Magic Quadrant for Marketing Work Management Platforms

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Marketing work management platforms are critical to marketing's productivity goals. With key integrations, they create a record of past, present and planned work that enables operational performance measurement. Use this research to identify platforms that do more than simple project collaboration.

Strategic Planning Assumption

By 2027, 70% of marketing work will happen on a guided, not planned, basis, in order to accommodate increases in the speed of content production and insight delivery.

Market Definition/Description

This is the first version of the Magic Quadrant for Marketing Work Management Platforms. It replaces the **Market Guide for Marketing Work Management Platforms**.

Gartner defines marketing work management (MWM) platforms as a self-service system of record for marketing projects and productivity. MWM platforms provide stakeholders a holistic view into past, current and planned work that enables management of marketing initiatives and related resources. MWM platforms can offer a range of capabilities such as intake management, resource allocation, project collaboration, workflow automation, template standardization and asset approval. Native or integrated tools may enable varying degrees of strategic and financial planning, budgeting, and talent management.

Marketing work management platforms are deployed by marketing operations leaders to:

- Standardize the documentation of work requests and align work to appropriate resources based on type, tier and complexity.

- Prioritize the order of execution based on parameters determined by the business, and track work progress, budget expenditure and resource utilization over time.

- Simplify organizational complexity presented by large centralized marketing functions or distributed activity across business units, brands, products or regions.

- Align and standardize the execution of work across agency ecosystems in a manner that helps route work to the right resources and ensures adherence to functional standards.

- Assure compliance with regulatory, legal and privacy standards as defined by the enterprise and in a manner that simplifies review and approval of work.

Mandatory Features

The mandatory features for this market include:

- **Intake management** that captures work requests from the business in a standardized and consistent manner. File and document associations are enabled, and adaptable fields allow relevant detail on the scope of work for different types of requests.

- **Resource planning** based on type, tier and complexity allows marketing to prioritize and schedule work. Resources may include humans, technologies, agencies and budget, and be located within or outside of the marketing function.

- **Platform and operations support** aggregates system data including behavior and other metadata into a single database that users can query, explore or filter. Administrative controls allow for management of users, data and work plans while facilitating integrations with other workplace and business applications.

- **Workflow and automation functionality** to automate repetitive activities through workflows or rules that trigger actions automatically based on events and execution activity. Actions may include notifications, approval requests, data pulls from external sources and general data manipulation.

- **Reporting, analytics and dashboards** provide comprehensive search and analytics capabilities, including dynamic, customizable, operational and management reports and dashboards, for team members and different levels of management. These include

reports on the overall plans, the status of execution, dependencies, bottlenecks, timelines and other aspects of the work activity.

- **In-context collaboration** provides team spaces where participants can discuss and share documentation that is relevant to a business activity, update a plan based on new information, and send or receive notifications in the context of specific activities.

Common Features

The common features for this market include:

- **Budget management** consolidates granular marketing spend into a single view that enables tracking against business unit budgets, strategic priorities, work types and time periods. Documentation and reporting enable tracking of spend against business outcomes while providing flexibility to use different budgeting methods to make plans and adjustments.

- **Campaign operations** organizes and tracks work related to the point-in-time amplification of product, brand and corporate narratives. Parent projects relate to multiple subprojects and enable alignment of schedules and resources so that campaigns may launch and run for an appointed period of time.

- **Digital operations** organizes and tracks work related to the design and delivery of always-on market or customer interactions. Such work may include ideation, prototyping, QA testing, pilot experiments and iterative work to facilitate scale and optimization of the intended experiences.

- **Project operations** organizes and manages work related to the transformation and change of the marketing function. Such work may include conducting workflow audits, establishing operational measures, improving utilization of data and technology, and collaboration on cross-functional initiatives.

- **Strategy alignment** connects marketing efforts to enterprise strategy through goal and target setting that can cascade through the function. Derivative strategies that are function-specific may also be created or weighted, and bottom-up ideation can enable strategy evolution through coordinated input.

- **Talent optimization** enables marketing to translate work performed, skills acquired, tools utilized and development plans into staff allocation recommendations and capacity

analysis. Depending on integrations, data can include information on vendor and agency talent.

Magic Quadrant

Figure 1: Magic Quadrant for Marketing Work Management Platforms

Vendor Strengths and Cautions

Adobe

Adobe, a Challenger in this Magic Quadrant, is California-based with a global footprint. Its Workfront marketing work management (MWM) platform serves enterprise, department and team marketing functions, as well as marketing agencies and professional services firms. Acquired in 2020, it has since been natively integrated across other Adobe products, including Adobe Experience Manager (AEM), Adobe AEM Assets, Adobe Firefly, Adobe Creative Cloud and Adobe Customer Journey Analytics. Workfront Fusion connects Workfront via no code/low code to any Adobe applications and also non-native applications. Adobe's new Workfront Planning module promises to connect the granular data of task execution to strategic objectives in a manner that shows the scale and impact of marketing's work. It also seeks to further its integration of Workfront with Microsoft Copilot across Microsoft 365 products.

Strengths

- **Product strategy:** Adobe's focus on end-to-end content supply chain includes applying AI in MWM processes. Built-in assisted form design, brief creation and work approval (e.g., brand compliance) aim to remove common workflow bottlenecks. Marketing organizations can benefit from this efficiency to ease cross-functional collaboration drag.

- **Geographic strategy:** Adobe estimates that half its staff are located outside North America (representing all job roles). Direct sales teams are present in major countries, and Adobe's 4,500 sales and service partners span the globe. CMOs with international organizations can expect support from this global footprint.

- **Overall viability:** Adobe reports more revenue and profit than any comparable vendor. The business unit that houses Workfront demonstrates revenue growth approaching $5 billion; cash reserves continue to build. CMOs considering Workfront won't face questions about Adobe's relative ability to sustain the product.

Cautions

- **Market alignment:** Adobe's broader focus on content creation and deployment emphasizes work execution. Improving marketing work management is one of many objectives. CMOs anticipating future value from specific Workfront enhancements should ensure product owners closely follow release notes and keep expectations aligned.

- **Product portfolio:** Adobe's integration of Workfront into its content supply chain strategy helped fuel rapid growth in subscribers, enabled price increases and created demand for

co-utilization with other Adobe products. CMOs considering Workfront should document where promised value is dependent on native integrations within the Adobe suite.

- **Sales execution:** Adobe positions Workfront as a large-enterprise solution with an emphasis on cross-selling to existing users of other Adobe offerings (such as its 33 million Creative Cloud users). This can result in oversubscription that challenges price-for-value outcomes. CMOs should scope user needs to avoid overcommitment to unnecessary licenses.

Airtable

Airtable, a Niche Player in this Magic Quadrant, is U.S.-based with teams across the globe. Its MWM platform focuses on flexibility and experimentation, leveraging its AI-enabled Cobuilder tool for app development and embedded AI for added workflow customization. To empower workflow creation and collaboration, Airtable integrates with apps like Google Drive, Salesforce and Miro. Integrations with social platforms like Instagram and Facebook provide the ability to sync data and track performance. Its roadmap prioritizes AI for building automations, developing apps, and enabling efficiency and performance through intelligence offerings. Other planned enhancements include data integration capabilities for marketing personalization.

Strengths

- **Market understanding:** Airtable's no-code app building allows marketers to create new, customized functionality through a prompt-based user experience (UX). This enables marketing to leverage enterprise data in a manner that strengthens cross-functional outcomes while minimizing reliance on IT.

- **Market responsiveness:** Customers value Airtable's commitment to innovation and functionality improvements. Its Airtable AI product interprets customer feedback from multiple channels and directly routes important insights to the appropriate internal team for review.

- **Reporting, analytics and dashboards:** Airtable provides strong reporting resources with options to generate reports sourced from unstructured data and multiple applications. It supports global visibility for complex and decentralized organizations, allowing for strategy alignment across the organization without dismissing the needs for local flexibility.

- **Product strategy:** Airtable provides reference architectures for marketing work management solutions but does not offer a specific packaged solution. Despite the "no-code" aspect of the platform, CMOs should expect to make a significant investment in services and custom implementations to take advantage of its flexible approach in meeting the organization's exact needs.

- **Industry strategy:** Airtable does not focus on providing industry-driven solutions. CMOs of marketing organizations with unique industry needs should incorporate the resources for customization of compliance workflows and data models into their business case for Airtable, because out-of-the-box efficiencies may be limited.

- **Sales strategy:** Airtable's sales strategy prioritizes the business impact and vendor consolidation benefits that can be attained through adopting its product, but does so primarily through direct sales, as the traditional reseller and distributor programs are in early stages of development. While Airtable does support a marketplace and partner program, the nascency here can make it more difficult to reach prospects in different functions and industries.

Aprimo

Aprimo, a Leader in this Magic Quadrant, is based in Chicago. Its MWM platform focuses on the workflow and project orchestration needs of multifaceted global marketing teams. It integrates select creative and marketing execution applications, corporate analytics, compliance and ERP systems into its platform for a robust system capable of managing a variety of marketing work. It is known for streamlining marketing work through visual workflow process builders and managing marketing projects and corresponding budgets through granular reporting and dashboards. Its roadmap focuses on using AI to improve processes that automate intake and workflow creation, and on improving team member efficiency by streamlining content and brand compliance efforts.

Strengths

- **Industry offering:** Industry configurations can be pushed to organizations by using existing "blueprints" to streamline operational elements specific to the needs of financial services, life sciences, retail and manufacturing. These blueprints include preconfigured workflows, sector metadata and compliance system integrations typical of the vertical.

- **Global application:** Aprimo continues to develop functionality that facilitates global use. Its user interface is available in multiple languages and incorporates local paid time off (PTO) and holiday indicators in its resource availability calculations.

- **Product:** Aprimo's robust budget management capabilities are natively available and allow tracking of planned versus actual spend. It also highlights budget details at a granular or strategic level to track the spend of marketing's work and collaborate with finance.

Cautions

- **Regulated enterprise focus:** More than half of Aprimo's customer base comes from a regulated industry. However, the deeply customizable workflows and automations are likely to be cumbersome for less complex marketing teams that may not need to utilize all of the functionality offered.

- **Limited partner ecosystem:** Aprimo has few certified partners compared with others in this research. Buyers that rely on implementation partners, especially in large enterprises, should be aware of its inflexible support capacity to configure and customize the product during onboarding.

- **Product strategy:** Despite Aprimo's lengthy history in marketing work management, content operations is a significant pillar of focus for the future. As a result, internal resources may be diverted from launching MWM roadmap items, such as intelligent campaign generation, in favor of features that advance content execution capabilities.

Asana

Asana, a Niche Player in this Magic Quadrant, is U.S.-based with geographically diversified operations. Primarily a collaborative work management tool, its MWM offering focuses on effective task management, collaboration and workflow automation. Asana's platform enables visibility into task progress while integrating with other tools where marketing work takes place, such as Adobe Creative Cloud, Figma and Bynder for creative work, as well as Salesforce and HubSpot for campaign execution. Its roadmap adds AI on top of its data model to understand work in all apps and teams to support efficient execution. Asana plans to embed its AI teammates functionality across workflows to prioritize work, identify and execute next steps, and highlight risks.

Strengths

- **Marketing execution:** Asana leverages its brand reputation and footprint with paying customers to expand across multiple enterprise functions. It receives high brand interest and engagement from customers compared with other vendors in the market, and advocacy from previous users is a common reason customers consider switching to it from a competitor.

- **Innovation:** Asana's investment in its Work Innovation Lab converts its Work Graph concept into a benchmarking resource. The resulting Work Innovation Score underpins its effort to identify ways of working to improve operational excellence.

- **Product strategy:** Asana's roadmap emphasizes optimizing efficiency and alignment with AI to reflect the pressures CMOs face to do more with stagnant or shrinking budgets and collaborate effectively. Partnerships with OpenAI and Anthropic give Asana early access to frontier models to inform its roadmap, and it draws on an extensive partner program to develop product innovations.

Cautions

- **Reporting, analytics and dashboards:** Asana lags other vendors in this Magic Quadrant in terms of the capabilities it provides for dashboard customization, in-context collaboration and intake management. Its simplified reporting capabilities and focus on tasks may impede marketing's ability to prove its impact beyond efficiency metrics.

- **Customer experience:** Although Asana has a user-friendly interface, the typical time to train and achieve adoption for marketing use cases is comparatively high. The effort required to customize the platform for marketing projects and workflows may hinder speed to value for marketing organizations.

- **Overall viability:** Despite a 16-year tenure in the market, profitability is still in Asana's forecast after restructuring to reduce costs in 2022. The company continues to balance its resources as it seeks to expand its business and enterprise offerings into marketing teams.

Atlassian

Atlassian, a Leader in this Magic Quadrant, is Australia-based with a global footprint. Jira for project management anchors its MWM platform, integrating with its other products like Confluence for some capabilities. Jira offers native integrations with communication channels like Slack and Microsoft Teams, execution platforms like Salesforce and Marketo,

design tools like Figma, and the planning platform Tempo, claiming the largest amount of data managed among vendors. It helps users leverage this data through analytic tools that use AI to generate reports, describe data and summarize findings across multiple data points. Atlassian Rovo, its agentic solution for AI-powered reasoning and action prescription, will seek to enhance these capabilities.

Strengths

- **Marketing strategy:** Though rooted in project management for software development, Atlassian demonstrates a clear understanding of recent shifts in demand for a holistic system of record. This vision aligns with a CMO's need to demonstrate a clear link between strategy and execution while driving improvements in productivity.

- **Sales execution:** Jira is a common product in the enterprise stack, and its pricing is known and transparent. End users seeking to radically scale the use of Jira for MWM can benefit from existing stakeholder understanding about cost of ownership, platform management and user support.

- **Customer experience:** The large global and well-supported Atlassian community can fill a void between provider and enterprise support. Beyond its own events, Atlassian allocates funds for self-organized user and partner activities at a much higher volume and resulting turnout than other vendors in this Magic Quadrant.

Cautions

- **Product and service:** Atlassian's MWM platform is still evolving. Successful use by a marketing function's digital operations team does not imply it is ready to be the organization's holistic system of record. CMOs must assess how Atlassian balances the need to retain and build value for its current user base while investing in functionality needed by marketing, such as building more templated reports.

- **Marketing execution:** Atlassian frequently focuses on stakeholders that do not sit within the marketing function. CMOs should ensure they participate in conversations about product fit for the use cases that marketing needs prior to vendor selection.

- **Operations:** Atlassian does not have product availability via third-party public cloud. This limitation may constrain use by some marketing organizations that pursue large global deployments or that have enterprise data strategies aligned to public cloud usage.

ClickUp

ClickUp, a Challenger in this Magic Quadrant, is U.S.-based, with a presence in Europe and Asia/Pacific (APAC). Its MWM platform focuses on improving productivity for functional areas, including marketing, human resources, sales, product and IT. It centralizes work through AI-powered search, task management and collaboration. For more MWM use cases, users can leverage integrations to CRM applications such as HubSpot, analytics platforms such as Google Analytics, HR platform integrations to inform resource planning, and ERP systems to support financial planning and budgeting. It plans expanding Connected Search to more systems, including Microsoft Teams and SharePoint. Its planned native chat experience aims to reduce the need for external collaboration tools.

Strengths

- **Customer experience:** ClickUp has an intuitive and accessible UI to help users adopt the platform, resulting in fast timelines for training and onboarding. Success is reflected in its high retention rate. It also has sizable customer communities to help drive adoption, with more than 12 million active users sharing best practices, participating in beta programs and earning certifications.

- **Market responsiveness:** ClickUp's high dedicated spend to customer listening efforts highlights its prioritization of responding to customer needs. It has used customer feedback to produce differentiated functionality in the market, including Connected Search, its AI-powered search functionality that allows users to ask questions and retrieve information from external assets such as Google Drive and Figma.

- **Pricing:** ClickUp's pricing is transparent and flexible, with three user license types: members and admins, guests and collaborators, and read-only. It does not charge extra for high data usage, connectors to other systems or additional admin modules that are common pricing levers in this market.

Cautions

- **Sales execution:** More than two-thirds of ClickUp's MWM customers are small enterprises with less than $50 million in annual revenue. Its large deployments are limited in this market, and it has a lower percentage of marketing organizations signing multiyear agreements compared with other vendors in this Magic Quadrant.

- **Product and service:** ClickUp has managed significantly lower volumes of data for its customers compared with other vendors in this Magic Quadrant, although it has made investments over the past year in data latency to better support enterprise customers.

Organizations considering ClickUp should run a proof of concept to validate that data latency does not impact desired use cases.

- **Viability:** ClickUp is a newer entrant to this market and is not yet profitable. Its main source of funding is venture capital, with its last funding round in October 2021.

monday.com

monday.com, a Leader in this Magic Quadrant, is based in Israel, with a presence in North America, Europe, Latin America and APAC. Its solution enhances team productivity by providing business user interfaces to manage tasks, resources and workflows. Its service of MWM use cases is enhanced by its expansive marketplace and focus on integration strategy. Integrations with channel tools such as Semrush and Hootsuite enable broader vision into campaign performance, while integrations with Miro and Figma support upstream project planning and creative design. Its roadmap includes an organizationwide resource visualization module with AI risk assessments for hiring and resource allocation. It also includes adding more granular and custom admin controls.

Strengths

- **Product and service:** Platform usability and utilization is a top priority for monday.com, which is evident through its UX. Its natural language, rule-based interface makes it easier to build new automations, and creating dynamic project request forms is intuitive. It has practical out-of-the-box functionality, including a brand-compliance checklist and AI postproject sentiment analysis.

- **Offering strategy:** monday.com differentiates by providing a flexible product with an open marketplace that enables customers and third parties to build integrations and apps to extend the value of the platform.

- **Operations:** The new data infrastructure behind monday.com, mondayDB, reflects its commitment to helping customers manage the expanding amounts of unstructured and structured data volumes necessary to distill insights. It is experiencing a 65% year-over-year increase in the amount of data that users add.

Cautions

- **Enterprise functionality:** monday.com is lacking some enterprise-level functionality needed to streamline project insights. While the UI for automations is easy to use,

monday.com does not support testing capabilities or a sandbox environment for workflows and automations to be tried before deployment.

- **Marketing innovation:** monday.com's percentage of revenue dedicated to R&D is relatively low in this market. While it has strong AI and data infrastructure enhancements planned to impact all supported functional areas, its roadmap does not emphasize marketing-focused functionality. CMOs should assess whether this product can meet their unique needs.

- **Functionally agnostic:** The platform aims to support a broad range of functions, from product and IT to HR, sales and marketing. CMOs looking for specific campaign management features, such as content planning or robust campaign performance analysis, may find gaps in what monday.com can natively support.

Smartsheet

Smartsheet, a Niche Player in this Magic Quadrant, is U.S.-based. Its MWM platform focuses on collaborative work management solutions that use grids as the building blocks. Clients engage services by use case, industry, role or size. It enables MWM with communication integrations like Slack and Microsoft Teams and content collaboration integrations like Adobe Creative Cloud and Grammarly. Its workflow integrations are led by both Smartsheet Bridge, which supports low-code workflow automation, and Data Shuttle for data transfers. Its roadmap includes resource management, portfolio management and integration, and insight visualization via AI-enabled chart building.

On 24 September 2024, Blackstone and Vista Equity Partners announced their intention to acquire Smartsheet. At publication, Smartsheet met inclusion criteria for this Magic Quadrant and continued to operate as a going concern.

Strengths

- **Customer success:** Smartsheet's client retention is strong, coupled with significant client growth. Marketing organizations can participate in maturity assessments, solution design workshops and custom consulting. Smartsheet's Marketing Advisory Council consists of marketing operations and creative leaders who add a marketing-specific lens for process and product improvements.

- **Reporting, analytics and dashboards:** Smartsheet's platform provides easy-to-configure dashboards with consumable visualizations. Its functionality allows for reports to be ported in from external analytics tools and remain clickable to gain deeper insights.

- **Innovation:** Smartsheet University offers classes to demonstrate work management innovation. Its AI formula generator is a differentiator, allowing users to type in sentences for needed calculations and generate a formula.

Cautions

- **AI functionality:** AI is integrated into Smartsheet's system for beneficial purposes, such as data analysis, but the company is in the early stages of how the technology is embedded within workflows for end users.

- **Product:** In areas like strategic alignment, resource groups and permission management, Smartsheet may not offer end users out-of-the box granularity and may require lengthy integration efforts or the purchase of additional product modules.

- **Customer experience:** Above its standard level of support, Smartsheet offers three levels of offerings to customers based upon spend. Clients are generally happy with the flexibility offered, but emphasize the importance of use-case planning and template development before deploying.

Wrike

Wrike is a Challenger in this Magic Quadrant. It is based in the U.S., with globally diverse operations. Its MWM platform is focused on streamlining marketing work requests and facilitating collaboration on marketing work in the enterprise. Existing integrations with marketing automation, adtech and event technology tools demonstrate its commitment to unifying data points from other systems into Datahub for better decision making and automation. Its roadmap focuses on gaining efficiencies for marketers, including visual collaboration boards and AI intelligent agents that serve as virtual assistants. It also plans to enable more governance oversight and scenario planning automation to support enterprise-level clients.

Strengths

- **Marketing understanding:** The customer advisory council provides continuous product feedback. This customer insight, coupled with high self-awareness of why it wins and a true understanding of buying team dynamics, fuels the product roadmap and delivers enhancements focused on what users want and need.

- **Customer experience:** In addition to a robust user community, Wrike's customer service organization supports hands-on learning to ensure proper setup of the platform. This

group offers industry and use-case-specific expertise, governance best practices and lessons through workshops to support ongoing customer needs.

- **Pricing:** Wrike offers users the flexibility to adopt and use the platform in many ways, increasing the likelihood for user adoption and efficiency. Marketing-specific insights are activated through robust integration options to common martech platforms, such as advertising and analytics tools, streamlining marketing work and reporting.

Cautions

- **Implementation support:** Wrike can tailor the platforms in many ways, and clients rely on professional services and customer support teams to implement the needed workflows and features due to complexity. Implementation or change management expenses may occur throughout the year based on the needs of the client.

- **Viability:** In 2023, Symphony Technology Group purchased Wrike and then completed a significant restructuring. The company continues to experience internal changes within functional teams in an effort to align resources to achieve projected results.

- **Innovation network:** Though Wrike seeks product feedback from customers through events and hackathons throughout the calendar year, customers are not currently able to co-create new features and functions. Product innovation is accomplished through internal development teams only.

Vendors Added and Dropped

We review and adjust our inclusion criteria for Magic Quadrants as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant may change over time. A vendor's appearance in a Magic Quadrant 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

Because this is a new Magic Quadrant, no vendors were added.

Dropped

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

Inclusion and Exclusion Criteria

To qualify for inclusion, vendors' MWM platforms needed to:

- Be generally available. General availability (GA) is defined as something a vendor's clients have in a production environment, rather than something they are testing or evaluating.

- Include the mandatory features described in the market definition (as generally available).

- Rank among the top 15 organizations in Gartner's Customer Interest Indicator (CII). CII rankings are driven by a broad set of balanced internal and external measures. The data inputs represent customer sentiment, customer interest and customer engagement.

In addition, included vendors had to attain greater than $100 million in enterprise revenue for the calendar year 2023.

Evaluation Criteria

Ability to Execute

Gartner assesses a vendor's Ability to Execute by evaluating its products, services, viability and overall customer experience. Ultimately, a vendor's Ability to Execute is judged by its ability to keep its promises and its success in doing so.

To reflect this, Gartner's Magic Quadrant for Marketing Work Management Platforms assigns a "high" weighting to the product or service criteria. Delivering on critical capabilities cannot be ignored by vendors while they seek to address shifts in demand by marketing function leaders.

The criteria for overall viability, sales execution/pricing, market responsiveness/record, marketing execution, customer experience and operations each have a "medium" weighting. This reflects the need for continuous market engagement in order to attend to current customer needs.

Table 1: Ability to Execute Evaluation Criteria

Evaluation Criteria	Weighting
Product or Service	High
Overall Viability	Medium
Sales Execution/Pricing	Medium
Market Responsiveness/Record	Medium
Marketing Execution	Medium
Customer Experience	Medium
Operations	Medium

Source: Gartner (December 2024)

Completeness of Vision

Gartner also evaluates vendors' ability to grasp current and future market and technology trends, customer needs, and competitive forces — their Completeness of Vision.

Ultimately, vendors are assessed on their understanding of user needs and market forces that impact how solutions must evolve to maintain future fit. This is a qualitative assessment based on Gartner's interactions with end users and consequent understanding of the market.

As the MWM market responds to shifts in demand from marketing function leadership, market understanding, offering (product) strategy and innovation are the most important components of vision by which vendors can deliver value to customers as requirements evolve. Hence, these three criteria have "high" weightings.

Strategy on how to go to market, generate revenue and address sector needs are important if a vendor is to effectively communicate its future value and align to industry needs in a

manner that engenders customer commitment. Accordingly, sales strategy, marketing strategy, vertical/industry strategy and business model all have "medium" weightings.

Geographic strategy has a "low" weighting. MWM customers certainly seek scalable platforms, but Gartner views other criteria as enabling better differentiation among providers in this market.

Completeness of Vision Evaluation Criteria

Evaluation Criteria	Weighting
Market Understanding	High
Marketing Strategy	Medium
Sales Strategy	Medium
Offering (Product) Strategy	High
Business Model	Medium
Vertical/Industry Strategy	Medium
Innovation	High
Geographic Strategy	Low

Source: Gartner (December 2024)

Quadrant Descriptions

Leaders

Leaders in this Magic Quadrant demonstrate the Ability to Execute expected functionalities and a strong alignment with the demands CMOs have for marketing work management.

They exhibit a robust focus on workflow design combined with the integration flexibility needed for work transparency and visibility.

Challengers

Challengers in this Magic Quadrant excel with strong product functionality and execution. The focus of their own roadmap may facilitate growth, but is not clearly aligned with end-user demands for future functionalities in a marketing work management platform.

Visionaries

No providers were classified as Visionary in this Magic Quadrant. Such providers might have ignored user subscription models and instead focused on pricing data transactions required between marketing tools to document the progression of work.

Niche Players

Niche Players in this Magic Quadrant exhibit characteristics that may provide value to some marketing organizations (such as "no code" automation design), but not in a manner consistent with CMO demands or in a way marketing organizations are equipped to support.

Context

This Magic Quadrant assesses vendors' capabilities on the basis of both their execution as of 1 July 2024 and their stated future development plans. As vendors and the market evolve, the assessments may be valid for only one point in time.

Clients should not use this Magic Quadrant in isolation as a tool for selecting vendors and products. They should treat it as one reference point among the many required to identify the most suitable vendor and product. Clients should not disqualify a provider simply because it is not in this Magic Quadrant. Gartner's inclusion criteria results in analyzing the most established providers in the market, but other regional or specialized service providers may present better alternatives for your business requirements.

When selecting a platform, use this Magic Quadrant in combination with the report on **Critical Capabilities for Marketing Work Management**. We also recommend using Gartner's client inquiry service. A Gartner expert can help shortlist the most suitable candidates for specific client requirements and assist with an analysis of shortlisted candidates.

Clients should not ascribe their own definitions of Completeness of Vision or Ability to Execute to this Magic Quadrant (they often incorrectly equate these with product vision and market share, respectively). The Magic Quadrant methodology uses a range of criteria to determine a vendor's position, as shown by the Evaluation Criteria section above.

Market Overview

Marketing organizations leverage MWM platforms to ensure enterprise strategy is connected to marketing execution and to drive continuous improvement of productivity. Tracking project completion is still a requirement, but doing more with less or flat budgets requires a systemic approach to managing (and improving) all of marketing's work. CMOs now seek more from MWM platforms than partial documentation of who did what and when.

In general, CMOs leverage MWM platforms to:

- Track incoming work requests and align work to appropriate resources based on type, tier and complexity.

- Prioritize requests and track progress, budget expenditure and resource utilization over time.

- Simplify organizational complexity presented by large centralized functions or distributed activity across business units, brands, products or regions.

- Align and standardize the execution of work across agency partners in a manner that helps route work to the right resources and ensures adherence to marketing organizations' standards.

- Assure compliance with regulatory, legal and privacy standards as defined by the enterprise and in a manner that simplifies review and approval of deliverables.

Providers are sensing these needs, creating a market of diverse offers with a variety of visions about the intersection of work management and work execution. Out-of-the-box functionality does not provide a complete solution, integration with other tools is a necessity and new features are not equally mature or available across vendors. The onus remains on a marketing function's leadership to devise how to get value from the platforms and then fund the resources to realize that value.

CMOs Seek to Improve Productivity

Hours-based task tracking is at the heart of most solutions offered as MWM platforms. But this core capability is no longer sufficient when marketing needs a holistic system of record to demonstrate how enterprise strategy is aligned to marketing execution. Pressure to show productivity gains has altered what CMOs demand from marketing work management platforms.

Efficiency goals have created demand for automation capabilities that many MWM platforms had to one degree or another. But designing workflows within platforms is insufficient. Robust integrations with other systems are needed to pass resource data, work status and assets across systems in a manner that documents the completion of work.

CMOs also recognized that managing marketing's workload is distinct from executing it. In response, they have established marketing operations functions to bring focus to the work management effort. Yet, different sectors, different organizational designs and different levels of maturity require different types of data to credibly describe their work. In response, vendors enable the capture of a diverse amount of information.

In the quest for granular, descriptive data, marketers are now frustrated by reporting challenges they perceive as inadequate or inflexible. It is telling that most vendors claim the "rigidity of existing platform" as a key reason why marketing organizations initiate commercial discussions with them. [1]

Providers Seek to Reliably Model Work

The types of granular data requested by end users (or suggested by vendors) have coalesced around common categories that help marketing describe the value of past, present and planned work. Frequently, the platforms enable users to standardize the labels and content of custom fields that connect to a task. Common areas of standardization include:

- **Strategy alignment:** Users can enter names of strategies or goals in custom or prelabeled fields. These can be used to associate a project with or task to the strategy or goal. Single or multiple selections can be chosen for a project or portfolio of projects, and those selections may proscribe subsequent selections in tasks and subtasks. Strategy fulfillment is frequently based on task completion, not value, outcomes, or objectives and key results (OKRs).

- **Resource capabilities:** Uploading and syncing active users is a common capability, but HR information systems rarely have detailed descriptions of skills, past project

involvement or tool knowledge. To different degrees, user fields are available to create role classifications and augment user information with descriptors that can help understand the talent that is available for work or that has contributed to past work.

- **Work taxonomies:** What to label the type of work accomplished at the portfolio, project, task and subtask level is important to standardize and govern because it enables capacity estimates. Platforms enable categorization, which helps marketing see what type of work is being delivered and can help track the delivery of new types of work that the function seeks to increase.

- **Budget management:** While estimated and actual time for subtasks provide an important aspect of expenditure tracking, some vendors also provide fields for currency-based data. The use of these fields can be as simple as a one-time entry of a project estimate and actual cost that closes out a project to rigorous rate card management or a field at the task and subtask level for expenditures to be entered.

- **Dashboard reporting:** To ease the pain of using all this granular data, vendors provide dashboard spaces that are configurable to display simple counts and calculations of captured data. Higher-order measures of operational performance and productivity rely on user effort to generate data, often in external systems.

So much granular data presents challenges for end users around accuracy, duplication and standardization. Vendors seek to solve this, too, by facilitating integration with other systems that marketing can use to sync strategies, skills, budgets, taxonomies, results and more.

Providers Ask AI to Help Better Manage Data and Deliver Productivity Gains

Providers excel at ingesting data on behalf of marketing end users. Their challenge is how, what and when to deliver data analysis in a manner that improves the speed and quality of decisions about marketing's work.

MWM platforms already leverage AI to varying degrees, and all provider roadmaps call for deeper integration and utilization. But respondents to the 2024 Gartner Marketing Analytics and Technology Survey still cite a "lack of sufficient data governance" as the top data-related barrier to generative AI (GenAI) implementation. [2]

Governance originates with the end user, and CMOs should maintain skepticism of claimed platform value — paying particular attention to developments in the following areas when considering changing or committing to a vendor:

- **Insight generation:** Whether through chatbots or dashboard configuration, vendors plan to radically upgrade the utility of insight that can be generated from MWM data. In addition, integration and alignment of marketing outcomes to work promise to strengthen retrospectives. Further out, platforms may facilitate prioritization by displaying results of similar past work when new work is requested.

- **Intake automation:** Work requests may frequently originate from structured intake forms but are often augmented with unstructured data in attached files. The use of AI agents to convert these files into structured input at intake can improve data quality and expedite project scoping. If sufficient data is accessible, AI agents can further suggest assignments to people and resources, tactics, projects and tasks.

- **Resource alignment:** Based on active user skill sets, talent attributes can be preserved at either the role or individual level, with scenarios presented according to the level of talent available at any given time. Applications from the individual perspective are also planned to suggest the contributor's "next best work," but this is difficult to scale to external organizations.

- **Suggested automations:** The tedium of repetitive manual task execution is set to be replaced by enabling natural language requests for triggered automated actions between systems or by humans. The burden of workflow design may be eased, depending on a model's ability to interpret unstructured data, as well as the marketing function's appetite or ability to perform low-/no-code development work.

While AI offers the potential to improve the value MWM platforms provide, vendors will need to deploy significant resources to deliver on the promise. Roadmaps are full of good intentions, but long-term viability is a necessity. CMOs must sync with finance stakeholders to evaluate financial risk presented by any vendor.

And as with other applications of AI, end users must develop governance — and approaches to managing governance — that engenders trust among users and stakeholders. The guardrails and grounding of AI will dictate how it helps unlock marketing productivity.

⊕ Evidence

⊕ Evaluation Criteria Definitions