FORRESTER®

NEW TECH

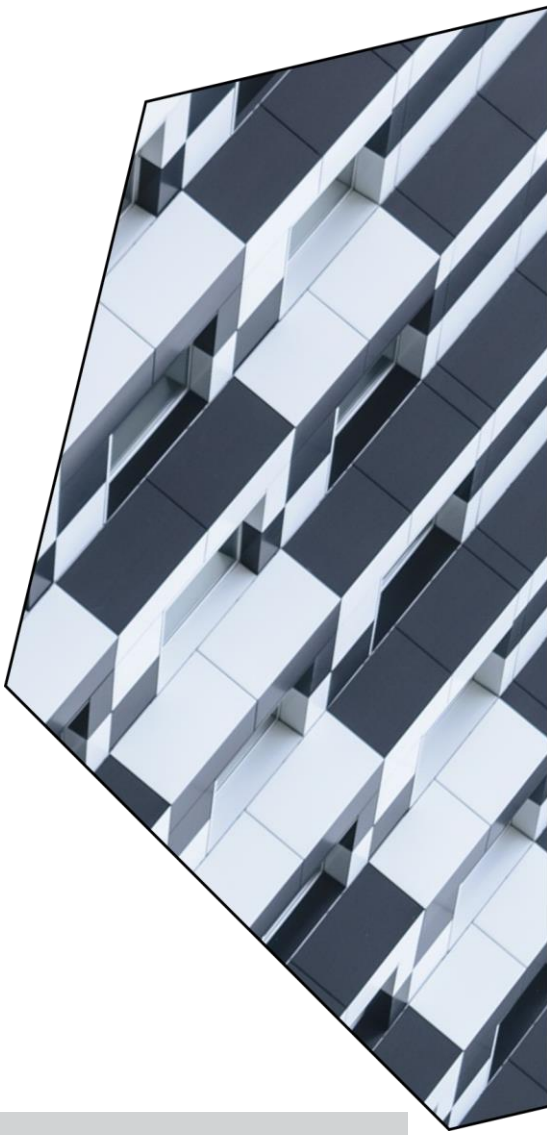
New Technology: The Projected Total Economic Impact™ Of Microsoft Intelligent Data Platform

Cost Savings And Business Benefits
Enabled By Microsoft Intelligent Data Platform

MAY 2023

Table Of Contents

Consulting Team: Nick Mayberry



ABOUT FORRESTER CONSULTING

Forrester provides independent and objective research-based consulting to help leaders deliver key transformation outcomes. Fueled by our customer-obsessed research, Forrester's seasoned consultants partner with leaders to execute on their priorities using a unique engagement model that tailors to diverse needs and ensures lasting impact. For more information, visit forrester.com/consulting.

Executive Summary

Microsoft Intelligent Data Platform provides organizations with the ability to unify their approaches to databases, data analytics, data governance, and the incorporation of artificial intelligence and machine learning on a single platform. It enables the flexibility and scale sorely lacking in on-premises data and analytics architectures, which helps organizations avoid the costs associated with these while increasing the ability to integrate and adopt the latest technologies to advance operations and competitive advantage.

Microsoft offers a unified approach to organizations' broad data and analytics needs with the Microsoft Intelligent Data Platform (MIDP). The platform incorporates cloud-based databases, analytics services, governance services, and artificial intelligence and machine-learning services on a single platform. It brings flexibility, scalability, and the easy integration and incorporation of the latest data technologies all on a consumption-based model.

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

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed five representatives of organizations with experience using parts of the Microsoft Intelligent Data Platform and surveyed an additional 368 decision-makers. For the purposes of this study, Forrester aggregated the interviewees' and survey respondents' experiences and combined the results into a single composite organization that is a global organization with 24,00 employees and revenue of $36 billion per year.

Interviewees noted that prior to exploring Microsoft Intelligent Data Platform, their organizations leveraged expensive and inflexible on-premises infrastructures. In addition to high costs, the inflexibility of this type of architecture led to long data lead times; high time and labor costs to integrate newer solutions and technologies; and difficulties providing adequate security, governance, and compliance.

KEY STATISTICS

Projected return on investment (ROI)
95% – 232%

Projected net present value (NPV)
$12.6M – $30.6M

The interviewees said that after exploring an investment in Microsoft Intelligent Data Platform, their organizations estimated they would be able to reduce their costs to integrate and scale; increase the productivity of their data professionals while improving the ability of employees to leverage data insights; improve the security, governance, and compliance of their data; and reduce infrastructure costs and outages while being able to better analyze customer behavior to improve revenues.

KEY FINDINGS

Quantified projected benefits. Three-year, risk-adjusted present value (PV) quantified benefits for the composite organization include:

- **Higher efficiency of data integrations of 23% (low) to 46% (high).** By moving from an on-premises architecture for data and analytics to an Azure-based one that leverages the unified Microsoft Intelligent Data Platform, the composite reduces the time cost of integrations by between 23% and 46%. Additionally, it saves between 240 and 480 hours annually on the cost of scaling this infrastructure.
- **Increased productivity of data and analytics work between 30% (low) and 50% (high).** With data being readily available, integrated, and analyzable in the cloud, the composite reduces the time it takes its data professionals to do their work by between 30% and 50%, which is further supported by the ability to reuse templatized internal data products. Additionally, the time spent waiting for data by the broader employee base is reduced between 38% and 56% as data analytics work is completed faster.
- **Improved efficiency of data security, governance, and compliance work by 10% (low) and 70% (high).** By leveraging unified cloud products from the same vendor while outsourcing certain work to Azure, the composite saves between 10% and 15% of its data security costs, between 19% and 70% of its data governance costs, and between 15% and 30% of its regulatory data-compliance costs.
- **Decreased costs of on-premises infrastructure and vendor management by 30% (low) to 50% (high).** As the composite moves away from its on-premises data and analytics infrastructure, it decommissions the same at a rate of one-third annually. This eventually reduces the costs to manage this infrastructure between 30% and 50%. It also saves up to between $775,000 and $1.8 million on the direct annual expenses of this technology.
- **Fewer outages by between 90% (low) and 99% (high).** Because uptime is the responsibility of Azure, the composite saves between 90% and 99% of the costs it previously incurred from outages that impact its on-premises data and analytics infrastructure.
- **More income from better customer analytics by up to between 1% (low) and 2% (high).** Because data and analytics work leverages more data faster, customer insights become more useful. This improves the composite organization's ability to predict customer behavior and leads to improved revenues by up to between 1% and 2%.

Unquantified benefits. Benefits that provide value for the composite organization but are not quantified for this study include:

- **Partner ecosystem.** The composite leverages Microsoft's broad partner ecosystem to quickly take advantage of the latest vetted technologies.
- **Reduced risk of a breach.** Because security professionals are more efficient and much of their prior work is outsourced to Azure, the composite reduces its risk of a potential security breach that would impact its data and analytics infrastructure.

> **"If I ever go and join a new company, I'll be doing the same thing: taking whatever they are currently using for their data work and transitioning to Microsoft."**
>
> *Director of data platforms, professional services*

- **Improved customer service.** The composite quickly gets data into the hands of its operational teams, which allows it to optimize and improve its customer and stakeholder service.
- **Easier to find and train talent.** Because Microsoft leverages open standards and a unified layer on top of its services, the composite finds it easier to hire and retain talent that knows the broad swathe of languages that can be used with MIDP.
- **Better employee experience.** Similarly, the composite's employees enjoy their work more because they spend less time putting out fires and more time answering the big, important questions needed to advance the business.
- **Artificial intelligence and machine learning.** MIDP also brings the ability to more easily take advantage of AI and ML, which the composite leverages to automate more work and uncover deeper insights into its operations.

Costs. Three-year, risk-adjusted PV costs for the composite organization include:

- **Azure fees for MIDP.** The composite incurs monthly recurring costs based on the amount of data it has stored on Azure servers and the amount of this data that it leverages for its analytics. The composite incurs additional costs if it needs to utilize transactional data in the future.
- **Migration costs.** To implement and deploy the broadest scope of Microsoft's Intelligent Data Platform, the composite needs 75 FTEs to work over 12 months before it starts to see the benefits of MIDP.
- **Ongoing management.** The composite needs four FTEs to manage the various MIDP databases, analytics, governance, and AI/ML services on an ongoing basis.

Forrester modeled a range of projected low-, medium-, and high-impact outcomes based on evaluated risk. This financial analysis projects that the composite organization accrues the following three-year net present value (NPV) for each scenario by enabling Microsoft Intelligent Data Platform:

- Projected high impact of a $30.6 million NPV and projected ROI of 232%.
- Projected medium impact of a $21 million NPV and projected ROI of 159%.
- Projected low impact of a $12.6 million NPV and projected ROI of 95%.

"We have one of the biggest data sets in the world. Microsoft enables us to analyze and use that data in the most efficient and effective way."

Director of analytics, healthcare

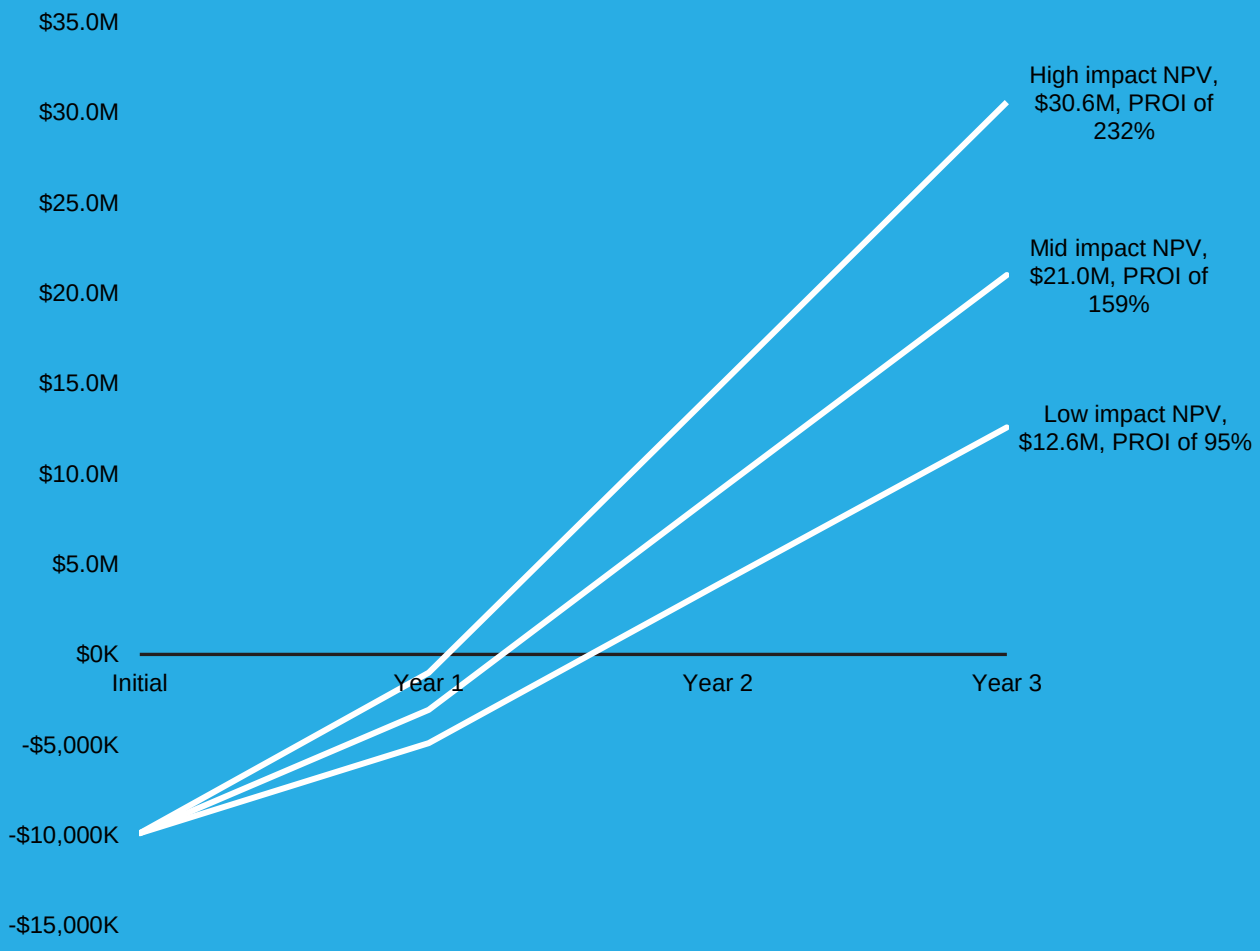
PROI
95% – 232%

PROJECTED BENEFITS PV
$25.8M – $43.8M

PROJECTED NPV
$12.6M – $30.6M

TOTAL COSTS
$13.2M

Three-Year Projected Financial Analysis



NEW TECH TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews and survey, Forrester constructed a New Technology: Projected Total Economic Impact™ (New Tech TEI) framework for those organizations considering an investment in Microsoft Intelligent Data Platform.

The objective of the framework is to identify the potential cost, benefit, flexibility, and risk factors that affect the investment decision. Forrester took a multistep approach to evaluate the projected impact that Microsoft Intelligent Data Platform can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Microsoft 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 Microsoft Intelligent Data Platform.

Microsoft 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.

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

DUE DILIGENCE

Interviewed Microsoft stakeholders and Forrester analysts to gather data relative to Microsoft Intelligent Data Platform.

EARLY-IMPLEMENTATION INTERVIEWS

Interviewed five representatives at organizations using Microsoft Intelligent Data Platform in a pilot or beta stage to obtain data with respect to projected costs, benefits, and risks. Surveyed an additional 368 decision-makers globally.

COMPOSITE ORGANIZATION

Designed a composite organization based on characteristics of the interviewees' and survey respondents' organizations.

PROJECTED FINANCIAL MODEL FRAMEWORK

Constructed a projected financial model representative of the interviews and survey responses using the New Tech TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewees and survey respondents.

CASE STUDY

Employed four fundamental elements of New Tech TEI in modeling the investment's potential 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.

The Microsoft Intelligent Data Platform Customer Journey

Drivers leading to the Microsoft Intelligent Data Platform investment

KEY CHALLENGES

Before investing in MIDP, the interviewees' organizations each leveraged various on-premises technologies for their data and analytics work.

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

- **Lack of flexibility and difficulty scaling.** On-premises data and analytics architectures made it difficult to scale workloads flexibly when needed. Anytime the organizations needed additional scale for new or larger workloads, bottlenecks occurred, which caused delays and long lead times to data use and eventual insight. This became particularly expensive for seasonal businesses because they have to maintain the high level of capacity for data and analytics year-round, even though they only fully leveraged it for a single quarter annually.
- **Staleness of data.** Inflexibility led to delivering data at times when it was already stale and potentially useless. The director of analytics from a healthcare firm said, "With our on-premises setup, we could only get data needed by our operational teams in their hands within a couple hours of closing the next day."

"Everyone working with data now focuses on the Microsoft stack. It makes it so we have more people with the right skill level."

Data and analytics domain manager, financial services

- **Lack of security and compliance.** Additionally, it was time-consuming and costly to keep on-premises architectures secure. The data and analytics architect from a financial services organization said: "It was a constant challenge to keep everything compliant, secure, and stable. It took a lot of work. Moving to MIDP allows us to become more secure while also offering new services and monitoring capabilities."

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 five interviewees, and it 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 global enterprise organization with 24,000 employees and $36 billion in annual revenues. It has already heavily invested in an on-premises data and analytics solution architecture, but it is challenged to keep these expensive solutions modern and secure. High time costs to integrate and scale mean that insights are delayed, and any data ingested and leveraged for insight is often stale before it can be effectively leveraged.

Deployment characteristics. As part of the composite organization's larger transformation to leverage cloud-based technologies for its flexibility and future-forward services, the composite invests in a broad swath of solutions under the Microsoft Intelligent Data Platform umbrella. It intends to use MIDP for its databases, analytics, governance, and AI/ML, and it deploys:

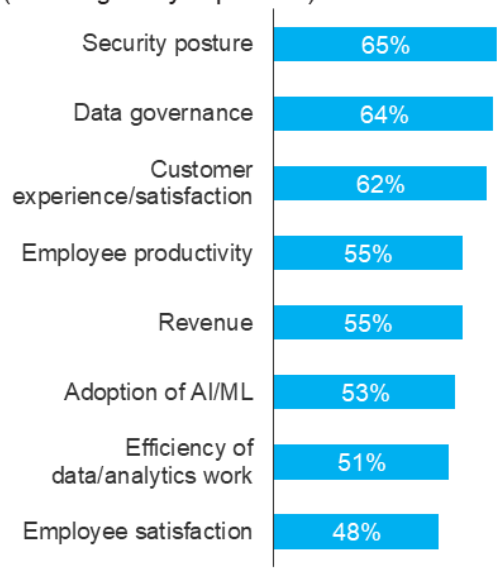
- Azure SQL
- Azure Cosmos DB

- Microsoft Power BI
- Azure Synapse Analytics
- Azure Databricks
- Azure Data Factory
- Microsoft Purview
- Azure AI Platform (including Azure Form Recognizer, Azure Cognitive Search, Azure Cognitive Services)
- Azure Machine Learning
- Azure OpenAI Service

Key Assumptions

- **$36 billion in annual revenues**
- **24,000 employees**
- **Leverages MIDP for databases, analytics, governance, and AI/ML**

"How important were the following goals when your organization was deciding to invest in Microsoft solutions? To increase or improve…"
(Showing "Very important")



Base: 368 IT decision-makers at organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Microsoft, May 2023

Analysis Of Benefits

Quantified benefit data as applied to the composite

Total Projected Benefits					
Projected Benefits	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present Value**
Total projected benefits (low)	$6,375,150	$11,850,300	$13,547,500	$31,772,950	$25,767,664
Total projected benefits (mid)	$8,404,950	$15,839,400	$17,935,534	$42,179,884	$34,206,508
Total projected benefits (high)	$10,666,500	$20,311,500	$23,020,270	$53,998,270	$43,778,651

SOLUTION INTEGRATION AND SCALING EFFICIENCIES

Evidence and data. The interviewees and survey respondents shared that transitioning to Microsoft Intelligent Data Platform improved the efficiency of their organizations' data analytics solution integration and scaling work.

Regarding integration, the interviewees consistently mentioned that Azure's cloud-based connectors were key to simplifying the establishment of integrations and accelerating data ingestion. For example, the platform architect from an energy firm stated: "Azure's native connectors enable us to do data explorations and pipe data into our solutions much faster. They accelerate our ability to take things from an idea to really proving it out." This interviewee shared that it used to take 15% to 20% of someone's time if they were building a new integration between point solutions but that, with Azure, this has been reduced to "almost no time at all."

"Microsoft is the king of integration. We couldn't get this set of quality tools without going on-premises and incurring high integration costs as a result."

Platform architect, energy

The data and analytics architect from a financial services firm noted: "When we needed to ingest a new data source into our legacy data warehouse, it was much harder to achieve. Now, it's very easy to use Azure's connections to integrate and orchestrate our solutions. It's a much more unified experience." This interviewee also shared that their organization reduced its integration time from two months per quarter for two or three IT professionals down to a couple of days.

Survey respondents said they expect that leveraging Microsoft Intelligent Data Platform would reduce the cost of integrating data and analytics solutions by:

- 46% at the 75th percentile.
- 33% at the 50th percentile.
- 23% at the 25th percentile.

The interviewees also noted that moving to Microsoft Intelligent Data Platform had a positive impact on the scaling of their organizations' data and analytics infrastructures. For example, the platform architect from the energy industry shared that before utilizing

MIDP, it would take up to one month to scale data and analytics infrastructure when needed. One-quarter of this time was spent actually completing the scaling work and three-quarters of this time was spent just waiting to procure the necessary infrastructure. The same interviewee said that with MIDP, scaling takes only a few hours.

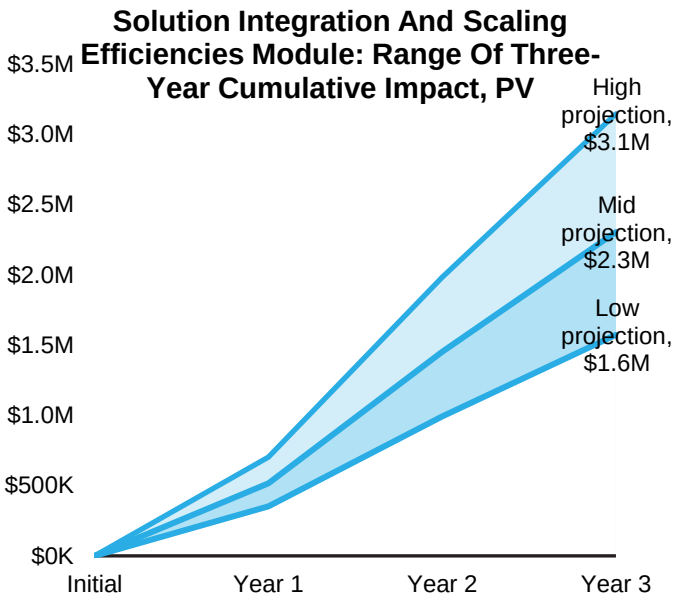
"Azure has a solved a lot of IT's problems managing our data analytics assets. Our teams can now leverage Azure automation to deploy much faster."

Platform architect, energy

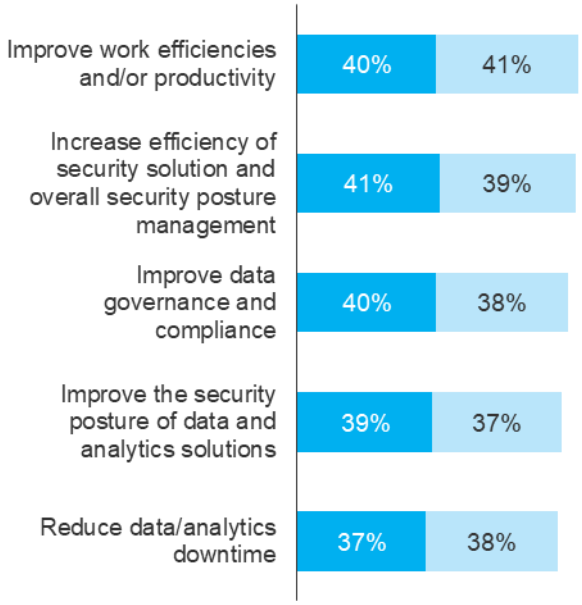
Modeling and assumptions. For the composite organization, Forrester assumes:

- 25 IT professionals work on data integrations and scaling.
- These professionals spend 60% of their time doing integration work.
- MIDP improves the efficiency of this work between 23% (low) and 46% (high).
- MIDP helps these professionals avoid between 240 and 480 hours of time they would previously have spent on scaling on-premises infrastructure for data and analytics work.
- The composite achieves 50% of the benefits in Year 1, with 100% of the benefit accruing in Years 2 and 3.

Results. This yields a three-year projected PV ranging from $1.6 million (low) to $3.1 million (high).



"How much do you agree or disagree that your organization has (would) experienced (experience) this benefit from adopting all solutions in the Microsoft Intelligent Data Platform for operational databases, analytics, data governance, and AI compared to its prior environment?"
(Showing top 5 "Somewhat agree" and "Strongly agree")



Base: 368 IT decision-makers at organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Microsoft, May 2023

Solution Integration And Scaling Efficiencies					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
A1	IT professionals who work on solution integration and scaling	Composite	25	25	25
A2	Percent of time spent on solution integration annually	Interviews	60%	60%	60%
$A3_{Low}$	Integration efficiency improvement	Survey	23%	23%	23%
$A3_{Mid}$			33%	33%	33%
$A3_{High}$			46%	46%	46%
A4	Fully burdened annual rate of an IT professional	TEI standard	$120,000	$120,000	$120,000
$A5_{Low}$	Avoided time spent scaling on-premises infrastructure (hours)	Interviews	240	240	240
$A5_{Mid}$			360	360	360
$A5_{High}$			480	480	480
A6	Percent of benefits achieved	Composite	50%	100%	100%
At_{Low}	Solution integration and scaling efficiencies	(A1*A2*A3*A4+A1 *A5*A4/2,000)*A6	$387,000	$774,000	$774,000
At_{Mid}			$567,000	$1,134,000	$1,134,000
At_{High}			$774,000	$1,548,000	$1,548,000
Three-year projected total: $1.9 million to $3.9 million			**Three-year projected present value: $1.6 million to $3.1 million**		

IMPROVED PRODUCTIVITY OF DATA AND ANALYTICS WORK

Evidence and data. The interviewees and survey respondents said investing in Microsoft Intelligent Data Platform would have a positive impact on the efficiency of data and analytics work and that it would benefit both data professionals and the broader employee base.

They said part of this benefit is attributable to the accelerated integrations and scaling provided by uniting data and analytics work on Azure solutions. For example, the platform architect from the energy industry stated: “MIDP would also improve the productivity of our data professionals because workload scaling becomes nearly instantaneous. Access to data becomes faster, as does the ability to deploy to test and production environments.”

MIDP also enables the establishment of templatized internal data products, which enables more efficient data access while reducing data sprawl. The same interviewee said: “People used to take data, copy it from its source system, and do their own analysis.

“People used to have to plan their day around receiving data in the late afternoon. Now, we’re delivering data for breakfast.”

Director of analytics, healthcare

MIDP enables us to have produced data products at the ready. These are sanctioned and viable, letting users access the same sets of data from the same place and run analyses. It also improves trust in our data."

The data and analytics domain manager from a financial services firm concurred, saying: "For payments, we used to have a team building their own repository for data analysis, but now this is in a global platform. The team no longer needs to maintain their own repository. They can just be a producer for the global repository." This interviewee estimated that improved access to global repositories helped to improve their organization's data science productivity by as much as five times. They also estimated that the efficiency of data professionals improved by 30% for data scientists and 10% for data analysts.

Importantly, these benefits have a knock-on effect to the wider employee base. For example, the director of analytics from the healthcare industry noted that their organization was able to significantly improve the delivery of data to end users by between 6 to 7 hours. They said: "All of our practitioners will monitor the data. But, if they can only see yesterday's data in the late afternoon, you've lost a lot of hours in the day. Sometimes, a patient will even be discharged. So, we would have to follow up with them for additional care after the data comes in."

The data and analytics architect from a financial services firm concurred, saying: "MIDP allows us to reduce end-user wait times for data because it gets us out of central gatekeeping. We are saving 15 to 20 people waiting around for results on multiple requests monthly." The data and analytics domain manager from another financial services firm similarly estimated that whole teams previously sometimes waited two weeks for data requests, and now they receive answers in just a few days — if not hours.

Survey respondents estimated that MIDP would improve the productivity of data and analytics work by:

- 60% at the 75th percentile.
- 50% at the 50th percentile.
- 40% at the 25th percentile.

They also estimated that it would improve the productivity of the broader employee base by:

- 25% at the 75th percentile.
- 20% at the 50th percentile.
- 15% at the 25th percentile.

Both interviewees and survey respondents estimated that MIDP would further enhance productivity of both data professionals and the broader employee base by improving the development and adoption of AI and automation at their organizations.

For example, the director of data platforms from a professional services organization noted that their firm used MIDP to establish optical character recognition for automated form reading. First, they noted that by utilizing a unified Azure-based platform, their organization was able to move from building new APIs for automation at the rate of about one per year to a rate of approximately one per month. Second, they said their organization used one particular API for automated form reading, and that given the number of forms the firm received annually, using MIDP enabled the company to reduce a six- to nine-month processing time for any given form down to three days.

The director of analytics from the healthcare industry noted that their organization was able to use MIDP to develop and deploy bots to prevent employees from repeating workstreams. For example, they said one hospital's systems required the same data to be recorded five to six times in different locations. By deploying automated bots, it was able to prevent this repetitive work and have data recorded across all systems in parallel.

Survey respondents estimated that improved adoption of AI and automation would improve employees' productivity by:

- 62% at the 75th percentile.
- 30% at the 50th percentile.
- 21% at the 25th percentile.

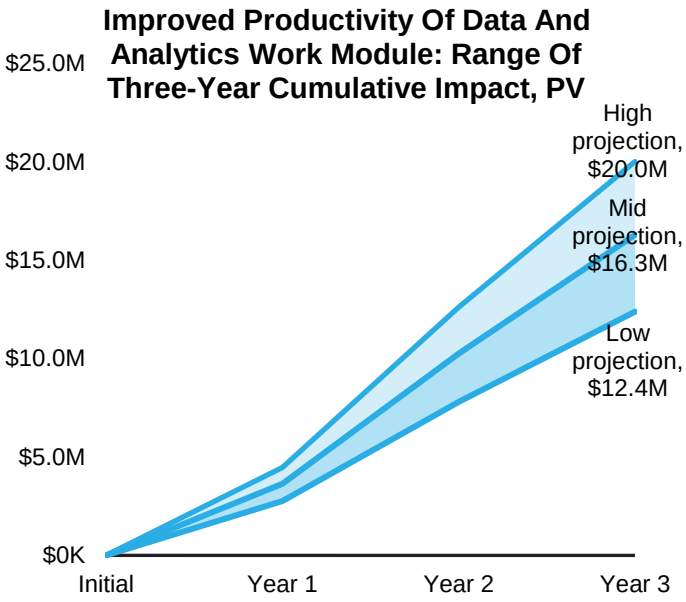
"The main goal with MIDP isn't just to improve data and analytics productivity, but to reduce the time it takes for our employees to get insights from our data."

Platform architect, energy

Modeling and assumptions. For the composite organization, Forrester assumes:

- 150 data professionals (e.g., data scientists and data analysts) improve their productivity by between 30% (low) and 50% (high) at an average fully burdened annual rate of $200,000 each.
- An average of five employees wait for a single data request 600 times per year for an average of two weeks (80 hours) per request.
- MIDP improves these wait times between 38% (low) and 56% (high).
- The fully burdened hourly rate for a general employee is $35.
- The composite recaptures productivity at a rate of 50% because not all employees are fully impacted by unproductivity and not all of them use their newly freed time productively.
- 50% of the benefits accrue in Year 1, with 100% accruing in Years 2 and 3.

Results. This yields a three-year projected PV ranging from $12.4 million (low) to $20 million (high).



Improved Productivity Of Data And Analytics Work					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
B1	Data professionals	Composite	150	150	150
$B2_{Low}$	Improved productivity of data professionals	Survey	30%	30%	30%
$B2_{Mid}$			40%	40%	40%
$B2_{High}$			50%	50%	50%
B3	Fully burdened annual rate of a data professional	TEI standard	$200,000	$200,000	$200,000
B4	Average number of employees who wait for a single data request	Composite	5	5	5
B5	Data requests annually	Interviews	600	600	600
B6	Prior wait time (hours)	Interviews	80	80	80
$B7_{Low}$	Improved efficiency of data requests	Survey	38%	38%	38%
$B7_{Mid}$			48%	48%	48%
$B7_{High}$			56%	56%	56%
B8	Fully burdened hourly rate of a general employee	TEI standard	$35	$35	$35
B9	Productivity recapture rate	TEI standard	50%	50%	50%
B10	Percent of benefits achieved	A6	50%	100%	100%
Bt_{Low}	Improved productivity of data and analytics work	(B1*B2*B3+B4*B5*B6*B7*B8)*B9*B10	$3,048,000	$6,096,000	$6,096,000
Bt_{Mid}			$4,008,000	$8,016,000	$8,016,000
Bt_{High}			$4,926,000	$9,852,000	$9,852,000
Three-year projected total: $15.2 million to $24.6 million			**Three-year projected present value: $12.4 million to $20 million**		

IMPROVED EFFICIENCIES OF DATA SECURITY, GOVERNANCE, AND COMPLIANCE

Evidence and data. Interviewees and survey respondents said that in addition to making data professionals and the broader employee base more productive, investing in Microsoft Intelligent Data Platform would have a positive efficiency impact on data security, governance, and compliance work.

For example, the platform architect from the energy industry said: “Security work would definitely improve. Because it’s a smaller, more contained footprint to

“Microsoft’s vision on data governance is light years ahead of the competition.”

Platform architect, energy

manage than point solutions, our security teams could deliver on security posture more cheaply and faster."

The data and analytics domain manager from a financial services firm indicated that both data governance and data governance work would improve thanks to Microsoft's better tools. They shared: "MIDP has better monitoring and more possibilities [than competing solutions]. Our teams can now tackle security and governance end-to-end, with less handover compared to our prior on-premises environment. Patching has become far less complex and is done more and more by DevOps, freeing our security teams to focus more and even specialize."

The director of data platforms from the professional services firm similarly said: "[MIDP's inclusion of Microsoft Purview means that] we can now scan and see data models in one shot. We've never had this level of visibility before, and it means the data business is not a black box to the developer."

The data and analytics architect from a financial services firm also noted that Purview could enable a reduction in repeat work. They said: "We hope to get a lot more use out of existing artifacts with Purview. The ability to jump on existing data sets and analyses can reduce having to go through governance workflows over and over again, reducing days or weeks of wait time each time we want to leverage these artifacts."

The same interviewee also said Purview has the ability to reduce the burden on audit and compliance work. They said: "Having an overview of data assets, their ownership, descriptions, and criticality levels will benefit the organization from multiple angles. On compliance, specifically, by providing an auditor with a working solution to prove that we track and classify data assets appropriately, we can save up to 50% of the current time devoted to these audits."

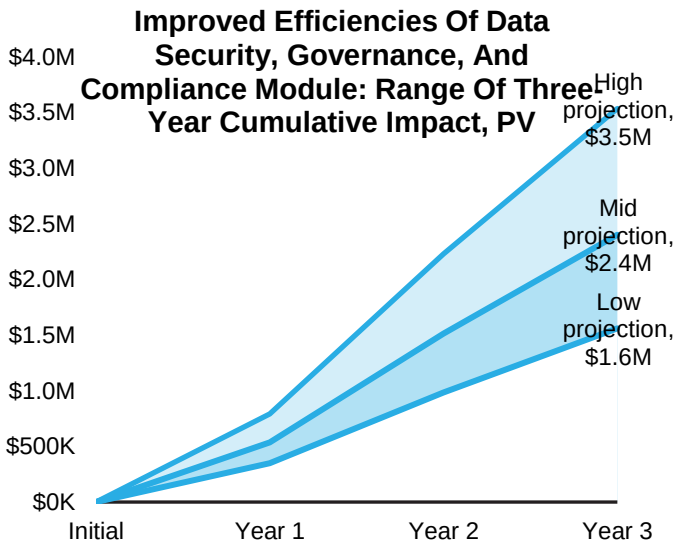
Modeling and assumptions. For the composite organization, Forrester assumes:

- 20 security professionals save between 10% (low) and 15% (high) of their time managing solutions, security posture, and security threats at a fully burdened annual rate of $180,000 each.
- 10 IT professionals work on data governance and compliance, saving between 19% (low) and 70% (high) on the former and between 15% (low) and 30% (high) on the latter at a fully burdened annual rate of $120,000 each.
- 50% of benefits accrue in Year 1, with 100% accruing in Years 2 and 3.

Results. This yields a three-year projected PV ranging from $1.6 million (low) to $3.5 million (high).

"Microsoft has made data governance more flexible. We can give freedom to users where it makes sense without running the risk that they might copy or corrupt the data."

Director of data platforms, professional services



Improved Efficiencies Of Data Security, Governance, And Compliance					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
C1	Number of security professionals	Composite	20	20	20
$C2_{Low}$	Added efficiency of security solution, posture, and threat management	Survey	10%	10%	10%
$C2_{Mid}$			13%	13%	13%
$C2_{High}$			15%	15%	15%
C3	Average fully burdened annual rate of a security professional	TEI standard	$180,000	$180,000	$180,000
C4	Number of IT professionals working on data governance and regulatory compliance	Composite	10	10	10
$C5_{Low}$	Added efficiency of data governance	Survey	19%	19%	19%
$C5_{Mid}$			36%	36%	36%
$C5_{High}$			70%	70%	70%
$C6_{Low}$	Added efficiency of regulatory compliance	Survey	15%	15%	15%
$C6_{Mid}$			25%	25%	25%
$C6_{High}$			30%	30%	30%
C7	Fully burdened annual rate of an IT professional	A4	$120,000	$120,000	$120,000
C8	Percent of benefit achieved	A6	50%	100%	100%
Ct	Improved efficiencies of data security, governance, and compliance	C1*C2*C3	$1,080,000	$1,282,500	$1,500,000
Ctr	Improved efficiencies of data security, governance, and compliance		$1,026,000	$1,218,375	$1,425,000
Three-year projected total: $1.9 million to $4.4 million			Improved efficiencies of data security, governance, and compliance		

REDUCED COST OF PRIOR SOLUTION AND VENDOR MANAGEMENT

Evidence and data. Interviewees and survey respondents said they expect their organizations to save on the costs of their on-premises data and analytics infrastructures, its management, and the management of its vendors via decommissioning once they switched to Microsoft Intelligent Data Platform on Azure.

For example, the director of data platforms from the professional services firm stated: “Once we fully adopt MIDP, it will be much easier to manage the same amount of data and analytics or even more with less dedicated resources. I’d expect this to reduce between 30% and 40% — no sweat.”

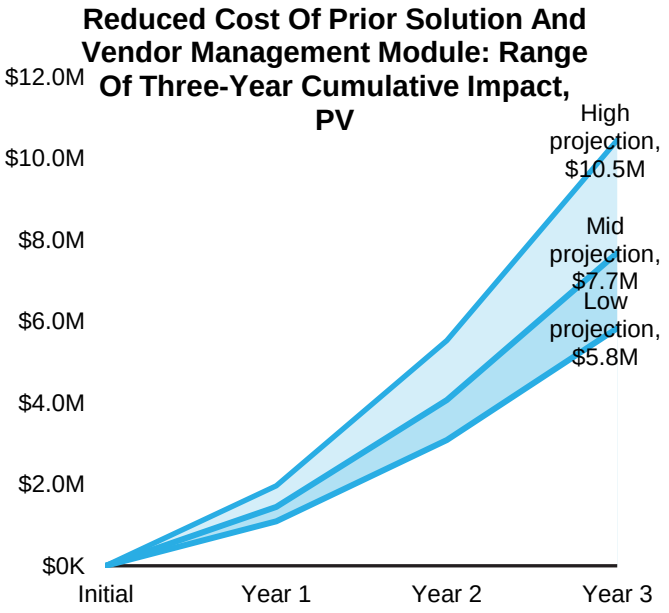
The data and analytics architect from a financial services firms said, “I expect to see savings of about 50% of resources dedicated to managing that infrastructure once we move over to MIDP fully.”

The director of data platforms also noted they also expect their organization to save on vendor management as well by moving away from point solutions and unifying data and analytics on Azure with MIDP. They said: “We currently meet with 15 to 20 vendors. Over time, that would reduce to three or four total once we’re fully on MIDP. This would mean months of discussion completely gone.”

Modeling and assumptions. For the composite organization, Forrester assumes:

- 80 IT professionals manage the totality of on-premises infrastructure devoted to data and analytics at a fully burdened annual rate of $180,000 each.
- Microsoft Intelligent Data Platform improves this by between 30% and 50% once the composite fully decommissions its legacy infrastructure.
- The decommissioned solutions cost a total of between $775,000 and $1.75 million outside of management costs.
- Decommissioning happens at a rate of one-third each year, achieving 100% decommissioning by Year 3.

Results. This yields a three-year projected PV ranging from $5.8 million (low) to $10.5 million (high).



Reduced Cost Of Prior Solution And Vendor Management

Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	IT professionals who manage data analytics infrastructure	Composite	80	80	80
$D2_{Low}$	Efficiency savings	Interviews	10%	20%	30%
$D2_{Mid}$			13%	26%	40%
$D2_{High}$			17%	33%	50%
D3	Fully burdened annual rate of an IT professional	A4	$120,000	$120,000	$120,000
$D4_{Low}$	Reduced cost from decommissioning prior solutions	Composite	$255,750	$511,500	$775,000
$D4_{Mid}$			$321,750	$643,500	$975,000
$D4_{High}$			$577,500	$1,155,000	$1,750,000
Dt_{Low}	Reduced cost of prior solution and vendor management	D1*D2*D3+D4	$1,206,150	$2,412,300	$3,655,000
Dt_{Mid}			$1,588,950	$3,177,900	$4,815,000
CDt_{High}			$2,161,500	$4,323,000	$6,550,000
Three-year projected total: $7.2 million to $13 million			**Three-year projected present value: $5.8 million to $10.5 million**		

REDUCED OUTAGES

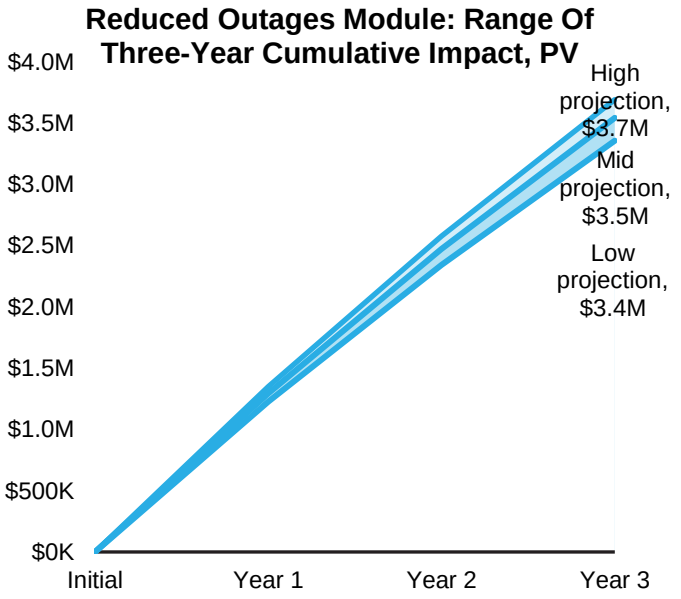
Evidence and data. Interviewees and survey respondents said that by transitioning their organizations' data and analytics infrastructures to Azure rather than on-premises, they expect to reduce the number of outages that impact this work. For example, the director of analytics from the healthcare industry noted that in their organization's on-premises environment, it experienced frequent outages of up to one or two every month. These outages would last for days at a time and impacted the ability of the organization to run data and analytics workloads, which delayed important work. The interviewees and survey respondents noted that any outages on Azure last only minutes if they occur at all.

Modeling and assumptions. For the composite organization, Forrester assumes:

- 12 outages occur annually on premises.
- Each outage costs approximately $125,000.
- Azure reduces outages by between 90% (low) and 99% (high).

Results. This yields a three-year projected PV ranging from $3.4 million (low) to $3.7 million (high).

> **"With on-premises solutions, we experienced heavy outages. On Azure, the ability to run data and analytics workloads is far more predictable."**
>
> *Director of analytics, healthcare*



Reduced Outages

Ref.	Metric	Source	Year 1	Year 2	Year 3
E1	Prior average number of outages	Composite	12	12	12
E2	Prior average cost per outage	Survey	$125,000	$125,000	$125,000
$E3_{Low}$	Reduction in outages	Composite	90%	90%	90%
$E3_{Mid}$			95%	95%	95%
$E3_{High}$			99%	99%	99%
Et_{Low}	Reduced outages	E1*E2*E3	$1,350,000	$1,350,000	$1,350,000
Et_{Mid}			$1,425,000	$1,425,000	$1,425,000
Et_{High}			$1,485,000	$1,485,000	$1,485,000
	Three-year projected total: $4 million to $4.5 million		**Three-year projected present value: $3.4 million to $3.7 million**		

IMPROVED INCOME FROM BETTER CUSTOMER ANALYTICS

Evidence and data. Lastly, the interviewees and survey respondents noted that deploying Microsoft Intelligent Data Platform could have a positive impact on revenues and, therefore, profit. At the simplest level, unifying on a single cloud-based platform could enable organizations to have better conversations about data and customer analytics, which would improve their abilities to attract and retain customers. For example, the director of data platforms from the professional services organization said: "We're having really active discussion surrounding customer analytics that we couldn't even have two years back. We're expecting to achieve a 5 percentage point improvement to retention once we're able to more fully deploy MIDP."

The data and analytics domain manager at a financial services organization noted that investing in MIDP could improve both cross-selling and retention. They said: "MIDP will help us discover patterns of behavior and run predictive analytics on our customer base, improving our ability to cross-sell and prevent churn. By getting attractive products in front of the right customer faster than before, we've already received an €80 million return on our investment in MIDP products last year, and [we] are expecting about €20 million more from a separate business line as well."

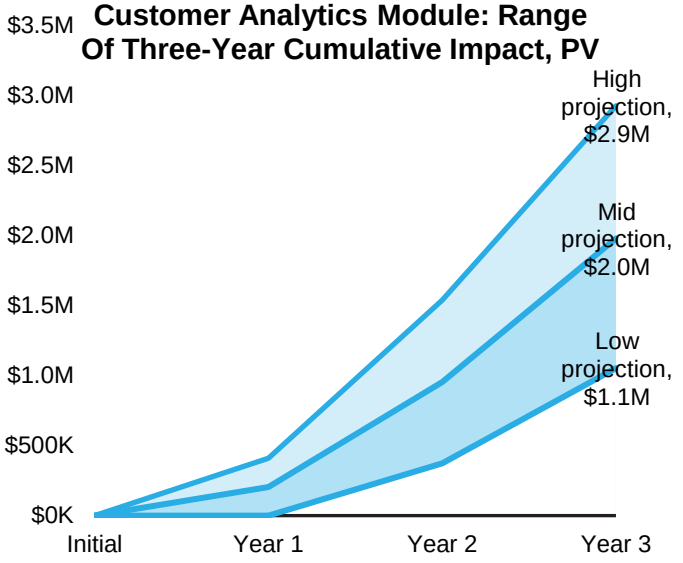
The director of data platforms from the professional services firm also noted that Microsoft Intelligent Data Platform enabled their organization to launch a new business line. They said: "Once we knew more about our customers, we could expand from seasonal to yearlong engagements with them. We actually recently spun up a new, nonseasonal financial product for our customer base. The MIDP solutions we currently use have helped us to reduce the cost and timeline for launching this, with bottlenecks reduced from three months down to 3 minutes."

Modeling and assumptions. For the composite organization, Forrester assumes:

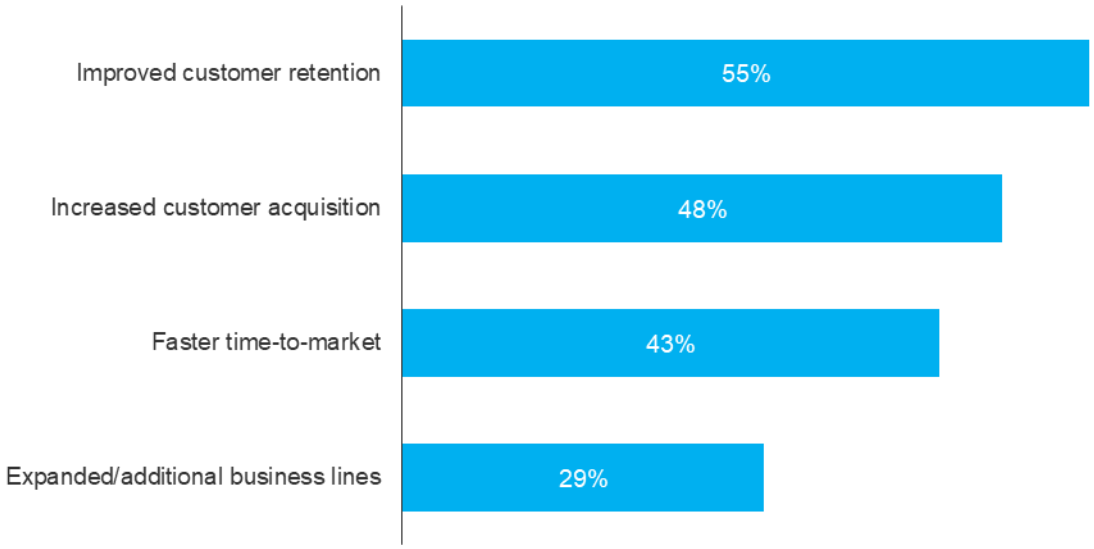
- The composite's annual revenues are $36 billion.
- Using MIDP improves the composite's revenue between 0% and 2%.
- The composite has a 5% profit margin.
- 5% of the benefit is attributable to MIDP alone, as opposed to human ingenuity and skill.
- 50% of the benefit is achieved in Year 1, with 100% accruing in Years 2 and 3.

Results. This yields a three-year projected PV ranging from $1.1 million (low) to $2.9 million (high).

Improved Income From Better Customer Analytics Module: Range Of Three-Year Cumulative Impact, PV



"You indicated that adopting all solutions in the Microsoft Intelligent Data Platform has (would) increase revenue for your organization. How has (would) revenue increased (increase)?"



Base: 231 IT decision-makers
Source: Microsoft Intelligent Data Platforms TEI Study, a commissioned study conducted by Forrester Consulting,

Improved Income From Better Customer Analytics

Ref.	Metric	Source	Year 1	Year 2	Year 3
$F1_{Low}$	Annual revenue	Composite	$36,000,000,000	$36,000,000,000	$36,180,000,000
$F1_{Mid}$			$36,000,000,000	$36,180,000,000	$36,360,900,000
$F1_{High}$			$36,000,000,000	$36,360,000,000	$36,905,400,000
$F2_{Low}$	Improvement to revenue	Interviews and survey	0.0%	0.5%	1.0%
$F2_{Mid}$			0.5%	1.0%	1.5%
$F2_{High}$			1.0%	1.5%	2.0%
F3	Profit margin	Composite	5%	5%	5%
F4	Percentage improvement attributable to MIDP versus human skill and other technologies	Composite	5%	5%	5%
F5	Percent benefit achieved	A6	50%	100%	100%
Ft_{Low}	Improved income from better customer analytics	F1*F2*F3*F4*F5	$0	$450,000	$904,500
Ft_{Mid}			$225,000	$904,500	$1,363,500
Ft_{High}			$450,000	$1,363,500	$1,845,270
Three-year projected total: $1.4 million to $3.7 million			**Three-year projected present value: $1.1 million to $2.9 million**		

UNQUANTIFIED BENEFITS

Interviewees mentioned the following additional benefits that their organizations experienced but were not able to quantify:

- **Partner ecosystem.** The interviewees noted that their organizations benefitted from Microsoft's efforts to build a broad partner ecosystem in the data and analytics space. For example, the director of analytics from the healthcare industry said: "Microsoft has a great partner ecosystem. They're attacking all the verticals, providing tooling, and supporting capabilities across the industry." The director of data platforms from the professional services firm said: "Azure's broad partner ecosystem enables us to focus on our needs while Azure does the background work to vet third-party vendors. This really helps build our internal ecosystem quickly."
- **Reduced risk of a breach.** Interviewees said MIDP increases efficiency for security professionals in both posture and threat management and that it also enables an unquantified reduction in the risk of a material security breach. For example, the director of data platforms from the professional services firm said: "We have almost 80,000 seasonal workers join us each year, [and] the [onboarding] and off-boarding of which can get quite clumsy, especially regarding security on-premises. With MIDP, all of this is much easier."

  The data and analytics architect from a financial services firm said: "We sit at the intersection of health and finance, so security is a key concern for us. To get the level of security we have with MIDP would require significantly more work on-premises."
- **Improved customer service.** The director of analytics from the healthcare industry noted that MIDP enabled their organization to provide better service to its patients. They said: "By looking at the data of how we spend our time, we've been able to identify important trends not only about productivity, but also about safety. Our practitioners now get to spend more time with patients as we've optimized their work, and we've won the Florence Nightingale Award for excellence in healthcare statistics, which would have never happened without MIDP."
- **Easier to find and train talent.** The director of data platforms for the professional services firm shared: "With MIDP, our tech stack has become much easier. No one is stuck using one single language to access any given solution. This allows teams to share talent, exposing our resources to more technologies, keeping work interesting, and making it much easier to not only find but also retain talent."
- **Better employee experience.** Regarding employee experience, the director of analytics from the healthcare firm said: "Life is so much better. We're no longer firefighting everything. The team has quiet time. They have the headspace to focus on our real needs and do more analysis."
- **Artificial intelligence and machine learning.** The interviewees and survey respondents also said their organizations get unquantifiable benefits out of the adoption of AI and ML internally. For example, the director of data platforms from the professional services firm shared: "In addition to our optical character recognition API, we've been able to add an API that automates the classification of documents and titles them appropriately. This removes the work from our customers to classify each document they upload, improving their experience. It also improves organization on our end, reducing the time and cost to customer of completing their paperwork."

The director of analytics from the healthcare firm shared: "We're running a number of AI experiments. We're working with natural-language processing to look through clinical notes and identify high-risk patients. We're doing process mining to better understand patient flow and identify bottlenecks where patients are getting lost in the system, and [we're] also working with predictive analytics at the population level to identify factors contributing to large-scale mental health events."

- **Support.** Lastly, interviewees said Microsoft's support is another unquantified benefit of using MIDP. The platform architect from the energy firm said: "Microsoft listens and understands market conditions. They know where we are facing the most challenges. They've been willing to work with us to understand gaps in their offerings and close these. We don't have this great of an experience with many vendors."

FLEXIBILITY

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

- **Open standards.** Interviewees said Microsoft's reliance on open standards enabled their organizations to remain flexible in their data and analytics operations. For example, the platform architect from the energy firm noted: "We don't want to lock any of our teams into black-box solutions. If we need to go outside of Microsoft, we can because they've established an open, plug-and-play ecosystem that enables this flexibility."

  The director of data platforms from the professional services firm said: "We haven't had any need to go outside the Microsoft ecosystem yet. But knowing that the option is there with Microsoft's use of open standards is attractive if we do ever have to."

"Microsoft Intelligent Data Platform's open standards and single data layer have made it easier to acquire and retain talent by broadening coding-language choice."

Director of data platforms, professional services

- **Better decision-making.** The director of data platforms from the professional services firm noted: "I strongly believe MIDP has enabled us to make better decisions. With lower data complexity, we have much higher-quality discussions about our data and analytics results. We no longer have lengthy discussions about whose data is right and whose is wrong because we're all looking at the same thing."
- **Agile project management.** The interviewees also noted the ability to adopt agile processes internally thanks to MIDP. For example, the platform architect from the energy firm said: "MIDP has helped us remove centralized dependencies on centralized teams. We now have a self-service platform [and] a thin layer on top of Azure services to provide governance and self-service capabilities."

  The director of data platforms from the professional services firm added: "We've changed the structure of our teams entirely thanks to MIDP. We now work in squads of eight to 10 people that are so well-oiled they just handle all tasks themselves. We move much faster now."

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

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**
Gtr	Total Azure fees for MIDP	$0	$356,638	$713,062	$1,426,337	$2,496,037	$1,985,152
Htr	Cost of migration	$9,900,000	$0	$0	$0	$9,900,000	$9,900,000
Itr	Cost of ongoing management	$0	$528,000	$528,000	$528,000	$1,584,000	$1,313,058
	Total costs (risk-adjusted)	$9,900,000	$884,638	$1,241,062	$1,954,337	$13,980,037	$13,198,210

TOTAL AZURE FEES FOR MIDP

Evidence and data. Microsoft charges for the total amount of compute and storage required to run data and analytics workloads in Azure using Microsoft Intelligent Data Platform solutions. Therefore, the total cost of Azure fees is dependent on the total amount of data in an Azure-based data lake, the amount of this data needed to run analytics workloads, and any transactional data.

Modeling and assumptions. For the composite organization, Forrester assumes:

- The composite has 125 total terabytes (TB) of data in an Azure data lake in Year 1, 250TB in Year 2, and 500TB in Year 3.
- The composite needs an average of one-third of this data to run analytics workloads.
- The composite does not leverage any transactional data.

Risks. Azure fees will vary with:

- The amount of data stored in Azure.
- The amount of data that needs to be analyzed for any given workload.
- Any transactional data that needs to be analyzed.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $2 million.

Total Azure Fees For MIDP						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
G1	TB of data in data lake	Composite	0	125	250	500
G2	TB of data processed by analytics platform	Composite	0	42	83	167
G3	Azure fees for MIDP	Composite	$0	$324,216	$648,238	$1,296,670
Gt	Total Azure fees for MIDP	G3	$0	$324,216	$648,238	$1,296,670
	Risk adjustment	↑10%				
Gtr	Total Azure fees for MIDP (risk-adjusted)		$0	$356,638	$713,062	$1,426,337
	Three-year total: $2,496,037			**Three-year present value: $1,985,152**		

COST OF MIGRATION

Evidence and data. The interviewees noted that their organizations incurred labor costs associated with the migration of data from their on-premises infrastructures to the Microsoft Intelligent Data Platform.

The interviewees shared varying costs associated with migration:

- The platform architect for the energy firm said their organization incurred the costs of using two to three teams of 10 or so people over six to 12 months
- The data and analytics domain manager for a financial services firm said their organization incurred the costs of using 50 FTEs for two years at an annual rate of €150,000.
- The data and analytics architect at a financial services firm said their organization paid $2 million to an outside consulting firm and also incurred the cost of five internal FTEs for one year.

Modeling and assumptions. For the composite organization, Forrester assumes:

- The composite dedicates 75 FTEs to migration for 12 months.
- The fully burdened annual rate of one of these FTEs is $120,000 in the initial period.

Risks. The cost of migration will vary with:

- The total amount of data that needs to be migrated from on-premises infrastructure to MIDP.
- The speed at which the organization wants this migration to occur.
- The use of any third-party resources.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of $9.9 million.

Cost Of Migration						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
H1	Number of FTEs needed for migration	Interviews	75	0	0	0
H2	Fully burdened annual rate of an IT professional	A4	$120,000	$0	$0	$0
Ht	Cost of migration	H1*H2	$9,000,000	$0	$0	$0
	Risk adjustment	↑10%				
Htr	Cost of migration (risk-adjusted)		$9,900,000	$0	$0	$0
	Three-year total: $9,900,000			**Three-year present value: $9,900,000**		

COST OF ONGOING MANAGEMENT

Evidence and data. The interviewees shared that their organizations incurred internal time costs to manage MIDP on an ongoing basis, but they said these costs were less than needed in their firms' prior on-premises infrastructures.

For example, the data and analytics architect from a financial services firm said, "It's a newly formed team, but we're expecting about four to five resources to be able to be moved to higher value work, which would be a little more than 50% of our current on-premises needs."

Modeling and assumptions. For the composite organization, Forrester assumes:

- The composite needs four FTEs to manage MIDP post-migration.
- The fully burdened annual rate of one of these FTEs is $120,000.

Risks. The total cost of ongoing management will vary with:

- The amount of data the organization migrates to MIDP and the timeline for doing so.
- The use of any third-party resources.

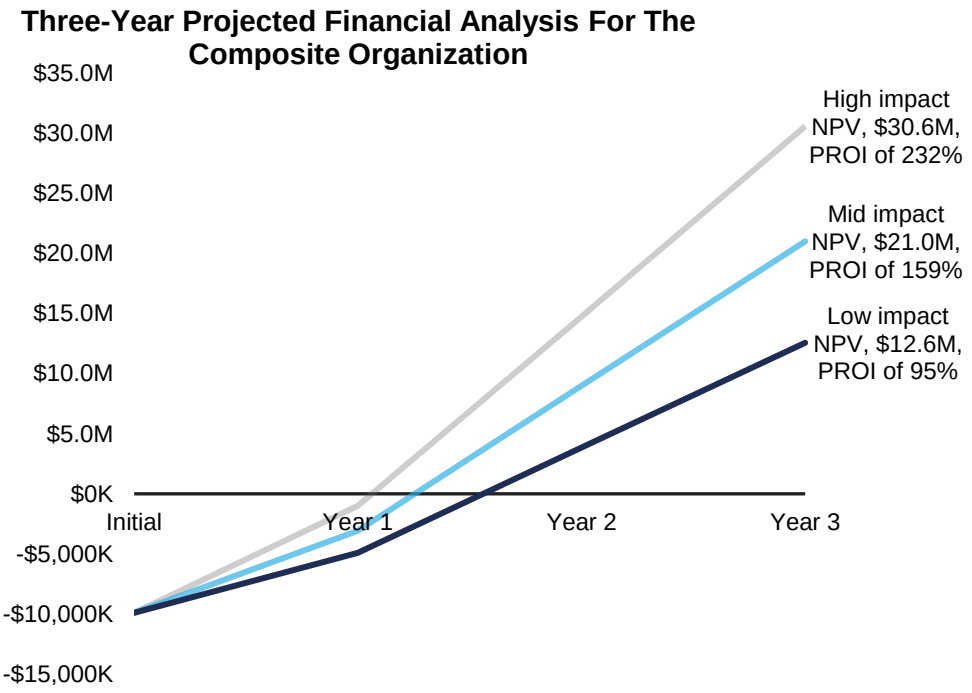
Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of $1.3 million.

Cost Of Ongoing Management

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
I1	IT professionals needed for ongoing management	Interviews	0	4	4	4
I2	Fully burdened annual rate of an IT professional	A4	$0	$120,000	$120,000	$120,000
It	Cost of ongoing management	I1*I2	$0	$480,000	$480,000	$480,000
	Risk adjustment	↑10%				
Itr	Cost of ongoing management (risk-adjusted)		$0	$528,000	$528,000	$528,000
	Three-year total: $1,584,000			**Three-year present value: $1,313,058**		

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS



The financial results calculated in the Benefits and Costs sections can be used to determine the PROI and projected NPV for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted PROI and projected NPV 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	($9,900,000)	($884,638)	($1,241,062)	($1,954,337)	($13,980,037)	($13,198,210)
Total benefits (low)	$0	$6,375,150	$11,850,300	$13,547,500	$31,772,950	$25,767,664
Total benefits (mid)	$0	$8,404,950	$15,839,400	$17,935,534	$42,179,884	$34,206,508
Total benefits (high)	$0	$10,666,500	$20,311,500	$23,020,270	$53,998,270	$43,778,651
Net benefits (low)	($9,900,000)	$5,490,512	$10,609,238	$11,593,163	$17,792,913	$12,569,454
Net benefits (mid)	($9,900,000)	$7,520,312	$14,598,338	$15,981,197	$28,199,847	$21,008,298
Net benefits (high)	($9,900,000)	$9,781,862	$19,070,438	$21,065,933	$40,018,233	$30,580,441
PROI (low)						95%
PROI (mid)						159%
PROI (high)						232%

Appendix A: New Technology: Projected Total Economic Impact

New Technology: Projected Total Economic Impact (New Tech TEI) is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value of their products and services to clients. The New Tech TEI methodology helps companies demonstrate and justify the projected tangible value of IT initiatives to senior management and key business stakeholders.

TOTAL ECONOMIC IMPACT APPROACH

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

Projected Costs consider all expenses necessary to deliver the proposed value of the product. The projected cost category within New Tech TEI captures incremental ongoing costs over the existing environment that are 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.

PROJECTED NET PRESENT VALUE (PNPV)

The projected 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.

PROJECTED RETURN ON INVESTMENT (PROI)

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%.

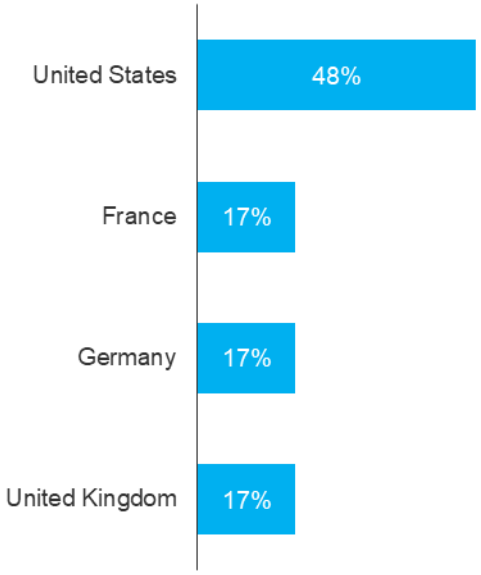
Appendix B: Interview And Survey Demographics

Survey Demographics

Interviews

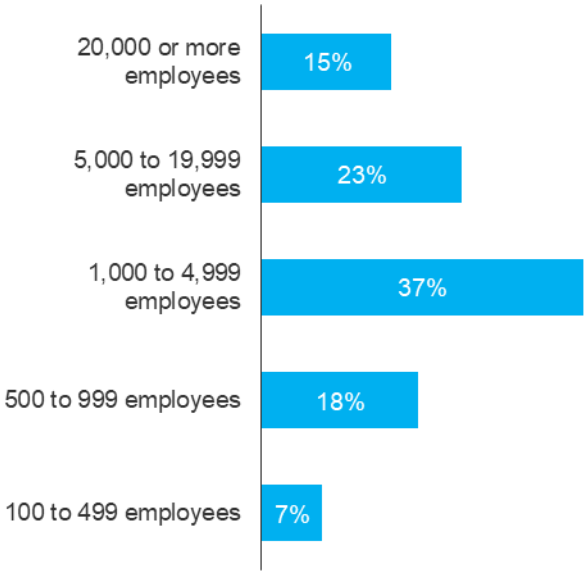
Role	Industry	Region	Employees	Date of Interview
Data and analytics architect	Financial services	EMEA	2,000	March 2023
Director of data platforms	Professional services	Global	3,600	March 2023
Data and analytics domain manager	Financial services	Global	42,000	March 2023
Platform architect	Energy	Global	48,000	March 2023
Director of analytics	Healthcare	EMEA	1.2 million	February 2023

"In which country are you located?"



Base: 368 IT decision-makers at organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Microsoft, May 2023

"Using your best estimate, how many employees work for your firm/organization worldwide?"



Base: 368 IT decision-makers at organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of Microsoft, May 2023

Appendix C: 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.


FORRESTER®