

December 21, 2009

The Forrester Wave™: Project Portfolio Management, Q4 2009

by Margo Visitacion and Tim DeGennaro

for Application Development & Program Management Professionals

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This Mature Market Is Showing That Diversity Needs To Be The Name Of The Game

by **Margo Visitacion and Tim DeGennaro**

with Adam Knoll and Mike Gilpin

EXECUTIVE SUMMARY

Forrester evaluated 14 project portfolio management (PPM) vendors using 80-plus criteria and found that CA, HP, Planview, Oracle, and SAP led the pack because of versatile offerings combined with strong product and corporate focus. Differentiation is elusive in this mature market, making customer selection priorities more about value, partnership, and flexible implementation offerings. Vendors Microsoft, Planisware, PowerSteering, GenSight, and Métier all are showing individual strengths in key areas of methodology, strategic analysis, and customer support, while AtTask and Daptiv are well positioned to deliver high value for a reasonable cost. Compuware and Serena Software possess functional strength but would benefit from increased corporate focus to deliver the full value that they have in their solutions.

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Forrester conducted demo-based product evaluations in July 2009 and interviewed 14 vendors: AtTask, CA, Compuware, Daptiv, GenSight, HP, Métier, Microsoft, Oracle, Planisware, Planview, PowerSteering, SAP, and Serena Software.

Related Research Documents

["Conquering Your Fears Of Project Portfolio Management Tools"](#)

August 28, 2009

["The ROI Of Project Portfolio Management Tools"](#)

May 8, 2009

["PPM Tool Selection: Look Beyond Core Functions"](#)

March 5, 2009

VISIBILITY AND CONTROL ARE CRITICAL IN TODAY'S ECONOMY

In 2009, a down economy forced organizations to cut back on discretionary spending and labor while trying to meet demand that never diminishes. Although the negative aspects of the down economy are hard to miss, the attendant belt-tightening has also opened the door for new opportunities — provided organizations know when and where to focus in an environment in which:

- **Time sensitivity is an imperative for top-performing companies.** Program and project managers cannot waste time trying to gather information for analysis. To remain on top of planning cycles, IT managers are meeting to review strategic plans more frequently and need to have information that can affect those plans readily available.
- **It's time to take the blinders off when managing demand.** IT portfolio management focuses on demand at a high level, but senior IT executives now realize that when it comes to execution, it's time to expand demand management processes to capture assessment and prioritization information in order to balance resource demand more effectively.
- **Portfolio management and planning is gaining momentum outside of IT.** While project management is a mature process that has long been managed by business and by IT, IT has been the early adopter of PPM tools. Now, adopting standards and tools to better manage portfolio forecasting is expanding to business organizations, sometimes bypassing IT altogether.

Vendors Answer Business And IT Needs By Introducing Broader Options

While executives want more visibility and better control over their projects and portfolios, they are reluctant to follow the traditional, sometimes lengthy implementation path for PPM.¹ PPM vendors are responding to this concern with a range of moves to assuage customers' fears about achieving too little value. In this new landscape:

- **Flexible implementation strategies are now the norm.** Past PPM investments were sizable because significant implementation services and time were required to build custom workflows to get the most value. Companies considering PPM now have several implementation options. While these tools once were available only on-premise, software-as-a-service (SaaS) is now the primary delivery model for several of the vendors participating in the Wave evaluation and is an option for all of the vendors. What used to take many months can now be shortened to a matter of weeks — with little or no IT involvement required.
- **Value-based implementation strategies are in demand.** To further lower adoption barriers, vendors are developing and starting to deliver packaged implementation strategies. Prepackaged implementation methodologies, training, and fixed-price services help customers get up and running faster, and these customers are seeing a return on investment more quickly than in traditional implementations.

- **User experience for the nontraditional project manager is a higher priority.** From traditional to Agile, formal to informal, projects come in various forms and leverage different practices. Vendors are creating adaptable workflows and enabling work-management to be configured to support a wider range of maturity levels.

PROJECT PORTFOLIO MANAGEMENT EVALUATION OVERVIEW

To assess the state of the PPM market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top PPM vendors. In performing our analysis, we found that the market has expanded dramatically over the past few years and also has begun to segment according to the target audience. Because of that, we've chosen to present two scenarios:

- **Internal IT focus.** This scenario emphasizes what is critical for managing IT portfolios, with an emphasis on managing a wider variety of work types, and integration with various portfolios that affect IT investments and IT labor requirements.
- **Business focus.** This scenario emphasizes features that are critical for business-driven project portfolios that include new product development, strategy mapping, program management, and tight links with financial and budget management.

Evaluation Criteria Focused on Value, Advanced Feature Support, And Usability

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against more than 80 criteria, which we grouped into three high-level buckets:

- **Current offering.** We evaluated the vendors against 59 criteria that focused on core and advanced functionality. We evaluated demand management, various portfolio and planning strategies, user experience, collaboration, and integration strategies.
- **Strategy.** To determine the vendors' vision, we assessed 13 criteria such as planned enhancements, partnerships, and focus to evaluate the vendors' ability to shape the future of PPM in reaching new audiences, increasing accessibility, and integrating PPM practices into everyday standard operation procedures.
- **Market presence.** To evaluate the vendors' penetration in the current PPM market, we evaluated 11 criteria such as revenue, revenue growth, and relative company size.

Evaluated Vendors Have Established Market Presence And Robust Product Focus

Forrester included 14 vendors in the assessment: AtTask, CA, Compuware, Daptiv, GenSight, HP, Métier, Microsoft, Oracle, Planview, Planisware, PowerSteering, SAP, and Serena Software. Each of these vendors has (see Figure 1):

- **An established PPM-specific product in its suite of applications.** The participating players must actively market a productized PPM offering that includes portfolio management, project management, resource, finance, and scheduling functionality. The products evaluated must have been initially released prior to May 31, 2009.
- **Proven market penetration.** The vendors had to demonstrate revenues greater than \$7.5 million. Revenue includes license, maintenance, and service fees.
- **Significant thought leadership and vision for the future of PPM.** Each of the vendors assessed had to show current sales activity, RFP participation, and active implementations of the assessed release. In addition, vendors had to have been mentioned by IT clients.

Vendors To Watch

Several vendors did not participate in the evaluation but are on Forrester's radar as vendors that are making positive contributions to the PPM market:

- **BMC's acquisition of ITM Software positions it to be an eventual strong performer.** ITM Software, a strong performer in 2007's PPM Wave evaluation, brings executive-level visibility to BMC and the potential to link disparate project and service portfolios to deliver integrated IT management functionality.
- **Innotas' innovative IT-centric PPM solution is a versatile offering for SMBs.** Innotas' SaaS PPM offering can "go deep" in IT management, offering rich functionality that includes service and project portfolio management.
- **IBM's rebuilt PPM solution will focus on user experience and integration.** IBM, a leader in the 2007 PPM Wave evaluation, is in the process of rebuilding its PPM solution. IBM has the potential to regain leadership if user experience remains a major focus, and if the solution can be smoothly integrated into IBM's existing suite of IT management applications.

EVALUATION ANALYSIS

In the IT scenario of the Wave evaluation, the Leaders are comprised of both pure-play and enterprise applications. The PPM market has reached a level of maturity that is reflected in reduced differentiation between the Leaders and dominance of the largest vendors. But it still has room for growth in providing a new method of delivery for those organizations that want to take a leaner approach. SaaS now figures much more prominently in the Leaders category as well as among the Strong Performers:

- **CA, Oracle, HP, SAP, and Planview lead the pack.** These vendors offer a powerful combination: 1) They see the potential of PPM as a transformation vehicle to help organizations

capitalize on opportunities while providing the tactical depth required to control delivery at more granular levels, and 2) they have also shown repeated commitment to think outside the box of traditional portfolio management, bringing their offerings to areas that PPM can help but where PPM doesn't always appear as the first choice.

- **Microsoft, GenSight, Métier, Planisware, and PowerSteering offer strengths that take project organizations to the next level.** Each of these vendors provides a distinctive feature set that enables those already competent in planning to reach for the next level of process maturity. Whether through collaboration, analysis, methodology management, or strategic partnerships, these vendors have demonstrated that they offer effective solutions for organizations that have processes in place but need to achieve greater visibility into these processes, enabling greater process maturity.
- **AtTask, Compuware, and Daptiv offer strength in flexibility.** AtTask and Daptiv provide effective offerings for organizations that may have been previously resistant to investing in PPM; these offerings are easy to adopt, but each vendor provides different features that help PMOs build standards for organizing and managing work (AtTask) or that provide the ability to build out more pragmatic PPM processes (Daptiv). Compuware's strength in configuration enables organizations to build a broad range of work types, while providing functional strength to support a best-in-class PPM organization.
- **Serena Software supports strong PPM but needs to reach an executive audience.** Mariner is a feature-rich product and provides an implementation process that is one of the strongest in the market, but to get the most value from the tool, the product needs to appeal to a wider audience than application development shops.

This evaluation of the PPM market is intended to be a starting point only. We encourage readers to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool. This evaluation contains customized weightings for two scenarios: 1) an IT-driven portfolio scenario, and 2) a business-driven portfolio scenario. The weightings applied in the IT-driven portfolio scenario place higher importance on the functionality necessary to manage an IT investment portfolio, such as application portfolio management capabilities (see Figure 2). Likewise, the weightings applied in the business-driven portfolio scenario place higher importance on the functionality necessary to manage portfolios of business-driven project investments, such as new product development (see Figure 3).

Figure 1 Evaluated Vendors: Product Information And Selection Criteria

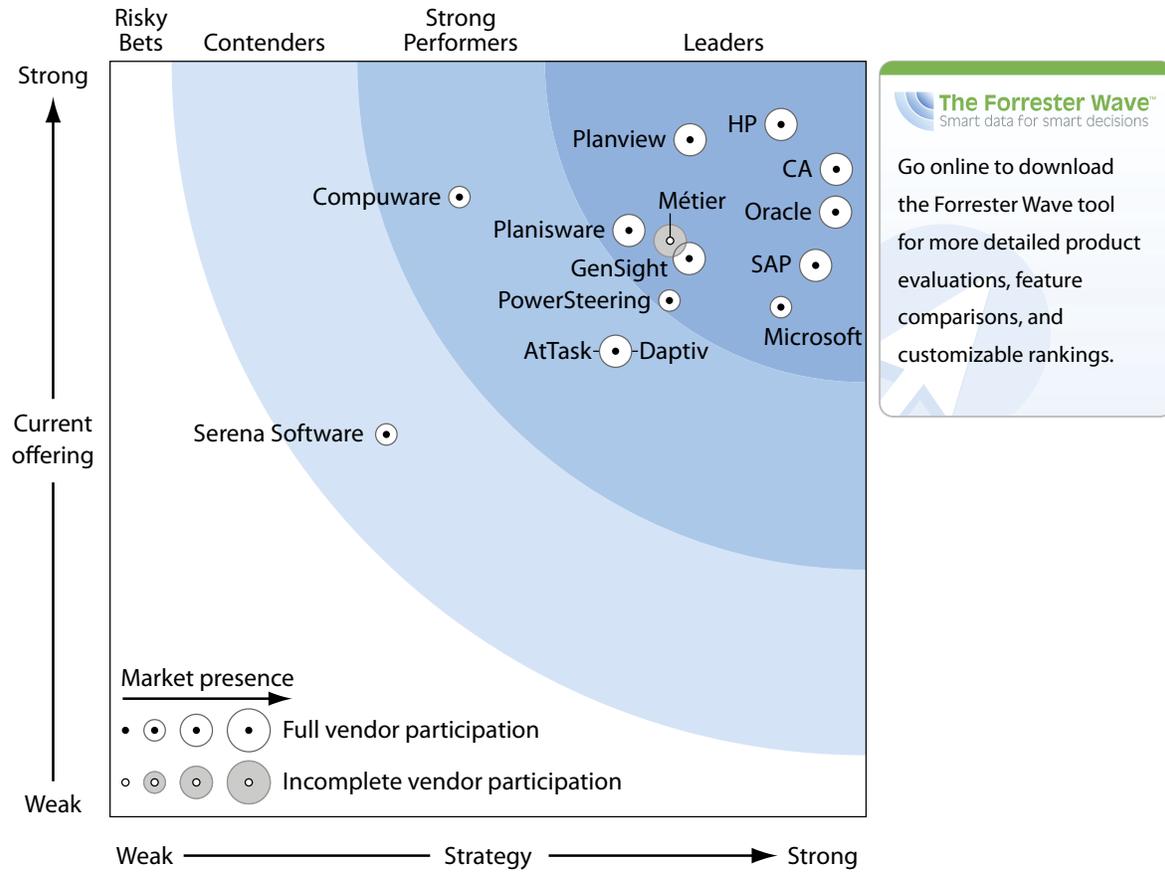
Vendor	Product evaluated	Product version evaluated	Version release date
AtTask	AtTask PPM	July 2009 update	July 2009
CA	Clarity PPM	12	June 2009
Compuware	Changepoint	2009	December 2008
Daptiv	Daptiv PPM	Summer 2009	June 2009
GenSight	Gensight PPM	7.2	February 2009
HP	HP Project and Portfolio Management Center	8.0	July 2009
Métier	WorkLenz	5.13	July 2009
Microsoft	Microsoft EPM: Project Server, Project Portfolio Server	2007	March 2007
Oracle	PeopleSoft Enterprise, E-Business Suite Projects, Primavera	9.1, 12.1, P6	Nov. 2009, May 2009, Nov. 2009
Planisware	Planisware 5	5.1.3	February 2009
Planview	Planview Enterprise	10.0.1	June 2009
PowerSteering	PowerSteering	7.1	July 2009
SAP	cProjects/RPM	4.5	December 2007
Serena Software	Mariner 2009	R1	September 2009

Vendor selection criteria

1. The solution we evaluate must be a full PPM solution — complete with project management, scheduling, resource management, demand management, portfolio management, and financial management capabilities.
2. PPM functionality is resident in the tool; it is not a solution built from the ground up for each client. PPM solutions may be “modules,” but it all must be part of the branded solution — not a standalone product integrated into a single solution. These integrations must be productized.
3. Vendors with more than 75% of their revenues coming from one single vertical were not included in the Wave evaluation.
4. No more than 80% of the vendor’s revenue may come from outside North America.
5. Vendors that offer other solutions beyond PPM must be able to provide proof to Forrester that they are — and intend to continue — developing and supporting the growth of the PPM product. A major product-release is evidence of this continued dedication.
6. To be included, the vendor must be within the top 14 vendors in terms of revenue from PPM products and services.

Source: Forrester Research, Inc.

Figure 2 The Forrester Wave™: IT-Driven Project Portfolio Management, Q4 2009



Source: Forrester Research, Inc.

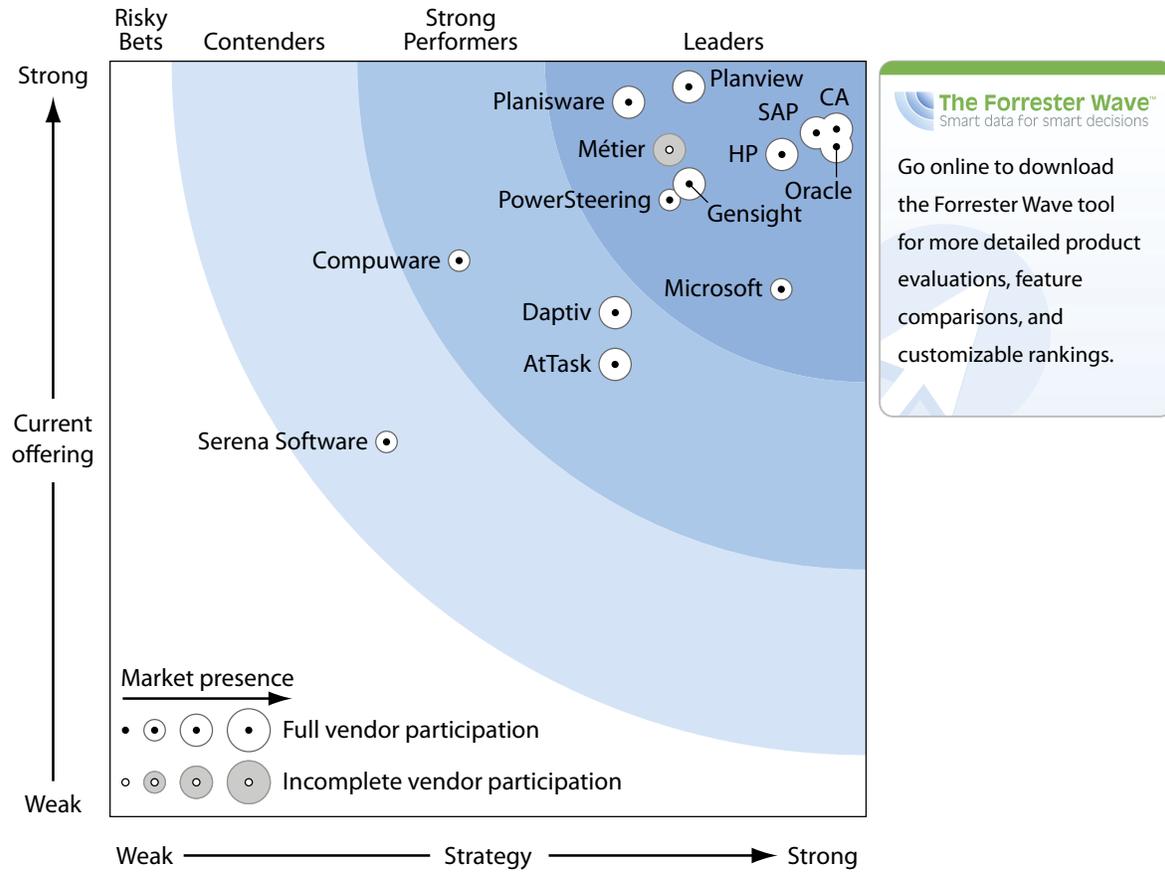
Figure 2 The Forrester Wave™: IT-Driven Project Portfolio Management, Q4 2009 (Cont.)

	Forrester's Weighting	AtTask	CA	Compuware	Daptiv	GenSight	HP	Microsoft	Métier	Oracle	Planisware	Planview	PowerSteering	SAP	Serena Software
CURRENT OFFERING	50%	3.07	4.28	4.10	3.09	3.69	4.58	3.37	3.81	4.00	3.88	4.48	3.42	3.65	2.53
Core functionality	30%	3.95	4.66	4.46	4.11	4.20	4.67	4.17	4.40	4.15	4.23	4.68	3.95	3.86	3.37
Advanced functionality	70%	2.69	4.11	3.94	2.65	3.47	4.54	3.03	3.56	3.94	3.73	4.40	3.19	3.57	2.18
STRATEGY	50%	3.34	4.80	2.31	3.34	3.83	4.44	4.44	3.70	4.80	3.43	3.83	3.70	4.67	1.83
Product strategy	90%	3.15	5.00	2.45	3.15	3.70	4.60	4.60	3.55	5.00	3.25	3.70	3.55	4.85	1.70
Corporate strategy	10%	5.00	3.00	1.00	5.00	5.00	3.00	3.00	5.00	3.00	5.00	5.00	5.00	3.00	3.00
Cost	0%	5.00	4.00	3.50	5.00	3.50	4.50	4.50	4.00	3.00	2.00	3.50	4.50	0.00	5.00
MARKET PRESENCE	0%	3.91	3.52	2.92	3.33	3.71	3.75	2.69	0.00	3.28	3.17	3.20	2.61	3.09	2.41
Installed base	25%	4.20	3.80	3.80	3.80	4.60	3.80	3.80	0.00	4.20	3.80	3.80	4.20	3.40	2.60
Revenue	15%	5.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00	3.00	5.00	3.00	1.00	3.00	3.00
Revenue growth	20%	5.00	3.00	1.00	5.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00	1.00
Systems integrators	15%	2.00	5.00	2.00	1.00	5.00	5.00	5.00	0.00	5.00	2.00	1.00	1.00	5.00	3.00
Employees	20%	3.40	2.60	4.60	3.40	3.80	4.00	3.70	0.00	1.50	2.60	4.60	3.30	2.20	3.30
Technology partners	5%	2.50	5.00	2.00	2.00	0.00	4.00	5.00	0.00	2.50	1.00	2.50	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

Figure 3 The Forrester Wave™: Business-Driven Project Portfolio Management, Q4 2009



Source: Forrester Research, Inc.

Figure 3 The Forrester Wave™: Business-Driven Project Portfolio Management, Q4 2009 (Cont.)

	Forrester's Weighting	AtTask	CA	Compuware	Daptiv	GenSight	HP	Microsoft	Métier	Oracle	Planisware	Planview	PowerSteering	SAP	Serena Software
CURRENT OFFERING	50%	2.99	4.55	3.68	3.33	4.19	4.38	3.49	4.41	4.43	4.73	4.83	4.08	4.52	2.48
Core functionality	30%	3.70	4.71	4.18	3.92	4.09	4.60	4.04	4.48	4.28	4.33	4.66	4.06	3.94	3.26
Advanced functionality	70%	2.68	4.49	3.46	3.08	4.23	4.29	3.25	4.38	4.49	4.90	4.90	4.09	4.77	2.14
STRATEGY	50%	3.34	4.80	2.31	3.34	3.83	4.44	4.44	3.70	4.80	3.43	3.83	3.70	4.67	1.83
Product strategy	90%	3.15	5.00	2.45	3.15	3.70	4.60	4.60	3.55	5.00	3.25	3.70	3.55	4.85	1.70
Corporate strategy	10%	5.00	3.00	1.00	5.00	5.00	3.00	3.00	5.00	3.00	5.00	5.00	5.00	3.00	3.00
Cost	0%	5.00	4.00	3.50	5.00	3.50	4.50	4.50	4.00	3.00	2.00	3.50	4.50	0.00	5.00
MARKET PRESENCE	0%	3.91	3.52	2.92	3.33	3.71	3.75	2.69	0.00	3.28	3.17	3.20	2.61	3.09	2.41
Installed base	25%	4.20	3.80	3.80	3.80	4.60	3.80	3.80	0.00	4.20	3.80	3.80	4.20	3.40	2.60
Revenue	15%	5.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00	3.00	5.00	3.00	1.00	3.00	3.00
Revenue growth	20%	5.00	3.00	1.00	5.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00	1.00
Systems integrators	15%	2.00	5.00	2.00	1.00	5.00	5.00	5.00	0.00	5.00	2.00	1.00	1.00	5.00	3.00
Employees	20%	3.40	2.60	4.60	3.40	3.80	4.00	3.70	0.00	1.50	2.60	4.60	3.30	2.20	3.30
Technology partners	5%	2.50	5.00	2.00	2.00	0.00	4.00	5.00	0.00	2.50	1.00	2.50	0.00	0.00	0.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

VENDOR PROFILES

The following vendor profiles relate to the overall evaluation of the PPM vendors.

Leaders: On The Cutting Edge Of PPM Discipline

- CA provides a strong all-around offering coupled with strong organizational commitment.**

CA continues to provide the pragmatic features that IT organizations have long required to gain necessary visibility into managing various types of IT work. CA continues to make project management more accessible for more resources in the organization; its continued expansion into IT project delivery processes such as requirements management and release planning makes the shortlist for mature organizations that want to take their planning to the next level. But, CA has not left immature organizations behind. Its commitment to offering SaaS solutions and its deep training capabilities make it more accessible for the “accidental project manager.” CA shows similar strength and dedication in applying PPM discipline to business-driven portfolios, such as new product development (NPD), with strong scores in this scenario and a tailored “PPM for NPD” offering.

- **GenSight targets the executive who wants to combine strategy with pragmatism.** GenSight's original focus was strategic decision support, and it remains the focal point of the solution. While GenSight has clients in both IT and in business portfolios, feedback is that its approach to strategic planning is particularly strong for linking business strategy to execution. Organizations that cite strong analysis as the primary reason for investing in PPM and that possess the maturity to be able to leverage analysis into straightforward planning should benefit from GenSight's trending analysis capabilities.
- **HP's solution is well suited to organizations with complex IT management needs.** HP continues to build out its vision for managing IT like a business with greater emphasis on executive visibility into the impact and cost of IT investments. HP PPM provides depth in managing various types of IT projects and continues to add integrations and features, such as financial management, that support IT management decisions. HP provides additional depth by opening the door for integrations with other HP applications and third-party apps.
- **Métier moves up from niche player to intriguing option for project-driven organizations.** Métier's history has been primarily in the public sector arena; however, its taxonomy-driven approach can help immature organizations across a number of industries start to build better processes and more mature organizations get to the next level. User experience has been a key focus for Métier. Its WorkLenz product provides collaboration to help users work together more effectively and reporting that is robust and easy to access and distribute.
- **Microsoft enables project team members to work where they prefer.** Leveraging Enterprise Project Management and the SharePoint platform enables Microsoft to deliver PPM functions from strategic planning all the way through to individual contributors on a project, in the context they prefer, from a collaboration space like SharePoint to the user's natural environment (e.g., application life-cycle management [ALM]). Still, as the most project-centric of the vendors, Microsoft continues to make strides to make managing projects more pragmatic.
- **Oracle's full menu of solutions appeals to mature organizations that want one-stop shopping.** With the acquisition of Primavera in 2008, Oracle strengthened its ability to meet the needs of mature, project-focused organizations. Now that Primavera is part of the Oracle stack, organizations that need end-to-end life-cycle planning will find much to fit their needs. While the vendor has made real efforts in making the tool easier and more accessible, Oracle still is best suited to business-driven projects with extensive planning requirements.
- **Planview's visionary approach to PPM makes it the smart choice for those aiming to mature.** Planview's strength in both core and advanced features made it the current offering leader. Aimed at the more mature organization, its acquisition of Business Engine paid off with one of the most robust financial management offerings in the PPM space. Planview's ability to play

simultaneously in the IT and business project management markets and its strong reputation for excellent customer support make it a strong bet for organizations looking to leverage technology to get to the next level of maturity and effectiveness.

- **Planisware brings a global approach to project portfolio management.** Like many of the leaders, Planisware is a good example of the balanced approach that vendors must take to differentiate themselves in both the business and the IT markets by offering support of global projects and distributed teams. Planisware leverages effective planning capabilities at every level — from strategy and portfolio planning to program and project planning. Planisware’s ability to leverage long experience with product development makes it a particularly strong choice with business and product-driven portfolios; however, its ability to build and modify robust methodologies makes it a choice for large IT organizations as well.
- **PowerSteering is a good choice for organizations considering SaaS, but it’s a best-kept secret.** PowerSteering has been delivering a solid PPM offering with an effective combination of feature strength and a low barrier of entry. PowerSteering has focused on bringing SaaS to the enterprise and is equally popular with both business-driven and IT-driven customers. PowerSteering is seeing success with its “land and expand” approach — targeting large deal sizes where PPM can be brought quickly into multiple departments of the enterprise.
- **SAP makes significant strides to bring adaptable management to business-driven portfolios.** SAP continues to emphasize PPM as the engine for executive decision-making. Recent improvements in the product’s user experience at the project level will enable SAP to extend its reach into organizations that don’t always fit the traditional project management role. However, SAP’s strong point remains strategic planning and traditional project financial management.

Strong Performers: Driving Evolution With Flexibility And Options

- **AtTask provides compelling support for lean PPM.** What started as a team-focused work management tool has evolved into a product that enables users to take planning from the portfolio level to the project and activity management level without sacrificing its easy-to-use, streamlined approach. AtTask is one of the fastest-growing vendors in the PPM market with good reason — it delivers an economical entry point for customers that want to start building PPM maturity but lack the wallet or the rigor required for a more robust system. Provided that AtTask can sustain this growth in the long run, Forrester expects to see it emerge to be a challenger for a leadership position.
- **Compuware offers rich functionality, but PPM is not a significant part of the company’s corporate strategy.** Compuware continues to develop functionality that rivals the top vendors, yet the company lags behind its competitors in growing the product, whether in sales growth or focusing resources on enhancing the offering. To become a solid leader, Compuware

must consider developing solutions that can address specific industry requirements, pursue opportunities for partnerships to make PPM more flexible, and place stronger emphasis on what is already a robust product.

- **Daptiv has the vision and the potential — now all it needs to do is execute.** Daptiv is one of the early pioneers of the PPM SaaS market and is consistently strong in its approach to PPM. It's versatile, providing a user-friendly entrance into PPM for organizations that are reluctant to take a big-bang approach to portfolio management. Such versatility is demonstrated in features such as Dynamic Application Portal that allow users to extend PPM functionality in the way that best suits them. Daptiv customers report using the module for ideation, defect tracking, service management, etc., making the application a flexible IT management tool. Daptiv has historically focused on smaller departments and organizations; however, as it begins to target enterprise deployments, organizations should consider Daptiv as another lean PPM alternative.

Contender: Has A Good Product But Needs Expanded Horizons

- **Serena Software has the functionality but not the focus.** Mariner, Serena Software's PPM product, has the potential to be a strong performer in PPM; the Mariner feature set has long appealed to midsized organizations and the company is focusing on that market, but Serena Software's ALM-heavy approach misses the boat with executives who can leverage Mariner's user-friendly assessment implementation approach and easy-to-use functionality.

SUPPLEMENTAL MATERIAL

Online Resource

The online versions of Figure 2 and 3 are Excel-based vendor comparison tools that provide detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- **Product demos.** We asked vendors to conduct demonstrations of their product's functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with three to four of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

ENDNOTES

- ¹ Despite PPM's proven value to organizations, hesitancy about investing in PPM remains because of perceived difficulties and lack of organizational maturity. See the August 28, 2009, "[Conquering Your Fear Of Project Portfolio Management Tools](#)" report.

FORRESTER®

Making Leaders Successful Every Day

Headquarters

Forrester Research, Inc.
400 Technology Square
Cambridge, MA 02139 USA
Tel: +1 617.613.6000
Fax: +1 617.613.5000
Email: forrester@forrester.com
Nasdaq symbol: FORR
www.forrester.com

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