

Magic Quadrant for IT Risk Management

Published 11 August 2020 - ID G00439921 - 49 min read

By Analysts [Khushbu Pratap](#), [Brent Predovich](#), [Claude Mandy](#)

Security and risk management leaders experience increased demand for ITRM solutions originating from cybersecurity initiatives, board risk oversight and digital compliance obligations. Use this research to evaluate the opportunities and challenges in automating IT risk decision making.

Strategic Planning Assumptions

By 2025, 50% of global midmarket and large enterprises will depend on risk management solutions to aggregate digital risks in their business's ecosystem, up from 10% in 2018.

Through 2025, IT risk management solutions will evolve to support risk management capabilities including cloud, OT, Internet of Things (IoT) and the social media environments of 80% of digital businesses.

Market Definition/Description

Gartner defines the IT risk management (ITRM) solution market as software and services that operationalize the risk management life cycle in context of the organization's mission. ITRM solutions are deployed to establish a central hub that facilitates business-related decision making and risk management. Risks tracked are usually triggered as a result of choices made in IT, digital and security operations, information management, business continuity planning, and IT and security compliance management. These choices are driven by competing priorities that require risk visibility and prioritization based on business outcomes.

Scenarios originating in or attributed to digital infrastructure, applications, systems, processes, projects and teams are the subject of analysis and reporting in such solutions. ITRM solutions:

- **Facilitate risk workflows** to implement chosen risk management models, practices, methods and principles. Preconfigured workflows facilitate risk identification, ownership, impact analysis, scoring, controls assessment, remediation and reporting to suit a variety of business models and organization structures.
- **Aggregate risk-related data** from core business applications including customer- and partner-facing systems, IT operations and security operations, operational risk management, non-IT-incident management, corporate compliance management, and analytics and reporting tools in a central repository where it can be aggregated, normalized, parsed and correlated.

- **Design logic to enable risk prioritization** and criteria definition to facilitate business decisions.
- **Express risk in business terms** employing a combination of qualitative and quantitative risk analysis approaches.
- **Create, automate and update risk scenarios and control repositories** in conjunction with asset inventory, business process definitions, incident and ticket analysis, and third-party engagement.
- **Provision mapped regulatory content and compliance mandates** from multiple authorities and standards-authoring bodies with plug-ins available for regulatory change management tools or feeds.
- **Provision industry-specific templates, content and plug-ins or APIs** to facilitate fulfillment of assurance requests from customer organizations, business partners or regulators at specified intervals.

ITRM critical capabilities include:

- Risk analysis
- Risk remediation
- Compliance content mapping
- Workflow design
- User experience (extends to non-ITRM users)
- Board and senior executive reporting
- Basic and advanced integrations (risk data sources)
- Digital asset discovery
- Near-real-time assessment

Magic Quadrant

Figure 1. Magic Quadrant for IT Risk Management



Source: Gartner (August 2020)

Vendor Strengths and Cautions

Allgress

Allgress is a Challenger in this Magic Quadrant, as it was in the last iteration of this research. Its Insight Risk Management Suite v.7 focused on providing risk and control assessments, and continuous controls monitoring is available via all delivery options. Its operations are mostly focused in North America, and its clients tend to be small to midsize businesses or business units in larger organizations in finance, healthcare, technology, and state and federal government and their contractors.

In 2020, Allgress announced plans to offer Oracle Cloud Services and to facilitate automated compliance checks using Tanium and native Oracle services.

Strengths

- **Extensive Compliance Capabilities:** Allgress' compliance reporting and packaging capabilities enable audit-ready workflows automating requirements such as NIST and FedRAMP Plan of Actions & Milestones (POA&M) generation. This results in accuracy and time savings to generate updated risk reports for regulators. Allgress' automation capabilities are designed to save at least 25% of costs in achieving Authority to Operate (ATO) status related to FedRAMP and Cybersecurity Maturity Model Certification (CMMC) requirements.
- **Multiple Tenancy Options:** Allgress offers a multitenant private cloud; customers can opt for a designated virtual private cloud as well. It differentiates itself from the competition by supporting workloads in Amazon Web Services (AWS) and Oracle Cloud Services, and servicing regulatory mapping and continuous risk assessment for the largest cloud services providers. At the same time, Allgress continues to support on-premises implementations and will be phasing out older thick client implementations in 2020.

Cautions

- **Geographic Strategy:** Buyers implementing ITRM in multiple geographies or in Europe, the Middle East and Africa (EMEA) and the Asia/Pacific region should know that the vendor's operations are primarily in North America. There are partnerships with AT&T and NTT to offer deployment and customization in EMEA, Asia/Pacific and Latin America. The solution supports English, Spanish and French via a browser plug-in.
- **Modeling and Interconnected Workflow Capabilities:** Prospects preferred competition when seeking interconnected and layered risk management workflows, federated organization structures, and loss projection (going beyond human input). In 2020, Allgress responded by adding a feature to sync risk data between hosted instances for clients with multiple subsidiaries creating a roll-up view of exposures. ITRM buyers should validate the degree of automation and simplification for such complex use cases through a sandboxed environment in a proof of concept (POC).

Galvanize

Galvanize is a Leader in this Magic Quadrant, as it was in the last iteration of this research. Its HighBond governance, risk and compliance (GRC) software, and Rsam Version 10 focus on risk and control assessments, risk analytics, control monitoring, and senior executive and board reporting. HighBond and Rsam Version 10 are available via SaaS on AWS. Its operations are geographically diversified, with clients from the public sector, manufacturing, professional services, financial services and healthcare.

In 2020, Galvanize continues to prepare customers to migrate to HighBond by offering a bridge — Rsam Version 10. It has also announced plans to obtain the DISA SRG IL 5 certification, making it possible for U.S. government customers to hold classified information in the procured instance.

Strengths

- **FedRAMP Authorization:** Galvanize is one of two vendors in the market with an “authority to operate” in government cloud environments within the U.S., fulfilling a primary qualifying criterion in cloud services procurement decisions for state and federal agencies. There is a preference for the rigor in maintaining ATO in buying decisions in utilities, healthcare, technology and manufacturing. Galvanize demonstrates responsiveness in meeting customer and prospect regulatory obligations.
- **Analytics and Reporting Capabilities:** Galvanize’s out-of-the-box reports for senior executives and board reporting deliver comprehensible narratives and configurable workflows, making it easier to stay aligned with changes in business processes. Basic and advanced integrations, and reliability for processing large volumes of data, meet a variety of ITRM buyer requirements.

Cautions

- **Deployment:** Some customers with complex implementations continue to report six- to 12-month deployments or more. The average deployment time in the market is three to six months. ITRM buyers should level set expectations with Galvanize implementation teams to fully articulate successful outcomes and resources needed for fulfillment for both parties to have realistic timeline expectations.
- **Delivery Model:** Existing Rsam customers with an on-premises preference should be aware that, while Galvanize is continuing to support on-premises implementations, the preference is for customers to migrate to Rsam Version 10 (SaaS) or HighBond (SaaS). Some on-premises customers reported looking for alternatives in 2020.

IBM

IBM is a Leader in this Magic Quadrant, as it was in the last iteration of this research. IBM’s OpenPages with Watson Version 8.1.0.1 is focused on risk and control assessments, risk analytics, compliance tracking, and cybersecurity. It is offered as an on-premises or SaaS solution. IBM’s operations are geographically diversified, representing clients in the financial services, energy, utilities, healthcare, telecommunications and government sectors.

In 2020, IBM continues to infuse Watson capabilities within the platform, most notably with improving capabilities to integrate changes to regulations. It also continues to invest in mechanisms to speed up deployment, such as low-code workflow design, streamlined calculation engine and containerization through IBM Cloud Paks.

Strengths

- **Product Strategy and Product Portfolio:** IBM continues to infuse Watson capabilities across its platform, and has driven the adoption of machine learning and natural language processing by the market. IBM also has an expansive offering of complementary and/or built-in solutions, such as Cognos Analytics, Watson, i2 Enterprise Insight Analysis and QRadar SIEM. ITRM buyers may find it easier to roll up risk information from these different sources of IT-related risk information from a single vendor. A few customers are also leveraging Promontory

Financial Group, an IBM company offering regulatory compliance consulting as a service, and IBM Regulatory Compliance Analytics.

- **Geographic Strategy:** IBM has the widest geographical presence, with operations in 170 countries and a global network of system integrators (SIs) and integration partners. Support is provided consistently across the globe against worldwide service levels. Solutions support English, German, Spanish, French, Italian, Japanese, Portuguese and Chinese languages, but don't provide bidirectional language support.

Cautions

- **Pricing:** IBM adjusted its pricing model at the end of 2019 to accommodate organization-specific pricing needs. Existing customers report higher-than-average spending because IBM OpenPages is usually procured for additional use cases beyond ITRM, including enterprise risk use cases. IBM's pricing model is based on a combination of users, solution and hosting to accommodate organization-specific pricing needs. The impact of changes made to the pricing model will be evidenced in future years.
- **Market Focus:** IBM is focused on buyers with short- or long-term goals of enterprisewide GRC beyond ITRM. Its capabilities are appealing to advanced risk and compliance management use cases where IBM has driven the market use of machine learning to provide insight. First-time ITRM buyers should rightsize their procurements in the first year based on their immediate use-case needs.

LogicManager

LogicManager is positioned as a Challenger, as it was last year. LogicManager's legacy software solutions have been focused on enterprise risk management (ERM) for midsize enterprises. Its target buyers are chief risk, compliance, information security and audit officers, as well as their direct reports. LogicManager's IRM solution set demonstrated for evaluation is offered exclusively as a SaaS platform, with continuous delivery of release updates. LogicManager supports clients in North America, Asia, the U.K. and Western Europe. Banking, credit unions and other financial services combine to make up about half of LogicManager's client base. Healthcare, insurance, manufacturing, education, energy, and civic and social organizations each encompass between 5% and 20% of the client base. Technical support is provided from the Boston headquarters and European satellite offices.

Strengths

- **Clarity of Pricing and Total Cost of Ownership:** Customer references highly value the simple-to-understand pricing strategy and no professional fees for implementation, configuration, data retrofitting, training, reporting, content and templates. Customers can consult LogicManager's advisory analysts without time restrictions. This is an added benefit; however, it might be tough to scale with account growth.

- **Customer Experience:** Customers provide consistent positive feedback on risk analysis, issue remediation and incident management. The majority of customers find themselves in a better position to report to senior management and facilitate controls mapping across standards. The biggest driver for procurement is in deployment and initial setup. This is where LogicManager exceeds expectations.

Cautions

- **Geographic Strategy:** LogicManager has a presence in multiple geographies, but is primarily focused in North America. Multinational organizations or federated enterprises with a global footprint must validate the availability of support in specific regions.
- **Advanced Risk and Cybersecurity Use Cases:** The majority of customers are in the initial stages of ITRM implementations. Advanced risk management and cybersecurity tracking are not observed widely in the market. For extremely complex or advanced implementations, buyers should validate use-case definition and support for integration with security operational technology.

MetricStream

MetricStream is a Leader in this Magic Quadrant. In the previous iteration, it was a Visionary. Its M7 GRC Platform, focused on risk and control assessments, risk analytics, compliance tracking, and cybersecurity risk management, is offered via SaaS or as a privately hosted, hybrid or on-premises solution. Its operations are geographically diversified, representing clients in the financial services, healthcare and manufacturing verticals. Almost half of its revenue is from financial services.

In 2020, MetricStream is focused on its cybersecurity risk management capabilities, with a roadmap focused on cyber-risk quantification, improved integrations and use of machine learning (ML) to prioritize and derive insights.

Strengths

- **Market Understanding:** MetricStream stands out in the market for its vision to include risk owners from different parts of the organization to voluntarily submit anomalies and observations to be considered for risk assessment or incident analysis. This evidences maturity in understanding the state of ITRM buyers and their challenges in staying on top of all exposures or material information that informs risk decision making. In sync with some of its competition, the product offers dedicated landing pages for business users and senior management.
- **Innovation and Customer Feedback:** MetricStream continues to evolve the purposeful use of ML, automation and analytics across its platform. R&D efforts are focused on improving the usability, reliability and security of the platform, while enhancing features within existing use cases. Customer feedback indicates above-average satisfaction from individual capabilities.

Risk analysis, advanced integrations, digital asset discovery and near-real-time assessments exceed customer expectations.

Cautions

- **Deployment:** For most ITRM deployments in the market, satisfactory service depends on a clear definition of success criteria. Customers have indicated reasonable customer satisfaction in previous years. In 2019 and 2020, select customers reported a less-than-satisfactory experience in deployment due to misaligned success criteria. MetricStream has aligned deployment teams geographically with customers, and invested in customer success teams and readiness and maturity methodology to address customer success criteria. It is recommended to confirm output, deliverables and success criteria of implementation services before contract negotiation and deployment.
- **Geographic Strategy:** MetricStream has a wide geographical presence, particularly through a robust partner network. However, buyers implementing ITRM in multiple geographies, particularly in EMEA, should confirm a local presence or the availability of local partners.

NAVEX Global

NAVEX Global is a Leader in this Magic Quadrant. In 2019, it acquired Lockpath, which was a Visionary in the last iteration of this research. NAVEX Global offers the Lockpath platform as its ITRM solution. Lockpath is focused on risk and control assessments, risk analytics, compliance tracking, and cybersecurity risk management, and can be deployed via SaaS, as well as in an on-premises model. The majority of Lockpath's customers (more than 70%) are on the SaaS model. Customers in healthcare, financial services and technology make up over 50% of its current installed base. NAVEX Global's customers are in North America, with others across South America, Europe and Asia.

In 2020, NAVEX Global plans integration among the Lockpath, EthicsPoint and RiskRate offerings. These integrations will help correlate IT and security incidents to organizational exposures otherwise unknown to IT risk professionals and offer them early signs regarding the health of vendors through continuous monitoring of company financials and sanctions.

Strengths

- **Market Understanding:** Lockpath has focused on customer challenges around compliance tracking, posture assessment and budgeting for cybersecurity. In 2018 and 2019, customers provided positive reviews for workflow design, risk analysis, remediation and compliance content mapping capabilities that improve risk oversight. Recognizing the challenges of lean customer teams, Lockpath offers a managed service that lets customers outsource routine program administration in vendor and incident management.
- **Implementation Services:** In a market in which buyers' ITRM maturity is low to moderate, customers provided positive feedback on ease of deployment and configuration in 2019. Customers like that implementation time is typically three months or less. Deployment is

amenable to a global workforce. Lockpath supports languages listed in ISO 639, and has deployed French, German, Portuguese, Italian, Spanish and German languages among its customer base.

Cautions

- **Product Performance:** In 2019, customers reported expecting better board and senior executive reporting. Reporting requirements often remain ambiguous during procurement. Stakeholders need to identify what they are looking for before relying on off-the-shelf reporting capabilities.
- **Support:** Technical support is limited to Monday through Friday, 7 a.m. to 7 p.m., U.S. Central Standard Time. Lockpath has plans to expand support coverage in the future; enterprises that require 24/7 support will need to consider other options.

OneTrust

OneTrust entered the ITRM market in 2019. It is a Niche Player in this Magic Quadrant. Its GRC and DataGuidance products focus on cybersecurity, risk management and risk intelligence, and they are delivered via multitenant, dedicated SaaS, private cloud and on-premises implementations. Its operations are geographically diversified, representing clients in multiple industries including government, healthcare, technology and media.

In February 2020, OneTrust announced receiving Series B funding of \$210 million from Coatue Management and Insight Partners. Insight confirmed plans to scale intelligence and automation capabilities fueled by increasing global privacy regulations. In April 2020, OneTrust launched its automation and ML engine (Athena) intended to maintain robust privacy compliance programs. It plans to extend Athena's capabilities to GRC with the implementation of conversational chatbots and control implementation tasks.

Strengths

- **Extensive Information Mapping:** OneTrust's primary differentiator in the market is the knowledge capital, product design and experience the team brings on information-mapping capabilities. Identifying, classifying and mapping information to policy, stakeholder needs or regulatory obligations is among "prework" activities for a successful ITRM implementation focused on information risk. Athena interprets regulatory datasets against an organization's risk profile. This capability reduces effort and additional cost of mapping tools before onboarding an ITRM solution.
- **Risk Assessment Automation:** OneTrust GRC is also differentiated in triggering risk assessment workflows by preflagging conditions in risk surveys. There is visibility into the side-by-side scoring of risk values for risk owners and risk and compliance teams aimed at reducing disagreements over risk treatment. Assets are onboarded to recognize their association with processes, initiatives and related assets, such that buyers can prioritize risk according to business importance as opposed to subjective asset importance.

Cautions

- **IT Risk Management Experience:** OneTrust enters the ITRM space as a strong contender for cybersecurity management. Buyers seeking risk modeling, trending against risk decision history and predictive risk intelligence should wait until the end of 2020 to validate these elements in product functionality through customer references. There are planned updates in risk quantification, incident simulation and control implementation that will create a comprehensive ITRM offering when leveraged by customers in their respective risk management automation journeys.
- **Privacy Compliance:** Customer references report privacy compliance as a primary driver for leveraging OneTrust to integrate GRC, privacy and third-party management initiatives in one place. At the time of writing this report, Gartner did not observe non-privacy-compliance-linked ITRM implementations in the market. ITRM buyers seeking a solution for the risk management team should evaluate through a proof of concept. Customers leveraging ITRM capabilities report above-average satisfaction, and recognize attractive pricing, agility and customer support.

Reciprocity

Reciprocity is a newcomer to this research and is a Challenger. Reciprocity's ZenGRC risk, compliance and workflow management platform with the ZenConnect integration ecosystem serves midmarket and enterprise companies across technology and technology-enabled industries. It targets CISOs, CIOs and CROs, in addition to risk, compliance, privacy and other infosec leader roles. The solution is offered primarily via SaaS deployments in North America.

In 2020, Reciprocity brought its Hybrid Cloud offering to market. It enables data isolation, region locking, file management, managed support, access logging and migration services leveraging partnerships with cloud hosting and storage providers. It also plans to offer services to deploy and manage the solution in AWS GovCloud.

Strengths

- **Market Responsiveness:** Reciprocity's primary differentiation is addressing market needs for an intuitive workflow design and offering a no-frills, straightforward solution that focuses on risk and compliance workflows primarily to meet compliance obligations. With its 2020 initiative to implement benchmarking and automated assurance, the solution will continue to gain traction among security and risk management (SRM), privacy, and compliance leaders.
- **Pricing Strategy:** Reciprocity has a simple pricing model suited to the needs of small and midsize businesses (SMBs) and midmarket companies. Attractive pricing also interests business units (BUs) in large organizations that can incorporate compliance management investments in operating costs. Pricing is a differentiator that has allowed Reciprocity to gain market share among SMBs and mind share in the overall market.

Cautions

- **Off-the-Shelf Regulatory/Compliance Content:** Reciprocity offers a range of off-the-shelf content and can import new content on demand but might not be as expansive as many of its competitors. ITRM buyers requiring local and national content and industry-specific compliance requirements should validate the availability and frequency of updates with Reciprocity. Reciprocity uses the Secure Controls Framework (SCF) and has an in-house seed content library, which it has maintained since inception.
- **Geographic Strategy:** ITRM buyers seeking solutions and vendors with a global presence must note the North-America-based focus. Its current roadmap does not include plans for a global geographic strategy. Five percent of its customers are based in Europe, Australia and New Zealand combined.

Resolver

Resolver is a Niche Player in this Magic Quadrant; in the last iteration, it was a Visionary. Resolver's ITRM offering is focused on risk and control assessments, risk analytics, compliance tracking, and cybersecurity risk management via SaaS-only deployments. The vulnerability management application within the offering is focused on multiattribute threat and risk scoring and has on-premises and hosted deployments exclusively. Almost half of Resolver's customers are in financial services and insurance, with the remainder in education, software publishing and other businesses. Resolver's clients are located predominantly in North America (70%) and the U.K., with more international expansion planned.

In 2020, Resolver introduced near-real-time and historical access to risk data. With its Active Data Warehouse, ITRM buyers will have near-real-time monitoring of changes and trending of key variables such as risk and control assessments, key risk indicators (KRIs), and incident and loss events. This is aimed to keep pace with changes in the business and increase speed and precision of risk mitigation activities.

Strengths

- **Product Offering:** Customers identify product functionality, performance and roadmap as key reasons for selecting Resolver. Specifically, customers report above-average satisfaction for risk analysis, near-real-time assessments, integrations and workflow design.
- **Innovation:** Resolver continues to evolve previously introduced concepts such as always-on assessments and threat-linked risk objects. R&D efforts focus on vertical-specific incident and risk category prioritization, and tracking anonymized loss analysis.

Cautions

- **Product Offering:** Resolver relies on third-party partners to facilitate digital asset discovery through integration with configuration management databases (CMDBs) and scanning tools. The majority of the vendors in the market offer digital asset discovery through partners, and customers have not raised this as a concern thus far. However, ITRM buyers should validate the

weighting of digital asset discovery capabilities against their implementation vision and ensure that their teams' comfort levels regarding reliance on partners to deliver these seamlessly can be addressed.

- **Sales Strategy:** ITRM buyers will find it difficult to estimate cost if there is lack of consensus on number of users, assets, vendors and data sources. ITRM teams evaluating Resolver's ITRM offering should agree on user (practitioner) count, number of assets and vendor entities (if applicable), as well as required data connectors for their ITRM implementations.

Riskconnect

Riskconnect has been added to this research in 2020 and is a Niche Player in this Magic Quadrant. Riskconnect's IRM solution and Riskconnect Insights, focused on risk analysis and risk intelligence, are delivered via a SaaS model exclusively. Riskconnect offers its product set in North America, EMEA and the APAC region. It supports a broad range of vertical industries. These include manufacturing, retail and consumer goods, healthcare, construction and engineering, energy and utilities, mining and natural resources, telecom and IT, transportation and logistics, financial services, and insurance.

In 2020, Riskconnect acquired Xactium to broaden its risk management capabilities, offering new use cases through its predictive modeling capabilities. It also brings to the market third-party integration for cyber-risk rating services and financial health rating services, as well as integration to cyber-risk data providers.

Strengths

- **Product Strategy:** Riskconnect is differentiated by offering an explicit risk relationship visualization of exposures to all related elements. This design of the product evidences understanding of market needs and fulfillment of challenges related to cross-referencing and simplifying what-if scenario analysis. It is also the only vendor in the market that compartmentalizes exposure in insurable and noninsurable categories.
- **Business Model:** Riskconnect differentiates itself in the market by dedicating three unique roles to each customer – one dedicated to staying abreast of new capabilities, another dedicated to customer success in current usage of the solution, and a third offering services such as configuration changes, new reports and training. This distinction helps set clear expectations with customers about pricing, support and ongoing engagement measured against customer-defined outcomes and budgets.

Cautions

- **IT and Digital Risk Product Focus:** Its deep experience in the insurance industry lends Riskconnect an equally deep understanding of simplification and automation needs of the risk management discipline. It introduced a dedicated IT risk and compliance workflow in 2019 and, as a result, is newer to ITRM buyers compared with the competition. ITRM buyers should evaluate their requirements through a detailed POC against a sample IT risk workflow.

- **Customer Experience:** ITRM buyers should ask explicitly for IT risk management customer references, given limited available references in the market as of writing this report. Existing customer feedback has been neutral compared with that of other entrants. ITRM buyers seeking to consolidate risk management vendors in the solution categories of risk and insurance, healthcare, and GRC are at an advantage when single sourcing their automation and intelligence requirements.

RSA

RSA is a Leader in this Magic Quadrant, as it was in previous iterations. RSA Archer Version 6.7 is focused on risk assessments, compliance tracking and cybersecurity risk management. It can be deployed on-premises, SaaS or in hosted environments. RSA Archer SaaS (November 2019) is a full SaaS deployment on AWS. Its operations are geographically diversified, representing clients from financial services, healthcare, public sector, professional services, transportation, ICT, retail and energy.

On 18 February 2020, Dell Technologies announced that it had entered into a definitive agreement to sell RSA to a consortium of investors led by Symphony Technology Group (STG), Ontario Teachers' Pension Plan Board (Ontario Teachers') and AlInvest Partners (AlInvest). The sale is expected to close by November 2020.

In 2020, RSA is focused on further improving the user experience and ease of deployment with the expansion of RSA Archer SaaS availability to additional geographic regions. RSA continues to invest in its integration capabilities through the RSA Archer Exchange.

Strengths

- **On-Premises Delivery Model:** RSA Archer continues to be the preferred solution for on-premises-only implementations, especially among public sector and financial organizations. The release of RSA Archer SaaS in November 2019 provides an alternative to buyers gravitating toward simpler SaaS models. In 2019, RSA Archer on-premises implementations continued to increase significantly in comparison with the rest of the market.
- **Response to Customer Feedback:** RSA has incorporated customer feedback to focus on improved usability, search capabilities and workflow enhancements, and address performance issues in its 2020 releases and future roadmap in response to 2018 and 2019 customer feedback. The release of RSA Archer SaaS and internal transformation to continuous deployment represents a better understanding of its target markets' needs for faster time to value than in previous years.

Cautions

- **Deployment:** Specific customer needs, enterprise size, cost and level of consulting, and project-management-related challenges can significantly influence deployment time. RSA has made efforts to minimize deployment times with releases in 2018 and 2019, but some customers with complex implementations continue to report nine- to 12-month deployments or more. The

average deployment time in the market is three to six months. The introduction of RSA Archer SaaS in November 2019 will improve deployment time. Expected changes will be evidenced in 2020.

- **Geographic Parity of SaaS Model:** RSA Archer SaaS was released in November 2019; however, it is currently available for customers based in North America and Asia/Pacific, with availability in EMEA in August 2020. Buyers outside of North America should validate the availability of the SaaS model in specific regions.

SAI Global

SAI Global is a Challenger in this Magic Quadrant, as it was in the last iteration of this research. Its SAI360 suite of products is focused on providing risk and control assessments, compliance tracking, and continuous controls monitoring via on-premises, SaaS and hosted delivery options. Its operations are geographically diverse, and its clients tend to be midsize and large organizations spread across industry verticals. These include healthcare, financial services, manufacturing, energy and utilities, and technology.

In 2020, SAI Global plans to offer support for secure transitioning to Office 365 and Dropbox. It has also responded to managing the risk of an extended operating environment by device policy implementation to address mobile workforce management challenges. It added an option in pricing, effective July 2020, aimed at organizations starting with fewer users and scaling up over time. The integration effort after the 2019 BWISE acquisition will continue to roll out for customers.

Strengths

- **Product Strategy:** SAI Global's primary differentiator is its understanding of the ITRM discipline. The business impact analysis offers the right starting point for risk analysis. Leveraging its Strategic BCP acquisition of 2018, the product managers have tied qualitative and quantitative risk analysis with impact assessments and threat and vulnerability assessments in the product integration journey.
- **Geographic Strategy:** SAI Global also differentiates itself by offering primary presence and support in Southern Europe; Nordic; Germany, Austria and Switzerland (the DACH region); the Middle East and Africa; Southeast Asia; and Australia/New Zealand. These are not directly supported by most vendors in the market. Regional professionals offer a seamless experience in all locations, while respecting cultural nuances of global and regional implementations. This success in part reflects the integration effort subsequent to the Strategic BCP and BWISE acquisitions.

Cautions

- **Pricing in Select Industries:** ITRM buyers in healthcare (U.S.), financial services, insurance, and manufacturing, and retail will find it tough to predict total cost of ownership (TCO) because pricing is scaled and tiered according to industry. For instance, healthcare estimates are based

on number of beds scaled to hospital system size, whereas financial services are based on assets under management scaled to institution size. ITRM buyers should seek quotes directly and, more importantly, should evaluate full-time equivalent (FTE) cost savings and burden of investment in multiple solutions against the consolidated cost of the SAI360 platform and services spread over the term of the contract.

- **Customer Experience:** SAI360 is suited for both large B2C and B2B deployments. However, customers and prospects have been neutral, while waiting to benefit from the integrated experience after acquisitions in past years. First-time buyers in the ITRM market have preferred alternatives in 2019 and the first half of 2020, due to uncertainty of the newly integrated experience. New buyer interest is expected to peak in 2021, as SAI Global's differentiation in the environment, health, and safety and compliance learning and ethics disciplines is recognized to be delivered via integrated capabilities.

ServiceNow

ServiceNow is a Leader in this Magic Quadrant. In the last iteration of this research, it was a Challenger. ServiceNow GRC (Orlando release), focused on risk/control assessments, risk analytics, compliance and cybersecurity risk management, is offered via SaaS. On-premises use may be selectively authorized. Its operations focus on North America, Europe and APAC, with a presence in the Middle East and South America. Its client base includes financial services, healthcare, education, life sciences and government.

In November 2019, ServiceNow acquired Fairchild Resiliency Systems, a business continuity management (BCM) solution built on the Now platform. In 2020, ServiceNow is focused on enhancing its risk assessment capabilities, supporting an increasing number of out-of-the-box risk assessment types and automation of control monitoring.

Strengths

- **Product Offering:** Customers attribute product functionality, performance and roadmap as key reasons for selecting ServiceNow. Customer feedback indicates that advanced integrations, digital asset discovery and near-real-time assessments, in particular, exceed customer expectations.
- **Product Portfolio:** ServiceNow has an expansive offering of complementary solutions built on the Now platform. ITRM buyers may find it easier to roll up risk information from these different sources of IT-related risk information on a single platform. ServiceNow's sales strategy is focused primarily on customers of the Now platform, which continues to show considerable year-over-year growth.

Cautions

- **Pricing:** Pricing can be provided on the overall employee count or named users. Buyers considering ServiceNow should assess the implications of both pricing models over time to

optimize costs. Pricing can also be complicated for customers with other ServiceNow products, due to bundling and subscription complexity.

- **Delivery Model:** Buyers with an on-premises preference should be aware that ServiceNow supports on-premises implementations, but these are rare. However, its private cloud infrastructure aims to provide flexibility and support akin to on-premises implementations.

SureCloud

SureCloud is a newcomer to this research and is a Challenger. Its ITRM and cybersecurity products are focused on risk workflow automation and risk intelligence provided via a SaaS-only implementation. Its operations are mostly focused in the U.K., Europe, the U.S. and Australia. Its clients tend to be midsize and large B2B and B2C organizations in financial services, retail, energy and utilities, healthcare (U.S.), technology, telecom, and government.

In 2020 and 2021, SureCloud will invest in offering native connectors to Jira, ServiceNow, MS Teams and RiskRecon. It will also invest in ML capabilities to offer predictive reporting and event-driven suggestions. Applications of robotic process automation across activities in the risk management life cycle are underway as well.

Strengths

- **Diverse Risk Assessment Approaches:** SureCloud offers an industry-forum validated out-of-the-box module for IRAM2 risk methodology. Combined with support for other risk assessment options, such as ISO 27005, ISO 31000, NIST 800-30, CIS RAM, and PCI DSS and HIPAA risk assessments, it offers out-of-the-box readiness to align with the ITRM buyer's preference. Any hybrid or custom approach requires its or its partners' implementation services.
- **Implementation Service:** SureCloud is differentiated through its fixed-fee implementation services. "Accelerate" aims to get the solution running to meet the majority of buyer requirements, based on industry best practices they observe. "Operate" provides ongoing platform configuration and administration, eliminating the need for ITRM buyers to have FTEs dedicated to administering the implementation. User administration, quality assessment of modifications and minor configuration changes are covered at this level of support, which is offered by few vendors in the market.

Cautions

- **Complex Workflow and Federated Setup:** Select customers with complex business workflows and federated enterprises requiring BU-level setup and enterprisewide linkages and reporting preferred alternative solutions. SureCloud customers generally report above-average satisfaction levels. Applicable to any vendor in this space, its customers recommend articulating detailed workflow requirements before onboarding into the solution.
- **On-Premises Deployment:** ITRM buyers should seek alternatives in this market if their circumstances or stakeholder needs mandate on-premises installations of ITRM solutions. For

security assurance in the cloud, SureCloud hosts via Rackspace Technology (U.K.) and AWS (U.S.). All locations have minimum infrastructure certification relevant to SOX, HITRUST, PCI DSS, ISO 27001 and Critical Infrastructure Rating N+2. SureCloud has its own ISO 27001 certification and in-house CREST and NCS CHECK accredited penetration testing team.

TechDemocracy

TechDemocracy has been added to this research and is a Niche Player. Its Intellicta product focuses on cybersecurity, and risk and compliance management are delivered via options of on-premises, SaaS and hybrid implementations. Private clouds are supported as well. Its operations are geographically diverse, and its clients tend to be SMB B2B and B2C organizations in financial services, insurance, retail, education and government.

In 2020, TechDemocracy plans to offer multicloud support by extending risk and compliance capabilities to customers in Azure and Google Cloud environments. It will also invest in breach prediction capabilities in partnership with MicroFocus' Vertica analytics platform.

Strengths

- **Risk Visibility and Executive Dashboarding:** TechDemocracy is differentiated in terms of customers reporting high-risk visibility through its workflows and reporting capabilities. Its dashboard enables browserlike searches to identify risk posture of business units or change in compliance posture and trend of vulnerabilities for a specific business-critical application and its associated assets and processes.
- **Pricing and Business Model:** There is also differentiation through attractive pricing for subscription and managed- and partner-service offerings. Customers report affordability when compared with the competition. There is a product-only option with professional services, including 120 hours of professional services in the first year. For ITRM buyers requiring administrative supplement, there is a product with managed services support with an annual contract.

Cautions

- **Market Responsiveness:** TechDemocracy's operations are observed in North America, the APAC and the EMEA regions. Despite partnerships with providers marking prominent presence (e.g., Rapid7, RiskIQ, BeyondTrust, Micro Focus, LogRhythm, Fidelis, Oracle, Computer Associates, RSA) in respective markets, TechDemocracy has had relatively slow adoption. This is, in part, due to its focus on enhancing the value proposition of the solution.
- **Multilingual Support:** English is the only supported language, and there are no plans to extend multilingual capabilities or offer plug-ins into a translation application as observed generally in the market. ITRM buyers should validate language support requirements internally before procurement and can be assured that there has been no customer feedback for TechDemocracy articulating language support.

Vendors Added and Dropped

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

Added

- OneTrust
- Reciprocity
- Riskconnect
- SureCloud
- TechDemocracy

Dropped

None

Inclusion and Exclusion Criteria

Magic Quadrant Inclusion Criteria

To qualify for inclusion, ITRM solutions products must:

- Include functionality for all critical capabilities listed in the Market Description section
- Be sold individually and be actively marketed by its vendor
- Be evaluated, and the version of the product that is generally available (GA) must be in production and client use as of 4 March 2020
- Have annualized revenue primarily from ITRM solutions (not combined with other risk, compliance, security or audit solutions) at or above \$4 million, have at least 30 paying customers, and at least 25,000 seats/end users deployed.
- Must compete in at least two of the four major regional markets:
 - The Americas
 - Europe
 - APAC
 - The Middle East and Africa

Magic Quadrant Exclusion Criteria

Vendors are excluded if product design and capability align with only one industry (for example, only government, only healthcare or only higher education).

Vendors with minimal or negligible apparent market share among Gartner clients, or with no current GA services, are excluded from the evaluation.

Evaluation Criteria

Ability to Execute

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

We scored each critical capability based on market differentiation. Presence of a capability yields a minimum score, and each area of differentiation adds to that score. A compelling customer story also adds to the score.

Overall Viability: Viability includes an assessment of the organization's overall financial health, as well as the financial and practical success of the business unit. This includes the likelihood of the organization to continue to offer and invest in the product, as well as the product position in the current portfolio. We confirmed organizations' ability to continue to offer and invest in the product, as well as the product position in their current portfolio.

There was higher weightage for overall viability in 2020. Recent acquisitions in the ITRM space have left the buyer community uncertain about product continuity and innovation effort from new management.

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

We confirmed the structure of the sales team and presence of clear and simple pricing models. A dedicated sales team yields a minimum score. Complicated pricing models and inconsistent pricing takes away from the score. Simple models to suit organization size, business model and ITRM maturity with no additional pricing skews add to the minimum score.

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

We evaluated milestones in the company's marketing journey or any shifts in approach and validated with available data sources.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization’s message in order to influence the market, promote the brand, increase awareness of products and establish a positive identification in the minds of customers. This “mind share” can be driven by a combination of publicity, promotional activity, thought leadership, social media, referrals and sales activities.

We looked for marketing messages and material specific to IT and digital risk management. Such messaging was sought to be available publicly. In 2020, the weightage for marketing execution was increased. Increasing customer demand to fulfill IT and risk management requirements specific to digital business drove this change.

Customer Experience: Products and services and/or programs that enable customers to achieve anticipated results with the products evaluated. Specifically, this includes quality supplier/buyer interactions, technical support or account support. This may also include ancillary tools, customer support programs, availability of user groups, and service-level agreements, for example.

We evaluated all available data sources to confirm:

- Overall customer satisfaction levels regarding product offering
- Support hours and response and resolution times
- Specific information on implementation
- Ease of interaction during the sales cycle

The customer reference survey and available data sources yield a minimum score. Above-average satisfaction levels reported across the year add to the minimum score. Consistent reporting of average or below-average satisfaction levels across the year take away from the minimum score.

Operations: Not evaluated in this research.

Table 1: Ability to Execute Evaluation Criteria

Evaluation Criteria ↓	Weighting ↓
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium

Evaluation Criteria ↓	Weighting ↓
Marketing Execution	Medium
Customer Experience	High
Operations	Not Rated

Source: Gartner (August 2020)

Completeness of Vision

Market Understanding: Ability to understand customer needs and translate them into products and services. Vendors must show a clear vision of their market – they must be able to listen to and understand customer demands, and be able to shape or enhance market changes with their added vision.

We evaluated examples of ITRM buyer asks that were not met in 2019 or earlier and are being delivered in 2020. These can be new practices, decisions or capabilities that were designed to meet pending or new needs.

Marketing Strategy: Clear, differentiated messaging consistently communicated internally, and externalized through social media, advertising, customer programs and positioning statements.

We evaluated alignment of marketing messages with actual product and service deliverables in 2020 communications. We validated if value propositions met market expectations. We assessed the ease of access to information on product and service differentiation. Where available, we studied example(s) of 2020 product and service delivery approaches that identified users' blind spots.

Sales Strategy: A sound strategy for selling that uses the appropriate networks including direct and indirect sales, marketing, service and communication. This includes partners that extend the scope and depth of market reach, expertise, technologies, services and their customer base.

We looked for alignment of sales strategy and target audience in target geographies either through direct sales staff or partner and/or resellers. We looked for examples of clearly communicated quotes, engagement models, and terms and conditions to enable buyers to compare total cost of ownership against the competition.

Offering (Product) Strategy: An approach to product development and delivery that emphasizes market differentiation, functionality, methodology and features as they map to current and future requirements.

We looked for market differentiation across all critical capabilities; specifically, the following had heavier weightage based on evolving ITRM needs:

- Facilitating risk prioritization
- Expressing risk in business terms
- Tracking quality of past decisions
- Aligning with chosen cybersecurity program
- Facilitating narratives for board and senior leadership reporting

Business Model: The design, logic and execution of the organization's business proposition to achieve continued success.

Customer, capabilities, finance and value proposition are the building blocks of a business model. We specifically looked for at least three ways in which the vendor organization changed, advanced or ceased practices, or moved away from past decisions to meet evolving ITRM buyer demand.

Examples include:

- (Customer focus) In 2020, the company recruited region-level business leaders to orchestrate a seamless customer experience. Location and availability of development, customer support, consulting, and implementation staff have 25% less impact on customer satisfaction levels.
- (Capabilities focus) In 2020, the solution offers native integrations with IT service management tools of choice for more than 90% of existing customer base compared to 30% in 2019.
- (Finance focus) In 2020, for the first time, the company allocated 5% of revenue to industry-focused staff augmentation or 15% of revenue in R&D to automate customer onboarding.
- (Value proposition focus) In 2019 and 2020, the company selected and trained 25 service partners to specifically service product implementations to meet the needs of different organization sizes, business models and risk management maturity. In the past, the company did not have a value-proposition-driven strategy.

In 2020, higher weightage was given to responsive business models. Rationale for this change is a result of buyers having complained for a long time about expensive, nonintuitive solutions that are painful to upgrade.

Vertical/Industry Strategy: The strategy to direct resources (sales, product, development), skills and products to meet the specific needs of individual market segments, including verticals.

We will look for presence and spread of resources in the verticals of choice:

- A broader spread across verticals without substantial staff or industry-specific research and knowledge base do not score well unless customers report high satisfaction levels.

- We look for an average spread across any five verticals of choice and will look to learn about how vendors specifically support each.
- A targeted focus on less than five but more than one vertical must be supported by exemplary customer stories from those verticals.

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

We looked for percentage revenue allocated to R&D spend and examples of change in strategic approach, such as a change in management styles to support an environment for research and understanding demands of ITRM's stakeholders.

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.

We looked for presence and full functioning marketing, sales, implementation partners and customer support teams in at least two regions. Each additional region supported by evidence added to the base score.

Table 2: Completeness of Vision Evaluation Criteria

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

Source: Gartner (August 2020)

Quadrant Descriptions

Leaders

The Leaders in the ITRM market show up most often on the shortlists of larger and more complex organizations with more aggressive customization and integration requirements. Leaders are noted for their ability to innovate and forecast future needs of enterprises across a range of industries and geographies, while being able to support large, complex deployments.

Challengers

The Challengers in this market execute well with simple requirements, but they have a less-well-defined view of the market's direction compared to Leaders. Challengers are capable of being future leaders as long as they continue to focus on execution and bolstering their focus on innovation and the future needs of clients.

Visionaries

Visionaries articulate important market trends and directions. They have an ability to identify the longer-term needs of the market and may have advanced capabilities in one or two critical capabilities. However, they may not be in a position to fully deliver and consistently execute on that vision. They may need to improve their service delivery. There are no Visionaries in this iteration of the research.

Niche Players

Niche Players often have a unique approach to the market. They focus on a particular segment of the market, such as smaller organizations with more modest requirements, or on one key capability. Their Ability to Execute is limited to the narrower areas of focus and is assessed accordingly. Their ability to innovate may be affected by their narrow focus.

Context

This Magic Quadrant for ITRM solutions is intended to provide insight on ITRM buyers' needs and experiences in the context of available vendor options in this market. ITRM buyers should consider the following recommendations:

- **Define IT risk processes and workflows before contacting vendors** — Leverage existing information workflows and processes that directly impact business objectives and commitments to define IT risk workflow. Align risk workflows to the business processes. While refinements can be expected by migrating to an ITRM solution, definition and agreement of the definition should be obtained before contacting ITRM vendors.
- **Start scouting early** — Typically, it's best to begin nine to 12 months before contract award date. Internal buy-ins and agreement on requirement specifications and business case approval can take one to six months. Vendors take two to four weeks to respond to proposal requirements, depending on complexity of needs. Proof-of-concept sessions and detailed briefings can take one to two weeks. Final vendor evaluation and contract negotiation can take one to four weeks.

- **Focus on must-have risk outcomes** – Have a top-five must-have list of outcomes and a top-five wish list of outcomes. Get agreement from all stakeholders about the difference between the two lists.
- **Ask customer references about their IT risk journey** – Don't just ask about ITRM software and support experience; also ask about their IT risk requirements, team size and expectations from their IT risk function and dashboard.
- **Obtain stakeholder buy-in** – Communicate with sponsors of IT, security, digital and risk initiatives within the organization before carving out an RFP. These sponsors should have representation from the business.
- **Align IT risk management goals with integrated risk management solutions** – All IRM goals can be roughly categorized under simplification, automation and integration. ITRM buyers need to:
 - **Identify their top four to five granular requirements** (such as risk analysis, mitigation and follow-up) that can be objectively compared across vendors.
 - **Identify “to-be processes” as a visual or a write-up** that outlines how existing manual or partially automated activities will change by translating existing processes into an ITRM solution. This will help to evaluate vendors in the proof-of-concept stage. Leverage existing cross-functional flow charts, if there are any.
 - **Identify if the current requirement aligns to a point solution that is focused on ITRM capabilities or to a platform solution** that may address more than ITRM capabilities. The key determination in going down the integration path is to understand if all the needed applications have the same or a similar level of maturity in order to leverage the benefits of an integrated platform.

This Magic Quadrant presents Gartner's assessment of 15 vendors that should be considered by ITRM buyers seeking technology solutions to consolidate, correlate, analyze, interpret and report risk data related to digital infrastructure, applications and teams in the context of business outcomes.

The placement of vendors in this Magic Quadrant, and the associated analyses, are based on multiple sources of information. The evaluations draw on Gartner inquiries and vendor briefings; a vendor-completed questionnaire about ITRM strategies and operations; product demonstrations by vendors; and financial, product and vendor information that is publicly available as well as proprietary. Additionally, we collect information directly from Gartner Peer Insights reviews in the IT risk management market.

When evaluating vendors, focus on the specific use case and risks you are addressing. Don't restrict your evaluations to the Leaders, because vendors in other quadrants may be more

suitable to your needs. Also, consider other vendors that are not evaluated in this Magic Quadrant, since it cannot include all vendors in this market.

Market Overview

The ITRM market's maturity level continues at "early mainstream," with a market penetration of 20% to 50%; it is not projected to plateau for another two to five years. A continually heightened focus on cybersecurity initiatives has led to continued interest in ITRM capabilities. These solutions facilitate central workflow management and reporting of business risks attributed to traditional IT and digital environments. Interest in ITRM initiatives will persist due to cybersecurity and privacy mandates and a digitally enabled remote plus hybrid business operating environment.

According to inquiries in 2019 and 2020, IT vendor risk management and regulatory change management solutions have been paired the most with ITRM solutions in 2020. Inquiries suggest four areas are primary drivers for evaluating ITRM solutions – risk prioritization (to facilitate investment prioritization), compliance tracking, ongoing risk posture assessment and senior executive reporting. On the other hand, findings from the 2020 ITRM customer reference survey indicate compliance monitoring and control mapping across obligations as the top primary driver for procuring ITRM solutions followed by cyber-risk quantification and risk decision tracking.

As part of the customer reference study in May 2020, we surveyed 68 customer references provided by participating vendors for their ITRM implementations. Based on their responses, we observed a preference for deployment model and higher total cost of ownership in implementing ITRM solutions compared to previous years.

Deployment – Deployment preference is dependent on the buyer organization's priorities and regulatory obligations. 2019 through 2020 has been a tipping point to validate the shift to the SaaS model as the majority of vendors gradually moved to a SaaS-first offering. In 2020, 22% of deployments are on-premises (39% in 2019 and 54% in 2016), 66% are SaaS (56% in 2019 and 31% in 2016), and 12% are in hybrid cloud and on-premises.

Pricing – TCO increased in 2020 compared to 2019. Median was \$275,000. Forty-five percent of the respondents reported investing \$150,000 to \$200,000.

In 2021, ITRM buyers can expect to see more options in the market for machine learning applications in ITRM, maturity assessment and peer benchmarking, posture assessment, and risk assessments in hybrid cloud, multicloud, and intercloud environments.

Evidence

The following Gartner resources were leveraged in writing this research:

- Primary research facilitated through the customer reference survey
- ITRM Magic Quadrant and Critical Capabilities vendor surveys facilitated by project manager
- Gartner interactions at conferences in 2019 and 2020

- Gartner inquiries and document reviews
- Gartner Peer Insights
- Gartner Three Lines of Defense Survey
- Gartner 2019 Security and Risk Management Survey

The following approach was used to leverage this evidence:

- The Vendor Strengths and Cautions section in this Magic Quadrant covers the evaluation criteria in which a vendor is above average or below average. We do not provide commentary for every evaluation criterion, or for criteria in which an individual vendor's capability did not stand out from the others. Where no commentary is provided, it should be assumed that the capability is adequate for most enterprises' needs.
- Vendors were evaluated as if they were responding to an RFP and scored on their ability to document and qualify their customer stories and in practice implementations. It is important to remember that a Magic Quadrant does not solely rate product quality or capabilities and features; it also indicates Gartner's view of a vendor's overall position in a specific market. Although product portfolio was an important consideration in our assessment, a vendor's ability to respond to ITRM buyer expectations, understand customers' ITRM journeys, acquire and retain customers and expand its presence in the market was also deemed important, as was its ability to increase its product revenue. A vendor that offers a strong, technically elegant product, but is unable or unwilling to devote funding and attention to marketing and sales to increase revenue and improve profitability, will find itself unable to invest in future product development.
- Each vendor conducted a detailed ITRM solution demonstration. Each vendor was also rated on its ability to conduct an effective document briefing and demonstration, based on the provided evaluation criteria for ITRM capabilities and focus on ITRM buyers.

Evaluation Criteria Definitions

Ability to Execute

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

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

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

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

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

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

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

Completeness of Vision

Market Understanding: Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

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

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

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

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

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

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

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

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)."

[About](#) [Careers](#) [Newsroom](#) [Policies](#) [Site Index](#) [IT Glossary](#) [Gartner Blog Network](#) [Contact](#) [Send Feedback](#)

The Gartner logo, consisting of the word "Gartner" in a blue, sans-serif font with a registered trademark symbol.

© 2018 Gartner, Inc. and/or its Affiliates. All Rights Reserved.