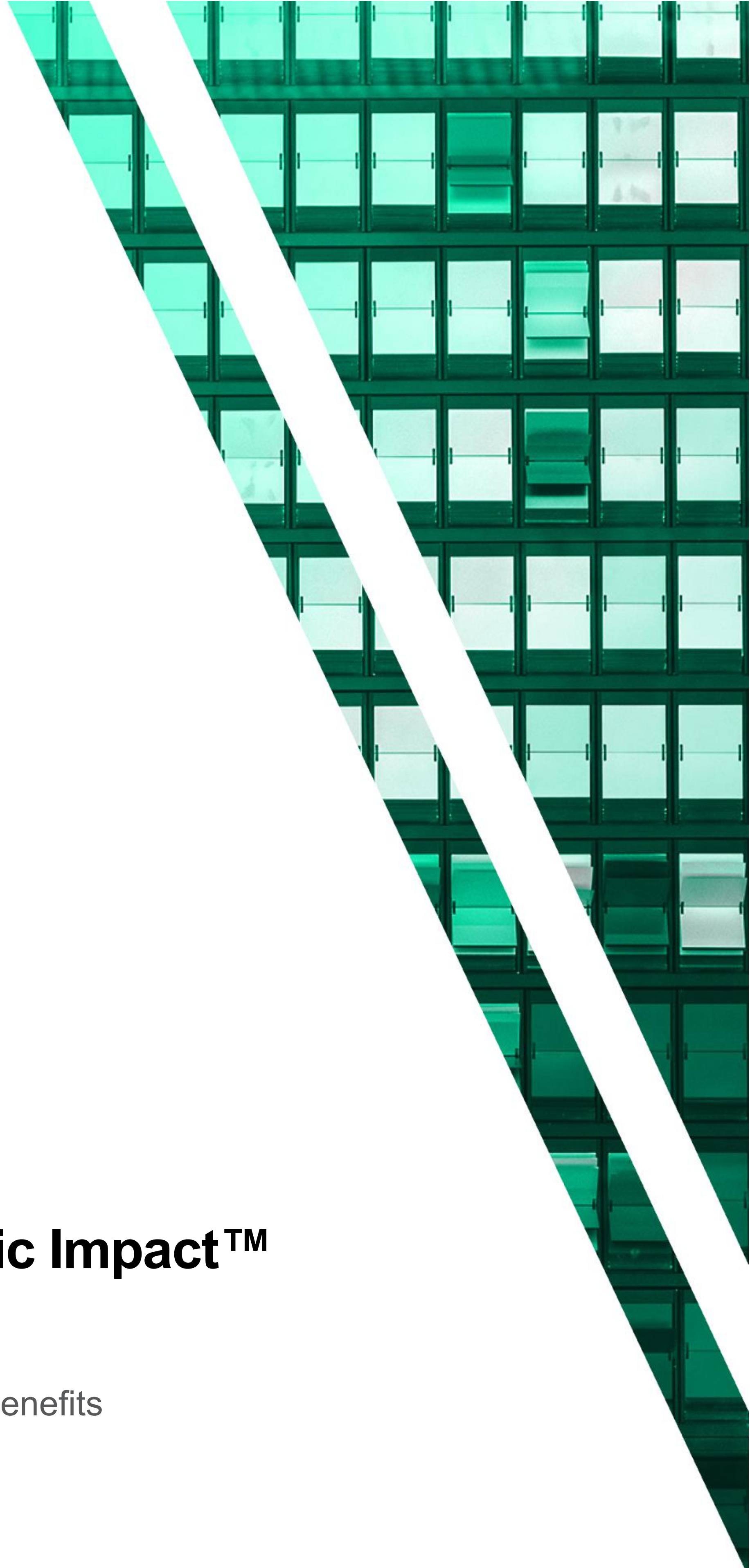

The Total Economic Impact™ Of Impartner

Cost Savings And Business Benefits Enabled By Impartner

MAY 2023

A FORRESTER TOTAL ECONOMIC IMPACT™ STUDY COMMISSIONED BY IMPARTNER

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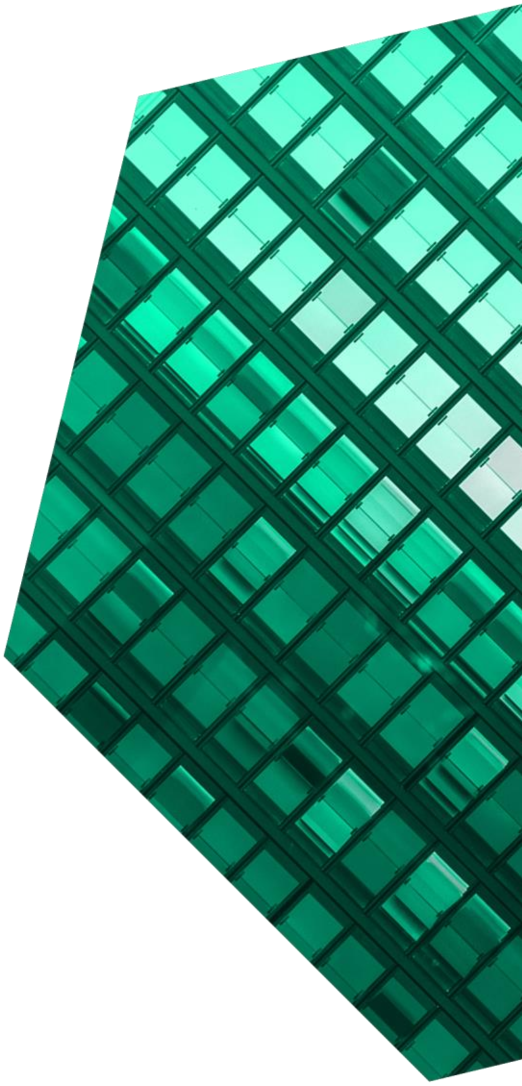


Executive Summary

Driving indirect sales in a strong partner program that serves a diverse variety of indirect partner types has become an important differentiator for organizations. As partner ecosystem leaders compete for high-performing partners, they must invest in the right technologies — specifically those that provide an automated, personalized partner experience to accelerate and drive partnerships revenue — to scale this initiative.

Impartner offers a comprehensive partner management platform for ecosystem leaders managing relationships with affiliates, resellers, distributors, and partners. Their tools for partner relationship management (PRM) and partner marketing automation (PMA) are built to drive higher partner engagement and reduce operational inefficiencies. With Impartner, partnerships leaders can scale, automate, and fully personalize partner journeys, end-to-end.

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

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four representatives with experience using Impartner.

Improvement in partner-sourced deals

30% - 50%

KEY STATISTICS

Return on investment (ROI)
296%

Net present value (NPV)
$2.4 million

For this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization.

These interviewees noted that prior to using Impartner, their organizations struggled to grow and support their partner ecosystems. The organizations either had no dedicated tools for partnership management or used homegrown systems that were not scalable for revenue growth and partner engagement. In both scenarios, a significant portion of their work was time-consuming manual work that was not scalable or cost-effective.

After the investment in Impartner, the interviewees' organizations were able to more efficiently and effectively support their expanding partner ecosystems. Interviewees streamlined onboarding, lead registration, co-marketing, and training processes, which cut down on internal labor demands and accelerated partner revenue.

KEY FINDINGS

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

- **Up to 50% improvement in partner-sourced deals with a 10% improvement in win rates.** Impartner enables the composite organization to utilize self-service partner price quoting, personalized onboarding, and automated performance monitoring. This is not possible with the composite's homegrown solutions, and it enriches the partner experience. Quickly scaling out the partner program with streamlined onboarding increases the organization's overall number of deals, while improved training and self-service price quoting increases close rates for partners. Over three years, the composite's improvement in partner-generated revenue is worth $1.6 million.
- **Automation and self-service tools that save partnerships leaders 5 hours per week.** Impartner provides a purpose-built platform for partner onboarding, information access, and deal registration. The organization can also build more automations and integrations to streamline previously manual partner management tasks. Over the three-year analysis, reduced partner support costs are worth $1.1 million to the composite organization.
- **Up to a 75% reduction in cost per lead.** Impartner's digital paid ads solution automates the rollout of local Google Ads campaigns for partners, while ensuring brand integrity and eliminating competitive bidding against other partners. Over the three-year analysis, these savings are worth $203,200 to the composite organization.
- **330 hours saved per year for internal training resources.** Impartner provides the composite organization with a modular and customizable platform that can be molded to meet varying indirect sales needs. Hosting partner self-service training materials and certification courses on the Impartner platform helps the organization improve its partner sales performance and eliminates costly sales enablement processes. Over the three-year analysis, partner training savings are worth $299,400 to the composite organization.

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

- **Improved partner relationships.** Providing a richer partner experience that solves issues faster for partners, Impartner leads the composite organization to more successful partner relationships and higher partner satisfaction.
- **Improved partner engagement.** Offering a comprehensive and easy-to-use platform deepens the composite's engagement with their partner ecosystem, improving retention, usage, and productivity, while reducing acquisition costs.
- **Improved internal alignment between business functions.** Impartner provides the composite organization with partner performance visibility through dashboards and automated reporting, facilitating collaboration between marketing, sales, and other functions.
- **Reduced technology costs.** Discontinuing its homegrown solutions eliminates related software, hardware, maintenance, and development costs for the composite organization.
- **Brand protection.** Impartner's partner marketing automation solutions allow the composite organization to run campaigns on behalf of partners, which allows it to protect its brand and control messaging.

- **Back-office efficiencies.** Automating deal attribution and managing market development funds (MDFs) with Impartner saves the composite organization time on back-office resources, such as those in finance and operations.

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

- **Implementation and training costs.** Internal labor costs associated with the composite organization's implementation and deployment total $32,700 over the three-year analysis period.
- **Impartner fees.** Professional services fees for implementation and ongoing annual subscription fees cost the composite organization $472,000 over the three-year analysis period.
- **Ongoing support costs.** Ongoing internal labor costs associated with management and support of the platform cost the composite organization $195,500 over the three-year analysis period.
- **Partner training development.** Internal costs associated with the development of the composite's partner training programs cost the organization $118,100 over the three-year analysis period.

The representative interviews and financial analysis found that a composite organization achieves benefits of $3.2 million over three years versus $818,300 in costs, adding up to a net present value (NPV) of $2.4 million and an ROI of 296%.

"I can definitely confirm that if you look at this from a bookings perspective, revenue per partner has shot up dramatically."

Senior director of channel experience, software

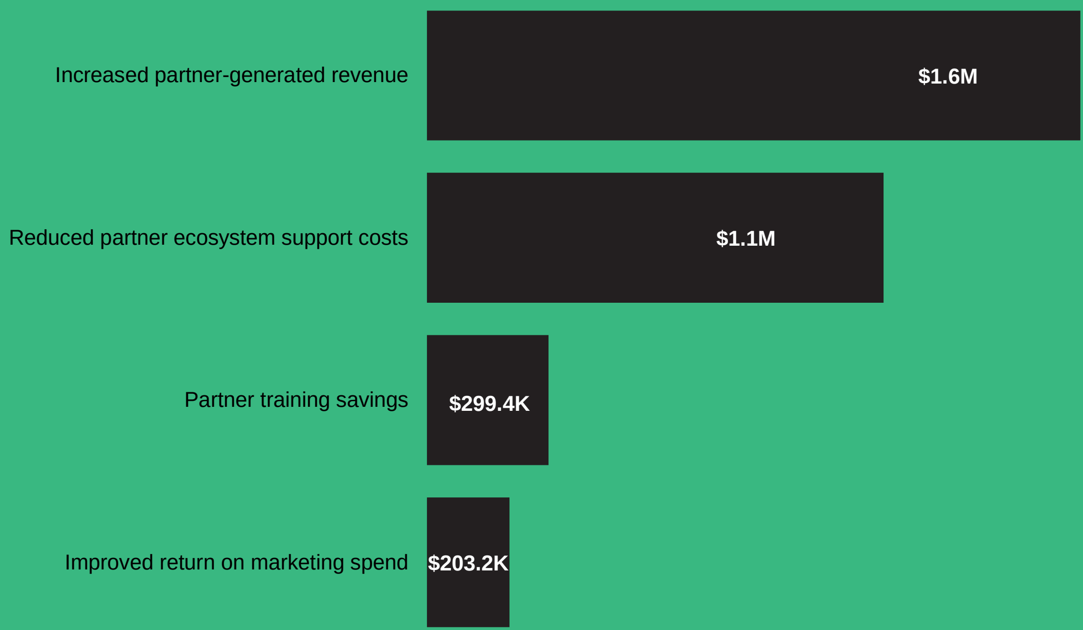
ROI
296%

BENEFITS PV
$3.2 million

NPV
$2.4 million

PAYBACK
<6 months

Benefits (Three-Year)



"[Using] Impartner is the first interaction our partners have with us. It's instrumental that we give them a good experience, make it easy to engage with us, and access everything they are looking for."

— Senior partner enablement manager, security

TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for organizations considering an investment in Impartner.

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

DUE DILIGENCE

Interviewed Impartner stakeholders and Forrester analysts to gather data relative to Impartner.

INTERVIEWS

Interviewed four representatives at organizations using Impartner to obtain data with respect to costs, benefits, and risks.

COMPOSITE ORGANIZATION

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

FINANCIAL MODEL FRAMEWORK

Constructed a financial model representative of the interviews using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewees.

CASE STUDY

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

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Impartner 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 Impartner.

Impartner 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.

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

The Impartner Customer Journey

Drivers leading to the Impartner investment

Interviews

Role	Industry	Region	Revenue
Senior director of channel experience	Software	United States	$151 million
Business development director	IT	EMEA	$7 billion
Director of sales operations	Software	United States	$500 million
Senior partner enablement manager	Security	United States	$1 billion

KEY CHALLENGES

Prior to investing in Impartner, interviewees lacked sophisticated tools to manage their organizations' partner ecosystems. The organizations either had rudimentary homegrown portals tacked on to existing intranets or they managed relationships through spreadsheets and email.

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

- **Poorly-maintained homegrown tools with few features.** Multiple interviewees said their organization previously used homegrown portals that were largely tacked onto existing intranet platforms. They provided partners with rudimentary support and lacked the back-end capabilities for their teams to provide excellent partner experiences. The senior director of channel experience for a software firm stated: "Generally speaking, our previous portal was very poorly maintained because it was just kind of a side project, and it didn't really have any sort of ongoing maintenance. In addition to that, there really were not a lot of features in it. It was essentially a fancy file repository where we could upload some documentation in regard to products, but there was no type of segmentation for partners. There was no way for partners to do things like training. There was no way for us to have any analytics [about] logins or downloads of contents and [there was] definitely nothing as advanced as co-branding."

"There is no practical way for us to manage thousands of partners without hiring hundreds of account managers. We have to use technology."

Senior director of channel experience, software

- **Ill-equipped to expand partnership revenue.** Interviewees' organizations had strategic imperatives to expand their partner ecosystems and indirect sales performance. However, due to the manual nature of their partner management processes, ecosystem leaders struggled to support partners with their existing headcount and could not fill roles fast enough to keep up with capacity demands. The director of sales operations for a software firm explained: "We needed a standard platform for engaging with our partners. We hired two additional channel managers with six open headcount. It was not feasible anymore to assume those people would be managing partner relationships all across the world. We needed a platform — period."

- **Inefficient content delivery and marketing spend.** Without a dedicated PMA solution, some interviewees spent their indirect sales marketing budgets inefficiently. Their organizations would frequently bid against their own partners on digital advertising platforms, which drove up the cost per lead. Additionally, relinquishing control of marketing campaigns to their partners prevented organizations from maintaining brand control and measuring actual campaign performance.

- **Slow onboarding and poor partner experience.** Most of the interviewees' organizations lacked a dedicated platform for partner onboarding, instead relying on phone and email for partner recruitment and onboarding. This was a multi-touch and time-consuming process, and it offered no visibility to prospective partners looking for status updates. Interviewees theorized that their organizations had missed out on numerous partner relationships due to the long and disorganized journeys.

  The senior director of channel experience at a software company explained: "Unless you actually went to an event or personally knew someone that worked [at my organization] or had a logo that was easily recognizable, becoming a functional partner was virtually impossible before we had the Impartner platform. These partners could have been half-a-million or million-dollar partners, but because we did not have a sophisticated program to engage them, they just fell by the wayside."

  The senior partner enablement manager for a security firm said: "We had a lot of partners in our partner program, but we weren't necessarily doing all of our business through them. And, as a business, we didn't have a focus on our partners."

SOLUTION REQUIREMENTS

The interviewees' organizations searched for a solution that was:

- Configurable.
- Scalable.
- Easy to implement and integrate with existing systems.
- Relevant to multiple partner types.

> **"[It] was fairly simple on the surface to implement [Impartner]. It required little lift on our part, which was important because we did not have IT resources to dedicate to implementing a new platform."**
>
> *Senior director of channel experience, software*

COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an ROI analysis that illustrates the areas financially affected. The composite organization is representative of the four 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 organization is a B2B firm with annual revenue between $500 million and $1 billion range. The organization has an ecosystem of 1,000 partners that is managed by 20 partner ecosystem managers.

Deployment characteristics. The composite organization uses Impartner's PRM and PMA solutions. The organization uses Impartner for personalized partner onboarding, pipeline management, certification management, and paid media marketing.

Key Assumptions

- **$500 million to $1 billion annual revenue**
- **1,000 partners**
- **20 partner ecosystem managers**
- **$30K average deal size**

> **"We have seen a dramatic increase in the number of partners that have applied simply because it is so fast for them to actually come in and get registered."**
>
> — Senior director of channel experience, software

Analysis Of Benefits

Quantified benefit data as applied to the composite

Total Benefits						
Ref.	**Benefit**	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present Value**
Atr	Increased partner-generated revenue	$522,450	$656,100	$789,750	$1,968,300	$1,610,537
Btr	Reduced partner ecosystem support costs	$452,504	$452,504	$452,504	$1,357,512	$1,125,310
Ctr	Improved return on marketing spend	$42,188	$84,375	$126,563	$253,125	$203,172
Dtr	Partner training savings	$120,384	$120,384	$120,384	$361,152	$299,377
	Total benefits (risk-adjusted)	$1,137,526	$1,313,363	$1,489,201	$3,940,089	$3,238,396

INCREASED PARTNER-GENERATED REVENUE

Evidence and data. With Impartner, interviewees' organizations introduced a dedicated partner platform, with a customizable partner-facing portal, for a myriad of activities. Interviewees noted that without this dedicated platform, their firms could not truly run an effective partner program. Within the portal, potential partners could sign up to be part of the partner program and current partners could register leads, access pricing information, and take part in training and certification courses. Interviewees highlighted that Impartner helped streamline onboarding, deal registration, and lead routing, which enabled their organizations to quickly grow their partner ecosystems and improve close rates on deals.

- The senior director of channel experience in the software industry explained that having a streamlined journey enabled their organization's partners to accelerate deal registration. They said: "[Partners] can immediately go to their deal dashboard and start registering deals, all from this one interface. So, that's the reason we've seen such an uptick. [It's] because this process – [seeing] the price list [and registering] a deal – is now a matter of two clicks as opposed to [sometimes requiring] weeks of back and forth via email."
- The director of sales operations at a software organization said Impartner made being a partner easier. They stated: "The portal improves revenue. The easier it is for the partner to do business with us, the easier it is to get them to do business with us."
- Interviewees noted that self-service pricing and access to educational materials improved the likelihood that partners would bring in deals. The senior director of channel experience at a software organization explained: "Without the functionality that we have built in with Impartner, I don't believe that a lot of those partnerships would result in any revenue in the end. Because if they're not able to easily obtain access to education and training and information, they're not going to do business with us."

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- The organization averages 1,000 partner-sourced deals with an average value of $30,000 each year. With improved onboarding and lead registration, the organization increases the number of partner-sourced deals by 30% to 50% over three years.
- Win rates for the composite's partner deals improve by 10% with self-service price quoting, better education, and performance monitoring.
- Deals have an average margin of 15%.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit may vary depending on:

- The organization's preexisting partner program, its number of deals, and its close rate.
- The organization's industry, region, and product types.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $1.6 million.

Increased Partner-Generated Revenue

Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Annual partner-sourced deals	Composite	1,000	1,000	1,000
A2	Improvement in partner-sourced deals	Interviews	30%	40%	50%
A3	New deals with Impartner	A1*A2	300	400	500
A4	Win rate before using Impartner	Composite	30%	30%	30%
A5	Win rate improvement with Impartner	Interviews	10%	10%	10%
A6	New win rate with Impartner	A4*(1+A5)	33%	33%	33%
A7	Average deal size	Composite	$30,000	$30,000	$30,000
A8	New deal revenue	A3*A6*A7	$2,970,000	$3,960,000	$4,950,000
A9	Close-rate improvement on existing deals	A1*(A6-A4)*A7	$900,000	$900,000	$900,000
A10	Average margin	NYU Stern	15%	15%	15%
At	Increased partner-generated revenue	(A8+A9)*A10	$580,500	$729,000	$877,500
	Risk adjustment	↓10%			
Atr	Increased partner-generated revenue (risk-adjusted)		$522,450	$656,100	$789,750
	Three-year total: $1,968,300		**Three-year present value: $1,610,537**		

REDUCED PARTNER ECOSYSTEM SUPPORT COSTS

Evidence and data. Interviewees said that while Impartner enabled their organizations to grow their partner ecosystems, it also enabled them to mitigate partner support costs at scale. With self-service information and pricing, partner management teams no longer had to go back and forth with partners to ensure they had necessary information. Lead registration was likewise self-service and automated for partners. Furthermore, the organizations largely automated onboarding within the partner portal, capturing relevant partner information there instead of needing to manually comb through emails. Finally, the organizations could integrate Impartner directly with their CRMs to avoid any manual logging or importing of information.

- The senior partner enablement manager at a security organization explained: “Impartner allowed us to onboard partners more efficiently and gather partner information. Everything is stored through the bilateral sync with our CRM instance. Impartner has helped us support that growth. Previously, onboarding required more of our team’s time just to gather information, whereas now it’s automated.”

- The director of sales operations stated: “Because we have the portal in place, we have one individual in our company of 2,000-plus employees who is responsible for every deal registration from a partner getting to where it needs to go, and it’s a very small portion of their daily job. Whereas previous organizations I’ve been at with 2,000 employees, you could have 10 [or] 15 people sitting round simply managing to make sure that registered leads and opportunities get to where they need to go.”

- The senior director of channel experience at a software organization added, “[Impartner] also dramatically reduced the admin time on our side.”

Modeling and assumptions. Based on the interviewees’ experiences, Forrester assumes the following about the composite organization:

- Partner ecosystem managers spend an average of 5 hours per week gathering onboarding information and other documentation.

- Sales operations admins spend an average of 15 hours per week on CRM management and partner deal registration.

- The average hourly rate for a partner ecosystem manager is $34.

- The average hourly rate for a sales operations admin is $48.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit may vary depending on:

- The organization’s volume of deals and the size of its partner ecosystem.

- Baseline processes and the number of partner support staff members.

- Prevailing labor rates.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of $1.1 million.

Reduced Partner Ecosystem Support Costs					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
B1	Number of partner ecosystem managers	Composite	20	20	20
B2	Weekly time spent per partner ecosystem manager on onboarding and documentation gathering (hours)	Interviews	5	5	5
B3	Partner ecosystem manager hourly rate	TEI standard	$34	$34	$34
B4	Partner ecosystem manager time savings	B1*B2*B3*52	$176,800	$176,800	$176,800
B5	Number of sales operations admins	Composite	8	8	8
B6	Weekly time per admin spent on CRM management and deal registration (hours)	Interviews	15	15	15
B7	Admin hourly rate	TEI standard	$48	$48	$48
B8	Admin time savings	B5*B6*B7*52	$299,520	$299,520	$299,520
Bt	Reduced partner ecosystem support costs	B4+B8	$476,320	$476,320	$476,320
	Risk adjustment	↓5%			
Btr	Reduced partner ecosystem support costs (risk-adjusted)		$452,504	$452,504	$452,504
	Three-year total: $1,357,512		**Three-year present value: $1,125,310**		

IMPROVED RETURN ON MARKETING SPEND

Evidence and data. Interviewees said that with Impartner PMA, their organizations could create and manage digital paid ad campaigns on behalf of partners. Centralized campaign management through Impartner eliminated the likelihood of competition for bids and reach within the partner ecosystem, and it ensured messaging control. Executing campaigns on behalf of partners provided insight into overall performance and enabled optimization of content generation.

- The business development director at an IT organization explained: "It was not only about sharing, messaging, [and] providing good content. No, it was really [about] helping partners to position themselves [in] the market and to differentiate themselves from the competition somehow. Over the years, we managed to decrease the cost per lead and increase the results."
- The director of sales operations at a software organization said: "Our cost per lead has gone down. … We no longer have that internal cost for every lead that comes in."
- The business development director in the IT industry added that running the campaigns was hugely beneficial for their organization's partners. They said: "[It's] also a huge savings for them in terms of time and resource, and they don't have to be experts on paid ads. We remove the complexity of implementing paid ad campaigns and also, of course, we invest some money in it."

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- The organization sources 25% of leads through digital ad campaigns.
- Prior to investing in Impartner, the cost per lead was $750. The reduction in cost grows from 25% to 75% over three years with consistent improvements in optimization.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit may vary depending on:

- The organization's reliance on digital ad campaigns for partnerships programs.
- The organization's marketing capabilities.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of $203,200.

Improved Return On Marketing Spend

Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Number of leads sourced through digital ads	A1*25%	250	250	250
C2	Cost per lead before using Impartner	Interviews	$750	$750	$750
C3	Reduction in cost per lead with Impartner	Interviews	25%	50%	75%
Ct	Improved return on marketing spend	C1*C2*C3	$46,875	$93,750	$140,625
	Risk adjustment	↓10%			
Ctr	Improved return on marketing spend (risk-adjusted)		$42,188	$84,375	$126,563
	Three-year total: $253,125		**Three-year present value: $203,172**		

PARTNER TRAINING SAVINGS

Evidence and data. Interviewees said Impartner's platform offered their organizations the ability to empower partners with digital training and certification programs. Interviewees also noted that deploying training programs in a code-free interface is easy and that it eliminated the need for developers. Additionally, interviewees said having access to training materials improved partner capabilities and increased engagement. Organizations that had training programs before investing in Impartner would hold in-person or video conference sessions that required significant time investments from internal resources. The organizations were able to convert rigorous hands-on product and sales-training sessions into self-service learning modules.

The director of sales operations at a software organization explained: "We've been able to provide specialized training for the partners that speaks directly to functions that they are expected to or would need to do as part of their engagement with us. Some of those examples would be support training, specifically our reseller organization where they're required to provide support to their customers."

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- Prior to using Impartner, the composite organization had a team of four internal resources that spent an average of 330 hours per year in hands-on partner training. These internal resources each have an hourly rate of $96.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit may vary depending on the organization's products, services, and required partner training.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of $299,400

Partner Training Savings

Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Internal resources involved in partner training	Composite	4	4	4
D2	Annual hours spent training partners	Interviews	330	330	330
D3	Internal resource hourly rate	TEI standard	$96	$96	$96
Dt	Partner training savings	D1*D2*D3	$126,720	$126,720	$126,720
	Risk adjustment	↓5%			
Dtr	Partner training savings (risk-adjusted)		$120,384	$120,384	$120,384
	Three-year total: $361,152		Three-year present value: $299,377		

UNQUANTIFIED BENEFITS

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

- **Improved partner relationships and engagement.** The senior partner enablement manager explained: "Impartner is just one hub, one central place, one login that they can easily remember, easily bookmark, go to for everything that they need. So Impartner has made it very easy for us to give access to them."
- **Improved internal alignment between business functions.** The business development director at an IT organization stated: "It helps … to support the coordination between marketing and sales. You can put a lot of energy into generating leads, but if the salespeople do not pay attention… you are just spending your energy. So, measuring things helps to create the alignment."
- **Reduced technology costs.** Discontinuing homegrown solutions eliminates related software, hardware, maintenance, and development costs.
- **Brand protection.** The director of sales operations at a software organization said: "We trust the partner now because they've gone through the training to implement our service and, to that same point, we now have confidence that we won't look bad from a brand-recognition standpoint once that partner completes that implementation."
- **Back-office efficiencies.** The same interviewee explained: "Finance and accounting [are] seeing the benefits because … the fact that this isn't manual up front for deal registration means that everything that's built into our CRM downstream is automatic. [Finance and accounting] don't have to try to go figure out what to pay a partner, when to pay a partner, [or] who to pay."

Analysis Of Costs

Quantified cost data as applied to the composite

Total Costs							
Ref.	**Cost**	**Initial**	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present Value**
Etr	Implementation and deployment	$32,659	$0	$0	$0	$32,659	$32,659
Ftr	Impartner fees	$52,500	$105,000	$162,750	$252,263	$572,513	$471,987
Gtr	Ongoing support costs	$0	$78,624	$78,624	$78,624	$235,872	$195,526
Htr	Partner training development	$118,125	$0	$0	$0	$118,125	$118,125
	Total costs (risk-adjusted)	$203,284	$183,624	$241,374	$330,887	$959,169	$818,297

IMPLEMENTATION AND DEPLOYMENT

Evidence and data. Interviewees said their organizations incurred internal labor costs related to the implementation and deployment of Impartner. They noted that while Impartner provided professional services for systems integration, their organizations did require some internal effort for the planning and deployment of the platform.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- The time for implementation and deployment is six weeks, and it involves a multidisciplinary team across sales, marketing, IT, and finance. During this period, individuals spend 12 hours per week on activities related to Impartner deployment.
- Six FTEs are involved in the implementation and deployment process.
- Each of these FTEs earns an average hourly rate of $72.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this cost will vary depending on the complexity of the organization's deployment and needs.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $32,700.

Implementation And Deployment						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
E1	Length of implementation and deployment (weeks)	Composite	6	0	0	0
E2	FTEs involved in implementation	Composite	6	0	0	0
E3	Time spent per week on implementation and deployment (hours)	Composite	12	0	0	0
E4	FTE hourly cost	TEI standard	$72	$0	$0	$0
Et	Implementation and deployment	E1*E2*E3*E4	$31,104	$0	$0	$0
	Risk adjustment	↑5%				
Etr	Implementation and deployment (risk-adjusted)		$32,659	$0	$0	$0
	Three-year total: $32,659			**Three-year present value: $32,659**		

IMPARTNER FEES

Evidence and data. Interviewees' organizations paid direct fees to Impartner for professional services to integrate and deploy the platform, as well as fees for annual subscription costs. Integration fees vary on the number and type of integrations, while subscription fees are based on the solutions deployed and the number of partners within a tiered structure.

- The senior partner enablement manager at a security organization shared: "Impartner has done a lot of custom work for us and custom integrations to make sure that we are pulling data and [that] we have seamless SSO (single sign-on) into our other partner platforms. An example is our internal content repository which Impartner team built custom integrations and API for us."
- The same interviewee added: "One of the great things about Impartner, especially compared to other tools out there, is [its] licensing model is based on [the] number of accounts, not [the] number of users."

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- The composite's annual subscription fees increase with its growing partnerships program.
- Prices may vary. Contact Impartner for additional details.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this cost will vary on the organization's number and type of integrations.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV of $472,000.

Impartner Fees

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Initial professional services	Composite	$50,000	$0	$0	$0
F2	Annual subscription fees	Composite	$0	$100,000	$155,000	$240,250
Ft	Impartner fees	F1+F2	$50,000	$100,000	$155,000	$240,250
	Risk adjustment	↑5%				
Ftr	Impartner fees (risk-adjusted)		$52,500	$105,000	$162,750	$252,263
	Three-year total: $572,513			**Three-year present value: $471,987**		

ONGOING SUPPORT COSTS

Evidence and data. Interviewees shared that ongoing management of the Impartner platform requires minimal effort. They said the primary roles of support teams are to answer occasional tickets, enable new functionality for continuous experience improvement, and create content.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- The composite's weekly support cost is 20 FTE hours.
- The average hourly rate for a support staff FTE is $72.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this cost will vary on the organization's internal support needs.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV of $195,500.

Ongoing Support Costs

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	FTEs hours for ongoing support (weekly)	Composite	0	20	20	20
G2	FTE hourly rate	TEI standard	$0	$72	$72	$72
Gt	Ongoing support costs	G1*G2*52	$0	$74,880	$74,880	$74,880
	Risk adjustment	↑5%				
Gtr	Ongoing support costs (risk-adjusted)		$0	$78,624	$78,624	$78,624
	Three-year total: $235,872			**Three-year present value: $195,526**		

PARTNER TRAINING DEVELOPMENT

Evidence and data. Interviewees that offer partner training and certification programs through Impartner said their organizations required some time to develop training content. However, they noted that once content was developed, no specialized development skills were required to set up these programs on the Impartner platform.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite organization:

- A multidisciplinary sales, marketing, and product team works on developing partner training courses and material over a six-month period.
- The development team consists of 10 FTEs.
- Each of these FTEs earns an average monthly rate of $12,500.
- The team spends 15% of its time on the training-program development.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this cost will vary on the scope and complexity of the organization's training program.

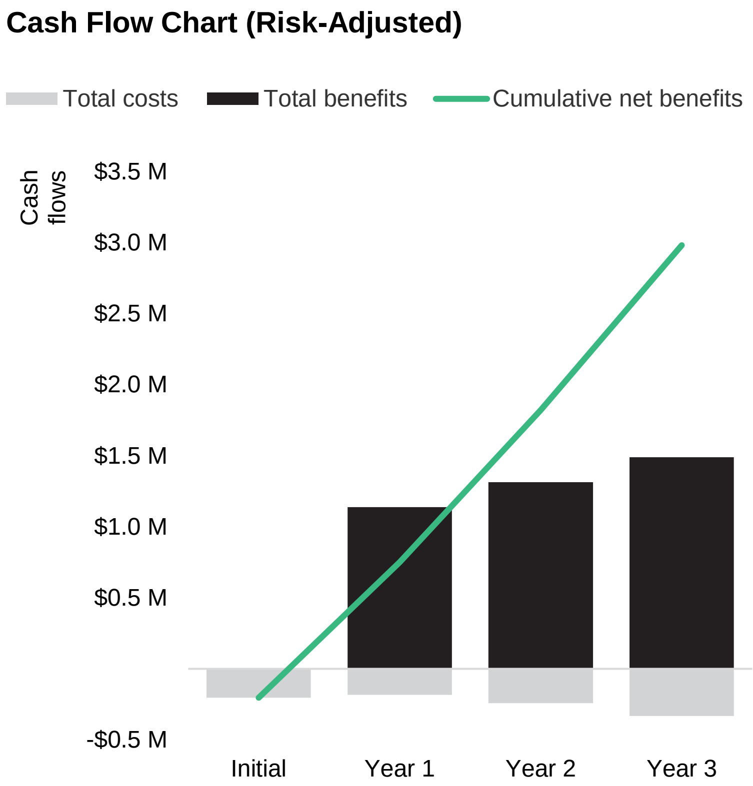
Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV of $118,100.

Partner Training Development

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
H1	Time spent developing partner training course and material (months)	Composite	6	0	0	0
H2	FTEs involved in training	Composite	10	0	0	0
H3	Average FTE monthly rate	TEI standard	$12,500	$0	$0	$0
H4	Average time dedicated to material development	Composite	15%	0%	0%	0%
Ht	Partner training development	H1*H2*H3*H4	$112,500	$0	$0	$0
	Risk adjustment	↑5%				
Htr	Partner training development (risk-adjusted)		$118,125	$0	$0	$0
	Three-year total: $118,125			Three-year present value: $118,125		

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS



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

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

Cash Flow Analysis (Risk-Adjusted Estimates)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	($203,284)	($183,624)	($241,374)	($330,887)	($959,169)	($818,297)
Total benefits	$0	$1,137,526	$1,313,363	$1,489,201	$3,940,089	$3,238,396
Net benefits	($203,284)	$953,902	$1,071,989	$1,158,314	$2,980,920	$2,420,099
ROI						296%
Payback						<6 months

Appendix A: Total Economic Impact

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

TOTAL ECONOMIC IMPACT APPROACH

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

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

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

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

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

PRESENT VALUE (PV)

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

NET PRESENT VALUE (NPV)

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

RETURN ON INVESTMENT (ROI)

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

DISCOUNT RATE

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

PAYBACK PERIOD

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

Appendix B: Endnotes

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