



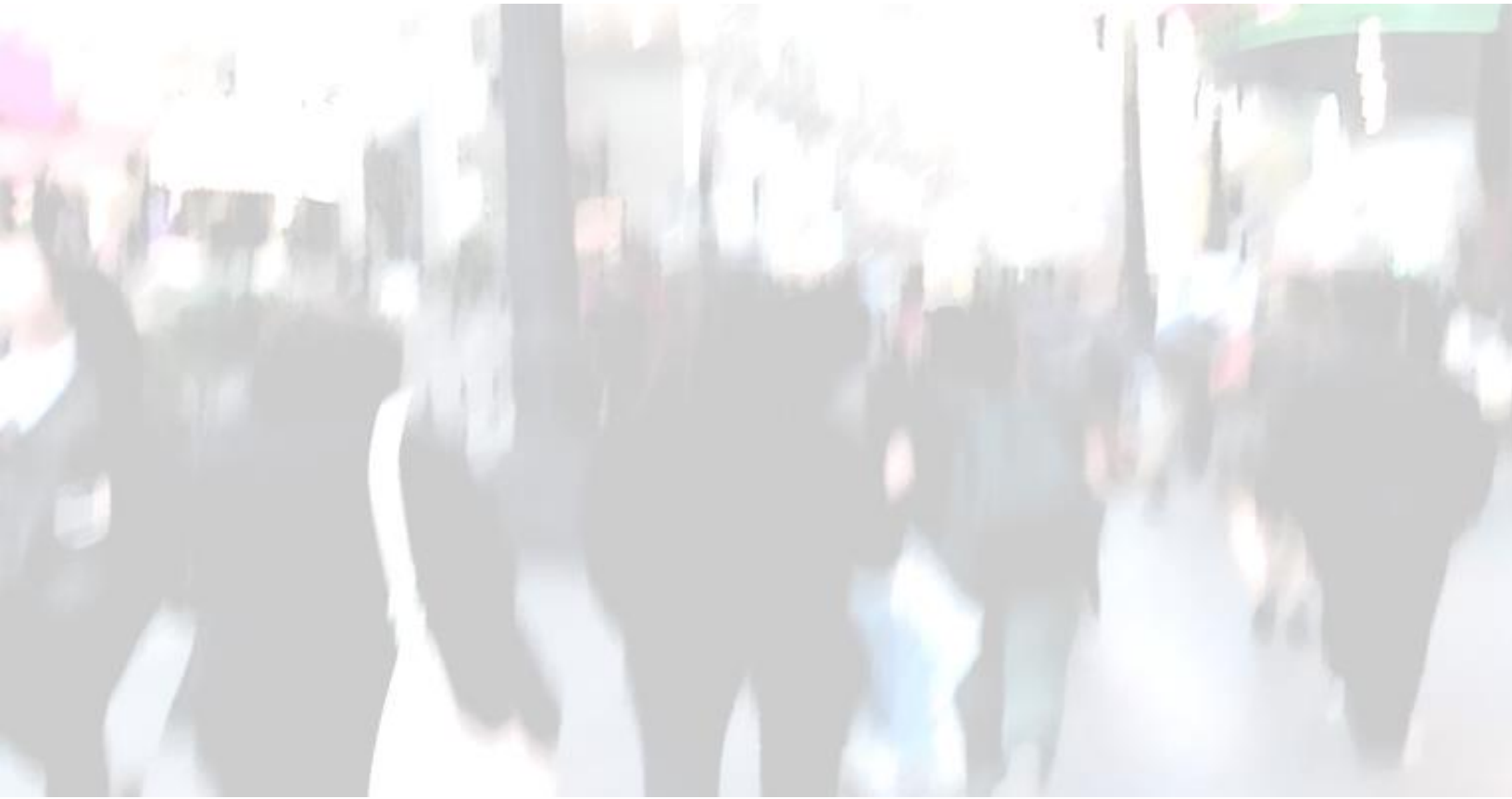
June 30, 2020

Dresner Advisory Services, LLC

2020 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.

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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.

An enterprise performance management (EPM) 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.

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 use advanced technologies such as in-memory computing and machine learning.

2020 Wisdom of Crowds® EPM Market Study

Introduction

This year marks the 13th anniversary of Dresner Advisory Services and the second anniversary of this “Flagship” Wisdom of Crowds Enterprise Performance Management (EPM) Market Study.

At the time of publication of this report, the COVID-19 pandemic affects millions worldwide and impacts businesses and how they leverage data and EPM.

As our data collection began in February and concluded in May of this year, the data and resulting analyses reflect the pandemic impact.

Through this period, we separately conducted specific COVID-19 research, which is not reflected in this report but is available on our [community site](#) at no cost. Additionally, we will continue to collect data at www.covidbusinessimpact.com and will continue to publish research through the duration of the pandemic.

As organizations strive to make sense of the changing market conditions and work to determine how best to proceed and invest in their businesses, we hope that this report will provide guidance and offer direction as the “new normal” becomes evident.

We wish you and yours the best as we manage through this challenging time.

Best



Howard Dresner
Chief Research Officer
Dresner Advisory Services

2020 Wisdom of Crowds® EPM Market Study

Contents

Definitions	3
Introduction	4
Benefits of the Study	7
Consumer Guide.....	7
Supplier Tool.....	7
External Awareness.....	7
Internal Planning.....	7
About Howard Dresner and Dresner Advisory Services.....	8
Executive Summary	10
Study Demographics.....	11
Geography	11
Respondent Functions	12
Vertical Industries	13
Organization Size.....	14
Analysis and Trends.....	16
Adoption Trends and Plans to Use Enterprise Performance Management.....	16
Importance of Enterprise Performance Management	23
Enterprise Performance Management Implementation Strategy.....	28
Enterprise Performance Management Sourcing Strategy.....	30
Planning Priorities in Enterprise Performance Management.....	34
Use of Rolling Forecasts in Enterprise Performance Management.....	38
Enterprise Performance Management and Data-Driven Decision-Making.....	41
Impact of Artificial Intelligence on Enterprise Performance Management	42
Deployment Options for Enterprise Performance Management.....	45
Industry Capabilities.....	48
Industry – Strategy Management Capabilities.....	50
Industry – Financial Planning Capabilities	51
Industry – Operational Planning Capabilities	52
Industry – Budgeting and Planning Process Support.....	53

2020 Wisdom of Crowds® EPM Market Study

Industry – Planning and Modeling Capabilities	54
Industry – Data Science and Machine Learning.....	55
Industry – Technical Architecture.....	56
Vendor Rankings.....	57
Enterprise Performance Management Market Models	58
Customer Experience Model.....	58
Vendor Credibility Model.....	60
Detailed Vendor Ratings	62
Adaptive Planning (Workday) Detailed Score	63
Board International Detailed Score	64
Centage Detailed Score.....	65
IBM Detailed Score.....	66
insightsoftware Detailed Score	67
Jedox Detailed Score.....	68
OneStream Detailed Score	69
Oracle Detailed Score.....	70
Planful Detailed Score	71
Prophix Detailed Score	72
SAP Detailed Score	73
Solver Detailed Score	74
Vena Solutions Detailed Score	75
Other Dresner Advisory Services Research Reports	76
Appendix - The 2020 Wisdom of Crowds® Enterprise Performance Management Survey Instrument	77

2020 Wisdom of Crowds® EPM Market Study

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

2020 Wisdom of Crowds® EPM Market Study

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 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](#)
- [Cloud Computing and Business Intelligence](#)
- [Data Catalog](#)
- [Data Pipelines](#)
- [Data Preparation](#)
- [Data Science and Machine Learning](#)
- [Embedded Business Intelligence](#)
- [Self-Service BI](#)

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.

Executive Summary

Executive Summary

- Adoption of enterprise management software increased in 2020, evidence of growing market maturity in the last 12 months. Fifty-five percent of respondents already use or are currently evaluating enterprise performance management software.
- Organizations in EMEA and North America have higher adoption levels compared to Asia Pacific and Latin America. Current usage levels are slightly higher in EMEA compared to North America (51 percent and 49 percent, respectively), while more organizations in EMEA are currently evaluating enterprise performance management software.
- Adoption increased significantly in small and mid-sized organizations compared to 2019. However, small organizations remain the least likely to adopt enterprise performance management software.
- Enterprise performance management remains an important technology. Seventy-eight percent of respondents rate enterprise performance management as “critical,” “very important,” or “important,” although this is down somewhat from 2019 (87 percent).
- Operations overtakes Finance in 2020 as the function rating enterprise performance management most important overall, a further indication of increased market maturity.
- Sixty-nine percent of respondents use enterprise performance management at a country, regional, or global level, up from 56 percent in 2019.
- Fifty-nine percent of respondents prefer sourcing enterprise performance management from specialist vendors, up from 50 percent in 2019.
- Annual financial budgets remain the highest priority planning capability in enterprise performance management. Although usage of rolling forecasts is largely unchanged from 2019, rolling forecasts dropped in the planning priority rankings by three places.
- Attitudes toward AI and machine learning remain unchanged from 2019, with a split between respondents that see significant potential in AI and machine learning (31 percent) and those whose users will likely resist its adoption (20 percent). Fifty percent of respondents remain undecided about the benefits of these technologies.
- Respondents prefer cloud enterprise performance management solutions compared to on-premises deployment, although all deployment choices dropped in overall importance compared to 2019.
- Vendor rankings are displayed on pages 57 - 76.

Study Demographics

Our 2020 survey base provides 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 represent the span of geographies. North America (including the United States, Canada, and Puerto Rico) accounts for the largest group with 64 percent of all respondents. EMEA accounts for 25 percent, Asia Pacific for 8 percent and Latin America 3 percent (fig. 1).

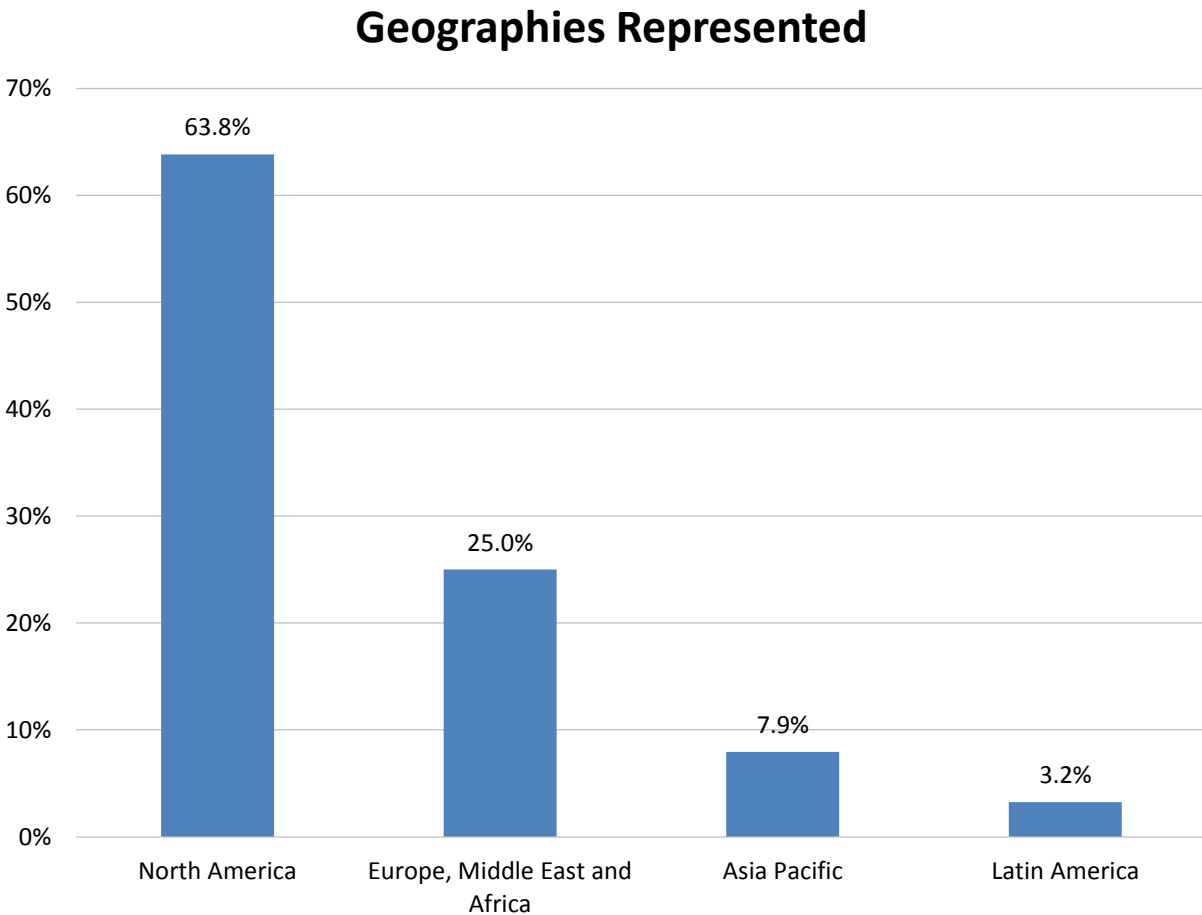


Figure 1 – Geographies represented

Respondent Functions

Finance is the function most represented among respondents, with 36 percent of the sample (fig. 2). IT follows with 23 percent, while Executive Management represents 15 percent. These three functions account for 74 percent of respondents.

The BI Competency Center (BICC), Operations (which includes manufacturing, supply chain and services), R&D, Marketing/Sales, Strategic Planning, Research & Development (R&D), and Human Resources are the next most represented. Only three 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.

Functions Represented

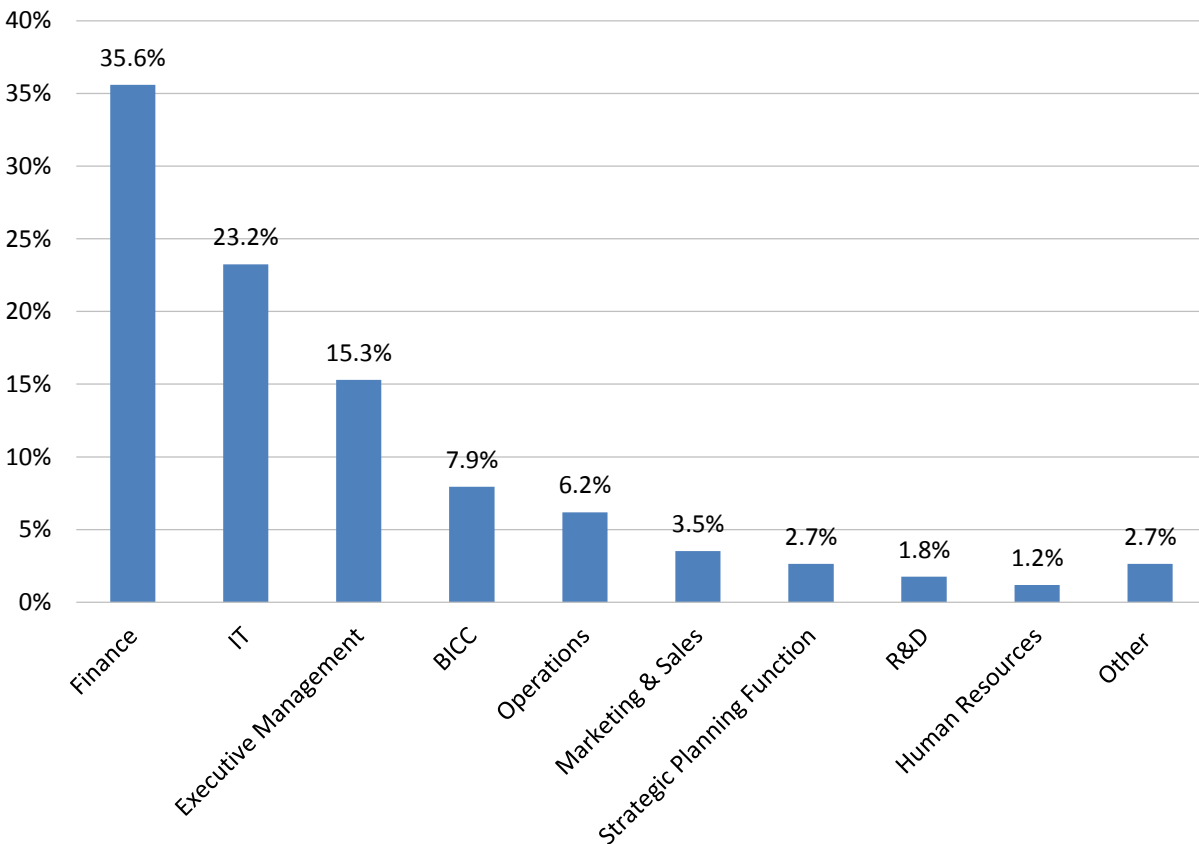


Figure 2 – Functions represented

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Vertical Industries

Survey respondents are from a broad range of industries with no particular industry dominating the responses. Manufacturing and Technology are the most represented industries, accounting for 12 percent and 11 percent of the sample, respectively (fig. 3). As several of the industry sample sizes were small, we grouped the industries into broader classifications, which are used in the remainder of this market study report. We grouped product-centric industries, such as pharmaceutical, aerospace and similar with the Manufacturing vertical. We grouped service-centric industries into the following classifications: Financial Services, Business Services, and Consumer Services.

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

Vertical Industries Represented

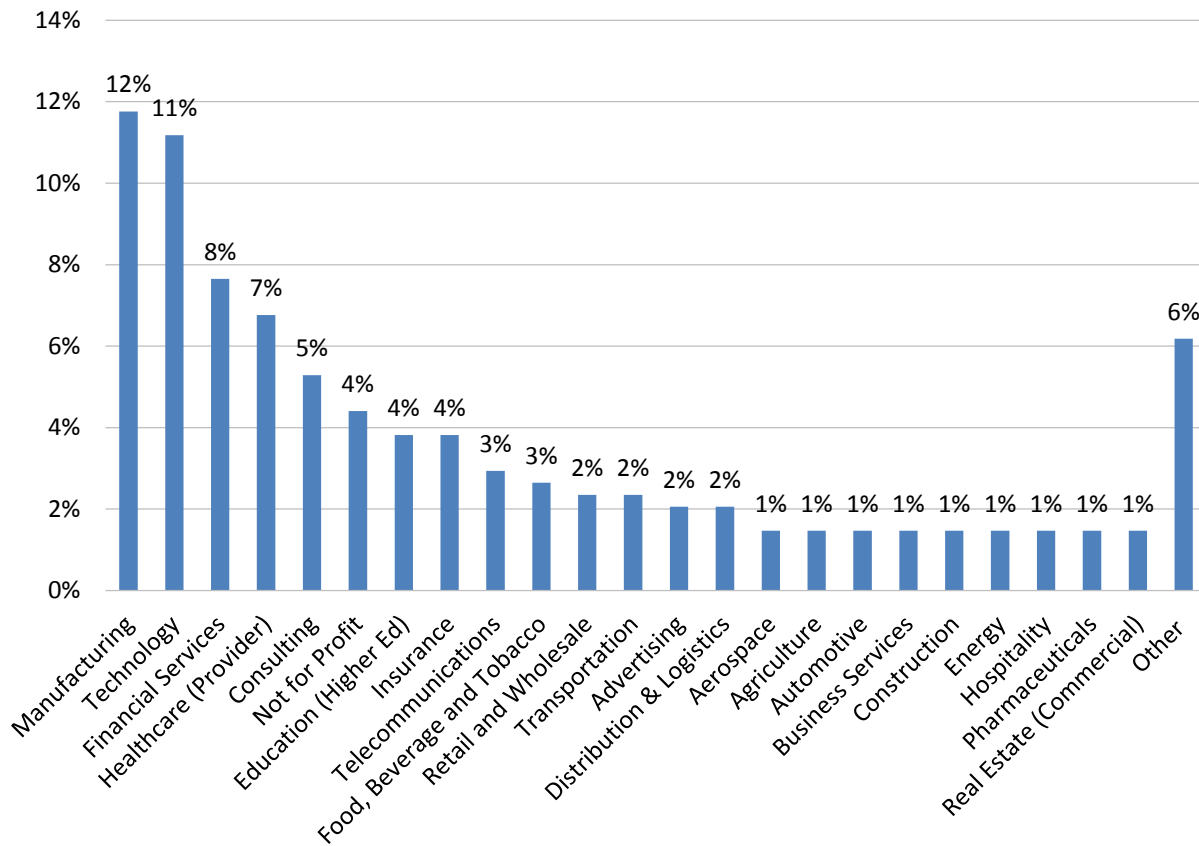


Figure 3 – Vertical industries represented

Organization Size

Survey respondents represent organizations of all sizes (measured by global employee head count). Small organizations (1-100 employees) represent 20 percent of respondents, mid-size organizations (101-1,000 employees) account for 37 percent, and large organizations (more than 1,000 employees) account for the remaining 41 percent (fig. 4).

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

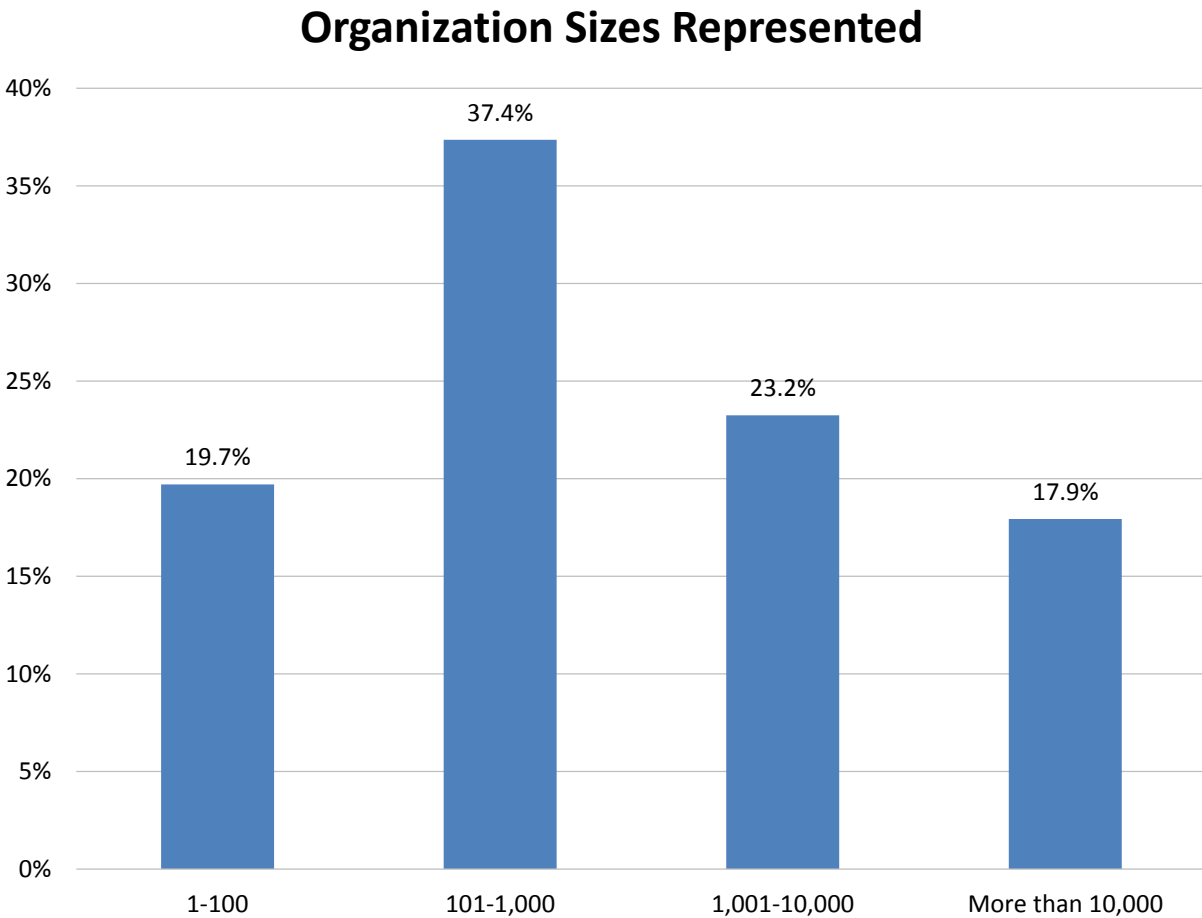


Figure 4 – Organization sizes represented

Analysis and Trends

Analysis and Trends

Adoption Trends and Plans to Use Enterprise Performance Management

There is a significant increase in adoption of enterprise performance management in 2020. Forty-seven percent of organizations currently use EPM software compared to 38 percent in 2019, an increase of 9 percent. Twenty-five percent are currently evaluating or may use enterprise performance management software in the future, while 27 percent of respondents currently have no plans to use EPM software (fig. 5). These numbers are down, compared to 2019 (30 percent and 32 percent, respectively).

These data show vendors' success in proving the value of enterprise performance management software. The survey responses also show the market is maturing, with the majority of respondents (55 percent) either currently using or evaluating enterprise performance management software.

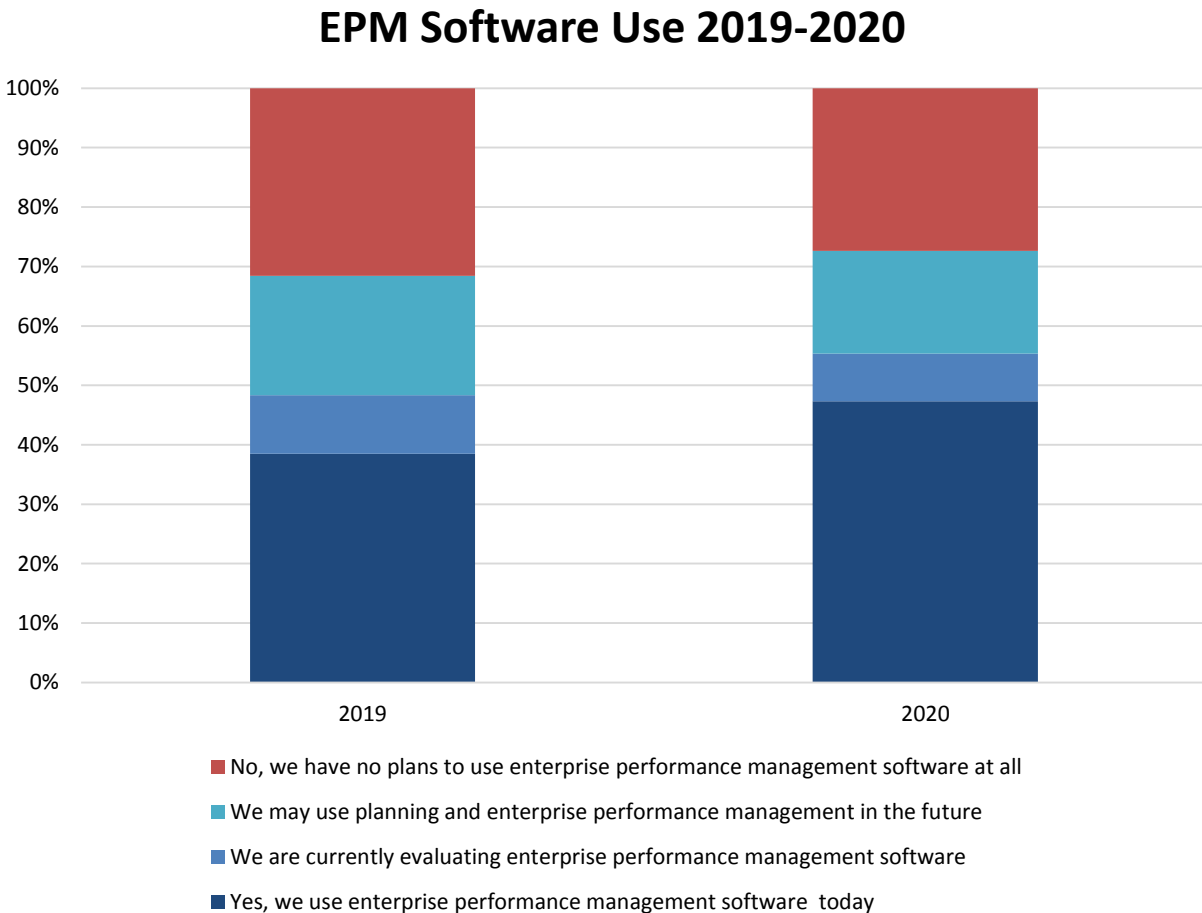


Figure 5 – EPM software use 2019-2020

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There are significant variations in adoption of enterprise performance management by organizations of different sizes. Current adoption levels are higher in large organizations (those with more than 1,000 employees) compared to small and mid-sized organizations. Fifty-four percent of organizations with 1,001-10,000 employees and 53 percent of organizations with more than 10,000 employees currently use enterprise performance management, compared to 46 percent of mid-sized organizations (101-1,000 employees) and 34 percent of small organizations (less than 100 employees) (fig. 6).

Current usage increased significantly in small and mid-sized organizations compared to 2019, up to 34 percent and 46 percent from 18 percent and 33 percent, respectively. However, small organizations remain the least likely to adopt enterprise performance management software, with 37 percent stating they have no plans to adopt.

EPM Software Use by Organization Size

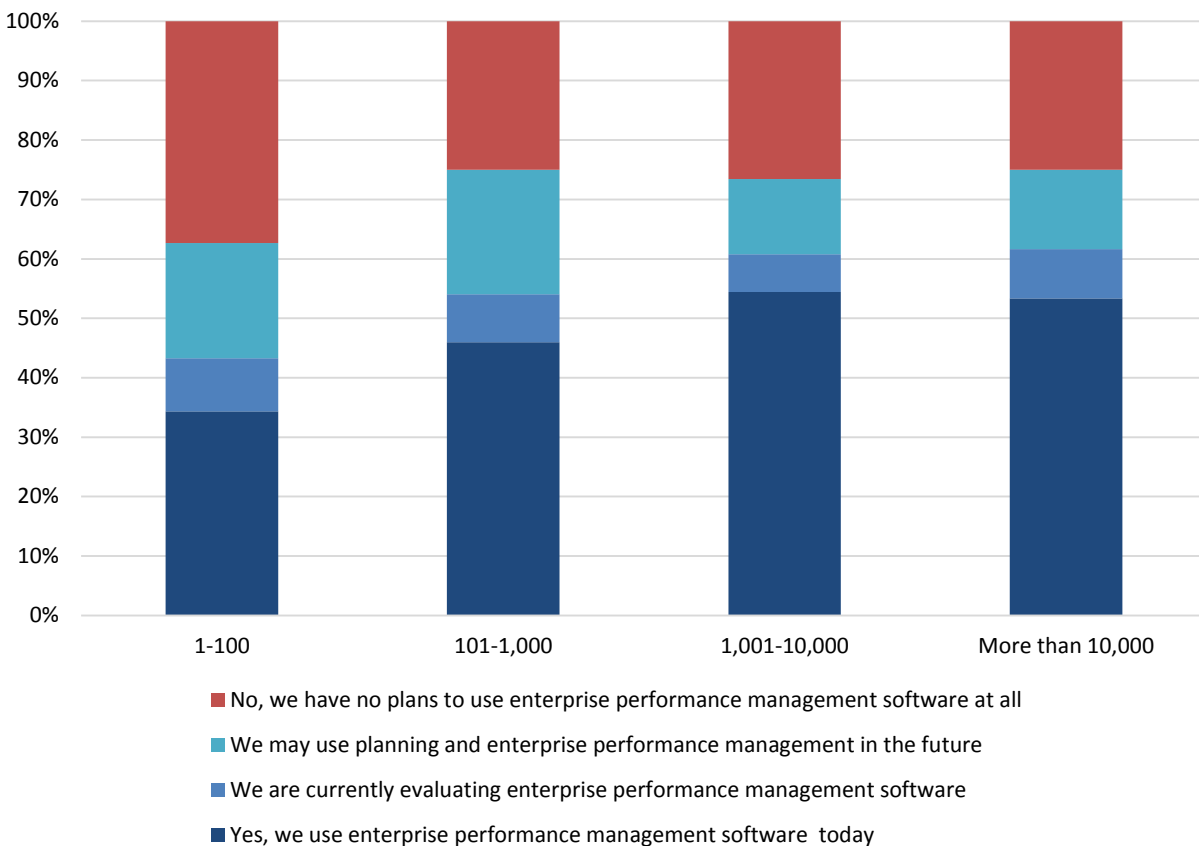


Figure 6 – EPM software use by organization size

2020 Wisdom of Crowds® EPM Market Study

Organizations in EMEA and North America have higher adoption levels of enterprise performance management compared to Asia Pacific and Latin America (fig. 7). Current usage levels are slightly higher in EMEA compared to North America (51 percent and 49 percent, respectively) while more organizations in EMEA are currently evaluating enterprise performance management software (11 percent compared to 6 percent). Adoption levels in both regions increased compared to 2019, especially in EMEA (increased by 16 percent), while resistance to adoption of enterprise performance management declined in both regions (down by 10 percent in EMEA and 6 percent in North America).

Current usage levels are lower in Asia Pacific and Latin America (33 percent and 18 percent, respectively). However, 18 percent of organizations in Asia Pacific are currently evaluating enterprise performance management software, so adoption levels could catch up with EMEA and North America within the next 12 months. Organizations in Latin America have the greatest resistance to adoption; and with no respondents currently undertaking evaluations, we expect adoption levels to remain low in this region.

EPM Software Use by Geography

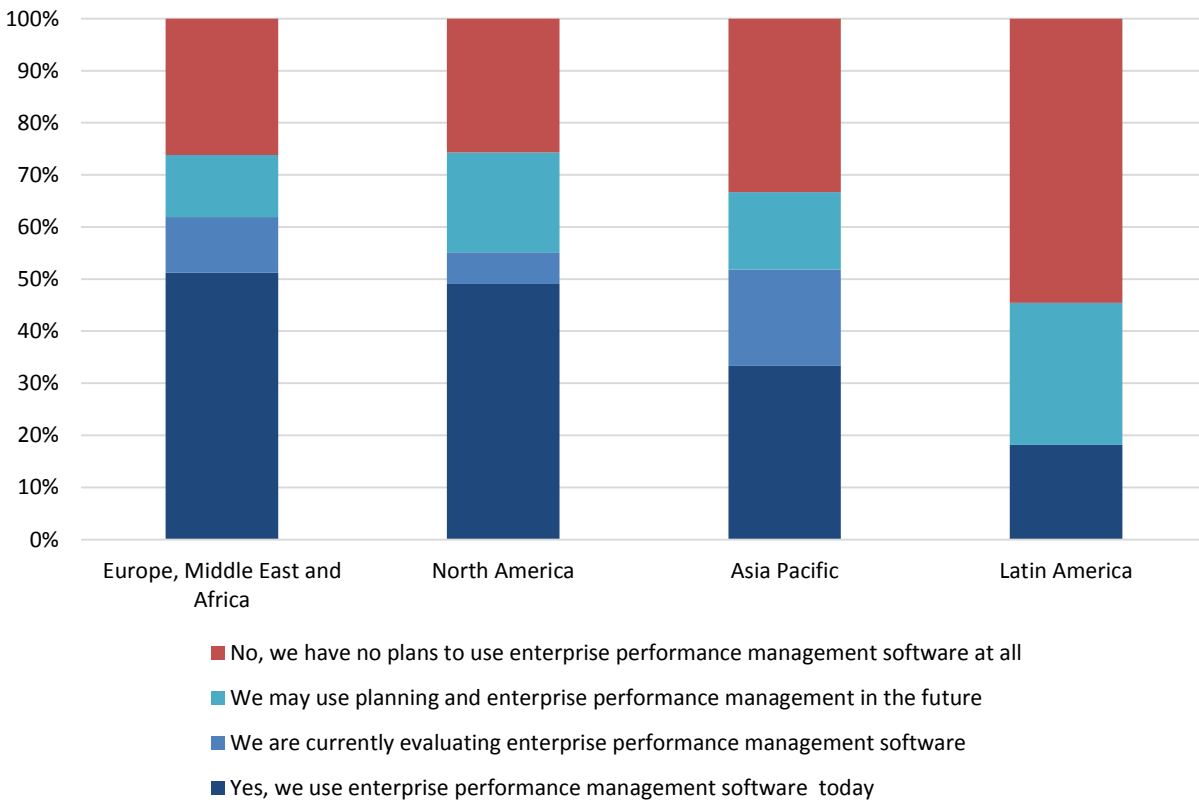


Figure 7 – EPM software use by geography

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Analysis of the data by function shows that Finance and Operations have the highest levels of EPM adoption, with 61 percent and 57 percent, respectively (fig. 8). This is understandable, because Finance has the most frequent users of the planning and reporting capabilities that form a key part of any EPM solution. The relatively high levels of adoption by operations is encouraging because it shows these functions are prepared to embrace performance management solutions that reach outside their domain silos. Usage by operations increased from 50 percent in 2019 to 57 percent, which is further evidence of adopting an enterprise-wide approach.

Current usage among Executive Management increased from 25 percent in 2019 to 52 percent, which is a significant improvement. This is a positive sign for how organizations can respond to the COVID-19 crisis. Enterprise performance management software can help organizations manage short-term uncertainty and plan their strategies for the “new normal,” and executive management will be key users of these capabilities.

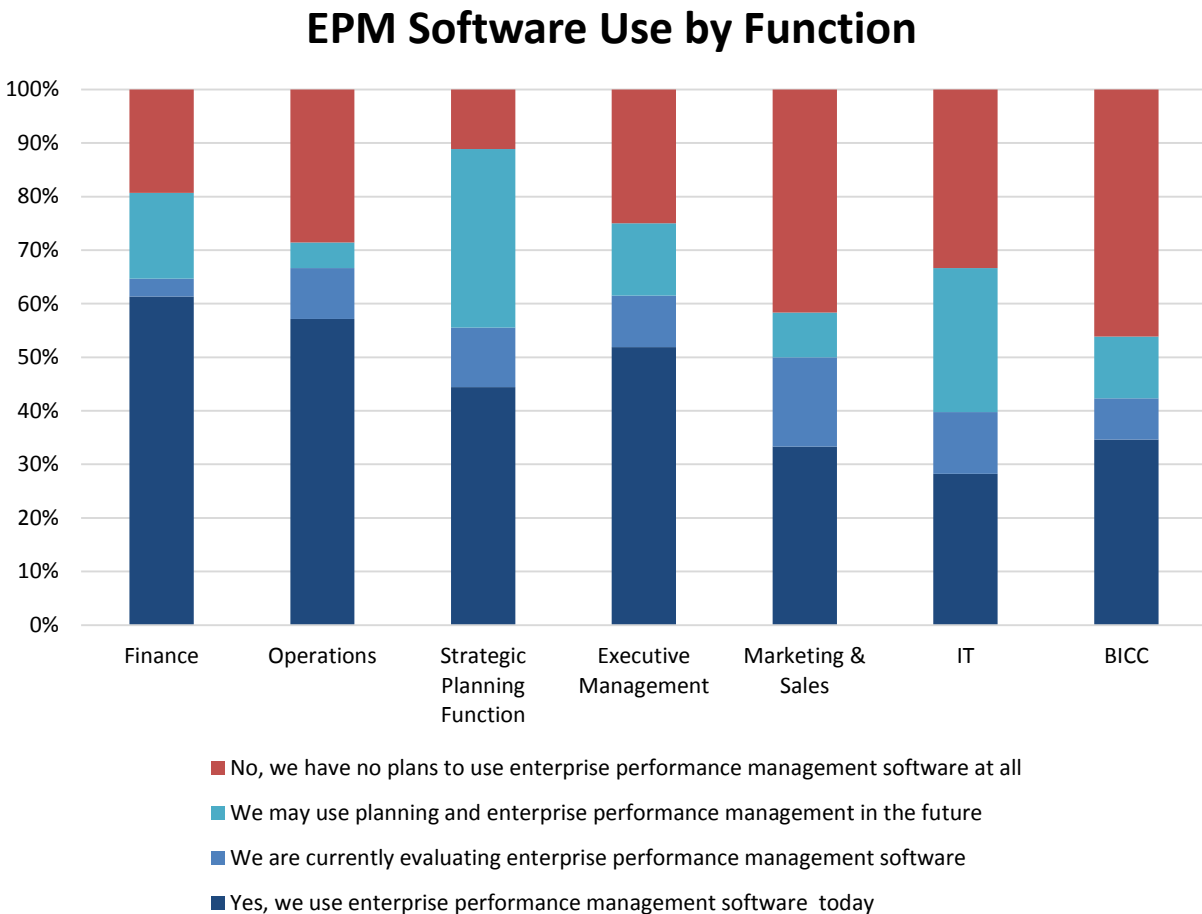


Figure 8 – EPM software use by function

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Current levels of adoption are similar across most industry verticals, with the exception of Education, with 47 percent of respondents stating they have no intention to adopt enterprise performance management software (fig. 9). There is also a significant drop in Education respondents currently evaluating enterprise performance management software, declining from 22 percent to zero. This may indicate that currently available capabilities do not meet needs of Education organizations.

With the exceptions of Education and Not For Profit, other industry verticals have healthy levels of evaluation currently underway; therefore, vendors will need to choose their industry targets with care to ensure their sales and implementation resources are not spread too thinly. IT professionals supporting EPM software evaluations should ensure potential vendors have the capabilities and implementation resources to support their industry needs.

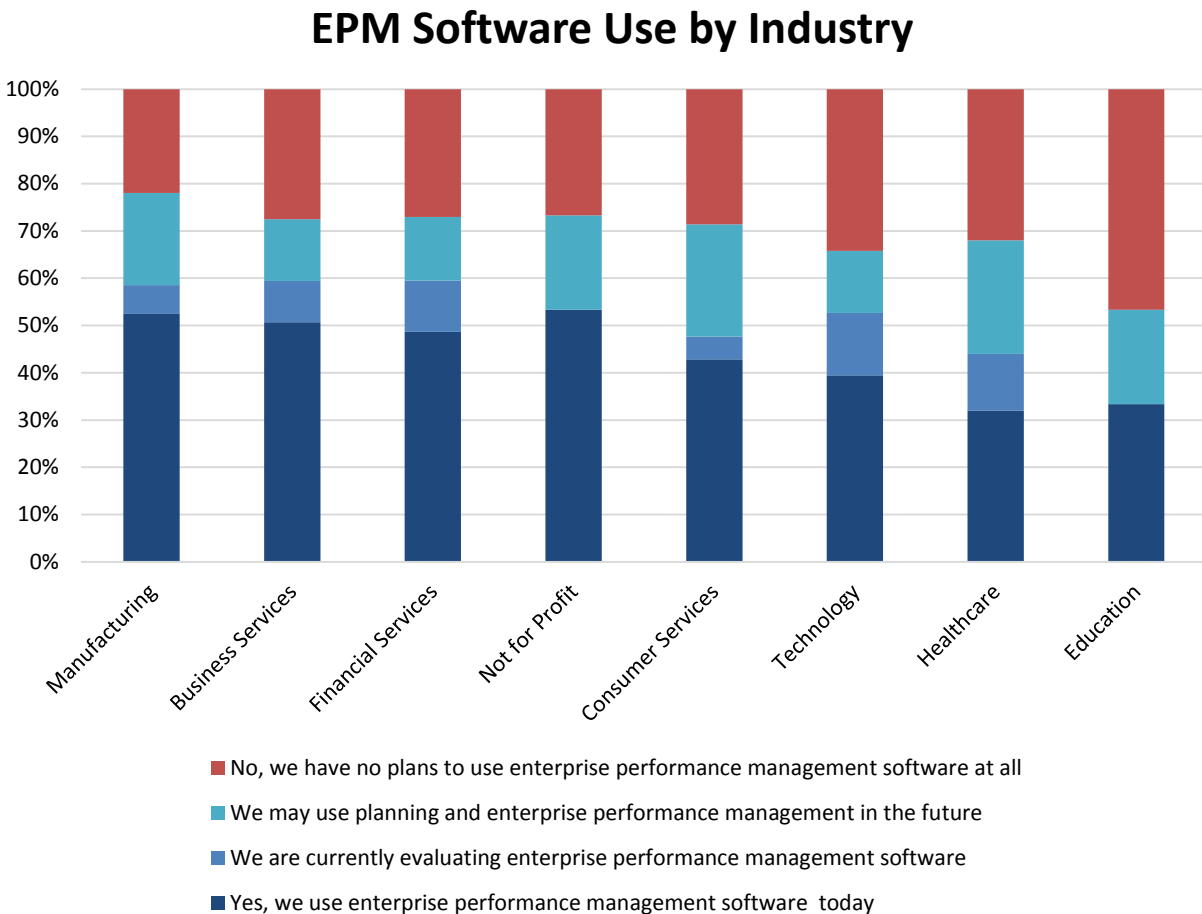


Figure 9 – EPM software use by industry

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Adoption plans remain skewed to future years, with 65 percent of organizations that may use enterprise performance management software planning to do so beyond next year (fig. 10). However, we predicted last year that there would be a growth in adoption in 2020. This proved to be the case as current usage increased significantly, and 13 percent of respondents plan to adopt enterprise performance management during 2020.

EPM Software Adoption Plans 2019-2020

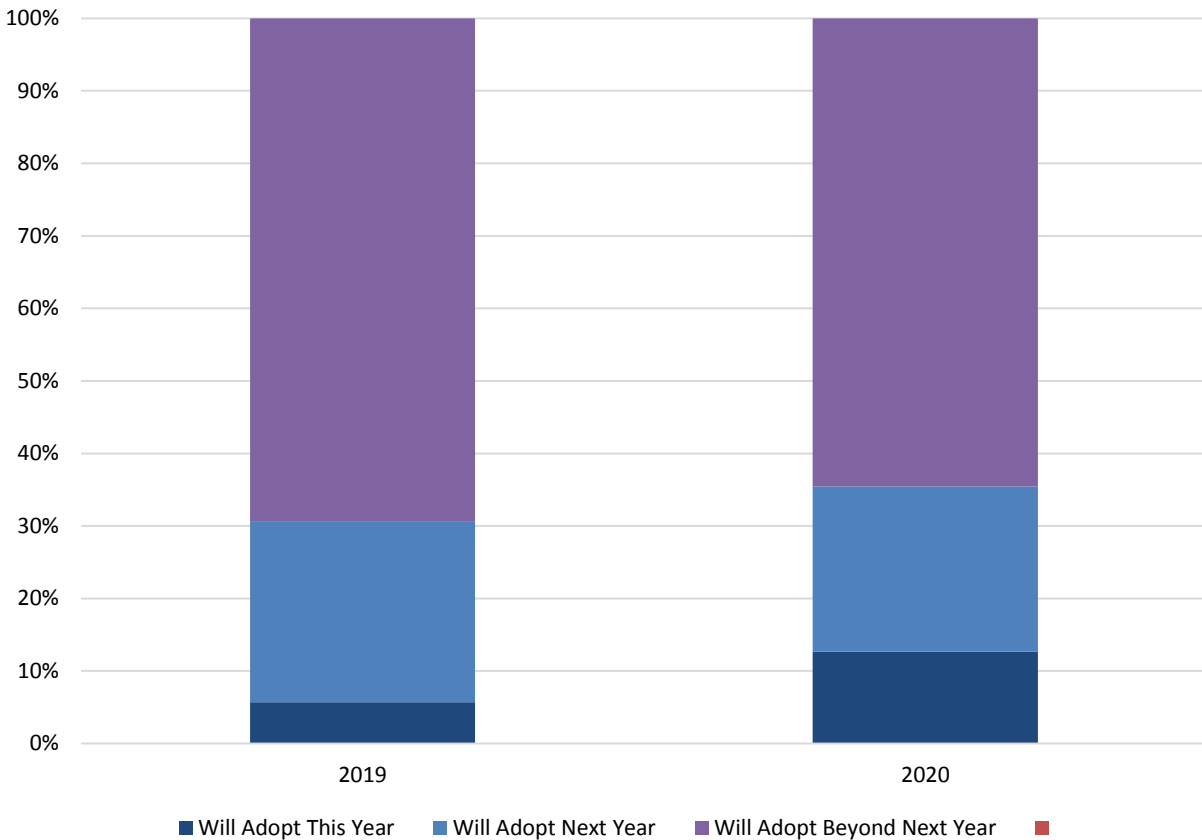


Figure 10 – EPM software adoption plans 2019-2020

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Among organizations that already use enterprise performance management, the user base in organizations is most likely to stay the same or increase in 2020. Sixty-two percent of respondents say that their enterprise performance management user base will stay about the same, while 33 percent say it will increase. Only 5 percent of respondents plan for their enterprise performance management user base to decrease (fig.11).

These data show that enterprise performance management is an established solution in most organizations and that it will be rolled out more widely in a significant portion of existing users. This is further evidence of the increasing maturity of the enterprise performance management software market.

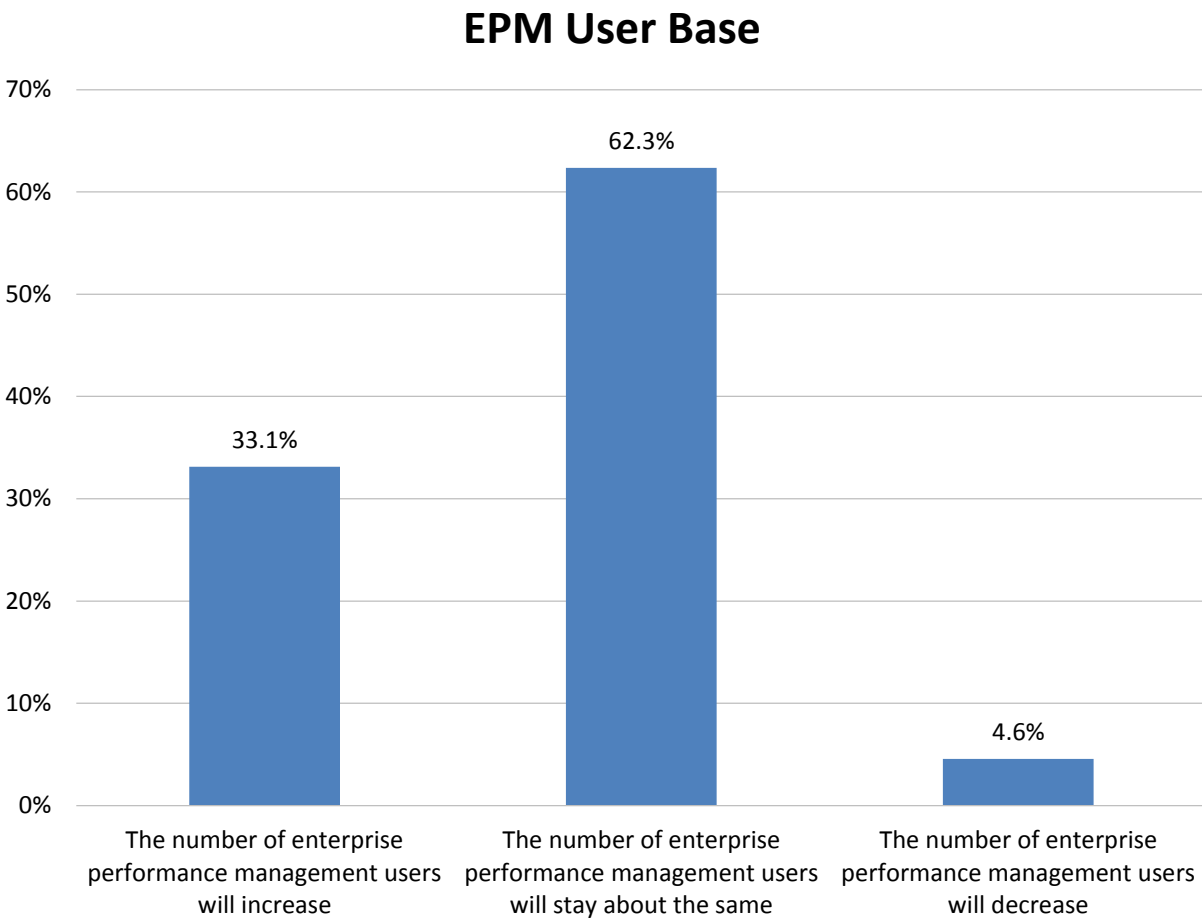


Figure 11 – EPM user base

Importance of Enterprise Performance Management

We asked respondents how important enterprise performance management is to their organization (fig. 12). Seventy-eight percent of respondents rate enterprise performance management as “critical,” “very important,” or “important.” Twenty-one percent of respondents rate enterprise performance management of critical importance in their organization.

These data show that enterprise performance management is an important capability to most organizations. Only around 5 percent of respondents rate it “not important.”

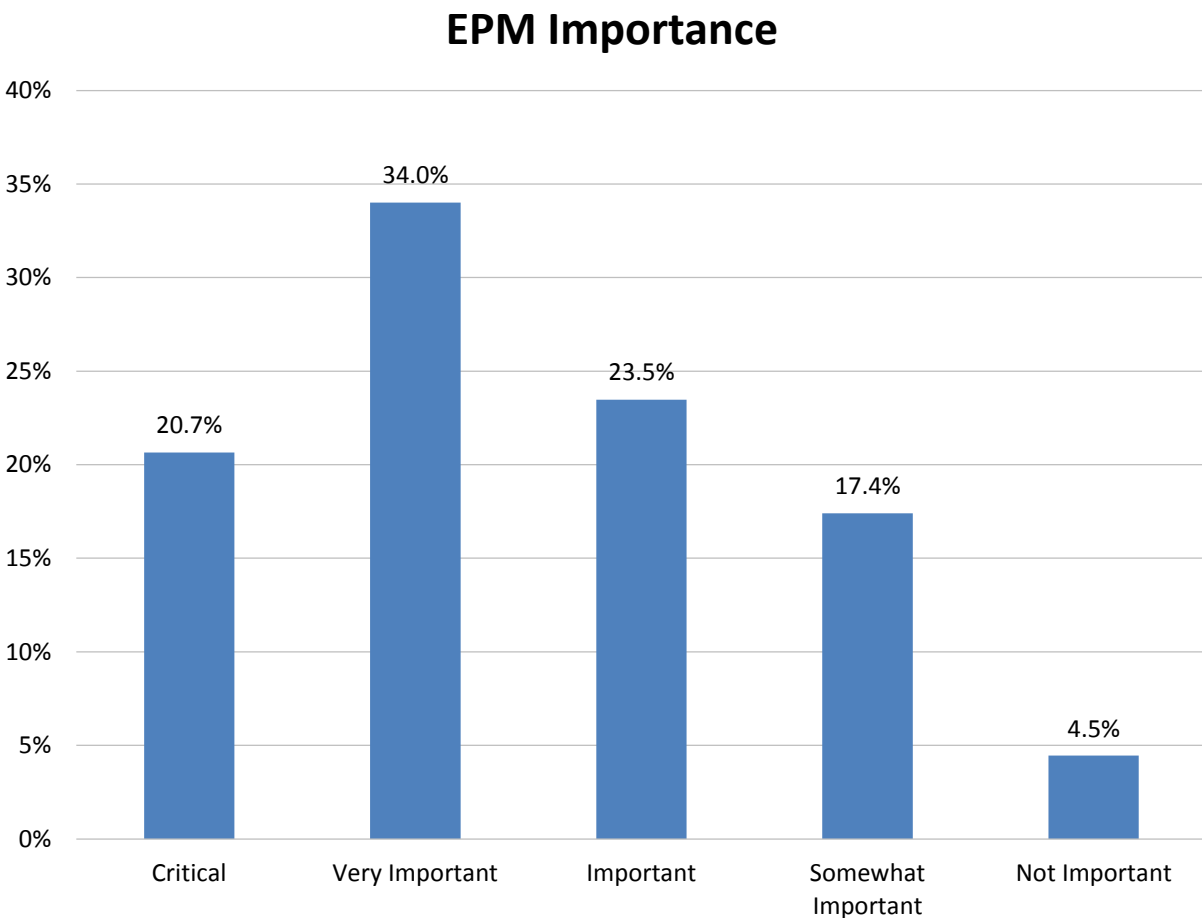


Figure 12 – EPM importance

These responses are broadly in line with 2019, although there is an increase in organizations rating enterprise performance management as “somewhat important” (17 percent in 2020, compared to 11 percent in 2019), with a consequent decrease mostly in organizations rating enterprise performance management as “important” (fig. 13).

EPM Importance 2019-2020

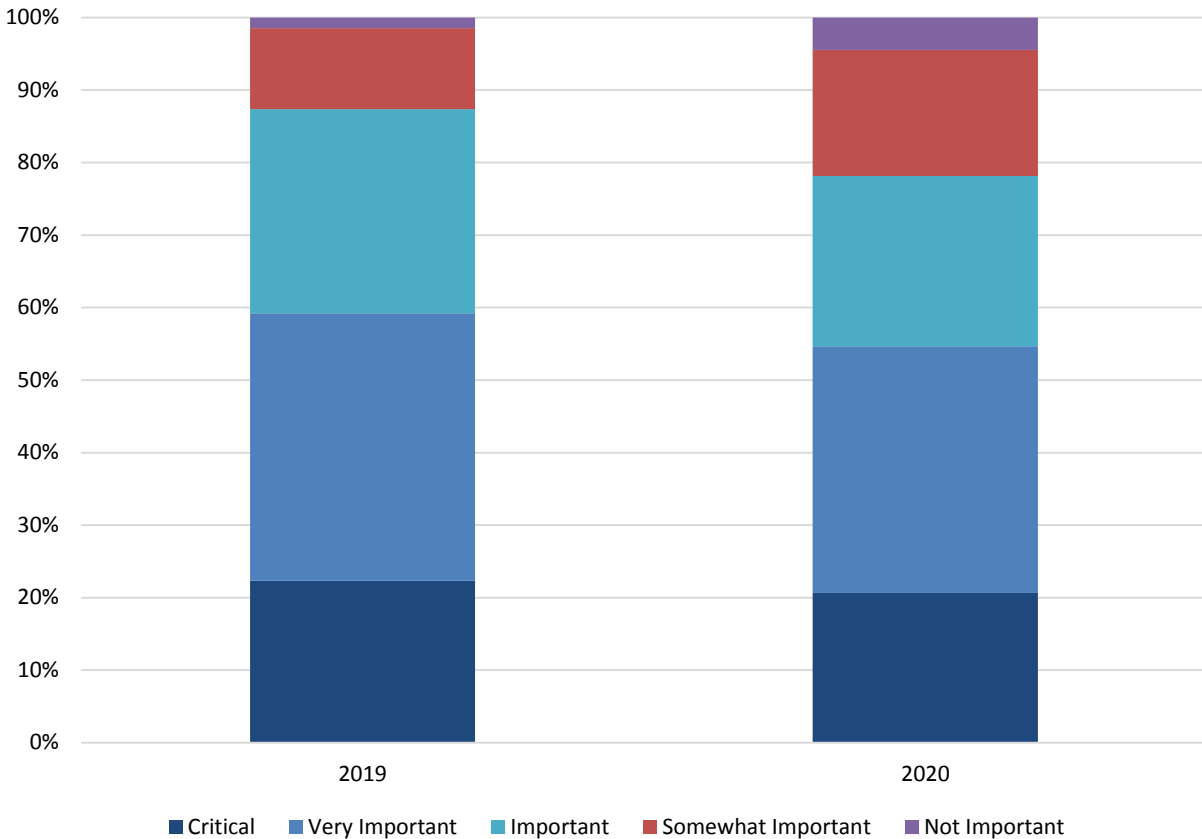


Figure 13 – EPM importance 2019-2020

Although overall enterprise performance management remains an important technology, the slight drop is concerning. Dresner Advisory believes that enterprise performance management will be key in helping organizations navigate and respond appropriately to the COVID-19 crisis. IT professionals supporting enterprise performance management and those involved in COVID-19 response efforts should ensure Finance users and Executive Management are aware of the potential benefits of enterprise performance management in these circumstances.

The importance of enterprise performance management varies by organization size. However, although small organizations (1-100 employees) and mid-sized organizations (101-1,000 employees) organizations overall rate enterprise performance management less important than larger organizations, the difference is not significant (fig. 14). Fifty-two percent of small and 47 percent of mid-sized organizations rate enterprise

2020 Wisdom of Crowds® EPM Market Study

performance management either “critical” or “very important,” compared 59 percent of large organizations (1,001-10,000 employees) and 64 percent of very large organizations (more than 10,000 employees).

These data show that enterprise performance management is an important technology for organizations of all sizes, a further indication of increased market maturity.

EPM Importance by Organization Size

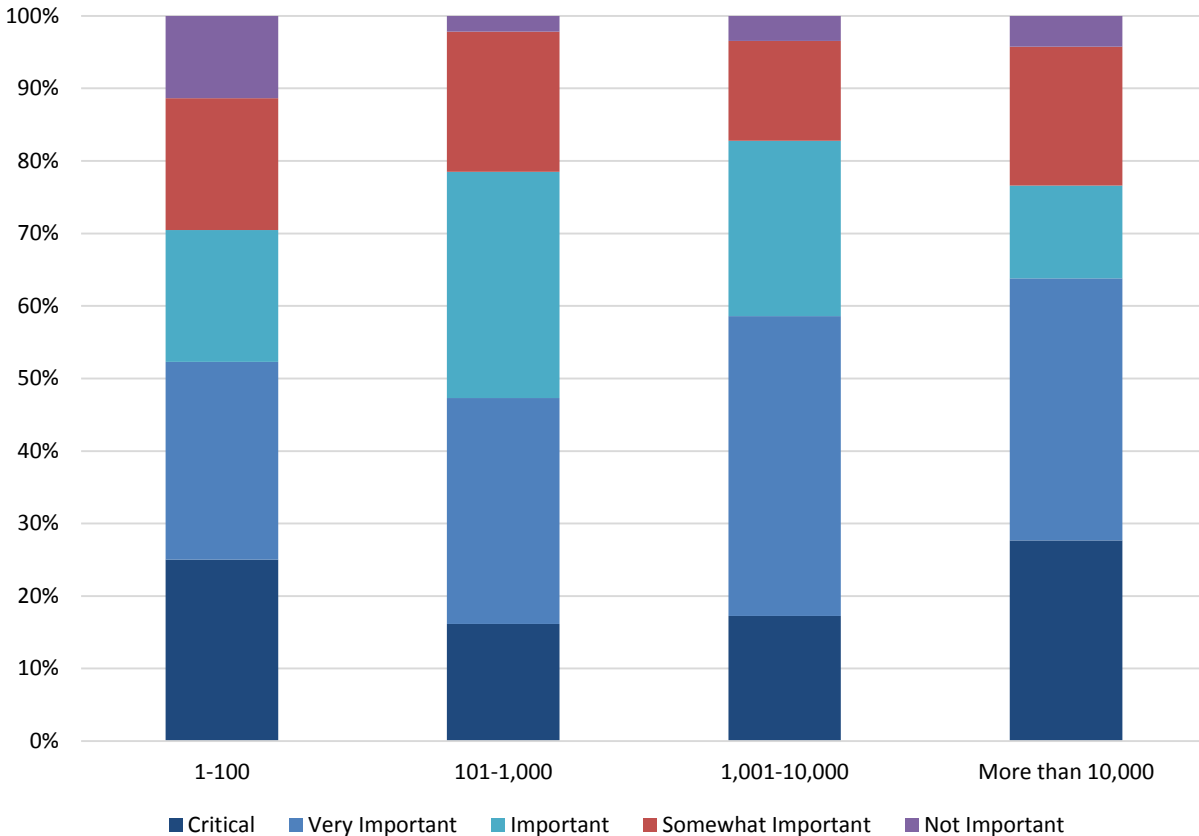


Figure 14 – EPM importance by organization size

Further indication of enterprise performance management market maturity comes from the ratings for “importance” by respondent function. Finance, as the function most likely to use enterprise performance management software, gives high ratings to the overall importance of this technology; 86 percent of respondents rate it either “critical,” “very important,” or “important” (fig. 15). However, respondents from the Operations function rate enterprise performance management slightly more important overall than Finance, with 90 percent rating it either “critical,” “very important,” or “important”. Although the sample size of respondents from Operations is much smaller than from Finance, these

data show that enterprise performance management gained traction as an important technology outside the realm of the Finance function.

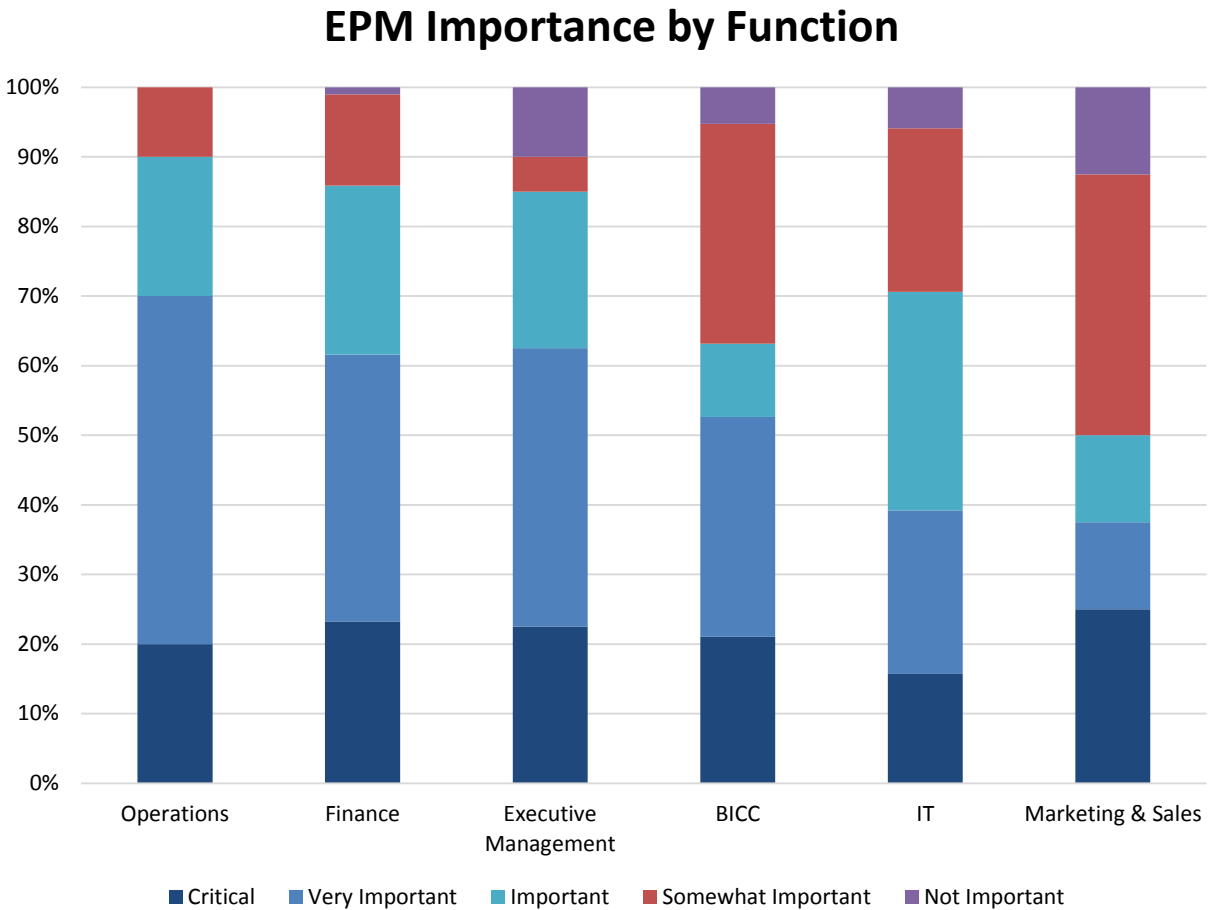


Figure 15 – EPM importance by function

Executive Management respondents also give high ratings for the importance of enterprise performance management, with 85 percent rating it either “critical,” “very important,” or “important.” This is further evidence that organizations view enterprise performance management as an important technology across the organization rather than purely a finance-oriented tool.

The lower importance ratings given by Marketing/Sales should not be viewed negatively. We expect sales performance management to be rated as a more important capability by this function. IT professionals supporting enterprise performance management should work with Marketing/Sales to ensure the planning capabilities of any sales performance management software align with data and processes in enterprise performance management software.

2020 Wisdom of Crowds® EPM Market Study

There are some variations in importance ratings by vertical industry. Over 50 percent of respondents from Not For Profit, Business Services, Financial Services, Healthcare, and Manufacturing rate enterprise performance management as either “critical” or “very important” (fig. 16). Only Technology and Education lag somewhat, with 41 percent and 40 percent of respondents giving a “critical” or “very important” rating. There is also a significant drop in the “critical” and “very important” ratings by respondents in the Technology vertical compared to 2019 (63 percent in 2019, compared to 41 percent in 2020).

The data show that most industries view enterprise performance management as an important technology. However, vendors need to target their offerings and messaging effectively to show the value of enterprise performance management to prospects in the Technology and Education verticals.

EPM Importance by Industry

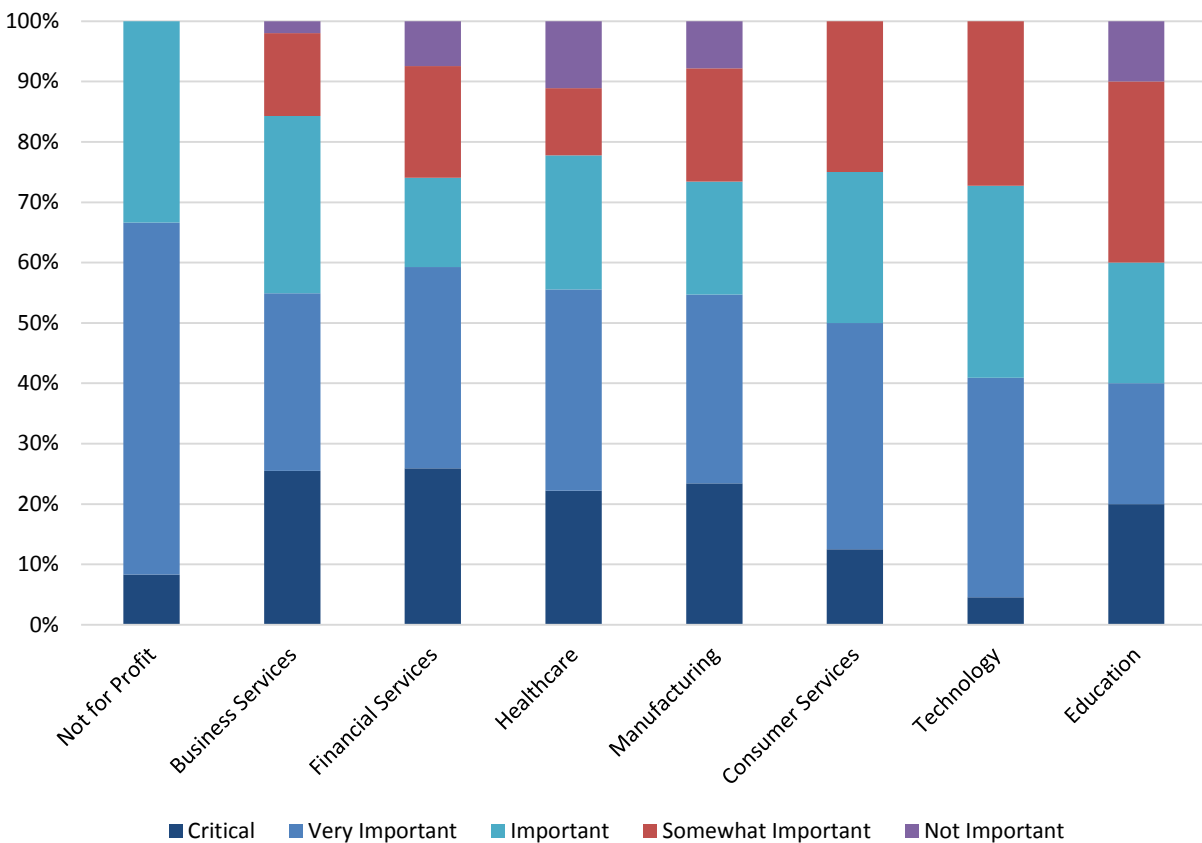


Figure 16 – EPM importance by industry

Enterprise Performance Management Implementation Strategy

We asked respondents to identify how they implemented enterprise performance management (fig. 17). Although its name implies that implementations should always be at an “enterprise” level, the reality is that many organizations deploy these solutions as a performance management system at a departmental level. There is 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 to prove the capability before rolling it out more widely.

The survey shows that nearly 31 percent of organizations use enterprise performance management as a departmental solution, while nearly 69 percent use it at a country, regional, or global level. This is clear evidence that the majority of organizations use enterprise performance management to manage significant business entities.

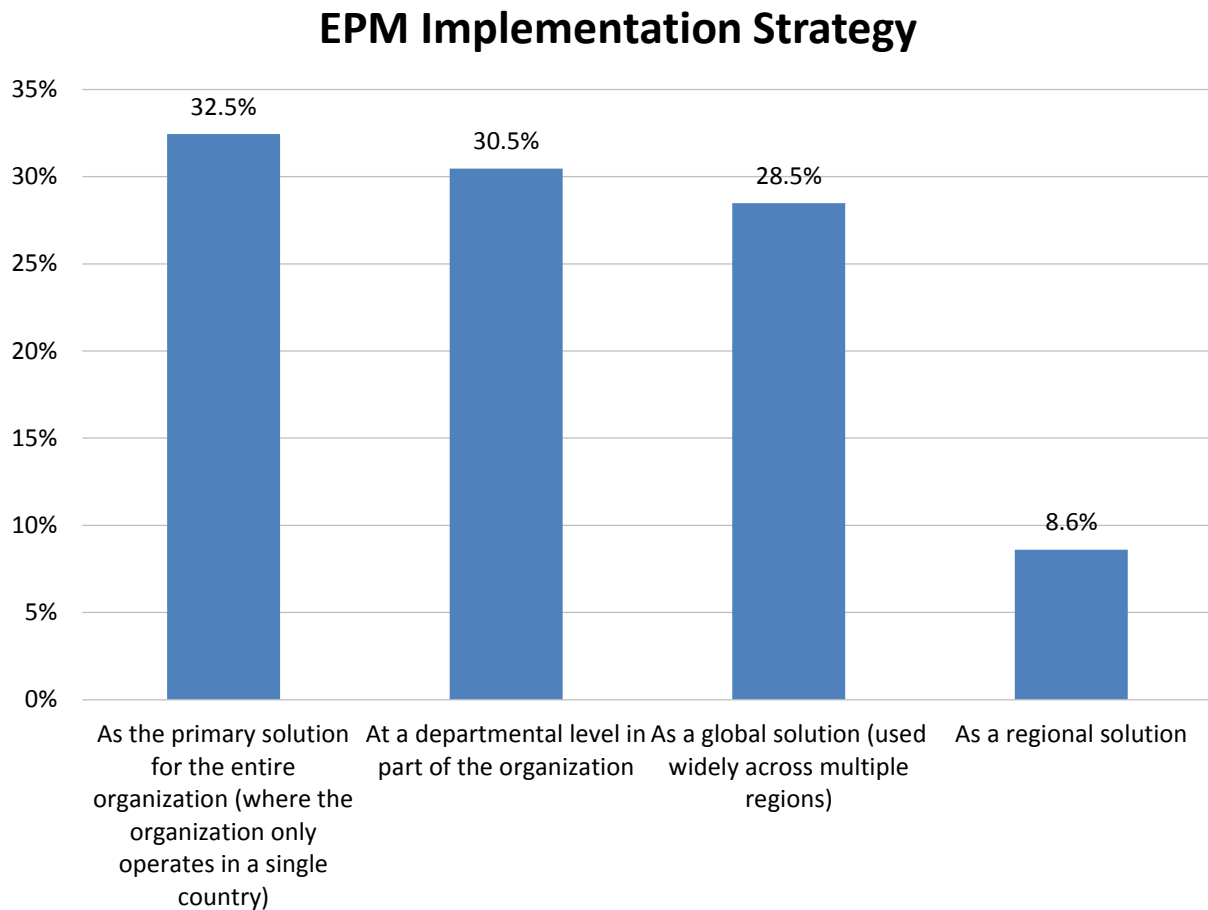


Figure 17 – EPM implementation strategy

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The percentage of respondents stating they use enterprise performance management at a departmental level dropped significantly compared to 2019, from 44 percent to 30 percent (fig. 18). Conversely, there is a significant rise in respondents stating they use enterprise performance management as an organization-wide solution, from 10 percent in 2019 to 32 percent in 2020. This is evidence of organizations expanding deployment of enterprise performance management software from departmental level to become the primary solution for the entire organization.

EPM Implementation Strategy 2019-2020

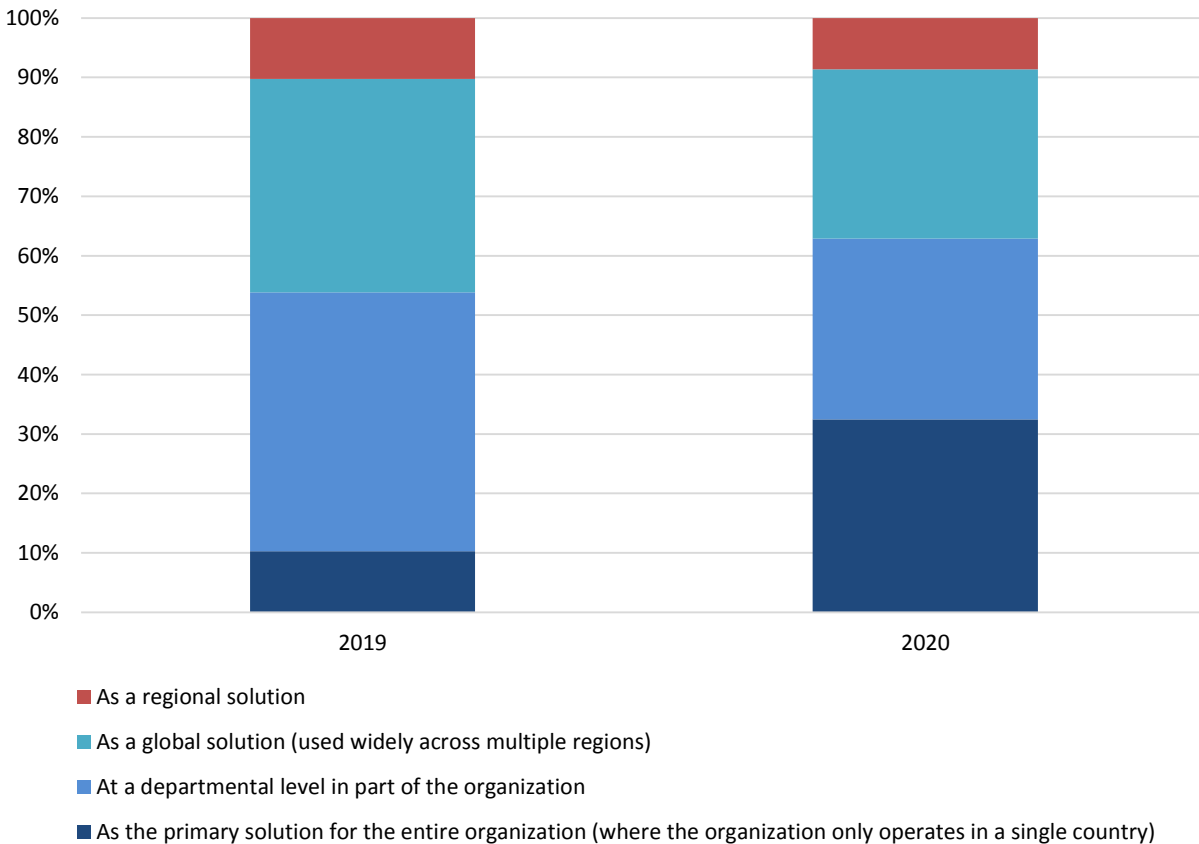


Figure 18 – EPM implementation strategy 2019-2020

Enterprise Performance Management Sourcing Strategy

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

ERP vendors can be aggressive in marketing their enterprise performance management solutions. Despite this, most respondents take an objective approach to sourcing these capabilities. Only 9 percent of respondents prefer to source enterprise performance management from their ERP vendor (fig. 19), whereas 32 percent consider all types of vendors, and 59 percent prefer to source these capabilities from a specialist EPM vendor.

This is good news for vendors that do not offer ERP software and shows that ERP vendors need to compete effectively with specialist vendors rather than relying on a “pull through” sale.

EPM Sourcing Preferences

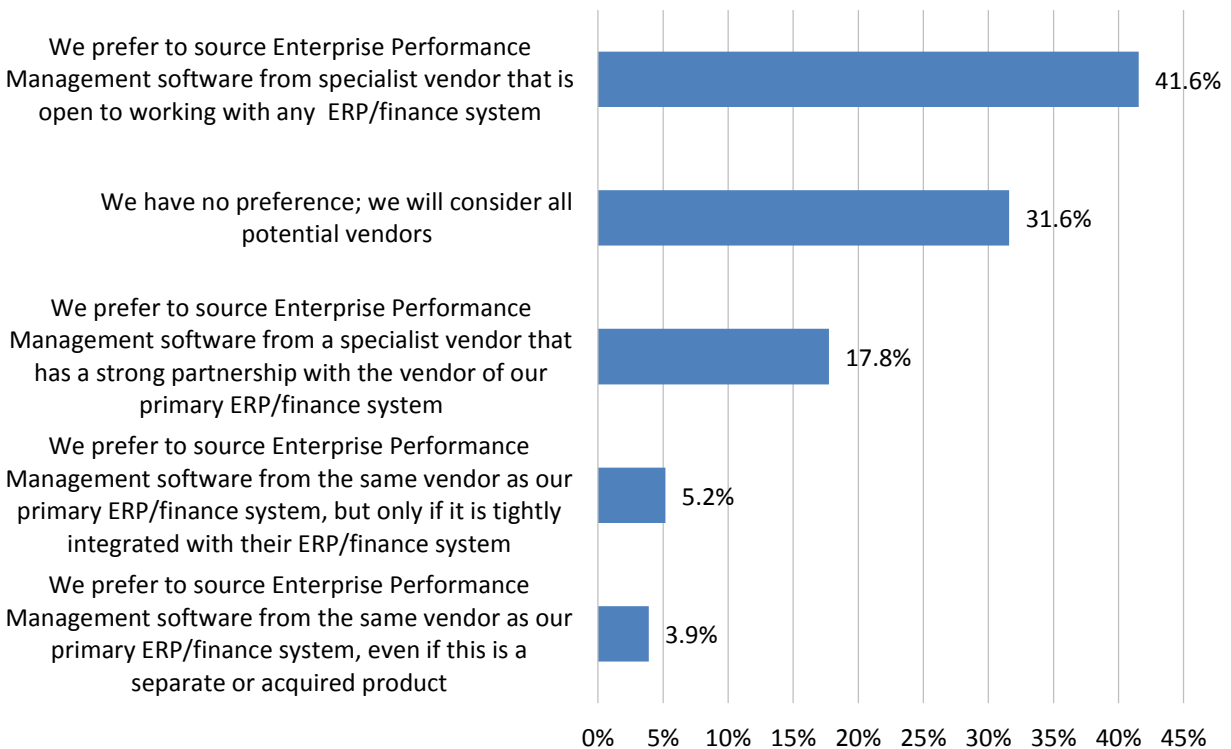


Figure 19 – EPM sourcing preferences

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The preference for ERP vendor solutions is largely unchanged from 2019 to 2020 (fig. 20). However, there is a noticeable shift in preferences to specialist EPM vendors, up from 50 percent in 2019 to 59 percent in 2020. There is an increase in the preference for both specialist vendors that have a strong partnership with an organization’s primary ERP vendor and those that are ERP vendor “agnostic.”

This is further evidence of increasing maturity in the market, as specialist EPM vendors are clearly able to communicate their value proposition in the market and increased their attractiveness as potential solutions.

EPM Sourcing Preferences 2019-2020

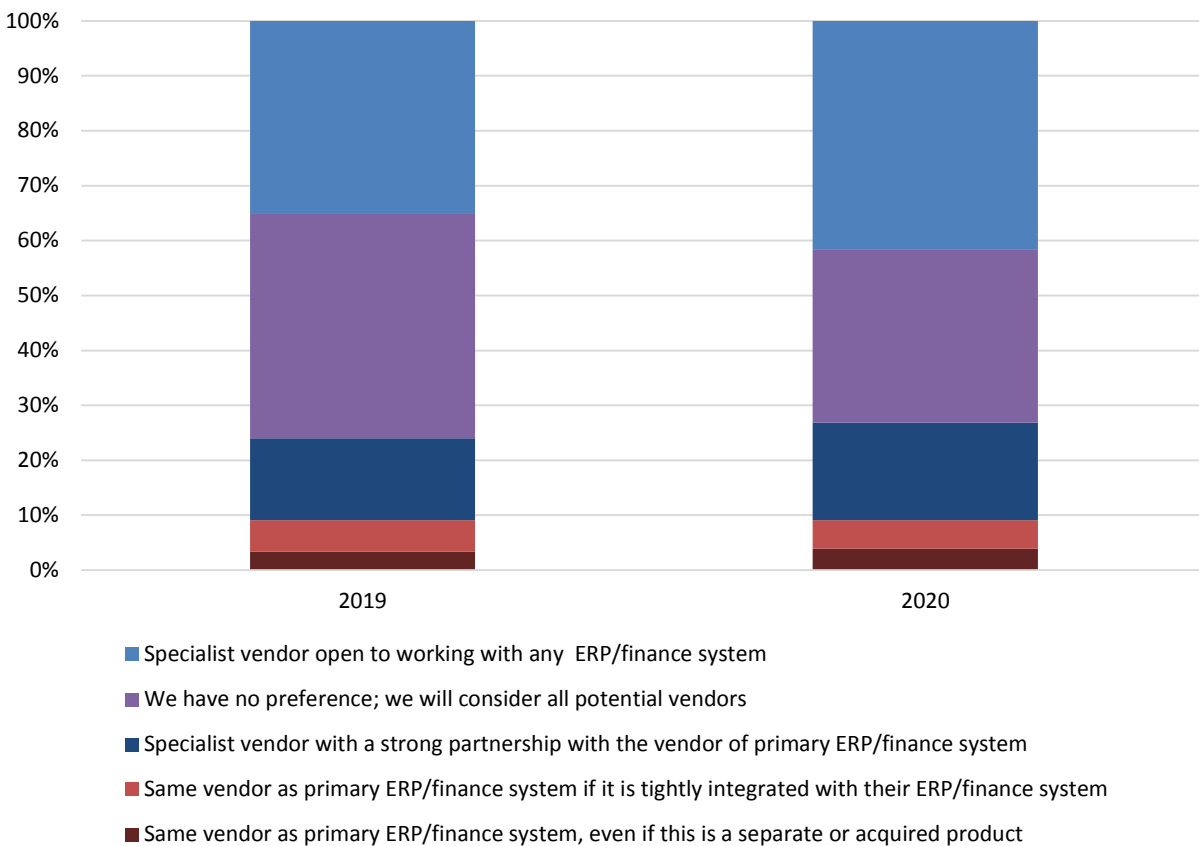


Figure 20 – EPM sourcing preferences 2019-2020

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Respondents from small organizations appear more open to sourcing EPM solutions from vendors that do not have a close relationship with their ERP vendor. In 2020, only 20 percent of respondents from small organizations prefer to source enterprise performance management software either from their ERP vendor or from a vendor that has a strong partnership with their ERP vendor (fig. 21), compared to 32 percent in 2019. This could be evidence of effective marketing and solution development by specialist EPM vendors targeted at small organizations.

Mid-sized organizations (101-1,000 employees) and large organizations (1,001-10,000 employees) have largely similar sourcing preferences. The largest organizations (more than 10,000 employees) have the strongest preference for solutions from enterprise performance management vendors that are ERP “agnostic” (54 percent).

EPM Sourcing Preferences by Organization Size

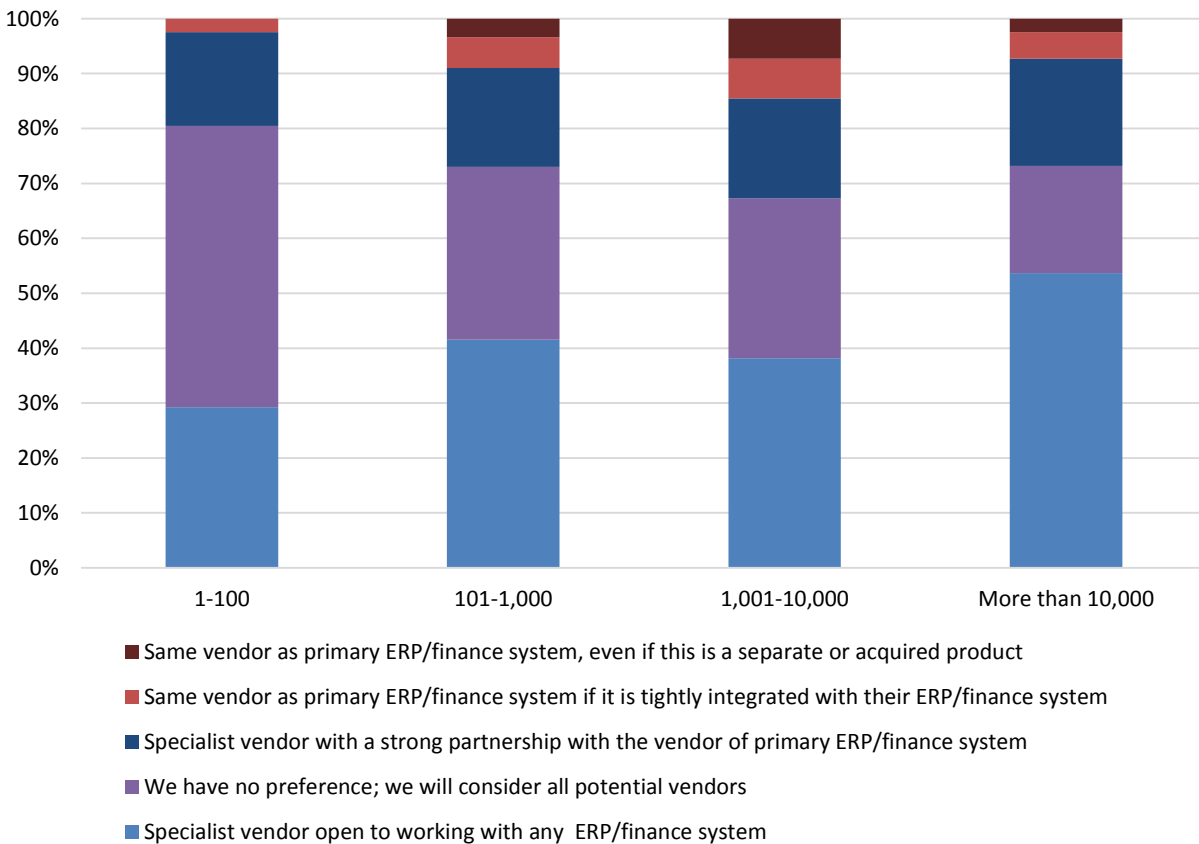


Figure 21 – EPM sourcing preferences by organization size

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Respondents in Asia Pacific show the greatest preference for sourcing enterprise performance management solutions that closely align with their ERP strategy (47 percent, followed by North America (27 percent) and EMEA (21 percent) (fig. 22). Respondents from EMEA did not state any preference for EPM solutions from their primary ERP vendor. ERP vendors offering enterprise performance management solutions need to tailor their messaging and marketing to reflect these different regional sourcing preferences.

EPM Sourcing Preferences by Geography

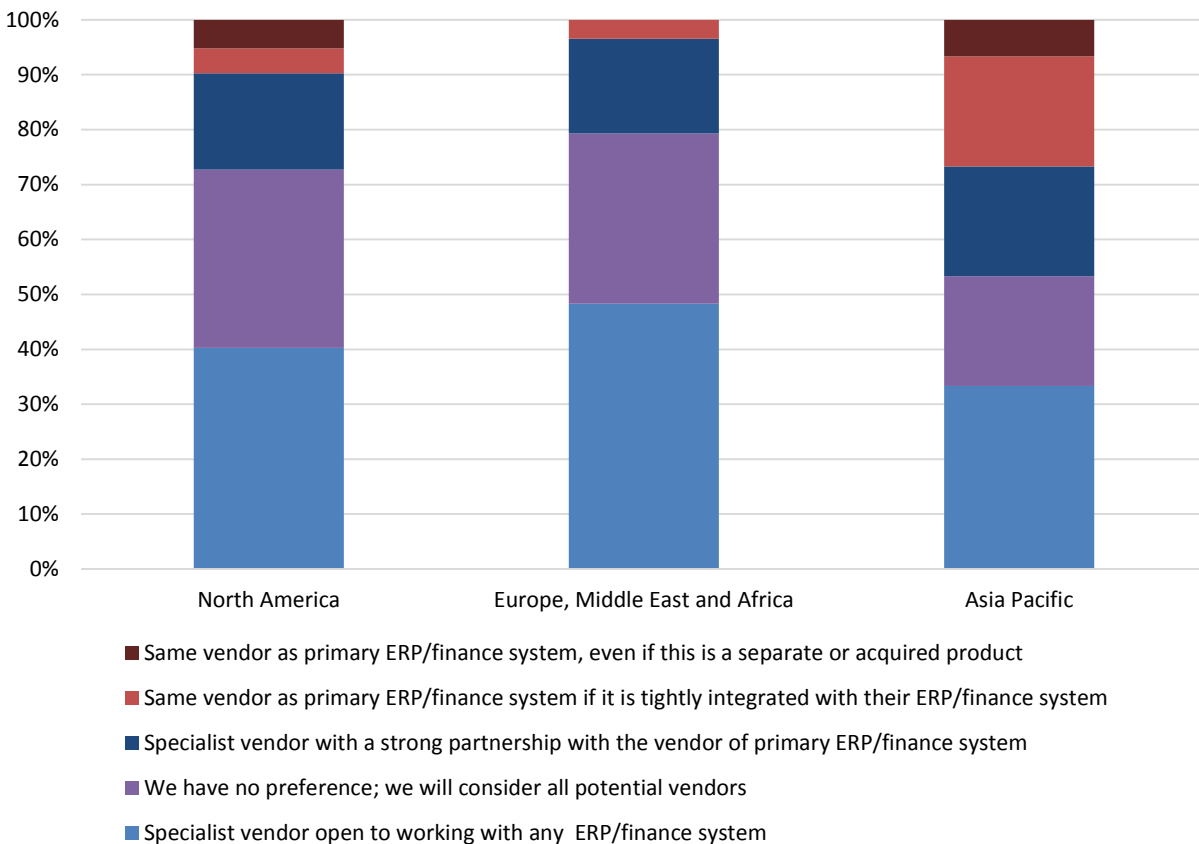


Figure 22 – EPM sourcing preferences by geography

Planning Priorities in Enterprise Performance Management

Budgeting and planning capabilities are a foundational aspect of any enterprise performance management solution. Respondents in our 2020 study rate annual financial budgets as the most important planning capability (fig. 23), which is consistent with all our previous studies.

There are some changes in the prioritization of the top ten capabilities. Capital asset planning replaces linking strategic plans to annual budget as a top-ten item. Cash-flow forecasting and planning increases slightly in prioritization to overtake headcount, salary, and compensation planning as the second-highest priority. This is a positive sign, as cash-flow planning is a key capability that will help organizations manage their way through the COVID-19 crisis.

However, rolling forecasts dropped in the rankings by three places, although over 61 percent of respondents still rank the capability as “critical” or “very important.”

EPM Planning Priorities

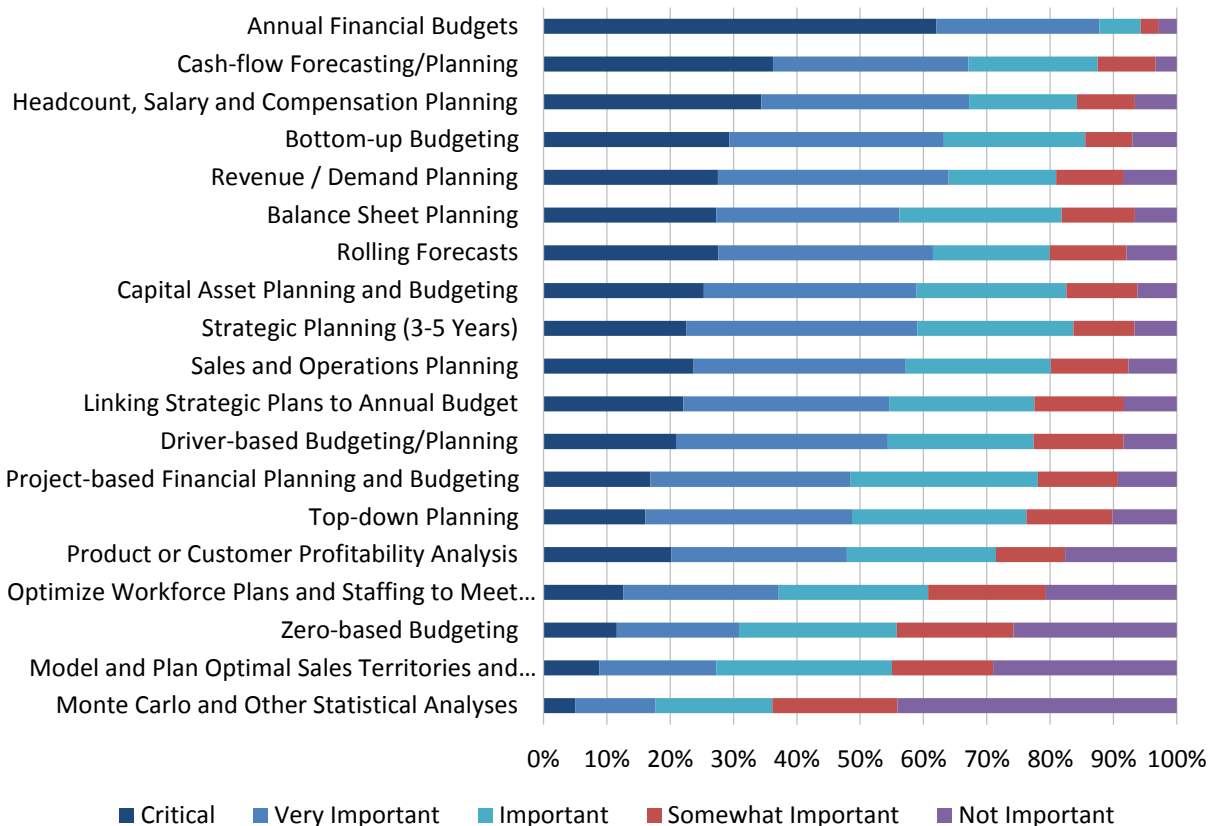


Figure 23 – EPM planning priorities

2020 Wisdom of Crowds® EPM Market Study

The survey reveals some differences in prioritization of planning and budgeting capabilities by small organizations (1-100 employees), compared to all other organizations (fig. 24). While mid-sized organizations (101-1,000 employees), large organizations (1,001-10,000 employees), and very large organizations (more than 10,000 employees) have broadly similar priority rankings, small organizations place lower priority on many capabilities, most notably headcount, salary and compensation planning, and revenue/demand planning, and rolling forecasts.

While this does not mean that small organizations do not value these capabilities, EPM vendors need to ensure they are packaged in such a way that small organizations can deploy them in a straightforward manner that does not require significant implementation consulting support.

EPM Planning Priorities by Organization Size

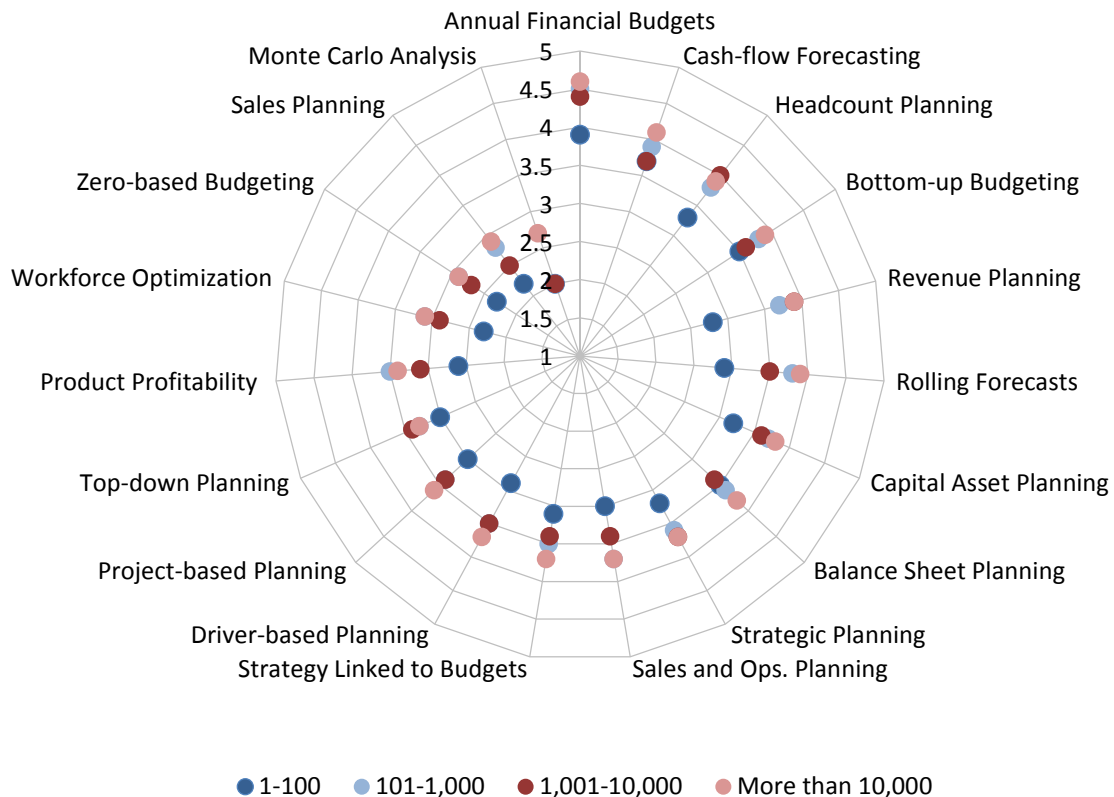


Figure 24 – EPM planning priorities by organization size

2020 Wisdom of Crowds® EPM Market Study

The survey revealed some differences in planning prioritization by function (fig. 25). These reflect each function’s responsibilities. The Operations function places greater priority on revenue/demand planning, rolling forecasts, capital asset planning, and sales and operations planning. The Strategic Planning function places higher priority on balance sheet planning and advanced statistical analysis, such as Monte Carlo simulations (a capability that is ranked with a weighted mean importance below 3 by all other functions).

These differences show how implementing enterprise performance management across multiple functions will require support for a broad range of capabilities. IT professionals supporting EPM evaluations must build a cross-functional evaluation team to ensure the needs of all functions are balanced in the selection and implementation processes.

EPM Planning Priorities by Function

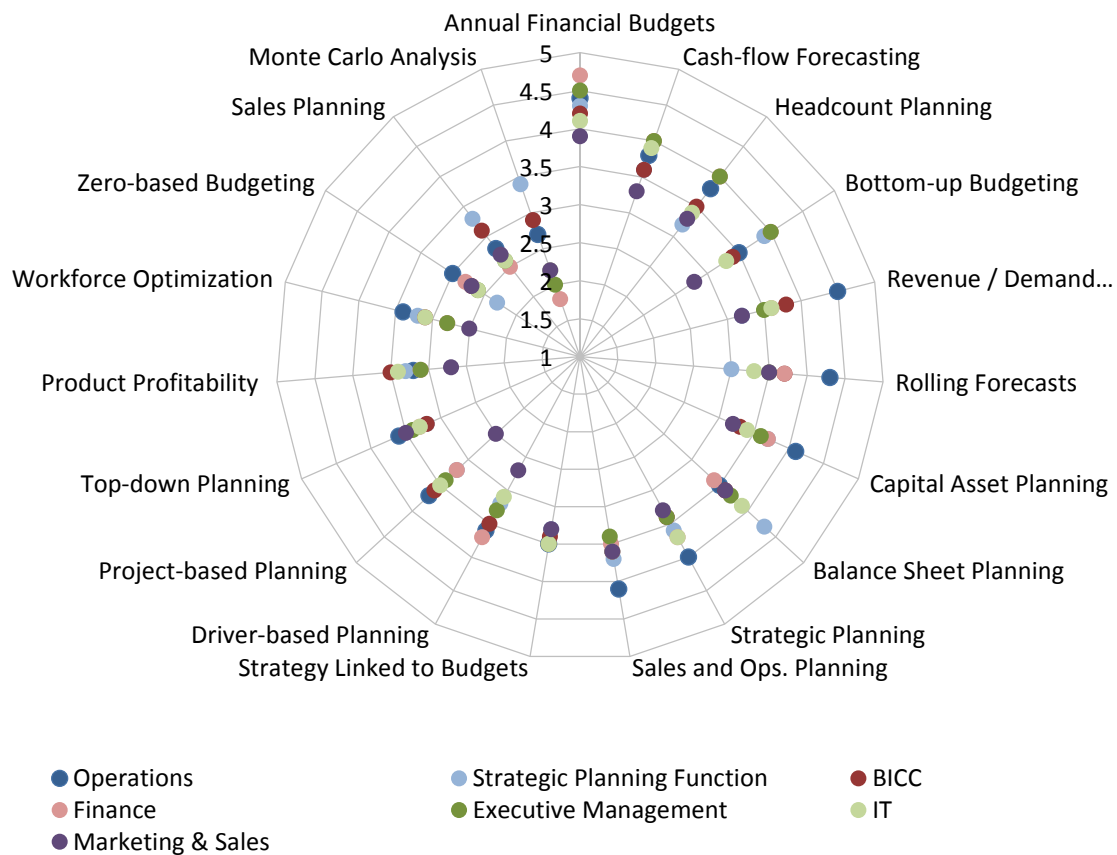


Figure 25 – EPM planning priorities by function

2020 Wisdom of Crowds® EPM Market Study

Planning priorities vary by vertical industry (fig. 26). Although all industries rate annual financial budgets as most important, ratings for many other capabilities vary according to industry needs. For example, Not For Profits prioritize annual financial budgets and headcount planning because they focus heavily on controlling operating costs. Manufacturing organizations prioritize sales and operations planning and product/customer profitability because of their focus on managing supply chains and physical products.

Manufacturing organizations prioritize sales and operations planning and product/customer profitability because of their focus on managing supply chains and physical products.

Consequently, vendors and implementation partners need to develop appropriate functional capabilities and implementation templates for their target industries. End users should evaluate performance management software based on their industry needs.

EPM Planning Priorities by Industry

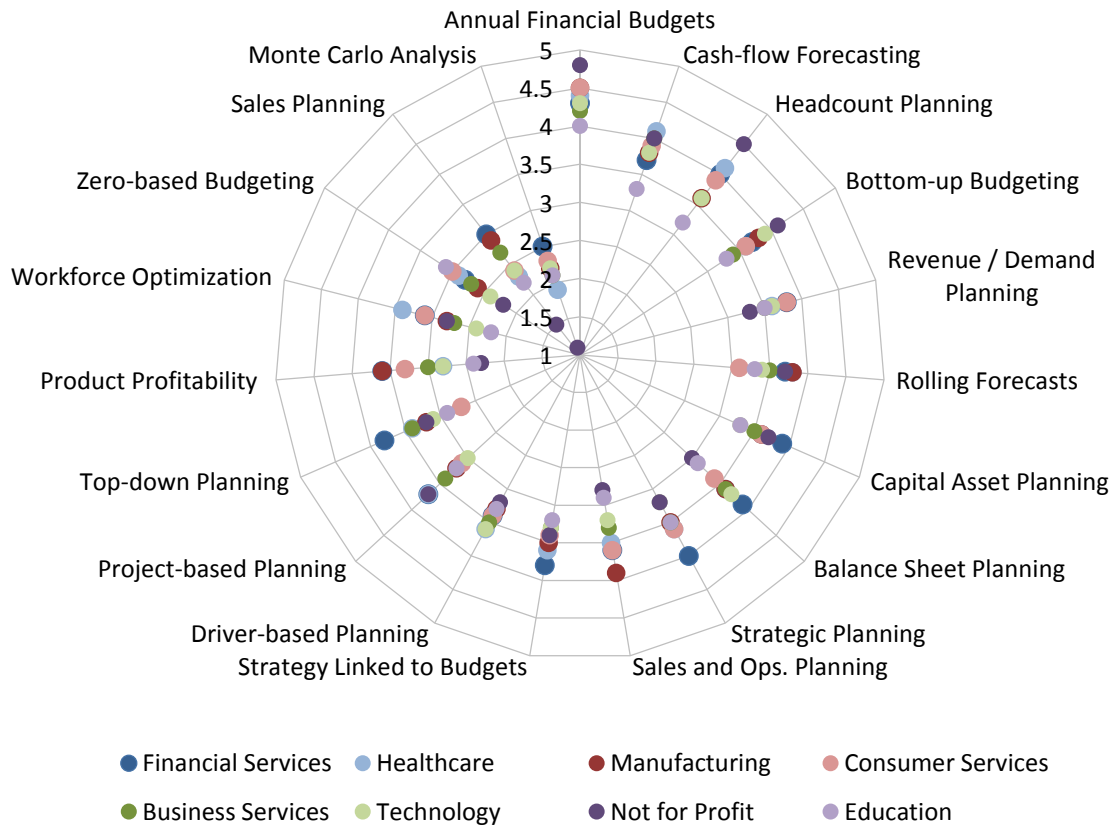


Figure 26 – EPM planning priorities by industry

Use of Rolling Forecasts in Enterprise Performance Management

Rolling forecasts are a method of continuous planning that allow 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.

Rolling forecast usage is largely unchanged compared to 2019 (fig. 27). Sixty-four percent of respondents use rolling forecasts today (62 percent in 2019), and 16 percent replaced annual budgets with rolling forecasts (14 percent in 2019).

Dresner Advisory believes that monthly rolling forecasts are an important capability for managing business performance in the uncertain and rapidly changing business environment created by the COVID-19 crisis. We therefore anticipate more organizations replacing annual financial budgets with rolling forecasts in the next 12 months. IT professionals supporting enterprise performance management should actively encourage their users to make more use of rolling forecasts.

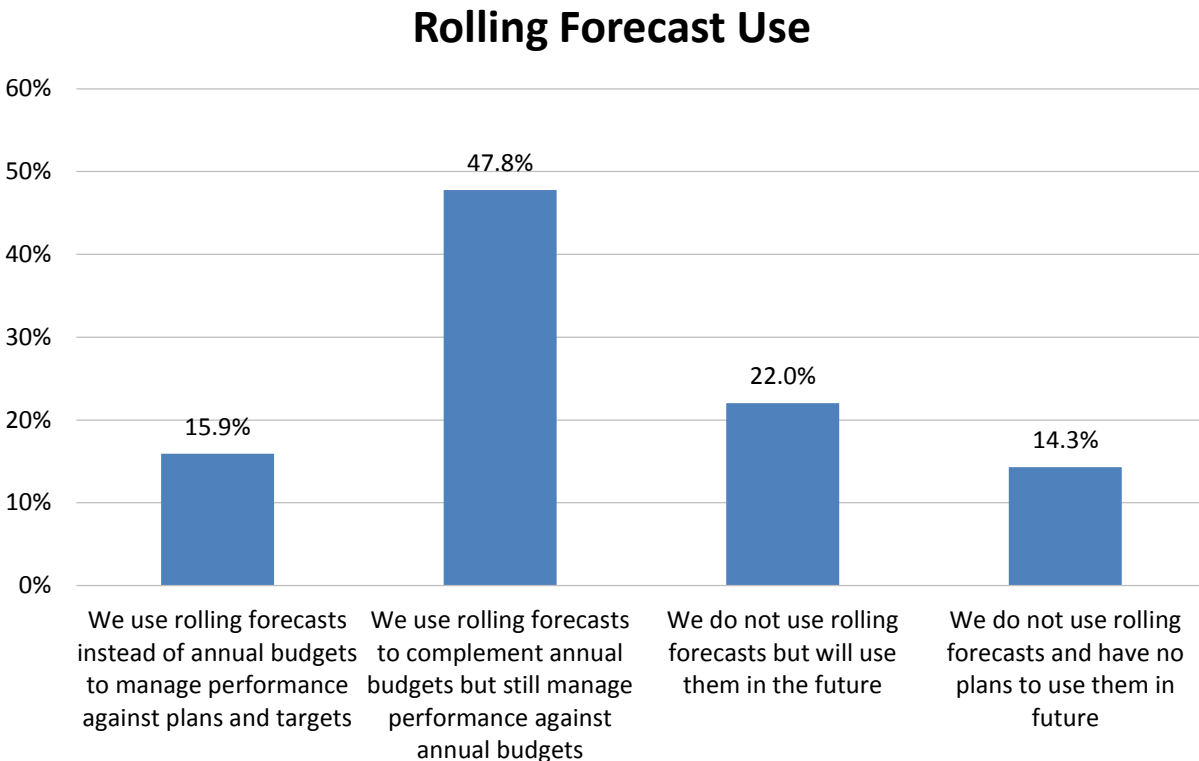


Figure 27 – Rolling forecast use

EMEA and North America show the highest adoption of rolling forecasts, with 69 percent and 63 percent respectively currently using rolling forecasts (fig. 28). Latin America and Asia Pacific show the highest resistance to adoption of rolling forecasts, with 38 percent and 25 percent of respondents respectively stating they have no plans to adopt rolling forecasts.

These data show that vendors need to help users in Latin America and Asia Pacific understand the benefits of using rolling forecasts. Marketing programs that highlight successes achieved by organizations in other regions may help drive adoption.

Rolling Forecast Use by Geography

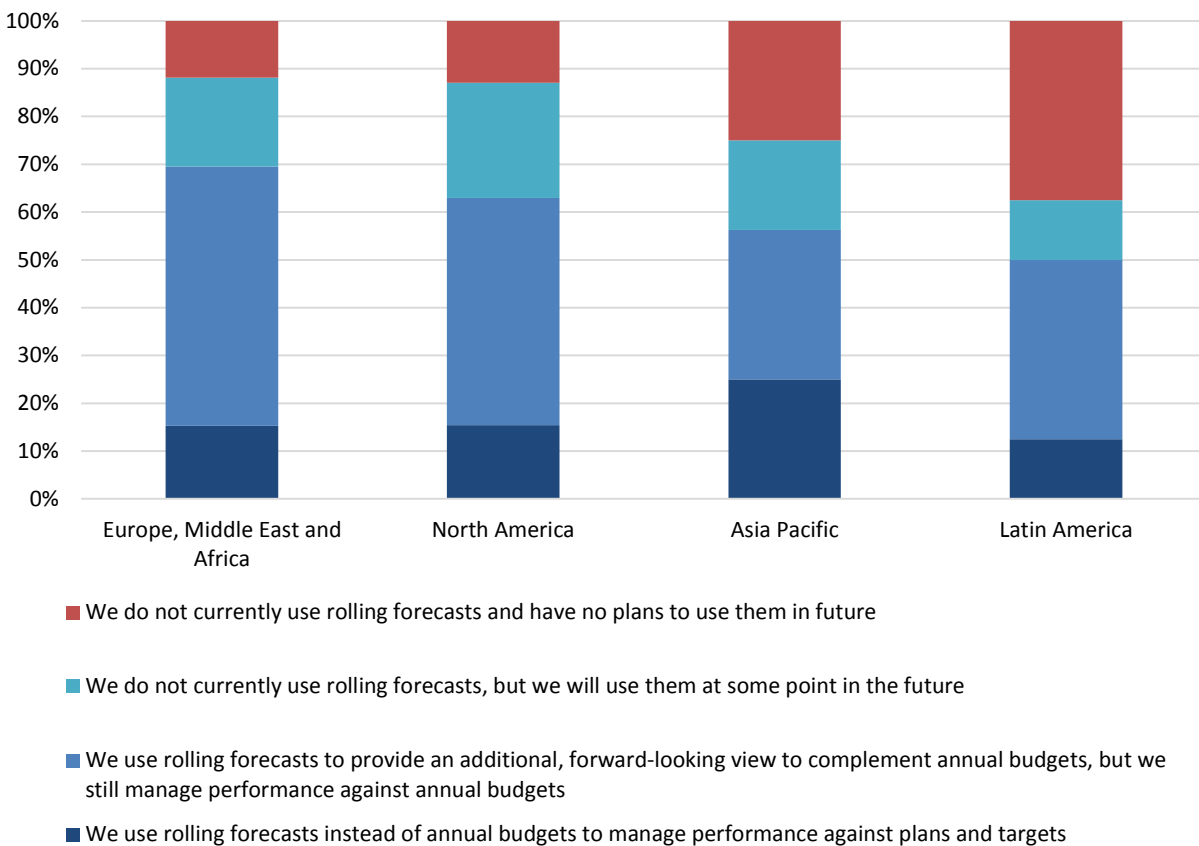


Figure 28 – Rolling forecast use by geography

2020 Wisdom of Crowds® EPM Market Study

Similar to the 2019 survey, the use of rolling forecasts varies by organization size (fig. 29). Usage patterns are similar for mid-sized organizations (101-1,000 employees), large organizations (1,001-10,000 employees), and very large organizations (more than 10,000 employees). Unsurprisingly, very large organizations have the highest adoption level for replacing annual budgets with rolling forecasts (21 percent).

However, the results from small organizations (1-100 employees) show some apparent contradictions. Despite having the highest percentage with no plans to use rolling forecasts (27 percent), small organizations also have a relatively high percentage that replaced annual budgets with rolling forecasts (18 percent). These data show that innovative use of rolling forecasts is not limited solely to large organizations.

Rolling Forecast Use by Organization Size

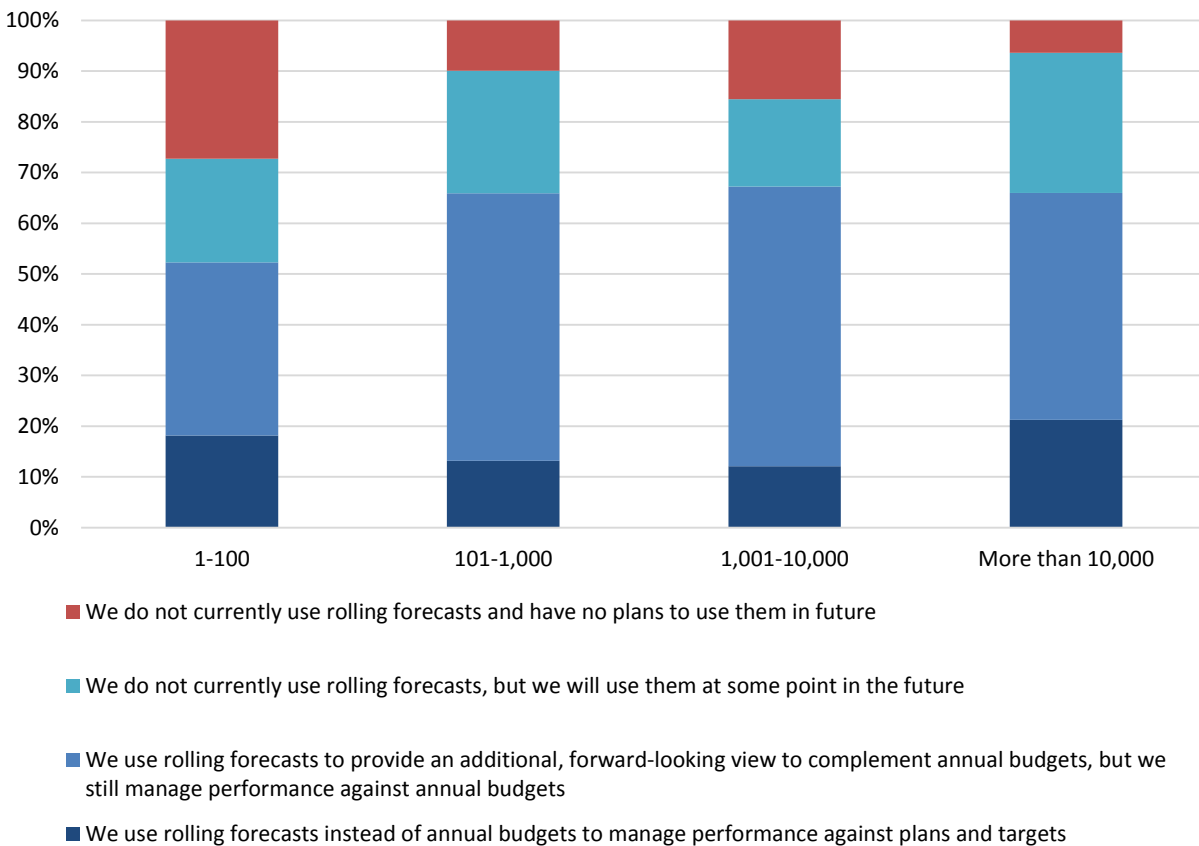


Figure 29 – Rolling forecast use by organization size

Enterprise Performance Management and Data-Driven Decision-Making

Organizations use enterprise performance management software to replace informal and spreadsheet-based performance management practices and processes. This is reflected in 84 percent of enterprise performance management users stating they use data-driven decision-making either all the time or most of the time. Twelve percent say that some decisions are data driven, and only 2 percent say that decisions are infrequently data driven (fig. 30). These responses are similar to those in the 2019 survey.

These data show that enterprise performance management software can help improve the quality of decision-making in an organization. Also, because executive managers, finance and operations managers frequently use enterprise performance management software, this can help overall penetration of BI capabilities in functions that can be harder to reach with more generic BI tools.

Data-Driven Decision-Making for EPM Users

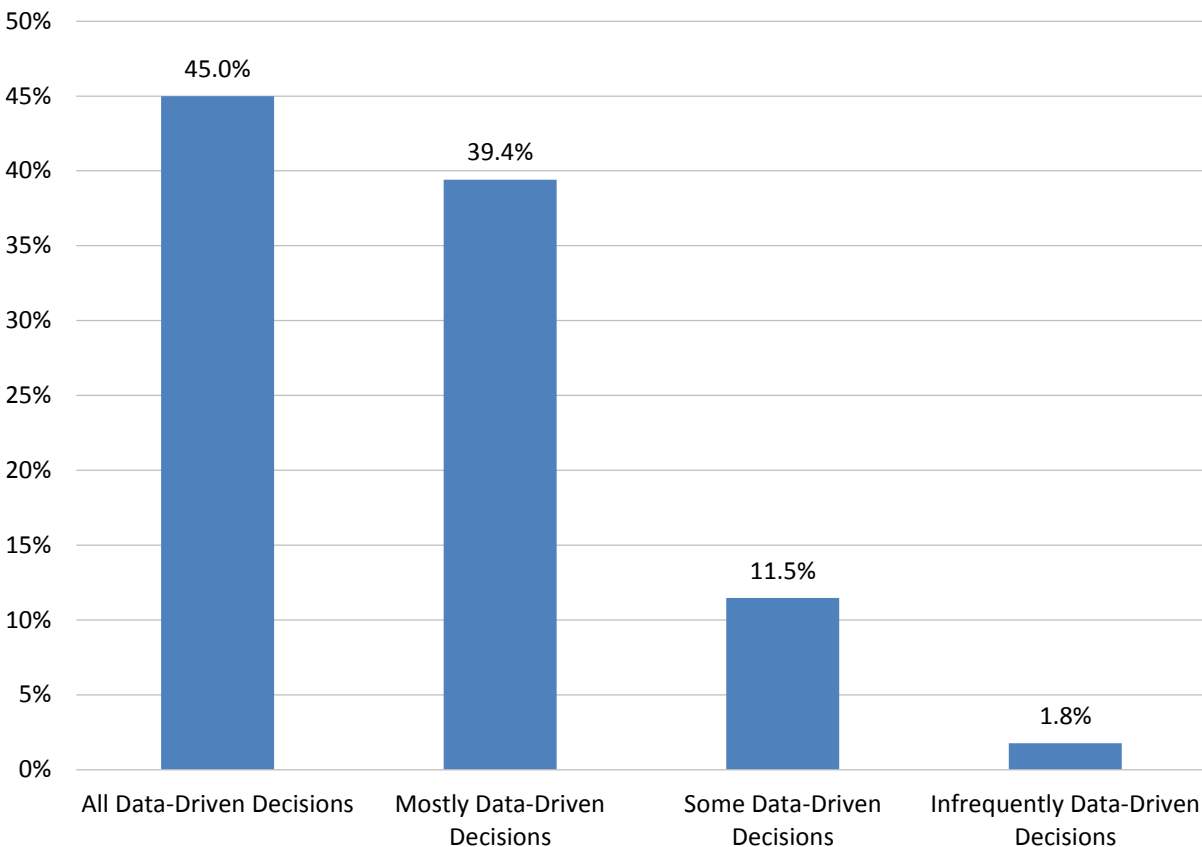


Figure 30 – Data-driven decision-making for EPM users

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 is possible to envisage a new generation of enterprise performance management applications built on AI platforms.

The hype around AI and machine learning cooled somewhat over the last 12 months. The COVID-19 crisis may well push adoption of new technologies like this onto the “back burner” as both vendors and end users deal with more immediate issues.

However, attitudes toward AI and machine learning remain largely unchanged from 2019 (fig. 31). The split between respondents that see significant potential in AI and machine learning and those whose users likely will resist its adoption remains. Most respondents are undecided; 50 percent in 2019 and 49 percent in 2020 view the technology as unproven and potentially costly, making it hard to build a compelling business case.

AI Impact on EPM 2019-2020

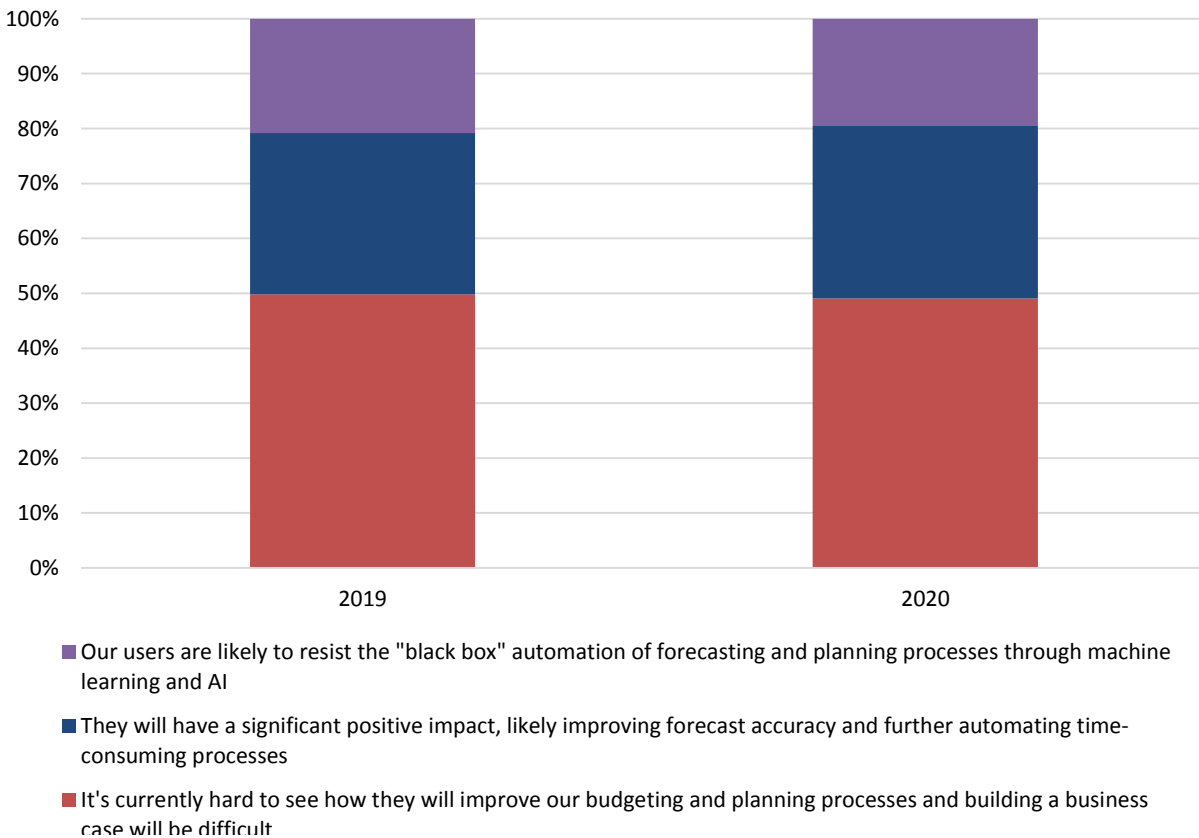


Figure 31 – AI impact on EPM 2019-2020

2020 Wisdom of Crowds® EPM Market Study

There are some significant differences in attitudes to AI and machine learning across industry verticals (fig. 32). Fifty-one percent of Financial Services organizations see a potential positive impact from these technologies, compared to only 23 percent of Consumer Services organizations. Industry verticals such as Healthcare and Manufacturing show the highest levels of potential resistance to AI and machine learning (26 percent and 25 percent respectively), while industries such as Consumer Services and Technology are more challenged by demonstrating value and building a business case (65 percent and 64 percent, respectively).

Vendors need to build marketing and product strategies around industry issues. While industry-specific capabilities will be helpful, in some industry verticals the focus should be on helping demonstrate the business value of AI and machine learning in the context of that industry, supported by targeted implementation approaches and resources.

AI Impact on EPM by Industry

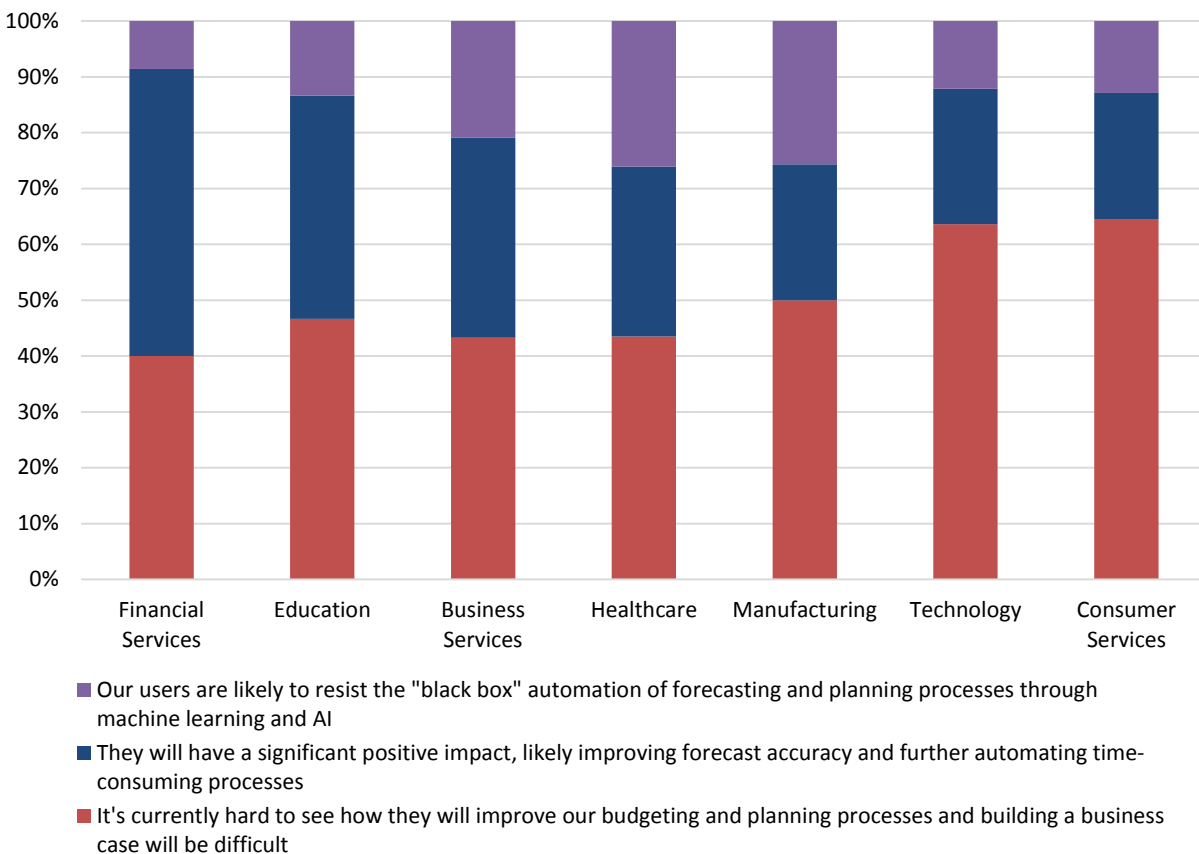


Figure 32 – AI impact on EPM by industry

2020 Wisdom of Crowds® EPM Market Study

We also asked respondents how they would source AI and machine learning capabilities for EPM software (fig. 33). The results reinforce the split in opinion towards AI and machine learning and show little change in attitudes from 2019. Thirty-one percent currently have no interest in deploying AI and machine learning to support enterprise performance management (down slightly from 36 percent in 2019). However, 44 percent say they expect these capabilities to be delivered by their enterprise performance management vendor (up from 41 percent in 2019). Twenty-five percent are prepared to be early adopters by building their own solutions to augment their existing enterprise performance management solutions (23 percent in 2019).

EPM Deployment of AI and Machine Learning 2019-2020

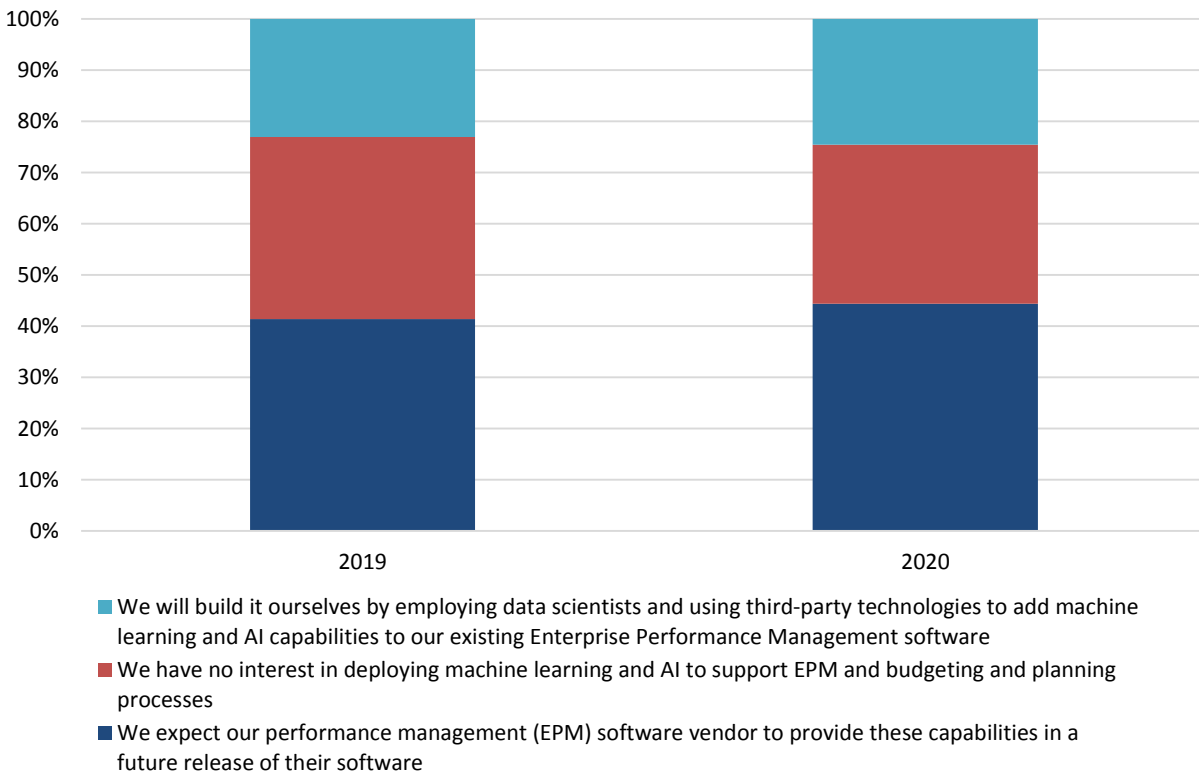


Figure 33 – EPM deployment of AI and machine learning 2019-2020

Overall, with 49 percent of respondents uncertain about the business value of machine learning and AI, and with 44 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.

Deployment Options for Enterprise Performance Management

Respondents overall rate cloud deployment options for enterprise performance management solutions more important than on-premises deployment (fig. 34). In 2020, SaaS / public cloud moves slightly ahead of private cloud / hosted solutions. Sixty-five percent of respondents rate SaaS / public cloud either “critical,” very important,” or “important,” compared to 63 percent for private cloud / hosted solutions. In 2019, these percentages were 68 percent and 71 percent, respectively.

However, on-premises deployment remains popular for enterprise performance management, with 56 percent of respondents rating it either “critical,” very important,” or “important.” This is a notable increase compared to the 2019 survey (47 percent), while there is a slight drop in the overall importance of cloud deployment options in 2020 compared to 2019.

Importance of Deployment Options for EPM

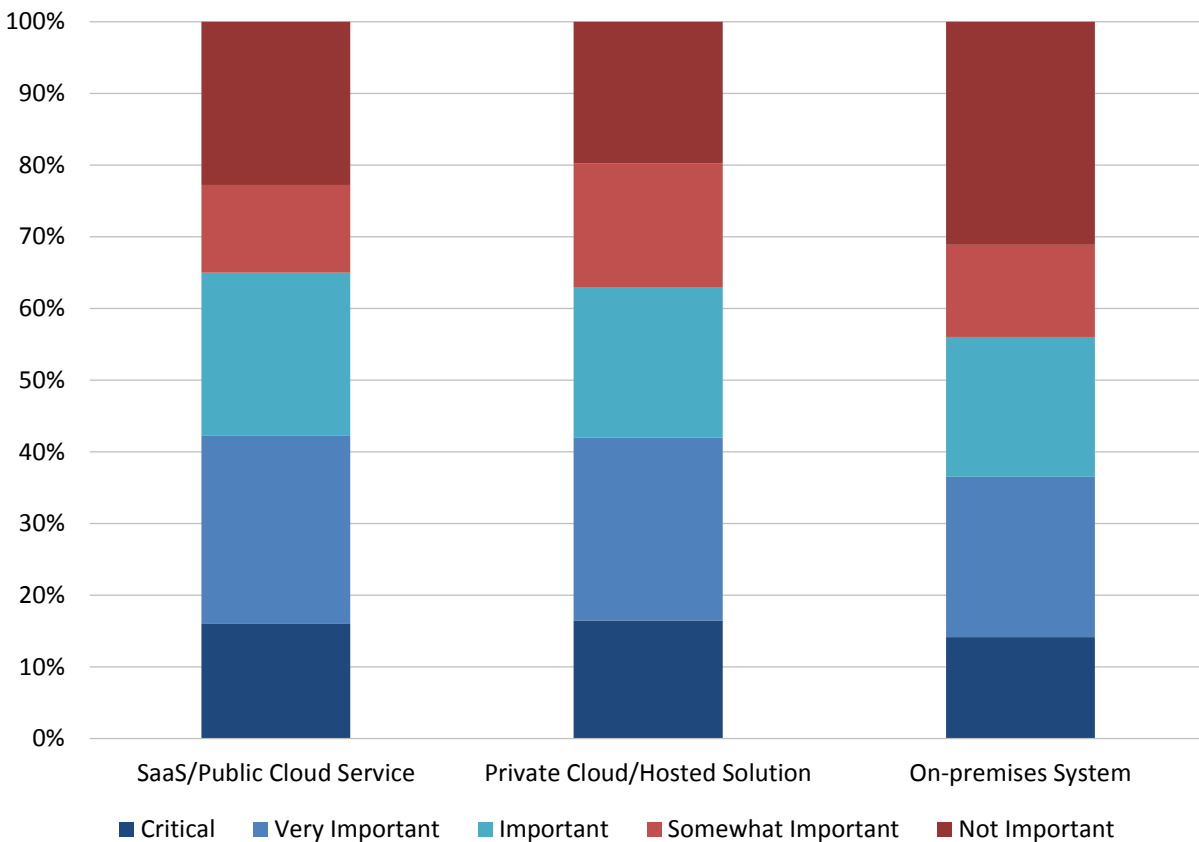


Figure 34 – Importance of deployment options for EPM

2020 Wisdom of Crowds® EPM Market Study

There are some differences in importance of deployment options by geography (fig. 35). Respondents from North America rate cloud deployment solutions as more important than on-premises, while the reverse is true for EMEA. Respondents from Asia Pacific rate cloud deployment options more important overall, compared to EMEA and North America. Respondents from EMEA rate on-premises deployment options more important than respondents from other regions.

These data show that, despite overall preferences for cloud solutions, on-premises is still popular and cloud deployment may not be the preferred option in every evaluation.

Importance of EPM Deployment Options by Geography

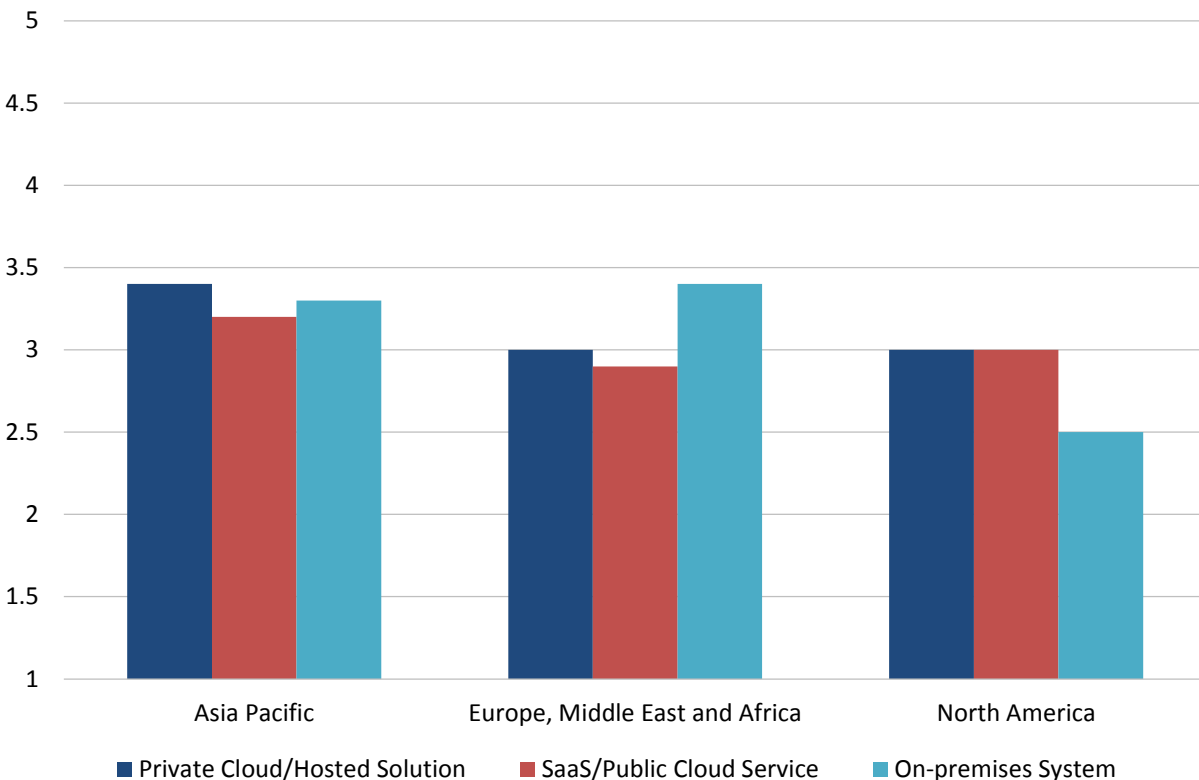


Figure 35 – Importance of EPM deployment options by geography

The importance of cloud as a deployment option varies by organization size (fig. 36). Small organizations (1-100 employees) rate SaaS and hosted/private cloud more important than on-premises deployment, while the very largest organizations (more than 10,000 employees) have the highest importance ratings for SaaS and on-premises deployment.

2020 Wisdom of Crowds® EPM Market Study

Overall importance ratings for all deployment options dropped in 2020 compared to 2019, indicating that deployment options may be less important in enterprise performance management software evaluations. Vendors need to be cautious of pushing a specific deployment option and should be aware that offering cloud deployment likely will not compensate for any functional deficiencies in competitive situations.

Importance of EPM Deployment Options by Organization Size

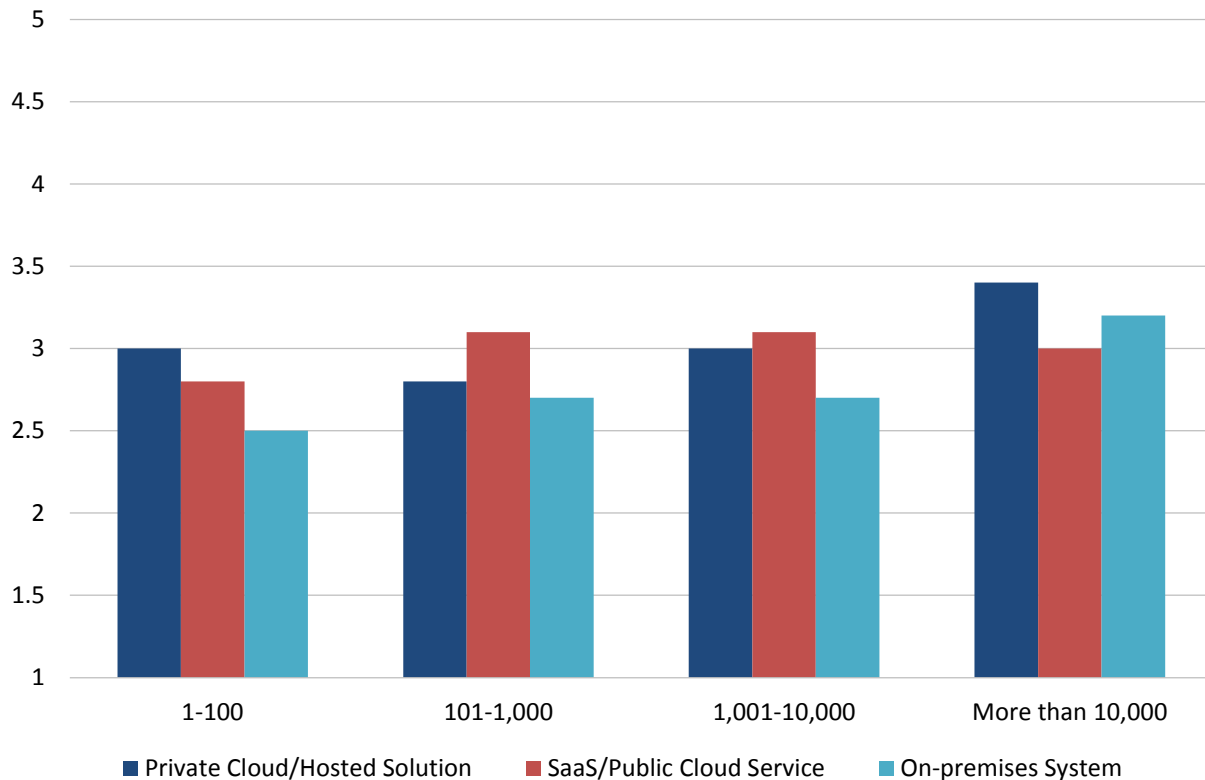
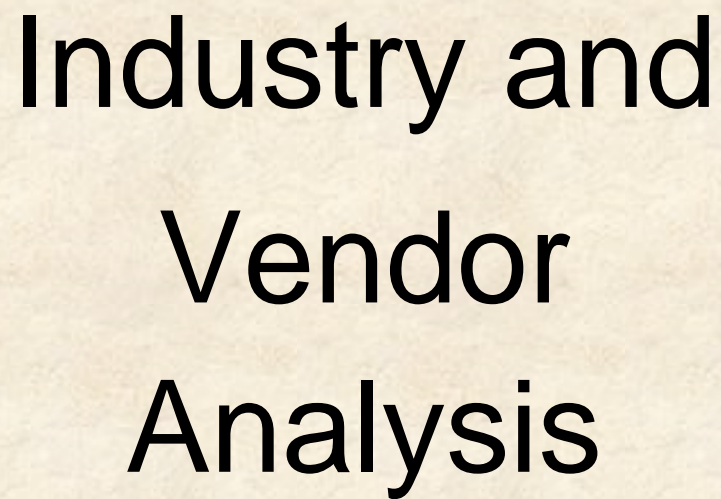


Figure 36 – Importance of EPM deployment options by organization size



Industry and
Vendor
Analysis

Industry Capabilities

For our 2020 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 Capabilities – capabilities that extend beyond reporting and ad hoc analysis to leverage sophisticated statistical and predictive techniques. This section has been expanded to include machine learning.

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

Industry – Strategy Management Capabilities

Vendors provide support for most strategy management capabilities (fig. 37). However, 18 percent of vendors have no plans to support long-range financial planning or debt vs. equity financing. Also, 6 percent of vendors have no plans to support merger and acquisitions analysis.

Strategy management is one of the areas of enterprise performance management that elevates any implementation beyond a focus on budgeting and planning. Vendors offer broad capabilities in these areas, so organizations evaluating enterprise performance management software need to challenge their users, particularly executive management, to consider how they will leverage this functionality. However, it is important to identify if vendors lack plans to support key capabilities in strategy management that are important to executive management.

Industry - Strategy Management Capabilities

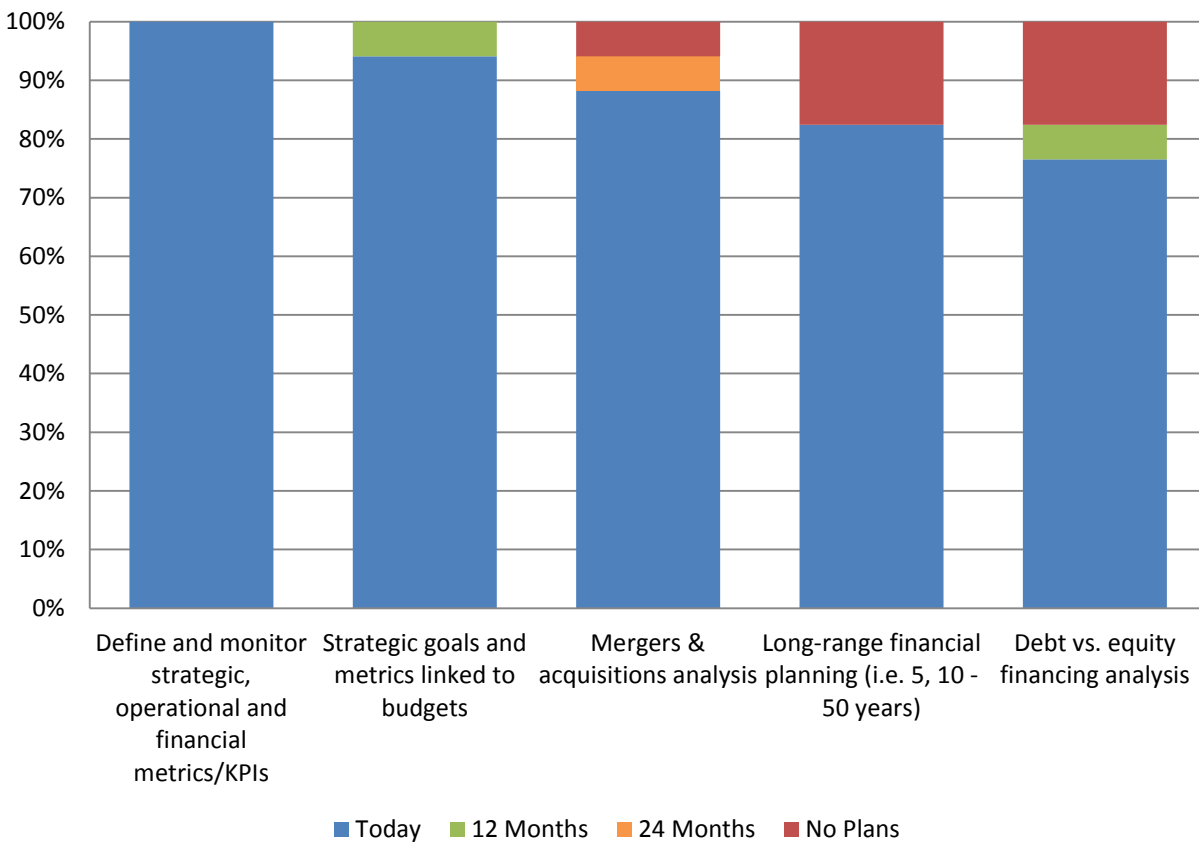


Figure 37 – Industry – strategy management capabilities

Industry – Financial Planning Capabilities

Financial planning capabilities primarily target the Finance function, and the CFO and Finance function needs heavily influence many enterprise performance management evaluations. Therefore, it is not surprising that vendors provide good coverage of capabilities in this area (fig. 38).

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 consolidated financial statements or financial elimination and consolidation functionality, both of which may be differentiating factors in some evaluations. Also, providing industry-specific capabilities is not in the road map for 38 percent of vendors.

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

Industry - Financial Planning Capabilities

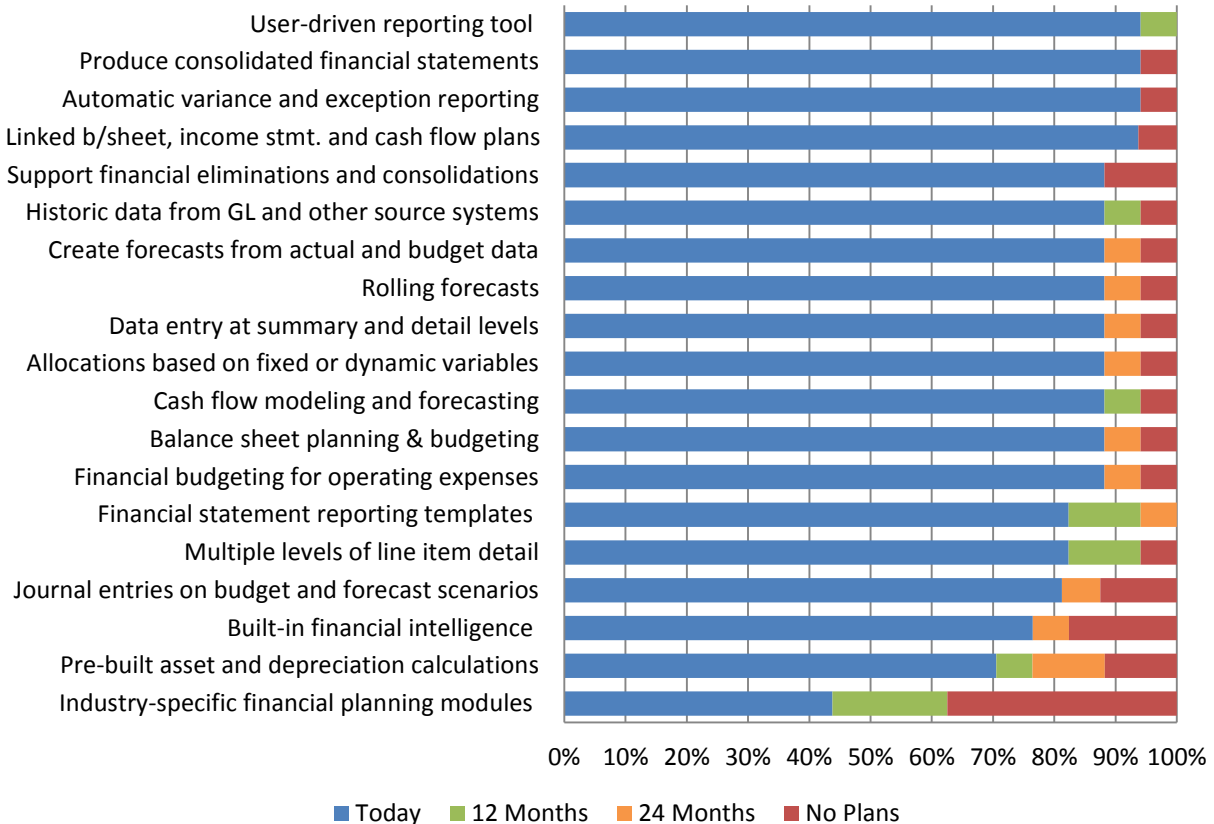


Figure 38 – Industry – financial planning capabilities

Industry – Operational Planning Capabilities

Overall, vendors support a good range of operational planning capabilities (fig. 39). However, 24 percent of vendors currently have no plans to support manufacturing production planning and supply chain planning, areas that are well served by domain specialists. Also, even where EPM vendors provide operational planning capabilities, these may lack depth compared to domain specialists.

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.

Industry - Operational Planning Capabilities

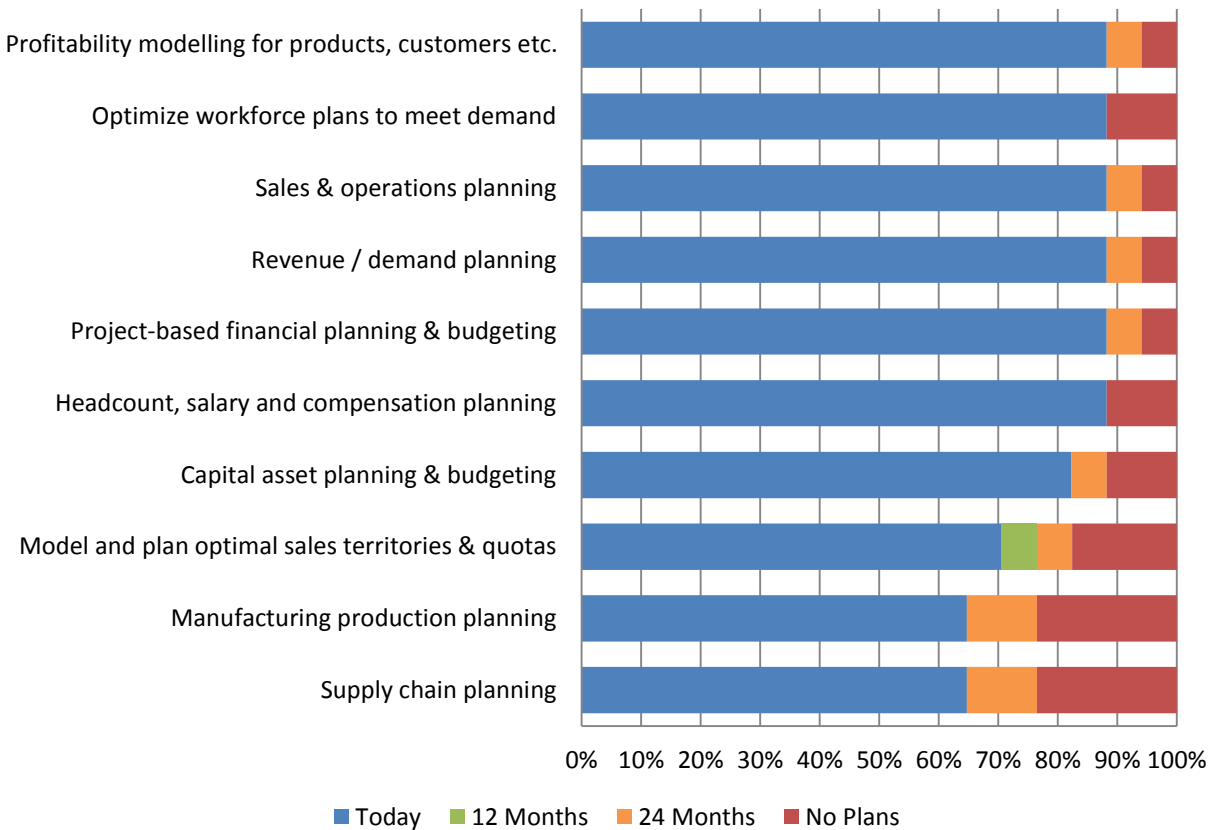


Figure 39 – Industry – operational planning capabilities

Industry – Budgeting and Planning Process Support

Most vendors provide support for the processes that underpin the entry, amendment, review, and approval of budgets (fig. 40). There are some notable exceptions. For example, some solutions have no plans to support uploads from Excel or provide Excel-based data entry, which could be challenging for some finance teams.

Consequently, organizations evaluating enterprise performance management solutions should not assume that all vendors will meet all their required budgeting and planning process needs.

Industry - Planning and Budgeting Process Support

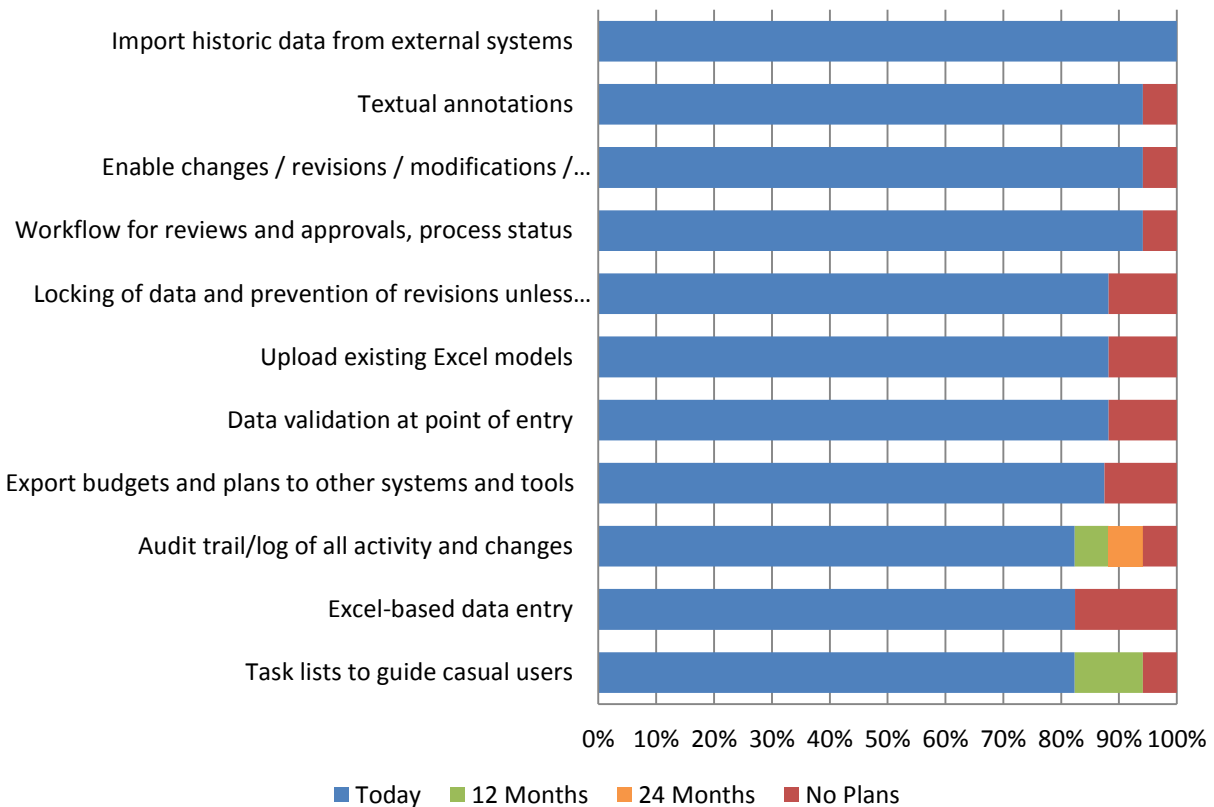


Figure 40 – Industry – planning and budgeting process support

Industry – Planning and Modeling Capabilities

The 2020 study shows a wide degree of support for many planning and modeling functions (fig. 41). However, some vendors lack functionality in areas such as break-back allocations and zero-based budgeting.

Most notable is the lack of support for offline modeling and offline planning and budgeting. This is more challenging for cloud-only vendors to achieve, and clearly some vendors have no plans to address this. This can be an important capability in more complex organizations with large user communities, especially where planning models and assumptions may change frequently.

Industry - Planning and Modeling Capabilities

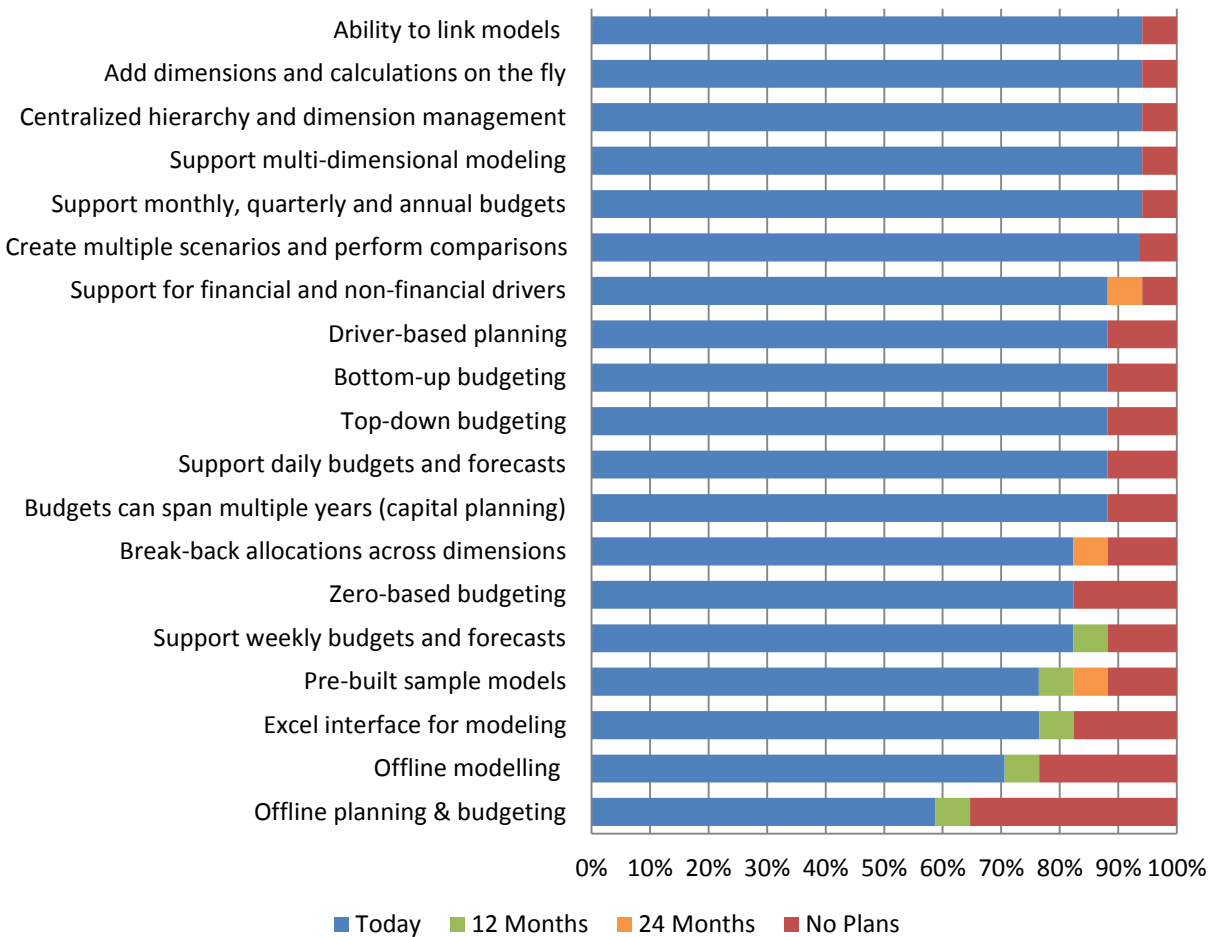


Figure 41 – Industry – planning and modeling capabilities

Industry – Data Science and Machine Learning

Eighty-eight percent of vendors already provide advanced statistical and analytic capabilities, while only 29 percent currently provide support for Monte Carlo analysis (fig. 42). However, as this latter capability is consistently the lowest-ranked planning priority, this will not be an issue for most evaluations.

Forty-seven percent of vendors currently provide embedded machine learning, while 41 percent use machine learning to predict variances. These are the highest priority road map items, with 47 percent of vendors expecting to deliver them within two years. However, the most advanced use of machine learning (recommending corrective actions) is further behind on vendor road maps, with 35 percent providing this capability today and 24 percent stating they currently have no plans to deliver it.

Industry - Data Science and Machine Learning

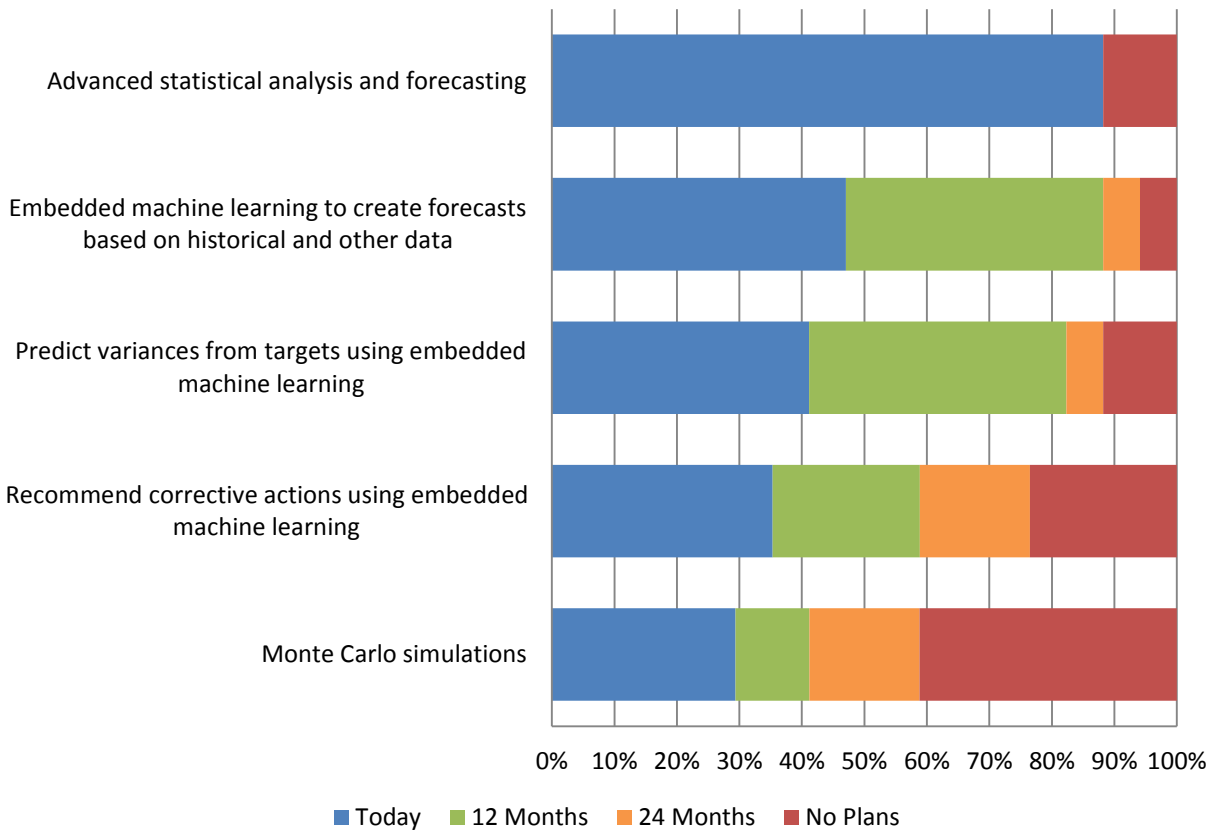


Figure 42 – Industry – data science and machine learning

Industry – Technical Architecture

The 2020 study shows that while 88 percent of vendors support SaaS / public cloud and hosted/private cloud deployments, only 71 percent support on-premises deployment (fig. 43). Some organizations still view on-premises deployment as important, so any enterprise performance management evaluation needs to clearly define its preferred deployment model (or models) to ensure the appropriate vendors are shortlisted.

Organizations evaluating EPM software need to involve their IT strategy team in evaluations to identify how well the technology adopted by potential enterprise performance management vendors aligns with their enterprise strategic technologies. Although functional needs should be the primary driver of vendor selection, technical architecture differentiates vendors when functional fit is broadly similar.

Industry - Technical Architecture

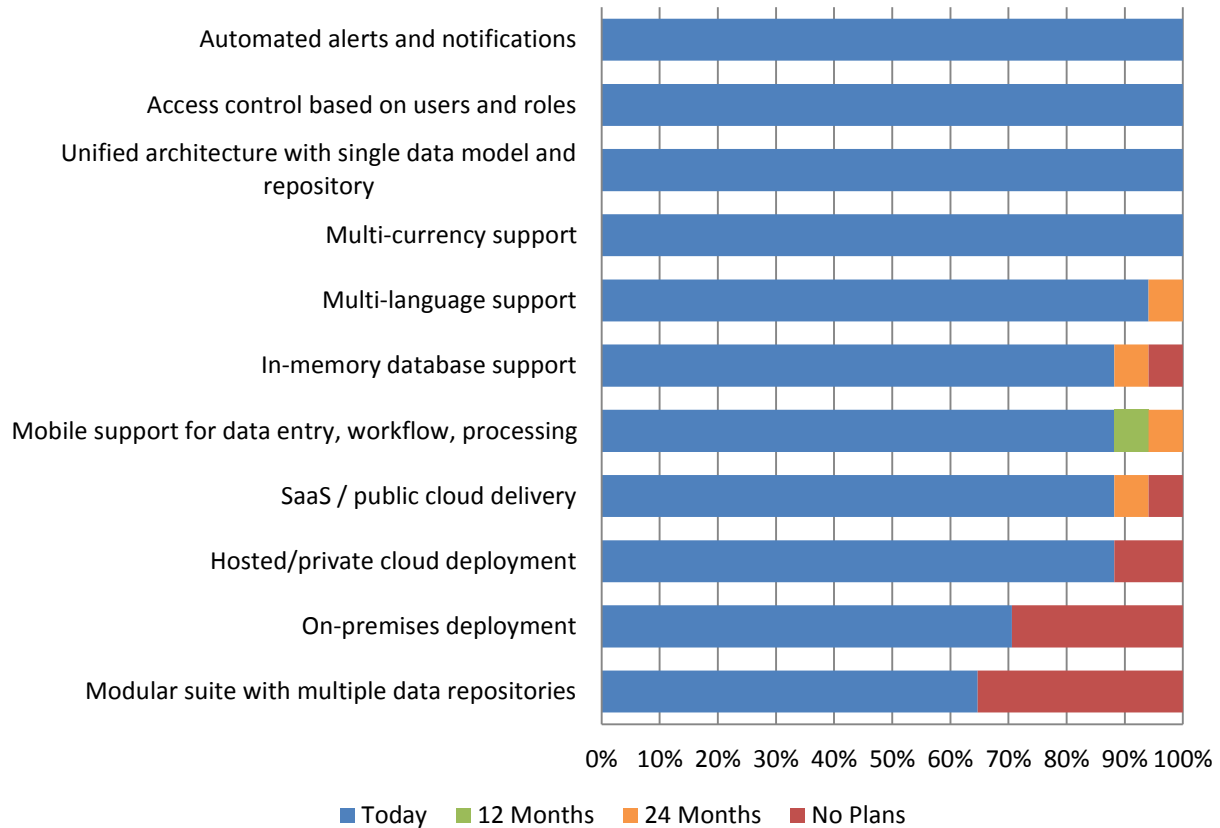


Figure 43 – Industry – technical architectures

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

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

Customer Experience Model

The customer experience model considers the real-world experience of customers working with BI products on a daily basis (fig. 44). 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.

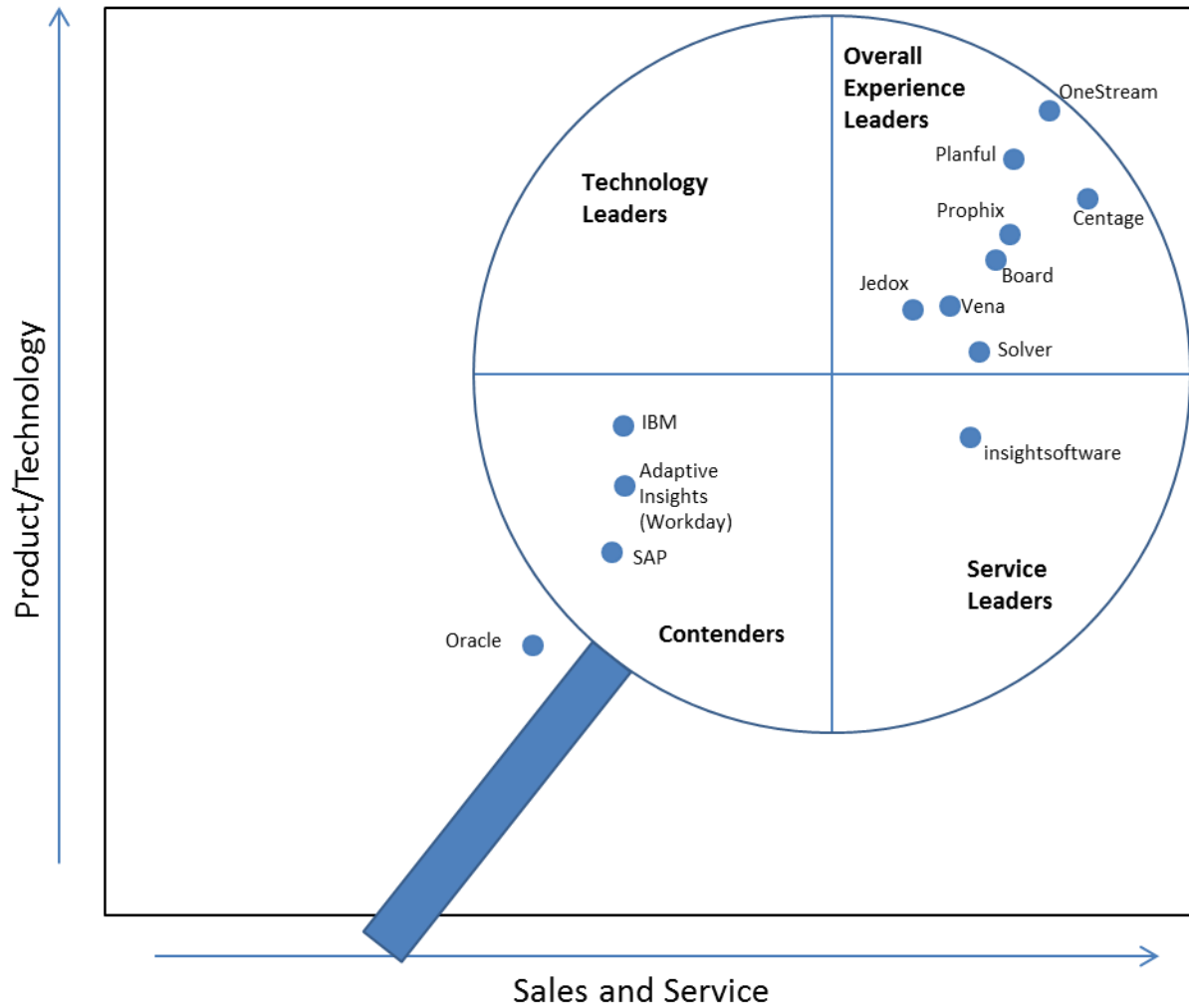


Figure 44 – Customer experience model

Vendor Credibility Model

The vendor credibility model considers how customers “feel” about their vendor (fig. 45). 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.

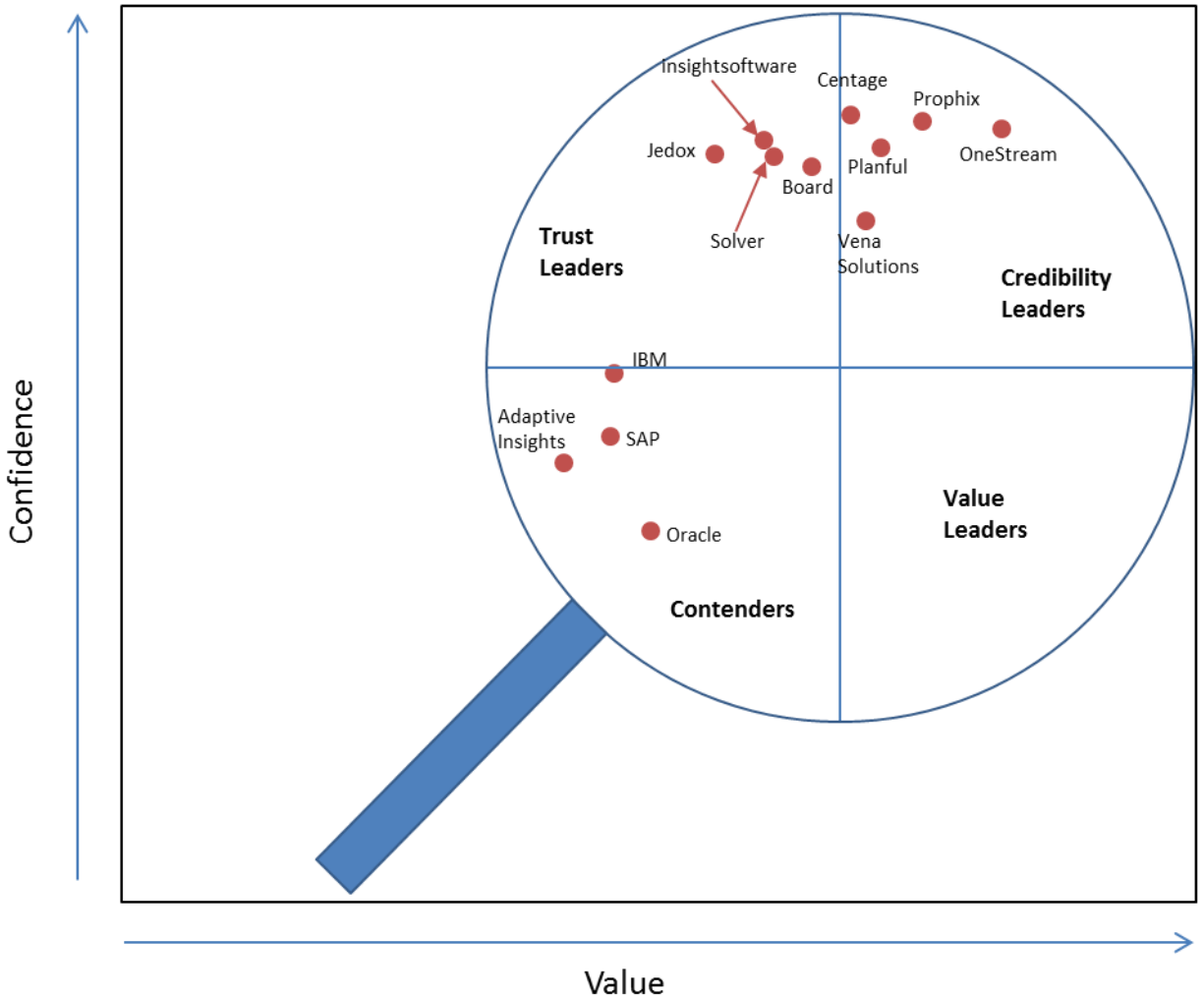


Figure 45 – Vendor credibility model

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

<ul style="list-style-type: none"> - Sales/acquisition experience (12 - 2 o'clock) <ul style="list-style-type: none"> o Professionalism o Product knowledge o Understanding our business/needs o Responsiveness o Flexibility/accommodation o Business practices o Contractual terms and conditions o Follow-up after the sale - Value for price (3 o'clock) - Quality and usefulness of product (3 - 7 o'clock) <ul style="list-style-type: none"> o Robustness/sophistication of technology o Completeness of functionality o Reliability of technology o Scalability o Integration of components within product o Integration with third-party technologies o Overall usability o Ease of installation o Ease of administration 	<ul style="list-style-type: none"> - Quality and usefulness of product (continued) <ul style="list-style-type: none"> o Customization and extensibility o Ease of upgrade/migration to new versions o Online forums and documentation - - Quality of technical support (8 - 9 o'clock) <ul style="list-style-type: none"> o Professionalism o Product knowledge o Responsiveness o Continuity of personnel o Time to resolve problems - Quality and value of consulting services (9 - 10 o'clock) <ul style="list-style-type: none"> o Professionalism o Product knowledge o Experience o Continuity o Value - Integrity (11 o'clock) - Whether vendor is recommended (12 o'clock)
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Adaptive Planning (Workday) Detailed Score

Adaptive Planning (Workday)

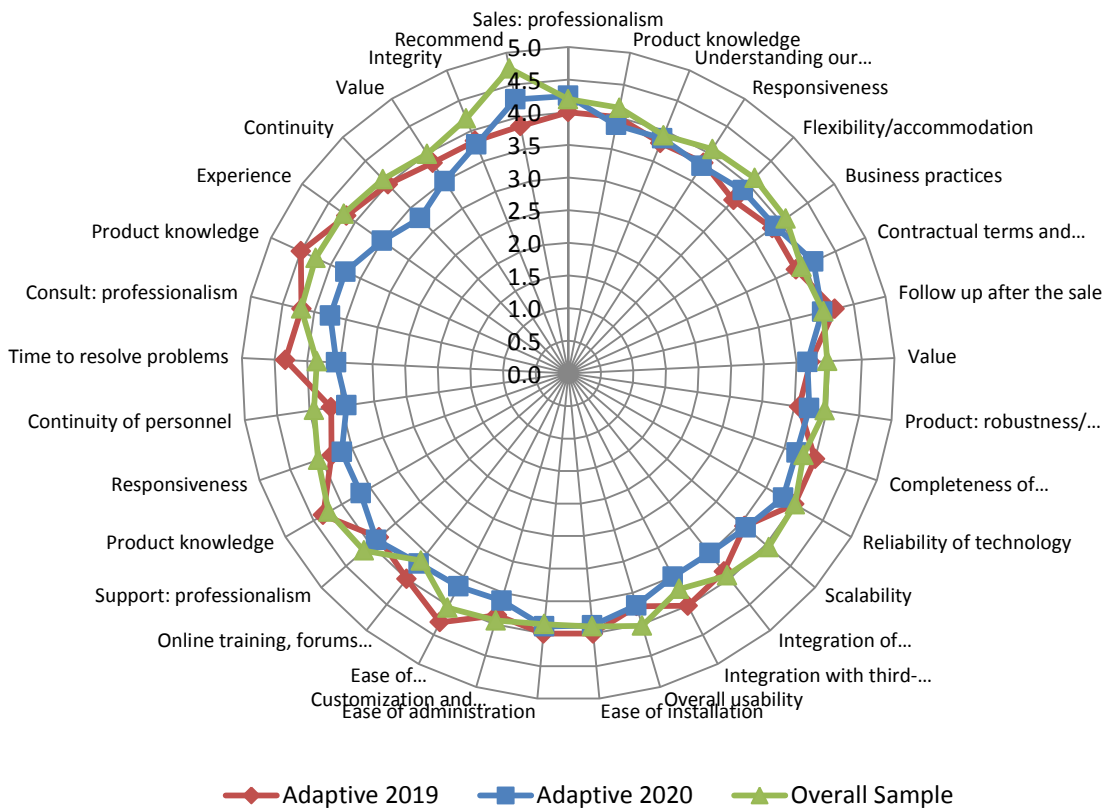


Figure 46 – Adaptive Planning (Workday) detailed score

Adaptive Planning (formerly Adaptive Insights) was acquired by Workday in 2018.

With scores generally below the overall sample, Adaptive Planning’s scores declined compared to 2019 across most categories of measurement. Adaptive Planning’s scores declined overall since its acquisition by Workday, indicating that its evolution to part of a broader solution may still be a work in progress.

Adaptive Planning is considered a Contender in both the Customer Experience and Vendor Credibility models.

Board International Detailed Score

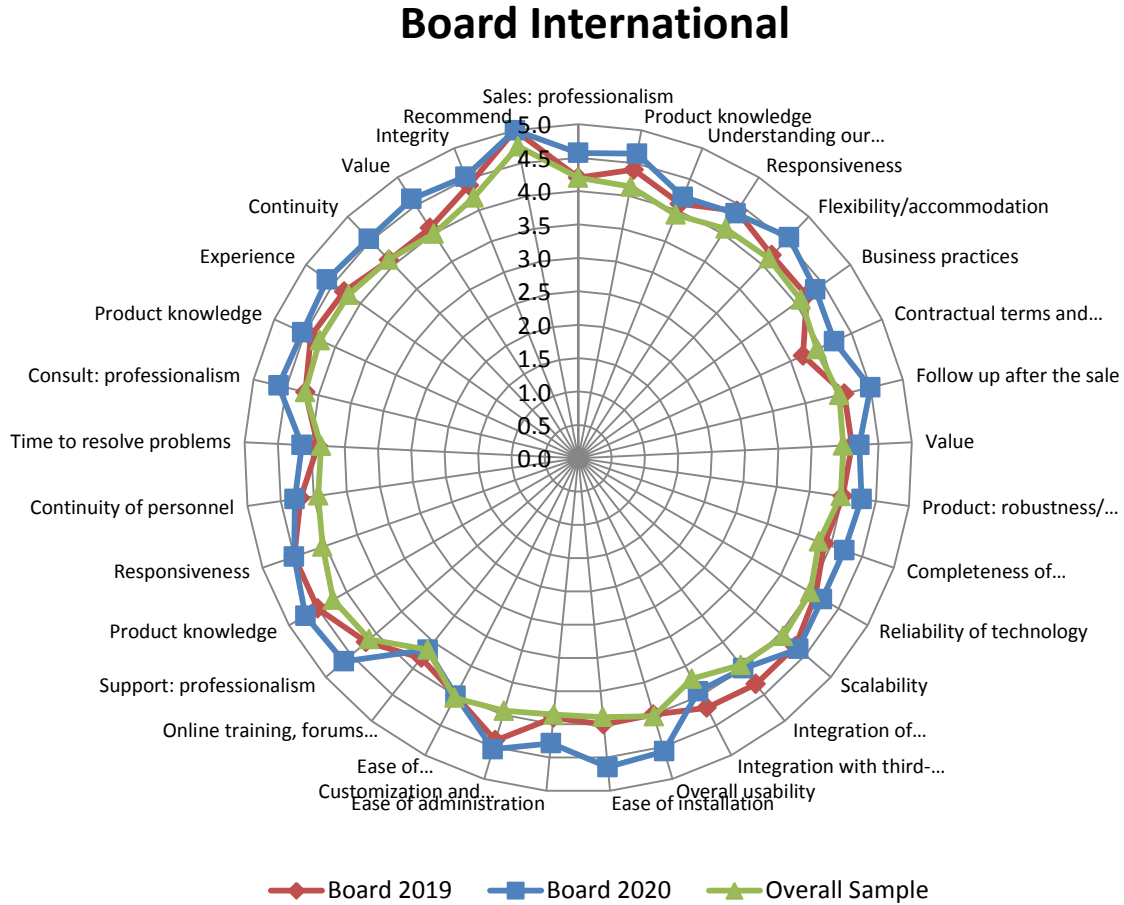


Figure 47 – Board International detailed score

For 2020, Board International’s scores are well above the overall sample, with key improvements across all categories of measurement compared to 2019, including sales, support, and consulting. It is an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It is best in class for product ease of installation and maintains a perfect recommend score.

Centage Detailed Score

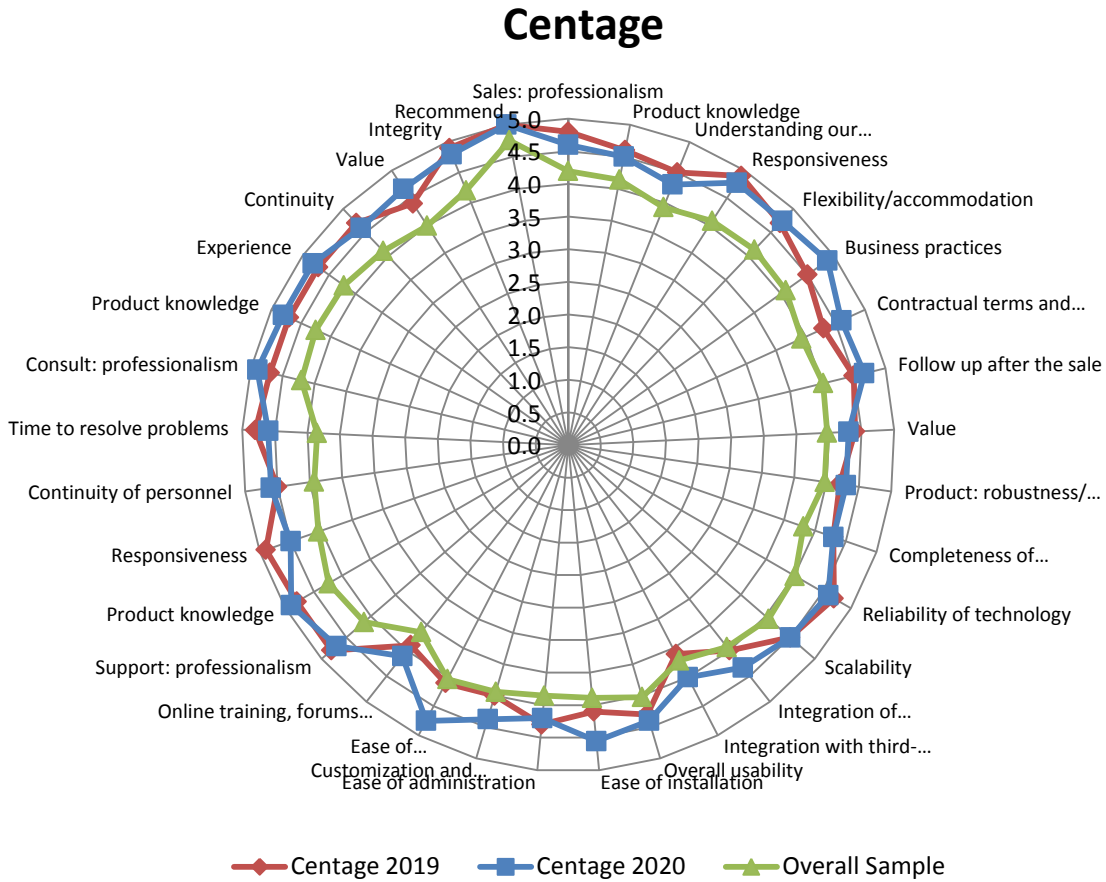


Figure 48 – Centage detailed score

In 2020, Centage’s scores are well above the overall sample with continued improvements across most categories of measurement and especially in product. It is an Overall Leader in both the Customer Experience and Vendor Credibility models. It is best in class for sales flexibility/accommodation, and business practices, support product knowledge, and consulting professionalism, product knowledge, experience, continuity and value, and overall integrity. It maintains a perfect recommend score.

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IBM Detailed Score

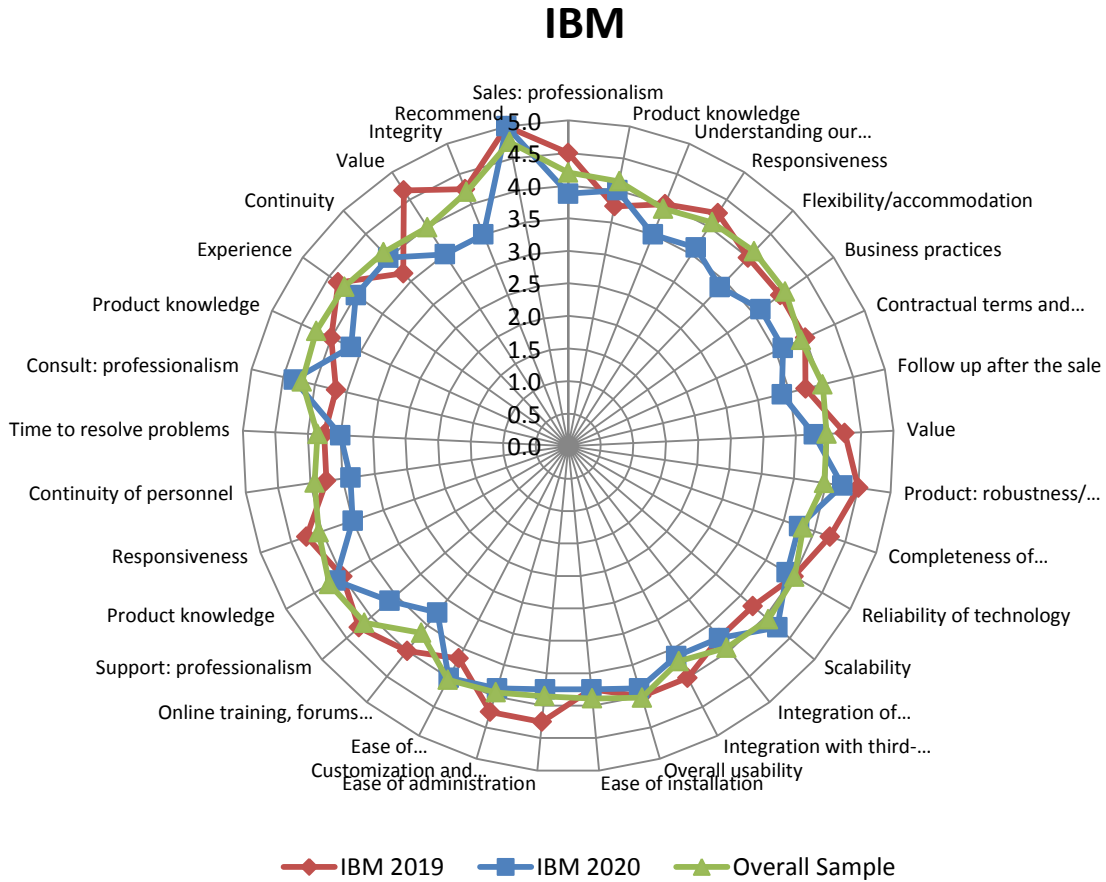


Figure 49 IBM detailed score

For 2020, IBM's scores are generally below the overall sample with declines compared to 2019 across most categories of measurement. It is considered a Contender in both Customer Experience and Vendor Credibility Models.

insightsoftware Detailed Score

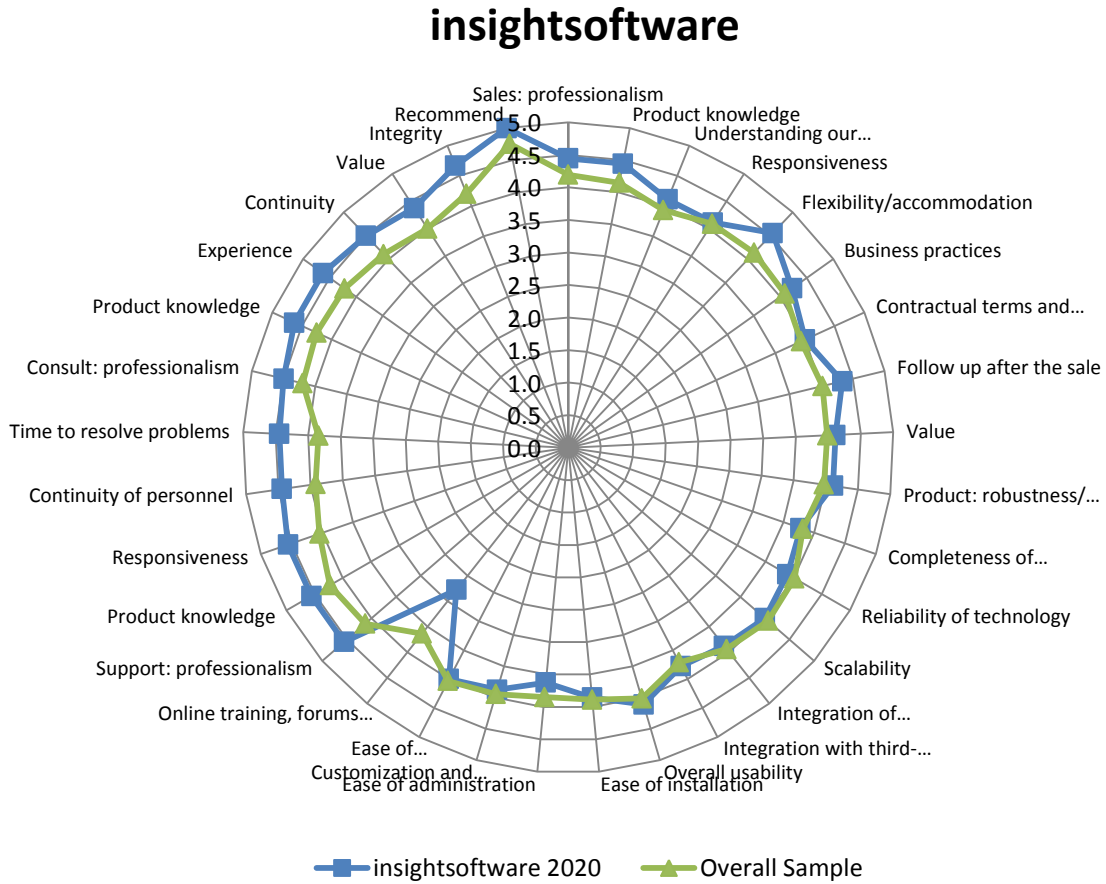


Figure 50 - insightsoftware detailed score

In its first year of inclusion, insightsoftware’s scores are generally above, or in line with, the overall sample. It is considered a Service Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It has a perfect recommend score.

Jedox Detailed Score

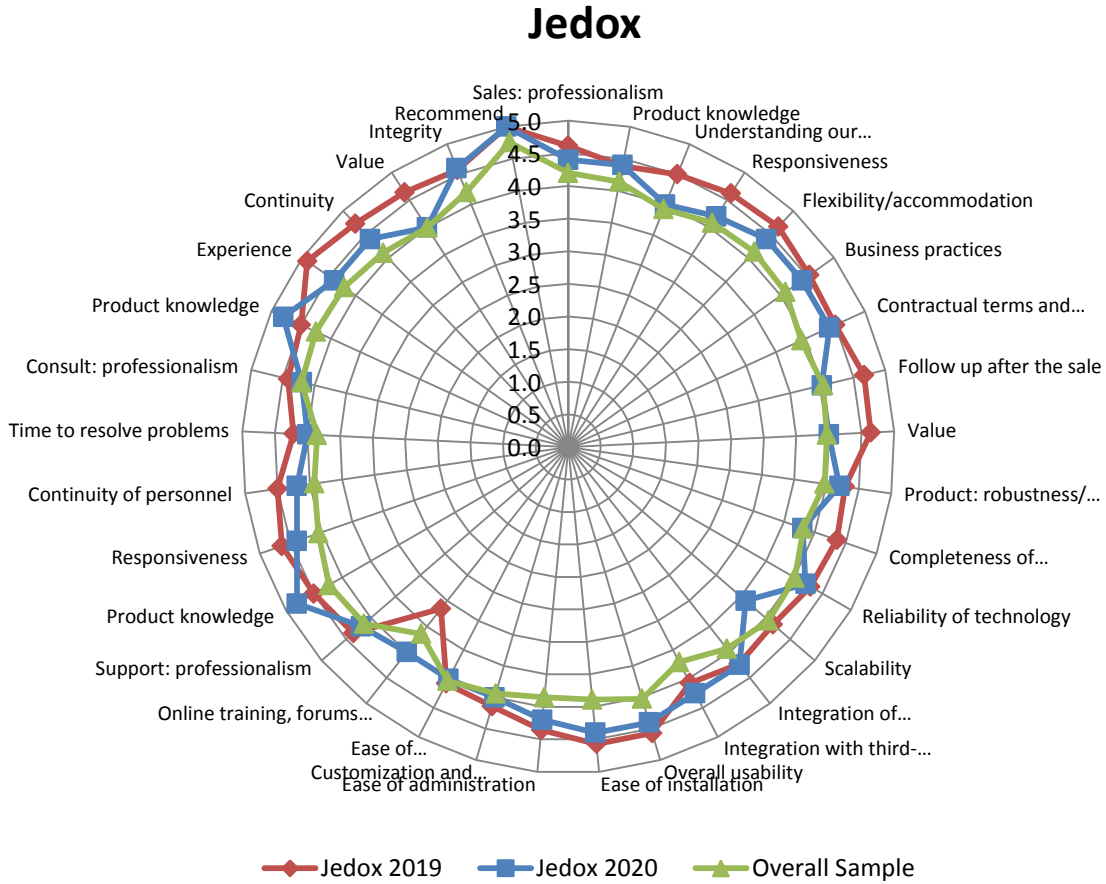


Figure 51 – Jedox detailed score

With scores generally above the overall sample, Jedox is an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It is best in class for consulting product knowledge and maintains a perfect recommend score.

OneStream Detailed Score

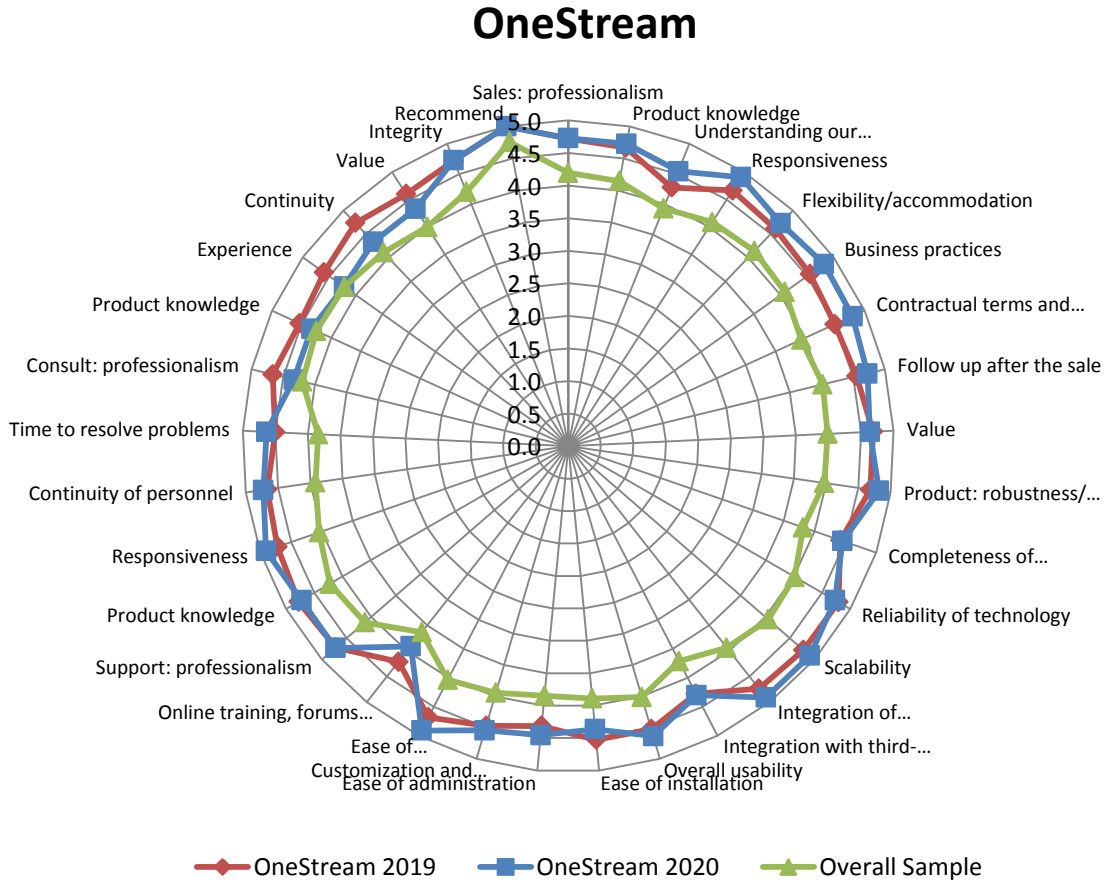


Figure 52 – OneStream detailed score

In 2020, OneStream remains consistently above the overall sample for all measures and is an Overall Leader in the Customer Experience and Vendor Credibility models. It is best in class for 15 different measures across sales, value, technical support, and product. It maintains a perfect recommend score.

Oracle Detailed Score

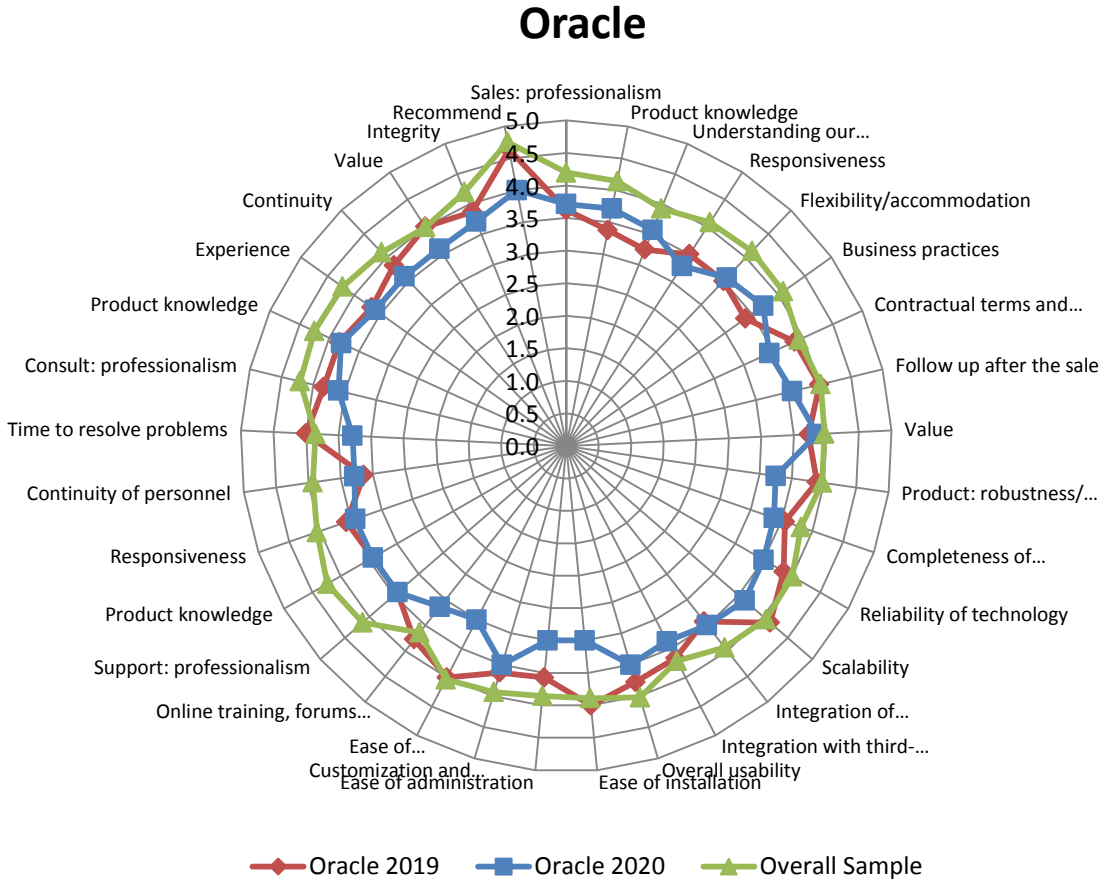


Figure 53 – Oracle detailed score

In 2020, Oracle’s scores remain generally below the overall sample, with declines for a majority of measures and overall score compared to 2019. It is considered an outlier in the Customer Experience Model and a Contender in the Vendor Credibility Model.

Planful Detailed Score

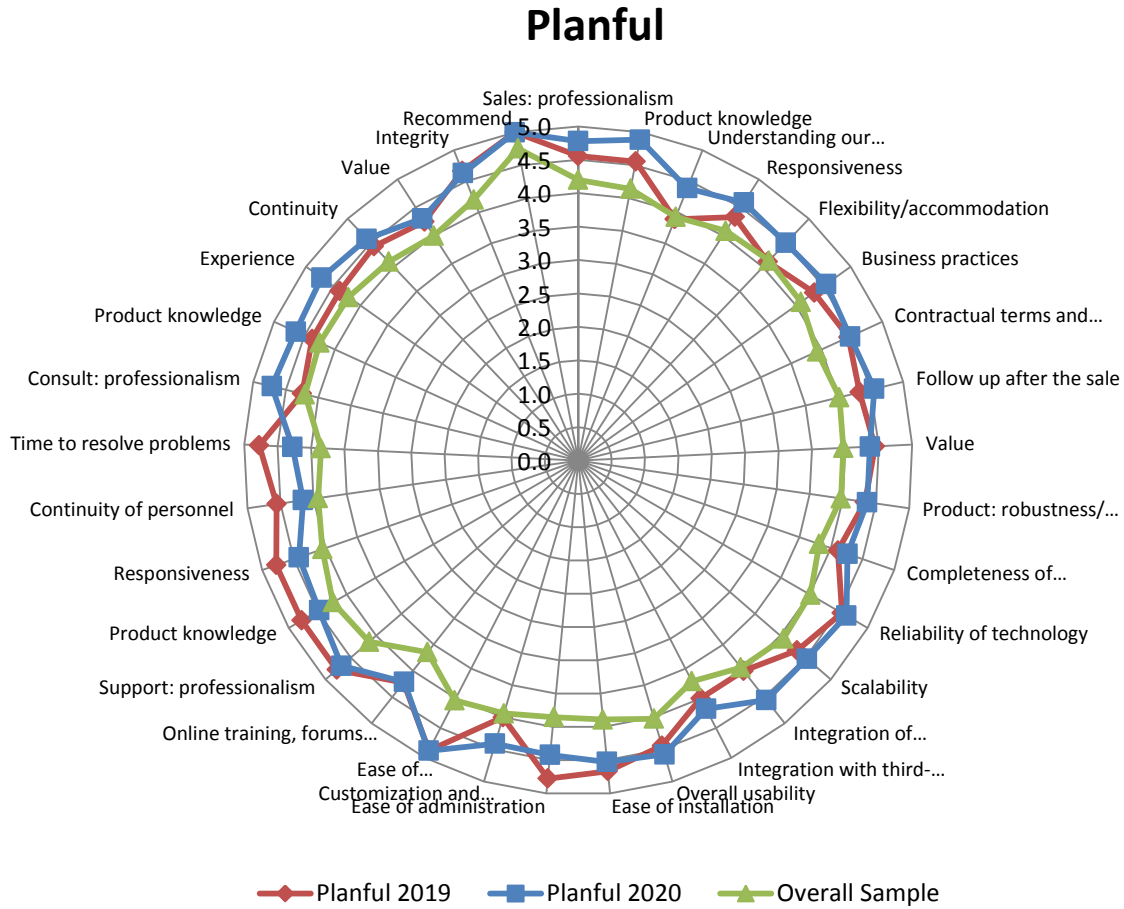


Figure 54 – Planful detailed score

In 2020, Planful (formerly Host Analytics) has scores that remain well above the overall sample. It is an Overall Leader in both Customer Experience and Vendor Credibility Models and is best in class for sales product knowledge. It maintains a perfect recommend score.

Prophix Detailed Score

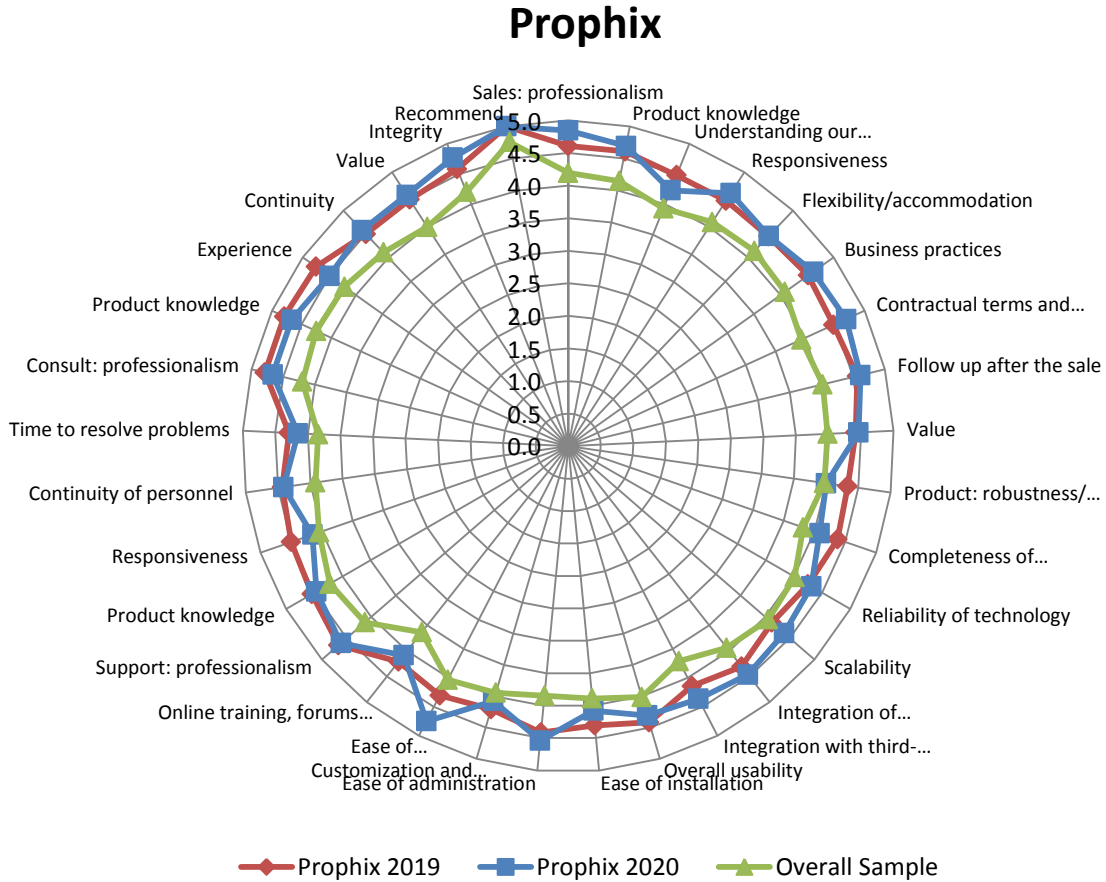


Figure 55 – Prophix detailed score

With scores consistently above the overall sample, Prophix is an Overall Leader in both Customer Experience and Vendor Credibility models. It is best in class for sales professionalism, product integration with third-party technologies, product ease of administration, and technical support professionalism. It maintains a perfect recommend score.

SAP Detailed Score

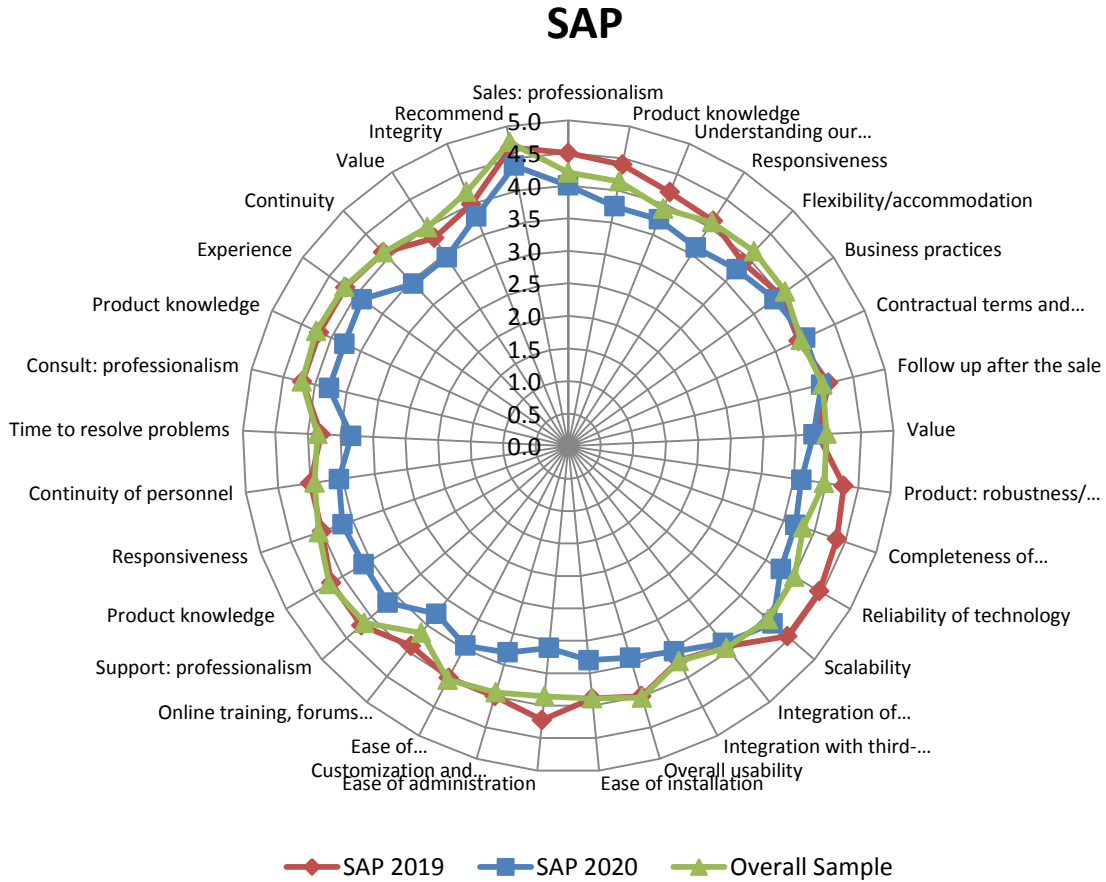


Figure 56 – SAP detailed score

After a year of improvements in 2019, SAP's scores fall well below the overall sample in 2020. It is considered a Contender in both Customer Experience and Vendor Credibility models.

Solver Detailed Score

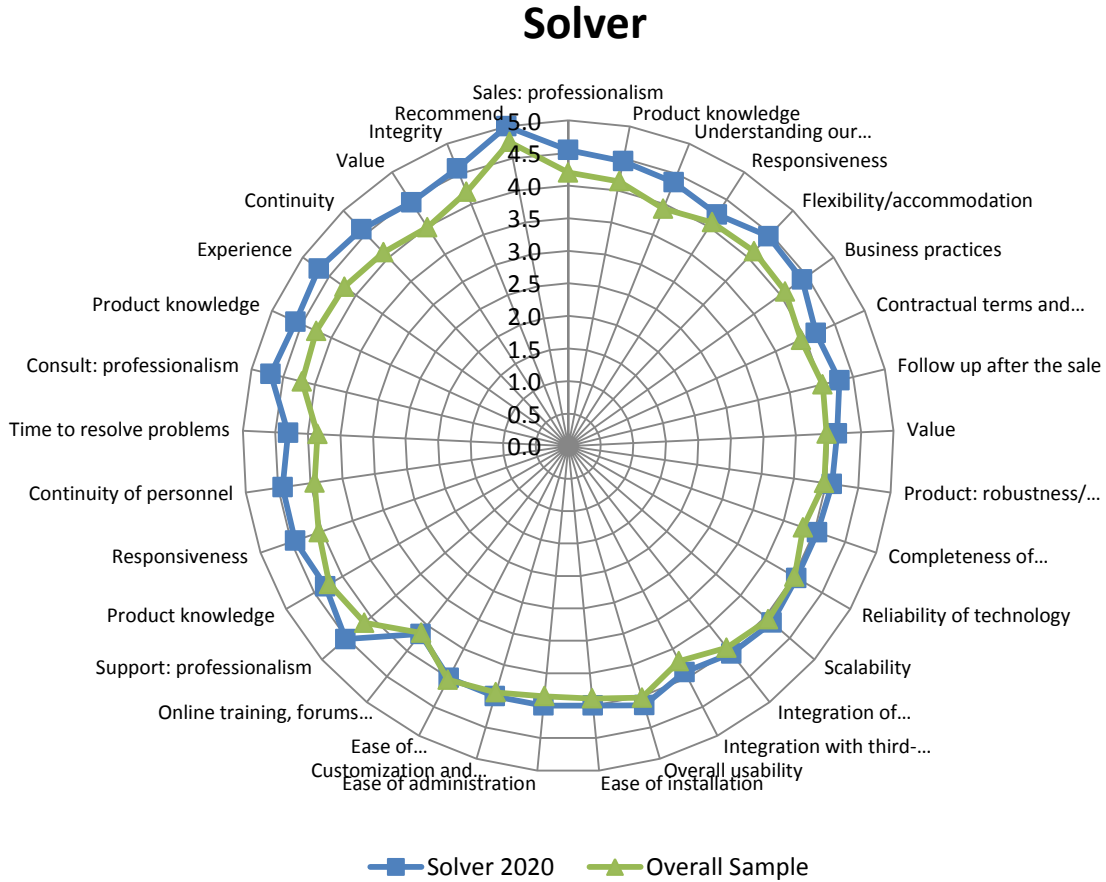


Figure 57 - Solver detailed score

In its first year of inclusion, Solver’s scores are generally above the overall sample. It is considered an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It is best in class for consulting continuity and has a perfect recommend score.

Vena Solutions Detailed Score

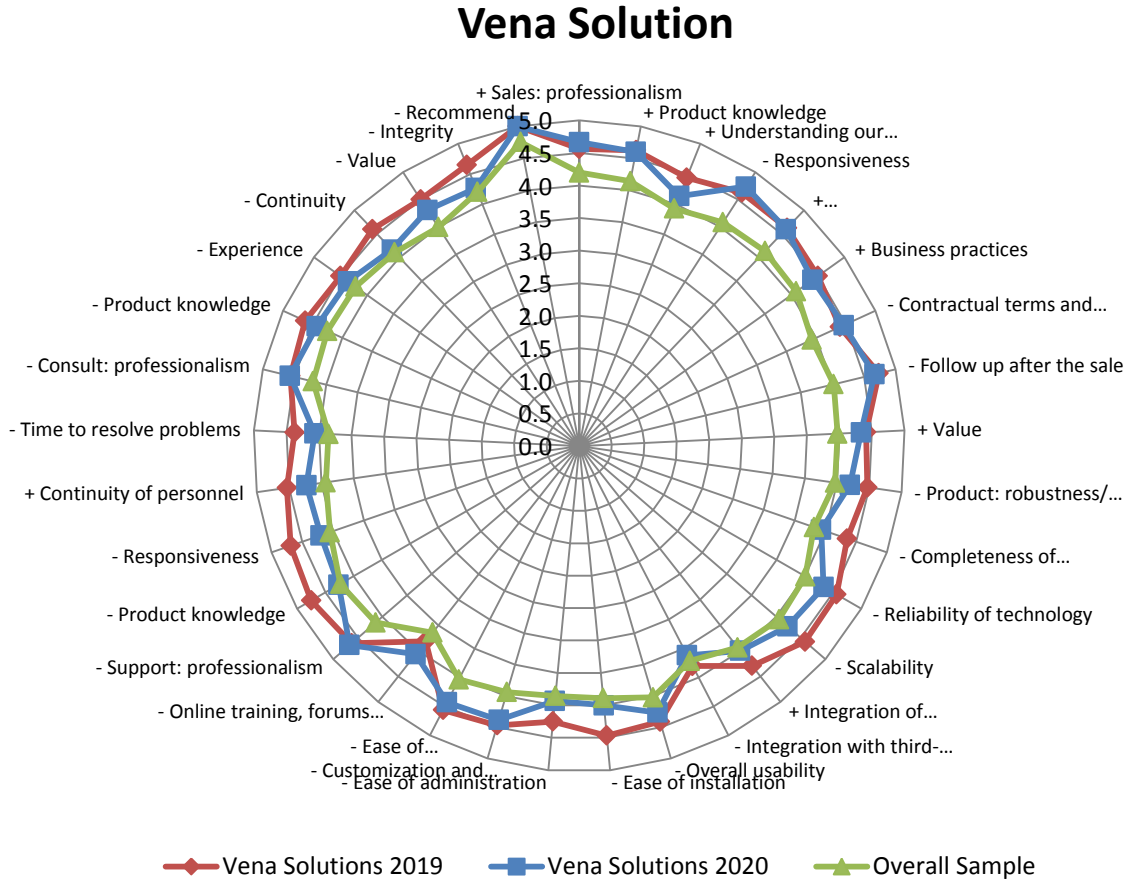


Figure 58 – Vena Solutions detailed score

For 2020, Vena Solutions’ scores are generally above the overall sample. It is considered a leader in both Customer Experience and Vendor Credibility models and maintains a perfect recommend score.

Other Dresner Advisory Services Research Reports

- [Wisdom of Crowds® “Flagship” Business Intelligence Market study](#)
- [“Flagship” Wisdom of Crowds® Analytical Data Infrastructure Market Study](#)
- [BI Competency Center](#)
- [Big Data Analytics](#)
- [Cloud Computing and Business Intelligence](#)
- [Data Catalog](#)
- [Data Pipelines](#)
- [Data Preparation](#)
- [Data Science and Machine Learning](#)
- [Embedded Business Intelligence](#)
- [IoT Intelligence®](#)
- [IT Analytics](#)
- [Sales Planning](#)
- [Small and Mid-Sized Enterprise Business Intelligence](#)

Appendix - The 2020 Wisdom of Crowds® Enterprise Performance Management 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: _____

May we contact you to discuss your responses and for additional information?

Yes

No

What major geography do you reside in?*

North America

Europe, Middle East and Africa

Latin America

Asia Pacific

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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

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- 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

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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

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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

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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 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

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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 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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	()	()	()	()	()
Bottom-up Budgeting	()	()	()	()	()

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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	()	()	()	()	()

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Rolling Forecasts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales and Operations Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic Planning (3-5 Years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top-down Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zero-based Budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Daily	Weekly	Monthly	Quarterly	Bi-annually	Annually
Planning/ Budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forecasting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 important are the following deployment options for performance management?

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	Critical	Very Important	Important	Somewhat Important	Not Important
Private Cloud/Hosted Solution	()	()	()	()	()
On-premises System	()	()	()	()	()
SaaS/Public Cloud Service	()	()	()	()	()

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

- () Adaptive Insights (Workday)
- () Anaplan
- () Bitam
- () Board International
- () Centage Budget Maestro / Planning Maestro
- () Cubeware
- () Host Analytics
- () IBM
- () Infor
- () Jedox
- () Kaufman Hall (Axiom)
- () KCI Computing
- () Kepion
- () Longview Solutions

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- OneStream
- Oracle Hyperion
- Planview
- Prevero (Unit4)
- Prophix
- SAP
- SAS Institute
- Sage Intacct
- Solver
- Tagetik (Wolters Kluwer)
- XLerant
- 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

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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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding our Business Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility/Accommodation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contractual Terms and Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follow-up after the Sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completeness of Functionality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reliability of Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scalability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration of Components within Product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration with Third-party Technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Usability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Installation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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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	()	()	()	()	()	()

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Experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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
