

## CPM Suites User Survey 2009: Customers Rate Their Corporate Performance Management Vendors

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Gartner recently surveyed corporate performance management (CPM) customer references to learn their experiences with CPM solutions from 18 vendors. The results will provide insights for those selecting CPM vendors and for customers wanting to benchmark suppliers.

### Key Findings

- Enterprises are able to achieve their CPM objectives with significant levels of satisfaction, support and benefits derived from either large vendor suites or independent specialists, and from on-premises or off-premises solutions.
- While IT drives other initiatives, such as business intelligence (BI), it is the finance function that sponsors and manages CPM. Best practice is a hybrid IT-business approach.
- On average, pure-play vendors provide a better overall customer experience than megavendors, but one megavendor — IBM — scored above average. Software-as-a-service (SaaS) vendors came out on top overall.
- There has been a trend among enterprise clients toward buying from megavendors, but customer satisfaction is better for the independents. Some independent vendors are best-suited to smaller, less- complex implementations (such as Adaptive Planning and Prophix Software), while others concentrate more on high-end sophisticated solutions (such as Longview Solutions and Exie).
- The satisfaction rate can be influenced by who is leading the implementation; it's important to be sure the company implementing your application has in-depth experience and expertise (such as certification, other projects already in place, etc.).

### Recommendations

- The results covered in this research are subjective customer perceptions and should only be used as a guide. Although representative of this group, and providing a useful indicator of customer experiences and deployment options, the results may not mirror the views of the general population using these products.
- Use these survey results to compare your vendor experiences with those of your peers, and when formulating your vendor negotiation strategies and engagement plans.
- Don't automatically assume that buying a CPM solution from a megavendor is the best or only choice. Also evaluate pure-play suppliers, and pick the vendor that best suits your needs for functionality, business benefits and total cost of ownership (TCO).

- IT and finance should use the survey results with end users to help compile shortlists and discuss vendor offerings.
- Consider the vendors sweet spot for size and cost of engagement, and match this to your own budget and scope of work.

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## ANALYSIS

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During the past few years, CPM suites have been among the fastest-growing areas (28% increase in 2008) in the entire software industry. However, growth was only 3.6% in 2009, as the recession and cost rationalizations slowed or stalled many CPM projects. Most implementations, so far, have been in enterprise-sized deployments in North America and Western Europe that have concentrated on core financial management functionality (budgeting, planning, and forecasting [BP&F], financial consolidation, and reporting). Along with continued growth in existing penetrated areas, we are now observing more attention on higher-value components of CPM (strategy management and profitability modeling), further market expansion into other geographic locations and more uptake by smaller organizations. As new clients address their CPM needs, they must select appropriate technology providers. This research (based on CPM references offered by the vendors evaluated for the CPM Magic Quadrant) aims to help IT and finance leaders find CPM vendors that best meet requirements.

As part of the research for the Magic Quadrant for CPM suites, Gartner conducted a customer survey (comprising nominated CPM references by the vendors), asking 20 specific questions about customer experiences working with chosen vendors (only customers provided scores on the vendor that supplied them as a reference). The respondents to Gartner's survey (see Note 1 and Note 2) were nominated by the CPM vendors that were invited to participate (see Table 1 for the number of fully qualified responses by vendor included in the study). As vendor "reference customers," Gartner's expectation was that the results would reflect a positive experience with using and implementing each vendor's CPM solutions. Although representative of this group, and providing a useful indicator of customer experiences and deployment options, the results may not mirror the views of the general population using these products. Furthermore, the customer satisfaction survey results can help vendors benchmark against their peers in the CPM market, and provide insight into areas where each can improve to better serve customers.

**Table 1. Response Count by Vendor**

Vendor	Response Count
Adaptive Planning	18
Bitam	13
Board International	14
Carpio	8
Clarity Systems	17
Exie	7
Host Analytics	14
IBM (Cognos)	30
Infor	18
Longview Solutions	17
Oracle (Hyperion)	16
Prodacapo	12
Prophix Software	13
QPR Software	9
SAP (EPM portfolio)	17

Vendor	Response Count
SAS	16
Tagetik	18
Winterheller	6
Total	263

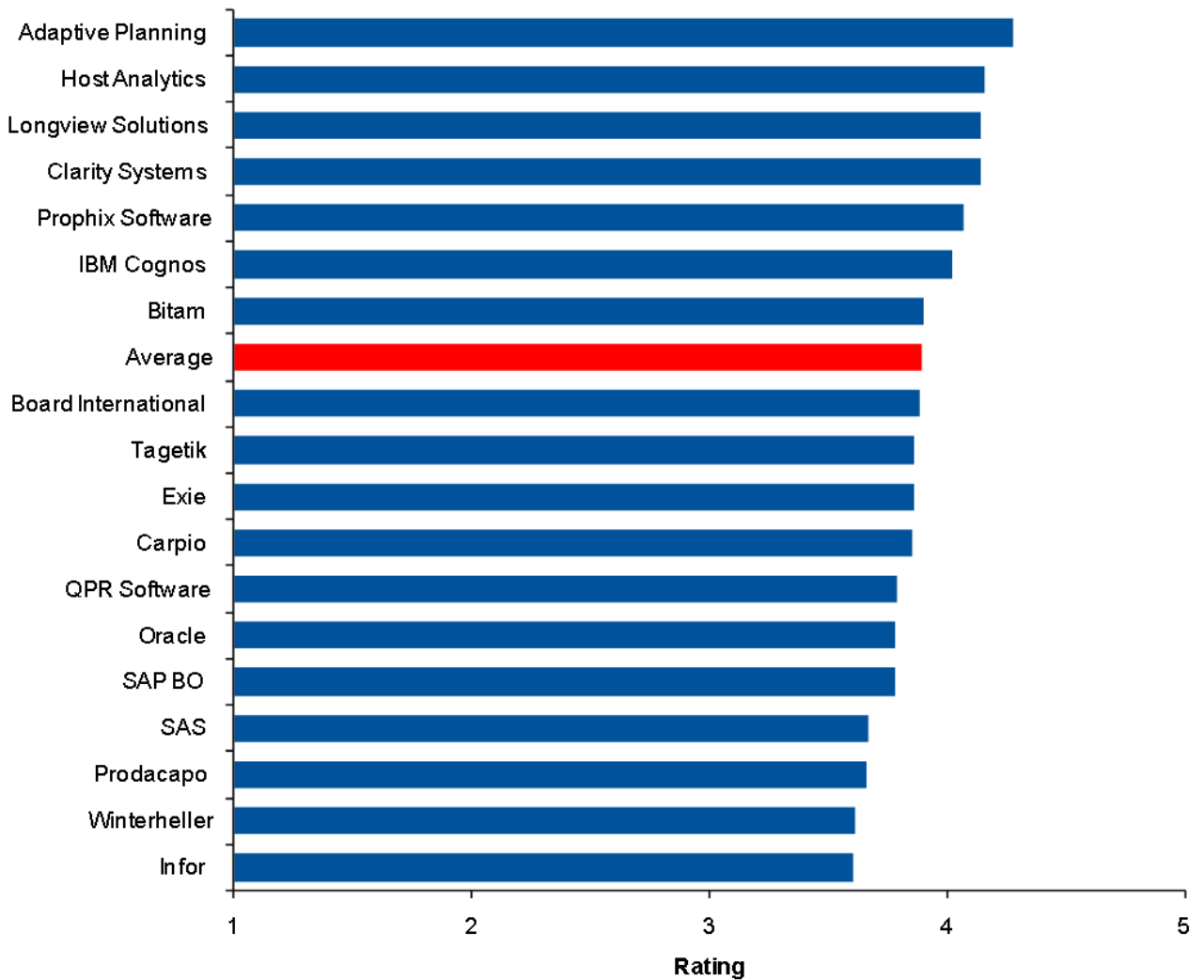
Source: Gartner (September 2010)

The results covered in this research are subjective customer perceptions and should only be used as a guide. The results show that there are some discrepancies among CPM suite vendors, in terms of benefits realized, and in quality of support and service. Therefore, a complete evaluation of CPM suites, incorporating demonstrations, proof-of-concept (POC) activity, and detailed requests for proposals, as well as a thorough analysis of the current and future product capabilities, implementation services, support and reference visits/calls, is important in vendor evaluations. For Gartner's view of the CPM suites market, see "Magic Quadrant for Corporate Performance Management Suites."

## 1.0 Overall Satisfaction

The CPM suites survey found high levels of satisfaction with the CPM implementations from the references compared with last year. At the same time, the results indicate areas in which some vendors must improve their performance. Overall, CPM suite satisfaction (see Figure 1) varies among megavendors, and between megavendors and pure-play vendors. Overall satisfaction was highest for the SaaS vendors and pure-play vendors, but the margin between the best and worst scores (where 1 is poor and 5 is excellent) was only 0.67, and the average was 3.89. This indicates that the level of satisfaction is consistently high, and this is because CPM implementations are relatively low risk, relatively easy to implement (compared with ERP, for example) and generate benefits in 12 to 18 months.

**Figure 1. Overall Satisfaction**



Rating is the average of respondents "overall aggregate score" by vendor. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

Table 2 represents, from survey feedback, the most-cited reasons for vendor selection. Cost and ease of use were cited as major reasons for selecting many of the pure plays, indicating a strong inclination toward end-user-centric buying preferences. Conversely, functionality and connectivity to the rest of a vendor's stack was often cited in megavendor selections, while cost was not a primary buying factor. SAS and Infor were most often cited as chosen due to a pre-existing relationship with the vendor.

**Table 2. Most Cited Reasons for Vendor Selection**

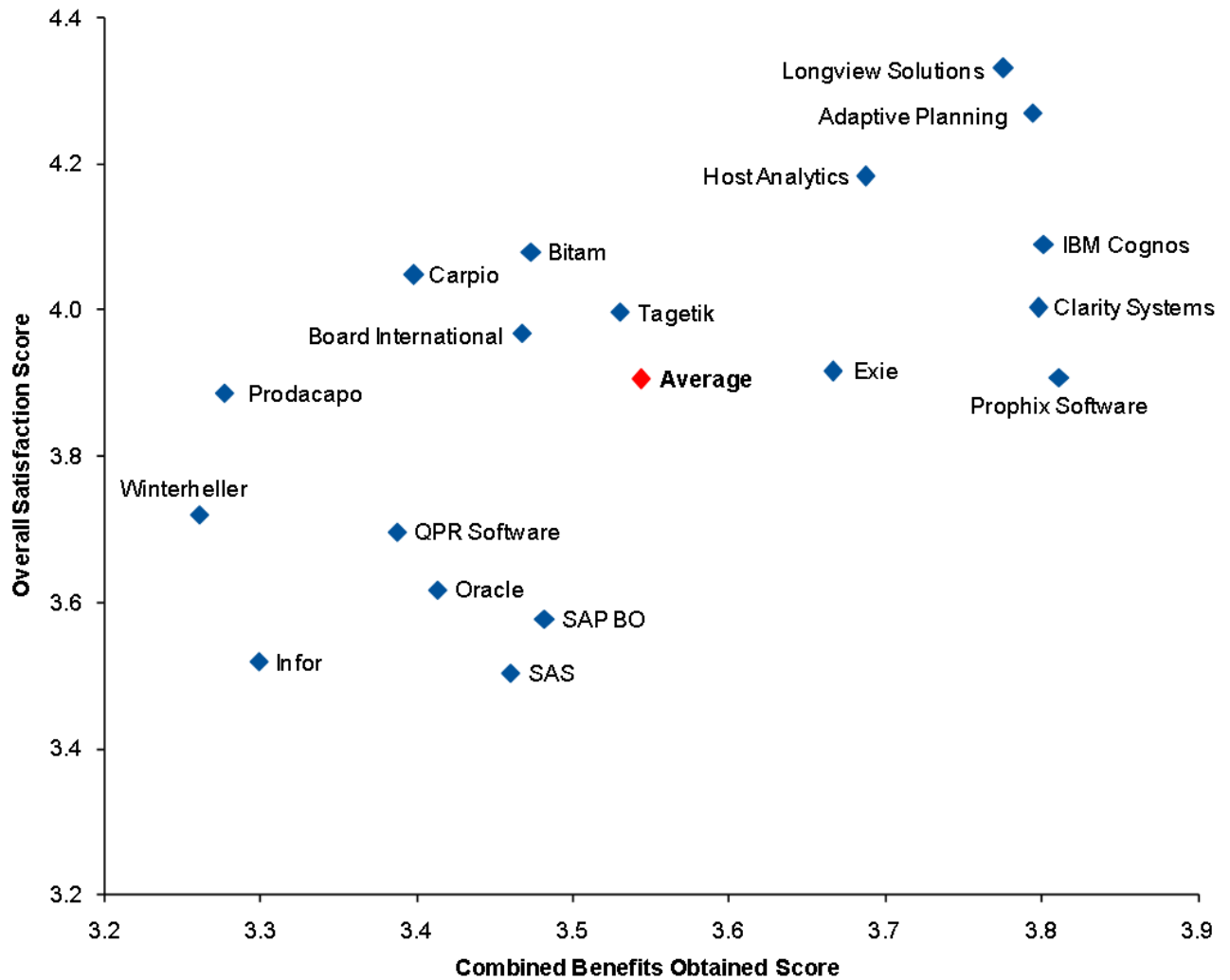
Vendor	Customer Locations	Most-Cited Reasons for Selection
Adaptive Planning	Mainly North America, but also worldwide	Ease of use, cost, speed of deployment, non-IT solution

Vendor	Customer Locations	Most-Cited Reasons for Selection
Bitam	Mainly North America and South America, but also worldwide	Functionality, cost
Board International	Mainly EMEA, but also worldwide	Flexibility, ease of use
Caprio	Predominantly South America and North America	Alignment with microstrategy, cost
Clarity Systems	Mainly North America, but also worldwide	Ease of use, Excel integration
Exie	Exclusively in EMEA	Flexibility, quality consulting
Host Analytics	Mainly North America, but also worldwide	Ease of use, functionality, cost
IBM	Worldwide	Functionality, flexibility, vendor viability, integration with wider IBM portfolio
Infor	Worldwide	Integration with Infor ERP, functionality
Longview Solutions	Mainly North America, but also worldwide	Flexibility, ease of customization, functionality
Oracle	Worldwide	Functionality, reputation/references, integration with Oracle stack
Prodacapo	Mainly EMEA, but also worldwide	Functionality, proven track record
Prophix Software	Mainly North America, but also worldwide	Functionality, cost, ease of use
QPR Software	Mainly EMEA and Asia/Pacific region, but also worldwide	Cost, functionality, references
SAP	Worldwide	Functionality, ease of use, reputation, integration with SAP stack
SAS	Worldwide	Existing vendor, reputation, functionality
Tagetik	Mainly EMEA, but also worldwide	Flexibility, customer orientation of vendor
Winterheller	Mainly EMEA, but also worldwide	Cost, market focus

Source: Gartner (September 2010)

Not surprisingly, satisfaction was related to overall business benefits obtained (see Figure 2), where Longview Solutions, Adaptive Planning, Host Analytics, IBM, Clarity Systems and Prophix Software all scored well. Oracle, Infor, SAP and SAS (four of the five largest CPM vendors by market share) scored lowest, although Oracle and SAP improved slightly from last year. This shows that there is still a relatively large margin of deviation between the megavendor (except IBM, whose references predominantly implemented planning and scorecarding) and the best-of-breed offerings surveyed. The SaaS and some of the smaller pure-play vendor references assessed in this survey were solutions to smaller midsize organizations, and were more simplistic in scope than some of the larger vendor client references.

**Figure 2. Overall Satisfaction Versus Business Benefits**



Rating is the average of respondents "overall satisfaction score" versus "business benefits obtained" score. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

This may, in part, explain the distribution (see Figure 3), which shows the components of CPM cited in use by the references. The order of Figure 3 is sorted based on BP&F (the most-deployed component of CPM), and, therefore, indicates — top to bottom — the most to least planning-centric customer references.

**Figure 3. Summary of CPM Components Already Deployed by Vendor**

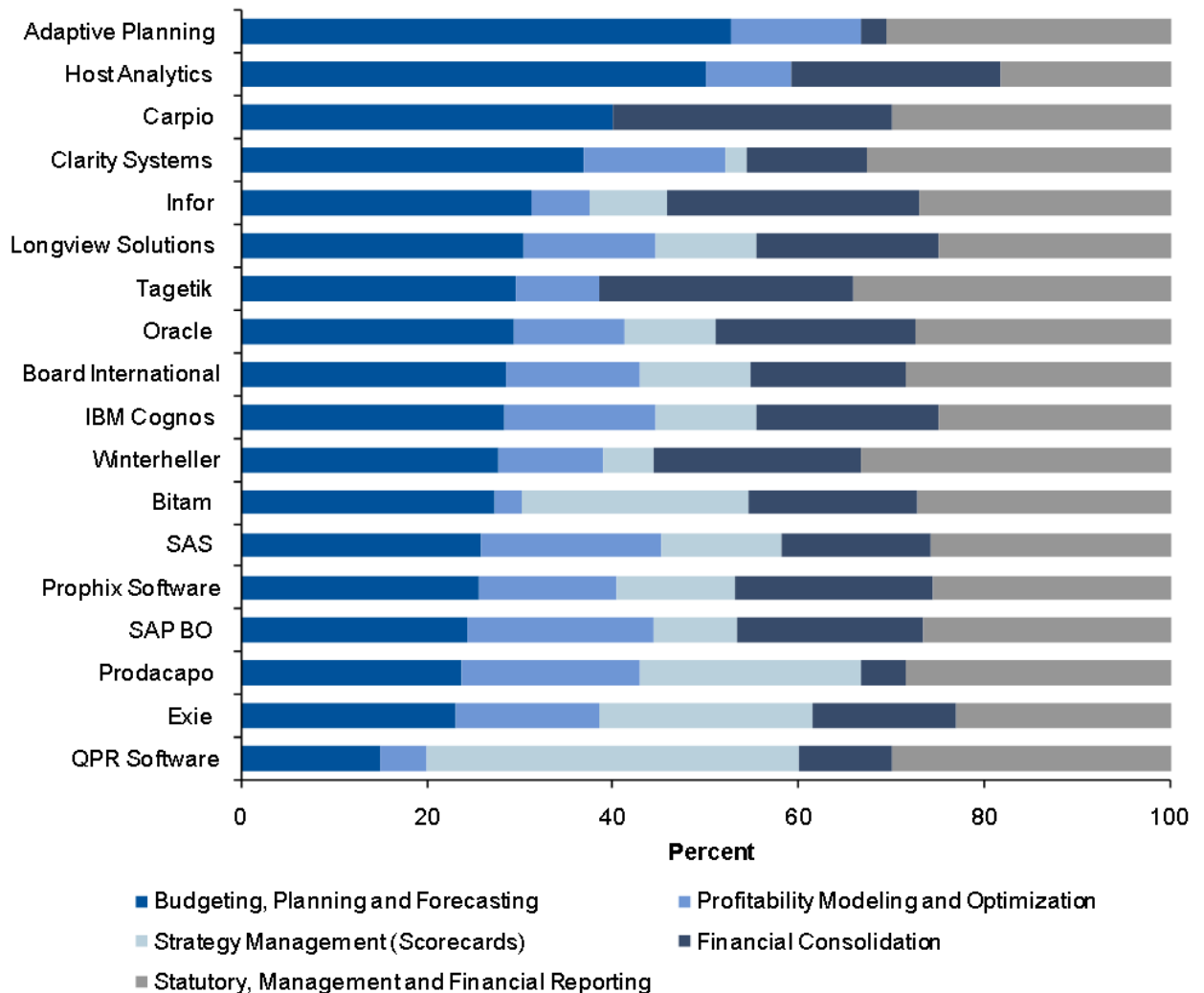


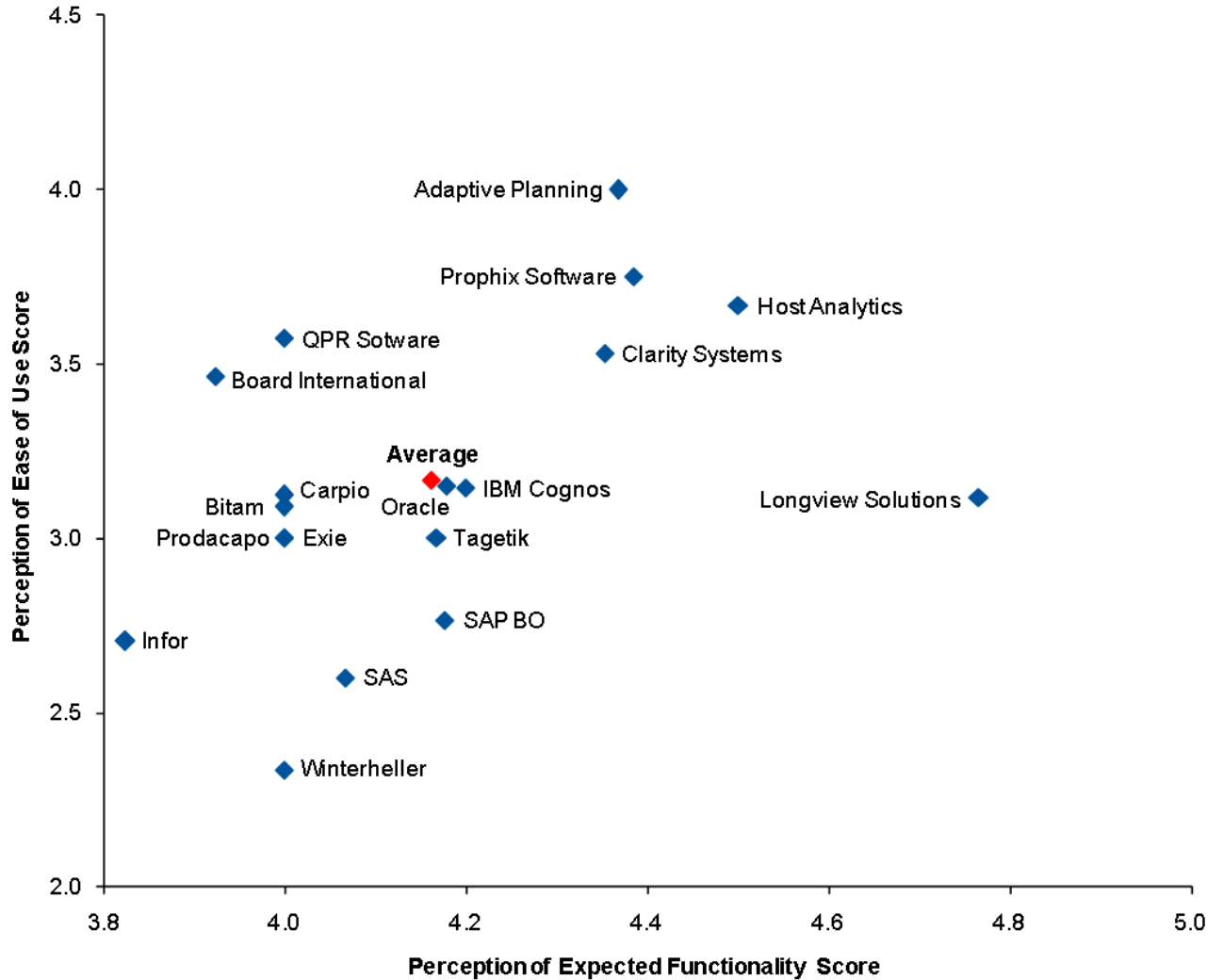
Chart shows the functional components of CPM that references said were used in their deployments. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

Figure 4 represents an overall ease-of-implementation rating for each vendor by cross-referencing ease of implementation with expected product functionality. Additionally, Figure 5 represents ease of integration as a dynamic of the size of the user community. The expectations over complexity, cost, sales, and support experience or business benefits are "perceived" in context with the size and shape of the project. For example, the results show that, in some cases, customer expectations for small projects scored worse than for some very large projects. When taken in context with Figure 3, which represents the scope of CPM functionality deployed, we can observe that the leading pure-play and SaaS vendors were considered easier to implement. This indicates that there is a direct relationship between ease of implementation and out-of-the-box functionality. Some vendors, particularly those that are expanding into other geographic locations (such as Tagetik), rely on business partners for their implementations. In other cases, where the product is widely available, third-party services may be preferred for pricing or domain expertise. Therefore, some of the responses recorded in relation to sales experience and implementation

across most vendors must be considered to represent the vendor ecosystem, rather than just the direct vendor services. Gartner advises clients to select a CPM solution with a strong match of pre-existing features to desired solutions, as this minimizes risks and lowers TCO.

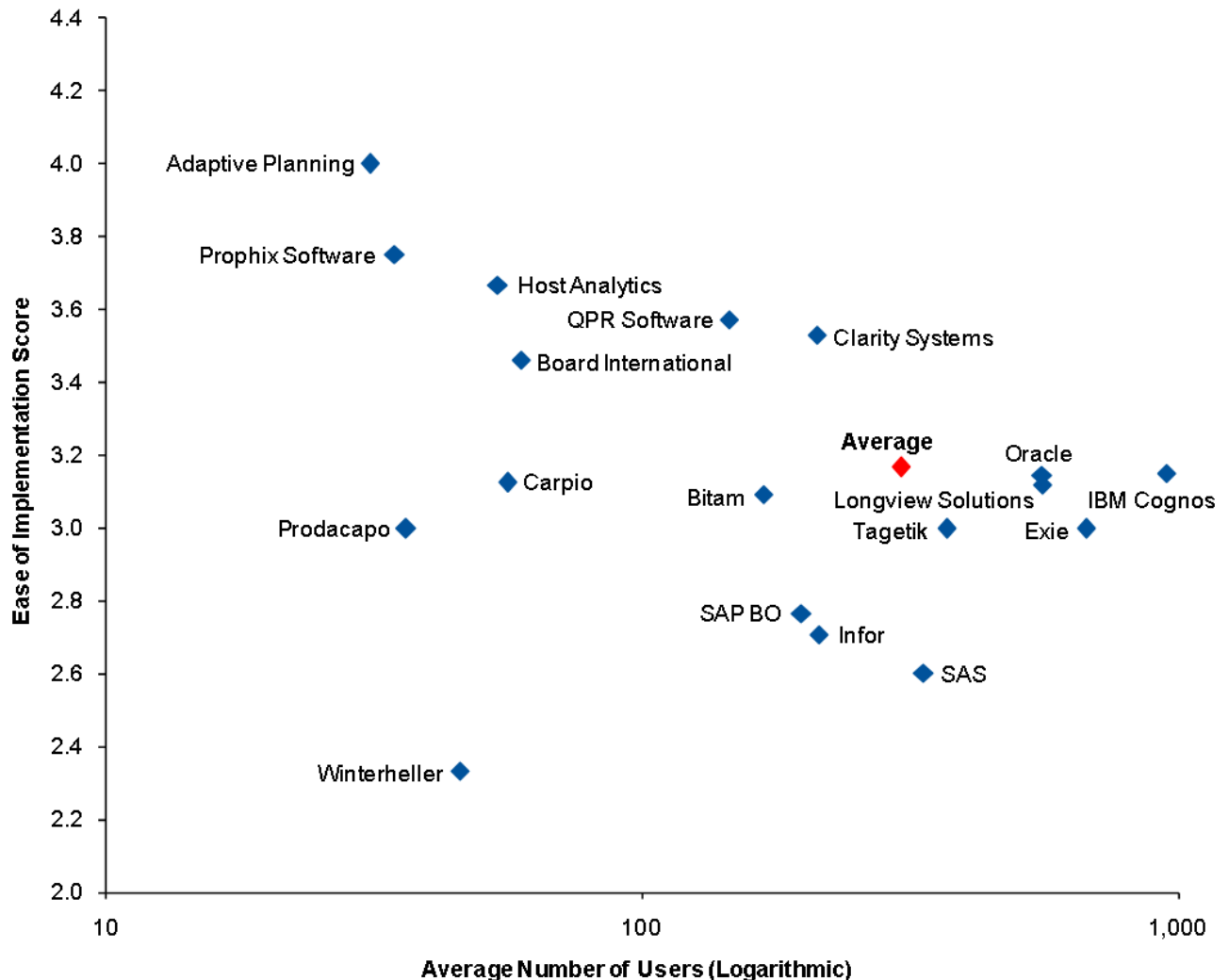
**Figure 4. Overall Ease of Implementation**



Rating is the average of respondents "ease of use" versus "expected functionality" scores. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the functional capability described. N=263

Source: Gartner (September 2010)

**Figure 5. Ease of Implementation by User Size**



Rating is the average of respondents "ease of implementation" versus "average number of users" scores. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the functional capability described. N=263

**Source: Gartner (September 2010)**

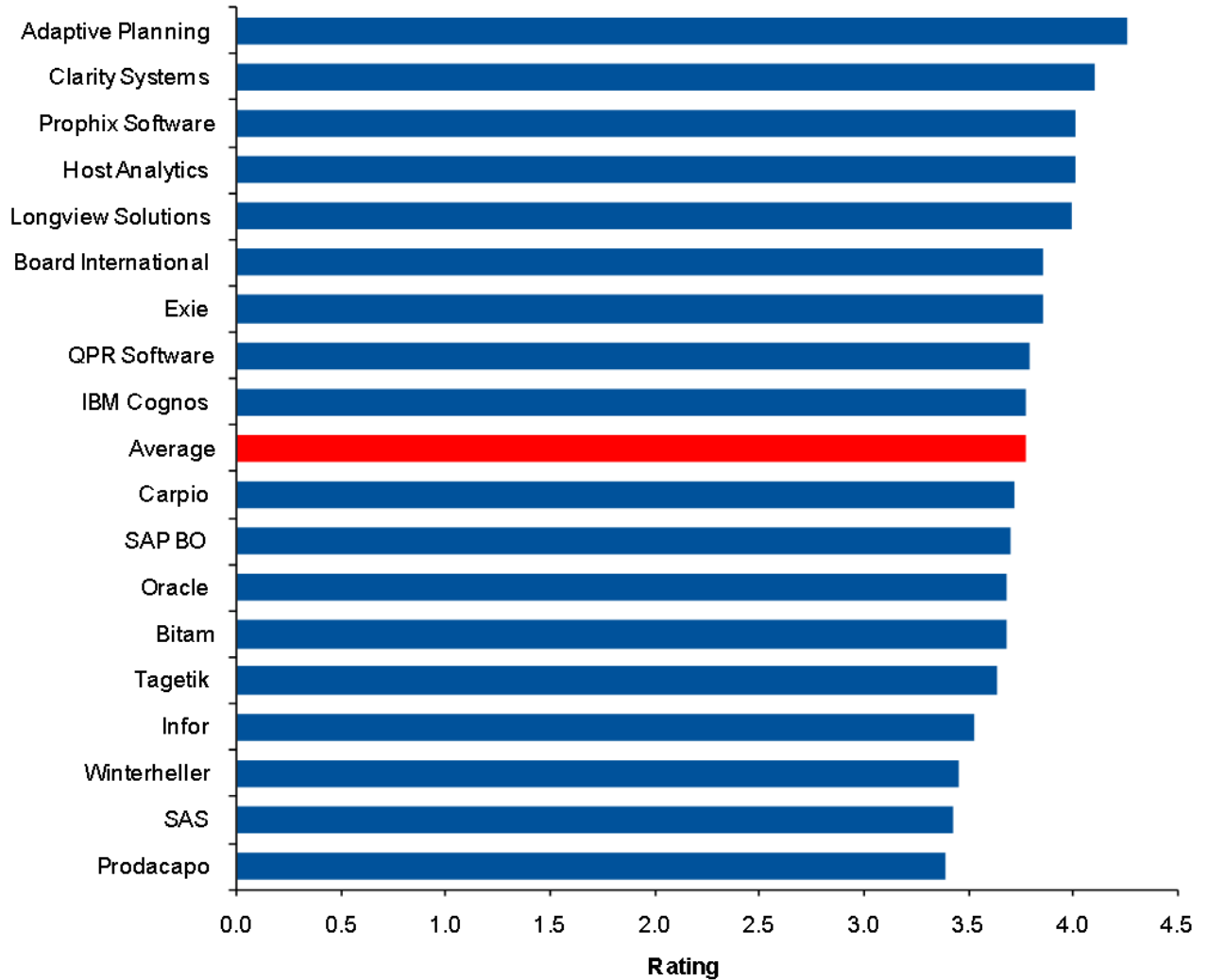
*Recommendation: There are some differences between CPM suite vendor customer satisfaction rankings, although the margin between best and worst is relatively small. SaaS vendors scored high satisfaction levels, but, in general, delivered more-simplistic solutions than the on-premises vendors. IT and finance leaders who need to deploy CPM technology should consider the experiences of their peers before making any purchase decisions.*

## 2.0 Implementing CPM

The next series of responses was related to the satisfaction levels for the implementation of CPM by the references. The overall implementation ranking (see Figure 6) represents the aggregate ranking of all responses related to implementation of all vendors included in the survey. Unlike the previous responses, the variation (0.87) was relatively large (with the best score at 4.26 out of 5, and the worst score at 3.39). The best scores were for Adaptive Planning, Clarity Systems,

Prophix Software and Host Analytics. The worst scores were for Prodacapo, SAS, Winterheller and Infor. The most significant impact on overall implementation satisfaction came from responses "Our implementation was easier than expected" and "Our implementation was cheaper than expected." This indicates that there is, for some vendors, a discrepancy between the expectations related to implementing CPM and the realities. Bear in mind that these results also include comments related to the extended ecosystems of vendor partners, and, therefore, it's important to be sure that the professional services implementing your application, whether directly or indirectly, have in-depth experience and expertise (e.g., certification, other projects already in place, etc.).

**Figure 6. Implementing CPM Aggregate Score**



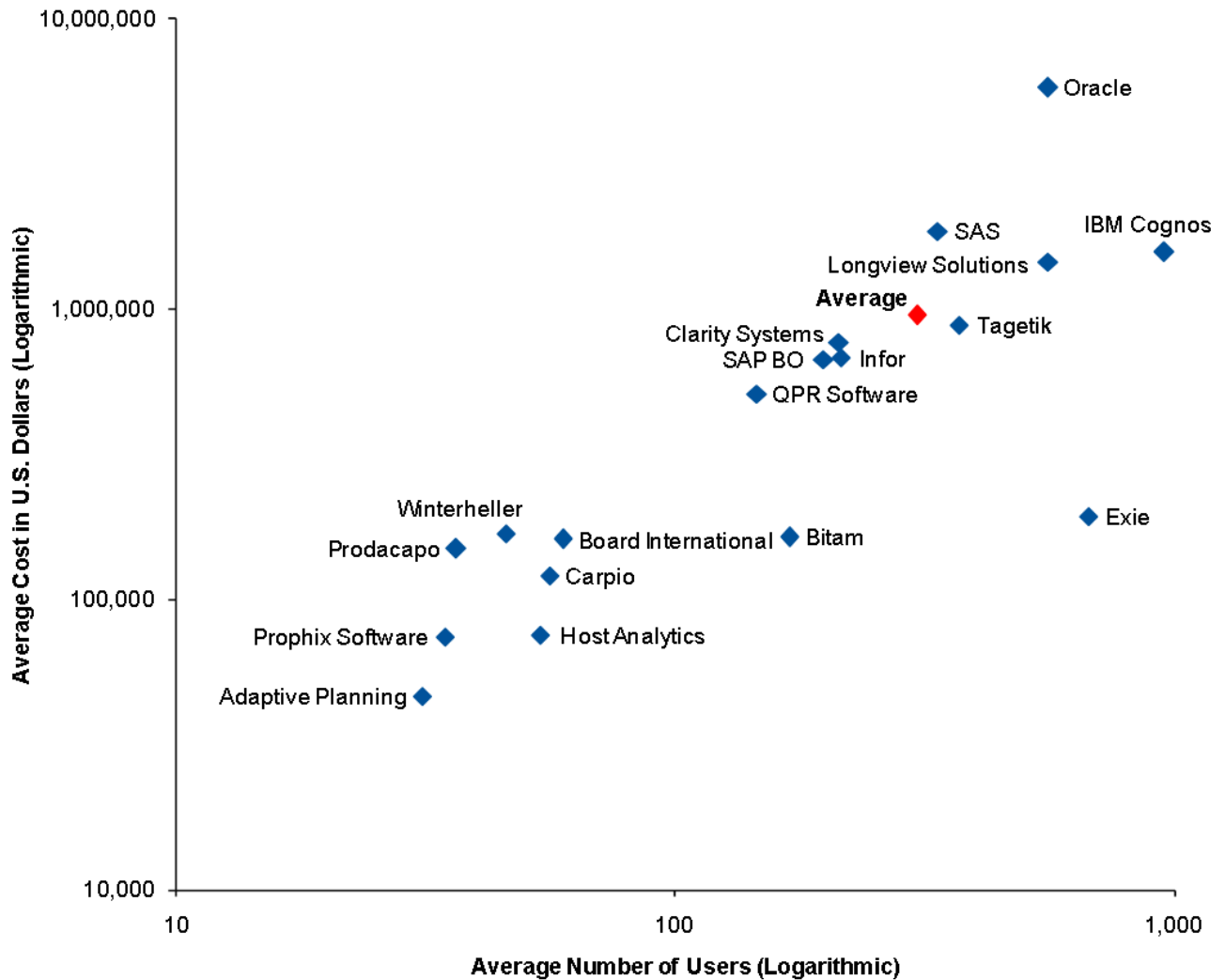
Rating is the average of respondents "implementation aggregate score" by vendor. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

When responses for the costs were compared with the number of users (see Figure 7), the results indicate that there are huge differences in the size and scope of CPM solutions evaluated by the references. This chart uses a logarithmic scale, because there are significant (magnitudes)

of difference between the smallest and largest user communities and TCO. Many of the pure-play vendors (Adaptive Planning, Host Analytics, Prophix Software, Prodacapo, Carpio, Board International and Winterheller) averaged just 45 users, while the largest deployments (SAS, Tagetik, Oracle, Longview Solutions, Exie and IBM) averaged 573 users. Again, the cost of deployment, aggregated as the cost of software, services and one year's annual maintenance, varied enormously between the lowest, at \$113,792 and highest, at \$1,955,868. The average cost was \$952,118 and the average user count was 304. This data suggests that there are two clusters of solutions for different customer types — those looking for more-simplistic solutions for fewer than 100 users at a cost of \$100,000, and those looking for more-complex, suite-based solutions for thousands of users and a budget of more than \$1 million.

**Figure 7. Costs Versus User Count**



"Average cost" is the aggregated software, service and maintenance costs, and the average number of users is the identified overall user count for the CPM implementation. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

The survey also provided details of the user counts by function (see Figure 8). These results show that many deployments do not use all the suite components, and that profitability modeling

and strategy management were the least deployed. However, in some deployments, the user count exceeded 3,000 users, indicating that CPM can be widely deployed outside of the finance function. BP&F was the suite function most commonly deployed, followed by financial, statutory and management reporting. Most user deployments were for solutions of 200 or fewer users.

**Figure 8. CPM Users by Function**

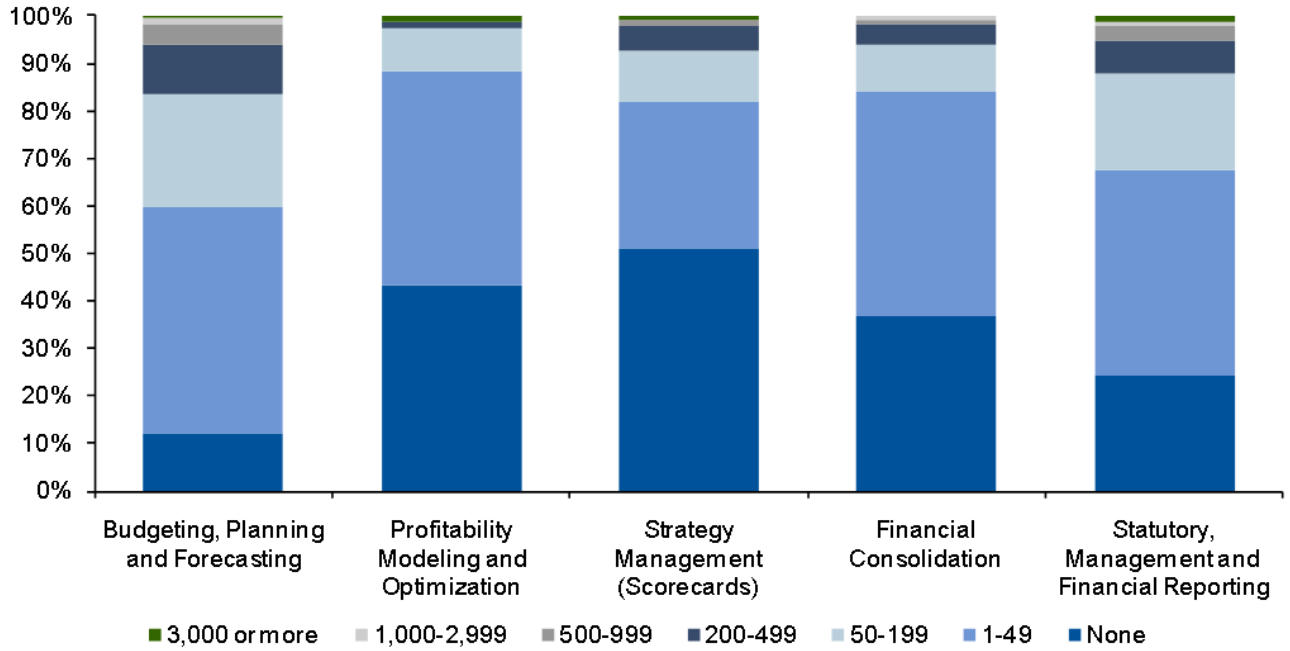


Chart shows the distribution of user count by CPM functional area. The chart represents customer perception, not Gartner's opinion. N=263

Source: Gartner (September 2010)

*Recommendation: The spectrum of costs of ownership, size and complexity of solution varied greatly across the responses, where, on average, clients should budget for a \$1 million spend and plan for 200 to 300 users. Therefore, clients should carefully consider which vendor should be employed, bearing in mind the complexity of the project and size of the user population. For smaller project evaluations, clients should consider pure-play or SaaS/specialists, and for larger, more-complex project evaluation, clients should look to the leading pure plays or megavendors, but recognize that there are more challenges in realizing benefit.*

### 3.0 Sales and Support

The next series of responses was related to the satisfaction levels for the sales and support activities related to CPM deployments (see Table 3). The overall implementation ranking (see Figure 9) represents the aggregate ranking of all responses related to the implementations of all vendors included in the survey. The variance (0.83) between best and worst is larger (from 4.33 out of 5 to 3.5) than for other survey responses. The top four scores were for Longview Solutions, Adaptive Planning, Host Analytics and IBM, and the bottom four scores were for SAS, Infor, SAP and Oracle. This indicates that some vendors (or their extended partner networks) have significant room for improvement in the presale and post-implementation phases of the overall CPM program.

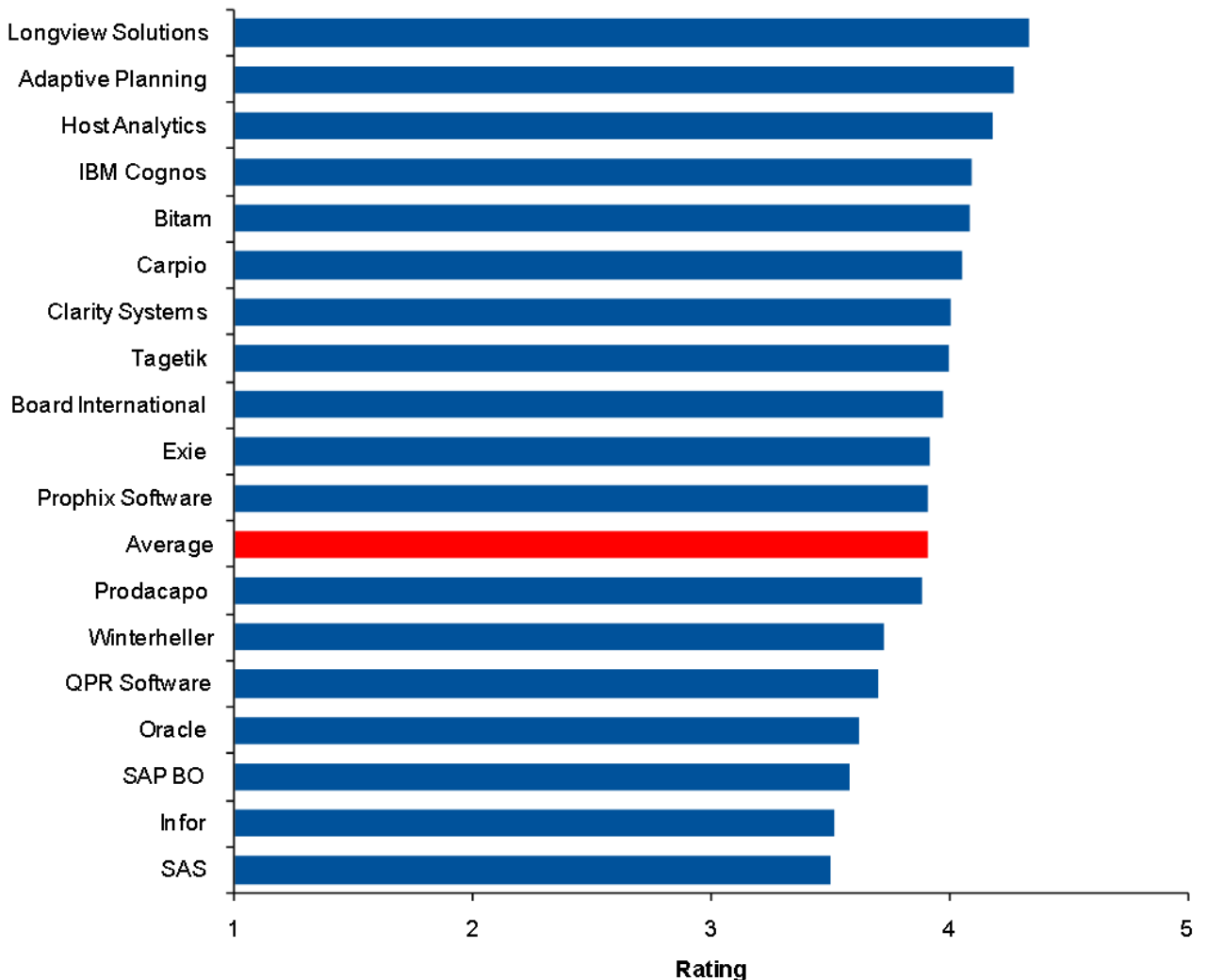
**Table 3. Vendor Support Capabilities**

Vendor	Support Capabilities
Adaptive Planning	Support is provided via U.S. headquarters. Phone and e-mail support hours are between 6 a.m. and 6 p.m. PST. 24/7 support is available via an online knowledge center. In addition, partners provide local time zone support and local language support in the U.K., Australia, Japan and other regions.
Bitam	Telephone support center is located in Mexico for North America, and in Madrid for EMEA. Telephone support is provided from 8:30 a.m. to 7:00 p.m. CST, and, for premium customers, there is 24/7 support. Support is provided in Spanish and English.
Board International	Support is provided in English, German, Spanish and Italian from local offices (Australia, the U.S., the U.K., Germany, Italy, Spain, India and Singapore). For countries where there isn't a local distributor, additional support is provided by the international team (located partly in Italy and partly in Switzerland) and by the network of partners. Phone support is provided during office hours of 9 a.m. to 6 p.m. local time.
Carpio	Carpio provides regional technical support via phone, e-mail and support portals for local business hours on weekdays (excluding holidays). Additionally, custom support is available with a dedicated support representative, and 24/7 or weekend support. North American customers are supported through the headquarters based in Raleigh, North Carolina. All Latin American support is delivered through the office in Brazil, and is available in Spanish and Portuguese.
Clarity Systems	Clarity Systems provides comprehensive support capabilities, including telephone support from support centers located in Toronto, Canada and in Bucharest, Romania. The hours of support coverage depend on the level of support purchased, but at minimum is available from 8 a.m. to 8 p.m. local time through to 24/7 coverage. Support is provided in the customer's local language. For customers of the vendor's reseller partners, first-level support is typically provided by the reseller, with higher-level support provided by the Clarity Systems regional office.
Exie	The vendor provides local language, regional support for direct customers. Phone support is provided during office hours.
Host Analytics	Host Analytics' call center is located in Ponca City, Oklahoma, which is also the location of its professional services team. International customer support is provided through the office in India. All support is provided in English. Support hours vary by product edition. Off-hour support is handled on an ad hoc basis, and is provided by on-call support.
IBM	IBM has dedicated analysts providing local language support located in IBM Support Centers worldwide. Support is provided to most clients from 09:00 to 17:30 local time, Monday to Friday, excluding public holidays. 24/7 support is available for top-priority production down issues.
Infor	Infor Global Support offers Standard Support via phone, e-mail and support portals for local Business hours, and an extension option for 24/7 critical incident support.
Longview Solutions	Longview Solutions support is provided via phone, e-mail and remote dial-in. Although support is located at the vendor's main office, it operates from 4 a.m. to 8 p.m. EST to accommodate customers ranging from the U.K. to the Pacific coast. For critical issues, Longview Solutions support is available 24/7 by phone.
Oracle	Global customer support is available in 27 languages from 18-plus global hubs. Self-service resources are available online 24/7. Listed hours are Monday through Friday, excluding local holidays. Additional and more-comprehensive support is available.
Prodacapo	The vendor provides local language, regional support for direct customers. Phone support is provided during office hours.

Vendor	Support Capabilities
Prophix Software	Prophix Software provides support via phone, e-mail and customer portal for local business hours on weekdays (excluding holidays). Additionally, custom support is available. Outside North America, products are also supported by business partners in Europe, South America and the Far East.
QPR Software	Global telephone support in Finland provides support in English, Finnish and Swedish, while local partners provide a first line of support in local languages. Support is available from 8 a.m. to 2 p.m. EET, Monday through Friday. Additionally, QPR Software provides a customer portal online.
SAP	SAP has dedicated customer interaction centers that provide a 24/7 telephone support service in 56 different locations around the world, and also dedicated, region-specific emergency support. SAP support Services can also be accessed via the SAP support portal. SAP provides a variety of support packages to address customer needs.
SAS	Local language support (in 22 languages through the country offices) is available to customers 24/7 from SAS headquarters in Cary, North Carolina from 9:00 a.m. to 8:00 p.m. EST. Outside those hours, customers will be directed to one of the vendor's worldwide support centers (in Sydney, Australia or Marlow, the U.K.). Technical support can be obtained via e-mail, phone or via the dedicated support portal.
Tagetik	Tagetik has in-house, dedicated support staff offering telephone support during working days from 9:00 a.m. to 6:00 p.m. local time, in local languages via three support centers (North America, Europe, Southeast Asia) and hot-line, second-level support available in English 22/5. In addition to standard support, custom support can be extended to cover 24/7.
Winterheller	Provides local language regional support for direct customers. Phone support is provided during office hours.

Source: Gartner (September 2010)

**Figure 9. Sales and Support**

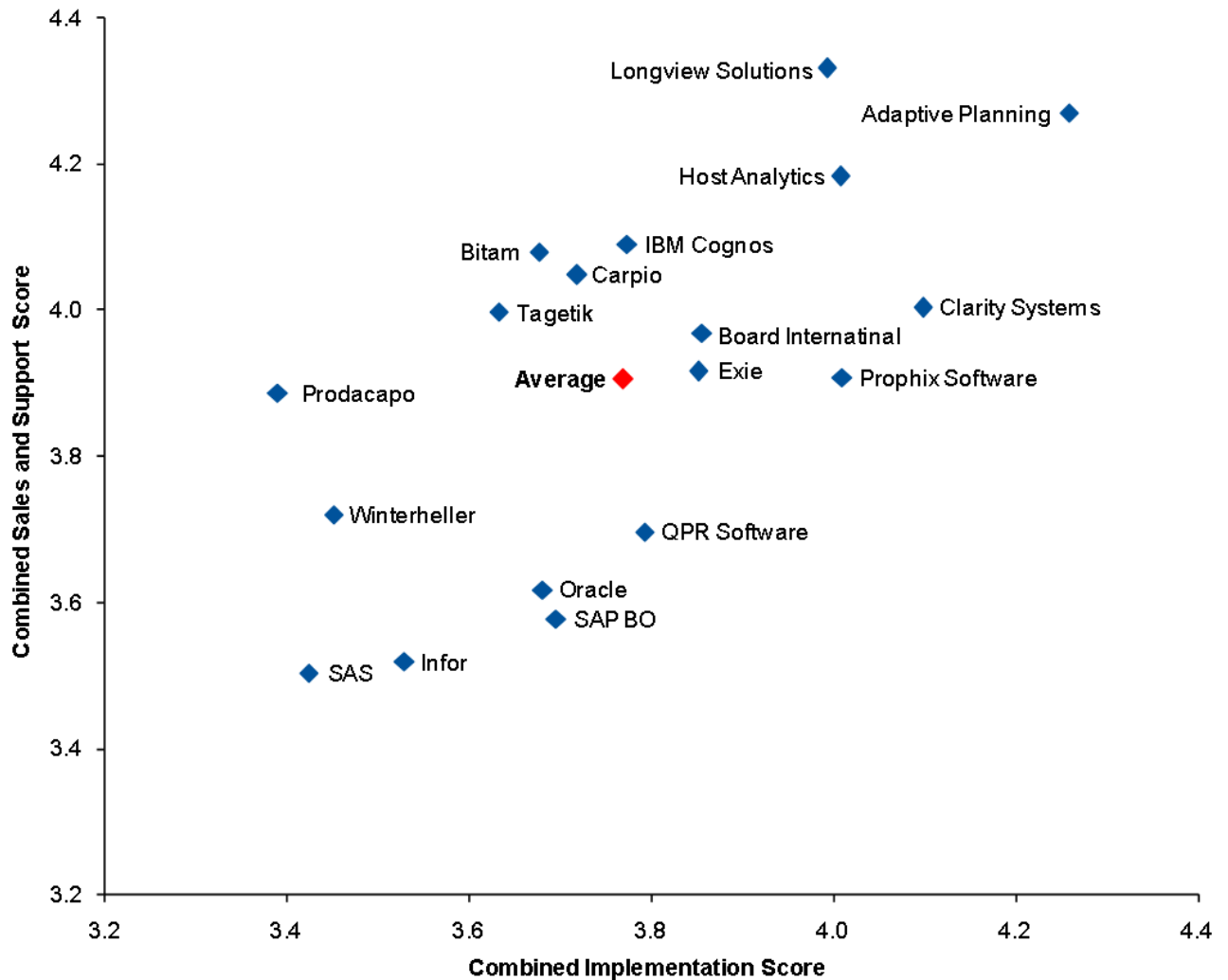


Rating is the average of respondents "sales and support aggregate score" by vendor. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

When reviewing a cross-reference of sales and support with implementation scores (see Figure 10), we see that there is a direct correlation between low sales and support and implementation scores, approximately following a diagonal line from bottom right to top left. This indicates that the same vendor's lower-than-average scores for implementation also have lower-than-average scores for sales and support. The cluster of vendors in the bottom-left area of this figure demonstrates execution issues (such as poor communication throughout the sales cycle, discontinuity of contact, unresponsive or inexperienced support staff, and poor quality of professional services). Therefore, clients should guard against potential harmful and risky encounters via a thorough evaluation of the vendors' capabilities during the product selection phase.

**Figure 10. Support Versus Implementation**



Rating is the average of respondents "support and services" consolidated score versus "implementation" consolidated score. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

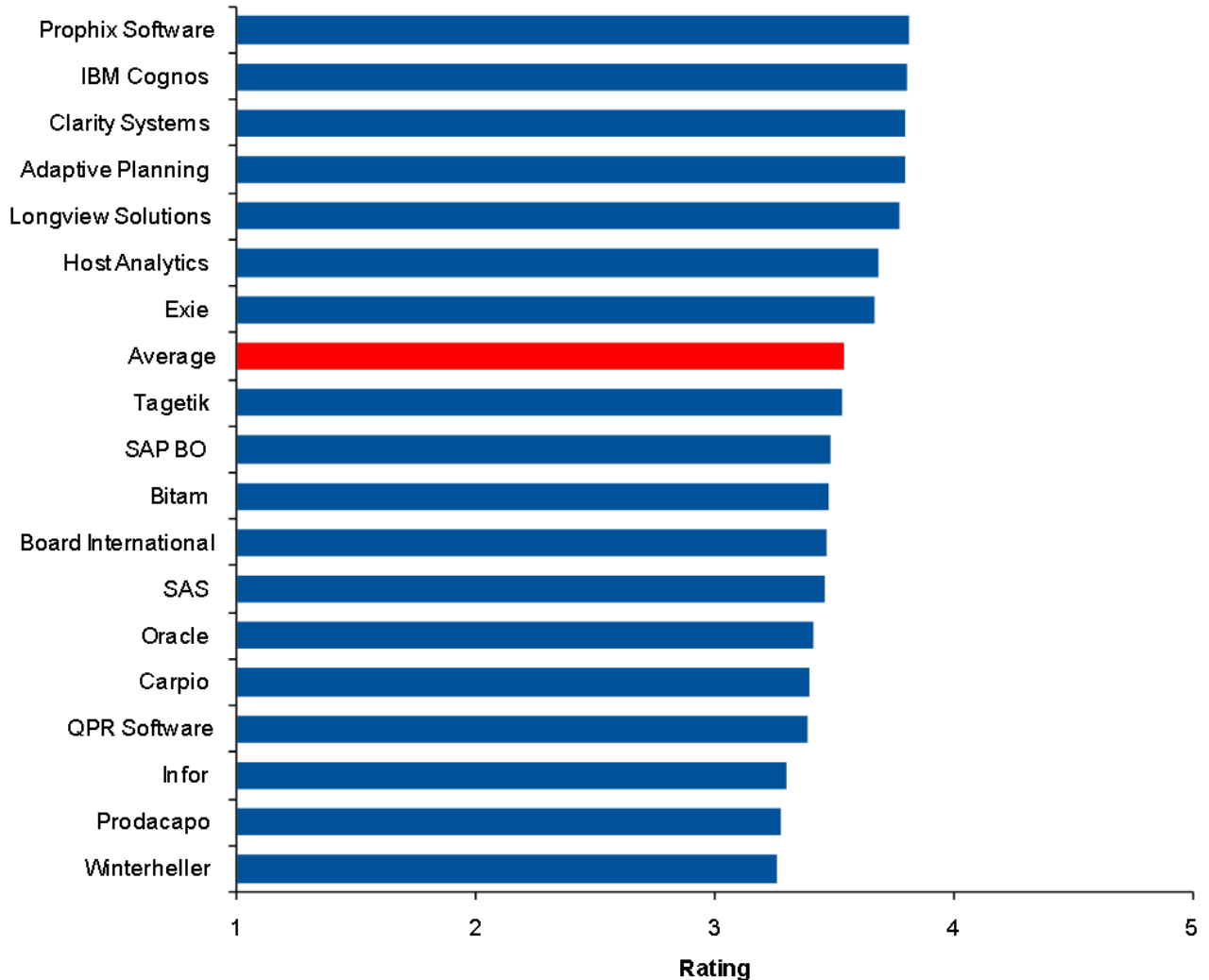
*Recommendation: The scores given for sales and support varied greatly across the responses. Therefore, clients should ensure that they fully engage with vendors and set appropriate communication channels for the sales process. Additionally, clients are advised to establish clear service-level agreements for all aspects of support.*

## 4.0 Business Benefits

When we evaluate the vendors in relation to business benefits, the same best and worst vendors emerge (see Figure 11; for details of the business-benefits-related questions, see Note 2). However, unlike the degree of variance (0.55) observed for implementation and sales and support scores, there is much less differentiation (best scores 3.81 out of 5 and worst 3.26). The largest discrepancies are for responses to "Adds more sophistication and confidence to budgeting, planning and forecasting processes" and "Reduced the effort to produce budgets and

reduced budget cycle time." At first view, this is somewhat surprising, given that BP&F is the most widely deployed component within CPM suites. However, in looking deeper, the lowest scores here are attributable to those niche vendors (Prodacapo, QPR Software and Exie) that don't focus so much on planning capabilities, and are most-suited to profitability modeling and strategy management centric solutions.

**Figure 11. Business Benefits**



Rating is the average of respondents "business benefits aggregate score" by vendor. The chart represents customer perception, not Gartner's opinion. The chart may feature vendors that (in Gartner's opinion) do not deliver the benefits described. N=263

**Source: Gartner (September 2010)**

*Recommendation: The scores given for business benefits are less differentiated than other scores across the responses, and the overall level of business benefits is high. From the survey data, we can interpret that references believe pure-play vendors and SaaS solutions are more able to meet the needs of the midsize or less-complex (focus around planning) enterprise implementations with greater speed, lower costs and higher levels of satisfaction than other solutions offered.. Conversely, enterprise-sized references focused on the broader suites and megavendor offerings (more proven, more sophisticated and with more references); although*

*enterprise-sized references achieved strong business benefits, they endured more pain through the implementation and incurred higher costs than anticipated. Therefore, clients should understand that although there are differences among vendor satisfaction levels, all of these CPM suites can provide a significant benefit with a strong return on investment, as long as it is well-managed. To ensure that these benefits are maximized, a best practice is to ensure that a combined IT and finance team selects, deploys and administers the chosen CPM solution. This hybrid team brings specific skills that will derisk the overall project and helps reduce any issues related to the satisfaction levels obtained.*

## **RECOMMENDED READING**

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"Magic Quadrant for Corporate Performance Management Suites"

"Corporate Performance Management Trends That Will Affect CFOs"

"Finding the Fast Path to Corporate Performance Management Value"

"Corporate Performance Management Must Move Beyond Finance"

### **Note 1 Survey Details**

In September and October 2009, as part of our research for "Magic Quadrant for Corporate Performance Management Suites," Gartner conducted an English-language Web survey of customers of CPM suites. The individuals surveyed were nominated by the CPM vendors, at Gartner's request (the Magic Quadrant methodology mandates the gathering of data from vendors' customers). Gartner requested contacts that were knowledgeable about how the vendors' CPM products were used by the customer organizations, that the vendors did not see the questionnaire until after nominating customers and that responders were made aware that their answers would remain strictly anonymous. The survey lasted about 20 minutes, and covered the customer's use of the nominating vendor's CPM solution.

For 2009, we obtained 263 responses (up from 131 in 2008 and 83 in 2007) representing companies in 27 countries with revenue ranging from \$50 million to \$100 billion, and CPM deployments from 10 to more than 3,000 users. The companies also represented all the major industry sectors, including retail, financial services, healthcare, manufacturing, telecommunications, entertainment, and local and state government. The respondents represented many business roles, including BI and planning manager, budgeting and forecasting manager, CFO, CIO, COO, finance manager, financial controller, global head of controlling, global IT director, head of accounting, IT system manager, IT project leader, marketing manager, planning manager, scorecard program manager, senior BI analyst, senior controller, senior financial analyst, vice president and corporate controller, vice president of IT, vice president of accounting, and vice president of finance.

### **Note 2 2009 CPM Magic Quadrant Survey**

The survey consisted of four sections:

- Section 1: Five questions to collect some background on your use of CPM
- Section 2: Six questions discussing your plans and experience working with the CPM vendor for which you are a reference customer

- Section 3: Three questions discussing your implementation and maintenance experiences with the CPM vendor for which you are a reference customer
- Section 4: Up to seven questions about the results obtained from your implementation of applications from the CPM vendor for which you are a reference customer

The content of the survey follows:

**1. Which of the following statements best describes the current status of CPM in your organization? (Check one answer only.)**

- CPM is widely used across our organization and helps us manage our business.
- CPM is mainly used by finance and senior management to report on financial performance.
- CPM is an emerging capability that we are actively investigating.
- CPM is a tactical solution used at a departmental/functional level.
- Don't know.

**2. How did you approach your implementation of CPM applications? (Check one answer only.)**

- It was a strategic initiative with senior executive sponsorship that aligned with our BI strategy.
- It was driven by IT.
- It was driven by finance.
- Tactically — users buy individual applications based on a business case.
- Don't know.

**3. What were the main reasons for using CPM in your organization? (Check all that apply, on a scale of Strongly agree/Agree/Neutral/Disagree/Strongly agree/Not applicable.)**

**Answer options:**

- To reduce the organization's costs
- To increase the organization's revenue
- To reduce the amount of time and effort involved with existing solutions
- To replace in-house or spreadsheet-based solution
- To speed up and improve the organization's decision-making ability
- To ensure regulatory compliance
- To better align with and track against corporate strategy and objective
- In response to a recent merger or acquisition

**4. Do you currently use CPM applications from more than one vendor? (Please answer yes or no.)**

**5. How much, if at all, has your companies approach to CPM changed since the economic downturn? (Check the one that most applies.)**

- Much more significant/investment
- Somewhat more significant/investment
- About the same
- Less significant/investment
- Much less significant/investment
- Don't know

**6. Before selecting your CPM solution, did you conduct a formal product selection process?**

- Yes, evaluation of multiple products
- Yes, evaluation of selected product
- No, purchased without evaluation

**7. Why did you select the chosen vendor?**

- [Open-text response]

**8. Please provide approximate cost of your CPM solution (in U.S. dollars).**

- Software
- Services
- Ongoing costs (per annum)

**9. Please enter the number of client licenses purchased.**

- [Open-text response]

**10. Please indicate which areas of CPM are in use within your organization. (Check one answer in each row, on a scale of Already using/Planned [within 12 months]/Considering [within 12 to 24 months]/No plans/Don't know.)**

**Answer options:**

- Budgeting, planning and forecasting
- Profitability modeling and optimization
- Strategy management (scorecards)
- Financial consolidation
- Statutory, management and financial reporting

**11. Please indicate the range of data sources for your CPM solution. (Check all that apply.)**

- Finance applications (general ledger, accounts payable, etc.)

- HR applications
- Operational applications (inventory, logistics, manufacturing, supply chain, etc.)
- Sales and marketing applications (sales force automation, field service, marketing resource management, etc.)
- ERP data warehouses (e.g., SAP NetWeaver BW)
- Corporate data warehouses
- Domain-specific data marts
- Spreadsheets
- External data sources
- Other

**12. Below are a number of statements that people have made about implementing CPM applications. Check the box that best reflects how each statement applies to your organization's implementation of CPM applications. (Check one answer in each row, on a scale of Strongly agree/Mostly agree/Neutral/Mostly disagree/Strongly disagree/Don't know.)**

**Answer options:**

- Our implementation was easier than expected.
- Our implementation was cheaper than expected.
- Our solution has gained wider acceptance than expected.
- The CPM applications delivered the functionality we expected.
- The vendor's professional services staff had the skills and knowledge to make the project a success.
- We realized the business benefits we anticipated from implementing the CPM applications.
- Our users have found the system easy to use and manage.
- IT finds the technology of the CPM applications straightforward to maintain and support.
- It was easy to adapt the CPM applications to meet changes in our business requirements over time.

**13. Service and support — Compared with your experience with other vendors, how was your experience in working with this vendor in the following areas? (Please check all that apply, on a scale of Best in class/Better than average/Average/Not as good as expected/Disappointing/Not applicable.)**

- Experience through the sales process
- Vendor professional services implementation and deployment; training and handover
- Ongoing communication from vendor

- Additional implementation and deployment
- Ongoing support and after-sales care
- Ease of applying upgrades/fixes/patches
- Responsiveness of telephone support
- Overall value for money

**14. How many users do you currently have using the CPM applications from your chosen vendor, on a scale of None/1 to 49/50 to 199/200 to 499/500 to 999/1,000 to 2,999/3,000 or more/Don't know. (Please check the individual application options if possible but, at a minimum, please check an option in the "Overall" row.)**

**Answer options:**

- Budgeting, planning and forecasting
- Profitability modeling and optimization
- Strategy management (scorecards)
- Financial consolidation
- Statutory, management and financial reporting
- Overall

**15. Please describe some critical success factors from your implementation.**

- [Open-text response]

**16. To what extent has your system met the following outcomes? (Please check all that apply, on a scale of Far exceeded requirements/Exceeded requirements/Met requirements/Mostly met requirements/Did not meet requirements/Not applicable.)**

**Answer options:**

- Provides a linkage between strategic planning, financial budgets and operational activity
- Provides a better understanding of current performance
- Allows us to better predict future financial and business performance
- Allows us to better understand the drivers of profitability
- Improved our ability to meet compliance requirements
- Improved the quality, accuracy and timeliness of financial and management reporting
- Adds more sophistication and confidence to budgeting, planning and forecasting processes
- Reduced the effort to produce budgets and reduced budget cycle time
- Allows business users to get the information they need with reduced reliance on IT

**17. Considering product, services, and desired outcomes, please select your overall rating for your chosen CPM solution?**

- Strong Positive
- Positive
- Neutral
- Negative
- Strong Negative
- Don't know

**18. For the CPM vendor that these responses relate to, please indicate your future (next 12 to 24 months) usage plans, on a scale of Increase usage/Broadly similar/Decrease usage/Stop using/Don't know.**

- Budgeting, planning and forecasting
- Profitability modeling and optimization
- Strategy management (scorecards)
- Financial consolidation
- Statutory, management and financial reporting
- Overall

**19. If you are planning on increased usage of one or more of the features listed above, please provide a brief explanation.**

- [Open-text response]

**20. If you are planning to decrease your usage of one or more of the features listed above, please provide a brief explanation.**

- [Open-text response]

**21. Please indicate your interest in the following emerging trends and technologies relative to your CPM solution. (Check one answer in each row, on a scale of Already implemented/Planned (within next 12 months)/Considered (within next 12 to 24 months)/No plans.)**

- Open source
- Software as a service
- Extensible business reporting language (XBRL)
- Corporate social responsibility (CSR)
- Financial governance

**22. May we contact you for a short follow-up phone interview if needed? (Please answer yes or no.)**

**23. Please use this box to provide any other comments or feedback.**

- [Open-text response]

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