



The Pulse of Performance Management 2013

**What You Need to Know for Budgeting, Reporting and Financial
Consolidation Success**

Presenter: Craig Schiff, CEO, BPM Partners

April 25, 2013



Craig Schiff



- Craig Schiff, CEO, BPM Partners, a vendor-neutral advisory services firm that helps clients address their performance management challenges with a comprehensive, rapid and cost-effective BPM methodology
- Founding member of Hyperion (now part of Oracle), spent 16 years as head of its Products & Services group
- Most recently co-founder and CEO of OutlookSoft (now part of SAP)
- BPM Standards Group founding member, contributor to Business Finance, Business Intelligence Network, TechTarget, Information Management
- 30+ years focused on analytic applications, BI, and BPM



BusinessFinance



information
management



The Pulse 2013 Agenda

- ◉ Focus of this Webcast
- ◉ BPM Solution Areas
- ◉ 2013 Predictions/Trending Now
- ◉ BPM Pulse with Expanded Coverage of:
 - Mobile, Cloud, Consolidation, and Spreadsheet Budgeting
- ◉ Vendors
 - End User Ratings
 - Best New Vendor
 - Core Vendors for 2013
 - One to Watch
- ◉ Customer Satisfaction Summary
- ◉ Midmarket Best Practices
- ◉ Next Steps
- ◉ Q & A



Poll

- What broad term do you use internally to describe a project that may include: budgeting/planning, financial reporting, consolidation, or dashboards? (choose one)
 - Business intelligence
 - Business analytics
 - Big data
 - Performance management
 - Financial suite
 - Something else that is not listed
 - I just name the individual components

Vendors and consultants please refrain from responding.



Focus of this Webcast

The Pulse of Performance Management series is designed to provide an unbiased and up to date overview of the world of business performance management. The information provided is intended to enable companies to have intelligent and informed discussions as they plan their performance projects.



Poll Results



BPM Definition

Technology: Business Performance

Management applications utilize business intelligence tools to address a strategic business need.

Business: Business Performance

Management enables an organization to plan, monitor, and execute on its strategy.

CPM=EPM=BPM≠BI

BPM Solutions

Budgeting, Planning & Forecasting

- A budgeting process that takes too much time and effort for too little return
- Not enough end-user participation resulting in limited buy-in
- The need to increase re-forecast frequency and accuracy

Financial Consolidation, Reporting & GRC

- Companies still striving to attain 'one version of the truth'
- Users unable to easily produce their own ad-hoc reports and analysis
- Monthly close that takes too long
- The need to prepare for transition to IFRS

Profit Optimization & Operational Analytics

- Difficulty in determining true profitability of products, services, regions, business units
- Departments that need to prioritize and focus on areas of greatest potential return
- The need to identify areas for cost-savings and understand full impact

Strategic Dashboards & Scorecards

- The ongoing struggle to achieve strategic alignment across the organization
- Employees focused on the wrong things
- The ability to be ready to act when key measures are significantly off target



The Pulse 2013

2013 Predictions/Trending Now



2013 Predictions

- From January 2013 Blog:
 - Focus on forecasting
 - Increased importance of financial consolidation
 - Expansion of cloud-based performance management
 - New vendor choices
 - More due diligence



Trending Now

- New vendors

- At least 6, with 2 focused primarily on Europe
- Experienced teams, serious offerings

- Cloud

- More complete solution sets
- Packaged and branded hosted options including hybrids
- Focus for 2 of the new vendors
- Included in almost every vendor's future roadmap



Trending Now

- Mobile

- Several vendors offering interactive mobile consumption today
- More comprehensive mobile access included in almost every vendor's future roadmap

- Midmarket growth

- About 75% of our business last year (\$ 300 million+)
- Across all industries



Trending Now

- Pricing

- Significant software discounting!
- Rapid implementations
- Free implementations!

The Pulse 2013

Customer/Prospect Trends

Spotlight Topics

Budgeting and Forecasting	Reporting and Analytics
Financial Consolidation	The Cloud and Mobile

BPM PULSE 2013



The logo for BPM Pulse 2013 features a blue heartbeat line that spans the width of the box. Below the line, the text "bpm" is written in a large, bold, blue sans-serif font, with "PARTNERS" in a smaller, blue sans-serif font underneath it. To the right of the text is a cluster of blue dots of varying sizes, arranged in a roughly circular pattern.

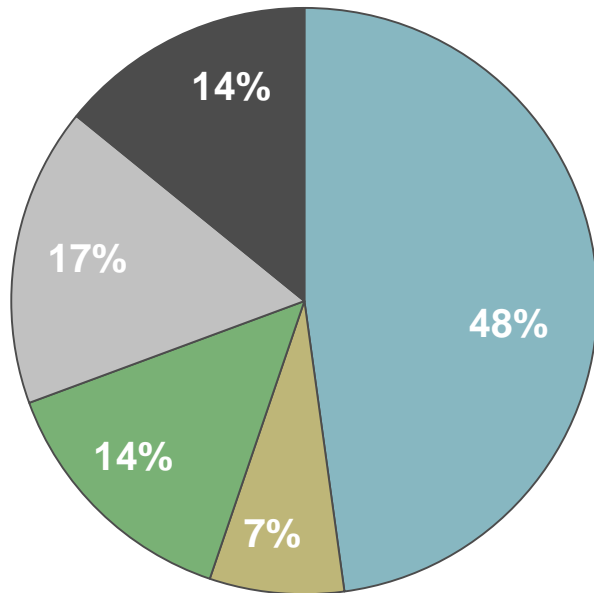


BPM Pulse Survey

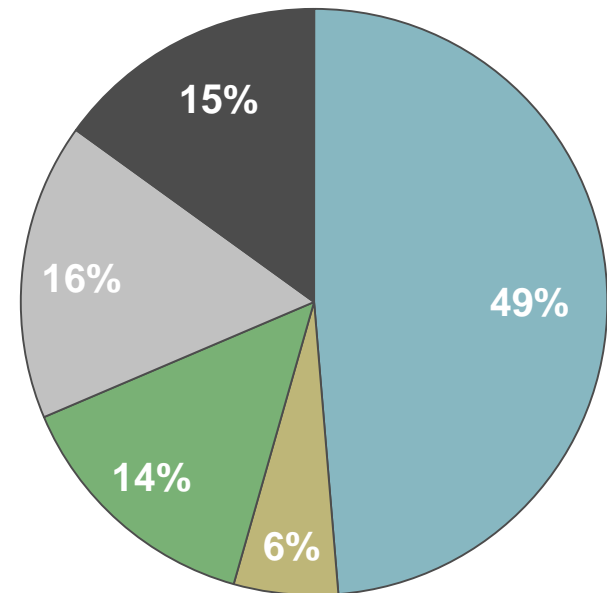
- Conducted January 2013 – April 2013
- 226 valid responses
- Across all geographies, largest group of respondents (88%) in North America
- Across all industries, largest group of respondents (≈11-16% each) in manufacturing, healthcare, financial services, and service organizations
- Company size: 8% small, 63% midmarket, 29% large/enterprise
- Mix of finance, IT, and operations respondents with largest group (57%) finance manager/VP/Controller/CFO

BPM Status

2012



2013

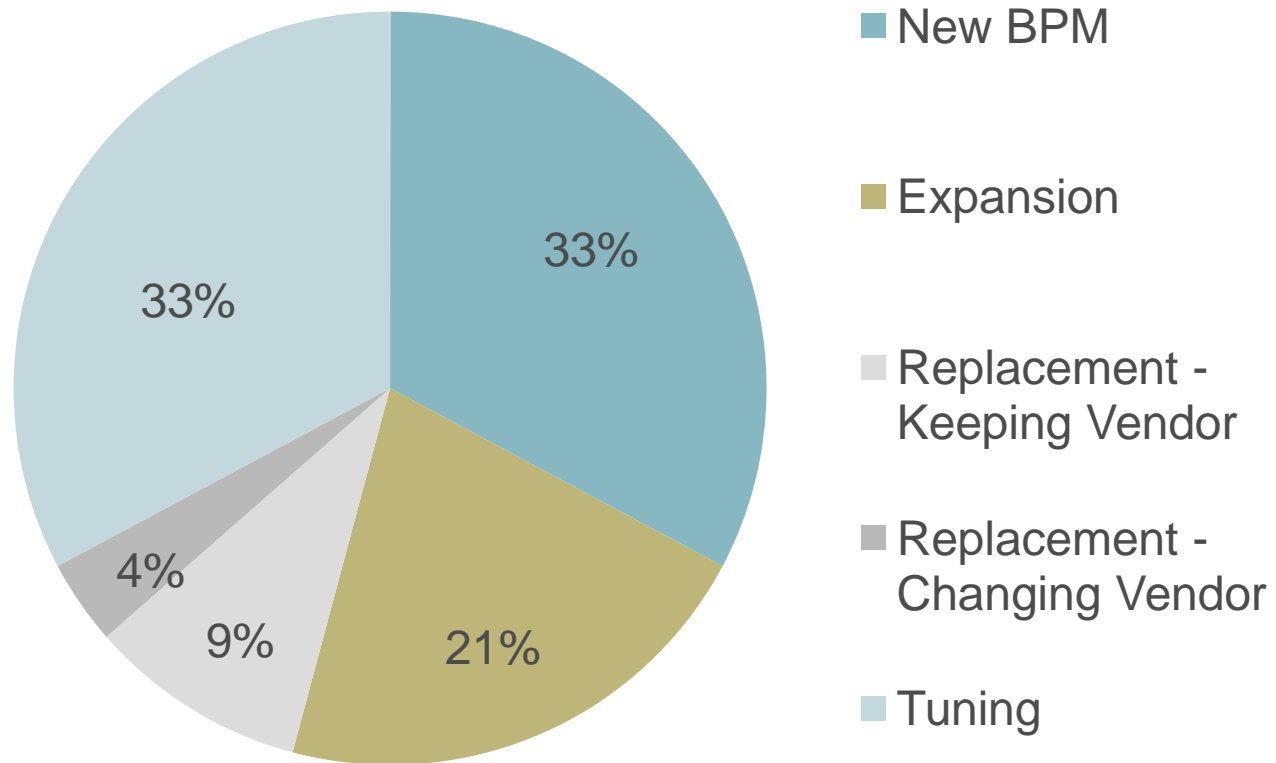


■ In Progress
■ Planned: S/T
■ Planned: L/T
■ Completed
■ No Plans

Status Detail

BPM Pulse Survey

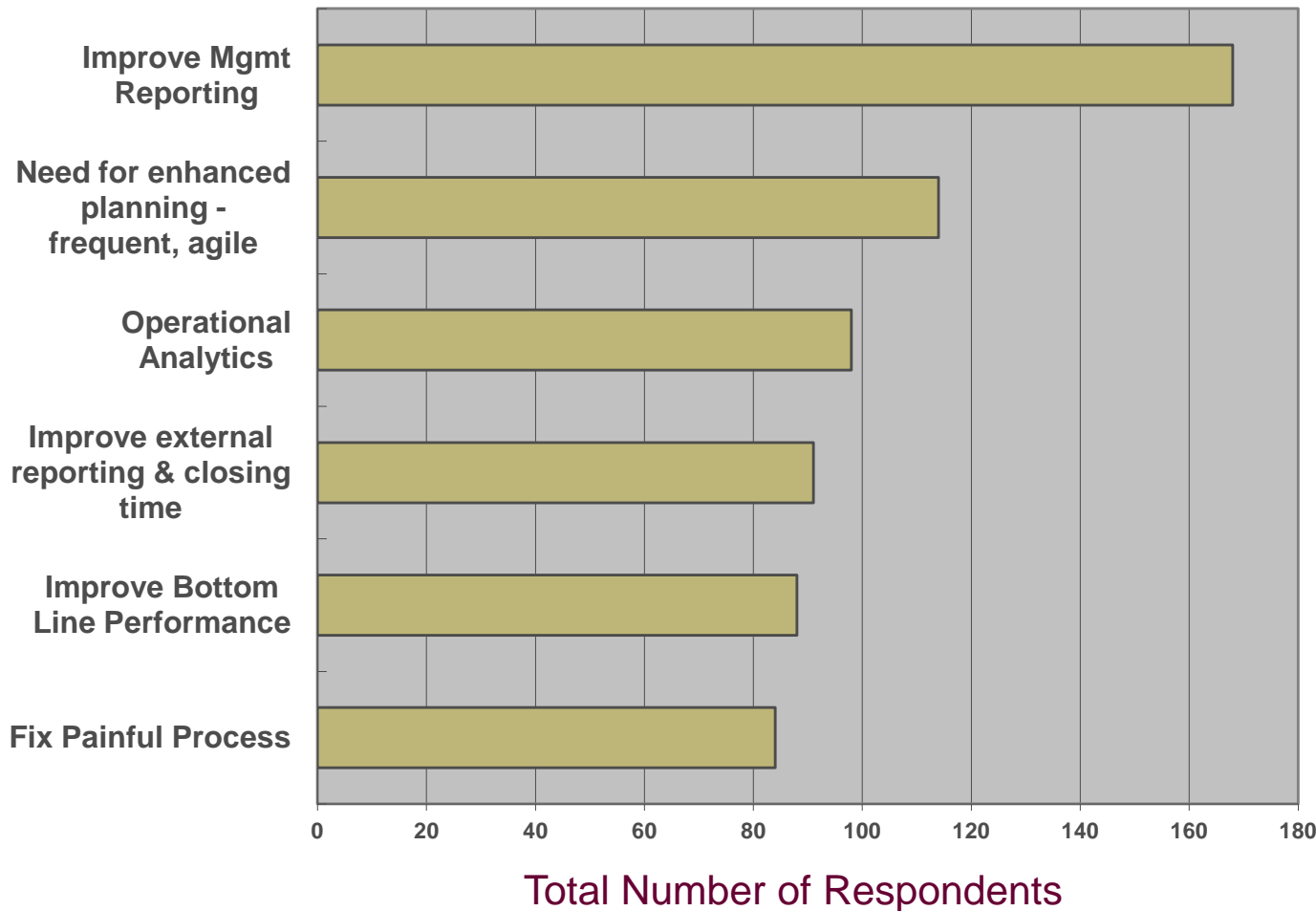
2013



- ▶ 46% New or replacement BPM solutions
- ▶ 21% Expanding scope or deployment

Primary Drivers for BPM

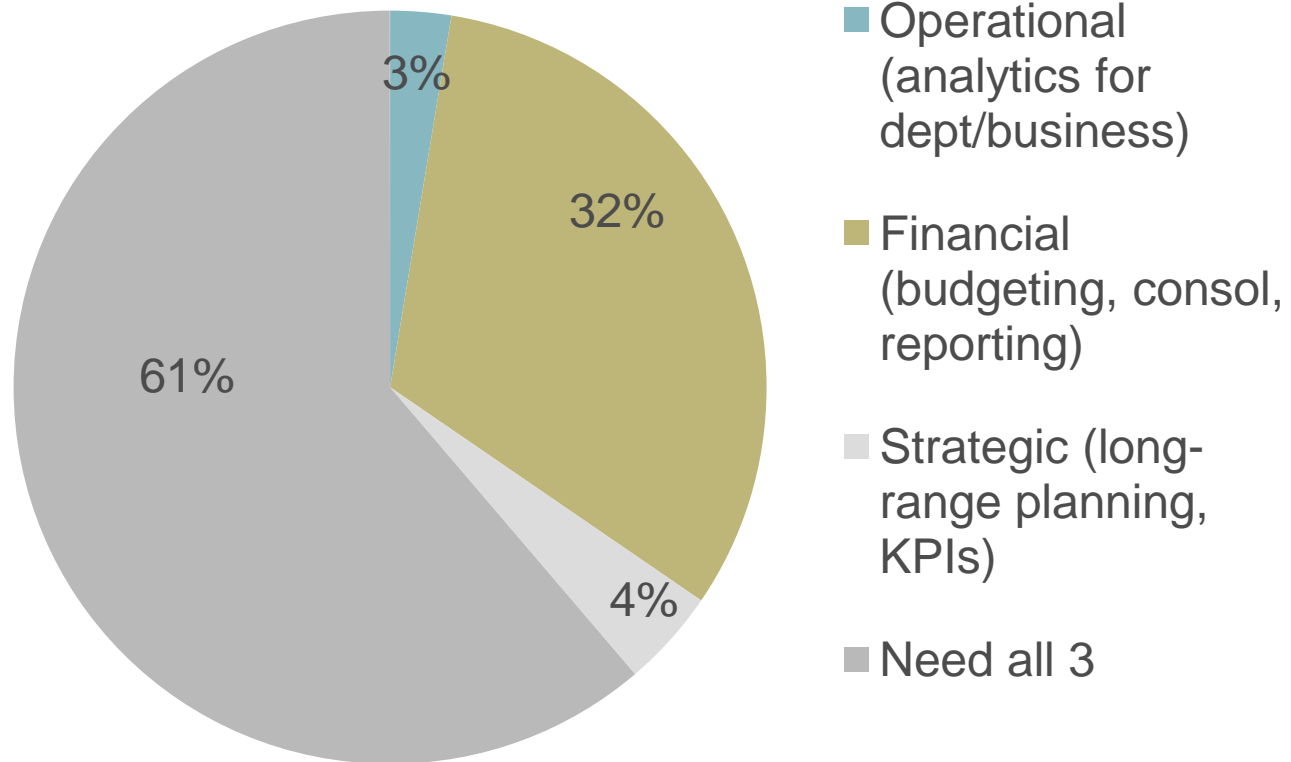
BPM Pulse Survey 2013



Which Aspect of Performance Management is Most Important

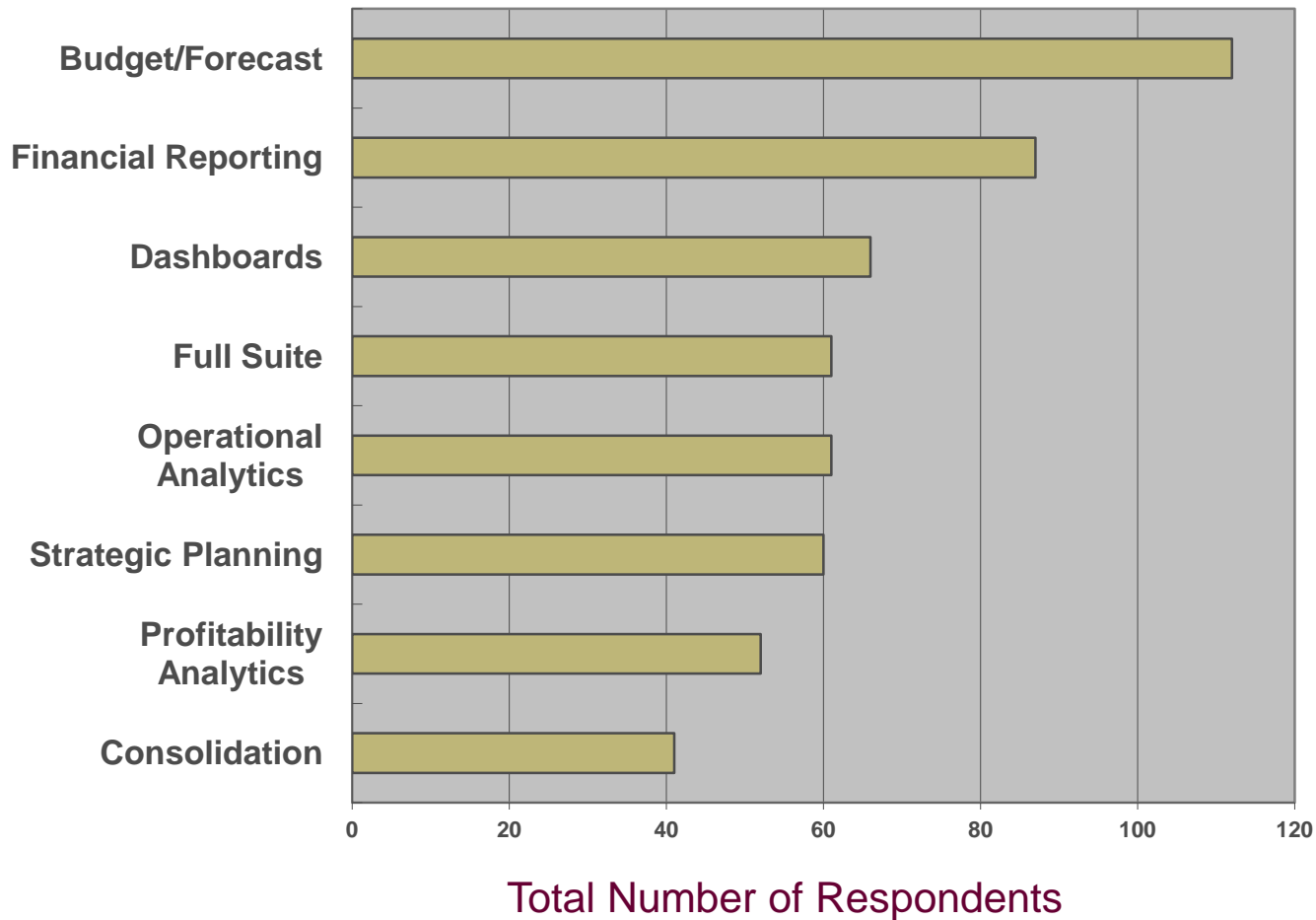
BPM Pulse Survey

2013



BPM Components

BPM Pulse Survey 2013



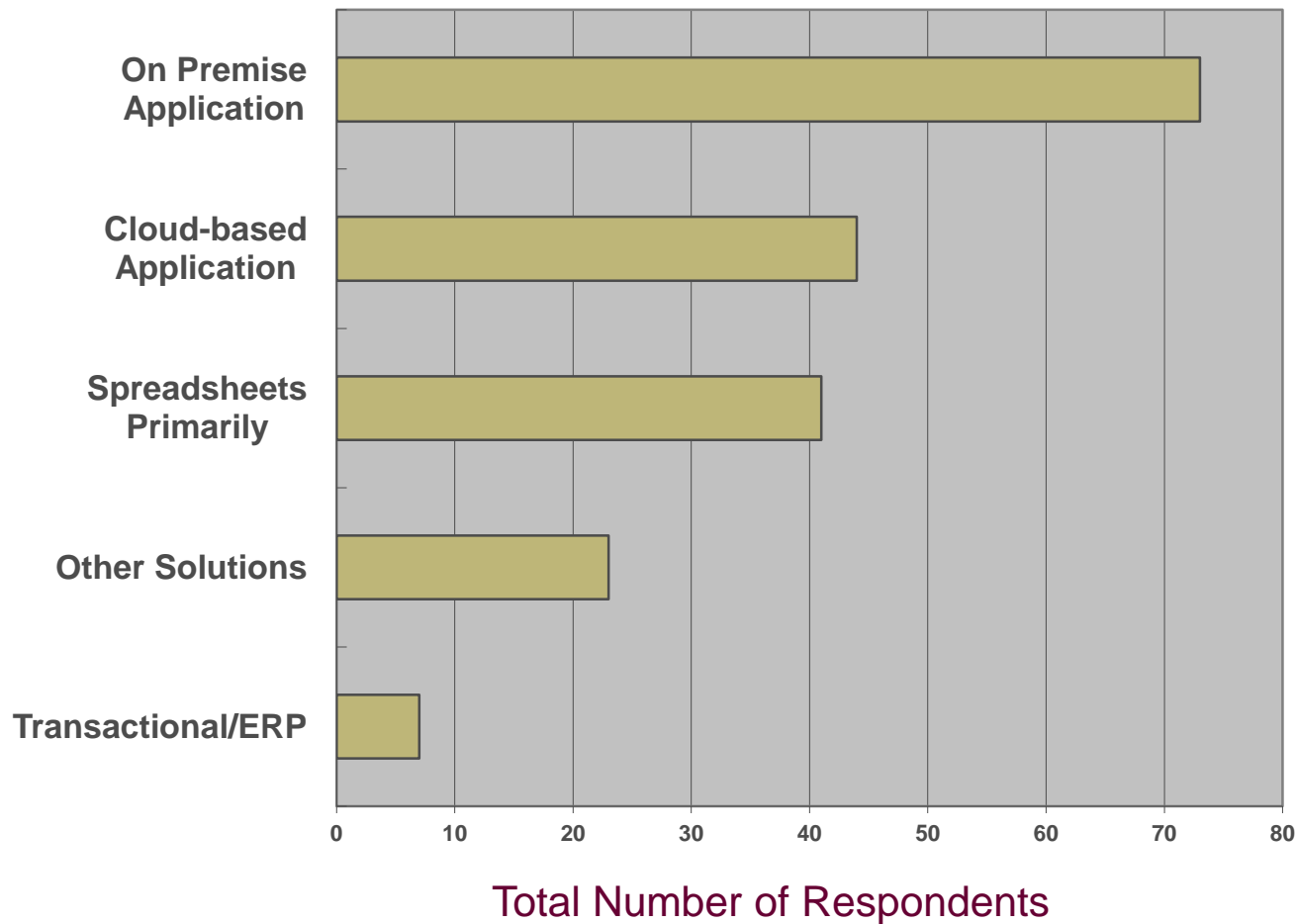


The Pulse 2013

Spotlight on Budgeting and Forecasting

Current Budgeting Solution

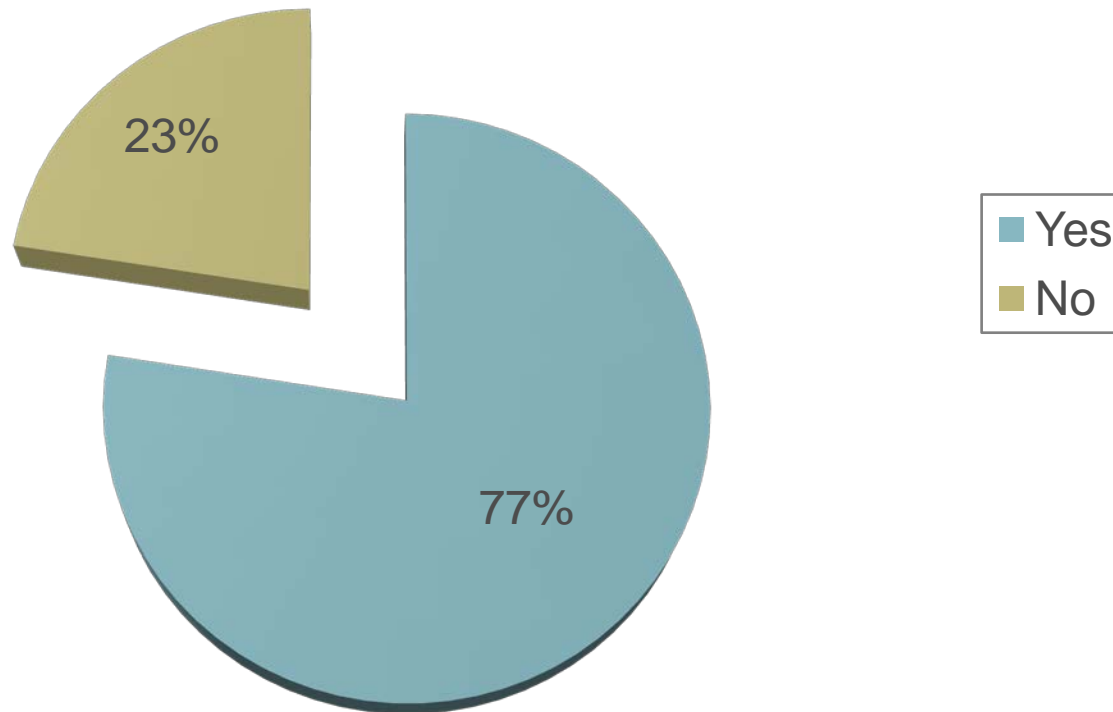
BPM Pulse Survey 2013



Do Spreadsheets Supplement Solution?

BPM Pulse Survey

2013

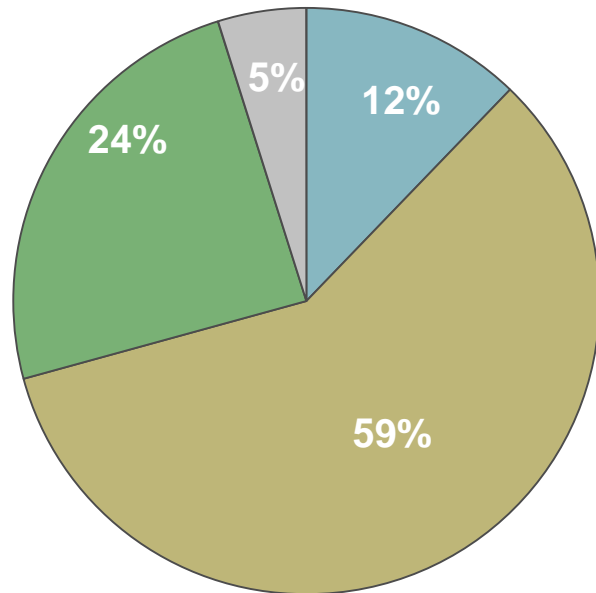


How long does budgeting take?

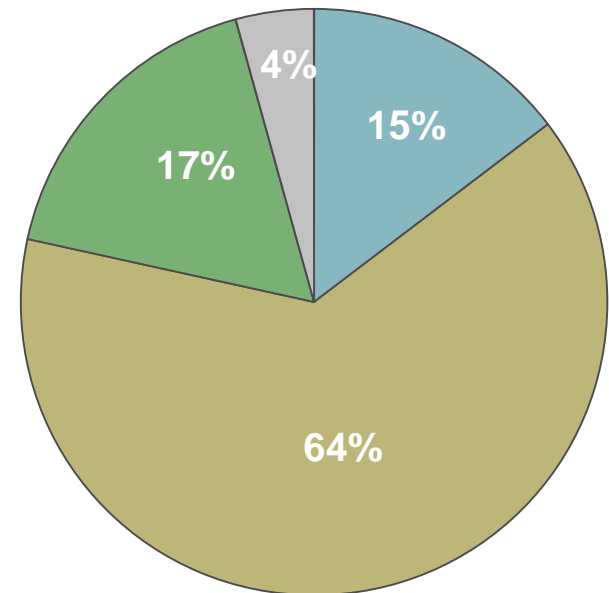
BPM Pulse Survey

2013

Spreadsheets
Primarily



Packaged
Application

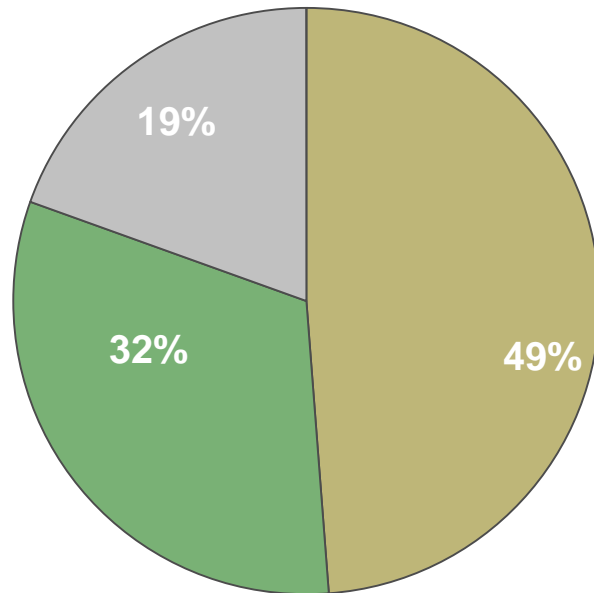


- ▶ 29% of spreadsheet users take 4 or more months
- ▶ 79% of application users take 3 months or less

How satisfied are you with budgeting?

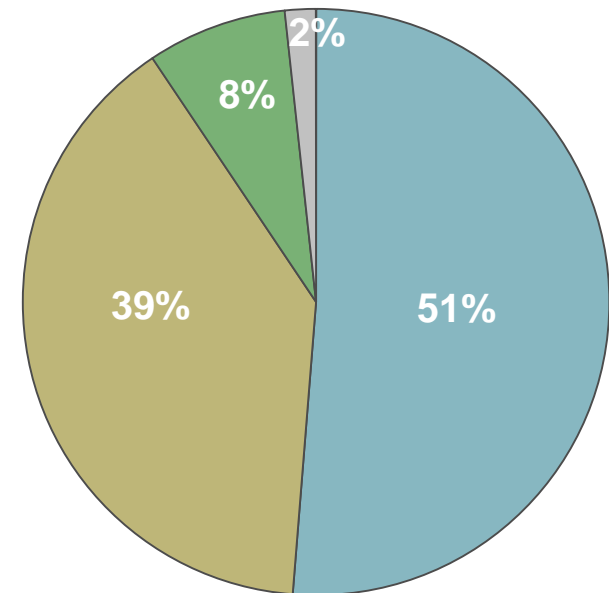
BPM Pulse Survey

Spreadsheets
Primarily



2013

Packaged
Application



- ▶ 51% of spreadsheet users are dissatisfied
- ▶ 90% of application users are satisfied



Spreadsheet Warning Signs

- It takes more time to manage and maintain the spreadsheet than to perform the actual analysis and planning
- Detail becomes impractical and almost unattainable since spreadsheets grow so large
- There are data integrity issues – mistyped data, broken formulas, missing links, logic errors – that make budget models unreliable



Spreadsheet Warning Signs

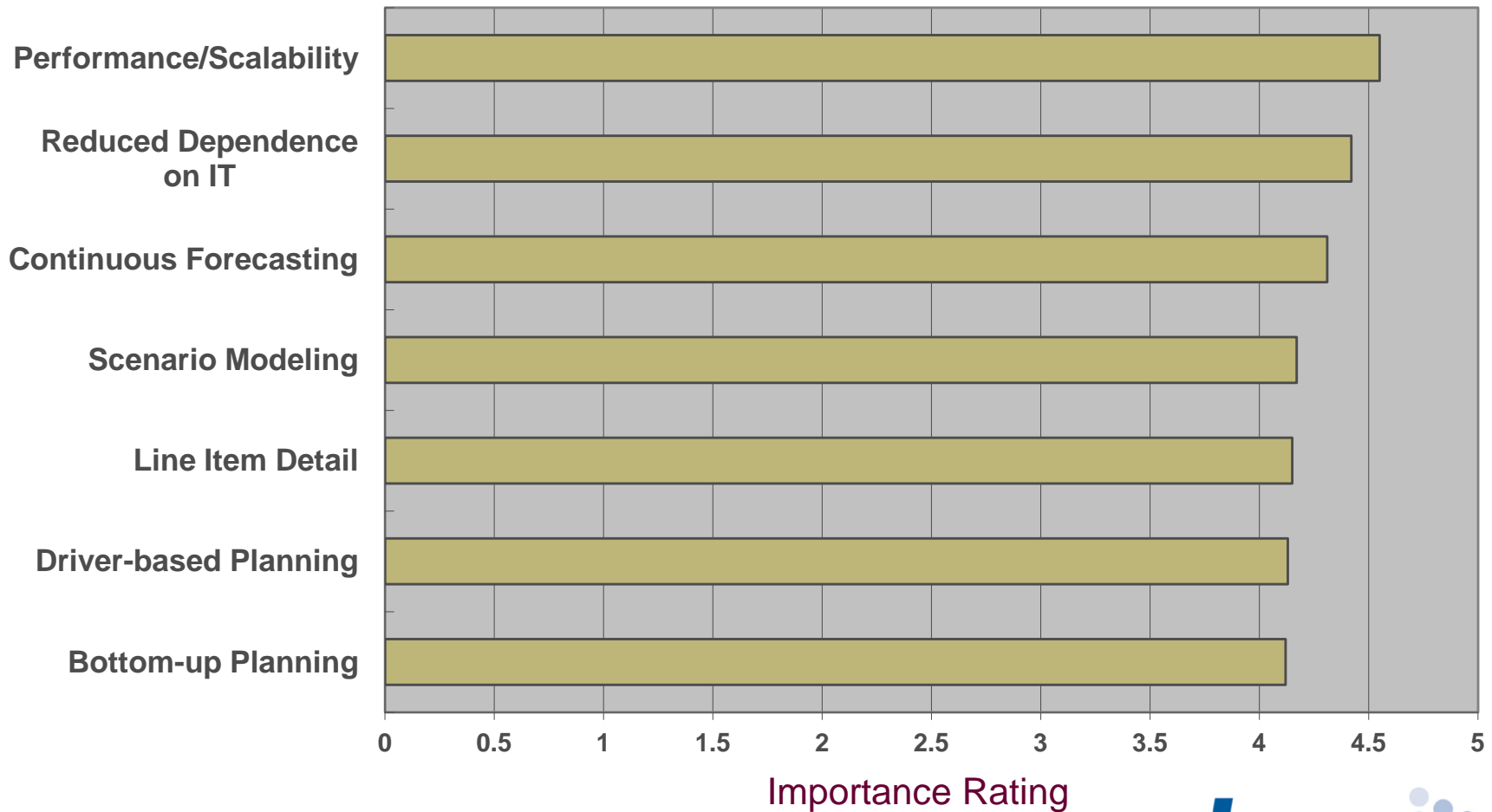
- Executives can't answer key questions:
 - Who are my most profitable customers?
 - Which managers/regions are the most productive?
 - Which product line is most profitable?
- Budget calculations become too complex for most budget preparers to follow and assimilate and the models break frequently when there are account or org changes



Spreadsheet Warning Signs

- No single version of the truth emerges from the budgeting process
 - Lack of ownership and accountability
- Comparing current year actual results to plan and/or last year's actual results is a manual, cut-and-paste exercise that takes too much time, invites errors and slows down month-end analysis and reporting

Important & Very Important Features in Budgeting & Planning Solution





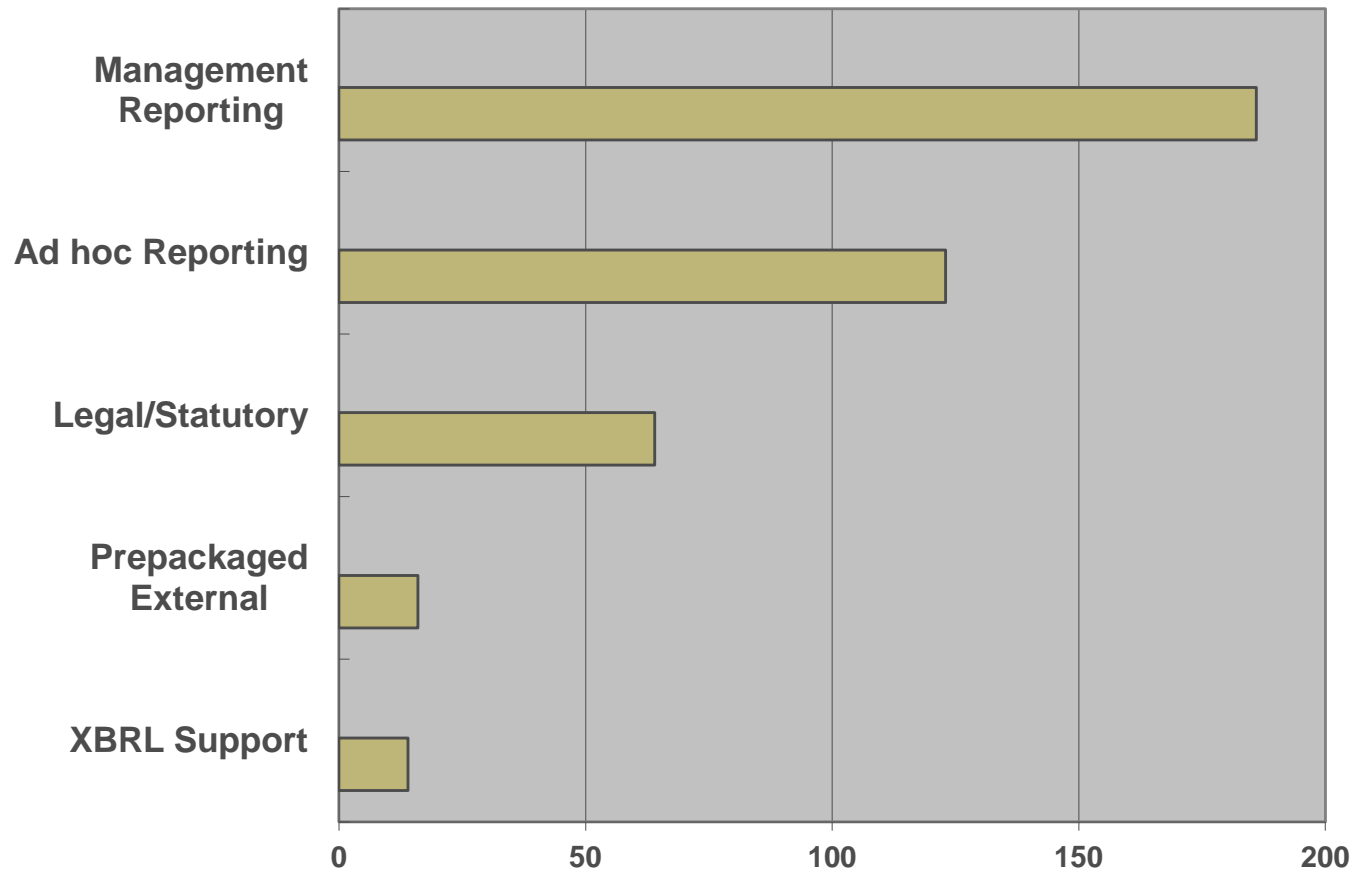
The Pulse 2013

Spotlight on Reporting and Analytics

Reporting Priorities

BPM Pulse Survey

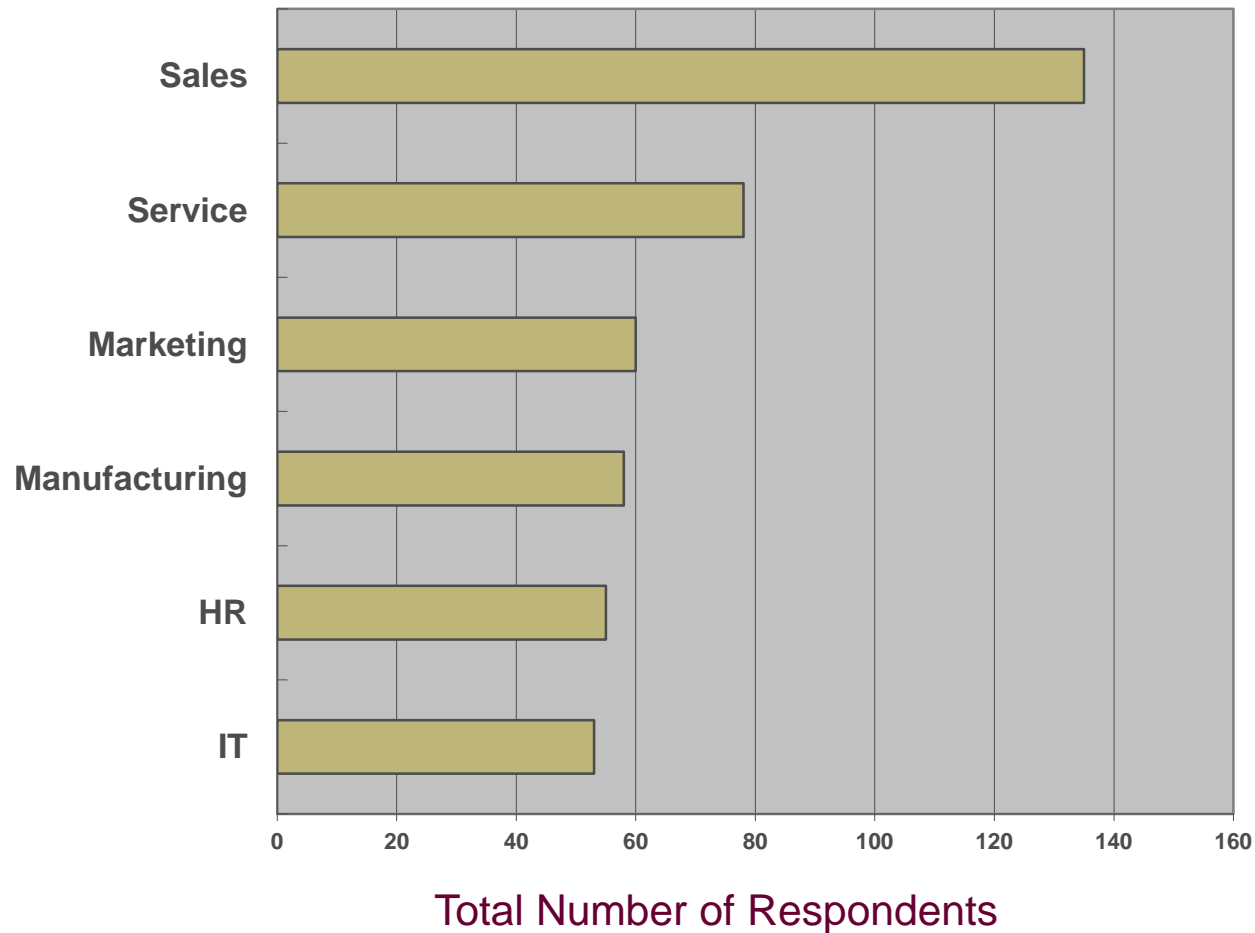
2013



Total Number of Respondents

Operational Analytics Focus

BPM Pulse Survey 2013



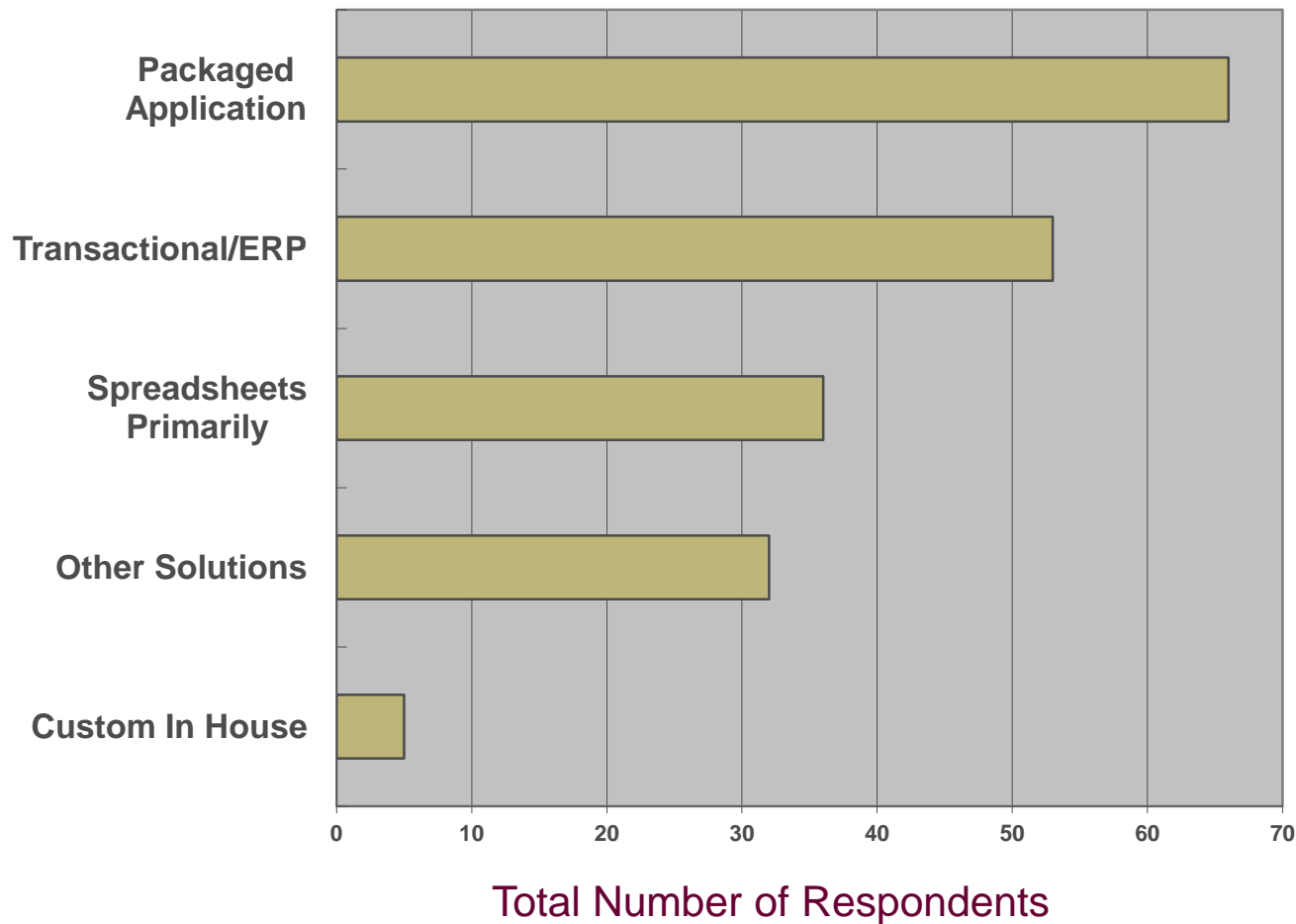


The Pulse 2013

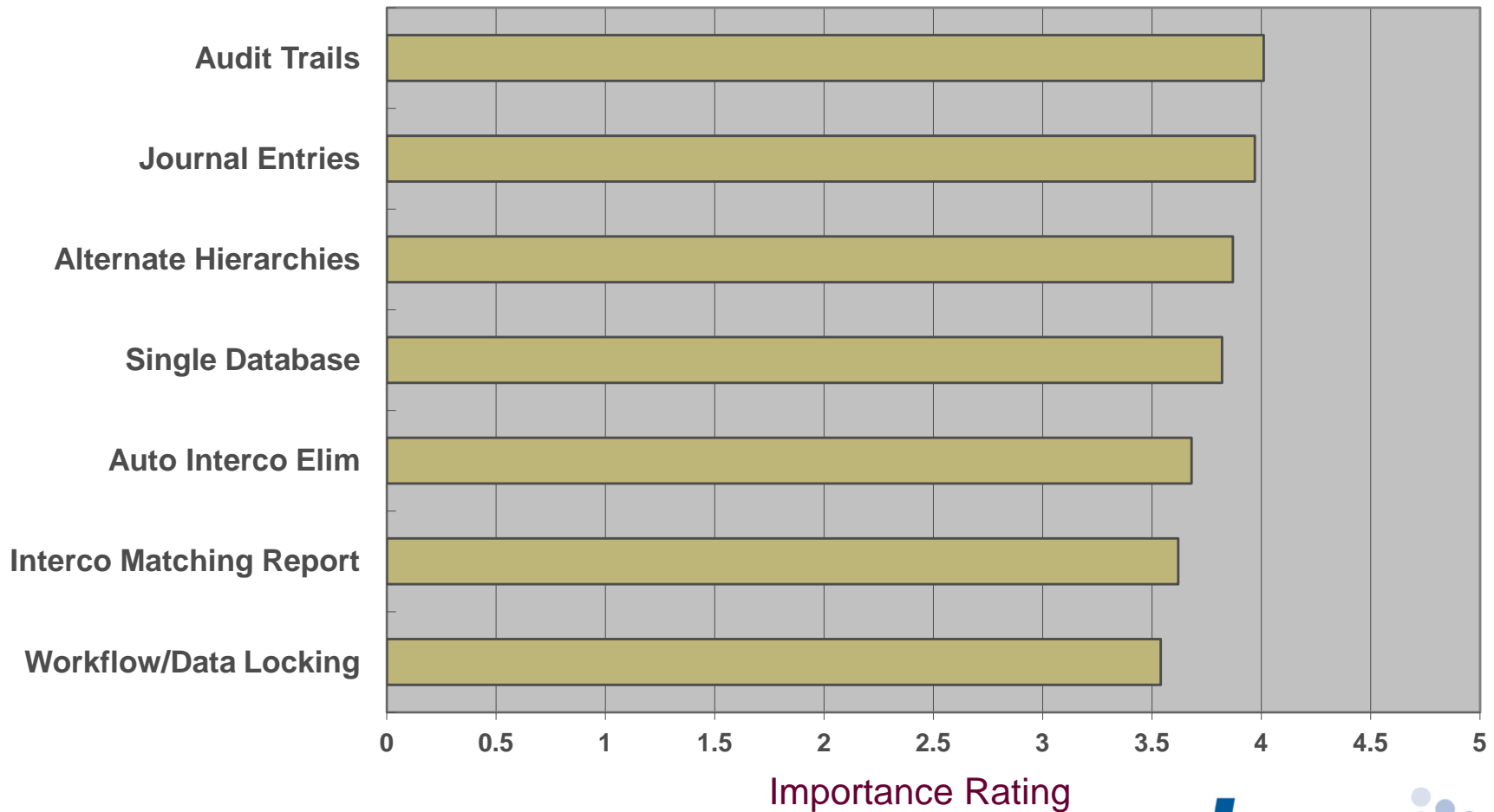
Spotlight on Financial Consolidation

Current Consolidation Solution

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Important Features in a Financial Consolidation Solution





The Pulse 2013

Spotlight on Mobile



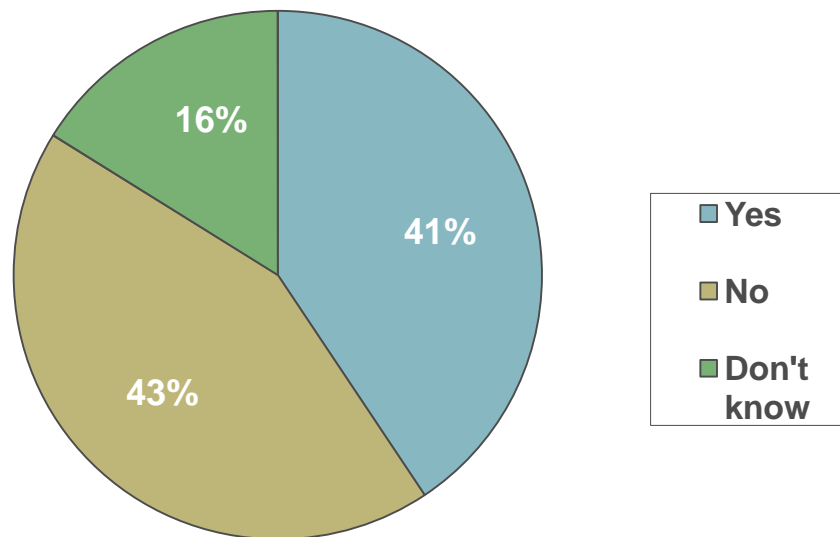
Mobile Considerations

- ◉ Consume and/or contribute
- ◉ Apps vs. HTML5
- ◉ Selected modules
- ◉ Devices and operating systems

Do You Need Mobile Access?

BPM Pulse Survey

2013





What's Driving this Trend?

Most compelling drivers: (descending order of frequency)

We need to:

1. Improve reporting to senior executives
2. Improve revenue forecasting
3. Increase collaboration between finance and operations
4. Deliver fresher actual vs. target info to the field
5. Ensure delivery of value to customers at point-of-sale
6. Reduce business risks (e.g. supply chain disruption)



But, but , but ...

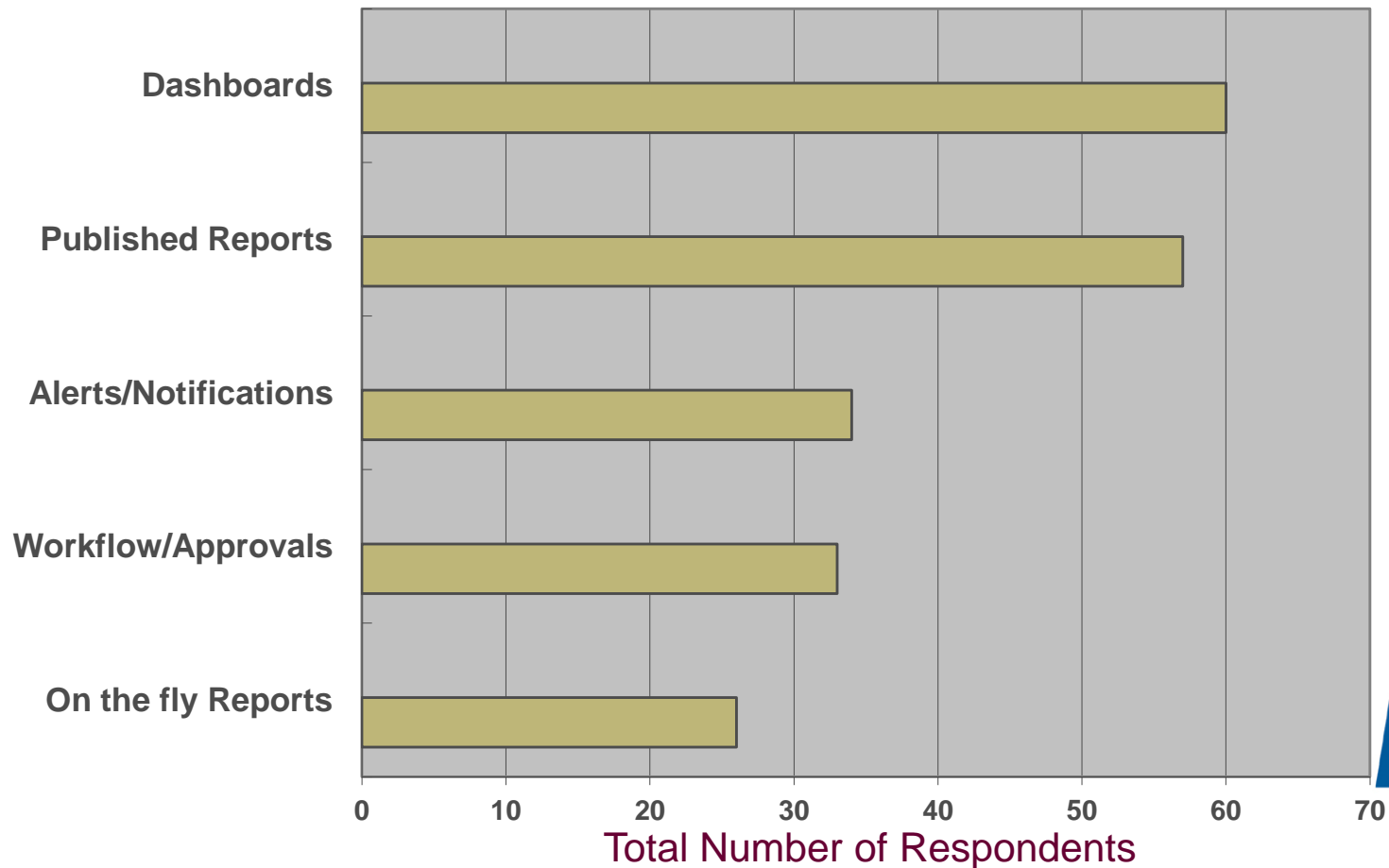
Major concerns: (descending order of frequency)

1. Data security:
 - Hackers
 - Employees lose devices or download malware
 - Suppliers or customer using smartphones to access portals
2. Devices not suited for inputting data
3. Unclear how this platform will impact internal controls
4. Devices not suited for robust analytics
5. This will complicate problems with systems integration
6. Tech is changing fast—Don't buy yesterday's platform

Which Aspects of BPM?

BPM Pulse Survey

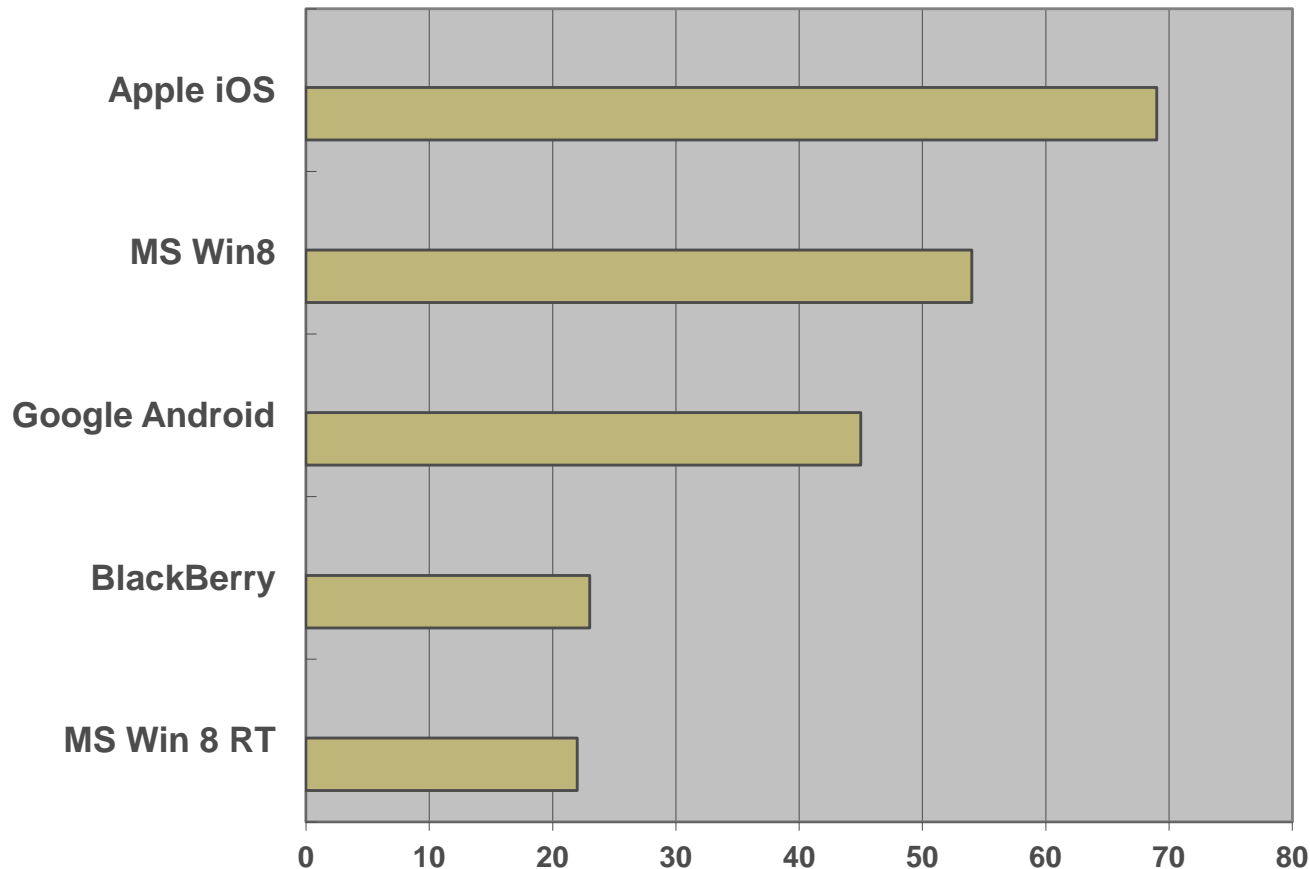
2013



Which Operating Systems?

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2013





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Spotlight on The Cloud

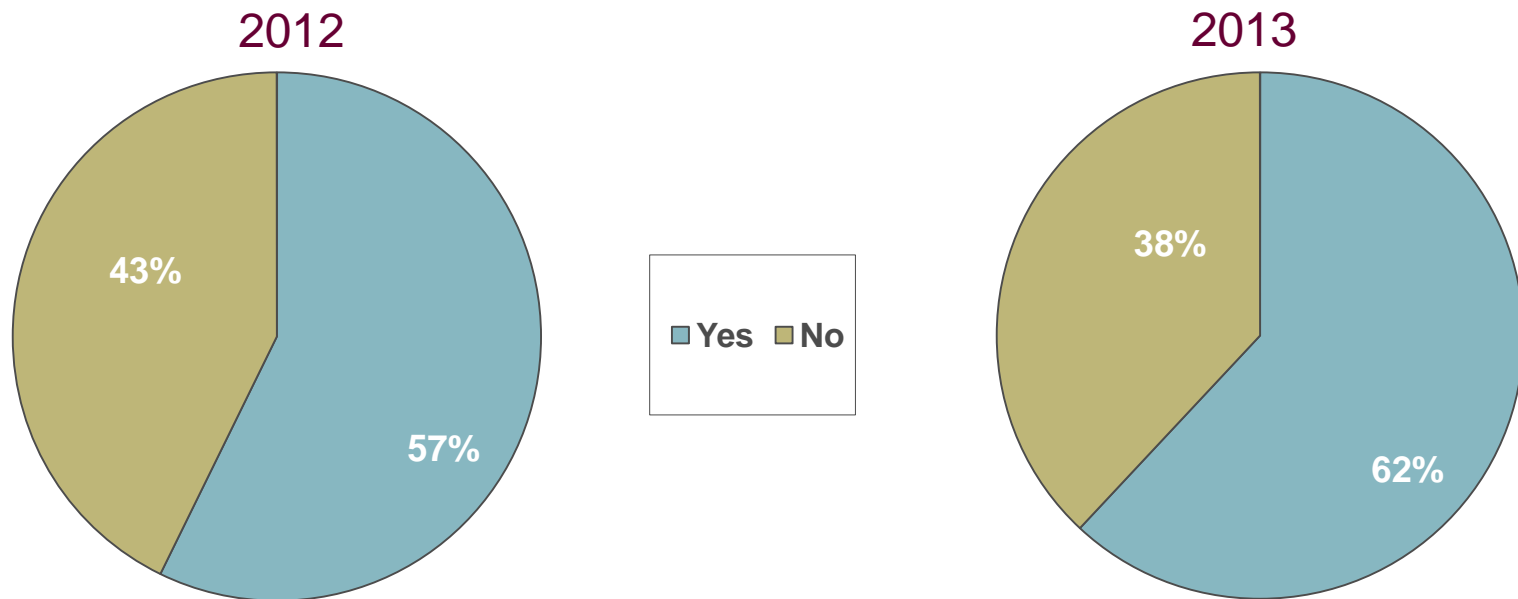


Cloud Considerations

- Single-tenant hosted/Multi-tenant
- Subscription pricing vs. perpetual license
- Hybrid approach cloud/on premise
- Price comparison – annual subscription/license and maintenance

Cloud/Hosted Solutions

BPM Pulse Survey



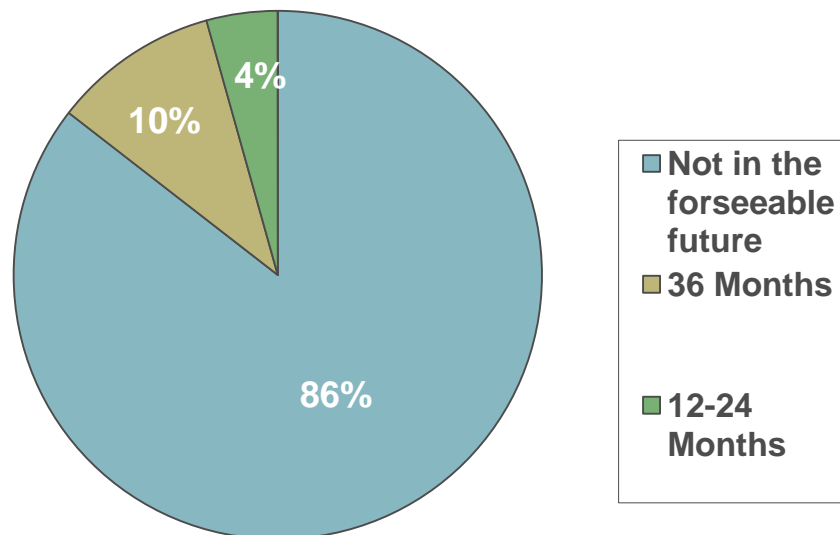
Yes = Cost effective, reduced IT demand, easy upgrades

No = Security concerns, company policy/culture

Cloud Opinion Likely to Change?

BPM Pulse Survey

2013

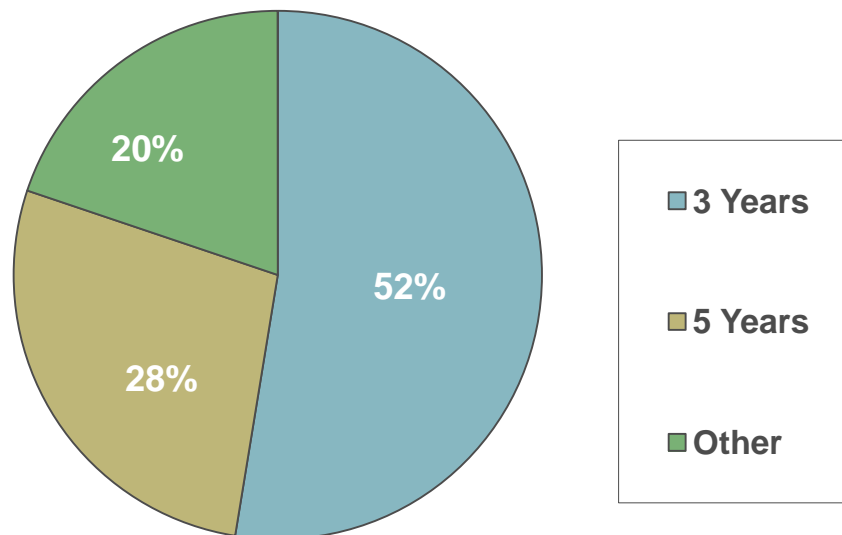


Only asked of those who said 'No'

Years for Price Comparison

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2013





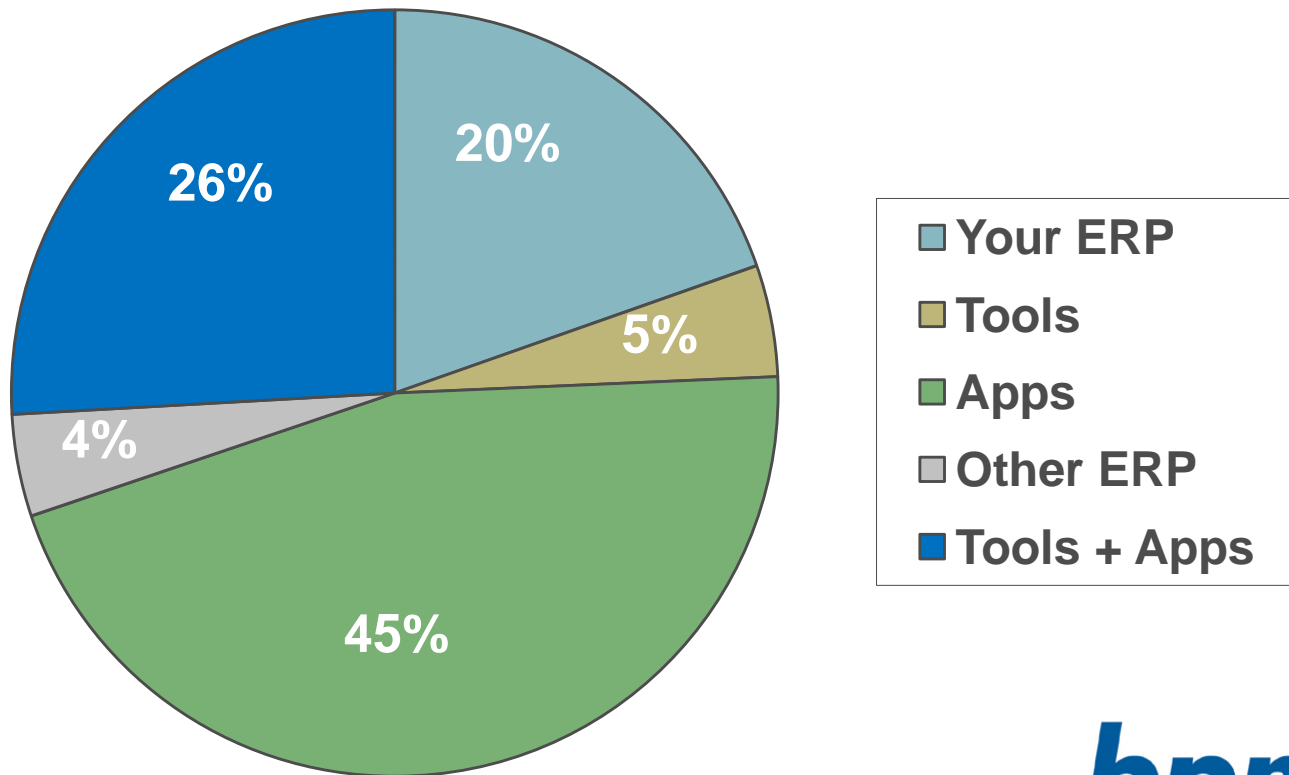
BPM Vendors

Vendor Reviews and Ratings

Vendor of Choice Last Year

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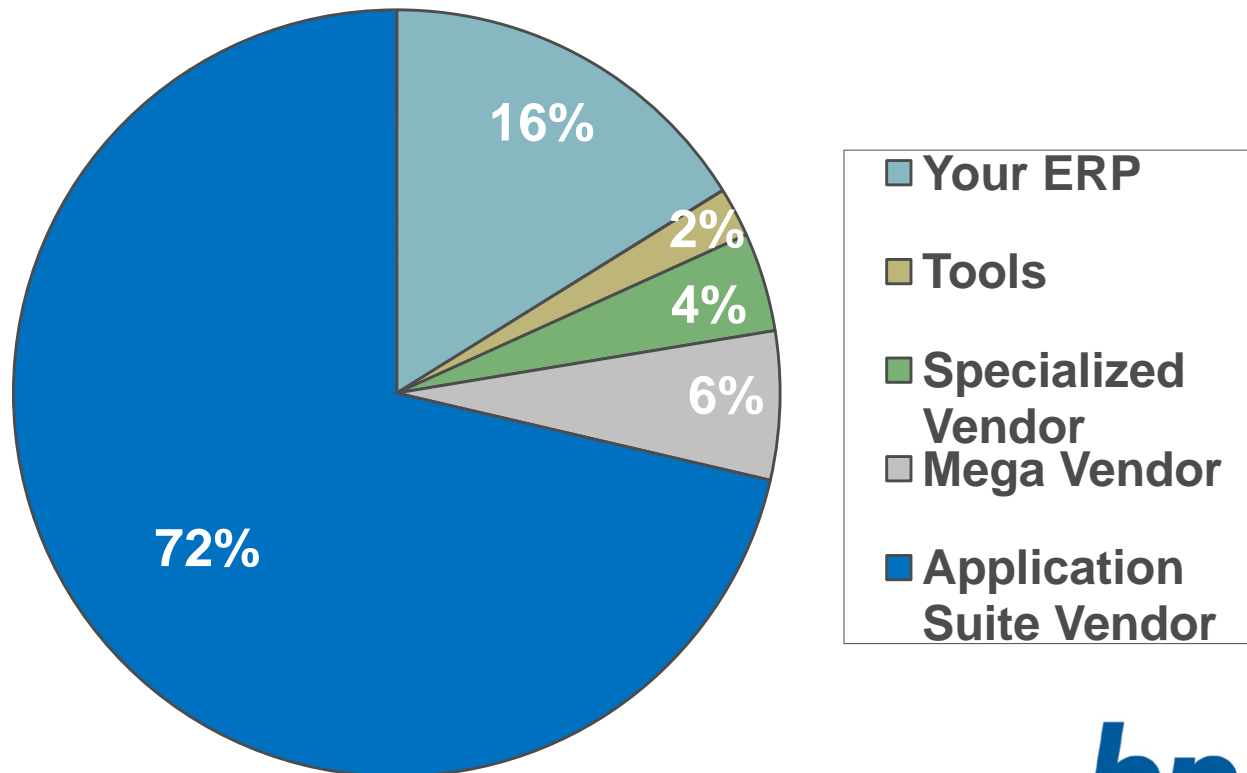
2012



Vendor of Choice

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2013





BPM Vendors

- Best New Vendor
- The Core 10
 - Robust solutions, field validated, wide appeal
- One to Watch
- Focus on Customer Satisfaction



Key to Grid

- FinancialPM:

- **Bud:** Budgeting/Forecasting
- **Plan:** Strategic Planning/Modeling
- **Dash:** Dashboards and KPI Collection
- **Rept:** Reporting and analytics
- **Con:** Financial consolidation

- Analytics:

- **Pack:** Packaged analytics for profitability optimization or operations
- **Dviz:** Specialized data visualization capabilities beyond standard charts

- Market Profile:

- **Vert:** Vertical offerings
- **Cloud:** True cloud, single-tenant **Hosted**, **Selected** modules
- **Mob:** Mobile access, **Consumption** only, **Selected** modules

- Additional Information: **Best Fit**

BPM Vendors: End User Ratings

- BPM Pulse Survey Rating
 - ‘For each vendor involved in your solution rate the level of satisfaction’
 - 1=low, 5=high
 - 20+ vendors listed



0 to 2.4



2.5 to 3.4



3.5 to 5.0



BPM Vendors

Best New Vendor 2013

2012: Tidemark

Financial					Operational		Profile		
Bud	Plan	Dash	Rept	Con	OPM	Prof	Vert	Cloud	Refs
●	●	●	●		●	●		●	

- New vendor with a new approach to performance management.
- Built from the ground-up to take advantage of the cloud, analyze Big Data, and be available anywhere.
- HTML5 user interface provides full application functionality from an iPad or a desktop browser.
- Fully supports planning, driver-based forecasting, reporting, dashboards and powerful analytics.
- Process-centric solution that bridges financial and operational data, provides prescriptive guidance, and allows for risk-adjusted analysis utilizing a risk-tolerance slider.

Best Fit: Larger companies that are looking for powerful analytics and full mobile access as part of their performance management solution.



Best New Vendor

Insufficient Data

2012: Tidemark

Connected

One model for processes, goals, initiatives, dimensions, metrics, risks, and controls

Automatic Explanations

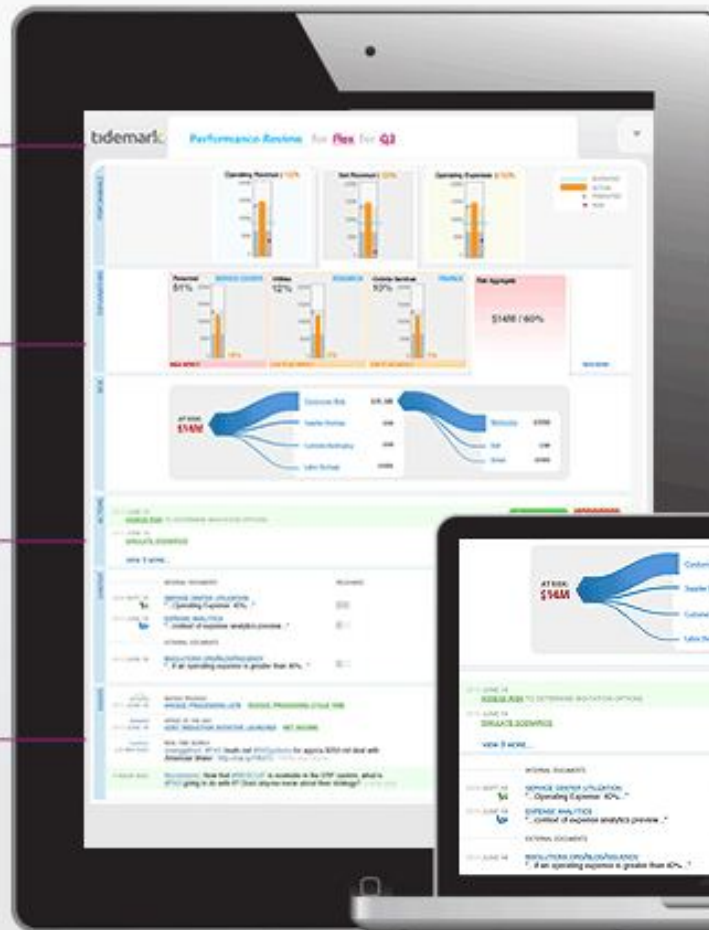
Spend less time drilling for explanations

Cross LoB

Strategic, financial, and operational performance management

Role-based Analytical Processes

Users only see relevant and actionable information



Risk and Compliance-aware

Every decision shows you the potential risk impact and suggests compensating controls for monitoring those risks





2013: Tidemark Update

- Commercial release August 2012
- Several large clients:
 - Pabst Brewing
 - U.S. Sugar
 - Chuck E. Cheese's
- Key Partnerships: Workday and Box
- New release Spring 2013
- Targeting upper midmarket and large enterprises

Vena Solutions

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●				●H	

- Vena Solutions utilizes Excel as the front-end to its performance management suite that includes budgeting, forecasting, consolidation, dashboards and reporting . This approach allows you to utilize existing spreadsheets by mapping data to the system database.
- This is coupled with a flexible workflow, business rules engine, and a drag and drop process designer that lets users own, support, or watch a task.
- The product provides a detailed audit trail with version comparison capabilities.
- Vena Solutions also goes beyond standard performance management offerings with extended capabilities for tax accounting, treasury management, project planning, month-end close, and other areas.

Best Fit: Mid-sized to large organizations, looking for a comprehensive performance management solution that leverages their investment in Excel.



Best New Vendor



Insufficient Data

Vena Solutions

Performance Dashboard [Vena].xlsx - Microsoft Excel

File Home Insert Page Layout Formulas Data Review View Vena

Disconnect Settings Project: Corporate Planning User: rgrover@venasolutions.com
Process: Annual Budget Role: Admin
Form: Performance Dashboard Permission: Editable Template User Log

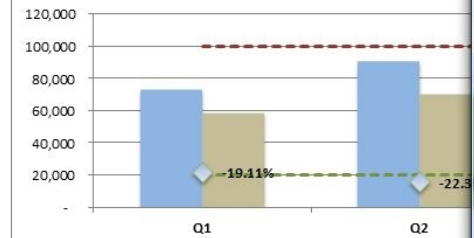
Save Refresh Choose Cascade Hide Form Builder Toggle Page Row(s) Column(s) Add/Edit Variable Clear Mapping Data Model Add/Edit Rule Delete Rule Validation Rules Actions Save Template Validate Template Tools

Performance Dashboard

Dept 101
Salary

Variance Dashboard

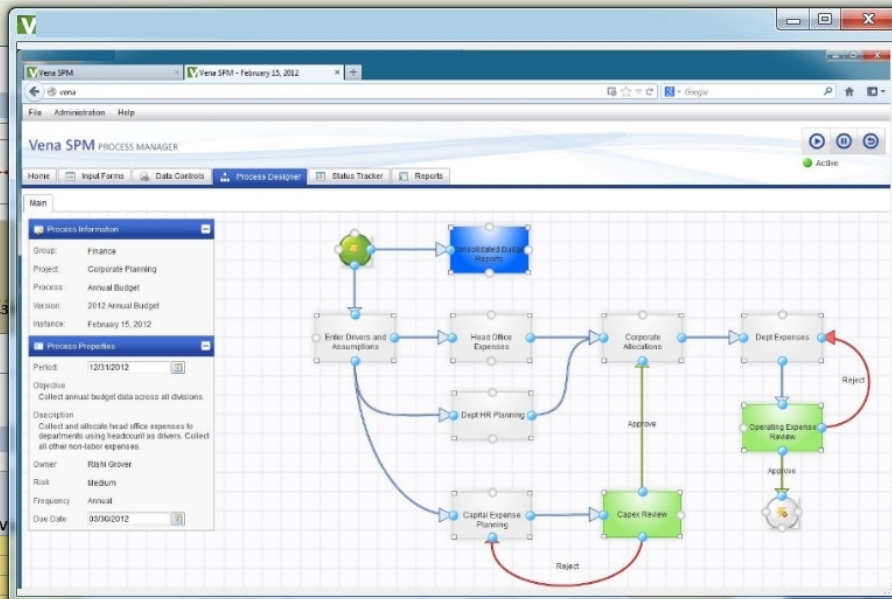
QUARTERLY BUDGET VS. ACTUALS



Variance Analysis

TOTAL YEAR VARIANCE

Salary	Y2011 Actual Total Year	Y2012 Budget Total Year	Variance (%)
Finance			
IT			
HR			
Marketing			
Head Office			0%
Dept 101	345,460	327,017	-5%
Dept 102	345,460	578,242	67%
Dept 103	340,422	478,331	41%
Division A	1,031,342	1,383,589	34%
Dept 201	270,747	350,983	30%
Dept 202	284,962	365,042	28%
Dept 203			0%
Division B	555,709	716,025	29%
Dept 301	314,713	429,392	36%
Dept 302	321,671	476,837	48%
Dept 303			0%
Division C	636,384	906,229	42%
Operating Divisions	2,223,435	3,005,843	35%
All Companies	2,223,435	3,005,843	35%



Total Labour Expenses	465,285	401,348	-13%
Finance Allocated Expenses	10,000	11,007	10%
IT Allocated Expenses	59,021	11,436	-81%
HR Allocated Expenses	10,000	8,272	-17%
Marketing Allocated Expenses	5,395	10,155	88%
Total Allocated Expenses	84,416	40,870	-52%
Advertising	18,372		-100%
Public Relations	6,442	7,699	20%
Promotional Materials	12,357		-100%
Computer Supplies	10,224		-100%
Consulting	29,068	30,000	3%
Phones	6,301	2,000	-68%
Travel			0%
Lodging			0%
Courier			0%
Rent	12,155	36,000	196%
Total Non-Labour Expenses	94,919	75,699	-20%

11 Actual

- Total Labour Expenses
- Total Allocated Expenses
- Total Non-Labour Expenses

2012 Budget



- Total Labour Expenses
- Total Allocated Expenses
- Total Non-Labour Expenses

OneStream

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●				●H	

- This new vendor delivers a unified solution, OneStream XF ®, for financial data quality, budgeting, forecasting, consolidation, reporting and analysis. Guided workflows simplify the process for the end user and point them to the right tasks and information.
- A unique element of this offering is Extensible Dimensionality ®. This enables corporate to have standard dimensions (chart of accounts, organizational hierarchy, etc.) that business units can easily add to for their unique needs without modifying the corporate standard.
- The solution leverages the power and familiarity of Excel with significant ease of use enhancements and full auditability.
- With a scalable web architecture, a unified offering and a single metadata repository, the system is designed to minimize demands on IT and reduce implementation and maintenance costs.

Best Fit: Best for upper midmarket and large enterprises looking for a unified solution that integrates data quality and support for business unit system expansion.



Best New Vendor



Insufficient Data

OneStream

OneStream XF Administrator, GolfStream_v24

Dashboard - Welcome To Golf Sight

Golf Sight

Welcome: Administrator Status: Actual, 2011M3 Status: BudgetV1, 2011M3 Close Schedule, 2011M3

Business Unit
Clubs
Golf Balls
Accessories & Apparel
Course Management

Workflow Status
Completed - Locked OK
Not Started OK,MC
Not Started CN
Process OK,MC

Calc Status
OK
OK,MC
CN
OK,MC
OK,MC

Workflow Status
Not Started
Not Started
Not Started
Not Started

Calc Status
CN
OK,MC
OK,MC
OK,MC

Day (-3)..... 2011-02-25..... 12:00 PM EST... Key Data Flash Due
Day (-2)..... 2011-02-28..... 8:00 AM EST.... Initial GL Trial Balance Load Due
Day (-1)..... 2011-03-01..... 12:00 PM EST... Intercompany Tie-Out Completed
Close Day..... 2011-03-02..... 12:00 PM EST... Balance Sheet Finalized
Day (+1)..... 2011-03-03..... 12:00 PM EST... P & L Finalized (Data Load Locked)
Day (+2)..... 2011-03-04..... 12:00 PM EST... Supplemental Data Finalized
Day (+3)..... 2011-03-07..... 8:00 AM EST.... Financial Statements Published

Submit Flash
Submit Actuals
Submit Variance
Submit Budget
Manage Drivers
Manage Budget

Reporting
Analysis Wizard
Excel Analysis
Users On System
Running Tasks
Automation
Administration

Feb 27 2013 12:00AM - All adjustments after Day (+3) require CFO approval.
Feb 26 2013 12:00AM - Reminder "Controller's Commentary" is DUE on Day (+2).
Feb 25 2013 12:00AM - Check Sharepoint for Q1 controllers review schedule.
Feb 24 2013 12:00AM - Don't forget to load new supplemental data element "CapEx In AP".

Dashboard - Welc Now



BPM Vendors

The Core 10

Adaptive Planning

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●	●CS

- Provides easy to use, cloud-based performance management solutions designed for organizations ranging from small and mid-sized companies to enterprise class corporations, which currently comprises about 25% of their business. Strong alternative to spreadsheet-based planning and reporting processes.
 - Their recently released financial consolidation module is a full-featured and intuitive solution designed for accountants. With the incorporation of MyDials which Adaptive Planning acquired last year, and the new consolidation capabilities, their offering is now the first fully integrated cloud-based business intelligence and performance management solution.
 - Adaptive Discovery provides data visualization and analytics and allows for real-time access and drill-down from browsers and iPhones.
- .Best Fit:** Mid-sized and larger organizations, looking for a budgeting, reporting, consolidation, reporting and analysis solution with a low total cost of ownership.



4.65

Axiom EPM

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●H	●

- Axiom EPM provides a unified and comprehensive performance management platform for budgeting & forecasting, capital planning, strategic planning, reporting, scorecards/dashboards, profitability measurement and consolidations.
- A recently released HTML5-based web client allows for live tablet or smartphone read-write access. Also new this year is an enhanced scenario planning wizard designed to make this powerful capability available to a wider range of users and a new data driven alerts engine.
- While this solution is applicable to all industries, added capabilities have been developed for several verticals such as funds transfer pricing for banks & credit unions, activity based costing for healthcare providers and student financial aid planning for higher education.

Best Fit: This vendor is a good choice for anyone looking for a comprehensive and unified performance management solution, especially those in financial services and healthcare.



5.00

Host Analytics

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●	●

- The Host Analytics Enterprise Performance Management Suite includes modular yet integrated planning, consolidation and disclosure management, scorecard and dashboard reporting solutions built on the Microsoft platform and delivered via the cloud.
- This comprehensive offering includes the ability to easily integrate external data for benchmarking, currency rates, and economic indicators.
- The product is updated on a quarterly basis and the most recent release offers an enhanced financial package publisher, tools for self-service reporting, new financial close and disclosure features, and more powerful and granular workflow capabilities.
- The solution's embedded business intelligence capabilities allow for powerful operational analytics.

Best Fit: Companies looking for a comprehensive on-demand performance management solution built on the Microsoft platform with implementation costs that are a fraction of on-premise alternatives.



4.58

IBM Cognos

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●S	●CS

- IBM Cognos' solutions help link financial and operational initiatives to a company's overall strategic plan including financial planning, budgeting, scorecarding, consolidation and disclosure management, along with reporting and analysis functions that layer on top of a variety of transactional systems.
- Last year's Varicent acquisition is now IBM Cognos Sales Performance Management. IBM Cognos Express, based on in-memory analytics engine TM1, continues to provide integrated planning, reporting, and analysis capabilities for the midmarket . IBM Cognos TM1 provides the same functionality including profitability modeling tied to planning, but is designed for larger organizations.
- IBM Cognos Insight rounds out the core line-up and provides personal business analytics. In addition IBM Cognos Controller supplements the core product set with specialized functionality to enable an organization to close, consolidate, report, and file.
- IBM Cognos offers performance management blueprints (pre-defined models) to address the needs of specific functional areas and industries.

Best Fit: Best for mid-sized to large enterprises looking for a robust and comprehensive performance management and BI solution that is ERP independent.



4.19

Infor

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●H	●S

- Infor offers a unified, closed-loop performance management solution set that includes budgeting & forecasting, reporting & analysis, financial consolidation (from close to publish), planning, and strategic planning.
- Their dashboards allow for multiple sets of role-based KPIs for a truly personalized experience. Infor's Workforce Budgeting now supports position-based budgeting and expanded allocations and customizable attributes. Profitability analysis is included as part of planning and allows for activity-based models.
- Infor has a focus on content with over 100 pre-built reports and pre-built analytics solutions by industry, application, and process area.
- Infor's recently added CPM Workbench provides reporting, data visualization including heat maps and circle packs, as well as form-based data entry on the iPad.
- The Infor ION Business Vault streamlines data integration with published business information received in near real-time without going through an extract and load process.

Best Fit: Best for mid-sized companies looking for a Microsoft platform based performance management solution, ideal for current Infor customers.



Insufficient Data

Longview/Exact

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●H	●CS

- Longview, a stand-alone division of Exact Software, provides a unified, all in one solution for strategic planning, budgeting/forecasting, management reporting, complex modeling, financial consolidation, XBRL reporting and disclosure management optimized for high performance large scale enterprise deployments.
- The company also has a comprehensive tax provisioning, planning and reporting application that is fully integrated with the solution but can also be purchased stand alone.
- Strong analysis capabilities including break-back analysis, goal seeking and causal analysis.
- The interactive dashboard is available via an iPad with live data retrieval and drill down. The Longview Smart Client technology allows for creation of fast browser-based in memory installation-free apps. Initial sample apps from Longview include long-range planning, salary planning, net income analysis for banks.
- Advanced profitability analytics are delivered through a partnership with Acorn Systems.

Best Fit: Mid to large-size enterprises looking for a cost-effective and unified performance solution that can handle complexity, ideal for companies also looking for integrated tax planning and provisioning.



4.00

Oracle Hyperion

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●H	●CS

- Oracle's EPM solution includes Hyperion performance management applications for strategy management, planning/budgeting/forecasting, financial close & reporting, disclosure management and profitability management at a granular level with micro costing, pre-built business intelligence applications (e.g. sales, marketing, HR, financial, supply chain analytics) along with a BI foundation.
- Oracle also offers pre-built planning applications for public sector and financial services companies, workforce and capital asset planning. Other capabilities include project financial planning, predictive planning feature based on Oracle Crystal Ball Predictor, and account reconciliations as part of the financial close management application.
- New this year Oracle now offers a tax provisioning application built on Hyperion Financial Management. Oracle's Data Relationship Management enables centralized management of the chart of accounts, and other financial master data, across multiple systems. Oracle's Hyperion Planning and Hyperion Profitability and Cost Management applications take advantage of the Oracle Exalytics In-Memory Machine for fast in-memory planning and analytics.

Best Fit: Mid to Large enterprises with complex needs looking for an all in one solution, ideal for current Oracle customers



* 2012

4.00*

Prophix

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●		

- Prophix is a global provider of a unified performance management solution that delivers insight into finance, operations and business performance. Core strengths include budgeting, forecasting, reporting and analysis, operational planning, personnel planning, revenue planning, project planning and financial consolidations. They also offer a Sales Performance Management solution.
- Recent enhancements include improved support for comments and line item details, ad hoc data visualizations, and SmartMonitor a new dashboard and exception reporting tool with automated alerts and comment generation. An Excel add-in enables the use of existing spreadsheets.
- Prophix Express and GL Reporter are good replacements for FRx Reporter and Forecaster.
- Prophix performance management solutions include prebuilt data integration tools designed for business users that support integration of data from most common general ledger and non-financial systems and support drill through to transaction detail. The Prophix solution set is scalable and is built on the Microsoft platform including SharePoint. It is designed for low total cost of ownership.

Best Fit: Best for organizations with complex requirements and limited resources, ideal for those with a focus on operational planning, revenue planning, and demand forecasting.



4.35

SAP

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●H	●S

■ SAP AG offers a broad portfolio of enterprise performance management solutions under its SAP brand including SAP Strategy Management, SAP Business Planning and Consolidation (BPC), SAP Profitability and Cost Management, SAP Intercompany, SAP Financial Consolidation, and SAP Disclosure Management.

■ SAP is executing on its mobile first strategy and recently released mobile solutions for strategy management (ex. SAP CitizenInsight is a new mobile app providing strategy management to municipalities) as well as SAP EPM Unwired which makes BPC available for iPad access for both viewing and entering data.

■ SAP is focused on content delivery and offers extensive applied analytics pre-packaged vertical and line of business solutions as well as rapid deployment solutions consisting of content and consulting, and starter kits.

■ SAP Solutions for Enterprise Performance Management, Edge editions are designed for midmarket organizations.

Best Fit: Best for large enterprises looking to leverage familiarity with Excel that need all that performance management has to offer including governance, risk, compliance, and profitability optimization, ideal for current SAP customers.



* 2012

3.55*

Tagetik

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●	●	●	●	●	●H	●CS

- Tagetik is a global provider of performance management and financial governance solutions specifically built around the operation of the Finance function. The Tagetik solution unifies multiple performance management processes including planning, budgeting and forecasting, profitability modeling and optimization, financial consolidation, disclosure management, and statutory and management reporting including dashboards and scorecards within a single web based application.
- Includes extended BPM process support for credit analysis, cash forecasting, XBRL, 10K/Q reporting and financial compliance and governance. On the operational side provides analysis of sales, human resources, and production planning.
- New packaged solutions are available for Solvency II Pillar 3, IFRS, and banking regulatory requirements.
- Tagetik Analytics is a new native capability that also allows for self-service data visualization.
- On iOS mobile devices they offer reports with drilldown or reporting books in PDF magazine format.

Best Fit: Best for mid to large sized organizations looking for a financial process-based, unified and comprehensive, performance solution.



4.85



BPM Vendors

One to Watch

Anaplan

Financial					Analytics		Profile		
Bud	Plan	Dash	Rept	Con	Pack	Dviz	Vert	Cloud	Mob
●	●	●	●		●	●		●	●CS

- This cloud-based performance management vendor is focused on modeling and planning for sales, finance, and operations.
- Specific capabilities include sales management, quota planning, trade promotion management, workforce planning, project planning, sales forecasting as well as financial modeling, expense planning, allocations and planning, risk management, reporting and analytics.
- The focus is on 'what-if' analysis and collaboration. Interactive dashboards are provided as well as full cell-level auditability. The solution utilizes a patented in-memory hybrid multi-dimensional and transactional data structure for high performance. It is designed for large enterprises.

Best Fit: Best for large organizations looking to better understand and manage their operational performance.



Insufficient Data

Anaplan

Low-Level Customer Case Plan Monthly

	Jul 12	Aug 12	Sep 12	Q1 FY13	Oct 12	Nov 12	Dec 12	Q2 FY13	H1 FY13	Jan 13	Feb 13	Mar 13	Q3 FY13	Apr 13	May 13
Beverages	31,998	29,089	29,118	90,205	27,407	22,917	36,464	86,789	176,994	23,458	24,186	29,303	76,947	27,380	26,111
Primary Brands	15,648	16,550	13,083	45,280	13,094	7,493	20,040	40,627	85,907	8,749	10,453	14,242	33,444	11,464	10,511
Cherry Beverage	3,626	5,179	2,111	10,916	-986.5	-2,431	7,100	3,773	14,688	2,145	804.0	3,824	2,484	1,574	1,411
Cherry Soda	3,626	5,179	2,111	10,916	-986.5	-2,431	7,100	3,773	14,688	2,145	804.0	3,824	2,484	1,574	1,411
Cherry Soda Brand	3,626	5,179	2,111	10,916	-986.5	-2,431	7,100	3,773	14,688	2,145	804.0	3,824	2,484	1,574	1,411
Cherry Soda - 0.75L	-726.1	-2,870	-3,677	-7,273	-3,557	-3,179	-3,179	-3,179	-3,179	-3,179	-3,179	-3,179	-3,179	-3,179	-3,179
Cherry Soda - 1.75L	4,352	8,048	5,788	18,189	2,571	747.7	2,571	747.7	2,571	747.7	2,571	747.7	2,571	747.7	747.7
City Street Beverage	3,838	3,454	2,648	9,940	5,117	2,965	5,117	2,965	5,117	2,965	5,117	2,965	5,117	2,965	2,965
City Street Soda	3,838	3,454	2,648	9,940	5,117	2,965	5,117	2,965	5,117	2,965	5,117	2,965	5,117	2,965	2,965

Estimate headcount by cost center

Total H/C | Non-Developers | Actuals | US - HQ

FY13

FY14

FY15

Estimate headcount by cost center

Total H/C | Non-Developers | Actuals | US - HQ

Estimate headcount by cost center

Total H/C | Non-Developers | Actuals | US - HQ

	FY10	FY11	FY12	FY13	FY14	FY15
Entry level	1	1	1	1	1	1
Supervisors	1	1	1	1	1	1
VPs	0	0	1	1	1	1
Executives	0	1	1	1	1	1
Total Grades	2	3	4	4	4	4

Analyze Coverage Gaps

	Total			Quota Assignment			Coverage Gap		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
CVS Caremark	\$ 74,780	\$ 75,220	\$ 150,000	\$ 149,560	\$ 150,440	\$ 300,000	-\$ 74,780	-\$ 75,220	-\$ 150,000
DuPont	\$ 133,458	\$ 70,130	\$ 203,588	\$ 133,458	\$ 70,130	\$ 203,588			
General Electric	\$ 99,421	\$ 170,556	\$ 269,977	\$ 99,421	\$ 170,556	\$ 269,977			
Johnson & Johnson	\$ 159,887	\$ 172,487	\$ 332,373	\$ 159,887	\$ 172,487	\$ 332,373			
Medco Health Solutions	\$ 223,847	\$ 225,171	\$ 449,018	\$ 223,847	\$ 225,171	\$ 449,018			
Merck	\$ 231,901	\$ 233,273	\$ 465,173	\$ 231,901	\$ 233,273	\$ 465,173			
PepsiCo	\$ 107,873	\$ 78,270	\$ 186,144	\$ 107,873	\$ 78,270	\$ 186,144			
Prudential Financial	\$ 68,520	\$ 38,452	\$ 106,972	\$ 68,520	\$ 38,452	\$ 106,972			
Sunoco	\$ 9,235	\$ 9,235	\$ 9,235	\$ 9,235	\$ 9,235	\$ 9,235			
United Technologies	\$ 50,905	\$ 31,295	\$ 82,200	\$ 50,905	\$ 31,295	\$ 82,200			
US East - Other	\$ 1,159,82	\$ 1,094,85	\$ 2,254,68	\$ 1,234,60	\$ 1,170,07	\$ 2,404,68	-\$ 74,780	-\$ 75,220	-\$ 150,000
Coca-Cola	\$ 68,232	\$ 51,773	\$ 120,004	\$ 68,232	\$ 51,773	\$ 120,004			
Delta Air Lines	\$ 19,609	\$ 66,308	\$ 85,917	\$ 19,609	\$ 66,308	\$ 85,917			
Home Depot	\$ 124,547	\$ 125,282	\$ 249,829	\$ 124,547	\$ 125,282	\$ 249,829			
IBM	\$ 138,478	\$ 139,301	\$ 277,779	\$ 138,478	\$ 139,301	\$ 277,779			
Liberty Mutual Insurance	\$ 190,354	\$ 191,473	\$ 381,827	\$ 190,354	\$ 191,473	\$ 381,827			
Pfizer	\$ 87,852	\$ 87,978	\$ 175,830	\$ 87,852	\$ 87,978	\$ 175,830			
UPS	\$ 109,466	\$ 79,426	\$ 188,892	\$ 109,466	\$ 79,426	\$ 188,892			
US South - Atlanta	\$ 738,537	\$ 741,541	\$ 1,480,07	\$ 718,929	\$ 675,233	\$ 1,394,16	-\$ 19,609	-\$ 66,308	-\$ 85,917
US Southeast	\$ 1,898,36	\$ 1,836,39	\$ 3,734,75	\$ 1,953,53	\$ 1,845,30	\$ 3,798,84	-\$ 55,171	-\$ 8,912	-\$ 64,083

Analyze Rep Capacity

	# of Accts	Acct Status	Current Quota	Status
Benjamin, Gerard	10 accounts	Over Threshold	\$ 1,408,656	Over Thres
Butler, Matthew				
Clinton, Reggie	4 accounts		\$ 425,388	Over Thres
Draper, Douglas	3 accounts		\$ 242,277	
Espinoza, Jerry	4 accounts		\$ 432,464	Over Thres
Fuller, Damian	1 accounts		\$ 135,550	

Benjar

Air China	\$ 105,196
Allianz	\$ 210,809
Allstate	\$ 108,359
AT&T	\$ 75,095
Berkshire Hathaway	\$ 269,978
General Electric	



Customer Satisfaction

Vendor	Rating 2013	Prior Year
Axiom EPM	5.00	4.90
Tagetik	4.85	4.80
Adaptive Planning	4.65	4.94
Host Analytics	4.58	4.29
Prophix	4.35	4.27
IBM Cognos	4.19	3.60
Longview	4.00	4.35
Oracle Hyperion	4.00	4.00
SAP	3.55	3.55



Best Practices: Midmarket

- Process steps

- Build a team, include IT
- Develop detailed requirements
- Be skeptical of free materials
- Keep in mind that you have complex needs today, they will get more complex with growth, but you have limited resources



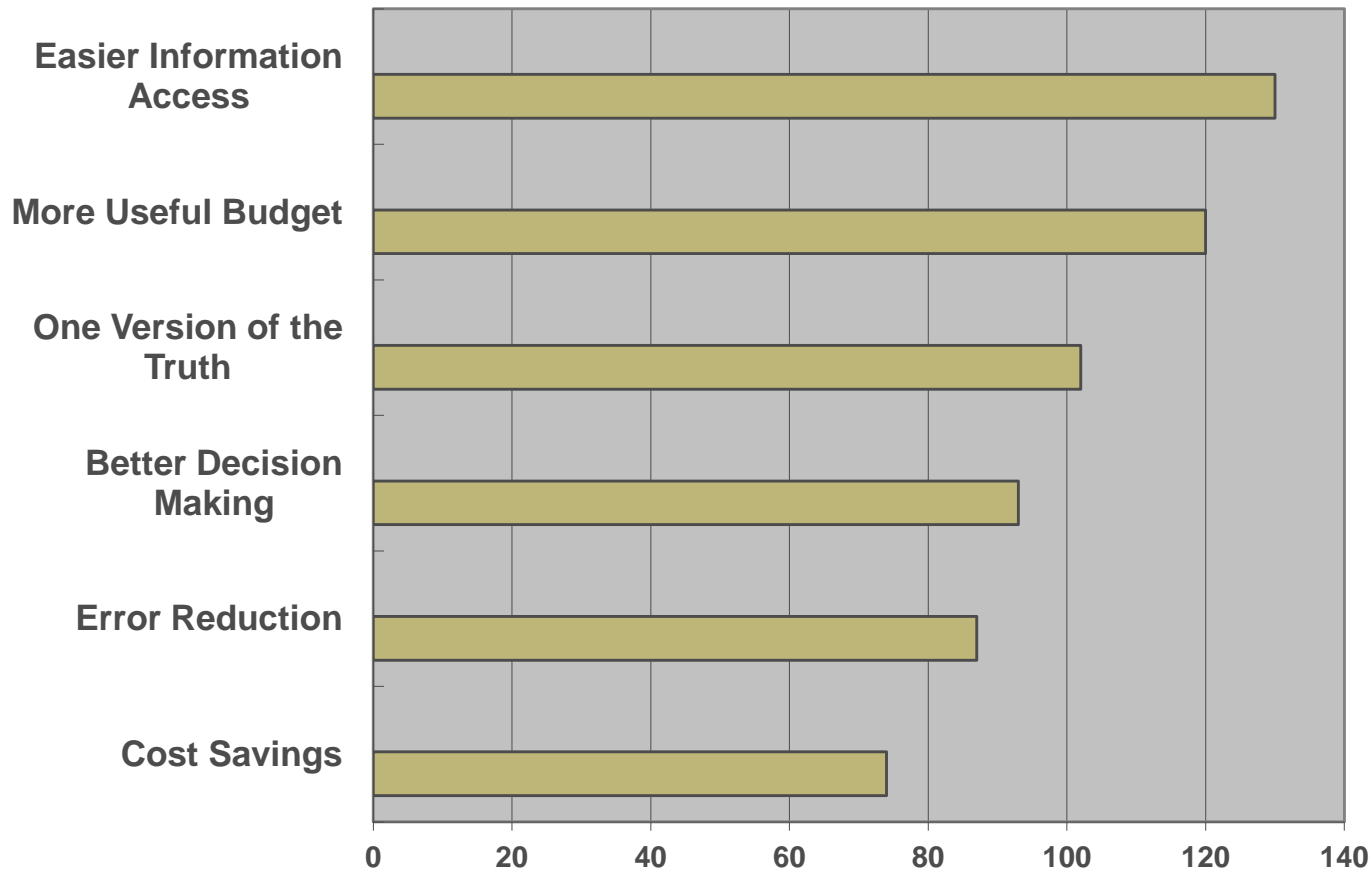
Best Practices: Midmarket

- Vendor considerations
 - Avoid low-end products
 - Focus on midmarket vendors
 - Check vendor viability
 - Do not buy products that are no longer actively marketed
 - Consider future roadmap (both your company's and the vendor's)

Benefits Received

BPM Pulse Survey

2013





The Pulse 2013

Next Steps



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 - BPM Pulse Core Trends
 - BPM Pulse Spotlights on Budgeting and Planning, Reporting and Analytics, Financial Consolidation, and the Cloud/Mobile
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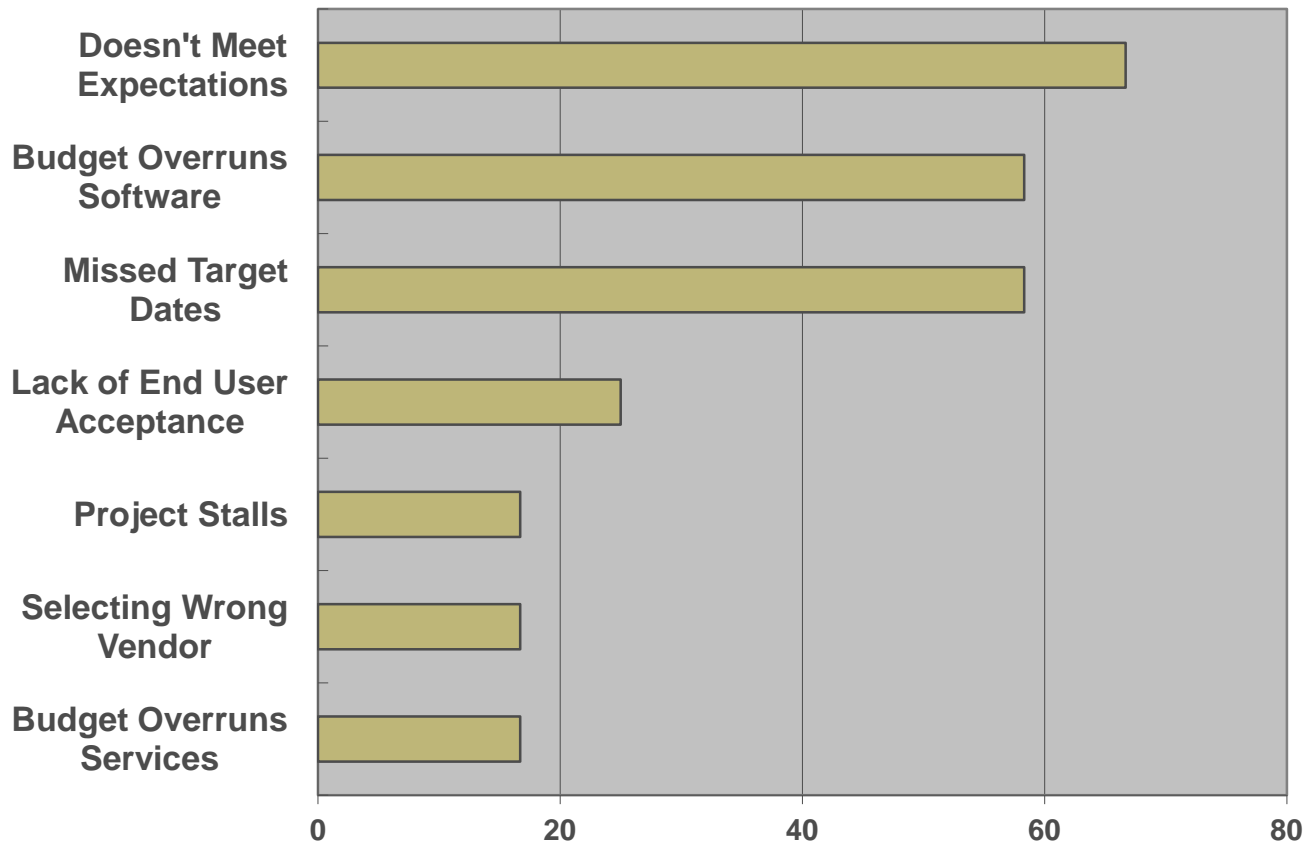
Q&A

Questions and Answers

Project Risks

BPM Pulse Survey

2013



Percent of total respondents

Next Steps ...

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Q&A

Questions and Answers

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