MarketScope for Project and Portfolio Management Applications

13 June 2011

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Gartner Research Note G00213331

What was once the "Magic Quadrant for IT Project and Portfolio Management" is now this 2011 "MarketScope for Project and Portfolio Management Applications." It can be used to guide those interested in automating PPM processes.

What You Need to Know

Various types of project management teams, groups and whole organizations continue to struggle with many challenges associated with project and work management, including the following:

- Choosing the "right" programs and projects to execute, and executing them at the "right" time
- Matching and/or balancing supply (human resources, time or money) with demand (investments, programs, projects and unplanned work)
- Visibility into project status and expenditures to date
- Proactively addressing emergencies on projects
- Addressing changes to the existing and planned project pipeline triggered by shifts in business direction and affecting current tactical plans involving project execution

The project and portfolio management (PPM) software market continues to address the technology and process consulting needs of companies that struggle with optimizing their project and work management. It represents more than 20 years of product maturity (if you include the birth of desktop and/or client/server-based project scheduling as the starting point of a PPM evolution timeline), with a burst of today's core PPM elements having been initially developed in the late 1990s and early 2000s.

This PPM application MarketScope is part of Gartner's PPM Market Universe body of research (see "Gartner's PPM Market Universe: Using Our PPM Magic Quadrants, MarketScopes and Roundups").

Who Should Use This MarketScope?

Gartner MarketScopes provide analysis for software or other technology markets that are either in their embryonic stages or in very mature stages. This 2011 PPM application MarketScope represents the evolution of the "Magic Quadrant for IT Project and Portfolio Management" into research reflecting what is now a mature software market. This research includes analysis of PPM software products that can support many different PPM scenarios, including, but not limited to, PPM for IT departments. Any prospective user of PPM software applications should use this PPM MarketScope to identify and evaluate vendors and products supporting any of the following practices:

- Project portfolio definition and management in a stand-alone mode (no required use of a specific solution for project and resource management)
- Project and resource management in a stand-alone mode (no required use of a specific solution for project portfolio definition and management)
- PPM investments involving both of the use cases described above

MarketScope

Last year's "Magic Quadrant for IT Project and Portfolio Management" provided a snapshot of what has now become a significantly matured software market. The introduction of software-as-a-service (SaaS) PPM to the marketplace, and its widespread acceptance as a viable deployment option alongside traditional and hosted options, further verified the maturity of several core PPM software functions. In addition, Gartner's "Hype Cycle for Application Development, 2010" depicts PPM technology maturity as approaching the Plateau of Productivity — another sure sign that the different flavors of PPM, including IT PPM, have matured significantly during the past decade.

Most PPM systems provide a core of request, demand, project, resource and time management functionality coupled

⁌ Evidence

- This MarketScope follows the methodology outlined in "Magic Quadrants and MarketScopes: How Gartner Evaluates Vendors Within a Market."
- Vendor-submitted forms detailing all of their products and services for each vendor cited in this research.
- Multiple briefings with each individual vendor cited in this research.
- More than 1,000 client inquiries and interactions, face-to-face meetings, and dialogues at Gartner events (such as Gartner PPM Summits in North America and Europe) in the past year.

⁌ Vendors Added or Dropped

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

⁌ Gartner MarketScope Defined

Gartner's MarketScope provides specific guidance for users who are deploying, or have deployed, products or services. A Gartner MarketScope rating does not imply that the vendor meets all, few or none of the evaluation criteria. The Gartner MarketScope evaluation is based on a weighted evaluation of a vendor's products in comparison with the evaluation criteria. Consider Gartner's criteria as they apply to your specific requirements. Contact Gartner to discuss how this evaluation may affect your specific needs.

In the below table, the various ratings are defined:

MarketScope Rating Framework

Strong Positive
Is viewed as a provider of strategic products, services or solutions:

- Customers: Continue with planned investments.
- Potential customers: Consider this vendor a strong choice for strategic investments.

Positive
Demonstrates strength in specific areas, but execution in one or more areas may still be developing or inconsistent with other areas of performance:

- Customers: Continue planned investments.
- Potential customers: Consider this

with project portfolio reporting services. Good project portfolio reporting in this sort of bundled system often requires the use of the detailed project, resource and time management features within that PPM system by a large body of active users; otherwise, the reports would not have much data with which to work.

Many PPM vendors realized as early as 2002 that these project portfolio reporting services, dependent mainly on data collected during project execution, only address part of the need for PPM in the marketplace. Another audience, sitting at management levels above detailed work execution and schedule management, was emerging, and it wanted to make better, rational decisions involving its IT project portfolios without the burden of large-scale adoption of detailed execution environments.

Two Main Types of PPM Application Customers

The identification of this additional audience, with technology needs that differ from detailed project execution technology needs, means there are actually two types of PPM software buyers with differing PPM needs looking at products in the market:

- Execution-level PPM customer — Project managers, resource managers, and team members interested in a project and resource management product to manage the tactical details of project execution and, using reporting services, communicate progress and expenditures back to business sponsors and management

- Project portfolio-level PPM customer — Business sponsors, steering committees and/or project management offices (PMOs) interested in creating project-related decision frameworks, selecting specific projects based on those frameworks, planning the delivery of those projects or investments, tracking those investments at a high level, and reporting on these activities.

PPM for the Execution-Level Customer

All the vendors and products featured in this MarketScope provide centralized request, demand, project, resource and time management capabilities. Reporting services can provide consolidated visibility into the current state of projects, resources and spending. These applications support detailed project or work record creation, scheduling and leveling, resource management and allocation, time reporting, and cost management, among other PPM processes. Reporting services, including portfolio-style reporting, can aggregate the data the system collects from users performing these activities within the PPM system.

Integration with other adjacent systems, including IT management systems (such as help desk), also allows users to funnel different types of work items other than formally defined "projects" into the PPM system to do one or more of the following:

- Capture nonproject resource demand

- Source and allocate nonproject work

- Track the use of resources on nonproject and other work items

- Track the cost of managing nonproject and other work items

There are also some execution-side PPM systems that are flexible enough to provide lighter versions of their project and resource management features as an alternative to traditional service desk and trouble ticket management systems.

Still other PPM vendors provide general-purpose project creation mechanisms to support different types of projects from different areas of an enterprise, such as marketing, sales, legal, events management, advertising, and other campaign- or regulatory-style work activities.

PPM application value for these customers is increased when end users interact more often with multiple PPM modules at the lowest levels of work management detail. Adoption among project managers and team members for their daily work efforts is, therefore, critical to successfully deploying the PPM software. This can be a positive condition for execution-level PPM customers and a negative condition for project portfolio-level PPM customers.

For the execution-level PPM customer, project portfolio reporting services can be the "shiny object" that will convince management of the value in automating execution-level processes. Often, the working assumption in those cases is that management is not interested in anything but the reports as an output. They usually do not expect or desire to participate in the PPM system beyond having access to reports.

PPM for the Project Portfolio-Level Customer

Alternatively, project portfolio-level PPM customers will often look for a top-down, stand-alone system that does a lot more than just portfolio-style project reporting and does it without disrupting the way a project manager works on a daily basis. This top-down system does not carry with it a requirement that project managers and team members be actively using the application every day to aid in how they execute projects.

Among the earliest of project portfolio-level PPM customers were a significant number of companies that believed they must implement PPM software automation at painful levels of detail (such as task- and assignment-level time reporting) in order to put themselves in a position to practice project portfolio management and enhanced decision making around projects. Unfortunately, many initial PPM software investments failed when this bottom-up approach to project portfolio management was chosen, due mainly to the levels of complexity, adoption and change management required to get the entire execution side of a project organization using the same system.

By automating their project execution activities, the assumption was that these companies would be killing two birds with one stone — optimizing work execution AND enhancing their ability to manage project portfolios through reporting services. Project managers were being forced to use unfamiliar and often redundant detailed project

vendor a viable choice for strategic or tactical investments, while planning for known limitations.

Promising
Shows potential in specific areas; however, execution is inconsistent:

- Customers: Consider the short- and long-term impact of possible changes in status.

- Potential customers: Plan for and be aware of issues and opportunities related to the evolution and maturity of this vendor.

Caution
Faces challenges in one or more areas:

- Customers: Understand challenges in relevant areas, and develop contingency plans based on risk tolerance and possible business impact.

- Potential customers: Account for the vendor's challenges as part of due diligence.

Strong Negative
Has difficulty responding to problems in multiple areas:

- Customers: Execute risk mitigation plans and contingency options.

- Potential customers: Consider this vendor only for tactical investment with short-term, rapid payback.

scheduling and management tools just to help the organization collect enough data to generate tabular and graphical views to help them make decisions.

The project portfolio-level reporting often failed to achieve what it set out to do, mainly because providing value was too dependent on automating the bowels of daily work management. It was not always all "doom and gloom" though. There were also execution-side successes as well, especially when careful attention was paid to things like change management and where the PPM practitioners had stronger management support and championing of the internal PPM effort.

For customers who chose a stand-alone project portfolio management system, rather than trying to automate the activities of detailed project schedule execution, project managers could report at summary levels into this system, rather than becoming a slave to it at the work breakdown structure (WBS) level and lower.

Recognizing what would become a sweet spot approach to PPM, a number of PPM vendors built independent, stand-alone project portfolio management and analysis components that could be sold in two ways:

1. As a stand-alone solution disassociated from whatever PPM software systems or applications are being used for project execution

2. Coupled and/or otherwise sold in conjunction with an execution-side PPM system — to support both PPM customer types

The PPM "Sweet Spot"

Through the handling of more than 1,000 PPM software-related inquiries in 2010, Gartner PPM analysts observe many clients focused on enhancing the collaboration, communication and resulting project portfolio-level reporting needed to gain first-line visibility into project demand, project status, resource capacity and utilization, and cost estimates versus actuals. The sweet spot primarily targets the communication and reporting improvements that need to be made between the project manager (the one responsible for managing and monitoring the work) and the project sponsor (the one asking for the work and responsible for justifying the need to have the work completed).

Sweet spot communication and reporting requires a "just enough" approach to the level of detail required to fit the audience. For example, task- and assignment-level time reporting is omitted purposely. Key tasks or milestones might be tracked, but the sweet spot does not otherwise venture any deeper into more detailed PPM activities. The project manager is producing reports that can drive business-level decisions and actions by the recipients, not delivering detailed activity reports. The sweet spot also avoids pinning the hopes of the entire PPM installation on the automation and adoption of processes involving project schedule management and task- and assignment-level time reporting.

Many of the vendors in this MarketScope support the sweet spot in many ways. The trick is to match your requirements with a vendor and product that give you this first-line visibility without introducing too much complexity and change management to the processes you are automating — regardless of whether or not you are an execution-level or project portfolio-level PPM customer.

SaaS PPM

SaaS has completely infiltrated the PPM software market. Small PPM budgets, a need for a fast PPM deployment, and functions meeting immediate requirements continue to drive the interest and need for SaaS-based PPM systems. In addition to smaller organizations and teams where the SaaS market originated (generally less than 100 personnel, but also head counts as low as 20 or 30), larger organizations and teams are also considering this option.

Potential customers new to PPM disciplines or low in PPM maturity can use SaaS as a way to test organizational commitment, assess the potential impact of adopting PPM en masse, and evaluate the organization's adaptability to PPM in terms of people, processes and technology. SaaS PPM also allows the target environment to invest incrementally in PPM by making a small, initial investment to test themselves and determine their level of readiness for PPM disciplines, and then plot a maturity plan using that experience as a baseline, with lower risk than other procurement/deployment options offered by the market.

At least two main SaaS models are at play in the PPM market:

- Multitenant, single-instance — The application services are provided by managing many PPM customers on one application platform delivering PPM features and functions via a subscription-based pricing model.

- Multitenant, multi-instance — The application services are provided by using one data center to manage each customer individually, giving each customer its own application platform, delivering PPM features and functions via a subscription-based pricing model.

Choosing a SaaS-based PPM system allows a customer to minimize the risk of a PPM system implementation because PPM application services can be limited to a 12-month financial commitment with a PPM vendor, as opposed to exponentially higher costs driven by licensing fees, consulting services and three-year maintenance contracts. For this and other reasons, SaaS PPM customer counts are on the rise. Many PPM vendors whose businesses were traditionally based on on-premises and hosted deployments have also added SaaS as another deployment and pricing option for their customers.

PPM and Agile Development Support

Without adding any new, specific functions, PPM systems have the administrative workflow "plumbing" to be configured for agile development environments. PPM vendors, however, are not pretending to be agile development software vendors. There are PPM benefits that can help development teams manage the body of work that fills a

demand pipeline, and a PPM application's workflow flexibility can support some of the communication, collaboration and reporting nuances associated with agile development methods like scrum.

Successful use of a PPM system to support agile development teams at more detailed levels is mainly dependent on how well that system integrates with a developer's typical development processes and environment. Developers do not want to be forced to jump from their development work spaces to an external PPM system to record time on agile development activities. Although most PPM vendors have not fully integrated PPM processes with agile development processes to allow a developer to "stay put" when working on agile activities with PPM reporting implications, there is a growing trend of PPM product innovation to provide preconfigured PPM applications supporting collaboration, communication and project portfolio-level reporting for agile development. Vendors with existing footholds in application development process software markets are already planning to provide "transparent" PPM functionality in integrated development environments.

Key analysts who contributed to this year's MarketScope process include:

- Audrey Apfel

- Donna Fitzgerald

- Robert Handler

- Matt Light

Market/Market Segment Description

Market Dynamics: Strong Positive Vendors and Products

Given the maturity of the PPM application marketplace, we have rated vendors as Strong Positive who have a solid balance of function and cost-effectiveness. Strong Positive vendors can provide project portfolio management, project and resource management, or both via cost-effective deployment modes and without requiring the customer to assume high levels of financial risk. In some cases, these vendors can provide SaaS options in which the customer need only commit to a modest 12-month financial investment in PPM. Some Strong Positive products may also be installed on-site, rather than in a SaaS mode.

Although there are a number of Strong Positive vendors in this report, these solutions are not always as functionally rich as may be required for some PPM environments, nor are they always well-suited for long-term PPM investments or commitments. Strong Positive vendors provide an easy path to PPM at a lowered cost of entry, but more robust solutions can also be found among vendors and products rated as Positive for prospective users willing to or needing to invest in rich and deep features and functions, and willing to invest considerable time, people and effort into the implementation within their project organization.

Market Dynamics: Positive Vendors and Products

At first glance at our rating system, the Positive rating in the context of this research might not be the first place for users to look for PPM software systems, but it actually is one of the more interesting portions of the PPM market. There are a few different types of PPM vendors populating the Positive level of PPM applications featured in this research. There are ERP vendors in this area, as well as strong, long-standing PPM vendors, and some emerging or established SaaS PPM vendors in this area. Positive-rated vendors are a true reflection of what is currently happening in the PPM market. The PPM application market has larger, dominant PPM vendors providing alternative deployment modes and pricing models to counter the effects of increased competition, alongside their traditional robust PPM systems. Conversely, many SaaS PPM vendors rated as Positive in this research are also beginning to see their average number of users per deal increase. They are being challenged by their customers and new, prospective users to support more and more end users per installation. They increase their ability to support more and more customers with larger and larger end-user counts. They fortified their underlying architecture to support the needs of a growing installed base. They are finding opportunities to replace older implementations of on-premises PPM software systems via SaaS offerings.

Market Dynamics: Promising Vendors and Products

There is still a significantly large list of PPM vendors rated as Promising in the PPM space, validating the many growth opportunities still lingering in the PPM application market. Included among the Promising vendors are a mix of PPM vendors and products — older, more established vendors, as well as newcomers with innovative thinking, lighter PPM footprints, interesting development strategies, or simplified PPM process automation overlooked by more established vendors in the market. Vendors rated as Promising focus on different nuances associated with PPM environments. Some specialize in application development environments, while others focus on providing daily project communication and collaboration tools for PPM. Some leverage existing IT assets, such as SharePoint, as their PPM platform, and others focus on supporting the needs of businesses for cost-effective project portfolio management. A number of others have been competing in the PPM market for several years now, and continue to follow their business strategy of providing cost-effective PPM without forcing a lot of maintenance and overhead on their customers. No matter what their focus, vendors rated as Promising in this research represent an important part of the PPM market, because their presence suggests there is still a lot of work to be done by project organizations struggling with supply and demand issues, and communication and collaboration roadblocks.

Small, emerging or innovative PPM vendors can provide value at a cost-effective price without requiring the buyer to assume a lot of risk. A healthy list of Promising vendors in any software market suggests that the market will continue to innovate and mature — even after a 20-year run.

Inclusion and Exclusion Criteria

The vendors and products in this PPM application MarketScope meet and/or exceed the following inclusion criteria:

- The vendor must provide products supporting the technology needs of one or both of the PPM customer types identified and defined in this research.

- The PPM product must support key PPM features natively and independently from OEM agreements, integrations and partnerships, such as demand management and project tracking and management, as well as resource, time and cost management facilities required by one or both PPM customer types defined in this research.

- The PPM vendor must have been in business and provided products and services for the PPM software market for three or more years.

- The PPM products must have been initially generally available (GA) as of 1 June 2008.

- The PPM vendor must be able to provide evidence of the use of its products as PPM systems in the field.

- The PPM vendor must offer hosted or SaaS as a deployment option for customers.

Rating for Overall Market/Market Segment

Overall Market Rating: Strong Positive

The PPM application market has shown marked resilience, having grown when most enterprise software markets receded during the global economic crisis. The features and functions of the products in the PPM market are strong, mature commodities. Demand for PPM applications has not wavered, but, rather, increased exponentially during the past 10 years. Deep maturity is making it increasingly difficult to distinguish between competing products on feature/function alone. For buyers, this means that many of the typical PPM features and functions you would require when selecting a PPM system for the first time are likely to be in many of the products you evaluate.

There are still many other points of differentiation, however, such as the approach and scope of the product being developed, the rearchitecture of the products to support the latest advances in Web development, the speed of deployment, the cost of the system in relation to number of end users, the amount of complexity within the system, the integration bridges available to third-party systems and products, and the deployment options and corresponding pricing models available from the vendor. The infiltration of SaaS as a deployment mode, for example, in PPM systems offering project and resource management, coupled with trimmed budgets stunting the buying power of customers interested in PPM software, opens doors for PPM startup software companies and other entrants into the PPM market.

Evaluation Criteria

Table 1. Evaluation Criteria

Evaluation Criteria	Comment	Weighting
Customer Experience	High marks for rapid implementations taking less than 21 days to complete. Services/programs, including hand-holding PPM process consulting services, at little or no extra cost, that enable clients to be successful with the products. Responsive technical support or account support. Ancillary tools, customer support programs (and the quality thereof), availability of user groups, and service-level agreements. Ability to provide customer satisfaction in small (<30 users), medium (>100 users) and large (>250 users) implementations.	High
Offering (Product) Strategy	Heavy emphasis on time to value as it relates to deployment (<21 days), ease of use, ease of accessibility and ease of adoption. Cost-competitive pricing model and evidence of the same observed in the field. Native features and functions versus reliance on OEM agreements and/or integration of third-party products. Foundational SaaS PPM compared to adding or retrofitting a SaaS offering into an existing on-premises/hosted model. Higher marks for SaaS offerings that are either single instance/multitenant or multi-instance/multitenant — with little or no emphasis on on-premises or hosted offering. The vendor's approach to product development.	High
Product/Service	Higher marks for ease of use, balanced with functional depth, at a cost-effective price. Low cost of entry. Heavy emphasis on the amount of PPM functionality, as defined in this research, that the product can provide against the price points offered by the vendor and in relation to other products in the market. Scalability of the application at the team member level — including downward toward very smaller user groups (<30 users) and upward toward very large user groups (thousands of users). Higher marks for true 12-month SaaS contracts with no further obligation (or smaller footprint and lower cost for on-premises/hosted products). Cost-effectiveness of process consulting and other services provided by the vendor.	High
Business Model	Higher marks for vendors that can provide value for customers at a low level of risk, through 12-month contracts and low cost of ownership or access. The soundness and logic of the vendor's underlying business proposition. No revenue qualifier, but higher marks and recognition of vendors with bigger portions of overall PPM market share.	Low
Innovation	High marks for "pure" SaaS and other cost-effective solutions with short implementation options and contract durations. Seasonal product releases, rather than yearly or multiyear. Iterative, agile development of the PPM product. Functionality demonstrating strong	Standard

Evaluation Criteria	Comment	Weighting
	product vision that pushes the market in new directions, not just the vendor. A demonstrated ability to lead the "herd" of the market, rather than follow it.	
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 and understand buyers' wants and needs, and can shape or enhance those with their added vision. Smaller vendors should be able to temper or quiet the voice of the customer, to avoid driving all product development based solely on installed customers. Recognition and periodic departure from core product development to exploratory product development to address the needs of other potential customers outside of the company's known target markets or installed base.	Standard
Market Responsiveness and Track Record	High marks for opportunistic vendors that can respond quickly and change development and/or company direction to meet the needs of an evolving marketplace. Vendors should be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and/or market dynamics change. This criterion also considers the vendor's history of responsiveness to customer requests.	High

Source: Gartner (June 2011)

Return to Top

Figure 1. MarketScope for Project and Portfolio Management Applications

	RATING				
	Strong Negative	Caution	Promising	Positive	Strong Positive
Atlantic Global			x		
AtTask				x	
Augeo Software			x		
Automation Centre			x		
BMC Software				x	
CA Technologies				x	
Cardinis Solutions			x		
Clarizen			x		
Compuware				x	
Daptiv					x
EPM Live			x		
Genius Inside			x		
HP				x	
Innotas					x
Instantis					x
Microsoft					x
One2team			x		
Onepoint Software			x		
Oracle				x	
Planisware				x	
Planview				x	
PowerSteering					x
Project InVision			x		
Project Objects			x		
Project.net			x		
SAP				x	
Sciforma				x	
Semantic Space Technologies			x		
Tenrox			x		
VCSonline			x		

As of 13 June 2011

Source: Gartner (June 2011)

Return to Top

Vendor Product/Service Analysis

Atlantic Global

Product Name: Atlantic Global

Rating: Promising

Atlantic Global is a U.K.-based PPM vendor offering a cost-effective, execution-side PPM application supporting the automation of a number of project, resource, time, cost, change and governance management processes. Project portfolio-level reporting services complement the system, providing visibility of aggregate data involving project reception, staffing, execution and cost management. Atlantic Global's introduction of a SaaS option has shifted its installed base in terms of deployment options. Whereas on-premises was the dominant deployment mode employed

6 of 14

by Atlantic Global customers, the added SaaS option created almost a 50/50 split between SaaS and on-premises customers. As a relatively small PPM vendor operating on limited annual budgets for more than a decade, Atlantic Global has continued to mature its PPM application beyond an initial foundation in basic time reporting, while also surviving a global economic crisis. The vendor currently has a limited global presence, but for customers local to the company or those interested in using its SaaS-based offering, Atlantic Global earns a Promising rating for its continued, yet incremental, innovation and development of its PPM product.

AtTask

Product Name: AtTask

Rating: Positive

AtTask is a Utah-based, SaaS PPM vendor offering a cost-effective, execution-side PPM application supporting the automation of a number of activities occurring among management, project managers, resource and line managers, team members, and other enterprise human resources. Project portfolio-level reporting services complement the system, providing visibility of aggregate data involving work and project requests, qualitative and quantitative status reporting, recognition for accomplishments, resource utilization, and cost reporting and management. AtTask focuses on ease of use, simplicity in process automation and on providing highly collaborative features and functions to enhance communication between roles responsible for managing and executing work, leveraging, among other things, the concept of "social project management." As a SaaS-based, execution-side PPM application vendor, AtTask can offer a PPM system that manages and automates processes and activities down to granular levels of work management detail, including allowing team members to track unstructured or ad hoc work alongside its structured, project-based assignments. The flexibility of AtTask in supporting a number of different types of execution-side PPM scenarios, as well as its standard 12-month subscription-based SaaS pricing model, earns AtTask a Positive rating.

Augeo Software

Product Name: Augeo

Rating: Promising

Augeo Software provides an execution-level PPM system it calls Augeo. The current release, Augeo5, includes portfolios and dashboard reports for project monitoring, capacity planning and risk management, with drill-down and navigation into project details. The system is a Java-based software system and can support a number of Web servers, as well as Microsoft and Oracle databases. Augeo5 is not offered as SaaS, but Augeo's SaaS-based Planzone technology for project collaboration and communication will be integrated with the anticipated Augeo6 release as an extended data repository. It's scheduled for beta and then GA by the end of 2011. Augeo6 will also introduce a series of improvements, including an updated architecture and GUI, as well as additional business intelligence (BI) features. As a long-standing PPM vendor operating in areas of the world other than North America, Augeo earns a Promising rating.

Automation Centre

Product Name: TrackerSuite.Net

Rating: Promising

Automation Centre is a Tucson, Arizona-based execution-side PPM vendor supporting the automation of detailed work management activities. TrackerSuite.Net provides independent feature sets supporting the management of projects, time, assets, trouble tickets, customer records and other elements involved in work management. Automation Centre's design targets granular levels of work management detail, and the company positions the product specifically for use by the human resources charged with managing projects, service delivery and other types of work. In doing so, it provides a set of daily work administration, execution and reporting tools designed for everyday use. The vendor's sweet spot is in providing personnel, project and capital management, with little administration and at a low cost. Automation Centre is still a relatively small PPM vendor, but is also quite resilient, having been in business for more than 16 years and surviving the more recent economic crisis. TrackerSuite.Net can provide a core set of general-purpose execution-side PPM capabilities at a cost-effective price applicable in a number of different project and work management scenarios, earning the vendor a Promising rating.

BMC Software

Product Name: BMC IT Business Management Suite

Rating: Positive

BMC's IT Business Management Suite provides PPM capabilities mainly through two core parts of the product, including BMC Demand and Resource Management and BMC IT Business Management Foundation. BMC Demand and Resource Management provides the ability to inventory demand, prioritize and select projects, plan and staff resources to projects, and collect time against the effort spent on projects. The BMC IT Business Management Foundation provides bridges for connecting BMC's PPM capabilities with data from IT operations or other parts of IT consuming time, people and money. Recent enhancements include the introduction of a SaaS option, as well as integration to BMC Remedy Change Management. It also includes the ability to add and account for operational changes triggered by a project, as well as the effort and cost of those changes as part of the project spend. BMC's biggest and most recent hurdle to clear as it relates to PPM was its dependency on on-premises as its main deployment option for customers. The newly introduced SaaS PPM offering provides a cost alternative to

on-premises BMC product deployment. BMC's recent product improvements and company viability earn the vendor and its product a Positive rating.

CA Technologies

Product Name: CA Clarity PPM

Rating: Positive

CA Clarity PPM represents more than a decade's worth of aggressive PPM software product innovation. Today, CA Clarity PPM supports a number of different PPM scenarios inside and outside of internal IT, including IT PPM, professional services delivery and new product development. CA Clarity PPM's main focus is and always has been predominantly on internal IT PPM. As such, the product has evolved and matured to support a number of different IT work types, including formally defined projects, application enhancements and change requests, and IT service requests. CA Clarity PPM can be deployed in on-premises, hosted and SaaS modes. It supports both execution-level PPM customer and the project portfolio-level PPM customer. CA Technologies also offers additional PPM capabilities exclusively as SaaS offerings, including CA Idea Vision (ideation), CA Agile Vision (agile planning), and CA Product Vision (requirements planning).

Because it is one of the stronger IT PPM products competing in the market, CA Clarity PPM is not for the light-hearted. To take advantage of this extensive functionality, clients should be committed to a long-term approach toward PPM adoption and maturity. CA Technologies has invested in several areas to simplify how its clients purchase, implement and adopt an enterprise-class PPM solution, including internal consulting services, built-in end-user training, and local and global partnerships with boutique and major consulting firms offering PPM process consulting as a practice area. CA Clarity PPM is a very strong PPM system, earning it a Positive rating.

Cardinis Solutions

Product Name: Cardinis Suite

Rating: Promising

Cardinis is an Italian, top-down project portfolio-level PPM vendor providing a strong emphasis on portfolio-level features supporting the management of programs and projects, with development focused on the needs of IT and other departments. Cardinis is a small vendor compared with a number of others in this research, and currently has a limited global reach. However, the Cardinis Suite's core portfolio capabilities allow companies to invest in IT-based PPM, while also providing an underlying framework to build out WBS-level details of programs and projects at a cost-effective price. Currently, Cardinis is in a better position to support local customers and others in different parts of Europe than in North America. Recent enhancements to the Cardinis Suite include integration to SAP's Financial Accounting and Controlling (FICO) and Project System (PS) products, personalized end-user portlets, customizable key performance indicator (KPI) tables containing quality planning indicators, a function point module for calculating function points based on project plans, and embedded Jasper Reports and jXLS to provide executive and operational reporting and an expansion of the data warehouse for the customer's BI development. Due to its top-down PPM product development approach, as well as its cost-effective price, but also considering the company's limited global reach, the Cardinis Suite earns a Promising rating.

Clarizen

Product Name: Clarizen

Rating: Promising

Clarizen is a SaaS-based execution-level PPM system providing a number of PPM process automation capabilities, including time collection and tracking, interactive Gantt charting, budget management, custom workflows, and support for business rules and mobile access, including iPhone support. Clarizen's initial product functionality consisted of a collaboration and communication foundation, on top of which the company began developing feature sets addressing a number of PPM processes applicable for varying PPM environments. Clarizen focuses on ease of use, on simplicity in process automation, and on providing highly collaborative features and functions to enhance communication between roles responsible for managing and executing work at a very low cost of entry. Clarizen can offer users a PPM system that manages and automates processes and activities at low levels of work management detail. The flexibility of the product, its low cost of entry and its overall breadth in execution-level PPM functionality compensate for what it is missing in functional depth, earning Clarizen a Promising rating.

Compuware

Product Name: Changepoint

Rating: Positive

Compuware's Changepoint is the result of more than a decade's worth of PPM innovation and development, providing a strong and comprehensive set of PPM features and functions covering portfolio, demand, project, resource, time and cost management, with multiple variations and configurations designed to support specific PPM use cases and scenarios. Changepoint's support for resource-intensive service delivery organizations is perhaps its most significant strength, in addition to a long-standing, proven time-tracking system. Changepoint is available in on-premises, hosted and SaaS deployment modes, although the SaaS business is smaller relative to other SaaS-based products included in this research. Changepoint is one of the stronger PPM products competing in the market, and is priced at a premium when compared with SaaS-only PPM vendors included in this research. With

strong PPM capabilities comes a heightened level of inherent complexity. Compuware addresses the complexity of its applications through prepackaged mixes of workflows, reports, business rules and consulting practices it calls Accelerators. Changepoint is a very strong PPM system, yet it can also be complex and priced at a premium, earning its Positive rating.

Daptiv

Product Name: Daptiv

Rating: Strong Positive

Daptiv is a solid example of a robust SaaS-based PPM system with reporting services that support portfolio-level dashboards and reporting that has matured over the last decade. Daptiv provides core PPM functionality and flexible workflow and configuration capabilities. Prebuilt solutions support a number of different PPM environments and use cases. The acquisition of Daptiv by Parallax Capital Partners in 2010 restored Daptiv's overall financial viability. Daptiv recently announced an integration partnership with Rally Software, the first integration between a SaaS PPM vendor and an agile development tool. With solid financial backing and new management installed, expect Daptiv to continue to innovate its product in areas such as collaboration and communication, as well as expand its global presence through the formation of offices strategically located in key geographical regions. As one of the stronger PPM vendors offering a long list of core PPM features and functions delivered cost-effectively as a SaaS system, Daptiv also minimizes the overall investment risk for its customers by offering standard 12-month subscription-based contracts, earning this provider a Strong Positive rating.

EPM Live

Product Name: WorkEngine

Rating: Promising

EPM Live is one very strong example that SharePoint can be developed as a foundation for core, execution-level PPM applications and functionality. EPM Live acquired the EPK-Suite, another PPM application offering portfolio, resource and cost management capabilities. As a result, the combined features and functions strengthened EPM Live and WorkEngine as the "SharePoint answer" to PPM supporting a variety of PPM and project execution environments. The WorkEngine product can support execution-level PPM features for project portfolio reporting, resource management, cost management, schedule management, time management, task and work management, reporting services, and BI reporting and analysis. EPM Live can also provide WorkEngine in multiple deployment modes at a cost-effective price, earning the vendor and product a Promising rating.

Genius Inside

Product Name: Genius Project

Rating: Promising

Genius Project, in its multiple iterations as an execution-level PPM software system, including Genius Project for Domino, Genius Project Enterprise and Genius Project On-Demand PPM, continues to support multiple types of PPM environments, including internal IT departments, new product development and professional services, as well as other project environments, such as capital expenditure or marketing. Genius Inside has been in the PPM software business for nearly 14 years, weathering a number of economic downturns and events. To date, the vendor has garnered more than 600 customers, continues to prove its ability to scale up as its average number of users per deal continues to increase year over year, introduced a SaaS offering, and added a number of enhancements to the product, including an added KPI module, enhanced Gantt charting, improved user interface, support for project requests and help desk/trouble tickets as work items, and support for scrum. Genius Inside is one of a few rare PPM vendors supporting IBM Domino and DB2 as the back-end database. Genius Inside offers customers a good set of core functions at cost-competitive prices, earning a Promising rating.

HP

Product Name: HP Project and Portfolio Management (PPM) Center

Rating: Positive

HP PPM Center has been maturing as a PPM product for more than a decade in the PPM market. IT departments make up a large majority of the HP PPM Center installed base, in keeping with the product's initial and continued focus on supporting the specific PPM needs of IT. HP PPM Center is based on a strong, foundational workflow engine, allowing the system to provide out-of-the-box process mapping, workflow and business rules for managing a project life cycle from idea capture to project execution and completion. Because it is one of the stronger IT PPM products competing in the market, HP PPM Center is not for the light-hearted, is priced at a premium and comes with a heightened level of inherent complexity, which also provides the product with the ability to scale to meet differing customer needs. HP also augments this complexity through a mix of internal consulting services and local and global partnerships, with small and large consultancies offering PPM process consulting as a practice area. HP PPM Center is a very strong PPM system, yet complex and priced at a premium, earning it a Positive rating.

Innotas

Product Name: Innotas PPM

Rating: Strong Positive

Innotas is purely a SaaS PPM vendor, offering a PPM system built on a multitenant, single-instance architecture. Innotas is beginning to branch out into a number of different IT-related PPM directions, supporting IT project portfolio management, as well as execution-level project, resource and time management. Innotas remains almost exclusively focused on developing internal IT PPM SaaS capabilities for its customers. Having absorbed the acquisition of the technology assets formerly known as Helpstream, Innotas significantly enhanced its ability to support IT service delivery environments, and may be setting its sights on competing more vigorously in the SaaS-based IT service management (ITSM) market as an additional target market. Innotas is still dependent somewhat on investor funding; however, the company's SaaS-based business model allows customers to invest in Innotas PPM without assuming high levels of implementation and financial investment risk. Innotas PPM provides a strong list of SaaS-based core PPM features and functions supporting multiple execution-level and project portfolio-level IT PPM scenarios at a cost-effective price, earning it a Strong Positive rating.

Instantis

Product Name: EnterpriseTrack

Rating: Strong Positive

Instantis provides a SaaS-based, top-down project portfolio-level PPM system that includes a number of key project portfolio management capabilities for demand, project, resource, time and cost management. Top-down program management support includes the ability to define and track interdependencies between cross-departmental projects managed as part of an enterprise program. EnterpriseTrack can be configured to support a number of different types of project portfolios or initiatives in a single system deployment. Configurable system objects include strategies, processes, programs, projects, IT services, applications, products and change elements. Recent additions and enhancements include updated dynamic user interface elements, what-if scenario generation for capacity planning, an added interactive Gantt charting capability, dashboard charts and in-line filtering. Targeted end users include project managers, portfolio managers and executive stakeholders. Instantis can offer customers a SaaS-based, top-down project portfolio-level PPM system and does not require the adoption of task- and assignment-level time reporting and/or daily use between project managers and team members to obtain top-down portfolio data and reports, earning a Strong Positive rating.

Microsoft

Product Name: Microsoft Project Server 2010

Rating: Strong Positive

Microsoft Project Server 2010 is a landmark release for Microsoft, and for PPM prospective users and existing Project Server customers, because it is in this release in which Microsoft includes SharePoint 2010 as a the foundation for workflow, document management and collaboration. Adding SharePoint 2010 is a game-changing move for Microsoft. It underscores the software vendor's focus of SharePoint as the cornerstone of its Enterprise Project Management (EPM) solution, which includes, among other things, the use of Office applications, including Project Professional, as well as other Microsoft components, productivity applications and software. Project Server 2010 also includes enhanced project creation features that do not require the use of Project Professional. Service Pack 1 (SP1) for the 2010 release of Project Server is due for public availability and consumption at the end of June 2011. From a license fee perspective, Microsoft Project Server 2010 can be one of the more cost-effective on-premises and/or hosted PPM systems. Microsoft relies heavily on its partner network to manage implementations and consulting services for Project Server 2010. The inclusion of SharePoint 2010 as part of Project Server 2010, more seamless integration with the portfolio management capabilities of the product, the cost-competitive pricing, and advancements in native project creation capabilities independent from Project Professional earn Microsoft a Strong Positive rating.

One2team

Product Name: One2team

Rating: Promising

One2team is a Paris, France-based PPM vendor providing support for demand management in an execution-level PPM system focused on collaboration and communication involving programs and projects. Capabilities include demand collection and management, project selection, capacity planning, resource allocation, project tracking, and time and cost reporting. One2team offers its product in a number of different deployment modes, including on-premises, hosted and SaaS, with SaaS customers making up a significant percentage of the vendor's installed base. Recent additions and enhancements to the One2team product in the One2team cockpit provide interactive dashboards for managing portfolios, projects and programs, as well as a connector to SharePoint and to third-party time-reporting systems. One2team's SaaS-based PPM system development is focused on providing collaboration and communication at the program and portfolio level at a cost-effective, subscription-based price, earning it a Promising rating.

Onepoint Software

Product Name: Onepoint Project Enterprise Cloud/Server

Rating: Promising

Onepoint is a Graz, Austria-based execution-level PPM software vendor providing a series of features and functions for different types of project and resource management environments within midsize enterprises. Recent enhancements to the product include SaaS as a deployment option; deliverable-based planning; extended resource management features; automated project status traffic lighting; support for agile-based reporting, such as burn-down charts; a JIRA connector; earned value management charts depicting effort and costs; and improvement to multiproject tracking and trending based on earned value and actuals. Onepoint offers a SaaS or cloud-based system, but this deployment option may be immature compared with other SaaS-based PPM products included in this research. Onepoint provides key PPM features and functions at a cost-effective price, and supports a number of different types of project environments, earning a Promising rating.

Oracle

Product Name: Oracle Primavera Enterprise Project Portfolio Management Suite

Rating: Positive

The Oracle Primavera Enterprise Project Portfolio Management Suite, which includes Primavera P6 Enterprise Project Portfolio Management (EPPM), Primavera Portfolio Management and Primavera P6 Analytics, is arguably one of the strongest, long-standing PPM software systems in the market, providing detailed control and management of large, complex projects down to the schedule and task level. Oracle continues to make substantial investments in its acquisition of Primavera, including a complete redesign and redevelopment of Primavera P6, as part of release 8.1, as a Web-native software system — a much-needed improvement to the base architecture on which P6 was founded years ago. In redeveloping P6, Oracle now offers Primavera P6 as a hosted and/or SaaS system. Oracle continues to alleviate the learning curve of the system through role-specific interfaces, including those for casual users. Alternative user interfaces, such as an iPhone application, e-mail integration, configurable forms and the simplification of the native Web-based UI, as well as the Oracle User Productivity Kit, are tailored for casual users. Oracle Primavera intends to adjust its pricing models to fit its newly launched Web-based hosting and SaaS options for PPM as a way to address historical premium pricing models and provide more cost-effective PPM solutions compared with the former Primavera business model. With power and core functional strength come complexity and premium pricing, earning Oracle a Positive rating.

Planisware

Product Name: Planisware

Rating: Positive

Planisware is a software vendor representing more than 15 years of experience as a business and as a PPM software vendor. Planisware is a top-down project portfolio-level PPM system, as well as an execution-level PPM system providing core detailed project and resource management capabilities. Planisware can support a variety of project environments and vertical industries, including bio and life sciences, energy, automotive, and others. Planisware provides a SaaS offering that it uses mainly as a staging platform for new or inexperienced customers to eventual on-premises deployment. A number of recent enhancements to the product include additional support for managing project, application, and/or product life cycles, with road-mapping capabilities matching each respective life cycle. Planisware's ability to leverage top-down portfolio management to support the distinct management needs of different classes of portfolio-level elements, as well as innovations within its product, such as competitive analysis capabilities for new product planning and development, is reflected in its premium pricing, earning the vendor a Positive rating.

Planview

Product Name: Planview Enterprise

Rating: Positive

Planview is a Texas-based software vendor that has dedicated the last 22 years to developing PPM software systems with strong and comprehensive features and functions covering portfolio, demand, project, resource, time and cost management with multiple variations and configurations designed to support specific PPM use cases and scenarios. The complete Planview Enterprise product lineup is made up of components supporting PPM, including Enterprise Portfolio Management, Insight Analytics, Service Portfolio Management, Product Portfolio Management, Ideation Management and Planview Process Builder. Planview completed a SaaS business transformation and now offers Planview Enterprise on-premises and SaaS deployment options. The vendor offers a multitude of integration bridges and APIs for connecting to financial systems, application management systems and ITSM systems. Planview launched PlanviewPRISMS.com, bringing its PPM process best practices and Planview configuration guidelines to the Web for its customer base. Planview also recently revisited its integration with Microsoft Project, improving the ability to access projects within Planview using Microsoft Project, as well as extending the business rules of portfolio planning in Planview Enterprise to Microsoft Project. Planview's longevity in the marketplace, favorable track record and Planview Enterprise's extensive feature/function list justify its premium price points, earning the vendor a Positive rating.

PowerSteering

Product Name: PowerSteering

Rating: Strong Positive

PowerSteering provides a cost-effective, SaaS-based, top-down project portfolio-level system that includes a number of key PPM capabilities for demand, project, resource, time and cost management. Program management support includes the ability to define and track interdependencies between cross-departmental projects managed as part of an enterprise program. PowerSteering's system objects can be configured to support a number of different types of portfolio elements, including programs, projects, IT services, application products and change management initiatives. More recent product development includes an emphasis on supply and demand balancing and prioritization based on resource planning features and resource utilization reporting. PowerSteering does not require the adoption of task- and assignment-level time reporting and/or daily use between project managers and team members to obtain top-down portfolio data and reports — one of many reasons why it earns a Strong Positive rating.

Project InVision

Product Name: Project InVision

Rating: Promising

Do not let the size of Project InVision fool you. This PPM software vendor may be smaller compared to many others included in this research; however, Project InVision has been in the PPM business for 19 years as a provider of SaaS and on-premises execution-level PPM software, supporting the automation of processes and activities occurring mainly among project managers, resource managers and team members in a variety of project environments. Project InVision includes PPM functionality supporting project and resource management, while also leveraging reporting services to create project, project portfolio and resource utilization views.

Perhaps one of the most recent and noticeable improvements to Project InVision is its fully redesigned application interface — a much-needed improvement if Project InVision wants to take advantage of the most recent advances in Web development technologies. Other recent Project InVision improvements include optimized mechanisms for adding new end users and an integration with Microsoft Project that includes Schedule Sentry, an alerting and flagging feature that identifies and highlights changes to schedule information that may cause problems when importing Microsoft Project files back into Project InVision. Project InVision, although smaller than other vendors and limited in global reach, can provide a core set of project and resource management capabilities at a cost-effective price, earning a Promising rating.

Project Objects

Product Name: Project Objects

Rating: Promising

Project Objects, a provider of top-down project-portfolio management software, is headquartered in Ireland, with additional offices in Italy and India. The vendor provides a portfolio-level PPM system supporting project portfolio management and analysis, as well as time tracking and Excel extensions supporting cost management and progress tracking. Project Objects is a relatively small PPM software vendor with a limited global reach, but its top-down portfolio management foundation is flexible and generic enough to allow the company to branch out into new portfolio markets by providing domain-specific portfolio configurations, earning it a Promising rating. Being a relatively new and smaller player in the PPM market, Project Objects is still exploring new directions to take its product. One focus area is in supporting portfolio-level visibility of applications and the application life cycle. Project Objects will be releasing product functionality and integration points supporting this new direction in the fourth quarter of 2011.

Project.net

Product Name: Project.net

Rating: Promising

Project.net is yet another small but resilient PPM software provider, having maintained the availability and continued development of Project.net as a PPM system for more than 10 years. Project.net initially built some fundamental project management capabilities as the core of its PPM offering, but now focuses mainly on enabling project-based collaboration and communication using recent developments in online and software technology. Using blogs and wikis, Project.net enhances its system by enabling and encouraging the use of social networking and communication tools as a part of daily project status reporting and updating. Recent additions and enhancements to the product include the availability of wikis and blogs for use in the system, as well as a resource management component, time sheeting and third-party accounting system integration, BI integration, and a Web services API. Project.net is smaller than other vendors included in this research and has a limited global reach, but it can also provide a core set of project management capabilities at a very low cost of entry, earning a Promising rating.

SAP

Product Name: SAP Portfolio and Project Management

Rating: Positive

SAP's former cProject and Resource and Portfolio Management (RPM) offerings have been combined into one product on a single platform and are now called SAP Portfolio and Project Management. Existing SAP customers can

automate PPM processes, such as IT and innovation management projects, using SAP PPM. This capability can be extended to automate other processes as well, including capital project management, when used in conjunction with SAP Project System. SAP also provides its own native scheduler and project management in SAP PPM for project managers who do not want to incorporate Microsoft Project into their SAP PPM environments. As an ERP vendor, SAP provides enterprise licensing for SAP Portfolio and Project Management, a unique offering in a market dominated mainly by per-named-user licensing models. One key characteristic of an SAP PPM system is its ability to leverage an existing investment a customer already made in SAP business applications and platforms. Combine that benefit with an enterprise licensing agreement for PPM, and SAP is truly different from other vendors included in this research. Its dependency on a number of SAP integration points with other SAP products, as well as its marked inability to tap into and sell its product into non-SAP accounts as a stand-alone system, earns SAP a Positive rating.

Sciforma

Product Name: Sciforma 4.0

Rating: Positive

Sciforma is a provider of execution-level PPM software it calls Sciforma 4.0 (formerly known as PSNext), supporting the detailed optimization and automation of processes and activities occurring mainly among portfolio managers, project managers, resource managers and team members in IT and other project environments. Sciforma 4.0 is a Java-based environment and provides a strong core of demand, portfolio, project, resource, time and cost management features, coupled with reporting services supporting project portfolio management, resource utilization, and project costing and analysis. Additions and improvements to the Sciforma product include enhanced usability, improved workflow capabilities, customization of application presentation to end users and an agile task board. Sciforma's pricing model is a bit unusual in the marketplace, because it is based on the purchase and consumption of tokens for the varied number and roles of end users interacting with the system over time. If your project environment does not fit well into the typical per-named-user pricing model found in the PPM market, then Sciforma's token-based pricing model offers an alternative licensing arrangement that may support your needs, earning this vendor and product a Positive rating.

Semantic Space Technologies

Product Name: PPM Studio

Rating: Promising

Semantic Space is a software vendor dedicated to supporting the pressing project management and other PPM needs of software and/or application development groups and teams using its larger suite of software products to support application development processes and management mainly centered in IT. The vendor provides PPM functionality in on-premises, hosted and SaaS modes, although the hosted and SaaS offerings are relatively immature and do not represent a significant portion of the existing Semantic Space installed base. Recent improvements and additions include functions supporting agile software development and project management, integration between PPM Studio and Microsoft SharePoint, support for custom fields at the project level, custom dashboarding capabilities, and a capitalization view for capitalized projects. For its recognition that PPM concepts, automated processes and best practices should be applied to application development and management environments, as well as its continued support for PPM in application development, PPM Studio receives a Promising rating.

Tenrox

Product Name: Tenrox PPM

Rating: Promising

Tenrox is a provider of execution-level PPM software it calls Tenrox PPM. The product has a strong workflow engine and time-reporting capability at its core, and since originally introducing this core 10 years ago, Tenrox has built out additional PPM functionality that supports project and resource management, while also leveraging its reporting services to create project, project portfolio and resource utilization views. More recent enhancements to Tenrox PPM include project workflows integrating project request, approval and execution within one system object, improved views for managing and ranking projects based on specific attributes or KPIs, the ability to import budget data using an Excel-based extension, numerous improvements in project planning, time and expense reporting, and workflow features, Outlook integration that allows the export of project assignments within Tenrox to Outlook, support for multiple Web browsers, and time and expense entry and approval via iPhone and BlackBerry. Tenrox is based on Microsoft's Workflow Foundations and includes SAML-based single sign-on for integration with the client's directory services. The vendor can integrate its product with ERP and accounting systems for project financial accounting. Tenrox's cost-effective pricing and core PPM capability earn the vendor and product a Promising rating.

VCSonline

Product Name: VPMi

Rating: Promising

VCSonline is a provider of SaaS-based execution-level PPM software it calls VPMi, which supports the detailed optimization and automation of process and activities occurring among project managers, resource managers and team members in IT and other project environments. VCSonline is a small PPM vendor compared with others included in this research. However, the company has shown marked signs of resilience. With limited year-to-year budgets and a small staff, VCSonline was able to navigate through a very difficult economic crisis and survived in

the PPM market. Recent enhancements to VPMi include additional reporting, depicting slippage of work plans, a PMO project dashboard, and expense tracking and reporting. The system's dashboarding can now display key milestones on a timeline, and sections summarizing rolled-up risks and change requests from projects. In addition, VCSonline enhanced its existing integration with Microsoft Project to include 2003, 2007 and 2010. Although it is a small PPM vendor, VCSonline has proven its resilience, can provide a series of core execution-level PPM features and deploys its product on a SaaS model, allowing users to scale to an enterprise license, earning VPMi a Promising rating.