

BPM CONSULTING GUIDE 2008

NOTE: Each firm provided its own data for inclusion in this guide. We asked the firms to place themselves into one of five categories based on where they focus the most energy. However, many firms listed here provide services and offer substantial resources in more than one of these categories.

| Company | Year established # of BPM consultants # of BPM projects in past three years | Service area Key partners | Comments |
|--|--|---|---|
| Firms Focused on Business Strategy | | | |
| ACCENTURE www.accenture.com your-inquiry@accenture.com (312) 737-8842 | more than 50 years ago N/A N/A | Global Oracle/Hyperion, SAP/ Business Objects, Microsoft, IBM/Cognos, & SAS Institute | Accenture's BPM solutions help clients organize, integrate, and analyze a wide range of financial, operational, competitor, and market information. We believe an integrated approach to BPM, aligned with strategy, can drive sustainable high performance. We provide consulting services to all industries in all geographies. |
| BEARINGPOINT INC. www.bearingpoint.com consult.website@bearingpoint.com (484) 320-4400; McLean, VA | 2001 N/A 1,300 projects | Global SAP & Oracle | BearingPoint consultants work with clients to deliver sustainable results day in and day out. With deep industry experience, our consultants are disciplined yet flexible in seeking out the right way for our clients. Our consultants are personally committed to getting the job done regardless of the obstacles. |
| BOB PALADINO & ASSOCIATES www.paladinoassociates.com bobpaladino@paladinoassociates.com (412) 833-9317; Pittsburgh | 2004 5 consultants 50 projects | North America & Europe AICPA & Financial Executives International (FEI) | This firm was founded by Bob E. Paladino, a thought leader and implementation practitioner in the field of BPM. We implement and integrate the Balanced Scorecard, Six Sigma, knowledge management, activity-based management (ABM), and customer survey programs to drive breakthrough results. |
| CMF ASSOCIATES www.cmfassociates.com tbonney@cmfassociates.com (215) 531-7500; Philadelphia | 2002 29 consultants 50 projects | North America, Asia, & Europe N/A | CMF provides high-quality financial and operational management advisory solutions to private equity, middle-market, and small cap public companies. Our services include financial consulting, M&A advisory, and finance executive search. Planning and financial reporting are key components of every project we undertake. |
| COHN CONSULTING GROUP www.jhcohn.com dgiannetto@jhcohn.com (908) 797-9306; Roseland, NJ | 1968 20 consultants 50-plus projects | North America & Asia Partnered with all major, most secondary, & select niche technology providers | A division of J.H. Cohn LLP, Cohn Consulting is a vendor-neutral provider of both business management and BPM implementation services. We offer a holistic approach to linking operational and financial performance management with change management, process improvement, and IT infrastructure. |
| INSIGHT MANAGEMENT GROUP www.insightmanagementgroup.com perry@insightmanagementgroup.com (401) 447-7517; Cranston, RI | 2001 2 consultants 25 projects | Global Doreen Evans Associates | Insight Management Group provides management consulting support to executives in the following areas: portfolio management, project management, PMO development, troubled project recovery, and planning. |
| KP STRATEGIES www.kpstrategies.com kim.trevisan@kpstrategies.com (678) 446-6788; Atlanta | 2005 3 consultants 18 projects | Global N/A | KP Strategies integrates a full range of consulting capabilities to serve small and midsize clients in the United States and abroad. We help clients solve some of their biggest challenges with services in business and strategy planning, customer strategy and marketing, performance improvement, IT, and e-business. |
| Firms Focused on Financial Process Improvement | | | |
| CFO FOR HIRE mmccoolcpa@comcast.net (610) 603-0841; Shillington, PA | 2002 1 consultant 6 projects | North America N/A | CFO for Hire is a financial management consulting firm that specializes in the operational financial management of small to midsize businesses. |
| GRANT THORNTON LLP www.grantthornton.com bas@gt.com (312) 856-0200; Chicago | 1924 500 consultants 1,000 projects | Global N/A | Grant Thornton delivers customized solutions tailored to fit an organization's needs — free of any conflicts of interest. We improve the efficiency and effectiveness of business processes through the alignment of people, organizational structure, and technology with corporate strategy. |
| INTRAPRISETECHKNOWLOGIES www.intraprisetechknowlogies.com donny@intraprisetechknowlogies.com (808) 735-8324; Honolulu | 2001 5 consultants 20 projects | North America SAP/OutlookSoft & Clarity Systems | IntrapriseTechKnowlogies has combined expertise in both financial process management and information architecture. We focus on issues specific to the not-for-profit/nonprofit sector, including fund accounting, specialized reporting, and cost allocation. |

NOTE: Each firm provided its own data for inclusion in this guide. We asked the firms to place themselves into one of five categories based on where

| Company | Year established # of BPM consultants # of BPM projects in past three years | Service area Key partners | Comments |
|---|---|---|--|
| Firms Focused on Financial Process Improvement (continued) | | | |
| PALLADIUM GROUP INC. www.thepalladiumgroup.com ask@thepalladiumgroup.com (800) 773-2399; Lincoln, MA | 1998 130 consultants 400 projects | Global IBM/Cognos, Microsoft, Oracle/Hyperion, & SAP | Palladium Group's expertise in strategy, finance, and IT — delivered through consulting, education, training, and technology implementation — helps clients clarify strategy, drive performance, and optimize data. We have offices throughout North America, Europe, the Middle East, Latin America, Africa, and Asia Pacific. |
| THE PLAYER GROUP LLC www.theplayergroup.com kisty@theplayergroup.com (214) 239-0155; Dallas | 2001 12 consultants 30 projects | Global BBRT, ABM AIG, APQC, IMA, Adaptive Planning, Alight, IBM/Cognos, SAS, Clarity Systems, BPM Partners, & Profisee Group | The Player Group proactively studies and deploys leading-edge practices. We lead the Beyond Budgeting Round Table (BBRT) in North America and the ABM Advanced Implementation Group. We help clients understand best practices and rapidly improve their processes to achieve business success. |
| Firms Focused on Managing BPM Initiatives | | | |
| ALVAREZ & MARSAL www.alvarezandmarsal.com mdavidson@alvarezandmarsal.com (713) 547-3640; New York City | 1982 60 consultants 15 projects | Global Oracle/Hyperion, SAP, & IBM/Cognos | Alvarez & Marsal's advice is objective, without a bias toward large technology initiatives. We provide practical solutions to complex problems; we are best utilized in large, complex, or troubled BPM initiatives that involve requirements analysis, program management, process design, technology, and change management. |
| ARCHSTONE CONSULTING www.archstoneconsulting.com corporate@archstoneconsulting.com (312) 325-2900; Stamford, CT | 2003 100 consultants 50 projects | Global N/A | Archstone Consulting has a seasoned leadership team that has developed a comprehensive list of leading practices around the core financial planning/forecasting, close, and reporting processes. Archstone Consulting has developed tools and methodologies for successful implementations, and lessons learned from our previous engagements allow us to better navigate common pitfalls. |
| BLUM SHAPIRO CONSULTING www.blumshapiroconsulting.com dputt@blumshapiro.com (860) 561-4000; West Hartford, CT | 1955 25 consultants 12 projects | North America SAP/Business Objects/ OutlookSoft, Microsoft, Baker Tilly International, & AICPA | Blum Shapiro Consulting helps clients set and then exceed their objectives by delivering capabilities for every aspect of a total solution: people, process, technology, and strategy. We use our industry and process expertise to assemble the right people, skill sets, and technologies to deliver cost-effective solutions that increase competitive advantage. |
| BPM PARTNERS INC. www.bpmpartners.com info@bpmpartners.com (203) 359-5677; Stamford, CT | 2002 20 consultants 100-plus projects | Global We have partnerships with numerous other consulting firms | BPM Partners is a vendor-independent firm focused exclusively on BPM and business intelligence (BI). We are senior experts with 15-plus years' experience in the BPM/BI market. We help clients create a BPM road map, develop a business case, and validate/select a vendor, or we provide guidance on an initiative from start to finish. |
| BUSINESS CONSULTING SERVICES www.consultbiz.com bcs@consultbiz.com (610) 328-9806; Swarthmore, PA | 1991 5 consultants 5 projects | North America N/A | Business Consulting Services offers professional, certified management consulting services for the business and IT communities. We improve organizational performance through business process improvement and strategic technology planning. |
| FINANCIAL VOYAGES LLC www.teamfv.com sales@teamfv.com (770) 541-0111; Atlanta | 1999 7 consultants 7 projects | Global N/A | Financial Voyages helps develop global organizations' business analysis skills. We leverage clients' existing resources; concentrate on high-value skills that support strategic, data-driven actions; and offer a comprehensive portfolio of decision support solutions and workforce development services. |
| IBM www.ibm.com www.ibm.com/contact/us (800) IBM-4YOU; Armonk, NY | 1888 approx. 500 consultants 400-plus projects | Global IBM/Cognos, Oracle/Hyperion, SAP/ Business Objects/ OutlookSoft | IBM's BPM services are focused on helping finance organizations use information assets to enhance budgeting and forecasting, performance monitoring, predictive analytics, and business intelligence. Our holistic approach — from strategy to implementation — encompasses people, process, information content, and technology transformation. |
| KPMG LLP www.kpmg.com us-advisoryservices@kpmg.com (212) 758-9700; New York City | 1987 N/A N/A | Global N/A | KPMG helps organizations increase the effectiveness and value of their BPM initiatives. Our professionals combine a broad, independent business and technology perspective with deep subject-matter skills to understand clients' finance, operations, supply chain, customer, and people challenges. We help clients find the intelligence in their business information. |

they focus the most energy. However, many firms listed here provide services and offer substantial resources in more than one of these categories.

| Company | Year established # of BPM consultants # of BPM projects in past three years | Service area Key partners | Comments |
|---------|--|------------------------------|----------|
|---------|--|------------------------------|----------|

Firms Focused on Managing BPM Initiatives (continued)

| | | | |
|--|--------------------------------------|--|---|
| PACIFIC SCIENCE & ENGINEERING www.pacific-science.com michael.callan@pacific-science.com (858) 535-1661; San Diego | 1984 6 consultants 23 projects | Global IBM, Microsoft, Telelogic, Corticon, & MEGA | Pacific Science & Engineering provides a structure to analyze business processes, risks and rules architecture, process workflow, organizational structure, and technology assets. Our methodology drives performance improvements, identifies inefficiencies, and strategically aligns clients' business goals and objectives. |
|--|--------------------------------------|--|---|

Implementers, but Not Resellers, of BPM Software

| | | | |
|---|--|--|---|
| CONSTRUCTIVE www.constructiveconsulting.co.uk mark.davies@constructiveconsulting.co.uk +44 (0) 7889 197188; Reading, UK | 1998 5 consultants 11 projects | Europe Oracle/Hyperion | Constructive is an independent consulting practice specializing in BI and BPM. Constructive consistently helps clients achieve their goals in reporting and analysis, modeling, budgeting, forecasting, and planning. Constructive's expertise centers around Hyperion's System 9 product suite. |
| INDIGETECH www.indigetech.com solutions@indigetech.com (888) 344-8323; Richmond, VA | 2000 20 consultants 25 projects | Global SAS, Microsoft, Oracle, SAP, & Northrop Grumman Information Technology | IndigeTech, a CXI company, delivers performance dashboards and intuitive tools for robust analysis against a data warehouse. The underlying data management, BI, and data warehousing are the core of our services and expertise. We customize each solution based on the client's existing infrastructure and systems. |
| LANDMARK DECISIONS INC. www.landmark.ca info@landmark.ca (902) 835-7861; Halifax, Nova Scotia | 1993 1 consultant 15 projects | Global Oracle/Hyperion, Larochelle, OpenSoft, Qubix International, ReportSource, & Syntelli | Landmark helps clients develop world-class solutions focused on process/activity-based management and/or scorecard and performance management concepts. We offer training, facilitation, and consulting services, both directly and in conjunction with our implementation and technology partners. |
| PCS CONSULTING INC. www.pcsconsulting.com info@pcsconsulting.com (317) 815-8680; Indianapolis | 1997 12 consultants 12 projects | North America, Europe, & Australia SAP/Business Objects & Acorn Systems | PCS Consulting implements profitability and cost systems, leveraging best practices, best-of-breed software, and BI reporting and analysis. Our services range from project planning, business requirements definition, and software intelligence to systems design, integration, and BI implementation. |
| PRAXINET INC. www.praxinet.com info@praxinet.com (203) 894-9000 ext.21; Ridgefield, CT | 1998 15 consultants 75-plus projects | North America Microsoft, Oracle/Hyperion, SAP/OutlookSoft, & Tagetik | Praxinet implements best-of-breed performance management solutions for Fortune-ranked and midmarket clients. Our consultants are known for their experience; as a result, we've achieved an impeccable track record of success with client engagements. |
| RINEDATA LTD. www.rinedata.com info@rinedata.com +44 (0) 207 043 8107; London | 1996 16 consultants 39 projects | Europe Infor, SAP, Oracle/Hyperion, Tagetik, & KCI | Rinedata is dedicated to providing full project life-cycle services for leading BPM products. We work with clients of all sizes across all verticals, leveraging our multidisciplinary services for product selection, definition, design, project management, implementation, training, and support of BPM solutions. |

Firms That Both Implement and Resell BPM Software

| | | | |
|--|--|--------------------------------------|---|
| AGILITY CONSULTING www.agility.com.au consulting@agility.com.au +61 (0) 2 9299 2680; Sydney, Australia | 1995 25 consultants 60 projects | Australia & Asia SAS & IBM/Cognos | Agility Consulting understands the critical business challenges organizations face. We have a proven track record of helping clients get maximum value out of existing systems. Our consultants are skilled at applying solutions that will grow within an organization, in a repeatable fashion, well into the future. |
| ALMASA BUSINESS SOLUTIONS www.performancesystems.ae hariram@almasa.com +971 (4) 3603 456; Dubai, UAE | 2001 15 consultants 50-plus projects | Europe, Africa, & Asia IBM/Cognos | This firm is the Cognos preferred services partner for the Middle East and North Africa (MENA) region. We are one of only six Cognos platinum consulting partners in the world, and we're the authorized training center for Cognos users in the region. |

NOTE: Each firm provided its own data for inclusion in this guide. We asked the firms to place themselves into one of five categories based on where

| Company | Year established # of BPM consultants # of BPM projects in past three years | Service area Key partners | Comments |
|---------|--|------------------------------|----------|
|---------|--|------------------------------|----------|

Firms That Both Implement and Resell BPM Software (continued)

| | | | |
|--|--|--|--|
| APPLIED ANALYTIX www.applied-analytix.com marketing@applied-analytix.com (866) 434-4650; Belmont, CA | 1996 15 consultants 20 projects | North America IBM/Cognos & Adaptive Planning | Applied Analytix focuses on delivery of applications in the BPM and advanced analytics space. Our consultants are experienced finance professionals with a passion for technology. Our clients vary in size, but all want to reduce their reliance on spreadsheets for forecasting, planning, and advanced analytics. |
| ARCS SOLUTIONS www.arcssolutions.com info@arcssolutions.com (908) 968-0272; Middletown, NJ | 2006 6 consultants 8 projects | North America IBM/Cognos | ARCS Solutions provides applications that allow decision-makers in client companies to align business decisions with strategy. We utilize IBM/Cognos TM1 to create enterprisewide BPM solutions. Our BPM Office framework models finance, sales, inventory, production, material requirements, product cost, and distribution planning and reporting in a closed-loop solution. |
| DECISION SYSTEMS INC. www.decisionsystems.com info@decisionsystems.com (847) 433-0876; Northbrook, IL | 1989 5 consultants 15 projects | Global IBM/Cognos, Microsoft, Oracle/Hyperion, & PolyVista | Decision Systems Inc. is a consulting and technology company that specializes in BPM, OLAP, data mining, business analytics, and data warehousing. We have established technical skills and business expertise in the financial services, manufacturing, technology, automotive, food and beverage, advertising, retail, and pharmaceutical sectors. |
| eCAPITAL ADVISORS LLC www.ecapitaladvisors.com info@ecapitaladvisors.com (952) 947-9300; Minneapolis | 2001 22 consultants 125 projects | North America IBM/Cognos, Oracle/Hyperion, & Microsoft | eCapital Advisors is a management consulting firm that helps leading midmarket and Fortune 500 companies achieve superior performance by appropriately defining, planning, designing, building, and integrating the world's premier BPM technologies at every level of the enterprise. Our aim is to equip clients to work smarter so they can gain or sustain best-in-class status. |
| FACTS www.factservices.com info@factservices.com (508) 353-3571; Concord, MA | 2003 2 consultants 10 projects | Global Adaptive Planning, FEI, FENG, & IMA | Financial Analysis & Control Technology Services (FACTS) provides decision support services and BPM solutions to small and midsize firms, including multiplatform BI/BPM implementation and consulting. We have unique expertise in software, mining and energy, and financial services; discrete and process manufacturing; health care; and nonprofit organizations. |
| FINIT SOLUTIONS www.finitolutions.com info@finitolutions.com (610) 565-5412; Media, PA | 2002 20 consultants 150 projects | North America Oracle/Hyperion | Finit Solutions knows financial consolidations and reporting. We focus on Hyperion Enterprise, Hyperion Financial Management, and Hyperion Financial Data Quality Management, along with other components of the Hyperion tool set. Clients rely on us for high-profile, highly sensitive implementations, conversions, and upgrades. The majority of our clients are Fortune 1000. |
| GLOBAL ANALYTICS CORP. www.ga-corp.com pmulholland@ga-corp.com (203) 756-2500; Waterbury, CT | 2004 25 consultants 200 projects | Global Oracle/Hyperion, SAP, & Tagetik | Global Analytics focuses on implementing world-class BPM applications and developing customized BI solutions to help clients improve competitiveness, drive profitability, and make proactive business decisions to increase shareholder value. We can serve as clients' only implementation partner because we provide exceptional resources in all facets of the project. |
| ITEC INC. www.iteccorp.com info@iteccorp.com (914) 682-2032; White Plains, NY | 1995 10 consultants 25 projects | North America Oracle/Hyperion, Global Analytics, & BPM Partners | ITEC specializes in the design, implementation, and support of BPM applications for the finance organization. We execute highly efficient projects deploying Hyperion reporting and analysis applications. Our long experience in this area enables us to consistently provide customers best practices for their financial processes and application designs. |
| KEY PERFORMANCE IDEAS INC. www.keyperformanceideas.com info@keyperformanceideas.com (877) 457-4462; San Francisco | 2005 17 consultants 50 projects | North America Oracle/Hyperion & Star Analytics | Key Performance Ideas is a full-service consulting company that specializes in Hyperion software and related technologies. We have a proven track record of satisfied customers and use proprietary best-practice methodologies to implement strategic, goal-oriented BPM solutions for companies of any size. |
| NEXDIMENSION TECHNOLOGY SOLUTIONS LLC www.nexdimension.net moreinfo@nexdimension.net (877) 586-2650; Norcross, GA | 2005 6 consultants 25 projects | North America Microsoft, SAP/Business Objects, Vineyardsoft, DSPanel, & Cizer Software | NexDimension aims to provide the most focused, comprehensive, and cost-effective BPM, BI, and ERP solutions available. Our team includes former CFOs, controllers, software developers, and implementation specialists. At nexDimension, we guide organizations to a future powered by a new perspective that makes them more efficient, agile, competitive, and profitable. |

they focus the most energy. However, many firms listed here provide services and offer substantial resources in more than one of these categories.

| Company | Year established # of BPM consultants # of BPM projects in past three years | Service area Key partners | Comments |
|---------|--|------------------------------|----------|
|---------|--|------------------------------|----------|

Firms That Both Implement and Resell BPM Software (continued)

| | | | |
|---|--|---|--|
| PARADIGM ANALYTICS www.paradigmanalytics.com info@paradigmanalytics.com (602) 343-1810; Phoenix | 2001 8 consultants 19 projects | North America SAP/Business Objects, Epicor, & Microsoft | Paradigm Analytics was formed with a strategic goal of providing cost-effective performance management and BI solutions to all levels of the enterprise. Our solutions enhance and empower client organizations, reduce the manual work involved in accessing critical information, and increase clients' ability to make informed decisions. |
| PERCENTIX INC. www.percentix.com info@percentix.com (949) 230-6300; Irvine, CA | 2005 15 consultants 150-plus projects | North America Oracle/Hyperion | Percentix Inc. uses performance management solutions to improve the way clients plan and analyze their business. We specialize in the design, delivery, and deployment of BPM to help organizations compete in today's ever-changing economy. We have clients in a range of industries, including high-tech, finance, health care, telecommunications, and retail. |
| PINNACLE GROUP WORLDWIDE www.pgww.com info@pgww.com (800) 403-0795; New York City | 1995 135 consultants 300-plus projects | Global Oracle/Hyperion, arcplan, & Clarity Systems | Pinnacle provides full life-cycle BPM services, from advice on software selection to post-implementation support. Our speed-to-value proposition is that clients get up and running faster for lower overall implementation costs. We also offer fully managed services that significantly reduce clients' total cost of ownership. |
| RANZAL & ASSOCIATES www.ranzal.com info@ranzal.com (914) 253-6600; White Plains, NY | 1994 115 consultants 600 projects | North America Oracle/Hyperion | Ranzal is an award-winning consulting organization that specializes in BI and BPM, with a concentration in the Hyperion/Oracle toolkit. We work with corporate executives, line-of-business management, end users, and IT alike to address the business issues and challenges inherent in data gathering, management, and dissemination. |
| REPORTSOURCE UK LLP www.reportsource.com info@reportsource.com +44 (0) 207 189 8312; London | 1999 40-plus consultants 30 projects | Europe Oracle/Hyperion | This business-led consultancy offers technical implementation expertise, specializing in Oracle's Hyperion Suite for consolidations, planning, reporting, and analysis. We cater to FTSE 300 and large private organizations. Our implementation methodology is ISO 9001:2000 certified, and our services range from the provision of a single expert resource to full project-team deployment. |
| REVELWOOD www.revelwood.com info@revelwood.com (201) 984-3030; Parsippany, NJ | 1995 20 consultants 50 projects | North America IBM/Cognos & Varicent | An IBM/Cognos TM1 platinum reseller and Varicent strategic business partner, Revelwood has completed successful implementations for dozens of Fortune 1000 companies. We combine world-class software with our own best practices to accelerate deployment. Our team members possess finance and business skills, along with technical expertise. |
| TECHNOLAB INTERNATIONAL www.technolabcorp.com paulo@technolabcorp.com (786) 274-1078; Miami | 1999 50 consultants 160 projects | North & South America & Europe Oracle/Hyperion & Global 360 | Technolab provides business and technology strategies, system design, architecture, application implementation, and system integration. Our service offerings are designed to help our clients generate revenue, reduce costs, and access the information necessary to operate their business on a timely basis. |
| TNT TECHNOLOGIES INC. www.tnt-technologies.com info@tnt-technologies.com (770) 486-7435; Atlanta | 1986 150 consultants 310 projects | North America & Europe SAP, IBM/Cognos, Tagetik, & Microsoft | TNT is a strategy consulting firm committed to increasing efficiencies for our clients. Our core differentiator is our best practices expertise. Our team consists of CPAs, MBAs, CFAs, and Six Sigma-certified consultants who average 20 years of industry experience. We have more than 1,000 customers, with a vertical focus in financial services, aerospace, defense, insurance, and manufacturing. |
| TOPDOWN CONSULTING INC. www.topdownconsulting.com info@topdownconsulting.com (888) 644-8445; San Francisco | 2000 85 consultants 100-plus projects | North America Oracle/Hyperion, CXO Solutions, Star Analytics, & BPM Partners | TopDown Consulting delivers real-world experience to help companies worldwide achieve measurable success from BPM and BI solutions. Our services include strategy development, process improvement, change management, software implementation, user training, and infrastructure technology solutions. |
| US-ANALYTICS SOLUTIONS GROUP LLC www.us-analytics.com sales@us-analytics.com (877) 828-8727; Irving, TX | 1999 30 consultants 150 projects | North America Oracle/Hyperion & Microsoft | US-Analytics offers services in analytical applications (planning, budgeting, and financial consolidation); operational infrastructure/data warehousing; advanced reporting (executive dashboards and location intelligence); and continuity services. We are a complete source of BPM expertise, from project-specific teams to the permanent placement of key members of internal staff. |