

Magic Quadrant for Adaptive Project Management and Reporting

3 August 2026 - ID G00842775 - 31 min read

By Peter Clegg, Jennifer Jackson, [and 3 more](#)

Adaptive project management and reporting tools automate continuous delivery and help organizations make data-driven decisions. This research evaluates 11 vendors that offer these technologies that enable organizations to manage an accelerating pace of change and support continuous delivery.

Market Definition/Description

Gartner defines the adaptive project management and reporting (APMR) market as technologies that support PPM functions aligned to business units such as a PMO. These tools optimize project and product delivery, manage complex resource allocation, and track progress through reporting and dashboards. They strengthen collaboration across distributed teams, adapt to changing governance models, and support decisions that maximize resources and speed time to value.

PMOs and other types of PPM functions need tools to support the nuances of waterfall, adaptive and hybrid ways of working while also balancing inbound demand against finite resources in time, people and budget. To drive organizationwide outcomes, APMR tools need to support adaptive decision making without incurring unnecessary bureaucracy.

Mandatory Features

- Supporting multimethodology project and delivery management within the same tool

- Managing demand, resource management and prioritization capabilities
- Tracking value, producing portfolio and project reports to monitor progress of multimethodology execution, and supporting tactical, execution-level decision making
- Integrating third-party technologies and data sources through prebuilt connectors or data gateways

Optional Features

- Optimizing overall project and resource management
- Promoting continuous customer responsiveness and satisfaction
- Adapting to changing customer needs
- Basing execution approaches on the time-to-value perceptions of their customers
- Improving team member productivity and velocity through technologies such as AI and automation

Magic Quadrant

Figure 1: Magic Quadrant for Adaptive Project Management and Reporting



Magic Quadrant for Adaptive Project Management and Reporting



Gartner

Vendor Strengths and Cautions

Asana

Asana is a Leader in this Magic Quadrant. Its flagship product, Asana, enables effective team collaboration across a range of delivery methodologies and features agentic artificial intelligence (AI) “teammates” that support flexible work management and task automation. Asana is offered exclusively as a cloud-based SaaS solution.

Asana’s operations and customer base are geographically diverse, with most staff located in

the Americas. Its clients include organizations of all sizes across industries. Since 2025, Asana has invested in agentic AI capabilities and launched Asana Gov, targeting public sector clients with enhanced security and compliance.

Strengths

- **Customer experience:** Asana integrates built-in guidance and AI-driven recommendations, providing contextual support that accelerates onboarding and drives consistent usage. This capability is valuable for organizations seeking to reduce training needs, especially those with distributed or frequently changing teams.
- **Innovation:** Asana's strong R&D investment and continuous deployment model deliver rapid feature updates. This approach benefits organizations that aim to stay agile and quickly adopt new capabilities to support evolving business needs.
- **Geographic strategy:** Asana offers platform access in over a dozen languages and is expanding its regional presence through a new UAE data center. This broad coverage supports multinational organizations with regional compliance requirements and boosts user engagement across global teams.

Cautions

- **Product strategy:** Asana has focused its roadmap on AI, but has not yet fully addressed the APMR functional requirements of mature project management office (PMO)/project and portfolio management (PPM) organizations, such as complex forecasting and modeling capabilities.
- **Overall viability:** While Asana maintains positive customer growth and revenue, it has operated at a loss for several years. Its decelerating growth projections could challenge its long-term financial stability.
- **Marketing strategy:** Asana markets its tool primarily as a collaborative work management tool (CWM). It has only recently shifted its marketing focus to APMR. Organizations should carefully assess whether the vendor's APMR market messaging aligns with its APMR-related product roadmap and their APMR-related functional requirements. Some APMR support gaps can only be resolved with customization or supplemental tools.

monday.com is a Challenger in this Magic Quadrant. Its product, monday.com, is a work management system that enables organizations to manage projects, hybrid workflows and collaboration through customizable boards and integrated AI. It is available exclusively as a SaaS solution, with hybrid pricing models that blend seat-based and consumption-based billing for AI.

monday.com's operations are mainly in EMEA, serving midmarket and enterprise clients globally. Since 2025, monday.com has launched AI-powered portfolio reporting, a resource management suite and a unified portfolio dashboard.

Strengths

- **Geographic strategy:** monday.com exhibits a strong global presence, with staff, offices and partner networks that support sales, customer support and training in all regions. Balanced sales distribution reinforces its diversified operations, while its growth strategy aims to further expand its footprint, particularly in APAC.
- **Business model and viability:** monday.com demonstrates strong financial stability and offers a flexible business model characterized by tiered subscription options, scalable user licensing and hybrid pricing for AI usage. This flexibility allows organizations to tailor adoption and scale AI capabilities according to their operational needs.
- **Product/service:** The platform delivers advanced AI capabilities, including AI agent creation, AI-powered portfolio reporting, native integrations and multimethodology support. Organizations with agile, innovation-driven cultures can benefit from rapid feature enhancements that enable them to quickly leverage new functionality.

Cautions

- **Vertical/industry strategy:** monday.com's industry-specific templates offer limited depth of industry-specific functionality, despite new packaging. Customers seeking tailored workflows for complex vertical requirements may find alternatives more suitable.
- **Market understanding:** monday.com's approach to APMR focuses on collaborative project management and work management, which may not meet the needs of all PMOs. Organizations seeking fully developed, out-of-the-box APMR solutions may find limitations in monday.com's ability to meet complex, enterprise-level requirements and operational scale.

- **Innovation:** monday.com's R&D focus has prioritized broad AI feature releases, not all of which are APMR-specific, raising concerns about some of the advanced APMR capabilities being delivered. Customers should closely monitor the product roadmap for developments in integration and portfolio management to ensure alignment with their PMO/PPM use cases.

Planforge

Planforge is a Niche Player in this Magic Quadrant. Its product, named Planforge, aligns portfolio outcomes with operational execution. It supports this objective through interactive scenario planning and demand modeling, demand management using customizable criteria, and adaptive governance and stage-gate controls. Planforge is offered as both a cloud-hosted SaaS and an on-premises solution.

Headquartered in Austria, Planforge's operations are concentrated in EMEA, and its clients tend to be midsize organizations, mostly in government, manufacturing and aerospace/defense. Since 2025, Planforge has invested in user interface (UI) modernization. Planforge has also updated its pricing model to offer a permanent free plan for up to four users.

Strengths

- **Vertical/industry strategy:** Within EMEA, Planforge supports customers with enhanced risk, governance and reporting features tailored to regulated, complex project environments such as manufacturing and defense.
- **Customer experience:** Planforge emphasizes flexibility, allowing users to tailor workflows, methodologies, dashboards and KPIs. Customers note positive experiences during product evaluation, integration and deployment, with minimal training requirements.
- **Market understanding:** Planforge incorporates industry best practices into its product design. Recent enhancements, such as process gates and configurable KPIs, enable organizations to align with established PPM methodologies.

Cautions

- **Geographic strategy:** Planforge has a limited geographical presence, with operations and customers concentrated in EMEA. Customers outside EMEA should carefully evaluate whether Planforge can meet their regional requirements.

- **Overall viability:** Planforge's low profit margin and slow customer growth raise concerns about its capacity to scale. Organizations seeking continuous innovation and advanced capabilities may view Planforge's limited resources and slower roadmap development as a potential risk.
- **Marketing execution:** Planforge's limited social media presence and minimal participation in industry events restrict access to self-service information, making prospective customers more dependent on direct engagement for vendor evaluation.

Planisware

Planisware is a Leader in this Magic Quadrant. Its core offering, Planisware Orchestra, enables rapid adoption and scalable maturity for midsize and large organizations. The platform features Oscar, an AI agent that supports portfolio and project management tasks such as demand management, scenario planning, natural language queries and automated status reporting. Available as a SaaS solution, Planisware Orchestra is offered in multiple languages.

Planisware's global operations are supported by a network of partners, facilitating support for global and industry-specific customers. Since 2025, Planisware has improved resource/risk management and integrated AI into decision intelligence and dashboard-generation capabilities.

Strengths

- **Market understanding:** Planisware supports organizations as they evolve from project management to portfolio-level practices. Its focus on delivery speed, governance and adaptable controls aligns with the needs of organizations that are advancing their PMO objectives and scaling project management.
- **Marketing strategy:** By focusing on simplicity through capabilities such as out-of-the-box dashboards, Planisware's unified platform provides a structured data foundation for AI capabilities.
- **Overall viability:** Planisware's post-IPO stability and expanding presence in the Americas, including a new office in Mexico, support its long-term viability and ability to provide global support.

Cautions

- **Customer experience:** Planisware's integration, training and support resources may not fully mitigate the learning curve associated with its broad feature set. Organizations should combine structured implementation practices with tailored usage strategies to drive adoption and user proficiency.
- **Vertical/industry strategy:** Although Planisware Orchestra offers industry-specific starter packages, these may not fully address organizations' requirements. Organizations should prepare to invest in additional configuration or work with Planisware to develop tailored solutions.
- **Innovation and product strategy:** Planisware is prioritizing enterprise AI integration and advanced data-layer capabilities in its product roadmap. Organizations seeking advanced APMR functionality may realize limited value from these AI-focused investments if those investments do not directly address their functional requirements.

Planview

Planview is a Leader in this Magic Quadrant. Its offerings include Planview AdaptiveWork and Planview ProjectAdvantage, which target large and midsize organizations, respectively. Both offerings feature bidirectional integration with a broad tool ecosystem and are underpinned by Planview Anvi, Planview's AI solution. Planview offers cloud-hosted SaaS and on-premises solutions.

Planview's operations are geographically diversified, and its clients are enterprises with complex project portfolio requirements. Since 2025, Planview has embedded AI through the Anvi platform, enabling users to deploy AI agents that autonomously execute project and portfolio management tasks, such as updating risk registers.

Strengths

- **Market understanding:** Planview can accommodate complex, multimethodology execution and enable AI-driven decision making. Customers benefit from a solution that can adapt to and align with their maturity journey, allowing them to scale natively without changing platforms.
- **Offering (product) strategy:** Planview invests in advancing AI maturity from basic generative functions to agentic capabilities and portfolio insight through Planview Anvi. Users can deploy agents to identify hidden portfolio risks and receive scheduled project status updates.

- **Overall viability:** Planview's strong financial health and market stability, combined with its disciplined acquisition strategy, support long-term resilience and ongoing product investment.

Cautions

- **Sales execution/pricing:** Planview AdaptiveWork's premium price tag, combined with enterprise capabilities such as advanced integrations and agentic AI that require additional purchases, can increase total cost of ownership. Customers should budget for consumption-based and integration fees.
- **Product/service:** Because of its configuration complexity, customers may need to purchase professional implementation services to adapt to their organization's roles, practices or workflows, delaying initial time to value.
- **Business model:** Planview AdaptiveWork lacks on-premises deployment and operates solely as a cloud-based SaaS solution. Customers operating in highly regulated markets with strict data residency restrictions may not be able to use the Planview AdaptiveWork platform. Planview ProjectAdvantage offers on-premises deployment.

Prism PPM

Prism PPM is a Niche Player in this Magic Quadrant. Its APMR solution, Prism PPM, was rebranded from WorkOtter in 2025 following an investment by Lock 8 Partners and now offers AI-assisted planning, reporting and workflow automation. Prism PPM added a midlevel license tier and is available as a SaaS cloud-hosted platform.

Operating remotely from its U.S. headquarters, with limited global support, it serves midmarket clients in the public sector, manufacturing, life sciences, financial services, insurance and legal industries. Since 2025, Prism PPM has launched new analytics tools, an AI chat capability and AI-powered project management support capabilities.

Strengths

- **Market understanding:** Prism PPM has invested in AI-assisted planning, reporting and governance capabilities, enabling clients to apply outcome-focused planning, improve data quality and make informed portfolio decisions.
- **Customer experience:** Prism PPM delivers streamlined adoption through guided implementations, role-based interfaces and proactive customer engagement.

Comprehensive training, an online knowledge center and in-app support help clients onboard efficiently and drive user engagement.

- **Product or service:** Prism PPM delivers an intuitive user experience and broad APMR capabilities. Recent investments, such as AI-assisted planning and reporting, as well as its business-tier license, simplify administration, while providing robust portfolio and project management features.

Cautions

- **Overall viability:** Despite its recent acquisition, Prism PPM remains a relatively small market participant compared with larger APMR vendors, with more limited scale, brand recognition and market presence.
- **Operations:** Prism PPM is in a transition period following its acquisition. Organizations should monitor Prism PPM's progress during this transitional period, paying attention to updates on product development, organizational changes and support processes.
- **Geographic strategy:** Prism PPM's market presence remains concentrated in the U.S., with less support and service delivery outside the country. While Prism PPM offers remote support for international clients, this model could impact responsiveness and access to regional expertise.

ProSymmetry

ProSymmetry is a Niche Player in this Magic Quadrant. Its core product, Tempus Resource, specializes in advanced enterprise resource management, offering complex scenario planning, team- and sprint-based planning, and a low-code/no-code integration framework for automation. Tempus Resource is available as a cloud-hosted SaaS and on-premises solution.

ProSymmetry operates globally, with a strong presence in North America and Europe and an expanding partner network in other regions. The platform serves industry-agnostic midsize and large organizations. Since 2025, ProSymmetry has introduced AI-driven what-if scenario planning, expanded agile features and simplified integrations for broader automation.

Strengths

- **Overall viability:** ProSymmetry demonstrates solid viability through consistent growth, high profit margins and the expansion of its global partner network.

- **Customer experience:** Customers rate Tempus Resource highly for its ease of implementation, intuitive user interface and postimplementation user support.
- **Sales execution/pricing:** ProSymmetry offers transparent pricing and a balanced global sales strategy. The base price of Tempus Resource has not increased in the last 12 months, and AI capabilities are included in the standard subscription price, with no additional fees.

Cautions

- **Product/service:** ProSymmetry's focus on resource management is reflected in product investments that do not span all APMR functions and critical capabilities. This focus may impact users who have APMR use cases that do not focus on resource management.
- **Offering/product strategy:** Tempus Resource's ability to integrate with a customer's own large language model (LLM) is primarily intended for on-premises and highly regulated environments, limiting AI model flexibility for general SaaS users.
- **Innovation:** The Tempus Resource innovation roadmap continues to focus on resource management and decision intelligence features, which may concern organizations seeking innovation across all APMR capabilities.

Smartsheet

Smartsheet is a Niche Player in this Magic Quadrant. Its core product, Smartsheet, is a cloud-based collaborative work and adaptive project management solution that offers AI-driven insights, configurable automation and integration with third-party tools. Smartsheet is available as a SaaS solution.

Smartsheet's operations are geographically diversified, with a primary presence in North America and ongoing expansion in EMEA and APAC. It serves organizations of all sizes across government and commercial sectors. Over the past year, Smartsheet has expanded its AI capabilities, introduced new pricing models and grown its partner ecosystem.

Strengths

- **Geographic strategy:** Smartsheet maintains a strong presence in North America and continues to expand its operations, sales, support and training capabilities in EMEA and APAC. The platform is available in multiple languages and holds government certifications across many jurisdictions, although some language gaps may limit reach in certain regions.

- **Operations:** Smartsheet has expanded its partner ecosystem and regional offices to support customers through direct and partner-led sales globally. Its transition to private ownership has enabled increased investment in product development and geographic expansion.
- **Marketing execution:** Smartsheet demonstrates solid market execution through a robust social media presence, participation in global conferences, online support, training and certification offerings, and partner engagement that extends its market reach.

Cautions

- **Pricing strategy:** Customers describe Smartsheet's pricing model as confusing and subject to change. Organizations may face challenges around cost predictability or flexibility during enterprise renewal negotiations.
- **Customer experience:** Smartsheet's spreadsheet-centric approach may limit scalability for mature PMO/APMR requirements. Licensing changes have also contributed to customer dissatisfaction during contract renewals.
- **Vertical/industry strategy:** As an industry-agnostic product offering, Smartsheet provides limited depth for specific verticals or specialized requirements. Organizations may find the platform less tailored to their needs.

Triskell

Triskell is a Niche Player in this Magic Quadrant. It offers Triskell, a cloud-hosted SaaS platform that supports project and work management, resource and capacity management, and portfolio management.

Headquartered in Spain, Triskell primarily serves customers across EMEA through direct sales and partner channels. Its client base includes midmarket and enterprise organizations in project-intensive sectors. Since 2025, Triskell has launched AI agents for automating insights, forecasting outcomes and optimizing resource allocation, along with enhancements to resource management, cost-benefit analysis, and platform integration.

Strengths

- **Market understanding:** Triskell aligns strategy execution and portfolio planning, enhancing transparency, prioritization and value-based decision making, while supporting ongoing transformation.

- **Offering (product) strategy:** Triskell's configurable platform allows organizations to tailor portfolio, financial and governance models without extensive customization. The platform includes enhancements for AI-enabled analytics, scenario evaluation and decision support to improve insights.
- **Product or service:** Triskell's flexible architecture supports diverse organizational structures within a single application. Customers can adapt the solution as their environment matures, minimizing the need for process redesign.

Cautions

- **Geographic strategy:** Triskell has a stronger presence in Europe than in other regions, with most staff based there. While it operates in the U.S., Latin America and APAC and plans further expansion, its global footprint remains less mature than that of larger competitors with broader geographic coverage.
- **Sales strategy:** Triskell's go-to-market approach combines direct sales with a growing network of consulting partners to support regional expansion. However, this ecosystem is still developing, potentially limiting options for industry- or country-specific integration support.
- **Market execution:** Triskell targets its marketing efforts toward core markets, but its visibility outside Europe remains lower. This limited visibility may hinder its ability to understand and address the needs of non-European markets.

Uppwise

Uppwise is a Niche Player in this Magic Quadrant. Headquartered in Italy, Uppwise was acquired by ARIES Group in November 2025, expanding its resources and market reach. It offers Uppwise APM, a SaaS platform that supports scenario planning, configurable dashboards, embedded AI-driven reporting and integration with enterprise systems.

Uppwise's operations are concentrated primarily in EMEA, with ongoing expansion into other regions. Its clients are midsize to large enterprises across project-intensive industries. Since 2025, Uppwise has added data model optimization, configurable workflows and generative AI capabilities to its Uppwise APM offering.

Strengths

- **Market understanding:** Uppwise provides platform support for continuous alignment from strategy through execution. Its common data model and native integrations enable organizations to coordinate planning, governance and delivery activities.
- **Innovation:** Uppwise maintains a roadmap focused on AI and portfolio insight, investing in practical applications that enhance decision making, automation and productivity across planning, execution and reporting workflows.
- **Operations:** The acquisition by ARIES Group provides additional resources for product development, customer delivery and growth and is supported by an established subscription business.

Cautions

- **Sales strategy:** Uppwise relies primarily on direct sales, resulting in a limited channel and partner ecosystem compared to larger competitors, which may constrain expansion.
- **Marketing execution:** Uppwise focuses on targeted engagement and select industry events, maintaining a smaller presence in market-awareness activities, digital channels and social media than larger vendors.
- **Geographic strategy:** Uppwise's presence is strongest in EMEA. Although international expansion is underway, its sales, delivery and partner network capabilities are less mature than those of larger global competitors.

Wrike

Wrike is a Visionary in this Magic Quadrant. Its core offering, Wrike, delivers collaborative work and project management, with recent enhancements such as the integrated Whiteboard Hub from the Klaxoon acquisition. Wrike supports agentic automation for project intake, resource management and reporting while advancing data management and work intelligence features. Wrike is available as a cloud-based solution.

Wrike's global operations include offices, customers and partners worldwide. It supports organizations of all sizes and sectors. Over the past year, Wrike has expanded its agentic platform and enhanced its Datahub and Work Intelligence Graph capabilities for advanced analytics.

Strengths

- **Geographic strategy:** Wrike has offices in North America, Latin America, EMEA and APAC, supported by a global partner network. Available in 11 languages, Wrike appeals to a geographically diverse customer base.
- **Sales execution/pricing:** Wrike offers competitive hybrid pricing that combines tiered subscription and AI consumption models. The new Apex plan simplifies enterprise bundling.
- **Sales strategy:** Wrike's short sales cycle helps organizations realize value quickly, while its expanding implementation partner network broadens industry reach and geographic coverage.

Cautions

- **Overall viability:** Wrike changed ownership four times between 2018 and 2023 and continues to operate at a negative profit margin. Despite growth in large deals, market share growth remains challenging.
- **Offering/product strategy:** Wrike's product strategy focuses on collaborative work management with an AI-enabled roadmap. However, this focus may not meet all APMR requirements of maturing PMOs or organizations that focus on traditional PPM delivery models.
- **Innovation:** Wrike's innovation strategy has centered on expanding general AI functionality, with limited investment in advanced features tailored to APMR user needs. Customers should assess whether upcoming releases address evolving critical APMR practice and integration requirements.

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

- Triskell

- Uppwise

Dropped

- Planview (Sciforma)

Inclusion and Exclusion Criteria

Inclusion Criteria

In addition to Gartner client relevance, as determined by analyst expertise and opinion, providers must meet all of the following criteria:

- Demonstrate active participation in the APMR market as a pure-play PPM software company, with a clear and primary software business model, as opposed to a consulting business model.
- Provide stand-alone APMR software products that do not require the purchase of a separate, non-PPM technology platform from the vendor to obtain APMR functionality. The vendor also must not require customers to invest in a set of extensions or modules as part of a “single source” value proposition from a vendor competing primarily in markets other than PPM.
- Actively market, sell and support one or more stand-alone APMR software products or online application services.
- Focus primarily on collaborative PPM, enterprisewide PPM, IT PPM and product-based PPM use cases.
- Demonstrate a solid track record of successful APMR technology deployments and provide companion APMR consulting services for most of its PPM customers.
- Offer comprehensive, integrated project management, hybrid work management, resource management, and reporting features and capabilities.
- Sustain longevity in the APMR market, providing general availability and active marketing to APMR leaders for at least the past five consecutive years, and without any significant company, product or service disruptions.

- Demonstrate significant APMR market presence, including market penetration, sales and support for multiple regions of the world.
- Demonstrate a viable, proven and evolving SaaS strategy.
- Sustain a responsive APMR product development and innovation cadence with multiple product releases per year.
- Secure at least 10 new APMR clients (not repeat business or renewals) during the past 12 months.
- Have at least \$5 million in annual APMR software revenue, or reliable financial backing.

Exclusion Criteria

In conjunction with the inclusion criteria, the following exclusion criteria define the conditions/boundaries under which vendors are excluded from consideration in this research:

- “Certified partners” of primary APMR technology vendors, systems implementers or consulting firms that use an APMR vendor’s technology to deliver “products” or “solutions” for APMR are not included.
- ERP, ITSM, SFA and other similar platform vendors that offer APMR extensions or modules from their base platforms are not included.
- Vendors with a primary focus on, and significant presence in, niche or specialized PPM markets are not included.
- Products focused on the following use cases are not included:
 - Agile development and work management
 - Outsourced IT services or system integration project and work management
 - Client-facing professional services project and work management
 - Collaborative work management focused on team management

Evaluation Criteria

Ability to Execute

Product or service: This criterion assesses the core goods and services that compete in and/or serve the defined market. It includes current product and service capabilities, quality, feature sets and skills. Providers may offer these capabilities natively or through OEM agreements/partnerships, as defined in the market definition and detailed in the subcriteria.

Overall viability: This criterion assesses the organization's overall financial health and the financial and practical success of the business unit. It also evaluates the likelihood that the organization will continue to offer and invest in the product, as well as the product's position within the current portfolio.

Sales execution/pricing: This criterion assesses the organization's capabilities across all presales activities and the supporting structure. It includes deal management, pricing and negotiation, presales support, and overall sales channel effectiveness.

Market responsiveness/record: This criterion evaluates the organization's ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. It also considers the provider's history of responding to changing market demands.

Marketing execution: This criterion assesses the clarity, quality, creativity and effectiveness of programs designed to deliver the organization's message to influence the market, promote the brand, increase product awareness and establish a positive customer perception.

Organizations may build this "mind share" through publicity, promotional activities, thought leadership, social media, referrals and sales activities.

Customer experience: This criterion assesses products and services and/or programs that enable customers to achieve anticipated results with the evaluated products. Specifically, it includes quality supplier/buyer interactions, technical support or account support. It may also include ancillary tools, customer support programs, availability of user groups, service-level agreements and related resources.

Operations: This criterion evaluates the organization's ability to meet goals and commitments. Relevant factors include quality of the organizational structure, skills, experiences, programs, systems and other mechanisms that enable effective and efficient operations.

Ability to Execute Evaluation Criteria

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

Source: Gartner (August 2026)

Completeness of Vision

Market understanding: This criterion assesses the provider's ability to understand customer needs and translate them into products and services. Vendors that show a clear vision of their market listen to customers, understand customer demands, and shape or enhance market changes through their vision.

Marketing strategy: This criterion assesses clear, differentiated messaging to the APMR client that is consistently communicated internally within the organization and externally through social media, advertising, customer programs and positioning statements.

Sales strategy: This criterion assesses a sound strategy for selling that uses appropriate networks, including direct and indirect sales, marketing, service and communication. It also evaluates partners that extend the scope and depth of market reach, expertise, technologies, services and customer base.

Offering (product) strategy: This criterion assesses an approach to product development and delivery that emphasizes market differentiation, functionality, methodology and features that align with current and future requirements.

Business model: This criterion assesses the design, logic and execution of the organization’s business proposition to achieve continued success.

Vertical/industry strategy: This criterion assesses the strategy for directing resources, including sales, product and development resources, skills, and products to meet the specific needs of individual market segments, including industry verticals.

Innovation: This criterion assesses direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or preemptive purposes.

Geographic strategy: This criterion assesses the provider’s ability to direct resources, skills and offerings to meet the specific needs and regulatory requirements of geographies outside the “home” or native geography, either directly or through partners, channels and subsidiaries, as appropriate for each geography, jurisdiction and market.

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

<i>Evaluation Criteria</i>	<i>Weighting</i>
Innovation	High

Source: Gartner (August 2026)

Quadrant Descriptions

Leaders

Leaders have a demonstrable understanding of the wide range of customer needs in the APMR market and are largely responsive to the more advanced levels of APMR methodology maturity within their customer base. Leaders actively engage in the market as thought leaders and help to drive customer success through strong foundational project and work management capabilities, coupled with well-defined implementation plans. These vendors demonstrate a strong Completeness of Vision through their product, marketing and sales capabilities, which drive market acceptance on a global scale.

Challengers

Challengers have solid success markers, such as growing market revenue, dedication to continuous innovation to meet shifting customer needs and the ability to maintain a strong presence in the APMR market. Challengers also demonstrate use across a diverse set of industries, strong project management best practices, and consistently positive customer reviews regarding their performance, effective support models and operational strength.

Visionaries

Visionaries have identified a wide range of customer needs and recognized growing momentum behind key market trends, and have adjusted their future product roadmaps and business plans accordingly. All vendors evaluated offer much of the same basic commodity functions and a similar value proposition. However, Visionaries demonstrate decisive plans to invest in product innovation that meets the needs of today’s dynamic work environment and future requirements. The entrants into this quadrant offer advancements such as AI-driven data collection and insight analysis, next-level dynamically linked dashboards informed by machine learning (ML) models, and the potential for significant productivity gains through natural language processing (NLP) interfaces.

Niche Players

Niche Players demonstrate strengths in different product capabilities and often resonate more with customers in specific industries, which frequently represent their initial target markets. Movement toward the Challengers quadrant depends on improvements in Niche Players' Ability to Execute, particularly in areas such as customer experience, market responsiveness and sales effectiveness.

Context

The Magic Quadrant for APMR tools assesses the viability of vendors that offer products in this marketplace. Gartner uses a variety of evaluation criteria to determine each vendor's relative placement against those criteria. This analysis is complemented by the [Critical Capabilities for Adaptive Project Management and Reporting](#), which analyzes 10 key capabilities across four use cases. The use-case filter helps buyers prioritize the capabilities that have the greatest beneficial impact from the APMR products offered by these vendors. Gartner strongly recommends that organizations use this research in conjunction with the accompanying Critical Capabilities research, Gartner Peer Insights and other Gartner research to define requirements and select solutions that best meet their needs.

To select the best tool to support an adaptive project management methodology:

- Ensure that APMR tool functionality is fit for purpose by assessing capabilities and features that complement the organization's maturation, support its mix of delivery frameworks and align with projected use cases.
- Facilitate user adoption by evaluating the tool's ease of use, productivity and collaboration capabilities, as well as the extent of the vendor's implementation and support services.
- Determine the tool's architecture alignment by evaluating the solution's ability to support the organization's user interface and transparency requirements as well as its deployment and security needs.

Market Overview

The speed of digital change has outpaced traditional project tracking, creating a gap between governance and value delivery. APMR tools bridge this gap by unifying PPM and delivery

teams with stakeholders, supporting diverse delivery methods and meeting complex PPM/PMO needs. Capabilities once seen as differentiators, such as portfolio resource scenario recommendations, adaptive multimethodology support, automated intake governance and ecosystem integration, are now table stakes.

The major trends Gartner sees in this market are:

- **AI is shifting from feature to embedded, governed intelligence.** AI in APMR is evolving from stand-alone features to embedded, governed intelligence. Vendors are integrating generative and agentic AI and applying enterprise models to proprietary data. As AI becomes a core component of workflows, trust enabled through governance, transparency and cost visibility outweighs model sophistication as the primary driver of adoption. Licensing and pricing models, which previously bundled AI costs, show indications of shifting to consumption-based pricing for AI capabilities, reflecting the move to granular and scalable AI usage.
- **The market is moving from execution tracking to strategic outcomes.** PMO/PPM leaders increasingly demand that portfolio initiatives align with strategic pillars and measurable objectives. The focus is shifting from status reporting to business prioritization and outcome-based governance. Connecting execution to strategy is now essential for justifying ongoing portfolio investments.
- **Time to value and progressive maturity are decisive.** While early wins are important, organizations should approach rapid implementation claims with healthy skepticism. Lasting value from an APMR technology investment comes from scalable, configurable solutions that address stakeholder complexity and organizational requirements. Without careful configuration and stakeholder engagement, rapid rollouts may yield only superficial benefits.
- **Vendors market APMR capabilities, but often lack PMO depth and enterprise readiness.** Many vendors with backgrounds in adjacent markets (such as CWM, Enterprise Agile Planning, ITSM and roadmapping tools) are entering the APMR space without a strong PMO-related installed base. These providers typically lack PMO-focused customer input in product development and have sales teams oriented toward project and work management rather than PPM process automation. They also often lack the enterprise-grade services expected from established technology vendors, such as configuration consulting and robust development environments. Prospective customers should require

these vendors to provide references from existing PMO-related users to independently validate their APMR capabilities.

- Some sales strategies follow a bottom-up approach, rather than a top-down approach PMOs require. Adjacent-market vendors are pursuing APMR opportunities through bottom-up sales to project managers and team leads, focusing on work management rather than PMO needs. This approach expands usage across departments but often leads to fragmented adoption, reduced PMO influence and diminished customer leverage in contract negotiations, frequently resulting in price increases and customer dissatisfaction.

⊕ Evaluation Criteria Definitions

Unlock more AI value

With unmatched, proprietary AI insights from Gartner

[Explore the AI Hub ↗](#)

© 2026 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)." Gartner research may not be used as input into or for the training or development of generative artificial intelligence, machine learning, algorithms, software, or related technologies.

