

## Magic Quadrant for Financial Close and Consolidation Solutions

Published 27 November 2023 - ID G00791859 - 48 min read

By Analyst(s): Nisha Bhandare, Permjeet Gale, Jeffrin Francis, Renata Viana

Initiatives: [Digital Technology in Finance](#); [ERP](#)

Financial close and consolidation solutions support automation, compliance and collaboration within an organization's group close, consolidation and reporting processes. Corporate controllers can use this research to assess vendors best suited to support transformation within accounting processes.

**This Magic Quadrant is related to other research:**

[Critical Capabilities for Financial Close and Consolidation Solutions](#)

[View All Magic Quadrants and Critical Capabilities](#)

### Market Definition/Description

Gartner defines financial close and consolidation solutions (FCCS) as applications that enable corporate controllers and their teams to manage the organization's group close, consolidation and reporting processes. The FCCS market equips organizations to (1) manage and drive financial control across their close cycles through configurable workflows and dashboards that support collaboration and provide a centralized auditable view; (2) execute financial consolidation across multiple legal entities (LEs) and geographies; (3) meet accounting standards for currency translation, intercompany elimination and top-side adjustments; and (4) generate reporting that adheres to Generally Accepted Accounting Principles (GAAP), International Financial Reporting Standards (IFRS) and regional compliance.

The controllership function has a critical business need for a compliant, efficient and collaborative way to manage its financial close due to the increasing complexity of company structures, escalating financial regulations, multiple systems of record and the rise in remote working. The FCCS market enables controllership teams to manage and execute their group close, consolidation and reporting processes within a centralized application. It helps controllers and their teams streamline entity closing processes, achieve faster group close times, reduce redundancy and errors in the consolidation process, and generate compliant financial statements for external and management reporting.

The most common business problems the FCCS market addresses include:

- **Enabling efficiency** — The ability to automate and streamline the group close process by eliminating time-consuming and error-prone manual data-gathering processes. Integrating various data sources, providing real-time feedback, and automating financial consolidations and collaboration between entities and corporate further increase the efficiency of the closing process.
- **Driving regulatory and compliance** — The ability to support local and group regulatory, reporting and accounting practices. Organizations that operate in multiple countries often require different regulatory support for specific countries, as well as larger accounting mandates such as IFRS.
- **Supporting a complex business environment** — The ability to facilitate financial data integration across multiple accounting systems in a complex business environment. This includes providing integration across multiple LEs, financial modeling to support consolidation, eliminations and adjustments across multiple LEs, and collaboration and analytics capabilities to organizations that generate many financial transactions and usually have multiple subsidiaries or business units with an array of ERP systems and customer bases across the world.

The must-have capabilities of the FCCS market include:

- **Close management** — The ability to manage group financial close through configuration of close tasks, tracking of entity completion status, configurable and auditable workflows, and dashboards or portals to monitor the close process status in real time.

- **Financial consolidation** — The ability to collect and aggregate financial information from multiple general ledger sources, apply currency translation rules, execute intercompany eliminations and create adjustments to provide an organization's consolidated financial results at the group and subgroup levels.
- **Financial reporting** — The ability to provide financial statements (i.e., balance sheet, income statement and cash flow) that are compliant with the accounting standards of both the entity and group company's country.

The standard capabilities for the FCCS market include:

- **Financial statement reconciliation** — The ability to manage reconciliations for high-risk balance sheet accounts, including but not limited to cash-related accounts, intercompany, inventory and subledgers to ensure the group financial statements are accurate.
- **Journal entry processing** — The ability to initiate, document and approve journal entries throughout the closing process, including both manual journal entries as well as system-calculated and top-side journal adjustments.

The optional capabilities for the FCCS market include:

- **Financial reporting risk management** — The ability to address and reduce the financial reporting risk controllers are responsible for, including financial account balance certification, SOX attestation and adherence to compliance.
- **Disclosure management** — The ability to support multiple regulatory requirements for disclosure reporting, including eXtensible Business Reporting Language (XBRL) tagging.

## Magic Quadrant

Figure 1: Magic Quadrant for Financial Close and Consolidation Solutions



Source: Gartner (December 2023)

## Vendor Strengths and Cautions

### BlackLine

BlackLine is a Challenger in this Magic Quadrant. Its product consists of multiple solutions, including Financial Close Management, Intercompany Financial Management, Modern Accounting Playbook and SAP Solution Extensions by BlackLine. It markets its product as a unified, cloud-based platform. BlackLine is a public company with customers worldwide and the highest percentage in North America. It serves clients in an array of verticals; its top three include manufacturing; retail; and banking, finance and insurance. An innovative solution is its Financial Reporting Analytics, which provides consolidation, real-time visibility and drill-down capability from consolidated financials to transaction-level details. In 2024, BlackLine plans to introduce the BlackLine Accounting Studio, a new orchestration layer providing transparency, control and automation across end-to-end accounting processes.

### Strengths

- **Close management:** BlackLine's in-depth close functionality at entity and group levels provides configurable close management workflows that integrate across the wider solution, supporting multilayer approvals and certification. It also provides configurable dashboards and drill-through functionality, which extend collaboration between group and entity accounting teams.
- **Market responsiveness:** BlackLine works closely with its customers throughout the product development journey, from idea generation to feature review during development and in beta testing. This approach supported the release of the newly launched Financial Reporting Analytics solution for consolidation and group reporting needs.
- **Implementation support:** BlackLine provides multiple implementation accelerators, including Modern Accounting Playbook and Journal Entry templates. It also provides accelerators usable in several industries to reduce time to value for new customers.

### Cautions

- **Nonfinancial disclosures:** While BlackLine does not support a presentation-ready version of Management Discussion and Analysis (MD&A), it does facilitate financial, nonfinancial and nontabular disclosure creation via workflow management capabilities and comment summarization.

- **Innovation:** BlackLine currently offers limited AI capabilities through its rule-based Variance Analysis and Transaction Matching solutions. Its 2024 roadmap includes AI-powered automated risk assessments by account and chatbots to offer in-app help to users.
- **Sales pricing:** BlackLine's product consists of multiple solutions, and it prices the product based on bundled pricing or based on each solution, with some at the user level and others at the transaction level. Depending on the client's needs, this pricing method may lead to proposals that are hard to compare across vendors.

## Board

Board is a Visionary in this Magic Quadrant. Its product consists of a single solution, Board Group Consolidation and Reporting (GCR). It markets its product as integrated business intelligence reporting and analytics with enterprise scalability. Board is a private company with customers worldwide and the highest percentage in Europe. It serves clients in an array of verticals; its top three include manufacturing, retail and professional services. An innovative feature is its high-performance data engine that is able to manage large data and concurrent user volumes. In 2024, Board plans to add automated GL certification, flexible risk categories and customizable reconciliation acceptance criteria.

## Strengths

- **Financial reporting:** Board's report building is fully configurable, allowing users to build reports that suit their needs, and it supports IFRS and GAAP requirements. It provides dynamic dashboards and multidimensional analysis, including integration with Microsoft Office and Teams to enable ease of access and report sharing across different users.
- **Innovation:** Board's product includes generative AI, NLP and chatbot as standard offerings. Additionally, its Microsoft Azure ML integration will be customized based on user requirements during implementation to support AI-powered solutions such as use of NLP and generative AI within close and consolidation.
- **Data integration:** Board has prebuilt integrators with ERPs and over 270 APIs to multiple source systems that import GL and transactional information to support drill-through capabilities in reporting. This integration supports efficiency in the consolidation process and a quicker implementation time for new customers.

## Cautions

- **Financial statement reconciliation:** Board provides simple templates for clients to configure and track their reconciliations process, specifically for intercompany reconciliation. It currently lacks advanced capabilities like account categorization, transaction matching rules and autocertification, though some of these features are part of its 2024 roadmap.
- **Geography strategy:** Board has an established presence in Europe; however, its geographic growth strategy is still evolving when compared to other vendors in this Magic Quadrant. As a result, it continues to focus on growing its strategic investments in North America and Asia/Pacific.
- **Sales execution:** Compared to other vendors in this Magic Quadrant, Board has one of the lowest net new customer additions and also has had fewer sales initiatives for its product over the last couple of years. However, it has campaigns planned in 2024 for new and existing customers interested in expanding their solution with GCR.

## Fluence Technologies

Fluence is a Challenger in this Magic Quadrant. Its product consists of multiple solutions, including Consolidation, Account Reconciliation, Disclosure Management and FluenceXL. It markets its product as a cloud-based, no-code platform with rapid provisioning and delivery of features. Fluence is a private company with customers worldwide and the highest percentage in Europe. It serves clients in an array of verticals; its top three include manufacturing; professional services; and banking, finance and insurance. An innovative feature is its prebuilt advanced consolidations that clients can tailor to specific business purposes. In 2024, Fluence plans to enhance its ESG reporting as well as its automation capabilities using ML, AI and NLP.

## Strengths

- **Close management:** Fluence has an embedded workflow that supports collaboration between entity and group controllers. Its close capabilities also encompass features such as entity bursting, hierarchical status reporting and comprehensive workflow actions, including the ability to automate key tasks during close.
- **Innovation:** Fluence currently uses Microsoft Azure OpenAI services to deliver end-user chatbots. It is also conducting a number of AI pilots within transaction matching, anomaly detection and narrative reporting to support automation and decision insights inside the accounting process.

- **Implementation support:** Through its standard, out-of-the-box input forms and reports, Fluence offers one of the fastest deployment time frames across all organizations. It also provides support to its implementation partners through certifications and regular review of ongoing projects to ensure timely and successful deployments.

## **Cautions**

- **Consolidation and close management features:** Fewer Fluence customers leverage its consolidation and close management features than its reporting capabilities. Though its go-to-market is focused on close management and consolidation, potential customers should explore whether its included functionality will fully meet their needs around consolidation and close management prior to deployment.
- **Vertical strategy:** Fluence does not offer any industry-specific accelerators, unlike other vendors in the market who provide preconfigured industry templates and leverage partners with deep industry expertise. Clients looking for industry-specific solutions should evaluate whether this solution will meet their needs.
- **Geography strategy:** Fluence's customers are primarily based in Europe, due to its acquisition of XLCubed, a European-based company. Though its headquarters and operations are primarily in North America, customers seeking a vendor with a larger global operations and partner network may find this strategy limiting.

## **IBM**

IBM is a Challenger in this Magic Quadrant. Its product consists of a single solution, IBM Cognos Controller. It markets its product as offering capabilities for multiple currencies and complex ownership structure without scripting or coding. IBM is a public company with customers worldwide and the highest percentage in Europe. It serves clients in an array of verticals; its top three include consumer products, retail and energy/utilities. An innovative feature is its internal investment register, which records ownership transactions and forms the basis of consolidation adjustments. In 2024, IBM plans to add AI features such as data validation, outlier detection and narrative generation.

## **Strengths**

- **Financial consolidation:** IBM provides a broad range of capabilities within consolidation, with no limit to the number of entities or dimensions it can consolidate. It provides automation in consolidation and intercompany rules, visibility to account movements and a predefined investment register to support eliminations.



- **User experience:** IBM supports personalized landing pages, workbenches or dashboards that are unique to specific roles. This personalization enables users to access data and tasks based on their role. Its product also provides a spreadsheet-like experience that brings familiarity, ease of use and capabilities within a web browser for data entry.
- **Implementation support:** IBM adopts a “no code just configuration” model that drives a quicker implementation time by leveraging its prebuilt standard rules and templates. After going live, every client is assigned an account executive who supports customers’ service requests and issue resolution.

## Cautions

- **Product strategy:** Though IBM continues to invest in improving its close and consolidation capabilities, this focus is narrow compared with other vendors that have begun exploring a broader range of adjacent areas, such as disclosure and regulatory reporting.
- **Market understanding:** While IBM has a dedicated research team, it is more focused on collecting product feedback and current pain points. Other vendors in this Magic Quadrant conduct market and competitive research to stay ahead of technology evolution and market opportunities.
- **Sales strategy:** IBM does not currently have a dedicated sales strategy team for Cognos Controller, and it offers limited tools to enable the buying process. Although it plans to direct additional resources and partnerships in the future, other vendors are already dedicating targeted investments in these areas.

## insightsoftware

insightsoftware is a Niche Player in this Magic Quadrant. Its product consists of multiple solutions, including Longview Close, Tax, and Transfer Pricing, IDL Konsis, Clausion Consolidation, CXO and Certent Disclosure Management. It markets its product as offering a broad set of customizable capabilities with data integration. insightsoftware is a private company with customers worldwide and the highest percentage in Europe. It serves clients in an array of verticals; its top three include manufacturing; technology; and banking, finance and insurance. An innovative feature is its dynamic consolidation calculations, which do not require batch processing to reconsolidate data. In 2024, insightsoftware plans to enhance its user interface and implement data sharing across all its close-and-consolidation-focused solutions.

## Strengths

- **Disclosure and regulatory reporting:** insightsoftware is able to meet the compliance needs of a variety of regional and country regulatory bodies. It provides a user-friendly iXBRL tagging functionality, in addition to its comprehensive workflow options and notifications that can facilitate the stages of regulatory filing.
- **Data integration:** insightsoftware has prebuilt integrations with a number of ERPs, planning vendors and regulatory bodies such as IFRS 2022 and USGAAP 2022 to enable automatic filing of financial statements. Additionally, it has direct integration with the European Central Bank and the Swiss National Bank to enable integration of currency rates.
- **Market responsiveness:** insightsoftware dedicates a significant portion of its product roadmap to customer-driven enhancements. It leverages an innovation portal where customers can request and vote on ideas, which has supported recent customer-driven enhancements around tax reporting and closing automation.

## **Cautions**

- **User experience:** insightsoftware's growth, driven through its multiple acquisitions, has led to stand-alone products in the close and consolidation space. Though it launched a common platform in 2023 and has additional UI/UX enhancements planned in 2024, clients looking for an enhanced user experience should evaluate if this solution will meet their needs.
- **Innovation:** insightsoftware does not currently use AI within its product, but AI pilots are featured in its 2024 product roadmap. Other vendors have actively deployed AI and have a robust roadmap for AI within anomaly detection, predictive analytics and transaction matching.
- **Sales execution:** insightsoftware has demonstrated year-over-year growth. However, its sales initiatives for certain offerings over the last two years have focused on cross-selling individual products across its existing customers base, thereby limiting its expansion to new customers.

## Jedox

Jedox is a Niche Player in this Magic Quadrant. Its product is a single solution, Jedox Financial Consolidation model. It markets its product as offering similarity to Microsoft Excel and add-in for Excel 365. Jedox is a private company with customers worldwide and the highest percentage in Europe. It serves clients in an array of verticals; its top three include manufacturing, retail and technology. An innovative feature is its automated multicurrency translation that integrates directly with the European Central Bank. In 2024, Jedox plans to extend its capital consolidation use cases and migrate predefined financial consolidation reports to a drag-and-drop, no-code canvas dashboard.

### Strengths

- **Financial reporting:** Jedox's reporting offers drill-through functionalities, allowing users to directly access data from the original ERP. This capability empowers controllers to gain insights into the underlying transactions driving the consolidated numbers.
- **User experience:** Jedox has designed its solution as low-code for users and offers prebuilt templates for agile deployment. It also offers NLP capability that understands questions posed by the user and returns instructions on how to accomplish tasks such as "creating a dashboard."
- **Sales pricing:** Jedox's pricing is flexible by modules and bundles, creating options for companies of all sizes, and customers can easily appraise the potential value of each option and the overall solution. This transparency allows customers to only pay for what they need, with the option to expand in the future.

### Cautions

- **Product strategy:** Jedox does not support disclosure and regulatory reporting, account reconciliation and financial reporting risk management. Clients looking for a product that can support these capabilities, in addition to the core features around close, consolidation and reporting, may find this module of the product limiting.
- **Geography strategy:** Jedox's customers are primarily based in Europe, with lesser concentrations in North America and Asia/Pacific. Customers with global operations and legal entities across multiple regions should evaluate whether the current offering meets their consolidation and reporting needs.

- **Sales strategy:** Jedox's sales strategy employs a land-and-expand approach, where it cross-sells its close and consolidation product to clients of its existing financial planning software. This approach limits access to clients who are only looking for close and consolidation solutions and who are not current clients of its financial planning software.

## LucaNet

LucaNet is a Niche Player in this Magic Quadrant. Its product consists of multiple solutions including LucaNet Financial consolidation and SmartNotes. It markets its product as offering fast implementation and user-friendly, out-of-the-box functionalities. LucaNet is a private company with the highest percentage of customers in Europe. It serves clients in an array of verticals; its top three include professional services, manufacturing and retail. An innovative feature is its high performance in-memory database with a standard data model that promotes rapid onboarding of clients. In 2024, LucaNet plans to implement a new user interface for financial consolidation within its web client and develop new business logic apps for automating the consolidation process.

## Strengths

- **Product strategy:** With the acquisition of AMANA in 2023, LucaNet expanded its product capability to include disclosure management, tax compliance and ESG reporting. Customers now have access to broader functionalities, a single integrated go-to-market experience and harmonized pricing between the two companies.
- **Data integration:** LucaNet has over 300 standard integrations with ERP and accounting systems that import GL and transactional information to support drill-through capabilities in reporting. This enhanced data integration also supports a faster implementation time for clients operating within multiple accounting systems.
- **Sales pricing:** LucaNet offers three licensing packages, each clearly defined and based on functionality. Packages are structured in a similar manner, enabling comparative analysis and transparency and allowing end users to select and only pay for the functionality required.

## Cautions

- **Innovation:** LucaNet currently does not use AI within its product but is evaluating it in its 2024 product roadmap. Other vendors actively deploy AI and have a robust roadmap for AI within anomaly detection, predictive analytics and transaction matching.

- **User experience:** LucaNet launched its LucaNet.Web Client workspace in 2022, allowing clients to access data from a web browser, and the company is working on improving its user experience. However, some workspace views are not user-friendly and lack advanced capabilities such as responsive UI designs and multimodal interactions.
- **Geography strategy:** LucaNet's customer base and operations are primarily in Europe. Though it is working on expanding in North America, Latin America and Asia/Pacific, customers with global operations and legal entities across multiple regions should evaluate whether the current offering meets their consolidation and reporting needs.

## OneStream

OneStream is a Leader in this Magic Quadrant. Its product consists of multiple solutions, including its Intelligent Finance Platform, account reconciliations, transaction matching, ESG Reporting Blueprint and Tax Provision solutions, which are all available for download from its Solution Exchange. It markets its product as a unified platform with Extensible Dimensionality that allows a standard corporate COA and hierarchies to be extended across solutions. OneStream is a private company with customers worldwide and the highest percentage in North America. It serves clients in an array of verticals; its top three include manufacturing; professional services; and banking, finance and insurance. An innovative feature is its Financial Data Management & Quality that allows customers to integrate financial and operational data from many source systems while enabling drill-back to the source. In 2024, OneStream plans to enhance this component to support a larger volume of transactions.

## Strengths

- **Financial consolidation:** OneStream provides a broad range of capabilities within the consolidation process. Capabilities include its Extensible Dimensionality feature, guided workflow and advanced financial intelligence with out-of-the-box capabilities like drill-back features and multiple prebuilt dashboards.
- **Data integration:** Onestream provides a variety of data load options and data connectors to ERPs (on-premises or cloud) and other source systems that are part of its prebuilt library of connectors. Data imports are subject to error handling, validation and notifications, with options for the upload(s) to be scheduled or manually activated.

- **Sales pricing:** OneStream provides flexible, user-based pricing, which enables customers to easily license the full platform and take advantage of the complete range of its functionality, based on individual user requirements. This pricing allows end users to tailor their subscription to their needs.

## **Cautions**

- **XBRL filing:** Onestream provides standard templates and forms for organizations to support their disclosure and regulatory needs, but it does not support XBRL capability required for filing. Clients looking for XBRL tagging and filing requirements will have to partner with other vendors that offer this capability.
- **Innovation:** While OneStream currently offers ML capabilities to flag anomalies and has AI on its 2024 roadmap, other vendors offer a broader range of AI features. Such features include auto mapping of COA, narrative generation, interactive chatbots and automatching of transactions.
- **Sales enablement:** Onestream provides limited interactive demos to prospective clients during the sales process. Other vendors offer free self-guided demos and trial options to support buyer decision making.

## **Oracle**

Oracle is a Leader in this Magic Quadrant. Its product is a single solution, Oracle Fusion Cloud Enterprise Performance Management (Oracle Cloud EPM). It markets its product as offering embedded capabilities in AI/ML, data science and automation technologies. Oracle is a public company with customers worldwide and the highest percentage in North America. It serves clients in an array of verticals; its top three include professional services; manufacturing; and banking, finance and insurance. An innovative feature is its enterprise journals for preparing and approving manual journal entries and integrating back to the ERP. In 2024, Oracle plans to incorporate generative AI into the reporting process by automatically generating analysis and narratives based on financial data.

## **Strengths**

- **Close and consolidation:** Oracle provides a wide range of advanced capabilities within its consolidation solution, such as large volume data ingestion and refinement, comprehensive rules and reporting capabilities. Its close capability is complimented by visual dashboards and workflows, which improve the user experience and enable collaboration during the closing cycle.

- **Innovation:** Oracle has embedded AI/ML across its solutions in areas such as anomaly detection within consolidation, narrative generation in reporting, and interactive chatbots. It is also conducting a number of AI pilots within transaction matching and dynamic approval of journal entries to support automation and decision insights within the closing process.
- **Geography strategy:** Oracle has a strong presence globally with no limitations, except sanctioned countries. It supports global consolidation requirements with specific templates for France, Italy and Spain, and out-of-the-box country-specific reporting. The company continues to invest in its global partner enablement to extend its reach.

## Cautions

- **Financial reporting risk management:** Unlike other vendors, a subset of Oracle's functionality for risk management is not native within the solution but sits within another product, Oracle Cloud Risk Management. Clients should factor in additional pricing and licensing to access these capabilities.
- **Product strategy:** Though Oracle's product strategy shows continued investments in automation, user experience, expanding AI within close, consolidation and reporting, and ESG analytics, it lacks iXBRL capability or the ability to automatically transfer information to regulators. Clients looking for broader capabilities in regulatory filing will need to evaluate if this product meets their needs.
- **Sales pricing:** Oracle currently offers pricing based on its two product editions. While this model is simple, it can appear relatively more expensive than other vendors' products that offer granular pricing options. Clients who do not need the full range of capabilities should negotiate accordingly.

## Planful

Planful is a Challenger in this Magic Quadrant. Its product is a single solution, the Planful Financial Performance Management Platform. It markets its product as offering rapid implementation methodology with scalability, flexibility and system-agnostic connectors. Planful is a private company with customers worldwide and the highest percentage in North America. It serves clients in an array of verticals; its top three include manufacturing, technology, and financial and business services. An innovative feature is its prebuilt support for 160 different currencies. In 2024, Planful expects to enhance its consolidation capabilities by providing templates for ownership details and expanding its support for multiple accounting options within subconsolidations.

## **Strengths**

- **Data integration:** Planful offers system-agnostic connectivities, including a large number of prebuilt certified connectors with ERPs, supporting bidirectional interface. Recent investments in integration capability have demonstrated reduced time-to-run consolidation, currency conversion and report collection for existing clients.
- **Innovation:** Planful embeds AI across its solution in areas such as anomaly detection and transaction matching that enables automation and decision support in the close and consolidation process. In 2024, it plans to introduce generative AI in its product to support narrative generation and analytics.
- **Implementation support:** Planful offers one of the fastest deployment timelines across all upper-midsize, large and extra-large organizations. It also provides support to its implementation partners through certifications, implementation bootcamps and regular health reviews of ongoing projects to ensure timely and successful deployments for its clients.

## **Cautions**

- **Product strategy:** Planful's product strategy is to invest in its core capabilities of close, consolidation and reporting while partnering with vendors such as Workiva to provide capabilities, including disclosure management and financial reporting risk management. Clients should factor in additional purchase agreements and licensing to access these capabilities.
- **Geographic strategy:** Planful's customer base is predominantly in North America. Though it is working to expand in Europe and Asia/Pacific, customers with global operations and legal entities across multiple regions should evaluate whether the current offering meets complex consolidation and reporting needs.
- **Vertical strategy:** Planful does not offer any industry-specific accelerators, unlike other vendors in the market that provide preconfigured industry templates. It leverages partners with deep industry expertise to provide accelerated implementations. Clients looking for industry-specific solutions or accelerators should evaluate whether this arrangement will meet their needs.



## Prophix

Prophix is a Niche Player in this Magic Quadrant. Its product consists of multiple solutions, including financial consolidation and intercompany management. It markets its product as offering a large library of prebuilt auditable report templates. Prophix is a private company with customers of its close and consolidation solutions worldwide and the highest percentage in Europe. It serves clients in an array of verticals; its top three include manufacturing; professional services; and banking, finance and insurance. An innovative feature is its ability to support different accounting rules on the same data, simplifying the consolidation for clients with multiple GAAPs. In 2024, Prophix plans to enhance its close process management capabilities and user experience via a single portal, and add account reconciliation.

## Strengths

- **Financial reporting:** Prophix's report building is fully configurable, allowing users to build reports that suit their needs, and it supports IFRS and GAAP requirements. Microsoft Office add-ons support building reports directly in Excel and retrieving data from the application.
- **Market responsiveness:** Prophix prioritizes its product roadmap by aggregating customer input from many sources, as well as input from analysts and market research. Its recent enhancements to the Prophix Portal, its front-end user interface and automation of data import are examples of its use of customer feedback in the product development process.
- **Sales enablement:** Prophix's presales, sales and implementation teams possess a high degree of knowledge and experience in accounting. This expertise enables them to provide deep insights and educate prospective customers on how its product offerings can meet their business needs during the buying process.

## Cautions

- **Financial statement reconciliation:** Prophix provides simple templates for clients to configure and track their reconciliations process. It lacks advanced capabilities like account categorization, transaction matching rules and auto certification that other vendors in this market offer.
- **Sales execution:** Prophix's current close and consolidation customer base is small to upper-midsize companies concentrated in Europe. Large and extra-large clients with global operations should evaluate whether the current offering can handle their complex business models.

- **Business model:** One of Prophix's primary growth strategies is to sell its consolidation solution to its existing financial planning clients. Though it plans to expand its addressable market through new product capabilities in 2024, its present focus may limit access to clients who are not current customers of its financial planning software.

## **Solver**

Solver is a Niche Player in this Magic Quadrant. Its product is a single cloud suite solution for corporate performance management. It markets its product as offering all-inclusive simple licensing with prebuilt ERP integrations and prebuilt report templates. Solver is a private company with customers worldwide and the highest percentage in North America. It serves clients in an array of verticals; its top three include healthcare; technology; and banking, finance and insurance. An innovative feature is its proprietary autodeployment (i.e., QuickStart) through its prebuilt ERP integrations wizard. In 2024, Solver plans to enhance its role-based homepage and dashboard, and add software development kits for third-party partners to design data connectors.

## **Strengths**

- **Financial reporting:** Solver's report designer is flexible with full use of Microsoft Excel formulas and can be published to the web when complete. It supports drill-through and dynamic expansion across rows and columns, which is more advanced than standard ERP reporting.
- **ERP partnership:** Solver targets clients of the six top midmarket ERPs: Microsoft Dynamics 365 Business Central, Microsoft Dynamics 365 Finance, Sage Intacct, Acumatica, NetSuite and SAP Business One. It offers prebuilt integrations and starter kits for these ERPs. Customers that currently utilize one of these six ERPs will see real-time data connectivity and improvements in the speed of consolidation.
- **Implementation support:** Solver provides fast implementation time due to its quick-start ERP templates. Additionally, it provides its customers with a dedicated client success manager and global support team across all regions.

## **Cautions**

- **Innovation:** Solver does not currently use AI in its product and is piloting AI to support ad hoc reporting. Other vendors actively deploy AI and have a robust roadmap for AI within anomaly detection, predictive analytics and transaction matching.

- **Product strategy:** Solver's product roadmap includes smaller enhancements and functionalities that other vendors in this Magic Quadrant already have, such as building data connectors and improvements in reporting. Its roadmap does not include branching into adjacencies, such as financial risk management or disclosure and regulatory reporting.
- **Sales execution:** Solver's go-to-market strategy targets organizations with less than \$1 billion in revenue and focuses narrowly on customers within its six partner ERPs. Large organizations or clients that do not use the six partner ERPs may not find this product available as an option.

## Vena

Vena is a Visionary in this Magic Quadrant. Its product consists of multiple solutions, including financial close management, financial consolidation, account reconciliation, financial reporting and tax planning. It markets its product as offering preconfigured solutions and native Microsoft integration. Vena is a private company with customers worldwide and the highest percentage in North America. It serves clients in an array of verticals; its top three include manufacturing; professional services; and banking, finance and insurance. An innovative feature is its flexible database that can dynamically add new chart of accounts (COA) dimensions and hierarchies to support large data analysis and reconciliations. In 2024, Vena plans to develop a conversational AI solution using Microsoft Azure OpenAI.

## Strengths

- **Close management:** Vena's close management solutions provide configurable workflows, multilayer approvals and certifications at the entity and group level. Its close capability is complimented by visual dashboards, which improve the user experience and enable collaboration during the closing cycle.
- **Innovation:** Vena's product has incorporated a number of innovations within its platform, such as AI-based transaction matching, natural language querying and Vena Insights, where it leverages Microsoft's AI to enable reporting analytics. Its 2024 roadmap continues to build on its innovative platform to increase insights and support user experience.
- **Market responsiveness:** Vena uses a combination of feedback from its customers, employees and external market research to prioritize new feature development. Recent product enhancements in Vena Insights, quick-start templates for FX setups and native integrations with ERPs support clients' needs for efficiencies within the close process.

## Cautions

- **Implementation support:** Vena provides preconfigured solutions for financial consolidation and account reconciliation that act as implementation accelerators. However, other vendors heavily invest in implementation programs and training materials and offer more predefined templates to accelerate the deployment.
- **Geography strategy:** Over 90% of Vena's customer base and operations are in North America. Although its growth strategy includes plans to expand to other regions, clients with global operations and legal entities across multiple regions should evaluate whether the current offering meets their consolidation and reporting needs.
- **Sales pricing:** Vena currently offers pricing based on its two product tiers and user types. Other vendors offer a range of pricing options based on user types and solution offerings, which provide flexibility to the end client.

## Wolters Kluwer

Wolters Kluwer is a Leader in this Magic Quadrant. Its product consists of multiple solutions, including CCH Tagetik financial close and consolidation, account reconciliation and transaction matching, financial and management reporting and disclosure management, and CCH Tagetik ESG & Sustainability performance management. It markets its product as offering an end-to-end financial close and consolidation solution for group and entity controllers, including support for current and future regulatory requirements. Wolters Kluwer is a public company with CCH Tagetik customers worldwide and the highest percentage of customers in Europe. It serves clients in an array of verticals; its top three include manufacturing; services; and banking, finance and insurance. An innovative feature is its AI-based transaction matching that supports reconciliation of large volumes of data from multiple systems. In 2024, Wolters Kluwer plans to embed NLP and generative AI to support complex user queries.

## Strengths

- **Product strategy:** Wolters Kluwer provides an extensive product offering, extending beyond core capabilities of close, consolidation and reporting, into adjacencies such as ESG and sustainability, tax and insurance. It also offers country-specific consolidation features for France and Japan.
- **Innovation:** Wolters Kluwer has embedded AI and ML across the solution, such as in anomaly detection, COA mapping and predictive insights. It has strong sources for innovation, including strategic co-innovation programs with its partners, allowing for intensive prototyping to identify new areas where AI/ML can be deployed.

- **Implementation support:** Wolters Kluwer delivers one of the shortest implementation timelines for large and extra-large clients through its embedded batch loading capability that automates the configuration of legal entities and accounts. It also offers prebuilt financial statement templates that accelerate customer adoption of the solution.

## Cautions

- **Data connectors:** Wolters Kluwer offers a general-purpose REST API for bidirectional integration with various systems and a certified real-time connector with SAP/HANA. However, it has a below-average number of supported APIs and certified connectors compared to the market average.
- **Industry strategy:** Wolters Kluwer offers limited industry-specific acceleration programs, whereas other vendors provide preconfigured solutions, accelerators and best practice templates for specific industries. Clients looking for industry-specific solutions should evaluate whether this product meets their needs.
- **Technical support:** Wolters Kluwer had one of the longest SLA or response times for critical incidents compared to other vendors in this market. Although clients can upgrade to a shorter SLA by purchasing a higher support package, clients should factor response time into their purchasing decision.

## Inclusion and Exclusion Criteria

For Gartner clients, Magic Quadrant research identifies and analyzes the most relevant providers and products in a market. By default, Gartner sets an upper limit of 20 providers to focus on them in greater detail. On specific occasions, the upper limit may be raised, when the intended research's value to clients would otherwise be diminished. The inclusion criteria represent the specific attributes Gartner analysts considered necessary for inclusion in this research.

### Inclusion Criteria

To qualify for inclusion, providers had to fulfill the following criteria:

#### Product Capabilities

The financial close and consolidation solutions must:

- Support all the must-have capabilities as defined in the Market Definition section, specifically group close management, financial consolidation and financial reporting. These must-have capabilities should be available within the native vendor solutions and not offered through partnerships with other vendors.
- Support customers with legal entities in at least two of the following regions: North America, Latin America, EMEA or Asia/Pacific.
- Be deployed as a cloud service. On-premises-only solutions will not be included within the assessment. If a vendor offers both on-premises and cloud options, the capabilities of the on-premises offerings and any hosted on-premises options will not be considered in the evaluation process.
- Actively market, sell and deploy the product on a stand-alone basis, devoid of any additional bundling with broader ERP suites or other solutions.

## Market Presence

The product must meet at least one of the following two financial criteria:

- Have at least 150 active customers.
- Have at least 50 active customers with a minimum 10% year-over-year customer count growth for the calendar year ending 31 December 2022.

## Exclusion Criteria

This Magic Quadrant excludes vendor's on-premises-only solutions and any cloud solutions that do not meet the following cloud service attributes:

- Hosts within the vendor's or a third-party public cloud environment (e.g., AWS, Google, Microsoft Azure).
- Implements upgrades directly as part of the cloud service, not through a third party or managed service provider.
- Licenses the cloud service on a subscription or metered pay-for-use basis.
- Prohibits modification of its source code. Configuration via citizen developer tools and extension via platform as a service (PaaS) — by partner, vendor or user — is allowed.

- Uses a single code line for all customers of the cloud service, to enable rapid deployment of new functionality by the vendor.
- Offers self-service provisioning capabilities for the software (at least for development and test instances) without requiring involvement of the vendor.

## Honorable Mentions

**Workday** Financial Management provides customers with the ability to consolidate results from multiple companies and non-Workday financial systems, including capabilities in reconciliation, consolidation, reporting and close process, as well as AI to detect journal anomalies continuously. Workday does not qualify for inclusion in this Magic Quadrant as it does not provide a stand-alone close and consolidation solution.

**Oracle** (NetSuite) is a cloud ERP that has a global footprint and is sold primarily to midmarket enterprises. Its ERP functionality provides foundational administrative ERP capabilities plus operational capabilities for industries, including discrete and process manufacturing, wholesale distribution and retail. Oracle (NetSuite) has financial close and consolidation capabilities. It does not qualify for inclusion in this Magic Quadrant as it does not provide a stand-alone solution.

**SAP S/4HANA** for group reporting provides enterprise-class consolidation features for statutory and management reporting to meet complex consolidation requirements while also leveraging SAP S/4HANA Cloud core closing capabilities. SAP does not qualify for inclusion in this Magic Quadrant as it does not provide a stand-alone solution.

## Evaluation Criteria

### Ability to Execute

Gartner evaluates each vendor's Ability to Execute by assessing their product's services, sales and marketing execution, market responsiveness, customer experience, overall viability and operations. Analysts evaluate how these criteria enable the vendors to be competitive and effective in the market, support their ability to retain and satisfy customers, assist in creating positive perception and help them adequately respond to market changes.

In this Magic Quadrant, the product or service and customer experience criteria are particularly important. The ability to provide a high-quality product and deliver a customer experience that delights clients is what motivates organizations to choose something other than their ERP suite for their close and consolidation processes. Organizations also demand user-friendly interfaces that provide faster and streamlined collaboration.

The overall viability and market responsiveness ensure vendors have sufficient funding and growth to continue developing their product and are able to respond to the changing needs of customers in the market. With corporate controllers getting more involved in the buying process, better sales execution and pricing are increasingly important criteria. These leaders want assurance they are getting a fair price for the product and implementation that best fits their needs.



**Table 1: Ability to Execute Evaluation Criteria**

<b><i>Evaluation Criteria</i></b> ↓	<b><i>Weighting</i></b> ↓
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium
Marketing Execution	Low
Customer Experience	High
Operations	Medium

Source: Gartner (November 2023)

## Completeness of Vision

Gartner assesses vendors' Completeness of Vision by evaluating their ability to articulate their perspectives on the market's current and future direction, anticipate customers' needs and technology trends and address competitive forces. Analysts also evaluate Completeness of Vision by gauging vendors' understanding and articulation of how they exploit market forces to create new opportunities for themselves and their clients.

In this Magic Quadrant, market understanding, product strategy and innovation are particularly important. They speak to the vendor's ability to anticipate and influence customer requirements and use that information to improve their product and drive differentiation in the market.

Sales strategy ensures vendors are using the appropriate networks, including partners, to extend the scope and depth of their market reach. Business model and geographic strategy ensure vendors have a plan to grow their businesses and deliver value to organizations of different sizes across the globe.

Table 2: Completeness of Vision Evaluation Criteria

<i>Evaluation Criteria</i> ↓	<i>Weighting</i> ↓
Market Understanding	High
Marketing Strategy	Low
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	Low
Innovation	High
Geographic Strategy	Medium

Source: Gartner (November 2023)

## Quadrant Descriptions

### Leaders

Leaders are in the strongest position to influence the market's growth and direction and provide mature offerings that meet market demand.

They demonstrate a market-defining vision of how the product can help corporate controllers achieve their business objectives by automating global close and consolidation processes, improving controls, driving compliance, while enabling user collaboration within their accounting operations. Their vision is reflected in their product roadmap, which not only focuses on enhancing core capabilities, such as closing, consolidation and reporting, but also expands into adjacencies such as controls, disclosure and regulatory reporting. Leaders are pioneering innovative technologies, such as AI and ML, within accounting processes in areas such as transaction matching, anomaly detection and predictive insights.

Leaders also show a consistent ability to win new deals. Their customers are deployed in most geographic regions, and they cover a wide variety of organization sizes. Leaders demonstrate effective use of their partners, such as systems integrators, consulting and technology partners within their product development, sales, marketing and customer implementation efforts. They have a proven customer service and support model that drives retention and growth within existing customers.

A Leader may not always be the best choice for every customer. A focused, smaller vendor that is not a Leader can provide superior support and commitment. Other vendors may provide a specialized capability, such as risk and compliance, that is essential for some organizations, industries or markets.

### Challengers

Challengers have established credibility and developed market recognition for their product. They have a proven ability to win deals and are well-placed to succeed in the market. They have a clear message of who they are and how they support accounting teams within the close and consolidation process. They have a proven ability to make big product investments in close, consolidation and reporting capabilities and have made geographical investments to expand market reach into the areas where they are not yet fully established.

Though Challengers exhibit strong execution capabilities and their available product features and technical capabilities meet customer needs, their product vision and roadmap are narrow, focused on delivering enhanced capabilities within the core areas of close, consolidation and reporting. Challengers may not demonstrate thought leadership or innovation to the same degree as Leaders. However, their product roadmap does incorporate AI in specific areas such as reconciliation and reporting, and they are investing in improving customer experience and collaboration through visual dashboards and workflows.

Challengers may be a good choice for organizations that value execution through established implementation and support practices over product innovation. Corporate controllers need to evaluate Challengers based on the vendors' current capabilities and gaps, and determine the extent to which those gaps will impede near-term aspirations to achieve higher levels of accounting maturity.

## **Visionaries**

Visionaries have a differentiated vision and robust roadmap for delivering their product. They embody trends that are shaping, or will shape, the close and consolidation market around automation, predictive insights and enhanced user experience. Visionaries invest heavily in R&D and bring innovation and strong functionality to accounting processes. They have established product core capabilities and have incorporated AI broadly in their roadmap in areas such as generative AI, NLP and insight generation across their close, consolidation and reporting solutions.

Though visionaries exhibit a differentiated vision, they are limited in terms of execution or track record and market presence. Their customer base and operations may be focused in specific geographies or have partnerships that support certain industries.

Visionaries may be an appropriate choice for organizations that want innovation without a big brand. They may offer a competitive advantage or a chance for customers to influence their product roadmap. Given the comparatively limited market presence of Visionaries, corporate controllers evaluating these providers should closely assess their ability to meet implementation and support requirements for their specific regions and industries.

## Niche Players

Niche Players offer a compelling product, but their approach is more focused on a particular area within the close and consolidation process or they cater to the needs of a specific set of controllers. For example, a Niche Player may focus on specific functionalities, such as tax compliance, or focus on partnerships with specific ERPs or only target existing customers of their adjacent products. These vendors tend to display limited advanced digital capabilities, such as AI, in their roadmap when compared to vendors in other quadrants.

Niche Players may offer the best solutions to meet the needs of accounting teams in particular industries or regions and hence, their operations, marketing and sales strategy is focused only on a specific subsegment of the market. They are not consistently winning new business across multiple regions or industries.

Although readers might assume vendors in the other quadrants are better choices for their close and consolidation needs, in certain circumstances, Niche Players can be a good choice for prospective users. Niche Players might focus on a specific capability, organization size or complexity, specific geography or an industry vertical that is relevant to particular users. Corporate controllers evaluating Niche Players must understand their geography and solution focus to see how well it aligns with their functional objectives.

## Context

This Magic Quadrant evaluates vendors that have met Gartner's criteria for the product market. Corporate controllers and their staff responsible for driving improvements in financial close and consolidation processes should use this research as part of their market evaluation.

The following are key considerations and recommendations for assessing vendors that are best suited to meet buyers' needs:

- **Organization's primary use cases** — Use cases vary by organization and are typically driven by organization complexity and expected outcomes (such as prioritizing efficiency in the financial close and consolidation processes or improved compliance and risk management). Require vendors to demonstrate the ability to support both your current and future use cases. Doing so will help identify solutions that have the potential to meet your organization's changing business needs.

- **Implementation strategies and support** — Ask questions about whether implementations are vendor- or partner-led and how much experience each solution provider has within your region and vertical's technology ecosystems. Evaluate each vendor's existing connectors to ERPs, accounting tools and accelerators (that is, preconfigured tools to expedite implementation and integration), and vendors' typical implementation time frames and costs. Assess your existing technology portfolio (that is, what you have already invested in) and how that technology stack would best integrate with the product you select.
- **Differentiating features and vendor roadmaps** — Product features and vendor roadmaps differ between vendors. Evaluate vendors' future automation and AI roadmap in areas such as anomaly detection, narrative generation and chatbots to support collaboration. Ensure it is aligned with your organization's goals of enabling automation and insights generation within the close and consolidation processes.
- **Regulatory compliance** — Global and local regulations vary by country and are constantly changing. Prioritize where you need regional accounting models or compliance for local regulatory reporting and compare these needs with the vendor's capabilities.
- **Ongoing support** — Consider the time zone needs of your team to ensure alignment with the vendor's customer service and support models. Weekend support and workday times vary across vendors. Ask to preview self-serve learning and development resources, and ask what forums they have for you to engage with other companies in the broader user community.
- **Pricing models** — Vendor pricing models are mainly driven by user volume, user type (e.g., admin versus viewer) or add-on support services. Connectors to systems, such as ERPs, or enabling additional accounting models and solutions may also carry an extra cost. Take time to evaluate which pricing model is right for you based on your current and future growth projections.

Magic Quadrants are snapshots in time. To be impartial and complete in its analysis, Gartner stops the data collection efforts at a consistent time for all vendors. In the case of this Magic Quadrant, the product and service capabilities were required to be in production and generally available as of 31 July 2023 for the solution to be considered in this evaluation.

Corporate controllers should not use this Magic Quadrant in isolation as a tool for selecting vendors and products. They should treat it as one reference point among the many that will be required to identify the most suitable vendor and product. When selecting a solution, they should use this Magic Quadrant in combination with [Critical Capabilities for Financial Close and Consolidation Solutions](#).

## Market Overview

Financial close and consolidation is a crucial priority in today's controllership finance transformation efforts. Driven by increasingly complex company structures, evolving financial regulations and multiple systems of record as well as the rise in remote working, organizations now need more efficient, compliant and collaborative management of their financial close and consolidation processes. In response, vendors are developing new and progressive financial close and consolidation solutions, typically deploying them as SaaS cloud offerings with a subscription-based pricing model.

Gartner has identified five noteworthy trends in the market.

### Increasing Investments in Disclosure and Regulatory Reporting

Companies, especially within Europe and the Asia/Pacific region, now need to comply with compliance mandates such as ESG, as well as evolving local regulations such as tax compliance, which are beyond their currently extensive reporting requirements. To respond to this market demand, vendors are increasing investments in this area with capabilities for preconfigured data collection, validation, analysis and calculation of external disclosures. Vendors are also increasing their support of local statutory requirements, especially those frequently used by customers in France, Spain and Italy to support their unique reporting requirements. These tools are provided either natively within the product or through partnerships.

### Enhanced Implementation and Adoption Support

Since implementation and ongoing maintenance of the product is shifting from IT teams to accounting teams, vendors are continually investing in more self-service and preconfigured templates within their solutions. Doing so involves a standard consolidation rule engine, prebuilt data integrations and reporting templates that support quick deployment. Vendors are also providing user-based personalized views or dashboards, such as for group controllers versus auditors, to enable ease of use and adoption of the technology. These features are coupled with more intuitive functionality, such as drag-and-drop, to facilitate greater self-serve options to end users.

## Greater Collaboration Demands

With more remote and distributed workforce models, organizations are seeking better collaboration opportunities within their close and consolidation process, especially between business unit entities and group controllers. Vendors continue to invest in workflow tools and digital assistants, as well as direct integration into communication chat and email tools to support real-time access and collaboration with all participants in the closing process.

## Robust Partnerships

Partnerships enable vendors to quickly adapt to rapidly changing accounting or regulatory requirements, or help vendors extend their customer reach by enabling new capabilities. The market is seeing increased partnerships with financial planning software vendors to streamline data flow between planning and actual data for analytical purposes, and extend capabilities to a broader customer group. These partnerships are extending to ERP vendors that support prebuilt integrations of general ledger and subledger data in the product. They are also extending to vendors that support discrete accounting processes, such as account reconciliation or disclosure management to support data integration, extending capabilities to their existing customers. Additionally, systems integrators are partnering with the product vendors to provide scale to sales and marketing, implementation and post-go-live coverage across regions and industries.

## Increase in AI Use Cases Within Product Roadmap

Most vendors are beginning to incorporate AI capabilities into their offerings. While the current maturity and adoption rates for these capabilities is relatively low, vendors' solution roadmaps suggest a substantial increase in AI-enabled processes in 2024 and beyond. Within this market, this roadmap will be relatively confined to specific use cases such as:

- Machine learning for transaction-matching and reconciliation functionalities
- Natural language processing with chatbots for financial analytics
- Machine learning to identify anomalies in the data
- Support for auto mapping of entity-to-group-level chart of accounts
- Generative AI to support management packs, disclosure narrative MD&A reporting
- Pattern detection and trends to support insight generation



- Natural language processing to support self-help tasks, such as building dashboards

## Acronym Key and Glossary Terms

COA	Chart of Accounts
ESG	Environment, social and governance
GAAP	Generally accepted accounting principles
ML	Machine learning
iXBRL	Inline eXtensible Business Reporting Language
NLP	Natural language processing
OLAP	Online analytical processing
RICE	Reach, impact, confidence and effort

## Evaluation Criteria Definitions

### Ability to Execute

**Product/Service:** Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

**Overall Viability:** Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

**Sales Execution/Pricing:** The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

**Market Responsiveness/Record:** Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

**Marketing Execution:** The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

**Customer Experience:** Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

**Operations:** The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

## Completeness of Vision

**Market Understanding:** Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

**Marketing Strategy:** A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

**Sales Strategy:** The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

**Offering (Product) Strategy:** The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

**Business Model:** The soundness and logic of the vendor's underlying business proposition.

**Vertical/Industry Strategy:** The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

**Innovation:** Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

**Geographic Strategy:** The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

---

## Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[How Markets and Vendors Are Evaluated in Gartner Magic Quadrants](#)

[Critical Capabilities for Financial Close and Consolidation Solutions](#)

[10 Top Trends Shaping the Controllershship Function](#)

---

© 2023 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)." Gartner research may not be used as input into or for the training or development of generative artificial intelligence, machine learning, algorithms, software, or related technologies.

Table 1: Ability to Execute Evaluation Criteria

<i>Evaluation Criteria</i> ↓	<i>Weighting</i> ↓
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium
Marketing Execution	Low
Customer Experience	High
Operations	Medium

Source: Gartner (November 2023)

Table 2: Completeness of Vision Evaluation Criteria

<i>Evaluation Criteria</i> ↓	<i>Weighting</i> ↓
Market Understanding	High
Marketing Strategy	Low
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	Low
Innovation	High
Geographic Strategy	Medium

Source: Gartner (November 2023)