

The Forrester Wave™: Contract Life-Cycle Management, Q3 2016

The 14 CLM Vendors That Matter Most And How They Stack Up

by Andrew Bartels and Charlotte Wang

July 25, 2016

Why Read This Report

In our 28-criteria evaluation of contract life-cycle management (CLM) software providers, we identified the 14 most significant vendors — Apttus, CLM Matrix, CobbleStone Systems, Determine, Exari Systems, GEP, IBM Emptoris, Icertis, Oracle, Revitas, SAP Ariba, SciQuest, Symfact, and Zycus — and researched, analyzed, and scored them. This report shows how each provider measures up, and it helps CIOs make the right choice from three dimensions: buy-side dominant, sell-side dominant, and all contract life-cycle management.

Key Takeaways

Apttus, IBM Emptoris, And Icertis Lead The Pack

Forrester's research uncovered a market in which Apttus, IBM Emptoris, and Icertis lead the pack in all three contract scenarios. GEP, Exari Systems, SAP Ariba, and Zycus are also leaders for buy-side contracts. CLM Matrix, CobbleStone Systems, Oracle, and Symfact offer competitive options. Determine, Revitas, and SciQuest lag behind but are still strong competitors.

General Counsels And Contract Pros Are Looking For Help

The CLM market is growing because more contract professionals see this product as a way to address their top challenges. This market growth is in large part due to the fact that general counsels and other contract pros increasingly trust CLM providers to act as strategic partners, advising them on top contract life-cycle decisions.

Contract Authoring And Related Products Are Key Differentiators

As CLM technology has evolved, the basics of contract repository, contract workflow, web-based contract authoring, and even digital signatures have become common. Vendors that provide easier authoring based on Microsoft Word and integrations with related products stand out from the rest.

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Notes & Resources

Forrester conducted product evaluations in April and May of 2016 and interviewed 14 contract life-cycle vendors and 41 companies using these vendors' products, including the following vendors: Apttus, CLM Matrix, CobbleStone Systems, Determine, Exari Systems, GEP, IBM Emptoris, Icertis, Oracle, Revitas, SAP Ariba, SciQuest, Symfact, and Zycus.

Related Research Documents

[The Forrester Wave™: Contract Life-Cycle Management, Q2 2011](#)

[Market Overview: Contract Life-Cycle Management, 2014](#)

[Vendor Landscape: ePurchasing Software, 2015 To 2016](#)

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Contract Life-Cycle Management Plays A Key Role In B2B Commerce

While some business relationships are still defined by verbal agreements between buyers and sellers sealed with a handshake (especially in China and other emerging markets), in today's advanced economies, business relationships are defined through contracts. Contracts formalize who is buying what from whom, at what price, for how long, and puts conditions in place for when things go wrong. The role of contracts has been expanding as more and more business transactions are executed through electronic channels and more business relationships become highly differentiated. It is no exaggeration to say that B2B eCommerce would not be possible without contracts.

By bringing all contracts into an online repository, CLM products make contracts immediately accessible to any authorized person who needs to see them and allow executives to have a complete picture of a firm's contract portfolio, contractual obligations, and benefits. CLM products also streamline the contract creation and negotiation process, allowing businesspeople to draft and amend a new contract with minimal legal involvement but full conformity to corporate policies. They can link contract data to transaction systems that may need that data to determine what price to quote to a client, what services level to provide, or whether a requisition is going to a preferred vendor. When used to their full potential, they can allow a firm to improve both the efficiency of its contracting process and the quality of its contracts.

The Five Key Functions Of CLM Solutions

The CLM products that we are evaluating in this Forrester Wave have five functions that align to these sources of value (see Figure 1):

1. **Contract repository makes all contracts accessible online to those who need them.** This is by far the most common use case for CLM products. Ninety-three percent of the 41 vendor reference clients we interviewed for this report are using their CLM for its repository function (the others already had an existing home-grown repository).
2. **Contract reports and analysis provide visibility into the contract portfolio.** Seventy-two percent of the clients we interviewed use CLM reports and analysis. Common analyses includes laying out the expiration dates of all contracts, finding all contracts with specific vendors, identifying contracts with non-standard clauses, and flagging those under which you are owed or owe payment if conditions are met. It also includes more specialized reports, such as identification of all contracts that might be subject to conflict mineral sanctions (to cite one example).
3. **Contract authoring allows users to create the right contract with solid legal controls.** CLM products streamline the process of drafting contracts by allowing end users to choose the appropriate contract structure, enter needed information, and generate the draft contract in compliance with legal standards and guidelines. A workflow routes the draft contract and revisions to the right people for approval, with complete tracking of who made what change in which version.

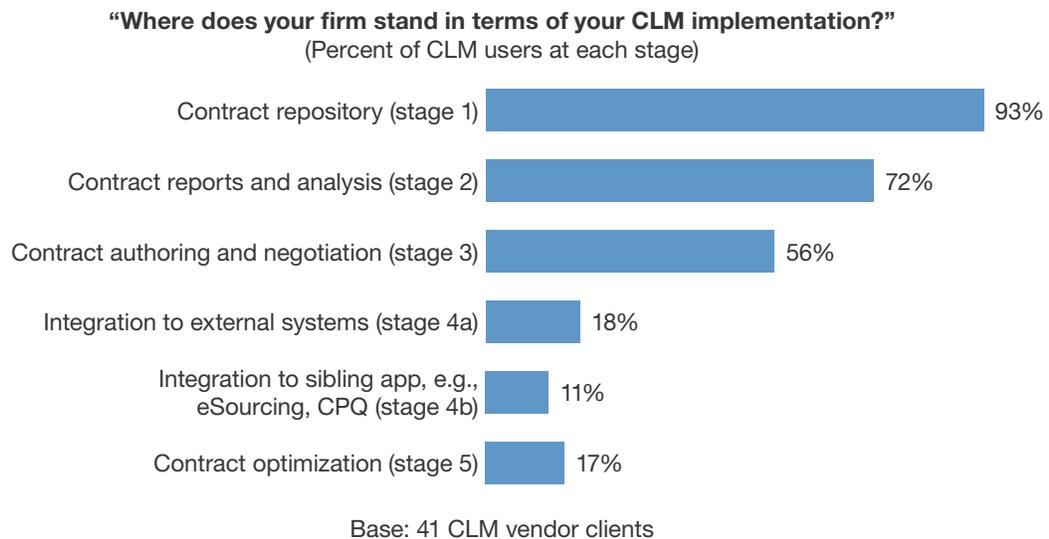
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However, challenges in getting legal involved and training employees meant that just 56% of the CLM clients we interviewed had this function deployed. For these reasons, we gave top rankings to products that leveraged familiar tools — in this case, Microsoft Word.

4. **Contract integration makes contract data available to transaction systems.** Order management systems for B2B need to have information on what the contract specifies should be sold to a customer, at what price, and with what service levels or delivery standards. eProcurement systems look for corresponding data when requisitions are initiated, and e-invoicing systems are used when invoices are received. CLM systems intersect with sales force automation systems, configuration, pricing and quoting systems, and revenue management systems in the lead-to-settle process or with e-purchasing, spend analysis, and supplier risk and performance management products in the source-to-pay process. Clients often have aspirations of linking these adjoining systems together. However, fewer than 20% of the clients we interviewed have done so to date, and in most cases, only partially.
5. **Contract optimization improves contract terms and the contracting process.** The end goal of a good CLM product should be to make the contracting process as effective and efficient as possible and to help contracts become the means for better business partner relationships. This, too, is an aspiration that many CLM clients have. But in most cases, they are a long way from this goal. Fewer than 10% of those we interviewed have made even partial progress, and none have reached it.

FIGURE 1 The Five Sources Of CLM Value And How Far CLM Clients Have Progressed In Value Realization



Source: Forrester Research, based on interviews with 41 CLM clients

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Different Kinds Of Contracts Are Important To Different Industries

While every firm in every industry uses contracts, different industries have different contract usage-patterns requirements. Every industry has buy-side or vendor contracts that can vary from vendor to vendor. However, industries that have mostly consumer customers — retail, government, healthcare, or education — will either have standard contracts or no contracts and won't need a CLM solution for these contracts. Meanwhile, some industries like pharmaceuticals, high-tech, some branded CPG products, and especially media and entertainment firms will have complex intellectual property contracts with partners on the sell-side or buy-side (see Figure 2).

Because of this variation in the types of contracts used in different industries, we see three demand patterns for CLM solutions:

- › **Buy-side dominant CLM.** In industries like government, healthcare, education, and consumer-oriented retail, utilities, or financial services, firms generally only need CLM for their supplier or vendor contracts. CPOs and vendor management professionals will, therefore, play a leading role in the selection process and will look for CLM as part of a broad suite that would include eSourcing, spend analysis, and supplier risk and performance management. Such suites allow sourcing events to be quickly turned into contracts, expiring contracts to trigger sourcing vendors, and supplier relationships to be managed more effectively by combining contract information, spend data, and supplier risk and performance data in a single dashboard.
- › **Sell-side dominant CLM.** In industries like professional services, pharmaceuticals, software in the high-tech industry, construction, wholesale, and insurance, most of the contract complexity lies on the sell-side. Firms will still have buy-side contracts to manage, but they tend to be relatively few and relatively simple. Instead, it is the sell-side contracts that have the biggest impact on business results. In these cases, the head of sales will be the most important decision-maker in the CLM selection process. They will often look for a CLM solution that is linked directly into the CRM system, may include sales proposal generation abilities, may have links to a configuration/pricing/quoting (CPQ) system, and may be used in conjunction with a revenue management solution for tracking rebates and discounts offered to customers and channel partners.
- › **All contract CLM.** All other industries have a mix of buy-side and sell-side contracts and will accordingly want a CLM solution that can handle this mix of contracts. In these cases, the general counsel is often a key stakeholder in the decision process, lobbying for a CLM solution that lawyers can use for all their contracting activities. The CPO and head of sales will also play important roles in the selection process, but as equals to the general counsel, not superiors.

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FIGURE 2 Contract Usage Varies By Industry

Types of contracts used in the industry
(XXX = high frequency;
XX = moderate frequency; X = low frequency)

Industry	Buy-side contracts	Sell-side contracts	Intellectual property contracts
Primary production	XXX	X	–
Consumer packaged goods	XXX	XXX	X
Chemicals	XXX	XX	–
Pharmaceuticals	XX	XXX	XXX
Oil and gas	XXX	X	–
High-tech	XXX	XXX	XX
Industrial products	XXX	XXX	X
Retail	XXX	B2C: –, B2B: XX	–
Wholesale	XXX	XXX	–
Transportation and logistics	XXX	B2C: –, B2B: XX	–
Professional services	XX	XXX	X
Construction	XXX	XXX	–
Media and entertainment	XXX	X	XXX
Financial services	XXX	B2C: –, B2B: XX	–
Insurance	XX	XXX	–
Telecommunications	XXX	B2C: –, B2B: XX	–
Utilities	XXX	B2C: –, B2B: XX	–
Healthcare	XXX	X	–
Education and social services	XXX	X	–
Government	XXX	–	–

Contract Life-Cycle Management Evaluation Overview

Because there are three types of contract needs, our Forrester Wave evaluation provides three different Forrester Wave graphics: one for the all-contracts scenario, a second weighted toward buy-side contracts, a third weighted toward sell-side contracts. To assess the state of the contract life-cycle management market and see how the vendors stack up against each other, Forrester evaluated the strengths and weaknesses of 14 top CLM vendors. After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of evaluation criteria. We evaluated vendors against 28 criteria, which we grouped into three high-level buckets:

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- › **Current offering.** Our evaluation of current offerings focused on the core CLM functions of repository (including import of existing and third-party contracts), contract reporting and analysis, contract authoring (including workflow and approval), contract fulfillment, and contract process management and optimization. We also evaluated support for buy-side versus sell-side versus other types of contracts, linkages to related buy-side and sell-side apps, technology, and globalization. Lastly, we evaluated customer experience with the product in usage and in implementation. We collected data on deployment models and pricing, but we did not evaluate these because they are matters of individual client preference.
- › **Strategy.** We evaluated the product strategy of vendors based on their product road map and pricing models in order to assess whether those would make the vendors' CLM products more or less competitive. We also looked at how CLM fit within the overall strategy of the vendor and whether they were focused on the right vertical industries for success and could devote sufficient internal and partner resources to succeed. Lastly, we assessed the financial resources of the vendor and whether they would and could adequately fund their strategy.
- › **Market presence.** We evaluated the market presence of the vendors based on how many CLM clients they had and how much revenue they derived from their CLM products.

Evaluated Vendors And Inclusion Criteria

Forrester included 14 vendors in the assessment: Apttus, CLM Matrix, CobbleStone Systems, Determine, Exari Systems, GEP, IBM Emptoris, Icertis, Oracle, Revitas, SAP Ariba, SciQuest, Symfact, and Zycus. Each of these vendors has (see Figure 3):

- › **True CLM functionality.** All these vendors treat contracts as a collection of terms and conditions clauses that can be assembled and customized as needed, with clause-level controls on which clauses can be changed as well as workflow routing of approvals. This structure also allows easy integration with transaction systems that may need the contract data.
- › **More than \$10 million in CLM revenues.** To make sure that we included CLM vendors with the greatest relevance to our clients, we set a threshold of \$10 million or more in CLM revenues in 2015 or projected for 2016.
- › **Clients in multiple industries.** Some vendors offer CLM products designed for specific industries. While these products would be of interest to clients in those industries, we opted for vendors that would be relevant to clients in a wide range of industries.

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FIGURE 3 Evaluated Vendors: Contract Life-Cycle Information And Selection Criteria

Official company name	Official product name	Official product version
Apttus	Apttus Contract Management	8.3.0310
CLM Matrix	Matrix Enterprise v15.x	Version 15.x
CobbleStone Systems	Contract Insight	12.9.6
Determine	Determine SmartContracts and Determine Contract Management	Determine SmartContracts v16.3 Determine Contract Management 6.6 SP4
Exari Systems	Contiki ECM + Exari Contracts	Contiki ECM 6 + Exari Contracts 7
GEP	SMART by GEP	NA
IBM Emptoris	IBM Emptoris Contract Management	V10.1
Icertis	Icertis Contract Management	V4.2
Oracle	Oracle Cloud Contracts	
Revitas	Revitas Contract Manager	V7.10
SAP Ariba	Ariba Contract Management	V14s
SciQuest	Total Contract Manager	V16.1
Symfactycus	Symfact Contract and Compliance Product Suite	V2015
Zycus	Zycus iContract	

Vendor inclusion criteria

- 1. True CLM functionality.** All these vendors treat contracts as a collection of terms and conditions clauses that can be assembled and customized as needed, with cause-level controls on which clauses can be changed as well as workflow routing of approvals. This structure also allows easy integration with transaction systems that may need the contract data.
- 2. More than \$10 million in CLM revenues.** To make sure that we included CLM vendors with the greatest relevance to our clients, we set a threshold of \$10 million or more in CLM revenues in 2015 or projected for 2016.
- 3. Clients in multiple industries.** Some vendors offer CLM products designed for specific industries. While these products would be of interest to clients in those industries, we opted for vendors that would be relevant to clients in a wide range of industries.

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CLM Evaluation Criteria — Current Offering

We evaluated the vendors on:

- › **Core functionality.** We evaluated contract creation and negotiation, third-party and existing contract support, contract repository and reporting, contract approval, contract fulfillment tracking, and contract process optimization. Overall, we found similar capabilities among the vendors for these functions, with some vendors slightly better than others.
- › **Buy-side versus sell-side support.** We also evaluated the products based on their support for buy-side versus sell-side contracts, where we found more significant gaps. Integration capabilities, support for non-US clients, scalability, and mobile support varied among vendors.
- › **Usability and support.** Lastly, we asked clients of the vendors to rate them on their products' usability, ease of implementation, and ongoing customer services and support.

CLM Evaluation Criteria — Strategy

We evaluated the vendors on three dimensions of strategy:

- › **Product strategy in terms of pricing and product road map.** In terms of pricing models, we gave higher marks to vendors that priced their product on the basis of numbers of power users and casual users, because we think that model best aligns the cost of the product with the value delivered in terms of complexity, extent of contract activities and the state of CLM implementations (e.g., buy-side contracts first at one price, then sell-contracts later at an additional price). In terms of product road map, we looked for vendors that were adding advanced analytics and adjacent products like CPQ and revenue management on the sell-side, or eSourcing, spend analysis, and supplier risk and performance management on the buy-side.
- › **Company strategy in terms of focus and target market.** We gave higher ratings to firms that were primarily offering CLM and adjoining products and lower rating to firms for which CLM was just one of many products, on the grounds that the former were more likely to devote resources and attention to keeping their CLM product on or near the leading edge. In terms of target market, we looked for firms that were focused on specific industries that had potential as future growth opportunities, those with strong current demand, and that had geographic expansion plans that fit with their resources.
- › **Financial resources to support the strategy.** Since strategic success is often linked to having the financial resources to devote to R&D, sales, and customer success, we evaluated vendors on whether they had enough revenue growth, profitability, and balance sheet resources to fund their objectives.

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Vendor Profiles

This evaluation of the contract life-cycle management market is intended to be a starting point only. We encourage clients who are looking for a CLM product for both buy-side and sell-side contracts to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool (see Figure 4).

FIGURE 4 Forrester Wave™: Contract Life-Cycle Management For All Contracts, Q3 '16



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FIGURE 4 Forrester Wave™: Contract Life-Cycle Management For All Contracts, Q3 '16 (Cont.)

	Forrester's Weighting	Apttus	CLM Matrix	CobbleStone Systems	Determine	Exari Systems	GEP	IBM Emptoris	Icertis	Oracle	Revitas	SAP Ariba	SciQuest	Symfact	Zycus
CURRENT OFFERING	50%	4.03	3.32	3.21	2.74	3.08	3.16	3.54	3.76	2.98	2.48	3.33	3.18	2.67	3.24
Contract creation and negotiation	10%	4.00	4.50	3.00	2.50	3.75	2.75	3.00	3.75	2.75	2.00	3.75	3.25	2.25	3.00
Existing and third-party contract support	5%	3.00	2.00	3.00	2.00	4.00	3.00	3.00	3.50	2.00	2.00	4.00	2.00	2.00	2.00
Contract repository	10%	3.50	3.00	3.00	2.50	2.50	3.00	4.00	4.00	3.00	2.50	3.00	2.50	2.50	3.50
Contract types supported	10%	4.50	2.50	3.00	3.50	4.00	3.50	4.50	4.00	3.50	3.00	3.50	3.50	2.00	4.50
Contract approval	5%	4.00	3.00	4.00	4.00	3.00	4.00	4.00	3.00	2.00	2.00	4.00	4.00	3.00	3.00
Contract fulfillment tracking	5%	4.00	3.00	3.00	2.00	2.00	4.00	3.00	4.00	3.00	2.00	3.00	2.00	3.00	2.00
Contract optimization	10%	4.00	3.50	3.00	2.00	2.50	3.00	3.00	3.00	2.50	2.50	3.00	3.00	2.00	2.50
Contract process management	8%	4.00	4.00	3.00	2.00	4.00	3.00	4.00	4.00	2.00	2.00	3.00	3.00	4.00	3.00
Related applications	10%	3.80	2.00	2.60	3.20	2.00	2.60	4.00	2.40	4.60	1.60	3.00	2.80	1.20	3.20
Integration	5%	5.00	3.00	4.00	4.00	3.50	3.00	4.00	4.00	3.00	3.00	3.50	3.00	3.50	3.50
Globalization	5%	4.00	3.00	3.00	2.00	3.00	3.00	5.00	3.00	4.00	2.00	4.00	4.00	3.00	3.00
Technology	5%	5.00	3.00	3.50	3.00	3.00	4.50	3.50	5.00	2.50	2.50	3.50	4.00	3.00	3.50
References (usability, implementation, ongoing support)	12%	4.00	5.00	4.00	3.00	3.00	3.00	2.00	5.00	3.00	4.00	3.00	4.00	4.00	4.00
STRATEGY	50%	4.32	3.34	3.79	3.14	3.79	3.79	4.08	4.77	3.34	3.62	3.65	3.22	3.79	3.65
Product strategy	45%	4.70	3.60	4.00	3.00	3.30	3.00	4.00	5.00	3.30	3.30	3.30	2.70	4.00	3.70
Corporate strategy	45%	4.00	2.70	3.30	3.30	4.00	4.30	4.40	4.70	3.00	4.30	3.70	4.00	3.30	3.30
Financial resources to pursue strategy	10%	4.00	5.00	5.00	3.00	5.00	5.00	3.00	4.00	5.00	2.00	5.00	2.00	5.00	5.00
MARKET PRESENCE	0%	4.00	2.30	2.90	2.60	3.00	2.30	3.00	1.70	3.60	2.70	5.00	3.00	2.30	2.00
Customer base	30%	4.00	3.00	5.00	4.00	3.00	3.00	3.00	1.00	5.00	2.00	5.00	3.00	3.00	2.00
Revenue	70%	4.00	2.00	2.00	2.00	3.00	2.00	3.00	2.00	3.00	3.00	5.00	3.00	2.00	2.00

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

The Forrester Wave For Buy-Side Contracts

In industries like government, education, healthcare, and consumer retail, the only contracts that matter are buy-side contracts. Organizations in these industries and others will often look for a CLM product that integrates with eSourcing, spend analysis, and supplier risk and performance

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management solutions. For these Forrester clients, we have preconfigured the CLM Wave with the weightings most appropriate for this scenario. Specifically, we reduced the weights for contract authoring and increased them for contract repository and contract fulfillment tracking to emphasize the importance of vendor and contract management in buy-side contracts. We also increased to 100% the weights for support of buy-side contracts and related buy-side applications. In terms of strategy, we gave more weight to corporate strategy and focus enhancements to reflect the relative maturity of buy-side CLM and its connections with adjoining applications CLM (see Figure 5).

FIGURE 5 Forrester Wave™: Contract Life-Cycle Management For Buy-Side Contracts, Q3 '16



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Smart data for smart decisions

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FIGURE 5 Forrester Wave™: Contract Life-Cycle Management For Buy-Side Contracts, Q3 '16 (Cont.)

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CURRENT OFFERING	50%	4.03	3.32	3.21	2.74	3.08	3.16	3.54	3.76	2.98	2.48	3.33	3.18	2.67	3.24
Contract creation and negotiation	10%	4.00	4.50	3.00	2.50	3.75	2.75	3.00	3.75	2.75	2.00	3.75	3.25	2.25	3.00
Existing and third-party contract support	5%	3.00	2.00	3.00	2.00	4.00	3.00	3.00	3.50	2.00	2.00	4.00	2.00	2.00	2.00
Contract repository	10%	3.50	3.00	3.00	2.50	2.50	3.00	4.00	4.00	3.00	2.50	3.00	2.50	2.50	3.50
Contract types supported	10%	4.50	2.50	3.00	3.50	4.00	3.50	4.50	4.00	3.50	3.00	3.50	3.50	2.00	4.50
Contract approval	5%	4.00	3.00	4.00	4.00	3.00	4.00	4.00	3.00	2.00	2.00	4.00	4.00	3.00	3.00
Contract fulfillment tracking	5%	4.00	3.00	3.00	2.00	2.00	4.00	3.00	4.00	3.00	2.00	3.00	2.00	3.00	2.00
Contract optimization	10%	4.00	3.50	3.00	2.00	2.50	3.00	3.00	3.00	2.50	2.50	3.00	3.00	2.00	2.50
Contract process management	8%	4.00	4.00	3.00	2.00	4.00	3.00	4.00	4.00	2.00	2.00	3.00	3.00	4.00	3.00
Related applications	10%	3.80	2.00	2.60	3.20	2.00	2.60	4.00	2.40	4.60	1.60	3.00	2.80	1.20	3.20
Integration	5%	5.00	3.00	4.00	4.00	3.50	3.00	4.00	4.00	3.00	3.00	3.50	3.00	3.50	3.50
Globalization	5%	4.00	3.00	3.00	2.00	3.00	3.00	5.00	3.00	4.00	2.00	4.00	4.00	3.00	3.00
Technology	5%	5.00	3.00	3.50	3.00	3.00	4.50	3.50	5.00	2.50	2.50	3.50	4.00	3.00	3.50
References (usability, implementation, ongoing support)	12%	4.00	5.00	4.00	3.00	3.00	3.00	2.00	5.00	3.00	4.00	3.00	4.00	4.00	4.00
STRATEGY	50%	4.32	3.34	3.79	3.14	3.79	3.79	4.08	4.77	3.34	3.62	3.65	3.22	3.79	3.65
Product strategy	45%	4.70	3.60	4.00	3.00	3.30	3.00	4.00	5.00	3.30	3.30	3.30	2.70	4.00	3.70
Corporate strategy	45%	4.00	2.70	3.30	3.30	4.00	4.30	4.40	4.70	3.00	4.30	3.70	4.00	3.30	3.30
Financial resources to pursue strategy	10%	4.00	5.00	5.00	3.00	5.00	5.00	3.00	4.00	5.00	2.00	5.00	2.00	5.00	5.00
MARKET PRESENCE	0%	4.00	2.30	2.90	2.60	3.00	2.30	3.00	1.70	3.60	2.70	5.00	3.00	2.30	2.00
Customer base	30%	4.00	3.00	5.00	4.00	3.00	3.00	3.00	1.00	5.00	2.00	5.00	3.00	3.00	2.00
Revenue	70%	4.00	2.00	2.00	2.00	3.00	2.00	3.00	2.00	3.00	3.00	5.00	3.00	2.00	2.00

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The Forrester Wave For Sell-Side Contracts

In many industries — like consumer packaged goods, pharmaceuticals, high-tech, industrial products, professional services, and insurance — sell-side contracts are often more important than buy-side contracts. Organizations in these industries and others will often look for a CLM product that integrates with CRM systems as well as CPQ or revenue management products. For these Forrester clients, we have preconfigured the CLM Wave with the weightings most appropriate for these scenarios. For example, we have given more weight to contract creation and negotiation and contract approval because of the importance of contract cycle-time in closing sales deals, and we gave 100% weighting to support for sell-side contracts and related sell-side applications. In terms of strategy, we gave more weight to product strategy and planned enhancements to reflect the evolution occurring in sell-side CLM (see Figure 6).

FIGURE 6 Forrester Wave™: Contract Life-Cycle Management For Sell-Side Contracts, Q3 '16



The Forrester Wave™: Contract Life-Cycle Management, Q3 2016

The 14 CLM Vendors That Matter Most And How They Stack Up

FIGURE 6 Forrester Wave™: Contract Life-Cycle Management For Sell-Side Contracts, Q3 '16 (Cont.)

	Forrester's Weighting	Apttus	CLM Matrix	CobbleStone Systems	Determine	Exari Systems	GEP	IBM Emptoris	Icertis	Oracle	Revitas	SAP Ariba	SciQuest	Symfact	Zycus
CURRENT OFFERING	50%	4.38	3.22	3.12	2.64	2.83	2.52	3.60	3.83	3.11	3.08	2.80	2.72	2.14	3.14
Contract creation and negotiation	10%	4.00	4.50	3.00	2.50	3.75	2.75	3.00	3.75	2.75	2.00	3.75	3.25	2.25	3.00
Existing and third-party contract support	5%	3.00	2.00	3.00	2.00	4.00	3.00	3.00	3.50	2.00	2.00	4.00	2.00	2.00	2.00
Contract repository	5%	3.50	3.00	3.00	2.50	2.50	3.00	4.00	4.00	3.00	2.50	3.00	2.50	2.50	3.50
Contract types supported	20%	5.00	3.00	2.00	2.00	3.00	2.00	4.00	5.00	3.00	5.00	2.00	2.00	1.00	4.00
Contract approval	8%	4.00	3.00	4.00	4.00	3.00	4.00	4.00	3.00	2.00	2.00	4.00	4.00	3.00	3.00
Contract fulfillment tracking	3%	4.00	3.00	3.00	2.00	2.00	4.00	3.00	4.00	3.00	2.00	3.00	2.00	3.00	2.00
Contract optimization	4%	4.00	3.00	3.00	2.00	2.50	3.00	3.00	3.00	2.50	2.50	3.00	3.00	2.00	2.50
Contract process management	5%	4.00	3.00	3.00	2.00	4.00	3.00	4.00	4.00	2.00	2.00	3.00	3.00	4.00	3.00
Related applications	15%	5.00	2.00	2.00	3.00	1.00	0.00	4.00	2.00	5.00	3.00	1.00	1.00	0.00	2.00
Integration	5%	5.00	3.00	4.00	4.00	3.50	3.00	4.00	4.00	3.00	3.00	3.50	3.00	3.50	3.50
Globalization	5%	4.00	3.00	3.00	2.00	3.00	3.00	5.00	3.00	4.00	2.00	4.00	4.00	3.00	3.00
Technology	5%	5.00	3.00	3.70	3.00	3.00	4.70	3.30	5.00	2.70	2.70	3.30	4.40	3.00	3.70
References (usability, implementation, ongoing support)	10%	4.00	5.00	4.00	3.00	3.00	3.00	2.00	5.00	3.00	4.00	3.00	4.00	4.00	4.00
STRATEGY	50%	4.36	3.59	3.89	3.09	3.74	3.59	4.02	4.81	3.44	3.53	3.65	2.96	3.89	3.65
Product strategy	60%	4.60	3.80	4.00	3.00	3.40	3.00	4.00	5.00	3.40	3.40	3.40	2.60	4.00	3.60
Corporate strategy	30%	4.00	2.70	3.30	3.30	4.00	4.30	4.40	4.70	3.00	4.30	3.70	4.00	3.30	3.30
Financial resources to pursue strategy	10%	4.00	5.00	5.00	3.00	5.00	5.00	3.00	4.00	5.00	2.00	5.00	2.00	5.00	5.00
MARKET PRESENCE	0%	4.00	2.30	2.90	2.60	3.00	2.30	3.00	1.70	3.60	2.70	5.00	3.00	2.30	2.00
Customer base	30%	4.00	3.00	5.00	4.00	3.00	3.00	3.00	1.00	5.00	2.00	5.00	3.00	3.00	2.00
Revenue	70%	4.00	2.00	2.00	2.00	3.00	2.00	3.00	2.00	3.00	3.00	5.00	3.00	2.00	2.00

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

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Leaders For All CLM Use Cases

- › **Apttus offers a leading CLM product with buy-side and sell-side products.** Apttus was one of the first software vendors to build on Salesforce's Force.com platform, and it gained Salesforce as one of its early clients. Its tight integration with Salesforce's sales force automation, analytics, and Chatter messaging product have made it the top choice for any Salesforce client looking for a CLM product. It added related sell-side modules to its portfolio, including CPQ, revenue management, and eCommerce. But Apttus has moved beyond applications, supporting sales within the Salesforce ecosystem, building out buy-side products for procurement and sourcing, and replatforming its products to run on the Microsoft Azure platform so it can play in the Microsoft Dynamics ecosystem. Its product is very strong across all stages of the CLM life cycle. However, its sell-side complementary products are stronger than its buy-side complementary products.
- › **Icertis offers one of the best CLM products.** A relative newcomer to CLM, Icertis demonstrates a strong grasp and execution across all stages of CLM adoption. Customers consistently gave Icertis high ratings for its configurability, workflow management, and integration with Microsoft Azure. It has been chosen by market-leading firms, including Microsoft, Cognizant Technology Solutions, and Becton Dickinson. The product provides full life-cycle capabilities from legacy contract importing to optimizing contract workflows on the cloud. It is robust in its handling of both buy-side and sell-side contracts. It has support for mobile apps on iOS and Android as well as support for HTML5. Icertis has been growing fast, and it will be interesting to see how the company can handle the level of customer support at scale. It does not have any additional buy-side or sell-side modules apart from its CLM product (though it can be integrated with other vendors' complementary buy-side and sell-side products). Icertis CLM makes the most sense for large enterprise clients that are looking for an adaptable, standalone contract platform for all contracts.
- › **IBM Emptoris remains a CLM leader, especially for non-SaaS deployments.** IBM Emptoris had been a leader in past CLM Wave evaluations, and it still scores highly for the contract types supported, contract approval, contract process management, integration, and globalization. Its inclusion of the Cognos BI engine gives it advanced reporting and analysis functions, which will be strengthened by future plans to include Watson cognitive capabilities. It is part of a leading sourcing and vendor management suite of products for sourcing, spend analysis, and supplier risk and performance management. But current clients reported that its usability has been poor, though recent improvements in its user interface are starting to address this gap. Clients also found the product to be powerful but overly complicated, with the contract authoring process and reporting capabilities hard to master. It is a top choice for large global enterprises with complex contracting requirements, a preference for the control and security of a single-instance hosted or on-premises solution, and a focus on buy-side contracts.

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Leaders For Buy-Side CLM, Strong Performers For Sell-Side CLM And General CLM

- › **Exari Systems' acquisition of CMA Contiki expands its CLM coverage and capabilities.** In the past, Exari was a top choice for legal departments that took advantage of its contract authoring and contract importing capabilities. Its 2015 acquisition of CMA Contiki expands its geographic and industry reach, its buy-side CLM capabilities, and its search and reporting functions. It is highly rated for contract creation and negotiation, existing and third-party support, contract process management, and reporting functions. Clients reported strong usability for contract authoring. It is still working through the integration of its two product lines and the two organizations, one with roots in the US, the other with roots in the Nordics. Its buy-side and sell-side complementary products are relatively thin, and its technical support and implementation teams are relatively small. It can be deployed as either a hosted or on-premises single-instance product, but it is not a multitenant software-as-a-service (SaaS) product. It is a good choice for firms that need to balance the contract compliance needs of the general counsel with the needs of a CPO for CLM that helps with vendor management, especially with complex strategic partnerships.
- › **GEP provides a buy-side CLM solution as part of a leading ePurchasing suite.** GEP began as a spend analysis and eSourcing vendor, but over time has built a fully integrated, SaaS ePurchasing suite that it calls SMART by GEP. Its CLM product is primarily bought as part of that suite, but is offered on a standalone basis, especially for sell-side contracts. The product ticks off all the boxes for a competitive CLM solution, with strengths in contract approval and contract fulfillment tracking, and clients report strong usability. Contract importing is a strength, with GEP offering its own service for conversion of paper contracts into electronic format. But contract authoring has some issues, with the clients we interviewed reporting low use of its contract creation functionality. The GEP CLM product along with the rest of the SMART by GEP suite will be a good choice for a CPO who wants a market-leading suite, but it will be less appealing to general counsels or heads of sales.
- › **SAP Ariba returns as a leader for buy-side CLM.** In past Forrester CLM Waves, Ariba ranked as a leader in CLM, especially for buy-side contracts. After its acquisition by SAP, Ariba focused on expanding the Ariba network and integration with other SAP products and lost some momentum in the CLM market. As an example, the reference clients we interviewed who were using older versions of the product generally gave it low marks, especially for usability and for integration with the eSourcing and SRPM products. Still, the basic CLM functions are all there, with strengths in support for existing and third-party contracts and the contract approval process. Ariba has made improvements in the user interface in its current version, and the linkages between CLM and other ePurchasing applications have gotten smoother, so it remains a leading choice for managing buy-side contracts. However, from a strategy perspective, we did not see plans for how SAP will link Ariba contracts with its CRM products. Ariba CLM makes the most sense for existing SAP and Ariba clients for buy-side, and potentially for the sell-side as Ariba works more closely with the SAP CRM group.

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- › **Zycus provides a buy-side CLM solution in a suite, but with some sell-side clients.** Zycus competes head-to-head with a variety of integrated SaaS ePurchasing suite vendors. It has many of the same strengths and weaknesses as GEP. CLM is part of a fully integrated, SaaS ePurchasing suite, but it is offered on a standalone basis. Contract authoring, contract fulfillment tracking, and contract optimization have some gaps, but its contract repository is a strength. More than GEP, it has thought through how its product could be used for sell-side contracts. Clients gave it good marks for usability, but said customer support out of India sometimes led to delays in problem resolution. Zycus is more comfortable than GEP with having its clients buy single modules, so the product will be a good choice for firms in industries that have mostly buy-side contracts but also some important sell-side contracts.

Strong Performers For All CLM Use Cases

- › **CLM Matrix provides a Microsoft-based CLM product with great usability.** This Texas-based CLM vendor has based its product on Microsoft SharePoint and Microsoft Word, with both the strengths and limitations of those products. Its contract authoring uses native Microsoft Word capabilities rather than a Word plug-in, which makes it very attractive to legal departments and business users who use Word. Its product can be easily configured to meet user needs, and its clients said it had excellent usability. While SharePoint is widely used and has many strengths, it also brings some limitations in areas like search. The vendor offers two bulk upload wizards — one for metadata and one for documents — and prebuilt integration with CRM and ERP applications. Strategically, it does not have any vertical industry focus, which given its small size, has to limit its reach. It also does not offer any complementary buy-side or sell-side products, though it can support some sourcing and CPQ functions. As a result, it would work best for CLM choices led by the legal department at midsize or selected larger firms that want a solution for all contracts based on Microsoft Office/SharePoint technology and that works natively with Word.
- › **CobbleStone emerges as a leading option for midsize and some large enterprises.** CobbleStone has made significant progress over the past four years in building out a capable CLM product that can meet both the buy-side and sell-side needs of small, midtier, and large clients. The product scores high on its contract approval process and configurability, and customers reported that the product is easy to implement and provides good value for the dollar. However, contract negotiation and redlining through the system can be streamlined. CobbleStone includes easy-to-use text searches and a simple-to-use ad hoc reporting tool — for more complex reporting, a report designer is included but requires some knowledge of report building. Its strategy of creating an ePurchasing portfolio that includes buy-side CLM is a strategic positive, though that portfolio is not yet competitive with similar product portfolios from vendors with a large enterprise focus. To its credit, CobbleStone recognizes this and is initially concentrating on the midtier eProcurement implementations.

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- › **Determine's pivot toward ePurchasing increases its relevance for buy-side contracts.** Under its former name, Selectica, Determine combined a competitive CLM product with a strong CPQ product to offer a compelling sell-side solution. However, under its new name, it has shifted its focus to the buy-side, using acquisitions of Iasta (an eSourcing and spend analysis specialist) and b-pack (a French eProcurement vendor) to add to its CLM solution to build out a full SaaS ePurchasing portfolio. The convergence of all these separate products to a unified SaaS platform is in market with full release scheduled for fall 2016. At this point, Determine's CLM product is a competitive one with all the key functions that leaves some gaps in contract authoring, contract repository, and contract fulfillment tracking, but has strengths in contract approval. The latest release of Determine CLM adds more robust capabilities that include self-service templates and a unified UI/UX. Determine CLM is a competitive product for buy-side contracts in conjunction with Determine's other S2P products. However, Determine continues to sell its SmartContracts product for firms with enterprisewide and sell-side contract needs.
- › **Oracle regains CLM relevance with its Cloud product.** Oracle has long had a fragmented presence in the CLM market, with separate buy-side and sell-side CLM products in its E-Business and PeopleSoft suites. These products were not market leaders due to poor usability and limited functions. But Oracle has stepped up its game with its new Oracle Enterprise Contract Management Cloud solution, offered either as part of its CX Cloud or Procurement Cloud suites or as a standalone product. Its inclusion of Oracle's business intelligence product will provide superior analytics if clients can master its complexity. But the product is new (Oracle provided only two reference clients, which were in early stages of implementation), contract authoring still needs work, and in other areas Oracle is just starting to add functions like mobile apps that other vendors already offer. For now, the Oracle CLM Cloud product will be the best fit for clients that are acquiring other modules in the Oracle Cloud suites, but in the future, it may become a good choice on a standalone basis.
- › **SciQuest has a competitive CLM product, but with gaps in its offering and strategy.** In 2012, SciQuest acquired Upside Software, which Forrester had ranked as one of the leaders in the CLM product. Unfortunately, SciQuest found that the Upside product required a major code rewrite to run on a multitenant SaaS platform like the rest of SciQuest's product and had failed to keep up with other leading SaaS CLM products. After all that work, SciQuest's Total Contract Manager product has emerged with some interesting functions, such as easy comparison of imported or third-party contracts side-by-side with the terms and condition library, mobile approval, and the use of a low-code Microsoft Word add-in instead of a plug-in. At the same time, it has gaps in its contract repository and its contract fulfillment tracking. Overall, though, the product is competitive, especially for buy-side contracts in the context of SciQuest's ePurchasing suite. Its clients give it high marks for usability and support. We have concerns about SciQuest's strategy, though, including its use of a pricing model based on company revenues instead of contract users, its movement away from its core industries of higher education, life science, healthcare, and government into the commercial market where it is less distinctive, and the absence of a sell-side CLM strategy for retail and industrial clients.

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- › **Symfact provides a highly configurable platform for contract and risk management.** From its beginning, Symfact understood that its early clients in financial services viewed contracts in the context of their regulatory compliance and risk management concerns. In response, it built a highly configurable platform on which it has built a CLM product as well as other products for governance, compliance, and management tasks. Clients have also used this platform to build their own modules. The downside of this configurability is that the product lacks some of the out-of-box functions of other products, and some clients lamented an absence of guidance from Symfact on what they should do. Reporting is a weakness, and some clients complained about having to pay to have specific reports generated. One of its strategic strengths in the past was its focus on industries like financial services and life sciences. It has expanded its footprint into other industries with regulatory compliance needs, offering hosted or on-premises installations with the same platform.

Strong Performers For Sell-Side And General CLM, Contender For Buy-Side CLM

- › **Revitas' strengths in revenue management complement its sell-side CLM.** Once known as i-Many with a market-leading product for revenue management for pharmaceutical firms, Revitas has oscillated between emphasizing revenue management and CLM. It has now arrived at a point of balance between these two offerings, with competitive products in both categories, sold both standalone as well as a bundled suite. It has minor function gaps in all the areas of CLM, but clients reported good usability. Its out-of-the-box reporting tool could be better, and Revitas lacks a CPQ product to complement its revenue management and CLM products. It is a good choice for a sell-side solution with market-leading user experience, integration, and more. It is also a good choice for firms where the general counsel and the head of sales share contract creation and management responsibility. In June 2016 (too late for inclusion in this evaluation), Revitas launched ContractWIZE, a SaaS CLM solution that incorporates improvements in search capabilities, integration functions, dashboard reports, and workflow and approval settings.

Vendor Deployment Models And Representative Prices

As part of our evaluation process, we collected information from the vendors in this Forrester Wave as to their deployment models and their typical prices. We did not rate these variables, because both are matters of client preference, and not ratable as positives or negatives. However, we do provide this information both in the following table, and on each vendor's assessment in our Forrester Wave Excel model (see Figure 7).

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FIGURE 7 CLM Vendor Deployment Models And Representative Prices

Company name	Product deployment options	Pricing model
Apttus	The product is available primarily as a multitenant SaaS.	The product is priced on a price per-user, per-month (PUPM) basis, with three editions: Sprint (a starter edition), Enterprise, and Ultimate CLM. Depending on capabilities and volume commitments, pricing for standalone CLM can range from \$35 to \$110 PUPM. Average deal sizes exceed \$350,000 for a three-year contract. Average annual contract value is \$100,000 or more.
CLM Matrix	The products (Matrix Enterprise, Matrix Fast Track) are available hosted as a single-tenant SaaS subscription or installed on-premises with a perpetual or subscription software license.	The products are licensed based on the number and type of users, including administrative users, full users, and read-only users. The average license is \$250,000, with a range from \$35,000 to \$1.6 million. The average annual fee for SaaS subscription is \$75,000 per year.
CobbleStone Systems	The product is available as single-instance hosted or on-premises, with subscription pricing, but multitenant SaaS.	Pricing is based on the number of user licenses (either named or concurrent), the type of licenses (administrator, super, standard, read-only), any optional modules selected, and deployment model. Average deal size is approximately \$30,000 for licenses, with deals ranging from \$5,000 to \$1 million. Average annual subscription fee is approximately \$20,000, with annual fees ranging from \$5,000 to \$400,000.
Determine	SmartContracts is available as a licensed on-premises or subscription-priced single-instance hosted; Determine Contract Management is offered as a multitenant SaaS product.	Pricing is based on the number of seats, number of contracts, and number of modules purchased. Annual subscription prices range between \$50,000 and \$200,000. A single module has an average annual price of \$50,000 plus services of \$25,000. Multiple modules can range between \$100,000 and \$120,000, with the same range for services.
Exari Systems	The product is available as single-instance hosted or on-premises, with subscription pricing, but multitenant SaaS.	Pricing can be based on either named or concurrent users, with different pricing for power user versus "read only." Typical annual subscriptions are in the range of \$50,000 to \$250,000 per year.
GEP	The product is available primarily as a multitenant SaaS.	Pricing is based on the number of subscribed power users, with no charge for casual or business users. The range of annual subscription fees is \$50,000 to \$350,000, determined by the complexity and number of power users. The most common annual subscription is in the region of \$75,000 to \$100,000.
IBM Emptoris	The product is available as single-instance either hosted or on-premises, with either license or subscription pricing.	The product is available with subscription-based pricing (term-based) or perpetual-based licensing, with basic and advanced pricing options. The basic tier offers basic functions to manage the contracts repository while the advanced tier provides all the capabilities in the product. Pricing is determined based on the user counts for administrator, read-only, and authorized users.

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FIGURE 7 CLM Vendor Deployment Models And Representative Prices (Cont.)

Company name	Product deployment options	Pricing model
Icertis	The product is available primarily as a multitenant SaaS, but can also be adopted on a hosted or on-premises single-tenant basis.	The product is priced on a named user or enterprise with an annual subscription basis. There is a base platform fee and additional modules sold optionally are collaboration portal and advanced analytics. Annual subscription prices range from \$150,000 to over \$1 million, with average deal size of \$300,000 per year for a three-year term.
Oracle	The product is available primarily on virtualized single-instance hosted deployment and is similar to a multitenant SaaS deployment.	The product is priced on a per-user, per-month subscription model, based on the number of users and any inclusion of optional services (VPN, Database Vault, etc.). List pricing for Oracle Procurement Contracts Cloud from cloud.oracle.com is \$405/user/month, with discounts available.
Revitas	The product is available as a multitenant SaaS deployment with subscription pricing.	The product is priced based upon the number of user types (administrator, power, and casual). The annual subscription fees typically range from \$75,000 and up for a minimum three-year deal.
SAP Ariba	The product is available as a multitenant SaaS deployment with subscription pricing.	The product uses a user-based pricing approach. The per-user price is determined based on tiers that the number of users fall under (1-5, 6-10, 11-15, 16-25, 26-50, 51-100, 100+). The tiers are flexible. The annual average contract value is \$75,000 to \$100,000 depending on the number of users subscribed.
SciQuest	The product is available as a multitenant SaaS deployment with subscription pricing.	Its pricing is an annual subscription fee with an enterprise license (unlimited users). Pricing is tier-based and the tier is based on the organization's annual revenue. Pricing for TCM starts around \$40,000 and increases as you move up the tiers. When sold as part of the full source-to-settle solution, there is typically a higher discount applied across the entire solution suite.
Symfact	The product is available as single-instance either hosted or on-premises, with either license or subscription pricing.	The pricing model is based on the type and number of licenses, and the degree of configuration required, with four main types of user licenses: full user, limited full user, requestor/approver, and read-only user. There are additional fees for additional modules. License deal sizes will range from \$25,000 to \$500,000 for licensing and implementation. Subscription deal sizes will range from \$10,000 to \$150,000 per year for licensing with additional implementation services.
Zycus	The product is available as multitenant SaaS deployment with subscription pricing.	The pricing model consists of an annual fee based on the number of two classes of named users: power users and casual users. Average deal size is \$195,000 annually. Average annual subscription fee is \$100,000.

Other Vendors In The CLM Market

In addition to the 14 vendors we included in our Forrester Wave evaluation, there are nine other vendors with CLM offerings that did not meet our inclusion criteria, including:

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- › **8over8 offers a very capable CLM product for oil and gas and primary production.** This UK-based firm, acquired in 2015 by Aveva, provides a CLM product used by oil and gas companies for management of their contracts in coordination with their oil and gas drilling projects and operations.
- › **BravoSolution offers CLM as part of its sourcing and vendor management suite.** Like GEP, IBM Emptoris, Oracle, SAP Ariba, SciQuest, and Zycus, Bravo has a portfolio of ePurchasing products that includes eSourcing, spend analysis, and supplier risk and performance management along with buy-side CLM. It did not have quite enough CLM revenues to be included in this Forrester Wave, but it would be competitive with these vendors.
- › **CallidusCloud includes CLM in its Lead to Money suite.** This SaaS CLM vendor has built a portfolio of 13 related apps for sales and marketing, including a CPQ, voice of customer, commissions, enablement, and others. The CLM product was introduced in the past two years.
- › **Corridor Company leverages the SharePoint and Office 365 platforms.** It provides a competitive contract life-cycle management application. Its product looks promising, and its clients include several Fortune 1000 companies such as British Telecom, First Data, and Serco.
- › **Gimmel combines CLM with e-invoicing.** In April 2015, Gimmel acquired Prodiagio, which offered both a CLM product and an e-invoicing product pitched toward CFOs. This combination has attracted clients in the high-tech and media and entertainment industries.
- › **Infor introduces a CLM product to complement its CPQ acquisition.** Infor acquired TDCI, a CPQ vendor, in 2013, and then added a home-build CLM product in 2015. In combination along with other Infor sales-related product, Infor CLM will be an attractive option for Infor clients.
- › **Ivalua offers a CLM module in its ePurchasing suite.** Ivalua includes CLM as one of its modules in its SaaS suite of source-to-pay products with native integration to supplier risk, sourcing projects, catalogs, and invoicing.
- › **Model N adds a standalone CLM product to its revenue management solution.** Model N has had a very successful revenue management product used mostly by clients in the medical equipment, pharmaceutical, and semiconductor industries. Embedded in that revenue management product was CLM functionality that, until 2015, Model N did not sell separately. Last year, Model N introduced its Revvy Contract Management product, a SaaS CLM product built on the Salesforce1 platform that is now sold as a standalone product that integrates with their own CPQ solution as well as the Salesforce SteelBrick CPQ solution. However, it had too few clients for inclusion in this Forrester Wave.
- › **Novatus provides a CLM product for Salesforce and other CRM systems.** Founded in 2009 as a SaaS CLM product, Novatus CLM gained a position in the Salesforce AppExchange after building an integration with Salesforce in 2013. It has over 250 clients for its CLM product. Conga recently acquired Novatus along with ActionGrid and CRM Culture to offer a suite for customer data, documents, and contracts.

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- › **OpenText re-enters the CLM market with a BPM-based product.** OpenText has had a CLM product for many years, based in part on a product it merged with its own product when it acquired Hummingbird. With the acquisitions of BPM tools, OpenText rebuilt and relaunched the product in 2015, using its BPM platform to improve its configurability and workflow.
- › **SpringCM becomes a player in the enterprise CLM market.** From its origins as a provider of basic document-based contract management for small businesses, SpringCM has made rapid progress in converting its product into a true CLM product with the addition of clause library creation and management and support for mobile review and approval of contracts. It has increased its focus on the enterprise market, signing large clients like Accenture and NCR, leveraging a prominent position on Salesforce AppExchange, and forming a partnership with Seal Software for contract discovery and analytics.
- › **SynerTrade includes a CLM module in its ePurchasing suite.** This French/German ePurchasing suite vendor offers a CLM module, with about 80% of its clients including in their purchase of the suite, and about 20% buying it on a standalone basis.

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The 14 CLM Vendors That Matter Most And How They Stack Up

Supplemental Material

Online Resource

The online version of Figures 4, 5 and 6 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution. We evaluated the vendors participating in this Forrester Wave, in part, using materials that they provided to us by March, 2016.

- › **Vendor surveys.** Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- › **Product demos.** We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- › **Customer reference calls.** To validate product and vendor qualifications, Forrester also conducted reference calls with three of each vendor's current customers.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave evaluation — and then score the vendors based on a clearly defined scale. We intend these default weightings to serve only as a starting point and encourage readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, go to <http://www.forrester.com/marketing/policies/forrester-wave-methodology.html>.

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Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with our Integrity Policy. For more information, go to <http://www.forrester.com/marketing/policies/integrity-policy.html>.

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

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