

## EA TOOLS MAKE THE ARCHITECT — AND OTHER STAKEHOLDERS — MORE PRODUCTIVE

Enterprise architecture (EA) tools collect models and artifacts to describe the enterprise and the IT landscape. In addition, they provide analysis and simulation capabilities, significantly helping enterprise architects — and numerous other EA stakeholders — collaborate to make better and faster decisions about enterprise transformations and evaluate these transformations' impact on future IT systems.

The first generation of EA tools emerged more than 20 years ago when the earliest vendors merged data modeling with repository functionality to allow several modelers to work together. Then tools in this category broadened their scope with process modeling and other additional models and artifacts, including application, network, strategy, and organization models. The consequence of this scope increase was that enterprise architects started to involve additional EA stakeholders — developers, database administrators (DBAs), project managers, and business analysts, to name a few — to contribute the artifacts for which they were responsible. To accelerate the adoption of EA tools by these other EA stakeholders, the vendors in this space set out to add value by developing business process (BP) simulation, analysis capabilities, requirements management, and, in some cases, code or data model generation.

The current generation of EA tools is introducing another new category of functionality: features for planning IT changes such as consolidation of data centers, rationalization of applications worldwide, or an IT merger after an acquisition.

As a consequence, the number of EA stakeholders potentially using EA tools is growing again to include business analysts, quality or risk auditors, IT strategists, CIOs, project portfolio managers, and others. The previous Forrester Wave™ assessing EA tools revealed more than 35 different roles in large enterprises that EA tools can serve.<sup>1</sup>

And this trend of increasing the number of roles using EA tools will continue as business units in the enterprise more and more see IT as a key factor in innovation — meaning that the IT organization will no longer be the only decision-maker involved in choosing IT investments. The trend's impact to the EA tools market? EA tools are becoming collaboration platforms that help organizations improve decisions about major business and IT changes. The current transition period should reinforce EA tools' cross-cutting role by facilitating better impact analysis by using the multidimensional dependencies that EA tools collect.

## BPA, EA, And IT Planning Tools Represent The Present Marketplace

However, this new role of EA tools as enterprisewide, role-crossing tools is just beginning to evolve, and neither the market nor the products have fully matured in this respect. Tool buyers will often focus on the third generation of EA tools, looking for a unified EA management product — and fail because the converged perfect tool for anyone does not yet exist.<sup>2</sup> Or, customers who do not need to

address all topics with the same product will choose to focus on a single issue. To accommodate this approach, Forrester assessed the nine vendors in this Wave using three separate weightings for the assessment criteria. These sets of weightings recognize that:

- **Business analysts want business process analysis features.** When business analysts are looking to describe business processes, the dedicated best-of-breed business process analysis tools are not sufficient. Why? Because the dedicated tools are often limited: They do not connect the highest-perspective view — which looks at business drivers, objectives, and metrics — to workflows and the organizational changes needed to improve operational productivity within a context of increasing constraints and regulatory controls. And they do not link to representations of IT systems. So business analysts turn to EA tools that include BPA features and provide details within a broader context.
- **Enterprise architects choose standard EA tool features for centralizing models.** Enterprise architects ask for the features weighted in this set when they want to consolidate all artifacts into a single repository to obtain an exhaustive view of the enterprise model landscape.
- **IT strategists choose IT planning capabilities for faster and better planning changes.** It is difficult for IT strategists in large enterprises to make the right decisions at the right times. Engaging and coordinating the many stakeholders needed in decisions to launch major change initiatives can be troublesome, particularly in industries or countries where a consensus approach is the norm. IT strategists of every stripe, including enterprise architects, prefer products that help them plan and synchronize the high-impact initiatives.

## EA TOOLS EVALUATION OVERVIEW

To assess the state of the EA tools market and see how the vendors stack up against one another, Forrester evaluated the strengths and weaknesses of nine top EA tools vendors.

### Our Evaluation Criteria Emphasize A Broad Range Of EA Stakeholder Requirements

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 93 criteria, which we grouped into three high-level buckets:

- **Current offering.** We conducted an in-depth evaluation of the six components of EA tools: modeling, analysis and simulation, life-cycle management, publishing and reporting, templates, and product architecture.
- **Strategy.** We assessed product strategy, solution cost (weighted at zero in the assessment), strategic alliances, and corporate strategy.

- **Market presence.** We chose market presence criteria to reflect the vendors' installed base for the solution delivery footprint: the ability to implement products and support customers globally; revenues, including license versus service revenue; and revenue growth. This last criterion, which regards tools in the IT planning category, is of particular interest, as there are relatively few new vendors in that area that are growing faster than the veteran vendors. Forrester also assessed vendor-provided customer references.

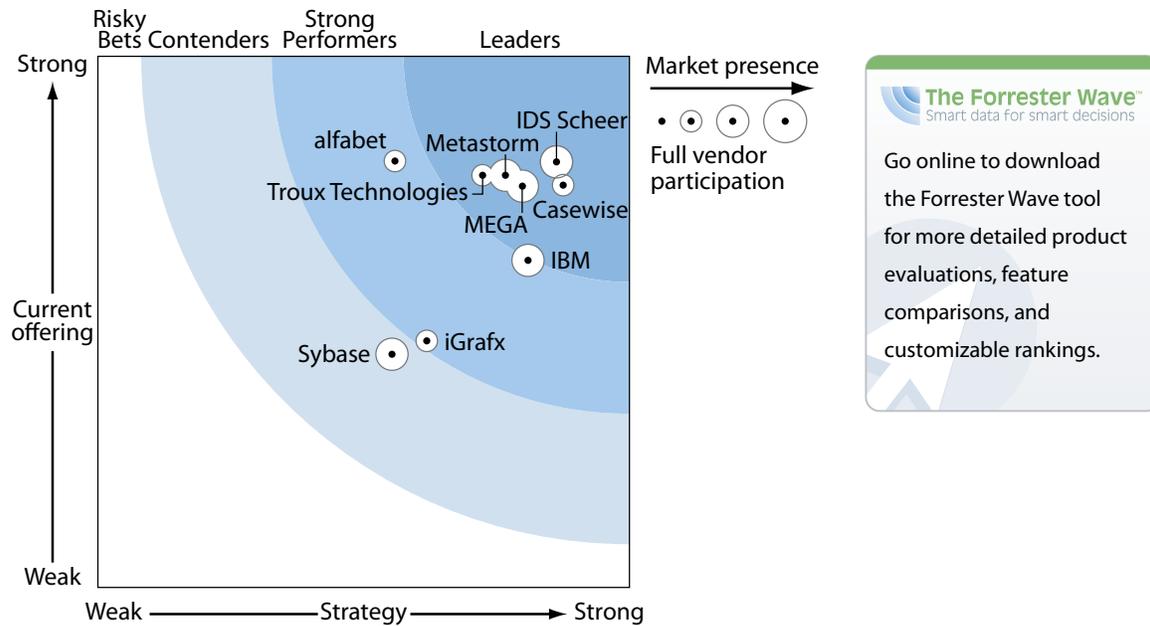
### We Assessed Nine Leading Vendors On BPA, EA, And IT Planning Capabilities

Forrester invited 10 vendors for this assessment: alfabet, Casewise, IBM, IDS Scheer, iGrafx, MEGA, Metastorm, Sybase, Telelogic, and Trous Technologies (see Figure 1). IBM declined to participate in this Wave with its WS Process Modeler due to a repositioning of the product following IBM's purchase of Telelogic. (Since IBM has purchased Telelogic and now owns its portfolio of projects, Telelogic will be noted as IBM in this evaluation). Sybase is positioning PowerDesigner as its entry for EA modeling, replacing Embarcadero in this Wave after that company went private and refocused on its core capabilities. Each of the vendors included in our evaluation has:

- **Enterprise architecture capabilities.** The product must provide broad metamodel capabilities and support several EA frameworks for enterprise architects to recognize it as a potential tool.
- **Either revenues of at least \$20 million or a fast-growing revenue stream.** As the market is growing and maturing with some merger activity, this is a criterion we've added since our last EA tools Wave.
- **A delivery footprint that can handle worldwide demand.** There are other vendors in the \$20 million range, such as BOC Group, that are available only in Europe; therefore, these vendors did not qualify for this Wave.

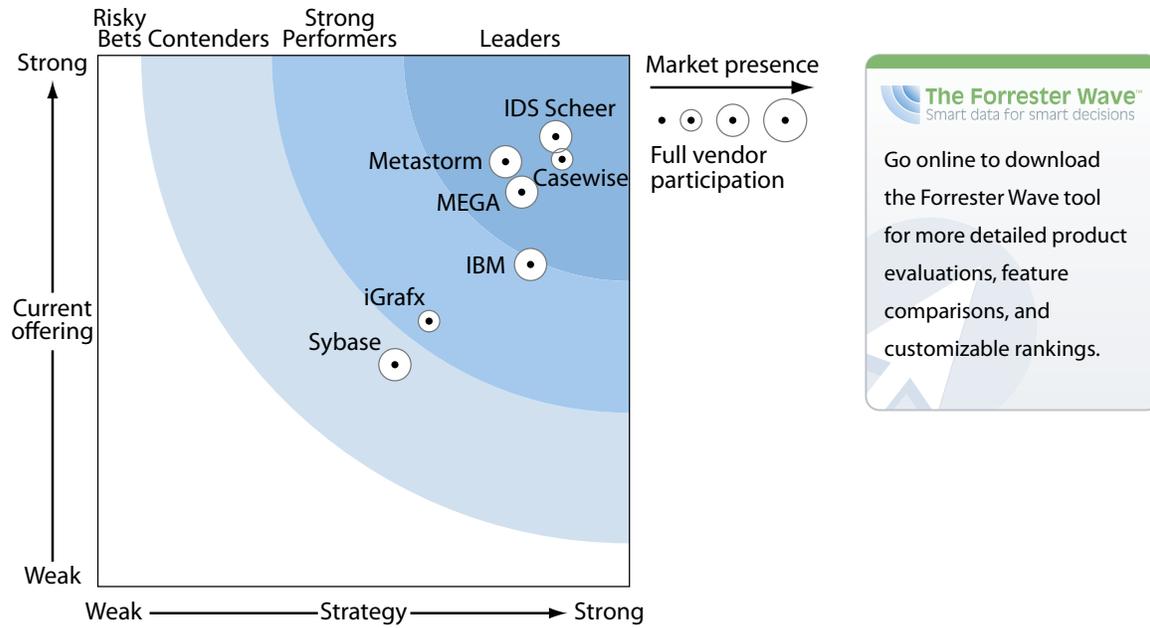
This evaluation of the EA tools market is intended to be a starting point only. We encourage readers to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

**Figure 2** Forrester Wave™: EA Tools, Q1 '09



Source: Forrester Research, Inc.

**Figure 3** Forrester Wave™: Business Process Analysis, Q1 '09



Source: Forrester Research, Inc.