Job scheduling, a mature market, is undergoing a transformation toward IT Workload Automation Broker technology. This Magic Quadrant examines the ongoing transformation of technology, vision and ability to execute of the key vendors in this market.

WHAT YOU NEED TO KNOW

Gartner’s Magic Quadrant for Job Scheduling evaluates vendors’ abilities to execute and their completeness of vision relative to a defined set of evaluation criteria regarding current and future market requirements. Magic Quadrant standing should not be the only criterion for selecting a vendor, because the right solution for a given situation should be selected depending on the specific needs of the enterprise. Selecting a vendor and tool from the Leaders quadrant should not be an automatic choice, because any of the vendors in this Magic Quadrant can provide perfectly suitable and functional solutions. Enterprises considering a job-scheduling product should develop specific lists of evaluation criteria, pricing and functional requirements in the traditional areas of date- and time-based scheduling, event-based scheduling and end-to-end automation of workloads across a heterogeneous environment, driven by business policies, if needed. In any case, to lower the total cost of ownership (TCO) of their IT operations environments, while improving the quality of service of their automated processes, enterprises will need to choose a single tool that is capable of scheduling, managing dependencies and automating across a heterogeneous computing environment.

MAGIC QUADRANT

Market Overview

According to Gartner Dataquest, the job-scheduling market is forecast to grow by 6.5% in 2009. Due to the current economic climate, the demand to lower costs, and to reduce human error by reducing the number of job-scheduling tools and automating business processes across a heterogeneous computing environment, will continue unabated. Furthermore, despite adoption of new technology and applications, Gartner inquiries reflect that 70% of business processes are performed in batch, rather than in real time.

Job-scheduling tools have been automating static batch workloads for a long time (more than 25 years), particularly in mainframe environments. These tools have been able to automate multistep processes, such as processing and printing customer bills, transferring funds or loan approvals, and feeding and extracting data from data warehouses to help build business scenarios based on calendar-based schedules. Therefore, a job scheduler can automate a series of jobs, tasks or processes at a certain time every day or on a particular day, or based on certain date and time considerations. The job scheduler mainly runs these jobs or processes on a set of predetermined resources, such as multiple servers, databases or...
applications. Job schedulers also have the ability to manage complex dependencies between various jobs and processes across heterogeneous computing platforms. Many job schedulers have also evolved to support event-based scheduling, where it takes certain actions and executes processes on predetermined resources. For example, job schedulers have the ability to execute certain jobs or processes across various resources, based on WebsphereMQ events, Java Messaging Service events, database triggers or SAP events. Furthermore, they have been able to support scheduling across a wide range of complex IT resources, such as servers, databases, applications and middleware.

Job-scheduling tools are in their next phase of transformation and evolution toward IT Workload Automation Broker (ITWAB) technology. Gartner introduced the concept of the ITWAB in 2005 to fulfill a requirement to manage mixed workloads across a heterogeneous computing landscape, and this journey will take another two to three years to complete. The ITWAB is not only capable of end-to-end automation with minimal human intervention, but this resource-aware automation and workload management is driven by business policies.

ITWAB technology is designed to overcome the static nature of scheduling jobs. It has the ability to manage mixed workloads, based on business policies where resources are assigned and reassigned in an automated fashion to meet service-level objectives. These tools automate processing requirements based on events, workload, resources and schedules. They manage dependencies across applications and infrastructure platforms, within applications integrating across between companies; thus, these tools must be able to manage workloads based on policies (for example, to meet service-level agreement [SLA] objectives for performance and availability), optimize resources (such as the ability to work with physical and virtual resource pools), and be built on architectural patterns that facilitate easy standards-based integration (for example, using service-oriented architecture [SOA] principles) across a wide range of platforms and applications.

Job scheduling is evolving to a more dynamic market, from one that had been considered mature (in which all problems had been solved, and the choices had been consolidated into a handful of dominant vendors) just a few years ago. There are more than 50 vendors in this market, with new ones entering as recently as 2006 and 2007. This is because users in this market continue to be challenged by new requirements resulting from the adoption of new technology and the complexity of the IT infrastructure, as well as from the opportunities to automate a greater portion of business processes. Therefore, many vendors have begun to offer technologies and products that support date- and time-based scheduling, event-based scheduling and adapters for integration with automation applications. Furthermore, it is becoming
increasingly important to link job interdependency and job status information to the appropriate business processes in real time, to do business impact analysis and to assign resources to solving problems related to mission-critical business processes, which has caused many vendors to integrate their tools with business service management (BSM) applications.

Integration with configuration management databases (CMDBs) to maintain batch services data for better change and configuration management has also emerged as a requirement to support reporting for compliance requirements. Integration with run book automation (RBA) tools, data center automation tools and cloud computing management tools to provide end-to-end automation will also continue to evolve into enterprise requirements during the next two years. Furthermore, critical path analysis capability to identify jobs that may breach SLA requirements is also being adopted by many job-scheduling tools.

Due to the economic climate, as cost pressures on enterprises have increased, creative pricing and licensing deals evolved in 2008, and will continue throughout 2009 to ultimately benefit customers.

**Market Definition/Description**

A job-scheduling tool automates tasks that are related to business processes or are components of a business process (such as a funds transfer between banks), based on date, time and events. These tools must be able to automate these tasks on various platforms (including Linux, Windows and z/OS), across various applications (such as SAP, Oracle and custom applications), across composite applications enabled by technologies (such as Web services), and in small, separate and distinct batch business processes in various applications. Furthermore, these tools and vendors should demonstrably show their investments toward evolving to an ITWAB model.

**Inclusion and Exclusion Criteria**

The vendors in this Magic Quadrant were included based on the following criteria:

- Gartner client inquiry data confirms that the product is of interest to Gartner clients in enterprise environments by making their product selection shortlists.

- The vendor should have more than 250 customers that actively use the tool in their production environments.

- The functional and technical capabilities of the tool should be such that they cover at least five platforms (including servers and application servers) and five applications (such as SAP and Oracle). In addition, the tool should be able to automate jobs or processes end-to-end across these platforms.

- The vendor must have a worldwide sales strategy.

**Dropped**

- AppWorx (because it was acquired by UC4 Software)

**Evaluation Criteria**

**Ability to Execute**

The Ability to Execute (vertical) axis is focused on current capabilities and represents Gartner’s view of the strength of a vendor’s corporate management, the vendor’s products, services and support, and its overall stability and viability.

In job scheduling, a vendor’s management focus and its product’s functionality, pricing and licensing and sales channels are important indicators of its ability to execute. With customers focusing on cost optimization in 2009, they will want to consolidate to a single tool across the entire computing environment. Hence, a vendor’s approach to providing professional services for consolidation, methodology for competitive replacement and ongoing expansion will be an important indicator of success.

The vendors’ integration with the current IT operations environment and tools will also be a determinant of their ability to successfully automate processes end to end; therefore, integration with RBA tools, CMDB, BSM, service desk and others will be beneficial to customers (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/Service</td>
<td>High</td>
</tr>
<tr>
<td>Overall Viability (Business Unit, Financial, Strategy, Organization)</td>
<td>High</td>
</tr>
<tr>
<td>Sales Execution/Pricing</td>
<td>Standard</td>
</tr>
<tr>
<td>Market Responsiveness and Track Record</td>
<td>Low</td>
</tr>
<tr>
<td>Marketing Execution</td>
<td>High</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>High</td>
</tr>
<tr>
<td>Operations</td>
<td>Standard</td>
</tr>
</tbody>
</table>

**Source:** Gartner (April 2009)

**Completeness of Vision**

On the Completeness of Vision (horizontal) axis, we evaluate how well a vendor or product will do in the future relative to Gartner’s scenario for where a market is headed, which is based on our understanding of emerging technologies and the requirements of leading-edge clients. It also evaluates vendors on their ability to convincingly articulate logical statements about current and future market directions, innovations, customer needs and competitive forces, and how well they map to the Gartner position.

Ultimately, vendors are rated on their understanding of how market forces can be exploited to create opportunities. Gartner evaluates how the providers’ vision aligns with industry trends and evolving market requirements, their understanding of technical and
market issues, their ability to differentiate products and grow their businesses, and their emphasis on best practices and the ease of deploying job-scheduling tools, not just on product features.

Industry perception and market recognition by prospects, partners and competitors, based on a compelling and consistent marketing message, is included. A vendor can succeed financially without a vision, but it will not become a leader without a clearly defined vision or strategic plan. This should include plans for articulating the vision and for differentiating the vendor’s offering from those of competitors (see Table 2).

Table 2. Completeness of Vision Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Market Understanding</td>
<td>High</td>
</tr>
<tr>
<td>Marketing Strategy</td>
<td>Standard</td>
</tr>
<tr>
<td>Sales Strategy</td>
<td>High</td>
</tr>
<tr>
<td>Offering (Product) Strategy</td>
<td>High</td>
</tr>
<tr>
<td>Business Model</td>
<td>High</td>
</tr>
<tr>
<td>Vertical/Industry Strategy</td>
<td>Low</td>
</tr>
<tr>
<td>Innovation</td>
<td>High</td>
</tr>
<tr>
<td>Geographic Strategy</td>
<td>Low</td>
</tr>
<tr>
<td>Source: Gartner (April 2009)</td>
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</tbody>
</table>

Leaders
Vendors positioned in the Leaders quadrant have a large, satisfied installed base and a high degree of visibility in the market (for example, frequent consideration and success in competitive situations). They offer robust, highly scalable applications, and have the strategic vision to address evolving enterprise requirements in the areas of:

- ITWAB
- Integration with packaged applications
- Support of new application and composite application architectures
- Integration with BSM tools, provisioning and RBA tools
- Ability to handle physical and virtual environments
- Integration with service desk tools
- Proven critical path analysis capability
- Forecasting capability
- Workload life cycle management capability
- Support agent-based and agentless architectures
- Ability to perform end-to-end automation, preferably with a single product

Challengers
Vendors in the Challengers quadrant are solid companies that can perform well for many enterprises. They are significant in terms of size and financial resources, but they may be lacking in vision, deployability, innovation or overall understanding of market trends.

Visionaries
Although there are no vendors in Visionaries quadrant, the vendors typically in this quadrant are forward-thinking and often technically focused. They have recognized and responded to longer-term market trends, but they may lack the recognition, sales and marketing strength, or the overall size, to compete and execute with consistency.

Niche Players
Niche players are a combination of new entrants to the market, vendors with limited vision or execution, or providers that focus on a small segment of the market and do it well. Their narrow focus reduces their vision rankings and limits their addressable markets, reducing their ability to execute. However, their narrow focus enables them to achieve great depth of functionality in their chosen areas.

Vendor Strengths and Cautions
Advanced Systems Concepts
Strengths
- The ActiveBatch product is easy to use and implement and is object-oriented. This enables easy creation of job templates, calendars and service libraries for reuse across the product. It provides a lot of base functionality at a competitive price and via a simple pricing model.
- ActiveBatch uses many native Windows platform capabilities (for example, Windows Security Model, Windows Management Instrumentation for handling events and exposing Component Object Model application programming interfaces, and Web services for programmatic access to ActiveBatch).
- Advanced Systems Concepts has developed a job library to enable organizations to use predefined job templates for applications, such as backup tools, database functions, FTP, archiving and power management for hibernating and reawakening of servers.
- The vendor has developed a change management system to move jobs, job streams and processes reliably between various environments (development, testing and production).
Cautions

- Although the overall visibility of Advanced Systems Concepts is increasing, it has limited visibility in the worldwide enterprise job-scheduling market, compared with its competitors.

- Advanced Systems Concepts’ heavy reliance on the use of Internet and portal technology to sell and support its product worldwide is not best-suited for providing professional services for competitive replacements, or for identifying other opportunities in its customer base.

- Although ActiveBatch can trigger jobs on the mainframe, it is not a mainframe job-scheduling tool.

- ActiveBatch needs to improve its range of integration with other IT operations management products (for example, service desk and provisioning).

ASG

Strengths

- ASG has successfully broadened its job-scheduling portfolio from a mainframe-only job-scheduling tool to support distributed-systems platforms. ASG has some of the technology components (such as event-based scheduling and resource monitoring) to progress the ASG Workload Automation suite toward the ITWAB vision.

- The distributed-systems product ASG-Zena has a modern architecture and an easy-to-use interface. ASG has invested in integrating this solution with its business service platform for improved business impact analysis of jobs or processes.

- ASG has a creative and flexible pricing model, and the vendor is easy to do business with.

- ASG-Zeke is one of the only job-scheduling tools that supports legacy mainframe VSE environments, along with z/OS.

Cautions

- ASG needs to communicate its Workload Automation vision and commitment to its current customers and prospects. In most of 2008, it focused on BSM and metaCMDB messaging.

- ASG has improved its integration between Zeke (mainframe job scheduler) and Zena (distributed-systems job scheduler) by using AGS-OpsCentral, a Java-based graphical user interface. However, customer feedback indicates that this integration needs to be further improved by taking it beyond just visualization of jobs across the mainframe and distributed-systems environments to full operational control and administration. Furthermore, ASG needs to improve its visibility in virtualized environments, and to build partnerships with other IT operations tools vendors.

- ASG-Zena has had packaged application scheduling adapters and capability (such as SAP and Oracle scheduling) for a long time. However, the product lacks visibility and an installed base in these environments.

- ASG-Zena needs to improve its presence in highly heterogeneous environments that require high scalability for end-to-end batch automation.

BMC Software

Strengths

- CONTROL-M is an innovative and scalable product that has scheduling capability across a highly heterogeneous, diverse range of applications and computing environments.

- CONTROL-M has built wide and deep functionality to evolve the product toward ITWAB by enhanced functionality and use of complementary software modules for assessing the impact of jobs, based on SLAs regarding business processes, critical path analysis, compliance reporting, discovery of virtualized resources, event-based scheduling, change management, canned reporting for performance and forecasting.

- BMC Software introduced Workload Lifecycle Management to enable multiple versions of workloads across development, testing and production. In addition, CONTROL-M added agentless capabilities for non-mission-critical workloads and the option of an embedded open-source PostgreSQL database for TCO-sensitive environments.

- BMC Software supports a flexible pricing scheme — tiered pricing (based on compute power), task-based (number of jobs/day) for perpetual and term-based licensing.

Cautions

- The vendor’s customers cite the need to improve its upgrade process because it is complicated and takes a long time.

- CONTROL-M lacks tight integration with service desk tools, such as BMC/Remedy for improved change management.

- CONTROL-M customer feedback indicates that its reporting needs to improve, particularly in the areas of providing templates, auditing information and documentation.

- To make full use of the advanced functionality of the product, customers need to invest in additional modules, such as Batch Impact Manager, Business Process Integration suite and others. However, BMC Software has not yet been able to convey and market the value associated with these products to its fairly large installed base.
CA

Strengths

- CA’s focus on Workload Automation, its encompassing term for its job-scheduling tools, has seen improved focus. Overall, this has resulted in fewer support issues and higher customer satisfaction.

- Some of CA’s products, such as ESP Workload Automation, have best-of-breed functionality, such as defining business policies, SLA management and event-driven capabilities, and, therefore, it is evolving toward the ITWAB vision.

- With seven job-scheduling tools, CA likely has the largest installed base of schedulers than any other vendor.

- CA has developed a good vision toward ITWAB by integrating other CA products, such as Spectrum Automation Manager for policy-based resource management, JAWS Workload Service Manager for critical path monitoring and SLA management, and IT Process Automation Manager for integrating workload based on IT Operational processes.

Cautions

- Customer feedback indicates that CA needs to better communicate its Workload Automation vision, which involves bringing together multiple job-scheduling tools. This will enable CA customers to make strategic choices among the Workload Automation products.

- CA’s large installed base becomes a target for competitive displacements from small and large vendors, on the mainframe and on distributed platforms. This is mainly because CA has not widely communicated its Workload Automation vision and strategy, thus opening the door for competition.

- CA pricing and licensing continues to be a complex exercise. Many customers find it easy to buy and negotiate new licenses, but find it difficult to renegotiate older contracts and licenses.

- Although a few of CA’s Workload Automation products have advanced base functionality, its customers would like to see this enhanced base functionality across many products (for example, critical path analysis and improved documentation), as opposed to having to buy and integrate additional products.

IBM (Tivoli)

Strengths

- IBM has the ability to form relationships and has access to senior executives in large organizations. This enables IBM to sell software suites or bundles that include workload automation technology.

- IBM has been one of the first vendors to launch a product based on the ITWAB vision, the Tivoli Dynamic Workload Broker. It has the ability to schedule based on policies (such as CPU type and utilization goals) across virtual and physical resource groups. Furthermore, it integrates with other IBM products, such as Tivoli Provisioning Manager, to provision additional physical and virtual resources.

- The workload automation vision is part of the overall dynamic infrastructure vision, in which it becomes the enabler for delivering execution services complying to specific high-level characteristics, such as the type of workload to support, the response time needed and the energy consumption to attain. To enable this, IBM has provided programmatic access to job-scheduling interfaces using Web services, and using WebSphere as the integration platform.

- IBM has invested in embedding scheduling components from the workload automation technology across the IBM portfolio (for example, Tivoli Data Management and WebSphere). The first solution that will embed this technology is the Tivoli common reporting infrastructure used by products such as IBM Tivoli Monitoring. This infrastructure will be used to generate batch reports about IT services across solutions.

Cautions

- Although IBM has continued investing in the workload automation area, their Workload products, on their own, do not have the ability to meet requirements of organizations that need deep functionality across a heterogeneous computing environment with a single product. Therefore, multiple and separate products may be needed for different environments.

- Gartner inquiries reflect that IBM’s Tivoli Workload Scheduler (TWS) is not widely adopted in Microsoft environments.

- Although IBM has made some progress, it needs to improve integration and the installed base of its workload automation products with non-IBM software and applications, such as SAP and Oracle, and productize best practices to improve implementation time.

- IBM has been unable to get TWS customers to move to a single Web-based console for the full range of functionality (operational control, administration, user interface). IBM started shipping this functionality in 2007, and completed its delivery in December 2008.

Orsyp

Strengths

- Orsyp’s new CEO has improved its focus on the job-scheduling market and, therefore, has made a more-visible investment in job-scheduling products and the sales channel.

- Orsyp’s Dollar Universe job scheduler has broad platform support and the vendor has adopted the vision of developing this product toward ITWAB. Dollar Universe supports virtualized environments, event-based scheduling, Java and Web services environment across multiple and diverse platforms and applications.

- The vendor launched a new product, UNJOB, in addition to Dollar Universe, to particularly target enterprises that do not need a full-blown enterprise job scheduler (including business applications), but need the ability to discover and import jobs
from operating-system-specific utilities. This ensures that the job-scheduling environment, even outside IT production, meets compliance requirements; becomes more robust, and is easier to use and manage.

- Dollar Universe has a peer-to-peer architecture that lends itself to high availability; thus, an instance of Dollar Universe is installed on each server that has applications and processes that need to be automated. Furthermore, Orsyp has developed a new user console, Univiewer, that is able to administer and monitor jobs in UNIJOB. Univiewer also can view/monitor jobs in other third-party job-scheduling tools.

Cautions

- Orsyp should improve its revenue and opportunities through its worldwide sales relationship with HP.
- The vendor’s Univiewer console is not yet fully functional (for example, the Dollar Universe console needs to be used to define all administration data and to distribute this data to all instances of Dollar Universe on the servers). The Univiewer console also does not yet have the full range of graphical ability that is available in the Dollar Universe console.
- Orsyp should improve its communication to UNIJOB customers to better explain the coexistence of UNIJOB with Dollar Universe and the upgrade path toward Dollar Universe.
- Although improved, the vendor must make further investments in improving its visibility in worldwide markets, particularly North America, because the majority of its revenue comes from France and Europe.

Redwood Software

Strengths

- Gartner inquiries show that Redwood Software’s arrangement with SAP to embed its scheduler, SAP Central Process Scheduling, with SAP applications and the reseller agreement with SAP have increased its worldwide visibility in SAP scheduling environments.
- Redwood Software is working with SAP to develop XBP 3.0 and JXBP interfaces for SAP applications that will be used to certify other job-scheduling solutions.
- The integration between SAP Central Process Scheduling (the SAP-branded version of Cronacle) and SAP applications such as the SAP Solution Manager Process Scheduling Adapter provides good scheduling capabilities from the SAP scheduling environment. Another example of Redwood Software’s integration with SAP is its integration with the SAP Financial Closing cockpit, which enables faster closing at the end of financial periods. This functionality is more useful to a business user as opposed to a traditional IT operations user.
- Cronacle supports virtualized environments, in addition to its traditional capabilities of supporting a diverse range of platforms and event-based scheduling capabilities. Furthermore, it has supported Java environments for a long time through a dedicated Cronacle Beans product.

Cautions

- Gartner inquiries reflect that Redwood Software’s presence and visibility in purely non-SAP environments has declined.
- Although Redwood has developed good SAP-specific capabilities, they are not always chosen in this environment. Other job-scheduling tools have developed capabilities that do not always need specific certifiable interfaces from SAP and are able to deliver similar functionality. However, enterprises need to be aware that, on occasion, SAP may end up not supporting these noncertified interfaces.
- Redwood’s integration and partnerships with other IT Operations tools, such as provisioning, process automation, service desk, resource management and vendors is limited.
- Cronacle has not yet focused on developing ITWAB capabilities. It does have some of the functionality needed (such as event-based scheduling, Java and Web service capabilities) to evolve to this vision.

Tidal Software

Tidal Software is being acquired by Cisco.

Strengths

- Tidal Software has invested in developing its Tidal Enterprise Scheduler (TES) toward the ITWAB vision. It has developed the product as part of its intelligent automation vision, which combines job scheduling with performance automation and process automation. This vendor also has good support for virtualized server environments.
- Tidal Software has taken steps toward improving its visibility outside North America (particularly in Europe, the Middle East and Africa) through setting up a sales infrastructure in the U.K.
- TES is easy to use and implement, and its ease of use continues to be improved via Web 2.0 and Ajax functionality. The product’s improved integration with IT operations tools (such as provisioning tools) has enabled better automation in the IT operations area.
- Tidal Software’s additional focus on Microsoft and Informatica technologies has resulted in improved visibility in those environments. This has generally raised the vendor’s profile in the data integration and business intelligence environments.
Cautions

- Tidal Software’s TES can schedule jobs on the mainframe in addition to the distributed-systems environment, but it is not a mainframe scheduling tool.

- The vendor needs to increase its global presence to be considered an enterprisewide global player in this market. Tidal Software is being acquired by Cisco, and potentially should be able to avail itself of Cisco’s global facilities upon completion of the acquisition.

- Tidal Software’s focus on the Microsoft, Informatica and SAP environments has resulted in less focus on Oracle environments.

- Customer feedback indicates that TES’s reporting needs to improve in some areas, such as providing out-of-the box capability for auditing reports for SOX compliance.

UC4 Software

Strengths

- Gartner inquiries reflect that UC4 Software has significantly improved its global presence and has pursued its strategy of becoming one of the global players in the heterogeneous job-scheduling or workload automation market.

- UC4 Software is developing its product, UC4 Workload Automation Suite, in line with the ITWAB vision, with a rule engine, predictive analysis, virtual environment management and a unifying of its automation technology capabilities.

- Despite competition from Redwood Software and SAP in SAP environments, UC4 Software has managed to retain customers and grow with SAP and non-SAP scheduling requirements.

- The vendor has improved its functionality in the event management and reporting areas through a partnership with Senactive for event visualization, analysis and management, and by embedding SAP’s BusinessObjects Web Intelligence reporter.

Cautions

- UC4 Software has entered a period of senior management transition. Although this transition is being managed carefully by the vendor’s board and may be beneficial in the future, it is, nevertheless, a change that may affect UC4 Software employees, particularly in the sales organization, and it will need to be carefully managed.

- The vendor’s acquisition and integration of AppWorx nearly two years ago took longer than expected to complete.

- UC4 Software customers will need assurance that the fully integrated product (UC4 Workload Automation Suite Version 9), to be released in 2010, will not mean migration to the new product, but an upgrade to the current product.

- The vendor integrates with various Oracle technologies, but has yet to fully exploit the revenue opportunities available through an improved partnership with Oracle.

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

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization’s message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This “mind share” can be driven by a combination of publicity, promotional 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 Web site, advertising, customer programs and positioning statements.

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

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

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

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

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

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