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Magic Quadrant for Master Data Management Solutions

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The MDM market continues to evolve and thrive as organizations seek to benefit from the business agility afforded by mastering their most critical data, particularly in times of change. Data and analytics leaders should use this research to inform their MDM solution choices beyond vendor marketing hype.

Strategic Planning Assumption

By 2023, organizations with shared ontology, semantics, governance and stewardship processes to enable interenterprise data sharing will outperform those that don't.

Market Definition/Description

MDM Solution Capabilities

Gartner defines master data management (MDM) as a technology-enabled business discipline in which business and IT work together to ensure the uniformity, accuracy, stewardship, governance, semantic consistency and accountability of an enterprise's official shared master data assets.

Packaged MDM software solutions are products that:

- Support the global identification, linking and synchronization of master data across heterogeneous data sources through reconciliation
- Create and manage a central, persisted system or index of record for master data
- Support the four MDM hub implementation styles, as defined by Gartner see the Completeness of Vision section, "Offering (Product) Strategy"
- Enable generation and delivery of a trusted version of one or more data domains to all stakeholders, in support of various business initiatives
- Support ongoing master data stewardship and governance requirements through workflowbased monitoring and corrective-action techniques

 Are agnostic to the business application landscape in which they reside; that is, they do not assume or depend on the presence of any particular business application(s) to function (aka "application neutral")

 Can be implemented by end-user organizations without having to make use of required professional services (i.e., not optional); end-user organizations may elect to make use of optional professional services, either those of the vendor or a third-party service provider

MDM is a technology-enabled business discipline in which business and IT work together to ensure the uniformity, accuracy, stewardship, governance, semantic consistency and accountability of an enterprise's official shared master data assets. MDM solutions must offer a range of functional capabilities encompassed by these products. For full definitions, see the Completeness of Vision section, "Offering (Product) Strategy."

These capabilities include:

- Workflow and business process management (BPM)
- Loading, synchronization, business services and integration
- Data modeling
- Information quality and semantics
- Performance, scalability, availability and security
- Hierarchy management (including advanced hierarchy management)
- Data stewardship (policy enforcement) support
- Data governance (policy setting) support
- Multiple usage scenario (operational/analytical) support
- Multidomain support
- MDM solution suite internal integration

MDM implementations and their requirements vary according to:

- The instantiation of master data, ranging from maintenance of a physical "golden record" to a more virtual, metadata-based indexing structure
- The use and focus of master data, including use cases for design (information architecture), construction (building the business), operations (running the business) and analytics (reporting the business)

 Organizations' governance maturity, culture and structures (ranging from small, centralized teams to global, distributed organizations)

- The latency and accessibility of master data from real-time, synchronous reading and writing of master data in a transactional scenario between systems and services, to legacy-style batch interfaces for the transfer of master data in bulk file format
- The type of approach chosen, ranging from centralized approaches using hubs to widely distributed systems that leverage real time through bulk/batch processes
- The complexity of the business environment, and therefore of the use cases, that MDM implementations must satisfy these require appropriate levels of governance, compliance, risk management and privilege control
- The options for physical or logical data structures to create a hub or the source of the golden record
- Deployment options on-premises or in the cloud

Revenue and License Count Estimates

As part of the research process for this Magic Quadrant, Gartner received data from MDM software vendors regarding their revenue in 2019 and their license counts by data domain as of the end of March 2020. If a vendor declined to supply all or some of this data, or if we possessed information that contradicted the data provided by a vendor, we formulated revenue and/or license count estimates for that vendor. This data is estimated in all cases.

The vendors had an opportunity to review and comment on our figures before publication.

Magic Quadrant

Figure 1: Magic Quadrant for Master Data Management Solutions





Source: Gartner (January 2021)

Vendor Strengths and Cautions

Ataccama

Ataccama is a Challenger in this Magic Quadrant. Its Ataccama ONE product is focused on data governance, data quality, metadata management and MDM. Ataccama's operations are mostly focused in North America and EMEA, and its clients tend to be midsize and large financial services organizations. Its future focus includes the launch of the second generation of its Ataccama ONE Al-powered platform with enhanced metadata management capabilities, and a new "freemium" product.

Strengths

■ Improved service offering: Ataccama has taken a strong lead in revamping its service offering portfolio. This is reflected in above-average Gartner Peer Insights scores for the overall rating of service and support, and the likelihood of recommending the service provider to friends or

colleagues. The services cover the entire life cycle of the engagement spanning enablement, strategic services, initiative rollout, improvement and support.

- Strong partner ecosystem: Over the last year, Ataccama has improved in terms of connecting with its customer base and solving customer problems. It has done so via new collaborations and business engagements with cloud service providers such as Microsoft Azure and Amazon Web Services; growing its alliances with multiple system integrators/consultancies/value-added resellers; and forming a technology partnership with MANTA. Ataccama scores highly for its product capabilities, as it has been able to work on the inputs received through extensive sales channels and the study of customer behaviors and interests.
- Customer centricity: Ataccama has opened offices in Sydney, Paris, Prague and New York to service customers faster. It has invested in growing the number of local resources to better support customer needs. All this has resulted in good traction and increased mentions during Gartner APAC inquiries. Additionally, the vendor has increased its customer delivery and support capacity by 35% year over year, and improved the quality of its support. Ataccama has developed help desk and software support available in 8/5 and 24/7 SLAs to help its clients with faster query resolutions.

Cautions

- Vendor due diligence for MDM adoption: Complications surrounding MDM projects can be easily levelled out if business-user readiness is accounted for before the start of the engagement. Ataccama's clients have stated a preference for such an arrangement in the past, which is also indicated by average Gartner Peer Insights scores for satisfaction with the value the product or service provides for the money spent. In the light of this, Ataccama needs to consider clients' overall MDM maturity prior to product implementation to help them utilize the product more effectively post rollout.
- Market awareness: Although Ataccama's product has high market visibility, the vendor needs to improve market mind share relative to its MDM peers to be better perceived by the client base. This is also reflected in a relatively low consideration score of 5%, as per Gartner Peer Insights, for the MDM vendors considered during evaluation.
- End-user training and certification: Ataccama's clients have voiced the need to have a certification from the vendor to help build their own resource pool, which could also instil the needed confidence in the users. Additionally, supplementing the product with more robust training modules would help clients to be more self-reliant for their MDM programs. Ataccama scored average for quality and availability of end-user training. Sensing the need, it has recently launched a certification program and on-demand training tutorials to better aid its customers.

Contentserv

Contentserv is a Challenger in this Magic Quadrant. Its Product Experience Management (PXM) platform is mainly focused on sell-side product data use cases. Contentserv's operations are mostly centered on EMEA and its clients tend to be midsize and large discrete manufacturers. In

July 2019, it was announced that Contentserv had sold a majority stake to Investcorp for an undisclosed amount. Investcorp is also investing capital in Contenserv to finance its global expansion and product development.

Strengths

- Customer experience focus: Contentserv's new offering, Marketing Experience Management (MXM), aims to create a holistic, self-learning platform that can aid in a personalized buying experience for the connected consumer. Gauging market needs and driving product innovation around the customer experience has resulted in a concentrated focus in this area. This endeavor to add specialized product features for clients to enhance the customer experience is well received among Contentserv's customer base.
- Sharper sales cycles: Contentserv's impetus to land 80% of deals in sweet spots (region and specific verticals) allows it to better interlink its product-customer philosophies to enable a frictionless sales process. Additionally, Contentserv has invested in building its regional sales teams to scale up and support faster turnarounds.
- Cloud-native strategy: Contentserv continues to invest in strengthening its cloud-native market strategy. It is looking at rolling out MDM solutions based on configuration over customization. Midsize companies or companies beginning new MDM programs will especially find this lucrative, since it reduces their barrier to entry due to better licensing model options and faster time-to-value realization from their MDM programs.

Cautions

- Active consultation ahead of the program: While Contentserv's customers appreciate the extensive tool features, they also stated that having a better understanding of the features prior to tool adoption would have aided them more during implementation. Users also felt that support could extend into removing learning obstacles if more robust training modules and documentation were available from the vendor. Contentserv has recently launched its new Academy program for users of all role types and experience levels.
- Contract and pricing negotiations: While Contentserv is actively working to create a frictionless buying experience, customers have previously expressed concern about the complexity in the pricing model and overall contract negotiations to be challenging. The vendor also received lower-than-average scores for evaluation and contract negotiation, and pricing and contract flexibility.
- Product support: Although Contentserv's product is well-received by its customers, there are challenges on the support front, highlighted by a below-average rating for the quality of technical support. Customers cited concerns in this aspect, including the need for more proactive support from the vendor, availability of regional support teams and faster resolution for complex queries.

IBM

IBM is a Challenger in this Magic Quadrant. Its Product Master and InfoSphere Master Data Management products are broadly focused on multiple domain master data use cases. IBM's operations are geographically diversified and its clients tend to be midsize to large organizations across multiple vertical markets. Areas of future focus include continued artificial intelligence (AI)/machine learning (ML) innovations and integration with the Watson Knowledge Catalog.

Strengths

- AI/ML-driven innovation: IBM continues to heavily align its MDM strategy with Watson-enabled augmented data management and relationship-driven insights. Augmented MDM use cases in IBM's traditional areas of strength (financial services, healthcare, government) are well supported.
- Global footprint: IBM's partner network has helped it gain a strong foothold in APAC and, especially, the Middle East. These partners provide industry implementation expertise, cloud management services and solutions built on top of IBM InfoSphere MDM, taking the MDM product closer to customers even in markets where IBM does not have high penetration. The partnerships have also helped IBM to augment its MDM portfolio.
- **Domain focus**: In 2020, IBM relaunched IBM Product Master, the vendor's product-domain-centric MDM solution. Having a domain-centric product will enable IBM to grow its mind share in the market, as well as build and roll out MDM solutions specific to customer needs.

Cautions

- Configuration and deployment challenges: IBM's reference customers have faced issues during the initial set up, configuration and deployment of its MDM products. A lack of familiarization with the IBM stack has been cited as a constraint when it comes to organizations getting started with the IBM MDM product suite.
- **Declining MDM market and mind share**: Estimated IBM revenue for MDM has dropped year over year for the last three years, as has interest from Gartner clients in IBM's MDM solutions.
- Focus on MDM: MDM is one of several functional components that IBM packages together as a broader data management and analytics platform. New MDM products launched in 2020 aim to modernize and enhance its MDM capabilities. Organizations looking for a best-of-breed approach to data and analytics technologies may not find IBM's approach suitable.

Informatica

Informatica is a Leader in this Magic Quadrant. Its MDM Multidomain Edition and Product 360 solutions are broadly focused on multiple domain master data use cases. Informatica's operations are geographically diversified and its clients tend to be midsize to large organizations across multiple vertical markets. In September 2019, Informatica announced an investment in Al startup GreenBay Technologies, an ML solution that automates complex data and metadata matching tasks. It went on to acquire GreenBay in August 2020. Informatica's portfolio roadmap continues to focus on cloud-native technologies and Al-driven MDM.

Strengths

■ Strategy and support for all industry use cases: Informatica's cloud-native strategy and strong scoring for its products' core capabilities demonstrate its ability to support all use cases across industries. Its top two domains are B2C customers (including patient and provider) and B2B customers. These are a priority for the healthcare/life sciences and financial service industries, which account for half of Informatica's customers. Consequently, retail and government organizations with customer/citizen master data requirements could also benefit from Informatica's MDM solutions.

- Top of mind for business and IT: The Informatica brand is well-known, as are its MDM solutions. This is due to a go-to-market strategy that targets both technical and business decision makers across multiple channels and events. The result is that Informatica is considered by more prospective customers than any other MDM vendor.
- Internal and acquired innovation: Informatica has a history of organic and inorganic innovation, demonstrated by its investment in and subsequent acquisition of AI startup GreenBay Technologies, an ML solution that automates complex data and metadata matching tasks.
 Those capabilities are being integrated into its 360 solution, further increasing its capabilities.

Cautions

- Cloud-native Product 360 unavailability: Informatica's cloud-native roadmap has so far focused on delivering Reference, Customer and Finance 360 solutions. Consequently, Product 360, its product information management (PIM) solution, has yet to become available on its cloud-native architecture. While Product 360 currently can be deployed in the cloud, Informatica intends to make it available as a cloud-native solution in 2021.
- Vertical competitors closing the awareness gap: Customers in financial services and healthcare/life sciences have an increased awareness of alternatives in the market and identify those competitors when evaluating solutions. Specifically, the following technical capabilities are cited in the market during competitive bids: regulatory compliance, 360 views and business user experience.
- Licensing and pricing: Informatica has drawn criticism for its MDM licensing and pricing. The recurring issues are a lack of transparency, complexity and high cost when compared with its competitors. Informatica is aware of this criticism and has thus introduced simplified consumption-based licensing and pricing, making it more competitive, especially for midmarket organizations.

PiLog

PiLog is a Niche Player and is new to this Magic Quadrant. Its MDRM product is mainly focused on master data governance. Its operations are mostly centered on EMEA and its clients tend to be large process manufacturers. PiLog's Academy sponsors students to research emerging technologies. The research findings are used to drive future product innovations.

Strengths

■ ISO standards: PiLog stands out as the only vendor that has made a significant commitment to the support of multiple ISO standards for data quality and master data. These standards provide assurance of master data quality, which adds value when master data is shared between enterprises.

- Materials master data for MRO: PiLog is a specialist in materials MDM in support of maintenance, repair and operations (MRO) and asset management use cases. This makes its solutions especially attractive to asset-intensive industries such as oil, gas and mining. PiLog's solutions are often used to extend ERP solutions such as those offered by SAP and Oracle.
- Process manufacturing: Organizations focused on process manufacturing have complex supply chains. This complexity requires a multidomain MDM strategy. Almost half of PiLog's clients are process manufacturers that have implemented multiple domains including vendor/supplier, buy-side materials and B2B customers in support of operational efficiencies.

Cautions

- Poor market visibility: Through 2019-2020, PiLog achieved the lowest number of client inquiries relative to other vendors in this report. This is possibly a result of limited brand awareness despite the vendor's increased focus on multichannel marketing.
- **Geographic coverage**: There are three geographic regions where most PiLog clients are based the Middle East, South Africa and the Indian subcontinent. While PiLog has a geographic expansion strategy, this will take time to come to fruition.
- Nascent partner strategy: Vendors assessed in this report have either maturing or mature partner strategies. PiLog recognizes the need for partnerships, both service and technical, to grow and expand, but is only at the start of its partner strategy.

Profisee

Profisee is a Challenger in this Magic Quadrant. Its Profisee 2020 product is broadly focused on multidomain MDM use cases. Its operations are mostly focused in North America and its clients tend to be midsize and large organizations across multiple vertical markets. Profisee continues to focus its R&D investment in Microsoft Azure through deeper integration with the cloud platform — for example, Azure Data Services.

- Customer and domain diversity: Profisee has a broad range of customers across industries, domains and deployment models. The vendor has a presence in all industries covered in this Magic Quadrant and has one of the highest numbers of customers running multiple domains demonstrative of customers with initial projects expanding into new domains.
- Value selling: Profisee understands the requirement to treat MDM as a technology-enabled business initiative and critical success factor. It therefore uses its Business Impact Roadmap

(BIR) to help clients articulate and achieve the tangible business benefits of MDM.

■ Initial cost: Profisee's average selling price (ASP) for perpetual and subscription pricing is one of the lowest of vendors evaluated. Its cloud-agnostic, bring-your-own cloud approach favors a low cloud ASP and an initial rapid implementation cycle. Customers report an easy-to-understand pricing model and an economically priced offering.

Cautions

- Market awareness: Mentions of Profisee in Gartner client inquiries increased in 2019-2020, and the vendor has seen a doubling of win rates against its competition. However, the overall consideration rate in competitive situations has remained relatively stable year over year. Profisee acknowledges the need to raise market awareness to be considered in more evaluations.
- Breadth of growth partnerships: Profisee has strategically invested in a relationship with Microsoft as both a technology and channel partner. Citing early access to code, joint development and sales activity positions Profisee as the MDM partner of choice for Microsoft clients, but it's not alone in doing so. In leveraging a reseller model outside of North America, the importance of a diversified partner strategy cannot be overstated to reduce the direct sales effort required for growth.
- Evolving product capabilities: Profisee has made improvements to areas highlighted as lagging in the prior year's analysis (notably workflow and data stewardship) and is in transition to a microservices architecture. While the product's capability scores from customers are improving, many clients are still on older product versions and have yet to report on recent improvements.

Reltio

Reltio is a Challenger in this Magic Quadrant. Its Connected Customer 360 product is mainly focused on using MDM to provide 360 degree views across multiple domains. Reltio's operations are mostly focused in North America and its clients tend to be midsize and large healthcare and life sciences organizations. In November 2020, Reltio announced an innovative growth initiative that offers new clients an incentive to move to Connected Customer 360.

- Market momentum: Reltio continues on a significant growth trajectory. Despite no staff increases and a slightly lower ASP in 2019, revenue grew from \$32.7 million in 2018 to \$48.7 million in 2019, largely three-year term subscriptions instilling market confidence with \$71 million in deferred revenue.
- Real-time B2B and B2C: Reltio has good domain coverage but remains strong in industries that require real-time B2B and B2C interactions. This is most notable in healthcare, which remains a primary focus area, but also across life sciences, retail and discrete manufacturing, which collectively accounted for over 80% of the vendor's 2019 revenue.

■ Mature cloud offering: For its cloud-native multitenant and, more recently, private cloud SaaS, Reltio offers a 99.95% uptime SLA. It has continued to enhance the offering to include the ability to selectively turn on functionality, extended security options (HIPAA) and application and middleware connectors (for example, Dun & Bradstreet, Salesforce, LexisNexis and IQVIA).

Cautions

- Inconsistent customer support experience: Reltio received mixed reviews on Gartner Peer Insights for customer support and, in particular, technical support despite investments in these areas in 2019. Clients have praised the introduction of customer service managers and improvements in documentation at Reltio.
- Marketed deployment times: Reltio offers 90-day deployments via its Fast Start program. Actual deployment timeframes reflect clients' specific needs and scope, with reported averages remaining in the three- to nine-month sweet spot. Clients are advised to separate marketing from delivery and clarify for their individual situation. Reltio does, however, offer vertical data models for life science, healthcare and retail, and solution accelerators for life sciences, retail and hi-tech/manufacturing.
- Real-time API performance: While Reltio can handle some of the largest volumes of bidirectional transactions, its real-time API performance has received some negative focus. The vendor does, however, offer an interface to provide transparency into API performance.

Riversand

Riversand is a Leader in this Magic Quadrant. It provides a cloud-native MDM solution through its Riversand Platform. Its operations are mainly focused in North America and its clients tend to be midsize and large retailers. In December 2019, Riversand announced an additional \$10 million investment from Crestline Investors to continue growth.

- Solid growth post business model transformation: In 2018, Riversand started a transition from perpetual to subscription-based licensing in support of a shift to cloud-based solutions. Courtesy of a considered growth plan, Riversand has increased headcount by 55 and grew revenue by approximately \$10 million in 2019.
- Integrated partner ecosystem: Riversand embraces a "partner first" strategy, with partners involved in 80% of its customer engagements. Partners are viewed as an integral part of the business from sales through to delivery. In the past year, Riversand has added 20 system integrators (SIs) and five independent software vendors (ISVs). SI partners provide geographic reach. ISVs provide an opportunity to collaborate in support of building "experience-oriented" ecosystems of augmented applications.
- Building on core strengths for industry diversification: Riversand's continued strength across retail, consumer packaged goods (CPG)/manufacturing and food-related sectors has expanded

to include notable growth in transport and services. The vendor leverages an increasingly broad MDM domain coverage and established strengths in finished product, supplier, part and B2B.

Cautions

- Mind share still lags behind ability: While Gartner inquiries regarding Riversand doubled in 2019, the vendor was still only 10th of all vendors considered in this Magic Quadrant, indicative of the continued need for broader market awareness. In 2019, Riversand secured an additional \$10 million investment from Crestline Investors to support expansion activities, including marketing activities across the U.S. and Europe.
- Inconsistent deployment times: The vendor's messaging around activity supporting rapid deployment times, and claims of 40% of recent go-lives/upgrades taking less than 12 weeks, remain inconsistent with customer feedback for this research. It should be noted that the recent addition of prepackaged offerings in support of these claims is yet to be reflected in customer feedback.
- Upgrade path: Riversand introduced version 8 of the Riversand Platform, a new cloud-native platform, in 2017. To benefit from the many enhancements such as the significantly improved user interface (UI), clients still running on v.7 are required to upgrade. Clients have reported and alerted their peers to transition pains, while also acknowledging Riversand's support through the transition.

SAP

SAP is a Challenger in this Magic Quadrant. Its Master Data Governance (MDG) product is mainly focused on MDM use cases across its portfolio of applications. SAP's operations are geographically diverse and its clients tend to be large organizations across multiple vertical markets. Its product roadmap for MDG is focused on evolving master data integrations and cloudnative technologies.

- **Product strategy**: SAP is promoting a product strategy that aims to offer end-to-end integration of business processes across applications. This will be enabled with out-of-the-box master data integration and aligned data models.
- SAP-centric organizations: SAP MDG is the default option for SAP-centric organizations that is, those organizations that use SAP as their core ERP, and where the core ERP is extended by additional use-case-specific SAP applications.
- Partner solution extensions: SAP has a mature partner ecosystem. With regards to SAP MDG, SAP partners have developed industry and use-case-specific extensions to MDG, most notably Utopia with its retail and fashion management, and enterprise asset management solutions. Other partners with MDG extensions include PiLog with materials and spare parts management services, S&V for financial fixed assets, and Itego (Reference Data Management for MDG).

Cautions

Solution naming results in misunderstanding: Gartner clients are often confused by the naming of SAP's solutions. SAP MDG is a master data management and stewardship solution. SAP Information Steward is a solution for centralized governance. Caution is advised when selecting the most appropriate solution for your business requirements.

- MDG for SAP ERP or MDG on S/4HANA: SAP MDG for SAP ERP is now a legacy technology. While the solution is being maintained and enhanced with new features, MDG on S/4HANA is the preferred platform for investments in new features. Organizations migrating from SAP ERP to S/4HANA must consider MDG as a key part of their upgrade planning.
- Enterprise MDM versus application data management (ADM): SAP MDG can be implemented in support of either an enterprise MDM strategy or ADM strategy. Enterprise MDM incorporates SAP and non-SAP applications, whereas an ADM strategy incorporates only SAP applications. Careful consideration should be taken when choosing the most appropriate strategy.

Semarchy

Semarchy is a Leader in this Magic Quadrant. Its xDM product is mainly focused on multidomain and augmented MDM use cases. Its operations are mostly centered on EMEA and its clients tend to be midsize and large organizations across multiple vertical markets. In September 2020, Semarchy announced a significant investment of funds advised by Providence Strategic Growth Capital Partners to support business growth and product innovations.

Strengths

- Customer and domain diversity: Semarchy has a broad diversity of customers across industries, domains and deployments, with recent expansion into government sectors. This provides the vendor with an ability to understand a wide breadth of customer needs and nuances regardless of industry or client size, and has resulted in a strong upward trajectory of this provider.
- Augmented MDM focus: Semarchy supports an expanding variety of use cases focused on enabling augmented MDM insights through an intuitive and user-friendly UI. Companies focused on enabling digital transformations through a foundation of multidomain and augmented MDM are well-supported by this vendor.
- Client focus and support: Semarchy is praised by users for its continued exceptional customer service and support. Users highlight as a key differentiator the active involvement of Semarchy leadership across multiple levels of customer relationship management best of breed.

Cautions

■ Lack of IT user centricity: IT- and admin-centric capabilities — particularly in relation to version control, data loading and APIs, and data syndication — are concerns of Semarchy users.

■ North America mind share: A strong upward trajectory and expansion into new verticals is offset by comparatively low mind share outside of Europe. A recent investment from U.S.-based Providence Equity Partners may provide the capital needed to improve Semarchy's North American market presence.

Partner strategy execution: Like many MDM vendors, despite a stated "partner first" strategy, Semarchy clients continue to express concerns about the availability of third-party resources with expertise on the vendor's solution.

Stibo Systems

Stibo Systems is a Challenger in this Magic Quadrant. Its MDM product is mainly focused on multidomain use cases. Its operations remain largely in EMEA, and midsize and large retail customers are its most significant industry vertical. Future innovation is boosted through Stibo Accelerator, a funded research program for university graduates. This program focuses on new technologies such as machine-assisted data quality and governance.

Strengths

- Multinational track record: Stibo Systems is one of the largest and most tenured MDM vendors. It has long targeted multinational organizations with "global mindset, local understanding" supported by a significant investment in local offices around the globe. These include offices in APAC and LATAM, which combined represented 16% of the vendor's 2019 revenue.
- Overall customer satisfaction: Stibo Systems scores well year over year for overall customer satisfaction, with a global presence facilitating around-the-clock support, and a mature training and certification process for both clients and partners. Customers' overall experience with Stibo Systems remains positive when the vendor or a partner is involved in the initial stages of implementation. Stibo Systems continues to invest in improving support, with a 21% increase in customer service headcount.
- Diversification beyond product information management (PIM): Stibo Systems started mastering product data as a PIM vendor and benefits from a history of integration with product life cycle management (PLM) and bills of materials. As a result, it remains a strong contender in PIM, incorporating industry-specific initiatives to fast track time to value and reduce manual effort (for example, the setting up of new trading partners). But Stibo Systems is much more than a PIM vendor, with a diversity across MDM domains and industries that makes it a good all-round MDM provider.

Cautions

Delivery model in transition: Stibo Systems demonstrated good year over year growth in 2017 and 2018, but reported fiscal year 2019-2020 results in deficit. It is not uncommon for a vendor to experience this as it makes the transition from an on-premises/perpetual to cloud/subscription-based model.

■ Changes in executive ranks: Stibo Systems continues to experience changes in executive ranks for a third consecutive year. Most recently, it has had to deal with changes to chief product officer and the CMO and CEO roles.

Pricing transparency: In contrast to previous years, clients have highlighted the need for transparency around costs and better communication of add-ons subject to a charge, calling for a packaged approach. As the vendor seeks to penetrate the midmarket with focused sales teams, shifting this perception and promoting low barrier to entry solutions (cloud and subscription-based) will be required.

Syniti

Syniti is a Niche Player and is new to this Magic Quadrant. Its Knowledge Platform for MDM is broadly focused on data management capabilities including MDM. The vendor's operations are mostly centered on North America and its clients tend to be discrete manufacturers. In March 2019, BackOffice Associates announced its name change to Syniti as part of an ongoing transformation and growth strategy.

Strengths

- Turnkey data management: Syniti's focus on providing MDM as a capability within an integrated suite of tools is well-suited for clients seeking a single, all-in-one data management solution. Core MDM capabilities are well-integrated across the product suite.
- Partner network: Syniti provides access to professional services through an established and global partner and reseller network, particularly within the SAP realm.
- **Simple pricing model**: Syniti offers a simple, usage-based pricing model available through both direct and reseller/partner channels.

Cautions

- Cloud traction: Only 1% of Syniti MDM revenue comes from cloud deployments, with the majority of Syniti clients still running on-premises solutions supported under vendor maintenance agreements. However, Syniti has a strategic focus on driving cloud adoption.
- ERP-centric market focus: Syniti has generally low mind share in the MDM space, and lacks a robust market focus for evolving MDM use cases in the digital domain. A legacy focus on supporting data quality and data migrations, particularly for large-scale ERP projects, is a limiting factor.
- MDM as a use case: Customers must purchase the entire Syniti Knowledge Platform software stack, and a la carte MDM is not an option. MDM is viewed as a use case within an overall data management approach.

TIBCO Software

TIBCO Software is a Leader in this Magic Quadrant. Its EBX product is mainly focused on multidomain MDM use cases. Its operations are geographically diverse and its clients tend to be midsize and large organizations across multiple vertical markets. In January 2021, TIBCO announced its acquisition of Information Builders (ibi), a data management and analytics solutions provider. ibi's products will be sold as part of the TIBCO portfolio.

Strengths

- Added vendor stability: In 2020, TIBCO completed the integration of Orchestra Networks, bringing the full complement of TIBCO solutions and data management software market expertise to clients of the EBX MDM solution.
- Best-of-breed approach: TIBCO continues to sell EBX as a stand-alone MDM solution. Client flexibility to take a "best of breed" or "suite of tools" approach, while maintaining consistent MDM functionality across either, is an advantage that TIBCO has over competitors that only sell MDM within a prescribed bundle of data management solutions.
- Flexible data models and hierarchies: Gartner clients mentioned EBX's flexible and powerful approach to data modelling and hierarchy management, a benefit to companies with complex relationships across entities and domains. The addition of new vertical-specific templates in 2019 complement already strong modelling capabilities.

Cautions

- Technical and user documentation and training: Gartner clients highlighted a lack of robust technical training, documentation and support as concerns in their use of the EBX solution. TIBCO recognizes these gaps and is working to resolve them.
- Leadership continuity: Some members of the leadership team at Orchestra are no longer with TIBCO. Any negative impacts on customer relationships, product innovation or operational product support will take time to manifest.
- Lack of market focus: For the last year, TIBCO's focus has been heavily skewed toward internal processes needed to finalize the Orchestra integration. This has given competitors an advantage in their abilities to bring more new features to market.

Viamedici

Viamedici is a Niche Player in this Magic Quadrant. Its EPIM product is mainly focused on sell-side product data use cases. Its operations are primarily centered on EMEA and its customers tend to be midsize and large discrete manufacturers. Viamedici continues to focus its roadmap on capabilities for federation, distribution and in-memory features for large global implementations.

Strengths

 Understanding of target market needs: The majority of Viamedici customers are categorized as discrete manufacturers. Process manufacturing and healthcare/life sciences are also

substantial industry verticals. Viamedici's strategy is to be the "digitalization platform for data management, marketing, sales and service processes" in these vertical markets. This focus has an important impact on the vendor's R&D investment and growth plans.

- Geographic expansion: Viamedici has made further investments in expanding its local presence and partnerships in the U.S. and Japan. It also recently opened a new office in Russia with a plan to develop this market opportunity. These investments further improve Viamedici's ability to support its customers with global support.
- Innovation by acquisition: In September 2018, Viamedici acquired Netbase, a developer of a configure, price and quote (CPQ) solution. Now named Smart Product Configuration Suite, the solution can be used stand-alone or fully integrated with EPIM. CPQ solutions are a key requirement of industry verticals that sell complex configurable products. Smart Product Configuration Suite offers new opportunities to Viamedici and its customers for growth.

Cautions

- Low brand awareness: Viamedici was only considered by a low percentage of reviewers on Gartner Peer Insights compared with other vendors in this research. While not the lowest, it does indicate that awareness of Viamedici could be improved, especially within the industry verticals it targets. Viamedici has invested in its marketing program to this effect.
- Implementation challenges: Viamedici and its partners have in prior years received commendation from customers for the implementation of EPIM. However, recent reviews on Peer Insights have highlighted common concerns such as a lack of advice on preparation for implementation, and a need for improved communication between vendor and implementation partner.
- Limited product differentiation: Viamedici's core product differentiators are its Smart Product Configuration Suite for CPQ, and proprietary technologies for globally distributed and federated cloud-based networked EPIM implementations. Organizations looking only for core MDM capabilities will find it difficult to differentiate EPIM from other better recognized solutions within the MDM market.

Winshuttle

Winshuttle is a Niche Player in this Magic Quadrant. Its EnterWorks MDM product is mainly focused on sell-side product data use cases. Its operations are mostly centered on North America and its clients tend to be midsize and large organizations across multiple vertical markets. Winshuttle's roadmap continues to focus on the evolution and integration of EnterWorks into its wider portfolio.

Strengths

Data sharing platform: EnterWorks is well-positioned to capitalize on a potential shift in the data management space toward increased data sharing between companies through its interenterprise MDM capabilities. EnterWorks MDM is differentiated in its ability to extend

consistent data governance rules into external organizations, which may be part of a complex or highly distributed data ecosystem (such as a global supply chain).

- Product-centric domain expertise: The vendor's depth of experience and understanding of product-centric companies and their MDM needs, particularly those running SAP-based ERP solutions or other legacy Winshuttle data management solutions, is an advantage.
- Positive sales experience: Gartner clients generally report a positive experience in working with Winshuttle, particularly leading up to a signed software agreement. Pricing, contract flexibility and contract negotiation are all well-rated for this vendor.

Cautions

- Service and support: Gartner clients report concerns about access to and responsiveness of service, support and training resources for this vendor.
- Implementation concerns: Winshuttle advertises fast time to value and ease of implementation through its "configure, not code" approach, but Gartner clients rate Winshuttle below average across several aspects of MDM deployment.
- Limited use cases: Client use cases outside traditional sell-side product MDM are not well-represented, especially in customer-centric domains.

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.

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Added

The following vendors with MDM offerings were determined to fulfill the inclusion criteria detailed below:

- Syniti
- PiLog

Dropped

No vendors were dropped from last year's Magic Quadrant report.

Inclusion and Exclusion Criteria

For Gartner clients, Magic Quadrant and Critical Capabilities research identify and then analyze the most relevant providers and their products in a market. Gartner uses by default an upper limit of 20 vendors to support the identification of the most relevant providers in a market. On some specific occasions the upper limit may be extended by Methodologies where the intended research value to our clients might otherwise be diminished. The inclusion criteria represent the specific attributes that analysts believe are necessary for inclusion in this research.

In order to qualify for inclusion in this Magic Quadrant, each vendor had to meet the following criteria:

- Achieve at least \$15 million in total recognized revenue (per GAAP definition) for software (license, maintenance and subscription) relating to MDM solutions for all master data domains in the calendar year 2019.
- Sales and support operations, or a partner providing sales and support operations in at least two of the following regions: Americas, Europe and Middle East, Africa, Asia and Australasia.
- Sales operations, support operations and customers in multiple industries.
- At least 20 live customers (in-production as of date of submission) for packaged enterprise
 MDM solution functionality.
- At least 10 new customers for MDM solutions in the four quarters ending in March 2019.
- Vendors may have multiple products in the MDM solution market; in these cases, each vendor is evaluated as a whole for the Magic Quadrant and Critical Capabilities research, and the products examined separately in the Critical Capabilities research.

Exclusion criteria:

- Vendors whose core product capabilities are provided by a third party through, for example, an OEM relationship were excluded.
- Marketing service providers, data aggregators, data brokers and other data providers that provide trusted reference data external to the enterprise, but that do not provide an MDM solution that meets Gartner's definition of MDM.
- Application data management (ADM) products that solely perform data management functions for use in a specific business application's data store, as they are not by definition application neutral.
- Vendors whose product(s) are unable to provide support for all use cases as featured in Critical
 Capabilities for Master Data Management Solutions (see also Note 1 at the end of this

research):

MDM of B2C customer data

- MDM of B2B customer data
- MDM of buy-side product data
- MDM of sell-side product data
- Multidomain MDM

Honorable Mentions

Below are vendors that have come up in MDM inquiries but that did not meet the inclusion criteria for this Magic Quadrant. Depending on business goals, resourcing objectives, deployment preferences, geography or other factors, vendors listed here may provide viable alternatives. This is a nonexhaustive list:

- Prospecta (Master Data Online)
- Unidata
- Boomi
- Precisely

Evaluation Criteria

Ability to Execute

Gartner analysts evaluate vendors on the quality and efficacy of the processes, systems, methods or procedures that enable IT provider performance to be competitive, efficient and effective, and to positively impact revenue, retention and reputation within Gartner's view of the market.

- Product or Service: Core goods and services that compete in and or serve the defined market. This includes current product and service capabilities, quality, feature sets and skills. This can be offered natively or through OEM agreements/partnerships as defined in the Market Definition.
- 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. We view the likelihood of the organization to continue to offer and invest in the product, as well as the product position in its current portfolio.
- 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.

- Market Responsiveness/Record: The 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.
- 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.
- 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, service-level agreements, etc.
- Operations: The ability of the organization to meet goals and commitments. Factors include quality of the organizational structure, skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently.

Table 1: Ability to Execute Evaluation Criteria

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

Source: Gartner (January 2021)

Completeness of Vision

Gartner analysts evaluate providers on their ability to convincingly articulate logical statements. This includes current and future market direction, innovation, customer needs and competitive forces, and how well they map to Gartner's view of the market.

- Market Understanding: The ability to understand customer needs and translate those needs into products and services. Vendors that meet this criterion will show a clear vision of their market listen, understand customer demands, and with the ability to shape or enhance market changes with their added vision.
- Marketing Strategy: Clear, differentiated messaging consistently communicated internally, and externalized through social media, advertising, customer programs and positioning statements.
- Sales Strategy: A sound strategy for selling that uses the appropriate networks including direct and indirect sales, marketing, service and communication. Vendors will have partners that extend the scope and depth of their market reach, expertise, technologies, services and customer base.
- 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.
- Business Model: The design, logic and execution of the organization's business proposition to achieve continued success.
- 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.
- Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or preemptive 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.

Table 2: Completeness of Vision Evaluation Criteria

Evaluation Criteria 🔱	Weighting ↓
Market Understanding	High
Marketing Strategy	High

Evaluation Criteria 🔱	Weighting ψ
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	High
Innovation	High
Geographic Strategy	Low

Source: Gartner (January 2021)

Quadrant Descriptions

Leaders

Leaders demonstrate strength in depth across the full range of MDM functions, including core functions detailed as MDM solution critical capabilities.

Leaders exhibit a clear understanding of dynamic trends in the MDM market; they explore and execute thought-leading and differentiating ideas; and they deliver solution innovations based on the market's demands. They have the strategic vision to address evolving client requirements.

Leaders align their MDM offering strategies with the latest market trends, such as: business outcome focus; multidomain MDM; support for "360-degree view of" requirements; new solution architectures (such as platform-app, microservices and hybrid cloud); deployment options (on-premises, cloud); alternative pricing and licensing models (such as subscription and consumption).

Leaders address all industries, geographies, data domains and use cases. Their solutions support multidomain and alternative deployment options such as SaaS. They offer excellent support for business roles and include superior user experience.

Leaders have an established market presence and a multinational presence (either directly or through a parent company).

Leaders undertake clear, creative and effective marketing that influences the market, promotes their brand and increases their mind share.

However, they are not always the best choice. As the market's requirements have shifted to more all-encompassing solutions, vendors have not kept pace at a macro level, which has resulted in a significant amount of empty space in the top right of the Leaders' quadrant.

Challengers

Challengers have established presence, credibility and viability, along with robust solution(s) capabilities and solid sales and marketing execution.

Challengers may not have the same breadth of offering as Leaders, and/or in some areas they may not demonstrate as much thought leadership or innovation. For example, they may focus on or have demonstrated experience in a limited number of data domains (such as customer, product and location data only).

Challengers may lack capabilities in areas such as multidomain MDM, master data governance, and stewardship or solution deployment options.

Challengers demonstrate a clear understanding of today's MDM solution market, but they either have not demonstrated a clear understanding of its future direction or are not well-positioned to capitalize on emerging trends. They often have a strong presence in other application areas.

Visionaries

Visionaries are innovators — they display healthy innovation and a strong potential to influence the direction of the MDM solution market, but are limited in terms of execution or a demonstrable track record. Typically, their products and market presence are not yet complete or established enough to merit Leader status.

Although Visionaries may deliver good customer experiences, they may lack the scale, market presence, brand recognition, customer base or resources of Leaders.

Niche Players

Niche Players often specialize in a limited number of industries, geographic areas, market segments (such as small and midsize businesses) or data domains (such as master customer data or master product data).

Niche Players either do well in specific segments of the MDM solution market, or have limited ability to innovate or outperform other vendors. They may be focused on specific functionalities, domains or industries, or they may have gaps in relation to broader functionality requirements.

Niche Players often have strong offerings for their chosen areas of focus and deliver substantial value for customers in those areas. However, they typically have limited market share and presence, limited implementation and support services, or they may not have achieved the scale necessary to solidify their market positions.

Context

This Magic Quadrant evaluates vendors that develop and supply master data management (MDM) solutions. Our analysis focuses specifically on packaged MDM software solutions that bring together a range of technologies and capabilities to help sustain the idea of a trusted "golden record" for master data.

An MDM solution is one of the options available to organizations to support the enabling infrastructure requirements of an MDM strategy and program. An MDM strategy potentially encompasses the management of multiple master data domains — such as customer, citizen, patient, employee, product, "thing," asset, person or party, and supplier — via one or more hubs as part of the data and analytics infrastructure.

The MDM market continues to evolve and thrive as organizations seek to benefit from the business agility afforded by mastering their most critical data, particularly in times of change. Data and analytics leaders should use this research to inform MDM solution choices beyond vendor marketing hype.

Market Overview

In 2019, the master data management (MDM) software market grew at 1.7%, reaching \$1.43 billion. Many of the smaller vendors — such as Ataccama, Reltio and Semarchy — experienced double-digit growth. But the overall market was tempered by a decrease in year-over-year revenue from some larger vendors, including IBM and Oracle, the latter having transitioned its offerings to primarily application data management (ADM). Removing IBM and Oracle, MDM revenue grew at 6.5%, but the growth rate was still less than the overall infrastructure software market, which recorded double-digit growth of 11.6% (see Market Share: Master Data Management Products, Worldwide, 2019).

Several trends in the MDM market account for much of the evolution of vendors in this year's Magic Quadrant:

- Lower barrier to entry: The shift from perpetual to subscription pricing for both on-premises and cloud offerings continues. In 2019, overall MDM subscription revenue grew by 22.6%. We continue to observe that individual quotes for MDM solutions vary widely due to the large number of variables that comprise vendor pricing. However, the availability of licensing an MDM solution via a subscription, rather than a perpetual license, is lowering the barrier to entry for organizations.
- Faster time to value: The deployment time for an MDM solution continues to reduce. In 2019, the average time was 6.2 months, but we have also observed deployments as fast as three months. These deployments are likely to be limited in domain and use case support. However, this is outweighed by the ability to deliver value to business rapidly.
- Augmented data management: The MDM market is challenged by adjacent software markets within the scope of data and analytics. These include ADM solutions, reference data management (RDM) solutions and augmented data catalogs. Through 2019 and 2020, customer data platforms (CDPs) have had the greatest impact. As a result, some vendors

within this Magic Quadrant have adopted strategies that will see their products expand in support of 360 views of the customer/supplier/provider and other analytical use cases (see How Augmented Data Management Capabilities Are Impacting MDM and Data Governance).

■ COVID-19: From March 2020 — when COVID-19 became a pandemic and global crisis — until December 2020, Gartner had a 28% increase (n = 1,534) in client inquiries compared with the same period in 2019. Vendors assessed in this Magic Quadrant have also reported increased market demand for MDM solutions and services. Optimistically, the increased demand reported could indicate that clients view MDM as a key strategic program in support of business transformation, agility and resilience in response to the COVID-19 pandemic. Alternatively, the increases reported may be influenced by factors such as reduced travel for business, or a greater focus on strategic programs due to home working.

Evidence

- Market Share: Master Data Management Products, Worldwide, 2019
- Gartner inquiry service data recorded from March 2019 through March 2020.

Note 1: MDM Use Cases

MDM of B2C Customer Data

The mastering of individual customer data (and other party data, such as citizen and patient data) during the process of creating trusted master records.

Implementations enable the authoring of institutional customer master data in workflow-, batchor transaction-oriented processes that conform to one or more MDM implementation styles (or a
hybrid of those styles). It is common for B2C customer master data to be managed in a
consolidation-style environment, where the entry points of the master data are not directly
controllable by the MDM technology. More mature MDM of B2C customer and other party data
programs may progress to a more workflow-oriented environment over time, as operational data
and systems are rationalized with the support of MDM.

An example of a B2C customer data use case is the mastering of retail customer data in support of business requirements such as a single view of the customer, 360-degree customer insights and a high-quality customer experience.

MDM of B2B Customer Data

The mastering of institution data, often revealed as hierarchical, during the creation of trusted master records that support business processes centered on organizations.

Implementations enable the authoring of customer master data in workflow-, batch- or transaction-oriented processes that conform to one or more MDM implementation styles (or a hybrid of those styles). It is common for B2B customer master data to be managed in a workflow-

oriented environment, where the entry points of the master data are controllable by the MDM technology.

An example of a B2B customer data use case is the mastering of organizational customer data in support of business requirements such as account definition and management, a single view of the customer, 360-degree customer insights, and sales territory management.

MDM of Buy-Side Product Data

The mastering of product or material data, during the creation of trusted master records in support of business processes, focused on supply chain management (SCM).

Implementations commonly serve as the point of capture for product data (including data from Internet of Things [IoT] "things"), as received from suppliers and mastered at an enterprise level in support of SCM and optimization. Often serving as a system of record in a centralized implementation style, this master product data is typically managed in a workflow-oriented environment.

An example of a buy-side product data use case is the onboarding of product data from upstream brand manufacturers. The business value lies in the reduction of effort within the receiving organization, and improved time to market.

MDM of Sell-Side Product Data

The mastering of product or material data during the creation of trusted master records in support of business processes focused on the provision of product data to customers.

These implementations commonly handle the enriched product data (including data from IoT things) needed to support customer requirements, including publication (internally to the organization) and syndication (externally to customer-facing channels), e-commerce platforms and websites. Often serving as a primary system of reference in a centralized implementation style supporting product systems of record, such as product life cycle management or ERP systems, this master product data is typically managed within a workflow-oriented environment.

An example of a sell-side product data use case is the mastering of product data in support of market-facing business processes such as those that support omnichannel and e-commerce requirements. In this context, master product data is often both enriched and augmented to provide the prospect and customer product data required to support a purchase decision.

Some organizations refer to systems supporting this scenario as product information management (PIM) systems. Most MDM vendors, with a focus on MDM of product data, started as PIM vendors, and subsequently evolved into MDM of product data vendors; some have continued to evolve into multidomain MDM vendors. To that end, these vendors have retained capabilities that provide for enrichment and augmentation of core product master data.

MDM of Multidomain

The mastering of critical data objects across multiple domains concurrently during the creation of trusted master records in support of business processes dependent on them.

A master data domain encompasses related data entities that are of critical importance to an organization, such that they need to be mastered at the enterprise (as opposed to application) level to provide for semantic consistency across the business. These entities will prove central to how the organization does what it does; the actual observations represented by master data will be of significant interest to business executives — even if they do not use the term "master data."

Several patterns have emerged whereby "customer," "party," "product" or "thing" master data has become the highest priority for many organizations. The MDM solution should be capable of supporting all domains that are "in scope" for an MDM program, whether through client-driven or prepackaged data model styles, as defined by Gartner, or a combination of the two.

The more common master data domains include:

- Customer/consumer/patient/citizen
- Vendor/supplier
- Channel/partner
- Product/item
- Purchased part
- Asset
- Location
- General ledger account

Other data domains, such as IoT "things," have been identified in MDM programs and span many industries.

An example of a multidomain use case is the mastering of multiple data domains in support of a complex business requirement, such as the mastering of customer, product and location data. Opportunities are based on a combination of a 360-degree view of the customer and recent product purchases made by that customer.

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.

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