The Planning Survey 21
Sample, Products, Methodology and KPIs
The voice of the planning software user community

This document provides background information
to help gain a clearer understanding
of The Planning Survey 21

BARC

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Introduction

The Planning Survey 21 is the largest and most thorough fact-based analysis of the planning and budgeting software 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 seventh edition of The Planning Survey. It employs the same proven methodology as The BI & Analytics Survey, which has been conducted annually since 2000. Based on the real-world experiences of 1,422 respondents, much of its value lies in the effective analysis of such an impressive, well-distributed sample.

The Planning Survey 21 features 21 planning products from 20 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 915 end users, 236 consultants and 132 vendor and reseller employees. Participants from all over the world took part in The Planning Survey 21. 66 percent of respondents stated they have a finance and controlling job function, 18 percent have an IT job function and the remainder perform various line-of-business roles.

The findings from The Planning Survey 21 are presented in several documents, each focusing on a specific set of the survey results.

Document	Description
The Planning Survey 21 – The Results	An overview and analysis of the most important findings and topical results from The Planning Survey 21. 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 21 – 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 21 are also provided, including details of our calculation methods.
The Planning Survey 21 – Vendor Performance Summaries	A series of executive reports on each of the products featured in The Planning Survey 21. 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 21.

Making digital leaders

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

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

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

Research

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

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

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

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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 54 countries. The countries with the most respondents are Germany, the United States 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 21, 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	1,422	100%
Filtered during data cleansing	-70	-5%
Remaining after data cleansing (total answering questions)	**1,352**	**95%**
Non-user (did not answer questions about products)	-69	-5%
Vendor (did not answer questions about using products)	-132	-9%
Total answering product and Excel-related questions	**1,151**	**81%**

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.
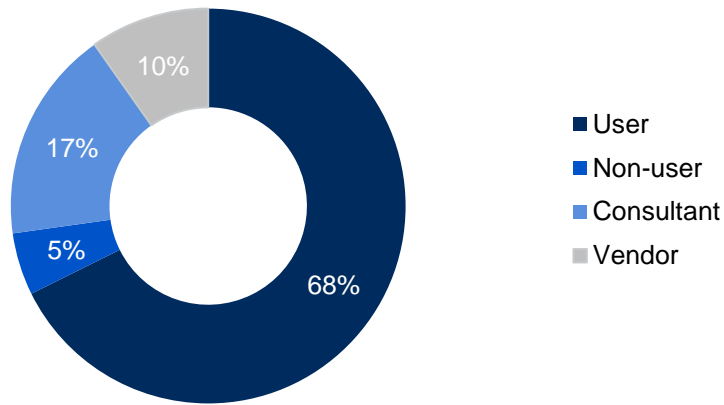
Figure 1: Has your organization acquired, or considered acquiring, any planning or business intelligence (BI) products or applications? (n=1,352)

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 received were from users in companies with more than 1,000 employees (see Figure 3).
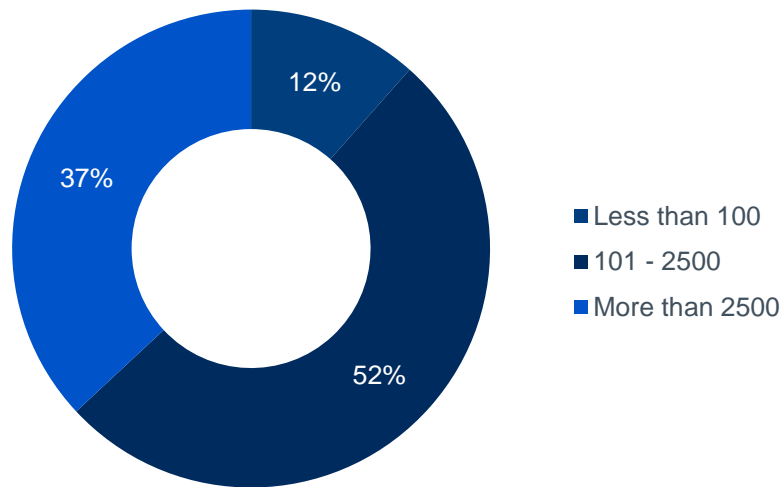
Figure 2: How many employees are there in your entire organization, including all of its branches, divisions and subsidiaries? (n=953)

Employees	Percentage
1-50	7%
51-100	5%
101 - 250	9%
251 - 500	13%
501 - 1,000	14%
1,001 - 2,500	15%
2,501 - 10,000	20%
10,001 - 100,000	13%
More than 100,000	3%
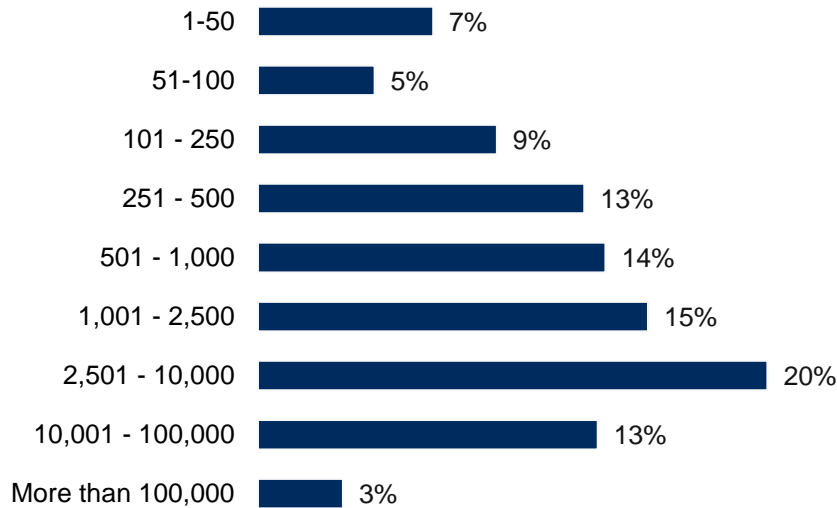
Figure 3: How many employees are there in your entire organization, including all of its branches, divisions and subsidiaries? (n=953)

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' peer group, 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.
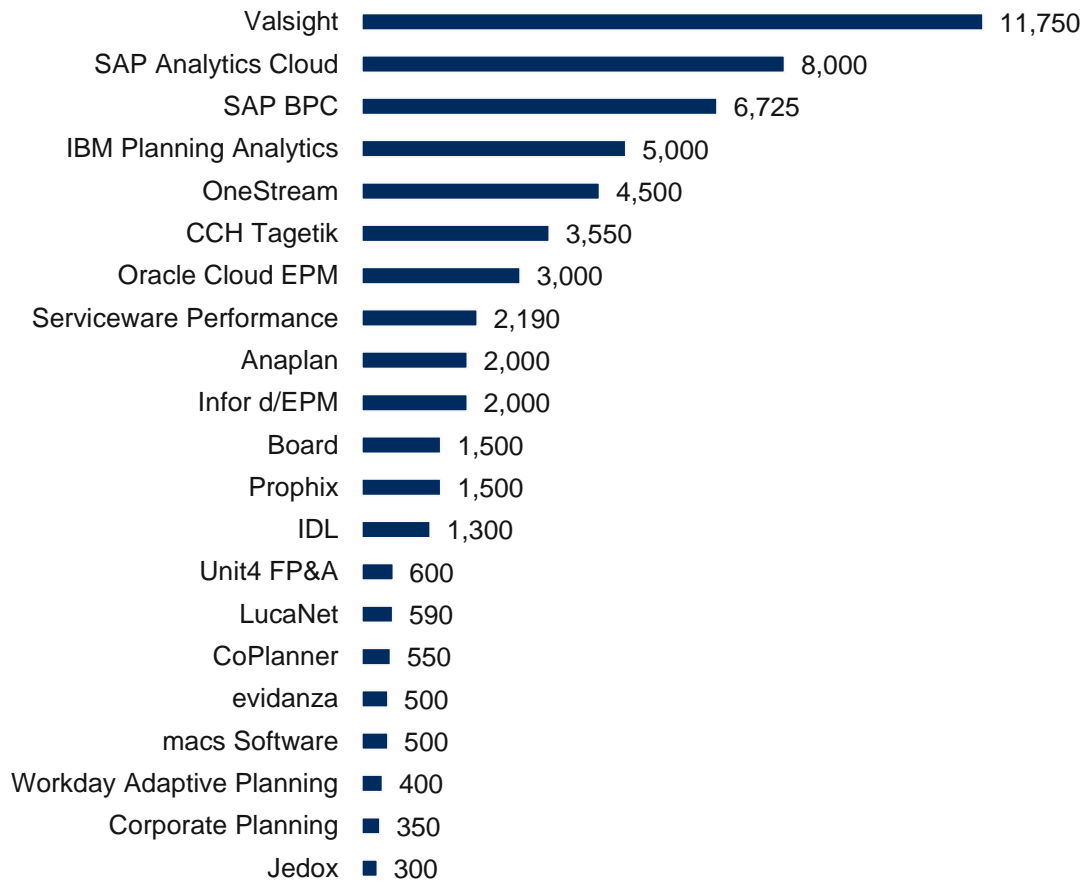
Product	Median employee count
Valsight	11,750
SAP Analytics Cloud	8,000
SAP BPC	6,725
IBM Planning Analytics	5,000
OneStream	4,500
CCH Tagetik	3,550
Oracle Cloud EPM	3,000
Serviceware Performance	2,190
Anaplan	2,000
Infor d/EPM	2,000
Board	1,500
Prophix	1,500
IDL	1,300
Unit4 FP&A	600
LucaNet	590
CoPlanner	550
evidanza	500
macs Software	500
Workday Adaptive Planning	400
Corporate Planning	350
Jedox	300

Figure 4: Median employee count of user organizations analyzed by product (n=953)

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.

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Sector	Percentage
Manufacturing	29%
Services	24%
Retail/Wholesale	9%
Other	8%
IT	7%
Financial Services	7%
Utilities	6%
Public sector and Education	5%
Transport	4%
Telecommunications	2%
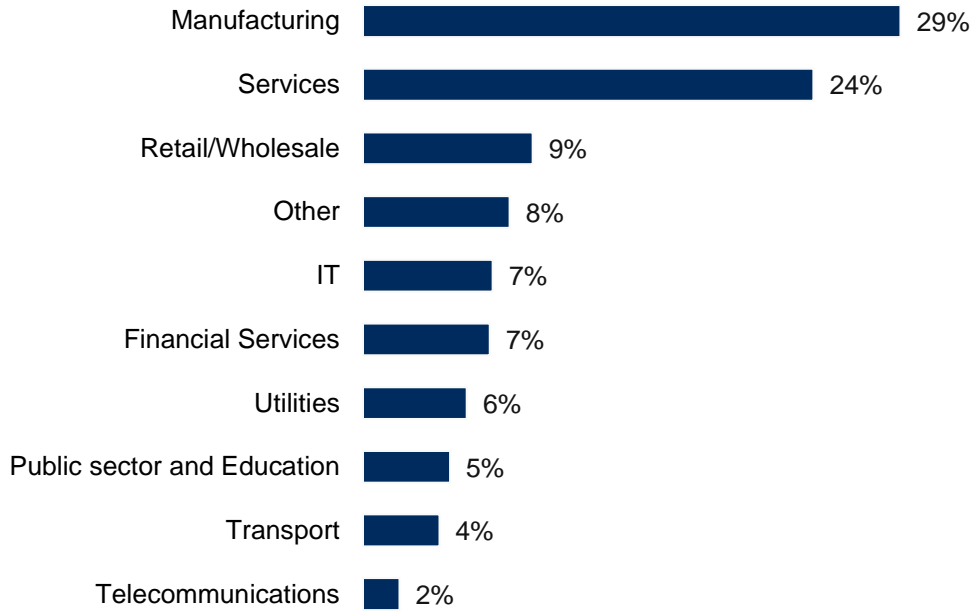
Figure 5: Which of the following best describes your organization's industry sector? (n=1,221)

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
Corporate Planning	Corporate Planner	83
IBM Plan. Analytics	IBM Planning Analytics powered by TM1	81
Jedox	Jedox	49
Board	Board	45
OneStream	OneStream XF	43
CoPlanner	CoPlanner	42
Valsight	Valsight	40
Oracle Cloud EPM	Oracle Planning and Budgeting Cloud Service	39
SAP Analytics Cloud	SAP Analytics Cloud	37
CCH Tagetik	Wolters Kluwer	CCH Tagetik	36
Serviceware Perf.	Serviceware Performance (formerly cubus outperform)	36
LucaNet	LucaNet	34
Prophix	Prophix	34
Anaplan	Anaplan	33
SAP BPC	SAP Business Planning and Consolidation (BPC)	33
Workday Adapt. Plan.	Workday Adaptive Planning	33
IDL	CPM Suite	31
macs Software	macs complete	31
Unit4 FP&A	Unit4 FP&A	31
Infor d/EPM	Infor Dynamic Enterprise Performance Management (d/EPM)	30
evidanza	evidanza MaC	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.

Peer groups

The Planning Survey 21 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 focus (Integrated Corporate Planning Products, Financial Performance Management Products, BI & Analytics Products), specialization (Business Software Generalists, Performance Management Specialists), usage scenario (Midsize/Departmental Implementations, Large/Enterprise-Wide Implementations) and geographical presence (Global Vendors). See Table 4 for an overview of the products in each peer group.

Table 3: Peer group descriptions

Peer group	Description
Integrated Corporate Planning Products	Integrated corporate planning products are focused on flexibly supporting a wide range of individual sub-plans in an integrated corporate planning approach. This not only includes sales and operations planning but also financial planning. Often, these products offer predefined planning solutions designed for particular applications (e.g., integrated financial planning, HR).
Financial Performance Management Products	Financial performance management products are often standardized applications that support use cases such as financial planning (P&L, balance sheet, cash flow) and financial consolidation. Typically, these products offer built-in financial intelligence with predefined business rules for financial management.
BI & Analytics Products	Besides planning and performance management, BI and analytics-focused products also target use cases such as reporting, dashboarding, (ad hoc) analysis and advanced analytics.
Business Software Generalists	Business software generalists have a broad product portfolio including most (or all) types of enterprise software for a variety of business requirements (e.g., ERP).
Performance Management Specialists	Performance management specialists are software vendors who focus solely on performance management and/or planning. Often, they have just one product in their portfolio.
Midsize/Departmental Implementations	Products in this peer group are typically (but not exclusively) used in small and midsize scenarios and/or departmental implementations with a moderate number of users.
Large/Enterprise-Wide Implementations	Products in this peer group are typically (but not exclusively) used in large scenarios and/or enterprise-wide implementations with a large number of users.
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.

Table 4: Products by peer group matrix

	Integrated Corporate Planning Products	Financial Performance Management Products	BI & Analytics Products	Business Software Generalists	Performance Management Specialists	Midsize/ Depart- mental Implemen tations	Large/ Enterprise- Wide Implementa tions	Global Vendors
Anaplan	X				X		X	X
Board	X	X	X		X		X	X
CCH Tagetik		X		X			X	X
CoPlanner	X	X			X	X		
Corporate Planning	X	X			X	X		
evidanza	X		X		X	X		
IBM Plan. Analytics	X		X	X			X	X
IDL		X			X	X		
Infor d/EPM	X	X	X	X			X	X
Jedox	X	X	X		X	X		X
LucaNet		X			X	X		X
macs Software	X				X	X		
OneStream		X			X		X	X
Oracle Cloud EPM	X	X		X			X	X
Prophix	X	X	X		X	X		
SAP Analytics Cloud	X		X	X			X	X
SAP BPC		X		X			X	X
Serviceware Perf.	X		X	X		X		
Unit4 FP&A	X	X	X	X		X		X
Valsight	X				X	X		
Workday Adapt. Plan.	X	X		X		X		X

Overview of the key calculations in The Planning Survey 21

Measuring business benefits

Business benefits are the real reason for carrying out any planning or BI project. The BI & Analytics Survey (formerly known as 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', 'better quality of planning results' and 'improved integration of planning with reporting/analysis' are the top three benefits companies achieve through the use of their planning products.

In contrast to the main benefits, 'saved headcount', 'reduced costs' and 'increased competitive advantage' are seen as relatively minor benefits for planners.
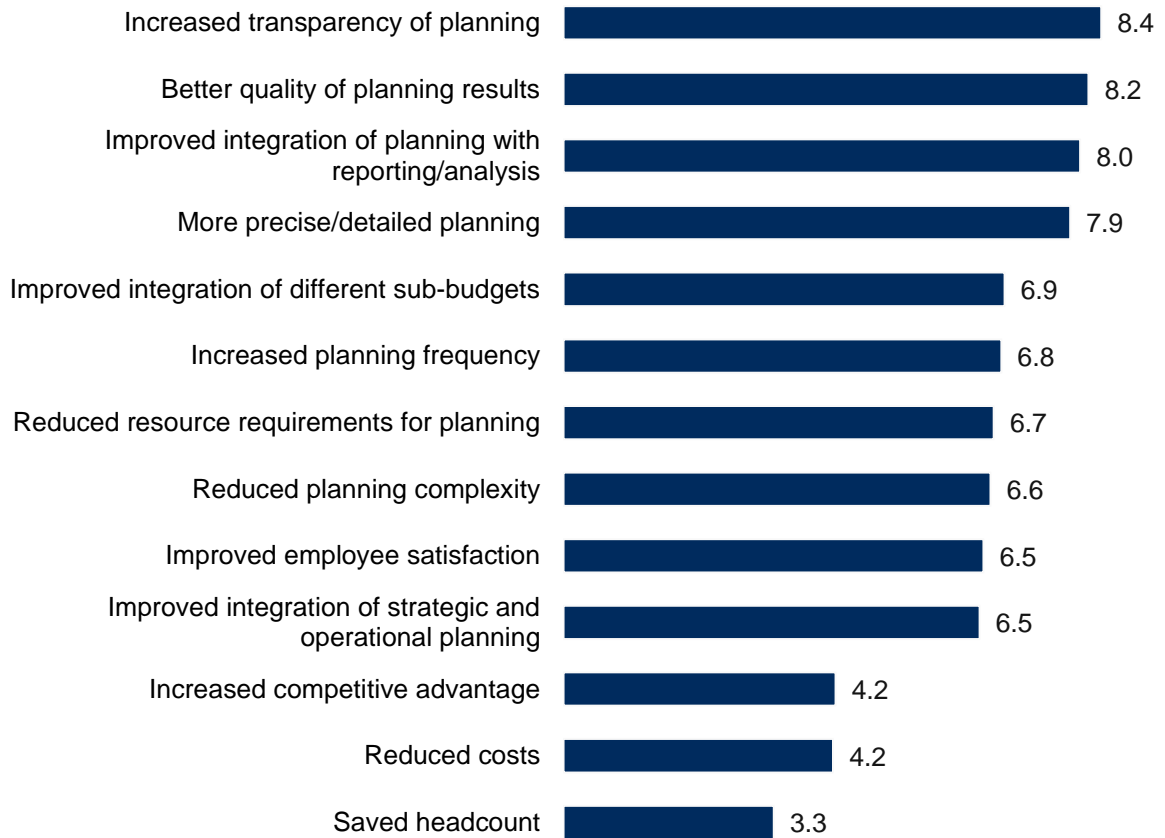
Benefit	Value
Increased transparency of planning	8.4
Better quality of planning results	8.2
Improved integration of planning with reporting/analysis	8.0
More precise/detailed planning	7.9
Improved integration of different sub-budgets	6.9
Increased planning frequency	6.8
Reduced resource requirements for planning	6.7
Reduced planning complexity	6.6
Improved employee satisfaction	6.5
Improved integration of strategic and operational planning	6.5
Increased competitive advantage	4.2
Reduced costs	4.2
Saved headcount	3.3

Figure 6: Evaluated business benefits with calculated value (BBI) (n=918)

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 21 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 2020 to February 2021. All data was captured online from a total of 1,495 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 21 using well-designed dashboards packed with concise information. The Planning Survey includes a set of 29 normalized KPIs for each of the 21 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.
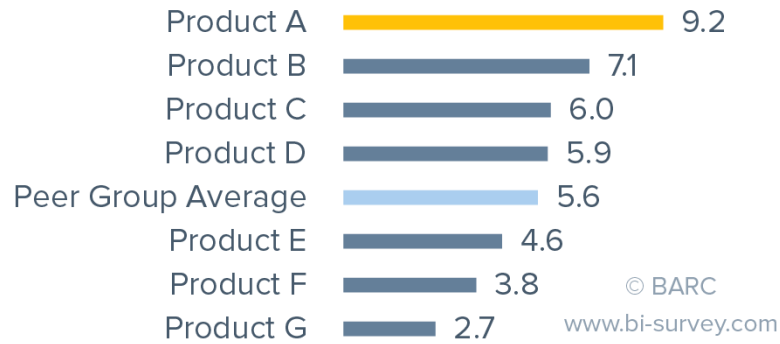
KPIs are only calculated if the samples have at least 15 - 30 data points (this varies from KPI to KPI) and if the KPI in question is applicable to a product. Therefore, some products do not have a full set of root KPIs. It is important to exclude KPIs based on small (and therefore not representative) 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

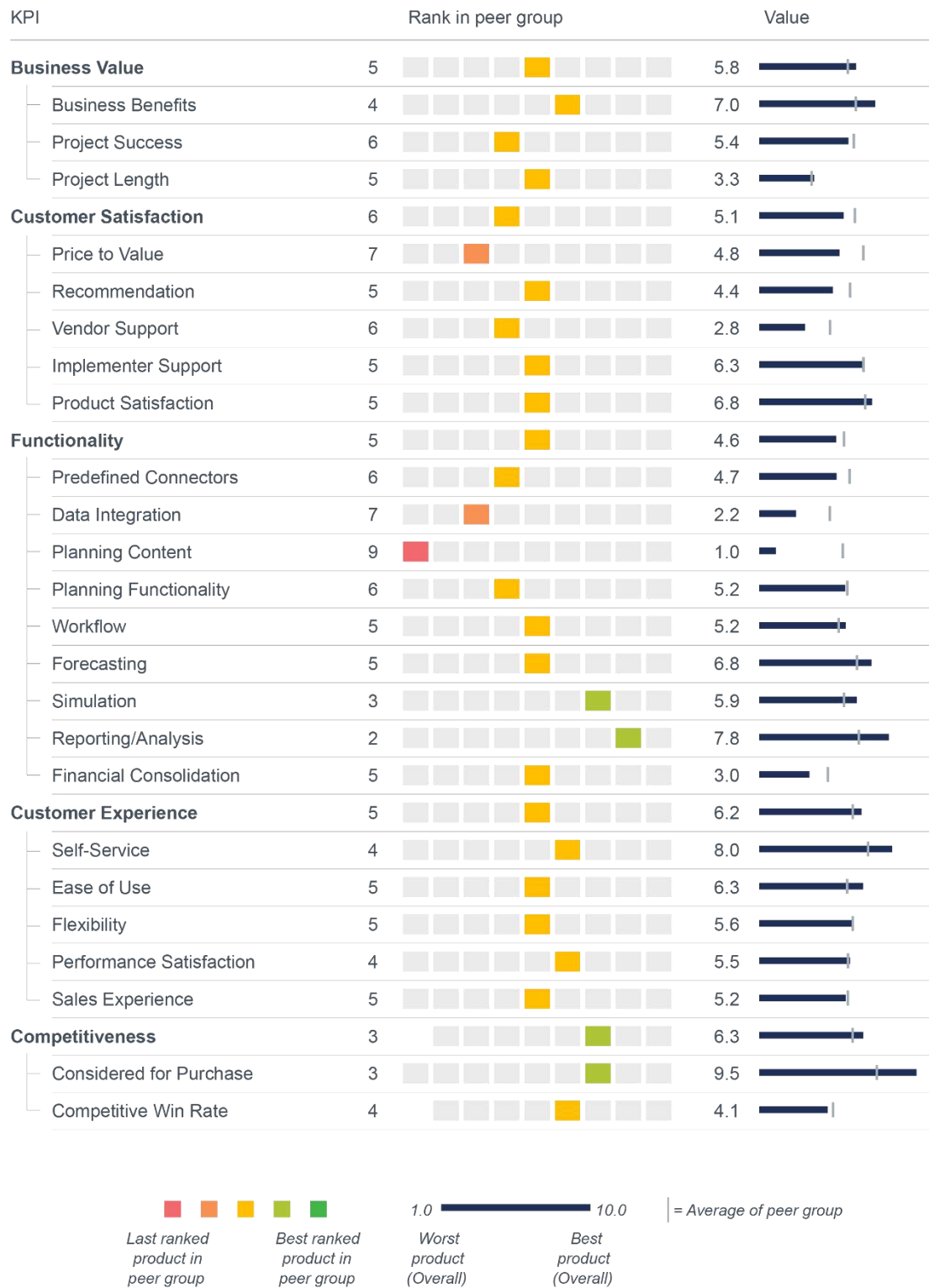| Aggregated KPIs	Root KPIs
Business Value	Business Benefits
	Project Success
	Project Length
Customer Satisfaction	Price to Value
	Recommendation
	Vendor Support
	Implementer Support
	Product Satisfaction
Functionality	Predefined Connectors
	Data Integration
	Planning Content
	Planning Functionality
	Workflow
	Forecasting
	Simulation
	Reporting/Analysis
	Financial Consolidation
Customer Experience	Self-Service
	Ease of Use
	Flexibility
	Performance Satisfaction
	Sales Experience
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.

Product A	9.2
Product B	7.1
Product C	6.0
Product D	5.9
Peer Group Average	5.6
Product E	4.6
Product F	3.8
Product G	2.7

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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.

KPI		Rank in peer group		Value	
Business Value	5			5.8	
Business Benefits	4			7.0	
Project Success	6			5.4	
Project Length	5			3.3	
Customer Satisfaction	6			5.1	
Price to Value	7			4.8	
Recommendation	5			4.4	
Vendor Support	6			2.8	
Implementer Support	5			6.3	
Product Satisfaction	5			6.8	
Functionality	5			4.6	
Predefined Connectors	6			4.7	
Data Integration	7			2.2	
Planning Content	9			1.0	
Planning Functionality	6			5.2	
Workflow	5			5.2	
Forecasting	5			6.8	
Simulation	3			5.9	
Reporting/Analysis	2			7.8	
Financial Consolidation	5			3.0	
Customer Experience	5			6.2	
Self-Service	4			8.0	
Ease of Use	5			6.3	
Flexibility	5			5.6	
Performance Satisfaction	4			5.5	
Sales Experience	5			5.2	
Competitiveness	3			6.3	
Considered for Purchase	3			9.5	
Competitive Win Rate	4			4.1	

Last ranked product in peer group	Best ranked product in peer group	1.0 ———— 10.0	Worst product (Overall)	Best product (Overall)	‖ = Average of peer group

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 21, 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 costlier 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 are 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 Connectors

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.

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.

Financial Consolidation

What we measure

This KPI is based on how respondents rate the product's functionality to support legal consolidation (e.g., according to IFRS).

Why it is important

Legal consolidation means the aggregation and internal offsetting of the individual financial statements of group companies up to the consolidated financial statements according to legal requirements (e.g., according to HGB, IFRS, US-GAAP, etc.).

How we measure

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

Functionality

We combine the *Predefined Connectors, Data Integration, Planning Content, Planning Functionality, Workflow, Forecasting, Simulation, Reporting/Analysis* and *Financial Consolidation* KPIs to calculate this aggregated KPI.

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 middleman. 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.

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.

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.

Sales Experience

What we measure

We measure how companies describe their sales experience with the vendor.

Why it is important

In a competitive market like the BI and CPM software market, a highly professional sales organization is essential in order to become successful and continue to win new customers. In an increasingly complex, competitive and digitalized world, vendors that can quickly understand organizations' needs, provide industry-specific knowledge, and offer competitive pricing and contract flexibility are more likely to create a positive sales/purchasing experience for the customer. A positive experience in this regard can be as important to making the right software decision as functional and technical considerations.

How we measure

We ask users to rate their dealings with their vendor in the following six aspects of the sales/acquisition experience.

- General behavior

- Timely and thorough response to product-related and technical questions

- Overall rating of product evaluation and contract negotiation

- Ability to understand organization's needs

- Pricing and contract flexibility

- Industry-specific knowledge

Using this information, we weight the responses and calculate a 'Sales Experience' index. The KPI is a normalized version of this index.

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.

Customer Experience

The *Customer Experience* aggregated KPI is based on a combination of the *Self-Service, Flexibility, Ease of Use, Sales Experience* and *Performance Satisfaction* 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 & Analytics Survey (formerly known as 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 21

Anaplan	LucaNet
Bissantz DeltaMaster	macs Software macs complete
Board	OneStream Software OneStream XF
CALUMO	Oracle Hyperion Planning
CoPlanner	Oracle Planning and Budgeting Cloud Service / Oracle EPM Cloud
Corporate Planning Corporate Planner	Planful (formerly Host Analytics)
Corporater	Prophix
Cubeware Solutions Platform	SAP Analytics Cloud
cubus, a Serviceware company Serviceware Performance (formerly outperform)	SAP Business Planning and Consolidation (BPC)
DataRails	Seneca
evidanza	Software4You 4PLAN HR
IBM Planning Analytics powered by TM1	Solver
IDL CPM-Suite	Talentia Financial Suite
IDU IDU Concept	Thinking Networks QVANTUM
Infor d/EPM	Unit4 FP&A
Insightsoftware Bizview	Valsight
Insightsoftware Tidemark (now Longview Plan)	Wolters Kluwer	CCH Tagetik
Jedox	Workday Adaptive Planning (formerly Adaptive Insights)

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