Magic Quadrant for Content Marketing Platforms

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Content marketing platforms help create, manage and measure content to fuel channels and drive marketing objectives. CMOs can use this research to identify platforms that support content creation and content management for personalization at scale, often with the use of generative AI.

Strategic Planning Assumptions

- By 2025, 30% of outbound marketing messages from large organizations will be synthetically generated.

- By 2025, organizations that use AI across the marketing function will shift 75% of their staff's operations from production to more strategic activities.

- By 2026, 80% of advanced creative roles will be tasked with harnessing generative AI (GenAI) to achieve differentiated results, requiring CMOs to spend more on this talent.

Market Definition/Description

Gartner defines content marketing platforms (CMPs) as software solutions that support the practice of content marketing. These solutions facilitate creating and curating text, video, images, graphics, audio, e-books, white papers and interactive content assets that are distributed through paid, owned and earned channels. These assets are used to tell stories that help brands engage with and nurture customers, prospects and other audiences. The goal of content marketing is to drive awareness, demand, purchases and loyalty through deeper engagement with customers.

CMPs enable the fundamentals of content marketing — specifically, ideation insight, editorial planning, creative workflow and performance analytics to drive a unified strategy and production at scale.

CMPs collect and analyze data to inform content creation and reuse, streamline operations and iterate on content to improve marketing effectiveness. These platforms can also generate branded iterations of content for different audiences and enable internal teams, contributors and agencies involved in content creation to coordinate efforts.

As a result, CMPs help connect content marketing efforts to business objectives across channels, ensuring organizational alignment and broad scope for managing content. CMPs also drive iterative content improvements, including capabilities to evaluate and test operating models and governance to drive collaboration across siloed teams. This supports faster time to market at scale.

Many CMPs complement their software with optional services, such as content strategy development, creative marketplaces, and training to drive adoption and utilization.

Standard Capabilities

Standard capabilities of this market include:

- Content strategy

- Editorial planning

- Content creation

- Collaboration, workflows and approvals

- Calendarization

- Content performance measurement and optimization

- Integrations to other marketing technologies as a stand-alone or suite-based solution — for example, marketing automation, sales enablement and web content management (WCM)
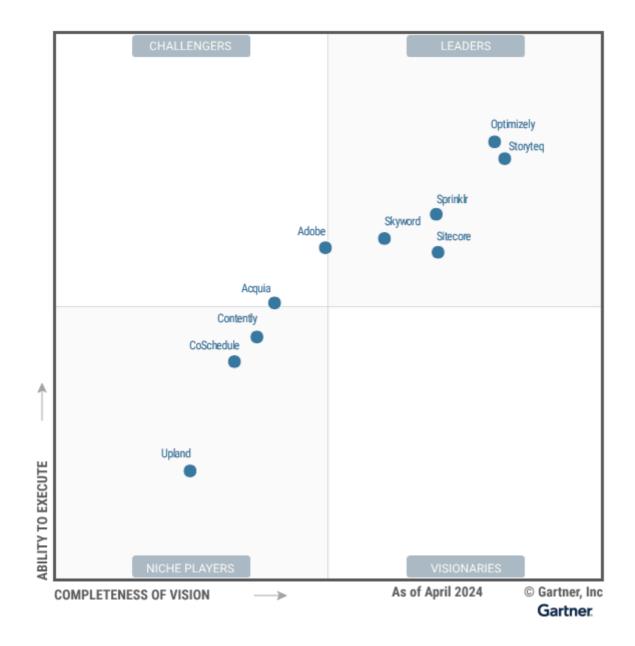
Optional Capabilities

Optional capabilities of this market include:

- Ideation Insights

- Modular, structured content creation and management

- Metadata management and native digital asset management (DAM)

- Generative AI content creation and AI-augmented workflows

- Creative talent marketplaces

Magic Quadrant

Figure 1: Magic Quadrant for Content Marketing Platforms

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Vendor Strengths and Cautions

Acquia

Acquia, a Challenger in this Magic Quadrant, offers content management, personalization, analytics and customer journey management, along with a customer data platform. But it doesn't go to market as a content marketing platform (CMP). It supports B2C and B2B, with an employee experience solution for internal channels. It's based in North America, with a presence in Europe, Latin America and Asia/Pacific, and clients in communications, consumer packaged goods, education, financial services, manufacturing and retail industries. Enhancements focus on content reuse, repurposing, and organization and channel optimization and integrations. Its roadmap includes AI improvements for branded content generation, data analysis, digital shelf analytics and behavior tracking.

Strengths
- **Overall viability:** Acquia's suite-based solution includes an open-source Drupal CMS, CDP, DAM and DXP, offering all the elements to support modern content marketing. It offers insights spanning customer data management, personalization and machine learning (ML) to help create more engaging content across distributed channels. Users can monitor content

performance throughout the customer journey, including intranet and employee portal use cases.

- **Innovation:** Acquia's platform can support the most sophisticated use cases and multiple scenarios across the suite to enable customer data management, scalable modular content, personalization and ML through channel distribution fueled by advanced AI. ChatGPT integrations allow users to generate text content, images, content analysis and AI assistant chatbots to increase operational efficiency.

- **Operations:** Acquia excels in integrating knowledge and generating insight across capabilities to produce content faster, enabling marketing teams to advance their practice. Its adaptive and iterative platform updates incorporate real-time user feedback to give users the features they need when they need them.

Cautions

- **Market responsiveness:** Acquia doesn't directly position itself as a CMP, despite meeting the capabilities with its composable DXP offering. The platform focuses on integrations available via Acquia Exchange, which requires a greater IT lift than other vendors in this market. Prospects looking to meet content marketing use cases should ensure they have the necessary IT support to fulfill the platform's potential.

- **Product or service:** Acquia's solution focuses on owned channels like websites and email, offering limited integration with ad networks or digital experience composition platforms. Its limited attention to editorial content lags what traditional CMPs offer.

- **Sales execution/pricing:** Acquia extends the capabilities of the open-source Drupal CMS, which includes the platform hosting costs of Drupal. This hosting price structure often involves partnership with IT in the buying process, a complexity that is becoming more common across this market. While portions of the platform are designed for the marketing user, others are designed for the IT or developer user, which may further complicate the buying process.

Acquia did not respond to requests for supplemental information. Therefore, Gartner's analysis is based on other credible sources.

Adobe

Adobe, a Challenger in this Magic Quadrant, offers a set of products to manage the content supply chain, including Adobe Workfront, Adobe Experience Manager (AEM Assets and AEM Sites), Adobe Journey Optimizer, Adobe Customer Journey Analytics and Adobe Express with Adobe Firefly. This supports workflow, planning, creation, production, asset management, delivery, activation, and reporting and insights. It aims to accelerate content needs with GenAI and intelligent automation. Its North America-based operations are globally diversified, with clients across industries. In 2H24, Adobe will offer a new product, Adobe GenStudio with a GenAI-first approach to creating and delivering content and scaling personalization. Its roadmap also includes editorial calendarization.

Strengths

- **Overall viability:** Adobe is one of the largest software companies in the world, with nearly $20 billion in annual revenue and more than 29,000 employees. The vendor increasingly generates value from its connected cloud solutions and adoption by in-house and agency creatives. It shows a continued willingness to push toward new and innovative markets.

- **Market understanding:** Adobe addresses the need to develop content at scale by embedding features into modular products that organizations already own and use. These products are becoming more integrated and are wrapped in the major market disruption of GenAI.

- **Innovation:** Adobe has a reliable track record of iterating new and revised products, uses and updates. It entered the CMP market late, and its strength in innovation and adoption across acquisitions and GenAI has made a fast and significant impact on the CMP market.

Cautions
- **Sales execution/pricing:** Adobe pricing varies widely across many of its product lines. Since capabilities are offered across many connected products, prospective buyers should request pricing upfront and inquire about what products are included in the bundled solutions and what capabilities require additional purchases.

- **Offering (product) strategy:** Adobe typically offers its products in tiered packages, with flexibility to add on specific capabilities. The Adobe CMP solution requires buyers to deploy and stitch together multiple modules. CMOs must ensure the tiered packages they own or purchase are fully compatible with all modules needed to serve their content use cases.

- **Product or service:** The workflows and processes across the multiple products, including AEM Assets, Workfront and Adobe Express, are integrated. Approval of assets in Workfront will send them to AEM Assets and there is bidirectional integration between AEM Assets and Adobe Express. Other CMPs evaluated in this research automate these processes for standardization and efficiency. Even if the release of GenStudio is a salve for this gap, buyers should be clear-eyed about the limited track record of a new, if promising packaging.

Contently

Contently is a Niche Player in this Magic Quadrant. Its CMP supports the foundational requirements of content creation through distribution. It is a legacy solution that retains its focus on the core capabilities necessary to deliver content strategy. Its operations are focused in North America, and its clients tend to be B2B enterprises primarily in the healthcare, finance, technology, travel and hospitality industries. Its current focus of investment is on features that help content marketing teams create and optimize content at scale more efficiently. This includes a strong focus on content creation services and a global creative marketplace.

Strengths
- **Market understanding:** Contently serves content marketing use cases for organizations focused on productivity improvements, increasing the bandwidth of creative teams and improving brand compliance. It supports organizations that are not comfortable leveraging

GenAI for content creation. Its core capabilities deliver content strategy through technology and fill additional client gaps through strategic services and a talent marketplace.

- **Customer experience:** Contently's focus on service is reflected in a responsive account team that helps navigate onboarding to increase platform utilization across teams. Gartner Peer Insights reviews praise it as a highly responsive tool to streamline content creation and provide cross-team visibility.

- **Product or service:** Organizations looking to augment internal teams with a talent marketplace, enable operations with customer workflows and scale content across teams will appreciate Contently's productivity focus. Its content operations metrics and platform cost attribution serve most clients seeking secure future investments in content.

Cautions

- **Innovation:** Contently remains focused on calculating the ROI of content using the value of organic search, a space disrupted by search generative experience and chatbot engagement. As a result, CMOs may struggle to measure the value of content and tie it to growth in an increasingly complex ecosystem of channels and customer engagement.

- **Sales execution/pricing:** Annual membership is team-based, not user-based, resulting in potential payment for employees not using the platform. Tiers further complicate a complete understanding of capabilities purchased and what costs extra. Gartner Peer Insights reviews say the platform is not cost-effective and is too expensive for organizations with limited or constricting budgets. Potential customers must ensure the deal price includes desired features.

- **Offering (product) strategy:** Executive turnover and year-over-year decline in revenue threaten Contently's capacity to execute and invest in the future. It faces an uphill battle to compete in a market where more technically advanced suite-based providers offer similar capabilities with easier integrations.

Contently did not respond to requests for supplemental information. Therefore, Gartner analysis is based on other credible and accepted public sources.

CoSchedule

CoSchedule is a Niche Player in this Magic Quadrant. CoSchedule's product offering focuses on supporting content marketing and social publishing use cases with its Marketing Suite, calendars and add-ons. This is in contrast to other vendors with CMPs as part of integrated martech suites. Its operations are focused in North America and Europe, and most of its clients are small and midsize B2B customers primarily in technology, healthcare, education, financial services, and travel and hospitality. It is developing a GenAI assistant within its existing content creation process and workflows. Its roadmap includes more social media integrations with recent additions of TikTok and Facebook/Instagram Reels and Stories, strengthening approval workflows and using AI to improve reporting.

Strengths

- **Customer experience:** CoSchedule serves customer needs without lengthy implementation or additional paid services because training, onboarding and campaign set-up services are included. Enterprise customers have a customer success manager, priority email support and 24/7 phone support. Live chat, email, social direct messages and in-app communications support help nonenterprise customers during business hours, with 24/7 chatbot support.

- **Vertical/industry strategy:** CoSchedule's Marketing Suite is easily configured out of the box to solve challenges unique to vertical industries. Its understanding of regulated industries' compliance and privacy needs, and technology companies' fast-paced production and workflows makes the solution adaptable to all verticals.

- **Market responsiveness/record:** CoSchedule's release cadence keeps pace with customer needs, without overwhelming users. Recently delivered AI innovations, such as AI Prompt Library with 500-plus structured templates and guidance for marketing teams to incorporate AI into their content workflow and enhance content creation without overhyping.

Cautions

- **Business model:** CoSchedule remains focused on the core use cases of a CMP for small and medium-sized businesses, which serves its target audience well. However, continued success with this direction relies on both its ease of use for small teams and maintaining its role as a platform connector. The market is seeing a rapid flux in overlapping capabilities, which will challenge CoSchedule to stand apart from the crowd.

- **Innovation:** CoSchedule's stand-alone CMP competes with larger vendors and broader, interconnected product offerings with greater capacity to innovate across more areas of the product. Its focused approach means that although some GenAI features were successfully released, other enhancements were limited in scope and not as robust as competitors.

- **Market understanding:** CoSchedule's market view is based on the current challenges of its customer base, rather than a more forward-looking view of what features might enable a content marketing function experiencing rapid change. Enterprise marketing teams have moved beyond conversations about reduced budgets, siloed teams and high content demands. Its approach to AI suits smaller teams in less sophisticated organizations.

Optimizely

Optimizely is a Leader in this Magic Quadrant. Its suite-based solution offers its preacquisition stand-alone CMP's robust structured content and distribution capabilities, and strong asset visibility in its DAM and distribution through its DXP. Its Ideas Lab and Budgeting and Financials tab break down the cost of individual tasks. These features can be licensed as part of a broader DXP suite. Its operations are focused on North America and Western Europe, and its client base is mostly large enterprise B2B organizations, primarily in manufacturing, insurance, travel and hospitality, and technology. It is investing in omnichannel authoring and AI-driven semantic search, and plans to expand AI and content performance reporting and analytics capabilities.

Strengths

- **Market responsiveness/record:** Optimizely quickly adapted its product roadmap to respond to its clients' growing and evolving need for AI in content marketing. Its AI capabilities go beyond image and text prompts, with "in-context" AI embedded from planning to ideation and performance analysis. Its expanded AI capabilities allow you to bring your own AI integrations through various partners.

- **Product or service:** Optimizely has invested in providing high levels of "content fidelity" to creators, allowing them to meet the requirements of various channels and build an omnichannel experience from one platform. Its ability to enable distributed teams and complex global/regional variations is a differentiator in this market.

- **Overall viability:** Several factors bode well for Optimizely's longevity in the CMP market. Although privately held, it reported double-digit growth in 2023. While this growth is anchored by DXP/DAM products, its CMP business serves over 500 accounts, including large global B2B enterprises, with 100 employees focused on its CMP. Its roadmap focuses on AI across the content production journey, automating work-allocation decisions and supporting analytics capabilities across multiple dimensions of content measurement to remove waste, which is where we see the market moving.

Cautions

- **Marketing strategy:** Optimizely has promoted "Optimizely One" across its website, press and events, investing heavily in this position to lead the market. CMOs should confirm they can leverage these progressive features and functions without leaning on the vendor to guide business needs.

- **Sales execution/pricing:** Although the pricing tiers are clear and well-defined, even Optimizely's biggest advocates say it has a high total cost of ownership, according to comments from Gartner Peer Insights. Prospective buyers starting with free or "freemium" features might be surprised when adding more features to maximize the product's value.

- **Customer experience:** Optimizely constantly adds features to its already robust CMP, making it hard to fully utilize for all but the most high-performing content teams — a common challenge in this market. Discussions with Gartner clients, together with evidence from Peer Insights, indicate a steep learning curve and requests for more walk-through and beginner tours.

Sitecore

Sitecore, a Leader in this Magic Quadrant, taps user group insights to develop capabilities, including its Content Hub, metadata to drive content reuse, and governance and distribution. Its modular content emphasis supports large enterprises seeking personalized experiences. It operates in North America, EMEA and APAC, with midmarket and enterprise clients in automotive, retail, financial services, healthcare, hospitality, manufacturing and technology. Enhancements include campaign tracking, asset distribution visibility, top-performing content analysis, and a 3D and multidimensional image content hub. Its roadmap emphasizes AI search-based improvements in tagging, providence and intent-based search tools.

- **Innovation:** Sitecore's AI Copilot puts users ahead with capabilities to develop an initial strategy based on prompts and inputs that inform content types, and workflow tasks that consider the customer journey. This gives teams a head start on work and faster, more insightful speed to market.

- **Offering (product) strategy:** Sitecore's AI-assisted Content Hub helps marketing teams unite fragmented content pipelines and eliminate inefficiencies while the platform automates workflows to aid collaboration across disjointed workforces. The integrated system ensures better brand consistency, localization efforts, and unified tracking and publishing across channels.

- **Operations:** Sitecore's integrated, suite-based strategy allows customers to leverage GenAI for content marketing through its combined capabilities with other Sitecore (search, DAM, CDP, commerce, etc.) products. It's a versatile choice for those who need all technology simultaneously, or piecemeal.

Cautions

- **Customer experience:** Marketing teams are impressed with and understand the need for the capabilities Sitecore offers. However, the solution is technically sophisticated. Organizations need in-house technical talent to fully utilize the platform, as customer service and support is ranked lower than other vendors in this market, according to anecdotes from Gartner Peer Insights.

- **Product or service:** Sitecore's ideation capabilities, including organic-search-based insights and keyword analysis with content ideation tools for large organizations, are basic compared to the capabilities offered by leaders in the market. Its social media and competitive insights lag those offered by others in this space.

- **Sales execution/pricing:** Sitecore's sales strategy takes a top-down approach with a strong emphasis on the IT buyer. Customers cite a lack of transparency in pricing metrics and the entitlements algorithm that Sitecore uses, according to anecdotes from Gartner Peer Insights. Some products have add-ons, integrations or additional functionality that increase cost, but customers must seek specifics and clarity as to how much of a cost impact it will mean for them.

Skyword

Skyword is a Leader in this Magic Quadrant. Its Skyword360 CMP distinguishes itself with the depth of strategic support, including personas and customer journeys. It also enables easy vetting and hiring of freelance content writers. Its operations are based in North America and its clients tend to be a mix of B2B and B2C companies, mostly large-enterprise organizations in banking, communications, healthcare, insurance and retail industries. Its improvements have maintained a laser-like focus on content creation, including production and creative talent (freelancers), with investments in AI to improve this core capability.

- **Market understanding:** Skyword's robust talent marketplace fills a critical gap for marketing teams looking to create more branded content. The Skyword360 platform allows users to vet, negotiate, hire and pay content writers globally. Its AI capabilities also make intuitive creator recommendations based on user content needs.

- **Product strategy:** Skyword continues to evolve its roadmap, balancing AI with human-centric strategic involvement. Its ATOMM GenAI augmented capability quickly creates derivative, persona-specific content from human-generated content, greatly reducing error potential and maintaining intellectual property protections. Ongoing investment includes new GPT models and prompt parameters for more precise and brand-compliant outputs.

- **Customer experience:** Skyword's stand-alone CMP is not bundled with other software or products, enabling a sharp focus on content creation. Its UI is intuitive and user-friendly, and configuration and onboarding usually take less than a week. Gartner clients and Peer Insights reviews cite the interface's simplicity and the support team's proactivity.

Cautions

- **Product or service:** Skyword's native performance analytics emphasizes SEO and search metrics as a proxy for success. Given the regulatory environment and how GenAI is redefining content ranking, there are many questions about the future of traditional SEO. As other vendors develop more sophisticated content measurement models, its reliance on legacy SEO may challenge marketing teams to measure content impact across channels in the face of declining customer engagement with brand websites. For an additional cost, Skyword integrates with clients' existing analytics stack for greater visibility into how content impacts lead generation goals, sales engagement and more.

- **Sales execution/pricing:** While Skyword's AI capabilities have expanded through ATOMM over the past year, not all these features are offered through the standard CMP product. For example, users who need editorial services, likely for review of AI-generated work, must pay additional fees.

- **Business model:** Skyword focuses on the "human" side of content operations, from a large freelancer network to dedicated account teams. It also focuses on providing clients with a personal touch by employing experienced content marketing teams and strategic consultative services. The reliance on this business model could saddle it with a cost structure or supplier relationships that are exposed to volatility given AI's impact, including GenAI, on marketing content.

Sprinklr

Sprinklr is a Leader in this Magic Quadrant. Its CMP products, fueled by its unique social listening capabilities, support the entire content and campaign life cycle. Its operations are focused in North America and EMEA, and its clients are mostly global, large-enterprise B2B organizations. These clients represent the banking, healthcare, retail and technology sectors. Over the past year,

it has expanded its channel coverage for publishing and distribution across social and nonsocial channels, and enhanced its AI capabilities, such as hashtag generation for social media posts. It also plans to expand its focus on helping users with project management responsibilities.

Strengths

- **Product or service:** Sprinklr continues its all-in approach to social, combining its unique social listening capabilities with past content performance data and other insights to enable a robust content planning and content ideation process. Its creative analytics and productivity metrics enable more efficient content production. This closed feedback loop offers a confidence boost for CMOs needing to make the case for content spend. Users heavily focused on social will benefit from this product.

- **Innovation:** Sprinklr has expanded into new channels, added integrations and evolved its AI capabilities to include automated brief drafting and content review. Gartner clients and Peer Insights reviews cite its regular updates as a key benefit. This is particularly valuable for users with an expansive content marketing strategy seeking a CMP that can keep pace.

- **Overall viability:** Sprinklr reports impressive financial performance, with double-digit growth for its content marketing business, more than 650 customers covering a variety of verticals and 3,800 employees. These indicators of robust viability are partly due to a track record of customer retention and expansion within large B2B organizations with several business lines.

Cautions

- **Sales execution/pricing:** Sprinklr offers a per-seat tiered pricing model, which means planning for the number of users is more important for customers considering this vendor. Customers seeking consumption-based pricing or bundled-pricing might find this approach challenging. Additionally, customers should assess pricing structure for nonauthoring users, particularly those with a large number of content approvers.

- **Offering (product) strategy:** In early 2024, Sprinklr brought in a new interim chief operating officer and a new chief customer officer. While it's too early to tell what changes they bring, prospective buyers should assess how new leaders will impact the product and/or service. Sprinklr is a legacy social and customer care platform, with the majority of its revenue and recent innovation focused on those core products.

- **Customer experience:** Sprinkler offers additional training and implementation support for a fee, but Gartner clients and Peer Insights reviews cite a steep learning curve with the product. Implementation can last as long as eight weeks, which is longer than most vendors. Users should prepare for quarterly updates with this solution.

Storyteq

Storyteq is a Leader in this Magic Quadrant. Its CMP focuses on a robust suite, including ideation insight, planning, workflow, metadata and content storage, distribution capabilities and content performance analytics. Its insights can improve client understanding of customer preferences across personas and markets while integrating agency, freelance and in-house efforts into a

customizable system. Its operations span Europe, North America, APAC, Latin America and the Middle East. Its clients are enterprise and midmarket B2C and B2B customers across industries and verticals. Recent enhancements and roadmap focus offer visibility into paid, shared and owned content efforts powered by advanced AI insights across capabilities.

Strengths

- **Innovation:** Storyteq's investments in AI capabilities are advanced for the market. AI has been incorporated into most components, from planning through distribution, to shorten the entire content life cycle and increase performance. Unique features enable users to understand the provenance of content and promote the ethical use of AI.

- **Overall viability:** Storyteq's integrations with AI and attention to the entire content life cycle include paid — with media partnerships such as Publicis Media, Mediaocean and Extreme Reach — earned, shared and owned channels, along with e-commerce. This unified approach supports users looking to streamline content insights creation, distribution and analysis across channels.

- **Market understanding:** Storyteq leads the way among vendors with its vision of how a CMP can be the central engine fueling paid, shared, owned and commerce content. The CMP's content connectivity is progressive, with a clever use of AI that enriches and analyzes data from third-party martech platforms. This feature helps in understanding marketing and campaign objectives and proactively suggests ideas to optimize content and channel spend.

Cautions

- **Customer experience:** Small organizations seeking a single solution to inform and develop content may lack the resources to manage the Storyteq platform or take advantage of its full capabilities. Nascent teams requiring an entry-level CMP may want a vendor with fewer special features and more attention focused on smaller customer needs.

- **Sales execution/pricing:** Storyteq offers various products, including Planner, Brand Portals, Workflow, analytics, Creative Automation, Resource and DAM. It describes its set-up fees and annual licensing fees as ranging from simple to sophisticated, with pricing based on the breadth of IP used, user volume tiers and value to the recipient organization. These many options can make the buying process complex and time-consuming.

- **Operations:** The Storyteq deployment schedule focuses on big releases, rebrands and acquisitions like Pixelz.ai and ReviewStudio rather than minor customer-focused improvements. Its attention to complex updates can leave customers struggling to keep pace and fully utilize the platform.

Upland

Upland's content marketing operations solution, Upland Kapost, is a Niche Player in this Magic Quadrant. Its product supports B2B organizations to create and distribute content that supports long and complex buying journeys. Its operations are focused in North America and Europe, and its customers are B2B enterprises with complex sales cycles, especially in technology, publishing,

manufacturing, health and life sciences, and financial services. Its roadmap includes AI-based capabilities to match market competitors. These include automated content tagging based on keywords, themes and sentiment; content recommendations based on history and consumption patterns by similar users; and predictive analytics to analyze performance and improve content life cycle management.

Strengths

- **Marketing strategy:** With its focus on B2B enterprise customers, Upland's Kapost recognizes the shift toward a more comprehensive content operations suite with a DAM and CMS, even though those capabilities are not offered in its CMP. Its own strategy considers the content needs of other functions beyond marketing, such as customer success and product marketing.

- **Sales execution/pricing:** Kapost's pricing follows a simple tier structure of users in groups of 10. Each tier is bundled with a number of consumer users who have limited access, usually for approval. Enterprise features, such as advanced security and advanced member management, are available at additional cost.

- **Customer experience:** Kapost provides support through a community forum, dedicated customer success managers, email and phone during core North American business hours. Urgent or outage support is available 24/7. Customer service chat is available for users with a Premier Support Plan. A typical deployment involves cross-functional collaboration, focused on establishing workflows, approval processes, integrations, reports and dashboards, supporting stronger collaborations across sales and marketing that B2B organizations require for success.

Cautions

- **Innovation:** Upland has spent the past few years catching up to the rest of the market with basic enterprise features. Currently, Kapost does not include AI capabilities, but the roadmap includes several straightforward AI enhancements, such as automated tagging and predictive analytics.

- **Market responsiveness/record:** Kapost has not kept pace with market direction. Even with an understanding of the enterprise state of content, Upland is slow to bring features to market compared to other vendors evaluated in this Magic Quadrant. Drawbacks include a lack of advanced features to support content strategy, ideation insights and GenAI content creation.

- **Offering (product) strategy:** Kapost is built to primarily serve B2B content use cases. Its centralized content operations platform allows marketers to create various content types and distribute them across multiple channels. This narrow focus results in a platform with less attention to features and functions that are common across vendors in this market that serve a more varied client base.

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

- Acquia and Adobe have been added to this Magic Quadrant.

- Upland was known as Upland (Kapost) in the last iteration of this research.

Dropped

No vendors were dropped from this Magic Quadrant.

Inclusion and Exclusion Criteria

This Magic Quadrant research identifies and analyzes the most relevant providers and their products in a market as of 1 December 2023. The inclusion criteria represent the specific attributes that analysts believe are necessary for inclusion in this research.

To qualify for inclusion, providers need:

- A minimum of $5 million in annual revenue or a minimum of $2 million in annual revenue and 30% year-over-year growth when compared to calendar year 2022 for the product submitted for consideration.

- To provide comprehensive, integrated support for five of the six following capabilities:

  - Content strategy — Generate or support an insight-driven content pipeline, focused on the needs of target audiences, that extends beyond foundational content to include engaging stories that drive audience response along the journey. It includes tools to support the creation and management of a diverse set of content formats that are designed to maximize channel performance. This may incorporate strategic services.

  - Editorial planning and calendarization — Planning tools for idea, calendaring and resource management, with multiple views or visual layers that enable agility in planning and communication across digital marketing. Planning should be connected to concepts like personas, themes, topics or campaigns to ensure they align with content marketing objectives. Editorial calendars and visual constructs include calendar view, Kanban view and Gantt chart view.

  - **Creative workflow** — Management of the steps to produce content across teams and geographies, including creative briefs, drafts, revisions and approvals with documented tracking and change management. It includes alerts and collaboration tools, and may include plug-ins to common office or creative suites. It must be content-type-agnostic with support for formats, including, but not limited to, articles, images, video, blogs, e-books, white papers, infographics and interactive assets.

- **Distribution** — Create and distribute content assets and maintain the associated metadata from within the application and/or through direct integration to at least three categories of distribution endpoints as outlined in "Integrations" below.

- **Content performance measurement** — Data and insights that connect content to the context of the customer journey, including performance measurement across owned and external content. Such measurements may include closed-loop analytics with detailed asset-level attribution or sales influence data that support return on investment (ROI) calculations, which may incorporate a strategy service.

- **Integrations** — Out-of-the-box integration (such as API-enabled or scripts) with three or more of the following categories of complementary tools: CRM systems, digital asset management (DAM), digital experience platforms, multichannel marketing hubs, marketing analytics, marketing work management (MWM), personalization engines, sales enablement platforms, search engine optimization (SEO), social marketing management, and web content management (WCM).

Optional Capabilities

In addition to the previously described basic capabilities, providers in this evaluation may have some or all of these capabilities:

- **Ideation insights** — Data-driven idea and theme sourcing leveraging aggregated insights from the public domain (for example, social listening, search engine optimization and internal/first-party data) about topics and trends that suggest audience demand for content.

- **Modular, structured content creation and management** — Create and tag modular content components for reuse across channels by reassembling components into targeted content experiences.

- **Metadata management and digital asset management (DAM)** — Ability to assign custom attributes to content that extend beyond basic descriptors that may include persona, journey stage and business line. This ensures assets are easy to find, govern, manage, version and use by the right people. Features include search and guided navigation features; life cycle and rights management capabilities; access and identity management; asset editing and manipulation.

- **Generative AI (GenAI) content creation and AI-augmented workflows** — AI and ML can help automate content creation, workflows, collaboration and distribution. This includes applications of GenAI that can generate new derived versions of strategies, content and metadata by learning from large repositories of original source content.

- **Creative talent marketplaces and content sourcing** — Managed access to third-party content creators via a talent marketplace or other resources. These resources enable content marketing leaders to augment in-house staff via scalable staff managed through their existing toolsets and editorial processes.

Honorable Mentions

Bynder

Bynder is an SaaS digital asset management platform known as a pure-play solution, helping users execute content operations across multiple touchpoints at scale. Its creative automation solution and Content Workflow product help clients gain process efficiencies with automation and accelerate time to market. Bynder was not included in this Magic Quadrant because it did not meet the minimum inclusion criteria, lacking content strategy, editorial planning and content performance measurement. However, continuous analytic insights and content performance improvements indicated on their roadmap make them a strong contender for future inclusion.

Evaluation Criteria

Ability to Execute

This analysis evaluates vendors on the quality and efficacy of the processes, systems, methods or procedures that enable marketing provider performance to be competitive, efficient and effective, and positively impact revenue, retention and reputation within Gartner's view of the market.

Table 1: Ability to Execute Evaluation Criteria

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

Completeness of Vision

Gartner analysts evaluate providers on their ability to convincingly articulate logical statements. This includes current and future market direction, innovation, customer needs, competitive forces and how well they map to Gartner's view of the market.

Table 2: Completeness of Vision Evaluation Criteria

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

Source: Gartner (May 2024)

Quadrant Descriptions

Leaders

Leaders possess capabilities across nearly all product requirements, most notably related to content strategy, editorial planning, workflow and performance metrics. These strengths allow

clients to customize the platforms to support unique business processes. Leaders have solidified their market position and possess recognized strengths, each with one or two differentiators that make them competitively distinct. Leaders manage vibrant, growing businesses with progressive roadmaps.

Challengers

Challengers are new entrants into the market with sophisticated capabilities and strong innovation that positions them well to meet the increasingly complex needs of modular content and content life cycle management. These suite-based solutions are supported by database insights on content performance that drive distribution and optimization.

Visionaries

There are no visionaries in the 2024 Magic Quadrant for Content Marketing Platforms.

Niche Players

Niche Players in this market satisfy the capabilities of CMP but lack overall viability and the investment in innovation. Clients report mixed reviews. The platforms offer unique features that may be deciding factors for some clients, such as ease of implementation, talent marketplaces or sales enablement integrations.

Context

This research highlights the increasing need for CMPs to create, manage and distribute content that fuels multichannel and personalized experiences. As the market potential grows, so do the positions of the players. Most vendors surveyed offer a wide range of capabilities that go beyond standard CMPs, reflecting the reality that content can't just be created. It must be distributed somewhere to have an impact on a customer and drive business results.

As a result, legacy DXP and DAM vendors are expanding and becoming strong players in this market. Where stand-alone CMPs remain, they have a clear focus on serving as connectors to the increasingly complex content operations ecosystem. Many CMP capabilities are now commonplace across other components of the martech stack. MWM, DAMs and PIMs have various capabilities to connect to everything from DXPs, ad tech, account-based marketing (ABM), multichannel hubs, personalization engines and customer data platforms (CDP), among others.

This has resulted in a shift to CMP sales directly to IT. Not surprising due to the increasing importance of data security and the prominence of legacy DXP players in this market, IT has an increasingly large seat at the table. As you build your business case and requests for proposal, ensure you use not only product and capability criteria but also vision and cultural fit, scope of solution, and experience with your business model. A proof-of-concept engagement can be a viable precursor to a long-term deal, enabling practical validation of real-world success in a cost-conscious environment.

As a CMO considering a CMP, you should:

- **Study** the evaluation criteria by which we determined each vendor's Ability to Execute and Completeness of Vision.

- **Evaluate** the vendors' Strengths and Cautions along with key buying group members, including IT.

- **Assess** vendors in any of the quadrants, with a focus on those that align with your requirements and goals. A Niche Player's solution may be the best solution for your use cases.

- **Leverage** this Magic Quadrant research in conjunction with our companion Critical Capabilities for Content Marketing Platforms research, other publications related to multichannel marketing best practices and our analyst inquiry service. Bolster the rigor of your vendor selection process by using the Ignition Guide to Selecting a Marketing Technology Vendor.

Make your first stop a conversation with your existing vendors. This may include some of the vendors featured in this Magic Quadrant or associated content operations and the Magic Quadrant for Digital Experience Platforms.

There are no Visionaries this year, reflecting the reality that most vendors are racing to advance their ability to execute in the context of the dramatic impact AI — including GenAI — has had on the market, and content marketing more broadly. Now more than ever, you must be very specific about your use cases. The risk of feature parity driving complexity and cost at this moment in the market is real, particularly as GenAI propels innovation in this market. Understand your need for support to fulfill the promise of content marketing, which may include technology adoption, content auditing and strategy services, among others, to help you fully leverage the technology.

Market Overview

If You Think It's Complicated, That's Because It Is

This year's CMP market is a story about the dichotomy of:

- More content to fuel more channels

- More employees with access to content

- More risk to brand reputation

- More potential to meet customer needs than ever before

In response, 67% of 2023 Martech Survey respondents reported a deployed content marketing platform, but only a small percentage (15%) has figured out how to extensively utilize the technology. [1]

Nearly three quarters (74%) of CMOs say they lack sufficient resources, such as technology and talent, to deliver their marketing objectives. [2] It's no surprise that almost three out of four CMOs report they're being asked to "do more with less." And this pattern will likely continue, even with GenAI.

When you think about the mandate of marketing to do "more with less," GenAI is fulfilling the promise to help marketing teams be more strategic, productive, agile, faster, focused on creating resonate messaging for target audiences and efficient for business. GenAI is also helping you become more effective at influencing the decisions of your customers.

No other aspect of marketing has experienced greater impact from AI than content. In fact, nearly two-thirds of marketing teams (64%) are already leveraging (piloting or deployed) AI heavily to create, execute and optimize campaigns. [3] In a market that has long been known for blurred edges, the impact of GenAI on this vendor landscape looms large. The majority of vendors surveyed in this market are infusing GenAI across a spectrum of capabilities. CMOs considering investment in content marketing platforms have to look hard to get past the hype of GenAI everything.

Get the GenAI Tsunami of Content Under Control

Content has long been scrutinized for its disjointed efforts across teams and the near impossible task of measuring its impact throughout the customer journey. The enhanced attention to content creation, management and distribution brought by GenAI is changing the game. Gartner has seen an exponential increase in calls around content operations and governance.

Even what "content" means to an organization is expanding. Driven by customer expectations to deliver content assets across paid, owned, earned, sales and retail channels, many CMPs have evolved to store, manage and distribute a wider range of content types. The ability to agree on a content strategy and support distribution at scale is more vital to maintaining brand reputation in a world with limited trust, and where GenAI is eroding customer trust even further. People trust people more than brands, technology or governments. Forty-three percent of consumers do not trust anyone, including nongovernmental organizations, companies, the government or academics, to provide proper oversight over the use of GenAI. [4]

GenAI is only adding to the insatiable hunger for more content to deliver more personalized experiences in hopes of driving the desired customer response. More than half of marketing teams are already leveraging AI heavily to create, execute and optimize campaigns, [5] but they lack a cohesive vision and the quality data necessary for responsible and differentiated content creation. Best practices are only starting to emerge as CMOs look to leverage GenAI to create greater operational efficiency and enhance a culture of creativity.

Track These Three Trends

As the impact of emerging technologies on content and creators dominate the market, CMPs are using rapid deployments to keep pace with innovation, while accelerating their roadmaps. Reflecting this surge, Gartner predicts that by 2025, organizations that use AI across the marketing function will shift 75% of their staff's operations from production to more strategic activities. Vendors are responding with a rapid uptick in both AI and ML, including GenAI-based features and tools, and roadmaps that indicate heavy future investments in AI-based capabilities.

Quality content has more value to organizations.

How has the CMP market responded? Digital experience platforms and large vendors have a stronger focus on content production, creation, management and distribution.

The landscape of content marketing is undergoing a seismic shift as organizations increasingly integrate GenAI technologies into their strategies. This transformation is spurred by a growing recognition of the importance of high-quality content in driving differentiation and fostering brand reputation. As 55% of brand reputation leaders acknowledge the significant risk posed by GenAI, [6] strategic partnerships are becoming increasingly essential for navigating this rapidly evolving landscape. GenAI integration brings a heightened emphasis on crafting cohesive content strategies that ensure seamless distribution across various channels. Suite-based DXPs are jumping on the opportunity with their advanced modular content support, rapid deployment and testing capabilities. This evolution also showcases the urgent need for content strategies that showcase a strong brand narrative and a deep understanding of customer needs at the highest-impact moments in their journey.

More people and machines are touching content than ever before.

How has the CMP market responded? Elastic platforms emerge, with AI augmentation and human oversight embedded in content strategy development process improvements.

Organizations that adopt a holistic rather than siloed channel strategy and create content for use across channels and points of interaction are more likely to achieve their sales revenue performance goals. [3] However, only 28% use a holistic approach, in part due to the difficulties of coordinating efforts across the organization. [3] The integration of GenAI into content marketing operations marks a significant shift in the industry.

This trend emphasizes the democratization of content creation, necessitating new workflows and visibility into global and local capabilities. However, the current state of content governance often fails to meet the demands of diverse teams due to its rigid nature, legacy waterfall approach and focus on reviews of complete experiences. Thus, it's ill-prepared for the speed and scale that GenAI will enable. In response, CMPs prioritize an "AI-as-a-teammate" approach or, at the least, human oversight.

Elastic platforms allow users more flexibility to choose features and functions, support changes in resources and user skill sets, and provide time-saving templatized approaches to operations and governance, while enabling customization. Despite these obstacles, the widespread adoption of GenAI promises to optimize campaigns and streamline workflows, fundamentally transforming content operations as AI begins to augment employee work.

Quality content requires more insight.

How has the CMP market responded? Data management through metadata tags and more integrations to outside sources are required.

A capabilities-first approach to content creation and distribution requires a strong foundation that can support agility at scale:

- Audience understanding

- Content visibility

- A tagging strategy (metadata)

- Operating models and governance

- Employee skills evaluation

- Data-driven insights on content performance

Organizations that have multiple capabilities in place are ahead of the game. Those that are focused on one aspect of content success, such as legacy SEO-driven insight generation and content valuation, might soon wish they had diversified their approach. Now add the ability to understand content performance in channel, create new segments and glean insights on your most valuable target audiences, and you have the makings of a modern content life cycle.

On the horizon, two technologies that support an automated content life cycle come to the forefront — customer data platforms (software applications that support marketing and customer experience use cases by unifying a company's customer data from marketing and other channels) and GenAI to process and gain insights from that data. However you get there, the better you understand your customers and the most important moments in their journey, the more effective your content will be at meeting their needs and driving your marketing goals.

CMPs are supporting these efforts with strong integrations that retain metadata across products, often through a DAM, and flow into existing marketing dashboards that support web and journey analytics. These dashboards allow content and channel marketing teams to have more visibility into how customers are responding to their content across the multichannel journey. Take time to build your capabilities first so you can scale your content — and its impact — as the space continues to accelerate. GenAI will solve many of the challenges of content marketing, but you can't buy your way to good insight or operating models through a CMP alone.

Acronym Key and Glossary Terms

Acronym	Definition
CDP	Customer data platform: Software solutions that support the practice of content marketing. Common capabilities include ideation, editorial planning, collaboration and workflow; tools to create, curate and publish content of all types; and analytics and insights to measure and optimize content performance.
CMS	Content management system: A single or integrated suite of technologies to enable the collation, management, delivery and optimization of content for contextualized digital experiences across multichannel customer journeys.

DAM	Digital asset management: Software that provides capabilities for ingestion, storage, retrieval, collaboration and life cycle management of rich media assets, including text, graphics, images, videos and audio.
DXP	Digital experience platform: An integrated set of core technologies that support the composition, management, delivery and optimization of contextualized digital experiences. DXPs place a high degree of emphasis on interoperability and cross-channel continuity across the entire customer journey.
MWM	Marketing work management: Provides marketing operations leaders with visibility into project work performed across the department. Capabilities include request management, project communication and collaboration, automated workflows, project templates, digital asset approval, project views, resource allocation, and capacity planning.
PIM	Product information management: Packaged PIM solutions provide product, commerce and marketing teams with the ability to create and maintain an approved shareable version of rich product content. PIM makes available a single, trusted source of product information for the purposes of multichannel commerce and data exchange.

Evidence

Gartner Peer Insights reviews for content marketing platforms: We considered Gartner Peer Insights reviews for content marketing platforms posted through 5 December 2023.

[1] **2023 Gartner Marketing Technology Survey.** This survey aimed to investigate the state of technology acquisition, adoption and use, including best practices for managing the technology stack, specific technologies in use, and the degree of their adoption. It was conducted online from the end of May through June 2023. In total, 405 respondents were surveyed in their native languages across North America (n = 200), Western Europe (n = 173), and the Nordics (n = 32). Qualifying organizations reported enterprisewide annual revenue for fiscal year 2022 of at least $100 million, with 80% of the respondents coming from organizations with $1 billion or more in annual revenue. The respondents came from a variety of industries: financial services (n = 39), insurance (n = 39), manufacturing (n = 41), consumer products (n = 38), retail (n = 39), travel and hospitality (n = 34), healthcare (n = 38), pharmaceuticals (n = 31), media (n = 34), tech products (n = 34), and IT and business services (n = 38). All the respondents were required to be senior decision makers, where the majority of their daily responsibilities mostly aligned with either business- or IT-focused marketing. Sixty-two percent of respondents were aligned with the marketing function, 18% with brand management, 11% with product marketing and management, 9% with customer services, and 2% with IT or other business units.

[2] **2023 Gartner CMO Spend and Strategy Survey.** The purpose of this survey was to look at top-line marketing budgets and identify how evolving customer journeys, C-suite pressures and cost challenges impact marketing's strategies and spending priorities. The research was conducted

online from March through April 2023 among 410 respondents in North America (n = 205) and Western/Northern Europe (n = 205). Respondents were required to be involved in decisions pertaining to setting or influencing marketing strategy and planning, as well as have involvement in aligning marketing budget/resources and/or lead cross-functional programs and strategies with marketing. Eighty percent of the respondents came from organizations with $1 billion or more in annual revenue. The respondents came from a variety of industries: financial services (n = 44), tech products (n = 39), manufacturing (n = 55), consumer products (n = 43), media (n = 41), retail (n = 45), healthcare (n = 34), pharmaceuticals (n = 38), IT and business services (n = 34), and travel and hospitality (n = 37).

[3] **2023 Gartner Multichannel Marketing Survey.** This survey was conducted to determine best practices for maximizing multichannel marketing investments in response to evolving customer journeys in a fluid marketing environment. It was conducted online from November through December 2022. In total, 397 respondents were surveyed in their native languages across North America (n = 201), Western Europe (n = 161) and the Nordics (n = 35). Qualifying organizations reported enterprisewide annual revenue for fiscal year 2021 of at least $100 million, with 83% of the respondents coming from organizations with $1 billion or more in annual revenue. The respondents came from a variety of industries: financial services (n = 61), manufacturing (n = 58), consumer products (n = 46), retail (n = 45), travel and hospitality (n = 45), healthcare (n = 44), pharmaceuticals (n = 35), media (n = 33), and IT and business services (n = 30). All respondents were senior leaders who manage multiple marketing channels or were responsible for the execution of their organizations' multichannel marketing strategies. Eighty-five percent of respondents were aligned with the marketing function, 9% with brand management, and 7% with sales or other business units. *Disclaimer: The results of these surveys do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.*

[4] **2023 Gartner Consumer Community (n = 338, 23 through 30 January 2024).** While the Gartner Consumer Community (n ≈ 500) resembles the U.S. general population, the data cited is based on the responses of community members who chose to take each activity. These samples may not be representative of the general population and the data should only be used for directional insights.

[5] **2023 Gartner Marketing Talent Survey.** This survey asked about marketing employees' experiences with collaboration, agencies and technology, career development, and organizational changes. It was administered in August and September 2023 and included data from 627 marketing employees — 457 individual contributors and 170 managers. These results represented marketers from the U.S. (n = 291), Europe (n = 256) and Canada (n = 80). Respondents were required to be full-time employees working in the marketing function at an organization with at least $100 million or equivalent in annual revenue. Forty-five percent of the respondents came from organizations with over $2 billion or equivalent in annual revenue. Respondents came from a wide variety of industries, including travel and hospitality (n = 82), retail (n = 77), IT and business services (n = 62), technology products (n = 59), manufacturing and natural resources (n = 57), media (n = 51), healthcare (n = 45), financial services (n = 44), and consumer products (n = 44).

[6] **2023 Gartner Managing Organizational Reputation Survey.** This survey sought to explore reputation leaders' approaches, capabilities and performance, as well as employees' impact and thoughts on organizational reputation, including issues related to generative AI. It was conducted online from June through July 2023. The 993 respondents were from North America (n = 570), Western Europe (n = 231), Nordics (n = 106), and Asia/Pacific (n = 86). Nine percent of respondents were reputation leaders who were responsible for reputation management initiatives. Fourteen percent of respondents were cross-functional leaders who regularly communicated to stakeholders about organizational reputation. Seventy-seven percent of respondents were full-time employees without specific reputation management or communications responsibilities. Respondents came from a variety of industries, including financial services (n = 151), healthcare providers (n = 149), manufacturing (n = 136), pharmaceuticals (n = 122), health insurance (n = 71), retail (n = 58), IT or high tech (n = 52), non-health insurance (n = 35), and others. *Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.*

Evaluation Criteria Definitions

Ability to Execute

Product/Service: Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

Overall Viability: Viability includes an assessment of the overall organization's financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization's portfolio of products.

Sales Execution/Pricing: The vendor's capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

Market Responsiveness/Record: Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor's history of responsiveness.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization's message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This "mind share" can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

Customer Experience: Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.

Operations: The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

Completeness of Vision

Market Understanding: Ability of the vendor to understand buyers' wants and needs and to translate those into products and services. Vendors that show the highest degree of vision listen to and understand buyers' wants and needs, and can shape or enhance those with their added vision.

Marketing Strategy: A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

Sales Strategy: The strategy for selling products that uses the appropriate network of direct and indirect sales, marketing, service, and communication affiliates that extend the scope and depth of market reach, skills, expertise, technologies, services and the customer base.

Offering (Product) Strategy: The vendor's approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

Business Model: The soundness and logic of the vendor's underlying business proposition.

Vertical/Industry Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

Geographic Strategy: The vendor's strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the "home" or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.