The Planning Survey 19
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 19

BARC

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Introduction

The Planning Survey 19 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 fifth 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 1,367 respondents, much of its value lies in the effective analysis of such an impressive, well-distributed sample.

The Planning Survey 19 features 22 planning products from 19 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 962 end users, 233 consultants and 125 vendor and reseller employees. Participants from all over the world took part in The Planning Survey 19. 60 percent of respondents stated they have a finance and controlling job function, 22 percent have an IT job function and the rest perform various line-of-business roles.

The findings from The Planning Survey 19 are presented in several documents, each focusing on a specific set of the survey results.

Document	Description
The Planning Survey 19 – The Results	An overview and analysis of the most important findings and topical results from The Planning Survey 19. 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 19 – 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 19 are also provided, including details of our calculation methods.
The Planning Survey 19 – Vendor Performance Summaries	A series of executive reports on each product featured in The Planning Survey 19. 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 19.

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, the 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 19, 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	1,439	100%
Filtered during data cleansing	-72	-4%
Remaining after data cleansing (total answering questions)	**1,367**	**96%**
Non-user (did not answer questions about products)	-47	-3%
Vendor (did not answer questions about using products)	-125	-9%
Total answering product and Excel-related questions	**1,195**	**84%**

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.

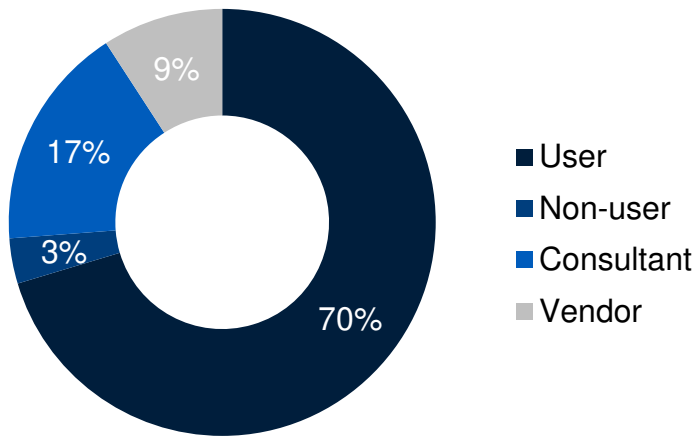

Figure 1: Has your organization acquired, or considered acquiring, any planning or business intelligence (BI) products or applications? (n=1367)

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).

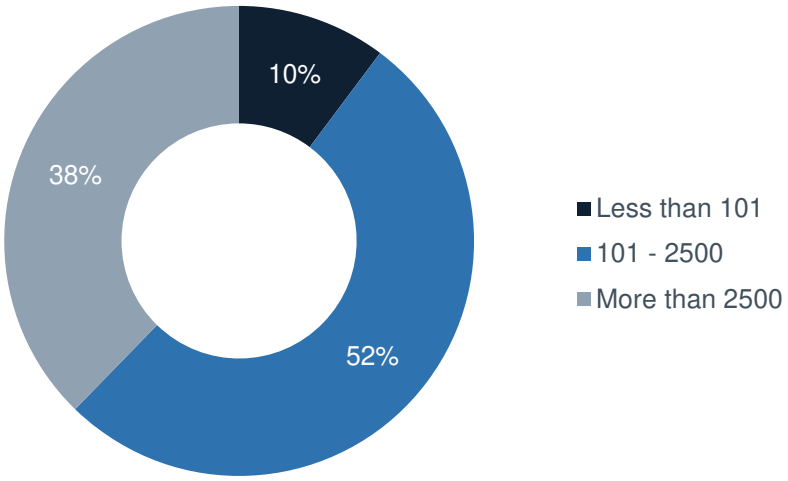

Figure 2: How many employees are there in your entire organization, including all of its branches, divisions and subsidiaries? (n=1045)

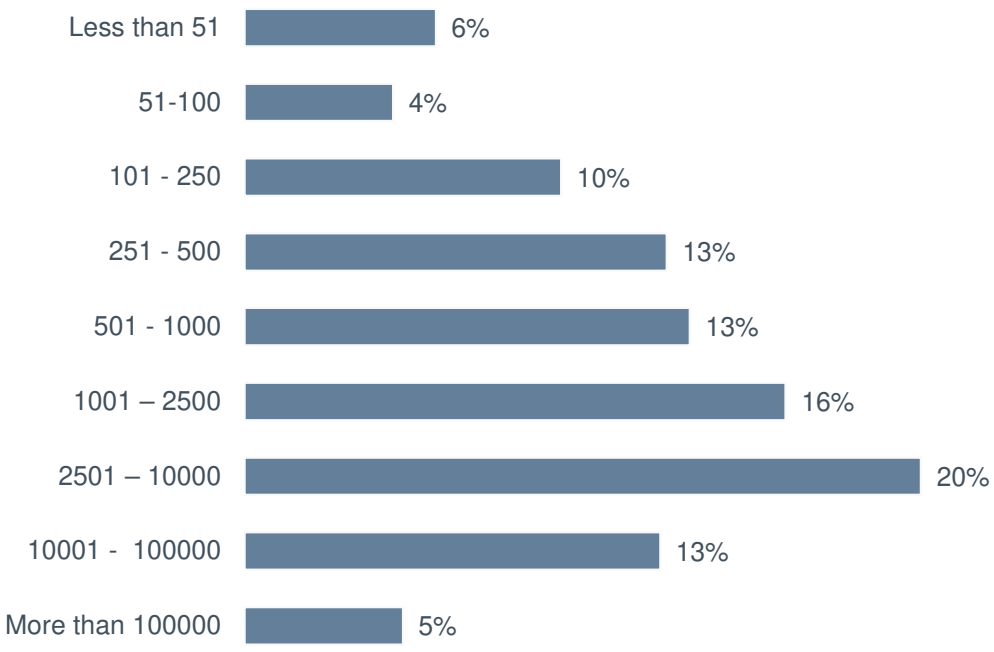

Figure 3: How many employees are there in your entire organization, including all of its branches, divisions and subsidiaries? (n=1045)

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. Most of the products have a wide range of deployment sizes

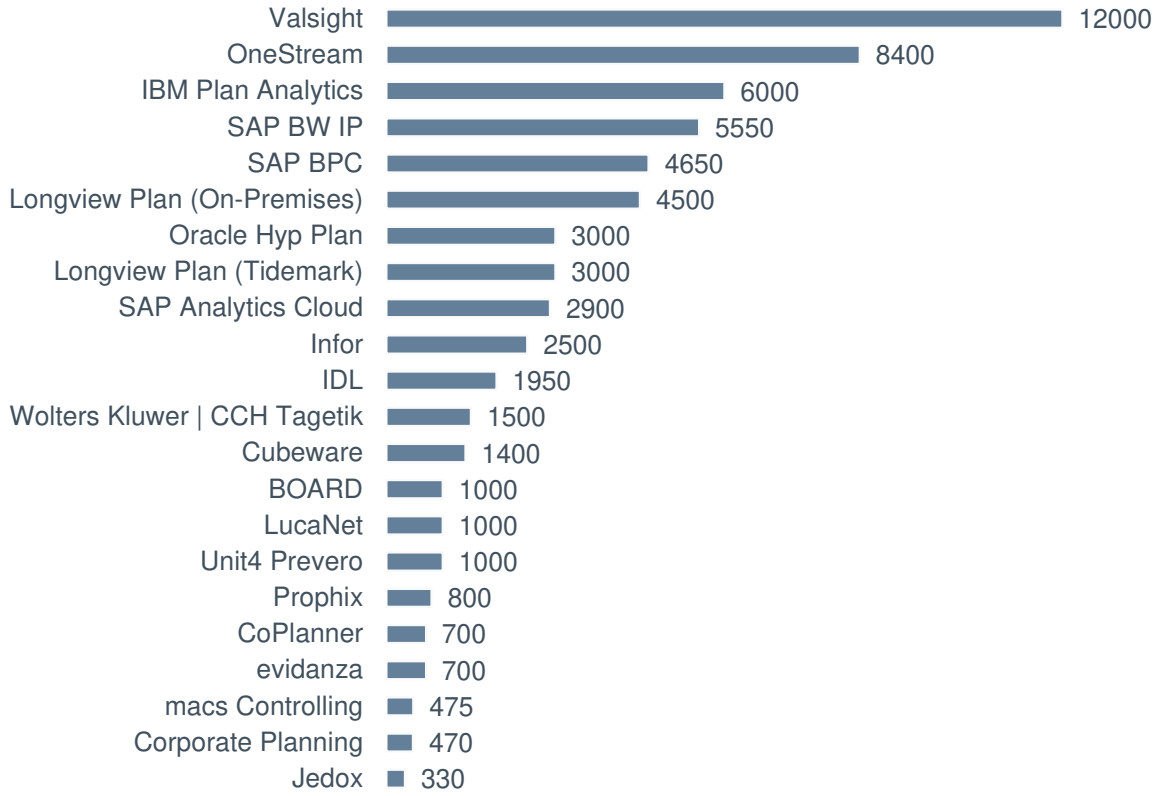

Figure 4: Median employee count of user organizations analyzed by product (n=733)

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.

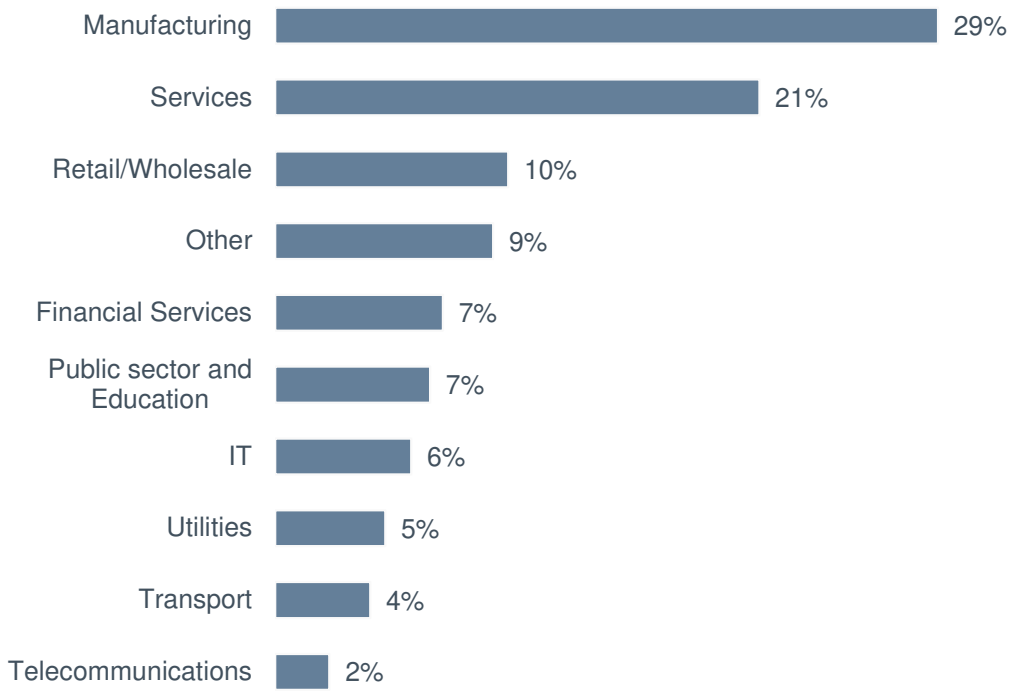

Figure 5: Which of the following best describes your organization's industry sector? (n=1191)

Featured products

When grouping and describing the products featured in The Planning Survey, we do 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
Jedox	Jedox Suite	111
IBM Plan Analytics	IBM Planning Analytics (formerly TM1)	89
CoPlanner	CoPlanner	55
Corporate Planning	Corporate Planner (CP-Suite)	55
BOARD	BOARD	48
IDL	CPM- and BI-Suite	40
evidanza	evidanza MaC	35
Longview Plan (Tidemark)	Tidemark	35
Infor	Infor BI	33
Prophix	Prophix	33
Wolters Kluwer | CCH Tagetik	CCH Tagetik	33
Valsight	Valsight	33
LucaNet	LucaNet.Planner	32
macs Controlling	macs complete	32
Cubeware	Cubeware Solutions Platform C8 (CSP C8)	31
Unit4 Prevero	Unit4 prevero	31
Longview Plan (On-Premises)	Longview	30
SAP BPC	SAP Business Planning and Consolidation (BPC)	30
SAP BW IP	SAP BW-Integrated Planning (BW-IP)	30
SAP Analytics Cloud	SAP Analytics Cloud	30
Oracle Hyp Plan	Oracle Hyperion Planning	29
OneStream	OneStream XF	28

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 three vendors were included for the first time: CoPlanner, Longview and Valsight.

Peer groups

The Planning Survey 19 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, European vendors and North American 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
BI-focused Products	Besides planning and performance management, BI-focused products target use cases such as standard reporting, ad hoc reporting, analysis, advanced analytics and dashboarding.
Enterprise Software Vendors	Enterprise software vendors have a broad portfolio including most (or all) types of business software.
European Vendors	European vendors are headquartered in Europe and do the majority of their business there.
Financial Performance Management Products	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.
Flexible Planning Platforms	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.
Global Vendors	Global vendors have a truly global sales and marketing reach. They are present worldwide, and their products are used all around the world.
North American Vendors	North American vendors are headquartered in North America and do the majority of their business there.
Solution-focused Planning Products	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	North American Vendors
BOARD	x				x	x	x	
CoPlanner		x	x			x		
Corporate Planning		x	x			x		
Cubeware	x					x	x	
evidanza		x				x	x	
IBM Plan Analytics	x			x	x		x	x
IDL			x			x	x	
Infor		x	x	x	x		x	x
Jedox		x				x	x	
Longview		x	x				x	x
LucaNet			x			x		
macs		x				x		
OneStream			x					x
Oracle Hyp Plan	x			x	x			x
Prophix	x						x	x
SAP Analytics Cloud		x		x	x	x	x	
SAP BPC		x	x	x	x	x		
SAP BW-IP	x			x	x	x		
Tidemark		x	x					x
Unit4 Prevero		x	x			x	x	
Valsight	x					x		
Wolters Kluwer | CCH Tagetik			x		x	x		

Overview of the key calculations in The Planning Survey 19

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 Planning 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 shows 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.

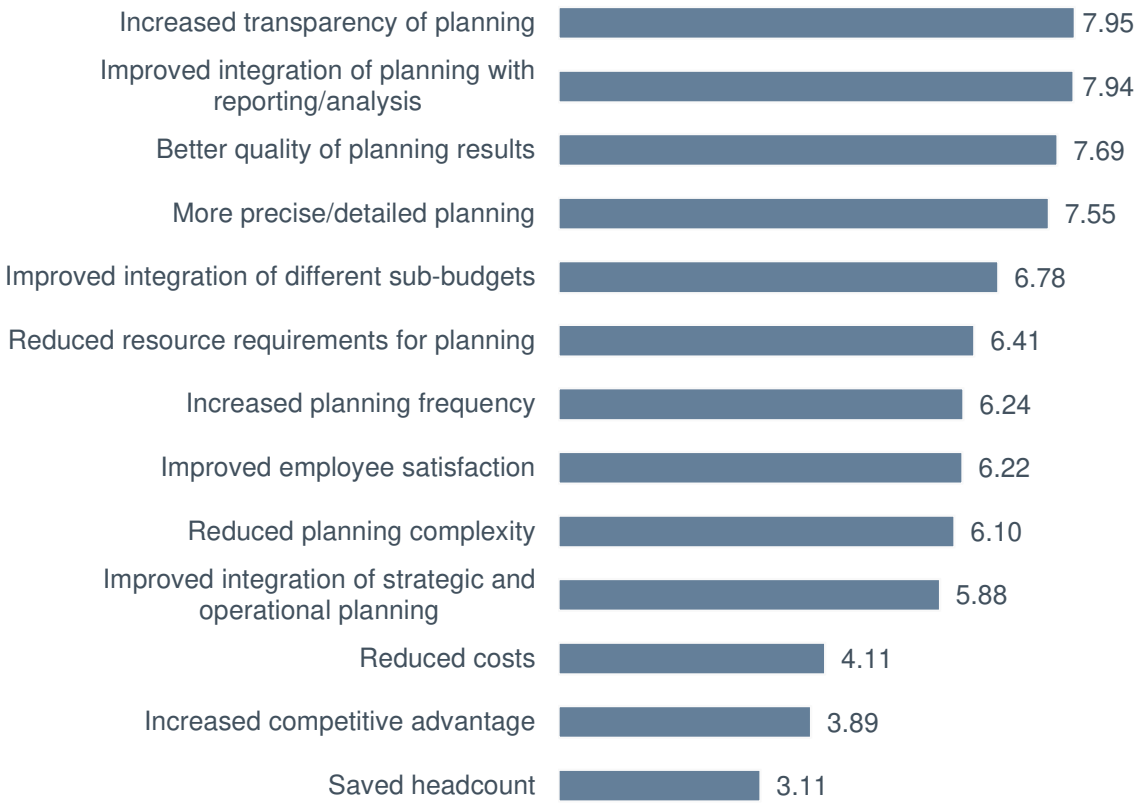

Figure 6: Evaluated business benefits with calculated value (BBI) (n=875)

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

The Planning 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 19 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 2018 to February 2019. All data was captured online from a total of 1,367 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 19 using well-designed dashboards packed with concise information. The Survey includes a set of 28 normalized KPIs for each of the 22 products. These include 5 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 eight 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
Business value	Business benefits
	Project success
	Project length
Customer satisfaction	Price-to-value
	Recommendation
	Vendor support
	Implementer support
	Product satisfaction
Functionality	Predefined data connectivity
	Data integration
	Planning content
	Planning functionality
	Workflow
	Forecasting
	Simulation
	Driver-based planning
	Reporting/analysis
User experience	Performance satisfaction
	Ease of use
	Flexibility
	Self-service
Competitiveness	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.

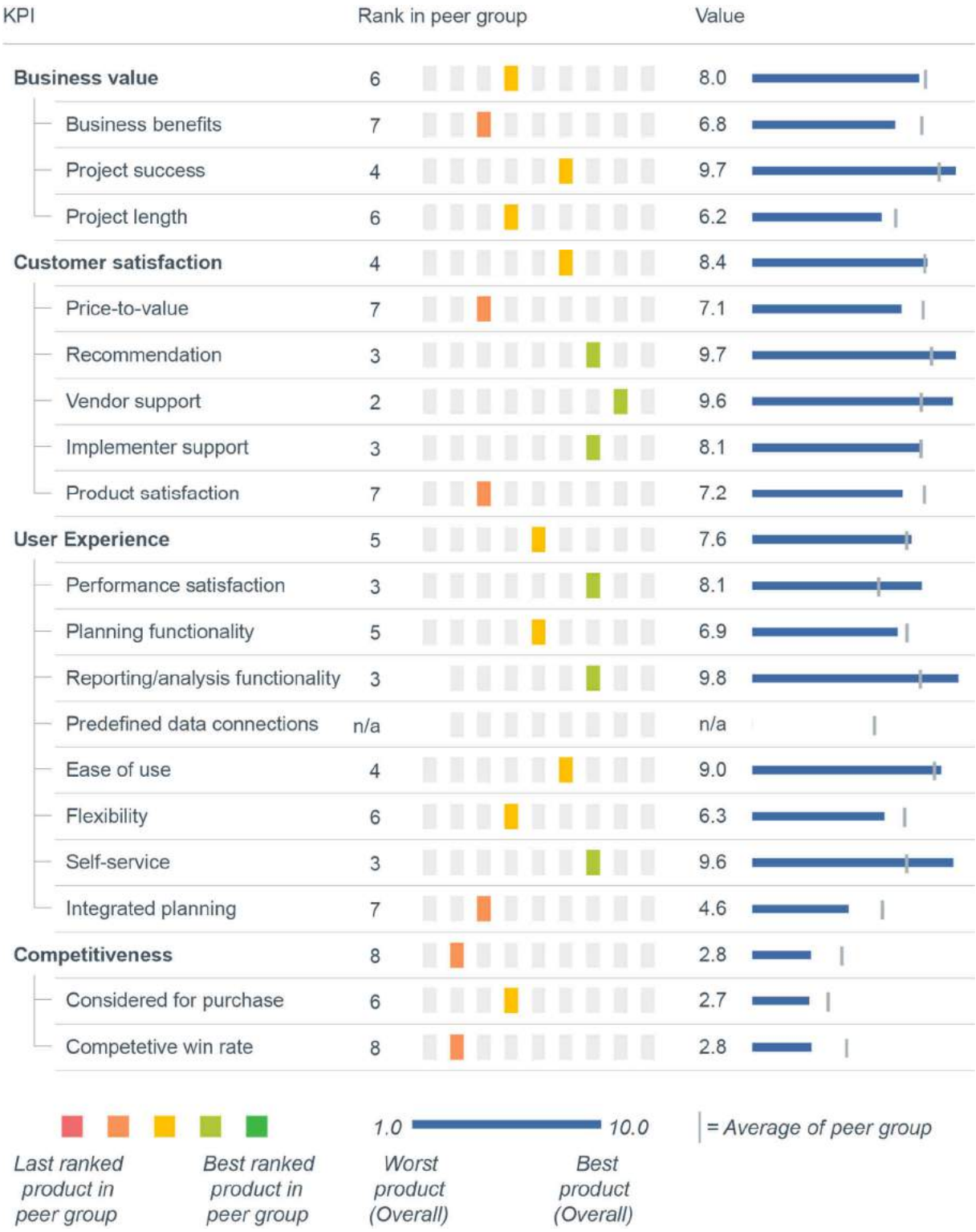

Figure 8: Product dashboard used for displaying all KPIs for a product in a specific peer group

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 19, 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.

Predefined data connectivity

What we measure

Predefined data connectivity 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.

Data integration

What we measure

This KPI measures user ratings of the product's data integration functionality.

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

We ask participants to rate the data integration from and interfaces to source systems of the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

Planning content

What we measure

This KPI measures user ratings of the predefined planning content available with the product.

Why it is important

Particularly in the early stages of projects, customers can benefit from predefined planning content, which can be helpful for speeding up implementation. Predefined planning content can be available from the vendor itself or from partners and is typically industry-specific and/or focused on particular planning topics such as different sub-plans (e.g., sales planning, financial planning, etc.). Often the predefined planning content can be used as a starting point in implementation projects and can be adapted to a customer's needs.

How we measure

We ask participants to rate the predefined planning content of the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

Planning functionality

What we measure

This KPI measures user ratings of the product's coverage of planning specific requirements.

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.

Workflow

What we measure

This KPI measures user ratings of the product's workflow functionality.

Why it is important

To manage decentralized bottom-up planning processes with lots of planners involved, workflow functionality can be helpful when coordinating the consecutive planning steps. Workflow management environments in planning products often include task assignment to planners, deadlines / time limits for task completion, email notifications, approval processes / release of plan data and locking/unlocking plan data that has been entered by planners.

How we measure

We ask participants to rate the workflow functionality of the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

Forecasting

What we measure

This KPI measures user ratings of the product's forecasting functionality.

Why it is important

Based on plan values already entered for certain planning periods and their comparison with realized actuals from operational source systems, planning tools support the creation of forecasts of future corporate development. Forecasts are often used to update the plan or budget data and are done on a monthly or quarterly basis. Forecasts are either focused on certain periods (e.g., end of the fiscal year) or done on a rolling basis (e.g., for the next 12 months).

How we measure

We ask participants to rate the functionality for doing forecasts in the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

Simulation

What we measure

This KPI measures user ratings of the product's simulation 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 to rate the functionality for doing simulations in the tool they are most familiar with. To obtain the final KPI we calculate an average weighted score per product.

Driver-based planning

What we measure

This KPI is based on the proportion of respondents' organizations currently performing driver-based planning with their product.

Why it is important

Today, operational plans are often very detailed but extra detail does not always bring significant improvements in results. 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.

Reporting/analysis

What we measure

This KPI measures user ratings of the product's coverage of reporting/analysis requirements.

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.

Functionality

We combine 'Predefined data connectivity, 'Data integration', 'Planning content', 'Planning functionality', 'Workflow', 'Forecasting', 'Simulation', 'Driver-based planning' and 'Reporting/analysis' KPIs to calculate this aggregated KPI.

Performance satisfaction

What we measure

This KPI is based on user feedback about the reasons why 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.

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.

User experience

User experience is a combination of the 'Performance satisfaction', 'Ease of use', 'Flexibility' and 'Self-service' 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 19

Adaptive Insights

Anaplan

Axiom EPM

Bissantz

CALUMO

CoPlanner

Corporater

Corporate Planning/CP-Suite

Cubeware

cubus

Denzhorn

evidanza

Host Analytics

IBM Cognos Planning Analytics (formerly TM1)

IDL

Infor BI /Infor d/EPM

Jedox

Longview

LucaNet

macs Controlling

MIK (Unit4 Prevero)

OneStream Software

Oracle Hyperion Planning/Planning and Budgeting Cloud Service

Prophix

SAP Analytics Cloud (aka Cloud for Planning)

SAP Business Planning and Consolidation (BPC)

SAP BW-Integrated Planning

Seneca

Software4You

Solver

CCH Tagetik

Talentia

Thinking Networks

Tidemark

Valsight

Unit4 Prevero

About BARC

BARC — Business Application Research Center

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.

BARC research reports bring transparency to the market

BARC's BI Trend Monitor 2019 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.

BARCSCORE

BARC Score: Enterprise BI and Analytics Platforms is BARC's concise overview of the global BI and analytics tools market. It features profiles of the twenty leading vendors and BARC's rating of each provider based on a wide range of criteria related to their portfolio capabilities and market execution.

The BI Survey 18 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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