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Prepared for ScriptLogic Corporation

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The Total Economic Impact™ Of ScriptLogic's Desktop Authority Solution

Single Company Analysis

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Table Of Contents

Executive Summary	3
About ScriptLogic's Desktop Authority Solution	5
The Organization Chooses ScriptLogic's Desktop Authority Solution.....	5
Costs, Benefits, Flexibility, And Risks.....	8
Financial Analysis Summary: The Organization	12
Conclusions	13
Appendix A: Total Economic Impact™ Overview	14
Appendix B: About The Project Director	15

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Executive Summary

In the Fall of 2005, ScriptLogic Corporation commissioned Forrester Research, Inc. to examine the financial impact and potential return on investment (ROI) an organization might realize from implementing ScriptLogic's Desktop Authority solution. To determine the impact, Forrester examined the specific costs, benefits, flexibility, and risk elements that one of ScriptLogic's customers experienced when it implemented ScriptLogic's Desktop Authority solution. The Organization, a major home improvement retailer, is a Fortune 100 company and one of the largest retailers in the United States with nearly 2,000 retail locations.

Purpose

The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of the Desktop Authority solution. Forrester's aim is to clearly show all calculations and assumptions that go into the analysis. This study should be seen as a guide to better understand and evaluate ScriptLogic's solution.

Methodology

ScriptLogic selected Forrester for this project because of our expertise in desktop management solutions, enterprise Windows management, and Forrester's Total Economic Impact™ (TEI) analysis methodology. TEI not only measures costs and benefits (areas that are typically accounted for within IT) but also weighs the enabling value of a technology in increasing the effectiveness of overall business processes, as well as any potential risks around its implementation. Forrester's TEI methodology serves an extremely useful purpose by providing a complete picture of the total economic impact of purchase decisions (see Appendix A for additional information on the TEI methodology).

Approach

Forrester used a four-step approach for this study:

1. Forrester interviewed ScriptLogic marketing and sales executives to fully understand the value proposition of its Desktop Authority solution.
2. Using knowledge of the Desktop Authority solution as well as input from existing Forrester research and ScriptLogic, Forrester representatives conducted in-depth discussions with the Organization's lead engineer responsible for the planning, implementation, and ongoing administration of the Desktop Authority solution.
3. Forrester constructed a financial value model representative of the data collected in the interview.
4. Forrester created this study, which represents and examines the estimated value of the findings derived from the customer interview and analysis process, as well as from Forrester's independent research.

Key Findings

Table 1 represents a summary of the ROI the retail Organization will realize over a three-year period by using ScriptLogic's Desktop Authority solution.

Table 1: Three Year Summary Financial Results — Interviewed Organization

Summary financial results	Unadjusted (best case)	Risk adjusted
ROI	124%	115%
Payback period	Within 12 months	Within 12 months
Total costs (present value)	(\$356,117)	(\$359,433)
Total cost savings and benefits (present value)	\$798,279	\$771,670
Total (net present value)	\$442,162	\$412,237

Source: Forrester Research, Inc.

The three-year, risk-adjusted total net present value (NPV) of \$412,237 represents the net cost savings and benefits attributed to ScriptLogic's Desktop Authority solution when compared to the Organization's prior, more manually intensive use of another vendor's client systems management (CSM) tool along with batch files and logon scripts to manage the clients. (See more details of prior CSM solutions below in "Costs, Benefits, Flexibility, and Risks.") In addition, the risk-adjusted ROI was a very favorable 115%.

The objective of this study is not to illustrate savings that other enterprises can obtain by deploying ScriptLogic solutions but rather to identify savings experienced by the interviewed Organization. These results can be used as a guide to allow other enterprises to determine the appropriate benefits for their particular environment.

Disclosures

The reader should be aware of the following disclosures associated with this study:

- The study was commissioned by ScriptLogic Corporation and delivered by the Forrester Consulting group.
- ScriptLogic and the interviewed Organization reviewed and provided feedback to Forrester, but Forrester maintained editorial control over the study, its findings, and financial data. Forrester did not accept any changes to the study that contradict its findings, obscure the meaning of the study, or that changed any of the data collected.
- The customer name for the interview was provided by ScriptLogic.
- Forrester makes no assumptions as to the potential ROI other enterprises will receive within their own environment. Forrester strongly advises that the reader use his or her own estimates within the framework provided in the study to determine the appropriateness of implementing ScriptLogic's Desktop Authority solution.
- This study is not an endorsement by Forrester of ScriptLogic Corporation or its offerings.
- The study is not a competitive product analysis.

About ScriptLogic's Desktop Authority Solution

According to ScriptLogic Corporation, it is a worldwide leader in network administration software for Microsoft Windows-based networks. ScriptLogic's suite of desktop, server, and Active Directory management products help empower network administrators to proactively save time, increase security, and maintain regulatory compliance. With more than 15,700 customer installations that include more than 3.7 million desktops and 91,000 servers, ScriptLogic solutions benefit any size network in any industry. ScriptLogic is a privately held company headquartered in Boca Raton, Florida.

Also, according to ScriptLogic, its Desktop Authority solution reduces total cost of desktop and application ownership by enabling administrators to proactively manage, inventory, secure, and support desktops from a central location, further described as follows:

- **Manage.** Comprehensive configuration of the user's environment
- **Inventory.** Enterprise hardware and software inventory with built-in and custom reporting
- **Secure.** Patch and anti-spyware management of desktops from a centralized console
- **Support.** Remote management and control from any Java-enabled browser

Desktop Management Simplified

Desktop Authority centralizes control over desktop configurations, combining into one comprehensive solution the functionality usually achieved with a combination of logon scripting, group policies, and user profiles. By integrating configuration, inventory, reporting, patch management, anti-spyware, power management, and remote management into a single solution, administrators can efficiently and effectively manage the desktop environment from one console, lowering the total cost of desktop ownership.

The Organization Chooses ScriptLogic's Desktop Authority Solution

Forrester conducted in-depth interviews with the Organization's lead engineer who was responsible for the full life cycle of the investment in Desktop Authority. This individual was in charge of the pre-planning effort to research several alternative desktop management solutions, resulting in the Organization choosing ScriptLogic's Desktop Authority solution. The lead engineer also managed the implementation of Desktop Authority in March 2004 for the 10,000 desktops in its corporate and administrative offices; and he is still the lead technical person for Desktop Authority's use at the Organization.

The Organization's High-Level Objectives With ScriptLogic's Desktop Authority Solution

In early 2004, the Organization had two high-level business objectives it was hoping to help satisfy with Desktop Authority. They were:

1. The Organization needed a more cost-effective way of managing and resolving both cross-site (remote) and within-site desktop issues.

2. The Organization needed a client management solution to assist in its ongoing migration to, and management of, its Active Directory (Microsoft Exchange) environment for its 10,000 desktops.

The Organization's Historical And Current Environment

Desktop Authority's remote control feature facilitated significant productivity increases for the Organization's second-level help desk teams, allowing for a more cost-effective way of managing and resolving both remote and within-site desktop issues. Prior to implementing Desktop Authority technicians were dispatched directly to the users' desktops for troubleshooting, resulting in lost time in transit and locating users. Remote office problem resolution often meant someone had to physically visit the remote location, and/or the user would incur significant downtime waiting for a new hard drive to arrive in the mail.

Desktop Authority's remote control feature was the subject of a Six Sigma study at the Organization which concluded that Desktop Authority reduces or eliminates travel time, increases first-call resolutions, increases overall ticket resolutions, and reduces cycle times by 15 minutes per transaction. It significantly increased second-level help desk productivity, which allowed the Organization to reduce contractor costs by three FTE's (full-time equivalents) annually (see "Benefits" section below for savings details).

In the year prior to implementation, the second-level team had 22,000 tickets and the Organization estimated that 70% of those calls could be closed/resolved remotely using Desktop Authority. Today, post-implementation, 65-87% of the calls are being closed/resolved remotely just on that second-level team alone.

In addition to the benefits of remote control, as the Organization continues to move from its legacy CSM tool to Active Directory in (MS) Exchange, it needed and continues to need a client management solution that would manage the Active Directory environment (which the current version of the legacy tool would not do).

Today, the Organization is using v6.05 of ScriptLogic's Desktop Authority and will be upgrading to v6.52 in January 2006. It also plans to upgrade to v7.0 in 2006. It is currently using Desktop Authority with its second-level support (help desk) teams to manage 10,000 desktop clients in the Organization's corporate and administrative offices, and in 12 months there will be 11,000 desktops managed by Desktop Authority.

The lead engineer cited the criticality of the Desktop Authority solution to the Organization, indicating that if it were to revert back to batch files and removed the remote control capability it would have to hire and incur the costs for three to four more technicians.

The Organization Experienced Some Unquantified Benefits

In addition to the benefits quantified for this study (see "Benefits" section below), the *Organization* reported experiencing the following unquantified benefits with ScriptLogic's Desktop Authority solution.

- **Explorer-style graphical interface.** The Organization reported that the familiar navigation environment makes configuring client settings a simple task, reducing the learning curve time to capture the benefits. The easy to use point-and-click interface allows non-scripter-experienced staff to manage workstations, allowing the Organization to avoid the costs of having a staff with extensive scripting language experience, and it also eliminates the QA process associated with scripting.

The Total Economic Impact™ Of ScriptLogic's Desktop Authority Solution

- **Comprehensive configuration and remote management and control from any Java-enabled browser.** The Organization was able to reduce contractor headcount by three FTEs and increase second-level team productivity from less than one ticket per hour to more than 1.25 tickets/hour. In addition, remote configurations include: printers, shortcuts, registry settings, Windows firewall, folder redirections, and mail profiles, as well as IE and MS Office settings.
- **Validation Logic.** Reduced configuration errors and increased administrators' productivity with the industry standard interface and ScriptLogic's patented Validation Logic client configuration system that allows the Organization to pinpoint its targets accurately, without having to write extensive batch files or scripts on their own. The Organization reported it's very granular, for example defining which clients receive a configuration to a detailed level covering OS, machine class, connection type, operating units, and group members.
- **Extensible configuration.** The solution allows administrators to utilize their own custom scripts in conjunction with Validation Logic for further client configuration. It also increases security by automatically logging off, locking, shutting down, or restarting desktops after specified periods of inactivity. The Organization has been using this feature to remotely lock workstations to enforce security when workers leave their desktop up and running for extended periods. This feature also allows them to activate critical patches (at login) on the clients by remotely shutting down 85% of their workstations over the weekend. For users to actually get those patches it requires them to log-off and log back on again; a lot of users don't like to do that – they just leave their desktops on, so this forces the user to restart it on Monday morning, activating the patches.

Costs, Benefits, Flexibility, And Risks

To calculate the ROI for the Organization, Forrester compared the costs, benefits, flexibility, and risk associated with the new technology to the pre-existing environment.

Costs

The Organization reported both pre- and post-implementation costs associated with a Desktop Authority deployment.

Pre-implementation planning (\$15,000). Planning for the Desktop Authority implementation was done by the lead engineer, who spent a significant amount (25%) of his time during a four-month period dealing with the Organization's extensive certification process. Several teams were involved in the certification and pre-implementation of Desktop Authority. For example, IT security was involved in vendor selection and product implementation. One of the reasons the Organization chose Desktop Authority was its excellent security features, which met its predetermined security requirements. Three other individuals from corporate support management and networking were involved in the implementation, each spending 25% of their time during a three-week period. The total pre-implementation cost for these four individuals equaled \$15,000.

Actual implementation effort (\$4,600). The actual implementation took two weeks; and it only took that long because the Organization did not have a way to force users to log off (to activate the Desktop Authority software agent via log-on).

Training (\$0). The Organization did not participate in formal Desktop Authority training because it was not available at the time of implementation; however, the interviewed lead engineer strongly suggests that other customers attend training in order to gain the most value from the solution.

Server hardware and software (\$16,000). The Organization acquired a server to host the Desktop Authority software.

ScriptLogic software license (\$252,450). The three-year cost of ScriptLogic's Enterprise software license subsequently migrated to Desktop Authority. Also assumes an increase of 1,000 seats in early 2007 at a cost of \$10,800.

ScriptLogic Desktop Authority software maintenance (\$157,650). This is a three-year cost of software upgrades and maintenance.

Administrative labor to maintain Desktop Authority (\$40,000 annually). There are four individuals (domain administrators or senior associates) who devote 10% of their time to Desktop Authority.

Table 2 represents a summary of the total costs the retail Organization will incur during a three-year period using ScriptLogic's Desktop Authority solution.

The Total Economic Impact™ Of ScriptLogic's Desktop Authority Solution

Table 2: Total Cost Of ScriptLogic's Desktop Authority Solution including PV (Present Value)

Project costs	Year 0	2005	2006	2007	Total	PV
Pre-implementation effort	\$15,000	\$0	\$0	\$0	\$15,000	\$15,000
Implementation effort	\$4,600	\$0	\$0	\$0	\$4,600	\$4,600
Training	\$0	\$0	\$0	\$0	\$0	\$0
Server hardware and software	\$16,000	\$0	\$0	\$0	\$16,000	\$16,000
ScriptLogic Software license	\$84,000	\$0	\$0	10,800	\$94,800	\$92,114
ScriptLogic Desktop Authority software maintenance	\$0	\$37,950	\$59,850	\$59,850	\$157,650	\$128,929
Desktop Authority administrative labor	\$0	\$40,000	\$40,000	\$40,000	\$120,000	\$99,474
Total costs	\$119,600	\$77,950	\$99,850	\$110,650	\$408,050	\$358,117

Source: Forrester Research, Inc.

Benefits (Quantified)

The Organization identified staff cost reduction as the significant quantifiable benefit resulting from implementation of Desktop Authority (for unquantified benefits, see section above "The Organization Experienced Some Unquantified Benefits"). Prior to implementing Desktop Authority technicians were dispatched directly to the desktop user for troubleshooting, resulting in lost time in transit and locating users. This "sneaker-net" approach took an extra 20 to 35 minutes (for example, 35 minutes for software installs at desktops) per ticket as technicians attempted to locate users, get users off the phone once they got there, and deflect other users recognizing the wandering support staff and asking to fix issues ad hoc.

Remote office (off-campus) problem resolution often meant someone had to physically visit the remote location, and/or the user would incur significant downtime waiting for a new hard drive to arrive in the mail.

For the Organization, Desktop Authority's significantly increased second-level help desk productivity by 25% to 35% (from 1 ticket per hour to 1.25 tickets per hour). It also increased first-call resolutions, increased overall ticket resolutions, and reduced cycle times by 15 minutes per transaction. Desktop Authority significantly increased help desk productivity, which allowed the Organization to reduce technician (contractor) costs by three FTEs at a rate of \$107,000 each, or a savings of **\$321,000 annually** (non-risk adjusted).

Prior to implementing Desktop Authority's remote control feature, it averaged eight technicians working in its corporate and administrative offices (sometimes as many as 11 at a time). Since deploying the Desktop Authority solution it has reduced headcount by the three contractors.

The Total Economic Impact™ Of ScriptLogic's Desktop Authority Solution

Table 3 represents a summary of the total quantifiable benefits the retail Organization will realize during a three-year period using ScriptLogic's Desktop Authority solution.

Table 3: Total Benefits With ScriptLogic's Desktop Authority Solution including PV (Present Value)

Benefits	Year 0	2005	2006	2007	Total	PV
Second-level help desk cost reduction	\$0	\$321,000	\$321,000	\$321,000	\$963,000	\$798,279

Source: Forrester Research, Inc.

Flexibility Options

Flexibility, as defined by Forrester's TEI methodology, represents investing in additional capacity or agility today that can be turned into business benefits later, at some additional cost. Although it was not able to quantify the monetary benefits, the Organization believes its initial investment in ScriptLogic's solution created the future "option" to further virtualize its help desk in-boxes and consolidate and utilize support staff beyond its corporate and administrative offices.

The value of flexibility is clearly unique to each organization, and the willingness to measure its value varies from company to company (see Appendix A for additional information regarding the flexibility calculation).

Risks And Risk Mitigation Strategies

There are three aspects of risk and risk mitigation considered in this study: project risk, business risk, and the risks associated with the estimates of costs and benefits in a business case. Below is a summary of each.

Project Risk And Mitigation

There are risks associated with IT projects in general and specific risks cited by the Organization related to the ScriptLogic implementation.

Prior to implementing Desktop Authority the Organization wanted to completely understand its features, functionality, and planned future enhancements, as well as establish a close partnership with ScriptLogic. In addition to vendor research and selection the *Interviewee* was responsible for putting the Desktop Authority product through the Organization's formal application certification process. This involved extensive testing and coordinated involvement with several internal organizations (IT security, networking, corporate support management), and a final presentation to the IT review board where the new product is, as the *Interviewee* explained, "presumed guilty until proven innocent." The review board also approved the investment in Desktop Authority from an ROI perspective. This vetting process mitigated much of the perceived risk of implementing a product like Desktop Authority, where any and all users who authenticate to the main controller would get the changes or upgrades. The *Interviewee* explained that there's no real "slow roll" process or way to pilot or upgrade Desktop Authority to 10,000 users.

Eighteen months later, the Organization's *Interviewee* reports that he and his staff are impressed by the technical and business people at ScriptLogic. The ScriptLogic solution has performed as promised and continues to meet — and in some cases exceed — the Organization's expectations.

Business Risk And Mitigation

The Organization invested in ScriptLogic's Desktop Authority solution to mitigate the business risks associated with user downtime. To mitigate this risk, it determined that a desktop management solution was needed to significantly increase the percentage of first-call resolutions resulting in increased user productivity.

Risks Associated With Estimates Of Costs And Benefits

Risk-adjusted and non-risk adjusted ROI are both discussed in this study. Since the future cannot be accurately predicted, there is risk inherent in any project. Risk assessments provide a range of possible outcomes based on the risks associated with the estimates of costs and benefits. In this study Forrester did not risk adjust the costs of the Desktop Authority implementation, licensing, or maintenance because these were either historical sunk costs or quoted costs from ScriptLogic. We did, however, risk adjust (slightly) the costs associated with ongoing Desktop Authority administrative labor and the savings associated with second-level help desk headcount reduction. These risk adjustments created a range of results; 115% ROI with risk adjustments and 124% without risk adjustments.

With the benefit of hindsight, the Organization believes that its investment in ScriptLogic solutions carried a lower level of risk when compared to its prior manual and sneaker-net processes.

Financial Analysis Summary: The Organization

Table 1 (repeated from the Executive Summary) represents a summary of the ROI the retail Organization will realize during a three-year period by using ScriptLogic's Desktop Authority solution.

Table 1: Three Year Summary Financial Results — Interviewed Organization

Summary financial results	Unadjusted (best case)	Risk adjusted
ROI	124%	115%
Payback period	Within 12 months	Within 12 months
Total costs (PV)	(\$356,117)	(\$359,433)
Total cost savings and benefits (PV)	\$798,279	\$771,670
Total (NPV)	\$442,162	\$412,237

Source: Forrester Research, Inc.

The three-year, risk-adjusted total NPV of \$412,237 represents the net cost savings and benefits attributed to ScriptLogic's Desktop Authority solution when compared to the Organization's prior more manually intensive use of another vendor's CSM tool along with batch files and logon scripts to manage the clients. (See more details of prior CSM solutions below in "Costs, Benefits, Flexibility, and Risks"). In addition, the risk-adjusted ROI was a very favorable 115%.

If a risk-adjusted ROI still demonstrates a compelling business case, it raises confidence that the investment is likely to succeed, because the risks that threaten the project have been taken into consideration and quantified. The risk-adjusted numbers should be taken as "realistic" expectations, since they represent the expected value considering risk. Assuming normal success at mitigating risk, the risk-adjusted numbers should more closely reflect the expected outcome of the investment.

Conclusions

This study is meant to provide the reader with a framework to examine the costs and benefits of ScriptLogic's Desktop Authority solution. Based on our in-depth discussions with the ScriptLogic customer, the Organization, Forrester projects a three-year risk-adjusted ROI of 115% (124% non-risk adjusted). The net present value for the investment is \$412,237 (risk adjusted) and \$442,162 (non-risk adjusted).

For the Organization, a successful, well-planned implementation allowed quantifiable cost savings and benefits to accrue to IT, as well as contributed to an increase in end user productivity for the corporate and administrative offices. Although not able to quantify the monetary benefits, the Organization believes its initial investment in ScriptLogic's solution created the option and opportunity to further virtualize its help desk in-boxes, and consolidate and utilize support staff beyond its corporate and administrative offices. The *Organization* also reported experiencing benefits (unquantified) associated with the following ScriptLogic's Desktop Authority features (see section "The Organization Experienced Some Unquantified Benefits").

- Explorer-style graphical interface
- Comprehensive configuration and remote management and control from any Java-enabled browser
- Validation Logic
- Extensible configuration

Other organizations likely to see benefits from deploying ScriptLogic's Desktop Authority solutions include any enterprise larger than 25 to 30 desktops, with finite administrative capabilities and geographic distribution of its desktops.

For our subject Organization, ScriptLogic's Desktop Authority solution products carry a relatively low level of risk, a very favorable 115% risk-adjusted ROI, and a reasonable (within) 12-month horizon to recoup the investment.

Forrester makes no assumptions regarding the effects of Desktop Authority at other organizations. This study examines the financial impact attributable to one organization. The underlying objective of this document is to provide guidance to technology decision-makers seeking to identify areas where value can potentially be created by using ScriptLogic's Desktop Authority solution.

Appendix A: Total Economic Impact™ Overview

Total Economic Impact™ is a methodology developed by Forrester Research, Inc. 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. The TEI methodology consists of four components to evaluate investment value: benefits, cost, flexibility, and risk.

Benefits

Benefits represent the value delivered to the user-organization — IT and/or business units — by the proposed product or project. Oftentimes product or project justification exercises focus just on IT cost and cost reduction, leaving little room for analysis of the impact of the technology on the entire organization. The TEI methodology and resulting financial model places equal weight of the measure of benefits to that of costs, allowing for a full examination of the impact of the technology on the entire organization. Calculation of benefit estimates involves a clear dialogue between the user-organization to understand the specific value that is created. In addition, Forrester also requires that there be a clear line of accountability established between the measurement and justification of benefit estimates after the project has been completed. This ensures that benefit estimates tie back directly to the bottom line.

Cost

Costs represent the investment necessary to capture the value, or benefits, of the proposed project. IT or the business units may incur costs. These may be in the form of fully burdened labor, subcontractors or materials. Costs consider all the investment and expenses necessary to deliver the value proposed. In addition, the cost category within TEI captures any incremental costs over the existing environment for ongoing costs associated with the solution. All costs must be tied to the benefits that are created.

Flexibility

Within the TEI methodology, direct benefits represent one part of the investment value. While direct benefits can typically be the primary way to justify a project, Forrester believes that organizations should be able to measure the strategic value of an investment. Flexibility represents the value that can be obtained for some future additional investment building on top of the initial investment already made. For instance, an initial investment in an enterprise-wide upgrade of an office productivity suite can increase standardization (to increase efficiency) and reduce licensing costs. Later, the organization may decide to take advantage of an embedded collaboration feature, which may translate to greater worker productivity if activated. However, this collaboration feature can only be used with an additional investment in user training. The ability to capture the benefit associated with this collaboration feature has a present value that can be estimated. The flexibility component of TEI captures that value using the Black-Scholes option pricing model.

Risk

Risk is the fourth component of the TEI methodology. It is a measurement of the uncertainty of benefit and cost estimates contained within the investment. Uncertainty is measured two ways: X) the likelihood that the cost and benefit estimates will meet the original projections; and X) the likelihood that the estimates will be measured and tracked over time.

TEI applies a probability density function known as "triangular distribution" to the values entered. At minimum, three values are calculated to estimate the underlying range around each cost and benefit.

Appendix B: About The Project Director



Bob Cormier
Principal Consultant

Bob is a principal consultant for Forrester's Total Economic Impact™ (TEI™) service. He specializes in advising clients on the TEI framework — services that help organizations make decisions about the overall financial value of IT strategies and investments.

Bob came to Forrester through its acquisition of Giga Information Group and has more than 25 years experience in the IT and consulting industries. Prior to joining Giga, he held senior-level positions at two leading eBusiness consulting firms, ZEFER and Cambridge Technology Partners. Bob has successfully led company efforts to optimize financial, operational, and resource planning activities, incorporating leading-edge, professional service automation (PSA) applications and enterprise resource planning (ERP) systems. He has also held management positions at Digital Equipment and Anixter International.

Bob earned an M.B.A. from Bentley College and a B.S. in business from the University of New Hampshire. As an adjunct professor, he has taught finance and economics courses for more than 10 years at Southern New Hampshire University and Daniel Webster College.