# Revenue Performance Management Buyers Guide

## 2023 Vendor and Product Assessment

MARKET REPORT

VENTANA RESEARCH

**Bend, Oregon**

**August 2023**

The information contained in this Ventana Research Buyers Guide provides a baseline of knowledge that organizations can use to evaluate the sophistication of vendors and products in the area of revenue performance management. Our findings are drawn from thorough, research-based analysis of product and customer experience categories that best represent how an organization should evaluate technology vendors.

Nothing in this report and our research is intended to imply that one vendor or product is the right choice for any one particular organization. Rather, our goal is to provide an objective ranking and rating of vendors and products related to the topic of this Buyers Guide using our research methodology and blueprint for successful evaluation and selection. We performed this research independent of any external influence, charged no fees for any technology vendor to participate in the research and invited all relevant vendors that met our inclusion criteria. This report includes products generally available as of June 1st, 2023.

The complete Buyers Guide report and research is available to be licensed for use across an organization or the Internet. We provide insights on the technology industry, software categories and vendors related to this Buyers Guide to organizations through our Ventana On-Demand research and advisory service. We also offer assessment services using this research to help discover and provide guidance on vendor selection.

We certify that Ventana Research performed this research to the best of our ability, that the analysis is a faithful representation of our knowledge of vendors and products, and that the ranking and ratings are our own.

*Ventana Research*

**VENTANA RESEARCH**

Bend, Oregon, USA

541-940-1010

# Table of Contents

# Revenue Performance Management

In many organizations, the sales department is being superseded by revenue teams. These revenue teams support a super-set of traditional sales functions that include not only those involved in gaining new customers, but also those with an increased focus on customer retention, expansion and cross-sell aimed at existing customers. As organizations embrace additional sales channels, whether through more typical indirect sales from partners or via new digital selling channels like e-commerce, revenue management will require an enhanced degree of alignment and coordination. The economics of multichannel selling and newer business models require the need to expand focus and resources beyond new business. This will impact not just sales and revenue teams but also marketing, partner management, commerce, subscription and customer service.

**Revenue performance management (RPM) is a coordinated set of revenue-generating and related activities, processes and systems that enable organizations to plan, execute, monitor and adjust in real time to achieve customer, product and revenue targets.**

To achieve these aims, leadership and planning will be key. Any time an organization transitions to new approaches and processes, there will be resistance, missteps and potential disruption. A change in the approach of strategic leadership, and in the planning, monitoring and real-time adjustments via sales or revenue operation teams, is essential. Revenue-driven organizations must manage operations with performance demands in mind and ensure consistent results every quarter, month in and month out. Revenue leaders need to implement processes that support overall strategy and growth, and also optimize both sales professional talent and the selling experience needed to achieve expectations.

The next generation of revenue and sales leaders are embracing the need to focus on creating processes that generate and project predictable revenues. Revenue performance management (RPM) as defined by Ventana Research is a coordinated set of revenue-generating and related activities, processes and systems that enable organizations to plan, execute, monitor and adjust in real time to

achieve customer, product and revenue targets. The imperative to maximize outcomes from all channels and departments of revenue faces many challenges in every organization. Key revenue responsibilities across departments that generate new business and client relationships, retain existing ones through potential subscription renewals or upselling, and expand into existing customers are all about setting up revenue efforts in an effective manner. Territories that are balanced, quota and compensation that are aligned with corporate objectives, and reliable forecasts are key to achieving overall goals and outcomes. Sales performance management is a subset of revenue performance management, and this research also assesses what a sales organization needs if they are only focused on a single revenue source.

In addition, new initiatives from technology vendors that use artificial intelligence (AI) and machine learning (ML) that apply to historic data can create new insights to inform both management and revenue-focused professionals. The use of AI can be applied in a variety of different ways, from individual deal scoring to overall pipeline health, customer churn risk prediction and identifying upsell and cross-sell opportunities for existing customers, as well as next-best-action recommendations. All this information can be used to inform revenue forecasts with a greater degree of accuracy and predictability than traditional bottom-up judgement forecasting on its own. And in response to the increased pressure to retain revenue talent, it can be used both to improve individual and teams' abilities to succeed and to highlight those at risk of leaving.

> **A well-developed strategy to utilize current and future talent for sales and revenue efforts is essential for the best possible performance.**

Ensuring that all buying and selling channels and departments contribute as fully as possible to the success of the organization — to retention, growth, profitability and the overall customer experience — requires not only dedication but effective strategy and planning. A well-developed strategy to utilize current and future talent for sales and revenue efforts is essential for the best possible performance. To carry out this mission, organizations need a set of coordinated revenue-related activities, processes and systems that enable the sales and revenue teams, from leadership and operations to the manager and sellers and customer success, to operate in a coordinated and collaborative manner. The evolution to RPM enables the ability to maximize outcomes across all buying or revenue channels.

Sales and revenue teams are designed to deliver the most effective return on an organization's products and services across customers or consumers and must ensure that selling is done efficiently and intelligently. Sales and revenue channels and departments are typically complex entities, often with cultures and historical approaches that can inadvertently sabotage their performance. And many in leadership believe that sales teams can adapt and change its behavior without seeking out and using best practices.

In our view, effective management across sales and revenue operations requires well-designed and continuously optimized territories and accounts aligned with quotas that are designed to achieve an organization's full revenue potential. Territories can be based not only on geographies but on a variety of alternate drivers leading to virtual territories more aligned with current needs. Quotas need to be linked to both overall organization objectives and product and service category targets. With the advent of self-service and digital channels, and as customers can engage across multiple channels for a single purchase, both quotas and territories need to ensure sales individuals are not penalized or disincentivized. This foundation must be established through modeling and planning that will provide the analytics and metrics necessary to guide revenue leadership and operations for the coming month, quarter, year and beyond. To remain flexible and responsive to market conditions, organizations should employ the concept of continuous revenue performance monitoring and adjust territories, quotas and incentives based on data-driven insights and forecasts rather than a whim and gut feeling.

Use of analytics and data from operations and planning can assist in revenue-related compensation plans that utilize commissions and incentives to influence and align behavior and priorities. To optimize revenue performance, organizations must be able to

> **Using spreadsheets to manage revenue operations and performance is ineffective and can be problematic when trying to achieve optimal outcomes.**

design and apply incentives that motivate those supporting revenue generation to reach their targets. To evaluate whether compensation plans and incentives are effective, revenue leadership needs tools to help assess the relationship between plans, targets and actual performance. Comparing compensation and incentive plans among all revenue personnel and with other parts of the organization, for example, can help managers determine whether what they provide is appropriate. Goals and objectives must be defined, established, tracked and then linked to incentives and rewards to help guide revenue performance. Moreover, organizations need

to know whether their compensation is competitive in their market. Using benchmarks to compare compensation to that of others in the industry can provide this information.

Using spreadsheets to manage revenue operations and performance is ineffective and can be problematic when trying to achieve optimal outcomes. Spreadsheets are not designed for managing the data needed across revenue channels or the varying types of buying and selling channels that must be measured toward goals and targets. Spreadsheets also cannot scale as a company grows. The use of multiple spreadsheets, often stored on users' local drives, is a factor in producing scattered information, which the majority of organizations cite as a major impediment to managing revenue performance. A dedicated approached to RPM can provide a better method to achieve an organization's goals.

Even revenue-related applications such as sales force automation (SFA) and customer relationship management (CRM) that are designed to capture data about accounts, contacts and opportunities cannot deliver optimal visibility into overall revenue performance in the way that a dedicated RPM system can. Dashboards and reports from SFA systems typically look only at historical performance, but backward-looking reports can't provide timely guidance on the current state of quotas and incentives for sales professionals and are not flexible enough to provide information on, or credit, others involved in deals.

Our comprehensive evaluation of vendors takes into consideration all the preceding characteristics needed for a revenue performance approach. Revenue performance management systems should deliver functionality and support that enables organizations to plan for and optimize revenue growth across all their relevant teams and channels. Our Buyers Guide report will be of relevance to those organizations who have decided to adopt a revenue performance approach, or who are investigating it.

This research evaluates the following vendors that offer products that address key elements of revenue performance management as we define it: Anaplan, Board International, Oracle, Salesforce, SAP, Varicent Software, Xactly.

# Buyers Guide Overview

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

This Ventana Research Buyers Guide: Revenue Performance Management is the distillation of over a year of market and product research efforts. It is an assessment of how well vendors' offerings will address organizations requirements for RPM software. The index is structured to support a request for information (RFI) that could be used in the RFP process by incorporating all criteria needed to evaluate, select, utilize and maintain relationships with technology vendors. An effective product and customer experience with a technology vendor can ensure the best long-term relationship and value achieved from a resource and financial investment.

> **Ventana Research has designed the Buyers Guide to provide a balanced perspective of vendors and products that is rooted in an understanding of business requirements in any organization.**

In this Buyers Guide, Ventana 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 and Return on Investment (TCO/ROI). To assess functionality, one of the components of capability, we applied the Ventana Research Value Index methodology and blueprint, which links the personas and processes for RPM to an organization's requirements.

The structure of the research reflects our understanding that the effective evaluation of vendors and products involves far more than just examining product features, potential revenue or customers generated from a vendor's marketing and sales efforts. We believe it

> **Ventana Research believes that an objective review of vendors and products is a critical business strategy for the adoption and implementation of software.**

is important to take a comprehensive research-based approach, since making the wrong choice of RPM technology can raise the total cost of ownership, lower the return on investment and hamper an organization's ability to reach its potential performance. In addition, this approach can reduce the project's development and deployment time, and eliminate the risk of relying on a short list of vendors that does not represent a best fit for your organization.

To ensure the accuracy of the information we collected, we asked participating vendors to provide product and company information across the seven product and customer experience categories that, taken together, reflect the concerns of a well-crafted RFI. Ventana Research then validated the information, first independently through our database of product information and extensive web-based research, and then in consultation with the vendors. Most selected vendors also participated in a one-on-one session providing an overview and demonstration, after which we requested they provide additional documentation to support any new input.

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

# How To Use This Buyers Guide

## Evaluating Vendors: The Process

We recommend using the Buyers Guide to assess and evaluate new or existing technology vendors for your organization. The market research can be used as an evaluation framework to establish a formal request for information from technology vendors on their products and customer experience and will shorten the cycle time when creating a 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 technology 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 organization from executives to front line 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 organization's requirements.
6. Establish technology vendor 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 organization's priorities to determine the short list of vendors 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.

# The Findings

All of the products we evaluated are feature-rich, but not all the capabilities offered by a technology vendor 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 organization 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 organization's established practices or support an initiative that is driving the purchase of new software.
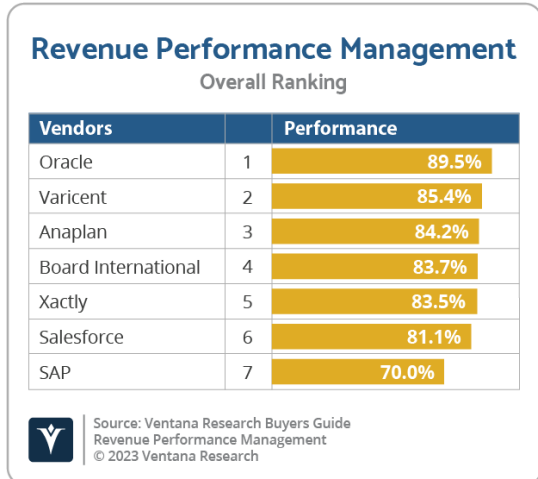
Factors beyond features and functions or vendor assessments may become a deciding factor. For example, an organization may face budget constraints such that the TCO evaluation can tip the balance to one vendor or another. This is where the Value Index methodology and the appropriate category weighting can be applied to determine the best fit of vendors and products to your specific needs.
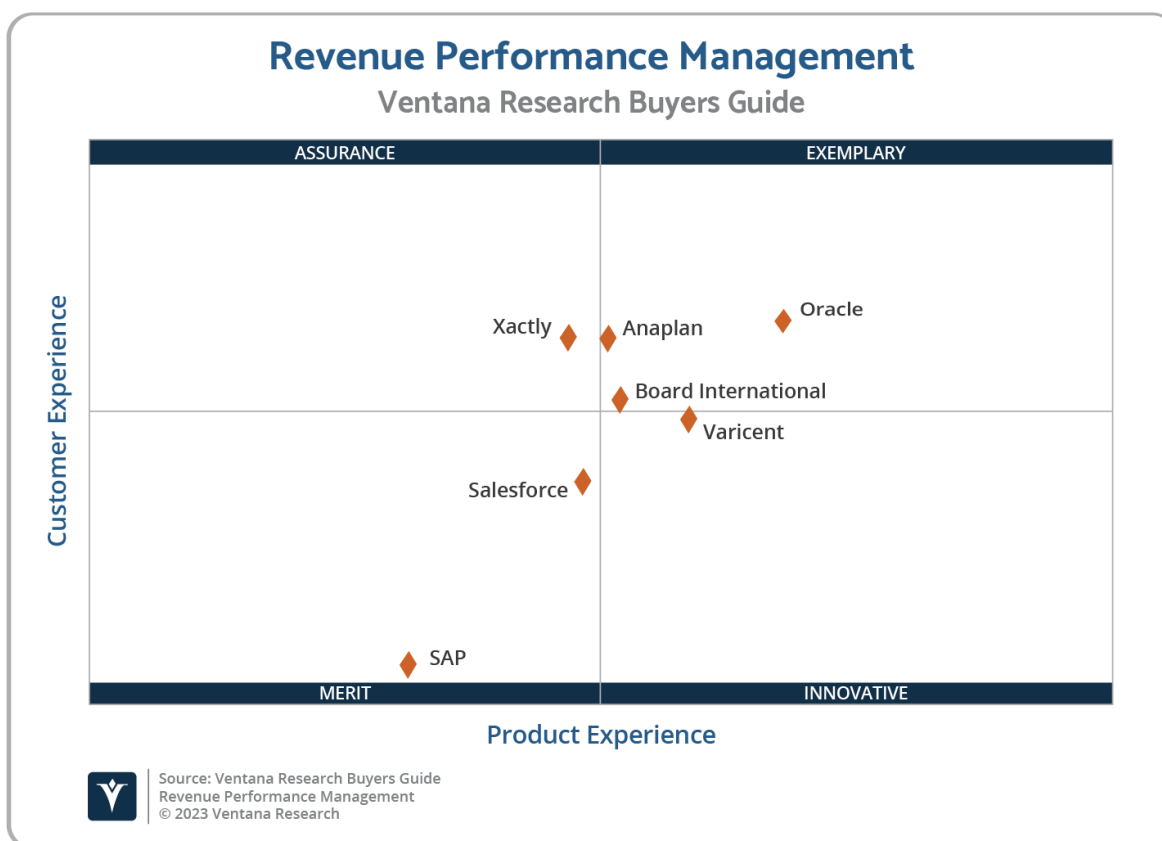
## Overall Scoring of Vendors Across Categories

The research finds Oracle first on the list with Varicent in second place and Anaplan in third. Companies that place in the top three of a category earn the designation of Leader. Oracle has done so in all seven, Anaplan in four, Board International and Varicent in three, Salesforce in two, and Xactly and SAP 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 vendors. Those vendors 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 their placement on the vertical axis. In short, vendors that place closer to the upper-right on this chart performed better than those closer to the lower-left.

**Revenue Performance Management**
Overall Ranking

| Vendors | | Performance | |
|---|---|---|---|
| Oracle | 1 | | 89.5% |
| Varicent | 2 | | 85.4% |
| Anaplan | 3 | | 84.2% |
| Board International | 4 | | 83.7% |
| Xactly | 5 | | 83.5% |
| Salesforce | 6 | | 81.1% |
| SAP | 7 | 70.0% | |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

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

## Revenue Performance Management
### Ventana Research Buyers Guide



Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

**Exemplary**: The categorization and placement of vendors in Exemplary (upper right) represent those that performed the best in meeting the overall Product and Customer Experience requirements. The vendors awarded Exemplary are: Oracle, Anaplan and Board International.

**Innovative**: The categorization and placement of vendors 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 vendor awarded Innovative is Varicent.

**Assurance**: The categorization and placement of vendors 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 vendor awarded Assurance is Xactly.

**Merit**: The categorization for vendors in Merit (lower left) represent those that did not exceed the median of performance in Customer or Product Experience or surpass the threshold for the other three categories. The vendors awarded Merit are: Salesforce and SAP.

We warn that close vendor placement proximity should not be taken to imply that the packages evaluated are functionally identical or equally well suited for use by every organization or for a specific process. Although there is a high degree of commonality in

how organizations handle RPM, there are many idiosyncrasies and differences in how they do these functions that can make one vendor's offering a better fit than another's for a particular organization's needs.

We advise organizations to assess and evaluate vendors based on their requirements and use this research as a reference to their own evaluation of a vendor and products.

## Product Experience

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

The research based on the methodology of expertise identified the weighting of Product Experience to 80% or four-fifths of the total evaluation. Importance was placed on the categories as follows: Usability (20%), Capability (20%), Reliability (15%), Adaptability (15%) and Manageability (10%). This weighting impacted the resulting overall rankings in this research. Oracle, Varicent and Board International were designated Product Experience Leaders as a result of their commitment to RPM technology. Vendor rankings for Anaplan, Salesforce and Xactly were found to meet a broader range of enterprise requirements for revenue performance management. Oracle and Salesforce in particular placed higher in

**Revenue Performance Management**
Product Experience

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 72.0% |
| Varicent | 2 | 69.4% |
| Board International | 3 | 67.4% |
| Anaplan | 4 | 66.9% |
| Salesforce | 5 | 66.3% |
| Xactly | 6 | 66.2% |
| SAP | 7 | 58.3% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

Adaptability, Manageability and Reliability with its focus to govern, connect and process revenue-related information across the traditional enterprise and cloud computing environments. Other vendors such as Anaplan, Board International, Xactly and Varicent have a less comprehensive range of pre-built connections to third party systems.

Many organizations will only evaluate capabilities for those in IT or administration, but the research identified the criticality of Usability (20% weighting) across a broader set of usage personas that should participate in revenue performance management.

## Adaptability of the Product

This category assesses the degree to which products and technology can be adapted to an organization'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 vendor in resources and improvements.

The research weights Adaptability at 15% of the overall rating. Oracle, Salesforce and SAP are the Leaders in this category. Each of the leaders that have invested in supporting Adaptability have exploited the varying facets in providing the integration needed.

The majority of vendors evaluated quite well in providing depth for the Adaptability category and are highly competitive in the rankings. Enabling the processing of data across business processes, workflows and applications as they operate is critical to preparing and using information for optimizing business execution. Vendors who ranked high in performance are the ones that have ensured they meet the specific customization and integration support requirements.

### Revenue Performance Management
#### Adaptability

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 92.1% |
| Salesforce | 2 | 89.3% |
| SAP | 3 | 88.9% |
| Varicent | 4 | 87.4% |
| Anaplan | 5 | 87.1% |
| Xactly | 6 | 85.0% |
| Board International | 7 | 84.3% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

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

## Capability of the Product

The Capability criteria is designed to assess the products and features across a broad range of revenue performance management capabilities that support the planning and execution of revenue teams across a variety of business models, industry verticals and sizes of business from mid-size to global enterprises. The Capability support for individual contributor, line manager, executive management, operations manager and IT support personas was also assessed. Ventana Research evaluates more than 400 different function points in 11 sections to assess the full scope of RPM capabilities. It also examines the investment by the vendor in resources and the improvements.

The research weights Capability at 20% of the overall rating. In this category, Oracle, Varicent and Anaplan are Leaders. Six of the eight vendors were over 80% of performance, demonstrating the small separation of sophistication amongst the vendors and products.

Capability is an essential evaluation area for every product that determines the applicability of the technology for the types of individuals that will use it for their role and responsibility.

The significant, in-depth capability evaluation framework provides a substantive challenge for many vendors. The research largely focuses on how vendors support the functional needs of the different personas and activities that underpin a best-in-class approach to comprehensive RPM. Vendors that have more breadth and depth and support the entire set of needs fared better than others. Vendors who lack an integrated approach to support both planning and operation and execution tasks or who focus on just the manager persona did not perform as well. An important aspect of RPM is the need to align different groups and teams across an organization. Support for data integration and process orchestration are recognized as key characteristics by many vendor's applications giving all sizes of organization a significant choice on the products they use for their organization.

**Revenue Performance Management**
Capability

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 90.0% |
| Varicent | 2 | 86.3% |
| Anaplan | 3 | 83.3% |
| Board International | 4 | 82.8% |
| Xactly | 5 | 82.4% |
| Salesforce | 6 | 80.4% |
| SAP | 7 | 68.5% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

## Manageability of the Product

Manageability is evaluated by how well the products can be administered by IT and by business, and governed, secured, licensed, and supported with service level agreements (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 licenses or subscription are available from the vendor. It also examines the investment by the vendor in resources and improvements.

The research weights Manageability at 10% of the overall rating. Oracle, Anaplan and Salesforce are the top three vendors in this category. Varicent, Board International and Xactly came in very close after the top three vendors.

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

Most vendors' performance ratings didn't vary significantly across the full depth of the evaluation criteria we use to examine capabilities

**Revenue Performance Management**
Manageability

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 87.6% |
| Anaplan | 2 | 87.1% |
| Salesforce | 3 | 86.8% |
| Varicent | 4 | 85.5% |
| Board International | 5 | 84.7% |
| Xactly | 6 | 84.2% |
| SAP | 7 | 71.2% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

in supporting the needs for administration by business and technology staff. Two vendors failed to adequately describe to the same degree their support for privacy and security of their products, and to provide related information that is needed to satisfy the requirements of the modern enterprise. The importance of information security is essential with much of RPM information being particularly sensitive both in terms of proprietary knowledge and forward-looking revenue information. The growing importance of simplifying manageability is critical and should be a priority for all organizations vendor evaluations.
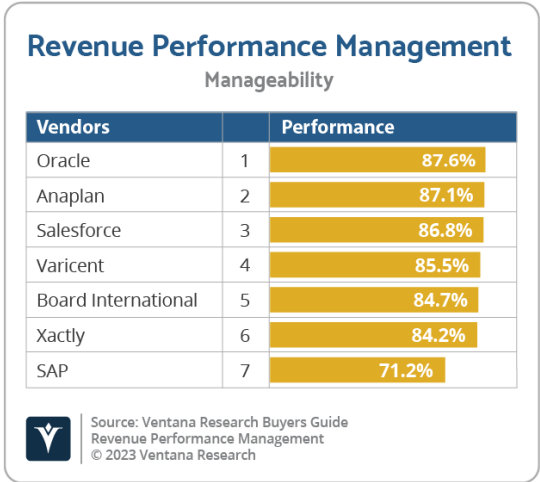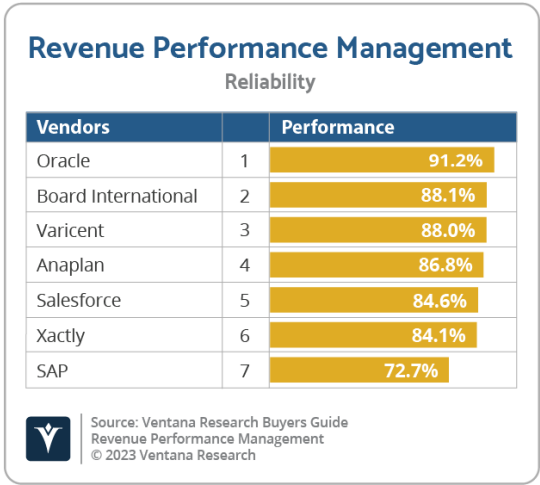
## Reliability of the Product

For revenue performance management processes to operate efficiently and for workers to productively engage with the applications, the software on which they run must reliably deliver the necessary performance and scalability using the current architecture, operating across the enterprise and cloud computing environments. The criteria that are used to measure reliability include in-depth questioning of performance and scalability of a vendor's products and architecture, including the metrics that ensure operations and configurability across data, users, instances, activities and tasks. It also examines the quality of investment by the vendor in terms of resources and the resultant improvements.

The research weights Reliability at 15% of the overall rating. Oracle, Board International and Varicent 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.

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 RPM software is not always easy, though, as it depends on the volume of transactions, frequency of calculation and complexity of the revenue organization structure. Some vendors lack the readiness to provide this level of information at a satisfactory level of detail to establish the confidence required for a vendor selection.

**Revenue Performance Management**
Reliability

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 91.2% |
| Board International | 2 | 88.1% |
| Varicent | 3 | 88.0% |
| Anaplan | 4 | 86.8% |
| Salesforce | 5 | 84.6% |
| Xactly | 6 | 84.1% |
| SAP | 7 | 72.7% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

## Usability of the Product

Usability is necessary for meeting the varying business needs of executives, management, workers, analysts, along with IT and others involved in the revenue performance management processes. Products are evaluated on the application's ability to adapt to the diverse needs and skills sets of an organization's staff. Usability evaluation criteria include the degree of sophistication exhibited in the product's support of mobile and web technologies, and the extent to which the product design enables its use by staff of varied skill levels, including conversational experiences using chat and voice. Additionally, we evaluate the degree of leading-edge technologies such as AI that can be deployed to intelligently assist and pre-empt user requests as part of the total user experience. It also examines the quality of the investment by the vendor in resources and resultant improvements.

The research weights Usability at 20% of the overall rating. Leaders Oracle, Varicent and Board International are the top three vendors in this category.

Usability is an essential evaluation metric as it provides indicators as to whether the product can be utilized by the required designated staff within the enterprise. The demonstrated commitment of the vendor to their products overall digital experience is also key.

The importance of Usability and the digital experience in software utilization has been increasing and is evident in our market research over the last decade. The requirements to meet a broad set of roles and responsibilities across an organization's cohorts and personas should be a priority for all vendors. Many technological advancements in applying machine learning and natural language processing are available to provide a universal, intuitive experience of being able to hear, read and talk to systems. Most vendors are not fully embracing the value of Usability as a critical element in product experience, and as a result, they did not perform as well in our assessment. Many of the vendors have not addressed Usability across all the relevant roles and personas and have not invested in areas to meet the needs of the human challenges and skills.

### Revenue Performance Management
Usability

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 88.9% |
| Varicent | 2 | 88.1% |
| Board International | 3 | 85.0% |
| Salesforce | 4 | 79.5% |
| Xactly | 5 | 78.9% |
| Anaplan | 6 | 75.0% |
| SAP | 7 | 73.8% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

## Customer Experience

The importance of the relationship between a vendor and its customers is essential to the actual success of the products and technology. The advancement of the Customer Experience and the entirety of the life cycle an organization has with its vendor is critical for ensuring satisfaction in working with that vendor. Technology providers that have Chief Customer Officers area 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 the marketing of their commitment is made abundantly clear on website and in the buying process and customer journey. Our Value Index methodology weights Customer Experience at 20%, or one-fifth, as it represents the framework of commitment and value to the vendor-customer relationship. The two evaluation categories are Validation (10%) and TCO/ROI (10%), which are weighted to represent their importance to the overall research.

The vendors that rank the highest overall in the aggregated and weighted Customer Experience categories are Leaders are Oracle, Xactly and Anaplan. The category leaders in Customer Experience provided the highest level of information to communicate their commitment and dedication to customer needs. Vendors such as Board International, Varicent and Salesforce were not Overall Leaders, but have a high level of commitment to Customer Experience.

There were some vendors that have not made Customer Experience a priority and provide little to no information through their website and presentations or for our evaluation. Although many have customer case studies to promote their success, they lacked depth as to what they do to demonstrate their commitment to an organizations' journey to RPM. This makes it increasingly difficult for organizations to evaluate vendors on the merits of their commitment to customer success. As the commitment to a vendor is a continuous investment, the importance of supporting customer experience in a holistic evaluation should be included and not underestimated.

**Revenue Performance Management**
Customer Experience

| Vendors | | Performance |
|---|---|---|
| Oracle | 1 | 17.5% |
| Xactly | 2 | 17.3% |
| Anaplan | 3 | 17.3% |
| Board International | 4 | 16.3% |
| Varicent | 5 | 16.0% |
| Salesforce | 6 | 14.9% |
| SAP | 7 | 11.9% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

## TCO/ROI of the Vendor

The TCO/ROI category applies evaluation criteria designed to assess how effective the vendor is in demonstrating the business case, including the products 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 vendor cites as its investment and services to support it. It also examines the investment by the vendor in resources and improvements.

The research weights TCO/ROI at 10% of the overall rating. Anaplan, Oracle and Board International are Leaders in this category.

TCO/ROI is an essential evaluation metric when determining a vendor's commitment to the customer experience and that value and the costs associated are related to deployment and adoption of the vendor's product in the most efficient manner possible. A technology vendor should also demonstrate its ability to support an organization's ability to achieve its stated current and future goals.

**Revenue Performance Management**
TCO/ROI

| Vendors | | Performance |
|---|---|---|
| Anaplan | 1 | 89.9% |
| Oracle | 2 | 87.8% |
| Board International | 3 | 84.3% |
| Xactly | 4 | 84.0% |
| Varicent | 5 | 79.5% |
| Salesforce | 6 | 75.5% |
| SAP | 7 | 62.4% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

A number of vendors evaluated quite well in this category, providing buyers and customers with TCO/ROI-related support so they in turn can effectively help with the business case and get funding for RPM investment. However, our analysis also found that some vendors struggle to make available the tools and comprehensive documentation needed for organizations to make a sound buying decision. Also, the majority of vendors in the Buyers Guide have limited public information on their website related to TCO/ROI that would enable prospective buyers to evaluate and select a vendor for revenue performance management.

### Validation of the Vendor

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

**Revenue Performance Management**
Validation

| Vendors | | Performance |
|---|---|---|
| Xactly | 1 | 89.2% |
| Oracle | 2 | 87.3% |
| Anaplan | 3 | 82.8% |
| Varicent | 4 | 80.7% |
| Board International | 5 | 78.8% |
| Salesforce | 6 | 73.3% |
| SAP | 7 | 56.5% |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

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 vendor utilizes formalized interactions with customers to improve products. Validation looks at the services, the support provided and the vendors digital effectiveness to facilitate the customer relationship. It also examines the investment by the vendor in resources and improvements.

The research weights Validation at 10% of the overall rating. The Leaders here are Xactly, Oracle and Anaplan. A number of vendors did not have either good examples in support of their commitment to this section, or publicly available information was limited.
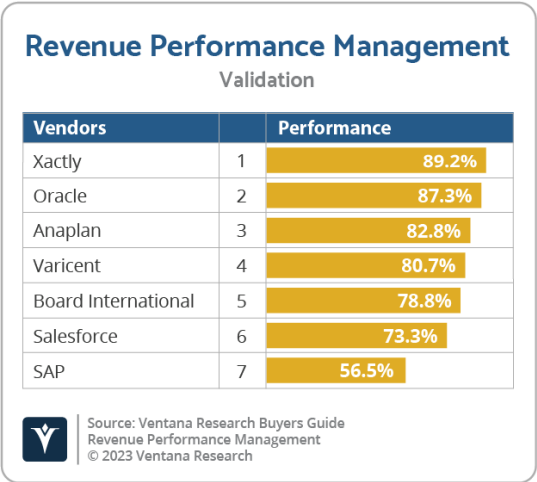
# Vendors Evaluated

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

## Anaplan

### Company and Product Profile

The Anaplan Platform, released July 2023

"The Anaplan platform supports detailed hyperscale models that can see your business from edge to edge, and plan with signals down to the transactional level. Designed to solve your challenges with clarity and collaborative power, our platform makes it possible for companies to succeed at any scale of complexity." – Anaplan

### Summary

Our analysis classified Anaplan as an Exemplary vendor, placing third overall with an 84.2%. Anaplan's best performance came in Customer Experience at 86.4%, ranking third due, in part, to its first-place ranking in TCO/ROI. In Product Experience, Anaplan placed fourth at 83.7% due to its 75.0% performance in Usability. Anaplan was designated a Leader in Capability, Manageability, TCO/ROI and Validation.

Anaplan fully participated in the RFI process.

### Challenges

Anaplan's Product Experience was impacted by its performance in Usability where it could enhance user interaction with the product by employing a data intelligence approach to support dynamic adaptability by user. Customer Experience was relatively impacted by its performance in Validation, where it could improve its customer commitment through case studies, community and articulation of strategic roadmaps.

### Revenue Performance Management
#### Anaplan

| Category | Performance | Rank |
|---|---|---|
| **Overall** | 84.2% | **3rd** |
| **Product** | 83.7% | **4th** |
| Adaptability | 87.1% | 5th |
| Capability | 83.3% | 3rd |
| Manageability | 87.1% | 2nd |
| Reliability | 86.8% | 4th |
| Usability | 75.0% | 6th |
| **Customer** | 86.4% | **3rd** |
| TCO/ROI | 89.9% | 1st |
| Validation | 82.8% | 3rd |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

### Strengths

Anaplan performed best in Customer Experience, notably in TCO/ROI due to its outstanding support for customers in its value returns and including the necessary ROI tools to support their claims. Anaplan's commitment to customer support and services also contributed to its high performance.

## Board International

### Company and Product Profile

Board, v. Spring Release, January 2023

"Harness data to deliver actionable insights, and leverage predictive analytics to make better decisions and constantly plan for what comes next. Accelerate your digital transformation journey, optimizing and streamlining planning across every function to improve performance and sustain change." – Board International

### Summary

Our analysis classified Board International as an Exemplary vendor, placing fourth overall with an 83.7%. Board International's best performance came in Product Experience at 84.3%, ranking third, due in part to its second-place ranking in Reliability. In Customer Experience, Board International placed fourth at 81.5% due to its 78.8% performance in Validation. It was designated a Leader in Reliability, Usability and TCO/ROI.

Board International fully participated in the RFI process.

### Challenges

Board International's Product Experience was impacted by its performance in Adaptability, where it could improve the prepackaging and templating of common RPM functions and processes. Customer Experience was impacted by its performance in Validation, where it could improve customer support by expanding the methods of interaction, status monitoring and the use of enhanced search of community knowledge.

**Revenue Performance Management**
**Board International**

| Category | Performance | Rank |
|----------|-------------|------|
| **Overall** | 83.7% | **4th** |
| **Product** | 84.3% | **3rd** |
| Adaptability | 84.3% | 7th |
| Capability | 82.8% | 4th |
| Manageability | 84.7% | 5th |
| Reliability | 88.1% | 2nd |
| Usability | 85.0% | 3rd |
| **Customer** | 81.5% | **4th** |
| TCO/ROI | 84.3% | 3rd |
| Validation | 78.8% | 5th |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

### Strengths

Board International performed best in Product Experience, notably in Reliability, due to its strengths in scalability and the performance of its platform. Its comprehensive integration with the Office of Finance and HR also contributed to its strong Product Experience score. In addition, Board International's ease of use UI and UX led to its positive performance in Usability.

## Oracle

### Company and Product Profile

Oracle Sales, Sales Planning Cloud, Incentive Compensation, CPQ, Subscription Management, v.23B, released April 2023

"Oracle Sales guides sellers with intelligent recommendations to help them focus on the most valuable prospects at the right time. These machine learning-based CRM selling tools center around clean, complete customer data from internal and external sources that sellers can trust." – Oracle

### Summary

Our analysis classified Oracle as an Exemplary vendor, placing first overall with an 89.5%. Oracle's best performance came in Product Experience at 90.0%, ranking first, due in part to its first-place ranking in Capability. In Customer Experience, Oracle placed second at 87.6% due to its lower performance in TCO/ROI and Validation. Oracle is a Leader in all categories of this Buyers Guide.

Oracle fully participated in the RFI process.

### Challenges

Oracle's Product Experience was minimally impacted by its performance in Manageability, though it could enhance the effectiveness of automated notifications to enable intelligent license management. Customer Experience was impacted by its score in Validation, where it should continue to promote and market the strengths and qualities of the Oracle platform.

**Revenue Performance Management**
Oracle

| Category | Performance | Rank |
|---|---|---|
| **Overall** | **89.5%** | **1st** |
| **Product** | **90.0%** | **1st** |
| Adaptability | 92.1% | 1st |
| Capability | 90.0% | 1st |
| Manageability | 87.6% | 1st |
| Reliability | 91.2% | 1st |
| Usability | 88.9% | 1st |
| **Customer** | **87.6%** | **1st** |
| TCO/ROI | 87.8% | 2nd |
| Validation | 87.3% | 2nd |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

### Strengths

Oracle performed best in Product Experience, notably in Capability, due to its comprehensively featured platform and wide breadth of RPM capabilities. Oracle has invested in general usability with its Redwood initiative as well as pioneering the use of ML for next best action recommendations and its AI assisted search and navigation. In addition, Oracle's continued commitment to supporting the customer lifecycle led to its strong performance in Customer Experience.

## Salesforce

### Company and Product Profile

Salesforce Sales Cloud, v. Spring '23, released April 2023

"Set the foundation for growth with Sales Force Automation by Sales Cloud and the #1 CRM for sales. Accelerate growth and boost productivity — from lead management to forecasting to closing revenue. " – Salesforce

### Summary

Our analysis classified Salesforce as a vendor of Merit, placing sixth overall with an 81.1%. Salesforce's best performance came in Product Experience at 82.9%, ranking fifth, due in part to its second-place ranking in Adaptability. In Customer Experience, Salesforce placed sixth at 74.4% due to its 73.3% performance in Validation. Salesforce was designated a Leader in Adaptability and Manageability.

Salesforce partially participated in the RFI process.

### Challenges

Salesforce's Product Experience was impacted by its performance in Capability, where it should continue to extend its functionality into incentive compensation and quota planning to round out its RPM functionality. Customer Experience was impacted by its performance in Validation where it could reiterate the investments it's making in enhancing customer experience and continue to develop strong and quantified customer use cases.

**Revenue Performance Management**
Salesforce

| Category | Performance | Rank |
|---|---|---|
| **Overall** | 81.1% | **6th** |
| **Product** | 82.9% | **5th** |
| Adaptability | 89.3% | 2nd |
| Capability | 80.4% | 6th |
| Manageability | 86.8% | 3rd |
| Reliability | 84.6% | 5th |
| Usability | 79.5% | 4th |
| **Customer** | 74.4% | **6th** |
| TCO/ROI | 75.5% | 6th |
| Validation | 73.3% | 6th |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

### Strengths

Salesforce performed best in Product Experience, notably in Adaptability, due to its vast integration and API capabilities. In addition, Salesforce's strong security and privacy characteristics led to its positive score in Manageability. Salesforce exceeds its support for administration by non-IT users which is also reflected in its Manageability ranking.

## SAP

### Company and Product Profile

SAP Sales Cloud, SAP SuccessFactors, v. 2305, released May 2023

"Let your sales organization spend more time building relationships and engaging with customers. With the SAP Sales Cloud solution, you can streamline and automate critical selling processes and empower sellers with intelligent recommendations." – SAP

### Summary

Our analysis classified SAP as a vendor of Merit, placing seventh overall with a 70.0%. SAP's best performance came in Product Experience at 72.8%, ranking seventh, due in part to its third-place ranking in Adaptability. In Customer Experience, SAP placed eighth at 59.5% due to low performance in TCO/ROI and Validation. SAP was designated a Leader in Adaptability.

SAP did not participate in the RFI process.

### Challenges

SAP's Product Experience was impacted by its performance in Manageability, where the customer experience is affected by SAP splitting RPM functionality across two product groups. Customer Experience was impacted by its performance in Validation because its use cases are fragmented and do not present a unified view of benefits. Based on its rankings across Manageability and Validation, SAP should look to unify their product lines and present a cohesive revenue storyline rather than its current separated approach.

**Revenue Performance Management**
SAP

| Category | Performance | Rank |
|---|---|---|
| Overall | 70.0% | 7th |
| Product | 72.8% | 7th |
| Adaptability | 88.9% | 3rd |
| Capability | 68.5% | 7th |
| Manageability | 71.2% | 8th |
| Reliability | 72.7% | 7th |
| Usability | 73.8% | 4th |
| Customer | 59.5% | 8th |
| TCO/ROI | 62.4% | 8th |
| Validation | 56.5% | 8th |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

### Strengths

SAP performed best in Product Experience, notably in Adaptability, due to its comprehensive support for integration with other data sources and customization. In addition, SAP's score in Usability contributed to its overall Product Experience performance.

## Varicent

### Company and Product Profile

Varicent Incentives, Sales Planning, AI, Revenue Intelligence, Seller Insights, v. 10.1.1.156, 59, 3.21.0, released May 2023

"One of the most powerful tools you have to hit your revenue goals is often one of the most under- utilized. Varicent Incentives empowers you to use compensation more strategically to drive revenue growth, amplify your commercial strategy, and improve efficiency across your organization." – Varicent

### Summary

Our analysis classified Varicent as an Innovative vendor, placing second overall with an 85.4%. Varicent's best performance came in Product Experience at 86.8%, ranking second, due in part to its second-place ranking in Capability. In Customer Experience, Varicent placed fifth at 80.1% due to its 80.7% performance in Validation. Varicent was designated a Leader in Capability, Reliability and Usability.

Varicent fully participated in the RFI process.

### Challenges

Varicent's Product Experience was impacted by its performance in Manageability, where it should continue to ensure unified administration of the various functional modules. Customer Experience was impacted by its performance in TCO/ROI, where it should improve upon its creation of self-service tools to identify quantified customer benefits.

**Revenue Performance Management**
Varicent

| Category | Performance | Rank |
|---|---|---|
| **Overall** | 85.4% | **2nd** |
| **Product** | 86.8% | **2nd** |
| Adaptability | 87.4% | 4th |
| Capability | 86.3% | 2nd |
| Manageability | 85.5% | 4th |
| Reliability | 88.0% | 3rd |
| Usability | 88.1% | 2nd |
| **Customer** | 80.1% | **5th** |
| TCO/ROI | 79.5% | 5th |
| Validation | 80.7% | 4th |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

### Strengths

Varicent performed best in Product Experience, notably in Usability, due to its innovative use of data and data-driven suggestive actions. In addition, Varicent's rich, persona-linked functionality led to its strong performance in Capability. Varicent also excelled at using AI and ML to provide guidance in many sales use cases such as new sales, customer churn and expansion opportunities.

## Xactly

### Company and Product Profile

Xactly Incent, Forecasting, AlignStar & Territories, Sales Planning, Operational Sales Management, Objectives, Commission Expense Accounting, Insights & Benchmarking, Extend, Connect, Show Me, v. 2023 - 03.0.0, released February 2023

"Design, optimize and monitor sales capacity, quota and territory plans on an ongoing basis to create an agile GTM. And streamline operational processes by easily modifying sales planning activities based on workforce changes." – Xactly

### Summary

Our analysis classified Xactly as a vendor of Assurance, placing fifth overall with an 83.5%. Xactly's best performance came in Customer Experience at 86.6%, ranking second, due in part to its first-place ranking in Validation. In Product Experience, Xactly placed sixth at 82.7% due to low performance in Adaptability, Manageability and Reliability, ranking sixth in all three categories. Xactly was designated a Leader in Validation.

Xactly fully participated in the RFI process.

### Challenges

Xactly's Product Experience was impacted by its performance in Usability where it could improve its ability to match functionality with persona and surface data-led insights linked to action. Customer Experience was impacted by its performance in TCO/ROI, where it could improve the communication of its value proposition to customers by using stronger business cases and more refined ROI tools.

### Strengths

Xactly performed best in Customer Experience, notably in Validation, due to its commitment to customer support, in which Xactly continues to excel. Its use of informative case studies and product roadmaps also contributed to Xactly's high performance in the Validation category.

**Revenue Performance Management**
Xactly

| Category | Performance | Rank |
|---|---|---|
| **Overall** | 83.5% | **5th** |
| **Product** | 82.7% | **6th** |
| Adaptability | 85.0% | 6th |
| Capability | 82.4% | 5th |
| Manageability | 84.2% | 6th |
| Reliability | 84.1% | 6th |
| Usability | 78.9% | 5th |
| **Customer** | 86.6% | **2nd** |
| TCO/ROI | 84.0% | 4th |
| Validation | 89.2% | 1st |

Source: Ventana Research Buyers Guide
Revenue Performance Management
© 2023 Ventana Research

# Appendix: Vendor Inclusion

For inclusion in the Ventana Research Revenue Performance Management Buyers Guide for 2023, a vendor must be in good standing financially and ethically, have at least $10 million in annual or projected revenue directly attributable to software related to this Buyers Guide, sell products and provide support on at least two continents, and have at least 50 customers. The principal source of the revenue must be software-related and there must have been at least one major software release in the last 18 months.

The vendor must provide products that support RPM for revenue processes and at least four of the functional areas that should be part of the vendor products:

- Deal and pipeline management
- Commissions and incentive compensation
- Sales and revenue forecasting
- Quota and territory planning
- Planning and analytics

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

All vendors that offer relevant RPM products and meet the inclusion requirements were invited to participate in the research evaluation process at no cost to them.

5 of the 7 vendors responded positively to our requests for additional information and provided completed questionnaires and demonstrations to help in our evaluation of their subscription management products. We categorize participation as follows:

**Complete participation**: The following vendors actively participated and provided completed questionnaires and demonstrations to help in our evaluation of their product: Anaplan, Board International, Oracle, Varicent and Xactly.

**Partial participation**: The following vendors provided limited information to help in our evaluation: Salesforce.

**No participation**: The following vendors provided no information or did not respond to our request: SAP.

Vendors 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 significant impact on their classification and rating, we recommend additional scrutiny when evaluating those vendors.

## Products Evaluated

| Vendor | Product Names | Version | Release Month/Year | Participation Status |
|---|---|---|---|---|
| Anaplan | The Anaplan Platform | n/a | July 2023 | Complete |
| Board International | Board | Spring Release | January 2023 | Complete |
| Oracle | Oracle Sales, Oracle Sales Planning Cloud, Oracle Incentive Compensation, Oracle CPQ, Oracle Subscription Management | 23B | April 2023 | Complete |
| Salesforce | Sales Cloud | Spring '23 | April 2023 | Partial |
| SAP | SAP Sales Cloud, SAP SuccessFactors | 2305 | May 2023 | None |
| Varicent | Varicent Incentives, Sales Planning, AI, Revenue Intelligence, Seller Insights | 10.1.1.156, 59, 3.21.0 | May 2023 | Complete |
| Xactly | Xactly Incent, Forecasting, AlignStar & Territories, Sales Planning, Operational Sales Management, Objectives, Commission Expense Accounting, Insights & Benchmarking, Extend, Connect, Show Me | 2023 - 03.0.0 | February 2023 | Complete |

## Vendors of Note

We did not include vendors that, as a result of our research and analysis, did not satisfy the criteria for inclusion in the Buyers Guide. These are listed below as "Vendors of Note."

| Vendor | Product | Deal and Pipeline Management | Commissions and Incentive Compensation | Sales and Revenue Forecasting | Quota and Territory Planning |
|---|---|---|---|---|---|
| Akeron | Akeron SPM & Commerce Hub | | X | X | X |
| Aviso | Aviso | X | | X | |
| beqom | beqom SPM | | X | | |
| Boostup.ai | BoostUp | X | | X | |
| CaptivateIQ | CaptivateIQ | | X | | |
| Clari | Clari Revenue Platform | X | | X | |
| Gong.io | Gong Reality Platform | X | | X | |
| Mediafly | Mediafly Intelligence360 | X | | X | |
| NICE | NICE SPM | | X | | |
| Performio | Performio SPM | | X | X | |
| Spiff | Spiff | | X | | |
| SugarCRM | Sugar Sell | X | | X | |

# Appendix: Value Index Methodology

To prepare this Buyers Guide, we utilize our Value Index methodology that draws on our market research for more than two decades, which has included benchmarking and advising thousands of organizations. Our continuous market research provides the context of the real needs of buyers, which was complemented by our research on technology vendors, 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 vendor 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 vendor's website and be generally available to organizations.
- Vendors were requested to complete a comprehensive questionnaire covering the product and customer experience it provides.
- Verification of 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 vendors to provide evaluation information across all seven categories. Ventana Research then validates the information, first independently through our knowledge base of technology vendors, product information and extensive web-based research, and then through consultation.

After validation, we grade and aggregate each vendor to determine their 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 vendor 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 organization's needs today and into the future. Even so, there may be aspects of the technology vendor 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 own organizational context is critical to ensure that products deliver the highest level of support for your requirements.

# About Ventana Research

Ventana Research is the most authoritative and respected benchmark business technology research and advisory services firm. We provide insight and expert guidance on mainstream and disruptive technologies through a unique set of research-based offerings including Benchmark Research and technology evaluation assessments, education workshops and our research and advisory services, Ventana On-Demand. Our unparalleled understanding of the role of technology in optimizing business processes and performance and our best practices guidance are rooted in our rigorous research-based benchmarking of people, processes, information and technology across business and IT functions in every industry. This Benchmark Research plus our market coverage and in-depth knowledge of hundreds of technology providers means we can deliver education and expertise to our clients to increase the value they derive from technology investments while reducing time, cost and risk.

Ventana Research provides the most comprehensive analyst and research coverage in the industry; business and IT professionals worldwide are members of our community and benefit from Ventana Research's insights, as do highly regarded media and association partners around the globe. Our views and analyses are distributed daily through blogs and social media channels including [Twitter](), [Facebook]() and [LinkedIn]().

To learn how Ventana Research advances the maturity of organizations' use of information and technology through benchmark research, education and advisory services, visit [www.ventanaresearch.com](http://www.ventanaresearch.com).

# What We Offer

Ventana Research provides a variety of consulting, advisory, research and education (CARE) services to meet your specific needs when evaluating and selecting vendors. We offer tailored Assessment Services using the Buyers Guide and Value Index methodology to help you evaluate technology vendors and products used today or that may be used in the future. Ventana On-Demand (VOD) provides structured education and advisory sessions to support business and technology professionals.

Everything at Ventana Research begins with our market research using our subject matter expertise and industry experience working with organizations worldwide. Our continuous approach to conducting research and analyzing market trends, best practices and

technologies helps our clients become more efficient and effective. Through the Ventana Research community we share our research and insights. Sign up for free membership at https://www.ventanaresearch.com/ to gain access to our weekly insights and learn about upcoming educational and collaboration events.

We offer the following VOD membership levels for business and IT professionals:

**Individual membership:** For those interested in full access to our community and analysts for themselves. This level includes access to our library of market research and insights with access to industry analysts and subject matter experts by telephone or email.

**Team membership:** For those interested in full access to our community and analysts for a team. This level includes access to our library of market research and insights with ad-hoc advisory and structured consultative sessions to provide contextual feedback.

**Business membership:** For those interested in full access to our community and analysts for a larger group. This level includes access to our library of market research and insights with ad-hoc advisory and structured consultative sessions to provide contextual feedback.

**Business Plus membership:** For those interested in full access to our community and analysts across business teams and units. This level includes access to our library of market research and insights with ad-hoc advisory and structured consultative sessions to provide contextual feedback as well as additional strategic consulting sessions.

**Additional services are available for technology vendors, consulting and systems integrators, and investment firms.**

This Buyers Guide is part of a library of research that can be purchased for use inside of an organization. To purchase research or to learn more about Ventana Research's services, please contact sales@ventanaresearch.com.