



June 30, 2022

Dresner Advisory Services, LLC

2022 Edition

Wisdom of Crowds[®] Enterprise Performance Management Market Study (Excerpt)

Licensed to Unit4



Definitions

Performance management is an approach that fortifies the management cycle with enterprise-class modeling, planning, BI, and analytics in a single, or closely linked, system.

Enterprise Performance Management

An enterprise performance management system is a key element of performance management. It allows an organization to plan for the impact of various internal and external factors on its future performance and business outcomes. This includes strategic, operational, and financial planning and forecasting. EPM systems also include reporting and analytics capabilities that allow organizations to set goals and objectives and monitor performance against those objectives.

EPM systems can vary significantly in complexity and automation capabilities, from relatively straightforward spreadsheet replacements to sophisticated multi-user systems that support collaborative planning, provide a wide range of analytics, and use advanced technologies such as in-memory computing and machine learning.

Introduction

In 2022, we mark the 15th anniversary of Dresner Advisory Services and the 8th annual edition of this report—both important milestones!

We are thankful for the support and encouragement of our clients and related communities. This allowed us to build a stellar analyst organization and create world-class market research focused exclusively upon data, analytics, business intelligence, performance management, and associated topics.

This year we will publish roughly 3,500 pages of independent and objective primary research across 20 different Flagship and thematic market reports, 50 Research Insights (thought leadership articles), and 55 Vendor Insights Reports.

Recent global events and economic conditions created greater levels of uncertainty and seem to be delaying any perceived return to “normal” business conditions.

Enterprise performance management (EPM) offers capabilities that can help organizations navigate uncertain economic conditions, and this year’s Wisdom of Crowds® Enterprise Performance Management Market Study analyzes current user perceptions, intentions, and realities associated with EPM and compares and contrasts this to previous years’ data.

Since our founding, we work hard to set the bar high—challenging ourselves to innovate and lead the market—offering ever greater value with each successive year.

We hope you enjoy this landmark research report!

Best,



Howard Dresner
Chief Research Officer
Dresner Advisory Services

2022 Wisdom of Crowds® EPM Market Study Excerpt

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2022 Wisdom of Crowds® EPM Market Study Excerpt

Benefits of the Study

The Wisdom of Crowds® Enterprise Performance Management Market Study provides a wealth of information and analysis—offering value to both consumers and producers of enterprise performance management technology and services.

Consumer Guide

As an objective source of industry research, consumers use the Wisdom of Crowds® Enterprise Performance Management Market Study to understand how their peers leverage and invest in planning and related technologies.

Using our trademark 33-criteria vendor performance measurement system, users glean key insights into enterprise performance management software supplier performance, enabling:

- Comparisons of current vendor performance to industry norms
- Identification and selection of new vendors

Supplier Tool

Vendor Licensees use the Wisdom of Crowds® Enterprise Performance Management Market Study in several important ways such as:

External Awareness

- Build awareness for the enterprise performance management market and supplier brand, citing Wisdom of Crowds® Enterprise Performance Management Market Study trends and vendor performance
- Create lead and demand-generation for supplier offerings through association with Wisdom of Crowds® Enterprise Performance Management Market Study brand, findings, webinars, etc.

Internal Planning

- Refine internal product plans and align with market priorities and realities as identified in Wisdom of Crowds® Enterprise Performance Management Market Study
- Better understand customer priorities, concerns, and issues
- Identify competitive pressures and opportunities

2022 Wisdom of Crowds® EPM Market Study Excerpt

About Howard Dresner and Dresner Advisory Services

The Wisdom of Crowds® Enterprise Performance Management Market Study was conceived, designed and executed by Dresner Advisory Services, LLC—an independent advisory firm—and Howard Dresner, its President, Founder and Chief Research Officer.

Howard Dresner is one of the foremost thought leaders in business intelligence and performance management, having coined the term “Business Intelligence” in 1989. He



has published two books on the subject, *The Performance Management Revolution – Business Results through Insight and Action* (John Wiley & Sons, Nov. 2007) and *Profiles in Performance – Business Intelligence Journeys and the Roadmap for Change* (John Wiley & Sons, Nov. 2009). He lectures at forums around the world and is often cited by the business and trade press.

Prior to Dresner Advisory Services, Howard served as chief strategy officer at Hyperion Solutions and was a research fellow at Gartner, where he led its business intelligence research practice for 13 years.

Howard has conducted and directed numerous in-depth primary research studies over the past two decades and is an expert in analyzing these markets.

Through our Wisdom of Crowds® market research reports, we engage with a global community to redefine how research is created and shared. Other research reports include:

- Wisdom of Crowds® Flagship BI Market Study
- Analytical Data Infrastructure
- Data Engineering
- Data Science and Machine Learning
- Embedded Business Intelligence
- Self-Service BI

Howard (www.twitter.com/howarddresner) conducts a bi-weekly Twitter “tweetchat” on Fridays at 1:00 p.m. ET. The hashtag is #BIWisdom. During these live events, the #BIWisdom community discusses a wide range of business intelligence topics.

You can find more information about Dresner Advisory Services at www.dresneradvisory.com.

Executive Summary

- Current usage of EPM increased to 54 percent, up from 51 percent in 2021.
- EPM adoption skews towards large and very large organizations, but small organizations have become more open to adopting enterprise performance management (44 percent are currently evaluating or may use it in the future, up from 37 percent in 2021).
- Overall importance ratings for EPM are similar to last year, and no respondents stated they plan to reduce the number of EPM users, while 46 percent plan to increase the number of EPM users.
- Enterprise performance management takes time to become established in organizations, even though young organizations (less than five years old) view it as an important technology.
- Adoption and importance ratings vary by industry. Industries with lower adoption of enterprise performance management rate it less important than peers.
- Small organizations have the highest preference for enterprise performance management solutions from their ERP vendor, while the youngest organizations (less than five years old) have the highest preference for solutions from specialist EPM vendors that have a strong partnership with their ERP vendor.
- The top three planning priorities remained unchanged from 2021 (annual financial budgets, cash-flow forecasting, and headcount planning), while strategic planning continued its rise up the rankings, moving up to fourth place.
- Rolling forecast adoption seemingly peaked and is mainly used to augment annual budgets.
- Forty-three percent of respondents increased the frequency of forecasting in response to the COVID-19 crisis, and 41 percent focused more on key performance indicators and business drivers. However, 41 percent say nothing much changed.
- Resistance to AI-based forecasting and planning continues its slow downward trend, dropping slightly by 1 percent. However, most respondents remain undecided; 52 percent view the technology as unproven and potentially costly, making it hard to build a compelling business case.
- On-premises deployment continued its decline in importance for enterprise performance management.
- Around 43 percent of respondents view enterprise performance management primarily as a finance system. This can create challenges because 39 percent of respondents from organizations that are either unsuccessful or somewhat unsuccessful with BI also view EPM primarily as a finance system.

Study Demographics

Our 2022 survey base provides a cross-section of data across geographies, functions, organization size, vertical industries, and organization age. We believe that, unlike other industry research, this supports a more representative sample and better indicator of true market dynamics. We constructed cross-tab analyses using these demographics to identify and illustrate important industry trends.

Geography

Survey respondents represent the span of geographies. North America (including the United States, Canada, and Puerto Rico) accounts for the largest group with 60 percent of all respondents. EMEA accounts for 27 percent, Asia Pacific for 10 percent, and Latin America 3 percent (fig. 1).

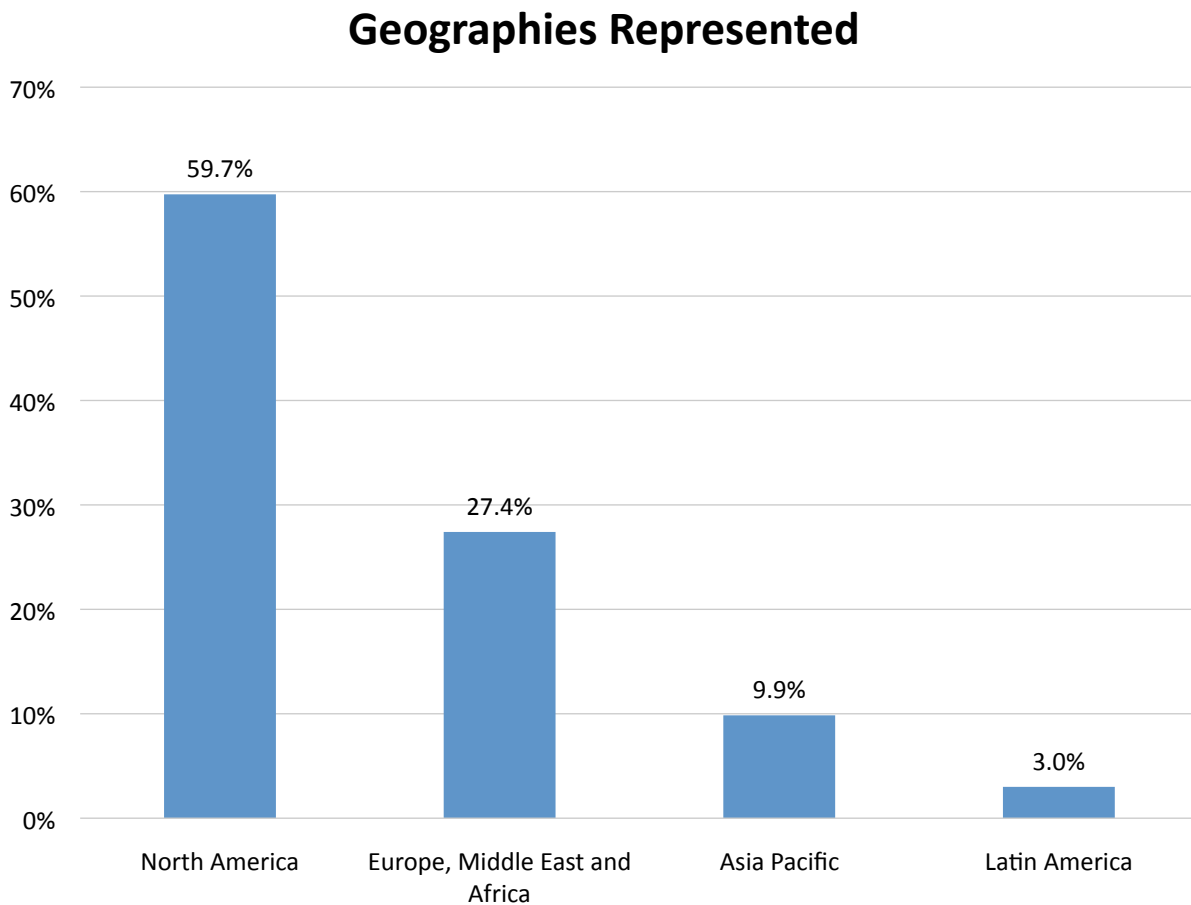


Figure 1 – Geographies represented

2022 Wisdom of Crowds® EPM Market Study Excerpt

Respondent Functions

Finance is the function most represented among respondents, with about 42 percent of the sample (fig. 2). Executive management follows with 21 percent, while IT represents 20 percent. These three functions account for over 82 percent of respondents.

Marketing and Sales, the BI Competency Center (BICC), operations and strategic planning are the next most represented. Fewer than one percent of respondents are from research and development (R&D) and human resources, respectively. About 5 percent of respondents do not fall into our functional breakout.

Tabulating results by respondent function helps us create analyses that represent different perspectives by function.

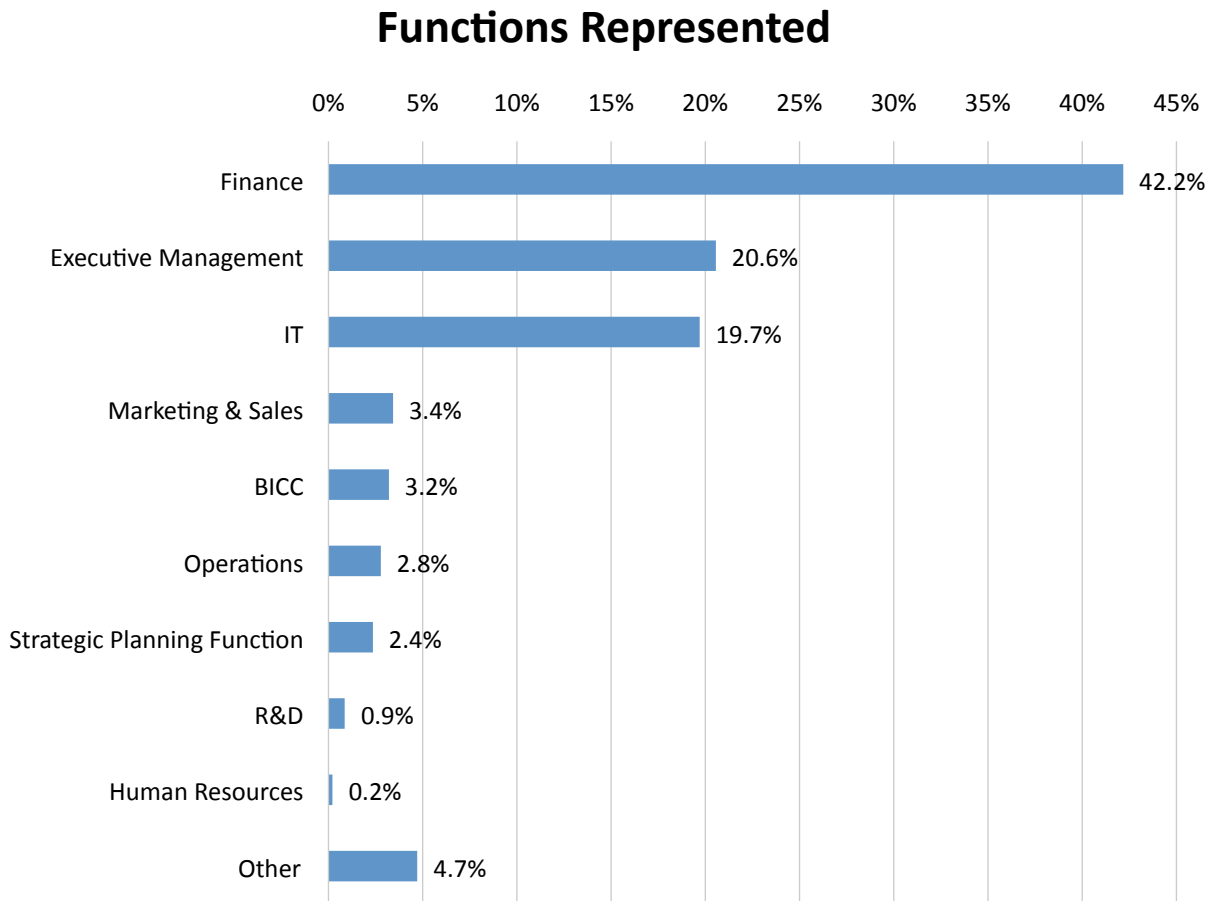


Figure 2 – Functions represented

Vertical Industries

Survey respondents are from a broad range of industries with no individual industry dominating the responses. Manufacturing and Business Services are the most represented industries, accounting for nearly 24 percent and 19 percent of the sample respectively (fig. 3). Technology, Financial Services, and Consumer Services are the next most represented. Around 6 percent do not fall into our industry classifications.

Tabulating results across industries helps us develop analyses that reflect the maturity and direction of different business sectors.

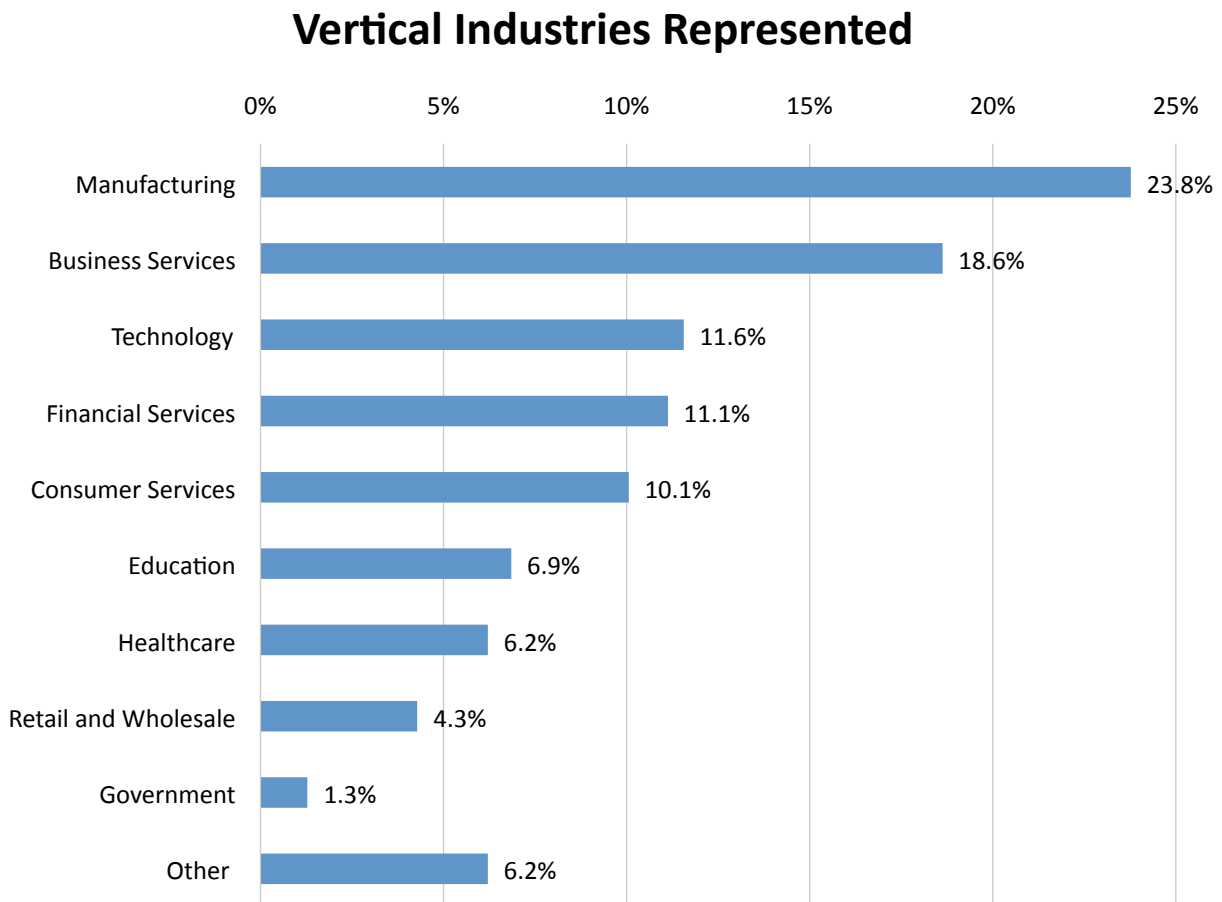


Figure 3 – Vertical industries represented

Organization Size

Survey respondents represent organizations of all sizes (measured by global employee head count). Small organizations (1-100 employees) represent about 18 percent of respondents, mid-size organizations (101-1,000 employees) account for over 32 percent, and large organizations (more than 1,000 employees) account for the remaining 50 percent (fig. 4).

Tabulating results by organization size reveals important differences in practices, planning, and maturity.

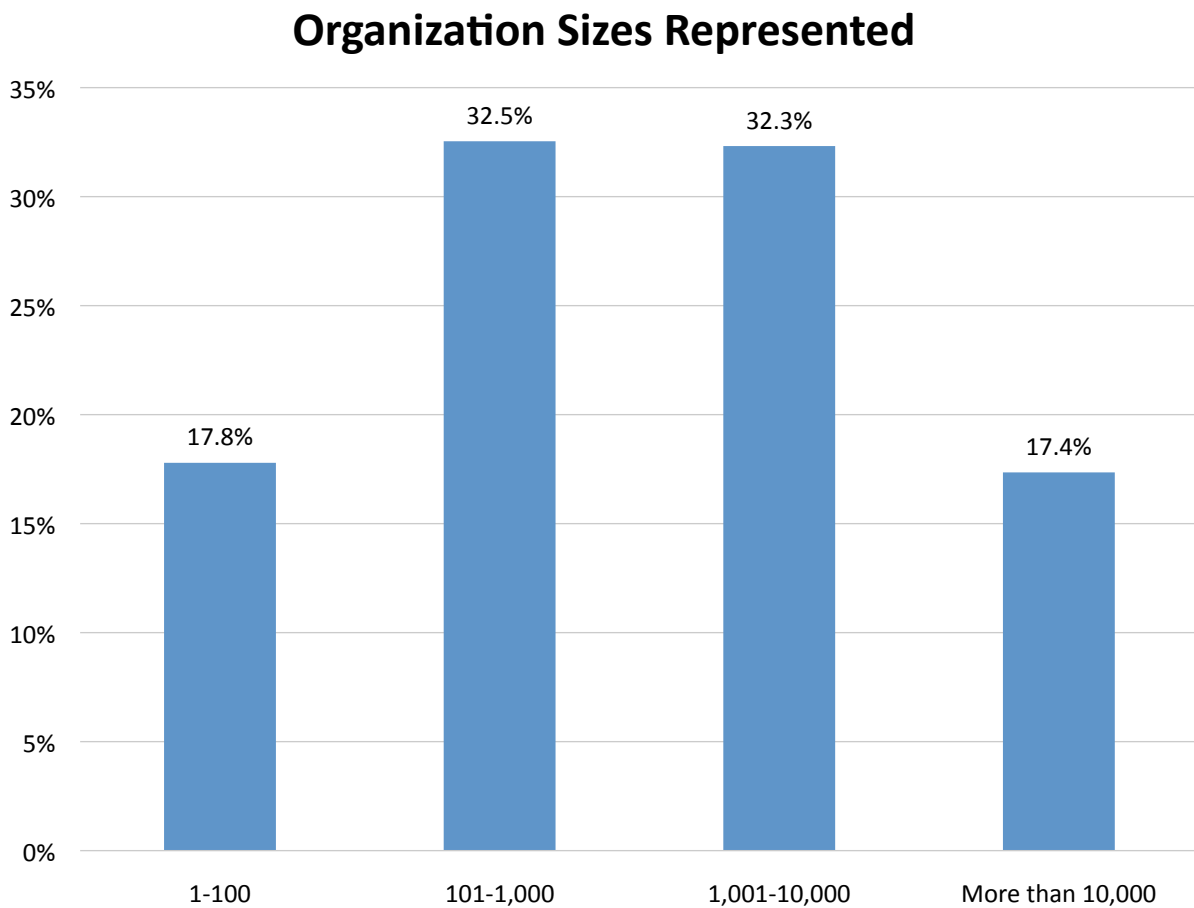


Figure 4 – Organization sizes represented

Organization Age

Survey respondents are from organizations of differing ages (age is measured from when the organization was founded). Around 71 percent of respondents are from organizations that have been in existence for 16 years or more (fig. 5). Younger organizations (less than five years, 5-10 years, and 11-16 years) represent between 9 and 10 percent of respondents, respectively.

Tabulating results by organization age reveals differences in approaches and attitudes to enterprise performance management based on how long an organization has been in existence.

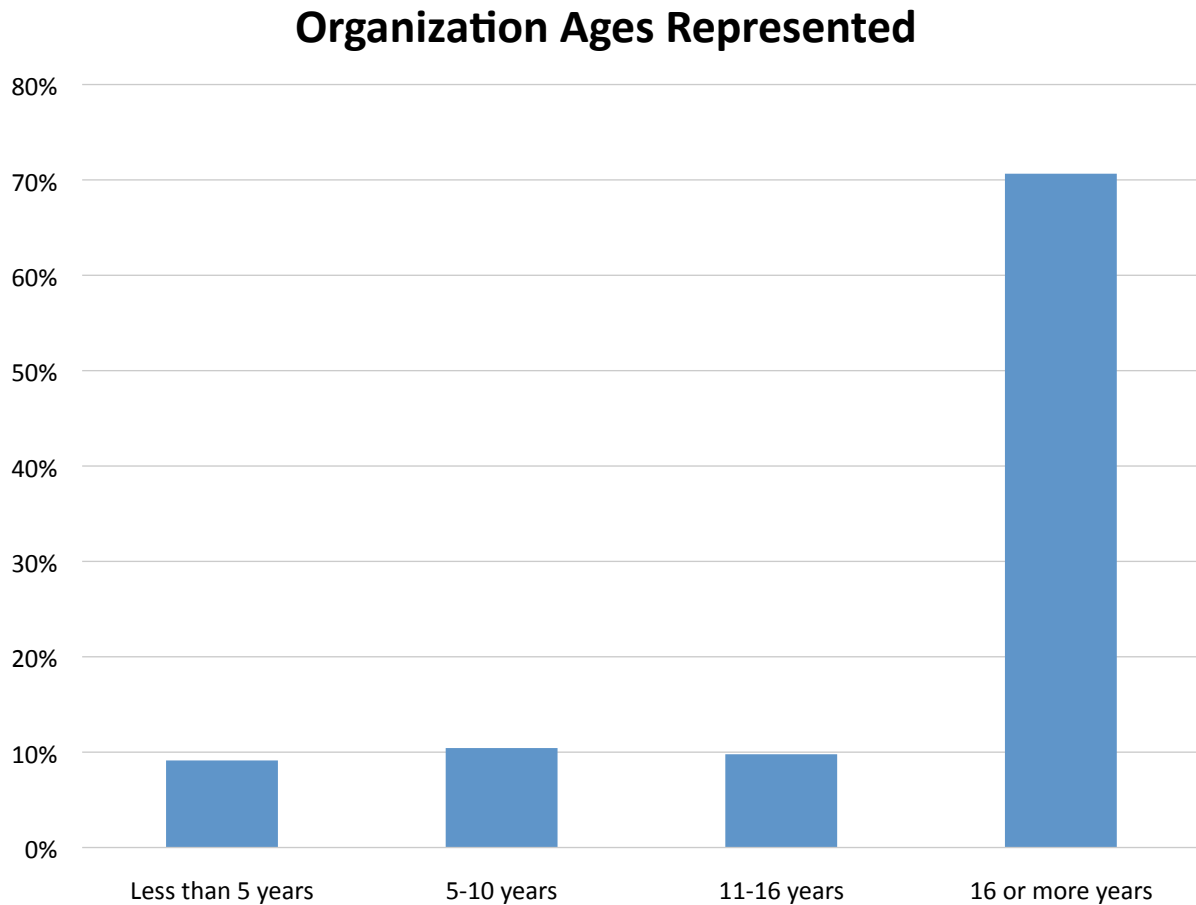


Figure 5 – Organization ages represented

Analysis and Trends

Adoption Trends and Plans to Use Enterprise Performance Management

The adoption of enterprise performance management continues its steady upward trend in 2022. Nearly 54 percent of organizations currently use enterprise performance management software compared to 51 percent in 2021, while 9 percent are currently evaluating. Fifteen percent may use enterprise performance management software in the future, the same percentage as in 2021, while 22 percent of respondents currently have no plans to use enterprise performance management software, down slightly from 23 percent in 2021 (fig. 6).

This data is further evidence of the continuing maturity of the EPM market that we initially identified in our 2020 Market Study. Enterprise performance management is clearly a mainstream technology.

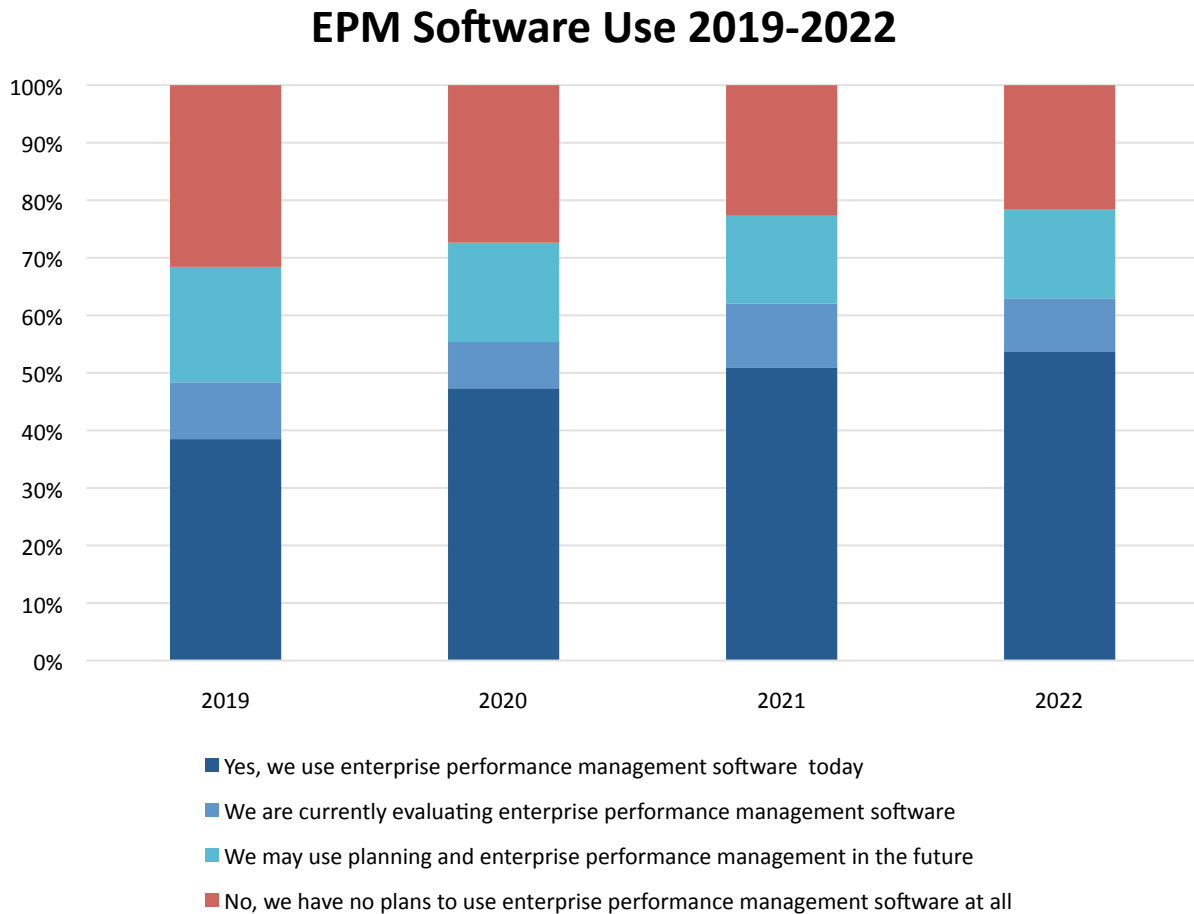


Figure 6 – EPM software use, 2019-2022

2022 Wisdom of Crowds® EPM Market Study Excerpt

Adoption remains skewed towards large and very large organizations. Sixty-seven percent of large organizations (1,001-10,000 employees) and 73 percent of very large organizations (more than 10,000) employees currently use enterprise performance management software, compared to 47 percent of mid-sized organizations (101-1,000 employees) and 24 percent of small organizations (less than 100 employees) (fig. 7).

Current usage has increased most in very large organizations (more than 10,000 employees) compared to 2021, up to 73 percent from 56 percent. Although small organizations (1-100 employees) remain least likely to adopt enterprise performance management software, there appears to be a shift in sentiment towards its future adoption, with 44 percent stating they are currently evaluating EPM or may use EPM in the future. This increased from 37 percent in 2021.

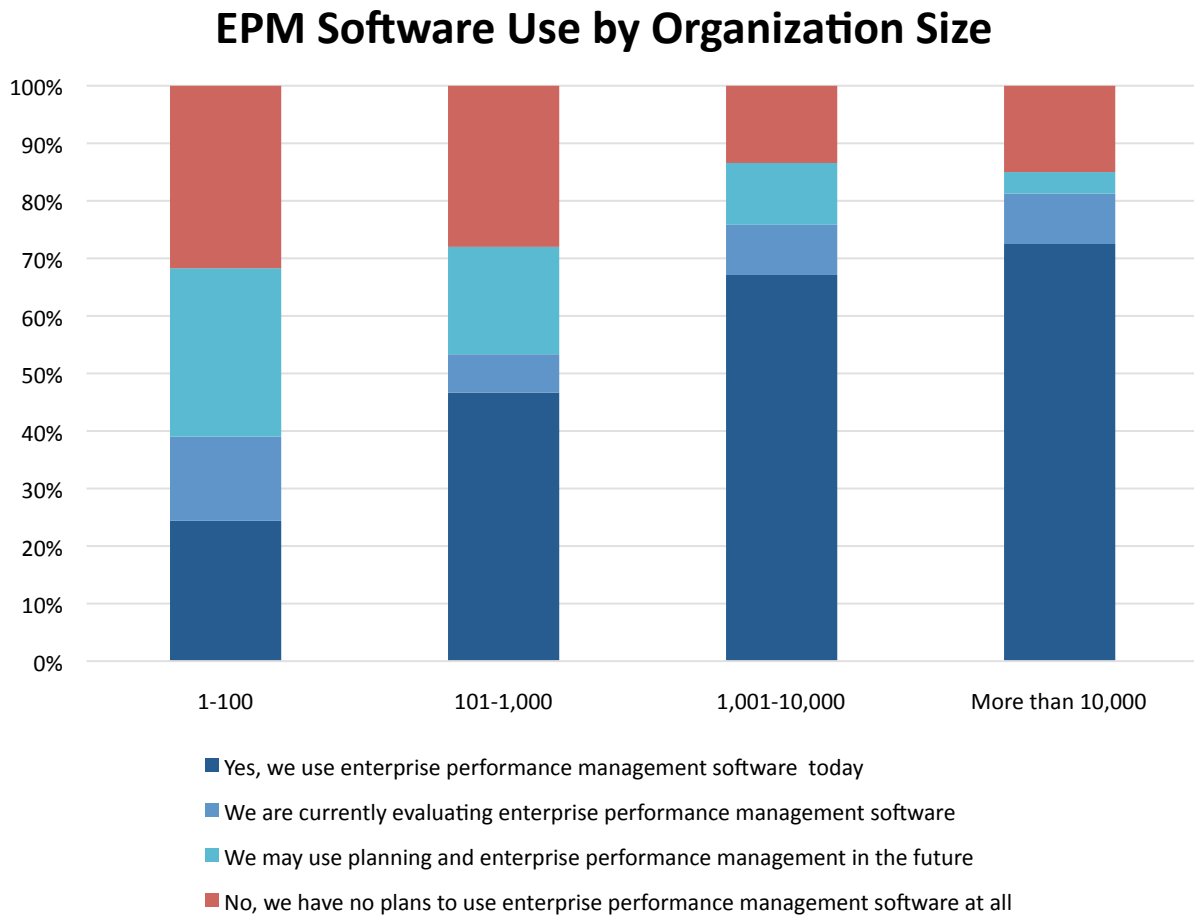


Figure 7 – EPM software use by organization size

2022 Wisdom of Crowds® EPM Market Study Excerpt

Organizations in North America and EMEA have higher adoption levels of enterprise performance management compared to Asia Pacific and Latin America (fig. 8). Current usage levels are higher in North America compared to EMEA (61 percent and 52 percent, respectively) because adoption levels grew faster in North America compared to EMEA (6 percent increase compared to 2 percent increase respectively). Resistance to adoption of enterprise performance management increased slightly in EMEA, up by 4 percent to 25 percent (compared to 21 percent in 2021).

Current usage levels remain lower in Asia Pacific and Latin America (28 percent and 14 percent respectively), evidence that these markets are less mature. Organizations in Asia Pacific have the greatest resistance to adoption, up slightly to 28 percent from 25 percent in 2021. There appears to be a willingness among respondents from Asia Pacific and Latin America to consider EPM, which represents an opportunity for both regionally focused vendors and those with a global presence.

EPM Software Use by Geography

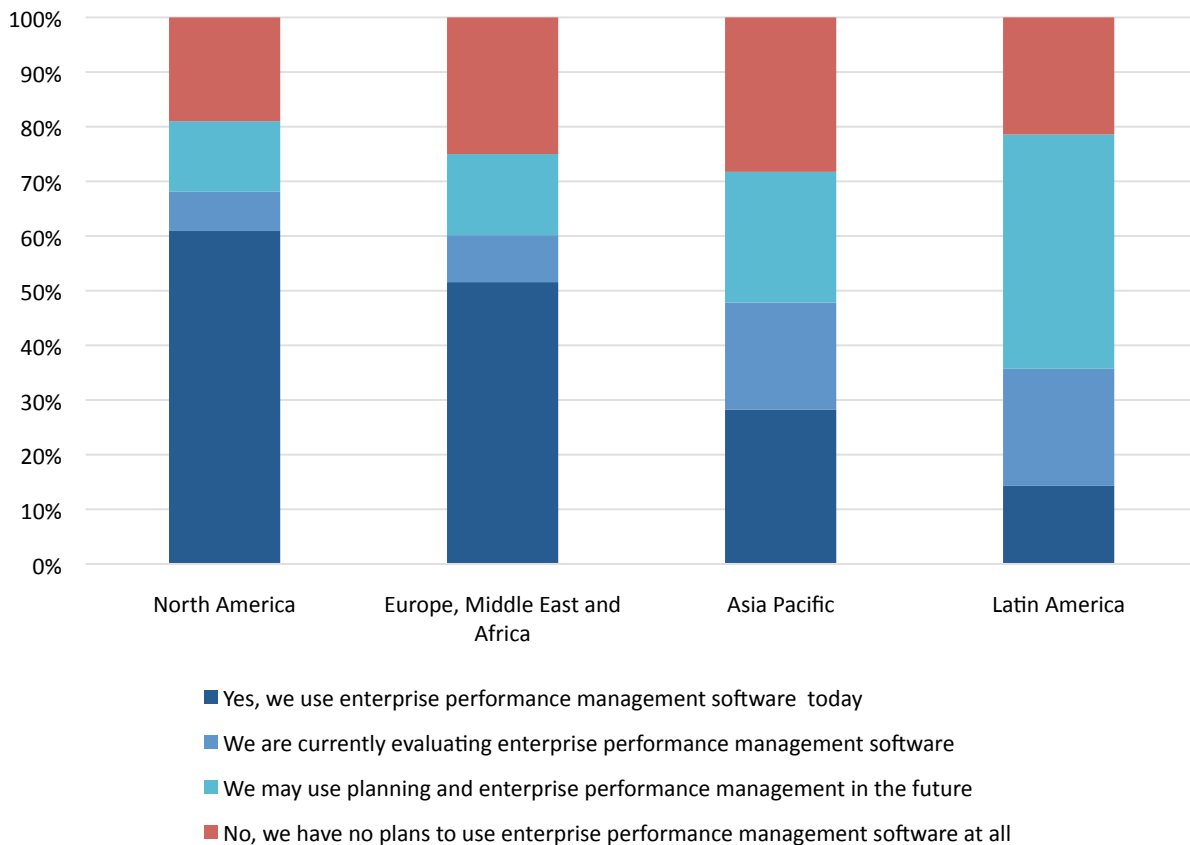


Figure 8 – EPM software use by geography

2022 Wisdom of Crowds® EPM Market Study Excerpt

Industry adoption patterns are similar to 2021 (fig. 9). The top three industry verticals are the same, although *Manufacturing* moved from third place to first place. The bottom three industries also remain the same, with *Retail and Wholesale* dropping to last place. Both *Education* and *Retail and Wholesale* have very industry-specific performance management needs, so it is understandable that EPM adoption is low in these verticals. However, the continued low adoption among the *Technology* industry vertical is surprising, and data leaders in this industry should investigate how their organization could benefit from adoption of EPM.

Adoption of enterprise performance management software remains varied by industry vertical, meaning that vendors will need to choose their industry targets with care to ensure their sales and implementation resources are not spread too thinly. Data leaders should ensure potential vendors have the capabilities and implementation resources to support their industry needs.

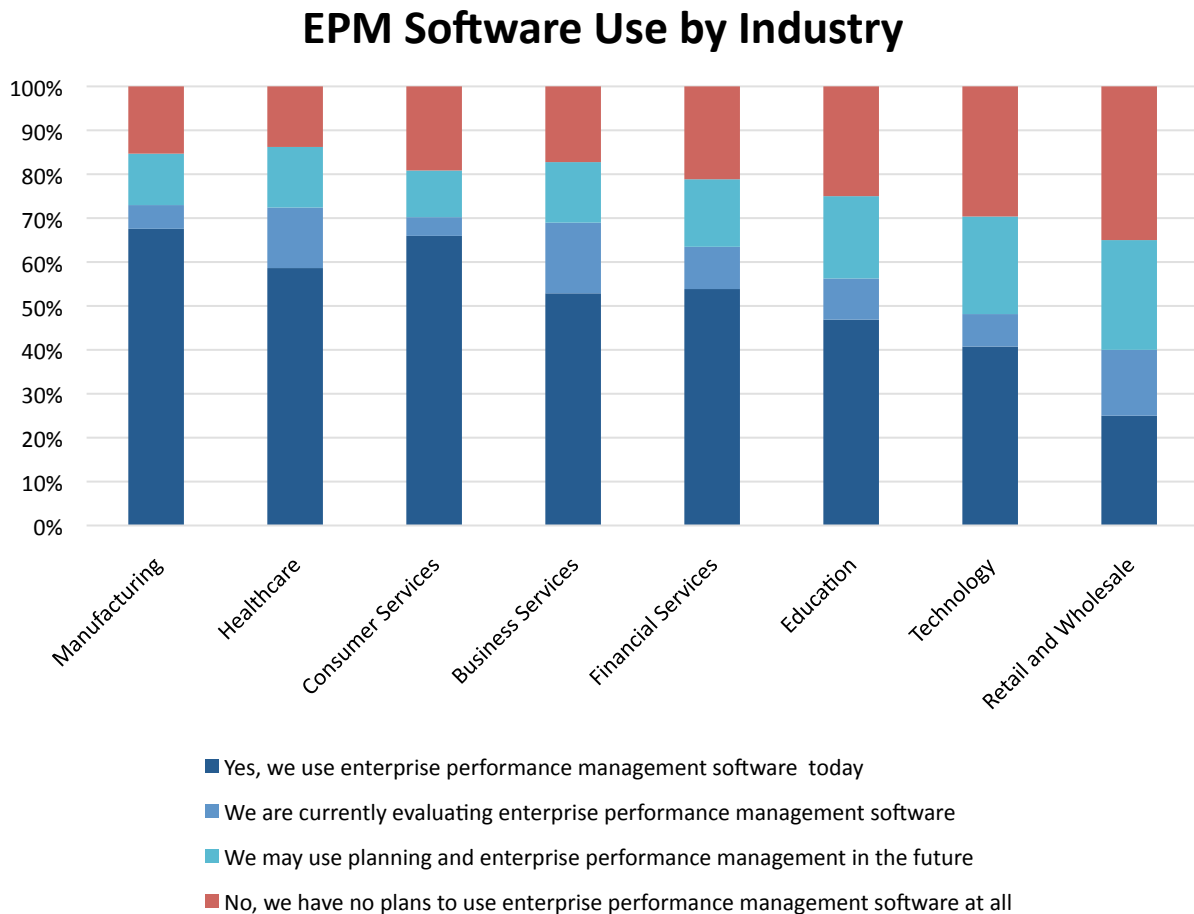


Figure 9 – EPM software use by industry

2022 Wisdom of Crowds® EPM Market Study Excerpt

Adoption of enterprise performance management differs by organization age (fig. 10). The youngest organizations (less than 5 years) have the lowest level of current adoption (29 percent). Adoption levels increase with organization age, with the longest established organizations (16 or more years) having the highest level of current adoption (60 percent).

This data shows that enterprise performance management is both a technology and concept that takes time to become established in organizations. It requires a degree of both IT and management maturity that may be lacking in the early days of many organizations, and EPM may not be a short-term priority for management teams in young organizations. However, these organizations are clearly open to the concept of EPM, as 52 percent of respondents in organizations less than five years old are either currently evaluating EPM or may use it in the future.

EPM Software Use by Organization Age

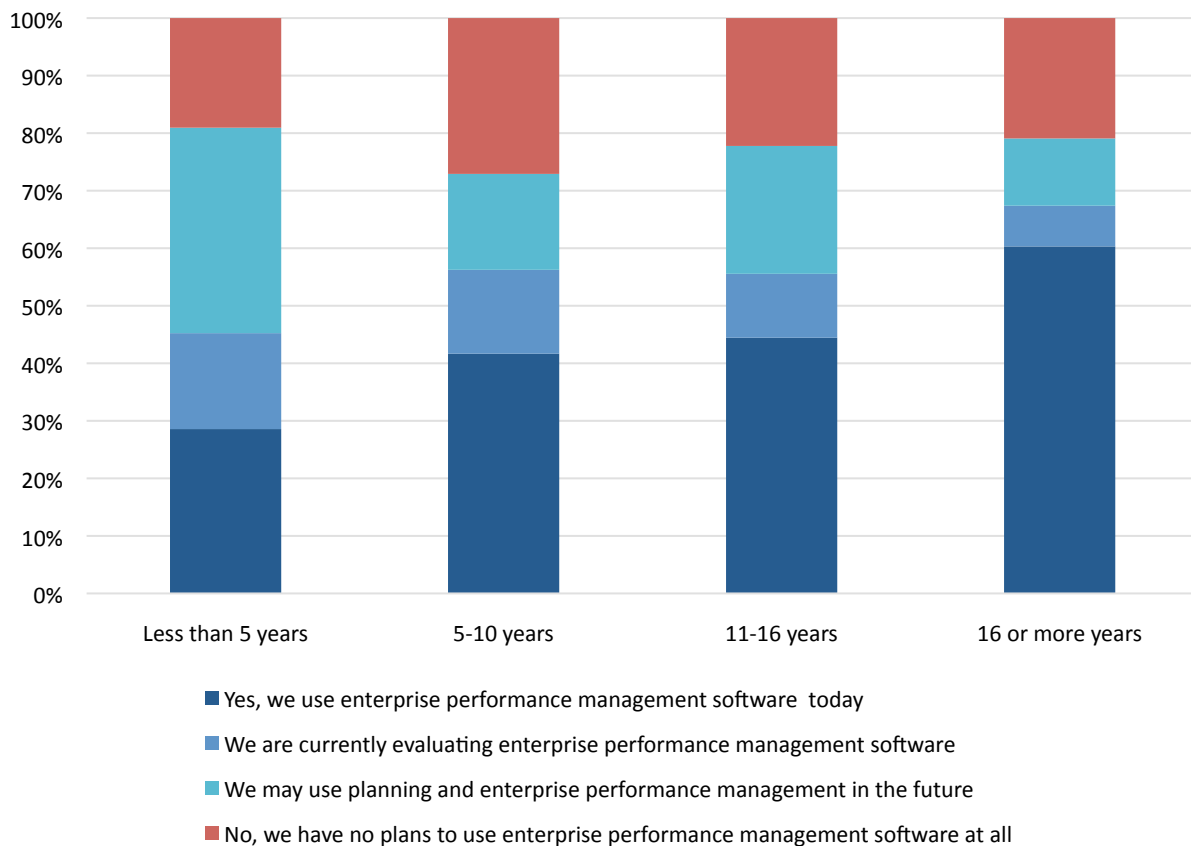


Figure 10 – EPM software use by organization age

Adoption plans remain skewed to future years, with 61 percent of organizations considering enterprise performance management software plan to do so beyond next year (fig. 11). However, the percentage of organizations planning to adopt either this year or next year increased to nearly 39 percent, up from 31 percent in 2021. This shows there may be increased activity in the market over the next 18 months.

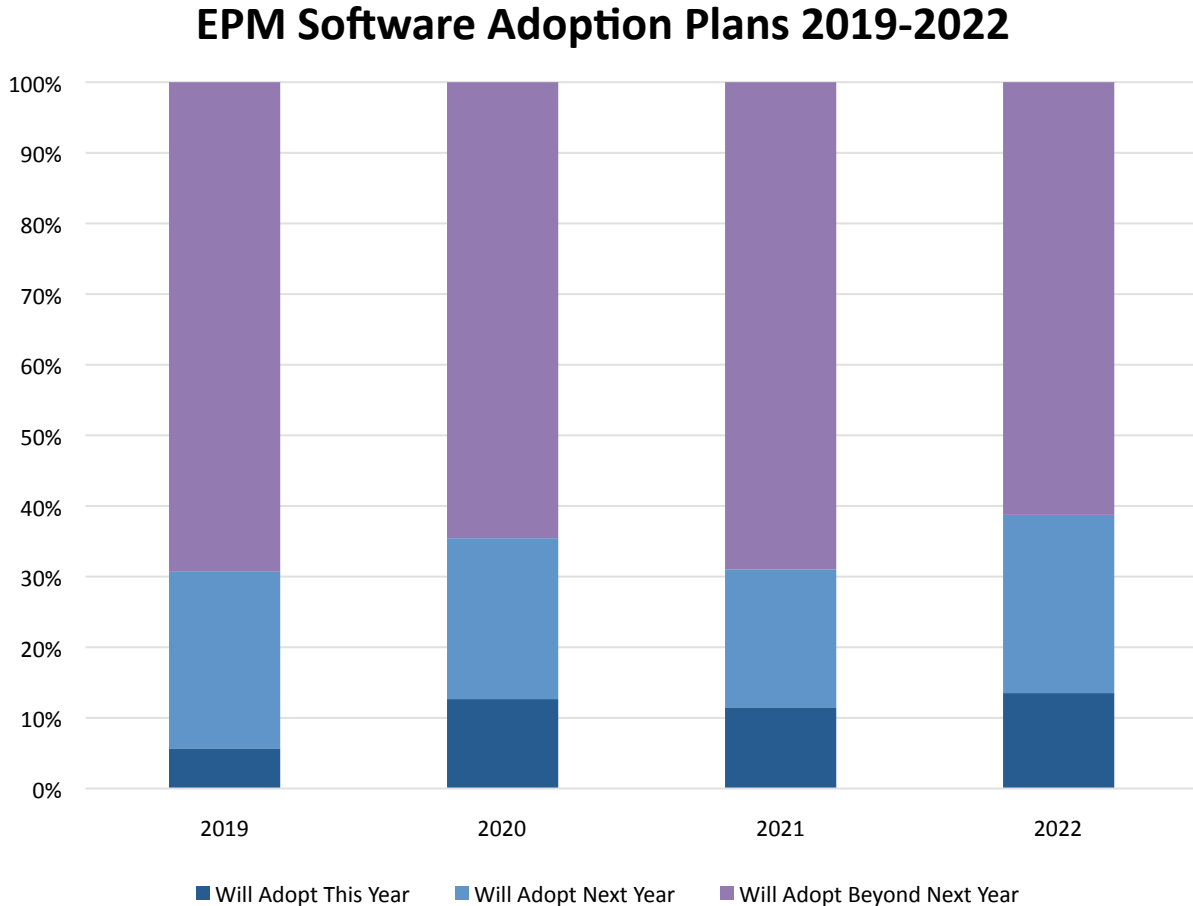


Figure 11 – EPM software adoption plans, 2019-2022

Among organizations that already use enterprise performance management software, there is a shift towards increasing the user base (fig. 12). Forty-six percent of respondents state their enterprise performance management user base will increase, up from 39 percent in 2021. There has been a steady increase in plans to increase the enterprise performance management user base since 2020; and in 2022, no respondents stated that the number of users would decrease.

This data is further confirmation of the maturity of the enterprise performance management market. An increasing number of organizations that do not use EPM plan to adopt it either this year or next year; EPM clearly demonstrated value in the organizations that implemented it, as an increasing percentage plan to grow the user base.

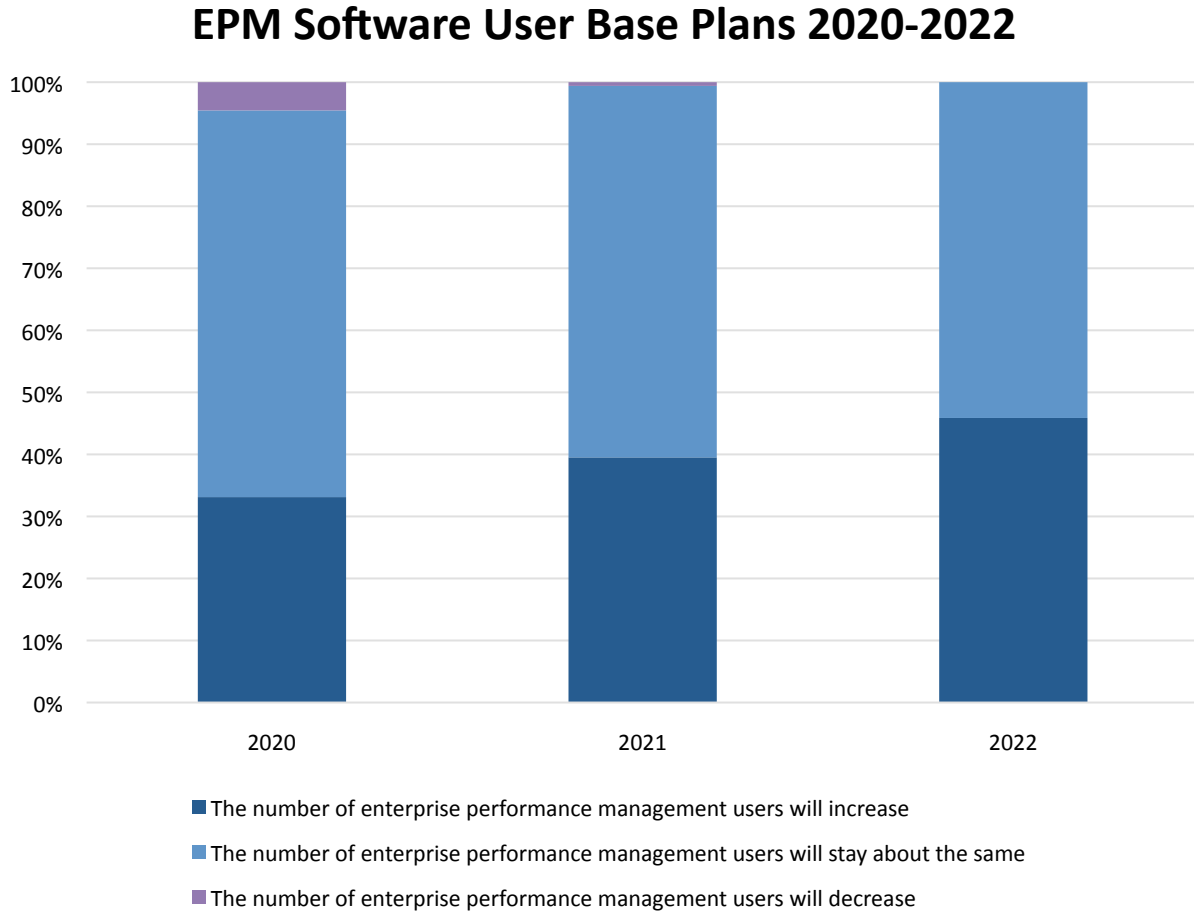


Figure 12 – EPM software user base plans 2020-2022

Finance is by far the most frequent user of enterprise performance management, with 64 percent of respondents stating their finance team uses EPM today (fig. 13). Other functions have lower levels of current usage, ranging from 38 percent (*strategic planning*) to 15 percent (*Manufacturing*). However, all functions show potential for future adoption, with the majority of functions potentially reaching greater than 50 percent adoption within 24 months.

The high adoption rates among *finance* users are to be expected, as enterprise performance management is primarily a capability targeted at the finance function. However, to be a true enterprise capability, EPM needs to be used outside of finance, and these data show that many organizations already use, or plan to use, EPM more widely.

EPM Users by Function

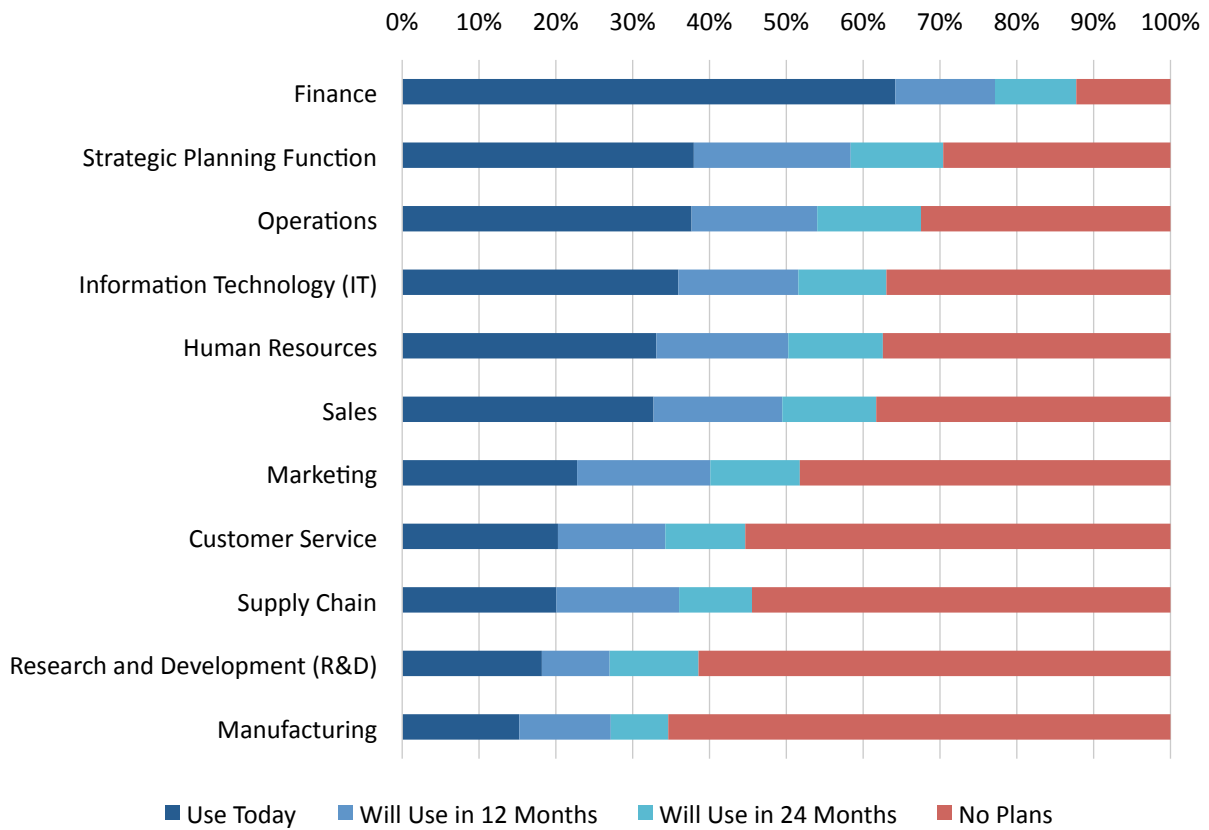


Figure 13 – EPM software user base by function

Data leaders in organizations where enterprise performance management usage is concentrated among finance users should investigate opportunities to widen its usage across other functions.

Importance of Enterprise Performance Management

We asked respondents how important enterprise performance management software is to their organization (fig. 14). Nearly 78 percent of respondents rate enterprise performance management as *critical*, *very important*, or *important*. About 22 percent of respondents rate enterprise performance management of *critical* importance in their organization.

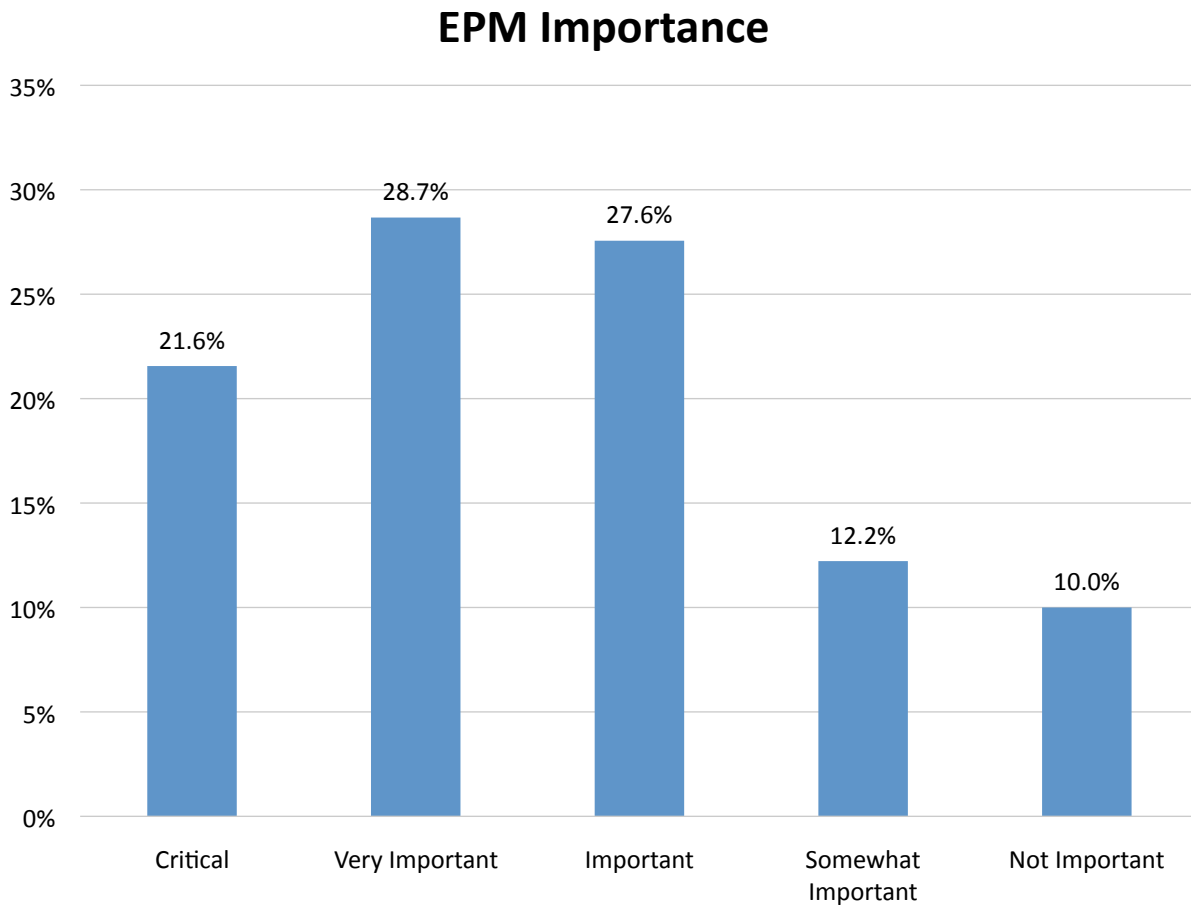


Figure 14 – EPM importance

These responses show a slight decline in overall importance compared to 2021 (fig. 15). Despite this slight shift, overall importance levels are broadly consistent from 2021 to 2022, again confirming the maturity of the enterprise performance management market. It appears that most organizations have decided how EPM fits within their overall BI and application strategy.

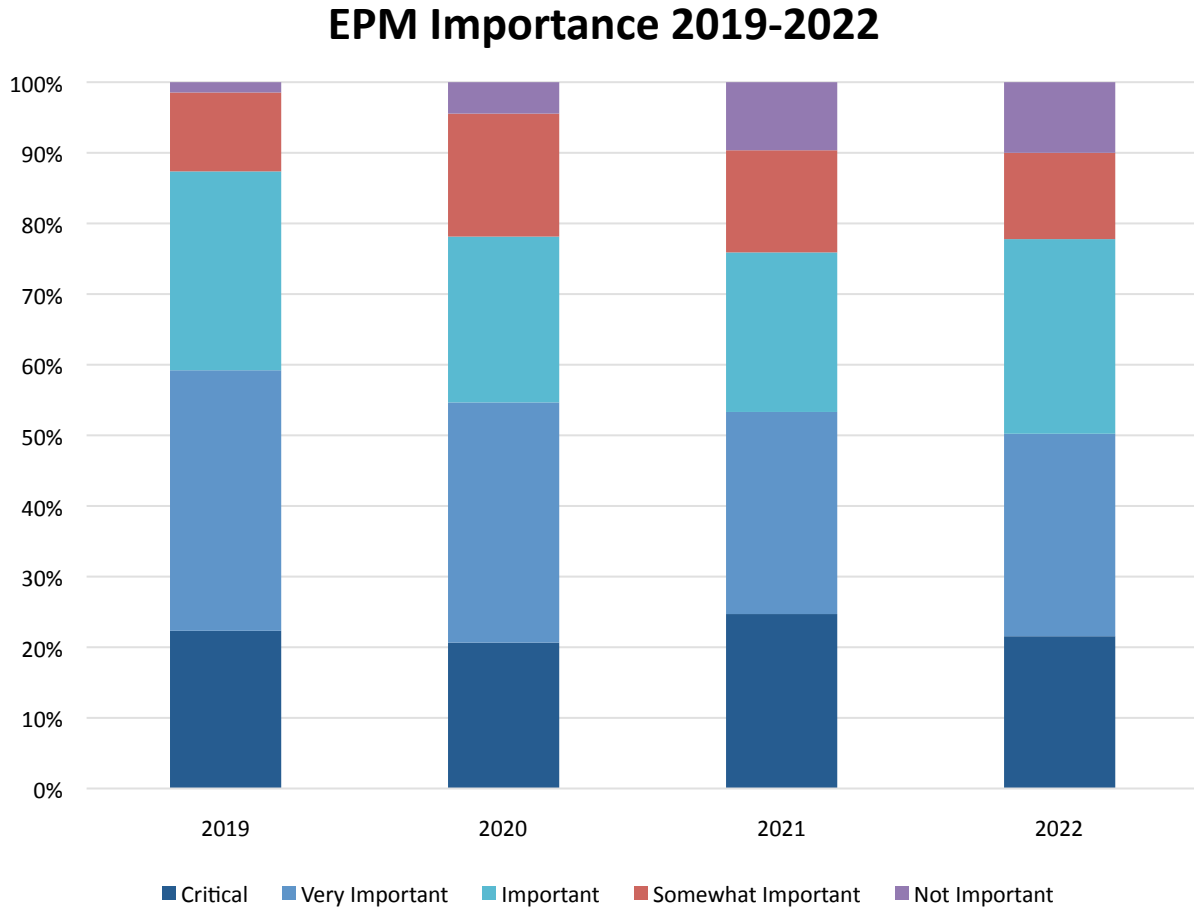


Figure 15 – EPM importance, 2019-2022

The importance of enterprise performance management software varies by organization size (fig. 16). Fifty-nine percent of large organizations (1,001-10,000 employees) and 65 percent of very large organizations (more than 10,000 employees) rate enterprise performance management either *critical* or *very important*. Small organizations (1-100 employees) and mid-sized organizations (101-1,000 employees) overall rate enterprise performance management less important than large organizations, and this difference is most notable in *critical* importance. Ten and 16 percent of small and mid-sized organizations respectively rate enterprise performance management of *critical* importance, compared to 27 percent and 33 percent of large and very large organizations respectively.

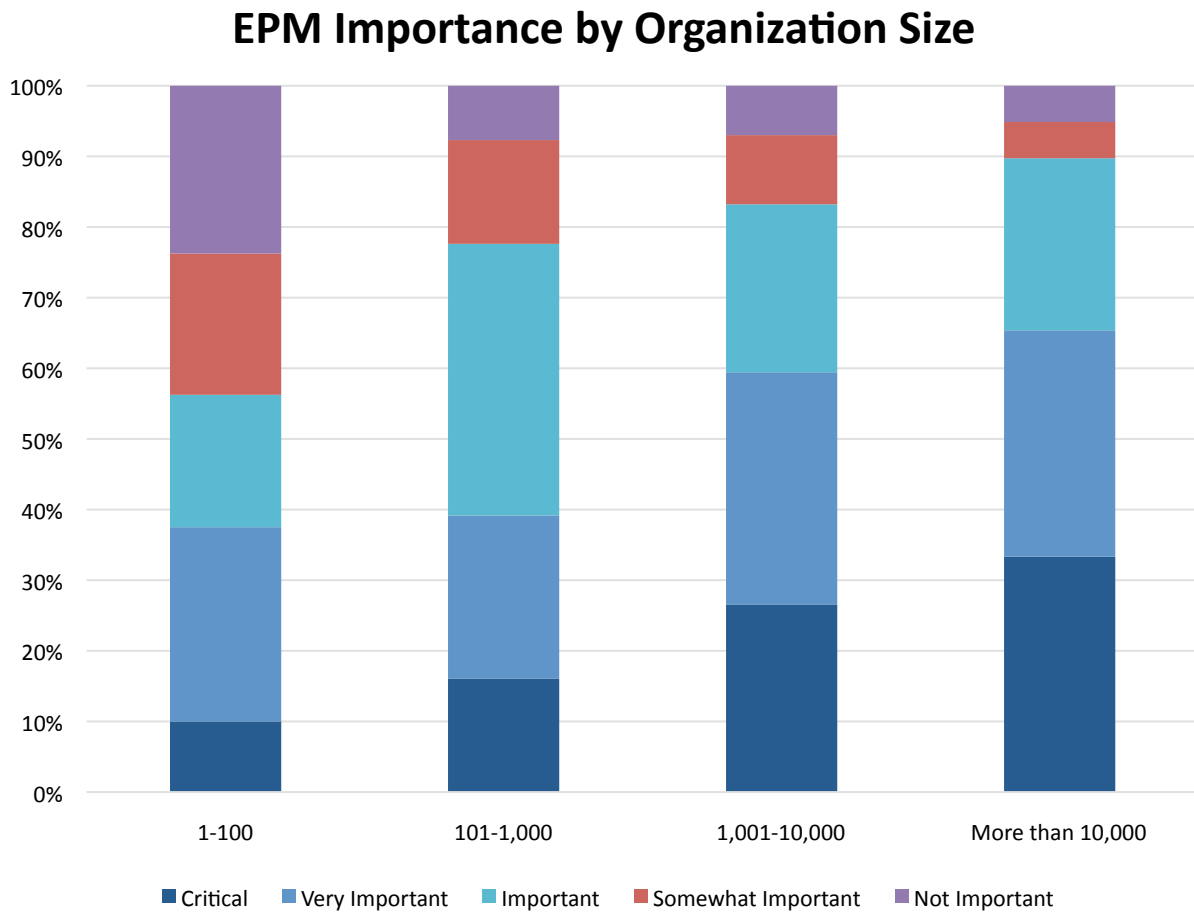


Figure 16 – EPM importance by organization size

There are distinct differences in importance ratings by vertical industry (fig. 17). Close to 60 percent of respondents from *Healthcare*, *Manufacturing*, and *Business Services* rate enterprise performance management as either *critical* or *very important*, whereas this figure is no higher than 44 percent for all other industries. The three industries with the lowest importance ratings (*Technology*, *Retail and Wholesale*, and *Education*) are also those with the lowest current adoption levels. However, 24 percent of respondents from the *Technology* vertical rate enterprise performance management of *critical* importance. This indicates there may be opportunity for greater EPM adoption in this industry.

This data show there are distinct differences in attitudes to enterprise performance management by industry. Data leaders in industries with lower importance ratings need to ensure that any enterprise performance management deployments include capabilities that address industry-specific requirements.

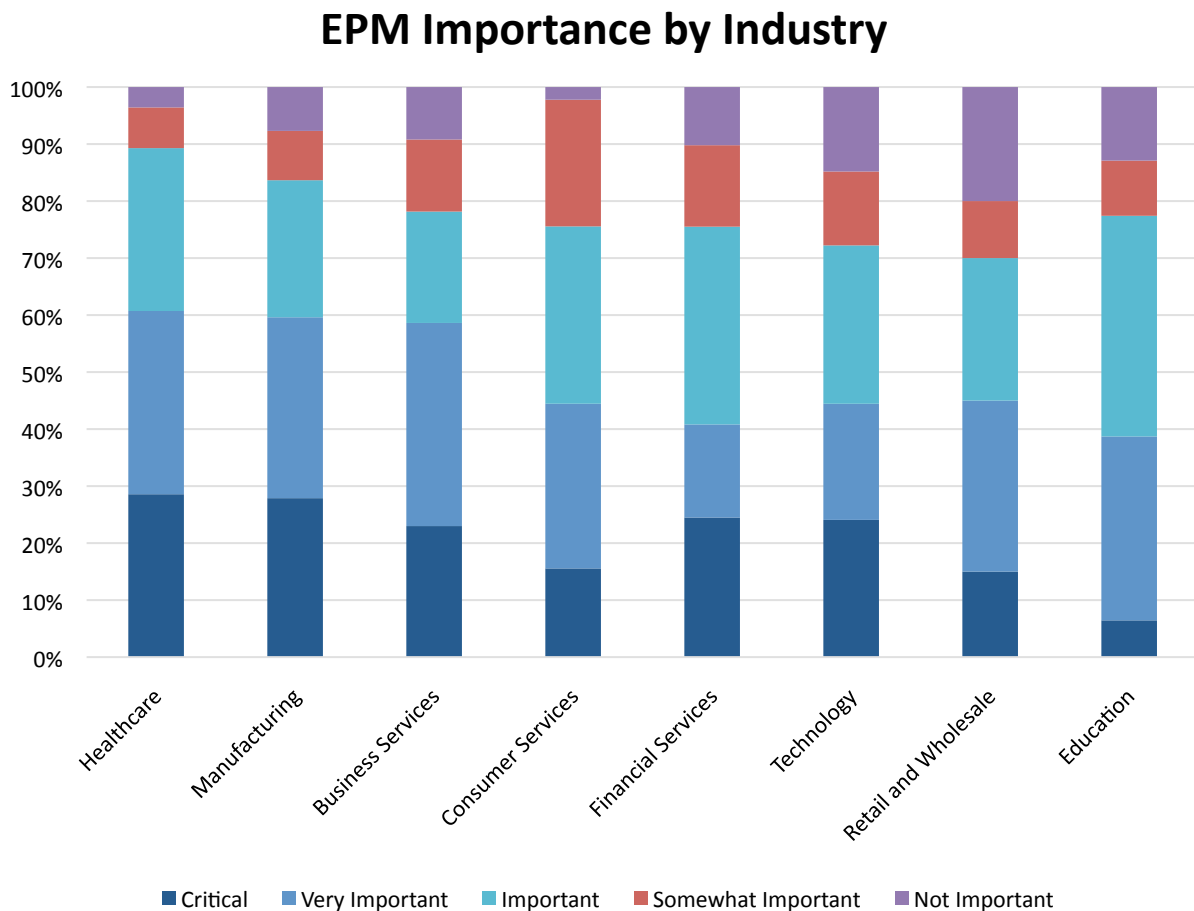


Figure 17 – EPM importance by industry

There are some minor variations in importance ratings by organization age (fig. 18). Around 52 percent of respondents from organizations 11 years or older rate enterprise performance management as either *critical* or *very important*. Although this rating is lower for organizations less than five years old (48 percent) and organizations aged 10-15 years (40 percent), it's clear that younger organizations view enterprise performance management as an important technology.

The data show that although enterprise performance management adoption is significantly lower in younger organizations, they do not view the technology as unimportant. There is a clear opportunity for vendors to create scalable offerings, both in terms of functionality and user expansion, that target young and growing organizations.

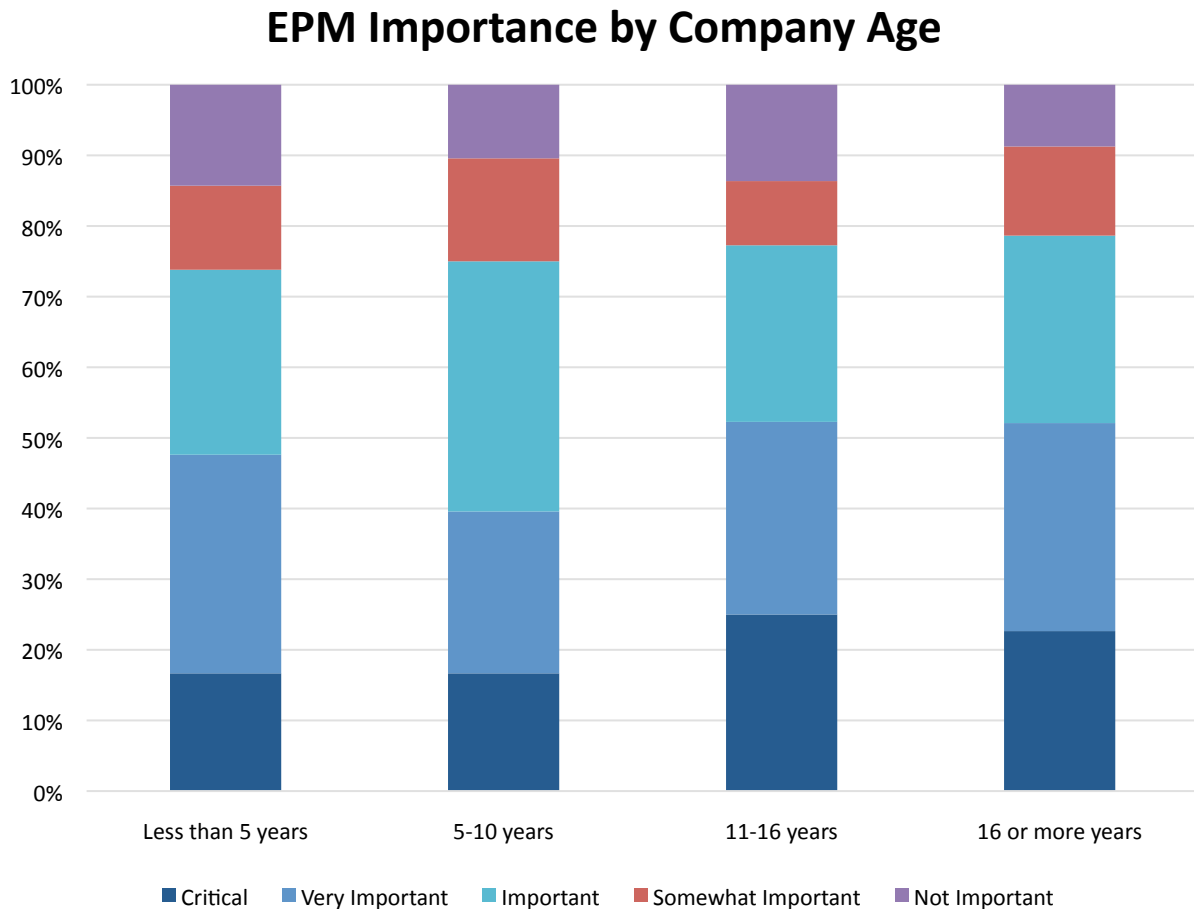


Figure 18 – EPM importance by company age

Enterprise Performance Management Implementation Strategy

We asked respondents to identify how they implemented enterprise performance management (fig. 19). Although its name implies that implementations should always be deployed at an “enterprise” level, the reality is that many organizations deploy these solutions as a performance management system at a departmental level. There is nothing wrong with this, because enterprise performance management software can deliver a more holistic performance management solution to a business entity such as a large department or specific operating unit. Often, organizations implement enterprise performance management in part of their organization before rolling it out more widely.

The survey shows that about 32 percent of organizations use enterprise performance management as a departmental solution, while 68 percent use it at a country, regional, or global level—clear evidence that the majority of organizations use enterprise performance management to manage significant business entities.

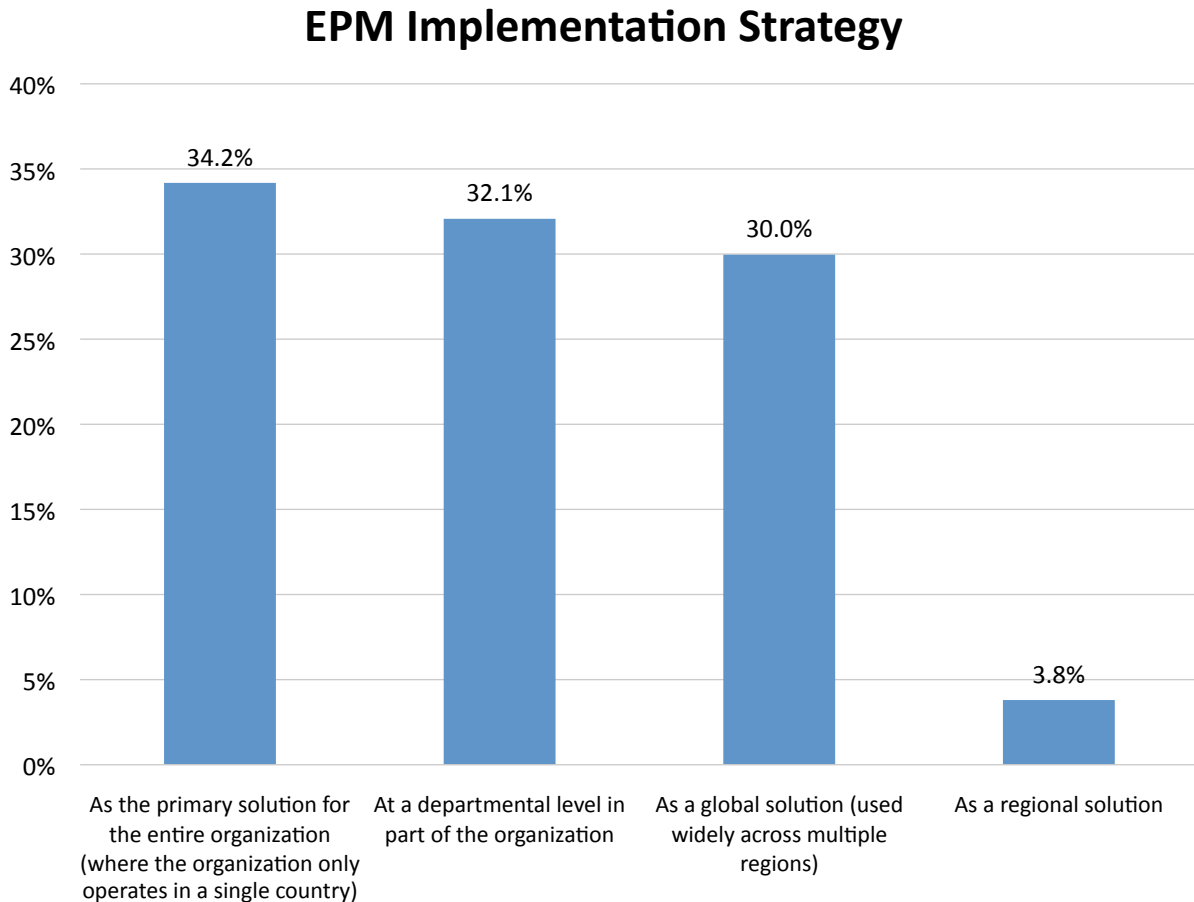


Figure 19 – EPM implementation strategy

2022 Wisdom of Crowds® EPM Market Study Excerpt

The 2022 data show that implementation trends for EPM largely stabilized over the last three years (fig. 20). There was a significant shift away from departmental solutions in 2020, and this remained the case in both 2021 and 2022. The shift away from departmental deployments to a continuing focus on enterprise, global, and regional deployments is further evidence of market maturity, both in terms of product capabilities and implementation strategy.

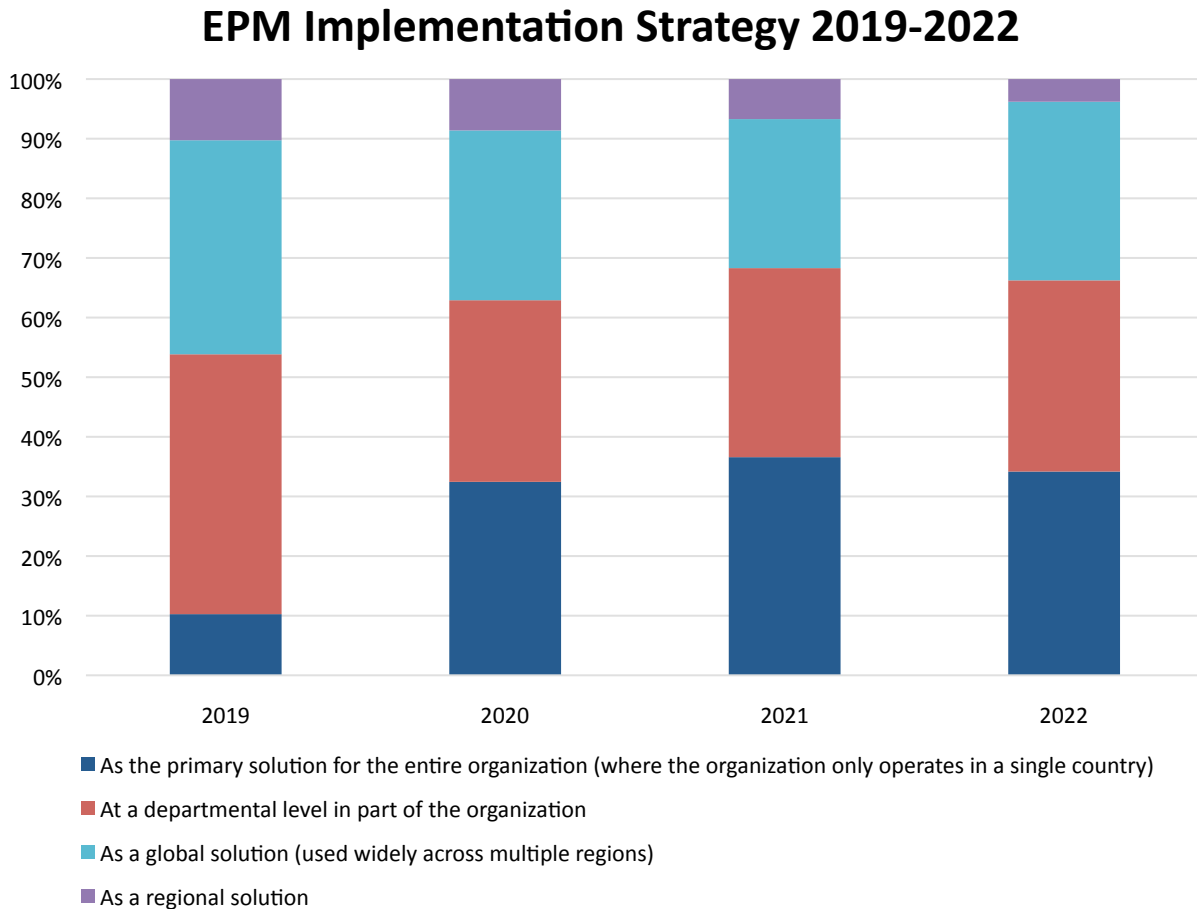


Figure 20 – EPM implementation strategy 2019-2022

Enterprise Performance Management Sourcing Strategy

Forty-seven percent of respondents state their organization uses an enterprise resource planning (ERP) system. ERP software provides an integrated finance, administrative, and operational transaction-processing environment; and most ERP vendors offer their own enterprise performance management solutions that complement and extend the transaction-processing capabilities of ERP software.

ERP vendors can be aggressive in marketing their enterprise performance management solutions; despite this, most respondents take an objective approach to sourcing these capabilities. Only 10 percent of respondents prefer to source enterprise performance management from their ERP vendor, whereas 31 percent consider all types of vendors and 59 percent prefer to source these capabilities from a specialist enterprise performance management vendor (fig. 21).

EPM Sourcing Preferences

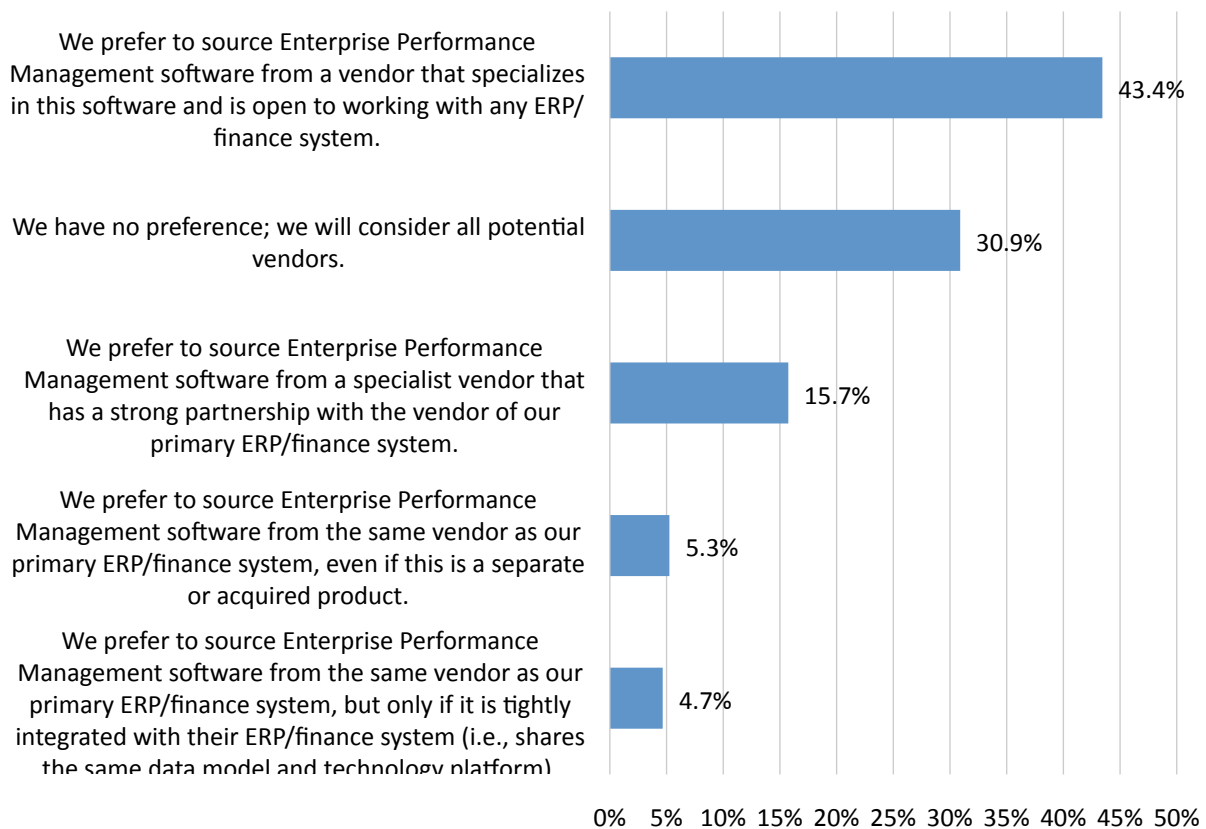


Figure 21 – EPM sourcing preferences

2022 Wisdom of Crowds® EPM Market Study Excerpt

The 2022 data show a slight shift away from sourcing enterprise performance management solutions from specialist vendors regardless of ERP vendor affiliation, down to 43 percent from 49 percent in 2021 (fig. 22). However, there is an increase in respondents open to sourcing enterprise performance management from any type of vendor, up to 31 percent in 2022 from 26 percent in 2021 (fig. 21). Overall, these data show that organizations are very open in their EPM sourcing strategy and are not constrained by strategic ERP choices.

EPM Sourcing Preferences 2019-2022

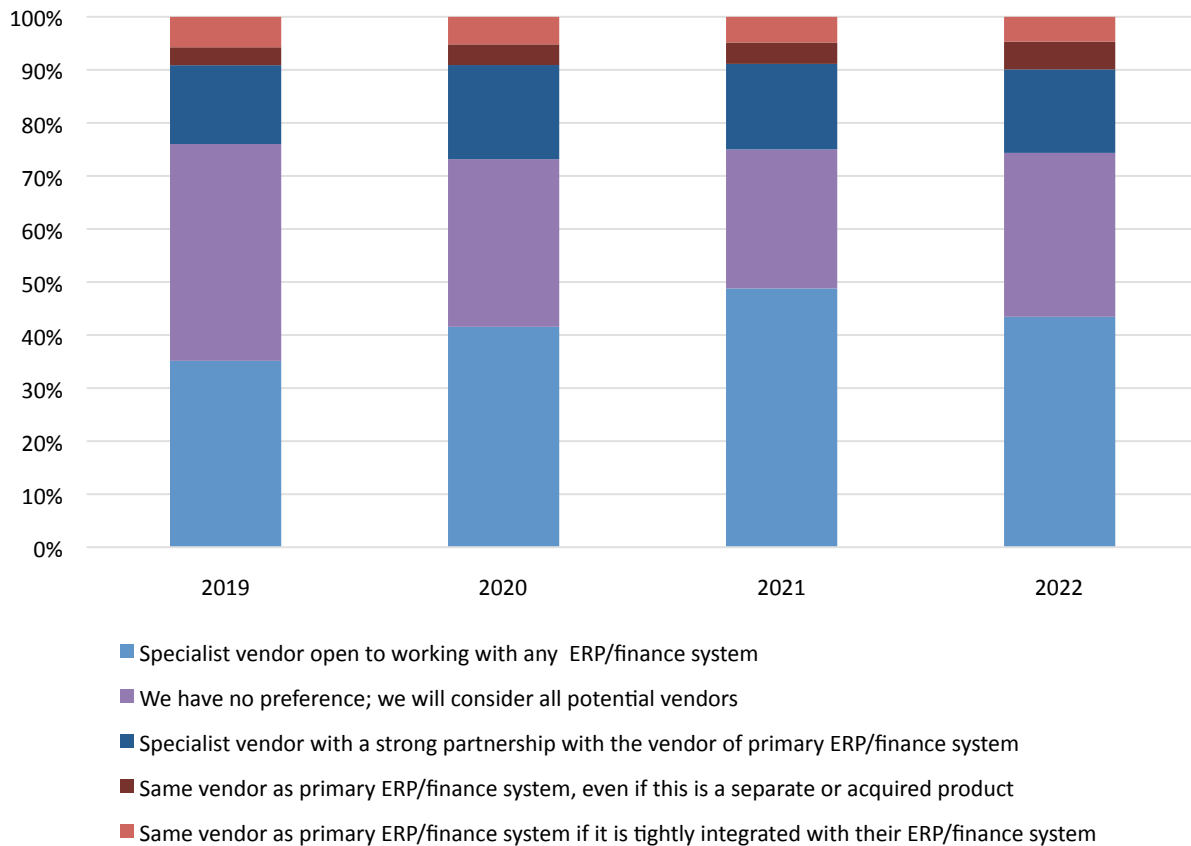


Figure 22 – EPM sourcing preferences, 2019-2022

The 2022 data also reveal a shift in sourcing preferences by organization size (fig. 23). *Small* organizations (1-100 employees) and *mid-sized* organizations (101-1000 employees) are more open in their approach, with 40 percent and 37 percent respectively preferring any type of vendor compared to 26 percent for *large* organizations (1,001-10,000 employees) and 24 percent for *very large* organizations (more than 10,000 employees).

Large organizations and *very large* organizations have the strongest preference for solutions from enterprise performance management vendors open to working with any ERP vendor (54 percent and 52 percent respectively). *Small* organizations (have the highest preference for enterprise performance management solutions from their ERP vendor (12 percent).

EPM Sourcing Preferences by Organization Size

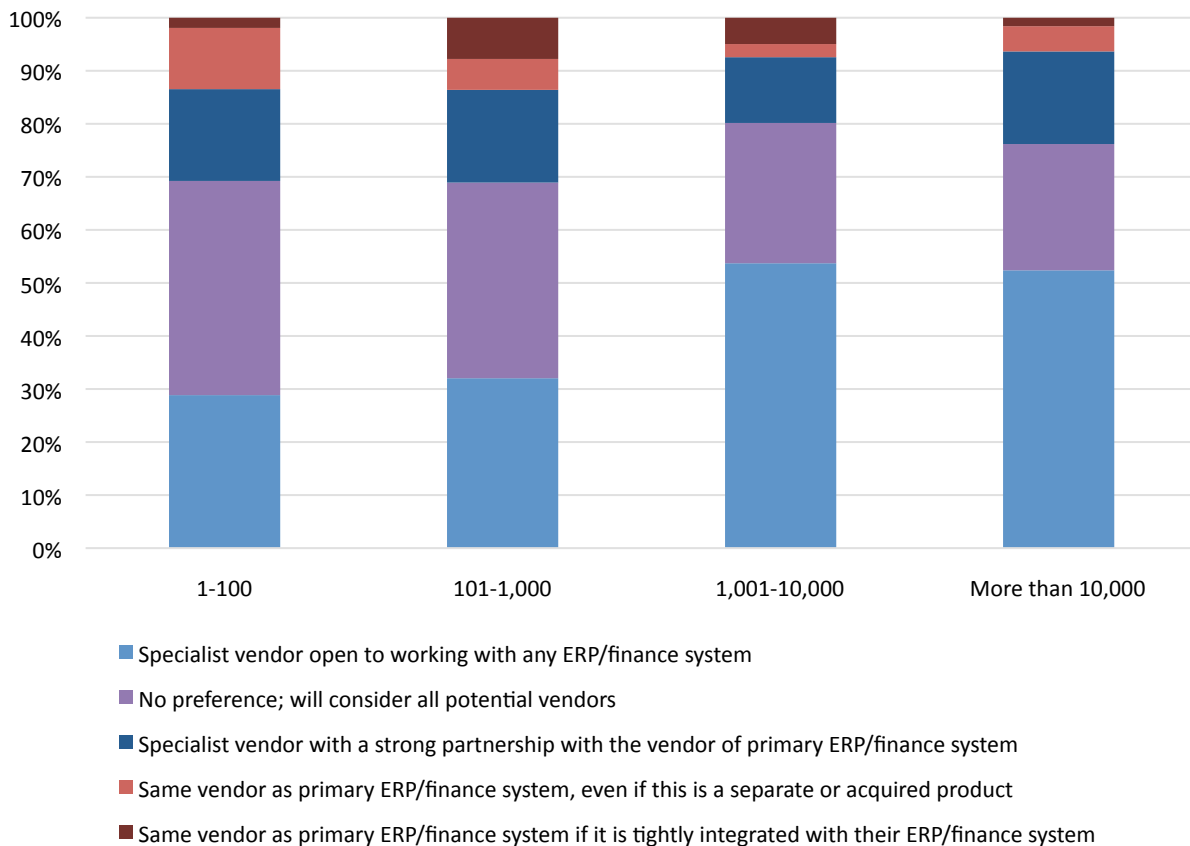


Figure 23 – EPM sourcing preferences by organization size

Organization age impacts enterprise performance management sourcing preferences. Younger organizations (10 years or younger) show a stronger preference for enterprise performance management systems from ERP vendors, compared to their more established peers (fig. 24). The youngest organizations (less than five years) also have the highest preference for solutions from specialist enterprise performance management vendors that have a strong partnership with their incumbent ERP vendor (23 percent).

EPM Sourcing Preferences by Organization Age

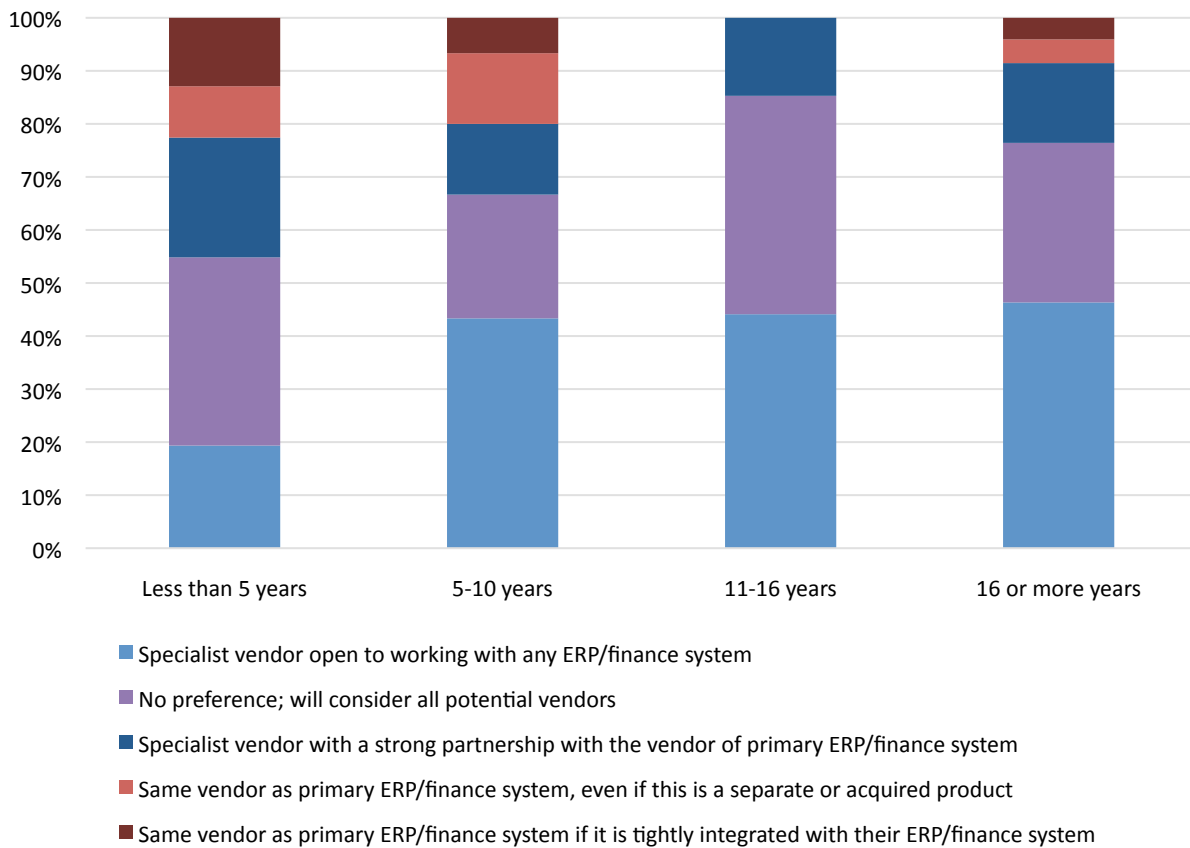


Figure 24 – EPM sourcing preferences by organization age

Overall, the data show that the younger the organization, the greater its preference for an enterprise performance management solution that is closely aligned with its ERP strategy. This is likely because the apparent simplicity of “extending” an ERP solution with closely aligned EPM solutions appeals to organizations with limited IT resources.

Planning Priorities in Enterprise Performance Management

Budgeting and planning capabilities are a foundational aspect of any enterprise performance management solution. Respondents in our 2022 study rate annual financial budgets as the most important planning capability (fig. 25), which is consistent with all our previous studies.

The top three priorities remain unchanged from 2021. *Strategic planning* continued its rise up the rankings, moving up to fourth place. This may be an indication that organizations are increasing focus on how uncertain business conditions affect their longer-term future. Rolling forecasts also moved up three places, from eighth in 2021 to fifth in 2022, indicating that organizations may adopt a more flexible approach to budgeting and planning. Monte Carlo and statistical approaches to budgeting and planning remains the lowest priority capability, as it has for all previous years of this research. There is clearly very limited appetite for applying statistical modeling to budgeting and planning.

EPM Planning Priorities

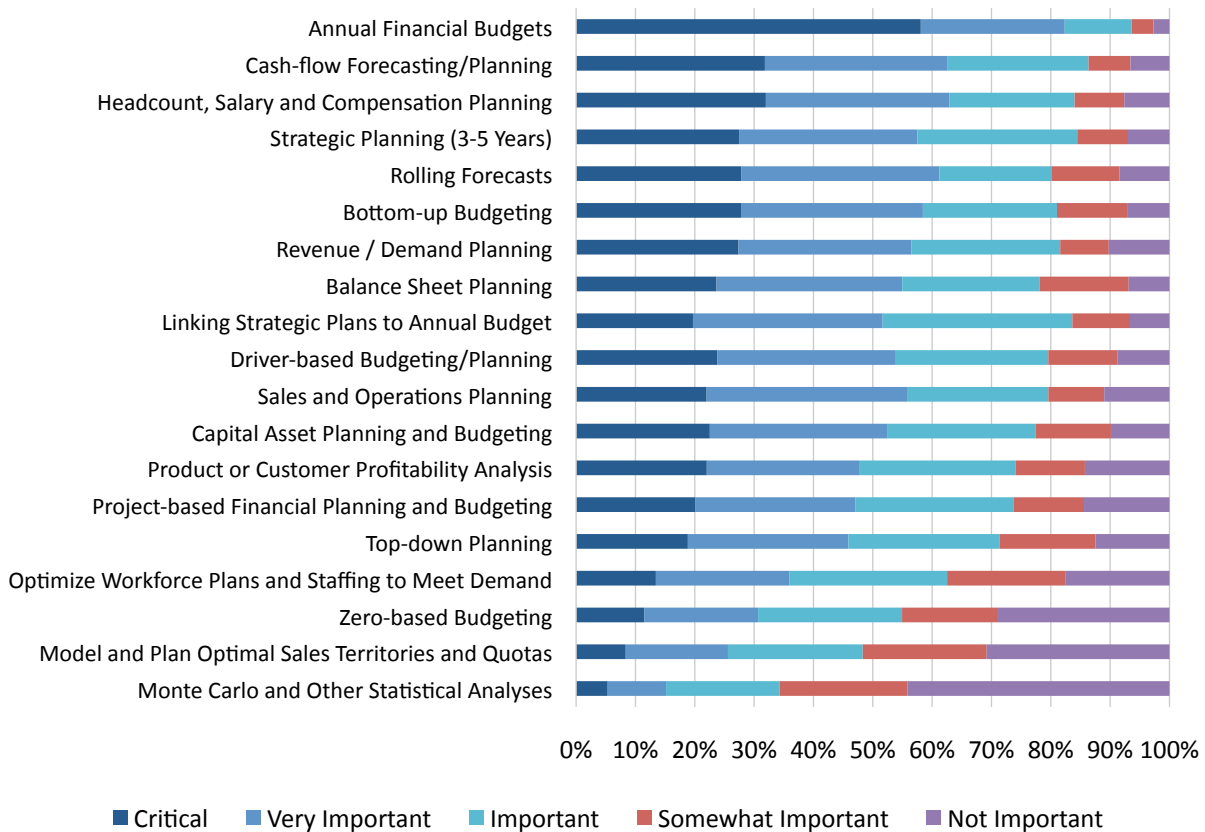


Figure 25 – EPM planning priorities

2022 Wisdom of Crowds® EPM Market Study Excerpt

Overall, organization size does not have a major impact on relative prioritization of planning and budgeting priorities (fig. 26). However, *small* organizations (101-1,000 employees) and *mid-sized* organizations (1,001-10,000 employees) attribute lower priority ratings to some capabilities like *capital asset planning* and *headcount, salary and compensation planning*. This is because these capabilities are more relevant to larger and more complex organizations.

There is a notable increase in the importance ratings given to several planning and budgeting capabilities by *very large* organizations (more than 10,000 employees). For example, the weighted-mean importance rating for *annual financial budgets* increased to 4.59 in 2022 from 4.29 in 2021, while *cash flow forecasting* increased to 4.13 from 3.71. These data show that *very large* organizations view planning and budgeting capabilities as important tools for managing through periods of uncertainty.

EPM Planning Priorities by Organization Size

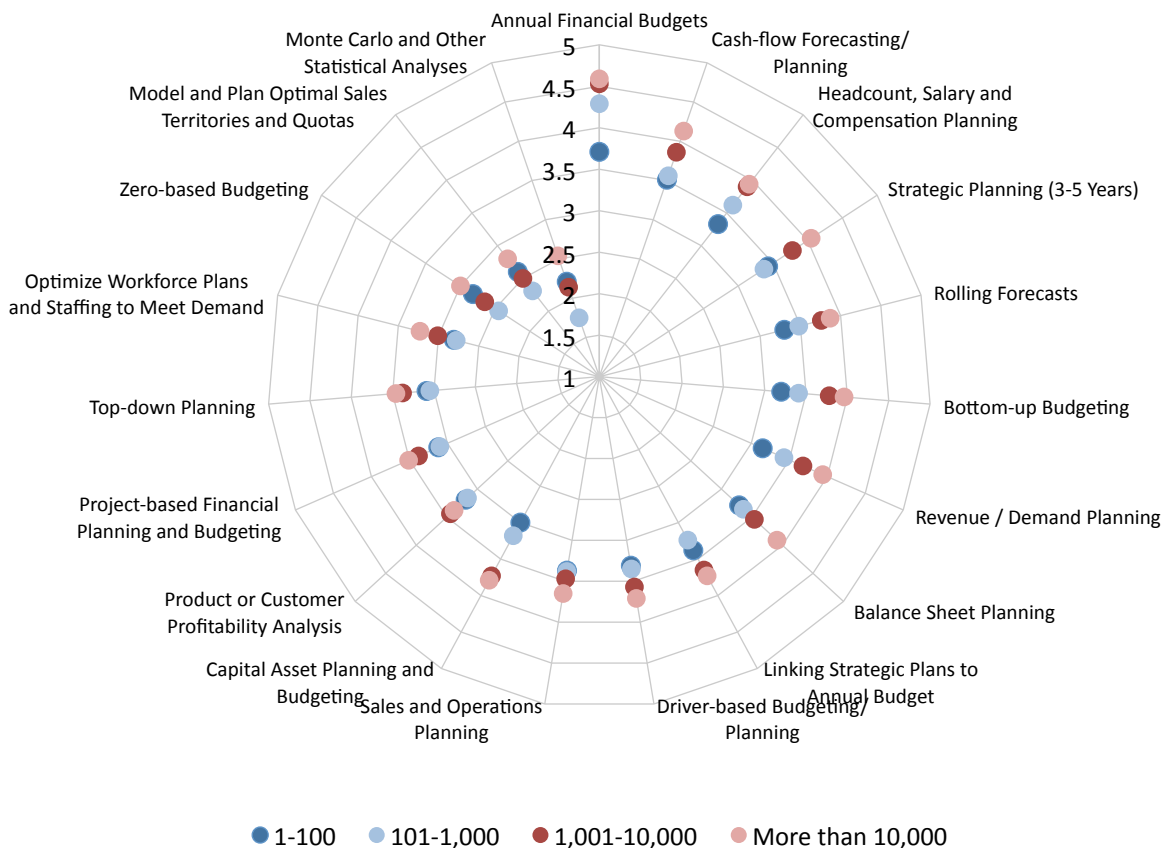


Figure 26 – EPM planning priorities by organization size

2022 Wisdom of Crowds® EPM Market Study Excerpt

The data revealed some differences in prioritization by geography (fig. 27). Although the overall prioritization of planning and budgeting capabilities follows similar patterns across geographies, there are some notable differences in importance levels given to specific capabilities by region. For example, respondents gave *Monte Carlo (and other statistical analyses)* and *modeling sales territories and quotas* very low importance ratings by respondents in North America and EMEA. As these regions represent the majority of the enterprise performance management market, these capabilities should not be a high priority for EPM vendors unless they are required to support other capabilities (for example, industry-specific requirements).

EPM Planning Priorities by Geography

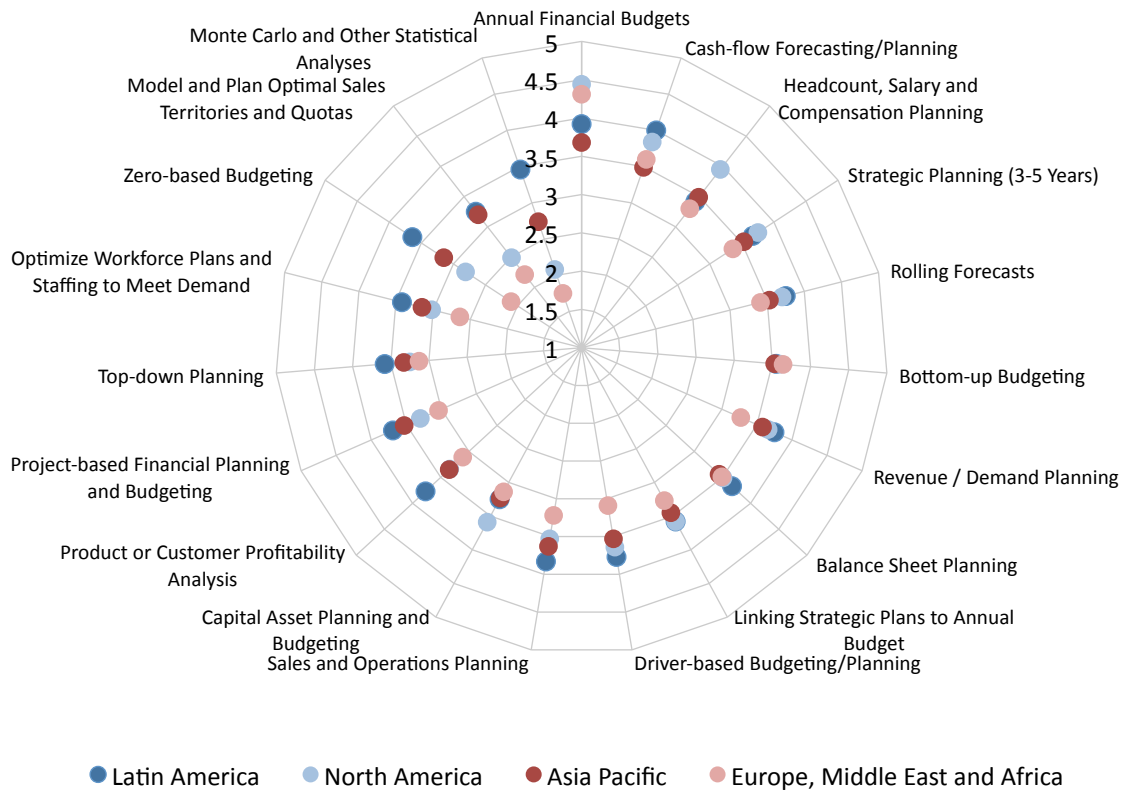


Figure 27 – EPM planning priorities by geography

Planning priorities are broadly similar across vertical industries but there are exceptions (fig. 28). For example, *Retail and Wholesale* organizations prioritize *cash-flow planning and forecasting* higher than other industries. This is because *Retail and Wholesale* organizations generally operate with tight profit margins, and monitoring cash flow is more important than in other industries. This planning capability is supported by most enterprise performance management vendors; yet adoption of EPM is lowest in the *Rand Wholesale* vertical. Data leaders in *Retail and Wholesale* organizations should work with end users to identify if enterprise performance management solutions could help improve cash-flow planning and forecasting.

Organizations evaluating enterprise performance management solutions should ensure these meet their industry needs and that any implementation partners have appropriate industry experience.

EPM Planning Priorities by Industry

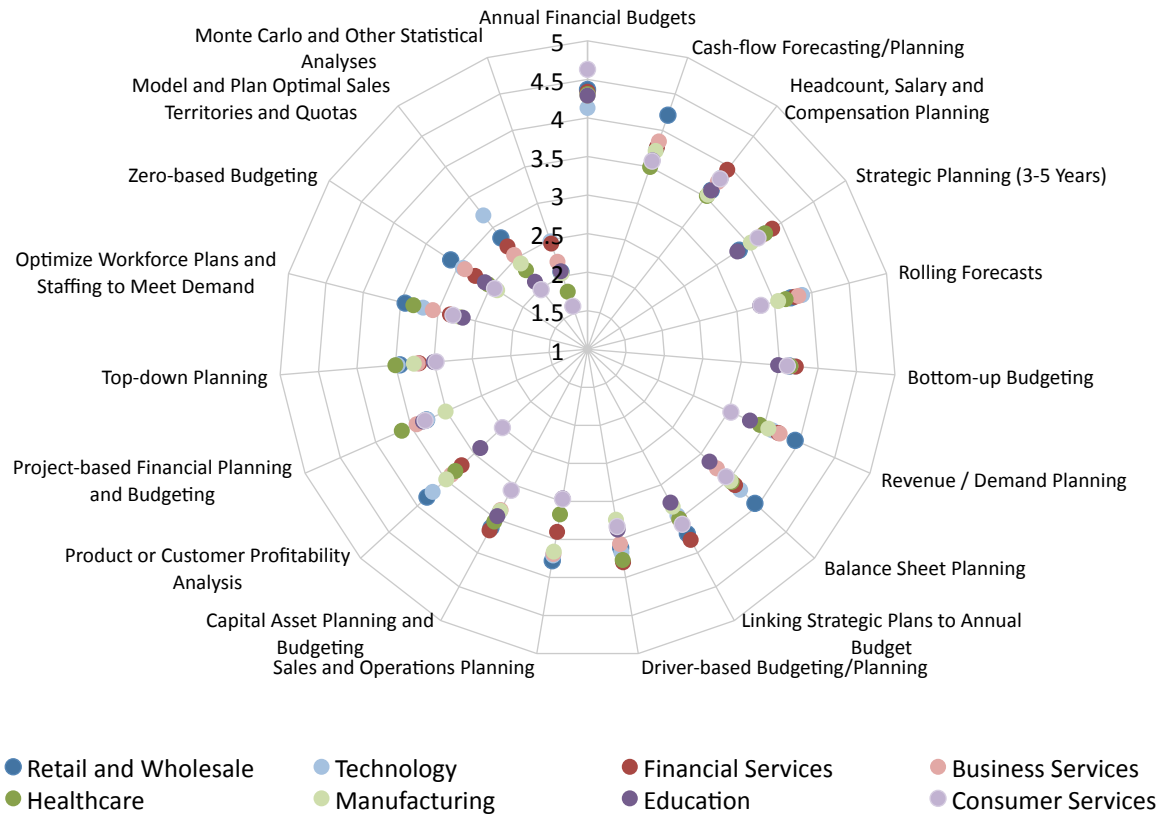


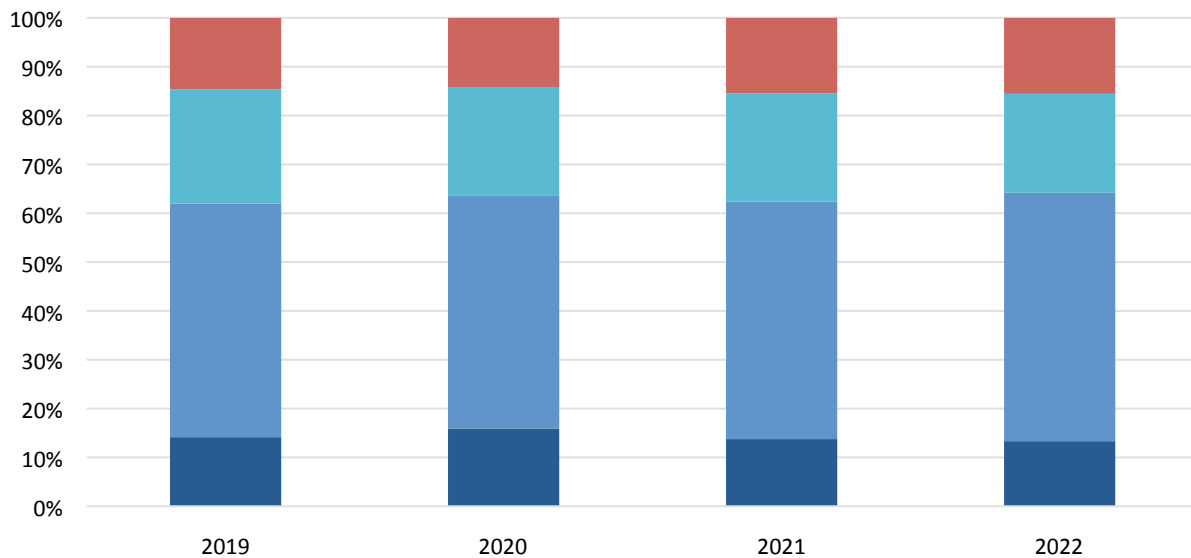
Figure 28 – EPM priorities by industry

Use of Rolling Forecasts in Enterprise Performance Management

Rolling forecasts are a method of continuous planning that allows management to look forward over a specific time period, typically 12 or 18 months. Organizations revise forecasts every month or quarter and provide a rolling-forward view of predicted performance. This contrasts with traditional annual budgeting cycles, where the view of future performance narrows as the year progresses, creating a skew towards short-term goals.

Rolling forecast usage is largely unchanged compared to 2021 (fig. 29). Sixty-four percent of respondents use *rolling forecasts* today (62 percent in 2020), and 13 percent replaced annual budgets with rolling forecasts (14 percent in 2019).

Rolling Forecast Use 2019-2022



- We use rolling forecasts instead of annual budgets to manage performance against plans and targets.
- We use rolling forecasts to provide an additional, forward-looking view to complement annual budgets, but we still manage performance against annual budgets.
- We do not currently use rolling forecasts, but we will use them at some point in the future.
- We do not currently use rolling forecasts and have no plans to use them in future.

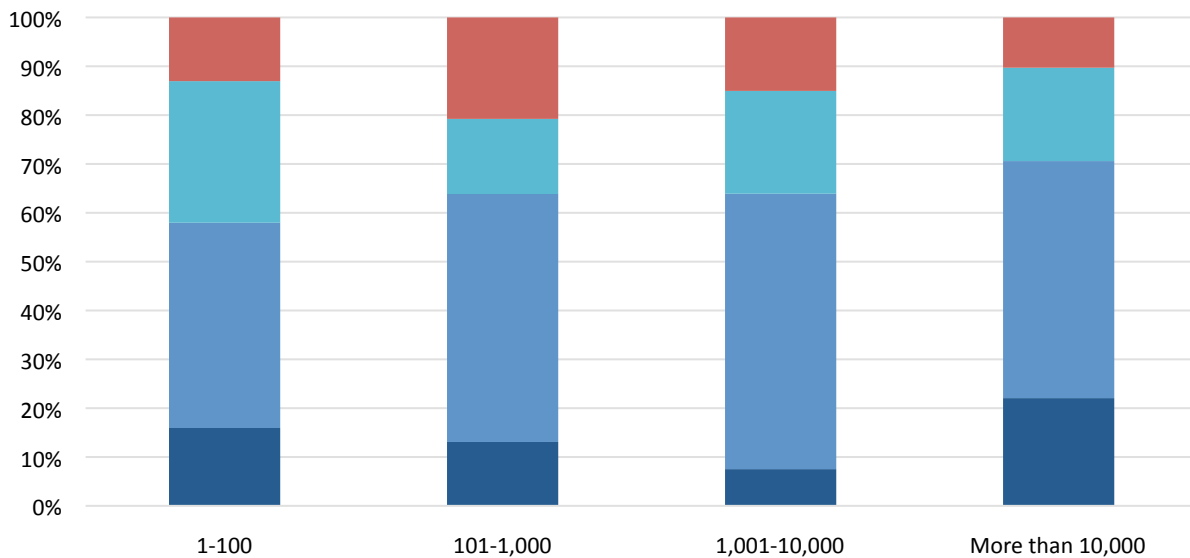
Figure 29 – Rolling forecast use, 2019-2022

This data confirms our observation in 2021 that rolling forecast adoption seemingly peaked. There does not appear to be a trend towards more organizations replacing annual budgets with rolling forecasts.

Those that see benefit in this approach already appear to have adopted it. The data show that rolling forecasts will likely not replace annual budgets as the primary control mechanism for enterprise performance management.

Overall usage patterns are broadly similar across organizations of different sizes, although *very large* organizations (more than 10,000 employees) have the highest adoption level for *replacing annual budgets with rolling forecasts* (22 percent) (fig. 30). *Small* organizations (1-100 employees) became more open to adopting rolling forecasts, with only 13 percent of respondents stating they had no plans to adopt, down significantly from 27 percent in 2021.

Rolling Forecast Use by Organization Size



- We use rolling forecasts instead of annual budgets to manage performance against plans and targets.
- We use rolling forecasts to provide an additional, forward-looking view to complement annual budgets, but we still manage performance against annual budgets.
- We do not currently use rolling forecasts, but we will use them at some point in the future.
- We do not currently use rolling forecasts and have no plans to use them in future.

Figure 30 – Rolling forecast use by organization size

2022 Wisdom of Crowds® EPM Market Study Excerpt

There are some notable variations in rolling forecast usage by industry (fig. 31). Use of *rolling forecasts* is highest in *Technology* and *Retail and Wholesale*, the two industries with the lowest overall adoption rates of enterprise performance management.

Retail and Wholesale has both the highest adoption level for *replacing annual budgets with rolling forecasts* (32 percent) and the second-highest level of resistance to the adoption of rolling forecasts (26 percent). There is clearly a split among respondents from *Retail and Wholesale* between those adopting the most advanced use of rolling forecasts and those that see no value in rolling forecasts, which may reflect the reasons for low adoption of EPM within this industry vertical. Some organizations adopt EPM best practices while others see limited value in the capabilities that EPM offers.

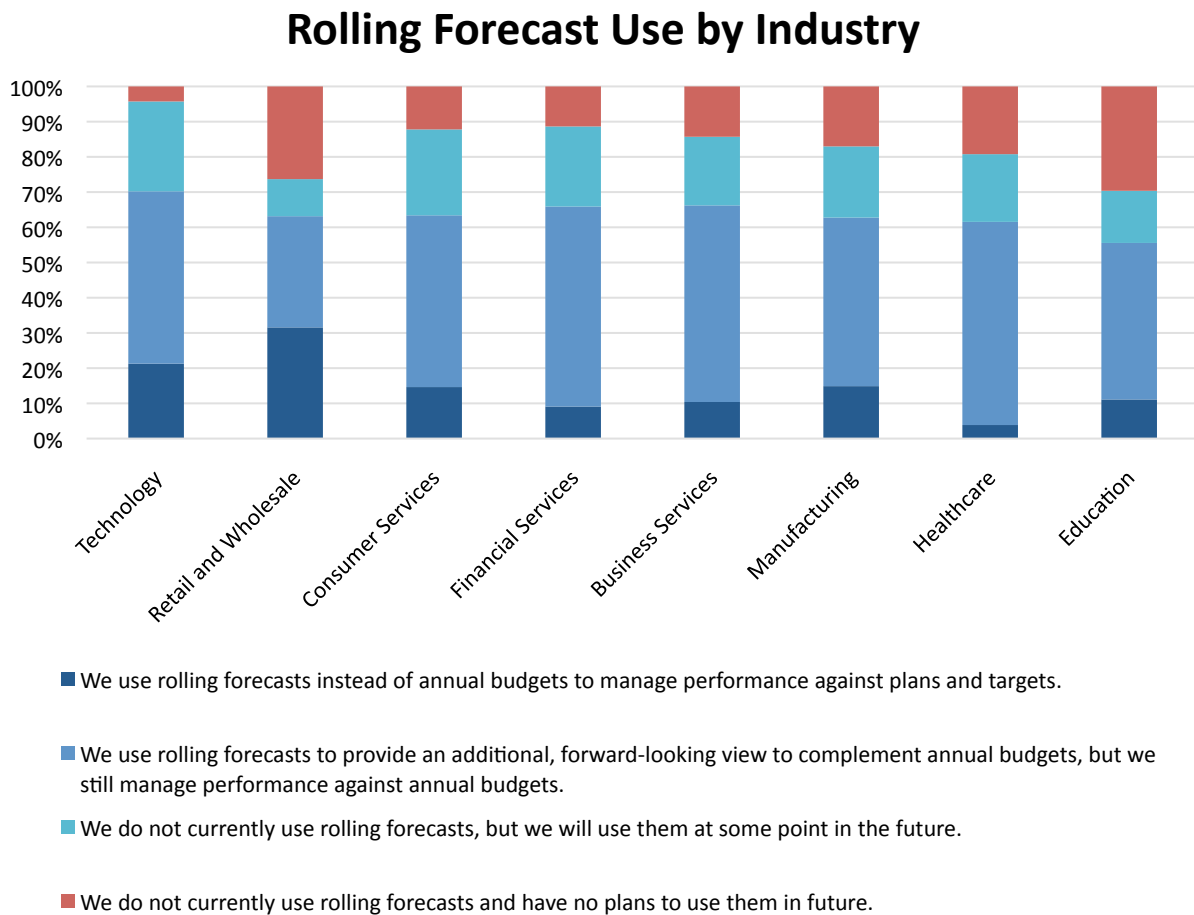


Figure 31 – Rolling forecast use by industry

2022 Wisdom of Crowds® EPM Market Study Excerpt

The *Technology* vertical has the highest overall adoption of *rolling forecasts* (70 percent) and the lowest resistance to their adoption (4 percent). Yet, adoption within the Technology industry remains low. Data leaders in Technology organizations that have not yet adopted enterprise performance management should engage with their peers that use EPM to understand how it delivered benefits, especially in the area of rolling forecasts.

The Impact of the COVID-19 Crisis on Budgeting and Planning

The 2022 survey included questions on how organizations changed their approach to budgeting and planning over the last two years due to the COVID-19 crisis and global economic conditions (fig. 32). We asked respondents to select one of the following responses:

- We are more flexible in our approach to budgeting and planning, relying less on fixed planning cycles and instead replanning/forecasting as required by business conditions.
- We use the annual budget process more rigorously to control business operations, and the budget became more important in how we manage enterprise performance.
- Nothing much has changed; our approach to budgeting and planning is largely the same as pre-COVID.

COVID-19 Impact on Budgeting and Planning

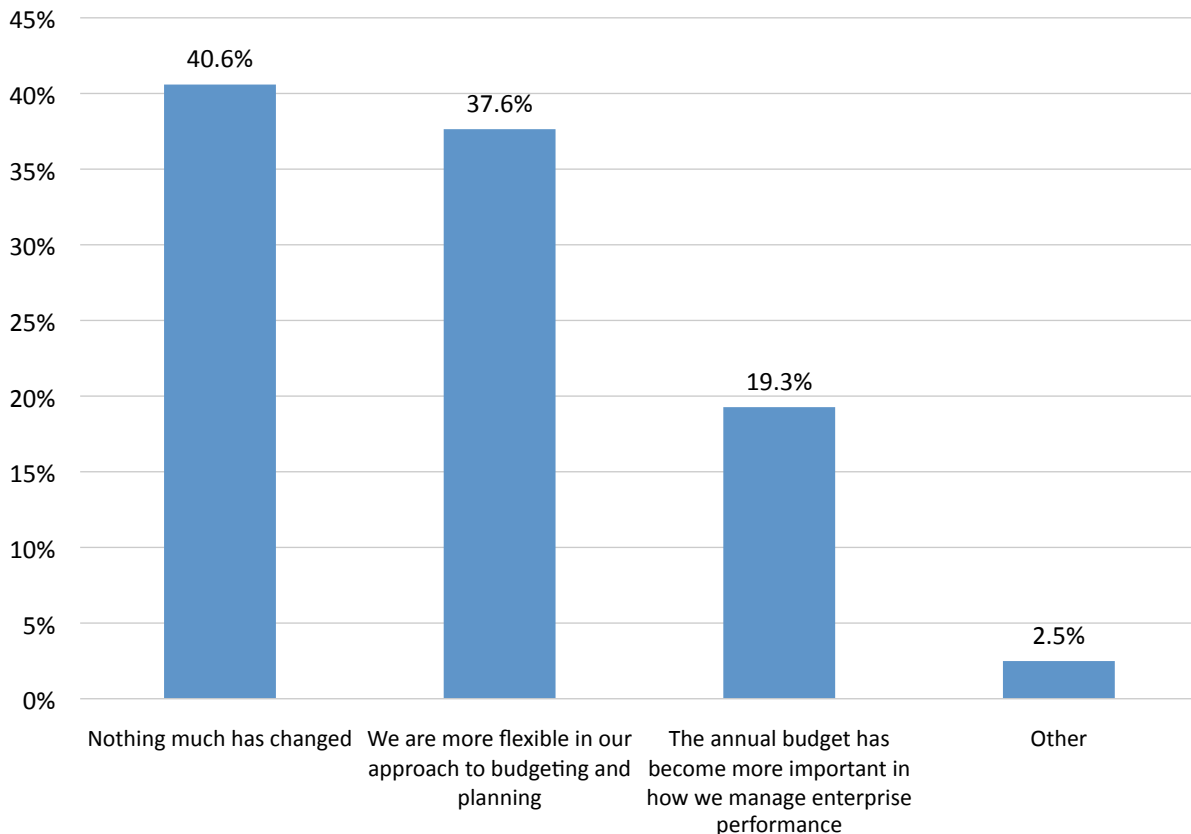


Figure 32 – COVID-19 impact on budgeting and planning

2022 Wisdom of Crowds® EPM Market Study Excerpt

Nearly 41 percent of respondents stated that nothing much had changed, but 38 percent stated they had adopted a more flexible approach to *budgeting and planning*, indicating they were using budgeting and planning to respond more proactively to uncertain business conditions. However, 19 percent of respondents stated that the *annual budget* had become more important, indicating they were using the budget to impose tighter financial controls.

The data show that *large* organizations (1,001-10,000 employees) and *very large* organizations (more than 10,000 employees) were somewhat more flexible in their approach to budgeting and planning as a result of the COVID-19 crisis, while nothing much changed for 47 percent of *small* organizations (1-100 employees) (fig. 33).

COVID-19 Impact on Budgeting and Planning by Organization Size

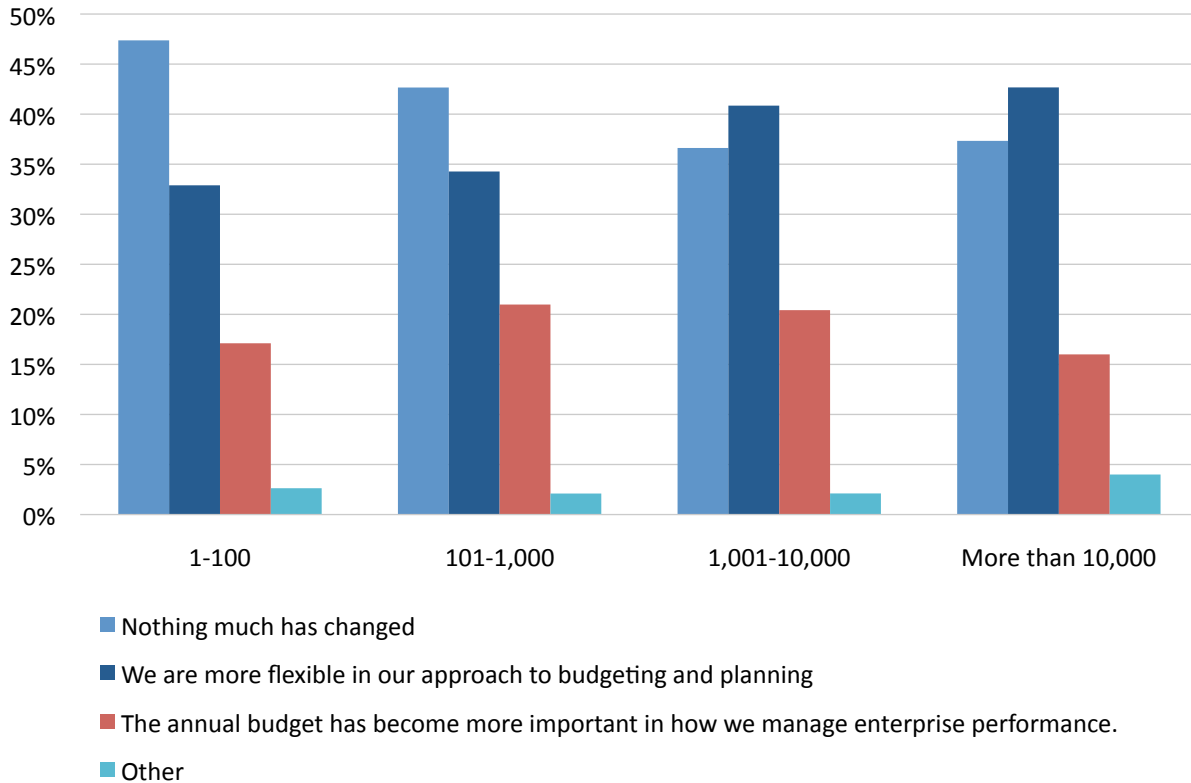


Figure 33 – COVID-19 impact on budgeting and planning by organization size

There are some significant differences by industry in how approaches to budgeting and planning changed in response to the COVID-19 crisis (fig. 34). Forty-six percent of respondents from the *Technology* industry state their approach to budgeting and planning became *more flexible*, higher than any other industry vertical. By contrast, 38 percent of respondents from the *Education* industry state the annual budget became *more important*. These data show how the impact of business uncertainty varies by industry. Technology companies need to respond rapidly to changing business conditions, whereas educational institutions are likely to face restricted funding sources as a result of the COVID-19 crisis and therefore need to focus on controlling costs.

COVID-19 Impact on Budgeting and Planning by Industry

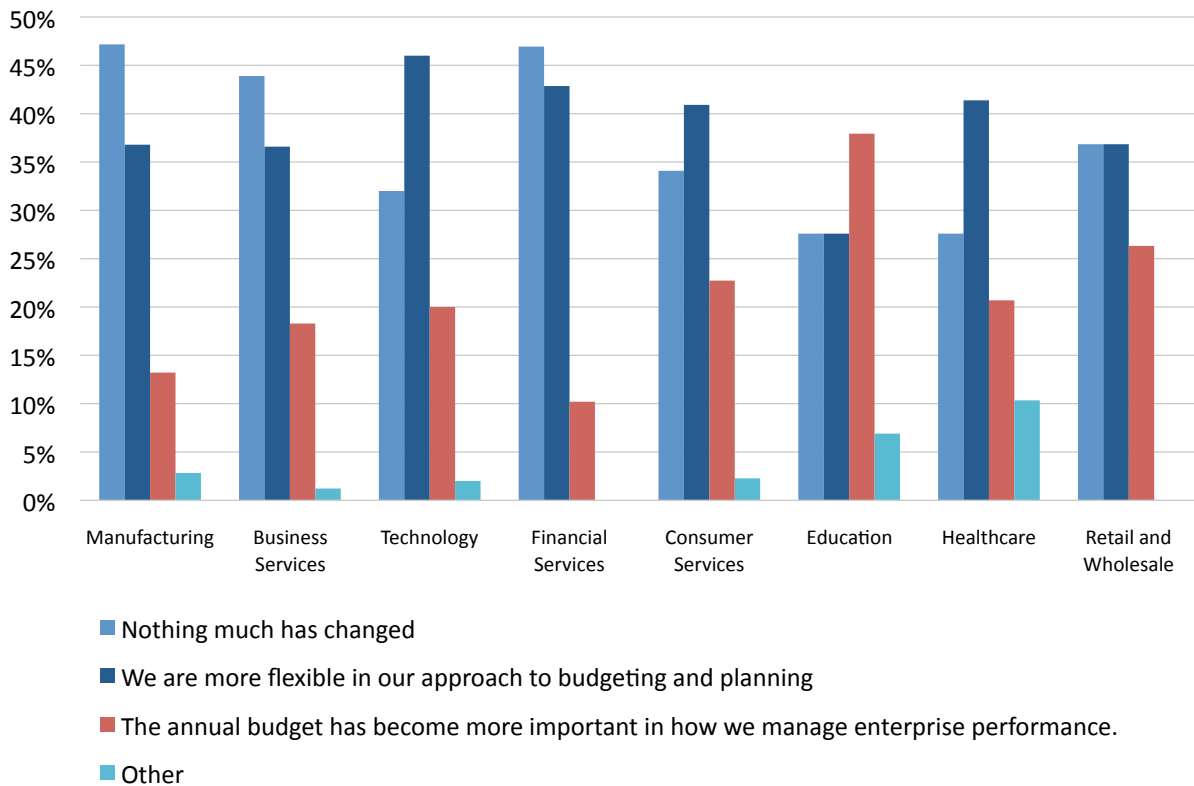


Figure 34 – COVID-19 impact on budgeting and planning by industry

2022 Wisdom of Crowds® EPM Market Study Excerpt

The survey also asked how budgeting and planning processes changed over the last two years due to the COVID-19 crisis and uncertain global economic conditions. We asked respondents to select which of the following statements applied to their organization (multiple selections were allowed):

- We increased the frequency of forecasting and re-planning.
- We focus more on KPIs and key business drivers rather than budget line item detail.
- We reduced the time it takes to produce budgets and forecasts.
- We make greater use of scenario planning to help the business be better prepared for rapid changes in business conditions.
- We changed the KPIs and budget categories that we use to monitor business performance.

The most popular responses were *increased frequency of forecasting* (43 percent) and *focusing more on key performance indicators and business drivers* (41 percent) (fig. 35).

COVID-19 Impact on Budgeting and Planning Processes

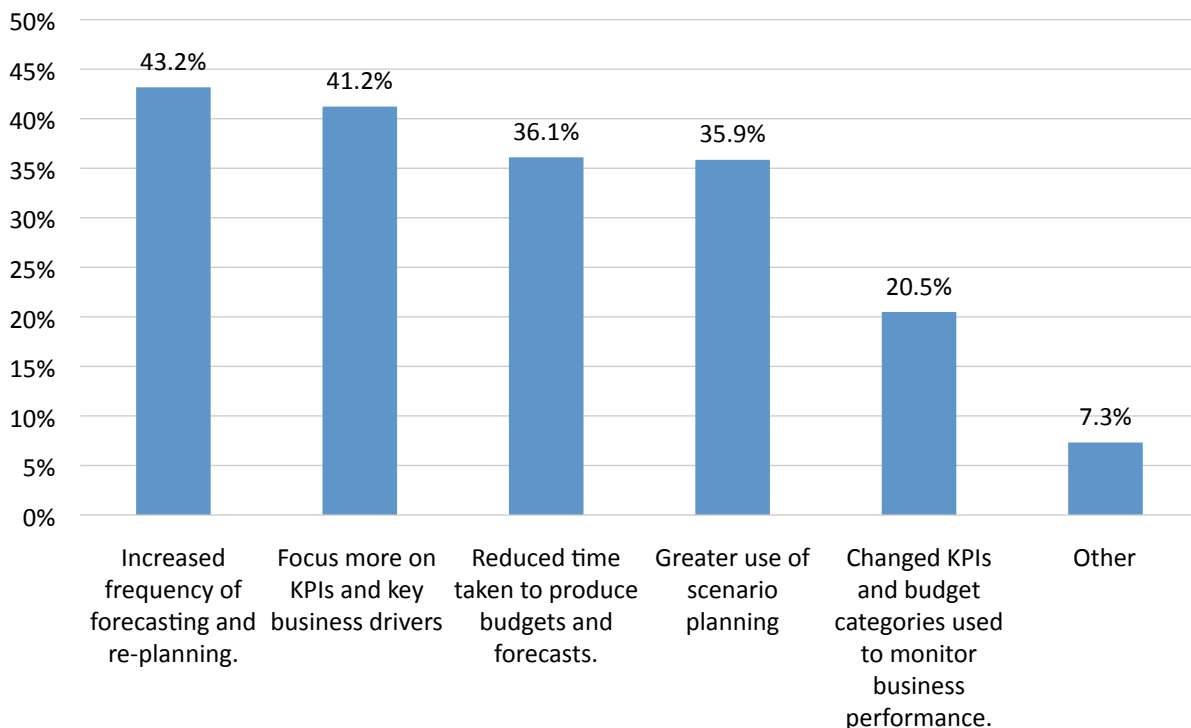


Figure 35 – COVID-19 impact on budgeting and planning processes

2022 Wisdom of Crowds® EPM Market Study Excerpt

Overall, it's clear that budgeting and planning processes in many organizations changed in response to the COVID-19 crisis. As it appears the world is heading into a period of continuing economic uncertainty, organizations that made these budgeting and planning process changes are better equipped to face ongoing challenges. Data leaders need to ensure their organizations leverage investments in enterprise performance management to improve the flexibility and responsiveness of their budgeting and planning processes.

The data show that *small* organizations (1-100 employees) have the highest preference for *focusing more on KPIs and business drivers* (50 percent), whereas *greater use of scenario planning* is most popular with *very large* organizations (more than 10,000 employees) (fig. 36).

COVID-19 Impact on Budgeting and Planning Processes by Organization Size

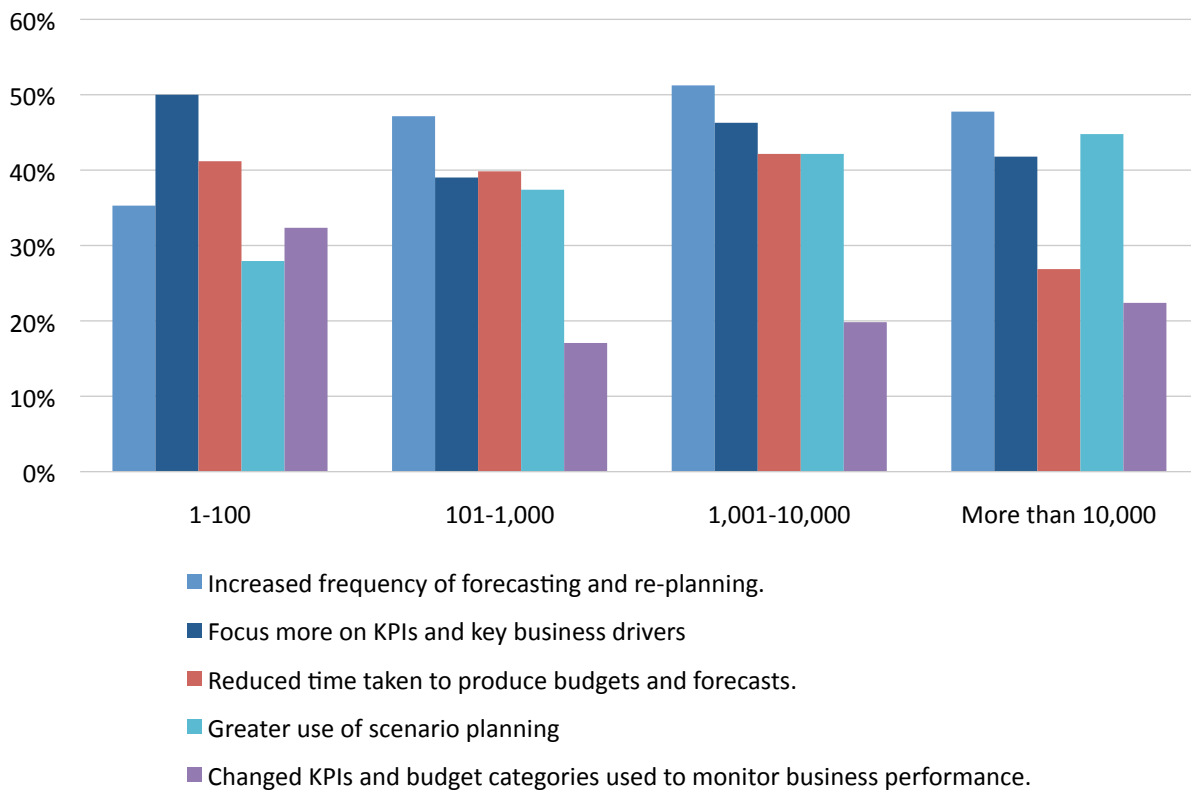


Figure 36 – COVID-19 impact on budgeting and planning processes by organization size

An increased focus on KPIs and key business drivers is also more popular with *young businesses*, with 62 percent of respondents from organizations aged less than five years selecting this option (fig. 37). *Older organizations* (11 years and older) focus more on *increasing the frequency of forecasting and re-planning*. This likely reflects the greater maturity of their IT capabilities compared to younger organizations, although very young organizations overcome any limitations in their IT capabilities by focusing on the KPIs that are key to their business success.

COVID-19 Impact on Budgeting and Planning Processes by Organization Age

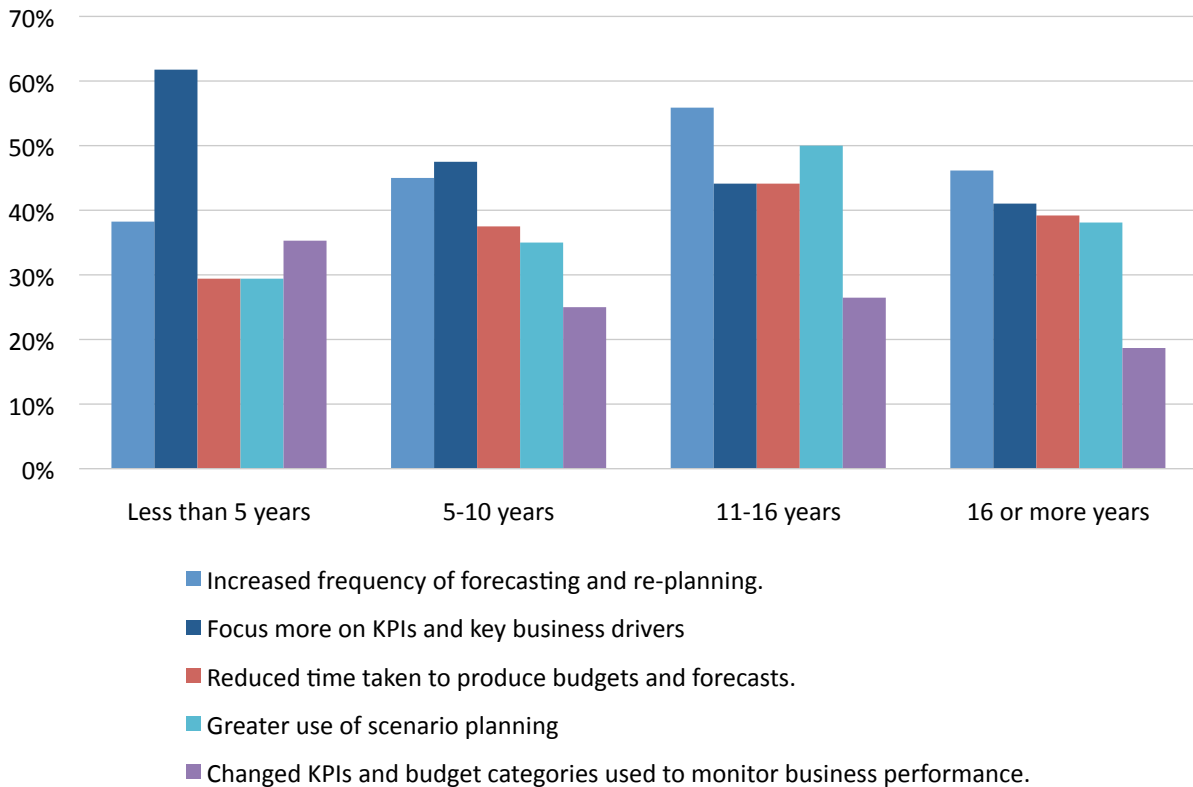


Figure 37 – COVID-19 impact on budgeting and planning processes by organization age

Impact of Artificial Intelligence on Enterprise Performance Management

Artificial intelligence (AI) and machine learning are emerging technologies in enterprise performance management. Machine learning has the potential to significantly improve forecast accuracy in planning applications, and it is possible to envisage a new generation of enterprise performance management applications built on AI platforms.

Resistance to AI-based forecasting and planning continues its slow downward trend, dropping slightly by 1 percent from 14 percent in 2021 to 13 percent in 2022 (fig. 38). The split between respondents that see significant potential in AI and machine learning and those whose users will likely resist its adoption remains. Most respondents are *undecided*; 52 percent view the technology as *unproven and potentially costly*, making it hard to build a compelling business case. This is unchanged from 2021.

AI Impact on EPM 2019-2022

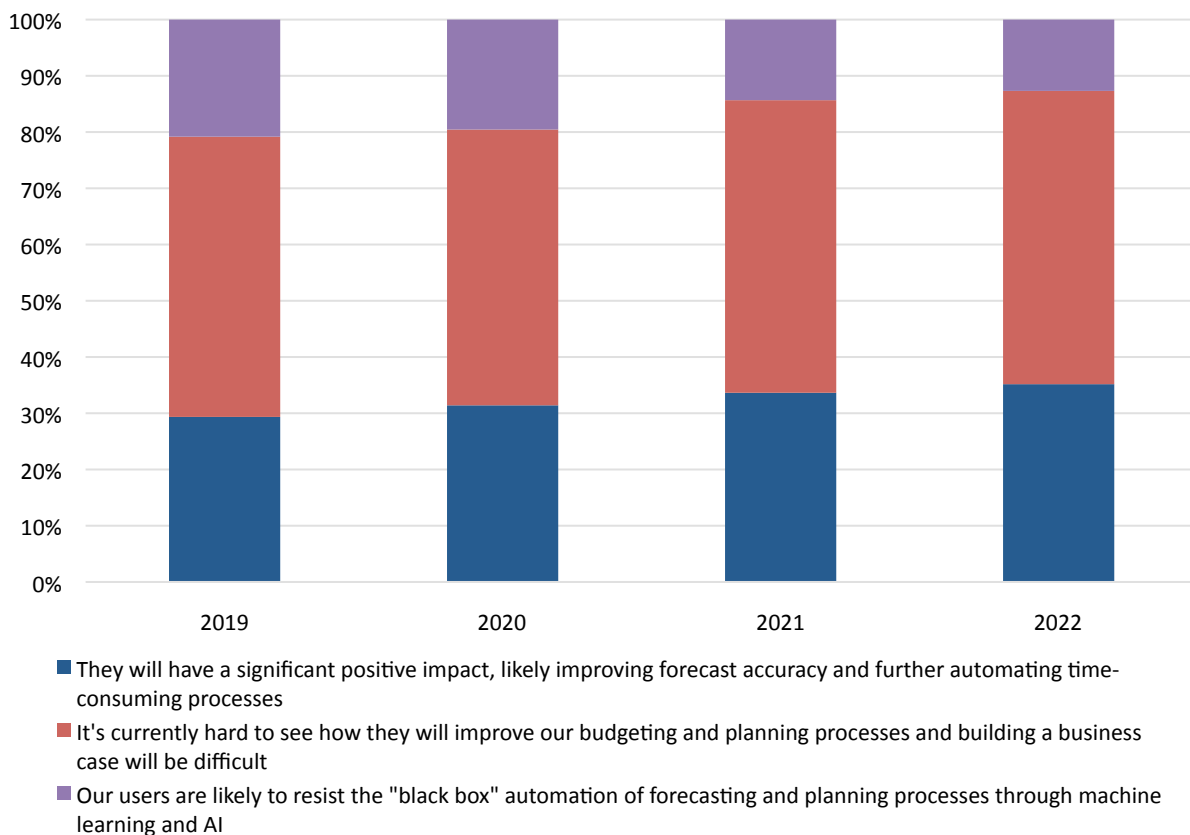


Figure 38 – AI impact on EPM 2019-2022

There are some significant differences in attitudes to AI and machine learning across industries (fig. 39). *Technology* and *Retail and Wholesale* see the *biggest potential positive impacts* (46 percent and 44 percent, respectively), while *Healthcare* has the *greatest level of resistance* to AI (22 percent) and sees the least potential benefits (19 percent). *Technology* and *Retail and Wholesale* are two of the industries with the lowest adoption of enterprise performance management; therefore, vendors could consider targeted use cases for AI and machine learning in these industries as a way of encouraging adoption.

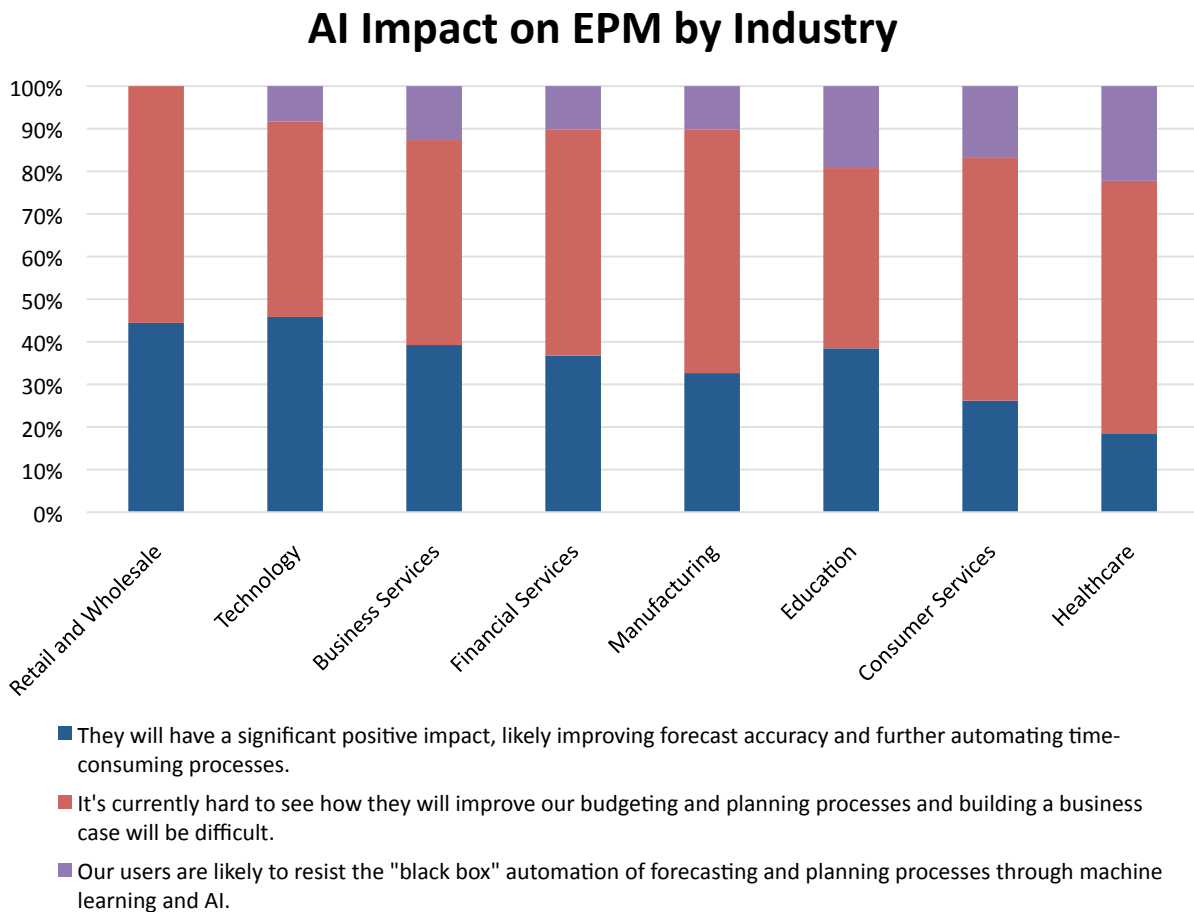


Figure 39 – AI impact on EPM by industry

We also asked respondents how they would source AI and machine learning capabilities for EPM software (fig. 40). The results show little change in attitudes from 2021. Most organizations expect these capabilities to be bundled in a future release by enterprise performance management vendors (75 percent in 2022 compared to 77 percent in 2021). The percentage of organizations prepared to be *early adopters* of AI and machine learning capabilities is down slightly to 32 percent (34 percent in 2021).

EPM Deployment of AI and Machine Learning

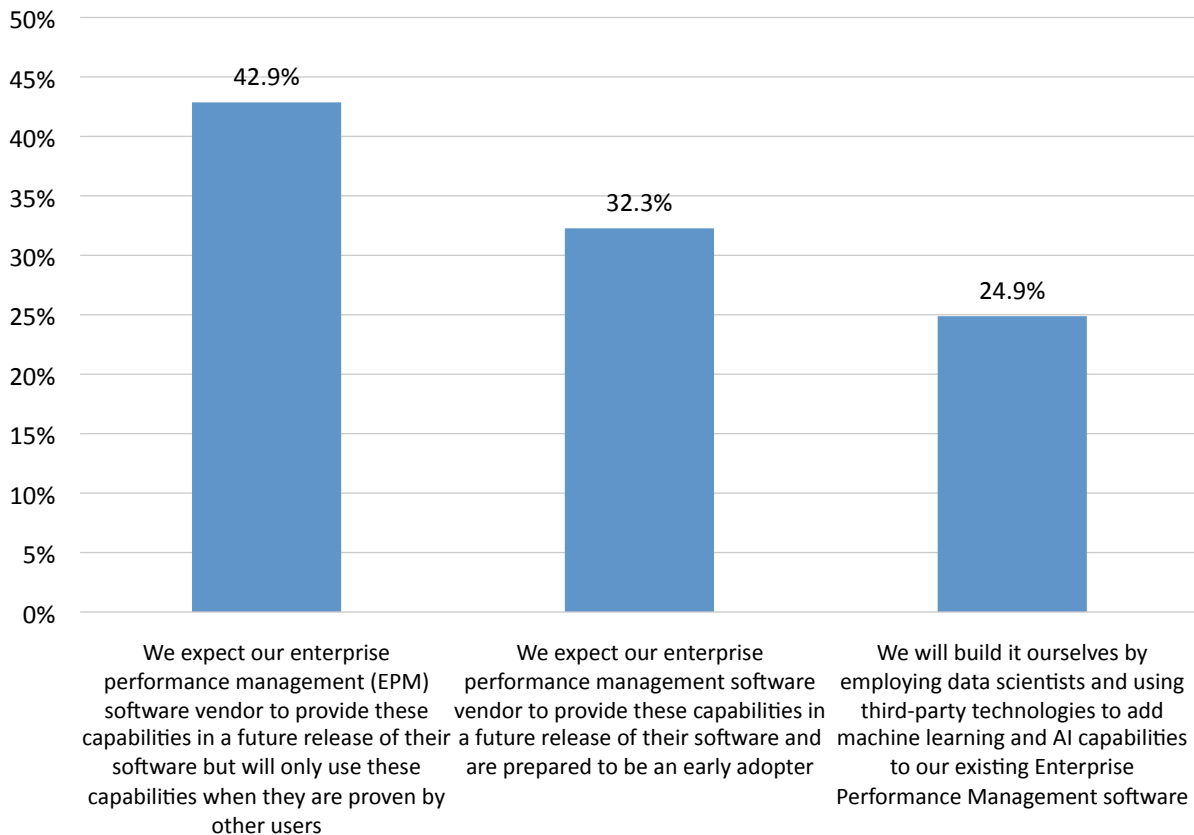


Figure 40 – EPM deployment of machine learning and AI, 2020-2021

Overall, with 52 percent of respondents uncertain about the business value of machine learning and AI, and with 75 percent expecting these to be bundled with enterprise performance management software, there is still a clear opportunity for vendors to differentiate themselves in the market with machine learning and AI, especially with industry-specific use cases.

Deployment Options for Enterprise Performance Management

Respondents overall rate cloud deployment options for enterprise performance management solutions more important than on-premises deployment (fig. 41). In 2022, around 69 percent of respondents rate both *SaaS / public cloud* and *private cloud/hosted* either *critical*, *very important*, or *important*. In 2021, these percentages were 65 percent and 68 percent, respectively.

On-premises continues to decline in importance as a deployment option for enterprise performance management, with 41 percent of respondents rating it not important. This was an increase from 38 percent in 2021.

Importance of Deployment Options for EPM

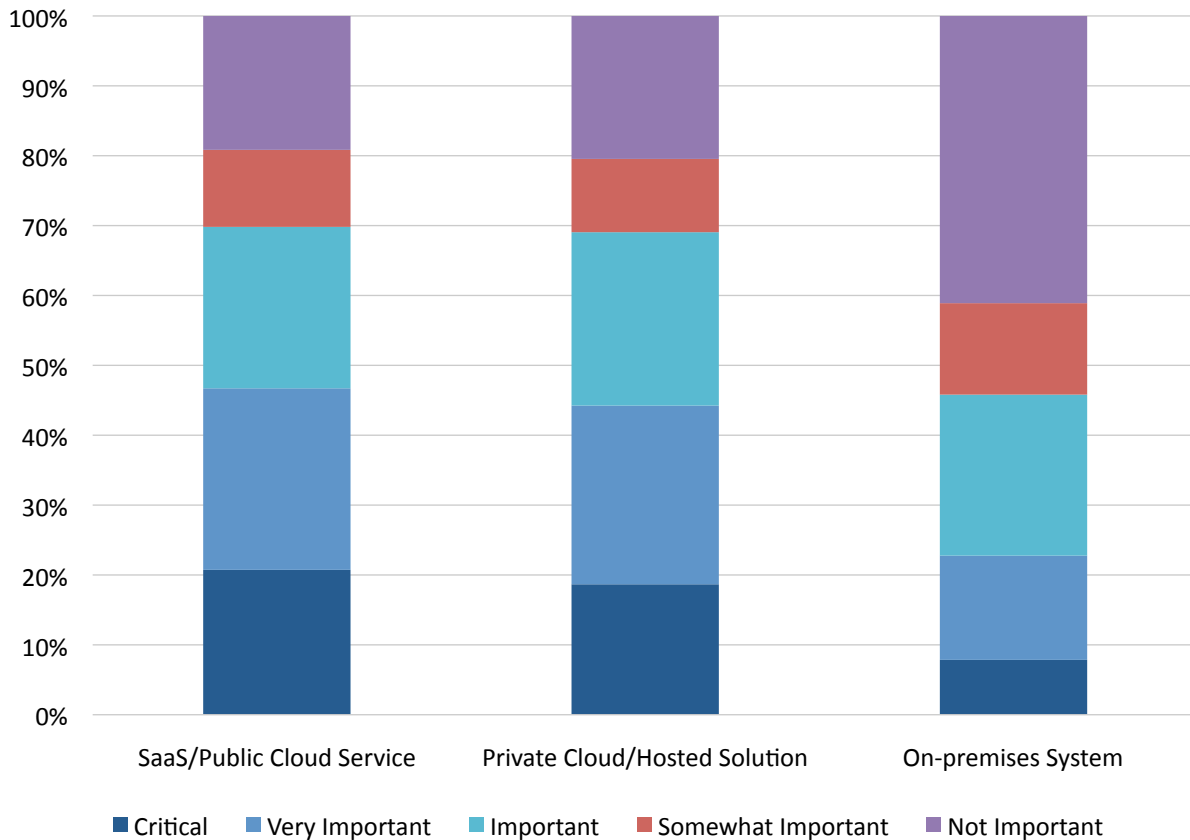


Figure 41 – Importance of deployment options for EPM

There is an important shift in importance of deployment options by geography in 2022 (fig. 42). Respondents in all regions rate both types of cloud deployment as more important than on-premises, further confirming the overall decline in on-premises as a deployment option for enterprise performance management solutions.

Mean Importance of Deployment Options for EPM by Geography

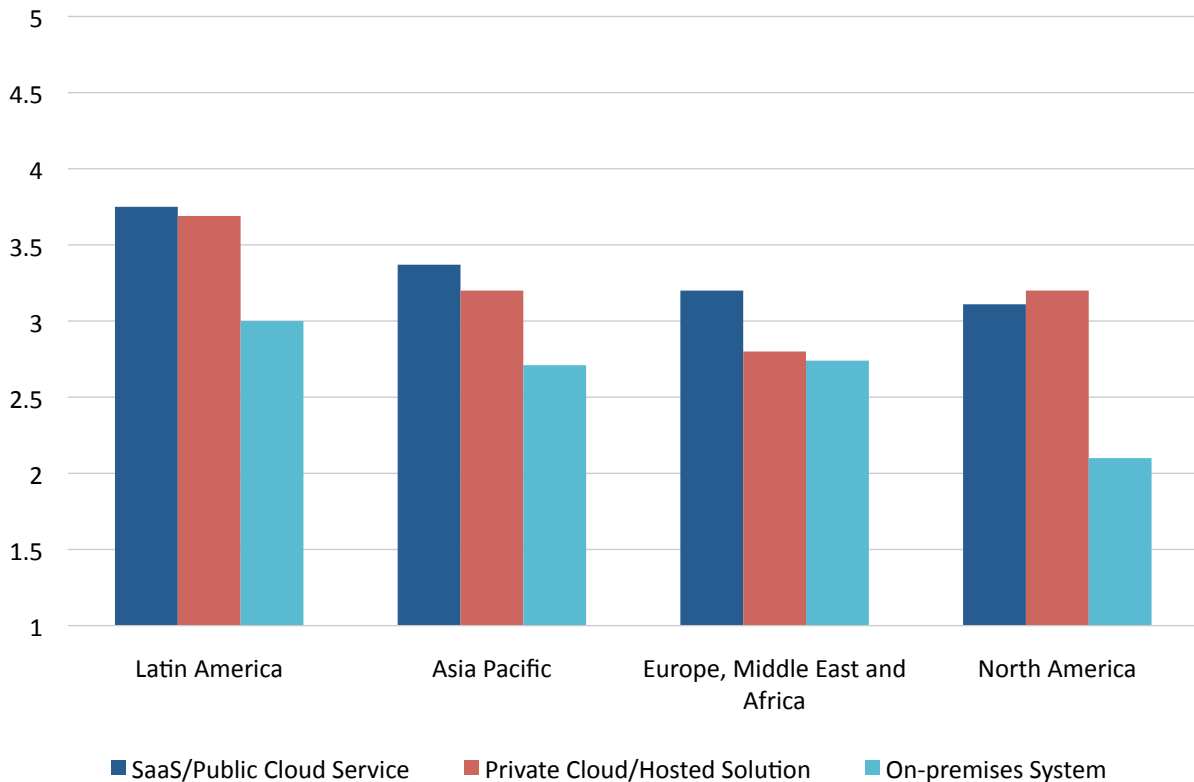


Figure 42 – Mean importance of EPM deployment options by geography

The decline of importance of on-premises as a deployment option is most apparent among larger organizations (fig. 43). The weighted-mean importance rating for respondents from *large* organizations (1,001-10,000 employees) declined from 2.64 in 2021 to 2.31 in 2022, while the same measure declined from 3.02 in 2021 to 2.79 in 2022 among respondents from *very large* organizations (more than 10,000 employees).

Overall importance ratings for all deployment options are not high, with few mean importance ratings greater than 3.5. This implies that deployment capabilities are not a major factor in enterprise performance management evaluations, and vendors should be wary of pushing a specific deployment option. Offering *cloud deployment* options will not compensate for functional deficiencies in competitive situations. However, the 2022 data shows that on-premises solutions are not a strategic option, either for vendors or end users.

Importance of Deployment Options for EPM by Organization Size

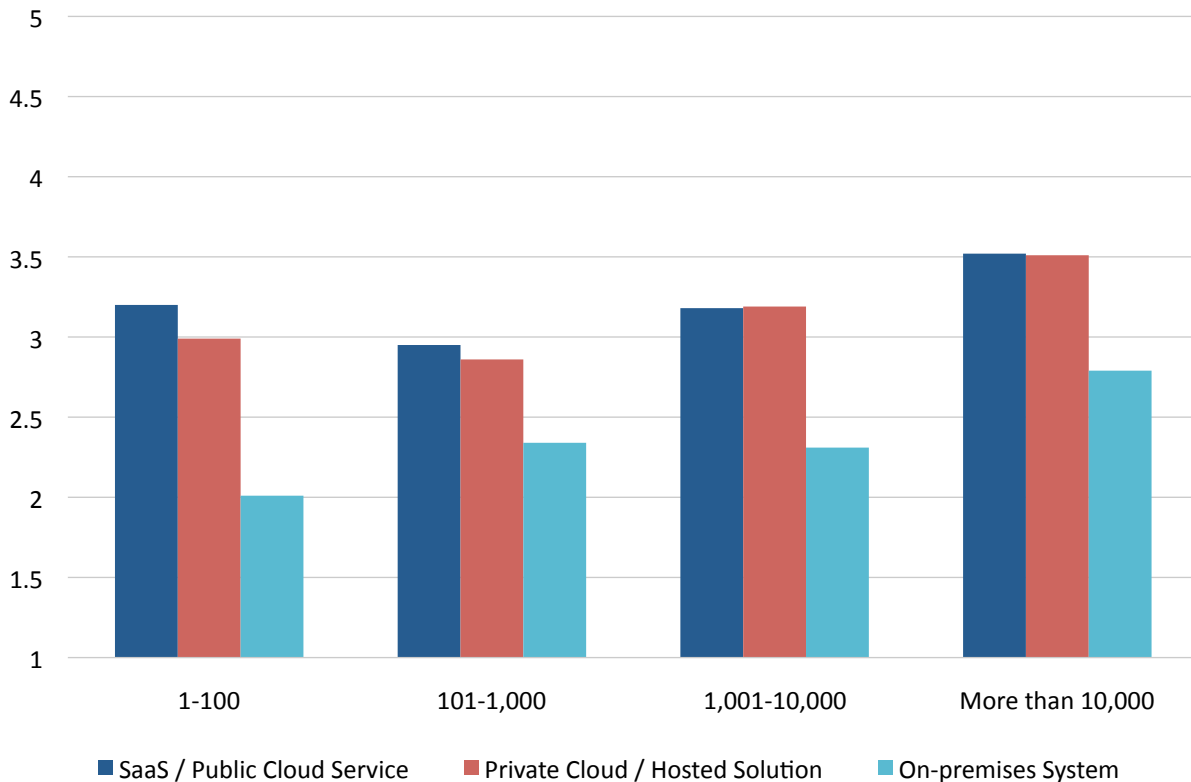


Figure 43 – Mean importance of EPM deployment options by organization size

There are a few notable variations in importance of deployment options by vertical industry (fig. 44). Although all industries rate *cloud deployment* options more important than *on-premises deployment*, respondents from some industries rate private cloud/hosted deployment more important than *SaaS/public cloud*. This difference is greatest among respondents from *Financial Services* organizations, with a mean importance rating of 3.61 for *private cloud / hosted solutions* compared to 2.86 for *SaaS / public cloud services*. This is likely due to security concerns over SaaS / public cloud in some industries, Financial Services being the prime example.

Data leaders involved in enterprise performance management evaluations should ensure that cloud offerings meet their organization’s security standards, while vendors need to develop their industry strategy to address industry-specific concerns over cloud deployment.

Importance of Deployment Options for EPM by Industry

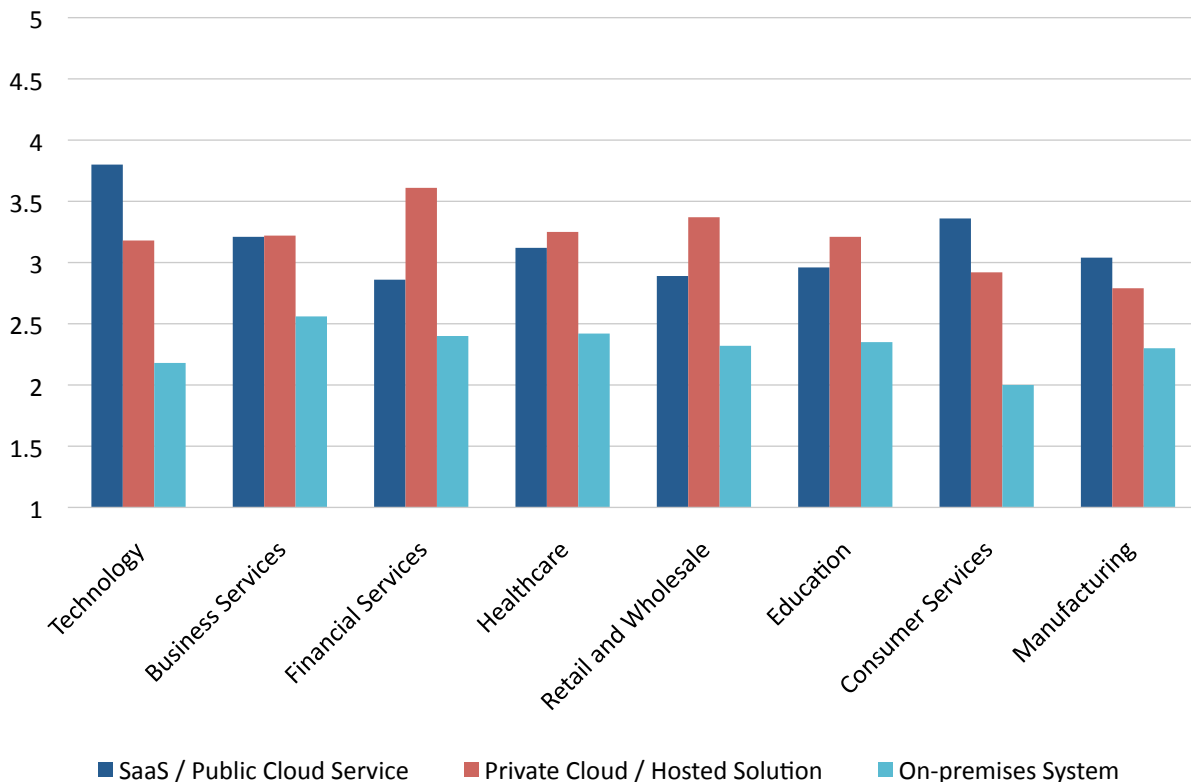


Figure 44 –Importance of EPM deployment options by industry

The Role of Enterprise Performance Management in Enterprise Architecture

We asked respondents how enterprise performance management systems are managed and governed in the overall context of their organization’s enterprise architecture (fig. 45).

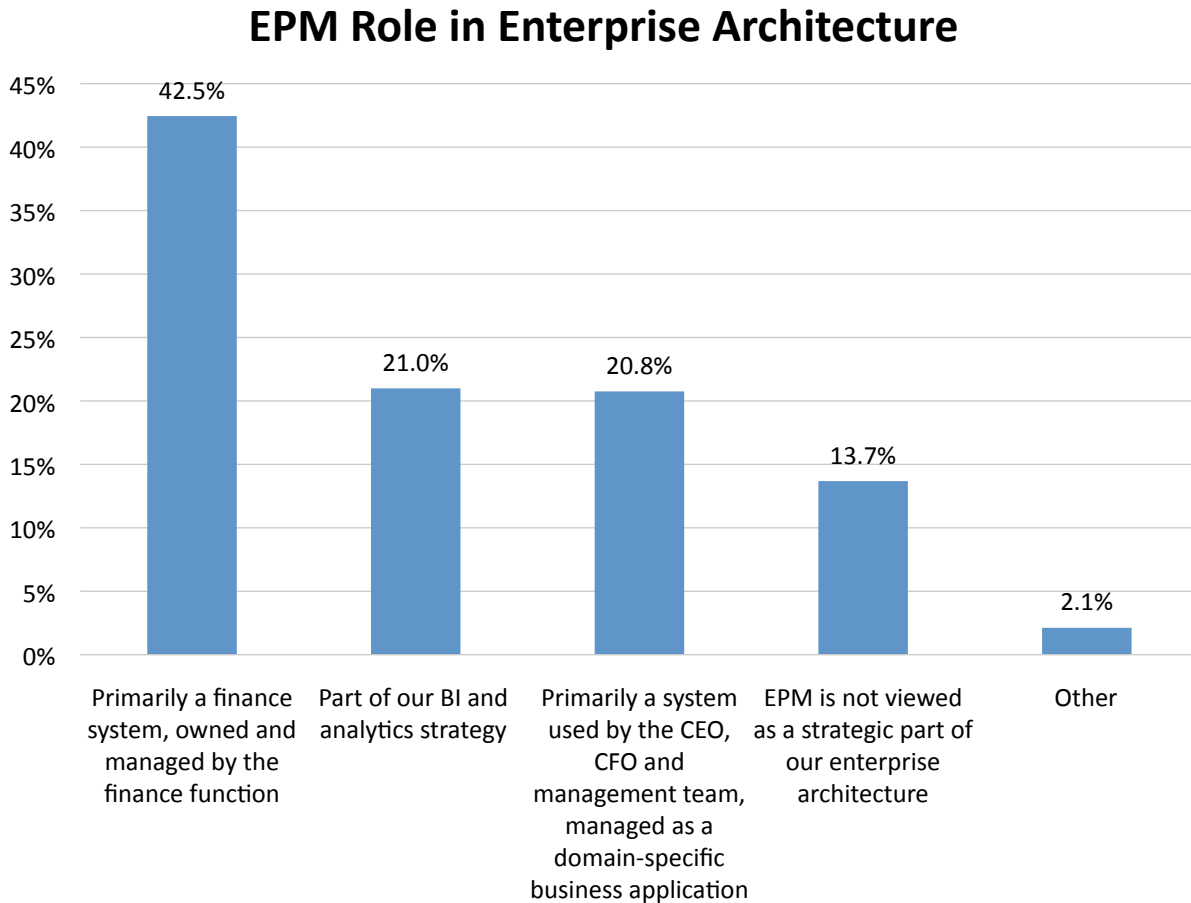


Figure 45 – EPM role in enterprise architecture

Around 43 percent of respondents state that enterprise performance management is viewed primarily as a finance system, which means that although IT provides support, strategic direction for the deployment and use of EPM comes from the CFO and finance team. Twenty-one percent of respondents state it forms part of their BI and analytics strategy, while nearly 21 percent view it as a domain-specific application for the senior management team. Only 14 percent do not view enterprise performance management as a strategic part of their enterprise architecture, instead approaching EPM on a purely tactical basis and deploying specific capabilities as needed.

There are some interesting variations on the role of enterprise performance management in enterprise architecture by geography (fig. 46). While *North America* and *EMEA* mostly view enterprise performance management as a *finance system* (45 percent and 44 percent, respectively), respondents in *Asia Pacific* view EPM more as an application *used by the management team*. Respondents from *North America* are least likely to view EPM as *part of a BI and analytics strategy* (17 percent), while respondents from *Latin America* are least likely to view enterprise performance management as a *strategic part of enterprise architecture* (31 percent).

EPM Role in Enterprise Architecture by Geography

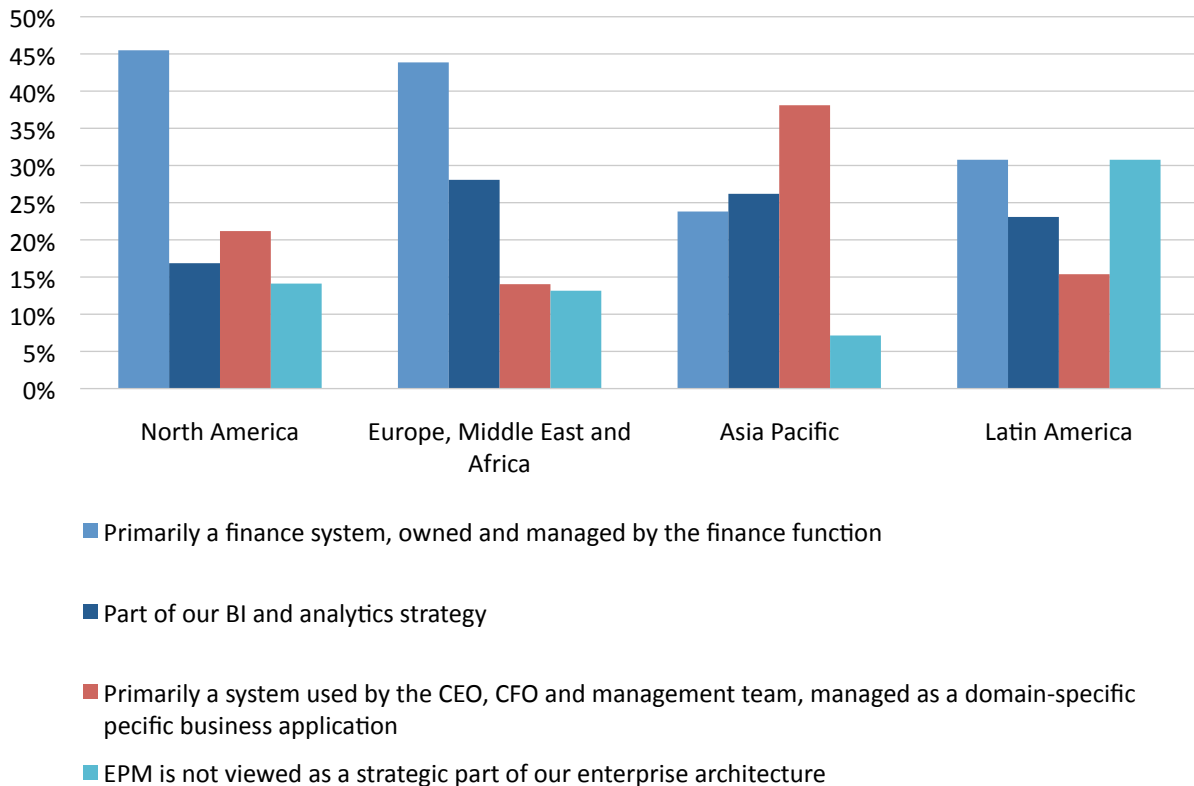


Figure 46 – EPM role in enterprise architecture by geography

Organization size also has an impact on how enterprise performance management is viewed in the context of enterprise architecture (fig. 47). Enterprise performance management is *viewed least strategically* by *small* organizations (1-100 employees), but EPM is viewed by them *more as a solution for the CEO and management team* compared to *larger* organizations. *Mid-sized* organizations (101-1,000 employees), *large* organizations (1,001-10,000 employees), and *very large* organizations (more than 10,000 employees) all view enterprise performance management primarily as a *finance* system (46 percent, 44 percent, and 49 percent, respectively).

EPM Role in Enterprise Architecture by Organization Size

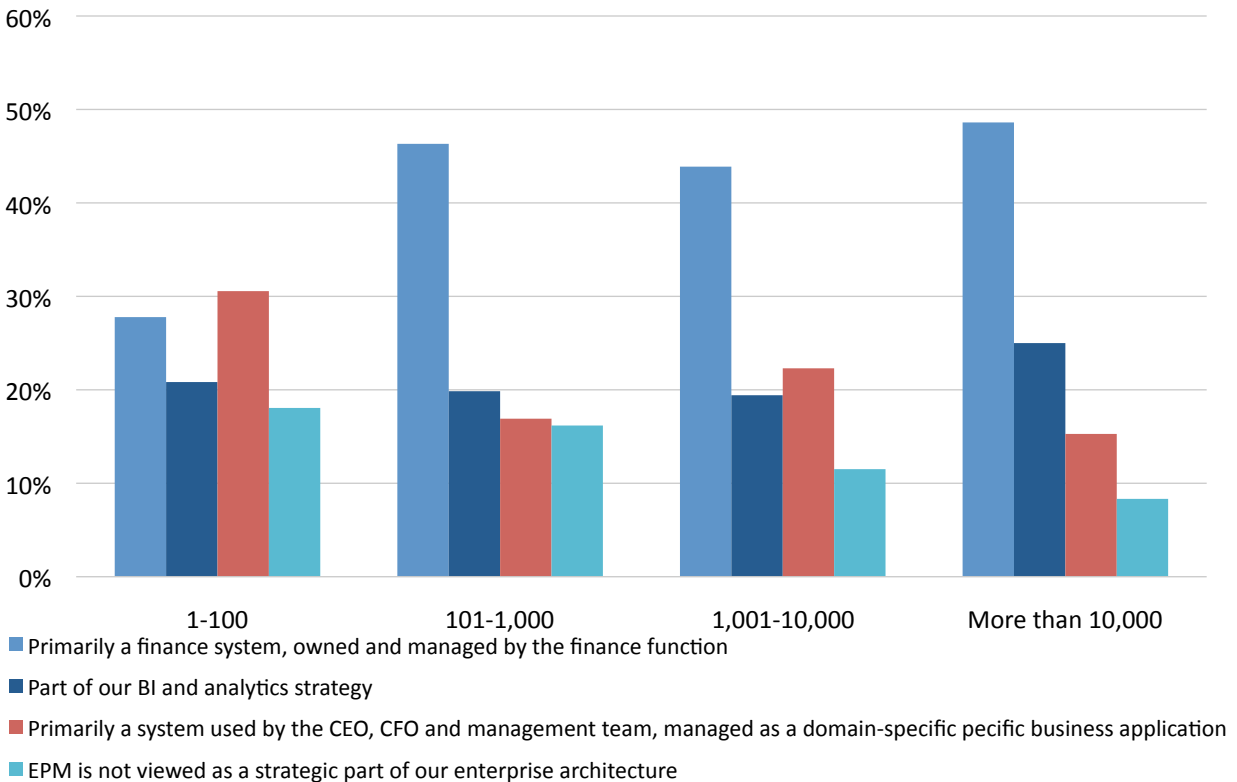


Figure 47 – EPM role in enterprise architecture by organization size

2022 Wisdom of Crowds® EPM Market Study Excerpt

This data show that vendors have an opportunity to tailor marketing and implementation strategies to address the different perceived roles of EPM within enterprise architecture. For example, marketing strategies for *small* organizations could focus more on helping the CEO and management team to manage the organization as it grows rather than focusing on specific finance capabilities.

There is no “right” answer to the question “what role does enterprise performance management play in enterprise architecture?”. The data show that organizations are able to achieve success with BI regardless of their approach to enterprise performance management (fig.48).

EPM Role in Enterprise Architecture by Success with BI

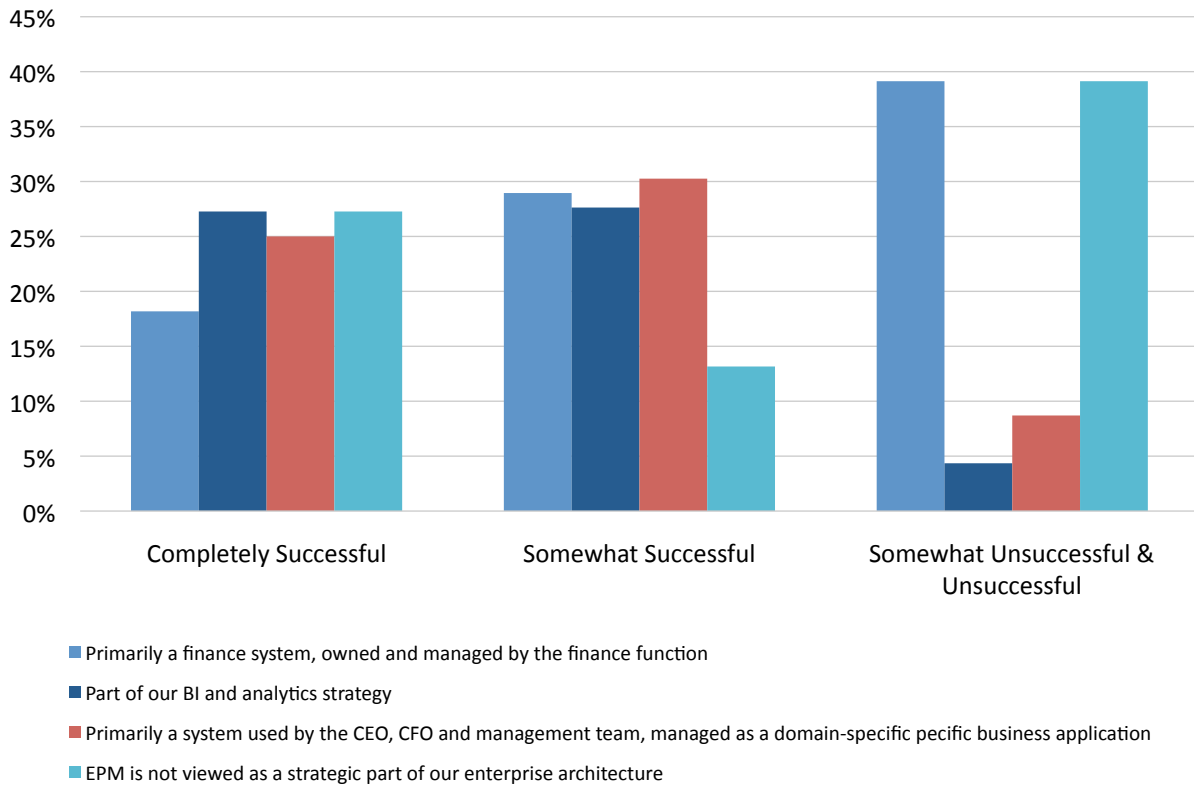


Figure 48 – EPM role in enterprise architecture by success with BI

2022 Wisdom of Crowds® EPM Market Study Excerpt

However, there is more chance of underachievement if organizations view EPM primarily as a finance system or do not view it as strategic part of enterprise architecture. Thirty-nine percent of respondents from organizations that are either *unsuccessful* or *somewhat unsuccessful* with BI view EPM primarily as a finance system, and a similar percentage do not view EPM as a strategic part of enterprise architecture. Data leaders seeking to deliver successful BI strategies should ensure that enterprise performance management strategy is not delegated purely to the finance team, and that it is be treated as a strategic part of enterprise architecture.

Industry Capabilities

For our 2022 study, we analyzed vendor responses about the functional and architectural capabilities of their products in the following categories:

Strategy Management – Features and functions that support setting high-level goals and objectives, creating strategic plans (typically higher level and with longer time horizons than financial and operational plans). They also model the impact of complex strategic decisions (such as acquiring a company and different corporate financing strategies) and help senior management connect strategic objectives to financial and operational activities.

Financial Planning – Capabilities that help the CFO and finance team create and manage financial plans and budgets. These are built using financial logic and frequently use coding structures found in the general ledger (GL). They need to manage the accounting conventions of debits and credits and typically follow the format of the primary financial reports (balance sheet, income statement, and cash-flow statement). They use these reports to predict likely financial performance and compare it against actuals.

Operational Planning – Features and functions that line-of-business managers use to help plan their activities using measures and drivers that are relevant to their function. Examples include workforce planning tools that would be used by the human resources team, or territory and quota planning tools that would be used by the sales function. There are many specialist domain planning solutions, but a comprehensive enterprise performance management solution.

Planning and Budgeting Process Support – Capabilities that support the entry, amendment, review, and approval of plans and budgets of all types.

Planning and Modeling Capabilities – How the solution supports the modeling aspect of planning and budgeting. This includes forecasting, simulation, and “what-if” capabilities, along with the flexibility and sophistication of the underlying model or models.

Data Science and Machine Learning – Includes statistics, modeling, machine learning, and data mining to analyze facts to make predictions about future or otherwise unknown events. This year we aligned the analysis with the capabilities defined in the Data Science and Machine Learning Market Study.

Technical Architecture – Features of the underlying technical and application architecture, including delivery models supported and data architecture.

Industry – Strategy Management Capabilities

Most vendors provide broad support for strategy management capabilities (fig. 49). However, there are some gaps. This year, it appears vendors that do not offer support for all aspects of strategy management decided to drop it from their development plans.

Strategy management is one of the areas of enterprise performance management that elevates any implementation beyond a focus on budgeting and planning into a true enterprise performance management solution. Organizations evaluating enterprise performance management software need to challenge their users, particularly executive management, to consider how they will leverage this functionality and also ensure that potential vendors can deliver the required capabilities.

Industry - Strategy Management Capabilities

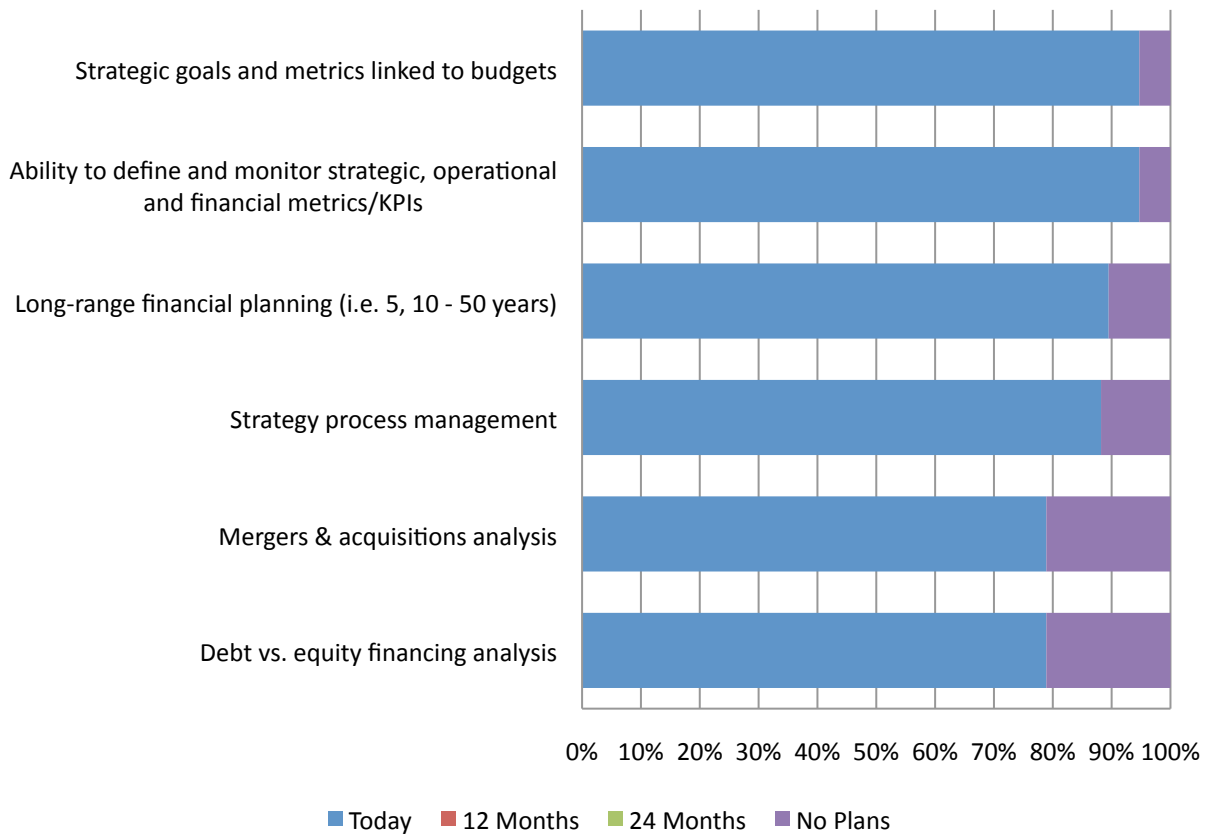


Figure 49 – Industry – strategy management capabilities

Industry – Financial Planning Capabilities

Financial planning capabilities are primarily intended for the finance function. The CFO and finance function requirements heavily influence many enterprise performance management evaluations; therefore, it is not surprising that vendors provide good coverage of capabilities in this area (fig. 50).

However, there are some notable areas where some vendor solutions lack support for key financial planning activities. For example, some vendors have no plans to support *pre-defined asset and depreciation calculations*, and support for *industry variants of financial planning* remains the area with the least support. A minority of vendors also lack *built-in financial intelligence*, which could add complexity to any implementation.

Organizations evaluating enterprise performance management software must ensure they clearly define and rank their financial planning requirements, as this will help differentiate between vendors.

Industry - Financial Planning Capabilities

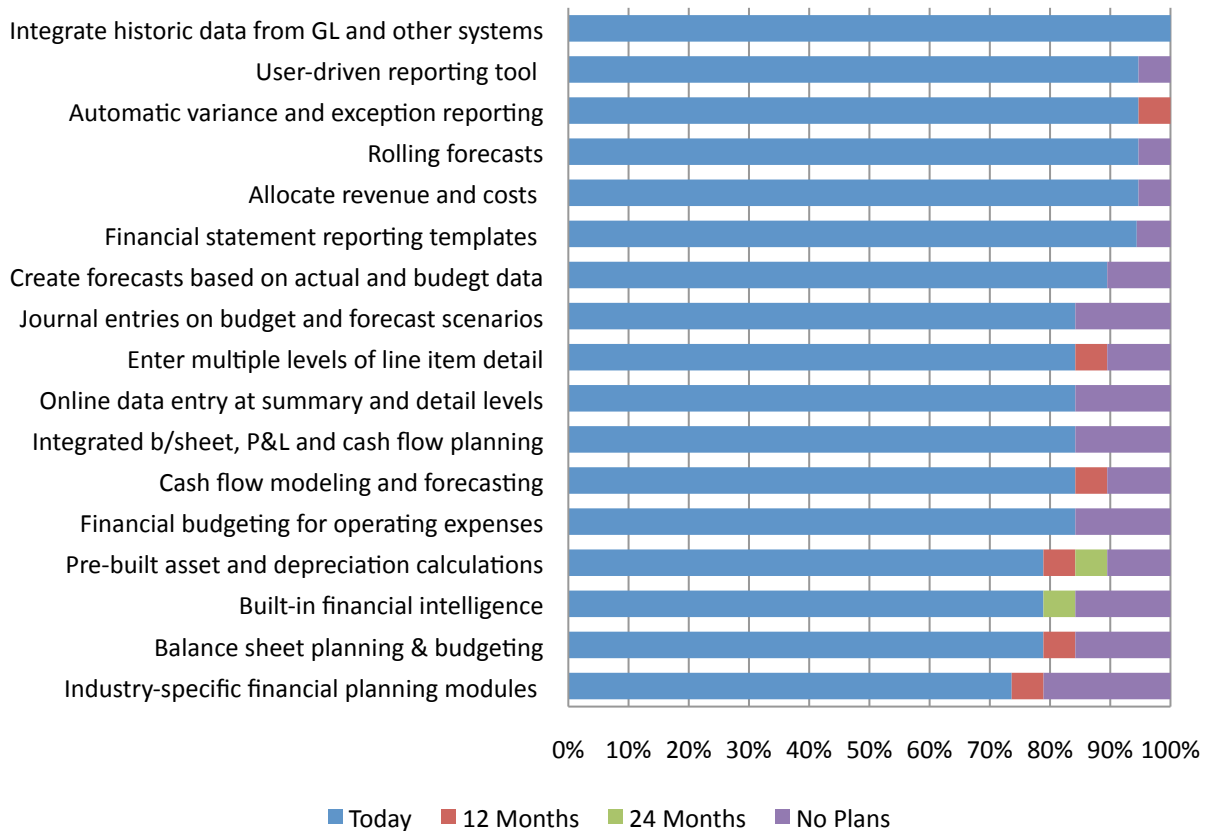


Figure 50 – Industry – financial planning capabilities

Industry – Operational Planning Capabilities

Support for operational planning capabilities is fairly broad (fig. 51). However, where there are gaps, some vendors do not have plans to fill them. This means enterprise performance management solutions will vary in their operational planning capabilities in the foreseeable future.

Therefore, organizations looking to source planning capabilities outside financial planning from an enterprise performance management vendor need to evaluate domain capabilities closely and consider augmenting an enterprise performance management solution with a domain specialist solution if these do not go deep enough.

Industry - Operational Planning Capabilities

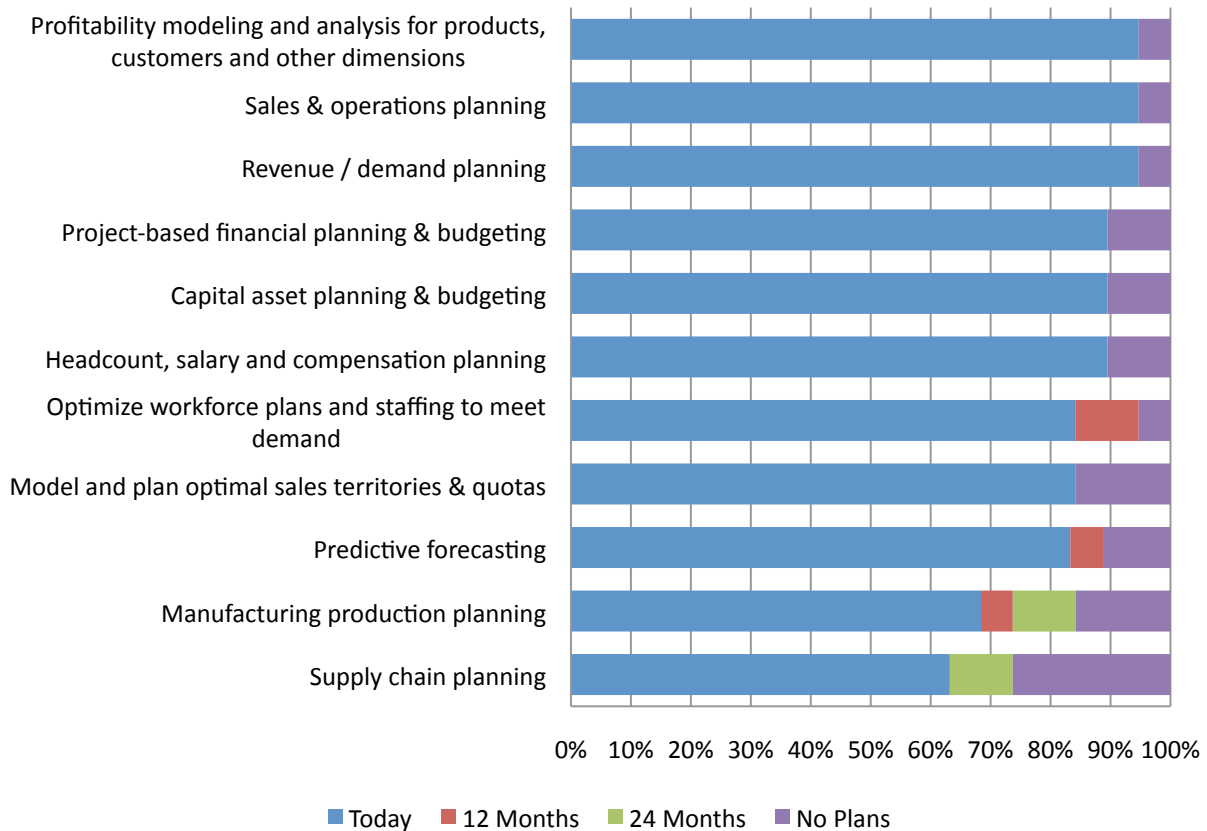


Figure 51 – Industry – operational planning capabilities

Industry – Budgeting and Planning Process Capabilities

Most vendors provide comprehensive support for the *processes that underpin the entry, amendment, review, and approval of budgets* (fig. 52). There are some notable exceptions. For example, some solutions do not provide *Excel data entry* or support *uploads from Excel*, and vendors do not plan to fill these gaps. This likely reflects the cloud-based architecture of these systems, but it will likely require a mindset shift on the part of users to adopt this type of solution (and drop use of Excel).

Consequently, organizations evaluating enterprise performance management solutions should not assume that all vendors will meet all their required budgeting and planning process needs. They also may need to challenge some perceived user needs when adopting cloud-based enterprise performance management solutions.

Industry - Planning and Budget Process Capabilities

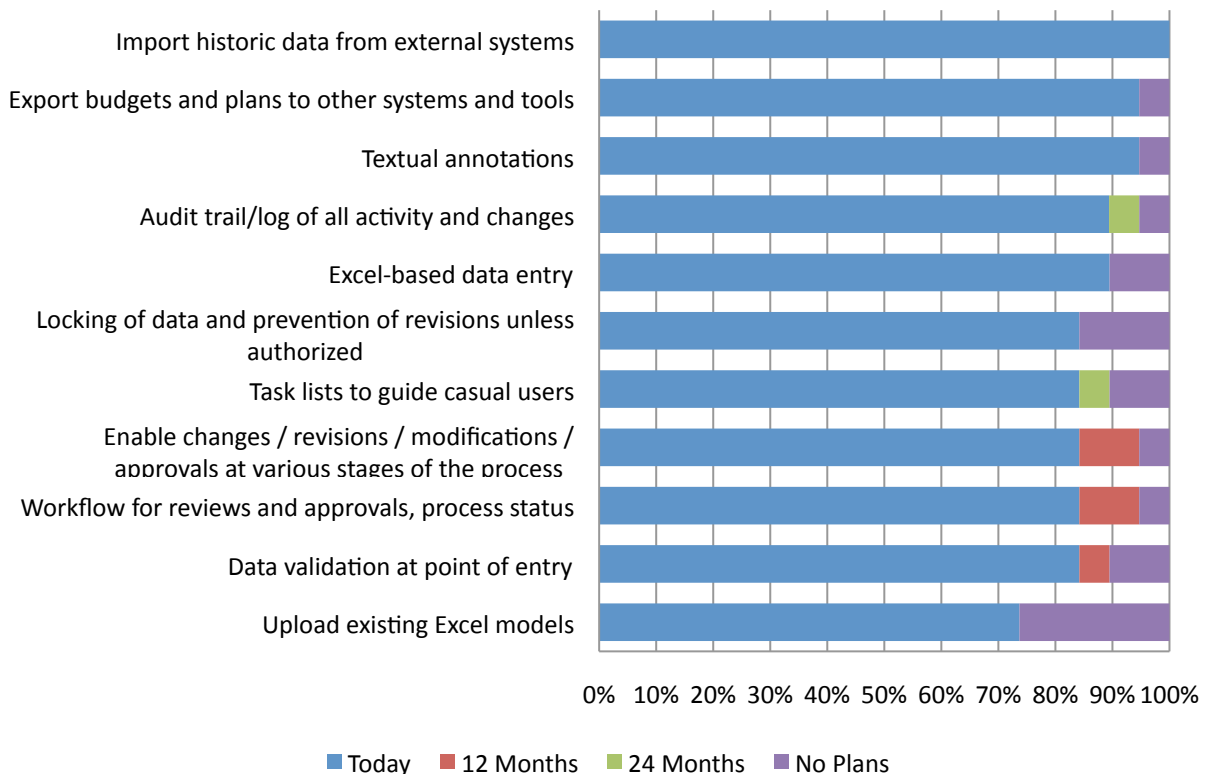


Figure 52 – Industry – planning and budgeting process support

Industry – Planning and Modeling Capabilities

There is broad support for many sophisticated planning and modeling functions (fig. 53). However, some vendors lack functionality in areas such as *centralized hierarchy and dimension management* and *break-back allocations* that can be key capabilities in more complex planning environments. It is, therefore, important to ensure user needs in this area are defined and prioritized in some detail.

An Excel interface, *offline budgeting, planning, and modeling capabilities* and *offline model creation* have the lowest level of support from vendors. This is understandable, as the prevalence of *cloud* reduces the need for offline capabilities and may limit the use of *Excel*. However, it may require a shift in user attitudes to adapt to lack of this type of functionality, especially if they are moving from on-premises solutions.

Industry - Planning and Modeling Capabilities

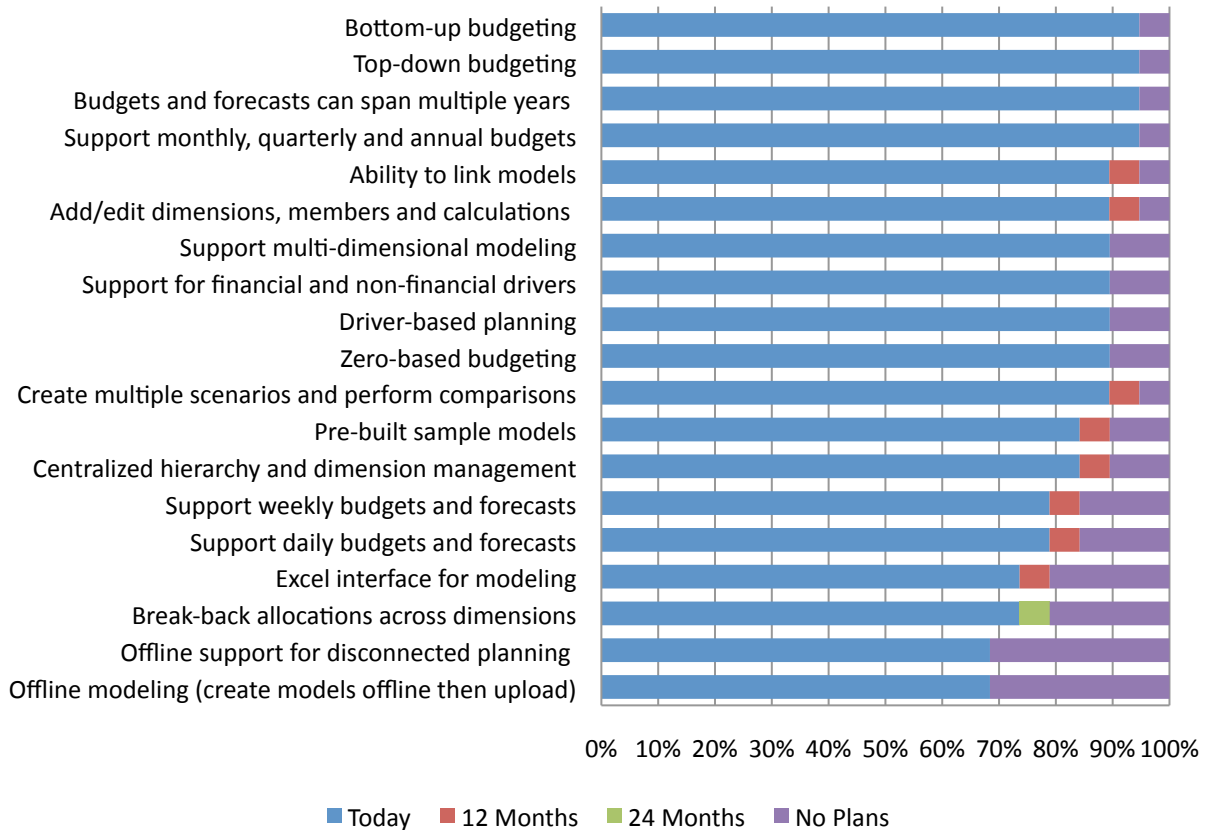


Figure 53 – Industry – planning and modeling capabilities

Industry – Data Science and Machine Learning Capabilities

Support for data science and machine learning is currently limited among enterprise performance management vendors, but there are improvements in capabilities available since 2021 (fig. 54). Sixteen out of 20 capabilities are now supported by more than 50 percent of vendors, a significant improvement over last year. Vendors also seem to be making decisions about which capabilities they will support, so data leaders can use this to identify which EPM vendors align more broadly with their organization’s data science and machine learning strategy.

However, despite the growing support for data science and machine learning capabilities, it is clear that enterprise performance management users are still largely skeptical of their value (in an EPM context). Data leaders should evaluate how enterprise performance management vendors are embedding these capabilities to deliver value in enterprise performance solutions unless they are prepared to invest IT resources in deploying these capabilities themselves.

Industry - Data Science and Machine Learning

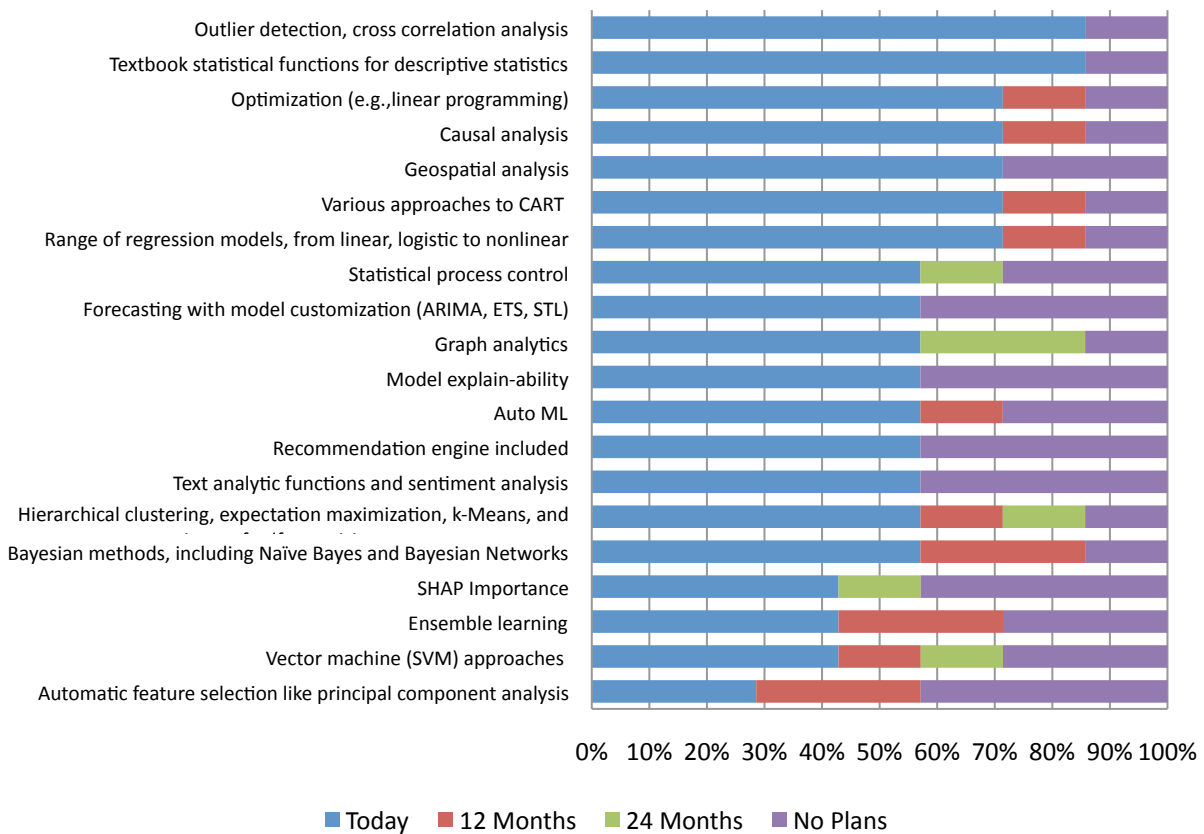


Figure 54 – Industry – data science and machine learning

Industry – Technical Architecture Features

All vendors support core technology capabilities such as *automated alerting* and *access controls* (fig. 55). Also, all vendors now support *in-memory databases*. Eight percent currently do not support *multi-language capabilities* but plan to address this within 12 months, a decrease from 13 percent that did not provide this capability in 2021.

All vendors now claim to offer both *SaaS / public cloud delivery* hosted/private cloud, a notable shift from last year. However, 75 percent still offer an *on-premises deployment* option, so it's clear that vendors will not force their users to move to cloud in the short term.

Industry - Technical Architecture

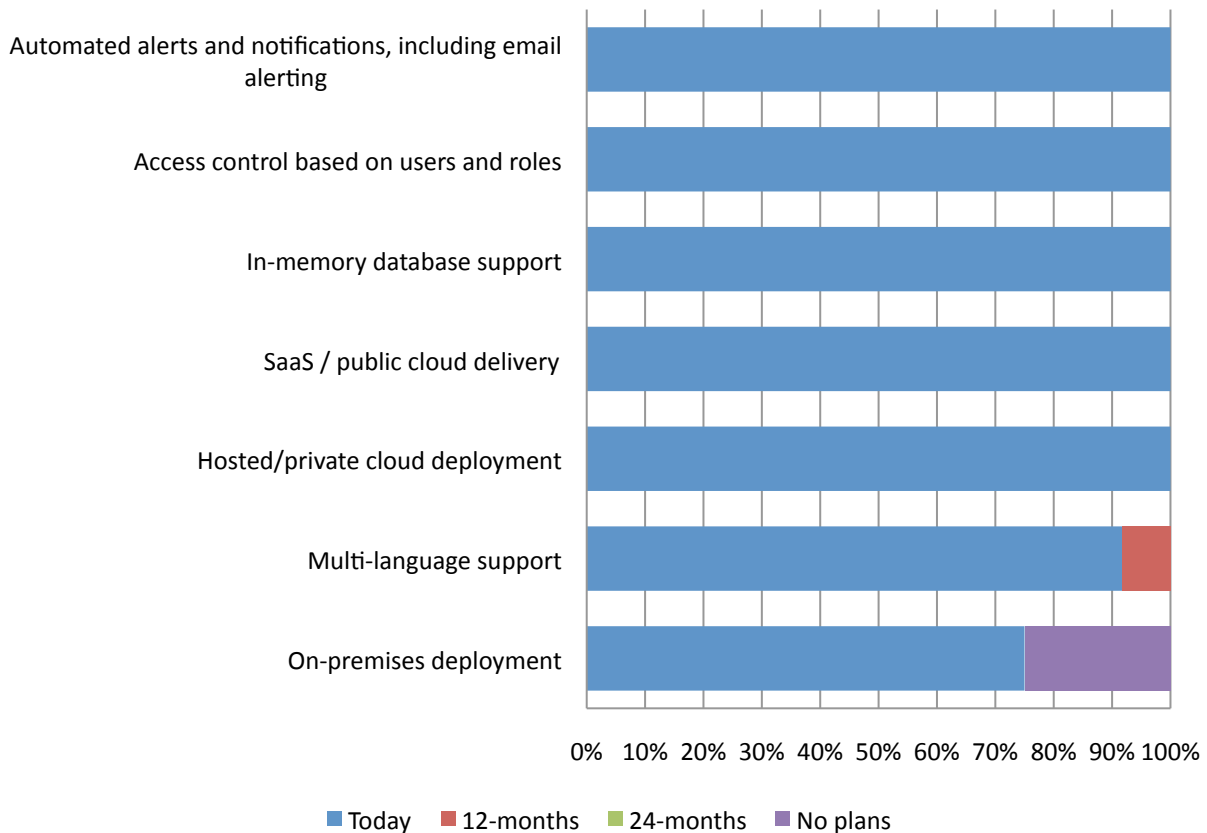


Figure 55 – Industry – technical architectural

Vendor Rankings

In this section, we offer rankings of enterprise performance management software vendors. We rate vendors using 33 different criteria, on a five-point scale for each. Criteria covers sales /acquisition experience (8 criteria), value for price paid (1), quality and usefulness of product (12), quality of technical support (5), quality and value of consulting services (5), whether the vendor is recommended (1), and integrity (1).

As we explore vendor performance in more detail, it is important to understand the scale we use in scoring the industry and vendors:

- 5.0 = Excellent
- 4.0 = Very good
- 3.0 = Adequate
- 2.0 = Poor
- 1.0 = Very poor

Please note that “average score” is the mathematical mean of all items included in vendor ratings. Each column in the chart represents a scale consisting of varying numbers of items (for example, “sales” is a scale consisting of eight items, while “value for price paid” is one item). As such, each column is weighted differently (based upon the number of items represented and the number of respondents rating those items) in calculating the overall average rating. The average score cannot be calculated by simply averaging across the subscale scores.

2022 Wisdom of Crowds® EPM Market Study Excerpt

Detailed Vendor Ratings

In this section, we offer detailed vendor scores. Using our 33-criteria evaluation model (table 1), we compare each vendor’s performance to its previous year’s performance and to the average for all vendors (all records in the study population).

The detailed criteria are below. We add “clock” position information to assist in locating specific scores.

In most cases we present two years of vendor performance details. For vendors that were not included in the 2021 report, only 2022 ratings are shown.

Table 1 - Detailed vendor rating criteria

<ul style="list-style-type: none"> - Sales/acquisition experience (12 - 2 o'clock) <ul style="list-style-type: none"> o Professionalism o Product knowledge o Understanding our business/needs o Responsiveness o Flexibility/accommodation o Business practices o Contractual terms and conditions o Follow-up after the sale - Value for price (3 o'clock) - Quality and usefulness of product (3 - 7 o'clock) <ul style="list-style-type: none"> o Robustness/sophistication of technology o Completeness of functionality o Reliability of technology o Scalability o Integration of components within product o Integration with third-party technologies o Overall usability o Ease of installation o Ease of administration 	<ul style="list-style-type: none"> - Quality and usefulness of product (continued) <ul style="list-style-type: none"> o Customization and extensibility o Ease of upgrade/migration to new versions o Online forums and documentation - Quality of technical support (8 - 9 o'clock) <ul style="list-style-type: none"> o Professionalism o Product knowledge o Responsiveness o Continuity of personnel o Time to resolve problems - Quality and value of consulting services (9 - 10 o'clock) <ul style="list-style-type: none"> o Professionalism o Product knowledge o Experience o Continuity o Value - Integrity (11 o'clock) - Whether vendor is recommended (12 o'clock)
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Unit4 Detailed Score

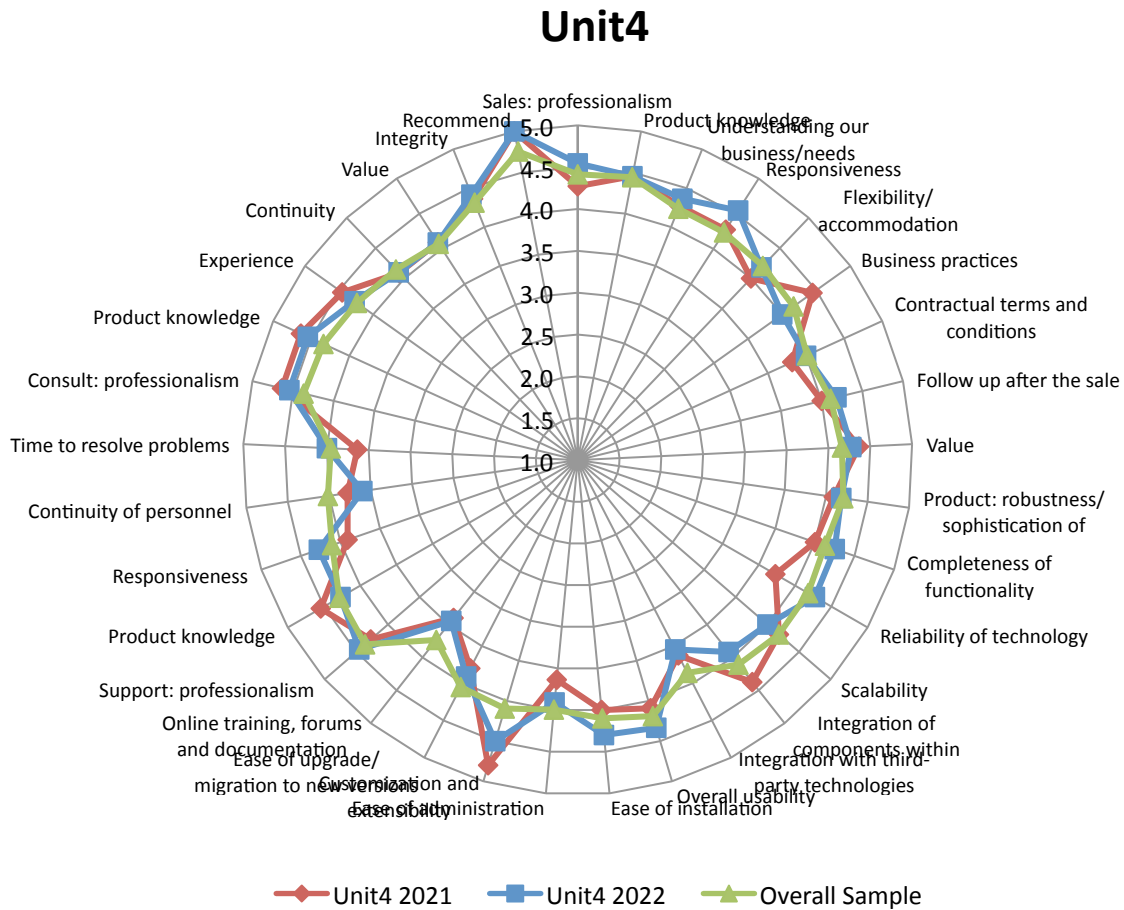


Figure 56 – Detailed score for Unit4

In 2022, Unit4 is generally in line with the overall sample for most measures, with improvements across sales, product/technology, technical support, and integrity. It is an Overall Leader in the Customer Experience Model and a Trust Leader in the Vendor Credibility model. It maintains a perfect recommend score.

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