October 15, 2018

Dresner Advisory Services, LLC

2018 Edition

Wisdom of Crowds®
Small and Mid-Sized Enterprise Planning Market Study

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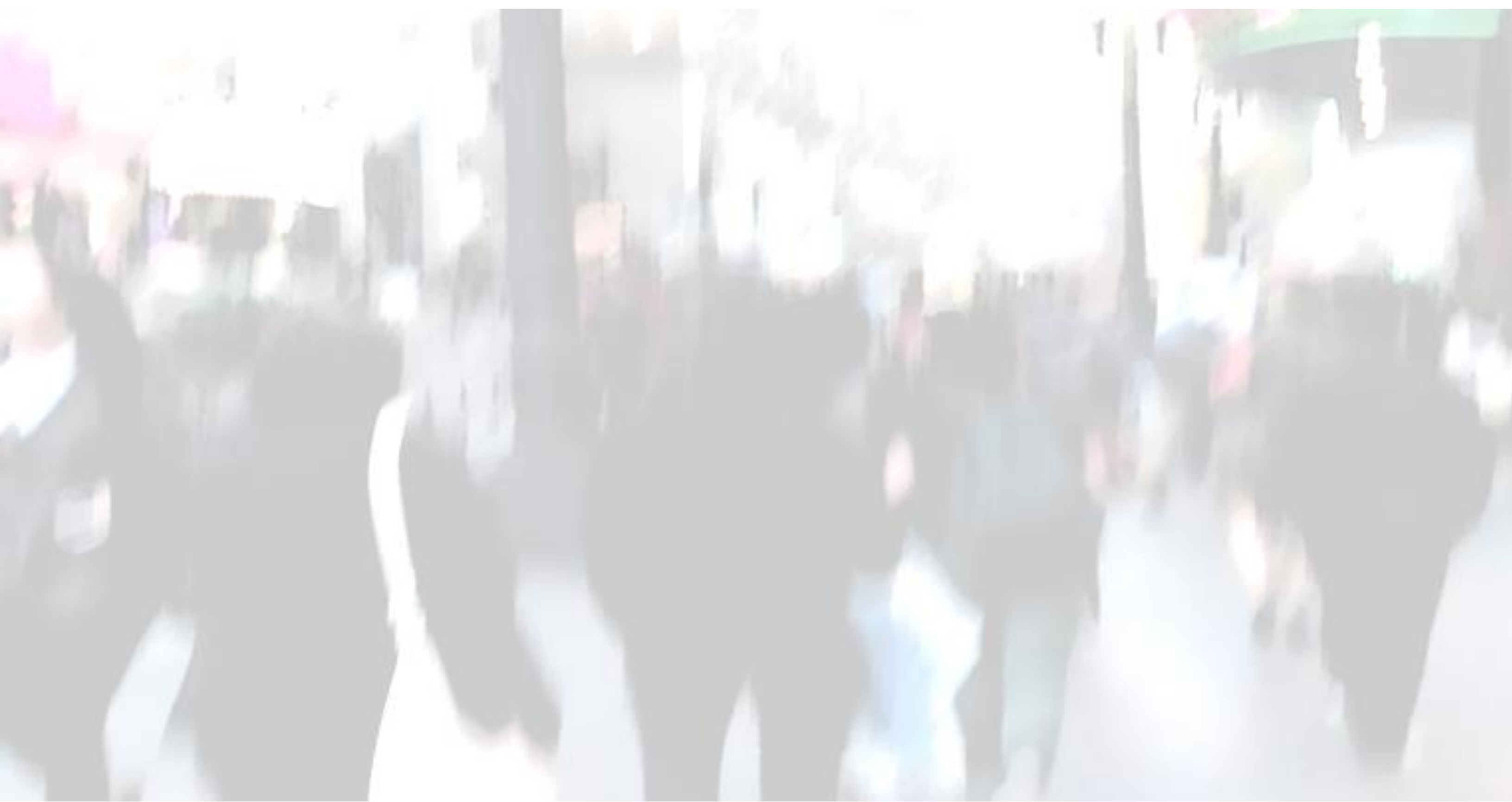


Disclaimer

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

Small enterprise: a business or organization with between one and 100 employees.

Mid-sized enterprise: a business or organization with between 101 and 1,000 employees.

Large enterprise: a business or organization with more than 1,000 employees.

Enterprise planning covers the methods and processes used by 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. Enterprise planning can include the creation and management of periodic budgets that are used to manage income and expenditures against a plan.

Enterprise Planning Software covers the systems that automate enterprise planning processes. These systems can vary significantly in complexity and automation capabilities, from relatively straightforward spreadsheet replacements to sophisticated multi-user systems that support collaborative planning and use advanced technologies such as in-memory computing.

Introduction

In 2018, we celebrate the 11th anniversary of Dresner Advisory Services! Our thanks to all of you for your continued support and ongoing encouragement. Since our founding in 2007, we have worked hard to set the “bar” high—challenging ourselves to innovate and lead the market—offering ever greater value with each successive year.

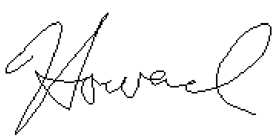
We are also pleased that our second annual conference, Real Business Intelligence, held June 27 and 28, 2018 on the MIT campus in Cambridge, Massachusetts, was a great success! Unlike other events, we designed Real Business Intelligence as an immersive thought leadership event focused on strategies for success with information management, business intelligence, analytics, and performance management. Our 2019 event will return to the campus of MIT and is scheduled for May 14th and 15th.

Our first market report in 2010 set the stage for where we are today. Since that time, we expanded our agenda and added new research topics every year. For 2018, we plan to release 16 major reports, including this one.

This is our first SME market study report examining enterprise planning processes and software usage in small and mid-sized organizations. In particular, we consider how their deployments and views differ from each other and from larger organizations.

We hope you enjoy this report!

Best,



Howard Dresner
Chief Research Officer
Dresner Advisory Services

Contents

Benefits of the Study

The Wisdom of Crowds® Small and Mid-sized Business Enterprise Planning Market Study provides a wealth of information and analysis—offering value to both consumers and producers of enterprise planning technology and services.

Consumer Guide

As an objective source of industry research, consumers use the Wisdom of Crowds® Small and Mid-sized Business Enterprise Planning 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 planning 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® Small and Mid-sized Business Enterprise Planning Market Study in several important ways such as:

External Awareness

- Build awareness for the enterprise planning market and supplier brand, citing Wisdom of Crowds® Small and Mid-sized Business Enterprise Planning Market Study trends and vendor performance
- Create lead and demand-generation for supplier offerings through association with the Wisdom of Crowds® Small and Mid-sized Business Enterprise Planning Market Study brand, findings, webinars, etc.

Internal Planning

- Refine internal product plans and align with market priorities and realities as identified in the Wisdom of Crowds® Small and Mid-sized Business Enterprise Planning 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® Small and Mid-sized Business Enterprise Planning 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 our Wisdom of Crowds® market research reports, we engage with a global community to redefine how research is created and shared. Other research reports include:

- Wisdom of Crowds® Flagship BI Market Study
- Advanced and Predictive Analytics
- Analytical Data Infrastructure
- Business Intelligence Competency Center
- Cloud Computing and Business Intelligence
- Collective Insights®
- Embedded Business Intelligence
- End User Data Preparation
- IoT Intelligence®
- Location Intelligence

Howard (www.twitter.com/howarddresner) conducts a weekly Twitter "tweetchat" on Fridays at 1:00 p.m. ET. The hashtag is #BIWisdom. During these live events, the #BIWisdom community discusses a wide range of business intelligence topics.

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

Survey Method and Data Collection

For this SME study, we sampled data sets from the 2018 Wisdom of Crowds® Enterprise Planning Market Study. Dresner Advisory Services defines “small enterprise” as an organization with between one and 100 employees, “mid-sized enterprise” as an organization with between 101 and 1,000 employees, and “large enterprise” as an organization with more than 1,000 employees. We constructed the study from a survey instrument to collect data and used social media and crowdsourcing techniques to recruit participants. Participants in the survey were distributed across small, mid-sized and large enterprises (fig. 1).

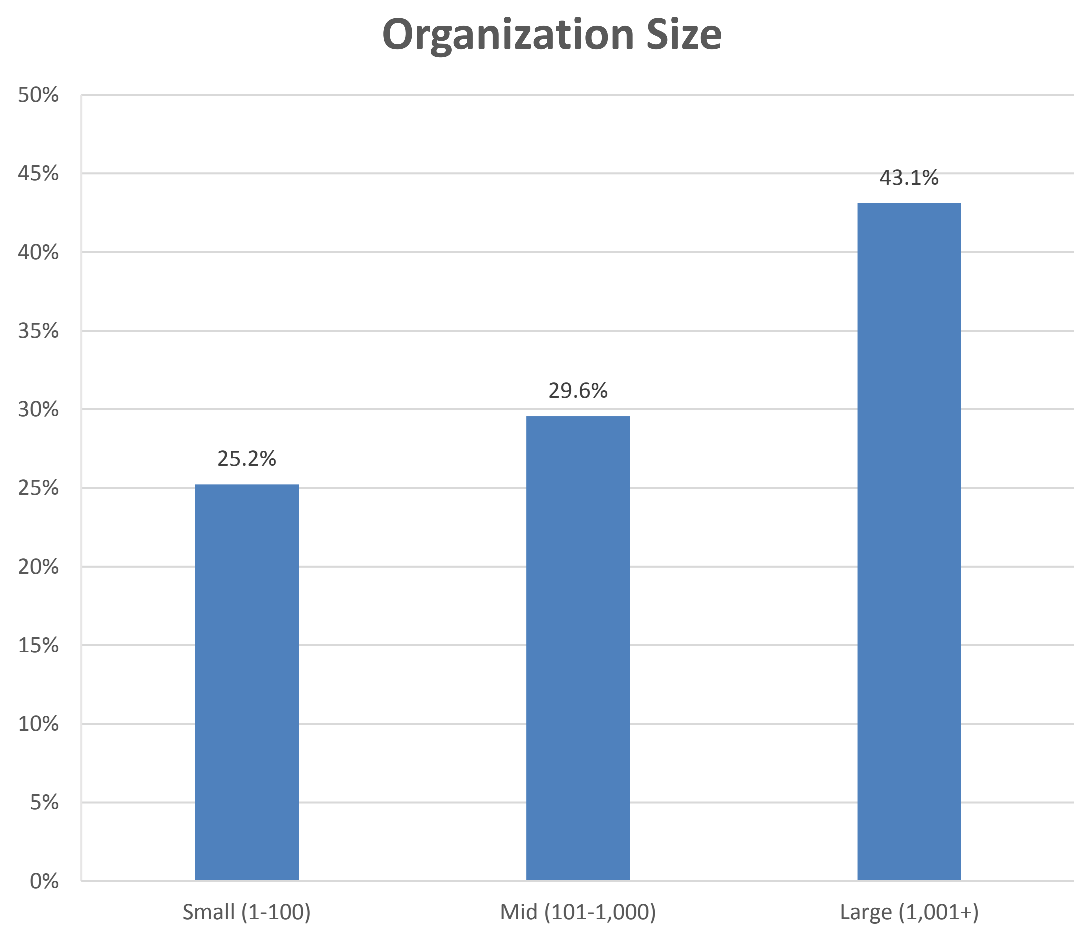


Figure 1 – Organization size

Executive Summary

- There is a significant increase in adoption of enterprise planning software by SMEs in 2018. Mid-sized organizations are driving this growth, and it is likely that around 75 percent of mid-sized organizations will adopt enterprise planning software within the next two years.
- Despite this growing market maturity, there are still opportunities for enterprise planning offerings targeted at SMEs, especially if the offerings focus on ease of deployment and configuration.
- Enterprise planning is increasing in its importance to SMEs.
- Executive managers play a greater role in evaluating and selecting enterprise planning software in SMEs compared to large organizations.
- Overall, SMEs need comparable functional capabilities to large organizations and have similar priorities in terms of enterprise planning initiatives. However, small organizations have some differing needs compared to mid-sized and large organizations (for example, a greater need for cash-flow planning).
- Small organizations in particular prefer for SaaS and hosted deployment options, while large organizations have a greater preference for unified, suite-based solutions compared to SMEs.
- Small organizations are more likely to view SaaS/cloud service deployment of critical importance compared to mid-sized and large organizations.
- North American SMEs have a stronger preference for SaaS/cloud service as a deployment model for enterprise planning compared to their counterparts in EMEA.

Study Demographics

The respondents in this SME study provide a cross-section of data across geographies, functions, organization size, and vertical industries. 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 from SMEs represent the span of geographies, although the majority are from North America or EMEA (fig. 2). North America (including the United States, Canada, and Puerto Rico) accounts for the largest group with over 66 percent of all respondents. EMEA accounts for around 22 percent; Asia Pacific and Latin America make up the remainder of the sample.

Due to the small sample sizes of data from Asia Pacific and Latin America, the geographical analysis in the Trend Analysis section focuses on differences between North America and EMEA only.

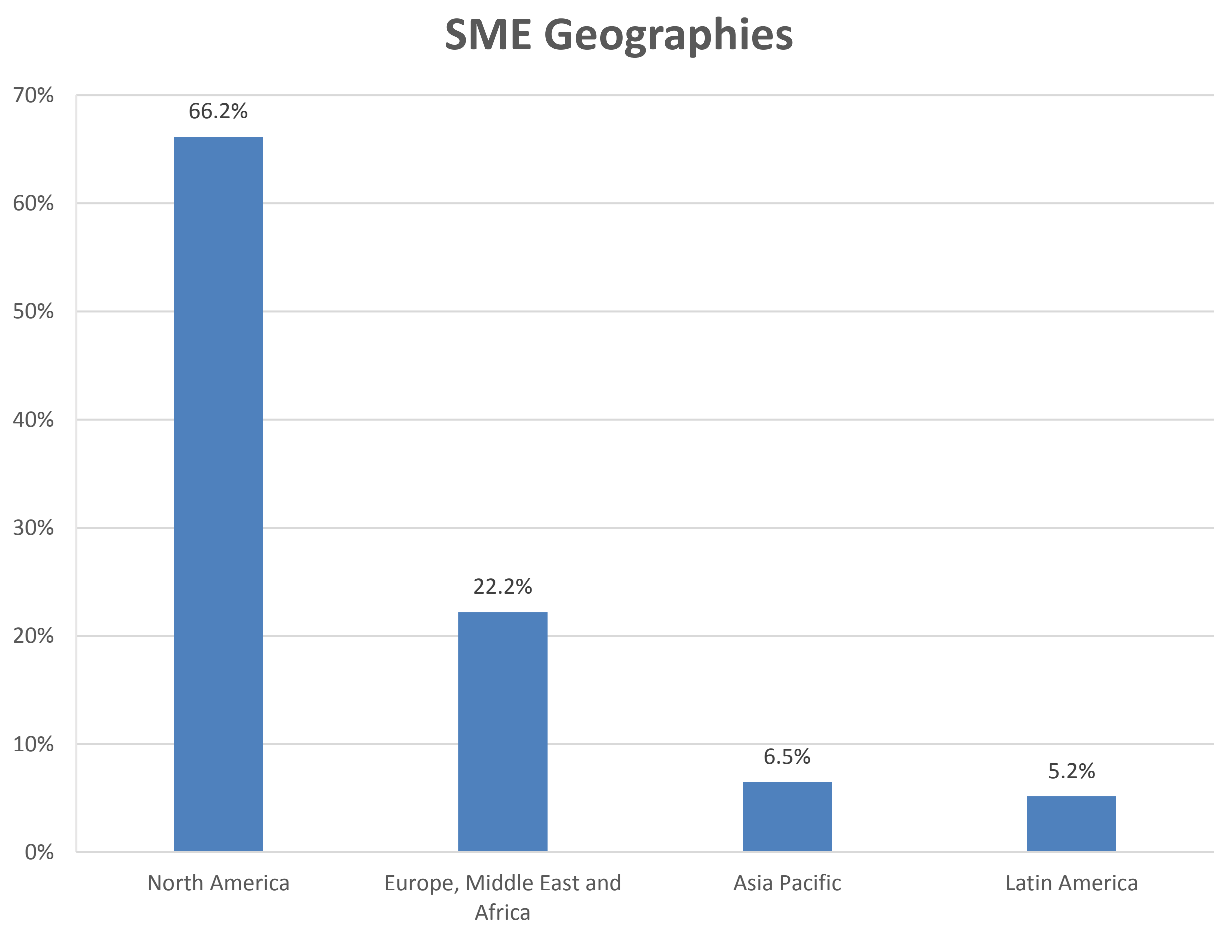


Figure 2 – SME geographies

Respondent Functions

The majority of SME respondents are from Executive Management (31 percent), while IT and Finance are the next most represented functions (fig. 3). Together, these three functions account for over 69 percent of respondents. More than six percent of respondents do not fall into our functional breakout.

The higher percentage of respondents from Executive Management among SME respondents (31 percent compared to 23 percent for the full study sample) means that vendors of enterprise planning software need to tailor their sales and marketing messages for SMEs more towards executive managers rather than finance, which is the predominant function in large enterprises.

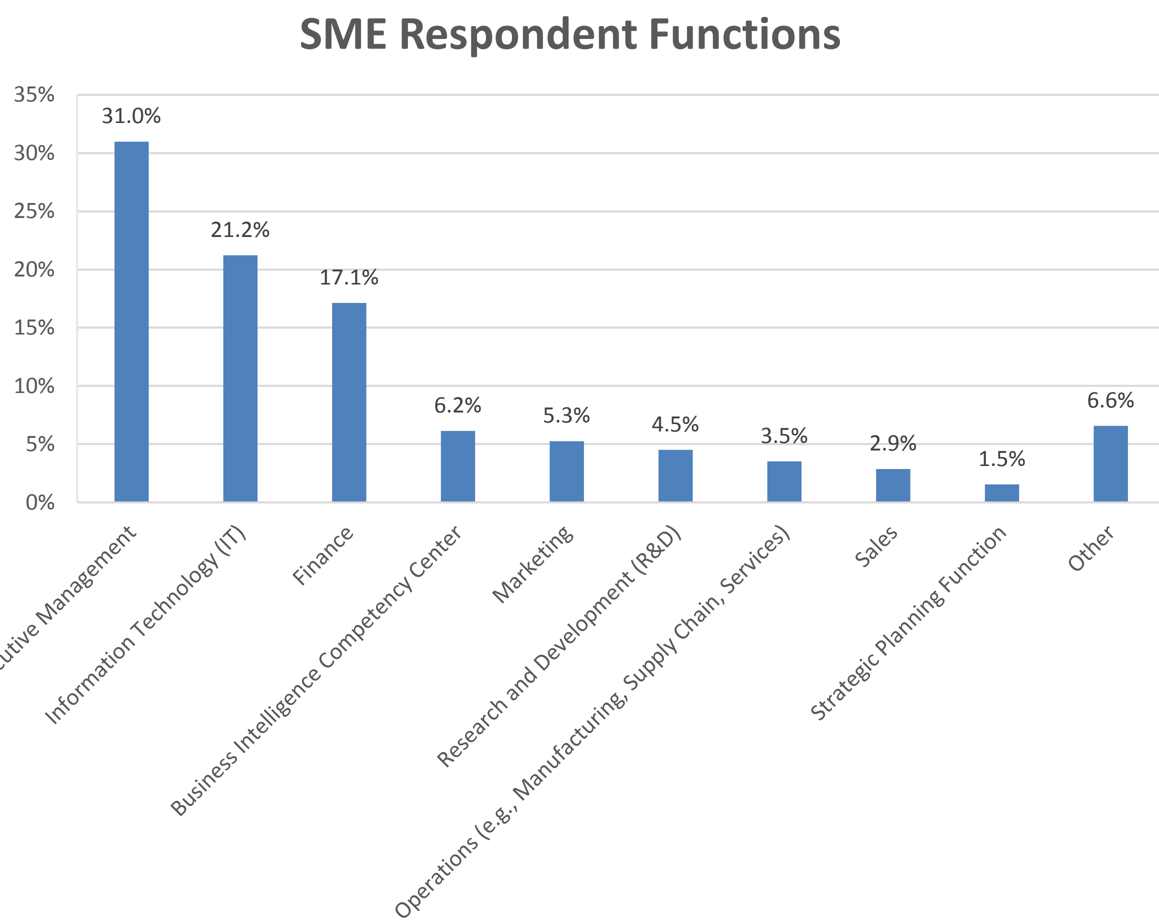


Figure 3 – SME respondent functions

Vertical Industries

Technology is the most represented industry among SME respondents in our 2018 study at 20 percent (fig. 4). The remainder are widely distributed across a range of industries, with 7 percent either falling outside our industry classifications or into the nine industries with less than 1 percent of respondents (Mining, Apparel & Accessories, Chemical, Aerospace, Executive Search, Aviation, Broadcasting, Motion Picture and Video, Defense).

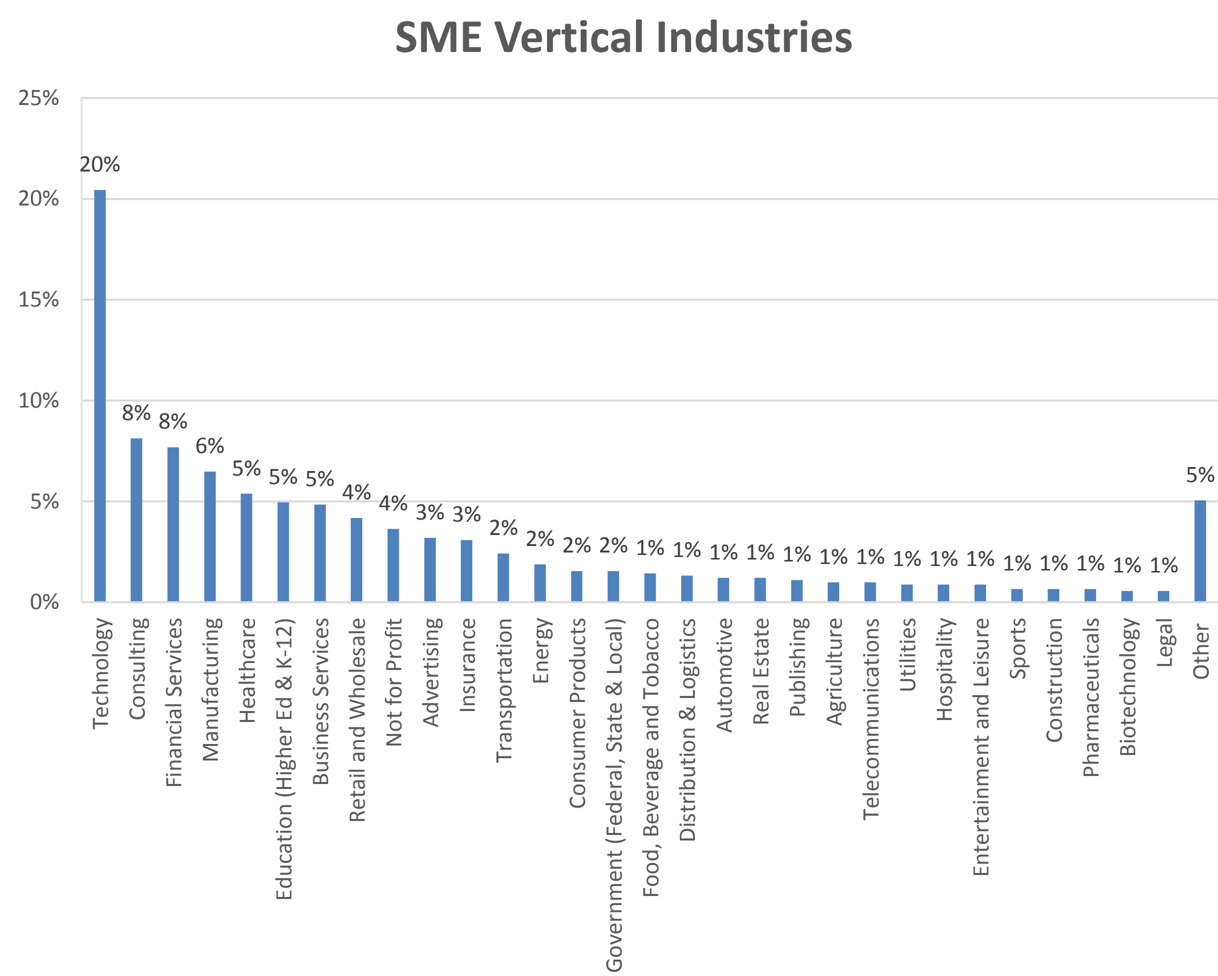


Figure 4 – SME vertical industries

Analysis and Trends

Current Adoption and Plans to Use Enterprise Planning Software

There are similarities in the adoption of enterprise planning across organizations of different sizes (fig. 5). The current level of adoption is lowest among small organizations at 47 percent, although organizations of this size have the highest percentage of responses for future adoption, with a total of 22 percent either currently evaluating or responding that they may use in the future.

Current adoption is highest among mid-sized organizations at 68 percent, with a further 5 percent currently evaluating, meaning that within one to two years it is likely that approaching 75 percent of mid-sized organizations will adopt enterprise planning software.

Despite this evidence of maturity in the market, there are still opportunities in the SME space for enterprise planning vendors if they can develop offerings that are attractive to organizations in the “may use” or “no plans to adopt” categories. Convincing these organizations to move from spreadsheets and manual processes with easy-to-deploy solutions backed up by strong partnerships will be key to success in this segment.

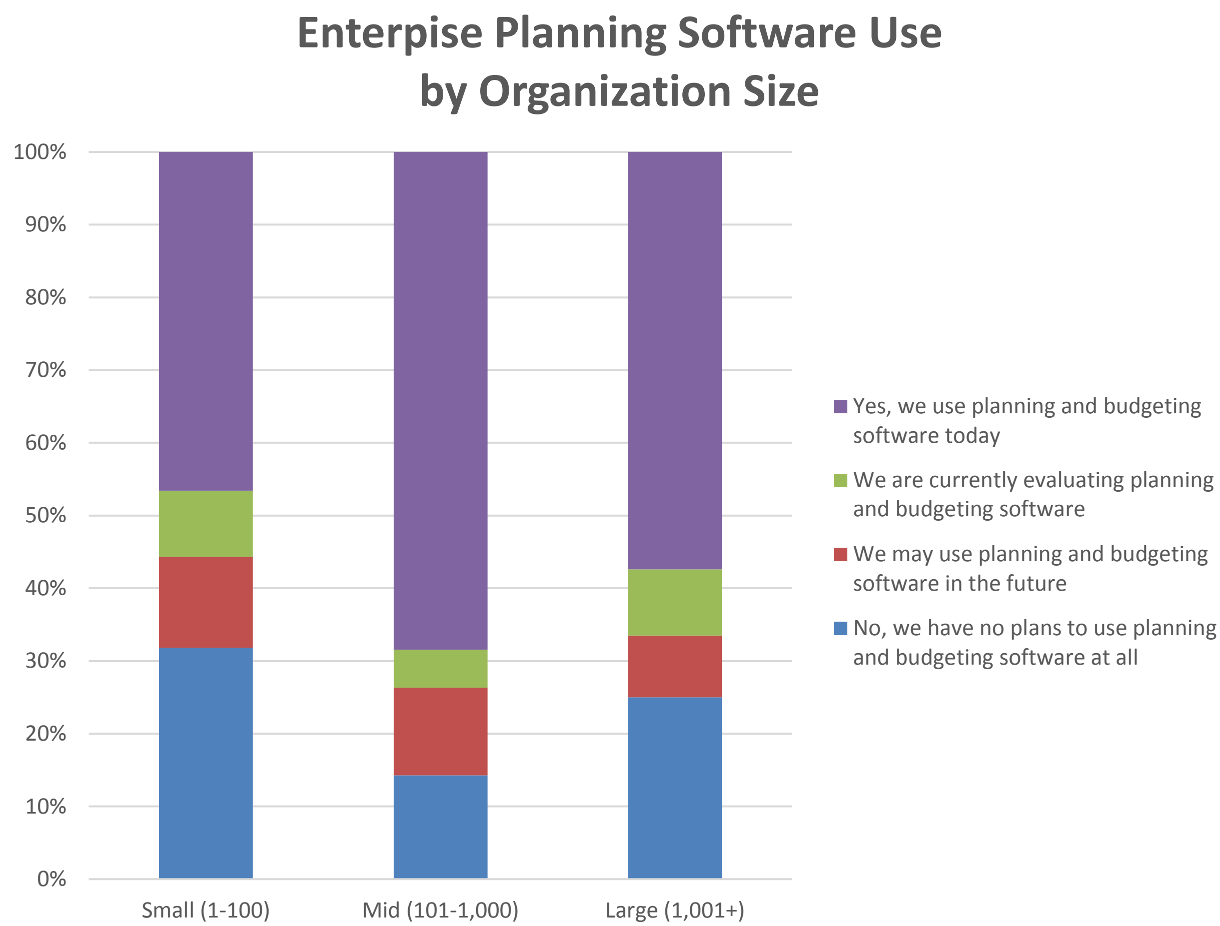


Figure 5 –Enterprise planning software use by organization size

Analysis of the adoption of enterprise planning software by SMEs changes significantly in 2018 compared to previous years (fig. 6). SME organizations currently using enterprise planning software increase from 24 percent in 2017 to nearly 60 percent in 2018. This adoption is most marked among mid-sized organizations, as fig. 5 shows that 68 percent of mid-sized organizations currently use enterprise planning software.

This data also shows that the 2017 study did not fully reveal the extent of potential adoption of enterprise planning in the subsequent year. This is evidence that SMEs may not explicitly include enterprise planning in future IT plans and that decisions to adopt could be influenced more by short-term needs, especially if enterprise planning software vendors have a compelling offer for SMEs. Also, the majority of SME survey respondents are in executive management and may therefore have direct control of software budgets. They can therefore respond quickly if they identify a need to improve enterprise planning processes, which often happens as the annual budget cycle approaches.

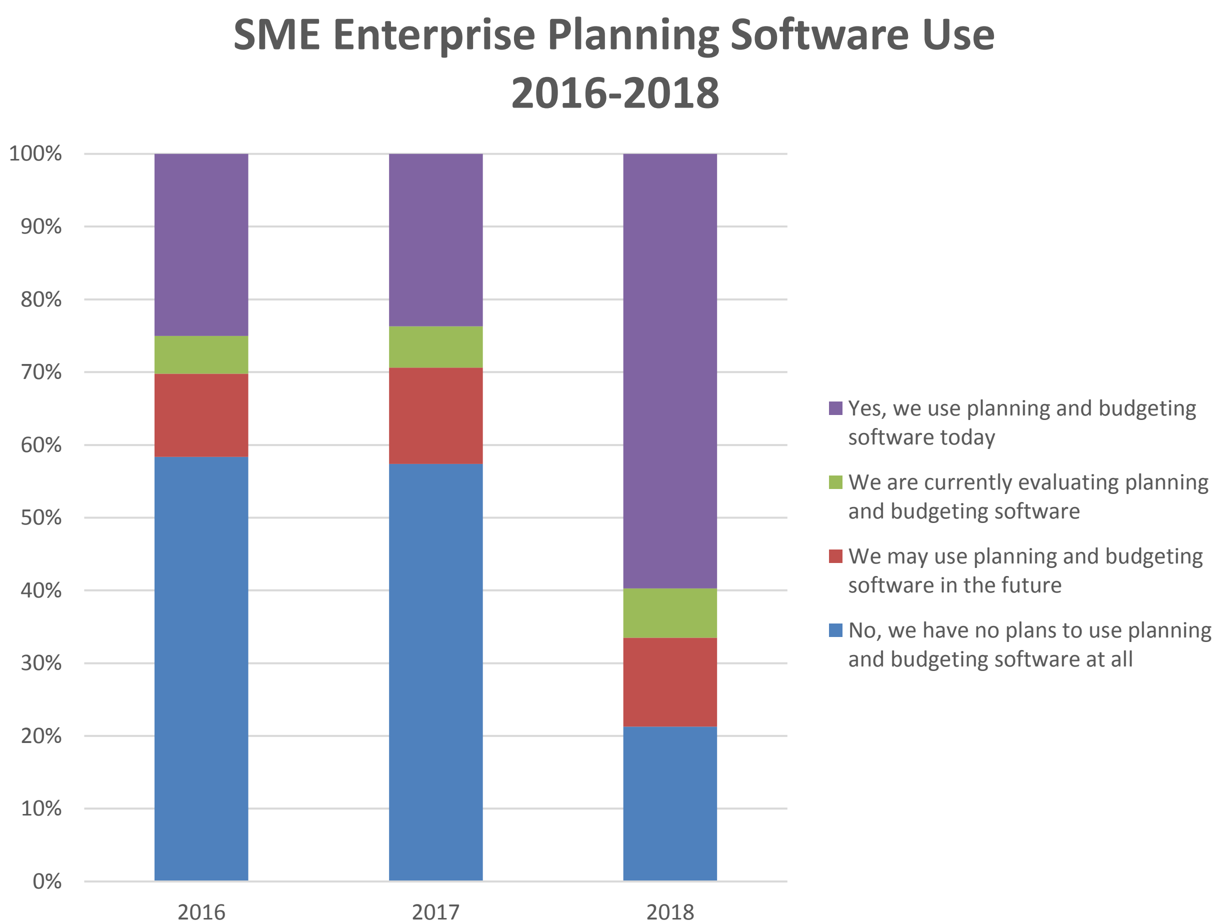


Figure 6 – SME enterprise planning software use 2016-2018

Importance of Enterprise Planning

We asked respondents how important enterprise planning is to their organization (fig. 7). Although the percentage of small and mid-sized organizations rating enterprise planning as "critical" is smaller than for large organizations (31 percent and 35 percent, respectively, compared to 41 percent), there are no significant differences in the overall weighted mean scores.

Enterprise planning is clearly important to SMEs, so any SME organizations that have not yet adopted enterprise planning software should understand the options available in the market and plan strategically for adoption rather than reacting tactically (as implied by the data in figure 6). Vendors of enterprise planning software should not overlook SMEs as targets for enterprise planning software.

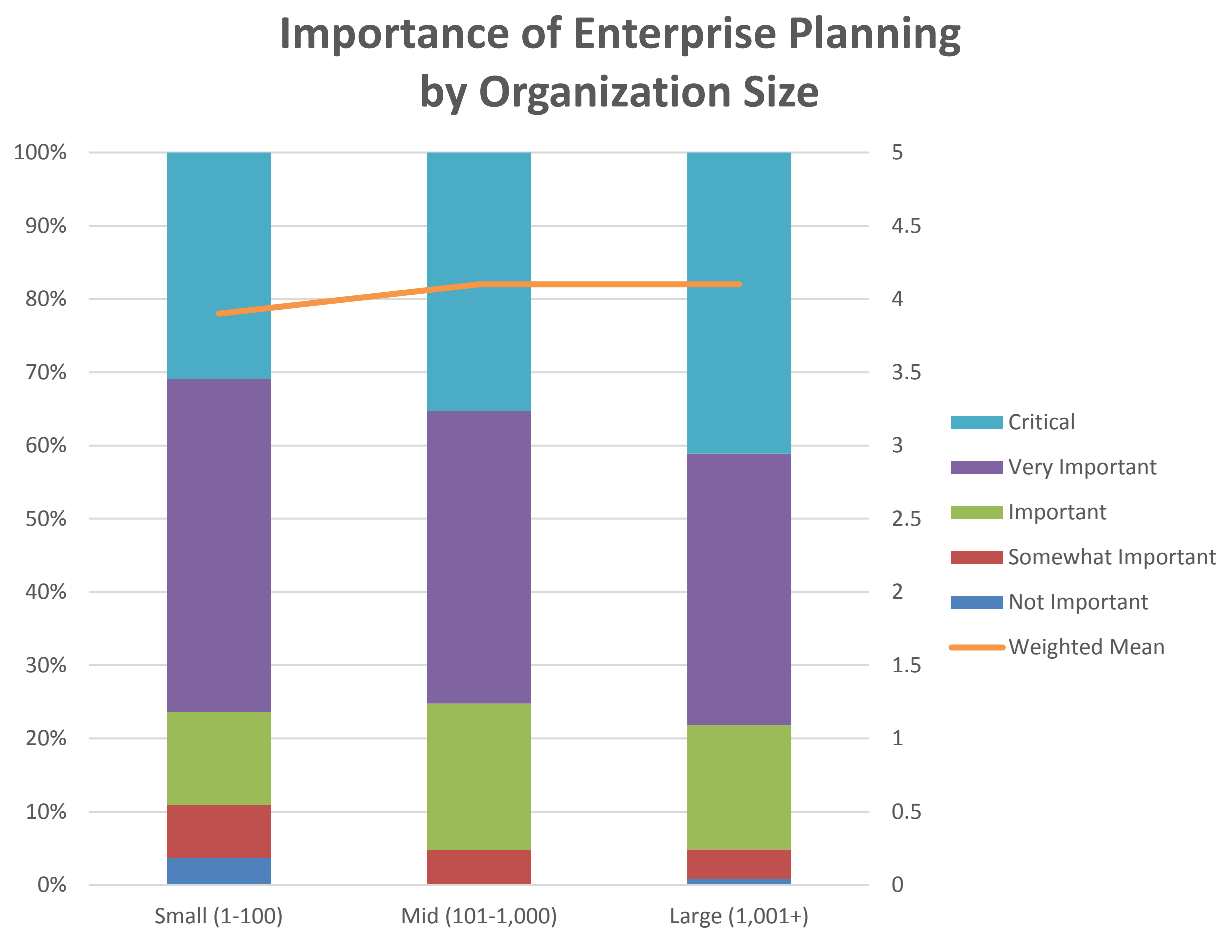


Figure 7 – Importance of enterprise planning by organization size

These findings are reinforced by analyzing the SME survey data from 2016 through 2018 (fig. 8). The percentage of SMEs rating enterprise planning of “critical” importance increases from 26 percent in 2016 to 34 percent in 2018. The overall weighted mean score increases from 3.7 in 2016 to just over 4 in 2018.

Similarly, the combined percentage of SMEs rating enterprise planning as “somewhat important” or “not important” declines from 17.5 percent in 2016 to less than 7 percent in 2018.

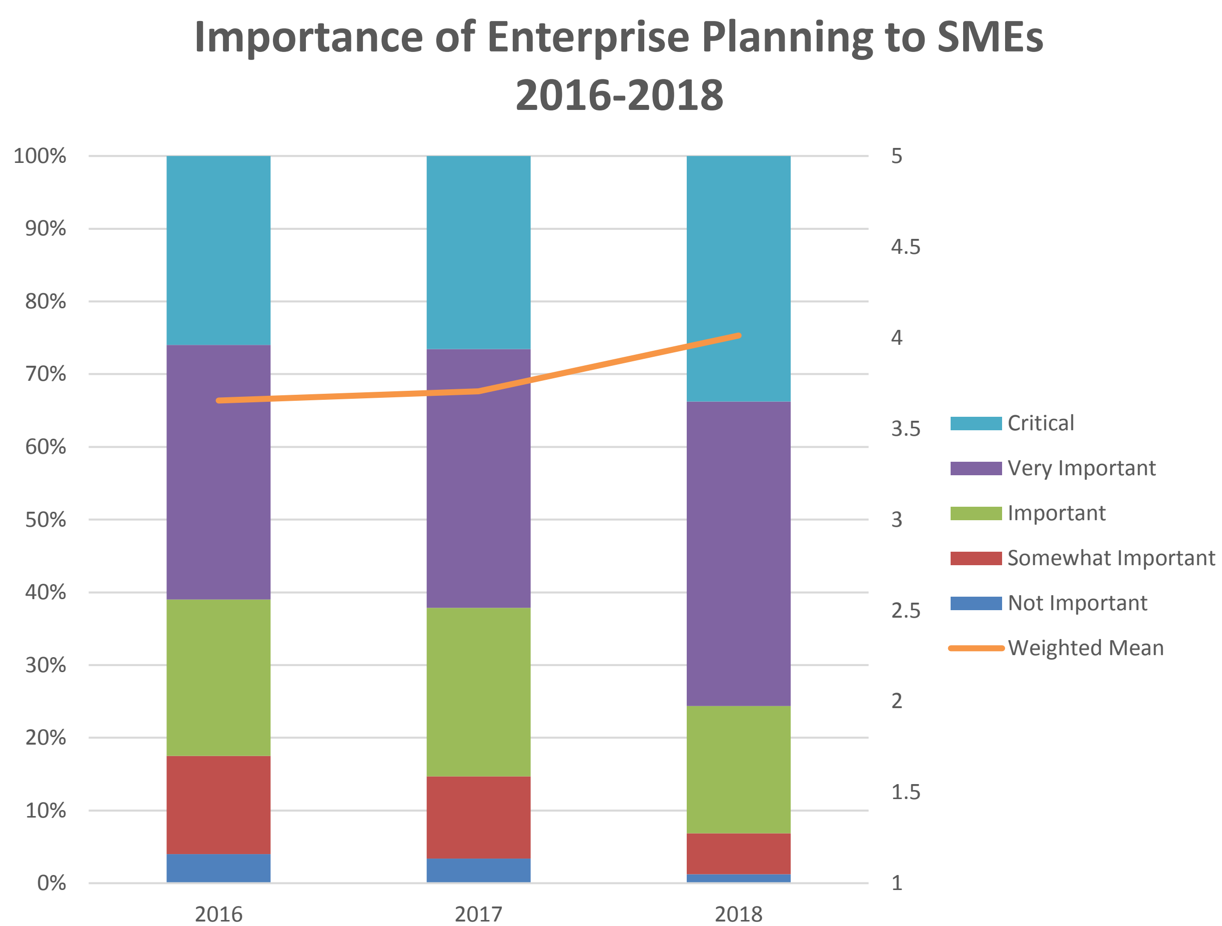


Figure 8 – Importance of enterprise planning to SMEs 2016-2018

Importance of Enterprise Planning Initiatives

There are no significant differences in the relative importance of enterprise planning initiatives by organization size. Overall, priorities are very similar, with respondents ranking annual financial budgets as the most important initiative in all sizes of organization (fig. 9).

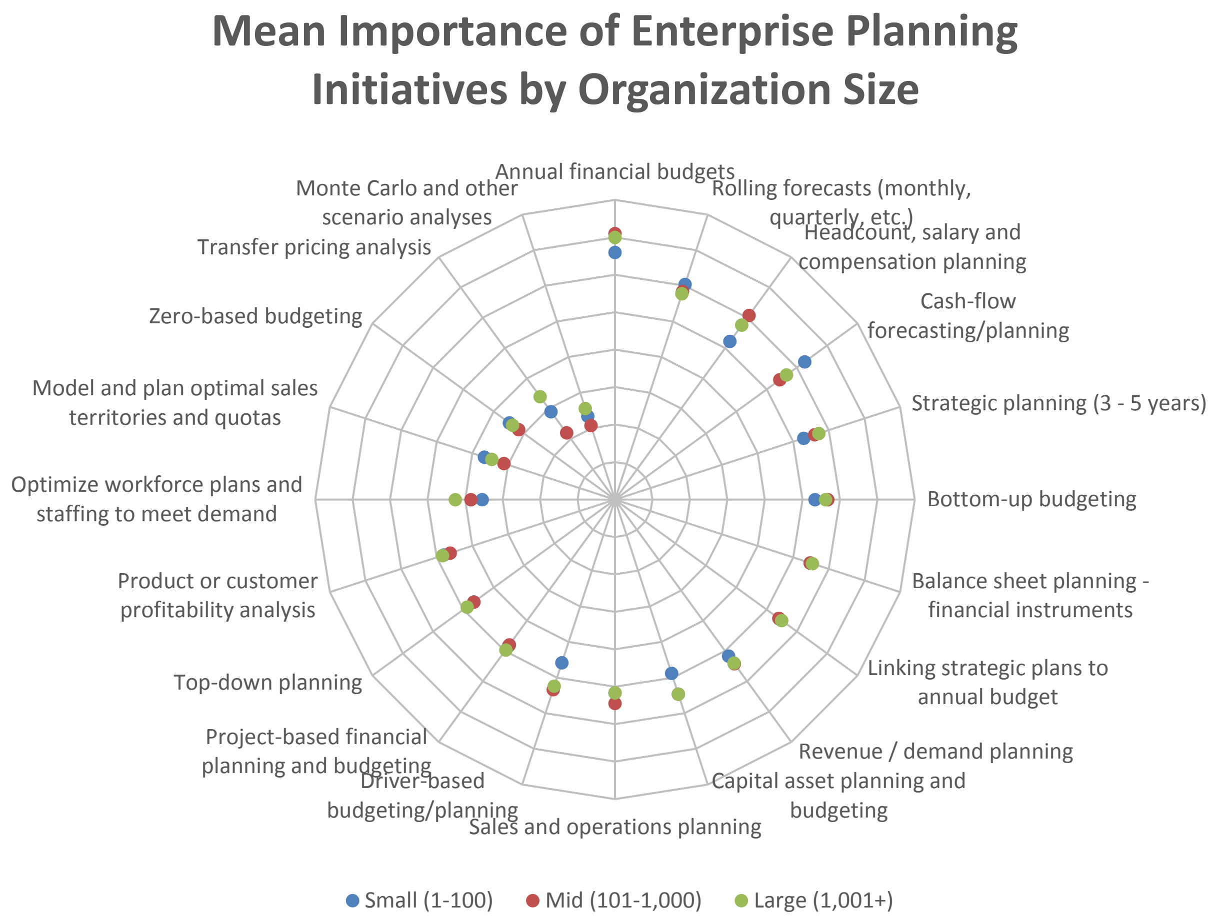


Figure 9 – Mean importance of enterprise planning initiatives by organization size

However, there are notable differences in some areas between small organizations and their larger counterparts. Small organizations understandably rate headcount, salary and compensation planning less important than mid-sized and large organizations because they have fewer employees; but they also rate cash-flow forecasting/planning more important than mid-sized and large organizations. This is an important difference because cash-flow forecasting can be challenging to achieve in enterprise planning software, and larger organizations tend to focus more on periodic revenue and expenditure planning rather than managing cash flow.

This is not the case with small organizations, where effective cash-flow planning and management is crucial to their ongoing effectiveness.

Finally, small organizations rate capital asset planning and driver-based planning as less important than mid-sized and large organizations. This is due to the less-complex nature of small businesses, and these aspects of enterprise planning will be of greater relevance to more complex organizations.

While there are also differences in the relative importance of transfer pricing analysis, the respondents' needs more likely drive these differences rather than organization size.

Consequently, small organizations evaluating enterprise planning software may find some solutions are better suited to their needs, especially in areas like cash-flow planning. It's important for such organizations to involve key business leaders and end users in defining and prioritizing their functional requirements. All SMEs should look for fully functional enterprise planning solutions that are easy to deploy and manage rather than "cut down" versions with limited functionality. Similarly, vendors of enterprise software should design SME products with ease of deployment in mind rather than offer "cut down" versions of functionality from a large enterprise solution.

Frequency of Enterprise Planning and Forecasting

Overall, annual budgeting and planning is most prevalent for organizations of all sizes (fig. 10). Despite the development of new techniques such as rolling forecasts, these remain relatively limited in adoption compared to “traditional” annual budgets. Monthly forecasting is also widely used by organizations of all sizes.

However, small organizations show some distinct differences in other planning and forecasting frequencies compared to mid-sized organizations, which tend to mirror large organizations. Small organizations do not perform planning and forecasting on a daily basis, while they place greater emphasis on weekly plans and budgets compared to mid-sized and large organizations. Small organizations also favor annual forecasting more than their larger counterparts.

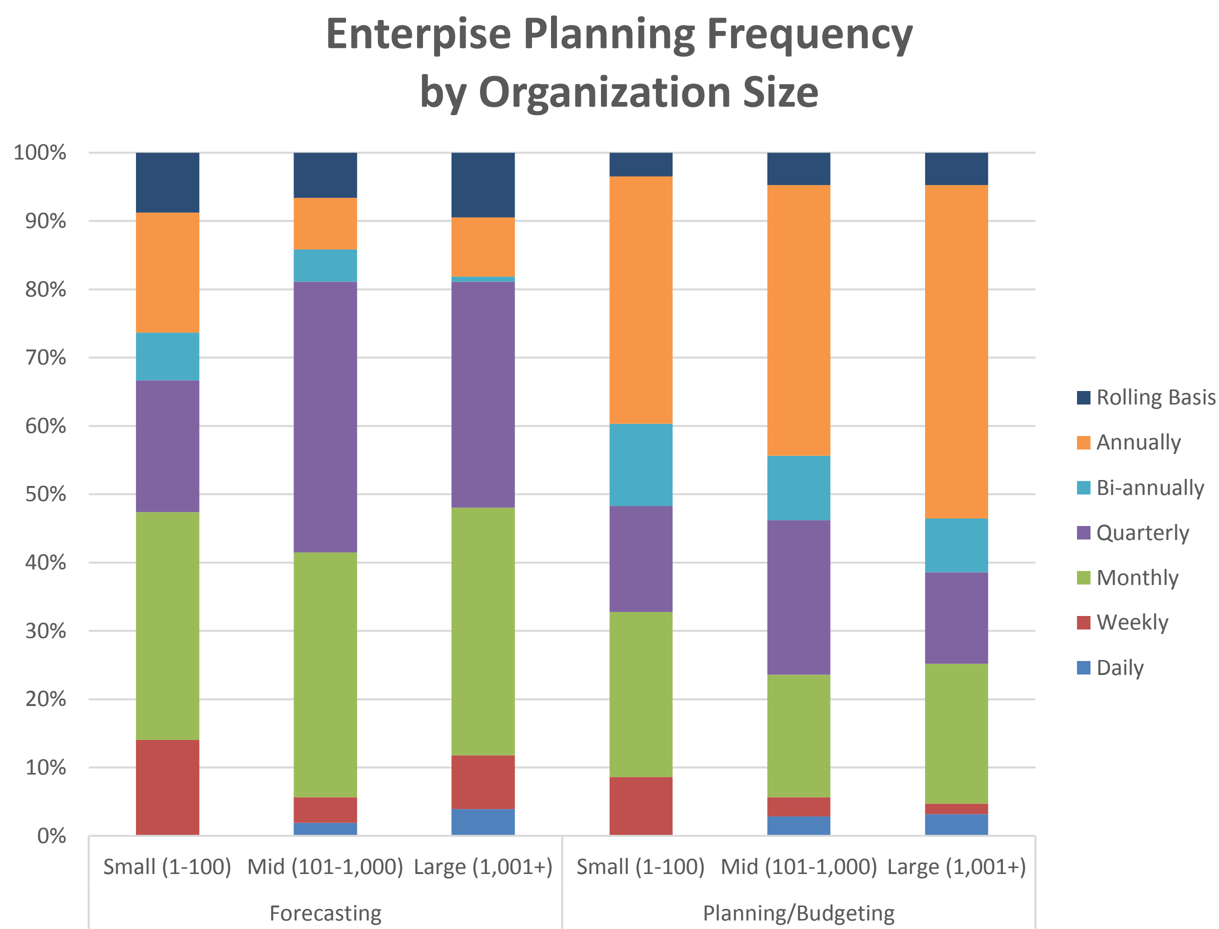


Figure 10 – Enterprise planning frequency by organization size

Deployment Options for Enterprise Planning

The 2018 Enterprise Planning Market Study Report identifies a major shift towards SaaS/cloud service and hosted as preferred deployment models compared to on-premises models and other options. Analyzing this data in more detail by organization size shows this is driven by small organizations, which rate SaaS and hosted deployment options more important than other options (fig. 11). On-premises solutions still have their place in organizations of all sizes, but it’s clear small organizations in particular favor SaaS and hosted solutions.

For other deployment options, large organizations favor unified, suite-based solutions more than SMEs, and small organizations in particular favor a modular approach. This may create some challenges for vendors of enterprise planning software targeting organizations of all sizes, as they need to balance developing a broad, unified solution to meet the preferences of large organizations while balancing functional depth in each of the modules against competitors that may specialize in just some aspects of enterprise planning.

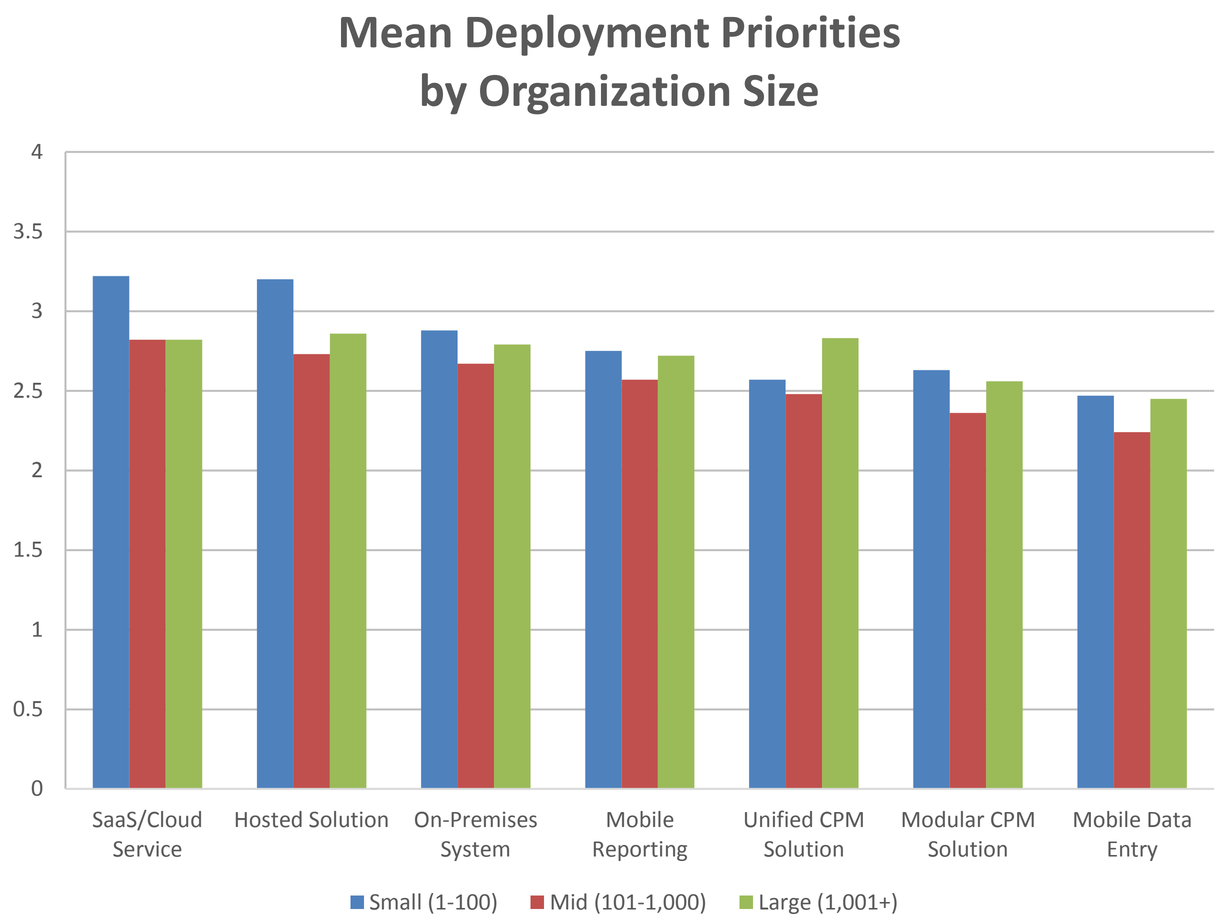


Figure 11 – Mean deployment priorities by organization size

Therefore, SMEs evaluating enterprise planning vendors that offer unified suite-based solutions need to ensure these vendors have enough research and development capabilities to satisfy the needs of both their larger clients and the modular functional depth required by SMEs.

Further analysis of only the SaaS/cloud service, hosted and on-premises deployment options reveals other differences between small and mid-sized organizations (fig. 12). A higher percentage of small organizations view SaaS/cloud service and hosted options as critical compared to mid-sized and large organizations (24 percent and 26 percent respectively for small organizations compared to a maximum of 12 percent for mid-sized and large organizations). The weighted mean averages show that mid-sized organizations have preferences that are more closely aligned with large organizations rather than small organizations.

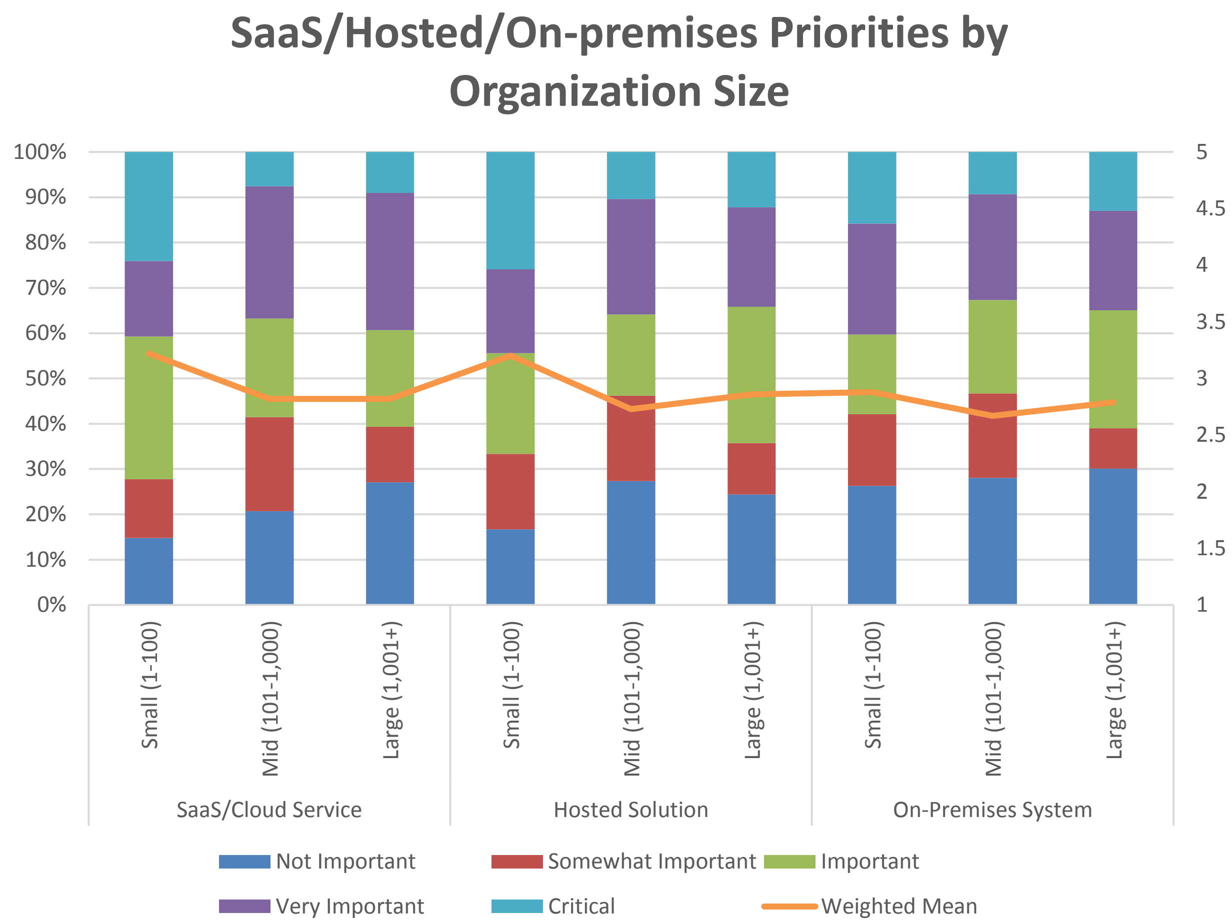


Figure 12 – SaaS/hosted/on-premises priorities by organization size

Overall, this means that enterprise planning software vendors need to lead with SaaS/cloud services when targeting small organizations. Vendors targeting organizations of all sizes will benefit from offering hosted and on-premises solutions in addition to SaaS but must be aware that, overall, the trend in the enterprise planning market is towards SaaS/cloud services. It will be a difficult balancing act to be seen as a "true" SaaS/cloud service provider while still supporting an on-premises delivery model.

SMEs evaluating enterprise planning software need to agree on their preferred delivery model prior to starting an evaluation so they can evaluate vendors on their technical architecture, cloud infrastructure, and support capabilities. It's important to understand the differences between SaaS and hosted delivery, as these can involve different technical architectures, and some vendors offer different code lines or products for each option. More detail surrounding cloud-based architectures is in our Cloud Computing and Business Intelligence Market Study Report.

Regional Variations in Deployment Preferences for Enterprise Planning

The survey data for SMEs allows some analysis of SaaS, hosted, and on-premises deployment preferences by region (fig. 13). There are too few respondents from Asia Pacific and Latin America to allow any meaningful comparisons, so we excluded these regions. However, the data revealed some differences between North America and EMEA.

The weighted average mean scores for the relative importance of each of the three deployment options shows notably higher scores for SaaS and hosted options among North American SMEs compared with their counterparts in EMEA. Conversely, SMEs in EMEA still rank on-premises deployment as relatively more important (and slightly ahead of SMEs in North America).

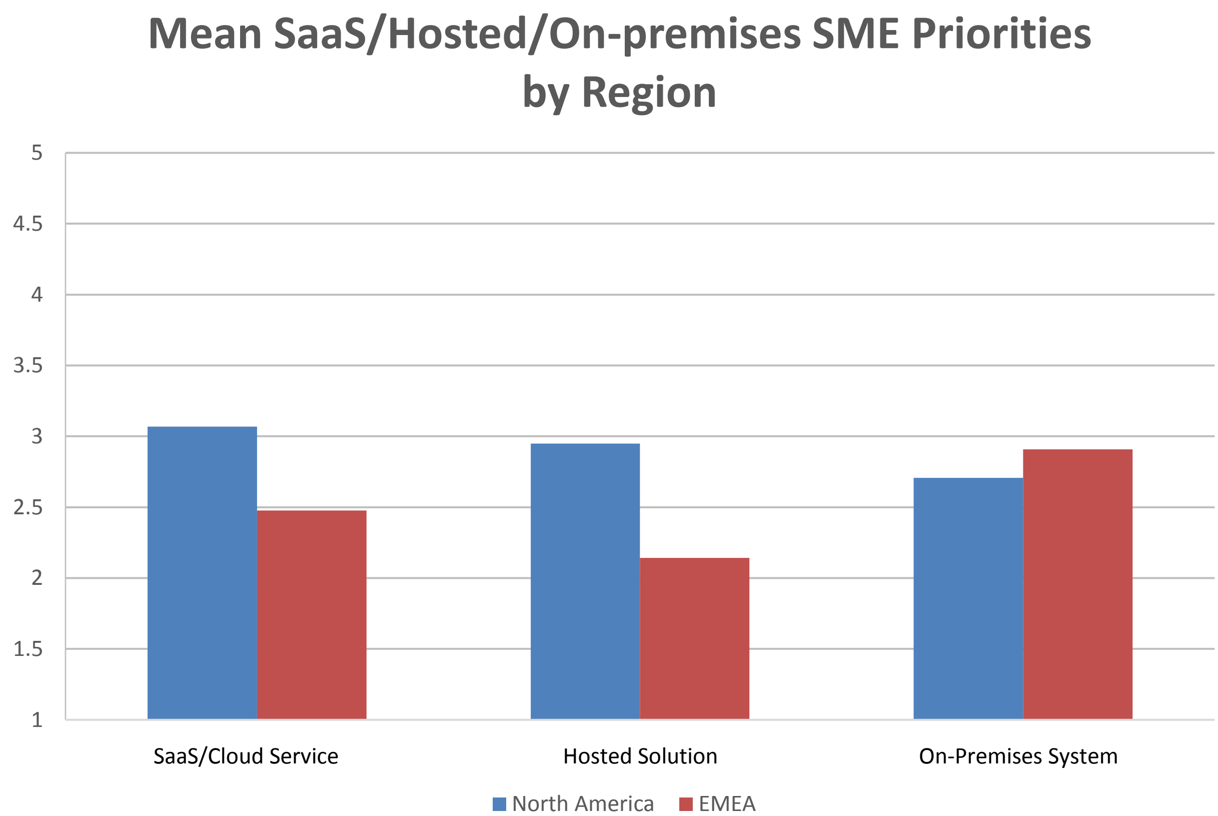


Figure 13 – Mean SaaS/hosted/on-premises priorities by region

These differences are likely due to a number of factors. There are still a number of well-established country-level vendors of on-premises small business accounting and financial solutions in EMEA, and several offer basic enterprise planning capabilities. The move to SaaS for core financial capabilities is slower across SMEs in EMEA and likely reflects in their attitude to SaaS/cloud services for enterprise planning compared to North American SMEs.

This means vendors of SaaS-based enterprise planning solutions based in North America may face some challenges in growing their footprint outside the region. They must ensure they can address data security and data location concerns of organizations based in EMEA and also have strong local support and infrastructure capabilities (either direct or through partners). Conversely, enterprise planning vendors based in EMEA should not assume the preference for on-premises solutions will persist. We anticipate that SaaS/cloud service adoption of enterprise planning software will continue to grow in EMEA.

SME Vendor Rankings

Vendor Rankings

In this section, we offer rankings of enterprise planning software vendors based on the responses of SMEs. 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.

SME Enterprise Planning Market Models

In 2015, we developed two new models for examining and understanding the business intelligence market. Using quadrants, we plotted aggregated user sentiment into x and y axes.

Customer Experience Model

Our Customer Experience Model considers the real-world experience of customers working with BI products on a daily basis (fig. 14). 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 we use 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.

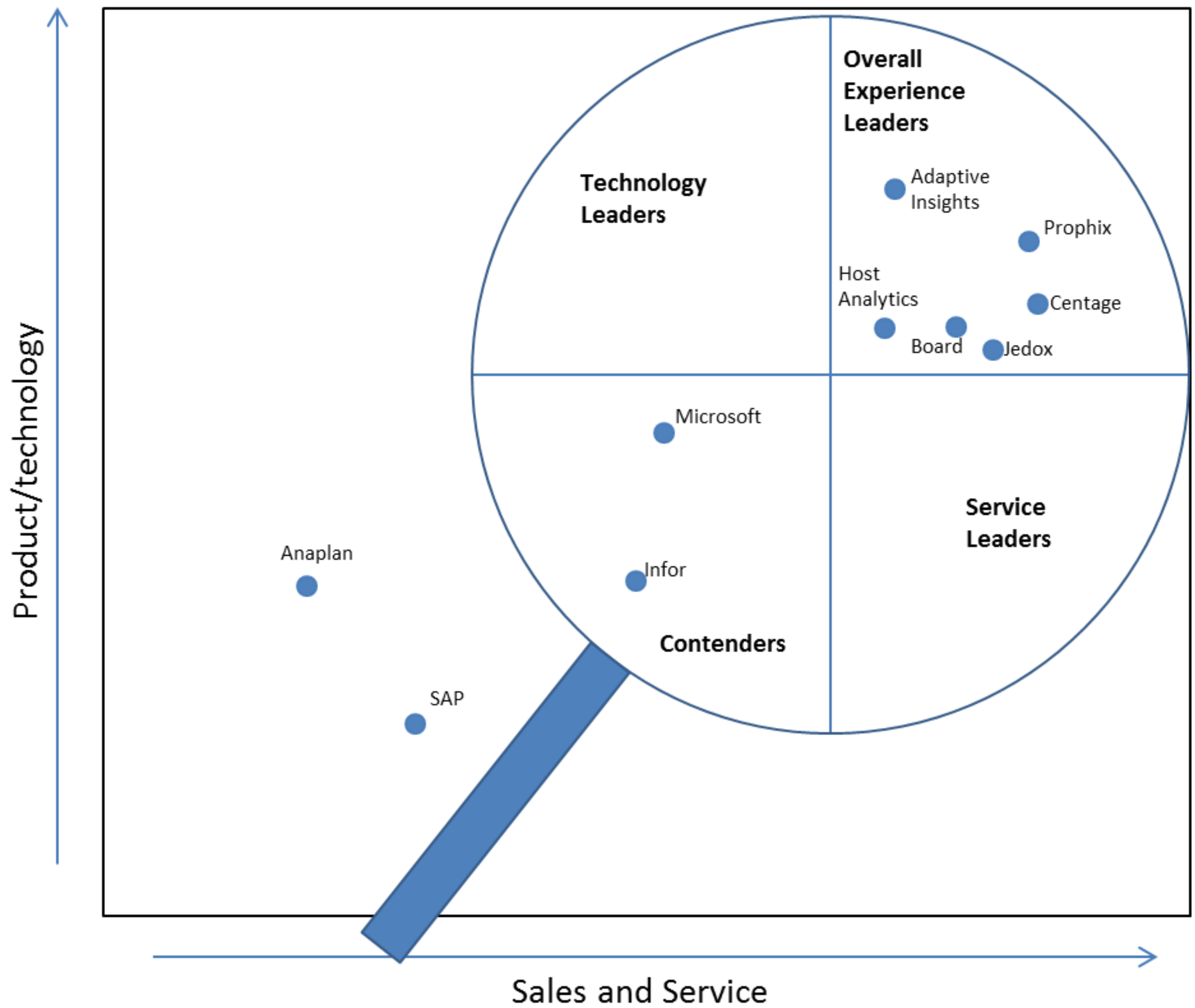


Figure 14 – SME planning customer experience model

Vendor Credibility Model

Our Vendor Credibility Model considers how customers “feel” about their vendor (fig. 15). 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 of the four quadrants) suggests that significant improvements are required to improve perceived value and confidence.

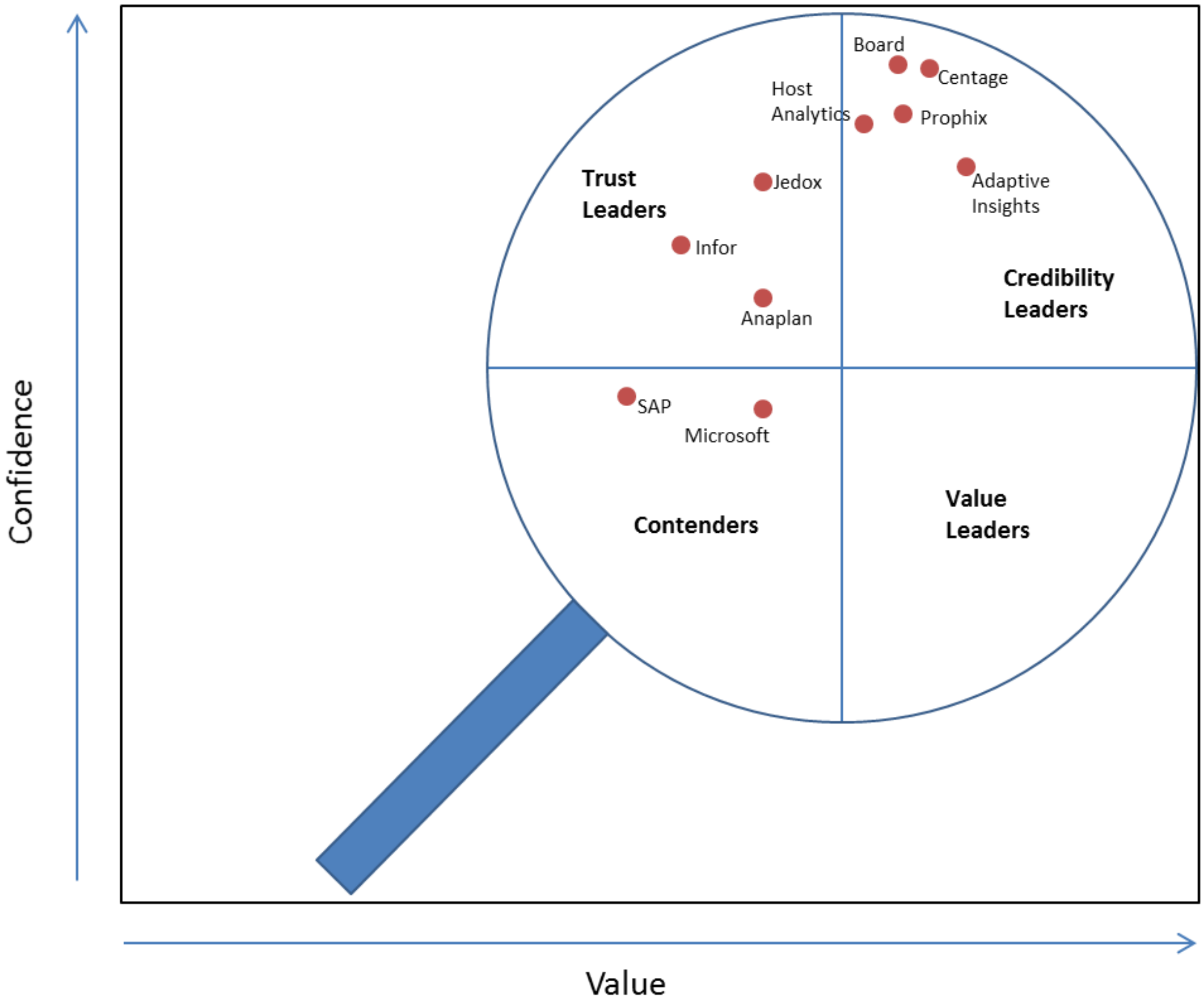


Figure 15 – SME planning vendor credibility model

Other Dresner Advisory Services Research Reports

- Wisdom of Crowds® “Flagship” Business Intelligence Market study
- Analytical Data Infrastructure
- Big Data Analytics
- Business Intelligence Competency Center
- Cloud Computing and Business Intelligence
- Collective Insights®
- Data Catalog
- Embedded Business Intelligence
- End User Data Preparation
- IoT Intelligence®
- Location Intelligence
- Small and Mid-Sized Enterprise Business Intelligence

Appendix - The 2018 Wisdom of Crowds® Enterprise Planning Market Survey Instrument

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

( ) Hospitality

( ) Insurance

( ) Legal

( ) Manufacturing

( ) Mining

( ) Motion Picture and Video

( ) Not for Profit

( ) Pharmaceuticals

( ) Publishing

( ) Real estate

( ) Retail and Wholesale

( ) Sports

( ) State and Local Government

( ) Technology

( ) Telecommunications

( ) Transportation

( ) 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

Does your organization use or intend to use Enterprise Planning and Budgeting software?

( ) Yes, we use planning and budgeting software today

( ) No, we have no plans to use planning and budgeting software at all.

( ) We are currently evaluating planning and budgeting software

( ) We may use planning and budgeting software in the future

What are your plans for Enterprise Planning software in the future?

( ) Will adopt this year

( ) Will adopt next year

( ) Will adopt beyond next year

How important is Enterprise Planning/Budgeting to your organization?

( ) Critical

( ) Very important

( ) Important

( ) Somewhat important

( ) Not important

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

	Use today	Will use in 12 months	Will use in 24 months	No plans
Finance	( )	( )	( )	( )
Human Resources	( )	( )	( )	( )
Information Technology (IT)	( )	( )	( )	( )
Manufacturing	( )	( )	( )	( )
Marketing	( )	( )	( )	( )
Operations	( )	( )	( )	( )
Research and Development (R&D)	( )	( )	( )	( )
Sales	( )	( )	( )	( )
Strategic Planning Function	( )	( )	( )	( )
Supply Chain	( )	( )	( )	( )
Customer Service	( )	( )	( )	( )

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 - financial instruments	( )	( )	( )	( )	( )
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 scenario 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 (monthly, quarterly, etc.)	( )	( )	( )	( )	( )
Sales and operations planning	( )	( )	( )	( )	( )
Strategic planning (3 - 5 years)	( )	( )	( )	( )	( )
Top-down planning	( )	( )	( )	( )	( )
Transfer pricing analysis	( )	( )	( )	( )	( )
Zero-based budgeting	( )	( )	( )	( )	( )

With what frequency are plans/budgets and forecasts created/updated in your organization?

	Daily	Weekly	Monthly	Quarterly	Bi-annually	Annually	Rolling basis
Planning/budgeting	( )	( )	( )	( )	( )	( )	( )
Forecasting	( )	( )	( )	( )	( )	( )	( )

How important are the following deployment options in your organization?

	Critical	Very important	Important	Somewhat important	Not important
Hosted solution	( )	( )	( )	( )	( )
Mobile data entry	( )	( )	( )	( )	( )
Mobile reporting	( )	( )	( )	( )	( )
Modular CPM solution	( )	( )	( )	( )	( )
On-premises system	( )	( )	( )	( )	( )
SaaS/cloud service	( )	( )	( )	( )	( )
Unified CPM solution	( )	( )	( )	( )	( )

Please specify your organizations current Enterprise Planning and Budgeting software vendor.

( ) Adaptive Insights

( ) Anaplan

( ) Bitam

( ) Board International

( ) Budget Maestro

( ) Microsoft

( ) Host Analytics

( ) IBM

( ) Infor

( ) Jedox

( ) Kaufman Hall (Axiom)

( ) KCI Computing

( ) Longview Solutions

( ) OneStream

( ) Oracle Hyperion

( ) Planview

( ) Prevero (Unit4)

( ) Prophix

( ) SAP

( ) SAS Institute

( ) Solver

( ) Tagetik (Wolters Kluwer)

( ) XLerant

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

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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	( )	( )	( )	( )	( )	( )
Availability of resources	( )	( )	( )	( )	( )	( )

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

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

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