FORRESTER®

The Total Economic Impact™ Of The Ivanti Enterprise Service Management Platform

Cost Savings And Business Benefits Enabled By Ivanti

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Executive Summary

Today's enterprises require a robust, cloud-based solution to effectively manage IT services, IT assets, and data security threats. Ivanti offers an enterprise-level management strategy tool that optimizes workflows and easily integrates with other existing software solutions. Ivanti's broad suite of features can enhance performance across all departments of an organization.

Ivanti is an automated, cloud-based enterprise service management provider that offers organizations resource planning, IT service and asset management, and data security management. Departments across the enterprise benefit from its automation capabilities, allowing them to increase efficiencies securely and flexibly. Users can select and customize Ivanti modules to best serve their specific needs. The Ivanti integrated platform allows for increased collaboration and minimized redundancy throughout the organization.

Ivanti commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying the Ivanti enterprise service management platform.[1] The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Ivanti on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four decision-makers with experience using Ivanti solutions. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization.

Prior to the implementation of Ivanti's platform, the decision-makers' organizations used a combination of on-premises and hybrid solutions for their IT service management (ITSM), IT asset management

KEY STATISTICS

Return on investment (ROI)
365%

Net present value (NPV)
$3.50M

(ITAM), and IT security. They lacked a comprehensive strategy for endpoint management needed to meet regulatory requirements. They also lacked centralized IT service and asset management tools that were configurable and able to integrate with other solutions and across various departments. Automation and department-wide communication were absent in many workflows and processes, requiring excess resources to manage their IT environment.

Total service desk efficiencies:

$2.3 million

> *The Ivanti product allows you to start small and slowly grow to where you want to be. You can fine-tune and automate tasks tailored for your environment, especially when you integrate the Neurons feature to where everything is contactless and automation just happens. And if there is a breakdown, you can see why, but mostly things happen and they are fixed automatically.*

— IT manager, banking

With the Ivanti platform deployed, the decision-makers' organizations realized powerful enterprise service desk, software development, and employee onboarding efficiencies while maintaining an automated, secure, visible endpoint environment.

KEY FINDINGS

Quantified benefits. Risk-adjusted present value (PV) quantified benefits include:

- **Total service desk efficiencies.** Utilizing the complete toolset offered by Ivanti, organizations streamline service delivery and self-heal issues, thereby reducing service requests in a number of ways. Some issues can now be resolved automatically without service desk intervention. Others are routed through online chats as opposed to phone calls, saving service desk analysts' time and allowing for multiple cases to

be addressed simultaneously. Workflows based on recurring service issues reduce redundancy and minimize the time needed for resolution. For the composite organization, the total service desk efficiencies amount to a risk-adjusted PV savings of $2.3 million over three years.

- **Coding talent efficiencies.** The Ivanti enterprise service management solution is easily customizable and eliminates the need for organizations to maintain a team for development on the platform. Because no developer-level skill set is required, customers spend much less time per project and are able to achieve a much higher level of digital progress in other areas. For the composite organization, the annual coding talent savings totals over $500,000, with a three-year, risk-adjusted PV of $1.1 million.

- **Total HR employee onboarding efficiencies.** With Ivanti, the onboarding process is streamlined and managed through a single point of contact. New employee hardware, software, and application requests are automated, saving time for the HR, facilities, and IT teams, as well as providing an organized, accurate picture of resources at any given moment. With an average of 840 employees onboarded per year, the composite organization's resulting PV savings total $812,900.

- **License reclamation.** Ivanti allows organizations to see and control exactly which assets and licenses they own and use. With this visibility, the composite organization eliminates duplicate, redundant, and orphaned licenses, saving $100,000 per year. This results in a risk-adjusted value of approximately $198,900.

Unquantified benefits. Benefits that are not quantified for this study include:

- **Tool consolidation.** Because Ivanti offers an integrated suite, an organization can reduce its software needs and eliminate other solutions, utilizing a single contact across multiple needs.

- **Robust and scalable solution.** Ivanti modules can be implemented gradually or simultaneously. This flexibility allows organizations to tailor adoption based on current needs and goals.

- **Improved endpoint management, security, and regulation compliance.** With the cloud service appliance capabilities of Ivanti, users can identify issues and patch their devices from one centralized location, offering cost saving to organizations due to improved time-to-resolution. Automated patches are deployed for zero-day threats as well as for regular updates. The change control feature is easy to use and allows organizations to remain current with regulatory compliance, while the dynamic dashboard highlights any potential vulnerabilities at the

endpoints. This data, in turn, can trigger automation to remedy any potential weak links.

- **Increased accuracy in testing, configurations, and analytics.** The ability to collect and report data in a variety of formats and subsets improves the overall data quality. Organizations stay ahead of their needs in a proactive manner. Users are also able to create test environments and convert those into production.

- **Enhanced employee experience.** Ivanti's endpoint portal manager automates user preferences and allows them to follow the user to any device. Any preference modification needs to occur just once, resulting in substantial time savings and less frustration at the user level.

Coding talent efficiencies:

$1.1 million

Costs. Risk-adjusted PV costs include:

- **Total licensing costs.** The composite organization pays a yearly subscription fee of $200,000. Licensing costs may vary depending on the number and type of licenses purchased. While the composite purchases cloud-based licenses, perpetual licenses are also available and come with a different cost. Total licensing costs result in a three-year, risk-adjusted PV of $596,800.

- **Internal implementation and administration.** Initial costs include internal FTE hours required for implementation and initial training. Ongoing costs include 10 hours per month of one senior-

level IT manager to maintain the solution and an additional $10,000 for ongoing training.

- **Total outsourced professional services.** The composite organization pays $60,000 for professional services for the initial implementation and maintains ongoing services at $50,000 per year. The three-year, risk-adjusted PV of outsourced professional services totals $193,600.

The decision-maker interviews and financial analysis found that a composite organization experiences benefits of $4.46 million over three years versus costs of $958,000, adding up to a net present value (NPV) of $3.50 million and an ROI of 365%.

ROI
365%

BENEFITS PV
$4.46M

NPV
$3.50M
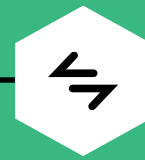
PAYBACK
<6 months

Benefits (Three-Year)

Total service desk efficiencies	$2.3M
Coding talent efficiencies	$1.1M
Total HR employee onboarding efficiencies	$812.9K
License reclamation	$198.9K
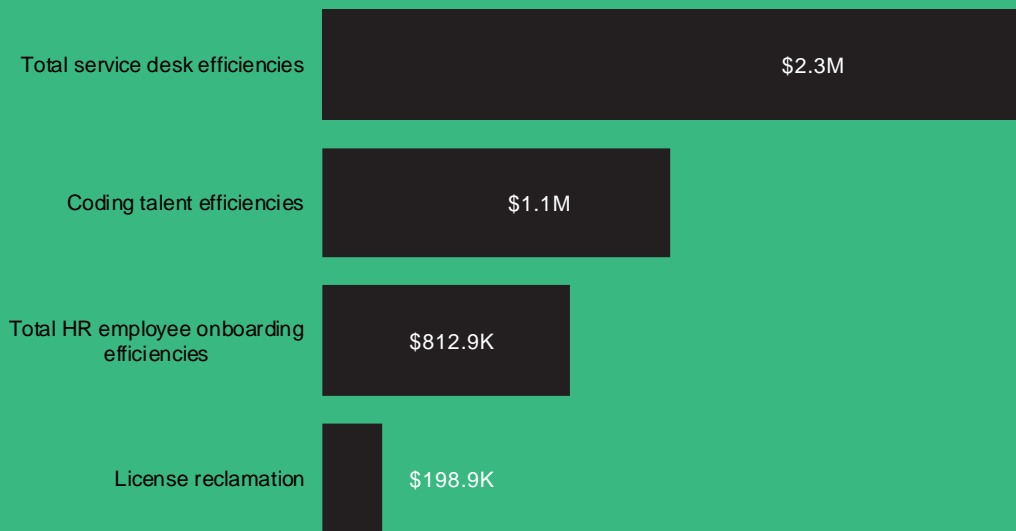
"We've replaced 10 to 15 different solutions with Ivanti."

IT endpoint delivery manager, food production

TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for those organizations considering an investment in the Ivanti enterprise service management platform.

The objective of the framework is to identify the cost, benefit, flexibility, and risk factors that affect the investment decision. Forrester took a multistep approach to evaluate the impact that the Ivanti enterprise service management platform can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Ivanti and delivered by Forrester Consulting. It is not meant to be used as a competitive analysis.

Forrester makes no assumptions as to the potential ROI that other organizations will receive. Forrester strongly advises that readers use their own estimates within the framework provided in the study to determine the appropriateness of an investment in Ivanti solutions.

Ivanti reviewed and provided feedback to Forrester, but Forrester maintains editorial control over the study and its findings and does not accept changes to the study that contradict Forrester's findings or obscure the meaning of the study.

Ivanti provided the customer names for the interviews but did not participate in the interviews.

DUE DILIGENCE
Interviewed Ivanti stakeholders and Forrester analysts to gather data relative to the Ivanti enterprise service management platform.

CUSTOMER INTERVIEWS
Interviewed four decision-makers at organizations using the Ivanti enterprise service management platform to obtain data with respect to costs, benefits, and risks.

COMPOSITE ORGANIZATION
Designed a composite organization based on characteristics of the interviewees' organizations.

FINANCIAL MODEL FRAMEWORK
Constructed a financial model representative of the interviews using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the decision-makers.

CASE STUDY
Employed four fundamental elements of TEI in modeling the investment impact: benefits, costs, flexibility, and risks. Given the increasing sophistication of ROI analyses related to IT investments, Forrester's TEI methodology provides a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

Interviewed Decision-Makers		
Interviewee	Industry	Organization description
Senior director of IT	Funeral and cemetery management	Generates more than $3 billion in annual revenue
IT service development team leader	Municipality	Manages 30,000 endpoints
IT manager	Banking	Operates 16 regional branches
IT endpoint delivery team manager	Food production	Employs more than 19,000 employees globally

KEY CHALLENGES

The interviewed decision-makers' organizations previously managed their IT environments with a variety of ad-hoc on-premises and hybrid solutions. However, these tools could not configure application packages to meet specific service and asset management needs, automate IT workflows, or promote connectivity between departments on an enterprise level. Absent centralized visibility and control, the interviewees' organizations also lacked the ability to perform meaningful testing and produce relevant analytics.

The interviewees noted how their organizations struggled with common challenges, including:

- **Limited features and customization opportunities.** The interviewees' organizations' existing tools for managing information technology lacked the automation necessary to handle their growing inventory and security exposure. They were unable to develop automatic, streamlined workflows required to enhance efficiencies. The interviewed IT manager said: "Ivanti offered us more help desk services and instantaneous change management, enabling us to meet our customers' needs and our regulatory requirements. We can customize processes for our organization."

> **"Ivanti is used by a variety of departments, including IT, HR, facility services, office services, legal, and all aspects of enterprise resource planning. The service requests keep coming in as word gets out that we have this available. And what's key to me is that there is no additional cost to use it. With Ivanti, we already have the solution. It's taken off even better than I'd hoped."**
> *IT endpoint delivery team manager, food producer*

- **Inefficient processes for handling service requests.** The decision-makers' organizations' IT service desks handled all IT-related requests, regardless of which department submitted the request, causing delays and backlogs. Even simple, repetitive requests required the time of at

least one IT service desk employee. The interviewed IT endpoint manager commented: "Before we had dual maintenance points, things were not talking to each other natively. Our IT staff didn't have the resources to do the double work that was necessary. Now we can put our efforts into more value-added activities."

- **Increasing number of endpoints requiring monitoring.** As the decision-makers' organizations moved more of their key processes to a cloud-based environment, they had more endpoints to secure. They needed procedures in place to efficiently manage and secure their presence in the cloud.

- **Lack of enterprise-wide integration**. Various departments within the interviewees' organizations had their own channels for collecting and organizing information. Processes and workflows were siloed, creating inefficiencies and making inter-departmental collaboration and communication difficult. An IT service development team leader noted: "With Ivanti, we have our HR teams using the same platform as our IT department, so it's an enterprise solution. We were able to reimagine just how that workflow should run and activities that were traditionally IT activities can now be done by an HR person. It has allowed us to eliminate bottlenecks in IT and reduce lead times."

SOLUTION REQUIREMENTS/INVESTMENT OBJECTIVES

The interviewees' organizations searched for a solution that could:

- Provide a cloud-based, automated solution to a broad range of IT challenges.

- Offer capabilities for self-healing and end-user self-service catalogs.

- Present a consolidated, scalable suite of tools that meets a variety of organizational needs and

addresses industry-specific regulatory and compliance requirements.

- Allow configuration management database (CMDB) integration, enabling the IT team to eliminate security vulnerabilities.

- Integrate with other third-party or custom applications deployed by the organization.

> **"Ivanti allows us to fully integrate asset management, human resources, customer management, and any other department that involves IT. It serves as our SaaS for all IT service management."**
> *IT service development team leader, municipality*

COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an ROI analysis that illustrates the areas financially affected. The composite organization is representative of the four decision-makers that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

Description of composite. The composite is a multinational, consumer service enterprise headquartered in the United States that manages 20,000 endpoints, An IT team of six FTEs handles IT service, asset, and security management. The organization utilizes ITSM, ITAM, and Neurons features.

Key assumptions
- **20,000 endpoints**
- **Approximately 1,000 licenses**
- **Reduction of 140 service tickets per month**
- **70 employees onboarded per month**
- **Total license cost of $200,000 per year**

Analysis Of Benefits

■ Quantified benefit data as applied to the composite

Total Benefits						
Ref.	**Benefit**	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present Value**
Atr	Total service desk efficiencies	$927,826	$927,826	$927,826	$2,783,478	$2,307,366
Btr	Coding talent efficiencies	$456,960	$456,960	$456,960	$1,370,880	$1,136,392
Ctr	Total HR employee onboarding efficiencies	$326,861	$326,861	$326,861	$980,582	$812,854
Dtr	License reclamation	$80,000	$80,000	$80,000	$240,000	$198,948
	Total benefits (risk-adjusted)	$1,791,647	$1,791,647	$1,791,647	$5,374,940	$4,455,560

TOTAL SERVICE DESK EFFICIENCIES

Evidence and data. The interviewees revealed the following about their organizations' use of Ivanti:

- Ivanti gave organizations the ability to streamline service requests directly to appropriate departments, eliminating the need to involve the IT service desk for rudimentary requests. The interviewees' organizations could automatically remedy certain issues with Ivanti's AI abilities and customized workflows. One IT manager reported: "We are able to have fewer staff due to the AI capability. It accomplishes tasks that used to be done manually."

- Knowledge matching capabilities allowed the decision-makers' organizations' users to directly connect with relevant information linked to specific requests, sometimes solving problems without the need for human intervention. The IT manager said: "When a user has a problem with a particular application, the appropriate knowledge articles are triggered to open for them and often the issue is resolved before they actually finish something in the incident." They added: "Applicable information from similar

incidents is readily available and can enhance resolution time as well."

- Auto-escalation schedules ranked interviewees' organizations' incidents so that service teams could address items most effectively. This also enabled the organizations to monitor service performance. Customized service level agreement (SLA) notifications ensured that incidents were addressed as quickly as possible.

Modeling and assumptions. For the financial analysis, Forrester assumes that:

- The composite service desk received 300 tickets per month in its legacy environment and required 10 resolution hours per ticket.

- Ivanti decreases the ticket number to 160 per month and the resolution time to 4 hours.

- The composite saves 2 hours per end-user application request through Ivanti's self-service catalog capability.

- Four IT specialists are reassigned within the organization to higher-level tasks.

Risks. Total service desk efficiencies will vary with:

- The volume of tickets processed per month.
- The volume of end-user application requests per month.
- The fully loaded pay rate of IT specialists, depending on skill level and geographical location.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $2.3 million.

"We have been able to [resolve] more tickets in the same length of time, so things are getting fixed quicker for the end-user community. Since some requests are now automated through the one-steps, in some instances, they can be delivered in near real-time because we have removed the human element from the processing. By leveraging the automation capability, workflows have been transformed. We saw an improvement in our service-level management by at least one-third. Easily a working day is saved."
IT service development team leader, municipality

Total Service Desk Efficiencies

Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Previous total hours to ticket resolution	Composite	16,800	16,800	16,800
A2	Current total hours to ticket resolution	Composite	7,680	7,680	7,680
A3	Annual ticket resolution hours saved	A1-A2	9,120	9,120	9,120
A4	Hourly rate IT specialist	Interviews	$43	$43	$43
A5	Subtotal: Service desk efficiencies	A3*A4	$392,160	$392,160	$392,160
A6	End user application requests	Composite	3,900	3,900	3,900
A7	IT hours saved to fulfill request	Interviews	2	2	2
A8	Hourly rate IT specialist	Interviews	$43	43	43
A9	Subtotal: Self-service catalog efficiencies	A6*A7*A8	$335,400	$335,400	$335,400
A10	Number of IT specialists reassigned	Interviews	4	4	4
A11	Fully loaded salary of IT specialist	Interviews	$91,000	$91,000	$91,000
A12	Subtotal: Reassignment of IT specialists	A10*A11	$364,000	$364,000	$364,000
At	Total service desk efficiencies	A5+A9+A12	$1,091,560	$1,091,560	$1,091,560
	Risk adjustment	↓15%			
Atr	Total service desk efficiencies (risk-adjusted)		$927,826	$927,826	$927,826
	Three-year total: $2,783,478		**Three-year present value: $2,307,366**		

CODING TALENT EFFICIENCIES

Evidence and data. The interviewees revealed the following about their organizations' use of Ivanti:

- Prior to deploying Ivanti, the decision-makers' organizations employed application programmers to develop custom ITSM and ITAM solutions. With Ivanti, the organizations could avoid this cost. An IT service development team leader commented: "We went from spending 100 to 300 hours of development time doing everything from the ground-up each time, to spending 5 to 15 hours in the low-code environment of Ivanti."

- The configuration and customization of Ivanti enabled the interviewees' organizations to reassign software engineers to other value-added tasks within the organization. An IT service development team leader noted: "When we moved to Ivanti, we were able to reassign 50% of our software engineers."

Modeling and assumptions. For the financial analysis, Forrester assumes that:

- Eight software engineers work on six projects per year.

- The hours saved per project total 200.

- The average fully loaded hourly rate for a software engineer is $56.

Risks. Coding talent efficiencies will vary with:

- The number of custom projects an organization performs per year.

- The salary level of software engineers, depending on skill set and geographical location.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of $1.1 million.

Coding Talent Efficiencies					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Coding hours saved	Composite	9,600	9,600	9,600
B2	Hourly rate software engineer	Assumption	$56	$56	$56
B3	Coding talent efficiencies	B1*B2	$537,600	$537,600	$537,600
	Risk adjustment	↓15%			
Btr	Coding talent efficiencies (risk-adjusted)		$456,960	$456,960	$456,960
	Three-year total: $1,370,880		Three-year present value: $1,136,392		

TOTAL HR EMPLOYEE ONBOARDING EFFICIENCIES

Evidence and data. The interviewees revealed the following about their organizations' use of Ivanti:

- After implementing Ivanti, the decision-makers' organizations were able to merge the IT and HR platforms, eliminating redundancy and giving the recruiting team a single point of contact. The IT service development team leader stated: "The total time it takes to go end-to-end through the onboarding process has been reduced by at least 50% because of the revised workflows that we have implemented through Ivanti."

- Interviewees said that requests for new employee hardware and software are now directly routed to the appropriate department manager for approval. Availability information is immediately accessible, and permissions and installations now occur on the same day, saving the organization valuable time. The interviewed decision-makers add that the IT service team does not need to intervene in routine onboarding requests. An IT manager mentioned: "Not only do we save time, but we also have a lot less confusion. There are fewer emails going back and forth and less necessary communication. At the same time, we can see an accurate picture of all our assets in the field."

Modeling and assumptions. For the financial analysis, Forrester assumes that:

- Seventy employees are onboarded per month.

- The average time savings to onboard an employee is 50% of the previous 32 hours required.

- The average fully loaded hourly rate of an HR analyst is $38.

Risks. Total HR employee onboarding efficiencies will vary with:

- The number of employees onboarded per month.

- The hourly rate of the HR analyst, depending on skill level and geographical location.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of $812,900.

Ref.	Metric	Source	Year 1	Year 2	Year 3
	**Total HR Employee Onboarding Efficiencies**				
C1	Number of employees onboarded	Composite	840	840	840
C2	Hours saved per onboarded employee	Composite	16	16	16
C3	Hourly rate of HR analyst	Assumption	$38	$38	$38
C4	Productivity recapture	Composite	80%	80%	80%
Ct	Total HR employee onboarding efficiencies	C1*C2*C3*C4	$408,576	$408,576	$408,576
	Risk adjustment	↓20%			
Ctr	Total HR employee onboarding efficiencies (risk-adjusted)		$326,861	$326,861	$326,861
	Three-year total: $980,582		**Three-year present value: $812,854**		

LICENSE RECLAMATION

Evidence and data. The interviewees revealed the following about their organizations' use of Ivanti:

- The interviewees reported that their organizations experienced a significant upgrade when utilizing Ivanti to manage their existing IT assets and identify redundancies and needs. One IT manager mentioned: "Ivanti allowed us to see the breadth of our software library and spot opportunities to simplify and de-duplicate. For example, when a person left, previously that license may not have been recovered and was potential wasted spend. We lacked visibility in our previous environment to run more cost effectively."

- Additionally, interviewed decision-makers said that team members can see what software is available to make their jobs easier and more productive. Their organizations easily tracked the process of adding and eliminating licenses depending on the needs of the organization with the Ivanti ITAM module. The IT endpoint delivery team manager said: "Prior to Ivanti, we never had an authorized software listing. Nobody knew what they could or could not request. Now we have an area where we can share, people can talk, and they can get direct access to the apps they need." They added: "When we bought the Ivanti suite, we were able to reclaim about $120,000 per year in licenses."

Modeling and assumptions. For the financial analysis, Forrester assumes that the composite organization saves $100,000 per year in license reclamation savings.

Risks. The license reclamation benefit will vary with:

- The size and nature of the organization.

- The number of licenses and software solutions no longer needed.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of $198,900.

> **$100,000 in annual license reclamation**

License Reclamation					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	License reclamation	Interviews	$100,000	$100,000	$100,000
Dt	License reclamation	D1	$100,000	$100,000	$100,000
	Risk adjustment	↓20%			
Dtr	License reclamation (risk-adjusted)		$80,000	$80,000	$80,000
	Three-year total: $240,000		Three-year present value: $198,948		

UNQUANTIFIED BENEFITS

Additional benefits that customers experienced but were not able to quantify include:

- **Tool consolidation.** Decision-makers reported that Ivanti offered their organizations a comprehensive suite of products and helped them eliminate other third-party solutions. That helped the organizations consolidate service and asset management operations into one centralized platform.

- **Robust and scalable solution.** Interviewees said the Ivanti solution can be implemented in a single deployment at the enterprise level or in gradual steps depending on the changing or growing needs of an organization. The modules seamlessly integrated as they were added. The senior director of IT remarked: "We started just with Helpdesk, but then we added HRPs,

procurement, and then the ITAM pieces. We have grown over time and have benefitted from increased efficiencies as well as increased collaboration among our various departments."

- **Improved endpoint management, security, and regulation compliance.** Ivanti allows for all devices to be visible and provides patch automation to maintain security, according to the interviewed decision-makers. That helped the organizations avoid lengthy and costly maintenance and resolution time. An IT service development team leader reported: "As we are seeing zero-day threats more and more often, we are using auto-fix to automatically deploy devices as soon as possible." An IT manager added: "Ivanti is a tremendous help with change control. Every time we are asked by regulators to see a report or produce a change, we can do it. We are

audited on a fairly regular basis, and we can now provide whatever they request."

- **Increased accuracy in testing, configurations, and analytics.** With Ivanti, interviewees' organizations' IT teams rolled out testing to the development environment first for feedback, then released it to the rest of the environment. A manager said: "I love that you can get a test environment and a production without any additional cost." An IT service development team leader added: "It's also able to slice and dice data in 100 different ways, measurably improving our data quality and allowing us to validate and verify the information that we have."

- **Enhanced employee experience.** The IT teams were able to make more meaningful, value-added contributions to the organization since Ivanti automated many mundane tasks. An IT manager reported: "We've had rave reviews since implementing Ivanti from employees across the various departments."

FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Ivanti and later realize additional uses and business opportunities, including:

- **Automation evolution.** Ivanti allowed users to continuously see opportunities to evolve traditional workflow into more automated processes, minimizing bottlenecks and human input. An IT manager commented: "We continue to spot opportunities to redesign our processes and to leverage those automation potentials to reduce the time it takes to resolve a ticket. We are continuously moving our service desk colleagues to higher-value tasks for the business." They added: "Because we have been able to automate our workflow, we are now able to do a lot of training on new technology and digital skill initiatives."

- **Leveraging the Ivanti dashboard.** Organizations found increasing benefits from dynamic dashboards in Ivanti. An IT endpoint delivery team manager noted: "We are constantly manipulating our data sets and visualizing things in new and informative ways. Ivanti handles the large data sets and categorizes them in terms of our service catalog, or for our tens of thousands of input devices. We can then produce highly engaging dashboards that allow us to have conversations with other management colleagues and therefore allow for better decision making."

Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in Appendix A).

> **"With Ivanti, we can run our entire infrastructure from a tablet with a cellular signal. We can see and monitor all of the assets from one place, and then use that data to get meaningful reports. We have all the capabilities we need."**
> *IT manager, banking*

Analysis Of Costs

- Quantified cost data as applied to the composite

Total Costs

Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Etr	Total license cost	$0	$240,000	$240,000	$240,000	$720,000	$596,844
Ftr	Internal implementation and administration	$149,600	$7,392	$7,392	$7,392	$171,776	$167,983
Gtr	Total outsourced professional services	$63,000	$52,500	$52,500	$52,500	$220,500	$193,560
	Total costs (risk-adjusted)	$212,600	$299,892	$299,892	$299,892	$1,112,276	$958,387

TOTAL LICENSE COST

Evidence and data. The interviewees said their organizations paid license to Ivanti. The annual license cost for an organization that manages 20,000 endpoints and maintains 1,000 licenses is $200,000.

Risks. Total license cost will vary with:

- The size and industry of the organization.

- The number and types of Ivanti modules the organization deploys.

Results. To account for these risks, Forrester adjusted this cost upward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $596,800.

Total License Cost

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Total license cost	Composite		$200,000	$200,000	$200,000
Et	Total license cost	E1*E2	$0	$200,000	$200,000	$200,000
	Risk adjustment	↑20%				
Etr	Total license cost (risk-adjusted)		$0	$240,000	$240,000	$240,000
	Three-year total: $720,000			Three-year present value: $596,844		

INTERNAL IMPLEMENTATION AND ADMINISTRATION

Evidence and data. The interviewees revealed the following about their organizations' use of Ivanti:

- Initial implementation required 80% dedicated time of five FTEs at the senior IT manager level. Initial costs also included $20,000 of necessary training.

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"We utilized Ivanti's Technical Resource Manager when implementing the asset management module. That has provided us a ton of value. It has been immensely successful for us."
IT endpoint delivery manager, food production

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- A senior level IT manager earns a fully loaded annual salary of $116,000.

- The ongoing management is performed at a rate of $56 per hour.

- The organization opted for initial and ongoing internal training.

Risks. Internal implementation and administration costs will vary with:

- The skill level and experience of the IT teams.

- The salary levels, depending on skillset or geographical location.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of $168,000.

- Ongoing management required 10 hours per month of one senior level IT manager and included $10,000 in annual, ongoing training.

Modeling and assumptions. For the financial analysis, Forrester assumes that:

Internal Implementation And Administration						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Implementation - internal labor	Composite	$116,000			
F2	Initial training	Composite	$20,000			
F3	Ongoing management	Composite		$6,720	$6,720	$6,720
F4	Ongoing training	Composite		$10,000	$10,000	$10,000
Ft	Internal implementation and administration	F1+F2+F3+F4	$136,000	$6,720	$6,720	$6,720
	Risk adjustment	↑10%				
Ftr	Internal implementation and administration (risk-adjusted)		$149,600	$7,392	$7,392	$7,392
	Three-year total: $171,776			Three-year present value: $167,983		

TOTAL OUTSOURCED PROFESSIONAL SERVICES

Evidence and data. The interviewees revealed the following about their organizations' use of Ivanti:

- Initial implementation required outside professional services to assist with provisioning and the migration from the legacy solution to Ivanti.

- Ongoing professional services were required to assist with the maintenance of the solution and help with further integrations.

Modeling and assumptions. For the financial analysis, Forrester assumes that:

- The initial cost of professional services totals $60,000.

- The organization pays $50,000 per year for ongoing professional services.

Risks. Total outsourced professional services will vary with:

- The abilities and availability of the internal IT teams.

- The extent of outside services required depending on module deployment, organizational size, and budget.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV of $193,600.

Total Outsourced Professional Services

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Initial professional services	Composite	$60,000			
G2	Ongoing professional services	Composite		$50,000	$50,000	$50,000
Gt	Total outsourced professional services	G1+G2	$60,000	$50,000	$50,000	$50,000
	Risk adjustment	↑5%				
Gtr	Total outsourced professional services (risk-adjusted)		$63,000	$52,500	$52,500	$52,500
	Three-year total: $220,500		**Three-year present value: $193,560**			

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (Risk-Adjusted)
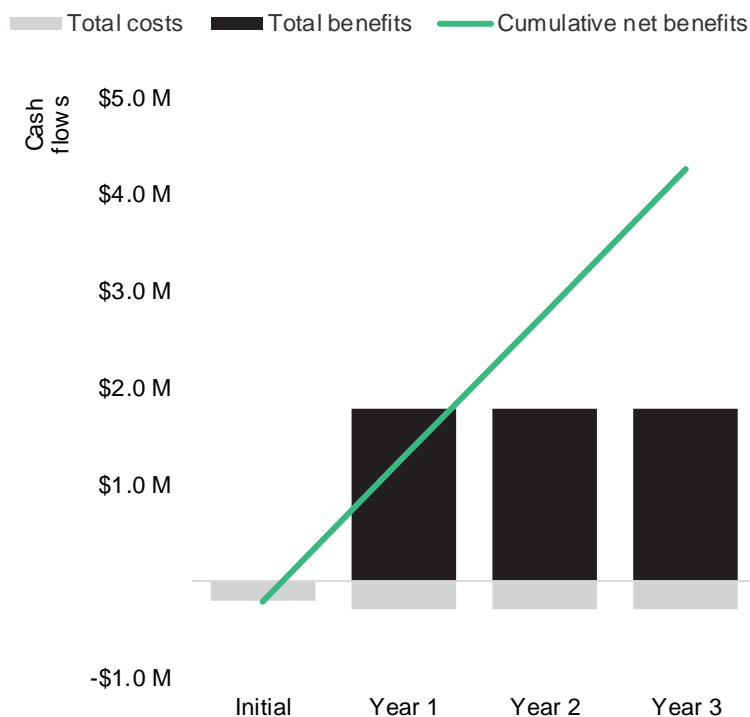
The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV, and payback period for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted ROI, NPV, and payback period values are determined by applying risk-adjustment factors to the unadjusted results in each Benefit and Cost section.

Cash Flow Analysis (Risk-Adjusted Estimates)						
	Initial	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present Value**
Total costs	($212,600)	($299,892)	($299,892)	($299,892)	($1,112,276)	($958,387)
Total benefits	$0	$1,791,647	$1,791,647	$1,791,647	$5,374,940	$4,455,560
Net benefits	($212,600)	$1,491,755	$1,491,755	$1,491,755	$4,262,664	$3,497,173
ROI						365%
Payback period (months)						<6

Appendix A: Total Economic Impact

Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

TOTAL ECONOMIC IMPACT APPROACH

Benefits represent the value delivered to the business by the product. The TEI methodology places equal weight on the measure of benefits and the measure of costs, allowing for a full examination of the effect of the technology on the entire organization.

Costs consider all expenses necessary to deliver the proposed value, or benefits, of the product. The cost category within TEI captures incremental costs over the existing environment for ongoing costs associated with the solution.

Flexibility represents the strategic value that can be obtained for some future additional investment building on top of the initial investment already made. Having the ability to capture that benefit has a PV that can be estimated.

Risks measure the uncertainty of benefit and cost estimates given: 1) the likelihood that estimates will meet original projections and 2) the likelihood that estimates will be tracked over time. TEI risk factors are based on "triangular distribution."

The initial investment column contains costs incurred at "time 0" or at the beginning of Year 1 that are not discounted. All other cash flows are discounted using the discount rate at the end of the year. PV calculations are calculated for each total cost and benefit estimate. NPV calculations in the summary tables are the sum of the initial investment and the discounted cash flows in each year. Sums and present value calculations of the Total Benefits, Total Costs, and Cash Flow tables may not exactly add up, as some rounding may occur.

PRESENT VALUE (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PV of costs and benefits feed into the total NPV of cash flows.

NET PRESENT VALUE (NPV)

The present or current value of (discounted) future net cash flows given an interest rate (the discount rate). A positive project NPV normally indicates that the investment should be made, unless other projects have higher NPVs.

RETURN ON INVESTMENT (ROI)

A project's expected return in percentage terms. ROI is calculated by dividing net benefits (benefits less costs) by costs.

DISCOUNT RATE

The interest rate used in cash flow analysis to take into account the time value of money. Organizations typically use discount rates between 8% and 16%.

PAYBACK PERIOD

The breakeven point for an investment. This is the point in time at which net benefits (benefits minus costs) equal initial investment or cost.

Appendix B: Endnotes

[1] Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

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