



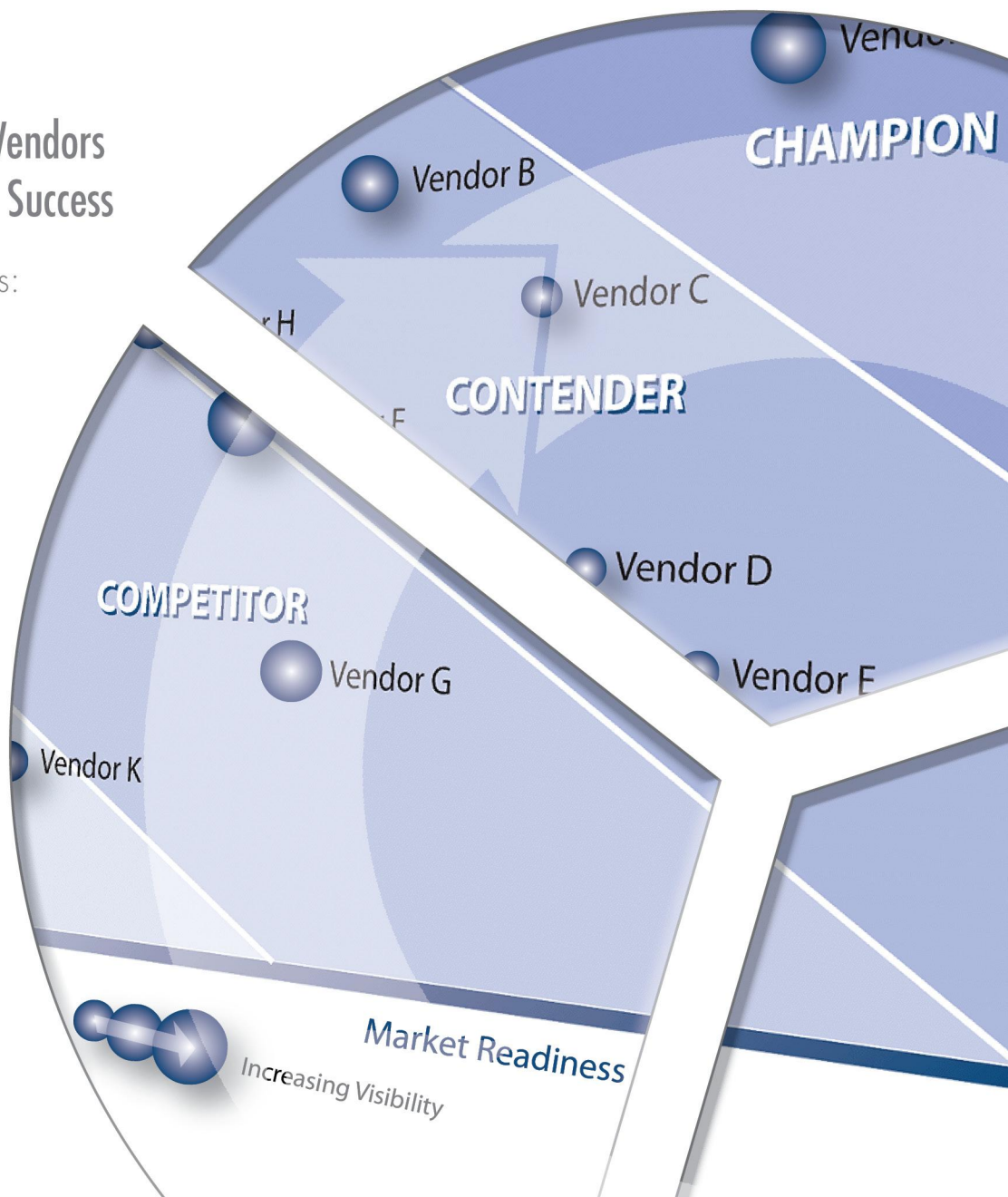
Business Intelligence (BI): Performance Management AXIS

Q1, 2009

Discover the Best-in-Class Vendors Who Can Help You Achieve Success

The Aberdeen AXIS provides:

- Best-in-Class performance evaluations of vendors based on KPIs from Aberdeen's benchmark studies
- An assessment of each vendor's market readiness determined by over 250 evaluation criteria



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Executive Summary

Introduction

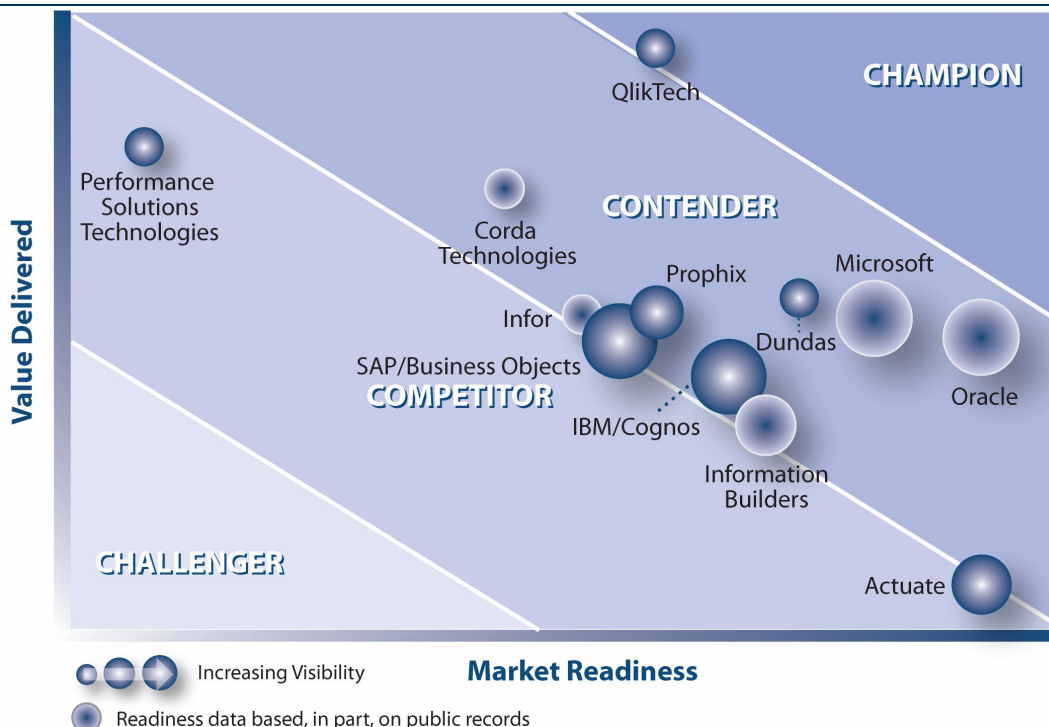
Aberdeen Group classifies “performance management software” as a product segment that exists within the overall Business Intelligence (BI) software market. Performance Management (PM) capabilities are comprised of a mix of practices, processes, disciplines and technologies that, when combined, provide a company with greater visibility into performance drivers and the ability to better manage decisions and actions that affect company performance.

Businesses thrive or fail based on their ability to identify, define, track and act upon Key Performance Indicators (KPIs) that provide a visual representation of how the company is performing. Executives and line of business management are increasingly feeling the pressure to establish the right KPIs across financial, operational, process and organizational areas of the business. Companies that have addressed performance management have enabled timelier and more accurate decisions and forecasts and ultimately have improved performance and the ability to meet corporate goals. The faster and more accurately that performance metrics can be analyzed, and acted upon, the better the chance an organization has for success. Based on Aberdeen’s research, **Dundas, Microsoft, Oracle, and QlikTech** are the top performing performance management software solution providers when it comes to the value they have delivered to customers and the *Market Readiness* of the vendors themselves. This report is intended to help facilitate an understanding and selection of performance management solutions for end-user organizations.

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The BIPM AXIS



Source: Aberdeen Group, Q1 2009

Chapter I: Analyst Insights

Performance Management (PM) initiatives are meant to align a company's strategic goals and plans with operational actions that are measurable and to support the incremental or overall achievement of these goals. Key Performance Indicators (KPIs) are at the heart of a performance management initiative and are meant to provide both strategic and tactical measures of success (or failure) that correlate to an overall corporate plan and set of objectives. KPIs can be forged from financial planning, budgeting and forecasting activities or from a separate initiative such as a balanced scorecard or corporate dashboard project. KPIs can provide "business alignment" across all levels of an organization (business units, departments and individuals) with clearly defined and "cascaded targets" (multiple layers of performance measures from enterprise-wide initiatives to individual goals) and benchmarks to create accountability and track progress. The success of any performance management program is thus dependant on an effective strategy for defining, tracking, visualizing and acting upon KPIs.

Business executives have many options for implementing a KPI-based performance management program, and Aberdeen research reveals that Best-in-Class companies have implemented KPI strategies, capabilities and technologies that have delivered positive results toward improving performance across three key strategic goals of the business:

- **Agility.** Top-performing companies focus on shortening their time-to-decision. This involves the ability to obtain information about business events faster and replace gut-level decisions with fact-based decisions that not only are more expedient, but are more accurate. This inevitably allows an organization to move quickly and react in a timelier way to changing market dynamics and conditions.
- **Growth.** The most successful companies demonstrate significant market share growth. A well-rounded set of KPIs involving financial, customer, process and organizational measures yields higher performance in areas such as "time-to-market" and "customer satisfaction / retention." Improvements in these and other key performance areas drive market share performance and overall growth.
- **Bottom-line.** Increases in profitability and revenue are additional hallmarks of successful companies deploying performance management solutions. Top-line and bottom-line performance are driven by different factors. Top performers are taking into account the entire picture rather than focusing on just one key set of metrics. The approach that companies take to planning, budgeting and forecasting also has an affect on bottom-line performance; those that take a combined bottom-up and top-down approach more often than their peers and are more than twice as likely to utilize performance-based and driver-based budgeting processes ultimately meet and exceed goals more frequently.

Aberdeen AXIS

The Aberdeen AXIS is an objective, fact-based vendor assessment methodology, based on vendor performance in KPI benchmarks from Aberdeen's domain-specific research, and the *Market Readiness* of the organization determined by over 250 evaluation criteria.

"The hardest part of delivering KPI information is making the underlying data available to decision makers in enough time to affect performance. It's not just the KPI itself that drives performance; it is the detail behind it that provides the insight and understanding of how to take action."

~ IT Director,
Large Hospital System

Barriers to Successful Performance Management

Performance management is not simply a single technology or toolset, but rather a combination of processes, disciplines, technologies and concepts that, when combined properly, can yield effective results. Aberdeen research has revealed that there are several barriers that can challenge companies as they attempt to adopt, implement and deploy performance management capabilities.

The creation, management and continual review of KPIs can prove to be a difficult process, particularly when large, complex data volumes are combined with rapidly changing business dynamics. Projects also often involve the integration of data from a variety of disparate sources, complex formulas and calculations to derive accurate KPIs and a host of infrastructure requirements to deliver the information in a meaningful format (reports / dashboards, scorecards, alerts) and via an effective medium (desktop, web, remote access, email, PDAs, mobile devices).

Companies of all sizes are encountering significant challenges that can be summarized as follows:

- **Data quality and integration.** This is a commonly reported barrier to successful BI and performance management initiatives. Over 40% of survey respondents indicate that their performance management programs have either failed or are delivering far less than expected results due to poor data quality and lack of data integration capabilities.
- **Ease of use for non-technical end-users.** Ninety-three percent (93%) of respondents report that ease-of-use for non-technical end-users is a top concern during solution selection and implementation. Too often, a solution is chosen based on technical features and functionality without the participation of representative end-users. Aberdeen research has also shown that end-user skill sets are lacking in general when it comes to the adoption of any type of business intelligence technology. Ease-of-use challenges can slow or halt user adoption, which may explain why, on average, only 35% of employees have access to BI and performance management capabilities within the organization.
- **Scalability.** Eighty percent (80%) of respondents indicate that scalability is a top concern with respect to both the amount of data that must be gathered, integrated and analyzed, as well as the number of users accessing the system. Top performers have addressed this barrier by assessing their existing infrastructure and determining what level of access and system performance is necessary to address the needs of the organization.
- **Lack of formal, company-supported process and organizational management for identifying and measuring KPIs.** Interviews with respondents suggest that the relationship between business and IT presents challenges with tying desired performance measures to existing

Sector Definition

Performance Management represents the processes, practices, technologies and services involved with financial planning, budgeting, and forecasting, as well as the definition of key performance metrics for monitoring, tracking and acting upon changes in the business that affect overall financial, process, customer and operational performance.

Analyst Insight

While performance management is not a new concept, only 45% of companies surveyed have had a formal performance management process in place for three or more years. Fifteen percent (15%) of companies have no performance management initiative; however, all respondents in this group report that they have budgeted or planned projects that will be launched within the next year.

and available data within the organization. While management may be able to define the type of measures they wish to obtain, the required data may not be easily integrated from source systems, or may not even be captured within those systems. Corporate and operational management have also indicated that some KPIs are difficult to define (i.e., the exact definitions of “revenue,” “net revenue,” or “gross profit”) and disagreement within the organization can slow or halt performance management projects.

Aberdeen Research Reveals a Clear Path to Performance Management Success

Performance management initiatives are often deployed with a clear set of goals in mind, but only within specific areas that do not necessarily represent the total business or the overall objectives of the enterprise. Aberdeen research findings show that most companies focus on *financial* and *customer* KPIs, and less so on *process*, *organizational*, and *product* KPIs.

Top-performing companies have taken a more well-rounded approach to KPI initiatives, and have identified metrics that encompass key performance measures beyond just common financial measures such as profitability and cost. Additionally, these companies are also stressing the importance of KPI visibility throughout the organization. Performance is greatly affected when more people have access to KPI information and have the ability to act on it. This requires that organizations understand the roles of the individuals and how they align with the overall and discreet performance targets of the business.

Operational performance (the measurement of day-to-day business activity) is also rapidly becoming a top priority of high-performing business intelligence and performance management projects. Aberdeen research and respondent interviews have revealed that activity and projects are focused on the desire to improve customer service, supply chain management, expense management and sales operations performance. During unstable and unpredictable economic times, top performing companies are focusing initiatives on gaining better insight into the performance drivers that affect the daily (or more frequently within a business day) interactions and transactions of the business.

Top performing companies are 78% more likely to be delivering access to performance data and KPIs to line-level, customer-facing knowledge workers than other respondents. A more granular approach to performance management can yield greater control of the business overall, but comes with a higher price in terms of planning, process and organizational management. Solution providers are delivering a range of capabilities that meet these needs, and respondents have clearly identified a range of successes in their implementation and deployment.

The vendor rankings and snapshots provided in the sections to follow are based on the specific performance achievements that solution providers’ customers have achieved as reported to Aberdeen through primary, fact-based research.

Survey Overview

The results are based on relevant survey responses from 1,067 enterprise end-users, responding to questions relating to their experiences with performance management/BI software and service providers.

Chapter 2: Recommendations

Before considering the selection of a performance management system, companies must assess the ability of solution providers to address fundamental requirements that are critical at different stages of maturity. The following recommendations must be considered before undertaking a performance management initiative:

- **Direct KPI projects beyond the typical financial focus areas**, and toward additional metrics that can aid in the improvement of customer performance. Adoption of a KPI-based performance measurement strategy has a direct impact on customer performance metrics. Poor performing organizations have suffered a decrease in net-new customers and customer satisfaction during the past 12 months. This is indicative of the tendency to focus just on financial metrics.
- **Take a fresh look at KPIs and ask whether they remain aligned with the current state of the business.** Top-performing companies are more than twice as likely to incorporate a review process into their KPI strategy. This is essential to achieving continual improvement as business dynamics and the associated KPIs change, particularly in the current economic climate. KPI “freshness” requires that organizations define and track measures that are tied to new products, customers, processes and the current organizational structure.
- **Build a corporate culture around the KPI strategy.** Institutionalization of a KPI culture is accomplished through a combination of training and management support. Top-performing companies are more likely to be forming a BI Center of Excellence and training programs to facilitate an institutional approach to information delivery. A KPI-based performance management strategy should certainly be included in these initiatives.
- **Make KPIs visible to line-of-business management and decision-makers.** Goals are more easily met when the targets and associated steps are clearly defined and accessible to those accountable for performance. Top-performing companies have shown that success is found with the use of management and operational dashboards and scorecards, combined with technical and management consulting services. As KPI initiatives mature, the complexity of the system may require external expertise to continue to derive more value over time.
- **Drive KPI measures down to the lowest level of the organization.** While high-level management and operational decision-makers are important recipients of support from performance management initiatives, Aberdeen research has found that top-performing companies are delivering KPI-driven information to front-line knowledge workers as well. The employees who deal with customers, in particular, are being targeted as recipients of, and participants in, successful performance management projects. When customer-facing service and sales staff are made aware of the metrics by which they are measured, immediate improvements in customer interactions and results can be implemented.

Analyst Recommendation

Performance management encompasses more than just financial metrics. Companies that have exhibited top performance have also taken a broad approach that includes the measurement of customer, organizational, process and innovation capabilities in addition to financial metrics. Prospective buyers of performance management technology should challenge solution providers to demonstrate that their software and services can address more than financial KPIs.

- **Regularly measure use of KPI information to determine decision quality.** A KPI initiative is not effective if it is not used. Whether a simple spreadsheet methodology, or a complex balanced scorecard system incorporating strategy maps and cascaded objectives, consistent use of the system promotes enterprise-wide understanding of KPI-based metrics and goals. Interviews with the most successful companies indicated that the review process must occur at least annually, if not more frequently.
- **Establish operational metrics across multiple areas of the business.** On average, respondents are less likely to utilize operational KPIs across multiple operational areas of the business, while top performers are incorporating them at significantly higher rates. While there are many metrics, it is important to determine which are critical to measuring operational performance improvement. Interviews with high-performing companies revealed that it is easier to start with customer, service, sales and financial metrics that can be measured with available data, and expand to additional market intelligence-driven metrics, such as “market share,” as external data is gathered and capabilities are obtained and improved over time.

Chapter 3: How to Read the AXIS

Aberdeen AXIS provides an objective, fact based, vendor assessment looking at the provider's history of *Value Delivered* (Y-axis) and their *Market Readiness* (X-axis). The results are based on relevant survey responses from hundreds of enterprise end-users, responding to questions relating to their experiences with the respective solution or services. Vendors represented on the AXIS are illustrated by their performance against the various axes as well as the visibility they received from the market as part of the research.

Aberdeen's research is predicated on primary survey responses with follow-on telephone interviews. All responses are blinded and follow Aberdeen's published methodology. Data collected is reviewed and interpreted by the respective Aberdeen research team and draws upon information typically collected over the prior 12-month period.

Based on business-user survey responses from qualified candidates, vendors have been positioned in one of four categories in the Aberdeen AXIS chart:

1. **Champion.** Vendor has demonstrated superior proficiency in delivering both real value as well as the ability to serve and support its installed user base.
2. **Contender.** Vendor has consistently delivered on ensuring that users achieve a measurable value for their investment as well as the ability to continue to support and service its customers.
3. **Competitor.** Vendor is progressing toward delivering a balance of value and service / support / sustainability. Additional opportunities remain to enhance the value realized by its customers as well as its ability to meet the ongoing needs of the market.
4. **Challenger.** Vendor has achieved market visibility but has an opportunity to assist customers in achieving the value they're looking to realize from the investments made. Vendor readiness remains a concern.

Value Delivered (Y-axis)

The **Value Delivered** by a vendor is determined by the percentage of survey respondents using the solution that achieves Best-in-Class performance.

Over the past 12 months, Aberdeen has surveyed hundreds of end-user organizations on the subject of business intelligence and performance management system usage. Aberdeen's research team analyzed the responses based on stated strategies, KPIs and business outcomes. Using Aberdeen's proprietary PACE™ methodology, business users are placed into three performance maturity groups: the top 20% of performers are considered "Best-in-Class," the middle 50% "Industry Average," and the bottom 30% are "Laggard." Survey respondents, as part of the process,

Aberdeen AXIS

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The assessment is based on vendor performance in KPI benchmarks from Aberdeen's domain-specific research, and the *Market Readiness* of the organization determined by over 250 evaluation criteria.

identify the various products and services they have deployed. The aggregated performance of a technology vendor's business users, complemented by live interviews, determines the relative *Value Delivered* to the market.

Market Readiness (X-axis)

Market Readiness is a critical assessment of the technology vendor's current ability to serve the market based on over 250 objective assessment criteria.

Vendors are provided a standard questionnaire that seeks to thoroughly assess their ability to support their installed base, to bring new products to market, to serve the global community, and to sustain economic cycles, among other KPI's. The questionnaire is augmented by customer interviews and independent research to validate the findings. Vendor briefings may be conducted to provide additional clarification and insight. Each vendor's risk and reliability, strengths and challenges, historical performance and future outlook are evaluated and a weighted score is determined. The result is represented as a numerical outcome on the **AXIS** by way of *Market Readiness*. Solid circles on Table I represent solution providers from which comprehensive data was made available for review and validation; reverse-shaded circles represent vendors from which response or available information (i.e., public records) was limited in scope.

Rather than project the suitability of a particular feature or function, the **AXIS** is a customer-centric view of the success organizations have had with various providers and the potential risk, or lack thereof, associated with the vendor's ability to meet their current and future obligations. These obligations include, but are not limited to; service, support, product updates and upgrades, staffing (e.g., customer service), and financial stability. Vendors falling into the Champion or Contender categories are logical partners for future projects. Those identified in the Competitor and Challenger areas are also strong potential suitors for consideration with additional investigation.

The goal of the **AXIS** is to provide the competitive intelligence business users require to make smart, informed decisions about their technology initiatives.

Research Methodology

Aberdeen applies a unique methodology to benchmark research that evaluates the business Pressures, Actions, Capabilities and Enablers (**PACE**) that drive corporate performance.

The success of business strategies are determined by a Competitive Framework in which the top 20% of achievers are **Best-in-Class**, the middle 50% are **Industry Average**, and the bottom 30% are **Laggards**.

Companies that identify the most influential pressures and take the most effective actions are most likely to achieve superior performance. The solution providers that help enterprises achieve this Best-in-Class performance are recognized in the Aberdeen **AXIS**.

Table I: Aberdeen AXIS Vendor Breakdown for BI: Performance Management Systems

Company: Total Scores	Market Readiness	Value Delivered	Total Score
QlikTech	28	66	94
Hyperion (Oracle)	37	53	90
Microsoft	34	54	88
Dundas	32	55	87
Conda Technologies	24	60	84
AVERAGE SCORE	29	54	83
PROPHIX	28	54	82
Cognos (IBM)	30	51	81
Business Objects (SAP)	27	53	80
Infor	26	54	80
Information Builders	31	49	80
Actuate	37	42	79
Performance Solutions Technologies	14	62	76
InetSoft	31	*	N/A
myDIALS	28	*	N/A
Centage	28	*	N/A
Visual Mining	24	*	N/A
Alight	18	*	N/A

* Insufficient market visibility to evaluate

Source: Aberdeen Group, Q1 2009

Vendor Exclusion

Vendors may be excluded from the **AXIS** report for various reasons including:

1. Failure to achieve adequate market visibility within the context of the surveys
2. Failure to provide requisite *Market Readiness* information
3. Inability to validate *Market Readiness* information (i.e., customer interview responses are inconsistent with vendor representation)

Additional *Market Readiness* information may be extracted from public records when available. In the context of the BI: Performance Management **AXIS** the following companies were identified but lacked sufficient market visibility for grid inclusion:

Alight Planning LLC; Centage; InetSoft; myDIALS; Visual Mining. These providers are discussed in Chapter 4.

Chapter 4: Vendor Snapshots

The vendor snapshots provide a high level overview and insight into various vendors identified in this **AXIS** report. The review is based on primary research along with the analyst team insight drawn from briefings and customer interviews.

QlikTech

Overview

QlikTech was founded in 1993 as a consulting company in Lund, Sweden. An early project led to the development of a software tool for analyzing multi-dimensional data. This led to the development of QlikTech's patented in-memory associative technology that is now called QlikView. The product promises a simple point-and-click way to view data and information. Today QlikView reports having more than 457,000 users in 92 countries, over 10,000 customers, and claims to add an average of 14 customers every day. QlikView 8 is the latest product version, and was released in May, 2007. QlikTech's performance management capabilities are not marketed as a separate product set, but rather are delivered within the QlikView product set features and functionality that also include a full range of BI capabilities.

Observations

QlikTech customers have consistently reported high praise and satisfaction with the company and its products and are most likely to have achieved value from the purchase of the software for performance management projects. The software interface is known for its intuitiveness and this means that end-users are likely to adapt to its use quickly. Aberdeen research has shown that user adoption is critical to obtaining a rapid return on investment and realization of the improvement in performance as indicated by the *Value Delivered* score achieved in this assessment.

QlikTech has taken a unique approach to BI and performance management technology with the introduction of its patented "in-memory" data calculation and storage capability. This approach makes use of today's cheaper memory capacity (64-bit) and allows the building and manipulation of data sets without requiring users to set-up and manage data infrastructure to handle dedicated database storage, models, or "cubes" for performance management applications.

QlikView is sold directly by QlikTech in the US, UK, France, Germany, Spain, The Netherlands, Sweden, Denmark, and Finland. It is also sold in 77 other countries through a network of resellers. The company focuses on proof-of-concept sales to smaller organizations and departmental projects at larger companies. Customers report that they are able to implement and deploy the solution rapidly: just a few weeks at smaller companies and within two to three months at larger organizations. Potential customers

Key

- Higher than average score
- In line with average score
- Lower than average score

AXIS Benchmark: QlikTech

Market Readiness

Score: 28

Average Score: 28.65

Value Delivered

Score: 66

Average Score: 54.42

"Senior management uses the QlikView documents on a daily basis. We currently have QlikView accessing A/P, Purchasing, G/L, Payroll, Human Resources, Revenue and Margins, Order Bookings, Inventory, Revenue Forecasting, A/R, and numerous technical support systems. The product had almost an instant payback in reducing inventory levels and analyzing revenue trends. We have the full suite of the QlikTech products. The only change in the future will be the number of licenses we own."

~ Fredrik Bliss, IT Manager,
FiberMark

should put this proof-of concept offer to the test and experience QlikView within their own unique environment prior to making a purchase decision. Larger companies should also assess whether the current need and project is of a departmental size (a QlikTech strength) or whether the project is a large undertaking and enterprise-in-scope before engaging with the company. What is most interesting is the fact that the company does not deliver a true budgeting/planning application per se, and yet this is precisely the area where customers are putting QlikView to use. This speaks volumes to the adaptability of QlikView and its subsequent Champion status in the AXIS.

Hyperion Solutions (Oracle)

Overview

On March 1, 2007, Oracle announced that it agreed to acquire Hyperion Solutions Corporation for approximately \$3.3Billion, and the transaction was completed in mid-April that same year. This marked the beginning of a movement that saw, in less than a year, the enterprise BI software market consolidate further with SAP's acquisition of Business Objects and IBM's purchase of Cognos. At the time of Oracle's acquisition of Hyperion, the move was justified, according to Oracle's CEO Larry Ellison, through the possibility of delivering "an end-to-end performance management system that includes planning, budgeting, consolidation, operational analytics and compliance reporting." Hyperion's performance management capabilities, when combined with Oracle's BI and GRC solution set, represents a formidable line of technology and management capabilities. The recent acquisitions and packaging has helped bolster one of the strongest *Market Readiness* scores among all providers. However, customers are still in the process of realizing this benefit as Oracle continues to integrate and re-package its solution offerings, potentially reflecting only an average score for *Value Delivered*.

Observations

Hyperion Solutions has a long history that begins in the early 1980's, prior to the popularization of the terms "Business Intelligence" and "Performance Management" in the high-tech community. Its origins can be traced to Information Management Resource Solutions (IMRS), and throughout a 15-year growth track culminating in a merger with Arbor Software (makers of the BI tool Essbase) in 1998. Throughout the next decade, the company continued to grow both organically and through M&A activity, including the purchase of Brio Technologies in 2002. At the time, Hyperion Solutions was considered to be one of the three top BI/PM solution providers in the world. Oracle now holds that same claim through the bundling of Hyperion within its Oracle Business Intelligence Enterprise Edition Plus product line. Its last reported revenues, prior to acquisition, were \$762M, earned from over 20,000 customer relationships. The products are marketed directly toward large enterprises and are not as well-suited to the mid-tier or smaller organization.

AXIS Benchmark: Hyperion (Oracle)

Market Readiness

Score: 37

Average Score: 28.65

Value Delivered

Score: 53

Average Score: 54.42

Despite the maturity of the Hyperion product line and its envelopment into the Oracle BI packaged solutions, capabilities and product innovation continue to be supported and developed. For example, in August of 2008, Oracle announced that Hyperion would be deployed as a Hosted / SaaS solution with the roll-out of Oracle Hyperion On-Demand. This deployment option fully supports the entire line of Hyperion products, including Oracle Hyperion Financial Management, Oracle Hyperion Planning, Oracle Essbase, Oracle Hyperion Financial Data Quality Management and Oracle Hyperion Financial Reporting. Aberdeen research has shown that a hosted or SaaS approach to deployments can reduce the costs and risks associated with implementing and managing PM and BI solutions. Total Cost of Ownership (TCO) of PM and BI solutions can also be lowered through a hosted or SaaS approach by speeding implementation and return on investment (ROI) and providing online access to product, support, and application management expertise.

Hyperion is used by many large organizations to help consolidate financial reporting, adhere to reporting regulations, and close their books. Many companies that use competing enterprise application software (such as SAP and Lawson) also use Hyperion. The product has not been as readily adopted by factions outside of the office of the CFO, something that Oracle is addressing through the integration of Hyperion within the OBIEE product package. Potential customers should inquire about the progress and two to three year roadmap for this integration in order to understand how Hyperion and OBIEE are addressing the entirety of enterprise performance management requirements.

Microsoft

Overview

In one sense, compared with its competitors of like size and influence (namely Oracle, IBM and SAP) Microsoft has been a late entry to the BI/PM software market. In another sense, the company has been one of the longest-toothed players in the market if Excel® is to be considered a PM tool. Whether spreadsheets are the only method for measuring company performance, or just a part of the overall solution, Microsoft technology has now become, and continues to advance forward as, a fundamental component of performance management enablement. With the release of PerformancePoint Server (PPS) in 2006, the company has squarely placed itself on the PM roadmap, and is advancing its “People-Ready” approach to business software through an inference to the familiarity they have built around the Excel interface – a core component of current and planned PM products. Most recently, the company has announced that it is moving the FRx and Forecaster products that were going to be integrated into PPS Planning from the Dynamics product group, back to Dynamics. The rationale being that planning and forecasting is a function involving primarily the office of the CFO and that Dynamics is the solution set geared more to the GL and financial reporting requirements delivered in an ERP suite. The company has also announced that the dashboarding, scorecarding and analytic capabilities from PerformancePoint Server will become a

AXIS Benchmark: Microsoft

Market Readiness

Score: 34

Average Score: 28.65

Value Delivered

Score: 54

Average Score: 54.42

component of SharePoint, known as PerformancePoint Services, and will no longer be available as a stand-alone solution.

Observations

Spreadsheets remain the predominant technology in use today for budgeting and forecasting purposes and are used at uniformly high levels by all companies, regardless of competitive status. Microsoft's Excel spreadsheet software is one of the most popular and widely used software packages in the world. Microsoft sees Excel as the #1 reporting and analytical tool in use today and plans to continue to make investment in the product towards enhancing these capabilities. Many end-user organizations have been incorporating Excel into their BI/PM strategies from the beginning, and in many cases, the sole capability existing at an organization is based on Excel functionality. Microsoft has recognized that if a majority of BI/PM capabilities can be handled in Excel, end-users will be presented with a very compelling offering.

Aberdeen research has found that the most successful organizations - those reporting the top 20% performance across several metrics - reported a direct impact to revenue through increasing the number of people in the workforce with relevant BI/PM skills sets. Excel's dominance in the workplace means that gaining access to a trained workforce with relevant BI skills will be much easier. Aberdeen has extensively researched companies' use of Excel within a variety of BI/PM environments. Excel remains the top BI/PM tool in use today, and it is not being diminished despite competing technology vendors' marketing efforts to position spreadsheets as a less-than-desirable approach. In fact most BI/PM products in the market today include an "export to Excel" function as a standard feature, something Microsoft was quick to point out at their second annual BI Summit held in early October of 2008. End-users report that the ability to export data to Excel is among the top criteria when it comes to the purchase of BI/PM technology.

Microsoft Office PerformancePoint Services (PPS) is a performance management capability set (now enabled within SharePoint) that delivers scorecards, dashboards, management reporting, analytics, planning, budgeting, forecasting, and consolidation, all within the familiar Microsoft Office environment. It combines tools that non-technical staff is accustomed to using, with the power and security of Microsoft SQL Server. Companies that have already implemented SQL Server for other business applications will find it inexpensive to add PPS to the deployment. Microsoft's decision to roll this in with SharePoint is compelling from a total cost of ownership (TCO) standpoint as it makes the technology available at no cost to all existing SharePoint customers. PerformancePoint Services will be delivered as an entitlement for SharePoint Enterprise customers who participate in the Software Assurance program in the near term, and in the next release will become part of the license for SharePoint Enterprise.

Microsoft's current products and new announcements represent compelling plans for their continued development of BI/PM capabilities. In response,

companies should look at their organization to determine how to prepare for the future. This includes:

- Investigating “readiness” for Microsoft’s new BI/PM releases, including the next version of SQL Server and additional capabilities to be announced regarding PPS, SharePoint and Excel
- Assessing internal use of Excel for BI/PM reporting and analysis purposes and determining how much need is already met with Excel versus SharePoint and competing BI/PM tools
- Challenging Microsoft and their partners to demonstrate how current BI/PM tasks can be performed within Excel, and the potential affects on both process and financial performance

Dundas Data Visualization

Overview

Dundas Data Visualization, based in Toronto, Ontario, Canada, offers a range of data visualization technologies and tools for use in BI/PM applications, projects and development scenarios for Microsoft technologies. Visualization capabilities are an important component of any performance management initiative, and Dundas offers a broad range of charting, dashboard, mapping and reporting tools that enable businesses to deliver meaningful views of KPI-related performance data to business end-users. The company also provides a development kit for the building of data visualizations within existing applications. The company does not provide a full range of BI/PM tools, but rather focuses entirely on information delivery methods and capabilities and sells solutions that are designed exclusively to run alongside Microsoft technologies such as SQL Server, SharePoint and MS SQL Reporting Services.

Observations

Digesting complex data, facts and figures can be tedious and difficult. Data visualization represents a method of turning raw data into easy-to-understand pictures and graphics. Many specialized techniques for visualizing data exist, including scorecards, charts, gauges, dials, graphs, maps, dashboards, and portals. Dundas delivers a product set that enables companies to monitor changes in the business with a glance and take quick, corrective action. Dundas’ customers report that they are able to quickly implement visualizations that allow business managers to analyze the root causes of their organization's performance from many perspectives and focus the company’s activities and resources to ensure that operational execution aligns with strategic objectives.

Dundas offers a line of data visualization tools for Microsoft technologies, such as Microsoft .NET, SQL Reporting Services and SharePoint. If you are not utilizing Microsoft technologies as the foundation and data management component of your performance management solution, Dundas will not be useful for you. The tools can be used to create custom dashboard applications (also known as executive dashboards or enterprise

**AXIS Benchmark: Dundas
Data Visualization**

Market Readiness

Score: 32

Average Score: 28.65

Value Delivered

Score: 55

Average Score: 54.42

“I must honestly say that Dundas Chart for .Net has exceeded our expectations. There has been quite a job to do, to reach for our goals, but nothing has prevented us from reaching them, and even more. We have had payback from day one actually, and it will increase no doubt about it. I have already recommended Dundas to a lot of people, and we are making the Dundas trademark a quality stamp for our solutions.”

~ Tor Bertil Namskau
CEO, Nexima AS

dashboards). Successful implementation of the product requires that organizations have in-house software developers who are familiar with Visual Studio .NET. Dundas provides developers with the components needed for implementing advanced data visualization technology. Dundas also maintains a knowledgeable consulting services group that provides customers with project-based assistance; customers have reported a very high level of satisfaction with Dundas' consulting services.

Before making a buying decision, prospective customers should assess their own .Net development capabilities and the current and long-term strategies toward investment in the Microsoft data management environment. Dundas' data visualization capabilities are robust, and the effects this can have on an overall performance management initiative are profound. Still, the technology is only part of the equation, and additional investment in planning, budgeting and forecasting capability, along with the possible need for advanced analytics, may still be required.

Corda Technologies

Overview

Corda Technologies is a provider of enterprise dashboards and interactive data visualization solutions that enhance performance management and smart decision-making. Corda offers an interactive, strategic dashboard software solution called CenterView, as well as other visualization tools for charting, mapping, and reporting. Its solutions include developer tools, performance dashboards, enterprise server products, and professional services. Corda was founded in 1996, is privately held, and is based in Lindon, Utah. The company supplies its products and support services to over 1,500 customers worldwide and supports connection to several database or data sources, including: Excel, MySQL, Oracle, Sybase, Postgress, Flat Files, Tab Delimited, Comma Separated, and custom integrations via standard API's. The company sells its products and services directly as well as through a network of partner resellers. Refreshingly, the pricing for each of the software components is clearly and simply explained on its corporate web site.

Observations

Corda CenterView should be thought of as a complementary toolset that can run alongside existing BI and PM systems. The product can access data from a multitude of sources, including BI platforms like Business Objects Universe and SAP BW. The strength of the software is that it allows rapid dashboard development from data that is combined from existing BI platforms and from outside the BI / data warehouse environment, including Excel and SQL databases.

Corda enables advanced capabilities such as collaboration, alerting and data snapshots. This extends the value of the dashboard by making the information and views actionable through the interaction that occurs between end-users within the interface. As data thresholds are exceeded or

AXIS Benchmark: Corda Technologies

Market Readiness

Score: 24

Average Score: 28.65

Value Delivered

Score: 60

Average Score: 54.42

remain unmet, the software is capable of alerting specific users through role-based business rule settings.

Market Readiness for Corda is below average and is affected by the focus and limited scope of solutions (i.e. the company does not offer a budgeting/forecasting application). The company is small in size compared to its larger competitors, and yet has also delivered higher than average value to its customers based on Aberdeen's measurement of current Best-in-Class capabilities among Corda customers. The company's private status also assists in maintaining a distance from the stock market and share prices that can be volatile and distracting in an uncertain economic climate. Prospective customers should consider Corda's visualization products as a potential complement to existing BI/PM capabilities, particularly in situations where dashboards, reports and charting delivery requires the integration of data from sources outside of the scope of existing BI deployments.

PROPHIX

Overview

PROPHIX is a privately held company based in Mississauga, Ontario, Canada. The organization was founded in 1987, and delivers budgeting, forecasting, reporting, consolidation, personnel planning and other financial functions in a single solution. The company focuses on delivering its solutions to mid-size and smaller businesses, but despite not actively marketing to larger organizations, PROPHIX has still garnered customers among several large enterprises. PROPHIX reports more than 1,300 customer relationships around the globe and maintains a professional services organization that works with customers to develop execution plans, knowledge transfer, and implementation of solutions.

Observations

PROPHIX assists customers through approaching financial planning projects by first addressing the most common pain-point – the budgeting process. This is the first phase of PROPHIX solution approach which also encompasses a long-term vision for performance management. This includes an audit of software currently owned and in use by customers which often reveals products that can address some PM requirements. A gap analysis, based on where customers are, compared to where they want to go, assists in identifying the missing pieces that need to be purchased. Through this approach, PROPHIX positions itself as a solution that can provide missing components and thereby leverage existing investments instead of requiring a complete rip-and-replace approach to acquiring performance management software.

The current release from PROPHIX offers interactive visualization interfaces that allow users to quickly see supporting details to the budgeting process at any account or department level. This enables management to investigate reasoning and justification behind budget estimates.

Collaboration is enabled through notes, comments and itemized supporting details that can be accessed and viewed by all roles. PROPHIX enables a

AXIS Benchmark:
PROPHIX

Market Readiness

Score: 28

Average Score: 28.65

Value Delivered

Score: 54

Average Score: 54.42

“The solution has exceeded our expectations. We initially purchased PROPHIX to assist us with our annual operating budget process. We were so pleased with the software's performance that we now use PROPHIX to prepare and analyze our nine-month forecast and five-year long range financial plans. PROPHIX also assist us with month end close and allows us to create various ad-hoc reports. We have not experienced any ‘critical’ bugs that have prevented us from achieving our stated objectives for the project. However, we have run into a couple of minor bugs. Although, we were unable to use the Dashboard module our PROPHIX consultant was able to provide an alternative solution.”

~ Alicia Nelson, Investment and Budget Analyst, American Academy of Orthopedic Surgeons

combined bottom-up budgeting with a top-down approach through pre-built spread functionality within budget templates. This allows companies to cascade corporate goals down through the organization while still empowering departments to calculate the budget at their level; Aberdeen has identified this combined approach as a Best-in-Class capability. Additionally, PROPHIX budget templates and reports automatically contain embedded budget-to-actual variance comparisons. Multiple formula methods can be applied to streamline formulas across budget drafts or create specific variance comparisons for a particular budget scenario.

Prospective customers should assess PROPHIX's software as a budgeting, planning and forecasting system, one that can serve as an add-on to current performance management solutions. While the system does not provide a full range of performance management capabilities (i.e. integrated analytics with non-financial systems) it still delivers a respectable average rating for both *Market Readiness* and *Value Delivered*.

IBM (Cognos)

Overview

On January 31, 2008, Cognos was acquired by IBM. Prior to being acquired itself, Cognos announced in September 2007 that it would acquire Applix (a competing performance management software company), and had previously acquired several other companies to strategically round-out its BI and PM offerings. In Cognos, IBM acquired one of the world's longest-operating software companies actively producing and delivering business intelligence and performance management solutions to over 23,000 customers in more than 135 countries around the world. The IBM Cognos 8 platform is the common foundation for data access, system management, and information delivery that underpins IBM Cognos 8 Business Intelligence and other IBM Cognos performance management products.

IBM Cognos 8 Business Intelligence includes reporting, analysis, scorecards, and dashboards, and offers consumer modes for search, mobile, and Microsoft Office™. IBM Cognos Financial Performance Management includes several products: IBM Cognos 8 Planning, IBM Cognos 8 Controller, IBM Cognos TMI (formerly Applix TMI). Additional products include IBM Cognos Now! appliance for operational BI, IBM Cognos 8 Business ViewPoint for data modeling, IBM Cognos TMI Midmarket Edition, and IBM Cognos Analytic Applications for Workforce Performance, Credit Risk and Financial Performance Analytics. IBM's BI and Performance Management software segment is an integrated segment within the IBM Information Management offering, but also operates heterogeneously with all data sources.

Observations

IBM markets its performance management solutions around three themes that help answer the three key questions: How are we doing? Why? and What should we be doing?

AXIS Benchmark:
Cognos (IBM)

Market Readiness

Score: 30

Average Score: 28.65

Value Delivered

Score: 51

Average Score: 54.42

"We certainly received the benefits of a robust production and ad hoc reporting system, which we expected from the onset. What we didn't expect was the additional capability from some of the other toolsets, such as Event Studio. That provides live monitoring and proactive alerting capabilities which we utilize to for early warning signs of potential customer issues. We achieved ROI after 24 months or so, mostly through reduced customer charge backs, faster processing of monthly financials, and better control of costs and margins."

~ Jim Mulholland, VP of IT,
Creativity

1. Measuring and monitoring – the ability to understand performance within scorecards and dashboards that track performance of key metrics
2. Reporting and analysis – the ability to see data, gain context and understand trends, and spot anomalies
3. Planning, budgeting and forecasting – the ability to form budgets and forecasts in order to set and share a reliable view of the future.

IBM's formidable array of BI and performance management software components allows customers to integrate reporting and analysis, planning, and measuring and monitoring capabilities across the organization. IBM markets its solutions as a means of transforming business managers into "performance managers". Performance managers utilize IBM Cognos software to gain improved insight into key drivers of the business, and communicate with others to achieve better alignment of business activities to goals.

With such a broad array of products and solutions aimed at addressing performance management tasks and initiatives, it is not surprising that IBM has scored above average in Market Readiness. However, this same abundance in offerings may also be causing confusion and adding complexity to customer implementations which may be affecting the Value Delivered as reflected by a slightly lower than average score. As IBM continues integration of acquired technology, such as Applix, and within the larger Information Management product stack, prospective customers should carefully assess their needs to determine which of the many IBM products are required to meet management's needs.

Business Objects (SAP)

Overview

SAP, with headquarters in Newtown Square, PA and Walldorf, Germany announced on Oct 7, 2007, that it would acquire Business Objects for \$6.8 billion. The transaction was completed on January 22, 2008. The purchase was the second in a series of industry-wide large-scale acquisitions (Including Oracle's acquisition of Hyperion Solutions and IBM's subsequent purchase of Cognos), and among dozens of acquisitions during the preceding 24-month period that saw a consolidation trend in the business intelligence and performance management software industry. In fact, Business Objects had made three performance management-based acquisitions (SRC, ALG, and Cartesis) prior to its own merger with SAP in the area of performance management, combined with SAP's acquisition of OutlookSoft in late 2007. In order to make sense of the 6 different performance management offerings, SAP first published a product rationalization roadmap in February 2008 and has delivered on the first releases as part of that roadmap (EPM7.0). The process is ongoing and product realignment and rationalization continues to be defined and explained to customers.

AXIS Benchmark: Business Objects (SAP)

Market Readiness

Score: 27

Average Score: 28.65

Value Delivered

Score: 53

Average Score: 54.42

SAP offers a comprehensive range of performance management functionality, including software products designed for strategy management, planning budgeting and forecasting, financial reporting and consolidation, profitability and cost management, and spend and supply chain performance management. The company has also recently begun to market its Governance, Risk and Compliance (GRC) solutions alongside its performance management software.

Observations

On August 12, 2008, SAP announced the latest versions of its SAP Business Objects Enterprise Performance Management (EPM) solutions. These new versions are meant to provide expanded ability to leverage enterprise data, decrease total cost of ownership, and increase scalability to enhance performance across both finance and operations. In addition to new functionality within the EPM portfolio, tighter integration of the SAP Business Objects BI platform and SAP NetWeaver® platform has also been stressed. Aberdeen research into the capabilities that support performance management reveals that Business Objects and SAP NetWeaver® customers are experiencing both performance and capability gaps that the newly released and integrated products address directly.

SAP Business Objects' strategy management capabilities utilize existing company data to enable goal setting, strategy mapping, and the ability to monitor and manage performance from high-level objectives down to operational metrics. The planning solution offers planning and financial consolidation applications that address budgeting, planning, consolidation, and reporting requirements. The financial consolidation solution provides CFO offices with full process control and data transparency, and the ability to simulate scenarios that address performance management reporting requirements. The inter-company reconciliation solution addresses what can be one of the most significant barriers to achieving a fast and accurate financial close process – management visibility to the data. It enables business units to gain visibility into, debate and reconcile balances at corporate and divisional levels. SAP Business Objects also integrates a XBRL Publishing solution that enables organizations to integrate internal and external financial data. Finally, the comprehensive range of performance management software is delivered with analytics capabilities for near real-time financial and non-financial information. The analytics capabilities allow decision makers to understand how they are performing against plan. In its entirety, the solution supports a combined top-down and bottom-up financial and operational planning process.

The recent announcements from SAP point to new enhancements to existing performance management solutions, a tighter integration with SAP NetWeaver, and an increased focus on operational performance. However, the plethora of products and discreet components presents a confusing and complex solution set that customers and prospects alike find difficult to understand and determine what components are right for their own environments. Interviews with customers exposed this as a primary reason for both the average Market Readiness and Value Delivered scores on the AXIS. Existing and prospective customers alike should demand a detailed

“Business Objects’ performance management solution meets our expectations. The only problems we have had are related to compatibility with MS Office 2007. We received an immediate return because we needed something to compile all of our data, and this was accomplished quickly. Now we are waiting to see how the new combination of Business Objects and SAP will work.”

~ Manager Financial Planning; Large
Energy and Manufacturing
Corporation

product roadmap that clarifies recent changes in the product offering, and how components from past acquisitions will be handled in the next two to five years. This information is available from SAP and the company is actively communicating it to customers today.

Infor

Overview

With over 70,000 customers, revenues of over \$2.2 billion, and 125 offices in 34 countries, Infor is the world's third largest business software company, growing rapidly over the past decade through a combination of product development and aggressive acquisition of software products and companies. Infor, headquartered in Alpharetta, GA, has invested heavily in its current performance management product roadmap strategy, combining business process applications, business intelligence software solutions, and pre-built analytics. Infor markets its PM solutions to customers as a means to “link corporate strategy to operational plans and generate actionable business insights that are used to increase user productivity, control costs, and improve overall business performance.” Infor’s software components fall under two offerings:

1. Infor PM 10. Strategic Management, Planning and Budgeting, Forecasting, Financial Consolidation, and Reporting and Analysis capabilities that provide decision makers with insight into financial and operational performance.
2. Business Specific Analytics. Pre-built analytic applications that integrate with existing enterprise applications to present actionable information for specific industries and business functions.

Observations

Infor PM solutions are delivered as two separate application suites: Infor PM 10 and Infor PM Business Specific Analytics. The solutions within these categories provide predefined data and process integration with ERP, supply chain and finance systems. Dashboards, KPIs, and scorecarding capabilities are available across all the solutions. Infor PM Business Process Applications are enterprise applications for strategic and operational planning, budgeting, forecasting, reporting and consolidation. Finance as well as other functional departments across an organization can take advantage of the capabilities in Infor PM Business Process Applications. The solutions can be deployed individually or in a suite configuration on a single platform. The system allows for the consolidation of duplicate spreadsheets and databases and helps to eliminate manual input errors through data integration. Infor PM Business Process Applications combine automated processes, guided workflow capabilities, and a familiar Microsoft Excel™ user interface.

Infor PM Business Specific Analytics provide role-specific analytics to help companies address issues distinct to their business. For areas such as accounts payable, receivables, sales, inventory and general ledger, Infor’s analytics solutions provide pre-defined metrics and reporting capabilities.

AXIS Benchmark: Infor

Market Readiness

Score: 26

Average Score: 28.65

Value Delivered

Score: 54

Average Score: 54.42

The analytics in Infor PM Business Specific Analytics are embedded in the applications, providing users with analysis tools that are integrated with their existing data and systems. Currently, Infor offers role-specific analytics for sales, accounts receivables, general ledger, accounts payable, inventory and procurement. Infor is developing additional Business Specific Analytics sets, to be announced as they become generally available.

Prospective customers should thoroughly investigate the two approaches to performance management that Infor offers and determine if one or both are required to meet management and end-user needs. Infor also has developed sales and service programs for Small to Medium sized Businesses (SMBs). This is an important aspect in that Infor, along with Microsoft, represents one of the only large software giants to develop and market a solution specific to mid-tier and smaller businesses. Infor's average score on both AXIS measures can be attributed to the relatively low maturity that their PM products have in the market and the continuing integration and solution rationalization that remains a part of Infor's strategy following its aggressive and rapid acquisition strategy of the prior decade.

Information Builders

Overview

Founded in 1975, Information Builders operates a software business consisting of 47 of its own sales offices and 26 national distributors and agents. The company reports having more than 1,400 employees worldwide and revenue in 2007 was more than \$315 million, with double-digit growth in software license revenue. In 2001 the company established iWay Software, a wholly-owned company that focuses on data access, integration and Service Oriented Architecture (SOA) connection to a variety of data sources including operational and transactional systems. The company sells its software to over 12,000 customers and its performance management solutions under two brand names; WebFOCUS Performance Metrics Manager, and WebFOCUS Performance Management Framework. The company is headquartered in New York, NY, and has been led throughout its entire 33 year existence by the same senior management.

Observations

WebFOCUS Performance Metrics Manager (PMM) provides an incremental performance management solution consisting of KPI-driven dashboards, wizard-based pre-built dashboards, and analytic tools. PMM allows a business to start by gathering financial and performance metrics into one system and then leveraging the KPIs that have been defined into a strategic management system. Information Builders offers a "rapid-start" implementation program that delivers the complete solution and configuration, allowing business units, with little or no IT assistance, to be up and running in weeks.

WebFOCUS Performance Management Framework (PMF) is a comprehensive platform for creating and managing a culture of performance and accountability. The system enables the creation of personalized end-

AXIS Benchmark:
Information Builders

Market Readiness

Score: 31

Average Score: 28.65

Value Delivered

Score: 49

Average Score: 54.42

user dashboards, metric “blogging” (user commenting on metrics displayed), print-quality publishing, mobile alerts, analytics, strategy authoring, and set up wizards. The solution allows users to manage and communicate strategies to employees and / or partners, as well as present information to an executive board, all within a browser environment.

The Information Builders solution offers robust management and monitoring of performance-based data and strategic functions such as scorecarding and visual strategy mapping. Prospective buyers need to understand that the solution does not include budgeting capability and should view Information Builders’ performance management solutions as being more appropriate for deep analysis and financial reporting needs. Additionally, the company has begun to develop focused BI and Analytic solutions that are targeted to specific industries, such as Retail, Healthcare and Public Sector segments. Companies operating in these industries may find a higher degree of domain expertise from this vendor, as opposed to those in other sectors. Information Builders has also recently enhanced its BI offering with Predictive Analytics capabilities which can be applied to “what if” scenarios and other corporate planning initiatives.

Actuate

Overview

Actuate Corporation develops Business Intelligence, Performance Management and Java Reporting software and is also involved in the Eclipse Foundation, an open-source project that has developed the Business Intelligence and Reporting Tools (BIRT) project. Founded in 1993, the company employs approximately 580 people, serves over 4,000 customers worldwide and earned over \$140 million in FY’07. Actuate 9 is the company’s core business intelligence and reporting product suite. Actuate Performancesoft Suite is a product set that resulted from Actuate’s 2006 acquisition of Performancesoft Inc., a performance management, balanced scorecard and activity management software vendor.

Observations

Actuate’s performance management solution starts with the Enhanced Reporting Module (ERM), their flagship reporting environment for business end-users. Any reports created in Performancesoft can be incorporated later into a broader reporting infrastructure, and objects created within reports can be re-used in other reports. The ERM capabilities are meant to replace ad hoc reports and rogue spreadsheets with a more manageable, more centralized reporting platform.

The Actuate Performancesoft Suite provides organizations with the ability to measure and manage financial, operational and process efficiency performance. The product set is versatile enough to handle enterprise-wide strategic initiatives with drill-down to low levels of detail, to the related activities that drive performance improvement. This includes the ability to marry multiple performance paradigms to gain a holistic view of organizational performance and the ability to integrate a performance

AXIS Benchmark: Actuate

Market Readiness

Score: 37

Average Score: 28.65

Value Delivered

Score: 42

Average Score: 54.42

“We had some trouble figuring out the networking issues, but we managed to iron it out. The project has evolved over time. It took about a year to fully implement all of the capabilities to the two departments who initially piloted the software. Now the system is very useful to several departments that use the software frequently.”

~ Chris Heiserman,
Project Champion,
LUEG County of San Diego, an
Actuate customer

improvement framework, such as a balanced scorecard, Malcolm Baldrige performance metrics, or a Six Sigma program.

Actuate has also launched an on-demand, or Software as a Service (SaaS) performance management solution called Actuate OnPerformance. Actuate OnPerformance delivers a performance management system starting at \$60 per user, per month. The solution is delivered as a service via the Internet, resulting in no software or hardware to buy, install, maintain, or upgrade.

Prospective customers should assess the differences between deployment methods of Actuate Performancesoft Suite versus OnPerformance. Actuate's high *Market Readiness* score reflects, in part, the broad product range and service and support capabilities offered. The lower *Value Delivered* score may be indicative of Actuate's short timeframe in the performance management field. Still, the company delivers its robust financial reporting capability as part of the solution and offers one of only a few SaaS deployment options among performance management providers. Despite this, however, Aberdeen research reveals that customers are finding it difficult to translate all of these capabilities to actual value (in the form of performance improvements). Over time, this may change as Actuate continues to rationalize its products and integration of its financial reporting and performance management capabilities into a single solution set.

Performance Solutions Technologies LLC

Overview

Performance Solutions Technologies (PST) was founded in 1998 by a group of consultants and corporate leaders. PST provides management software solutions that integrate task, project, knowledge and people management features into a performance management solution that incorporate visibility to goals, action plans and feedback. PST's software allows users to gain access to mission-critical information through its flagship product – ManagePro. ManagePro was initially developed in 1992 by Avantos Performance Systems. PST has continued to develop and improve upon ManagePro with an average of one major release per year.

PST's target customer base includes individuals in management roles across all types of businesses. The company reports more than 65,000 installations across both small business and Fortune 500 firms. The software is marketed to individuals and organizations looking for systems to improve performance and execution.

Observations

PST places an emphasis upon planning, tracking and achievement through people, process and analysis. PST has developed comprehensive performance management solutions that deliver a combination of project management, task management and performance management capabilities within a unified solution. This approach allows business managers to stay focused on prioritized actions, projects and tasks, and to remain in touch with colleagues tasked with executing on a business plan. The company

AXIS Benchmark:
Performance Solutions
Technologies

Market Readiness

Score: 14

Average Score: 28.65

Value Delivered

Score: 62

Average Score: 54.42

“The level of service provided really makes the difference. The experts in their consulting team are impeccable and provide strong intellectual stimulation. I would recommend them without hesitation.”

~ Rob Cantor, CEO, Insinger Machine Co., PST customer

offers professional services to assist customers with strategic and tactical planning, budgeting, forecasting and associated project and task execution.

Using a single input-multiple use format, PST's software leverages information across many functions of an executive-manager, including managing people, projects, meetings, documents, knowledge or outside suppliers, vendors and partners. The product represents a different approach to performance management that takes into account far more than core financial KPIs, but also encompasses the ability to manage customer, process efficiency, and organizational performance.

Like Corda and Dundas, the company is relatively small in size and remains privately held. Still, PST has achieved a large imprint in terms of installations of the ManagePro solution. The broad spectrum of performance management capabilities has resulted in a higher than average *Value Delivered* score, second only to QlikTech. Still, the lack of deployment options and the relatively low level of customer engagements related to end-to-end performance management initiatives result in a very low *Market Readiness* score. Despite this, customers are deriving value and have found that while the breadth of solution options is limited, the most important needs are met at a higher than average rate, resulting in a high *Value Delivered* score.

Vendor Snapshot Supplement

Vendor Snapshots: Market Readiness (X-axis) Only

The vendor snapshots in this section include vendors that provided the requisite *Market Readiness* information but did not achieve adequate market visibility within the context of Aberdeen surveys to create a *Value Delivered* score.

InetSoft Technology

Overview

InetSoft is a privately held company based in Piscataway, NJ. The company produces reporting, dashboard, and business intelligence software that is often used by customers in performance management activities. The company was founded in 1996 and has over 120 employees; revenues and customer numbers are not made public. InetSoft's products are based on open standards including XML, SOAP, Java language, and JavaScript. The stated design goal is easy integration with other open standards based software. Unlike most software providers, InetSoft licenses per CPU rather than by named user. The product does not include a budgeting or forecasting application, but the functionality can be manually produced within the reporting and visualization interface.

AXIS Benchmark: InetSoft Technology

Market Readiness

Score: 31

Average Score: 28.65

Value Delivered

Score: N/A*

*Insufficient market representation to evaluate

myDIALS

Overview

myDIALS is a newcomer to the performance management software market, having been launched in early 2008. The company addresses operational performance by extracting metrics and calculating KPIs across all functional areas of a business. The company's solutions are tailored to individual customers, business roles and business processes or value streams. The KPIs are presented in a dashboard that allows analysis and sharing of information to aid in making decisions. Performance improvement methodologies, such as Six Sigma, can be supported by myDIALS to ensure optimal corporate performance management. The product does not include a budgeting or forecasting application.

Centage

Overview

Centage is a privately held company headquartered in Natick, MA. The company develops and markets its flagship product Budget Maestro, which offers budgeting, financial forecasting and financial reporting software.

Budget Maestro has built-in financial intelligence and business rules that fuels the calculation engine without requiring end-users to build formulas and macros to develop a financial model and budget. The application is sophisticated enough for the power-user in the finance department yet delivers a simple enough user interface to guide non-accounting managers. The product also delivers business intelligence capabilities that allow development of financial analysis within a real-time reporting function that requires little or no IT department involvement. The forecasting module does not require any formulas or macros; what-if scenarios can be generated, saved and regenerated.

Visual Mining

Overview

Visual Mining provides on-demand graphical reporting, visual analytics, and performance dashboard solutions. Visual Mining helps companies create visual representations of their performance results with their "NetCharts" line of data visualization products. Visual Mining has more than a decade of experience providing software solutions to companies ranging from start-ups to Fortune 100 companies across a broad range of industries, including banking, finance, government, healthcare, manufacturing, education, and communications. Visual Mining is a privately held company actively supported by its prime investors, Sigma Partners and Atlas Venture, and is headquartered in Rockville, MD.

The company's software is utilized to create interactive dashboard applications for use in many performance management and BI applications.

AXIS Benchmark: myDials

Market Readiness

Score: 28

Average Score: 28.65

Value Delivered

Score: N/A*

*Insufficient market representation to evaluate

AXIS Benchmark: Centage

Market Readiness

Score: 28

Average Score: 28.65

Value Delivered

Score: N/A*

*Insufficient market representation to evaluate

AXIS Benchmark: Visual Mining

Market Readiness

Score: 24

Average Score: 28.65

Value Delivered

Score: N/A*

*Insufficient market representation to evaluate

The NetCharts dashboard, analytic and data visualization tools provide developers with features needed for finishing out the front end of their applications. The software enables users to benchmark performance against goals, access multiple data sources for a comprehensive view of organizational performance, dynamically filter information for “what-if” analysis and drill down into the details for further insight into the drivers of the metrics.

Alight LLC

Overview

Alight was founded in 2006 and is a privately held company headquartered in Placerville, CA. The company has approximately 80 customers in a broad range of industries including software, specialty foods, healthcare, energy and services. The company releases software updates approximately every three months. Alight offers a software solution for “driver-based financial planning and analysis” with features including a units, rates and amounts architecture, automated sensitivity analysis, goal-seek operations and modeling with object-based linking. The software enables strategic plans, revenue projections, budgets and rolling forecasts. The products are aimed at mid-sized businesses and larger firms up through Fortune 1,000 divisions.

AXIS Benchmark:
Alight LLC

Market Readiness

Score: 18

Average Score: 28.65

Value Delivered

Score: N/A*

*Insufficient market representation to evaluate

Appendices

Aberdeen **AXIS** Methodology

About this Aberdeen *AXIS*

Focused on Aberdeen's BI/Performance Management research, this *AXIS* Report is based on 1,067 respondents from three benchmark studies conducted between Q4, 2007 and Q4, 2008. Solution providers covered in this report were asked in October 2008 to complete an extensive questionnaire regarding their company's overall status and operational performance. Follow-up interviews were conducted with the evaluated vendors' customers in December 2008.

About Aberdeen

Since 1988, Aberdeen's research has been helping corporations worldwide become Best-in-Class. Having benchmarked the performance of more than 644,000 companies, Aberdeen is uniquely positioned to provide organizations with the facts that matter — the facts that enable companies to get ahead and drive results. That's why our research is relied on by more than 2.5 million readers in over 40 countries, 90% of the Fortune 1,000, and 93% of the Technology 500.

As a Harte-Hanks Company, Aberdeen plays a key role of putting content in context for the global direct and targeted marketing company. Aberdeen's analytical and independent view of the "customer optimization" process of Harte-Hanks (Information – Opportunity – Insight – Engagement – Interaction) extends the client value and accentuates the strategic role Harte-Hanks brings to the market.

For additional information, please visit Aberdeen Group at www.aberdeen.com or call (617) 854-5200. To learn more about Harte-Hanks, please call (800) 456-9748 or go to www.harte-hanks.com.

The Aberdeen *AXIS* Methodology

The Aberdeen *AXIS* is an objective and fact-based vendor assessment methodology designed to assist organizations in making technology purchasing decisions. The Aberdeen *AXIS* assesses vendors using two criteria: 1) Best-in-Class status (*Value Delivered*) based on key performance indicators drawn from Aberdeen's domain-specific body of primary fact-based research; and 2) *Market Readiness* of the vendor organization determined by over 250 evaluation criteria, including: vendor questionnaires, public records, vendor briefings and customer interviews.

- **Vendor Selection** – Vendors appearing on an *AXIS* have been identified by Aberdeen and the marketplace as having a relevant solution.
- **Vendor Omission** – Vendors may not appear on an *AXIS* for typically one of three primary reasons: 1) the vendor failed to supply requisite

data for analysis; 2) the vendor failed to have sufficient market representation as part of the analysis (i.e. insufficient customers identified the vendor as a provider); or 3) the vendor's solution or service did not align with the particular AXIS.

- **Data Collection** – Data for the Y-Axis (*Value Delivered*) is extracted from relevant Aberdeen benchmark research reports published in the proceeding twelve months (typically). All of the benchmark reports are predicated on Aberdeen's PACE methodology, using primary field research in which end-users are polled via standardized survey. Information collected is analyzed using Aberdeen's formulaic approach to determining Best-in-Class performance. Data for the X-Axis (*Market Readiness*) is a by-product of a vendor-fielded questionnaire containing over 200 key questions, public records, customer interviews and vendor briefings. A weighting algorithm, maintained in confidence to prevent response gaming, is applied to determine respective vendor scores.
- **AXIS Recommendations** – The relative positions of the vendors on the AXIS, as well as the insight provided in the report, represent an assessment of the vendor score for *Market Readiness* and *Value Delivered*, interpreted via published methodology and analyst insight.

An Aberdeen AXIS is published typically once a year for each of the 22 research practices covered by Aberdeen.

Further Reading

- [*Smart Decisions: The Role of Key Performance Indicators*](#) September, 2007
- [*Measuring Marketing Performance: The BI Roadmap to Information Nirvana*](#) October 2007
- [*Operational BI: Getting Real-Time About Performance*](#) December 2007
- [*Financial Planning and Budgeting*](#) April 2008
- [*Predictive Analytics. The BI Crystal Ball*](#) May 2008
- [*Operational KPIs and Performance Management*](#) August 2008

For information on updates or publication schedules, please contact:
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More information about Aberdeen AXIS is available at:
<http://axis.aberdeen.com>

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