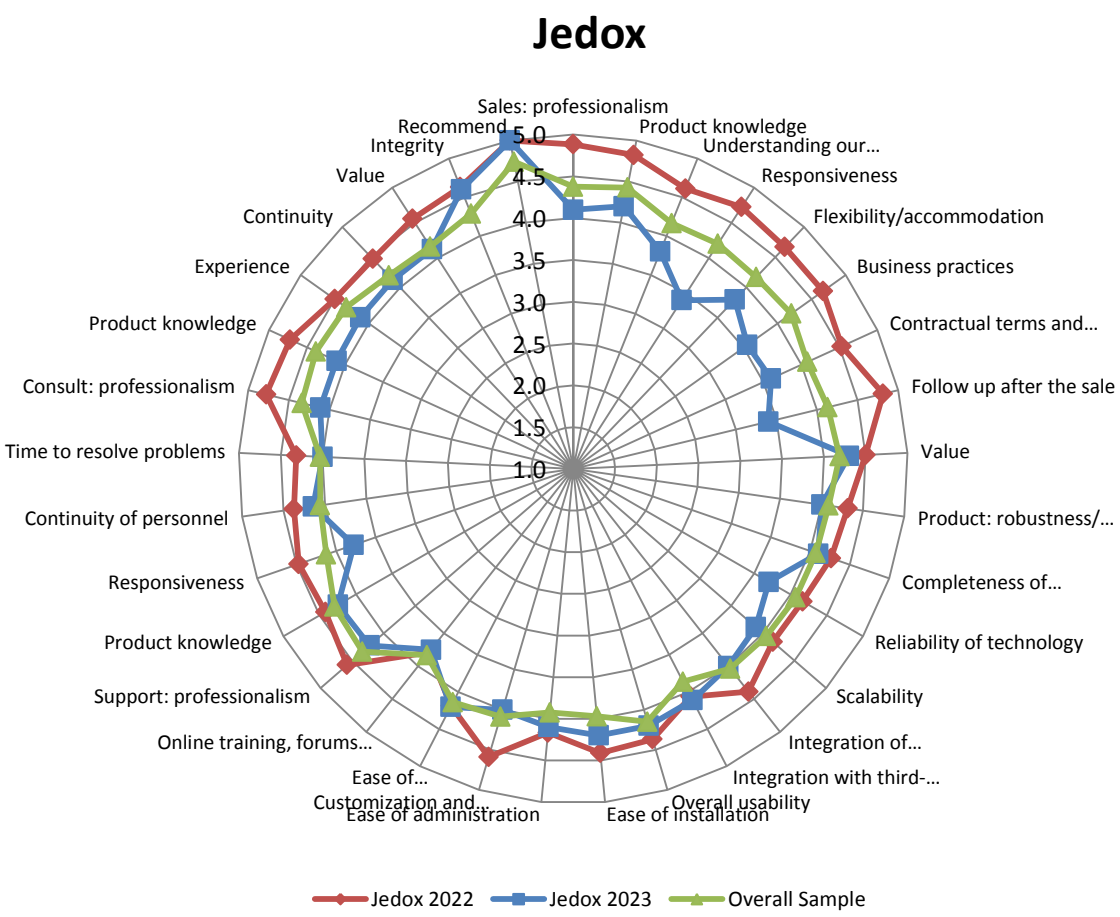

Figure 70 – Jedox detailed score

In 2023, Jedox' scores declined compared to 2022. It is generally in line with or somewhat below the overall sample and is a Technology Leader in the Customer Experience Model and a Credibility Leader in the Vendor Credibility Model. It maintains a perfect recommend score.

OneStream Detailed Score

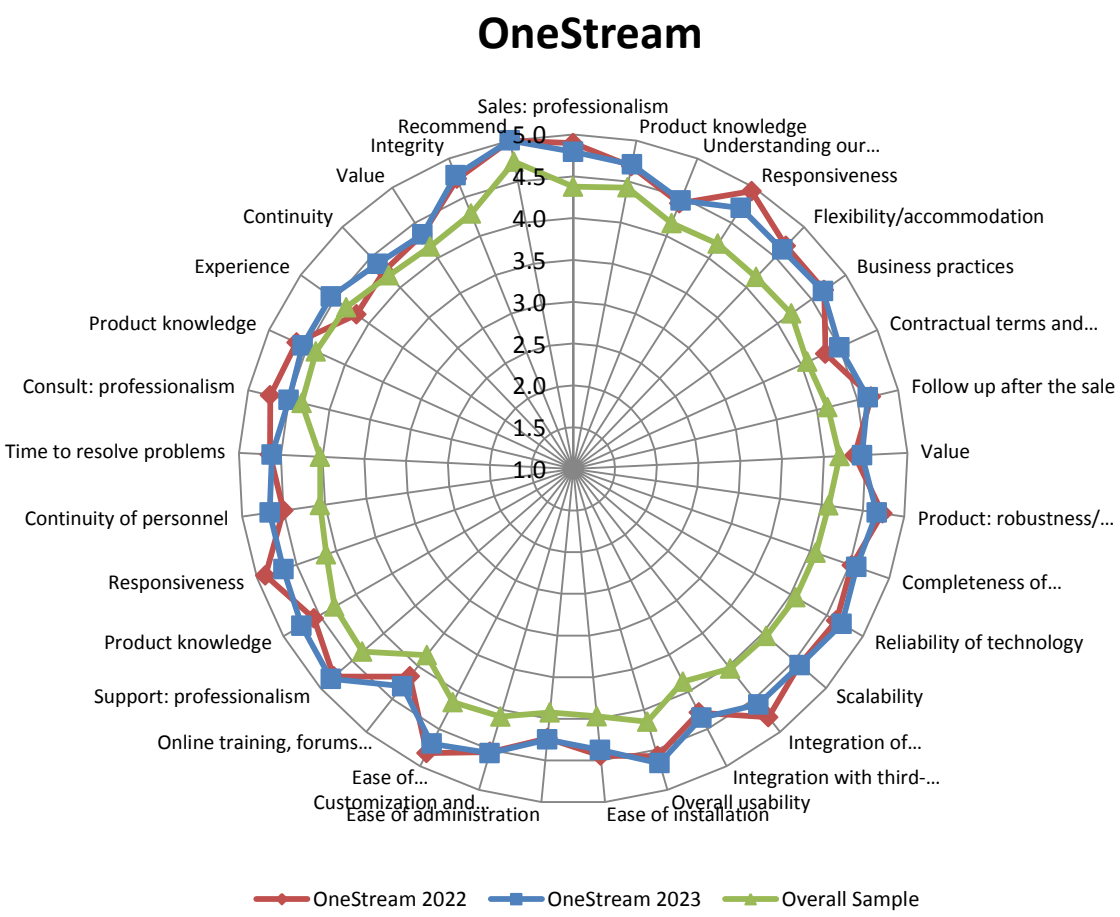

Figure 71 – OneStream detailed score

OneStream, for 2023, remains well above the overall sample for all measures and is an Overall Leader in both the Customer Experience Model and Vendor Credibility Model. It is best in class for product robustness/sophistication of technology, completeness of functionality, reliability of technology, integration of components within the product, and overall usability. It is also best in class for technical support continuity of personnel. It maintains a perfect recommend score.

Oracle Detailed Score

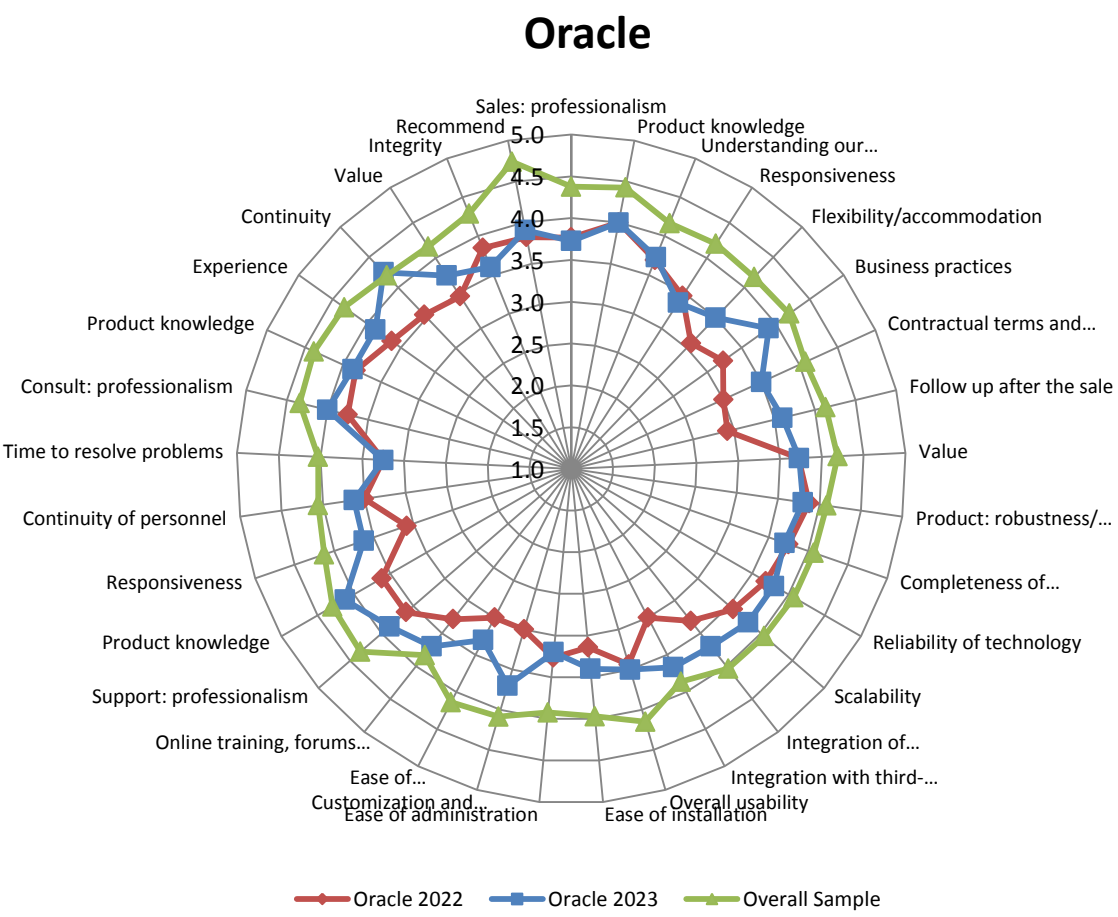

Figure 72 – Oracle detailed score

In 2023, Oracle's scores remain consistently below the overall sample, but with improvements in many areas of measurement, most notably in product. It is a Contender in both the Customer Experience Model and Vendor Credibility Model.

Planful Detailed Score

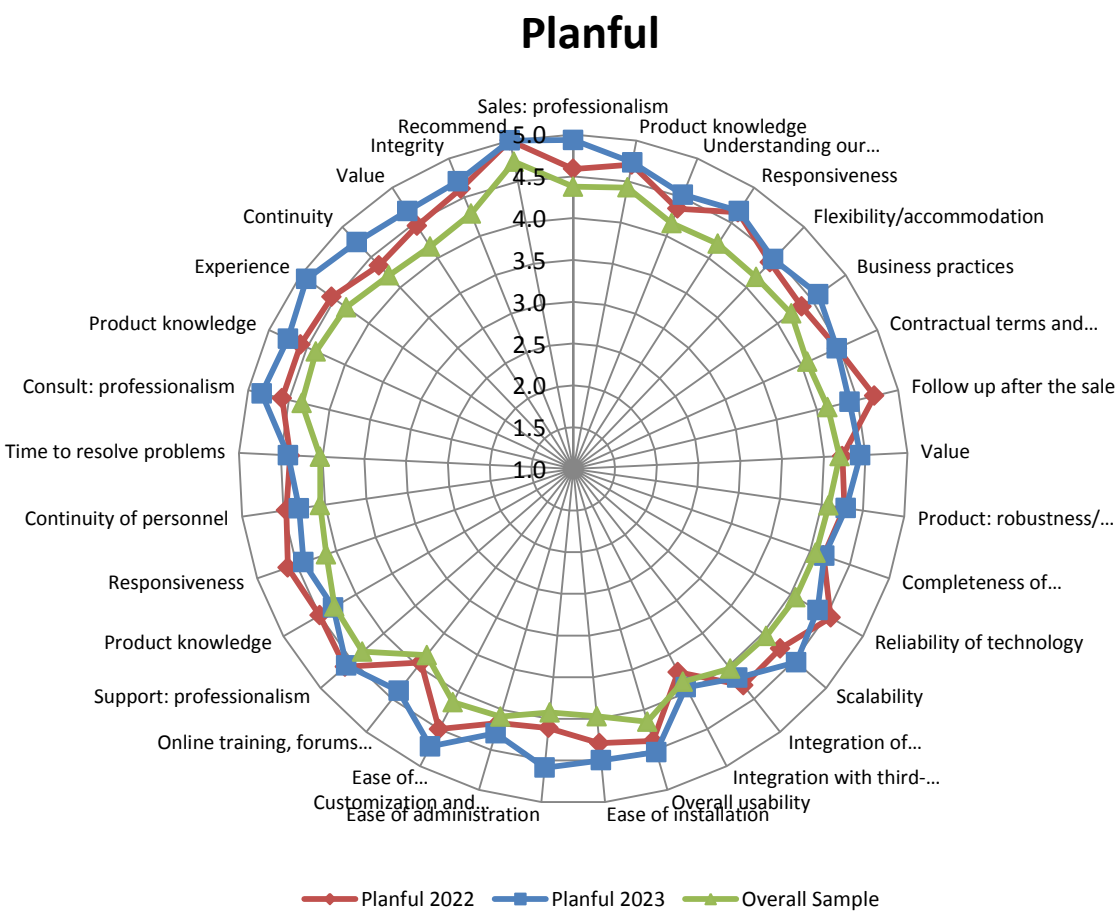

Figure 73 – Planful detailed score

In 2023, Planful scores above the overall sample for most measures and has key improvements compared to 2022 including in sales, value, product, and consulting. It is best in class for sales professionalism, and consulting experience and continuity. It is an Overall Leader in both the Customer Experience Model and Vendor Credibility Model. It maintains a perfect recommend score.

Prophix Detailed Score

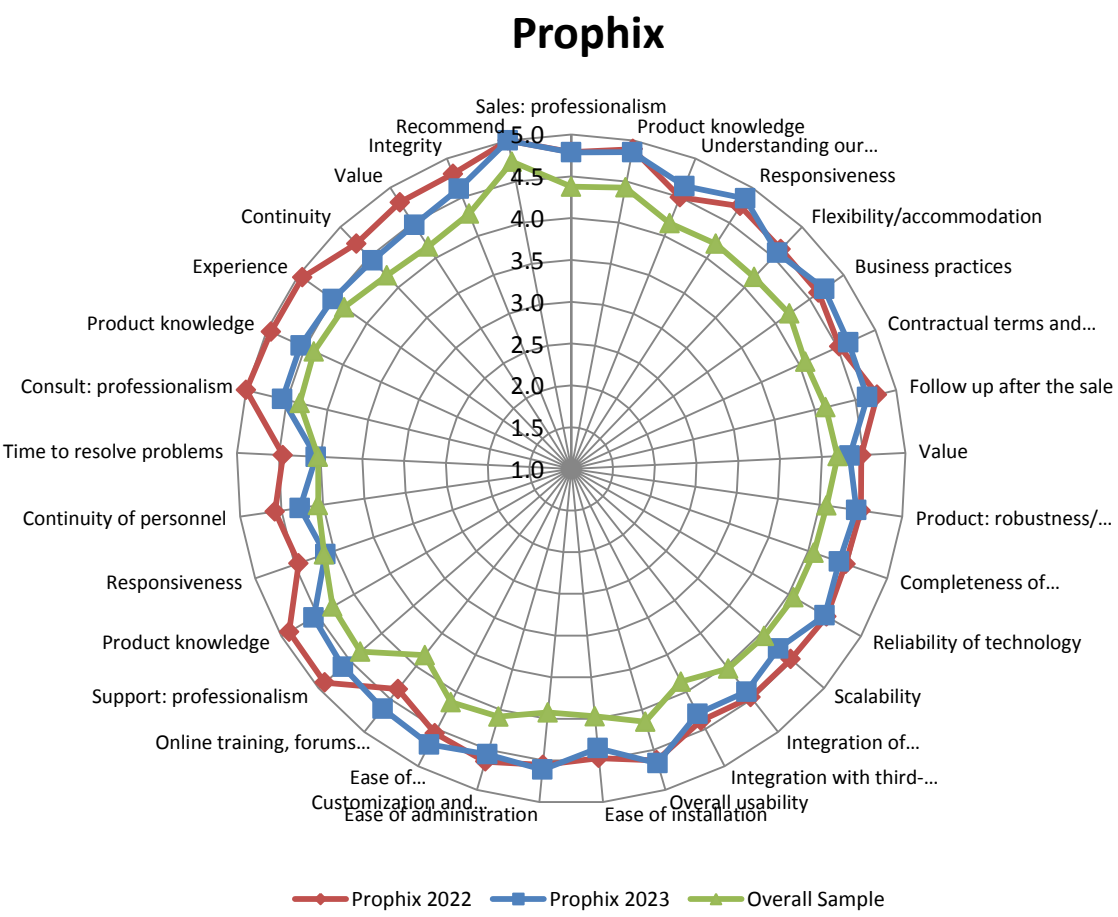

Figure 74 – Prophix detailed score

With scores consistently above the overall sample, Prophix is an Overall Leader in the Customer Experience Model and Vendor Credibility Model in 2023. It is best in class for sales product knowledge, understanding business/needs, sales responsiveness, and business practices. It is also best in class for overall product usability, and ease of administration. It maintains a perfect recommend score.

SAP Detailed Score

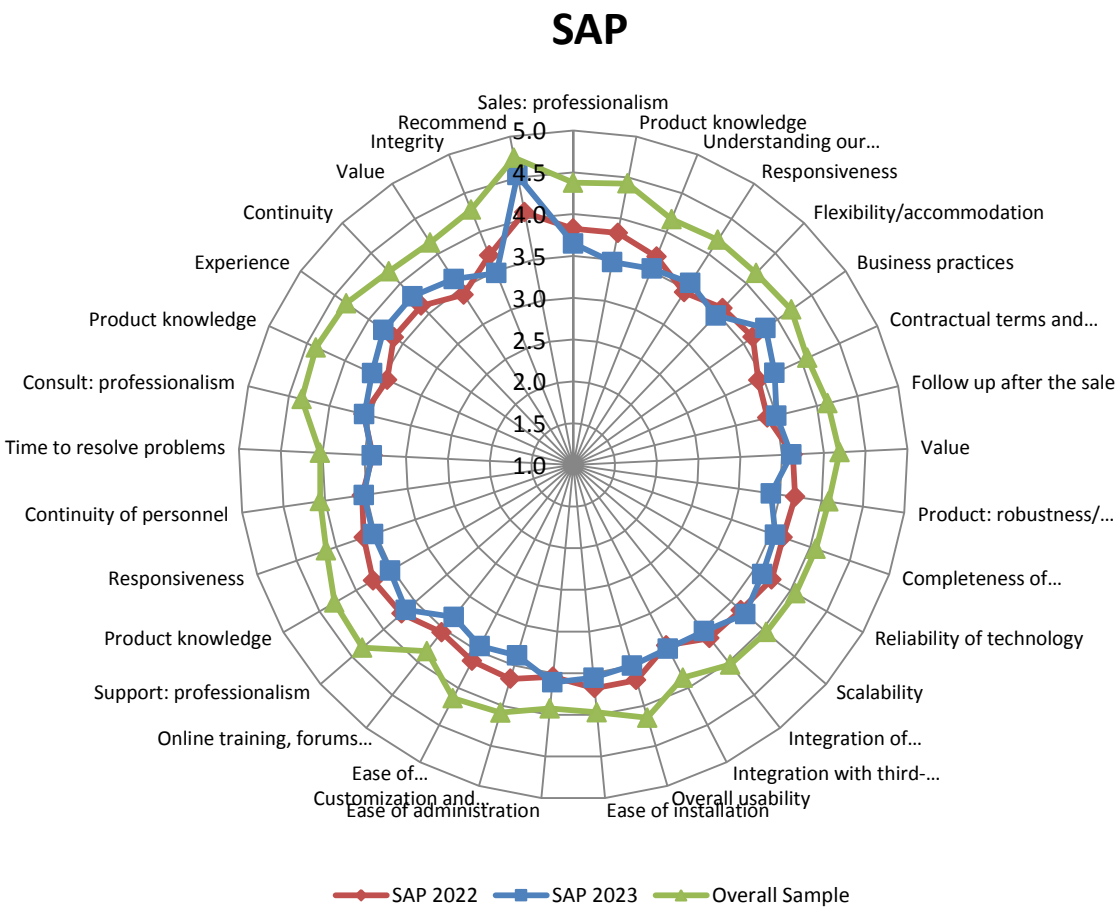

Figure 75 – SAP detailed score

In 2023, SAP's scores are largely unchanged from 2022 and are below the overall sample for all categories of measurement. It is a Contender in the Customer Experience Model and Vendor Credibility Model.

Syntellis Detailed Score

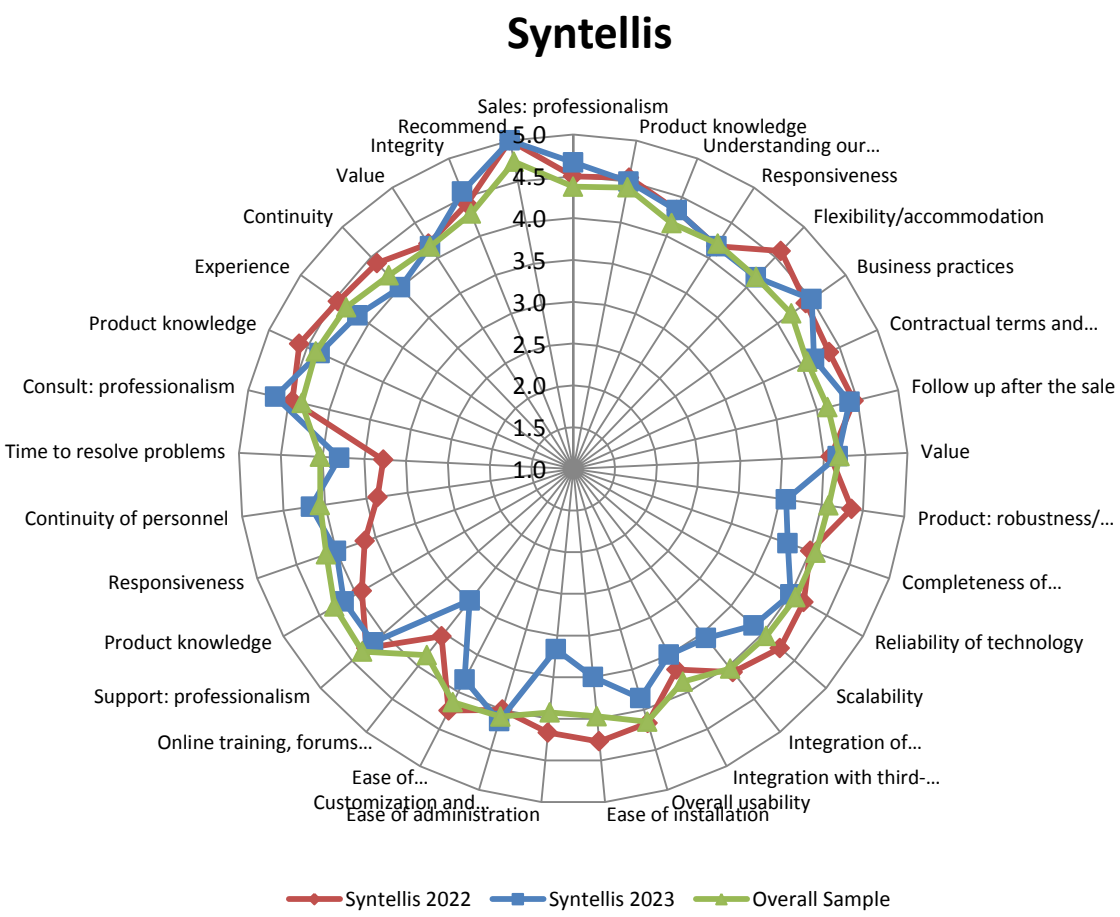

Figure 76 – Syntellis detailed score

In 2023, Syntellis' scores are mostly in line with the overall sample, with the exception of a number of product measures which fall below. It is a Service Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It maintains a perfect recommend score.

Unit4 Detailed Score

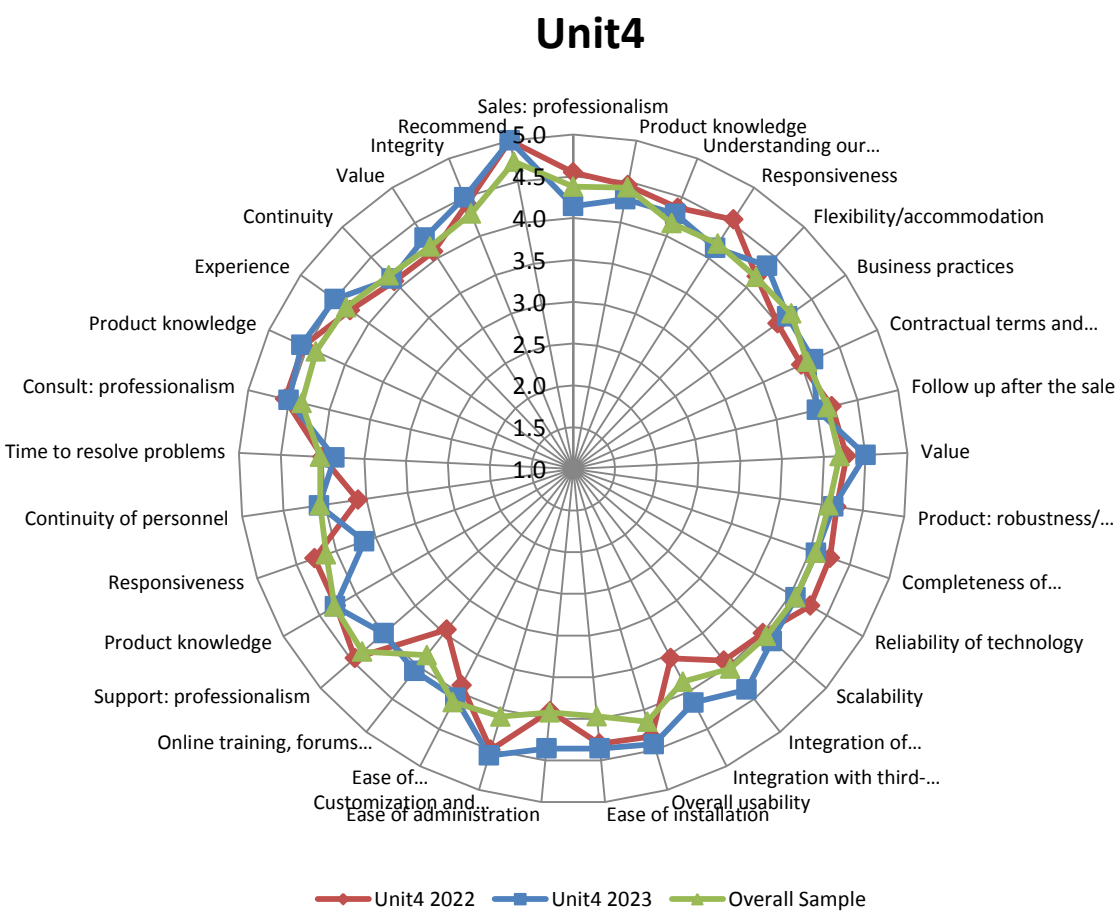

Figure 77 – Detailed score for Unit4

In 2023, Unit4 remains generally in line with the overall sample for most measures, with improvements in overall value, product/technology, consulting, and integrity. It is an Overall Leader in both the Customer Experience Model and Vendor Credibility Model. It maintains a perfect recommend score.

Vena Solutions Detailed Score

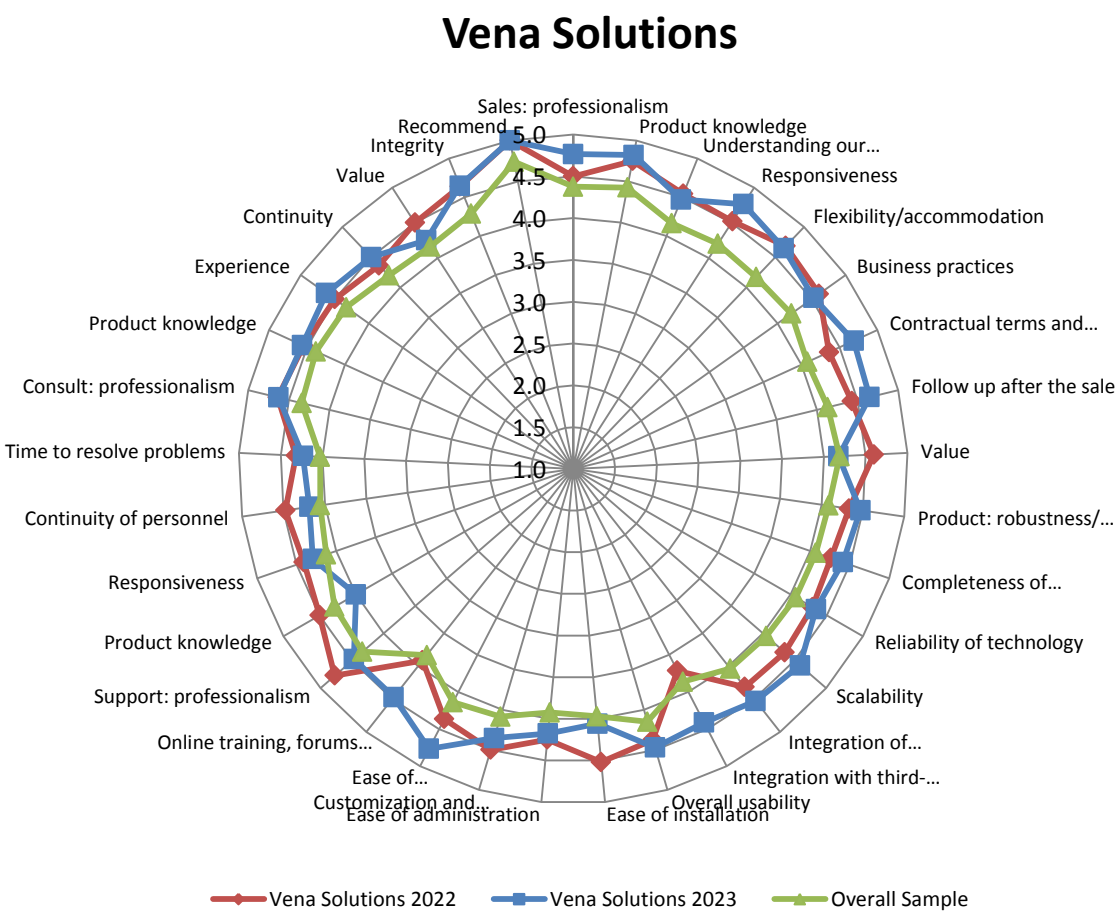

Figure 78 – Vena Solutions detailed score

For 2023, Vena Solutions' scores are generally above the overall sample, with key improvements in product, consulting, and integrity. It is best in class for contractual terms and conditions, and integration with third-party technologies. It is an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It has a perfect recommend score.

Wolters Kluwer (CCH Tagetik) Detailed Score

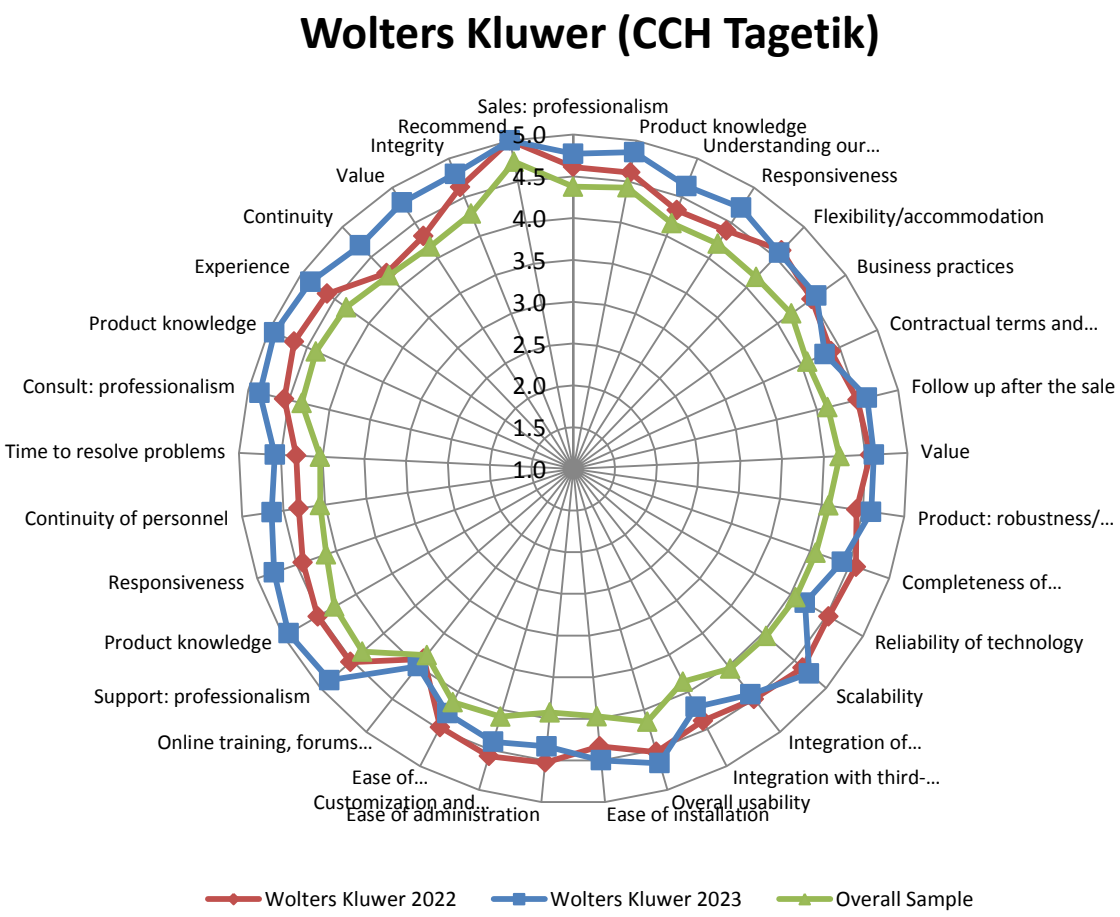

Figure 79 – Wolters Kluwer (CCH Tagetik) detailed score

In 2023, Wolters Kluwer (CCH Tagetik) scores well above the overall sample for all measures, with a number of improvements, most notably in technical support, and consulting. It is considered best in class for sales product knowledge, understanding business/needs, product scalability, overall usability, technical support professionalism and product knowledge, consulting professionalism and product Knowledge, and overall integrity. It is an Overall Leader in both the Customer Experience Model and Vendor Credibility Model and maintains a perfect recommend score.

Workday (Adaptive Planning) Detailed Score

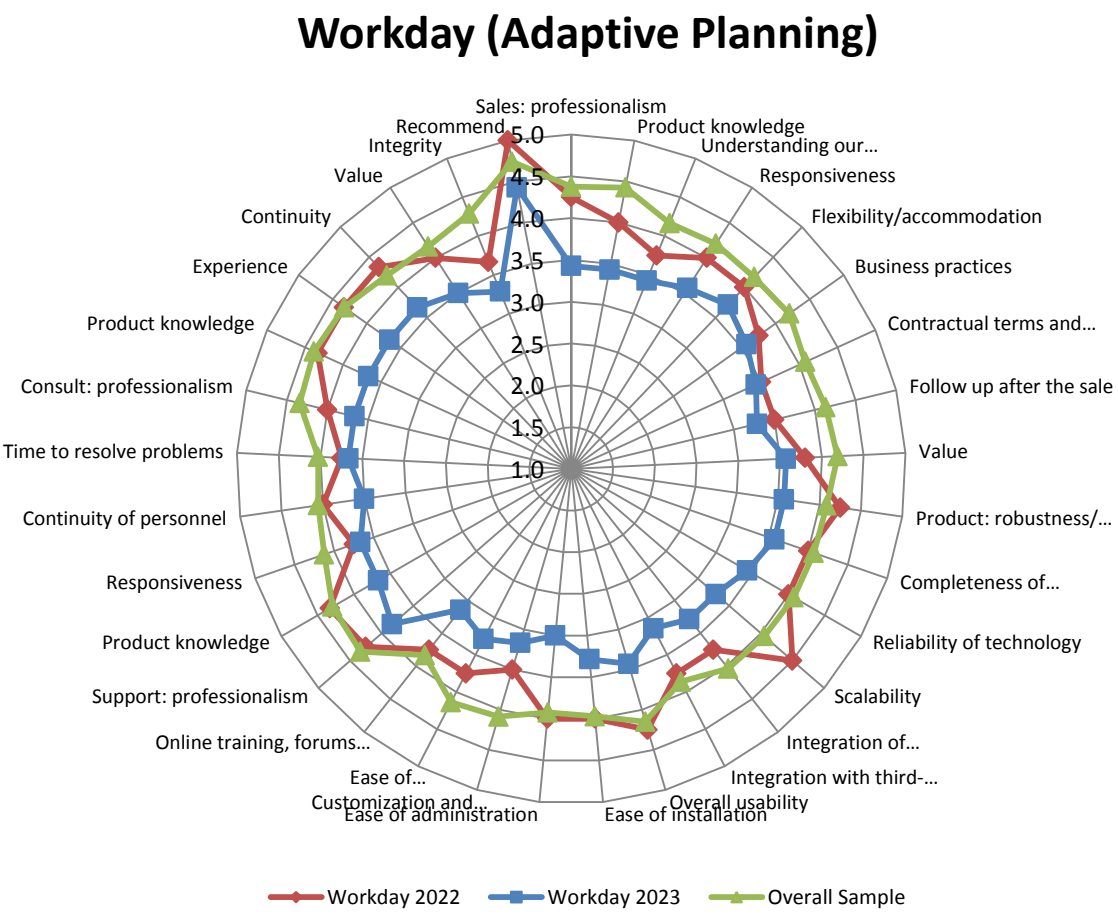

Figure 80 – Workday (Adaptive Planning) detailed score

In 2023, Workday's scores decline across all categories of measurement compared to 2022. It is an outlier in both the Customer Experience Model and Vendor Credibility Model.

Other Dresner Advisory Services Research Reports

- Wisdom of Crowds® "Flagship" Business Intelligence Market Study
- Analytical Data Infrastructure
- Analytical Platforms
- BI Competency Center
- Cloud Computing and Business Intelligence
- Data Catalog
- Data Engineering
- Data Science and Machine Learning
- Embedded Business Intelligence
- ESG Reporting
- Financial Consolidations, Close Management, and Reporting
- Guided Analytics
- Master Data Management
- ModelOps
- Sales Performance Management
- Self-Service Business Intelligence
- Small and Mid-Sized Enterprise Business Intelligence
- Small and Mid-Sized Enterprise Performance Management
- Supply Chain Planning and Analysis
- Workforce Planning and Analysis

Appendix - The 2023 Wisdom of Crowds® Enterprise Performance Management Market Survey Instrument

1) Please enter your contact information below

First Name*: _____

Last Name*: _____

Title: _____

Company Name*: _____

Street Address: _____

City: _____

State: _____

Zip: _____

Country: _____

Email Address*: _____

Phone Number: _____

URL: _____

What major geography do you reside in?*

( ) North America

( ) Europe, Middle East and Africa

( ) Latin America

( ) Asia Pacific

Please identify your primary industry*

( ) Advertising

( ) Aerospace

( ) Agriculture

( ) Apparel & Accessories

( ) Automotive

( ) Aviation

( ) Biotechnology

( ) Broadcasting

( ) Business Services

( ) Chemical

( ) Construction

( ) Consulting

( ) Consumer Products

( ) Defense

( ) Distribution & Logistics

( ) Education (Higher Ed)

( ) Education (K-12)

( ) Energy

( ) Entertainment and Leisure

( ) Executive search

( ) Federal Government

( ) Financial Services

( ) Food, Beverage and Tobacco

( ) Healthcare (Payer)

( ) Healthcare (Provider)

( ) Hospitality

( ) Insurance

( ) Legal

( ) Manufacturing

( ) Mining

( ) Motion Picture and Video

( ) Not for Profit

( ) Pharmaceuticals

( ) Publishing

( ) Real Estate (Commercial)

( ) Real Estate (Residential)

( ) Retail and Wholesale

( ) Sports

( ) State and Local Government

( ) Technology

( ) Telecommunications

( ) Transportation

( ) Travel

( ) Utilities

( ) Other - Please specify below

How many employees does your company employ worldwide?

( ) 1-100

( ) 101-1,000

( ) 1,001-2,000

( ) 2,001-5,000

( ) 5,001-10,000

( ) More than 10,000

What function do you report into?

( ) Business Intelligence Competency Center

( ) Executive Management

( ) Finance

( ) Human Resources

( ) Information Technology (IT)

( ) Marketing

( ) Operations (e.g., Manufacturing, Supply Chain, Services)

( ) Research and Development (R&D)

( ) Sales

( ) Strategic Planning Function

( ) Other - Write In

Please specify the function that you report to:

_____

How many years has your company been in existence?

( ) Less than 5 years

( ) 5-10 years

( ) 11-16 years

( ) 16 or more years

Does your organization use or intend to use enterprise performance management software?*

( ) Yes, we use enterprise performance management software today

( ) No, we have no plans to use enterprise performance management software at all

( ) We are currently evaluating enterprise performance management software

( ) We may use planning and enterprise performance management in the future

How will your user base for enterprise performance management change over the coming year?

( ) The number of enterprise performance management users will stay about the same

( ) The number of enterprise performance management users will increase

( ) The number of enterprise performance management users will decrease

What are your plans for enterprise performance management software in the future?

( ) Will Adopt This Year

( ) Will Adopt Next Year

( ) Will Adopt Beyond Next Year

What is your preference for how you source enterprise performance management software?

( ) We prefer to source Enterprise Performance Management software from a vendor that specializes in this software and is open to working with any ERP/finance system.

( ) We prefer to source Enterprise Performance Management software from a specialist vendor that has a strong partnership with the vendor of our primary ERP/finance system.

( ) We prefer to source Enterprise Performance Management software from the same vendor as our primary ERP/finance system, even if this is a separate or acquired product.

( ) We prefer to source Enterprise Performance Management software from the same vendor as our primary ERP/finance system, but only if it is tightly integrated with their ERP/finance system (i.e., shares the same data model and technology platform).

( ) We have no preference; we will consider all potential vendors.

How is Enterprise Performance Management software deployed in your organization? Select all that apply.

( ) At a departmental level in part of the organization

( ) As the primary solution for the entire organization (where the organization only operates in a single country)

( ) As a regional solution in North America

( ) As a regional solution in Europe, Middle East and Africa

( ) As a regional solution in Latin America

( ) As a regional solution in Asia Pacific

( ) As a global solution (used widely across multiple regions)

How is Enterprise Performance Management viewed in the context of your enterprise architecture? Please select the option which is closest to your organization’s approach?

( ) It forms part of our BI and analytics strategy and is managed and governed in a similar manner to other BI and analytics capabilities.

( ) It's primarily a system used by the CEO, CFO and management team, and is managed and governed in a similar manner to other domain-specific business applications (such as ERP and CRM).

( ) It's primarily a finance system and is owned and managed by the CFO and finance function (with support from IT).

( ) We don't view EPM as a strategic part of our enterprise architecture. Users adopt it as needed to address specific tactical needs, such as budgeting or financial reporting.

( ) Other - Write In: _____

How will machine learning and Artificial Intelligence impact your performance management (including budgeting and planning) processes in the next 3 to 5 years?

( ) They will have a significant positive impact, likely improving forecast accuracy and further automating time-consuming processes.

( ) It's currently hard to see how they will improve our budgeting and planning processes and building a business case will be difficult.

( ) Our users are likely to resist the "black box" automation of forecasting and planning processes through machine learning and AI.

How do you expect to deploy machine learning and Artificial Intelligence to support your performance management (including budgeting and planning) processes?

( ) We will build it ourselves by employing data scientists and using third-party technologies to add machine learning and AI capabilities to our existing Enterprise Performance Management software.

( ) We expect our enterprise performance management software vendor to provide these capabilities in a future release of their software and are prepared to be an early adopter.

( ) We expect our enterprise performance management (EPM) software vendor to provide these capabilities in a future release of their software but will only use these capabilities when they are proven by other users.

How important is enterprise performance management software to your organization?*

( ) Critical

( ) Very Important

( ) Important

( ) Somewhat Important

( ) Not Important

Which functions use (or will use) enterprise performance management software/solutions in your organization?

	Use Today	**Will Use in 12 Months**	**Will Use in 24 Months**	**No Plans**
Finance	( )	( )	( )	( )
Executive Management	( )	( )	( )	( )
Human Resources	( )	( )	( )	( )
Information Technology (IT)	( )	( )	( )	( )
Manufacturing	( )	( )	( )	( )
Marketing	( )	( )	( )	( )

Operations	( )	( )	( )	( )
Research and Development (R&D)	( )	( )	( )	( )
Sales	( )	( )	( )	( )
Strategic Planning Function	( )	( )	( )	( )
Supply Chain	( )	( )	( )	( )
Customer Service	( )	( )	( )	( )

197) How successful has EPM been within your organization?

( ) Extremely Successful

( ) Very Successful

( ) Somewhat Successful

( ) Somewhat Unsuccessful

( ) Unsuccessful

What do you see as the main barriers to success with enterprise performance management? Select all that apply.

[ ] Getting the right level of senior management engagement

[ ] Building a cross-functional team that includes finance, IT and other business functions

[ ] Complexity of implementing EPM software

[ ] Cost of implementing EPM software

[ ] Finding appropriate external consulting skills to support the implementation

[ ] Building an effective business case

[ ] Other - Write In: _____

Please prioritize the following Enterprise Performance Management capabilities for your organization.

	Critical	**Very Important**	**Important**	**Somewhat Important**	**Not Important**
Developing and managing organizational strategy	( )	( )	( )	( )	( )
Financial budgeting and planning	( )	( )	( )	( )	( )
Operational budgeting and planning (e.g. HR planning, sales and operations planning)	( )	( )	( )	( )	( )
Integrated performance management system that links strategy to financial budgets and operational plans, and allows comparison to actual results	( )	( )	( )	( )	( )
Financial	( )	( )	( )	( )	( )

consolidation and financial reporting					
Managing the period-end financial close and producing statutory reports	( )	( )	( )	( )	( )
Management reporting and analytics (e.g. budget variance reports, executive dashboards)	( )	( )	( )	( )	( )
Environmental, social, governance (ESG) reporting and sustainability reporting	( )	( )	( )	( )	( )

Please prioritize the following planning and budgeting capabilities for your organization.

	Critical	**Very Important**	**Important**	**Somewhat Important**	**Not Important**
Annual Financial Budgets	( )	( )	( )	( )	( )
Balance Sheet Planning	( )	( )	( )	( )	( )
Bottom-up Budgeting	( )	( )	( )	( )	( )

Capital Asset Planning and Budgeting	( )	( )	( )	( )	( )
Cash-flow Forecasting/Planning	( )	( )	( )	( )	( )
Driver-based Budgeting/Planning	( )	( )	( )	( )	( )
Headcount, Salary and Compensation Planning	( )	( )	( )	( )	( )
Linking Strategic Plans to Annual Budget	( )	( )	( )	( )	( )
Model and Plan Optimal Sales Territories and Quotas	( )	( )	( )	( )	( )
Monte Carlo and Other Statistical Analyses	( )	( )	( )	( )	( )
Optimize Workforce Plans and Staffing to Meet Demand	( )	( )	( )	( )	( )
Product or Customer Profitability Analysis	( )	( )	( )	( )	( )
Project-based Financial Planning and Budgeting	( )	( )	( )	( )	( )
Revenue / Demand Planning	( )	( )	( )	( )	( )

Rolling Forecasts	( )	( )	( )	( )	( )
Sales and Operations Planning	( )	( )	( )	( )	( )
Strategic Planning (3-5 Years)	( )	( )	( )	( )	( )
Top-down Planning	( )	( )	( )	( )	( )
Zero-based Budgeting	( )	( )	( )	( )	( )

How does your organization use rolling forecasts?

( ) We use rolling forecasts instead of annual budgets to manage performance against plans and targets.

( ) We use rolling forecasts to provide an additional, forward-looking view to complement annual budgets, but we still manage performance against annual budgets.

( ) We do not currently use rolling forecasts and have no plans to use them in future.

( ) We do not currently use rolling forecasts, but we will use them at some point in the future.

How do you currently deploy enterprise performance management software, and how do you see that changing in the future?

	Today	**In 12 months**	**In 24 months**	**Beyond 24 months**
On-Premises	( )	( )	( )	( )
Mix of Cloud and On-	( )	( )	( )	( )

Premises				
Entirely Cloud	( )	( )	( )	( )

What is your preferred cloud deployment option for enterprise performance management software, and how do you see that changing in the future?

	Private Cloud/hosted	**Hybrid Cloud (mix of private/public)**	**Public Cloud SaaS**
Today	( )	( )	( )
In 12 months	( )	( )	( )
In 24 months	( )	( )	( )
Longer than 24 months	( )	( )	( )

Please specify your organizations current Enterprise Performance Management software vendor.*

( ) Adaptive Insights (Workday)

( ) Anaplan

( ) Bitam

( ) Board International

( ) Centage Budget Maestro / Planning Maestro

( ) Cube Software

( ) Fluence

( ) IBM

( ) Infor

( ) Insight Software (incl. Longview)

( ) Jedox

( ) KCI Computing

( ) Kepion

( ) OneStream

( ) Oracle Hyperion

( ) Pigment

( ) Planful (f.k.a. Host Analytics)

( ) Planview

( ) Prevero (Unit4)

( ) Prophix

( ) SAP

( ) Sage Intaact

( ) Solver

( ) Syntellis (Axiom)

( ) Tagetik (Wolters Kluwer)

( ) XLerant (Jonas Software)

( ) Vena Solutions

( ) Other - Write In: _____

Please specify the product name and version for the selected vendor.

_____

How long has this product been in use?

( ) Less than 1 year

( ) 1-2 years

( ) 3-5 years

( ) 6-10 years

( ) More than 10 years

How many users currently use this product?

( ) 1-5

( ) 6-10

( ) 11-20

( ) 21-50

( ) 51-100

( ) 101-200

( ) 201-500

( ) 501-1,000

( ) More than 1,000

How would you characterize the sales/acquisition experience with this vendor?

	Excellent	Very Good	Adequate	Poor	Very Poor	Don't Know
Professionalism	( )	( )	( )	( )	( )	( )

Product Knowledge	( )	( )	( )	( )	( )	( )
Understanding our Business Needs	( )	( )	( )	( )	( )	( )
Responsiveness	( )	( )	( )	( )	( )	( )
Flexibility/Accommodation	( )	( )	( )	( )	( )	( )
Business Practices	( )	( )	( )	( )	( )	( )
Contractual Terms and Conditions	( )	( )	( )	( )	( )	( )
Follow-up after the Sale	( )	( )	( )	( )	( )	( )

How would you characterize the value for the price paid?

( ) Great Value (Well exceeded expectations)

( ) Good Value (Somewhat exceeded expectations)

( ) Average Value (Met expectations)

( ) Poor Value (Fell short of expectations)

( ) Very Poor Value (Fell far short of expectations)

How would you characterize the quality and usefulness of the product?

	Excellent	**Very Good**	**Adequate**	**Poor**	**Very Poor**	**Don't Know**
Robustness/Sophistication of Technology	( )	( )	( )	( )	( )	( )
Completeness of Functionality	( )	( )	( )	( )	( )	( )

Reliability of Technology	( )	( )	( )	( )	( )	( )
Scalability	( )	( )	( )	( )	( )	( )
Integration of Components within Product	( )	( )	( )	( )	( )	( )
Integration with Third-party Technologies	( )	( )	( )	( )	( )	( )
Overall Usability	( )	( )	( )	( )	( )	( )
Ease of Installation	( )	( )	( )	( )	( )	( )
Ease of Administration	( )	( )	( )	( )	( )	( )
Customization and Extensibility	( )	( )	( )	( )	( )	( )
Ease of Upgrade/Migration to New Versions	( )	( )	( )	( )	( )	( )
Online Training, Forums and Documentation	( )	( )	( )	( )	( )	( )

How would you characterize the vendor's technical support?

	Excellent	**Very Good**	**Adequate**	**Poor**	**Very Poor**	**Don't Know**
Professionalism	( )	( )	( )	( )	( )	( )
Product Knowledge	( )	( )	( )	( )	( )	( )
Responsiveness	( )	( )	( )	( )	( )	( )
Continuity of	( )	( )	( )	( )	( )	( )

Personnel						
Time to Resolve Problems	( )	( )	( )	( )	( )	( )

How would you characterize the vendor's consulting services?

	Excellent	**Very Good**	**Adequate**	**Poor**	**Very Poor**	**Don't Know**
Professionalism	( )	( )	( )	( )	( )	( )
Product Knowledge	( )	( )	( )	( )	( )	( )
Experience	( )	( )	( )	( )	( )	( )
Continuity	( )	( )	( )	( )	( )	( )
Value	( )	( )	( )	( )	( )	( )

How would you rate the integrity (i.e., truthfulness, honesty) of this vendor?

( ) Excellent

( ) Very Good

( ) Adequate

( ) Poor

( ) Very Poor

( ) Don't Know

Did your experience with this vendor improve, remain the same or decline from last year?

( ) Improved

( ) Stayed the Same

( ) Declined

What is the perceived total cost of ownership (TCO) for this product?

( ) Well above average

( ) Above average

( ) Average

( ) Somewhat below average

( ) Well below average

( ) Don't know

Would you recommend this vendor/product?

( ) I would recommend this vendor/product

( ) I would NOT recommend this vendor/product

Please enter any additional comments regarding this vendor and/or its products

_____