

Vendor Landscape: Enterprise Project Portfolio Management

Get the big picture.

Introduction

Enterprise Project Portfolio Management (PPM) solutions can only be as good as the data that is input. Vendors continue to add features to encourage adoption, including social UIs for collaboration and more support for mobile devices.

This Research Is Designed For:

- ✓ Enterprises seeking to select a solution for PPM.
- ✓ PPM use cases that include:
 - Creating visibility for upper management, thereby aligning IT projects with business goals.
 - Facilitating progressive project management and collaboration methodologies.
 - Empowering people within the organization to work more autonomously while improving oversight and governance.

This Research Will Help You:

- ✓ Understand what's new in the enterprise PPM market.
- ✓ Evaluate enterprise PPM vendors and products for your enterprise needs.
- ✓ Determine which products are most appropriate for particular use cases and scenarios.

Executive Summary

Info-Tech evaluated eight competitors in the Enterprise PPM market, including the following notable performers:

Champions:

- **Planisware** continues to be the top-scoring overall vendor according to Info-Tech.
- **Oracle Instantis** is a comprehensive cloud-based solution with particular strength in resource management.

Value Award:

- **Sciforma** offers the most bang for the buck with an affordable, full-featured, and extremely usable PPM solution.

Trend Setter Award:

- **Planisware** has shown the most overall commitment to innovation during the most recent evaluation period. New features and improvements include high-level CEO roadmaps and “presentation view” for planning meetings and presentations.

Info-Tech Insight



1. Start with a “zero-adoption strategy.”

Despite aggressive user adoption strategies, a proportion of task-level data won't be maintained. Evaluate how effective portfolio-level planning and reporting will be without accurate timesheets and task-level data.

2. Manage a more Agile portfolio.

Adoption of Agile project methodologies continues to increase. PPM solutions continue to evolve to meet the challenge of Agile or hybrid (both Agile and Waterfall) portfolios.

3. Think about integration.

When selecting a PPM solution, consider whether you will need to pull in data from other business systems or if departments are already using their own PPM solution. Be diligent to ensure these systems migrate or integrate with the enterprise-wide solution you choose.

How to use this Vendor Landscape

There are multiple ways you can use this Info-Tech Vendor Landscape in your organization. Choose the option that best fits your needs:

Vendor Landscape



Do-It-Yourself

Use this Vendor Landscape to help you complete your purchasing decision. The slides in this VL will walk you through our recommended evaluated vendors in this market space with supporting tools and deliverables ready for you to make your decision.

Free Guided Implementation



We recommend that you supplement the Vendor Landscape with a **Guided Implementation**.

At no additional cost to you*, our expert analysts will provide telephone assistance to you and your team at key milestones in the decision to review your materials, answer your questions, and explain our methodologies.

*Gold and Silver level subscribers only

Book a free guided implementation today!

Info-Tech is just a phone call away and can assist you with your project. Our expert Analysts can guide you to successful project completion. For most members, this service is available at no additional cost.*

Here's how it works:

1. Enroll in a Guided Implementation for your project

Send an email to GuidedImplementations@InfoTech.com

Or call 1-888-670-8889 and ask for the Guided Implementation Coordinator.

2. Book your analyst meetings

Once you are enrolled in a Guided Implementation, our analysts will reach out to book a series of milestone-related telephone meetings with you and your team.

3. Get advice from a subject matter expert

At each Guided Implementation point, our Consulting Analyst will review your completed deliverables with you, answer any of your questions, and work with you to plan out your next phase.



This symbol signifies when you've reached a Guided Implementation point in your project.

*Gold and Silver level subscribers only

Guided Implementation points in the Enterprise PPM Vendor Landscape

Book a Guided Implementation Today: Info-Tech is just a phone call away and can assist you with your evaluation. Our expert Analysts can guide you to successful technology selection.

Here are the suggested Guided Implementation points for the Enterprise PPM Vendor Landscape:

Section 1: Shortlist Assistance and Requirements

Get off to a productive start: Discuss the market space and how vendors are evaluated. Decide on which deployment option suits you best and narrow down the options based on customized requirements.

Section 2: RFP and Budget Review

Interpreting and acting on RFP results: Review vendors RFPs and ensure the solution is meeting your needs. Discuss average pricing of solutions and what can fit into your budget.

Section 3: Negotiation and Contract Review

Purchase optimization: Review contracts and discuss best practices in negotiation tactics to get the best price for your solution.

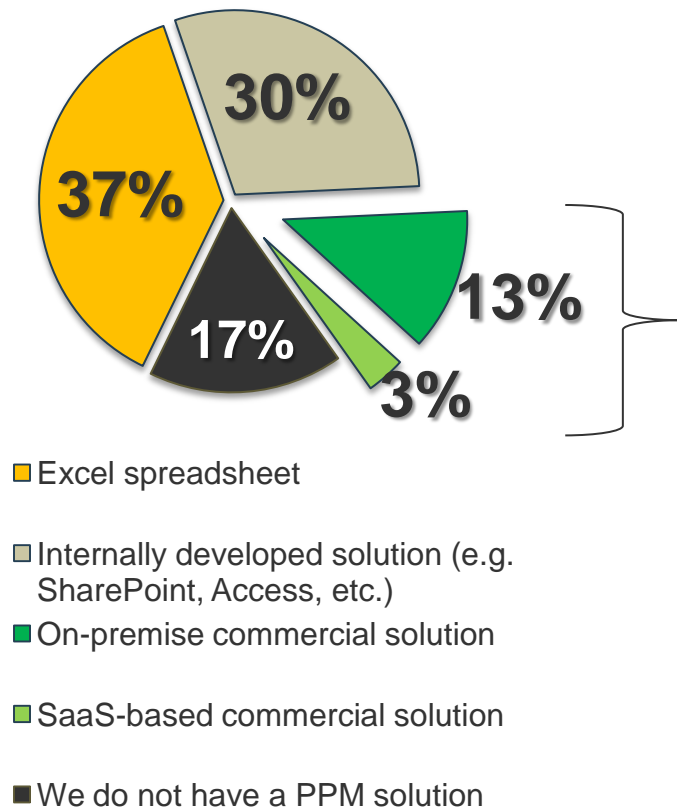


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To enroll, send an email to GuidedImplementations@InfoTech.com or call 1-888-670-8889 and ask for the Guided Implementation Coordinator.

What your peers are using

The PPM market has not yet developed to the advantage of the commercial vendors. Identify the right *class* of solution before you buy.



Commercial PPM solutions have 16% market share within Info-Tech's client base

Commercial PPM solutions have evolved to become comprehensive work management suites that pull project teams into a collaborative work management ecosystem with the PMO and the executive leadership team.

The benefits of these solutions come from improved use of your team's time. If you can avoid wasting just a few hours per person per year, the value of that time pays for the PPM software.

The costs go beyond the Total Cost of Ownership for the solution because of a relatively high Cost-In-Use that demands *coordinated and continual* adoption by the project teams, project managers, PMO, and executives.

Alternative approaches such as spreadsheets and intranets have diminished the opportunity to centrally optimize resource utilization, reducing the potential benefits of PPM. However, they have dramatically lower complexity and Cost-In-Use than commercial solutions because they *don't* require coordinated and continual adoption by the project teams, projects managers, and executives.

Market Overview

How it got here

- Collaborative browser-based PPM emerged in the late 1990s as an improvement over single user project management tools like Harvard Project Manager and general purpose tools like Excel, whiteboards, and sticky notes.
- Enterprise PPM has evolved from multi-project aggregators to cradle-to-grave strategic ecosystems. There is steady, incremental progress in the way PPM is used to manage continuous project, program, and initiative lifecycles: from ideas and requests through prioritization, planning, and execution of new product development and performance improvement.
- Enterprise PPM allows executives to manage through aggregation and abstraction when the number of projects and people vastly exceeds the capacity of any individual to manage. These products allow for enterprise-wide projects that combine resources from different departments and job functions.

Where it's going

- Looking beyond the deterministic planning paradigm, Enterprise PPM must continue to evolve in order to support different types of work. Reactive or ad-hoc work, along with more collaborative, flexible, iterative methodologies like Agile will become more widely adopted in more organizations.
- Social functionality such as activity streams, discussion threads, and user avatars are becoming more common. Built-in collaboration features will also include Unified Communications features like chat, voice chat, browser sharing, and online meetings.
- Enterprise PPM continues to integrate with other business systems and applications, such as HR systems and email for dashboard updates and easy reporting.
- PPM solutions will continue to struggle with low adoption by project team members.

Enterprise PPM Vendor selection / knock-out criteria: market share, mind share, and platform coverage

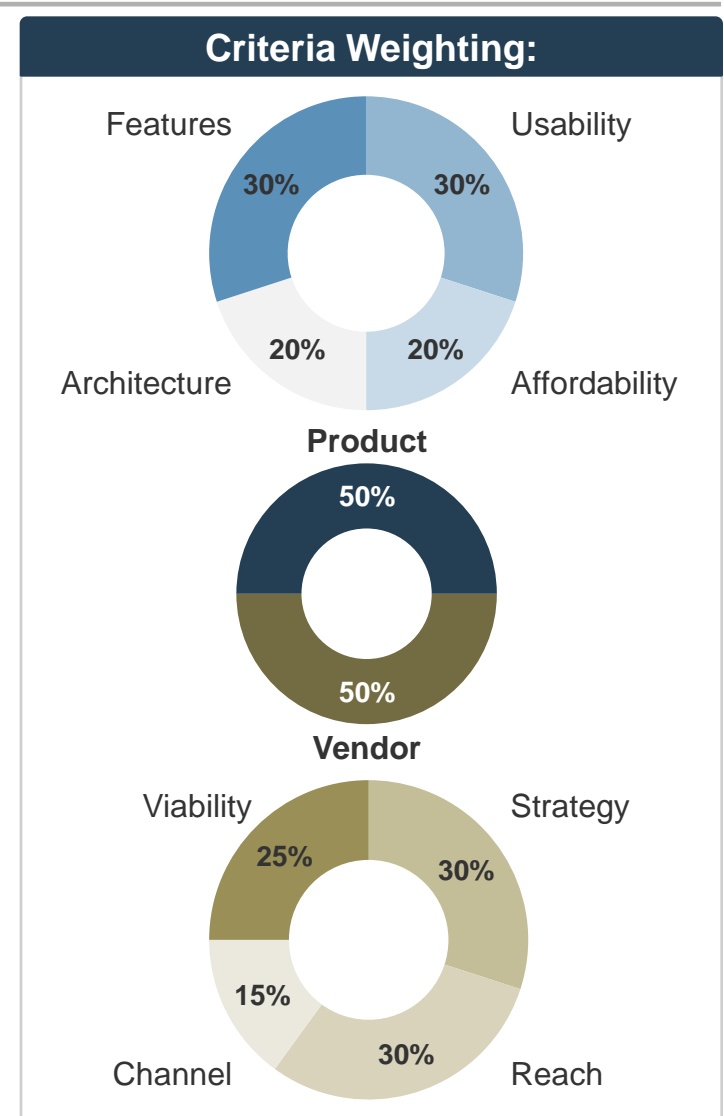
- Major trends in the Enterprise PPM market include the support of the Agile methodology, the ability to manage ad-hoc or reactive work, and the support of mobile devices. All vendors included in this landscape are moving toward the inclusion or improvement of these trends in their solutions.
- For this Vendor Landscape, Info-Tech focused on those vendors that offer broad capabilities across multiple platforms and that have a strong market presence and/or reputational presence among large enterprises.

Included in this Vendor Landscape:

- **Compuware Changepoint.** Deep functionality and expertise in professional services automation.
- **Microsoft Project Server 2013.** Deployed on SharePoint to complement Microsoft's de facto standard PM software.
- **Oracle Instantis.** Acquired by Oracle in 2012, Instantis is designed primarily for IT portfolios.
- **Oracle Primavera.** Powerful solution with an established base in industries such as construction and oil & gas.
- **Planisware.** Recurring Champion in Info-Tech's PPM vendor landscapes with a robust, comprehensive tool.
- **Planview.** Well-rounded PPM solution with strength in analytics.
- **PowerSteering.** Well-rounded SaaS solution suited to IT PMOs, product development, and process excellence.
- **Sciforma.** Founded in 1982, Sciforma has a long history in project management.

Enterprise PPM criteria & weighting factors

Product Evaluation Criteria	
Features	The solution provides basic and advanced feature/functionality.
Usability	The end-user and administrative interfaces are intuitive and offer streamlined workflow.
Affordability	Implementing and operating the solution is affordable given the technology.
Architecture	Multiple deployment options and extensive integration capabilities are available.
Vendor Evaluation Criteria	
Viability	Vendor is profitable, knowledgeable, and will be around for the long term.
Strategy	Vendor is committed to the space and has a future product and portfolio roadmap.
Reach	Vendor offers global coverage and is able to sell and provide post-sales support.
Channel	Vendor channel strategy is appropriate and the channels themselves are strong.



The Info-Tech Enterprise PPM Vendor Landscape

The Zones of the Landscape

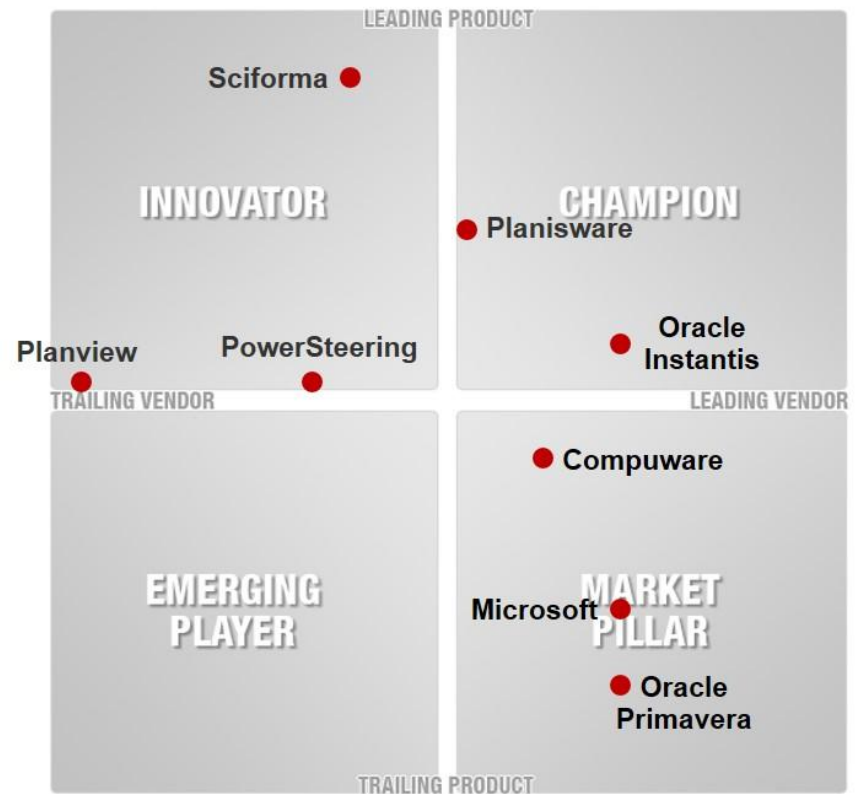
Champions receive high scores for most evaluation criteria and offer excellent value. They have a strong market presence and are usually the trend setters for the industry.

Market Pillars are established players with very strong vendor credentials, but with more average product scores.

Innovators have demonstrated innovative product strengths that act as their competitive advantage in appealing to niche segments of the market.

Emerging Players are comparatively newer vendors who are starting to gain a foothold in the marketplace. They balance product and vendor attributes, though score lower relative to market Champions.

The Info-Tech Enterprise PPM Vendor Landscape:



For an explanation of how the Info-Tech Vendor Landscape is created, see [Information Presentation – Vendor Landscape](#) in the Appendix.

Balance individual strengths to find the best fit for your enterprise

	Product					Vendor				
	Overall	Features	Usability	Afford.	Arch.	Overall	Viability	Strategy	Reach	Channel
Compuware*										
Microsoft*										
Oracle Instantis*										
Oracle Primavera*										
Planisware										
Planview										
Power Steering										
Sciforma										
Legend	=Exemplary =Good =Adequate =Inadequate =Poor									

*The vendor declined to provide pricing and publicly available pricing could not be found

For an explanation of how the Info-Tech Harvey Balls are calculated, see [Information Presentation – Criteria Scores \(Harvey Balls\)](#) in the Appendix.

The Info-Tech Enterprise PPM Value Index

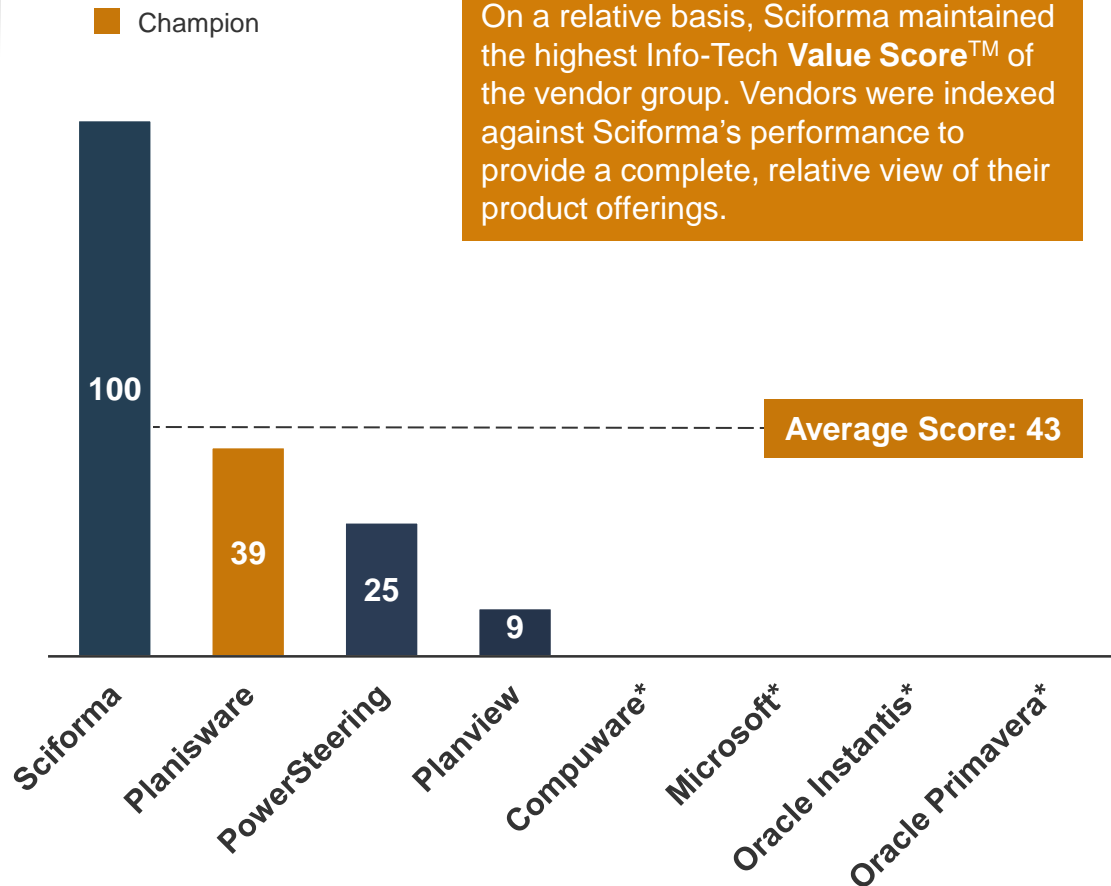
What is a Value Score?

The Value Score indexes each vendor's product offering and business strength **relative to its price point**. It **does not** indicate vendor ranking.

Vendors that score high offer more **bang-for-the-buck** (e.g. features, usability, stability, etc.) than the average vendor, while the inverse is true for those that score lower.

Price-conscious enterprises may wish to give the Value Score more consideration than those who are more focused on specific vendor/product attributes.

*The vendor declined to provide pricing and publicly available pricing could not be found.



For an explanation of how Price is determined, see [Information Presentation – Price Evaluation](#) in the Appendix.

For an explanation of how the Info-Tech Value Index is calculated, see [Information Presentation – Value Index](#) in the Appendix.

Table Stakes represent the minimum standard; without these, a product doesn't even get reviewed

The Table Stakes

Feature	What it is:
Project Management	Traditional project planning and tracking functionality.
Project Portfolio Management	Multi-project, multi-program overview with comprehensive, high-level reporting on progress and costs.
Resource Management	Able to see who is available or over-assigned and assign projects and tasks to specific resources (and vice versa).
Timesheet Management	Resources can log hours and tasks completed in real time or post hoc.
Document Management	Check-in/check-out versioning controls on documents.

What Does This Mean?

The products assessed in this Vendor Landscape™ meet, at the very least, the requirements outlined as Table Stakes.

Many of the vendors go above and beyond the outlined Table Stakes, some even do so in multiple categories. This section aims to highlight the products' capabilities **in excess** of the criteria listed here.

Advanced Features are the capabilities that allow for granular market differentiation

Scoring Methodology

























































Info-Tech scored each vendor's features offering as a summation of their individual scores across the listed advanced features. Vendors were given one point for each feature the product inherently provided. Some categories were scored on a more granular scale with vendors receiving half points.

Advanced Features

Feature	What we looked for:
Manage Reactive Work	Ability to request, assign, and track work that happens outside the project scope. Including support escalations and ad-hoc work.
Zero-Adoption Strategy	Ability to conduct portfolio-level project planning and status reporting without team adoption to maintain timesheet and task data.
Agile Support	Functionality tailored to Agile methodologies, including scrum planning and burndown charts.
End-User Portal	Individuals both within and outside of the organizations can access reports without a full license and profile.
What-If Planning	Test scenarios to see implication of schedule or resource changes, with option to either implement or cancel all.
Lifecycle Management	Continuity between projects through management of request ideas to the completion of a project, with unique workflows per division.
Mobile Support	Mobile app or Web functions optimized for mobile usage.

For an explanation of how Advanced Features are determined, see [Information Presentation – Feature Ranks \(Stop Lights\)](#) in the Appendix.

Each vendor offers a different feature set; concentrate on what your organization needs

	Evaluated Features						
	Manage Reactive Work	Zero-Adoption Strategy	Agile Support	End-User Portal	What-If Planning	Lifecycle Management	Mobile Support
Compuware							
Microsoft							
Oracle Instantis							
Oracle Primavera							
Planisware							
Planview							
Power Steering							
Sciforma							
Legend	 =Feature fully present		 =Feature partially present/pending		 =Feature absent		

For an explanation of how Advanced Features are determined, see [Information Presentation – Feature Ranks \(Stop Lights\)](#) in the Appendix.

Shortlist Assistance & Requirements



Arrange a call now: email GuidedImplementations@InfoTech.com or call 1-888-670-8889 and ask for the Guided Implementation Coordinator.

Prior to the Guided Implementation	During the Guided Implementation	Value & Outcome
<ol style="list-style-type: none">1. Have reasoning as to why a new solution is being discussed.2. Compile list of incompetencies and gaps.	<p>An Info-Tech Consulting Analyst will discuss with you:</p> <ul style="list-style-type: none">• Reviewing the market and understanding the rationale behind the evaluation.• Deciding on a deployment method.• Feature analysis.	<p>At the conclusion of the Guided Implementation call, you will have:</p> <ul style="list-style-type: none">• An understanding of the market situation.• A narrow list of vendors with the customized evaluation tool.• An RFP template to distribute to vendors.

Portfolio independence enables portfolio managers to manage the portfolio without timely project data

Ability to conduct portfolio-level project planning and status reporting without team adoption to maintain timesheet and task data.

1 Portfolio Independence

2

3

Why Scenarios?

In reviewing the products included in each Vendor Landscape™, certain use cases come to the forefront. Whether those use cases are defined by applicability in certain locations, relevance for certain industries, or as strengths in delivering a specific capability, Info-Tech recognizes those use cases as Scenarios, and calls attention to them where they exist.

Exemplary Performers

 **Planisware**

Planisware puts exceptional emphasis on program-level KPIs and strategic roadmaps, well above the task level.

 **PLANVIEW®**

Planview is built around a fundamental abstraction between planning and execution.

 **POWERSTEERING®**
SOFTWARE

PowerSteering targets the needs of portfolio managers in new product development, process excellence, and PMOs.

ORACLE®

Oracle Instantis offers advanced functionality for top-down planning.

For an explanation of how Scenarios are determined, see [Information Presentation – Scenarios](#) in the Appendix.

PPM solutions are improving support for a wider range of project methodologies, including both Agile and Waterfall

PPM solutions continue to evolve to meet the challenge of Agile or hybrid (both Agile and Waterfall) portfolios.

2 Project Methodologies

Suited for both Agile & Waterfall organizations

Planisware

Sciforma



PLANVIEW®



Suited for Waterfall organizations

Microsoft®

ORACLE®

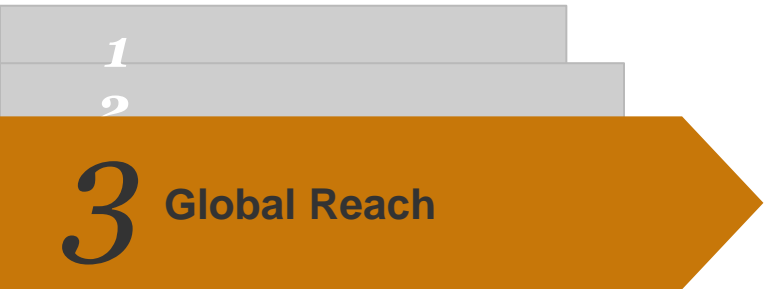
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For an explanation of how Scenarios are determined, see [Information Presentation – Scenarios](#) in the Appendix.

Global enterprises require a PPM solution with wide reach to receive optimal support and service for their deployment

Consider PPM vendors’ global reach when selecting a solution to ensure they provide coverage for all the geographical areas of your organization.



Why Scenarios?

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Exemplary Performers



Microsoft has support offices worldwide. It also has the most extensive large partner and reseller base.



Oracle provides global customer support with coverage in all areas of the world. As well, it has an effective PartnerNetwork to support its partners.

For an explanation of how Scenarios are determined, see [Information Presentation – Scenarios](#) in the Appendix.

RFP & Budget Review



Arrange a call now: email GuidedImplementations@InfoTech.com or call 1-888-670-8889 and ask for the Guided Implementation Coordinator.

Prior to the Guided Implementation

1. Collect RFPs from vendors based on the template provided.

During the Guided Implementation

An Info-Tech Consulting Analyst will discuss with you:

- Reviewing price benchmarking.
- Reviewing returned RFPs.

Value & Outcome

At the conclusion of the Guided Implementation call, you will have:

- Narrowed list of vendors.
- Clear understanding of the capabilities of the solutions on the shortlist.
- A demo script to use during presentations with the final list of vendors.

Planisware is a comprehensive, dedicated PPM solution and a Champion in the space

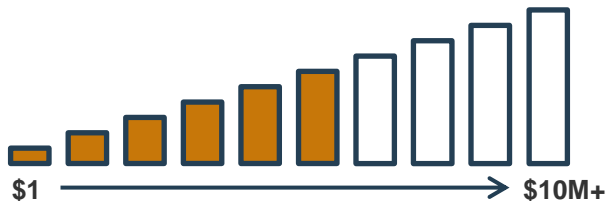


Champion

Product: Planisware V6
Employees: 175
Headquarters: Chatillon, France
Website: planisware.com
Founded: 1996
Presence: Privately held



3 year TCO for this solution falls into pricing tier 6, between \$500,000 and \$1,000,000



Pricing (provided by vendor)

Overview

- Planisware is a web-based PPM solution with a modular architecture that can be extended or scaled back as needed.
- Planisware is designed to handle complex projects in new product development and capital investment.

Strengths

- Having established itself as a robust solution for managing complex projects (such as new product development), Planisware is moving into more process-oriented environments.
- High-level portfolio functionality includes strategy-development tools for visualizing executive roadmap and strategic vision.
- Other recently added features include advanced usability features such as activity streams and “presentation mode,” with the ability to directly export reporting views to PowerPoint.

Challenges

- Planisware is a solid solution for enterprise PPM, but it comes at a price – it is relatively expensive.

Planisware offers a full range of functionality, from the top to the bottom of the portfolio



Info-Tech Recommends:

Planisware should be a good shortlist PPM solution for most organizations, and is a “must consider” for any organization looking for a product development and strategic roadmapping solution.

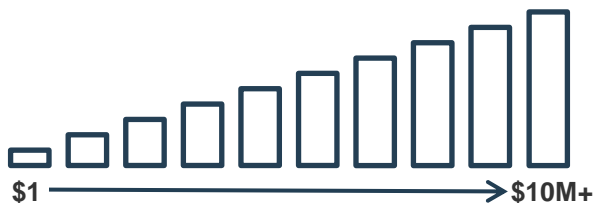
Oracle Instantis is a scalable and flexible PPM solution



Champion

Product: Instantis EnterpriseTrack
Employees: 122,000+
Headquarters: Redwood Shores, CA
Website: oracle.com
Founded: 1977
Presence: NASDAQ: ORCL

The vendor declined to provide pricing, and publicly available pricing could not be found



Overview

- Instantis was founded in 1999 and acquired by Oracle in 2012.
- Instantis EnterpriseTrack can be used for both IT and enterprise PPM, differentiated from Oracle's Primavera as a cloud-based solution focused on IT PMO, NPD, and process improvement.

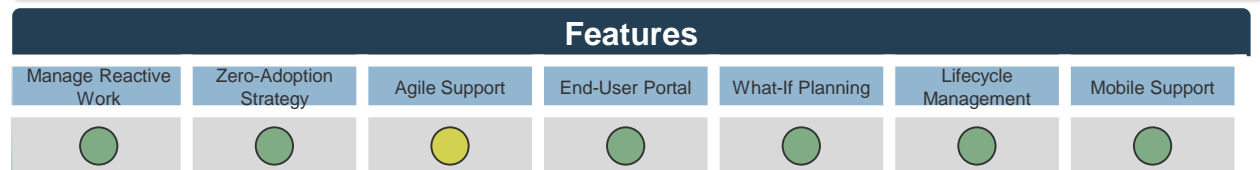
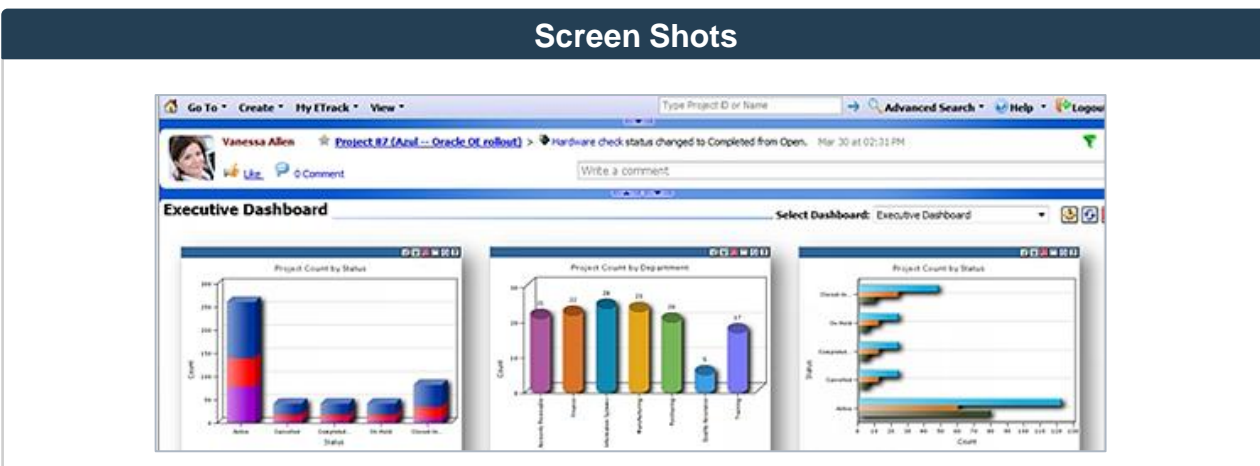
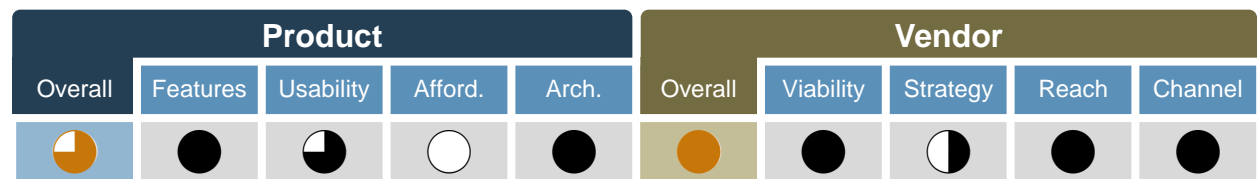
Strengths

- Resource planning is a notable strength for Instantis, including advanced calendar functionality, resource availability and capacity planning, and what-if scenarios.
- Instantis' addition of EnterpriseStream to its product provides social networking capabilities that are positioned to increase end-user collaboration and adoption of the product.
- Instantis has a solid reporting feature that allows organizations to customize and use reports that they are familiar with.

Challenges

- While Instantis does support the Safari browser and iOS tablets, it currently does not offer a native mobile app. However, this functionality is on the roadmap.

Instantis offers a feature-rich and comprehensive solution for enterprise PPM



Info-Tech Recommends:

Instantis is a solid solution with a threefold approach to portfolio management (strategic, resource, and portfolio management). It is a good solution for organizations that need to manage multiple portfolio types in a single platform, but want to roll out the solution slowly to minimize change impact.

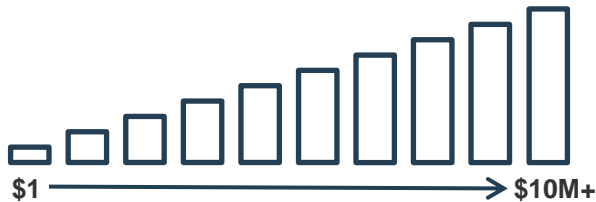
Compuware Changepoint is a robust PPM solution

Market Pillar

Product: Changepoint 2012
Employees: ~4,000
Headquarters: Detroit, MI
Website: compuware.com
Founded: 1973
Presence: NASDAQ: CPWR



The vendor declined to provide pricing, and publicly available pricing could not be found



Overview

- Compuware was founded in 1973, and acquired its PPM offering, Changepoint, in 2004.
- In addition to Portfolio Management, Changepoint also focuses on Professional Services Automation (PSA).

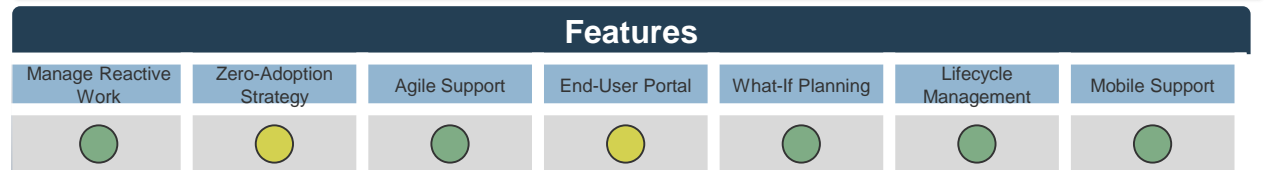
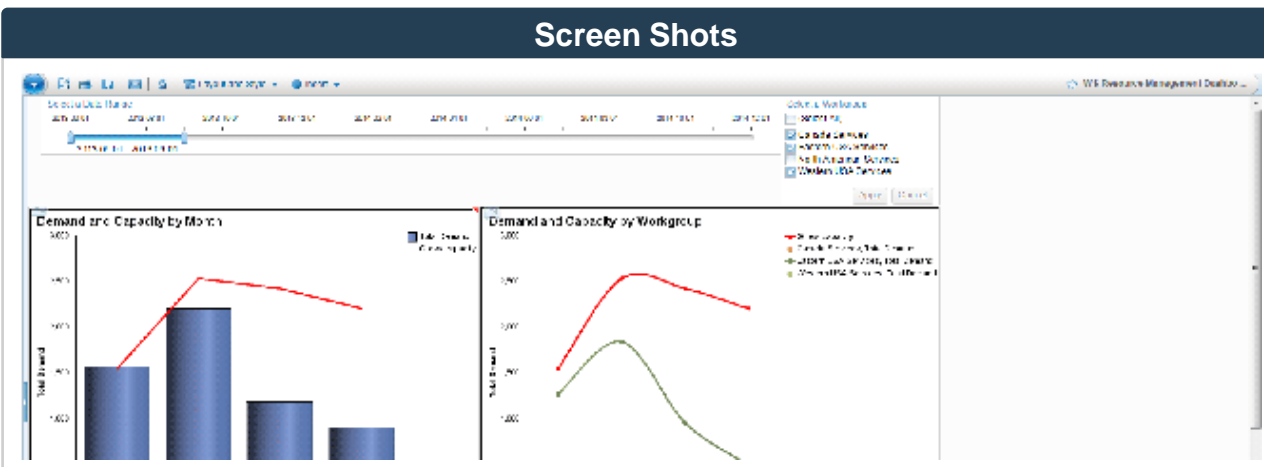
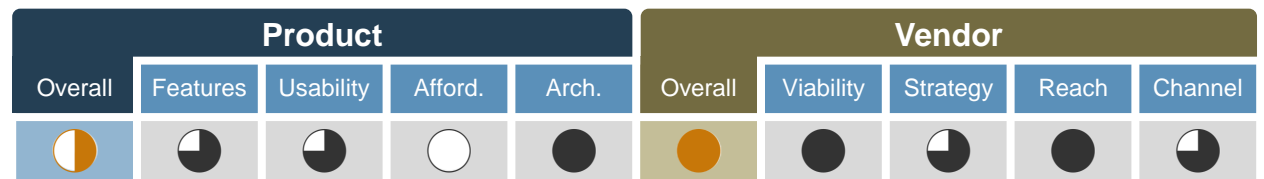
Strengths

- Changepoint offers a complete solution for request management. It has the ability to handle tickets for ad-hoc work and can charge the time spent completing that work.
- Changepoint's mobile functionality continues to improve, including optimization for tablets based on context-specific use cases (viewing reports for executives, updating timesheets and tasks for end users).

Challenges

- Changepoint provides little in terms of driving end-user adoption.

Compuware Changepoint has strong mobile and lifecycle capabilities, but management of reactive work is lacking



Value Index

N/A

The vendor declined to provide pricing, and publicly available pricing could not be found.

Info-Tech Recommends:

Changepoint is a compelling solution for professional services organizations. It offers an impressive range of functionality. Info-Tech recommends carefully assessing the difficulty of user adoption and the effectiveness of the tool if user adoption lags.

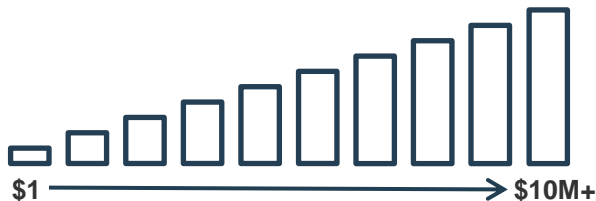
Project Server enables organizations to leverage existing investments in the Microsoft platform

Market Pillar

Product: Microsoft Project Server 2013
Employees: 90,000+
Headquarters: Redmond, WA
Website: microsoft.com
Founded: 1975
Presence: NASDAQ: MSFT

Microsoft®

The vendor declined to provide pricing, and publicly available pricing could not be found



Overview

- Microsoft has had a solid Project Management offering since the 1990s.
- Project Server 2013 is deployed on SharePoint and is designed to complement Microsoft's enterprise and productivity suites.

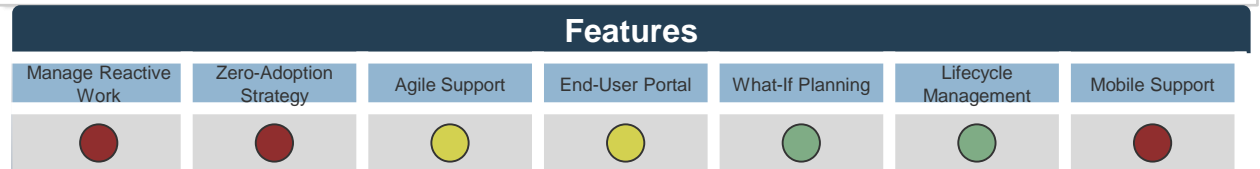
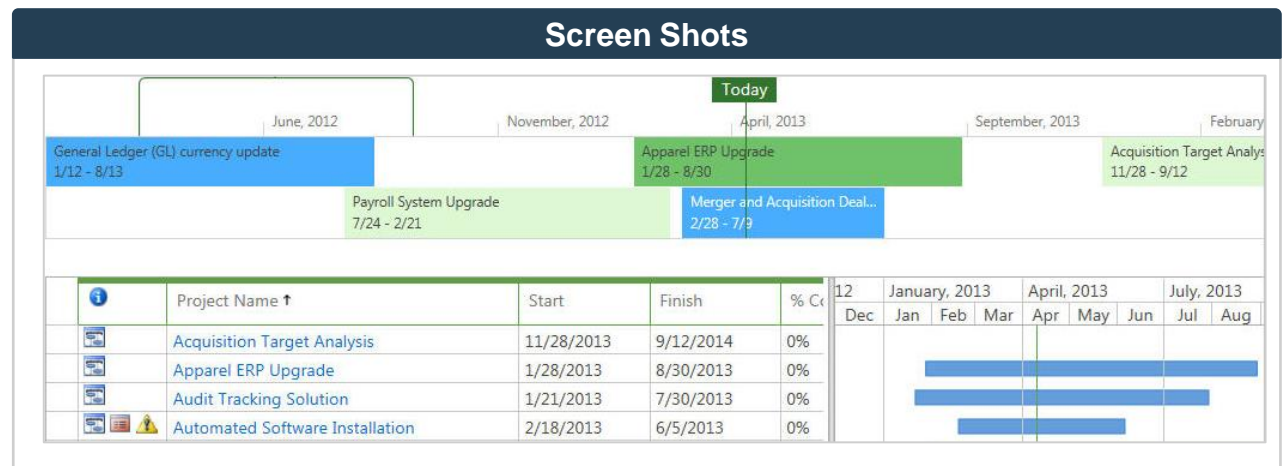
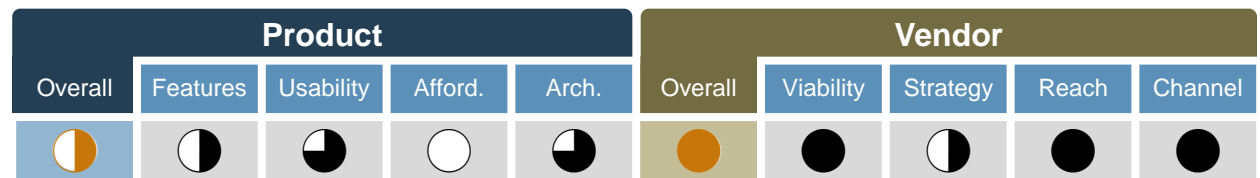
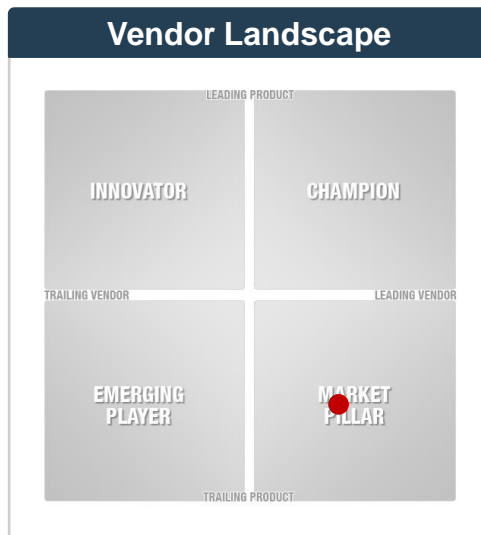
Strengths

- Microsoft is now hosting Project Online in the cloud, providing users with more deployment options.
- Microsoft Project has solid what-if analysis capabilities. Users can run various scenarios to optimize strategic decision-making around project planning.
- The 2013 version is compatible with non-Microsoft browsers (unlike previous versions of Project Server).
- Integrates with existing investments in Lync for team collaboration and communications.

Challenges

- Microsoft offers little in terms of managing reactive work or increasing team adoption of the product.
- Mobile capabilities are offered through third-party apps and are outdated.

Microsoft offers robust what-if planning capabilities; however, its mobile capabilities do not meet expectations



Info-Tech Recommends:

Microsoft has strong global reach and is a good solution for global organizations that require worldwide support and services. It is a suitable solution for organizations with a large staff and dedicated project managers.

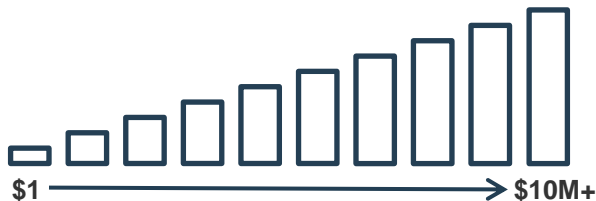
Oracle Primavera is a good PPM solution for global enterprises

Market Pillar

Product: Primavera EPPM Suite
Employees: 122,000+
Headquarters: Redwood Shores, CA
Website: oracle.com
Founded: 1977
Presence: NASDAQ: ORCL

ORACLE®

The vendor declined to provide pricing, and publicly available pricing could not be found



Overview

- Primavera Systems was founded in 1983 and acquired by Oracle in 2008.
- Primavera is a favored solution in industries driven by large, capital-intensive projects such as construction.

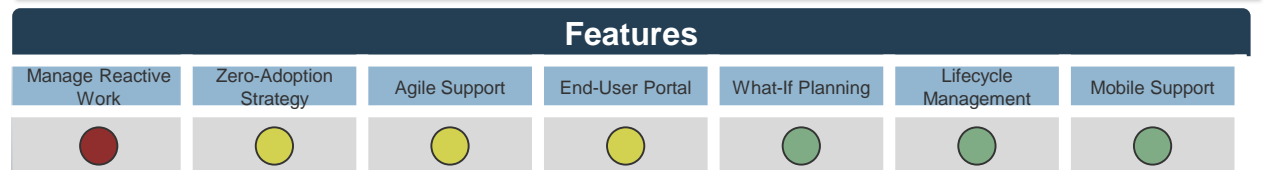
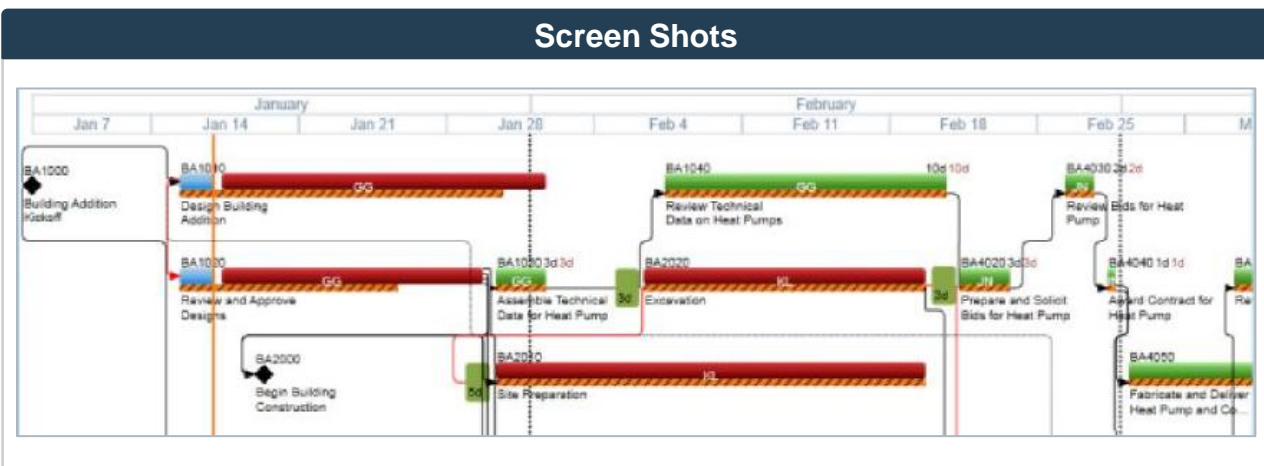
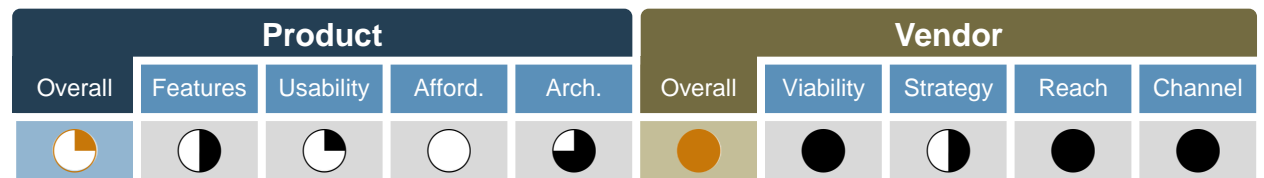
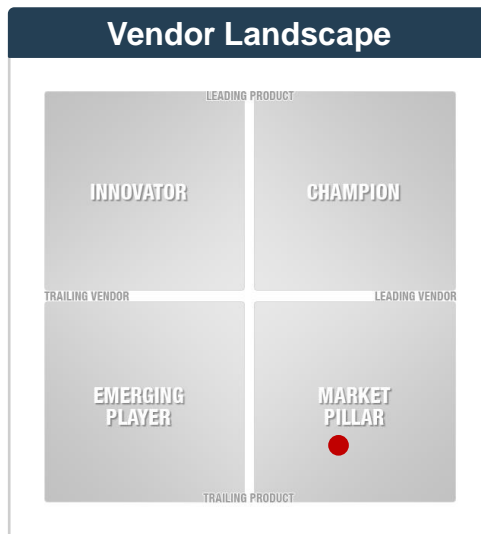
Strengths

- Oracle has added Team Member Interfaces to its PPM offering. The interfaces allow team members to update project status from iPhone and tablet devices, or email.
- Primavera increased the configurability of its solution, enabling project managers to control which fields are updated by team members.
- This solution now incorporates spatial data support, enabling users to view project and resource data by geographical location.

Challenges

- Oracle's support for mobile devices is lacking as it currently only supports iOS devices.
- The ability to manage reactive work is not addressed by the Primavera solution.

Primavera has solid planning capabilities but offers little in terms of managing reactive work



Info-Tech Recommends:

Primavera is a solution suited for enterprises that need to manage large, rigidly planned projects. It is ideal for work environments in which reactive work is not an issue, such as construction and oil & gas.

Sciforma offers one of the most usable and affordable PPM solutions in the enterprise market

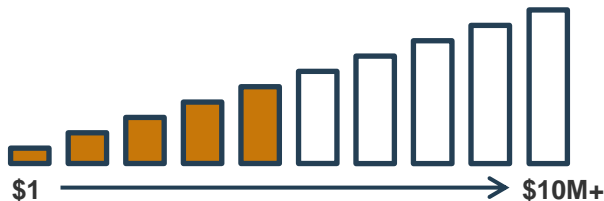


Innovator

Product: Sciforma 6.0
Employees: 150
Headquarters: Los Gatos, CA
Website: sciforma.com
Founded: 1982
Presence: Privately held



3 year TCO for this solution falls into pricing tier 5, between \$250,000 and \$500,000



Pricing (provided by vendor)

Overview

- Sciforma is a full-featured, easy-to-use, and scalable enterprise software used by a quarter of a million people worldwide.
- Sciforma, offered onsite, hosted, or SaaS, can be tailored to an organization's Project and Portfolio Management practices.

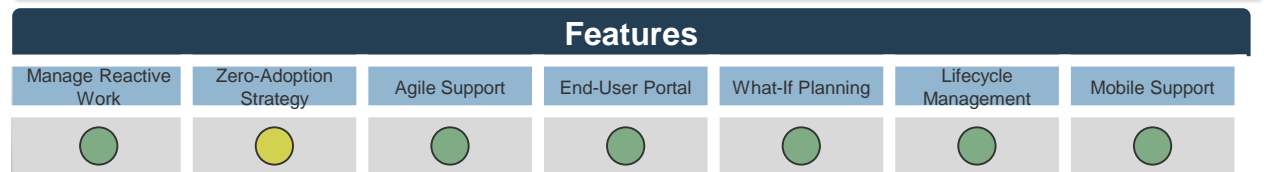
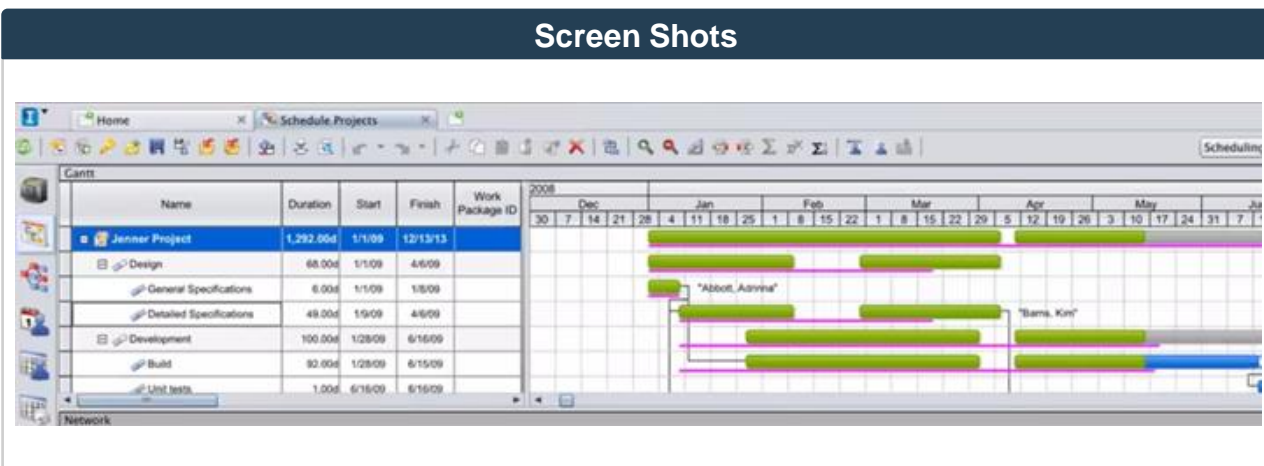
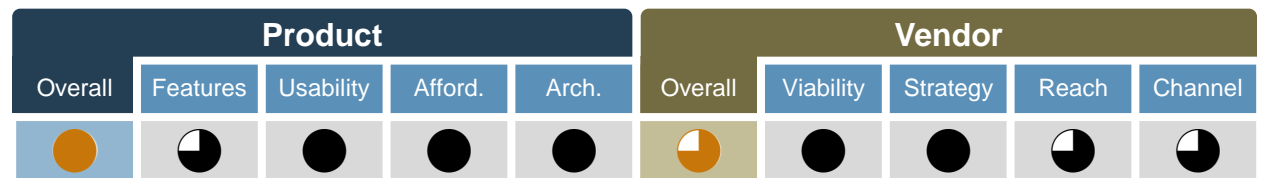
Strengths

- Sciforma offers a rich HTML5-based end-user portal, which can be tailored to specific roles and types of devices (e.g. tablets and smartphones).
- Administrators can design workspaces and workflows with no coding required.
- The Agile approach to project management is supported, with scrum management and critical path project management available.

Challenges

- The Sciforma rich Java client is elegant, although many organizations try to limit their reliance on Java clients. Consequently, customers can end up with a blend of browser-based and rich client users.

Sciforma provides a high level of flexibility and user experience for both PPM administrators and end users



Info-Tech Recommends:

Put Sciforma on your PPM shortlist if usability is a key requirement. Sciforma offers one of the easiest and most appealing solutions for both PPM administrators and end users.

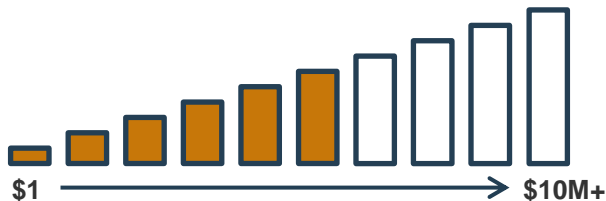
PowerSteering is a well-rounded SaaS solution suited for IT governance, PMOs, and product development

Innovator

Product: PowerSteering PPM
Employees: 250+
Headquarters: Austin, TX
Website: powersteeringsoftware.com
Founded: 1998
Presence: Privately held



3 year TCO for this solution falls into pricing tier 6, between \$500,000 and \$1,000,000



Pricing (provided by vendor)

Overview

- PowerSteering PPM is an integrated cloud PPM application providing Portfolio, Project, and Resource Management with supporting financial and reporting capabilities.
- PowerSteering merged with Tenrox in February 2012.

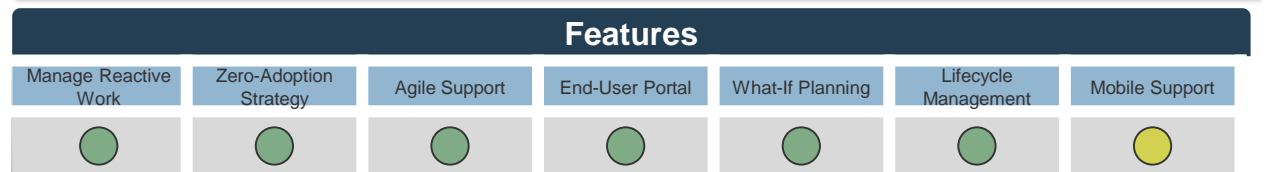
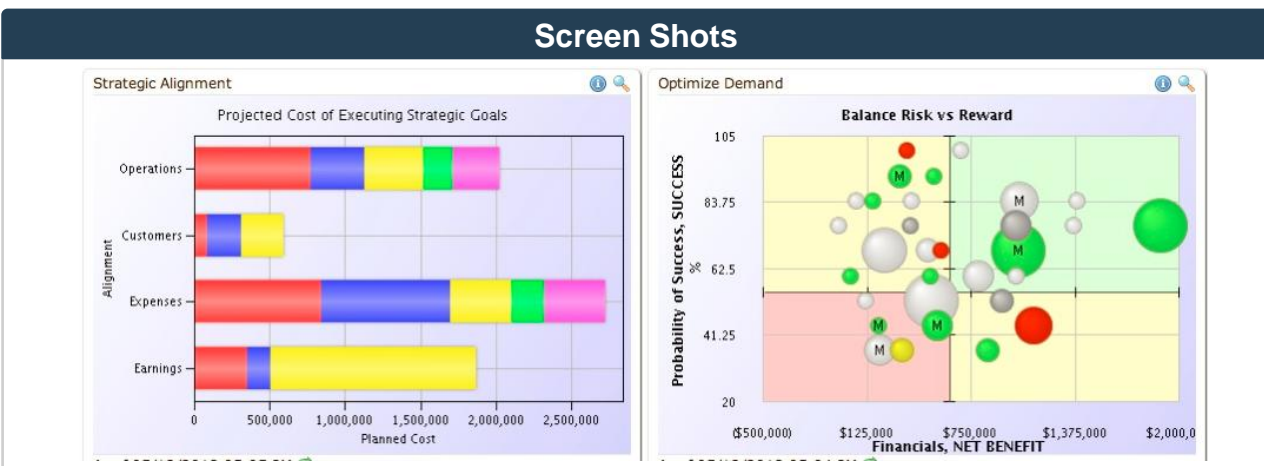
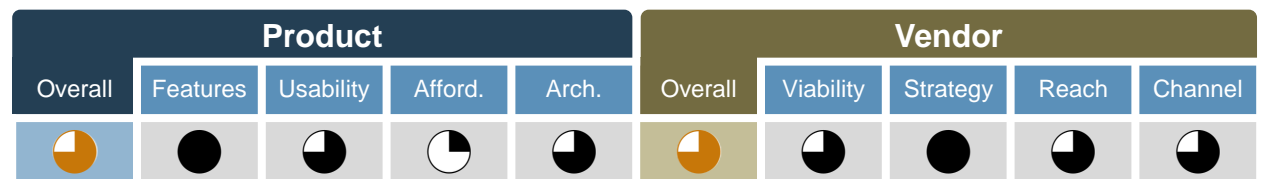
Strengths

- Flexible platform can be tailored to IT projects, business process improvement initiatives such as Six Sigma, and other types of projects.
- PowerSteering's top-down approach supports business decision making and agility without burdening project teams with onerous data entry requirements that reduce productivity and hinder end-user adoption.
- The company has introduced more customer engagement in its product development and support processes.

Challenges

- At time of publication, PowerSteering does not offer mobile apps or mobile-optimized access (although it is accessible by mobile device over the web, and mobile-optimized access is planned for the next release).

PowerSteering offers a flexible range of features with a good level of usability and flexibility



Info-Tech Recommends:

Consider PowerSteering PPM if your organization is concerned with team adoption and accurate management of all work. With role-based UIs to drive familiarity and integration with APM and ITSM, PowerSteering's solution is more likely to be adopted and therefore contain current information.

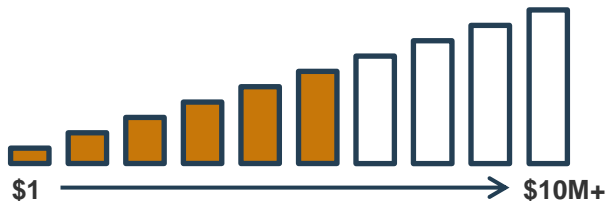
Planview offers a highly configurable, usable PPM solution

Innovator

Product: Planview PPM
Employees: 310
Headquarters: Austin, TX
Website: planview.com
Founded: 1989
Presence: Privately held



3 year TCO for this solution falls into pricing tier 6, between \$500,000 and \$1,000,000



Pricing (provided by vendor)

Overview

- Planview was founded in 1989 and has a strong focus on analytics-driven business insight.
- Planview has customers across a diverse range of verticals.

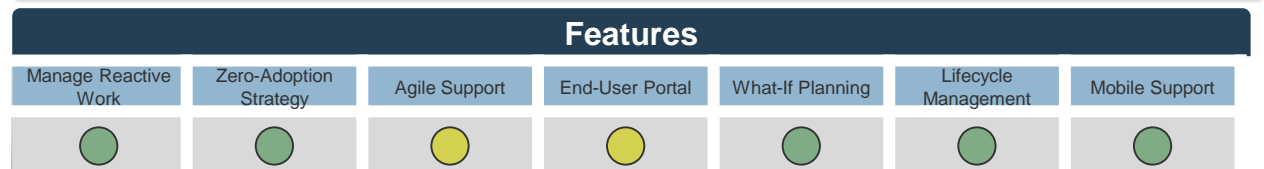
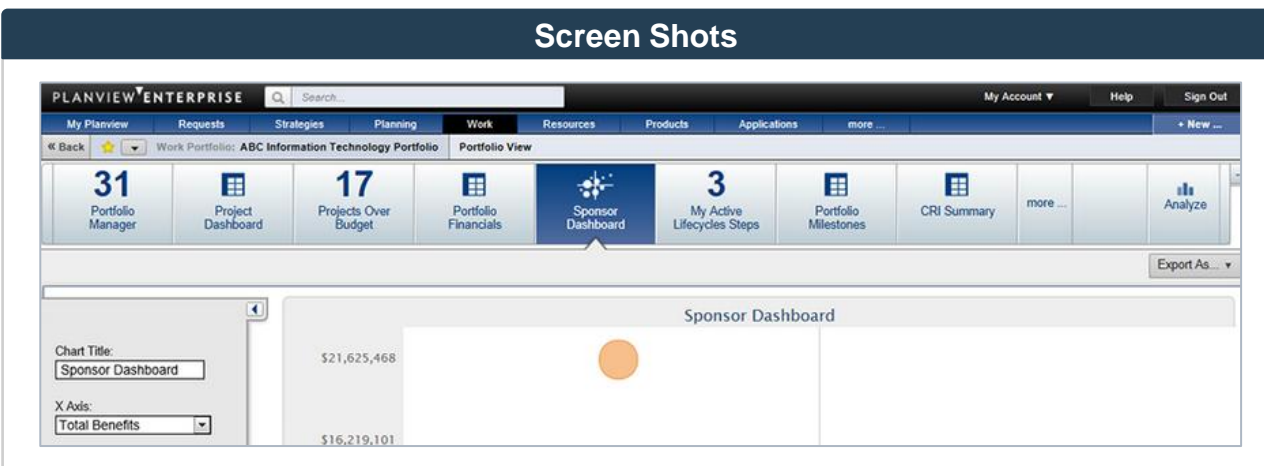
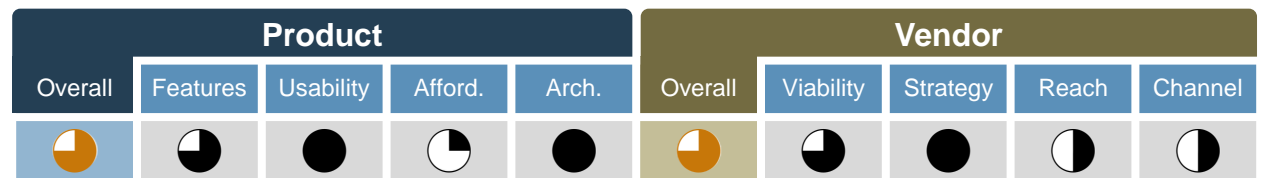
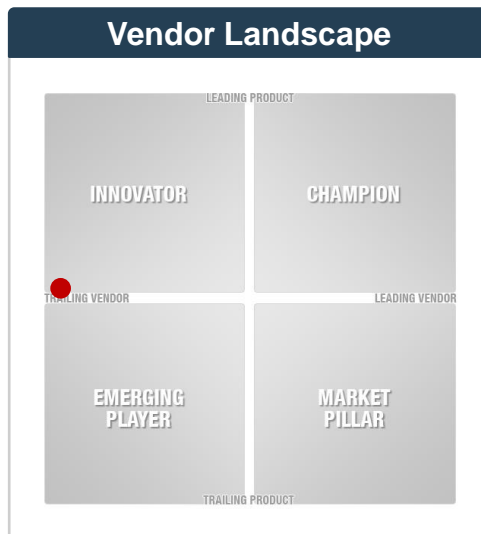
Strengths

- Visual, action-oriented “tiles” in portfolio dashboard can be customized to highlight and quickly drill down into the metrics and KPIs that matter most for the portfolio manager.
- Powerful, flexible range of customizable portfolio analytics driven by in-memory computing.
- User-friendly features in the latest release include an animated time slider for visualizing project histories.

Challenges

- Planview does not offer native support for Agile methodology and will require investment in additional tools to manage Agile projects.

Planview is designed to improve actionability of portfolio metrics and decision making around the project portfolio



Info-Tech Recommends:

Consider Planview as a highly usable solution to support analysis-driven PPM decisions and roadmap development. Planview is well suited for bridging maturity gaps in organizations that want to increase PPM maturity.

Contract Review and Negotiation Tactics



Arrange a call now: email GuidedImplementations@InfoTech.com or call 1-888-670-8889 and ask for the Guided Implementation Coordinator.

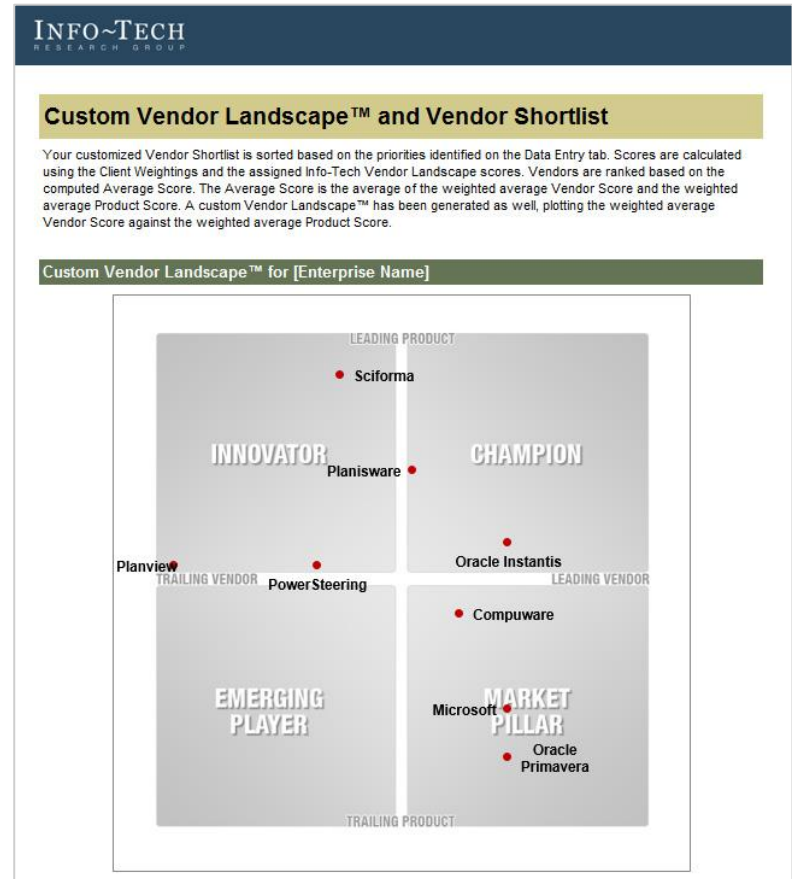
Prior to the Guided Implementation	During the Guided Implementation	Value & Outcome
<ol style="list-style-type: none">1. Bring final contracts received from vendors on shortlist.	<p>An Info-Tech Consulting Analyst will discuss with you:</p> <ul style="list-style-type: none">• Reviewing your contracts to ensure the contract is fair and in line with industry standards.• The best negotiation tactics to get the best value for your purchase.	<p>At the conclusion of the Guided Implementation call, you will have:</p> <ul style="list-style-type: none">• Tactics on how to get a better price on your solution.• Confidence in the solution you are purchasing.

Identify leading candidates with the *Enterprise PPM Vendor Shortlist & Detailed Feature Analysis Tool*

The Info-Tech [Enterprise PPM Vendor Shortlist & Detailed Feature Analysis Tool](#) is designed to generate a customized shortlist of vendors based on *your* key priorities.

This tool offers the ability to modify:

- Overall Vendor vs. Product Weightings
- Individual product criteria weightings:
 - ✓ Features
 - ✓ Usability
 - ✓ Affordability
 - ✓ Architecture
- Individual vendor criteria weightings:
 - ✓ Viability
 - ✓ Strategy
 - ✓ Reach
 - ✓ Channel



Appendix

1. Vendor Landscape Methodology: Overview
2. Vendor Landscape Methodology: Product Selection & Information Gathering
3. Vendor Landscape Methodology: Scoring
4. Vendor Landscape Methodology: Information Presentation
5. Vendor Landscape Methodology: Fact Check & Publication
6. Product Pricing Scenario

Vendor Landscape Methodology: Overview

Info-Tech's Vendor Landscapes are research materials that review a particular IT market space, evaluating the strengths and abilities of both the products available in that space, as well as the vendors of those products. These materials are created by a team of dedicated analysts operating under the direction of a senior subject matter expert over a period of six weeks.

Evaluations weigh selected vendors and their products (collectively “solutions”) on the following eight criteria to determine overall standing:

- Features: The presence of advanced and market-differentiating capabilities.
- Usability: The intuitiveness, power, and integrated nature of administrative consoles and client software components.
- Affordability: The three-year total cost of ownership of the solution.
- Architecture: The degree of integration with the vendor's other tools, flexibility of deployment, and breadth of platform applicability.
- Viability: The stability of the company as measured by its history in the market, the size of its client base, and its financial performance.
- Strategy: The commitment to both the market-space, as well as to the various sized clients (small, mid-sized, and enterprise clients).
- Reach: The ability of the vendor to support its products on a global scale.
- Channel: The measure of the size of the vendor's channel partner program, as well as any channel strengthening strategies.

Evaluated solutions are plotted on a standard two by two matrix:

- Champions: Both the product and the vendor receive scores that are above the average score for the evaluated group.
- Innovators: The product receives a score that is above the average score for the evaluated group, but the vendor receives a score that is below the average score for the evaluated group.
- Market Pillars: The product receives a score that is below the average score for the evaluated group, but the vendor receives a score that is above the average score for the evaluated group.
- Emerging Players: Both the product and the vendor receive scores that are below the average score for the evaluated group.

Info-Tech's Vendor Landscapes are researched and produced according to a strictly adhered to process that includes the following steps:

- Vendor/product selection
- Information gathering
- Vendor/product scoring
- Information presentation
- Fact checking
- Publication

This document outlines how each of these steps is conducted.

Vendor Landscape Methodology:

Vendor/Product Selection & Information Gathering

Info-Tech works closely with its client base to solicit guidance in terms of understanding the vendors with whom clients wish to work and the products that they wish evaluated; this demand pool forms the basis of the vendor selection process for Vendor Landscapes. Balancing this demand, Info-Tech also relies upon the deep subject matter expertise and market awareness of its Senior, Lead, and Principle Research Analysts to ensure that appropriate solutions are included in the evaluation. As an aspect of that expertise and awareness, Info-Tech's analysts may, at their discretion, determine the specific capabilities that are required of the products under evaluation, and include in the Vendor Landscape only those solutions that meet all specified requirements.

Information on vendors and products is gathered in a number of ways via a number of channels.

Initially, a request package is submitted to vendors to solicit information on a broad range of topics. The request package includes:

- A detailed survey.
- A pricing scenario (see Vendor Landscape Methodology: Price Evaluation and Pricing Scenario, below).
- A request for reference clients.
- A request for a briefing and, where applicable, guided product demonstration.

These request packages are distributed approximately twelve weeks prior to the initiation of the actual research project to allow vendors ample time to consolidate the required information and schedule appropriate resources.

During the course of the research project, briefings and demonstrations are scheduled (generally for one hour each session, though more time is scheduled as required) to allow the analyst team to discuss the information provided in the survey, validate vendor claims, and gain direct exposure to the evaluated products. Additionally, an end-user survey is circulated to Info-Tech's client base and vendor-supplied reference accounts are interviewed to solicit their feedback on their experiences with the evaluated solutions and with the vendors of those solutions.

These materials are supplemented by a thorough review of all product briefs, technical manuals, and publicly available marketing materials about the product, as well as about the vendor itself.

Refusal by a vendor to supply completed surveys or submit to participation in briefings and demonstrations does not eliminate a vendor from inclusion in the evaluation. Where analyst and client input has determined that a vendor belongs in a particular evaluation, it will be evaluated as best as possible based on publicly available materials only. As these materials are not as comprehensive as a survey, briefing, and demonstration, the possibility exists that the evaluation may not be as thorough or accurate. Since Info-Tech includes vendors regardless of vendor participation, it is always in the vendor's best interest to participate fully.

All information is recorded and catalogued, as required, to facilitate scoring and for future reference.

Vendor Landscape Methodology: Scoring

Once all information has been gathered and evaluated for all vendors and products, the analyst team moves to scoring. All scoring is performed at the same time so as to ensure as much consistency as possible. Each criterion is scored on a ten point scale, though the manner of scoring for criteria differs slightly:

- Features is scored via **Cumulative Scoring**
- Affordability is scored via **Scalar Scoring**
- All other criteria are scored via **Base5 Scoring**

In Cumulative Scoring, a single point is assigned to each evaluated feature that is regarded as being fully present, partial points to each feature that is partially present, and zero points to features that are deemed to be absent or unsatisfactory. The assigned points are summed and normalized to a value out of ten. For example, if a particular Vendor Landscape evaluates eight specific features in the Feature Criteria, the summed score out of eight for each evaluated product would be multiplied by 1.25 to yield a value out of ten.

In Scalar Scoring, a score of ten is assigned to the lowest cost solution, and a score of one is assigned to the highest cost solution. All other solutions are assigned a mathematically determined score based on their proximity to / distance from these two endpoints. For example, in an evaluation of three solutions, where the middle cost solution is closer to the low end of the pricing scale it will receive a higher score, and where it is closer to the high end of the pricing scale it will receive a lower score; depending on proximity to the high or low price it is entirely possible that it could receive either ten points (if it is very close to the lowest price) or one point (if it is very close to the highest price). Where pricing cannot be determined (vendor does not supply price and public sources do not exist), a score of 0 is automatically assigned.

In Base5 scoring a number of sub-criteria are specified for each criterion (for example, Longevity, Market Presence, and Financials are sub-criteria of the Viability criterion), and each one is scored on the following scale:

- 5 - The product/vendor is exemplary in this area (nothing could be done to improve the status).
- 4 - The product/vendor is good in this area (small changes could be made that would move things to the next level).
- 3 - The product/vendor is adequate in this area (small changes would make it good, more significant changes required to be exemplary).
- 2 - The product/vendor is poor in this area (this is a notable weakness and significant work is required).
- 1 - The product/vendor is terrible/fails in this area (this is a glaring oversight and a serious impediment to adoption).

The assigned points are summed and normalized to a value out of ten as explained in Cumulative Scoring above.

Scores out of ten, known as Raw scores, are transposed as-is into Info-Tech's Vendor Landscape Shortlist Tool, which automatically determines Vendor Landscape positioning (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, below), Criteria Score (see Vendor Landscape Methodology: Information Presentation - Criteria Score, below), and Value Index (see Vendor Landscape Methodology: Information Presentation - Value Index, below).

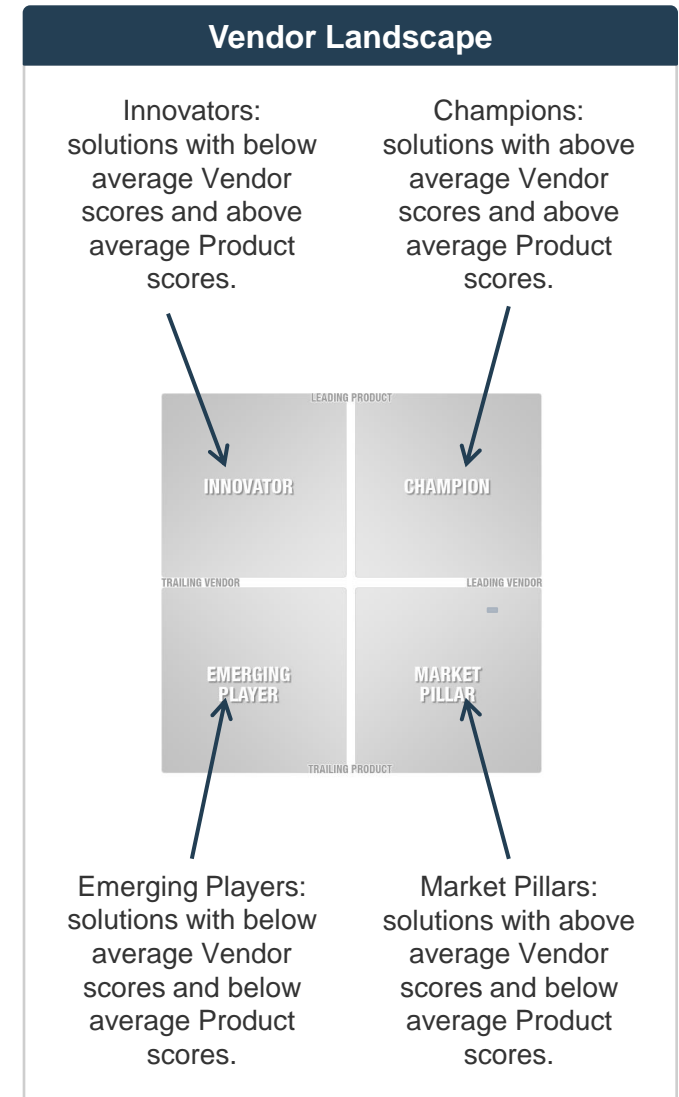
Vendor Landscape Methodology:

Information Presentation – Vendor Landscape

Info-Tech's Vendor Landscape is a two-by-two matrix that plots solutions based on the combination of Product score and Vendor score. Placement is not determined by absolute score, but instead by relative score. Relative scores are used to ensure a consistent view of information and to minimize dispersion in nascent markets, while enhancing dispersion in commodity markets to allow for quick visual analysis by clients.

Relative scores are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).
2. Each individual criterion Raw score is multiplied by the pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process to eliminate any possibility of bias. Weighting factors are expressed as a percentage such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100% and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.
3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.
4. Overall Vendor scores are then normalized to a 20 point scale by calculating the arithmetic mean and standard deviation of the pool of Vendor scores. Vendors for whom their overall Vendor score is higher than the arithmetic mean will receive a normalized Vendor score of 11-20 (exact value determined by how much higher than the arithmetic mean their overall Vendor score is), while vendors for whom their overall Vendor score is lower than the arithmetic mean will receive a normalized Vendor score of between one and ten (exact value determined by how much lower than the arithmetic mean their overall Vendor score is).
5. Overall Product score is normalized to a 20 point scale according to the same process.
6. Normalized scores are plotted on the matrix, with Vendor score being used as the x-axis, and Product score being used as the y-axis.



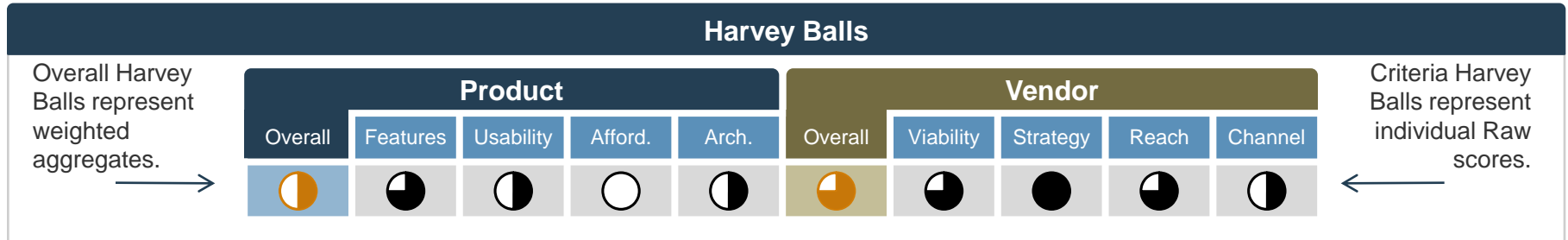
Vendor Landscape Methodology:

Information Presentation – Criteria Scores (Harvey Balls)

Info-Tech's Criteria Scores are visual representations of the absolute score assigned to each individual criterion, as well as of the calculated overall Vendor and Product scores. The visual representation used is Harvey Balls.

Harvey Balls are calculated as follows:

1. Raw scores are transposed into the Info-Tech Vendor Landscape Shortlist Tool (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).
2. Each individual criterion Raw score is multiplied by a pre-assigned weighting factor for the Vendor Landscape in question. Weighting factors are determined prior to the evaluation process, based on the expertise of the Senior or Lead Research Analyst, to eliminate any possibility of bias. Weighting factors are expressed as a percentage, such that the sum of the weighting factors for the Vendor criteria (Viability, Strategy, Reach, Channel) is 100%, and the sum of the Product criteria (Features, Usability, Affordability, Architecture) is 100%.
3. A sum-product of the weighted Vendor criteria scores and of the weighted Product criteria scores is calculated to yield an overall Vendor score and an overall Product score.
4. Both overall Vendor score / overall Product score, as well as individual criterion Raw scores are converted from a scale of one to ten to Harvey Ball scores on a scale of zero to four, where exceptional performance results in a score of four and poor performance results in a score of zero.
5. Harvey Ball scores are converted to Harvey Balls as follows:
 - A score of four becomes a full Harvey Ball.
 - A score of three becomes a three-quarter full Harvey Ball.
 - A score of two becomes a half full Harvey Ball.
 - A score of one becomes a one-quarter full Harvey Ball.
 - A score of zero becomes an empty Harvey Ball.
6. Harvey Balls are plotted by solution in a chart where rows represent individual solutions and columns represent overall Vendor / overall Product, as well as individual criteria. Solutions are ordered in the chart alphabetically by vendor name.



Vendor Landscape Methodology:

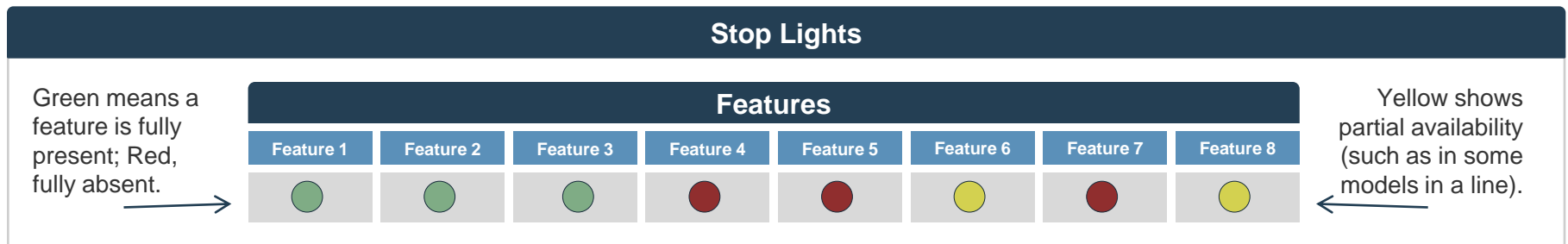
Information Presentation – Feature Ranks (Stop Lights)

Info-Tech's Feature Ranks are visual representations of the presence/availability of individual features that collectively comprise the Features' criterion. The visual representation used is Stop Lights.

Stop Lights are determined as follows:

1. A single point is assigned to each evaluated feature that is regarded as being fully present, partial points to each feature that is partially present, and zero points to features that are deemed to be fully absent or unsatisfactory.
 - Fully present means all aspects and capabilities of the feature as described are in evidence.
 - Fully absent means all aspects and capabilities of the feature as described are missing or lacking.
 - Partially present means some, but not all, aspects and capabilities of the feature as described are in evidence, **OR** all aspects and capabilities of the feature as described are in evidence, but only for some models in a line.
2. Feature scores are converted to Stop Lights as follows:
 - Full points become a Green light.
 - Partial points become a Yellow light.
 - Zero points become a Red light.
3. Stop Lights are plotted by solution in a chart where rows represent individual solutions and columns represent individual features. Solutions are ordered in the chart alphabetically by vendor name.

For example, a set of applications is being reviewed and a feature of *"Integration with Mobile Devices"* that is defined as *"availability of dedicated mobile device applications for iOS, Android, and BlackBerry devices"* is specified. Solution A provides such apps for all listed platforms and scores "Green", solution B provides apps for iOS and Android only and scores "Yellow", while solution C provides mobile device functionality through browser extensions, has no dedicated apps, and so scores "Red".



Vendor Landscape Methodology:

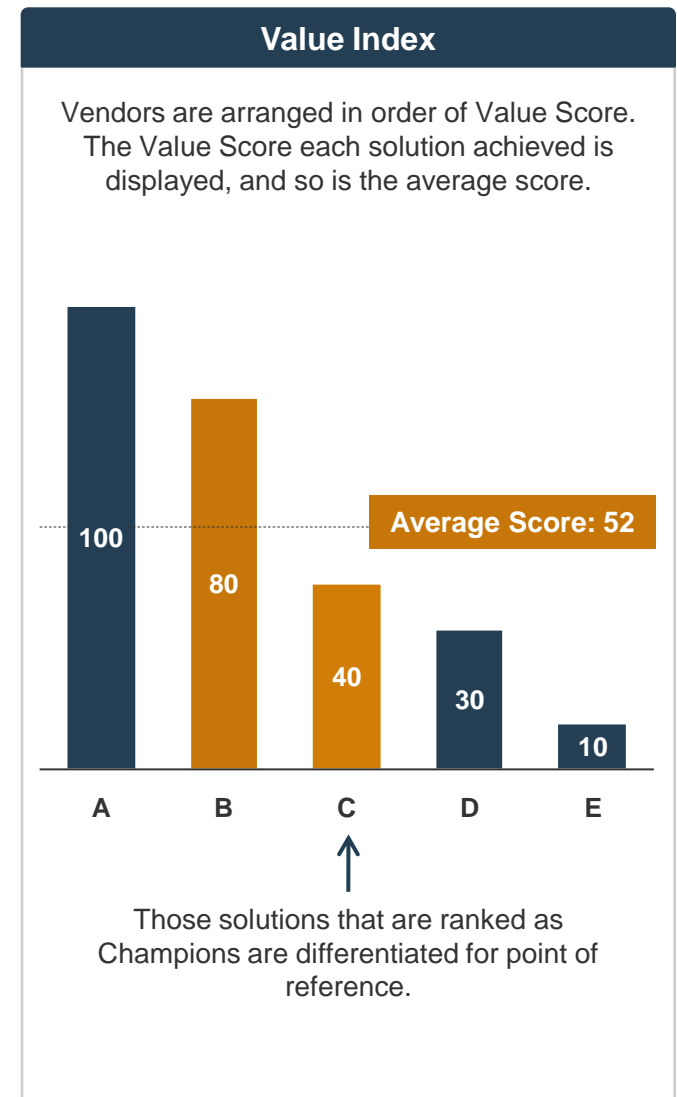
Information Presentation – Value Index

Info-Tech's Value Index is an indexed ranking of solution value per dollar as determined by the Raw scores assigned to each criteria (for information on how Raw scores are determined, see Vendor Landscape Methodology: Scoring, above).

Value scores are calculated as follows:

1. The Affordability criterion is removed from the overall Product score and the remaining Product score criteria (Features, Usability, Architecture) are reweighted so as to retain the same weightings relative to one another, while still summing to 100%. For example, if all four Product criteria were assigned base weightings of 25%, for the determination of the Value score, Features, Usability, and Architecture would be reweighted to 33.3% each to retain the same relative weightings while still summing to 100%.
2. A sum-product of the weighted Vendor criteria scores and of the reweighted Product criteria scores is calculated to yield an overall Vendor score and a reweighted overall Product score.
3. The overall Vendor score and the reweighted overall Product score are then summed, and this sum is multiplied by the Affordability Raw score to yield an interim Value score for each solution.
4. All interim Value scores are then indexed to the highest performing solution by dividing each interim Value score by the highest interim Value score. This results in a Value score of 100 for the top solution and an indexed Value score relative to the 100 for each alternate solution.
5. Solutions are plotted according to Value score, with the highest score plotted first, and all remaining scores plotted in descending numerical order.

Where pricing is not provided by the vendor and public sources of information cannot be found, an Affordability Raw score of zero is assigned. Since multiplication by zero results in a product of zero, those solutions for which pricing cannot be determined receive a Value score of zero. Since Info-Tech assigns a score of zero where pricing is not available, it is always in the vendor's best interest to provide accurate and up to date pricing. In the event that insufficient pricing is available to accurately calculate a Value Index Info-Tech will omit it from the Vendor Landscape.



Vendor Landscape Methodology:

Information Presentation – Price Evaluation: Large Enterprise

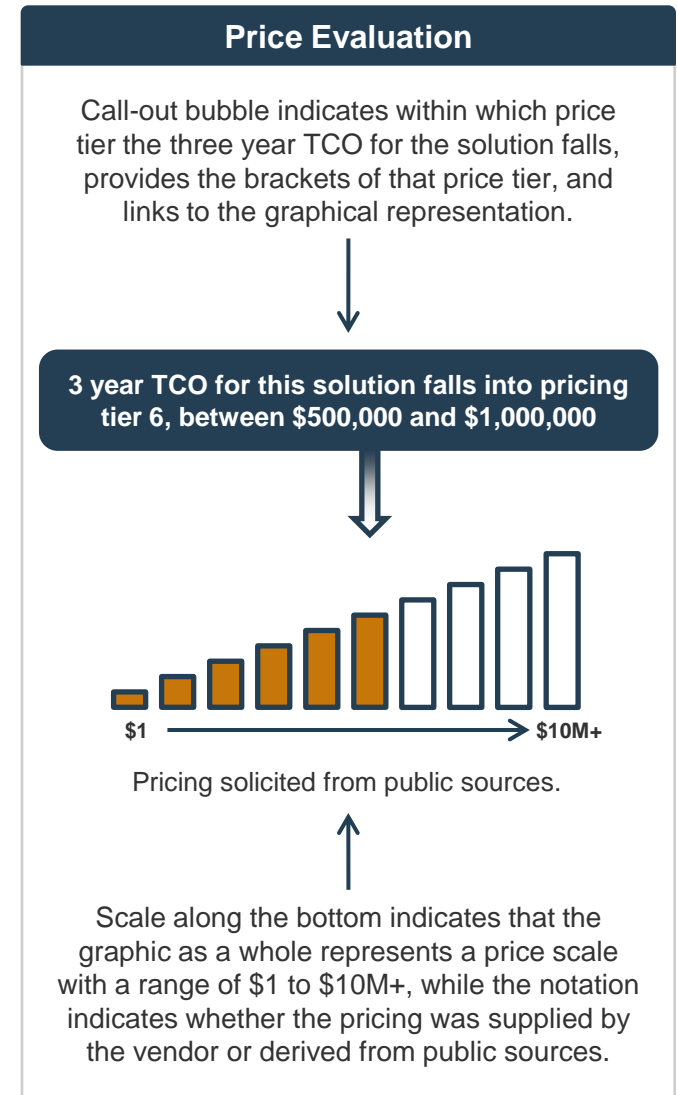
Info-Tech's Price Evaluation is a tiered representation of the three year Total Cost of Ownership (TCO) of a proposed solution. Info-Tech uses this method of communicating pricing information to provide high-level budgetary guidance to its end-user clients while respecting the privacy of the vendors with whom it works. The solution TCO is calculated and then represented as belonging to one of ten pricing tiers.

Pricing tiers are as follows:

1. Between \$1 and \$25,000
2. Between \$25,000 and \$50,000
3. Between \$50,000 and \$100,000
4. Between \$100,000 and \$250,000
5. Between \$250,000 and \$500,000
6. Between \$500,000 and \$1,000,000
7. Between \$1,000,000 and \$2,500,000
8. Between \$2,500,000 and \$5,000,000
9. Between \$5,000,000 and \$10,000,000
10. Greater than \$10,000,000

Where pricing is not provided, Info-Tech makes use of publicly available sources of information to determine a price. As these sources are not official price lists, the possibility exists that they may be inaccurate or outdated, and so the source of the pricing information is provided. Since Info-Tech publishes pricing information regardless of vendor participation, it is always in the vendor's best interest to supply accurate and up to date information.

Info-Tech's Price Evaluations are based on pre-defined pricing scenarios (see Product Pricing Scenario, below) to ensure a comparison that is as close as possible between evaluated solutions. Pricing scenarios describe a sample business and solicit guidance as to the appropriate product/service mix required to deliver the specified functionality, the list price for those tools/services, as well as three full years of maintenance and support.



Vendor Landscape Methodology: Information Presentation – Scenarios

Info-Tech's Scenarios highlight specific use cases for the evaluated solution to provide as complete (when taken in conjunction with the individual written review, Vendor Landscape, Criteria Scores, Feature Ranks, and Value Index) a basis for comparison by end-user clients as possible.

Scenarios are designed to reflect tiered capability in a particular set of circumstances. Determination of the Scenarios in question is at the discretion of the analyst team assigned to the research project. Where possible, Scenarios are designed to be mutually exclusive and collectively exhaustive, or at the very least, hierarchical such that the tiers within the Scenario represent a progressively greater or broader capability.

Scenario ranking is determined as follows:

1. The analyst team determines an appropriate use case.
For example:
 - Clients that have multinational presence and require vendors to provide four hour onsite support.
2. The analyst team establishes the various tiers of capability.
For example:
 - Presence in Americas
 - Presence in EMEA
 - Presence in APAC
3. The analyst team reviews all evaluated solutions and determines which ones meet which tiers of capability.
For example:
 - Presence in Americas – Vendor A, Vendor C, Vendor E
 - Presence in EMEA – Vendor A, Vendor B, Vendor C
 - Presence in APAC – Vendor B, Vendor D, Vendor E
4. Solutions are plotted on a grid alphabetically by vendor by tier. Where one vendor is deemed to be stronger in a tier than other vendors in the same tier, they may be plotted non-alphabetically.
For example:
 - Vendor C is able to provide four hour onsite support to 12 countries in EMEA while Vendors A and B are only able to provide four hour onsite support to eight countries in EMEA; Vendor C would be plotted first, followed by Vendor A, then Vendor B.

Analysts may also elect to list only the most Exemplary Performers for a given use-case. One to three vendors will appear for each of these purchasing scenarios with a brief explanation as to why we selected them as top-of-class.

Vendor Landscape Methodology: Information Presentation – Vendor Awards

At the conclusion of all analyses, Info-Tech presents awards to exceptional solutions in three distinct categories. Award presentation is discretionary; not all awards are extended subsequent to each Vendor landscape and it is entirely possible, though unlikely, that no awards may be presented.

Awards categories are as follows:

- **Champion Awards** are presented to those solutions, and only those solutions, that land in the Champion zone of the Info-Tech Vendor Landscape (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, above). If no solutions land in the Champion zone, no Champion Awards are presented. Similarly, if multiple solutions land in the Champion zone, multiple Champion Awards are presented.
- **Trend Setter Awards** are presented to those solutions, and only those solutions, that are deemed to include the most original/inventive product/service, or the most original/inventive feature/capability of a product/service. If no solution is deemed to be markedly or sufficiently original/inventive, either as a product/service on the whole or by feature/capability specifically, no Trend Setter Award is presented. Only one Trend Setter Award is available for each Vendor Landscape.
- **Best Overall Value Awards** are presented to those solutions, and only those solutions, that are ranked highest on the Info-Tech Value Index (see Vendor Landscape Methodology: Information Presentation – Value Index, above). If insufficient pricing information is made available for the evaluated solutions, such that a Value Index cannot be calculated, no Best Overall Value Award will be presented. Only one Best Overall Value Award is available for each Vendor Landscape.

Vendor Awards



Info-Tech's **Champion Award** is presented to solutions in the Champion zone of the Vendor Landscape.



Info-Tech's **Trend Setter Award** is presented to the most original/inventive solution evaluated.



Info-Tech's **Best Overall Value Award** is presented to the solution with the highest Value Index score.

Vendor Landscape Methodology: Fact Check & Publication

Info-Tech takes the factual accuracy of its Vendor Landscapes, and indeed of all of its published content, very seriously. To ensure the utmost accuracy in its Vendor Landscapes, we invite all vendors of evaluated solutions (whether the vendor elected to provide a survey and/or participate in a briefing or not) to participate in a process of Fact Check.

Once the research project is complete and the materials are deemed to be in a publication ready state, excerpts of the material specific to each vendor's solution are provided to the vendor. Info-Tech only provides material specific to the individual vendor's solution for review encompassing the following:

- All written review materials of the vendor and the vendor's product that comprise the evaluated solution.
- Info-Tech's Criteria Scores / Harvey Balls detailing the individual and overall Vendor / Product scores assigned.
- Info-Tech's Feature Rank / Stop Lights detailing the individual feature scores of the evaluated product.
- Info-Tech's Raw Pricing for the vendor either as received from the vendor or as collected from publicly available sources.
- Info-Tech's Scenario ranking for all considered scenarios for the evaluated solution.

Info-Tech does not provide the following:

- Info-Tech's Vendor Landscape placement of the evaluated solution.
- Info-Tech's Value Score for the evaluated solution.
- End-user feedback gathered during the research project.
- Info-Tech's overall recommendation in regard to the evaluated solution.

Info-Tech provides a one-week window for each vendor to provide written feedback. Feedback must be corroborated (be provided with supporting evidence), and where it does, feedback that addresses factual errors or omissions is adopted fully, while feedback that addresses opinions is taken under consideration. The assigned analyst team makes all appropriate edits and supplies an edited copy of the materials to the vendor within one week for final review.

Should a vendor still have concerns or objections at that time, they are invited to a conversation, initially via email, but as required and deemed appropriate by Info-Tech, subsequently via telephone, to ensure common understanding of the concerns. Where concerns relate to ongoing factual errors or omissions they are corrected under the supervision of Info-Tech's Vendor Relations personnel. Where concerns relate to ongoing differences of opinion they are again taken under consideration with neither explicit nor implicit indication of adoption.

Publication of materials is scheduled to occur within the six weeks immediately following the completion of the research project, but does not occur until the Fact Check process has come to conclusion, and under no circumstances are "pre-publication" copies of any materials made available to any client.

Product Pricing Scenario

An enterprise manufacturer/retailer with corporate offices on the US west coast, east coast, and Ireland is looking to implement a centrally managed project portfolio management solution.

The expected solution capabilities are as follows:

- 1,000 primary/full users servicing a population of 10,000 who need to have access to project and portfolio reports through an end-user intranet/portal.
- License + Maintenance and/or SaaS service fees for the first **three** years of the deal, including typical professional services/consulting costs related to the deployment and any typical engagements over the first three years.
- If the solution being quoted is a SaaS solution, the cost of additional storage should be included, if applicable.
- Top-level support services should include all implementation support, ongoing support, and documentation.