The Forrester Wave™: Business Process Management For Document Processes, Q3 2007

by Craig Le Clair and Colin Teubner
for Information & Knowledge Management Professionals

July 9, 2007 | Updated: July 12, 2007

The Forrester Wave™: Business Process Management For Document Processes, Q3 2007
IBM, EMC, Global 360, And Adobe Lead

by Craig Le Clair and Colin Teubner
with Connie Moore and Jamie Barnett

EXECUTIVE SUMMARY

To see how the vendors stack up, Forrester evaluated eight business process management suite (BPMS) suppliers best suited and most experienced for document-intensive processes across approximately 150 criteria. The result? IBM, Global 360, EMC, and Adobe lead; IBM leads with substantial market presence and a comprehensive offering; and Global 360 leads with strong design, automation, and workflow capability. Adobe leads with exceptional development tools for rich Internet applications (RIAs) and vision for customer engagement. EMC leads with excellent native capture, content integration, and a very strong BPM offering. Open Text and Hyland Software are Strong Performers with excellent experience, but they require improved process definition, simulation, optimization, monitoring, and management. Autonomy Cardiff has strong content extraction, workflow, monitoring, and management capabilities, but it needs more experience in documi wasent-intensive applications. And Captaris — while lacking a strong overall offering — is a Contender, with a significant upside for integrating forms, fax, and paper content.

TABLE OF CONTENTS

NOTES & RESOURCES

Forrester conducted evaluations in January 2007 and interviewed 22 vendor and user companies including: Adobe, Autonomy Cardiff, Captaris, EMC, Global 360, Hyland Software, IBM, and Open Text.

Related Research Documents

"BPM Best Practices For Process Professionals"
January 12, 2007

"Reality, Opportunity, And Best Practices For Business Process Management In Insurance"
December 29, 2006

"The Forrester Wave™: Human-Centric BPMS For Insurance, Q3 2006"
September 22, 2006

FORRESTER®

USE YOUR BUSINESS PROCESSES TO GUIDE YOU THROUGH THE BPM MAZE

The term "business process management" covers a lot of ground. Confusion reigns because the extremely broad BPMS software market offers products that vary widely in what they do, what they don't do and which business processes they target (see Figure 1). BPM is much like that old story about several blindfolded men trying to figure out what kind of animal an elephant is by touching it. The man touching the tail thinks the elephant is a rope-like animal, while the man feeling the leg thinks the elephant is treelike. BPM is like that — it's extremely confusing: Some BPM vendors feel like integration tools, others feel like rich human tools for participating in processes, and others feel a lot like document management systems or packaged business apps.

Because of this, enterprises must deeply understand the types and characteristics of their processes before evaluating BPMS products. Depending on the tool chosen to support the identified business processes, selected products could exceed expectations or fail miserably.

Although it is incredibly wordy and drives everyone nuts, dividing all business processes into human-intensive and system-intensive provides much greater clarity when trying to sort out the vendors and their diverse BPMS products. The two broad categories are:

- **Human-intensive processes.** These processes require people to get work done by relying on and interacting extensively with business applications, databases, documents, and other people (via collaboration tools). They require human intuition or judgment for decision-making during individual steps in the business process. Examples of human-centric processes include claims processing, loan approvals, accounts payable, mortgage origination, and customer service.

- **System-intensive processes.** These typically involve millions of transactions per day that are handled on a straight-through basis with minimal or no human touch and few exceptions. Examples include trade reconciliations, supply chain management, and line provisioning in the telecommunications market. Integration-centric BPMS manages the interactions between packaged applications, custom applications, external applications, and occasionally, the people that use them.

Which BPMS Tool Is Right For Your Business Process?

Before embarking on your BPMS journey, ask yourself and others many questions about your different types of business processes: Do your processes involve mainly people, documents, and decisions, or is most of the action behind the scenes and system-to-system? After deciding to automate a business process, use characteristics of the process to determine the best product category — integration-intensive, people-intensive, or document-intensive (see Figure 2):

- **People-intensive processes.** These involve a high level of interaction between individuals for routing, approving, and fulfilling requests such as customer service requests, travel requests, and purchase requests, or work submitted by insurance agents and adjusters. If your process has a
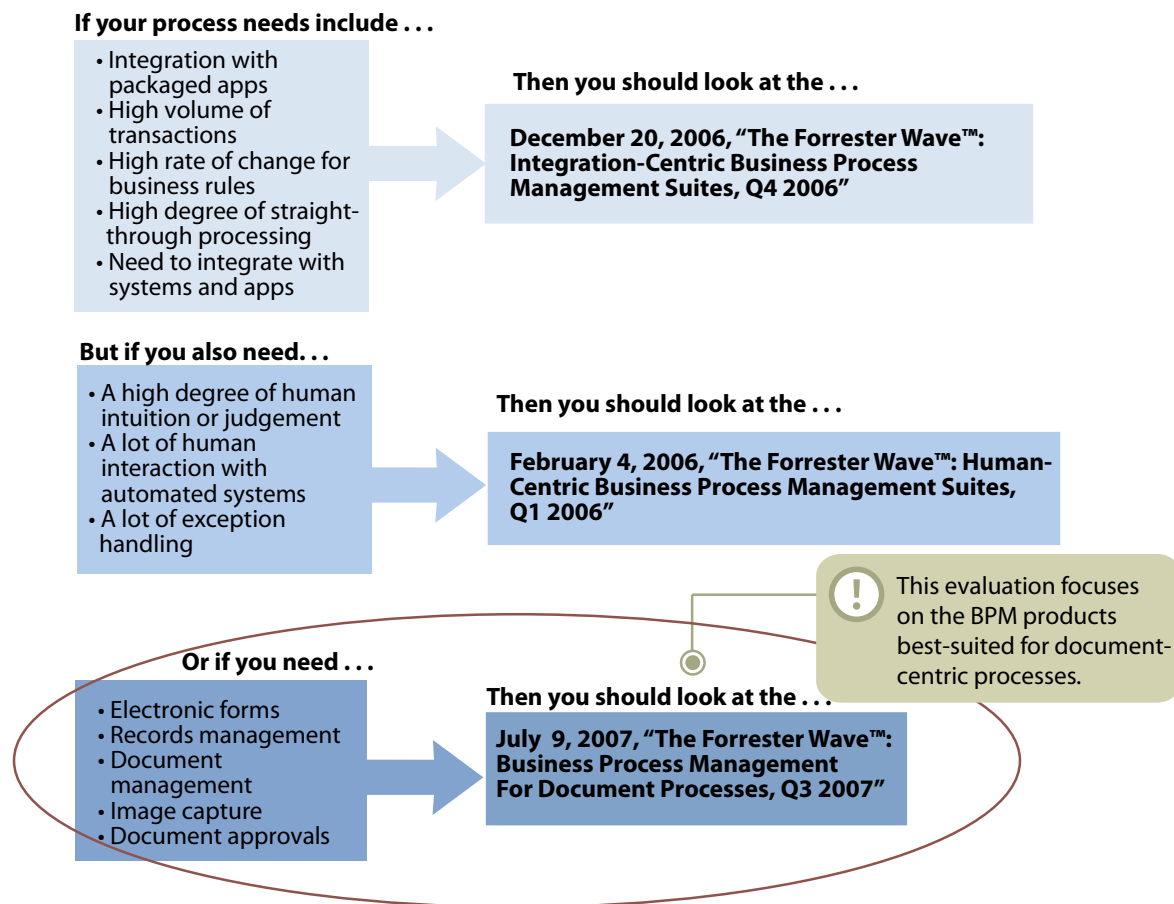
high degree of human interaction, need for human intuition or judgment, and a high rate of exception handling, then the Forrester Wave evaluation of human-centric BPMS products can help narrow the vendor field.[1]

- **Decision-intensive processes.** These complex processes involve gathering information, automatic and manual scoring of customers or loans, and mission-critical decision-making. A rules engine is a must-have for this type of process, and the easier it is for decision-makers to get access to the information they need, the better. Insurance and financial services companies that have high-value processes with important decisions should make this process type their highest priority. However, there is not a true product category devoted to these processes; some of the products in our human-centric BPMS Forrester Wave focus on this area and are best suited for companies with a decision-intensive process landscape.

- **Document-intensive processes.** These processes require users to review documents for approval, enter data from those documents into a back-office system, and make decisions. Action is driven by information found in scanned images or electronic forms, or possibly electronic documents created in Word or other tools. Examples of document-intensive processes include new account opening, invoice processing, and litigation support — or industry-specific processes like medical records, mortgage origination, claims processing, or loan approval. If your processes have a strong need for image capture, forms processing, and document management, make this BPM category your highest priority.

- **Integration-intensive processes.** These business processes involve transactions among systems on a straight-through basis with minimal human involvement. A high volume of transactions, the need to integrate with other systems, and a high degree of straight-through processing with very limited human interaction puts you in this category.[2]

Figure 1 Four Types Of Business Processes

Types of business processes			
Integration-intensive	People-intensive	Decision-intensive	Document-intensive
Characteristics			
• Strong focus on automating processes that integrate systems and applications • Typically involves few exceptions and limited human participation • Can handle high transaction rates • Often used for externally focused processes linking two or more enterprises	Strong focus on automating people-intensive activities like servicing customers, operating call centers, managing sales operations, supporting field-based agents, routing internal requests by employee	• Strong focus on processes that require employees to make mission-critical decisions using information and business rules • Processes in which the decision criteria and process rules change frequently	• Strong focus on processes that involve extensive use of scanned images for back-office processes • Focus on processes that require people to use documents extensively (not just author documents)
Examples of processes			
• Order fulfillment • HIPAA transactions • Supply chain mgmt. • Any process requiring integration between applications, databases, or business partners	• Order to cash • Employee onboarding • Claims processing (non-paper-based) • Handling exceptions from supply chain mgmt.	• Mortgage loan origination • Underwriting • Retail inventory mgmt. • Sales promotions and rebates	• Claims processing (paper-based) • Accounts payable • Contract mgmt. • Proposal mgmt. • SOX compliance and other compliance processes
Required features			
• Integration tools • Transaction mgmt. • Process modeling • Trading partner mgmt. • Monitoring and reporting • Embedded portal capability • App development environment • Life-cycle mgmt. • Comprehensive SOA capability	• Task list/workflow portal • Strong UI development • Organization mgmt. • Native forms • Integration with packaged applications, particularly CRM and ERP	Business rules (internal or integration with third parties) or native analytics for business information (more than process analytics)	• Robust, native support for document imaging, document mgmt., and records mgmt. • Task list/workflow portal • BPM sold separately from ECM application
Desired features			
• Simulation • Rules engine support	• Integration with third-party portals • Native integration capabilities or integration with third-party integration products • Integration with third-party e-forms	Integration with BI tools for analyzing business data (not just process data)	• Event mgmt. for changes to documents • Integration with third-party ECM products • Integration with desktop apps

Figure 2 Forrester's BPMS Wave Decision Tree

If your process needs include . . .

- Integration with packaged apps
- High volume of transactions
- High rate of change for business rules
- High degree of straight-through processing
- Need to integrate with systems and apps

Then you should look at the . . .

December 20, 2006, "The Forrester Wave™: Integration-Centric Business Process Management Suites, Q4 2006"

But if you also need. . .

- A high degree of human intuition or judgement
- A lot of human interaction with automated systems
- A lot of exception handling

Then you should look at the . . .

February 4, 2006, "The Forrester Wave™: Human-Centric Business Process Management Suites, Q1 2006"

(!) This evaluation focuses on the BPM products best-suited for document-centric processes.

Or if you need . . .

- Electronic forms
- Records management
- Document management
- Image capture
- Document approvals

Then you should look at the . . .

July 9, 2007, "The Forrester Wave™: Business Process Management For Document Processes, Q3 2007"

38878   Source: Forrester Research, Inc.

BPM'S POTENTIAL FOR DOCUMENT PROCESSES IS NOT FULLY REALIZED

The vendors evaluated in this Forrester Wave supplied excellent references for loan origination, account opening, invoice processing, claims, and government processes. BPM had been used to improve customer service; reduce cycle time, and lower costs in all cases. Yet, in all but two of the 14 reference customers interviewed, the technology was applied to the existing process or the as-is process. A best practice in BPM implementations is always to examine the existing process and look for ways to improve on or significantly modify the process. Usually this is called the "to-be" process, and this is where BPM can significantly improve on or even transform the organization. Based on these interviews, and discussions with many other enterprises, it's clear that document-intensive BPM is just plain less mature than its human-centric and system-intensive counterparts. The tools have the power to analyze, redesign, monitor, and continually improve a business process. So why isn't document-centric BPMS technology being used more for this purpose?[3] Here are some reasons:

- **Process change: Take a number.** There is tremendous efficiency in automating document processes, but it's not easy to do. Change management and user adoption were the top issues preventing the companies we spoke with from addressing process redesign opportunities.

- **Process modeling tools are being used sparingly, and IT is still the workhorse.** Only two of 14 companies we interviewed made changes to the business process via the process modeling tool. This was despite the fact — validated by our assessment — that BPMS products were easier to use than traditional development approaches. Changes to the workflow were still made by IT through the application development environment, not the graphical modeling tools. In the document-intensive world, vendors' process improvement tools remain ahead of their customers' ability to use it. This is definitely not the case in the other BPM market segments.

PROCESS TRANSFORMATION IS POSSIBLE AND SHOULD BE THE GOAL

Information and knowledge management professionals and business process professionals have a tremendous opportunity to push BPM to a new level of value for document-intensive processes. The companies described below are great examples. Both projects launched with a vision to fix a "broken business process." BPM was implemented after the new to-be process was envisioned, and best practices and strong change management allowed projects to succeed.

- **Why wait for the claim to come in?** This household name retail company had thousands of claims a year resulting from incomplete or damaged shipments. And apparently, not all claims were to be believed. Missing documents often caused fraudulent claims to be settled. Collections were delayed, even for claims eventually overturned, due to the weeks it often took to gather needed documentation. So the retailer changed the process from reactive to proactive. The new process creates electronic folders for all shipments in anticipation of a customer (store) claim. Documentation such as proof of delivery (POD) is gathered for every shipment in advance. Ninety percent of claims are now settled the same day they are submitted. The result has been fewer successful claims and improved collections — and all with a lot less labor.[4]

- **Why not skip the paper?** Most government processes are document-centric and still heavily paper-based**.** The mindset when shifting from manual, paper-based processes is to scan the paper and go electronic. But why not look at this problem from a fresh perspective altogether? Many functions exist mainly to process documents in paper or electronic form. These steps seem necessary because that's how the paper (or image) gets moved around the organization.

  Kane County, the fifth-largest county in Illinois, is no exception. The Kane County Circuit Court issues requests for orders of protection, which typically involve domestic violence cases. Lots of information gets collected — up to 17 pages. And that's just the initial application. In the old system, paper was manually routed to judges, clerks, and the sheriff, as well as to the victim and any legal counsel. The process took days, sometimes more time then the potential victim of violence could afford. Kane County's first project to improve the process was to scan in paper forms and route them electronically. That approach saved a lot of time, but in many cases was still too slow.

When Kane County went to update or replace its first-generation imaging/workflow system, the organization enlisted Adobe's solutions and decided to skip the paper altogether. They instead created an online wizard that makes it easy for abuse shelter staff to enter required information into an e-form. The benefit from this new approach was summed up by a staff member at the Circuit Court Clerk's office: "Overall, we've seen as much as a fivefold improvement in the time it takes to complete, submit, and process orders of protection."[5]

DOCUMENT-INTENSIVE BPMS EVALUATION OVERVIEW: EXPERIENCE MATTERS

To assess the state of the document-intensive BPM market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of top BPM vendors.

Document-Intensive BPMS Evaluation Criteria

After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria (see Figure 3). We evaluated vendors against approximately 150 criteria, which we grouped into three high-level buckets:

- **Current offering.** To assess product strength, we evaluated each product against eight groups of criteria: design, development environment, capture and image repository support, document-centric application support, automation, workflow, monitoring and management, and product architecture.

- **Strategy.** To assess the vendor's overall strategy, we considered how well each vendor's plans for product enhancement position it to meet future customer and market demands. We also looked at the financial resources the company has available to support its strategy, its go-to-market pricing strategy, and how the vendor is leveraging technology, channel, and service partnerships to expand its reach and the value made available to its customers.

- **Market presence.** To assess the vendor's market presence, we evaluated each vendor against seven groups of criteria: installed base, revenue, revenue growth, systems integrators, services, employees, and technology partners.

Figure 3 Evaluation Criteria

CURRENT OFFERING

Design	How sophisticated is the product's development environment for designing processes?
Development environment	How robust is the product's development model, and how easy is it to use for developers?
Capture and image repository support	How well does the vendor integrate with capture components processing incoming documents and image repositories?
Document-centric application support	How experienced is the vendor in document-centric applications?
Automation	How extensive are the product's features for automating business processes built by the modeling tools?
Workflow	How well does the product incorporate the interaction of people with automated processes?
Monitoring and management	How sophisticated is the product's set of tools for monitoring and managing running processes?
Product architecture	How robust is the product's runtime integration environment in terms of high performance, reliability, and scalability? What measures have been taken to localize the product for multiple regions?

STRATEGY

Product strategy	How strong is the vendor's product strategy?
Corporate strategy	How strong is the vendor's corporate strategy?
Product cost	What is the product's average price and how is the product licensed?

MARKET PRESENCE

Installed base	How large is the vendor's installed base of customers for this product and for all products?
Revenue	What is the vendor's revenue during the past four quarters?
Revenue growth	What is the vendor's year-over-year revenue growth during the past four quarters?
Systems integrators	How many integrator partners have completed three or more deployments of any version of this product in the past 18 months?
Services	How strong are the vendor's implementation services?
Employees	How many engineers does the vendor have dedicated to this product? How big is the vendor's sales presence?
Technology partners	How strongly do technology partners support this product?

Source: Forrester Research, Inc.

Experienced Vendors Build Presence And Capability In Document-Centric Business Processes

Forrester included eight vendors in the assessment. We selected:

- **Vendors with significant experience in document-centric BPMS.** Across the board, we selected BPMS vendors that generate substantial revenues from BPMS products targeted at document-centric processes. To be included in this Forrester Wave evaluation, a vendor must have at least five installations in the following document-intensive applications: loan processing, claims processing (paper), invoice processing, account servicing, and contract management.

- **Vendors with significant abilities in document-centric BPMS.** Many vendors have strong document workflow backgrounds — including Perceptive Software's ImageNow, Oracle (Stellent), and Interwoven. While these vendors have credible offerings from an ECM perspective, this evaluation focused on BPMS products targeted at document-centric processes. In some cases, this involved a qualitative assessment based on our understanding of each vendor's strategy, product capabilities, road maps, and BPMS implementations. We also relied on hundreds of discussions with Forrester clients currently evaluating BPMS products for document-intensive processes to focus our attention on a select few vendors.

Figure 4 Evaluated Vendors: Product And Vendor Information And Selection Criteria

Vendor	Product evaluated	Product version evaluated	Version release date
Adobe Systems	Adobe LiveCycle Enterprise Suite	N/A	July 2007
Autonomy Cardiff	LiquidOffice	5	June 2007
Captaris	Workflow	6	May 2006
EMC	EMC Documentum Process Suite	5.3	June 2006
Global 360	Process360 and Insight 360	9.4, 1.1	September 2006
Hyland Software	OnBase	6.4	April 2007
IBM	IBM FileNet Business Process Manager	4.0	March 2007
Open Text	Livelink ECM - Business Process Management Server	9.7	November 2006

Vendor qualification criteria

Vendors with significant experience in document-centric BPMS. Across the board, we selected BPMS vendors that generate substantial revenues from BPMS products targeted at document-centric processes. To be included in this Forrester Wave evaluation, a vendor must have at least five installations in the following document-intensive applications: loan processing, claims processing (paper), invoice processing, account servicing, and contract management.

Vendors with significant abilities in document-centric BPMS. Many vendors have strong document workflow backgrounds — including Perceptive Software's ImageNow, Oracle (Stellent), and Interwoven. While these vendors have credible offerings from an ECM perspective, this evaluation focused on BPMS products targeted at document-centric processes. In some cases, this involved a qualitative assessment based on our understanding of each vendor's strategy, product capabilities, road maps, and BPMS implementations. We also relied on hundreds of discussions with Forrester clients currently evaluating BPMS products for document-intensive processes to focus our attention on a select few vendors.

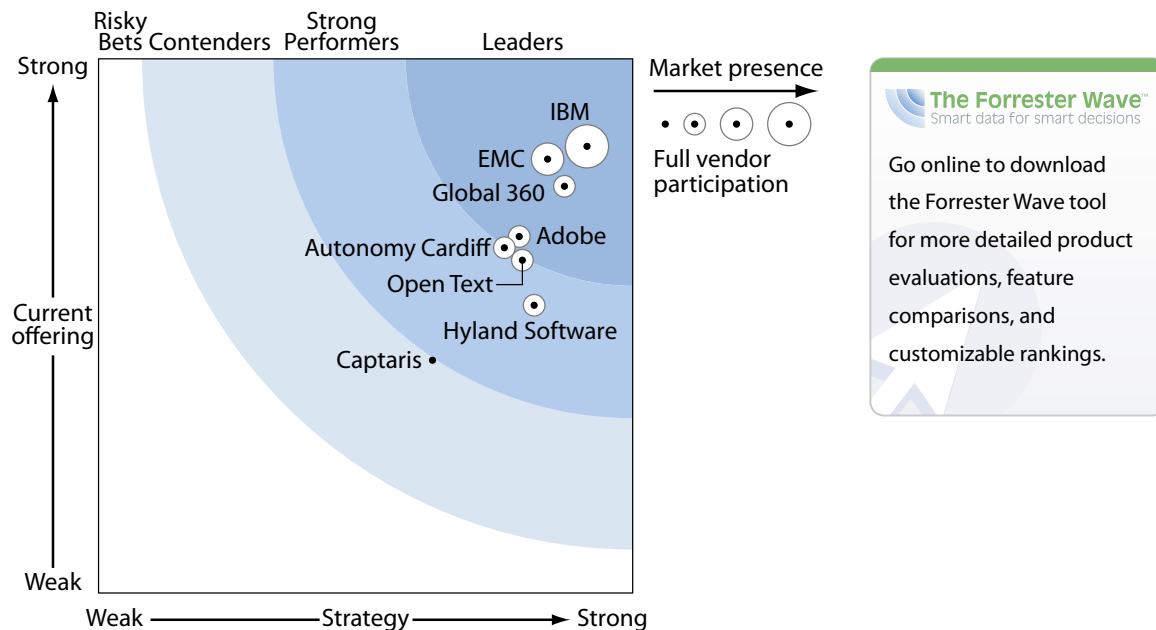Source: Forrester Research, Inc.

VENDORS PICKING THEIR SPOTS

The evaluation uncovered a market in which (see Figure 4):

- **IBM, EMC, and Global 360 lead with the best overall offerings.** All three of these vendors have strong capture and repository support and incorporate an innovative, granular, iterative approach to building and optimizing document-intensive processes. All three vendors also have deep experience in document-centric processes, and none misses the boat on any of our major functionality criteria. Their top strengths are slightly different, however. EMC and IBM have the strongest overall architecture and will continue to appeal to enterprises focusing on infrastructure issues like security and scalability, while Global 360 has the strongest workflow and automation capability. IBM also has the distinct advantage of having another BPM offering in the integration-intensive space, which will, over the long term, be more closely integrated with the IBM product.

- **Hyland Software, Autonomy Cardiff, Open Text, and Captaris need stronger process capabilities.** References for all of these vendors showed modest use of process definition and optimization tools by business users or use of simulation — by anybody. But this will change. As buyers become more sophisticated in their views about business process and BPM products, the focus will shift from "in place" automation of paper-based processes to entirely new ways of doing business. Process definition, simulation, optimization, monitoring, and management tools are the key enablers for business optimization and transformation, and these vendors need to take process definition and optimization capabilities more seriously to move into a leadership position.

- **Adobe, EMC, Global 360, IBM and Open Text operate on a global scale.** Global reach can be an important differentiator with BPMS vendors, and these five vendors are best positioned to support BPMS through direct sales on a widespread basis throughout the world. Many other BPMS vendors do not, instead concentrating almost exclusively on the US or, at best, have established a toehold in one or two other countries — usually the UK. When large multinationals seek to deploy BPMS on an enterprisewide basis, they frequently bump into vendor scalability constraints.

This evaluation of the document-centric BPMS market is intended to be a starting point only. Readers are encouraged to view detailed product evaluations and adapt the criteria weightings to fit their individual needs through the Forrester Wave™ Excel-based vendor comparison tool.

Figure 5 Forrester Wave™: Business Process Management For Document Processes, Q3 2007

Source: Forrester Research, Inc.

Figure 5 Forrester Wave™: Business Process Management For Document Processes, Q3 2007 (Cont.)

	Forrester's Weighting	Adobe	Autonomy Cardiff	Captaris	EMC	Global 360	Hyland Software	IBM	Open Text
CURRENT OFFERING	50%	3.37	3.30	2.16	4.04	3.79	2.69	4.15	3.18
Design	15%	2.83	3.39	2.39	4.65	4.22	1.93	3.95	2.48
Development environment	15%	4.35	3.35	3.09	4.09	3.04	2.44	4.27	3.28
Capture and image repository support	10%	3.62	4.23	3.87	4.93	3.89	3.97	4.70	4.07
Document-centric application support	20%	3.05	1.60	0.30	2.85	3.35	3.90	4.50	3.70
Automation	10%	2.73	3.47	3.24	3.92	4.76	2.50	4.64	2.56
Workflow	10%	2.90	4.60	1.60	3.60	4.00	2.90	3.90	3.10
Monitoring and management	15%	3.91	3.85	2.33	4.50	4.06	1.35	3.24	3.32
Product architecture	5%	3.40	3.15	1.25	4.75	3.20	2.25	4.25	2.15
STRATEGY	50%	3.97	3.85	3.14	4.21	4.35	4.07	4.53	3.97
Product strategy	60%	3.95	3.95	3.30	4.55	4.55	4.05	4.35	3.85
Corporate strategy	40%	4.00	3.70	2.90	3.70	4.05	4.10	4.80	4.15
Product cost	0%	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00
MARKET PRESENCE	0%	2.95	2.14	1.51	3.12	2.86	2.57	4.38	2.39
Installed base	30%	2.15	2.20	2.00	3.20	3.55	2.60	4.25	3.65
Revenue	20%	3.00	2.00	1.00	4.00	1.00	1.00	5.00	2.00
Revenue growth	5%	5.00	5.00	4.00	3.00	4.00	3.00	3.00	0.00
Systems integrators	15%	3.00	0.00	1.00	1.00	3.00	3.00	3.00	0.00
Services	10%	3.00	3.00	1.00	5.00	3.00	3.00	5.00	5.00
Employees	10%	4.00	1.90	1.40	4.60	2.20	2.30	5.00	3.50
Technology partners	10%	3.00	3.40	1.20	1.00	4.20	4.60	5.00	0.40

All scores are based on a scale of 0 (weak) to 5 (strong).

Source: Forrester Research, Inc.

VENDOR PROFILES

Leaders Have Well-Rounded And Complete Offerings

The Leaders have gotten to this position by offering complete, well-rounded BPM suites that go far beyond earlier-generation workflow products. In comparison to the Leaders, some of the other vendors are still in transition from earlier-generation workflow products to full BPM suites. The Leaders stand out for addressing most, if not all, components of a BPMS: design, execution, monitoring and reporting, and optimization.

- **IBM has an impressive BPMS footprint for document-centric processes.** The IBM combination provides unmatched market share and strength for managing business processes that require native capabilities to create, access, read, process, and collaborate on scanned

images, documents, e-forms, and corporate records.[6] Planned integration of IBM and FileNet heritage products — WebSphere and the IBM On Demand product — will strengthen the product's document-centric capability by expanding and deepening components of the BPMS.[7]

- **EMC continues to strengthen its document-intensive capabilities.** EMC leads with strong design, captured image repository support, monitoring and management, and product architecture. Loan origination, insurance claims management, and invoice processing are well suited to these strengths. The May 2007 release of TaskSpace will provide a lighter and easier to configure client app and help overcome implementation and desktop integration issues.[8]

- **Global 360 hits the mark with process intelligence.** Global 360 leads with strong design, automation, and workflow support. The company's product strategy is a winner with planned investments in process intelligence and collaboration for process improvement. Global 360 also has an innovative approach to process monitoring and optimization that isn't limited to Global 360's BPMS; it also works with other BPM products and packaged applications.[9]

- **Adobe battles at the edge of the business process — customers!** Adobe's strength is where it really makes a difference to the enterprise's bottom line: Where content moves between the customer and the business. Adobe gets it. Processes like account opening continue to plague businesses and their customers.[10] Adobe's vision is to provide the best tools for building improved customer experiences leveraging PDF, forms, and rich user interfaces. Adobe's vision of linking the customer experience to a full BPM capability is a sure-fire winner, particularly in enterprises and government agencies that have large numbers of paper- or forms-driven processes that are also customer-facing.[11]

Strong Performers Are Long On Experience, Short On Process Tools

- **Open Text's user interface focus is a plus.** The core elements of the Open Text suite grew from the IXOS acquisition that developed from a tight integration to SAP and other packaged apps. It isn't surprising that Open Text has strong experience in document-centric processes such as accounts payable. Open Text's BPMS strength is in its user interface design, which allows linkage with the user's business context. Open Text requires enhancements to process definition, simulation, and optimization.[12]

- **Autonomy Cardiff has a timely focus on intelligent content services.** Intelligent content services (ICS) enhances the relationship between people and computing systems by making sense of content, recognizing context, and understanding the end user's requests for information.[13] ICS can help reduce capture costs, provide richer data for business process automation, and potentially provide new kinds of information. Autonomy Cardiff received high marks in this area through its Intelligent Classification and Extraction (ICE) layer and integration with IDOL technology from its parent Autonomy. Still, compared with others, Autonomy Cardiff depends too much on outside suppliers for critical document-intensive capabilities like repository.[14]

- **Hyland Software has experience but needs more BPM vision.** If you need a solution quickly and at a good price, Hyland could be your answer. The company has hundreds of implementations for invoice processing, medical records automation, and other business processes under its belt. Hyland Software is a Strong Performer with excellent document-intensive experience and capabilities, but the product requires improved process definition, simulation, and optimization.[15]

Contenders: Only One, And With A Significant Upside

Captaris is a small publicly traded company that doesn't have instant name recognition, although a very large number of enterprises use its flagship product — RightFax — with 30,000 installations. Captaris is an ECM vendor with the Alchemy document management solution and BPM product that was acquired when Captaris bought Teamplate.

- **Captaris is still moving from workflow to a full BPMS.** Like many ECM- and Microsoft-based BPM vendors, Captaris is still building out its BPMS from a strong workflow foundation. Captaris Workflow 6.0, the BPMS product evaluated here, is a relatively new focus and represents an area of growth for the company. Product success will require tangible linkage to RightFax and Alchemy. Recently announced fax over IP (FoIP), and multifunction peripheral (MFP) enhancements are pluses for many document-intensive business processes and will be "on ramps" to business processes. Bottom line: Enterprises can look to Captaris as significantly more than a mere complement to Sharepoint for document-centric BPM applications.[16]

SUPPLEMENTAL MATERIAL

Online Resource

The online version of Figure 5 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution:

- **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.

- **Product demos.** We asked vendors to conduct demonstrations of their product's functionality. We used findings from these product demos to validate details of each vendor's product capabilities.

· **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with two of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and readers are encouraged to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

ENDNOTES

[1]   An updated Forrester human-centric BPM Wave of Java-based products is expected to be published in July 2007. For last year's Forrester Wave evaluation of human-centric BPM suites, see the February 24, 2006, "The Forrester Wave™: Human-Centric Business Process Management Suites, Q1 2006" report.

[2]   Forrester recently published a Forrester Wave evaluation of the integration-centric BPMS market. See the December 20, 2006, "The Forrester Wave™: Integration-Centric Business Process Management Suites, Q4 2006" report.

[3]   Forrester interviewed 15 user companies with experience in business process management suite (BPMS) implementations, and we uncovered vital best practices for any organization embarking on a BPM initiative. See the January 12, 2007, "BPM Best Practices For Process Professionals" report and see the January 12, 2007, "Renault F1 Team Uses BPM To See Its Faults" report and see the May 14, 2007, "Case Study: Lufthansa Transforms Frequent Flier Service With Business Process Management" report.

[4]   This information was gathered from a client reference of Global 360 as a part of this evaluation.

⁵ "Using technology to help protect victims of violence," Adobe press release by Jenny Carless, January/ February 2007. (http://www.adobe.com/newsletters/edge/january2007/articles/article6/index. html?trackingid=QZVI)

⁶ In August 2006, IBM bought FileNet for $1.6 billion — IBM's third-largest software acquisition ever. See the August 16, 2006 "Whoa! IBM Acquires FileNet" report.

⁷ View the vendor summary for more detailed analysis on how IBM fared in this evaluation. See the July 9, 2007, "IBM Leads Document-Centric BPMS With A Full-Featured Suite" report.

⁸ View the vendor summary for more detailed analysis on how EMC fared in this evaluation. See the July 9, 2007, "EMC Forges Ahead In Document-Centric BPMS" report.

⁹ View the vendor summary for more detailed analysis on how Global 360 fared in this evaluation. See the July 9, 2007 "Global 360 Leads Document-Centric BPMS With Process Intelligence And All-Around Strength" report.

¹⁰ On March 26, 2007, Craig Le Clair posted a blog entry on Forrester's "From Information To Knowledge Management" blog entitled, "Take Account Opening. Please." In this entry, Craig describes some of the pains around the account opening processes that plague many financial services firms. (http://blogs. forrester.com/information_management/2007/03/often_when_i_or.html).

¹¹ View the vendor summary for more detailed analysis on how Adobe fared in this evaluation. See the July 9, 2007, "Adobe Wows Customers In Document-Centric BPMS" report.

¹² View the vendor summary for more detailed analysis on how Open Text fared in this evaluation. See the July 9, 2007, "Open Text Brings Strong UI Design To Document-Centric BPMS" report.

¹³ ICS is not being used widely for business process management today. However, it has potential to help in the BPMS world by better categorizing incoming unstructured content to make it more available to business processes. Also ICS can enrich and correlate metadata among content types. ICS is defined as "a semantically smart, content-centric set of software services that enhances the relationship between people and computing systems by making sense of content, recognizing context, and understanding the end user's requests for information." See the January 10, 2006, "Healthline Uses Intelligent Content Services For A Healthier Search" report.

¹⁴ View the vendor summary for more detailed analysis on how Autonomy Cardiff fared in this evaluation. See the July 9, 2007, "Autonomy Cardiff Enhances Document-Centric BPMS With Intelligent Content Services" report.

¹⁵ View the vendor summary for more detailed analysis on how Hyland Software fared in this evaluation. See the July 9, 2007, "Hyland Software Brings Process Experience To Document-Centric BPMS" report.

¹⁶ View the vendor summary for more detailed analysis on how Captaris fared in this evaluation. See the July 9, 2007, "Captaris Supports Microsoft Shops With Document-Centric BPMS" report.

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

Nasdaq symbol: FORR

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.

For information on hard-copy or electronic reprints, please contact the Client Resource Center at +1 866.367.7378, +1 617.617.5730, or resourcecenter@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.

Forrester Research, Inc. (Nasdaq: FORR) is an independent technology and market research company that provides pragmatic and forward-thinking advice to global leaders in business and technology. For more than 23 years, Forrester has been making leaders successful every day through its proprietary research, consulting, events, and peer-to-peer executive programs. For more information, visit www.forrester.com.

FORRESTER®