

# Critical Capabilities for Enterprise Agile Planning Tools

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Application leaders creating strategies for product and platform development must select an enterprise agile planning tool that meets the needs of their organization. This research evaluates 11 functional EAP tool offerings across six use cases ranging from single teams to full portfolio management.

## Key Findings

- Many organizations have well-entrenched tools that support agile work tracking at the team level. However, their lack of capabilities for tracking and managing work across portfolios and programs significantly limits the benefits that can be gained from these tools for both teams and entire organizations.
- The functionality needed to support a product portfolio differs greatly from what is needed for a traditional project and program portfolio. Selecting a tool for the latter will not enable effective product management.
- Organizations dealing with mixed portfolios, or portfolios in transition, may need different tools to manage parts of those portfolios. Transitioning organizations struggle unless they select enterprise agile planning (EAP) tools with sufficient coverage for both.

## Recommendations

Application leaders responsible for selecting EAP tools to support application and product portfolio governance should consider the following:

- **For organizations with mostly traditional project and program portfolios:** Manage complexity by selecting tools that have good support for planning and tracking across the entire portfolio. Organizations transitioning to product portfolios should select EAP tools with good capabilities for both projects and products.
- **For organizations with product portfolios:** Simplify your EAP solution by selecting tools that have good support for single teams and product roadmapping. Minimize the disruption of a

large installed base of team solutions by selecting an EAP tool that integrates well with those solutions and supports product portfolios.

- **For organizations with a focus on the Scaled Agile Framework (SAFe):** Support the framework by selecting tools with specific and comprehensive SAFe support. If scaling with another framework, select the best tool for that framework, as some tools do provide broader support.

## What You Need to Know

Enterprise agile planning tools help organizations to make use of agile practices at scale to achieve enterprise-class agile development. They support practices that are driven by business outcomes, are customer-centric, collaborative and cooperative, and that enable continual stakeholder feedback through visualization and reporting. These tools represent an evolution from project-centric agile tools and traditional application development life cycle management (ADLM) tools.

We have defined six use cases in this document, which fall into three categories.

The first category includes two use cases that focus on the support of single-team agile projects or products. There is a separate use case for each of the two most popular agile methodologies.

The use cases in this category are:

- **Single Scrum Team**
- **Single Lean/Kanban Team**

The second category focuses on the three ways that organizations organize their development portfolios in support of work done across multiple teams:

- **Project and Program Portfolio:** This is the traditional way of organizing a development portfolio and uses the project as the primary container for work. This is commonly used by organizations that are new to agile.
- **Product Portfolio:** This is the portfolio structure used by most of the enterprise agile frameworks other than SAFe. In this model, the project and program layers are replaced by a single layer of long-term teams that are focused on one product. A “product” in this context comprises a group of features or business capabilities that can improve business outcomes for internal or external customers.
- **SAFe:** The Scaled Agile Framework (SAFe), has a distinct portfolio structure based on value streams (see Note 1).

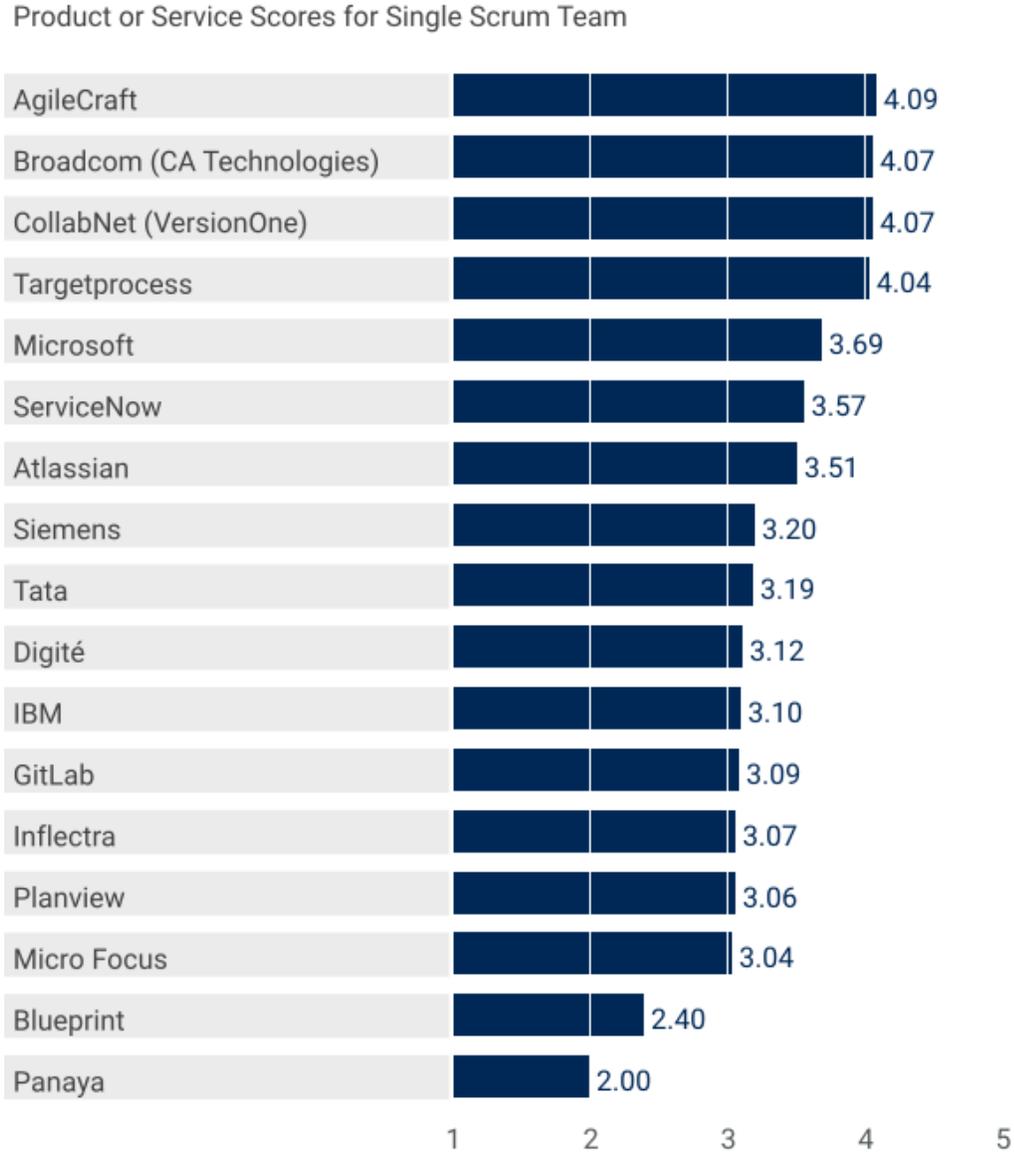
The third category consists of a single use case around the support of distributed teams.

- **Distributed Agile:** This is somewhat orthogonal to the other use cases. It can be used to ensure that a selected vendor can handle the special collaboration needs of a team that is not colocated.

# Analysis

## Critical Capabilities Use-Case Graphics

Figure 1. Vendors' Product Scores for the Single Scrum Team Use Case



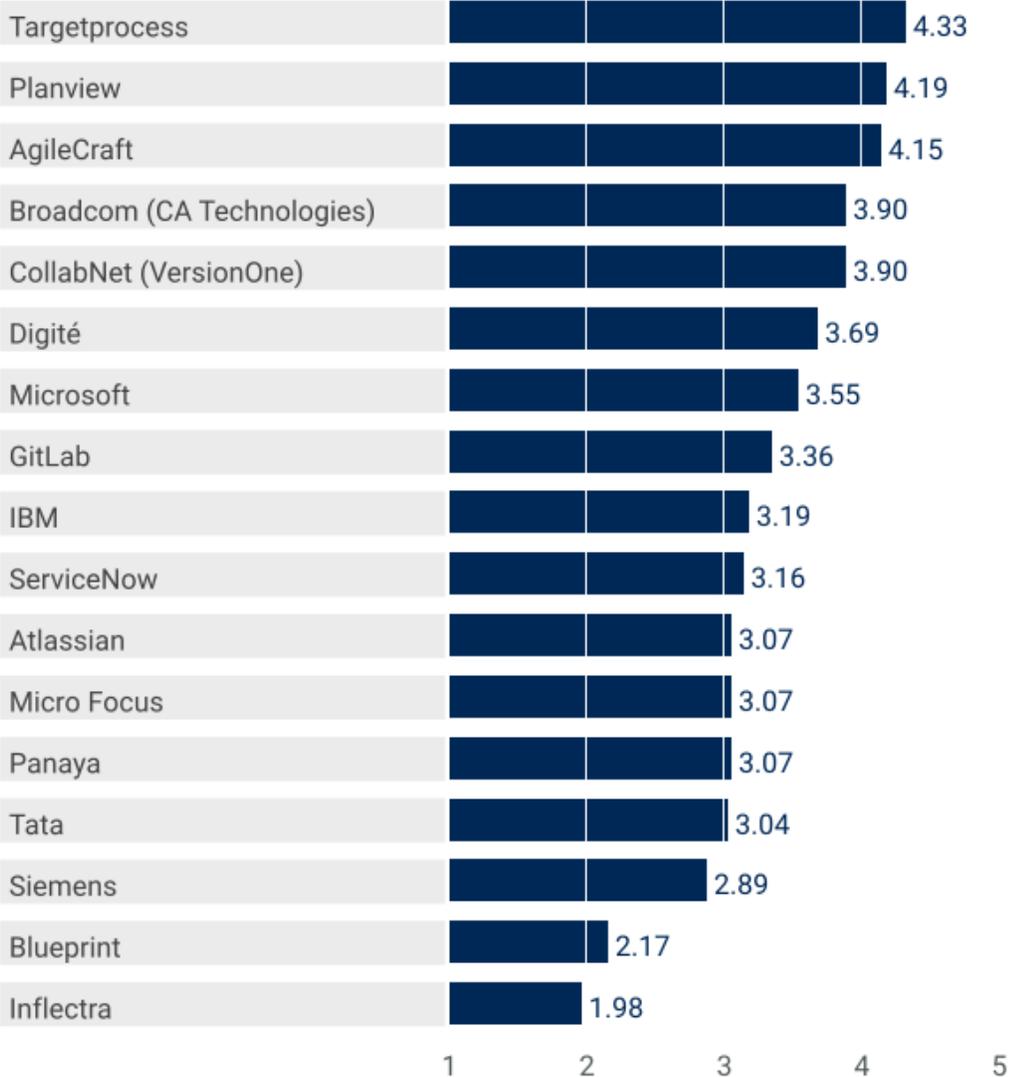
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Figure 2. Vendors' Product Scores for the Single Lean/Kanban Team Use Case

Product or Service Scores for Single Lean/Kanban Team

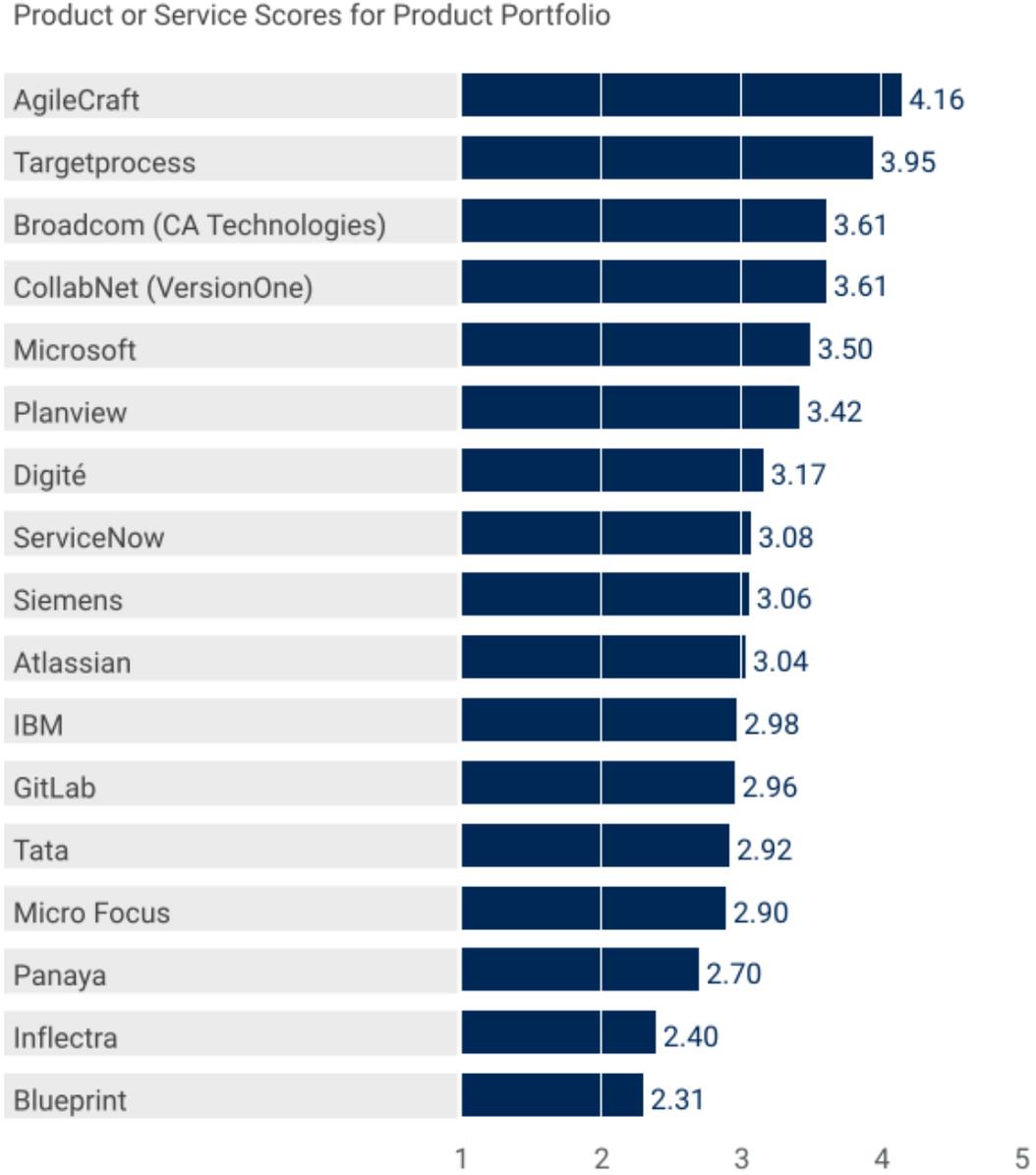


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Figure 3. Vendors' Product Scores for the Product Portfolio Use Case



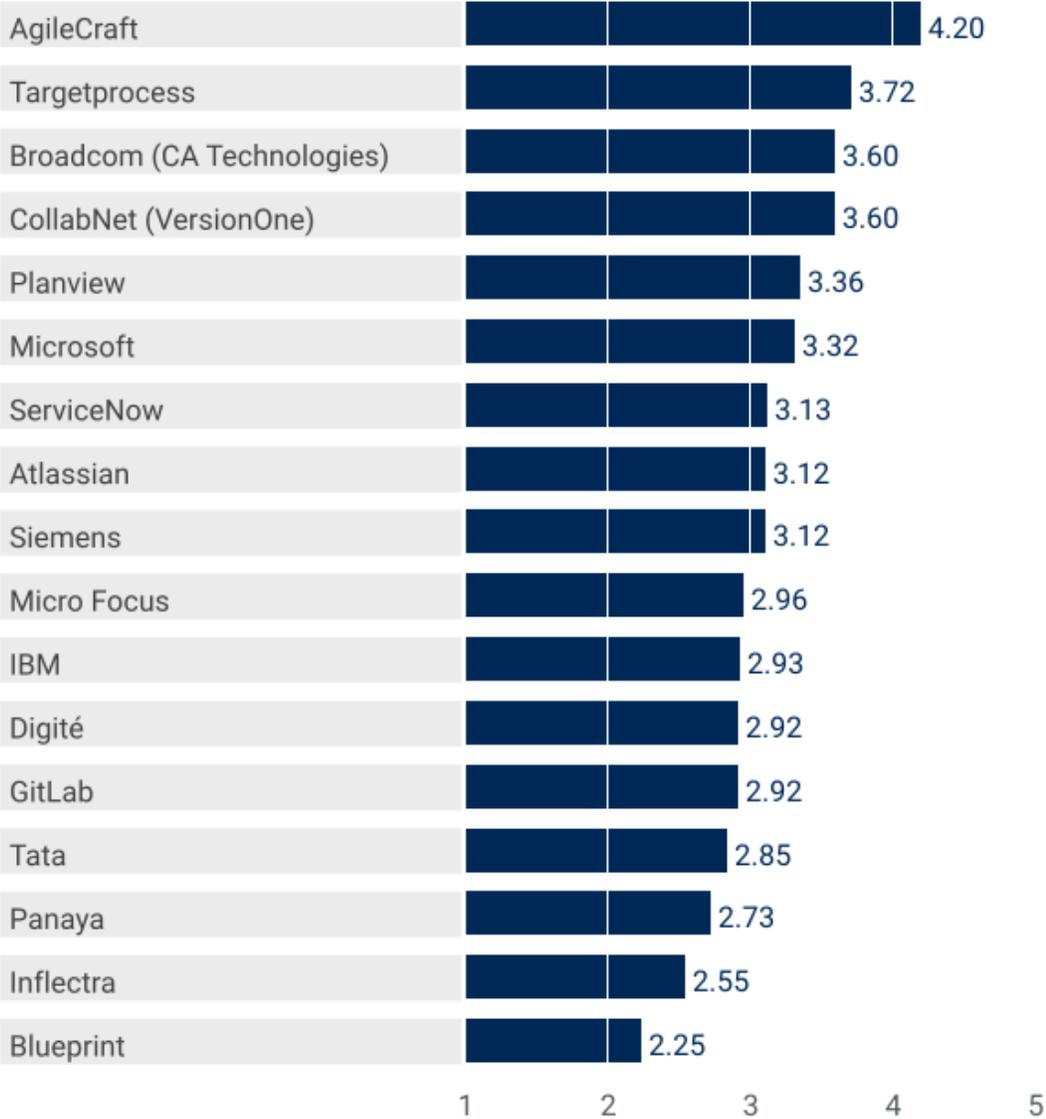
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Figure 4. Vendors' Product Scores for the Project and Program Portfolio Use Case

Product or Service Scores for Project and Program Portfolio



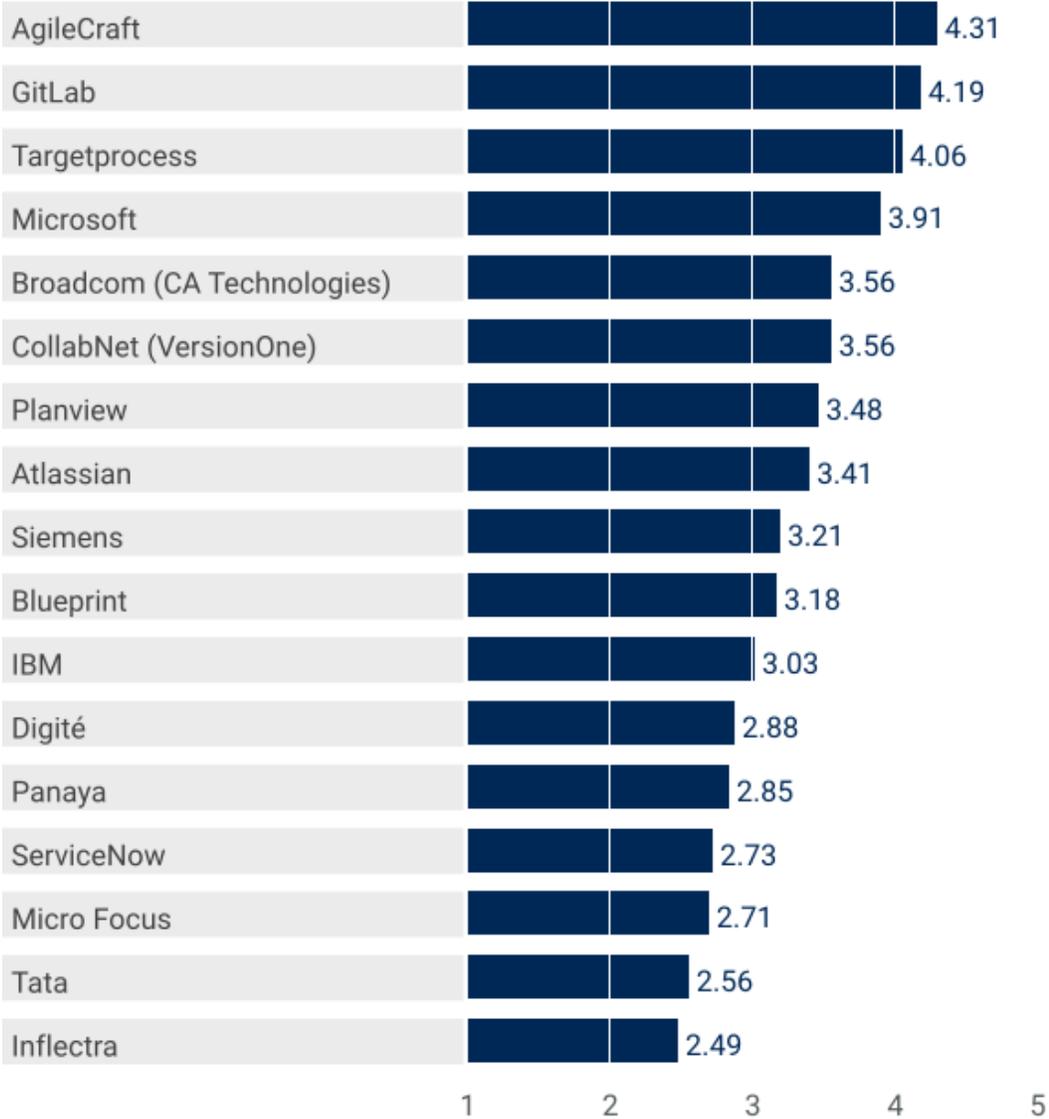
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Figure 5. Vendors' Product Scores for the Distributed Agile Use Case

Product or Service Scores for Distributed Agile

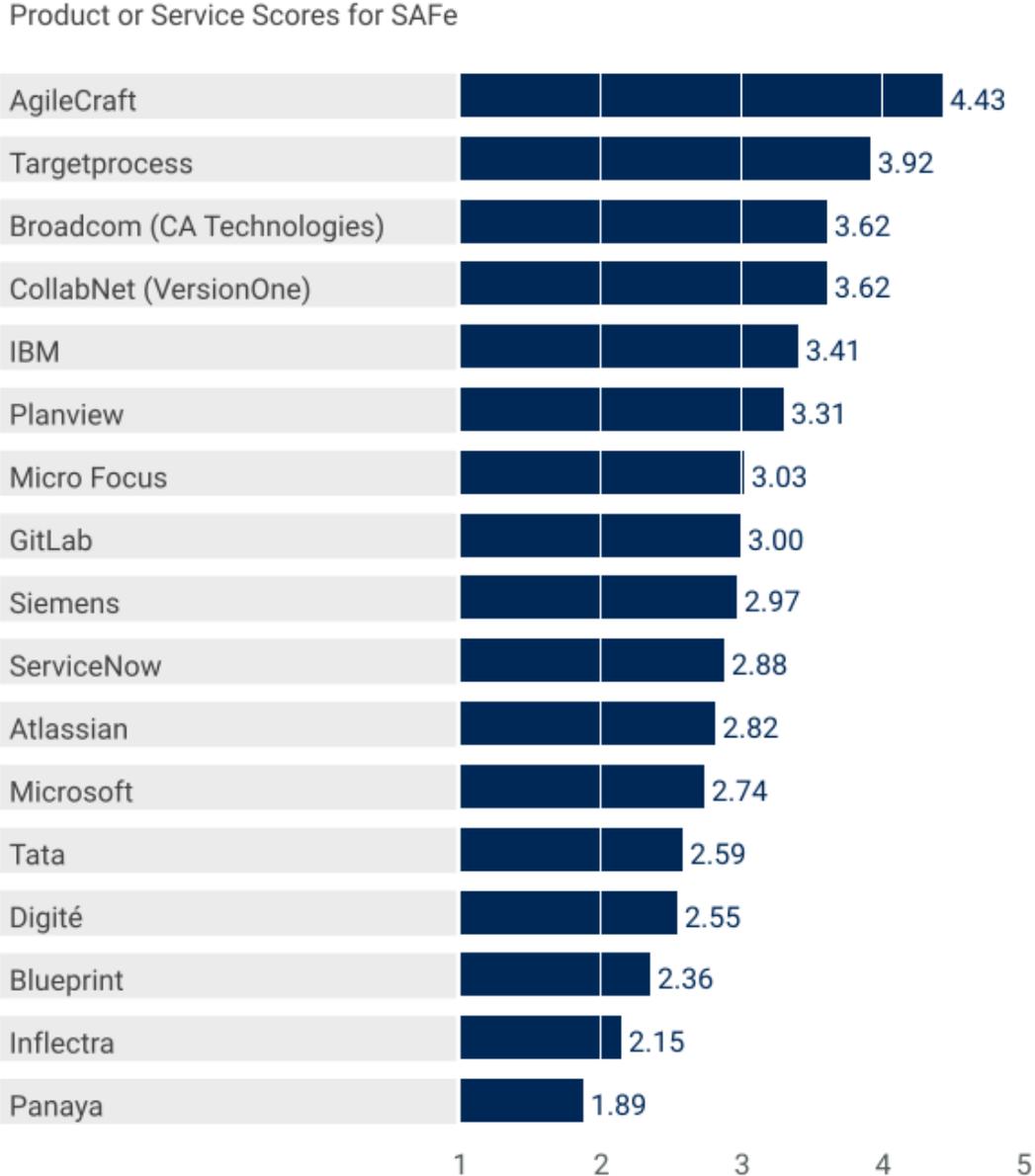


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Figure 6. Vendors' Product Scores for the SAFe Use Case



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### Vendors

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#### AgileCraft

AgileCraft's EAP software product is AgileCraft.

AgileCraft offers a comprehensive solution for large organizations aspiring to embrace agile and DevOps. Its tool has built-in support for multiple enterprise agile frameworks, including SAFe. AgileCraft can combine data from many teams using varying methodologies and team-level tools. It can track software changes from roadmap through DevOps toolchain to release.

AgileCraft's comprehensive solution scored at or near the top in all use cases. It scores well for support of all three portfolio use cases. It has the top ranking for large traditional project and program portfolios, and also is the top ranked vendor for support of SAFe. AgileCraft offers good support for single-team use cases for both Scrum and lean/Kanban, and can thus be used by teams transitioning to agile and continuing on to broad enterprise adoption. It can also be used on top of other team-level solutions in a federated solution.

*Atlassian announced on 18 March 2019 that it had entered into a definitive agreement to acquire AgileCraft. The acquisition was completed on 1 April 2019. The content of this Critical Capabilities research has not changed in any way due to this acquisition.*

## Atlassian

Atlassian's EAP software products are Jira, Confluence and Portfolio in combination.

Atlassian's solution focuses on task management (including work item management), defect tracking, team-level collaboration, and has options for integration with a wide range of other tools. The vendor offers its solution both on-premises and in the cloud, but does not have an enterprise sales team — instead, it offers online purchasing via credit card. Atlassian's large installed base helps to ensure that customers have ready access to experienced users and support for best practices globally.

Atlassian scored fair or good in all use cases, and rated strongest in the program and project portfolio, distributed agile and single Scrum team use cases. The product's lowest rank is for SAFe, for which Atlassian relies on a partner app in the Atlassian Marketplace.

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## Blueprint

Blueprint Software's EAP software product is Storyteller.

Blueprint's offering is unique in this market in that Storyteller starts with a visual model of the planned software, and then maps that model to stories, test plans and deployment automation. The visual metaphor is a high-level flowchart, which offers the ability to drill down into each element. Elements can be tracked throughout the development and release process. This focus on the visual model can make Storyteller a good choice for regulated industries.

Blueprint Software's strongest capabilities were in its support for distributed teams, in which Blueprint was middle of the pack. In the other use cases, Blueprint appeared in the bottom third.

### Broadcom (CA Technologies)

CA Technologies' EAP tool is CA Agile Central (aka Rally).

In 2018, CA Technologies was acquired by Broadcom. Henceforth, the company will focus its direct sales, marketing and support efforts on the largest enterprises, in keeping with Broadcom's strategic direction, while using partners to serve smaller accounts.

The vendor placed within the top five in all use cases. Its weakest critical capability is time tracking; its strongest is backlog management. It scored well for support of all three portfolio use cases.

### CollabNet (VersionOne)

CollabNet's EAP software products are VersionOne (and Continuum).

Prior to its acquisition by CollabNet, VersionOne led the market with a number of innovations, notably scaling support via enterprise agile frameworks and integration with DevOps pipelines. Since the acquisition, CollabNet has focused investment in its VersionOne product on value-stream management, templates for lean business cases, and portfolio integration with TeamForge. The VersionOne product has favorable and flexible licensing terms and strengths in terms of ease of implementation and use. It is available as SaaS or for on-premises deployment.

CollabNet scored either first (single Scrum team) or second (single lean/Kanban team, product portfolio, project and program portfolio, SAFe and distributed agile) in our Critical Capabilities use cases.

### Digité

Digité's EAP software products are SwiftKanban, SwiftEASe, SwiftEnterprise and SwiftSync.

Digité is a new entrant to this Critical Capabilities and its companion Magic Quadrant (it received an honorable mention in 2018). It offers highly evolved Kanban functionality (SwiftKanban) with minimum and maximum work in progress (WIP) limits to enable improved flow. It also offers rules for sorting cards, and visualizes developer workloads for managing deadlines. Forecast graphics show, among other things, how many cards a team can deliver and the probable cost of delay. Digité offers low-cost pricing options to encompass enterprise-level support. SwiftEASe supports SAFe, and SwiftEnterprise offers artificial intelligence/machine learning-enabled team health and project analytics.

Digité scored highest in Product Portfolio Use Case, among the top third, and also in Lean/Kanban Team Support. In other use cases Digité scored in the middle to bottom third.

### GitLab

GitLab's EAP software product is GitLab.

GitLab is a new entrant to this Critical Capabilities. It offers a modern product that is well-integrated with Git. It offers solid support for teams doing Scrum- or Kanban-based development and a focus on the entire continuous integration/continuous delivery (CI/CD) chain and product value stream.

GitLab scored near the top in the distributed agile use case, unsurprising given the organizational culture. In other use cases, GitLab scored in the middle of the pack to the lower third.

## IBM

IBM's EAP software product is IBM Rational Team Concert.

IBM offers a wide range of products and services in the application development sector. Its global presence and service arm enable it to serve customers in any region. IBM's enterprise agile strategy centers on SAFe, with an emphasis on use within regulated industries. IBM has a comprehensive suite of ADLM products covering the full life cycle.

IBM scored near the middle of the pack in most use cases, but placed in the top third for SAFe. Its weakest critical capabilities were in time tracking and integration with third-party tools; its strongest was SAFe support and tracking.

## Inflectra

Inflectra's EAP software product is SpiraPlan.

Inflectra's solution is well-suited to organizations looking for the ability to support traceability from requirements to tests. This includes organizations in regulated industries. SpiraPlan is designed to be flexible in terms of approach and it supports Scrum and Kanban, as well as waterfall and hybrid approaches.

Inflectra placed in the bottom third in all use cases, and scored lowest of all vendors in the single lean/Kanban team and distributed agile use cases. Its weakest critical capability was Kanban team support; its strongest was Scrum team support.

## Micro Focus

Micro Focus' EAP software products are ALM Octane and Project and Portfolio Management (PPM).

Micro Focus has a broad portfolio of assets for planning and requirements through to quality assurance and release. However, ALM Octane is still a relatively new product, one that generally enters organizations on the back of the vendor's legacy in software quality and test management. ALM Octane is a good solution for organizations focused on supporting compliance and traceability.

Micro Focus ALM Octane scored in the bottom third of use cases, except for SAFe support, where it was solidly in the middle of the pack

## Microsoft

Microsoft's EAP software product is Azure DevOps Services.

Microsoft's approach involves offering a broad suite available on-premises or in the cloud, committed support for open-source technologies, and integration with leading open-source repository Git and DevOps tools. Azure Boards improves the overall usability of the products and their flexibility.

Microsoft's Azure DevOps ranked highest for Distributed agile. Otherwise Azure DevOps scored in the middle of the pack. The product's lowest rank is for SAFe support, for which Microsoft relies on a partner strategy.

## Panaya

Panaya's EAP software product is Release Dynamix.

A new entrant this year, Panaya brings strong ERP impact analysis capabilities to this market. Panaya is an established vendor in the enterprise agile testing market. Its entry into the EAP market offers a unique advantage for organizations that need to customize and extend their enterprise solutions. In addition to basic EAP functionality, Panaya can use its impact analysis software to determine the impact of a software change. This capability enables Release Dynamix to inform development teams what tests need to be run or created in order to ensure the quality of a release.

Release Dynamix is a targeted solution for the agile development ERP and packaged software development. This does not strongly correlate with any of the critical capabilities in this report. The result is that Panaya's Release Dynamix scored in the bottom third for all of our specific use cases.

## Planview

Planview's EAP software product is the Planview Lean and Agile delivery solution.

Since acquiring LeanKit, Planview has made good progress merging the best-of-breed PPM and Kanban functionality of the two companies. This has resulted in an offering that has a powerful mixture of portfolio management and team-level work-tracking support. The solution supports organizations starting an agile journey by linking existing program and project support to agile teams, as well as strategic and product portfolios. It also supports the most advanced agile organizations with strong Scrum and Kanban support. The Kanban portion of the tool can also support nondevelopment areas, such as operations, business strategy, portfolio management and education.

Planview scores were strongest in the program and project portfolio and single Kanban team use cases, and ranked in the middle of the pack for the other use cases.

## ServiceNow

ServiceNow's EAP software product is the IT Business Management (ITBM) suite

A new entrant this year, ServiceNow brings nascent capabilities to this market. ServiceNow is an established vendor in the IT service management sector, where it provides infrastructure and operations organizations with leading solutions. Its entry into the enterprise agile planning market offers unique advantages for midsize enterprises that are customizing and extending enterprise solutions. At the time of evaluation, ServiceNow's SAFe support was limited to the Essential SAFe configuration. In addition to basic EAP functionality, ServiceNow has good integration with Jenkins.

ServiceNow, new to this Critical Capabilities report, scored in the top half in the single Scrum team, and project and program portfolio support use cases. It scored lower in lean/Kanban, SAFe and distributed agile.

### Siemens

Siemens' EAP software product is Polarion ALM.

Siemens offers a solution with an emphasis on quality engineering and traceability. Organizations in regulated environments whose processes are subject to audit will find it appealing. Its SAFe support is evolving.

Siemens placed near the middle of the pack in most use cases, though it scored significantly lower, falling into the bottom third, in the single lean/Kanban team use case.

### Targetprocess

Targetprocess' EAP software product is also called Targetprocess.

Targetprocess offers a flexible solution with support for Kanban- and Scrum-based practices. It will appeal to organizations getting started with, or maturing, their agile capabilities. Targetprocess continues to grow and expand its product's capabilities.

Targetprocess scored within the top four vendors in all use cases, and scored first for its single lean/Kanban team support. Its weakest capability is its integration with third-party tools; its strongest are Kanban team support and backlog management.

### Tata

Tata Consultancy Services' EAP software product is Jile.

Jile is a new product that supports a product-team-centered approach to the delivery of solutions, and the management of teams and products via a portfolio-based approach. So far, reference customers are generally happy with their experience of the product and with the availability of 24/7 support. Usage tends to be at a department level or smaller.

Jile scored strongest, in the middle of the pack, for single Scrum team and product portfolio support, but in the bottom third for the other use cases.

## Context

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This research complements the companion “Magic Quadrant for Enterprise Agile Planning Tools,” but has a different emphasis. Magic Quadrants highlight a broad set of criteria that includes corporate viability, vision, marketing and geographic focus. Critical Capabilities research emphasizes product features, rather than the strategic qualities of the vendors. Magic Quadrants take a holistic view of a vendor to evaluate its commercial ability to gain market share. Magic Quadrants also assess how well that vendor understands the direction of the market, so as to remain viable and relevant. Critical Capabilities research is specifically product-focused, looking at how features in the currently shipping vendor product can be applied to important use cases.

Several vendors did not meet our requirements for inclusion in this Critical Capabilities or the companion Magic Quadrant. These vendors may have strong product functionality but not the required revenue or product distribution. Some of these vendors may work well for SMBs and offer a better corporate fit for such companies, but they do not target large enterprises or portfolio approaches. We will continue to evaluate the following vendors, some of which may justify inclusion in your evaluation process now or in the future:

- Agile Cockpit
- Axosoft
- DevFactory
- Favro
- Perforce Software
- Pivotal Software
- Scrumwise
- TechExcel

## Product/Service Class Definition

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Agile development methodologies are highly accelerated, iterative development processes. They drive a need for tools that support:

- Monthly, weekly, daily and even continuous deliverables based on business outcomes.
- Increased visibility into the flow of work.
- Requirements captured in epics, features, user stories and tasks.
- Collaborative and shift-left practices such as test-driven development.

The principles of collaboration, continuous integration, refactoring and promoting ownership also become key product capabilities.

Tools in this document range from those that support small teams working independently, to those that support large portfolios with potentially hundreds of teams. In between are “tribes” made of between two and eight teams that may coordinate via a daily “Scrum of Scrums” meeting.

It is very important to select the correct tool or tools that support the different ways of organizing the work in your organization (see “Market Guide for Enterprise Agile Frameworks” for more information on frameworks for scaling agile to the enterprise level). The tools in this research have capabilities for planning and collaborating at a team level, and provide functionality that enables scaling across multiple teams. However, we find that it is common to use a federated solution where the data from one or more team-level solutions, most commonly from Atlassian or Microsoft, are rolled up into a tool to track work across the portfolio.

Agile adoption has traditionally been driven primarily from the bottom up, and enterprise-class agile development is a natural evolution of project-level agile to support the needs of large-scale software management. Often, the needs of the agile teams themselves have differed from those of their management, which has led to the use of a mix of tools.

Top-down strategic adoption of agile is now growing, driven by digital business initiatives that demand the quick delivery of solutions to new types of problems. Top-down adoption has also been accelerated by growing client awareness of frameworks, such as SAFe.

Additionally, we find many organizations are currently working in a “mixed mode,” with some agile and some waterfall or iterative development initiatives. Our most recent survey shows that 13% of surveyed organizations are using agile methodologies for all of their development needs.<sup>1</sup> Another 35% use agile for most needs.

At the same time, we find, on average, nearly half of organizations’ development is based on agile methodologies (on average, across our 2018 sample: 39% of development on waterfall, 12% iterative, and 3% on lean IT). However, the very different nature of agile and waterfall development makes it impractical to develop a single view across a hybrid portfolio. In most cases, it is best to continue to use your existing ADLM solution for traditional work, and adopt an agile-specific solution for your enterprise agile planning needs.

Organizations making selections in this market must have clear strategies for targeted use and support. While tools provide important functions, these must be aligned with, and supported by, culture and practices in the organization. Organizations have different requirements (such as regulatory compliance) that may constrain them to specific practices, or they may face cultural barriers that affect commitments and collaboration. These, in turn, may evolve as the tools themselves evolve. The less stable or more varied the practices in use at an organization are, the greater the need for a tactical approach to tool selection.

## Critical Capabilities Definition

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### Product Roadmapping

Product roadmapping is the ability to plan a set of themes for a product that is undergoing continuous improvement, with planned features or business capabilities prioritized on the roadmap so that the most valuable work comes first.

This is a relatively new capability in this market. Roadmapping is essential for organizations organized around a product portfolio model.

This emerging capability is present in a few of the products. The purpose of a roadmap is to describe the strategic plan for a product that is expected to undergo continuous improvement. In conventional terms, it is a replacement for the list of projects planned for a program (see “Market Guide for Product Management and Roadmapping Tools”).

### Backlog Management

Backlog management in an enterprise agile planning tool relates to where the short-term and detailed work plans are managed. A backlog is a list of work, ordered by priority and technical risk.

This is a foundational capability that is present in all of the products. Expected functionality includes nested items (stories, epics and themes in Scrum terms). Heterogeneous lists are used to include items of different granularity. The ability to manage the process of grooming stories so that they meet an organization’s definition of “ready” is essential in this space. Unlike traditional Gantt-based planning tools, backlogs are ordered and can be easily reordered as new stories are discovered and priorities change.

### Scrum Team Support

Scrum team support is the ability to manage the day-to-day task management of a Scrum team. This includes a virtual Scrum board, and the ability to generate burn-down/burn-up charts. It also includes the ability to manage a sprint backlog.

This is a foundational capability that is present in any product that is not Kanban specific. With a few exceptions, this is the capability most used by developers on an agile project. It is also the functionality that is often provided by a separate vendor in a federated approach to EAP. Usability and integration with development tools are very important for any product that is used to implement this capability.

### Kanban Team Support

Kanban support is the ability to manage the day-to-day task management of a Kanban team. This includes a virtual Kanban board with customizable stages and multiple swim lanes. Work-in-progress limit indications or controls are also necessary.

Products in this document support Kanban at different levels. Kanban is a rapidly growing agile practice that is recommended for workstreams with very unstable or rapidly evolving priorities. Kanban can be used to manage product support work where emergencies need to be handled immediately. It can also manage urgent support work that needs to be addressed as soon as an engineer is available. Gartner is also seeing some very advanced Scrum teams switch to Kanban. This typically happens when sprint durations approach one week and then move to continuous delivery. Some frameworks, including SAFe, also use Kanban to manage the epics in a program or portfolio backlog. The popularity of Kanban in the Gartner Agile in the Enterprise survey sample has grown steadily from 29% in 2015 to 60% in 2018.

### SAFe Support and Tracking

The Scaled Agile Framework (SAFe) is a large and potentially complex framework for managing agile development. Explicit support for SAFe is a “must have” for organizations that have a significant commitment to the framework.

SAFe is a differentiating functionality in this market. At adoption levels above the minimal “essential SAFe,” it introduces a large number of framework-specific artifacts and terms. Moderate scoring vendors for this capability have the ability to be customized to support SAFe. The top-rated vendors have built-in support for SAFe-specific structures and artifacts.

### Program/Portfolio-Level Planning

Program and portfolio planning is used to support a traditional portfolio of programs and projects. This can be provided directly, or with integration to, a program and portfolio management (PPM) tool.

This is a differentiating functionality in this market. It is important for organizations that are doing agile development in a traditional project-oriented structure. Much of this functionality (especially around resource and project planning) is not needed in an organization that has shifted to a product portfolio model. SAFe supplies a different value stream model that needs specific support from the product. The other enterprise agile frameworks are product-based, and have less need for traditional PPM support.

### Collaboration Tools

Collaboration tools have the highest value for distributed organizations. These tools can range from virtual boards and team rooms to threaded conversations or advanced, work-item-context chat tools (for example, Slack integration or internal tools such as Atlassian’s Stride or Microsoft Teams).

Collaboration tools are a differentiating functionality in this market. Agile best practices are focused on colocated teams. The reality for many organizations is that the team cannot be colocated for various reasons. Good collaboration tools can improve the effectiveness of distributed teams as long as there is a significant overlap in the teams’ work hours. Collaboration tools that capture conversations in the context of a work item can also provide a source of records to use in regulated

environments. (see “Market Trends: Workstream Collaboration Providers Must Overcome Adoption Barriers to Grow”).

### Time Tracking

Time tracking can help ease the transition to agile by allowing businesses to determine how to allocate agile team members’ time. The most common need is to compute the amount of capital expenditure (capex) work in an agile project.

Time tracking is a differentiating functionality in this market. Manual creation of time cards can significantly reduce the effectiveness of an agile team that must do detailed time tracking. The top-rated vendors can generate time cards directly. Many of the other solutions provided reported capabilities that can be used to manually create time cards (see “Recognizing Capex in Agile Projects”).

### Integration With Third-Party Tools

Very few organizations have just one agile planning tool. A high score in this capability indicates that the tool is well-suited to a federated solution.

This is a foundational capability for vendors in this market. It is unusual that an organization will use only one tool for all of its agile planning activities. This is partially due to the dominance of Microsoft tools for .NET teams and the wide adoption of Atlassian’s Jira outside of the .NET space. Because of this, the scores of Microsoft and Atlassian reflect how easy they are to integrate with. Other vendors are mostly rated on how well they support the use of Atlassian and Jira at the team level.

### Visibility to the DevOps Pipeline

This capability is also referred to as value stream mapping. In a DevOps organization, a story is not completed when it is potentially shippable. This capability indicates the tool’s ability to show a story’s progress throughout the toolchain, from idea through to production.

This is an emerging functionality in this market. A DevOps pipeline makes extensive use of automation to flow completed stories through verification and on through to production. The EAP tool market is extending to be able to report on the step in the toolchain that every story is in. Most vendors are working on these solutions, but none of them currently have a comprehensive solution.

### Release Forecasting

Release forecasting is the ability to track progress of an agile product. This can be used to forecast either the release date via a burn-down chart — or the functionality that will be complete at a point in time via a burn-up chart.

Release forecasting is foundational functionality in this market. The importance of tracking releases varies based on the portfolio management practices of an organization. Product portfolios can drive incremental, as well as continuous delivery, which can make the concept of a release obsolete. Project and program portfolios will have varying needs based on the way in which projects are

planned. Functional scope releases need to track progress to see when the planned functionality can be completed. Date-driven releases need to be tracked to see what functionality will be completed during the project.

### Epic-Based Forecasting

Tracking projects based on epics or features can be simpler and more accurate than tracking based on stories. This capability includes the ability to track releases by the number of completed epics or stories based on counts or story points.

This is a differentiating functionality of vendors in this market. The importance of forecasting varies based on the portfolio management practices of an organization. Forecasts are essential for agile projects to understand what work items will be included in a scheduled release. For a product portfolio, forecasts can be used to track progress toward a strategic roadmap. Other product-focused organizations have moved to a “no estimates” process.

There are significant challenges with forecasting releases using story points. A comprehensive list of stories requires that the design be created at the beginning of the release. This violates the agile principle of deferring all design decisions to the “last responsible moment.” In addition, Scrum insists that the team determines the size of stories, resulting in a large amount of sizing work at the beginning of a release. The tendency for new stories to be discovered in the middle of a release results in further complications. To accurately track releases, agile planning tools need to be able to track the points assigned to each epic or feature. They also need to generate burn-down/burn-up charts of the number of completed epics or features.

## Use Cases

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### Single Scrum Team

The ability to plan and track the activities of a single Scrum team. Includes managing the sprint backlog, a virtual Scrum board, and sprint burn-down charts.

The core use case for EAP is to support the operations of a single Scrum team or a set of independent Scrum teams. Gartner’s most recent agile survey shows that 92% of surveyed organizations that use or plan to use agile plan to use Scrum in their organizations.<sup>1</sup>

This use case requires highly productive interfaces to allow team members to find stories on the backlog, claim them, and track their work. The most important capabilities are Scrum team support, backlog management, and forecasting of releases.

### Single Lean/Kanban Team

The ability to plan and track the activities of a single Kanban team.

Increasingly, agile organizations are using some Kanban teams to manage work where the Scrum sprint time box is not helpful. Gartner’s latest agile survey shows that 60% of surveyed

organizations in 2018 use or plan to use Kanban.<sup>1</sup> This includes teams responsible for production support and teams that have moved to fully continuous deployment and release. The three capabilities that are most important for this use case are Kanban team support, backlog management, and product roadmapping.

### Product Portfolio

The ability to manage a portfolio of products (including platforms) undergoing continuous, full life cycle support and development.

This use case covers the newest and most advanced practices of organizing work. Teams develop products that deliver features or capabilities to an internal or external customer base. The delivery of a platform can also provide support for multiple products. Funding comes from a pool of funds that can be used in any way that the business sees fit to support and enhance the product.

Development is continuous, and releases are either incremental or continuous. Release forecasting addresses the content of releases, as the release date is typically fixed. Two of the most important capabilities for product portfolios are product roadmapping and the visibility of stories through the entire DevOps toolchain.

### Project and Program Portfolio

The ability to plan and track a traditionally organized portfolio of programs made up of projects.

Despite the hype surrounding product portfolios, many application leaders are still organizing their work as projects associated with programs. This style of portfolio management requires a wider set of capabilities than a product portfolio. In addition to good support for Scrum and Kanban teams, project/program-level planning and release forecasting are the most important capabilities for this use case.

### Distributed Agile

The ability to improve the effectiveness of an agile team that is spread across two or more locations.

Consider this use case in combination with other use cases to verify that a vendor has good support for distributed teams. Gartner finds the use of distributed teams across all of the other use cases in this document. Distributed support comes in many forms, such as collaboration in threaded conversations, UI presence (like shared desktops/screen), video conferencing or chat integration. It may also encompass the team splitting between internal and contracted (or outsourced) resources with a greater need for time sheet support. Organizations must consider the implications of distributed teams and seek tools that help make up for the added challenges that this introduces to an agile culture.

### SAFe

The ability to plan and track work using the full three- to four-layer SAFe functionality. This use case does not cover Essential SAFe.

In Gartner's most recent agile survey, SAFe is the most popular enterprise agile framework.<sup>1</sup> One-fifth of surveyed organizations are using SAFe currently. Another 39% are considering adopting it. SAFe is a large and potentially complex framework that includes extensive SAFe-specific terminology. SAFe is also very popular in the industry. These facts have led Gartner to include a specific use case around the support of the methodology.

The top-rated vendors in this use case will have preconfigured support of SAFe. Lower-rated vendors may require significant customization to properly support the framework.

## Vendors Added and Dropped

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We review and adjust our inclusion criteria for Magic Quadrants and Critical Capabilities as markets change. As a result of these adjustments, the mix of vendors in any Critical Capabilities document may change over time. A vendor's appearance in a Critical Capabilities document one year, and not the next, does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.

### Added

- Digité
- GitLab
- Panaya
- ServiceNow
- Siemens
- TCS

### Dropped

Not applicable

## Inclusion Criteria

To be included in this Critical Capabilities document, vendors must have been included in "Magic Quadrant for Enterprise Agile Planning Tools."

Inclusion criteria for each vendor were as follows:

- The vendor must have at least two customers with 500 or more licensed, paid users of at least one of its product(s).
- The vendor must have at least 10,000 licensed, paid users of at least one products.

- The vendor must provide services, including support and training for, as well as implementation of, the product(s).
- The vendor must have a direct presence (that is, at least one office) in each of the following regions: EMEA, Asia/Pacific and the Americas.
- The product(s) must be provided to customers via the cloud.
- The product(s) must include a RESTful integration API.
- The product(s) must support one of the following use cases, which the vendor had to demonstrate during the Magic Quadrant process and which it had to offer and actively market as of 1 October 2018:
  - Single Scrum team: The tool is used to plan and track the activities of a single Scrum team doing time-boxed development.
  - Single Lean/Kanban team: The tool is used to track and coordinate the activities of a single lean/Kanban team doing continuous development.
  - This must include the following work item tracking functionality:
    - Management of a prioritized backlog with at least one level above story (for example, epic, theme or feature).
    - Tracking of WIP in a Scrum or Kanban board.
    - Tracking and visualization metrics using burndown/burnup charts for Scrum
    - Calculation of cycle time and support WIP limits for Kanban
- In addition, the product(s) must offer at least one of the following use cases, which the vendor had to demonstrate during the Magic Quadrant process and which it had to offer and actively market as of 1 October 2018:
  - Product portfolio: The tool is used to plan and track a set of tribes, each made up of two to nine teams assigned long-term to a single product set.
  - Project and program portfolio: The tool is used to plan and track a large set of 10 or more teams working on a portfolio of projects and/or products.
  - SAFe: The ability to plan and track work using the full three to four layer SAFe functionality. This use case does not cover Essential SAFe. The following SAFe artifacts must appear by name in the in product(s):
    - Release trains
    - Program increments
    - Value streams
    - Lean portfolio or solution trains

Table 1. Weighting for Critical Capabilities in Use Cases

Critical Capabilities	Single Scrum Team	Single Lean/Kanban Team	Product Portfolio	Project and Program Portfolio	Distributed Agile	SAFe
Product Roadmapping	5%	15%	17%	0%	4%	3%
Backlog Management	10%	22%	14%	8%	6%	6%
Scrum Team Support	55%	0%	12%	11%	9%	6%
Kanban Team Support	0%	55%	16%	7%	9%	6%
SAFe Support and Tracking	0%	0%	0%	0%	0%	50%
Program/Portfolio-Level Planning	0%	0%	0%	30%	4%	0%
Collaboration Tools	0%	0%	5%	5%	55%	4%
Time Tracking	0%	0%	5%	8%	0%	3%
Integration With Third-Party Tools	0%	0%	0%	8%	3%	5%
Visibility to the DevOps Pipeline	8%	8%	16%	3%	10%	5%
Release Forecasting	10%	0%	0%	10%	0%	7%
Epic-Based Forecasting	12%	0%	15%	10%	0%	5%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>As of April 2019</b>						

Source: Gartner (May 2019)

This methodology requires analysts to identify the critical capabilities for a class of products/ services. Each capability is then weighed in terms of its relative importance for specific product/ service use cases.

## Critical Capabilities Rating

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Each of the products/services has been evaluated on the critical capabilities on a scale of 1 to 5; a score of 1 = Poor (most or all defined requirements are not achieved), while 5 = Outstanding (significantly exceeds requirements).

Table 2. Product/Service Rating on Critical Capabilities

Critical Capabilities	AgileCraft	Atlassian	Blueprint	Broadcom (CA Technologies)	CollabNet (VersionOne)	Digité	GitLab	IBM	Inflectra	Micro Focus	Microsoft	Panaya	Planview	ServiceNow	Siemens	Targetprocess	Tata
Product Roadmapping	4.5	2.5	1.9	3.4	3.4	2.7	3.2	2.8	2.6	2.6	2.8	3.4	3.6	2.8	2.9	3.9	3.7
Backlog Management	4.5	3.4	3.2	4.8	4.8	2.9	3.4	3.6	3.0	3.3	3.9	3.6	3.6	4.1	3.7	4.5	3.3
Scrum Team Support	4.0	4.1	2.6	4.3	4.3	3.3	3.6	3.3	3.6	3.1	3.9	1.0	3.0	3.9	3.2	4.3	3.4
Kanban Team Support	4.0	3.1	1.8	3.9	3.9	4.3	3.3	3.2	1.4	3.1	3.6	2.8	4.9	3.0	2.5	4.5	2.8
SAFe Support and Tracking	4.7	2.5	2.4	3.6	3.6	2.1	3.1	4.0	1.9	3.1	2.0	1.0	3.3	2.7	2.9	4.0	2.4
Program/Portfolio-Level Planning	4.3	3.0	2.2	3.5	3.5	2.9	3.6	3.3	2.8	3.0	3.0	3.1	3.5	3.2	3.4	3.6	3.2
Collaboration Tools	4.5	3.5	3.8	3.5	3.5	2.5	4.8	3.0	2.5	2.4	4.2	3.0	3.6	2.4	3.3	4.1	2.2
Time Tracking	3.7	2.8	1.0	1.8	1.8	2.3	2.0	2.0	1.8	2.4	2.7	1.0	3.0	2.8	2.7	3.2	2.4
Integration With Third-Party Tools	4.5	3.6	3.3	3.0	3.0	2.5	1.6	2.0	2.4	3.3	3.0	3.1	2.9	2.1	2.5	3.1	1.5
Visibility to the DevOps Pipeline	3.6	3.0	2.4	2.4	2.4	3.5	4.0	2.7	2.0	3.1	3.7	2.9	2.0	2.4	3.3	3.5	2.7
Release Forecasting	4.0	2.6	1.1	4.1	4.1	2.6	2.9	2.4	2.2	3.1	3.2	3.8	3.0	3.3	3.1	3.5	3.4
Epic-Based Forecasting	4.4	2.4	2.1	3.8	3.8	2.8	0.0	2.7	2.3	2.6	3.3	2.6	3.4	2.9	2.9	3.3	2.1

<b>Critical Capabilities</b>	<b>AgileCraft</b>
	<b>Atlassian</b>
	<b>Blueprint</b>
	<b>Broadcom (CA Technologies)</b>
	<b>CollabNet (VersionOne)</b>
	<b>Digité</b>
	<b>GitLab</b>
	<b>IBM</b>
	<b>Inflectra</b>
	<b>Micro Focus</b>
	<b>Microsoft</b>
	<b>Panaya</b>
	<b>Planview</b>
	<b>ServiceNow</b>
<b>Siemens</b>	
<b>Targetprocess</b>	
<b>Tata</b>	
	<b>As of April 2019</b>

Source: Gartner (May 2019)

Table 3 shows the product/service scores for each use case. The scores, which are generated by multiplying the use-case weightings by the product/service ratings, summarize how well the critical capabilities are met for each use case.

Table 3. Product Score in Use Cases

Use Cases	AgileCraft	Atlassian	Blueprint	Broadcom (CA Technologies)	CollabNet (VersionOne)	Digité	GitLab	IBM	Inflectra	Micro Focus	Microsoft	Panaya	Planview	ServiceNow	Siemens	Targetprocess	Tata
Single Scrum Team	4.09	3.51	2.40	4.07	4.35	3.12	3.09	3.10	3.07	3.04	3.69	2.00	3.06	3.57	3.20	4.04	3.19
Single Lean/Kanban Team	4.15	3.07	2.17	3.90	4.23	3.69	3.36	3.19	1.98	3.07	3.55	3.07	4.19	3.16	2.89	4.33	3.04
Product Portfolio	4.16	3.04	2.31	3.61	4.14	3.17	2.96	2.98	2.40	2.90	3.50	2.70	3.42	3.08	3.06	3.95	2.92
Project and Program Portfolio	4.20	3.12	2.25	3.60	4.04	2.92	2.92	2.93	2.55	2.96	3.32	2.73	3.36	3.13	3.12	3.72	2.85
Distributed Agile	4.31	3.41	3.18	3.56	4.18	2.88	4.19	3.03	2.49	2.71	3.91	2.85	3.48	2.73	3.21	4.06	2.56
SAFe	4.43	2.82	2.36	3.62	4.20	2.55	3.00	3.41	2.15	3.03	2.74	1.89	3.31	2.88	2.97	3.92	2.59
<b>As of April 2019</b>																	

Source: Gartner (May 2019)

To determine an overall score for each product/service in the use cases, multiply the ratings in Table 2 by the weightings shown in Table 1.

### Acronym Key and Glossary Terms

<b>ADLM</b>	application development life cycle management
<b>EAP</b>	enterprise agile planning
<b>PPM</b>	product portfolio management
<b>SAFe</b>	Scaled Agile Framework
<b>tribe</b>	A product team composed of a group of squads or feature teams, first introduced at Spotify and now more widely adopted.

## Gartner Recommended Reading

*Some documents may not be available as part of your current Gartner subscription.*

“How Products and Services Are Evaluated in Gartner Critical Capabilities”

“Avoid Chaos in Agile Development by Defining When a Story Is ‘Done’”

“Improve Scrum Development With Effective Use of Agile Metrics”

“Avoid Failure by Developing a Toolchain That Enables DevOps”

“Implementing Enterprise Agile Using the Scaled Agile Framework (SAFe)”

“Use Disciplined Agile Delivery (DAD) to Increase Agility”

“Adopting the Spotify Model for Better Enterprise Agile Scaling”

“Adopting Agile? Do What Successful Agile Teams Do”

### Evidence

<sup>1</sup> Gartner Agile in the Enterprise Survey 2018:

- This research was conducted via an online survey in June and July 2018 among Gartner Research Circle Members — a Gartner-managed panel composed of IT or IT-business professionals.
- In total, 200 members completed the survey.

- Qualified participants included business end-users with either an IT or IT-business focus as a primary role.
- The survey was developed collaboratively by a team of Gartner analysts and was reviewed, tested and administered by Gartner's Research Data and Analytics team.

The Critical Capabilities report is a reflection of a broad-based research effort involving:

- Inquiries with Gartner clients about agile and application development project management tools.
- Many in-person discussions and other interactions with the vendors within this Critical Capabilities report.
- A detailed vendor survey requiring responses to more than 200 questions.
- A Gartner survey of organizations using online tools, conducted from October through December 2018. The survey participants were customer references nominated by each of the vendors in this Critical Capabilities research. These surveyed customers were asked 47 questions about their experiences with their vendors and solutions. The results were used in support of the assessment of the agile planning and execution market. We obtained 54 full responses representing companies headquartered across several different geographic regions.
- Each vendor was asked to provide insight into its ability to support specific functions and covered use cases in a live product demonstration.

#### Note 1 Scaled Agile Framework (SAFe) 4.6

SAFe is the lean IT framework for scaling that incorporates Kanban for portfolio management and Scrum or Kanban for development. SAFe has evolved from three levels (team, program and portfolio) to four, interposing large solution coordination between the portfolio and program levels. The SAFe framework is supported by leading enterprise agile planning tool vendors (see "Market Guide for Enterprise Agile Frameworks").

#### Critical Capabilities Methodology

This methodology requires analysts to identify the critical capabilities for a class of products or services. Each capability is then weighted in terms of its relative importance for specific product or service use cases. Next, products/services are rated in terms of how well they achieve each of the critical capabilities. A score that summarizes how well they meet the critical capabilities for each use case is then calculated for each product/service.

"Critical capabilities" are attributes that differentiate products/services in a class in terms of their quality and performance. Gartner recommends that users consider the set of critical capabilities as some of the most important criteria for acquisition decisions.

In defining the product/service category for evaluation, the analyst first identifies the leading uses for the products/services in this market. What needs are end-users looking to fulfill, when considering products/services in this market? Use cases should match common client deployment scenarios. These distinct client scenarios define the Use Cases.

The analyst then identifies the critical capabilities. These capabilities are generalized groups of features commonly required by this class of products/services. Each capability is assigned a level of importance in fulfilling that particular need; some sets of features are more important than others, depending on the use case being evaluated.

Each vendor's product or service is evaluated in terms of how well it delivers each capability, on a five-point scale. These ratings are displayed side-by-side for all vendors, allowing easy comparisons between the different sets of features.

Ratings and summary scores range from 1.0 to 5.0:

1 = Poor or Absent: most or all defined requirements for a capability are not achieved

2 = Fair: some requirements are not achieved

3 = Good: meets requirements

4 = Excellent: meets or exceeds some requirements

5 = Outstanding: significantly exceeds requirements

To determine an overall score for each product in the use cases, the product ratings are multiplied by the weightings to come up with the product score in use cases.

The critical capabilities Gartner has selected do not represent all capabilities for any product; therefore, may not represent those most important for a specific use situation or business objective. Clients should use a critical capabilities analysis as one of several sources of input about a product before making a product/service decision.

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