

# The Planning Survey **18** Sample, Products, Methodology and **KPIs**

*The world's largest survey of planning software users*

This document provides background information to help gain a clearer understanding of The Planning Survey 18



A CXP GROUP COMPANY

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## Introduction

The Planning Survey 18 is the largest and most thorough fact-based analysis of the planning and budgeting market currently available. It is not based on anecdotal accounts or personal opinions, unlike much analyst research, neither is it intended to be a measure of market shares. Instead, it sets out to analyze market trends and produce meaningful comparisons of competing products across a wide range of critical software and vendor-related criteria. The Planning Survey also provides a detailed quantitative analysis of why customers buy planning tools, what they are used for, what problems they experience with the tools and how successful they are.

This is the fourth edition of The Planning Survey. It employs the same proven methodology as The BI Survey (formerly The OLAP Survey), which has been conducted annually since 2000. Based on the real-world experiences of 1,465 respondents, much of its value lies in the effective analysis of such an impressive, well-distributed sample.

The Planning Survey 18 features 17 planning products from 16 different vendors. It includes not just products from well-known global giants such as IBM, Oracle and SAP, but also tools from much smaller vendors that ordinarily don't get much press but which, in many cases, offer outstanding value to customers.

After data cleansing and removing responses from participants unable to answer specific questions about their use of planning products, we were left with a sample of 931 end users, 199 consultants and 177 vendor and reseller employees. Participants from all over the world took part in The Planning Survey 18. 56 percent of respondents stated they have a finance and controlling job function, 26 percent have an IT job function and the rest perform various line-of-business roles.

The findings from The Planning Survey 18 are presented in several documents, each focusing on a specific set of the survey results.

Document	Description
The Planning Survey 18 – The Results	An overview and analysis of the most important findings and topical results from The Planning Survey 18. Includes advice to buyers of planning software as well as users of existing planning solutions based on the results of our analysis.
The Planning Survey 18 – Sample, Products, Methodology and KPIs	Provides details of the sample, the products included and an overview of our methodology. Descriptions of the KPIs used in The Planning Survey 18 are also provided, including details of our calculation methods.
The Planning Survey 18 – Vendor Performance Summaries	A series of executive reports on each product featured in The Planning Survey 18. Each report contains a short vendor and product overview by BARC's analyst team plus a summary of the relevant product-related results from The Planning Survey 18.

### The sample

Most surveys are conducted or sponsored by an organization based in, and focused on, one country. However, planning is a worldwide market and we wanted to capture a larger international sample.

The net result was an extraordinarily international panel. Respondents were located in 55 countries. The countries with the most respondents are Germany, United States of America and Austria. The regions with the most respondents are Europe, North America and Asia Pacific.

The online questionnaire was published in three languages: English, German and French.

### Sample size and make-up

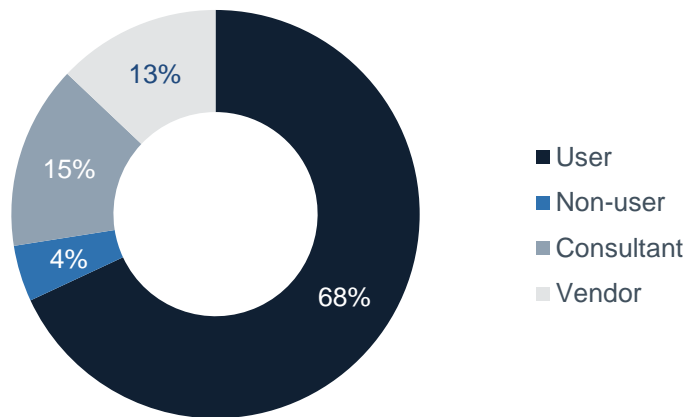
Many thousands of people around the world were invited to participate in The Planning Survey 18, using BARC’s online research panel and the support of vendors and various websites. As in previous years, the questionnaire offered different sets of questions for vendors and users (or consultants answering on behalf of users).

The results of the online data collected are shown in the following chart, with the numbers of responses removed also displayed.

**Table 1: Responses to the survey**

	Responses	
Total responses	1,465	100%
Filtered during data cleansing	-97	-7%
<b>Remaining after data cleansing (total answering questions)</b>	<b>1,368</b>	<b>93%</b>
Non-user (did not answer questions about products)	-61	-4%
Vendor (did not answer questions about using products)	-177	-12%
<b>Total answering product and Excel-related questions</b>	<b>1,130</b>	<b>77%</b>

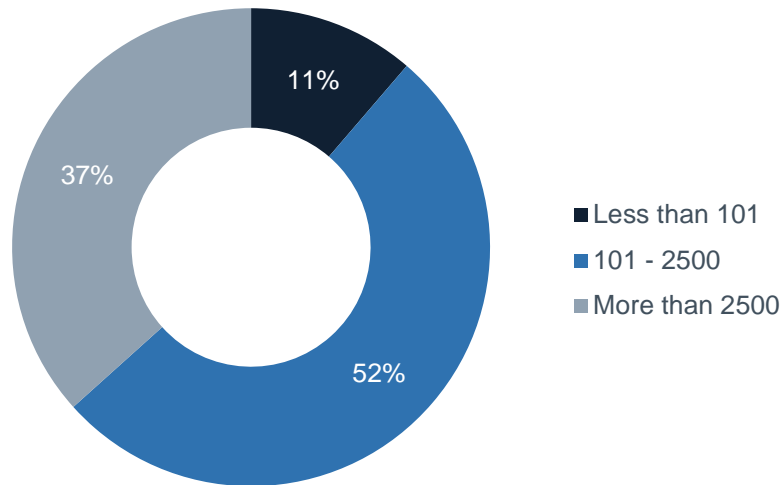
The number of responses is split between users, consultants, vendors and non-users. Vendors answered a different set of questions to those answered by end users. This document focuses on the analysis of the user results.



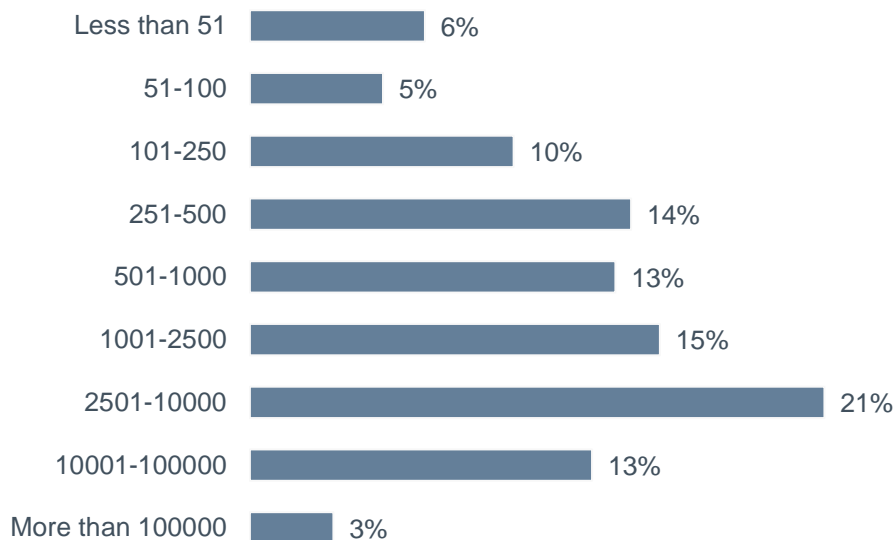
**Figure 1: Has your organization acquired, or considered acquiring, any planning or business intelligence (BI) products or applications? (n=1368)**

**Organization sizes by headcount**

Specialized planning software is most commonly found in medium and large organizations (see Figure 2). A high percentage of the responses we receive are from users in companies with more than 1,000 employees (see Figure 3). Responses from small organizations (less than 250 employees) have decreased from last year.

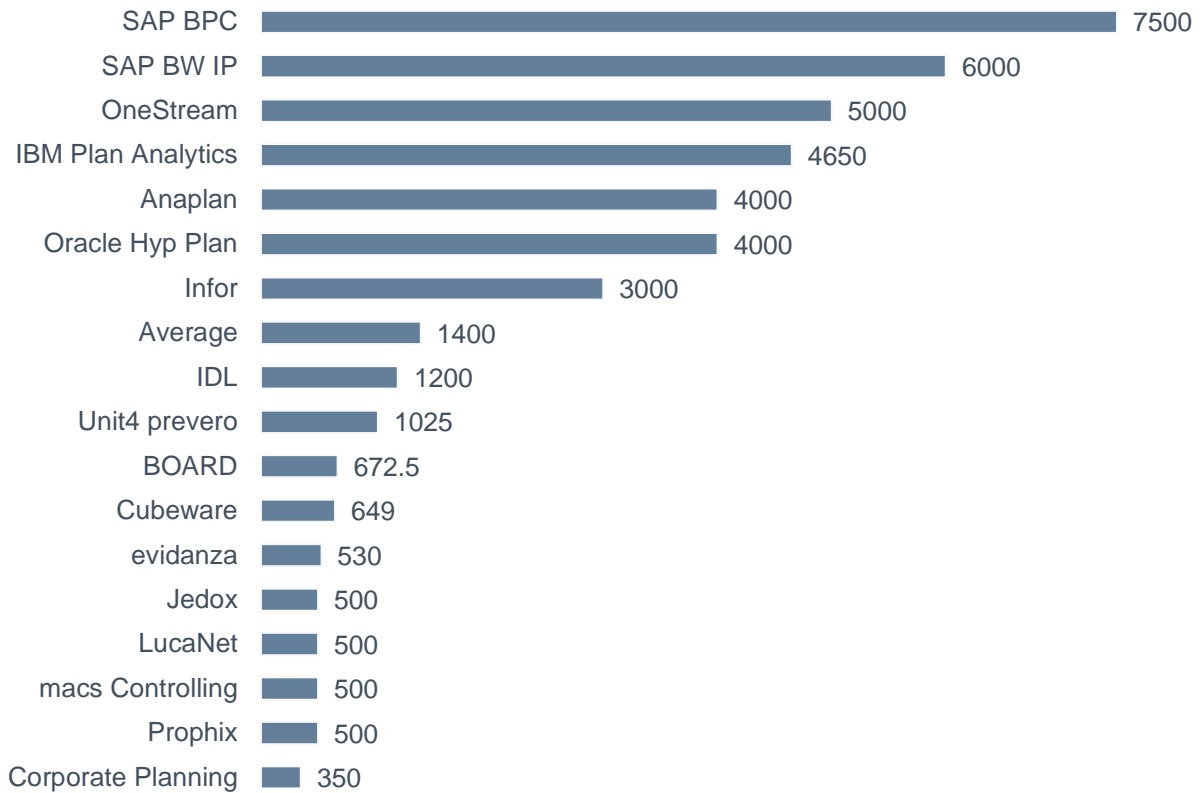


**Figure 2: How many employees are there in your entire organization, including all of its branches, divisions and subsidiaries? (n=1045)**



**Figure 3: How many employees are there in your entire organization, including all of its branches, divisions and subsidiaries? (n=1045)**

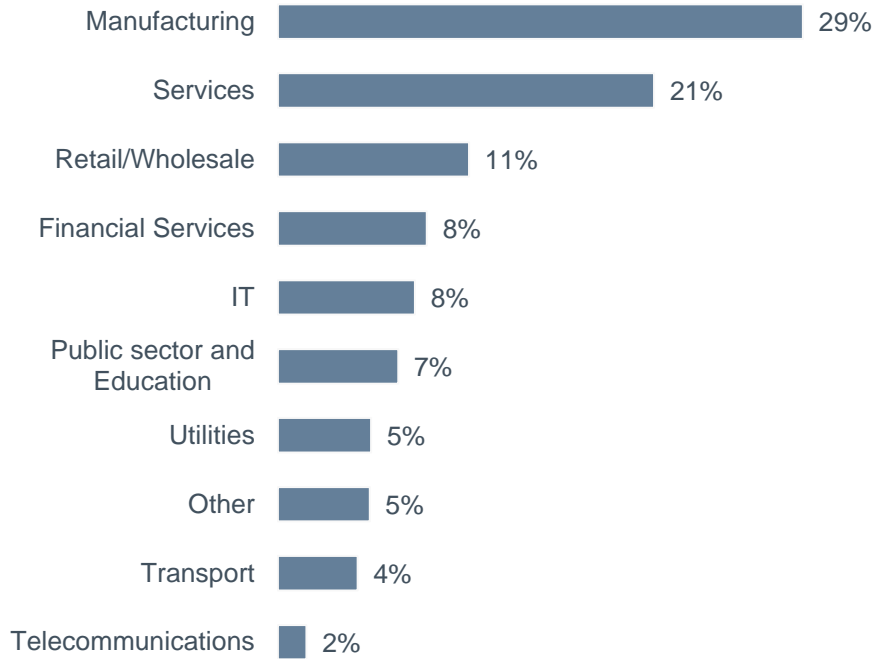
The following chart (Figure 4) shows the median headcount of respondents' companies analyzed by the product they answered questions about. Of the products defined in the 'Global Vendors' and 'Enterprise Software Vendors' peer groups, there was a higher median number of employees in customer organizations than the sample average, with the exception of BOARD. Most of the products have a wide range of deployment sizes.



**Figure 4: Median employee count of user organizations analyzed by product (n=733)**

**Vertical markets**

We asked all respondents which industry sector their company operates in. The chart below shows the results of this question. Most respondents have a manufacturing background, followed by services and then retail/wholesale.



**Figure 5: Which of the following best describes your organization's industry sector? (n=1191)**

## Featured products

When grouping and describing the products featured in The Planning Survey, we did not strictly follow the naming conventions the vendors use. Note that the names we use in this document are our own and are not always the official product names used by the vendors.

One of the key reasons for this is that the products we analyze are not necessarily the latest version of the tool. Vendors often change the product name between versions, making it difficult to have a single official name for several versions of the same product. The point is not to challenge the naming conventions of the vendor, but simply to reduce the complexity of the Survey findings for the convenience of the reader. In some cases, we also shorten the names of the products to improve the formatting of the charts.

We asked respondents explicitly about their experiences with products from a predefined list, with the option to nominate other products. This list is updated each year and is based on the sample size of the products in the previous year, as well as additional new products on the market. Our predefined list can be found at the end of this document. In cases where respondents said they were using an 'other' product, but from the context it was clear that they were actually using one of the listed products, we reclassified their data accordingly.

We solicited responses on all surviving products with more than a minimal response in last year's survey, plus a few others whose numbers have potentially grown to the point where there is enough data to be analyzed.

The following table shows the products included in the detailed analysis. A minimum of around 30 responses is required for a product to be included in the detailed analysis. The number of responses about 'other' products is not included in the following table.



**Table 2: Products included in the sample**

Product label	Product name	Respondents
IBM Plan Analytics	IBM Planning Analytics (formerly TM1)	126
BOARD	BOARD	68
Jedox	Jedox Suite	51
SAP BPC	SAP Business Planning and Consolidation (BPC)	47
Oracle Hyp Plan	Oracle Hyperion Planning	43
SAP BW IP	SAP BW-Integrated Planning (BW-IP)	41
Anaplan	Anaplan	35
Infor	Infor BI	35
Corporate Planning	Corporate Planner (CP-Suite)	34
Cubeware	Cubeware Solutions Platform C8 (CSP C8)	33
LucaNet	LucaNet.Planner	33
evidanza	evidanza MaC	32
IDL	CPM- and BI-Suite	32
Prophix	Prophix	32
macs Controlling	macs complete	31
OneStream	OneStream XF	31
Unit4 prevero	Unit4 prevero	30

The products in the sample vary in their market focus and origin. Most feature in our detailed analysis every year, especially those from the large players. This year two vendors were included for the first time: OneStream and IDL.

## Peer groups

The Planning Survey 18 features a wide range of planning tools so we use peer groups to help readers identify and compare competing products. The peer groups are defined using the criteria outlined in Table 3.

The peer groups are designed to help readers compare similar tools in terms of tool category (solution-focused planning products, flexible planning platforms or financial performance management products), geographical focus (global vendors or European vendors), software focus of the vendor (enterprise software vendors) and topical focus of the product (BI-focused products). See Table 4 for an overview of the products in each peer group.

**Table 3: Peer group descriptions**

Peer group	Description
<b>BI-focused Products</b>	Besides planning and performance management, BI-focused products target use cases such as standard reporting, ad hoc reporting, analysis, advanced analytics and dashboarding.
<b>Enterprise Software Vendors</b>	Enterprise software vendors have a broad portfolio including most (or all) types of business software.
<b>European Vendors</b>	European vendors are headquartered in Europe and do the majority of their business there.
<b>Financial Performance Management Products</b>	Financial performance management products are standardized applications that support use cases such as financial planning (P&L, balance sheet, cash flow), consolidation and financial reporting.
<b>Flexible Planning Platforms</b>	Flexible planning platforms are most suitable for developing and implementing bespoke planning solutions to meet a unique set of requirements. They usually offer limited predefined content.
<b>Global Vendors</b>	Global vendors have a truly global sales and marketing reach. They are present worldwide, and their products are used all around the world.
<b>Solution-focused Planning Products</b>	Solution-focused planning products are usually based on, or supplemented by, predefined planning solutions designed for particular applications (e.g., integrated financial planning, HR) or industries (e.g., energy, manufacturing).

**Table 4: Products by peer group matrix**

	Flexible Planning Platforms	Solution-focused Planning Products	Financial Performance Management Products	Enterprise Software Vendors	Global Vendors	European Vendors	BI-focused Products
Anaplan		X			X		
BOARD	X				X	X	X
Corporate Planning		X	X			X	
Cubeware	X					X	X
evidanza		X				X	X
IBM Plan Analytics	X			X	X		X
IDL			X			X	X
Infor		X	X	X	X		X
Jedox		X				X	X
LucaNet			X			X	
macs Controlling		X				X	
OneStream			X				
Oracle Hyp Plan	X			X	X		
Prophix	X						X
SAP BPC		X	X	X	X	X	
SAP BW-IP	X			X	X	X	
Unit4 prevero		X	X			X	X

## Overview of the key calculations in The Planning Survey 18

### Measuring business benefits

Business benefits are the real reason for carrying out any planning or BI project. The BI Survey and The Planning Survey have been studying them directly for years. We ask respondents the extent to which they realize a list of benefits.

For each potential benefit, respondents are asked to indicate the level of achievement, if any, with five levels. We use a weighted scoring system, as shown in Table 5 below, to derive a composite score for each of the possible benefits, based on the level of benefit achieved. We call this the BBI (Business Benefits Index).

**Table 5: The Business Benefits Index weighting system**

Level of benefit reported	Weighting
High	10
Moderate	6
Low	2
Not achieved	-2
Don't know	0

This rating system is the basis of the most important index in The Survey. It is a dimensionless number with an arbitrary value, but as long as the weighting system remains constant it can be used for comparisons between segments of the sample, such as the sample for individual products or regions, to name just two.

Participants were asked to rate each benefit. Business benefits are calculated by counting the number of each reported level of benefit and multiplying this number by the corresponding weighting. The results are then divided by the number of responses for each particular benefit to find the average response (See Figure 6).

Figure 6 demonstrates that 'increased transparency of planning', 'improved integration of planning with reporting/analysis' and 'better quality of planning results' are the top three benefits companies achieve with the use of their planning products.

In contrast to the main benefits, 'saved headcount', 'increased competitive advantage' and 'reduced costs' are seen as relatively minor benefits for planners.



**Figure 6: Evaluated business benefits with calculated value (BBI) (n=875)**

## Project success

The 'Project success' KPI is based on three factors. We asked participants to judge their satisfaction level with their implementations. We also asked the level of success with which their projects were completed on time and on budget and weighted the responses to calculate project success.

The weightings of the possible responses are shown in the following chart.

**Table 6: Responses and weightings for PS (Project Success)**

Level of project success reported	Weighting
Good	10
Moderate	5
Poor	0

## Means and medians

This Survey makes frequent references to different forms of averages — means and medians. Just in case your statistical knowledge is a little rusty, here's a quick reminder of the definition of the terms:

The mean is the usual arithmetic average. Its value is affected by every value in the sample, so a single large outlier can materially affect the mean, particularly with small samples.

The median is the value in the middle of the sample; that is, half of the sample is larger than the median, and the other half is smaller. It could be regarded as the 'typical value', and is affected by the number, but not the value, of outliers. One or two large or small outliers therefore do not affect the median.

## Understanding multiple response questions

Several questions in The Planning Survey 18 allow the user to make multiple responses. For example, we asked users what problems (if any) they encountered in their projects. Because many users had more than one problem, the number of responses is larger than the number of respondents.

This means that there are two ways to calculate the percentage of a given response: based on the total number of responses or based on the total number of respondents. We present The Planning Survey results based on the number of respondents.

Calculating percentages based on the number of respondents tells us how likely a given respondent is to have the problem, but results in percentages higher than 100 percent when all the problems are added together (e.g., 47 percent of all respondents reported that they have no significant problems). Conversely, calculating percentages based on the total number of responses would result in a total of 100 percent.

## Survey data collection

The Survey was conducted by BARC, with data captured from November 2017 to February 2018. All data was captured online from a total of 1,465 respondents.

Respondents were solicited individually via BARC's own research panel and from dozens of vendor and independent lists, as well as websites from many different countries, with emailed invitations being sent to the lists in a staggered fashion.

At our request, most of the vendors notified their customers about The Planning Survey using either their regular newsletters or websites. We also asked some bloggers to mention it. Each list and website had a different survey URL, though in all cases, the same questionnaire (in English, German or French) was used.

## Understanding the KPIs

The goal of this section is to help the reader spot winners and losers in The Planning Survey 18 using well-designed dashboards packed with concise information. The Survey includes a set of 24 normalized KPIs for each of the 17 products. These include 4 aggregated KPIs, which aggregate the results of various combinations of 'root' KPIs.

This year we have calculated a set of KPIs for each of the seven peer groups. The values are normalized on the whole sample. Peer groups are used to enable fair and useful comparisons of products that are likely to compete.

The KPIs all follow these simple rules:

- Only measures that have a clear good/bad trend are used as the basis for KPIs.
- KPIs may be based on one or more measures from The Planning Survey.
- Only products with samples of at least 20 - 30 (depending on the KPI) for each of the questions that feed into the KPI are included.
- For quantitative data, KPIs are converted to a scale of 1 to 10 (worst to best). A linear min-max transformation is applied, which preserves the order of, and the relative distance between, products' scores.

KPIs are only calculated if the samples have at least 15 - 30 data points (this varies from KPI to KPI) and if the KPI in question is applicable to a product. Therefore, some products do not have a full set of root KPIs. It is important to exclude KPIs based on small (and therefore not representative) samples to ensure that the graph scales are not distorted by outlier KPIs. In such cases, the product is still shown in the tables, but with a blank KPI value and no bar in the bullet graph or bar chart.

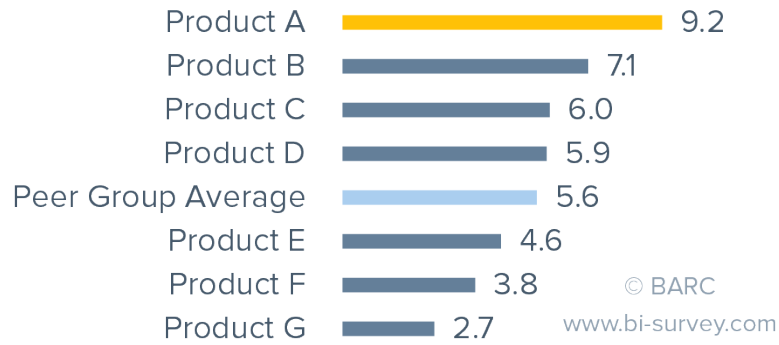
**Table 7: Aggregated and root KPIs**

Aggregated KPIs	Root KPIs
<b>Business value</b>	Business benefits
	Project success
	Project length
<b>Customer satisfaction</b>	Price-to-value
	Recommendation
	Vendor support
	Implementer support
	Product satisfaction
<b>User experience</b>	Performance satisfaction
	Planning functionality
	Reporting/analysis functionality
	Predefined data connections
	Ease of use
	Flexibility
	Self-service
	Integrated planning
	Simulation & scenario analysis
Driver-based planning	
<b>Competitiveness</b>	Considered for purchase
	Competitive win rate



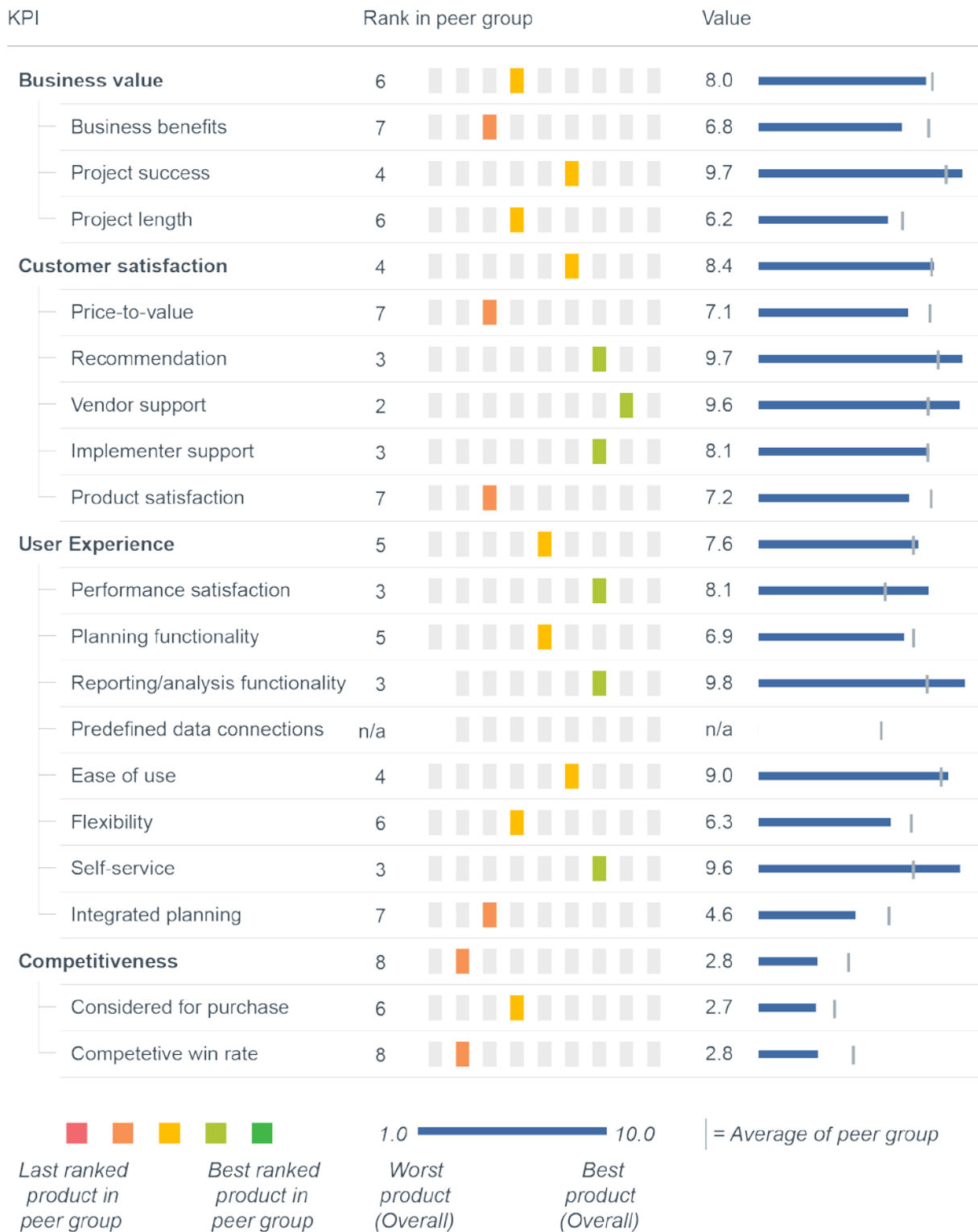
### Reading the KPI charts

We provide two different types of dashboards for viewing the KPIs. The first type is the Product Dashboard. A Product Dashboard displays all the KPIs for a single product. The second type is the KPI Dashboard, which displays the KPI values for each product in a peer group using simple bar charts. The products are sorted by value in descending order.



**Figure 7: KPI dashboard used for displaying KPIs**

In the KPI Dashboards (see Figure 7), the peer group average is indicated by a light blue bar.



**Figure 8: Product dashboard used for displaying all KPIs for a product in a specific peer group**

In Figure 8, the first column shows the KPI name and the middle column indicates the product rank in the specific peer group. As previously mentioned, not every product is represented by the complete set of KPIs. The gray squares show how many products in the peer group have an adequate sample to be classified in each KPI. The next column shows the KPI values for the product in question in each KPI and the blue bars in the final column represent those KPI values against the peer group average, which is indicated by a vertical gray line.

## The KPIs (overview)

The following section provides the entire list of KPIs calculated for The Planning Survey 18, as well as a description of the calculations.

KPIs are only calculated if the samples have at least 15 or 30 data points (depending on the KPI), so some of the products do not have a full set of KPIs. It is important to exclude KPIs based on small (and therefore unreliable) samples to ensure that the graph scales are not distorted by outlier KPIs based on small data samples. In such cases, the product is still shown in the tables, but with a blank KPI value in the bar chart.

Different readers will have their own views on which of these KPIs are important to them. For example, some people will regard predefined data connections as vital, while others may consider recommendation or self-service to be more important.

The KPIs below provide a good selection from which readers can choose the ones that best fit their own organization's requirements.

### Business benefits

#### *What we measure*

We measure the real benefit of projects after implementation whereas other surveys limit their questions to technical or organizational issues.

#### *Why it is important*

'Business benefits' is possibly the most important KPI, focusing on bottom-line benefits of software projects, rather than individual technical aspects.

A software project that does not deliver business benefits is superfluous. Unlike core transaction systems, business intelligence software projects are optional, not mandatory, so they must pay their way in terms of delivering business benefits.

#### *How we measure*

We ask users to judge each project benefit based on a scale of achievement ranging from "high" to "not achieved". Using this information, we weight their responses and calculate the Business Benefits Index (BBI). The KPI is a normalized version of this index.

See Figure 6 for a list of the benefits evaluated by survey participants.

### Project success

#### *What we measure*

This KPI is based on a combination of three measures: the level of general user and administrator satisfaction with implementations, as well as the frequency with which projects are completed on time and on budget.

#### *Why it is important*

The initial success of a BI or planning project can have a great bearing on the business benefits achieved over time. Our surveys in previous years have consistently found that long-running projects are likely to become more costly than first anticipated, deliver less business benefits and often lead to other

significant problems. Therefore, the speed with which a product is implemented can be crucial. User and administrator satisfaction is also an important indicator that the tool has been adopted as envisaged at the outset of the project.

#### *How we measure*

Similar to our business benefit calculations, we ask participants to judge their satisfaction level with their implementations. We also ask the level of success with which projects were completed on time and on budget and weight the responses to calculate project success. The KPI is a normalized version of this index.

### **Project length**

#### *What we measure*

We measure how long it takes to implement projects.

#### *Why it is important*

Rapid implementation is a key measure of project success. Our research over the years has shown that projects with about a three-month implementation time deliver the most business benefits.

#### *How we measure*

We divide the number of projects implemented in under three months by the total number of projects. A weighting is then applied whereby products are classified (based on the median number of users) as either small, medium or large in order to produce fair comparative ratings in this KPI.

### **Business value**

Business value is a combination of the 'Business benefits', 'Project success' and 'Project length' KPIs

### **Price-to-value**

#### *What we measure*

We ask participants to judge the price-performance ratio of their chosen product.

#### *Why it is important*

Price-to-value is an important metric in today's cost-conscious age. As many an enterprise BI/planning tool user has found, the costs of buying and supporting BI/planning software quickly add up, especially when attempting to cost-justify adding new users. As more BI/planning capabilities are pushed out to the business, this perception of value becomes even more critical.

#### *How we measure*

We ask participants to rate the price-performance ratio of their chosen product. To obtain the final KPI, we calculate an average weighted score per product.

## Recommendation

### *What we measure*

We measure whether customers already using a product would recommend that product to others.

### *Why it is important*

No one knows more about how a product performs in the real world than the customers already using it. All too often, they find that products don't live up to expectations, or that the vendor does not support the product properly. Therefore, if existing users say they would recommend the product, we regard this as a positive indicator of its value.

### *How we measure*

Users are asked whether they would recommend the product they are most familiar with. This measure is based on the degree and proportion of positive responses.

## Vendor support

### *What we measure*

We measure user satisfaction with the level of support provided for the product by the vendor.

### *Why it is important*

Product support from the vendor is a key determinant for project success. This is an area where there are major differences between vendor ratings.

### *How we measure*

We ask participants to rate the quality of the vendor's support. To arrive at the final KPI, we calculate an average weighted score per product.

## Implementer support

### *What we measure*

We measure user satisfaction with the level of support provided for the product by the implementer.

### *Why it is important*

Product support is a key determinant for project success. As with vendor support, this is an area where we see major differences between products. The implementer's role can be just as important as the vendor's.

### *How we measure*

We ask participants to rate the support by the implementer. To obtain the final KPI we calculate an average weighted score per product.

## Product satisfaction

### *What we measure*

We measure the level of satisfaction with the product.

### *Why it is important*

If a product proves unreliable at a critical time, the results can be debilitating, and can even render an application unusable.

However, not all customers have the same dependency on reliability, as some applications are not mission critical or time critical.

### *How we measure*

We ask participants to rate their satisfaction with the product. We calculate an average weighted score per product to arrive at the final KPI.

## **Customer satisfaction**

We combine the 'Price-to-value', 'Recommendation', 'Vendor support', 'Implementer support' and 'Product satisfaction' KPIs to calculate this aggregated KPI.

## **Performance satisfaction**

### *What we measure*

This KPI is based on user feedback about the reasons the product was chosen and complaints about the system's performance.

### *Why it is important*

Performance satisfaction is crucial in planning projects, and often affects project outcomes.

In some ways, complaints about performance are more important than performance measured in seconds, because acceptable delays can vary depending upon how the system is used.

### *How we measure*

This KPI is based on two factors: (1) the frequency with which 'convincing performance of software' was cited as a reason for purchasing a planning product; and (2) the frequency of complaints about slow performance. Each of the above is given equal weighting in calculating a normalized KPI value.

## **Planning functionality**

### *What we measure*

We measure user satisfaction with the coverage of planning-specific requirements by the chosen product.

### *Why it is important*

Planning tools provide specialized functions (e.g., planning or simulation scenarios) based on a consistent database. Depending on the planning scenario (top-down, bottom-up, centralized, decentralized, etc.) some functions may be more or less important. Buyers should evaluate a product's functionality and decide whether it matches their present requirements as well as those in the foreseeable future.

### *How we measure*

We ask participants to rate the coverage of planning-specific requirements by the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

## **Reporting/analysis functionality**

### *What we measure*

We measure user satisfaction with the coverage of additional reporting/analysis requirements by the chosen product.

### *Why it is important*

Without appropriate options for reporting and analysis, planning is not possible. Functions for reporting results, intermediate results or the analysis of deviations between actual and budget figures are essential in planning processes. In addition, functions for displaying aggregate performance indicators are often required in management cockpits and dashboards. For many customers, the integration of reporting and analysis in their planning solution is very important, making this a key criterion.

### *How we measure*

We ask participants to rate the coverage of additional reporting/analysis requirements by the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

## **Predefined data connections**

### *What we measure*

Predefined data connections as a reason to buy, as well as the level of complaints about predefined data connections.

### *Why it is important*

Predefined data connections to operational source systems (e.g., SAP ERP) save time and development effort in projects.

### *How we measure*

This KPI is based on two factors: (1) the frequency with which 'predefined data connections' was cited as a reason for purchasing a planning product; and (2) the frequency of complaints about data connections post-implementation. Each of the above is given equal weighting in calculating a normalized KPI value.

## **Ease of use**

### *What we measure*

We measure the degree to which respondents consider their planning software to be easy to use.

### *Why it is important*

Ease of use is often considered the holy grail of software. It is an important consideration for any vendor seeking to expand its footprint within enterprise sites. Business decision-makers don't want to have to spend a lot of time in training or attempting to learn new interfaces.

### *How we measure*

We ask participants to rate ease of use for developers of planning applications as well as the ease of use for planners of the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

## **Flexibility**

### *What we measure*

We measure the degree to which respondents consider their planning software to be flexible.

### *Why it is important*

With the current vogue for agility and self-service capabilities and the increasing need for users to be able to access a variety of planning use cases (top-down, bottom-up, centralized, decentralized, strategic, operational, etc.), flexibility is an important consideration for many organizations.

### *How we measure*

This KPI is based on two factors: (1) the frequency with which 'flexibility of the software' was cited as a reason for purchasing a planning product; and (2) the frequency of complaints about flexibility post-implementation. Each of the above is given equal weighting in calculating a normalized KPI value.

## **Self-service**

### *What we measure*

We measure how many sites are using self-service with their planning product. Reported ease of use is also taken into account.

### *Why it is important*

Self-service speeds up processes and eliminates the middle man. Independence from IT processes is a commonly cited requirement in software projects.

### *How we measure*

We ask participants whether the tool they are most familiar with is being used for self-service by their company. 50 percent of the KPI is based on the probability that self-service is being used while the other half is based on the 'Ease of use' KPI.

## **Integrated planning**

### *What we measure*

This KPI is based on the level of use of the integrated business planning approach.

### *Why it is important*

This is about the various aspects of integrated business planning: deriving operational planning from strategic planning, forecasting, linking up the various sub-plans in financial planning, and linking planning with other areas of BI, such as reporting, analysis and financial consolidation. Integrated business planning is a planning approach which, if properly implemented and organized, promises a significant improvement in planning quality.



### *How we measure*

This KPI is based on the frequency with which ‘integration of strategic and operational plans’ and ‘integration of different sub-budgets and financial planning’ were claimed to be performed in respondents’ organizations. To obtain the final KPI, we calculate an average weighted score per product.

## **Simulation & scenario analysis**

### *What we measure*

This KPI is based on the level of use of the chosen planning product’s simulation and scenario analysis functionality.

### *Why it is important*

Today, companies spend a lot of time creating their plans. Often, there is very limited time available for dealing with the produced plan data (e.g., using simulations and scenario analysis). Simulations can help companies to play through different possible scenarios (e.g., best case, worst case), to derive actions for each scenario, and to prepare for the future. There are two main types of simulation: those in which structures used in planning are changed (e.g., organizational structures) and parameter simulations. The depiction of different scenarios can help to make planning results plausible and comprehensible if parameters change. Driver-based planning models are particularly suitable for simulation approaches with parameters and scenario considerations.

### *How we measure*

We ask participants whether the tool they are most familiar with is being used for simulation and scenario analysis by their company. The KPI is based on the proportion of sites using simulation and scenario analysis.

## **Driver-based planning**

### *What we measure*

This KPI is based on the level of use of the driver-based planning functionality of a planning product.

### *Why it is important*

Today, operational plans are often very detailed but extra detail does not always bring significant results improvements. Planning based on real value drivers with consideration of cause-and-effect relationships is an interesting approach, which focuses a company’s planning activities on the main business influencing aspects without wasting resources. Therefore, many companies are currently evaluating whether driver-based planning can improve their overall planning activities.

### *How we measure*

We ask participants whether the tool they are most familiar with is being used for driver-based planning by their company. The KPI is based on the proportion of sites using driver-based planning.

## **User experience**

User experience is a combination of the ‘Performance satisfaction’, ‘Planning functionality’, ‘Reporting/analysis functionality’, ‘Predefined data connections’, ‘Ease of use’, ‘Flexibility’, ‘Self-service’, ‘Integrated planning’, ‘Simulation & scenario analysis’ and ‘Driver-based planning’ KPIs.

## Considered for purchase

### *What we measure*

We measure how often products are *considered* for purchase, regardless of whether they are eventually purchased or not.

### *Why it is important*

There are myriad reasons why a product might be considered for purchase by an organization. Factors such as vendor marketing, a pre-existing relationship with the vendor and word-of-mouth can all have an influence. Taking all these factors into account, this KPI provides an interesting indicator as to the strength of a product's market presence.

### *How we measure*

The KPI scores in this category are based on the relative frequency with which products are considered for purchase.

## Competitive win rate

### *What we measure*

We measure how well products perform against other products in head-on competitions to win customers.

### *Why it is important*

Recognizing which products to evaluate entails understanding which of them have fared well in other organizations' product selections. Eliminating 'losers' at an early stage is important.

The BI Survey and Planning Survey have consistently found that products from some large vendors are often bought with little or no evaluation and therefore appear to have an artificially high win rate compared to products from smaller, independent vendors, who have to fight for every sale.

### *How we measure*

We calculate the win rate for products chosen by organizations that have evaluated at least one other product. We divide the frequency with which the product was chosen by the frequency with which the product was evaluated.

## Competitiveness

Competitiveness is a combination of 'Considered for purchase' and 'Competitive win rate' KPIs.

## Product picklist used in The Planning Survey 18

Adaptive Insights	macs Controlling
Anaplan	MIK
Axiom EPM	OneStream
Bissantz	Oracle Hyperion Planning
BOARD	prevero
CALUMO	Prophix
CoPlanner	SAP Business Planning and Consolidation (BPC)
Corporate Planning/CP-Suite	SAP BW-Integrated Planning
Cubeware	SAP Cloud for Planning, SAP Cloud for Analytics, SAP BO Cloud, SAP Analytics Cloud
cubus	Seneca
Denzhorn	Software4You
evidanza	Solver
Host Analytics	Tagetik
IBM Cognos Planning Analytics (formerly TM1)	Talentia
IDL	Thinking Networks
Infor	Tidemark
Jedox	Valsight
Longview	
LucaNet	

## About BARC

### BARC — Business Application Research Center A CXP Group Company

BARC is a leading enterprise software industry analyst and consulting firm delivering information to more than 1,000 customers each year. Major companies, government agencies and financial institutions rely on BARC's expertise in software selection, consulting and IT strategy projects.

For over twenty years, BARC has specialized in core research areas including Data Management (DM), Business Intelligence (BI), Customer Relationship Management (CRM) and Enterprise Content Management (ECM). BARC's expertise is underpinned by a continuous program of market research, analysis and a series of product comparison studies to maintain a detailed and up-to-date understanding of the most important software vendors and products, as well as the latest market trends and developments.

BARC research focuses on helping companies find the right software solutions to align with their business goals. It includes evaluations of the leading vendors and products using methodologies that enable our clients to easily draw comparisons and reach a software selection decision with confidence. BARC also publishes insights into market trends and developments, and dispenses proven best

practice advice. BARC consulting can help you find the most reliable and cost effective products to meet your specific requirements, guaranteeing a fast return on your investment. Neutrality and competency are the two cornerstones of BARC's approach to consulting. BARC also offers technical architecture reviews and coaching and advice on developing a software strategy for your organization, as well as helping software vendors with their product and market strategy.

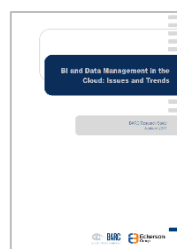
BARC organizes regular conferences and seminars on Business Intelligence, Enterprise Content Management and Customer Relationship Management software. Vendors and IT decision-makers meet to discuss the latest product updates and market trends, and take advantage of valuable networking opportunities.

Along with CXP and Pierre Audoin Consultants (PAC), BARC forms part of the CXP Group – the leading European IT research and consulting firm with 155 staff in eight countries including the UK, US, France, Germany, Austria and Switzerland. CXP and PAC complement BARC's expertise in software markets with their extensive knowledge of technology for IT Service Management, HR and ERP.

### BARC research reports bring transparency to the market



BARC's **BI Trend Monitor 2018** reflects on the trends currently driving the BI and data management market from a user perspective. We asked close to 2,800 users, consultants and vendors for their views on the most important BI trends.



'BI and Data Management in the Cloud': A BARC and Eckerson Group study on current attitudes, issues and trends relating to the use of BI and DM technologies in the cloud. [Download here.](#)



**The BI Survey 17** is the world's largest annual survey of BI users. Based on a sample of over 3,000 survey responses, The BI Survey 17 offers an unsurpassed level of user feedback on 42 leading BI solutions. Find out more at <http://bi-survey.com>.

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