

Total Compensation Management Value Index

2020 Vendor and Product Assessment



VENTANA RESEARCH

**Bend, Oregon****March 2020**

Ventana Research performed this research and analysis independently. Our goals were to determine the Value Index for Total Compensation Management and to evaluate vendors and products in accordance with the Ventana Research TCM blueprint. We charged no fees for this research and invited to participate all vendors that are delivering relevant applications. This report includes products generally available as of October 2019.

Our purpose in conducting this research was to evaluate the maturity of software vendors and products and their value for enterprise use in total compensation management. Our determination of this involved consultation with those vendors that agreed to participate actively in the evaluation process. Nothing in this report of our research is intended to imply or should be read as implying that one vendor or product is the right choice for any particular organization. Rather, it provides a baseline of knowledge that organizations can use to evaluate vendors and products to manage and improve total compensation and management and operations. Unlike IT analyst firm reports that use subjective factors to rate vendors, our conclusions are drawn from research-based analysis of customer experience and product categories that in our view represent how an organization should evaluate its technology supplier.

The full Value Index report with detailed analysis is available for purchase. We can also provide detailed insights on this Value Index and advice on its relevance to an organization through the Ventana On-Demand research and advisory service. Assessment services based on this research also are available.

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

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Total Compensation Management

Compensation management is a critical part of human capital and talent management processes. Organizations must determine and provide the appropriate compensation for each person — whether it involves base pay, merit or variable pay and/or incentives or bonuses — to attract and retain productive members of the workforce. However, the

complexities of compensation can make it difficult for human resources departments to keep employees productive, satisfied and motivated.

“

Personalizing compensation and rewards is a competitive differentiator and should be a key part of an organization’s efforts to attract and retain top talent.

In recent years, total compensation management increasingly has been reframed as total rewards management. In the competition to attract and retain top talent, organizations are tracking and communicating the total value of all rewards, benefits and perks the organization provides to workers.

More than that is needed, though. Being able to offer a personalized employee experience, particularly when it comes to compensation and rewards, is a competitive differentiator and should be a key part of an organization’s efforts to attract and retain top talent. A tight labor market has put pressure on

organizations to accommodate worker preferences; while one employee might prefer some or all of his or her compensation in base salary and annual increases, another might embrace a riskier variable compensation plan that pays more when the business or employee performs well. Artificial intelligence and machine learning technologies increasingly make it possible to personalize compensation and rewards in a way that scales. New digital tools and capabilities in compensation are able to not only personalize rewards but can help organizations model compensation pool funding or compensation based on organizational structure. These systems can support complex plans and packages and automatically trigger a new compensation plan or configure individual packages when a worker’s status changes. They even can match jobs to compensation market data when no direct matches exist, analyzing the cost of adjusting compensation for certain job families or business segments.

Additionally, total compensation management vendors have responded to requests that they improve existing functionality. Examples include the flexibility to take into account an array of factors and better visual displays of budgets, including pool allocations to workforce segments such as high-potential workers or those with desirable skills. Systems are also offering more configurable and personalized total compensation

statements and much better support for communicating with employees about total compensation. These platforms also integrate to varying degrees with performance management tools and financial systems as well as payroll, competency models, third-party administrators of equity plans and other systems.

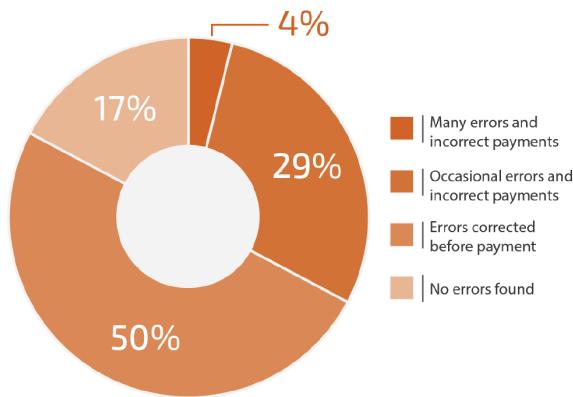
The corporate compensation function once was satisfied with distributing a compensation statement just once a year to note base salary and any bonuses. Recently these statements have evolved to highlight everything the organization spends on the worker, including benefits (not just insurance coverages), the value of accrued PTO, potential variable compensation and incentive payout scenarios as well as various nonfinancial rewards. These rewards might include free or subsidized meals or snacks, the ability to work from home or the flexibility to participate in volunteer activities at full pay.

Despite the improvements in available systems and tools, we continue to see an overreliance on spreadsheets to manage and report on data during a compensation cycle. Line managers, HR and compensation professionals along with senior leaders often think spreadsheets are more convenient, flexible and discrete. Unfortunately, this misperception can cause serious problems. Among those organizations using spreadsheets, nearly one-third (29%) said they occasionally find errors that result in incorrect payment to employees while an additional half find errors that they are able to correct before payment. This and other research into business processes we've conducted make clear that spreadsheets pose challenges to the accuracy and continuity of an organization's compensation management.

Today's best rewards platforms present data in a spreadsheet-like display, requiring minimal training and offering far better security and version control. Vendors now offer rich visualization capabilities, easy integration with employee data, market pricing data and far more modeling and what-if analyses than spreadsheets can provide. These systems also minimize the risks of data errors that can lead to financial liability or employee flight or disengagement.

It's worth noting that the current emphasis on delivering a great employee experience has put even more pressure on organizations to treat workers fairly in terms of how they are

Impact of Spreadsheets on Compensation Majority of users find calculation errors



Source: Ventana Research Total Compensation Management Benchmark Research
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evaluated and rewarded. Total compensation and total rewards are a key piece of any serious effort to elevate the employee experience and maintain high levels of engagement and an attractive employer brand in a sustainable way.

Ventana Research has over almost two decades conducted market research in a spectrum of related areas including total compensation management as well as broader HCM areas ranging from workforce management (WFM) to payroll management and learning. We also have done research on the employee experience and candidate engagement. Our continuous research and analysis of the market for business applications and technologies guide our comprehensive approach to this Value Index.

This Value Index report evaluates the following vendors that offer products that deliver total compensation management as we define it: ADP, beqom, Oracle, PeopleFluent, SAP SuccessFactors, Ultimate Software Group and Workday. We urge organizations to do a thorough job of evaluating total compensation management systems and tools and offer this Value Index as both the results of our in-depth analysis of these vendors and as an evaluation methodology. The Value Index can be used to evaluate existing suppliers and also provides evaluation criteria for new projects; applying it can shorten the cycle time for an RFP.

Unlike many IT analyst firms that rank vendors from an IT-only perspective or consider futures or vision over what is available in the products today, Ventana Research has designed the Value Index to provide a balanced perspective of vendors and products that is rooted in an understanding of business drivers and needs. This approach not only reduces cost and time but also minimizes the risk of making a decision that is bad for the business. Using the Value Index will enable your organization to achieve the levels of efficiency and effectiveness needed to optimize total compensation management.



Value Index Overview

This report on the Ventana Research Value Index: Total Compensation Management is the distillation of a year of market and product research efforts by Ventana Research, the premier benchmark research and advisory services firm. Built on a foundation of almost two decades of business and technology research, this unbiased, fact-based index is the first such industry undertaking to assess the value of software designed specifically for enabling total compensation management and operations.

This Ventana Research Value Index is an analytic representation of our assessment of how well vendors' offerings meet buyers' requirements for software that enables and supports the total compensation management function. The Index evaluates the software in seven key categories that are weighted based on our expertise and research to reflect buyers' needs. To assess functionality, one of the components of capability, we applied the Ventana Research TCM methodology and blueprint, which links the personas and processes for total compensation management to an organization's requirements.

We use our research-based analytics and methodology to generate the Value Index percentages. We then build them into a set of indicators that we present graphically as pie charts that express levels of performance. The extent to which each pie chart is full reflects our assessment of value to you, the potential buyer. Thus, we present the Value Index in both analytic and graphic form, each depicting the value of a specific vendor's offering in terms of what it can deliver that is relevant to your total compensation management needs. We have designed the Value Index to ensure that it provides objective research and guidance to organizations looking to assess and evaluate their applications for business and IT needs.

The structure of the Value Index reflects our understanding that the proper evaluation of vendors and products involves far more than just examining product features or potential revenue. We believe it is important to take this comprehensive research-based approach, since making the wrong choice of a total compensation management system can raise the total cost of ownership, lower the return on investment and hamper an organization's ability to reach its performance potential. 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 data across the seven categories that taken together reflect the concerns of a well-crafted RFP. 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.

The Findings

The Value Index for Total Compensation Management finds Oracle first on the list with Workday in second place and PeopleFluent in third. Companies that rank in the top three in any category earn the designation Value Index Leader. Oracle has done so in six of the seven evaluation categories and Workday in five; SAP SuccessFactors is a Value Index Leader in four categories and PeopleFluent is a leader in three.

In this Value Index, the overall scores span a relatively narrow range. This reflects the finding of our research that vendors and their products tended to perform best in particular rather than all evaluation areas. For example, some vendors have invested in making their total compensation product more functional but lag in modernizing the user experience they offer. In other cases, vendors have prioritized the user experience over enabling all forms of total rewards management.

The Value Index for Total Compensation Management, in common with all our Value Index research, uses the Ventana Research Value Index methodology, a framework that evaluates vendors and their products in seven categories. Five are product-related, while two assess customer assurance. The product categories are Capability, Usability, Adaptability, Manageability and Reliability; when we examine performance in these five product categories together, the vendors ranking highest are Value Index Leaders Oracle, Workday and SAP SuccessFactors.

We weighted the Capability category at 20 percent of this Value Index. This relatively significant weighting reflects the emphasis that our research shows total compensation management customers place on capabilities in their selection process. In this category each vendor excelled in certain areas but no product dominated across all the criteria we assessed. Capabilities for total compensation management include the degree to which the product supports effective and personalized compensation communications and the ease of using market benchmark data and matching jobs to it. This category also includes the product's ability to handle complex incentive plans and packages including multiple equity-based elements and to analyze the cost of moving certain jobs, job families, talent pools or business segments from one percentile of market pay to another. We also expect leading

Ventana Research Value Index

Total Compensation Management

Vendors	Performance
Oracle	94.6%
Workday	93.8%
PeopleFluent	93.7%
beqom	93.5%
ADP	93.4%
SAP SuccessFactors	93.2%
Ultimate Software	92.5%



Source: Ventana Research Value Index
Total Compensation Management
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products to provide engaging visual representations of pool allocations to workforce segments such as CEO direct reports, high-potential employees and workers with desirable skills. While all the products we evaluated support some type of pay equity analysis, leaders make it much easier to conduct peer-to-peer reviews and include a wide variety of data points. In this category Oracle, Workday and PeopleFluent are Value Index Leaders.

Our Value Index analysis of a product's Usability evaluates how it addresses a wide range of business needs. In this category we evaluated the user experience provided for the range of roles involved with total compensation management, including notifications and the use of AI and machine learning. It also examined user accessibility across a range of channels and devices including mobile, web and conversational experiences via voice and chat. The weighting for this category is 15 percent of the Value Index rating; SAP SuccessFactors, Oracle and Workday are the top three vendors. Scores in this category were tightly compressed, likely due to a push by HCM and compensation management vendors to make these tools as easy to use as spreadsheets while offering more capabilities. Products evaluated also provided easy interaction with market benchmark data and what-if modeling, both critical for the process.

Adaptability is weighted at 15 percent. This category assesses the degree to which the application can respond to enterprise configurability, customization and integration requirements. Some aspects of compensation management processes are fairly standard — applying salary increase guidelines based on performance indicators and position, for example — but others vary widely from customer to customer. This evaluation includes assessing how well integrity is maintained as the platform and applications are used across the people, business process, application and data needs of the organization. Oracle, Workday and SAP SuccessFactors are the highest-rated vendors in this category.

Manageability, which encompasses administration, privacy, security and licensing, is weighted at 15 percent of this Value Index. Solid performance in this category is essential for modern cloud-resident total compensation management given the breadth of processes and activities these systems must reliably support. The top products in this category enable users to perform administrative tasks on tablets or smart phones and do well at preventing unauthorized downloads of sensitive compensation data. Oracle, Workday and SAP SuccessFactors are the Value Index Leaders in this category.

Ventana Research Value Index

Total Compensation Management: Product

Vendors	1	Performance
Oracle	1	 95.0%
Workday	2	 94.4%
SAP SuccessFactors	3	 93.9%
ADP	4	 93.6%
PeopleFluent	5	 93.5%
beqom	6	 93.1%
Ultimate Software	7	 92.9%



Source: Ventana Research Value Index
Total Compensation Management
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For the total compensation management function to operate efficiently and for operations staff, management and the entire workforce to engage with the applications, the software on which it runs must be able to scale and perform reliably. This is the Reliability category and it is weighted at 15 percent of this Value Index. We examine produces to determine their ability to support an array of processes, including a high volume of daily calculations and audits, key business analyses related to employee costs and real-time access to compensation by anyone at any level. Scores in this category also are tightly compressed. Oracle, SAP SuccessFactors and Workday are the Value Index Leaders in this category.

How well a vendor's offering performs is about not just technology but also the vendor's relationship with and support for the customer and the overall experience it provides to those considering, acquiring and deploying the product. Thus we also examine Customer Assurance, which is comprised of scores in Validation, weighted at 10 percent, and TCO-ROI, also weighted at 10 percent. The vendors that rank the highest overall in the aggregated Customer Assurance categories are Value Index Leaders beqom, PeopleFluent and Oracle. The category leaders in customer assurance provided an impressive level of customer assurance support, collateral and tools designed to educate buyers and then support them.

In our analysis of the Validation category, the leaders are PeopleFluent, Oracle and Ultimate Software. We see room for improvement in this category across the board; for example, there is less product roadmap information for total compensation management than for any other categories of HCM products we review. We attribute this to the fact that vendors are emphasizing artificial intelligence and machine learning, sophisticated and well-visualized analytics and a range of capabilities that enhance the employee experience in other areas of their HCM product suite more than in TCM, resulting in roadmaps for other HCM areas being more robust and detailed. As the themes of personalization, providing prescriptive guidance, data integration and analytics are certainly applicable in total compensation management as well, we believe these roadmaps will increasingly reflect similar types of investments in total rewards.

TCO/ROI, our label for a category that evaluates the quality of a vendor's support for a buyer's investment evaluation through providing information, tools and services to help with the business case (including the benefits and costs), makes up 10 percent of the Value

Ventana Research Value Index

Total Compensation Management: Customer Assurance

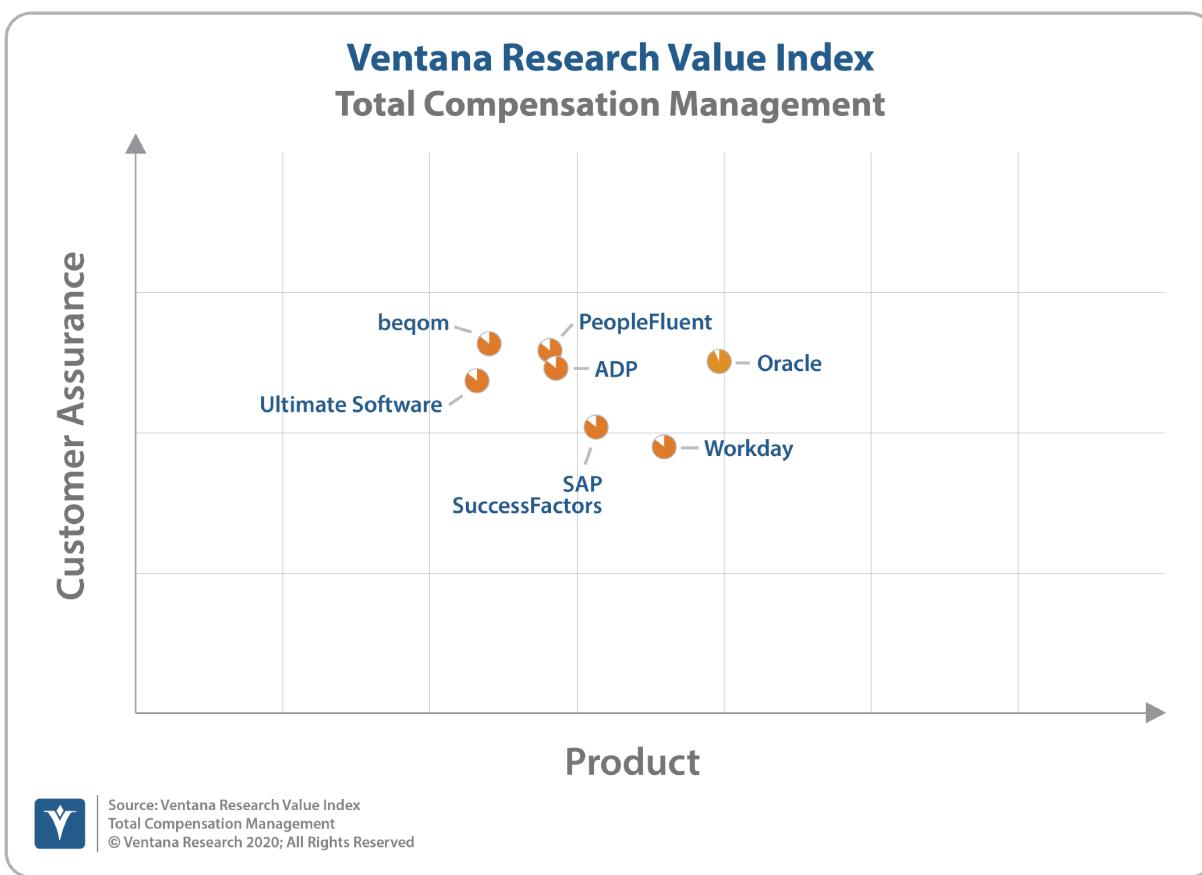
Vendors	Performance
beqom	93.2%
PeopleFluent	92.9%
Oracle	92.5%
ADP	92.3%
Ultimate Software	91.8%
SAP SuccessFactors	90.2%
Workday	89.5%



Source: Ventana Research Value Index
Total Compensation Management
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Index rating. Value Index Leaders beqom, ADP and PeopleFluent currently do the best job providing potential prospects and customers with this information along with services to help organizations effectively get funding for total compensation management.

As noted above, this Ventana Research Value Index evaluates the software in seven key categories. The chart below places the product-related and customer assurance ratings on the X and Y axes respectively to provide a visual representation of our Value Index evaluation. Vendors whose products performed higher in aggregate in the five product categories place farther to the right; the combination of ratings for the two customer assurance categories determines their placement on the vertical axis. In short, vendors that place closer to the upper-right on this chart rated higher than those closer to the lower-left.



The vendors that rank the highest overall on the aggregated product axis, which has a maximum value of 80 percent, are Value Index Leaders Oracle, Workday and SAP SuccessFactors. The vendors that rank the highest overall on the customer assurance axis, which has a maximum value of 20 percent, are Value Index Leaders beqom, PeopleFluent and Oracle. These vendors represent best-in-class approaches to total compensation management in these aggregated categories.



We warn that close vendor performance ratings 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 total compensation management, there are various idiosyncrasies and differences in how they do these functions, including how they enable a great employee experience, that can make one vendor's offering a better fit than another's with a particular organization's needs.

After more than a decade of technology advances, all the products we evaluated are feature-rich, but not all the capabilities they offer are equally valuable to users. Moreover, the existence of too many capabilities may be a negative factor for an organization if it introduces unnecessary complexity. Nonetheless, one company may decide that a larger number of options is a plus, especially if some of them match its established practices or better support a new initiative that is driving the purchase of new software.

Other factors besides features and functions or assessments about the vendor can turn out to be a deciding factor. For example, a company 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 weighting can be applied to determine the best fit of vendors and products to your specific needs.



Products Evaluated

Vendor	Product Names	Version	Release Year
ADP	ADP Vantage HCM	19	2019
beqom	Total Compensation Management	9.1	2019
Oracle	Oracle Workforce Compensation Cloud Oracle Sales Planning and Performance Management	19D	2019
PeopleFluent	PeopleFluent Compensation	11.21	2019
SAP SuccessFactors	Employee Central	1910	2019
Ultimate Software Group	UltiPro	12.4.1	2019
Workday	Workday Human Capital Management	33	2019



Value Index Methodology

The Ventana Research Value Index is an analytic assessment of how well vendors' offerings will address buyers' requirements for a particular category of software. The Value Index, which we have prepared for more than a decade, is structured to replicate an RFI/RFP process by incorporating all criteria needed to evaluate, select and deploy technology and maintain relationships with vendors.

Ventana Research believes that an objective review of specific vendors and products is critical to the establishment of effective total compensation management. An organization's review should include a thorough analysis of both what's possible and what's relevant. Our research will help you understand how vendors and products fit into a total compensation management framework.

To prepare this value index, we drew on our research-related work with organizations over the past 17 years, which has included benchmarking and advising thousands of organizations. Our continuous market research across total compensation management provides the context of the real needs of buyers; this was complemented by our research on technology suppliers, knowledge of the market and expertise in this area.

All vendors that offer relevant products and meet the inclusion requirements are invited to participate in the Value Index evaluation process, at no cost to them. If a vendor does not respond to or declines the invitation, a determination is made whether to include it in our analysis based on our defined set of inclusion criteria. These criteria include vendors' geographic operations, customer base and revenue as well as all relevant aspects of the products' fit for the particular category being evaluated. If a vendor is actively marketing, selling and developing a product as reflected on its website that is within the scope of the Value Index, it is automatically evaluated for inclusion. We have adopted this approach because we view it as our responsibility to assess all relevant vendors whether or not they choose to actively participate. This report includes products generally available as of October 2019.

To ensure the accuracy of the information we collect and ensure that the Value Index reflects the concerns of a well-crafted RFP, we require participating vendors to provide evaluation data across all seven categories. Ventana Research then validates the information, first independently through our knowledge base of product information and extensive web-based research, and then in consultation with the vendors.

The Value Index is designed to be independent of the specifics of vendor packaging and pricing and whether the products are priced or sold as part of a suite or bundle or individually. To represent the real-world environment in which businesses operate, we include vendors that offer suites or packages of products, as the relevant individual



modules or applications must still be evaluated by those responsible for those business processes. We take no position on the offering approach of the products or packages; where options exist, organizations using the Value Index will need to decide whether they choose a suite of products or individual applications that best meet their requirements.

Here are the major requirements as they were presented to potential participants:

- A vendor could submit as many products as it wished; each was evaluated to determine individual category compliance as well as ranking in the functionality evaluation.
- Any package of products that was submitted for Value Index consideration also had to be listed on the vendor's website and be generally available to prospective buyers.
- Vendors were requested to complete a questionnaire detailing the specific functional requirements and capabilities of products submitted.
- Verification of functionality was required through product documentation and/or a demonstration of the actual product.
- Vendors were asked to respond to questions about specific criteria in all of the seven evaluation categories to provide us with information while providing insight into the vendor's ability to meet specific criteria.

Our knowledge and expertise in the market, drawn from continuously assessing vendors and products, our benchmark research, a Value Index questionnaire, interviews with each vendor and reviews of the products themselves provided the input for this research. Across the seven categories, each response was assessed, reviewed and rated. After validation, we aggregated the performance to determine the vendor's and the product's performance totals. If a vendor submitted more than one product for evaluation, we included the product with the best performance in our capability evaluation. The result is the vendor's best product fit for our criteria.

To arrive at the overall Total Compensation Management Value Index rating for a given vendor, we weighted each category to reflect its relative contribution to the value as realized by an organization. We established the weighting of the evaluation categories at the beginning of the process based on our experience and prioritizations derived from our benchmark research.

We have made every effort to encompass in this Value Index the functional requirements and capabilities of our total compensation management blueprint, which we believe reflects what a well-crafted RFP should contain. Even so, there may be additional areas that affect which vendor and 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 projects in this area.

Evaluation Categories

Ventana Research designed the evaluation categories to reflect the breadth of the real-world criteria incorporated in a request for proposal to vendors in total compensation management, based on our benchmark research. We evaluated vendor submissions for the Ventana Research Value Index for Total Compensation Management in seven categories, five relevant to the product or package being evaluated and two to the vendor. Each section below presents the analysis and ranking of vendors in one of those categories.

Usability of the Product

The Usability category examines how effectively the vendor has addressed the user experience, intelligence and accessibility aspects of the product. It involves evaluation criteria selected to explore utility for varied levels of business and the diverse ages and competencies of organizations' employees. The evaluation criteria include the extent to which the product provides the support needed by each of the functional roles involved in enabling total compensation management — executives (CxO), management (EVP, SVP, VP), managers, sellers, operations, analysts and those involved from the IT organization. They also include how sophisticated the product's support of mobile technologies is and the extent to which the product design enables its use by workers of different generations. The Value Index for Total Compensation Management in 2020 weights Usability at 15 percent of the overall rating. The analysis finds the Usability Value Index Leaders to be SAP SuccessFactors, Oracle and Workday.

Ventana Research Value Index Total Compensation Management: Usability

Vendors	Performance
SAP SuccessFactors	1  94.0%
Oracle	2  93.3%
Workday	3  93.1%
Ultimate Software	4  92.8%
beqom	5  92.7%
ADP	6  92.6%
PeopleFluent	7  92.4%



Source: Ventana Research Value Index
Total Compensation Management
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Manageability of the Product

The Manageability category involves evaluation criteria selected to evaluate how well the products can be managed, secured and licensed from a technology and business administration perspective. The evaluation criteria include the support that the product provides for configuration and notification to IT and by business. They also include the flexibility of the security provisions built into the application with respect to user identity, role and access, how effective the data security is that the application provides, to what extent it supports auditing and compliance, what the license options are, how use is audited and what investments are required in licensing or subscription and maintenance. The Value Index for Total Compensation Management in 2020 weights Manageability at 15 percent of the overall rating. The analysis finds the Manageability Value Index Leaders to be Oracle, Workday and SAP SuccessFactors.

Ventana Research Value Index Total Compensation Management: Manageability

Vendors	Performance
Oracle	95.0%
Workday	93.8%
SAP SuccessFactors	93.7%
ADP	93.6%
PeopleFluent	93.2%
Ultimate Software	92.8%
beqom	91.3%



Source: Ventana Research Value Index
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Reliability of the Product

The Reliability category involves evaluation criteria intended to ensure that the products can reliably deliver the performance and scalability needed. The evaluation criteria include the nature of the product's support for an organization's architecture at the level of the enterprise, the network, the server and the data. The criteria also include the extent to which it supports access by web, remote and mobile users, how well and quickly it performs server processing, how well it scales in terms of number of users, volume and complexity of data and server demand, and what investments are required to ensure reliability. The Value Index for Total Compensation Management in 2020 weights Reliability at 15 percent of the overall rating. The analysis finds the Reliability Value Index Leaders to be Oracle, SAP SuccessFactors and Workday.

Ventana Research Value Index Total Compensation Management: Reliability

Vendors	Performance
Oracle	95.0%
SAP SuccessFactors	94.3%
Workday	94.2%
ADP	94.0%
Ultimate Software	93.8%
PeopleFluent	93.6%
beqom	93.1%



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Adaptability of the Product

The Adaptability category applies evaluation criteria selected to ensure that the products can be configured, customized and integrated to meet the needs of a given business. The evaluation criteria include configuration flexibility, development and programming support for customization as well as whether the product supports integration into mobile and web-based platforms. The criteria also include how well the product integrates across systems and business applications and what investments are made to enhance adaptability. The Value Index for Total Compensation Management in 2020 weights Adaptability at 15 percent of the overall rating. The analysis finds the Adaptability Value Index Leaders to be Oracle, Workday and SAP SuccessFactors.

Ventana Research Value Index

Total Compensation Management: Adaptability

Vendors	Performance
Oracle	1 96.4%
Workday	2 96.2%
SAP SuccessFactors	3 94.2%
beqom	4 93.7%
ADP	5 93.6%
PeopleFluent	6 93.5%
Ultimate Software	7 93.3%



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Capability of the Product

The Capability category encompasses evaluation of a wide range of product features that support total compensation management. We assess the degree to which the product supports effective and personalized compensation communications and the ease of using market benchmark data and matching jobs to it. This category also includes the product's ability to handle complex incentive plans and packages including multiple equity-based elements and to analyze the cost of moving certain jobs, job families, talent pools or business segments from one percentile of market pay to another. We also expect leading products to provide engaging visual representations of pool allocations to workforce segments such as CEO direct reports, high-potential employees and workers with desirable skills. Products should not only provide pay equity analyses but should make peer-to-peer reviews easy to conduct and should make it possible to include in reviews a wide variety of data points. The Value Index for Total Compensation Management in 2020

Ventana Research Value Index

Total Compensation Management: Capability

Vendors	Performance
Oracle	1 95.1%
Workday	2 94.8%
PeopleFluent	3 94.3%
beqom	4 94.2%
ADP	5 93.8%
SAP SuccessFactors	6 93.5%
Ultimate Software	7 92.3%



Source: Ventana Research Value Index
Total Compensation Management
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weights Capability at 20 percent of the overall rating. The analysis finds the Capability Value Index Leaders to be Oracle, Workday and PeopleFluent.

Customer Assurance: Validation of the Vendor

The Validation category applies evaluation criteria selected to assess the vendor's commitment to support customers in this market segment along with the breadth and quality of its communication of relevant information. The evaluation criteria include examining the vendor's revenue and growth trajectory, its offering of customer references and case studies and whether it can show a proven customer success model and a clear and compelling product roadmap. It also examines the services, support and partners available to support its relationship with customers. The Value Index for Total Compensation Management in 2020 weights Validation at 10 percent of the overall rating. The analysis finds the Validation Value Index Leaders to be PeopleFluent, Oracle and Ultimate Software.

Customer Assurance: TCO/ROI of the Vendor

The TCO/ROI category applies evaluation criteria designed to assess how effective the vendor is in enabling a potential customer to prepare a convincing business case, including providing information on product 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 ROI and TCO and what the vendor cites as its investment and services to support it. The Value Index for Total Compensation Management in 2020 weights TCO/ROI at 10 percent of the overall rating. The analysis finds the TCO and ROI Value Index Leaders to be beqom, ADP and PeopleFluent.

Ventana Research Value Index

Total Compensation Management: Validation

Vendors	1	Performance
PeopleFluent	1	92.7%
Oracle	2	92.6%
Ultimate Software	3	92.2%
beqom	4	92.1%
ADP	5	91.5%
Workday	6	91.1%
SAP SuccessFactors	7	90.5%



Source: Ventana Research Value Index
Total Compensation Management
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Ventana Research Value Index

Total Compensation Management: TCO/ROI

Vendors	1	Performance
beqom	1	94.3%
ADP	2	93.2%
PeopleFluent	3	93.1%
Oracle	4	92.4%
Ultimate Software	5	91.4%
SAP SuccessFactors	6	90.0%
Workday	7	87.8%



Source: Ventana Research Value Index
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Vendors Evaluated in This Value Index

Vendors that were included in this Value Index research are highlighted in this section. For each we provide its own description taken from its website; these do not represent Ventana Research's assessment, which follows them. The pie charts shown correspond graphically to the percentages at right; together they represent each vendor's performance on the value scale overall and for each category. Value Index Leaders are those vendors that have earned a performance percentage among the top three either overall or in the individual evaluation categories.

ADP <https://www.adp.com/>

Company and Product Profile

"Simplify HR and payroll with software and services designed for your business. Solutions built for your organization's size. With 700,000+ clients around the globe, we've worked with employers of every size. See how we can make work easier for your organization. You may only need easy-to-use payroll software, or you may be looking for solutions to make other aspects of HR simpler. See what our solutions can do for you."

"Use automated compensation management to stay within your budget, plan ahead, and encourage a pay-for-performance work culture. Simplify merit and bonus event cycles. Allocate compensation with a clear line of sight to total budget, recommended ranges and employee performance. And count on more accuracy and less manual re-keying thanks to direct connections to Payroll, HR Management and Performance."

Ventana Research Evaluation

ADP ranks fifth overall in this Value Index evaluation and is a Value Index Leader in TCO/ROI due to its sophisticated ROI calculator and business case materials. The vendor's Vantage HCM is a flexible platform for supporting annual and ongoing compensation reviews. It includes a significant amount of compensation benchmark data stratified by job families and regions, performance indicators and core HR data for use in making informed total compensation decisions. Valuable product capabilities include an engaging and actionable visualization of budgets and spending and a pay equity exploration tool.

Ventana Research Value Index

Total Compensation Management: ADP

Performance		
Overall Rating		93.4%
Usability		92.6%
Manageability		93.6%
Reliability		94.0%
Capability		93.8%
Adaptability		93.6%
Validation		93.2%
TCO/ROI		91.5%



Source: Ventana Research Value Index
Total Compensation Management
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ADP excels in the Reliability category due to excellent product performance and scalability. The vendor's second-best score is in the Capability category, reflecting functionality such as real-time market data integration with smart job matching.

We see opportunities for improvement in Validation, where the vendor could provide more information on product investment priorities and additional case studies related to total compensation. Additionally, Usability scores would be higher if ADP made it easier to collaborate around compensation decision inputs and if the product included more variable compensation data along with associated targets.

**beqom** www.beqom.com**Company and Product Profile**

"Happiness is the best driver for success. Use beqom to manage compensation and drive the happiness of your employees. beqom's Total Compensation solution connects directly into your HR suite, saving your suite approach and saving your compensation strategy."

"A 'best of breed' Total Compensation solution can address the requirements and complexities that your HR suite is unable to meet. beqom provides a comprehensive, integrated and fully configurable compensation cloud platform that integrates directly into your HR suite. Enabling you to manage the reward of your people without compromise."

Ventana Research Evaluation

beqom's offering ranks fourth in this Value Index and is a Value Index Leader in the TCO/ROI category. The vendor supports even complex global total rewards processes end to end. beqom has many customers in financial services and few other products on the market do as well in addressing complexities such as decision hierarches, long-term incentive plans with deferred payments, pool funding and accrual rules.

The product leads the field in TCO/ROI for its best-in-class tools and support for building a business case. In addition, the product excelled in the Capability category due to its ability to manage highly complex compensation plans and packages, including tracking vesting schedules over time. It can handle a range of bonus and merit pool allocation models and bonus pools across global businesses, adjusting for currency and local market pay. Also, beqom is one of few compensation vendors we evaluated with dedicated approach sales performance management and support of sales-specific variable compensation requirements.

beqom places last in the Manageability category. We see room for improvement in the level of depth in areas such as application auditing, security risk and compliance. And while beqom's scores in the Validation category are above average, largely due to solid references and case studies, the product roadmap shows only modest near-term product investment in key areas of this Value Index.

Ventana Research Value Index
Total Compensation Management: beqom

Performance		
Overall Rating		93.5%
Usability		92.7%
Manageability		91.3%
Reliability		93.1%
Capability		94.2%
Adaptability		93.7%
Validation		94.3%
TCO/ROI		92.1%



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Total Compensation Management
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Oracle <https://www.oracle.com/>

Company and Product Profile

“Oracle provides organizations a complete HCM cloud solution that drives digital transformation and improves business agility while meeting both current and future business requirements.”

“Oracle Workforce Compensation enables the delivery of best in class compensation programs designed for your organization, including modeling various scenarios, gathering manager input, and final reward communications. The robust configuration and integration capabilities make Oracle Workforce Compensation the premier solution for rewarding the 21st Century workforce locally and around the globe.”

Ventana Research Evaluation

Oracle’s product takes first place in this Value Index, earning the vendor Value Index Leader status overall and in both the aggregated Product and Customer Assurance categories. It ranks first in four of the seven evaluation categories — Manageability, Reliability, Adaptability and Capability. The product is tightly integrated with the vendor’s performance management product and offers highly configurable worksheets, workflows and approval rules.

Oracle Workforce Compensation enables customers to include a number of useful factors in compensation planning, including how employees likely will perform in the future, propensity to leave and tracking of non-monetary rewards. Oracle ranks first in the Adaptability category because product configurability extends to a wide range of equity-based compensation vehicles. Other strengths include the ability to allocate compensation across a group of employees, geographies, brands, divisions, currencies or programs and analytics that provide comparisons to budget, pay history and position-in-range. Oracle has a dedicated sales performance management offering that also integrates to ensure support for the unique and in-depth and variable sales compensation requirements.

In the TCO/ROI category Oracle could provide better ROI and business case tools and support for prospective customers. Case studies provided, as excellent as they are, are not a substitute for prescriptive business case support. And the vendor’s Validation score suffered because of the lack of responsiveness from the customer references provided.

Ventana Research Value Index

Total Compensation Management: Oracle



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PeopleFluent <https://www.peoplefluent.com>

Company and Product Profile

"A compensation strategy where everybody wins. The landscape of employee compensation is changing. Effective compensation planning is more important than ever. Your compensation strategy should meet your needs, but still live in the real world."

"PeopleFluent Compensation Planning software helps you take your strategy beyond numbers and budgets. Attract and keep top performers. Build your employer brand. Sharpen your competitive edge. And just show your people they are truly valued."

Ventana Research Evaluation

PeopleFluent ranks third in this Value Index on Total Compensation Management. The vendor is a Value Index Leader overall and in the Capability, TCO/ROI and Validation categories as well as in our aggregated Customer Assurance supercategory. For more than two decades, total rewards management has been one of the centerpieces of PeopleFluent's talent management suite. The product is able to accommodate global organizations with complex compensation plans, programs and packages.

PeopleFluent ranks first in Validation due to strong customer references and a clear product roadmap. The product also excels in the Capability category because it provides online access to compensation history, can accommodate an unlimited number of compensation plans and packages and offers the ability to clone plan features and eligibility criteria. The product is linked with the vendor's performance management software and enables top-down and bottom-up budgeting; it also provides compensation guidance based on an array of variables and can match job families to benchmark jobs.

PeopleFluent Compensation would improve in the Usability category if it offered a more modern and consumerized user experience. Usability in the digital era should include intelligent alerts and virtual agents. We also see opportunity to improve in Validation — while the vendor's references and case studies were both impressive, the roadmap information provided was not enough for a prospective buyer to see if the vendor's product priorities align with its business priorities.

Ventana Research Value Index

Total Compensation Management: PeopleFluent

Performance		
Overall Rating		93.7%
Usability		92.4%
Manageability		93.2%
Reliability		93.6%
Capability		94.3%
Adaptability		93.5%
Validation		93.1%
TCO/ROI		92.7%



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Total Compensation Management
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SAP SuccessFactors <https://www.successfactors.com>

Company and Product Profile

"The old ways of working no longer work for HR. SAP SuccessFactors helps you bring your organization's purpose to life and more meaning to people's work. You can instill intelligence across your HR functions to develop engaged, motivated teams."

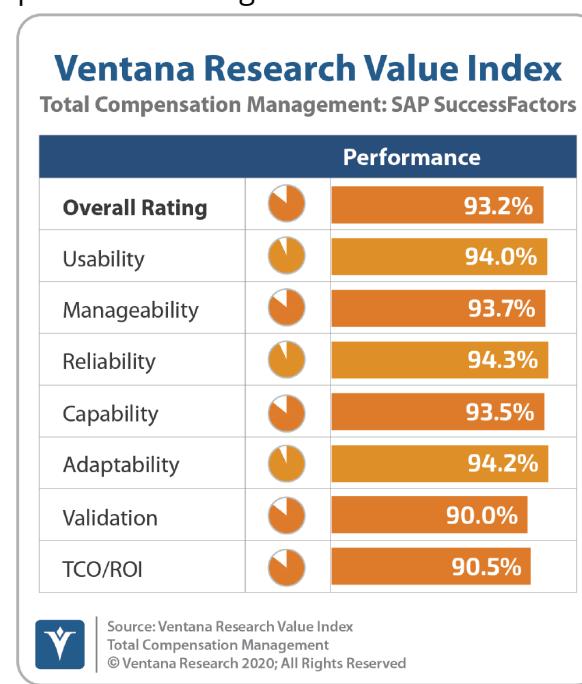
"Attract, motivate, and retain top performers. Build and manage strategic employee compensation programs using our intuitive compensation management software. Build strategic compensation rewards and recognition programs that improve individual and business performance. Optimize budget utilization by allocating funds in support of strategic business goals."

Ventana Research Evaluation

SAP SuccessFactors ranks sixth overall in this Value Index, though it achieves Value Index Leader status in four of the seven categories we evaluate — Usability, Reliability, Adaptability and Manageability. Thus the vendor is also a Value Index Leader in our aggregate Product supercategory. The product allows customers to manage competitive compensation programs with capabilities to forecast and model base, bonus, and long-term incentive plans to find the optimal balance between competitive pay and affordability.

SAP ranks first in the Usability category due to the product's highly engaging graphical displays of decision-support data and context. This includes compensation worksheets, profiles, budget allocations, forecasting and modeling, and its mobile just-in-time reward and recognition functionality. The product also provides strong compensation communications on bonus eligibility, potential payouts and the full value of rewards packages. Users can personalize rewards statements, project bonus payouts and manage global compensation budgets with central oversight while reflecting local market trends.

The vendor would have performed better in the TCO/ROI and Validation categories if it provided ample references, product-specific customer case studies and shared information on its level of business case and ROI support. In the Capability category, SAP SuccessFactors' compensation product lags some other products evaluated in areas such as job matching and pricing against market benchmark data.



Ultimate Software Group <https://www.ultimatesoftware.com/>

Company and Product Profile

"The creation of Ultimate's award-winning HR, payroll, and talent management technology, delivery of our industry-leading customer service, and prevalence of our employee-centric culture are all centered on one thing: putting people first."

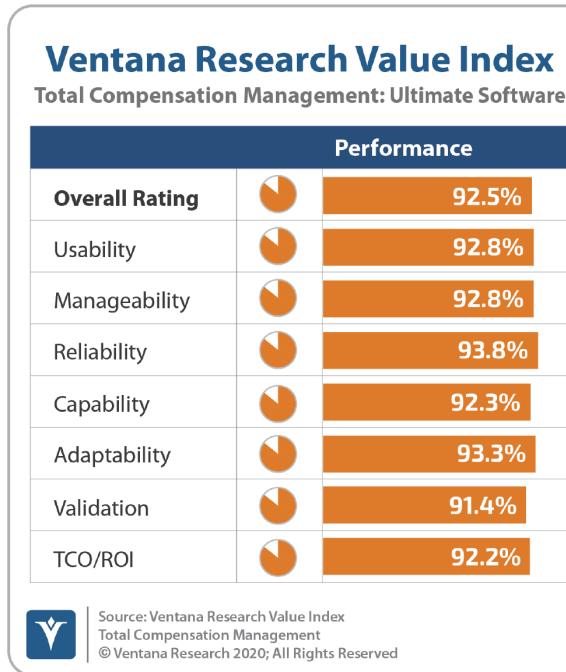
"UltiPro®'s compensation management solution helps you make effective decisions regarding future compensation for individuals, or entire teams. You can enjoy an intuitive experience paired with relevant business and talent data to easily navigate through allocating rewards, while keeping the focus on your people."

Ventana Research Evaluation

Ultimate Software and its product, UltiPro, place seventh in this Value Index, earning Value Index Leader status in the Validation category. Total compensation management is not one of Ultimate Software's product emphasis areas, but the product provides valuable capabilities such as the ability to automatically apply geographic differentials by locations and pay grades and configure an unlimited number of bonus pools and salary plans for budgeting and allocation purposes. It can display metrics and KPIs at different incentive payout levels and automatically recalculate payouts when a worker's status changes. UltiPro is a unified HCM suite so it provides tight integration with performance management.

Ultimate's best scores are in the Reliability and Adaptability categories, the former due to a major emphasis in product design and cloud infrastructure on performance and scalability. A customer's ability to configure an unlimited number of bonus pools and salary plans for budgeting and allocation purposes, the product's major configurability around compensation statements and its organic linkage with compensation management across the unified suite contributed to its high score in Adaptability.

Ultimate's compensation offering is more suited today for traditional forms of compensation. It also would benefit from improvement in the areas of TCO/ROI, as it offers less-than-robust ROI and business case support, and Validation, due to only modest signs of investment and product advancements.



Workday <https://www.workday.com/>

Company and Product Profile

“Big results for enterprises of every size. Workday helps organizations in all industries achieve extraordinary success. Whether you’re a midsize organization or a Fortune 50 enterprise, our cloud-based ERP system gives you deep insight into your business and the agility to adapt to change.”

“Define compensation packages across your organization using just one system. With compensation management software from Workday, all teams can take part in compensation review and access the information they need to set the right rewards for their people.”

Ventana Research Evaluation

Workday provides total compensation management via its Human Capital Management platform; it ranks second in this Value Index. The vendor is a Value Index Leader overall and in all five Product categories, Usability, Manageability, Reliability, Capability and Adaptability. The product does an excellent job aligning compensation with business strategy and providing visibility throughout the entire compensation planning process.

Workday Compensation performs well in the Capability and Adaptability categories because customers can manage very complex compensation plans and packages with minimal IT support. The product enables a range of analyses, such as determining the cost of adjusting salaries, managing different grade structures and job levels across geographies and configuring eligibility rules based on job profiles and other talent profile data. The product also can automatically trigger plan applicability or individual package changes based on a change in worker status and employees can see their total compensation on an array of devices at any time.

The vendor would have performed better in the TCO/ROI category with stronger business case and ROI support tools to help potential customers understand the value of an investment. Performance in the Capability category was strong but would improve further if users could immediately bring compensation history into the decision process. Support for seeing compensation progression over time is a critical guidepost to determining salaries and bonuses and ensuring top employees stay with the organization.

Ventana Research Value Index

Total Compensation Management: Ultimate Software

Performance		
Overall Rating		92.5%
Usability		92.8%
Manageability		92.8%
Reliability		93.8%
Capability		92.3%
Adaptability		93.3%
Validation		91.4%
TCO/ROI		92.2%



Source: Ventana Research Value Index
Total Compensation Management
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Appendix 1: Vendor Inclusion

All vendors that offer relevant total compensation management products and meet the inclusion requirements were invited to actively participate in the Value Index evaluation process, at no cost to them. If a vendor did not respond to or declined the invitation, a determination was made whether to include it in our analysis based on our inclusion criteria. These criteria are designed to ensure we include in our evaluation all vendors with relevant geographic operations, customer bases and revenue as well as all relevant aspects of the products' fit for the particular category being evaluated. For inclusion in the Ventana Research Total Compensation Management Value Index for 2020, a vendor must have at least \$25 million in annual or projected revenue, operate across at least two countries, have at least 100 customers, and have a product that provides compensation-specific, manager- and employee-specific, manager, analyst and administrative, analytics and planning capabilities in standalone form or as part of a suite of applications.

If as reflected on its website a vendor is actively developing, marketing and selling a product that is within the scope of the Value Index, it is automatically evaluated for inclusion. We have adopted this approach because we view it as our responsibility to assess all relevant vendors whether or not they choose to actively participate. We excluded a number of vendors from this Value Index evaluation process because they did not satisfy the criteria that our methodology for this research requires.

Five of the seven suppliers responded positively to our requests for information and provided completed questionnaires and demonstrations to help in our analysis of their total compensation management products. The following vendors declined to fully participate: Workday and SAP SuccessFactors. To organizations evaluating these vendors, we recommend extra scrutiny as part of the software assessment because they did not make their technology or complete information available for the Value Index evaluation process. Material that was generally available was also used for the analysis along with briefings and information provided. This report includes products generally available as of October 2019.

To organizations evaluating total compensation management vendors and products, we recommend devoting extra scrutiny to product demonstration use cases provided by the vendor that are meaningful to your business and to customer references where the company profile is similar to yours. We also encourage you to engage with prospective vendors around RFI answers that are incomplete, inconsistent or otherwise confusing as this could be an indication that certain support aspects will lack quality control.

Appendix 2: How to Use This Value Index

The Ventana Research Value Index assesses how well vendors' offerings meet buyers' requirements for software that enables and supports a particular aspect of business. Built on a foundation of almost two decades of business and technology research, the Value Index evaluates a focused category of business software by scoring it in two major areas: Product and Customer Assurance. We consider seven evaluation categories that are weighted to reflect buyers' needs based on our market research and subject matter expertise. The five product-related areas are Usability, Manageability, Reliability, Capability and Adaptability. The two customer assurance categories are Vendor Validation and Total Cost of Ownership and Return on Investment (TCO/ROI).

To prepare the Value Index, Ventana Research uses a carefully crafted best practices-based methodology that draws data and insights from our benchmark research to represent how organizations actually assess vendors and products. We have designed this Value Index as a tool to provide objective guidance to organizations looking to deploy applications and tools to address their total compensation management needs.

The structure of the Value Index reflects our understanding that proper evaluation involves far more than just examining product features, potential revenue or customers gained. We believe it is important to take this comprehensive research-based approach, since making the wrong choice of technology can raise the total cost of ownership, lower return on investment and hamper an organization's ability to reach its performance potential. 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.

Evaluating Vendors: The Process

In our view, business improvement efforts should be based on best practices that research indicates deliver value quickly. Our Value Index evaluates total compensation management business systems and tools in accordance with that belief.

We advocate using the Value Index as part of a structured approach that begins by incorporating these steps into a program document that will both summarize and detail your initiative or project. Then consult the Value Index to ensure you make choices that will yield the results you want.

The steps listed below provide a framework for a technology-driven business improvement project.

1. Define the business case and goals.

Develop the business case for investment. Define the mission of the business project: What is it to do, why is it important, what outcome do you want to achieve and how will you measure the project's success? The goals should be grounded in your organization's strategy and plans and should make clear the expected outcomes.

2. Specify the project's business requirements.

What must be done to achieve these goals? Defining the business requirements helps identify what specific capabilities are required with respect to people, processes, information and technology.

3. Identify the required roles and responsibilities.

Assess and specify the individuals required for the project at every level of the organization from executives to front line workers and what each will contribute.

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. Develop the technology approach.

Determine the technology approach that most closely aligns to your organization's requirements for total compensation management. Then develop the long list of potential vendors and products that best fit your needs.

6. Establish technology evaluation criteria.

Define the business and technology criteria that you will use to evaluate vendors. We recommend using the criteria we have developed based on our benchmark research and use to build the Value Index: usability, manageability, reliability, functionality, adaptability, validation and TCO and ROI. This step will provide the tool to enable you to move from the long list to a short list of vendors and products to evaluate for final selection.

7. Evaluate and select the technology properly.

Weight the seven categories of technology evaluation criteria to reflect your business's priorities. Then evaluate the short list of vendors based on your business case and requirements and the technology evaluation criteria for your project.

8. Establish the business initiative team to start the project.

Identify who will lead the project and the members of the team to plan and execute it. Have them begin by establishing a timeline and allocating resources.



About Ventana Research

Ventana Research is the leading benchmark research and business technology advisory services firm. We provide insight and expert guidance on trends and mainstream and disruptive technologies. Our unparalleled insights and best practices guidance are based on our rigorous research-based benchmarking of people, processes, information and technology across business and IT functions worldwide. The combination we offer of benchmark research, market coverage and in-depth knowledge of hundreds of technology providers means we can deliver business and technology education and expertise to our clients where and when needed to reduce the time requirements, cost and risk of technology investments. The Ventana Research Indexes — the Value Index and the Benchmark Index family — have redefined the research industry by providing accessible, easy-to-use research-based business and technology guidance to businesses. Ventana Research provides the most comprehensive analyst and research coverage in the industry; the many business and IT professionals worldwide who are members of our community 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](#). Ventana Research was ranked the #1 analyst firm you can trust in enterprise software for 2009 for its relevance to the industry. 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.

We offer a variety of customizable services to meet your specific needs including workshops, assessments and advisory services. Our education service, led by analysts with more than 20 years of experience, provides a great starting point to learn about important business and technology topics from compliance to business intelligence to building a strategy and driving adoption of best practices. We also offer tailored Value Index Assessment Services to help you define your strategy, build a business case and connect the business and technology phases of your project. And we can provide Ventana On-Demand access to our analysts on an as-needed basis to help you keep up with market trends, technologies and best practices.

Everything at Ventana Research begins with our focused research, of which this Value Index is a part. We work with thousands of organizations worldwide, conducting research and analyzing market trends, best practices and technologies to help our clients improve the efficiency and effectiveness of their organizations.

Through the Ventana Research community we also provide opportunities for professionals to share challenges, best practices and methodologies. Sign up for Individual membership at www.ventanaresearch.com to gain access to our weekly insights and learn about upcoming educational and collaboration events — webinars, conferences and



opportunities for social collaboration on the Internet. We offer the following membership levels:

Individual membership: For business and IT professionals* interested in full access to our website and analyst team for themselves. The membership includes access to our library of hundreds of white papers and research notes, briefings and telephone or email consulting sessions to provide input and feedback.

Team membership: For business and IT professionals* interested in full access to our Web site and analysts for a five-member team. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone/e-mail consulting sessions to provide input and feedback and the use of Ventana Research materials for business purposes.

Business membership: For business and IT professionals* interested in full access to our website and analyst team for their larger team or small business unit. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone or email consulting sessions to provide input and feedback, use of Ventana Research materials for business purposes and additional analyst availability.

Business Plus membership: For business and IT professionals* interested in full access to our website and analyst team for larger numbers of company employees. The membership includes access to our library of hundreds of white papers and research notes, briefings, telephone or email consulting sessions to provide input and feedback, quotes and validation for media, use of Ventana Research materials for business purposes, additional analyst availability and access to our team for scheduled strategy consulting sessions.

This Value Index report is one of a series that are available for purchase. Also available are any of our extensive library of Benchmark Research reports. To purchase a report or learn more about Ventana Research services — including workshops, assessments and advice — please contact sales@ventanaresearch.com.

* *[Additional services](#) are available for solution providers, software vendors, consultants and systems integrators.*

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