Vendor Landscape: Mid-Market BI

Enabling business users to make intelligent business decisions.
Introduction

BI vendors are making their solutions more accessible for the mid-market and non-technologists through flexible deployment options and intuitive interfaces.

This Research Is Designed For:

✓ Enterprises seeking to select a solution for Business Intelligence (BI).
✓ Their Business Intelligence use case may include:
  • Small and mid-sized organizations that require intuitive, self-service BI solutions.
  • Organizations that require Mobile BI solutions that operate effectively on smartphone and/or tablet devices.
  • The requirement of flexible, scalable, and agile solutions that have the ability to analyze data extracted from social media platforms.

This Research Will Help You:

✓ Understand what’s new in the BI market.
✓ Evaluate BI vendors and products for your enterprise needs.
✓ Determine which products are most appropriate for particular use cases and scenarios.
Info-Tech evaluated eight competitors in the mid-market BI space, including the following notable performers:

**Champions:**
- **SAS** is a champion due to its strong history in analytics and robust BI capabilities.
- **Microsoft** delivers a familiar product for many end users. Its strong offering and support channels makes it a champion in this space.

**Value Award:**
- **Jaspersoft**, an open-source company, is the value award winner as they provide a strong product with a lower TCO.

**Trend Setter Award:**
- **Birst** receives the trend setter award on account of its flexible and unique deployment method. It delivers a SaaS-based solution with integrated ETL and data warehouse automation in the Cloud and on-premise.

### Info-Tech Insight

1. **BI for the mobile workforce:**
   The ability to both access and work with reports on mobile devices is important to today’s mobile workforce. Vendors are now moving towards providing HTML5 for browsers access regardless of the device.

2. **Harnessing big data:**
   Massive amounts of unstructured data exists on social sites. BI vendors are currently working towards making this information accessible for mid-market organizations. However, most solutions still lack the ability to provide insight and advice for interpretation of the data after captured.

3. **BI in the Cloud:**
   Cloud-based SaaS with local data sources is emerging as an affordable method for mid-market organizations. It enables the data to remain secure, but keeps software usage costs low.
Market Overview

How it got here

• When the term Business Intelligence was coined in the late 1950s, the concept intended to use data to “guide action towards a desired goal.”
• The value of BI has gradually evolved since then, but has been limited by:
  • Poor data quality
  • Limited data access
  • Software complexity
  • Compressed time for decision making
  • A lack of BI integration into transactional systems
  • Insufficient staffing for support, training, reporting, and analytics
• Limited resources meant that small and mid-sized organizations would be especially hampered by these factors if they attempted a large-scale BI deployment.
• The Cloud has played an important role as a delivery medium for comprehensive small and mid-market solutions that seek to deliver rapid time-to-value without imposing heavy infrastructural demands.

Where it’s going

• BI systems are being integrated into transactional systems in order to provide prescriptive insight to end users. This is making BI easier to consume, reducing the need for training and support.
• Automated data integration and ETL will increase in appeal for smaller organizations with limited IT resources.
• Big data is changing BI. Now smaller organizations will require a solution that can extract data from social media platforms and provide insights and advice for interpreting the data.
• The ability to access and work with data through mobile devices and touch-screen capabilities is a feature that is rising in demand.
• Smaller organizations without dedicated Business Analysts will require interfaces to be intuitive and easy-to-use for a variety of users – from interns to executives.

As the market evolves, capabilities that were once cutting edge become default and new functionality becomes differentiating. Role-based security has become a Table Stakes capability and should no longer be used to differentiate solutions. Instead focus on the ability to analyze social data and mobile delivery to get the best fit for your requirements.
Mid-Market Business Intelligence Vendor selection / knock-out criteria: market share, mind share, and platform coverage

- Major trends in BI include the ability to access BI on mobile devices, the use of intuitive interfaces that promote self-service for business-users, and In-memory analysis for quickly generating reports. Vendors included in this landscape offer solutions that take these trends into consideration.
- For this Vendor Landscape, Info-Tech focused on those vendors that offer broad capabilities across multiple platforms and that have a strong market presence and/or reputational presence among mid and mid-large sized enterprises.

**Included in this Vendor Landscape:**

- **Birst.** Originally focused on providing enterprise-level BI solutions, Birst has expanded its offering to the mid-market with flexible deployment options.
- **IBM.** The acquisition of Cognos in 2007, and the development of Cognos Express in 2009 has made IBM a strong contender for mid-market organizations.
- **Jaspersoft.** An open-source solution, Jaspersoft offers a flexible and cost-effective BI solution.
- **LogiXML.** A founder in web-based BI, LogiXML lives in the SME space, offers an agile solution, and is growing its channel.
- **Microsoft.** A familiar option for many organizations, Microsoft offers a solid solution for BI.
- **SAS.** A pioneer in analytics, SAS is now offering a scaled-back, affordable BI product for the mid-market.
- **Tableau.** Developed out of Stanford University in 2003, Tableau introduced VizQL technology, which changed the way data can be worked with and understood.
- **TARGIT.** Headquartered in Denmark, TARGIT's acquisition of Morton Systems in 1996 initiated its development of BI technology.
## Business Intelligence criteria & weighting factors

### The Table Stakes

<table>
<thead>
<tr>
<th>Product Evaluation Criteria</th>
<th>Description</th>
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<tbody>
<tr>
<td>Features</td>
<td>The solution provides basic and advanced feature/functionality.</td>
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<tr>
<td>Usability</td>
<td>The solution’s dashboard and reporting tools are intuitive and easy to use.</td>
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<tr>
<td>Affordability</td>
<td>The three year TCO of the solution is economical.</td>
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<tr>
<td>Architecture</td>
<td>The delivery method of the solution aligns with what is expected within the space.</td>
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### Vendor Evaluation Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
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<tbody>
<tr>
<td>Viability</td>
<td>Vendor is profitable, knowledgeable, and will be around for the long-term.</td>
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<tr>
<td>Strategy</td>
<td>Vendor is committed to the space and has a future product and portfolio roadmap.</td>
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<tr>
<td>Reach</td>
<td>Vendor offers global coverage and is able to sell and provide post-sales support.</td>
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<tr>
<td>Channel</td>
<td>Vendor channel strategy is appropriate and the channels themselves are strong.</td>
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</tbody>
</table>

### Criteria Weighting:

- **Features**: 30%
- **Usability**: 35%
- **Architecture**: 20%
- **Affordability**: 15%
- **Product**: 65%
- **Vendor**: 35%
- **Strategy**: 30%
- **Channel**: 30%
- **Reach**: 15%
The Info-Tech Business Intelligence Vendor Landscape

**The Zones of the Landscape**

**Champions** receive high scores for most evaluation criteria and offer excellent value. They have a strong market presence and are usually the trend setters for the industry.

**Market Pillars** are established players with very strong vendor credentials, but with more average product scores.

**Innovators** have demonstrated innovative product strengths that act as their competitive advantage in appealing to niche segments of the market.

**Emerging Players** are newer vendors who are starting to gain a foothold in the marketplace. They balance product and vendor attributes, though score lower relative to market Champions.

For an explanation of how the Info-Tech Vendor Landscape is created, see [Information Presentation – Vendor Landscape](#) in the Appendix.
Balance individual strengths to find the best fit for your enterprise

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Overall</th>
<th>Features</th>
<th>Usability</th>
<th>Afford.</th>
<th>Arch.</th>
<th>Viability</th>
<th>Strategy</th>
<th>Reach</th>
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Legend:  
- **Exemplary**  
- **Good**  
- **Adequate**  
- **Inadequate**  
- **Poor**

*The vendor declined to provide pricing and publically available pricing could not be found*

For an explanation of how the Info-Tech Harvey Balls are calculated, see Information Presentation – Criteria Scores (Harvey Balls) in the Appendix.
**What is a Value Score?**

The Value Score indexes each vendor’s product offering and business strength relative to their price point. It does not indicate vendor ranking.

Vendors that score high offer more bang-for-the-buck (e.g. features, usability, stability, etc.) than the average vendor, while the inverse is true for those that score lower.

Price-conscious enterprises may wish to give the Value Score more consideration than those who are more focused on specific vendor/product attributes.

On a relative basis, Jaspersoft maintained the highest Info-Tech Value Score™ of the vendor group. Vendors were indexed against Jaspersoft’s performance to provide a complete, relative view of its product offerings.

*Vendor declined to provide pricing, and publicly available pricing could not be found.*

For an explanation of how Price is determined, see Information Presentation – Price Evaluation in the Appendix.

For an explanation of how the Info-Tech Value Index is calculated, see Information Presentation – Value Index in the Appendix.
Table Stakes represent the minimum standard; without these, a product doesn’t even get reviewed.

### The Table Stakes

<table>
<thead>
<tr>
<th>Feature</th>
<th>What it is:</th>
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</thead>
<tbody>
<tr>
<td>Interoperability</td>
<td>Able to work together with other BI solutions as a component or as the primary.</td>
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<tr>
<td>Data visualization</td>
<td>Rich interface with logical presentation of data through a variety of visualizations.</td>
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<tr>
<td>Browser support</td>
<td>Web access compatible with both legacy and current versions of Internet Explorer, Firefox, Chrome, and Safari.</td>
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<tr>
<td>Security</td>
<td>Role-based restrictions to different data sets and reporting functions.</td>
</tr>
</tbody>
</table>

### What Does This Mean?

The products assessed in this Vendor Landscape™ meet, at the very least, the requirements outlined as Table Stakes.

Many of the vendors go above and beyond the outlined Table Stakes, some even do so in multiple categories. This section aims to highlight the products’ capabilities in excess of the criteria listed here.

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**Info-Tech Insight**

If Table Stakes are all you need from your mid-market BI solution, the only true differentiator for the organization is price. Otherwise, dig deeper to find the best price to value for your needs.
Advanced Features are the capabilities that allow for granular market differentiation

**Scoring Methodology**

Info-Tech scored each vendor’s features offering as a summation of their individual scores across the listed advanced features. Vendors were given 1 point for each feature the product inherently provided. Some categories were scored on a more granular scale with vendors receiving half points.

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**Advanced Features**

<table>
<thead>
<tr>
<th>Feature</th>
<th>What we looked for:</th>
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<tbody>
<tr>
<td>Collaboration</td>
<td>Publish to Web, presentation (PDF, PowerPoint), co-author, and annotate on shared report or dashboard.</td>
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<tr>
<td>Predictive analytics</td>
<td>Data mining, regression analytics, customizable what-if scenarios.</td>
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<tr>
<td>Mobile BI</td>
<td>Data is accessible on multiple platforms (Apple, Google, and BlackBerry), and has touch-screen functionality.</td>
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<tr>
<td>Self-service reporting</td>
<td>Business users generate and modify reports through a simple and intuitive interface.</td>
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<tr>
<td>Social analytics</td>
<td>Data is extracted from social media platforms and analyzed with built-in social analytics visualizations.</td>
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<tr>
<td>Data management</td>
<td>Data sources align based on commonalities.</td>
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<tr>
<td>In-Memory analysis</td>
<td>Taking advantage of client side memory to generate reports quickly.</td>
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</tbody>
</table>

For an explanation of how Advanced Features are determined, see [Information Presentation – Feature Ranks (Stop Lights)](Stop Lights) in the Appendix.
Each vendor offers a different feature set; concentrate on what your organization needs

<table>
<thead>
<tr>
<th>Evaluated Features</th>
<th>Collaboration</th>
<th>Predictive analytics</th>
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Legend: 
- = Feature fully present
- = Feature partially present/pending
- = Feature Absent

For an explanation of how Advanced Features are determined, see Information Presentation – Feature Ranks (Stop Lights) in the Appendix.
SAS offers a solid product at an affordable price point for the mid-market

**Champion**

- **Product:** SAS Business Intelligence for Midsize Business
- **Employees:** 13,047
- **Headquarters:** Cary, NC
- **Website:** [sas.com](http://sas.com)
- **Founded:** 1976
- **Presence:** Privately held

**Overview**

- SAS was developed out of North Carolina State University in 1976 and is a pioneer in BI.
- They have moved into the mid-market space with success, and report SMEs as one of its fastest growing segments.

**Strengths**

- SAS’s solution integrates with Microsoft Office, providing business users with a familiar interface.
- With powerful analytics available out-of-the-box, SAS supports predictive models as well as statistical analysis, regression, forecasting, and correlations.
- The solution has extensive, easy-to-use visualization capabilities, including interactive visualization environments, a library of graphics for presentations, and the ability to create custom graphics.

**Challenges**

- Two access engines are included in the Midsize Business Solution, any additional integrations must be purchased separately.

3 year TCO for this solution falls into pricing tier 7, between $100,000 and $250,000

Pricing provided by vendor

$1 $1M+

$1m+
SAS has a strong focus on analytics, but lacks in terms of its mobile BI platform and social analytics.

Vendor Landscape

Value Index

64
4th out of 8

Product

Vendor


What we’re hearing

“SAS got our BI business again because they bring really smart people (professional services) to solve the hard problems.”

VP Product Development, Hospitality

“We thought the analytics project would improve our answers. SAS helped us ask better questions.”

IT Manager, Government

Features

Collaboration Predictive Mobile BI Self-service Social Data mgmt In-Memory

Info-Tech Recommends:

With strong data mining capabilities, SAS is a clear choice for organizations that require knowledge discovery and predictive analytics.
Microsoft’s product offerings work together to deliver a powerful tool for BI

**Champion**

- **Product:** SQL 2012, SharePoint + Office 2010
- **Employees:** ~90,000
- **Headquarters:** Redmond, WA
- **Website:** microsoft.com
- **Founded:** 1975
- **Presence:** NASDAQ: MSFT

**Overview**

- Microsoft entered the BI space with an established and familiar product set, which has already been partially or completely acquired by most organizations.
- Microsoft’s BI has become a leading option with SQL 2012.

**Strengths**

- The familiarity of Microsoft’s products make it an easy-to-use solution for many organizations that have already invested in Microsoft and are licensed in the components that form the BI solution.
- The addition of Power View to SQL Server 2012 enables ad hoc visualization of data.
- Microsoft SQL Server Analysis Services provides predictive analytics to uncover risks and opportunities through data mining capabilities.

**Challenges**

- The ability to collaborate is limited, and notifications are embedded based on thresholds.
- Microsoft pricing can vary depending on your existing licensing of the base components (i.e. Office, SharePoint, and SQL Server).

3 year TCO for this solution falls into pricing tier 7, between $100,000 and $250,000

Pricing solicited from public sources

$1 $1M+

Pricing solicited from public sources
Microsoft is lacking in terms social analytics, however, it is a familiar tool for the business user.

Microsoft’s BI Suite is a great choice for organizations that already use Microsoft products in other aspects of its business. It is a familiar product with a strong feature offering.

“
It delivers web-based, on-demand management briefing books, dashboards, scorecards, and KPI’s and also transforms data from multiple and diverse data bases and source systems.

Anonymous

“Some of the most simple things require customization. General business staff find it hard to use.”

Karl Mikula, Strategist, Hagerty Insurance
Jaspersoft has roots in open-source and offers a highly interoperable solution for mid-market BI

**Market Pillar**

- **Product:** Jaspersoft Business Intelligence Suite
- **Employees:** 160
- **Headquarters:** San Francisco, CA
- **Website:** jaspersoft.com
- **Founded:** 2001
- **Presence:** Privately held

**Overview**

- Jaspersoft is an open source product. It offers a core solution freely available for download, along with a commercial version that has a subscription-based pricing model.

**Overview**

- As an open-source company, Jaspersoft has a large developer community of 275,000 and has been deployed in 175,000 production environments.
- Jaspersoft is highly interoperable and offers a scalable and cost-effective way to bring BI into the organization by not having a per user based licensing fee.
- Ad hoc reports and dashboards are available for professional and enterprise editions. These feature web-based drag and drop designers to simplify business user interaction.

**Strengths**

- Jaspersoft has yet to operate as a profitable organization; however, they are privately funded and expect to achieve profitability at the end of this fiscal year.
- While HTML5 charting updates have made Jaspersoft a stronger solution, its ability to manipulate data visualizations continues to lag behind competitors.

**Challenges**

**3 year TCO for this solution falls into pricing tier 5, between $25,000 and $50,000**

Cost:

- $1
- $1M+

Pricing provided by vendor
Jaspersoft is building out its mobile offering, but still lags behind in many of its advanced features

What we’re hearing

“[Jaspersoft] provides universe-like design and end users can manipulate it over the Web without client side installs.”

Kishore S Nair, President, Meta Analytix

“I’m currently working with Jaspersoft suite to build BI solutions. Before choosing it, we investigated a number of reporting tools. This one is pretty good, easy to use, but not bug-free.”

Andreea Onisie, Requirements Engineer

Jaspersoft is a good solution for organizations with limited budget to enter into a BI solution. It is also possible for components of Jaspersoft’s offering to be integrated into more comprehensive solutions.
IBM’s scaled back Cognos offering provides the tools needed for SME’s to launch a BI strategy

**Market Pillar**

- **Product:** IBM Cognos Express
- **Employees:** 433,362
- **Headquarters:** Armonk, New York
- **Website:** ibm.com
- **Founded:** 1911
- **Presence:** NYSE: IBM

**Overview**

- IBM acquired Cognos in 2007. In 2009, Cognos Express was launched as a lower cost option for small and mid-sized enterprises featuring many of the same components found in the stack solution.

**Strengths**

- Cognos Express enables interactive dashboard to be shared company-wide. Reports can be published to the web, in PDF files, excel spreadsheets, email, and to IBM Cognos Express web portal.
- IBM Cognos Express has a strong solution for data management. It provides access to relational, OLAP, and local data sources.

**Challenges**

- IBM Cognos Express does not have the built-in ability to analyze social data. In order to gain this functionality, the additional module IBM Cognos Consumer Insight needs to be purchased.
- IBM Cognos Express only supports 100 business users. If more users are required, the organization must upgrade to the Cognos Enterprise solution.

3 year TCO for this solution falls into pricing tier 7, between $100,000 and $250,000

Pricing provided by vendor

$1 $1M+
IBM’s solution has strong data management capabilities, but access to some advance features require upgrades.

**Info-Tech Recommends:**

IBM’s Cognos Express is a good solution for SME organizations; however, organizational growth may result in the need to expand your solution and upgrade to more expensive modules.
LogiXML is an agile, easy to use solution for BI

**Innovator**

- **Product:** Logi Info
- **Employees:** ~140
- **Headquarters:** McLean, VA
- **Website:** logixml.com
- **Founded:** 2000
- **Presence:** Privately held

**Overview**

- Founded in 2000, LogiXML is a pioneer of web-based BI.
- While the majority of its client base is North America, it is expanding into the Europe market with a new office opened in Reading, UK.

**Strengths**

- LogiXML's solution is written in HTML5 code, allowing all content to be easily accessible on mobile devices.
- LogiXML offers a versatile product that is easy for business-users to operate, can pull data from any source, and does not require programming to perform sophisticated analytics.
- The Hybrid Data Engine enables IT to determine if they require the extra speed or not and configure In-Memory or use a disc for transactional data. It also allows highly used reports to be set to cached during certain periods of time.

**Challenges**

- The ability to analyze social data is not offered out-of-the-box, but is possible through an ETL module that customers must implement themselves.
- LogiXML does not have a complete solution for predictive analytics, however they do currently look at trending and forecasting.

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3 year TCO for this solution falls into pricing tier 6, between $50,000 and $100,000

Pricing provided by vendor
LogiXML offers a number of standard connections out of the box, enabling strong data integration.

Info-Tech Recommends:

Organizations that have a highly mobile workforce should look at LogiXML. It’s web-based architecture enables fast deployment to any type of device or platform with a single application.

What we’re hearing

“[LogiXML is a] great reporting and dashboard tool. Very interesting TCO.”
Joeri Billast, Managing Partner, BC Square

“Its not free, but far less in cost than SAP Business Objects, Microstrategy and IBM Cognos. LogiXML Info is very simple to manage and robust at the same time. The best part is its adaptability with .NET and Java. The Logi Engine is flexible to be enhanced to ones need and the user can shape up their BI Application in any way they want.”
Asim Ghani, BI/Data Warehouse Solutions Lead, Fresenius Medical Care
TARGIT is a strong contender in Northern Europe and is growing in the North American market

**Innovator**

- **Product:** TARGIT BI Suite
- **Employees:** ~64
- **Headquarters:** Hjørring, Denmark
- **Website:** targit.com
- **Founded:** 1986
- **Presence:** Privately held

**Overview**

- TARGIT was founded in 1986. With the acquisition of Morton Systems in 1996, they began developing a BI tool.
- In 2000 the company reorganized and is now strictly a Business Intelligence company.

**Strengths**

- TARGIT has a Social Analytics Platform that streams big data from social networks to monitor trends. They also offer a Social Analytics App, in beta, that alerts trending behavior and sentiment and will help customers understand the reasoning behind emerging trends.
- TARGIT’s meta-morphing tool provides intuitive visualizations and can recall previous queries for quick access to data.
- TARGIT has added a scalable map functionality that give access to maps and satellite photographs using GIS technology.

**Challenges**

- TARGIT’s mobile offering only supports iOS devices.
- TARGIT’s client base is very centralized in Northern Europe with little penetration into North America.

**3 year TCO for this solution falls into pricing tier 7, between $100,000 and $250,000**

Pricing provided by vendor
TARGIT offers a solution for tracking and understanding social data but lags in terms of mobile delivery

**Vendor Landscape**

**Value Index**

57
5th out of 8

**What we’re hearing**

“I like the reporting tool that comes with TARGIT. TARGIT makes it easy to imbed one or multiple cross tables into reports. TARGIT’s web and/or client Analytical interface(s) is/are much more powerful and more user-friendly than QlikView or Tableau.

Gregory Houston, founder and COO, IronWare Technologies

“The weakness of TARGIT also represents a strength of the tool. Given the strong integration with Microsoft BI, it is little used in other environments. However, it’s the ideal solution for business users who want to browse information from MS OLAP cubes "in a few clicks."

Joeri Billast, Managing Partner, BC Square

**Features**

<table>
<thead>
<tr>
<th>Collaboration</th>
<th>Predictive</th>
<th>Mobile BI</th>
<th>Self-service</th>
<th>Social</th>
<th>Data mgmt</th>
<th>In-Memory</th>
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Info-Tech Recommends:

TARGIT is the only mid-market BI solution covered in this report to offer a comprehensive Social Analytics Platform that not only analyzes big data, but also helps users understand trending and interpret sentiment. If your organization requires this functionality, TARGIT is a strong option.
Tableau’s intuitive visual interface makes it a great solution for business users

**Emerging Player**

Product: Tableau Server 7.0  
Employees: <1,000  
Headquarters: Seattle, WA  
Website: [tableausoftware.com](http://tableausoftware.com)  
Founded: 2003  
Presence: Privately held

**Overview**

- While still relatively new to the BI market, Tableau’s VizQL-powered data visualizations offer one of the richest interfaces available for both standalone BI, or integration as the front end of an existing solution.

**Strengths**

- Tableau’s design approach is geared towards the end-user, and does not require coding, scripting, or abstract technical knowledge to use.  
- Mobile delivery has been expanded to include a touch UI for iPad, iPhone, mobile Safari, and a native Android app.  
- Tableau improved its data visualization capabilities by adding maps for geographical data and Show Me, which automatically evaluates the data and provides several visualization options that would most appropriately display the data.

**Challenges**

- Tableau does not offer a strong solution for predictive analytics.  
- Collaboration features are lacking with this solution. Tableau does not enable the exporting of data and reports for sharing.

3 year TCO for this solution falls into pricing tier 7, between $100,000 and $250,000

Pricing provided by vendor
Tableau delivers data fast and is good for self-service usage; however, it lacks in terms of predictive and social analytics.

**Vendor Landscape**

- **Info-Tech Recommends:**
  
  Tableau’s graphical interface is one of the best in the business, but the full solution is an expensive investment. Make sure it meets needs in other areas before committing based on look and feel.

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**What we’re hearing**

“Extremely easy for our end users to pick the product up and start really working with it and doing deeper analysis. IT used to be a bottleneck for doing this, but this is now changing.”

Andrew Dickinson, IT Manager, PolyCello

“Performance on Big Data is challenging.”

Anonymous

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**Value Index**

11

7th out of 8

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**Features**

- Collaboration
- Predictive
- Mobile BI
- Self-service
- Social
- Data mgmt
- In-Memory

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**Vendor Landscape**

- **Product**
  - Overall
  - Feat.
  - Use.
  - Afford.
  - Arch.

- **Vendor**
  - Overall
  - Via.
  - Strat.
  - Reach
  - Chan.
Flexible deployment options and strong analytics makes Birst a viable contender for the mid-market

**Emerging Player**

- **Product:** Birst BI Suite
- **Employees:** 100+
- **Headquarters:** San Francisco, CA
- **Website:** birst.com
- **Founded:** 2005
- **Presence:** Privately held

**Overview**

- Birst was initially focused on providing an enterprise level solution, but has now expanded to provide an affordable option for mid-market organizations through its scalable Cloud offering.

**Strengths**

- Birst offers flexible deployment options and can be deployed in the Cloud or a SaaS instance can be run on-premise through its appliance offering.
- Birst Single-Sign-On (SSO) offers a solution that embeds its UI and individual reports into any web-based app or portal.
- Birst provides a SDK for integrating analytics and interactive dashboard into a native iPad app, complete with a touch-screen interface.

**Challenges**

- Birst has recently added big data services that integrate unstructured data, though they have not shown purpose-built social analytics.
- Some customers are still wary of placing data in the Cloud, though Birst’s appliance and hybrid offerings provide an alternative method for deployment.

![The vendor declined to provide pricing, and publicly available pricing could not be found](image)
Birst BI Suite is a strong solution for SMEs, and all that is lacking is the ability to provide insights around social analytics.

Info-Tech Recommends:

Birst’s flexible SaaS architecture that operates both in the Cloud or as an on-premise virtual appliance makes its product an affordable option for mid-market organizations with limited on-premise infrastructure. Ease of use and self-service capabilities mean only a single IT admin is required.
Identify leading candidates with the *Mid-Market BI Vendor Shortlist Tool*

The Info-Tech *Mid-market BI Vendor Shortlist Tool* is designed to generate a customized shortlist of vendors based on *your* key priorities.

**This tool offers the ability to modify:**

- Overall Vendor vs. Product Weightings
- Individual product criteria weightings:
  - Features
  - Usability
  - Affordability
  - Architecture
- Individual vendor criteria weightings:
  - Viability
  - Strategy
  - Reach
  - Channel
Highly mobile workforces will require a solution that seamlessly works on a variety of mobile devices.

Touch screen capabilities and the ability to explore and manipulate data visualizations via mobile device is an important feature for mobile workers.

**Why Scenarios?**

In reviewing the products included in each Vendor Landscape™, certain use-cases come to the forefront. Whether those use-cases are defined by applicability in certain locations, relevance for certain industries, or as strengths in delivering a specific capability, Info-Tech recognizes those use-cases as Scenarios, and calls attention to them where they exist.

For an explanation of how Scenarios are determined, see Information Presentation – Scenarios in the Appendix.
Self-service BI enables quick access to information for timely decision-making, reduces costs, and eliminates strain on IT.

An intuitive user interface and the ability for business users to generate and modify reports independently is key for the mid-market.

**Why Scenarios?**

In reviewing the products included in each Vendor Landscape™, certain use-cases come to the forefront. Whether those use-cases are defined by applicability in certain locations, relevance for certain industries, or as strengths in delivering a specific capability, Info-Tech recognizes those use-cases as Scenarios, and calls attention to them where they exist.

For an explanation of how Scenarios are determined, see Information Presentation – Scenarios in the Appendix.
When selecting a solution, consider vendor’s location and reach as this may impact the level of support received.

To obtain good support and services for your BI deployment, choose a vendor that has a strong support channel in your area.

**Vendor Geography**

**Why Scenarios?**

In reviewing the products included in each Vendor Landscape™, certain use-cases come to the forefront. Whether those use-cases are defined by applicability in certain locations, relevance for certain industries, or as strengths in delivering a specific capability, Info-Tech recognizes those use-cases as Scenarios, and calls attention to them where they exist.

For an explanation of how Scenarios are determined, see [Information Presentation – Scenarios](#) in the Appendix.
Appendix

1. Vendor Landscape Methodology: Overview
2. Vendor Landscape Methodology: Product Selection & Information Gathering
3. Vendor Landscape Methodology: Scoring
4. Vendor Landscape Methodology: Information Presentation
5. Vendor Landscape Methodology: Fact Check & Publication
6. Product Pricing Scenario
Vendor Landscape Methodology: Overview

Info-Tech’s Vendor Landscapes are research materials that review a particular IT market space, evaluating the strengths and abilities of both the products available in that space, as well as the vendors of those products. These materials are created by a team of dedicated analysts operating under the direction of a senior subject matter expert over a period of six weeks.

Evaluations weigh selected vendors and their products (collectively “solutions”) on the following eight criteria to determine overall standing:

- **Features**: The presence of advanced and market-differentiating capabilities.
- **Usability**: The intuitiveness, power, and integrated nature of administrative consoles and client software components.
- **Affordability**: The three-year total cost of ownership of the solution.
- **Architecture**: The degree of integration with the vendor’s other tools, flexibility of deployment, and breadth of platform applicability.
- **Viability**: The stability of the company as measured by its history in the market, the size of its client base, and its financial performance.
- **Strategy**: The commitment to both the market-space, as well as to the various sized clients (small, mid-sized, and enterprise clients).
- **Reach**: The ability of the vendor to support its products on a global scale.
- **Channel**: The measure of the size of the vendor’s channel partner program, as well as any channel strengthening strategies.

Evaluated solutions are plotted on a standard two by two matrix:

- **Champions**: Both the product and the vendor receive scores that are above the average score for the evaluated group.
- **Innovators**: The product receives a score that is above the average score for the evaluated group, but the vendor receives a score that is below the average score for the evaluated group.
- **Market Pillars**: The product receives a score that is below the average score for the evaluated group, but the vendor receives a score that is above the average score for the evaluated group.
- **Emerging Players**: Both the product and the vendor receive scores that are below the average score for the evaluated group.

Info-Tech’s Vendor Landscapes are researched and produced according to a strictly adhered to process that includes the following steps:

- **Vendor/product selection**
- **Information gathering**
- **Vendor/product scoring**
- **Information presentation**
- **Fact checking**
- **Publication**

This document outlines how each of these steps is conducted.
Vendor Landscape Methodology: Vendor/Product Selection & Information Gathering

Info-Tech works closely with its client base to solicit guidance in terms of understanding the vendors with whom clients wish to work and the products that they wish evaluated; this demand pool forms the basis of the vendor selection process for Vendor Landscapes. Balancing this demand, Info-Tech also relies upon the deep subject matter expertise and market awareness of its Senior and Lead Research Analysts to ensure that appropriate solutions are included in the evaluation. As an aspect of that expertise and awareness, Info-Tech’s analysts may, at their discretion, determine the specific capabilities that are required of the products under evaluation, and include in the Vendor Landscape only those solutions that meet all specified requirements.

Information on vendors and products is gathered in a number of ways via a number of channels.

Initially, a request package is submitted to vendors to solicit information on a broad range of topics. The request package includes:

• A detailed survey.
• A pricing scenario (see Vendor Landscape Methodology: Price Evaluation and Pricing Scenario, below).
• A request for reference clients.
• A request for a briefing and, where applicable, guided product demonstration.

These request packages are distributed approximately twelve weeks prior to the initiation of the actual research project to allow vendors ample time to consolidate the required information and schedule appropriate resources.

During the course of the research project, briefings and demonstrations are scheduled (generally for one hour each session, though more time is scheduled as required) to allow the analyst team to discuss the information provided in the survey, validate vendor claims, and gain direct exposure to the evaluated products. Additionally, an end-user survey is circulated to Info-Tech’s client base and vendor-supplied reference accounts are interviewed to solicit their feedback on their experiences with the evaluated solutions and with the vendors of those solutions.

These materials are supplemented by a thorough review of all product briefs, technical manuals, and publicly available marketing materials about the product, as well as about the vendor itself.

Refusal by a vendor to supply completed surveys or submit to participation in briefings and demonstrations does not eliminate a vendor from inclusion in the evaluation. Where analyst and client input has determined that a vendor belongs in a particular evaluation, it will be evaluated as best as possible based on publicly available materials only. As these materials are not as comprehensive as a survey, briefing, and demonstration, the possibility exists that the evaluation may not be as thorough or accurate. Since Info-Tech includes vendors regardless of vendor participation, it is always in the vendor’s best interest to participate fully.

All information is recorded and catalogued, as required, to facilitate scoring and for future reference.
Vendor Landscape Methodology: Scoring

Once all information has been gathered and evaluated for all vendors and products, the analyst team moves to scoring. All scoring is performed at the same time so as to ensure as much consistency as possible. Each criterion is scored on a ten point scale, though the manner of scoring for criteria differs slightly:

- Features is scored via **Cumulative Scoring**
- Affordability is scored via **Scalar Scoring**
- All other criteria are scored via **Base5 Scoring**

In Cumulative Scoring, a single point is assigned to each evaluated feature that is regarded as being fully present, a half point to each feature that is partially present or pending in an upcoming release, and zero points to features that are deemed to be absent. The assigned points are summed and normalized to a value out of ten. For example, if a particular Vendor Landscape evaluates eight specific features in the Feature Criteria, the summed score out of eight for each evaluated product would be multiplied by 1.25 to yield a value out of ten.

In Scalar Scoring, a score of ten is assigned to the lowest cost solution, and a score of one is assigned to the highest cost solution. All other solutions are assigned a mathematically determined score based on their proximity to / distance from these two endpoints. For example, in an evaluation of three solutions, where the middle cost solution is closer to the low end of the pricing scale it will receive a higher score, and where it is closer to the high end of the pricing scale it will receive a lower score; depending on proximity to the high or low price it is entirely possible that it could receive either ten points (if it is very close to the lowest price) or one point (if it is very close to the highest price). Where pricing cannot be determined (vendor does not supply price and public sources do not exist), a score of 0 is automatically assigned.

In Base5 scoring a number of sub-criteria are specified for each criterion (for example, Longevity, Market Presence, and Financials are sub-criteria of the Viability criterion), and each one is scored on the following scale:

- **5** - The product/vendor is exemplary in this area (nothing could be done to improve the status).
- **4** - The product/vendor is good in this area (small changes could be made that would move things to the next level).
- **3** - The product/vendor is adequate in this area (small changes would make it good, more significant changes required to be exemplary).
- **2** - The product/vendor is poor in this area (this is a notable weakness and significant work is required).
- **1** - The product/vendor is terrible/fails in this area (this is a glaring oversight and a serious impediment to adoption).

The assigned points are summed and normalized to a value out of ten as explained in Cumulative Scoring above.

Scores out of ten, known as Raw scores, are transposed as-is into Info-Tech's Vendor Landscape Shortlist Tool, which automatically determines Vendor Landscape positioning (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, below), Criteria Score (see Vendor Landscape Methodology: Information Presentation - Criteria Score, below), and Value Index (see Vendor Landscape Methodology: Information Presentation - Value Index, below).
Vendor Landscape Methodology: Information Presentation – Vendor Landscape

Info-Tech’s Vendor Landscape is a two-by-two matrix that plots solutions based on the combination of Product score and Vendor score. Placement is not determined by absolute score, but instead by relative score. Relative scores are used to ensure a consistent view of information and to minimize dispersion in nascent markets, while enhancing dispersion in commodity markets to allow for quick visual analysis by clients.

Relative scores are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).
2. Each individual criterion Raw score is multiplied by the pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process to eliminate any possibility of bias. Weighting factors are expressed as a percentage such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100% and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.
3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.
4. Overall Vendor scores are then normalized to a 20 point scale by calculating the arithmetic mean and standard deviation of the pool of Vendor scores. Vendors for whom their overall Vendor score is higher than the arithmetic mean will receive a normalized Vendor score of 11-20 (exact value determined by how much higher than the arithmetic mean their overall Vendor score is), while vendors for whom their overall Vendor score is lower than the arithmetic mean will receive a normalized Vendor score of between one and ten (exact value determined by how much lower than the arithmetic mean their overall Vendor score is).
5. Overall Product score is normalized to a 20 point scale according to the same process.
6. Normalized scores are plotted on the matrix, with Vendor score being used as the x-axis, and Product score being used as the y-axis.
Vendor Landscape Methodology: Information Presentation – Criteria Scores (Harvey Balls)

Info-Tech’s Criteria Scores are visual representations of the absolute score assigned to each individual criterion, as well as of the calculated overall Vendor and Product scores. The visual representation used is Harvey Balls.

Harvey Balls are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).

2. Each individual criterion Raw score is multiplied by a pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process, based on the expertise of the Senior or Lead Research Analyst, to eliminate any possibility of bias. Weighting factors are expressed as a percentage, such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100%, and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.

3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.

4. Both overall Vendor score / overall Product score, as well as individual criterion Raw scores are converted from a scale of one to ten to Harvey Ball scores on a scale of zero to four, where exceptional performance results in a score of four and poor performance results in a score of zero.

5. Harvey Ball scores are converted to Harvey Balls as follows:
   • A score of four becomes a full Harvey Ball.
   • A score of three becomes a three-quarter full Harvey Ball.
   • A score of two becomes a half full Harvey Ball.
   • A score of one becomes a one-quarter full Harvey Ball.
   • A score of zero (zero) becomes an empty Harvey Ball.

6. Harvey Balls are plotted by solution in a chart where rows represent individual solutions and columns represent overall Vendor / overall Product, as well as individual criteria. Solutions are ordered in the chart alphabetically by vendor name.
Vendor Landscape Methodology: Information Presentation – Feature Ranks (Stop Lights)

Info-Tech’s Feature Ranks are visual representations of the presence/availability of individual features that collectively comprise the Features’ criterion. The visual representation used is Stop Lights.

Stop Lights are determined as follows:

1. A single point is assigned to each evaluated feature that is regarded as being fully present, a half point to each feature that is partially present or pending in an upcoming release, and zero points to features that are deemed to be unsatisfactory or fully absent.
   - Fully present means all aspects and capabilities of the feature as described are in evidence.
   - Fully absent means all aspects and capabilities of the feature as described are not in evidence.
   - Partially present means some, but not all, aspects and capabilities of the feature as described are in evidence, **OR** all aspects and capabilities of the feature as described are in evidence, but only for some models in a line.
   - Pending means all aspects and capabilities of the feature, as described, are anticipated to be in evidence in a future revision of the product and that revision is to be released within the next 12 months.

2. Feature scores are converted to Stop Lights as follows:
   - Full points become a Green light.
   - Half points become a Yellow light.
   - Quarter points or less become a Red light.

3. Stop Lights are plotted by solution in a chart where rows represent individual solutions and columns represent individual features. Solutions are ordered in the chart alphabetically by vendor name.

For example, a set of applications is being reviewed and a feature of “Integration with Mobile Devices” that is defined as “availability of dedicated mobile device applications for iOS, Android, and BlackBerry devices” is specified. Solution A provides such apps for all listed platforms and scores “Green”, solution B provides apps for iOS and Android only and scores “Yellow”, while solution C provides mobile device functionality through browser extensions, has no dedicated apps, and so scores “Red”.

For Green means a feature is fully present; Red, unsatisfactory or fully absent. Yellow shows partial availability (such as in some models in a line).
Vendor Landscape Methodology: Information Presentation – Value Index

Info-Tech’s Value Index is an indexed ranking of solution value per dollar as determined by the Raw scores assigned to each criteria (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).

Value scores are calculated as follows:

1. The Affordability criterion is removed from the overall Product score and the remaining Product score criteria (Features, Usability, Architecture) are reweighted so as to retain the same weightings relative to one another, while still summing to 100%. For example, if all four Product criteria were assigned base weightings of 25%, for the determination of the Value score, Features, Usability, and Architecture would be reweighted to 33.3% each to retain the same relative weightings while still summing to 100%.

2. A sum-product of the weighted Vendor criteria scores and of the reweighted Product criteria scores is calculated to yield an overall Vendor score and a reweighted overall Product score.

3. The overall Vendor score and the reweighted overall Product score are then summed, and this sum is multiplied by the Affordability Raw score to yield an interim Value score for each solution.

4. All interim Value scores are then indexed to the highest performing solution by dividing each interim Value score by the highest interim Value score. This results in a Value score of 100 for the top solution and an indexed Value score relative to the 100 for each alternate solution.

5. Solutions are plotted according to Value score, with the highest score plotted first, and all remaining scores plotted in descending numerical order.

Where pricing is not provided by the vendor and public sources of information cannot be found, an Affordability Raw score of zero is assigned. Since multiplication by zero results in a product of zero, those solutions for which pricing cannot be determined receive a Value score of zero. Since Info-Tech assigns a score of zero where pricing is not available, it is always in the vendor’s best interest to provide accurate and up to date pricing.

Vendors are arranged in order of Value Score. The Value Score each solution achieved is displayed, and so is the average score.
Vendor Landscape Methodology: Information Presentation – Price Evaluation

Info-Tech’s Price Evaluation is a tiered representation of the three year Total Cost of Ownership (TCO) of a proposed solution. Info-Tech uses this method of communicating pricing information to provide high-level budgetary guidance to its end-user clients while respecting the privacy of the vendors with whom it works. The solution TCO is calculated and then represented as belonging to one of ten pricing tiers.

Pricing tiers are as follows:
1. Between $1 and $2,500
2. Between $2,500 and $5,000
3. Between $5,000 and $10,000
4. Between $10,000 and $25,000
5. Between $25,000 and $50,000
6. Between $50,000 and $100,000
7. Between $100,000 and $250,000
8. Between $250,000 and $500,000
9. Between $500,000 and $1,000,000
10. Greater than $1,000,000

Where pricing is not provided, Info-Tech makes use of publicly available sources of information to determine a price. As these sources are not official price lists, the possibility exists that they may be inaccurate or outdated, and so the source of the pricing information is provided. Since Info-Tech publishes pricing information regardless of vendor participation, it is always in the vendor’s best interest to supply accurate and up to date information.

Info-Tech’s Price Evaluations are based on pre-defined pricing scenarios (see Product Pricing Scenario, below) to ensure a comparison that is as close as possible between evaluated solutions. Pricing scenarios describe a sample business and solicit guidance as to the appropriate product/service mix required to deliver the specified functionality, the list price for those tools/services, as well as three full years of maintenance and support.
Vendor Landscape Methodology: Information Presentation – Scenarios

Info-Tech’s Scenarios highlight specific use cases for the evaluated solution to provide as complete (when taken in conjunction with the individual written review, Vendor Landscape, Criteria Scores, Feature Ranks, and Value Index) a basis for comparison by end-user clients as possible.

Scenarios are designed to reflect tiered capability in a particular set of circumstances. Determination of the Scenarios in question is at the discretion of the analyst team assigned to the research project. Where possible, Scenarios are designed to be mutually exclusive and collectively exhaustive, or at the very least, hierarchical such that the tiers within the Scenario represent a progressively greater or broader capability.

Scenario ranking is determined as follows:

1. The analyst team determines an appropriate use case.
   For example:
   • Clients that have multinational presence and require vendors to provide four hour onsite support.

2. The analyst team establishes the various tiers of capability.
   For example:
   • Presence in Americas
   • Presence in EMEA
   • Presence in APAC

3. The analyst team reviews all evaluated solutions and determines which ones meet which tiers of capability.
   For example:
   • Presence in Americas – Vendor A, Vendor C, Vendor E
   • Presence in EMEA – Vendor A, Vendor B, Vendor C
   • Presence in APAC – Vendor B, Vendor D, Vendor E

4. Solutions are plotted on a grid alphabetically by vendor by tier. Where one vendor is deemed to be stronger in a tier than other vendors in the same tier, they may be plotted non-alphabetically.
   For example:
   • Vendor C is able to provide four hour onsite support to 12 countries in EMEA while Vendors A and B are only able to provide four hour onsite support to eight countries in EMEA; Vendor C would be plotted first, followed by Vendor A, then Vendor B.
Vendor Landscape Methodology: Information Presentation – Vendor Awards

At the conclusion of all analyses, Info-Tech presents awards to exceptional solutions in three distinct categories. Award presentation is discretionary; not all awards are extended subsequent to each Vendor landscape and it is entirely possible, though unlikely, that no awards may be presented.

Awards categories are as follows:

• **Champion Awards** are presented to those solutions, and only those solutions, that land in the Champion zone of the Info-Tech Vendor Landscape (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, above). If no solutions land in the Champion zone, no Champion Awards are presented. Similarly, if multiple solutions land in the Champion zone, multiple Champion Awards are presented.

• **Trend Setter Awards** are presented to those solutions, and only those solutions, that are deemed to include the most original/inventive product/service, or the most original/inventive feature/capability of a product/service. If no solution is deemed to be markedly or sufficiently original/inventive, either as a product/service on the whole or by feature/capability specifically, no Trend Setter Award is presented. Only one Trend Setter Award is available for each Vendor Landscape.

• **Best Overall Value Awards** are presented to those solutions, and only those solutions, that are ranked highest on the Info-Tech Value Index (see Vendor Landscape Methodology: Information Presentation – Value Index, above). If insufficient pricing information is made available for the evaluated solutions, such that a Value Index cannot be calculated, no Best Overall Value Award will be presented. Only one Best Overall Value Award is available for each Vendor Landscape.
Vendor Landscape Methodology: Fact Check & Publication

Info-Tech takes the factual accuracy of its Vendor Landscapes, and indeed of all of its published content, very seriously. To ensure the utmost accuracy in its Vendor Landscapes, we invite all vendors of evaluated solutions (whether the vendor elected to provide a survey and/or participate in a briefing or not) to participate in a process of Fact Check.

Once the research project is complete and the materials are deemed to be in a publication ready state, excerpts of the material specific to each vendor’s solution are provided to the vendor. Info-Tech only provides material specific to the individual vendor’s solution for review encompassing the following:

• All written review materials of the vendor and the vendor’s product that comprise the evaluated solution.
• Info-Tech’s Criteria Scores / Harvey Balls detailing the individual and overall Vendor / Product scores assigned.
• Info-Tech’s Feature Rank / Stop Lights detailing the individual feature scores of the evaluated product.
• Info-Tech’s Value Index ranking for the evaluated solution.
• Info-Tech’s Scenario ranking for all considered scenarios for the evaluated solution.

Info-Tech does not provide the following:

• Info-Tech’s Vendor Landscape placement of the evaluated solution.
• Info-Tech’s Value Score for the evaluated solution.
• End-user feedback gathered during the research project.
• Info-Tech’s overall recommendation in regard to the evaluated solution.

Info-Tech provides a one-week window for each vendor to provide written feedback. Feedback must be corroborated (be provided with supporting evidence), and where it does, feedback that addresses factual errors or omissions is adopted fully, while feedback that addresses opinions is taken under consideration. The assigned analyst team makes all appropriate edits and supplies an edited copy of the materials to the vendor within one week for final review.

Should a vendor still have concerns or objections at that time, they are invited to a conversation, initially via email, but as required and deemed appropriate by Info-Tech, subsequently via telephone, to ensure common understanding of the concerns. Where concerns relate to ongoing factual errors or omissions they are corrected under the supervision of Info-Tech’s Vendor Relations personnel. Where concerns relate to ongoing differences of opinion they are again taken under consideration with neither explicit not implicit indication of adoption.

Publication of materials is scheduled to occur within the six weeks immediately following the completion of the research project, but does not occur until the Fact Check process has come to conclusion, and under no circumstances are “pre-publication” copies of any materials made available to any client.
Product Pricing Scenario

The corporate breakdown is as follows:

An organization is looking at implementing a BI solution. The organization has 150 business-users that need full access to the full complement of the BI suite of products. Each of these business-users have a dedicated workstation as well as one portable device, such as a smartphone or tablet. All of these users will require full interaction with the product for end-user report development.

The organization also has 5 IT staff responsible for the data integration and management. These IT staff will also design complex reports and dashboards, and develop predictive analytics.

The organization would also need to leverage 10 terabytes of cloud storage if the solution offers hosted storage.

Support:

Please include support estimates, including, but not limited to, implementation, integration, management, and maintenance were also requested tailored to a 3 year period.