

VENDOR SELECTION MATRIX™ ENTERPRISE SERVICE MANAGEMENT

ABRIDGED VERSION
WITHOUT VENDOR SCORES
AND FULL SCORECARDS

BUY THE FULL
REPORT NOW

THE TOP GLOBAL VENDORS 2022

Research In Action

February 2022

© 2022, Research In Action GmbH Reproduction Prohibited



RESEARCH IN ACTION
independent research & consulting

FOREWORD

Every year, Research In Action surveys 10,000+ enterprise IT and business decision makers in order to gain insights on strategy, investments and ongoing challenges of technology innovation in the IT and Marketing Automation realm. These surveys give us access to a wealth of direct and unfiltered feedback from the buyers. It also helps us to understand how buying decisions are made in today's business environment. The Vendor Selection Matrix™ is a primarily survey-based methodology for vendor evaluation where 63% of the evaluation is based on a survey of enterprise IT or business decision makers and 37% on the analyst's judgement. The analyst's input is fed by a combination of intensive interviews with software or services vendors and their clients, plus their informed, independent point-of-view as an analyst. All of this combines to make Research in Action Vendor Selection Matrix™ reports so unique. This approach is one of the key differentiators of Research In Action in market research. For this report we interviewed 1,500 enterprise IT and business managers with budget responsibility in enterprises globally. We selected those vendors which achieved the best evaluations scores from the buyers but disregarded those with fewer than 15 evaluations.

The Enterprise Service Management (ESM) journey is supported by many vendors offering automation solutions; however, the journey is not just automating IT workflows but expanding the capabilities of workflow automation outside of IT. This requires changing the mindset and goals of both the IT and business teams and enable them to work together on automation across key value streams. While ESM is not a new term, its relevance has changed in the last two years because business leaders are recognizing the need to improve and automate workflows within and across business functions. In some enterprise organizations, IT Service Management (ITSM) was and still is owned by IT. However, digital initiatives across employee and customer interactions are forcing a change in scope and ownership. The existing scope of ITSM is expanding towards ESM, replacing or complimenting existing ITSM programs. Ownership of ESM has expanded from just IT towards a joint ownership between IT and enterprise business teams. Our research shows that ESM is sticking with enterprises and the vendors in this space have adopted their solutions and offerings towards this evolving ESM market.

This new report is intended as a useful guide to important ESM automation market trends, key vendor automation solutions which are the Top 20 vendors as selected by 1,500 buyer companies based upon product, company and service quality. This research will help decision makers across IT and business to determine which vendors might fit the requirements for an ESM journey. This study should be used as a starting point before a more detailed and further evaluation of ESM vendors, detailed requirements and further market evaluation.

You only live once (YOLO)!

Eveline Oehrlich

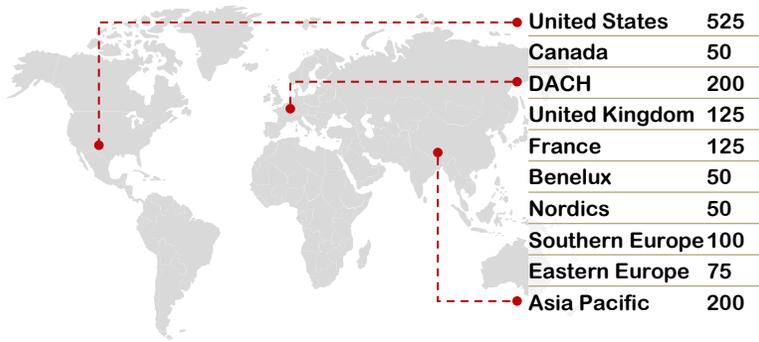
Research In Action GmbH
Alte Schule
56244 Hartenfels
Germany

Eveline Oehrlich
Research Director
+49 151 40158054
eoehrlich@researchinaction.eu

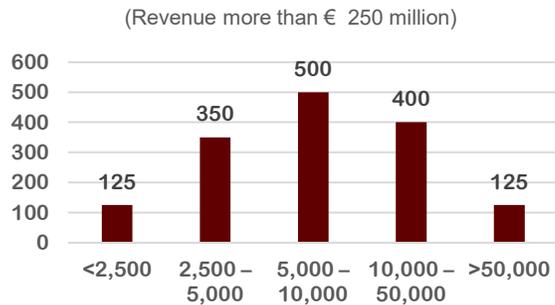


OUR SURVEY DEMOGRAPHICS: IT AUTOMATION

Country Breakdown



Company Size Breakdown



Industry Breakdown

Energy	90
Financial Services	255
Government & Non Profit	90
Life Sciences	200
Manufacturing	350
Technology, Media & Telecoms	200
Consumer Packaged Goods & Retail	105
Professional Services	110
Travel & Transportation	100
Total	1,500

Job Title Breakdown

VP IT Infrastructure	160	Chief Operations Officer	60
IT Manager	150	VP Technology	50
VP IT	140	Business Executive	40
Chief Information Officer	130	Sourcing and Vendor Management	30
IT Operations Manager	125	VP IT Financial Management	30
VP Service Desk	120	VP Enterprise Architecture	25
Chief Digital Officer	90	Project Manager	25
Chief Technology Officer	70	VP Application Development	20
Project Management Office	65	VP DevOps	20
VP IT Shared Services	65	Chief Financial Officer	15
VP Operations	60	Chief Sales Officer	10
		Total	1,500

All Research in Action surveys are gender neutral and 100% confidential.



100,000+
Data Points



1,500
Enterprise Managers



37%
Analyst's Opinion



63%
Survey Results

The Vendor Selection Matrix™ Evaluation Methodology:

The basis of our competitive vendor evaluation reports is always an extensive buyer survey.

We then select those vendors which achieved the best evaluations scores from the buyers but disregard those with fewer than 15 evaluations.

The final matrix scores are a combination of the survey results, vendor input and analyst's opinion.



OUR MARKET IMPACT OVER 12 MONTHS



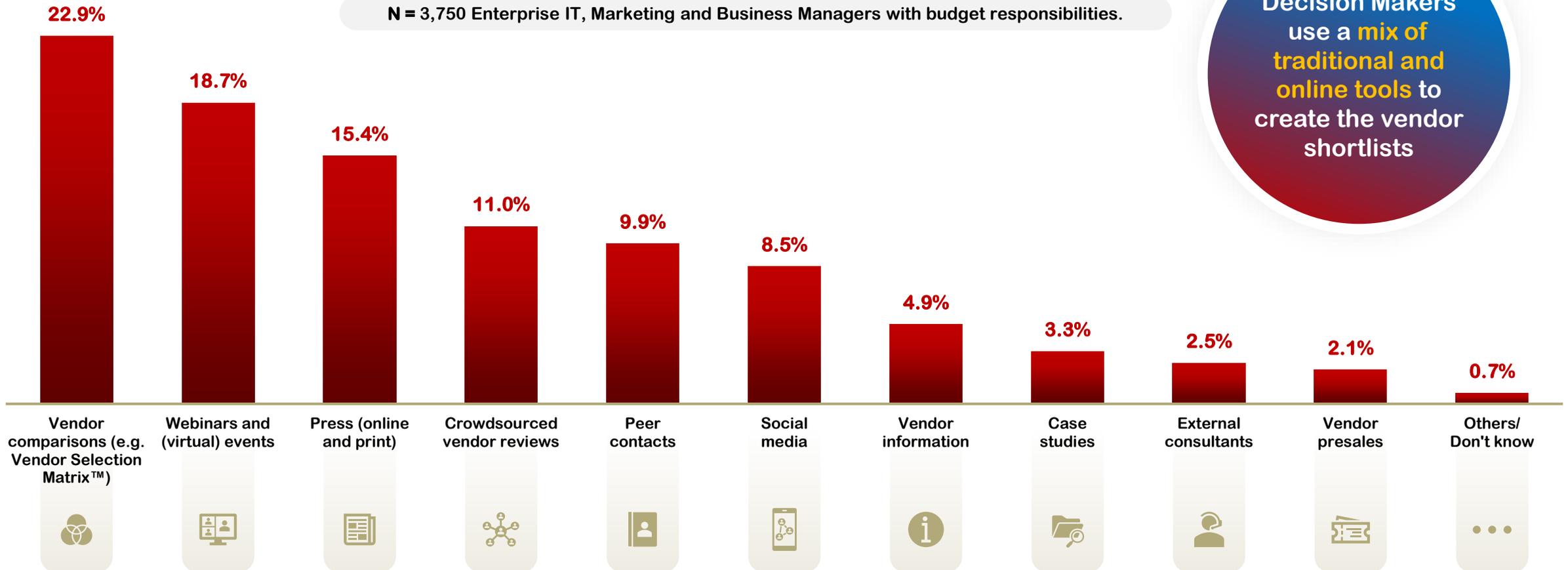
Vendor Selection Matrix™: The right mix makes all the difference
63% customer evaluations + 37% analyst's judgement = 100% success



WHAT TOOLS DO YOU USE TO CREATE THE VENDOR SHORTLIST?

N = 3,750 Enterprise IT, Marketing and Business Managers with budget responsibilities.

Decision Makers use a mix of traditional and online tools to create the vendor shortlists



WHAT IS ENTERPRISE SERVICE MANAGEMENT?

- Enterprise Service Management (ESM)¹ leverages different capabilities to improve how individuals and teams across the organization develop, deliver, interact and consume business services across functional departments within an enterprise. Its goal is to improve business operations by increasing employee productivity and connecting different services for outcomes.
- ESM has developed out of traditional IT Service Management (ITSM)², with the IT Infrastructure Library (ITIL)³ as the de facto standard for process definitions with a global penetration of around 90%.
- Enterprise Service Management solutions automate workflows, correlate and align data and assets, and leverage intelligence to analyze, manage and deliver services. In addition to IT, service offerings include (1) Human resources, (2) Vendor management, (3) Technical services, (4) Field services, (5) Financial management and (6) Shared services organizations.
- An ESM automation solution should include but is not limited to:
 - Centralize, integrate, optimize and enable the innovation of enterprise services across an organization and its business function for internal customers
 - Digitalize the multitude of service processes through automation to achieve quality service experiences and continuous improvements
 - Standardize processes and workflows to optimize employees experience and their ability to serve external customers

¹ Enterprise Service Management, see https://en.wikipedia.org/wiki/Enterprise_service_management.

² IT Service Management, see https://en.wikipedia.org/wiki/IT_service_management.

³ IT Infrastructure Library, see http://en.wikipedia.org/wiki/IT_Infrastructure_Library. ITIL is a trademark of AXELOS Limited.

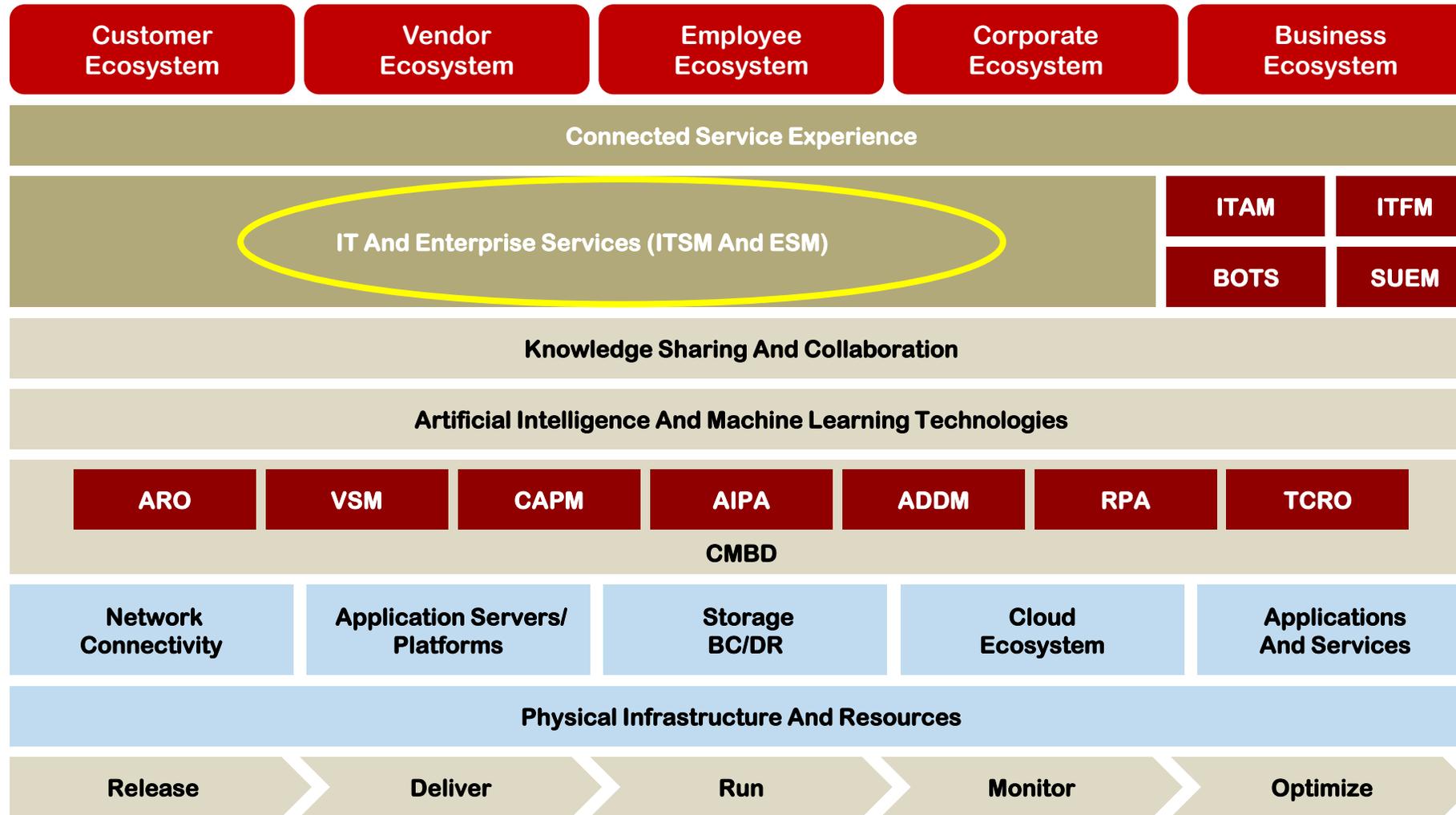


ADDITIONAL DEFINITIONS ESSENTIAL FOR ESM

- **Employee Experience (EX)** is the total experiences an employee has with its employer throughout the journey or relationship. The start of the journey is typically during the recruitment phase and continues throughout the different stages such as on-boarding, learning and development, day-to-day work processes, tasks and decisions (independent but also relative to business function), to the employee exiting the organization.
- **Customer Experience (CX)** is the total experience a customer has with an organization or institution and/or its functions and/or employees throughout the customer journey. The start of the journey varies depending on the type of engagement, channel, and topic.
- **Connected Service Experience (CSX)** is the experience an employee, customer, partner or other constituency has during a specific engagement with an organization or institution. It is typically shaped and dependent on the speed, quality and efficiency of integrations across tasks, processes and decisions demanded and provided.



THE IT AUTOMATION MARKET TEXTURE



IT Automation solutions are necessary for a modern digital operating model.

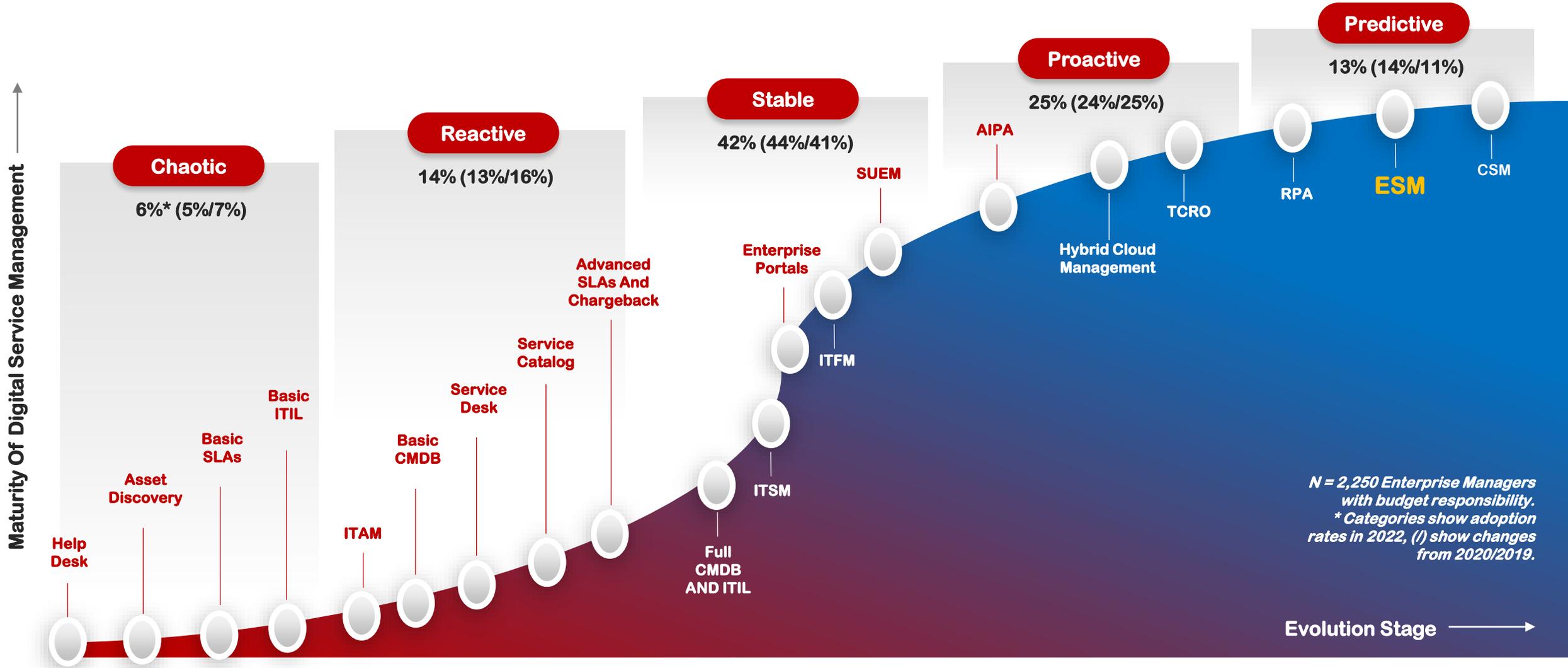
IT Automation solutions are foundational for any transformation to reduce toil and decrease manual errors.

IT Automation solutions can enforce good practices to optimize digital service quality and speed of service delivery.



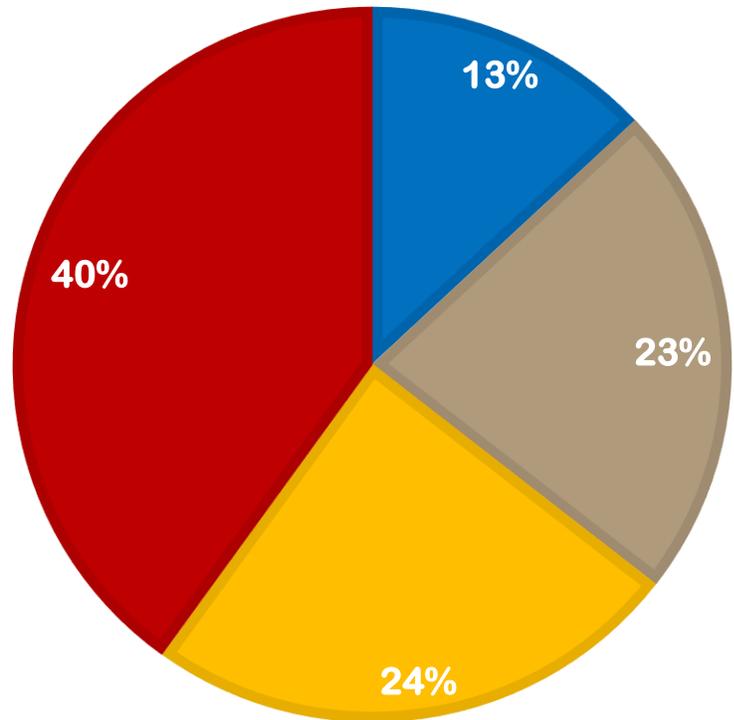
WELCOME TO THE CONNECTED SERVICE EXPERIENCE

MATURITY S-CURVE 2022



RESEARCH:

THE GLOBAL ESM MATURITY STATE: ENTERPRISE ARE WORKING ON A CONNECTED SERVICE EXPERIENCE



- Integration workflows (across functions, processes, etc.)
- Customer workflows (Customer Service, Field Service, Supply Chain,)
- Employee workflows (HR, Legal, Facilities, Sourcing, etc.)
- IT Services workflows (ITSM, IT operations, Security, SRE, DevOps, GRC, etc.)

N = 1,500 Enterprise IT and Business Managers with budget responsibilities.

Question:
Which domain is your highest priority for the automation of workflows within the next 12 month?

While IT service automation is still the most mature, the following are key global trends prevail:

24% of global enterprises are investing in employee experience to improve collaboration and automate or to digitally improve the flow of work.

23% of global enterprises are improving customer workflows to increase customer experience to differentiate against their competitors.

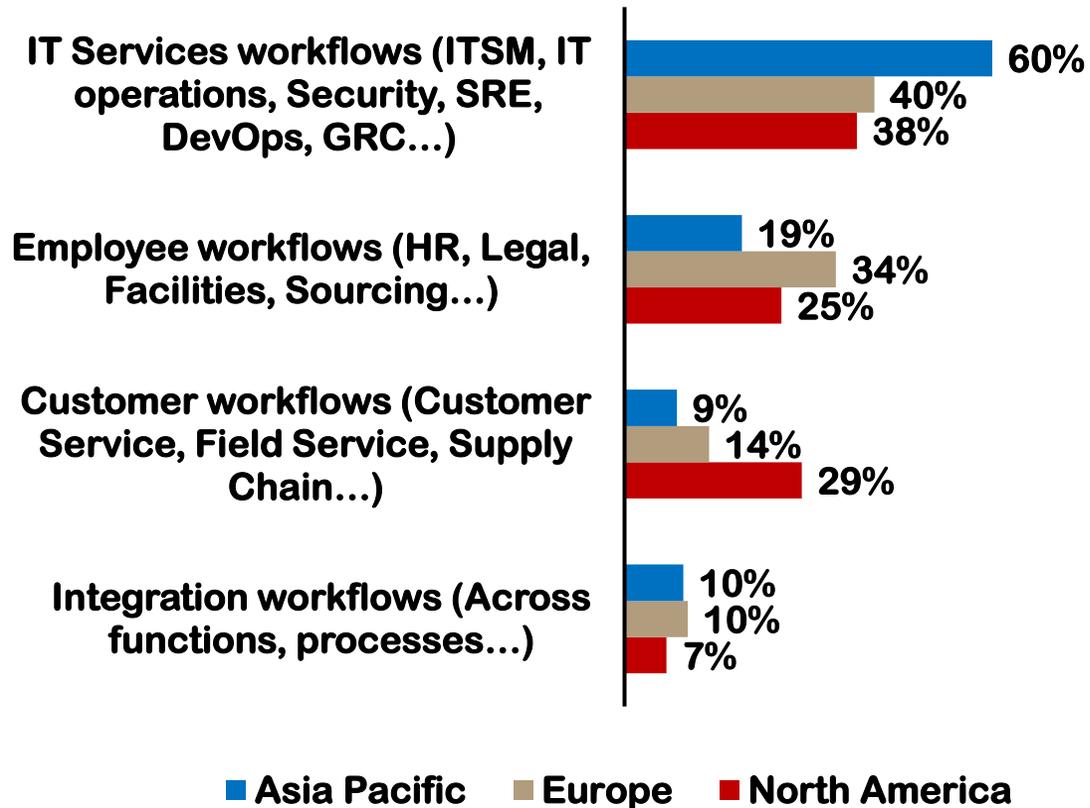
40% of global enterprises are continuing work on improvements within IT service workflows which are essential for both collaboration and remote work.

13% of global enterprise recognize the need for workflow integration across value streams within IT, employees, and customer experience to achieve a holistic connected service experience.



RESEARCH:

THE REGIONAL MATURITY STATE OF ESM: NORTH AMERICA IS THE MOST BALANCED ACROSS IT, EX AND CX



N = 1,500 Enterprise IT and Business Managers with budget responsibilities.

Question:
Which domain is your highest priority for the automation of workflows within the next 12 month?

The automation of workflow differs greatly among the key regions of the world with North American enterprises showing balance across IT, employee and customer workflow automation.

Asia Pacific enterprises show the highest (60%) focus on ITSM workflow automation with only 19% focus towards employee and 9% of customer workflow.

European enterprises are balancing efforts between ITSM (40%) and employee workflows (34%) while integration across functions ranks high (10%).

North American enterprises are equally balanced across their automation of workflows within IT (38%), employee (25%) and customer (29%), but seem to lag in integration work across functions and processes.



RESEARCH:

TOP FIVE GLOBAL ESM INVESTMENT AREAS

IT operations/
performance
Management

1

2 Modernizing,
implementing
new IT
Infrastructures

2

3

3 Improving
customer &
employee
experience

Implementing
Machine Learning
and Artificial
Intelligence

4

5

5 Raising
business
value of IT

N = 1,500 Enterprise IT and Business Managers with budget responsibilities.

Question:
What are your top five investment areas related to Enterprise Service Management SaaS and Software in 2021?

IT improvements before customer and employee experience improvements drive the global investment priorities.

IT improvements are essential: 10.7% of enterprises globally are making IT operations and performance management their no. 1 investment area while 10.4% are investing in modernizing and implementing new IT infrastructures.

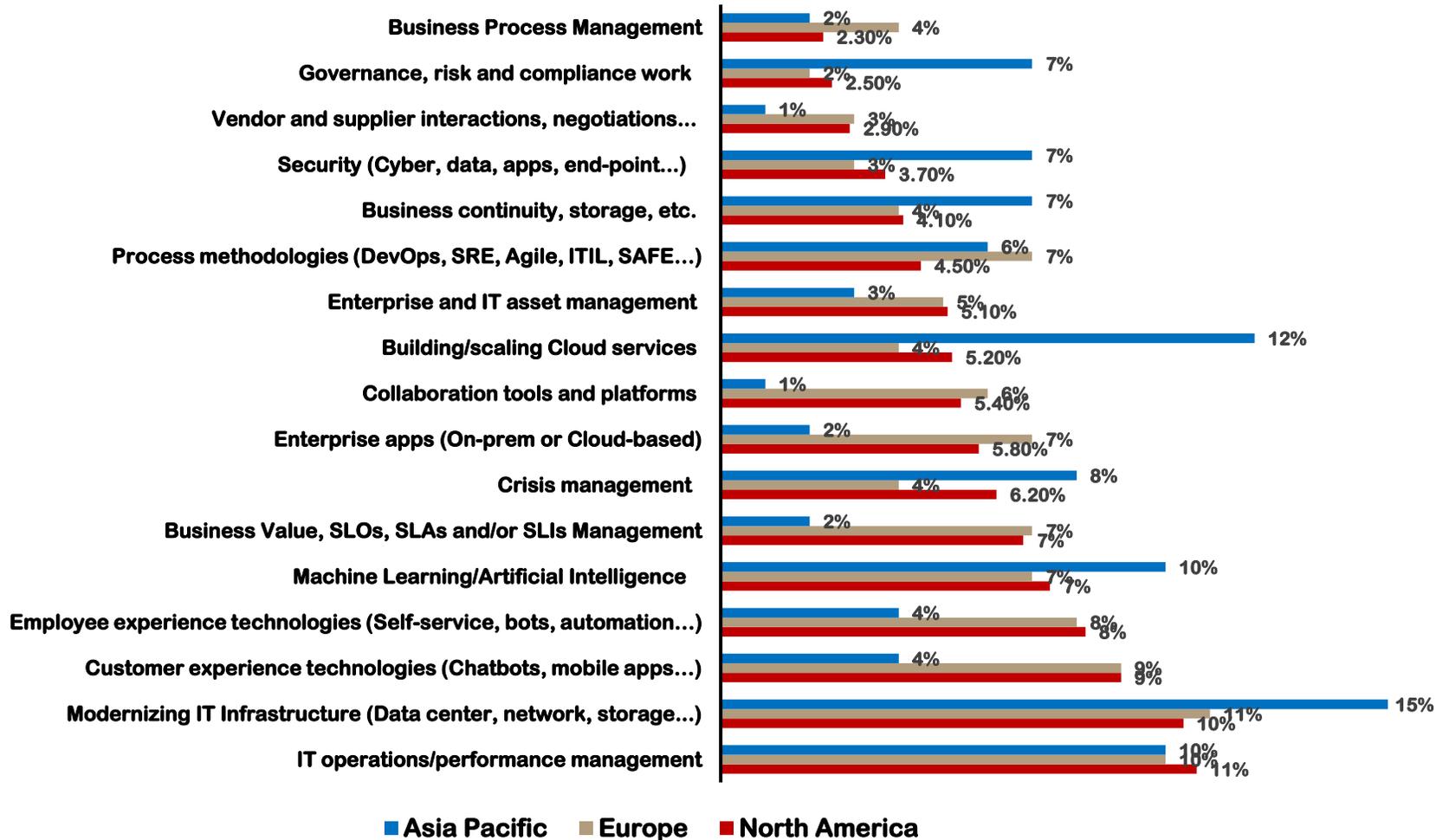
CX and EX improvements are right behind with 9% of enterprise globally are making customer experience their second priority and 8.2% of the same organizations focus on employee experience.

AI and ML as the fourth investment trend. AI and ML allows organizations to extract value out of the vast amount of data being collected across IT, employee and customer interactions and workflow. Its promise to deliver business insights, automating tasks and advancing system capabilities is a fourth global investment trend.

Adding business value drives the funding for investments. The funding of initiatives for IT depend on the value of IT towards the business. ESM is a critical showcase of value delivered.



RESEARCH: REGIONAL INVESTMENT AREAS



N = 1,500 Enterprise IT and Business Managers with budget responsibilities.

Question:
What are your top five investment areas related to Enterprise Service Management SaaS and Software in 2021?

APAC modernizes IT infrastructure, implements Cloud services; all regions are investing in improvements around IT operations/performance; a big difference exists among the regions on investing in EX and CX.

Similar investment priorities exist of enterprises across the regions when looking into the topics of IT operations/performance management initiatives.

EX and CX investments are a higher priority in North America as indicated by the enterprise respondents.

APAC and Europe are continuing their work on improvements within modernizing and implementing new IT infrastructure.

To our surprise, Machine Learning and Artificial investments are higher in Asia Pacific.



INSIGHTS: ESM TOP MARKET TRENDS 2022

ITSM paved the service thinking within IT and ESM allows for expansion of service thinking within non-technology value streams. The challenges of the last year which caused enterprises to focus on improving efficiency, responsiveness to a broad ecosystem, and customer and employee satisfaction, are all part of a broader service management journey. IT teams had recognized this and have been leveraging ITSM platforms to automate and improve services for their constituencies for many years. Leveraging the principles and technologies established during ITSM initiatives leveraged within IT will also help the business functions adopt a service thinking.

What this means:

- **IT must share and show their work among their business functional leaders.** Showcase and help your business teams to understand what workflow automation is possible beyond IT. A few examples are service catalogs, self-service capabilities, knowledge management, request and case management, value stream or lifecycle management and approvals.
- **IT must inspire the business functions with ESM benefits for adoption.** Faster processing of requests from employees, improved handling of customer issues and eliminating waste of time and resources are just a few business benefits of ESM. Also, collaboration between functions during on- or off-boarding of employees are attractive business benefits. Business leaders need to understand that such benefits can be achieved. Establishing a Minimal Viable Product (MVP) might just be one way to get a business leader interested in an enterprise workflow automation project.



INSIGHTS: ESM TOP MARKET TRENDS 2022

It is time to shift from the current IT service provider archetype to one of a business partner.

While some IT organizations are seen as a service provider, some have already transformed towards a business partner for the company. Our data shows that 40% global IT organizations are automating IT services. A service providers ability to function relies on leveraging ITSM frameworks such as ITIL to improve and automate a variety of processes, tasks and decisions. These range from technical support, managing assets, responding to incidents, provisioning accounts, training users, and answering questions. The evolution towards a business partner means to apply the same principles of ITSM and its technology platforms and extend them to amplify the results for other business functions such as HR, legal, marketing or facilities (to name a few).

What this means: IT must market and celebrate what ITSM has achieved to change its archetype. The knowledge and experience of existing ITSM implementations, best practices and knowledge is mature across many enterprises large and small. This experience must be leveraged towards workflow innovations and improvements outside of IT. By expanding the focus towards the business teams, IT can transpose from custodians of technology towards business innovation and automation partners. There are many possibilities to start, e.g., design and implement a use case for HR to onboard a new employee, for facilities to coordinate requests and equipment, for legal to manage a specific legal case incorporating contracts, approvals and knowledge, or for marketing to manage digital assets, leads and promotions.



INSIGHTS: ESM TOP MARKET TRENDS 2022

IT must think and speak services from the outside in. Business leaders are focused on their functions, teams, individuals, and must achieve business outcomes. Many of them are looking for ways to digitize their workflows and the pandemic is one reason why there is intense focus on digital services. Additionally, competitive pressures and growing expectation from customers and employees wanting better and more efficient services from their service provider or company is the perfect time for instantiating ESM initiatives across different lines of business.

What this means: Shift IT lingo to the language your business function speaks and understands. Almost all business functions want to increase productivity across organizational silos and make targeted improvements to business processes. The names IT has given to automated processes, however, typically does not align to the value streams within or across business functions outside of IT. For example, incident management, knowledge management and other processes which IT has automated are understood within IT, but business owners and functional leaders might not be able to immediately translate these to their workflows. Help them understand what processes, tasks and events can be automated through conversations and explorations. For example, incident management might be referred to as case management.



INSIGHTS: ESM TOP VENDOR TRENDS 2022

- **Change in buyer person demands a change in vendors solution messaging and go-to-market.** ESM journeys for enterprises across the globe are evident looking at the maturity stages. While IT services are still the biggest junk of automation workflows (40%), employee, customer and integrated services typically are owned by business and value stream owners outside of IT. This requires vendors to reflect different language, goals, metrics and modify their go-to-market efforts to address these different business owners use cases to entice them for the adoption of their solutions
- **Software and service acquisitions have slowed down in 2021.** 2021 was a relative quiet year for mergers and acquisitions in the ITSM/ESM space except in key areas to enhance innovation and expand solution capabilities or expand installed base*. Depending on the different research companies, the market growth predictions range from a CAGR between 1.5% to 7.7% over the forecast period 2021 – 2026 within ITSM. Some key 2021 acquisitions to note:
 - ServiceNow with estimated revenue of \$ 5.5 billion in CY2021 has acquired six companies to accelerate innovation and acquire talent across AI and to expand its ESM capabilities.
 - Ivanti acquired Cherwell and the Cherwell Service Management platform to provide greater capabilities in ITSM and ESM.
 - Cognizant purchased Linium, a Cloud transformation consultancy focused on ServiceNow (plus two additional Cloud development or consulting companies) to become a larger player in the ESM and ITSM consulting space.

* See <https://www.cio.com/article/196371/the-biggest-enterprise-technology-ma-deals.html>



INSIGHTS: ESM TOP VENDOR TRENDS 2022

- **ESM has become part of a most vendor's value proposition.** Most vendors have included ESM as part of their value proposition. Some vendors are stressing ESM more than others and can demonstrate and share use cases and other proof points. To address the ESM opportunity, it is essential for vendors to step outside their ITSM comfort zone presenting use cases which show the automation of manual operations across business value streams with improved outcomes of either service or support experience across different lines of business.
- **Avoid the lipstick on the pig.** Unfortunately, the topic of ESM is still relative immature as challenges of executive buy-in or derailed ESM strategies have hampered its adoption. To some extent, some vendors are to blame for the lack in progress as well as some of them simply relabel their existing ITSM solutions into ESM. While ITSM is foundational to ESM, it is not equal to ITSM and a simple relabeling does not qualify for the trust from business teams outside of IT. Use cases with data to support improvements of outcomes within a business function must be part of vendors ESM proof points addressing the concerns of business owners.
- **Change in buyer person demands a change in solution messaging and GTM.** ESM journeys for enterprises across the globe are evident looking at the maturity stages. While IT services are still the biggest share of automation workflows (40%), employee, customer and integrated services typically are owned by business and value stream owners outside of IT. This requires vendors to reflect different language, goals, metrics and modify their GTM efforts to address these different business owners for the adoption of their solutions

* See <https://www.vsmconsortium.org>.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT



These are the Top 20 vendors as selected by 1,500 buyer companies users based upon product, company and service quality.

VENDOR NAME SOLUTION

AISERA	Aisera AI Service Management
BMC	BMC Helix Business Workflows
BROADCOM	CA Service Management
EASYVISTA	EasyVista Service Management
FRESHWORKS	Feshservice, Freshdesk, Freshworks Neo Platform
HORNBILL	Hornbill Service Manager, Hornbill Platform
IBM	IBM Maximo, IBM Control Desk
IFS	IFS assyst
IVANTI	Ivanti Enterprise Service Management Platform
MANAGEENGINE	ManageEngine ServiceDesk Plus
MATRIX42	Matrix42 Enterprise Service Management
MICRO FOCUS	Micro Focus Service Management Automation X (SMAX)
MICROSOFT	MS System Center Service Manager
SAP	SAP Solution Manager
SERVICENOW	ServiceNow IT, Employee, Customer and Creator Workflows
SERVICWARE	Serviceware Enterprise Service Management Platform
SOLARWINDS	Solarwinds Service Desk
TOPDESK	TOPdesk Enterprise Service Management
USU	USU IT And Enterprise Service Management
ZENDESK	Zendesk for work, Zendesk for service

This list is alphabetical and includes all relevant Enterprise Service Management tool vendors and solutions named by the survey respondents.

Additional vendors that were cited but did not list in the Top 20, or had less than 15 ratings:

- ATLISSIAN
- EFECTE
- IET SOLUTIONS
- MPHASIS
- OMNINET
- VISION HELPDESK

In 2021 IFS acquired Axios Systems

NOTE: If a vendor does not respond, Research in Action will complete its scoring assessment based on analyst experience and desk research. The vendor's products and quick facts will be documented in the report, though a vendor scorecard will not be written.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT



Vendor Quick Facts

VENDOR NAME	MARKET PRESENCE	GROWTH RATE	CUSTOMER TRACTION	GOOD TO KNOW
AISERA	Small	Low	Medium	Delights its customers with practical Artificial Intelligence use cases.
BMC	Big	High	Strong	Accelerates growth-minded enterprise leaders' digital transformation journey.
BROADCOM	Medium	Low	Medium	Positions CA Service Management as a comprehensive, enterprise-grade ITSM solution.
EASYVISTA	Small	Medium	Medium	Continues to serve its customers with solid ITSM and ESM capabilities.
FRESHWORKS	Medium	Very High	Strong	Makes it fast and easy for customers to adopt its ITSM and ESM capabilities.
HORNBILL	Small	Medium	Good	Keeps plotting the ITSM and ESM journey in Europe.
IBM	Medium	Medium	Good	Automates holistic asset management from a Service Management perspective with IBM Control Desk.
IFS	Medium	Low	Medium	Expands ist solution portfolio with the acquisition of Axios Systems.
IVANTI	Medium	Medium	Medium	Addresses ESM needs with an expanded platform and solution in ITSM and ESM.
MANAGEENGINE	Medium	Medium	Medium	ServiceDesk Plus continues to be an easy-to-use alternative within ITSM.
MATRIX42	Medium	High	Good	Poised for global expansion with new investors and a keen focus on Enterprise Service Management and Experience.
MICRO FOCUS	Big	Medium	Strong	Offers SMAX as a composable solution for ongoing service innovation and growth across IT and business.
MICROSOFT	Big	Medium	Good	Continues to offer Service Center to its installed base.
SAP	Medium	Medium	Medium	Leverages SolutionManager to automate service management within its SAP installed base.
SERVICENOW	Very Big	Very High	Strong	Aims to be the platform of platforms to drive innovation, increase agility and unlock productivity.
SERVICWARE	Medium	High	Strong	Portfolio leveraging AI across all platform modules in order to hyperautomate enterprise service processes.
SOLARWINDS	Small	Low	Low	The addition of ITSM to its solution adds value for its installed base.
TOPDESK	Medium	Very High	Strong	Aims at growth and global expansion plus innovations which all must enable the ESM way of working.
USU	Small	High	Good	Excites customers and partners with attention towards relationships and an innovative ESM platform.
ZENDESK	Medium	Medium	Medium	Serves its customers with a broad set of solutions for service desk and beyond.

MARKET PRESENCE	GROWTH RATE	CUSTOMER TRACTION
Very Big	Very High	Strong
Big	High	Good
Medium	Medium	Medium
Small	Low	Low

NOTES:

- Market Presence combines the market share and perceived Mindshare (or Share of Mind).
- Growth Rate is the anticipated growth rate for this year where Medium is the average growth for this market.
- Customer Traction combines the vendor's customer retention rate and the Research In Action Recommendation Index (RI). The RI is collected and calculated by asking the survey participants: "Would you recommend this vendor in this market to your peers - Yes or No?".



VENDOR SELECTION MATRIX™:

EVALUATION CRITERIA

STRATEGY 		
 Vision And Go-To-Market	30%	<ul style="list-style-type: none"> › Does the company have a coherent vision in line with the most probable future market scenarios? › Does the go-to-market and sales strategy fit the target market and customers?
 Innovation And Differentiation	30%	<ul style="list-style-type: none"> › How innovative is the company in this market? › Does the solution have a unique selling proposition and clear market differentiators?
 Viability And Execution Capabilities	15%	<ul style="list-style-type: none"> › How likely is the long-term survival of the company in this market? › Does the company have the necessary resources to execute the strategy?
 Recommendation Index	25%	<ul style="list-style-type: none"> › Would customers recommend this vendor in this market to their peers?

EXECUTION 		
 Breadth And Depth Of Solution Offering	30%	<ul style="list-style-type: none"> › Does the solution cover all necessary capabilities expected by customers?
 Market Share And Growth	15%	<ul style="list-style-type: none"> › How big is the company's market share and is it growing above the market rate?
 Customer Satisfaction	25%	<ul style="list-style-type: none"> › How satisfied are customers with the solution and the vendor today?
 Price Versus Value Ratio	30%	<ul style="list-style-type: none"> › How do customers rate the relationship between the price and perceived value of the solution?

NOTES:

- 63% of the evaluation is based on the survey results, 37% is based on the analysts' assessment.
 - 40% of the evaluation is based on the survey results: (1) Recommendation Index, (2) Customer Satisfaction, (3) Price Versus Value.
 - 15% of the evaluation is based on the analysts' assessment: (1) Viability And Execution Capabilities, (2) Market Share And Growth.
 - 45% of the evaluation is based on a combination of survey results and analysts' assessment: (1) Vision And Go-To-Market (2) Innovation And Differentiation (3) Breadth And Depth Of Solution Offering.
- The Research In Action Recommendation Index (RI) is collected and calculated by asking the survey participants: "Would you recommend this vendor in this market to your peers - Yes or No?".



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT



Market Leaders

- AISERA
- BMC
- BROADCOM
- EASYVISTA
- FRESHWORKS
- HORNBILL
- IBM
- MATRIX42
- MICRO FOCUS
- SERVICENOW
- SERVICWARE
- SOLARWINDS
- TOPDESK
- USU

Execution Leader

- IVANTI

Challengers

- IFS
- MANAGEENGINE
- MICROSOFT
- SAP
- ZENDESK

Public version shown on the Research in Action website

Note: Vendors are listed alphabetically.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Aisera is a market leader for ESM and delights its customers with practical Artificial Intelligence use cases.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Aisera provides proactive, personalized, and predictive Artificial Intelligence Service Management solution which includes purpose-built automations for IT, HR, Facilities, and Customer Service. Its solutions help customers with improved self-service by automating common to complex actions and tasks. The company is supported by VCs and companies such as Amazon, Google, Salesforce, Microsoft and VMware.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

BMC is market leader for ESM and accelerates growth-minded enterprise leaders digital transformation journey.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

BMC Software offers robust multi-Cloud management solutions that help organizations improve their productivity, control costs, increase visibility, and operate in secure environments. Its solutions are focused on assisting customers in adopting digitalization and responding to ongoing changes across market trends. As a 40-year-old software company with a broad solution portfolio, experience, and innovations, BMC Software has continuously shaped the Enterprise Service Management and other IT automation topics. Today, the company has more than 10,000 customers across the globe. Its total revenue in 2021 was around over \$ 2 billion.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION



Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



RESEARCH IN ACTION
vendor selection matrix®

VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Broadcom Software is a market leader for ESM and positions CA Service Management as an enabler instead of a platform or tool.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Broadcom's software group which homes the Enterprise Software Division solutions includes a variety of product portfolios. As a subset of Broadcom, with a global employee base of more than 1,400, \$ 5.2 billion in revenue this division and its solutions are present within 80% of Fortune 500 customers. Some of its solution segments have enjoyed a 50% growth rate year over year.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

EasyVista is a market leader in ESM and continues to serve its customers with solid ITSM and ESM capabilities.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

EasyVista is headquartered in New York and Paris. The company is backed by leading venture capitalists Eurazeo. It's service management platform helps companies to automate and personalize service delivery with the goals to improve IT efficiency and staff productivity. EasyVista serves companies across a variety of industries, including financial services, healthcare, higher education, technology, public sector, retail, manufacturing and more. In 2021, the company acquired Coservit expanding its product capability in the Observability and Monitoring space and Goverlan for remote IT support and management.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Freshworks is a market leader for ESM and makes it fast and easy for customers to adopt its ITSM and ESM capabilities.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Freshworks was founded in 2010 and has since then experienced tremendous growth in both IT and Enterprise Service Management. Headquartered in San Mateo, California, Freshworks has a dedicated team operating from 13 global offices to serve 52,000+ customers including Bridgestone, Chargebee, DeliveryHero, ITV, Klarna, Multichoice, OfficeMax, TaylorMade and Vice Media. The company has approximately 4,000 employees focusing on its broad portfolio. Its solutions have successfully transformed medium and large IT enterprises across the globe into service providers and partners and its ITSM and ESM solutions have assisted in digital journey transformations across internal and external ecosystems.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



RESEARCH IN ACTION
vendor selection matrix®



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Hornbill is a market leader for ESM keeps plotting the ITSM and ESM journey in Europe and beyond.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Hornbill has been serving customers with its ITSM solution since 1995. The company is headquartered in the UK. Its target customers are government and commercial sites across Europe with some expansions into the global markets.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

IBM is a market leader for ESM and automates holistic asset management from a service management perspective with IBM Control Desk.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

IBM combined offerings within the IT Automation space includes hybrid Cloud offerings for safe and compliant operations for heavily regulated enterprises like banks, telcos and energy companies. Its automation solutions within its software automation frees up people for business transformation. Additional portfolios include its Cloud-native AI capability which integrates data from across the IT infrastructure, generating new insights into processes and outcomes that create business value. Its solution portfolio is coupled with IBM's services team which has the industry and technological expertise to help its clients reinvent themselves.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



RESEARCH IN ACTION
vendor selection matrix®

VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Matrix42 is a market leader for ESM and is poised for global expansion with new investors and a keen focus on Enterprise Service Management and Experience.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Matrix42 headquartered in Frankfurt, Germany has been in the IT automation market since 1992. Its vision of the digital workplace has inspired its employees and customers over many years now. Over 5,000 global mid-size and enterprise customers are leveraging one or more of its solutions. The Matrix42 low-code platform, which enables the design and automation of any service management process, is foundational to all its products.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



RESEARCH IN ACTION
vendor selection matrix®

VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Micro Focus is a market leader for ESM and offers SMAX as a composable solution for ongoing service innovation and growth across IT and business.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Micro Focus leads the category of Enterprise Service Management with its Service Management Automation X (SMAX) platform engineered for scale, productivity improvements and continuous improvement through automation and analysis of IT and business processes. The company has 14,000 employees in 43 countries worldwide.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

ServiceNow is a market leader for ESM and aims to be the platform of platforms to drive innovation, increase agility and unlock productivity.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Since its inception in 2004, ServiceNow has grown to become a strategic platform for global enterprises to automate any workflow. Its 28% year over year subscription growth has brought the company to a \$5.6 billion company today. With its focus on enterprise and commercial accounts the company has earned the business of more than 80% of the Fortune 500 and today has more than 7,400 global enterprise customers. It has received awards as a great place to work and is part of the Fortune World's most admired companies in 2021.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

Serviceware is a market leader for ESM with a unique portfolio leveraging AI across all platform modules in order to hyperautomate enterprise service processes.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

Serviceware has been a viable player in the Enterprise Service Management and IT Service Management market and today has more than 1,000 customers worldwide from various business sectors, including 17 DAX companies and 5 of the 7 largest German companies. The headquarters of Serviceware are in Idstein, Germany. The company has more than 500 employees and last year's Serviceware revenue was Euro 72,4 million.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

SolarWinds is a market leader for ESM and the addition of ITSM to its solution adds value for its installed base.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

SolarWinds, with headquarters in Austin, Texas, offers solutions designed to help organizations accelerate business transformation in today's hybrid IT world. Its portfolio targets organizations worldwide, regardless of type, size or IT infrastructure complexity. The solutions address management and automation challenges spanning IT operations, DevOps and SecOps professionals and Database Administrators (DBAs). Its SolarWinds ITSM solution (formerly Samanage) includes help desk ticketing, IT asset management, and end-user support capabilities.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

TOPdesk is a market leader for ESM and aims at growth and global expansion plus innovations which all must enable the ESM way of working.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

TOPdesk is a Dutch software house, offering solutions across IT and Enterprise Service Management for 25 years. The company has over 900 employees and more than 5,000 customers today. Its global footprint includes 15 offices across 11 countries. Installed base customers range from retail, government, industrial, travel to financial & insurance verticals.

STRATEGY:

AVAILABLE
IN THE
FULL
REPORT
VERSION

EXECUTION:

AVAILABLE
IN THE
FULL
REPORT
VERSION

BOTTOM LINE:

AVAILABLE
IN THE
FULL
REPORT
VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



VENDOR SELECTION MATRIX™

ENTERPRISE SERVICE MANAGEMENT

USU is a market leader for ESM and excites customers and partners with attention towards relationships and an innovative ESM platform.

STRATEGY	RESULT	EXECUTION	RESULT
Vision And Go-To-Market		Breadth And Depth Of Solution Offering	
Innovation And Differentiation		Market Share And Growth	
Viability And Execution Capabilities		Customer Satisfaction	
Recommendation Index		Price Versus Value Ratio	

AVAILABLE IN THE FULL REPORT VERSION

GENERAL:

USU Software AG is headquartered in Möglingen, Germany, and operates as international software and service companies. The company was founded in 1977 and has continued its growth and expansion across regions, target markets and with partners. Its software and service solutions are focused on IT and customer service management. With around 750 employees worldwide, revenue of more than Euro 100 million it has been a vital player in workflow automation.

STRATEGY:

AVAILABLE IN THE FULL REPORT VERSION

EXECUTION:

AVAILABLE IN THE FULL REPORT VERSION

BOTTOM LINE:

AVAILABLE IN THE FULL REPORT VERSION

Notes:

- Scale Explanation: 1 (Low) To 5 (High).
- Potential numerical deviations due to rounding.



THE RESEARCH IN ACTION GMBH VENDOR SELECTION MATRIX™ METHODOLOGY

Vendor Selection Matrix™ Disclaimer:

The Vendor Selection Matrix™ is a primarily survey-based methodology for comparative vendor evaluation. Research In Action GmbH does not endorse any vendor, product or service depicted in our research publications, and does not advise technology users to select only those vendors with the highest ratings. The information contained in this research has been obtained from both enterprise as well as vendor sources believed to be reliable. Research In Action GmbH's research publications consist of the analysts' opinions and should not be considered as statements of fact. The opinions expressed are subject to change without further notice. Research In Action GmbH disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. All trademarks are recognized as the property of the respective companies.

About:

Research In Action GmbH is a leading independent information and communications technology research and consulting company. The company provides both forward-looking as well as practical advice to enterprise as well as vendor clients.



APPENDIX: IT AUTOMATION MARKET TEXTURE DEFINITIONS

- **Application Discovery and Dependency Mapping (ADDM)** solutions automatically discover various applications running on server and network devices within the business hybrid infrastructure and maps the dependencies between them providing a holistic view of all the resources running and the relationships between them.
- **Application Performance Management (APM)** solutions manage the performance and health of applications within a IT enterprise.
- **AI Powered Chatbot Platforms** which are used to build applications that answer questions, provide advice and/or recommendations using natural language processing and other dialog related technologies.
- **Artificial Intelligence and Machine Learning (AI/ML)** are both technologies and are leveraged in automation solutions. Artificial intelligence (AI) is the ability of a computer program or machine to think and learn (AI can mimic human cognition). Within IT Automation AI is used to correctly interpret a variety of data, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation. Machine learning enables computers with the ability to learn without being programmed (explicit algorithms). It explores the study and construction of algorithms which can learn and make predictions on data. The algorithms follow programmed instructions or can make predictions or decisions based on the data. Machine learning is used when explicit algorithms cannot be done (e.g., computer vision, search engines, optical character recognition).
- **Artificial Intelligence for Operations (AIOps)** solutions equip IT enterprise teams with analysis of volumes and categories of data to improve key processes, tasks and decision making. The adoption of these tools automates the ingestion of fast volumes of data; leverage machine learning to analyze the data, present findings to either predict or alert on issues, and leverage the knowledge for automation or decision making.
- **Artificial Intelligence Predictive Analytics (AIPA)** solutions apply Artificial Intelligence across development, IT operations, service management and other functional areas to gain intelligent insights for proactive work, elimination of issues and ongoing improvements in context of the owner and function.
- **Application Release Orchestration (ARO)** solutions equip IT enterprise organizations and their teams with the automation of the software deployment cycle across hybrid technology environments.
- **Configuration Management Database (CMDB)** is a database which captures IT components referred to as configuration items (CIs), which can be software, hardware, a document, article, or any such item that is part of the information system of the organization.
- **Continuous Application Performance Management (CAPM)** software solutions continuously identify issues around performance and availability of software applications, IT and enterprise services. The solutions strive to proactively detect and diagnose application performance problems and health and enable a situational awareness of application related issues.
- **Continuous Management (CM)** solutions that empower, automate and continuously manage the ongoing demands of all digital functions within an enterprise no matter if they are within IT or business teams.
- **Enterprise Service Management (ESM)** is a category of business management software - typically a suite of integrated applications that a service organization uses to capture, manage, save and analyze data critical to their service business performance. It automates service offerings across internal functional areas such as (1) Human resources, (2) Vendor management, (3) Technical services, (4) Field services, (5) Financial management and (6) Shared services organizations.
- **Digital Service Management (DSM)** solutions enable the management of resources and services which support multiple digital services leveraged by external customers. The purpose is to break down operating silos, ensure compliance and governance while enabling the business to continuously innovate new and existing digital services.
- **Digital Experience Management (DEM)** solutions manage the digital interaction of customers (end-users) with that of an enterprise.
- **End User Experience Management (EUEM)** solutions monitor and manage the impact of application and device performance from the end user's point of view and ensure quality of service as seen and experienced by the end user.



APPENDIX: IT AUTOMATION MARKET TEXTURE DEFINITIONS

- **IT Asset Management (ITAM)** software manages the full lifecycle of IT assets which typically includes all software, hardware, networking, Cloud services, and client devices. In some cases, it may also include non-IT assets such as buildings or information where these have a financial value and are required to deliver an IT service. IT asset management can include operational technology (OT), including devices that are part of the Internet of Things. These are typically devices that were not traditionally thought of as IT assets, but that now include embedded computing capability and network connectivity.
- **IT Financial Management (ITFM)** software enables the accurate and cost-effective management of IT assets and resources with the aim to plan, control, recover (or overall manage) costs which are occurring while providing IT and Enterprise Services to the organization.
- **The IT Infrastructure Library (ITIL)** is the de facto standard for IT Service Management process definitions today.
- **Internet of Things Management (IoT)** solutions vary depending on the use case but typically manage a system of interrelated computing devices, mechanical and digital machines, objects, animals or people that are equipped with unique identifiers which transfer data over a network without requiring human-to-human or human-to-computer interaction.
- **IT Operations Management (ITOM)** solutions monitor and control IT services and infrastructure and enable IT to execute routine tasks necessary to support the operation of applications, services and hardware components within an organization; typically included are the provisioning of IT infrastructure, capacity management, cost-control activities, performance and security management and availability management for all IT infrastructure and assets.
- **IT Service Management (ITSM)** refers to the entirety of activities – directed by policies, organized and structured in processes and supporting procedures – that are performed by an organization to plan, design, deliver, operate and control Information Technology (IT) services offered to internal customers. It is thus concerned with the implementation of IT services that meet customers' needs, and it is performed by the IT service provider through an appropriate mix of people, process and information technology.
- **Observability** solutions enable the aggregating, correlating and analyzing of steady streams of performance data from distributed applications and the hybrid infrastructure which support the applications.
- **Robotic Process Automation (RPA)** solutions enable the automation of tasks, processes and procedures which are normally conducted by a human. RPA solutions create software robots that mimic human actions. Typically, these are tasks that a human would do. (Ro)Bots and Virtual Agents are part of RPA solutions.
- **Secure Unified Endpoint Management (SUEM)** software enables the management and securing of mobile applications, content, collaboration and provides for the management of all endpoints like smartphones, tablets, laptops, printers, ruggedized devices, Internet of Things (IoT) and wearables.
- **Technology Cost and Resource Optimization (TCRO)** software enables the planning, management and visibility of the supporting and required business and IT technology resources from a cost and capacity perspective by visualizing, planning, prioritizing and optimizing the usage and demands of technology resources (people, processes and technologies) for the enterprise.
- **Value Stream Management (VSM)** software solutions capture, visualize, and analyze the flow of work across the entire Agile software delivery project. The capabilities include end-to-end visibility, traceability and governance over the entire process and help to plan, track, and steer work at the team, program, portfolio, and enterprise levels. It includes the people working on a project, the systems which are operated and leveraged, and the flow of information and materials between teams. It enables the measurement of speed and quality for digital transformations.



CONTACT



Eveline Oehrlich, Research Director
+49 151 40158054
eoehrlich@researchinaction.eu



RESEARCH IN ACTION
independent research & consulting