June 30, 2021

Dresner Advisory Services, LLC

2021 Edition

Wisdom of Crowds® Enterprise Performance Management Market Study

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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

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

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.

Introduction

In 2021, we mark the 14th anniversary of Dresner Advisory Services. Our thanks to all of you for your continued support and ongoing encouragement. Since our founding in 2007, we worked hard to set the "bar" high—challenging ourselves to innovate and lead the market—offering ever greater value with each successive year.

At the time of publication of this report, the COVID-19 pandemic continues to affect millions worldwide and impacts businesses and how they leverage data and business intelligence. As our data collection took place during Q1 and Q2 of 2021, the data and resulting analyses continue to reflect the pandemic's impact.

Through this period, we separately conducted specific COVID-19 research, which is not reflected in this report but is available on our blog at no cost. Additionally, we will continue to collect this data and will continue to publish research through the duration of the pandemic.

This year's Wisdom of Crowds® Enterprise Performance Management Market Study analyzes user perceptions, intentions, and realities associated with enterprise performance management (EPM) and compares them to previous years.

We hope you enjoy this report!

Best

Howard Dresner
Chief Research Officer
Dresner Advisory Services

Contents

Benefits of the Study

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

Consumer Guide

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

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

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

Supplier Tool

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

External Awareness

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

Internal Planning

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

About Howard Dresner and Dresner Advisory Services

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

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

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

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

Through 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 Pipelines
- Data Preparation
- Data Science and Machine Learning
- Guided Analytics
- Embedded Business Intelligence
- Self-Service BI

Howard (www.twitter.com/howarddresner) conducts a weekly Twitter "tweetchat" on alternate 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

- There is a moderate increase in adoption, with 51 percent of respondents currently using enterprise performance management, while fewer than 1 percent plan to decrease their enterprise performance management user base. This is further evidence of market maturity that we first highlighted in 2020.
- Adoption increased most in large organizations (1,001-10,000 employees) compared to 2020, while small organizations remain least likely to adopt enterprise performance management software.
- Current usage levels remain lower in Asia Pacific and Latin America, showing that these markets are less mature. Organizations in Latin America have the greatest resistance to adoption of enterprise performance management software.
- Enterprise performance management remains an important technology. The most notable change in 2021 is an increase in the percentage of respondents rating EPM as critically important, up by 3 percent to nearly 25 percent.
- Finance climbs back to the top of the rankings in 2021 as the function rating enterprise performance management most important overall, most likely due to its role in helping organizations navigate the challenges of COVID-19.
- The 2021 data show a continuing trend towards sourcing of enterprise performance management solutions from specialist vendors regardless of their affiliation with any ERP vendor, up to nearly 49 percent in 2021.
- The top three planning priorities remain unchanged from 2020 (annual financial budgets, cash-flow forecasting, and headcount planning). These likely reflect the capabilities that are most valuable in navigating the COVID-19 crisis.
- Rolling forecast adoption appears to have peaked as adoption levels fell slightly in 2021. It does not appear that rolling forecasts will replace annual budgets as the primary control mechanism for enterprise performance management.
- There is a slight shift in attitudes to AI in 2021, with resistance to AI-based forecasting and planning softening somewhat (down to 14 percent from 20 percent in 2020). However, 52 percent of respondents remain uncertain about the business value of machine learning and AI.
- Respondents prefer cloud enterprise performance management solutions compared to on-premises deployment, but deployment choices do not appear to be of critical importance in evaluations.
- Vendor rankings are displayed on pages 57-77.

Study Demographics

Our 2021 survey base provides a cross-section of data across geographies, functions, organization sizes, 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 55.9 percent of all respondents. EMEA accounts for 31.4 percent, Asia Pacific for 8.3 percent, and Latin America 4.4 percent (fig. 1).

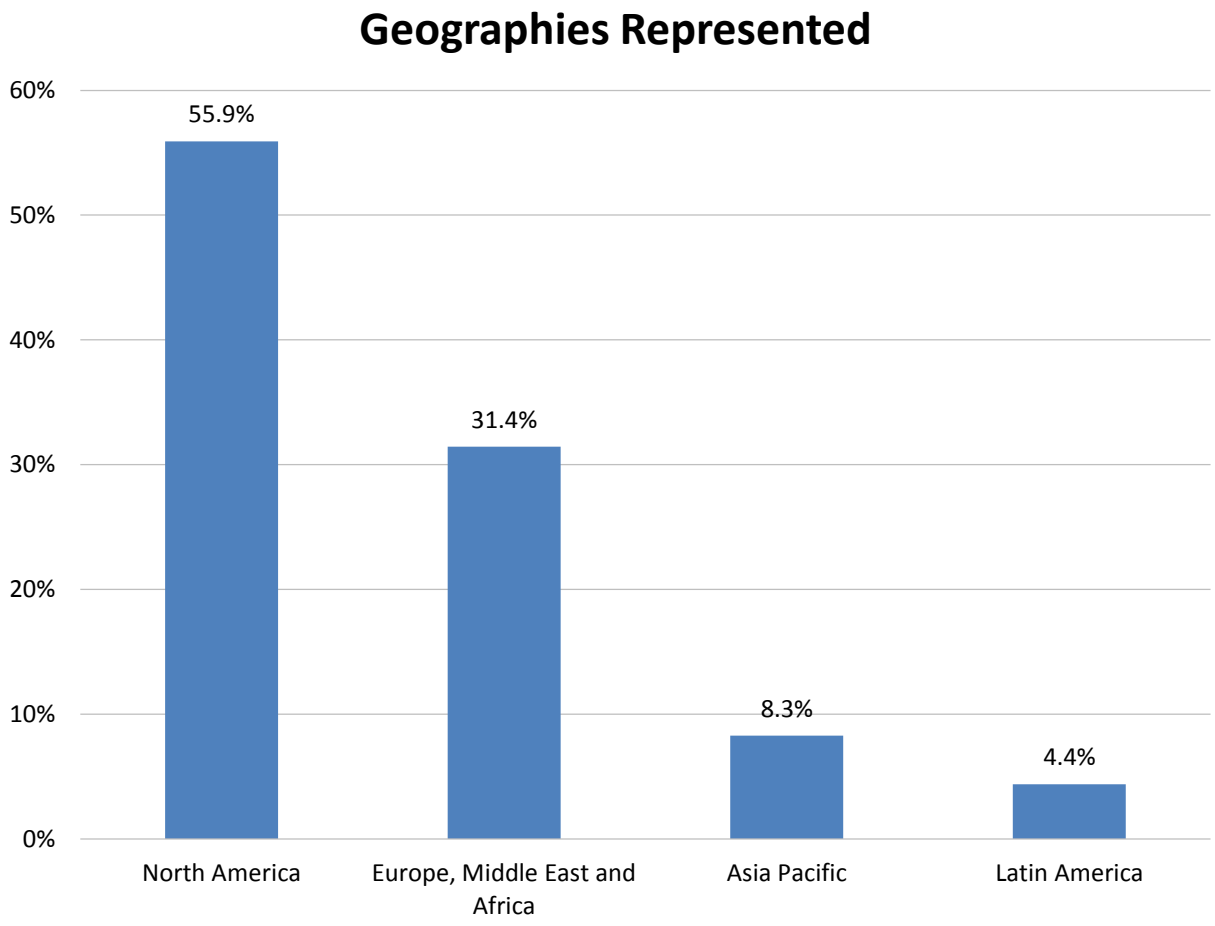

Figure 1 – Geographies represented

Respondent Functions

IT is the function most represented among respondents, with 32 percent of the sample (fig. 2). Finance follows with 23 percent, while Executive Management represents 15 percent. These three functions account for over 70 percent of respondents.

The BI Competency Center, Research & Development (R&D), Operations, Marketing and Sales, Strategic Planning, and Human Resources are the next most represented. Only five percent of respondents do not fall into our functional breakout.

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

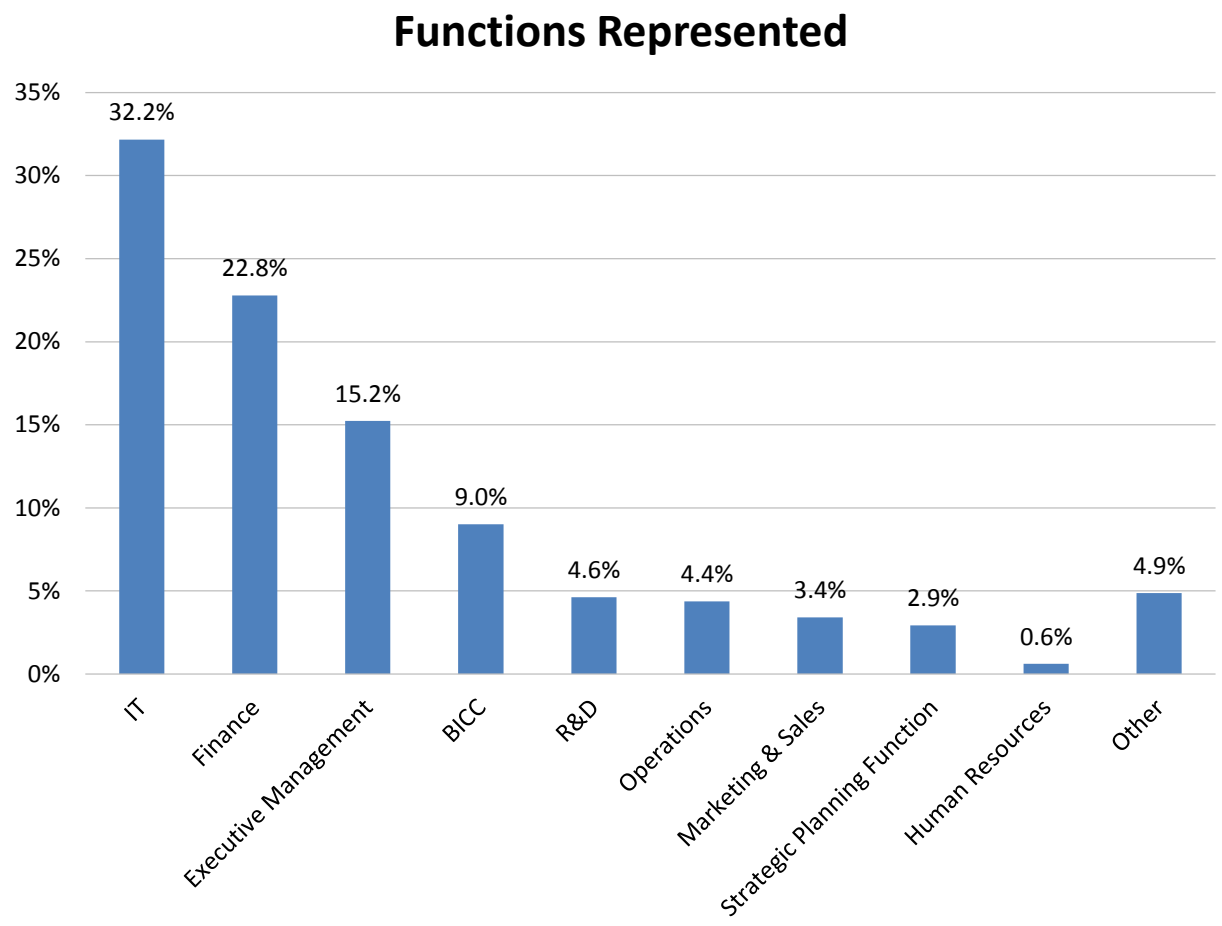

Figure 2 – Functions represented

Vertical Industries

Survey respondents are from a broad range of industries with no individual industry dominating the responses. Manufacturing and Business Services are the most represented industries, accounting for 25 percent and 17 percent of the sample respectively (fig. 3). Financial Services, Technology, and Consumer Services are the next most represented, with only around 4 percent not falling into our industry classifications.

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

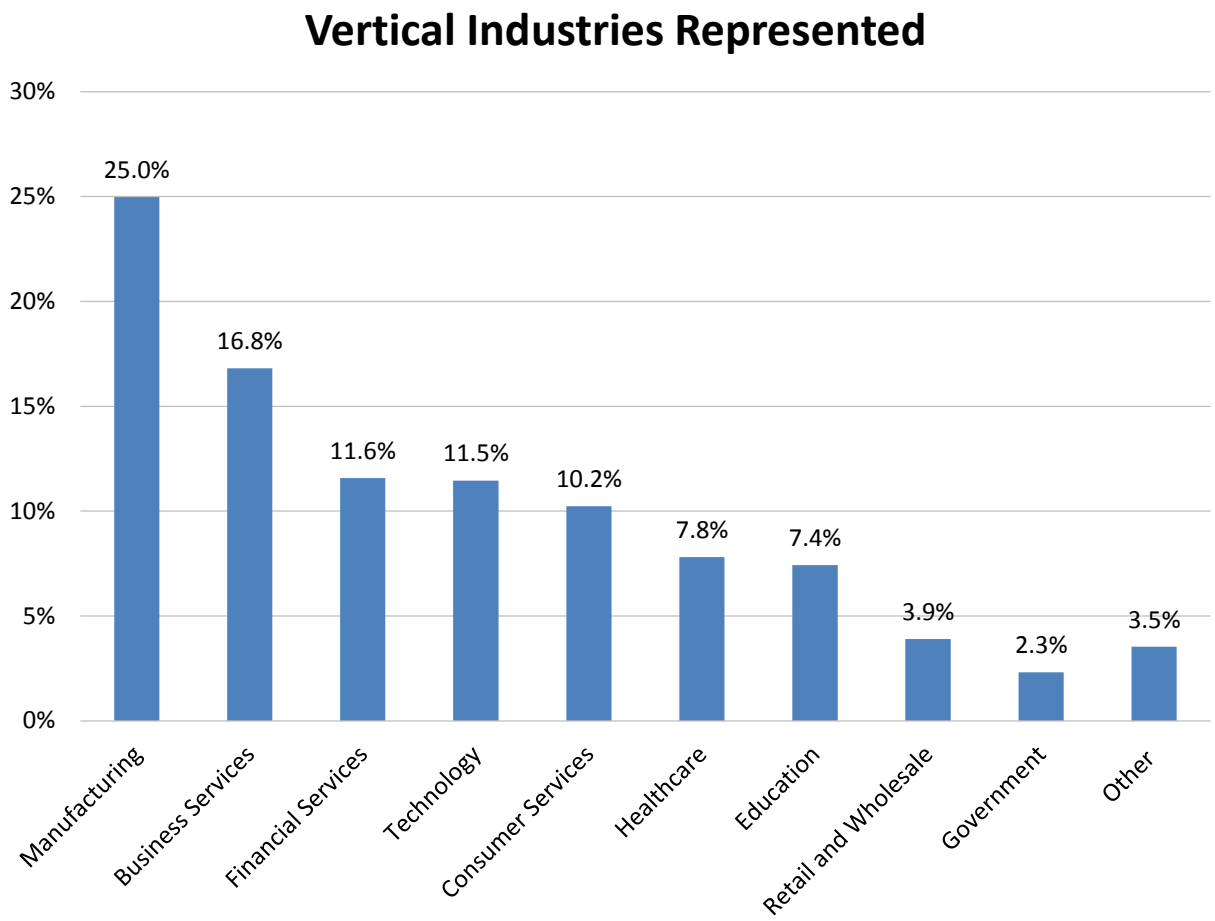

Figure 3 – Vertical industries represented

Organization Size

Survey respondents represent organizations of all sizes (measured by global employee head count). Small organizations (1-100 employees) represent 20 percent of respondents, mid-size organizations (101-1,000 employees) account for over 31 percent, and large organizations (>1,000 employees) account for the remaining 49 percent (fig. 4).

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

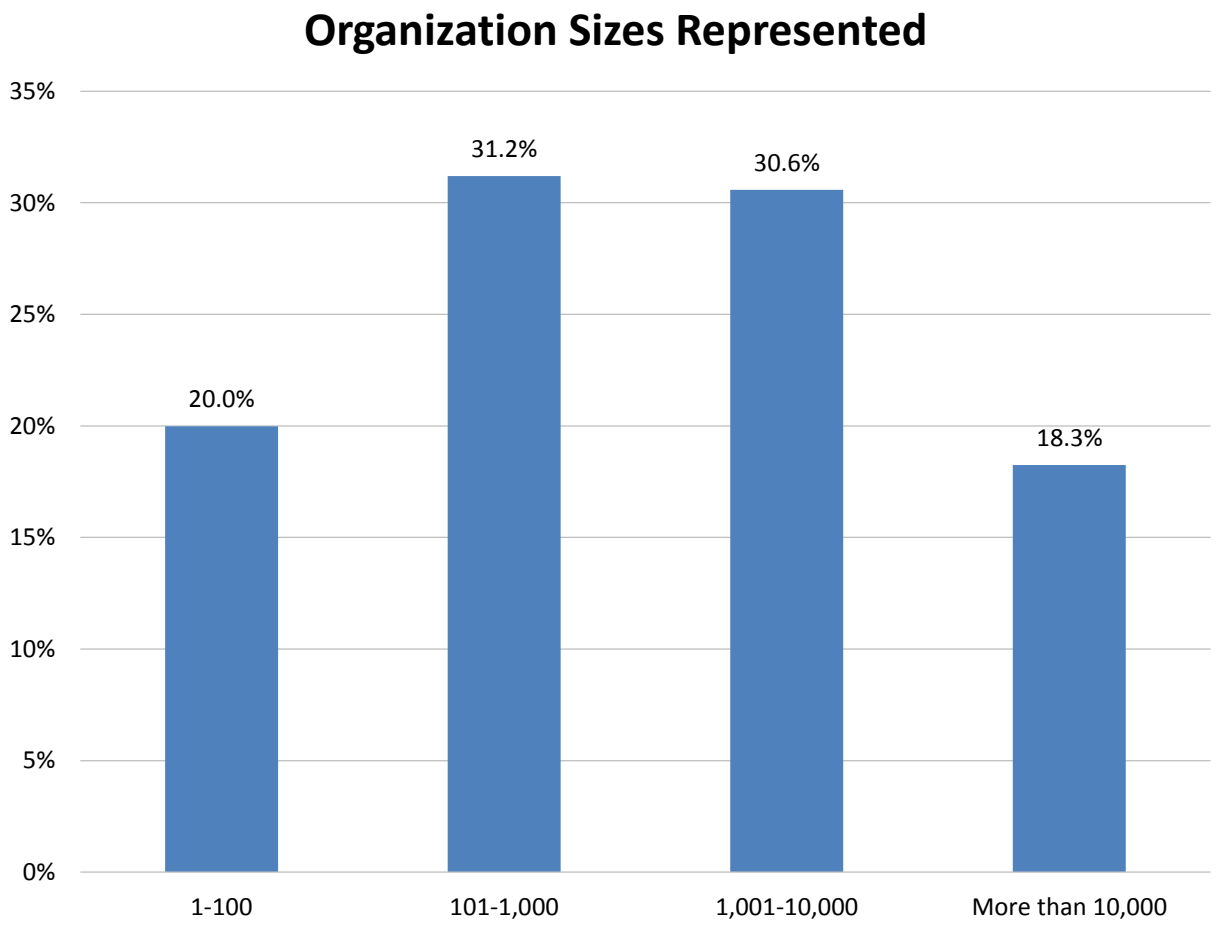

Figure 4 – Organization sizes represented

Analysis and Trends

Analysis and Trends

Adoption Trends and Plans to Use Enterprise Performance Management

There is a moderate increase in adoption of enterprise performance management in 2021. Fifty-one percent of organizations currently use enterprise performance management software compared to 47 percent in 2020, while 11 percent are currently evaluating. Fifteen percent may use performance management software in the future, while 23 percent of respondents currently have no plans to use enterprise performance management software (fig. 5). These numbers are down compared to 2020 (17 percent and 27 percent, respectively).

This data is clear evidence of the increased maturity of the EPM market that we initially identified in our 2020 Market Study. There was a significant jump in adoption from 2019 to 2020, and the 2021 data shows the majority of respondents deployed an EPM solution.

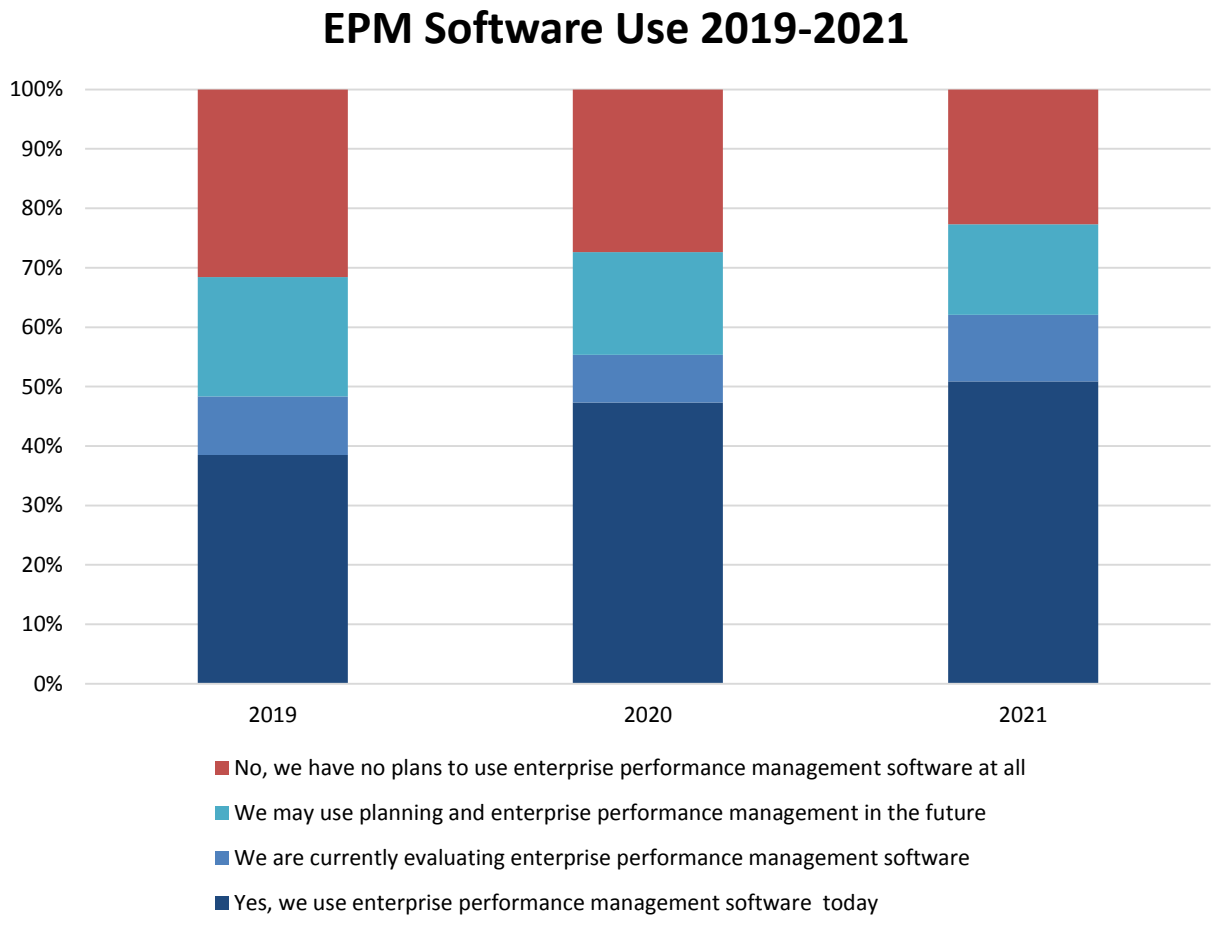

Figure 5 – EPM software use, 2019-2021

There remain 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. Sixty-one percent of organizations with 1,001-10,000 employees and 56 percent of organizations with more than 10,000 employees currently use enterprise performance management software, compared to 50 percent of mid-sized organizations (101-1,000 employees) and 24 percent of small organizations (less than 100 employees) (fig. 6).

Current usage increased most in large organizations (1,001-10,000 employees) compared to 2020, up to 61 percent from 54 percent. Small organizations remain least likely to adopt enterprise performance management software, with 40 percent stating they have no plans to adopt. This is up slightly from 37 percent in 2020.

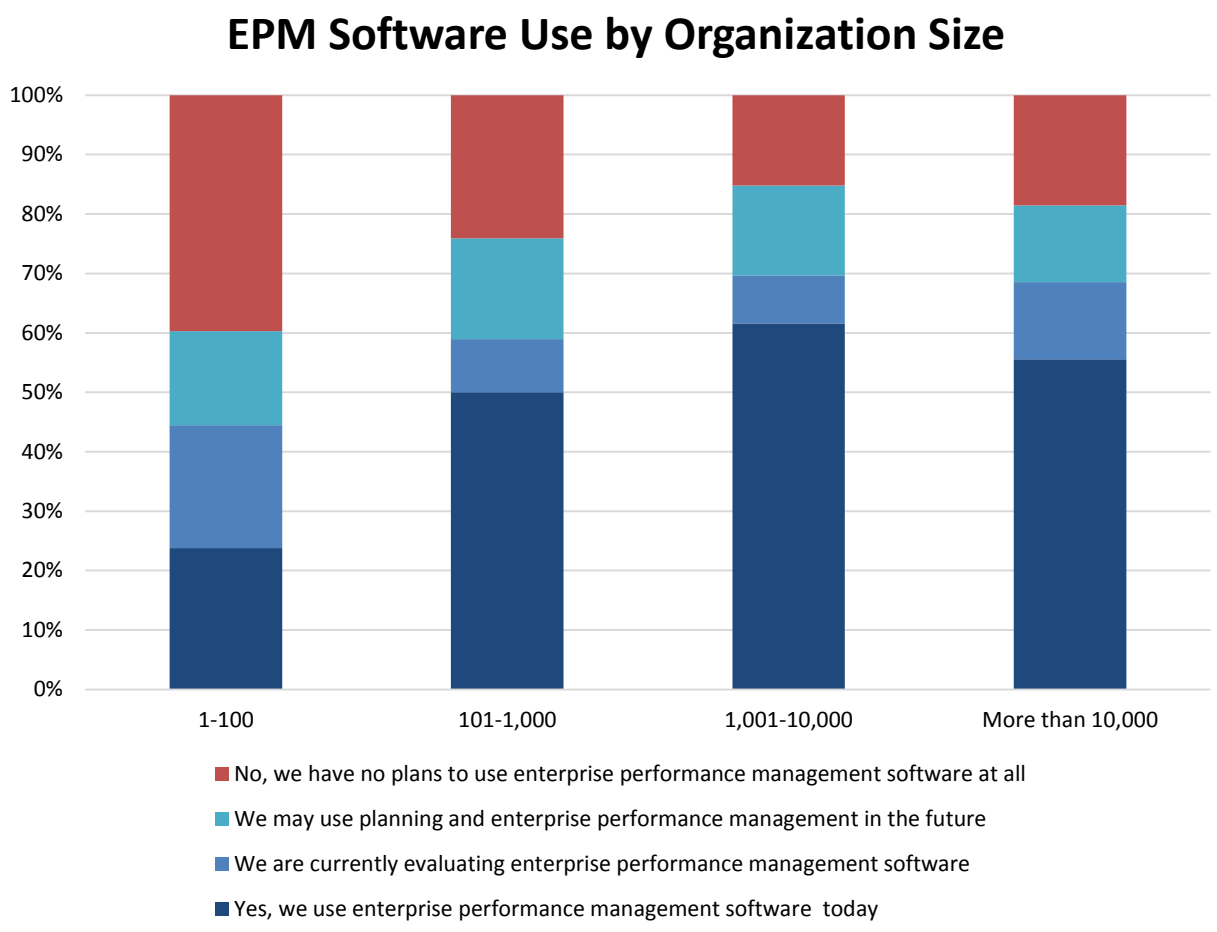

Figure 6 – EPM software use by organization size

Organizations in North America and EMEA have higher adoption levels of enterprise performance management compared to Asia Pacific and Latin America (fig. 7). Current usage levels are higher in North America compared to EMEA (55 percent and 50 percent, respectively) because adoption levels in North America increased by 4 percent in 2021 while they dropped slightly in EMEA (down by 2 percent). Resistance to adoption of enterprise performance management software declined somewhat in both regions, down by 3 percent in North America and 5 percent in EMEA.

Current usage levels remain lower in Asia Pacific and Latin America (33 percent and 14 percent, respectively), showing that these markets are less mature. Organizations in Latin America have the greatest resistance to adoption; and, as in 2020, with no respondents currently undertaking evaluations, we expect adoption levels to remain low in this region.

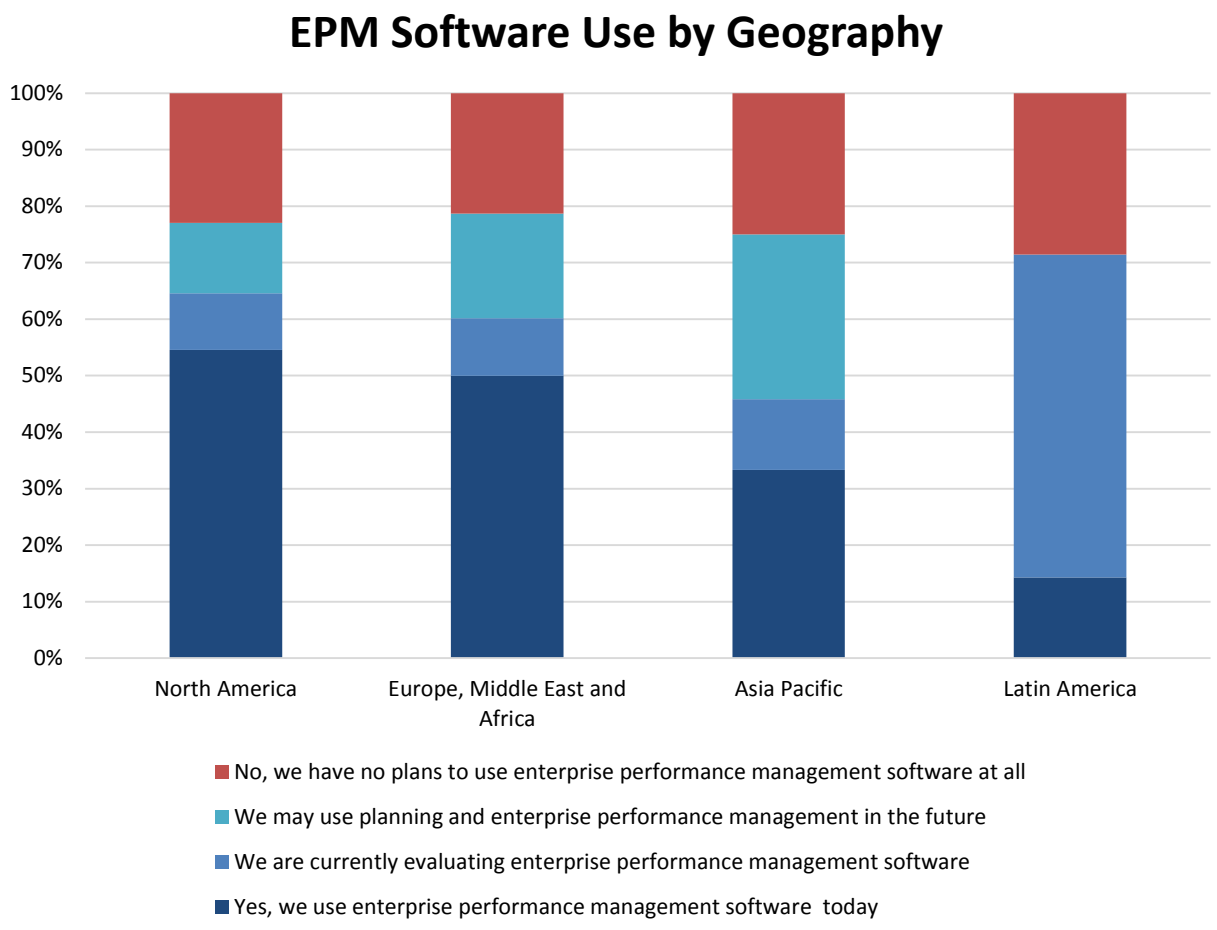

Figure 7 – EPM software use by geography

Analysis of this data by function shows that the Finance function has the highest level of EPM adoption at 73 percent, up 12 percent from 2020 (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. Increased adoption by Finance since 2020 is likely in response to the COVID-19 crisis.

Adoption is broadly similar across other functions, and there is a notable drop in current usage by the operations function compared to 2020, down by 19 percent to 38 percent, which may indicate some disillusionment among users. IT professionals supporting EPM initiatives should ensure that the functional needs of Operations personnel can be met by existing EPM solutions, or if additional capabilities need to be deployed.

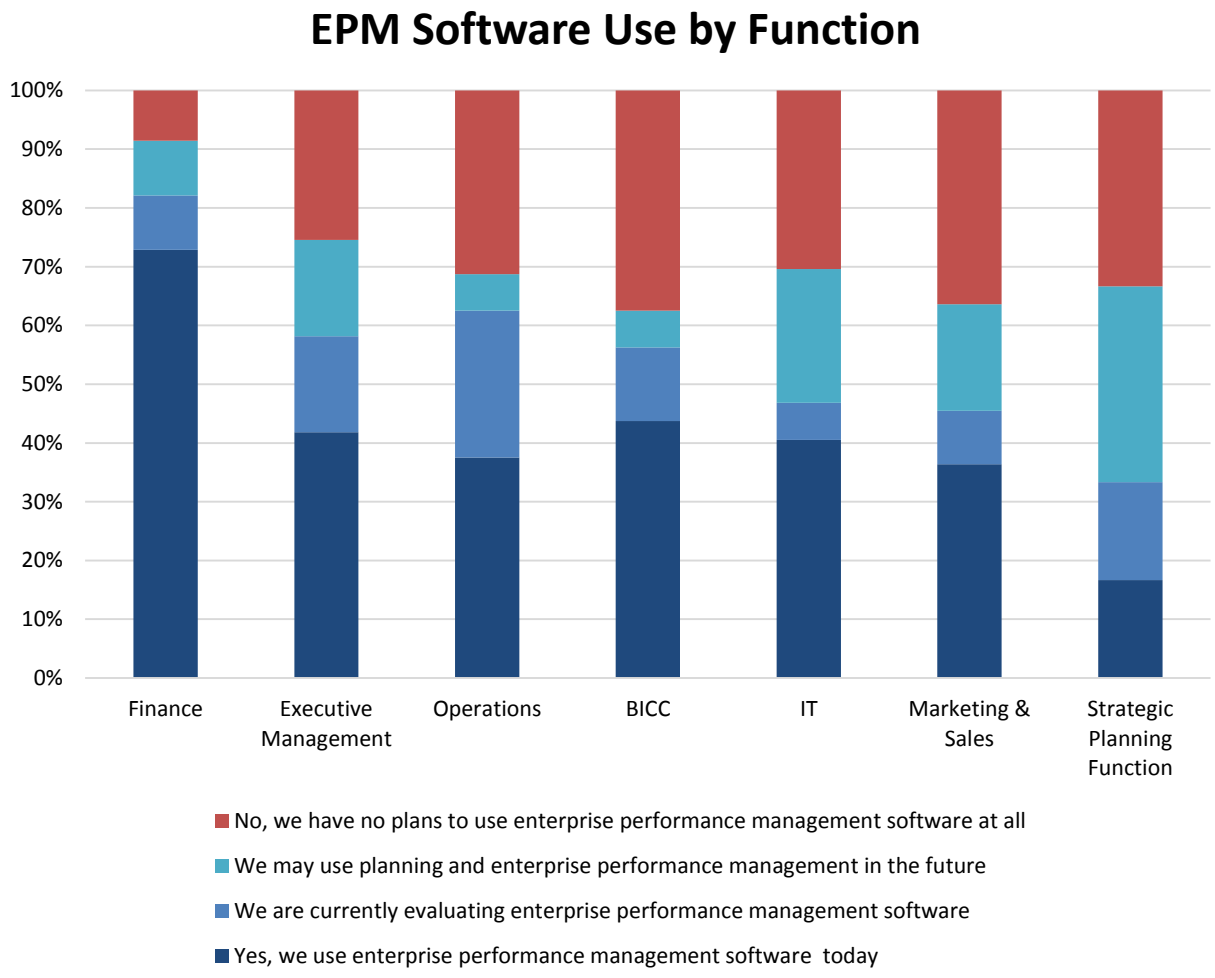

Figure 8 - EPM software use by function

There are notable increases in adoption of enterprise performance management among Healthcare and Consumer Services (fig. 9). The healthcare vertical jumps from seventh place to first in the industry adoption ranking, with current usage increasing by 30 percent to 62 percent. Adoption among Education and Technology verticals remains low, while the Retail and Wholesale vertical has the highest level of skepticism, with 36 percent of respondents stating they have no plans to adopt.

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

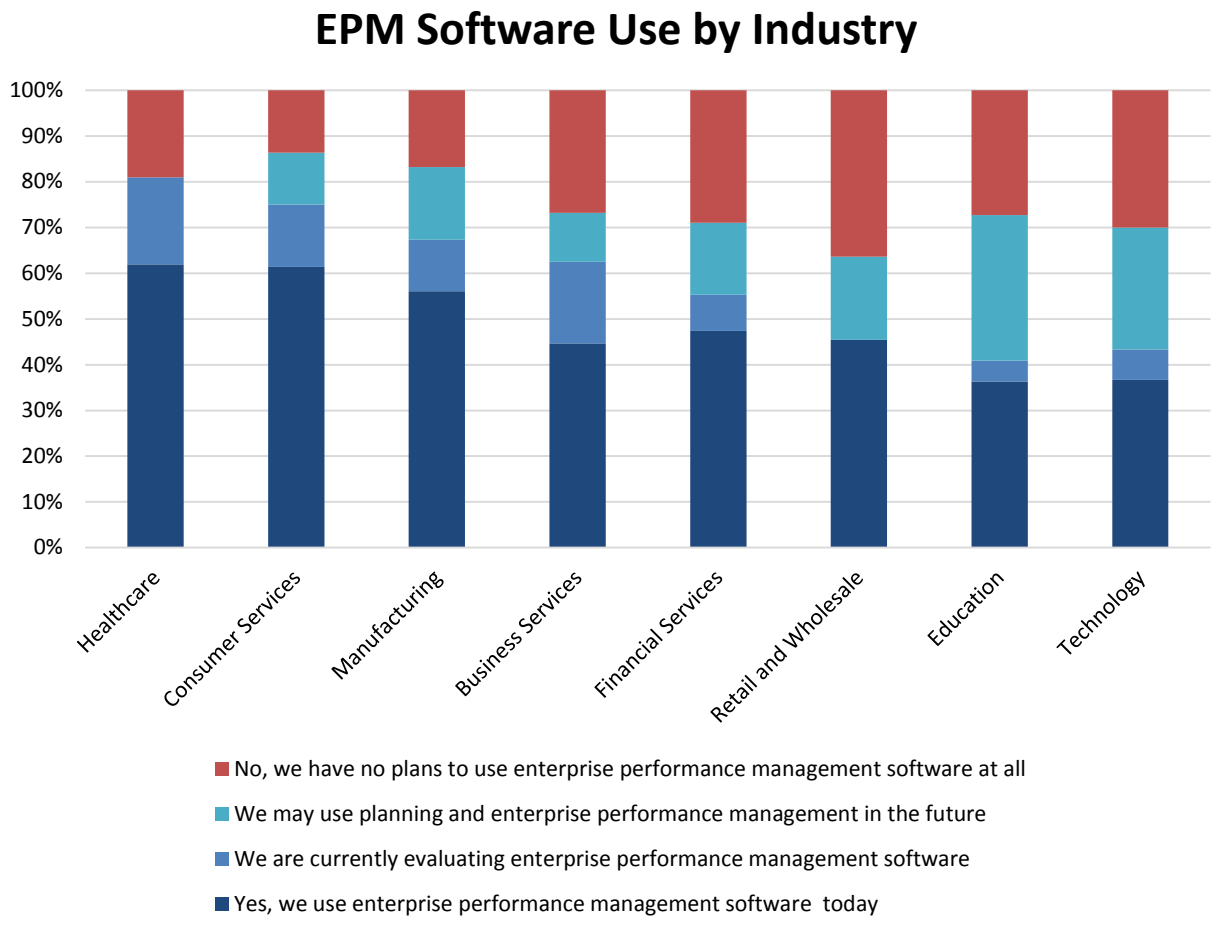

Figure 9 – EPM software use by industry

Adoption plans remain skewed for future years, with 69 percent of organizations considering enterprise performance management software planning to do so beyond next year (fig. 10). This is up slightly in 2021 and reflects both the adoption during 2020 and the increased maturity of the market.

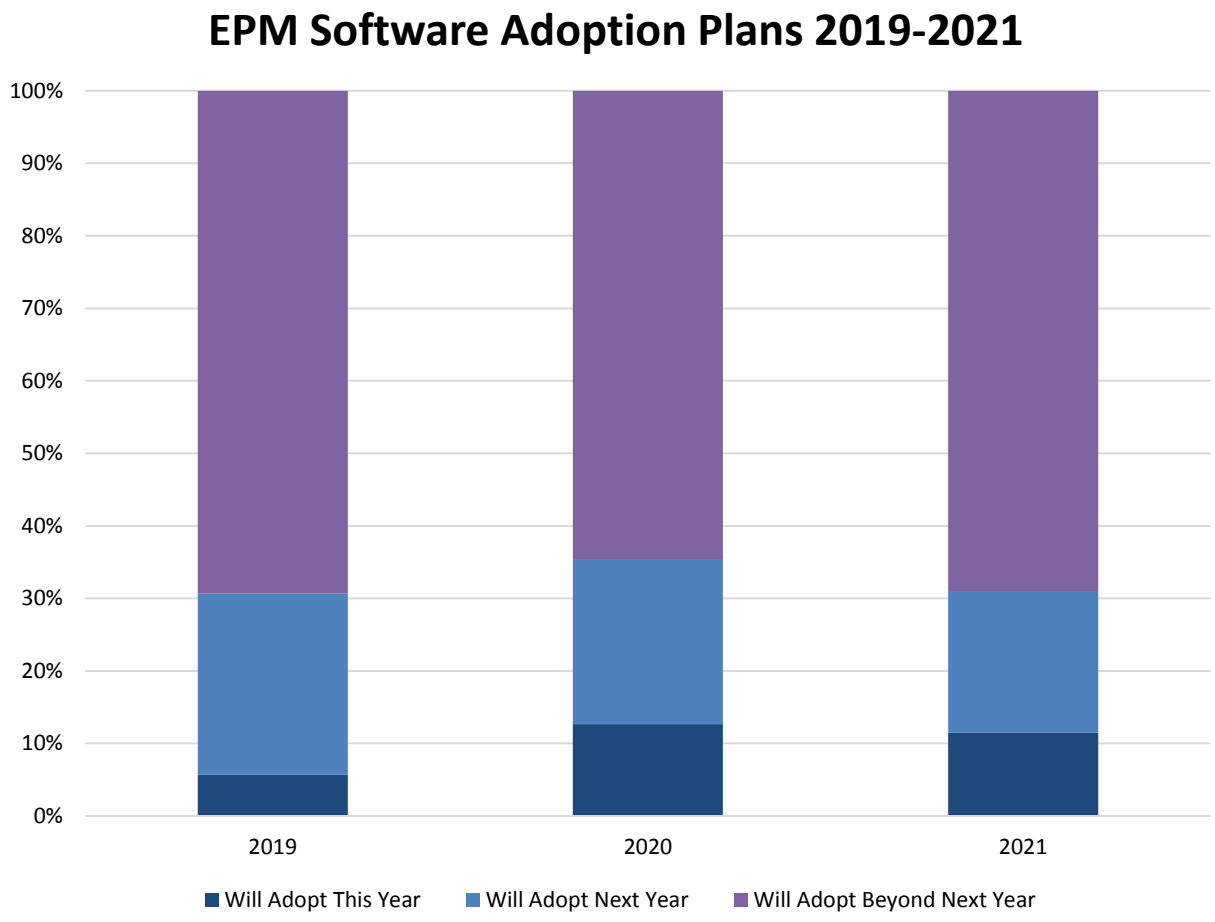

Figure 10 – EPM software adoption plans, 2019-2021

Among organizations that already use enterprise performance management software, the user base in organizations is most likely to stay the same or increase in 2021. Sixty percent of respondents say that their enterprise performance management user base will stay about the same, while over 39 percent said it will increase (up from 33 percent in 2020). Less than 1 percent of respondents will decrease their enterprise performance management user base (fig.11).

This data confirms the increasing maturity of the enterprise performance management market. EPM clearly demonstrates value in the organizations that implemented it, as hardly any organizations plan to reduce their user base, while a greater percentage than in 2020 plan to increase their user base.

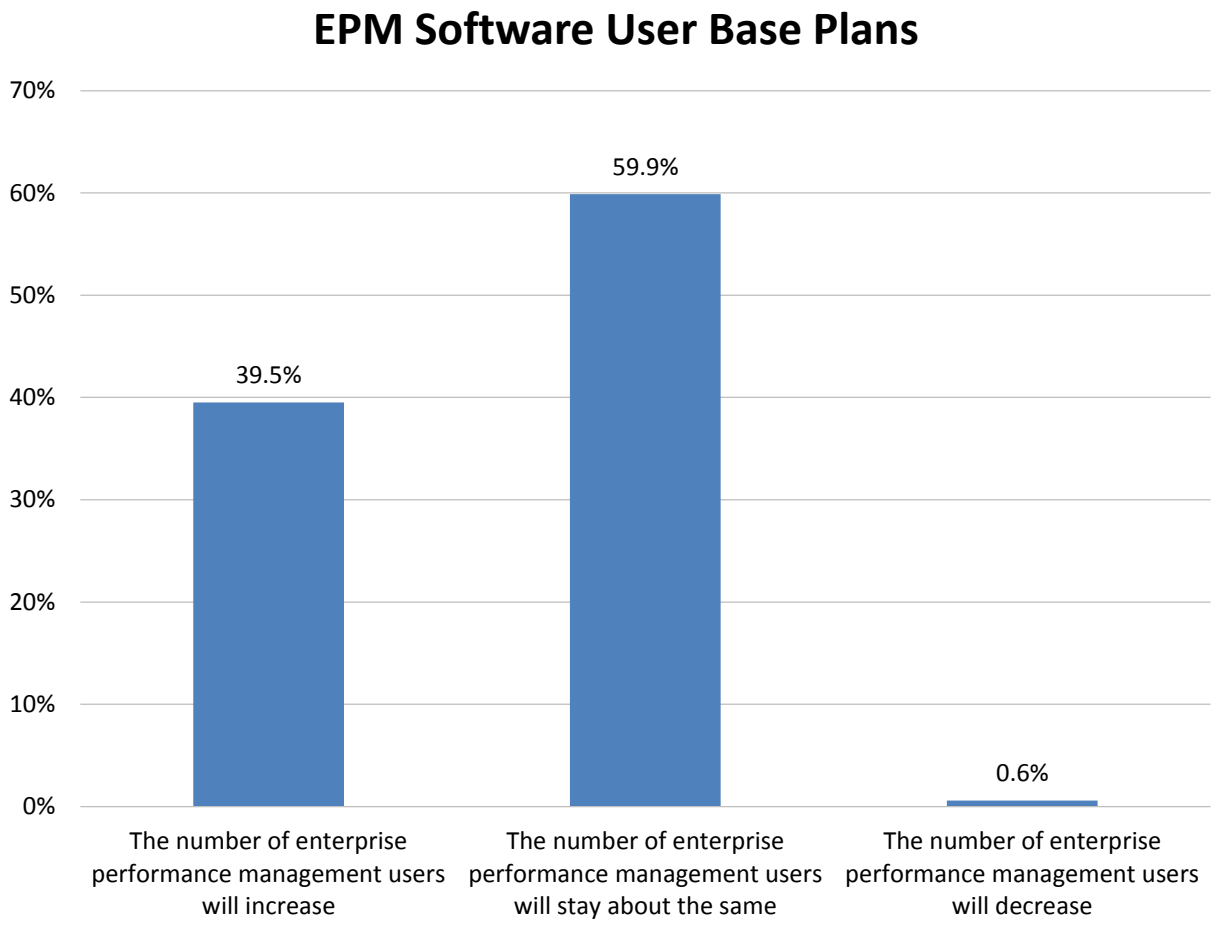

Figure 11 – EPM software user base plans

Importance of Enterprise Performance Management

We asked respondents how important enterprise performance management software is to their organization (fig. 12). Seventy-six percent of respondents rate enterprise performance management as “critical”, “very important,” or “important.” Nearly 25 percent of respondents rate enterprise performance management of critical importance in their organization.

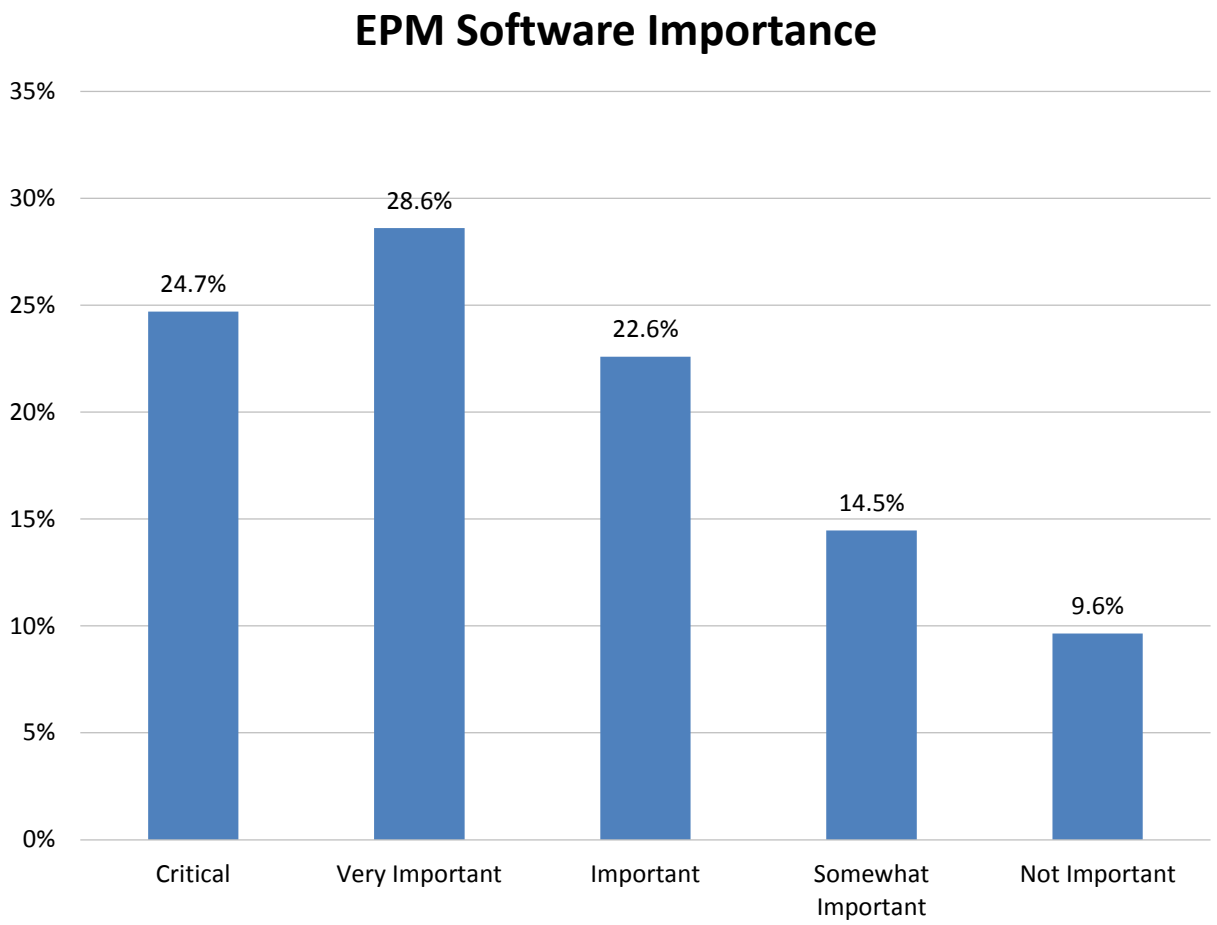

Figure 12 – EPM software importance

These responses are broadly in line with 2019 and 2020, showing that enterprise performance management is an important capability to most organizations (fig.13). The most notable change in 2021 compared to 2020 is an increase in the percentage of respondents rating EPM as critically important, which is up by 3 percent to nearly 25 percent. This may be due to the role of enterprise performance management solutions in helping organizations navigate the challenges of the COVID-19 crisis. However, there is also an increase in the percentage of organizations rating EPM as not important, which is up by over 5 percent to nearly 10 percent. This may be a corollary to the previous point in that some organizations may now see their way through the COVID-19 crisis and thus rate EPM less important in their overall priorities.

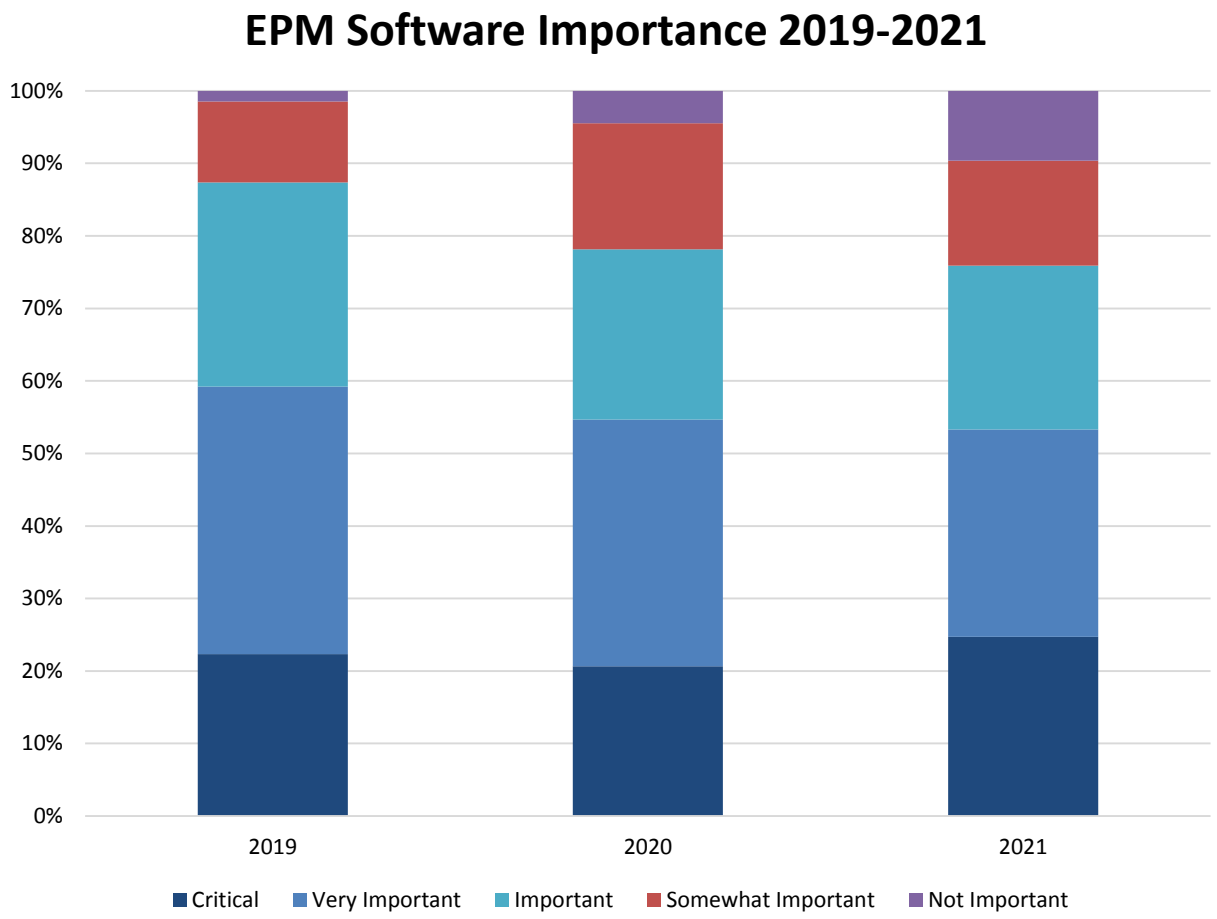

Figure 13 – EPM importance, 2019-2021

The importance of enterprise performance management software varies by organization size (fig. 14). Large organizations overall rate enterprise performance management software more important than small and mid-sized organizations. Sixty-four percent of large organizations (1,001-10,000 employees) and 60 percent of very large organizations (more than 10,000 employees) rate enterprise performance management either “critical” or “very important.” Small (1-100 employees) and mid-sized (101-1,000 employees) organizations overall rate enterprise performance management less important than larger organizations; this difference is most notable in “critical” importance. Fifteen and 16 percent of small and mid-sized organizations respectively rate EPM of “critical” importance, compared to 35 percent and 36 percent of large and very large organizations, respectively.

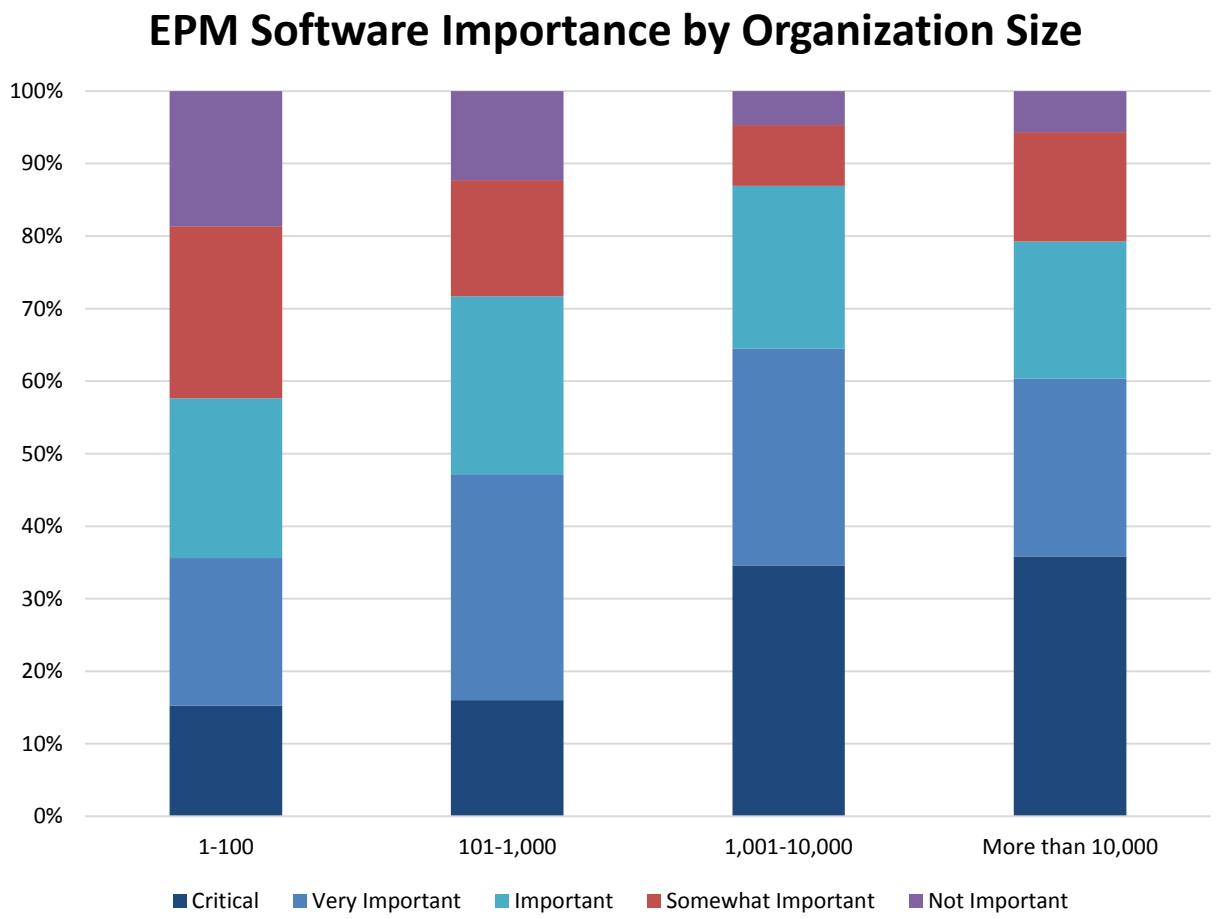

Figure 14 – EPM importance by organization size

Finance moved back to the top of the enterprise performance management importance ratings by function, with 87 percent of finance respondents rating it either “critical,” “very important,” or “important” (fig. 15). This is most likely due to Finance’s use of enterprise performance management to help organizations respond to the COVID-19 crisis. Overall importance rankings are similar for most other functions, ranging from 67-74 percent, showing that most functions regard enterprise performance management as an important capability.

Strategic planning is the notable exception, with no respondents rating it of “critical” importance and only 42 percent rating it “very important” or “important.” This is likely because strategic planning functions frequently use complex spreadsheet-based systems or other specialized solutions, and there may be an opportunity to explore replacing these with capabilities in enterprise performance management solutions.

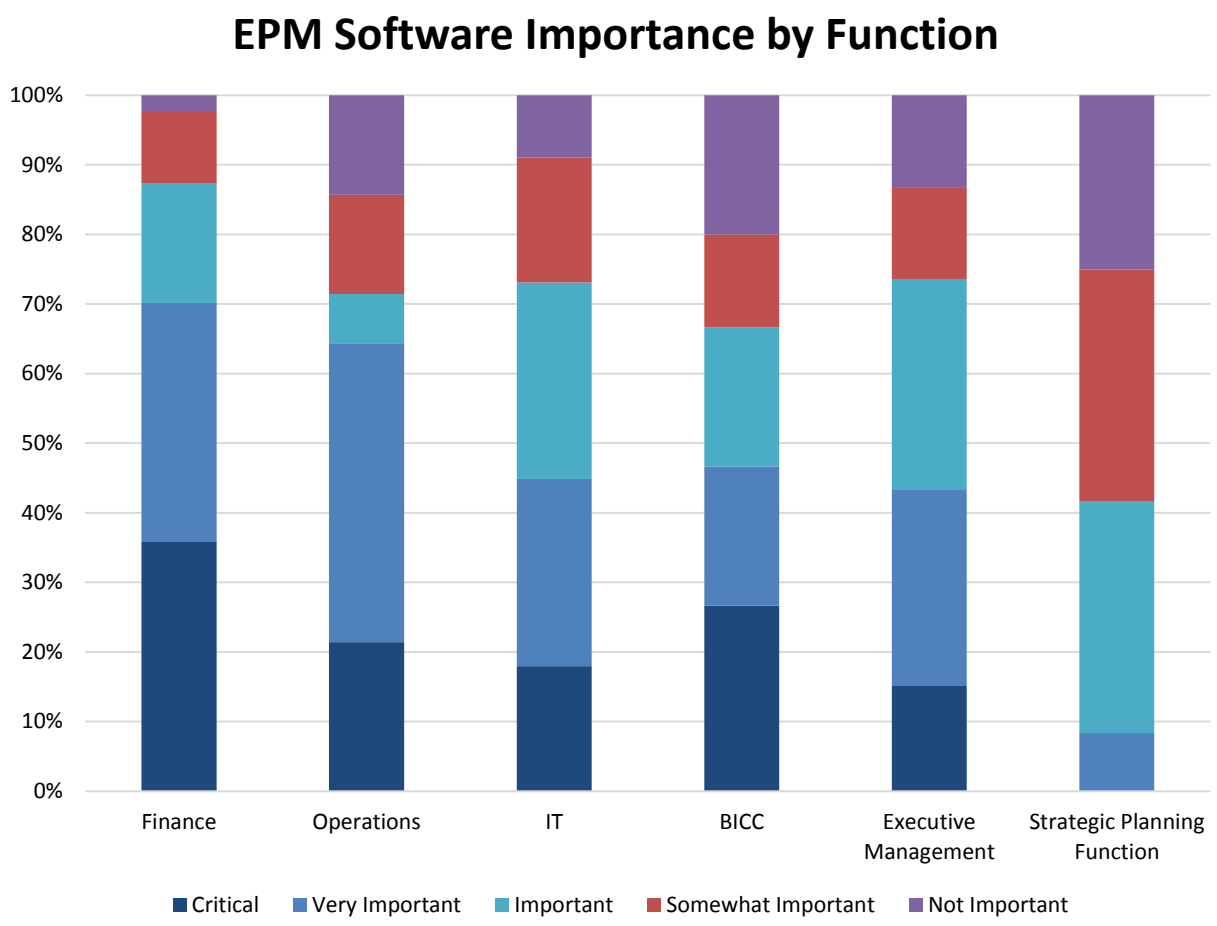

Figure 15 – EPM importance by function

There are some variations in importance ratings by vertical industry. Over 50 percent of respondents from Consumer Services, Healthcare, Manufacturing, Business Services, and Financial Services rate enterprise performance management as either “critical” or “very important” (fig. 16). The technology vertical lags somewhat, with 46 percent of respondents giving importance a “critical” or “very important” rating, although this is up from 41 percent in 2020. However, the Education vertical is an outlier, with only 25 percent rating enterprise performance management as “critical” or “very important.”

These 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, especially to prospects in the Education vertical.

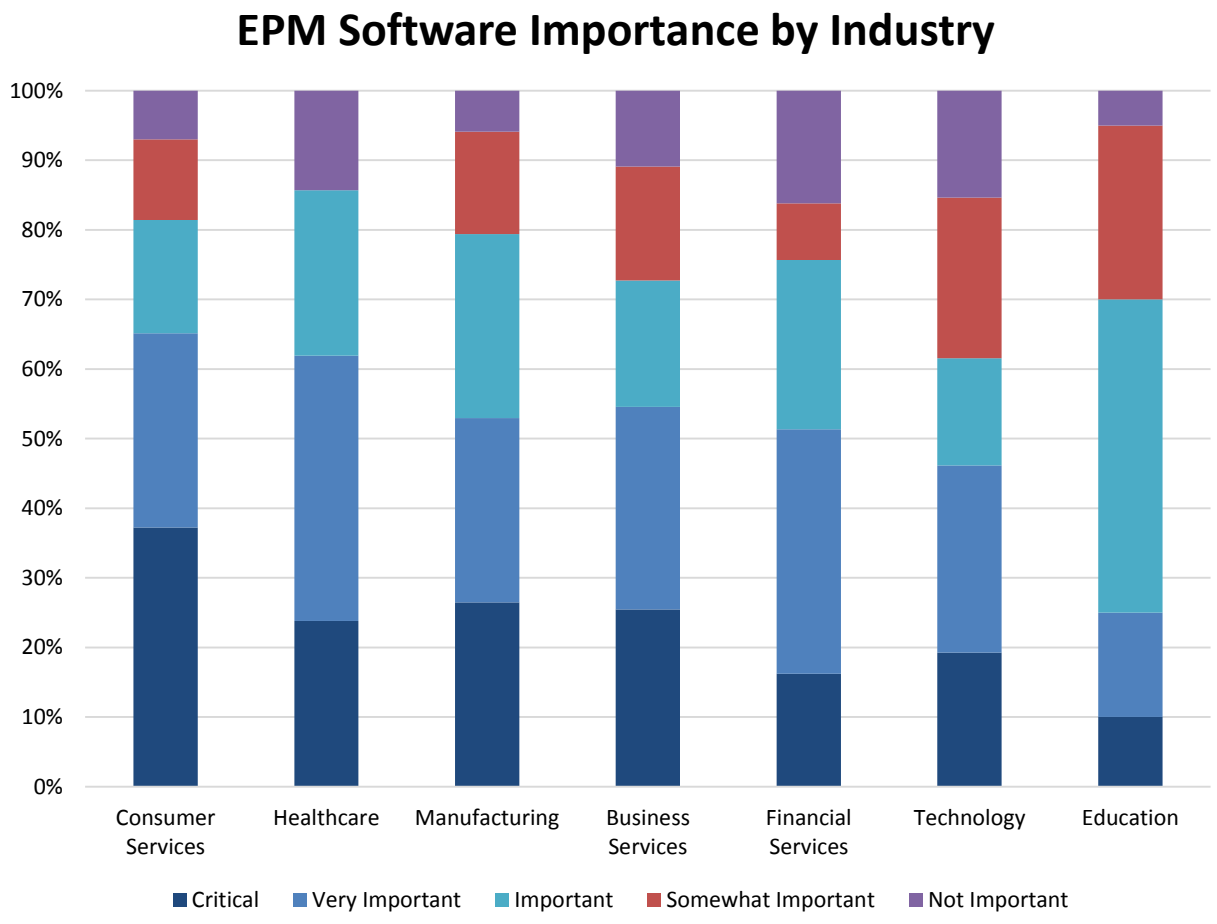

Figure 16 – EPM importance by industry

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 deployed 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 before rolling it out more widely.

The survey shows that nearly 32 percent of organizations use enterprise performance management as a departmental solution, while 68 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.

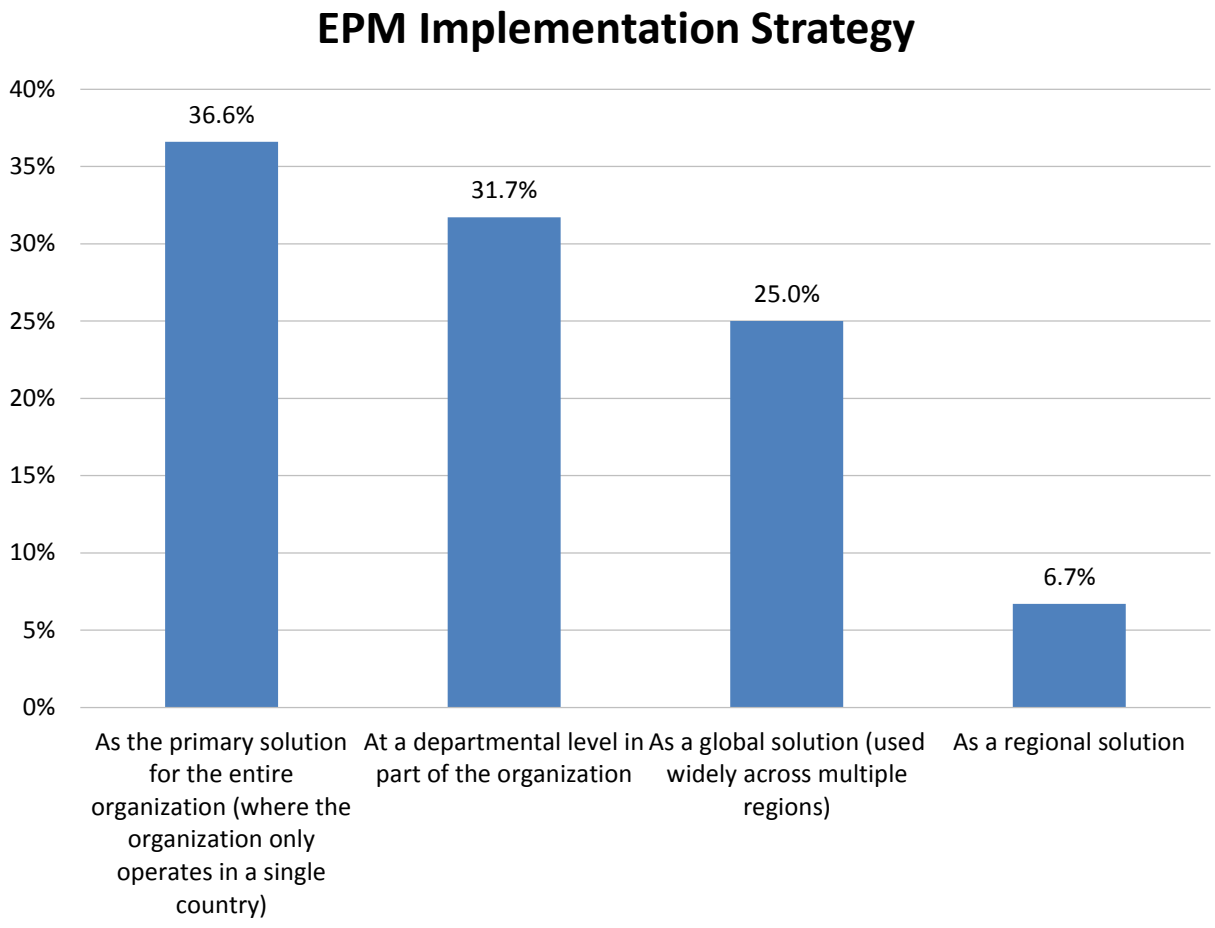

Figure 17 – EPM implementation strategy

The implementation trends of 2020 are largely repeated in 2021 (fig. 18). There is a slight rise in respondents stating they used enterprise performance management as a departmental solution, from 30 percent in 2020 to 32 percent in 2021. However, this does not reverse the significant shift away from departmental solutions observed in 2020. This is further evidence of market maturity.

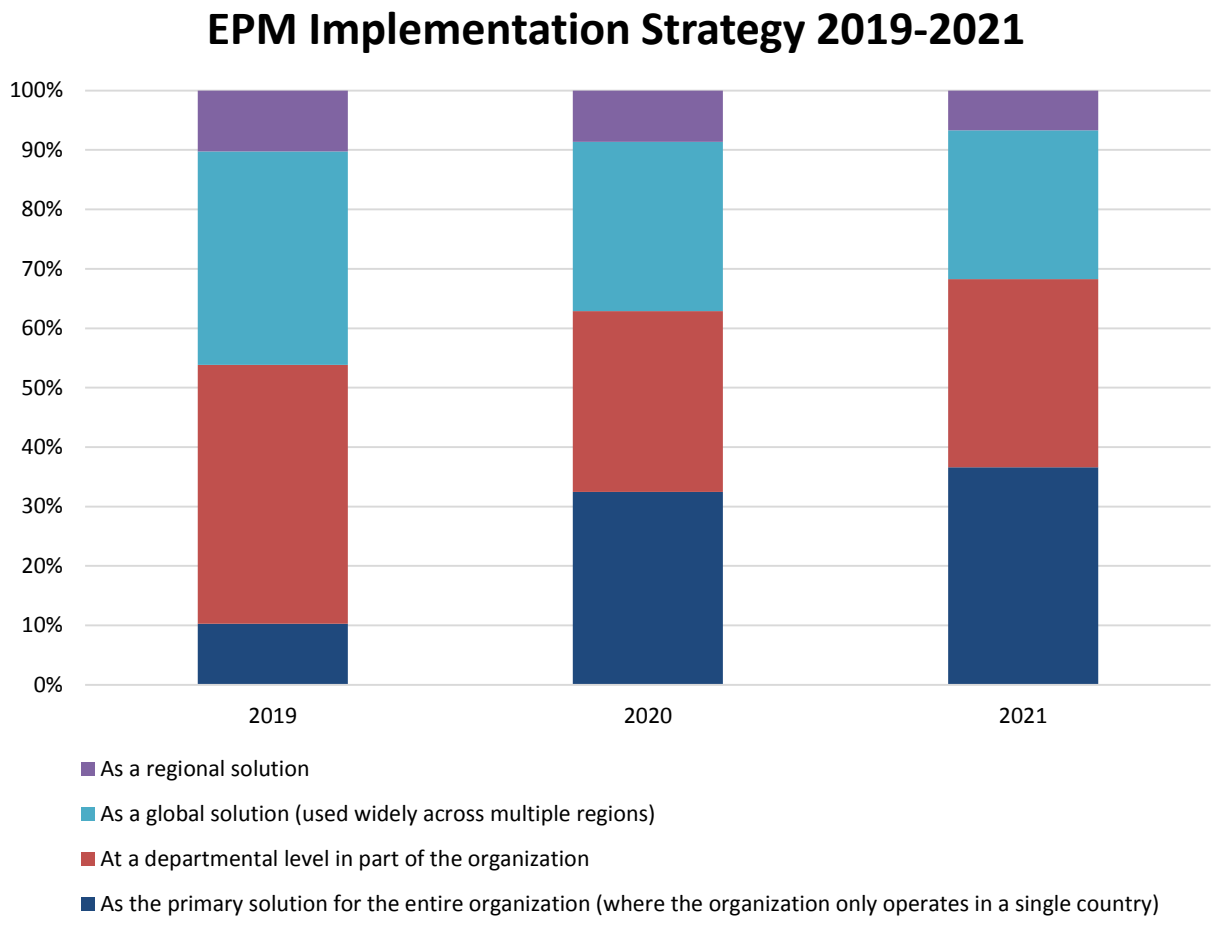

Figure 18 – EPM implementation strategy, 2019-2021

Enterprise Performance Management Sourcing Strategy

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

ERP vendors can be aggressive in marketing their enterprise performance management solutions; despite this, most respondents take an objective approach to sourcing these capabilities. Only around 9 percent of respondents prefer to source enterprise performance management from their ERP vendor, whereas 26 percent consider all types of vendors and 65 percent prefer to source these capabilities from a specialist enterprise performance management vendor (fig. 19).

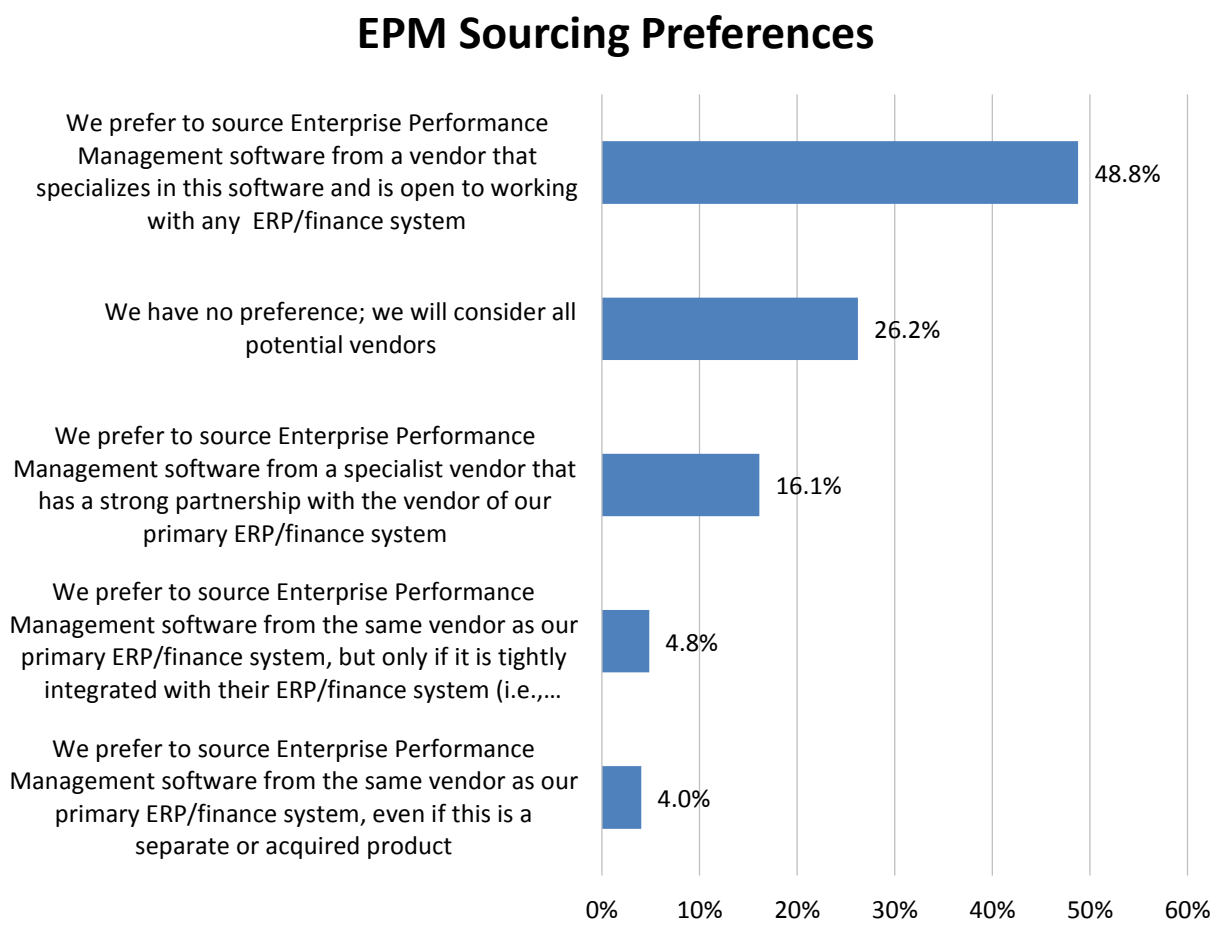

Figure 19 – EPM sourcing preferences

The 2021 data show a continuing trend towards sourcing of enterprise performance management solutions from specialist vendors regardless of their affiliation with any ERP vendor. This increased significantly from 35 percent in 2019 to 42 percent in 2020 and nearly 49 percent in 2021 (fig. 20).

This is important evidence of increasing maturity in the market because specialist EPM vendors are clearly able to communicate their value proposition and overcome any potential issues regarding integration with underlying ERP systems.

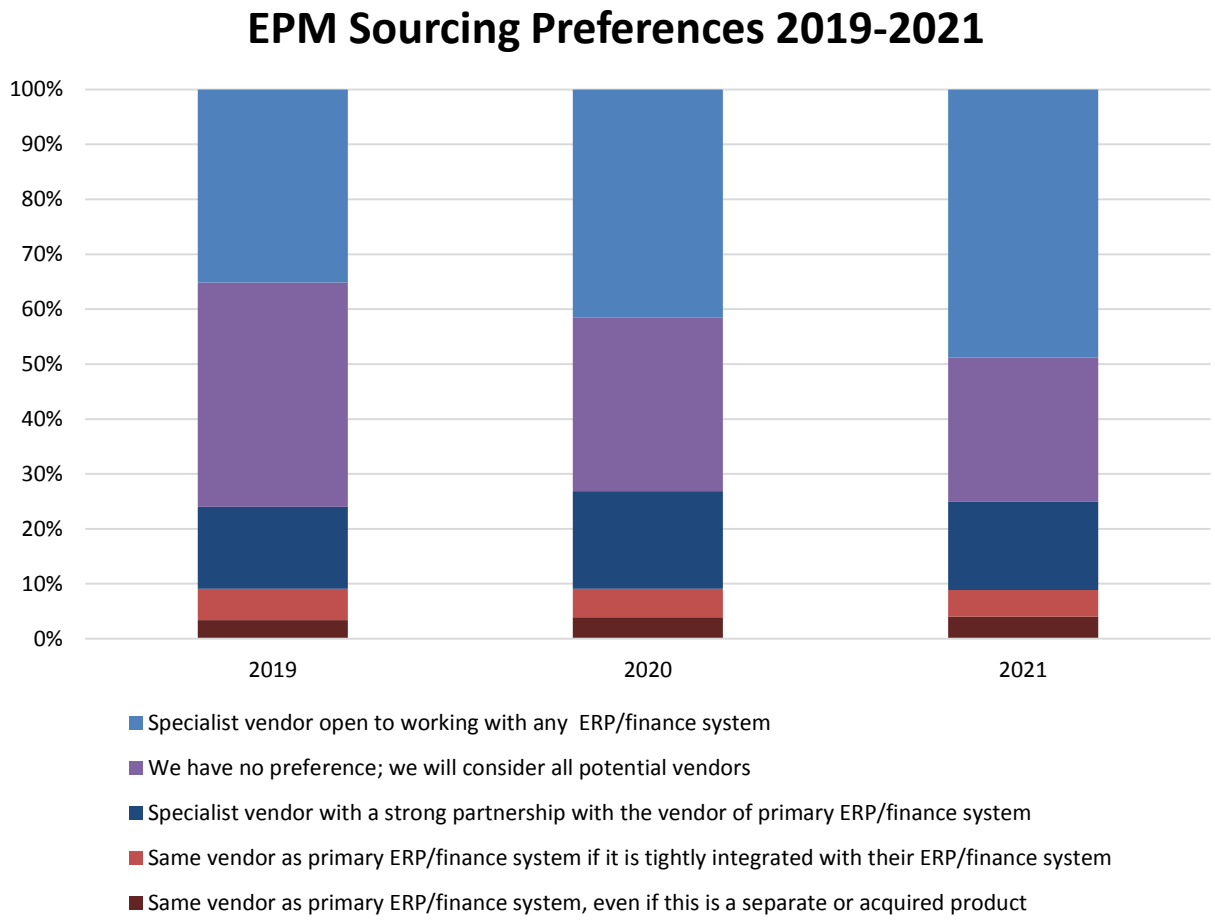

Figure 20 – EPM sourcing preferences 2019-2021

Organization size does not appear to have a major impact on EPM sourcing strategy (fig. 21). Although small organizations (1-100 employees) have the highest preference for enterprise performance management solutions from ERP vendors, their level of preference for specialist EPM vendors is not significantly different to that of large and very large organizations (46 percent compared to 52 and 54 percent, respectively).

Mid-sized organizations (101-1,000 employees) have the strongest preference for solutions from enterprise performance management vendors that have a strong partnership with ERP vendors (21 percent) but again, their overall preferences are not significantly different to organizations of other sizes.

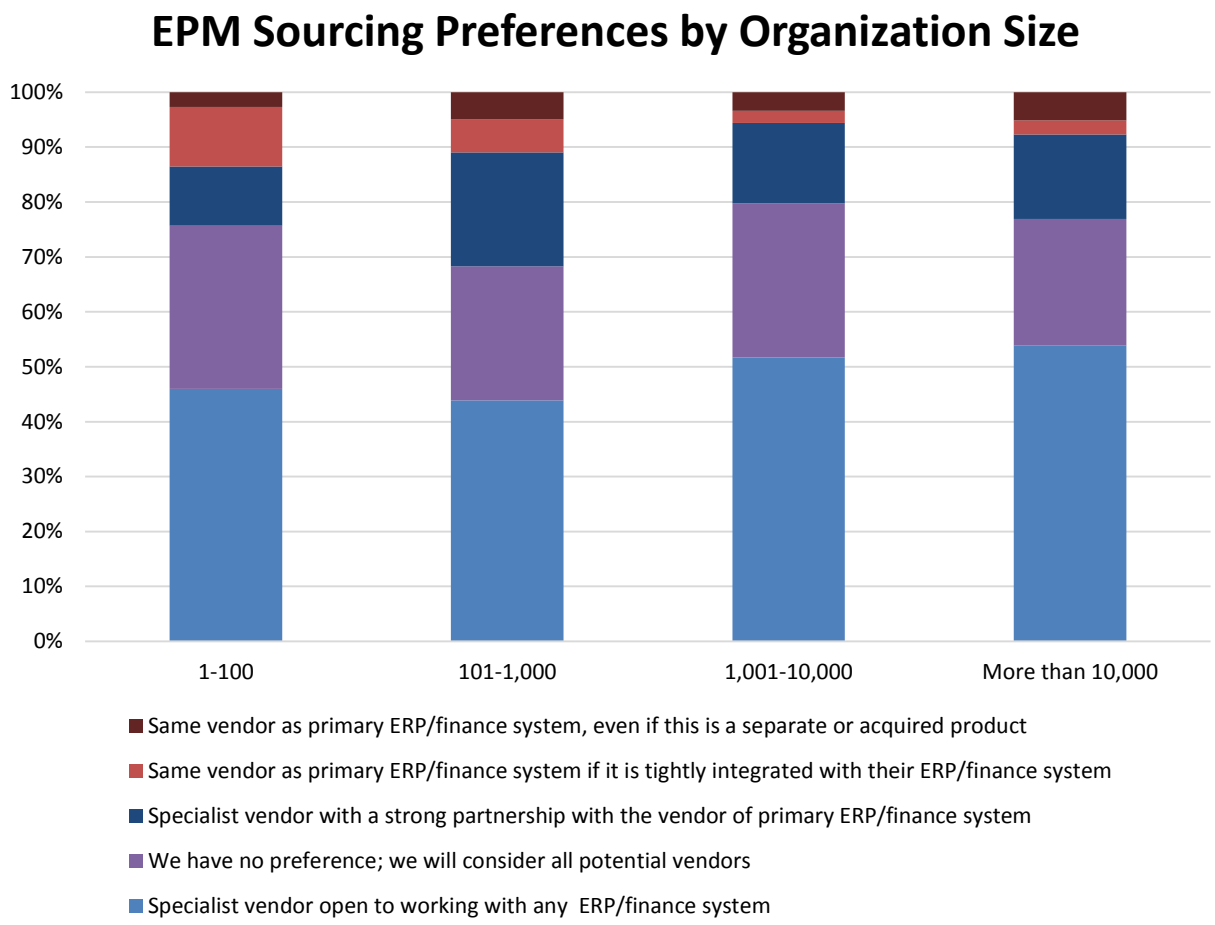

Figure 21 – EPM sourcing preferences by organization size

Respondents in Asia Pacific still show the greatest preference for sourcing enterprise performance management solutions that are closely aligned with their ERP strategy (fig. 22), but this dropped significantly from 47 percent in 2020 to 18 percent in 2021. There seems to have been a shift in regional sourcing preferences away from enterprise performance management solutions closely aligned with ERP vendors. This is evidence that the enterprise performance management market is maturing on a global basis.

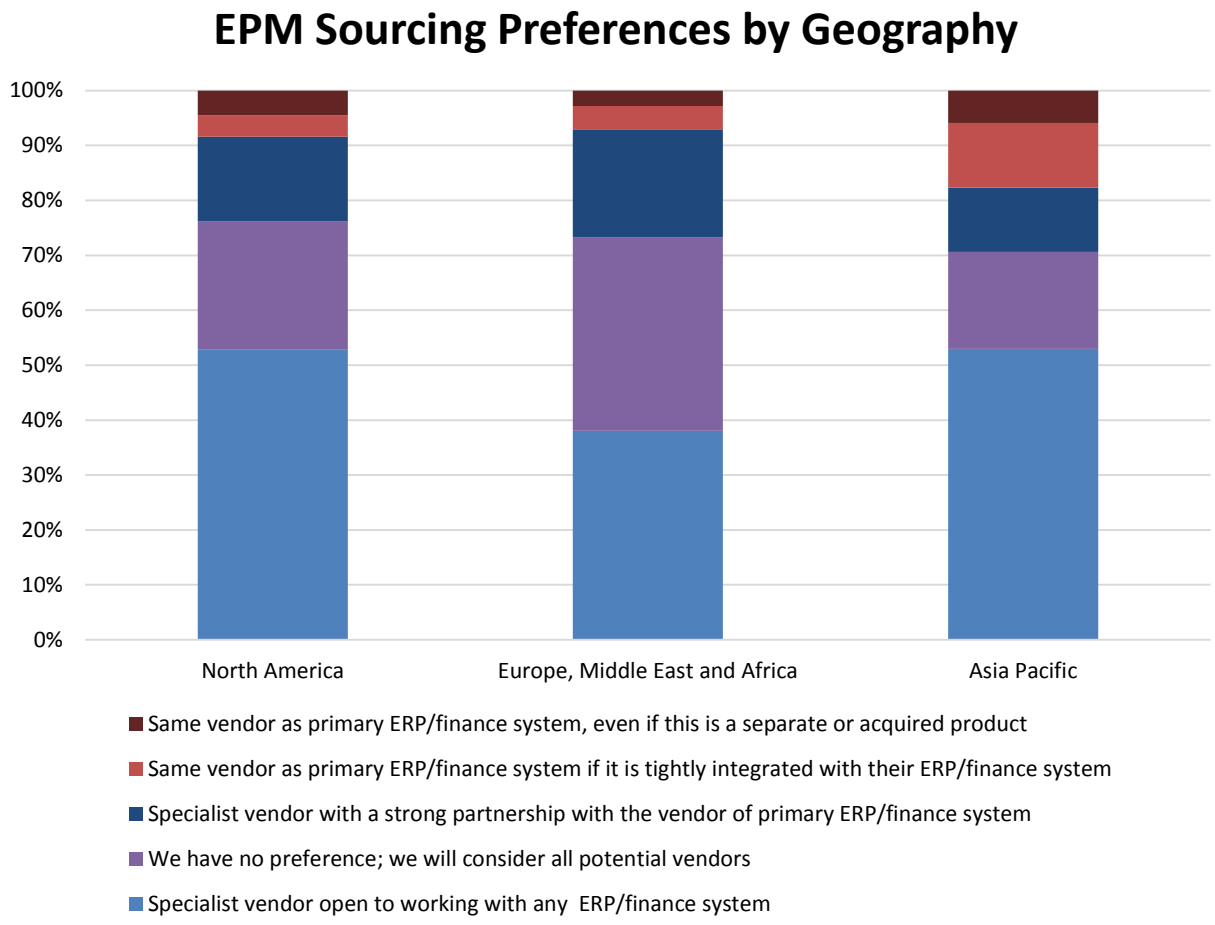

Figure 22 – EPM sourcing preferences by geography

Planning Priorities in Enterprise Performance Management

Budgeting and planning capabilities are a foundational aspect of any enterprise performance management solution. Respondents in our 2021 study rate annual financial budgets as the most important planning capability (fig. 23), which is consistent with all our previous studies.

The top three priorities remain unchanged from 2020, and these likely reflect the capabilities that are most valuable in navigating the COVID-19 crisis. There is an increased prioritization of strategic planning functions; strategic planning moved up three places in the rankings to sixth, while linking strategic plans to annual budgets entered the top ten priorities for the first time. This may reflect an increased interest in longer-term planning for post COVID-19 recovery scenarios.

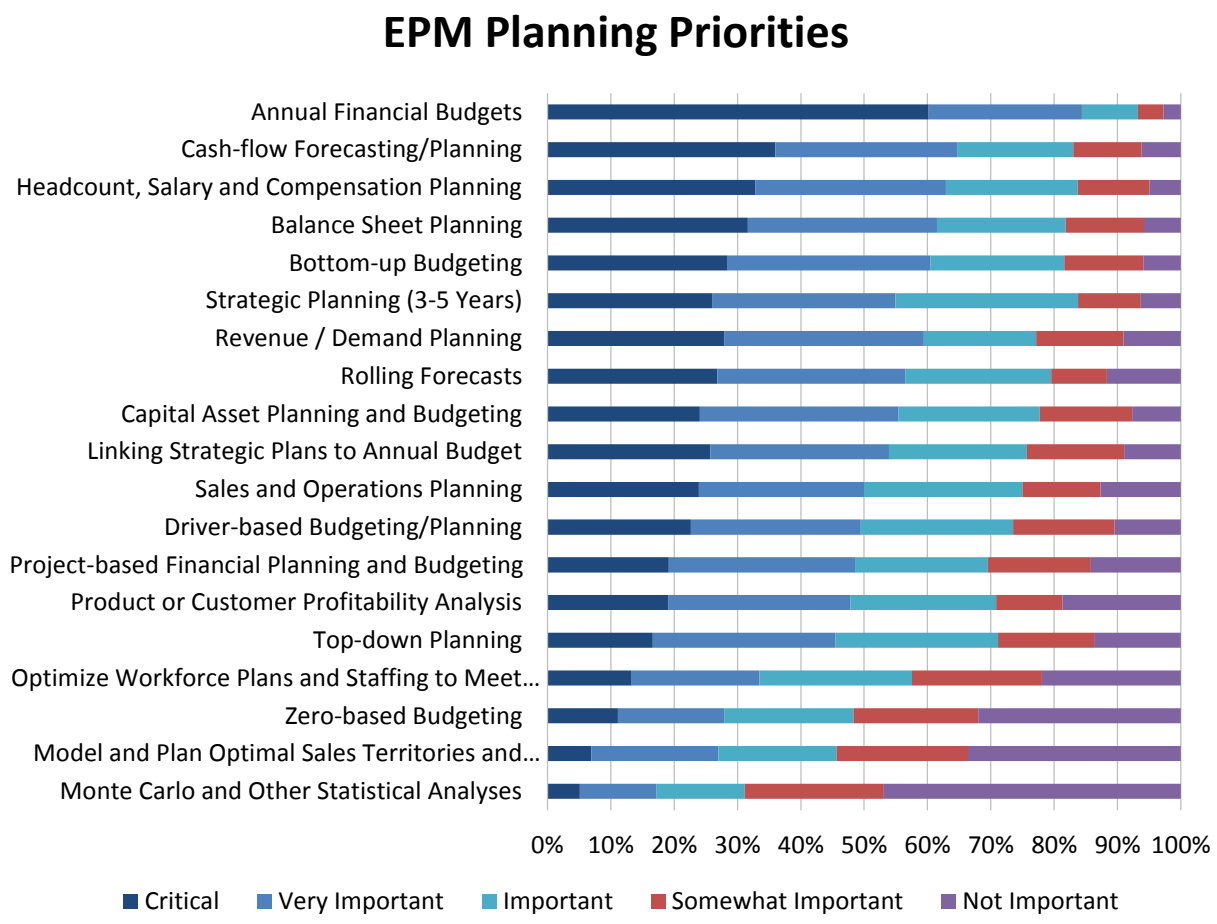

Figure 23 – EPM planning priorities

Overall, organization size does not have a major impact on planning and budgeting priorities (fig. 24). However, small (101-1,000 employees) and mid-sized (101-1,000 employees) organizations attribute lower priority ratings to some capabilities, primarily capital asset planning, workforce optimization, and project planning. These are clearly more relevant to larger and more complex organizations.

These data show that organizations of all sizes expect a good range of functional capabilities in enterprise performance management solutions. Vendors should not assume that small and mid-sized organizations will be happy with "cut down" enterprise performance management solutions with limited functionality.

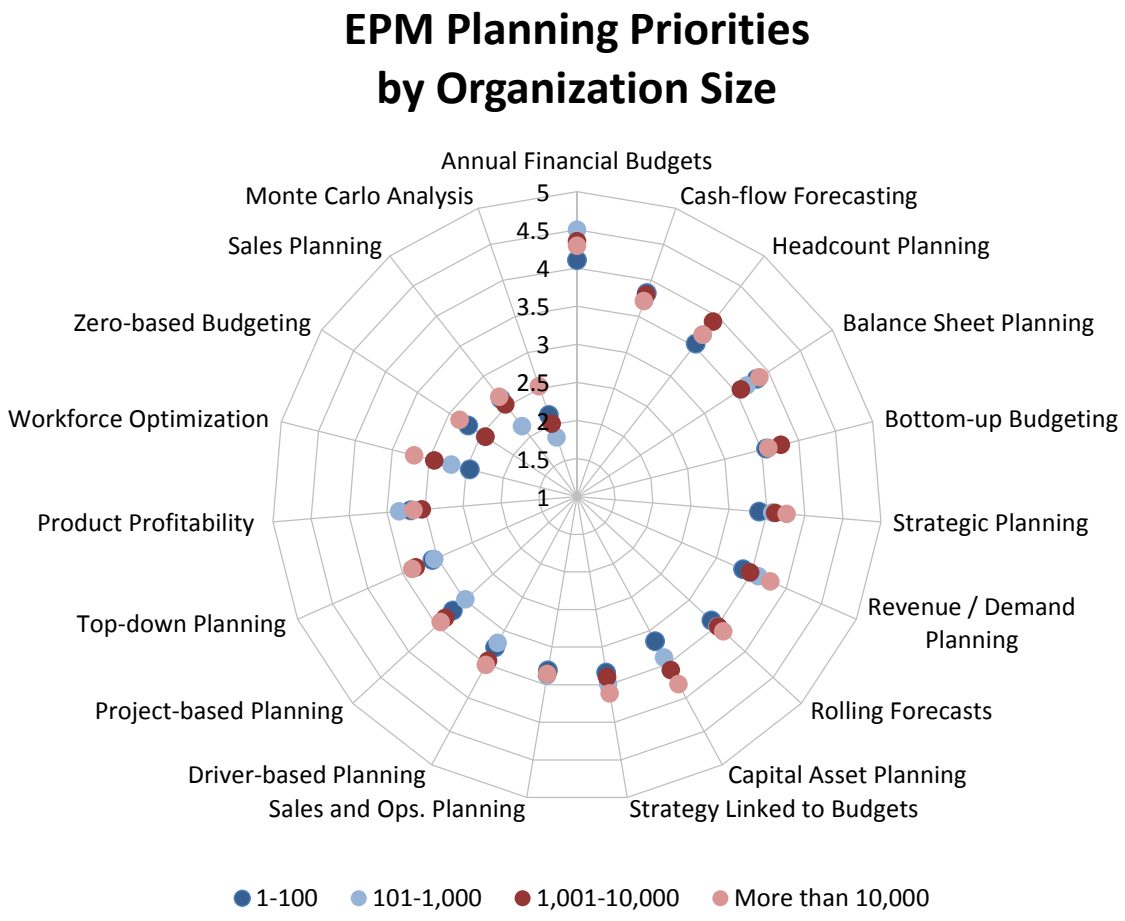

Figure 24 – EPM planning priorities by organization size

The survey reveals some differences in planning prioritization by function (fig. 25). These reflect each function's responsibilities; for example, finance and executive management have the highest prioritization for annual financial budgets, while the strategic planning function prioritizes both strategic planning capabilities and linking strategy to budgets.

Executive management increased its prioritization of cash-flow forecasting and balance sheet planning compared to both its 2020 rankings and those of other functions in 2021. This likely reflects the increased need for executive management to focus on liquidity and financing in response to the COVID-19 crisis.

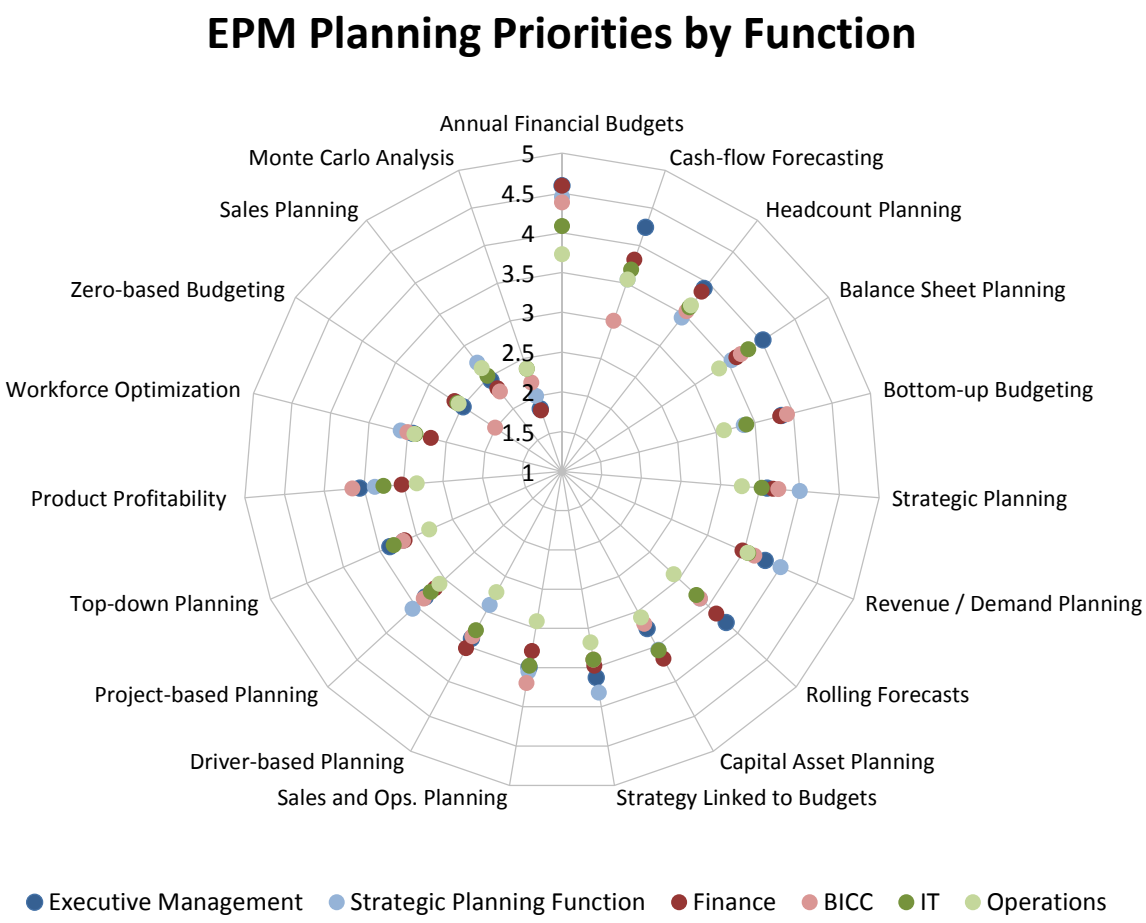

Figure 25 – EPM planning priorities by function

Planning priorities also vary by vertical industry (fig. 26). Although all industries rate annual financial budgets most important, ratings for many other capabilities vary according to industry needs. For example, Financial Services organizations prioritize balance sheet planning because they have many unique needs in managing financial assets and liabilities. Healthcare respondents prioritize many aspects of planning and budgeting more highly than other industries. The low rankings for many aspects by Education respondents reflects the overall low importance rating for enterprise performance management in this vertical.

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.

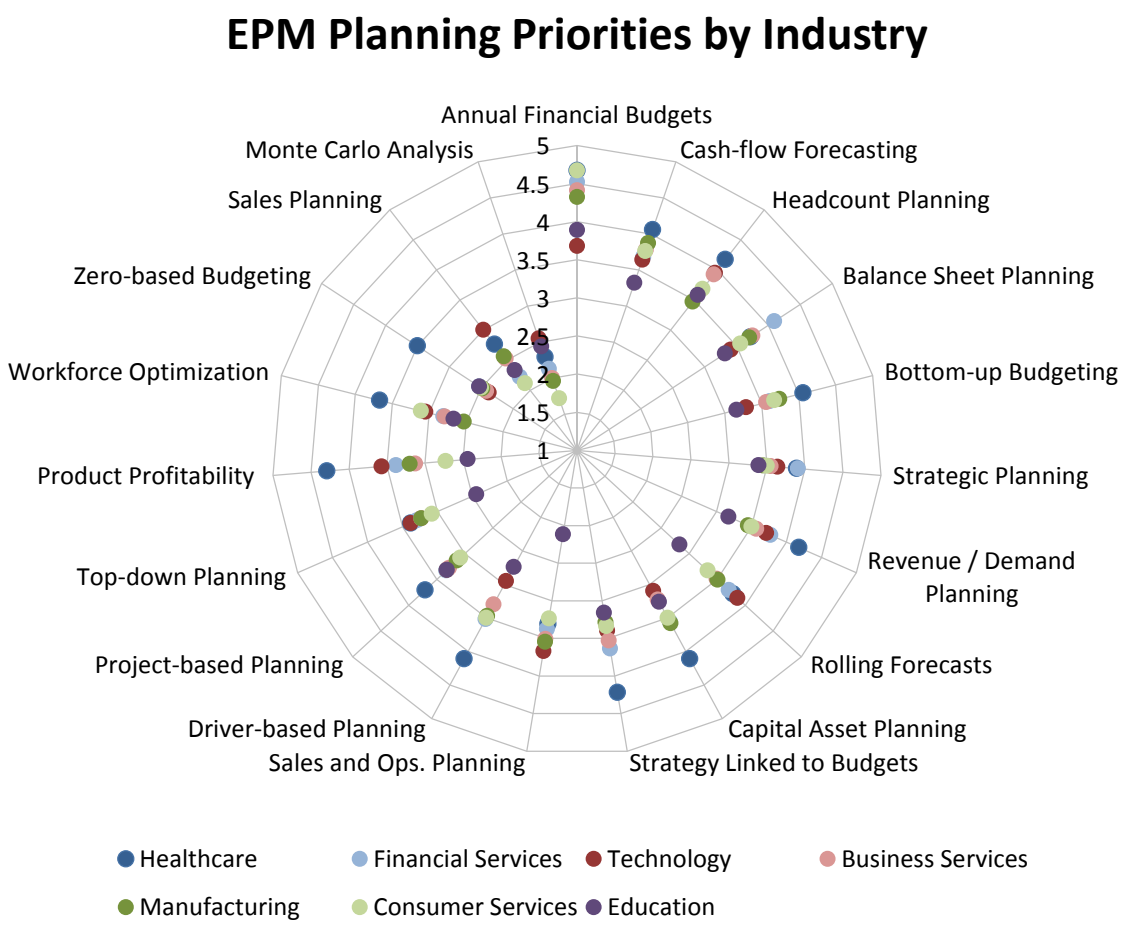

Figure 26 – EPM priorities by industry

Use of Rolling Forecasts in Enterprise Performance Management

Rolling forecasts are a method of continuous planning allowing management to look forward over a specific period, e.g., 12 or 18 months. Organizations revise forecasts every month or quarter, providing 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 from 2020 (fig. 27). Sixty-two percent of respondents use rolling forecasts today (64 percent in 2019), and 14 percent replaced annual budgets with rolling forecasts (16 percent in 2019).

It appears from this data that rolling forecast adoption has peaked. Dresner Advisory Services predicted that rolling forecast usage would increase during 2020 to help navigate the challenges created by the COVID-19 crisis. However, this does not appear to be the case, and it appears that rolling forecasts will not replace annual budgets as the primary control mechanism for enterprise performance management.

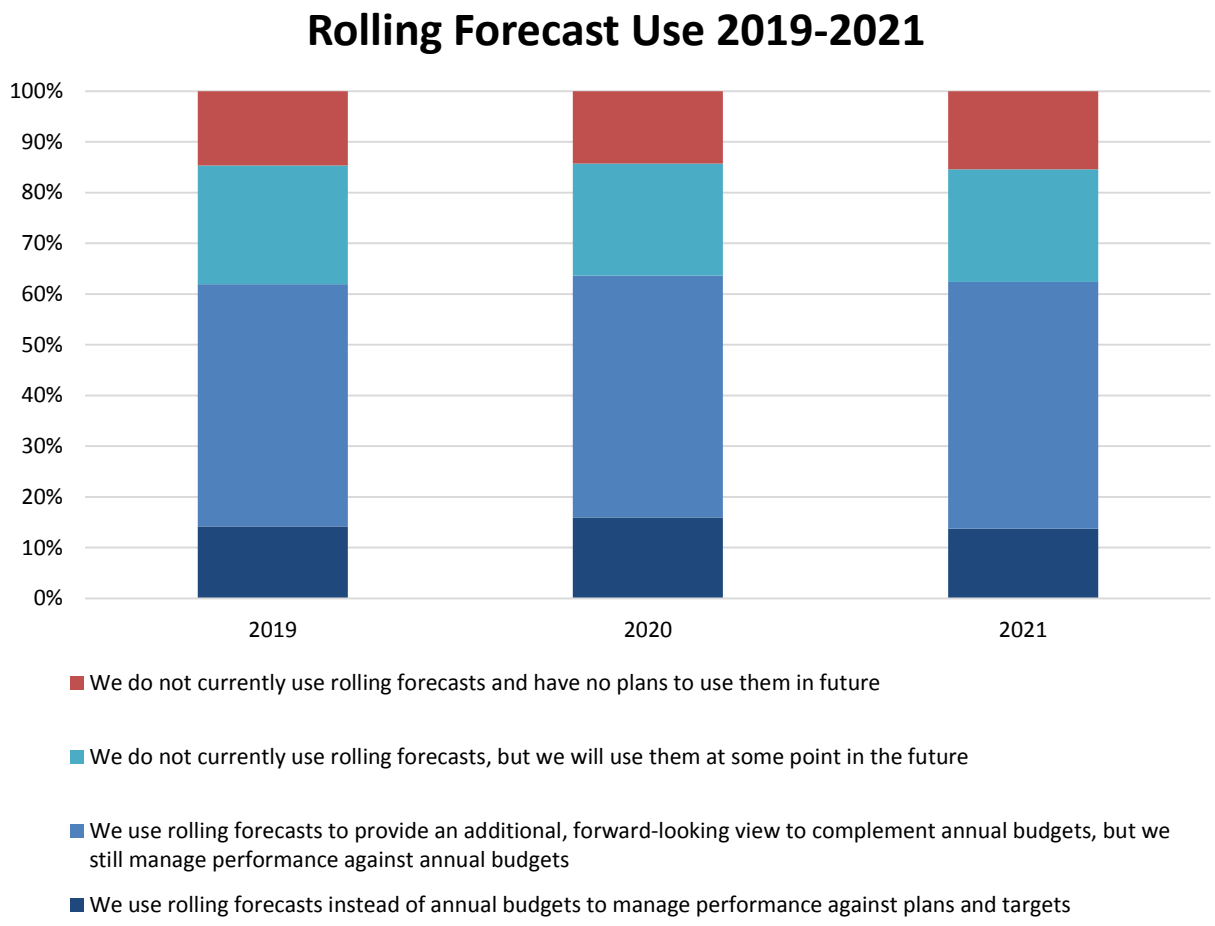

Figure 27 – Rolling forecast use 2019-2021

Similar to the 2020 survey, the use of rolling forecasts varies by organization size (fig. 28). Usage patterns are broadly similar for mid-sized (101-1,000 employees), large (1,001-10,000 employees), and very large (greater than 10,000 employees) organizations. Unsurprisingly, very large organizations have the highest adoption level for replacing annual budgets with rolling forecasts (21 percent). Small organizations (1-100 employees) remain the least likely to adopt rolling forecasts, with 21 percent of respondents stating they have no plans to adopt.

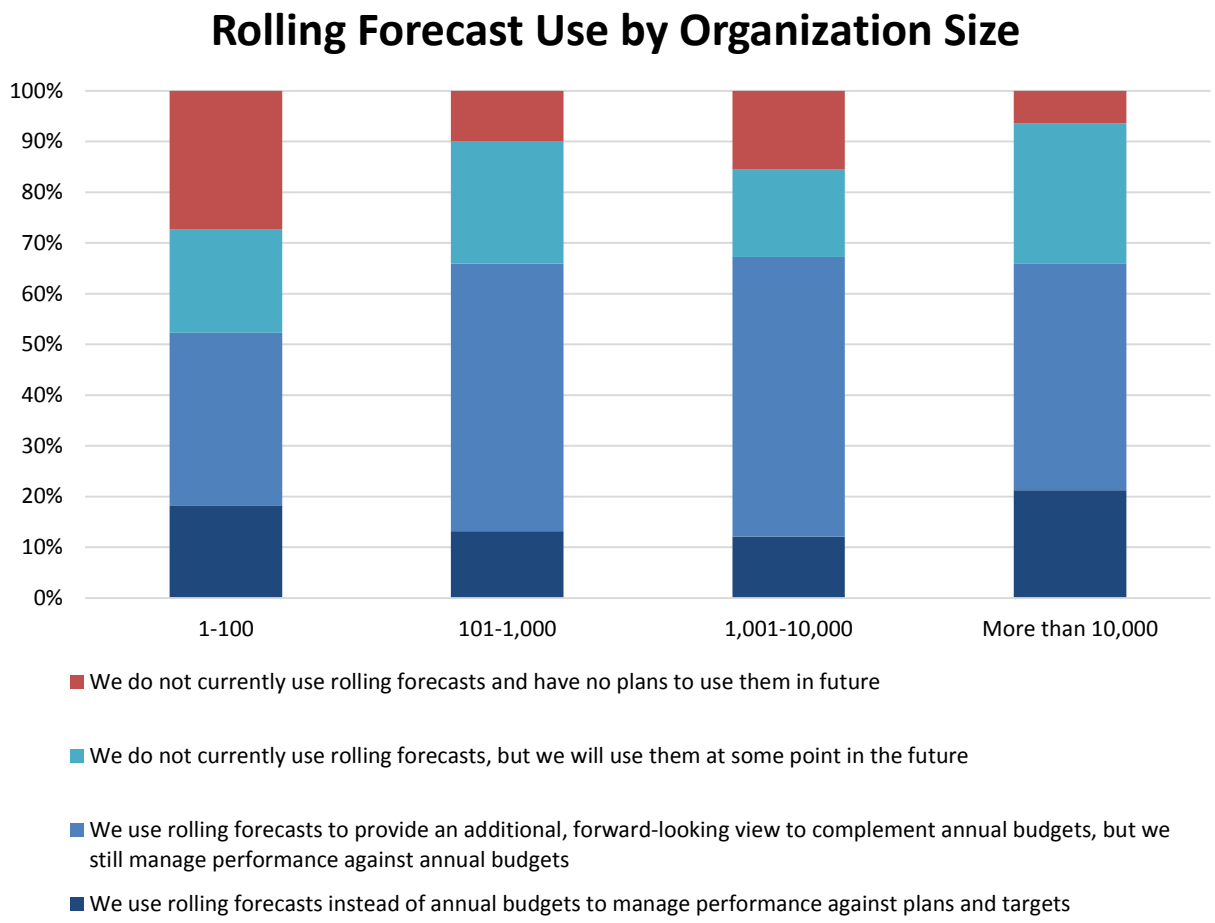

Figure 28 – Rolling forecast use by organization size

Adoption of rolling forecasts does not appear to from part of an overall “best practice” approach to BI. Twenty-two percent of respondents that are completely successful with BI have no plans to adopt rolling forecasts, which is higher than the 17 percent of respondents that are somewhat unsuccessful or unsuccessful with BI and have no plans to adopt rolling forecasts. Therefore, rolling forecasts are an important capability for some organizations, but it appears unlikely that traditional approaches to planning and budgeting will be replaced any time soon.

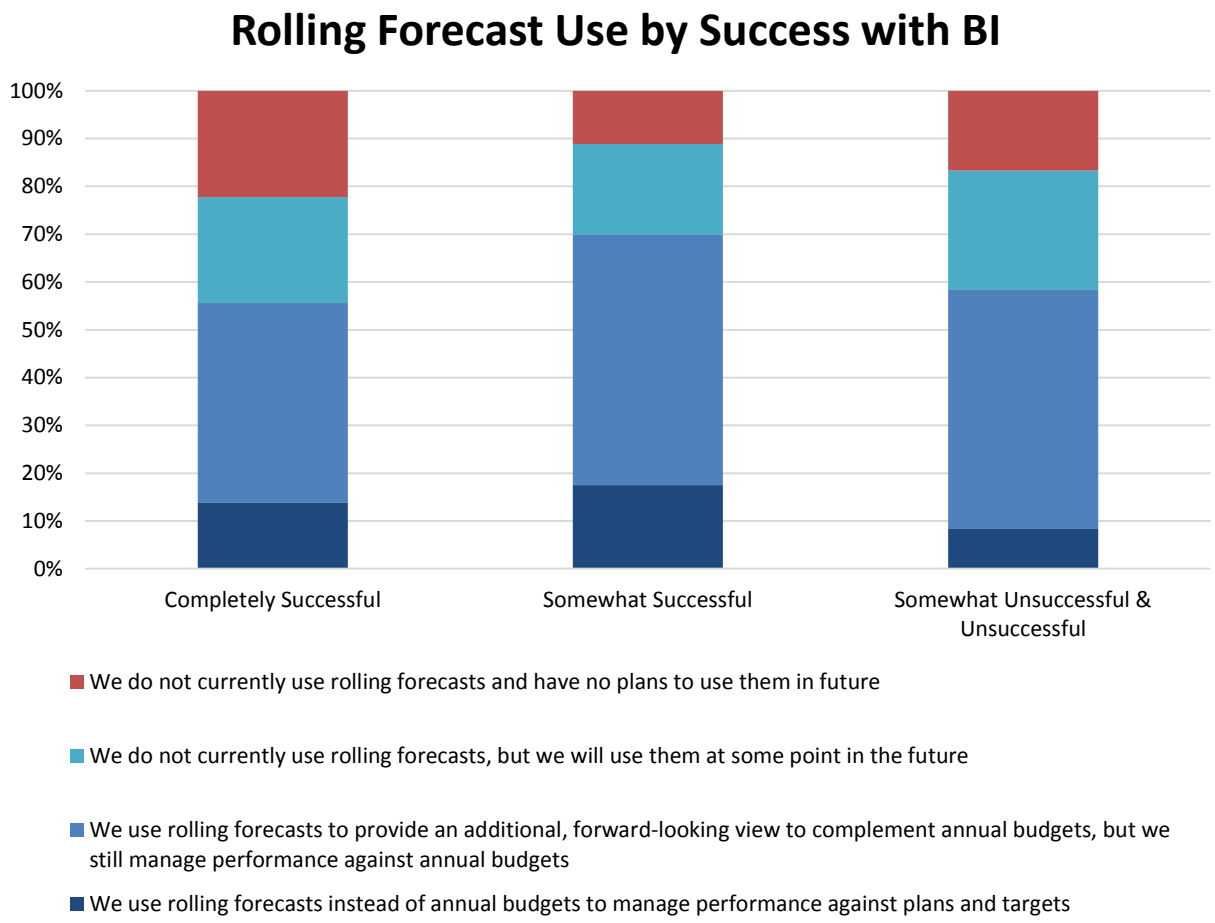

Figure 29 – Rolling forecast use by success with BI

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, and this has a clear impact in their approach to decision-making (fig. 30). Fifty-five percent of organizations that currently use enterprise performance management state that all decisions are data driven, while 60 percent of organizations in which decisions are infrequently data driven have no plans to adopt enterprise performance management.

These data show that enterprise performance management can help improve the quality of decision making in an organization. However, the software on its own does not guarantee improvements in data-driven decision-making, as 40 percent of organizations in which decisions are infrequently data driven use EPM. IT professionals supporting enterprise performance management initiatives should work to ensure EPM is not simply used as a financial control mechanism but, instead, forms part of a wider BI strategy.

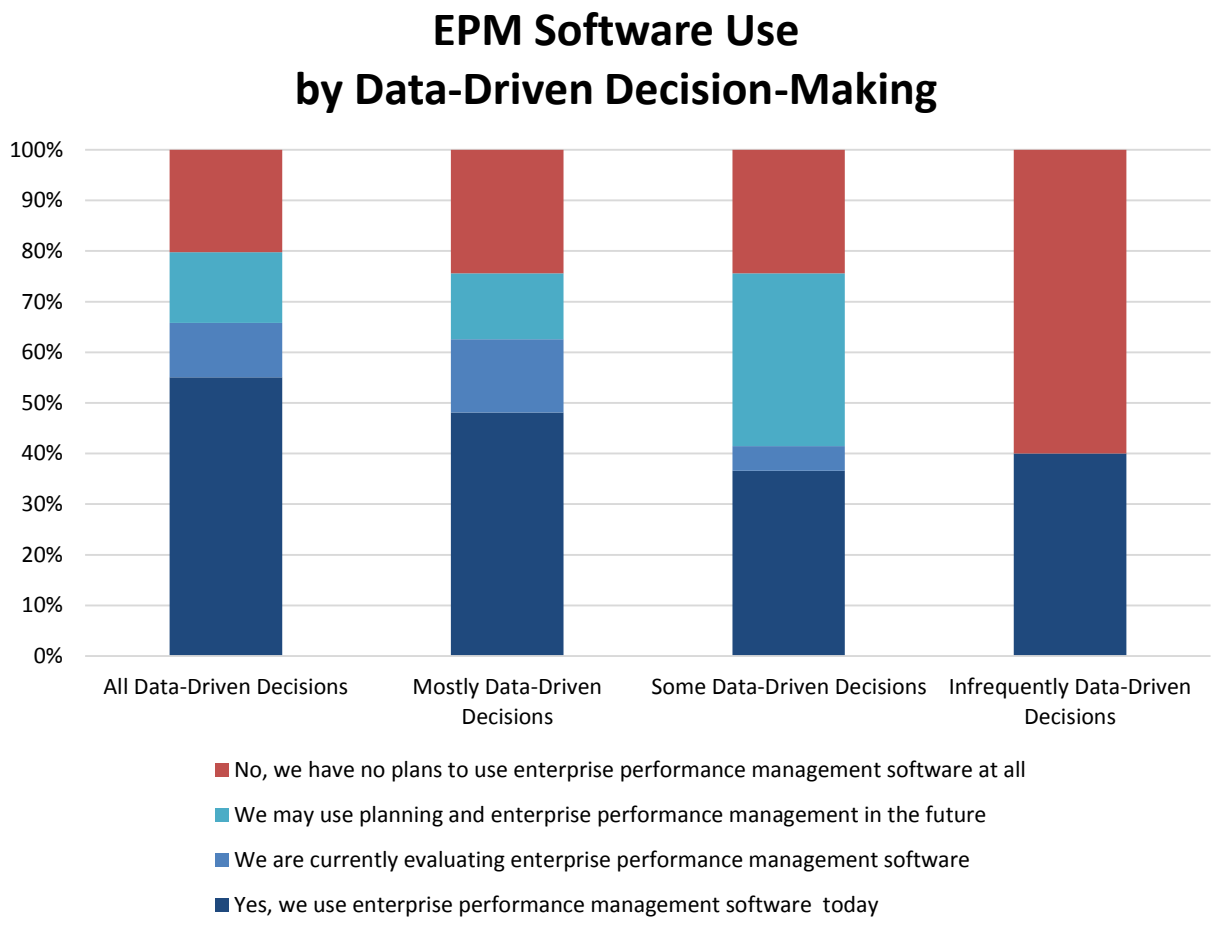

Figure 30 – EPM software use by data-driven decision-making

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.

There is a slight shift in attitudes to AI in 2021, with resistance to AI-based forecasting and planning softening somewhat (down to 14 percent from 20 percent in 2020) (fig. 31). The split between respondents that see significant potential in AI and machine learning and those whose users will likely resist its adoption remains. Most respondents are undecided; 52 percent view the technology as unproven and potentially costly, making it hard to build a compelling business case. This increased slightly from 49 percent in 2020.

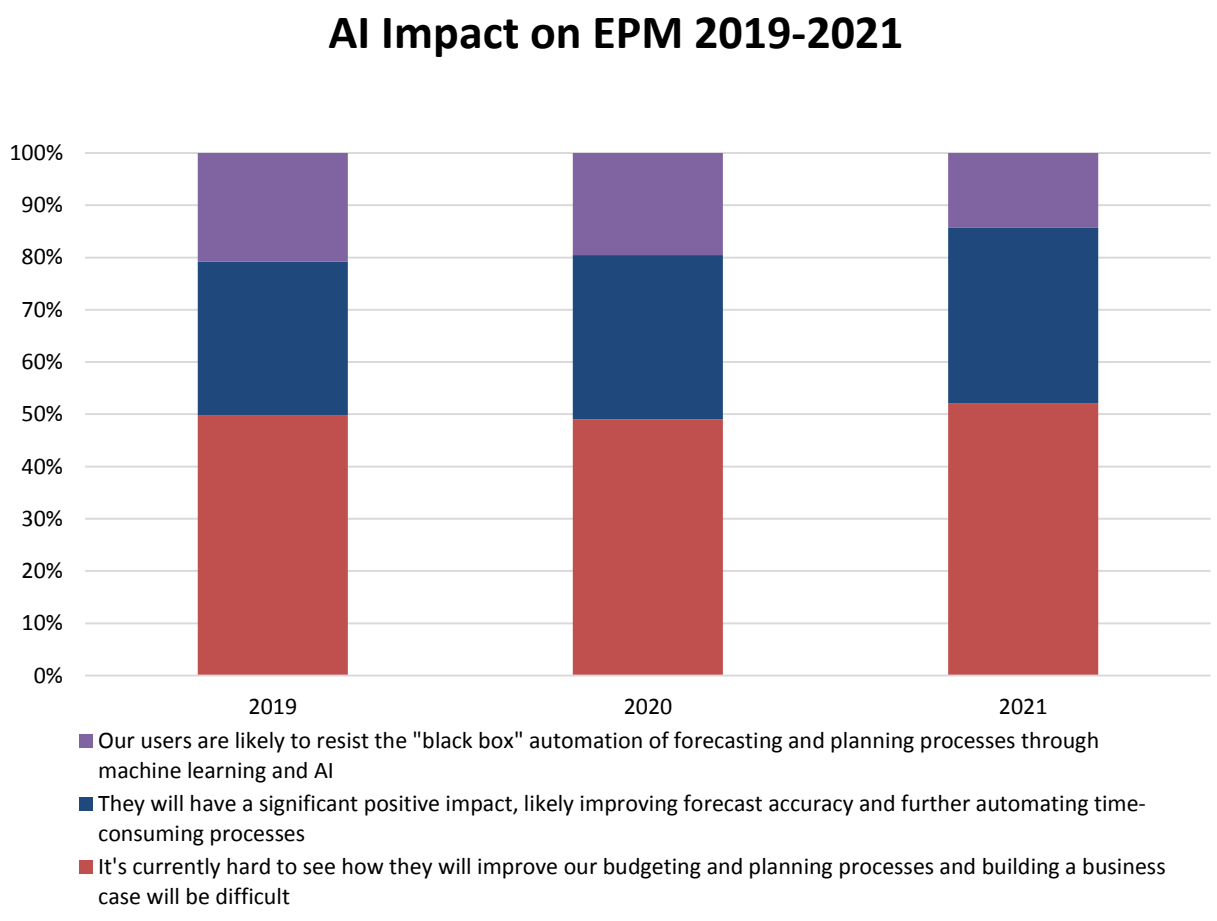

Figure 31 – AI impact on EPM

There are some significant differences in attitudes to AI and machine learning across business functions (fig. 32). Operations, IT, and Finance see the biggest potential impacts (40 percent, 38 percent, and 34 percent, respectively), while strategic planning has the greatest level of resistance to AI (27 percent) and sees the least benefit (9 percent). This is further evidence that the strategic planning function prefers to use its own capabilities for planning and forecasting and will likely resist automation of these using AI in enterprise performance management.

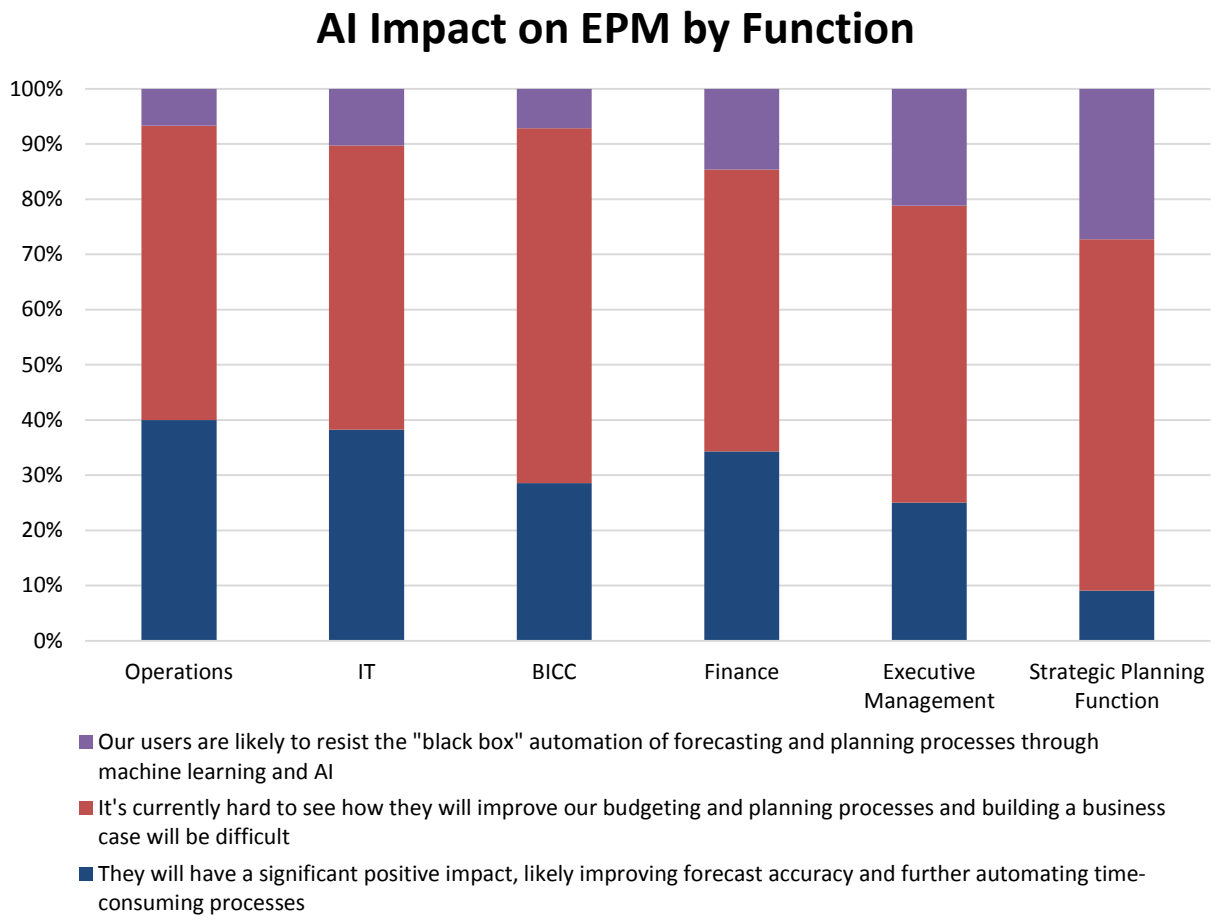

Figure 32 – AI impact on EPM by function

We also asked respondents how they would source AI and machine learning capabilities for EPM software (fig. 33). The results show little change in attitudes from 2020. Most organizations expect these capabilities to be bundled in a future release by enterprise performance management vendors (77 percent in 2021 compared to 75 percent in 2020). The percentage of organizations prepared to be early adopters of AI and machine learning capabilities is up slightly to 34 percent (31 percent in 2020). This is encouraging news for enterprise performance management vendors, as success with early adopters will trigger wider adoption.

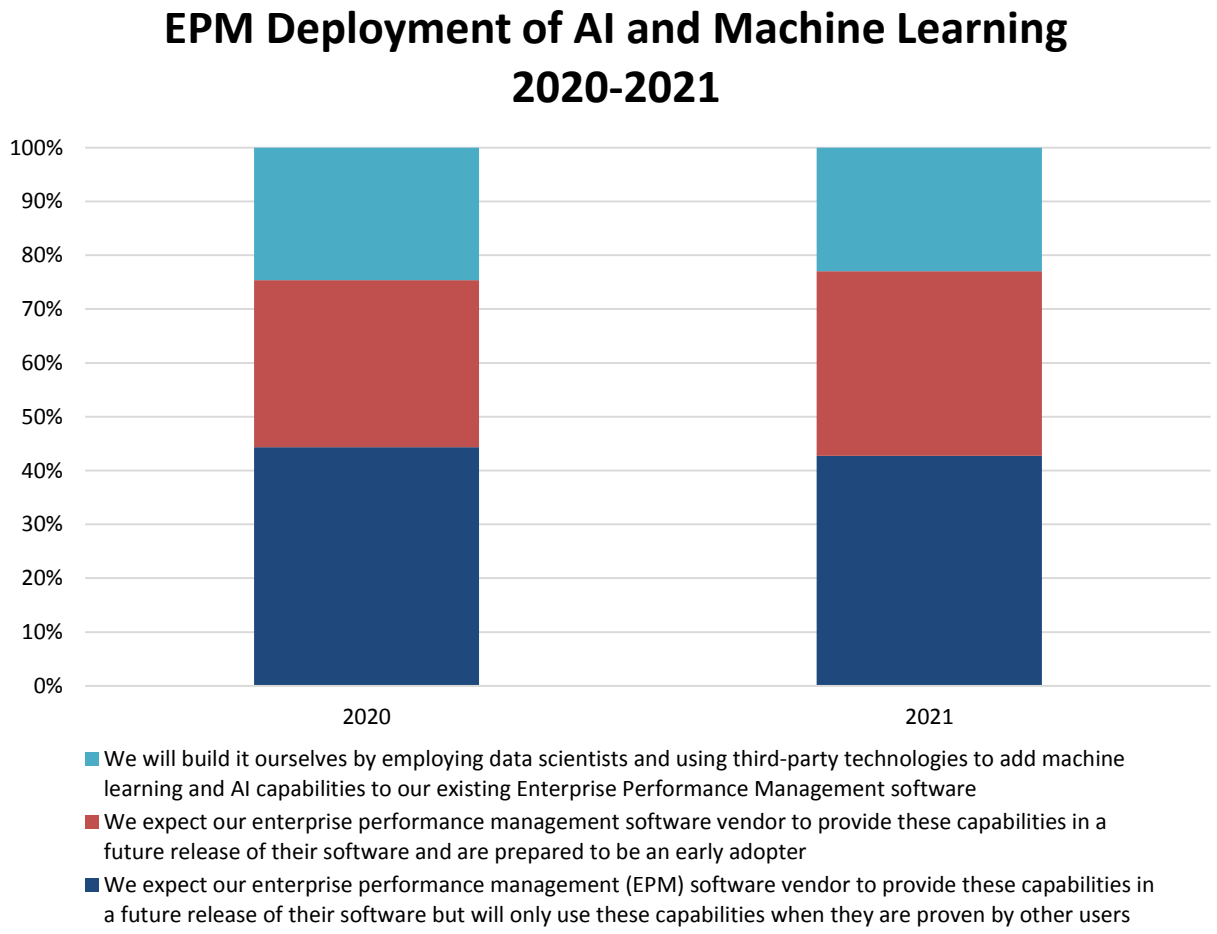

Figure 33 – EPM deployment of AI and machine learning 2020-2021

Overall, with 52 percent of respondents uncertain about the business value of machine learning and AI, and with 77 percent expecting these to be bundled with enterprise performance management software, there is still a clear opportunity for vendors to differentiate themselves in the market with machine learning and AI.

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 2021, private cloud / hosted solutions moved slightly ahead of SaaS / public cloud solutions; 68 percent of respondents rate private cloud / hosted solutions either "critical," "very important," or "important," compared to 65 percent for SaaS / public cloud. In 2020, these percentages were 63 percent and 65 percent, respectively.

On-premises deployment in 2021 declines in importance as a deployment option for enterprise performance management, with 38 percent of respondents rating it "not important." This is an increase from 31 percent in 2020.

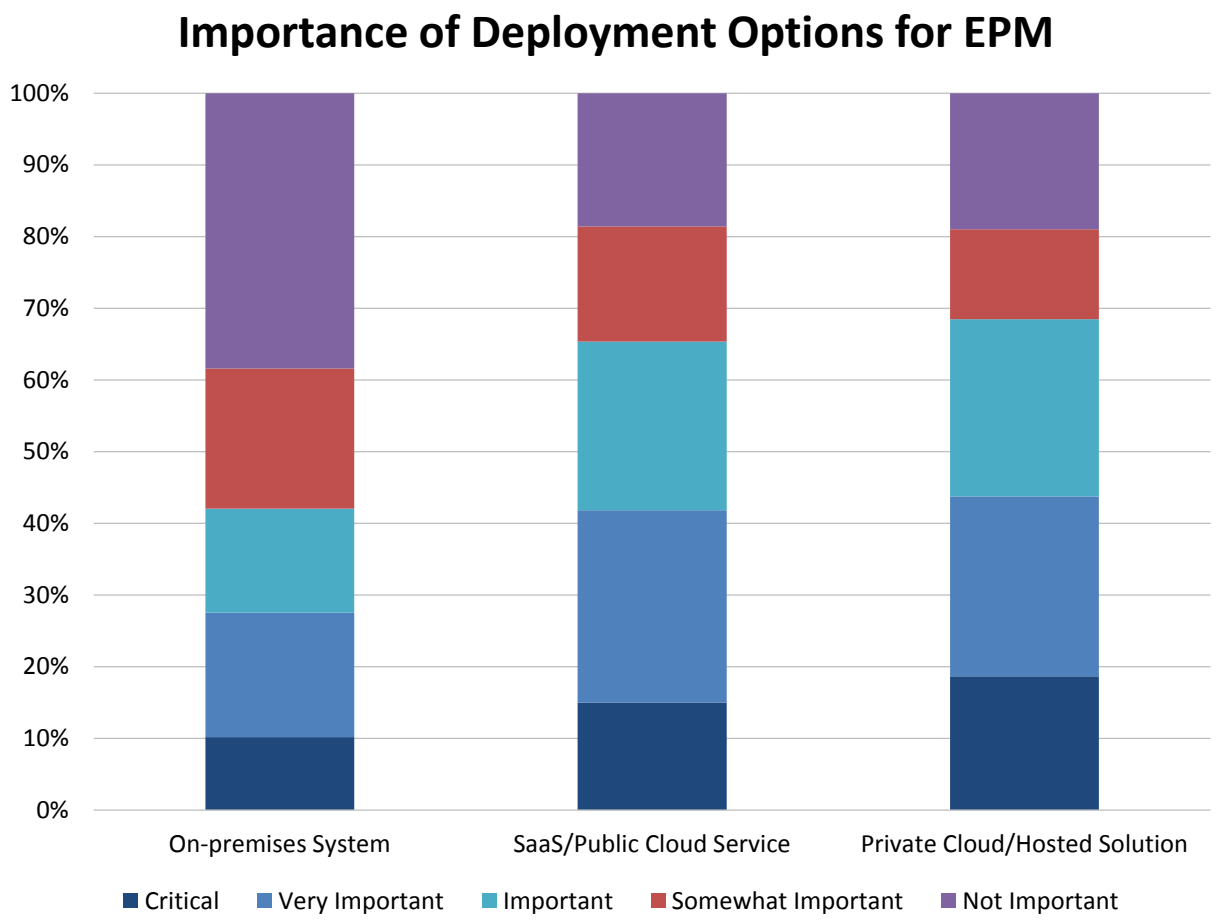

Figure 34 – Importance of deployment options for EPM

There are some differences in importance of deployment options by geography (fig. 35). Respondents from Asia Pacific and North America rate cloud deployment as more important than on-premises deployment, while the situation is less clear for EMEA. Respondents from EMEA rate on-premises deployment options as more important than SaaS / public cloud solutions but slightly less important than private cloud / hosted solutions.

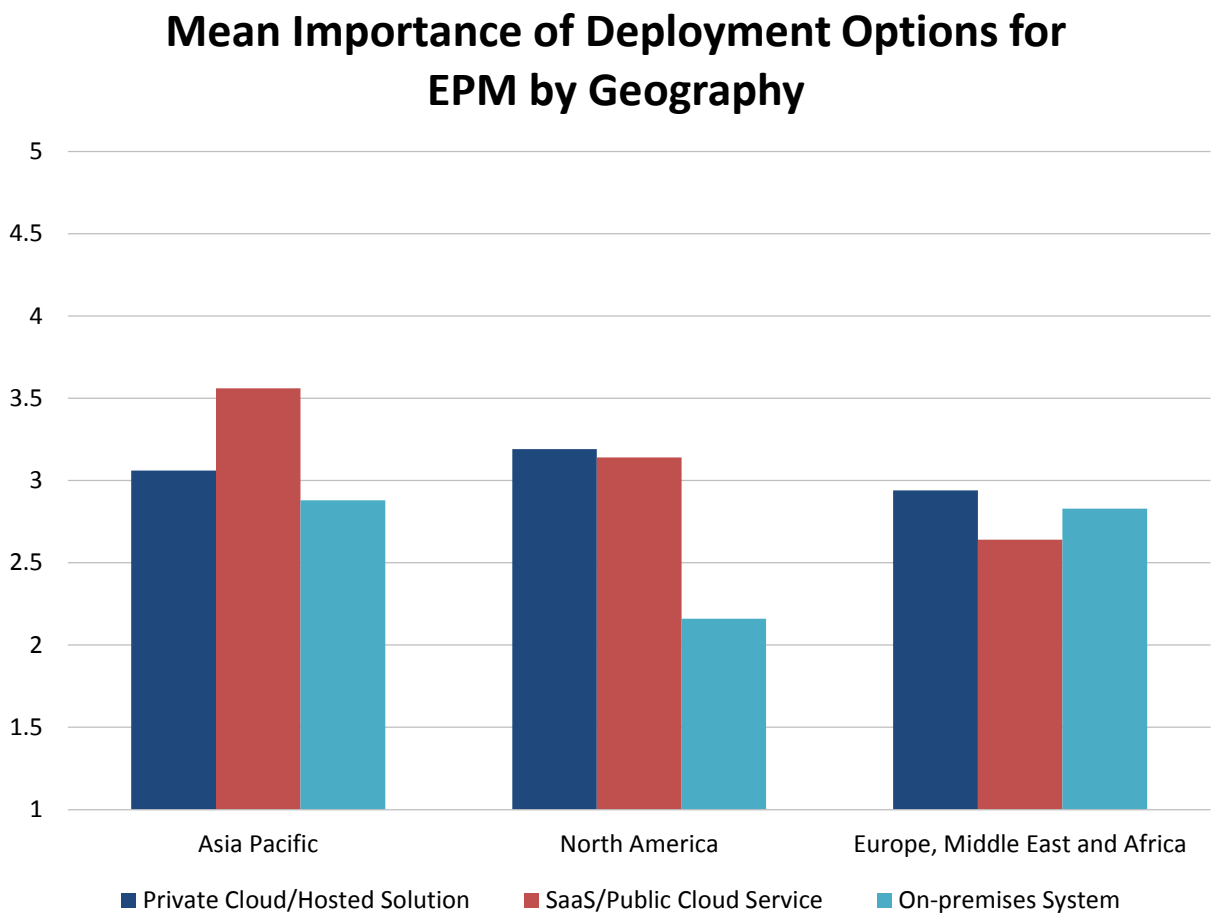

Figure 35 – Mean importance of deployment options for EPM by geography

The importance of cloud as a deployment option also varies by organization size (fig. 36). Small organizations (1-100 employees) and mid-sized organizations (101–1,000 employees) clearly rate SaaS and hosted/private cloud more important than on-premises deployment, while the difference is less marked for large (1,001–10,000 employees) and very large organizations (more than 10,000 employees).

Overall importance ratings for all deployment options are not high, with few mean importance ratings greater than 3.5. This implies that deployment capabilities are not a major factor in enterprise performance management evaluations, and vendors should be wary of pushing a specific deployment option. Offering cloud deployment options will not compensate for functional deficiencies in competitive situations.

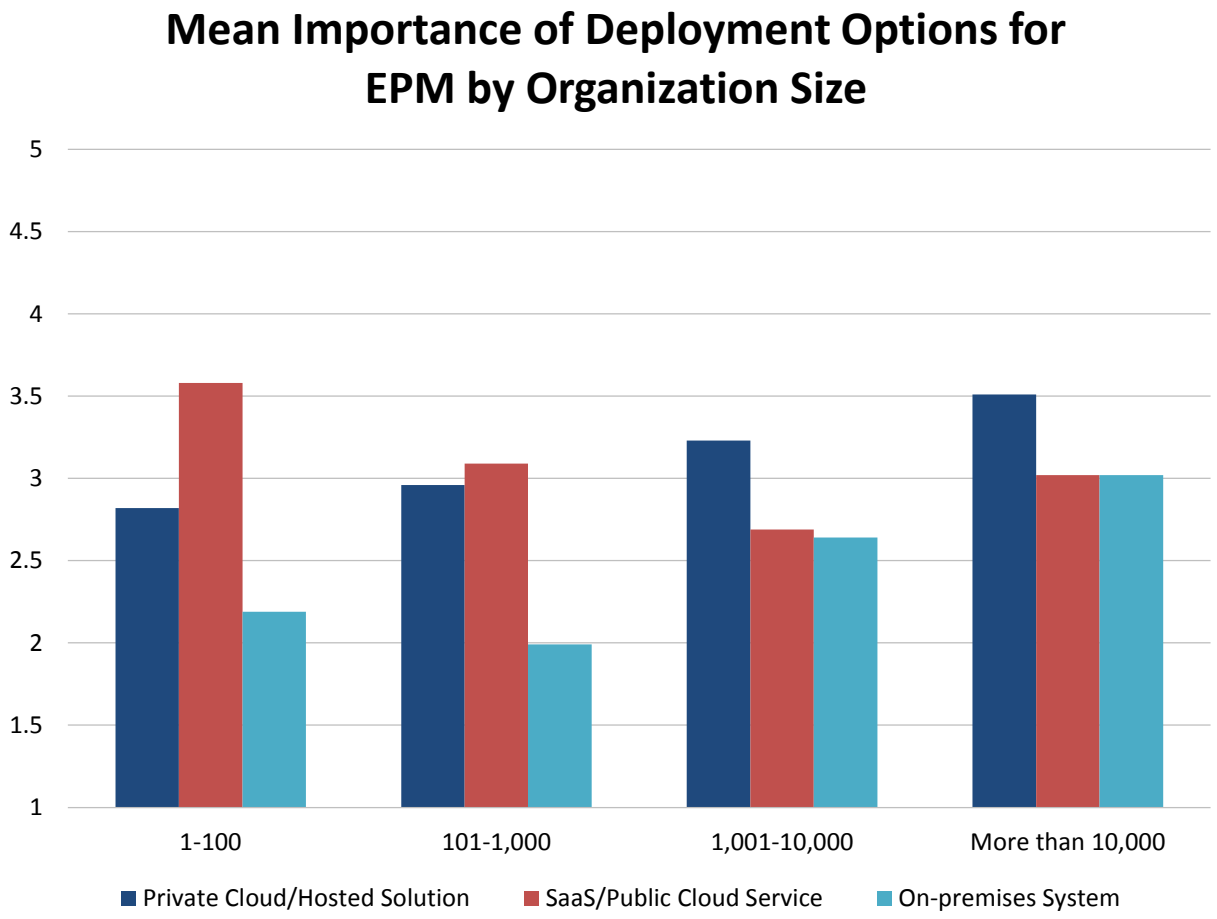

Figure 36 – Mean importance of EPM deployment options by organization size

Industry and Vendor Analysis

Industry Capabilities

In our 2021 study, we analyzed vendor responses about the functional and architectural capabilities of their products in the following categories:

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

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

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

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

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

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

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

Industry – Strategy Management Capabilities

Most vendors provide broad support for strategy management capabilities (fig. 37). However, there are some gaps, and more specialized capabilities like debt vs. equity financing and mergers and acquisition analysis are not on the product road map for a minority of vendors.

Strategy management is one of the areas of enterprise performance management that elevates any implementation beyond a focus on budgeting and planning. Organizations evaluating enterprise performance management software need to challenge their users, particularly executive management, to consider how they will leverage this functionality.

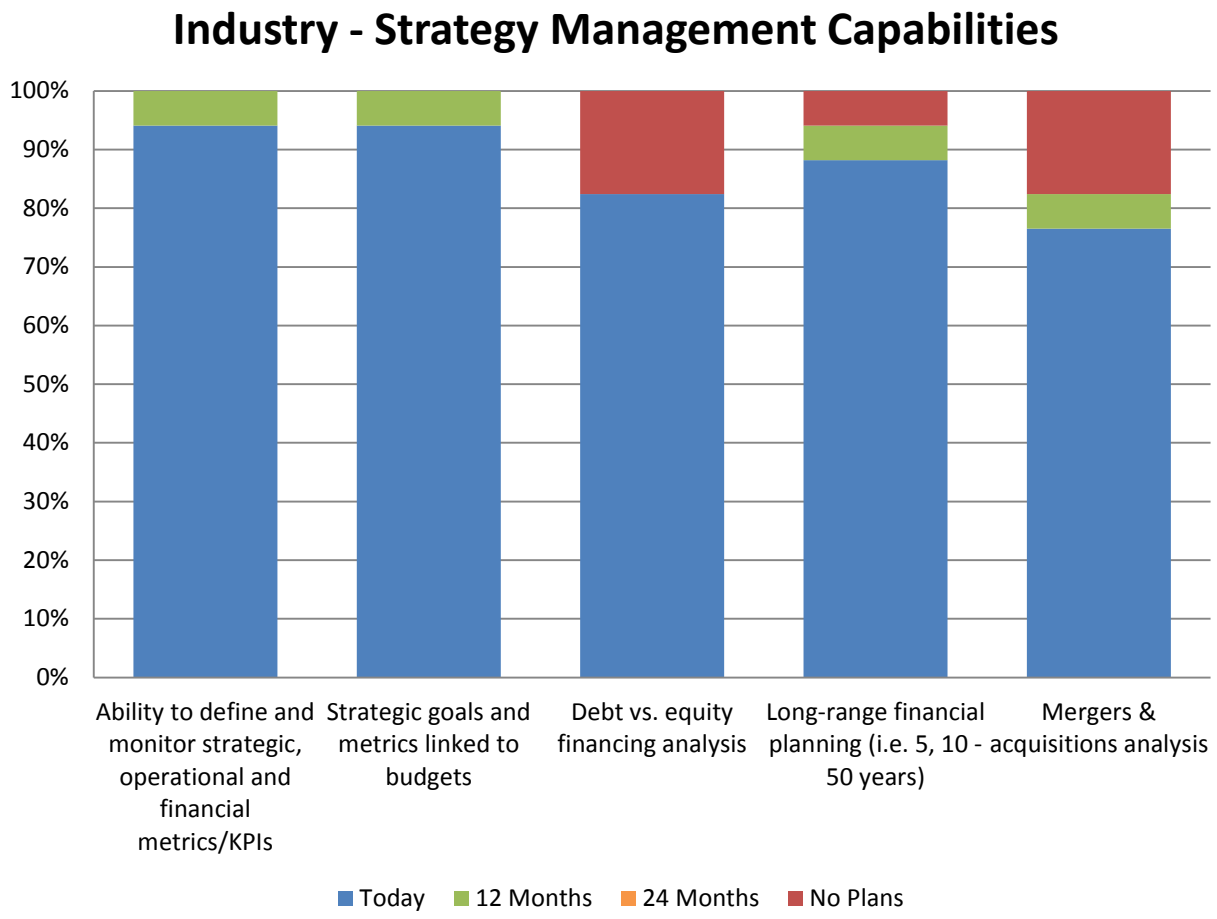

Figure 37 – Industry – strategy management capabilities

Industry – Financial Planning Capabilities

Financial planning capabilities are primarily intended for the finance function, and the CFO and finance function requirements heavily influence many enterprise performance management evaluations. Therefore, it is not surprising that vendors provide good coverage of capabilities in this area (fig. 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 pre-defined asset and depreciation calculations, and support for industry variants of financial planning is also lacking. A minority of vendors also lack built-in financial intelligence, which could add complexity to an implementation.

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

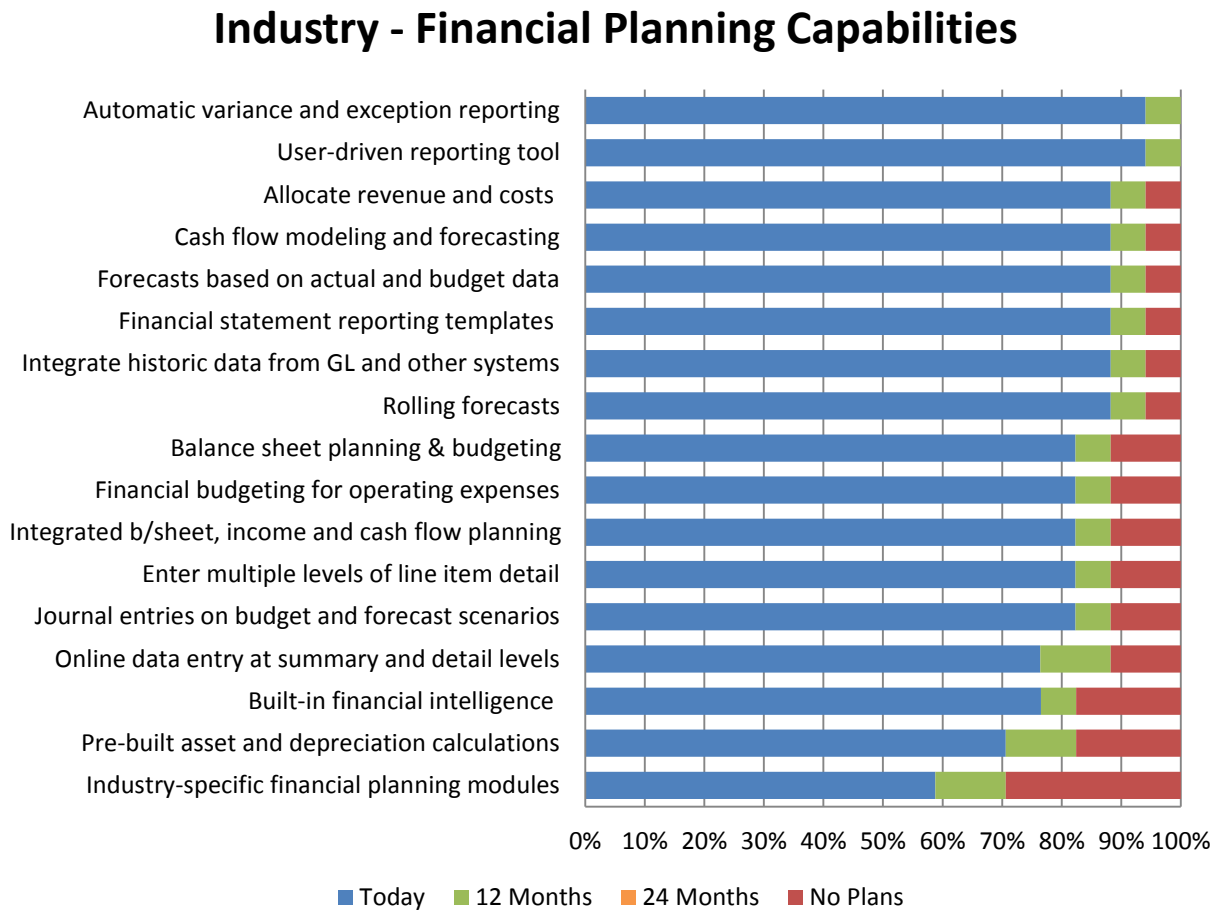

Figure 38 – Industry – financial planning capabilities

Industry – Operational Planning Capabilities

Support for operational planning capabilities is fairly broad (fig. 39). However, where there are gaps, some vendors do not have plans to fill them. This means enterprise performance management solutions will vary in their operational planning capabilities in the foreseeable future.

Therefore, organizations looking to source planning capabilities outside financial planning from an enterprise performance management vendor need to evaluate domain capabilities closely and consider augmenting an enterprise performance management solution with a domain specialist solution if these do not go deep enough.

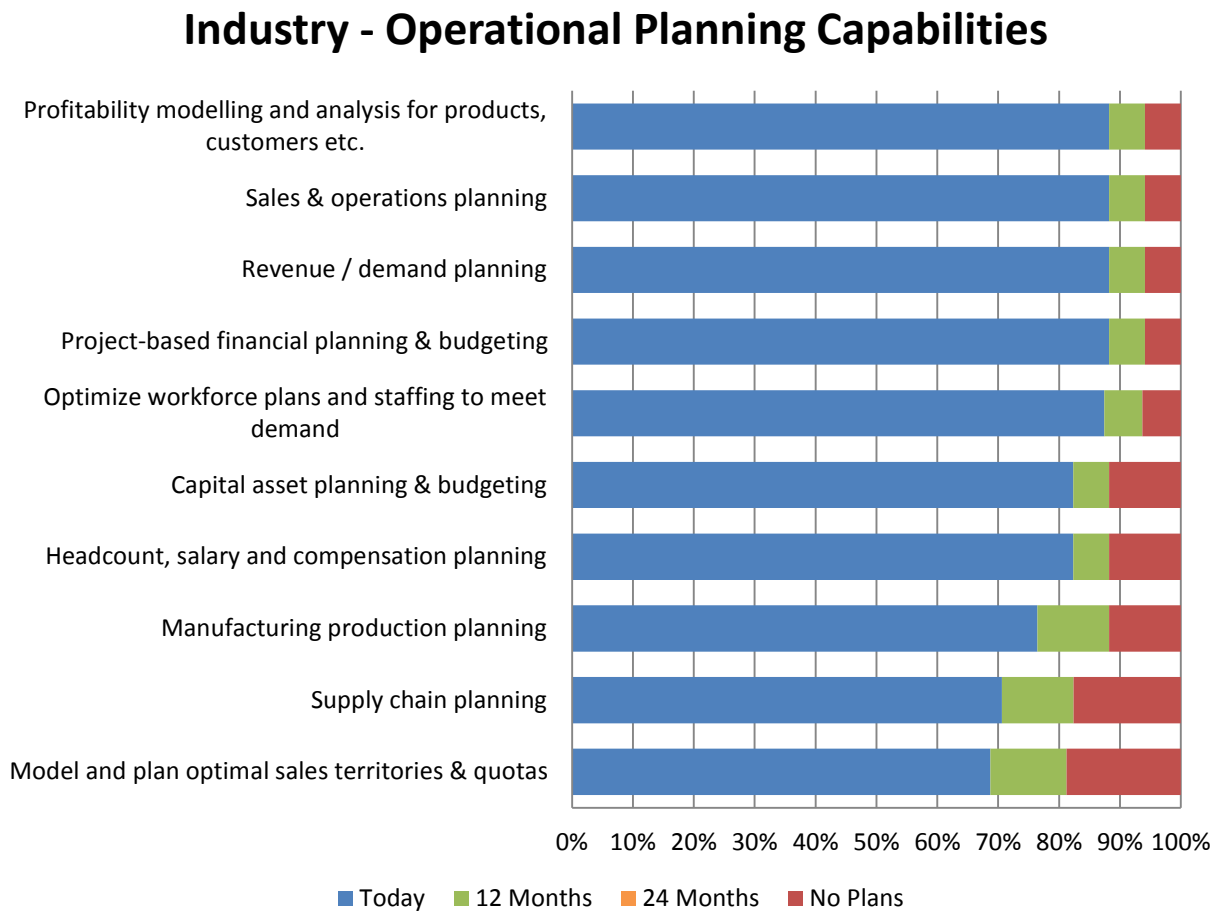

Figure 39 – Industry – operational planning capabilities

Industry – Budgeting and Planning Process Support

Most vendors provide comprehensive support for the processes that underpin the entry, amendment, review, and approval of budgets (fig. 40). There are some notable exceptions. For example, some solutions do not provide Excel data entry or support uploads from Excel, and vendors do not plan to fill these gaps. This likely reflects the cloud-based architecture of these systems, but it will likely require a mindset shift on the part of users to adopt this type of solution (and dropping use of Excel).

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

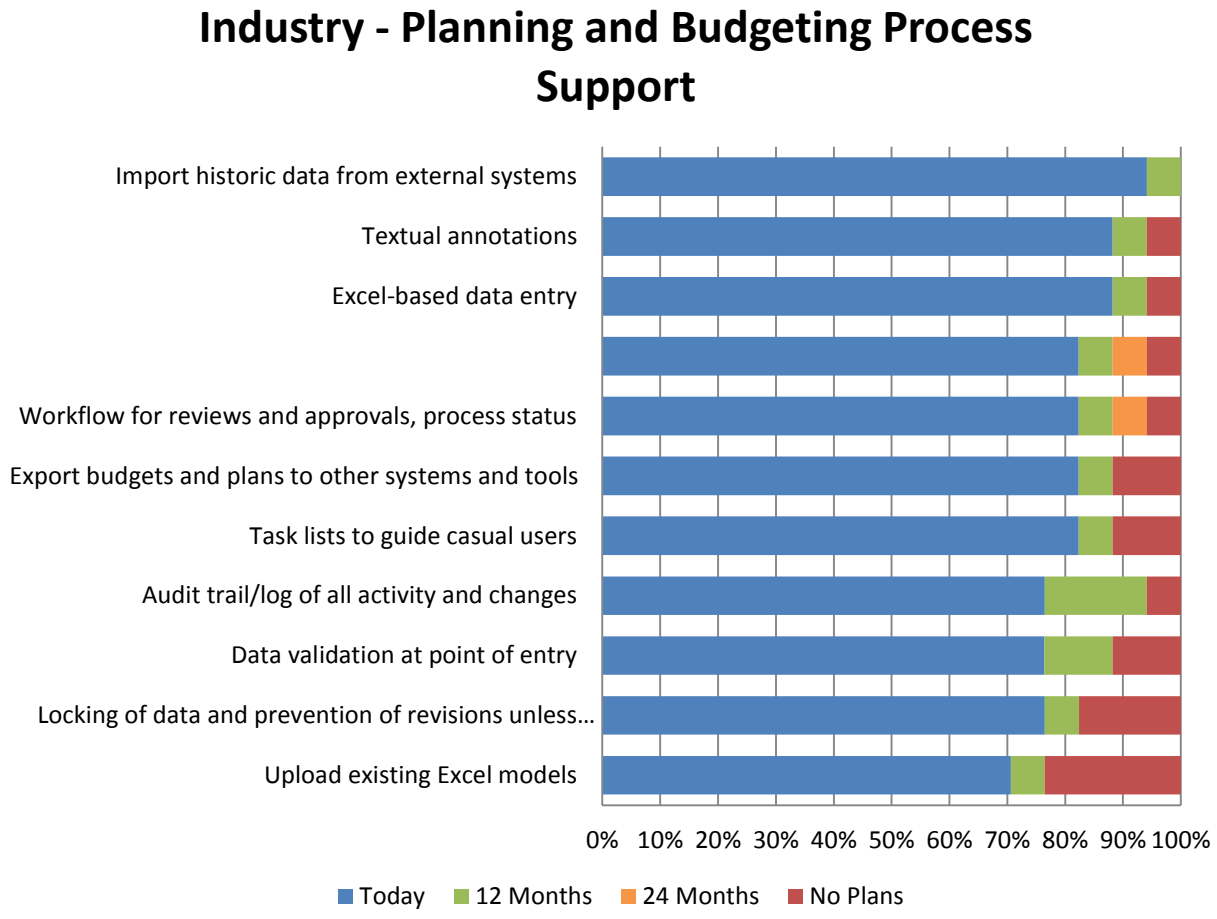

Figure 40 – Industry - planning and budgeting process support

Industry – Planning and Modeling Capabilities

There is broad support for many sophisticated planning and modeling functions (fig. 41). However, some vendors lack functionality in areas such as driver-based planning and break-back allocations that can be key functionalities in more complex planning environments. It is therefore important to ensure user needs in this area are defined and prioritized in some detail.

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

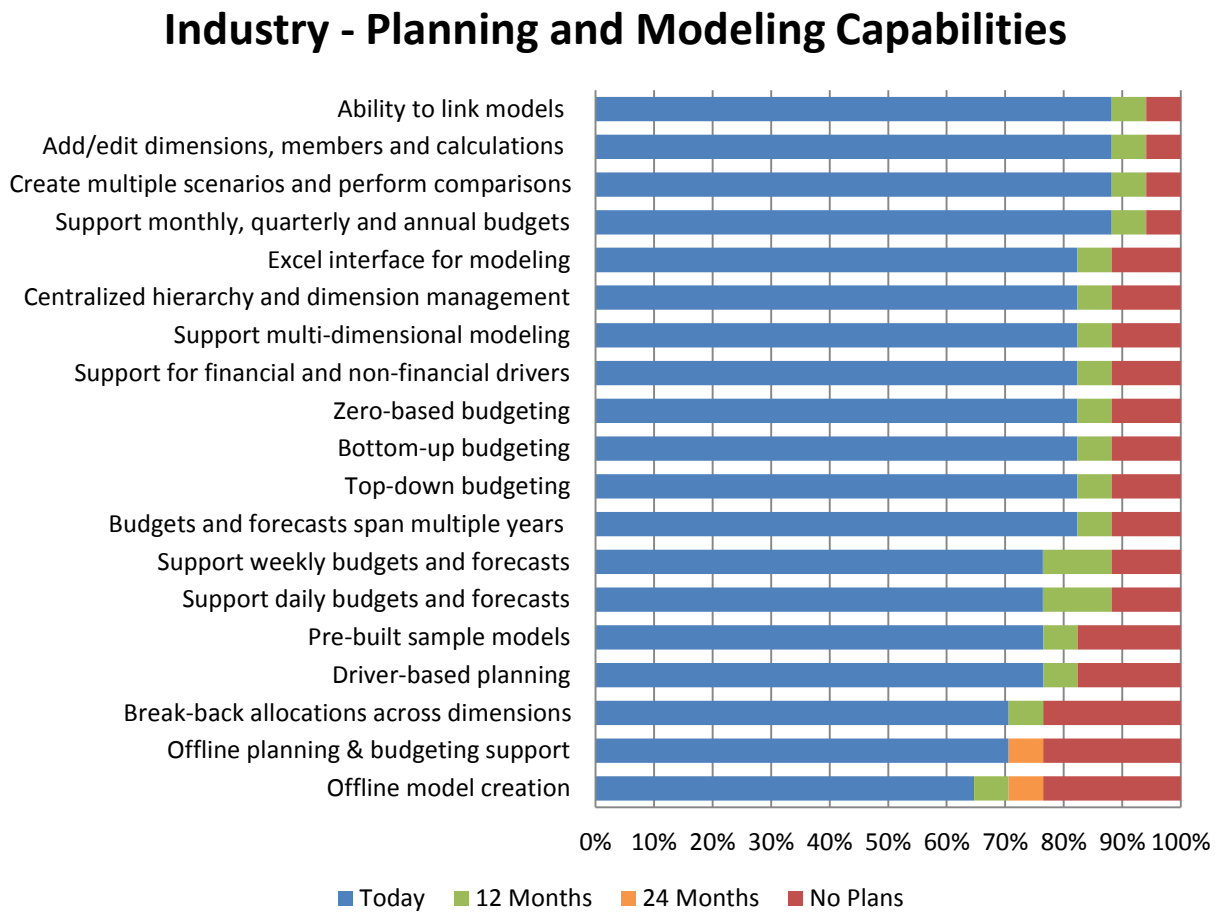

Figure 41 – Industry - planning and modeling capabilities

Industry – Data Science and Machine Learning

Support for data science and machine learning is currently limited among enterprise performance management vendors (fig. 42). Only four capabilities are supported by more than 50 percent of vendors, with the highest level of support for regression models (78 percent). More advanced capabilities have lower levels of support, but vendors have many of these capabilities on their road maps for delivery between 12-24 months from now.

This is understandable because the majority of users are still undecided about the value of data science and machine learning in enterprise performance management solutions. Many users may be waiting for vendors to bundle these capabilities with their enterprise performance management solutions; so, uptake is likely to increase over the next 12-24 months if vendors deliver on their road map intentions.

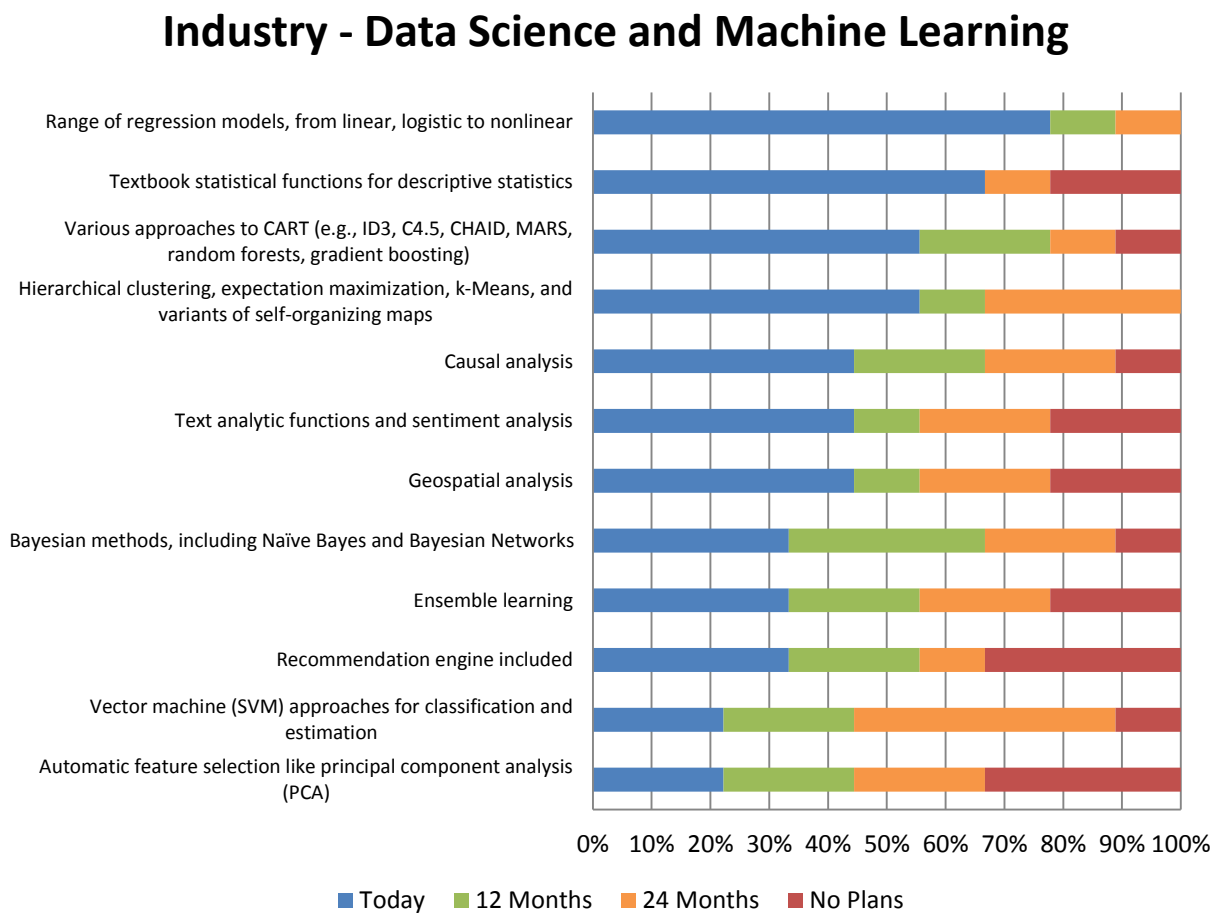

Figure 42 – Industry - data science and machine learning

Industry – Technical Architecture Features

All vendors support core technology capabilities such as automated alerting and access controls (fig. 43). Also, all vendors now support in-memory databases. Thirteen percent currently do not support multi-language capabilities but plan to address this within 24 months.

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

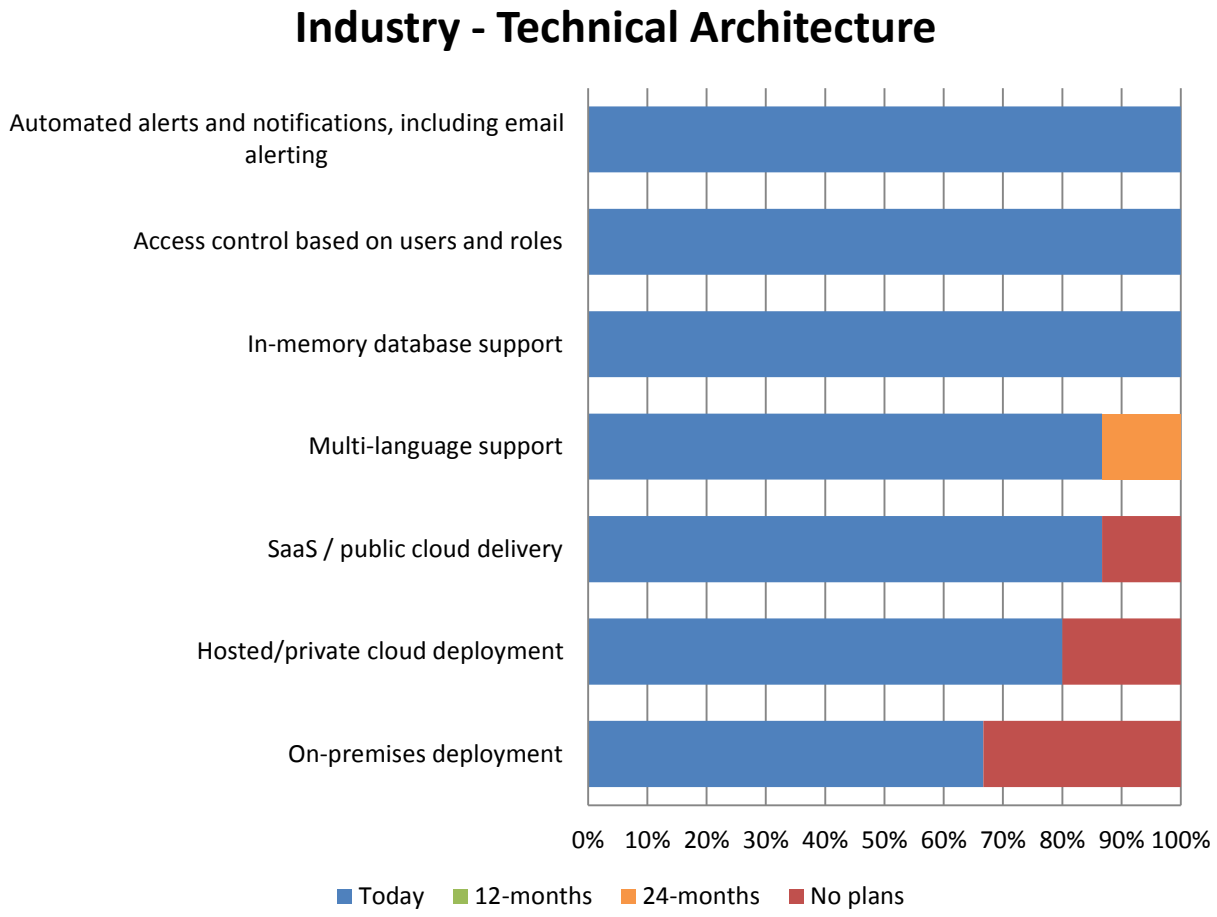

Figure 43 – Industry - technical architecture

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 EPM products daily (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.

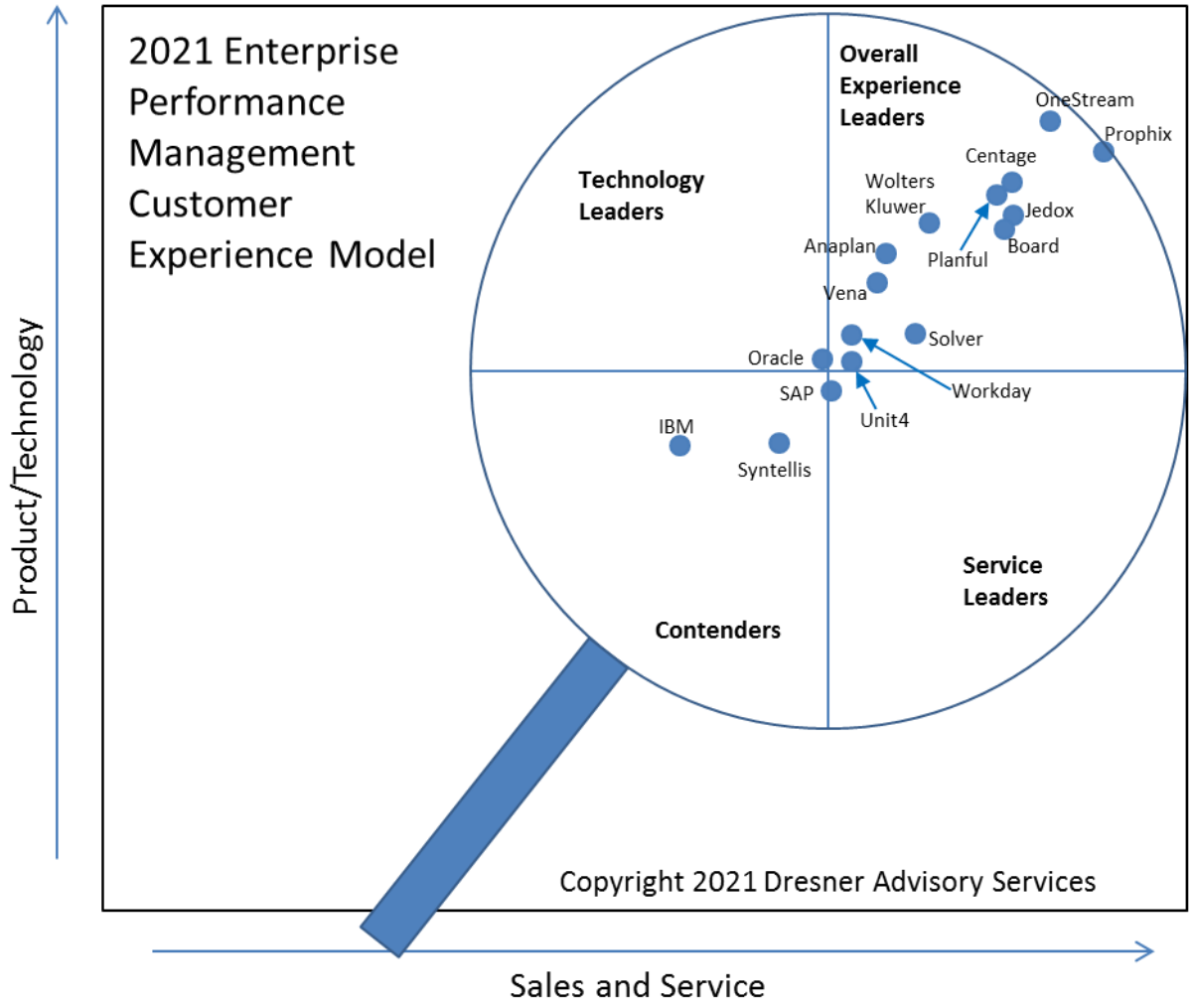

Figure 44 – Customer experience model

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.

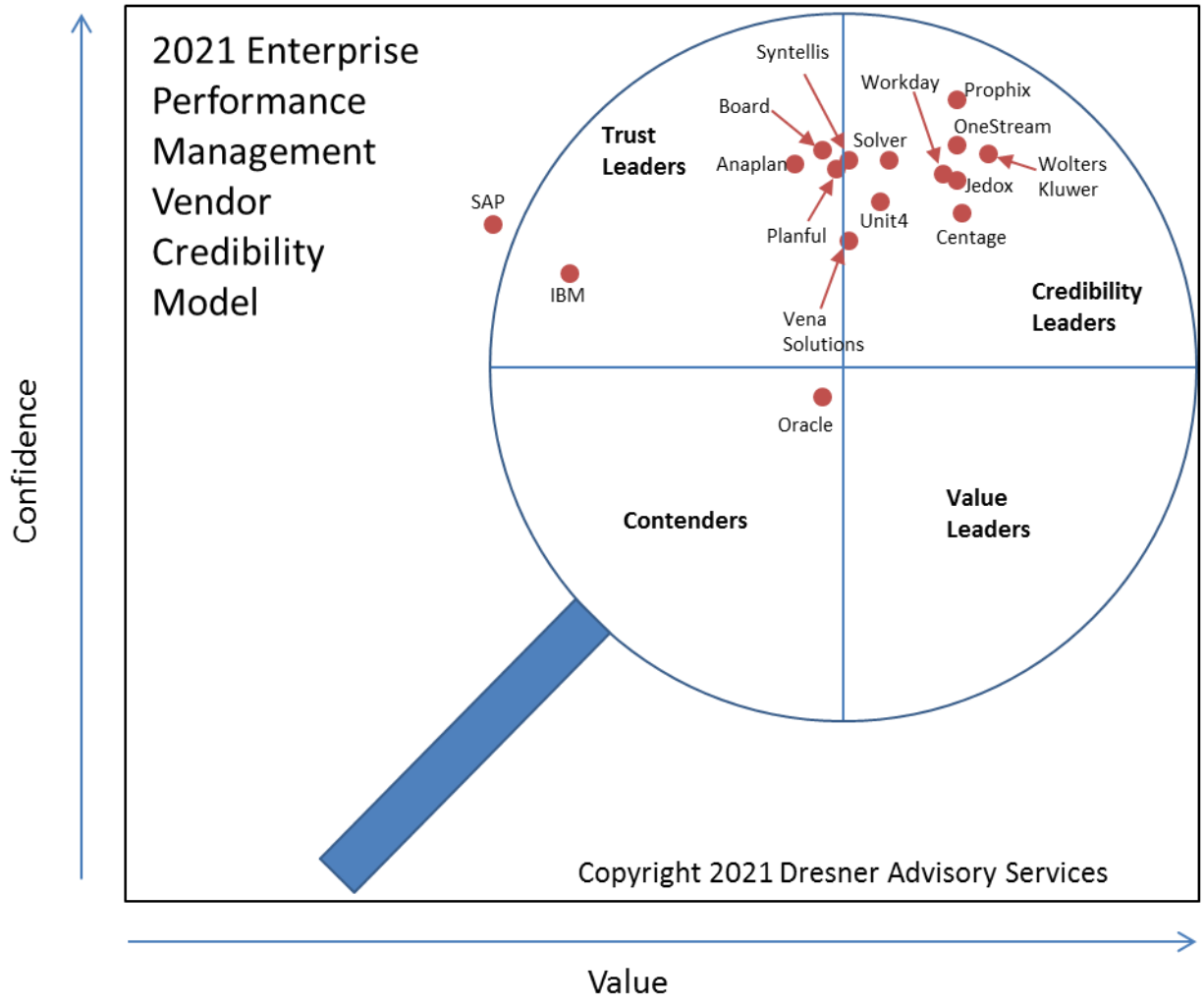

Figure 45 – Vendor credibility model

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.

In most cases we present two years of vendor performance details. For vendors that were not included in the 2020 report, only 2021 ratings are shown.

Table 1 - Detailed vendor rating criteria

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

Anaplan Detailed Score

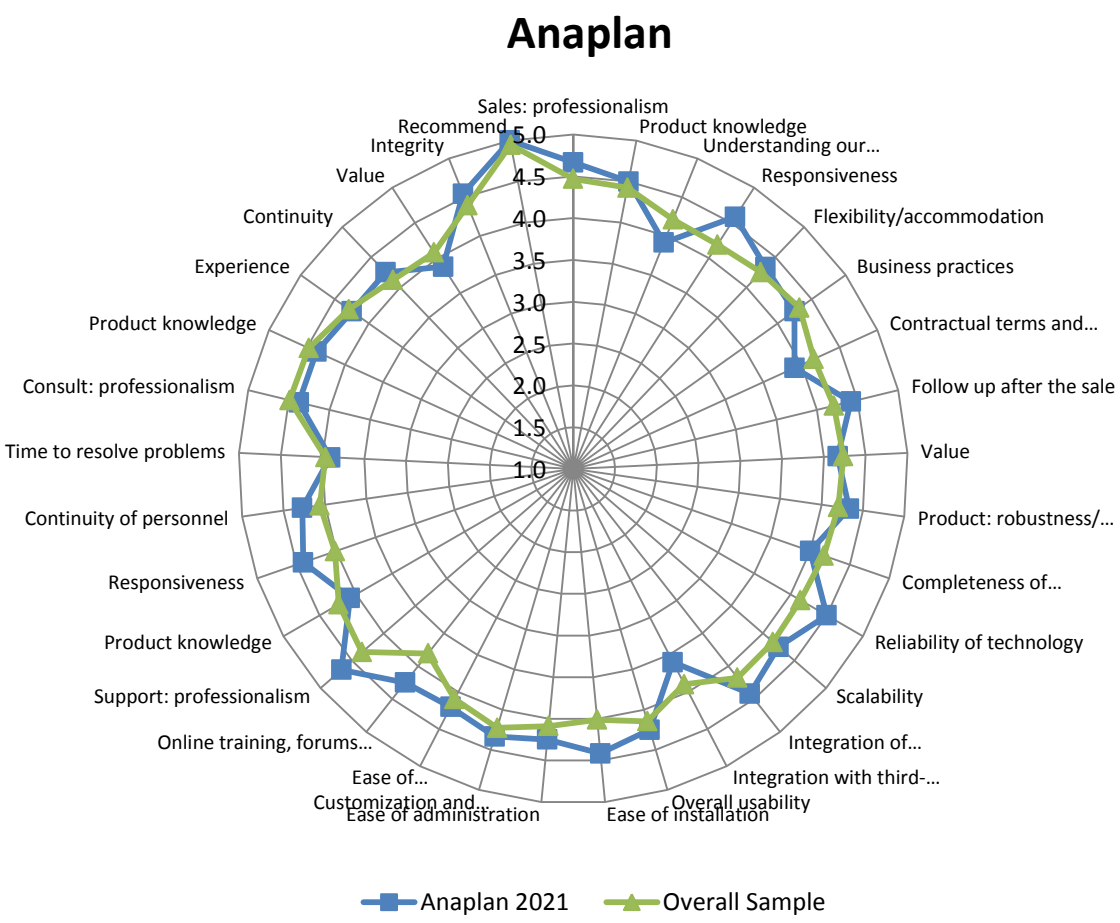

Figure 46 – Anaplan detailed score

For 2021, Anaplan's scores are generally in line with or 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 has a perfect recommend score.

Board International Detailed Score

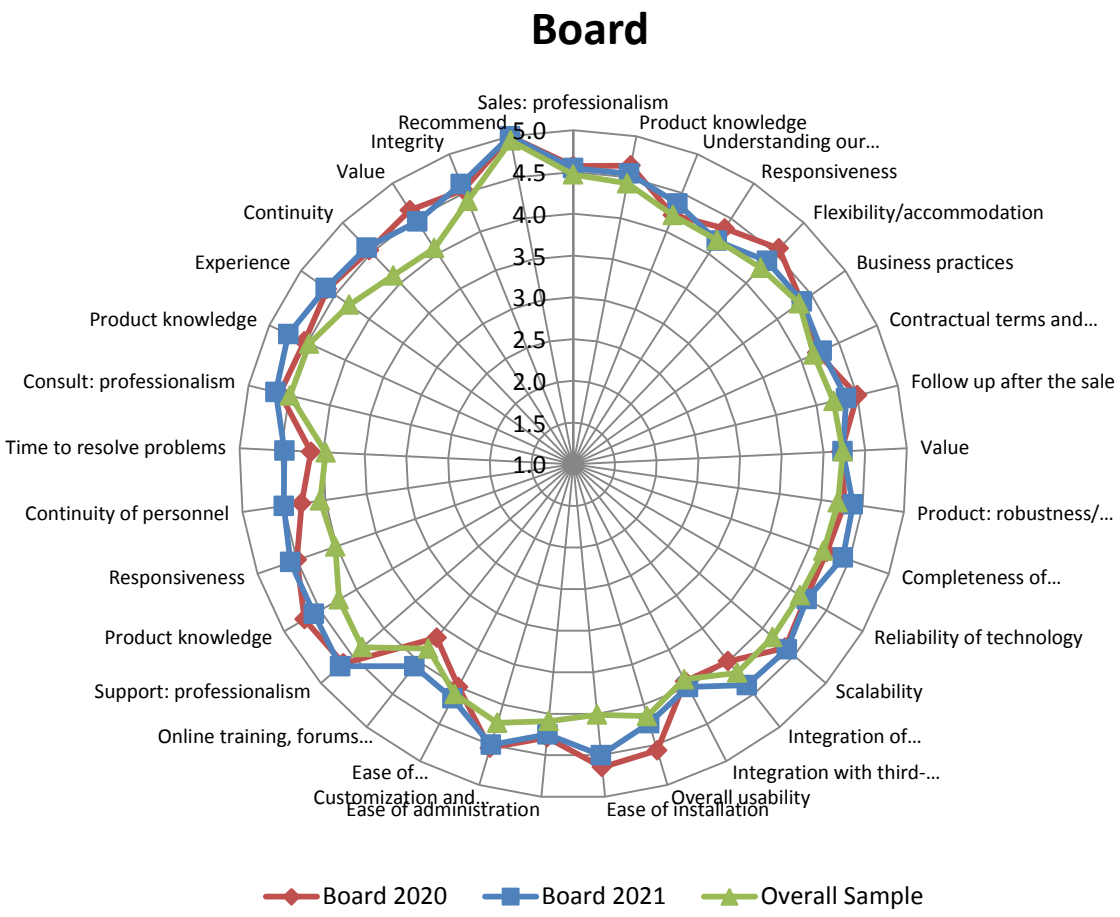

Figure 47 – Board International detailed score

For 2021, Board International's scores remain above the overall sample, with key improvements across most categories of measurement compared to 2020, including value, product, support, and consulting. It is an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model. It maintains a perfect recommend score.

Centage Detailed Score

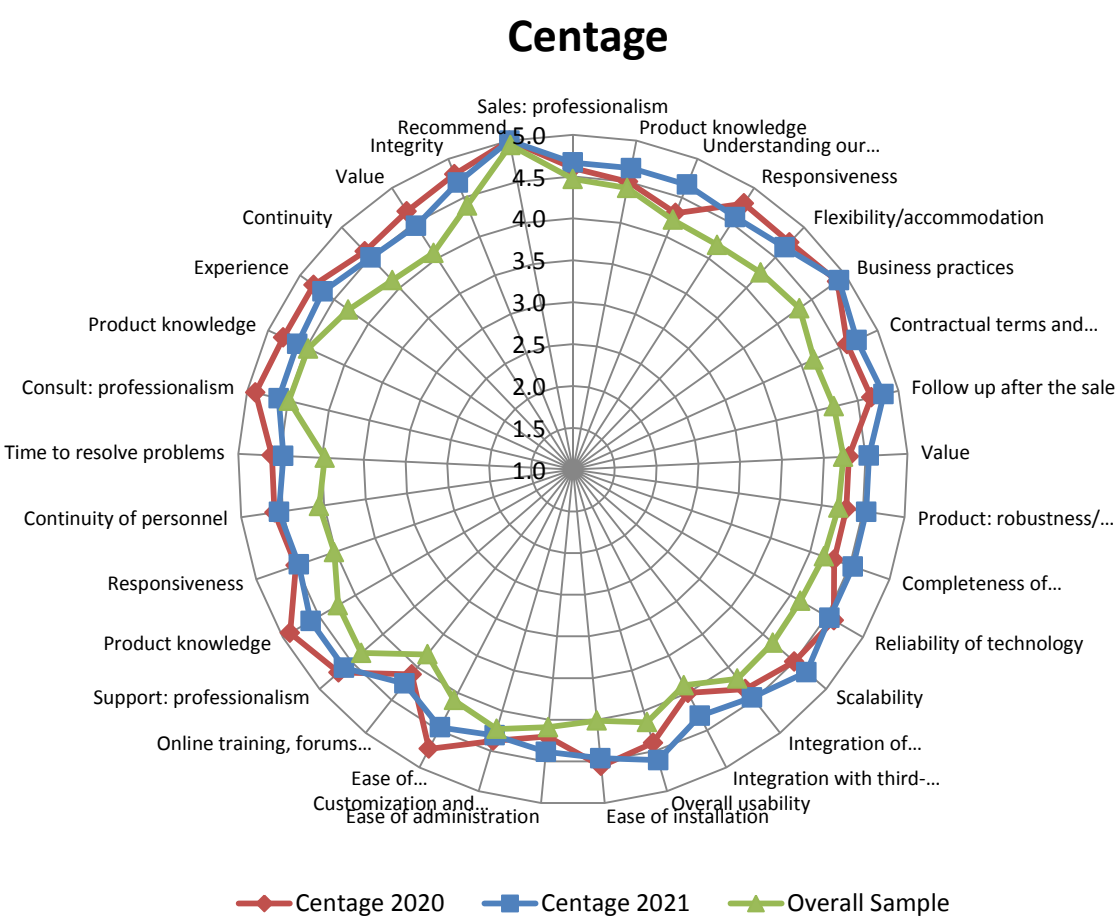

Figure 48 – Centage detailed score

In 2021, Centage's scores are generally above the overall sample with improvements across sales, product, and value categories of measurement. It is an Overall Leader in both the Customer Experience and Vendor Credibility models. It is best in class for sales business practices, follow-up after the sale, completeness of product functionality, and overall usability. It maintains a perfect recommend score.

IBM Detailed Score

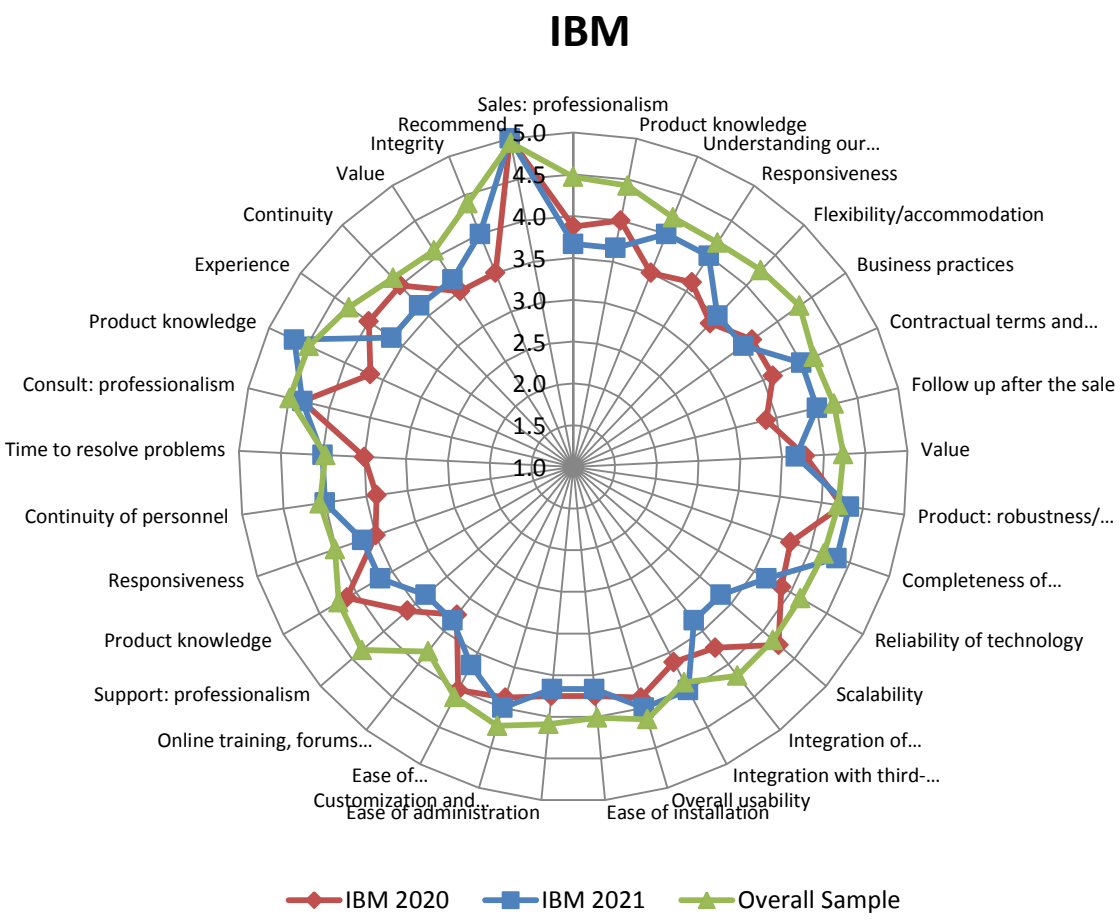

Figure 49 – IBM detailed score

For 2021, IBM's scores are generally below the overall sample with a mix of both improvements and declines compared to 2020. It is considered a Contender in the Customer Experience Model and a Trust Leader in the Vendor Credibility Model.

Jedox Detailed Score

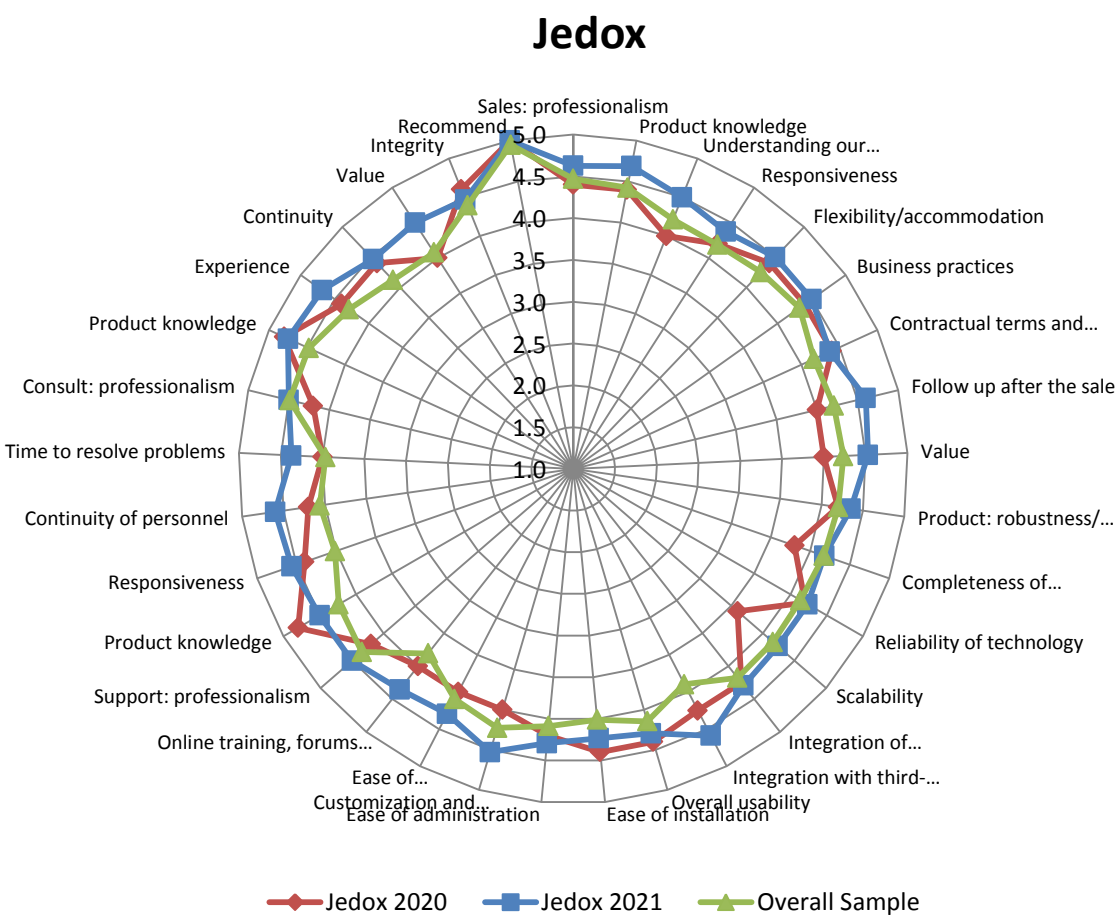

Figure 50 – Jedox detailed score

For 2021, Jedox is generally above the overall sample, with improvements across most categories of measurement. It is an Overall Leader in both the Customer Experience and Vendor Credibility Models. It is best in class for integration with third-party technology and maintains a perfect recommend score.

OneStream Detailed Score

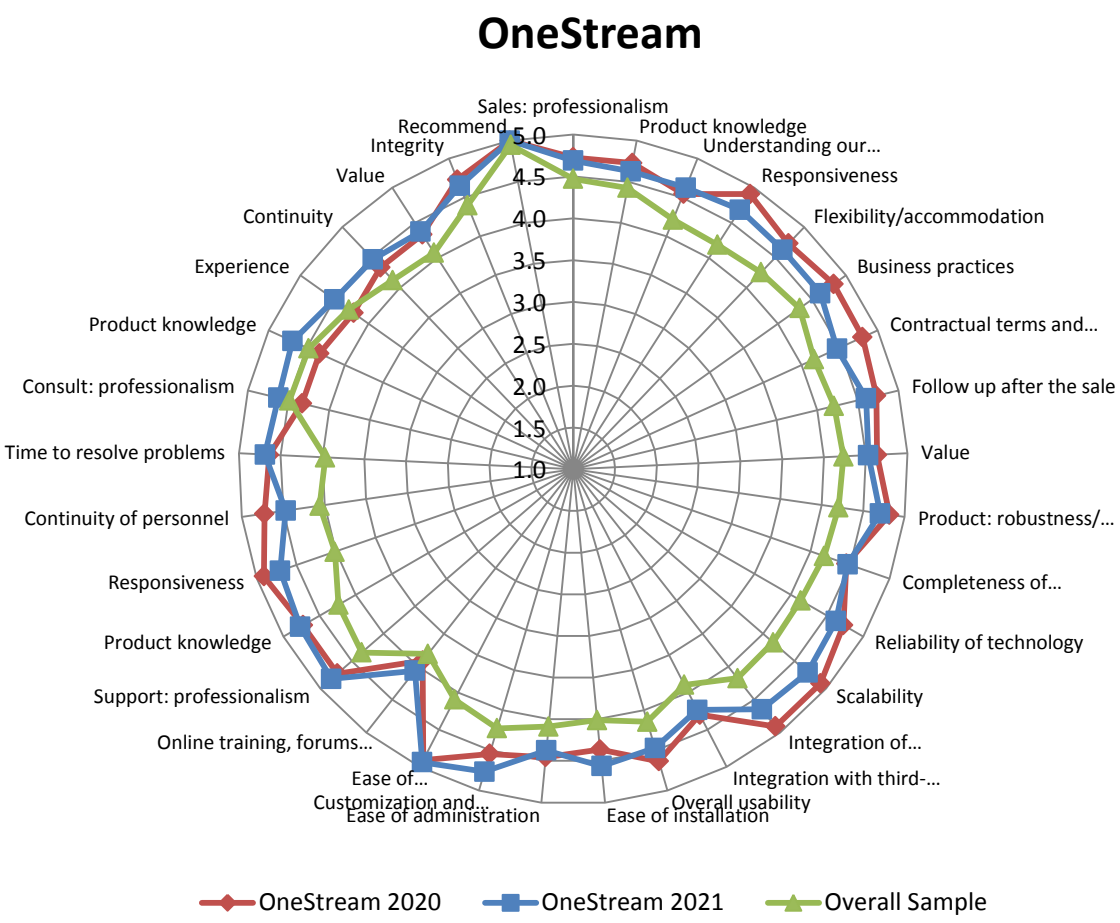

Figure 51 – OneStream detailed score

In 2021, 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 product robustness/sophistication of technology, reliability, scalability, ease of upgrade/migration to new versions, support professionalism, support product knowledge, support responsiveness, and time to resolve problems. It maintains a perfect recommend score.

Oracle Detailed Score

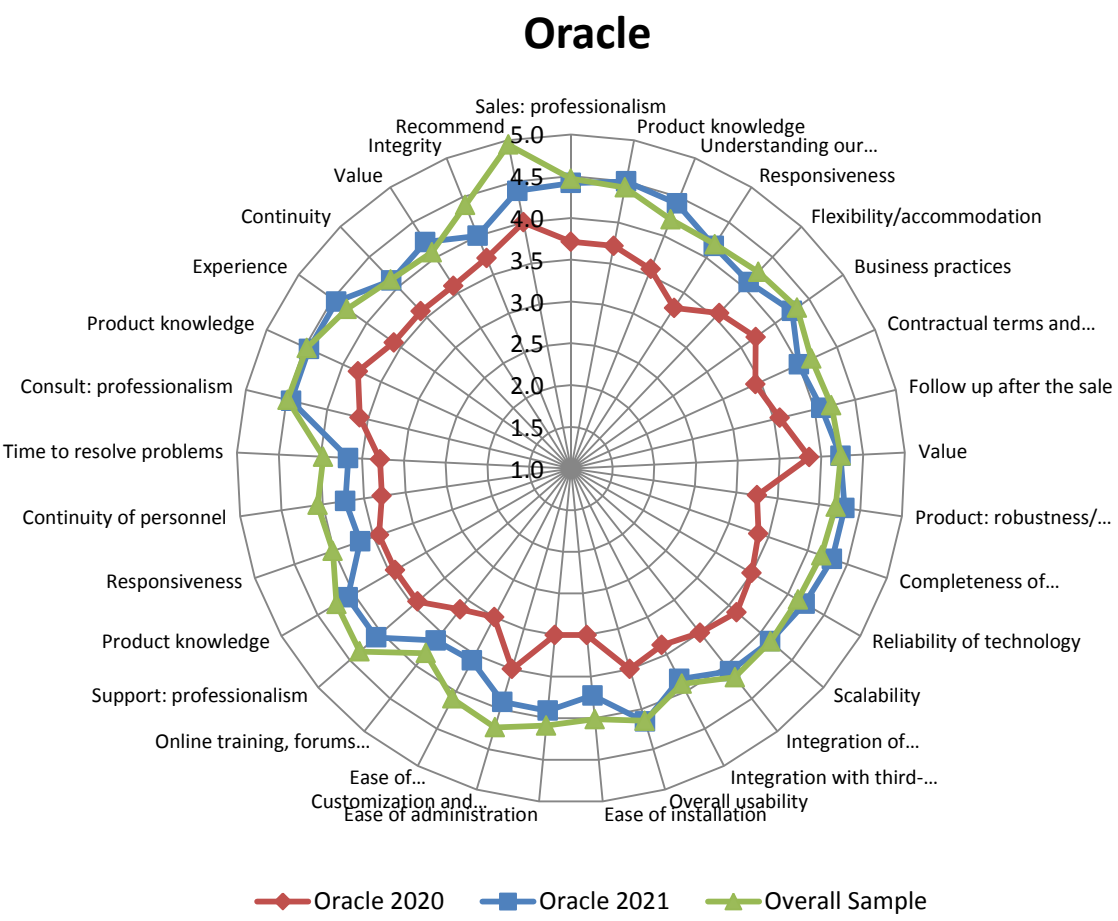

Figure 52 – Oracle detailed score

In 2021, Oracle's scores remain generally below the overall sample, with improvements across all measures and its overall score compared to 2020. It is considered a Technology Leader in the Customer Experience Model and a Contender in the Vendor Credibility Model.

Planful Detailed Score

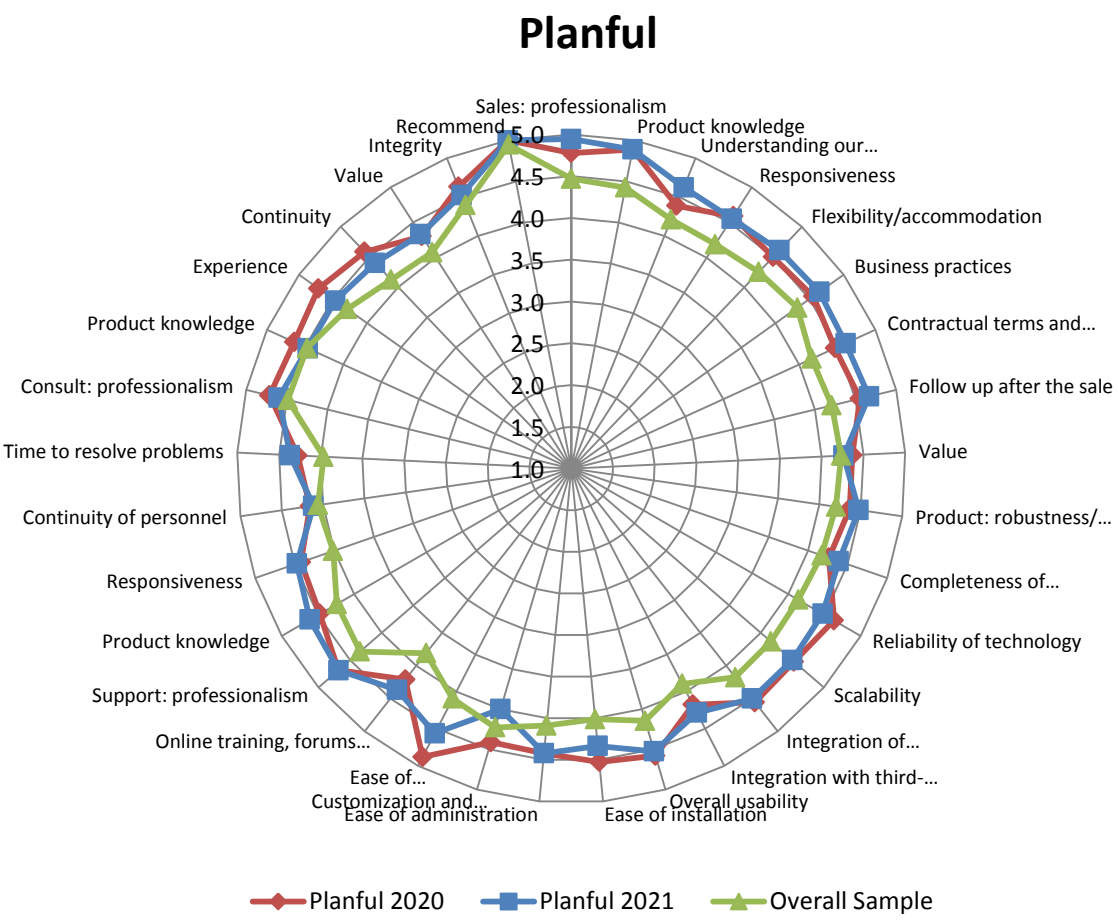

Figure 53 – Planful detailed score

In 2021, Planful has scores that remain well above the overall sample and has improvements in both sales and technical support measures. 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 sales professionalism and product knowledge, and online training, forums and documentation. It maintains a perfect recommend score.

Prophix Detailed Score

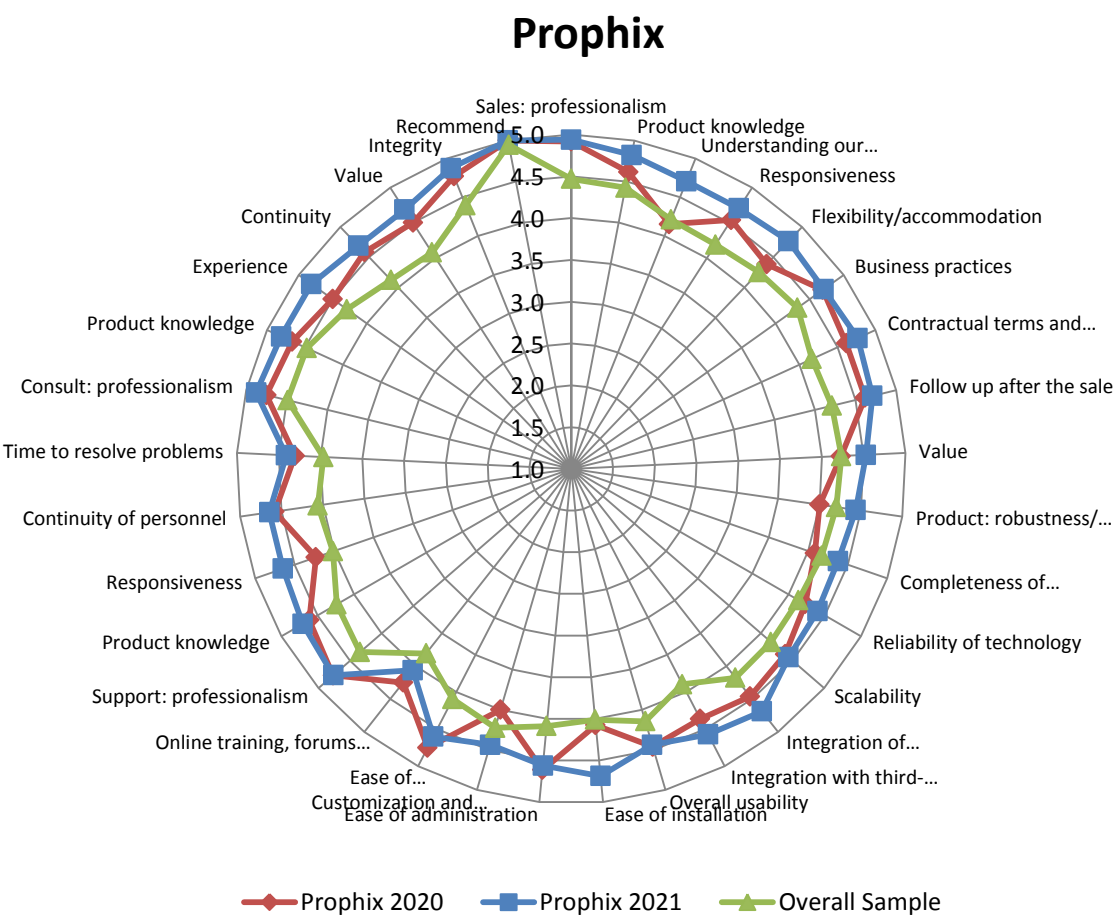

Figure 54 – Prophix detailed score

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 understanding customer business/needs, sales responsiveness, sales flexibility/accommodation, and contractual terms and conditions, product ease of installation, and ease of administration, support continuity of personnel, all consulting measures, and overall integrity. It maintains a perfect recommend score.

SAP Detailed Score

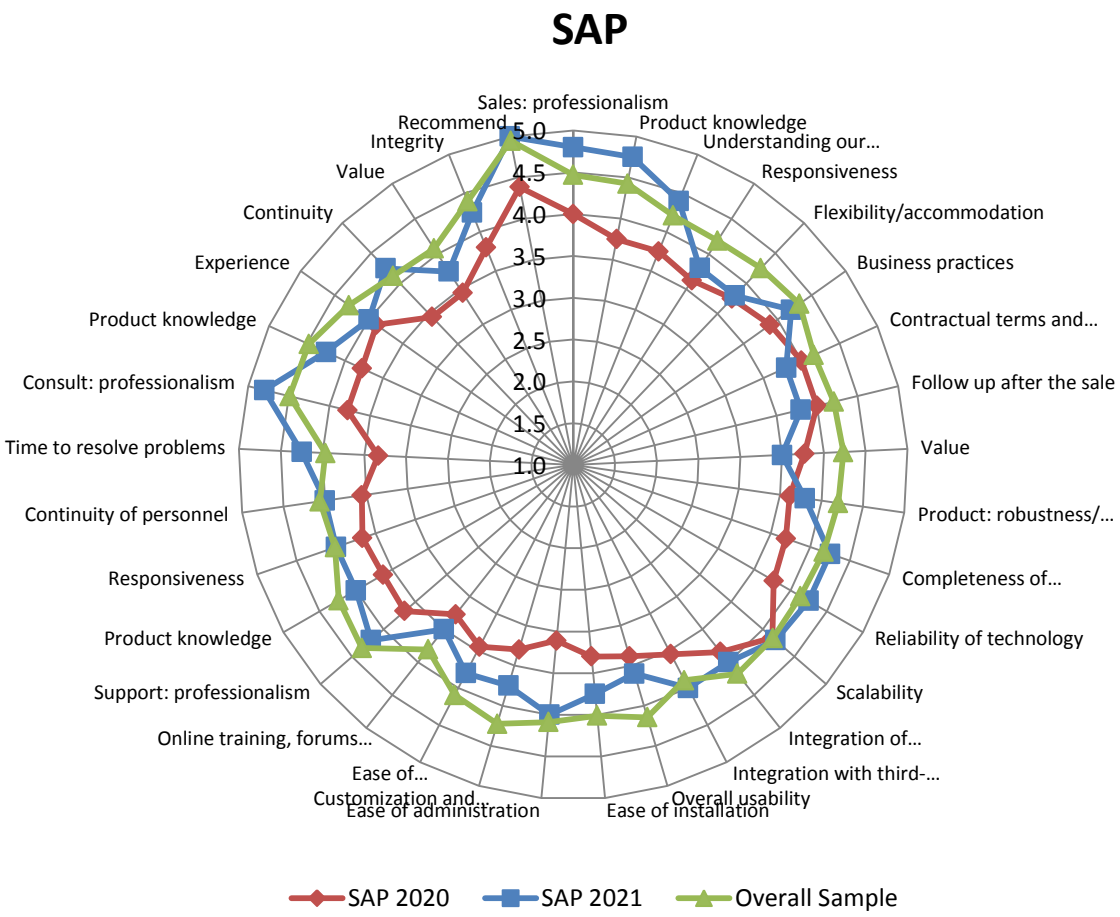

Figure 55 – SAP detailed score

In 2021, SAP's scores improved across most measures, and it is generally in line with or somewhat below the overall sample. It is considered a Service Leader in the Customer Experience Model and an outlier in the Vendor Credibility Model.

Solver Detailed Score

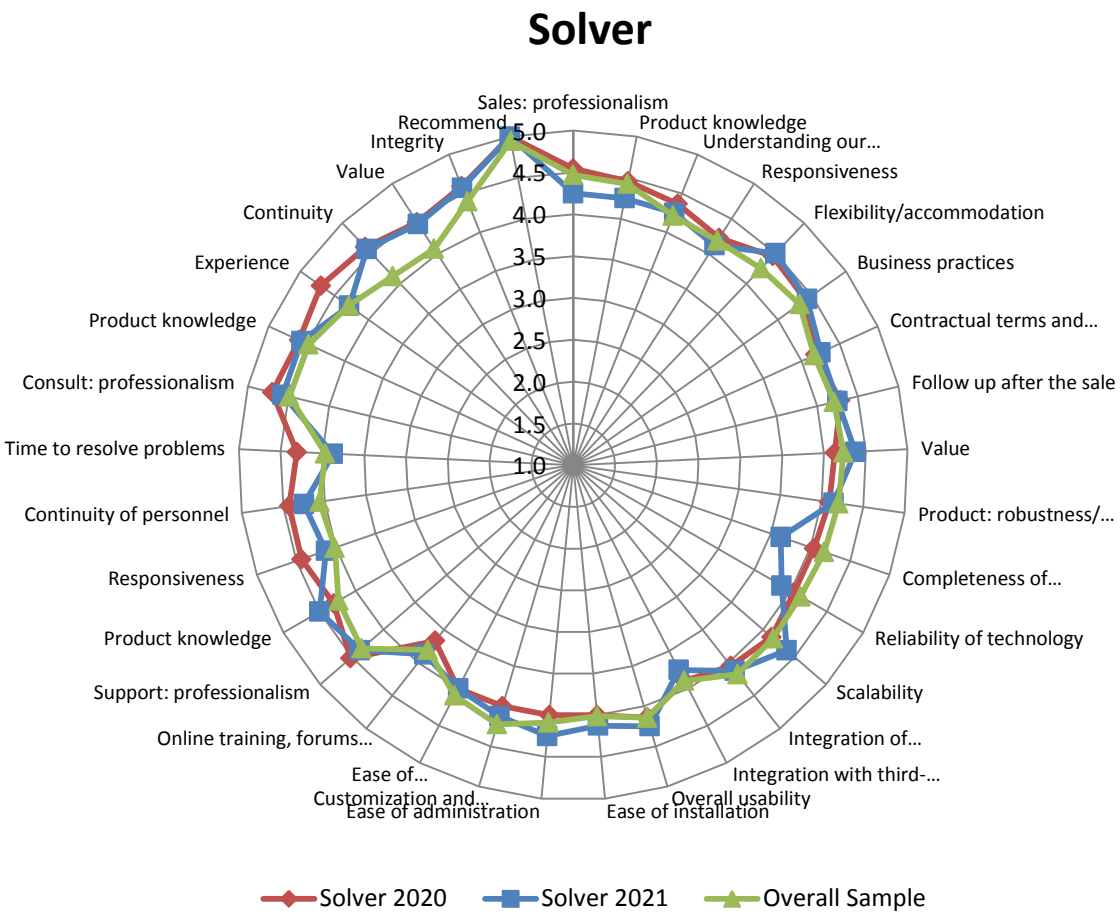

Figure 56 – Solver detailed score

For 2021, Solver's scores remain generally in line with the overall sample with some improvements in value and product and declines in technical support. It is considered an Overall Leader in both the Customer Experience and Vendor Credibility Models and maintains a perfect recommend score.

Syntellis Detailed Score

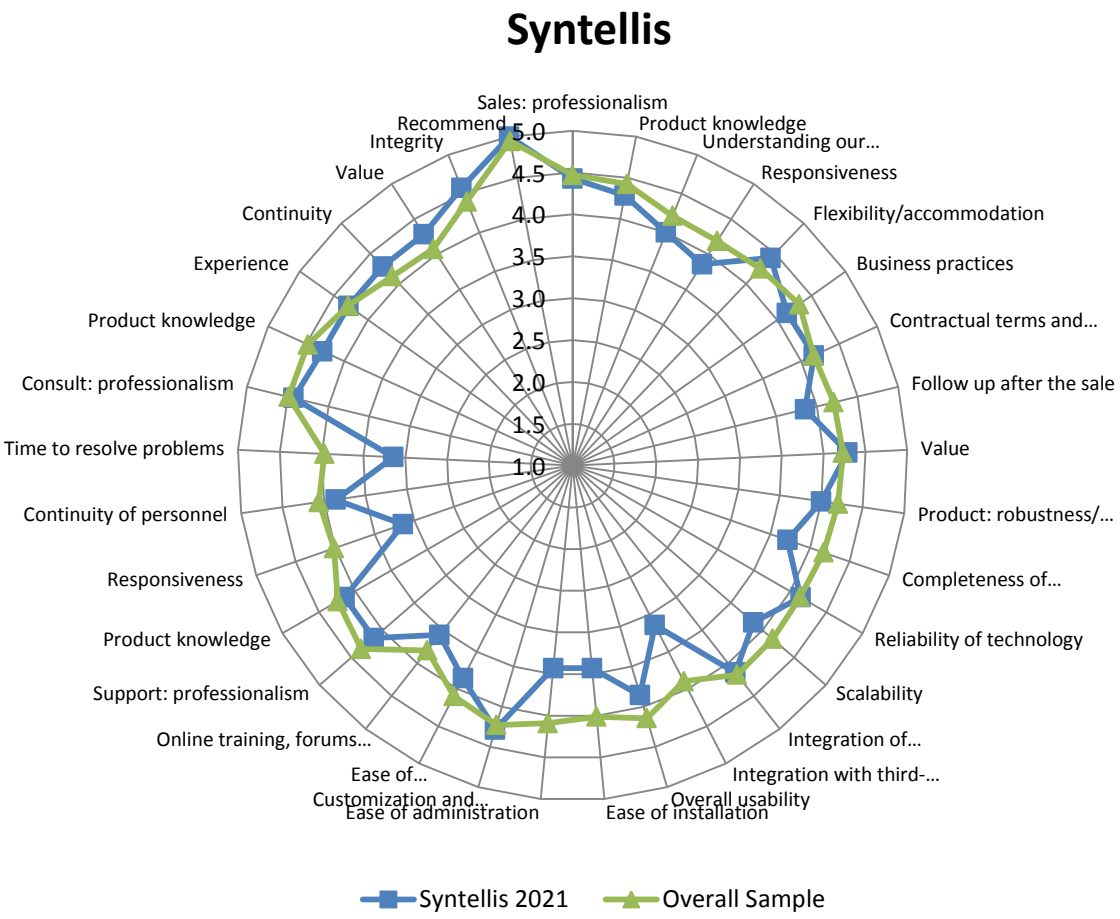

Figure 57 – Syntellis detailed score

In its first year of coverage, Syntellis scores generally in line with or slightly below the overall sample. It is considered a Contender in the Customer Experience Model and an Overall Leader in the Vendor Credibility Model. It has a perfect recommend score.

Unit4 Detailed Score

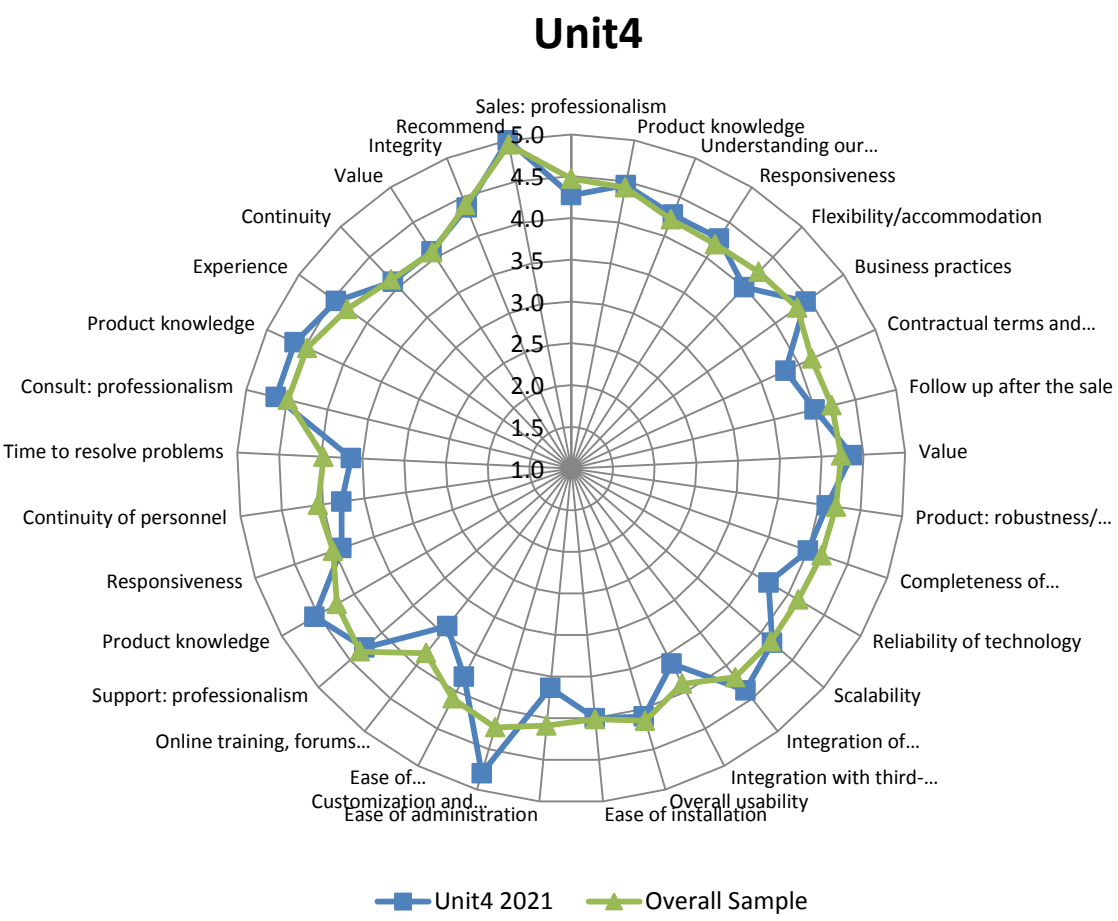

Figure 58 – Detailed score for Unit4

In its first year of coverage, Unit4 is generally in line with the overall sample and is best in class for product customization and extensibility. It is considered an Overall Leader in both Customer Experience and Vendor Credibility models and has a perfect recommend score.

Vena Solutions Detailed Score

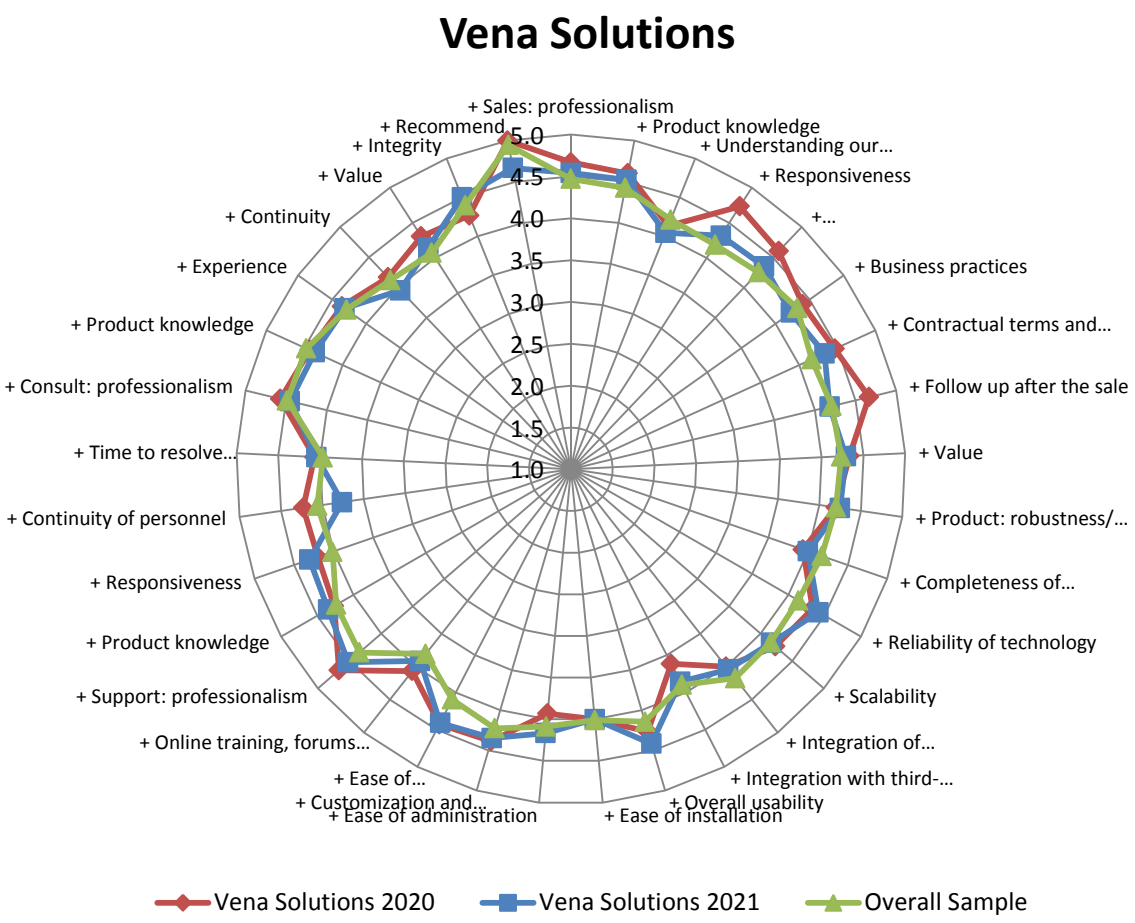

Figure 59 – Vena Solutions detailed score

For 2021, Vena Solutions' scores are generally in line with the overall sample. It is considered an Overall Leader in the Customer Experience and Vendor Credibility models.

Wolters Kluwer (CCH Tagetik) Detailed Score

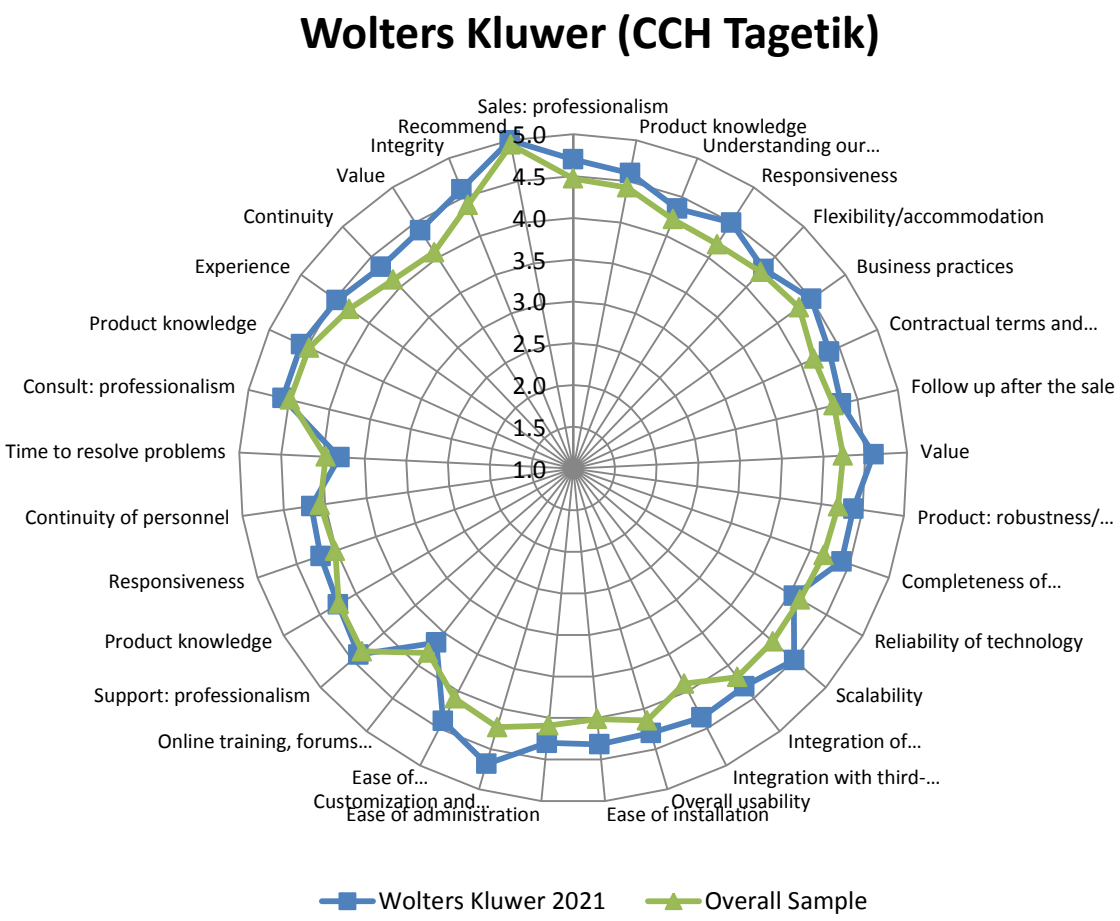

Figure 60 – Wolters Kluwer (CCH Tagetik) detailed score

In its first year of coverage, Wolters Kluwer (CCH Tagetik) scores generally above the overall sample and is considered best in class for value. It is an Overall Leader in both Customer Experience and Vendor Credibility models and has a perfect recommend score.

Workday (Adaptive Planning) Detailed Score

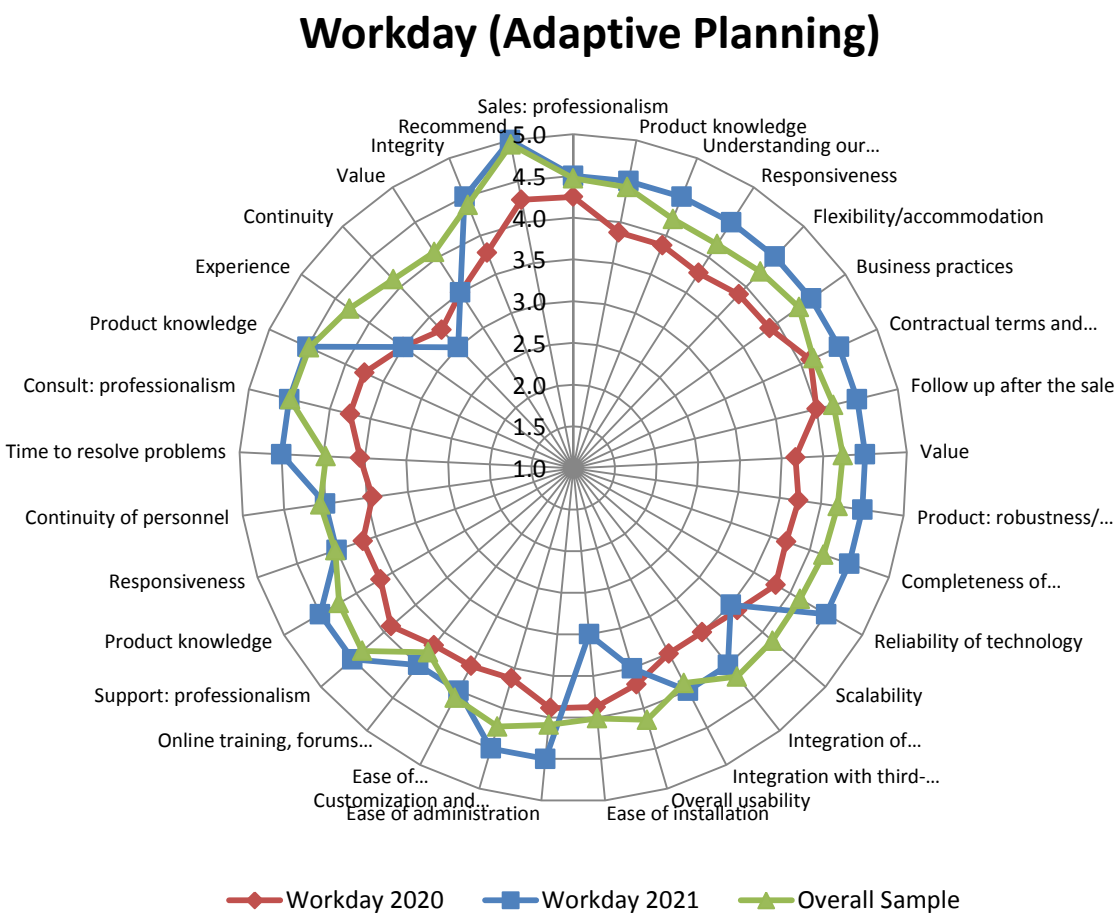

Figure 61 – Workday (Adaptive Planning) detailed score

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

With scores now generally above the overall sample, Workday's scores improve in 2021 compared to 2020 across most categories of measurement, suggesting that the impact of the acquisition has been tempered.

Workday is now considered an Overall Leader in both the Customer Experience and Vendor Credibility models and has a perfect recommend score.

Other Dresner Advisory Services Research Reports

- Wisdom of Crowds® "Flagship" Business Intelligence Market Study
- Analytical Data Infrastructure
- BI Competency Center
- Big Data Analytics
- Cloud Computing and Business Intelligence
- Data Catalog
- Data Pipelines and Integration
- Data Preparation
- Data Science and Machine Learning
- Embedded Business Intelligence
- Guided Analytics
- Natural Language Analytics
- Sales Performance Management
- Self-Service Business Intelligence
- Small and Mid-Sized Enterprise Business Intelligence
- Small and Mid-Sized Enterprise Performance Management

Appendix - The 2021 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

Please identify your primary industry*

( ) Advertising

( ) Aerospace

( ) Agriculture

( ) Apparel & Accessories

( ) Automotive

( ) Aviation

( ) Biotechnology

( ) Broadcasting

( ) Business Services

( ) Chemical

( ) Construction

( ) Consulting

( ) Consumer Products

( ) Defense

( ) Distribution & Logistics

( ) Education (Higher Ed)

( ) Education (K-12)

( ) Energy

( ) Entertainment and Leisure

( ) Executive search

( ) Federal Government

( ) Financial Services

( ) Food, Beverage and Tobacco

( ) Healthcare (Payer)

( ) Healthcare (Provider)

( ) Hospitality

( ) Insurance

( ) Legal

( ) Manufacturing

( ) Mining

( ) Motion Picture and Video

( ) Not for Profit

( ) Pharmaceuticals

( ) Publishing

( ) Real Estate (Commercial)

( ) Real Estate (Residential)

( ) Retail and Wholesale

( ) Sports

( ) State and Local Government

( ) Technology

( ) Telecommunications

( ) Transportation

( ) Travel

( ) Utilities

( ) Other - Please specify below

How many employees does your company employ worldwide?

( ) 1-100

( ) 101-1,000

( ) 1,001-2,000

( ) 2,001-5,000

( ) 5,001-10,000

( ) More than 10,000

What function do you report into?

( ) Business Intelligence Competency Center

( ) Executive Management

( ) Finance

( ) Human Resources

( ) Information Technology (IT)

( ) Marketing

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

( ) Research and Development (R&D)

( ) Sales

( ) Strategic Planning Function

( ) Other - Write In

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

( ) Yes, we use enterprise performance management software today

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

( ) We are currently evaluating enterprise performance management software

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

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

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

( ) The number of enterprise performance management users will increase

( ) The number of enterprise performance management users will decrease

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

( ) Will Adopt This Year

( ) Will Adopt Next Year

( ) Will Adopt Beyond Next Year

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

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

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

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

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

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

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

( ) At a departmental level in part of the organization

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

( ) As a regional solution in North America

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

( ) As a regional solution in Latin America

( ) As a regional solution in Asia Pacific

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

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

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

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

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

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

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

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

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

How important is enterprise performance management 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	( )	( )	( )	( )
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	( )	( )	( )	( )	( )
Bottom-up Budgeting	( )	( )	( )	( )	( )

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

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

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

	Daily	**Weekly**	**Monthly**	**Quarterly**	**Bi-annually**	**Annually**
Planning/ Budgeting	( )	( )	( )	( )	( )	( )
Forecasting	( )	( )	( )	( )	( )	( )

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?

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

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

	Today	In 12 months	In 24 months
Mostly on-premises	( )	( )	( )
Mostly private cloud	( )	( )	( )
Mostly hybrid cloud	( )	( )	( )
Mostly public cloud	( )	( )	( )

How does your management team measure and manage the performance of your organization?

( ) Mainly using financial budgetary control mechanisms. Business entities (business units, departments and functions) are set financial budgets and their performance is primarily measured against these using budget variance analysis

( ) Using a combination of financial budgetary control mechanisms and key performance indicators (KPIs).

( ) Mainly using KPIs. Business entity performance is primarily measured against KPIs, financial budgets are of much less importance.

( ) Other - Write In: _____

( ) Other - Write In: _____

How important are the following KPIs in your organization?

	Critical	**Very important**	**Important**	**Somewhat important**	**Not important**
Financial KPIs (e.g., revenues, profitability, earnings per share)	( )	( )	( )	( )	( )
Customer experience KPIs (e.g. churn, promoter score, retention)	( )	( )	( )	( )	( )
HR KPIs (e.g. cost to hire, employee churn, employee retention)	( )	( )	( )	( )	( )
Operational	( )	( )	( )	( )	( )

KPIs (e.g. supply chain metrics, sales effectiveness, cost of providing services)					
Digital transformation KPIs (e.g. share of customers using digital services, revenue from digital services)	( )	( )	( )	( )	( )

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

( ) Adaptive Insights (Workday)

( ) Anaplan

( ) Bitam

( ) Board International

( ) Centage Budget Maestro / Planning Maestro

( ) Cubeware

( ) Fluence

( ) IBM

( ) Infor

( ) Insight Software

( ) Jedox

( ) KCI Computing

( ) Kepion

( ) Longview Solutions

( ) OneStream

( ) Oracle Hyperion

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

( ) Planview

( ) Prevero (Unit4)

( ) Prophix

( ) SAP

( ) SAS Institute

( ) Sage Intaact

( ) Solver

( ) Syntellis (f.k.a. Kaufman Hall)

( ) 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

How many users currently use this product?

( ) 1-5

( ) 6-10

( ) 11-20

( ) 21-50

( ) 51-100

( ) 101-200

( ) 201-500

( ) 501-1,000

( ) More than 1,000

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

	Excellent	Very Good	Adequate	Poor	Very Poor	Don't Know
Professionalism	( )	( )	( )	( )	( )	( )
Product Knowledge	( )	( )	( )	( )	( )	( )
Understanding our Business Needs	( )	( )	( )	( )	( )	( )
Responsiveness	( )	( )	( )	( )	( )	( )
Flexibility/Accommodation	( )	( )	( )	( )	( )	( )
Business Practices	( )	( )	( )	( )	( )	( )
Contractual Terms and Conditions	( )	( )	( )	( )	( )	( )
Follow-up after the Sale	( )	( )	( )	( )	( )	( )

How would you characterize the value for the price paid?

( ) Great Value (Well exceeded expectations)

( ) Good Value (Somewhat exceeded expectations)

( ) Average Value (Met expectations)

( ) Poor Value (Fell short of expectations)

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

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

	Excellent	Very Good	Adequate	Poor	Very Poor	Don't Know
Robustness/Sophistication of Technology	( )	( )	( )	( )	( )	( )
Completeness of Functionality	( )	( )	( )	( )	( )	( )
Reliability of Technology	( )	( )	( )	( )	( )	( )
Scalability	( )	( )	( )	( )	( )	( )
Integration of Components within Product	( )	( )	( )	( )	( )	( )
Integration with Third-party Technologies	( )	( )	( )	( )	( )	( )
Overall Usability	( )	( )	( )	( )	( )	( )
Ease of Installation	( )	( )	( )	( )	( )	( )
Ease of Administration	( )	( )	( )	( )	( )	( )
Customization and Extensibility	( )	( )	( )	( )	( )	( )
Ease of Upgrade/Migration to	( )	( )	( )	( )	( )	( )

New Versions						
Online Training, Forums and Documentation	( )	( )	( )	( )	( )	( )

How would you characterize the vendor's technical support?

	Excellent	**Very Good**	**Adequate**	**Poor**	**Very Poor**	**Don't Know**
Professionalism	( )	( )	( )	( )	( )	( )
Product Knowledge	( )	( )	( )	( )	( )	( )
Responsiveness	( )	( )	( )	( )	( )	( )
Continuity of Personnel	( )	( )	( )	( )	( )	( )
Time to Resolve Problems	( )	( )	( )	( )	( )	( )

How would you characterize the vendor's consulting services?

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

Value	( )	( )	( )	( )	( )	( )

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

( ) Excellent

( ) Very Good

( ) Adequate

( ) Poor

( ) Very Poor

( ) Don't Know

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

( ) Improved

( ) Stayed the Same

( ) Declined

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

_____