



Ventana Research Scorecard

2007 Performance Management Vendor and Product Scorecard

Research Report Executive Summary

Version 1.0

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Aligning Business and IT to Improve Performance

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Ventana Research performed this research and analysis independently to determine the compliance of software products to the Ventana Research Performance Management methodology, PerformanceCycle™. We charged no fees for this research and invited all IT vendors that are related to this research to participate. Our original research has taken place over the last five years and has reviewed more than 30 vendors and hundreds of products. We undertook the 2007 report to include new vendors and products generally available on November 29, 2006. This report has audited and validated 11 vendors and their products that provide technology for enabling Performance Management.

Our explicit purpose was to research the maturity of software vendors and products and their appropriateness for the methodology and process of Performance Management. This research and report are not intended to imply that one vendor or product is the right choice for any particular organization. Rather, they provide a baseline of knowledge that organizations can use to determine the right level of requirements they need to improve performance by aligning business and IT. Unlike other analyst reports that use subjective influences to score vendors, our research is based exclusively on our scoring of vendors' abilities to provide specific capabilities in their software products and packages.

We certify that Ventana Research performed the research to the best of our ability; that the analysis is a faithful representation of our study and knowledge of vendors and products; and that the final analysis and scoring that were made are our own.

A stylized, handwritten signature of 'Ventana Research' in black ink.

Introduction

The *Ventana Research Performance Management Vendor and Product Scorecard* is a tool that organizations can use to improve their understanding of how well different software and solutions may meet their business and IT requirements for Performance Management. This unbiased and objective research is the first industry report to assess software designed specifically for enabling Performance Management.

Only through applying information technology efficiently can organizations connect their people and processes to manage performance. By helping them gauge their existing management processes and IT investments, this report can lead them to evaluate the quality of their Performance Management efforts or become a framework for assessing new investments and changes in strategic direction.

Despite our ongoing intensive work in this market area, we have found little substantive research on how to apply information technology to the business requirements of managing performance. While there are dozens of reports that evaluate products and their features, none focuses on how to apply information technology to the people and processes of an organization for the express goal of improving performance. In addition, a company's purchasing history and personnel's vendor biases can cloud the objectivity of assessments. Making the wrong decision may have significant negative impacts, such as raising the total cost of ownership (TCO) and lowering the return on investment (ROI).

The most important single caveat we can offer in this area is that information technology alone cannot help an organization improve its business performance. Ventana Research defined the first methodology that links the business process of managing performance to the organization's information technology. The methodology, called PerformanceCycle™, is the foundation of this research and will enable organizations to ensure they direct their IT investments to manage performance most effectively. We have used PerformanceCycle™ to assess the maturity of software vendors and products for Performance Management.

We have conducted this research annually for the last five years. For the 2007 report, we researched 13 vendors, 11 of which passed our auditing and validation requirements to be certified as part of this report. The research was conducted in November and December 2006. Products submitted for the report had to be generally available in December 2006. Ventana Research collected the information, validating the results both independently and with the technology suppliers to ensure accuracy. We are publishing the findings in both a summary report and an in-depth research report that potential purchasers can use to conduct a full business and IT assessment.

It is important to note that the 11 vendors evaluated in this Scorecard all complied with the rigorous standards and challenging requirements we set and have maintained over the six years we have produced this evaluative report. A far larger set of vendors was invited to participate, but most would or could not; we identify those companies on page 26.

Companies that do not utilize a methodology for evaluating their business processes and IT investments for Performance Management could waste years and significant amounts of money by trying to take shortcuts and selecting approaches not fine-tuned to their organization – and perhaps never get the full benefits they expect. Therefore any organization looking to assess, validate and improve its Performance Management processes and systems should apply this research to doing so.

It can be especially useful for two critical activities in your organization. The first is to assess existing processes and IT systems for managing performance to identify gaps and other issues in need of correction. The second is to build a business and technology framework for evaluating new IT investments and processes. Using one framework that links business and technology projects together for Performance Management can ensure an effective plan and a program built according to it. While your entire organization can benefit from consulting this report, it is specifically applicable for finance, operations, supply chain, sales, contact center, marketing, manufacturing, customer operations and related departments.

The PerformanceCycle™ methodology is the fastest path for ensuring that your people, processes and systems are connected for Performance Management. If you use the information in this report within the context outlined in the methodology and in the appropriate steps for your program, you will ensure the alignment of your IT investments and resources with the business requirements for managing performance.

Overview of Research and Assessment Methodology

Ventana Research believes that an objective review of specific vendors and products is critical to the methodology that enables Performance Management. Your review should include a thorough analysis of what's possible and what's relevant. Our research will help you understand how vendors and products fit into a Performance Management framework. Rather than try to assess every detail of every product, we researched characteristics and features that relate to the three steps of Performance Management: Align, Optimize and Understand.

We have made every effort to explore the supporting functional requirements and capabilities for PerformanceCycle™. Even so, there may be additional areas or weightings of importance that could affect which vendor and products best fit your particular requirements. Utilizing this research in your own proper context is critical to ensure that products deliver the highest level of compliance and quality for supporting your projects in Performance Management.

Ventana Research invited participation by all vendors whose products are developed, marketed and sold to enable Performance Management. We charged no fee for this research and took every precaution to ensure it was carried out in a fair and objective manner. After sending invitations, Ventana Research followed up with each vendor, reviewed the criteria for participation in the research program and interviewed each vendor to assess the compliance of its products to Performance Management.

Those interviews were the baseline for our research. We also used a questionnaire to determine whether each product meets requirements and capabilities outlined in the Performance Management methodology, PerformanceCycle™. We validated the answers to the questions and presented them to the vendors in scored form to ensure that they accepted the results.

We asked 337 questions, broken down into 13 sections about functional requirements and 46 sections about functional capabilities. Each question had a "yes" or "no" answer. This hierarchy of functional requirements and capabilities that support PerformanceCycle™ is the foundation upon which we determine the level of compliance for each product. To qualify for assessment, any product had to be packaged separately, available for sale and listed on the vendor's standard price list. Each product was scored by the results of the questions.

Next we aggregated, evaluated and validated the scores to determine the product's score overall and for each of the three steps of the PerformanceCycle™. If a particular vendor submitted more than one product for evaluation, we included the product with the best score for each of the three

steps in the vendor's final score. The result is the vendor's best product fit for each of the three steps and then for overall compliance. In each of these four categories – Overall, Align, Optimize and Understand – the products and vendors are calculated as a percentage of a possible perfect score of 100 and then ranked.

Summary of Results

The Ventana Research Scorecard rates each vendor's and product's compliance to the Ventana Research PerformanceCycle™ methodology. Based on the research and assessment methodology, we ranked the vendors to determine the best fit for enabling Performance Management. Here is a summary of the findings for the Overall ranking and for the Align, Optimize and Understand steps.

Overall

Four vendors scored ratings above 90 percent. The overall winning company was **Infor**, which had 97 percent compliance to the questions. It was followed by **Cognos** and **Symphony-Metreo** (94 percent each) and **Business Objects** (90 percent). The following vendors, whose products all rated over 80 percent, rounded out the top 10, in descending order: arcplan (86.9 percent), Oracle (86 percent), Information Builders (85 percent), Pilot Software (84 percent), Softscape (82 percent) and Actuate (81 percent). Complete rankings are shown in the Participating Vendors and Compliance Percentage section of this report.

Align

This step makes sure that actions and plans are directly related to reaching the goals, objectives and initiatives set out by executives and management. It enables you to align the workforce to performance goals and ensure they define, communicate and coordinate targets, score performance, and provide appropriate rewards and incentives. New in the 2006 Scorecard are capabilities for initiatives, portfolios and competency profiles. This step includes defining targets and rewards while setting up automated notifications of the scores to the workforce.

In this category, five vendors topped 90 percent compliance to the questions. The overall winner was **Cognos**, which had 99 percent, followed by **Infor** (97 percent), **Softscape** (92 percent) and **Pilot Software** and **Symphony-Metreo** (91 percent each). The rest of the top 10 vendors were Business Objects and arcplan (87 percent each), Information Builders (85 percent), Oracle (78 percent) and LongView Solutions (63 percent). Complete rankings are shown in the Participating Vendors and Compliance Percentage section of this report.

Optimize

This step prepares for future actions and decisions to define the goals, objectives and initiatives as set out in the Align step. It enables an organization to determine through planning and collaborating how the workforce and operations can improve their value to the organization. This step includes projecting potential through forecasting and planning, collaborating on actions and integrating recommended actions to improve performance.

This category had two winners, by a wide margin. **Infor** had 96 percent and **Symphony-Metreo** had 94 percent compliance to the questions. Third was **Business Objects** at 88 percent. The rest of the top 10 are arcplan (85 percent), Cognos (83 percent), Actuate (75 percent), Oracle (74 percent), Pilot Software (72 percent), LongView Solutions (69 percent) and Information Builders (61 percent). Complete rankings are shown in the Participating Vendors and Compliance Percentage section of this report.

Understand

This step reviews the historical performance of people and processes. It enables you to understand how results impact the organization. This step enables management to access information and analysts to iterate through modeling, discovery and interactions on the information, the measurement of performance and ongoing monitoring.

This category produced the tightest competition of all. The overall winner was **Infor** at 98 percent, followed by a three-way tie between **Actuate**, **Information Builders** and **Oracle** at 96.2 percent. Close behind came **Cognos** and **Symphony-Metreo** at 95.6 percent each. The rest of the top 10 were Business Objects (94 percent), arcplan (88 percent), Softscape (87 percent) and Pilot Software (84 percent). Complete rankings are shown in the Participating Vendors and Compliance Percentage section of this report.

Participating Vendors and Compliance Percentages

The following vendors participated in the research and complied fully with the validation rules and procedures. Vendors are listed in alphabetical order, along with their ranking and percentage of compliance overall and for each step of the PerformanceCycle™.

2007 Vendor Scorecard for Performance Management

Ventana Research 2007 Performance Management Scorecard								
	Overall		Align		Optimize		Understand	
Vendor	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Actuate	9	80.71%	9	60.58%	6	75.00%	2	96.27%
arcplan	4	86.94%	5	86.54%	4	84.72%	5	88.20%
Business Objects	3	90.21%	5	86.54%	3	87.50%	4	93.79%
Cognos	2	94.07%	1	99.04%	5	83.33%	3	95.65%
Infor	1	97.03%	2	97.12%	1	95.83%	1	97.52%
Information Builders	6	85.16%	6	84.62%	10	61.11%	2	96.27%
LongView Solutions	10	74.18%	8	63.46%	9	69.44%	8	83.23%
Oracle	5	85.76%	7	77.88%	7	73.61%	2	96.27%
Pilot Software	7	83.98%	4	91.35%	8	72.22%	7	84.47%
Softscape	8	82.20%	3	92.31%	11	56.94%	6	86.96%
Symphony-Metreo	2	94.07%	4	91.35%	2	94.44%	3	95.65%

ActiveStrategy, AIM Technology, Applix, Callidus Software, Computer Associates, Enkata, IBM, Lawson, Merced Systems, Noetix, OutlookSoft, Panorama, Prophix, QlikTech, Saba, SAP, Silvon, SpotFire and Viador did not respond to our invitation to participate. Cartesis, Clarity Systems, Hyperion, Microsoft, Pentaho and SAS Institute declined to participate. Empresit and MicroStrategy did not submit products for assessment according to the rules and guidelines. Board MIT, Epistemic and SuccessFactors participated but did not complete the auditing and validation according to the rules and guidelines. Vanguard Technology was acquired by Exact Solutions, and Hummingbird was acquired by OpenText; neither acquirer responded to our invitation. Extensity was acquired by Infor.

Rankings for all participating vendors and products are found in the full research report, available for purchase or through Ventana Research’s strategic workshop and assessment services.

About Ventana Research

Ventana Research, the leading Performance Management research and advisory services firm, works with thousands of organizations worldwide. We conduct research and analyze market trends, best practices and technologies, with the aim of helping our clients improve the efficiency and effectiveness of their organizations. We approach the market from the management layer down, rather than from the technology stack up. We look first at people, processes and information and then technology. Our approach enables us to help clients solve real business problems, with an emphasis on business outcomes, rather than having a preoccupation with technology features and functions.

We offer a variety of customizable workshops, assessments and advisory services to address your specific Performance Management challenges:

- [Workshops](#), led by expert analysts who have on average more than 20 years of practical experience, provide a starting point to learn about critical Performance Management topics in an interactive atmosphere.
- [Assessment Services](#) help you define your strategy, build a business case and connect the business and technology phases of your project.
- [Advisory Services](#) provide access to our analysts on an as-needed basis to help you keep up with the latest market trends, technologies and best practices for a competitive edge.

Performance Management Focus

Ventana Research focuses on Performance Management – the methodology and process that align business and IT to improve business results. As well as our focus on Performance Management, what makes Ventana Research different from other analyst firms is a foundation of research, our market reach and an emphasis on results.

Research

Ventana Research recommendations are based on research we conduct regularly on Performance Management business issues, technologies and best practices. We share this with our clients.

Reach

Ventana Research reaches more than 2 million business executives through extensive media partnerships, providing education about and increased market awareness of Performance Management.

Results

Using a high-value, low-risk approach, Ventana Research delivers education and knowledge transfer to empower you to make the right decisions for your business.

Please contact Ventana Research at clientservices@ventanaresearch.com or (650) 931.0880 to learn more about the Ventana Research Scorecard and our services.