

# Magic Quadrant for Enterprise Architecture Tools

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EA tools must bring business value by integrating, analyzing and communicating structured and unstructured information about a wide range of aspects of the organization. This information must be authoritative, auditable and meaningful for all stakeholders in the organization.

## What You Need to Know

The enterprise architecture (EA) tool market is evolving 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 stakeholders who 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. Also, EA tool providers, for their part, are challenged to respond to a dynamic market driven by recent merger and acquisition activity, such as SAP's acquisition of Sybase and OpenText's acquisition of Metastorm.

Against the backdrop of these market trends, this Magic Quadrant addresses the concerns of new, intermediate and advanced EA practitioners regarding the use of tools to support their EA programs. These concerns include the selection, adoption, implementation and subsequent use of the tools to support needs that are specific to EA, and often to support complementary efforts such as planning, compliance, business process management (BPM), data management and portfolio management.

A Magic Quadrant graphic reflects the **scoring and weighting** that has been performed by the analysts. In the case of this Magic Quadrant, it reflects the positioning of a **technology provider** and is not primarily an analysis of its product's functionality. Of the 15 evaluation criteria, only one actually relates to the product. The remaining 14 criteria evaluate the technology provider against the definition of the market, in this case the EA tool market. Gartner redefined this market in March

2011 in "Market Drives Gartner to Redefine the Enterprise Architecture Tool Marketplace." Gartner recommends that clients:

1. Select a **product** using use cases and capabilities that meet their functional and nonfunctional requirements.
2. Review the Magic Quadrant to determine the most suitable **technology provider** to meet the requirements of their organizations.

This Magic Quadrant describes a large and diverse market, but clients should 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. Given the global economic uncertainty, organizations should consider the viability of their preferred vendors. Additionally, organizations should ensure that there is adequate support for a given tool in their geographical region.

In 2011, our focus on reviewing products has remained on those capabilities that support and assist an EA team in its day-to-day activities. Some of these activities include modeling, future-state analysis, road mapping, presentational aids, dashboard analysis and scenario planning.

The tool capabilities measured in this Magic Quadrant are:

- Repository/metamodel
- Modeling
- Decision analysis
- Presentation
- Administration
- Configurability
- Frameworks and standards
- Technical
- Interfaces
- Usability

Sixteen vendors in this marketplace were evaluated against the following input:

- A vendor's specific responses to all 15 evaluation criteria that define the Magic Quadrant
- A vendor's specific responses to 10 tool capabilities
- A vendor's differentiator in this marketplace
- A vendor's presentation of its tools in support of a common use case, which address the use of the tool in presenting to various stakeholder groups

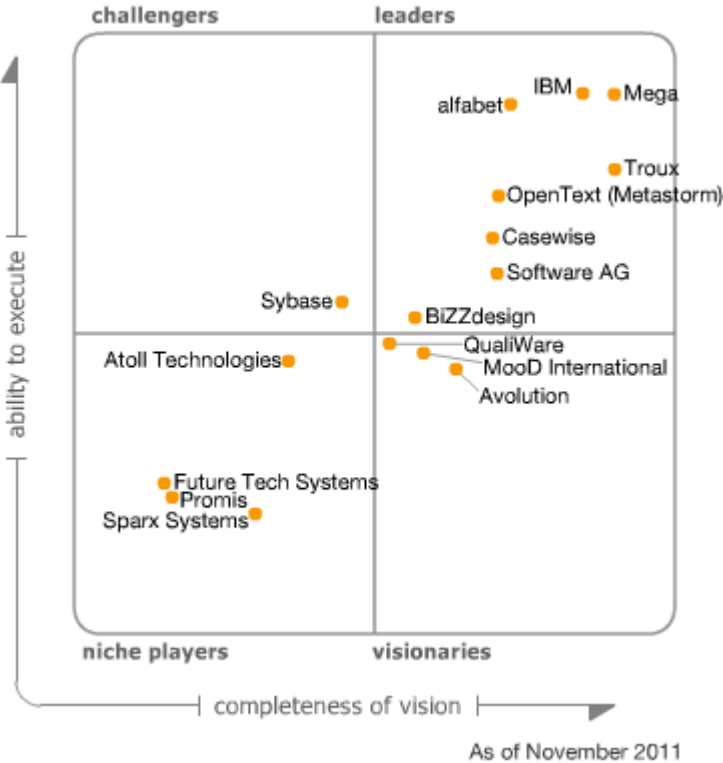
- Vendor reference customers' responses to more than 17 questions on their use and opinions of vendor tools
- Any client inquiries/comments received by Gartner during the past year regarding any of the tools

The variation in questions (and the associated changes in weighting) from last year has resulted in a graphical representation that, in Gartner's view, more accurately reflects the vendor's position in the marketplace, as defined in Gartner's current research.

Clients should pay particular attention to the strengths and cautions analysis of each vendor, because placement on the Magic Quadrant graphic is not an indicator of attractiveness to the needs of a particular EA practice, nor does it resolve the challenges of new, intermediate or advanced practitioners (see Figure 1).

### Magic Quadrant

Figure 1. Magic Quadrant for Enterprise Architecture Tools



Source: Gartner (November 2011)

## Market Overview

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This Magic Quadrant is notable because there is a wide spread of vendors across all four quadrants, but primarily in the Leaders and Niche Players quadrants. This is a reflection of the spread of functionality provided by vendors and their business models. We are also seeing a spread of vendors from mature and functionally rich through to shareware modeling tools. This reflects the requirements of EA tools at various stages of tool maturity, as stated in "Critical Factors for Selecting, Purchasing, Deploying and Evolving EA Tools: What You Don't Know Can Hurt You."

### New Demands for EA Tools and Vendor Responses

With the global economic upheaval continuing throughout 2011, the adoption of EA tools has reflected the need to provide better management, analysis and communication capabilities to demonstrate the value EA brings to an organization. The chief architect and EA team are not the only stakeholders benefiting from an EA tool. EA tool vendors have responded to this demand, and most of the vendors have reported continued revenue growth in the past year. Product revenue for vendors in this market typically ranges between \$10 million and \$25 million.

### Additional Focus Areas for EA Tools

Historically, many of the EA tools started with the ability to do modeling. As the use of EA tools matured in organizations, analytical techniques (enabled through modeling) were implemented to closely match the analytical needs of enterprise architects. However, the functionality of tool capabilities has continued to increase, particularly in areas that enable EA tools to support a range of associated activities (such as task management; governance, risk and compliance [GRC]; communication and collaboration) while maintaining a common repository. Many vendors mentioned in this Magic Quadrant are also competing in other markets, such as business process analysis (BPA) and risk and compliance.

Here is a summary of the vendors that participate in other Magic Quadrants:

- Enterprise GRC platforms: Mega and Software AG
- BPA tools: Casewise, IBM, Mega, Metastorm, Mood International (Salamander), Software AG and Sparx Systems
- Operational risk management software for financial services: Mega
- IT portfolio management: alfabet

### Other Offerings — Open Source and Shareware

"Disruptive innovators" (such as low-end offerings and open source) are also a consideration — especially as the current technology providers increase their functionality. There are now a few open-source or low-cost offerings for EA support. We are seeing Gartner clients using these low-cost options in the following ways:

- As an introduction to the aspects of managing a repository-based solution in their organizations.
- As a repository to hold and manage the EA artifacts — that is, presentations and basic models.
- As an **additional** tool that offers basic modeling capabilities to a large organization. With minimal or no licensing costs, these tools can be inexpensively deployed in an organization. The models are then exported and imported into the mature EA tool for analysis, planning and decision making.

This disruption in the marketplace is growing, which is why Gartner released research in July 2011 that considered the impact these tools may be having on existing tool vendors (see "Repository-Based Tools and the Open-Source Threat").

Low-end or no-cost offerings with minimal functionality often supplant high-end comprehensive offerings over time due to the increased complexity, which is added as vendors attempt to differentiate their products from their competition. This differentiation comes at a cost to the vendor. Increased functionality and complexity can result in a higher learning curve for the customer. They also result in an increased price for the product. This opens up the market for new products that focus on specific areas of functionality (for example, modeling or presentation), and these new products can enter the market at a lower cost. Gartner has seen this happen with open-source products starting to enter this marketplace. For the vendor, this is referred to as "the innovator's dilemma."<sup>1</sup>

See the Inclusion and Exclusion Criteria section for an explanation as to why open-source and shareware offerings are not included in this analysis.

### Honorable Mention

Iteratec is a vendor to watch in the EA tool space. Primarily a consulting firm focusing on Germany, Austria and Switzerland, it provides its product, iteraplan, free of charge from its website. Its focus is collaborative EA, and, in giving away the product freely, iteratec allows its users to benefit from the tool at an early stage of EA maturity. Iteratec also provides an enterprise version of iteraplan that includes maintenance and consulting services, which help maturing EA practices deliver their value proposition. Iteratec recently expanded its presence in North America through the use of EA consulting partners. This business model reflects "Repository-Based Tools and the Open-Source Threat."

### Mergers and Acquisitions

In February 2011, OpenText acquired Metastorm. The resultant company is continuing in the EA tool space, and we can expect to see tighter integration between these two companies in the near future. 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.

## Market Definition/Description

Gartner redefined this market in March 2011 in "Market Drives Gartner to Redefine the Enterprise Architecture Tool Marketplace." The six input data points received by Gartner for this Magic Quadrant (listed in the What You Need to Know section) were aligned with this research, and the vendors were placed accordingly into the Magic Quadrant graphic.

In the Vendor Strengths and Cautions section of this Magic Quadrant, we have not attempted to mention all strengths and cautions for each vendor. Rather, the purpose of the comments is to provide guidance on the most salient, distinguishing points for each vendor.

The minimum requirements of an EA tool are:

- Having the ability to create or import models and artifacts
- Having the ability to present repository information to support a variety of stakeholder needs, such as displaying it graphically and textually, as well as providing it in executable forms that are pertinent to the reader
- Having a robust yet flexible repository, as well as metamodels that support often-changing relationships among objects within and between various viewpoints or architectures; in addition, capturing temporal relationships and changes
- Having the requisite administrative capabilities to meet diverse needs (such as security, audit/control, collaboration, configuration and versioning, including multiple environments [for example, development, testing and production])

## What's New

In 2011, many EA tool vendors have begun repositioning their products as enterprise business planning tools, not primarily IT planning tools. This repositioning may help them increase the interest and engagement of business leaders, and overcome skepticism about the term of art "enterprise architecture," which is only just emerging from the Trough of Disillusionment in Gartner's Hype Cycle methodology (see "Hype Cycle for Enterprise Architecture, 2011"). While these vendors still support EA concepts, principles and best practices, this repositioning may help to rebrand IT-centric architecture efforts in terms of "business architecture," "strategy architecture," "business value" and so on. Of course, renaming and repositioning EA will not resolve challenges of governance, business strategy, measurement, collaboration and communications. Clients need to evaluate a vendor based on its real abilities and capabilities to support their business, information, technology and solution architecture needs — not based on market repositioning.

## Key Requirements of Enterprise Architects

Enterprise architects must integrate, analyze and communicate structured and unstructured information about a wide range of subjects (for example, technology, solutions, interfaces, information and data, business processes, organization structure and strategy). This information must be authoritative, auditable and meaningful for a variety of stakeholders across IT and the business.

While many teams start off using drawing tools, spreadsheets, and other office productivity and content management tools to document and share their EA, this approach becomes extremely difficult once artifacts appear in multiple places. For example, representations of an application might appear on a diagram depicting a server, a diagram depicting a business process and a diagram depicting the application's interfaces — all on different content management systems, spreadsheets or diagrams. Changes to the application might require updates in all locations of this data, introducing additional complexity and opportunities for inconsistency and inaccuracy. Adoption of an EA tool addresses this issue of keeping all changes in sync by providing a single repository that enables the changes to be reflected in the entire architecture across all viewpoints (such as business, information, technology and solutions).

Enterprise architects should take note that the EA tool repository may need to link to other corporate metadata solutions in the enterprise. The repositories may contain modeling data for portfolio and project management, life cycle management or others. This is important for collaboration and the end-to-end modeling capabilities within the enterprise. The importance of this is such that many organizations may prefer to purchase a tool that has "good enough" capabilities for the EA team, but that provides this integration rather than implementing a "best of breed," stand-alone EA tool.

## Inclusion and Exclusion Criteria

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Inclusion in the 2011 Magic Quadrant was granted to the vendors that stated they provide tools in this marketplace for the use of EA teams. This has resulted in the inclusion of tools that cover the entire spectrum of EA tool usage maturity, as defined in "Critical Factors for Selecting, Purchasing, Deploying and Evolving EA Tools: What You Don't Know Can Hurt You." There was no exclusion due to revenue or other constraints. The only exception was the exclusion of pure open-source products because, in this case, the concept of "vendor" does not exist.

### Added

No new vendors have been added to the 2011 Magic Quadrant.

### Dropped

Compared with the 2010 Magic Quadrant (see "Magic Quadrant for Enterprise Architecture Tools"), the vendor Enterprise Elements has been dropped. On re-examination of the product, and considering its functionality compared with the EA tool marketplace (see "Market Drives Gartner to Redefine the Enterprise Architecture Tool Marketplace"), we decided that this vendor does not operate in the EA tool marketplace.

The vendor Salamander from the 2010 Magic Quadrant changed its company name to Mood International and appears in this Magic Quadrant as such.

The vendor Metastorm was acquired by OpenText in 2011 and appears in this Magic Quadrant as OpenText (Metastorm).

## Evaluation Criteria

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### Ability to Execute

Vendors are evaluated on their Ability to Execute — to compete effectively, positively impacting revenue and delivering solutions to clients that create positive, win-win relationships. Here are the weighted Ability to Execute criteria (see Table 1 for weightings):

**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:

1. Repository/metamodel
2. Modeling
3. Decision analysis
4. Presentation
5. Administration
6. Configurability
7. Frameworks and standards
8. Technical
9. Interfaces
10. Usability
11. Differentiators

**Overall Viability:** An assessment of the vendor's financial health, the strength of its customer base and its presence in the market; for the larger vendors, we also evaluated the relevant business unit and the likelihood that they will continue to invest in and sell their products. This specifically refers to IBM, Sybase/SAP and IDS Scheer/Software AG.

**Sales Execution/Pricing:** The overall effectiveness of the sales channels as well as the product pricing, including the cost of training and consulting.

**Market Responsiveness and Track 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.

Table 1. Ability to Execute Evaluation Criteria

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

Source: Gartner (November 2011)

### Completeness of Vision

Vendors are also evaluated on their vision — their ability to articulate logical statements about current and future market direction, innovation, customer needs and competitive forces, and how consistently they map their strategies and plans to their stated vision — as well as the practicality of their 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 (see Table 2):

**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, 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.

Table 2. Completeness of Vision Evaluation Criteria

Evaluation Criteria	Weighting
Market Understanding	High
Marketing Strategy	Standard
Sales Strategy	Standard
Offering (Product) Strategy	High
Business Model	Standard
Vertical/Industry Strategy	Low
Innovation	Standard
Geographic Strategy	Low

Source: Gartner (November 2011)

## Leaders

Leaders provide mature offerings that meet market demand, as well as 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. While each of the eight Leaders has different strengths, they all provide good capabilities to assist EA's mission to translate business vision and strategy into effective enterprise change. In addition, they have a clear vision of where EA is going and maturing.

## Challengers

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There is one challenger in the 2011 Magic Quadrant. 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, innovation 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

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In 2011, there are three Visionaries in the Magic Quadrant. All these players 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 less proven capabilities to deliver against that vision. It 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.

For vendors and customers, Visionaries fall in the higher-risk/higher-reward category. They often introduce new technology, services or business models, and they 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

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There are four vendors in this quadrant. 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 it 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.

## Vendor Strengths and Cautions

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### alfabet

#### Strengths

- Despite difficult global economic conditions in 2010 and 2011, alfabet continued to report continuing revenue growth with its planningIT product.
- planningIT is designed for integrated IT planning and includes functional breadth beyond traditional EA, supporting a continuum of IT planning and control functions, and processes critical to the CIO.
- planningIT provides an integrated workflow engine to link the EA processes and the planning within enterprise activities.
- There is a rich metamodel "out of the box" in alfabet's planningIT. This provides a firm foundation based on best practices on which to structure and relate the variety of information that is of interest to enterprise architects, and then to track its use by projects.

#### Cautions

- While planningIT supports the drawing of a range of diagrams natively and through Visio, alfabet is one of the vendors in this market that does not participate in related modeling markets. Organizations that want extensive modeling capabilities native to their EA tool, as opposed to integrated with other tools, should consider alternatives.
- While alfabet's planningIT generally provides good stakeholder support, some of the business stakeholders identified by Gartner, such as the CEO and chief risk officer, are not as well-supported as the others. Potential clients should bear this in mind when evaluating the product.

### Atoll Technologies

#### Strengths

- Atoll Technologies' System Architecture Management Utility (SAMU) product focuses on a repository solution that may be tailored by the user as required. This is primarily a technical focus and, combined with the bundling of EA with ITIL and service-oriented architecture, may be considered a good fit for enterprises looking for this type of a solution.

- Atoll Technologies is a small, up-and-coming vendor based in Hungary with a growing user base, predominantly in Eastern Europe. It is experiencing growth and a presence in the Middle East, and has opened a new office there.

### **Cautions**

- Atoll has limited geographical exposure — its primary customer base is in Eastern Europe and in the Middle East. Customers outside these areas should carefully consider the support they may require.
- With the product's focus on providing primarily a repository solution, and supporting a technical focus, customers may need to consider whether investment in this tool is sufficient for their needs — immediate and longer term. For example, there are no current plans to support business process modeling inherently within the product.

### **Avolution**

#### **Strengths**

- Avolution's approach to the tool market has resulted in the development of a tool that is entirely XML-based. This gives it a unique flexibility that most other vendors struggle to provide.
- From its inception, Avolution's Abacus product was developed to solely address the EA marketplace. As a result, it does not have the legacy of other tools that have developed into the EA space, often originating from BPM.
- Having been developed by a university in Australia, Avolution approaches the EA tool market from an academic perspective, and is always researching new and innovative methods of analyzing and presenting the data.

#### **Cautions**

- Flexibility comes at a price. In some cases, Abacus' flexibility may be a disadvantage. Clients need to be very clear on what unique models they are creating and why they are doing so, and what the implications are.
- Avolution's configurability and academic base would, in Gartner's view, make it a prime merger/ takeover candidate by a larger competitor or some other vendor wishing to enter this market.

### **BiZZdesign**

#### **Strengths**

- BiZZdesign provides a very academic approach to its tool, supporting The Open Group's TOGAF (The Open Group Architecture Framework) and ArchiMate standards. This is

complemented by BiZZdesign's focus on training, with its materials, methods and tools being used by several universities.

- Customers that are particularly focused on The Open Group standards for their modeling and EA activities (that is, TOGAF and ArchiMate) may wish to consider BiZZdesign on their shortlists.

### Cautions

- While many vendors support The Open Group standards and models, BiZZdesign has focused its tool primarily on these standards and models. Potential customers should ensure that BiZZdesign directly supports alternative frameworks or can be configured to support them.
- BiZZdesign users comment on its flexibility, including the ease of metamodel customization. However, this flexibility is achieved through the use of a scripting language and is not graphical. Consequently, organizations that are considering this product and need flexibility must be prepared to acquire the relevant technical skills.
- The approach that BiZZdesign uses may be seen by some EA practitioners as providing a very academic approach to EA. Potential customers need to ensure that this approach will align with the cultural and political characteristics of their organizations.

### Casewise

#### Strengths

- Although it has benefits across a wide range of vertical industries, Casewise offers focused frameworks and models for several industries, including government, telecommunications, utilities, healthcare and pharmaceuticals. This will suit organizations that want to leverage these capabilities to kick-start their work.
- Casewise is focusing on bringing information to more and more people within the organization through various channels.
- Having roots in modeling, Casewise provides good modeling and simulation capabilities. It also provides diverse methods of modeling, including Visio and Web-based modeling, which may appeal to large organizations requiring collaboration among diverse stakeholders.

#### Cautions

- Gartner is still receiving mixed responses from Casewise references on the technical strength of this product in certain areas. Potential customers should perform due diligence to ensure that the tool matches their needs by using use cases (see "Selecting EA Tools: Use Cases Are Not Optional") and a proof of concept.
- References' feedback indicates that Casewise provides a tool that enables an organization to better understand its business, but the tool is perceived to lack the richness of functionality required for specific areas (for example, IT planning and portfolio management). As above,

potential customers should perform due diligence to ensure that the tool matches their needs by using use cases and a proof of concept.

## Future Tech Systems

### Strengths

- Customer comments state that Future Tech is responsive to issues and quick to respond to any outstanding issues.
- In developing its tool, Future Tech has considered its ease and quality of presentation as major differentiators in the market. This has resulted in a modeling tool that is well-liked by its client base.

### Cautions

- From a small consulting organization, Future Tech started in the case tool arena and applied computer-aided design/computer-aided-manufacturing-like capabilities to software and system engineering. Although it has continued to develop the product to address additional areas of functionality (mentioned in the Additional Focus Areas for EA Tools section), this legacy has also directed how the vendor operates in this marketplace, and has therefore impacted its geographic, sales and marketing strategies.
- While the majority of its customers are in North America, the company has representatives in France, Italy and the U.K. Potential customers need to ensure that there is adequate support available to them for this product, especially outside Future Tech's home base.

## IBM

### Strengths

- IBM's Rational System Architect product suite pioneered EA when it was developed by Popkin Software. The product has established a substantial presence and reputation in this market. Overall, Rational System Architect is a robust, mature product with a lot of potential to be configured to meet user requirements.
- IBM's recent (April 2011) partnership with IntelliCorp now enables Rational System Architect to receive process architecture information from SAP's Solution Manager, and also to complement this with a data architecture view obtained through IBM's Rational System Architect/ERP functionality.
- IBM's global coverage and support structure makes it an ideal contender for clients that have an international user base, or are having difficulty finding an EA tool with support in their location.

## Cautions

- IBM continues to promote the Rational Jazz platform as an integration mechanism and as a differentiator. To date, while some initial benefits have been identified for Rational System Architect, the platform is not yet fully functional and, hence, the full benefit case has yet to be identified.
- At the time of this writing, IBM has not fully integrated Rational System Architect with the entire Rational Suite of products. This is an ongoing activity within IBM; therefore, clients looking for a tightly integrated solution using the Rational Suite should ensure that the products they require are fully integrated.

## Mega

### Strengths

- Mega has a clear identification and understanding of stakeholder expectations across the entire organization. This enables it to manage information that provides business value across this entire spectrum of stakeholders.
- In addition to competing in the EA tool market, Mega participates in several other related markets, including BPA; GRC, specifically operational risk management; and the application analysis and design markets. This is a good solution for organizations desiring a single integrated tool to provide for multiple stakeholder needs beyond EA.
- Mega is one of the few vendors to support the concept of the "functional architecture." This relates the business architecture to the applications in the organization for usage by IT. This is an architectural aspect commonly used by organizations in France or other French-speaking clients, and potential buyers of an EA tool that have this requirement should look carefully at this product.

### Cautions

- Responses from clients during the Magic Quadrant process have highlighted some technical and support issues with this product. Mega is responsive, but clients feel that more could be done to address these issues. Clients evaluating Mega should, therefore, ensure through use cases and a proof of concept that the product meets their requirements and demonstrates any shortcomings.
- Mega's marketing message does not appear as crisp and focused as its competitors' messages. As a result, Gartner does not see Mega appearing on as many shortlists as we would expect.

## MooD International

This vendor changed its name on 19 September 2011 from Salamander to MooD International. At the time of this writing, Gartner is uncertain how this will materially affect MooD International's

sales. Being identified as a Niche Player in previous Magic Quadrants and as a Visionary in the 2010 Magic Quadrant, it may be that this name change provides the impetus for Mood International to gain additional recognition in this marketplace.

### Strengths

- Mood International does not explicitly market this product solely as an EA product. Instead, it focuses the product as a means of leveraging architecture to support business decision making and resolving business problems, as described in the marketplace for EA tools.
- Although Mood International has customers across a range of industries, it has considerable focus on EA support in "critical and national infrastructure." While, previously, Mood International primarily focused on military and intelligence communities, it now also encompasses the oil/gas and outsourced service management industries. Mood International is an attractive choice in these industries. Gartner recommends that potential customers outside this niche consider whether the Mood product could support their business needs.

### Cautions

- Mood International does not have a wide geographic presence, with customers primarily located in the U.K. and other Western European countries. Although the Internet and electronic communications have reduced the impact of distance, organizations outside Mood International's home base should clarify their ongoing support arrangements. Additionally, Mood International addresses this caution via partnerships with "major global system integrators."
- Mood International is still a relatively small, private company. In our opinion, this lack of scale results in susceptibility to an acquisition. Buyers should negotiate contract conditions that bind successor companies to protect them in that event.
- In discussions with Mood International, Gartner has understood that each sale is typically configured to meet the requirements of a particular client. This is something that needs to be understood by the potential buyer, because it means that the buyer must have an open and frank relationship with Mood International about its requirements, and the associated investment, to implement its product successfully.

## OpenText (Metastorm)

### Strengths

- Metastorm provides an EA tool that leverages the synergies between EA, BPA and BPM.
- Metastorm ProVision has a long-standing reputation for ease of use, relative to some other products in this market.

- A strength of the ProVision product is its focus on supporting business transformation in organizations by using BPM as a key component driver. Clients with this priority are advised to look at Metastorm as a potential vendor.

### **Cautions**

- Metastorm's definition of business and IT alignment focuses on the synergy between EA and BPM. EA efforts that focus on IT planning rather than business architecture should consider an alternative product.
- There have been comments of difficulties with technical aspects of the product. Therefore, before purchasing, potential clients should ensure through use cases and a proof of concept that any problems in this area have been ironed out.

## Promis

### **Strengths**

- Promis' tool can be deployed across a wide range of environmental configurations, making it a possible candidate for clients with restricted hardware and software environments.
- Client responses regarding the product are generally positive, but Gartner has noted that it is primarily being used for modeling in these cases. Clients looking for a robust modeling tool are advised to consider Promis as a potential candidate.

### **Cautions**

- Promis is a small, developing company with a limited global reach. Customers outside its operational geography should determine the necessary support and engagement for Promis' tool.
- Promis has had operational difficulties in the past due to expansion plans. It addressed these in 2010, but potential clients should confirm that they have been sorted out in their geographical areas before committing to this tool.

## QualiWare

### **Strengths**

- In addition to competing in the EA tool market, QualiWare participates in several related markets, including BPA and GRC. This, coupled with its approach to engaging employees throughout the enterprise, will appeal to organizations that want a single modeling and repository tool, and have an eye on collaborative reuse.
- QualiWare has major strengths in its product with regard to investment and portfolio management. Customers with needs in these areas should consider this tool as part of their shortlists.

- QualiWare has developed strong collaborative elements within its tool. Organizations and countries where this is culturally important may wish to consider QualiWare as one of the vendors to review.

### Cautions

- Information received from customer references has indicated that there are concerns about usability and technical issues. These are exacerbated by users' concerns about the length of time it takes for QualiWare to issue corrections to faults in the system.
- QualiWare has enjoyed considerable success in its Nordic base, and has successfully established a presence in North America, Brazil and South Korea. However, QualiWare is still a relatively small, private company that earns most of its revenue in Europe. Customers outside these areas should ensure that there is adequate support for the product in their location.
- QualiWare's marketing message does not appear as crisp and focused as its competitors' messages. As a result, Gartner does not see QualiWare appearing on as many shortlists as we would expect.

## Software AG

### Strengths

- Software AG's Architecture of Integrated Information Systems (ARIS) is well-known for its long-standing leadership in the BPA/BPM market, and for its rich modeling and analysis capabilities. This makes it well-suited for organizations that want to use the same tool for EA and BPA/BPM.
- ARIS has the ability to exchange information with a range of products, including several development tools, as well as some integration middleware. ARIS also has the ability to exchange packaged application information with SAP's Solution Manager and SAP's Enterprise Services Repository, as well as the ability to exchange information with the development tools of Oracle's Fusion Middleware. This makes it attractive for organizations in which these vendors' applications play an important role. In addition, ARIS has delivered a tightly integrated solution with webMethods.

### Cautions

- Although the ARIS product set, in totality, is feature-rich, Software AG markets its solutions depending on the express wishes of the customer. While this addresses the immediate perceived needs of the customer, the full EA capability, as recognized in this marketplace, may not be contained in the marketing bundles as specified by Software AG. Clients will need a clear understanding of their full requirements, because functionality may be contained in other bundles from ARIS — that is, other than just the EA bundle.

- Gartner is still hearing concerns related to the complexity of configuring this product to derive benefits from it, and the need to bring in consultants from Software AG/IDS Scheer as advisors. Potential customers should ensure that they have allowed for this when they choose this tool.

## Sparx Systems

### Strengths

- Sparx Systems has a unique offering in this Magic Quadrant as a vendor that provides a low-cost shareware model for immediate download.
- Gartner is seeing many clients that are bringing in low-cost modeling tools to deploy in their organizations, and then exporting the resultant models into the fully featured EA tool. Sparx Systems is a popular choice in this scenario.

### Cautions

- Enterprise Architect is an inexpensive modeling tool, but it lacks the full functionality of many of the major players (for example, there is no real support for decision analysis).
- Sparx Systems has a unique selling model, but potential customers need to evaluate whether this tool fulfills all the needs of an EA tool or is simply an inexpensive modeling tool.

## Sybase

In many ways, Sybase provides a unique solution in the industry, especially in the information area. This uniqueness can be a strength and an issue for the company.

### Strengths

- Sybase's approach to EA sets it somewhat apart from the other vendors in its focus on data and information. This results in an in-depth approach to information modeling that is unsurpassed in the EA tool marketplace. Clients that have a need in this area would be well-advised to look at this product, especially because of its integration with other EA tools.
- Software AG, Troux and alfabet all integrate with PowerDesigner's modeling and repository capabilities to gain complementary functionality over and above what they are able to offer individually. Clients and potential clients of these tools may wish to consider the robustness of Sybase PowerDesigner modeling and metadata management in addition to the functionality in these other tools.
- In addition to competing in the EA tool market, Sybase PowerDesigner participates in several modeling markets, including database design. This will appeal to organizations that want to use a single integrated modeling and metadata management solution as one of their core EA strategies — particularly those with a strong focus on information architecture in-depth.

## Cautions

- Although Sybase has strong information architecture functionality, there is an indication that it may not provide the full functionality required for a mature EA team with regard to the other architecture viewpoints, such as enterprise business, technology and solution architecture. Clients need to verify the extent of Sybase's functionality to ensure that it meets their current and future needs, and they may need to augment it with another EA tool.
- The benefits of Sybase are primarily recognized by specific configuration to meet the needs of the clients. Potential buyers of the tool should be aware of this and ensure that it is considered part of the financial outlay.

## Troux

### Strengths

- Troux has a clear identification and understanding of customer stakeholder expectations, and uses this in its marketing and deployment approach, as well as within the tool itself. This is shown by the unique use of Practice Directors in its marketing, sales and support approach to customers.
- Troux has an advanced architecture configuration capability and an extensible repository. These features allow Troux to address many differing organizational structures and requirements, which support the organization in adapting to its changing architectural maturity.
- Troux has shown expertise in delivering business value through the tool while managing complex technology architectures. Troux is a common tool provider for organizations that are addressing legacy system complexity and need to resolve conflicts in that area.

### Cautions

- Gartner is still receiving some criticism of the usability of this product. The complexity of this product is creating a high learning curve for casual users.
- The highly modular approach taken by Troux has led to 11 separate products being advertised on the website. Prospective clients must be very clear on their specific needs and map them to the modules provided by Troux to realize the business benefits and understand the associated costs.

## Recommended Reading

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

"Magic Quadrants and MarketScopes: How Gartner Evaluates Vendors Within a Market"

"Market Drives Gartner to Redefine the Enterprise Architecture Tool Marketplace"

"Understanding the Eight Critical Capabilities of Enterprise Architecture Tools"

"Gartner Assessment of Enterprise Architecture Tool Capabilities"

"Selecting EA Tools: Use Cases Are Not Optional"

"Enterprise Architecture Tools Are Positioned to Deliver Business Value"

"Critical Factors for Selecting, Purchasing, Deploying and Evolving EA Tools: What You Don't Know Can Hurt You"

"Repository-Based Tools and the Open-Source Threat"

"Beyond the Tipping Point: EA Is Strategic"

### Acronym Key and Glossary Terms

<b>ARIS</b>	Architecture of Integrated Information Systems
<b>BPA</b>	business process analysis
<b>BPM</b>	business process management
<b>EA</b>	enterprise architecture
<b>GRC</b>	governance, risk and compliance

### Evidence

<sup>1</sup> "The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business," by Clayton M. Christensen, Harper Paperbacks, 2003

Over the past year, Gartner has conducted 120 telephone inquiries with Gartner clients about EA tools, their usage and functionality, and more than 40 face-to-face discussions with clients and vendors at Gartner events. Our client inquiries represented a broad cross-section of organizations of every size worldwide. Also, there were 10 in-depth briefings with vendors, in addition to the research for the Magic Quadrant.

#### 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, etc., whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

**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 in order 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, etc.

**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 website, 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.

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