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Magic Quadrant for Collaborative Work Management

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Collaborative work management platforms increasingly connect team productivity with operational work and AI-supported execution. Use this Magic Quadrant to compare providers' current capabilities and strategies for automation, governance and specialized work.

Market Definition/Description

Gartner defines the collaborative work management (CWM) market as the market for stand-alone software tools that provide task-driven workspaces to enable end users to plan, coordinate and automate their work. These tools provide an integrated assembly of user-friendly capabilities for work planning, in-context collaboration, content collaboration, workflow and automation, reporting, analysis and dashboarding, intelligent assistance, and use-case acceleration on a platform that handles data management and administrative operations. Tools are defined by their purpose (work planning and execution), target users and breadth of functionality.

CWM tools empower business users to:

- **Plan work activities** by breaking them into tasks, establishing task dependencies, and specifying timelines, resources or budgets.
- **Collaborate with peers** in activity team spaces to create and share relevant documentation, update plans based on new information, send or receive notifications, and discuss status or next steps.

- **Automate repetitive activities** by means of workflows or rules that trigger actions automatically, based on events and execution activity.
- **Observe work activity continuously** by means of dynamic, customizable, operational and management-level reports, and dashboards.
- **Operate at scale** by means of template management, batch operations to provide preconfigured team hubs with appropriate permissions, data management controls, and integration with other workplace and business applications.

Mandatory Features

- **Work planning** functionality for breaking work activities into tasks, establishing dependencies, and specifying timelines, resources and budgets.
- **In-context collaboration** functionality that provides team spaces where participants can discuss and share documentation relevant to a business activity, update plans based on new information, and send and receive notifications in the context of specific activities.

Optional Features

- **Workflow and automation** functionality to automate repetitive activities by means of 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 features, analytics and dashboards** that provide comprehensive search and analytical capabilities, including dynamic, customizable, operational and management-level reports — both for team members and different levels of management. These include reports on overall plans, status of execution, dependencies, bottlenecks, timelines and other aspects of work activity.
- **Content collaboration** features for composing new content by mixing text, rich media and dynamic data, as well as for sharing, editing, viewing and collaborating on existing content; also content version control and audit trails.
- **Intelligent assistance** for generating and manipulating content based on context and user prompting, offering guidance on how to use advanced product capabilities, and helping generate and optimize plans, workflows and reports.

- **Platform and operations** support that aggregates system data, including behavioral and other metadata, into a single database that users can query, explore and filter; administrative controls to manage users, data and work plans; and integration with other workplace and business applications.
- **Use-case accelerators** and prebuilt templates for specific work scenarios, such as work planning and execution; intake, triage and service operations; marketing work management; case management; management of team objectives and key results; product management; and professional services automation.

Magic Quadrant

Figure 1: Magic Quadrant for Collaborative Work Management

Magic Quadrant for Collaborative Work Management



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Vendor Strengths and Cautions

Adobe

Adobe is a Challenger in this Magic Quadrant. Adobe Workfront supports marketing, creative and other enterprise teams that manage resource-intensive, content-centric work. It combines planning, resource management, workflow, review and approval functions with integrations to Adobe products and third-party applications for content production and asset management. Since the previous evaluation, Adobe has expanded AI-supported planning, review and workflow optimization. Workfront's direction centers on extending AI-supported work across content production and downstream marketing operations, with Workfront acting

as a governed orchestration layer that connects content creation, work execution and the broader Adobe CX Enterprise ecosystem.

Strengths

- **Content-centered orchestration:** Adobe Workfront supports resource-intensive planning, workflow, review and approval across large teams, helping organizations manage complex content life cycles while maintaining control over review, compliance and approval requirements.
- **Marketing and creative operations:** Adobe focuses Workfront's product development and integrations on marketing and creative operations. Organizations can use Workfront to coordinate campaign planning, content production and review activities while improving operational efficiency.
- **Adobe ecosystem:** Workfront can connect work planning and execution with Adobe and third-party applications for content creation, asset management and customer-experience operations, giving existing Adobe customers access to a broader environment for content-centric work.

Cautions

- **CWM market position:** Adobe positions Workfront primarily around marketing and content operations. Because Adobe positions Workfront primarily around marketing and content workflows, enterprise buyers rarely evaluate it for general-purpose collaborative work management (CWM) deployments across noncreative departments.
- **AI product portfolio complexity:** Adobe's broader agentic AI strategy extends beyond Workfront to CX Enterprise Coworker, which Adobe offers separately as a stand-alone solution or add-on. Organizations should distinguish AI capabilities included directly in Workfront from those delivered through other Adobe products and separately offered services.
- **Pricing transparency:** Adobe does not publish standard Workfront pricing and commonly sells the product through negotiated packages, bundles and enterprise agreements. This approach can make direct cost comparison and entitlement analysis more difficult.

Asana

Asana is a Leader in this Magic Quadrant. Its platform supports enterprise teams coordinating workflows across functions such as product management, marketing and service operations. The Asana Work Graph connects goals, portfolios, projects, tasks and collaborators across planning, workload management, collaboration and automation. Since the previous evaluation, Asana has expanded AI Studio and introduced collaborative AI Teammates. Its direction centers on using the Work Graph to provide people, workflows and AI Teammates with a shared organizational context for coordinating and executing work.

Strengths

- **AI-first work strategy:** Asana developed AI Studio and collaborative AI Teammates around the Work Graph. This approach aligns Asana's AI investment with coordinating and executing work rather than providing stand-alone conversational assistance.
- **Shared work context:** Asana connects goals, portfolios, projects and workflows through the Work Graph, providing a shared coordination layer for work across teams, business processes and AI-enabled workflows. The Work Graph gives organizations a common operating context for planning, execution and accountability.
- **Enterprise execution:** Asana combines a large enterprise customer base, global go-to-market capacity and an established partner ecosystem with sustained investment in its CWM platform. This combination supports organizations seeking a broadly deployed work-management platform.

Cautions

- **Industry specialization:** Asana's market strategy primarily addresses cross-functional work and horizontal business functions. Organizations requiring industry-specific processes, data models or packaged solutions should assess the required configuration effort and partner support.
- **Advanced workflow packaging:** Asana AI Studio supports no-code workflow creation with branching, parallel paths and approvals. Separately licensed StackAI extends the offering with additional agent-building, model-selection and cross-system orchestration capabilities. Buyers should assess which requirements the core Asana platform meets and which require StackAI, along with the resulting integration, administration and licensing implications.
- **Market momentum:** Asana continues to invest in enterprise expansion and AI capabilities, but revenue growth and workforce expansion have been relatively modest compared with

those of direct peers in the CWM market. This pace of growth may affect how quickly Asana can expand its market presence and influence.

Atlassian

Atlassian is a Leader in this Magic Quadrant. Its Atlassian Teamwork Collection brings Jira, Confluence and Loom together as a single offering for cross-functional work. Since the previous evaluation, Atlassian has moved from separate-product positioning toward common packaging and the Teamwork Graph, which connects and surfaces work items, content, conversations and automation context across applications. Atlassian's AI platform, Rovo, applies this shared context to search, planning and execution across Jira, Confluence and Loom.

Strengths

- **Unified work layer:** Atlassian brings Jira, Confluence and Loom together through common packaging, the Teamwork Graph and Rovo. This approach provides clients a more coherent work, knowledge and communication layer across products that users previously experienced separately.
- **Market reach:** Atlassian combines global operations, financial resources, a large installed base and a mature partner channel with the ability to extend Teamwork Collection from technical teams into adjacent business functions.
- **AI context strategy:** Rovo uses Teamwork Graph context spanning work items, content and collaboration to support search, planning and execution across the collection.

Cautions

- **Business-user adoption:** Jira retains a technical-work heritage and can present a more structured experience than business-user-oriented CWM products. Organizations extending Teamwork Collection beyond technical teams should validate adoption and acceptance, as Confluence is often a more accessible starting point than Jira.
- **Portfolio licensing:** Teamwork Collection simplifies licensing and procurement for Atlassian's CWM product. However, existing Atlassian customers may still need to reconcile product subscriptions, user tiers, renewal terms and Marketplace applications when moving to the collection. Buyers should compare the transition costs and total cost of ownership with the cost of retaining selected products separately.

- **Experience consistency:** Teamwork Collection users interact with multiple products and interfaces. Organizations may want to consider how well this experience aligns with the expectations of teams seeking a single-product work environment.

ClickUp

ClickUp is a Leader in this Magic Quadrant. Its platform brings planning, documents, chat, dashboards and workflow automation into a shared work environment for business teams managing projects and recurring work. Since the previous evaluation, ClickUp has extended its planning and automation capabilities, strengthened enterprise administration and expanded AI from assistance into actions embedded in workflows. The platform's direction centers on placing AI-powered assistance, agents and workflow actions inside a converged environment for tasks, documents, chat, goals and dashboards.

Strengths

- **Platform convergence:** ClickUp focuses product development on consolidating tasks, documents, chat, dashboards, automation and AI in one productivity environment. This strategy supports broad consolidation across work-management activities and collaboration tools.
- **Market momentum:** ClickUp combines strong revenue growth, growing market mind share and a rapid release cadence with continued investment in enterprise capabilities. This momentum has increased consideration among organizations evaluating CWM platforms.
- **AI execution strategy:** ClickUp is extending AI from content assistance into work creation, risk identification and actions embedded in workflows. This approach aligns its agent strategy with the platform's productivity-consolidation strategy.

Cautions

- **Enterprise administration:** ClickUp's flexible workspace model offers multiple configuration paths, which can increase governance planning effort in large deployments, particularly for organizations requiring extensive cross-workspace administration, life cycle controls and distributed governance models.
- **Channel maturity:** ClickUp's partner ecosystem has expanded alongside its enterprise ambitions, but its channel remains less mature than those of larger CWM providers. This relative immaturity can limit local delivery capacity and implementation support in certain markets.

- **Agent governance:** ClickUp's agent governance lacks granular per-tool consent, detailed cost controls and cross-device continuity, which can complicate enterprise oversight despite its baseline ISO/IEC 42001 AI certification. These limitations are particularly relevant for organizations that require strong operational and compliance oversight of AI activity.

Meister

Meister is a Niche Player in this Magic Quadrant. Its MeisterTask product provides visual task and project management for business teams through Kanban boards, lists, timelines, notes, automations and time tracking. The European provider offers MeisterTask as part of the Meister suite alongside the MindMeister mind-mapping product, enabling teams to connect early-stage ideation with planned work. Recent improvements have extended MeisterTask beyond visual task coordination through additional planning, automation and reporting functions. The product's direction centers on extending its simplicity-first work-management model through native AI assistance, Model Context Protocol (MCP) connectivity (currently in beta) and supervised agents while retaining a straightforward business-user experience.

Strengths

- **Focused experience:** Meister focuses MeisterTask on visual task and project management that business teams can adopt with limited setup. This approach is appropriate for organizations that prioritize straightforward coordination over broad platform complexity.
- **European positioning:** Meister combines European operations, German hosting and regional language support with a product strategy oriented toward business users. This positioning can support buyers that value regional proximity and data handling in Europe.
- **Integrated visual work environment:** Meister connects MeisterTask with MindMeister to support ideation, visual thinking and task execution across a consistently designed product family.

Cautions

- **Market presence:** Meister has less global visibility, customer scale and enterprise reach than established Leaders. Its ecosystem, regional coverage and investment capacity are more limited than those of larger CWM providers.
- **CWM breadth:** MeisterTask's planning, automation, analytics, governance and use-case depth remain below the levels offered by broader CWM platforms. Organizations with

complex or enterprisewide requirements should validate its suitability beyond straightforward task and team coordination.

- **AI development:** MeisterTask has not yet delivered AI-supported planning, workflow execution and agent-assisted work management. Its product roadmap points toward a similar shared-context and agentic work direction, but core elements of that strategy remain planned rather than delivered.

monday.com

monday.com is a Leader in this Magic Quadrant. Its AI Work Platform enables business teams to configure projects, workflows, dashboards and operational applications on a shared data and automation layer. The platform serves a broad range of functions and work patterns through visual building tools, integrations and prebuilt solutions. Since the previous evaluation, monday.com has renamed its core product to AI Work Platform, expanded AI-supported workflow creation and introduced agents that act on platform data. The platform's direction centers on enabling people and AI agents to execute work against a shared operational data and workflow layer, extending AI beyond assistance toward coordinated business execution.

Strengths

- **Scale and momentum:** monday.com combines global reach, rapid growth and sustained investment with product-led adoption and enterprise sales capacity. This combination supports both departmental entry and broader organizational standardization.
- **Business-led operations:** monday.com combines a visual, business-user-oriented configuration model with packaged products and solutions for common operational scenarios. This approach enables teams to adapt workflows across functions without relying primarily on IT or starting every deployment from a blank, general-purpose platform.
- **AI-first work strategy:** monday.com combines a governed operational data layer, workflow infrastructure and AI agents that can execute work directly within a shared organizational context. This strategy extends AI beyond assistance toward coordinated execution across people, processes and systems.

Cautions

- **Platform governance:** monday.com is extending its platform toward operational applications and agent-enabled work execution, but some governance capabilities for

cross-account administration, life cycle management and large-scale operational oversight remain less mature than the broader platform vision.

- **AI consumption model:** monday.com's AI Work Platform introduces credits and consumption-based usage alongside traditional seat pricing. This pricing may create a less predictable cost model than conventional user-based licensing, particularly as business teams deploy agents and automated workflows at scale. Administrators can monitor usage and allocate additional credits, but buyers should model likely consumption and establish controls before wider deployment.
- **Solution packaging:** monday.com increasingly delivers deeper functionality through specialized products built on the platform. Organizations evaluating advanced requirements should distinguish capabilities included in the core platform from those delivered through separately packaged solutions.

Quickbase

Quickbase is a Visionary in this Magic Quadrant. Its Quickbase platform enables business and technical teams to build tailored applications for complex projects, business processes, and field and operational work. The platform combines configurable data models, workflows, dashboards and integrations, while separately licensed FastField extends mobile and frontline data collection. Since the previous evaluation, Quickbase has expanded its planning, collaboration, governance and AI capabilities. The platform's direction centers on applying AI to the creation, operation and governance of data-intensive operational applications while preserving control over business processes and underlying data.

Strengths

- **Operational work management:** Quickbase focuses its no-code platform on tailored applications for complex operational and field work. This focus provides an alternative when general-purpose CWM configuration does not fit the required process or data model.
- **No-code strategy:** Quickbase combines configurable data models, workflows and integrations with a long-standing no-code operating model. This approach supports business-led solutions that require more structured operational data and process management than a conventional work-management platform.
- **Industry and field solutions:** Quickbase combines packaged applications, templates and industry-specific data models with mobile and field-work capabilities through FastField.

This combination supports operational scenarios such as construction, property management and field operations that most CWM vendors cannot address to the same depth.

Cautions

- **Market positioning:** Quickbase is best known for no-code operational applications rather than broad CWM capabilities. Organizations seeking a general-purpose work environment for large populations of business users should assess whether its focus on operational processes, data-intensive workflows and custom applications aligns with their requirements.
- **Geographic strategy:** Quickbase's physical regional presence and partner ecosystem remain more concentrated in North America than those of larger CWM providers. This concentration may limit access to local implementation partners and Quickbase-specific builder expertise in some regions for organizations with multinational deployments.
- **Builder requirements:** Quickbase's application model offers substantial structural flexibility but requires more data modeling, application design and administration skill than mainstream CWM tools. Larger deployments depend on sustained builder capability and governance to maintain applications as processes and data models change.

Smartsheet

Smartsheet is a Leader in this Magic Quadrant. Its platform combines a spreadsheet-inspired interface with multiple work management views, project and portfolio planning, resource management, workflow automation, and reporting. Control Center, Dynamic View and Data Shuttle support repeatable enterprise deployment. Since the previous evaluation, Smartsheet has expanded AI capabilities and Advanced Work Management. It has introduced a no-cost Contributor seat and added administrative controls while continuing the transition to its user subscription model. The platform's direction centers on applying AI to planning, execution, resourcing and operational oversight while preserving the enterprise governance and administrative controls.

Strengths

- **Market ecosystem:** Smartsheet is one of the most widely known and frequently evaluated providers in the CWM market, with a large installed base, extensive partner network and broad deployment experience.

- **Enterprise deployment:** Smartsheet complements business-user work management with Control Center, Data Shuttle and administration capabilities for consistent deployment across portfolios and enterprise programs.
- **Operational planning strategy:** Smartsheet is extending its planning, resource management and operational oversight capabilities through AI agents, user-built automation and scenario planning.

Cautions

- **Subscription transition:** Smartsheet's user subscription model requires careful administrative oversight to manage provisional memberships, future user growth and renewal terms, even with the addition of no-cost Contributor seats and further administrative controls.
- **Advanced packaging:** Many of the governance, portfolio, integration and large-scale deployment capabilities that distinguish Smartsheet are packaged in Enterprise or Advanced Work Management offerings. Organizations planning broad deployments should validate the capabilities available at their intended licensing tier.
- **Market momentum:** Smartsheet remains a large and growing CWM provider, but recent revenue and workforce-growth indicators trail those of several faster-growing competitors. This slower growth rate may affect how quickly Smartsheet expands its enterprise customer base, partner ecosystem and regional presence relative to those competitors.

Superhuman

Superhuman (following Grammarly's acquisition and subsequent corporate rebranding, which included Coda as Superhuman Docs) is a Visionary in this Magic Quadrant. Its Superhuman Docs product combines documents, structured tables, formulas, automations and connected data in a shared canvas for teams building tailored work applications. AI capabilities built into Superhuman Docs use its content and structured data for planning, content creation, request triage and workflow creation. The broader Superhuman suite also includes Superhuman Go, a separate AI assistant. Recent improvements have expanded AI agents, integrations and developer access through MCP. The product's direction centers on using AI to turn documents into active systems of work in which structured data, workflows, applications and agents emerge from shared content.

Strengths

- **Product model:** Superhuman Docs combines collaborative documents, structured data, formulas and automation in a single document canvas. This approach allows teams to start with shared content and progressively add structure, automation and application-like behavior within the same environment.
- **AI-native strategy:** Superhuman combines AI capabilities built into Superhuman Docs with the broader Superhuman Go assistant. This strategy enables AI to execute tasks across documents, structured data and workflows while supporting conversational interactions.
- **Flexible work design:** Superhuman Docs enables teams to shape documents, databases and workflows without adopting a separate development platform. This flexibility supports context-dependent work that evolves over time and does not fit rigid project structures.

Cautions

- **Portfolio integration:** Superhuman Docs retains the established Coda product and its existing workflows while becoming part of the broader Superhuman suite. Buyers should assess how integration with Superhuman Go and other suite products develops, including the capabilities, packaging and administration available for their intended deployment.
- **Market presence:** Superhuman Docs has lower CWM-specific market visibility and a smaller specialist implementation ecosystem than established Leaders. Organizations planning broad deployments should assess the availability of implementation expertise, partners and references relevant to their intended scale and use cases.
- **Structured planning depth:** Superhuman Docs is strongest where documents and tailored applications converge. Organizations requiring conventional portfolio, resource or dependency management should validate whether the canvas model provides sufficient depth.

Teamwork.com

Teamwork.com is a Niche Player in this Magic Quadrant. Its Teamwork Projects product provides general project planning, task management, workflow automation, reporting and collaboration for business teams, with additional depth for agencies and professional services organizations managing client work. The Ireland-headquartered provider connects project delivery with resource scheduling, time tracking, budgeting and profitability. Recent improvements include task-specific AI Teammates and AI-supported resourcing and financial

forecasting. The product's direction centers on applying AI across project initiation, staffing, execution and financial management to support client delivery.

Strengths

- **Client delivery specialization:** Teamwork.com focuses on agencies and professional services organizations, connecting work management with resourcing, time tracking, budgeting, utilization and profitability. This focus supports organizations that need to manage both project execution and delivery economics within a single platform.
- **Delivery life cycle alignment:** Teamwork.com organizes its product and customer experience around the client-delivery life cycle, spanning intake, planning, resourcing, execution, billing and financial oversight. This alignment closely matches how services organizations operate and measure success.
- **AI delivery strategy:** Teamwork.com has introduced task-specific AI Teammates that capture meeting information, create follow-up work, monitor project health and prepare client-ready updates. This approach applies AI to recurring activities within client-service delivery rather than positioning it only as a general assistant.

Cautions

- **Market presence:** Teamwork.com has lower global CWM visibility and customer scale than established Leaders. Organizations considering it for broad deployment should assess its user references and direct implementation and support capacity against their scale, geographic coverage and intended use cases.
- **Partner reach:** Teamwork.com provides implementation services directly, but its partner channel offers less geographic and specialist coverage than larger CWM ecosystems. Customers that prefer local partners or partner-led implementation and integration should validate availability in their required regions.
- **Horizontal breadth:** Teamwork Projects supports general planning, automation, reporting and collaboration, but its strategy and deepest capabilities remain centered on client-service delivery. Organizations seeking a single platform for a wider range of operational, product, frontline or transformation work should assess its depth against their priority scenarios.

Wrike

Wrike is a Leader in this Magic Quadrant. Its platform supports business teams managing complex projects, portfolios and recurring workflows, with depth in marketing, professional services and project management offices. The Wrike Apex package combines planning, resource management, automation, analytics and governance with Wrike Integrate and Klaxoon-powered whiteboarding. Since the previous evaluation, Wrike has expanded AI-supported planning and risk detection, introduced configurable AI agents and incorporated visual collaboration. The platform's direction centers on applying AI to planning, execution, risk management and coordination within governed cross-team workflows.

Strengths

- Enterprise governance: Wrike combines broad work management with administration and governance designed for large-scale deployments and decentralized teams. This combination supports organizations seeking flexibility without giving up enterprise control.
- AI strategy: Wrike combines AI-supported planning, risk detection and configurable agents with portfolio visibility and governed automation. This approach aligns its AI strategy with complex cross-team execution.
- Data orchestration: Wrike combines Datahub, integration capabilities and governed data models to connect work with information from external systems. This capability helps organizations coordinate execution across business and technology environments while maintaining consistent governance.

Cautions

- Commercial packaging: Some advanced capabilities, higher AI usage allowances and components such as Wrike Integrate and Klaxoon-powered whiteboards are available through the Apex package rather than across all Wrike tiers. Buyers should map required capabilities to packages and entitlements before comparing total cost.
- Implementation demands: Wrike's breadth, governance and configurability can require substantial design and administration effort for complex deployments. Organizations should plan for operating standards, specialist skills and change support.
- Agent maturity: Wrike's AI strategy increasingly emphasizes configurable agents, intelligent automation and planning assistance, but it has not yet deployed functionality that supports some higher-autonomy agent scenarios. Organizations should validate currently available capabilities, roadmap dependencies and governance requirements for their intended use cases.

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

- Meister
- Superhuman
- Teamwork.com

Dropped

- Airtable

Inclusion and Exclusion Criteria

The inclusion criteria define the specific attributes that a provider must have to be included in this research. In addition to Gartner client relevance, as determined by analyst expertise and opinion, providers must meet the following criteria:

- Be a pure-play provider of stand-alone CWM software that actively participates in the CWM market, addresses the technology needs of end users and business teams, and meets the Gartner CWM market definition for at least five years.
- Offer CWM software that functions independently and does not require customers to buy a separate, non-CWM software platform from the provider to access all necessary CWM features.
- Demonstrate business-led solution autonomy and self-service capabilities. The provider must demonstrate that the product enables business users (nontechnical staff outside of IT) to independently design, build and modify solutions without IT intervention. At least

60% of active “builder” accounts that can initiate new workspaces, plans, projects or work solutions must belong to non-IT personas.

- Offer a comprehensive set of features including integrated work planning, in-context collaboration, content collaboration, workflow and automation, reporting, analysis, dashboarding, intelligent assistance, and use-case acceleration, all built on a platform that manages data and administrative operations. These capabilities must be accessible through visual or chat-based interfaces suitable for non-IT business users.
- Meet a minimum revenue or staffing threshold in calendar year 2025 by generating at least $30 million (or equivalent) in revenue from user subscriptions or maintaining at least 100 full-time employees dedicated to the CWM product.

Evaluation Criteria

The evaluation criteria and weights indicate the relative importance of the factors considered in this Magic Quadrant. Product or Service and Customer Experience carry the greatest weight in Ability to Execute. Offering (Product) Strategy carries the greatest weight in Completeness of Vision, followed by Innovation. The remaining evaluated criteria contribute to the broader assessment of each provider.

Ability to Execute

Gartner evaluates technology providers based on their ability to successfully sell and support their CWM products and services in the global market. Gartner assesses vendors on how well their market efforts and communication of vision resonate with the market, as indicated by customer numbers, market recognition and the likelihood of extended product use.

The key criteria for Ability to Execute are as follows:

Product or Service

This criterion evaluates the breadth, depth, quality and scalability of the provider’s CWM offering. The assessment considers the product’s ability to support work planning, collaboration, workflow automation, analytics, AI-supported work, governance and relevant use cases. It also considers R&D capacity and the provider's ability to deliver these

capabilities reliably at scale. The companion Critical Capabilities research provides detailed product and use-case comparisons.

Overall Viability

This criterion evaluates the provider’s financial health, revenue trajectory and ability to continue investing in its CWM offering. The assessment considers the importance of CWM within the provider’s portfolio, evidence of sustainable growth or a credible path to profitability and the resources available to support product development, operations and customers.

Sales Execution/Pricing

This criterion evaluates the provider's effectiveness in selling CWM offerings directly and through partners. The assessment considers sales performance, revenue growth, presales capacity, partner contribution, pricing transparency, and the clarity of packages, entitlements and negotiation practices. It also considers whether the provider’s commercial terms enable buyers to understand the cost of deploying the capabilities and scale they require.

Marketing Execution

This criterion evaluates the provider’s ability to build awareness, generate demand and establish a clear position in the CWM market. The assessment considers market presence, marketing activity, thought leadership, partner marketing and the consistency between the provider's messaging and the clients, work patterns and outcomes that its offering supports.

Customer Experience

This criterion evaluates how effectively the provider enables customers to adopt, operate and expand its CWM offering. The assessment considers customer feedback and retention, technical and account support, implementation and migration resources, customer success programs, user communities and partner services. It also considers the administration, governance and change-management support required as deployments expand across teams and business functions.

Ability to Execute Evaluation Criteria

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

Source: Gartner (October 2026)

Completeness of Vision

Gartner evaluates technology providers on their vision for the CWM market, including their understanding of the market and their ability to innovate in response to evolving customer needs.

Gartner assesses providers on their ability to articulate a credible and actionable roadmap for the next two to three years that aligns with or exceeds Gartner's vision for the evolution of the CWM market and demonstrates an understanding of major technological and architectural shifts.

The key criteria for Completeness of Vision are as follows:

Market Understanding

This criterion evaluates how well the provider understands changing customer requirements and translates them into its market position and priorities. The assessment considers the

provider's target buyers and users, alignment with relevant work patterns and use cases, understanding of business-led adoption and governance, and response to developments such as AI-supported execution, application consolidation and specialized operational work.

Marketing Strategy

This criterion evaluates the provider's strategy for communicating its CWM value and differentiation. The assessment considers positioning, online content, campaigns, customer programs and partner marketing, including whether the strategy addresses the audiences and buying contexts most relevant to the provider's intended market position.

Sales Strategy

This criterion evaluates the provider's plans for reaching and expanding its target customers through direct, indirect and partner channels. The assessment considers sales capacity, routes to market, enterprise and product-led sales motions, channel development and the use of technology, service and implementation partners to extend reach and expertise.

Offering (Product) Strategy

This criterion evaluates how the provider plans to develop and deliver its CWM offering for current and future requirements. The assessment considers product differentiation, roadmap coherence, architecture, packaging, customer and partner influence, and the provider's strategy for combining work data, workflows, collaboration, AI and governance. It also considers how the offering balances horizontal platform breadth with depth for specific work patterns and use cases.

Innovation

This criterion evaluates how effectively the provider directs resources and expertise toward developments that can create client value or influence the CWM market. The assessment considers current and planned innovation, with particular attention to AI-supported planning and execution, agents, workflow automation, contextual work data and governance. The evaluation measures innovation by its relevance and likely impact rather than by the number of announced features.

Geographic Strategy

This criterion evaluates how the provider plans to meet customer requirements outside its home region. The assessment considers regional presence and capacity, product localization, data and hosting considerations, regional partnerships, sales and support coverage, and the provider's ability to adapt its offering and services to local requirements.

Completeness of Vision Evaluation Criteria

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

Source: Gartner (October 2026)

Quadrant Descriptions

Leaders

Leaders combine strong current execution with a product and market strategy that addresses the market’s continued expansion. They support a broad range of work-planning, collaboration, automation, analytics and governance requirements while investing in AI-supported work management and additional business use cases. Leaders generally have the

customer base, sales capacity, services and partner resources necessary to support larger and more complex deployments.

Leaders differ in product architecture, user experience, use-case depth, commercial model, implementation effort and the maturity of their AI strategies. Buyers should select from Leaders and providers in other quadrants based on their specific work patterns, operating requirements and deployment needs.

Challengers

Challengers demonstrate the ability to execute through established products, customers, market presence or delivery capacity, but their vision aligns less closely with the direction of the CWM market. A Challenger may have substantial depth for particular functions, user groups or partner ecosystems while offering a less differentiated strategy for broader CWM adoption, business-user configuration, AI-supported execution or specialized use cases.

Challengers can be strong choices when their established capabilities and customer context align with the buyer's priorities. Organizations should assess whether the provider's future direction addresses requirements outside its current areas of strength and whether the broader portfolio adds value or creates commercial and deployment dependencies.

Visionaries

Visionaries demonstrate a differentiated understanding of how CWM can support emerging work patterns, use cases or user requirements. Their strategies may emphasize AI-supported work, connected work context, no-code operational applications, the convergence of documents and data, or focused approaches to complex and specialized work. They can influence market direction even when their current execution, market reach or customer scale is less consistent than those of Leaders.

Visionaries may suit organizations whose priorities align closely with the provider's differentiated approach. Buyers should evaluate the maturity and availability of planned capabilities, the provider's capacity to support larger deployments, and the skills or services required to realize their intended value.

Niche Players

Niche Players meet the requirements of the CWM market but concentrate their products, customers or go-to-market resources on a more focused set of work patterns, organization

sizes, industries or regions. Some emphasize straightforward task and team coordination, while others provide greater depth for client-service delivery or other defined context. Their focused propositions, regional presence and potentially simpler product scope can provide a better fit than broader platforms for buyers whose requirements align closely with these strengths.

Niche Players generally have more limited breadth, market presence, ecosystem scale or investment capacity than providers positioned elsewhere in this Magic Quadrant. Buyers should validate requirements outside the provider's primary focus, as well as geographic support, partner capacity and long-term product investment.

Context

Most CWM deployments begin as tactical team initiatives and fail to expand into broader, coordinated use. Uncontrolled adoption can create overlapping tools, data silos, duplicated effort and user confusion, while weak change management and limited governance expertise can constrain wider adoption. Organizations should, therefore, treat CWM selection as a decision about where to standardize work coordination, automation and application building, and where focused tools remain justified.

Prioritize the work that creates the clearest business value before selecting a platform. Identify the balance required among team productivity, cross-functional coordination, recurring operational work and specialized use cases. Then determine which existing tools the platform should complement, consolidate or replace; who will configure workflows and applications; and which controls will be needed as adoption, data access and AI activity expand.

Plan for adoption alongside technology. Wider use depends on active communities of expert users, reusable practices, onboarding, and clear responsibilities between business teams and IT. Embedded AI can help nontechnical users translate requirements into plans, workflows and reports, but broader self-service increases the need for trusted data, life cycle management and automated guardrails.

Evaluate AI and automation as part of the long-term deployment model, not as isolated features. Decide how much autonomy agents may have, what data and external systems they may access, how you will monitor their actions, and how usage-based costs may change as execution volumes grow. Use the provider profiles in this Magic Quadrant to assess vendor-

level trade-offs and the companion Critical Capabilities research to compare current product capability and use-case fit.

Market Overview

From team coordination to operational work. Collaborative work management platforms continue to expand beyond task and team coordination into environments for managing cross-functional work, operational processes and business data. Organizations use these platforms to connect planning, workflows, collaboration and reporting across teams that previously relied on manual coordination through meetings and spreadsheets, separate applications or locally managed tools. However, broad adoption can also create duplicated workspaces, inconsistent data structures and limited visibility across departments. As a result, providers are investing in common data models, reusable workflows, standardized operating processes, reusable configurations and administrative controls to support deployments at scale.

AI is moving from assistance toward action. Generative AI is becoming common across the market for summarization, content generation, search and assistance with product configuration. Provider differentiation is increasingly shifting toward the use of AI to create structured work, identify execution risks and perform actions within workflows. Several providers are also developing agents that retain work context, coordinate activity and connect to external applications. The maturity of these capabilities varies. Some capabilities are generally available for defined actions, while broader autonomous execution, cross-application orchestration and granular agent governance remain areas of development. Buyers should distinguish between current functionality and roadmap direction and assess whether AI actions operate with appropriate permissions, auditability, governance and consumption controls for their intended use cases.

Work context is becoming an architectural differentiator. The effectiveness of AI and automation increasingly depends on the work context available within the platform. Providers are developing graph-based, relational or structured data layers that connect goals, work plans, tasks, documents, conversations, users and associated metadata. These structures help platforms surface dependencies, preserve context and apply automation across related work. They can also support AI systems that act on work objects rather than only generating text. Providers differ in the breadth of context that these models connect, how consistently that context moves across component applications, and the controls available to govern access

and changes. Their AI commercial models also differ, including whether usage is bundled, metered through credits or tied to underlying model costs. Buyers should model future autonomous-execution volumes and avoid basing long-term choices only on introductory AI terms.

Automation depth separates coordination from operational execution. Workflow automation is becoming a more important dividing line between platforms designed primarily for team coordination and those intended to support recurring operational work. Basic trigger-and-action rules are widely available. Greater differentiation comes from multistep processes, conditional routing, external actions, exception handling, testing, execution monitoring and reusable deployment. These capabilities enable business teams to model more of their work without commissioning a separate business application. They also increase the need for design standards, life cycle management and controls over locally created workflows. Organizations should assess both what users can build and how they will maintain the resulting processes as adoption expands.

Use-case depth matters more than template volume. Providers are pursuing different approaches to use-case specialization. Some extend a broadly configurable platform through templates and prebuilt workflows, while others provide deeper functionality for marketing operations, service operations, professional services, product operations, objectives and key results, or frontline work. The distinction between a template and an operational application is important. More substantive accelerators combine specialized data structures, workflows, analytics, integrations and administrative guidance. Even then, capabilities such as project financials, resource management, field data collection or content production may depend on premium packages, add-ons or separately licensed products. Buyers should evaluate both the functional result and the commercial and technical composition required to obtain it.

Governance must balance autonomy and control. Enterprise governance is becoming more central as CWM platforms support additional processes, data and AI activity. Providers are extending administration beyond user and workspace permissions to include reusable templates, field controls, external collaboration policies, automation management, data residency, encryption, auditing and AI restrictions. These capabilities help organizations expand business-led adoption without allowing unmanaged workspaces, automations and agents to proliferate. The balance between user autonomy and centralized control differs substantially across providers and should reflect the organization’s operating model rather than conform to a single ideal level of governance.

Provider focus remains a legitimate selection factor. Some providers seek to become broadly adopted productivity environments; others emphasize resource management, configurable operational applications, content-intensive work or client-service delivery. A focused provider may be a better fit than a broader platform when its product, services and market strategy align closely with the organization's principal work. Buyers should compare providers not only by the number of capabilities offered but also by the coherence of the offering, the maturity of the provider's execution, the effort required to govern adoption and the suitability of the platform for the work that matters most.

⊕ Evidence

⊕ Evaluation Criteria Definitions

Unlock more AI value

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