

Magic Quadrant for Enterprise Architecture Tools

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Selecting the wrong EA tool can cause business strategy, transformation and modernization efforts to fail. Enterprise architecture and technology innovation leaders should select EA tools compatible with their enterprise's approach to transformation, modernization and innovation.

Market Definition/Description

Gartner has updated its market definition and functionality for enterprise architecture (EA) tools for 2019. We define EA tools as software applications, or platforms, designed to support enterprise architect and technology innovation (TI) leaders, and business and IT stakeholders (see Note 1). EA tools offer support for strategic planning, analysis, design, innovation and continuous improvement. EA tools support the capture, contextualization and visualization of information from businesses, ecosystems, solutions and technology domains.

EA tools are critical in helping to make EA a strategic planning discipline that delivers targeted business outcomes. EA tools help link IT efforts to business direction and strategy. They help capture and address organizational responses to business disruption, delivering business outcomes and mitigating risk.

EA tools must support, interface and interoperate with related and nonrelated EA disciplines, including:

- Program and portfolio management
- Governance, risk and compliance
- IT service management
- Knowledge management
- Financial management
- Enterprise risk management
- Innovation management
- Enterprise business process analysis

EA tools' support for other disciplines will continue to expand over time. EA tools must provide support for areas of focus including:

- Business architecture
- Information architecture
- Solution architecture
- Technical architecture
- Security architecture

EA tools must be able to pivot between current and future-state architecture viewpoints. At a minimum, these tools and platforms must include the following eight core capabilities:

- Repository
- Modeling
- Decision analysis
- Presentation
- Administration
- Configurability
- Frameworks
- Usability

Magic Quadrant

Figure 1. Magic Quadrant for Enterprise Architecture Tools
Source: Gartner (October 2019)



Vendor Strengths and Cautions

Ardoq

Ardoq offers a cloud-native, data-driven EA tool for collecting, processing and distributing insights generated from data acquired from surveys (crowdsourcing) and API integrations. Ardoq's interface is intuitive, with prebuilt configurations that provide faster onboarding and shorter time to value. Ardoq debuts on our Magic Quadrant as a Visionary.

Strengths

- **Market Understanding:** Ardoq aims to meet both IT and business needs. It focuses on value streams, design thinking and analyzing future-state opportunities, while still managing technical legacy across multiple generations.
- **Innovation:** Ardoq provides a multiexperience solution and social integrations (such as chatbots and Slack) in its tool. This enables the EA program to “democratize” the process of EA, while fostering a culture of innovation across the organization.
- **Offering (Product) Strategy:** Ardoq’s data-driven approach, user experience and integration capabilities differentiate it from other tools in the market.

Cautions

- **Customer Experience:** Ardoq scored below average in the customer reference survey we conducted as part of our research for this Magic Quadrant. Customers cited complexity in modeling and documentation capabilities, as well as a lack of flexibility for visualizations.
- **Geographic Strategy:** The vendor’s focus on Western Europe may limit its appeal and ability to support customers in other regions.
- **Overall Viability:** Ardoq relies on venture capital and does not expect to be profitable until 2021.

Avolution

Avolution’s EA tool suite, ABACUS, is available with on-premises, cloud and hybrid deployment options. ABACUS’ modeling capabilities support the use of templates in Microsoft Visio and include a native drag-and-drop modeling system. Avolution’s EA tool suite consists of five components: ABACUS Studio, ABACUS Enterprise, ABACUS Adapters, ABACUS Collaboration Server and ABACUS Analytics Engine. Avolution is a Leader in our Magic Quadrant.

Strengths

- **Market Understanding:** Avolution understands the importance of providing decision support for EA teams with a focus on business-outcome-driven analysis and reporting. The vendor also understands that non-EA users need access to tools and analysis.
- **Customer Experience:** Avolution scored above average in our customer reference survey. Customers cited ABACUS’ ease of use and good customer support.
- **Sales Strategy:** The vendor has a broad appeal, supporting customers in multiple regions and across many industries and verticals.

Cautions

- **Innovation:** Avolution’s ideation management is primarily focused on social sharing capabilities — it does not offer enhanced tools for driving and enhancing

innovation. The vendor does not yet offer multiexperiences, although it plans to offer such innovative experiences in future releases.

- **Market Responsiveness/Record:** Avolution has not been able to capitalize on its deep market understanding quickly enough. For example, it needs to further refine the visualization and presentation capabilities of its tools, especially for non-EA users.
- **Vertical/Industry Strategy:** Avolution's industry support focuses on broad-based EA for industry and vertical support through EA frameworks, such as Banking Industry Architecture Network (BIAN), Business Process Model and Notation (BPMN) and The Open Group Architecture Framework (TOGAF), and modeling languages such as ArchiMate.

BiZZdesign

BiZZdesign's EA tool is the HoriZZon platform, comprising Enterprise Studio and the HoriZZon portal. BiZZdesign supports business-outcome-driven EA capabilities, while introducing support for digital business modeling and customer experience design tools. BiZZdesign also provides tools that address the importance of collaboration across the organization, including ideation and innovation management. BiZZdesign is a Leader in our Magic Quadrant.

Strengths

- **Market Strategy:** BiZZdesign engages with EA practitioners and CIOs through content marketing, webinars, and attendance at tradeshow and user groups. This enables those in the EA community to view BiZZdesign as a trusted partner and thought leader.
- **Vertical/Industry Strategy:** BiZZdesign is well represented across industries and vertical sectors. It has relationships with industry consortiums such as BIAN and Summer Undergraduate Research Fellowship (SURF), in which educational and research institutions work together on IT facilities and innovation.
- **Customer Experience:** BiZZdesign scored above average in the overall ratings from our customer reference survey. Overall, customers were pleased with BiZZdesign's capabilities to support the needs of their EA programs and practices.

Cautions

- **Sales Strategy:** BiZZdesign does not offer a marketplace for customers, developers and third-party vendors to help expand its core product capabilities, while customers expect extensibility from enterprise software tools, especially SaaS-based ones.
- **Geographic Strategy:** The vendor focuses mainly on the U.S. and Western European markets, which limits its direct representation in other regions. Other regions are represented by third-party partners.
- **Sales Execution/Pricing:** BiZZdesign's sales process and cycle time are long compared with those of other vendors featured in this Magic Quadrant.

BOC Group

BOC Group's EA tool offering is ADOIT, supporting real-time data monitoring, innovation management and customer journey mapping. In addition to its enterprise edition of ADOIT, BOC Group offers a free community edition, providing community and learning resources. BOC Group is a Visionary in our Magic Quadrant.

Strengths

- **Market Understanding:** BOC Group recognizes that both EA and non-EA customers need richer experiences driven by artificial intelligence (AI) and analysis capabilities. This demonstrates its understanding of the evolving EA tool market.
- **Overall Viability:** BOC Group is a profitable and growing company that has been in the EA tool market for almost 25 years.
- **Marketing Strategy:** BOC Group is present at and involved in EA tradeshows, conferences and events. It also supports the sharing of best practices and lessons learned through content sharing and webinars. Customers view BOC Group as a thought leader and subject matter expert in the EA discipline.

Cautions

- **Product Capability:** In our customer reference survey, customers noted a lack of capabilities, including some reporting limitations and surveys, indicating that ADOIT does not reflect the full range of BOC Group's expertise.
- **Sales Execution/Pricing:** The vendor scored below average in our customer reference survey in relation to contract negotiation. Its two editions and four pricing levels may make it difficult for customers to understand its product offerings and pricing.
- **Vertical/Industry Strategy:** BOC Group primarily focuses on the banking, finance, insurance, manufacturing and government verticals.

Clausmark

Clausmark's EA tool offering is Bee4IT, which integrates Financial Management, Enterprise Architecture Management and Program & Portfolio Management in a single repository. Clausmark has built its repository using a platform-based approach for cross-organizational transparency and analysis. Clausmark has entered our Magic Quadrant as a Niche Player.

Strengths

- **Market Understanding:** Bee4IT supports an IT value chain approach that connects strategy and planning to requests, and requests to fulfillment. This enables integration between EA and delivery/execution, and positions Clausmark as a suitable choice for those who require broader management across different IT roles and disciplines.

- **Marketing Strategy:** Clausmark focuses on its core competencies and does not try to do more than it can deliver. It recognizes it is unrealistic for a small vendor to deeply support the plethora of frameworks in the marketplace.
- **Offering (Product) Strategy:** Clausmark uses a CRM approach that can be beneficial in strengthening EA's internal management consultancy capabilities. The vendor's approach, when properly implemented, can provide a clear, well developed way to formally and properly manage relationships using the included processes and workflows.

Cautions

- **Sales Strategy:** Clausmark's offering does not differentiate between the different subroles within EA, such as business architect, security architect, solution architect and information architect. Also, it does not differentiate between the problems for which the different subroles seek solutions. This may prevent a prospective customer from fully understanding Clausmark's value proposition.
- **Innovation:** Clausmark's offering lags behind competitors in communicating future states. This reduces its appeal for customers undergoing transformational efforts or for organizations that need to innovate to respond to disruptive forces.
- **Geographic Strategy:** Clausmark is concentrated in Europe, particularly Germany, making face-to-face interaction with customers in other regions difficult.

erwin

Enterprise Architecture is the tool offered by erwin. The vendor has designed the tool to ingest an organization's metadata to enable EA and non-EA users to make actionable decisions faster. In our Magic Quadrant, erwin is a Niche Player.

Strengths

- **Market Understanding:** The vendor has a good understanding of the EA tool market and, in particular, the importance of starting with business architecture. It understands the need for EA tools to support collaboration and use by non-EA users. Its EA targets large enterprises in highly regulated industries with complex data and processes, such as financial services and healthcare.
- **Overall Viability:** The vendor has been in the EA tool market for many years and has solid revenue.
- **Marketing Execution:** The vendor continues to add features and functions to its offering, which shows erwin's understanding of the market for EA tools. It has earned trust in the EA market through experience, case studies and its presence at EA events.

Cautions

- **Innovation:** In our customer reference survey, erwin's tool received a below-average score for innovation. Customers commented on the older client/server

architecture of the tool, indicating that they would prefer a modernized user interface with the ability to support multiple interaction styles.

- Sales Execution/Pricing: The current size of erwin's sales team may limit its growth prospects, although it plans to expand it.
- Product or Service: Customers pointed to erwin's lack of modern architecture. Some customers disliked the vendor's older, thick client architecture and perceived configuration complexities.

Enterprise Architecture Solutions

Enterprise Architecture Solutions' offering is Essential Project. The company built it based on the experiences of EA consultants who started with an open-source approach, but evolved it into a flexible, low-cost product with multiple deployment options. Essential Launchpad helps organizations quickly populate the repository to start gaining business insight rapidly. Enterprise Architecture Solutions is a Niche Player in our Magic Quadrant.

Strengths

- Offering (Product) Strategy: Enterprise Architecture Solutions takes a business-outcome-driven approach to EA, helping organizations to link IT efforts to business direction and strategy. The product delineates EA from IT portfolio management, which is helpful as many companies now address the latter outside of the EA organization.
- Product or Service: The vendor's tool metamodel structures are well thought out and capture nuanced relationships. The prebuilt visualizations are simple to understand. Customers can deploy internally via Docker containers or the cloud, with open-source options.
- Customer Experience: Enterprise Architecture Solutions ensures that customers in both large and small organizations can use its product as intended. Our customer reference survey showed that customers like the tool's ease of implementation.

Cautions

- Vertical/Industry Strategy: Enterprise Architecture Solutions' tool does not focus on or target any particular segment or industry. It also lacks industry certifications such as TOGAF.
- Innovation: Enterprise Architecture Solutions' tool has limited collaborative support for establishing innovation management in EA programs, although it does offer ideation management capabilities. Essential Project is currently available only as a web-based application and does not offer multiexperience (mobile app, chatbot, etc.) capabilities.
- Geographic Strategy: Enterprise Architecture Solutions' presence is in the European and North American markets. It supports other markets through a partner network.

LeanIX

LeanIX supports a business-outcome-driven approach to EA. It aims to provide actionable insights that move EA practices beyond IT portfolio management and current-state-first scenarios. Its product is equally adept at supporting large heritage enterprises and born-digital organizations. LeanIX has entered our Magic Quadrant as a Visionary.

Strengths

- **Marketing Strategy:** LeanIX engages customers through a variety of channels, such as industry events and social media. It also hosts its own conference for enterprise architects, CIOs and other IT leaders. This increases the perception that it is a thought leader as a result of its marketing efforts.
- **Market Understanding:** LeanIX can support additional challenges that large organizations face, such as determining which applications are cloud-ready and understanding the exponential growth of data due to the Internet of Things (IoT). Organizations are likely to find value in the product above and beyond heritage approaches to EA.
- **Market Responsiveness/Record:** As indicated by its clients, LeanIX has demonstrated responsiveness, ranging from a focus on usability to ensuring that licensing constraints do not impede client adoption. The vendor introduced the heatmap metaphor to expose applications at risk of low-quality data and to highlight opportunities for ensuring that the EA tool maintains the right level of data quality for longer.

Cautions

- **Sales Strategy:** LeanIX often uses a “land and expand” approach — it “lands” or wins a customer with a smaller deal and sells into the organization to expand its footprint. As a result, customers may find costs increase over time as additional usage of functionality increases.
- **Vertical/Industry Strategy:** LeanIX has limited support for sector- and industry-specific content, models, and templates, although it has demonstrated the ability to support financial services, government, retail and energy clients.
- **Geographic Strategy:** LeanIX focuses on North America and Europe, using third-party partners for other regions, including Australia. It provides remote support for the Asia/Pacific region, the Middle East, Africa and South America.

MEGA International

MEGA International’s EA tool offering is HOPEX. As indicated by its customers, the solution provides the ability to unify EA, IT portfolio management, business process analysis and integrated risk management into a single platform. It typically serves large enterprise customers globally. The vendor balances innovation with cost optimization and risk management. MEGA International is a Leader in our Magic Quadrant.

Strengths

- **Market Strategy:** MEGA International has increased its customer base and geographic presence rapidly in the past few years. This reflects its understanding of the market's direction. In February 2019, the vendor opened a subsidiary in São Paulo, Brazil, enhancing its presence in South America to the level of that in North America and EMEA.
- **Market Understanding:** Leaders must often accelerate digital transformation, which requires them to use business architecture to respond to disruptive forces and work closely with agile teams to connect development to operations. MEGA International is one of the few vendors that focuses on the need for business architecture. The vendor supports transformation and modernization efforts equally.
- **Innovation:** MEGA International takes a CRM-like approach, helping EA practitioners create campaigns that use crowdsourcing techniques to combine the efforts of many people to identify opportunities. The vendor automates the methods of assessing, planning and changing IT resources, which is highly beneficial to organizations that struggle to find the money to innovate.

Cautions

- **Sales Execution/Pricing:** Total costs for the entire platform can be high, but MEGA International has introduced an all-inclusive, entry-level fixed price option. The vendor's pricing is complex, but it continues to work to simplify it.
- **Operations:** MEGA International lacks partner coverage from global integrators, outsourcing firms and consultancies. It would benefit from having partners that understand the business strategy to increase its reach and penetration beyond IT-centric EA organizations. When evaluating, EA leaders need to understand this constraint if they already have a chosen integrator and adjust accordingly.
- **Vertical/Industry Strategy:** The vendor's support for sectors can be limited other than for the public sector — it provides good support for the Department of Defense Architecture Framework (DoDAF). Content from the Business Architecture Guild can expand support for other industry vertical sectors.

Orbus Software

Orbus Software's EA tool offering is iServer Business and IT Transformation Suite, which supports EA and business process analysis. Diagramming functions extend Microsoft Visio, giving organizations a familiar environment for visualizing value streams, and business process and integration scenarios, as part of an approach to solution architecture. Orbus Software is a Challenger in our Magic Quadrant.

Strengths

- **Vertical/Industry Strategy:** iServer Business and IT Transformation Suite supports a variety of industry frameworks and provides industry expertise through user

forums. The vendor focuses on the modeling challenges in vertical sectors affected by regulatory compliance.

- **Overall Viability:** Orbus Software has a sound vision, stable revenue stream and functional breadth. It is certified to the ISO 27001 standard. The vendor takes corporate social responsibility seriously, which is important in a digital business ecosystem. It has partnerships with over 15 different technology consultancies with a focus on digital transformation and modernization and EA.
- **Marketing Strategy:** Orbus Software encourages customers to submit ideas for product enhancements and, in turn, uses their feedback as a marketplace amplifier for others to hear and ultimately implement. The vendor has a global customer experience team that seeks to optimize the customer journey during both implementation and initial deployments as part of proofs of concept.

Cautions

- **Product or Service:** Orbus Software's close partnership with Microsoft may limit its appeal for some prospective customers. They may have more diverse requirements that the Microsoft suite does not match, or may find a Microsoft-based interface unappealing. For clients that like the Microsoft partnership, future versions of Visio may change the interaction paradigm, resulting in potential emerging usability challenges.
- **Innovation:** The Orbus iServer Business and IT Transformation Suite provides incomplete support for the various stages of innovation — ideation, incubation, acceleration, venturing, exit or integration scenarios. This may hinder organizations that are trying to rapidly catch up with the practices of born-digital organizations.
- **Market Understanding:** Organizations with a business-outcome-driven approach and that are not necessarily EA-process-centric will have challenges when using iServer Business and IT Transformation Suite to address the concerns of all stakeholders. This will be the case with stakeholders less focused on diagramming (input and output) and more focused on actionable insights (automated input and AI-driven insights for output).

Planview

Planview combines program and portfolio management capabilities with its EA tool in the Planview Enterprise One platform. The vendor uses its 2018 acquisition of Spigit to supplement the Enterprise One platform, providing an ideation and innovation management solution. Planview is a Visionary in our Magic Quadrant.

Strengths

- **Overall Viability:** Planview has been in business for approximately 30 years, and, in 2015, acquired Troux Technologies to enhance its project and portfolio management (PPM) platform with EA tool capabilities. Troux was in the EA market for almost 14 years before the acquisition.

- **Market Strategy:** Planview is shifting from a focus on individual EA and PPM tools toward an integrated platform-based approach that unifies EA, PPM and other areas of focus.
- **Offering (Product) Strategy:** Planview is aligning with industry trends of shifting from a project to a product approach. It has used its strong project management capabilities to focus on agile product methodologies, such as Scaled Agile Framework (SAFe) to help take the directional guidance proposed by EA to improve the ability to execute.

Cautions

- **Customer Experience:** Planview scored below average in our customer reference survey and Gartner Peer Insights. The reasons for this included difficult integrations and issues with upgrades.
- **Geographic Strategy:** Planview concentrates on the North American and Western European markets, which may restrict its appeal to customers in other regions.

Innovation: Planview's EA tool has not met market expectations in terms of innovation, although Planview has strong ideation and innovation management tools for customer use. Its focus is on foundational EA capabilities as well as scaled agile and Kanban.

QualiWare

QualiWare is a collaboratively focused tool with social media functions that encourages participation from enterprise architects and non-EA staff across the organization. QualiWare is designed for use across multiple experiences, including a mobile app and chatbots, and integration with tools such as Slack and Microsoft Teams. QualiWare is a Leader in our Magic Quadrant.

Strengths

- **Vertical/Industry Strategy:** QualiWare demonstrates good coverage in many industries, including government, manufacturing and energy. It also maintains many industry certificates and initiatives.
- **Sales Execution/Pricing:** QualiWare's sales pricing model is simple and the lead times for sales cycles are short compared with those of other vendors in this market.
- **Overall Viability:** QualiWare is a profitable company that has been in the market for more than 25 years.

Cautions

- **Customer Experience:** QualiWare's scores in our customer reference survey were below average, while its Gartner Peer Insights rating was slightly above average. Customers cited a lack of end-user help documentation as an example of what needs to be improved.

- **Market Understanding:** QualiWare understands the importance of collaboration, especially with non-EA users across the organization. Although QualiWare provides tools supporting customer experience journeys and strategic planning, tools for ideation and innovation management are lacking.
- **Marketing Execution:** QualiWare needs to increase investments in improving its brand recognition in geographical regions outside of Europe. Additionally, the vendor would benefit from an increased focus on non-EA roles, with an emphasis toward growing demands related to security and information architecture.

Software AG

Software AG's EA tool offerings, Alfabet and Alfabet FastLane, are part of the vendor's larger ambition to provide organizationwide capabilities. Software AG uses a conversational UI to improve navigation and aid users in finding the information they need quickly. Software AG has a focus on innovation and tracking emerging technologies through integrations with external databases, such as Gartner's Hype Cycle innovation database. Software AG is a Leader in our Magic Quadrant.

Strengths

- **Market Understanding:** Software AG understands the dual role of EA, with IT-focused capabilities and its newer responsibility for facilitating innovation and collaborating across the organization. The vendor offers many capabilities that the EA market is looking for, and has a strong roadmap for its products and services.
- **Vertical/Industry Strategy:** Software AG supports a wide variety of industries with industry-specific resources, such as BIAN and Association for Cooperative Operations Research and Development (ACORD), frameworks and reference models.
- **Overall Viability:** Software AG has been a mainstay in the EA tool market and is a profitable publicly traded company.

Cautions

- **Customer Experience:** Software AG received below-average feedback from its customers in the Gartner customer reference survey and during inquiry calls. Customers cited difficulties with initial implementations, usability, presentation and complexity for novice users.
- **Sales Execution/Pricing:** Software AG's pricing is based on modules and users. Customers specifically mentioned pricing complexity in our customer reference survey. An exception is Alfabet FastLane, a "lite" version with reduced functional scope that Software AG launched in April 2019. Alfabet FastLane affords customers a lower upfront investment, to explore the platform and receive an out-of-the-box solution priced solely based on the number of users.
- **Product or Service:** Concerns remain about the overall ease of use of Software AG's product and its overall usability for novice users.

Sparx Systems

Sparx Systems' Enterprise Architect is a traditional IT-focused EA tool with a strong emphasis on modeling. It uses standards including ArchiMate, Unified Modeling Language (UML) and BPMN to map out EA-specific processes and workflows. Most deployments are on-premises. Sparx Systems offers a web interface through its Pro Cloud Server. Sparx is a Niche Player in our Magic Quadrant.

Strengths

- Overall Viability: Sparx Systems has been in business for more than 20 years and is profitable.
- Sales Execution/Pricing: The vendor has a very simple per-user pricing model and conducts most of its sales through its website. Its pricing model is predictable and easy to understand, and the sales cycle is short.
- Market Strategy: Sparx Systems targets solution architects and engineering teams that are modeling-focused.

Cautions

- Vertical Industry/Strategy: Sparx Systems does not have a very detailed strategy for vertical sectors. It does not have specific industry certifications or offer industry-specific resources.
- Innovation: Sparx Systems is modeling-oriented, and has not expanded the capabilities and functions of the tool for business users and users other than solution architects.
- Offering (Product) Strategy: The vendor offers limited capabilities other than IT-focused EA modeling. The product is still deployed mainly on-premises, although Pro Cloud Server should help expand its capabilities.

UNICOM Systems

UNICOM Systems' System Architect is an EA tool for visualizing, analyzing and communicating with stakeholders by applying industry-standard frameworks, notations and methods. The vendor has strong technical architecture capabilities that users can customize based on built-in Visual Basic for Applications (VBA). UNICOM Systems is a Niche Player in our Magic Quadrant.

Strengths

- Sales Execution/Pricing: UNICOM Systems has predictable and simple pricing models that facilitate shorter sales cycles.
- Overall Viability: The vendor has been in this market for more than 30 years.
- Sales Strategy: UNICOM Systems targets the public sector and government market, which makes its sales strategy highly focused and simple.

Cautions

- Vertical/Industry Strategy: UNICOM Systems does not have much representation outside the public sector and government market. This limits its ability to focus on serving other markets.
- Innovation: The vendor has modernized aspects of its user interface, but has not fully achieved a modernized UI paradigm that is equally effective for both business and IT stakeholders. System Architect is available only on Windows-based machines, with few capabilities for innovation and ideation management.
- Geographic Strategy: UNICOM Systems concentrates on the North American market, which limits its appeal to customers in other regions.

ValueBlue

ValueBlue's EA tool is BlueDolphin, a platform that solves the challenges of communication and coordination of IT processes. BlueDolphin targets the frequently observed lack of coherence between applications, business processes, data and infrastructure by helping to provide insight into the IT landscape. ValueBlue has entered our Magic Quadrant as a Niche Player.

Strengths

- Market Understanding: ValueBlue demonstrates an understanding that a lack of collaboration and visibility hinders many transformation efforts into otherwise siloed approaches. ValueBlue enables a centralized approach to planning, monitoring and driving change in a way that each stakeholder can understand from his or her perspective.
- Sales Execution/Pricing: ValueBlue has a simple pricing model that is publicly available, so prospective customers do not have to engage with the sales team to understand a tiered pricing structure. BlueDolphin offers free trial editions by request. Its licensing is less complex than that of some vendors featured in this Magic Quadrant, and is based on the total number of employees.
- Market Responsiveness/Record: ValueBlue focuses on meeting the distinct needs of small or midsize organizations. It provides support for political, economic, social, technological, legal and environmental (PESTLE) analysis, roadmaps and other marketplace analytics that are integral to creating and delivering new strategies and innovations in many organizations. This functionality is of special interest to decision makers who either may wish to quickly kill ideas or to progress to investment and execution quickly.

Cautions

- Vertical/Industry Strategy: ValueBlue does not have notable experience in manufacturing and energy, which many view as leading industries from an EA perspective. Instead, its experience is concentrated in smaller organizations, as well as the construction, government and not-for-profit sectors.

- **Marketing Execution:** The vendor has a low presence at industry events, and does not update its social media frequently or market effectively to increase its number of users and followers.
- **Geographic Strategy:** ValueBlue focuses on the European market, particularly the Netherlands, and its current execution ability for acquiring customers in other regions is limited.

Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant may change over time. A vendor's appearance in a Magic Quadrant 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

- Ardoq
- Clausmark
- Essential Project
- LeanIX
- ValueBlue

Dropped

No vendors were dropped from this Magic Quadrant.

Inclusion and Exclusion Criteria

To be included in this Magic Quadrant research, EA tool vendors must:

- Fit into one of the following categories:
 - Have 2018 EA tool licensing revenue of \$7.5 million or more per year
 - Have 50% year-over-year revenue growth
- Have added at least five net new logos/companies as paying customers from midsize to large enterprises in 2018.
- Have tools positioned to address the marketplace for EA tools (using Gartner's definition of EA).
- Must possess all the following capabilities:
 - Be based on a repository or metamodel

- Include modeling capabilities across the four main viewpoints of EA
- Provide a range of decision analysis capabilities
- Support a range of presentation views for different types of stakeholders
- Include features to administer user access rights, security and tool features
- Be configurable for different types of users and environments
- Support frameworks and standards, while enabling customization according to user needs
- Deliver all features and functions in a readily usable, intuitive manner
- Have an active presence (an office or official partner) in at least two of the major global regional markets and compete in all those markets (we define the major global regions as the Asia/Pacific region, EMEA, North America and South America).
- Permit Gartner to acquire survey data from a minimum of five and a maximum of 10 customers that have not been customer references in this Magic Quadrant in the past three years. These customers should represent production deployments of the most recent software version in the past 12 months (during the customer survey period of the research process for this Magic Quadrant). They must have used the product version shown in the vendor briefings and customer production for at least three months.

Honorable Mentions

Although we evaluated only 16 vendors in this year's Magic Quadrant due to the inclusion and exclusion criteria noted, there are many other vendors worthy of consideration that did not qualify. These include:

- Atoll Technologies
- Dragon1
- Changepoint
- Capability Management (Enterprise Evolver)
- ins.pl
- InQuisient
- iteratec
- QPR Software
- ServiceNow

Evaluation Criteria

Ability to Execute

We evaluated vendors' Ability to Execute in the EA tool market by using the following criteria:

- **Product or Service:** We assessed the core goods and services the vendor offers that compete in/serve the defined market. These include product or service capabilities, quality, feature sets, and skills, whether offered natively or through OEM agreements or partnerships. We also assessed products on how well they meet the eight-core capabilities, as defined in the Market Definition/Description section. We used subcriteria, including:
 - Support for integration with third-party systems and importing external, real-time operational data
- **Overall Viability:** We assessed the overall organization's financial health, and the financial and practical success of the business unit. We assessed the likelihood that the organization will:
 - Continue investing in the product
 - Continue offering the product
 - Advance the product's position in the organization's portfolio of products
- We compared organic growth with — and valued it higher than — growth by other means, including growth by acquisition or by securing additional funding. We used subcriteria, including:
 - Percentage of revenue used for investment (for example, in R&D, sales, vertical market and geographic strategies, and future acquisitions)
 - Change in annual revenue in the past three years
 - The profitability of the EA tool business (broken down into on-premises versus SaaS business), as indicated by:
 - Percentage of new customers acquired during 2017 compared to 2016 (specifying both the number of new customer organizations and the number of new user licenses for 2016 and 2017)
 - Number of employees and employee growth rate
- **Sales Execution/Pricing:** We assessed the vendor's capabilities in all presales activities and the structure that supports them. Our assessment included responsiveness in sales engagement, deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel. We also evaluated renewal rates compared with reported losses due to nonrenewals. We used subcriteria, including:
 - Percentage of revenue the vendor derives from new EA tool customers.
 - Percentage of customers that renew support agreements.

- Total number of EA tool customers, both in terms of customer organizations and total number of users holding active licenses.
- Competitive, flexible and clear pricing (how easy it is for prospective customers and current customers to understand pricing). For example, we would consider pricing clear if the vendor provided the following details (with prices expressed per user, specifying whether a user is defined as a named or floating user):
 - List prices of all EA SaaS and cloud-based service offerings
 - List prices of EA on-premises offerings
 - List prices of any optional, add-on products related to EA
 - Cost of maintenance, professional services and training offered with products
 - Whether a minimum price is required (for example, required server license)
 - Average deal size in 2018
- Market Responsiveness/Record: We assessed the vendor's flexibility and ability to achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. We also considered the vendor's history of responsiveness to customer requests. We gave high marks to opportunistic vendors that respond quickly and change development or company direction to meet the needs of an evolving market. We also examined each vendor's track record in the EA tool market. We used subcriteria, including:
 - Number of product releases or updates per year
 - Time to market for new product versions and enhancements (with examples) as measured by:
 - Time from idea to beta testing
 - Time from beta testing to general availability
 - Marketing Execution: We assessed the clarity, quality, creativity and efficacy of programs designed to:
 - Deliver the vendor's message to influence the market.
 - Promote the brand and business.
 - Increase awareness of the vendor's products.
 - Establish an identification with the product, brand and vendor in the minds of customers.
 - A combination of publicity, promotional initiatives, thought leadership, word of mouth, social media, referrals and sales activities can drive this mind share. We also examined web presence. We used subcriteria, including:
 - EA-specific events that the vendor ran or attended

- Ease of finding specific/targeted EA-related information on the vendor’s website (see Note 2)
- Mind share programs designed to grow the EA market
- Customer Experience: We assessed products, services and programs that enable customers to achieve the expected results with the products evaluated. We gave high marks for an excellent track record of successful implementations. We examined relationships, products and services/programs — including “hand-holding” EA process consulting services — that enable clients to be successful with the products evaluated. This included how customers receive technical support, account support and process consulting support, and at what cost. We assessed the vendor’s responsiveness to customer issues with its product and service. We also considered ancillary tools, customer support programs and their quality, the availability of user groups, and SLAs. We examined the way the vendor handles migration, and the design of any migration paths for existing customers when the vendor discontinues support for older versions. We also examined the customer’s experience in doing business with the vendor, and the customer’s overall perception of the vendor. We used subcriteria, including:
 - How the vendor supports customers, from onboarding to resolving issues
 - Customer feedback on the vendor’s responsiveness (based on inquiry data, Gartner Peer Insights data and the customer reference survey). We evaluated:
 - Service and support
 - Evaluation and contracting
 - Implementation, including ease of use and ease of deployment
 - Cost and availability of dedicated consulting resources to support EA customers
- Operations: We evaluated the vendor’s ability to meet its goals and commitments. We considered factors including the quality of the vendor’s organizational structure, such as skills, experiences, programs, systems, the underlying infrastructure and other vehicles that enable the vendor to operate effectively and efficiently. We used subcriteria, including:
 - Quality and other standards the vendor achieves
 - Number of different, named roles engaged in a typical sale and number of approvals required to confirm a deal

Table 1: Ability to Execute Evaluation Criteria

Enlarge Table



Evaluation Criteria

Weighting

Evaluation Criteria	Weighting
Product or Service	High
Overall Viability	High
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium
Marketing Execution	Low
Customer Experience	High
Operations	Low

Source: Gartner (October 2019)

Completeness of Vision

We evaluated each vendor's Completeness of Vision in the EA tool market by using the following criteria:

- **Market Understanding:** We assessed the vendor's ability to understand buyers' and potential buyers' needs, and to translate those needs into products and services. Vendors that show the highest degree of vision in the EA market listen to buyers, understand their wants and needs, and can shape or enhance those wants and needs with their added vision. We used subcriteria, including:
 - Mechanisms for listening to customers and responding to their needs
 - Mechanisms for viewing, considering and responding to changing market needs
 - Demonstration of an understanding of the different personas that use EA tools and outputs
 - What the vendor is doing to develop an EA tool product roadmap to help and support customers with digital business and the IoT
- **Marketing Strategy:** We assessed how well the vendor consistently communicates a clear, differentiated set of messages throughout the organization and externally through its website, social media, advertising, customer programs and positioning statements. We used subcriteria, including:
 - Clear, consistent messages targeted at EA practitioners

- Client understanding of marketing messages and strategies
- Clarity of messages to different types of architecture audiences
- Sales Strategy: We assessed the soundness of the vendor's strategy for selling its product. We assessed how well it uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extends the scope and depth of market reach, skills, expertise, technologies, services and the customer base. We used subcriteria, including:
 - Size and positioning of dedicated sales resources for EA
 - Size of the partner network dedicated to EA tools
 - Number and size of partners delivering consulting services in support of clients setting up an EA program
- Offering (Product) Strategy: We examined the vendor's approach to product development and delivery, and how it emphasizes market differentiation, functionality, methodology and features as they map to current and future customer requirements. We also evaluated the amount and value of EA functionality, considering the total cost to obtain or access it. We examined the breadth of EA functionality. We assessed training and consulting options, including remote consulting and bundled training. We evaluated services and roadmaps for migrating customers from older versions. We considered integration with adjacent third-party systems. We also assessed the vendor's ability to support a global installed base. We used subcriteria, including:
 - Support and changes brought about by new usage and delivery mechanisms for EA tools (for example, SaaS/cloud, agile and bimodal)
 - Migration strategies for customers using other/older versions of EA products or moving from a competitor's product
 - Changes in product strategy to respond to targeted business outcomes, digital business and disruptive technologies (for example, AI, IoT and digital twins)
- Business Model: We evaluated the design, logic and execution of the vendor's business proposition to achieve continued success. We assessed the completeness of the vendor's model in supporting customers in different deployment modes. We considered the vendor's dedication to the overall installed base, as indicated by the evolution of its business model. As part of this, we examined how the vendor has changed and adapted its business model to support customers on different versions of the product, such as older and newer releases of the product. We looked for a proactive set of practices for helping customers migrate to newer releases. We looked for evidence of "lock on" — customers deciding to support the service because of its value. We used subcriteria, including:
 - Evidence that the vendor's business model is sustainable and profitable (including the ratio of revenue from EA tools to revenue from consulting, support and maintenance)

- The way long-term customer relationships are established within the business model
- Vertical/Industry Strategy: We evaluated the vendor’s strategy to direct resources (sales, product and development), skills and offerings to meet the specific needs of individual market segments, including vertical industries. We used subcriteria, including:
 - Demonstration of direct support for vertical industries
 - Partnerships that help the vendor address specific vertical markets
 - Support for vertical industry standards
- Innovation: We evaluated the vendor’s direct, related, complementary and synergistic use of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes. We evaluated the functions that demonstrate strong product vision — pushing not only the vendor, but also the market, in new directions. We considered the amount of movement, based on the existing installed base, from traditional on-premises deployments to cloud-hosted SaaS deployments. We also took into account the vendor’s ideas for future critical or differentiating capabilities. We used subcriteria, including:
 - Demonstration of how or why the vendor has been innovative (for example, evidence of patents and innovation partnerships)
 - Examples of how the vendor proposes to deliver greater innovation (not just product innovation, but also business model innovation), especially in response to digital business and the impact of disruptive, digital technologies
- Geographic Strategy: We evaluated the vendor’s strategy to direct resources, skills and offerings to meet the specific needs of regions outside its “home” region — either directly or through partners, channels and subsidiaries — as appropriate for those regions and markets. We used subcriteria, including:
 - Existence of vendor offices compared with partner offices in regions
 - Availability of employed support staff in all regions
 - How the vendor’s geographic strategy enables it to convert prospects to customers, and support customers worldwide

Table 2: Completeness of Vision Evaluation Criteria

Enlarge Table

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Evaluation Criteria

Weighting

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

Source: Gartner (October 2019)

Quadrant Descriptions

Leaders

The Leaders in our 2019 Magic Quadrant demonstrate clear support for delivering business-outcome-driven EA (see Note 3), modeling and analysis. They also demonstrate a clear vision of the direction and maturation of the EA discipline, as well as its relevance for digital business today and in the future. Leaders are responding to the needs of leading EA practitioners that Gartner highlights in its research.

Leaders provide mature offerings that meet market demand, and they demonstrate the vision necessary to sustain their market positions as requirements evolve. Leaders focus on and invest in their offerings to such a degree that they lead the market and can affect their overall direction as their offerings evolve. They typically possess a large (relative to the size of the market), satisfied customer base, and are well known in 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.

Challengers

The Challengers in our 2019 Magic Quadrant demonstrate that they can execute strongly on many aspects of delivering business outcome requirements to satisfy the needs of leading EA practitioners.

Although Challengers typically are of significant size and have significant financial resources, they may lack a clear vision, innovative ideas and plans, or an 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 move between the Challengers and Leaders quadrants as their product cycles and market needs shift.

Visionaries

The Visionaries in our 2019 Magic Quadrant 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 are sometimes attractive acquisition targets for Leaders or Challengers.

Niche Players

The Niche Players in our 2019 Magic Quadrant demonstrate strengths in many aspects of business-outcome-driven EA. These vendors may be a perfect fit for many organizations. To evaluate Niche Players properly, EA practitioners must understand Niche Players' capabilities across their functional breadth, and must understand their global presence, vertical industry coverage, market focus and digital business support. Niche Players may have broad functions, but limited implementation and support capabilities, and limited customer bases. They have not yet created or articulated a strong, long-term vision for their offerings.

Context

EA Tools Supporting Business Transformation

We expect EA will be influential in supporting business transformation and optimization efforts (see "Leadership Vision for 2020: Enterprise Architecture and Technology Innovation Leader"). This will require EA programs to grow into an internal management consultancy, and they will be looking to EA tools to help facilitate this growth and help with their overall maturity. Enterprise architects will be looking to EA tools to help them innovate and collaborate within their organization, while also allowing them to proactively recommend ways to enable future-state business capabilities that, in turn, drive target business outcomes.

As part of our evaluation process, we used five key use cases that we believe are important to enterprise architects, as well as senior leadership, that vendors need to support to maintain relevancy in the EA tool market.

1. Making smarter decisions faster — EA tools deliver true value only when the broader organization can use the information that architects and others enter collaboratively for analysis and decision support.
2. Driving innovation — Innovation is the key to digital transformation. Organizations must evaluate emerging technologies, and enable innovation with structured, flexible and iterative methods.
3. Rearchitecting the enterprise for transformation — The EA tool must enable enterprise architects to provide details of the future architectural state required to enable digital transformation and perform a gap analysis.
4. IT portfolio and asset management — The tool must manage the current state of the IT portfolio and guide technology projects, emphasizing factors such as cost optimization, revenue growth and risk mitigation.
5. Architecture modeling — The tool must focus on modeling business processes and rules, information resources, information exchange, business ecosystems, applications, and services.

To accomplish these use cases, and the overall needs of the EA discipline, the EA tools featured in this Magic Quadrant should provide the ability to produce the following deliverables:

- Business outcome statements
- EA charter
- Business capability modeling
- Scenario planning
- Value-streams
- Emerging tech radar
- Technology roadmaps
- Business ecosystem modeling
- Journey maps
- Story mapping

About This Magic Quadrant and How to Use It

For this Magic Quadrant, Gartner obtained information from qualifying EA tool vendors, their EA customers and Gartner clients. We analyzed company information according to the Gartner Magic Quadrant research methodology. We evaluated vendors against our defined evaluation criteria to position them in our Magic Quadrant figure. We evaluated all vendors individually; we did not rank or score them against each other.

In the Vendor Strengths and Cautions section, we did not mention all the strengths and cautions for each vendor. We intended to guide the most important points to consider. When evaluating EA tool vendors, EA and TI leaders should pay particular attention to the key strengths and cautions analysis for each vendor.

Placement on the Magic Quadrant is not an indicator of fitness for the needs of a particular user organization. Likewise, inclusion in the Magic Quadrant does not necessarily mean that a vendor is capable of resolving the challenges of new, intermediate or advanced practitioners.

This Magic Quadrant describes a diverse market of EA tool vendors. EA and TI leaders must consider that the best EA tool vendor for their organizations might be outside the Leaders quadrant. Specific problems may require niche solutions. When selecting an EA tool vendor, EA and TI leaders should consider a range of criteria, and weight them according to current and future needs. Additionally, they should ensure that vendors offer adequate support in their regions.

Gartner recommends that EA and TI leaders:

- Review this Magic Quadrant in conjunction with other research (such as “Critical Capabilities for Enterprise Architecture Tools”). This will help them narrow the list of EA tool vendors that are most likely to meet their requirements and unique use cases (see “How to Develop a Winning Value Proposition for Buying Enterprise Architecture Tools”).
- Use the research in the recommended reading section, which includes advice on selecting, buying and deploying EA tools.
- Select an EA tool vendor based on its demonstrated business-outcome-driven EA capabilities and approach, as well as client reference feedback received during the selection and RFI/RFP processes.
- Assess the critical and core capabilities of EA tools, taking into account how needs may evolve and grow.
- Conduct due diligence (including comprehensive vendor briefings, industry and solution references, pilot demonstrations, and use-case demonstrations). This will help determine whether vendors can provide an EA tool that delivers a business-outcome-driven EA approach against the backdrop of emerging and evolving the digital business, while also serving their global, regional and local markets.

This Magic Quadrant focuses on EA tool vendors’ placement in the market, not specifically on the capabilities of their products (for a more detailed evaluation of the products, see “Critical Capabilities for Enterprise Architecture Tools”). Only one of the 15 evaluation criteria in this Magic Quadrant relates to product or service functions. The other 14 evaluation criteria focus on the vendors’ ability to meet the requirements of this market (for details, see the Inclusion and Exclusion Criteria section, and the Evaluation Criteria section).

Market Overview

Enterprise architects are feeling pressured to understand their role in the adaptive strategy and product-driven world, while also expanding their role into acting as internal consultants, providing the greatest value to their organizations. To that end, EA tools must strive to support three key areas: innovation management, internal management consultancy and democratizing EA.

Innovation management. Innovation management is a business discipline that aims to instill a repeatable and sustainable innovation process or culture within an organization. Innovation is defined here as the creation of ideas, processes, tools and technologies that enhance business value. In the customer reference survey sent out for this Magic Quadrant, we asked, “Why did you purchase this enterprise architecture tool product?” Thirty-nine percent of respondents answered that they expect the tool to help drive innovation, while 50% answered that the key factor that drove their decision to purchase an EA tool from a specific vendor was TI.

Business is affected by disruptive forces and needs to respond by transforming, optimizing and innovating new products and services. EA tools must provide support for an environment of creativity and innovation by facilitating ideation from diverse areas of the business in an intentional and structured way through innovation management. EA tools should help highlight the ideas that will have the most impact on the business and help achieve defined business outcomes. This is accomplished in various forms across the EA tools in this Magic Quadrant through idea management (i.e., voting and rating), integration with strategic planning tools, capturing trends and signals through trendspotting, and creating emerging tech radars (see “Toolkit: How to Build an Emerging Technologies Radar”).

Internal management consultancy. Enterprise architects are rebranding themselves with a focus on providing true customer value within the organization. This is a proactive, consultative approach, offering to help design the future business and operating models, and shape the execution. Enterprise architects (in many cases, specifically business architects) will need to work closely with business executives and business teams. In many instances, they will work for, and even report to, business executives. This will create the need for EA teams to start creating consulting-specific artifacts (examples include the business capability model, the Business Model Canvas, ecosystem modeling, journey maps and persona modeling). They will also need to start using CRM to manage conversations and relationships across the businesses they support. EA tools will need to offer these consulting capabilities directly in their products to help support this capability (see “Predicts 2019: Enterprise Architecture Evolves Into an Internal Management Consultancy”).

Democratizing EA. Usability is a key differentiator among EA tools — now, more than ever — as 30% of respondents mentioned they plan on using the EA tool organizationwide.

This means EA tools must support non-EA users (i.e., citizen enterprise architects) who need to take advantage of the capabilities of the tools for them to help make strategic decisions for their lines of business, as well as to participate in ideation and innovation management. Also, enterprise architects are originating from the business so they are not typically trained in using EA modeling tools such as modeling languages like ArchiMate and UML. Hence, EA tools need to have quick-

start, out-of-the-box capabilities, support for multiexperiences, intuitive interfaces, integration into multiple tools (i.e., product management), and functionality specific to various personas and roles across the broader organization. Support for global collaboration and communities of practice will also become essential.

The EA tool market is likely to expand to include tools that are built with innovation, relationship management, collaboration and usability in mind.

Many organizations may continue to choose to go to niche vendors that specialize in particular areas. For example, those with a focus on modeling, technology roadmaps and solution architecture may choose to go with tools that are built-for-purpose. Others may choose to go with tools that have more of a focus on support for agile and product management.

This year, we have added five vendors/tools to the Magic Quadrant, as new requirements are adding opportunities for more tools to provide for the evolving needs of EA.

Evidence

Gartner conducted inquiry calls with Gartner clients about:

- EA tool selection
- Understanding of the EA tool market
- Challenges that required EA tool support
- Challenges regarding EA tool usage and functionality
- Use cases for deploying an EA tool

These Gartner clients represented a broad cross section of organizations of every size worldwide. Also, Gartner conducted more than 16 in-depth briefings with EA vendors.

Gartner conducted extensive research on the EA tool market, based on our Magic Quadrant methodology, to produce this Magic Quadrant (see “How Markets and Vendors Are Evaluated in Gartner Magic Quadrants”). We obtained and analyzed information on 16 vendors, in addition to:

- Vendor-specific responses to the evaluation criteria that define the Magic Quadrant
- Vendor-specific responses to tool capabilities, including core and critical capabilities, along with their perceived differentiators in this market
- Vendor briefings
- At least five customer responses per vendor to a survey that included 64 questions on customers’ use and opinions of vendor tools, excluding customer demographic information

- Feedback from clients during inquiry calls, and other comments we have received since 2018 about EA tools and the EA tool market in general

Note 1 Definition of Enterprise Architecture

EA is a discipline that proactively and holistically leads enterprise responses to disruptive forces. It does this by identifying and analyzing the execution of change toward the desired business vision and outcomes. Mainstream viewpoints of EA include:

- Business architecture, which guides people, process and organizational change
- Information architecture, which focuses on the consistent sharing of information across the enterprise
- Security architecture, which is focused on relating business problems, threats and agile IT to the defenses the organization needs to build
- Solution architecture, which develops a direction for managing the portfolios of to-be solutions
- Technical architecture, which focuses on evolving the technical infrastructure

Note 2 Vendor Websites

We examined how the public personas of the vendors — for example, the way they present themselves on their websites — compare with what they say in private to customers, prospective customers and analysts. We visited all the vendors' websites during July and August 2019. Some of the material on the vendors' websites may have changed since then.

Note 3 Definition of Business-Outcome-Driven EA

Business-outcome-driven EA is a practical approach that is designed to deliver signature-ready and actionable recommendations to business and IT leaders. These recommendations enable business and IT leaders to adjust policies and projects to achieve target business outcomes based on the business direction and relevant business disruptions (see “Stage Planning a Business-Outcome-Driven Enterprise Architecture”). By putting business direction (strategy and operations), disruptions (opportunities and risks) and outcomes first in developing signature-ready guidance, this approach empowers chief EA and TI leaders to:

- Drive enterprise change and enable innovation.
- Link all EA and IT efforts to business direction and strategy.
- Focus EA efforts on delivering stakeholder value on an ongoing and consistent basis.

- Simplify EA development and execution.

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.

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.