



Financial Performance Management (FPM) DACH

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Abstract

Performance management refers to processes, methods and tools for planning, steering, controlling and improving an organization's performance and profitability. It is therefore one of the central management tasks in the organization at strategic, tactical and operational levels. With regard to the management and monitoring of financial results across the organization, financial performance management (FPM) focuses on streamlining financial management processes.

This BARC Score examines the market for FPM products and portfolios in the DACH region (Germany, Austria and Switzerland). Based on countless data points from various BARC surveys and many analyst interactions, vendors are rated on a variety of criteria, from portfolio capabilities and architecture to sales and marketing strategy, financial performance and customer feedback.

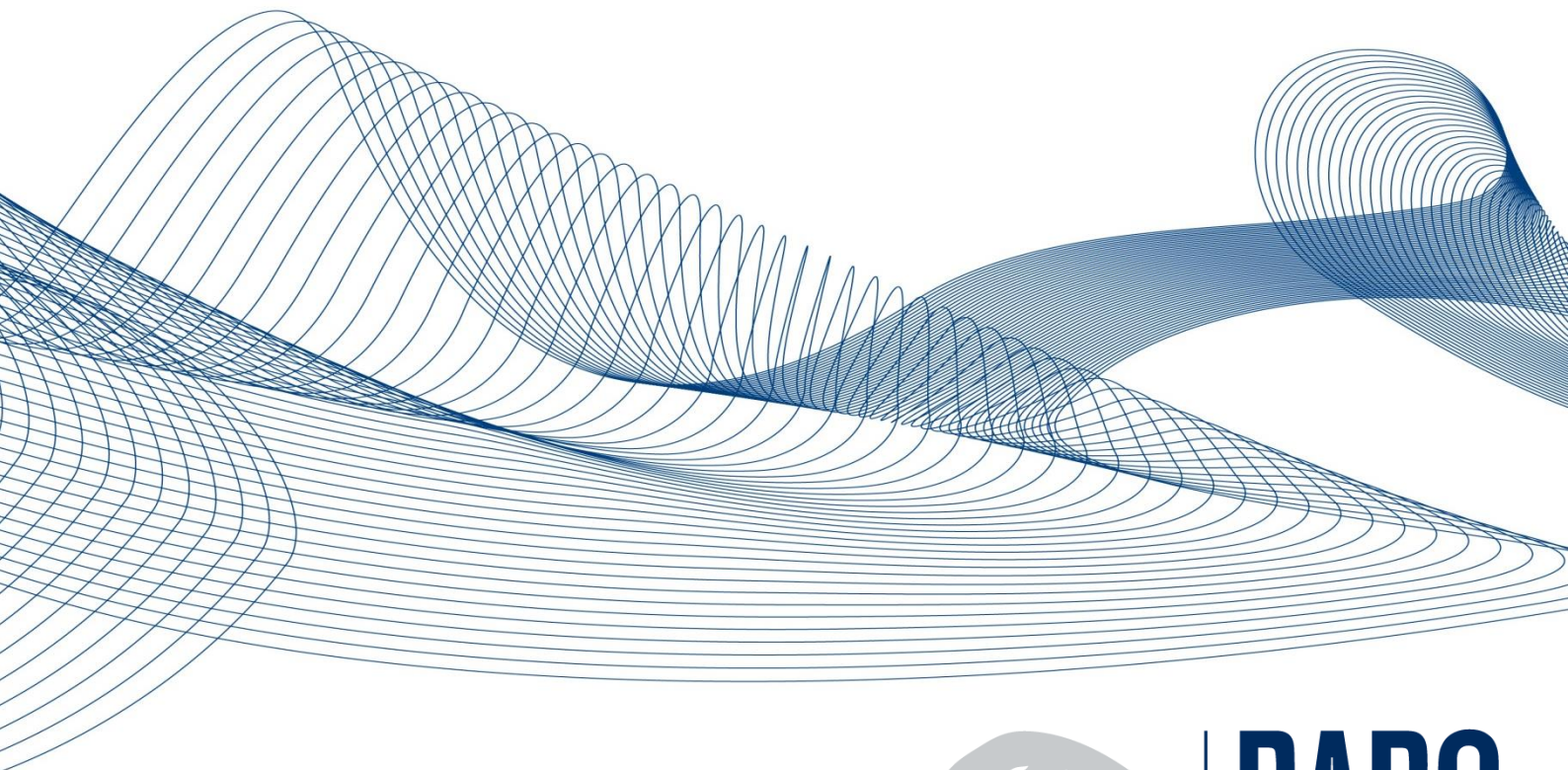


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Overview

Performance management plays a crucial role in increasing the competitiveness of companies and is one of the central management tasks in the organization. The goal is to align the company's strategy and goals with business processes in order to achieve the highest level of performance at strategic, tactical and operational levels. With regard to the management and monitoring of financial results across an organization, financial performance management (FPM) focuses on streamlining financial management processes.

The age of digitalization presents organizations with new challenges. Many markets have become more dynamic and disruptive as a result of new business models. Globalization and cross-border value chains have greatly increased the scope of control of international business activities and different business models. As a result, the monitoring and forecasting of financial targets is becoming increasingly important as part of FPM. In recent years, many companies have painfully recognized the importance of transparency in financial processes for efficient management. This transparency does not only include looking back into the past ("what has happened") but increasingly requires anticipation and reflection of future developments in an organization's process goals and structures ("what will happen"). For this reason, key focus areas that companies are pursuing right now in FPM are:

- An accelerated supply of information for decision-makers.
- Increasing consideration of internal and external data for decision-making.
- Greater use of data and analytics in decision-making and management processes.
- Short-term planning and forecasts with a higher updating frequency.
- Digitalization and greater software support for internal processes as an essential basis for their optimization and further automation.

Support from modern and requirements-oriented software solutions is an essential element in achieving these goals. Hereby, the integration of various FPM processes in common software platforms (e.g., planning, budgeting and forecasting with financial consolidation and close as well as reporting and analytics) is a means of avoiding problems and user dissatisfaction.

This BARC Score focuses on the market for FPM products and portfolios in the DACH region (Germany, Austria and Switzerland), which is highly competitive. This report analyzes the strengths and challenges of all the leading vendors as well as smaller vendors that often have less visibility, but equally offer outstanding value to their customers.

FPM initiatives always include more than just the front-end products. The technical architecture also includes data warehouses and data marts (e.g., for planning), data integration and data quality components, dictionaries, repositories and many other technologies. Organizations should have a proper analytics and FPM strategy that goes well beyond an architecture blueprint to include non-technical requirements, alignment with corporate strategy, organizational models, outcome-based priority settings and a proper roadmap.

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

Inclusion Criteria

There are two separate categories of inclusion criteria for this BARC Score: the first is associated with a vendor's products and portfolios and the other is linked to the financial results relating to those products.

To be evaluated in this BARC Score, a vendor has to have a strong focus on providing FPM functionality (not only analytics functionality) and supply at least four out of five technologies from the following list in a solution not merely focused on one industry or use case:

- Financial planning
- Financial consolidation
- Operational planning and forecasting
- Reporting
- Analysis

In addition, a vendor has to generate a minimum of 20 million EUR in revenue per year (software revenue) with the evaluated product set in this BARC Score. Furthermore, the product set must have a significant number of implementations and license or subscription revenues in the DACH region (Germany, Austria and Switzerland).

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

Evaluation Criteria

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

Portfolio Capabilities

The Portfolio Capabilities criteria selected to rank the vendors in this Score include the following technologies and their corresponding weightings (see Table 1). In general, Portfolio Capabilities reflect functional and architectural criteria. A special emphasis is placed on ease of use for business users. With regard to the vendor ratings in this Score, the focus is rather on the predefined business content and FPM solutions that the vendors provide and less on flexibility for individual applications that can be built with development environments.

On the Portfolio Capabilities axis, we rate the FPM portfolios in this Score using the following criteria and corresponding weightings.

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

Financial planning

Planning and forecasting are indispensable for managing business in general and corporate performance in particular. By directly comparing actual and planned figures, companies can effectively monitor the progress and impact of their planned actions and adjust their goals accordingly. This is not only true for planning and forecasting financial results but also operational aspects.

Financial planning is a key element in finance control and supports financial management. Besides maximizing profits and increasing shareholder value, one of the most important objectives of financial

planning, budgeting and forecasting is to ensure a company's liquidity. Therefore, financial plans have to focus on planning the financial results of an organization (e.g., balance sheet, income statement, cash flow), which may also include a consolidation of the financial plans of individual companies and subgroups if regarded at group level. For this reason, functionality for financial consolidation is often required in financial planning as well.

To comprehensively present the financial view of a company, financial planning must be linked with operational sub-plans. Financial planning is only meaningful if dependencies between the individual sub-plans are taken into account and consistent results from all sub-plans are included in financial planning. The effects of operational planning on the financial results of a company are only directly visible and conclusive when they are completely and automatically integrated. The sequence of detailed planning steps through to financial planning is largely determined by the enterprise's individual driver model.

Financial consolidation

The preparation of consolidated financial statements of all individual legal entities of a group is not only obligatory from a financial and legal point of view, but also serves as orientation for all decisions relevant to the group as well as for planning and controlling of the entire company. In particular, financial planning at group level (consolidated P&L, balance sheet, cash flow) requires a consolidation of the data from individual legal entities in order to be economically correct. Organizations that place a high value on the correct representation of group relationships often aim for an intensive integration of financial planning and financial consolidation with a focus on profit planning.

Portfolio evaluation

Portfolio evaluation includes an assessment of each vendor's overall portfolio from a customer perspective. A state-of-the-art FPM platform must have consistent user interfaces and provide integrated functionality for financial planning; financial consolidation; operational planning and forecasting; reporting and analysis. Consistency and seamless integration are important criteria for the optimal support of FPM processes and the whole management cycle. Having all FPM functionality in one integrated product on one database is certainly preferable to an integration, for example, at database level between different products with the need for ETL processes to transfer data.

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

Ease of use for business users

Ease of use considers the general user-friendliness of a FPM product for business users in areas such as model design, screen generation, content development and administration in business departments. Unified interfaces with a clear and modern design are required to attract business users. Good integration between all components and reliable performance are vital for productivity in content creation – from plans to reports and dashboards and beyond. In business-user-oriented tools, coding must be optional, and navigation must be made easier through the use of wizards. This criterion is included because ease of use for business users is often a very important criterion in software selection processes.

Infrastructure evaluation

Infrastructure evaluation focuses on the overall architecture of each vendor's product portfolio and includes a broad range of technical criteria. This particularly includes the integration of the various components, from the perspective of the front end and user experience as well as at infrastructure levels, including data access, models and metadata. Furthermore, a modern FPM platform has to be open in the back end to integrate data from different sources but also in the front end to integrate with widely

used BI and analytics solutions such as Microsoft Power BI, Qlik and Tableau. Integration with the latter seems to be increasingly in demand in our experience. In addition, support for different platforms, scalability, performance optimization techniques and security settings are considered in this evaluation.

Reporting

Together with analysis, financial and operational reporting forms the backbone of FPM and encompasses all tasks of information provision for internal and external stakeholders. Individual subcategories include formatted reporting, ad hoc query and reporting as well as (management) dashboards.

Formatted standard reports are usually page-oriented reports run on regular schedules or triggered by alerts, users or external requests. These include static reports – which normally appeal to the widest audience in a company or external auditors and authorities – and dynamic reports, which enable users to filter reports based on predefined parameters.

In many cases, business users require greater interactivity than they can get from predefined (standard) reports and dashboards. Ad hoc query and reporting is geared to non-technical report developers from business departments and provides basic filtering and navigation features (e.g., drill down, ranking, conditional formatting, etc.).

Dashboards are also referred to as cockpits, scorecards or analytic applications. They provide graphical views of key performance indicators combined with the ability to drill down to details.

Analysis

Data analysis products differ from basic reporting tools in that they are able to probe much more deeply into financial and operational data and generate new information that can be understood and actioned upon by the business. Further analyses can be carried out using mathematical methods. Traditional online analytical processing (OLAP) provides dimensional data views, which make it easy for users to drill down, drill across and pivot dimensions as well as apply sophisticated calculations without scripting. Certain analysis products also offer methods to support set-based, visual or discovery-oriented data analysis.

Operational planning and forecasting

Software products require flexibility to support all necessary operational planning processes such as sales, production and HR. Since it is no longer sufficient to plan these operational areas in isolation, many companies are striving to better integrate their overall planning. The sequence of the individual operational plans towards the overall planning of financial results in the sense of integrated corporate planning is for the most part predetermined by logic.

Integrated corporate planning models consist of planning structures (master data), key figures and planning logic, and combine different operational and financial plans. The coordination of the various planning activities and planners involved is handled by process control functionality (workflow). For plan data entry, specific planning functionality (e.g., data allocation, comments, forecasting and simulation) is provided.

Table 1: Portfolio Capabilities – Weighting of Criteria

Criteria	Weighting
Financial planning	High
Financial consolidation	High
Portfolio evaluation	High
Ease of use for business users	Medium
Infrastructure evaluation	Medium
Reporting	Medium
Analysis	Medium
Operational planning and forecasting	Medium

Market Execution

On the Market Execution axis, we rate the FPM vendors in this Score using the following criteria and corresponding weightings (see Table 2).

Product strategy

This is the most important of all the criteria. Vendors are rated on their product development track record, product roadmap and innovation, as well as the company portfolio's alignment with current market trends and demands.

Customer satisfaction

Here, we include the 'Customer satisfaction' KPIs from BARC's 'The Planning Survey' and 'The BI & Analytics Survey'. These take into account product satisfaction, vendor support and implementer support, recommendation and price-to-value ratings reported by customers. The ratings of vendors that provide more than a single product are combined into a single rating. Vendors not included in 'The Planning Survey' or 'The BI & Analytics Survey' (e.g., due to a limited number of survey responses from their customers) receive an average rating. This average rating stands for "satisfied" and does not negatively affect the score.

Financials

This criterion covers the financial position of a vendor, from market capitalization, cash position and EBITDA to profitability, burn rate and investment rounds. For private companies or vendors that don't break out the numbers for individual product lines, estimated figures are used.

Ecosystem

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

Sales strategy

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

Organizational strength

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

Marketing strategy

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

Table 2: Market Execution – Weighting of Criteria

Criteria	Weighting
Product strategy	High
Customer satisfaction	High
Financials	Medium
Ecosystem	Medium
Sales strategy	Medium
Organizational strength	Medium
Marketing strategy	Low

Score

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

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



FINANCIAL PERFORMANCE MANAGEMENT DACH



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

Figure 1: BARC Score Financial Performance Management (FPM) DACH

Score Regions

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

Dominators

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

Market Leaders

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

Challengers

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

Specialists

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

Entrants

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

Evaluated Products

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

Vendor	Product(s)
Anaplan	Anaplan
Board International	Board
Corporate Planning	Corporate Planner
IBM	IBM Planning Analytics with Watson IBM Cognos Analytics with Watson IBM Cognos Controller
Infor	Infor d/EPM Birst
insightsoftware	IDL
Jedox	Jedox
LucaNet	LucaNet
OneStream Software	OneStream
Oracle	Oracle Cloud EPM Oracle Hyperion EPM Oracle Analytics Cloud Oracle Analytics Server
SAP	SAP Analytics Cloud SAP Business Planning and Consolidation SAP BusinessObjects BI SAP S/4HANA Finance for Group Reporting
Serviceware	Serviceware Performance
Unit4	Unit4 FP&A
Wolters Kluwer	CCH Tagetik
Workday	Workday Adaptive Planning

Vendor Evaluations

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

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

Anaplan

San Francisco, CA, USA

www.anaplan.com

Anaplan (NYSE: PLAN) is a cloud-native enterprise software-as-a-service (SaaS) vendor headquartered in San Francisco, USA. The company currently employs more than 2,000 people worldwide. Several major investors have financed Anaplan's growth and global expansion.

The Anaplan platform began its development in 2006 and was officially released in 2008. The company's name is a combination of analytics and planning. The product represents a new generation of planning and performance management products developed with state-of-the-art technologies on a modern software architecture. Anaplan is a purely cloud-based platform using a proprietary in-memory database to store data (patented Hyperblock technology). The goal behind Anaplan's development was to create a new planning platform with the ease of use and flexibility of a spreadsheet and the scalability of an enterprise planning product in the cloud.

Anaplan targets corporate finance and operational business departments to connect financial and operational plans to support multiple use cases across finance, sales and marketing, HR and workforce and supply chain in large enterprises and groups worldwide. The goal is to support customers with a modern, integrated platform by joining people together with plans and data. In addition to horizontal use cases, the platform offers industry-specific solutions across a number of verticals such as consumer goods & retail, banking & insurance, telecoms and life sciences. Anaplan's partner ecosystem, which includes consulting and systems integration organizations, offers a number of such solutions built on the platform.

Anaplan has more than 1,800 customers in over 50 countries worldwide. Implementations range from double-digit to several thousand users per installation. To sell and particularly to implement Anaplan, the vendor has an expansive global partner ecosystem of more than 175 partners including technology partners with supplementary technical capabilities.

Anaplan provides flexible functionality for centralized top-down as well as decentralized bottom-up planning approaches. With its 'connected planning' platform approach, customers can create various planning models on different aggregation levels (strategic and operational planning) for an integrated enterprise planning approach (including financial planning). The vendor's in-memory database supports detailed planning models with data up to transactional level (articles, stores, employees, etc.). In addition to the 'Partner Solutions Showcase', Anaplan offers hundreds of prebuilt apps, solutions, templates and accelerators via the vendor's App Hub site (e.g., for financial planning, sales performance management and demand management).

Strengths

- Anaplan is technologically a modern cloud-based planning platform for use across financial and various operational business departments, with complementary analytics functionality, which is highly recommended by customers.
- Flexibility for a wide variety of planning approaches (centralized top-down, decentralized bottom-up) and planning topics (operational planning, financial planning, workforce planning, sales planning, etc.) and is industry agnostic.
- Anaplan Predictive Insights offers integrated predictive algorithms and advanced analytics functions leveraging ML, AI and optimization techniques. Furthermore, Anaplan PlanIQ delivers intelligent forecasting capabilities with integrated AI and ML as a managed service. With PlanIQ, customers can leverage multiple intelligence techniques such as native predictive capabilities based on internal and external data as well as integrations with third-party ML engines of choice (e.g., Amazon Forecast) to derive new insights and recommendations.

- Lots of predefined planning models and applications on Anaplan's App Hub site (e.g., for financial planning, operational planning, sales planning, supply planning, demand planning, etc.), created by Anaplan itself and partners.

Challenges

- Cloud-only – the product is purely cloud-based and not available on-premises. Web access is essential to use the product (except for offline planning in the Excel add-in).
- Anaplan provides its own data integration options at multiple levels, while third-party ETL tools are also used to connect to source systems (particularly when predefined data connections are required). Anaplan does offer connectors for industry-leading ETL/ESB tools, such as Informatica, Boomi, SnapLogic and MuleSoft, as well as its HyperConnect solution for Informatica Cloud. Additionally, platform capabilities can be extended using REST APIs, scripting and transactional APIs. However, customer feedback in BARC's 'The Planning Survey' shows that neither Anaplan's predefined data connectivity nor its data integration capabilities entirely satisfy customers.
- Anaplan is essentially a comprehensive planning platform rather than a BI and analytics tool, which is confirmed by customer feedback in BARC's 'The Planning Survey'. However, it does support functionality for OLAP analysis, screen-based, self-service dashboarding and now formatted, pixel-perfect reporting, which are all continuously being expanded. Its native mobile app enables access to insights on the go. Furthermore, this is supplemented by prebuilt third-party analytics integrations with, for example, Tableau, Microsoft Power BI and Workiva to connect Anaplan data and models with specialist BI and analytics tools.
- According to customer feedback in BARC's 'The Planning Survey', Anaplan is relatively expensive compared to its mid-market focused competitors.

Board International

Chiasso, Switzerland

www.board.com

Board was founded in 1994 and employs more than 500 people worldwide. Both its European head office and software development headquarters are located in Chiasso, Switzerland. A second regional US headquarters is located in Boston, Massachusetts. Board has 25 offices worldwide and a global partner network. More than 3,000 customers globally use Board to implement CPM and analytics projects. The company currently has a strong focus on internationalization, particularly by expanding its presence in the United States. The ownership of the company changed in 2019, when Nordic Capital acquired a majority share in Board to support the vendor's continued international expansion.

Board aims to provide an all-in-one decision-making platform which unifies CPM with BI and analytics capabilities. The vendor focuses on providing end-to-end support to key decision-making processes in mid-size to large enterprises by combining self-service capabilities with enterprise scalability and governance. The goal is to deliver an easy-to-use and coding-free toolkit for business power users to build tailored CPM and analytics applications in a technically homogeneous environment. Board does not focus on specific industries, but the primary industries across its customer base are retail, manufacturing, professional services, banking and finance.

Board provides a combined product consisting of a front end and a proprietary multidimensional in-memory data processing technology, which also allows for business-user-friendly data modeling. The product provides a consistent environment for administration, development and utilization. Due to its tightly integrated front and back ends, the proprietary Board data model allows only limited access for third-party front ends. Board is available in the cloud (leveraging Microsoft Azure) and, if required, on-premises.

At its core, Board is a flexible web-based development environment for creating dashboarding, reporting, analysis, planning and predictive and advanced analytics applications that can also be used for financial consolidation and strategy management. Particularly for planning, forecasting and simulation use cases, Board offers strong and comprehensive functionality. Users can create and tailor a broad range of applications specifically to their own needs bringing together financial and operational data. Moreover, Board and its partners offer prebuilt business content via the Board Marketplace. Applications such as financial consolidation, lease accounting, human resources management, integrated business planning and sales performance management are available from Board itself. Additionally, Board and its partners offer solutions for specific departments (e.g., finance, supply chain) and industries (e.g., retail, automotive, consumer packaged goods). These can be adapted to customers' individual needs.

Strengths

- Flexible, fully web-based CPM and analytics platform with tightly integrated system architecture of proprietary multidimensional in-memory database and front ends.
- Graphical and coding-free development environment for business power users to create tailored CPM and analytics applications.
- Comprehensive planning, budgeting and forecasting functionality for all kinds of planning approaches (top-down, bottom-up or combinations of both). Customers can address various workflow-based planning topics on one common platform with different aggregation levels (e.g., strategic as well as operational planning) for an integrated business planning approach (including financial planning).
- Comprehensive BI and analytics functionality for dashboards, reporting and analysis. Integrated predictive and advanced analytics capabilities (Board BEAM) as well as a native R connector

to exchange Board data with an R server to execute AI/ML algorithms and to run R scripts from Board procedures.

Challenges

- Limited access to the proprietary Board data model for third-party front ends.
- Board's future strategy strongly focuses on solutionizing the flexible platform. Prebuilt but adaptable applications such as financial consolidation, lease accounting, human resources management, integrated business planning and sales performance management are now available from Board itself. Additionally, the vendor and its partners offer solutions for specific departments and industries. However, Board still focuses on individually tailored solutions and, compared to the competition, the prebuilt business content available is still limited.
- The product's flexibility and comprehensive functionality can lead to quite complex handling for inexperienced users when implementing and building intricate applications.
- Prices for Board have increased in recent years. According to customer feedback from 'The Planning Survey' and 'The BI & Analytics Survey', many now consider the product to be costly.

Corporate Planning

Hamburg, Germany

www.corporate-planning.com

CP Corporate Planning AG (CP) is a software vendor and consultancy based in Hamburg, Germany. The company was founded in 1989 and currently has more than 100 employees. CP has regional and international offices in Germany, Austria, Switzerland, the Netherlands and the UK. In May 2021, CP was acquired by proALPHA, a globally active ERP provider focused on SMEs in manufacturing, wholesale and other sectors. proALPHA employs over 1,700 people in 49 locations worldwide. More than 7,700 customers use proALPHA software. As part of its future corporate strategy, CP will remain its own company and brand, operating autonomously in its target markets as a proALPHA Group member.

CP offers Corporate Planner, an integrated solution for operational management (e.g., sales controlling, cost controlling, HR management), integrated financial management (e.g., financial controlling, investment management, cash flow management), financial consolidation and risk management. All modules have a common UI and are based on an integrated database in Microsoft SQL Server. About 1,600 customers in 45 countries worldwide use various modules of Corporate Planner, the majority of whom are located in the DACH region. Corporate Planner and its individual modules are available in an on-premises version and in the cloud leveraging Microsoft Azure. In 2020, CP acquired the German information design specialist Hi-Chart. CP has integrated the comprehensive reporting and visualization capabilities of Hi-Chart into Corporate Planner but will also continue to market Hi-Chart as a standalone product for IBCS-compliant reporting (also with non-CP data sources such as SAP, Jedox and IBM TM1).

Corporate Planner is targeted at business departments and especially the finance department. The solution can be deployed as a single desktop application and as an enterprise solution for CPM integrating multiple departments or companies within a group. Across its entire customer base, Corporate Planner is used by an average of 10-20 users per installation, yet it also supports installations with significantly larger numbers of users. As an entry into the CP world, the vendor has introduced Smart Planner, a new fixed-price cloud offering for smaller scenarios which can be continuously expanded.

Corporate Planner's strengths include its no-code customization and configuration via wizards that enable a high level of self-service without consulting support. It has comprehensive, out-of-the-box planning functionality and predefined reports and analyses that support business power users in a variety of tasks. The product provides centralized top-down planning, decentralized bottom-up planning as well as a combination of both approaches. The vendor does not focus on any one particular planning topic (financials, sales, HR, etc.) or industry. Furthermore, Corporate Planner Cons supports the management consolidation and legal consolidation of plan data as well as actuals (IDW PS 880 certified) at group level in compliance with all the relevant accounting standards (e.g., HGB and IAS/IFRS).

Besides CPM capabilities, Corporate Planner offers standard reporting and ad hoc reporting with various report types and simpler options for the display of and navigation in data. Moreover, a library of predefined business analyses is available (e.g., variance, ABC and portfolio analysis), which users can run directly on existing data. For more advanced graphical display of data, Hi-Chart's comprehensive chart library is integrated in Corporate Planner's web client to visualize data (e.g., waterfall charts). The current release integrates a new reporting studio offering capabilities for uniform IBCS reporting. An extensive template library supports users in selecting the right visualization for data. For dashboarding and analytics, CP has a strategic partnership with Qlik (OEM Corporate Planner Dashboard). Qlik Sense's web client is fully integrated in Corporate Planner's web client to display dashboards and analyses created with the Qlik product. Predefined dashboard templates are available (e.g., for finance, HR, etc.). Moreover, Microsoft Power BI is now integrated in Corporate Planner's web client to display and select charts. For general third-party access to Corporate Planner data, the product's Connectivity BI can be used to export data into separate databases.

Strengths

- Integrated, business-user-oriented no-code-platform for operational controlling, integrated financial controlling, financial consolidation and strategic controlling, available on-premises and in the Microsoft Azure cloud.
- Implementation projects are usually quick due to the product's high degree of standardization, prebuilt business content (e.g., for financial planning) and 300+ standard integrations to 150+ source systems. A high proportion of customers are satisfied with the amount of time spent on implementation, which is confirmed by BARC's 'The Planning Survey'.
- Comprehensive, predefined planning functions (with flexible capabilities for top-down and bottom-up planning) and business analyses are included as standard functionality.
- Reporting studio and a comprehensive chart library with IBCS-compliant data visualization capabilities in Corporate Planner's web client.

Challenges

- Typically used in small to medium scale and departmental scenarios with <100 concurrent users and rather less complex structures (source: BARC – 'The Planning Survey'). However, implementation projects are growing in terms of numbers of users and data volumes. Enterprise customers with larger scenarios should evaluate similar references.
- The functionality of the HTML5 web client differs from that of the full client. Whereas the full client focuses on administration, modeling and content creation, the web client offers capabilities for (IBCS compliant) reporting and analysis, planning tasks and integrates Qlik Sense and Microsoft Power BI dashboards. The web client (for planners and information consumers) and Windows client (for power users) currently have different UIs/UXs.
- Workflow and collaboration functionality is currently available as a separate, web-based component but is not yet integrated in the redesigned web client. However, workflow and collaboration capabilities in the web client will be added in upcoming releases.
- Corporate Planner itself offers limited capabilities for dashboards and (advanced) analytics. For such use cases, Qlik Sense can be integrated into the Corporate Planner web client. Qlik Sense is sold as an OEM version together with Corporate Planner. Microsoft Power BI can also now be integrated.

IBM

Armonk, NY, USA

www.ibm.com

IBM is one of the world's largest vendors of IT hardware, software and services. The company has a global workforce of close to 350,000 employees and is active in over 170 countries.

IBM offers a comprehensive portfolio of on-premises and cloud analytics and performance management solutions (in particular, for planning and financial consolidation). The core offerings consist of IBM Cognos Analytics with Watson and IBM Planning Analytics with Watson. For financial consolidation and regulatory reporting, IBM Cognos Controller is part of the performance management portfolio.

IBM Planning Analytics – the vendor's strategic enterprise planning product – is a core element in IBM's performance management portfolio and has been on the market since the 1980s. Due to its rich functionality for planning and OLAP analysis, and its underlying in-memory TM1 technology, the product plays a strategic role for IBM. Planning Analytics is available in both classical on-premises and cloud versions. Essentially, Planning Analytics is a high-performance, multidimensional in-memory database for budgeting, planning and forecasting with Excel and web front ends. The product is targeted at business power users for building all kinds of applications (planning, analytics, strategy management). Therefore it has no dominant focus on any one particular topic (financials, sales, HR, etc.). In the latest versions of Planning Analytics, IBM has strengthened the product's web client user experience, charting options and visualizations, as well as workflow and predictive forecasting capabilities based on historical time-series data and a series of predefined algorithms.

IBM's enterprise BI and analytics solution Cognos Analytics provides functionality for dashboards, pixel-perfect reporting, stories, data modeling and analysis in a web-based, integrated user experience. Included in Cognos Analytics' wide range of analytics capabilities are smarts focused on enabling ease of use for new users as well as customization and governance features for administrators. The solution offers search-based analysis (NLQ) with encapsulated cognitive capabilities aimed at business users. IBM has also extended Cognos Analytics in the area of advanced analytics. For instance, Jupyter Notebooks has been incorporated in the user interface to provide greater flexibility in data preparation and statistical analysis. The product can scale to larger scenarios supporting the needs of many concurrent users as well as large data volumes.

Strengths

- IBM Planning Analytics offers flexibility for business power users to create budgeting, planning and forecasting as well as analytics applications based on a high-performance in-memory database.
- Comprehensive Excel-based functionality for preparing individual applications in IBM Planning Analytics (modeling, custom planning forms, etc.) and publishing them to the web.
- With Cognos Analytics, IBM offers a well-integrated end-to-end platform for governed analytics for business users that spans data preparation and modeling to analysis, reports and dashboards.
- Well established and expansive partner community with global product support and knowledge.

Challenges

- Planning Analytics is essentially a development environment for budgeting, planning and forecasting as well as analytics. Compared to competitors, only limited prebuilt business content is currently available with Planning Analytics. However, predefined business content is available from partners and IBM is also starting to offer business content with its IBM Accelerator Catalog.

- Planning Analytics itself offers limited reporting capabilities compared to market leading CPM products (e.g., formatting and layouting for page-based print reporting). However, an integration that uses IBM's enterprise BI and analytics suite for advanced reporting with Cognos Analytics is in place.
- While using different performance management, BI and analytics products, users will face different UIs. However, dashboards from Cognos Analytics can be embedded in the Planning Analytics Workspace for example to overcome this issue.
- Comparatively expensive planning and analytics products, although the cloud versions of Cognos Analytics and Planning Analytics offer alternatives for cost savings and faster time to value.

Infor

New York, NY, USA

www.infor.com

Infor is a global US-based vendor of industry-focused business software solutions. The company was founded in 2002, has 140 locations worldwide and employs over 17,000 people. It supports over 65,000 customers directly or through its network of more than 2,000 partners (resellers and OEMs). Infor is privately held by Koch Industries.

Infor's CPM, BI and analytics portfolio comprises two main solutions: Infor Dynamic Enterprise Performance Management (d/EPM) and Infor Birst. Infor d/EPM is the vendor's original analytics and CPM product and was initially developed by MIS long before 2002. Infor d/EPM includes components for dashboards, reporting, OLAP analysis, planning and financial consolidation. Since the acquisition of Birst in 2017, Infor has changed its go-to-market and product positioning strategy significantly, splitting its portfolio into CPM and analytics products, which are integrated with each other. Infor d/EPM is now positioned to serve CPM usage scenarios (including planning and financial consolidation) and Birst to serve analytics use cases. Infor d/EPM and Birst are marketed to mid-sized companies and large corporations in all industry sectors. Both products can generally be used with Infor's existing ERP, CRM and SCM applications via predefined connectors but also standalone with third-party data sources (e.g., SAP, Salesforce, etc.). However, when selling the products, Infor has a strong focus on its own customer base and upselling analytics in addition to operational applications.

Infor d/EPM is a flexible CPM product combined with prebuilt business content. The platform provides a multifaceted development environment for tech-savvy business power users to build custom CPM and analytics applications. Predefined CPM applications are available for various business functions and industries, including strategy management, budgeting, planning, financial consolidation, workforce planning and budgeting and others. The current version of the product is a completely rebuilt new generation of Infor d/EPM, which fully supports the vendor's 'cloud first' strategy. Based on a state-of-the-art services architecture, the product offers improved scalability and performance, modeling, administration and ease of use.

Birst is Infor's cloud-based flagship analytics and BI platform. In addition to providing formatted and ad hoc reporting, dashboarding, self-service data discovery and advanced analytics, Birst offers a full-stack solution that includes ETL and data preparation, data warehousing, mobile access and ML integration. Birst connects to Infor's business applications, to Infor d/EPM's underlying in-memory OLAP database as well as to non-Infor systems (e.g., SAP, Salesforce). Besides connecting to data live, Birst leverages an Amazon S3-based data lake to store data from any source to feed analytics for business users and data scientists. Third-party tools can directly access Birst's data models.

Strengths

- Infor d/EPM as an integrated application suite for dashboards, reporting, analysis, planning and forecasting as well as financial consolidation with proprietary multidimensional data storage.
- Multifaceted development environment for tech-savvy business power users to build tailored CPM and analytics applications (Infor d/EPM). Predefined CPM applications for various business functions and industries are available.
- Strong functionality for ad hoc analysis and planning integrated in Infor d/EPM's Microsoft Excel add-in.
- Birst as an integrated cloud-based analytics and BI platform for formatted and ad hoc reporting, dashboarding and analysis with a modern semantic layer concept to provide both governance and consistency as well as data discovery to support agile development for business users.

Challenges

- Unlike most of its competitors, Infor splits its portfolio into CPM (Infor d/EPM) and analytics products (Birst) – however, d/EPM also has its own analytics functionality. Integration between on-premises versions takes place at data level with the capability to display visualizations from both systems in a single view dashboard in either system or on the Infor Ming.le collaboration platform. In the cloud, d/EPM and Birst use the same data source – Data Lake, including drill-through capabilities for both directions.
- Infor d/EPM is essentially a flexible development environment. Creating content with the product requires tech-savvy business power users and flexibility can lead to complex handling when implementing/building intricate applications. In recent years, Infor has invested in d/EPM's UI and UX and has replaced a number of the technical development modules with user-friendly features in areas such as data modeling, data integration and administration.
- Infor d/EPM is generally available on-premises and in the cloud (leveraging Amazon Web Services). However, some services such as Infor Coleman AI are available in the cloud version only as they leverage cloud-based services like Amazon building blocks for AI. However, for on-premises customers, AI and ML alternatives such as the integration of R libraries are available.
- According to BARC's 'The Planning Survey' and 'The BI & Analytics Survey', many customers express negative feedback, particularly regarding legacy versions of Infor d/EPM and especially in relation to the business value Infor d/EPM provides, customer satisfaction, lack of functionality, poor sales experience and lack of innovation. For new customers using Infor d/EPM's current version with its rebuilt architecture and features, the vendor expects improved customer feedback for product functionality and experience in the future.

insightsoftware

Raleigh, NC, USA and Schmittgen, Germany

www.insightsoftware.com

insightsoftware is a US-based global provider of solutions for the office of the CFO backed by private equity investors Hg, TA Associates and Genstar Capital. The company employs more than 2,000 people in over 40 locations worldwide and serves 30,000 customers with 500,000 active users. insightsoftware was formed in 2018 out of a merger of Hubble by insightsoftware.com and Global Software, Inc. The vendor's rapid growth in recent years has been largely inorganic and driven by acquisitions. This strategy has resulted in a broad portfolio of more than 70 finance software solutions.

In late 2020, insightsoftware acquired IDL, a provider of software applications for financial performance management (FPM) offering professional expertise in all aspects of financial consolidation and close, planning, budgeting and forecasting, management and regulatory reporting and analysis. The company was founded in 1990 and has offices in Germany, Austria, Switzerland (DACH) and France. Today, insightsoftware sees IDL's comprehensive FPM platform as a strategic element in its future success and expansion in the DACH region and bordering countries.

IDL's FPM suite is an integrated platform and includes modules for financial consolidation and close (IDL Konsis), financial planning (IDL Forecast), operational planning, reporting and analysis (IDL Designer) as well as disclosure management (IDL Publisher). Furthermore, complementary solutions for financial filings and prebuilt content for specific industries and use cases (e.g., for professional sports and the public sector) are available. IDL solutions can either run on-premises, as cloud services (leveraging Microsoft Azure) or as hybrid scenarios (a combination of both cloud and on-premises). According to the vendor, more than 1,000 corporate groups currently use IDL solutions.

IDL supports planning scenarios for financial planning with IDL Forecast and for operational budgets with IDL Designer. IDL Forecast is targeted at business departments, which often belong to a group of companies. Company-wide financial results plans (balance sheet, P&L, cash flow) at subsidiary or group level can be created. Therefore, IDL Forecast provides a predefined financial (planning) data model with intertwined business rules, based on relational data storage. Thanks to its tight integration with IDL Konsis, it is possible to immediately consolidate plan data (or actuals) also taking into account planned intercompany allocations. IDL Konsis offers comprehensive capabilities for legal consolidation (IDW PS 880 certified) including intercompany reconciliation as well as management consolidation. Extensive predefined business rules for financial management are available as standard in the solution.

Operational planning scenarios other than financial planning (e.g., sales, HR, etc.) are supported with IDL Designer. Operational plans, which are based on multidimensional databases (Microsoft SQL Server Analysis Services or IBM TM1), are integrated with financial plans at data level with predefined routines for data integration using ETL technologies that are available with the underlying databases (e.g., Microsoft SQL Server Integration Services, IBM TM1 Turbo Integrator). Besides its functionality for operational planning, IDL Designer is also the central component of IDL's reporting platform and rounds out the portfolio with user-friendly, web-based functions to create ad hoc and standard reports, OLAP analyses and dashboards. Its modern tile interface and Windows look and feel provide a user-friendly environment for designing individual reports and analyses with custom layouts that can be organized in a report catalog.

Strengths

- insightsoftware offers a comprehensive solution portfolio for the key processes of finance organizations including financial reporting, operational reporting, data analytics and visualization, budgeting and planning, consolidation and close, tax reporting and disclosure management. Solutions can be used independently or in combination, processing data from various source systems.

- IDL provides a comprehensive, integrated FPM platform and portfolio for financial consolidation and close, planning, budgeting and forecasting, disclosure management, management and regulatory reporting and analysis that can run on-premises, as cloud services (Microsoft Azure) or as hybrid scenarios.
- Extensive predefined business rules for financial management in IDL – tight integration of financial planning and consolidation (IDW PS 880 certified). Additionally, a web-based solution for operational planning including comprehensive workflow and annotation functionality, ad hoc reporting and OLAP analysis with data visualization options is available.
- BARC's 'The Planning Survey' revealed high ratings for the business value IDL provides, its price to value, and its workflow, reporting/analysis and financial consolidation functionality.

Challenges

- Multidimensional operational plans with IDL Designer are integrated with relational financial plans and consolidation at data level with predefined routines for data integration. Therefore, systems complexity is greater due to a delay in data creation and data use, different environments, modeling techniques, UIs/UXs, data integration efforts, etc.
- Platform support for IDL Designer is limited to Microsoft SQL Server Analysis Services and IBM TM1. Still "young" but constantly evolving functionality for operational planning.
- Implementation of (complex) financial management applications can require the help of external business consultants. However, where required, these services can be provided by insightsoftware's team of experienced consultants or one of the specialized consulting firms the vendor partners with.
- Before acquisition, IDL was a local FPM specialist strongly focused on its home markets in the DACH region. While the product's competitive win rate in BARC's 'The Planning Survey' is good, IDL solutions do not have the global market presence to be widely considered for purchase. However, this might change in the future now that IDL is now part of insightsoftware.

Jedox

Freiburg, Germany

www.jedox.com

Established in 2002, Jedox has grown into a team of 340 employees. The vendor serves 2,500 clients worldwide through its headquarters in Freiburg, Germany, its international offices, and a network of more than 250 partners and global alliances. Besides implementers, the vendor has a technology partner network including Salesforce and Tableau, Microsoft (Azure, Office, Power BI, Dynamics, etc.) and Qlik. In 2021, Jedox received \$100+ million in investment from global venture capital and private equity firm Insight Partners alongside existing investments from Iris Capital, eCAPITAL and Wecken & Cie, to accelerate customer growth and increase its global footprint while enhancing its CPM platform.

The company's flagship product is Jedox, a flexible CPM and analytics platform with planning, budgeting and forecasting, reporting, analysis and financial consolidation capabilities. The solution offers both an Excel client and web interface as front ends. The Excel add-in is a classic spreadsheet interface combining well-known Excel functions with additional Jedox features. The web client has a browser-based spreadsheet interface – a type of Excel on the web – with additional functions. The underlying philosophy of Jedox is to extend the familiar Excel environment with specific analytics functionality. The software is available in the cloud (leveraging Microsoft Azure or other cloud infrastructure providers), in private cloud environments and also on-premises.

The product is aimed at business power users who create individual CPM and analytics applications. With the product's own in-memory database, users have the advantage of a flexible multidimensional experience while staying in their familiar spreadsheet environment. Jedox Integrator, a web-based ETL tool, enables customers to integrate data into Jedox OLAP Server. Moreover, additional connectors and integration solutions are available to access live Jedox data and reports from third-party systems via an OData interface (e.g., Salesforce CRM, Microsoft Power BI, Qlik). Trained business users can take on responsibility for the administration and further development of Jedox applications. These applications can be published to large groups of users through Jedox Web and Jedox Mobile. Both centralized top-down and decentralized bottom-up planning scenarios can be implemented with Jedox. Furthermore, Jedox provides prebuilt content for different topics and industries created itself or by partners (e.g., for integrated business planning, financial planning and analysis, sales performance management). This content is built on best practices and is available in Jedox's own integrated marketplace.

Besides CPM functionality, Jedox offers reporting and analysis capabilities for business users. Reporting generally takes place in Excel using Excel's own functionality, or in Jedox Web, which offers additional options for responsive content compilation in dashboards, dynamic reporting, data visualization and content distribution. Users can create reports, analyses and dashboards on the web from a spreadsheet interface closely resembling the functionality, look and feel of Excel. Both clients offer standard Excel charts for visualizing information as well as IBCS-compliant charts. Since Jedox is an open CPM platform, it also integrates with existing BI and analytics infrastructures and ecosystems and can extend these with the planning, budgeting and forecasting capabilities of Jedox (e.g., Microsoft Power BI, Qlik and Tableau).

AI and predictive analytics are strategic initiatives for Jedox. The vendor is continuously introducing AI features for automating data preparation, time series and driver-based predictions and scenarios as well as smart insights. Jedox Alsissted™ Planning is a wizard-based web service that is integrated in Jedox to support users with tasks such as predictive forecasting and offers insights into business drivers, data and connections.

Strengths

- Flexible and user-friendly CPM and analytics platform for planning, budgeting and forecasting, reporting, analysis and financial consolidation designed for business users, available in the cloud (public and private) and on-premises.
- Uses native Excel interface and spreadsheet-like web client as user interfaces with good integration between Excel, web clients and mobile access to Jedox content. Additional connectors and integration solutions for accessing live Jedox data and reports from third-party systems via OData interface.
- Development environment for creating custom planning and analytics models, primarily via Excel formulas, with supplementary marketplace for predefined but flexibly adaptable solutions.
- BARC's 'The Planning Survey' revealed a high level of customer satisfaction with the business value Jedox provides as well as its data integration, planning, forecasting and reporting/analysis functionality, flexibility and ease of use.

Challenges

- Jedox's flexibility as a development environment for CPM and analytics can lead to complex handling when implementing/building intricate applications.
- Flexibly applicable functional building blocks can be combined to create workflows in Jedox. Custom workflows can either be built using the freely available wizard-based building blocks in Jedox's marketplace or as a consulting service and part of the implementation project. Besides, many Jedox marketplace models already include predefined "end-to-end" workflow processes (leveraging predefined building blocks such as approval processes and status monitoring).
- Limited functionality for formatted print-oriented reporting within the Excel client and web client.
- Jedox is typically used in departmental or small and midsize scenarios. However, implementation projects have been growing in terms of numbers of users and data volumes in recent years. Large enterprise customers should evaluate similar references.

LucaNet

Berlin, Germany

www.lucanet.com

Founded in 1999, LucaNet is a German vendor with a focus on financial performance management (FPM). The company is headquartered in Berlin with additional offices in Germany, Europe, Asia and the United States. LucaNet has over 3,500 customers in 50 countries worldwide.

LucaNet's software portfolio comprises solutions for financial consolidation and close, financial planning and budgeting, financial and legal reporting and additional financial management topics, which can be used in any combination. LucaNet offers an automated financial close solution including financial consolidation, intercompany reconciliation, disclosure management, etc. supported by workflow management tools. All products are targeted at business users and are based on a proprietary multidimensional, in-memory database (LucaNet.Financial OLAP Server). The database provides a predefined data model with intertwined business rules for establishing an integrated financial planning model and creating consolidated financial statements. Using the same logic, it is possible to compare planned versus actual data dynamically and also at group level. LucaNet.Importer provides a variety of predefined connectors to common ERP and financial accounting systems. It is also possible to collect and validate data via a web interface, including an intercompany reconciliation.

LucaNet software is based on Java and offers both cloud (leveraging Amazon Web Services) and on-premises options. The cloud services are ISO 27001 certified.

In addition to LucaNet's core capabilities, an integrated development environment provides functionality to design individual forms, calculation rules and applications. Using this development environment, LucaNet provides apps for financial solutions (e.g., IFRS 16) as well as several operational planning scenarios that can be used to feed the vendor's inherent financial planning model. However, operational planning is not the focus of the solution. Apps can be adapted to customer-specific needs and requirements. For predictive planning and forecasting (e.g., within financial planning), a dedicated app is available, which delivers data-based forecasts based on actual figures and is a simple means to validate manual plans.

For reporting and analysis, LucaNet offers an Excel add-in as a front end, but offerings from other third-party vendors such as Microsoft Power BI, Qlik and Tableau may also be used. Dashboards based on Microsoft Power BI can be implemented by LucaNet consultants. LucaNet's open architecture allows these front ends to access the LucaNet.Financial OLAP Server and/or LucaNet Financial Warehouse including the hierarchies, structures and values. For requirements in disclosure management and ESEF reporting (European Single Electronic Format), LucaNet has a reseller agreement with AMANA Consulting. Under this agreement, LucaNet distributes and implements the AMANA products SmartNotes and XBRL-Tagger independently.

Strengths

- LucaNet is a business-user-oriented and certified (IDW PS 880) FPM platform for integrated financial management of individual subsidiaries or at group level based on a proprietary multidimensional database.
- Integrated financial management capabilities with extensive predefined business rules. The product is essentially a FPM tool (particularly consolidation) with complementary and tightly integrated planning functionality. Its planning functionality is geared towards LucaNet's consolidation logic.
- Supplementing prebuilt but adaptable apps for financial solutions (e.g., IFRS 16) and industry solutions.

- In BARC's 'The Planning Survey', LucaNet achieved excellent customer feedback for the business value it provides, customer satisfaction, planning content, financial consolidation functionality and ease of use as well as predefined data connectivity and data integration. The vendor offers a strong collection of 200+ (partially certified) connectors to operational systems with semantic support including drill-down functionality (e.g., SAP ERP, SAP S/4HANA, Microsoft, Diamant, proALPHA, DATEV, Sage, etc.).

Challenges

- Operational planning is not the primary focus of the solution. For complex requirements, a tool-linking approach may be necessary, which LucaNet supports through its open architecture and integration capabilities.
- Limited functionality for individual reporting and analysis. However, proprietary OLAP cubes can be accessed by third-party analytics front ends using XMLA or can be replicated in a standard database management system.
- Creation of complex individual apps with LucaNet's integrated development environment is more technical and may require consulting support from implementation partners.
- LucaNet is developing a web client that will replace the rich client in the long term. In the current version, the web client still focuses on visualization and analysis of the underlying data. Further functionality will be published in the coming releases.

OneStream Software

Rochester, MI, USA

www.onestreamsoftware.com

OneStream Software is an independent US-based CPM software company backed by private equity investors KKR, D1 Capital Partners, Tiger Global and IGSB. The vendor started developing and building the platform in 2008 as an R&D company before transforming into an operational company in 2012. OneStream is headquartered in Rochester, Michigan, USA and currently has eleven offices in the United States, Europe and APAC with more than 1,000 employees globally.

OneStream was developed with the intention of creating a single platform which enables a unified approach to support all the various CPM processes and information streams in organizations. The platform integrates financial consolidation and close, planning, budgeting and forecasting, reporting, analysis and financial data quality management in one single application. In addition to the platform's standard functionality, the OneStream MarketPlace provides productivity and business solutions that allow customers to extend the platform with additional capabilities, such as predictive analytics, account reconciliations, transaction matching and specialty planning solutions. All OneStream-developed MarketPlace solutions are fully supported and available free of charge to active customers. OneStream is available for deployment in the Microsoft Azure cloud.

OneStream's solution is ideally suited to mid-sized to large enterprises across all industries who require a unified, robust and complete CPM solution. The vendor employs a direct sales model alongside its partner network to support customers with implementation services. According to the vendor, 900 customers currently use OneStream and the company is in a period of strong growth.

OneStream is a financial consolidation and planning platform with built-in financial data quality functionality that focuses on supporting the full range of corporate performance management. The product provides a proprietary in-memory financial analytic engine with built-in financial intelligence (e.g., supporting complex financial consolidations) that uses ROLAP storage in Microsoft SQL Server. Company-wide consolidated financial results statements and plans at subsidiary or group level can be created using OneStream. In addition, OneStream invented Extensible Dimensionality[®], which provides the ability to extend the account and other dimension structures to support both corporate and line-of-business financial and operational planning and reporting in one single solution. Moreover, OneStream provides fully supported operational planning solutions in its MarketPlace that feed into the financial model including workforce, capex, cash, sales and project planning. For predictive modeling and advanced analytics, OneStream offers several options including its Predictive Analytics 123 solution that offers built-in predictive models and forecast methods that can be leveraged within financial and operational planning and forecasting scenarios. Additional AI-enabled MarketPlace solutions and integration with leading data science engines are both in the pipeline.

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

Strengths

- Integrated CPM platform for financial consolidation and close, planning, budgeting and forecasting, reporting and analytics with built-in financial intelligence and financial data quality capabilities, available in the Microsoft Azure cloud.

- Integrated BI and analytics functionality for (print-oriented) production reporting, financial reporting (disclosure management) with self-service dashboards and visualizations, and ad hoc analysis via Microsoft Excel add-in.
- MarketPlace with more than 50 predefined business and productivity solutions. OneStream has a development team and roadmap specifically dedicated to the MarketPlace. All OneStream-developed MarketPlace solutions are fully supported and available free of charge to active customers.
- Excellent customer feedback in recent years for many important KPIs in BARC's 'The Planning Survey' including project success, price-to-value, vendor support, product satisfaction, functionality and sales experience. Many companies benefit from using the platform and recommend using it to other organizations.

Challenges

- OneStream's recommended client solution providing access to all functionality is a native Windows App that is deployed using Microsoft ClickOnce technology. Additionally, a browser-based interface (HTML5) is available, which supports desktop/mobile browsers and is aimed at data consumption on mobile devices. Functionality is restricted to viewing reports and simple dashboards. Administration, modeling and content creation capabilities are available in the Windows App only.
- According to user and use case demographics in BARC's 'The Planning Survey', based on customer requirements, OneStream implementations are often large and complex, which can mean they take longer than average to complete. Implementation times will vary based on customer use cases and unique requirements.
- Lacks the market presence and global visibility of its main competitors Oracle and SAP today. However, OneStream is a fast-growing vendor globally and is constantly improving its market visibility. When organizations do decide to evaluate OneStream, the vendor has a high competitive win rate against its rivals.

Oracle

Austin, TX, USA

www.oracle.com

Oracle is a global provider of enterprise cloud computing, offering software, platform, infrastructure and data as a service. The company employs more than 132,000 people worldwide and serves 430,000 customers in 175 countries.

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

Oracle's comprehensive EPM portfolio includes various products and applications covering all relevant EPM processes (e.g., planning and budgeting, profitability and cost management, financial consolidation and close, account reconciliation, tax reporting, narrative reporting and enterprise data management). The vendor's entire EPM portfolio is available in the cloud. All Oracle Cloud EPM solutions are based on a consistent technical architecture and can be deployed in a modular fashion according to customer needs and priority. For data integration from on-premises or cloud data sources, Oracle Cloud EPM provides native, wizard-based features including predefined connectors to Oracle operational systems (e.g., ERPs). For customers who prefer to manage EPM applications on-premises, Oracle's Hyperion EPM portfolio is still available (e.g., Oracle Hyperion Planning for planning, budgeting and forecasting; Oracle Hyperion Financial Management for financial consolidation and close; and Oracle Enterprise Data Management for financial master data management).

In terms of planning, budgeting and forecasting, Oracle Cloud EPM offers a broad range of capabilities for enterprise-wide integrated business planning processes – including connected operational, financial and strategic planning as well as scenario simulations. Prebuilt modules and frameworks expand the reach of Oracle's planning solution beyond finance into sales, HR, IT, marketing and supply chain operations. To support users with tasks such as predictions, simulations and to offer (automated) insights into signals, anomalies and root causes, Intelligent Performance Management (IPM) is a major area of continued investment for Oracle. A Digital Assistant for EPM and several statistical and ML features are embedded in Oracle Cloud EPM including support for integrating third-party ML models and ML engines. In addition, Oracle's own data science platforms and ML algorithms embedded in Oracle databases can be leveraged.

Oracle's flagship product for analytics, Oracle Analytics Cloud incorporates business-user-oriented capabilities for the complete analytics cycle. It offers modules for developing and deploying formatted reports, interactive dashboards and mobile analytical applications and provides functionality for data preparation as well as data visualization. Oracle Analytics Server, the on-premises version of Oracle Analytics Cloud, brings all the capabilities of the cloud platform to organizations requiring on-premises deployment options.

Strengths

- Oracle's comprehensive Cloud EPM portfolio includes a full suite of products and configurable applications covering all relevant EPM processes. All products are connected, based on a consistent technical architecture and can be deployed in a modular fashion.
- Oracle Cloud EPM Planning offers a good range of capabilities for enterprise-wide planning, budgeting and forecasting processes as well as scenario simulations. Broad functionality is available for web-based, integrated business planning – including connected operational, financial and strategic planning – in top-down and bottom-up planning scenarios. Prebuilt modules

and frameworks expand the reach of Oracle's planning solution beyond finance into sales, HR, IT, marketing and supply chain operations.

- BARC's 'The Planning Survey 21' revealed a high level of customer satisfaction with the business benefits Oracle Cloud EPM provides as well as its planning and forecasting functionality and the enablement of self-service use in business departments.
- Oracle Analytics Cloud is a comprehensive cloud and web-based platform for formatted and ad hoc reporting, analysis, visualization, data preparation and dashboards – all in one suite.

Challenges

- The integration between product lines such as Oracle Cloud EPM and Oracle Analytics Cloud is at data level leveraging data models and structures but not at report/visualization level. In contrast to most other vendors, Oracle's strategy sees EPM and analytics as separate product lines.
- Oracle's on-premises planning product, Hyperion Planning, is not well suited to a self-service approach in business departments. Due to its comprehensive functionality and setting options, the back end requires tech-savvy power users for administration tasks and to set up individual planning applications. In contrast, back end complexity is much reduced with Oracle Cloud EPM as the vendor takes care of the technical operation of the system. Furthermore, packaged application content based on best practices and wizard-based configuration enables faster deployment in the cloud.
- The pricing of Oracle's EPM and analytics products is transparent but comparatively expensive. The cloud versions offer cost-effective editions for smaller organizations as well as alternatives for cost shifting to future periods and faster time to value. Also, Oracle's suite-based Cloud EPM pricing offers cost advantages for customers implementing across multiple application areas (such as planning, financial close and account reconciliations).

SAP

Walldorf, Germany

www.sap.com

SAP was founded in 1972 as a business applications company. Today, the vendor has a turnover of €27.34 billion, employs more than 100,000 people, and is one of the largest business software vendors in the world.

SAP's analytics portfolio encompasses cloud and on-premises solutions for BI, analytics and enterprise planning. From a strategy perspective, SAP is investing heavily in innovation in the cloud while still supporting and developing its on-premises solutions. SAP's analytics and EPM solutions are spread across different product lines. For planning and budgeting, SAP Analytics Cloud (SAC) and the on-premises solution SAP Business Planning and Consolidation (BPC) are the core offerings. Both are supplemented by SAP S/4HANA Finance for Group Reporting for financial consolidation and close. Together with SAP BusinessObjects BI (on-premises), SAP Analytics Cloud also plays a central role in the company's BI and analytics portfolio. Advanced analytics functionality is also available in SAP Analytics Cloud.

SAP Analytics Cloud, SAP's strategic cloud offering and analytics platform, brings together capabilities such as BI and data visualization, planning and augmented analytics for different user roles into one integrated platform. With a large and growing development team, SAP Analytics Cloud is becoming richer in features such as application design, planning and predictive functionality as well as being enhanced with more than 80 prebuilt business content packages (e.g., solutions for finance, sales and marketing, HR and various industries). The product is fully web-based with an HTML5 web client and a Microsoft Office 365 Excel add-in. SAP Analytics Cloud has a modern and user-friendly UI and offers functionality for all individual planning activities including strategic, operational, functional and financial planning. It integrates with all major SAP enterprise applications (e.g., SAP S/4HANA, SAP HANA and SAP Data Warehouse Cloud). In addition to using it with its own data models, SAP Analytics Cloud can also be used as a front end for other SAP data sources in hybrid cloud scenarios (e.g., with SAP HANA, SAP BW/4HANA, etc.) without moving, caching or persisting the data into the cloud.

SAP BPC is SAP's recommended product for those requiring an integrated on-premises planning and financial consolidation solution. As an additional front end option, SAP BPC customers can combine SAP Analytics Cloud with the product's planning engine. SAP Analytics Cloud can access SAP BPC's planning model (data and structures) using a 'BPC Live Connection' without replicating data, thus providing write-back options for planning data directly into SAP BPC's planning model in BW through write-back enabled queries.

Strengths

- Integrated business-user-friendly functionality for planning and analytics with embedded capabilities for augmented analytics and application design in SAP Analytics Cloud. Comprehensive capabilities for implementing custom planning applications with supporting workflow and collaboration functionality.
- Augmented analytics features that leverage predefined ML algorithms help users to predict and dig deep into data sets quickly by surfacing trends and outliers (e.g., 'Smart Predict', 'Search to Insight', 'Smart Insights', 'Smart Discovery').
- Highly scalable on-premises planning and financial consolidation capabilities for web and workflow-based scenarios in SAP BPC based on SAP BW/4HANA.
- Exclusive connectivity (e.g., live access and direct write-back) and prebuilt content available for SAP's own data sources and applications (e.g., SAP Analytics Cloud with SAP S/4HANA, SAP BPC with SAP BW/4HANA).

- On-premises platform for formatted and ad hoc reporting, analysis, dashboarding and custom application design, suitable for medium and large deployments in SAP BusinessObjects BI.

Challenges

- Strong focus on cloud products such as SAP Analytics Cloud is leading to less innovation and fewer updates for the rest of the analytics and planning product portfolio (e.g., SAP BPC and SAP BusinessObjects BI).
- Besides using SAP Analytics Cloud with its own data models in the cloud, it can also be used as a front end for other SAP data sources ('live data connection'). However, for live access only, a limited set of functionality is available (e.g., not all 'smart' functions).
- SAP Analytics Cloud is essentially a planning and analytics product with comprehensive visualizations. Today, there is limited support for enterprise reporting scenarios (especially bursting) as, for example, advanced formatting options as well as more options to distribute content to users are missing. However, there have been a number of formatted reporting enhancements in the areas of pagination, table features and precise formatting/positioning in recent releases.
- Customer feedback in BARC's 'The Planning Survey' and 'The BI & Analytics Survey' as well as BARC's experience from customer projects confirms that SAP Analytics Cloud is still young compared to SAP's mature products (e.g., SAP BPC and SAP BusinessObjects BI) and other market-leading solutions (e.g., in its lack of detailed features) but it is evolving rapidly.

Serviceware

Idstein, Germany

www.serviceware-se.com

Serviceware offers a portfolio of software solutions for digitalizing and automating service processes (Enterprise Service Management (ESM)). In 2019, Serviceware acquired cubus, a German CPM and analytics specialist to complement its portfolio. Within Serviceware, cubus' former solutions are now called Serviceware Performance (for performance management) and Serviceware Performance AL (for analytics). Both are available as standalone applications or integrated in Serviceware's ESM platform. Overall, Serviceware serves more than 1,400 customers with 500 employees in 14 European offices. Serviceware Performance itself is used by approximately 400 customers.

Serviceware Performance PM (previously known as cubus outperform) is a software tool for planning, analyzing and monitoring business financial performance. It is an integrated CPM solution with functionality for planning, simulation, project portfolio management and strategy implementation. For analytics, Serviceware Performance AL (formerly cubus EV Analytics and IBM Cognos Executive Viewer) is integrated in Performance. Aimed at business power users, Performance PM has a web-based user interface resembling Excel as well as a Microsoft Windows-based desktop app.

Performance PM provides a flexible platform for building individual, complex business logic for CPM and controlling applications. The solution has no specific market or industry focus and is used by companies of various sizes and industries. Performance PM, however, does have prebuilt business content, data models and logic for integrated financial planning, operational planning, budgeting and forecasting, various controlling topics (e.g., HR, costs, IT) and project performance management (e.g., project scoring, portfolio management, capacity management). Customers can completely adapt and extend the models and logic to meet their specific requirements. Following initial implementation, business power users can develop Performance PM applications in a self-service manner without specific programming skills.

Performance AL extends PM's range of functions with comprehensive functionality for web-based, dynamic OLAP analyses, ad hoc reporting and data visualization. Furthermore, for customers with extended dashboarding and reporting needs, third-party integration with solutions such as Oracle Analytics and Microsoft Power BI is provided. Performance AL's web client can be integrated as a custom visual in Power BI. Customers can enrich existing Power BI dashboards with data (views) from multidimensional sources and integrated OLAP analyses.

For data storage, Performance PM and AL use multidimensional (Oracle Essbase, IBM TM1 or Microsoft SQL Server Analysis Services) and relational databases (Oracle or Microsoft SQL Server). The largest implementations in terms of concurrent users run on Oracle Essbase, but the majority of customers use Microsoft SQL Server Analysis Services. IBM TM1 is the newest database option, which is particularly important within the large existing international customer base of Performance AL customers.

Strengths

- Serviceware Performance PM provides an integrated platform for CPM, analytics, project portfolio management and strategy implementation with an Excel-like user interface and web functionality suitable for business users.
- Comprehensive functionality for planning and controlling use cases with prebuilt but adaptable business content, models and logic.
- Serviceware Performance AL offers comprehensive capabilities for web-based ad hoc reporting, dynamic OLAP analyses and data visualization.
- Year after year, Serviceware Performance repeats its excellent customer feedback ratings in BARC's 'The Planning Survey' and 'The BI & Analytics Survey'. Customers particularly highlight

the vendor's professional support services, price to value, planning and forecasting functionality and ease of use.

Challenges

- Creating planning forms in Performance PM with an Excel add-in is rather complex, yet offers a broad scope of functionality to Excel-skilled business power users.
- Availability of Microsoft Office add-ins with write-back functionality depends on the database technology used (available with Oracle Essbase and IBM TM1 only).
- Compared to competition, limited capabilities for dashboarding, predictive analytics and advanced analysis in Serviceware Performance. However, for advanced dashboarding, a new integration with Microsoft Power BI is available to integrate multidimensional data (views) and OLAP analyses from Performance AL.
- Previously a comparatively small vendor and now a small business unit of Serviceware with rather limited market presence and a reliance on partners in the international market, particularly for Performance PM. Rather slow speed of development compared to competitors.

Unit4

Utrecht, The Netherlands

www.unit4.com

Unit4 is a global provider of cloud-based enterprise software for financials, HCM and FP&A. To strengthen its offerings for CPM and analytics, Unit4 acquired the German vendor Prevero in 2016. Prevero originally delivered CPM software to support planning, budgeting and forecasting, analytics and reporting processes and has now been fully integrated into Unit4's ERP application ecosystem to provide Financial Planning & Analysis (FP&A) solutions. While Unit4 FP&A historically attracted a strong customer base in the DACH and EMEA region, its appeal has subsequently broadened to mid-market and enterprise-level customers worldwide, particularly in North America.

Unit4 FP&A solutions focus on people-centric industries, namely professional services, the public sector, not-for-profit organizations and higher education, but they also have a strong customer base in the utilities, manufacturing and retail industries. These sectors are supported with prebuilt business applications for financial planning, sales & operations planning, people planning & analytics, reporting & analytics, financial consolidation and IFRS 16. Unit4 FP&A solutions are available as standalone applications or integrated into Unit4's ERP suite. They deliver CPM technology with native integration to Unit4's enterprise solutions.

Built on a highly flexible platform, Unit4 FP&A applications are adaptable to various CPM and analytics use cases. The solutions give business users the platform and tools they need to configure their planning, budgeting and forecasting, analytics, reporting and financial consolidation applications to meet individual requirements, without having to have a technical background. For data storage and navigation, Unit4 FP&A uses a ROLAP approach and offers typical OLAP navigation capabilities in its clients.

For planning, budgeting and forecasting, Unit4 FP&A provides comprehensive capabilities to support top-down, bottom-up and mixed planning processes. The product's flexible development environment allows customers to address various planning topics on one common platform, with different aggregation levels (e.g., strategic as well as operational planning) for an integrated corporate planning approach (including financial planning). Planners can enter budget data in the FP&A Designer, HTML5 web client or Excel add-in. In addition to Unit4 FP&A's planning functionality, it also offers complementary analytics functionality (e.g., reporting and report creation with a tabular grid that closely resembles Excel in the FP&A Designer).

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

Strengths

- Integrated and feature-rich CPM and analytics platform for planning, reporting, analysis, dashboarding and financial consolidation available on-premises and in the Microsoft Azure cloud.
- Flexible, coding-free development environment aimed at business power users for building tailored CPM and analytics applications, created in an Excel-like tabular grid in the FP&A Designer.
- Comprehensive planning and forecasting functionality for all kinds of planning approaches (top-down, bottom-up or combinations of both), planning topics and aggregation levels (e.g., strategic as well as operational planning including financial planning).
- Predefined business applications and content with dedicated support and release management (topical and industry-focused applications) allow for quick project implementation.

Challenges

- Currently, the functionality of the HTML5 web client is limited compared to the FP&A Designer (e.g., no administration, no modeling).
- Besides its incorporated AI functionality using neural networks, Unit4 FP&A today has limited functionality for advanced analysis and predictive analytics. However, open libraries such as R and Python can be integrated using REST APIs. Unit4's general future development strategy focuses on smart technological support and automations leveraging ML techniques.
- According to BARC's 'The Planning Survey', performance is an issue for some customers. In environments with large amounts of data and concurrent users, organizations should evaluate Unit4 FP&A's performance.
- Unit4 FP&A's future go-to-market strategy strongly focuses on cross-selling with the ERP suite to new customers and upselling to existing ERP customers. Indirect sales to non-Unit4 ERP customers are addressed via the company's partner network. In the future, BARC expects the product's visibility to decrease on the open market.

Wolters Kluwer

Alphen aan den Rijn, the Netherlands

www.wolterskluwer.com

Wolters Kluwer (WKL) offers enterprise-scale financial performance management (FPM) software solutions for the office of the CFO through its CCH® Tagetik expert solutions. The company is a global leader in professional information, software solutions and services for the following sectors: finance, tax and accounting; legal and regulatory; governance, risk and compliance; and healthcare. Wolters Kluwer helps customers make decisions by providing expert solutions that combine domain knowledge with specialized technologies and services. It reported annual revenues of €4.6 billion in 2020.

The CCH Tagetik expert solution provides a unified web-based platform for financial corporate management (financial consolidation and close; budgeting, planning and forecasting; integrated business planning including S&OP and supply chain planning; profitability analysis; cash flow management; financial reporting and analytics), compliance regulatory reporting and disclosure management. Used by organizations of all sizes, CCH Tagetik is particularly appealing to mid-sized and large companies (or groups of affiliated companies) with many users involved in corporate planning and/or financial consolidation processes. The comprehensive platform also extends into areas such as ESG & sustainability, IFRS 16, IFRS 17 and LDTI, solvency II, account reconciliation and iXBRL. In addition, the CCH Tagetik application marketplace includes predefined starter kits, pre-packages and tech solutions developed by partners as well as CCH Tagetik itself.

From a planning perspective, CCH Tagetik is focused on integrated financial and operational planning and budgeting, with top-down, bottom-up and mixed approaches all supported. CCH Tagetik contains a predefined model for integrated financial planning (balance sheet, P&L, cash flow) that can be used by individual subsidiaries or at group level. Consolidation of plans is possible thanks to integrated functionality for financial consolidation and close. Comprehensive workflow and governance functionality (especially for bottom-up approaches) is available to control planning and consolidation processes involving lots of users. The CCH Tagetik platform, powered by the Analytic Information Hub, was built with an open and extendable architecture based on a relational data model that supports implementations in Microsoft SQL Server, Oracle, PostgreSQL and SAP HANA.

Additionally, the Analytic Information Hub connects granular financial and operational data with more flexible and scalable possibilities in the context of open data modeling, FPM (e.g., regulatory reporting), operational planning and analytics. Customers leverage the Analytic Information Hub today in many different ways (e.g., for driver-based planning, detailed profitability analysis and integrated business planning and reporting). From a technical perspective, the Analytic Information Hub is – like CCH Tagetik's financial core – based on a relational data model (e.g., in Microsoft SQL Server or SAP HANA), which can be administered in business departments using a single user interface and modeling tools. CCH Tagetik also offers out-of-the-box or customized embedded predictive models and trainable ML capabilities based on Python that can be leveraged to predict future outcomes, identify key variables or extend financial close and regulatory solutions.

In 2021, to extend CCH Tagetik's capabilities in the area of sales and operations planning, including supply chain planning, Wolters Kluwer acquired Vanguard Software, a provider of cloud-based integrated business planning (IBP) solutions. CCH Tagetik Supply Chain Planning offers functionality for balanced demand and supply planning, production planning, sales and operations planning. Integration with the CCH Tagetik platform offers opportunities for better connecting finance and operations planning across the organization.

In terms of analytics and reporting, CCH Tagetik pursues a two-fold strategy. The product's integrated functionality is geared to end-user self-service with on-screen display of reports and dashboards. Furthermore, CCH Tagetik's new web-based tool SmartInsight, which is embedded in the platform, enables dynamic self-service ad hoc reporting and analytics. These capabilities can be supplemented by third-

party analytics products (OEM) such as Microsoft, SAP and Qlik using CCH Tagetik as the central data source to allow customers to use their BI and analytics tool of choice.

Strengths

- Integrated web-based platform for financial corporate management (financial consolidation and close; budgeting, planning and forecasting; profitability analysis; cash flow management; financial reporting and analytics), compliance regulatory reporting and disclosure management that can be used by individual subsidiaries or at group level.
- Comprehensive, workflow-based planning and forecasting capabilities supplemented by additional CPM functionality (financial consolidation, reporting and analytics) targeted at mid-sized and large companies. The offering is expanded by the Analytic Information Hub, making the processing of mass financial and operational data available at a granular level.
- Comprehensive predefined set of business rules for financial corporate management (financial planning and financial consolidation). Supplementary solutions for financial and regulatory use cases as well as selected operational plans.
- According to feedback in BARC's 'The Planning Survey', customers are very satisfied with their CCH Tagetik projects, the business benefits it provides, price-to-value, planning and financial consolidation functionality, planning content, workflow and sales experience.

Challenges

- Data in individual operational plans in Analytic Information Hub has to be mapped and transferred into CCH Tagetik's financial model (condensation for data aggregation and detailing for drill down / drill through operations). CCH Tagetik allows integrated business planning with detailed operational planning in the same solution as summary level planning.
- For BI and analytics, CCH Tagetik itself offers on-screen-based reporting and dashboarding, ad hoc reporting and analysis in CCH Tagetik SmartInsight, Microsoft Word add-in-based disclosure management and a Microsoft PowerPoint add-in. This is supplemented by third-party analytics products (OEM) such as SAP, Microsoft and Qlik using CCH Tagetik as the central data source to allow customers to use their BI tool of choice, taking advantage of their open architecture and APIs.
- CCH Tagetik's architecture has more extensive hardware requirements than other tools to ensure performance. In complex environments with large amounts of data and concurrent users, organizations should evaluate the most appropriate configuration to meet their performance needs. Amongst other choices, CCH Tagetik is certified to run natively on SAP's in-memory HANA database, providing a powerful option for complex implementations.
- According to user and use case demographics in BARC's 'The Planning Survey', based on customer requirements, CCH Tagetik implementations are often large and complex with phases for multiple solutions. For this reason, they can take longer than average to complete. Implementation times will vary based on customer use cases and unique requirements.

Workday

Pleasanton, CA, USA

www.workday.com

Workday is a cloud-based enterprise software and ERP vendor with a particular focus on human capital management, financial management and enterprise planning. The company has a turnover of \$4.32 billion and employs 14,200 people worldwide. In 2018, Workday acquired Adaptive Insights, a planning and CPM software vendor headquartered in Palo Alto, California, to extend its performance management offerings. Workday Adaptive Planning is used by more than 5,800 customers of various sizes from a wide range of industries in over 50 countries worldwide.

Workday Adaptive Planning is a business-user-oriented CPM platform with functionality for various performance management processes. As a flexible and scalable solution, it supports planning, budgeting and forecasting processes including modeling, scenario planning, monitoring, reporting and analysis. In addition, financial consolidation and close are also supported. The creation of models is business-user-friendly and mainly done by drag-and-drop or point-and-click so does not require technical coding. The flexible and scalable planning platform enables continuous, active planning across the organization – from enterprise-wide financial planning and analysis to detailed planning for specific functions such as HR, sales, marketing and operations. Workday Adaptive Planning offers built-in financial intelligence with a native understanding of account types such as assets, liabilities, revenues and expenses.

Workday Adaptive Planning can be used together with the Workday suite of applications or with non-Workday solutions. Workday's marketing and sales strategy positions it as a standalone product as well as offering it as a part of the suite to Workday HCM and Workday Financial Management customers. In particular, positioning the product within its existing customer base is a strategic future direction for Workday. Customers who deploy Workday Adaptive Planning with Workday HCM and/or Workday Financial Management leverage a unified security and user experience, as well as native data management with the ability to drill back to data and master data in the ERP system or publish plans back to Workday core transactional systems.

Workday Adaptive Planning is a purely cloud-based CPM platform that can leverage Amazon Web Services (AWS) or Microsoft Azure as its hosting provider. The product is used via a fully web-based application (HTML5), which is compatible with popular browsers and can also be run on browsers on mobile devices. Supplementary Microsoft Office add-ins are available. Workday Adaptive Planning is based on a multidimensional in-memory modeling engine (Elastic Hypercube Technology), whereby data is stored in a relational database in the back end. All calculations and aggregations are performed in-memory. Data integration capabilities and prebuilt adapters to source systems are available within Workday Adaptive Planning. Alternatively, third-party solutions such as Boomi and Informatica can be used.

Workday Adaptive Planning offers ML-based capabilities for advanced analytics called Intelligent Planning. Intelligent Planning consists of a meta learning algorithm (generates time series forecasts e.g., for demand forecasting) and an optimizer. The embedded ML functions surface insights to business users that are incorporated in the planning process. Available capabilities include anomaly detection and outlier reporting.

Strengths

- Cloud-based, business-user-oriented CPM solution with integrated functionality for planning, reporting, dashboarding, analysis and financial consolidation.
- Flexibility for a wide variety of planning approaches (centralized top-down, decentralized bottom-up) and planning topics (including operational planning and financial planning) aimed at companies of all sizes and industries.

- Built-in financial intelligence with a native understanding of account types such as assets, liabilities, revenues and expenses. Integrated financial consolidation capabilities are also available.
- The acquisition by Workday enables access to larger organizations and greater international reach (Workday has locations in all important geographies worldwide).
- According to feedback in BARC's 'The Planning Survey', customers are very satisfied with Workday Adaptive Planning, its price to value and its planning and workflow functionality. The product comes highly recommended by customers.

Challenges

- Workday Adaptive Planning is purely cloud-based and not available on-premises. Web access is essential to use the product (except for offline planning using Excel templates).
- Focused on on-screen or Microsoft Office-based reporting and dashboarding. No automated report distribution (scheduling). However, a link to any report or dashboard can be sent manually by email. Users can also schedule the sending of a link to a dashboard snapshot for recurring delivery.
- Workday Adaptive Planning provides its own data integration framework and open APIs, while third-party ETL tools can also be used to load data. Additionally, prebuilt adapters to selected source systems are available. However, customer feedback in BARC's 'The Planning Survey' shows that not all customers are satisfied with Workday Adaptive Planning's predefined data connectivity and data integration capabilities.
- Most of Workday Adaptive Planning's business is still in the United States. However, the international customer count and revenues have increased since the acquisition by Workday. Prospects outside North America should evaluate the vendor's and partners' local consulting and support capabilities.

Other Vendors

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

CoPlanner

Graz, Austria

www.coplanner.com

Flexible CPM development environment for creating individual planning applications based on Microsoft SQL Server with integrated functionality for reporting, analysis and financial consolidation.

macs Software

Zimmern, Germany

www.macscontrolling.com

Modular software product family for accounting and controlling with integrated planning functionality. Flexible combination of different software modules is possible.

Planful

Redwood City, CA, USA

www.planful.com

Cloud-based platform that supports planning and budgeting; dashboarding; analysis; financial reporting and collaboration; and financial close management.

Prophix

Mississauga, Ontario, Canada

www.prophix.com

Unified CPM solution focused on planning; budgeting and forecasting; reporting and analytics in mid-sized companies. Moreover, comprehensive functionality for financial consolidation and close as well as other FPM use cases is available in Sigma Conso, acquired by Prophix in October 2021.

Solver

Los Angeles, CA, USA

www.solverglobal.com

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

Valsight

Potsdam, Germany

www.valsight.com

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

Related Research Documents

The following BARC documents complement this BARC Score report:

BARC Access

<https://barc-research.com/research/business-intelligence/>

Access to BARC's complete research portfolio, including product reviews with detailed insights into more than 40 BI and analytics solutions, covering all the major players in the market.

BARC Scores

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

BARC Score Integrated Planning & Analytics: This BARC Score focuses on the market for integrated planning and analytics (IP&A) products and portfolios. It is available in a global and a DACH-focused version.

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

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

BARC Software Surveys

<https://bi-survey.com/>

The Planning Survey: The Planning Survey offers an in-depth comparison of up-to-date planning solutions to decision-makers looking for new planning software. Based on feedback from more than 1,400 users, the latest edition evaluates over twenty leading planning products.

The BI & Analytics Survey: BARC's major annual report on the global BI and analytics software market. It is based on the world's largest survey of BI users, with a sample of 2,500 survey responses – that is why so many companies trust the results of The BI & Analytics Survey and base their software purchasing decisions upon it.

The Data Management Survey: The voice of the data management community: The Data Management Survey is BARC's annual report on the data management software market. This BARC survey examines data management products in terms of their functionality, application areas and usability based on feedback from more than 1,100 users.

Other BARC Research

Free to download at: <https://barc-research.com/research/bi-trend-monitor/>

BARC Data, BI & Analytics Trend Monitor: BARC's Data, BI & Analytics Trend Monitor study gives 2,400 practitioners a platform to have their say on the trends currently shaping the BI, analytics and data management market, supplemented by additional commentary and analysis from BARC analysts.

BARC – Making Digital Leaders

BARC (Business Application Research Center) is one of Europe's leading analyst firms for business software, focusing on the areas of data, business intelligence (BI) and analytics, corporate performance management (CPM), enterprise content management (ECM), customer relationship management (CRM) and enterprise resource planning (ERP).

Our passion is to help organizations become digital companies of tomorrow. We do this by using technology to rethink the world, trusting data-based decisions and optimizing and digitalizing processes. It's about finding the right tools and using them in a way that gives your company the best possible advantage.

This unique blend of knowledge, exchange of information and independence distinguishes our services in the areas of research, events and consulting.

Research

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

Events

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

Consulting

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

BARC has many years of experience in helping organizations to choose the right BI, analytics and CPM software to meet their business requirements. Hire us to support your tool selection project and guide you through each step of the process.

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