

EMA Radar Report: Network Performance Management

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Executive Summary

This Radar Report is aimed at assisting IT organizations that are procuring network performance management solutions for operational monitoring, troubleshooting, and capacity planning. This report should help buyers assemble a shortlist of vendors and guide their selection of a solution. Any of the 15 vendors represented in the report might be the best choice for an organization depending on the tools and solutions they currently have, their level of organizational maturity, their budget, their direction and vision, and their current mix of network technologies.

The Evolving Idea of Network Performance Management

Network performance management (NPM) is a class of technologies that supports multiple enterprise network engineering and operations use cases by collecting and analyzing a range of network data, including infrastructure metrics, network flows, packets and packet metadata, logs, synthetic traffic, and network test data.

These solutions typically offer defined workflows, dashboards, reports, alerts, and network maps and visualizations that support critical network management use cases. Primarily, IT organizations use NPM solutions to support three critical functions:

- 1. Operational monitoring of network infrastructure and network traffic
- 2. Network diagnostics and troubleshooting
- 3. Capacity planning

The NPM market has more or less existed for nearly three decades, and several of the products in this Radar can trace their roots back that far in time. Many other solutions are relatively new, only emerging into the market over the last decade.

The NPM market is a complex space. There are multiple techniques and approaches to measuring the performance of a network. For instance, some network teams may rely heavily on infrastructure monitoring, using tools that collect metrics from infrastructure via SNMP MIBs and traps, APIs, and other mechanisms. Other teams may rely heavily on traffic monitoring tools that collect a mix of network flow records and packet data to analyze network performance. Some vendors are strongest in infrastructure monitoring, while others are strongest in traffic monitoring. In many IT organizations, the network team will use a combination of tools to manage network performance, which is one reason why EMA's research has consistently found that a typical IT organization uses between four and ten tools to monitor and troubleshoot its network.

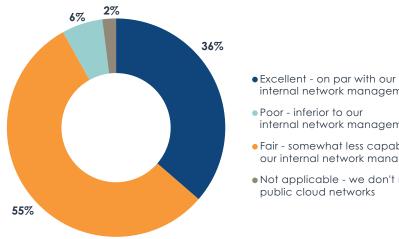
For that reason, a reader will discover that many of the 15 vendors in this report are complementary, rather than competitive, with each other. Some customers even told EMA that they consider solutions with duplicative functionality to be complementary based on the strengths of each individual tool. It is likely that an IT organization will determine that it needs more than one of the solutions in this Radar Report.

The NPM market is constantly evolving in response to new trends and technologies in the IT industry. EMA's ongoing network management research has identified several trends that are influencing the development of the NPM market today. All of these trends have influenced how EMA conducted its research for this Radar.



The Cloud

IT organizations have migrated (and continue to migrate) applications and data to the public cloud in pursuit of greater flexibility, improved reliability, enhanced scalability, and optimized cost control. This migration has hybridized networks. According to EMA research, 40.4% of all traffic on the average enterprise network originated from cloud applications.¹ To support these new cloud architectures, network operations teams need NPM tools that offer visibility into the cloud so they can manage a multi-cloud network. Unfortunately, many IT organizations are struggling. As **Figure 1** reveals, 61% of network teams believe their network management tools are not fully capable of supporting the public cloud. Additionally, 57% of network teams have acquired specialized tools to close gaps in cloud networking visibility.²



- internal network management
- internal network management
- Fair somewhat less capable than our internal network management
- Not applicable we don't manage

EMA believes that NPM solutions should provide some coverage of cloud monitoring by some combination of the following:

- 1. Collect metrics from virtual network elements deployed in the cloud
- 2. Collect flow logs and other telemetry offered by cloud providers
- 3. Collect network traffic data in the cloud, such as packet flows
- 4. Analyze synthetic traffic directed at SaaS services

Solution Flexibility

Twenty years ago, the majority of NPM solutions were purchased via a perpetual license and installed on-premises, sometimes on a dedicated appliance. Today, IT organizations want flexibility in how they license and deploy an NPM solution. Perpetual licenses and on-premises installations are still relevant, but many companies want subscription or pay-as-you go licenses that are based on a variety of license measurements. They also want solutions that are SaaS-delivered or hosted and managed by a vendor. Vendors that can offer flexibility around deployment and licensing can serve a larger portion of the market.

Figure 1. How effective are your network management tools and methods at supporting public cloud networks?





New Data Requirements

SNMP MIBs and traps, network flows, and packets remain core sources of data for NPM solutions. However, EMA research found that network managers are interested in analyzing new classes of data.

First, streaming telemetry shows great promise. It offers a more granular and scalable approach to extracting metrics from network devices. Tools can subscribe to telemetry streams, rather than relying on SNMP polling. Streaming telemetry reduces reliance on SNMP, which many network managers believe is inefficient and insecure. Many vendors are waiting for industry standards to develop around streaming telemetry, but 71% of network infrastructure and operations teams say they are interested in this capability today. The majority of them (69%) perceive streaming telemetry as a complement to metrics collected via SNMP, rather than a replacement for SNMP.³

Figure 2 reveals what is driving interest in streaming telemetry. Enterprises see it as a more efficient method of collecting data from the network. It is also more secure and reliable than SNMP. Some also see the potential in the extensibility of the technology.

Active monitoring isn't new, but its relevance has grown. On-premises networks are easy to monitor with passive monitoring data, such as flows and packets. However, the internet and the cloud are forcing enterprises to use active monitoring techniques, from basic ping tests to Layer 7 synthetic monitoring. According to EMA research, at least 21% of network teams use synthetic traffic tools for sustained network availability and performance monitoring.⁴

³ EMA, "Network Management Megatrends 2020," April 2020.

⁴ ibid.

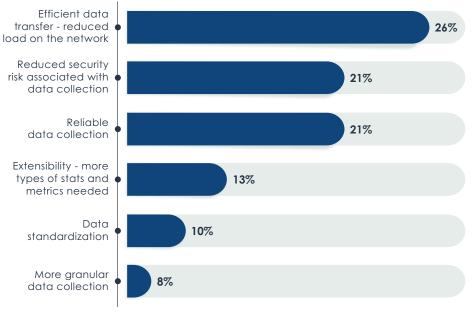


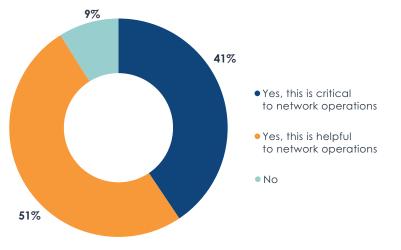
Figure 2. Primary drivers of interest in streaming network telemetry



WAN Transformation

Wide-area networks are changing rapidly, with companies adopting softwaredefined WAN (SD-WAN) solutions to enable hybrid WANs that supplement traditional managed WAN services, like MPLS with broadband internet. These hybrid WANs offer more bandwidth, direct cloud access, and network agility. While SD-WAN solutions typically offer native performance monitoring capabilities, the majority of IT organizations find this visibility insufficient.

Figure 3 reveals that 93% of SD-WAN adopters are monitoring their SD-WAN implementations with a third-party NPM tool, and 41% say this third-party visibility is critical to network operations.⁵





NPM solutions must provide visibility into SD-WAN solutions and the hybrid networks they enable. Collecting telemetry from these SD-WAN solutions is not always straightforward, and EMA research has found that the majority of enterprises are not completely satisfied with the SD-WAN visibility provided by their NPM vendors.

 $^{\scriptscriptstyle 5}\,$ EMA, "Enterprise WAN Transformation: SD-WAN, SASE, and the Pandemic," December 2020.

 $^{\rm 6}\,$ EMA, "Revolutionizing Network Management with AIOps," April 2021.

AlOps

Artificial intelligence for IT operations (AIOps) is an emerging set of technologies that combine AI and machine learning algorithms, big data, and other advanced analytics technologies to enhance and automate IT management. AIOps solutions can detect patterns in network data, draw conclusions from those patterns, and communicate those conclusions to network managers. Early use cases for AIOps include anomaly detection, intelligent alerting and escalations, automated root-cause analysis, and guided or automated problem remediation.

Network infrastructure and operations teams have strong interest in adopting AIOps solutions for network management. In fact, 90% of network managers believe that AIOps-driven network management can lead to better outcomes for their overall business.⁶ Furthermore, **Figure 4** reveals that nearly 96% of network managers believe that AIOps capabilities are a product differentiator when they evaluate network management solutions, such as an NPM product. The majority of NPM vendors are now developing AIOps capabilities.

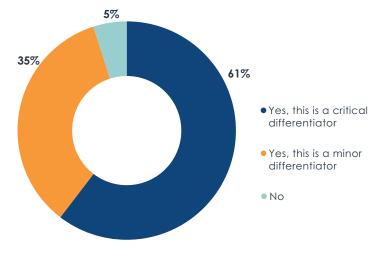


Figure 4. When evaluating network management solutions, do you consider AIOps capabilities a product differentiator?



SecOps Collaboration

Eighty-nine percent of network infrastructure and operations teams have increased the amount of collaboration they conduct with their counterparts in information security or cybersecurity.⁷ This collaboration runs the gamut from network design to coordinated incident response. Increasingly, network managers are looking for NPM solutions that can support this collaboration. Network managers often provide reports from NPM solutions to security teams, or even provide the security teams with direct access into the NPM solutions. **Figure 5** reveals which network management tools are most useful for supporting this collaboration. Many of the most important tools are typically components of an NPM solution, including network infrastructure monitoring, network flow monitoring, network visualization/mapping, packet metadata monitoring, and active synthetic monitoring. NPM tools aren't necessarily meant to be frontline security analytics solutions, but they should support collaboration by enabling network operations professionals to share data and insights about network behavior and answer questions that the security team might have about an event.

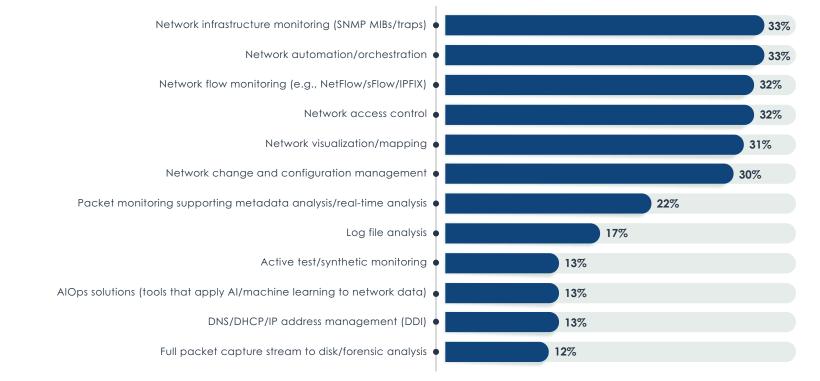


Figure 5. Network management solutions most helpful for enabling and supporting the network team's collaboration with the security team

⁷ EMA, "Network Management Megatrends 2020," April 2020.



Work-From-Anywhere

The COVID-19 pandemic has fundamentally changed the nature of work. Millions of people have worked from home during the global health crisis, and many of them will not be returning to the office. EMA research found that 85% of enterprises have experienced a permanent increase in the number of employees who work from home at least some of the time.⁸

EMA research also found that network operations teams are struggling to support the user experience of people working from home. Here's one fundamental question that many of them cannot answer easily: Is the user's problem related to their local Wi-Fi or their internet provider? As a result, they need to upgrade their tools or acquire new tools. **Figure 6** reveals that 95.5% of network operations teams have allocated budget to improve the ability of their monitoring tools to support the user experience of people who work from home. The NPM market has a role to play here. Some enterprises have considered turning on NetFlow generation on their VPN clients. Others are installing active monitoring agents in homes. Quite a few are installing network hardware in home offices, which will provide NPM tools a variety of ways to collect metrics and telemetry from these locations.

All of these trends are influencing developments in the NPM industry. EMA considered these trends when developing the research methodology and evaluation criteria that underpin this Radar Report.

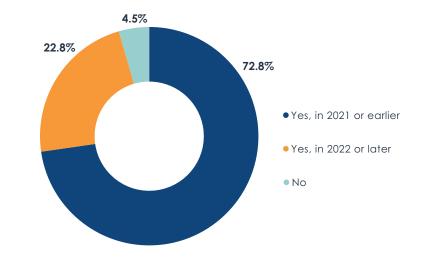


Figure 6. Has your IT organization allocated budget for improving the ability of its network monitoring and troubleshooting tools to support the user experience of users who work from home?



⁸ EMA, "Post-Pandemic Networking: Enabling the Work-From-Anywhere Enterprise," July 2021.

Research Methodology

Research and evaluation for this report took place beginning in February 2021. Each solution in this report was evaluated based on what it offered in February 2021. Please note that many of the vendors in this report have enhanced their solutions since that time, and those enhances are not reflected in EMA's evaluation.

EMA acknowledges that it is nearly impossible to do an apples-to-apples comparison between vendors in the NPM market. It is very rare that a single solution will meet all the NPM requirements of an IT organization. EMA interviewed dozens of NPM customers for this Radar, and we found that many of them use more than one of the vendors evaluated in this report. In some instances, IT organizations used two products that one might consider direct competitors with feature parity in multiple dimensions.

Given these dynamics, this Radar is not intended as a vendor-to-vendor comparisons. Instead, it evaluates each vendor on multiple key performance indicators that are grouped into five basic dimensions:

- Functionality
- Architecture and Integration
- Deployment and Administration
- Cost Advantage (price and licensing models)
- Vendor Strength

Based on these dimensions, an NPM buyer might select a solution that only rates as "average" in overall functionality, but its price and cost of ownership might be significantly lower. On the other hand, a buyer with a premium set of requirements for product architecture and overall functionality will budget for the high price that such a platform commands. It's up to the buyer to balance requirements with available resources. The purpose of this Radar is to help buyers create a shortlist of appropriate vendors when preparing a RFP process for an NPM solution.

Evaluation Criteria

EMA used dozens of key performance indicators (KPIs) to measure and evaluate each NPM solution. Those KPIs were organized into five dimensions of Evaluation Criteria, as follows.

Cost Advantage

Price: EMA asked vendors to provide price quotes with typical discounts for initial installation and annual recurring costs with the highest level of customer support for medium and large network deployment scenarios. In the individual vendor profiles, prices are represented by a scale of one to four dollar signs, with "\$" representing least expensive and "\$\$\$\$" representing most expensive.

Licensing Model: EMA reviewed the flexibility of licensing models for each NPM solution, such as metrics used for license costs and the license terms offered.



Deployment and Administration

Ease of Deployment: EMA examined the complexity of installing and configuring NPM solutions and the time it takes to get a solution fully operational. We also looked at deployment flexibility and the breadth of training for customers who need to learn how to implement and use the product. EMA's ratings in this area reflected that some enterprises have scalability and flexibility requirements that drive up complexity.

Ease of Administration: EMA evaluated how easy an NPM solution is to maintain once the product is up and running, in terms of the amount of resources required to manage it and administrative automation features that simplify management of the product. EMA also evaluated how product updates impact overall availability and stability, and we investigated the administrative security that vendors offer for their platforms.

Support and Services: EMA considered the breadth and quality of customer support offerings, as well as product release cycles. We also examined whether solutions require professional services to implement the product.

Architecture and Integration

Platform Design: EMA evaluated the core platform of solutions by reviewing their scalability, performance, stability, and extensibility. EMA also examined the data collection and data retention capabilities of solutions.

Integration/Interoperability: EMA evaluated the ability of NPM solutions to integrate with other systems. We examined the open APIs that vendors offer and the out-of-the-box integrations vendors ship with their products, particularly around IT service management, security monitoring, and network configuration management. EMA research found that many customers value open APIs more than out-of-the-box integrations. The evaluation model reflected this preference.

Functionality

Core Features: EMA examined the core features and workflows of NPM solutions, including application recognition and monitoring, network metrics measurement and presentation, capacity planning, alerts and alarms configuration and management, network troubleshooting, and visualization and reporting. EMA's model also considered complementary core features— network discovery and active network controls.

Network Analytics and AIOps: EMA evaluated the core analytics features of solutions and any so-called AIOps capabilities that NPM solutions offer. We examined whether vendors could provide basic features, such as thresholding and threshold deviations, but also whether they can support use cases associated with AIOps, such as anomaly detection, root-cause analysis, and predictive capacity analysis.

Cloud Management: EMA examined each NPM platform's ability to monitor and manage the external cloud, including SaaS applications, IaaS and PaaS environments, and virtual network elements that are deployed in the public cloud.

Security Support: EMA recognizes that enterprises are starting to use NPM solutions to support collaboration between NetOps and SecOps teams. EMA examined whether NPM solutions are directly supporting this effort by offering security insights or workflows that might facilitate collaboration.

Ease of Use: EMA considered the overall usability of products. Some NPM solutions can be daunting for people who lack advanced networking skills. EMA examined whether products offer functionality and workflows that can be used by a wide range of personas in an organization. We also evaluated the customizability of reports that NPM solutions generated, which network managers often share with other groups within IT.



Vendor Strength

Financial Strength: The financial health of a vendor is important for determining the long-term viability of a solution. While public companies provide a great degree of financial transparency, not all the vendors considered for this Radar are public companies. EMA used whatever data and insight it could find to make a determination in this area.

Vision and Strategy: EMA asked each vendor to share its vision of the NPM industry and the strategy it has established to execute that vision. We evaluated these responses based on the technology trends and tool requirements EMA identified in its ongoing research into the network infrastructure and operations industry.

Research and Development: Where available, EMA examined how much NPM-related revenue each vendor reinvests into the ongoing development of their products.

Partnerships and Channel: EMA examines the sales channels of each NPM vendor and the technology partnerships and alliances they have. A strong sales channel can lead to better outcomes for customers who rely on channel partners to implement and support NPM solutions. Technology partnerships can ensure that NPM vendors are able to monitor and manage next-generation technologies as leading networking vendors introduce them to the market.

Inclusion Requirements for Market Relevance

EMA considered approximately 30 vendors for this Radar Report. Vendors had to demonstrate market relevance by meeting minimum revenue and customer count requirements. EMA asked vendors to base this on 2019 statistics, rather than 2020, given the unusual market conditions created by the COVID-19 pandemic in 2020. Incumbent vendor minimum:

- \$40 million GAAP NPM product revenue in 2019
- 75 customers actively using the NPM product on a production network

Emerging vendor minimum:

- \$15 million GAAP NPM product revenue in 2019, with a 25% growth rate from 2018 to 2019
- 30 customers actively using the NPM product on a production network, with 25% growth rate in customer count between 2018 and 2019

Several vendors failed to meet these minimum requirements. Several others declined to participate. Network performance and security monitoring vendor Plixer initially agreed to participate, but later withdrew, saying that it didn't believe it necessarily competed in the exact market defined by this Radar Report. A reader should not assume that a vendor's absence from this Radar Report indicates that they lack market relevance or that their solution isn't competitive.

Evaluation Methodology

- **Survey:** Each vendor completed a detailed questionnaire about their NPM solutions and their NPM strategies. All responses to the survey had to be based on what was generally available in a vendor's NPM solution before February 28, 2021, when the Radar evaluation began.
- **Product demonstrations:** EMA analysts conducted in-depth briefings and received product demonstrations from each vendor.
- **Reference customers:** EMA interviewed several customers provided by each vendor to get their confidential opinions about doing business with these NPM vendors and deploying, administering, and using their products in their experiences.



EMA Network Performance Management Radar Results

Understanding the Chart

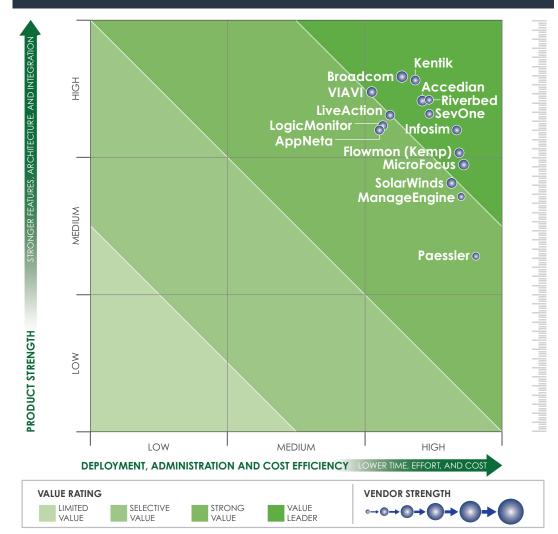
The total product value of each NPM solution is revealed in the bubble chart on this page. Product value is defined by comparing the overall Product Strength of each NPM solution (y-axis) with its Cost-Efficiency (x-axis). Product Strength combines evaluation scores for Functionality and Architecture and Integration. It is important to note that a solution with a modest Architecture and Integration score may still receive a high Product Strength rating if its Functionality score is high, and vice versa.

Cost-Efficiency is calculated by combining scores for Cost Advantage and Deployment and Administration. A high-priced vendor may still receive a strong Cost-Efficiency rating if its Deployment and Administration score is strong, and vice versa.

The size of each vendor's bubble indicates Vendor Strength. In this context, Vendor Strength does not affect overall product value. Instead, Vendor Strength adds context to buying decisions, allowing buyers to understand which vendors have a stronger balance of financial strength, vision, strategy, research and development resources, and partnerships. **Value Leaders** are vendors whose solutions offer a balance of high Product Strength and high Cost-Efficiency. **Strong Value** vendors offer a more nuanced balance of Product Strength and Cost-Efficiency. One of the two will be very strong, while the other will be more moderate. These solutions will appeal to IT organizations that are willing to devote more internal resources and/or budget to acquire a strong product that meets or exceeds its requirements, or to organizations that want to conserve resources by acquiring a product with moderate Product Strength that can meet its essential requirements.

Selective Value and **Limited Value** vendors offer more niche products with medium to low Product Strength and Cost-Efficiency. This Radar Report did not include any vendors that fit into this category. EMA believes there are vendors (and some open-source technologies) on the market that would fit into these latter tiers; however, those solutions did not meet the minimum revenue and customer count requirements to be included in this study.





EMA RADAR REPORT FOR NETWORK PERFORMANCE MANAGEMENT







Overview

Broadcom is a global provider of semiconductor technologies that has expanded its business via mergers and acquisitions into a variety of software and hardware markets over the last five years. In November 2018, Broadcom acquired ITOM vendor CA Technologies for \$18.9 billion. CA had been a longtime incumbent vendor in the NPM market, offering a suite of products assembled via internal development and acquisitions.

Just prior to the Broadcom acquisition, CA had begun modernizing and unifying its NPM suite into a more integrated platform. This modern solution is currently marketed as DX NetOps. DX NetOps offers unified analysis of network alarms, faults, performance data, packets, and flows. DX NetOps can be enhanced with DX Operational Intelligence, an AIOps technology that is designed to enhance many of Broadcom's ITOM solutions. Broadcom also offers DX Virtual Network Assurance (VNA), a software gateway that enhances DX NetOps by allowing it to ingest and analyze data from a variety of next-generation technologies, such as SD-WAN, software-defined networking, and network virtualization. DX Operational Intelligence requires an additional license. This additional license was included in this Radar analysis. Furthermore, Broadcom recently changed its product licensing scheme. In the past, it offered both perpetual and subscription licensing and it is working to migrate legacy customers to this new model over time.

Broadcom has a multi-pronged strategy for advancing DX NetOps into the future. One aspect is its continued focus on AIOps and observability. Broadcom was one of the first NPM vendors to embrace the emerging technology, and in the long term, the company plans to drive intelligent network automation through AIOps.

Broadcom is also integrating DX NetOps with Broadview+, a streaming telemetry capability embedded in Broadcom's network silicon. Given that all mainstream switching and routing vendors use Broadcom silicon in at least some of their products, enterprises will find that their newer network devices will be ready to support this capability. EMA research has uncovered significant interest in streaming telemetry among network infrastructure and operations professionals. They consider it a more granular and scalable approach to collecting network data, but a lack of standardization has slowed down implementation and adoption. Broadcom is betting on the ubiquity of its silicon in third-party network hardware to drive the relevance of its streaming telemetry solution.



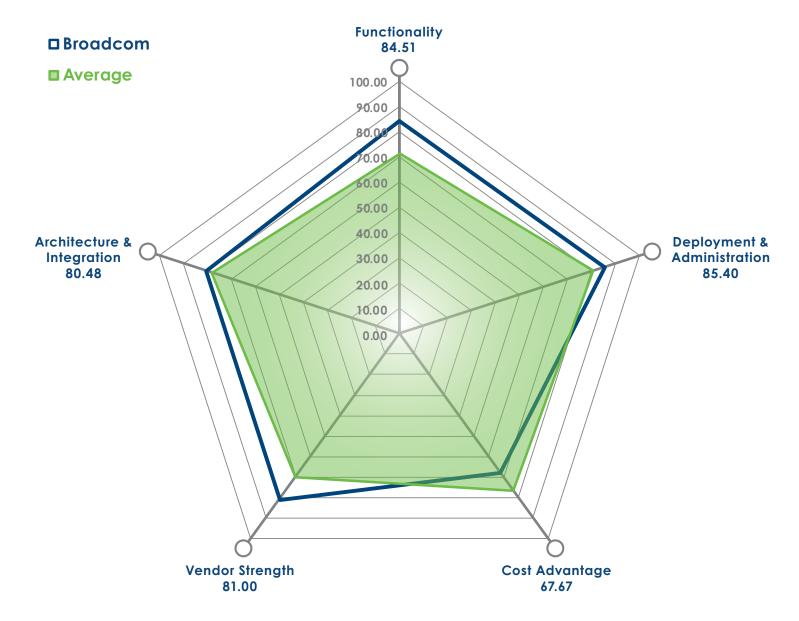
Customer Perspectives

"I see this as a truly scalable, easy-to-use solution that delivers all information related to network performance on a single screen."

"Overall, the tool is very easy to navigate. Alert management features are very scalable and flexible. We are absolutely satisfied."

"It's used by a wide range of people in my organization, mostly NetOps people, but also service delivery managers and our customers. We have about 100 users with different roles." DX NetOps outstanding overall scores for Functionality, particularly for its network discovery functions, alarming and alert management, troubleshooting workflows, visualization, and reporting capabilities. Its AIOps and general analytics capabilities are also strong to outstanding. Broadcom also received strong ratings for Architecture and Integration and Deployment and Administration. Broadcom's Cost Advantage is solid, with competitive pricing and a license model focused on subscription terms and the number of devices monitored.







Deployment & Cost Efficiency	
Deployment & Administration	
Ease of Deployment	
Time to value	Strong
Deployment flexibility	Strong
Deployment disruption	Outstanding
Staff training requirements	Outstanding

Support & Services	
Professional services requirements for implementation	Moderate (customers often purchase services)
Customer support	Outstanding
Product release cycles	Strong

Ease of Administration	
Administrative overhead	Outstanding
Product update impact	Outstanding
Administrative automation	Outstanding
Administrative security	Solid

Cost Advantage	
Medium enterprise acquisi- tion costs	\$
Large enterprise acquisition costs	\$
License models/flexibility	Solid

Product Strength	
Architecture & Integration	
Data collection	Strong
Scalability and performance	Strong
Data retention	Solid
APIs	Outstanding
Product integrations	Solid

Functionality	
Core Features	
Network discovery	Outstanding
Application discovery/recognition	Strong
Metrics & measurement	Strong
Capacity planning	Solid
Alerting/Alarming	Outstanding
Troubleshooting	Outstanding
Visualization/Reporting	Outstanding
Active controls	Outstanding

Value-Added Features	
Security workflows/collaboration	Solid
Core analytics functionality	Outstanding
AIOps capabilities	Strong

Cloud Monitoring & Management	
SaaS	Solid
laaS/PaaS	Solid
Cloud networking elements	Strong

Ease of Use	
Usability/Roles supported	Strong
Reporting customization	Outstanding

Vendor Strength	
Market vision	Strong
Product strategy	Strong
Financial strength	Outstanding
Research & development resources	Strong
Partnerships & channel	Strong



Strengths

- Among DX NetOps's overall strong set of core NPM features, its alert and alarm management capabilities stood out for earning a perfect score during EMA's evaluation. The majority of customers that EMA spoke to were very satisfied with their ability configure and manage these capabilities and minimize false alarms.
- Broadcom offers one of the strongest suites of network analytics capabilities, with outstanding scores for traditional network analytics functionality, such as baselining, thresholding, and generating health scores by site, user, and application by rolling up multiple lower-level KPIs.a The DX Operational Intelligence module also received one of the strongest ratings for AIOps features due to the breadth of algorithms and analytics techniques it uses and the use cases it supports. DX Operational Intelligence does require an additional license, but this is not unusual in the NPM market.
- The DX NetOps platform received outstanding scores for overall administration and support. It doesn't require much time or resources to maintain it. Product updates and patches are relatively easy to implement and the overall product is quite stable. It also offers a good set of administrative automation capabilities. Broadcom also received outstanding scores for the breadth and quality of its customers' support offerings.

Opportunities

- Broadcom's licensing model is less flexible than other vendors. Also, it recently eliminated its perpetual license. All future engagements with DX NetOps will be subscription-based. EMA research has shown than IT organizations are split on license model preferences. Many still prefer a perpetual license, but a growing number are developing a preference for a subscription model. Broadcom is likely to encourage legacy perpetual license customers to switch to a subscription model when they upgrade the product. This may require adjustments to budgeting and ROI analysis. However, this changeover eliminates other headaches. For instance, the legacy pricing scheme required an additional license for DX VNA. In the updated subscription model, DX VNA is bundled with the core DX NetOps offering.
- Among the core DX NetOps NPM features, specific workflows for capacity planning and management are solid, but could be better. In demos, EMA saw good examples of how the product can support capacity planning effectively, but it lacks some of the more advanced features that other vendors offer. Customers had mixed opinions about the solution's ability to support this use case; some were quite satisfied, while others saw plenty of room for improvement. EMA suspects further advancements in the DX Operational Intelligence module could address this gap.
- EMA asked customers to name one thing they would like to see Broadcom improve. One customer said that Broadcom's ability to support new technologies can be slow, although it offers great APIs for integration in general. Another customer wanted to see more consolidation of dashboards and reports so that he could get more a "single pane of glass" view.



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