

June 11, 2009

# Who's Hot In Business Service Management

by Peter O'Neill and Evelyn Hubbert  
for IT Infrastructure & Operations Professionals

June 11, 2009

# Who's Hot In Business Service Management

An Overview Of Vendors Offering BSM Solutions

by Peter O'Neill and Evelyn Hubbert

with Jean-Pierre Garbani and Mirosław Lisserman

## EXECUTIVE SUMMARY

Enterprises continue to invest in business service management (BSM) projects, even with the economy going into recession, and BSM has been the battle cry of IT management software vendors for several years now. As a technology, it is founded on the ability to map business services to infrastructure components: This should provide visibility into IT from a business standpoint and give IT the ability to become more efficient and better aligned with the needs of the business. The vendor landscape for BSM has changed dramatically since the last Forrester Wave™ in Q1 2007. Forrester therefore interviewed 20 vendors and their customers to document the current vendor landscape for enterprises planning a new BSM project. The right solution depends on the chosen enterprise route to BSM, the existing infrastructure resources to be monitored, and the reporting needs. Also, only one-third of the effort for BSM is technological. The rest is addressing organizational challenges and establishing BSM processes.

## TABLE OF CONTENTS

### 2 BSM Adoption Continues

Different Routes To BSM

The 2007 Forrester Wave™ List Is Now Down To Just Seven

### 5 The BSM Vendor Landscape In 2009

Strategic IT Transformation Programs

BSM Reporting Solutions

Service Catalog Management Solutions

Transaction Management Solutions

## RECOMMENDATIONS

### 9 Pick Your Route To BSM First

### 10 Other Questions To Answer When Planning Your BSM Project

### 11 Supplemental Material

## NOTES & RESOURCES

Forrester interviewed 20 vendors, including Allen Systems Group (ASG), AmberPoint, BMC Software, CA, Compuware, Digital Fuel Technologies, dynaTrace software, Efecte, FireScope, HP Software, IBM Tivoli, Interlink Software Services, Junisphere Systems, Nimsoft, Novell, Oblicore, OpTier, Oracle, Replay Solutions, and USU.

### Related Research Documents

["Market Overview: The IT Management Software Market In 2009"](#)

March 13, 2009

["What's After BSM? Understanding The Financials"](#)

January 6, 2009

["Business Service Management Market Update"](#)

June 30, 2008

## BSM ADOPTION CONTINUES

Enterprises are still investing in BSM projects, even as the economy goes into recession, with IT operations professionals realizing that their users care more about the quality of the services that IT is supporting than the quality of those that IT is providing.<sup>1</sup> Forrester has been forecasting the total IT management software market for several years and maintains market sizes for 12 separate segments including the segment entitled service-level management (SLM)/BSM.<sup>2</sup> In 2009, spending on SLM/BSM will exceed \$800 million, with an annual growth rate of 27% supported by three developments in IT operations:<sup>3</sup>

- **Higher IT process maturity.** The phenomenal growth of Information Technology Infrastructure Library (ITIL) as the de facto standard for IT service delivery and IT service support processes has raised the bar considerably for the process maturity of internal IT departments.<sup>4</sup> Most internal IT departments today can be considered to be in the stable stage, rather than the chaotic stage of a few years ago. These departments now need to measure and report against the business services they support more than the technology silos they monitor.
- **Improved services attitude.** Not that long ago, IT folks approached IT management and service operation from a purely technological point of view. The business leaders received reports, which accounted abnormal ends (abends) of applications or details on the average number of million instructions per second (MIPS) that did not mean anything to them at all. Now, IT is willing and able to communicate IT issues effectively to the business, relative to the terms and understanding of the business instead of from a technology-centric perspective.
- **Better data availability.** Technology advances in discovery technologies have enabled companies to gain very high levels of data accuracy in recent years.<sup>5</sup> Increasing numbers of companies are now able to collect data on business service delivery as well as incident management and projects. Forrester has even observed enterprises further developing their BSM reporting processes into full-fledged activity-based costing and chargeback systems.<sup>6</sup> Keep in mind, personnel costs are already the largest and an ever-increasing IT budget item.<sup>7</sup>

As a result, a new mantra of “whose service is it anyway” is being sung in almost all new process improvement projects that affect IT operations. It has become clear that IT has been too preoccupied with its own processes in the past — even calling the process of recording and fixing a fault in the IT systems as an “IT service” — and it must now pay more attention to the performance of the business services that it ultimately supports with technology.

## Different Routes To BSM

Forrester has identified four types of BSM projects:

- **Strategic IT transformation programs.** New chief information officers (CIOs) or IT operations executives who want to improve the business relevance of their quality-of-service reporting drive these projects. These are often long-term programs — involving a commitment to one of the megavendors for a full portfolio of technologies — that orbit a strategic configuration management database (CMDB) project. Strategic IT transformation programs build on smaller, short-term projects drawn from the other three categories.
- **Service-level reporting projects.** Other BSM projects focus on the reporting challenges and require the BSM solution to connect to the plethora of existing infrastructure monitoring tools. Here, the purpose is to understand service-level agreements (SLAs) from the top-down or end user perspective, and the solution should allow IT to drill down into the underlying IT infrastructure details that are needed to successfully meet service levels.
- **New service catalog management projects.** The adoption of ITIL v3 principles, which encourage a holistic services perspective, in addition to the process management and automation of the classic ITIL best practices is driving IT operations into an organizational split of front-office and back-office functions. The front office develops and manages service catalogs and creates empathy with the business user by adopting BSM principles, while the back office continues to monitor and engineer the IT in production.
- **Pragmatic business-oriented performance management projects.** Still found in the financial services and telco sectors, these transaction management projects provide effective business service reporting by adding a value analysis to the transactions that are being monitored.

You may have projects in more than one category at one time. For example, a longer-term strategic IT transformation program often includes projects from the other three categories. Similarly, a successful project in service-level reporting, service catalog, or performance management can provide the required proof of value to launch a strategic IT transformation program.

## The 2007 Forrester Wave™ List Is Now Down To Just Seven

Forrester published a Forrester Wave™ on BSM in Q1 2007, a very nascent phase in that market development. It was so early that some of the vendors selected by Forrester at the time did not even position themselves as BSM solutions vendors proactively. In the meantime, just seven of the companies covered in the Forrester Wave™ are still in business as vendors offering BSM: The remaining 36% have been acquired by other vendors. The project definitions and vendor selection criteria as defined in the Forrester Wave™ are still suitable for evaluating potential solution suppliers (see Figure 1).<sup>8</sup> There are also several new interesting solution vendors that could be considered by IT operations professionals planning their BSM projects.

**Figure 1** Criteria For Selecting BSM Solutions

<b>Current offering</b>	
Architecture	Is the product designed to ensure stability, performance, integration, and scalability?
Data collection	Is the solution able to collect relevant and timely data for BSM reporting?
Service catalog management	How does the BSM solution support or integrate service catalogs, SLAs, and OLAs in business metrics?
IT infrastructure mapping	What are the solution's capabilities in discovering and accounting for configuration items (CIs)?
Business service mapping	How does the solution support business service mapping? Can it be diagrammed? Can metrics be maintained?
Dynamic linking of service to infrastructure	How does the solution map business services to CIs? Is this dynamic?
End-to-end monitoring	How mature are the solution's monitoring capabilities?
CMDB	What are the features of the CMDB? What functionalities does it support?
Standards and interoperability	What vendor-neutral and third-party standards does the product support?
<b>Strategy</b>	
Product vision	What is the company's product road map for BSM? What is the degree of focus within the company for IT service management?
Sales and implementation strategy	What is the sales strategy? Is this strategy credible and successful?
Geographic presence	How does the company promote and sell its solutions around the world?
Cost	How is the product priced?
<b>Market presence</b>	
Installed base	How large is the installed base of customers for BSM?
Employee base	How many people does the organization dedicate to this solution?
Financials	What is the company's cash position?

54651

Source: Forrester Research, Inc.

## THE BSM VENDOR LANDSCAPE IN 2009

Forrester has interviewed and reviewed the current BSM offerings from 20 different vendors to be able to provide this BSM vendor landscape as an update to the Forrester Wave™.9 Forrester also interviewed end user clients referenced by each vendor for validation. While a comparative analysis of the various offerings is not yet available, the following market overview, in combination with the 2007 Forrester Wave™ report, will help IT infrastructure and operations professionals understand which vendors are offering BSM solutions and which approach they support (see Figure 2).

**Figure 2** 2009 BSM Vendor Landscape

Strategic IT transformation program			
BMC Software	CA*	HP Software	IBM*
BSM reporting			
ASG	FireScope	Nimsoft	
Compuware	Interlink Software	Novell	
Efecte	Junisphere	USU	
Service catalog management			
Digital Fuel	Oblicore		
Transaction management			
AmberPoint	OpTier	Replay Solutions	
dynaTrace	Oracle		

\*CA and IBM are considered by enterprises when they are already a significant incumbent IT management software supplier.

54651

Source: Forrester Research, Inc.

### Strategic IT Transformation Programs

The current shortlist for these CIO-led initiatives always contains BMC Software and HP as well as CA and IBM in particular when these vendors are significant incumbent IT management software suppliers for an enterprise.

- **BMC Software.** BMC has a BSM portfolio that can cover almost all of what an enterprise needs in IT operations and continues to lead its complete corporate positioning with BSM messaging. The BSM solution is further enhanced by technologies formerly available from ProactiveNet, which it acquired in 2007. The Atrium CMDB has an established leadership position in many enterprises and service providers, and BMC has recently enhanced its reporting capabilities with the acquisition of ITM Software for even better portfolio, financial, and human capital management. BMC has effectively linked BSM reporting with automation through its

immediately successful acquisition of BladeLogic in 2008. The BMC marketing machine is supported by a well-trained and capable sales and professional services force to help educate project members regarding the capabilities and possibilities behind BSM.

- **HP Software.** HP has now delivered on its promise to integrate the technologies of five companies: HP, Peregrine Systems, Mercury Interactive, TransactionVision, and Opsware. While the Wave™ evaluation in 2007 considered mainly Mercury solutions as the BSM solution, HP has now enhanced the BSM portfolio with a more strongly integrated CMDB and extensive integration with HP's traditional monitoring tools. The vertical integration from dashboard, through reporting down to process automation, is now very tight across HP's own products. The BSM level is also still flexible enough to work with other CMDBs and monitoring tools. HP's latest acquired technology, SPI Dynamics, makes its mapping of services to infrastructure particularly dynamic.

### BSM Reporting Solutions

In this category, the enterprise only wants to focus on the reporting layer and does not want to replace the complete monitoring tools landscape. Most of the vendors fall into this category, including BMC Software and HP.

- **ASG.** ASG continues to provide its BSM solution. BSP is based on: 1) ASG's metaCMDB built on top of Rochade, a leading metadata repository with built-in federation capabilities; 2) ASG's metaManager, an open adapter bus that allows the rapid development of connectors to third-party data collection; and 3) the integration of ASG point solutions that provide real-time monitoring functions for a number of technologies, from distributed systems to applications, mainframes, and eventually batch processing.
- **CA.** This company is able to put together a comprehensive BSM solution for a customer, including the CMDB from its Cendura acquisition, automation from its Optinuity acquisition, and application performance management tools acquired from Wily Technology — all combined through its Unified Service Model concept. In short, CA does not call it BSM, but it's now very close to what BMC and HP have to offer.
- **Compuware.** Compuware entered the BSM market with its acquisition of Proxima Technology in January 2007. Compuware has since integrated Proxima as the core of its Vantage product line, which is focused on providing end-to-end visibility into application performance starting from the end user perspective.<sup>10</sup> Vantage includes an integrated service model that ties application and infrastructure information together, incorporating data from both Compuware's monitoring products as well as third-party sources. Compuware differentiates its solution by focusing on the end user experience and by providing a single solution for proactive issue identification, quantification of business impact, and resolution.

- **Efecte.** Efecte is also now well-established with several major BSM projects within its sales territory of Scandinavia, where it markets a family of IT management software solutions with a strong business service orientation as “ERP” for IT.
- **FireScope.** This is the youngest BSM provider in our list, founded in 2006, with probably the most modern solution due to its adoption of Web 2.0 technologies. FireScope completed its BSM solutions portfolio last year with the acquisition of Caimit and its CMDB technology. It provides an impressive reporting and analytics portal framework for all possible IT and business user roles, and its 11 different connectivity methods collect data from virtually any networked asset. FireScope offers a fully featured Enterprise Edition as well as a Business Edition for SMBs. Both solutions are very attractively priced and sold in an appliance model.
- **IBM.** IBM Tivoli and its Global Services organization continue to assist its customers in setting up BSM reporting systems, based on years of experience of doing this with its mainframe-based customers. The central component is the IBM TBSM, which relies heavily on the availability management and SLM solutions of the IBM Tivoli portfolio. The TBSM product is model-based; its models are populated via application dependency mapping, and the Micromuse user interface and reporting metaphor have now been adopted.
- **Interlink Software.** Interlink is now well-established with several major BSM projects around the world, although its sales focus is in Europe. While promoting BSM for many years, Interlink often first provides an enterprisewide central console for systems and service management and then grows the installation into full BSM projects as the service levels drift upstream because of the wealth of data that Interlink can provide. This is a pragmatic approach that its clients appreciate. The Interlink CMDB, despite being a capable content management system (CMS) in its own right, is often positioned as a “service configuration manager” to avoid any enterprise-level political issues.
- **Junisphere.** Junisphere’s BSM solution consists of a unique top-down approach for service modeling, incorporating key performance indicators (KPIs) from business processes to integrate IT with business. Its further strength is its dashboard and reporting cockpit, providing role-based access to business and IT operations staff. The system proactively controls all required dependencies of a business process and keeps the information in its service management database (SMDB), which then is linked to external CMDBs, building a service knowledge management system (SKMS). Junisphere has several large customers in central Europe and has established partnerships with several telco and managed service providers to secure international expansion in consulting-led opportunities.
- **Nimsoft.** Nimsoft markets itself brashly as “the ‘Big 4’ alternative for IT performance and availability monitoring solutions” and has generated great success with service providers and enterprises. Nimsoft acquired Indicative Software, which was reviewed in the 2007 Forrester Wave™ as the solution best suited for companies that want to approach BSM from a performance

perspective and want to quickly manage the end-to-end performance of critical business services. The combination of Nimsoft BSM Express with its ties back to Indicative and the Nimsoft Monitoring products makes a particularly strong BSM offering.

- **Novell.** It has acquired Managed Objects and has now relaunched all the Managed Objects products as Novell BSM solutions. MyCMDB, in particular, is a new innovation that complements existing CMDB projects by leveraging Web 2.0 and social networking principles to facilitate advanced navigation, modeling, analytics, and reporting. The traditional strengths of the Managed Objects solutions are being maintained and integrated into Novell's other systems management products. Managed Objects was the first to bring full-fledged BSM systems to market. It has a strong product portfolio for BSM projects, and it integrates well with most of the industry's monitoring tools. This ability to integrate with third-party solutions remains a key differentiator and benefit.
- **USU.** It has expanded its product line from IT asset management and financial management to a full BSM reporting package by adding systems monitoring functionality with collectors from most monitoring systems. It has also added a completely new CMDB system out of its existing asset database and is including original equipment manufacturer (OEM) products for discovery (from BDNA) and ADM (Tideway). It has focused on German-speaking countries so far, with single projects in Italy and in the US. It has also just recruited partners (value-added resellers) in the US, Benelux region, and Saudi Arabia to expand further.

### Service Catalog Management Solutions

While the megavendors tend to provide service request functionality within their service management suites, the following vendors provide standalone solutions to design, develop, measure, and improve complete services, including business services. The organizations preferring these solutions are service providers themselves as well as enterprise IT departments that must behave as a shared service by cataloging the services and ultimately charging for service consumption.

- **Digital Fuel.** The ServiceFlow solution uses a visual modeling approach to model service agreements between service providers and their service consumers using SLAs, operating-level agreements (OLAs), and underpinning contracts. This approach is very attractive to any service provider, as it automates the otherwise-difficult process of managing SLAs and provides common, transparent, and verifiable accounting of SLA performance and compliance. Increasingly, internal enterprise service providers are using ServiceFlow not only to measure and report on the performance of their shared services organizations, such as IT, but also to provide IT cost visibility into business services for better cost optimization decisions with their business consumers.
- **Oblicore.** The company has made a variety of changes to the current solution, which range from changes to the look and feel to functionality changes to provide service managers with a much better way to manage services and the portfolio of services. The company is very successful in continuously supporting service providers and enterprises around the world with its solution set.

## Transaction Management Solutions

Each of the megavendors can now provide solutions for this project type with their technologies, but the one vendor that is focused on this type of solution for BSM is OpTier. Several other vendors can also be considered, but they do not use the BSM moniker in their marketing.

- **AmberPoint.** It is very similar in intent and purpose to OpTier and HP's Bristol Technology. It traces a transaction through any architecture and provides visibility into critical content, while including a policy management system for applying policies such as security to the services it is managing.
- **dynaTrace.** It offers the ability to map a transaction through a service-oriented architecture (SOA) and monitor its performance as well as provide indicators of incidents and problems.
- **OpTier.** OpTier prefers to position itself as providing Business Transaction Management, which is highly applicable for financial services institutes where transaction has a business context. In the meantime, OpTier is now broadening its traction and building on the company's success in an increasing number of markets.
- **Oracle.** It acquired a number of solutions in the management space including ClearApp that led to the release of Oracle Composite Application Performance Management Pack. This solution not only can map and monitor transactions but also can diagnose SOA applications from a top-level perspective and drill all the way down to functional logic or code to optimize its performance.
- **Replay Solutions.** It offers the ability to collect and capture all transaction data and content. It can run the transactions in real time in a parallel virtual sandbox to debug the transaction in real time while it runs on the production infrastructure.

## RECOMMENDATIONS

### PICK YOUR ROUTE TO BSM FIRST

You cannot actually buy a finished BSM solution; you are leveraging a technology platform to be able to provide business-oriented quality-of-service reporting. The most suitable platform depends on how you are approaching BSM: strategic, service-level reporting, service catalog, or performance management. IT infrastructure and operations professionals should therefore first establish which type of BSM project is most applicable before selecting a shortlist of vendors to invite, and the Forrester Wave™ on BSM can still be used to compare solution offerings. Particular attention should be paid to:

- **Checking that all your data can be collected.** Your preferred BSM solution should be able to collect and collate all your infrastructure monitoring data in near real time. Consider your infrastructure platforms, and test that the solution can connect to each of your systems.

- **Testing your reports with business users.** BSM is like any other business application where the true success will be measured by the user satisfaction with the associated reporting. Design and test the desired BSM reports and dashboards using input from your business users, and have your BSM vendors prove that their solution can support your reporting needs.

#### OTHER QUESTIONS TO ANSWER WHEN PLANNING YOUR BSM PROJECT

IT organizations that are planning a BSM project should also answer the following questions:

- **Is there a common understanding of why you're introducing BSM?** Does the whole IT organization understand why the BSM journey is starting and where it is heading? Ensure that you communicate these objectives at the beginning and issue ongoing progress reports to all IT staff.
- **Is your BSM plan business-critical?** Have you selected those business processes that have the most impact on the enterprise? Ensure that you involve your business counterparts in these decisions, and use their knowledge to set your priorities.
- **Do you understand your ITSM maturity?** Is your IT staff already working in a customer-centric, service-oriented manner? Ensure that you leverage best practices like ITIL to spread this culture in your organization before taking on the challenge of BSM.
- **Do you have measurements in place?** Are there sufficient metrics to enable you to demonstrate the value of your BSM project? Ensure that you set up a measurement system and culture that can document values before and after you launch the BSM project.
- **Are your BSM projects coordinated?** Do you have enough information about different projects for initiatives like IT asset management, configuration item autodiscovery, and CMDB? Different IT departments are probably executing these with differing objectives. It is important to keep the relationships between the projects in mind and to ensure that project members communicate about the technologies they employ and the organizational changes they make — or plan to make — in order to avoid duplicating work and/or to prevent conflicts along the way. You will need high-level management commitment to achieve this, of course.

## SUPPLEMENTAL MATERIAL

### Companies Interviewed For This Document

AmberPoint	IBM Tivoli
ASG	Interlink Software
BMC Software	Junisphere
CA	Nimsoft
Compuware	Novell
Digital Fuel	Oblicore
dynaTrace	OpTier
Efecte	Oracle
FireScope	Replay Solutions
HP Software	USU

### ENDNOTES

- <sup>1</sup> As more and more IT organizations improve their service delivery, they are turning their focus to presenting their business value more positively. These organizations are beginning to develop true BSM systems by doing two things: understanding the metrics their business users employ to decide if IT is providing value and linking these metrics and associated business services to IT infrastructure components. See the February 1, 2006, "[BSM Is Coming Of Age: Time To Define What It Is](#)" report.
- <sup>2</sup> Since 2005, Forrester has tracked the IT management software market across 12 defined categories. For the latest forecast, see the March 13, 2009, "[Market Overview: The IT Management Software Market In 2009](#)" report.
- <sup>3</sup> In 2009, IT faces the problem of cutting costs without affecting the productivity of business users. Ideally, enterprises will look at solutions that increase IT operations' productivity, reduce the time needed to correct problems, and eliminate wasted time: This should favor the latest and most innovative IT management software products. See the March 13, 2009, "[Market Overview: The IT Management Software Market In 2009](#)" report.
- <sup>4</sup> Originally created by the UK government, ITIL summarizes best practices for the implementation of IT management processes. ITIL defines the processes to be implemented to deliver and support IT services (most of the time, IT services today equal applications) focusing on the business (IT's customer). The ITIL philosophy revolves around the service desk as a communication platform and the CMDB. ITIL adoption rates in \$1-billion-plus companies are: 20% in 2005, 50% in 2008, and 80% in 2010. See the June 30, 2008, "[Business Service Management Market Update](#)" report.

- <sup>5</sup> Application to infrastructure dependency mapping bridges the gap among business user value, application performance, and what the IT specialist sees — essentially, infrastructure component availability. This, combined with the ITIL CMDB concept, lays the foundation for radical changes in the way IT operations manage resources. The basic information for application dependency mapping exists in all configuration files, routing tables, and port allocation tables and includes all information that the different infrastructure components supporting the application use to function effectively at runtime. This technology is therefore best described as a kind of online reverse engineering and consists of exploring, analyzing, and querying all components supporting an application. See the February 27, 2006, “[The Forrester Wave™: Application Mapping For The CMDB, Q1 2006](#)” report.
- <sup>6</sup> Enterprises with mature BSM systems are able to measure and report quality of service at the business level; they can also assign sensible, business-centric prioritization to service performance events and other incidents. Their next requirement is to add financial analysis elements to the service management reports so that the business can understand the true cost of service operations and become involved in demand management decisions. See the January 6, 2009, “[What's After BSM? Understanding The Financials](#)” report.
- <sup>7</sup> Forrester surveyed 704 North American and European executives who said that for 2008, 35% of their IT budget was devoted to full-time IT staff, the largest segment recorded. Forrester also saw that only 68% of those surveyed increased their IT departments’ average compensation (including salary and benefits). See the March 27, 2008, “[The State Of Enterprise IT Budgets: 2008](#)” report.
- <sup>8</sup> Forrester evaluated leading BSM vendors across 26 criteria and found that BMC Software and Managed Objects had established early leadership, thanks to their strong product portfolios. HP, Digital Fuel Technologies, IBM, Oblicore, and Proxima Technology were leaders as well, while OpTier, Indicative Software, CA, and ProactiveNet were strong performers. See the March 28, 2007, “[The Forrester Wave™: Business Service Management, Q1 2007](#)” report.
- <sup>9</sup> Microsoft and Symantec were also invited to present a BSM solution, but they declined.
- <sup>10</sup> The next release, Vantage 11, planned for this summer, has an even tighter integration of Proxima, and Forrester anticipates it will be a very competitive reporting and performance analysis solution.

# FORRESTER®

Making Leaders Successful Every Day

## Headquarters

Forrester Research, Inc.  
400 Technology Square  
Cambridge, MA 02139 USA  
Tel: +1 617.613.6000  
Fax: +1 617.613.5000  
Email: [forrester@forrester.com](mailto:forrester@forrester.com)  
Nasdaq symbol: FORR  
[www.forrester.com](http://www.forrester.com)

## Research and Sales Offices

Australia	Israel
Brazil	Japan
Canada	Korea
Denmark	The Netherlands
France	Switzerland
Germany	United Kingdom
Hong Kong	United States
India	

*For a complete list of worldwide locations, visit [www.forrester.com/about](http://www.forrester.com/about).*

For information on hard-copy or electronic reprints, please contact Client Support at +1 866.367.7378, +1 617.613.5730, or [clientsupport@forrester.com](mailto:clientsupport@forrester.com).

We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Research, Inc. (Nasdaq: FORR) is an independent research company that provides pragmatic and forward-thinking advice to global leaders in business and technology. Forrester works with professionals in 19 key roles at major companies providing proprietary research, consumer insight, consulting, events, and peer-to-peer executive programs. For more than 25 years, Forrester has been making IT, marketing, and technology industry leaders successful every day. For more information, visit [www.forrester.com](http://www.forrester.com).