

# The Journey to Digital World Class<sup>®</sup> Starts Here



## The Hackett Digital World Class Matrix<sup>™</sup> Enterprise Performance Management (EPM) Software Provider Perspective

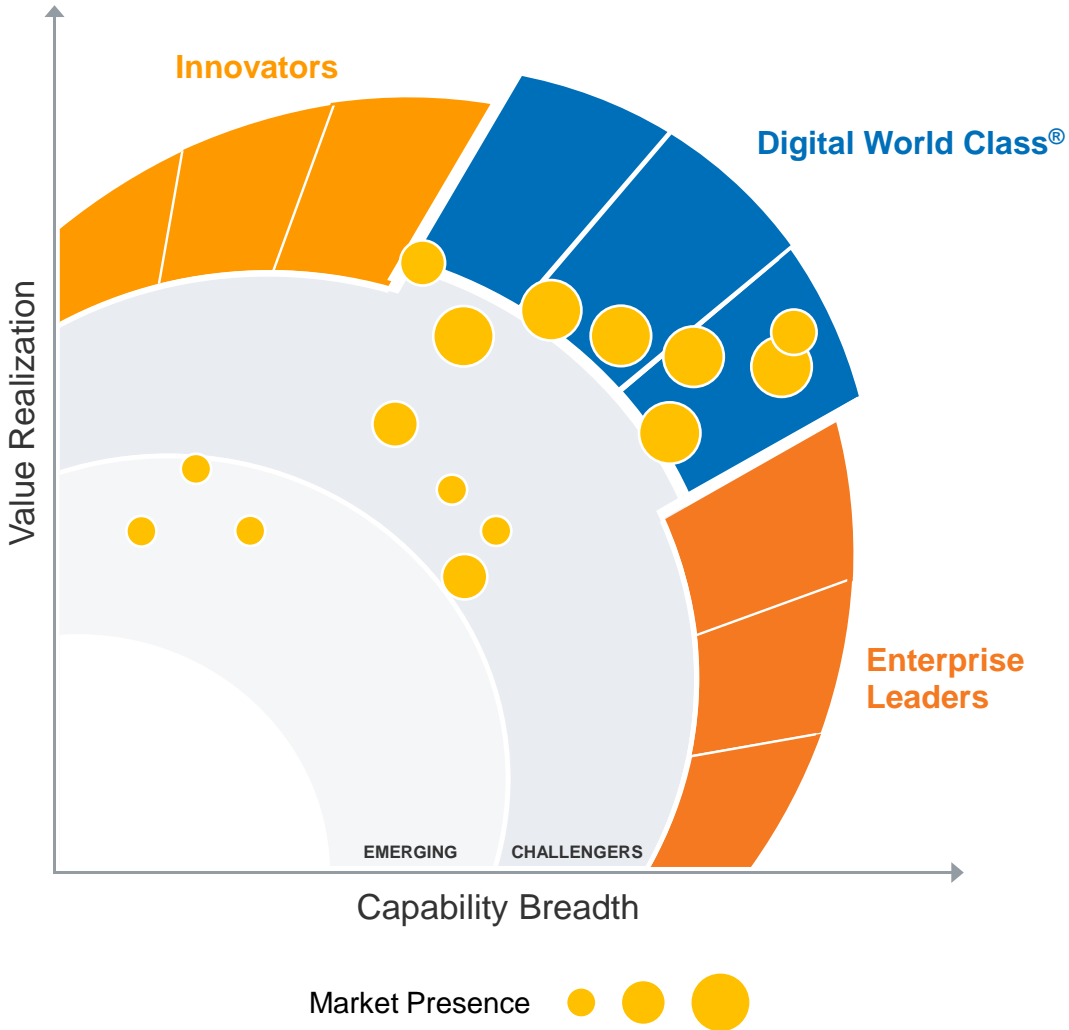
Integrated EPM, Planning and Forecasting, Close and External Reporting

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February 2024

# How the Hackett Digital World Class Matrix™ creates a paradigm shift in the industry

- 1** The **Hackett Digital World Class Matrix** not only analyzes providers' differentiated capabilities, but also assesses the value organizations can expect a solution to deliver.
- 2** **Value realization:** The missing piece in other vendor assessments and arguably the most fundamental reason executives invest in a new solution.
- 3** The Hackett Group is the only company **uniquely qualified** to evaluate both solution provider capabilities and quantify expected value realization.
- 4** With **process-level performance metrics and best practice implementation intelligence** from more than 25,000 benchmarks, including over 2,000 best practices from Digital World Class® leaders, we know what process leaders can expect to gain and how to accelerate value realization.
- 5** Quickly assess the unique capabilities and value realization impact to guide your investment decisions with **the Hackett Digital World Class Matrix**.



Please refer to the "Important legal notice" at the back of this report for further information

# Why are the Hackett Digital World Class Matrix™ findings so crucial?

The ability to quickly and intuitively analyze and forecast business performance has never been more critical. Market dynamics, supply chain disruptions and geopolitical shifts combined with disparate/heterogenous data, unintegrated processes and antiquated forecasting techniques have, in many cases, put finance two steps behind the business. The good news is there are solutions that are rising to these challenges!



- Organizations are racing to modernize their enterprise performance management (EPM) capability to enable their teams to focus on driving business value versus compiling/reconciling data.
- The dynamic EPM vendor landscape continues to significantly improve customers' ability to drive value through greater integration, automation and increasing leverage of modern technology.
- Differentiating the “marketing” across vendors, especially newer entrants, can be challenging as companies consider functionality, ability to scale and fit with their broader technology strategy.
- Established and emerging EPM solution providers continue to differentiate based on factors that include scope, scale, industry solutions, UI/UX, data management, analytics and total cost of ownership.
- The Hackett Digital World Class Matrix™ highlights significant value being delivered, with value maximized when processes are optimized/standardized in conjunction with tool deployment:
  - Quick, intuitive, actionable, self-service access to business performance
  - Substantially increased agility to both model and analyze market dynamics
  - Significantly improved forecast accuracy leveraging sophisticated modeling techniques (e.g., AI, analytics)
  - Significant capacity creation and cycle time reduction through automation
  - Streamlined, highly controlled close and consolidation processes
  - Reduced implementation times/cost leveraging prebuilt integrations and functionality
- Every vendor has a perspective on incorporation of AI into its platform. We continue to be excited about the potential of this technology but have not yet found it to be a differentiating characteristic for any vendor at this time. However, this will change as next-generation offerings move into production.

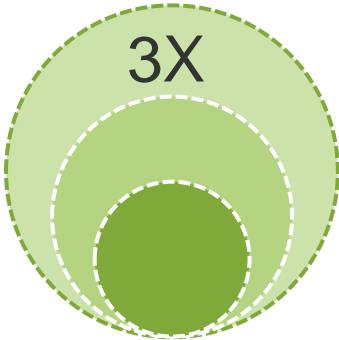
# Value realization | Why organizations address their EPM processes and technology



Digital World Class® means greater insight, value and agility delivered faster and at a lower cost



More time analyzing information versus compiling data



Better forecast accuracy



Cost advantage for a typical \$10 billion enterprise

**Modern, cloud-based EPM solutions deliver far greater value realization than legacy systems, with approximately 94% of companies being satisfied to extremely satisfied with their deployments.**

# Executive summary

The EPM software market is rapidly and dynamically responding to the current market opportunities, with solution providers expanding capabilities through R&D investments (e.g., AI), acquisitions and strategic partnerships. Our research shows the key points of differentiation among the vendor community while also highlighting implementation considerations/challenges that are common across the vendor landscape.



## Capability Expansion

- End-user-accessible artificial intelligence and machine learning, predictive modeling and intelligent decision support
- Intuitive, prebuilt visualizations to drive actionable, intuitive, AI-driven access to performance
- Flexible, extensible connectivity to any data source for more robust, deeper, quicker analytics
- Built-in financial intelligence for mapping and transformation logic to aggregate and consolidate data
- Automated workflows, embedded visual editing and training, suggestive guidance
- Environmental, social and governance planning and reporting aligned with corporate strategy



## Reduction in Total Cost to Own

- Implementation time, effort and cost continue to shrink with AI-enabled configuration and prebuilt assets
- Data management capability continues to improve, driving greater value sustainability
- Size of community, including implementation resources, user community and availability of talent continue to be critical factors
- Licensing closely tracks to degree of functionality delivered
- Upgrade/functionality enhancement cadence, process and requirements are improving, and product roadmaps should be considered



## Consistent Steps to Maximize Value

- Maximization of value continues to be dependent on transformation/standardization of processes, with noted failures of “lift and shift” implementations
- Establishing and maintaining a complete EPM vision (process, data, technology, organization) continues to be a critical element for value attainment, sustainment
- Tactical, structured change management is a critical factor in long-term value realization, especially for planning/forecasting
- Expressly evaluating the degree of fit for preconfigured solutions better manages expectations and will result in better on-time deployment results



## Common Challenges to Overcome

- Willingness to challenge the status quo to drive toward best practice processes, enabled/automated through the selected technology
- Allowing the vendor evaluation and implementation to be driven by IT versus finance
- Overemphasizing value of selecting the same vendor for both enterprise resource planning and EPM
- Underestimating the degree of difficulty to align and transform source data into analyzable information
- Lack of consideration for long-term availability of support resources, user community and R&D investments

# The Hackett Digital World Class Matrix™ for EPM | Study scope

**This EPM study separates into three unique matrices due to the nature of capabilities provided across the current vendor landscape:**

1. Full end-to-end integrated EPM solutions that span both criteria below
2. Solutions aligned to core functional tower planning and forecasting
3. Solutions aligned to core functional tower close and external reporting

## 1 Integrated Enterprise Performance Management

### 2 Enterprise Planning and Forecasting

Strategic Support	Planning & Forecasting	Business Analysis
Long Range, Ad Hoc and Targets	Balance Sheet, Profit and Loss, Cash Flow	
	Profitability	
	Workforce	
	Capital/Projects	

### 3 Enterprise Close and External Reporting

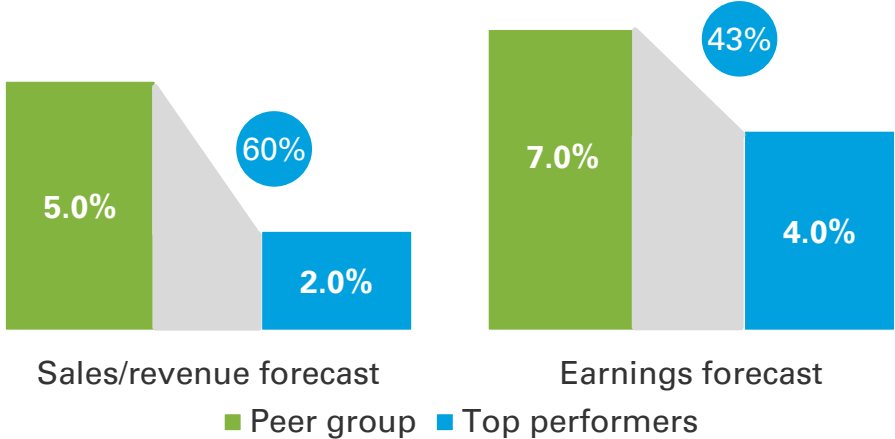
Close	External Reporting
Consolidation, Elimination and Topside Entries	Supplemental Data (includes statutory and GAAP)
Currency Translations and Overrides	Disclosure Management
Cash Flow	
Account Reconciliation and Transaction Matching	
Journal Entry Automation	

# The Hackett Group's EPM process software definitions

Scope	Description
Strategic Support	Development of the company's short- and long-term financial and nonfinancial objectives, including strategic planning support, target setting for the annual budgeting process and interim/outlook forecast scenario modeling.
Planning and Forecasting	Annual efforts to create budget and capital plans plus periodic activities monthly, quarterly or event-driven to update year-end or rolling forecasts, P&Ls, balance sheets and cash-flow statements, collaboration with operations.
Business Analysis	Time spent performing analysis to support management decisions, providing operations with interpretive financial and nonfinancial information and analyzing cost accounting data for recovery rate development for purposes of product or customer, pricing for products/services and new business transactions.
Close and Consolidation	Monitoring and executing local entity close process, consolidations, eliminations, adjustments, provisions and accruals in accordance with financial reporting, statutory requirements and generation of internal management reporting.
External Reporting	Reporting consolidated financial information dictated by local accounting standards (GAAP, SSAP, IFRS, etc.), company law, local/stock exchange regulations and subsidiary requirements to external regulatory agencies and third parties where required by law, industry regulation or company agreement.

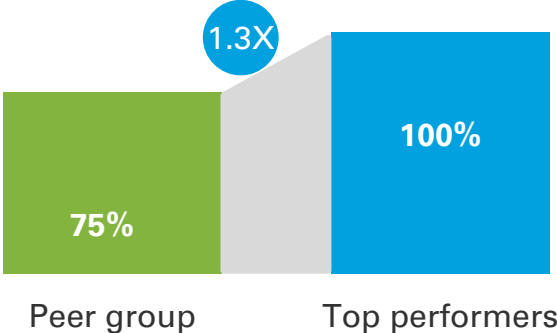
# Key observations | Driving efficiency and effectiveness in EPM has significant advantages

## Degree of forecast error (one quarter)



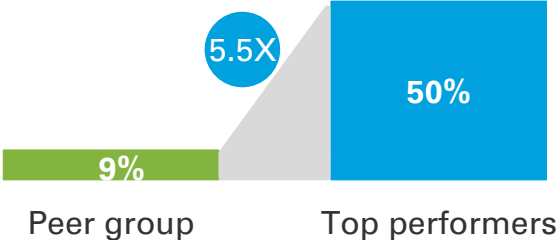
Q. What is the average level of forecasting accuracy of your organization for revenue and earnings?

## Confidence level in key business analyses



Q. How confident are you that the right key business analyses support key decisions in your organization?

## Business day to release standard reporting pack to the board (percentage by day 5)



Q. For monthly or quarterly reporting, at what business day of the month do you release your standard reporting pack to the executive board?



Defining Digital World Class® performance

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# How to read the Hackett Digital World Class Matrix™ software provider placements

## DIGITAL WORLD CLASS®

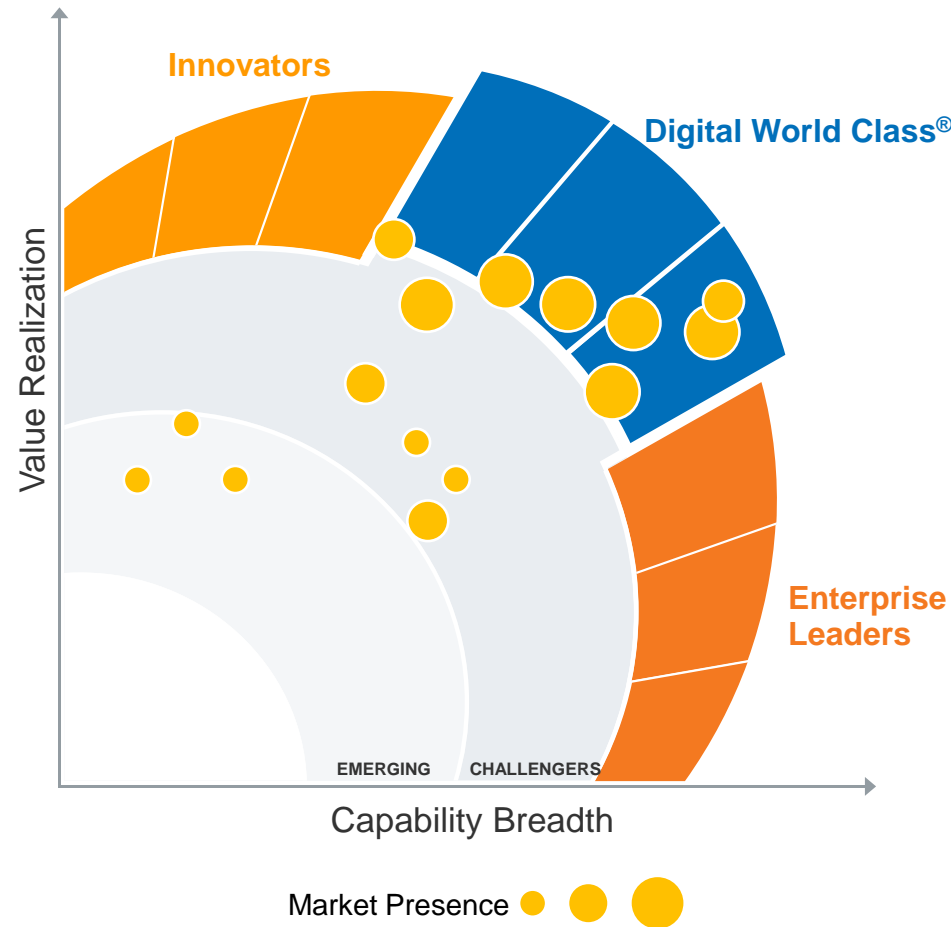
- These companies provide top performance in business value and operational excellence and support multiple customers in attaining Digital World Class performance.
- These companies have an expanded mix of solution capabilities and are achieving high customer satisfaction ratings in value realized.

## INNOVATORS

- Innovators are delivering superior value realization to clients; however, they have limited scope and features of solutions.
- While the companies in this space are focusing on a narrower scope, they are well-regarded by industry experts and users.

## ENTERPRISE LEADERS

- Enterprise leaders focus on building strong, broad function-level capability through operational excellence within their platforms, and flexibility in solutions and services for end-to-end processes.
- Enterprise leaders have a wide breadth in capability but have opportunities to improve delivery against key performance metrics.



## CHALLENGERS

- Challengers are progressing toward delivering greater value realization and capability breadth.
- Capabilities and value realization are not yet fully established within the challenger's toolkit.

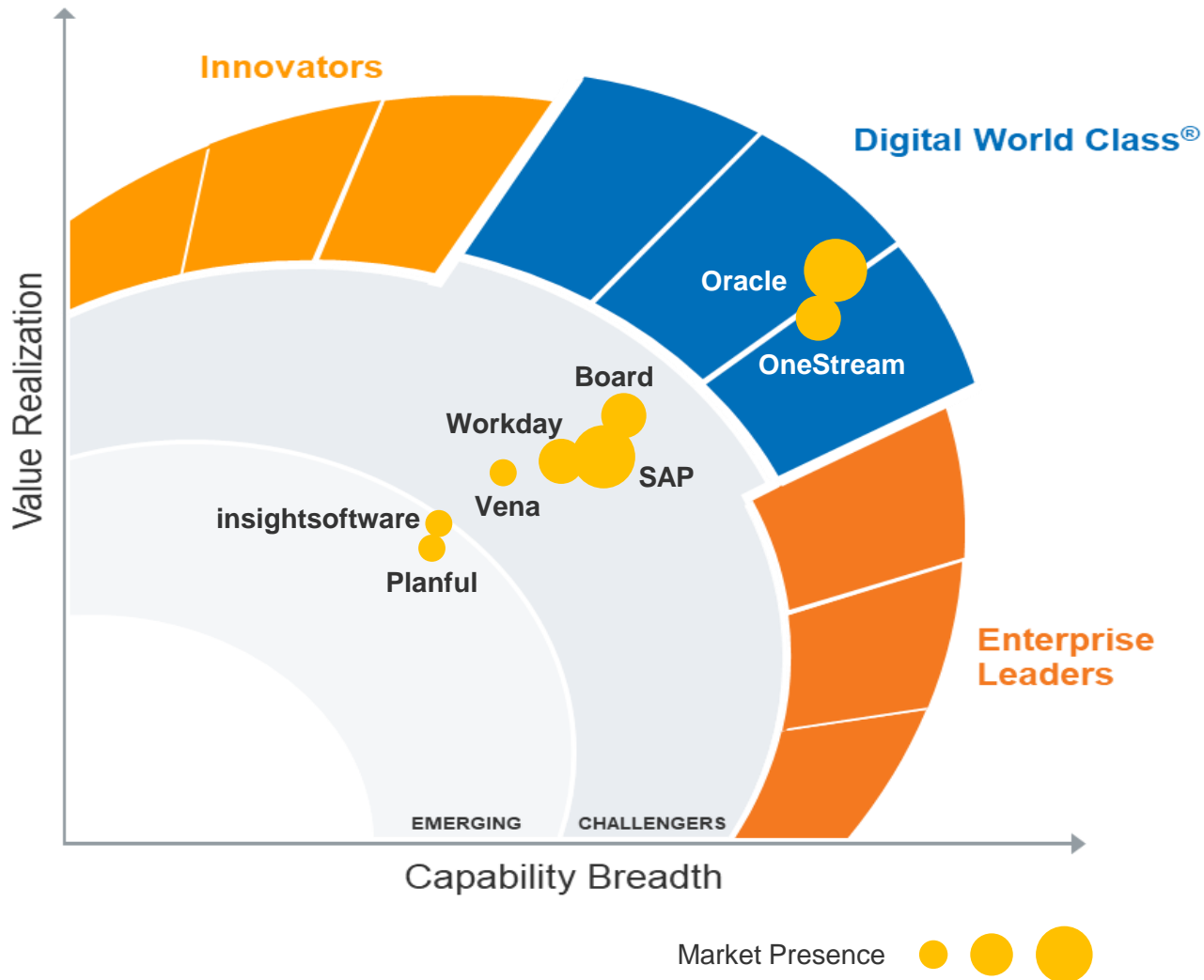
## EMERGING

- Emerging providers are still developing and defining their capabilities and go-to-market strengths.
- Emerging providers possess limited market share but are displaying a vision for growth.

## MARKET PRESENCE

- Market presence is determined through the number of years in the enterprise performance management (EPM) market and the revenue generated for EPM services delivered.

# The Hackett Digital World Class Matrix™ | Integrated EPM software providers



**Solution architecture, process maturity and business requirements have significant variation across customers**

- Size, scale, complexity, budget and workforce capabilities
- Strategic partnerships between EPM vendors and with Microsoft, Amazon and Google

**Implementation timelines, cost, experience and target setting**

- Scheduling, licensing, data storage/processing, support and upgrades are key variables
- Usability, navigation, ease of adoption, intuitiveness and overall user experience were additional areas of differentiation
- Many customers do not set clear targets and track transformation ROI/KPIs

**Data connectors, platform structure and user interface/user experience**

- Multiapplication/data models vs. single, prebuilt ERP connectors, AI-guided setup and maintenance
- Extendable dimensionality, multihierarchy data management, drill-to-source, integration setup and maintenance, prebuilt configurable templates and financial intelligence
- Web form or Excel-based templates and formulas versus technical business rule logic
- Connected solutions that integrate accounting, financial planning and analysis and operational processes (sales, supply chain, marketing, HR, IT, etc.)

**Automated workflow and business process control/support**

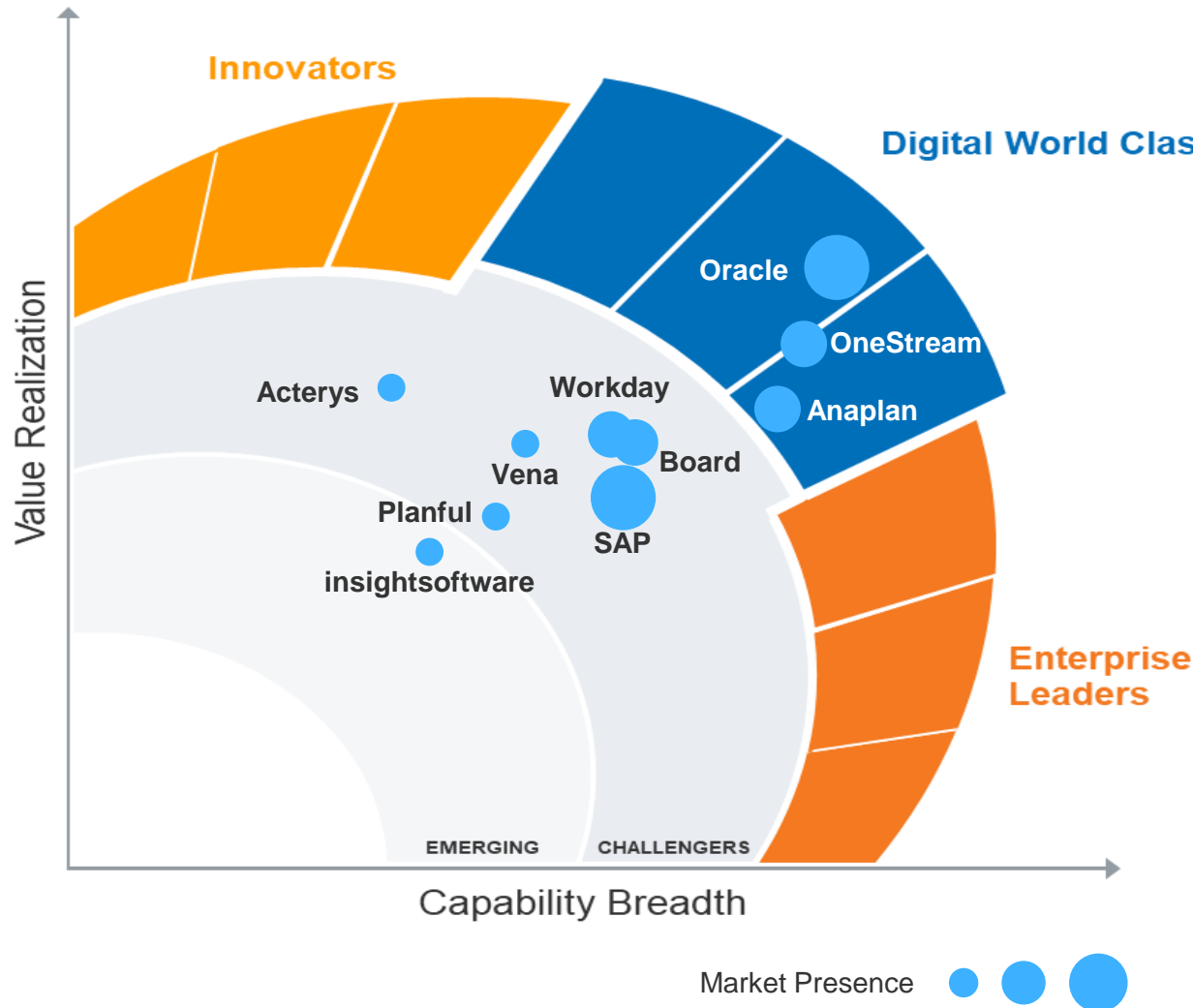
- Visual editing, notifications/actions, status and risk dashboards, dependency, ownership and period close management
- Guidance and generative large language models, bottleneck identification, improvement recommendations, embedded task-level standard operating procedures (files/videos)

**Artificial intelligence (AI), machine learning (ML) and data science**

- Predictive, generative and external knowledge-based
- End-user accessible, little-to-no IT support needed for updates and maintenance
- Highly variable maturity readiness and deployment across vendor landscape, low customer adoption will accelerate rapidly over the next three to five years

For additional details on the solution providers and the full research report, contact [advisor@thehackettgroup.com](mailto:advisor@thehackettgroup.com) regarding the Executive Advisory Membership Program.

# The Hackett Digital World Class Matrix™ | Planning and forecasting EPM software providers



## P&L drivers, spreading and rolling forecast

- Leverage standard or define custom drivers that impact financial accounts to automate forecasts and prediction outcomes, spend more time modeling/analyzing material drivers
- Identify trends, patterns and data anomalies for more accurate rolling forecasts

## Scenario analysis, periodicity and target seeding

- Simulate unlimited scenarios quickly via predictive capabilities and assumptions to evaluate potential impacts of strategic decisions or market conditions
- Connected across process areas for profitability/margin flow-through
- Set strategy and quickly push targets down to working models via allocations for business units, cost centers, accounts, etc., or model bottom-up

## Allocations and consolidation logic

- Prebuilt or configurable, view and maintain consolidation logic, allocations
- Shared between accounting close and financial planning and analysis forecasting teams
- Monitor cost and resource distributions across business units, departments, cost centers and projects with drillable driver and allocation trees

## Customer and product profitability

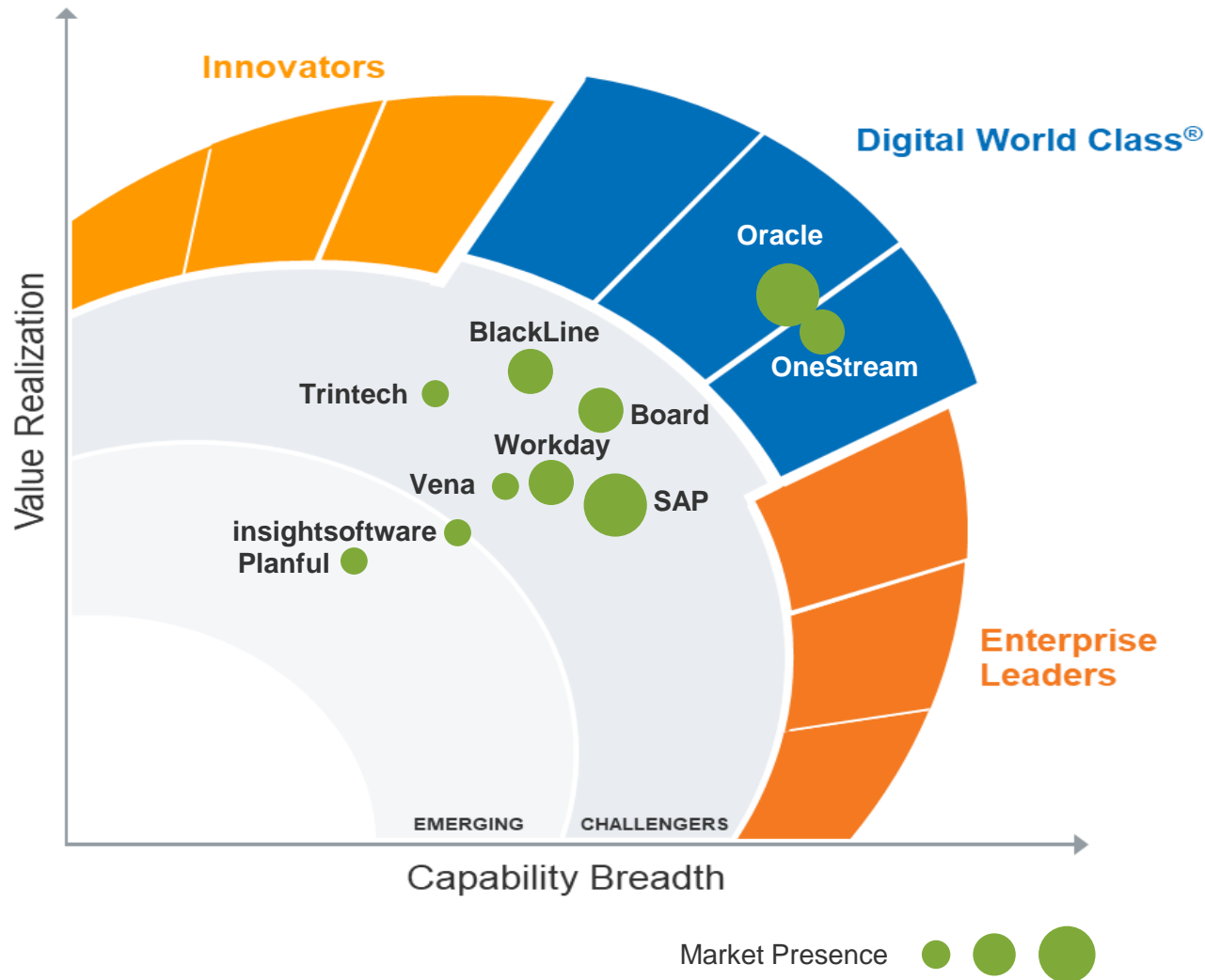
- Larger-scale data management allows more dimensions/data in the same master data model
- Financial chart of accounts (company, business unit, cost center, general ledger) and operational (customer, product, project, etc.), drill-down and back to source to lowest level of granularity
- Accounting standard cost detail shared with planning models, generate fully allocated customer or product P&Ls

## Reporting, analytics, data visualizations and AI/ML capabilities

- Create interactive, dynamic reports that are drillable and editable from visuals
- Filter and manipulate to explore different levels of granularity, enhancing dimensional analysis and forecasting capabilities
- Predictive time series probabilities, natural language (large language models) and commentary, model drivers, variance analysis, anomaly detection, and external market data insight

For additional details on the solution providers and the full research report, contact [advisor@thehackettgroup.com](mailto:advisor@thehackettgroup.com) regarding the Executive Advisory Membership Program.

# The Hackett Digital World Class Matrix™ | Close and external reporting EPM software providers



## Task management, account reconciliations, transaction matching and journal entry management

- Role-based security and automated workflow enforcing segregation of duties
- Predefined templates, best practices, auto-population, financial intelligence, certifications and approvals, enterprise resource planning postings
- Automated interfaces to local general ledgers and subledgers scheduled continuously or defined close calendar
- Full multilevel status, performance and control dashboards
- Automated transaction matching process via configurable matching rules, multiple data source ingestion and integrated with other platform functionality (e.g., reconciliations, journal entries)

## Data connectors, consolidation, elimination and topside adjustments

- Prebuilt multi-ERP connections to automate the consolidation process and apply advanced financial intelligence rules and calculations
- Run/schedule allocations and model scenarios, shared allocation and consolidation logic with planning and forecasting solutions
- Topside entries to correct errors and ensure chart of accounts standards across financial statements, integrated, automated and auditable postings back to source ERPs

## Financial statement preparation, cash flow and currency translation/overrides

- Automated balance roll-forwards and current period account movements
- Convert any number of local entities to management reporting w/triangulation, using spot or average rates, easy overrides, centrally sourced and platform sharing

## Disclosure management, supplemental data and external reporting

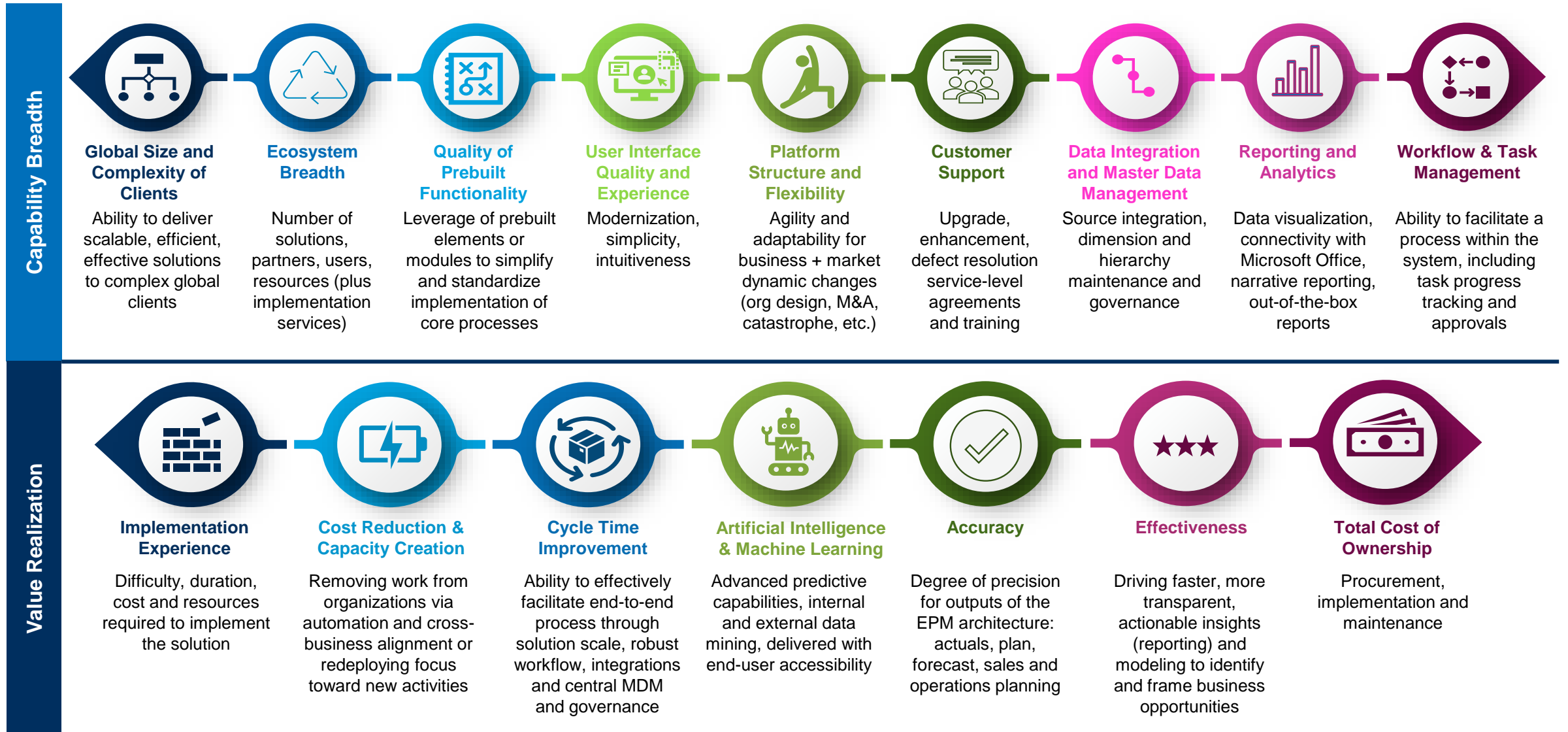
- Automate report pack and board deck creation leveraging Microsoft Office tools and templates, data refresh and quick formatting for updated requirements
- Environmental, social and governance reporting support, simplification and integration into external reporting packages
- Few EPM vendors house resident XBRL tagging capabilities native to their platform, most leverage third-party integrations with Workiva, Certent, etc.

## AI/ML capabilities

- Account health, intercompany predictive guidance, journal entry risk analysis, management discussion, analysis commentary and footnotes support, report setup

For additional details on the solution providers and the full research report, contact [advisor@thehackettgroup.com](mailto:advisor@thehackettgroup.com) regarding the Executive Advisory Membership Program.

# Evaluation criteria used for EPM





# EPM software selection considerations

- **Business objectives:** What are the primary objectives? That is, cost reduction, process improvement, scaling for growth, accelerating transformation, access to technology investment?
- **Existing architecture and toolsets:** Consideration should be provided for an organization's existing technology footprint and how an EPM solution fits
- **Best of breed versus integrated platform:** Certain EPM software vendors provide full capabilities across close, reporting and planning while others are considered best of breed for a specific process
- **Anticipated value realization:** Vendors should provide tangible evidence from similar and current client relationships of their ability to deliver the value and outcomes that you expect to achieve; having discussions with those references regarding their business results is a strong way to evaluate
- **Degree of embedded best practice process:** Many vendors have built-in capabilities that are considered out of the box to facilitate specific processes; degree of built-in capabilities should be considered for speed of implementation and baseline quality of solution
- **Change management impact and user adoption:** Transitioning to a new solution requires certain levels of change management as organizations adopt the new solution; current organizational knowledge of a solution – both functional and technical – should be considered
- **Vendor maturity and talent availability:** Maturity of a vendor's solution as well as the availability of resource skill sets in the market to execute and support the solution
- **Scalability and performance:** Based upon organizational footprint and information needs, it is important to consider a solution's ability to scale
- **Speed to benefit:** The relative complexity of implementing a solution – including typical implementation timelines for a vendor's solution – should be considered

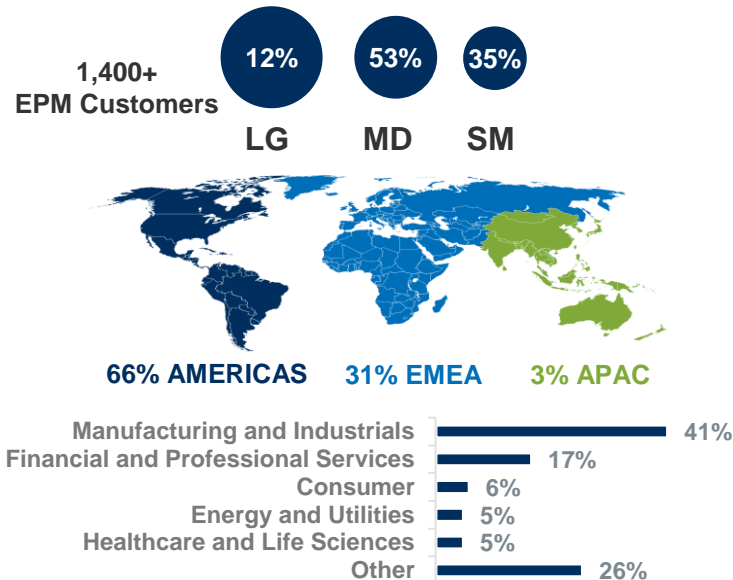


Source: The Hackett Group

## COMPANY OVERVIEW

OneStream® provides an intelligent finance platform built to enable confident decision making and maximize business impact. OneStream unleashes organizational value to unify data management, financial close and consolidation, planning, reporting, analytics and machine learning.

FOUNDED:	2012
HEADQUARTERS:	Birmingham, MI
OWNERSHIP:	Private



## REPRESENTATIVE CLIENTS



## VISION

To be the operating system for modern business. To realize this vision, we have created a unified software platform that provides a comprehensive and dynamic view of the entire enterprise based on a single source of truth for finance and operations.

## PRODUCT OVERVIEW

OneStream's intelligent finance platform unifies corporate performance management (CPM) processes such as data management, planning, reporting, analytics and financial close and consolidation. The platform can easily be extended with over 75 solutions from the OneStream Solution Exchange. These downloadable solutions are built on and optimized for the OneStream platform. They allow customers and partners to easily extend the value of their investment to meet the changing needs of finance and operations.

## INNOVATION ROADMAP

- Sensible Machine Learning (ML) enhancements
- Sensible Large Language Model (LLM) generative AI for platform support and enterprise intelligence
- Solution Exchange expansion with new solutions from OneStream, partners and the ecosystem
- NextGen platform enhancements for improved performance, maintenance and upgrades, security, integrations and UX/UI

## MISSION

Our mission is that every customer is a reference, one success at a time.

## KEY SOLUTION FEATURES

- One Platform Data Model** unifies/aligns strategic, financial and operational planning and reporting
- Extensible Dimensionality** supports corporate standards while enabling operational relevance
- Financial Intelligence** accelerates time to value, reduces cost of ownership with prebuilt logic
- AI & Analytic Services** maximize performance for high data volumes and granular plans, ML forecasts
- Solution Exchange** first class software built on the platform accelerates delivery of new solutions



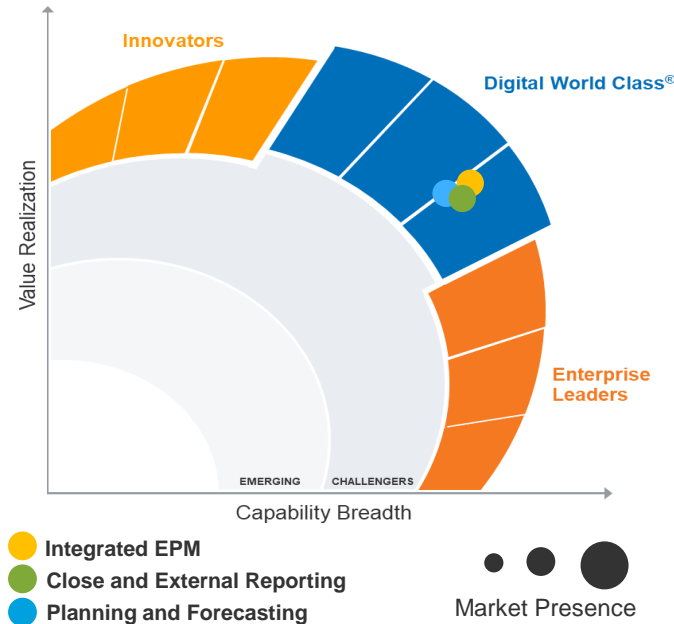
## HACKETT COMMENTARY

“OneStream’s unified EPM platform with robust financial intelligence and relational blending provides a unique opportunity for finance to fully align/govern data and improve processes from corporate to business units. This unification requires both forethought and ongoing governance to achieve and maintain the full value proposition.”

## HACKETT VALUE PLACEMENT

- Platform process integration and data model structure led to high levels of automation, accuracy and data quality improvements
- Relational and periodic data blending via extensible dimensionality and advanced consolidation logic, toggle, auditability features improve accuracy
- Benefits of a single, cross-functional data model resulted in some challenges in coordination/maintenance for companies with less integrated controllership and FP&A functions
- Built-in financial intelligence with standard configurable solutions (“Solution Exchange”) accelerate implementation speed and scale for time to value
- More likely to implement all capabilities enterprisewide versus separate initiatives, lowers TCO and rework over time
- AI capability and excitement is high, current adoption is low, Sensible ML and LLM still new, tremendous growth opportunity
- Strong customer feedback with very high satisfaction levels and exceptional vendor engagement

## Hackett Digital World Class Matrix™



## HACKETT PRODUCT ASSESSMENT

Long Range, Strategic and Targets	●
Balance Sheet, Profit and Loss, Cash Flow, Currency	●
Profitability	●
Workforce	●
Capital/Projects	●
Account Recs, Transaction Matching and JE Automation	◐
Cash Flow, Currency Translations and Overrides	●
Consolidation, Elimination and Topside Adjustments	●
Disclosure Management and Supplemental Data	◐
Master Data Management and Integrations	◐
Workflow and Task Management	●

● World Class
◐ Challenging
◑ Emerging
◒ NA/Third Party

## HACKETT CAPABILITY PLACEMENT

### Hackett Assessment

### Close and External Reporting

- Robust, built-in financial intelligence (e.g., currency, eliminations), excellent data management capability and intuitive workflow are strong assets
- Integrated data model including large-scale datasets are powerful; requires continuous, structured, cross-functional governance to take full advantage

## HACKETT CAPABILITY PLACEMENT

### Hackett Assessment

### Planning and Forecasting

- Strong product evolving quickly including support of broader planning processes (e.g., S&OP)
- Sensible ML, analytic services and relational blending enable users to merge operational data with financial data to make predictions, adjustments and strategic decisions
- Solution Exchange provides strong starting point; degree of fit for specific customers has varied significantly

# Appendix

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# The Hackett Digital World Class Matrix™ frequently asked questions (FAQs)

## How are solution providers selected for participation?

- Solution providers are included if they meet the inclusion criteria for the study, which is determined by The Hackett Group analysts and subject matter experts during the initial scoping and design phase.

## Are solution providers able to decide if they are included or excluded from the Hackett Digital World Class Matrix?

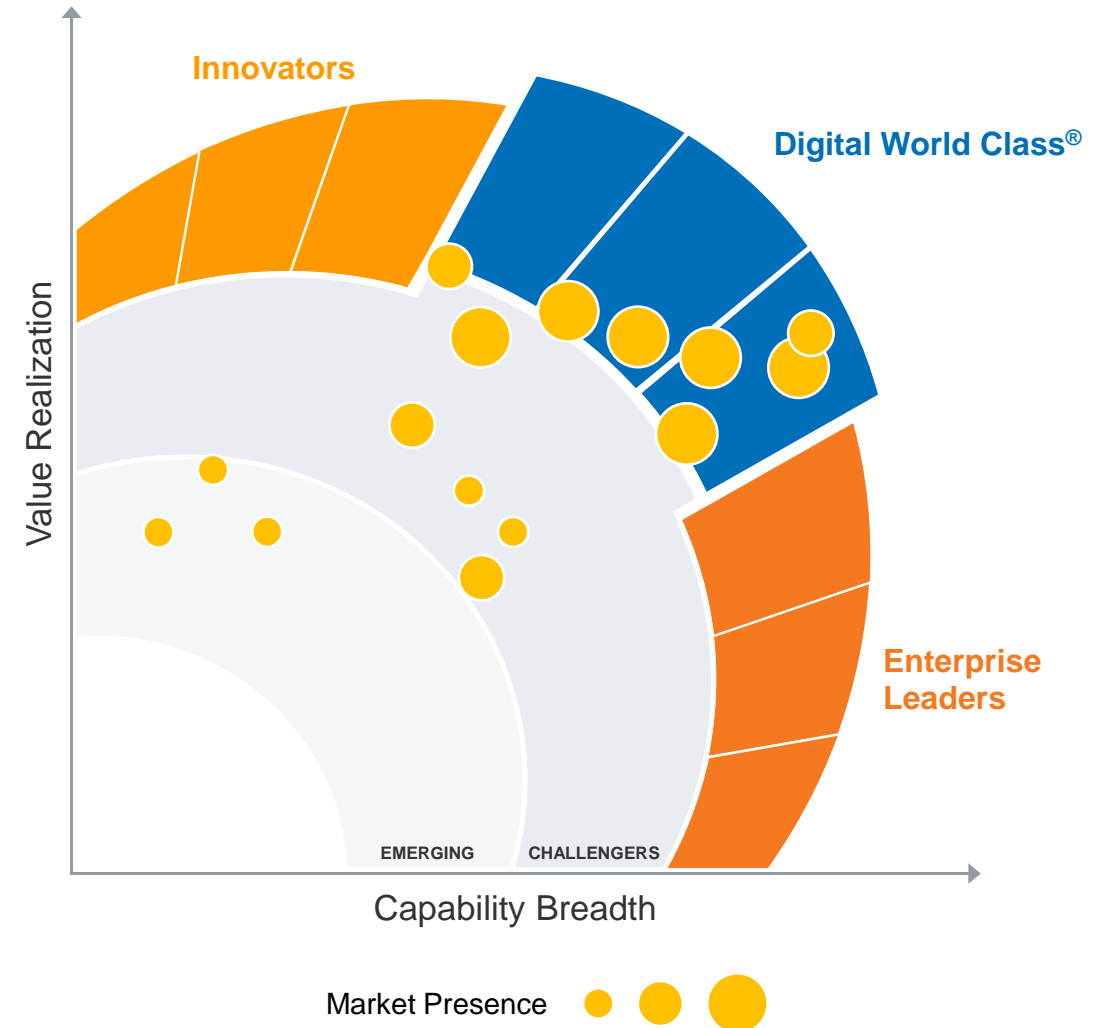
- No, solution providers cannot choose to be included or excluded from the Digital World Class Matrix Study. However, solution providers may choose not to directly participate in the process or provide information to The Hackett Group. The Hackett Group encourages participation but does not reward or penalize solution providers based on their level of participation.

## Does The Hackett Group share individual responses from customer references, surveys, interviews or solution analysis?

- No, all responses from customer references, surveys, interviews, solution provider content and other sources of data collection are kept confidential and aggregated into the overall analysis.

## How often are Hackett Digital World Class Matrices updated?

- Studies are typically refreshed between 12 to 24 months. However, a specific study's refresh is highly dependent upon the related marketplace's evolution velocity.



# Hackett Digital World Class Matrix™ FAQs (cont.)

## Are there different levels of solution provider participation?

- Yes. Some providers have supplied all requested information, while some only provided partial information and The Hackett Group gathered the remaining information from our sources. For others, The Hackett Group gathered all the evaluation information from our sources.\*

## What criteria were used to rate the EPM solution providers?

- For capability breadth, the following criteria were used:
  - Global size and complexity of clients, ecosystem breadth, existence and quality of prebuilt functionality, user interface quality and experience, platform structure and flexibility, data integration and master data management, customer support, reporting and analytics, workflow and task management
  - Balance sheet, profit and loss, cash flow, profitability, workforce, capital/projects, account reconciliation and transaction matching, consolidation, elimination and topside entries, currency translations and overrides, journal entry automation, disclosure management, supplemental data (includes statutory and GAAP)
- For value realization, the following criteria were used:
  - Customer survey feedback and performance metrics
  - Subject matter expert evaluation and experience
- For market presence, the following criteria was used:
  - Revenue specific to the study focus
  - Years in the marketplace specific to the study focus

## How does The Hackett Group build Market Intelligence reports?

- For each solution provider participating in a particular study, we gather the following information\*\*:
  - Solution provider buyer survey
  - Solution provider strategy session
  - Buyer reference checks
  - Client survey and/or interview
- Our client survey collects data from technology providers' clients about:
  - Performance, based on approximately seven key metrics relevant to the offering category
  - Experience, through related questions on customer satisfaction, value, etc.
- Using this collected information and applied knowledge from internal and external subject matter experts, we compare aggregated client survey responses against our benchmarking data to measure performance relative to each other and to that of Digital World Class® organizations.

\*Ratings for the following service providers exclude their direct input and are based on The Hackett Group's applied knowledge, public disclosures and The Hackett Group's interview and/or survey responses from technology provider buyers: Oracle, SAP, Anaplan, Workday, Board and Planful. Ratings for the following technology providers only included direct responses from either a request for information (RFI) or vendor response (VR) and the difference was analyzed by The Hackett Group's applied knowledge, public disclosures and The Hackett Group's interview and/or survey responses from technology provider buyers: insightsoftware.

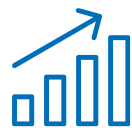
\*\*Nonparticipating technology providers have not provided any direct input. Hybrid technology providers have provided direct input on either RFI or capabilities only. Our analysis is based on The Hackett Group's applied knowledge, public disclosures and The Hackett Group's interview and/or survey responses from technology provider buyers.

# Executive Advisory Membership Program

- The Hackett Group is excited to present our exclusive Executive Advisory Membership Program. It boasts a group of over 1,000 members focused on driving transformative change and achieving Digital World Class® benefits.
- Our advisory service provides clients with unlimited access to Hackett's market-leading intellectual property and research, along with the personalized touch of a dedicated advisory team to help you realize your specific goals.
- The Hackett Group's Executive Advisory Membership Program combines an easy-to-use benchmarking platform and member portal with best practice research, case studies, diagnostics tools and advice from experienced advisors.



**Strategic Insight**



**Targeted Improvement**



**Accelerate Benefits**



**Risk Mitigation**



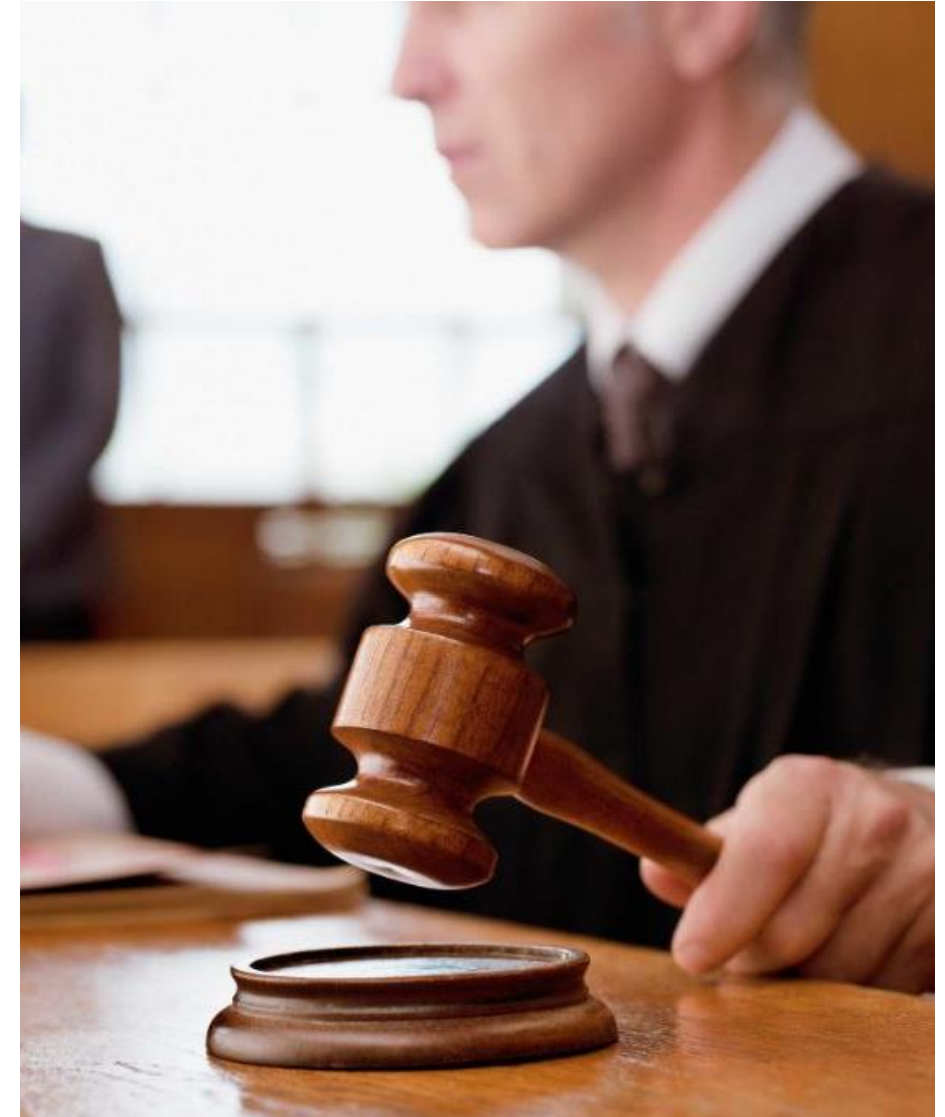
**Manage Change**

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World Class Defined and Enabled

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