



# ***Beyond the Hype 2009***

**An Unbiased Look at BPM Vendors and Trends:  
BPM Goes Mainstream**

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Moderator: Jack Sweeney, Editor-in-Chief, Business Finance**

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# Beyond the Hype Agenda

- Business Performance Management (BPM) Solutions
- Vendor Trends
- Customer/Prospect Trends
- Vendors
  - End User Ratings
  - Innovators
  - Best New Vendor
  - Core Vendors for 2009: Financial Performance Suite
  - Core Vendors for 2009: Comprehensive
- Summary Vendor Landscape Matrix for BPM
- Next Steps
- Q & A



# BPM Solutions

- **Business challenges:**
  - Budgeting process takes too much time and effort for too little return
  - Not enough end-user participation resulting in limited buy-in
  - Need to increase re-forecast frequency and accuracy
- **BPM Solutions: budgeting, planning, and forecasting**



## BPM Solutions

- **Business challenges:**
  - Still striving to attain ‘one version of the truth’
  - Users unable to easily produce their own ad-hoc reports and analysis
  - Monthly close takes too long
  - Need to prepare for transition to IFRS
- **BPM Solutions: financial consolidation and reporting, governance, risk, and compliance**



# BPM Solutions

- **Business challenges:**
  - Struggling to achieve strategic alignment across the organization
  - Employees are focused on the wrong things
  - Need to be ready to act when key measures are significantly off target
- **BPM Solutions: dashboards and scorecards**



# BPM Solutions

- **Business challenges:**
  - Difficult to determine true profitability of products, services, regions, business units
  - Departments need to prioritize and focus on areas of greatest potential return
  - Need to identify areas for cost-savings and understand full impact
- **BPM Solutions: operational analytics, profitability optimization**



# BPM Pulse Survey

- Conducted October 2008 – March 2009
- Not vendor-sponsored
- 700+ Valid Responses
- Across all industries and geographies, largest group of respondents in North America
- Roughly equal mix of small/medium, medium/large and large enterprises
- Mix of finance, IT, and operations respondents



# BPM Goes Mainstream

Vendor Trends



## Big 3

- Consolidated Landscape
  - Three of the world's largest software vendors now offer BPM as a core component
  - Significant marketing spend by handful of vendors
  - Perceived leadership can result in changes to the sales approach
  - False belief that 'You can't go wrong with the Big 3'



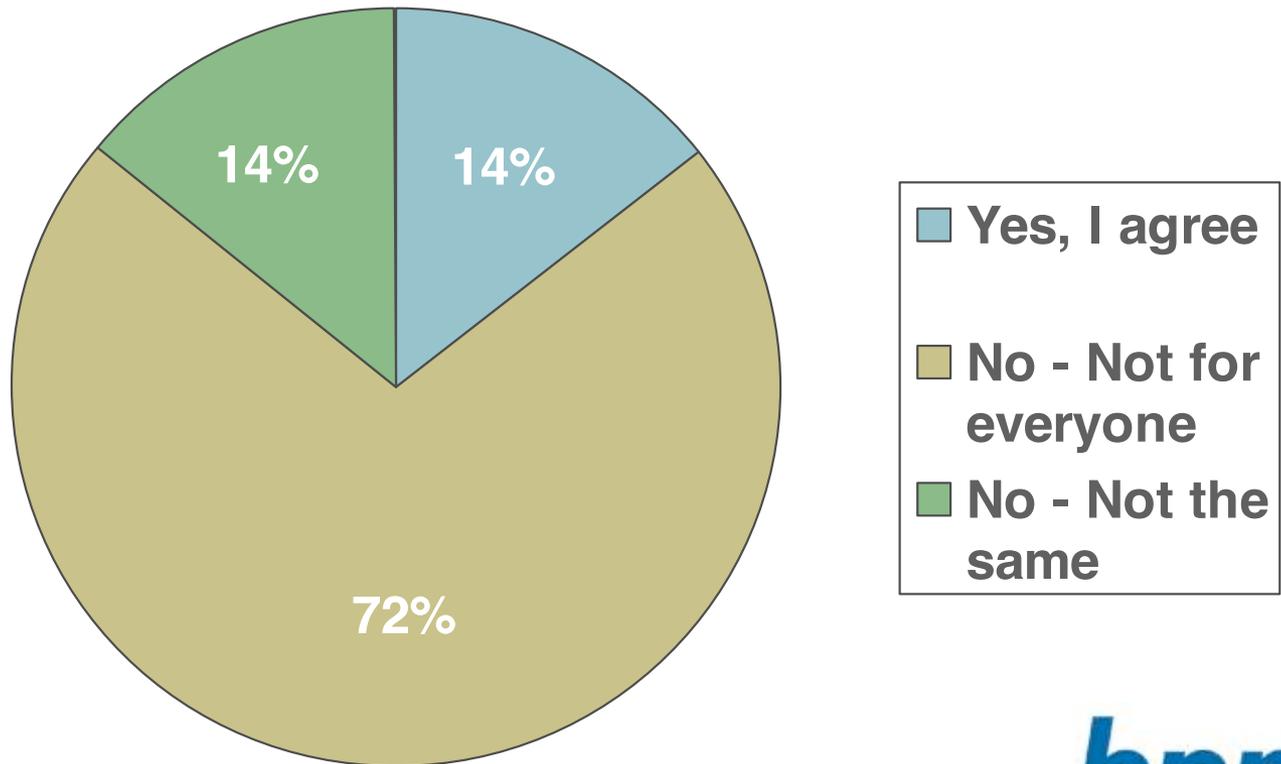
## Big 3

- ‘You Can’t Go Wrong with the Big 3’
  - IBM, SAP, Oracle
  - Comprehensive, robust and proven, but ...
  - Not right for everyone: too complex and too costly for some companies
  - The Big 3 are not identical: differ by pricing, integration, focus, future roadmap
  - Many smaller, innovative companies may better address specific requirements

# Can't Go Wrong with Big 3

## BPM Pulse Survey

2009





## Zombie Products

- **Zombie Products (dead products brought back to 'life')**
  - Product is put out to pasture, customers are compelled to move to new product/version
  - Some customers refuse to move and consider other vendors



## Zombie Products

- Zombie Products (dead products brought back to 'life')
  - Salesmen promise to extend support for product
  - May have to pay to upgrade to latest version of dead product



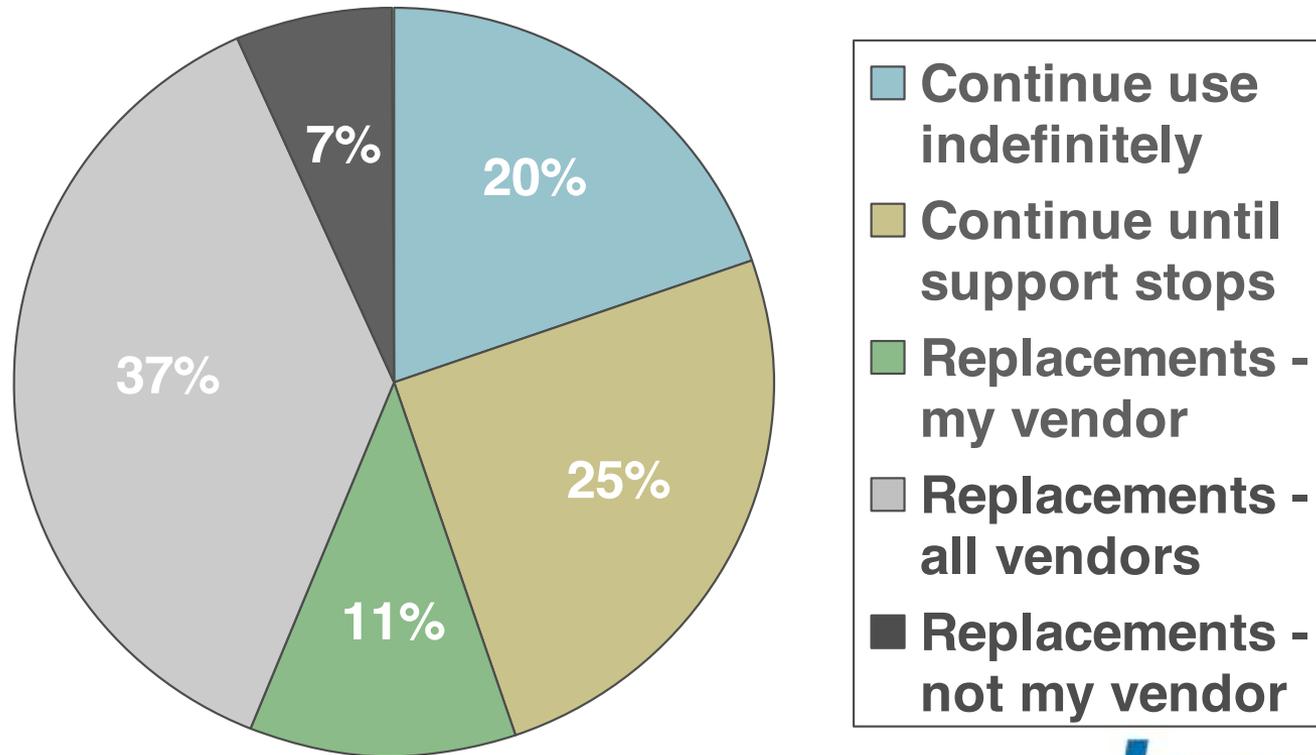
## Zombie Products

- Product “Frozen in Time” = Dead
  - No longer sold/marketed, talent moves to newer products
  - Limited support: reduced phone access, major bug fixes only, minor enhancements
  - No major enhancements: product is frozen in time – technology, promised features, new capabilities

# Plans for Dead Product

## BPM Pulse Survey

2009





## Vendor “Insight” Services

- Insight/Assessment Services
  - Vendor team will analyze your business needs
  - 3 to 6 week process, usually at no cost (other than your time and resources)
  - Vendor will come back and recommend technology solutions to meet your business needs
  - Their solutions will always be the answer



## IFRS

- Changeover will require new accounts
- Alternate or additional roll-ups
- New level of detail in certain areas
- Revised calculations
- Multi-GAAP reporting and reconciliation
- Auditability and transparency
- Difficult to accomplish in spreadsheets, custom-coded, or departmental BPM systems

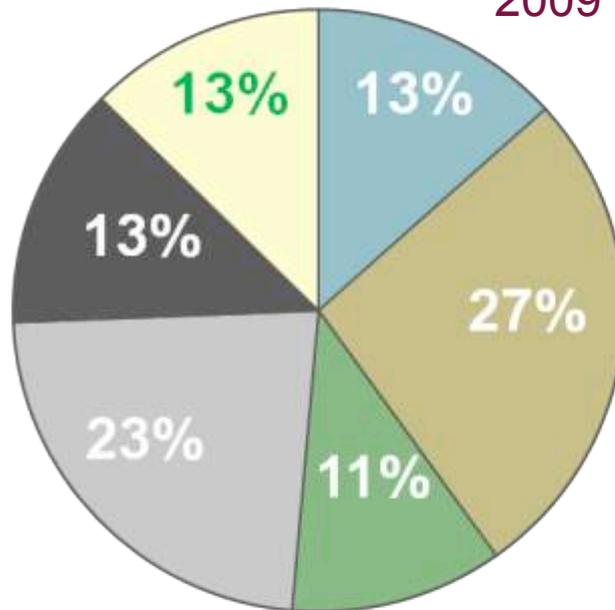
## BPM for IFRS

- Ideal Solution: BPM consolidation and reporting company-wide
  - Some BPM systems today are departmental or only budgeting/dashboards
- Relatively easy to update accounts, entities, calculations, reports
- Supports multiple hierarchies/reporting structures
- BPM benefits today, smoother IFRS transition tomorrow

# IFRS Readiness Status

## BPM Pulse Survey

2009



- What is IFRS?
- Not impacted
- Address later
- Getting educated
- Project in place
- Already compliant



# The Economy

## ◉ BPM's Positive Role

- Enables faster, more frequent, more accurate decision-making
- Optimization of all areas of the business
- Holistic view of the impact of changes
- Identify revenue upsides, cost savings, appropriate pricing
- Keeps the organization focused on strategic goals

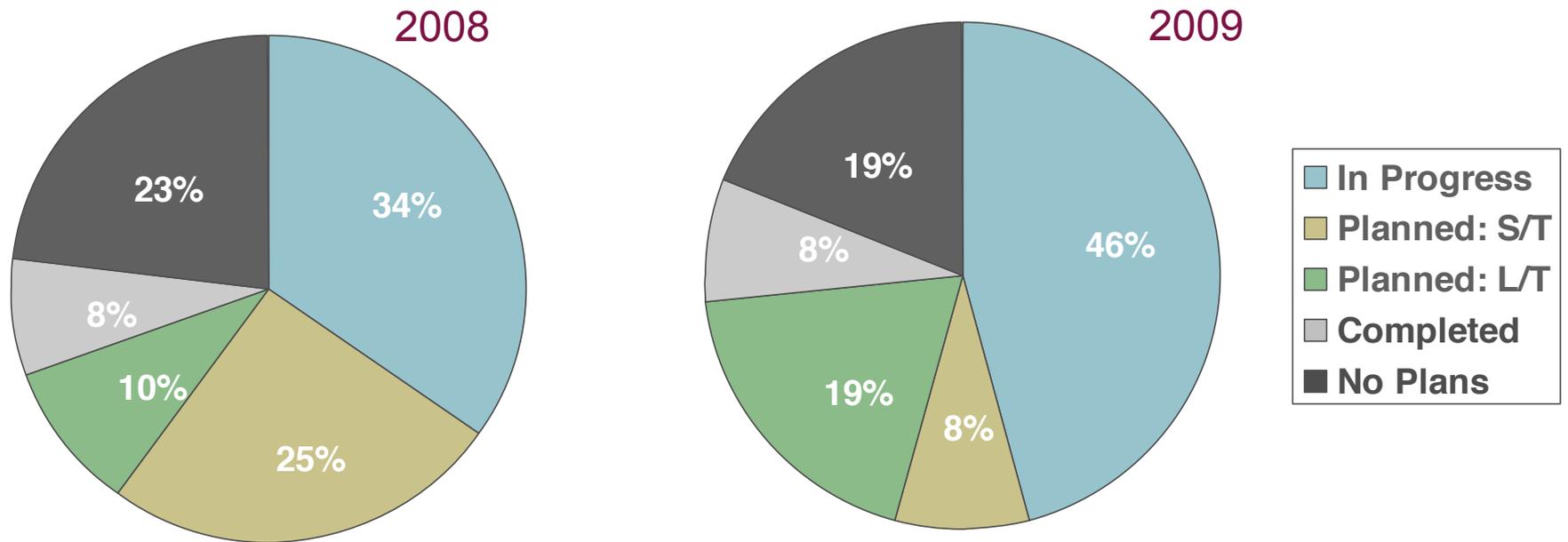


# **BPM Goes Mainstream**

Customer/Prospect Trends

# BPM Status

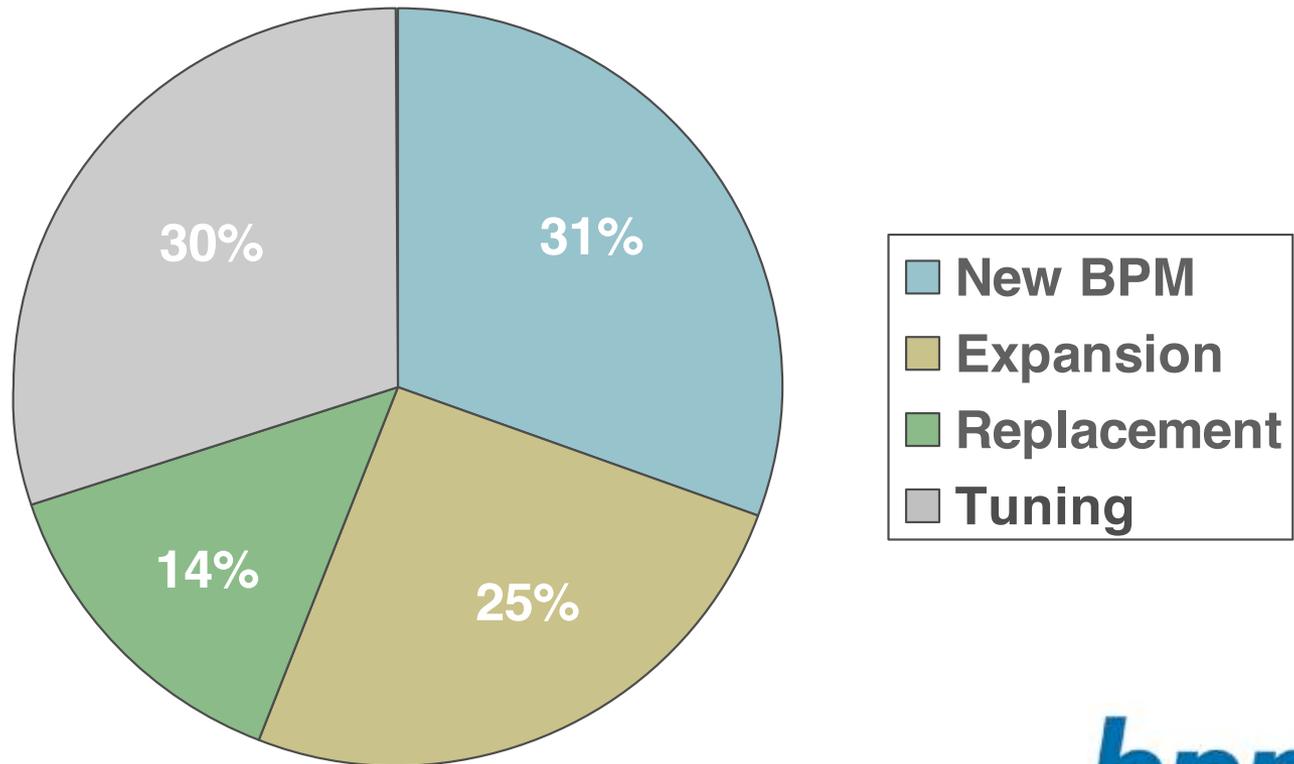
## BPM Pulse Survey



# Status Detail

## BPM Pulse Survey

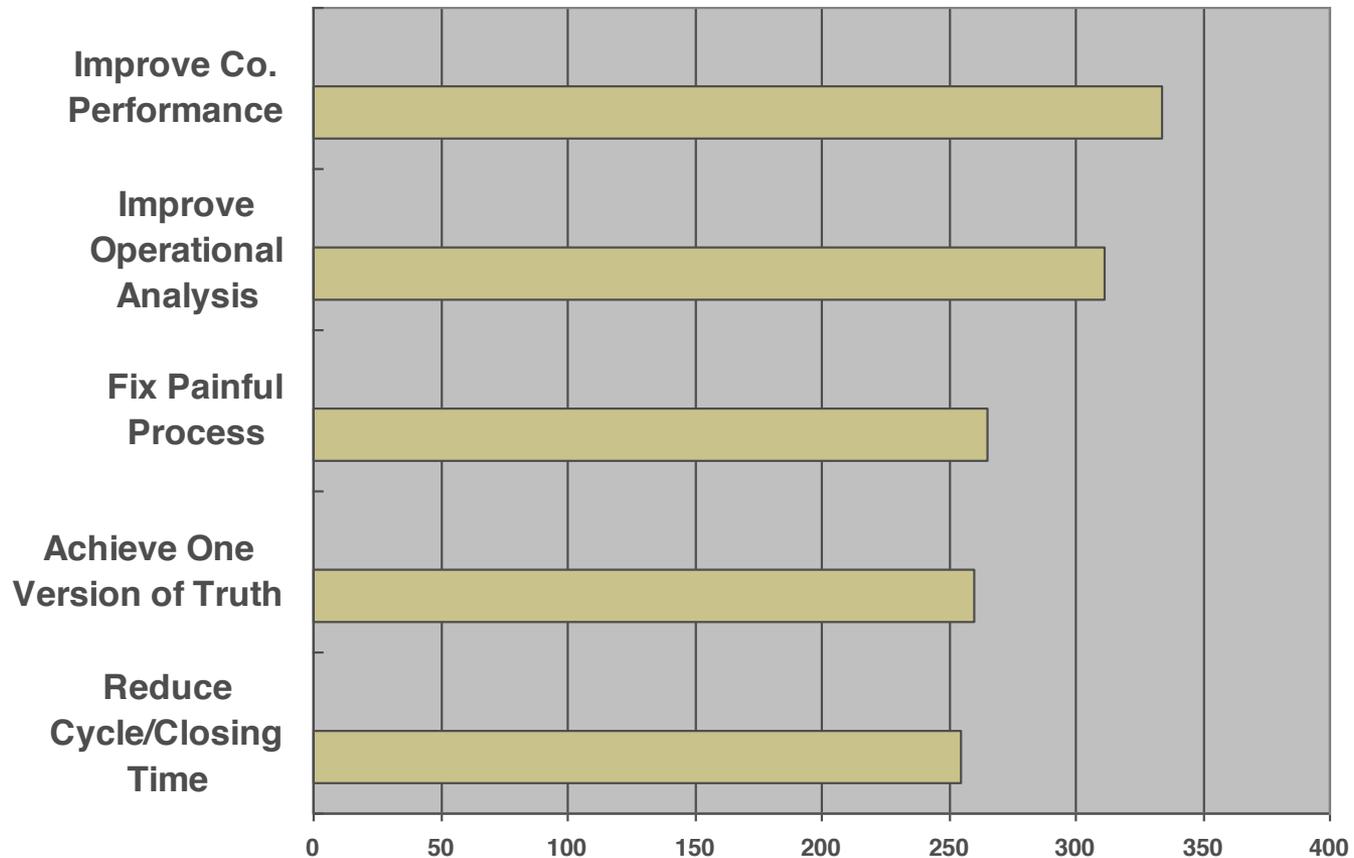
2009



# Reasons for BPM Project

## BPM Pulse Survey

2009

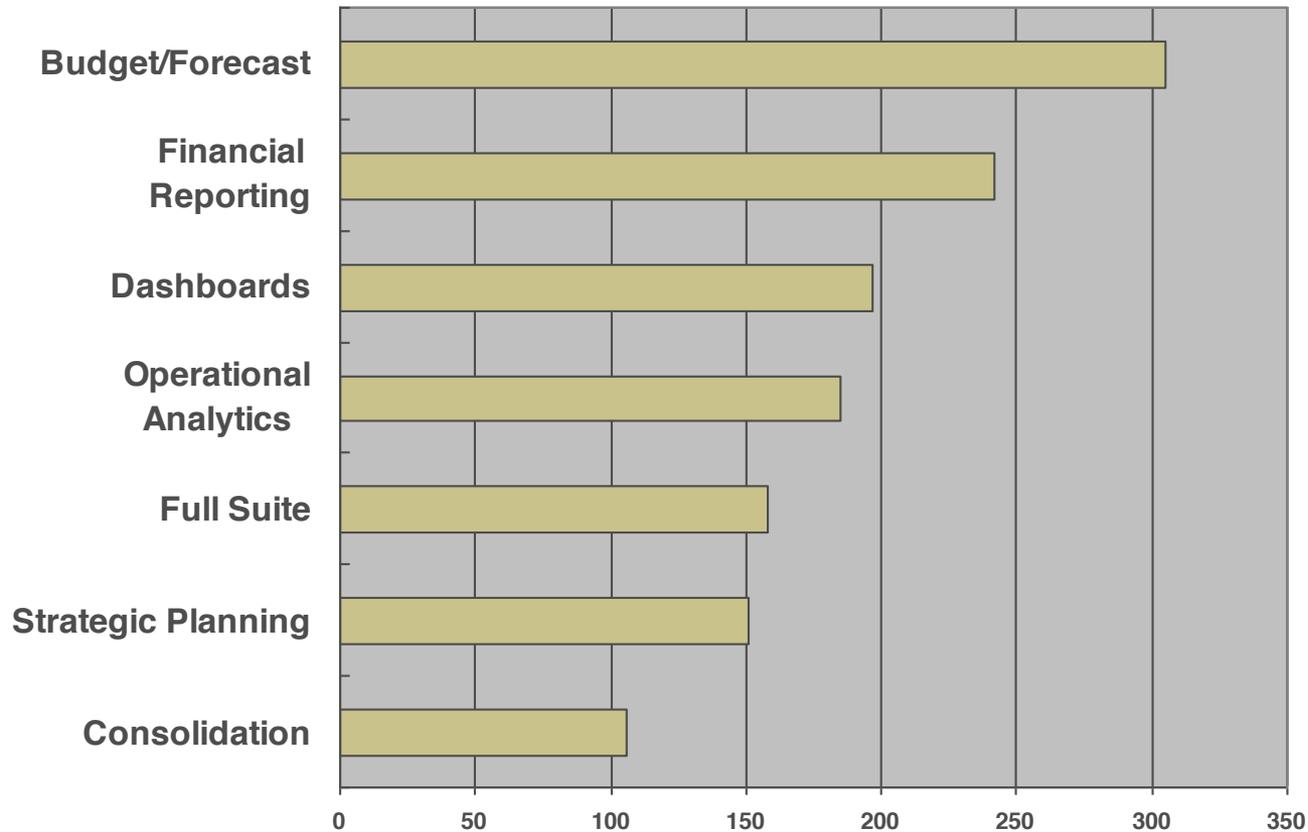


Total Number of Respondents

# BPM Components

## BPM Pulse Survey

2009

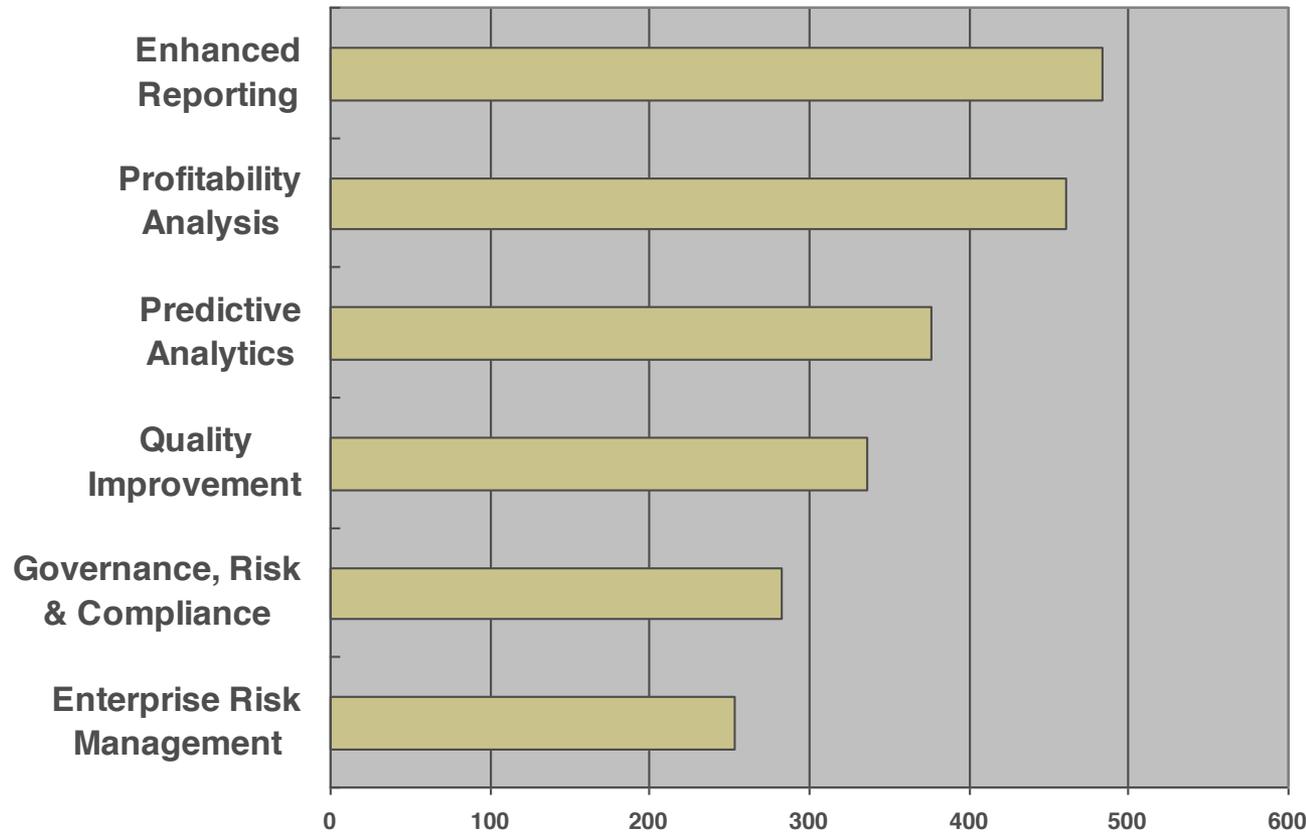


Total Number of Respondents

# Capability Importance

## BPM Pulse Survey

2009

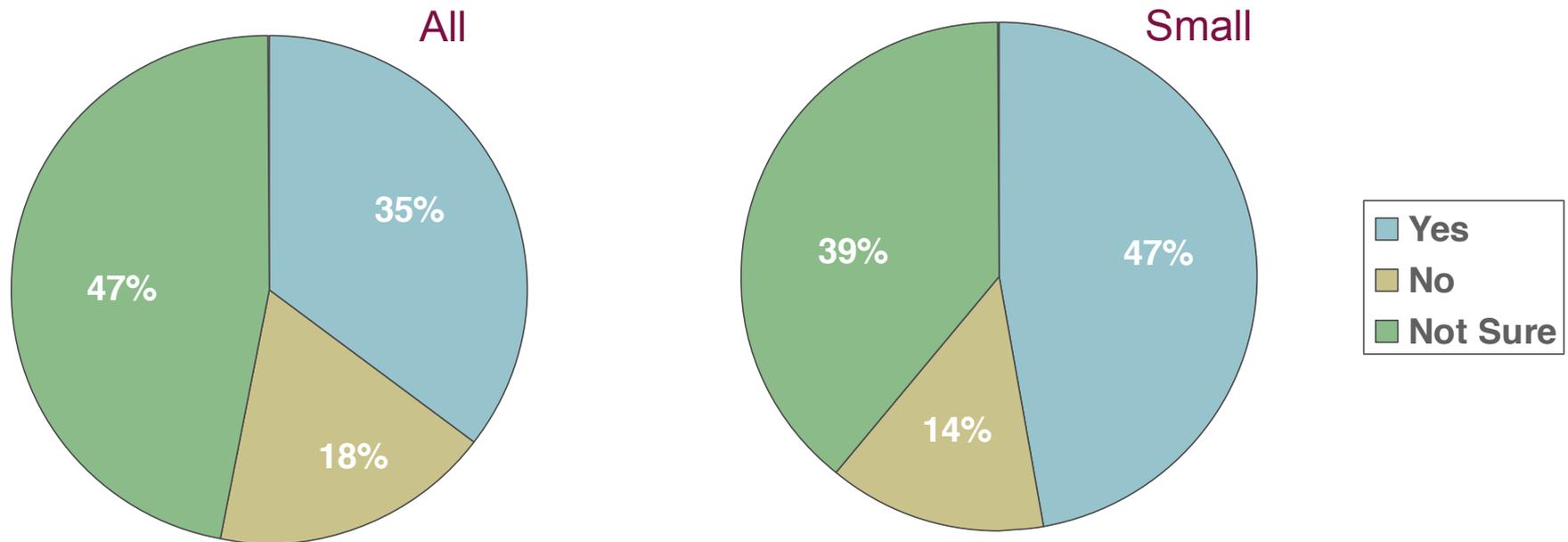


Total Number of Respondents

# On Demand/SaaS Solutions

## BPM Pulse Survey

2009



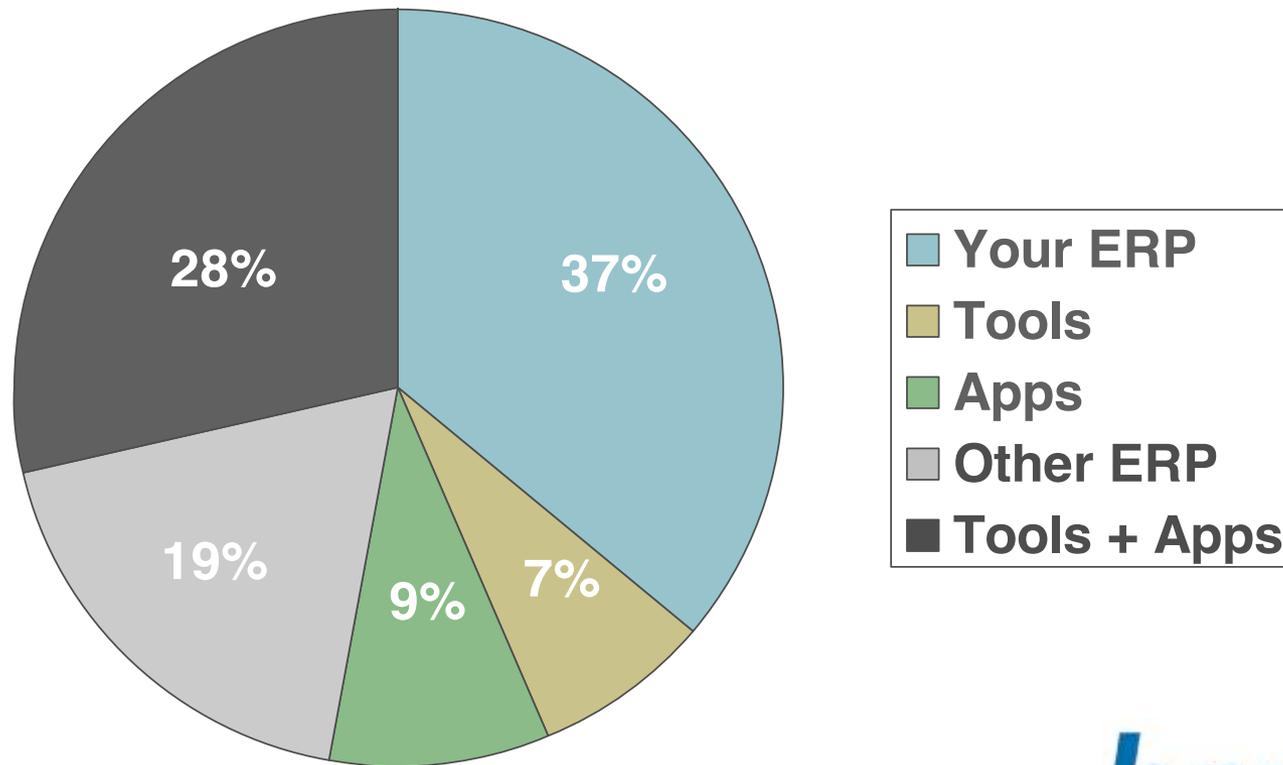
Yes = Ease of use, Cost effective, reduced IT demand

No = Functionality, Security concerns

# Vendor of Choice – Last Year

## BPM Pulse Survey

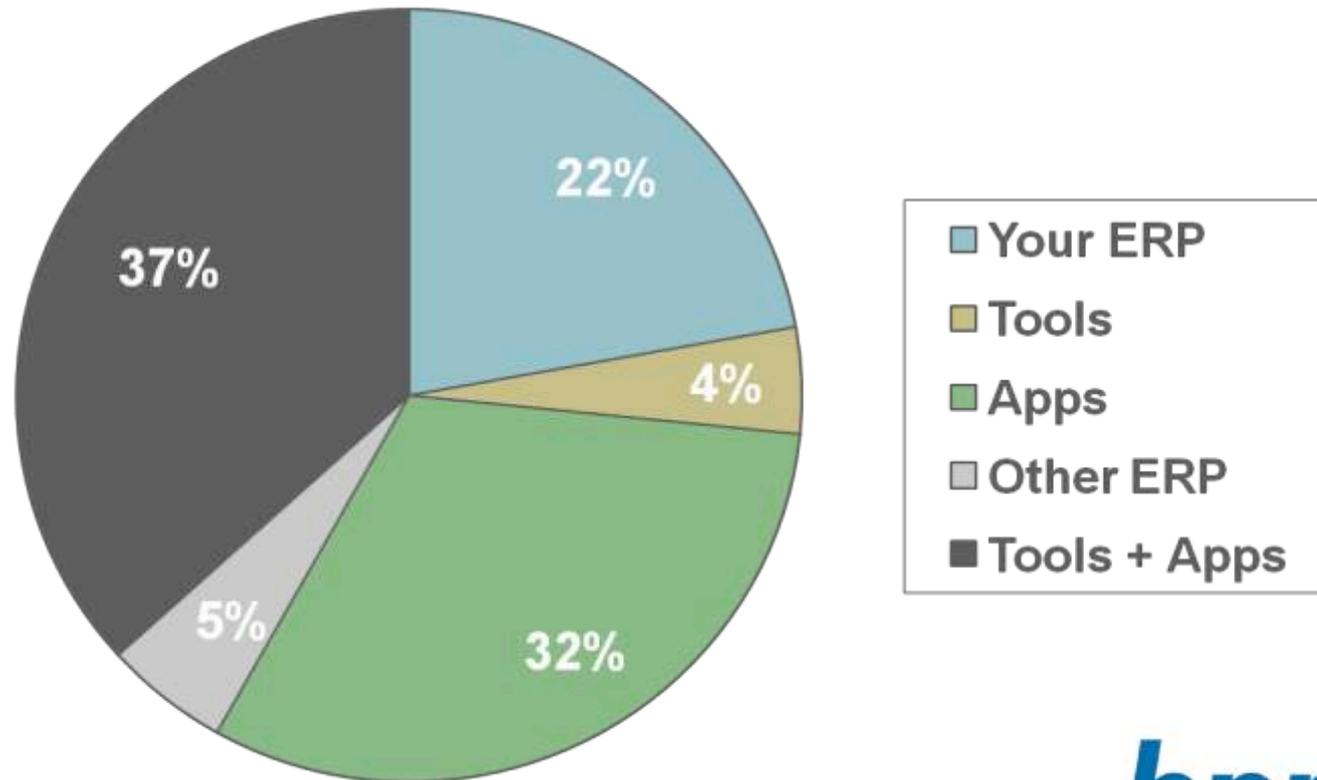
2008



# Vendor of Choice

## BPM Pulse Survey

2009





# BPM Vendors

## Vendor Reviews and Ratings

# BPM Vendors: End User Ratings

- BPM Pulse Survey Rating
  - ‘For each vendor involved in your solution rate the level of satisfaction’
  - 1=low, 5=high
  - 20+ vendors listed



0 to 2.4



2.5 to 3.4



3.5 to 5.0



## BPM Vendors

- ◉ Innovators
- ◉ Best New Vendor
- ◉ The Core 11 – Financial Performance and Comprehensive
  - Complete solutions
  - Robust functionality
  - Field validated



# Key to Categories

- **Specialized:**

- These vendors provide the building blocks of a full BPM suite. They can be tools or applications vendors that focus almost exclusively on some aspects of performance management.

- **Financial Performance Management:**

- This category contains the vendors that are applications-focused and offer a BPM suite including budgeting, planning, reporting, and some consolidation and scorecard capabilities.

- **Comprehensive Performance Management:**

- Vendors in this category offer a complete BPM suite coupled with business intelligence offerings and in several instances transactional systems as well.

# Key to Grid

- **FinancialPM:**

- **Bud:** Budgeting/Forecasting
- **Plan:** Strategic Planning/Modeling
- **Dash:** Dashboards
- **Rept:** Reporting and analytics
- **Con:** Financial consolidation

- **AdvancedPM:**

- **OPM:** Operational performance for Sales, HR, IT, Manufacturing, etc
- **AFin:** Profitability; governance, risk, and compliance; tax, sustainability
- **ATec:** 64-bit, mobile access, hardware appliance, XBRL

- **Market Profile:**

- **Vert:** Vertical offerings
- **SaaS:** On-demand version
- **Refs:** Large reference base



# BPM Vendors

The Core 5:  
Financial Performance Management

# Adaptive Planning

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●						●	●

Adaptive Planning offers both on-demand (hosted) and traditional on-site deployments using a multi-user annual subscription license fee. Their solutions are intended for companies of all sizes, including small businesses, mid-sized companies and divisions of larger corporations, that are seeking an alternative to spreadsheet-based budgeting, forecasting and reporting applications. Adaptive Planning recently announced version 5.5, which delivers new collaboration and analysis features, enhanced data integration capabilities, and full internationalization / localization, including multi-language support. The company also makes available at no charge software trials, training and support via its web site and online community.



4.41

# Clarity Systems

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●		●	●	●	●	●

Clarity Systems provides comprehensive web-based planning, budgeting, consolidation, reporting, and scorecarding applications that can be deployed upon industry leading multi-dimensional and relational database platforms with a Microsoft Excel-like user interface. Clarity's Financial Statement Reporting capabilities support multi-user collaboration to improve operational efficiencies and automate creation of internal management and external statutory or regulatory financial reports, including advanced XBRL capabilities. Clarity has developed prebuilt data models and reports for a range of industries including Banking, Insurance, Manufacturing, Retail, Airlines and Professional Services . Clarity now also offers a BPM 'software as a service' (SaaS) solution called Clarity OnDemand.



4.67

# Longview

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●		●	●		●	●

Longview offers a unified, “all in one” solution for strategic planning, budgeting/forecasting, performance management reporting and analysis, complex modeling, and IFRS-ready financial consolidation and reporting. Longview also offers a comprehensive tax provisioning, planning and reporting application that is fully integrated with the BPM solution. Longview operates as a stand-alone division of Exact Software focused exclusively on BPM. In addition, Longview can integrate data from more than 300 source systems with the Longview Integration Suite. Recent product enhancements include usability improvements for end users and added components of advanced BPM such as data visualization, strategy maps and KPI libraries. Longview offers customers both on-premise and SaaS deployment options.



4.56

# Prophix

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●					●

PROPHIX performance management solutions are targeted at companies seeking functionally rich performance management applications regardless of their size, type or industry. The multi-user, integrated suite of applications includes budgeting, forecasting, financial consolidation, reporting, scorecards/dashboards, and personnel planning. The SQL Server edition leverages Microsoft's SQL Server and Analysis Services technical platform. PROPHIX can be implemented in weeks, driving a rapid return on investment and lower total cost of ownership.



3.83

# Tagetik

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●		●	●

Tagetik CPM is a financial closed-loop, double entry BPM solution, that unifies in a single product all Performance Management and Financial Governance processes for data consistency and reliability. Tagetik leverages cross platform technology and delivers unified and faster process cycles, powerful scalability, short implementation time and lower total cost of ownership due to its built-in processes. The open architecture solution is database and application-server independent and is embedded with built-in functionality that unifies multiple BPM applications including planning, budgeting & forecasting, profitability modeling, financial consolidation, and statutory/management reporting including dashboards and scorecards. The product also includes extended BPM process support for credit analysis, IT performance management and governance, risk and compliance. They now offer a hosted option as well.



4.58



# BPM Vendors

The Core 6:  
Comprehensive Performance Management

# IBM

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●	●	●	●

IBM offers comprehensive performance management and business intelligence solutions that include sophisticated planning, budgeting and consolidation applications along with extensive reporting and analysis functions. Since acquiring Cognos, IBM has enhanced integration of the Cognos BI and PM platform and solutions with IBM's information infrastructure, released IBM Cognos 8 Business Viewpoint - a new dimension management application which allows business users to create, manage, and model dimensions across BI and PM applications, and enhanced dashboard reporting capabilities with extensive personalization and data visualization features. IBM continues to expand its' portfolio of "blueprints" which allow companies to leverage pre-built planning, reporting and analysis models for specific business processes or industries. IBM currently leverages selected members of their strategic partner channel to provide on-demand solutions.



3.95

# Infor

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●	●		●

Infor is a leading provider of performance management, business intelligence, ERP, and accounting solutions with versions designed to support both global enterprises and small to mid-sized businesses (SMBs). This solution includes comprehensive planning, financial consolidation, reporting and analytics that make extensive use of the Microsoft Business Intelligence platform – specifically, Microsoft SQL Server, Analysis Services, and Excel. Expect Infor to expand its on-demand solution offerings beyond the current ERP, Asset Management, and Expense Management solutions to include its Performance Management Business Process Applications.



3.55

# Microsoft

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●	●	●	●

Microsoft continues to position itself among the leaders in the performance management and business intelligence market with their PerformancePoint Server, SQL Server (Integration Services, Analysis Services, and Reporting Services) and SharePoint Server products. PerformancePoint Server enables the development of comprehensive planning, budgeting, consolidation, analytic reporting, and scorecard/ dashboard monitoring applications that leverage the Microsoft platform including the SQL Server Business Intelligence platform for data integration and analytical query and reporting tools, an Excel user interface, and integration with the Microsoft SharePoint portal platform. Microsoft leverages their extensive network of value added software resellers and implementation service providers to develop and deliver a variety of industry specific performance management and business intelligence solutions.



4.04

# Oracle

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●	●	●	●

Oracle is one of the leading providers of comprehensive performance management and business intelligence solutions. The Oracle Enterprise Performance Management solution includes robust performance management applications (e.g. strategy management & planning budgeting/forecasting, financial consolidation, and profitability management), pre-built business intelligence applications (e.g. sales, marketing, HR, financial, supply chain, call center analytics) along with a comprehensive business intelligence foundation, reporting and analysis tools. Since the acquisition of Hyperion in 2007, Oracle has continued its integration of the Hyperion EPM and BI solutions with the Oracle E-Business Suite while continuing to offer solutions that work with a variety of other non-Oracle information sources and systems. Oracle also offers the Oracle on Demand service.



3.70

# SAP (Business Objects)

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●	●	●	●

With Business Objects and OutlookSoft, SAP positioned itself to offer comprehensive Performance Management, Business Intelligence, GRC, ERP, and data warehouse solutions. SAP delivered the first components of their product integration roadmap as planned with the release of the SAP Strategy Management and SAP Business Planning and Consolidations (BPC) 7.0 version which provides integration with the SAP NetWeaver application platform. SAP has also integrated its BPM applications with the BusinessObjects BI and Information Management applications. SAP offers extensive vertical market solutions and has continued their development of Governance, Risk and Compliance capabilities. SAP has also continued to expand profitability management and analysis, activity-based costing, and predictive analysis capabilities. The complete suite of business intelligence capabilities is also available on demand through the Business Intelligence OnDemand service.



3.52

# SAS

Financial					Advanced			Profile		
Bud	Plan	Dash	Rept	Con	OPM	AFin	ATec	Vert	SaaS	Refs
●	●	●	●	●	●	●	●	●	●	●

SAS offers comprehensive BPM and BI solutions that allow companies to formulate, communicate, measure, and monitor strategies and plans with integrated planning, budgeting, financial consolidation, and reporting. The SAS for Performance Management solution includes robust scorecard and dashboard reporting solutions that leverage predictive modeling and analytic capabilities. SAS also offers profitability analysis and activity based management solutions along with purpose built vertical industry and business function specific solutions for performance and operational analytic applications . SAS' performance management offerings are all built on the SAS Enterprise Intelligence Platform which provides data integration, storage, and business intelligence reporting, analysis, and data visualization capabilities. SAS offers several of their BI solutions as a hosted service as part of their continually expanding "SAS Solutions OnDemand" portfolio.



4.00



# BPM Partners Vendor Landscape Matrix

# U.S. Vendor Landscape for BPM 01/09

## BTH Edition

Comprehensive

	<b>Microsoft</b>	<b>IBM</b> <b>Infor</b> <b>Oracle</b> <b>SAP</b> <b>SAS</b>
<b>EcoSys Management</b>	<b>Carpio</b> <b>Tagetik</b>	<b>Adaptive Planning</b> <b>Clarity Systems</b> <b>Longview</b> <b>Prophix</b>
<b>myDials</b> <b>Xlerant</b>	<b>Alight Planning</b> <b>River Logic</b> <b>Whitebirch</b>	<b>Acorn Systems</b> <b>Varicent</b>

Specialized

Developing

Established



Source: BPM Partners, Inc.