

## EXCERPT

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### Worldwide Business Intelligence Tools 2006 Vendor Share (Excerpt from IDC #207422)

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#### IN THIS EXCERPT

This IDC excerpt is taken from the IDC Competitive Analysis study Worldwide Business Intelligence Tools 2006 Vendor Share (IDC #207422, June 2007), by Dan Vesset and Brian McDonough. All or part of the following sections are included in this excerpt: IDC Opinion, In this Study, Situation Overview, Vendor Profiles, Future Outlook, and Essential Guidance. Also included are Figures 1-3 and Tables 1-4.

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#### IDC OPINION

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In 2006, business intelligence (BI) tools remained an attractive market for software vendors and, compared with other business applications and tools, was one of the top investment priorities for end-user organizations. Market highlights include:

- ☒ The market showed growth of 11.5% in 2006 for a total market size of \$6.25 billion in worldwide software revenue.
- ☒ The year was marked with continued acquisitions by major BI vendors of companies within the BI and adjacent software markets, new version releases, and effective marketing and sales efforts by many small and medium-sized BI vendors.
- ☒ Interest in advanced analytics for forecasting, optimization, and other decision support techniques is growing as organizations look to move beyond using BI tools only for query and reporting.
- ☒ IDC does not yet see a substantial impact on the market from the strategy and marketing messages of most BI vendors seeking to reach a broader user base. However, these efforts are likely to begin producing results in the near future.

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#### IN THIS STUDY

This IDC study examines the BI tools market for the period from 2004 to 2006. Worldwide market size is provided for 2006, with trends from 2004. Geographic region splits for the overall market and its subsegments are provided in addition to a vendor competitive analysis, with revenue and market share for the leading vendors for 2006. This study also provides profiles of leading vendors and identifies the characteristics that vendors will need to be successful in the future.

The vendor shares and competitive analysis contained herein update those found in *Worldwide Business Intelligence Tools 2005 Vendor Shares* (IDC #202603, July 2006). This study does not include the BI market forecast, which will be published in *Worldwide Business Analytics Software 2007–2011 Forecast and 2006 Vendor Shares* (forthcoming).

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## Methodology

See the Learn More section for a description of the data collection and analysis methodology employed in this study.

In addition, please note the following:

- ☒ The information contained in this study was derived from the IDC Software Market Forecaster database as of May 29, 2007.
- ☒ All numbers in this document may not be exact due to rounding.
- ☒ For more information on IDC's software definitions and methodology, see *IDC's Software Taxonomy, 2007* (IDC #205437, February 2007).

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## Business Intelligence Tools Market Definition

IDC defines the BI tools market as being made up of two market segments: query, reporting, and analysis (QRA) and advanced analytics.

- ☒ **End-user query, reporting, and analysis.** QRA software includes ad hoc query and multidimensional analysis tools as well as dashboards and production reporting tools. Query and reporting tools are designed specifically to support ad hoc data access and report building by either IT or business users. This category does not include other application development tools that may be used for building reports but are not specifically designed for that purpose. Multidimensional analysis tools include both online analytical processing (OLAP) servers and client-side analysis tools that provide a data management environment used for modeling business problems and analyzing business data. Packaged data marts, which are preconfigured software combining data transformation, management, and access in a single package, usually with business models, are also included in this functional market.
- ☒ **Advanced analytics.** Advanced analytics software includes data mining and statistical software (previously called technical data analysis). It uses technologies such as neural networks, rule induction, and clustering, among others, to discover relationships in data and make predictions that are hidden, not apparent, or too complex to be extracted using query, reporting, and multidimensional analysis software. This market also includes technical, econometric, and other mathematics-specific software that provide libraries of statistical algorithms and tests for analyzing data. Although statistics products vary in sophistication, most provide base-level functions such as frequencies, cross-tabulation, and chi square. This market also includes a specialized form of statistical software focused on functional areas such as the industrial design of

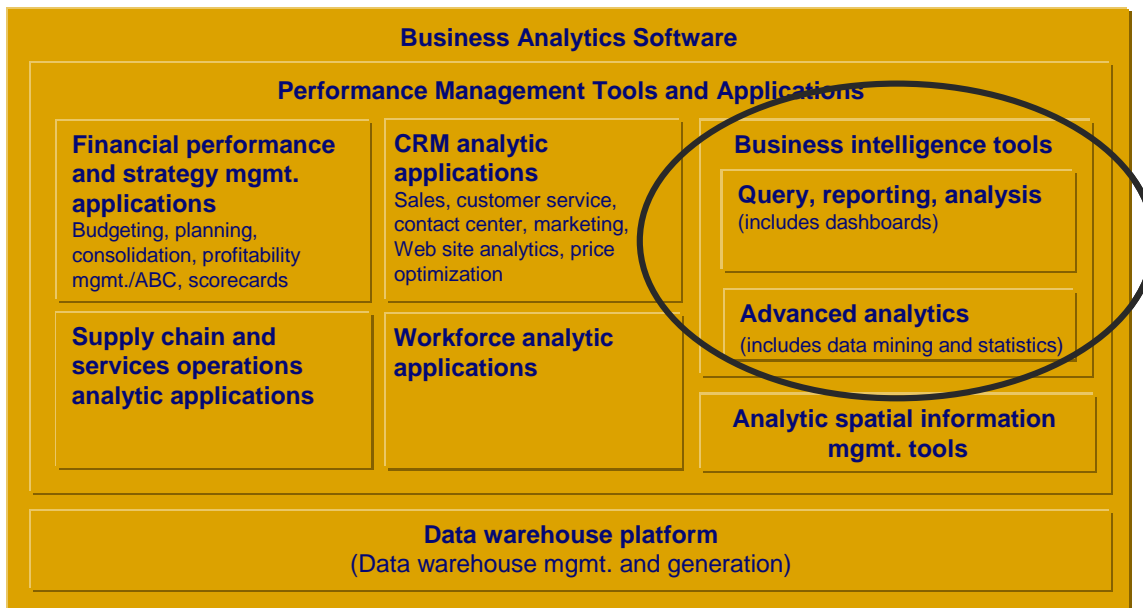
experiments, clinical trial testing, exploratory data analysis, and high-volume and real-time statistical analysis.

The BI tools market includes both standalone packaged software and embedded BI tools provided by database management software vendors.

In IDC's software taxonomy, these BI tools are part of the broader market called business analytics, which is depicted in Figure 1.

**FIGURE 1**

IDC's Business Analytics Software Taxonomy, 2007



Source: IDC, 2007

## SITUATION OVERVIEW

### The Business Intelligence Tools Market in 2006

As shown in Table 1, in 2006, the BI tools market grew 11.5% to reach \$6.25 billion in worldwide license and maintenance revenue. This growth was in the expected range of IDC's forecast as published last year. In 2006, there was no significant consolidation in the BI tools market. However, a multitude of mergers and acquisitions occurred between BI tools vendors and software vendors in other related market segments such as data integration, performance management applications, and search and discovery.

**TABLE 1**

Worldwide Business Intelligence Tools Revenue by Segment, 2004–2006

|                                | Revenue (\$M)  |                |                | Share (%)    |              |              | 2004–2005 Growth (%) | 2005–2006 Growth (%) |
|--------------------------------|----------------|----------------|----------------|--------------|--------------|--------------|----------------------|----------------------|
|                                | 2004           | 2005           | 2006           | 2004         | 2005         | 2006         |                      |                      |
| Query, reporting, and analysis | 4,004.9        | 4,487.6        | 5,008.5        | 79.5         | 80.0         | 80.1         | 12.1                 | 11.6                 |
| Advanced analytics             | 1,031.9        | 1,118.6        | 1,244.6        | 20.5         | 20.0         | 19.9         | 8.4                  | 11.3                 |
| <b>Total</b>                   | <b>5,036.7</b> | <b>5,606.2</b> | <b>6,253.0</b> | <b>100.0</b> | <b>100.0</b> | <b>100.0</b> | <b>11.3</b>          | <b>11.5</b>          |

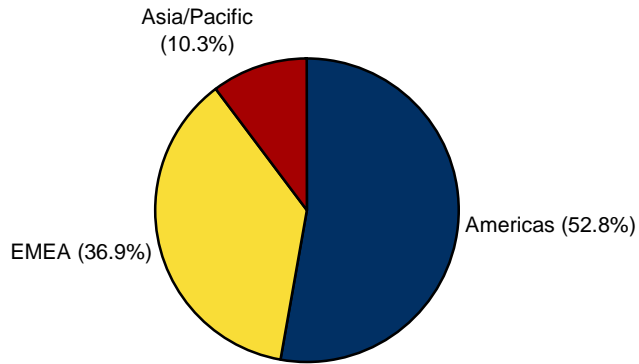
Source: IDC, June 2007

### *Performance by Geographic Region in 2006*

Figure 2 shows the geographic breakdown of the BI tools market. The Americas region continues to be the largest segment of the market, followed by Europe, the Middle East, and Africa (EMEA) and Asia/Pacific. Further details and analysis of specific regional and country-level trends and market shares are available from IDC. For more information on regional BI trends, vendor shares, and market growth rates, see additional sources referenced in the Learn More section of this study.

**FIGURE 2**

Worldwide Business Intelligence Tools Revenue Share by Region, 2006



**Total = \$6.25B**

Source: IDC, June 2007

***Performance of Leading Vendors in 2006***

Table 2 displays 2004–2006 worldwide revenue and 2006 growth and market share for BI tools vendors. Tables 3 and 4 display vendor shares for the two individual market segments that make up BI tools. As in other steadily maturing markets, the share of the top 10 BI tools vendors continues to increase, as shown in Figure 3.

**TABLE 2**

## Worldwide Business Intelligence Tools Revenue by Vendor, 2004–2006

|                           | Revenue (\$M) |         |         | Share (%) |       |       | 2004–2005<br>Growth (%) | 2005–2006<br>Growth (%) |
|---------------------------|---------------|---------|---------|-----------|-------|-------|-------------------------|-------------------------|
|                           | 2004          | 2005    | 2006    | 2004      | 2005  | 2006  |                         |                         |
| Business Objects          | 730.1         | 835.0   | 893.6   | 14.5      | 14.9  | 14.3  | 14.4                    | 7.0                     |
| SAS                       | 514.5         | 582.4   | 678.9   | 10.2      | 10.4  | 10.9  | 13.2                    | 16.6                    |
| Cognos                    | 511.5         | 566.9   | 622.3   | 10.2      | 10.1  | 10.0  | 10.8                    | 9.8                     |
| Microsoft                 | 299.1         | 374.5   | 480.0   | 5.9       | 6.7   | 7.7   | 25.2                    | 28.1                    |
| Hyperion                  | 258.6         | 287.1   | 322.3   | 5.1       | 5.1   | 5.2   | 11.0                    | 12.3                    |
| MicroStrategy             | 188.9         | 215.8   | 249.5   | 3.8       | 3.8   | 4.0   | 14.2                    | 15.6                    |
| SAP                       | 152.0         | 181.8   | 213.7   | 3.0       | 3.2   | 3.4   | 19.6                    | 17.6                    |
| Oracle                    | 164.5         | 184.6   | 206.2   | 3.3       | 3.3   | 3.3   | 12.3                    | 11.7                    |
| SPSS                      | 158.5         | 176.2   | 197.9   | 3.1       | 3.1   | 3.2   | 11.2                    | 12.3                    |
| Information Builders Inc. | 143.0         | 170.0   | 182.0   | 2.8       | 3.0   | 2.9   | 18.9                    | 7.1                     |
| Actuate Corp.             | 88.6          | 89.9    | 98.7    | 1.8       | 1.6   | 1.6   | 1.5                     | 9.8                     |
| IBM                       | 65.1          | 64.0    | 71.9    | 1.3       | 1.1   | 1.1   | -1.6                    | 12.2                    |
| QlikTech                  | 12.9          | 22.1    | 43.6    | 0.3       | 0.4   | 0.7   | 71.7                    | 97.0                    |
| Visual Numerics Inc.      | 37.4          | 38.7    | 41.7    | 0.7       | 0.7   | 0.7   | 3.5                     | 7.5                     |
| Panorama Software         | 22.7          | 22.7    | 37.8    | 0.5       | 0.4   | 0.6   | 0.0                     | 66.5                    |
| Subtotal                  | 3,347.4       | 3,811.9 | 4,340.0 | 66.5      | 68.0  | 69.4  | 13.9                    | 13.9                    |
| Other                     | 1,689.3       | 1,794.3 | 1,913.0 | 33.5      | 32.0  | 30.6  | 6.2                     | 6.6                     |
| Total                     | 5,036.7       | 5,606.2 | 6,253.0 | 100.0     | 100.0 | 100.0 | 11.3                    | 11.5                    |

Source: IDC, June 2007

**TABLE 3**

Worldwide Query, Reporting and Analysis Tools Revenue by Vendor, 2004–2006

|                           | Revenue (\$M) |         |         | Share (%) |       |       | 2004–2005<br>Growth (%) | 2005–2006<br>Growth (%) |
|---------------------------|---------------|---------|---------|-----------|-------|-------|-------------------------|-------------------------|
|                           | 2004          | 2005    | 2006    | 2004      | 2005  | 2006  |                         |                         |
| Business Objects          | 730.1         | 835.0   | 893.6   | 18.2      | 18.6  | 17.8  | 14.4                    | 7.0                     |
| Cognos                    | 510.7         | 566.6   | 622.0   | 12.8      | 12.6  | 12.4  | 10.9                    | 9.8                     |
| Microsoft                 | 289.6         | 361.4   | 461.6   | 7.2       | 8.1   | 9.2   | 24.8                    | 27.7                    |
| Hyperion                  | 258.6         | 287.1   | 322.3   | 6.5       | 6.4   | 6.4   | 11.0                    | 12.3                    |
| SAS                       | 191.8         | 241.6   | 297.2   | 4.8       | 5.4   | 5.9   | 26.0                    | 23.0                    |
| MicroStrategy             | 188.9         | 215.8   | 249.5   | 4.7       | 4.8   | 5.0   | 14.2                    | 15.6                    |
| SAP                       | 152.0         | 181.8   | 213.7   | 3.8       | 4.1   | 4.3   | 19.6                    | 17.6                    |
| Oracle                    | 147.6         | 164.6   | 184.2   | 3.7       | 3.7   | 3.7   | 11.6                    | 11.9                    |
| Information Builders Inc. | 143.0         | 170.0   | 182.0   | 3.6       | 3.8   | 3.6   | 18.9                    | 7.1                     |
| Actuate Corp.             | 88.6          | 89.9    | 98.7    | 2.2       | 2.0   | 2.0   | 1.5                     | 9.8                     |
| IBM                       | 57.1          | 55.0    | 61.6    | 1.4       | 1.2   | 1.2   | -3.6                    | 12.0                    |
| QlikTech                  | 12.9          | 22.1    | 43.6    | 0.3       | 0.5   | 0.9   | 71.7                    | 97.0                    |
| Panorama Software         | 22.7          | 22.7    | 37.8    | 0.6       | 0.5   | 0.8   | 0.0                     | 66.5                    |
| Spotfire                  | 28.0          | 31.0    | 34.7    | 0.7       | 0.7   | 0.7   | 10.7                    | 11.9                    |
| Open Text Corp.           | 41.4          | 42.9    | 32.3    | 1.0       | 1.0   | 0.6   | 3.6                     | -24.8                   |
| CA                        | 29.0          | 29.3    | 28.9    | 0.7       | 0.7   | 0.6   | 1.0                     | -1.4                    |
| Lawson Software           | 31.0          | 30.0    | 28.0    | 0.8       | 0.7   | 0.6   | -3.2                    | -6.7                    |
| Fujitsu                   | 30.2          | 31.1    | 27.4    | 0.8       | 0.7   | 0.5   | 2.9                     | -11.8                   |
| Arcplan                   | 22.0          | 23.7    | 26.1    | 0.5       | 0.5   | 0.5   | 7.7                     | 10.2                    |
| SPSS                      | 28.1          | 24.7    | 23.9    | 0.7       | 0.6   | 0.5   | -12.1                   | -3.3                    |
| Applix Inc.               | 13.6          | 16.3    | 21.1    | 0.3       | 0.4   | 0.4   | 19.9                    | 29.4                    |
| Subtotal                  | 3,016.9       | 3,442.7 | 3,890.3 | 75.3      | 76.7  | 77.7  | 14.1                    | 13.0                    |
| Other                     | 987.9         | 1,044.9 | 1,118.2 | 24.7      | 23.3  | 22.3  | 5.8                     | 7.0                     |
| Total                     | 4,004.9       | 4,487.6 | 5,008.5 | 100.0     | 100.0 | 100.0 | 12.1                    | 11.6                    |

Source: IDC, June 2007

**TABLE 4**

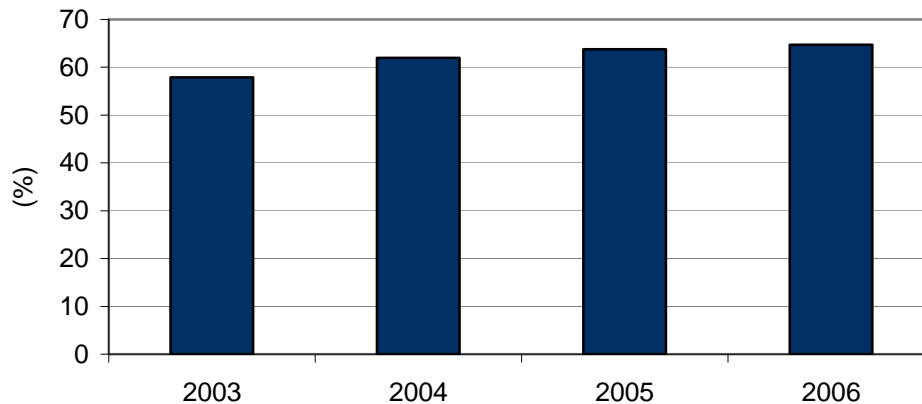
## Worldwide Advanced Analytics Tools Revenue by Vendor, 2004–2006

|                                       | Revenue (\$M) |         |         | Share (%) |       |       | 2004–2005<br>Growth (%) | 2005–2006<br>Growth (%) |
|---------------------------------------|---------------|---------|---------|-----------|-------|-------|-------------------------|-------------------------|
|                                       | 2004          | 2005    | 2006    | 2004      | 2005  | 2006  |                         |                         |
| SAS                                   | 322.7         | 340.8   | 381.7   | 31.3      | 30.5  | 30.7  | 5.6                     | 12.0                    |
| SPSS                                  | 130.4         | 151.5   | 174.0   | 12.6      | 13.5  | 14.0  | 16.2                    | 14.8                    |
| Visual Numerics Inc.                  | 37.4          | 38.7    | 41.7    | 3.6       | 3.5   | 3.3   | 3.5                     | 7.5                     |
| Oracle                                | 16.9          | 20.0    | 22.0    | 1.6       | 1.8   | 1.8   | 18.3                    | 10.0                    |
| Teradata                              | 16.3          | 18.4    | 20.4    | 1.6       | 1.6   | 1.6   | 13.0                    | 10.5                    |
| Microsoft                             | 9.5           | 13.1    | 18.3    | 0.9       | 1.2   | 1.5   | 37.9                    | 40.0                    |
| Insightful Corp.                      | 14.5          | 16.0    | 17.3    | 1.4       | 1.4   | 1.4   | 10.3                    | 8.1                     |
| IBM                                   | 8.0           | 9.0     | 10.3    | 0.8       | 0.8   | 0.8   | 12.5                    | 14.0                    |
| Fair Isaac                            | 6.6           | 8.2     | 8.7     | 0.6       | 0.7   | 0.7   | 24.2                    | 6.4                     |
| Unica Corp.                           | 8.5           | 5.7     | 7.1     | 0.8       | 0.5   | 0.6   | -33.0                   | 23.7                    |
| Hitachi                               | 8.8           | 9.1     | 6.0     | 0.9       | 0.8   | 0.5   | 2.7                     | -33.6                   |
| Fujitsu                               | 6.2           | 6.4     | 5.8     | 0.6       | 0.6   | 0.5   | 2.2                     | -8.3                    |
| Silicon Graphics                      | 9.1           | 7.2     | 5.4     | 0.9       | 0.6   | 0.4   | -20.3                   | -25.7                   |
| ANGOSS Software<br>International Ltd. | 4.0           | 4.0     | 4.5     | 0.4       | 0.4   | 0.4   | 1.7                     | 11.7                    |
| Subtotal                              | 598.9         | 648.1   | 723.1   | 58.0      | 57.9  | 58.1  | 8.2                     | 11.6                    |
| Other                                 | 432.9         | 470.5   | 521.5   | 42.0      | 42.1  | 41.9  | 8.7                     | 10.8                    |
| Total                                 | 1,031.9       | 1,118.6 | 1,244.6 | 100.0     | 100.0 | 100.0 | 8.4                     | 11.3                    |

Source: IDC, June 2007

**FIGURE 3**

Worldwide Business Intelligence Tools Combined Revenue  
Share of the Top 10 Vendors, 2003–2006



Source: IDC, June 2007

## Vendor Profiles

The following paragraphs highlight the performance of the top 5 BI tools vendors.

### *Business Objects*

Business Objects continues its reign as the leading BI tools vendor. In 2006, the company's software revenue in this market reached \$894 million. In 2006, Business Objects experienced a slight slowdown in its BI tools license revenue growth. After gaining half a percentage point in share in 2005, the company gave it up in 2006. However, the latest information on the uptake of its Business Objects XI platform suggests a pickup in growth in the latter part of 2006 and early 2007. Business Objects is also making an aggressive push into the midmarket, where it targets organizations with less than \$1 billion in revenue. The company's partner network is one of its strongest assets, and this effort, which depends in large part on indirect sales, is expected to contribute to the growth of Business Objects' BI tools.

In the context of the broader business analytics market, Business Objects has made significant investments in financial performance management and data integration technologies. These technologies now represent the two other major product lines for Business Objects and make it a stronger competitor in sales engagements where the client organization is looking for a broad portfolio of related products from a single vendor. The success of cross-selling among its product lines will depend on the speed with which Business Objects is able to demonstrate integration among all its acquired assets across the various product lines. The company's most recent acquisition included entry into the search and discovery (or content analysis) market, which is expected to be a key building block for future growth. Now the only missing piece in Business Objects' BI tools portfolio is advanced analytics for which the

company currently relies on partners. At the same time, Business Objects' investment activities have put the company on a clear competitive path in BI tools with other large IT providers such as Microsoft and Oracle. Business Objects will have to rely on continued innovation to stay a step ahead of these competitors while expanding and protecting its current leading market share.

### ***SAS***

SAS was again the second-largest BI tools vendor, with \$679 million in software revenue and a continued steady increase in market share to 11%. SAS had the highest growth rate among the top 3 BI tools vendors and the third-highest growth rate among the top 10 vendors. SAS still derives more revenue from its advanced analytics tools, but its effort to revamp and more aggressively market its QRA tools since 2004 has paid off, with QRA's share of SAS' total BI tools revenue increasing from 37% in 2004 to 44% in 2006.

As the leader in the advanced analytics market, SAS holds 31% of that market segment. In addition, SAS derives a substantial share of its total software revenue from markets adjacent to BI tools, such as data integration and performance management or analytic applications. In 2006, SAS underwent a reorganization to consolidate certain operational functions at its headquarters. This was first of such corporate changes in recent history, and the results won't be known until SAS reports its 2007 performance. SAS' strength has always been in its advanced analytics and applications incorporating such technology. This focus and strategy has kept the company more isolated from the direct competition with database and applications vendors faced by specialty BI vendors. However, because SAS has increased its presence in the query, reporting, and analysis segment of the market, it may begin to experience competitive pressure on its pricing model. Nevertheless, the synergies among its product lines will enable SAS to provide a broad portfolio of business analytic solutions.

### ***Cognos***

Cognos maintained the third position in the BI tools market, with \$622 million in software revenue and a 10% growth rate in 2006. It is also one of only three vendors with at least a 10% share in the BI tools market. Cognos has pursued a two-pronged strategy of developing and marketing BI tools and financial performance management applications, with recent expansion into other related performance management markets such as workforce analytics. Nevertheless, BI tools remain Cognos' largest product line. In 2006, Cognos released several enhancements to its core BI platform, including those for MS Office integration (Cognos Go! Office), mobile BI (Cognos Go! Mobile), and search (Cognos Go! Search). Cognos also acquired Celequest, subsequently releasing the acquired technology under the Cognos Now! brand name. This appliance-based solution is an operational dashboard offering that includes the preconfigured hardware server and the BI software. It is also offered through the SaaS delivery model. These moves should position the company well for future growth, but will likely have a limited revenue impact in the short term.

However, Cognos, like other specialty BI and performance management vendors, is also likely to experience increased competitive pressure in the BI tools market.

Cognos has traditionally found most success in providing query and analysis tools to business and financial analysts and management roles in organizations. It remains to be seen if Cognos will be able to reach a broader end-user audience given its recent investment in Cognos Go! and Cognos Now! product lines.

### ***Microsoft***

Microsoft had another strong year in the BI tools market, with the highest growth rate (28%) among the top 10 vendors. IDC's revenue allocation for Microsoft in this market differs somewhat from other vendors in that its BI tools revenue is not only made up of standalone software that the company acquired with its 2006 purchase of ProClarity Software but also includes what IDC calls embedded BI tools that are bundled with Microsoft SQL Server. These database-embedded tools include SQL Server Analysis Services and Reporting Services. As part of its broader business analytics offerings, Microsoft also includes SQL Server Integration Services within SQL Server. Its other related tools that the company positions within the business analytics stack include Microsoft Excel, with specific Excel 2007 features for BI, and Performance Point Server, a set of performance management applications to be released in the second half of 2007.

Microsoft's growth in the BI tools market can be attributed to focused sales and marketing efforts in recent years, accompanied by both internal R&D and acquisitions. While, in the past, Microsoft considered BI to be functionality that helps to sell databases and enhance its partners' more extensive BI capabilities, the company has since identified BI as a market worth pursuing directly. Its current strategy involves a mix of direct and indirect sales, with the expectation that Microsoft's traditional sales model of sales through its vast partner network will become the primary go-to-market vehicle in the coming years.

### ***Hyperion***

Hyperion maintained its fifth position in the market, with a 5.2% market share and a 12.3% growth rate. Since releasing its latest BI platform, which incorporates the best of the Hyperion and former Brio components (in addition to certain new performance enhancements), the company has improved its standing in the BI tools market. Hyperion's other major product line includes financial performance and strategy management applications, where company has been the market leader for years.

In March 2007, Oracle announced its plans to acquire Hyperion. IDC sees the event as a positive development for both Oracle and former Hyperion clients. For more information, see *Business Intelligence and Performance Management Consolidation Round Two: Oracle Acquires Hyperion* (IDC #cUS20585607, March 2007).

## **FUTURE OUTLOOK**

The BI tools market continues to be driven by the need for improved performance management and, to a lesser extent, compliance. Performance management can take on the form of various decision-support and reporting functions to improve revenue, profit, and operational efficiency; decrease costs; uncover new opportunities; or mitigate risk.

In this context, organizations deploy BI tools to find or discover information, describe historical or predictive future trends, conduct what-if or scenario planning, and deliver or disseminate information to relevant stakeholders.

IDC continues to evaluate the BI tools market in the context of what has been identified as a 15-year market cycle that began in 2005. Historical analysis suggests that most markets experience a typical s-curve pattern. This pattern begins with early modest growth, which is followed by accelerated growth and then a mature period with a slowdown in growth, and it ends with a decline until a new market cycle resumes. The BI tools market is currently in its third s-curve market cycle and is only in the third year of the current cycle.

Therefore, IDC expects acceleration in the BI tools market starting in 2009. What remains to be seen is whether this acceleration will be manifested in revenue to software vendors or simply through the broader reach of BI. One of the current trends is general price competition. Although IDC does not track BI tools unit sales, survey research consistently points to more users being given access to BI tools. However, a counteracting force is price pressure, which is expected to continue as confirmed by end users reporting that they have more negotiation power. The net effect could be a growth in the market without an equal and corresponding growth reflected in the revenue of software vendors.

This analysis suggests that the much touted era of pervasive BI (aka ambient BI, BI for the masses, or inclusive BI) has not yet materialized. Although these are terms used by software vendors in their marketing of BI tools, the vast majority of solutions continue to address the needs of analysts.

In effect, the market is trying to address two demands:

- ☒ **More data.** As the awareness of the potential of BI solutions to influence performance increases, the need to combine structured transactional data with various other forms of structured, unstructured, semistructured, and rich media information becomes more acute.
- ☒ **More users.** Traditionally, the BI tools market has addressed the needs of business and quantitative analysts, with less attention paid to managers and supervisors, line-of-business staff, and stakeholders external to an organization. To achieve inclusive BI, organizations and software vendors will have to rethink their approaches to offering appropriate BI solutions and how BI tools should be deployed.

To address these two related but different demand drivers, the supply of BI tools is beginning to change. Some of the key emerging trends include:

- ☒ **Unified access to and analysis of data and content.** On one hand, vendors that have traditionally dealt with structured data are beginning to address unstructured data by adding to their solutions search and discovery software gained primarily through acquisitions or partnerships. Such vendors include Business Objects, Cognos, SAS, SPSS, Information Builders, Microsoft, Oracle, and IBM. On the other hand, search and discovery vendors have recast their marketing and sales efforts to target the BI market with their technology for

content access and analysis. These vendors include FAST Search, Endeca, and Autonomy, among others. This trend addresses both more data as well as more users as the best practices from the search and online social networking and retail sites find their way into BI tools.

- ☒ **Intelligent process automation (IPA).** IPA is a concept developed by IDC to describe the convergence of BI and business process automation technology. The primary goal of emerging IPA solutions is to supplement traditional BI and data warehousing environments with sense-and-respond solutions based on the underlying real-time data monitoring technology and software for parsing transactions into their components to identify process improvement opportunities. IPA includes both BI about a process and BI within a process. It is the latter of these concepts that is likely to have the largest impact on increasing the availability of decision-support tools for a broad mass of end users.
  
- ☒ **New BI tools delivery models.** Finally, software tools delivered as open source BI tools, such as those from commercial open source vendors Pentaho, JasperSoft, Marvelit, and Actuate's BIRT or from a dozen other open source community-based tools, are contributing to the price pressure discussed earlier. In addition, emerging BI tools delivered on the software as a service (SaaS) model have the opportunity to both influence the price of BI tools per user and influence the broader deployment of such tools. Vendors proving BI tools through the SaaS model include Lucidera, Seatab, Lucidics, Oco, and Stratbridge, among others.

An updated BI tools forecast will be published in *Worldwide Business Analytics Software 2007–2011 Forecast and 2006 Vendor Shares* (forthcoming).

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## Market Context

Vendor shares were last published for the business intelligence market in *Worldwide Business Intelligence Tools 2005 Vendor Shares* (IDC #202603, July 2006). The differences in the vendor shares shown in this study and the earlier study are due to additional market intelligence gained since the release of last year's study.

## ESSENTIAL GUIDANCE

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### End Users

End-user organizations should expand their view of BI beyond traditional query and reporting tools to include advanced analytics, search and discovery, business process automation, collaboration, and workflow management. As the overall solution expands, an iterative development and deployment strategy becomes increasingly important.

BI solution deployments are somewhat unique in that it's impossible, and usually not advisable, to try to gather all potential user requirements at the inception of the project. It is much more important to develop rapidly, expose new functionality to end users, and enhance or modify the solution according to end-user feedback on a

continuous basis. When dealing with the ad hoc query and analysis needs of analysts, it seems that the only viable method for successful deployment of such solutions is to create a self-service environment in which end-user access to quality data is controlled by IT, but the analytic techniques, methods, and user interface are controlled by end users themselves.

The same strategy would not work for projects in which the primary goal is to follow the IPA strategy of embedding BI in operational applications for line-of-business employees. In this case, IT needs to take full control of solution deployment because end users' use-case scenarios will include little if any ad hoc querying. Instead, organizations will be looking to deliver prescriptive decision support to users at operational decision time.

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## **Software Vendors**

Similarly, vendors looking to stay at the top of the BI tools market should expand their portfolios to offer not only QRA and advanced analytics tools, but also other related technology. At the same time, there will continue to be opportunities for specialty or niche players with their narrowly focused tools for a particular end-user audience. For example, vendors providing particular data mining and statistical tools, or those focused only on n-dimensional ad hoc query, have the opportunity to continue their operations for the foreseeable future.

Finally, the market is expanding within large enterprise organizations, in the midmarket, in mature economies, and globally. Opportunities in each of these segments and subsegments of the market differ in size, growth, and competitive structure, and these characteristics must be understood and taken into consideration when pursuing the opportunities each segment holds.

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## **Services Vendors**

Systems integrators and consulting firms play a crucial role in the overall BI market. At large enterprises, the historical role of services firms as technology implementers is increasingly going to change to include advice on development and implementation of strategically aligned performance management solutions. Many large organizations have already gone through cycles of BI tool investment and deployment, experiencing both successes and failures. Usually the failures indicate a narrow focus on technology deployment without a clear performance management strategy — a deficiency that an external services vendor is well suited to address.

IDC sees continue healthy growth in the BI services market, with strong hiring patterns for professionals with both technology and business skills. Upcoming IDC research will delve deeper into the BI services market.

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