Magic Quadrant for Enterprise Architecture Tools

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Analyst(s): Saul Brand

Used effectively, EA tools enable organizations to meet the challenges facing business by capturing, integrating, and analyzing information to enable business decisions. The EA tool market is fragmented and has shown little change in the past year, with a few exceptions.

Market Definition/Description

Enterprise architecture (EA) tools are software applications targeted primarily at supporting the direct participants and stakeholders of the EA discipline in their strategically driven planning through to execution. Support for strategic decision making is provided through capturing vital enterprise context, along with content development and analysis capabilities across the business, information, technology and solution architectures.

EA tools capture, store, structure and analyze information pertaining to EA and present the information to enterprise stakeholders. The tools should facilitate the implementation of a business strategy focused on business outcomes and risk mitigation. The information must be presented to a variety of stakeholders set on transition-planning the future-state architecture across a number of viewpoints, including business, information, technology and solutions. This is done to enable business change that supports the direction and strategy of the organization while confronting many types of business disruptions. At a minimum, EA tools should integrate with project and portfolio management solutions to ensure the best investment mix of projects to execute on business direction, vision and strategy.

EA tools must address the requirements of a variety of business and IT stakeholders in the organization, and the tools must contain:

- A repository that supports, at a minimum, the business, information, technology and solution viewpoints and their relationships. The repository must also support business direction, vision and strategy, as well as business disruptions.
- Modeling capabilities that support the minimum viewpoints of business, information, solutions and technology.
- Decision analysis capabilities, such as gap analysis, impact analysis, scenario planning and system thinking.
Presentation capabilities that are visual or interactive to meet the demands of a myriad of stakeholders.

Administration capabilities that enable security, user management and other tasks.

Configurability capabilities that are extensive, simple and straightforward to accomplish while supporting multiple environments.

Support for frameworks and standards, often used while providing the flexibility to customize the framework.

Usability, including intuitive, flexible and easy-to-learn user interfaces (UIs).

EA teams are often interested in other tools — such as project portfolio management (PPM), governance, risk and compliance (GRC), and IT financial management tools — and occasionally use them. However, these tools do not meet the Gartner definition of the EA tool marketplace and, as a result, are not included in this research.

This Magic Quadrant focuses on a vendor's placement in the market and not specifically on product functionality. Only one out of the 15 evaluation criteria in this Magic Quadrant is related to product or service functionality — specifically as it relates to vendors' understanding of the market and their ability to execute against their vision. The remaining 14 evaluation criteria are focused on vendors and their ability to meet the requirements of this market (see Inclusion and Exclusion Criteria and Evaluation Criteria for details).

For this Magic Quadrant research, Gartner received information from vendors, end-user customers, and Gartner clients. We analyzed company information according to the Gartner methodology. Vendor evaluation against our defined evaluation criteria yielded vendor placement in the Magic Quadrant figure. All vendors are evaluated individually; they are not ranked or scored against each other. In the Vendor Strengths and Cautions section of this report, we have not attempted to mention all the strengths and cautions for each vendor. Rather, the purpose is to provide guidance on the most important points to consider.

When evaluating vendors, enterprise architects should pay particular attention to the key strengths and cautions analysis for each vendor. Placement on the Magic Quadrant is not an indicator of appropriate fitness for the needs of a particular user organization, nor does it resolve the challenges of new, intermediate or advanced practitioners.

One of the challenges facing end users in this marketplace is the diverse set of providers of EA tools. In an attempt to give users a way to establish the scale of these vendors, we have provided each company's total revenue, where possible. Some of these revenue numbers come from publicly available sources, some were provided by the vendors themselves, and some were estimated by Gartner. End users should use this information to weigh the pros and cons, as well as the costs and benefits, of purchasing from a small versus a large vendor.
Magic Quadrant

Figure 1. Magic Quadrant for Enterprise Architecture Tools

Source: Gartner (September 2014)
Vendor Strengths and Cautions

Atoll
Atoll (www.atollgroup.eu) offers SAMU. Atoll's product offering includes built-in, preconfigured packages to help customers reduce deployment complexity and time to market. The company continues to expand its presence and product support from its historical regional stronghold of Central and Eastern Europe and the Middle East to North America and the German-speaking countries in Europe. Atoll reported its revenue for fiscal 2013 at $4.04 million.²

Strengths

- Atoll has responded to market needs. It continues to develop and improve the business architecture, collaborative capabilities, and usability of the SAMU tool, focusing on integrating EA management, enterprise transformation and IT portfolio management.
- Atoll is extending its global product reach through the introduction of its new software as a service (SaaS) offering and by recruiting new channel partners and resellers in Latin America and the Asia/Pacific region.

Cautions

- Atoll is a small, privately owned software development company focused on selling the SAMU tool primarily to companies in the financial services, government and telecom sectors. Organizations seeking to purchase the SAMU toolset should ensure that Atoll sufficiently demonstrates use cases and can provide technical support.
- Atoll's SAMU tool is still predominantly focused on solution and technical architecture. For comprehensive EA program support, especially in the area of business architecture, additional tools may be required.

Avolution
Avolution (www.avolution.com.au) offers Abacus. Avolution has increased its global footprint by opening additional offices in Canada, Dubai and Singapore and expanding its business partnerships with large global consultancies. It focuses on partnering with open-standards organizations and consulting firms to develop reference architectures to provide a "quick start" to customers deploying the Abacus product suite. Avolution does not report revenue to the public. Gartner estimates its revenue for fiscal 2013 at $11 million, based on a revenue-per-employee formula.³

Strengths

- Avolution continues to execute against its understanding of the needs of the EA tool market — providing customers with a product suite that enables advanced scenario planning and simulation capabilities, decision analysis for portfolio and life cycle management, and the development of IT road maps.
Avolution has responded to market needs by extending the reporting and business intelligence (BI) capabilities to the Abacus product suite, demonstrating its understanding for addressing the collaborative decision-making needs of various enterprise stakeholders.

Cautions

Abacus is highly configurable and flexible. It is tempting for some tool users to become so enamored with its capabilities, especially around metrics-based reporting, that they could become sidetracked from the tool's purpose: to help enterprise architects deliver business outcomes.

Avolution was spun off from the University of Technology, Sydney (UTS). It continues to invest heavily in research and development (R&D) with its research partner UTS while leveraging customer feedback to enhance its product offering. It is important to keep this in mind when engaging with this vendor.

BiZZdesign

BiZZdesign (www.bizzdesign.com) offers BiZZdesign Architect. BiZZdesign is expanding internationally — growing its customer base and revenue by expanding its local subsidiaries and its global partner and reseller relationships and by cross-selling and upselling new BiZZdesign Architect modules to organizations seeking to mature their EA program. BiZZdesign reported its revenue for fiscal 2013 at $19 million.

Strengths

BiZZdesign has responded to customer demands by developing and improving BiZZdesign Architect's capabilities and functions, notably in the areas of business architecture, decision analysis, simulation, IT portfolio management and metrics.

BiZZdesign has extended BiZZdesign Architect's linkage to related EA disciplines, adding new modules and related services, such as enterprise risk and security and business decision management.

BiZZdesign Architect enables organizational stakeholders to translate business strategy into transformation initiatives, with metrics that integrate all viewpoints of EA. Architect enables users to effectively model and analyze a direct line-of-sight linkage between targeted business outcomes and the programs and projects that support them.

Cautions

BiZZdesign is a one-stop shop, deriving the majority of its revenue from EA training and EA consultancy services. Customers should be mindful of the total cost of engagement when considering this vendor. BiZZdesign's training and consultancy services are not mandatory.

BiZZdesign Architect originated as a pure EA modeling tool based on both academic and customer experiences. BiZZdesign is responding to market demands to improve existing
product capabilities covering stakeholder collaboration and integration with project management and BI tools. However, customers considering Architect should engage BiZZdesign to understand these limitations and prepare for an incremental support effort.

- BiZZdesign combines and prepackages frameworks and modeling standards (such as TOGAF and ArchiMate) as an accelerated approach to jump-start customers’ EA programs. Customers considering this accelerated approach should keep in mind the starting point of doing business-outcome-driven EA: understanding business strategy and direction before adopting frameworks, standards and reference models, and customizing them to sustain competitive advantage.

Casewise

Casewise (www.casewise.com) offers Corporate Modeler and related products. Casewise is expanding its global footprint and growing its customer base and revenue by adding new offices in Bahrain, penetrating further into South America and Asia, focusing on North America to support growth, and increasing its average deal size through increased cross-selling and upselling opportunities. Casewise reported its revenue for fiscal 2013 at $21 million.²

Strengths

- Casewise maintains its product strategy of focusing on the collaborative side of doing EA, continuing to invest in Evolve, a Web/mobile collaboration and communication platform.

- Casewise continues to execute against its understanding of the marketplace, providing customers with new and improved product functionality — including a newly designed Web-based UI and user experience (UX) added to meet the needs of business stakeholders, as well as a corporate social content management component added to its EA repository and end-user platform for decision analysis.

- Casewise plans to add new social process modeling tools to enable collaboration among the entire workforce.

Cautions

- Casewise is counting on Evolve, as well as future demand for its new social process modeling tools, to drive growth. Its future product strategy beyond enterprise "collaboration" is unclear, and it needs to clarify how it will continue to support and deliver business outcomes for users. Customers should understand how Casewise plans to differentiate itself, other than to collaborate, share and govern EA data.

- Casewise continues to add and integrate new product offerings and cross-sell and upsell clients on new product functionality. Customers considering the Casewise suite should understand what exact product modules they need to purchase to deliver business-outcome-driven EA and to optimize their investment.

- Casewise has acquired U.K. government funding that it will use to develop its next generation of products. It also relies on an OEM partnership with CA Technologies' ERwin, which is now
uncertain because of Embarcadero Technologies’ acquisition of ERwin from CA Technologies. Customers should understand the risks surrounding these circumstances and events.

IBM

IBM is a global multinational, with a broad product line offering software, hardware, outsourcing, and consulting services (see "Vendor Rating: IBM"). IBM's EA tool offering is Rational System Architect, a mature, highly configurable and feature-rich product with robust business architecture capabilities. IBM plans to deliver a new version of Rational System Architect in 2015. IBM’s overall reported revenue for fiscal 2013 was $99.7 billion. The company does not provide revenue details pertaining or relating to EA tools; Rational System Architect is one product within IBM’s software portfolio.

Strengths

- IBM continues to execute against its multiyear product strategy road map for the Rational Jazz platform, which includes life cycle data management encompassing EA and portfolio analysis.
- IBM is making changes in response to customer demands — including enhancements in its latest Rational System Architect release that improve enterprise stakeholder collaboration, usability (through a new Web-based UI), architectural review and commenting, reporting dashboards, analytics, and integration with other Rational System Architect family products.
- IBM’s global marketing, sales and support structure make it a strong contender for organizations that have a multinational user base or are finding it difficult to locate an EA tool with product and local-language support in remote geographic locations.

Cautions

- IBM’s product strategy road map for the Rational Jazz platform is a complex, multiyear one. Customers considering Rational System Architect must engage IBM and understand the upgrade path to stay in lock step with acquiring new capabilities and functions.
- Customers considering Rational System Architect must understand the pros and cons of choosing usage models between the base Rational System Architect offering and the capabilities now offered with Rational System Architect Design Manager.
- Rational System Architect has historically been challenging to learn and administer. Potential customers should consider this and prepare for a steep learning curve. However, IBM continues to make efforts to improve in this area.
- IBM’s global coverage and support structure does not always indicate that prices or licensing agreements are universal. Potential customers should understand the limitations or constraints that may be imposed in their particular regions.
Mega

Mega (www.mega.com) offers Mega enterprise architecture solutions. Mega is an established software vendor with a large global installed customer base, predominantly in the financial services sector. It sells beyond the core EA team to a broad business-oriented audience, and it has a sound understanding of the impact of digital business disruption and related transformational challenges confronting EA. Mega reported its revenue for fiscal 2013 at $50.1 million.²

Strengths

- The Mega suite enables enterprise stakeholder collaboration that links business outcomes with transformational initiatives and risks, equipping customers to manage information that provides business value across the full spectrum of enterprise stakeholders.

- Mega continues to differentiate itself by enhancing the integration of EA and GRC in its Web-based Holistic Operational Excellence (Hopex) platform, and by improving product suite module capabilities in business and information architecture, IT portfolio management, and enterprise GRC. The platform enables organizations to use assessments, campaigns and surveys, and to base business and technology decisions on business performance results expressed by a variety of stakeholders.

- Mega consistently integrates industry best practices in many aspects of its product offering. Improved Hopex functionality includes collaboration, productivity, personalization, Web diagramming, dashboards and reporting capabilities for planning and investment decision making.

Cautions

- Mega sees a growing correlation between EA maturity and holistic GRC programs and business value, and it is investing in the continued integration of EA and GRC to differentiate itself and drive growth. Customers considering Mega must engage with the company and seek clarity about its product development road map beyond the EA and GRC capabilities in the current release.

- Mega has yet to forge official strategic partnerships with large management and IT consulting firms. It relies predominantly on its own marketing efforts and distribution channel (including fully owned subsidiaries, its consulting group and a network of certified distributors and sales partners) to reach and service its customers. Customers considering Mega need to understand how much consulting and support they will require and whether or not Mega has the capacity to deliver in their respective geographical locations.

- Mega is an established, innovative and well-run organization with a strong management team and excellent resources in many key roles. Its large and stable installed base, the depth and breadth of its technology, and its strategy for retaining key resources and providing recognition and incentives make it a potential candidate for acquisition.
OpenText

OpenText (www.bps.opentext.com) offers OpenText ProVision for Enterprise Architecture. OpenText acquired Metastorm in 2011 and has repositioned ProVision as a strategic offering in the business process analysis (BPA), EA and business architecture space within its business process management (BPM) business unit. OpenText’s reported revenue for fiscal 2013 was $1.36 billion. The company does not provide revenue details pertaining or relating to EA tools.

Strengths

- OpenText continues to position ProVision as a strategic tool for organizations to approach their enterprise information management strategy, helping to connect enterprise content management, BPM and customer experience management.
- The ProVision product is positioned, from an EA perspective, primarily as a business architecture tool for delivering business transformations, such as large ERP implementations, acquisitions and process excellence initiatives. Organizations interested in business transformation with a strong business architecture focus should consider ProVision.

Cautions

- Customers considering ProVision should be mindful of their EA tool requirements, given the level of support that OpenText provides to BPM and BPA integration with ProVision.
- OpenText continues to distance the product from the EA discipline and focus it primarily on business transformation capabilities. Customers also report that OpenText is investing minimally in new EA-specific capabilities and functions. New customers are strongly encouraged to provide specific use cases to determine whether the product can meet their total business-outcome-driven EA needs.
- OpenText seeks to leverage its strategic partnerships with SAP to enable greater penetration of ProVision into the SAP ecosystem. Customers considering OpenText for use with SAP should be mindful of SAP’s renewed strategic interest and investment in the PowerDesigner product, specifically regarding which capabilities might be provided directly by SAP and how the two will connect.

QPR Software

QPR Software (http://www.qpr.com) offers QPR EnterpriseArchitect. QPR Software is a software development and consulting service company specializing in BPM, EA and performance management. It extends its global reach through a network of value-added resellers (VARs) for software products, along with a network of consulting partners in over 50 countries. QPR’s reported revenue for fiscal 2013 was $11.5 million. The company does not provide revenue details pertaining or relating to EA tools.
Strengths

■ QPR positions EnterpriseArchitect as a strategic modular-based tool, offering out-of-the-box support to stakeholders involved in the organization’s operational development. It utilizes a single design environment with a collaborative, Web-based end-user interface to holistically link and manage all EA viewpoints so that users can identify the effects of change and evaluate business impact.

■ QPR EnterpriseArchitect provides enterprise stakeholders with collaborative capabilities to link business models to capabilities, and capabilities to projects, with scenario planning, business continuity planning and simulation capabilities, enabling decision analysis for developing road maps.

Cautions

■ QPR and its partners operate on a "consulting sales first" or "software product sales first" basis. In demanding international sales cases, QPR Software backs its partners with direct involvement. It has a case-specific pricing model based on EA, BPM and performance management modules with associated templates. Every offer is priced jointly with a VAR. Potential customers should understand how QPR Software derives its pricing based on these parameters.

■ QPR’s EnterpriseArchitect interfaces with Microsoft, SAP and salesforce.com. Its support for integrating with configuration management database (CMDB), PPM, application portfolio management (APM) and GRC tools is limited.

■ QPR EnterpriseArchitect provides quick-start, customizable, preconfigured templates and support for particular modeling methods. Customers purchasing QPR EnterpriseArchitect should balance the use of the tool’s out-of-the-box capabilities with the need to self-configure, given that every business is different.

QualiWare

QualiWare (www.qualiware.com) offers the QualiWare product suite. QualiWare is expanding its global reach by adding a new pay-per-use cloud-based service and leveraging market vertical partners to target industries that require solutions for specific domains, such as oil and gas, finance, and life sciences/healthcare. QualiWare reported its revenue for fiscal 2013 at $19.7 million.2

Strengths

■ QualiWare is executing on its redefined product positioning, marketing and partner strategies. It has improved its support for global partners and customers by establishing subsidiaries (“powerhouses”) at select regional hubs, supported by a new global "Center of Excellence."

■ QualiWare continues to address the demands of the marketplace by investing in the collaborative and decision analysis capabilities of its product suite. It has added new capabilities and improved functionality based on its understanding of the marketplace in areas such as metadata, APM, GRC, big data and gamification.
Cautions

- The QualiWare product suite is large and complex, as QualiWare has added new product modules in response to market trends and customer demands. Customers considering purchasing QualiWare must ensure they receive the right product mix of features at a cost that delivers value.

- QualiWare's new Center of Excellence works closely with global partners. A component of this strategy specifies what is delivered by the partner and what is delivered by QualiWare. Customers considering QualiWare should be aware of the potential for incongruent approaches or turf battles with this new go-to-market strategy.

SAP

SAP is a global multinational with many leading products in business applications, software infrastructure and middleware (see "Vendor Rating: SAP"). SAP’s EA tool offering is SAP PowerDesigner. The company is renewing its strategic interest and investment in PowerDesigner, and it has expanded and improved the tool’s capabilities from what was a unique in-depth approach to data and information modeling to one that now supports all viewpoints of EA. SAP’s overall reported International Financial Reporting Standards (IFRS) revenue for fiscal 2013 was $23.2 billion. The company does not provide revenue details pertaining or relating to EA tools; PowerDesigner is one product within SAP’s software portfolio.

Strengths

- SAP uses an enterprise collaborative framework with a single federated repository to help understand and link the relationships between business processes, information, applications and technology.

- SAP’s internal EA group focuses on broadening the adoption of PowerDesigner, and its external SAP EA consultants ramp up the use of the product in their consulting engagements. PowerDesigner is now the standard delivery tool for the field services group at SAP for implementing business transformation projects.

- SAP seeks to widen its net and consolidate its position in the EA, BPM and BPA tool space, especially with Embarcadero Technologies having moved further into the data modeling space by acquiring ERwin from CA Technologies.

- The SAP PowerDesigner v.16 release series provides improved integration with other SAP upstream and downstream solutions (such as SAP NetWeaver BPM, SAP Solution Manager and Hana) and non-SAP technology. Improved capabilities support report writing, workflow management for collaboration, metadata import, and reverse engineering of databases to create current- and future-state architectures.
Cautions

- SAP continues its "SAP runs SAP" product development and marketing strategy, making PowerDesigner central to developing its own product lines. Clients using the Software AG Aris EA tool should note that SAP has implemented a plan to migrate Software AG Aris customers to PowerDesigner. Other vendors in this Magic Quadrant that could potentially be impacted by SAP’s strategy include, but are not limited to, OpenText, QPR Software and Sparx.

- SAP has a multiyear product development road map to improve PowerDesigner's capabilities and functions. Customers considering SAP PowerDesigner should keep in mind that not all the capabilities revealed by SAP to do business-outcome-driven EA are available today.

- SAP has incorporated PowerDesigner into its pricing, marketing and customer bundle program. Customers considering PowerDesigner should understand the ramifications of SAP’s cross-selling and upselling strategy on their total IT footprint, especially in large-scale deals involving other SAP upstream and downstream products.

- SAP has not revealed or demonstrated PowerDesigner’s future capabilities on the APM, PPM, and GRC fronts. Customers requiring this functionality will need to acquire SAP Solution Manager and, possibly, third-party products. While SAP PowerDesigner has an open API to integrate with non-SAP solutions, customers must be mindful that SAP does not have any strategic partnerships with third-party vendors at this time.

Software AG

Software AG offers Alfabet Enterprise Architecture Management Platform. Software AG is a global company with offices in over 70 countries. It is investing heavily in the expansion of its channel partner network, which currently includes 400 partners and 100 consulting companies. Software AG's reported non-IFRS revenue for fiscal year 2013 was €972.7 million. The company does not provide revenue details pertaining or relating to EA tools.

Strengths

- Software AG acquired alfabet in 2013 to develop a strategic product portfolio that addresses the transformation to a digital enterprise. It continues its "powering the digital enterprise" positioning and has integrated the Aris and Alfabet products via federated repositories to create a collaborative and comprehensive EA offering branded under the name "Alfabet Enterprise Architecture Management Platform."

- Software AG continues to execute against its digital enterprise product development road map, adding new capabilities and improved functionality across the Alfabet EA platform that supports capture and analysis of the EA context, planning of service products, policy management, workflow activities, a Web-based UI for interoperability with Aris, mobile devices and cross-browser support, reporting and visualization, and redesign of the underlying product architecture.

- Software AG is investing in cloud-based solutions, bundled as a suite of products available on private, hybrid and public clouds. It is increasing its market penetration by offering a
preconfigured SaaS solution, Portfolios Live, to reduce the barriers to entry for small and midsize companies.

- Software AG's worldwide customer support is available 24/7 and offered in 15 languages.

### Cautions

- Software AG demonstrated the interoperability of Alfabet and Aris to Gartner via use cases, as well as the value proposition of integrating of EA, BPA and GRC to support collaborative and coordinated business transformation efforts. However, new customers considering the Alfabet EA platform should be aware of Software AG's cross-selling and upselling strategies and must understand exactly what products they will need to purchase (Aris and/or Alfabet) — and existing customers must understand the required upgrade path — to deliver all aspects of business-outcome-driven EA.

- SAP has created an offering for existing SAP customers using Aris to migrate to SAP PowerDesigner. New and existing Software AG Aris customers should understand the ramifications of SAP’s strategy and engage with Software AG before purchasing or upgrading to later versions of Aris or the Alfabet EA platform.

- Some Software AG products, especially those involving large-scale enterprise implementations, can be challenging to use without the assistance of the company’s consulting practice. Potential customers should understand that large-scale enterprise implementations can be complex and will likely require consulting services, and should consider the cost and effort required.

### Sparx Systems

Sparx Systems ([www.sparxsystems.com](http://www.sparxsystems.com)) offers Enterprise Architect. The company focuses primarily on delivering modeling tools, working closely with standards bodies, VARs and large global consultancies to help deliver future specifications and architectural frameworks to customers. Sparx does not report revenue to the public. Gartner estimates its revenue for fiscal 2013 at $7.8 million based on a revenue-per-employee formula.

### Strengths

- Sparx has a unique offering in this Magic Quadrant as a vendor that provides a low-license-cost, highly extensible open-standards-based product available for download. Sparx has responded to market demand by delivering a product with broad EA capability and functionality that is commonly required by software engineers (requirement management and requirement engineering) for delivering new applications. Many customers have acquired the Sparx product for this reason, and they supplement it by integrating it with other tools needed for more strategic decision-making capabilities.

- Sparx has expanded its product offering, addressing the need for diversified user roles, by releasing suite-based editions of Enterprise Architect with extensive plug-ins that facilitate third-party-tool integration.
Cautions

- Sparx is an Australian company and, as a result, its technical support comes primarily from Australia. Therefore, response to a technical problem is usually provided by email, and it may take several rounds of emails to resolve the problem if it is a complex one.

- Sparx Systems has a limited number of sister companies in several regions of the world, and it primarily focuses on training partners to help its user base understand how to use the product. Potential customers should ensure there is sufficient training support available in their regions.

Troux

Troux (www.troux.com) offers Troux Enterprise Portfolio Management Suite. Troux continues to position its offering under the banner of "enterprise portfolio management," designed to get a broad spectrum of enterprise stakeholders, including business stakeholders, to use the information in the tool for analytical and decision-making purposes. Troux reported its revenue for fiscal 2013 in the $30 million to $40 million range.

Strengths

- Troux has been successful; sales have increased across North America and Europe, and in new markets in the Asia/Pacific region, Latin America, the Middle East, Africa, and the Nordic region.

- Troux has responded to market demand by providing comprehensive out-of-the-box functionality, with preconfigured UIs that support "capability-based transformation," standards governance, application portfolio management, information and solution architecture management, and IT investment management. Troux Insight, introduced in 2013, provides enterprise architects and other roles with powerful, real-time ad hoc analysis and data visualization capabilities.

- Troux has developed strong relationships with global management and IT consultancies, system integrators, technology vendors and outsourcers. Additionally, it has expanded its packaged integrations with best-of breed-modeling, PPM, CMDB, IT investment and other vendors that deliver complementary capabilities to its product suite.

- Troux continues to respond to customer demands by investing in partner channel development, usability and UI design, development methodology, governance, and its global sales operations. Revenue from its SaaS offering, which provides a lower-cost entry point for nascent EA teams, continues to grow rapidly.

Cautions

- Customers should be aware that Troux uses the term "enterprise portfolio management" instead of "enterprise architecture" to attract a target market that extends beyond traditional enterprise architects.
Troux has strengthened its ability to deliver an integrated, complete product to the market, taking a stronger portfolio analysis approach to doing EA. However, it needs to provide insight into its plans to improve its product suite and add new capabilities and functions.

Troux is venture-capital-owned. Its thought leadership in the EA discipline, consistent leadership in the EA tool market, attractive product capabilities, stable installed base and growing global presence make it either a potential acquisition target or a candidate to initiate a financial roll-up by acquiring smaller companies with complementary technologies.

Vendors Added and 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’s appearance 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. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

Added
QPR Software

Dropped
iteratec: This company is active in the marketplace but was dropped as a result of not meeting the inclusion criteria for having an active market presence (subsidiary or official partner) in North America, Europe and the Asia/Pacific region — specifically, iteratec does not have an active market presence (office or official partner) in the Asia/Pacific region. Readers operating solely within the German-language region (Germany, Austria and Switzerland) and outside of Asia/Pacific region may wish to continue to consider iteratec in the future.

Inclusion and Exclusion Criteria

To be included in this Magic Quadrant, vendors must:

- Have tools that are positioned to address the Gartner-defined EA tool marketplace and possess the critical capabilities described in the Market Definition/Description section.
- Have active customer production deployments in at least two vertical industries.
- Have an active market presence (subsidiary or official partner) in North America, Europe and the Asia/Pacific region.
- Have active customers in production for at least two of the three regions mentioned above.
Enable Gartner to acquire survey data from at least three users/customers — not necessarily provided by the vendor (during the customer survey period executed as part of the Magic Quadrant research process) — that demonstrate that the tool meets these criteria.

Have a substantial presence in this market. This will be determined by the number of active user licenses and the vendor’s client references that are: (1) using a current release of the product in production; and (2) using the product to do EA as described in Gartner’s definition of the EA tool market.

Evaluation Criteria

Ability to Execute

Vendors are evaluated on their ability to execute — the ability to compete effectively, impact revenue to a positive degree, and deliver solutions to clients that create vendor-client win-win relationships.

Here are the Ability to Execute criteria:

- **Product/Service:** This includes the core products/services offered by the vendors that compete in this market. We looked in detail at 11 aspects of a vendor’s EA product suite:
  - Repository/metamodel
  - Modeling
  - Decision analysis
  - Presentation
  - Administration
  - Configurability
  - Frameworks and standards
  - Technical
  - Interfaces
  - Usability
  - Differentiators

- **Overall Viability:** An assessment of the vendor’s financial health, the strength of its customer base and its presence in the market. For large vendors (IBM, OpenText, SAP and Software AG), we also evaluated the relevant business units and the likelihood that the vendors will continue to invest in and sell their products.
- **Sales Execution/Pricing:** The overall effectiveness of the sales channels and product pricing, including the cost of training and consulting.

- **Market Responsiveness/Record:** The ability to respond to changes in the market as customer needs evolve and market dynamics change, recognizing the vendor’s history of responsiveness.

- **Marketing Execution:** The effectiveness of programs that communicate the organization’s message to the market to increase awareness of its products, and to establish a positive identification with the product or brand and the organization among buyers.

- **Customer Experience:** The customer’s experience with the vendor and its products.

- **Operations:** The organization’s ability to meet its goals and commitments, including the vendor’s technical support, training and consulting operations (see Table 1).

### Table 1. Ability to Execute Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Product or Service</td>
<td>High</td>
</tr>
<tr>
<td>Overall Viability</td>
<td>High</td>
</tr>
<tr>
<td>Sales Execution/Pricing</td>
<td>Medium</td>
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<tr>
<td>Market Responsiveness/Record</td>
<td>Medium</td>
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<tr>
<td>Marketing Execution</td>
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<tr>
<td>Customer Experience</td>
<td>High</td>
</tr>
<tr>
<td>Operations</td>
<td>Medium</td>
</tr>
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</table>

Source: Gartner (September 2014)

### Completeness of Vision

Vendors are also evaluated on their Completeness of Vision — their ability to articulate logical statements about current and future market direction, innovation, customer needs and competitive forces; how consistently they map their strategies and plans to their stated vision; and the practicality of that vision. Ultimately, vendors are rated on their understanding of market forces and their plans to exploit the market.

Here are the weighted Completeness of Vision criteria:

- **Market Understanding:** The ability to understand and accurately forecast buyers’ needs in the EA environment and to translate those needs into products and services.
- **Marketing Strategy:** A clear, differentiated set of messages communicated consistently throughout the organization and externalized through the website, advertising, customer programs and positioning statements, consistent with the market understanding.

- **Sales Strategy:** The strategy that uses the appropriate network of direct and indirect sales channels, coupled with marketing, service and communication affiliates that extend the scope and depth of market reach for selling products and services.

- **Offering (Product) Strategy:** A vendor’s approach to product development and delivery that emphasizes differentiation, functionality, methodology and features as they map to users' requirements.

- **Business Model:** The soundness and logic of a 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 industries.

- **Innovation:** The direct, related, complementary and synergistic allocation of resources, expertise or capital for investment, consolidation, or 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 its "home" region directly — or through partners, channels and subsidiaries — as appropriate for those geographies and markets (see Table 2).

### Table 2. Completeness of Vision Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Understanding</td>
<td>High</td>
</tr>
<tr>
<td>Marketing Strategy</td>
<td>Medium</td>
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<tr>
<td>Sales Strategy</td>
<td>Medium</td>
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<tr>
<td>Offering (Product) Strategy</td>
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<td>Business Model</td>
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<td>Innovation</td>
<td>High</td>
</tr>
<tr>
<td>Geographic Strategy</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Source: Gartner (September 2014)
Quadrant Descriptions

Leaders

Leaders provide mature offerings that meet market demand, and they demonstrate the vision necessary to sustain their market position as requirements evolve. The hallmark of Leaders is that they focus on and invest in their offerings to the point that they lead the market and can affect its overall direction. As a result, Leaders can become the vendors to watch as you try to understand how new offerings might evolve. Leaders typically possess a large, satisfied customer base (relative to the size of the market) and enjoy high visibility within the market. Their size and financial strength enable them to remain viable in a challenging economy. Leaders typically respond to a wide market audience by supporting broad market requirements. However, they may fail to meet the specific needs of vertical markets or other more specialized segments.

In this Magic Quadrant, the Leaders have a broad range of capabilities to support EA, combined with the ability to deliver these capabilities to a diverse group of stakeholders. Although each of the Leaders has different strengths, they all provide good capabilities to assist the EA mission to translate business vision and strategy into effective enterprise change. In addition, they have a clear vision of the direction and maturation of the EA discipline.

Challengers

Challengers have a strong ability to execute but may not have a plan that will maintain a strong value proposition for new customers. Although Challengers typically have significant size and financial resources, they may lack a strong vision, innovative ideas/plans or overall understanding of market needs. In some cases, Challengers may offer products nearing the end of their lives that dominate a large, but shrinking, segment. Challengers can become Leaders if their vision develops. Large companies may fluctuate between the Challengers and Leaders quadrants as their product cycles and market needs shift.

Visionaries

These vendors have shown a thorough understanding of the necessary attributes required in the new definition of the EA tool marketplace. Visionaries align with Gartner’s view of how a market will evolve, but they have fewer proven capabilities to deliver against that vision. They may reflect a competitive strategy for a smaller vendor — such as selling an innovation ahead of mainstream demand — or a larger vendor trying to break out of a rut or differentiate itself. For vendors and customers, Visionaries fall into the higher-risk/higher-reward category. They often introduce new technology, services or business models, and may need to build financial strength, service and support, as well as sales and distribution channels. Visionaries may become Challengers or Leaders, depending on whether companies accept the new technology, or whether the vendors can develop partnerships that complement their strengths. Visionaries sometimes are attractive acquisition targets for Leaders or Challengers.
Niche Players

Vendors in the Niche Players quadrant tend to have strengths in numerous aspects of EA, but may be relatively deficient in functional breadth, global presence, industry breadth or market focus. However, they may also have expertise in a particular niche market, which actually makes them the vendors of choice for that market. Niche Players do well in a segment of a market, or they have a limited ability to innovate or outperform other vendors. This may be because they focus on a functionality or geographic region, or because they are new entrants to the market. Alternatively, they may be struggling to remain relevant in a market that is moving away from them. Niche Players may have reasonably broad functionality, but with limited implementation and support capabilities, and relatively limited customer bases. They have not yet established a strong vision for their offerings. A Niche Player may be a perfect fit for your requirements. However, if the vendor goes against the direction of the market — even if you like what it offers — then it may be a risky choice, because its long-term viability will be threatened.

Context

To provide value to organizations, the discipline of EA must help facilitate the formulation and articulation of business strategy, translating business strategy into an operating model that enables desired future-state business capabilities that deliver targeted business outcomes.

The EA tool market continues to incrementally evolve as EA teams, CIOs and tool providers grapple with unique challenges. For EA teams, these challenges include the growing need to:

- Present analyses, recommendations and scenarios to multiple enterprise stakeholders that require different levels of detail and context setting
- Support their analyses and recommendations with increasingly sophisticated forms of decision analysis
- Run and test a range of possible scenarios that describe alternative investment plans

Chief architects and CIOs face the additional challenge of demonstrating the business value that EA efforts provide. EA tool providers are challenged to respond to a dynamic market that supports enterprise architects in their effort to show results by delivering targeted business outcomes.

Analysis of Gartner client feedback leads us to conclude that end users acquire EA tools for three primary reasons:

- **Maturing the EA program:** Most EA teams start out with simple tools, such as Microsoft Word and Excel, but as the EA program matures, they seek to acquire EA tools to capture and support an increasing number of artifacts.
- **Understanding the IT environment:** Often, young EA programs within organizations want to acquire a tool to document and map the complexity of their IT environments, seeking ways to leverage a tool to address rationalization and cost optimization issues via application portfolio management.
Analysis and decision support: Enterprise architects increasingly require EA tools not only to capture artifacts, but also to enable strategic decision making and provide stakeholders with information such as impact analysis, scenario planning, system planning, risk and compliance impact, and financial assessment and impact.

The tools employed by EA practitioners and initiatives cannot be focused on the creation or management of artifacts alone. When EA tools are used effectively, they provide an enterprise with the ability to understand cost-saving and cost avoidance opportunities, identify the impact of new revenue opportunities, plan other business-IT transformations, or analyze the impact of business disruptions (including, but not limited to, technology). EA tools assist in understanding the risk and impact of changing business requirements or mergers and acquisitions across the four EA viewpoints (business, information, technology and solutions). The complexity of creating, maintaining and consuming such information is dependent on the abilities, desires and needs of the business to manage current- and future-state investments.

EA practitioners who contribute to business outcomes must create diagnostic, actionable and measurable deliverables, as well as operational and enabling deliverables (see "EA Stage Planning: Frame EA Deliverables"). EA tools provide some of the diagnostic deliverables (decision analysis) and actionable deliverables (road maps) to enable the organization to realize business change.

A Magic Quadrant reflects a vendor’s position, relative to its peers — the scoring and weighting that have been performed by analysts. Gartner recommends that clients:

- Review the Magic Quadrant research to help narrow the list of the technology providers most likely to meet the organization’s requirements.
- Use associated Gartner Recommended Reading that discusses EA tools and the selection process.
- Select a vendor/product on the basis of use cases and capabilities that meet their functional and nonfunctional requirements.

This Magic Quadrant describes a diverse market, but EA teams must consider that the best vendor for a given organization might be outside the Leaders quadrant. Niche problems may require niche solutions. When selecting an EA tool, organizations should consider a range of criteria and weight them according to their current and future needs. Organizations should also consider the viability of their preferred vendors. Additionally, organizations should ensure that there is adequate support for a given tool in their geographic region.

Market Overview

The discipline of EA is changing rapidly to meet disruptive trends confronting business — and EA tool vendors are adapting their offerings to keep pace. Leading EA practitioners are doing business-outcome-driven EA — a practical approach to supporting EA that starts and ends with targeted business outcomes (see Note 1) — and are becoming more empowered to drive enterprise change, deliver high-impact value and lead the business forward (see "CEO Resolutions for 2014 — Time to
Act on Digital Business”). Specifically, disruptive technology-based trends, such as digital business, the Nexus of Forces (social, mobile, big data and cloud), smart machines and 3D printing continue to have a profound impact on business and IT, and will have a major impact on the priorities for the EA discipline (see “Hype Cycle for Enterprise Architecture, 2014”).

Historically, many EA tool providers focused on the technical aspects of their product suites, such as the strength of their repository or the smoothness of their modeling tools. As the use of EA tools matured, organizations implemented analytical techniques (enabled through modeling) to closely match the analytical needs of enterprise architects. However, the functionality of tool capabilities has continued to expand, particularly in areas that enable EA tools to support an array of associated activities with high affinity to EA — including task management, GRC, communication and collaboration, and integrated IT portfolio analysis — while maintaining a common repository. Today, the focus is on delivering targeted business outcomes and on integrating all the viewpoints of EA.

Trends and Themes

The EA tool marketplace is composed of mainly small vendors, with 54% of providers reporting annual revenues of $50 million or less. Overall, the EA tool market has shown little change in the past year, with a few marked exceptions.

In this year’s Magic Quadrant, we have observed steady improvements in vendor offerings, and some key changes in support of these new directions in EA. In addition, the overall market is improving its strategy to deliver business outcomes, as demonstrated by the many inquiries Gartner receives from clients on this topic.

As a result, many of the vendor dots in this year’s Magic Quadrant have shifted upward (representing improved ability to execute) and to the right (representing improved vision) since last year, as EA tool vendors continue to develop and enhance their product offerings to align with Gartner’s view of business-outcome-driven EA.

Vendors are focusing on how EA tools deliver targeted business outcomes to their customers. Key enhancements in this regard include a greater focus on enterprise business and information architectures, as well as enhanced organizational stakeholder collaboration capabilities that facilitate strategic decision making.

The addition of more support for business architecture was particularly notable in our evaluation of the products and reference clients of the 14 vendors evaluated for this report, 13 of whom are included in the final analysis. Vendors tend to highlight business architecture in their discussions with Gartner, and they have built out their toolsets with more features intended to support it, such as business capability modeling features. Interestingly, the vendors often seem to be ahead of their clients in this regard, as many of the customer references continue to use these tools to support a more basic EA approach, with a focus on more traditional aspects, such application portfolio management, rather than a true business-outcome-driven EA approach.

Some vendors continue to distance themselves from the terminology of EA. They concentrate on delivering solutions for operational excellence or enterprise portfolio management, or state that they now focus on business architecture. EA, by any other name, is still the same discipline it was, and
business architecture has always been an integral part of that discipline. While the discipline has always been focused on delivering business outcomes, many EA practitioners have forgotten that purpose (see "EA Stage Planning: Target Business Outcomes" and "Define the Business Outcome Statement to Guide Enterprise Architecture Efforts").

The product development road maps for the 13 vendors featured in this year’s Magic Quadrant for EA tools reveal an increasing focus on capabilities to improve the collaborative side of doing EA. Some vendors in the market are investing up to 20% of their revenues on developing capabilities in this area, and many vendors are now pitching them directly to business leaders as part of their marketing and sales strategy. The goal is to help to extend communication to enable strategic decision making beyond the kernel of the EA team and the IT organization, to support broader collaboration that includes more business stakeholders.

One challenge, however, is that beyond these focused efforts and features in business architecture and collaboration, Gartner does not see most of these vendors investing as heavily in other aspects or components important to business-outcome-driven EA. These vendors could also do more to help support the creation of actionable, signature-ready EA deliverables that focus on enabling business and IT leaders to make investment decisions that balance and prioritize current operational demands, disruptions and opportunities with the longer-term strategic vision of the organization.

Based on vendor briefings, questionnaires and use case demonstrations conducted for this Magic Quadrant, we identified several other trends and themes related to the EA tool market in the following areas:

- **Federated databases:** Most of these vendors are moving to a federated database approach, in which the central EA repository can draw from heterogeneous sources of content and data. This enables data to be highly configurable and flexibly structured, and also helps EA planning for a federated organization. Examples include IBM’s Jazz platform, which federates data across independent databases using Internet protocols. In addition, all Software AG products and modules (including Aris and the recently acquired Alfabet) now share a common database, linked via a new federated database/repository.

- **University influence:** We are seeing more EA vendors strengthen ties or partner with academic institutions. Many are turning to universities to help them define a future product set, research and develop new capabilities and functions, and include them in their EA tools. This is also a low-cost way of doing R&D, especially since many of the players in this market are small companies.

- **Reference model focus:** Following the lead of many large EA consultancies — which value time to market and the use of EA reference models to jump-start client EA engagements — EA tool vendors are increasing their focus on the use of reference models, as well. Many of the tool providers are partnering with consultancies or organizations such as APQC and TM Forum Frameworx to bring those partners’ reference models into their EA toolkits as part of their offerings. One potential problem is that the same reference model cannot be leveraged too
many times before it impacts clients' competitive advantage. Companies need to use the reference model as a starting point, but also customize to sustain competitive advantage.

- **Related disciplines extension/augmentation:** Most vendors in this market have been busy extending their EA offerings with capabilities in areas closely related to EA. For example, some vendors, such as Mega and Software AG, are focusing heavily on adding more GRC capabilities to their EA tools. Other key disciplines and technologies that have been a focus for extending EA tool functionality include business process management, enterprise performance management, requirements management, simulation, strategic planning, service management and business intelligence.

- **Software as a service (SaaS):** Another trend we're seeing among EA tool vendors is that many are launching tools or increasing the capabilities of their SaaS offerings, in an effort to reduce the barriers to entry for small-to-midsize companies, and to grow their global footprint and revenues. Examples include Atoll, BiZZdesign, Mega, QualiWare, Software AG and Troux.

- **Dedicated offices and specialized offerings for government:** Vendors such as Software AG, Mega and Troux have set up dedicated sales offices devoted to selling EA tools specifically to the U.S. federal government. Factors driving this approach include the fact that government institutions tend to have long sales cycles and require specialized solutions.

- **Frameworks:** All the vendors we evaluated in this market are heavily involved with the Open Group and its TOGAF framework. Although most support multiple frameworks, they tended to stress TOGAF both in their discussions with Gartner and their marketing and sales pitches to clients. This isn’t a bad thing in itself, as TOGAF can be very useful and beneficial if clients are careful to rightsize and customize it to their own needs. However, Gartner sees a need or caution in this area, since frameworks like TOGAF focus heavily on process, and process should not be the starting point of an EA initiative. Rather, clients should focus first and foremost on the business outcomes they are helping to achieve. The "what" of EA needs to come from business outcomes, while only the "how" of doing EA should leverage a framework.

- **Application portfolio management and project portfolio management:** Gartner finds that both are becoming more important and influential in the investment decision-making process. However, without the full EA perspective to support their functionality, those recommendations are limited. At the same time, enterprise architects should be ready to accommodate those decisions if they deviate from the strategic road maps that EA produces, and must be ready to reflect these new decisions in their road maps at a moment’s notice.

**Future Focus Areas for EA Tools**

EA tool vendors have generally done a good job of advancing and enhancing their tools within the scope of today’s EA needs — specifically, for EA planning that addresses the internal organization (“inside out” architecture) and is focused on a low to moderate rate of change. However, Gartner believes that this scope will expand over the next 10 years, posing new challenges for vendors.

We expect that over half of organizations using EA a decade from today will be using it in support of rapid change, as well as a much larger focus on "outside in" and "outside out" organizational planning. From now onward, the key question will be whether EA tool vendors will be able to build
tools that will be able to accommodate and support EA that supports both rapid change and a scope that extends beyond the four walls of the enterprise. Gartner believes that the vendors that can meet this challenge will be best positioned for success.

Acquisitions

There have been no new EA tool vendor acquisitions among the vendors covered in this Magic Quadrant since the last update (in October 2013). A partial explanation follows.

Privately Owned Companies

Many of the vendors covered in this Magic Quadrant (such as BiZZdesign, Casewise, QualiWare and Sparx) are small, privately owned companies with limited "war chests" and/or means to borrow to finance acquisitions. They are typically growing organically — investing up to 20% of their revenues in R&D and growing their annual revenues 20% to 35% on an annual basis. Additionally, many of these vendors have not necessarily found competitors with technologies that complement or augment their product offerings.

Venture-Capital-Funded Companies

Some of the larger and more established vendors in this Magic Quadrant (such as Mega and Troux), are venture-capital and/or owner-management-owned. They have strong management teams, solid product offerings with stable earnings, and good growth prospects. This makes them potential acquisition targets, or candidates likely to initiate financial roll-ups by acquiring smaller companies with complementary technologies.

Publicly Listed Companies

Many of the larger publicly traded vendors in this Magic Quadrant (such as IBM, OpenText, SAP and Software AG) have already made acquisitions in recent years (such as EA tool vendors and/or vendors in related disciplines). These acquisitions were made to develop a strategic product portfolio — making EA central to their overall product mix. Many of these vendors are renewing their strategic interest and focus on their EA tools, and/or focused on executing against a multiyear product strategy to widen their nets and consolidate their positions in the EA tool and EA-related tool space.

Gartner clients should speak with a Gartner analyst to find out the current status of a vendor if they are concerned about possible acquisitions, mergers or other issues.

Several vendors mentioned in this Magic Quadrant also participate in other markets. Here is a summary of the EA tool vendors that participate in other Magic Quadrants:

- **Enterprise GRC platforms**: Mega, IBM, SAP and Software AG (see "Magic Quadrant for Enterprise Governance, Risk and Compliance Platforms")
- **BPA tools**: Casewise, IBM, Mega, OpenText, Software AG and Sparx Systems
- **Intelligent business process management suites**: IBM, Software AG and OpenText (see "Magic Quadrant for Intelligent Business Process Management Suites")

- **Integrated IT portfolio analysis**: Software AG (see "Magic Quadrant for Integrated IT Portfolio Analysis Applications")

**Gartner Recommended Reading**

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

"Gartner Assessment of Enterprise Architecture Tool Capabilities, 2014"


"Toolkit: Use Cases for EA Tools That Deliver Business Value"

"Enterprise Architecture Tools Are Positioned to Deliver Business Value"

"How Gartner Evaluates Vendors and Markets in Magic Quadrants and MarketScopes"

**Evidence**

1 Extensive research based on the Gartner methodology approach was conducted on the EA tool marketplace to produce this Magic Quadrant. Information was acquired and analyzed for 14 vendors, including:

- Vendor-specific responses to all 15 evaluation criteria that define the Magic Quadrant
- Vendor-specific responses to 11 tool capabilities, including tool differentiators in this marketplace
- Vendor briefings
- Vendor presentation of tools that support two common use cases, which address the use of the tool in performing complex decision analysis and providing information back to key stakeholders about strategic road maps
- At least three customer responses per vendor to a survey, including 21 questions on their use and opinions of vendor tools
- Client inquiries and comments received by Gartner during the past year regarding any of the tools and the EA tool marketplace in general

2 Gartner has not verified the revenues of companies that are not publicly traded (or publicly listed).

3 Gartner estimated 2013 revenues for nondisclosing vendors using the following formula — 2013 Estimated Vendor Revenue for EA Tool Provider = Vendor Reported Total Full-Time Equivalent (FTE) Head Count multiplied (X) by $200,000 Revenue per Employee.
4 During the past year, Gartner conducted 161 inquiries with Gartner clients about their challenges needing EA tool support, EA tool usage and functionality. Gartner conducted more than 60 face-to-face discussions with clients and vendors. These client inquiries represented a broad cross section of organizations of every size worldwide. Gartner had more than 14 in-depth briefings with EA vendors.

Note 1 Business-Outcome-Driven EA

Business-outcome-driven EA is a practical approach to supporting EA that starts and ends with a focus on delivering signature-ready recommendations to business and IT leaders for adjusting policies and projects to achieve target business outcomes, based on the business direction that capitalizes on relevant business disruptions (see "EA Practitioners Must Focus on Outcome-Oriented Deliverables," "Define the Business Outcome Statement to Guide Enterprise Architecture Efforts" and "Stage Planning a Business-Outcome-Driven Enterprise Architecture"). By putting business direction (strategy and operations), disruptions (opportunities and risks) and outcomes first in developing EA signature-ready guidance and actions, chief enterprise architects will become empowered to drive enterprise change, deliver high-impact value and lead the business forward in a competitive environment (see "Enterprise Architecture Leaders Focus on Business Impact").

Evaluation Criteria Definitions

**Ability to Execute**

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

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

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

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

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

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

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

**Completeness of Vision**

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

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

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

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

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