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The Forrester Wave™: Business Performance Solutions, Q4 2007

by Paul D. Hamerman

for Business Process & Applications Professionals



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Oracle, Cognos, And SAS Institute Lead, Business Objects And SAP In Hot Pursuit

by **Paul D. Hamerman**

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EXECUTIVE SUMMARY

Forrester assessed 10 leading business performance solutions (BPS) vendors across 83 criteria in a product evaluation. Cognos, Oracle, and SAS Institute were found to lead the category with overall breadth of functionality and aggressive strategies for competing in this rapidly evolving market. Business Objects and SAP both showed strong solution functionality, but have considerable work ahead to integrate recent pure-play acquisitions into more seamless BPS offerings. Clarity Systems leads the BPS pure plays with a very strong planning and budgeting solution. Applix and Longview Solutions, though lacking as much out-of-the-box functionality and scorecarding capabilities as the large vendors, made solid Strong Performer showings as well based on their flexibility to handle unique customer requirements. Infor is also a Strong Performer with a mature BPS suite, but needs a more aggressive strategy for competing outside of its enterprise resource planning (ERP) installed base. Microsoft's initial release of Microsoft Office PerformancePoint Server 2007 in September puts it in the mix as a Strong Performer with an assertive vision and a solid technology foundation, but the solution needs to mature in terms of breadth and depth of functionality.

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Forrester conducted product evaluations in August 2007 and interviewed 37 user companies and the following 10 vendors: Applix, Business Objects, Clarity Systems, Cognos, Infor, Longview Solutions, Microsoft, Oracle, SAP, and SAS Institute.

Related Research Documents

["SAP Acquires OutlookSoft: The Latest Move In A Consolidating Business Performance Market"](#)
May 25, 2007

["Hyperion Acquisition Boosts Oracle's Position In Business Performance And BI"](#)
March 19, 2007

["Business Performance Solutions: The Competition Heats Up"](#)
February 7, 2007

BPS ADDRESSES MISSION-CRITICAL PROCESSES FOR PLANNING AND PERFORMANCE

Adoption of applications for planning, measuring, and reporting business performance is growing rapidly as companies focus on aligning their growth and operating strategies with individual performance metrics and compliance requirements. Forrester uses the term business performance solutions (BPS) to refer to purpose-built applications used to plan, report, and measure business results.¹ These applications aim to address three key business needs:

- **Forecast and analyze performance across the enterprise.** BPS has historically had a heavy finance orientation, primarily supporting classic enterprise processes for budgeting and financial reporting. Whereas historical accounting information and actual-versus-budget reporting have some value in understanding business performance, these methods fall short in delivering timely analytical information helpful for understanding all facets of a business. To address this information gap, companies have developed sophisticated techniques for forecasting and analyzing performance across the enterprise including IT, HR, operations, and sales.
- **Align strategic and tactical goals with performance metrics.** As companies adopt broad business performance processes, the use of key performance indicators (KPIs) is becoming more common. These performance measures can be cascaded down many levels to assess individual performance. On a more strategic level, many companies set goals and objectives that can be constantly monitored using strategy management applications (e.g., the Balanced Scorecard framework).
- **Make actionable performance information more accessible.** Companies use a variety of methods to assemble and disseminate performance information, often resorting to homegrown systems, stand-alone point solutions, and spreadsheets to get the job done. As a result, performance data often remains locked away in siloed transactional systems. A considerable amount of effort is required to assemble such information. BPS vendors are focused heavily on the market opportunity to deliver integrated solutions that make performance information more accessible and intuitive to managers and more actionable in terms of running the business.

BPS Consists Of Four Core Functional Components

Effective business performance solutions will deliver four core functional components as well as robust data management, integration, and user experience technology underpinnings (see Figure 1). The functional components include:

- **Planning, budgeting, and forecasting.** Budgeting, a common and fairly standardized process for planning and controlling expenses, is used by most companies and is often a statutory requirement for government organizations. Companies also need to model long-term plans, analyze business opportunities (e.g., acquisitions), and forecast future results.

- **Financial consolidations and reporting.** Consolidations is typically an external reporting process dictated by compliance requirements and accounting standards, often involving complex reporting structures and intercompany transactions. This application is also used to manage internal financial reporting as well as orchestrate the periodic process of closing the books.
- **Strategy and performance measurement.** The least mature and fastest growing segment of BPS is performance measurement using graphically oriented reporting dashboards and metrics-based performance scorecards. Strategy management is a related application that involves the management of goals and objectives, sometimes using structured frameworks like the Balanced Scorecard.
- **Cost and profitability analysis.** Applications for cost and profitability management typically construct complex allocation models to aid understanding of the costs and profitability of specific products, deals, customers, or lines of business. This component, currently the smallest segment of BPS, is addressed explicitly by only a few vendors.

The technical foundation components include:

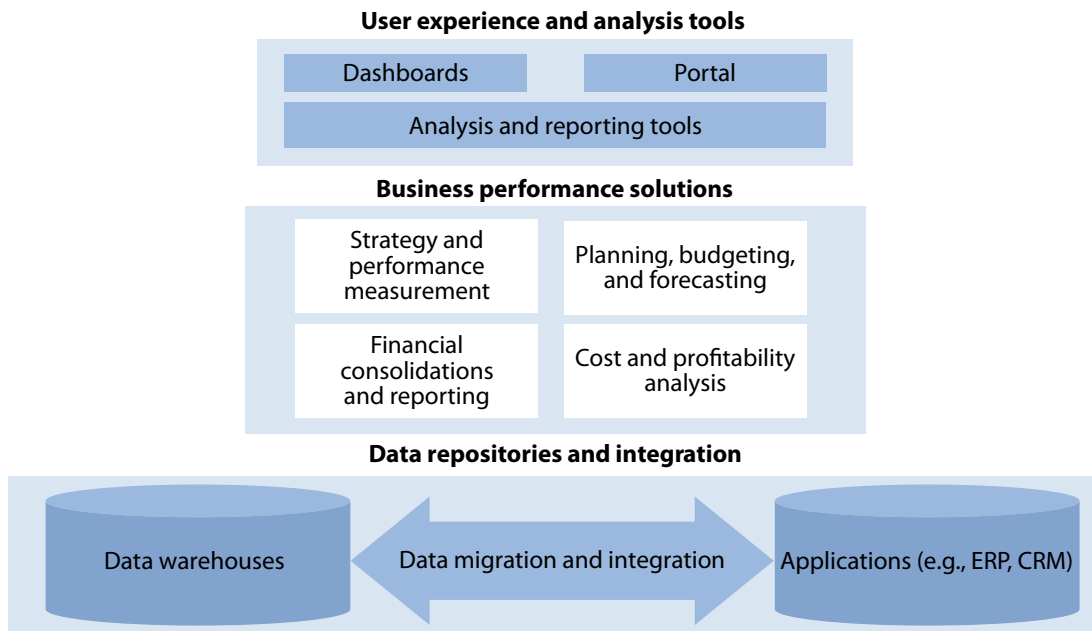
- **A robust business intelligence (BI) technology foundation.** A prerequisite for success, the BI foundation consists of relational and multidimensional data management platforms as well as tools to facilitate data migration and ensure data quality (e.g., extract, transform, and load (ETL) tools). Adaptors for integrating the BI foundation into specific transactional systems including the leading ERP systems are typically provided.
- **User experience and analysis tools.** At the user experience level, portals, interactive dashboards, and reporting tools are typically provided. Interoperability with Microsoft Office Excel is provided by all vendors, sometimes as the primary user experience for budgeting and reporting tasks.

The BPS Market Is Growing . . .

Forrester estimated the 2006 business performance solutions market to be nearly \$900 million in product license and subscription revenues.² Subscription software-as-a-service (SaaS) revenues are currently quite small in this market because customers typically require the solutions to be installed on-premise to optimize integration and design flexibility. As a result, SaaS offerings from the vendors included in this Forrester Wave™ report are virtually nonexistent, although we expect to see some demand for SaaS in BPS going forward.

Forrester expects this market to grow at a healthy 11% rate through 2010, resulting in a \$1.4 billion market.³ Based on our client inquiries and analysis of the market, we expect planning, budgeting, and forecasting to remain the largest application component of BPS, growing at a rate of 12% through 2010. Strategy and performance measurement, though less mature in terms of customer adoption and solution strength, has higher growth potential at 16%. Financial consolidations and cost and profitability management are more mature, which lowers growth prospects.

Figure 1 Business Performance Solutions Footprint



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Source: Forrester Research, Inc.

... As The Vendor Landscape Consolidates

Applications for planning, reporting, and performance measurement have historically been consumed on a piecemeal or point solution basis because integrated suites had significant gaps and companies chose to address their business needs on a departmental or process level. This is beginning to change as more compelling integrated offerings become available. The vendor landscape for BPS continues to evolve towards fewer vendors with broader offerings, as point solution vendors are swallowed up by larger players. Recent vendor acquisition activity reflects this trend:

- **Oracle acquires Hyperion Solutions.** Its April 2007 acquisition of Hyperion Solutions gives Oracle some well-established, market-leading products in planning and consolidations that effectively replace less successful solutions within its ERP product lines.⁴
- **SAP acquires OutlookSoft and Pilot Software.** SAP made significant moves to fill out its performance management portfolio in planning and strategy management. Its acquisition of OutlookSoft in May 2007 was a particularly important move to protect its turf against Oracle and others looking to sell into the vast SAP ERP installed base.⁵
- **Business Objects acquires Cartesis and ALG Software.** The acquisitions of Cartesis in June 2007 and ALG Software in October 2006 demonstrate Business Objects' strong strategic commitment to its enterprise performance management (EPM) line of business, adding strong best-of-breed capabilities in consolidations and profitability management, respectively.

- **Cognos acquires Applix.** On September 5, 2007, Cognos announced a definitive agreement to acquire Applix, scheduled to be completed during the fourth quarter, 2007. The acquisition of Applix gives Cognos a stronger offering for midsize companies, as well as a flexible platform to extend its BPS offerings.

With this round of recent acquisitions, the BPS landscape has consolidated around seven large software vendors, in order of size, Microsoft, Oracle, SAP, Infor, SAS Institute, Business Objects, and Cognos. All have total revenues exceeding the \$1 billion mark. The smaller vendors that remain (e.g., Clarity Systems and Longview Solutions) will likely stay focused on specialized opportunities.

BUSINESS PERFORMANCE SOLUTIONS EVALUATION OVERVIEW

To assess the state of the BPS market and see how the vendors stack up against one another, Forrester evaluated the strengths and weaknesses of top BPS vendors.

Evaluation Criteria Focus On Depth, Breadth, And Strategies

Our prior research, dozens of client inquiries, and discussions with leading BPS vendors yielded a comprehensive set of evaluation criteria (see Figure 2). We evaluated vendors against approximately 83 criteria grouped into three high-level buckets:

- **Current offering.** Our evaluation of current capabilities focused on the business process capabilities for budgeting, strategic planning, forecasting, financial consolidations and reporting, strategy management, performance measurement (e.g., scorecards and KPIs), and cost and profitability management. We also placed significant emphasis on technical capabilities including the BI foundation as well as customer references.
- **Strategy.** We evaluated each vendor's go-to-market strategies in terms of overall vision, development plans, segmentation strategies, and harmony/completeness of the offering. Our strategy assessment also considered the technology vision, level of investment in research and development, and strategic alliances.
- **Market presence.** The market presence criteria, which determine the size of the symbol on the Forrester Wave graphic (but have no weight in terms of scoring), include vendor financial viability, size of the customer base, and sales and implementation delivery footprint.

Figure 2 Evaluation Criteria

CURRENT OFFERING	
Planning and budgeting	How well does the solution support budgeting, planning, and forecasting business processes?
Financial consolidations and reporting	How well does the solution support statutory financial consolidations and financial reporting, as well as the overall close process?
Strategy and performance	How well does the solution support strategy management as well as the intuitive measurement and analysis of business performance?
Cost and profitability analysis	How well does the solution support the analysis of operating costs and business profitability?
Functional and industry-specific performance management	To what extent does the solution support performance analysis within specific horizontal domains and vertical industry segments?
Business intelligence (BI) foundation	How complete and robust is the business intelligence foundation supporting the BPS applications?
Technology characteristics	How well does the solution support key technical characteristics, including scalability, usability, flexibility, and business process management?
Hosting and outsourcing	Does the vendor provide hosting and software-as-a-service (SaaS) deployment options?
Customer support	Does the vendor provide a full range of upgrades and support options, and how did it fare in customer references?
STRATEGY	
Product strategy and vision	How complete is the vendor's product strategy and development road map?
Technology strategy and vision	Does the vendor have a well-defined and sound technology strategy and vision related to its BPS offerings?
R&D/product development	To what extent does the vendor invest in product research and development (R&D)?
Strategic alliances	Does the vendor have in place an array of strategic alliances for implementation, complementary solutions, technology, and channels?
MARKET PRESENCE	
Financial viability	How sound is the vendor's financial viability?
Installed base	What is the size of the installed base for the various BPS products and overall?
Delivery footprint	What is the extent of sales and implementation resources?

Source: Forrester Research, Inc.

Evaluated Vendors Include Software Titans As Well As Pure Plays

Forrester included 10 vendors in the assessment: Applix, Business Objects, Clarity Systems, Cognos, Infor, Longview Solutions, Microsoft, Oracle, SAP, and SAS Institute. These vendors fall into three categories (with some overlap): business intelligence vendors — Business Objects, Cognos, Microsoft, Oracle, and SAS Institute; ERP vendors — Infor, Microsoft, Oracle, and SAP; and pure-play vendors focused primarily on BPS — Applix, Clarity Systems, and Longview Solutions. Each of these vendors has (see Figure 3):

- A complete core BPS offering that includes, at a minimum, planning/budgeting, financial consolidations, and performance measurement applications.
- Annual revenues currently exceeding \$25 million.
- A market presence demonstrated by at least 150 live customers using at least one component of the BPS solution.

Figure 3 Evaluated Vendors: Product Information And Selection Criteria

Vendor	Product evaluated	Product version evaluated	Version release date
Applix	Applix	9.1	February 2007
Business Objects	BusinessObjects EPM XI	2	Q3 2007
Clarity Systems	Clarity 6	6.1	May 2007
Cognos	Cognos 8 Business Intelligence	8.2	February 2007
	Cognos 8 Controller	8.2	May 2007
	Cognos 8 Planning	8.2	July 2007
Infor	Infor PM Business Process Applications	7.2.3	June 2007
Longview Solutions	Longview Performance Management Platform (Khalix)	3.5.2	June 2007
Microsoft	Microsoft Office PerformancePoint Server	2007	September 2007
Oracle	Oracle's Hyperion Financial Performance Management Application Suite	9.3.1	June 2007
SAP	SAP Business Planning and Consolidation	5.0	June 2007
	SAP Strategy Management	2007	March 2007
	SAP Business Profitability Management	6.0	May 2007
	SEM BCS	6.0	June 2006
	SAP Netweaver BI	7.0	June 2006
	SAP xApp Spend Analytics	Q2/2007	June 2007
SAS Institute	SAS Activity Based Management	6.3	March 2006
	SAS Profitability Management	1.2	November 2006
	SAS Financial Management	4.4	July 2007
	SAS Strategic Performance Management	2.4	July 2007
	SAS IT Performance Management	3.1	July 2007
	SAS Human Capital Management	4.4	July 2007

Vendor selection criteria

Each vendor evaluated has a complete core BPS offering that includes, at a minimum, planning/budgeting, financial consolidations, and performance measurement applications.

Vendors were required to have annual revenues currently exceeding \$25 million and a market presence demonstrated by at least 150 live customers using at least one component of the BPS solution.

Source: Forrester Research, Inc.

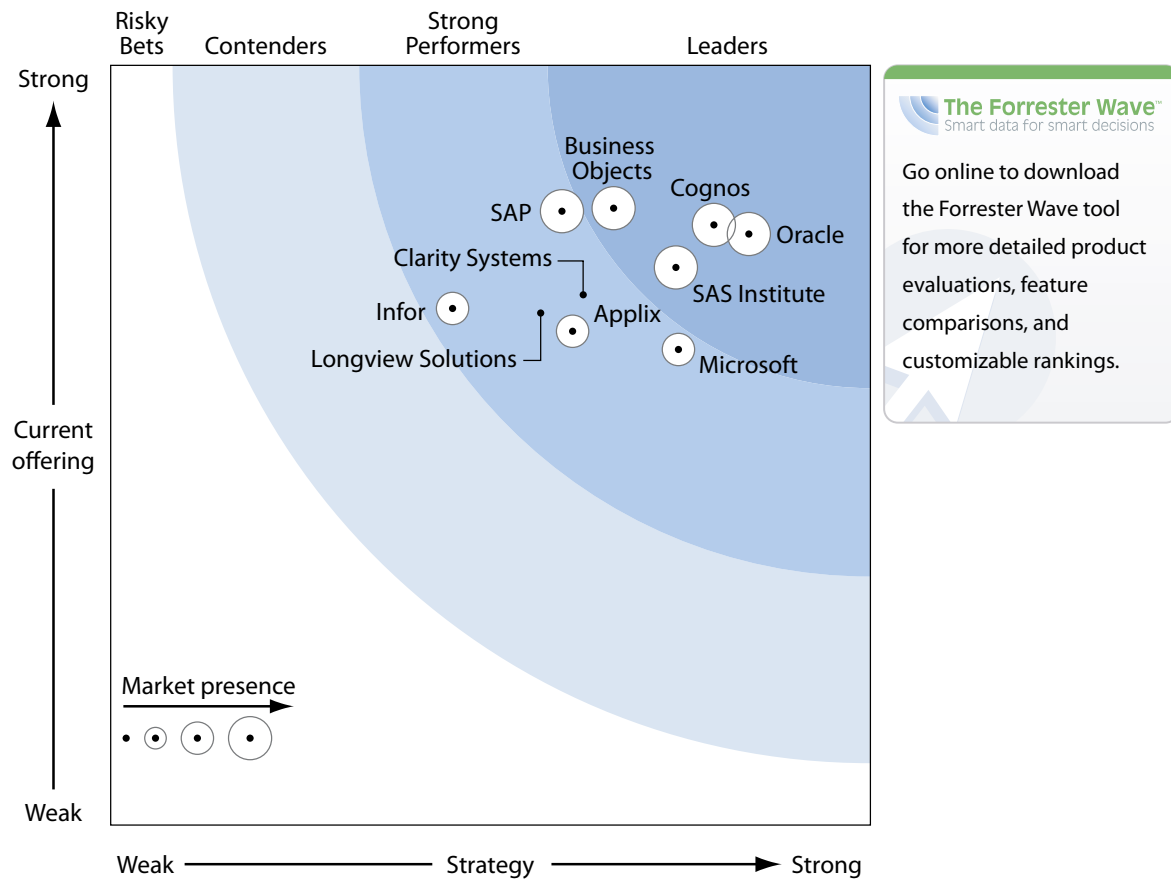
BPS PRODUCT SUITES ARE A WORK IN PROGRESS

The evaluation uncovered a market in which several large vendors offer impressive breadth and depth of solutions, but exhibit significant architectural dissimilarity across their product portfolios. Smaller vendors offer less breadth and packaged content, but generally better manageability and flexibility (see Figure 4). Overall, we found:

- **Three large BI vendors lead the pack.** Oracle, on the strength of its Hyperion Solutions acquisition, has a solid set of finance-oriented offerings as well as an emerging set of analytical performance applications. Cognos offers mature functionality in planning, consolidations, and scorecarding with a product portfolio that is further along the integration curve than those of some rivals. SAS Institute, historically less prominent in this market, has stepped up with a robust set of offerings that should enable it to compete more aggressively.
- **Business Objects and SAP are digesting key point solution acquisitions.** Both vendors now have competitive sets of offerings based on their recent acquisitions, (OutlookSoft and Pilot Software by SAP, and Cartesis and ALG Software by Business Objects). But both vendors also need to resolve some product overlaps and integration issues in order to fully leverage the value of these investments.
- **Applix, Clarity Systems, Infor, Microsoft, and Longview Solutions are strong performers.** Applix has a loyal following as a solution that provides straightforward functionality on a versatile analytics platform. Although Clarity Systems doesn't match larger vendors' depth in strategy management and performance measurement, it excels as a budgeting and planning point solution. Infor has a mature and well-integrated suite that should appeal to its large ERP installed base. Longview Solutions' scalable solution caters to the unique planning and performance needs of complex organizations. Microsoft's new offering already has good planning and scorecarding capabilities, with potential to become a top-tier offering in 12 to 18 months as it matures.

This evaluation of the BPS market is intended to be a starting point only. Readers are encouraged to view detailed product evaluations and adapt the criteria weightings to fit their individual needs using the Forrester Wave Excel-based vendor comparison tool.

Figure 4 Forrester Wave™: Business Performance Solutions, Q4 '07



The Forrester Wave™
 Smart data for smart decisions

Go online to download the Forrester Wave tool for more detailed product evaluations, feature comparisons, and customizable rankings.

Source: Forrester Research, Inc.

Figure 4 Forrester Wave™: Business Performance Solutions, Q4 '07 (Cont.)

	Forrester's Weighting	Applix	Business Objects	Clarity Systems	Cognos	Infor	Longview Solutions	Microsoft	Oracle	SAP	SAS Institute
CURRENT OFFERING	50%	3.25	4.06	3.49	3.95	3.40	3.37	3.13	3.89	4.04	3.67
Planning and budgeting	25%	3.60	3.28	4.51	3.86	4.29	4.05	2.50	4.21	4.24	3.67
Financial consolidations and reporting	12%	3.30	4.80	3.50	4.10	3.50	3.50	2.90	4.70	3.50	3.30
Strategy and performance	22%	2.50	4.45	2.45	5.00	3.25	2.65	3.35	3.90	4.20	3.40
Cost and profitability analysis	8%	1.75	5.00	2.50	1.25	1.75	2.90	1.50	2.10	4.00	5.00
Functional and industry-specific performance management	2%	2.00	3.00	2.50	5.00	2.00	3.50	1.00	4.00	3.50	4.00
Business intelligence foundation	12%	3.40	4.40	2.90	4.30	2.40	3.10	4.30	4.30	3.70	4.00
Technology characteristics	11%	4.25	3.65	4.15	3.20	3.60	3.35	3.95	3.30	4.45	3.15
Hosting and outsourcing	1%	0.06	1.80	0.00	3.00	0.60	0.00	3.00	3.00	0.06	1.40
Customer support	7%	4.82	3.96	4.92	4.28	4.58	4.48	4.28	3.74	4.40	4.08
STRATEGY	50%	3.04	3.31	3.11	3.97	2.25	2.83	3.75	4.20	2.97	3.72
Product strategy and vision	60%	2.60	3.35	3.30	4.20	2.75	3.00	3.70	4.20	2.70	3.95
Technology strategy and vision	20%	5.00	3.00	3.00	4.00	1.00	3.00	5.00	5.00	3.00	3.00
R&D/product development	10%	2.00	3.00	3.00	2.00	1.00	3.00	2.00	3.00	3.00	4.00
Strategic alliances	10%	2.75	4.00	2.25	4.50	3.00	1.25	3.25	3.75	4.50	3.50
MARKET PRESENCE	0%	3.05	4.23	1.92	4.21	3.72	1.60	3.65	4.68	4.33	4.19
Financial viability	25%	4.00	4.33	3.66	4.34	3.67	2.00	5.00	5.00	5.00	4.67
Installed base	50%	2.35	4.05	1.00	4.25	3.35	1.45	2.80	4.35	3.90	3.80
Delivery footprint	25%	3.50	4.50	2.00	4.00	4.50	1.50	4.00	5.00	4.50	4.50

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

VENDOR PROFILES

Leaders: Large Vendors Show Breadth

- **Oracle: Moves to the front of the pack with Hyperion.** Prior to the \$3.3 billion acquisition of Hyperion Solutions in April 2007, Oracle struggled to compete with established BPS players (including Hyperion Solutions). Hyperion Solutions is now clearly the core part of Oracle's BPS offering, with particularly strong finance-oriented offerings (e.g., planning, financial management, and strategic finance) and financial data quality tools. There is substantial breadth in the offering beyond finance including the Oracle Business Intelligence Applications based on Siebel analytics technology.⁶

- **Cognos: The venerable BPS thought leader.** Cognos was well ahead of the curve in making key BPS acquisitions in 2003 and 2004 (Adaytum and Frango, respectively), giving it mature offerings in planning and consolidations. A strong set of performance scorecarding applications (developed internally) rounds out its portfolio, although it currently lacks a solution for cost and profitability management. For a number of years, Cognos has set the pace in vision and thought leadership in this category.⁷
- **SAS Institute: Breaking through.** Although SAS Institute has not been a prominent player in this space, it has, somewhat surprisingly, shown a great deal of progress lately with a renewed focus on performance management applications. After some false starts a few years ago, SAS Institute now has a solid set of BPS offerings well integrated on its BI platform with particular depth in predictive analytic forecasting as well as cost and profitability management.⁸
- **Business Objects: Stirring things up.** After being strictly a BI player until its acquisition of SRC Software in 2005, Business Objects is now assembling a substantial set of BPS applications (it refers to this line of business as enterprise performance management (EPM)). More recent acquisitions include Cartesis for financial consolidations, planning, and analytics and ALG Software for cost and profitability management. Business Objects needs to execute on its road map to resolve a number of product overlaps including blending two planning solutions together into a single product and integrating them with its native BI and scorecarding capabilities.⁹

Strong Performers: Niche Players Weigh In, Along With Microsoft's New Offering

- **SAP: Making up for lost time.** After pushing its internally developed Strategic Enterprise Management (SEM) applications for a number of years with limited success, SAP has finally changed course and acquired some best-of-breed BPS capabilities. Its acquisitions of Pilot Software and OutlookSoft put SAP back in the game with first-rate offerings in strategy management and planning, respectively. SAP still has significant work ahead to integrate the products on several levels as well as resolve certain product overlaps (e.g., consolidations).¹⁰
- **Clarity Systems: Best-of-breed budgeting.** This privately held Canadian BPS vendor has a top notch planning, budgeting, and forecasting solution and strong customer references. Although lacking the solution breadth of the larger vendors, Clarity Systems is a good choice for companies focused on acquiring a best-of-breed budgeting capability.¹¹
- **Microsoft: New kid on the block.** Microsoft's PerformancePoint Server 2007, its initial foray into the BPS market, leverages a full complement of Microsoft technology underpinnings (e.g., Microsoft Office, SharePoint, and SQL Server). The initial release already has good modeling flexibility, usability, and scorecard capabilities. With some refinement and additional business functionality, this offering has the potential to compete as a top-tier, enterprise BPS offering within 12 to 18 months.¹²

- **Longview Solutions: A business modeling platform.** Another relatively small Canadian BPS vendor, Longview Solutions has a good roster of large companies using its solution to meet specialized planning needs.¹³ The solution offers good modeling flexibility in lieu of prepackaged planning functionality as well as the scalability to handle large data volumes and calculation intensive processing.¹⁴
- **Applix: The people's choice.** Initially a best-of-breed online analytical processing (OLAP) tool vendor, Applix's growth has accelerated as it has added more business functionality onto the analytics platform. Customers rave about the flexibility of the solution for planning, budgeting, and forecasting as well as reporting and analysis, although the solution lacks extensive prebuilt planning and scorecard functionality. Applix has found a niche as a cost-effective solution for midsize companies, and as a finance department analytics platform for enterprise-class customers.¹⁵
- **Infor: Re-establishing its identity.** Infor last year picked up a mature BPS suite as a result of its Extensity (formerly Geac) acquisition. Infor PM (Performance Management) is perhaps better known as MPC from its Geac and Comshare lineage. In addition to having good budgeting and consolidations capabilities, the Infor solution has a unique interactive visualization capability called hyperbolic trees. This capability is put to good use in managing the hierarchical structures in budgeting, consolidations, and performance analysis. Although Infor competes in best-of-breed BPS deals, its best chance for success with this product will be within its large ERP installed base.¹⁶

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 4 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- **Product demos.** We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.

- **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with three to five of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit, 2) customer success, and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and readers are encouraged to adapt the weightings to fit their individual needs through use of the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

ENDNOTES

- ¹ Whereas Forrester refers this collection of applications as business performance solutions (BPS), vendors use a variety of terms for the same products including business, corporate, and enterprise performance management (BPM, CPM, and EPM, respectively) or simply performance management. Forrester uses BPS to maintain vendor independence as well as to avoid confusion with certain common software acronyms and other software categories. For example, BPM is commonly used to refer to business process management and performance management is also used in the context of human capital management applications.
- ² Forrester conducted an analysis of BPS market sizing and growth characteristics. See the February 7, 2007, "[Business Performance Solutions: The Competition Heats Up](#)" report.
- ³ Forrester conducted an analysis of BPS market sizing and growth characteristics. See the February 7, 2007, "[Business Performance Solutions: The Competition Heats Up](#)" report.
- ⁴ The Hyperion acquisition was announced in March 2007 with a deal price of \$3.3 billion. See the March 19, 2007, "[Hyperion Acquisition Boosts Oracle's Position In Business Performance And BI](#)" report.

- ⁵ The OutlookSoft acquisition was announced in May 2007; the transaction price was not disclosed. See the May 25, 2007, “[SAP Acquires OutlookSoft: The Latest Move In A Consolidating Business Performance Market](#)” report.
- ⁶ View the vendor summary for more detailed analysis on how Oracle fared in this evaluation. See the October 10, 2007, “[Oracle Leads In Business Performance Solutions Following Its Hyperion Acquisition](#)” report.
- ⁷ View the vendor summary for more detailed analysis on how Cognos fared in this evaluation. See the October 10, 2007, “[Cognos Leads In Business Performance Solutions With Breadth And Maturity](#)” report.
- ⁸ View the vendor summary for more detailed analysis on how SAS Institute fared in this evaluation. See the October 10, 2007, “[SAS Institute Has Arrived As A Leader In Business Performance Solutions](#)” report.
- ⁹ View the vendor summary for more detailed analysis on how Business Objects fared in this evaluation. See the October 10, 2007, “[Business Objects Assembles A Leading Product Set In Business Performance Solutions](#)” report.
- ¹⁰ View the vendor summary for more detailed analysis on how SAP fared in this evaluation. See the October 10, 2007, “[SAP Is On A Roll In Business Performance Solutions](#)” report.
- ¹¹ View the vendor summary for more detailed analysis on how Clarity Systems fared in this evaluation. See the October 10, 2007, “[Clarity Systems Excels In Planning and Budgeting](#)” report.
- ¹² View the vendor summary for more detailed analysis on how Microsoft fared in this evaluation. See the October 10, 2007, “[Microsoft Is Making Its Move In Business Performance Solutions](#)” report.
- ¹³ On September 17, 2007, Dutch ERP software vendor Exact Software announced its intent to acquire Longview Solutions. With Cognos’s announcement to acquire Applix two weeks earlier, the deal leaves Clarity Systems as the only independent pure-play BPS vendor left among the vendors evaluated in this report.
- ¹⁴ View the vendor summary for more detailed analysis on how Longview Solutions fared in this evaluation. See the October 10, 2007, “[Longview Is A Strong Performer In Business Performance Solutions](#)” report.
- ¹⁵ View the vendor summary for more detailed analysis on how Applix fared in this evaluation. See the October 10, 2007, “[Applix Has Strong Appeal As A Flexible Business Performance Platform](#)” report.
- ¹⁶ View the vendor summary for more detailed analysis on how Infor fared in this evaluation. See the October 10, 2007, “[Infor Brings A Solid Track Record In Business Performance Solutions](#)” report.

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