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Magic Quadrant for Strategic Portfolio Management

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Strategic portfolio management technologies provide enterprisewide portfolio modeling for continuous strategic planning with maximum adaptability to optimize investments and outcomes. This research helps portfolio management leaders identify technology providers dedicated to SPM to achieve better outcomes.

Strategic Planning Assumption

By 2028, 80% of portfolio management offices (PMOs) will principally provide outcome-driven portfolio management and will not be directly involved in delivery orchestration.

Market Definition/Description

Gartner defines the strategic portfolio management (SPM) market as cloud-based and on-premises applications for enterprisewide strategic planning, which forecast the transition to a future state where desired business outcomes are realized. SPM offerings provide advanced modeling capabilities and continuous monitoring, engaging stakeholders in informed, data-driven portfolio decision making. These products are ideal for organizations investing in digital strategies that demand frequent stakeholder collaboration and continual adaptation to maximize outcomes.

SPM helps organizations navigate complex, ever-changing business needs and constant IT evolution, enabling dynamic stakeholder engagement to maintain strategic alignment and make critical decisions. SPM technologies model an organization’s strategic plans to achieve its desired outcomes through initiatives as a strategic investment portfolio.

Organizations can use SPM product capabilities to forecast outcomes, monitor portfolio performance, analyze impacts, and compare alternative scenarios to continually optimize investments for better outcomes.

Digital strategies involve multiple interdependent portfolios, such as business capabilities, products, platforms, applications, and IT services, in addition to investments. SPM modeling enforces portfolio relationships, yielding contextualized insights for collaborative and confident portfolio decisions to adapt to outcome-related performance concerns and changing business conditions.

Program and portfolio management leaders managing portfolios of strategic investments apply SPM to guide and empower executives, strategists, business leaders, and IT leaders with on-demand insights in a collaborative SPM life cycle. Executives can then make better, informed decisions at any time as situations emerge or to proactively explore opportunities. SPM technologies support the following key use cases:

- **Strategy execution management:** SPM facilitates ongoing analysis of progress toward strategic goals and value contribution forecasts, modeling expected outcomes of portfolios. This includes monitoring to trigger adaptation, scenario modeling to evaluate alternatives, and impact analysis to optimize portfolios and achieve strategic goals.

- **Enterprise program and portfolio management:** SPM enables optimizing planned investments of available funding, people, and other resources to achieve strategic goals that represent desired outcomes. Portfolio governance distributes accountability for value contributions, maintaining a focus on outcomes.

- **Integrated IT portfolio analysis:** The progressive transition of the IT landscape to the future state of digital business is managed through distinct portfolios. These portfolios include various IT elements that are modified and built, such as applications, platforms, and services. SPM IT portfolio integration enhances modeling by reflecting the interdependent element life cycles, providing additional investment and value contexts.

Mandatory Features

The mandatory features for this market include:

- **Strategy-based performance management:** Desired outcomes, defined with strategic goals, provides the primary representation of measurable success and is refined as needed. It ensures accountability, establishes a value basis for impact analysis and decision making, and supports outcome-oriented portfolio assessments.
- **Outcome-driven planning:** Supports the development of plans that span near- to long-term horizons for initiatives at different life cycle stages and enables progressive elaboration as understanding improves. This approach reflects portfolio capacity utilization and goal achievement through roadmaps, forecasts, and analyses that compare expected goal realization to desired outcomes.
- **Strategic portfolio optimization:** This solution provides real-time dashboards and interactive navigation built upon interdependent portfolios, strategic goals, actual progress, available capacity, current plans, and alternative scenarios. It also supports stakeholder collaboration and workflows to respond to changing conditions and evaluate opportunities that drive better outcomes.
- **Technology strategy analysis:** This approach uses common representations of IT strategy to support portfolio analysis within the context of a changing technology landscape. It integrates the unique life cycles of business capabilities and IT portfolio elements with investment and value forecasts to provide a comprehensive model for dynamic strategic planning and monitoring.
- **Configurable programs:** Establishes distinct scopes across portfolios to focus on specific aspects of broader strategic objectives. This feature enables stakeholders to concentrate on particular programs, products, regions, domains, teams, or other areas relevant to the organization, while respecting the constraints imposed by dependencies throughout portfolios.
- **Integration:** SPM portfolios are composed of information managed in other applications, including sources of record and products supporting domain-specific best practices for detailed planning and execution. SPM provides an enterprise source of truth, offering unique capabilities not provided by other applications individually.

Magic Quadrant

Figure 1: Magic Quadrant for Strategic Portfolio Management

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Vendor Strengths and Cautions

Aries (Uppwise)

Uppwise is a Niche Player in this Magic Quadrant. The vendor is a subsidiary of the AI-focused software group Aries, which acquired it in November 2025. Uppwise's SPM product, Uppwise SPM, supports enterprise digital business objectives through disciplined capital allocation and value realization management, while enabling continuous adaptability. Its headquarters is in Italy and its operations are in EMEA and Asia/Pacific.

The vendor's clients tend to be midsize enterprises, with the majority of license revenue coming from manufacturing, banking and financial services, insurance and IT sectors.

Uppwise is significantly increasing its investments to accelerate geographic market expansion and build its next-generation, AI-native SPM product.

Strengths

- **Support for pragmatic methods:** Uppwise's product approach supports organizations across a wide range of portfolio management maturity levels and enables practical, incremental adoption. Its understanding of SPM and shared, adaptive decision making, shaped by customer experience, supports organizations establishing straightforward practices with less complex capabilities.

- **Focus on customer outcomes:** Uppwise demonstrates a steadfast commitment to enabling the outcome objectives defined by its customers. Deployments include dedicated Customer Happiness Managers and maturity-based value realization reviews to help customers define, track and achieve SPM success.

- **AI expertise via acquisition:** Aries' acquisition of Uppwise strengthens the vendor's specialized expertise to support an AI-native product strategy. By combining Uppwise's experience in establishing effective SPM with Aries' AI capabilities, the vendor has the potential to accelerate its historically conservative pace of innovation.

Cautions

- **Shift in product strategy:** Uppwise's planned shift to an AI-native foundation represents a major change that could affect product behavior, user workflows and roadmap stability. Organizations should monitor Uppwise's direction and, when engaging its sales representatives, request product roadmap information to assess the potential impacts on the organization's SPM objectives.

- **Limited advanced modeling:** Uppwise's product is shaped primarily by the needs of its existing customer base, which mainly reflects common SPM practices and fundamental portfolios. Organizations pursuing more advanced modeling techniques or extensive portfolio integration may find that their requirements are not fully supported.

- **Geographic limitations:** Uppwise's customers are concentrated in Western Europe, with no meaningful penetration outside the region. Although the Aries acquisition adds U.S. sales and technical resources, customers may encounter gaps in SPM implementation and support expertise until these capabilities are fully scaled.

Bizzdesign

Bizzdesign is a Challenger in this Magic Quadrant. Its SPM product, Bizzdesign Alfabet, mainly focuses on the planning and execution of IT and business transformations, fusing EA and SPM. Its headquarters is in the Netherlands, and its operations are geographically diversified.

Its customers tend to be large and midsize enterprises in a wide range of industries. Bizzdesign's future focus is on an AI-native collaboration product designed to engage business users and expanding its MCP server and core AI features for content generation, advanced analysis and automation.

Strengths

- **EA alignment:** Bizzdesign exhibits a differentiated strategy by tightly integrating EA management with a portfolio management technology, essential to the IIPA use case. This strong alignment of the enterprise digital landscape with portfolio decision making supports organizations prioritizing IT strategy and planning methods common to both EA and IT leaders.

- **IT transformation focus:** Bizzdesign addresses market demands for IT transformation, which includes managing extensive and complex portfolios containing elements with various life cycles within the IT landscape. This enables organizations to deeply analyze and optimize costs and resources to support planning and executing the progressive transition to the future state.

- **Vertical/industry coverage:** Bizzdesign demonstrates strong cross-industry coverage, as IT is a universal enterprise need. Organizations can leverage this broad expertise through both general and industry-specific accelerators and template packages offered by the vendor for effective implementation.

Cautions

- **Reduced planning approaches:** Bizzdesign's product is designed to support planning and forecasting primarily from an EA-driven strategic perspective with advanced IIPA. Organizations pursuing top-down planning with broad leadership engagement may be constrained by Bizzdesign's core product strategy.

- **Nonessential additional capabilities:** Since Bizzdesign's product strategy is optimized for EA and IT disciplines, its use cases support roles beyond key SPM stakeholders. It may not be suitable for organizations establishing enterprise SPM portfolio modeling without the need to enhance EA and IT management technologies.

- **Limited decision support for nontechnical roles:** Bizzdesign's decision-centric approach reflects the needs of its primary customers, which largely work within IT-driven strategies. Its more recent support for nontechnical SPM stakeholders with different decision-making viewpoints may require those users to adapt to initial capabilities that will be refined through customer feedback in future releases.

Broadcom

Broadcom is a Leader in this Magic Quadrant. Its SPM product, Clarity, focuses on driving transformational growth with a people-centric approach, recognizing that day-to-day activities must also require attention. Its headquarters is in the U.S. and its operations are geographically diversified.

The vendor's customers include organizations of diverse sizes. They span a wide range of industries and are supported by Broadcom's well-established partner network. Broadcom's future focus is on advancing agentic AI, modernizing the user experience, expanding financial rigor to govern modern digital costs and empowering customers' SROs.

Strengths

- **Digital business understanding:** Broadcom shows a strong understanding of organizations pursuing digital transformation, drawing on real-world experience from its partners and customers. Its product has evolved to meet the needs of stakeholders involved in SPM use cases and is well-suited to organizations pursuing high levels of SPM maturity.

- **Flexible partner network:** Broadcom's comprehensive partner ecosystem for joint marketing, co-selling and deployment has been in place for several years. This extensive network provides many options for customers to tailor services to their organization's needs, and partners are dedicated to ensuring high levels of customer satisfaction to remain competitive.

- **Customer engagement channels:** Broadcom's collaborative panel forums, early-adopter programs, office hours and monthly roadmap reviews provide avenues for continuous customer feedback. Customers have many channels to engage with one another and with Clarity to increase effectiveness and influence product direction.

Cautions

- **Partner expertise requires evaluation:** Broadcom's partners are customer-driven, and building SPM effectiveness requires expertise beyond product knowledge. Organizations must assess their objectives and evaluate Broadcom's partners based on demonstrated experience in enabling success with similar organizations in a real-world setting.

- **Project leaders influence innovation:** A significant portion of Broadcom's extensive customer base includes project leaders of Clarity rather than key SPM stakeholder roles. Broadcom's future roadmap decisions are partially driven by customer demands, reflecting prominent project management usage and potentially reducing focus on SPM innovations.

- **Inconsistent marketing execution:** In several market-facing channels, Broadcom markets Clarity as a framework-agnostic enterprise SPM solution. However, its website positions Clarity under its enterprise software value stream management (VSM) capabilities. Customers risk underestimating Clarity's applicability for many strategic frameworks and methodologies if they assess it only through the lens of Broadcom's website.

Cora Systems

Cora Systems (Cora) is a Niche Player in this Magic Quadrant. Its SPM product, Cora SPM, mainly focuses on a strong portfolio governance control layer that is purpose-built for complex, regulated and asset-intensive transformations. Its headquarters and primary operations are in Ireland, with a workforce distributed across EMEA and North America.

Its customers tend to range from midsize to global enterprises, with the majority of license revenue generated from manufacturing, aerospace and defense, pharmaceuticals and government sectors. Cora's future focus is on continuing AI-enablement, modernizing the UX and expanding interoperability with its customers' primary platforms.

Strengths

- **Supports heavily regulated industries:** Cora understands the portfolio management needs of customers in complex, asset-intensive industries. This focus helps organizations perform long-term capital planning and investment optimization while navigating compliance and auditing mandates.

- **Portfolio governance focus:** Cora positions its SPM product as the governance and control layer between strategy, funding and execution. This product strategy prioritizes the distribution of strategic goal accountability and the management of decision-making authorities, as well as performance monitoring rigor and adherence to standards.

- **SAP ecosystem integration:** Cora focuses on deeper native integration and alignment with SAP's product strategy to meet the needs of its customers, many of which are SAP-centric enterprises. The tight integration with SAP ERP provides up-to-date information and ensures that portfolio governance is linked with sources of record for effective policy and regulatory compliance.

Cautions

- **Minimal digital portfolio support:** Cora's SPM strategy predominantly focuses on portfolios that include assets with life cycles shaped by physical constraints, strict policies, contracts and rigid standards. Organizations that manage primarily digital portfolios — with more flexible, virtual assets and highly dynamic ways of working — may find that these use cases are not Cora's primary focus.

- **Conservative AI innovation:** Cora's disciplined, data-first approach prioritizes AI readiness and foundational integration over embedded AI SPM capabilities. This measured evolution may impede organizations pursuing advanced predictive modeling and automated monitoring to build the best path to successful outcomes.

- **Narrow market focus:** Cora's customer base is concentrated in manufacturing, aerospace and defense, pharmaceuticals and government industries. This has shaped how the product is optimized to support SPM in vertical-specific contexts. Consequently, organizations in industries without similar governance and control needs may find Cora's specialized approach constraining.

EOS Software

EOS Software (EOS) is a Challenger in this Magic Quadrant. Its SPM product, EOS ITPM Strategic Portfolio Management Platform, focuses on digital business technology planning and helps translate enterprise strategy into investments that produce measurable outcomes. Its headquarters and base of operations are in the U.S., with a smaller presence in Asia/Pacific.

Its customers range from midsize to global enterprises, with the majority of license revenue coming from banking and financial services, media, healthcare providers, insurance and manufacturing sectors. EOS's future focus is on advancing portfolio management from a system of record to a configuration-driven decision engine through expanded agentic AI orchestration and embedded decision intelligence.

Strengths

- **No-cost professional services:** EOS's distinctive business proposition includes complimentary implementation, ongoing configuration and advisory support to ensure effective adoption. This enables organizations to adopt SPM more flexibly, without contractual restrictions that limit adaptation as experience grows.

- **Customized support:** EOS adapts its implementation and ongoing support to each customer, including common practice templates where appropriate. This deep flexibility enables organizations to control the scope of implementation and maintain existing practices, minimizing disruption and enhancing time to value.

- **AI-driven user experience:** In its latest release, EOS has introduced an agentic, conversational interaction model that replaces traditional navigation. Organizations with enterprise AI strategies that include unifying interfaces and orchestrating experiences may benefit from EOS's approach.

Cautions

- **Unconventional UX:** EOS's decision to introduce an agentic, conversational interaction model represents a significant change to the SPM stakeholder experience. Some leaders may not be ready to adopt an innovative interface and SPM practices simultaneously, which could limit effective engagement if this change is not carefully managed during implementation.

- **Customer-dependent implementation:** EOS's customer-driven implementation approach and complimentary services place primary responsibility on the customer to define SPM objectives. If an organization sets cautious effectiveness goals or unclear timelines, momentum in building SPM practices may slow, delaying the realization of improved outcomes.

- **No partner network:** EOS is partner-agnostic and does not maintain a regional network of implementation partners. Organizations seeking to establish SPM with a partner that offers regional or industry specialization and expertise in EOS products may have limited options.

North Highland

North Highland is a Challenger in this Magic Quadrant. Its SPM product, NH360 Strategic Portfolio Manager, is broadly focused on SPM for business transformation, ensuring investments deliver the intended business outcomes. Its headquarters is in the U.S. and its operations are geographically diversified.

The vendor's customers range from midsize to global enterprises, with the majority of license revenue coming from energy, utilities, banking and financial services, and retail sectors. North Highland's future focus is on enhancing integration with enterprise AI agents via MCP, advanced resource capacity planning and enabling governance flexibility.

Strengths

- **Holistic transformation approach:** North Highland integrates its well-established transformation and change-management consulting with its software, encompassing the full strategic scope of SPM. This approach establishes a singular partner to accomplish transformation objectives and implement effective practices.

- **Outcome-driven implementation:** North Highland uses comprehensive maturity assessments to set measurable goals that reflect outcomes, not just successful adoption. This approach mitigates the risk of organizations failing to improve portfolio performance objectives despite successful SPM technology implementation and adoption.

- **Contextualized industry frameworks:** North Highland has developed prepackaged, industry-aligned business architecture models and vertical solutions based on its advisory experience. With these frameworks, organizations can streamline portfolio model building and establish effective practices while maintaining focus on outcomes.

Cautions

- **Slow innovation:** North Highland has prioritized foundational improvements, productivity enhancements and interfaces in its recent releases. Organizations seeking advanced predictive modeling, automation and personalization may find NH360's capabilities lacking sophistication, impacting higher levels of SPM effectiveness.

- **Vendor-led SPM enablement:** North Highland's SPM offering is designed to be delivered alongside its advisory services to support transformation efforts. Organizations that prefer to build SPM capabilities independently, without relying heavily on vendor-led services, may find that this approach does not align with their objectives.

- **Narrow market understanding:** North Highland's comprehension of SPM technology is increasingly filtered through the lens of its consulting services rather than broader market demand. Therefore, the vendor's product strategy is influenced by customers transforming with its services and approaches, which is a distinct context for optimizing SPM's use cases.

Planisware

Planisware is a Challenger in this Magic Quadrant. Its SPM offering connects portfolios, investments and goals to drive outcomes. Its unified platform underpins solutions aligned with different needs, including Planisware Enterprise for business transformation, Planisware Horizon for digital business and Planisware Nova for product development. Its headquarters is in France and its operations are distributed across EMEA, North America and Asia/Pacific.

The vendor's clients range from midsize to global enterprises, with the majority of license revenue generated across manufacturing, IT, healthcare payer, banking and financial services, insurance and utilities sectors. Planisware's future focus is on expanding AI-native capabilities to deepen decision intelligence, automation and integration while advancing its solution segmentation strategy.

Strengths

- **Customer satisfaction:** Planisware provides customers with complimentary customer success managers who proactively identify utilization gaps and develop tailored success plans on an ongoing basis. Organizations pursuing SPM improvement by progressively increasing maturity will benefit from the vendor's continuous focus on best-practice sharing.

- **Sharpened digital business focus:** Planisware's experience supporting customers in integrating their digital portfolios led to the launch of its IT SPM-specific solution, Planisware Horizon. The solution is designed to fulfill the dynamic stakeholder engagement requirements of SPM for digitally focused strategies.

- **Portfolio management specialization:** Planisware positions portfolio management at the core of its value proposition, which has driven sustained growth and ongoing innovation. Its focus on portfolio management is less susceptible to disruption from competing product lines, maximizing investment to advance SPM.

Cautions

- **New product segmentation:** Planisware had a single SPM offering, Planisware Enterprise, until February 2026, when it launched three distinct purpose-oriented solutions built on its unified technology foundation. Customers should expect ongoing refinements and enhancements as Planisware executes its experience-focused solution strategy and be prepared to accommodate changes.

- **Digital complexity limitations:** Planisware's customer base is concentrated on SEM and EPPM use cases, and the vendor is advanced in those capacities. However, its IIPA capabilities are continuing to evolve. Organizations integrating mature digital portfolios for advanced analysis should carefully validate that Planisware can manage their complexity and potential modeling scenarios.

- **Platform independence:** Planisware's platform strategy avoids reliance on third-party technologies or hyperscalers for critical SaaS delivery and operation. This may conflict with an organization's EA strategy or GRC policies and standards. To determine if accommodations are possible, customers are encouraged to consult with the vendor regarding their specific requirements.

Planview

Planview is a Leader in this Magic Quadrant. Its SPM solution comprises Planview Portfolios, along with Planview Anvi and Planview Hub. Together, these offerings focus on providing an intelligent ecosystem, connecting business processes from ideas to impact to manage strategic outcomes. Its headquarters is in the U.S. and its operations are geographically diversified.

The vendor's clients mostly range from midsize to global enterprises, with the majority of license revenue generated across manufacturing, banking and financial services, insurance, transportation, healthcare payer, healthcare provider, IT and services sectors. Planview's future focus is on advancing dynamic planning, connected work visualization and persona-driven AI decision experiences.

Strengths

- **Complex-enterprise understanding:** Planview demonstrates a strong understanding of how to build and scale SPM in complex enterprises, informed by extensive customer experience. This capability is particularly valuable for organizations with multinational operations, independent operating entities, highly diverse portfolios and a wide range of stakeholder roles.

- **Strong innovation:** Planview maintains a strong and continuous focus on its product R&D, making strategic investments that drive SPM technology advancements ahead of market demand. This sustained pace of innovation benefits forward-thinking organizations by enabling them to take advantage of a steady stream of advanced capabilities.

- **Role-aligned AI capabilities:** Planview's AI, Planview Anvi, is engineered to combine AI techniques for specific SPM roles, embedding proactive monitoring, expert guidance and analysis directly into the user experience. For organizations with mature data, AI can be applied for SPM in practical ways that improve portfolio outcomes.

Cautions

- **Commercial packaging complexity:** Planview's product catalog, which has evolved through acquisitions, is dynamic. The combination of Planview products required for SPM can be confusing, increasing the risk of customers paying for underutilized capabilities or discovering that additional components are needed later.

- **Rapid product change:** Planview's rapid product innovation can be challenging for organizations with slower adoption cycles. Such organizations may find it harder to keep pace with the changes and promptly integrate new features into existing practices, making stakeholder UX management difficult.

- **Less suitable for simpler enterprises:** Planview Portfolios is designed for complex enterprises and may not be a good fit for smaller organizations. While smaller or simpler enterprises can adapt Planview's SPM product and achieve effectiveness, a meaningful portion of the product's value is geared toward needs they may not fully require or use.

Shibumi

Shibumi is a Niche Player in this Magic Quadrant. Its SPM product, Shibumi, focuses on helping executives govern transformation through enterprise outcome-focused value realization. Its headquarters and base of operations are in the U.S., with smaller presences in EMEA and Asia/Pacific.

Its clients range from midsize to global enterprises, with the majority of license revenue generated across insurance, government services, IT, manufacturing, utilities, retail, banking and financial services, and healthcare provider sectors. Shibumi's future focus is on expanding its agentic AI architecture and enhancing reporting and analytics, persona-specific UX and architecture modularization.

Strengths

- **Executive-stakeholder understanding:** Shibumi shows a strong understanding of executive and C-suite SPM stakeholders, who are often deeply involved during initial implementation. This aligns well with organizations taking a top-down approach to SPM, where leadership focuses first on establishing enterprisewide practices using an early portfolio model built on available data.

- **Outcome-driven implementation:** Shibumi's Value Delivery Managers guide implementations through a structured framework focused on helping customers achieve target outcomes. This increases vendor accountability for successful outcomes and ensures customers realize value through effective adoption, not just system deployment.

- **Advisory partnerships:** Shibumi's partners include several top-tier management consulting firms that bundle their services with "Powered by Shibumi" technology, integrating the firm's methods. Organizations can build sustainable SPM effectiveness with Shibumi and the partners' best practices and continue using Shibumi even after the consulting agreement ends.

Cautions

- **EA and IT integration limitations:** The EA and IT integration demands of Shibumi's smaller customer base may not represent the full spectrum of digital business analysis and decision-making scenarios. An organization's IIPA use-case objectives and workflows should be carefully evaluated against Shibumi's capabilities to identify any limitations.
- **Portfolio data reliance:** Shibumi's portfolio modeling focuses on strategic planning and benefits realization, not detailed initiative execution. Organizations without mature initiative practices and tools to provide a trusted execution-level portfolio data source will have limited insights for adapting plans to maximize outcomes.
- **Vulnerable business model:** Shibumi's strategic focus and revenue are concentrated in enterprise SPM software and services, limiting diversification across product lines or market segments. Organizations should evaluate Shibumi's overall resilience as dynamic enterprise software markets evolve with potential impacts on SPM technologies.

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

No vendors were added to this Magic Quadrant.

Dropped

No vendors were dropped from this Magic Quadrant.

Inclusion and Exclusion Criteria

To qualify for inclusion, providers must meet all of the following criteria:

- Demonstrate active participation in the SPM market as a pure-play primary technology provider of SPM software, offering real-time modeling across multiple interdependent portfolios, such as business capabilities, products, platforms, applications and IT services, in addition to investments for:
  - Informed decision making in the context of achieving enterprise strategic outcomes.
  - Continuous progress and forecast monitoring to trigger adapting portfolios as conditions change.
  - Evaluating alternative scenarios to optimize portfolios in the pursuit of established strategic goals and to explore strategic options with redefined goals.
- Provide stand-alone SPM technology products or online application services that do not require purchase of, or upgrades to, non-SPM or non-PPM technology platforms or external solutions to obtain full SPM functionality.
- Deliver an SPM product with a clear software business model, not a consulting business model that includes software for customer use.
- Sustain a responsive SPM product development and innovation cadence with multiple product releases per year.
- Demonstrate a clear focus on digital business and the integration of SEM, EPPM and IIPA use cases catering to the needs of strategy, functional area, business, IT and portfolio leaders.
- Demonstrate an evolving market presence aligned with the digital business use of SPM, including market penetration, sales and support for multiple regions of the world.
- Demonstrate stability and longevity as a provider and for its product(s) in the open SPM market. For at least the past 10 consecutive years, it must have provided a generally available SPM product (or products) and active marketing to strategy, functional area, business, IT and portfolio leaders for SEM, EPPM and IIPA use cases, without any significant company, product or service disruptions.

- Have secured at least 10 new SPM customers (not renewals or additional seats) during the past 12 months, using its product(s) specifically for SEM, EPPM and/or IIPA use cases performed by strategy, functional area, business, IT and portfolio leaders.

- Have generated at least $5 million in annual SPM software revenue in the previous 12 months, derived from sales supporting SEM, EPPM and IIPA use cases, and/or reliable financial backing.

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

- This Magic Quadrant excludes providers participating primarily in markets outside or adjacent to the SPM or PPM market that do not have a stand-alone product focused on integrated SEM, EPPM and IIPA use cases performed by strategy, functional area, business, IT and portfolio leaders.

- SPM solutions offered as “extensions” or “modules” that are partially dependent on a platform or ecosystem supporting other enterprise functions are not considered stand-alone products and are therefore excluded. These solutions are supported by enterprise value propositions aligned with other markets that are not within the scope of this research. Therefore, ERP, ITSM, sales force automation (SFA) and other similar providers offering such extensions or modules are excluded.

- Providers with a primary focus on, and significant presence in, niche or specialized PPM or SPM markets are excluded (e.g., architecture, engineering, construction, professional service automation, and research and development). The use cases associated with these segments do not align with the digital business focus of this research.

- “Certified partners,” systems implementers or consulting firms using a third party’s technologies to deliver “products” or “solutions” for SPM are excluded from this research.

- Providers of proprietary technology solutions delivered only in combination with ongoing professional services, advisory services, managed services or operational as-a-service offerings are excluded from this research.

Evaluation Criteria

Ability to Execute

The Ability to Execute criteria used in this Magic Quadrant are as follows:

Product or service: The capabilities, features and overall quality of the core products that compete in and/or serve the defined market. The evaluation examines the adoption of the vendor's SPM offerings by digital business leaders participating in SPM use cases. An offering's deployment modes, product/solution structure and integrations for digital business portfolio model data sources are also considered.

Overall viability: The vendor's overall financial health, as well as the financial and practical success of the relevant business unit. This includes the likelihood that the vendor can continue to offer and invest in the product, as well as the product's relevance in the vendor's portfolios. The evaluation assesses the vendor's commitment to current and future customers conducting SPM in a digital business context.

Sales execution/pricing: The vendor's capabilities in all presales activities and the structures that support these activities. This includes deal management, pricing and negotiation, presales support and the overall effectiveness of the sales channel. The evaluation also considers the vendor's engagement with key digital business leaders.

Market responsiveness/track record: The ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This includes a provider's history of responsiveness to changing market demands. The evaluation assesses the vendor's adaptability in changing conditions while maintaining or increasing its relevance for SPM customers focused on digital business.

Marketing execution: The ability to deliver clear, high-quality, creative and effective messaging via publicity, promotional activity, thought leadership, social media, referrals and sales activities. This includes the vendor's ability to influence the market, promote the brand, increase awareness of products and establish a positive reputation among customers. The evaluation looks at the vendor's marketing alignment with the needs of SPM customers focused on digital business.

Customer experience: The degree to which a vendor's products, services and programs enable customers to achieve their desired results. This includes the quality of supplier/buyer interactions, technical support or account support, as well as ancillary tools, customer support programs, availability of user groups and service-level agreements. The evaluation examines the vendor's qualities as a partner enabling customers to increase SPM maturity and achieve outcomes through digital business strategies.

Operations: The ability of the vendor to meet its goals and commitments. This includes the quality of its organizational structure, skills, experiences, programs and systems that enable the vendor to operate effectively and efficiently. The evaluation considers the vendor's product/service delivery alignment with SPM customer performance, security and compliance objectives.

Ability to Execute Evaluation Criteria

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

Source: Gartner (June 2026)

Completeness of Vision

The Completeness of Vision criteria used in this Magic Quadrant are as follows:

Market understanding: The ability to understand customer needs and translate that understanding into products and enabling services. Vendors with a clear vision of the market listen to and understand customer demands, and they can shape or enhance market changes with their vision. The evaluation assesses the vendor's comprehension of organizations conducting SPM to achieve desired outcomes in organizations with a digital business focus.

Marketing strategy: The ability to clearly communicate differentiated messaging, both internally and externally, through social media, advertising, customer programs and positioning statements. The evaluation considers how well the vendor expresses SPM's value and relevance for organizations with a digital business focus.

Sales strategy: The ability to create a sound strategy for selling that uses the appropriate networks, including direct and indirect sales, marketing, service and communication. This includes partnerships that extend the scope and depth of a provider's market reach, expertise, technologies, services and customer base. The evaluation examines how the vendor positions SPM offerings to engage digital business leaders pursuing better outcomes.

Offering (product) strategy: The ability to approach product development and delivery in a way that meets current and future requirements, with an emphasis on market differentiation, functionality, methodology and features. The evaluation assesses the alignment of the vendor's SPM offerings with digital business leaders conducting SPM use cases supported by an integrated portfolio model. The incorporation of AI to increase SPM effectiveness in this context is also considered.

Business model: The design, logic and execution of the vendor's business proposition. The evaluation considers the vendor's interpretation of the SPM technology market and the relevance of customer digital business success within the market.

Vertical/industry strategy: The ability to strategically direct resources (e.g., sales, product, development), skills and products to meet the specific needs of verticals and market segments. The evaluation examines the vendor's approach to SPM effectiveness in different industries and digital business success within those industries.

Innovation: Marshaling of resources, expertise or capital for competitive advantage, investment, consolidation or defense against acquisition. The evaluation reviews the vendor's innovations, including AI, in the context of organizations using SPM to accomplish digital business objectives.

Geographic strategy: The ability to direct resources, skills and offerings to meet the specific needs of regions outside the provider's home region, either directly or through partners, channels and subsidiaries. The evaluation looks at the vendor's support of SPM effectiveness for digital business within and across geographic regions.

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
Innovation	High
Geographic Strategy	Low

Source: Gartner (June 2026)

Quadrant Descriptions

Leaders

Leaders continually refine their market understanding to effectively adapt their offerings to customers' current needs and anticipate future priorities. They build on existing strengths and regularly deliver enhancements to maximize business outcomes from digital investments through SPM's integrated use cases (SEM, EPPM and IIPA). Leaders maintain a balanced SPM technology roadmap, incorporating bold innovations, continuous improvement and customer-driven needs. Failure to maintain a steady pace of advancement in line with maturing expectations can result in a Leader losing ground within the market.

Leaders also effectively support customers' pursuit of greater strategic execution effectiveness in the climate of continuous disruption and uncertainty. In addition to their products, Leaders promote SPM practices, digital innovation, adaptability and agility to educate and feed customer interests. They have robust marketing, sales and operations potency for customer acquisition, implementation and success across broad geographies and industries, which drives SPM recognition and overall market growth.

Challengers

Challengers have an established foundation built on their success in one of the preceding portfolio-based market opportunities targeting SEM, EPPM or IIPA use cases. Challengers have supplemented their established core strengths to cover all three SPM use cases. More recent capabilities developed, or added through acquisition, are being refined and integrated into the product.

Challengers are gaining recognition as technology providers that can fully support SPM effectiveness. Challengers ensure their product roadmaps meet the demands of existing customers and position their offering to earn new SPM-driven customers. They actively promote their enhanced offerings and SPM's benefits to expand within existing customer relationships. New customer growth momentum also continues based on a firmly established reputation.

Visionaries

The SPM market does not yet have any identified Visionaries. SPM is gaining recognition as a modern portfolio management approach to increase digital business success in dynamic conditions. There is strong potential for Visionaries to emerge as the market matures. Future Visionaries may include new providers and existing vendors currently in other markets or newer providers that begin their businesses targeting portfolio management and modeling as the business opportunity. Providers rebranding offerings established in other markets as "SPM" and reflecting an SPM value proposition are not sufficient to be considered a Visionary based on Gartner's Market Definition.

Niche Players

Niche Players typically cover at least two, but not all three, SPM use cases (SEM, EPPM and IIPA) well. Each has a solid portfolio management base that is extended to address strategy-to-execution alignment. Niche Players' product focus often discounts IIPA's importance for digital business strategic objective achievement initially. This strategy builds SEM and EPPM use-case effectiveness for multidimensional, integrated program and portfolio management, bringing IIPA-driven innovation and growth within reach. Niche Players may also be regionally concentrated, impacting their global reach. Niche Players address the needs of a subsegment of the broader and still emerging SPM market. They can be an optimal fit for customers with SPM objectives that align with the vendor's focus.

Context

This Magic Quadrant offers a comparative analysis of providers that are the main players in the SPM market as defined by the inclusion criteria. Relative placement within the quadrants is based on a variety of criteria, and the strengths and cautions further characterize the included providers.

The results were developed according to the Magic Quadrant process, which includes a combination of research and analysis. Evaluation of SPM providers also includes input from the Gartner SPM research community, ongoing provider briefings, interactions with Gartner clients, market developments and other sources. As vendors and the market are evolving, the results represent a point in time.

Gartner's SPM Magic Quadrant is a useful input for identifying and evaluating SPM software providers that support common digital busin[0ess enterprise needs. Gartner's Critical Capabilities for Strategic Portfolio Management provides essential insight for SPM product assessment, as it evaluates the SPM products against Gartner's SPM use cases (SEM, EPPM and IIPA). Prospective customers must define their strategic objectives for increasing effectiveness and assess SPM vendor alignment with the organization's priorities to best utilize this research.

Market Overview

SPM technologies available in the market manage the complexity of enterprise change and provide modeling capabilities to stakeholders for collaboratively charting the path to successful strategic outcomes. SPM market offerings are evolving to support adaptability, continuous outcome performance insights and dynamic portfolio decision making to match the accelerating pace of digital business.

- **SPM AI is not limited to SPM technologies:** SPM vendors provide embedded AI capabilities today, but the SPM market is in the early stages of AI innovation and adoption. However, the potential for AI to revolutionize SPM effectiveness is not constrained to SPM offerings. SPM's portfolio model is also a trusted data source for enterprise AI capabilities that expand stakeholder engagement into new usage contexts. A flexible SPM technology strategy is essential to enable organizations to take advantage of AI regardless of the providing technology.
- **SPM portfolio data is an asset:** High-quality insights depend on portfolio data integrity. No enterprise application other than SPM technologies can maintain diverse integrated portfolios as a trusted forecast model across life cycles. Organization-specific portfolio data is a lasting investment with increasing long-term value as SPM technologies and enterprise AI revolutionize insights and efficiency.
- **Effective adoption remains critical:** Organizations are increasingly moving from planning and pilots to deploying SPM frameworks, processes or tools in 2026. At the same time, organizational readiness remains the most frequently cited risk to SPM adoption for four consecutive years. [1] SPM technology implementations must include changing the way organizations collaborate and make strategic decisions.

SPM technologies definition: *SPM technologies are a segment of the PPM software market. SPM technologies maintain an enterprise model representing the transition to future states across diverse portfolios. SPM modeling enables outcome-focused monitoring and scenario analysis for continuous stakeholder engagement and decision making, while respecting finite capacities of funding, people and other* *resources. SPM technologies drive effectiveness in organizations where adaptive strategies are crucial to success.*

Acronym Key and Glossary Terms

EA	enterprise architecture
EAP	enterprise agile planning
EMEA	Europe, the Middle East and Africa
EPMO	enterprise portfolio management office
EPPM	enterprise program and portfolio management
GRC	governance, risk and compliance
IIPA	integrated IT portfolio analysis
ITSM	IT service management
MCP	Model Context Protocol
PPM	program and portfolio management
SEM	strategy execution management
SPM	strategic portfolio management
SRO	strategy realization office
UX	user experience

⊕ Evidence

⊕ Evaluation Criteria Definitions