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Chapter 1 : QPR Software - Wikipedia

Summary. Corporate performance management suites facilitate efficient, compliant and transparent processes within the office of finance. They also enable CFOs and other business leaders to manage organizational performance and guide strategic direction.

Christopher Iervolino, John E. Van Decker Corporate performance management suites facilitate efficient, compliant and transparent processes within the office of finance. They enable CFOs and other business leaders to effectively guide strategic direction and increase organizational agility. We categorize CPM deployments into one of two types: Gartner defines performance management as "the combination of management methodologies, metrics and technologies that enables users to define, monitor and optimize results and outcomes to achieve personal or departmental objectives, while enabling alignment with strategic objectives across multiple organizational levels: Overlap exists between CPM and performance management, but their alignment can be improved by using well-designed CPM processes. Increasingly, competitive business environments require that organizations find new ways to reduce costs, while simultaneously improving their ability to manage corporate strategy. Corporate finance is uniquely situated to address both requirements; to do so, it needs improved tools that support a more strategic focus. Traditionally, finance applications have been designed primarily for accuracy, compliance and efficiency. The availability of more-capable financial planning tools, expansion of related cloud, in-memory computing IMC , mobile, social and advanced analytics see Note 1 is providing the office of finance with additional options to address its more strategic needs see "Strategic CPM as a Driver for Organizational Performance Management". In addition to the term CPM, vendors use descriptions such as enterprise performance management EPM and simply performance management. The use of one label or another is irrelevant. Organizational performance management encompasses distinct domain-specific processes. These efforts are being extended to link to and support related operational planning processes, such as workforce, sales, capital, demand and IT financial planning, as well as other areas where driver-based planning is critical. Additional domain-specific performance management offerings are not evaluated in this Magic Quadrant, but are covered in other Gartner research. Processes and characteristics can vary among product components of offerings for office-of-finance CPM and strategic CPM. For instance, an office-of-finance CPM budgeting process can have strategic value if it accurately allocates resources to initiatives of strategic organizational importance. This classification serves to highlight the differences among vendor offerings and market characteristics. Support for this process is central to the responsibilities of the office of finance, because it creates the audited, enterprise-level view of financial information for accurate and timely external reporting, insightful management reports and variance analysis from targets. Financial consolidation and close management applications enable organizations to reconcile, consolidate and summarize financial data based on different accounting standards and government regulations. They provide financial results at local, regional or business unit subconsolidations. These applications require complex transaction processing rules to automate intercompany transaction management elimination and matching , as well as complex currency translation and revaluation capabilities. They also maintain a detailed audit trail of all transactions to arrive at Page 2 of 32 Gartner, Inc. G consolidated financial results. Expanded capabilities are provided in financial close solutions or by separate offerings that provide additional close management functionality. These capabilities primarily include improved close control process management, reconciliation management, intercompany activity management, journal entry control, financial control testing and tax data provisioning. Financial and Management Reporting and Disclosure The CPM financial close process has specific disclosure and reporting requirements that warrant specialized reporting tools. CPM applications that support financial consolidation and budgeting, for example, require some output to be formatted as structured financial statements; therefore, reporting tools need additional logic and presentation capabilities to handle these requirements for example, calculation rules for creating a cash-flow statement

from profit-and-loss and balance-sheet data. Many financial reporting solutions incorporate process controls for reporting and disclosure, such as templates, collaboration capabilities between the company and the financial statement publisher, business rules, workflow, and audit trails to better meet regulatory, compliance and governance programs. CPM applications should provide the reporting capabilities required to produce the management reports that executives at corporate and business unit levels use to manage and explain financial performance. These solutions should also facilitate analysis by providing drill down and analytics against more detailed, and possibly transactional, data. Financial Budgeting, Planning and Forecasting In CPM, the budgeting process sets short-term targets for revenue, expenditures and cash generation, and usually has a duration of one year. It typically uses financial classifications found in the general ledger to classify financial goals and targets. The budget and the budgeting process, typically wholly owned and controlled by the CFO, needs to link with underlying finance systems. The budgeting process usually acts as more of a fixed control mechanism than does planning and forecasting. Office-of-finance CPM planning and forecasting processes consist of a financial modeling engine with an integrated profit-and-loss balance sheet and cash-flow forecasting capability. This feature distinguishes CPM from other analytics applications that also create plans and forecasts such as applications for sales and operations planning or marketing campaign planning. These capabilities support the creation, review and approval of financially focused plans and forecasts, as well as their associated workflow. They should maintain an audit trail of all associated activity. Planning generally differs from budgeting in two ways: First, the time periods involved can be longer term three to five years is common and, second, the focus is less on budget line items and more on business drivers that impact the financial line items. This means that planning is more relevant to operational managers who do not run their part of the business using general-ledger codes. Executives use Gartner, Inc. G Page 3 of 32 longer-term financial plans to evaluate the effects of alternative strategies, such as merger-and-acquisition activity. They typically represent a high-level perspective of revenue, expenses, balance sheet items and cash flow. Strategic Planning and Forecasting, and Strategy Management Strategic planning and forecasting applications should not only support aspects of strategic planning, such as initiative management, but also provide links to strategy maps in scorecard applications. These applications may provide other detailed planning capabilities, such as workforce, sales, capital, demand, IT financial planning and tax planning. These applications may include functionality to extend planning to operational domains, enabling business users to model revenue streams using business drivers such as price, volume and discounts. These applications should support sophisticated forecasting and modeling, which involve extrapolating new versions of plans and budgets based on comparing actual results with budgets, the analysis of historical data and what-if analysis. Strategic forecasting typically differs from budgeting in that once a budget is created many organizations tend to strictly adhere to it, regardless of changes to the business environment. The goal of strategic forecasting is not only to create more-accurate predictions based on experience, but also to predict alternative outcomes if business conditions change. Strategic forecasting can incorporate statistical techniques to help predict performance and guide strategy. Strategic planning also involves strategy management. These solutions provide a packaged approach to support strategic planning, modeling and monitoring to improve corporate performance, accelerate management decision making and facilitate collaboration. G in a customer service contact center. This information can be applied to various cost objects, including products, customers and customer segments, to help determine product and customer profitability. This approach can help organizations determine optimal product and service offerings in packaging, bundling and pricing, as well as optimize channel strategies. Organizations can use these solutions to model business processes and provide other advanced features, such as constraint-based, bidirectional and predictive modeling. G Page 5 of 32 Magic Quadrant Figure 1. G CPM and financial analytics product suite. It was the first pure-play, multitenant, cloud-based CPM vendor whose offerings now include budgeting, forecasting, reporting, financial consolidations, dashboards, modeling, analysis and collaboration. This compares favorably with the other Visionaries in this Magic Quadrant; however, this includes a mix of small, midsize and large customers. The majority of its customers are in North

America. Its solution, launched in , currently supports planning and budgeting with additional capital and workforce planning capability , strategy management, profitability modeling including patient profitability and financial reporting. The solution leverages a Microsoft. It leverages relational data stores for complex modeling and can accommodate transactional data. Project management should ensure that the implementation team has sufficient industry expertise. Its CPM suite includes Ektos Financial for planning and budgeting, Stratego for strategy management, and Papiro for organizational and transactional reporting. Financial, statutory and management reporting are supported via a financial analytical model based on the Artus BI platform. Page 8 of 32 Gartner, Inc. Bitam has customers, but little brand recognition, in other regions, such as Spain, North America and Asia. This may limit usefulness for large companies with more complex financial close and profitability planning challenges. Customers requiring these capabilities should evaluate complementary offerings. Its BI capabilities benefit its overall suite, especially planning, simulation and cost analysis functionality. This enables a more-integrated planning approach and improved support of global deployments. Board Mobile was also introduced in v. In , it plans to introduce a planning module that leverages its IMC improvements along with predictive planning capabilities to further improve its support of end-to-end planning. Board Mobile does not yet offer mobile write-back capabilities; however, the vendor claims these will be released during Its offering includes support for financial consolidation, disclosure management, budgeting, planning, forecasting, reporting, dashboards, modeling, analysis and collaboration. It has also continued to develop its consulting methodology to accommodate this change. Support for more granular time periods was also announced for The growing number of vendor options for the cloud may prove to be viable alternatives for some cloud CPM prospects. Cognos Insight facilitates desktop presentation, visualization and end-user model creation, and Performance Modeler supports model creation and deployment. IBM also provides narrative and collaboration-focused management, external reporting XBRL and financial close management. Page 10 of 32 Gartner, Inc. In addition, strategy management capabilities are available in Cognos TM1 Customers with limited technical resources should evaluate related implementations and support efforts. Customers using these products should evaluate their needs against product road maps to plan future application support efforts. Infor Infor delivers a broad CPM suite and has a widespread global customer base. Infor will continue to provide enhancements to the G Page 11 of 32 planning for manufacturing , project cost ledger for project-based cost accounting and workforce budgeting. Infor customers should monitor the product road map and plan eventual transition efforts. Customers requiring support for these and other last-mile-of-finance processes, such as account reconciliations, should evaluate complementary solutions. Three complementary modules support deeper CPM processes: It leverages a centralized metadata and data repository with a single point of administration that shares dimensions between models. It also allows for drill-through to underlying transactional detail. Page 12 of 32 Gartner, Inc. Prospective customers should ensure the availability of experienced resources when planning implementations or application upgrades. Its two products “ Longview Performance Management and Longview Tax “ share the same unified Longview 7 platform that supports office-of-finance and strategic CPM processes, which benefit traditional CPM and tax customers.

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Chapter 2 : Thoughts on the Gartner Magic Quadrant for Corporate Performance Management Suites | Kel

Capabilities for Corporate Performance Management Suites." This Magic Quadrant also briefly reviews specialist vendors that support particular CPM processes, such as BP&F (see "Market Guide for Specialty Budgeting, Planning and Forecasting Applications").

Get the big picture " and that picture is cloud. All four cloud EPM vendors are in the Visionaries quadrant. The first two trends in the market overview are about cloud. Cloud EPM is a huge trend in the market. Use their critical capabilities research for short lists. Remember that Gartner analysts view the quadrant as re-created from scratch every year. Vendors tend to obsess with dot-movement vectors, but when I ask the Gartner team about this issue, they tell me that the CPM MQ is effectively recreated from scratch each year and thus all about positions, not movements. Analyze via the football. I believe that inside the football you find the standard leaders, visionaries, challengers, etc. Beware the impacts of the customer satisfaction survey. Survey 1 " a random sample of diners leaving the restaurant. Survey 2 " ask each restaurant to provide 10 customers. The Gartner MQ survey is more like Survey 2. Factor in degree of difficulty. Another factor that influences the Gartner customer satisfaction survey is more subtle: Note that I do believe that the analysts understand this issue and try to mentally correct for it. I sometimes think Gartner MQs are like old Playboy magazines, full of good journalism but where nobody actually reads the articles. EPM is an amazing market. The cloud is still only scratching the surface of the market. We are the leader in taking up-market EPM applications to the cloud. And cloud EPM is increasingly coming up-market.

Chapter 3 : Gartner Positions Oracle in Leaders Quadrant for Corporate Performance Management Suites

G Magic Quadrant for Corporate Performance Management Suites Published: 14 February Analyst(s): Christopher Iervolino, John E. Van Decker, Neil Chandler.

Chapter 4 : Magic Quadrant for Corporate Performance Management Suites Analyst(s) | Jeffrey Huang - ca

News Facts. Oracle today announced that it has been positioned in the leaders quadrant in the recent Gartner report, "Magic Quadrant for Corporate Performance Management Suites, "(1) The report evaluates vendors for their ability to execute and completeness of vision.

Chapter 5 : Magic Quadrant for Corporate Performance Management Suites

[1]Gartner Magic Quadrant for Corporate Performance Management Suites, Christopher Iervolino, John E. Van Decker, Neil Chandler, Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings.