

## Magic Quadrant for Sales Force Automation

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Salesforce.com and Siebel remain leaders in the SFA market, while SAP moves to the Challengers quadrant on the strength of its CRM 2007 release. The SFA market is diverse: We review 16 products that target sales organizations of different sizes and scope.

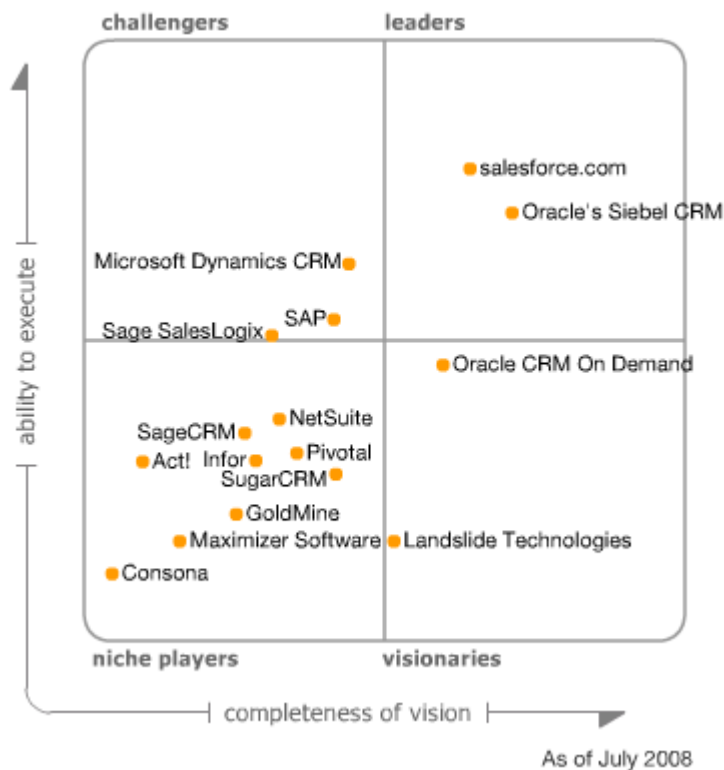
## WHAT YOU NEED TO KNOW

All the vendors shown on the 2008 Magic Quadrant for Sales Force Automation (SFA) have customers that are successfully using their products and services. However, we are not offering an exhaustive list: Other regional and/or vertical-industry SFA specialists do not meet our inclusion criteria. This Magic Quadrant encompasses a wide cross-section of vendors, including those that offer different delivery models — including on-premises, hosted and software as a service (SaaS) — and differing levels of functional breadth and sophistication. Regardless of the provider you're considering, ask yourself, "Will this vendor help my sales organization sell more effectively?"

Use this Magic Quadrant as a reference for evaluations, but explore the market further to qualify the capacity of each vendor to address your unique business problems and technical concerns. Depending on the complexity and scale of your requirements, your shortlist will be unique. The Magic Quadrant for Sales Force Automation is not designed to be the sole tool for creating a vendor shortlist. Use it as part of your due diligence and in conjunction with discussions with Gartner analysts.

## MAGIC QUADRANT

Figure 1. Magic Quadrant for Sales Force Automation



Source: Gartner (July 2008)

## Market Overview

SFA applications are built around a core of functional capabilities for accounts, contacts, opportunities, selling processes and sales operations. SFA requirements are unique for each business-to-business (B2B) sales organization, based on the maturity and culture of the organization in its use of technology, sophistication of sales practices and anticipated return on investment. A key trend during the past year has been the continued growth of SaaS (also referred to as "on-demand SFA") as a viable delivery model. Within three years, most new SFA deployments are likely to be based on SaaS. Unless the user is a classic "road warrior" — an individual who spends most of his or her time in disparate geographic locations — we expect to see fewer deployments on disconnected laptops.

Not all SFA systems are created equal, just as each sales organization is different. Sales automation has unique implications for each company, because such factors as selling style, organizational size, sales processes, integration demands, diversity of roles, number of users and organizational structures are unique to each company:

- Product-driven transactional sales organizations will find value in basic lead and opportunity management capabilities to reduce sales cycles and improve sales management visibility.
- Large, complex sales organizations that support multitier, matrixed sales teams require role-specific functionality for inside, field and strategic account salespeople, as well as scalability and performance attributes to manage large volumes of data. Many vendors in our Niche Players quadrant have better price/value alternatives for less-complex uses.
- Consultative solution selling will require rich content process support to tie proposals, bids, configurations and quotes together with authorizations and order capture systems.

A successful vendor selection strategy will assess providers that support data requirements, access mode and functionality for each sales role. The sales processes will dictate the functional components that best satisfy organizational and individual sales requirements.

## Market Definition/Description

SFA applications enable B2B organizations to automate sales activities, processes and administrative responsibilities for sales professionals. Core functionalities include account, contact and opportunity management; sales solution functionality, such as sales configuration, proposal generation and content management; and sales operations support, including incentive compensation, quota and territory management.

## Inclusion and Exclusion Criteria

To be included in this Magic Quadrant, a vendor must demonstrate that it:

- Has at least 100 customers that have deployed opportunity management systems in their last two versions of their software
- Has at least 15 new named customers that have actively deployed opportunity management functionality during the past 12 months
- Is actively selling or marketing to multiple industries and geographies an SFA solution with opportunity management as the primary application
- Has proved that it can be deployed in sales organizations of more than 100 users

## Added

Pivotal and Consona were added to the SFA Magic Quadrant for 2008.

## Dropped

- Entellium was dropped from the Magic Quadrant due to the lack of proof points of deployments for more than 100 users.
- Oracle E-Business Suite and PeopleSoft CRM were dropped from the Magic Quadrant because Gartner was unable to independently validate 15 new named customers that are actively deploying opportunity management functionality during the past 12 months. Gartner rated both offerings in separate research (see "Vendor Rating: Oracle").
- SAP CRM On Demand was dropped from the Magic Quadrant because Gartner could not validate that at least 100 customers have deployed opportunity management functionality and that at least 15 new named customers are actively deploying opportunity management functionality during the past 12 months. SAP is revamping its CRM On Demand strategy, and Gartner will publish separate research once the new release occurs.
- RightNow Technologies was dropped from this year's Magic Quadrant, because it did not focus its solution on B2B selling organizations.
- Saratoga was dropped from this year's Magic Quadrant because it was acquired by Pivotal.

## Evaluation Criteria

### Ability to Execute

**Product/Service:** SFA applications include capabilities for opportunity management; solution management, including sales configuration, quotation management and content management; and operations management, including incentive compensation (see "Sales Force Automation Functional Building Blocks Vary in Importance"). Different sales organizations require different levels of depth and complexity of capabilities. Vendors that support a wide range of complexity have greater market potential and are rated accordingly.

In many cases, an SFA application will combine several functional components, some of which require third-party vendors. A key evaluation criterion is a service-oriented architecture (SOA) and current architecture standards, such as Java Platform, Enterprise Edition (Java EE, formerly known as J2EE) and .NET. An SOA that is based on Web services standards will simplify integration with other applications (for example, Microsoft Outlook). Integration is measured primarily on the number and complexity of data and application integrations as demonstrated by live customer deployments.

Key evaluation criteria also include salesperson technology access, Internet browser-based capabilities, a disconnected laptop (see "Use Sales Force Role Requirements to Choose Mobile Devices and Connectivity") and a personal mobile device (see "IT Must Factor Sales Culture Into Mobile SFA Device Selection").

The overall vendor product/service functionality rating is developed by evaluating specific SFA functionality: opportunity management; solution management; operations management; access and architecture (for example, openness, flexibility, usability and workflow); and sales reporting and analytics. Opportunity management capabilities are weighted more heavily than other sales

force application building blocks. This reflects market demand for SFA functionality by sales organizations. The vendor must have a stable product development team for each product module it sells.

**Overall Viability (Business Unit, Financial, Strategy, Organization):** Key aspects of this criterion are the vendor's ability to ensure continued vitality of a product, including support of current and future releases, as well as a clear road map for the next three years. The vendor must have the cash on hand and consistent revenue growth during four quarters to fund current and future employee burn rates and generate profits. The vendor is also rated on its commitment and ability to generate revenue and profits, specifically in the SFA market.

**Sales Execution:** The vendor must be able to provide global sales and distribution coverage that aligns with its marketing messages. The provider must also have specific experience and success selling SFA applications to sales buying centers (that is, the vice president of sales or sales operations).

**Market Responsiveness and Track Record:** This refers to a vendor's 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 provider's history of responsiveness.

**Marketing Execution:** This criterion examines 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 sales buying center. This "mind share" can be driven by a combination of publicity, promotions, thought leadership, word of mouth and sales activities.

**Customer Experience:** Feedback from active customers on generally available releases during the past 12 to 18 months is an important consideration. Sources of feedback include vendor-supplied references, Gartner inquiries and other customer-facing interactions, such as Gartner conferences. Customers' experiences are rated based on the vendor's ability to help customers achieve positive business value, as well as sustained user adoption, and quality implementation and ongoing support.

**Operations:** The last criterion we evaluate in this category is the ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure — skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

**Table 1. Ability to Execute Evaluation Criteria**

<b>Evaluation Criteria</b>	<b>Weighting</b>
Product/Service	high
Overall Viability (Business Unit, Financial, Strategy, Organization)	standard
Sales Execution/Pricing	high
Market Responsiveness and Track Record	high
Marketing Execution	low
Customer Experience	high
Operations	standard

**Source: Gartner (July 2008)**

## Completeness of Vision

**Market Understanding:** The vendor needs to demonstrate a strategic understanding of SFA opportunities, such as new application functionality, evolving sales models, delivery models (for example, SaaS) and architectural trends (such as SOA).

**Marketing Strategy:** The vendor should have a clear, differentiated set of messages consistently communicated throughout the organization and externalized through the Web site, advertising, customer programs and positioning statements.

**Sales Strategy:** The vendor's strategy for selling the SFA product should use the appropriate network of direct and indirect sales, marketing, service, and communication affiliates to extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

**Offering (Product) Strategy:** The vendor should demonstrate a vision for new application functionality across the breadth and depth of product capabilities to meet the needs of a maturing market. Subcriteria include the vendor's vision for opportunity management; solutions management (for example, sales configuration, quote management and content management); operations management (including incentive compensation); access and architecture (such as openness, flexibility, usability and workflow); and sales reporting and analytics. The product strategy can be a combination of organic development, acquisition and/or ecosystem. However, in the case of ecosystems, close attention is paid to the quality and support of third-party partners.

**Business Model:** Vendors need to have clear business plans for how they will be successful in the SFA market. These business plans should include appropriate levels of investment to achieve profitability and healthy revenue growth during a three- to five-year period.

**Geographic Strategy:** We examine the vendor's strategy to direct resources, skills and offerings to meet the specific needs of regions outside the corporate headquarters' location, directly or through partners, channels and subsidiaries, as appropriate for that geography and market.

**Table 2. Completeness of Vision Evaluation Criteria**

Evaluation Criteria	Weighting
Market Understanding	standard
Marketing Strategy	low
Sales Strategy	high
Offering (Product) Strategy	high
Business Model	standard
Vertical/Industry Strategy	no rating
Innovation	no rating
Geographic Strategy	standard

Source: Gartner (July 2008)

## Leaders

Leaders demonstrate market-defining vision and the ability to execute against that vision through products, services, demonstrable sales figures and solid new references for multiple geographies

and vertical industries. A characteristic of a leader is that most competitive vendors will tend to measure their own success against the success of the leading vendors.

## Challengers

The vendors in the Challengers quadrant are often larger than most (but not all) of the vendors in the Niche Players quadrant and demonstrate a higher volume of new sales for SFA, where the sales buying center has had input in the selection decision. They understand their clients' evolving needs, yet may not lead customers into new functional areas with their strong vision and technology leadership.

## Visionaries

Visionaries are ahead of potential competitors in delivering innovative products and/or models. They anticipate emerging/changing sales needs and move the market ahead in areas where it hasn't yet been. They have a strong potential to influence the direction of the SFA market, but are limited in execution and/or demonstrated track record. A vendor does not have to be small to be visionary.

## Niche Players

Niche players offer products for SFA functionality, but may be missing some functional components. They may offer complete portfolios, but demonstrate weaknesses in one or more important areas, such as distribution or understanding the needs of the sales buying center. They may have an inconsistent implementation track record or may lack the ability to support large-enterprise requirements.

## Vendor Strengths and Cautions

### Act!

#### Strengths

- Large installed base for basic opportunity and contact management — Sage Software states that it has 2.8 million Act! users and 43,000 corporate customers (more than 10 users in a single installation)
- Low-cost software for on-premises software
- Contact management with extensibility continues to be a "sweet spot"
- Large company backing with Sage
- Sage 2010 provides differentiation from Sage's two other CRM offerings: SageCRM and Sage SalesLogix
- Ease of use and simplicity for one (salesperson) to many (customer) relationship models where there is limited collaborative extended team (such as marketing) interaction

#### Cautions

- Limited functional footprint or partnerships in the areas of solution or performance management
- Use of Web 2.0 concepts such as mashups is available, but needs to be made easier to use

- Some customers had difficulty using Act! in a mobile BlackBerry environment — Sage uses third-party partners for BlackBerry/Act! integration and plans to add its native version
- Not for companies with complex integration, process flows or deep functional requirements
- Lack of SaaS offering will limit reach for small or midsize businesses (SMBs); where SaaS is gaining momentum, value-added resellers provide one-off hosting

## **Consona**

### **Strengths**

- Longevity in the market
- Customization and integration with external systems

### **Cautions**

- Consona acquisition has been disruptive in the short term
- Customers report degradation in customer support
- Limited net new customers for SFA during the past 12 months

## **GoldMine**

### **Strengths**

- Ease of customization and configurability
- Moderately priced — \$995 per user on-premises for GoldMine Enterprise — software for companies looking for on-premises SFA
- Long history of support for SMBs
- Customer responsiveness and support
- Large installed base for basic opportunity and contact management — Gartner estimates more than 1.5 million users

### **Cautions**

- Limited references on GoldMine Enterprise Edition
- Limited professional service or ESP experience implementing complex large-enterprise deployments
- Lack of a calendaring system — requires customers to deploy Microsoft Outlook or another third-party system to support activity scheduling

## **Infor**

### **Strengths**

- Integration with marketing functionality and analytics, particularly when automating a lead management process

- Interactive Advisor enables salespeople to present unique customer product or service offers based on customer-profiling data
- New customer advocate service has helped improved customer service issues — one point of contact enables timely escalation and improved responsiveness

### **Cautions**

- Needs to increase net new customer deployments to validate growth in the SFA market
- Frequent acquisitions during the past few years have diluted the focus on the sales domain and produced a level of uncertainty; however, Infor has placed a renewed focus on CRM
- Support for latest versions of application infrastructures — for example, one customer cited the fact that the officially supported version of BEA WebLogic was several years old
- CRM brand awareness

## **Landslide Technologies**

### **Strengths**

- Visionary concepts of integrating and measuring the effectiveness of aligning buying and selling processes through Landslide's input/output channel
- Strong focus on salesperson, including concierge VIP service — for example, Landslide's contact center acts as extended users for salespeople — for updating and retrieving data in the system
- Customer-facing portal tools for salespeople to foster better customer relationships

### **Cautions**

- VIP service has been validated in the market as useful, but input/output center remains further ahead than most companies are able to absorb
- No presence outside North America
- Small vendor — largest deployment is 180 users
- Does not support a disconnected laptop version
- Some customers had difficulty syncing contacts with Microsoft Outlook

## **Maximizer Software**

### **Strengths**

- Product simplicity attractive for SMBs
- Ease of doing business
- Customer responsiveness to support issues

## Cautions

- Issues with large, complex implementations — specifically team selling and shared opportunities among sales overlays
- Issues with global roll-outs, language support (such as unicode) and scale of a single database for multiple countries
- Limited marketing awareness hinders company growth
- Limited functionality and/or partnerships for solution and performance management
- Limited professional service organization and external service provider (ESP) partnerships
- Customers cited limited application programming interfaces as an issue

## Microsoft Dynamics CRM

### Strengths

- Microsoft Outlook integration
- Strong leverage of .NET and Microsoft technology assets (such as Biztalk) for clients committed to Microsoft, although these assets are sold separately
- Microsoft Dynamics 4.0 Platform improves configuration and customization
- Continues to accelerate new customer growth and deployments
- Lower license cost (Gartner estimate less than \$700 per user, on average) alternative for large enterprises with on-premises requirements
- Large-vendor business viability

### Cautions

- Limited footprint focused on opportunity management, lacking best-of-breed functionality for solutions and performance management — for example, incentive compensation and sales configuration
- Microsoft has several deployments of more than 750 users, but few led by larger ESPs
- Customers reported top-heavy professional service deployment teams from Microsoft — too many project managers and not enough implementers on projects
- Microsoft Outlook integration is compelling, but, in general, some customers felt too many windows were open to complete a task
- BlackBerry support will require a third-party partner to support

## NetSuite

### Strengths

- Broad functional footprint to support end-to-end processes is appealing for SMBs, but not deep in areas such as solutions and performance management for large enterprises

- Competitive base price for SaaS
- Greater transparency — NetSuite's has gone public since publication of our last Magic Quadrant in 2007, enabling prospects to have an open, audited view of NetSuite's financial performance

### **Cautions**

- Customers cite insufficient system performance outside North America
- Mobility support — NetSuite states it has partnerships with Antenna, iEnterprises and Explore Mobile to support mobile devices such as BlackBerry, Windows Mobile and Palm OS. However, Gartner has not validated any customer using NetSuite in a smartphone environment, such as the mobile devices mentioned
- Large-enterprise implementations involving more than 500 users for opportunity management are limited
- Issues with customer service and support for NetSuite services
- More-meaningful partnerships in functional areas where its offering is deemed incomplete, such as incentive compensation and sales configuration
- Not yet profitable

### **Oracle's Siebel CRM**

#### **Strengths**

- High product viability, deep industry knowledge, demonstrated scalability and the supported of strong Web services
- Oracle's adjustment to a more incremental and interoperable fusion strategy has given Siebel renewed life as a long-term offering
- Moderate adoption of Siebel 8.0 by established v.7.8 customers — an improvement from last year
- Broadest functional footprint across all areas of SFA, including opportunity management, solutions management, performance management and analytics
- Relatively stronger support for end-to-end processes such as "opportunity to order"
- Sales analytics and reporting
- Large-vendor business viability

#### **Cautions**

- Unlike lower-end solutions, Siebel's broad functional footprint and focus on automating complex business processes place high demands on the IT organization or requires consulting partners
- Customers that base their Siebel deployments on Microsoft or IBM infrastructures (for example, application servers and databases) must continually validate Oracle support for these platforms

- When end-to-end process design and significant customization are required, a strong commitment to training dedicated resources must be made by IT and the business

## **Oracle CRM On Demand**

### **Strengths**

- New subscriber growth — Gartner estimates Oracle CRM On Demand has more than 150,000 subscribers
- Strong vision for integration with other Oracle on-premises software assets — for example, accessing Oracle Sales Configurator from Oracle CRM On Demand
- Private option (that is, physically separated database and server) enables three-month upgrade windows for new releases, but comes at \$55/user/month premium
- Price competitive — the list price for our multitenant subscription is \$70/user/month and the isolated tenancy subscription is \$125/user/month.
- Aggressive adoption of Web 2.0 concepts, such as mashups and social networking
- Large-vendor business viability
- Analytics and reporting when comparing with other SaaS vendors

### **Cautions**

- Limited to three custom objects, which affects customization flexibility — Gartner expects Oracle to address in next release
- Oracle's sales force sometimes struggles positioning Siebel on-premises and Oracle CRM On Demand offerings
- Some customers have cited customer service responsiveness issues

## **Pivotal**

### **Strengths**

- Vertical market offering in financial services, specifically investment management, capital markets, commercial lending and wealth management
- China.com financial backing
- Microsoft-centricity, specifically embedded Microsoft SharePoint technology, Visual Studio for customization and the use of Microsoft Outlook as primary activity management environment

### **Cautions**

- Availability of professional services
- Support of on-premises offering, while launching new Pivotal On-Demand solution
- Market awareness and visibility of Pivotal's SFA offering
- Limited functionality in solutions and performance management, including sales configurator, incentive compensation and pricing management

## **salesforce.com**

### **Strengths**

- Continued high new customer deployment and revenue growth — better than 50% year-over-year
- Good customer intimacy — programs such as Customer Success Managers
- Community-based feature prioritization through IdeasExchange is popular with customers
- Thought leader on leveraging SaaS model — for example, the salesforce.com platform including Apex Code
- Strong relationship focus on the sales business buyer — for example, head of sales or sales operations

### **Cautions**

- Subscription rate for some editions is higher than other SaaS providers — Enterprise Edition is \$125/user/month, and Unlimited Edition (at an estimated \$195 before discounts) is significantly more expensive
- Limited out-of-the-box functional footprint focused on opportunity management, as opposed to solutions or performance management (salesforce.com does provide a platform for content management, collaboration and partner relationship management)
- Some IT departments want salesforce.com to improve its operational usage-reporting metrics; these customers cited small outages that went unreported on salesforce.com trust.com
- Salesforce.com does not support custom tabs for a full laptop version with data synchronization, although the object data shows up in related lists

## **Sage SalesLogix**

### **Strengths**

- Most customers felt Sage provided good customer support
- Continued new customer growth, Gartner estimates 350 net new customers during the past four quarters
- Sage 2010 provides differentiation from Sage's two other CRM offerings: Act! and SageCRM
- SalesLogix 7.2 configuration and customization environment has been validated as an improvement over early releases
- Although SalesLogix typically targets the midmarket and upper midmarket, Gartner has validated a reference of more than 700 seats
- Large-vendor business viability

## **Cautions**

- Limited footprint focused on opportunity management — lacks solutions and performance management functionality (for example, incentive compensation and sales configuration)
- Some customers have cited challenges supporting global implementations for country localizations

## **SageCRM**

### **Strengths**

- Large company vendor viability as part of Sage
- Intuitive user interface (UI) for salespeople
- Sage 2010 provides differentiation from its two other CRM offerings: Act! and SalesLogix
- Vision for Sage ERP Integration to enable end-to-end business process support such as "opportunity to cash"

### **Cautions**

- Non-Sage ERP customers will not be in this offering sweet spot in the future
- Hybrid deployment model (on-premises/SaaS) is difficult to sustain over the long term
- Limited functional footprint and partnerships for functionality outside of opportunity management and reporting

## **SAP**

### **Strengths**

- CRM 2007 UI crosses threshold of "good enough" to appeal to salespeople
- Ability to support complex, end-to-end, industry-specific business processes, such as order to cash on an integrated platform
- Large-vendor business viability
- Broad functional footprint — that is, quote management and sales configuration

### **Cautions**

- Different UI paradigms for laptop disconnected and connected versions remain an issue
- Some capabilities introduced in CRM 2007 (such as Trade Promotion Management, Market Development Funds) will require an upgrade to SAP ERP 6.0
- Large-enterprise-class footprint with many technical dependencies to other SAP products, such as SAP Business Information Warehouse, will require extensive IT resources to implement
- Strong connection to IT buyer, but not yet been able to build strong relationships with sales buying centers, causing shelfware of SFA software; however, the new CRM 2007

UI will give SAP salespeople a route to re-establishing relationships with sales executives

## **SugarCRM**

### **Strengths**

- An innovative open-source CRM model and community that enables collaborative, customer-driven enhancements
- Attractive price/business value ratio for all size organizations — that is, \$275 per user on-premises professional edition and \$449 user on-premises enterprise edition license costs; \$40 per user and \$75 per user per month for SaaS offerings
- Ease of system configurability cited by multiple customers as an advantage

### **Cautions**

- Needs to improve market visibility outside of core open-source community where it has done well
- Hybrid model (on-premises/hosted/SaaS) is generally difficult to sustain; however, pure open-source infrastructure focus will help
- Customers cite the need for more flexibility in workflow — currently triggered primarily around save operation
- SaaS user performance when accessing the system in Europe
- Inconsistent professional services; some customers had initial poor experience, followed by a good experience after different resources were allocated
- Lacks some functional components for performance management, such as sales configuration, incentive compensation and price management

## **RECOMMENDED READING**

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

### **Acronym Key and Glossary Terms**

<b>B2B</b>	business to business
<b>ESP</b>	external service provider
<b>Java EE</b>	Java Platform, Enterprise Edition
<b>SaaS</b>	software as a service
<b>SFA</b>	sales force automation
<b>SMB</b>	small and midsize business
<b>SOA</b>	service-oriented architecture
<b>UI</b>	user interface

## Vendors Added or Dropped

We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or MarketScope may change over time. A vendor appearing in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. This may be a reflection of a change in the market and, therefore, changed evaluation criteria, or a change of focus by a vendor.

## Evaluation Criteria Definitions

### Ability to Execute

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

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

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

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

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

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

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

### Completeness of Vision

**Market Understanding:** Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen

to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

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

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

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

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

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

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

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

## REGIONAL HEADQUARTERS

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