

# Vendor Landscape: IT Asset Management (ITAM)

Choosing the right tool to manage the complexity of your environment will make all the difference in gaining access to great data.

# Introduction

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**IT asset management (ITAM) has been around for 20+ years, but there are still new vendors entering the market and a wide variance of capabilities.**

## This Research Is Designed For:

- ✓ IT asset managers and IT executives who need to formalize and significantly improve how they're managing assets.

## This Research Will Help You:

- ✓ Identify and document requirements.
- ✓ Select a commercial ITAM solution that is the most appropriate for your organization's size and technical environment
- ✓ Understand the ITAM solution vendor landscape.
- ✓ Plan an ITAM solution implementation that addresses common risks and opportunities.

# Executive summary

Info-Tech evaluated 15 competitors in the ITAM market, including the following notable performers:

## Champions:

- **Snow Software** – an enterprise-level, standalone ITAM solution with a strong software focus.
- **LANDESK** – a mid-market, enterprise-level product that focuses on IT operations.
- **IBM Control Desk** – an enterprise-level solution that integrates with multiple IBM and competitive solutions to provide an overall view of IT operations.
- **BMC Asset Core** – a mid-market solution that integrates with BMC Service Core and Remedyforce.
- **Aspera** – an enterprise-level, standalone software management tool.
- **Scalable Software** – an enterprise-level asset management tool.

## Value Award:

- **ManageEngine** provides comprehensive asset management with integration to ManageEngine ITSM, desktop management and IT operations modules, at a fraction of the price of other tools.

## Trend Setter Award:

- **ASG** offers IT asset management for hybrid environments who are looking to combine service and asset management with an apps store that deploys on-premises and SaaS applications seamlessly to users.

## Info-Tech Insight



1. Over 1,000 executives surveyed by Info-Tech have identified asset management as significantly important to their organization.
2. Over 20,000 business stakeholders have identified 12 top services where 11 involve IT assets, yet this is one of the areas that receives the least amount of focus within many organizations.
3. Automated tools vary dramatically in capability, discovery, and ability to support your environment. Ensuring they meet the complexity needed is key to success.
4. Cooperation and engagement of anyone who is handling assets and ensuring processes are automated when appropriate will help drive accuracy of information.
5. Integration with service desk and configuration management tools can increase automation to reduce manual inputs for moves, adds, and changes in services that involve IT assets.

# Market overview

## ***How it got here***

- ✓ License complexity has risen dramatically over the years, including a need to manage hybrid and SaaS environments.
- ✓ Contracts have become more complex and software vendors have increased the frequency of audits.
- ✓ Many organizations are finding issues around process, security, and regulatory requirements cannot be solved without automated and integrated asset management tools.
- ✓ Many ITAM vendors have been building connections between the service desk and asset management by improving workflow capability and communications between modules.

## ***Where it's going***

- There are still a number of vendors who have somewhat immature solutions and new vendors entering the market with basic solutions. These vendors can still provide value for primarily Windows-based environments.
- SaaS environments are now starting to be addressed with tools designed to collect data from vendors and integrate into on-premises asset repositories.
- Some vendors are starting to consolidate the CMDB and asset repositories into a single database, enabling the services team to gain access to better information for dependency mapping as well as understanding the financial and licensing side of assets. This provides an opportunity to have service data and asset management data managed by the same team.



ITAM tools are most effective when used in conjunction with policies and processes that will support appropriate governance, workflow, and dataflow. To fully realize these benefits, consider the Info-Tech blueprint [Implement Asset Management](#). If you still need to build a business case and project charter to implement an ITAM solution, consider our project [Create an Effective Plan to Implement IT Asset Management](#) to gain sign-off on the project.

# ITAM vendor selection / knock-out criteria: market share, mind share, and platform coverage

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- Vendors included in this report provide a comprehensive, innovative, and functional solution for IT asset management.
- For this Vendor Landscape, Info-Tech focused on those vendors that offer broad and large-sized capabilities across multiple platforms and that have a strong market presence and/or reputational presence among enterprises.

## Included in this Vendor Landscape:

**Agiloft.** Focuses on enhancing asset management processes with code-free asset management workflows.

**ASG.** Notable for its inventory capabilities and support for environments with heavy Citrix investments.

**Aspera.** A full-featured, on-premises or SaaS tool that uses a “license management as a service” approach to enterprise asset management.

**BMC Asset Core.** Offers asset management alongside desktop support features that fit in well with BMC’s larger ecosystem of products.

**BMC Remedy.** Aims to provide the CIO with reliable information that can help organizations understand and optimize licensing obligations.

**Cherwell.** Stands apart for its laser focus on asset management and software recognition capabilities.

**Eracent.** Offers customers a complete, detailed lifecycle repository and license/entitlements reconciliation tool.

**Flexera.** Has become a pillar of excellence with its best-in-class licensing compliance and contract management.

**IBM.** Control Desk is prepared to handle IT assets in an increasingly distributed enterprise setting. When paired with IBM Endpoint Management, it offers a full-featured, end-to-end monitoring and management solution.

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## Included in this Vendor Landscape:

**LANDesk.** Leverages its service management solution to start the discovery process, then adds asset management functionality with an auxiliary module.

**ManageEngine.** Provides an easy-to-use view into licensing compliance, and hooks in seamlessly to its larger family of desktop management products.

**Samanager.** A SaaS-based solution that is noted for working with its clients on identifying and implementing new asset management features.

**Scalable Software.** Focuses on providing remarkably accurate SaaS monitoring and inventory capabilities to complement more comprehensive solutions.

**Snow Software.** A strong contender focused on the needs of software asset managers who are dealing with complex licensing on and off-premises.

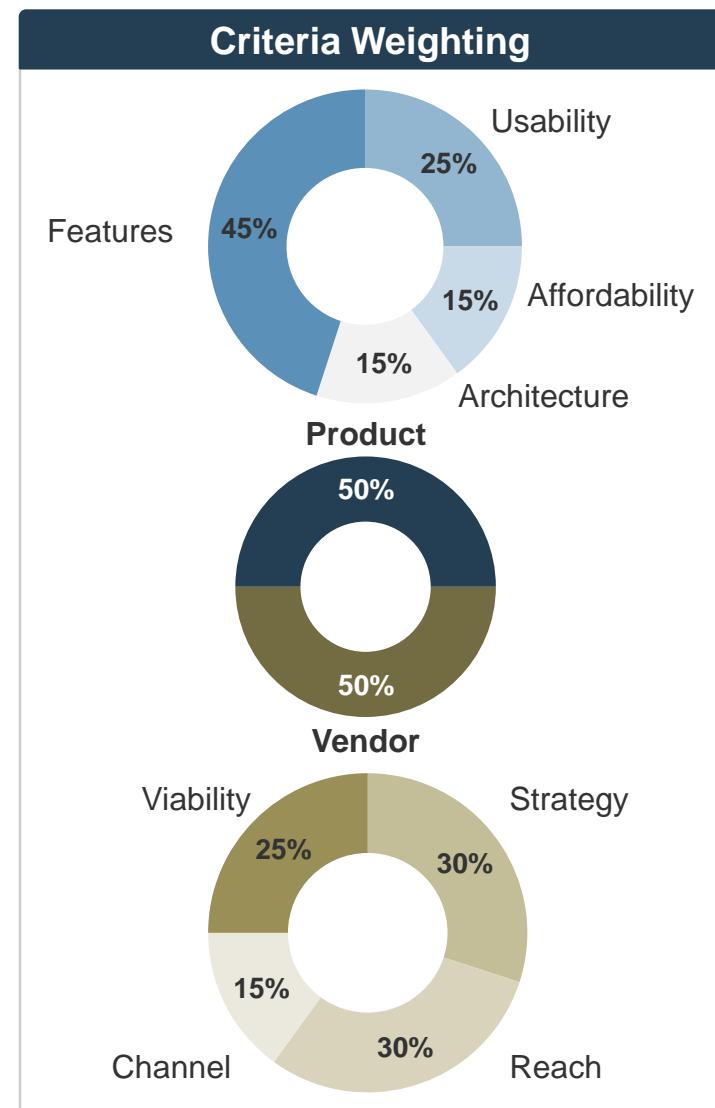
**Vector Networks.** Has thought about the need for quick ROI with its mid-market customers by providing common service and asset workflows out of the box.

# ITAM 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 ITAM 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.

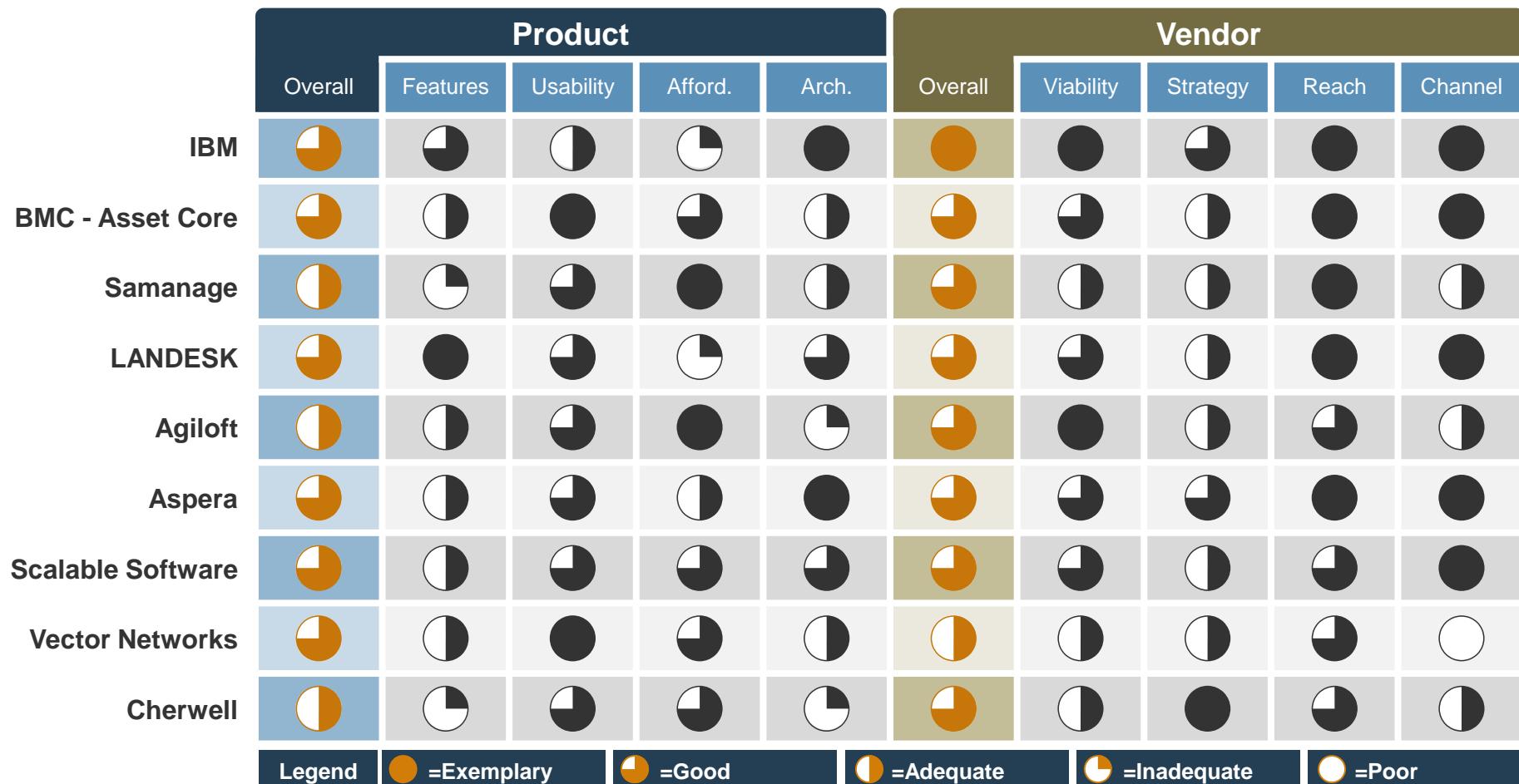
**Emerging Players** are comparatively newer vendors who are starting to gain a foothold in the marketplace. They balance product and vendor attributes, though score lower relative to market Champions.

## The Info-Tech ITAM Vendor Landscape



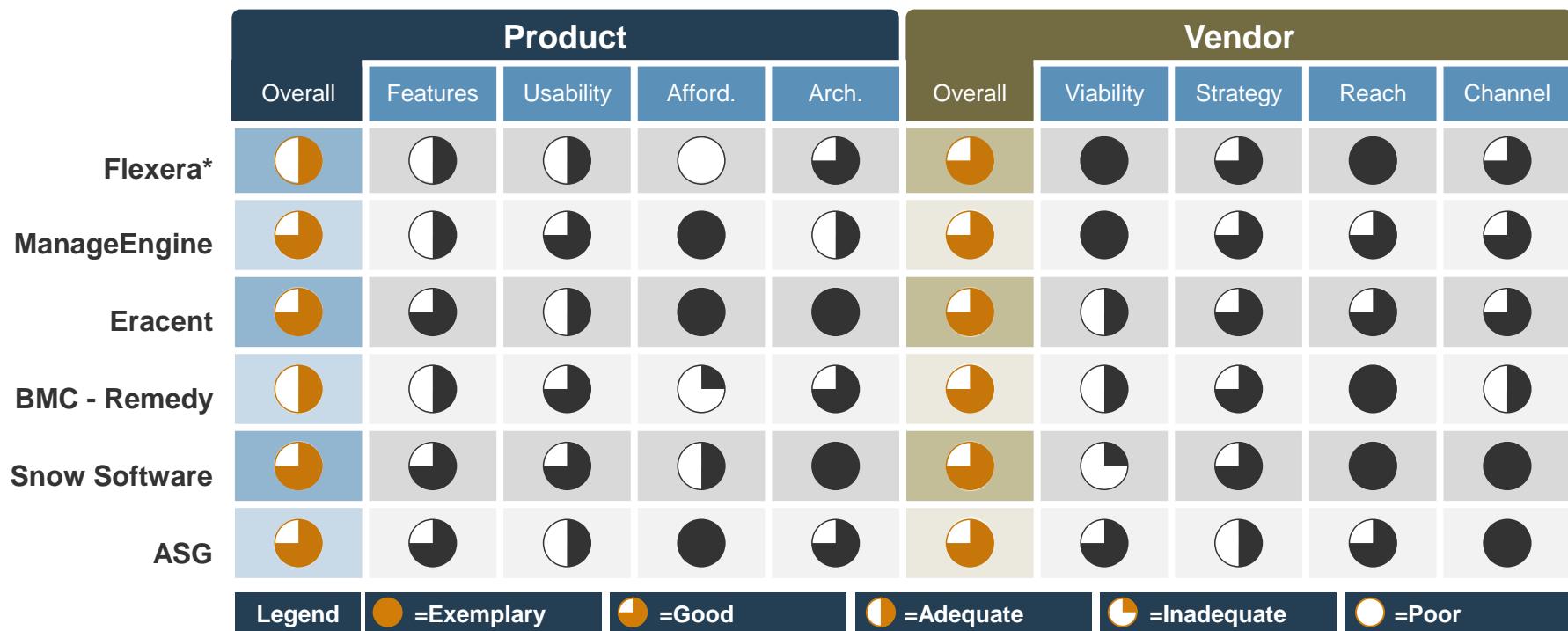
For an explanation of how the Info-Tech Vendor Landscape is created, see [Information Presentation – Vendor Landscape](#) in the Appendix.

# Balance individual strengths to find the best fit for your enterprise



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

# Balance individual strengths to find the best fit for your enterprise



\*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.

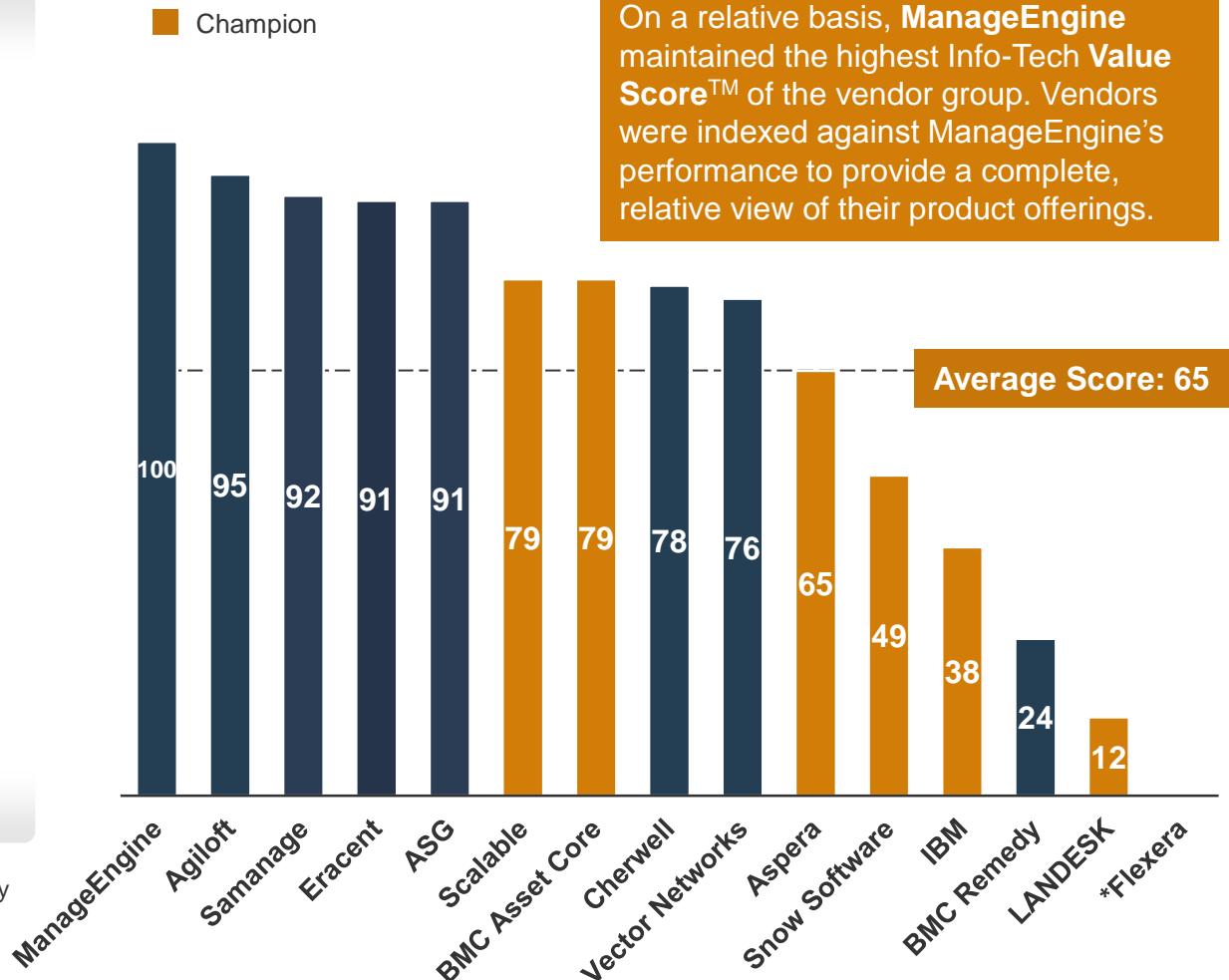
# The Info-Tech ITAM Value Index

## **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 features that determine whether a product even gets reviewed

## ***The Table Stakes***

Feature:	What it is:
Decentralized Management	Solution is capable of managing licenses across a geographically dispersed environment.
Inventory Repository	Product maintains an ongoing repository of assets to enable historical analysis.
Basic Financial Analysis	Product can generate basic financial reports to identify overall licensing costs and savings.
Integrated Discovery Tool	Solution includes mechanism for automatic discovery of assets.
Virtual Server Management	Product is capable of identifying and managing virtual server installations.

## ***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.



If table stakes are all you need from your IT asset management tool solution, the only true differentiator for the organization is price. Otherwise, dig deeper to find the best price to value for your needs.

# 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 its individual scores across the listed advanced features.

Vendors were given one point for each feature the product inherently provided.

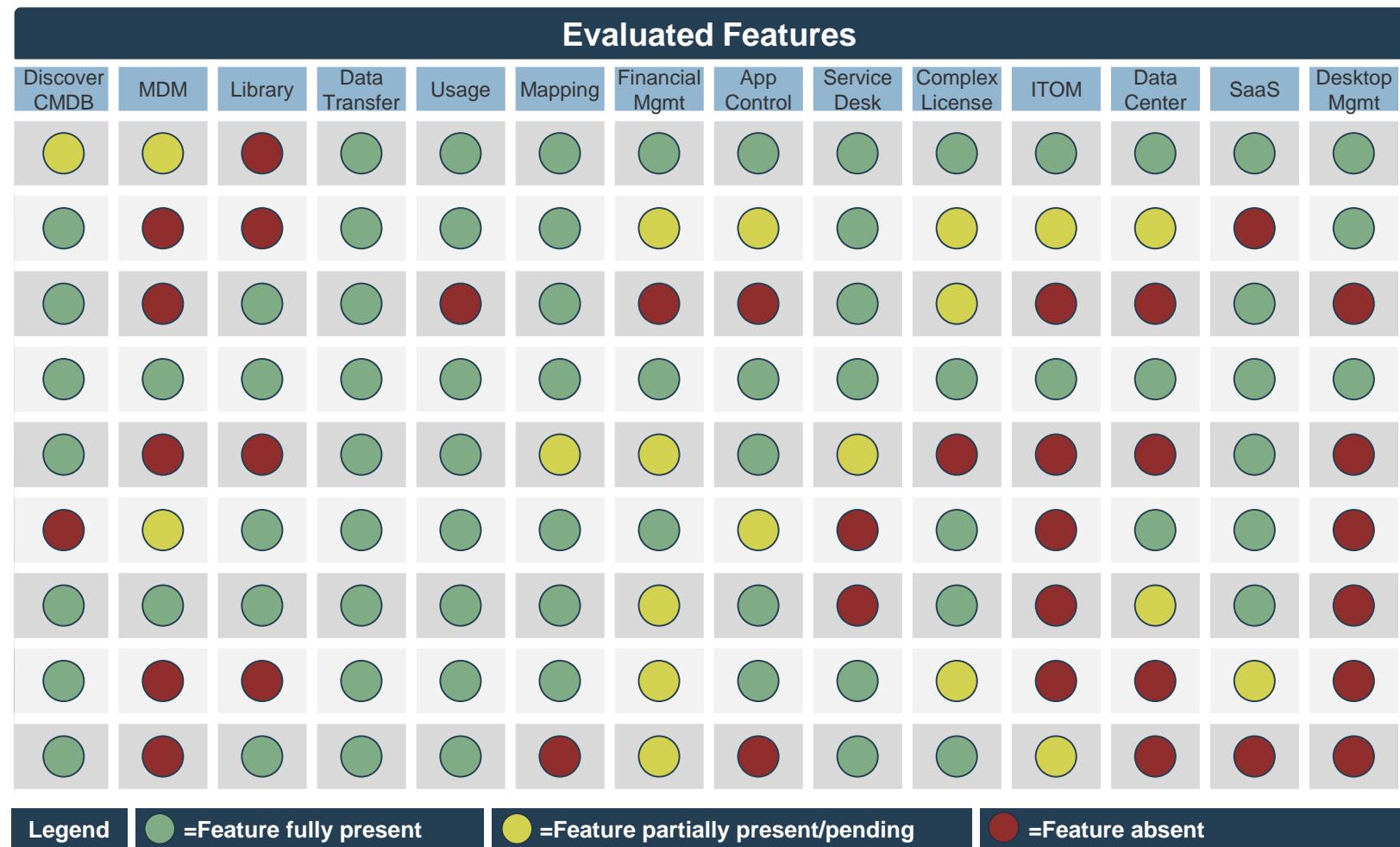
Some categories were scored on a more granular scale with vendors receiving half points.

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

## Advanced Features

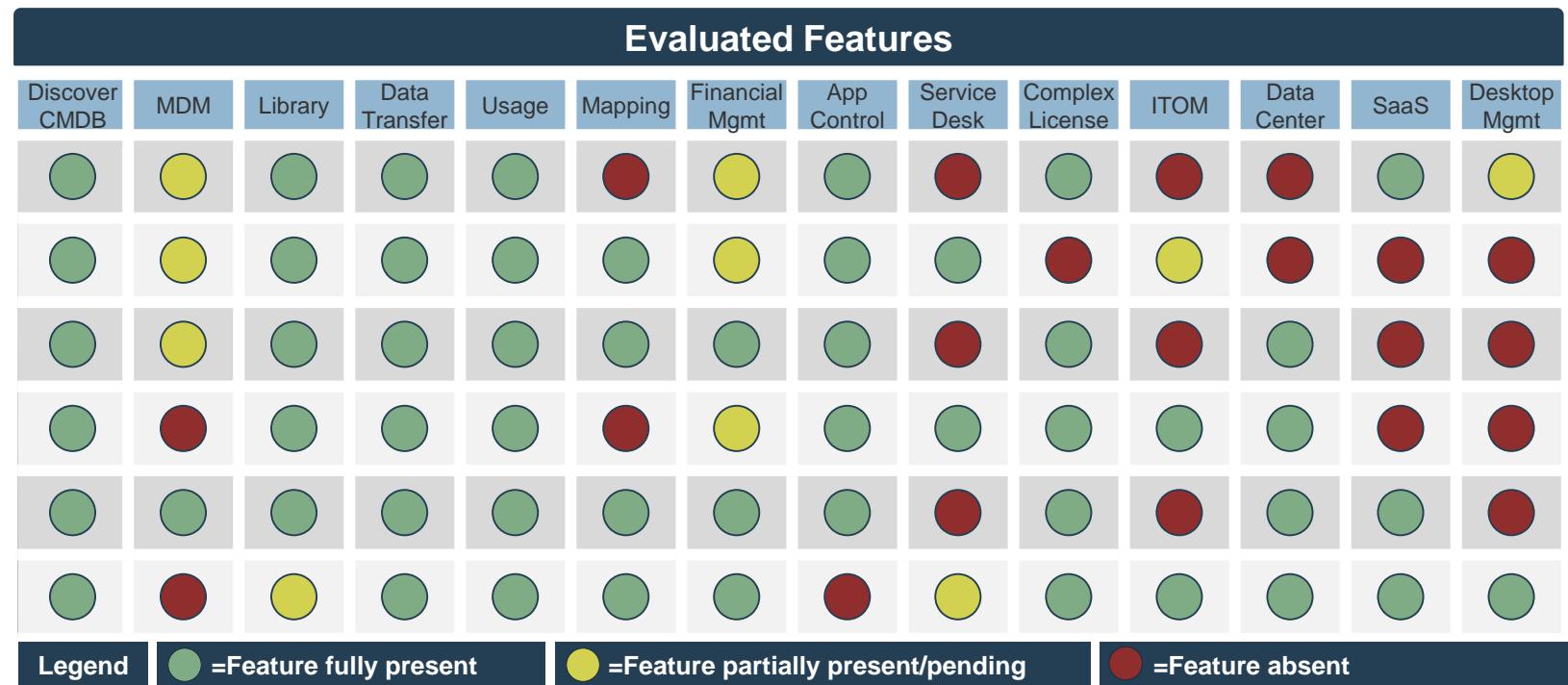
Feature:	What we looked for:
Mobile Device Support	Includes out-of-the-box support for mobile assets such as smartphones and tablets.
Software Library	Includes built-in software library to enhance recognition of installed packages.
Automated or Manual Data Import	License, warranty, lease, and data can be imported automatically populated with data connectors to vendors and software publishers.
Software Usage Metering	Includes out-of-the-box support for software usage tracking to identify heavily used or unused assets.
Visual Asset Mapping	Create maps showing asset location on the network and geographically.
Complex Financial Modeling	Includes out-of-the-box support for complex, logical “what if” financial modeling.
Application Controls	Ability to block by policy, whitelist, blacklist applications, app portal.
Integrated Service Desk and CMDB	Solution that enables workflows between service desk and asset management with minimal programming effort.
Complex Licensing	Supports complexities of managing up and downgrades, concurrent licensing, virtual desktops and applications, Oracle, SAP, IBM PVU, databases and operating systems.
Integration IT Operations	Integration IT operations tools, CMDB and service desk with asset management tools to see the full picture of what is happening in the IT environment.
Data Center Analytics	Solution includes advanced analytical functions for datacenter applications and servers.
SaaS, IaaS, PaaS Monitoring	Ability to monitor traffic to hosted solutions, with the ability to consolidate information with on-premises data.
Desktop Management	Tools including software deployment, desktop migration, and patch management.

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



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

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# IT asset management solutions with a focus on end-user device and license management

Often chosen by mid-market organizations looking for an all-in-one solution to take advantage of integrated workflows with a single management console.

1 ITAM combined with ITSM and desktop configuration

2  
3  
4

## 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



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

# IT asset management solutions with integrated desktop management and systems management tools for IT operations

Often chosen by enterprise organizations looking for a solution to manage servers and desktops through fully integrated components.

1  
2 ITAM, ITSM and IT operations tools  
3  
4

## Why Scenarios?

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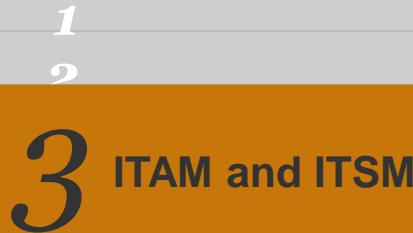
### Exemplary Performers



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

# IT asset management tools combined with service management solutions

Often chosen by small to mid-market organizations needing to mature service management, but not necessarily needing all ITIL process modules.



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*Exemplary Performers*

.....

**Vector**

.....

**samanage**

**EXPRESS**  
metrix

**Agiloft**

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

# IT asset management tools with a focus on managing complex licensing scenarios

Often chosen by enterprise organizations to manage large, complex licensing installations, working standalone or with ITAM/ITSM solutions.

- 1
- 2
- 3
- 4 ITAM only

## 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



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# ManageEngine Asset Explorer

## Market Pillar

Product: Asset Explorer

Employees: 1,700

Headquarters: Chennai, India and Pleasanton, CA

Website: [manageengine.com](http://manageengine.com)

Founded: 1996

Presence: Privately Held



3 year TCO for this solution falls into pricing tier 4, between \$25,000 and \$50,000



## OVERVIEW

- Large customer base and strong product offering, ManageEngine's Asset Explorer showcases a reliable solution that integrates well with other product offerings

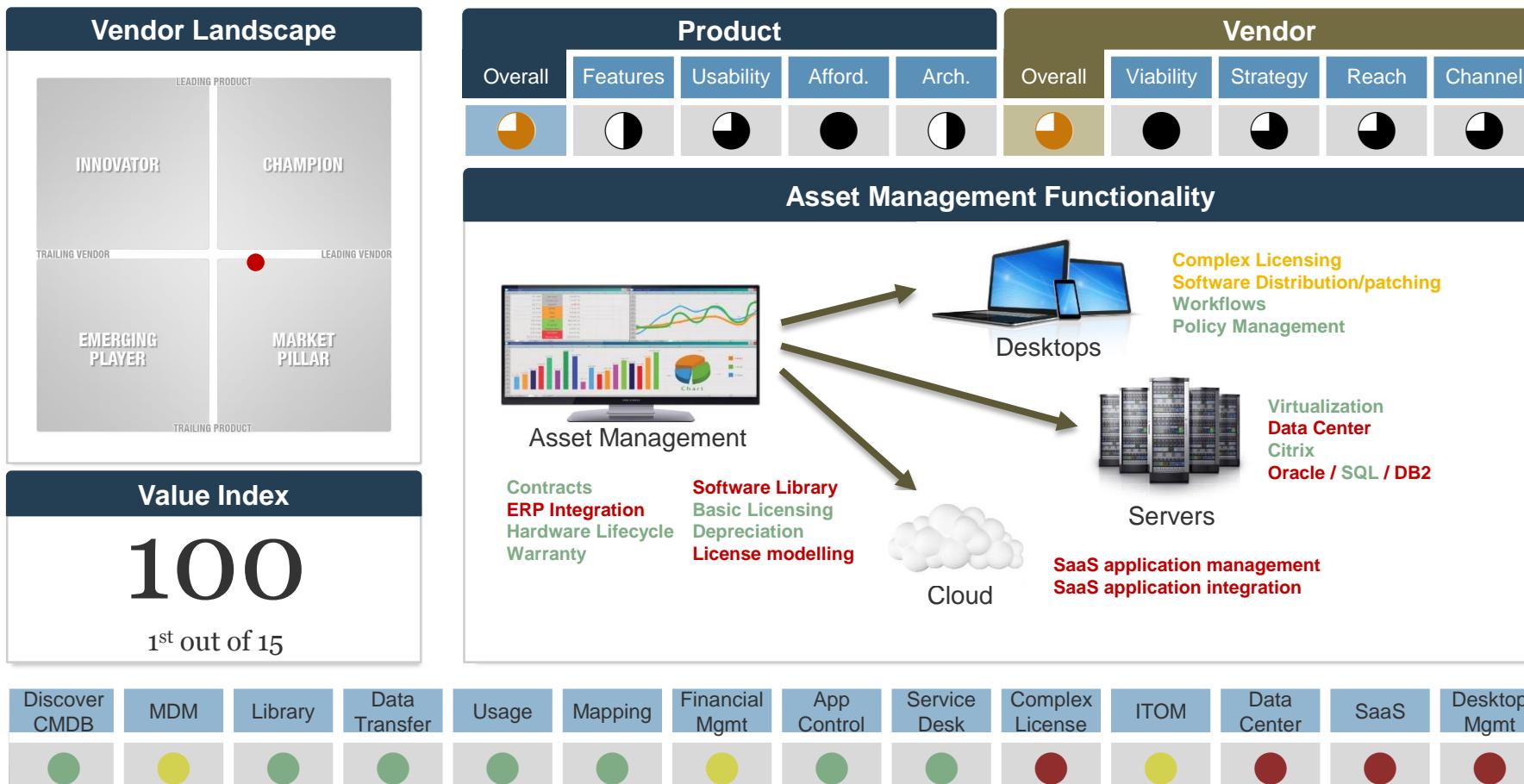
## STRENGTHS

- Strong usability scores with quality GUI, ease of installation, and an approachable learning curve.
- Great reporting feature set and use of graphics to illustrate.
- Strong remote access and control features for geographically dispersed organizations.

## CHALLENGES

- Left wanting more in feature set and detail in integration with service desk.

# ManageEngine Asset Explorer integrates with many modules to connect IT operations, service desk, and device management



## Info-Tech Recommends:

Asset Explorer is a solid, low-cost alternative for companies that don't need complex license management and expect to do little customization.

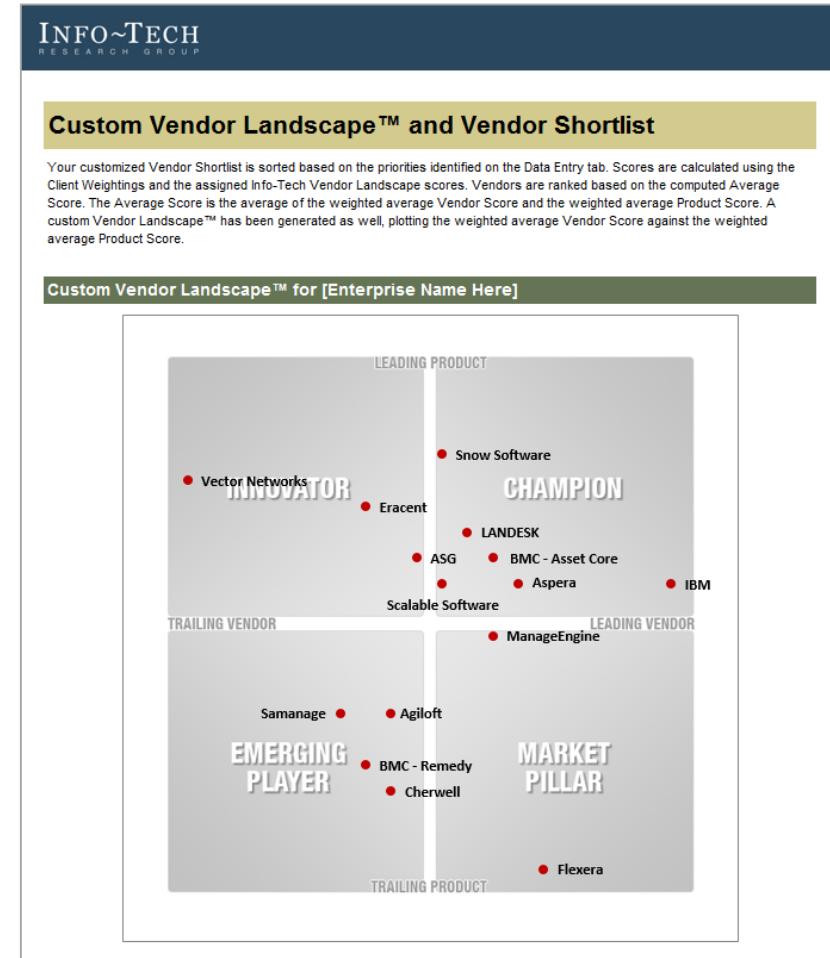
# Identify leading candidates with the *ITAM Vendor Shortlist Tool*

The Info-Tech *ITAM Vendor Shortlist 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



# If looking to engage vendors in the RFP process or to manage the demo process, use Info-Tech's tools to aid communication

**The Info-Tech *ITAM RFP Template* is designed to communicate requirements to shortlisted vendors for pricing and terms**

## This tool offers the ability to:

Issuing RFPs is a critical step in the vendor selection process. This IT Asset Management RFP template comes populated with elements vital to the successful issuance of an RFP, including:

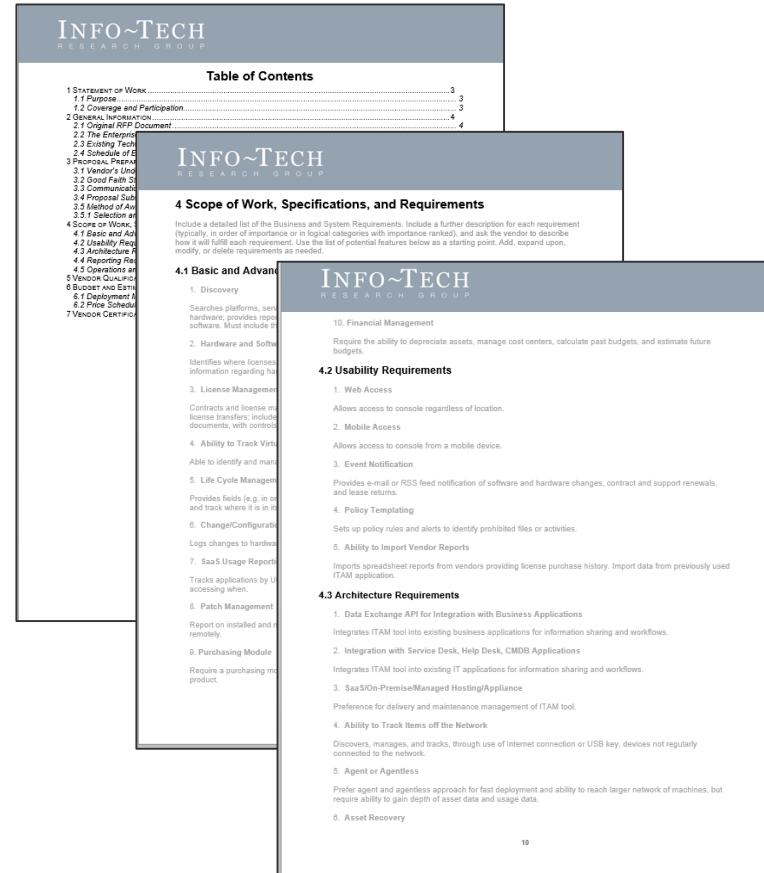
- ✓ The Statement of Work
- ✓ Proposal Preparation Instructions
- ✓ Scope of Work
- ✓ Specifications and Requirements
- ✓ Vendor Qualifications and References
- ✓ Budget and Estimated Pricing
- ✓ Vendor Certification



Additional selection tools can be found at:

[RFP Scoring Tool](#)

[ITAM Demonstration Script](#)



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**4 Scope of Work, Specifications, and Requirements**

Include a detailed list of the Business and System Requirements. Include a further description for each requirement (why it is important, how it will fulfill each requirement, and ask the vendor to describe, modify, or delete requirements as needed).

**4.1 Basic and Advanc**

1. Discovery
2. Hardware and Softwa
3. License Management
4. Ability to Track Virtu
5. Life Cycle Manageme
6. Change/Configurati
7. SaaS Usage Reports
8. Patch Management
9. Purchasing Module

**10. Financial Management**

Require the ability to depreciate assets, manage cost centers, calculate past budgets, and estimate future budgets.

**4.2 Usability Requirements**

1. Web Access
2. Mobile Access
3. Event Notification
4. Policy Templating

Sets up policy rules and alerts to identify prohibited files or activities.

**5. Ability to Import Vendor Reports**

Imports spreadsheet reports from vendors providing license purchase history. Import data from previously used ITAM application.

**4.3 Architecture Requirements**

1. Data Exchange API for Integration with Business Applications
2. Integration with Service Desk, Help Desk, CMDB Applications
3. SaaS/On-Premise/Managed Hosting/Appliance

Integrates ITAM tool into existing business applications for information sharing and workflows.

Integrates ITAM tool into existing IT applications for information sharing and workflows.

Preference for delivery and maintenance management of ITAM tool.

**4. Ability to Track Items off the Network**

Discovers, manages, and tracks, through use of Internet connection or USB key, devices not regularly connected to the network.

**5. Agent or Agentless**

Prefer agent and agentless approach for fast deployment and ability to reach larger network of machines, but require ability to gain depth of asset data and usage data.

**6. Asset Recovery**

# Appendix

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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

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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

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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 Principal 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

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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.

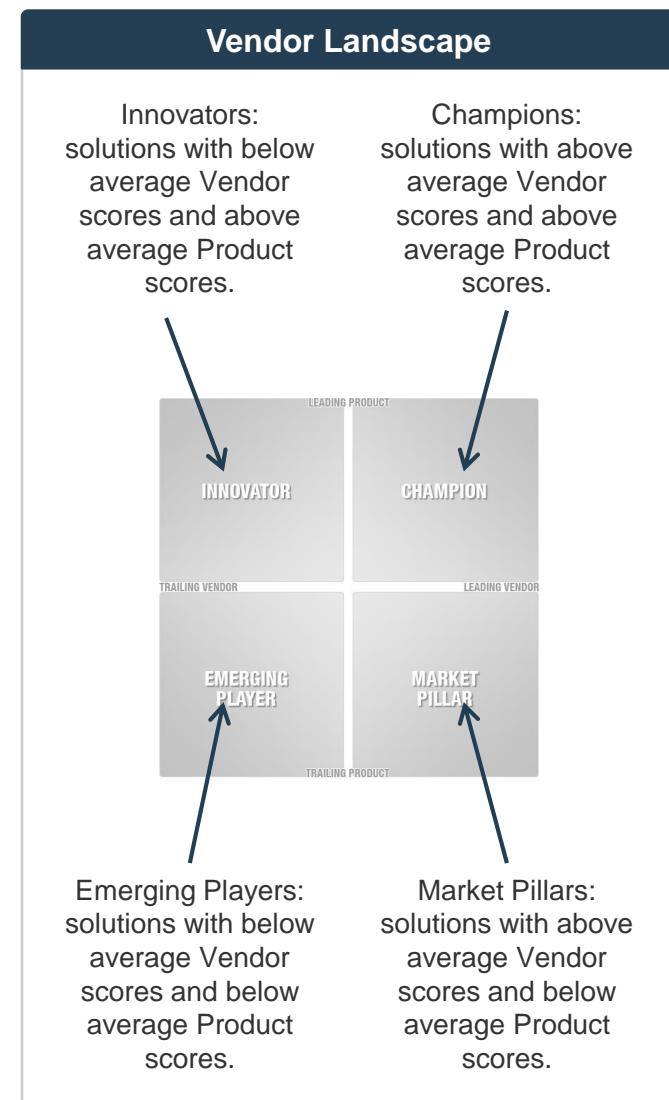
Scores out of ten, known as Raw scores, are transposed as-is into Info-Tech's Vendor Landscape Shortlist Tool, which automatically determines Vendor Landscape positioning (see Vendor Landscape Methodology: Information Presentation - Vendor Landscape, below), Criteria Score (see Vendor Landscape Methodology: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

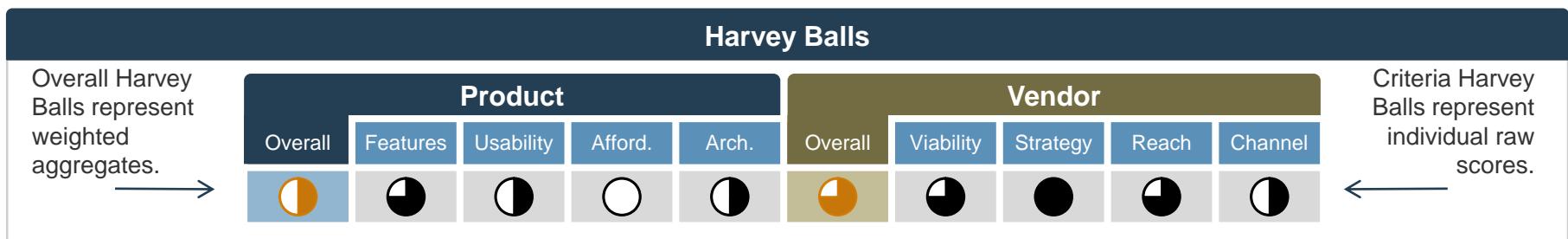


# Vendor Landscape Methodology: Information Presentation – Criteria Scores (Harvey Balls)

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 (Stoplights)

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

Stoplights 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 stoplights as follows:
  - Full points become a green light.
  - Partial points become a yellow light.
  - Zero points become a red light.
3. Stoplights 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.”

Stoplights							
Features							
Feature 1	Feature 2	Feature 3	Feature 4	Feature 5	Feature 6	Feature 7	Feature 8
Green	Green	Green	Red	Red	Yellow	Red	Yellow

Green means a feature is fully present; red, fully absent.

Yellow shows partial availability (such as in some models in a line).

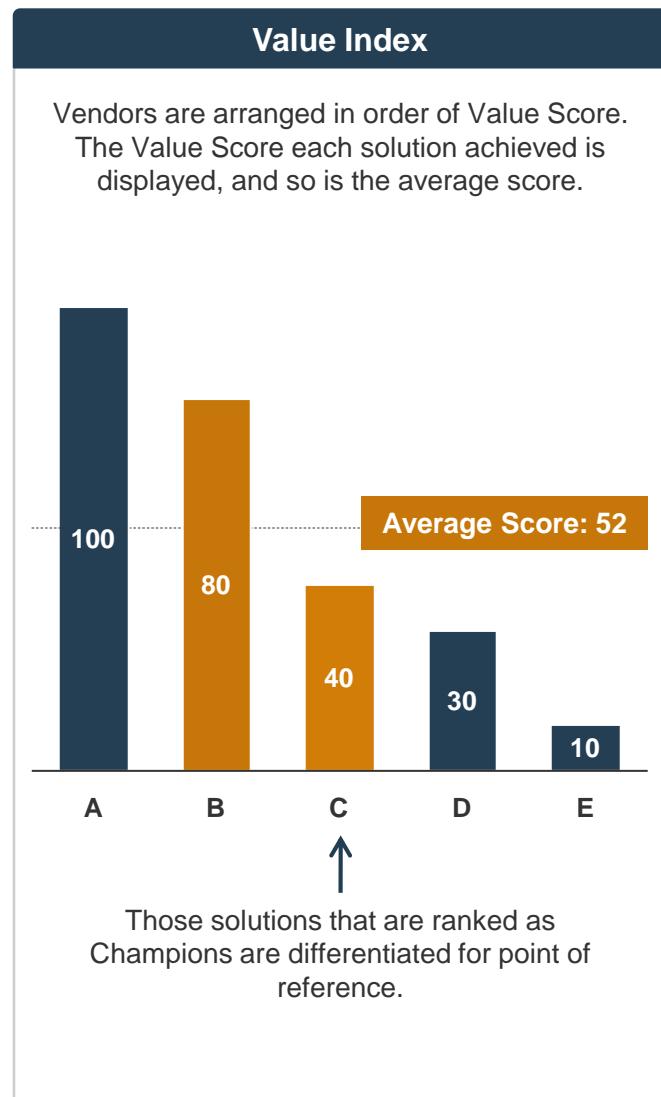
# Vendor Landscape Methodology: Information Presentation – Value Index

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: Mid-Market

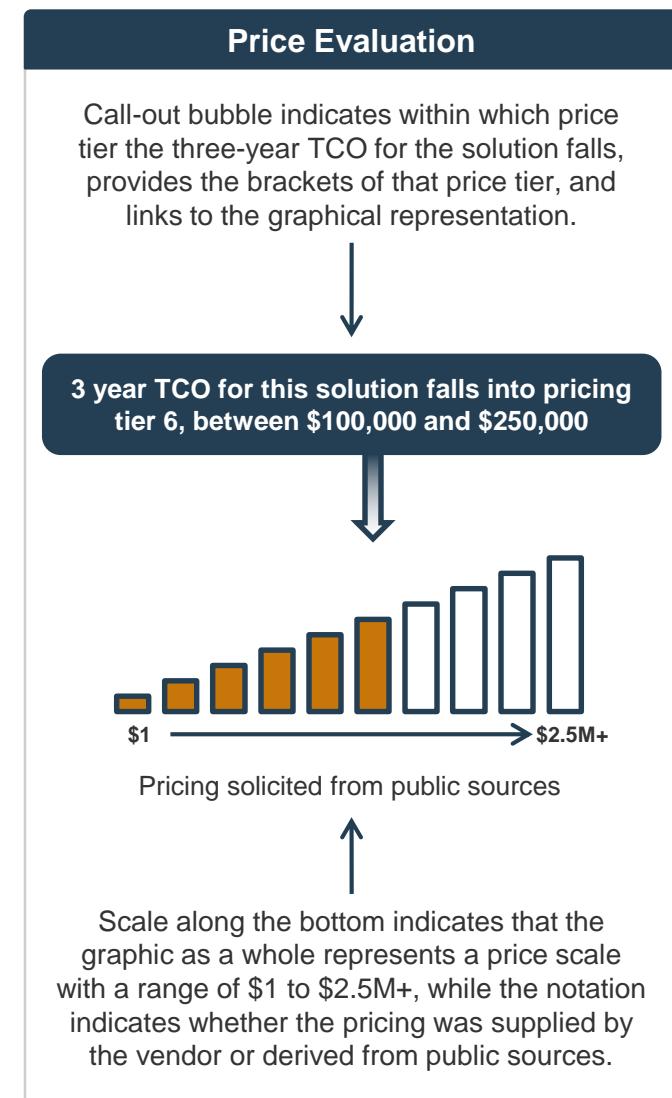
Info-Tech's Price Evaluation is a tiered representation of the three-year Total Cost of Ownership (TCO) of a proposed solution. Info-Tech uses this method of communicating pricing information to provide high-level budgetary guidance to its end-user clients while respecting the privacy of the vendors 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 \$2,500
2. Between \$2,500 and \$10,000
3. Between \$10,000 and \$25,000
4. Between \$25,000 and \$50,000
5. Between \$50,000 and \$100,000
6. Between \$100,000 and \$250,000
7. Between \$250,000 and \$500,000
8. Between \$500,000 and \$1,000,000
9. Between \$1,000,000 and \$2,500,000
10. Greater than \$2,500,000

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

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Info-Tech Research Group is providing each vendor with a common pricing scenario to enable normalized scoring of affordability, calculation of Value Index rankings, and identification of the appropriate solution pricing tier as displayed on each vendor scorecard.

The pricing scenario functionality applies to at least one of the use cases. Please indicate if your pricing would be significantly different if your products were used for any of the other use cases being considered.

Vendors are asked to provide *list* costs for an ITAM tool to address the needs of a reference organization described in the pricing scenario. Please price out the **lowest possible** 3-year Total Cost of Ownership (TCO) including list prices for software and licensing fees to meet the requirements of the following scenario.

## **The pricing scenario:**

An organization is looking to implement ITAM. They have a datacenter with 600 virtual servers and 50 physical servers. Approximately 50 routers and switches and 20 printers will need to be managed. Approximately 7,000 end-user devices need to be discovered and inventoried. The IT asset management process will be managed by one ITAM manager centrally, but will require another 10 asset managers to view and update data.

## **The expected solution capabilities are as follows:**

The solution must be able to discover assets on the network and (if applicable) deploy agents to those assets.

## **Gold-level support services should include the following:**

- Implementation support
- Technical documentation and guides
- 24/7 technical support by phone or online
- Access to upgrades
- Do not include costs of hardware or additional software (OS) required to host solution

# 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

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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 / stoplights 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.