

# Market Analysis

Business Needs and  
Technology Solutions  
For Digital  
Transformation and  
Process Orchestration



# Aspects of this Analysis

- a) List of Capabilities across all systems
- b) Vendor Marketscope
- c) Categories of buyer needs
- d) Vendors in the market by capability
- e) Associated Technologies for Strategy Execution
- f) Example Side by Side Vendor Analysis






























List of Capabilities  
across all systems

# List of Capabilities In This Assessment Relating To Digital Transformation Software's

- Access Controls/Permissions
- Access Management
- Activity Dashboard
- Activity Tracking
- Ad hoc Analysis
- Ad hoc Query
- Ad hoc Reporting
- AI/Machine Learning
- Alerts/Notifications
- APIs
- Approval Process Control
- As-is vs to-be process comparison
- Audit Management
- Audit trail
- Automation
- Automation Assessment
- Automation Opportunity Management
- Automation recommendations
- Benchmarking
- Best practice comparison
- Best practice process repository
- BPMS integration
- Business Architecture
- Business case creation
- Business Mining/Resourcing
- Business model design incl. BMC, operating models
- Business Process Automation
- Business Process Control
- Calendar Management
- Capability Model
- Central process repository
- Charting
- Client & partner workspaces/libraries
- Cloud-based ind. s subscription licensing
- Collaboration Tools
- Comments
- Compliance evidence
- Compliance Management
- Compliance Tracking
- Configurable Workflow
- Consulting Toolkit
- Content Management
- Contextual help
- CRM
- Customer journey mapping
- Customizable Branding
- Customizable Dashboard
- Customizable Fields
- Customizable Forms
- Customizable Reports
- Customizable Templates
- Dashboard Creation
- Data Blending
- Data Capture and Transfer
- Data Connectors
- Data Discovery
- Data Extraction
- Data Import/Export
- Data Management
- Data Mapping
- Data Migration
- Data model
- Data Storage Management
- Data Synchronization
- Data Transformation
- Data Visualization
- Database Support
- Decision Model & Notation (DMN)
- Demand Forecasting
- Digital Twin Enabler
- Document Management
- Document Storage
- Documentation incl. reqs, policies, procedures, work instructions,
- training material
- Drag & Drop
- Email Management
- End-to-end business process modeling
- Enterprise Business Process Analysis
- Event log mining (CSV, XLS, MXML, XES, Etc.)
- Evidence compliance
- Forecasting
- Forms Management
- Geographic Maps
- Governance Risk & Compliance
- Graphical Workflow Editor
- Integration to Automation
- Integrations with BPM/RPA/Intelligent Automation
- Intelligent Automation (Decision/Microservices/etc.)
- IP Management
- iPaaS
- Kanban
- Key Performance Indicators
- Knowledge Sharing
- Lean Value Streams
- Manual process capture
- Master Data incl. locations, systems, people
- Metadata Management
- Metrics incl. cost, time, FTE etc.
- Mobile Access
- Model creation
- Modeling & Simulation
- Monitoring
- Multi-language support
- Multi-level process modeling
- Multi-Model Capability
- Multiple Data Sources
- Multi-vertical/industry best practice
- Natural Language Search
- No-Code
- Off-the-shelf and custom reports and dashboards incl. performance metrics, KPIs,
- OLAP
- On-premise
- Operating Models
- Opportunity identification (e.g. RPA, best practice, standardization)
- Opportunity Management
- Org charts
- Performance Management
- Performance Metrics
- Planning incl. t-maps, RACI
- Policies and procedures
- Portals ind. content publishing, quizzes, surveys,
- Predictive Analytics
- Prioritization
- Process Analytics
- Process App Store
- Process capture forms
- Process Change Tracking
- Process comparison
- Process compliance checking
- Process Control
- Process Design
- Process documentation
- Process management engine (BPM)
- Process Mapping
- Process Mining
- Process Modeling
- Process Monitoring
- Process Visualization
- Profitability Analysis
- Progress Tracking
- Project Time Tracking
- Project Workflow
- Projections
- Publishing/ Sharing
- Query Builder
- RACI
- Rapid Process capture forms
- Real Time Analytics
- Real Time Data
- Real Time Monitoring
- Real Time Notifications
- Real Time Reporting
- Real-time Updates
- Relational Display
- Reporting/Analytics
- Risk documentation & process repository
- Risk event recording
- Risk framework
- Risk management
- Role-Based Permissions
- RPA (In-App)
- Rules-Based Workflow
- SaaS
- Sales Trend Analysis
- Scenario Modeling
- Scenario Simulation
- Scheduled / Automated Reports
- Scheduled Mining (Connector, API, ODBC, Etc.)
- Scorecards
- Search/Filter
- Secure Data Storage
- Self-service Analytics
- Sentiment Analysis
- Single Sign On
- Solution taxonomy (flexible)
- Stakeholder review, comment & approval
- Standards-based incl. BPMN, XML
- Storytelling
- Strategic Planning
- Strategy to execution (linking models to processes)
- Survey
- Task Management
- Task Mining
- Task Mining Ingestion
- Task Planning
- Task Progress Tracking
- Task Scheduling
- Template Management
- Templates
- Text-to-diagram
- Third Party Integrations
- T-Maps
- To-dos, notifications, alerts
- Training materials
- Trend / Problem Indicators
- Trend Analysis
- User Management
- User stories / Requirements
- Verification
- Version Control
- Visual Analytics
- Visual Discovery
- Visual simulation
- Visual Workflow Management
- Website Analytics
- White label option
- Whiteboard tool
- Widgets
- Wizards
- Work instructions
- Workflow Configuration
- Workflow Management

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Vendor Marketscope  
within Categories  
assessed

Software Categories	Digital Twin/Data Visualisation Business Operating Model	RPA Intelligent Automation	Process Modelling Performance Analysis	Enterprise Architecture	Process Mining Process Intelligence
Systems Positioning By Vendor	   	     	     	    	     
Tool Capabilities	<ul style="list-style-type: none"> <li>✓ Process Mining</li> <li>✓ Business Modeling</li> <li>✓ Business Architecture</li> <li>✓ Target Operating Model</li> <li>✓ Simulation Tools</li> <li>✓ Scenario Modeling</li> <li>✓ Risk and Compliance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Natural Language Processing</li> <li>✓ Document Processing</li> <li>✓ RPA</li> <li>✓ Intelligent Automation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Process Mapping</li> <li>✓ Process Modeling</li> <li>✓ Process Import</li> <li>✓ Documentation</li> <li>✓ Process Visualization</li> <li>✓ Process Insight</li> </ul>	<ul style="list-style-type: none"> <li>✓ Architecture Governance</li> <li>✓ Architecture Framework</li> <li>✓ Documentation Artifacts</li> <li>✓ Architecture Repository</li> <li>✓ Associated Best Practices</li> </ul>	<ul style="list-style-type: none"> <li>✓ Process Discovery</li> <li>✓ Process Monitoring</li> <li>✓ Process Optimization</li> </ul>
Categories each solution is classified in	Enterprise Business Process Analysis, Business Transformation Platform	Robotic Process Automation, Intelligent Automation, Document Processing, RPA-a-a-S	Business Process Analysis, Mapping and Modeling, Business Architecture, Business Process Management	Enterprise Architecture	Business Process Management, Business Intelligence Software, Data Analysis Software
Wikipedia Definition	A Digital Twin of an Organisation is a dynamic model of any organization that relies on operational and/or other data to visualize how an organization operationalizes	Robotic Process Automation (RPA) is a form of business process automation technology utilizing software robots and/or artificial intelligence /digital workers to automate repeatable tasks typically carried out by humans.	Process mapping and modeling is the graphical representation of business processes, experiences or workflows in detail and in the context of business operations.	Enterprise architecture (EA) is the modeling and management of the Organizational, Business, Information, Application and Technology Architectures. Supporting the definition of governing principles and business strategy.	Process mining is a technique designed to discover, monitor and improve real processes (i.e., not assumed processes) by extracting readily available knowledge from the event logs of information systems.
Analyst Report*	Gartner Market Guide for Technologies Supporting a DTO	IDC MarketScape: RPA	The Forrester Wave: Process Mining, Modeling, And Documentation	The Forrester Wave: Enterprise Architecture	Gartner Market Guide for Process Mining

\*Analyst reports cannot be shared via email, internet posting, or other external information storage & retrieval systems.



# Categories of buyer needs

# Digital Twin

## What are the requirements that cover this area

- Organisation is exhibiting, or needs, to change.
- A means of getting operational performance information into the twin.
- Service resilience is important to the success of the operation.
- Alignment of organisations customer/client interactions and/to internal operations

## What client problems is technology there to solve

- Getting visibility of how the operation works today.
- Mitigating the risk of service delivery specially when the operation is subject to change (whether from external factors or internal transformation).
- Understanding the impact of the change based on real life understanding of the operation.
- Achieving consensus on the need for, and extent of, operational change.
- Mitigating the unintended connected consequences of change.

## What are the expected outcomes from implementation of a technology solution

- Greater operational resilience.
- Faster and more certain benefit realisation from a transformation of the operation.
- More organisational cohesion as multiple stakeholders can more easily visualise the impact of changes.
- Process simulation and modelling of different outcomes is enabled.
- More best practices used reducing the cost of the operation.

## What are the critical success factors that can be measured after implementation

- Operational changes based on real life rather than assumed metrics.
- Improved and lower cost interactions between the organisation and its customers.
- Ability to compare current operation with best practices to identify gaps and resulting benefits of addressing them.
- “Improvement opportunity management” processes are industrialised.

**Additional Components:** dynamic models, API integrations, ROI calculator, automated documentation, future-state simulation, master-data model, scenario modeling, risk management...



# RPA / Intelligent Automation

## What are the requirements that cover this area

- High volume of rule based transactions (consuming material amounts of resource)
- Documented business rules.
- Low exception rates in processes.
- Understood process logic.
- Ability to structure the input data to the process

## What client problems is technology there to solve

- Reduce the end to end process time.
- Increase the reliability of the process (less variance).
- Release capacity of human workforce through automation.
- Automate high volume transactions
- Leverage digital across process pathways.
- Eliminate bottlenecks in processes.
- Leverage legacy systems in collaboration with Digital.

## What are the expected outcomes from implementation of a technology solution

- Reduced cost (unit costs and TCO should both come down).
- Improved processing times.
- Increased customer satisfaction.
- Increased employee engagement (removing the mundane activities from their day).
- Reduced error rates.
- Improved regulatory compliance.
- Rapid ROI.

## What are the critical success factors that can be measured after implementation

- More resilient, reliable and lower cost operation.
- New processes implemented with greater speed and control (provided there is an automation Centre of Excellence enabled with the correct tooling).
- Workarounds, exceptions and bottlenecks exposed for remediation.

# Process Modelling

## What are the requirements that cover this area

- Materials to support the onboarding and training of staff'.
- Client/Customer Journey Modelling.
- Need to maintain operational definitions for good practice, compliance and regulatory obligations.

## What client problems is technology there to solve

- Documenting the operational processes so that:
  - controls and compliance audits can be performed.
  - continuous improvement teams have the information needed.
  - requirements for new systems can be defined.
- Improve service performance (cost, satisfaction, risk etc) within existing.
- Manual workarounds that have become custom and practice and never been systemised.

## What are the expected outcomes from implementation of a technology solution

- Unified view of processes.
- Provides the basis for reducing cost and improving efficiency by implementing:
  - workflow and other tools.
  - standard and best practice processes.
- Improved reliability through reduced variance in processes.
- Opportunities to identify initiatives to reduce processing time reduction.
- Improved compliance from having through process documentation.

## What are the critical success factors that can be measured after implementation

- Foundations for changes to or new implementations of supporting IT systems.
- Standardised processes and ways of working.
- Tactical interventions enabled for short term wins.
- Cross functional team alignment.

**Additional Components:** ERP/CRM implementation, custom development, customer journey, operational excellence, harmonization & standardization, digital business planning and execution, business reorganization/transformation, auditing and compliance checking, training

# Enterprise Architecture

## What are the requirements that cover this area

- Not having enough visibility or information in a format that supports decision making.
- Misalignment of the IT that supports an operation – systems of engagement, systems of record and any enabling technologies.
- Need to understand the landscape so that resilience can be maintained, systems are replaced before end of life and new operational processes are supported.

## What client problems is technology there to solve

- Documenting the IT supporting the operational processes so that:
  - controls and compliance audits can be performed.
  - implications of process improvements can be understood.
  - infrastructure requirements can be understood.
- Managing the risk to the operational performance from IT changes (and or business as usual maintenance)

## What are the expected outcomes from implementation of a technology solution

- Improves organizational cohesion as everyone can understand the technology landscape.
- Reduces risk, assures resilient growth of the organization.
- Lowers total cost of service ownership - increases reuse of existing systems (and components) – reduces duplication of effort and services.
- Enables faster operational change as systems affected are easily identified.
- Improves operational performance as infrastructure needs can be optimized.

## What are the critical success factors that can be measured after implementation

- Consolidation of systems and virtualisation of infrastructure.
- Better support to the business from faster impact analysis on change.
- IT systems and infrastructure impact on operational performance is understood.

# Process Mining

## What are the requirements that cover this area

- Not understanding the root cause of process issues
- Unexpected events occurring in business processes
- Need to understand negative trends over time
- Need to implement governance and compliance over processes

## What client problems is technology there to solve

- Affordably baselining the current processes.
- Understand the true nature of business processes (financial and non financial) and how effective processes are.
- Understand throughput, time, rework, duration, cost, quality, risks, opportunities, and number of operations of processes.
- Process conformance and benchmarking.
- RPA opportunity assessment.
- Continuous improvement & monitoring.

## What are the expected outcomes from implementation of a technology solution

- Fact based decision making and the application of algorithms.
- Quantitive metrics for effectiveness and controls.
- Anomaly and fraud detection from the evaluation of process data.
- Graphical and documentation based representation of processes.
- Evidence for process improvement, optimisation and automation.

## What are the critical success factors that can be measured after implementation

- User activity data and time metrics from data sources.
- Electronic and Manual process steps gathered and represented for analysis.
- Simplification over extended processes which run across multiple systems of source data.
- Mining information can be provided to enable automated assessment of process maturity against best practice (feeding the Digital Twin).

**Additional Components:** process discovery, conformance checking, process enhancement, task mining, business mining, manual process discovery, connectors

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Vendors in the  
market by capability

	 BusinessOptix	 Bizagi	 BIZZdesign	 Celonis	 IBM	 iGrafX	 Lucid Charts	 Mavim	 Visio	 Signavio	 Software AG
Process Mining	✓	-	-	✓	✓	-	-	✓	-	✓	✓
Process Modeling	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓
Multi-Model Capability	✓	-	✓	-	-	✓	✓	✓	✓	✓	✓
Scenario Modeling & Simulation	✓	-	-	✓	-	✓	-	-	-	-	✓
Process Documentation	✓	✓	-	-	✓	-	-	-	-	✓	-
Work Instructions	✓	✓	-	-	✓	-	-	-	-	✓	-
Governance, Risk & Compliance	✓	-	-	-	-	✓	-	✓	-	-	✓
Collaboration	✓	✓	✓	✓	-	-	✓	✓	✓	✓	✓
Planning & Analysis	✓	-	✓	✓	-	-	-	✓	-	✓	-
Task Mining	-	-	-	✓	✓	-	-	-	-	-	-
BPM tool	-	✓	-	-	-	-	-	-	-	✓	✓
Digital Twin Enabler	✓	-	✓	✓	-	✓	-	✓	-	✓	✓
Gartner Peer Review	4.8	4.1	4.5	4.6	4.2	4.7	N/A	4.7	4.5	4.6	4.0







Associated  
Technologies for  
Strategy Execution

# List of Capabilities In This Assessment Relating To Strategy Execution Software's

➤ "What If" Scenarios	➤ Business Process Control	➤ Currency Conversion	➤ Expense Claims & Tracking	➤ Lead Generation	➤ Project Estimating	➤ Scorecards
➤ @mentions	➤ CAD CAM Data Mapping	➤ Customer Engagement	➤ Expense Management	➤ Meeting Notes	➤ Project Management	➤ Search/Filter
➤ 360 Degree Feedback	➤ Calendar Management	➤ Customer History	➤ Fee Management	➤ Meeting Preparation Tools	➤ Project Planning & Scheduling	➤ Secure Data Storage
➤ AB Testing	➤ Calendar Sync	➤ Customer Segmentation	➤ Feedback Management	➤ Meeting Room Booking	➤ Project Templates	➤ Self-Service Portal
➤ Access Controls/Permissions	➤ Campaign Analytics	➤ Customisable Branding	➤ File Management	➤ Messaging	➤ Project Time Tracking	➤ Self-Service Reporting
➤ Account Reconciliation	➤ Campaign Management	➤ Customisable Dashboard	➤ File Sharing + File Transfer	➤ Mileage Tracking	➤ Project Tracking	➤ Sentiment Analysis
➤ Accounting	➤ Campaign Planning	➤ Customisable Forms	➤ Financial Analysis	➤ Milestone Tracking	➤ Project Workflow	➤ Single Sign On
➤ Accounting Integration	➤ Campaign Scheduling	➤ Customisable Reports	➤ Financial Management	➤ Mobile Access + Alerts	➤ Projections	➤ Skills Tracking
➤ Accounts Payable	➤ Campaign Segmentation	➤ Customisable Templates	➤ Fixed Asset Management	➤ Mobile Approvals	➤ Proposal Generation	➤ Spend Performance Mgt.
➤ Accounts Receivable	➤ Capacity Management	➤ Customizable Fields	➤ For Capital Projects Industry	➤ Mobile Receipt Upload	➤ Purchase Order Management	➤ Spend Approval & Management
➤ Action Item Tracking	➤ Case Management	➤ Dashboard Creation	➤ For IT Project Management	➤ Modeling & Simulation	➤ Qualitative Analysis	➤ Spend Analysis & Spend Control
➤ Active Directory Integration	➤ Cash Flow Management	➤ Data Import/Export	➤ Forecasting	➤ Monitoring	➤ Quantitative Analysis	➤ Spreadsheet View
➤ Activity Dashboard	➤ Cash Management	➤ Data Security	➤ Forms Management	➤ Multi-Account Management	➤ QuickBooks Integration	➤ SSL Security
➤ Activity Tracking	➤ Categorisation/Grouping	➤ Data Visualisation	➤ Forum / Discussion Board	➤ Multi-Company Multi-Currency	➤ Quotes/Estimates	➤ Staff Calendar
➤ Activity Feed	➤ Change Management	➤ Database Creation	➤ Fraud Detection	➤ Multi-Department/Project	➤ Real Time Analytics + Data	➤ Status Tracking
➤ Ad hoc Analysis + Reporting	➤ Change Order Management	➤ Deadline Management	➤ Gantt Roll Up	➤ Multi-Language	➤ Real Time Editing	➤ Strategic Planning
➤ Agile Methodologies	➤ Channel Management	➤ Dependency Tracking	➤ Gantt/Timeline View	➤ Multi-Location	➤ Real Time Monitoring	➤ Subcontractor Management
➤ Alerts/Notifications	➤ Chart of accounts	➤ Discussions / Forums	➤ General Ledger Integration	➤ Multiple Data Sources	➤ Real Time Notifications	➤ Supplier Management
➤ API	➤ Charting	➤ Document Generation	➤ GIS Mapping	➤ Multiple Projects	➤ Real Time Reporting	➤ Supports Agile
➤ Application Encryption	➤ Chat/Messaging	➤ Document Management	➤ Goal Management	➤ Negative Budget Management	➤ Real-time Updates	➤ Supports Scrum
➤ Approval Process Control	➤ Click Tracking	➤ Document Markup	➤ Goal Setting / Tracking	➤ Office Suite Integration	➤ Receipt Management	➤ Surveys & Feedback
➤ Approval Workflow	➤ Client Management	➤ Document Storage	➤ Graphical Workflow Editor	➤ Offline Access	➤ Recording	➤ Target Value Delivered
➤ Archiving & Retention	➤ Client Portal	➤ Document Templates	➤ Guest Access	➤ Overrun Reporting	➤ Recurring Appointments	➤ Task Board View
➤ Asset Management	➤ Code Maintenance	➤ Drag & Drop	➤ Idea Management & Ranking	➤ Parent Task	➤ Recurring Tasks	➤ Task Editing/Updating
➤ Assignment Management	➤ Code Repository Integration	➤ Drawings Integration	➤ Ideation / Crowdsourcing	➤ Partner Portal	➤ Recurring/Subscription Billing	➤ Task Management
➤ Audit Management	➤ Collaboration Tools Integration	➤ Drip Campaigns	➤ Image Library	➤ Payroll Management	➤ Reimbursement Management	➤ Task Planning
➤ Audit Trail	➤ Colour Codes/Icons	➤ Due Date Tracking	➤ Import Tasks	➤ Percent-Complete Tracking	➤ Reminders	➤ Task Progress Tracking
➤ Automated Publishing	➤ Commenting/Notes	➤ Earned Value Management	➤ Incident Reporting	➤ Performance Appraisal	➤ Reporting/Project Tracking	➤ Task Scheduling
➤ Automated Scheduling	➤ Commercial	➤ Electronic Payments	➤ Include Photos In Reports	➤ Performance Management	➤ Request Management	➤ Team Management
➤ Backlog Management	➤ Communication Management	➤ Electronic Signature	➤ Income & Balance Sheet	➤ Performance Metrics	➤ Requirements Management	➤ Template Management
➤ Bid Management	➤ Compliance Management	➤ Email Templates	➤ Inspection Management	➤ Permit Management	➤ Rescheduling Management	➤ Templates
➤ Billable Items Tracking	➤ Compliance Tracking	➤ Email-to-Project Updates	➤ Inter Project Dependencies	➤ Photo Management	➤ Resource Allocation	➤ Testing/QA Management
➤ Billing & Invoicing	➤ Configurable Workflow	➤ Embedded User Training	➤ Inventory Management	➤ Planning & Zoning	➤ Resource Planning	➤ Third Party Integrations
➤ BIM Data Mapping	➤ Consolidation/Roll-Up	➤ Employee Activity Monitoring	➤ Invoice Management	➤ Planning Tools	➤ Resource Management	➤ Time & Expense Tracking
➤ Brainstorming	➤ Construction Breakdowns	➤ Employee Database Directory	➤ Invoice Processing	➤ PLM Data Mapping	➤ Resource Request	➤ Time Zone Tracking
➤ Brand Tracking	➤ Contact Database	➤ Employee Management	➤ Issue Management	➤ Policy Management	➤ Resource Scheduling	➤ Timeline Management
➤ Breakout Rooms	➤ Contact Management	➤ Employee Onboarding	➤ Issue Tracking	➤ Portfolio Management	➤ Retrospectives Management	➤ Timesheet Management
➤ Budget Control	➤ Contract/License Management	➤ Employee Portal	➤ Job Costing + Job Management	➤ Post Scheduling Analysis	➤ RFi & Submittals	➤ To-Do List
➤ Budget Management	➤ Contractor Management	➤ Employee Profiles	➤ Job Scheduling + Job Tracking	➤ Predictive Analytics	➤ Risk Management	➤ Traditional Methodologies
➤ Budget Tracking/Job Costing	➤ Conversion Rate Optimisation	➤ Engagement Tracking	➤ Kanban Board	➤ Product Road Mapping	➤ Road Mapping	➤ Trend Analysis
➤ Budgeting/Forecasting	➤ Conversion Tracking	➤ Equipment Maintenance	➤ Key Performance Indicators	➤ Productivity Analysis	➤ Role-Based Permissions	➤ Utilisation Reporting
➤ Bug Tracking	➤ Cost Book	➤ Equipment Planning	➤ Knowledge Base Management	➤ Profit/Loss Statement	➤ Rules-Based Workflow	➤ Visual Workflow Management
➤ Bug/Issue Capture	➤ Cost Estimating	➤ Equipment Tracking	➤ Knowledge Management	➤ Programme Management	➤ SaaS or OnPrem Deployment	➤ Virtual Workgroups/Teams
➤ Business Process Automation	➤ Cost Recovery	➤ ERP Integration	➤ KPI Monitoring	➤ Progress Reports	➤ Sales Revenue Forecasting	➤ Web Forms
	➤ Create Subtasks	➤ Estimating	➤ Land Planning	➤ Progress Tracking	➤ Scenario Planning	➤ Work Order Management
	➤ Credit Card Management	➤ Event Triggered Actions	➤ Lead Capture	➤ Project Accounting	➤ Scheduling	➤ Workflow Configuration



Software Categories	PPM Systems	Project Management	Work Management	Agile Work Execution
Systems Positioning By Vendor				
Use Case	Project, Program & Portfolio Management	Project Management	Agile Project Management	Application Development
Key Features requiring Management & Reporting for product selection	<p>Project Demand, Project Time, Project Resource, Project Portfolio, Project Collaboration, Programs &amp; Strategic Portfolio, Workflow &amp; Knowledge Items</p>	<p>Selection is based on the core system capabilities which come from a separate domain (e.g. Finance or Engineering) of which the Project Management capability is a bolt on feature).</p>	<p>Development Backlog, Epic Forecasting, Product Road Mapping, Release Forecasting, DevOps Pipeline</p>	<p>Test Management, User Stories, Lean, Kanban, Small projects, Sprints, Scrum, Software Development,</p>
Categories each solution is classified in	<p>PPM: Project &amp; Portfolio Management SPM: Strategic Portfolio Management P3M: Enterprise Portfolio Management PSA: Professional Services Automation Construction &amp; Engineering Management</p>	<p>Project Based ERP Project Controls</p>	<p>Enterprise Agile Planning Project Management Software</p>	<p>Enterprise Agile Planning Social Software, Project Management Software Product &amp; Road Mapping tools</p>
What each system is	<p>PPM software is used by business and industry leaders, as well as PMOs to manage project portfolios using data that is rolled up from Projects (with and from other systems)</p>	<p>A project Management capability which is embedded in a system that serves a specific purpose</p>	<p>Typically cloud-based products that connects to multiple other tools to give insight into the state of play for all of the development teams in an organisation</p>	<p>Tools used for bug tracking, issue tracking, and software development project management. The basic use of this tool is to track issue and bugs related to your software and Mobile apps and projects to develop them.</p>



Example Side by  
Side Vendor Analysis

# BusinessOptix + Signavio: Buying Requirements



# BusinessOptix + Signavio: Side by side feature comparison for Digital Twin.

← Features Across the Digital Twin Lifecycle →

Discover	
Green	Process Modelling (BPMN)
Green	Process Mining
Red	Mining agnostic
Yellow	Stencils
Red	Rapid Process Discovery
Red	Forms
Green	Documentation
Red	Requirement Management
Red	Templates
Green	Import
Green	RACI

Analyse	
Yellow	Simulation (Modelling)
Green	Insights
Red	Consulting Toolkits
Red	IP Management
Red	Compare: Best Practice
Yellow	Compare: Standard
Red	Benchmarking
Red	Document Analysis (NLP)
Red	Process Toolkits
Red	Lean Value Mapping
Green	Customer Journey

Design	
Yellow	Transform (As Is -To Be)
Green	Business Case
Green	Business Architecture
Yellow	Op Model;
Red	BMC & more
Green	Org. Charts;
Red	Data Models (ERD)
Yellow	Opportunity Management
Green	Scenario Modelling
Red	Capability Modelling
Yellow	EA (Archimate)

Deliver	
Red	T-Maps
Red	PPM
Green	Dashboards
Red	SOP (incl. Assessments)
Green	Model Governance
Green	Integrations: BPM/PPM etc
Green	Process Repository
Grey	Client/Partner Libraries
Green	Stakeholder Engagement
Green	Export
Red	Kanban

Optimize	
Red	GRC
Yellow	Compliance
Yellow	Audit Management
Yellow	DTO
Red	Target Operating Model
Red	Policy Management
Yellow	CXO Dashboard
Red	Live insight w workbooks

Code

- Fully Capable
- Partially Capable
- Low/Not Capable

General		General	
Green	API's	Green	SaaS (Public)
Green	Audit Trial	Green	Single Sign On
Green	Multi-Language Support	Red	White label option
Green	Master Data	Green	ISMS (ISO 27001 – BSI)

# Thank You

This document represents a market analysis by the author which portrays their evaluation including items of interest to colleagues and clients. The document does not and should not be used as an advocacy to enter into contract with any vendor listed, and each buyer/agent is advised to conduct their own research.