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The Forrester Wave™: Journey Orchestration Platforms, Q2 2020

The 11 Providers That Matter Most And How They Stack Up

by Joana de Quintanilha
June 15, 2020

Why Read This Report

In our 28-criterion evaluation of journey orchestration providers, we identified the 11 most significant ones — Alterian, BryterCX, Coveo, Engage Hub, inQuba, Kitewheel, NICE, Pointillist, Roojoom, Thunderhead, and Usermind — and researched, analyzed, and scored them. This report shows how each provider measures up and helps customer experience (CX) professionals select the right one for their needs.

Key Takeaways

Kitewheel, Thunderhead, Pointillist, Usermind, NICE, And Alterian Lead The Pack
Forrester's research uncovered a market in which Kitewheel, Thunderhead, Pointillist, Usermind, NICE, and Alterian are Leaders; Roojoom and Coveo are Strong Performers; BryterCX and Engage Hub are Contenders; and inQuba is a Challenger.

Integration, Speed To Insights, And Real-Time Decisioning Matter Most For Orchestration
Vendors that take a technology-agnostic approach to integration can deliver insights at speed across all permutations of journeys. They also have a proven track record in real-time decisioning across a wide variety of systems and can help companies drive business results and CX differentiation.

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with Martin Gill, Rusty Warner, Paul McKay, Clarissa Skinner, and Shayna Neuburg
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Journey Orchestration Enables Discovery And Real-Time Decisioning

A new breed of journey management tools has emerged to help firms fuse data across channels, touchpoints, and systems to better understand and orchestrate customer experiences. Forrester has segmented the journey management space into three subcategories: journey mapping, journey visioning, and journey orchestration.[1] Journey orchestration vendors help firms use real-time data at the individual customer level to analyze current behavior (journey discovery) and predict and adjust future behavior in the moment (journey decisioning). These tools provide an integrated, actionable, and real-time view of the customer across marketing, product, and customer service journeys.

Since our 2018 journey orchestration evaluation, we've seen leading vendors double-down on four core capabilities: data fusion, journey discovery, journey testing and optimization, and journey orchestration. In the past, we have seen vendors excel at two or three core capabilities. This time around, we see a clear pack of leaders emerging, offering a more balanced feature set across all four capabilities. This is an innovative market, characterized by small, nimble players innovating at a rapid pace. They are consolidating around four capabilities and further investing in visualization, AI, and journey measurement. There is no one-size-fits-all vendor. That said, some vendors stand out because of their ability to:

› **Integrate seamlessly to deliver insights at speed.** Journey orchestration can be overwhelming due to the number of data sources, volumes of data, number of systems affected, need to balance quantitative and qualitative insights, and challenge of aligning stakeholders across the organization. Some vendors are technology-agnostic, integrating with existing best-in-class systems to rapidly stitch together fragmented data to expose parts of the journey that firms were previously blind to. Some vendors excel at finding insights quickly across many permutations of the journey and help to prioritize the most promising journey hypotheses.

› **Measure business impact.** Some vendors offer robust journey measurement capabilities that help companies monitor the impact of journey design improvements on a variety of key performance indicators (KPIs) for moments of truth in the journey and for the end-to-end journey. By enabling companies to make a clear link between journey improvements and repeat purchases, attrition, renewals, complaints, and Net Promoter Score (NPS), these vendors help companies quickly prove the value of journey orchestration.[2] In addition, some vendors have added custom algorithms to measure the success of key journeys to aid prioritization.

› **Orchestrate the next best experience across a variety of systems using AI.** Platforms that excel in journey automation and orchestration do two things well: 1) alert internal stakeholders to relevant journey insights and 2) use predictive models to trigger the next best experience in real time with customers across a variety of systems. Many of the platforms use machine learning and artificial intelligence (AI) to nudge customers based on their real-time behavior, parallel journeys, and historical data. Leaders use AI to drive end-to-end journey optimization — based on past, present, and future steps in the journey. Those that stand out orchestrate actions across the entire customer lifecycle and establish workflows deeper in the organization to support this.

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Evaluation Summary

The Forrester Wave™ evaluation highlights Leaders, Strong Performers, Contenders, and Challengers. It's an assessment of the top vendors in the market and does not represent the entire vendor landscape. You'll find more information about this market in our "Now Tech: Journey Management, Q4 2018" report. Of the market segments described in the Now Tech, this Forrester Wave focuses on orchestration. You can find its companion evaluation, focused on journey mapping platforms, here: "The Forrester Wave™: Journey Mapping Platforms, Q2 2020."
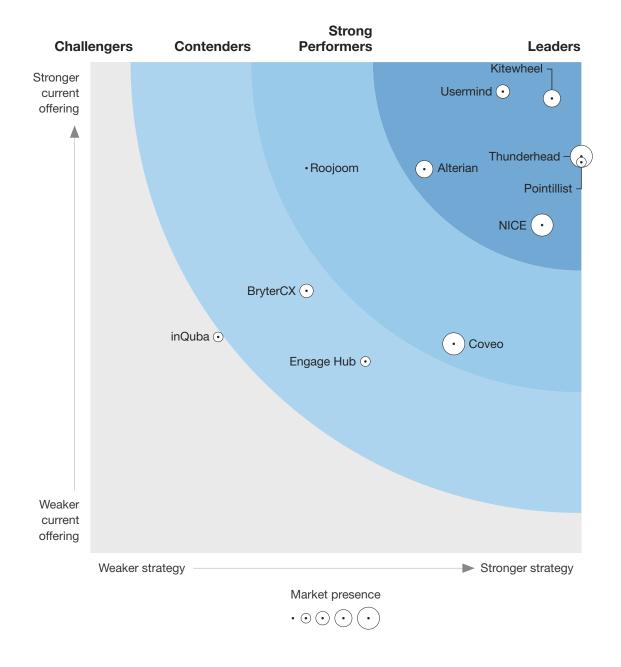
We intend this evaluation to be a starting point only and encourage clients to view product evaluations and adapt criteria weightings using the Excel-based vendor comparison tool (see Figure 1 and see Figure 2). Click the link at the beginning of this report on Forrester.com to download the tool.

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FIGURE 1 Forrester Wave™: Journey Orchestration Platforms, Q2 2020

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Journey Orchestration Platforms

Q2 2020

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FIGURE 2 Forrester Wave™: Journey Orchestration Platforms Scorecard, Q2 2020

	Forrester's weighting	Alterian	BryterCX	Coveo	Engage Hub	inQuba	Kitewheel	NICE
Current offering	50%	3.91	2.67	2.13	1.95	2.20	4.63	3.34
Data fusion	20%	3.40	2.80	1.20	1.40	2.80	4.60	5.00
Journey discovery	5%	3.00	3.00	1.75	1.25	1.25	4.50	4.50
Journey testing and optimization	13%	4.30	3.00	1.70	1.00	1.70	5.00	3.00
Journey automation and orchestration	30%	4.00	1.50	3.00	2.00	2.00	4.50	2.00
Services, client experience, and usability	20%	4.20	4.40	2.20	3.80	2.60	4.40	3.20
Technology	12%	4.00	2.00	2.00	1.00	2.00	5.00	4.00
Strategy	50%	3.40	2.20	3.70	2.80	1.30	4.70	4.60
User research	25%	3.00	1.00	3.00	5.00	1.00	5.00	5.00
Planned enhancements	20%	3.00	3.00	1.00	3.00	1.00	5.00	5.00
Partner ecosystem	20%	3.00	3.00	5.00	1.00	1.00	5.00	5.00
Commercial model	20%	5.00	3.00	5.00	3.00	1.00	5.00	3.00
Performance	15%	3.00	1.00	5.00	1.00	3.00	3.00	5.00
Market presence	0%	4.00	3.00	5.00	2.00	2.00	4.00	5.00
Number of employees	50%	3.00	5.00	5.00	1.00	1.00	3.00	5.00
Number of customers	50%	5.00	1.00	5.00	3.00	3.00	5.00	5.00

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

FIGURE 2 Forrester Wave™: Journey Orchestration Platforms Scorecard, Q2 2020 (Cont.)

	Forrester's weighting	Pointillist	Roojoom	Thunderhead	Usermind
Current offering	50%	3.98	3.92	4.04	4.70
Data fusion	20%	4.60	3.60	4.40	4.20
Journey discovery	5%	4.50	2.50	3.50	4.50
Journey testing and optimization	13%	4.30	3.70	3.00	5.00
Journey automation and orchestration	30%	4.00	4.50	4.50	5.00
Services, client experience, and usability	20%	3.00	3.80	3.20	5.00
Technology	12%	4.00	4.00	5.00	4.00
Strategy	50%	5.00	2.20	5.00	4.20
User research	25%	5.00	3.00	5.00	5.00
Planned enhancements	20%	5.00	1.00	5.00	5.00
Partner ecosystem	20%	5.00	1.00	5.00	3.00
Commercial model	20%	5.00	3.00	5.00	3.00
Performance	15%	5.00	3.00	5.00	5.00
Market presence	0%	2.00	1.00	5.00	3.00
Number of employees	50%	3.00	1.00	5.00	3.00
Number of customers	50%	1.00	1.00	5.00	3.00

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

Vendor Offerings

Forrester included 11 vendors in this assessment: Alterian, BryterCX, Coveo, Engage Hub, inQuba, Kitewheel, NICE, Pointillist, Roojoom, Thunderhead, and Usermind (see Figure 3).

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FIGURE 3 Evaluated Vendors And Product Information

Vendor	Product evaluated	Product version evaluated
Alterian	Alterian Real-Time CX Platform	N/A
BryterCX	BryterCX Suite (Fox, Trace, Watch)	N/A
Coveo	Coveo Experience Intelligence Platform	N/A
Engage Hub	Synapse and Customer Journey Tracker	12.5
inQuba	inQuba Journey	8.1
Kitewheel	Customer Journey Hub	January 2020 release
NICE	NICE Nexidia Customer Engagement Analytics	8.3
Pointillist	Pointillist Customer Journey Analytics Platform	N/A
Roojoom	AI-Based Personal Journey Orchestration Platform	6
Thunderhead	ONE Engagement Hub	N/A
Usermind	Usermind Experience Orchestration Platform	N/A

Vendor Profiles

Our analysis uncovered the following strengths and weaknesses of individual vendors:

Leaders

› **Kitewheel uses real-time decisioning to boost sales, marketing, and service journeys.** The platform lets users analyze what customers do, identify key trends and behaviors, and decide on the best path forward across purchase, marketing-led, and customer service journeys and the full customer lifecycle. Kitewheel focuses primarily (75%) on B2C customer journeys. For orchestration, the platform offers a library of channel and data connectors and uses logic, rules, predictive models, and AI to drive data-driven journeys at scale.

The platform uses real-time and historic customer data, predictive models, decision trees, matrix rules, and machine learning to continually improve journey performance. It uses progressive profiling and has a flexible journey step model to streamline the creation of future-state journey maps and track critical business steps and KPIs. It overlays real-time performance directly into the journey planning interface to better understand customer intent. Kitewheel integrates with a wide range of systems including internet of things (IoT) technologies through APIs and web services,

centralizing journey logic that drives actions, communications, advertising, and data across channels. "The platform enabled end-to-end automation for complex use cases that historically would be built in silos and require manual processes to achieve the required outcome," according to a customer reference. It's a good fit for companies and agencies ready to use real-time decisioning at scale (with built-in testing and machine learning) to drive next best experiences.

› **Thunderhead uses analytics, decisioning rules, and AI to engage based on true intent.** The platform consists of three layers: a listening layer (omnichannel listening, identity and recognition, and adaptive customer profiles); a customer intelligence layer (ThunderBay); and an orchestration layer (ONE Engagement Hub). It is aimed at CMOs, senior CX professionals, chief digital officers, and CIOs. It enables use cases around lead generation, omnichannel campaign execution, churn reduction, loyalty campaign execution, proactive customer and agent service, call deflection, cross-sell, and next best action.

The platform ingests data across touchpoints and systems via APIs and native listening to yield real-time insights about journeys (e.g., looking up stock prices), goals (e.g., investing), and overall intent (e.g., saving for a college education). These insights inform a real-time orchestration engine. Sleek visualizations capture where journeys start, their progress across channels, and where customers are regressing, dropping off, or skipping steps. The platform uses AI, through ThunderBay, to uncover deeper insights — for instance, the cost and effort of a journey based on time spent and number of regressions, reentries, and transitions. It helps spot anonymous customers and progressively builds customer profiles to drive personalization, trigger actions like creating leads in a CRM system, and route customers to an agent. "It ignited a digital and overall customer focus that helped bring several departments together on common goals to deliver a personalized fan experience," according to a customer reference. It is a good fit for companies looking to drive personalized engagement across channels.

› **Pointillist uses AI to optimize journeys and scale journey management programs.** Pointillist combines journey templates and dashboards to monitor, improve, and report on customer effort, operational efficiency, and financial outcomes across a hierarchy of journeys. The platform's AI engine continuously scans customer behaviors and KPIs for obstacles and opportunities to optimize journeys. Pointillist works closely and quickly with clients to use the data they have, integrate an initial set of data sources, create the right journey nomenclature, and pick a specific business case to start proving the value of a journey-based approach. It focuses predominantly on enterprise clients.

The platform has a robust dashboard that can monitor KPIs across stages of the customer lifecycle and uses a flexible canvas to organize, plan, and share journey projects. For orchestration, a variety of triggers can easily be embedded into customer journeys to drive actions like adding a customer to a campaign, changing a customer attribute in a CRM system, sending an alert to an employee, or cross-selling. Pointillist integrates with campaign management systems, marketing automation tools, email management software, call center systems, and data visualization platforms to drive

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KPIs like web sales, repeat sales, return rate, paid media impact, NPS, and customer lifetime value. It is a good fit for companies that have done a fair amount of journey mapping, have a robust voice of the customer (VoC) program, are looking for flexible integration of their data, take a metrics-based approach, and need strong journey visualization and analytics to drive their CX program to the next level.

› **Usermind orchestrates complex customer and partner journeys and monitors KPIs.** Usermind focuses on five core industries: financial services, healthcare, telecommunications, travel and hospitality, and manufacturing. It sells primarily to CX pros, chief digital officers, and business-line owners. It has delivered results for clients across use cases including digital adoption, churn prevention, renewals, marketing suppression, partner retention, faster onboarding, and cost reduction. The platform orchestrates complex journeys involving multiple actors — customers, partners, and employees.

The platform can automate actions based on journey progress as well as customer inaction — for instance, by creating a task for a sales rep to call a customer, changing a lead's status in a marketing automation system, checking a payment date, creating a new account, updating a call center case, or suppressing a marketing campaign for an individual customer. It uses dynamic pathing to define milestones in the journey and provides customers with a guided tool based on natural language to build complex rules and actions and automate workflows bidirectionally across connected systems. It uses native machine learning and customer third-party models to power orchestration. It has an optional Python developer interface for more technical teams. "Usermind uses a very agile approach, building for one use case, then nailing it and scaling it," according to a customer reference. The platform is a good fit for companies looking to orchestrate journeys across longer time frames that connect physical, digital, supply chain, and loyalty programs.

› **NICE uses analytics and AI to drive CX, digital, and workforce (agent) transformation.** The platform combines structured data (interactive voice response [IVR], CRM, customer profile data, and VoC) and unstructured data (agent notes, text, and voice) at the journey, topic, word, sentiment, and personality level to optimize CX. The vendor has integrated offerings for IVR optimization, digital containment, interaction analytics, customer journey optimization, and real-time personalization. Use cases include sales effectiveness, churn, retention, and cost management.

Users can visualize and connect journey and interaction analytics and perform a deep-dive analysis of unstructured interactions like voice calls and chats for individual customers. The platform uses AI to calculate a single metric or Journey Excellence Score (JES) to measure CX quality, combining disparate data points such as survey results, complaints, individual interaction sentiment, and behavioral data such as journey duration, the channels used, and complexity scores. Trending of JES data alerts to specific journeys and business processes that are driving a decrease in overall journey quality. It also enables real-time alerting and coaching for agents and supervisors. The platform's real-time personalization component uses AI to enable actions and triggers based on

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journey insights, predictive scores, and customer segments. The platform provides APIs to integrate with third-party marketing, engagement, and contact center systems. The platform is a good fit for companies looking to transform customer and agent journeys and analyze unstructured data.

› **Alterian delivers real-time personalization, offers, and next steps in the journey.** The company has a 20-year heritage in customer insights and analytics and has evolved into an orchestration platform. It increases cross-functional adoption, reduces cognitive load on employees, and improves CX by tracking, visualizing, and influencing real-time interactions. Use cases include call deflection, real-time personalization, service issue resolution, upsell and cross-sell, and next best experience. The company typically sells to CX professionals, blended teams, and CIOs. Alterian has customers in the US, UK, and Australia and serves vertical markets including media and entertainment, utilities, financial services, retail, consumer brands, and automotive.

Alterian focuses on rapid time-to-value (template library and journey measurement), simple adoption (different UIs for different user types), and insights to action (125 out-of-the-box data connectors and strong visualization). The journey visualization tool has intuitive filters and easily adjusts the start or endpoint of the visualization. Rules-based decisioning and AI help individuals sidestep break points and provide the right action or message. Simulating tests before journey enhancements are put into production also raises confidence. "The platform has transformed our business into being a customer-centric organization across interactions, journeys, and campaigns that has generated a substantial reduction in operational costs and increased value generation," according to a customer reference. The platform is a good fit for companies looking for a use case implementation approach that can scale to deliver real-time personalization, offers, and next steps in the customer's journey.

Strong Performers

› **Roojoom uses AI to orchestrate key journeys with many business objectives.** Established in 2013, Roojoom is an AI-powered journey orchestration platform focusing on key journeys like onboarding and customer service for specific verticals including telecommunications, TV, insurance, banking, and entertainment. Roojoom works with companies such as Bouygues Telecom and Comcast. The platform helps visualize current-state journeys; build future-state journey flows; and preview, simulate, and orchestrate complex journeys with many different objectives (welcome, technician reminder, online account setup, and autopay) and business goals (reduction in churn, operational efficiency through digital self-service, and upsell).

The platform uses individual-based AI engines to continuously optimize specific journeys and resolve service-related issues as they emerge. It also detects and alerts users to anomalies in journeys to drive deeper root-cause analysis. The platform helps firms replace linear, single-channel campaigns to orchestrate journeys across online (mobile app, website, and social) and offline (call center and technician visit) channels with the most relevant content. It can repurpose or reassemble content to generate new touchpoints that drive end-to-end journey optimization —

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based on past, present, and future steps in the journey. It offers a BI analytics dashboard and has a preview function that allows users to take a future-state journey and play it from start to finish through the customers' eyes. The platform is a good fit for companies wanting to orchestrate key journeys using AI without having to invest heavily in data science skills.

› **Coveo unifies data to deliver predictive, rich content experiences, also for employees.** The platform comes from a cloud-based, AI-powered search and recommendations background. It started focusing on employee journeys and expanded its approach to commerce conversion journeys for customers. The platform stiches together data and uses AI to deliver self-service content to customers and employees — whether for a customer figuring out how to use something or an employee finding a better way to work. Coveo supports use cases such as B2B and B2C eCommerce (search and recommendations), in-product/app intelligence (in-product content recommendations), communities/self-service (call deflection), sales agent, website (personalization), HR/portals and intranets (knowledge management), and conversational intelligence (chat intelligence).

The platform stores unified customer data across sessions and devices and uses machine learning to understand what content matters to whom in which context, driving rankings and suggestions. It orchestrates personalized recommendations, elements of the user interface and navigation, and AI-powered contextual content suggestions at query time. Customizable dashboards are available for case deflection, service journeys, and employee journeys. One customer reference said, "Coveo helped us link processes from the call center to the field to the repair facility and then enable feedback to the product engineering teams to consistently curate and update content." The platform is a good fit for firms looking to unify data to transform digital and employee experiences and increase self-service content relevancy.

Contenders

› **BryterCX delivers purist journey science and recommends CX improvements.** As a pioneer and thought leader in this category, the vendor excels at ingesting lots of data quickly to visualize journeys across the customer lifecycle and quantify the impact that a single customer's multiple, parallel journeys have on each other. It also offers exceptionally good help with bringing in the right data and creating the right taxonomy to uncover customers' actual experiences.

BryterCX brings together disparate data sources into a single journey architecture to visualize and measure trending metrics like customer volume, completion rates, channel interaction, journey effort and cost, and complaints. It offers flexibility to query the data and ask ad hoc questions and applies a Journey Index Score to evaluate and track the health of the overall journey. The platform has built-in algorithms that evaluate journey anomalies and can import existing predictive models. Users can select a dominant path or other path of interest, and a machine learning algorithm recommends which events to change in order to improve the probability of a desired outcome. It generates alerts to help stakeholders in various roles detect and prevent journey problems. It's strong in monitoring

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digital channels and switches to higher-cost channels like the call center. The platform is a good fit for companies that have built a journey atlas to prioritize the journeys and want pure journey analytics and deep insights that can be fed into other, more powerful decisioning engines.

› **Engage Hub drives cross-channel communications and improves call center CX.** UK-based Engage Hub is focused on improving customer experience, agent experience, and operational efficiencies. Engage Hub has a dedicated Agile team and offers rapid journey automation and hands-on journey mapping for companies that are just getting started with journey orchestration. Use cases include campaign optimization, consent management, digital process automation, call center optimization, and multichannel communications.

The platform includes a journey tracker for evaluating customer journeys in real time. It orchestrates data from disparate legacy systems and includes an email editor, IVR, and mobile page builder to drive more relevant engagements with customers based on journey behavior. Powered by artificial intelligence and natural language processing, the platform drives cross-channel conversations (voice, SMS, email, push notifications, messaging apps, web, WhatsApp, and web chat). Engage Hub also provides a single view of the customer for agents that includes customer details, process payments and history, latest contact details, appointments, and deliveries. "They are agile in their approach, which is important for a large organization, which can be slower to move through its internal processes," according to a customer reference. Engage Hub is a good fit for companies looking to stand up journey automation in a very short period of time to improve the experiences customers have with call center agents or boost engagement in customer lifecycle programs.

Challengers

› **inQuba builds on VoC data to manage personalized, contextual journeys.** The platform blends structured and unstructured data from multiple sources to analyze and model journeys in real time and integrates real-time feedback and sentiment analysis. inQuba focuses primarily on the financial services, telecoms, and hospitality sectors in English-speaking markets (e.g., Australia, South Africa, the US, and the UK). The vendor helps clients set up a measurement model for key journeys (linking high-level metrics like NPS to experiences, subexperiences, and touchpoint metrics) to track journey performance over time in dashboards. It has a strategic partnership with Microsoft and Tech Mahindra.

The platform integrates real-time text analytics and can visualize new feedback received for specific points in the journey. Users can drill down to individual customer records and verbatims. With its origins in VoC, the platform fuses traditional survey mechanisms with journey analytics. For orchestration, the platform helps identify target audiences and uses a rules processor to nudge customers at relevant touchpoints, drive personalized communications across multiple channels, escalate issues to employees, and drive routing and notifications to call center agents. It uses Microsoft Azure Machine Learning to trigger events (like marketing campaigns or an alert to contact

a customer) and uses data and rules to drive communications across channels based on success metrics, costs, and business outcomes. It is a good fit for firms wanting to combine VoC and journey analytics in one platform but is not as data- and system-agnostic as some of its competitors.

Evaluation Overview

We evaluated vendors against 28 criteria, which we grouped into three high-level categories:

› **Current offering.** Each vendor's position on the vertical axis of the Forrester Wave graphic indicates the strength of its current offering. Our evaluation of current orchestration capabilities focused on the four core journey analytics capabilities: data fusion, journey discovery, journey testing and optimization, and journey automation and orchestration. We evaluated each vendor's technology, services, client experience, and usability through this lens.

› **Strategy.** Placement on the horizontal axis indicates the strength of the vendors' strategies. We evaluated each vendor's strategy based on its user research, planned enhancements, partner ecosystem, commercial model, and performance.

› **Market presence.** Represented by the size of the markers on the graphic, our market presence scores reflect each vendor's number of employees dedicated to its journey analytics product and the number of its journey-analytics-specific customers.

Vendor Inclusion Criteria

Forrester included 11 vendors in this assessment: Alterian, BryterCX, Coveo, Engage Hub, inQuba, Kitewheel, NICE, Pointillist, Roojoom, Thunderhead, and Usermind. Each of these vendors:

› **Offers a comprehensive journey orchestration platform.** We included only vendors that support all four of the core capabilities required for journey orchestration (data fusion, journey discovery, journey testing and optimization, and journey automation and orchestration) with a proprietary, productized software platform. We excluded vendors whose offering consists of one-off, custom-coded journey analytics systems based on loosely integrated disparate technologies, varying from client to client. We also excluded vendors that offer services on top of another vendor's software only. Each vendor in this evaluation offers a platform that delivers journey orchestration capabilities as a standalone offering.

› **Provided evidence of its journey orchestration customers' success.** To be included in this Forrester Wave, a vendor must have provided Forrester with concrete evidence of its journey orchestration customers' success with the platform.

› **Supports access to a wide range of data sources.** To be included, a vendor's platform must be able to access a wide range of data sources (e.g., CX, marketing, operational) to perform journey orchestration on multiple journeys across the customer lifecycle. The vendor should not be marketing-only or digital-only.

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› **Generates strong customer interest.** To be included, a vendor's platform must have earned a strong enough reputation that Forrester clients have demonstrated interest in it through inquiries to analysts, consulting engagements, media requests, and queries about how it has an impact on other players in the market.

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Supplemental Material

Online Resource

We publish all our Forrester Wave scores and weightings in an Excel file that provides detailed product evaluations and customizable rankings; download this tool by clicking the link at the beginning of this report on Forrester.com. We intend these scores and default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs.

The Forrester Wave Methodology

A Forrester Wave is a guide for buyers considering their purchasing options in a technology marketplace. To offer an equitable process for all participants, Forrester follows The Forrester Wave™ Methodology Guide to evaluate participating vendors.

In our review, we conduct primary research to develop a list of vendors to consider for the evaluation. From that initial pool of vendors, we narrow our final list based on the inclusion criteria. We then gather details of product and strategy through a detailed questionnaire, demos/briefings, and customer reference surveys/interviews. We use those inputs, along with the analyst's experience and expertise in the marketplace, to score vendors, using a relative rating system that compares each vendor against the others in the evaluation.

We include the Forrester Wave publishing date (quarter and year) clearly in the title of each Forrester Wave report. We evaluated the vendors participating in this Forrester Wave using materials they provided to us by March 30, 2020 and did not allow additional information after that point. We encourage readers to evaluate how the market and vendor offerings change over time.

In accordance with The Forrester Wave™ Vendor Review Policy, Forrester asks vendors to review our findings prior to publishing to check for accuracy. Vendors marked as nonparticipating vendors in the Forrester Wave graphic met our defined inclusion criteria but declined to participate in or contributed only partially to the evaluation. We score these vendors in accordance with The Forrester Wave™ And The Forrester New Wave™ Nonparticipating And Incomplete Participation Vendor Policy and publish their positioning along with those of the participating vendors.

Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the Integrity Policy posted on our website.

Endnotes

[1] See the Forrester report "Now Tech: Journey Management, Q4 2018."

[2] Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

We work with business and technology leaders to drive customer-obsessed vision, strategy, and execution that accelerate growth.

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