Business Planning Buyers Guide

Software Provider and Product Assessment

MARKET REPORT

ISG Research

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Business Planning

The primary goal of business planning is to ensure decision-making is consistently more informed and faster. Planning and budgeting software should expedite and refine analysis and decision-making cycles, improving the productivity of the financial planning and analysis (FP&A) group within the finance department, while also improving the performance of executives and managers. ISG Software Research asserts that by 2027, just 1 in 4 FP&A organizations will have redefined their mission to make planning easier for business unit leaders. Those that do will be a strategic asset to the enterprise.

ISG Software Research has long advocated for dedicated applications to enhance the value of corporate planning and budgeting. This vision promotes individualized business unit planning while integrating those plans into a cohesive operating strategy managed by the FP&A group.

Many enterprises engage in both formal and informal planning, often within silos. Budgeting involves setting financial constraints, whereas planning pursues opportunities and outlines paths for success. Both are essential, but successful enterprises recognize that business planning within the constraints of financial goals provides consistently better results than budgeting on its own.

Inertia, vested interests and perceived risks can hinder enterprises from evolving their budgeting processes, which often leads to inefficiencies. Effective planning should foster structured dialogues between executives and managers around clear objectives rather than vague financial estimates.

Transforming business and a finance department into a strategic asset relies on technology that enhances visibility and decision-making capabilities as the focus shifts towards understanding future opportunities rather than solely reflecting on past outcomes. Strategic finance organizations can provide actionable, data-driven insights to optimize performance. Ultimately, effective planning software bolsters organizational agility and enhances the value of planning and budgeting across all departments.

ISG Software Research (as Ventana Research) coined the term Integrated Business Planning (IBP) in 2007 to describe a rapid, collaborative, high-participation process that brings together operational and financial planning using a software platform to connect the disparate planning activities that happen in an enterprise. With IBP, each business unit plans individually, but in a coordinated manner that achieves better alignment with overall strategy

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and objectives, as well as improved execution of the plan. ISG Software Research asserts that by 2027, one-fourth of FP&A organizations will implement this form of integrated business planning, bringing together operational and financial planning on a single platform to improve the business value of planning and budgeting. The implementation of IBP became feasible once the necessary technology underpinnings to make it practical and affordable were developed.

Planning is a collaborative process between executives, managers and employees, a structured dialog about the tactics and resources needed to achieve those objectives. It is structured in the sense that the objectives and resources are quantified. The answer to the question, "What are your objectives for next year?" should not be, "Volume and revenue will be up." Instead, it should be, "Volume will be up by 11% and revenue will grow by 9%." A well-managed planning process sets measurable objectives and quantifies the operational and financial resources required to achieve them. Setting those objectives also makes it possible to measure performance to those objectives.

Planning is a collaborative process between executives, managers and employees, a structured dialog about the tactics and resources needed to achieve those objectives.

There are several advantages to IBP. One is that an integrated approach supports a high participation, collaborative, action-oriented style of planning and budgeting built on frequent, short planning sprints. This promotes more accurate plans because refinements are made at shorter intervals. Short planning cycles enable companies to achieve greater agility in responding to market or competitive changes. An ongoing, collaborative dialogue about achieving objectives brings together finance, line-of-business managers and executives to promote better ongoing alignment and buy-in.

Companies engage in a significant amount of planning—both formal and informal. Workers plan for sales and how to produce products and deliver services. They plan for the headcount needed and how to organize distribution and their supply chain. They also produce a budget, which is essentially a financial plan. When business managers are tasked with preparing a budget, they first create a business plan, often informally, and then translate that plan into financial terms.

A formalized process for financial planning became the norm in business when large industrial concerns developed in the 19th century. Enterprises needed to impose formal fiscal controls on their far-flung operations, so they adopted the budgeting model used by the only institutions of similar size and scope—governments. Given the command-and-control management structures of that era's organizations, the relatively slow pace of change in

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business and the limited communications and calculating capabilities, this model was the only feasible option for corporate planning.

Financial planning served as the original central business planning tool due to the need to maintain financial controls and because numbers are fungible, making it the easiest way to construct a consolidated plan of action for an enterprise. The available technology dictated the scope and speed of the process. Budgets were commonly assembled using a stack of paper spreadsheets and adding machines because these tools were readily available and easy to use. When electronic spreadsheets gained wide adoption in the 1980s, they naturally became the preferred method for assembling budgets. Desktop spreadsheets offered a means of automating many budgeting tasks, such as adding columns of numbers, performing analyses and consolidating multiple budgets. However, they have three major drawbacks: they are prone to errors, often become overly complex and inflexible, and addressing these issues takes time, which limits organizational agility.

> **Electronic spreadsheets are suitable for financial planning because accounting can be managed in two-dimensional grids.**

Electronic spreadsheets are suitable for financial planning because accounting can be managed in two-dimensional grids. However, while accountants and financial planners typically work within two dimensions, businesses operate in numerous dimensions. Examples include products, customers, organizational structure, location, time and currency. Each dimension is complex in itself. Products, for example, form a hierarchy that extends from general product families down to individual stock-keeping units (SKUs).

The ability to apply a multidimensional structure to business models for planning and budgeting makes it easier to collect, analyze and report information. Working with dimensions allows planners to quickly make assumption changes and apply them globally to the model. Because the impact or a set can be calculated immediately, different scenarios can be explored interactively during a meeting, rather than having to wait hours or days for spreadsheet-based analysis. Additionally, a company can save each version of the complete plan and compare them side-by-side from any perspective or level of detail.

Working within a multidimensional data structure saves time at every step of the forecasting, planning, budgeting, analysis and review cycle. It significantly reduces the chance of inadvertent errors common in spreadsheets. While pivot tables in spreadsheets make it possible to work with three dimensions simultaneously and can be coaxed into handling four or even five by a highly skilled analyst, using a multidimensional database structure generally takes much less time, especially in analysis and reporting. The time saved can be significant, allowing organizations to perform more useful and impactful work.

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Another important development of business planning platforms over the past decade has been the evolution of the data store, which is an essential component. Technology for managing data flows to and from source systems, including ERP, customer relationship management and supply chain management, has evolved rapidly. Application programming interfaces (APIs) make it possible to automate data extraction, transformation and loading from multiple sources onto the planning platform, ensuring accurate, timely and consistent data is accessible to all participants in the planning process. This automation significantly reduces the time analysts spend on manual data preparation.

Over the past 25 years, software providers have increasingly adopted the structure and language of IBP, even though different terms may be used. These systems have become much easier to use and far more capable than those available in 2007. All now incorporate artificial intelligence (AI) and generative AI (GenAI) technologies to streamline and accelerate planning cycles, make planning more accurate and agile and transform budgeting from what started as a strictly administrative burden into a valuable business tool for executives and managers.

The ISG Buyers Guide™ for Business Planning evaluates products based on their support for IBP, a high-participation process that integrates individual business unit or departmental plans in the context or corporate strategy and financial objectives. This enables enterprises to plan, budget, report and analyze faster and more accurately, bringing together executives, managers, analysts and administration, while offering AI and reporting capabilities. The software must be capable of accessing data from a variety of sources, modeling the data for analysis, analyzing the data using a variety of techniques, communicating the results in a variety of ways and supporting the data and analytics processes.

This research evaluates the following software providers that offer products that address key elements of business planning as we define it: Anaplan, Board, IBM, Jedox, OneStream, Oracle, Pigment, Planful, Prophix, SAP, Vena Solutions, Wolters Kluwer and Workday.

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Buyers Guide Overview

For over two decades, ISG Research has conducted market research in a spectrum of areas across business applications, tools and technologies. We have designed the Buyers Guide to provide a balanced perspective of software providers and products that is rooted in an understanding of the business requirements in any enterprise. Utilization of our research methodology and decades of experience enables our Buyers Guide to be an effective method to assess and select software providers and products. The findings of this research undertaking contribute to our comprehensive approach to rating software providers in a manner that is based on the assessments completed by an enterprise.

ISG Research has designed the Buyers Guide to provide a balanced perspective of software providers and products that is rooted in an understanding of business requirements in any enterprise.

The ISG Buyers Guide™ for Business Planning is the distillation of over a year of market and product research efforts. It is an assessment of how well software providers' offerings address enterprises' requirements for business planning software. The index is structured to support a request for information (RFI) that could be used in the request for proposal (RFP) process by incorporating all criteria needed to evaluate, select, utilize and maintain relationships with software providers. An effective product and customer experience with a provider can ensure the best long-term relationship and value achieved from a resource and financial investment.

In this Buyers Guide, ISG Research evaluates the software in seven key categories that are weighted to reflect buyers' needs based on our expertise and research. Five are product-experience related: Adaptability, Capability, Manageability, Reliability, and Usability. In addition, we consider two customer-experience categories: Validation, and Total Cost of Ownership/Return on Investment (TCO/ROI). To assess functionality, one of the components of Capability, we applied the ISG Research Value Index methodology and blueprint, which links the personas and processes for business planning to an enterprise's requirements.

The structure of the research reflects our understanding that the effective evaluation of software providers and products involves far more than just examining product features, potential revenue or customers generated from a provider's marketing and sales efforts. We believe it is important to take a comprehensive, research-based approach, since making the wrong choice of business planning technology can raise the total cost of ownership, lower the return on investment and hamper an enterprise's ability to reach its full performance potential. In addition, this approach can reduce the project's development and deployment

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time and eliminate the risk of relying on a short list of software providers that does not represent a best fit for your enterprise.

ISG Research believes that an objective review of software providers and products is a critical business strategy for the adoption and implementation of business planning software and applications. An enterprise's review should include a thorough analysis of both what is possible and what is relevant. We urge enterprises to do a thorough job of evaluating business planning systems and tools and offer this Buyers Guide as both the results of our in-depth analysis of these providers and as an evaluation methodology.

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How To Use This Buyers Guide

Evaluating Software Providers: The Process

We recommend using the Buyers Guide to assess and evaluate new or existing software providers for your enterprise. The market research can be used as an evaluation framework to establish a formal request for information from providers on products and customer experience and will shorten the cycle time when creating an RFI. The steps listed below provide a process that can facilitate best possible outcomes.

1. Define the business case and goals.
   Define the mission and business case for investment and the expected outcomes from your organizational and technological efforts.
2. Specify the business needs.
   Defining the business requirements helps identify what specific capabilities are required with respect to people, processes, information and technology.
3. Assess the required roles and responsibilities.
   Identify the individuals required for success at every level of the enterprise from executives to frontline workers and determine the needs of each.
4. Outline the project's critical path.
   What needs to be done, in what order and who will do it? This outline should make clear the prior dependencies at each step of the project plan.
5. Ascertain the technology approach.
   Determine the business and technology approach that most closely aligns to your enterprise's requirements.
6. Establish software provider evaluation criteria.
   Utilize the product experience: Adaptability, Capability, Manageability, Reliability and Usability, and the customer experience in TCO/ROI and Validation.
7. Evaluate and select the technology properly.
   Weight the categories in the technology evaluation criteria to reflect your enterprise's priorities to determine the short list of software providers and products.
8. Establish the business initiative team to start the project.
   Identify who will lead the project and the members of the team needed to plan and execute it with timelines, priorities and resources.

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The Findings

All of the products we evaluated are feature-rich, but not all the capabilities offered by a software provider are equally valuable to types of workers or support everything needed to manage products on a continuous basis. Moreover, the existence of too many capabilities may be a negative factor for an enterprise if it introduces unnecessary complexity. Nonetheless, you may decide that a larger number of features in the product is a plus, especially if some of them match your enterprise's established practices or support an initiative that is driving the purchase of new software.

Factors beyond features and functions or software provider assessments may become a deciding factor. For example, an enterprise may face budget constraints such that the TCO evaluation can tip the balance to one provider or another. This is where the Value Index methodology and the appropriate category weighting can be applied to determine the best fit of software providers and products to your specific needs.

Overall Scoring of Software Providers Across Categories

The research finds OneStream atop the list, followed by Oracle and Anaplan. Companies that place in the top three of a category earn the designation of Leader. OneStream has done so in six categories; Anaplan and Oracle in five; IBM and SAP in two; and Board in one category.

The overall representation of the research below places the rating of the Product Experience and Customer Experience on the *x* and *y* axes, respectively, to provide a visual representation and classification of the software providers. Those providers whose Product Experience have a higher weighted performance to the axis in aggregate of the five product categories place farther to the right, while the performance and weighting for the two Customer Experience categories determines placement on the vertical axis. In short, software providers that place closer to the upper-right on this chart performed better than those closer to the lower-left.

Business Planning
Overall

Providers	Grade	Performance
OneStream	A	Leader 88.6%
Oracle	A-	Leader 86.7%
Anaplan	A-	Leader 86.4%
IBM	A-	84.8%
Board	A-	82.3%
SAP	A-	82.2%
Workday	B++	80.6%
Vena Solutions	B++	76.4%
Planful	B++	75.2%
Prophix	B+	74.5%
Jedox	B+	71.8%
Wolters Kluwer	B+	70.7%
Pigment	B	64.7%

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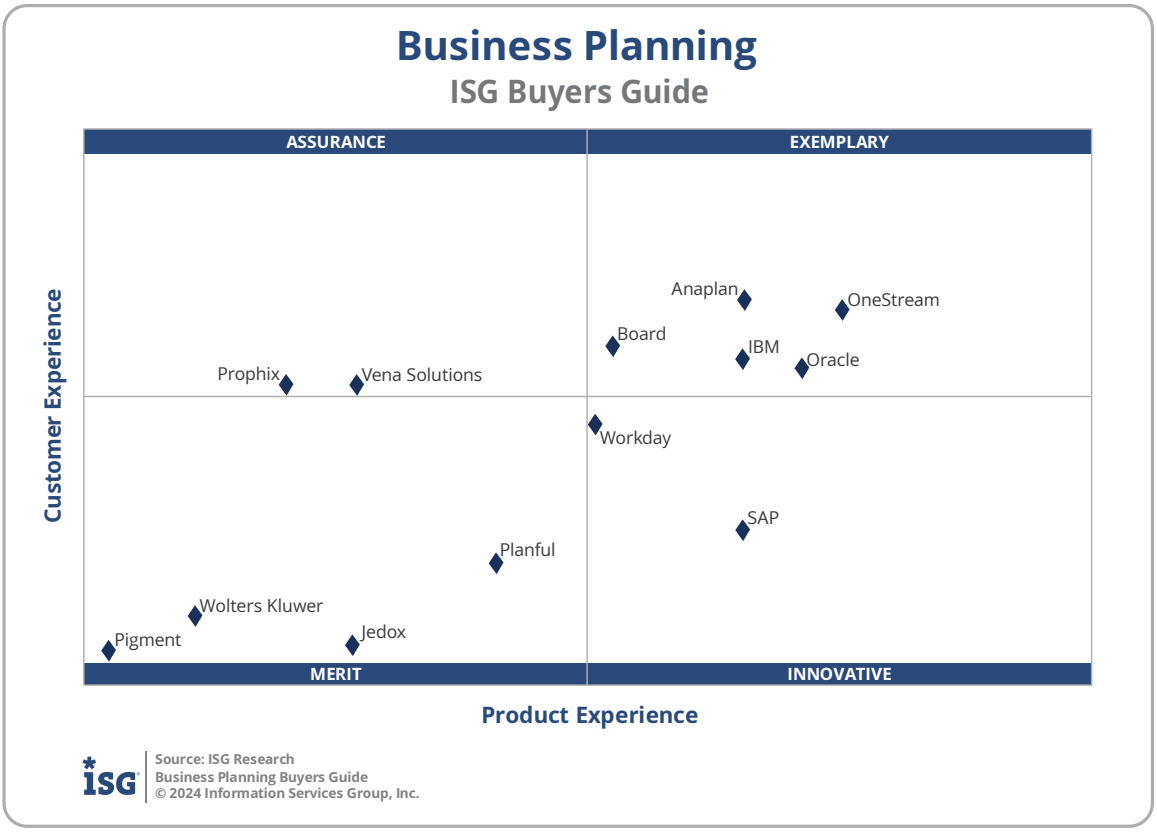
The research places software providers into one of four overall categories: Assurance, Exemplary, Merit or Innovative. This representation classifies providers' overall weighted performance.



Exemplary: The categorization and placement of software providers in Exemplary (upper right) represent those that performed the best in meeting the overall Product and Customer Experience requirements. The providers rated Exemplary are: Anaplan, Board, IBM, OneStream and Oracle.

Innovative: The categorization and placement of software providers in Innovative (lower right) represent those that performed the best in meeting the overall Product Experience requirements but did not achieve the highest levels of requirements in Customer Experience. The providers rated Innovative are: SAP and Workday.

Assurance: The categorization and placement of software providers in Assurance (upper left) represent those that achieved the highest levels in the overall Customer Experience requirements but did not achieve the highest levels of Product Experience. The providers rated Assurance are: Prophix and Vena Solutions.

Merit: The categorization of software providers in Merit (lower left) represents those that did not exceed the median of performance in Customer or Product Experience or surpass the threshold for the other three categories. The providers rated Merit are: Jedox, Pigment, Planful and Wolters Kluwer.

We warn that close provider placement proximity should not be taken to imply that the packages evaluated are functionally identical or equally well suited for use by every enterprise

or for a specific process. Although there is a high degree of commonality in how enterprises handle business planning, there are many idiosyncrasies and differences in how they do these functions that can make one software provider's offering a better fit than another's for a particular enterprise's needs.

We advise enterprises to assess and evaluate software providers based on organizational requirements and use this research as a supplement to internal evaluation of a provider and products.

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Product Experience

The process of researching products to address an enterprise's needs should be comprehensive. Our Value Index methodology examines Product Experience and how it aligns with an enterprise's life cycle of onboarding, configuration, operations, usage and maintenance. Too often, software providers are not evaluated for the entirety of the product; instead, they are evaluated on market execution and vision of the future, which are flawed since they do not represent an enterprise's requirements but how the provider operates. As more software providers orient to a complete product experience, evaluations will be more robust.

The research results in Product Experience are ranked at 80%, or four-fifths, of the overall rating using the specific underlying weighted category performance. Importance was placed on the categories as follows: Usability (20%), Capability (20%), Reliability (15%), Adaptability (10%) and Manageability (15%). This weighting impacted the resulting overall ratings in this research. OneStream, Oracle, Anaplan, IBM and SAP were designated Product Experience Leaders.

Business Planning
Product Experience

Providers	Grade	Performance
OneStream	A-	*Leader* 69.8%
Oracle	A-	*Leader* 68.9%
Anaplan	A-	*Leader* 67.6%
IBM	A-	*Leader* 67.6%
SAP	A-	*Leader* 67.6%
Board	B++	64.7%
Workday	B++	64.2%
Planful	B++	62.1%
Vena Solutions	B+	59.1%
Jedox	B+	59.0%
Prophix	B+	57.6%
Wolters Kluwer	B+	55.6%
Pigment	B	53.6%

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Adaptability of the Product

This category assesses the degree to which products and technology can be adapted to an enterprise's specifications via configurability and customization while still maintaining integrity of integration across the worker, device, business, processes, application and data. Adaptability is also related to the ability to readily integrate with other internal and external systems—for example, integrate data and information securely across processes and systems—and support bidirectional data flows to support synchronization and migration. It also examines the investment by the software provider in resources and improvements.

The research weights Adaptability at 10% of the overall rating. OneStream, Oracle and Anaplan are the Leaders in this category.

Adaptability is an essential evaluation metric as it determines the flexibility and interconnectivity of the software provider's product related to enterprise requirements. It also enables enterprise software to operate across the variety of platforms and cloud computing environments that exist today and in the future.

Business Planning
Adaptability

Providers	Grade	Performance
OneStream	A	*Leader* 90.5%
Oracle	A	*Leader* 88.7%
Anaplan	A	*Leader* 87.7%
IBM	A-	83.8%
SAP	A-	83.5%
Workday	A-	83.2%
Vena Solutions	B++	77.9%
Planful	B++	76.2%
Board	B++	76.0%
Prophix	B+	71.3%
Wolters Kluwer	B+	70.5%
Jedox	B	66.3%
Pigment	B-	60.3%

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Software providers that evaluated well in the Adaptability category understand the criticality of preparing and using information to optimize business execution. These providers meet the specific customization and integration support requirements in these areas, enabling enterprises to process data across business processes, workflows and applications as they operate.

Capability of the Product

The Capability criteria are designed to assess the products and features across a broad range of business planning capabilities that increase the value of business planning as a management tool.

ISG Research evaluated more than 70 different function points in 11 sections to assess the full scope of business planning capabilities. It also examined the investment by the software provider in resources and improvements.

Business Planning
Capability

Providers	Grade	Performance
OneStream	A	*Leader* 89.0%
Oracle	A	*Leader* 88.2%
Anaplan	A-	*Leader* 85.4%
SAP	A-	84.2%
IBM	A-	83.3%
Board	B++	81.3%
Workday	B++	78.4%
Wolters Kluwer	B+	73.7%
Vena Solutions	B+	72.9%
Jedox	B+	72.7%
Planful	B+	70.8%
Prophix	B+	70.0%
Pigment	B-	58.3%

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All providers have above average capabilities in supporting business planning, reflecting the maturity of the product category and broad adoption of the IBP paradigm over the past 15 years. This category is highly competitive, and providers are generally quick to incorporate technology advances and new market requirements. The leading providers have achieved a more comprehensive approach to handling the details and supporting the broad needs of planners within an enterprise. They are further along in applying advanced planning, AI and GenAI techniques to their product (although there is still much more to accomplish). They address the administrative requirements more fully and facilitate communication and collaboration better and more completely.

The research weights Capability at 20% of the overall rating. OneStream, Oracle and Anaplan are the Leaders in this category.

Manageability of the Product

Manageability is evaluated by how well the products can be managed technologically and by business, and governed, secured, licensed and supported in a service level agreement (SLA). Also important is the flexibility of the privacy and security provisions built into the technology with respect to user identity, role and access, how effective that security is, to what extent it supports auditing and compliance, and what licensing or subscription is available from the software provider. It also examines the investment by the provider in resources and improvements.

The research weights Manageability at 15% of the overall rating. OneStream, IBM and Oracle are the Leaders in this category. While not a Leader, Anaplan was also found to meet a broad range of enterprise manageability requirements.

Manageability is an essential evaluation metric to indicate whether the software provider's product can be administrated and supported throughout its life cycle in the enterprise. It also ensures the overall efficiency, compliance and security of the enterprise software.

A software provider's performance in the evaluation criteria is especially critical when examining business and technology administration. All providers were above average in manageability. Those that performed best excelled in facilitating administration, adhering to privacy and security requirements, offered the best service level guarantees and made it easy for customers to be fully informed of events. The significance of information security cannot be overstated as the insights and knowledge of an enterprise are present in the data. The growing importance of simplifying manageability is critical and should be a priority for all software provider evaluations.

Business Planning
Manageability

Providers	Grade	Performance
OneStream	A	*Leader* 91.4%
IBM	A-	*Leader* 86.3%
Oracle	A-	*Leader* 84.9%
Anaplan	A-	84.8%
Vena Solutions	A-	83.3%
Planful	A-	82.7%
Workday	B++	81.0%
Board	B++	79.6%
SAP	B++	79.3%
Prophix	B++	78.4%
Jedox	B++	75.9%
Wolters Kluwer	B++	75.9%
Pigment	B+	72.0%

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Reliability of the Product

For business planning processes to operate efficiently and for workers to engage the applications, the software on which they run must reliably deliver the necessary performance and scalability using the existing architecture operating across the enterprise and cloud computing environments. The criteria include depth in the performance and scalability of a software provider's products and architecture, including the metrics to ensure operations and configurability across data, users, instances, activities and tasks. It also examines the investment by the provider in resources and improvements.

The research weights Reliability at 15% of the overall rating. SAP, OneStream and Anaplan are the Leaders in this category, providing the highest level of confidence that they can operate at any level of reliability 24 hours a day. While not a Leader, Oracle was also found to meet a broad range of enterprise reliability requirements.

Business Planning
Reliability

Providers	Grade	Performance
SAP	A	*Leader* 89.8%
OneStream	A	*Leader* 89.6%
Anaplan	A	*Leader* 88.7%
Oracle	A	88.4%
Workday	A-	87.0%
Board	A-	86.8%
IBM	A-	86.5%
Planful	A-	82.3%
Jedox	B++	80.2%
Wolters Kluwer	B++	80.0%
Prophix	B+	74.4%
Vena Solutions	B+	72.0%
Pigment	B	67.6%

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Reliability is an essential evaluation metric as it indicates the product's ability to perform and scale to the defined enterprise requirements and how well it supports the continuous processing required for business continuity and operational resilience today and into the future.

Evaluating the performance and scalability readiness of software is not always easy as it depends on the type of product information and the volume at which the data is being updated and used by processes and systems. Software providers that did not perform well in this category were not able to provide this level of information at any depth, even though it is necessary to establish the confidence required for provider selection.

Usability of the Product

Usability is necessary for meeting the varying business needs of executives, management, workers and analysts, along with IT and others involved in the business planning processes. Products are evaluated on the intelligence in the Usability across user experience, the use of AI and machine learning (ML) and adapting to the diverse competencies of an enterprise's workers. Usability criteria also include the sophistication of the product's support of mobile and web technologies, and the extent to which the product design enables its use by workers of varied skill levels, including conversational experiences using chat and voice. It also examines the investment by the software provider in resources and improvements.

The research weights Usability at 20% of the overall rating. Leaders in this category are SAP, IBM and Oracle.

Business Planning
Usability

Providers	Grade	Performance
SAP	A-	*Leader* 85.0%
IBM	A-	*Leader* 83.2%
Oracle	A-	*Leader* 82.0%
Board	B++	79.6%
OneStream	B++	79.0%
Anaplan	B++	78.8%
Planful	B++	78.1%
Pigment	B++	75.0%
Workday	B+	74.9%
Jedox	B+	71.9%
Prophix	B	67.6%
Vena Solutions	B	67.4%
Wolters Kluwer	C++	52.0%

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Usability is an essential evaluation metric as it provides indicators as to whether the product can be utilized by designated workers within the enterprise. A demonstrated commitment by the software provider to the digital experience of its products is also key.

The importance of usability and the digital experience in software utilization has been increasing over the past decade as is evident in our market research. The requirements to meet the needs of a broad set of roles and responsibilities across an enterprise's cohorts and personas should be a priority for all software providers. Many technological advancements in applying ML and natural language processing are available to provide a universal, intuitive experience of being able to hear, read and talk to systems.

Software providers that performed well in this category have fully embraced the value of usability as a critical element in product experience across all roles and have invested in areas that address user skills and challenges.

Customer Experience

The importance of a customer relationship with a software provider is essential to the actual success of the products and technology. The advancement of the Customer Experience and the entire life cycle an enterprise has with its software provider is critical for ensuring satisfaction in working with that provider. Technology providers that have chief customer officers are more likely to have greater investments in the customer relationship and focus more on their success. These leaders also need to take responsibility for ensuring this commitment is made abundantly clear on the website and in the buying process and customer journey.

The research results in Customer Experience are ranked at 20%, or one-fifth, using the specific underlying weighted category performance as it relates to the framework of commitment and value to the software provider-customer relationship. The two evaluation categories are Validation (10%) and TCO/ROI (10%), which are weighted to represent their importance to the overall research.

Business Planning
Customer Experience

Providers	Grade	Performance
Anaplan	A	*Leader* 18.2%
OneStream	A	*Leader* 18.0%
Board	A	*Leader* 17.5%
IBM	A-	17.4%
Oracle	A-	17.2%
Prophix	A-	16.9%
Vena Solutions	A-	16.8%
Workday	A-	16.4%
SAP	B+	14.9%
Planful	B+	14.5%
Wolters Kluwer	B	13.7%
Jedox	B	13.3%
Pigment	B	13.2%

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The software providers that evaluated the highest overall in the aggregated and weighted Customer Experience categories are Anaplan, OneStream and Board. These category Leaders best communicate commitment and dedication to customer needs.

Software providers that did not perform well in this category were unable to provide sufficient customer case studies to demonstrate success or articulate their commitment to customer experience and an enterprise's journey. The selection of a software provider means a continuous investment by the enterprise, so a holistic evaluation must include examination of how they support their customer experience.

TCO/ROI of the Software Provider

The TCO/ROI category applies evaluation criteria designed to assess how effective the software provider is in demonstrating the business case, including the product's strategic value, total cost of ownership and total benefit of ownership. The criteria also include an evaluation of the tools and documentation it provides to enable customer evaluation of TCO and ROI, and what the software provider cites as its investment and services to support it. It also examines the investment by the provider in resources and improvements.

The research weights TCO/ROI at 10% of the overall rating. Anaplan, OneStream and Board are Leaders in this category. While not a Leader, IBM was also found to meet a broad range of enterprise TCO/ROI requirements.

TCO/ROI is an essential evaluation metric when determining a software provider's commitment to the customer experience and whether the costs associated with deployment and adoption of the provider's product align with its value. A provider should also demonstrate its ability to support an enterprise's current and future goals.

Software providers that evaluated well in this category provided buyers and customers with the TCO/ROI-related support needed to effectively build the business case and get funding for investment. Those that did not struggled to make available the tools and documentation needed for enterprises to make a sound buying decision.

Business Planning

TCO/ROI

Providers	Grade	Performance
Anaplan	A	*Leader* 91.6%
OneStream	A	*Leader* 91.1%
Board	A	*Leader* 88.4%
IBM	A	87.9%
Vena Solutions	A-	84.8%
Prophix	A-	82.8%
Workday	A-	82.7%
Oracle	A-	82.2%
Planful	B+	73.1%
SAP	B+	71.9%
Pigment	B	68.3%
Wolters Kluwer	B	67.4%
Jedox	B	63.9%

Source: ISG Research
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Validation of the Software Provider

The Validation category assesses the software provider's ability to support a customer through the life cycle of working with its products. It examines the provider's commitment to the customer experience from leadership, processes and systems, and evaluates a software provider's ability to assess its customer experience across front and back office and the marketing and communication of that experience. The viability of a software provider from financial growth, management and customer growth are evaluated, as are customer references and studies on the provider's website and the use of feedback to improve the provider's operations.

Business Planning
Validation

Providers	Grade	Performance
Anaplan	A	*Leader* 90.1%
Oracle	A	*Leader* 89.9%
OneStream	A	*Leader* 89.2%
Board	A-	86.8%
IBM	A-	85.8%
Prophix	A-	85.7%
Vena Solutions	A-	83.4%
Workday	A-	81.6%
SAP	B++	77.4%
Planful	B+	71.9%
Wolters Kluwer	B+	69.9%
Jedox	B+	69.6%
Pigment	B	63.9%

Source: ISG Research
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The Validation category also evaluates the customer journey across sales, onboarding, support, services and partners as well as examining the product releases and roadmap, and how the software provider utilizes formalized interactions with customers to improve products. Validation looks at the services, the support provided and the provider's digital effectiveness to facilitate the customer relationship. It also examines the investment by the software provider in resources and improvements.

The research weights Validation at 10% of the overall rating. The Leaders here are Anaplan, Oracle and OneStream.

Software Providers Evaluated

Software providers that were included in this research are highlighted in this section. For each, we provide a product description taken from the provider's website. Our assessment details individual software provider's ratings compared to others and then looks at levels of overall and category-specific performance. Enterprises can utilize this information to determine which software providers best meet organizational needs.

Anaplan

Company and Product Profile

Anaplan Platform, v. October Platform release, released October 2024

"Our Connected Planning platform enables leaders to align their strategic objectives and resources, make bolder decisions and drive faster results. At Anaplan, we are committed to delivering continuous innovation and an exceptional customer experience while fostering a culture of inclusivity and accountability." – Anaplan

Summary

Our analysis classified Anaplan as Exemplary, receiving an overall grade of A- with an 86.4% performance. Anaplan's best grouped results came in Customer Experience with a 90.8% performance and an A grade, due in part to its A in TCO/ROI. In Product Experience, Anaplan received an A- grade with an 85.2% performance due to its 88.7% performance in Reliability. Anaplan was designated an overall Leader as well as a Leader in Product Experience, Adaptability, Capability, Reliability, Customer Experience, TCO/ROI and Validation.

Business Planning
Anaplan

Category	Performance	Grade
Overall	*Leader* 86.4%	**A-**
Product	*Leader* 85.2%	**A-**
Adaptability	*Leader* 87.7%	A
Capability	*Leader* 85.4%	A-
Manageability	84.8%	A-
Reliability	*Leader* 88.7%	A
Usability	78.8%	B++
Customer	*Leader* 90.8%	**A**
TCO/ROI	*Leader* 91.6%	A
Validation	*Leader* 90.1%	A

ISG Source: ISG Research
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Challenges

Anaplan's A- in Product Experience was impacted by its B++ in Usability, where it could enhance the accessibility of the software. Customer Experience was impacted by its A in Validation, where it could provide more quality references and case studies.

Strengths

Anaplan performed best in Customer Experience with an A grade, notably in TCO/ROI where it received an A due to the depth of documentation provided for summarizing benefits of the software and calculating costs to its buyers. Anaplan received an A- grade in Product Experience, with an A in Reliability due to strong performance management and support for business continuity.

Board

Company and Product Profile

Intelligent Platform, v. Board 14, released Summer 2024

"Board is the Enterprise Planning Platform. We power financial and operational planning with AI, analytics, and enterprise-grade solutions." – Board

Summary

Our analysis classified Board as Exemplary, receiving an overall grade of A- with an 82.3% performance. Board's best grouped results came in Customer Experience with an 87.6% performance and an A grade, due in part to its A in TCO/ROI. In Product Experience, Board received a B++ grade with an 80.8% performance due to its 86.8% performance in Reliability. Board was designated a Leader in Customer Experience and TCO/ROI.

Business Planning
Board

Category	Performance	Grade
Overall	82.3%	**A-**
Product	80.8%	**B++**
Adaptability	76.0%	B++
Capability	81.3%	B++
Manageability	79.6%	B++
Reliability	86.8%	A-
Usability	79.6%	B++
Customer	*Leader* 87.6%	**A**
TCO/ROI	*Leader* 88.4%	A
Validation	86.8%	A-

Source: ISG Research
Business Planning Buyers Guide
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Challenges

Board's B++ in Product Experience was impacted by its B++ in Adaptability, where it could improve the process management aspects of the software. Customer Experience was impacted by its A- in Validation, where it could enhance the support for software for its customers.

Strengths

Board performed best in Customer Experience with an A grade, notably in TCO/ROI where it received an A due to the depth of documentation for its buyers to build a business case. Board received a B++ grade in Product Experience, with an A- in Reliability due to strong technology architecture and operations and support for business continuity.

IBM

Company and Product Profile

IBM Planning Analytics with Watson, v. 2.0.99, released October 2024

"Planning Analytic's in-memory database (TM1) helps you break down profitability and analyze fine-grain what-if scenarios. Deploy as you need — on-premises or on cloud, including as a service on AWS and soon on Azure. Increase engagement with powerful, yet friendly web and Excel interfaces. Lower adoption barriers with our generative AI assistant. Automate routine tasks, uncover insights, and empower users regardless of their skillset so they can meaningfully contribute to planning and decision-making." – IBM

Summary

Our analysis classified IBM as Exemplary, receiving an overall grade of A- with an 84.8% performance. IBM's best grouped results came in Customer Experience with an 86.8% performance and an A- grade, due in part to its A in TCO/ROI. In Product Experience, IBM received an A- grade with an 84.2% performance due to its 86.5% performance in Reliability. IBM was designated a Leader in Product Experience, Manageability and Usability.

Business Planning
IBM

Category	Performance	Grade
Overall	**84.8%**	**A-**
Product	***Leader*** **84.2%**	**A-**
Adaptability	**83.8%**	A-
Capability	**83.3%**	A-
Manageability	***Leader*** **86.3%**	A-
Reliability	**86.5%**	A-
Usability	***Leader*** **83.2%**	A-
Customer	**86.8%**	**A-**
TCO/ROI	**87.9%**	A
Validation	**85.8%**	A-

Source: ISG Research
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Challenges

IBM's A- in Product Experience was impacted by its A- in Usability, where it could provide more information on the intelligence used in the software. Customer Experience was impacted by its A- in Validation, where it could improve the available information about how its investments have achieved improvements in this area.

Strengths

IBM performed best in Customer Experience with an A- grade, notably in TCO/ROI where it received an A due to the quality of tools for its buyers to calculate total cost. IBM received an A- grade in Product Experience, with an A- in Reliability due to strong technology architecture and operations.

Jedox

Company and Product Profile

Jedox, v. 2024.2, released Autumn 2024

"Planning is the linchpin of future business success. Actuals, along with external and internal dynamics across functions, are foundational to forecasts that define strategic goals. Collating diverse information into a single business planning system, however, is a challenge." – Jedox

Summary

Our analysis classified Jedox as a provider of Merit, receiving an overall grade of B+ with a 71.8% performance. Jedox's best grouped results came in Product Experience with a 73.2% performance and a B+ grade, due in part to its B++ in Reliability. In Customer Experience, Jedox received a B grade with a 66.7% performance due to its 69.6% performance in Validation.

Business Planning
Jedox

Category	Performance	Grade
Overall	71.8%	**B+**
Product	73.2%	**B+**
Adaptability	66.3%	B
Capability	72.7%	B+
Manageability	75.9%	B++
Reliability	80.2%	B++
Usability	71.9%	B+
Customer	66.7%	**B**
TCO/ROI	63.9%	B
Validation	69.6%	B+

Source: ISG Research
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Challenges

Jedox's B in Customer Experience was impacted by its B in TCO/ROI, where it could enhance the quality of tools made available to calculate TCO. Product Experience was impacted by its B in Adaptability, where it could improve the variety of customization settings for its users.

Strengths

Jedox performed best in Product Experience with a B+ grade, notably in Reliability where it received a B++ due to high scalability. Jedox received a B grade in Customer Experience, with a B+ in Validation due to strong support services.

OneStream

Company and Product Profile

OneStream Platform, v. 8.3.0, released October 2024

"Transform your business outcomes with faster, more accurate modeling and analysis of sales, workforce, demand forecasts, and financial plans. Integrate your financial goals with detailed business plans to provide a single source of truth, aligning all teams with corporate objectives and enabling agile decision-making." – OneStream

Summary

Our analysis classified OneStream as Exemplary, receiving an overall grade of A with an 88.6% performance. OneStream's best grouped results came in Customer Experience with a 90.2% performance and an A grade, due in part to its A in TCO/ROI. In Product Experience, OneStream received an A grade with an 88.2% performance due to its 91.4% performance in Manageability. OneStream was designated an overall Leader as well as a Leader in Product Experience, Adaptability, Capability, Manageability, Reliability, Customer Experience, TCO/ROI and Validation.

Business Planning
OneStream

Category	Performance	Grade
Overall	*Leader* 88.6%	**A**
Product	*Leader* 88.2%	**A**
Adaptability	*Leader* 90.5%	A
Capability	*Leader* 89.0%	A
Manageability	*Leader* 91.4%	A
Reliability	*Leader* 89.6%	A
Usability	79.0%	B++
Customer	*Leader* 90.2%	**A**
TCO/ROI	*Leader* 91.1%	A
Validation	*Leader* 89.2%	A

ISG Source: ISG Research
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Challenges

OneStream's A in Product Experience was impacted by its B++ in Usability, where it could provide more information on the intelligence utilized in the software. Customer Experience was impacted by its A in Validation, where it could improve the sales and onboarding process.

Strengths

OneStream performed best in Customer Experience with an A grade, notably in TCO/ROI where it received an A due to depth of documentation for buyers to build a business case. OneStream received an A grade in Product Experience, with an A in Manageability due to strong administration and configuration settings for authorized users.

Oracle

Company and Product Profile

Oracle Fusion Cloud Enterprise Performance Management, v. September 2024 update, released September 2024

"Oracle Integrated Business Planning and Execution provides end-to-end planning capabilities for manufacturing companies, enabling them to achieve their long-, medium-, and short-term performance goals. Oracle's solution uses the Internet of Things (IoT), artificial intelligence (AI), and prescriptive analytics to transform plans into execution. It provides a what-if analysis of future scenarios and evaluates the alternatives to maintain or improve the company's business targets. Once a new plan is generated that incorporates this information, Integrated Business Planning and Execution transforms plans into action using enterprise execution systems." – Oracle

Summary

Our analysis classified Oracle as Exemplary, receiving an overall grade of A- with an 86.7% performance. Oracle's best grouped results came in Product Experience with an 86.9% performance and an A- grade, due in part to its A in Adaptability. In Customer Experience, Oracle received an A- grade with an 86.1% performance due to its 89.9% performance in Validation. Oracle was designated an overall Leader as well as a Leader in Product Experience, Adaptability, Capability, Manageability, Usability and Validation.

Business Planning
Oracle

Category	Performance	Grade
Overall	*Leader* 86.7%	**A-**
Product	*Leader* 86.9%	**A-**
Adaptability	*Leader* 88.7%	A
Capability	*Leader* 88.2%	A
Manageability	*Leader* 84.9%	A-
Reliability	88.4%	A
Usability	*Leader* 82.0%	A-
Customer	86.1%	**A-**
TCO/ROI	82.2%	A-
Validation	*Leader* 89.9%	A

ISG Source: ISG Research
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Challenges

Oracle's A- in Customer Experience was impacted by its A- in TCO/ROI, where it could improve the quality of documentation for summarizing benefits and strategic value. Product Experience was impacted by its A- in Usability, where it could provide more information on the intelligence utilized in the software.

Strengths

Oracle performed best in Product Experience with an A- grade, notably in Adaptability where it received an A due to scope of integration options available. Oracle received an A- grade in Customer Experience, with an A in Validation due to strong sales and onboarding processes.

Pigment

Company and Product Profile

Pigment, v. 2024.3, released September 2024

"Business planning, augmented with AI. Pigment AI is functionality integrated within Pigment to accelerate the work our customers conduct every day. Trained on a vast volume of contextual data and planning best practice, it amplifies the power of Pigment: enabling more users to conduct more complex planning tasks, faster." – Pigment

Summary

Our analysis classified Pigment as a provider of Merit, receiving an overall grade of B with a 64.7% performance. Pigment's best grouped results came in Customer Experience with a 66.1% performance and a B grade, due in part to its B in TCO/ROI. In Product Experience, Pigment received a B grade with a 64.3% performance due to its 75.0% performance in Usability.

Business Planning

Pigment

Category	Performance	Grade
Overall	64.7%	**B**
Product	64.3%	**B**
Adaptability	60.3%	B-
Capability	58.3%	B-
Manageability	72.0%	B+
Reliability	67.6%	B
Usability	75.0%	B++
Customer	66.1%	**B**
TCO/ROI	68.3%	B
Validation	63.9%	B

Source: ISG Research
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Challenges

Pigment's B in Product Experience was impacted by its B- in Capability, where it could improve support for function planning. Customer Experience was impacted by its B in Validation, where it could improve its sales and onboarding processes.

Strengths

Pigment performed best in Customer Experience with a B grade, notably in TCO/ROI where it received a B due to the documentation summarizing the benefits of implementing the software. Pigment received a B grade in Product Experience, with a B++ in Usability due to its robust user experience.

Planful

Company and Product Profile

Planful, v. 24.10, released September 2024

"Streamline Planning, Budgeting & Forecasting. Align your strategy and plans to drive better business outcomes with speed and agility using intelligent financial planning, budgeting, and forecasting solutions." – Planful

Summary

Our analysis classified Planful as a provider of Merit, receiving an overall grade of B++ with a 75.2% performance. Planful's best grouped results came in Product Experience with a 76.0% performance and a B++ grade, due in part to its A- in Manageability. In Customer Experience, Planful received a B+ grade with a 72.5% performance due to its 73.1% performance in TCO/ROI.

Business Planning
Planful

Category	Performance	Grade
Overall	75.2%	**B++**
Product	76.0%	**B++**
Adaptability	76.2%	B++
Capability	70.8%	B+
Manageability	82.7%	A-
Reliability	82.3%	A-
Usability	78.1%	B++
Customer	72.5%	**B+**
TCO/ROI	73.1%	B+
Validation	71.9%	B+

Source: ISG Research
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Challenges

Planful's B+ in Customer Experience was impacted by its B+ in Validation, where it could improve its sales and onboarding processes and business viability. Product Experience was impacted by its B+ in Capability, where it could improve support for workforce planning.

Strengths

Planful performed best in Product Experience with a B++ grade, notably in Manageability where it received an A- due to strong security features and effective investments that have improved manageability. Planful received a B+ grade in Customer Experience, with a B+ in TCO/ROI due to the depth of documentation summarizing the benefits of using the software.

Prophix

Company and Product Profile

Financial Planning & Analysis, v. 2024.3.0, released October 2024

"Whether it's sales and operations planning or people planning, these processes are interconnected with overall Financial Planning & Analysis and shape the decisions you make. With Prophix One, you can model all parts of your business with a fully integrated and adaptable planning experience that brings everyone together for seamless collaboration across your business." – Prophix

Summary

Our analysis classified Prophix as a provider of Assurance, receiving an overall grade of B+ with a 74.5% performance. Prophix's best grouped results came in Customer Experience with an 84.3% performance and an A- grade, due in part to its A- in Validation. In Product Experience, Prophix received a B+ grade with a 71.7% performance due to its 78.4% performance in Manageability.

Business Planning
Prophix

Category	Performance	Grade
Overall	**74.5%**	**B+**
Product	**71.7%**	**B+**
Adaptability	71.3%	B+
Capability	70.0%	B+
Manageability	78.4%	B++
Reliability	74.4%	B+
Usability	67.6%	B
Customer	**84.3%**	**A-**
TCO/ROI	82.8%	A-
Validation	85.7%	A-

Source: ISG Research
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Challenges

Prophix's B+ in Product Experience was impacted by its B in Usability, where it could improve the information made available about intelligence used in the software. Customer Experience was impacted by its A- in TCO/ROI, where it could provide better quality tools for calculating TCO.

Strengths

Prophix performed best in Customer Experience with an A- grade, notably in Validation where it received an A- due to strong sales and onboarding processes. Prophix received a B+ grade in Product Experience, with a B++ in Manageability due to strong privacy standards and the quality of documentation related to investments made to enhance manageability.

SAP

Company and Product Profile

SAP Analytics Cloud, v. Q3 2024, released October 2024

"The SAP Business Planning and Consolidation (SAP BPC) application delivers planning, budgeting, forecasting, and financial consolidation capabilities, so you can easily adjust plans and forecasts, speed up budget and closing cycles, and comply with financial reporting standards." – SAP

Summary

Our analysis classified SAP as Innovative, receiving an overall grade of A- with an 82.2% performance. SAP's best grouped results came in Product Experience with an 84.3% performance and an A- grade, due in part to its A in Reliability. In Customer Experience, SAP received a B+ grade with a 74.7% performance due to its 77.4% performance in Validation. SAP was designated a Leader in Product Experience, Reliability and Usability.

Business Planning
SAP

Category	Performance	Grade
Overall	82.2%	**A-**
Product	*Leader* 84.3%	**A-**
Adaptability	83.5%	A-
Capability	84.2%	A-
Manageability	79.3%	B++
Reliability	*Leader* 89.8%	A
Usability	*Leader* 85.0%	A-
Customer	74.7%	**B+**
TCO/ROI	71.9%	B+
Validation	77.4%	B++

Source: ISG Research
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Challenges

SAP's B+ in Customer Experience was impacted by its B+ in TCO/ROI, where it could enhance the quality and thoroughness of tools used to calculate TCO. Product Experience was impacted by its B++ in Manageability, where it could provide more relevant information on license, use and audit.

Strengths

SAP performed best in Product Experience with an A- grade, notably in Reliability where it received an A due to support for business continuity and high scalability. SAP received a B+ grade in Customer Experience, with a B++ in Validation due to strong viability and support offered with the software.

Vena Solutions

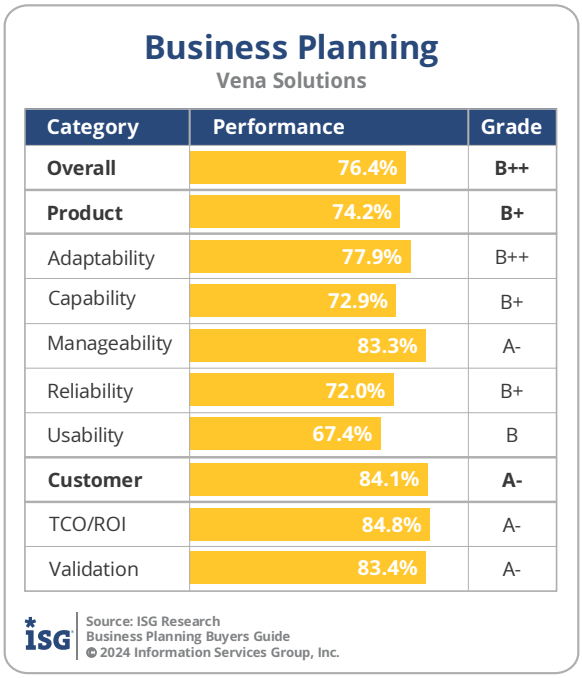
Company and Product Profile

xP&A, v. July 2024, released Summer 2024

"Discover the Power of a Complete Planning Platform. Vena gives you the capabilities of a Complete Planning platform, enabling you to plan for your revenue, cost of services and services capacity with ease." – Vena Solutions

Summary

Our analysis classified Vena Solutions as a provider of Assurance, receiving an overall grade of B++ with a 76.4% performance. Vena Solutions' best grouped results came in Customer Experience with an 84.1% performance and an A- grade, due in part to its A- in TCO/ROI. In Product Experience, Vena Solutions received a B+ grade with a 74.2% performance due to its 83.3% performance in Manageability.



Category	Performance	Grade
Overall	76.4%	**B++**
Product	74.2%	**B+**
Adaptability	77.9%	B++
Capability	72.9%	B+
Manageability	83.3%	A-
Reliability	72.0%	B+
Usability	67.4%	B
Customer	84.1%	**A-**
TCO/ROI	84.8%	A-
Validation	83.4%	A-

Challenges

Vena Solutions' B+ in Product Experience was impacted by its B in Usability, where it could provide more information on the level of intelligence used in the software. Customer Experience was impacted by its A- in Validation, where it could improve on the services offered along with the software.

Strengths

Vena Solutions performed best in Customer Experience with an A- grade, notably in TCO/ROI where it received an A- due to the quality of documentation made available for buyers to calculate TCO. Vena Solutions received a B+ grade in Product Experience, with an A- in Manageability due to strong technology administration capabilities.

Wolters Kluwer

Company and Product Profile

CCH Tagetik, v. 2024.3, released October 2024

"CCH Tagetik combines traditional financial planning capabilities with the ever-increasing operational planning needs in a unified, Finance-first transformation platform. From aggregated P&L budgeting for revenue planning to driver-based composable modeling for operations such as Sales, HR, Supply Chain, Marketing Project & IT planning, CCH Tagetik integrates various types of plans in one platform natively driving consensus & accountability among planners." – Wolters Kluwer

Summary

Our analysis classified Wolters Kluwer as a provider of Merit, receiving an overall grade of B+ with a 70.7% performance. Wolters Kluwer's best grouped results came in Product Experience with a 71.3% performance and a B+ grade, due in part to its B++ in Reliability. In Customer Experience, Wolters Kluwer received a B grade with a 68.7% performance due to its 69.9% performance in Validation.

Business Planning
Wolters Kluwer

Category	Performance	Grade
Overall	70.7%	**B+**
Product	71.3%	**B+**
Adaptability	70.5%	B+
Capability	73.7%	B+
Manageability	75.9%	B++
Reliability	80.0%	B++
Usability	52.0%	C++
Customer	68.7%	**B**
TCO/ROI	67.4%	B
Validation	69.9%	B+

Source: ISG Research
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Challenges

Wolters Kluwer's B in Customer Experience was impacted by its B in TCO/ROI, where it could improve the quality of information about tools available for calculating TCO. Product Experience was impacted by its C++ in Usability, where it could improve the accessibility of the software.

Strengths

Wolters Kluwer performed best in Product Experience with a B+ grade, notably in Reliability where it received a B++ due to support for business continuity and its performance management capabilities. Wolters Kluwer received a B grade in Customer Experience, with a B+ in Validation due to strong customer commitment and a robust product roadmap.

Workday

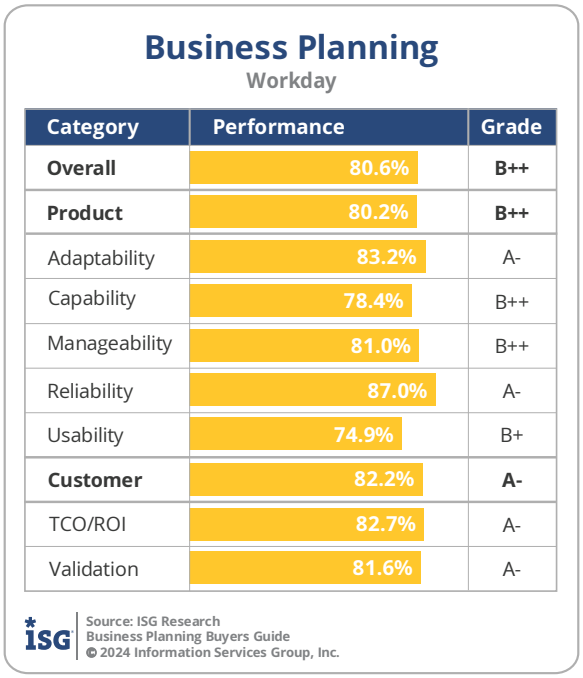
Company and Product Profile

Workday Adaptive Planning, v. 2024 R2, released September 2024

"Why do more customers choose Workday Adaptive Planning? Through powerful AI and machine learning (ML), our EPM software delivers agility, connectivity, and scalability unlike anyone else. Simply put, Workday leads the pack." – Workday

Summary

Our analysis classified Workday as Innovative, receiving an overall grade of B++ with an 80.6% performance. Workday's best grouped results came in Customer Experience with an 82.2% performance and an A- grade, due in part to its A- in TCO/ROI. In Product Experience, Workday received a B++ grade with an 80.2% performance due to its 87.0% performance in Reliability.



Challenges

Workday's B++ in Product Experience was impacted by its B+ in Usability, where it could provide more detailed information on the level of intelligence used in the software. Customer Experience was impacted by its A- in Validation, where it could offer more references and case studies.

Strengths

Workday performed best in Customer Experience with an A- grade, notably in TCO/ROI where it received an A- due to documentation describing the strategic value of the software. Workday received a B++ grade in Product Experience, with an A- in Reliability due to strong support for business continuity.

Appendix: Software Provider Inclusion

For inclusion in the ISG Buyers Guide™ for Business Planning in 2024, a software provider must be in good standing financially and ethically, have at least $50 million in annual or projected revenue from the sale of planning software verified using independent sources, sell products and provide support on at least two continents, and have at least 50 customers. The principal source of the relevant business unit's revenue must be software-related, and there must have been at least one major software release in the last 18 months.

The software must have the ability to support business planning, including integrated business planning, functional and departmental planning, advanced planning techniques and AI using machine learning, and support executives and participants, analysts and planners and administration.

The research is designed to be independent of the specifics of software provider packaging and pricing. To represent the real-world environment in which businesses operate, we include providers that offer suites or packages of products that may include relevant individual modules or applications. If a software provider is actively marketing, selling and developing a product for the general market and it is reflected on the provider's website that the product is within the scope of the research, that provider is automatically evaluated for inclusion.

All software providers that offer relevant business planning products and meet the inclusion requirements were invited to participate in the evaluation process at no cost to them.

Software providers that meet our inclusion criteria but did not completely participate in our Buyers Guide were assessed solely on publicly available information. As this could have a significant impact on classification and ratings, we recommend additional scrutiny when evaluating those providers.

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Products Evaluated

Provider	Product Names	Version	Release Month/Year
Anaplan	Anaplan Platform	October Platform Release	October 2024
Board	Intelligent Platform	Board 14	Summer 2024
IBM	IBM Planning Analytics with Watson	Version 2.0.99	October 2024
Jedox	Jedox	2024.2	Autumn 2024
OneStream	OneStream Platform	8.3.0	October 2024
Oracle	Oracle Fusion Cloud Enterprise Performance Management	September 2024 Update	September 2024
Pigment	Pigment	2024.3	September 2024
Planful	Planful	24.10	September 2024
Prophix	Financial Planning & Analysis	2024.3.0	October 2024
SAP	SAP Analytics Cloud	Q3 2024	October 2024
Vena Solutions	xP&A	July 2024	Summer 2024
Wolters Kluwer	CCH Tagetik	2024.3	October 2024
Workday	Workday Adaptive Planning	2024 R2	September 2024

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Providers of Promise

We did not include software providers that, as a result of our research and analysis, did not satisfy the criteria for inclusion in this Buyers Guide. These are listed below as "Providers of Promise."

Provider	Product	Good Standing	Revenue	Continents	Software Releases
Centage	Centage	Yes	No	Yes	Yes
Cube	Cube	Yes	No	Yes	Yes
Datarails	FinanceOS	Yes	No	Yes	Yes
Jirav	Jirav	Yes	No	Yes	Yes
Kepion	Kepion	Yes	No	Yes	Yes
Sage	Sage Intacct Planning	Yes	No	Yes	Yes
Unit4	FP&A	Yes	No	Yes	Yes

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Appendix: Value Index Methodology

To prepare this Buyers Guide, we utilize our Value Index methodology that draws on our more than two decades of market research, which includes benchmarking and advising thousands of enterprises. Our continuous market research provides the context of the real needs of buyers, complemented by our research on software providers, knowledge of the market and subject matter expertise in this area.

The following guidelines were presented to potential participants that met our inclusion criteria:

- A software provider could submit one or more products that best meet the scope of the Buyers Guide and the inclusion criteria.
- Any products that were submitted for this Buyers Guide must be listed on the provider's website and be generally available to enterprises.
- Software providers were requested to complete a comprehensive questionnaire covering the product and customer experience it provides.
- Verification of the product was required through documentation and/or a demonstration of the actual product.

To ensure the accuracy of the information we collect and ensure that the Buyers Guide reflects the concerns of a well-crafted RFI, we require participating software providers to provide evaluation information across all seven categories. ISG Research then validates the information, first independently through our knowledge base of software providers, product information and extensive web-based research, and then through consultation.

After validation, we grade and aggregate each software provider to determine performance in each evaluation category. Then, through weighted analytics, the ratings in the product and customer experience categories and the overall ranking are assigned. If a provider submitted more than one product for evaluation, we assessed the additional product(s) using our Capability and other evaluation categories.

We have made every effort to encompass the overall requirements that best meet an enterprise's needs today and into the future. Even so, there may be aspects of the software provider that we did not cover but affect which products best fit your particular requirements. Therefore, while this research is complete as it stands, utilizing it in your organizational context is critical to ensure that products deliver the highest level of support for your requirements.

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About ISG Software Research

ISG Software Research provides expert market insights on vertical industries, business, AI and IT through comprehensive consulting, advisory and research services with world-class industry analysts and client experience. Our ISG Buyers Guides offer comprehensive ratings and insights into technology providers and products. Explore our research at www.isg-research.net.

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