

BPM PARTNERS RESEARCH NOTE

Vendor Landscape Matrix

FINANCIAL, STRATEGIC, AND OPERATIONAL
BUSINESS PERFORMANCE MANAGEMENT

JUNE 2021

Contents

Executive Summary	03
The BPM Vendor Landscape Matrix Explained	04
Vendor Details	05
Fluence Technologies	06
Key to Vendor Checkboxes	07
About BPM Partners	11

Executive Summary

Last year many organizations turned to Business Performance Management (BPM) solutions to help them navigate through the challenging economic environment caused by the global pandemic. Our recent research indicates those systems did in fact succeed in helping companies become more agile, and better able to respond to the dynamic market conditions around them. As those same companies look forward to starting down the path to recovery, they are conscious of the fact that there will certainly still be some bumps along the way. Again, they are hoping their BPM systems can help.

While many organizations are still trying to fix a painful budgeting process, they have broadened their system requirements based on what they have just been through. Newer areas of focus include scenario planning, financial modeling, continuous forecasting, strategic planning (recognizing that short-term changes will also impact longer-term plans), predictive forecasting leveraging AI, operational planning, financial and operational signaling to provide leading indicators of changing conditions, revenue planning, capital planning, pervasive data visualization, near real-time streamlined integration with transactional source systems, and the list goes on and on.

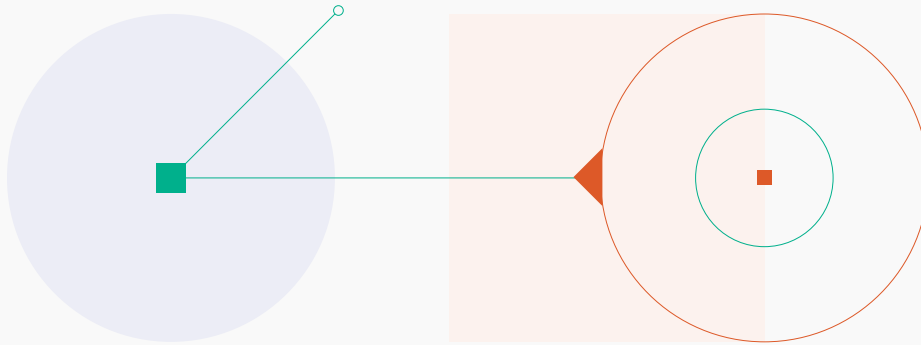
The good news is that the majority of performance vendors are up to the task of meeting this broader range of requirements. There has been significant investment in the space in the past year and many vendors are using those funds to expand their product offerings with major new capabilities. In addition, a number of newer vendors have stepped up to the plate with a focus on financial modeling, scenario planning, revenue planning, and operational analysis. In fact,

this year there are more capable solutions available, at every price point, than in any prior year. The challenge then becomes evaluating this expanded list of options and finding the right solution for your unique business needs. This report is designed to help you get started with that process.

The purpose of the BPM Partners Vendor Landscape Matrix is to provide a point-in-time snapshot of all the core players, their status in the market, and the focus of their offerings. The BPM Partners Vendor Landscape Matrix covers financial, operational, and strategic performance management in a single, unified report. Information is presented in a summary grid, along with vendor by vendor commentary, attribute checkmarks, and customer satisfaction ratings collected as part of the annual BPM Pulse Research Study. This document is updated annually, usually in June, to reflect the most current information available. We believe that this information should enable organizations to focus their vendor selection activities on those vendors most likely to meet their needs, saving time and money in the process. This report is not intended to replace the thorough due diligence, analysis, and detailed evaluations and comparisons that we recommend be conducted as part of any BPM vendor selection process. Information about our own services in this area is included at the end of this document.

All of the data contained in this document has been independently researched and compiled by BPM Partners, Inc.

The customer satisfaction data is from the 2021 BPM Pulse Research Study which was conducted during April/May 2021, except where noted otherwise.



1

The BPM Vendor Landscape Matrix Explained

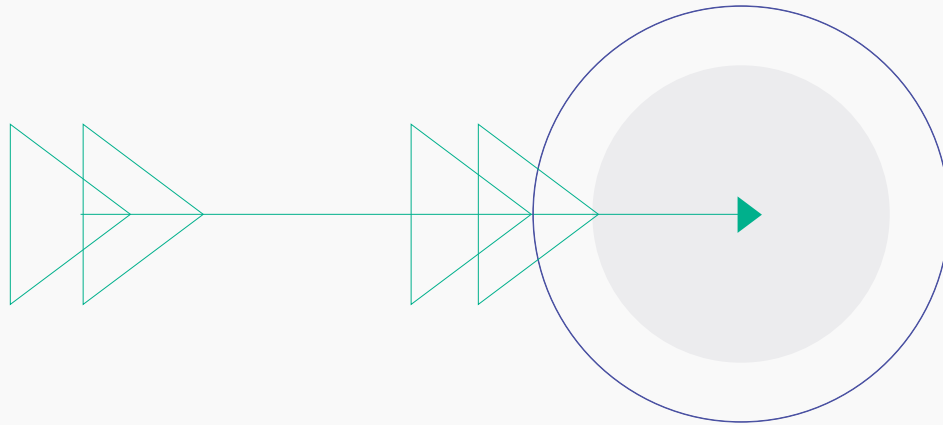
This grid is only for Business Performance Management (BPM) Vendors. It is therefore important to understand how we define BPM:

- BPM is a set of integrated, closed-loop management and analytic processes, supported by technology, that address financial as well as operational activities.
- BPM is an enabler for businesses in defining strategic goals, and then measuring and managing performance against those goals.
- Core BPM processes include financial and operational planning, financial consolidation and reporting, modeling, analysis, and monitoring of key performance indicators (KPIs) linked to organizational strategy.
- Operational Analytics focus on the performance of key business areas including Sales, Marketing, Customer Service, Manufacturing, R&D, IT, and HR.
- From a technology perspective: all vendors in this report offer a cloud version of their product. For some vendors this is simply a hosted version of their on-premise offering. For others it is a new product that co-exists with an established on-premise offering from that same vendor. Of course, some vendors started in the cloud (or completely re-architected their on-premise offering for the cloud) and do not offer an on-premise alternative. When it comes to mobile,

most vendors provide an HTML5 web interface that makes their full product set available for access from any device.

- On the application front: vendors continue to focus on ease-of-use enhancements, pre-packaged solutions to accelerate time to value, and streamlining the integration of familiar Microsoft Office components throughout their product sets, now also including Power BI.
- Inclusion in the Vendor Landscape Matrix is based solely on BPM Partners' evaluation of vendor activity in the field as it relates to performance management. Only the most active vendors competing for and successfully delivering BPM solutions in the North American market are included in this grid. Vendors may be excluded if they do not offer one or more of the core capabilities required of BPM systems, or if their sales and/or R&D focus is weighted towards existing and new joint customers of non-BPM products offered by their parent company. Vendors that are unable or unwilling to share information necessary for the preparation of this report cannot be included.





2

Vendor Details

For each vendor included in the matrix we have included brief comments, usually highlighting what's new or unique about the vendor. Where available we have also included customer satisfaction ratings for 15 key attributes as well as an overall score (which is provided by respondents, not mathematically derived). This data comes directly from the 2021 BPM Pulse Research Study which had responses from over 450 companies. Respondents who rated vendors/products self-identified themselves as users of the vendors/products being rated. BPM Partners then validated their customer status with the specified vendor. Respondents were asked to rate their vendor and product satisfaction on a 5 point scale with 1 being the lowest and 5 being the highest. The attributes being rated (and their grid codes) were:

- Overall satisfaction
- Price/value (Price)
- Budgeting/Planning Functionality (BudF)
- Financial Consolidation Functionality (ConF)
- Reporting Functionality (RepF)
- Dashboard Functionality (DshF)
- Analytics Functionality (AnlF)
- Ease of use (Use)
- Ease of implementation (Impl)
- Ease of administration (Admin)
- Ease of integration (Intg)
- Finance self-sufficiency (FSS)
- Performance/Scalability (Perf)
- Customer Support (Supp)
- Vendor/partner consulting (Conslt)
- Product Innovation/Enhancement (Inno)

Our interpretation of these ratings is represented as follows:

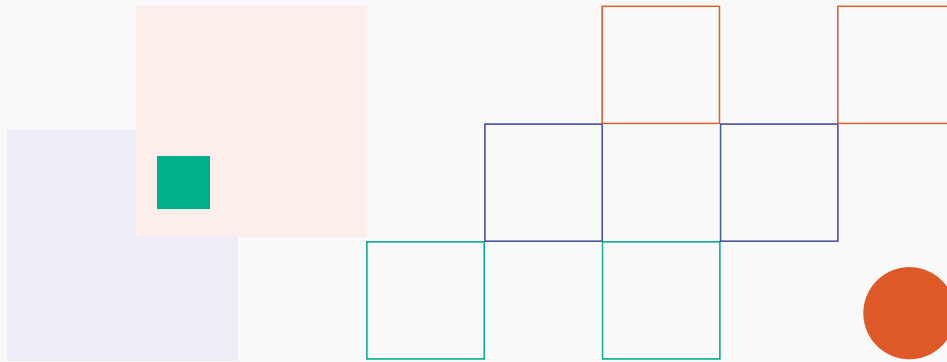
Fair <4.00	Good 4.00-4.24	Very Good 4.25-4.49	Excellent 4.50-4.74	Outstanding 4.75-5.00
--------------------------------	---------------------------------	--------------------------------------	--------------------------------------	--

BPM Pulse Rating

The vendor ratings appear on each individual vendor page and in comparative multi-vendor charts. On the individual pages the vendor's Excellent and Outstanding attribute ratings are bolded, and the functionality ratings are highlighted. Vendors that did not get assessed in the 2021 BPM Pulse Survey, or did not have sufficient data to provide an accurate rating, are noted with "insufficient data" on their individual page. If they had sufficient data in a recent prior survey year that data is included and so noted. Note: vendors without current year ratings are placed in the 'insufficient data' section of the VLM grid, even if they do have prior year ratings.

The vendor pages will also display a 'Recommendation Rate', which is the percentage of survey respondents who answered with a 7 or more when asked the likelihood of recommending their vendor to a friend or colleague, on a 1-10 scale.





3

Fluence Technologies

Fluence delivers a cloud-based consolidation-first platform with out-of-the-box consolidation models and calculations, no-coding administration, drag-and-drop workflow, drop-down rules, time-based calculations and support for audit and movement dimensions.

Utilizing an Excel interface, the system is designed to be owned by Finance, easy to use, and implemented quickly. The platform addresses the requirements of midmarket organizations for consolidations, cash flow management, and financial and management reporting.

Out of the box consolidation functionality includes foreign exchange, intercompany matching, reconciliation, and elimination, cash flow automation, non-controlling interest, equity pickup, journal entries, validations, controls, and audit/transparency, all coupled with management reporting, collaboration and workflow. Advanced capabilities are available for acquisitions/disposals, discontinued operations, allocations, proportionate consolidation, related party disclosures, simulations and what-if analysis.

The system supports both North American and European consolidation methods. For broader FP&A needs, Fluence is tightly integrated with Vena to provide a seamless and unified, extensible performance management platform.

New developments include full platform integration with Power BI, and rapid migration tools to streamline the transition from legacy on premise consolidation solutions to the Fluence platform.

Core Strengths

Ease of Use, Out of the Box Functionality, Complexity Handling, Depth and Breadth of Functionality.

Capabilities

Functionality				Profile			
Core	Specialized	Complementary	Advanced	UI	Market	Deploy	Apps
Unified Platform	Statutory Operational, Benchmarking, Analytics	Reconciliation, Tax	Quality, Automation, Predictive, Insights	Excel	\$50M-\$3B	Cloud	No

Customer Satisfaction

Overall:

4.75

Recommendation Rate:

100%

Price	ConF	DshF	AnlF	Use	Impl	Admin	Intg	FSS	Perf	Supp	Conslt	Inno
4.83	5.00	4.60	4.50	4.50	4.50	4.63	4.57	4.63	4.63	4.86	4.86	4.86

Vendors Factbox

Years in Performance Management Business	2 years
North American Business %	90%
Number of Partners	10
Vendor Implementation %	20%
Update Frequency	Continuous
Pricing	\$\$\$\$

3

Key to Vendor Checkboxes

Functionality				Profile			
Core	Specialized	Complementary	Advanced	UI	Market	Deploy	Apps
See below	See below	See below	See below	See below	Revenue Range	See Below	Yes/No

Functionality

CORE

How the vendor delivers the core performance management functionality of budgeting, forecasting, planning, reporting, consolidation, and dashboards:

‘Unified’ – single product delivering all core functionality (unless noted otherwise)

‘Modular’ – multiple modules optimized for key components of core functionality

‘Separate Products’ – multiple products for different components of core functionality, usually priced separately

‘Platform’ – single platform with a downloadable library of apps for core capabilities

‘Unified Platform’ – single product for core functionality combined with a platform for specialized solutions trying to be as pro-active as possible and attempting to build a solid foundation for the future.

SPECIALIZED

Focused solutions the vendor offers that address specific use cases within the core areas of performance management:

‘Statutory’ Consolidation – Version of consolidation designed for legal/statutory reporting with robust functionality usually tailored to meet individual country requirements

‘Disclosure’ Management – Support for the collaborative “last mile of Finance”

Pervasive ‘Analytics’ – While all vendors provide basic analytics capabilities, usually in a separate module or work area, pervasive analytics make analysis and visualization available throughout the product

‘Benchmarking’ – Provision of peer company data and streamlined integration

‘Salary’ Planning – Headcount planning focused on compensation and benefits-related expenses

‘Revenue’ Planning – Ability to plan and forecast revenues from multiple streams utilizing models that typically vary by industry

‘Capital’ Planning – Solution to facilitate management of capital investments and determine the impact on the P&L, balance sheet, and cash flow

OPERATIONAL SOLUTIONS

‘Operational’ Analytics - Support for processing high volume, granular operational data

‘Sales’ Planning – Operational planning focused on Sales that usually covers most of the following: pipeline, capacity, territory, quota, and incentive compensation management

‘Workforce’ Planning – Going beyond just salary planning the focus is on resource/talent management and identification of gaps in required skillsets

‘IT’ Planning – Project and portfolio planning

COMPLEMENTARY

Additional solutions the vendor offers that extend the value of performance management while going beyond the usual core functionality:

Account ‘Reconciliation’ – Enhances accuracy by automating the reconciliation process,

implementing controls, and flagging discrepancies

‘Transfer Pricing’ – Supports profitability analysis and tax liability calculations

‘Tax’ Provisioning and Reporting – Reduces the time and increases the accuracy of collecting and reporting tax data

ADVANCED

Capabilities the vendor adds that enhance multiple aspects of the solution, often powered by artificial intelligence/machine learning (AI/ML). Bolding is used in the checkbox to indicate if the vendor does in fact leverage AI/ML for the capability:

Task ‘Automation’ - The streamlining of multi-step tasks or prompting of steps in a previously used sequence (steps used last year to enter and submit the budget for example), may be powered by RPA (robotic process automation)

Data ‘Quality’ - The ability to minimize data errors, for example by flagging data that is outside the expected norm, such as out of range data when loading actuals, may be powered by Anomaly Detection

Intelligent ‘Insights’/Virtual Assistant- System generated insights based on the analysis of a dataset and highlighting trends or variances, often through conversational interactions, may be powered by NLP (natural language processing)

‘Predictive’ Analytics - Determining the probability of a future outcome based on analyzing a high volume of historical data, external factors, and applying statistical analysis, while also being able to generate the forecast itself and identify the optimal drivers, may be powered by ML (machine learning)

‘Prescriptive’ Capabilities - The product offers guidance and suggestions on action to take based on analysis of the data, may be powered by ML (machine learning)

Profile

UI

The primary interface of the vendor’s core product (note - whether it is the primary interface or not, most products interface with Excel for specific tasks):

‘Excel’ – Excel is the primary interface, **‘Own’** – Purpose-built interface, **‘Excel Option’** – Can use vendor’s own interface or opt to use Excel

MARKET

The vendor’s product is designed for particular target market segments (and priced accordingly). The target market by revenue is expressed in \$US ranges. Note: Vendors are grouped together in this report based on the markets they target.

DEPLOY

Deployment options

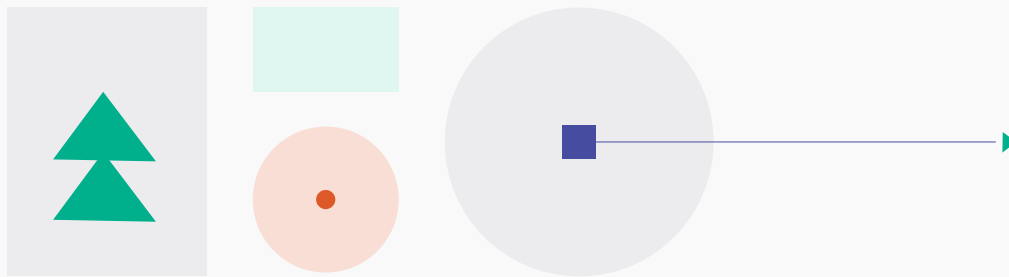
‘Cloud’ - Hosted/SaaS single-tenant version or multi-tenant cloud solution

‘OnPrem’ – On premise version, **‘(Same)’** indicates that cloud and on prem version are the same product Apps: The vendor provides a Library/Exchange/Hub/Marketplace of solutions/apps (Yes/No).

VERTICAL FOCUS/VERTICAL SUCCESS

This item is included for selected vendors that have expertise, significant success, and/or content related to specific industries. Vertical Success is used for cross industry vendors while Vertical Focus is used for vendors that only focus on the listed industries.





4

Core Strengths

These attributes are assigned by BPM Partners based on vendor input, and are designed to highlight each vendor's core strengths and key capabilities. It is important to note that the absence of a particular strength does not mean that the vendor does not have that attribute, just that other attributes were more representative of that vendor. The greatest value comes from viewing a vendor's core strengths as a whole and determining how closely they match the profile of your ideal vendor. For 2021 the available Core Strengths are:

Ease

- Ease of Use
- Product Flexibility
- Streamlined Integration

Cost

- Low Total Cost of Ownership
- Quick Implementation
- Out of the Box Functionality

Power

- Performance/Scalability
- Complexity Handling
- Depth and Breadth of Functionality

Reach

- Operational Analytics
- Easy Expandability
- Regulatory Compliance

Added Value

- Vertical Content
- AI Powered
- Complementary Applications

Key to Vendor FactBox

The Vendor FactBox is designed to provide additional useful information about each vendor to aid in decision-making. It is intended to supplement the vendor matrix, commentary, checkboxes, and customer satisfaction ratings and complete the picture.

Years in Performance Management Business: This represents the years of experience the vendor has in this field. For performance management focused vendors it is the number of years in business, for larger vendors with multiple product lines it is specifically focused on just the performance management business. Where a vendor entered the market through an acquisition the number of years includes the years the acquired company was in business prior to the acquisition.

North American Business %: This number represents the portion of the vendor's business that was North American focused in the past year. While a larger percent indicates a vendor with significant focus and traction in this market, a smaller percent indicates a vendor with more global experience.

Number of Partners: The number of partners includes reseller, implementation, and technology partners and is an indication of the ecosystem that has developed around this vendor's offerings. Note: if the vendor implementation % is low it is desirable for the number of partners to be high so there is a wider range to choose from.

Vendor Implementation %: Going hand in hand with the partners number this percent indicates the degree to which this vendor does their own implementations versus relying on third-parties. A higher number means the vendor does most of the implementations themselves, a lower number means more are done by partners. It should be noted however that even when a third-party is involved in the implementation most vendors maintain a design and quality assurance role.

Update Frequency: Frequency of minor/major cloud updates (not including urgent patches).

Pricing: Pricing varies widely and is impacted by many factors including volume, number of years commitment, existing relationships, sales promotions and who the competitors are. However, we set out to create a basic guide to enable you to determine the relative price positioning of the vendors. For most organizations pricing is a key decision factor and this guide should assist in setting appropriate expectations.

We compared the annual per user pricing (total annual subscription fee including any foundation / core / module / process / instance / fixed costs plus any workspace and cloud management fees, divided by the number of users) for a 50 user cloud-based planning system. We looked at typical/average street pricing

(as opposed to list price). Some vendors price by company size so we identified the high-end and low end, while others offer different versions with their own prices. We then assigned a symbol based on the pricing band the vendor's price fell into. Also, be aware that for some unified solutions the planning price may include access to financial consolidation and other functionality at no additional cost.

\$ = under 1,000 per user per year
\$\$\$\$ = 2,000- 2,499 per user per year
\$\$ = 1,000- 1,499 per user per year
\$\$\$\$\$ = 2,500- 2,999 per user per year
\$\$\$ = 1,500- 1,999 per user per year
\$\$\$\$\$\$ = 3,000 and over per user per year

6

About BPM Partners

BPM Partners is the leading independent authority on business performance management (BPM) and related business intelligence solutions. The company helps organizations address their budgeting, planning, forecasting, financial reporting, consolidation, regulatory compliance, profitability optimization, key performance indicator (KPI) development, and operational performance challenges with vendor-neutral experts who can guide companies through their BPM initiatives from start to finish while both reducing risk and minimizing costs. BPM Partners has specialized packages that lead clients through project justification, requirements definition, vendor selection and deployment of departmental or enterprise-wide BPM or related business intelligence (BI) systems. For further details, go to <https://www.bpmpartners.com/>. Follow BPM Partners on Twitter @BPMTeam.

For further information and the latest updates on each of the vendors included in this document (analyst reports, articles, blogs, news, etc.) visit BPM Partners' Performance Place by clicking on the logo on the individual vendor pages. Clicking the logo on this page will take you to our vendor search capability on PerformancePlace which will make it easier to build your vendor shortlist. It allows you to select the collection of core strengths that are most important, along with desired price range and other attributes, and then displays just the vendors that are a match.

Questions? For questions about this report, or any of the covered vendors, speak with one of our experts.

