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Tech Horizons: Keynote Systems' Test And Measurement Services

by Jean-Pierre Garbani
for Vendor Strategy Professionals



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Managing The Online Experience

by **Jean-Pierre Garbani**

with Jonathan Penn and Reedwan Iqbal

EXECUTIVE SUMMARY

Since 1995, Keynote Systems has developed a set of management service solutions for the Web experience that help firms reduce downtime and monitor performance. Managing the online experience has grown in importance as the Net becomes a ubiquitous business/communication tool. The diversity of Web-capable devices is one of the most spectacular developments. Keynote brings a broad range of innovative services to the end user experience monitoring market. Over time, Keynote has augmented its basic testing and measurement services from pure desktop/laptop-based ones to mobile devices. It has branched out to provide services to not only the business but also to service providers. Finally, it has now opened the door to streaming media and voice. Keynote also innovates through its "open" services: KITE (Keynote Internet Testing Environment) and MITE (Mobile Interactive Testing Environment) are services available from the end user desktop that evaluate a Web site from the perspective of a computer or mobile device. The ease of use and the value of quasi-instant evaluation should accelerate the time-to-market of Web apps for a number of enterprises.

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NOTES & RESOURCES

Forrester interviewed Keynote Systems for this document.

Related Research Documents

["Tech Horizons: Evaluating Gomez's Web Experience Management Services"](#)

August 4, 2008

["The IT End User Experience Monitoring Software Market"](#)

June 8, 2007

["How To Predict Which IT Innovations Will Succeed"](#)

April 12, 2005

TECH HORIZONS: EVALUATING EMERGING TECHNOLOGIES

Vendor strategy professionals are looking for the next step in broadening and expanding their markets; enterprise growth is not an option but a necessity. However, engaging an enterprise in a new technology direction presents a risk. Forrester has defined four major criteria that signal the capability of a technology to be widely adopted by the market.¹ Based on these criteria, Forrester has developed a series of questions aimed at better understanding the fundamental technical and economic parameters of a new solution (see Figure 1). These questions help provide answers to the criteria for market adoption and also look at the viability of the innovators and vendors that are bringing this new solution to market. They aim to:

- **Better define the potential market.** Based on a market matrix using the size of the enterprise and the activity in which potential clients are engaged, these questions define the “filter” that we will apply to broadly define the target market. Hypotheses as to how many of the target enterprises will eventually adopt the technology, as well as the technology’s “sell-by date” — the time at which this new technology will itself be obsolete or transformed — help us further refine the potential market.
- **Explore Forrester’s adoption criteria.** In these questions, we examine the process that the technology will improve, its criticality in the enterprise, and the technical and economic advantages that an enterprise will gain from using this process improvement. We then look at the implementation factors, vested interests, and implementation speed.
- **Look at the vendors bringing this technology to market.** Adopting a critical process improvement is only viable if the vendor that develops and supports it is viable. Looking at who the innovators are, their experience, and their funding is an indicator not of the value of the technology but of the ability of the vendor to educate the market so that it knows and adopts the new process.

Based on its answers to this questionnaire, we conducted an evaluation of Keynote Systems’ solutions for the management of Web-based services and, in particular, its innovative solutions in managing the experience of mobile users. We have split this evaluation into two parts: The first rates the “heat factor” of the technology, and the second comments on Keynote Systems’ responses to our questions. We rated Keynote Systems’ responses on a scale from 1 to 5, according to the value we think its different services provide according to each criterion: 1, poor; 2, improvement needed; 3, average; 4, excellent; and 5, outstanding value. We combined these ratings to determine the company’s “heat factor” in each category: the potential market that the services address; the likelihood of the services’ adoption, based on technical and economic advantages; the obstacles to adoption; and finally, the ability of the company to execute in the potential market. We show these scores on a thermometer that provides, at a glance, the overall value of the company’s proposition — from cold to on fire.

Figure 1 Innovation Evaluation Questionnaire

Category	Criteria
A: Market factors	How critical is the process that this innovation will improve or change?
	How does it map to vertical markets (matrix columns)?
	How does it map to the enterprise size (matrix rows)?
	How does it map to market matrices per geography?
	What is the potential market size per year?
B: Adoption factors	What established process is improved or changed, and how is the process changed or improved?
	What is the typical resource consumption for the original process, and how does the new product improve the resource consumption?
	What are the technical and economic gains provided by the new product?
	Is the pricing plan in line with market expectations and absorption capabilities?
	How long will it take to reach mainstream adoption?
C: Implementation factors	What are the existing technologies, products, or skills that will no longer be necessary in case of adoption?
	What are the complementary technologies, products, or skills that will be needed for implementation?
	What are the other obstacles to implementation, and what is the cost of removing these obstacles?
	What resources are needed for implementation?
	What is the time scale for implementation?
	How long will it take to see the full value of the new process? How big is the value?
D: Company factors	How experienced is the management team?
	How well funded is the company?
	How big is the estimated monthly run rate?
	How good is the geographical coverage and partnership/channel structure?
	Is the sales and go-to-market strategy consistent?
	Is the sales and revenue plan realistic?
	How good is the marketing collateral?
	Is the USP clearly communicated?
	How many people does the company employ?
Are there referenceable customers?	

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Source: Forrester Research, Inc.

IN TIMES OF CRISIS, CUSTOMER EXPERIENCE IS A KEY DIFFERENTIATOR

Although the parameters of what is a “great” Web customer experience are constantly changing, businesses expect to use the concept as a key competitive differentiator.² However, a lack of performance or the unavailability of the Web site visited may spoil the customer experience.

In a July 6, 2008, *The New York Times* article about Web site downtime, Brad Stone commented: “Now the Web is an irreplaceable part of daily life, and Internet companies have plans to make us even more dependent on it . . . The problem is that this ideal requires Web services to be available around the clock, and even the Internet’s biggest companies sometimes have trouble making that happen.”³ The article then goes on to detail Web site failures and the cost of downtime, which in some cases can reach millions of dollars per hour.

When consumer spending is at an all-time low around the globe, no company can afford to lose clients to downtime or poor performance — nor can they spend enormous amounts of money to correct the situation. It is precisely on this basis that Keynote Systems started up in 1995: to offer a set of services that help test and monitor the availability and performance of a Web site without asking IT operations for an arm and a leg in deployment and maintenance costs. The fundamental principles of the company’s services are just as valid today:

- **Monitoring applications from distributed end points helps prevent issues.** By using end points throughout the world from which specific transactions can be executed, the service gives firms the ability to test the performance and scalability of a Web application from the point of view of different geographies and Internet access modes.
- **Monitoring key transactions from anywhere helps maintain service levels.** Using the same end points, firms can identify performance differences due to lag times or other network issues and establish a solid performance and availability baseline.

From these basic premises, Keynote Systems has expanded its services to include testing and monitoring from diverse types of devices — from the traditional personal computer to today’s complex mobile devices and networks, and from typical images and text to VoIP and streaming media.

There are many technologies competing in the end user experience monitoring space — from active agents emulating an end user from any type of device to passive agents collecting real transaction data either from the desktop or the network. The market is also split between services, such as those from AlertSite, Gomez, and Keynote Systems, and licensed products, like those from Aternity, BMC Software, CA, Coradant, Compuware, HP, IBM, Knoa Software, NetQoS, and many others.⁴ What makes Keynote Systems different is its ability to test and monitor the end user experience from the perspective of a variety of devices — not only desktops and laptops but also Web-enabled mobile devices.

Forrester estimates today's market at about \$450 million, equally split between licensed products and services. This is a very dynamic and, despite its age, almost emerging market. In 2013, Forrester's prediction is that this market could globally reach \$1.3 billion, an accelerated growth rate of 23.6%.⁵

Keynote Systems' Broad Coverage Of Customer Experience Solutions

Keynote Systems' services are based on four major offerings, covering a broad spectrum of on-demand tests and measurements. Keynote Systems' value is in its extensive network of 2,600 computers and devices in 240 locations worldwide — which provide representative coverage of customer experiences from any geographic location — and its ability to emulate a wide variety of mobile access devices.

- **Web performance test and measurement is available as SaaS.** This is the original Keynote Systems offering that started it all. It covers basically three main areas: 1) Web performance measurement, including Transaction and Application Perspective, Red Alert for IT ops, performance scoreboards, and Enterprise Adapters for management; 2) Web testing — KITE lets a user record a transaction on its Web site, play it back from any Keynote Systems' location, and get a report on the end user experience at that location, while Test Perspective is a self-service load-testing tool for Web sites and LoadPro is an outsourced load-testing service; 3) custom consulting is also available for Web site assessment, competitive benchmarking, performance consulting, and custom reporting.
- **Mobile quality expands the concept of customer experience monitoring to mobile devices.** Keynote Systems was a pioneer in the testing and measurement of the mobile device experience. SITE (System Integrated Test Environment) is a solution that simulates end user behavior and tests the core mobile network. GlobalRoamer, a service used to test across multiple carriers, complements SITE. Mobile Application Perspective emulates a mobile device — 1,600 profiles are available — and measures and tests the Web content over the target device to point out issues such as response time, content, and compatibility. Mobile Device Perspective is the counterpoint to Web performance measurement from actual mobile devices. Consulting and engineering services that help improve service quality complement this.
- **Streaming and VoIP quality monitoring and measurement expand Keynote Systems' services.** Keynote Systems offers services that will measure the voice quality of a business contact center and measure quality for VoIP service providers. Streaming Perspective measures the quality of streaming videos from an end user perspective to help detect and improve availability and performance issues. LoadPro is a service that Keynote Systems' consultants use to actually load-test a site that is delivering streaming media to evaluate performance issues.

- **Customer Experience/UX Test And Measurement look at the broader customer experience.**

Web Effective is an on-demand solution for Web site usability testing that either intercepts Web site visitors or draws from the Keynote Research Panel — a 160,000-strong panel of real online users with a cross-section of demographics, languages, and broadband and dial-up connections — to provide relevant usability information. Several consulting products, such as Web site design, mobile testing, and competitive intelligence, complement this solution.

Keynote Systems has embraced the Web experience in all its incarnations. Its service line is not only complete in terms of traditional Web tests and measurements, but it has clearly expanded to include the next generation of mobile users.

KEYNOTE SYSTEMS' EVALUATION

Keynote Systems' unique value proposition is that it is a one-stop shop for the testing and measurement of the different technologies used to access the Web today, combined with the flexibility of on-demand services and the availability of expert consulting that uses the data to drive customer experience improvements (see Figure 2).

Keynote Systems competes with a variety of test and measurement vendors in each of the specific areas where it offers services. Gomez is Keynote Systems' main competitor in the Web testing and measurement service space.

Figure 2 Keynote Systems' Evaluation

A: Market heat factor

Question	Comments
How critical is the process that this innovation will improve or change?	Keynote Systems is the leading provider of on-demand test and measurement solutions for continuously improving the online experience. Connected companies will know precisely how their Web sites, content, and applications will perform on actual browsers, networks, and mobile devices long before their customers and business are affected.
How does it map to vertical markets (matrix rows)?	Keynote Systems provides on-demand test and measurement services to some of the world's largest and most successful companies doing business on the Web. Keynote Systems' strongest verticals are, in alphabetical order: automotive, business-to-business, financial services, new media, portals/media, retail, technology and telecom, and travel.
How does it map to the enterprise size (matrix columns)?	2,800 companies — both small and large — use Keynote Systems' services. Some 80% of Keynote's revenues come from large enterprises. Its 10 largest customers, based on total net revenues and listed in alphabetical order, for the fiscal year ended September 30, 2008 were: Agilent, Akamai, American Express Travel, Cingular/AT&T Wireless, Microsoft, O2, T-Mobile, US Patent & Trademark Office, Vodafone, and Yahoo!. These customers accounted for approximately 34% of total net revenues for the year ended September 30, 2008.
How does it map to market matrices per geography?	International sales were approximately 43%, 31%, and 14% of total net revenues for the years ended September 30, 2008, 2007, and 2006, respectively.
What is the potential market size per year?	The market for Internet testing and measurement was \$165 million in 2008 and is estimated to grow from \$200 million in 2009 to \$290 million in 2011, at a CAGR of 20%. The market for mobile testing and measurement was \$266 million in 2008 and is expected to grow from \$314 million in 2009 to \$385 million in 2011.

B: Adoption heat factor

Question	Comments
What established process is improved or changed, and how is the process changed or improved?	The established processes for testing online experience range from purchasing software to doing automated data collection to hiring more quality assurance (QA) staff for the purpose of testing and measuring the performance of Web and mobile properties. Keynote Systems significantly improves the process by eliminating the purchase of capital equipment and reducing the need for expensive and skilled QA staff. Keynote Systems helps connected companies do this by using a global test and measurement network of computers and mobile devices — the largest real-time measurement, monitoring, and testing infrastructure in the world. It gives a portrait of what actual users are experiencing on their end of a Web browser or mobile device. Test and measurement products and services are driven by a global network of more than 2,600 measurement computers and mobile devices in more than 240 locations in 160 metropolitan areas around the world.

Figure 2 Keynote Systems' Evaluation (Cont.)

B: Adoption heat factor (cont.)

Question	Comments
What is the typical resource consumption for the original process, and how does the new product improve the resource consumption?	Managing a single Web application with thousands of users typically requires a system administrator and a few support personnel, usually at a cost of about \$30,000 per month. About 20% of this cost, or about \$6,000 per month or \$72,000 per year, is spent on monitoring the reliability and availability of these services. Keynote Systems' services to monitor URLs start at \$100 per month or \$1,200 per year — the cost savings to an operations team are significant.
What are the technical and economical gains provided by the new product?	Keynote Systems' test and measurement products and services are driven by a global network of more than 2,600 measurement computers and mobile devices in more than 240 locations in 160 metropolitan areas around the world — the largest on-demand test and measurement network in the world. Users know precisely how Web sites, content, applications, and services will perform on mobile networks and devices — all with hard metrics that test precise behavior patterns and more accurately predict performance problems. Test and measurement products and services deliver in-depth, relevant KPIs that are easily understood and accurately represent what happens in the real world — using real browsers and real devices. The economic gains provided by using Keynote Systems' network are upfront — using Keynote Systems does not require an increase in capital expenses.
Is the pricing plan in line with market expectations and abortion capabilities?	Keynote Systems offers Internet services either as a subscription or on an engagement basis, although, in some cases, the company also offers Internet professional services on a per incident or per study basis. Subscription fees range from monthly to annual commitments and vary based on: the type of service selected; the number of pages, transactions, or devices monitored; the number of measurement locations and/or appliances; the frequency of the measurements; and any additional features ordered. Engagements typically involve fixed-price contracts based on the complexity of the project, the size of a panel, and the type of testing to be conducted. Keynote Systems' mobile solutions are offered on a subscription basis or license basis. Subscriptions are typically for a fixed period, usually annual, and are based on the number of locations and devices from which monitoring and testing is performed, and the number of mobile operators and services covered by such monitoring and testing. Companies can spend as little as \$100 per month with Keynote Systems to get started with monitoring their online business.
How long will it take to reach mainstream adoption?	Keynote Systems has reached mainstream adoption over more than a decade of experience in delivering insights through data that is accurate, impartial, and actionable. The company's technical experts understand mobile communications and Internet performance management and how it drives users' businesses.

C: Implementation heat factor

Question	Comments
What are the existing technologies, products, or skill that will be no longer necessary in case of adoption?	As Keynote Systems expands the scope of its products and services, it expects to replace the skills required to operate management software or expensive consulting services in the area of customer experience or mobile market research by making it easy to deliver hassle-free, low-price "testing-as-a-service."

Figure 2 Keynote Systems' Evaluation (Cont.)

C: Implementation heat factor (cont.)

Question	Comments
What are the complementary technologies, products, or skills that will be needed for implementation?	As Keynote Systems' testing-as-a-service products are delivered on-demand, there are no specific technical skills that are needed for implementation. The most technical work customers do is use a Web browser or mobile phone, just like their site visitors would; by recording that experience, they enable Keynote to test that task repeatedly.
What are the other obstacles to implementation, and what is the cost of removing these obstacles?	Sometimes, Web teams must approve Keynote Systems' traffic to be directed to their Web site; this approval is usually gained rapidly, once the marketing team understands the value of using Keynote Systems' services.
What are the resources needed to implement?	Keynote Systems' products are self-service, and most customers use these services on their own without adding any additional resources.
What is the implementation time scale?	Keynote Systems' services can be operational in less than 5 minutes — including the time it takes to download KITE, an "on ramp" to its test and measurement network, record a test script, and begin taking measurements from cities all over the world.
What is the time to see full value of the new process, and how big is the value?	Most online businesses see the value of Keynote Systems' services in about a week — usually the time frame in which performance problems emerge. The value depends on the opportunity cost of the online business — for sites like Amazon.com, an hour of downtime costs \$1 million. By using Keynote Systems' services and reducing the mean time to repair from 1 hour to 30 minutes, such sites could save \$500,000 in a single episode.

D: Company heat factor

Question	Comments
How experienced is the management team?	Keynote Systems' management has had stable tenure at the company, averaging more than seven years. The company's management have long track records as both entrepreneurs and executives at leading Silicon Valley companies, including Oracle, HP, TIBCO, Excite@Home, Mentor Graphics, Octel, and Network General. Umang Gupta, the company's chairman and CEO, is a well-known Silicon Valley entrepreneur and tech executive and the founder of Gupta Corp., the first Indian-founded software company to go public on NASDAQ. Gupta was employee No. 17 at Oracle and wrote the company's first business plan.
How well funded is the company?	As a public company, Keynote Systems' financial performance is public record. The company's last quarter was the strongest in its history, and it showed growth and positive cash flows — critical measures for investors and customers in recessionary times.
How big is the estimated monthly run rate?	Keynote Systems' last reported quarter was \$21.1 million.

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Source: Forrester Research, Inc.

Figure 2 Keynote Systems' Evaluation (Cont.)**D: Company heat factor (cont.)**

Question	Comments
How good is the geographical coverage and partnership/channel structure?	Keynote Systems is headquartered in San Mateo, California. The company also has facilities in Texas, New York, Seattle, Cambridge, Mass., France, and Germany. Services are distributed through Web hosting and Internet service providers such as IBM Global Services and EDS. These companies sell or bundle Keynote Systems' services to their customer base as a value-added service and as a management tool for their customers' Web sites. The company also sells to content distribution providers, such as Akamai, which use its services as a pre-sales tool. Keynote Systems uses both direct and indirect sales approaches in the UK, Nordic countries, and Germany, and it sells indirectly through reseller partners throughout the rest of Europe, the Middle East, Africa, and Asia.
Is the sales and go-to-market strategy consistent?	Keynote Systems employs a global sales and support team to service customers. As a software-as-a-service model, customers expect 24x7 service, and Keynote Systems' global teams in North America, Europe, and Asia are able to follow the sun and meet expectations.
Is the sales and revenue plan realistic?	Keynote Systems continues to deliver quarter-upon-quarter growth across product lines. This is an indicator of demand for its products and services.
How good is the marketing collateral?	As a software-as-a-service company, Keynote Systems relies on its Web sites, online tutorials, and collateral to help prospects gain an understanding of its products and services.
Is the USP clearly communicated?	Through online tutorials and clear product walk-throughs, Keynote Systems educates Web site visitors and clearly communicates the value of its Web and mobile test and measurement services.
How many people are employed by the company?	Keynote Systems employs approximately 300 employees worldwide.
Are there referenceable customers or beta?	Yes.

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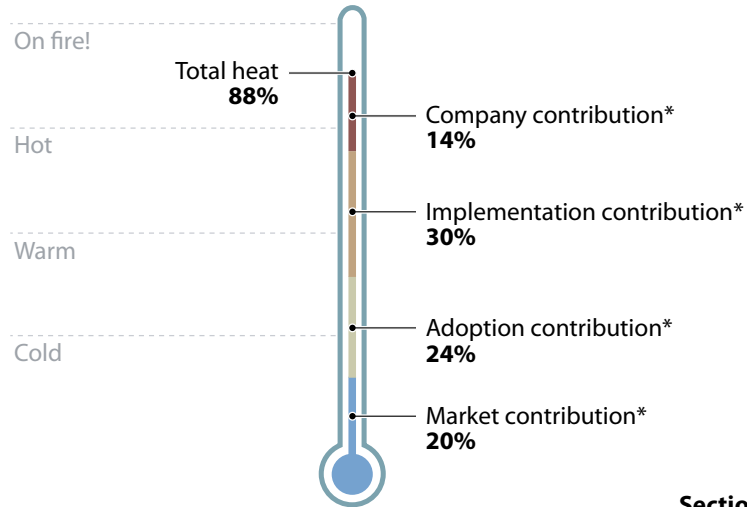
Source: Forrester Research, Inc.

Keynote Systems Is On Fire

Our overall evaluation of Keynote Systems' solutions placed the company in the "on fire" category (see Figure 3):

- **Market heat factor.** Keynote Systems is a one-stop shop for a unique blend of testing and measurement services. As the Web channel evolves in terms of both content, such as the move toward social networks, and access devices — with the development of many types of mobile device — all major businesses can benefit from the services and consulting capabilities that Keynote Systems offers. Testing and verifying content on all potential access devices and testing and monitoring performance and scalability resolve major issues for Web-dependent enterprises. Availability alerts via active agents and transaction emulations are prime tools when monitoring Web applications. When performance is concerned, however, the transient nature of peak traffic on the Web is at odds with the frequency of tests sent from active agents and unsuitable for effective real-time alerts on performance. However, service-level management, trend evaluation, and the pinpointing of root causes in capacity and scalability issues are areas where Keynote Systems will excel. Our ranking reflects these comments.
- **Adoption heat factor.** Keynote Systems' service offerings provide a clear improvement on many existing tools and processes. In the case of mobile applications, it may even be the only game in town: Its validation of content on more than 1,600 types of mobile devices is a remarkable feature and the type of innovation that should attract a number of clients now and in the near future. The end user experience monitoring space hasn't progressed much in the past 10 years, but we now see accelerating interest. As the Web channel becomes more mature and attracts a number of new users, we're seeing significant amounts of direct revenues from the channel and indirect revenues through advertising. The cost of an hour of downtime forces all providers to prevent it by being proactive in their site performance analysis. This is precisely what active testing and measurement can provide — a solid, consistent statistical sample from which conclusions can be drawn to support improvements.
- **Implementation heat factor.** This is the part where Keynote Systems' on-demand and SaaS solutions shine. As with all on-demand business models, it is easy to subscribe to, easy to use, flexible enough to adapt to changing requirements, and doesn't require installation or the use of internal IT resources. In short, the lack of capital investment with the subscription model and the lack of operating costs with the on-demand model make this type of solution very attractive, especially in times of economic slowdown.
- **Company heat factor.** It seems that Keynote Systems has been a dominant presence in this space for ever. What makes Keynote Systems interesting is that, like its main competitor Gomez, it has been able to constantly reinvent itself and adapt its moves to the market. While it has selected a different direction to the one that Gomez has taken, this agility is the sign of a healthy and innovative company.

Figure 3 Keynote Systems' Evaluation Summary



	Criteria components	Rating	Section score	Section weight
Company heat factor	Management team combined experience	5	93%	15%
	Company funding/expense run rate	4		
	Geographical coverage	5		
	Sales and marketing strategies	5		
	Marketing collateral value	4		
	Reference customers	5		
	Implementation heat factor	Importance of the technologies, skills, or processes to be replaced or abandoned		
	Importance and value of the complementary technologies, skills, or processes to be acquired to support the new solution	5		
	Other obstacles to overcome	5		
	Cost of implementation	5		
	Time-to-value	5		
Adoption heat factor	Value of process improvement	4	80%	30%
	Technical gains provided by the solution	4		
	Economic gains provided by the solution	4		
Market heat factor	Criticality of the process improved by the solution	4	80%	25%
	Vertical market potential	3		
	Enterprise size potential	4		
	Geography market potential	5		
	Potential market size	4		

*Weighted contribution

SUPPLEMENTAL MATERIAL

Companies Interviewed For This Document

Keynote Systems

ENDNOTES

- ¹ Forrester has defined four fundamental criteria that a given technology must satisfy in order to see market adoption: The technology must present a technical advantage over existing technologies; it must present an economic advantage for the client of the new technology; it must satisfy the vested interests in the technology that will be replaced; and it must show these advantages in the shortest possible time frame. See the April 12, 2005, "[How To Predict Which IT Innovations Will Succeed](#)" report.
- ² Forrester identified five things that we expect to influence the definition of customer experience excellence in 2009 and beyond: Experience-Based Differentiation (EBD); Social Computing; multichannel experiences; the rise of Gen Y; and the advent of emotional experiences. Even in this tough economic environment, firms must take steps to respond to these factors if they hope to remain competitive. Customer experience professionals must research how changes in the customer experience landscape affect the makeup and expectations of their firms' target user populations and make the case that without appropriate improvements even the best of today's experiences will fall behind, putting their firms at risk for lost business. See the January 26, 2009, "[Customer Experience Predictions For 2009](#)" report.
- ³ Source: Brad Stone, "As Web Traffic Grows, Crashes Take Bigger Toll", *The New York Times*, July 6, 2008 (<http://www.nytimes.com/2008/07/06/technology/06outage.html?scp=1&sq=as%20Web%20traffic%20grows&st=cse>).
- ⁴ IT end user experience monitoring solutions potentially serve two markets: the Web business marketing market, which is mainly concerned with client satisfaction; and the IT operations market, which mostly focuses on application performance and service delivery. See the June 8, 2007, "[The IT End User Experience Monitoring Software Market](#)" report.
- ⁵ In 2013, disciplines like network management, server management, storage management, event management, application management, DBMS performance management, and end user experience management will monitor services and their quality. They share the same type of data and the same service models derived from the CMDB dependencies. Because IT management is service-oriented, all these disciplines provide data to the SLM/BSM and decision support dashboard functions, which group the data into service-oriented information. Analytics or pattern recognition play an important role in supporting the decision support functions that role/process-based dashboards represent. The growth in application management, SLM/BSM, end user experience management, and analytics applied to event management will compensate for the decline of network management, server management, and DBMS management. See the May 2, 2008, "[Tech Horizons: The IT Management Software Market In 2013](#)" report.

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