BPM-platform-based case management frameworks are configurable "apps" meant to help solution architects accelerate the delivery of unique and flexible case management solutions. Here, we evaluate 11 providers in this growing market segment.

Market Definition/Description

Case management frameworks (CMFs) are commercial software offerings designed to reduce the time and complexity of creating case-style process solutions by providing architectural patterns and at least some business domain capabilities "out of the box." Work is caselike when each work item — each case — requires unique handling, involving complex interactions between content, people, transactions and business or regulatory policies in order to deliver an optimal outcome. Case-style processes do not progress in a serial or completely predictable fashion. Rather, they often require multiple dependent workflows to be orchestrated, making them particularly complex to architect. Very often, caseworkers need the flexibility to decide the best next action for a case, rather than following a prescribed workflow.

The "case" metaphor for work handing is being embraced in many new industries and business domains. New "casework" is more decision-intensive, rather than content-centric (see Note 1). These shifting requirements have caused many buyers to look beyond past approaches — such as enterprise content management (ECM) systems' document workflow — and have triggered case-handling as a growing case management solution need. Other types of CMFs exist (see Note 2). CMFs reflected in this evaluation represent a segment of the broader BPM platform market.

CMFs provide an out-of-the-box architectural pattern and business domain solution components (such as case folders, content indexing, role-based workbenches, prebuilt business rules, activities and milestones). Frameworks are partial solutions by design. They are meant to be configured, extended, integrated and interoperable with other assets by buyers. CMFs can be cross-industry patterns for certain types of casework (such as investigative cases or service request cases), solution-specific (such as offers for university admission or tax filings), or industry-specific (such as U.S. healthcare medical claims).

Unlike a traditional packaged application, a CMF is not meant to provide 100% of needed functionality. It is an out-of-the-box design pattern to jump-start creation of a unique (customized) solution. In this way, frameworks are an alternative approach to custom-built or commercial off-the-shelf (COTS) applications to meet buyer needs.

CMFs based on BPM platforms differ from traditional source code libraries and traditional COTS applications (including configurable case management applications) in that the frameworks are model-driven and rely on a BPM orchestration engine or a rule engine to drive the execution. They typically use declarative languages, not procedural code (see Note 3). Ideally, the solution is directly executed from metadata, not compiled, and is thus more easily and dynamically altered. In BPM-platform-based CMFs, the vendor-provided solution pattern is configured, integrated and extended with customer-specific assets and then the solution is generated, either directly or indirectly (see "Systems of Differentiation and Innovation Require Different Types of Model-Driven Application Platforms"), into an executable solution. These are model-driven solutions, not code-driven ones. A direct, model-driven approach enables caseworkers to make unplanned actions. A direct, model-driven approach enables caseworkers to make unplanned actions that is, dynamic, ad hoc and improvisational — alterations to how work items (aka cases) are being handled directly in the production environment, with full auditability. For more information on Gartner's view of CMFs and process solution frameworks, see "Hyde Cycle for Business Process Management, 2014." CMFs are a type of process solution framework, and are appropriate for building case-style solutions.

This Magic Quadrant evaluates frameworks that depend on a BPM platform to execute. BPM platform types range from basic BPM platforms, to BPM suites (BPMSs), to intelligent BPM Suites (iBPMSs) — see Note 2 and "Select the Right Type of BPM Platform to Achieve Your Application Development, Business Transformation or Digital Business Goals." CMFs built on a BPM platform of some type provide a hybrid, alternative approach to COTS applications and homegrown, custom-built code development to meet case management solution needs. Other types of CMFs exist, using alternative software infrastructure and architectures. This evaluation is limited to a subgroup of the overall market for case management solutions.

In this Magic Quadrant analysis, we specifically evaluated the architectural elements of the CMF, the breadth and depth of business domain functionality included, and the interrelationship between the framework and its dependent execution environment. BPM-platform-based CMFs are delivered by using layered conceptual models, with the following required and optional layers for providers reflected in this report. Layers start at the bottom at the platform (Layer A) and extend up to the highest value of business functionality provided (Layer E).

Level A (BPM platform layer): A basic BPM platform, BPMS or iBPMS (required)

Layer B (A basic CMF): A general-purpose, architectural pattern for casework handling
Some of the providers in this Magic Quadrant — such as IBM and K2 — provide only a basic CMF on top of their platform, whereas others, such as Pegasystems and Newgen Software, push much further up the stack into the other layers. For example, Pegasystems and Newgen have some CMFs that include horizontal, cross-industry domain components (such as Pegasystems’ Call Center Operations and Newgen’s Contact Center Operations), some frameworks that include vertical-industry domain content (such as Payer Claims Processing for healthcare payers from Pegasystems or Check Truncation System from Newgen), and still others that are nearly complete applications (such as Foreign Account Tax Compliance Act [FATCA] fraud frameworks offered by both providers).

BPM-platform-based CMFs provide the newest and most flexible approach to providing case-handling software solutions. They enable the solution to evolve over time based on buyer needs, even when those needs diverge from vendor intentions. Beyond sample code libraries, Gartner is primarily interested in tracking CMFs that are licensed, commercial, configurable application solutions.

The best CMFs will support versioning such that buyer and provider changes can be easily reconciled. Ideally, configuration and extensibility are not just an initial design time consideration but, rather, models enable ongoing improvement/innovation/adaptability of the solution by the consumer. Traditionally, consumer “customization” of COTS applications dramatically inhibits the upgradeability of the application. The more customization, the more difficult upgrades become. With BPM-platform-based CMFs, the “model as metadata” approach facilitates the ease and visibility of changes. Additional mechanisms are also needed to reconcile potentially duplicative, contradictory and overlapping functionality added to the solution by provider and consumer. Buyer-specific configurations, extensions and integrations must be respected and reconciled appropriately with vendor-provided changes. Multiple versions can coexist. In other words, in the best CMFs, there is a built-in governance process to manage the versioning of solution components independently, even at a very granular level (not just as a whole). More direct models will have a dependence on the underlying platform. Thus, upgrading a CMF may require upgrading the platform, too.

In this way, CMFs hold the promise of supporting co-innovation — that is, the buyer can “version-forward” their innovations independently of the provider with greater ease, and lower risk of future complexity when applying vendor-provided upgrades. When the provider delivers a “version 2” of the framework, the upgrade procedure is smart enough to detect and respect the unique changes made in the specific implementation (see the Process Solution Frameworks section of “Hype Cycle for Business Process Management, 2014”).

In addition, case management solutions often depend on external content and process services from repositories and applications that are not provided by the CMF provider. The attraction of open, standard specifications (like Content Management Interoperability Services [CMIS], RESTful interfaces and Web services standards) is that integration with external software assets should not require custom code. CMFs must integrate with critical systems of record, including legacy, industry, Web and social data sources. Case management domains often include industry-specific, esoteric commercial applications. CMF providers should be well-acquainted with the specialized applications and data sources that dominate the industries and domains in focus and thus offer out-of-the-box specialized adapters to accelerate integration with core systems of record.

To avoid being yet another siloed application, the best CMFs are designed to interoperate with third-party content and process services, such as by leveraging an existing (often market-dominant) client such as a Microsoft Office client or SharePoint portlet, a JSR 168 portlet to incorporate with common portals or a rich internet client that works across multiple browsers or with multiple application servers. Similarly, case handling is often constrained by rules that may be managed in an external rule engine and thus shared across the CMF and other applications.

To be included in this Magic Quadrant, the provider's frameworks have to have been leveraged by customers to implement all four styles of case handling: investigative cases, incident management cases, service-request cases and process-to-decision cases (see “Critical Capabilities for Case Management Frameworks”).

**Magic Quadrant**

*Figure 1. Magic Quadrant for BPM-Platform-Based Case Management Frameworks*
### Magic Quadrant for BPM-Platform-Based Case Management Frameworks

**Challengers**
- Pegasystems
- IBM

**Leaders**
- Appian
- IBM

**Niche Players**
- Kofax
- OpenText

**Visionaries**
- Newgen Software
- MicroPact
- Eccentex

**Complete Vision as of March 2015**

#### Vendor Strengths and Cautions

**Appian**

*Appian* ([www.appian.com](http://www.appian.com)) is an iBPMS that lets IT and citizen developers construct case management solutions that address the four styles of case management processes. A basic CMF (“Layer B”) is found in Appian's Reference App, included with the iBPMS. This Reference App contains design templates for case-handling rules, user interfaces and workflows, and also includes user stories and other documentation. Buyers of the iBPMS platform are provided access to the case management framework (Layer B); access to domain-specific case management frameworks (Layers C, D and E) is licensed separately. The following analysis refers to Appian v.7.6 with its Appian Case Management Framework and our review of its three CMFs (Acquisition Business Management, Onboarding & Security Processing, and Site & Facility Inspections).

**Strengths**

Appian supports all routine and nonroutine process styles. It is most differentiated through its socialcentricity, allowing rapid innovation and discovery, as well as ad hoc and improvisational collaboration among customers, workers, partners and suppliers. This approach, combined with its platform capabilities, allows caseworkers to respond to dynamic and unpredictable casework.

Appian customer references indicated a higher degree of satisfaction with the Appian platform compared with other vendors surveyed. This finding underscores Appian’s reputation as a very business-role-friendly platform.

Appian is known for its innovative approaches to orchestrating and managing work — from the Tempo social work collaboration capability to its leadership in business process management platform as a service (bpmPaaS). Appian Cloud, its bpmPaaS, has been a significant driver of growth over the past few years.

**Cautions**

Appian offers a generic case management framework built on top of its core iBPMS, and, while it does offer a handful of domain-specific frameworks built atop the case management capabilities, it does not have a primary focus on building vertical- or horizontal-specific case management solutions that address specific customer needs.

Appian has successfully gone to market as an iBPMS and case management vendor, and is now also focusing on competing in the more general application development platform market, which draws attention away from its focus on solution frameworks and iBPMSs.

Appian lacks an extensive partner ecosystem, which limits its ability to provide industry-focused case management frameworks without significant development effort on the part of the buyer.

**Eccentex**

Eccentex ([www.eccentex.com](http://www.eccentex.com)) is a venture-capital-backed startup that combines a basic BPM platform and a basic CMF (Layer B) called Dynamic Case Management (DCM) Framework 2.0, which is offered as a hosted managed service. It also offers an AppLibrary of solutions developed by itself and partners (addressing needs at Layers C and D). Eccentex markets solutions it describes as consistent with our incident, service request and investigative use cases. Customers are primarily in the finance, utility, public sector and healthcare industries. Partners offer solutions based on the

### Ability to Execute

**Product/Services**

Care goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

**Overall Viability**

Viability includes an assessment of the overall organization’s financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization’s portfolio of products.

**Sales Execution/Pricing**

The vendor’s capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and all the general effectiveness of the sales channel.

**Market Responsiveness/Record**

Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor’s history of responsiveness.

**Marketing Execution**

The clarity, quality, creativity and efficacy of programs designed to deliver the organization’s strategy to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This “mind share” can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

**Customer Experience**

Relationships, products and services/products that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service level agreements and so on.

**Operations**

The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

**Completeness of Vision**

**Market Understanding**

Ability of the vendor to understand buyers’ wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers’ wants and needs, and can shape or enhance those with their added vision.

**Marketing Strategy**

A clear, differentiated set of messages consistently communicated throughout the organization and externally through the website, advertising, customer programs and positioning statements.

**Sales Strategy**

The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, communication and communication and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

**Offering (Product) Strategy**

The vendor’s approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

**Business Model**

The soundness and logic of the vendor’s underlying business proposition.

**Vertical/Industry Strategy**

The vendor’s strategy to directed resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

**Innovation**

Direct, related, complementary and synergistic layouts of resources, expertise and capital for investment, consolidation, defensive or pre-emptive purposes.

**Geographic Strategy**

The vendor’s strategy to directed resources, skills and offerings to meet the specific needs of geographies outside the “home” or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

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DCM framework (as well as additional solutions built on the platform). DCM customization happens on three levels: (1) Developers can extend, integrate and configure the core case objects; (2) business analysts can further configure aspects that developers have set up; and (3) caseworkers can add "ad hoc" tasks. Eccentex also offers MyCaseRecords, a horizontal business domain framework (Layer C). We evaluated its Dynamic Case Management Framework 2.0 and reviewed its MyCaseRecords solution as well.

**Strengths**

DCM is a general-purpose CMF that provides a hierarchy of case-related objects, including cases, tasks, reports, people and dictionaries for developers to leverage. Eccentex itself leverages DCM to create app solutions, such as MyCaseRecords, which are available to customers and partners from its AppLibrary. Thus, it is highly extensible.

Its concept of dictionaries is unique and a nice feature. Dictionaries are sources of information to support caseworkers. Like a law dictionary, these provide critical reference information to caseworkers.

Content flow is separated from task flow. This is a good architectural approach to improve performance for content-heavy casework (such as tax fraud cases or mortgage origination).

**Cautions**

Eccentex provides little vertical and horizontal business domain expertise out of the box as part of its solutions, primarily because its business model is targeted at attracting solution partners rather than enterprise customers. However, since partners are not certified in any way, the breadth and depth of business domain logic varies considerably across AppLibrary solutions.

The AppLibrary solutions are very new; few customers have experienced upgrades yet. The upgrade process is not automated; thus, buyers should expect a very manual approach to reconciling their changes with those from the provider.

Eccentex’s bpmPaas business model is immature. Today, the offering is more like managed services with cloud service delivery. Buyers still bear a significant portion of the support for the BPM platform and solutions, despite the off-premises deployment model.

**EMC**

Documentum xCP 2.0 is a specialized BPM that uses a configuration approach to case management solutions, rather than coding, to provide quicker delivery time. Its CMF is a basic framework bundled with the platform (Layer B). EMC (www.emc.com) provides a number of industry-specific case management solutions, along with more than 100 certified partner-developed solutions, built on this basic framework to address Layers C and D. Documentum xCP is a fully integrated component of the Documentum Platform 7, which includes core content management with a repository, and other components such as intelligent capture (Captiva) and customer communications management (Document Sciences). Documentum xCP can also be deployed as a managed-service, private cloud option using EMC Managed Services OnDemand.

**Strengths**

Documentum xCP’s strongest capability for case management is its ability to support a broad range of content types and content interactions, ranging from unstructured content to structured data. It provides for management and storage of the content as part of the Documentum platform.

Documentum xCP provides a service-oriented architecture (SOA), handling inbound and outbound messaging and events with standards-based integration adapters and connectors. EMC has a strong and certified partner ecosystem to develop certified case management solutions for various industries and business domains.

**Cautions**

Depending on the functionality required, additional components may be required to extend the functionality of Documentum xCP for case handling, which could contribute to a higher-cost solution.

Documentum xCP offers only basic collaboration services to facilitate individual and group interactions among case participants.

Documentum xCP offers some business-role-friendly dashboards, metrics and reporting functionality, but does not address on-demand analytics and would require a third-party product.

**Hyland**

Hyland (www.onbase.com) offers a single, integrated content and process management platform (OnBase) that leverages Microsoft’s .NET component model. Its product incorporates componentized capabilities that are inherently designed to work together and leverage a common code base and repository. Gartner considers OnBase a basic BPM platform for its visual designer and built-in rules. We evaluated OnBase v.14 and Dynamic Checklists for Process Control, its basic CMF (Layer B). Hyland offers two other process frameworks that are not case-centric; the Accelerated Financial Reporting Management application (AFRM) and Electronic Plan Review (EPR).

**Strengths**

OnBase v.14 offers nice, seamless integration with various Microsoft technologies — including the .NET Office suite for editing content in Word and PDF from the Hyland client — using Web parts to expose specific OnBase functionality in a SharePoint portal user experience (UX), and exposing WorkView-based case management applications via a Microsoft Office Outlook client.

Dynamic Checklists for Process Control is a very simple framework to use to create a task queue where there is no prescribed sequence to the tasks. An order can be suggested, but the worker is not required to follow the suggested sequence. The checklist owner (aka designer) defines the list of possible actions in the Dynamic Checklist template. The runtime engine assigns tasks as requested, based on events or to a shared queue. The simplicity of this framework makes it workable for a broad variety of data- and content-driven applications.

This platform and template combination is very mature and is used extensively by many.
midsize customers and departments within larger enterprises. Hyland provides outstanding customer support to ensure success.

Cautions

Hyland’s “solutions” are not all created equal. Only three are licensed software. Buyers are cautioned that many of its “solutions” listed on its website reflect real-world deployments based on sample code (“accelerators”) and delivered with professional services. Customers who extend these solutions beyond OnBase will retain responsibility for maintaining their own customized application.

Architecturally, this framework is really a code-driven solution, albeit using visual models to hide the programming details. Ad hoc behavior is thus limited to human actions.

Collaboration capabilities — both in design and runtime — and integration with assets beyond content are weak. Hyland resells BizTalk from Microsoft to strengthen its integration capabilities.

IBM

IBM (www.ibm.com) Case Manager (ICM) is an integrated set of components that includes Case Manager Foundation and Content Manager. ICM is a Basic CMF (Layer B). It is especially strong for content-centric case management applications. It can also leverage IBM's broad set of products such as portals, analytics and cloud deployment options.

Strengths

IBM Case Manager 5.2 is built on top of its Content Platform Engine, which combines the previously separated FileNet Content Manager and Process engines. It offers a very complete set of capabilities and features, including a content repository and onramp and offramp for content.

IBM has a broad range of industry-specific case management frameworks, including IBM Case Manager for Investigations, which have been built on top of ICM. Some are licensed solutions, whereas others are just accelerators. Partners have also built extensive vertical and horizontal business domain solutions on top of ICM (collectively addressing needs at Layers C and D).

IBM Content Navigator provides a strong user experience and extensive set of capabilities, including integration across applications and repositories.

Cautions

IBM case management solutions are relatively hard to configure and deploy because most applications will require combining many IBM different products and add-ons. These IBM products overlap in content management, workflow, analytics and other capabilities. Most buyers require a professional services engagement for help with their initial implementation.

IBM Case Manager is weak in its range of collaboration services to facilitate individual and group interactions among all case participants. It does provide document collaboration and annotation and integration with several IM solutions.

Customers report that IBM Case Manager's pricing model, and perceived overall cost of ownership, are high. It requires a high level of skills for IBM Case Manager and requirements for professional services.

K2

K2 (www.k2.com) blackpearl is a Microsoft-centric iBPMS that features easy integration with Microsoft technologies as well as other enterprise systems. Blackpearl allows people to build and run business applications, including forms, workflow, data and reports. Its basic CMF (Layer B) is made available to customers separately, on request and without extra charge. Out of the box, K2 integrates with SharePoint, Active Directory, Exchange, Office 365, Dynamics CRM, SQL Server, Oracle, SAP, Salesforce and more. The following analysis refers to K2 blackpearl v.4.6.8 and its basic CMF.

Strengths

Using visual tools to build reusable components that use line-of-business and Web-based data, K2’s SmartObjects provide a single view of business entities and are easily configured to integrate with other systems within an enterprise or on the Web. K2 Case user interface artifacts are built on its model-driven declarative SmartForms technology, providing flexible configurability for case Workspaces.

Because of its strong integration with SharePoint, K2 can orchestrate cases that make extensive use of unstructured content stored with the SharePoint repository. In addition, it can integrate with a variety of other content repositories.

K2 has solid customer support and training. This enables customers to quickly get started with building solutions using its CMF, and quickly address any issues encountered during the implementation.

Cautions

Compared with other vendors in this evaluation, most customer references surveyed indicated K2's CMF design experience is more difficult to use.

The case management framework for K2 blackpearl is a collection of tools developed by K2 consultants developed in response to scenarios frequently encountered with their clients.

Because the framework was developed organically, there is often a reliance on tacit knowledge as to how to best leverage the framework. This is further exacerbated by the small community of partners and end-user developers who have a deep understanding of the case management framework.

While K2 has been used to build solutions for a number of industries, such as legal, public sector and financial services, it does not offer domain-specific solution frameworks.

Kofax

Kofax (www.kofax.com) offers an iBPMS that leverages Microsoft’s .NET component model as well as
a growing number of Smart Process Applications. We evaluated TotalAgility 7.1 with its basic CMF capabilities (Layer B) built in and two of its Smart Process Apps — Kofax’s AP Agility 1.2 (Layer C) and Mortgage Agility 1.0 (Layer D) — that run on its platform.

**Strengths**

Kofax is one of just a few public companies in the Microsoft-centric iBPMS market segment offering both a .NET-based technology platform and licensed Smart Process Applications on top of its platform.

The platform offers excellent mobile capabilities for intelligent capture and enhancement of unstructured content to be incorporated into a process and cases. The state of the content can be used to trigger behavior of the process. Its Smart Process Applications exploit this capability as appropriate to the business domain.

Its highly cost-effective platform is easy to learn and use and is available on-premises as well as in the Azure Cloud.

**Cautions**

Although collaboration capabilities in both design and runtime are part of the Kofax product strategy, they are currently weak. Collaboration on in-progress cases is a key capability required by caseworkers. To date, Kofax has relied on Microsoft collaboration technologies, such as Lync. (However, its partnership with Microsoft is weak at a product level and has impacted the availability of Lync as a feature from release 7.0 to 7.1.)

Although Kofax’s strategy is to provide process solution frameworks on top of its platform, today, there are only a handful of licensed Smart Process Apps, with just a few designed for handling case-centric work. Also, the upgrade procedure is not very automated or smart yet.

Kofax has few consulting and system integration (C&SI) partners of global caliber and scale to assist with implementation of its frameworks. Further, the ASAP case-centric methodology it acquired with Singularity (see Note 4), although used by its own professional services arm, could be better integrated into TotalAgility, and partners should be trained and certified on it.

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**MicroPact**

MicroPact ([www.micropact.com](http://www.micropact.com)) entellitrak case management framework v.3 is part of its basic enterprise BPM platform. MicroPact also offers numerous preconfigured, licensed case management solutions (Layer C) based on its own basic CMF. Entellitrak is purpose-built to address the complexity of case handling, and is highly scalable. MicroPact entellitrak provides on-premises and cloud-based options, including a FedRAMP platform as a service (PaaS)-certified deployment environment.

**Strengths**

MicroPact entellitrak provides an open architecture platform that enables easy configuration, fast development and low costs.

The product has a good set of content management capabilities, including a content repository, scanning, forms management and natural-language analytics. Integration with external content management is facilitated with APIs, Web services and standard integration technologies.

MicroPact has a strong focus in U.S. federal government, which accounts for the majority of its customers. As such, the entellitrak platform and solutions configured with it are Section 508-compliant (electronic- and information-technology-accessible to people with disabilities).

**Cautions**

Entellitrak’s UI capabilities and user experience are weak. With a focus on accessibility for both users and developers in compliance with Section 508, the UIs are mostly forms with limited choices of UI styles. The user experience is very dependent on roles, and the user does not have the ability to change it (unless the role has been specifically granted access to do so).

MicroPact imposes a data-first methodology on design. The models are very data- and text-oriented because they are purpose-built for case handling. Thus, entellitrak is more appropriate for designing and implementing unstructured workflows than traditional structured ones. Interaction with its models is not primarily graphical and is not intuitive, except to someone familiar with the platform’s approach to modeling.

MicroPact has limited its vertical/industry focus for its case management frameworks to date, mostly dedicated to government organizations. It is just beginning to expand into other, tangential organizations (such as the public healthcare system in Canada).

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**Newgen Software**

Newgen Software ([www.newgensoft.com](http://www.newgensoft.com)) has a strong focus on document-centric processes and has recently evolved to address some case management styles. Newgen offers a basic CMF (Layer B) built into its iBPMS, which is composed of OmniDocs, OmniFlow and its mobile capture offering, 2apIn. The suite uses some third-party components such as EsperTech’s CEP engine, Jaspersoft for advanced analytics, and the Drools open-source rule engine as its business rule management system (BRMS).

In addition, Newgen offers more than 150 solution frameworks, some of which are case-centric. Not all are licensed solutions. The following analysis refers to Newgen iBPMS v.10 SP 5, which launched in April 2014, including its built-in CMF. We also reviewed some of its licensed solution frameworks.

**Strengths**

Newgen has a solid, proven history in managing document-centric cases, including the ability to capture and store unstructured content. The product has good onramp and offramp capabilities, with strong content capture functionality from multiple sources, including mobile capture, and integrated output management for outbound content such as correspondence and reports.

Newgen’s out-of-the-box solution frameworks — including accelerators for service request management, correspondence management, legal case management, customer onboarding and loan origination — have been developed for OmniFlow for Case Management to support...
rapid deployments. Through Newgen’s partners, there are also several industry and cross-
industry case management solutions (although not all are licensed software) available to help
customers accelerate their time to solution. Collectively, these address some needs at Layers
C and D.
Newgen’s customers report overall good satisfaction with product support, and with the
licensing model and pricing.

Cautions
While Newgen’s platform does address process styles needed for service requests and
process to decision, there is room for improvement in its ability to address highly unstructured,
improvisational case handling, such as what is seen in investigative cases.
Although the Newgen platform offers several solution accelerators meant to address industry-
specific and cross-industry case management needs, customers reported less than
satisfactory results with leveraging the accelerators, which often did not meet their
expectations. Because so many different products must be combined to implement solutions,
the complexity of solutions increases significantly, making it harder to produce the intended
outcomes. Successfully implementing Newgen accelerators often requires the help of
professional services from Newgen or the partner that produced the accelerator.
While Newgen has a number of industry-specific and cross-industry accelerators that leverage
its case management capabilities, most of its solutions are targeted toward the financial
services and insurance industries.

OpenText
OpenText (www.opentext.com) Process Suite v.10.6, which includes case-handling capabilities,
packages Process Suite Platform v.10.6 (the OpenText Cordys engine), Process Component Library
v.10.6, Process Experience v.10.6, Process Intelligence v.10.6 and BPM Everywhere v.10.6 into one
bundle. We evaluated OpenText’s basic CMF (Layer B), which is an assembly of component-level
assets in its Process Component Library.

Strengths
OpenText Process Suite provides strong content services as well as integration to a broad
range of content management systems and cloud-based file-sharing solutions. OpenText’s
content management products also complement the Process Suite.
The Process Suite includes BPM Everywhere, a cloud-based social collaboration service that
facilitates user collaboration on topics, cases and processes. The open interface also allows
integration with client-specific platforms.
The Process Suite is a multitenant solution that is offered in multiple configurations, including
public cloud, private cloud and managed services, at an attractive price point.

Cautions
OpenText is neither industry- nor horizontal-business-solution-focused. Its Process
Component Library contains software components organized by business logic, technical
functionality, UI components, and so on. Some are configurable and some are not. These
assets provide architectural guidance at a component level, but not at a solution level.
OpenText has leveraged some of these components to create its own basic CMF, Process
Component Library assets are licensed as part of the IBPMS platform.
The Process Suite has limited capabilities for handling structured content for case management
domains.
OpenText typically promotes its Process Suite as a platform particularly well-suited for content-
heavy process domains, but lacks a sales, marketing and partnership effort for case
management solutions.

Pegasystems
Pegasystems (www.pega.com) is the largest, best-known pure-play iBPMS vendor. It is most
typically used for large BPM initiatives involving complex, interdependent and dynamic processes.
Primary industries served by Pegasystems, both as a software platform provider and as an
application solution provider, have been financial services, communications service providers,
insurance and healthcare. Pegasystems continues to expand its presence in other industries, too.
It has primarily focused on large enterprises in North America, northern Europe and Australia, and is
now expanding further in Europe and Asia/Pacific. We evaluated Pega 7.1.6 and its included stage-
based basic CMF (Layer B) and case life cycle management features. In addition, we reviewed its
Customer Process Manager framework and some of its licensed application frameworks (horizontal
and vertical business domain frameworks at Layers C and D) for their architectural elements and
leverage of the case-handling capabilities of the platform.

Strengths
Its Directly Capture Objectives (DCO) methodology, baked into its software, ensures
collaboration between business and IT people to link the desired business outcomes to Pega
7 processes, activities, cases and individual tasks. This collaboration establishes the
organization’s unique “situational layer cake,” which is used to govern ongoing changes — at
every layer — to deployed applications. It is the only vendor to Gartner’s knowledge to have a
built-in change governance procedure to balance control and caseworkers’ needs for flexibility.
Pega 7’s “data pages” capability is a highly flexible data structure that acts as a context
broker to enrich process instance data with contextually relevant information from outside the
IBPMS. The balance between data/content and workflow enables caseworkers to
contextualize their work handling to the moment. Content for cases can be stored in Pega 7’s
own repository or via CMIS in an external repository.
Pega 7 supports ad hoc child case creation (in addition to ad hoc tasks) by caseworkers
directly in the runtime environment, based on privileges. In addition, new open APIs enable
Pega 7 cases to be federated with other case management environments through a single portal.

Cautions
Pegasystems has not been competitive in most midsize projects because it has relied on a named-user account sales and pricing model better suited to large enterprises. Although Pegasystems has publicly communicated its intent to “open the aperture” and broaden its market reach, its pricing model and its high-end functionality may continue to deter midsize buyers.

Pegasystems’ methodology and programming model are powerful but unique. Customers must learn a new development paradigm, which involves educating as well as changing the roles of business people, analysts and IT staff. Although Pegasystems continues to add consultants, expand alliances with third-party integrators, and expand the reach of Pega Academy, demand continues to grow, and some customers report having difficulty finding sufficient resources with Pegasystems expertise.

Although Pega 7 is a very complete, model-driven application development platform, there is little architectural guidance provided to developers (such as help text, samples, templates or reusable design constructs specific to casework handling) for designing case management solutions. Even its own frameworks vary considerably in terms of out-of-the-box business domain functionality and completeness.

Vendors Added and Dropped

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

Added

As this is a new Magic Quadrant, no new vendors have been added.

Dropped

Because this is a new Magic Quadrant, no vendors have been dropped.

Inclusion and Exclusion Criteria

To be included in this Magic Quadrant, each provider had to meet the following criteria:

- The provider offers a case management solution framework in addition to its BPM platform—that is, the framework is easily distinguishable (separated) from the platform itself, although the vendor may bundle the framework with the platform from a packaging or pricing perspective.
- The case management solution uses a BPM platform of some type (that is, either a basic BPM platform, a BPMS or an iBPMS) to execute the framework and solutions.
- The framework provider has demonstrated a focus on CMFs, and its case management solution has been available and actively marketed to buyers for at least 12 months prior to the start of our product evaluation (which began on 31 August 2014).
- The provider concentrates its market focus on both North America and Europe, which is where Gartner sees the strongest buyer demand for case management solutions. Further, the provider has many customers in, and is experiencing growth in, these geographies (although its headquarters may be elsewhere).
- The provider markets its products across multiple industries, rather than focusing on being a specialist that concentrates on one industry.
- The provider's frameworks have been leveraged by customers to implement all four styles of case handling: investigative cases, incident management cases, service-request cases and process-to-decision cases (see “Critical Capabilities for Case Management Frameworks”).

Vendors Considered but Not Included

The following vendors were among those considered for this report, but were not included because they failed to meet one or more of our inclusion criteria when we began our project:

- AINS
- Appway
- AWPL
- BizFlow
- Computas
- DST Systems
- Isis Papyrus
- Oracle
- Salesforce
- Whitestein Technologies

Evaluation Criteria

Ability to Execute

Gartner analysts evaluate providers on the quality and efficacy of the processes, systems, methods or procedures that enable IT provider performance to be competitive, efficient and effective, and to positively impact revenue, retention and reputation. Ultimately, providers are judged on their ability and success in capitalizing on their vision.

Product or Service: Core architectural strengths of the CMFs offered by the vendor. This criterion maps directly to Gartner’s critical capabilities for case management frameworks (see “Critical
Capabilities for Case Management Frameworks. Vertical and horizontal business domain logic specific to the type of case is factored into the evaluation, too. Frameworks should reflect some capabilities from the underlying BPM platform in addition to functionality included that is unique to the industry or horizontal business domain.

Overall Viability (Business Unit, Financial, Strategy, Organization): An assessment of the likely continuation of the product as an effective participant in the market and to support its installed base, within the context of the overall organization’s financial health, the financial and practical success of the business unit and the likelihood of the individual business unit to continue to invest in the product, continue offering the product, and advance the state of the art within the organization’s portfolio of products. This also includes the extent of the partner ecosystem (solutions, cloud services or system integrators).

Sales Execution/Pricing: The vendor’s capabilities in all presales activities and the structure that supports them in the CMF market. This includes deal management, pricing and negotiation, presales support, proof of concepts, and the overall effectiveness of the sales channel.

Market Responsiveness/Record: The ability of the provider to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve, and market dynamics change. We assess the vendor’s track record in delivering new features/functions when the market needs them, and how the vendor differentiates itself from its competitors.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization’s message in order to influence the CMF market, promote the brand and business, increase awareness of the product, and establish a positive identification with the product/brand and organization in the minds of buyers. This mind share can be driven by a combination of publicity, promotional, thought leadership, word of mouth and sales activities. We examine if the vendor targets the right buyer audience with the right messages.

Customer Experience: How the CMFs support all four use cases and the degree to which the frameworks have been deployed successfully in the field. We examine the relationships, products and services/programs that enable clients to be successful with the products evaluated, including the ways customers receive technical support, account support, and process design and improvement support. We assess this criterion through qualitative interviews with vendor-provided customers, as well as ongoing feedback from Gartner clients.

Operations: The ability of the vendor to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the vendor to operate effectively and efficiently on an ongoing basis.

Table 1. Ability to Execute Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product or Service</td>
<td>High</td>
</tr>
<tr>
<td>Overall Viability</td>
<td>Medium</td>
</tr>
<tr>
<td>Sales Execution/Pricing</td>
<td>High</td>
</tr>
<tr>
<td>Market Responsiveness/Record</td>
<td>Medium</td>
</tr>
<tr>
<td>Marketing Execution</td>
<td>Medium</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>Medium</td>
</tr>
<tr>
<td>Operations</td>
<td>Low</td>
</tr>
</tbody>
</table>

Source: Gartner (March 2015)

Completeness of Vision

Gartner analysts evaluate providers on their ability to convincingly articulate logical statements about current and future market direction, innovation, customer needs, and competitive forces, and how well they map to the Gartner position. Ultimately, providers are rated on their understanding of how market forces can be exploited to create opportunity for the provider.

Market Understanding: The ability of the provider to understand buyers’ needs and translate these needs into CMFs. In particular, vendors must demonstrate an understanding of how caseworkers work with cases and their needs for flexible handling of individual and related cases. Vendors that show the highest degree of vision listen to and understand buyers’ wants and needs, and can shape or enhance those wants with their added vision.

Marketing Strategy: A clear, differentiated set of messages about the market for case management solutions, consistently communicated throughout the organization and externalized through all media, including the website, advertising, customer programs, positioning statements and collateral, conferences, and press interviews. Because case management is a growing usage scenario for BPM platforms, vendors must essentially evangelize case management and explain what they do differently for case-handling solution development versus traditional application specialists.

Sales Strategy: The strategy for selling the product using the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

Offering (Product) Strategy: A provider’s approach to product development and delivery that emphasizes time-to-solution value. In addition, the product strategy includes techniques and methods that protect the customer-specific implementation while enabling easy versioning of vendor-provided enhancements. The vendor’s product strategy should reflect Gartner’s view of critical capabilities needed for any case-handling solution. The vendor’s roadmap should aim to
improve how business roles (caseworkers especially) leverage the product for maximum effectiveness and agility, including adjusting the workflow and determining what should happen next, and enabling group collaboration, dynamic association of cases, and other ideas that the provider has for where flexibility will be needed.

**Business Model:** The soundness and logic of a provider’s underlying business model as a commercial entity going to market with solution frameworks. This is about providing a CMF product rather than delivering product capability via a professional services engagement, ensuring that the product is commercially viable. The vendor must provide its CMF products either as an on-premises commercial platform with solution frameworks as products or via a PaaS/SaaS delivery model.

**Vertical/Industry Strategy:** The vendor’s strategy to direct resources, skills and offerings to meet the specific needs of individual vertical or horizontal market segments. The vendor should be particularly focused on industries where CMFs can deliver real value, and the vendor may be investing and building solution assets in such verticals or horizontal business domains. In addition, the vendor should be growing an ecosystem of solution partners with vertical industry or horizontal business domain expertise.

**Innovation:** Consideration of unique approaches and innovations. Innovations can include innovative approaches in marketing, partnering, licensing, pricing, product enhancements, standards development and community development.

**Geographic Strategy:** The vendor’s strategy to direct resources, skills and offerings to meet the specific needs of the North American and European geographies, either directly or through partners, channels and subsidiaries, as appropriate for that geography and market.

### Table 2. Completeness of Vision Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Understanding</td>
<td>High</td>
</tr>
<tr>
<td>Marketing Strategy</td>
<td>Medium</td>
</tr>
<tr>
<td>Sales Strategy</td>
<td>Medium</td>
</tr>
<tr>
<td>Offering (Product) Strategy</td>
<td>High</td>
</tr>
<tr>
<td>Business Model</td>
<td>Low</td>
</tr>
<tr>
<td>Vertical/Industry Strategy</td>
<td>High</td>
</tr>
<tr>
<td>Innovation</td>
<td>Medium</td>
</tr>
<tr>
<td>Geographic Strategy</td>
<td>Low</td>
</tr>
</tbody>
</table>

Source: Gartner (March 2015)

### Quadrant Descriptions

**Leaders**

Leaders provide the most mature offerings that meet market demand. They have demonstrated the vision necessary to sustain their market positions as requirements evolve. The hallmark of Leaders is that they focus and invest in their offerings to lead the market and affect its overall direction. Leaders can be the vendors to watch as you try to understand how new offerings might evolve.

Leaders typically respond to a wide market audience by supporting broad market requirements and all of our four styles of cases (aka use cases). However, they may fail to meet the specific needs of vertical markets or other more specialized segments. Our two leaders are very different in terms of their strategy for CMFs. Pegasystems’ CMFs are all developed by Pegasystems itself, sometimes in combination with its customers to gain business domain expertise. The intellectual property of the resulting solution is kept by Pegasystems. IBM in contrast primarily has a partner-led, go-to-market strategy for solutions. Its professional services teams may use IBM Case Manager to build out solutions, too, but these are not necessarily marketed as commercial, licensed applications by IBM or its partner.

**Challengers**

Challengers have a strong Ability to Execute, but may not have a plan that will maintain a strong value proposition for new customers. Although Challengers typically have significant size and financial resources, they may lack a strong vision, innovation or overall understanding of the market’s needs. We have only one Challenger in this first Magic Quadrant — Appian. Although still a privately held company, Appian continues to grow very rapidly, especially enjoying demand for its Cloud platform. At this point of the market development for BPM platform-based CMFs, Appian has pursued going to market as a platform technology provider with some partners but provides just a few, out-of-the-box, process solution frameworks, primarily for the U.S. federal government. These frameworks derive from its history and experience in the federal government segment rather than a purposeful strategic intent to offer application solutions.

**Visionaries**

Visionaries align with Gartner’s view of how a market will evolve, but they can have fewer proven capabilities and customers to demonstrate delivery against that vision. For vendors and customers, Visionaries often are seen as higher risk/higher reward. They often introduce new technology, services or business models, but may need to build financial strength, service and support, and sales and distribution channels. Of all the providers evaluated, EMC has the most certified solution partners and has been one of the first to recognize case management as a growing work style that is largely underserved. Its vision for CMFs aligns well to Gartner’s. As a large company, this product has gotten little attention from its own management and sales organization, and thus still has low market presence. Eccentex represents the opposite type of Visionary. It is a very small company that is Visionary in its business model and, to a degree, in its cloud-based technology platform. Its vision also aligns very well with Gartner’s, although its market execution is comparatively weak.
Niche Players

Our Niche Player vendors at first glance appear to be a mixed collection. These vendors vary in terms of company size, public or private status, the age and maturity of the company or product offering, and the degree to which they specialize in an industry or a region. Some focus on a particular functionality (Kofax on "first mile" content-centric solution domains) or geography (Newgen), or, because they are new to the market (like OpenText), on a new offering. What brings them together as a group is that their CMF is very general-purpose, with very little business domain logic or, in the case of MicroFacts, their market presence is limited to one industry. In addition, some of them do not yet offer fully commercialized CMFs.

Context

This Magic Quadrant is essentially a case management applications market evaluation. Our evaluation focuses on the architectural elements of the platforms exposed and leveraged by the case management frameworks. We also factored in the breadth and depth of solutions offered by the providers and their partners. We did not evaluate the solution-specific business domain logic for completeness or accuracy. Rather, the focus of this Magic Quadrant is to evaluate whether the vendor is providing enough value to accelerate the time to unique solution in comparison to custom coding an application, which is the older approach. In addition, our focus here is on the degree to which the frameworks are designed for agility, specifically looking at the extensibility, configurability, integration and interoperability of the frameworks themselves and the ability to support dynamic, ad hoc and improvisational actions.

This Magic Quadrant is not an evaluation of BPM platforms, which have been evaluated (and will continue to be evaluated) separately in Gartner Magic Quadrants and MarketScopes (see "Magic Quadrant for Intelligent Business Process Management Suites" and "MarketScope for Business Process Management Platform as a Service"). Clearly, however, a CMF reflects the capabilities that are in its runtime platform. Our evaluation is meant to uncover how the provider exposes those capabilities and uses them in combination with business-domain-specific logic components to accelerate the time to solution for a customer-unique implementation. Our approach is more of a "top-down" evaluation — from the solution down into the framework and its underlying platform — than "bottom-up."

Market Overview

Today, many technology buyers in industries beyond government, legal and insurance are thinking about their work as case-oriented rather than transactional. Casework is highly variable; typically, each work item — aka "case" — is a unique situation that involves complex interactions between content, people, transactions and business or regulatory policies to achieve an optimal outcome. Designing a software application to address the needs of this unstructured process style is challenging. The complexity of case handling has kept it a specialized software application area for years.

However, as business becomes more complex, with greater demands for operational oversight and customer centricity, interest in the market is building for case-style work handling to address complex solution requirements. Many vendors of BPM platforms — including business process management suites (BPMs) and intelligent BPMs (IBPMs) — have recently expanded their platforms and solution offerings to capitalize on this opportunity, in competition with industry case management application specialists, enterprise content management suite vendors, CRM application vendors, consultants, and system integrators, offering prebuilt or custom-developed casework-style solutions. This Magic Quadrant report evaluates the vision and execution ability of 11 providers of BPM-platform-based CMFs.

The CMFs offered by BPM platform vendors differ from traditional COTS applications in that they are easier to extend via visual models (such as flow models, integration models, rule models and data models) — not just at design time, but also potentially in production. Gartner believes that CMFs that run on top of BPM platforms can be especially beneficial, because buyers need architectural best practices and design guidance in this process style. Because casework is complex (variable, contextual and often judgment- and policy-driven), designing a case management solution is a challenge — one that most solution architects outside traditionally case-centric industries have little experience addressing. Features in a platform alone are often not enough to help them architect a solution. For these reasons, we chose to evaluate this segment of the overall market for case management solutions.

A differentiating aspect of casework handling is that the workflow can rarely be completely prescribed. Most casework requires some degree of adaptive behavior to address the unique needs of the casework buyer. CMFs must determine the right degree of adaptability needed for their industry domain. Typically, the progression of a case is partially structured (predetermined) and partially unstructured (dynamic, ad hoc and improvisational).

Two approaches delimit the range of adaptability. At one end of the spectrum, casework can be performed according to a design ("doing by design"), where handling options are predefined as part of the design. At the other end of the spectrum, case handling can be performed completely at the discretion of the caseworker ("design by doing"), where the caseworker decides what should happen next, based on context; case handling is improvised based on context. Most buyer requirements exist somewhere between these two extremes. Thus, a key requirement is to consider how adaptive case handling needs to be. There are various ways of striking a balance between planned and unplanned activities, including user privileges, access rights and limitations on the type of ad hoc action (for example, human-performed tasks only).

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