

# The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021

The 12 Providers That Matter Most And How They Stack Up

by Gordon Barnett

March 4, 2021

## Why Read This Report

In our 28-criterion evaluation of enterprise architecture management suite (EAMS) providers, we identified the 12 most significant ones — Adaptive, Ardoq, Avolution, BiZZdesign, BOC Group, erwin, LeanIX, MEGA International, Orbus Software, Planview, Software AG, and UNICOM Systems — and researched, analyzed, and scored them. This report shows how each provider measures up and helps enterprise architecture (EA) professionals select the right one for their needs.

## Key Takeaways

### Six EAMS Vendors Lead The Pack

Forrester's research uncovered a market in which Avolution, Software AG, BOC Group, BiZZdesign, MEGA International, and Orbus Software are Leaders; UNICOM Systems, Ardoq, erwin, Planview, and LeanIX are Strong Performers; and Adaptive is a Contender.

### Tech Asset And Strategic Management And Organization Design Are Key Differentiators

As traditional EA use cases become commoditized, improved risk, security, experience, business capability, architecture governance, and organization design capabilities will dictate which providers lead the pack. Vendors that are strong across all these capabilities will be attractive to EA teams, allowing them to successfully enable their firms' digital and customer-led transformations.

# The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021

## The 12 Providers That Matter Most And How They Stack Up



by [Gordon Barnett](#)  
with [Gene Leganza](#), Audrey Hecht, and Diane Lynch  
March 4, 2021

### Table Of Contents

- 2 EAMS Offerings Help Firms Optimize The Value Of Core Assets
- 2 Evaluation Summary
- 6 Vendor Offerings
- 7 Vendor Profiles
  - Leaders
  - Strong Performers
  - Contenders
- 11 Evaluation Overview
  - Vendor Inclusion Criteria
- 13 Supplemental Material

### Related Research Documents

- [Enterprise Architecture In 2025 And Beyond](#)
- [Now Tech: Enterprise Architecture Management Suites, Q4 2020](#)
- [The State Of EA 2020: The Increasing Adoption Of EA Ecosystems](#)



**Share reports with colleagues.**  
Enhance your membership with Research Share.

## EAMS Offerings Help Firms Optimize The Value Of Core Assets

Leading EA practices are moving aggressively to influence and enable their firms' customer-led and digital transformations. Business and IT executives across industries are balancing the execution of their digital strategies with the transformation of their businesses.<sup>1</sup> EA professionals are finding that ecosystem and agile operating models have appeared and that they reflect many firms' focus on delivering digital and customer-obsessed strategies.<sup>2</sup> EAMS vendors, reacting to the needs of their customers, have enhanced their offerings to support experience, security, risk, governance, capability, and organizational design capabilities. As a result, EA professionals should look for providers that provide:

- **Real-time insights on strategic and operational performance.** One of the primary design principles of a customer-obsessed enterprise is that it's insights driven.<sup>3</sup> Both customer-insight and operational leaders need to better understand the factors affecting their ability to win, serve, and retain customers.<sup>4</sup> [Forrester's Q1 2020 Global State Of Enterprise Architecture Survey](#) found that improving business information management for better business insights was one of the primary drivers of EA. EAMS vendors have recognized this need and have enhanced their products to support near-real-time customer and operational insights through appropriate integration with operational systems and execution of automated algorithms that assess the existing architectural landscape.
- **Deep analysis of operating model impacts as a result of automation.** Emerging technologies are transforming business and operating models. Technologies such as machine learning, natural language generation, blockchain, and conversational interfaces are unlocking new opportunities to transform the customer ecosystem and the way an enterprise operates within IT.<sup>5</sup> EA pros have had to build an organization design competency to understand the impact of automation on their firm's operating models. EAMS vendors, in turn, have enhanced their product set to support organizational design and automation impact analysis.
- **Collaborative workflows that support subject-matter experts in all business domains.** As organizations mature their digital footprints, security and risk teams, in particular, have become more focused on supporting and enabling business outcomes. Historically, EA pros have ignored these disciplines, as they've operated outside of the EA ecosystem and under different reporting lines. The move to integrated or product teams requires EAMS to support a broader audience contribution to architecture, design, and governance. EA practitioners must move beyond a checkbox approach to risk and security and increase quality through optimization, risk intelligence, threat identification and response, risk assessment, classification of information assets, application security prevention, and business resiliency.<sup>6</sup>

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

The 12 Providers That Matter Most And How They Stack Up

## Evaluation Summary

The Forrester Wave evaluation highlights Leaders, Strong Performers, Contenders, and Challengers. It's an assessment of the top vendors in the market and doesn't represent the entire vendor landscape. You'll find more information about the EAMS market in "[Now Tech: Enterprise Architecture Management Suites, Q4 2020.](#)"

We intend this evaluation to be a starting point only and encourage clients to view product evaluations and adapt criteria weightings using the Excel-based vendor comparison tool (see Figure 1 and see Figure 2). Click the link at the beginning of this report on Forrester.com to download the tool.

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

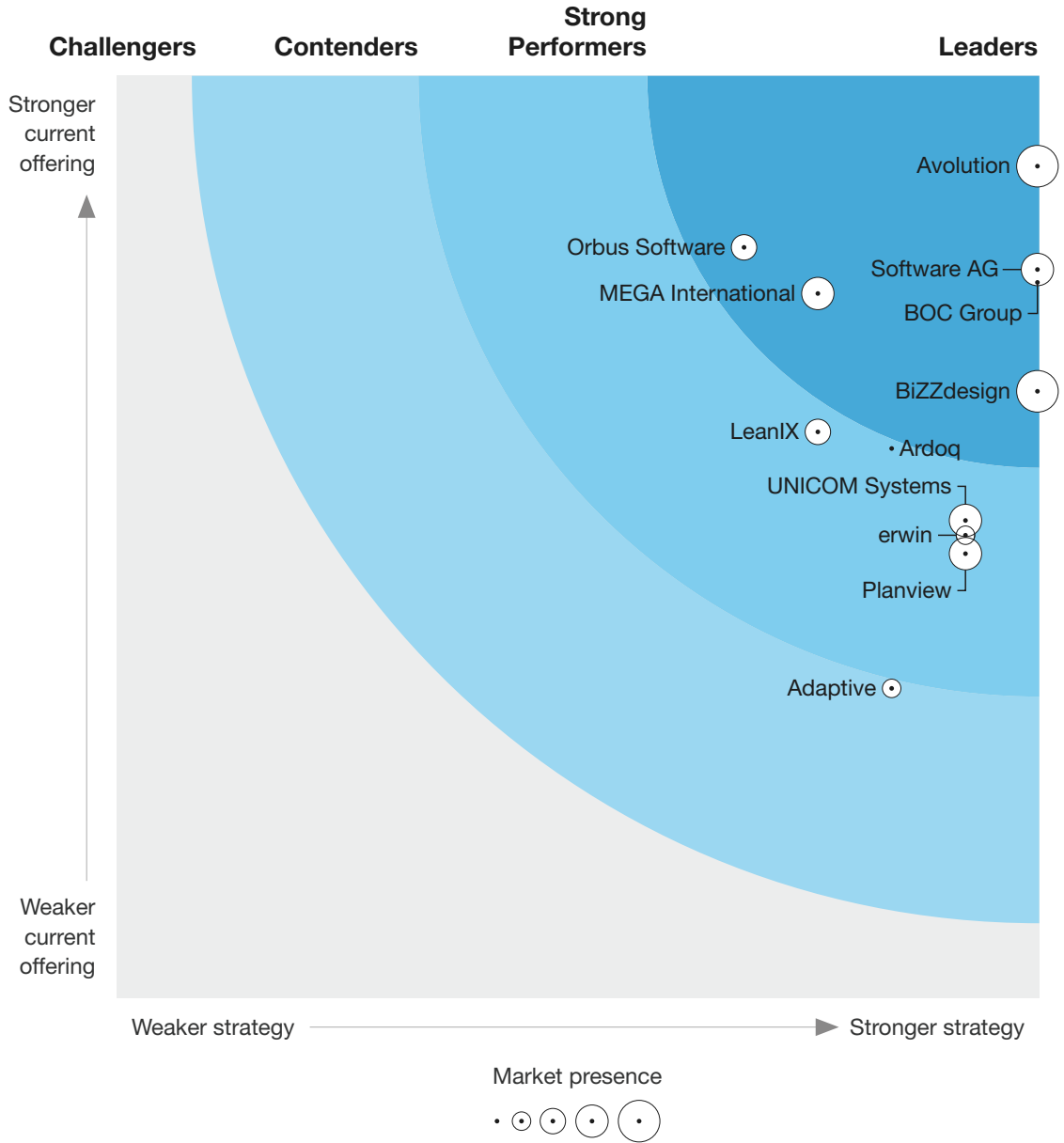
The 12 Providers That Matter Most And How They Stack Up

**FIGURE 1** Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021

# THE FORRESTER WAVE™

## Enterprise Architecture Management Suites

Q1 2021



**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

The 12 Providers That Matter Most And How They Stack Up

**FIGURE 2** Forrester Wave™: Enterprise Architecture Management Suites Scorecard, Q1 2021

	Forrester's weighting	Adaptive	Ardoq	Avolution	Bizzdesign	BOC Group	erwin
<b>Current offering</b>	50%	1.70	3.00	4.53	3.31	3.90	2.53
Security architecture	55%	1.18	3.18	5.00	3.54	4.82	3.00
Organization architecture	8%	2.42	2.42	3.00	1.72	1.72	1.00
Architecture governance	10%	2.58	2.08	4.22	3.00	3.00	2.14
Capability architecture	2%	3.00	5.00	4.40	3.70	3.70	3.00
Risk architecture	8%	3.00	3.00	5.00	3.76	3.76	3.00
Experience architecture	11%	0.00	3.00	3.00	2.32	2.32	1.00
Customer satisfaction	6%	5.00	3.00	5.00	5.00	3.00	3.00
<b>Strategy</b>	50%	4.20	4.20	5.00	5.00	5.00	4.60
Product vision	20%	3.00	3.00	5.00	5.00	5.00	5.00
Product roadmap	60%	5.00	5.00	5.00	5.00	5.00	5.00
Partner ecosystem	20%	3.00	3.00	5.00	5.00	5.00	3.00
<b>Market presence</b>	0%	1.40	1.00	4.40	5.00	1.00	2.00
Revenue	30%	1.00	1.00	3.00	5.00	1.00	1.00
Number of customers (logos)	50%	1.00	1.00	5.00	5.00	1.00	3.00
Average deal size	20%	3.00	1.00	5.00	5.00	1.00	1.00

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

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

The 12 Providers That Matter Most And How They Stack Up

**FIGURE 2** Forrester Wave™: Enterprise Architecture Management Suites Scorecard, Q1 2021 (Cont.)

	Forrester's weighting	LeanIX	MEGA International	Orbus Software	Planview	Software AG	UNICOM Systems
<b>Current offering</b>	50%	3.09	3.84	4.09	2.43	3.97	2.61
Security architecture	55%	3.00	4.28	4.28	1.82	4.28	2.82
Organization architecture	8%	2.30	3.00	3.70	2.06	4.06	2.42
Architecture governance	10%	2.14	3.00	5.00	2.64	3.78	2.14
Capability architecture	2%	5.00	4.40	3.70	3.00	4.30	2.30
Risk architecture	8%	3.00	4.38	3.00	3.00	3.00	2.38
Experience architecture	11%	3.68	3.00	3.00	3.66	3.66	1.00
Customer satisfaction	6%	5.00	3.00	5.00	5.00	3.00	5.00
<b>Strategy</b>	50%	3.80	3.80	3.40	4.60	5.00	4.60
Product vision	20%	5.00	5.00	3.00	3.00	5.00	3.00
Product roadmap	60%	3.00	3.00	3.00	5.00	5.00	5.00
Partner ecosystem	20%	5.00	5.00	5.00	5.00	5.00	5.00
<b>Market presence</b>	0%	2.60	4.00	3.00	4.00	4.00	3.60
Revenue	30%	5.00	3.00	3.00	5.00	5.00	3.00
Number of customers (logos)	50%	1.00	5.00	3.00	3.00	3.00	5.00
Average deal size	20%	3.00	3.00	3.00	5.00	5.00	1.00

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

## Vendor Offerings

Forrester included 12 vendors in this assessment: Adaptive, Ardoq, Avolution, BiZZdesign, BOC Group, erwin, LeanIX, MEGA International, Orbus Software, Planview, Software AG, and UNICOM Systems (see Figure 3).

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

The 12 Providers That Matter Most And How They Stack Up

**FIGURE 3** Evaluated Vendors And Product Information

Vendor	Product evaluated	Product version evaluated
Adaptive	Enterprise Architecture Manager	10
Ardoq	Ardoq	N/A
Avolution	ABACUS	8
BiZZdesign	HoriZZon	4
BOC Group	ADOIT	11.0
erwin	erwin Evolve	2020.0.2
LeanIX	LeanIX Enterprise Architect Suite (EAS)	5
MEGA International	HOPEX	V4
Orbus Software	iServer	2020
Planview	Enterprise One	2020.10
Software AG	Alfabet	10.6
UNICOM Systems	System Architect	11.4.8

## Vendor Profiles

Our analysis uncovered the following strengths and weaknesses of individual vendors.

### Leaders

- Avolution's offering shows leadership in the evolution of the EAMS market.** Avolution, founded in 2001, is well established globally and particularly strong in North America and EMEA; its largest industry segments are financial services, consumer, and government. Avolution will meet the needs of EA professionals and is competitive in all use case criteria and particularly strong in security, risk, and capability management. This vendor has a very strong strategy overall and is likely to maintain its position as a Leader.

Client references say the offering's strengths are its improving EA agility, demonstrated value of EA, and ease of collaboration between EA practitioners and the firm's subject-matter experts. Client references also cite Avolution's short response time to inquiries and support calls. As for areas of improvement, they point to the offering's scope of modeling, business and IT alignment, and ease of use for non-EA practitioners.



**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

## The 12 Providers That Matter Most And How They Stack Up

- **Software AG provides a mature EAMS that's strong in technology asset management.**

Software AG, founded in 1969, has built an established presence globally, particularly in North America and EMEA; its largest industry segments are financial services, energy, and logistics. Software AG will meet the needs of most EA professionals and is competitive in all criteria — this vendor is particularly strong in organization design and business capability management. It has a robust strategy overall and is likely to maintain its position in the market. However, it could improve its position by maturing risk management and experience architecture management.

Client references indicate that Software AG's offering is robust at managing enterprise architecture, capability management, and strong modeling; they also cite the vendor's excellent sales and support staff. For areas for improvement, they point to the offering's EA and non-EA collaboration, return on investment, EA governance capabilities, and ease of use for non-EA practitioners.

- **BOC Group is strong in all EAMS use cases.** BOC Group, founded in 1995, is globally established, particularly in EMEA; its largest industry segments are information technology services, financial services, and pharma. BOC Group will meet the needs of most EA professionals, and its offering provides strong security, risk, and capability management. This vendor has a sound strategy that will allow it to maintain its position in the market, primarily due to its innovation agenda. However, it could significantly improve its position by maturing organization and experience architecture capabilities.

Client references indicate that BOC Group's offering has improved collaboration and EA agility and advances their ability to manage enterprise architecture as well as IT assets. References also say that it has a strong sales and support staff. For areas in need of improvement, client references point to business and IT alignment and support for specific models.

- **BiZZdesign continues to improve as a highly business-centric EAMS.** BiZZdesign, founded in 2000, has built an established presence globally; its largest industry segments are finance, government, and utility. BiZZdesign will meet the needs of most business-centric EA professionals and is particularly strong in security, risk, and capability management. This vendor has a strong strategy and is likely to maintain its position in the market due to its vision. However, it could improve significantly by maturing its organizational design capabilities.

Client references indicate that BiZZdesign's offering possesses strong EA capabilities in managing the architecture, demonstrating EA value, and visualizing business capabilities. They point to improving the offering's architecture governance, aligning with clients' modeling needs, and improving EA agility as areas in need of improvement.

- **MEGA International is an impressively improved EAMS with a strong business focus.**

MEGA International, founded in 1991, is well established globally, particularly in EMEA; its largest industry segments are banking and financial services, public sector, and insurance. This vendor will meet the needs of EA professionals and is very strong in risk, security, and business capability management. MEGA International has a robust strategy and is likely to maintain its position in the market due to its go-to-market plan, innovation agenda, and support for global deployments.

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

## The 12 Providers That Matter Most And How They Stack Up

MEGA International's client references indicate strong support for meeting their modeling needs, exceptional vendor response time, strong capabilities related to managing assets, and best-practice insights on capability management. However, they point to ease of use, business/IT strategy alignment, and collaboration as areas in need of improvement.

- **Orbus Software has expanded its offering to include organization design.** Orbus Software, founded in 2004, is established globally, particularly in North America and EMEA; its largest industry segments are government, financial services, and healthcare. This vendor will meet the needs of EA professionals and is strong in security, architecture governance, and business capability management. It has a robust strategy and is likely to maintain its position in the market due to its vision. However, it could improve that position by maturing its experience and risk architecture capabilities.

Client references indicate that Orbus Software's offering has significantly improved their ability to demonstrate EA value, improve EA agility, and manage the architecture. They point to the offering's ease of use, collaboration between EA and non-EA practitioners, and business and IT alignment as areas in need of improvement.

**Strong Performers**

- **UNICOM Systems is a suitable EAMS for technical and solution architects.** UNICOM Systems, founded in 1981, has an established global presence that's particularly strong in North America; its largest industry segments are government, financial services, and telecommunications. This vendor will meet the needs of most EA professionals and is strong in risk, security and organization capabilities. It's likely to maintain its position in the market due to its strategy, however, it could improve its position by maturing its experience architecture capabilities.

Client references indicate that UNICOM Systems' offering has robust EA reporting capabilities and a high return on investment and that it demonstrates EA value well. Clients also say they're actively involved in determining the future direction of the offering. For areas in need of improvement, they point to the offering's alignment to the modeling needs of its customers.

- **Ardoq is a recent entrant to the Forrester Wave, with a very solid EAMS offering.** Ardoq, founded in 2013, is established globally, particularly in EMEA; its largest industry segments are finance and insurance, public sector, and energy. Ardoq will meet the needs of most EA professionals and performs well in security and business capability management. The vendor has a robust strategy and is likely to maintain or improve its position in the market due to its vision and innovation agenda. However, it could improve its position by maturing its organization design and architecture governance capabilities.

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

## The 12 Providers That Matter Most And How They Stack Up

Client references indicate that Ardoq has a strong sales and support staff and provides short response times to inquiries and support calls. They also say Ardoq's offering significantly strengthens EA reporting capabilities. For areas that require improvement, they point to the ease of use of the offering, its ability to manage assets, and its ability to improve collaboration between EA practitioners and subject-matter experts.

- **EAMS vendor erwin has an ideal offering for technology asset management EA teams.**

Established for over 30 years, erwin has a global presence that's particularly robust in EMEA; its largest industry segments are banking, pharma, and defense. This vendor will meet the needs of most technology-focused EA professionals and is strong in security, risk, and capability management. It's likely to maintain its position in the market due to its strategy; however, the maturation of its organizational and experience architecture capabilities provides an opportunity to improve its positioning.

Client references indicate that erwin's offering has strong EA reporting capabilities and a high return on investment and demonstrates EA value well. Clients also say they're not actively involved in determining the future direction of the offering. For areas in need of improvement, they point to the offering's ease of use for non-EA practitioners, ease of collaboration between EA practitioners and the firm's subject-matter experts, and its ability to improve EA agility and manage IT assets.

- **Planview continues to offer a complete EAMS and PPM solution.** Planview, founded in 1989, has an established presence globally and is particularly strong in North America; its largest industry segments are manufacturing, public sector, and finance and insurance. This vendor will meet the needs of most business-centric EA professionals and is strong in business capability, experience architecture, and risk management. Planview has a robust strategy and is likely to maintain or improve its position in the market due to its pricing. However, it could improve its position by maturing its security and organizational design capabilities.

Client references indicate that Planview provides short response times to inquiries and support calls and actively involves its clients in determining the future direction of the offering. They also mention that Planview's offering improves their ability to manage IT assets as well as the visualization and insights of business capabilities. As for areas in need of improvement, they point to the offering's ability to improve EA agility, collaboration of EA and non-EA users, ease of use for non-EA practitioners, and business/IT strategy alignment.

- **LeanIX focuses on just enough architecture and simplicity.** LeanIX, founded in 2012, is well balanced in Canada, EMEA, and the US; its largest industry segments are manufacturing, consumer, and banking. This vendor will meet the needs of most EA professionals and performs strongly in business capability and experience architecture management. LeanIX is likely to maintain or strengthen its position in the market. However, it could improve its position by maturing its architecture governance and organizational design capabilities.

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

## The 12 Providers That Matter Most And How They Stack Up

Client references indicate that LeanIX's offering is very end-user-friendly; it gained high scores from most. They point to the offering's ease of use for non-EA practitioners, but modeling options are an area in need of improvement.

**Contenders**

- **Adaptive has an ideal offering for EA teams focused on the technology landscape.** Adaptive, founded over 20 years ago, has an established global presence that's particularly strong in North America; its largest industry segments are financial services, technology service, and retail. This vendor will meet the needs of most EA professionals, especially in capability and risk management. It's likely to maintain its position in the market due to its strategy; however, it could improve its position through the introduction of experience architecture.

Client references indicate that Adaptive's offering has strong technology asset management and has enabled clients to improve collaboration and architectural governance. Clients also say they're actively involved in determining the future direction of the offering. For areas in need of improvement, they point to the offering's ease of use for non-EA practitioners and the need for better IT and business alignment capabilities.

**Evaluation Overview**

We evaluated vendors against 28 criteria, which we grouped into three high-level categories:

- **Current offering.** Each vendor's position on the vertical axis of the Forrester Wave graphic indicates the strength of its current offering. Key criteria for these solutions include technology asset management, risk management, strategic management, performance management, service management, organization design, and customer reference.
- **Strategy.** Placement on the horizontal axis indicates the strength of the vendors' strategies. We evaluated vision, pricing, go-to-market strategy, product roadmap, innovation agenda, and support for global deployments.
- **Market presence.** Represented by the size of the markers on the graphic, our market presence scores reflect each vendor's on-premises market impact, software-as-a-service (SaaS) market impact, ecosystem strength, and installed base.

**Vendor Inclusion Criteria**

Forrester included 12 vendors in the assessment: Adaptive, Ardoq, Avolution, BiZZdesign, BOC Group, erwin, LeanIX, MEGA International, Orbus Software, Planview, Software AG, and UNICOM Systems. Each of these vendors has:

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

The 12 Providers That Matter Most And How They Stack Up

- **Enough revenues to be a meaningful presence in the EAMS market.** We chose vendors that showed at least \$1 million in product revenues in their most recent annual reports. In many cases, this was for the year that ended December 31, 2019.<sup>7</sup>
- **Maturity in strategic management, asset management, and operational design.** EAMS vendor offerings had to support specific capabilities and have a certain level of maturity in those capabilities. This requirement ruled out vendors that simply offer basic EAMS capabilities or that didn't support all three capabilities.
- **Support for multiple EA and industry frameworks.** EAMS vendor offerings had to support major EA frameworks — e.g., Archimate, TOGAF, and Zachman — but also support industry-specific frameworks such as the Department of Defense Architecture Framework (DoDAF). This requirement ruled out vendors that support only proprietary frameworks or only one framework.
- **A global revenue-generating client base.** EAMS vendor offerings had to be deployed across the globe, particularly the major continents. This requirement ruled out vendors that support a client base in only a small set of countries or continents.

## Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

### Analyst Inquiry

To help you put research into practice, connect with an analyst to discuss your questions in a 30-minute phone session — or opt for a response via email.

[Learn more.](#)

### Analyst Advisory

Translate research into action by working with an analyst on a specific engagement in the form of custom strategy sessions, workshops, or speeches.

[Learn more.](#)

### Webinar

Join our online sessions on the latest research affecting your business. Each call includes analyst Q&A and slides and is available on-demand.

[Learn more.](#)



**Forrester's research apps for iOS and Android.**

Stay ahead of your competition no matter where you are.

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**  
The 12 Providers That Matter Most And How They Stack Up

## Supplemental Material

### Online Resource

We publish all our Forrester Wave scores and weightings in an Excel file that provides detailed product evaluations and customizable rankings; download this tool by clicking the link at the beginning of this report on Forrester.com. We intend these scores and default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs.

### The Forrester Wave Methodology

A Forrester Wave is a guide for buyers considering their purchasing options in a technology marketplace. To offer an equitable process for all participants, Forrester follows [The Forrester Wave™ Methodology Guide](#) to evaluate participating vendors.

In our review, we conduct primary research to develop a list of vendors to consider for the evaluation. From that initial pool of vendors, we narrow our final list based on the inclusion criteria. We then gather details of product and strategy through a detailed questionnaire, demos/briefings, and customer reference surveys/interviews. We use those inputs, along with the analyst's experience and expertise in the marketplace, to score vendors, using a relative rating system that compares each vendor against the others in the evaluation.

We include the Forrester Wave publishing date (quarter and year) clearly in the title of each Forrester Wave report. We evaluated the vendors participating in this Forrester Wave using materials they provided to us by November 20, 2020, and did not allow additional information after that point. We encourage readers to evaluate how the market and vendor offerings change over time.

In accordance with [The Forrester Wave™ Vendor Review Policy](#), Forrester asks vendors to review our findings prior to publishing to check for accuracy. Vendors marked as nonparticipating vendors in the Forrester Wave graphic met our defined inclusion criteria but declined to participate in or contributed only partially to the evaluation. We score these vendors in accordance with [The Forrester Wave™ And The Forrester New Wave™ Nonparticipating And Incomplete Participation Vendor Policy](#) and publish their positioning along with those of the participating vendors.

### Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

## Endnotes

<sup>1</sup> See the Forrester report "[Best Practices For Technology-Driven Innovation.](#)"

<sup>2</sup> See the Forrester report "[Build An Outcome-Focused EA Discipline, 2020.](#)"

**The Forrester Wave™: Enterprise Architecture Management Suites, Q1 2021**

The 12 Providers That Matter Most And How They Stack Up

<sup>3</sup> See the Forrester report [“Turn Data Into Insights With Customer Analytics.”](#)

<sup>4</sup> See the Forrester report [“How The Insights Center Of Excellence Powers Adaptive Enterprises: Learn From Five Leaders.”](#)

<sup>5</sup> See the Forrester report [“Your Definition Of Future Work Should Shape Your Operating Structure.”](#)

<sup>6</sup> See the Forrester report [“Gauge Your Information Security Maturity.”](#)

<sup>7</sup> See the Forrester report [“Now Tech: Enterprise Architecture Management Suites, Q4 2020.”](#)

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

## PRODUCTS AND SERVICES

- › Core research and tools
- › Data and analytics
- › Peer collaboration
- › Analyst engagement
- › Consulting
- › Events

---

Forrester's research and insights are tailored to your role and critical business initiatives.

## ROLES WE SERVE

### **Marketing & Strategy Professionals**

CMO  
B2B Marketing  
B2C Marketing  
Customer Experience  
Customer Insights  
eBusiness & Channel Strategy

### **Technology Management Professionals**

CIO  
Application Development & Delivery  
• Enterprise Architecture  
Infrastructure & Operations  
Security & Risk  
Sourcing & Vendor Management

### **Technology Industry Professionals**

Analyst Relations

---

## CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or [clientsupport@forrester.com](mailto:clientsupport@forrester.com). We offer quantity discounts and special pricing for academic and nonprofit institutions.