Magic Quadrant pour les logiciels de planification financière

14 décembre 2022 - ID G00763449 - Temps de lecture : 47 min

Par **et 1 de plus**Regina Crowder, Matthew Mowrey,

Le logiciel de planification financière soutient les efforts de transformation numérique dans les domaines de la planification financière, de la budgétisation, des prévisions, de la modélisation et des rapports de performance. Les directeurs financiers peuvent utiliser cette recherche pour évaluer les fournisseurs les mieux adaptés pour offrir des solutions technologiques pour leurs processus de planification et d'analyse.

Définition/description du marché

Gartner définit le logiciel de planification financière comme l'outil clé qui permet aux organisations de gérer leurs processus de planification financière, de prévision et de budgétisation à l'échelle de l'entreprise. Le logiciel de planification financière permet aux organisations financières de planifier et d'analyser la stratégie financière de l'organisation dans les trois états financiers (c'est-à-dire les profits et pertes, le bilan et les flux de trésorerie). Il prend en charge les capacités de modélisation, de collaboration, d'analyse et de reporting des performances, ce qui améliore la capacité d'un utilisateur à gérer efficacement les performances financières.

Le marché des logiciels de planification financière est passé de l'on-premise au cloud. Pour refléter ce changement, les capacités des offres locales ne seront pas évaluées dans le cadre de cette recherche.

Les principales fonctionnalités d'un logiciel de planification financière sont les suivantes :

- Gestion de bout en bout des processus de planification financière, de budget et de prévision à l'échelle de l'entreprise, prenant en charge des capacités de modélisation flexibles et axées sur l'utilisateur final, des dimensions de planification personnalisables et des consolidations au niveau fonctionnel de l'entreprise et de l'entreprise.

- Fonctionnalités d'administration nécessaires à la prise en charge des activités de planification, y compris la création et le pré-remplissage de nouveaux cycles de planification, la modification de la logique des règles métier, la maintenance des dimensions, la fonctionnalité de profil de sécurité et les pistes d'audit intégrées.

- Des fonctionnalités configurables de création de rapports et de tableaux de bord conviviaux qui permettent aux utilisateurs d'identifier les tendances et de développer des informations exploitables, y compris des capacités de visualisation et de collaboration qui permettent une approche plus interfonctionnelle et inclusive lors de l'explication des tendances et des résultats.

Les fonctionnalités optionnelles sont les suivantes :

- Capacité de prévision d'analyse prédictive intégrée utilisant l'IA/ML avec la possibilité d'identifier des modèles de données ou de créer des prévisions prédictives où le modèle apprend en permanence à partir des commentaires.

- Prise en charge d'une approche intégrée de la planification en joignant les composants des processus de planification opérationnelle tels que les ventes, les opérations, le marketing, la distribution, l'informatique ou les ressources humaines.

- Des fonctionnalités avancées de tableaux de bord qui permettent aux utilisateurs de produire et de publier des informations de manière autonome grâce à la préparation des données en libre-service et à la visualisation interactive sans nécessiter de compétences avancées en codage. Les fonctionnalités avancées offrent aux utilisateurs un accès instantané aux informations critiques de l'entreprise à partir d'une variété de sources (telles que les appareils mobiles ou les ordinateurs de bureau) et incluent la possibilité de définir des alertes pour identifier facilement les anomalies et suivre les performances en temps réel.

Quadrant magique

Figure 1 : Magic Quadrant pour les logiciels de planification financière

Points forts et mises en garde des fournisseurs

Anaplan

Anaplan est l'un des leaders de ce Magic Quadrant. Son produit est une technologie de modélisation native du cloud qui prend en charge la planification, la budgétisation et les prévisions IBP en temps réel via une plate-forme unique et une base de code unifiée. Anaplan est une société privée avec des clients dans toutes les régions du monde et la majorité en Amérique du Nord. Elle sert des clients dont le chiffre d'affaires se situe entre 100 millions et plus de 5 milliards de dollars dans un large éventail de secteurs verticaux. Ses trois principaux secteurs sont l'industrie manufacturière, la haute technologie et la banque, la finance et l'assurance. Une caractéristique innovante est sa technologie brevetée Hyperblock en mémoire, qui permet la modélisation de scénarios multidimensionnels avec des contraintes illimitées. En 2022, Anaplan prévoit de proposer des accélérateurs de solutions modélisées, ainsi que des solutions de bout en bout avec des partenaires technologiques stratégiques tels qu'Adobe, Google, Microsoft et Salesforce afin d'accélérer le délai de rentabilisation pour les clients.

Forces

- **Planification connectée** : Anaplan prend en charge la planification intégrée des activités (IBP) et la planification financière intégrée (IFP). Elle a également renforcé ses capacités en matière de prévisions de trésorerie directes et indirectes. Anaplan aide à développer des prévisions directes de flux de trésorerie en important des données transactionnelles pour l'analyse statistique des tendances et des régressions, ainsi que des méthodes prédictives basées sur l'apprentissage automatique qui exploitent PlanIQ avec Amazon Forecast.

- **Réactivité de** l'intégration des données : face à la demande croissante d'une intégration des données améliorée et plus rapide, Anaplan a fait preuve d'agilité dans sa réponse en introduisant CloudWorks, un outil permettant d'intégrer et d'orchestrer le mouvement des données entre Anaplan et d'autres systèmes d'entreprise.

- **Engagement en faveur de l'innovation en matière d'IA et d'apprentissage automatique** : conformément à l'accent mis sur l'analyse prédictive et l'intelligence artificielle et l'apprentissage automatique, Anaplan s'est engagé à continuer d'investir et de développer PlanIQ, sa capacité de prévision intelligente low/no code, pour permettre aux utilisateurs professionnels d'améliorer la précision des prévisions. Il prévoit également d'introduire des algorithmes statistiques et ML natifs dans le cadre de PlanIQ, ainsi qu'une intégration avec l'IA Vertex de Google, permettant aux utilisateurs d'entraîner, de construire et de gérer des modèles sans code.

Précautions

- Prise en charge limitée des **soumissions** hors ligne : la prise en charge hors ligne d'Anaplan est plus limitée que celle de certains leaders de ce Magic Quadrant, mais elle permet aux utilisateurs de synchroniser ultérieurement les chargements ou les entrées de données de planification. Les clients qui trouvent cette fonctionnalité importante doivent évaluer attentivement la façon dont cette solution répondra à leurs besoins de soumission hors ligne.

- **Stratégie marketing étroite** : les campagnes marketing d'Anaplan sont davantage axées sur le marketing direct, la technologie et le marketing des partenaires de mise en œuvre, combinés à une expertise en la matière. Sa stratégie marketing est étroitement ciblée par rapport à certains leaders de ce Magic Quadrant qui adaptent également leur stratégie marketing en fonction de la taille de l'organisation.

- Générateur de flux de travail **visuel naissant** : la fonctionnalité de flux de travail d'Anaplan permet de créer des processus de flux de travail et offre des tableaux de bord de surveillance. Il n'offre pas de générateur de flux de travail visuel pour aider à créer des flux de travail, comme le proposent certains fournisseurs dans ce Magic Quadrant ; Cependant, il a récemment annoncé que cette fonctionnalité est à venir.

Board

Board is a Leader in this Magic Quadrant. Its product, also called Board, is an intelligent planning platform for integrating planning processes and unifying the collection, real-time analysis and sharing of business data. Board is a private company with customers in all world regions and the majority in Europe. It serves clients with less than $50 million to over $5 billion in revenue in an

array of verticals, including manufacturing, retail and professional services. An innovative feature is its next-generation unbalanced hierachy, which replicates company structure, allowing multilevel scenario planning. In 2022, Board plans to enhance planning orchestration by shifting from calendar-based to event-trigger-based planning orchestration.

Strengths

- **Structured customer implementation support:** Board's standard implementation of the solution can be completed within three months. Its phased approach leverages project implementation methodology (PRIME), which consists of seven unique phases and an agile process where multiple iterations may occur to ensure customer alignment and corresponding success.

- **Robust collaboration feature:** Board comes equipped with a native news, broadcasting and alerting service. If a threshold is violated, such as an expense target, users are notified via email or text alert. This is part of its collaboration feature, which also allows users to collaborate and work in real time within the system, much like Microsoft Teams or Slack.

- **Advanced innovation:** Board's solution provides natively embedded AI/ML and predictive analytics that are integrated into the platform. It also offers its next-generation unbalanced hierarchy that allows planning processes at each hierarchy level, as well as a native user self-service reporting capability combined with NLP and search-based analytics used in monitoring, analyzing and reporting.

Cautions

- **Limited third-party reporting integration:** Board is currently developing full read and write integration of Power BI. It does not provide out-of-the-box connectors with other third-party tools, such as Tableau, which are offered by other Leaders in this Magic Quadrant.

- **Still evolving geographic growth strategy:** Board has an established presence in Europe, however its geographic growth strategy is still evolving when compared to other Leaders in this Magic Quadrant. As a result, it continues to focus on growing its strategic investments in North America and Asia/Pacific.

- **Frequent system updates:** Board provides quarterly system updates that are coordinated with its services team. However, users can be at a disadvantage if they do not accept system updates, which can put their performance at risk, especially because the product continuously enhances performance and volume algorithms to include more data and users.

IBM

IBM is a Challenger in this Magic Quadrant. Its product, IBM Planning Analytics With Watson, provides streamlining and integration for financial and operational planning with AI, an in-memory database and a calculation engine to improve processing speed. IBM is a public company with customers in all world regions. It serves clients with less than $50 million to over $5 billion in revenue in an array of verticals, including manufacturing, retail, and banking, finance and insurance. An innovative feature of Planning Analytics is the ability to allow users to create

unlimited "what if" scenarios that they can keep for future reference. In 2022, IBM plans to enhance its development of ML-based forecasting capabilities and its Microsoft Excel add-in.

Strengths

- **Capacity and scalability:** IBM has no limits to the number of dimensions across the application, an individual cube limit of 256 (which is significantly greater than other offerings), and the capacity to support granular data such as SKU-level planning needs. These features speak to IBM's ability to process large amounts of data without impacting performance, fulfill complex large data model requirements and scale to support a large number of users.

- **Predictive forecasting capabilities**: IBM's forecast wizard allows users to generate AI predictive forecasts based on historical actuals with the ability to view predictive accuracy metrics, seasonality and trend strength. Users also have the ability to configure the prediction by ignoring specific historical time periods and data outliers to drive more accurate predictive AI forecasts.

- **Notable data privacy standards**: IBM demonstrated a noteworthy commitment to protecting the privacy and confidentiality of personal information by implementing a series of globally standardized Binding Corporate Rules that were approved by the relevant data protection authorities within the EU. Its privacy practices also comply with the APEC Cross-Border Privacy Rules Framework.

Cautions

- **Complex customer design requirements:** IBM offers blueprints and templates to shorten implementation timelines. However, they do require customization applicable to the use case in question and this may impact implementation times.

- **Data Integration:** IBM connects to source data through two means: data warehouse source (OBDC) or FTP file share. While these connection methodologies are considered industry standard, IBM does not offer ERP or other data-source specific connectors or accelerators. Potential customers should carefully assess their underlying data strategy to ensure alignment with IBM's offering in this category.

- **Limited global support:** IBM only supports the baseline of 14 languages and relies on their partner implementation network to execute their geographic vision. Unique geographic capabilities, including in-built local labor benefit and tax calculations, may be limited, requiring users to custom-build these features and calculations.

Jedox

Jedox is a Niche Player in this Magic Quadrant. Its EPM software provides planning, analytics, reporting and an in-memory database and integrator tool for high-speed calculations and diverse data integration, as well as customizable prebuilt models. Jedox is a private company with customers in all world regions and the majority in Europe. It serves clients with less than $50 million to over $5 billion in revenue in an array of verticals, including manufacturing, retail and technology. An innovative feature is its no-code/low-code capabilities across the platform,

enabling users to configure the solution for their business model. In 2022, Jedox plans to add self-service connectivity by integrating data across multiple cloud and noncloud sources.

Strengths

- **Diversified industry verticals**: Jedox's product is used in an array of industries, including diversification across manufacturing, energy and utilities, pharmacy and biotech, and retail. It supports all organization sizes and has nearly 250 partners around the world, with multiple go-to-market alliances, including EY, Deloitte, Tata and KPMG.

- **Customized marketing strategy**: Jedox has a focused marketing strategy where it identifies "personas" within the office of finance and IT and serves individualized marketing needs for each of those "personas," rather than the generalized approach of some vendors.

- **Robust geographic strategy**: Jedox is available in 21 different languages and accounts for multiple currencies by offering a currency conversion feature available directly out of the box. It natively supports regulations and accounting standards such as GAAP and IFRS. It also supports SOX reporting requirements, as well as the U.S. Foreign Corrupt Practices Act, EU's GDPR and similar regulations.

Cautions

- **Basic audit features**: Jedox offers out-of-the-box audit workflow features such as the ability to track individual cell changes, reporting filtering and traceability of changes by all users of a model. This functionality may not be suitable for organizations seeking broader process orchestration capabilities such as system-generated process KPIs, bottleneck reports for postmortem process review and improvement.

- **Market understanding**: Jedox's overall market understanding and implementation of related concepts were less developed than some vendors. It addresses clients' needs for accelerating planning cycles, accuracy and version control, as opposed to insight generation or the alignment of strategic plans with financial outcomes and operational execution in a unified platform.

- **Limited product ease of use**: Jedox's system still requires coding, as compared to other vendors that offer low-code or no-code options. In its next release, it is focusing on enhanced and simplified usability via no-code reporting, analysis and planning.

Kepion

Kepion is a Niche Player in this Magic Quadrant. Its FP&A solution, also known as Kepion FP&A Essentials, provides a cloud financial planning and analytics solution powered by multiple pieces of the Microsoft stack, including Azure and Power BI, with real-time access to data and analysis. Kepion is a private company with customers in all world regions. It serves clients with less than $50 million to over $5 billion in revenue in an array of verticals, including manufacturing; life sciences; and banking, finance and insurance. An innovative feature is its low-code approach that enables finance (not IT) to continuously adapt to planning and analytics requirements. In 2022, Kepion plans to enhance its data hub and incorporate more AI/ML into its solution.

- **Configurable models**: Kepion supports organizations in bringing together strategic (less frequent) processes and tactical financial and operational planning (more frequent) processes. Organizations can accomplish this by using the dimension editor, which enables synchronization of multiple hierarchies, as well as alignment across planning applications.

- **Simplified data loads**: Kepion provides quick data load capabilities for small organizations with low data complexity. Its ETL rules designer provides finance users with the ability to connect, transform and load data from source systems quickly. It also offers built-in data connections to external data sources such as Salesforce, Microsoft Dynamics 365 and Workday sources.

- **User-friendly product**: Kepion comes equipped with a workflow modeler, which employs a user-friendly GUI development tool useful for companies without a high degree of data complexity. This offering also supports finance's ability to work independently without IT support.

Cautions

- **Limited AI/ML capabilities**: Kepion's advanced analytics and scenario modeling features lag behind some vendors, which offer predictive analytics and scenario modeling. These offerings from other vendors integrate drivers and incorporate AI/ML functionality more extensively.

- **Large data integration**: While Kepion's low-code approach to data integration is suitable for organizations with low data complexity, this approach may not be suitable for larger and/or more complex organizations. Clients should carefully evaluate if this solution will support data complexities associated with multiple ERPs, data sources and charts of accounts.

- **Limited language support**: Kepion only offers language support in six languages (English, Spanish, German, French, Chinese [Simplified] and Chinese [Traditional]). Some vendors support 15 or more languages.

OneStream

OneStream is a Leader in this Magic Quadrant. Its Intelligent Finance Platform provides corporate performance management in a single cloud platform with extended planning and analysis. OneStream is a private company with customers worldwide and the majority in North America. It serves clients with $50 million to over $100 billion in revenue in an array of verticals; its top three include manufacturing, retail and professional services. An innovative feature is its Extensible Dimensionality, which enables customers to address corporate as well as more detailed operational planning and reporting needs in a single application. In 2022, OneStream plans to enhance its Sensible ML solution for demand planning and release an ad hoc modeling solution enabling iterative "what if" planning on frequently changing data.

Strengths

- **Robust product**: OneStream collects data at different granularity levels and can directly connect to multiple data sources such as ERPs and data warehouses. It also supports the ability to incorporate detailed SKU-level supplemental data to extend planning, reporting and

analysis to additional nonfinance users while supporting unified financial P&L, balance sheet and cash flow planning and analysis.

- **Extensive user capacity and performance:** OneStream supports a large number of concurrent users and can scale for additional users, a feature that reflects well in customer evaluations. Its extensible dimensionality feature also allows applications to break up the workload by entity or process for faster performance and scalability of users and data.

- **Solutions MarketPlace:** Through the OneStream MarketPlace, customers can leverage over 50 productivity tools and business solutions that were developed on the platform, which customers can download, configure and deploy into their existing application to quickly address new requirements. These include solutions such as People Planning, Capital Expense Planning, Sales Planning and others that are unified with the core financial plan.

Cautions

- **Limited product roadmap inputs:** OneStream's product roadmap is informed by enhancement requests from a high volume of customers, customer advisory boards and user groups, as well as input from the partner community, presales and consulting teams. However, it does not utilize the entire customer community for a bidirectional feedback loop to ensure holistic customer validation is built into the roadmap.

- **Narrow sales strategy:** While OneStream has a dedicated team focused on the public-sector market in North America, its sales model is structured to serve cross-industry. Thus, it is not organized for industry verticals or SMBs, which could limit sales depth of understanding for specific industry needs.

- **Limited pricing strategy:** OneStream employs a user-based pricing strategy with a fixed fee per user per month based on two tiers: interactive and view-only. It does not provide customers with additional pricing tiers based on customer size or planning needs, which may limit pricing flexibility.

Oracle

Oracle is a Leader in this Magic Quadrant. Its Oracle Fusion Cloud Enterprise Performance Management provides applications to streamline financial and operational planning as well as financial close and reporting processes. Oracle is a public company with customers worldwide, the majority in North America. It serves clients with less than $50 million to over $5 billion in revenue in many verticals, including healthcare; manufacturing; and banking, finance and insurance. An innovative area of functionality is its Intelligent Performance Management (IPM), which includes IPM Insights, predictive planning and also allows clients to import external ML models. In 2022, Oracle plans to add a predictive cash forecasting capability and enable the pervasive use of operational data in decision making.

Strengths

- **Strong predictive analytics offering:** Oracle offers AI/ML predictive forecasting capabilities, including "Auto Predict," a time-series prediction engine using historical data. It also offers "ML Model Import," which allows clients to import an externally trained ML model, and "IPM

Insights," which finds trends, patterns, insights, forecast bias and anomalies. Out of 13 algorithms available, the ML model auto-selects the best one.

- **Market understanding:** Oracle periodically surveys customers and prospects to get in-depth views on investment, adoption trends and customer priorities, providing a deep understanding of user needs. It also performs market research to drive new product feature development.

- **Innovative product roadmap:** Oracle's next planned release will offer an AutoML engine with a full end-to-end ML life cycle, including ML model training. It has committed to continue investing in its predictive solution. Oracle also plans to release predictive cash forecasting, a prebuilt AutoML module, as well as a predictive planning event calendar, allowing users to improve prediction accuracy by tagging known business events in historical data.

Cautions

- **Limited visual workflow builder:** Oracle workflow configurability enables the creation, automation and management of complex workflow processes, offering features such as email-based notifications and approval delegation. However, it does not offer a visual workflow builder to assist in building workflows, as offered by some vendors in this Magic Quadrant.

- **Complex data integration performance:** Although some customers are seeing success with integration, surveyed customers report that data integration to non-Oracle products can be time-consuming in some cases. Thus, clients should identify any significant application integrations with other products and carefully evaluate the ease of data integration.

- **Lagging technical support:** Oracle received less-favorable customer feedback in the area of service and tech support. Customers cited getting support can sometimes be challenging when navigating the escalation path, leading to longer resolution times for open issues. Oracle has made targeted investments in this area to drive further improvements.

Planful

Planful is a Visionary in this Magic Quadrant. The Planful platform provides a solution for finance and accounting teams to deliver plans, reports and insights with end-to-end planning, reporting and consolidations. Planful is a private company expanding internationally but with a majority of customers in North America. It serves companies of all sizes, but mostly those with $50 million to $2 billion in revenue in many verticals, including manufacturing, consumer goods and healthcare. An innovative feature is its use of AI to detect anomalies in clients' actuals and planning data, as well as enable users to automatically plan for future time periods. In 2022, it plans to add an intelligent forecasting solution based on proprietary algorithms and performance improvements to data processing.

Planful closed its acquisition of Plannuh on 15 September 2022 during the research period for this MQ. This acquisition closed after our research cutoff date, so was not considered as part of Planful's evaluation. Gartner will provide additional insight and research to clients as more detail becomes available.

Strengths

- **Configurable models**: Planful users can establish complex hierarchies with as many levels as necessary. They can also use the drag-and-drop functionality and support alternate hierarchies with no limitation on the number of connected forecasting models.

- **Market understanding**: Planful has a cross-functional team focused on understanding competitors' positioning in the market. This team gathers intelligence from industry analysts and its field team, conducting market research to uncover competitive trends.

- **Robust implementation and training support**: Planful provides a full-service implementation offering across a broad variety of verticals, and its tailored learning path and expert-designed, on-demand courses are user-friendly. Its consulting professionals work closely with customers from initial implementation to post-go-live, providing customers with change management support and certifications for quick time to value.

Cautions

- **Restricted AI algorithm capabilities**: Planful offers proprietary AI anomaly detection and prediction features embedded in the platform, but its current ML algorithm offering and pattern recognition are not as open as some vendors'. Clients seeking more flexible AI features that offer users their own choice of algorithms and pattern-detection options may find this solution restrictive.

- **Narrow product roadmap innovation**: While Planful's roadmap is informed by its community platform and customer feedback, its direction trails some vendors' roadmaps that encompass more advanced AI/ML planning and data integration capabilities.

- **Basic workflow features**: Planful's workflow manager enables various levels of approvals within the platform, allowing users to dynamically create tasks and workflows on the fly. Its workflow features are not as extensive as some vendors that also offer event-driven notifications, chat features, personalized task dashboards and a collection of process metrics. Planful is expanding its workflow features as part of its future roadmap.

Prophix

Prophix is a Niche Player in this Magic Quadrant. Its product, Prophix, is a corporate performance management software for planning, budgeting, forecasting, financial consolidation and reporting activities on a single platform. Prophix is a private company with customers in all world regions and the majority in North America. It serves clients with less than $50 million to over $5 billion in revenue in an array of verticals, including construction, manufacturing and healthcare. An innovative feature is its use of AI to identify anomalies, generate a consistent data narrative and automate FP&A tasks. In 2022, it plans to enhance its Prophix Advisor product predictive forecasting feature and its natural language query.

Strengths

- **Advanced innovation**: Prophix AI offers the ability to identify anomalies, generate a consistent narrative surrounding data and automate planning tasks. Its anomaly detection quickly

analyzes the general ledger and subledger data to highlight actionable insights. Its ML detects unusual transactions and organizes them by risk rating to expedite investigation and resolution.

- **Market understanding**: Prophix has a cross-functional team that collects customer, competitive and market data through primary and secondary means for analysis, strategy development, new product launches and expansion into new markets. It works with existing customers to address current problems of midmarket firms, ensuring product offerings remain differentiated and relevant.

- **Attentive market responsiveness**: Prophix deployed four major releases that incorporated changes and improvements as a direct result of customer feedback, including visibility to active users, user notifications, additional narratives to provide more data insights and UI improvements.

Cautions

- **Fundamental modeling features**: Prophix requires administrative users to create new models. This functionality may not be suitable for organizations seeking sandbox modeling features that are not restricted to administrative users but extend cross-organization.

- **Limited predictive analytics offering**: Prophix offers limited AI predictive capabilities in its product. Although Prophix AI/ML predictive forecasting is on its roadmap, it currently uses Amazon Forecast for intelligent forecasts, where the output is then analyzed by querying data out of the Prophix cube. Some vendors provide natively embedded AI/ML and predictive analytics, which is easier to use.

- **Basic Training support**: Prophix offers a complimentary self-service training site that includes: preimplementation training, migration training, recorded webinars, e-books and quick tips. Prophix also provides 10 product training courses and five blended training courses (combination of on-demand and live) for an additional fee. Clients should consider this additional cost when making their purchase decision.

SAP

SAP is a Visionary in this Magic Quadrant. Its SAP Analytics Cloud solution combines BI, augmented and predictive analytics, and planning capabilities into one cloud environment. SAP is a public company with customers in all world regions. It serves clients with less than $50 million to over $5 billion in revenue in an array of verticals, including life sciences, professional services and automotive. An innovative feature is that its predictive planning is completely integrated in the planning models, with direct writeback of predictive forecasts at no additional cost. It is actively working on integrating and plans to release its planning solutions product with the SAP Data Warehouse Cloud solution, adding more ETL and data management capabilities and bidirectional connectivity in 3Q22.

Strengths

- **Reporting and analytics:** SAP offers features to ensure robust capability within its reporting and analytics functionality. It integrates R charts in an extensive library of visualizations, reducing the need for third-party integrations. In addition, its Search to Insight functionality utilizes

natural language query so users do not have to search for individual reports containing the information they require.

- **Integration with SAP S/4HANA:** SAP's strategy of ensuring integration with SAP S/4HANA Cloud reduces the need to move data required for planning into separate solutions and provides one, real-time source for planning and actual data. Customers that currently utilize SAP S/4 HANA may see faster data integration and real-time data connectivity.

- **Robust vertical/industry strategy:** SAP is in over 90 countries, covering an array of industries with over 100 content packages for planning available within the solution. It addresses industries requiring high data volumes in their planning process, such as insurance, consumer products, life sciences and manufacturing.

Cautions

- **Predictive analytics transparency:** SAP offers predictive capability that utilizes algorithms on the back end to identify key influencers and produce natural language explanations. While the selection of the ML model is automated and SAP displays the best match, other vendors display and rank models, show visual backtesting, allow users to handle outliers, and make adjustments to the ML models. HANA Cloud, an SAC add-on product, offers these additional AI/ML capabilities.

- **Workflow visualization and reporting:** SAP's workflow facilitates planning processes and allows administrators to view whether those tasks are completed and if submissions are over or under a target. Vendors with higher evaluations also offer a visual UI workflow, system-generated process KPIs and bottleneck reports for postmortem process review and improvement.

- **Third-party reporting tools:** SAP reporting capability is configured to take place mainly within the SAP environment that offers optional R-charts with an extensive library of visualizations. It can connect to third-party tools via REST APIs and data ingestion via oData Service. However, potential customers that want to utilize third-party BI platforms outside the SAP environment for their reporting needs should assess integration effort compared to native integration offered by some vendors.

Syntellis

Syntellis is a Niche Player in this Magic Quadrant. Syntellis provides EPM software, data and intelligence solutions. Syntellis is a private company with the majority of its customers in North America. It mainly serves clients with $50 million to $10 billion in revenue with a vertical focus in healthcare, higher education and financial institutions. An innovative feature of Syntellis' Axiom solution is its multiyear financial forecasting with balance sheet modeling tools that help set capital and operational plan targets. In 2022, Syntellis plans to enhance its self-service business intelligence functionality to provide customers with advanced modeling and visualization capabilities, extended connectivity through API development and the introduction of AI-based demand forecasting.

Strengths

- **Configurable models:** Syntellis supports modeling of multiple scenarios, which can be combined into different versions of financial plans and outcomes, such as base-, worst- and best-case scenarios. Its product supports both driver- and scenario-based planning with menus, processes and model attributes to rapidly create scenarios.

- **Strong customer retention:** Syntellis showed three consecutive years of largely increasing retention rates, while also supporting its clients through the COVID-19 pandemic with real-time COVID-19 tracking data, including PPE inventories, COVID-19/demand prediction, a COVID-19 census and more.

- **Comparative healthcare data benchmarking:** Syntellis offers comparative analytics and benchmarking data that helps guide healthcare customers with their investment and cost performance improvement needs. This large dataset provides near-real-time healthcare market trends through predictive AI and uncovers improvement opportunities that help organizations drive better strategic decisions.

Cautions

- **Functional product features:** Syntellis offers multidimensional financial forecasting functionality where users can view, comment and enter data relevant to their specific areas to complete forecasts and plans. Capabilities such as self-service business intelligence, stronger API development and AI-based demand forecasting are planned and set to release in the next year or next release, respectively.

- **Focus on Mid to Large Enterprises:** The majority distribution of Syntellis customers by organization type trends toward mid to large enterprise companies. Smaller or global organizations considering an FP&A solution should ensure this vendor can meet the needs.

- **Specialized vertical strategy:** Syntellis focuses mostly on healthcare, education and financial institutions. Syntellis' portfolio also includes a small percentage of institutions outside of those industries including government, manufacturing, retail, technology, transportation and thus, clients should evaluate if this solution will meet their specific industry needs.

Vena

Vena is a Challenger in this Magic Quadrant. Its Vena Complete Planning Platform provides a cloud-native platform consisting of configurations for its branded areas of Finance-Led Planning, Extended Planning and Beyond Planning. Vena is a private company with the majority of its customers in North America. It mainly serves clients with $50 million to $500 million in revenue in an array of verticals, including manufacturing, professional services, and banking, finance and insurance. An innovative feature is that its native Excel Complete Planning Platform is built for Microsoft 365 with Power BI embedded. In 2022, Vena plans to enhance its integration points for multiple sources of data (including Vena APIs), BI/AI analytics, ML forecasting and Microsoft 365 technology.

Strengths

- **Market understanding:** Vena's product and usability teams conduct quarterly customer surveys and interviews that focus on product feature enhancements and usability tests, and it employs beta programs for new product initiatives. New features are upvoted on its customer forum, and the company hosts a Customer Advisory Board.

- **Robust vertical/industry strategy:** Vena's preconfigured industry solutions provide templates, data models, connectors and business logic, which can be configured to meet specific financial planning business and industry requirements. The company uses implementation partners that tailor to industry-specific client needs.

- **Embedded Power BI and Azure:** Vena offers an embedded Power BI experience combined with Azure Datalake infrastructure to help users drive advanced analytics and AI driven analysis. Customers are provided with out-of-the box Power BI reports including multidimensional analysis, scenario analysis and predictive analytics.

Cautions
- **Restrictive post-go-live support:** Vena offers two tiers of customer support: standard and premium. Standard support is offered to all customers; however, response times for the standard support offering may not be suitable for organizations that require multiple time zones or 24/7 support windows, which means an investment in the premium offering.

- **Limited language support:** While Vena has an expansion of multilingual support in its roadmap for the next 12 months, it currently supports eight languages (English, French, Spanish, Italian, Portuguese, German, Dutch and Ukrainian). Some vendors support 15 or more languages.

- **Predictive analytics capability:** Vena's AI/ML functionality uses the ML models on the Power BI platform and includes anomaly detection, key driver information and possible explanations. Some vendors offer more extensive AutoML capability, including a more extensive library of algorithms and model ranking.

Wolters Kluwer

Wolters Kluwer is a Leader in this Magic Quadrant. Its CCH Tagetik portfolio provides an AI-based predictive financial planning solution with real-time analysis, modeling and reporting, as well as data-enabled forecasts. Wolters Kluwer is a public company with customers in all world regions. It serves clients with $250 million to over $10 billion in revenue in an array of verticals, including manufacturing, retail, and banking, finance and insurance. An innovative feature is that its predictive models continually use new, updated data to increase accuracy and ensure forecasts reflect the most current trends. In 2022, Wolters Kluwer plans to expand the use of AI/ML, its platform capabilities for data handling and its reporting and user experience.

Strengths
- **Robust offering (product) strategy:** Wolters Kluwer added a CCH Tagetik Supply Chain Planning solution in 2021 that connects demand, supply and production planning with its S&OP and predictive planning solution, CCH Tagetik Predictive Intelligence. It enhanced support for virtual

data sources and adopted technologies for growing data volumes to bolster predictive planning.

- **Strong predictive analytics offering:** Wolters Kluwer offers predictive forecasting capabilities using AI/ML, including a library of over 38 predictive forecasting techniques, varying from widely adopted statistical models to ad hoc Python-based predictive models. The models also include time series, multivariate, account reconciliation, actual analysis and anomalies detection. The ML model calculates the confidence interval for the forecast values and displays it for the user.

- **Sales pricing transparency:** Wolters Kluwer has a modular structure for its pricing, including number of users by type, add-ons (that is, connectors and BI integrations), prepackaged solutions and apps. This transparency allows customers to only pay for what they need, with the option to expand in the future.

Cautions

- **Foundational reporting features:** Wolters Kluwer provides options to create reports using web forms or native integration with MS Office including Excel, Word and PowerPoint and Power BI. Features offered by some vendors include advanced report formatting, where reports retain identical formatting when viewed on paper or a browser typically used for formal board reporting.

- **Standard language capabilities:** Wolters Kluwer's CCH Tagetik standard application and menus support seven languages (Italian, English, French, German, Russian, Japanese and Chinese) with metadata and reports available in any language. Some vendors support 15 or more languages.

- **Select partner network:** Wolters Kluwer partners globally with professional "Big 4" consulting firms, global, regional and local consulting and implementation partners, as well as technology partners. Other leaders utilize a wider range of professional, data integration and technology partners.

Workday

Workday is a Leader in this Magic Quadrant. Its Workday Adaptive Planning software is an enterprise planning platform that provides budgeting, forecasting, reporting and analytics, and scenario modeling with ML. Workday is a public company and Workday Adaptive Planning's customers are mainly in North America. It serves clients with less than $50 million to over $5 billion in revenue in an array of verticals, with its top three including professional services, technology, banking, finance and insurance. An innovative feature is its proprietary Elastic Hypercube Technology, which adds memory and computational power automatically when needed, allowing users to update, modify and compare models in real time and reducing end-user reporting latency. In 2023, Workday Adaptive Planning plans to further develop an app-like user experience to increase active participation by users outside of finance in the planning process.

Strengths

- **Advanced innovation:** Elastic Hypercube Technology is a next-generation in-memory planning, reporting and analytics engine that enables Workday Adaptive Planning to automatically scale with businesses' dynamic needs. This auto-scaling allows companies to update or modify models in real time without maintenance windows, locking users out or other user disruptions.

- **Responsive market understanding:** Workday Adaptive Planning has responded to market demand for companywide planning with a federated planning architecture. This offering allows each function or business unit to have its own individual planning environment, while also allowing finance to bring planning components together into a single holistic plan.

- **Customer Support:** With support centers in 6 different locations around the globe, Workday Adaptive Planning customers are supported by 24/7 on-demand assistance and resources that enable customers to learn, innovate and collaborate. It has 10 different customer success channels depending on client needs to ensure customer planning process success, including front-end application and back-end technical support.

Cautions

- **Workflow Automation:** Workday Adaptive Planning offers visual workflow functionality to manage tasks and provide process-planning status reporting. This functionality may not be suitable for organizations seeking broader process orchestration capabilities such as system-generated bottleneck reports for postmortem process review and improvement.

- **Limited Native Adoption Monitoring:** Workday's customers can monitor individual usage of the application natively. However, Workday's functionality does not allow customers to monitor detailed adoption and interaction with specific features within the software itself. Customers will need to request an ad hoc report from Workday to see this level of detail.

- **Localization strategy:** While Workday Adaptive Planning can be configured to meet specific local regulation requirements during implementation, it does not offer preconfigured models for countries. If a country was not configured during implementation, customers will need to configure additional calculations to comply with the new local requirements.

Inclusion and Exclusion Criteria

For Gartner clients, Magic Quadrant research identifies and then analyzes the most relevant providers and their products in a market. By default, Gartner uses an upper limit of 20 providers to support the identification of the most relevant providers within this market. On some specific occasions, Gartner may extend the upper limit to this number where Methodologies agrees that the intended research value to our clients might otherwise be diminished. The inclusion criteria represent the specific attributes that Gartner analysts believe are necessary for inclusion in this research. Vendor solutions must align with the earlier market definition and successfully adhere to Gartner's standard cloud service attributes as defined below.

To qualify for inclusion, solution providers were required to fulfill the following criteria:

Product Capabilities

- Support the core functionality of financial planning software (as defined in the Market Definition/Description section).

- Deploy software solutions as a cloud service. On-premises-only solutions will not be included within the assessment. If a vendor offers both on-premises and cloud options, the capabilities of the on-premises offerings and any hosted on-premises options will be ignored in the evaluation process.

- Actively market, sell and deploy these cloud solutions on a stand-alone basis devoid of any additional bundling with broader ERP suites or other solutions.

Market Presence

- Actively market and sell these products to organizations with at least 50% of customers having annual revenue above $50 million over the last year.

- Have at least 200 customers "live" by 31 December 2021 (with "live" defined as the customer using the current version of the software before the next version is released).

- Be actively sold and marketed, and have "live" customers using it beyond the vendor's home region, including the Americas, EMEA, Asia/Pacific or Latin America.

- Have booked cloud recurring subscription and support revenue of at least $25 million (or foreign currency equivalent) between 1 January 2021 and 31 December 2021.

Honorable Mentions

Centage did not qualify for inclusion in this Magic Quadrant because it did not book cloud recurring subscription and support revenue of at least $25 million (or foreign currency equivalent) between 1 January 2021 and 31 December 2021, but is worthy of consideration. Based in Massachusetts, U.S., Centage offers a cloud planning and analytics platform called Planning Maestro. It targets primarily small and midsize businesses seeking budgeting, forecasting and reporting capabilities.

Evaluation Criteria

Ability to Execute

Gartner evaluates vendors by assessing their product's services, sales and marketing execution, and overall operations. Analysts evaluate how these criteria enable the vendors to be competitive and effective in the market, support their ability to satisfy customers, assist in creating positive perception and help them adequately respond to market changes.

In this Magic Quadrant, the product or service, customer experience and market responsiveness criteria are particularly important:

- **Product or service** encompasses the vendors' ability to provide current product and service capabilities, quality, feature sets and skills.

- **Customer experience** evaluates the vendor's capacity to deliver a journey that enables clients to succeed with the product or service.

- **Market responsiveness** ensures vendors continue to develop their products, remain flexible and achieve competitive success by taking opportunities to respond to changing customer needs and evolving market dynamics. This criterion also evaluates the vendor's history of responsiveness.

Table 1: Ability to Execute Evaluation Criteria

Evaluation Criteria ↓	*Weighting* ↓
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Low
Market Responsiveness/Record	High
Marketing Execution	Low
Customer Experience	High
Operations	Low

Source: Gartner (December 2022)

Completeness of Vision

Gartner assesses vendors by evaluating their ability to articulate their perspectives on the market's current and future direction, to anticipate customers' needs and technology trends and to address competitive forces. Analysts also evaluate Completeness of Vision by vendors' understanding and articulation of how they exploit market forces to create new opportunities for themselves and their clients.

In this Magic Quadrant, market understanding, product strategy, innovation and geographic strategy are also particularly important:

- **Market understanding** includes the vendor's ability to understand and anticipate future buyers' requirements and needs.

- **Product strategy** involves using that information to shape or enhance the products and services offered.

- **Innovation** encompasses how vendors administer resources, expertise or capital for competitive advantage.

- **Geographic strategy** conveys a vendor's ability to respond to customer demands and deliver value to organizations of different sizes across the globe.

Table 2: Completeness of Vision Evaluation Criteria

Evaluation Criteria ↓	Weighting ↓
Market Understanding	High
Marketing Strategy	Low
Sales Strategy	Low
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	Medium
Innovation	High
Geographic Strategy	High

Quadrant Descriptions

Leaders

Leaders are in the strongest position to influence the market's growth, direction and provide mature offerings that meet market demand. They demonstrate a market-defining vision of how financial planning software can help CFOs achieve their business objectives of maximizing organizational profitability, resource allocation and value creation while enabling workflow efficiencies and predictive capabilities within their FP&A operations.

Leaders have the ability to execute their vision and clearly identify how innovative technologies can be applied throughout the solutions within their application, including big data integrations or AI/ML functionality. They have demonstrated business results in the form of new customer acquistion and existing customer retention. They excel in their combination of product features, market responsiveness, customer experience and innovation.

Leaders also show a consistent ability to win new deals. Their customers are deployed in most geographic regions, and they cover a wide variety of industry verticals and organization sizes. Leaders have demonstrated effective use of their partners, such as systems integrators, consulting and technology partners within their product development, sales, marketing and customer implementation efforts.

A Leader may not always be the best choice for every customer. A focused, smaller vendor that is not a Leader can sometimes provide superior support and commitment. Other vendors may provide a specialized capability that is essential for some organizations, such as specific industry support. A vendor that focuses on a specific vertical market or within a limited geographic area may not be a Leader in the overall market, but it may be a competitive option within its chosen market or area.

Challengers

Challengers exhibit strong execution capabilities today, but their product vision and roadmap are not yet closely aligned with Gartner's view of the future for financial planning solutions (see Market Overview). While their product features and technical capabilities are sufficient, they may not currently demonstrate market understanding, innovation or product vision to the same degree as leaders. CFOs need to evaluate Challengers based on the vendors' current capabilities and gaps, and determine the extent to which those gaps will impede near-term aspirations to achieve higher levels of FP&A maturity.

A Challenger may become a Leader if it demonstrates exceptional insight into the market's direction and continues to execute excellently. A Challenger may alternatively become a Visionary or Niche Player by sacrificing growth, instead focusing on developing innovative, differentiating and/or segment-specific features and capabilities.

Visionaries

Visionaries have a vision for delivering a modern financial planning solution that aligns with Gartner's view of how the market will evolve. These vendors embody trends that are shaping or will shape the financial planning market. Although Visionaries have a strong vision and roadmap, they are limited in terms of execution or track record, or are judged to have current functional gaps in their financial planning solution compared to Challengers and Leaders in the market.

Visionaries may become Challengers or Leaders, depending on how they develop their go-to-market capabilities and whether they can develop partnerships that complement their strengths. Alternatively, a Visionary may become a Niche Player if it decides to limit its target market by focusing on its core competencies, technologies or existing customers.

Niche Players

Niche Players do well in a segment of a market or have a limited ability to innovate or outperform other vendors in the wider market. Alternatively, they may be struggling to remain relevant in a market that is moving away from them. Although readers might assume vendors in the other quadrants are better choices for financial planning solution buyers, in certain circumstances, Niche Players can be a good choice for prospective users. This is because they might focus on a specific organization size or complexity, specific geography or an industry vertical that is relevant to particular users. Prospective buyers must understand a Niche Player's industry verticals, geography and solution focus, and evaluate how well it aligns with their business objectives.

In this continually evolving market, opportunities exist in all directions. Some Niche Players are poised to improve their execution and evolve into Challengers. Others may become Visionaries by developing innovative solutions that attract interest beyond their niche segments. Others may strengthen and broaden their businesses to eventually become Leaders.

Context

As cloud financial planning solutions' analytic and platform capabilities have evolved, access has been granted to additional data sources, such as transactional finance systems and, in some cases, operational data to help CFOs support a broader set of organizational needs. Additionally, with AI capabilities such as predictive analytics and system-generated data insights, CFOs are poised to provide even more enhanced data-driven, decision-making capabilities.

This Magic Quadrant evaluates vendors that have met Gartner's criteria for the financial planning software market. CFOs and their staff responsible for driving improvements in their financial planning processes should use this research as part of their market evaluation.

The following are key considerations and recommendations for assessing vendors that are best-suited to meet the needs of your organization:

- **Your organization's primary use cases —** Use cases vary by organization and are typically driven by organization complexity and expected outcomes (that is, prioritizing efficiency in the financial planning processes or improved operational visibility and management). Require vendors to demonstrate the ability to support both your current and future use cases. This will

- **Implementation strategies and support** — Ask questions about whether implementations are vendor- or partner-led and how much experience each solution provider has within your region and vertical's technology ecosystems. Evaluate each vendor's existing connectors to ERPs, CRMs and accelerators (that is, preconfigured tools to expedite implementation and integration), and vendors' typical implementation time frames and costs. Assess your existing technology portfolio (that is, what you have already invested in) and how that technology stack would best integrate with the financial planning software you select.

- **Differentiating features and vendor roadmaps** — Product development roadmaps and features differ between vendors. Ensure the selected vendor is focused on growth and product development solutions that align with your organization's expectations and future needs. Evaluate vendors' current and future advanced analytics capabilities, such as AI and ML investments, external data integrations, scenario planning, alternate hierarchy support, workflow automation and collaboration functionalities.

- **Global support** — Global and local regulations vary by country and are constantly changing. Prioritize what global functionality or support you need to generate fully transparent plans that support the decision needs of your organization, and compare these needs against the vendor's capabilities.

- **Pricing models** — Vendors in this market have different pricing models, mainly driven by either user type, user volume or add-on support services. Connectors to systems (that is, ERPs, CRMs and accelerators), or models and solutions may also carry an additional cost. Take time to evaluate which model is right for you based on your current and future growth projections.

Magic Quadrants are snapshots in time. To be impartial and complete in its analysis, Gartner stops the data collection efforts at a consistent time for all vendors. In the case of this Magic Quadrant, the product and service capabilities were required to be in production and generally available as of 31 March 2022 for the solution to be considered in this evaluation.

CFOs should not use this Magic Quadrant in isolation as a tool for selecting vendors and products. They should treat it as one reference point among the many that will be required to identify the most suitable vendor and product. When selecting a solution, they should use this Magic Quadrant in combination with Critical Capabilities for Financial Planning Software.

Market Overview

The financial planning software market has shifted from on-premises to cloud. Moreover, almost all migrations and new FP&A deployments are deployed as SaaS cloud offerings. Cloud solutions offer faster time to value and are easier to design, implement, use and maintain. As they can be managed by the cloud service provider, users are less dependent upon IT staff; they can be administered and configured by end users. They also enable broader adoption by offering extensive self-service analytics. These analytics help finance users address modern demands and requirements, such as applications for rolling forecasts, driver-based planning and scenario

modeling. Finally, these solutions deliver the application flexibility and collaborative capabilities needed to tighten operational and financial performance feedback loops that support wider organizational adoption beyond finance.

Financial planning software is at the forefront of finance modernization efforts. It has taken this prominent position as CFOs and FP&A leaders assume a leading role in driving more agile, accurate and continuous companywide planning, with the aspiration to become valued strategic business partners to the rest of the enterprise.

Market Trends

We expect the financial planning software market to grow and change dramatically over the next five years. This development will be driven by the rise in demand for CFOs to play a critical role in steering the business via strategic decision support, while also executing planning and forecasting more efficiently, increasingly through automation and intelligent systems. As the speed of digital business increases, along with the amount of data associated with managing it, the importance of these solutions is likewise increasing dramatically. These solutions continue to advance their ability to extend financial planning processes throughout the organization to a broader range of business applications, supporting connected planning across sales, marketing, supply chain, procurement, HR and IT.

This market will continue to be competitive, especially with increased customer demand for broader source system integrations and higher capacity with the large data volumes and sources necessary to support integrated business planning and predictive forecasting through AI and ML. These new predictive forecasting and analytics capabilities will enable increased levels of automation and intelligence, and better business outcomes.

Vendors are introducing more advanced and predictive analytics enabled by AI. Drawing from operational and external market data to provide actionable insights is a key trend for these vendors. Such trends can include early identification of data anomalies, forecast bias detection, ML-driven predictive forecasts across multiple variables, smarter prioritization of insights based on materiality thresholds, and predictive cash forecasting to improve cash forecasting using transactional detail. Today, these more advanced forms of analytics are a differentiator, but Gartner predicts they will become more of a standard expectation as additional vendors include them in their offerings.

Increased cross-functional collaboration is a key priority for organizations evaluating financial planning software. For large global organizations, the demand for better collaboration between different regions and functions is important to drive efficient and more meaningful forecasting and planning efforts. Additionally, with the move toward remote or distributed workforce models, organizations are seeking more collaboration opportunities through their technology. Vendors continue to invest in integrations with sales and other operational tools to enable better internal collaboration, as well as digital assistants and portals to enhance customer collaboration.

Acronym Key and Glossary Terms

AI	Artificial intelligence

APEC	Asia/Pacific Economic Cooperation
BI	Business intelligence
CFO	Chief financial officer
CRM	Customer relationship management
EMEA	Europe, the Middle East and Africa
EPM	Enterprise performance management
ERP	Enterprise resource planning
ETL	Extract, transform and load
EU	European Union
FP&A	Financial planning and analysis
GDPR	General Data Protection Regulation
IBP	Integrated Business Planning
IFP	Integrated Financial Planning
IFRS	International Financial Reporting Standards
IPM	Intelligent Prediction Model
ML	Machine learning
S&OP	Sales and operations planning
SKU	Stock keeping unit
SOX	Sarbanes-Oxley Act of 2002

GAAP	Generally accepted accounting principles (U.S.)

Evaluation Criteria Definitions

Ability to Execute

Product/Service: Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

Overall Viability: Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

Sales Execution/Pricing: The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

Market Responsiveness/Record: Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

Customer Experience: Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

Operations: The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

Completeness of Vision

Market Understanding: Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

Marketing Strategy: A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

Sales Strategy: The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

Offering (Product) Strategy: The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

Business Model: The soundness and logic of the vendor's underlying business proposition.

Vertical/Industry Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

Geographic Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

research may not be used as input into or for the training or development of generative artificial intelligence, machine learning, algorithms, software, or related technologies.