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# Tech Horizons: dynaTrace, When BTM Meets APM

by Jean-Pierre Garbani  
for Vendor Strategy Professionals



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## Tech Horizons: dynaTrace, When BTM Meets APM

A Solution That Bridges Business Transaction Monitoring And Application Performance Management

by **Jean-Pierre Garbani**

with Stefan Ried, Ph.D., and Edward Radcliffe

### EXECUTIVE SUMMARY

We live in a complex world. Growth in computing power, storage, and bandwidth is exponential. The direct consequence is that IT and business services have grown tremendously in size, diversity, and complexity. What could be managed in competency silos a few years ago by a team of skilled engineers is now way beyond what a human mind can comprehend. To maintain the quality of service expected by the business and contain escalating costs, IT needs help. IT management tools and especially application performance management (APM) and business transaction monitoring (BTM) tools should provide this help by pre-analyzing problems and issues so that engineers can resolve them as quickly and efficiently as possible. dynaTrace is one of these tools that give multiple IT constituencies a better view of applications and their performances, which leads to better service quality from application inception to production.

### TABLE OF CONTENTS

#### 2 **Tech Horizons: Evaluating Emerging Technologies**

The Application Performance Management Market

Business Transaction Management

#### 5 **The dynaTrace APM Solution**

#### 10 **The dynaTrace Solution Is On Fire**

#### 13 **Supplemental Material**

### NOTES & RESOURCES

Forrester interviewed dynaTrace for this report.

#### **Related Research Documents**

["Market Projection For 2010: IT Management Software"](#)

February 4, 2010

["Future Trends In The Enterprise Software Market"](#)

March 9, 2009

## 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.<sup>1</sup> 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. 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:

- **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 enterprises bringing this technology to market.** Adopting a critical process improvement is only viable if the enterprise 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 our questionnaire, we conducted an evaluation of the dynaTrace application performance management solution. We have split this evaluation into two parts: The first evaluates dynaTrace’s technology based on its answers to our questions, and the second evaluates dynaTrace’s “heat factor.” We analyzed dynaTrace responses and rated the company according to Forrester’s criteria on a scale from 0 to 5, according to the value we think that the dynaTrace solution provides for each criterion: from 0 for poor to 5 for outstanding value. We combined these ratings to determine the company’s heat factor in each category: the potential market that the product addresses; the likelihood of the product’s adoption, based on its 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.

### The Application Performance Management Market

Application performance management has evolved in the past few years. As transactional applications rely on some level of supervision or management, even since the heyday of mainframes and Customer Information Control System (CICS), application performance management was originally aimed at monitoring the Java EE application servers. Over the years, as the Java EE technology matured, transactional applications became more complex with the addition of other applications services and multiple processing tiers. Today, APM is no longer about watching the transaction supervisor as a single component; it’s about monitoring the whole hardware and

software infrastructure supporting an application.<sup>2</sup> Application performance management thus becomes a critical component of IT management software solutions.

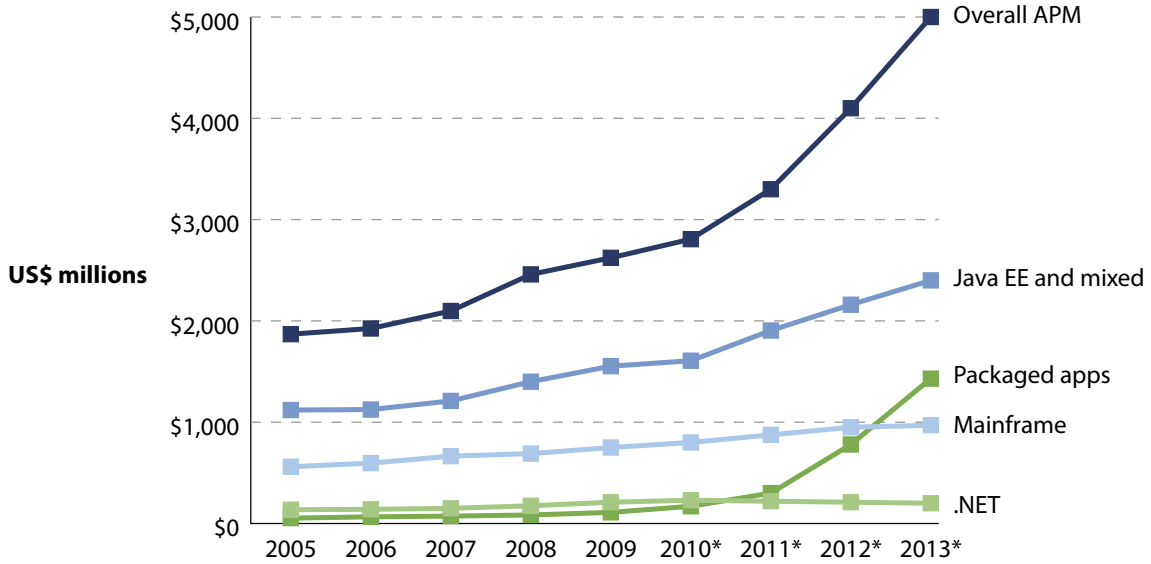
- **Application performance is clearly a key element in business workforce productivity.** Transactional applications and business services based on aggregates of these applications are the externally visible component of IT, and their performance is critical for the overall productivity of the enterprise. Insuring that these performances are in line with business expectations is naturally one of the most important tasks of an IT operation.
- **The current economic conditions favor short-term returns on investments.** In today's economy, IT organizations tend to favor tactical over strategic initiatives. Application performance management can provide a quick return on investment in a very critical and visible part of IT.<sup>3</sup>
- **IT complexity becomes unmanageable without tools.** As IT innovation results in a decrease of unit price and an increase in overall technology capabilities, the demand for new business services grows exponentially. This combines with the existing IT complexity born from the diversity of legacy applications. Enterprises clearly want to rationalize their business services in order to remove some of this complexity. However, this cannot be accomplished without tools to filter the complexity and make it manageable.

The application performance management market is consequently one of the fastest-growing segments in IT management software.

The market for Java EE and mixed environments (Java EE and .NET within the same application or group of applications) will continue to grow after a slight plateau due to the reduced investments in applications during the economic downturn. The mainframe management market will grow organically with the typical million instructions per second (MIPS) increase at the high end of the market (this is essentially a market with strong maintenance revenues). The market that clearly fuels APM growth after 2010 is the performance management of packaged applications: As these applications become a larger part of the enterprise strategy, their performance management becomes more critical. These applications may be based themselves on .NET and Java EE for their components. While this market was essentially confined to end user experience management, in-depth management, either external or embedded, becomes necessary and explains Forrester growth forecast in this segment of the APM market (see Figure 1).

At the end of 2009, Forrester introduced a new IT management software taxonomy, which bundled application performance management and business transaction management with end user experience management and database performance management (DBMS). This grouping reflects a significant trend toward better end-to-end performance management of applications. Most of the vendors in the APM space have actually either bundled their solution with end user experience management and DBMS or are building an end-to-end offering through partnerships with complementary products. Our 2010 forecast update reflects this trend (see Figure 2).

**Figure 1** Forecast: Worldwide APM Market By Application Technologies, 2005 To 2013



Base: 2,165 North American and European enterprise and SMB IT software decision-makers

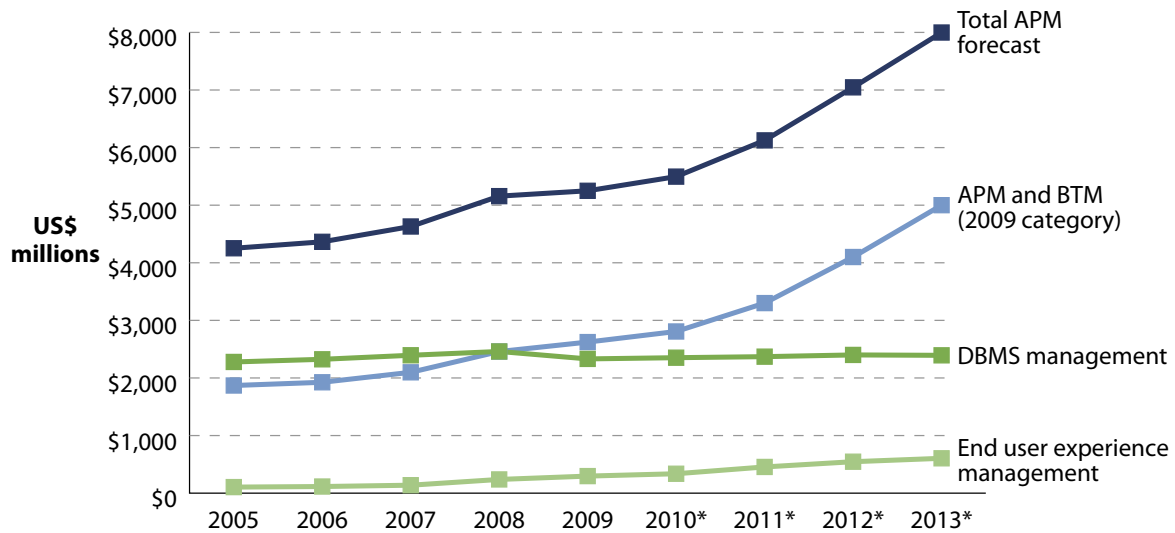
Source: Enterprise And SMB Software Survey, North America And Europe, Q4 2009

\*Forrester forecast

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Source: Forrester Research, Inc.

**Figure 2** Forecast: Worldwide APM Market By Management Technologies, 2005 To 2013



Base: 2,165 North American and European enterprise and SMB IT software decision-makers

Source: Enterprise And SMB Software Survey, North America And Europe, Q4 2009

\*Forrester forecast

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Source: Forrester Research, Inc.

## Business Transaction Management

As transactional applications became more complex, the need for better visibility into how individual transactions consume resources along their path rose. This opened the door to business transaction management tools able to provide data and visibility into transactional computing. These tools implemented the concept of modeling application dependencies on infrastructure, born with business service management (BSM).

As application performance management solutions tend toward end-to-end monitoring suites instead of application-code-centric products, the value of using a template model of the transaction as a basis for correlation or data aggregation is starting to find its way into APM. Both types of solutions in fact end up competing in the same market, the distinction between them being today a better transaction tracing for BTM and a deeper analysis of the transaction code for APM. Eventually, we see both solutions converging into one type of performance management.

## THE DYNATRACE APM SOLUTION

dynaTrace exemplifies this convergence between APM and BTM (see Figure 3). dynaTrace's approach to application performance management combines the BTM feature of tracing individual transactions through the infrastructure with the monitoring capabilities of an APM product.

The key to dynaTrace is in the continuous transaction tracing through its PurePath technology. This provides a mapping of transaction dependencies, which is coupled with data collectors. The collectors send the data to a repository from which real-time dashboards are produced. The data collectors are provided either by dynaTrace itself (Java EE for example) or through an active community that can provide open source plug-ins. The dynaTrace community portal provides not only technology but also information on best practices, training, and documentation.

Because dynaTrace offers the capability to customize the real-time dashboard to suit different roles within IT, it can be run throughout the life cycle of the application, from architecture to testing to 24x7 production runs.

dynaTrace also partners with other vendors such as Coradiant for end user experience monitoring.

**Figure 3** dynaTrace Answers To Forrester Questions

Category and question	Vendor answer
<b>A: market heat factor</b>	
How critical is the process that this innovation will improve or change?	<p>Independent research has shown that most large IT organizations invest between 30% and 40% of their total resources in dealing with application performance. The same research also shows that a large number (upward of 40%) of performance issues are not discovered until the applications are in production and the problems are hurting users. The dynaTrace Continuous APM system plays a key role in addressing some of the most critical issues faced by IT management:</p> <ul style="list-style-type: none"> <li>• Improving application performance, availability, and scalability.</li> <li>• Providing actionable evidence on performance problems and automating the diagnostic process to drastically reduce costs and resources.</li> <li>• Enabling greater collaboration between IT operations, test centers, development teams, and architects.</li> <li>• Addressing application performance problems early in the life cycle when they are easy and inexpensive to fix and before they affect end users.</li> <li>• Enabling IT to demonstrate the value it provides to its business customers and the need to reduce hardware capital expenditures by addressing application scalability at a software level.</li> </ul>
How does it map to vertical markets (matrix rows)?	<p>dynaTrace Continuous APM is a horizontal solution that applies to all vertical industries that rely on stable, scalable, high-performing enterprise applications. It has been broadly adopted in verticals where application performance is either a competitive differentiator or mission-critical, including financial services; software-as-a-service (SaaS) providers, independent software vendors (ISVs), and eCommerce companies. dynaTrace is also used widely in other verticals such as transportation and logistics, telecom, utilities, and government that have complex environments that must process high volumes of high-value transactions.</p>
How does it map to the enterprise size (matrix columns)?	<p>While dynaTrace has a large number of Global 2000 customers, its customers come from across the spectrum of the Global 10,000 that rely on complex, transaction-intensive environments. Because the dynaTrace APM system is easy to deploy, use, and maintain, it has been adopted by several smaller companies that could not bear the costs of traditional APM systems and their lengthy, services-intensive deployment costs.</p>
What is the potential market size per year?	<p>We estimate the global APM market to be in the range of US\$4B-US\$5B in 2010 with growth in the 15%-20% range in the coming years. There are three factors driving this growth:</p> <ul style="list-style-type: none"> <li>• First, organizations are becoming increasingly reliant on their applications, which in turn is driving higher requirements for the performance, stability, and scalability of these applications.</li> <li>• Second, the technologies and processes used to build applications are becoming increasingly complex, which in turn leads to more performance problems that need to be fixed. Traditional APM systems typically struggle with such complexity, and this is driving a wave of APM system refresh at major enterprises.</li> <li>• Third, organizations are increasingly looking for investments that deliver hard cost savings as they recover from the global recessions of 2009. We believe IT will lead that recovery and that spending will be on productivity-enhancing technologies with job growth held to a minimum as companies look to do more with less.</li> </ul>

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Source: Forrester Research, Inc.

**Figure 3** dynaTrace Answers To Forrester Questions (Cont.)

Category and question	Vendor answer
<b>B: implementation heat factor</b>	
What are the existing technologies, products, or skill that will be no longer necessary in case of adoption?	The dynaTrace APM system is displacing traditional APM systems that are limited to infrastructure component monitoring. Several dynaTrace customers who use the product in their test centers or performance labs have publicly stated that dynaTrace enables them to elevate their skill set to provide higher-impact data to architects and development teams. Testers can do more than simply run load tests; they can provide actionable evidence of application issues back to development. Operations can do more than just pick up the phone when a red light goes off; they can ensure that the architect or key developer has all of the data from the transactions that caused the dashboard light to turn red.
What are the complementary technologies, products, or skills that will be needed for implementation?	The dynaTrace APM system is straightforward to deploy for typical IT teams. Once implemented the dynaTrace system is regularly connected to existing load-test tools, synthetic transaction monitoring products, network-based end user monitoring technologies, and continuous integration build servers. With an open OSGi (formerly known as the Open Services Gateway initiative) plug-in-based platform, dynaTrace can leverage and expand a wide range of existing technology investments. No other products, however, are necessarily required.
What are the other obstacles to implementation and what is the cost of removing these obstacles?	The greatest obstacle to a full life cycle deployment of the dynaTrace APM system is often organizational. In many enterprises, the different stakeholders in the performance of an application — architects, developers, testers, and IT operations teams — do not communicate regularly or effectively. As such, they are often unaware that a single APM system is available that can meet all of their needs. Additionally, many organizations are sceptical that the dynaTrace approach of transaction tracing enabled by dynamic byte-code instrumentation can be implemented with production-safe overhead. This is because they have often had bad experiences with the failed implementations of this approach in traditional APM tools. The cost of eliminating these obstacles is typically a one- to two-day proof-of-concept engagement to demonstrate the capabilities of the dynaTrace system.
What are the resources needed to implement?	Initial implementation typically takes one week for one technical person who has reasonable knowledge about the target application's architecture. This implementation period includes the development of customized application instrumentation profiles and role-specific dashboards beyond what is included in the dynaTrace Deployment FastPacks. Additionally, dynaTrace recommends a three- to five-day training program for people who will be using the system on a regular basis to enable them to get maximum benefit. dynaTrace customers report that once implemented, they need less than one FTE to manage the dynaTrace CAPM system.
What is the implementation time scale?	Live proofs-of-concept are typically conducted in one to two days. The dynaTrace system can be up and running in a matter of hours. It requires 15 minutes to install on each JVM/common language runtime (CLR) with only a single restart of the server needed once installed. Initial instrumentation can be done within hours the first day, but optimized instrumentation takes two to three days to a week in complex environments. dynaTrace Deployment FastPacks provide prebuilt instrumentation profiles and dashboard templates to further accelerate implementations for popular applications like Microsoft SharePoint or IBM WebSphere Commerce Server.
What is the time to see full value of the new process and how big is the value?	Customers have said they see value within hours of deployment and have estimated two times ROI within six months.

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Source: Forrester Research, Inc.

**Figure 3** dynaTrace Answers To Forrester Questions (Cont.)

Category and question	Vendor answer
<b>C: adoption heat factor</b>	
What established process is improved or changed, and how is the process changed or improved?	<p>Applications performance problem resolution has changed from a repetitive, highly manual process, based on guesswork that distracts IT's most-valuable resources for upward of 30%-40% of their time to the following:</p> <ul style="list-style-type: none"> <li>• With all transactions traced on a 24x7 basis, offending transactions can be captured and associated with an incident to rapidly identify the root cause, as well as the business impact of the incident.</li> <li>• The automatic documentation of poor performing transactions at code level, makes obsolete time-consuming problem reproduction by development.</li> </ul> <p>BTM is changed in the following ways by the dynaTrace APM system:</p> <ul style="list-style-type: none"> <li>• Traditional BTM systems do not provide meaningful depth about a transaction's execution path. dynaTrace's BTM capabilities provide all users (business users, developers, and architects) with the depth of information they need.</li> <li>• Collaboration between IT operations teams and preproduction teams in test and development is facilitated by dynaTrace.</li> <li>• Each group (developers, testers, architects, operations personnel) has access to the information it needs to do its job with data from a common source.</li> <li>• The ease of integrating it into existing IT management systems further improves collaboration between organizations.</li> <li>• dynaTrace enables architects and developers to compare code performance build-by-build in order to identify performance regressions.</li> </ul>
What is the typical resource consumption for the original process, and how does the new product improve the resource consumption?	<p>IT organizations typically spend 30%-40% of their resources dealing with application performance issues, either trying to eliminate them before they reach production or reacting to them once they have surfaced in production. Customers report that the dynaTrace APM system helps them reduce the amount of time they spend on resolving performance problems by 80%-90% or more. It does so by eliminating the need to reproduce problems, by automating the diagnostic process, and by helping customers validate architectures and catch performance problems early in the application development life cycle when they are relatively easy and inexpensive to fix.</p>
What are the technical and economical gains provided by the new product?	<p>The dynaTrace APM system provides economical gains from three sources:</p> <ul style="list-style-type: none"> <li>• Productivity and cost savings from significantly reducing the amount of time and expense invested in addressing application performance, stability, and scalability issues.</li> <li>• Time-to-market gains for new and/or enhanced applications measured by many customers in the range of 30%-50%.</li> <li>• Improved business results that are made possible by the improved performance of the underlying applications and key business transactions.</li> </ul> <p>The technical gains provided by the dynaTrace system come from the ability to deploy applications based on new technologies like virtualization, service-based architectures, public/private clouds with confidence that they will perform at the necessary levels. The collaboration and automation capabilities of the system make modern development processes, such as Agile; continuous integration; and geographically distributed teams more efficient.</p>

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Source: Forrester Research, Inc.

**Figure 3** dynaTrace Answers To Forrester Questions (Cont.)

Category and question	Vendor answer
<b>C: adoption heat factor (cont.)</b>	
Is the pricing plan in line with market expectations and absorption capabilities?	The dynaTrace pricing model is based on the number of Java virtual machines (JVMs) and/or Windows OS instances in a customer's environment, so it scales with the breadth of the deployment. Customers frequently make a low-to-mid five-figure purchase of the product for use in test or development environments before making a larger production purchase. Additionally, because the amount of services needed to deploy the dynaTrace system is small by the standards of traditional APM products, it has a lower total cost of ownership, enabling smaller companies to take advantage of dynaTrace's products. Lastly, dynaTrace offers a free diagnostic tool for Ajax-based Web clients, which has been downloaded more than 10,000 times.
How long will it take to reach mainstream adoption?	While the APM market is more than 20 years old, the new approach to APM characterized by dynaTrace will take one to three years to reach mainstream adoption, with more conservative enterprises with relatively limited dependence on applications they control being at the end of that adoption curve.
<b>D: company heat factor</b>	
How experienced is the management team?	dynaTrace is led by an experienced and accomplished executive team. It is led by a four-time CEO who previously led publicly traded Interwoven during its peak years. The company was co-founded by the former CTO of Segue Software (acquired by Borland), and the rest of the executive team brings decades of experience from APM and other enterprise software companies.
How well funded is the company?	The company is well capitalized, having raised \$18M in two rounds of venture capital financing. The company is backed by successful investors, including Bain Capital Ventures (backers of SolarWinds and Archer Technologies) and Bay Partners (backers of WebLogic [BEA Systems] and SpringSource).
How big is the estimated monthly run rate?	dynaTrace does not disclose financial data. The company has grown at a compound annual growth rate of 130% since its inception, doubled its customer base to 185 in 2009, and grew its employee base by 67% in 2009 to more than 100.
How good is the geographical coverage and partnership/channel structure?	dynaTrace has a direct sales presence throughout North America and Europe. It also has a network of reseller partners that sell and service the dynaTrace APM system in certain countries in Europe, the Middle East, Africa, Asia, and Australia. Additionally, the company has original equipment manufacturer (OEM) partnerships with Micro Focus (formerly Borland) and Coradant that provide it with additional geographic coverage and distribution channels.
Is the sales and go-to-market strategy consistent?	dynaTrace trains, certifies, and supports value-added resellers to deliver the dynaTrace system in countries where the company does not maintain a direct sales presence. dynaTrace's OEM partners sell a customized version of the dynaTrace product that is tightly coupled with the partner's core offerings in order to eliminate any channel conflict.
Is the sales and revenue plan realistic?	dynaTrace has more than doubled in revenues every year since its inception and has consistently beat its annual sales targets. Given market need, a strong, well-differentiated product, and a time-to-value measured in days, dynaTrace is well positioned to continue its rapid growth.

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Source: Forrester Research, Inc.

**Figure 3** dynaTrace Answers To Forrester Questions (Cont.)

Category and question	Vendor answer
<b>D: company heat factor (cont.)</b>	
How good is the marketing collateral?	dynaTrace has consistently focused on differentiating itself from traditional APM technologies by having its customers speak on its behalf. The company runs an extensive marketing campaign called "Real Customers. Real Success." that features customers like Zappos.com, Insight, Novell, AutoTrader.com, Monster, UBS, and others in case studies and Webinars on its Web site. It also makes extensive use of animated product demos on its Web site to provide prospects with a detailed view of the product's capabilities.
Is the USP clearly communicated?	The company's patented PurePath technology provides the basis for its Continuous APM system — the only one that can provide code-level depth, transaction by transaction, 24/7 in high-load production environments. This USP is clearly and consistently communicated throughout the company's Web site and other marketing collateral.
How many people are employed by the company?	More than 100 and counting, including 40 new employees that joined the firm in the past 12 months.
Are there referenceable customers or beta?	The company has dozens of public and private reference customers. A full list of the public reference customers is available on the company's Web site.

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Source: Forrester Research, Inc.

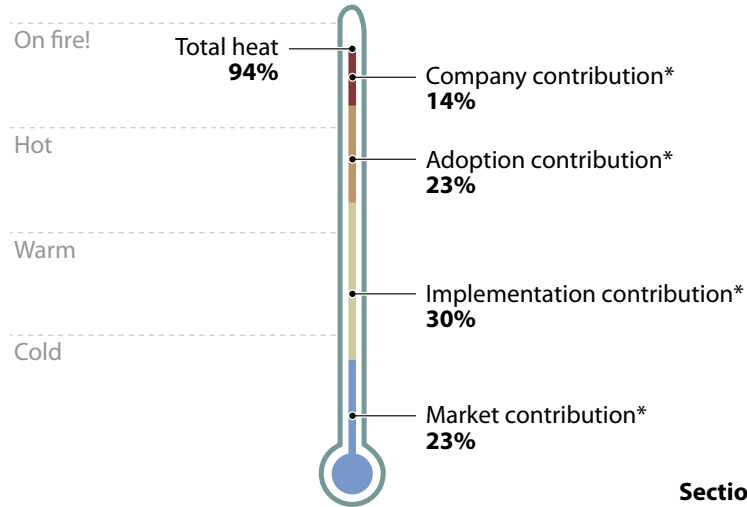
## THE DYNATRACE SOLUTION IS ON FIRE

We consider dynaTrace's application performance management as on fire (see Figure 4).

- **Market heat factor.** All first-generation application performance management solutions started initially with the core element: the Java EE application server. From there, the buildup included integrating the different technologies needed to create an end-to-end performance management solution. In contrast to this, the newer dynaTrace starts from the business transaction end, by tracing all transactions and then building up the data collection at each tier visited by the individual transaction. This is the typical buildup that we expected from BSM several years ago and that we expect to find in all modern, end-to-end, application performance management packages. This definitely gives an advantage to dynaTrace when it comes to managing service-oriented architecture (SOA)-based business services. Two elements of dynaTrace solutions are also important: 1) the capability to run continuously in a production environment and 2) the expansion of the base product capabilities through the community portal. The ability of dynaTrace to expand its application management capabilities either through the community or through its own efforts is critical to differentiate the solution from pure-play BTM and make it competitive against the emerging generation of APM that promotes end-to-end management.

- **Adoption heat factor.** The time is right for application performance management. Potential clients come from two directions: 1) the midsize market where infrastructure and application complexity has made the typical infrastructure monitoring solutions obsolete when it comes to delivering a strong quality of service and 2) the large enterprise market, which adopted APM as a Java EE or .NET monitor early on and is now looking, for the same complexity motive, for a broader solution that will let it provide end-to-end monitoring. Infrastructures and business services are growing exponentially, which leads to an exponential growth in complexity and an equally exponential dependency on IT services. Most companies have reached a point where human resources can no longer insure the service quality that an enterprise expects: They need tools to filter and help problem resolution by bringing complexity to a level that the human mind can grasp. This explains the success of APM and BTM.
- **Implementation heat factor.** Over the past four years, dynaTrace has grown a very strong customer base and has experienced triple-digit growth in revenue year to year. Part of the success is due to the unique technology created by the dynaTrace team, but some of the credit goes back to the ease of use and deployment of the solution. dynaTrace claims a very short turnaround time (one week) to deploy the solution. This is typically what today's users are looking for: efficiency, which is a maximum value for a minimum expenditure in capital and operational expenses.
- **Company heat factor.** dynaTrace has solid roots in software solutions (Segue, now Micro Focus by way of Borland) and application performance management and testing. The company also has a solid European base and four years of success in North America.

**Figure 4** The dynaTrace Solution Is On Fire



	Criteria components	Rating	Section score	Section weight
<b>Market heat factor</b>	Criticality of the process improved by the solution	5	92%	25%
	Vertical market potential	5		
	Enterprise size potential	4		
	Geography market potential	4		
	Potential market size	5		
<b>Implementation heat factor</b>	Importance of the technologies, skills, or processes to be replaced or abandoned	5	100%	30%
	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		
<b>Adoption heat factor</b>	Value of process improvement	4	93%	30%
	Technical gains provided by the solution	5		
	Economic gains provided by the solution	5		
<b>Company heat factor</b>	Management team combined experience	5	90%	15%
	Company funding/expense run rate	4		
	Geographical coverage	4		
	Sales and marketing strategies	4		
	Marketing collateral value	5		
	Reference customers	5		

\*Weighted contribution

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Source: Forrester Research, Inc.

## SUPPLEMENTAL MATERIAL

### Methodology

The Forrester Tech Horizon methodology is based on the analysis of 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.<sup>4</sup>

For the purpose of this evaluation, Forrester organized several briefings with the vendor being evaluated, asked the vendor to answer a set of prepared questions, used the Forrester published research on the application performance management and business transaction management markets, and used Forrester's client feedback on their issues with application performance management.

### ENDNOTES

- <sup>1</sup> 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.
- <sup>2</sup> The accent is now on application quality and IT efficiency. This is pushing traditional application management to encompass the complete life cycle from preproduction tuning to deployment to production monitoring. See the October 17, 2008, "[Market Overview: The Application Performance Management Market](#)" report.
- <sup>3</sup> In light of the poor economic situation and increasing pressure to prove business benefits of any IT spending, it's not surprising that reducing costs tops business goals. See the February 12, 2010, "[The State Of Enterprise Software And Emerging Trends: 2010](#)" report.
- <sup>4</sup> For more information on predicting the success of IT innovations, see the April 12, 2005, "[How To Predict Which IT Innovations Will Succeed](#)" report.

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