

# The Collaborative Work Management Landscape, Q3 2022

## Forrester's Overview Of 23 Providers

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## Summary

You can use collaborative work management (CWM) tools to create workspaces that support numerous business cases, collaborate with internal and external resources on projects or processes, and scale to support enterprise needs. But to realize these benefits, you'll first have to select from a diverse set of vendors that vary by size, type of offering, geography, and use case focus. Enterprise architects and tech exec leaders should use this report to understand the value they can expect from a CWM provider, learn how providers differ, and select one based on size and market focus.

# Market Definition

Forrester defines CWM as:

Software tools that support the ability to manage various types of work by allowing users to create personal and team workspaces; invite other users, internal and external to the organization, to collaborate on digital artifacts; identify workload requirements and capacity; manage strategic alignment; and allocate activities to other users to deliver on work items and then track progress.

# Business Value

Enterprise architects and technology executives implement CWM to:

- **Create workspaces that fit a multitude of business cases.** CWM architecture enables business users to build workspaces to support a variety of uses, from digital delivery of agile or marketing initiatives to capital projects. They can also support highly repeatable processes such as objectives and key results (OKRs) or process-driven activities such as strategic planning, HR support, or customer relationship management. Flexible linking enables cross-functional teams to work together regardless of methodology or approach.
- **Collaborate with internal and external resources.** Robust collaboration and permissions capabilities enable employees to share content and activity information based on enterprise and workspace permissions. This capability allows employees to work faster and with less interruption to get information quicker, make decisions to benefit both customers and internal resources, as well as deliver outcomes and manage feedback faster.
- **Align strategy and delivery in a human way.** Initial use cases were tactical — getting things done. Highly usable workspaces with strong collaborative capabilities bring together roles that usually avoid cross-functional planning activities. This allows a transition to a more modern environment by using collaborative workspaces that can create top-level plans and can easily connect to execution plans to bring traceability to the planning process.

# Market Maturity

In 2015, Forrester defined CWM as a new entry in the project and collaboration markets. Since then, CWM has evolved into an established market that (see Figure 1):

- **Offers project management and task organization in an accessible solution.** Coinciding with the proliferation of software-as-a-service solutions, the CWM market delivered a project management tool for the casual project manager. Ease

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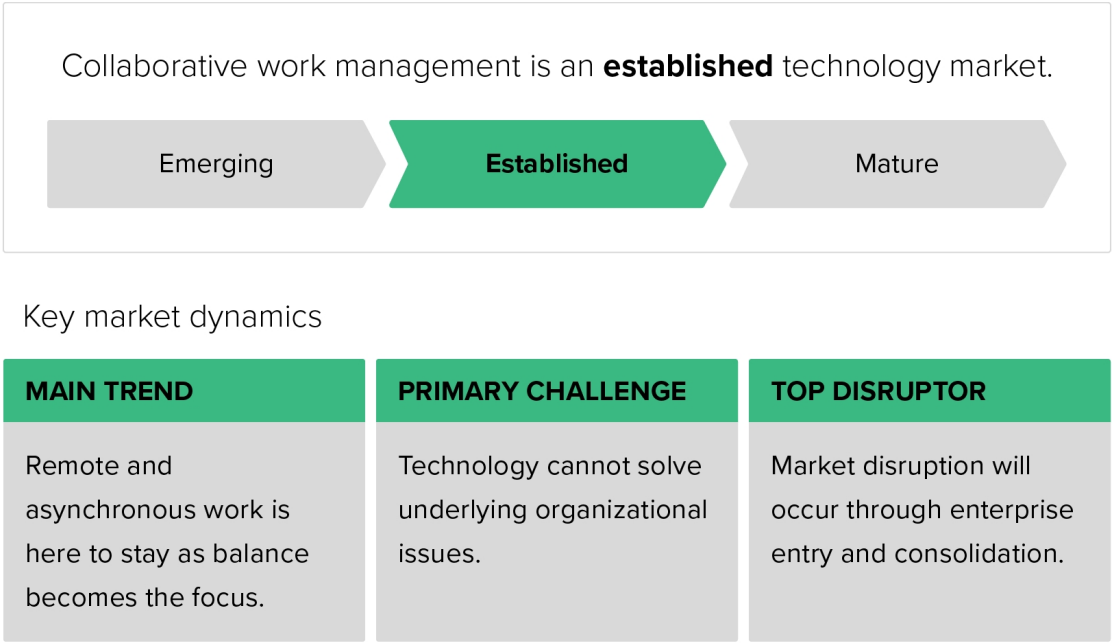
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of use and accessibility within the solutions soon expanded to use cases that included organization of process-oriented activities.

- **Uses automation and AI-lite to address demand for work optimization.** Initially, products in CWM relied on simple @ notifications to alert team members of event or activity changes. In late 2018, vendors began introducing simple event-driven end-user workflow design capabilities to add automatic routing of notifications and assignments. Lightweight ML and AI expanded the ability to add more process rigor to repeatable activities. Collaboration with context gave the solutions high satisfaction and stickiness, along with the ability to match conversation with specific activities.
- **Includes enterprise capabilities to meet larger customer demand.** Adoption of CWM solutions accelerated with the onset of the pandemic in 2020 as companies launched anywhere-work support. This is still pushing vendors to rearchitect platforms to support large-scale adoption, improve security to meet internal IT requirements, and add enterprise resource management planning and allocation. Portfolio capabilities are now releasing to make CWM an alternative to more complex strategic portfolio management tools.

**Figure 1**  
The CWM Market Maturity And Key Dynamics



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# Market Dynamics

CWM has become an established market because: 1) more than 20 vendors have implementations with hundreds of thousands of users, 2) more enterprise vendors offer CWM capabilities as part of their platforms, and 3) the pace of innovation and introduction of capabilities are quick. Enterprise architects and technology executives will face a plethora of vendor options and should pay attention to the following market dynamics:

- **Main trend: Anywhere/asynchronous work is here to stay as balance becomes the focus.** Old-school planning and process management focused on utilization — making sure employees were busy all the time. Today’s world of work recognizes that to build actual productivity, there needs to be an increased emphasis on reducing noise in the work environment to allow employees to focus on high-value activity identification and management.
- **Primary challenge: Technology cannot solve underlying organizational issues.**  
Tech growth continues to outpace actual productivity that tech investments

improve. Information workers access on average 13 tools to perform their job. Companies need to think about how CWM solutions can reduce task switching to create greater focus and to understand how to balance the needs of the team with those of the enterprise.

- **Top disruptor: Market disruption will occur through enterprise entry and consolidation.** Consolidation can potentially bring greater viability through the entry of industry-specific capabilities (already underway) to create a bespoke user experience for customers. Continued market expansion from established enterprise vendors (also underway) can drive a firm to select good-enough over a specific offering, and enterprise demand can imperil the simplicity of the product to create a solution that is more difficult to use and therefore stymie enterprise adoption.

## Notable Vendors

Technology and data leaders can start shortlisting specific vendors based on their market, with large vendors having more than \$250 million, medium vendors having \$50 million to \$250 million, and small vendors having less than \$50 million in product revenue. They should also take into consideration geographic focus, industry focus, and type of offering (e.g., a general-purpose platform that can be used to build any domain application or a domain-specific solution or application). The list doesn't include vendors with less than \$1 million in product revenue (see Figure 2).

Figure 2  
The CWM Vendor Landscape, Q3 2022

Vendor	Geographic focus	Industry focus	Type of offering
LARGE >\$250M			
Adobe	NA; EMEA	Financial services Healthcare Retail	General-purpose platform that can be used to build any domain application
Asana	NA; EMEA	High-tech products Media Retail	General-purpose platform that can be used to build any domain application
Atlassian	NA; EMEA; LATAM	Consumer products High-tech products Professional services	General-purpose platform that can be used to build any domain application
monday.com	NA; EMEA	High-tech products Professional services Media	General-purpose platform that can be used to build any domain application
Smartsheet <sup>†</sup>	NA; EMEA	Healthcare High-tech products Professional services	General-purpose platform that can be used to build any domain application
ServiceNow	NA; EMEA	Financial services Healthcare Telecommunications	Domain-specific solution/application

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Vendor	Geographic focus	Industry focus	Type of offering
MEDIUM \$50M-\$250M			
Airtable <sup>1</sup>	NA	High-tech products Media Retail	General-purpose platform that can be used to build any domain application
ClickUp <sup>1</sup>	NA; EMEA	High-tech products Media Professional services	General-purpose platform that can be used to build any domain application
Hive <sup>1</sup>	NA; EMEA	Consumer products Media Professional services	Domain-specific solution/application
Inspired Thinking Group (CanopyCloud)	EMEA; NA	Media Professional services Retail	Domain-specific solution/application
Lattice	NA	Financial services High-tech products Professional services	Domain-specific solution/application
Meta <sup>1</sup>	NA; EMEA; APAC	Construction and engineering Entertainment and leisure Retail	Domain-specific solution/application
Planview	NA; EMEA	Consumer products Financial services Professional services	Domain-specific solution/application
Quickbase	NA	Construction and engineering Healthcare Retail	No-code platform specializing in helping companies deliver complex projects
Wrike	NA; EMEA	Consumer products High-tech products Professional services	General-purpose platform that can be used to build any domain application

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Vendor	Geographic focus	Industry focus	Type of offering
SMALL <\$50M			
Gtmhub	EMEA; NA	Financial services High-tech products Telecommunications	Domain-specific solution/application
Igloo Software	NA; EMEA	Financial services Healthcare Industrial products	Domain-specific solution/application
iObeya	EMEA; NA	Financial services Industrial products Pharmaceuticals and medical equipment	Enterprise visual collaboration platform for lean and agile companies
Klaxoon	EMEA	Financial services Government Telecommunications	Domain-specific solution/application
Planbox <sup>1</sup>	NA; EMEA	Financial services High-tech products Oil and gas	General-purpose platform that can be used to build any domain application
Profit.co	NA; EMEA; APAC	Financial services High-tech products Telecommunications	Domain-specific solution/application
Scoro Software	EMEA; NA	Consumer products Financial services Professional services	Domain-specific solution/application
WorkBoard	NA	Financial services Healthcare High-tech products	Domain-specific solution/application

1. The vendor did not provide information for this cell; this is Forrester's estimate.

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## Top Use Cases

We've identified the top five use cases for CWM: project management, OKR management, strategy planning, agile project management (software delivery), and marketing campaign management. Enterprise architects and tech leaders should consider unique vendor differentiation that's applicable to each use case. They should also recognize vendor differentiation that's applicable to all use cases: prepackaged industry vertical and business domain solutions/accelerators that can accelerate adoption as well as integration capabilities to connect work across organizational silos (see Figures 3 to 7).

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**Figure 3**  
CWM Tools Use Case: Project Management

Use case: project management	
Used by	Project managers, team members, decision-makers, contributors, and customers
Objective	Plan, manage, and deliver various types of projects as well as capture related documents and collaboration for tracking and audit purposes.
How	<ul style="list-style-type: none"><li>• Create projects, build timelines, allocate activities, and track progress. Allocate resource assignments based on workload availability.</li><li>• Collaborate with internal and external resources on digital content or notifications that can accept replies via the application, messaging apps, or email.</li><li>• Automate project management processes and event notifications.</li></ul>
Differentiators	Prepackaged accelerators including templates, reports, predefined workflows, and dashboards; real-time analytics and AI insight support for decision-making; multilanguage and currency support; multitier enterprise security; data analysis support

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Figure 4  
CWM Tools Use Case: OKR Management

Use case: OKR management	
Used by	Executive leadership, management, and individual contributors
Objective	Identify and create a strategy to articulate objectives and key results (OKRs) and related KPIs at multiple levels within the organization.
How	<ul style="list-style-type: none"><li>• Identify OKRs and relevant KPIs.</li><li>• Allocate actions related to key results and progress tracking.</li><li>• Collaborate and automate to manage key results realization.</li></ul>
Differentiators	Prepackaged accelerators including templates, reports, predefined workflows, and dashboards; integration with third-party tools for progress tracking; real-time analytics; AI insight support for decision-making; multilanguage currency support and natural language search for data analysis; multiapproach support; multitier enterprise security support; enterprise data analysis support

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Figure 5  
CWM Use Case: Strategy Planning

Use case: strategy planning	
Used by	Executive leadership, senior management, and strategic portfolio managers
Objective	Develop, communicate, and manage corporate strategic plans, using dashboards to track progress.
How	<ul style="list-style-type: none"><li>• Build strategy planning and track progress.</li><li>• Automate workflow to support the strategic planning process.</li><li>• Automate collaboration activities to track alignment.</li></ul>
Differentiators	Prepackaged accelerators including templates, reports, predefined workflows, and dashboards; integration with third-party tools and real-time analytics; AI insight support for decision-making; natural language search for data analysis

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Figure 6  
CWM Use Case: Agile Project Management (Software Delivery)

Use case: agile project management (software delivery)	
Used by	Product owners, scrum masters, developers, security, SMEs, testers, and product users
Objective	Support planning and delivery of agile software projects, including estimation, progress, dashboarding, and reporting.
How	<ul style="list-style-type: none"><li>• Develop product plans including epics, product roadmaps, workload planning for teams, and identification of dependencies.</li><li>• Track progress and value. Automate and report on events and processes to support agile practices.</li><li>• Collaborate with stakeholders.</li></ul>
Differentiators	Prepackaged accelerators including templates, reports, predefined workflows, and dashboards; integration with third-party tools and real-time analytics; AI insight support for decision-making; multilanguage currency support; natural language search for data analysis; multitier enterprise security support; product portfolio management; enterprise data analysis support

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Figure 7  
CWM Use Case: Marketing Campaign Management

Use case: marketing campaign management	
Used by	Project managers, team members, decision-makers, contributors, and customers
Objective	Plan, track, and deliver marketing campaigns for all marketing channels, including content creation and management capabilities.
How	<ul style="list-style-type: none"><li>• Identify market strategy and build marketing portfolio.</li><li>• Build and manage campaign workspaces for all types of marketing campaigns.</li><li>• Automate campaign workflows — including client, agency relationship, and ad integrations.</li></ul>
Differentiators	Prepackaged accelerators including templates, reports, predefined workflows, and dashboards, integration with third-party tools; real-time analytics; AI insight support for decision-making; multilanguage currency support; natural language search for data analysis

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## Functionality By Use Case

Select the use cases that are most relevant to your business requirements and then use the following tables as a guide to choose the functionalities that matter most for your technology evaluation and vendor selection criteria (see Figure 8).

Figure 8  
CWM: Functionality By Use Case

Functionality	Project management	OKR management	Strategy planning	Agile project management (software delivery)	Marketing campaign management
Workspace creation	●	○	●	●	●
Workflow automation	●	○	○	●	○
Integration platform	●	○	○	●	●
Task management	●	●	●	●	●
Workload planning	●	●	●	●	●
OKRs	○	●	●	○	○
Team collaboration	●	●	●	●	●
Content management and sharing	○	●	○	○	●
AI/ML	○	○	○	○	○
Data analysis	●	●	●	●	●
Document creation	○	●	○	●	●
Whiteboarding	○	●	○	○	○
Financial management	●	●	○	●	●
Application marketplace	○	●	●	○	○
Security	●	●	●	●	●

● Primary functionality required for a given use case

○ Secondary functionality required for a given use case

● Little to no requirement for a given use case

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## Vendor Focus By Use Case

We asked each vendor included in this report to select its five top use cases for going to market with its offering. We then determined the top five use cases overall; the following table shows how each vendor’s responses map to those. This table represents go-to-market focus, not available functionality (see Figure 9).

**Figure 9****CWM: Vendor Focus By Use Case**

Vendor	Project management	OKR management	Strategy planning	Agile project management (software delivery)	Marketing campaign management
Adobe	●	●	●	●	●
Airtable	●	●	●	●	●
Asana	●	●	●	●	●
Atlassian	●	●	●		●
ClickUp	●	●	●	●	●
Gtmhub	●	●	●		
Hive	●	●	●	●	●
Igloo Software	●		●	●	
Inspired Thinking Group (CanopyCloud)	●	●		●	●
iObeya	●	●	●	●	
Klaxoon	●	●	●	●	●
Lattice		●	●		
monday.com	●			●	●
Planbox	●	●		●	●
Planview	●	●	●	●	●
Profit.co	●	●	●	●	

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Vendor	Project management	OKR management	Strategy planning	Agile project management (software delivery)	Marketing campaign management
Quickbase	●				
Scoro Software	●		●	●	
ServiceNow	●		●	●	
Smartsheet	●	●	●	●	●
WorkBoard	●	●	●		
Wrike	●	●		●	●

Note: We have omitted vendors that declined to respond or didn't select any of these top use cases.

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# Supplemental Material

## Methodology

To complete our review, Forrester requested information from vendors. If vendors didn't share this information with us, we made estimates based on available secondary information. We've marked all estimates with a note. Forrester fact-checked this report with vendors before publishing.

## Companies We Researched For This Report

We would like to thank the individuals from the following companies who generously gave their time during the research for this report.

- Adobe
- Airtable
- Asana
- Atlassian
- ClickUp
- Gtmhub
- Hive
- Igloo Software
- Inspired Thinking Group (CanopyCloud)
- iObeya
- Klaxoon

Lattice

Meta

monday.com

Planbox

Planview

Profit.co

Quickbase

Scoro Software

ServiceNow

Smartsheet

WorkBoard

Wrike





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