



Magic Quadrant for IT Project and Portfolio Management

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Daniel B. Stang, Michael Hanford

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The IT project and portfolio management market remains active in an adverse global economy. This year's Magic Quadrant acknowledges emerging IT planning and control and application portfolio management integration support, two (but not the only) routes for expanding PPM systems.

What You Need to Know

Project and portfolio management (PPM) applications can provide visibility into the current state of organizational initiatives, resources, and spending through the centralized collection of data from multiple sources and perspectives. Integration across multiple business and IT process domains through PPM system functions provides multidimensional views of this data for better visibility and understanding of resource supply versus project (and other work) demand in IT and other project environments. PPM systems can also highlight conditions requiring executive action and decision making. Prospective customers of PPM systems (see Figure 1) should examine all the functional capabilities (including integration support to third-party products), and identify initial functionality meeting immediate needs. PPM prospects should also identify their own levels of PPM maturity and begin to develop road maps to increase PPM maturity over time. An appropriate PPM system for a given company should match some immediate functional needs but also support the broader road map with more-advanced functionality and system options. Prospects should also consider that PPM system value is achieved and increased through the definition and tracking of initiatives, as well as end-user interaction with multiple PPM modules or feature sets (and not just one or two) within a PPM system. Integration with appropriate data sources, such as systems supporting IT service management (ITSM), application life cycle management (ALM) to drive application portfolio management (APM), and ERP activities can expand a PPM system's reach and value even further over time.

Note 1 Evaluation Criteria: Ability to Execute and Completeness of Vision

To assess providers and their solutions for PPM in the field of IT, we considered their views of the market and their effectiveness in areas such as product development and marketing.

We focus on an application's functional depth and range to address clients' priority requirements, the provider's support commitment and capability, and product direction; we also factor in past performance. Ability to Execute criteria include product depth/feature strength, company viability, sales execution/pricing, market responsiveness and track record, marketing execution, customer experience (including service), and operations/management.

We also consider a provider's vision, as reflected in its products and services, marketing, and expressed or apparent strategies and expectations for the future. Completeness of Vision criteria include market understanding, offering (product) breadth and strategy, business model, vertical/industry strategy, and innovation.

For more details about our evaluation criteria, see "Evaluation Criteria for IT Project and Portfolio Management Applications: Completeness of Vision" and "Evaluation Criteria for IT Project and Portfolio Management Applications."

Note 2 Disclaimer Regarding Serena

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Vendors Added or Dropped

We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or MarketScope may change over time. A vendor appearing in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. This may be a reflection of a change in the market and, therefore, changed evaluation criteria, or a change of focus by a vendor.

Evaluation Criteria Definitions

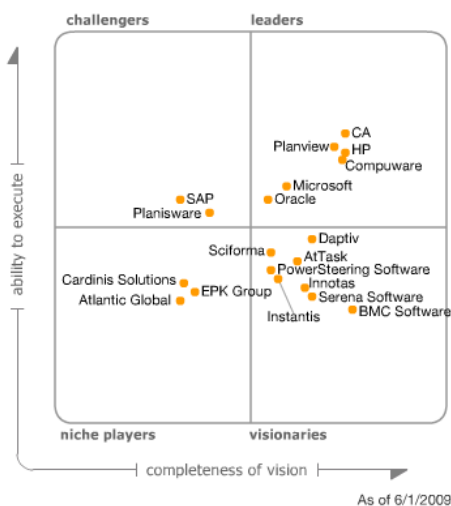
Ability to Execute

Product/Service: Core goods and services offered by the vendor that compete in/serve 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.

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Magic Quadrant

Figure 1. Magic Quadrant for IT Project and Portfolio Management



Source: Gartner (June 2009)

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Market Overview

The PPM market as a whole continues to support internal IT (IT PPM), new product development (NPD), professional services administration (PSA) and traditional engineering and construction (E/C) environments. The market has matured extensively from project time and schedule support to the holistic management to IT as well as business initiatives, resources and spending.

In addition to the primary subsegments of IT, NPD, PSA and E/C, PPM vendors are also positioning their products to support three main (but not exclusive) PPM scenarios in varying degrees, including IT planning and control (ITPC), application portfolio management (APM), and enterprise PPM (EPPM). In recognizing these emerging shifts in product focus, this year's Magic Quadrant reflects a transition from core PPM functions (now identified as commodities) to the connection of core PPM functions with a broader range of activities, and events incurring additional IT expense and consumption of resources and related to the support and maintenance of existing applications and IT services.

Gartner never recommends comparing past IT PPM Magic Quadrant iterations to a current build because market dynamics change over time along with the vendor positioning. In 2009, this holds even truer. The evaluation criteria have transitioned from core PPM functionality to include the added dimension of ITPC and integrations supporting APM — two emerging IT PPM scenarios that vendors covered in this year's Magic Quadrant are now pursuing.

Recognizing Two IT-Based PPM Scenarios

Vendors in the IT PPM portion of the market are increasing product support for connections to service desk and performance monitoring activities, as well as connections to activities and events involving the life cycle of applications. In doing so, these vendors are feeding, and subsequently marketing, different types of portfolios in addition to project portfolios to track IT services and existing applications for business valuation, as well as tactical and strategic decision making. Gartner identifies this PPM innovation as support for:

- ITPC — The connection of PPM systems to third-party data sources to drive singular visibility for all events in IT. ITPC enables the tracking of events with PPM implications without forcing people to report in or use multiple, disconnected tools and technology. In addition to a technology, ITPC is also a strategy integrating service reporting, PPM functionality and incident management systems.
- APM — The tracking of application assets delivered as the result of an IT deployment project, through the changes made to the application assets, as well as the ongoing costs to maintain and support these assets through to their retirement. APM requires a single data repository or source for all the application and related PPM information.

Some PPM vendors supporting IT departments may also have a product strategy supporting EPPM, which Gartner formally defines; however, by definition, it falls outside the scope of this IT-based Magic Quadrant.

The Positive and Negative Effects of the Economy on the PPM Market

The current unstable economic climate acts as a double-edged sword for the PPM market as a whole, and specifically for the IT PPM segment. In the latter half of 2008, many companies shifted into a cost-optimization mode, looking for ways to cut costs, refocus priorities and shift spending in many areas, including IT. These companies also sought to apply more accountability and governance to the definition, selection and execution of strategic as well as tactical IT investments. Many of these companies lacked adequate PPM processes and technology to help find these cuts or support accountability and governance, translating into opportunities for PPM vendors to continue to sell their products and services.

For today's IT departments, these abilities have become critical needs:

- More-effectively manage and monitor IT spending in the short term for quick, value-added results
- Review and improve existing work management practices
- Centralize and standardize the demand management process
- Enhance visibility of the resource pool
- Optimize and control the allocation of critical resources for project work
- Increase work administration efficiency
- More carefully balance inbound work (demand) with existing resources (supply of time, people and money)
- Enhance the communication flow between itself and the business
- Increase visibility of existing project status
- Gain better control over outsourced IT projects

To support these needs, IT departments of all shapes and sizes, and within various vertical industries, are inquiring about PPM systems and PPM, process adoption and automation.

However, the current economy is also negatively affecting the IT PPM market in many ways. In 2008, based on the behavior of many PPM vendors, it would be difficult to think that the economy was affecting the PPM market at all. Product marketing, a continued and steady stream of PPM sales leads, and reports of increasing customer wins and installed base counts suggested PPM was just short of being immune to the adverse economic situation.

In 2009, the trends paint a slightly different picture. Vendors continue to host (but nonetheless cut back on their investment in) global marketing campaigns and seminars. More-severe effects include laying off personnel or some curtailing of product development. Travel expenses associated with on-premises deployment of PPM systems by consultants and product architects are on the rise, as are the fees for employing such services, making on-premises implementation more expensive for customers. Vendors are also being challenged to reduce their pricing so that prospects, many of which have very low or no 2009 PPM budgets, can afford a PPM system. Software-as-a-service (SaaS) vendors can take advantage of these opportunities when competing against on-premises vendors, but also find themselves in tough price negotiations with prospects trying to avoid what would amount to a capital expense requiring a formal business case and managerial approval for a PPM system. Additionally, prospective customers are seeking rapid deployment and a cap on total consulting time and expense.

PPM Venture Capital Funding Curbed but Still Accessible

In addition to the aforementioned positive and negative effects of the economy on IT PPM, there are many emerging and maturing PPM vendors growing rapidly in the market, targeting IT departments of varying sizes. These vendors, however, cannot survive on "bookings" or deferred revenue alone, and require continued venture capital funding to operate and grow their PPM businesses. With the current state of the economy, this presents a bit of problem for these vendors; however, the good news is there is still venture capital available, just in much smaller quantities. Many of the established PPM vendors covered in this year's Magic Quadrant require little or no venture capital support, but there are also several emerging PPM vendors not evaluated in this report that rely more heavily on it to survive.

Discussions with PPM vendors still using these funds suggest that typical funding is currently averaging \$2

Overall Viability (Business Unit, Financial, Strategy, Organization): Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood of the individual business unit to continue investing in the product, to continue offering the product and to advance the state of the art within the organization's portfolio of products.

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

Market Responsiveness and Track 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, 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 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 Web site, advertising, customer programs and positioning statements.

Sales Strategy: The strategy for selling product 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 set 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 verticals.

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.

million per round, as opposed to a range of \$8 million to \$14 million per round in recent years. Potential PPM customers should consider the potentially negative effects on viability if a vendor plans to seek another round in the latter half of 2009 and cannot get it. If the economic situation does not improve before year-end 2009, and venture capital firms continue to tighten their purse strings, some PPM vendors struggling to maintain organic growth may find themselves in dire straits by the first quarter of 2010.

SaaS PPM Maturing as Demand Increases

Small PPM budgets, a need for a fast PPM deployment, and functions meeting immediate needs (without requiring extensive process and behavioral change management) continue to drive the interest and need for SaaS-based PPM systems. In addition to smaller IT departments (generally less than 100 personnel, but also head counts as low as 20 or 30) now requiring PPM systems, larger IT departments in larger companies are also considering this option.

Choosing a SaaS-based PPM system allows the prospect to minimize the risk of a PPM system implementation because PPM application services can be limited to a 12-month financial commitment with a PPM vendor, as opposed to exponentially higher costs driven by licensing fees, consulting services and three-year maintenance contracts. For this and other reasons, SaaS IT PPM vendors are growing rapidly in customer count. Potential customers new to PPM disciplines or low in PPM maturity can use SaaS as a way to test organizational commitment, assess the potential impact of adopting PPM en masse, and evaluate the organization's adaptability to PPM in terms of people, process and technology.

Through agile development methods and seasonal feature releases that are transparent to the customer, SaaS PPM vendors are quickly advancing the capabilities of their PPM application services and pushing improvements out to their customer bases faster than on-premises vendors. In cases where some SaaS PPM vendors historically targeted other PPM opportunities first and supported IT PPM as a secondary business, their products now include increased IT PPM support primarily at the portfolio level but incrementally at the execution level. In response to the emergence of SaaS PPM as a competitive threat, several vendors offering on-premises and hosted deployment options are now announcing and providing SaaS deployment as a third option, and providing some flexibility of their pricing models in support.

Prospect Woes

Potential buyers of IT PPM systems face many challenges. They need PPM systems, but PPM as a technology alone cannot help an IT department. Investment in PPM requires careful attention to people, processes *and* technology, and not always in that order. As a business strategy and a discipline, PPM involves process creation, user adoption and organizational change management. IT PPM is about changing work behaviors at multiple levels within and outside of the IT department. Low PPM maturity is another obstacle, as well as the high cost and risk of implementing a prominent on-premises PPM system.

In many ways, the economy limited an IT department's financial ability to invest in PPM although, internally, these organizations are still charged with cutting costs and doing more with less. In some cases, prospects can still make a PPM investment if they can acquire a system for a cost they can allocate as an operating expense. The alternative is to fight for a PPM budget by making a business case for it. PPM business cases can be difficult to make without initial management buy-in, because many of the initial benefits are not quantifiable. With prospects in cost-optimization mode, however, PPM systems are critical to providing the structure, context and rationale required to find, and make, the right cuts and investment decisions. When management agrees upfront that PPM is a necessity, the business case for an aggressive PPM budget is easier to win. Ultimately, demand persists and the promise of PPM often sells.

Program Management Maturity and Support

These items remain low, except in the government and public-sector PPM target markets. IT PPM vendors are not generally known for providing full-featured program management functionality in their systems, although most support the tracking of a program of work as an entity or record in a PPM system. More-dynamic features, such as the linking of a program's cross-departmental projects, the linking of cross-project dependencies, maintaining the high-level program plan as a subset of multiple project plans or the ability to track progress with the program as a dependency network of deliverables all vary in depth across IT PPM products. Globally, IT-based program management is emerging as a required capability in government organizations. In particular, government organizations in the United States, Canada and Europe are showing increased interest, driven by demands for transparency in spending public funds on expensive IT programs.

While researching for this year's Magic Quadrant, Gartner interviewed approximately 60 IT PPM customer references for the products covered in this report. A large majority of them are not managing programs at all or are managing programs as objects at the portfolio level. The general consensus is that IT-based program management requires a level of PPM maturity and management capabilities that these references have yet to acquire. As program management matures in mainstream IT, PPM vendors are likely to respond with applicable and additional functionality support.

Reporting Still Lacking in Features and Flexibility

Overwhelmingly, PPM customers are telling us that ad hoc reporting and native report designing tools are still lacking in PPM systems. Most PPM systems provide out-of-the-box (OOTB) reports. These reports can be customized to a certain extent. Presentation of online reporting tends to be a problem, however, when wanting hard copy of a graph or chart. PPM customers say formatting and design tools in the PPM itself are not flexible enough to meet their needs. Printing custom reports or views normally provided on-screen also tends to be problematic. In cases where a "print screen" function is supported, the actual printouts do not turn out properly, with charts being cut off by margins and columns pushed to another page missing headers.

Two workarounds have been identified. One involves employing a "report guru," whose job is to build custom reports for PPM system end users on request. This person must have a thorough administrator's understanding of the PPM system in use. Another option customers employ is a spreadsheet data dump, pulling desired information out of the PPM system and putting it in a spreadsheet, where it can be manipulated to build charts and graphs, which, in turn, are pasted into presentation software.

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Market Definition/Description

IT PPM systems automate the centralized collection of data about demand, costs, schedules, and resources for

investment prioritization, and effective execution of the programs and projects delivering new technologies and other IT assets, as well as to control investment in ongoing IT operations.

IT PPM systems integrate information from the various areas of a single project, program, application or IT service, but also provide alternative investment scenarios, alignment of strategic programs to business objectives, business case creation and evaluation, and more. Through integration with other PPM modules or feature sets, the portfolio management functions of a PPM system can enable users to look across the projects within a given portfolio over time, account for and recognize nonproject work (which, in addition to formal projects, also is consuming time, people and money), and see the positive or negative impact of demand and committed work on the availability of project resources. Dashboards provide business intelligence and an integrated view of program and project status, application and IT service portfolios, and resource capacity and current utilization. Portfolio data gathered from these segments enables project and resource prioritization and provides a more objective rationale behind project selection.

In addition to portfolio management, PPM systems provide a core set of features supporting general project or work record creation, resource management and allocation, time reporting for actuals collection and cost management. The key integration feature within a PPM system is a portfolio approach to the presentation of combined time, cost and resource management data collected in different parts of the system. Time management features help build simple timelines (for example, Gantt charts) or more-complex schedules for programs, projects, activities and task assignments. Resource management enables staff allocation via a resource repository. Integration of these functions with project timelines supports resource loading and leveling (natively or via third-party tool integration). Cost management features help track labor hours and other costs, enable (at the high end) earned value management (EVM) and chargeback or billing of project expenses to internal or external customers.

In addition to core PPM features and integration at the portfolio level, Gartner makes a distinction between portfolio management and portfolio *analysis*. Portfolio management tends to resemble a list of work items tracked and monitored using key status indicators such as schedule, budget, variances, internal rate of return, earned value, labor hours, phase, and so on, displayed as a table or list, or as entities within a bubble chart. However, to do true portfolio *analysis*, an end user must also apply risk values to the projects *and the deliverables* of the projects. Consequently, there is continued interest among end users and prospects in structured *risk management*, including a risk dashboard (factoring in risk values beyond schedule risk).

Other PPM features support *communication management* (for example, via issue tracking, approval workflows, discussions and document handling), as well as *scope management* (beyond simply managing scope in the schedule). Still others experiment with *procurement management* (for example, for skill sourcing and to collaborate with contractors). *Quality management*, through the use of methodology templates supporting such approaches as Capability Maturity Model Integrated (CMMI) and Six Sigma, with gate reviews, process metrics and more, allow end users to ensure that deliverables meet specific expectations outlined in internal policies regarding quality.

While integration is always a key aspect allowing PPM systems to provide value, more recently, the integration story for PPM is focusing on third-party data sources that collect and track IT demand requiring the consumption of IT resources. These integration points are being built to connect PPM systems to help desk and trouble ticket systems, requirements management and quality management systems, software change and configuration management systems on the production and development sides of IT, and other application life cycle management tools. Product innovations in this space, however, are currently outpacing user adoption, although there are increasing examples of customers with live PPM systems that are starting to move toward the use of these connections. This year's Magic Quadrant reflects the early emergence of the integration points and evidence of use in the field.

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Inclusion and Exclusion Criteria

Several factors determine a vendor's inclusion in the "Magic Quadrant for IT Project and Portfolio Management," depending on how well a solution and its provider meet the criteria. We would recommend any provider in the Magic Quadrant — including niche players — in certain circumstances, depending on the user's requirements and situation. For this reason, it is important for prospects to detail their high-level requirements and describe their PPM environments first, rather than gravitate toward vendors and products in the leadership area of the Magic Quadrant simply based on leadership positioning alone.

Despite the emergence of EPPM, an IT PPM technology provider seeking to address the needs of most of Gartner's client base should come to market with at least a secondary focus on work management automation within an IT department (although most of the vendor's sales may be in another segment of the PPM market). The provider should have gained new customers during the past 12 months and should be able to provide IT-specific customer references using IT PPM functions in a live environment. Vendors are also considered for inclusion partly on the basis of annual PPM revenue exceeding \$10 million (or, in the case of emerging vendors with a strong differentiator, strong investor backing mixed with organic revenue growth). They should also have a market presence of at least three years and their IT PPM products must be available to the public. Vendor management should show deep software experience, business education and integrity.

IT PPM products should support the core project tracking and management, as well as resource, time, and cost management facilities required by IT customers, with additional support for portfolio-level management and reporting, and a standardized demand collection mechanism. Integration to third-party data sources and products is also increasing in importance. Though not a solid requirement determining inclusion or exclusion, growing integration needs among seasoned PPM practitioners will continue to prompt IT PPM vendors to provide support for connections to such systems. The IT PPM Magic Quadrant will increasingly emphasize this trend in this (and subsequent) iterations.

Gartner also monitors the market activities of many PPM providers, some established and some new that may address some market needs (including outside the IT industry) effectively but do not yet meet enough of Gartner's criteria for inclusion in the IT PPM Magic Quadrant. These are:

- Agresso (www.agresso.com/I1_home.aspx)
- Automation Centre (www.acentre.com)
- BrightWork (www.brightwork.com)
- Clarizen (clarizen.com)
- Dekker (www.dekkerltd.com)
- Deltek Systems (www.deltek.com)

- Genius Inside (www.geniusinside.com/web/website.nsf)
- GenSight (www.gensight.com)
- InventX (www.inventx.com)
- MaestroTec (www.maestrotec.com)
- Onepoint Software (www.onepoint.at)
- Portfolio Decisionware (www.pdware.com)
- Project Invision International (www.projectinvision.com)
- Project Objects (projectobjects.com)
- Project.net (www.Project.net)
- Projility (www.projility.com)
- Skire (www.skire.com)
- And others

More recent ancillary vendors providing integration middleware supporting (or having the *potential* to support) IT PPM are:

- Boomi (boomi.com)
- Tibco (tibco.com)
- SOAlogix (soalogix.com)

Still others, such as the SaaS-based ITSM vendor Service-Now.com (www.service-now.com), are testing the PPM waters by adding PPM functionality for customers needing light features to support *ITSM-style* projects.

Many of these vendors can differentiate themselves in some way, offer useful innovations, address specific market segments, or promise integration to third-party systems and data sources. Clients should submit inquiries to Gartner when evaluating market alternatives, especially for non-IT segments.

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Added

There were no vendor additions to this year's Magic Quadrant.

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Dropped

ITM Software's position in the 2008 IT PPM Magic Quadrant is replaced by the addition of BMC Software, which acquired ITM Software in June 2008. From now on, BMC Software and its PPM-related products will be evaluated in this and subsequent iterations of the IT PPM Magic Quadrant.

With its acquisition of Primavera Systems in October 2008, Oracle has decided to focus its IT PPM strategy on leveraging Primavera's IT PPM product lineup. From now on, Oracle's Primavera offerings will be evaluated for this and subsequent iterations of the IT PPM Magic Quadrant. Oracle will continue to emphasize its E-Business Suite, JD Edwards, PeopleSoft and Oracle Primavera products when targeting other PPM market segments outside of IT PPM.

Gartner determined that it was not possible to provide a full assessment of Augeo in this year's Magic Quadrant report. Clients can contact Gartner for additional information and an assessment of this vendor.

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Evaluation Criteria

Ability to Execute

These categories show the vendors' ability to execute (see Table 1 and Note 1).

Table 1. Ability to Execute Evaluation Criteria

Evaluation Criteria	Weighting
Product/Service	Standard
Overall Viability (Business Unit, Financial, Strategy, Organization)	Standard
Sales Execution/Pricing	Low
Market Responsiveness and Track Record	Standard
Marketing Execution	Low
Customer Experience	Standard
Operations	Standard

Source: Gartner (June 2009)

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Completeness of Vision

These categories show the vendors' completeness of vision (see Table 2).

Table 2. Completeness of Vision Evaluation Criteria

Evaluation Criteria	Weighting
Market Understanding	Standard
Marketing Strategy	Low
Sales Strategy	Low
Offering (Product) Strategy	High
Business Model	Standard
Vertical/Industry Strategy	Standard
Innovation	Standard
Geographic Strategy	No rating

Source: Gartner (June 2009)

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Leaders

IT PPM vendors in the Leaders quadrant meet IT needs by providing products supporting analytic frameworks for application and project portfolios, and can track other types of IT demand, such as minor software change requests, so managers can assess the cumulative impact on resource supply. Product depth in several core PPM areas, such as demand management and analysis, advanced scheduling, and resource and cost management, sets leaders apart from competitors, as well as portfolio analysis (for investment prioritization). Leaders are increasingly offering a measure of *program* (versus project) management, via program views, supported by program structures, workflows, and templates, as well as linkages supporting dependencies.

Most leaders offer multiple deployment options (for example, pilots and staged implementations, as well as on-premises, hosted, and a flavor of SaaS) to address customers' varying needs at different levels of IT PPM capability maturity. Their vision of the IT PPM market often extends to communication and quality management, with features aimed at improving team performance (for example, via collaborative features and methodology support). At the portfolio level, leaders can often support multiple types of entities, including projects, programs, applications, IT services, and existing as well as IT products built for commercial consumption.

Leaders tend to have integration partners as well as core, direct IT PPM service offerings, going beyond implementation and support to include process and organizational consulting. To successfully implement new PPM processes requires an organizational change competency most organizations do not know they need or already admit they cannot consistently perform.

IT PPM leaders generate a large and often diverse and growing customer base, and continue to service PPM practitioners using their systems for three years or more. They are typically well-financed, although an IT PPM vendor with a different business model and/or lower revenue may have product functionality or other unique traits that deem it a leader. In either case, a leader can maintain repeat business that over time strengthens its financial viability and allows it to invest more in the product and its supporting services.

PPM providers scoring high on vision focus on culture as the keystone of any PPM implementation. Through their professional services (and service partners), they advise customers that passive "bulletin board" announcements of the (proposed) cultural change will fail in the long term — as will brute force and coercive change efforts.

Before beginning tool implementation, leaders ensure that the scope and nature of process change fit the culture, and that they are being defined and communicated in a positive, persuasive manner, emphasizing the value to the business of the change and the direct benefits to those affected (for example, visibility into resource conflicts and overallocations). They then train customers to track against key metrics — which are tied to the business value and direct benefits of PPM — to assess the success or failure of the implementation, and encourage them to tie incentives (hard and soft) to metrics to drive behavioral changes. Leaders also develop internal roles to support proactive client care that goes beyond technical support or a sales relationship, so customers have an advisor that understands their business challenges *and* their specific PPM system configurations.

Leaders share many attributes with technology providers we've rated as visionaries and challengers but are differentiated by comparatively high ratings in many areas, not just a few, with overwhelming customer references supporting their claims submitted as evidence. Consistency between a provider's stated strategy and product direction, and its execution — that is, integrity — is important, along with demonstrated vision, enabling the vendor to address emerging and often vaguely defined market requirements.

Additionally, leaders tend to be well-positioned to compete in both the ITPC and APM scenarios through a developing integration strategy. Many of them, but perhaps not all, can produce some initial evidence of the use of these integrations in the field. Leaders that perform exceptionally well in the "leadership" area of the IT PPM Magic Quadrant can provide overwhelming evidence of these integrations in the field. To date, there are no IT PPM vendors that can demonstrate this elite level of market leadership.

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Challengers

Vendors in the Challengers quadrant resemble leaders in many ways, such as product depth combined with enough experienced technical sales support to effectively reach the market. Often, however, the product may emphasize one core area, such as project cost management, and be missing product breadth across many other IT PPM functional areas. In general, challengers are consistently profitable, with a steady foundation of maintenance revenue, a growing installed base and an experienced international sales force with thorough training in the PPM solution. Significant international operations help sustain an ability to execute, in part by insulating providers from shifts in local market and economic conditions. Challengers are less likely to provide strong evidence supporting ITPC and APM integration use by their customer bases in the field, but nonetheless, have some facilities to support it, if asked.

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Visionaries

Vendors in the Visionaries quadrant may differ from leaders in product depth or revenue strength, or they may lack the installed base and sales force of a challenger, but they often share — or originally innovated — features and traits of the leaders (for example, methodology support and APM frameworks). Like the leaders, visionaries seek to enable PPM broadly as a business process, with IT processes and skill sets being only one area addressed. Some visionaries have been more experimental with business models, and they may approach various markets more broadly, with variable packaging and pricing (for example, SaaS and phased-implementation packages). Completeness of Vision ratings can reflect innovative approaches in areas such as resource performance management, pipeline analysis, and preconfigured (but tailorable) portals for a variety of enterprise roles. Some visionaries may exhibit fertile PPM-to-ITPC or APM business opportunities within their installed bases or product potential supporting the same. Size of a visionary and financial viability may be compensated by innovative features and functions, as well as more-direct and/or responsive customer care and some influence over future product development.

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Niche Players

Like challengers, vendors in the Niche Players quadrant may emphasize a specific aspect, such as cost management, versus all-around PPM functionality, or they may have strengths in a specific region. Again, depending on the user's needs, any provider included in the Magic Quadrant could be recommended. Like visionaries, niche players may differ from leaders in revenue strength or installed base; some may have experienced flat sales or restructuring, or they may have been inaccurate in responding to changes in the market or technology. They may have a less experienced senior management team, or may depend on Web or inside sales to control costs and compete on price, whereas PPM typically takes an enterprise sales force that is used for high-level sales and longer sales cycles. Niche players rarely have difficulty supporting specific PPM process needs in one or a few select areas. Their overall size in terms of head count puts them close enough to customers to fully understand what improvements should be made to their products to keep their customers happy, and when major issues arise, these vendors are among the most responsive to a customer's system troubles.

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Vendor Strengths and Cautions

Atlantic Global

Atlantic Global's PPM product is **Atlantic Global**.

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Strengths

- Customers point to ease of use, simplicity in design and scalability as key strengths of the Atlantic Global PPM product.
- Atlantic Global provides project visibility, project scheduling, and resource allocation and management support, in addition to base-time reporting.
- Atlantic Global pricing is cost-effective and can meet tighter budget constraints more readily than other vendors competing for the same business or trying to keep the existing system in use.

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Cautions

- Atlantic Global's PPM system only supports Microsoft SQL Server as the back-end database. Other PPM vendors support MS SQL Server and Oracle databases, as well as some others, such as IBM DB2.
- Atlantic Global's primary marketing focus is in the U.K. and Europe, a hotbed for new IT PPM business opportunities, but is not aggressively targeting North American markets at this time.
- Ad hoc and custom reporting needs to be updated so that customers do not need to pay Atlantic Global to get certain custom views or reports set up in the system.

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AtTask

AtTask's PPM product is **@task**.

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Strengths

- Customers agree that the addition of program management and portfolio management analysis and support, and business case generation processes, in combination with @task's ability to grow in maturity as a customer matures, are key strengths of the application services.
- Flexibility — in the sense that, if the product does not ship with certain workflows or processes or data templates, users can build these into the tool and customize them to suit specific needs — is a strength of @task.
- Customers say the time reporting capability is so easy to use that there is really no excuse for end users

to not support processes involving time entry in @task.

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Cautions

- Customers hope AtTask will change its pricing model to support large-scale deployments. The pricing model, based on named users, cannot support a customer's need to deploy @task throughout a company. For deployments in the thousands, this may present a problem.
- @task needs improvement in its ability to build projects from the top down, rather than just building projects from the task level up. Specifically, customers would like to see better support for both project and subproject entities, allowing users to build subprojects out of projects. An example would be if, during an in-flight IT project, an end user realizes that the activities of the project require software changes to a core IT asset. The change execution is critical to the project, and consumes resources. Customers would like to see an ability to build out this change execution subproject as a linked adjacent work item associated with the main project. Adding better linking between cross-departmental projects and projects and subprojects would address this limitation.
- Customers would like to see improvements to general and ad hoc reporting in @task. Customers are generally pleased with some of the base reporting, but also state that many reports and views they want must be customized. In some cases, this customization or report generation is performed by exporting data into spreadsheet software for further manipulation outside of @task. AtTask maintains that its product is flexible enough for users to make base-reporting changes themselves and does not require costly involvement of third-party partners — a differentiator compared to other IT PPM vendors.

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BMC Software

BMC's PPM product is **IT Business Management Suite**.

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Strengths

- BMC is rated the IT PPM vendor with the highest Completeness of Vision in 2009 for several reasons, including the acquisition of a portfolio management vendor (ITM Software in June 2008) and a portfolio management system "built by CIOs for CIOs." With an established and extensive complementary set of ITSM products, it can potentially integrate with the renamed PPM product (IT Business Management Suite), and a strong ITSM customer base to which it can sell its PPM system.
- Customers state that the IT Business Management Suite is designed to provide a rapid path for users toward a mature governance structure. In addition, a series of modules, data entry points, and a central repository provide a good audit trail of investments and results, financial reporting, total cost of ownership (TCO) transparency, and life cycle tracking.
- Current BMC customers using this PPM system see value in connecting the IT Business Management Suite to other BMC products, including ServiceDesk.

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Cautions

- BMC was rated the IT PPM vendor with the lowest Ability to Execute in 2009 due mostly to a lack of track record in selling its IT Business Management Suite in 2008. This is to be expected of any technology provider absorbing an acquisition. It typically takes 18 months before strong integration of an acquired software vendor's company, products and customers is established by the acquiring vendor, and the acquisition of ITM Software occurred less than 12 months from the publication of this Magic Quadrant. BMC's low rating on Ability to Execute, therefore, reflects a "jury's still out" call on this acquisition as BMC ramps up marketing and sales supporting the IT Business Management Suite.
- Customers report that some operations in the BMC product take too long to perform, such as the process for filling out timesheets and for project plan loading. BMC plans to enhance the usability of the IT Business Management Suite in future releases.
- The head count management features of IT Business Management Suite are point-in-time and do not necessarily reflect inevitable events that begin to change the overall status of head count. Customers would like to see these views in real time, updated as a result of changes occurring through the project life cycle.

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Cardinis Solutions

Cardinis Solutions' PPM product is **Cardinis Suite**.

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Strengths

- Customers point to Cardinis' focus as a company only on PPM and not as one product in a much larger inventory spanning multiple software markets. They feel this enables the vendor to enrich its employees with good expertise in PPM when dealing with the customer base.
- The Cardinis Suite allows users to configure the system to support their specific project methodologies, as well as commercially available methodologies from a number of project-based communities and standards bodies. The system's workflow support facilitates this methodology support.
- Customers believe the consulting services provided by Cardinis, in addition to the product itself, is a differentiator and advantageous for customers low in PPM maturity.

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Cautions

- Customers would like to see more-robust features and functions supporting the collection, measurement, and reporting of projects based on key performance indicators (KPIs), as well as the ability to include a material cost as part of a project record. Cardinis maintains that the KPI functionality within its product is still a "work in progress," with planned improvements scheduled for 2009. For general cost management (rather than material cost management already supported in the system), Cardinis has improvements here on its 2009 product road map, as well as enhancements to the second caution here citing exporting and synchronizing data.
- Cardinis Suite needs to improve its facilities for data export, as well as improve the export and synchronization of data between instances of the system.
- Customers would like to see improvements made to the interface supporting the tracking and chargeback of costs back to sponsoring departments. This interface is improved in the K5 release (Cardinis 5.0).

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CA

CA's PPM product is **CA Clarity**.

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Strengths

- Dashboarding is perhaps one of CA Clarity's greatest strengths. Because it provides a significant portion of its customer base with visibility and record filtering, the end users can tune it on their own to fit their specific needs.
- Customers point to robust, OOTB features, processes, workflows, templates, reports and other starting points that can meet immediate needs to help customers begin PPM process automation. Often, customers remark that these OOTB starting points are more than they need or are ready to handle, yet also show them avenues to pursue to get more value out of the system.
- Configurability is also a cited strength, in that the ability to create custom workflows, templates and business rules supporting a customer's specific processes is apparent in many areas of the product.

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Cautions

- Ad hoc reporting continues to be an issue in the Clarity system, with some reported defects in export and printing functions. Added Business Objects reporting is designed to address this issue for new customers as well as for existing customers when they upgrade.
- Customers experience gaps and a lack of continuity in customer care and support. CA responded to this by adding escalation managers and by publishing a clear policy on defect severity and resolution time frames — some of which may not always match the expectations of its customers.
- Clarity's Financial Management feature set is the most challenging piece to implement because of the complexity of requirements, integrations and organizational change management. CA customers rarely implement the full financial management capabilities as the first stage of an implementation.

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Compuware

Compuware's PPM product is **Changepoint**.

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Strengths

- Changepoint's ease of use is often cited as a strength, with views and information meeting the needs of specific roles within the user group.
- Recent improvements to, and standardization of, Compuware's implementation methodologies are reportedly effective in the field, leaving customers successfully implemented and satisfied with the level of assistance during and after deployment.
- Customers are generally pleased with Changepoint's native report writer, which they state makes it easy for them to create custom reports.

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Cautions

- Although the report writer is native to Changepoint and provides enhanced security (compared to integrations to third-party report writers) through direct adherence to the security rules governing the whole PPM system, customers report that it could provide more flexibility and capability. Where the report writer might fall short in these areas, some customers use a manual work-around requiring data export to spreadsheets, where the data can be formatted for printing or presentation. Compuware is aware of needed improvements to reporting and addressed some issues with the December 2008 major release, and also recently released a service pack specifically designed to improve the look, feel, and flexibility of the graphics capabilities of Changepoint.
- Customers report that the Changepoint user interface could use an update in look and feel, and in consistency. The Changepoint user interface still contains some data entry inconsistencies that can confuse users during navigation. For example, while navigating in Changepoint, prompts on a single screen may require data entry to be performed in different ways, such as requiring the user to type in

data, then hit "enter" to enter it, and in other sections making a selection through double-clicking and clicking an "OK" button. Compuware has a 2010 service pack road map to continue to address Changeport usability. In the specific example mentioned here, the data input design was intentional, to help users dealing with larger volumes of data. Compuware believes through effective user training of the data entry techniques employed in Changeport, the benefit of using these techniques outweighs the learning curve.

- Changeport's native project creation capabilities do not allow end users to create a list of tasks and then flesh out the details of the tasks after creating the list. In Changeport, users must create one task at a time, and navigate through multiple screens to do so, before creating the next task. Customers added that this is only a limitation when not using an integration to Microsoft Project, which does allow users to create a list of tasks and then flesh out the details of the tasks in a more intuitive way, and then import those tasks into Changeport. Compuware has a planned service pack due in 4Q09 that will address Changeport project management usability issues, including a single user interface allowing end users to perform project management functions in a drag-and-drop environment and designed as an alternative to the use of Microsoft Project for planning and scheduling.

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Daptiv

Daptiv's PPM product is **Daptiv PPM**.

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Strengths

- Customers state that, due to its nature as a SaaS IT PPM product, Daptiv PPM can provide a set of useful, core PPM features and functions at a cost-effective price.
- Customers cite a number of core features as strengths of the application services, including status reporting, communication flow, emerging resource leveling support, and suitable project, resource and portfolio management functions.
- Because Daptiv PPM is provided as outsourced application services, customers see an advantage to the speed of deployment and low support footprint required to manage it for their end users.

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Cautions

- Daptiv PPM lacks sufficient and advanced support for program management. The support that currently exists requires the use of Daptiv's "transit" features, and programs themselves cannot be created and managed as stand-alone items. To manage programs in Daptiv, you must be also building out the projects that comprise them.
- Customer would like to see initial and increasing support for Agile Development methodologies within the tooling.
- Although Daptiv PPM provides risk and issue capabilities in the product, there is no OOTB dashboards supporting the presentation of risks and issues in views and analyses or entities that steering committees would be interested in viewing and reviewing. To get these, users currently must take some time to build out this support in Daptiv on their own, but this is often a time-consuming process.

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EPK Group

EPK Group's PPM product is **EPK Suite**.

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Strengths

- EPK allows users to log on and plan resources at the project level, without having to build out detailed task lists and rolling those lists up for sourcing in the application.
- Reporting and rollup capabilities allow users to provide summary resource management reports to C-level executives detailing how resources are allocated against strategic investment "buckets."
- Although it continues to support an extensive customer base of Microsoft EPM users, EPK is also shaking its dependency on Project Server to support Microsoft EPM and non-EPM users by providing incremental support for Web-based scheduling as an alternative to using Microsoft for scheduling and planning projects.

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Cautions

- Customers would like to see improvements made to the reporting side, including more OOTB templates and starting points, as well as more native report creation and formatting features. Current work-arounds include use of Cognos as an alternative, and data export to spreadsheets and presentation software.
- Although EPK Suite can be deployed on premises and as a hosted option, EPK does not offer a SaaS-based option. In addition, the EPK Suite only supports Microsoft SQL Server as the back-end database. Other vendors support both SQL Server and Oracle as the back-end database.
- Although the EPK Suite can support core IT PPM functional areas at a cost-effective price, it does not emphasize a developing ITPC and APM integration strategy, nor is there evidence in the field that EPK customers are using integration to extend PPM to support ITPC or APM.

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HP

HP's PPM product is **HP PPM Center**.

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Strengths

- The scope of the PPM and other IT processes that HP PPM Center supports natively, and through initial and planned subsequent integration bridges to native and third-party ITSM and ALM products, is a known strength.
- Customers that choose to support many of the preconfigured workflow models included in HP PPM Center, and that change their processes and work behaviors to match these models, consider their implementations to be successful.
- HP is financially viable enough to continue to provide its own financing options for its PPM customers — a known differentiator compared to other vendors that relied on financial services companies weakened or eliminated by economic fallout, or that continue to rely on third-party financial services firms struggling to survive in an economic downturn.

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Cautions

- Customers suggest that HP PPM Center's ad hoc reporting capabilities need improvement, stating that there are not enough OOTB facilities supporting management-level reporting. Work-arounds to this currently include the use of a third-party report writing tool, as well as data export and external manipulation in spreadsheets for printed reports or presentation. HP intends to release an improved OOTB reporting capability based on a Business Objects back end in mid-2009.
- HP PPM Center's time-reporting capabilities need to improve. Aside from citing general usability issues, the customers that want to track overtime (OT) hours, when managing IT work, report that HP PPM Center's time management features do not support this level of time tracking. HP maintains that HP PPM Center does support OT hours in the time management module, but the system does not automatically track OT hours (as an expense calculated using an OT cost rate) when the amount of hours reported exceeds that of a typical workweek (more than 40 hours). This must be done manually.
- Customers state that HP PPM Center's financial management features are relatively immature and lack detail, such as views and reports supporting analysis based on time, value, and money parameters. Added financial management capabilities are a focus of version 8 and include a financial summary view and drill-down views into detailed financial information. HP plans to integrate HP PPM Center with HP's IT Financial Management piece for measurement, analysis, and chargeback of IT costs (including discretionary and nondiscretionary costs).

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Innotas

Innotas' PPM product is **Innotas PPM**.

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Strengths

- Customers cite the SaaS nature of Innotas PPM as strength, providing dashboards allowing them to rationalize their project and work management decisions, as well as automate the receipt, handling, and status reporting of projects.
- Innotas' user interface (UI) is intuitive and relatively easy to learn, requiring little training for end users.
- Innotas' PPM market understanding, as demonstrated through the extensive PPM experience running and steering the company at high levels of management, is of value to customers that describe Innotas as having extensive knowledge of the project management office and IT governance as it relates to the typical IT PPM environment.

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Cautions

- Innotas primarily focuses on North American PPM markets, although the vendor is beginning to establish itself in places abroad, such as the U.K.
- Customers would like to see more OOTB reporting capabilities, options and standard reports. In addition, ad hoc reporting is an issue. Users state the product does not provide enough native custom reporting features supporting executive-level reporting. Work-arounds include data export to spreadsheets, additional formatting there, and pasting of graphics into presentation software. Users can print screens or print as PDF files, but sometimes data outside of margins does not show up on the hard copy.
- Customers believe the Innotas system should provide more wireless access support and mobile device support to enhance executive access to the system while traveling.

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Instantis

Instantis' PPM product is **Enterprise Track PMO Edition**.

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Strengths

- The inclusion of a PMO Edition of Enterprise Track is viewed as a strength by existing Instantis customers wanting to extend their use of Instantis into IT, as well as for new customers to begin a PPM investment in IT. PMO Edition includes more-robust resource management functions than in previous versions of the product.
- Enterprise Track includes a configurable module for articulating a high-level business strategy and defining the metrics that will be used to measure the success of the strategy, enabling users to optionally align and roll up metrics from projects underneath the strategy, supporting for example, APM requirements.
- Instantis' multitenant, multi-instance flavor of SaaS delivery allows customers to use different versions of the system and, therefore, not require that an entire SaaS user community migrate at once when the base SaaS product undergoes architectural or infrastructure changes.

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Cautions

- While Instantis charges a fixed fee for standard deployments, some customers of Enterprise Track PMO Edition liken custom development to "required development" for special features they ask for that Instantis says are not core functions of the product but can be built for them as part of a miniengagement. Customers would like to see more-robust reporting and self-help customization capabilities to avoid such additional costs.
- While Instantis continues to expand its IT PPM functionality in the PMO Edition, customers would like to see improvements in the usability of recently added PPM functions.
- Customers would like the view of a resource schedule to be enhanced and provide more of a panoramic view. A separate report from that resource schedule view is provided, however, and shows the entire resource "heat map" of the portfolio of projects.

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Microsoft

Microsoft's PPM product is **EPM**.

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Strengths

- The portfolio management capability within Microsoft's EPM system is a known strength, providing higher-level visibility into projects managed in a centralized project management system, as well as an optimization capability.
- Customers cite the workflow support of EPM as a differentiator, allowing them to build their EPM instances to support their project environment and processes. Subsequent releases of SharePoint technology will continue to enhance EPM's collaboration, workflow and document management features.
- Continued and planned integrations with development tools such as Microsoft's Visual Studio Team System (VSTS) and Team Foundation Server (TFS) provide Microsoft with an evolving integration story supporting ITPC and APM scenarios.

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Cautions

- According to customers, EPM's OOTB reporting capabilities are lacking. For reporting needs not satisfied by predefined reports, users must rely on SQL Reporting Services, requiring a skilled IT resource to create custom PPM reports for end-user consumption.
- Customers report that the current integration between Project Server 2007 and Portfolio Server 2007 within Microsoft EPM is not seamless and needs improvement. For example, online analytical processing (OLAP) cube reporting in Project Server is quite good, but cannot include data pulled from Portfolio Server.
- Another integration issue customers cite is in resource management and Project Server and Portfolio Server. Customers cannot perform named resource management at the portfolio level, nor can a role-based resource plan from a project created in Portfolio Server be passed on and into a project record in Project Server. Portfolio Server 2007, however, does provide the option to export resource estimates captured in the Portfolio Builder (via Project Server Gateway) to the corresponding project's Resource Plan in Project Server 2007, if customers employ Project Portfolio Server 2007 SP1, released in February 2008.

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Oracle

Oracle's PPM product is **Primavera**.

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Strengths

- Oracle's Primavera offerings include, among many other products, a very mature project planning and scheduling system in addition to a strong portfolio management product with an option to integrate these pieces.
- Customers recognize a steep learning curve that is effectively managed through sufficient training of qualified end users (and not novices of PM tools and processes). With this training, however, end users are able to manage large-scale, very complex IT projects that would be impossible to manage in desktop scheduling tools or with task lists built using spreadsheets.

- Customers cite Primavera's robust security provisions as a strength enabling them to set different security rules and policies for different groups within a complex project environment.

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Cautions

- Customers submit that the performance and usability of Primavera products need to improve. Oracle Primavera added Web 2.0 functionality in its latest release to address these issues.
- For the Primavera Portfolio Management product, Oracle Primavera does not provide administrative training, including production support. Customers that want to train their own administrators to support ProSight can do so through mini-consulting engagements to get this type of training.
- Although Oracle provides other products supporting ALM and ITSM (for example, Oracle Enterprise Manager), these products are not integrated with the Oracle Primavera products. Integrations do exist, however, between these ALM and ITSM products and other Oracle PPM systems.

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Planisware

Planisware's PPM product is **Planisware**.

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Strengths

- Planisware allows users to perform more-efficient project management, including the management of schedules, costs, and risks of a project, accessible through online reporting facilities and integrated views. The portfolio management functionality allows analysis of both point-in-time and trend data.
- Customers report that Planisware's business intelligence capabilities and reporting are marked strengths of the product.
- Customers are pleased with the level of support and customer service they receive from Planisware.

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Cautions

- Customers would like Planisware to improve in the area of data change auditing to provide a better record or audit trail of changes made to project data and records within the system, and to track the named users that changed the values.
- Customers would like to see better historical project data records for post-project best-practice identification and the discovery of other key findings. The 5.0 release addresses this need, offering facilities that can identify trends on any value, including financial data and any KPI, such as net present value (NPV).
- As an IT PPM vendor, Planisware should seek R&D opportunities to innovate its product to strengthen the product's support of emerging ITPC and APM integration strategies.

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Planview

Planview's PPM product is **Planview Enterprise**.

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Strengths

- Configurability of Planview Enterprise is a known strength, enabling users to customize the system, configure screens for different departments and map the system to match what each department needs.
- In addition to product flexibility, users cite Planview Enterprise's ability to define PPM processes while leveraging accessible best practices supplied as part of the system as a differentiator.
- The integration and use of Business Objects technology allows users to leverage Crystal Reports for report generation while providing access to a live PPM database.

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Cautions

- Though the use of Business Objects for reporting is a known strength, customers nonetheless believe improvements should be made to make the reporting services more user friendly. Planview is addressing this issue with its Insight Analytics component, which is showing some initial and positive customer adoption.
- Planview's engagement services can fall short of customer expectations. Although the technical knowledge of the services staff is consistently good, the overall service to customers could improve if Planview's staff demonstrated a better working knowledge of a specific customer's configuration, and how to customize and extend that configuration to provide more value. Recent innovations in how Planview delivers consulting services should help the vendor improve in this area.
- Customers report that Planview Enterprise's 9.x UI is not intuitive enough and could improve, particularly in the area of system navigation. More specifically, customers explain that there are many ways to perform one function, and this contributes to an extended learning curve for the application. They say Planview should strike a balance between sophistication and usability. UI improvements in the Planview Enterprise 10 release address many of these issues.

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PowerSteering Software

PowerSteering's PPM product is **PowerSteering**.

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Strengths

- PowerSteering's nature as a SaaS IT PPM product offers core PPM functions, deployed rapidly as application services, for a cost-effective price.
- Customers say the product's ease of use pertaining to the UI and navigation is a known strength, as well as the ability to start with simple base processes and features, and maturity in both areas while continuing to use the product over time.
- PowerSteering's core portfolio management capabilities provide visibility into projects, cost savings and status, as well as the ability to track phase gates in individual projects.

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Cautions

- Customers would like to see improvements to the named resource management features and functions within PowerSteering. Resource management has been an increased focus of the vendor's product development, beginning with version 5.3. The latest release, 7.1, includes marked improvements in the resource management capability, compared to prior releases.
- Although PowerSteering continues to increase its product emphasis on IT PPM, currently only a third of its customer base is using the product for IT PPM.
- Customers state that PowerSteering needs to improve its ad hoc reporting capabilities. While PowerSteering acknowledges that ad hoc reporting was, in prior releases, a weakness, the vendor believes version 7.1 addresses many reporting issues.

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SAP

SAP's PPM product is **SAP RPM**.

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Strengths

- SAP shops already making a heavy investment in SAP technologies find that SAP RPM adds portfolio management and analysis capabilities that can leverage existing SAP components in use in the company.
- The integration of resource management capabilities with cProjects is a known benefit for SAP customers, as well as the Web-based nature of the system, which enables users to access PPM information without requiring the use of the SAP UI.
- Connection to SAP Business Intelligence (BI) allows users to report PPM information in the same way they do other reporting in SAP BI. The data can be manipulated in SAP BI and shared through SAP RPM, although there is a slight limitation in filtering from SAP BI.

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Cautions

- SAP RPM is designed specifically for SAP shops. Although the vendor can support non-SAP environments, existing SAP customers exhibit the best potential for realizing PPM success using SAP RPM.
- While many SAP PPM components are customizable due to their basis and foundation on ABAP, SAP RPM is currently Java-based, with no source code available to end users, resulting in limited customization options for the SAP RPM user interface. SAP believes this is a Java limitation rather than an ABAP limitation. Nonetheless, SAP is addressing this issue through planned redesign of SAP RPM to be based on advanced business application programming (ABAP), rather than Java, in future versions of the product slated for 2010 and thereafter.
- Customers report that the SAP UI needs updating and is not intuitive, requiring more steps to complete a task in SAP than should be necessary. In addition, time reporting requires customers to have already implemented SAP's HR module as part of R/3. SAP maintains that task confirmation does not require an HR implementation. The usage of cross-application timesheets, however, is integrated to SAP HR to support HR scenarios rather than PPM scenarios.

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Sciforma

Sciforma's PPM product is **PSNext**.

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Strengths

- For a cost-effective price, Sciforma's customers can replace a spreadsheet-based portfolio management process with a foundation of core PPM functions in a SaaS mode.
- Sciforma's flexible, pay-as-you-go, token-based pricing model for SaaS is unique and, in many (but reportedly, not all) cases, is cost-effective and supports the idea of floating licenses, but just in a

different way. Many PPM vendors still use a per-seat model that some customers say is an obstacle to enterprise-wide deployment.

- Customers are pleased with Sciforma's project status tracking and project reporting capabilities, as well as with the multiple levels of visibility and communication the product provides.

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Cautions

- Customers report that the process for filling out a time sheet in Sciforma could be easier and redesigned to be more efficient. This usability issue is specifically present in users on versions prior to the PSNext R3, which added Task and Project filters to the "Add Assignment" feature, as well as the ability to "tack" or select recurrent, commonly used, or "favorite" tasks to a time sheet. In combination, these two R3 improvements address the time sheet usability of PSNext.
- From release to release, customers state that they see incremental or small improvements, and would like Sciforma to be more aggressive in updating and innovating PSNext. Sciforma does not argue this claim, as it was the key to its initial PPM product strategy prior to the R3 release. Sciforma's prior strategy was to reach core PPM functionality quickly and build critical mass with a follow-up release (R2.5). With these goals achieved, Sciforma is now applying a new product development and release strategy with R3 and beyond that organizes future releases into iterations of major advancements with aggressive release schedules.
- Customers currently on version 2.5 say it can be difficult to scroll through and navigate to projects of interest if, while using search functions and filtering, the results yield a long list of projects sharing the same criteria as the project the user is trying to find. Version 3.0 reportedly improves the search functions to make these searches easier.

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Serena Software

Serena's PPM product (see Note 2) is **Mariner**.

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Strengths

- Customers cite Mariner's portfolio management, resource management and investment tracking capabilities as strengths of the product.
- The open application programming interface (API) in Mariner allows users to build custom reports using third-party tools, providing smooth reporting and formatting controls that extend the native reporting capabilities.
- Customers characterize Mariner as a reliable system of record for PPM activities and IT work management, as well as a centralized system for managing projects, people, time and money. The acquisition of Projity further emphasizes Serena's intent to pursue SaaS PPM opportunities.

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Cautions

- Although the open API allows customers to do ad hoc reporting, users would like to see more native, OOTB reporting capabilities, starting points and formatting options to make ad hoc reporting easier. In specific cases, Serena customers need to employ an IT resource with skills in SQL Reporting Services to write scripts and build custom reports.
- Serena's analyzer module for ad hoc reporting can pull data from the investment management portion of the solution, but customers state that this piece does not expose resource data, making it difficult to pull resource data out of Mariner and into ad hoc reports.
- There is little license support for guest user access to Mariner view, making it difficult to push information out to certain roles that do not require a full Mariner license, but would benefit from simply viewing data managed within. Serena maintains that it does provide a lower-cost base user license, offering access to dashboards and reports for executives, as well as allowing individual contributors to view relevant tasks and submit time sheets against them.

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