

# Boost Finance Productivity with Unified Performance Management

Topical Survey

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This study was prepared by BARC, an independent market analyst firm.  
It is available free of charge thanks to the generosity of Board,  
OneStream and Wolters Kluwer | CCH Tagetik.



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# Preface

Many companies are connecting corporate planning, group consolidation, BI and analytics to make better decisions. However, most face daunting challenges ranging from manual and error-prone data integration to isolated, overly guarded data silos and software that is simply not suited to addressing the ever-growing demands of integrated performance management.

This study examines the strategies and status of efforts to unify performance management with a focus on information provision. It shows how successful companies are unifying their performance management, the challenges they face and the goals they are setting. The study provides insights into the most promising approaches as well as recommendations for unifying and linking isolated processes and tools.

The central questions addressed are:

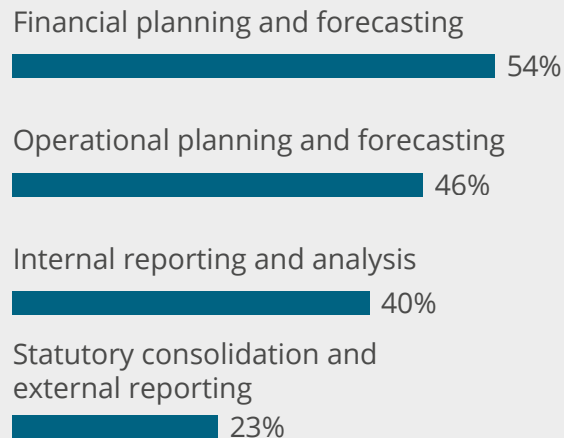
- What paths are companies taking to unify performance management, and how far have they come?
- What are their goals and what challenges do they face in implementing them?
- What sets apart the most successful companies in this endeavor?
- With which measures do companies achieve the greatest improvements?
- What software is used to cover the different areas of performance management and how are they connected to create a unified and seamless solution?
- What benefits do better integration and unification deliver?

Dr. Christian Fuchs and Robert Tischler  
Würzburg, October 2023

# Management summary



Better decisions in an increasingly complex and volatile world require better data and insights. They are gained through meaningful analysis based on well thought-out plans and scenarios. Unified performance management supports decision-making by delivering reliable and relevant information for business management faster – a key factor in outperforming the competition. The key findings of this study can be summarized into the following five points.



How would you rate the importance of the following performance management processes to your corporate management? (n=193), only “very important” shown

1

## Corporate planning and management reporting are the most important performance management processes

Corporate planning and management reporting are central pillars of corporate management in many organizations. They are among the most important performance management processes. In order to meet increasing requirements and to obtain helpful steering information, companies must continuously optimize their performance management from a professional point of view and with technological support.

2

## Software support and level of integration often do not reflect the importance of performance management for corporate management

Excellence in performance management requires first-class software support and integration. This is currently not a reality in many organizations, as suitable solutions are only used to a limited extent within the framework of the various performance management processes. Corporate planning in particular shows major deficits in this regard and often does not receive adequate software support in relation to its value for corporate management. In terms of integration, leaders display a significantly higher degree of maturity than laggards and more frequently use unified software tools for all the important performance management processes. Integrated performance management is the foundation of comprehensive and data-driven corporate management. This is often not the case with laggards.

# Management summary



## 3 Performance management in dynamic times is a challenge in almost all companies

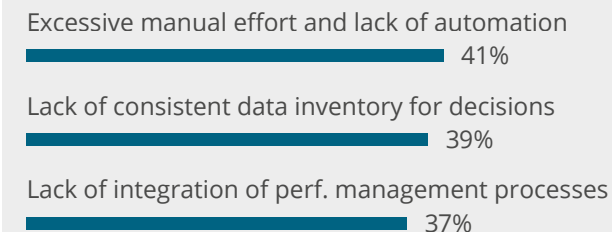
Up-to-date information is essential to provide a comprehensive view of a company's situation and to make well-founded decisions. Integrated performance management is therefore an essential building block for data-driven management. The fact that only 4 percent currently have no major challenges in corporate performance management is an alarming signal and underscores the need for action. This is primarily in areas such as the automation of processes, consolidation of consistent data and better integration of performance management processes.

## 4 Companies are investing in optimizing their performance management and taking comprehensive measures

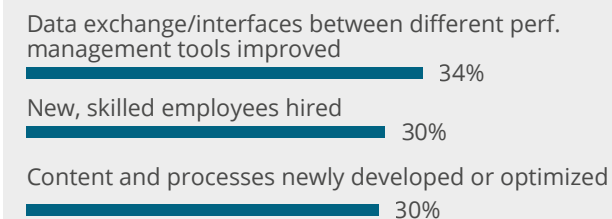
Only one in ten companies is satisfied with their current software support for performance management and feels the need to improve. Many are therefore ready to invest in their systems and better integration. Their focus lies on the further development of existing solutions as well as an underlying central data repository for the supply of all performance management activities. Establishing a uniform data repository as a hub is the top measure that companies are taking to improve integration – also because it generates benefits in other areas. Providing sufficient resources is a key challenge here. Overall, the large number of measures being taken underlines the relevance of integrated performance management for modern and agile management.

## 5 Companies benefit from better integration of performance management

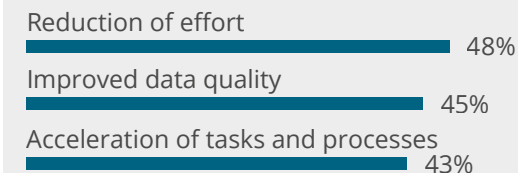
Improved integration of performance management processes generates extensive benefits. Improvements can come in the form of a reduction in manual effort, better quality of data and decision-making, accelerated task and process handling and faster provision of information to decision-makers. If performance management is based on consistent and uniform data, this increases the quality of the results used for decision-making. Uniform software that provides integrated support for multiple performance management processes offers an ideal basis for an integrated approach.



What are your company's biggest challenges in terms of performance management at the moment? (n=193)



What measures have you taken to improve the integration of your performance management in the last 12-24 months? (n=187)



What benefits have been achieved through improved integration of performance management processes? (n=166)

# Action items



Based on the results of the survey and our consulting experience, we at BARC have formulated the following impulses and recommendations to help you better integrate and unify your performance management to make it fit for current and future requirements:

## 1 Align content and processes

If processes are not properly integrated, friction occurs at the seams and data often lies in isolated silos. Without sound alignment of content and processes, consistent and efficient performance management is not possible.

## 2 Refrain from unnecessary ballast in planning

Speed is more important than details. Gather only the information you really need. This speeds up the creation of plans, forecasts and simulations – if done correctly, it even leads to better results.

## 3 Care for and maintain your data

A solid data repository as a hub for the integration of different systems is essential. High data quality and easy access to all relevant data in planning, consolidation and reporting are the foundation for high-quality decisions. Good description and documentation of the data (meta-data) helps to ensure it is used effectively.

## 4 Give your performance management the software support it deserves

Effective and efficient performance management is essential for data-driven corporate management. The right software is a key lever for improvement. Uniform software platforms that provide integrated support for multiple performance management processes are an ideal basis for an integrated approach.

## 5 Use 'open' systems

For comprehensive insights into internal processes and markets, it must be possible to exchange data efficiently. The wider the range of performance management tasks, the more important it is to integrate all the systems involved and to connect additional data sources properly. The data and results from all systems must be as easily accessible as possible – via open interfaces.

## 6 Train your power users thoroughly

Fast adaptations require strong know-how and qualified resources in business departments. The implementation of new requirements and changes by business users reduces the effort for “translation” and overhead – thus enabling faster realization.

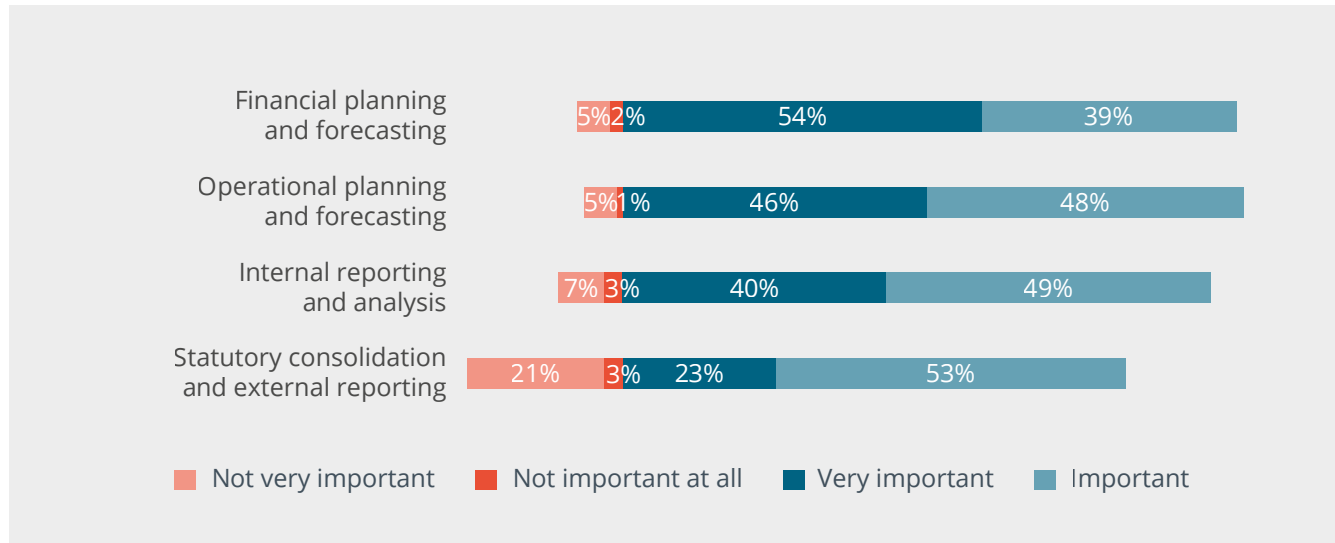
## 7 Use business-user-friendly and uniform software

With a modern, business-user-friendly solution that covers your processes end-to-end, experienced users can implement requirements quickly. The more requirements one software product can cover, the faster the implementation and the less effort required for data exchange.

# Status of software support and integration in performance management



Corporate planning and management reporting are the most important processes for corporate control



How would you rate the importance of the following performance management processes to your corporate management? (n= 193)

Corporate planning and management reporting are central pillars of corporate management in almost all organizations. While planning has the task of setting goals, defining measures to achieve them and optimizing the use of available resources, reporting must provide decision-makers with up-to-date information so that they can make well-founded decisions.

Forecasting has become much more important in corporate planning in recent years. The dynamics of markets and competition as well as events such

as the coronavirus pandemic, the war in Ukraine and the resulting economic uncertainty have led many companies to revamp their planning and the preparation of forecasts. This applies not only to better technological support, but also to further development in terms of content (e.g., via more comprehensive planning of operational topics and their integration with the financial plans, more frequent forecasts and more intensive use of simulations for risk analysis and evaluation of measures).

In order to generate meaningful information for controlling and comparable data for external addressees, many companies carry out a consolidation of actual as well as plan data. Often, a meaningful picture of performance only emerges after internal relationships have been eliminated, and here, too, the speed of provision is central to agile management in dynamic times. Since not all companies have relevant internal performance relationships and many are also managed within group affiliates without much consideration of these relationships, consolidation is less relevant for such organizations.

The high relevance of the four performance management processes mentioned above and the constant pressure to adapt them in response to developments in the markets show that companies must strive for professional and technical excellence in these areas in order to meet increasing external and internal demands.



*To meet increasing demands and obtain helpful control information, companies must continuously optimize their performance management.*



# Definitions: Corporate performance management processes



## 1 Operational planning and forecasting

Comprises the planning of individual sub-plans, such as sales, production and personnel planning. The results of these individual sub-plans flow into financial planning.

## 2 Financial planning and forecasting

Describes the planning of a company's financial results (balance sheet, income statement, cash flow). It transfers the results of the operational sub-plans into the financial plan.

## 3 Statutory consolidation

Combines the financial data of all legal entities of a company in consolidated financial statements and eliminates intercompany transactions (IC) in order to present the correct financial performance of the group.

## 4 External reporting and disclosure

Effective and efficient performance management is essential for data-driven corporate management. The right software is a key lever for improvement. Uniform software platforms that provide integrated support for multiple performance management processes are an ideal basis for an integrated approach.

## 5 Internal (management) reporting and analysis

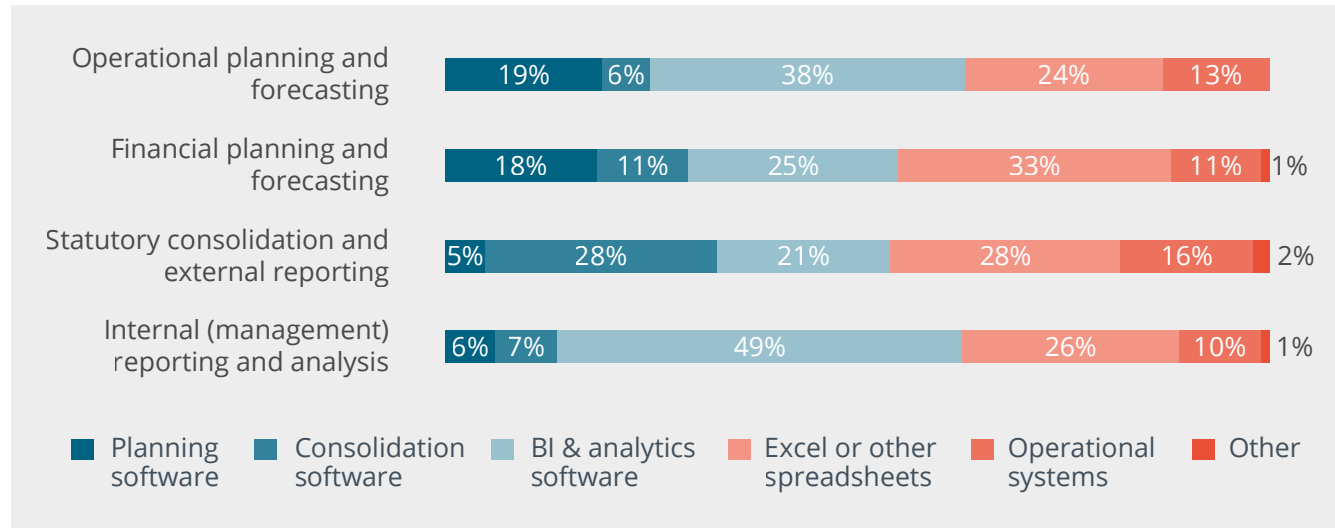
Includes all types of reports that contain key performance indicators (KPIs) and analysis to manage an organization, make business decisions and monitor progress.



# Status of software support and integration in performance management



Software use for performance management is often suboptimal and still too dependent on Excel



What type of tool does your company mainly use for the following performance management processes? (n=192)

Excellence in performance management requires first-class software support. However, the study results show that many companies are only using suitable software to a limited extent.

The share of Microsoft Excel as the leading software is still surprisingly high and varies between 24 and 33 percent per process. The weaknesses of spreadsheets create extensive problems and challenges. The proportion of companies mainly using operational systems (e.g., ERP, CRM) is comparatively low because they often do not provide the required flexibility.

As expected, management reporting is mainly supported by BI & analytics software (49 percent) and group consolidation by consolidation software (28 percent). However, the picture is mixed when it comes to planning. It is striking that operational planning and financial planning are supported with the most diverse types of software. Above all, BI and analytics software plays an important role in collecting and presenting data in the context of both financial and operational planning. This tallies with BARC's experience from consulting projects as well as results from previous studies, which indicate that many organizations still lack adequate

software support for planning. Accordingly, the limited use of specialized planning software as a leading tool (less than 20 percent) is a clear alarm signal that there is a massive need for action and improvement in this area, given the aforementioned importance of operational planning and financial planning.

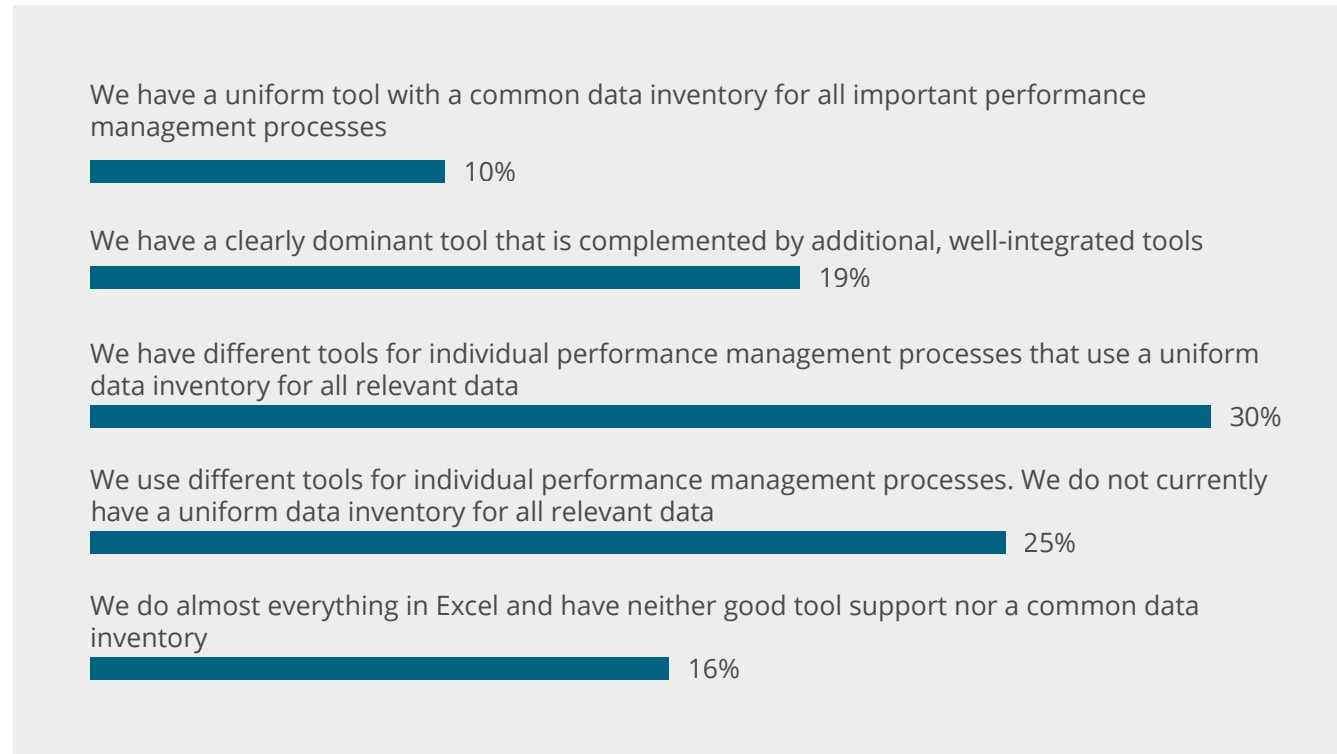
There are notable differences between leaders and laggards (i.e., companies that achieve the greatest benefits from their performance management versus those that do not). Depending on the process, Excel is used two to five times more frequently by laggards than by leaders. Conversely, in the area of planning, leaders use dedicated planning software more than five times more frequently.

*Compared to its value in corporate management, corporate planning is often not adequately supported by dedicated software.*

# Status of software support and integration in performance management



Only one in ten companies has unified software for all key performance management processes



Which of the following statements most closely applies to your company's performance management? (n=197)

Integrated performance management is the foundation of comprehensive and data-driven corporate management. Integration refers both to the processes themselves (e.g., corporate planning and management reporting) and to their technological support through dedicated software and shared data.

As of today, only one in ten companies (10 percent) uses unified software based on an integrated data repository for all important performance management processes. The majority use various solutions in combination, with the quality of integration ranging from "well integrated" to "without a uniform data repository".

While only 29 percent of the organizations surveyed use uniform or dominant software, differences can be seen with regard to company size: The corresponding figure for smaller companies is 36 percent, but it is only 22 percent for larger ones. Despite having greater resources, the latter struggle more to cover their broad requirements in a fully unified software environment. They most often opt for a common data repository. This underlines the fact that the high expectations of comprehensively integrated and unified performance management are difficult to meet when addressing a broad range of tasks. Coordinated processes and harmonized master data provide a sound basis for this, in addition to powerful and flexible software.



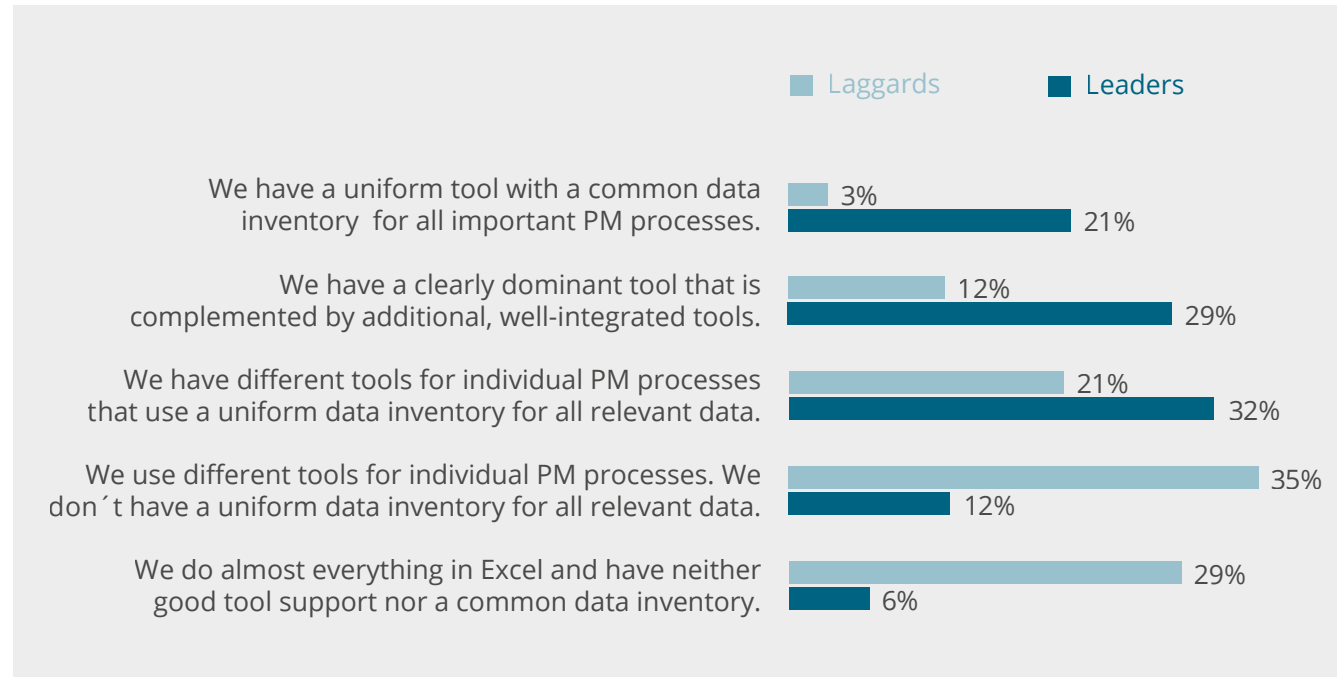
*Few organizations have unified performance management as the cornerstone of comprehensive, data-driven business management.*



# Status of software support and integration in performance management



Only one in ten companies has unified software for all key performance management processes



Which of the following statements most closely applies to your company's performance management (PM)? (n=100), by best-in-class

The fact that leaders have a significantly higher level of maturity than laggards is reflected in the 50 percent who either use uniform software (21 percent) or use a clearly dominant software supplemented by additional, well-integrated tools (29 percent). The corresponding figures for laggards are substantially lower at 3 percent and 12 percent respectively.

A comprehensive range of software is currently available to support a wide variety of performance management requirements and the individual needs of companies. Many platforms even provide integrated support for all four of these performance management processes. However, it is not easy to find an all-round package that supports all areas equally. Strengths in one discipline often

mean weaknesses in another, leaving room for a large number of additional specialized tools. Incomplete integration of performance management is often due to deliberate organizational separation (e.g., controlling and accounting) or the evolution of heterogeneous system landscapes, rather than a lack of proficiency on the part of software users.

The fact that 6 percent (and as many as 29 percent of laggards) primarily use Excel clearly contributes to the fact that performance management in these companies provides little or no support for corporate management. The biggest challenges – namely high manual effort, the lack of a consistent data repository for decision-making, and inadequate software support – are particularly felt by these organizations, as the following chapters show.



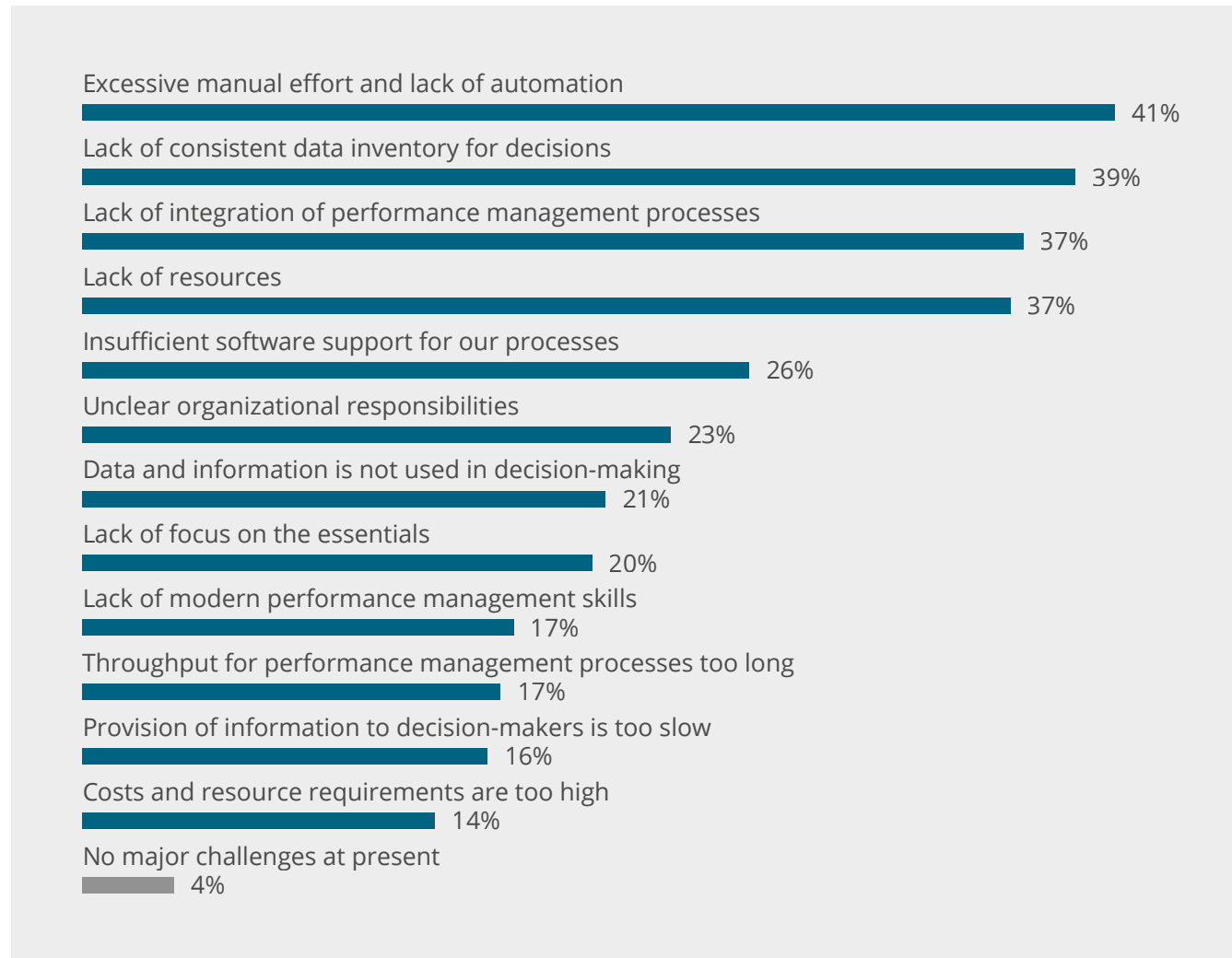
*Leaders exhibit a notably higher level of maturity compared to laggards and are more inclined to employ unified software tools for all essential performance management processes.*



# Performance management in dynamic times – a challenge for almost all companies



A Herculean task: corporate management based on inconsistent data and poorly integrated processes



What are your company's biggest challenges in terms of performance management at the moment? (n=193)

Especially in dynamic times, organizations recognize the importance of providing up-to-date information for corporate management. A transparent and comprehensive view of a company's situation, detailed analyses and constantly updated plans and forecasts are essential for making well-founded decisions. Integrated performance management is a vital building block for data-driven corporate management.

It is eye-catching that only 4 percent of companies do not currently have any major performance management challenges. Supporting all performance management processes can be a Herculean task. Inconsistent data, a lack of resources, inadequate software support and a lack of automation result in lengthy processes with considerable manual effort and poor results. The more dynamic the environment, the more negative the effects of existing inadequacies – and a reduction in dynamics is unlikely. In fact, the opposite should be expected.



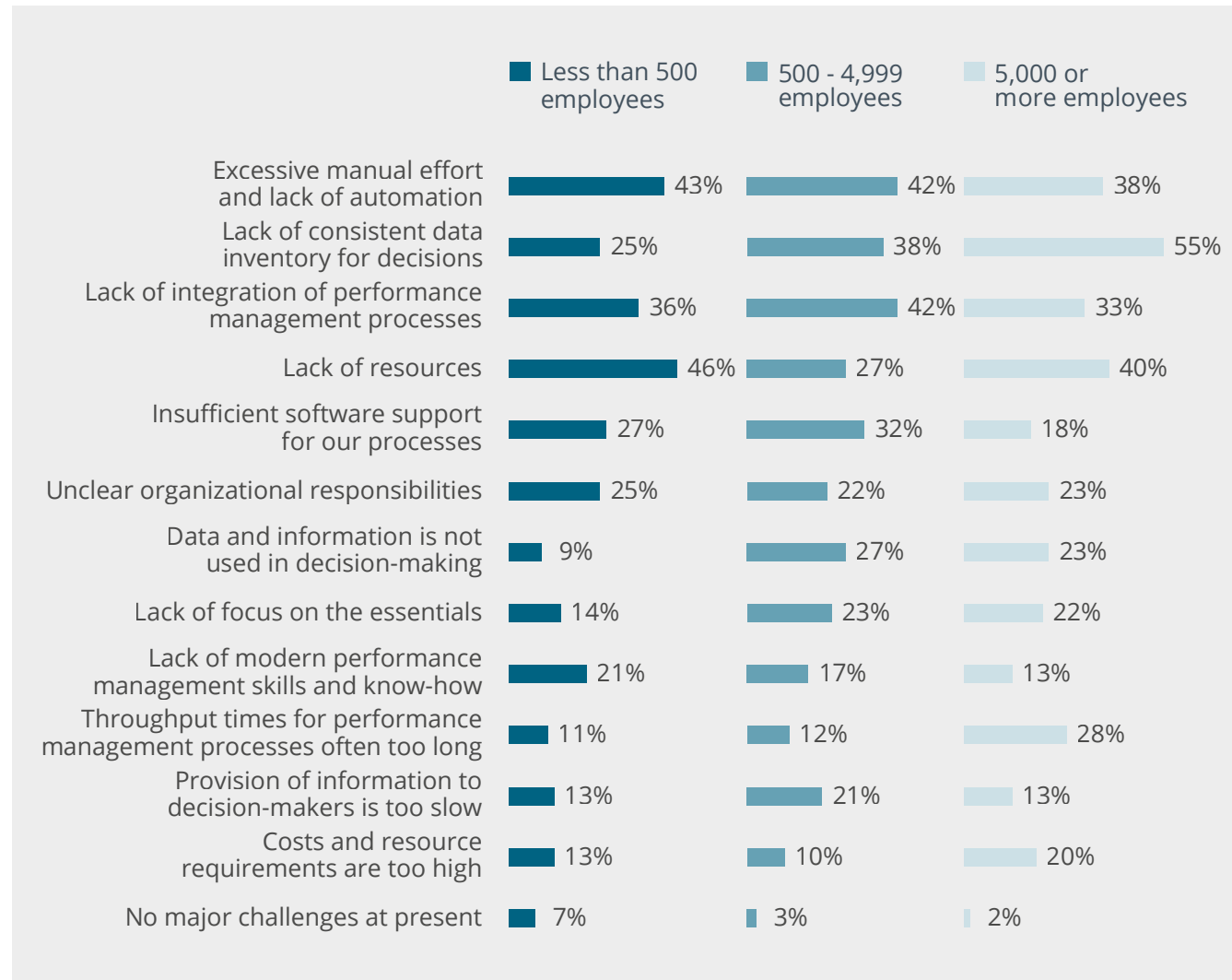
*Only 4 percent of companies currently have no major performance management challenges.*



# Performance management in dynamic times – a challenge for almost all companies



A Herculean task: corporate management based on inconsistent data and poorly integrated processes



The study results show that the performance management processes of many companies are often still supported by software of limited suitability. This leads to extra manual effort, which, among other things, can result in more data silos with inconsistent data. The sound integration of performance management processes is the greatest challenge for laggards in particular, while leaders rarely struggle with this and have significantly fewer challenges on average.

Not surprisingly, large companies more commonly have problems establishing a consistent set of data for corporate management. This is mainly due to the usually larger number of data sources and tools for performance management that they use, but often also the variety of requirements driven by business activities in different countries and business areas. On the other hand, a lack of resources is the most frequent issue for small companies.

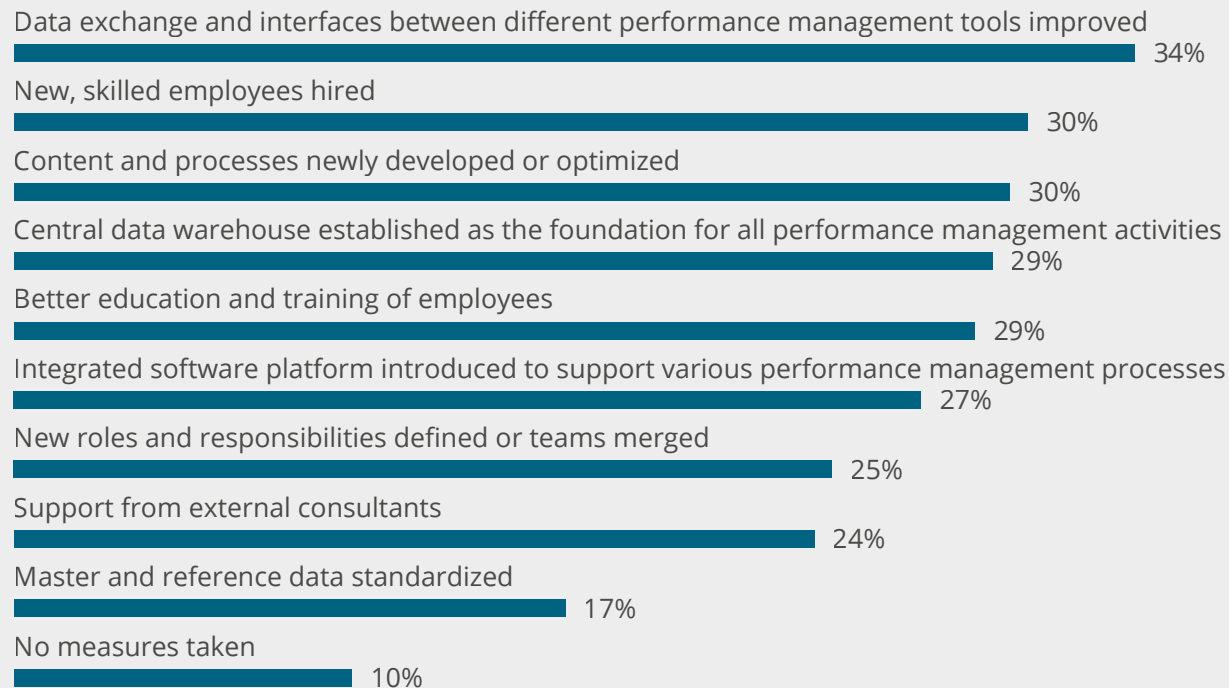
*Large companies struggle with establishing a consistent set of data for corporate management*

What are your company's biggest challenges in terms of performance management at the moment? (n=193), by size

# Optimization of performance management through standardization and better integration



Companies are taking comprehensive action to improve performance management integration – investing in a solid data foundation is high on the agenda



For many, the core of better integration is the improved exchange of data between the relevant systems (34 percent), but the use of a shared data repository, for example, in a data warehouse (29 percent), is also a high priority. This shows that bringing together data from many source systems and distributed performance management systems is still a major task.

Companies of all sizes face this challenge to varying degrees. Improving the interfaces between systems is the top issue for the larger enterprises. This is mainly because their more demanding requirements mean that they typically use several solutions in parallel that need to exchange data. Despite this, large companies still manage to introduce integrated, unified software for performance management more frequently than smaller ones. This applies equally to leaders, who are more than twice as likely to take the appropriate measures as laggards.

What measures have you taken to improve the integration of your performance management in the last 12-24 months? (n=187)

Ongoing market dynamics and the constant pressure to increase efficiency are forcing organizations to continuously optimize their performance management. Integration and standardization are key levers for improvement. The data collected shows

that companies have taken far-reaching measures in this direction over the past two years.



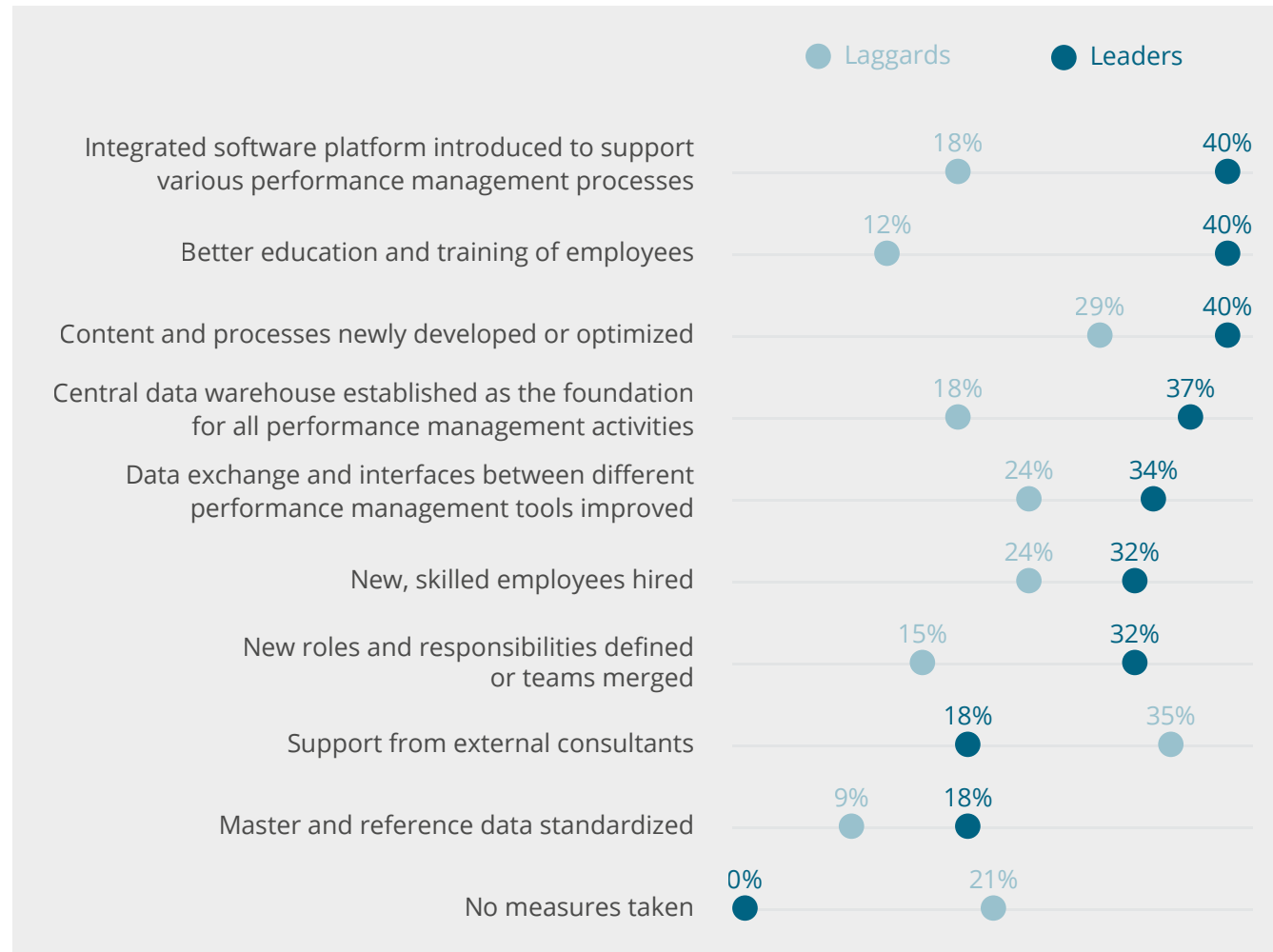
*Large companies struggle with establishing a consistent set of data for corporate management*



# Optimization of performance management through standardization and better integration



Companies are taking comprehensive action to improve performance management integration – investing in a solid data foundation is high on the agenda



What measures have you taken to improve the integration of your performance management in the last 12-24 months? (n=99), by best-in-class

Leaders continuously improve their performance management. All of them have taken measures recently. In contrast, one in five laggards has not taken any measures (21 percent), due to the importance of performance management in these companies and illustrates why they have to deal with bigger challenges than leaders.

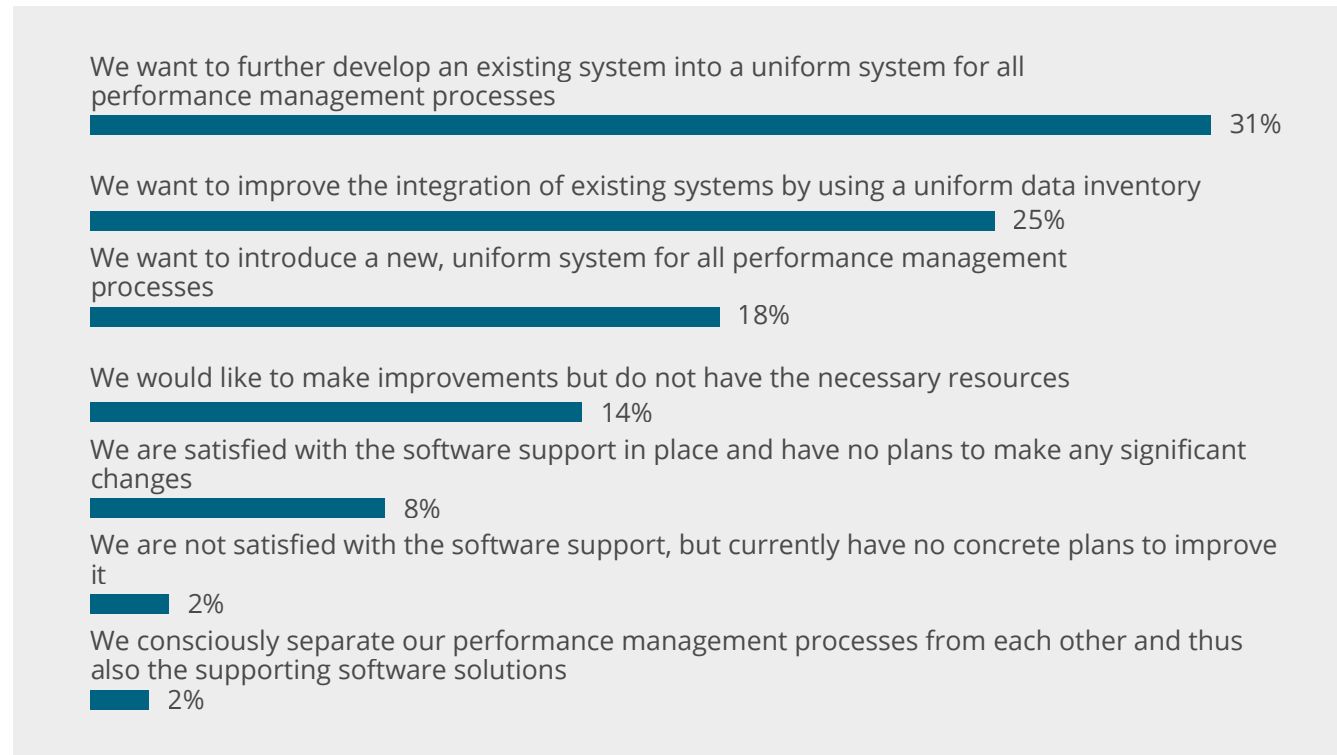
Many companies invest in well-coordinated processes and content, new employees and training. When asked about their most successful measure, employees (training and new hires) was cited most often. For leaders, training is the number one issue, on a par with optimization of processes and content. By contrast, only 12 percent of laggards invest heavily in training. The measures they have taken tell their own story: 35 percent have brought in support from external consultants. This highlights a lack of expertise and resources as key challenges. The use of consultants rather than training employees also means the lack of resources is likely to remain a barrier to further improvements.

The large number of measures taken highlights the importance of the topic. To meet new challenges – and well-grounded data-driven decisions are the order of the day to stay ahead of the competition – there must be improvements at many levels. Effective, efficient and unified performance management is a basic building block here.

# Optimization of performance management through standardization and better integration



Development of existing systems and improved integration are the main goals



Which of these statements is most applicable to your company's plans for its performance management software? (n=182)

Many companies are aware that effective performance management can only be realized with modern software. However, only one in twelve companies (8 percent) is satisfied with its current software support and is therefore not looking to make any significant changes. This is consistent with the previous study results and shows that

many organizations are keen to invest in adequate software support. The focus is not necessarily on the introduction of new software (18 percent), but often on the further development of existing solutions and on improving integration through an underlying central data repository.

Almost one in three companies (31 percent) would like to expand the software they already use into a unified performance management solution. Among leaders, this applies to almost half of companies (42 percent). This suggests that either existing solutions have not been fully exploited or that companies prefer to continue using existing tools rather than risk introducing or migrating new ones. Modern performance management software supports a wide range of tasks and functions. Accordingly, improving or expanding the use of the current software seems more appealing for many companies than starting anew.

Laggards are less satisfied with their software. However, their central challenge is a lack of resources. Many want to make improvements but do not have the required resources (21 percent).

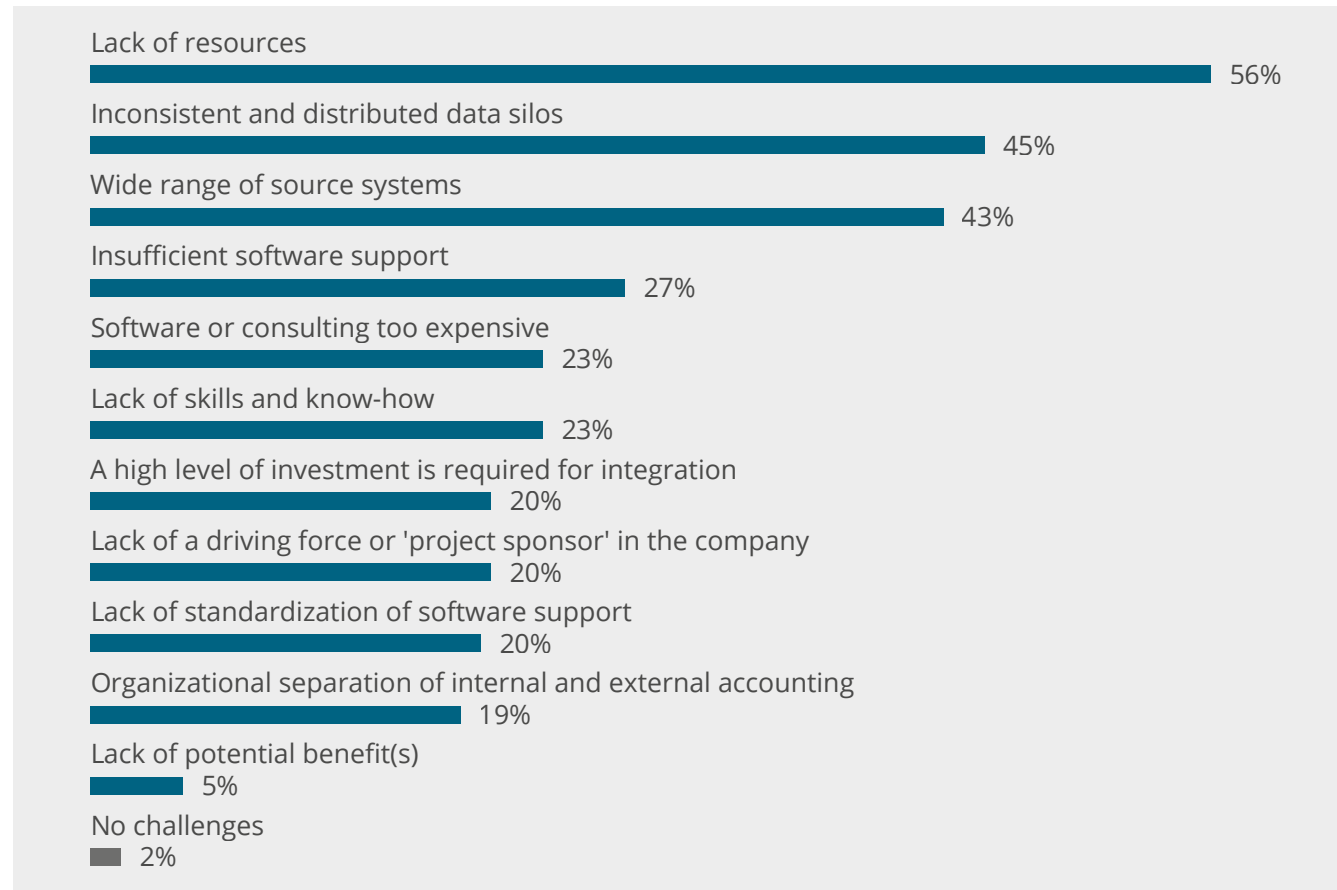
The use of a uniform data repository (e.g., data warehouse) as a hub for supplying all performance management activities is an important element for improving integration. It is therefore logical that many companies would like to connect their existing systems via a central data repository in the future (25 percent) to create a consistent starting point for all processes. This task will not become any easier in the future as the number of relevant data sources and repositories increases to cover new requirements.



# Optimization of performance management through standardization and better integration



Lack of resources, data silos and heterogeneous system landscapes are key challenges to better integration



What challenges have you encountered when integrating your company's performance management processes? (n=193)

The challenges that companies face in integrating their performance management are diverse and extensive.

Despite the reported relevance of the processes and their influence on business success, many organizations are hesitant to provide sufficient resources.

But what exactly is driving the integration effort? Primarily, it is the increasing number of data sources that have to be used and connected (43 percent). Also, the demand on resources is increasing due to additional topics such as ESG. The situation for most companies is becoming increasingly complicated by both these factors. When the data used for performance management is inconsistent and spread across multiple, poorly linked data repositories (45 percent), then not only does the effort required for planning, consolidation and reporting increase, but the effort needed to improve integration also increases, creating additional pressure on resources (56 percent).

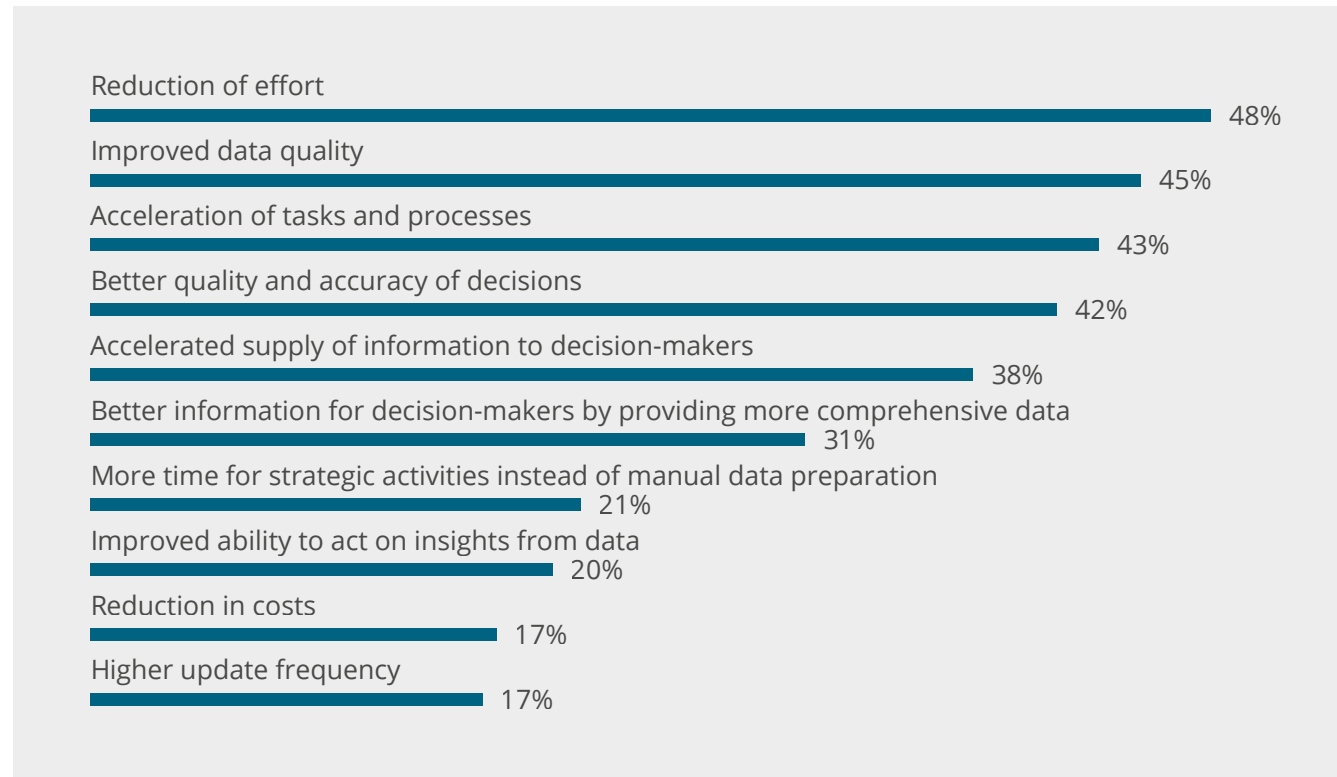
This correlation is confirmed by looking at the challenges faced by company size. Large organizations with more data sources and tools are more likely to state that extensive investment is required.

Even though many companies rank employee training and the recruitment of new experts among the most important measures, only 23 percent see a lack of expertise as a hurdle. So, for many, it is actually time that is lacking rather than knowledge. However, laggards are far more likely to lack the skills and know-how than others (32 percent). As explained, the use of external resources may provide a short-term remedy, but this does not address the root cause of the problem.

# Improved integration creates benefits and increases the efficiency of performance management



## Higher decision quality and acceleration of processes through integrated performance management



What benefits have been achieved through improved integration of performance management processes? (n=166)

The results of the study provide impressive evidence of the benefits of better integration of performance management processes. Only 4 percent of the companies surveyed did not see any benefit from their efforts - a compelling case for resources.

The improvements can be grouped into five areas:

- Decision quality increased
- Tasks and processes accelerated
- Quicker information supply for decision-makers
- Effort reduced
- Data quality improved

Looking at the benefits achieved, the advantages of well-integrated performance management are clear beyond doubt. The comprehensive integration of central processes based on a central data repository improves data consistency and reduces the effort required for the transfer of data. This accelerates both processes (e.g., preparation of financial statements) and decisions.

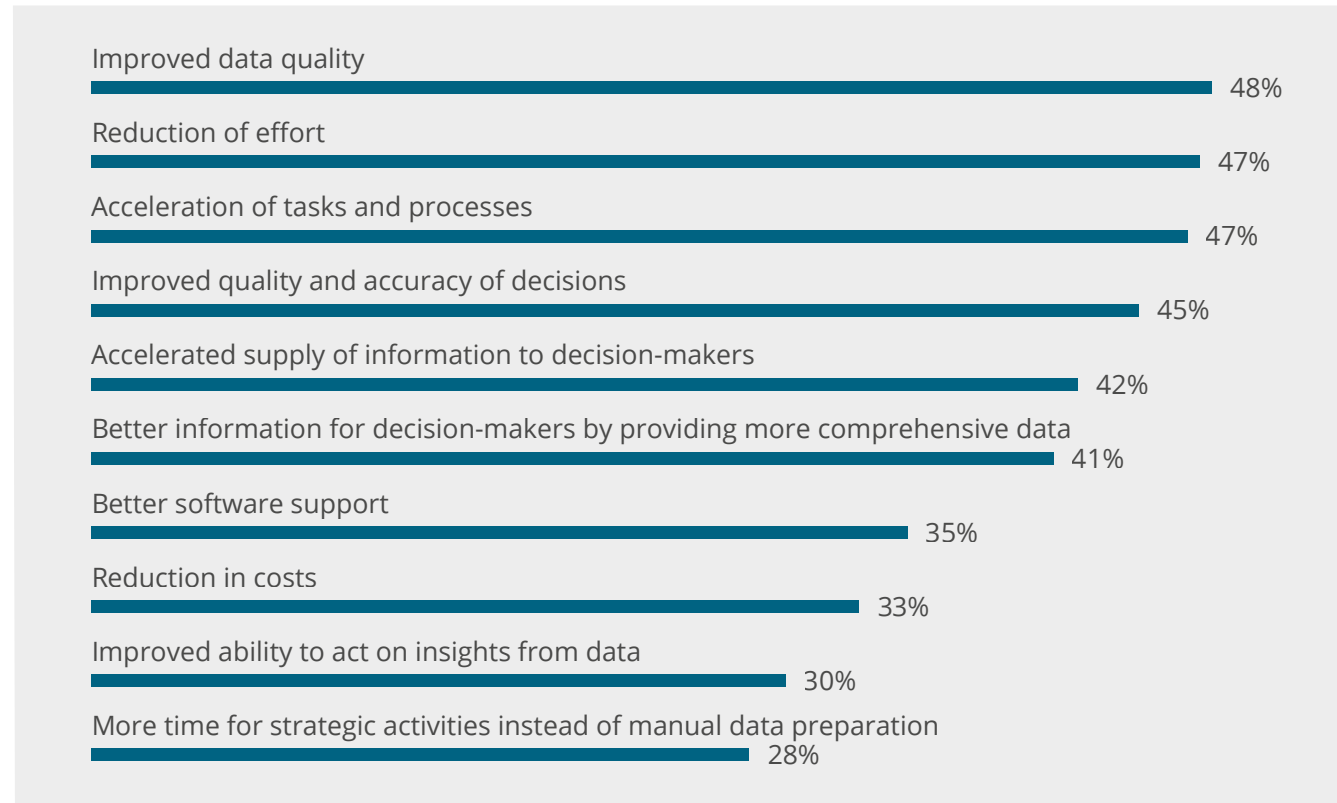
If performance management is based on consistent and uniform data, the quality of the results used for decision-making increases. End-to-end integration and automation reduce the effort required to manually merge data and at the same time increase its traceability. This enables faster and more reliable provision of information to decision-makers.

Unified software that provides integrated support for multiple performance management processes offers an ideal foundation for an integrated approach. Storing all data centrally and consistently in one model reduces effort considerably and increases data quality. This allows relevant information to be delivered more quickly and updates to be carried out more frequently because they are more efficient.

# Improved integration creates benefits and increases the efficiency of performance management



Better data quality, reduction of effort and faster provision of information are key goal for integration



What goals are you pursuing in the context of integrating the performance management processes in your company? (n=192)

The goals that companies are pursuing with the integration of their performance management processes are wide-ranging. Many want to increase data quality (48 percent), reduce effort (47 percent) and speed up tasks and processes (47 percent). Ul-

timately, the focus is often on higher quality and accuracy of decisions – modern, widely deployable software is an essential means to this end. The most important goals differ significantly by company size. For large companies, the top issues

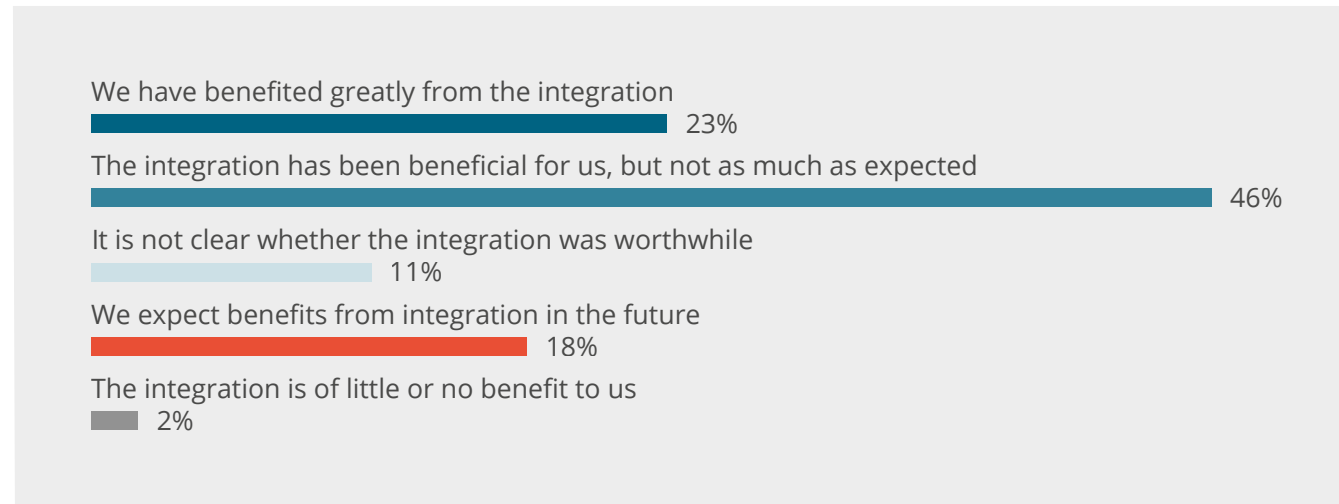
include improving data quality (56 percent) and reducing effort (54 percent), as well as providing decision-makers with information more quickly (51 percent). For medium-sized companies, data quality is also paramount, but they have significantly different priorities alongside it. For small companies, data quality is considered less important at 29 percent.

Further interesting findings can be derived from the comparison of leaders and laggards. There are notable differences in the goal of accelerating tasks and processes. While it is number one among both leaders and laggards, almost two-thirds of the latter category focus on it (62 percent), compared with just over half of leaders (52 percent). Laggards primarily want to improve the efficiency of their performance management through integration. For example, they are working harder to reduce costs (44 percent) than leaders (32 percent). The latter, in turn, primarily want to improve effectiveness, for example, to achieve competitive advantage (23 vs. 6 percent). This is consistent with the findings of other related BARC studies.

# Improved integration creates benefits and increases the efficiency of performance management



Nearly three-quarters of companies benefit from better integration of their performance management



To what extent have you benefited from the integration of performance management processes? (n=158)

69 percent of respondents confirm that their companies have benefited from the integration of performance management processes. This result underlines that the effort invested is worthwhile for many and underpins the benefits of an integrated approach.

A comparison of leaders and laggards shows that the integration efforts of leaders have been significantly more successful than those of laggards. 38 percent of leaders have benefited greatly from the integration of their performance management processes, compared with only 5 percent of lag-

gards. Smaller companies are also more successful with their measures than larger ones. 31 percent have achieved major benefits and significant improvements.

Software and technology are only one piece of the puzzle when it comes to the successful integration of performance management processes. Smooth interaction between all process participants is equally important, as well as clearly coordinated content and sufficient project resources. A clear objective for the integration project and good communication between all participants and project

sponsors are also essential.

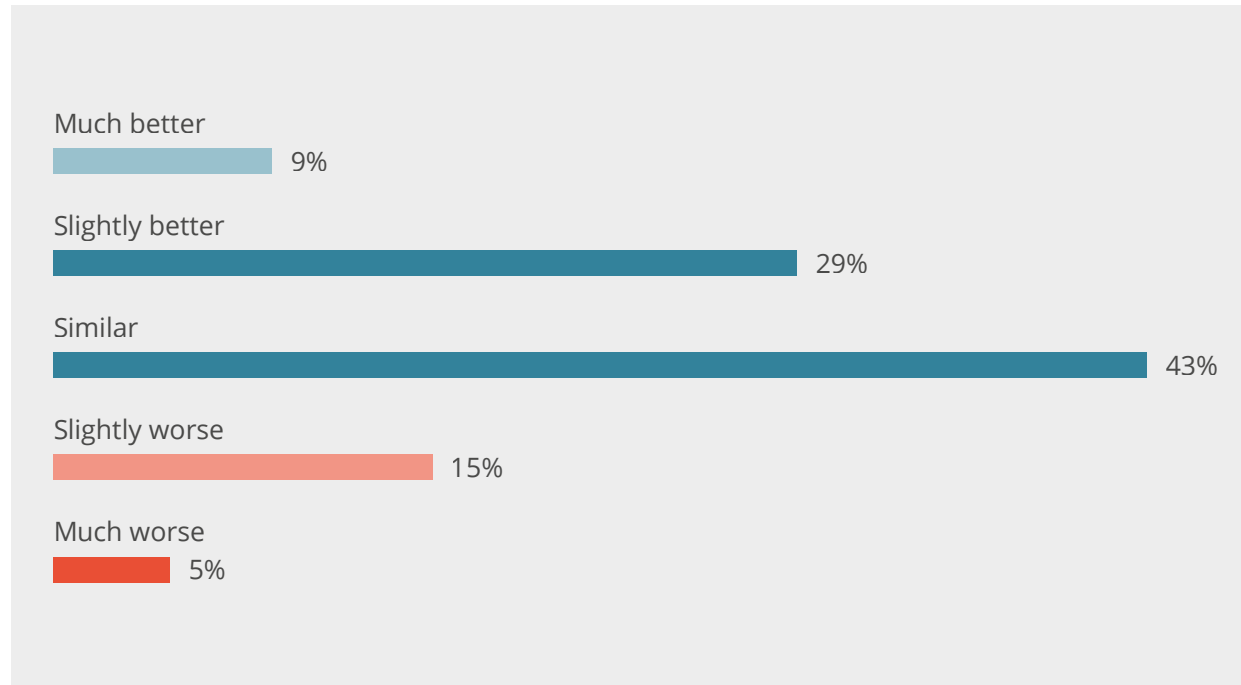
Only 13 percent of companies reported achieving minor benefits or none at all. In these cases, their efforts must be critically questioned, or the measures must even be regarded as a failure. For a further 18 percent of organizations, no comprehensive benefit has yet materialized, but is expected in the future. Laggards in particular still seem to be disproportionately active in their integration projects, as more than twice as many (29 percent) only expect benefits in the future.



*The integration efforts of leaders have been significantly more successful than those of laggards.*



# Leaders vs. laggards



Compared to your most important competitors, how would you assess the benefits that you generate for corporate management through your performance management? (n=175)



## Leaders vs. laggards

We have divided the sample of companies responding to this survey into “leaders” and “laggards” in order to analyze differences in how they deal with market dynamics. This differentiation was based on the question “Compared to your most important competitors, how would you assess the benefits that you generate for corporate management through your performance management?”. Companies that stated that they were much or slightly better in performance management than their competitors are referred to as “leaders” (38 percent), while those that stated that they were slightly or much worse than their competitors are classified as “laggards” (20 percent).

# Demographics



## Broad spectrum of industries and company sizes

This worldwide online study was conducted from May to June 2023. It was promoted within the BARC panel, via websites and to newsletter distribution lists.

### Industry sector

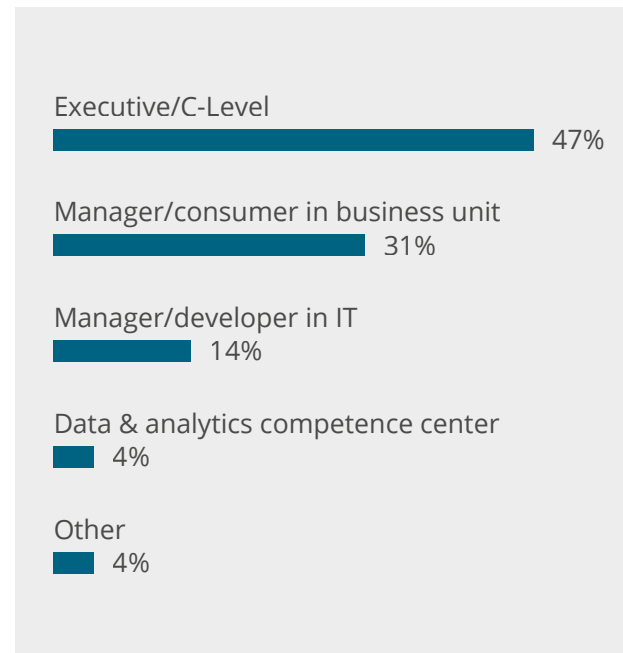


Which of the following best describes your organization's industry sector? (n=198)

A total of 198 people took part, representing a variety of different roles, industries and sizes.

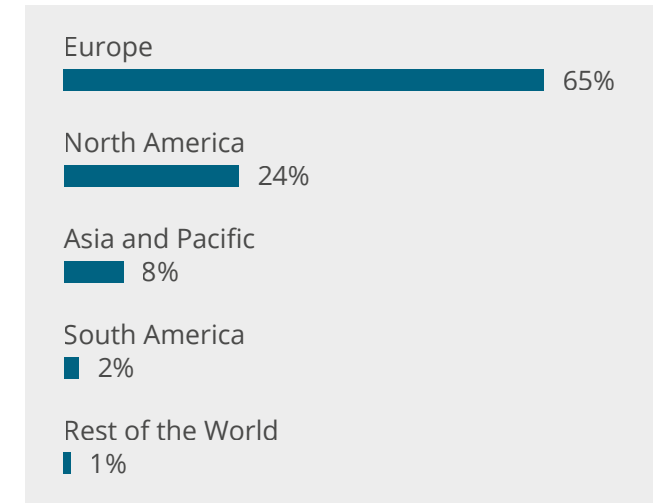
Due to rounding, totals may not add up precisely. The selection of the answer option "Don't know" is not taken into account in the sample size stated below each chart and is also hidden in the charts.

### Role



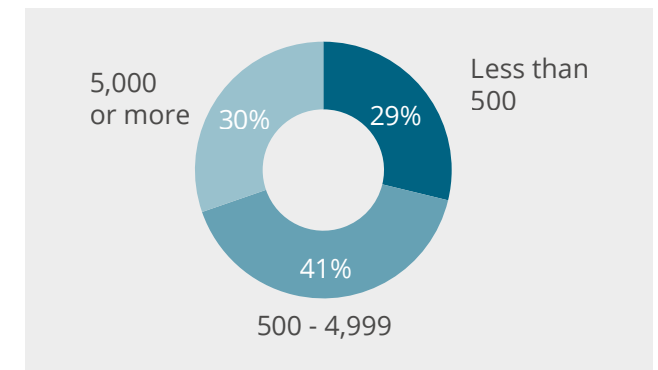
What is your role within the company? (n=198)

### Region



In which region are you located? (n=198)

### Company size



How many employees does your company have? (n=198)

## BARC

BARC is the leading analyst firm in Europe for technology and the successful use of data & analytics. Our BARC Digital Workplace division complements this focus with expertise in ECM, BPM, CRM and ERP.

### Research

BARC user surveys, software tests and analyst assessments in blogs and research notes give you the confidence to make the right decisions. Our independent research gets to the heart of market developments, evaluates software and providers thoroughly and gives you valuable ideas on how

to turn data, analytics and AI into added value and successfully transform your business.

### Advisory

The BARC Advisory practice is entirely focused on translating your company's requirements into future-proof decisions. The holistic advice we provide will help you successfully implement your data & analytics strategy and culture as well as your architecture and technology. Our goal is not to stay for the long haul. BARC's research and experience-founded expert input sets organizations on the road to the successful use of data &

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### Events

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Founded in 1994, and now with 25 offices worldwide, Board is recognized by leading analysts including BARC, Gartner, and IDC.

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## Sponsor profile

# OneStream



OneStream™ provides an intelligent finance platform built to enable confident decision-making and maximize business impact. OneStream unleashes organizational value by unifying data management, financial close and consolidation, planning, reporting, analytics and machine learning. We empower Finance and Operations teams with AI-enabled insights to make faster and more intelligent decisions every single day. All in a single, modern CPM platform designed to continually evolve and scale with your organization.

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# Wolters Kluwer | CCH Tagetik



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Wolters Kluwer reported 2022 annual revenues of €5.5 billion. The group serves customers in over 180 countries, maintains operations in over 40 countries, and employs approximately 20,000 people worldwide. The company is headquartered in Alphen aan den Rijn, the Netherlands.

Through its expert solution, CCH® Tagetik, Wolters Kluwer provides a platform for strategic and financial information that enables CFOs and their employees to execute their financial strategy by making faster, more informed decisions.

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Dr. Christian Fuchs heads up BARC's Data & Analytics Research team. He is the author of numerous BARC studies and a frequent speaker at conferences. He specializes in decision-supporting information systems for corporate performance management, planning and budgeting, financial consolidation and analytics. As a senior analyst and consultant, he supports companies in the software selection process and in the introductory phase as well as in strategic questions regarding the front-end tool portfolio, architecture and use cases.



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