A Forrester Total Economic Impact™ Study

Commissioned By

Agari

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The Total Economic Impact™ Of Agari Brand Protection

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ABOUT FORRESTER CONSULTING

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Executive Summary

Agari commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) that enterprises may realize by using the Agari Secure Email Cloud and Agari Brand Protection solution. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Agari on their organizations, to curtail the volume of malicious phishing emails that target customers and damage company brands.

To better understand the benefits, costs, and risks associated with using Agari, Forrester interviewed four existing customers with years of experience working with Agari. The organizations have leading brands that are often targeted by groups perpetuating malicious emails with the intent of hacking customer accounts. Using Agari, each of the organizations eliminated the majority of malicious emails perpetuated under its brand name. In one case, using Agari established the company as a leader in cybersecurity among its peers and has made security a differentiator with its enterprise customers.

Prior to using Agari, the organizations generally were not actively addressing the issue of phishing attacks that used their brand name. As a result, consumers (customers and non-customers alike) received emails that appeared to come from the company directly. When consumers clicked on the phishing links and became victims of fraud, they associated their negative experience with the company brand, even though the companies were also victims. The organizations worked with Agari to identify legitimate emails and reject fraudulent emails claiming to be from the company. Partnering with email receivers around the world (e.g., Google and Microsoft), Agari helped establish an authentication loop to ensure that only verified emails reach consumers.

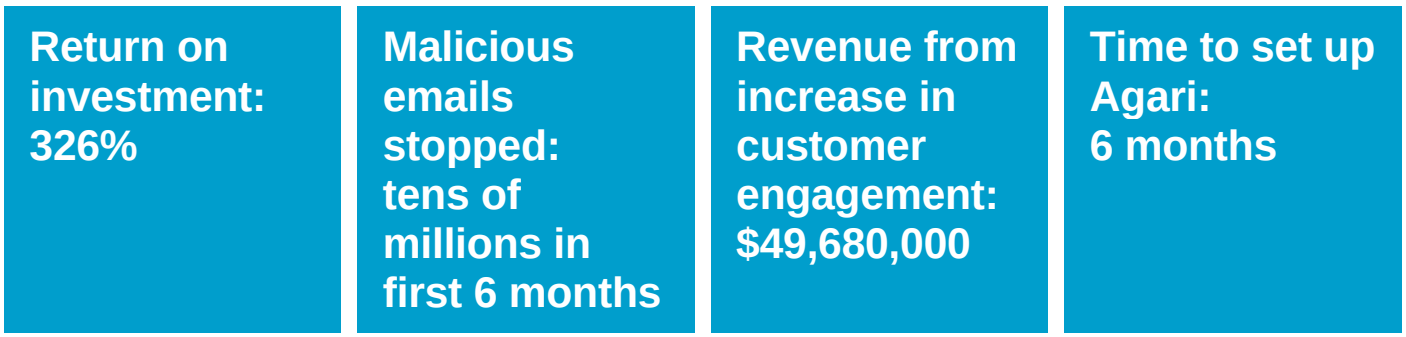
The chief information security officer (CISO) at one organization told Forrester that the company made a strategic decision to use Agari and proactively tackle the problem of phishing emails that tarnished the company's reputation and brand. The decision to implement a trusted email program was based on the improvement in credibility when members no longer received fraudulent email messages from the healthcare company, without considering additional variables such as reduced support costs for account takeovers.

During the first year of using Agari, each organization told Forrester that it eliminated millions of malicious emails from reaching consumers. As a result, the rate at which consumers responded to company email campaigns increased by 10%. The CISO said, "This might change the rules of the game for spammers and phishers."

USING AGARI INCREASED CUSTOMER REVENUE BY MILLIONS OF DOLLARS YEARLY

The interview with four customers and subsequent financial analysis found that the interviewed organizations experienced the results shown in Figure 1. The financial analysis shows benefits of more than $5.9 million versus implementation and ongoing costs of just over $1.4 million, adding up to a net present value (NPV) of nearly $4.5 million.

FIGURE 1
Financial Summary Showing Three-Year Risk-Adjusted Results



Source: Forrester Research, Inc.

› **Benefits.** The composite organization experienced the following risk-adjusted benefits:

- **Increased return from customer engagement.** By reducing the malicious emails that consumers received under the organization's brand name, consumers had a higher level of trust in legitimate emails. As a result, the organization realized an increase in revenue of more than $16.5 million per year. At an 11% profit margin, the increased response to email campaigns resulted in an incremental, risk-adjusted profit of more than $4.9 million over three years.
- **Reduced need for customer support.** The reduced number of malicious emails resulted in a 92% drop in calls from confused or frustrated customers. As a result, the organization redirected 11 call center representatives, for a total savings over three years of more than $1.4 million.
- **Reduced cost of cybersecurity insurance.** One organization was able to show that it was taking a proactive stance to address the impact of fraud that targeted its customers. As a result, the company was able to negotiate a lower rate with underwriters for cybersecurity insurance, resulting in a risk-adjusted cost savings of $875,070 over three years.

› **Costs.** The composite organization experienced the following risk-adjusted costs:

- **Subscription cost of Agari.** The subscription price for Agari is based on the number of emails that the organization sends annually. In this case, the list price for a company sending up to 500 million emails per year results in an annual subscription price of $500,000. The risk-adjusted, three-year total adds up to more than $1.5 million.
- **Cost to set up and configure Agari.** The cost to set up Agari, which includes registering company domains and lining up internal processes with Agari, required 50% of the time of three full-time equivalents (FTEs) over six months, which equates to 0.75 FTEs on an annualized basis. At a salary of $120,000, the risk-adjusted cost to set up Agari totals $94,500. The organization told Forrester that the ongoing personnel costs of working with Agari were nominal.

Disclosures

The reader should be aware of the following:

› The study is commissioned by Agari 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 report to determine the appropriateness of an investment in Agari.

› Agari 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.

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

TEI Framework And Methodology

INTRODUCTION

From the information provided in the interviews, Forrester has constructed a Total Economic Impact (TEI) framework for those organizations considering implementing Agari. The objective of the framework is to identify the cost, benefit, flexibility, and risk factors that affect the investment decision, to help organizations understand how to take advantage of specific benefits, reduce costs, and improve the overall business goals of winning, serving, and retaining customers.

APPROACH AND METHODOLOGY

Forrester took a multistep approach to evaluate the impact that Agari can have on an organization (see Figure 2). Specifically, Forrester:

- Interviewed Agari marketing, sales, and consulting personnel, along with Forrester analysts, to gather data relative to Agari and the marketplace for security services.
- Interviewed four organizations currently using Agari to obtain data with respect to costs, benefits, and risks.
- Designed a composite organization based on characteristics of the interviewed organizations.
- Constructed a financial model representative of the interview using the TEI methodology. The financial model is populated with the cost and benefit data obtained from the interview.
- Risk-adjusted the financial model based on issues and concerns the interviewed organizations highlighted in the interviews. Risk adjustment is a key part of the TEI methodology. While the interviewed organizations provided cost and benefit estimates, some categories included a broad range of responses or had a number of outside forces that might have affected the results. For that reason, some cost and benefit totals have been risk-adjusted and are detailed in each relevant section.

Forrester employed four fundamental elements of TEI in modeling Agari: benefits, costs, flexibility, and risks.

Given the increasing sophistication that enterprises have regarding ROI analyses related to IT investments, Forrester's TEI methodology serves to provide a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

FIGURE 2
TEI Approach

Source: Forrester Research, Inc.

Analysis

COMPOSITE ORGANIZATION

For this study, Forrester conducted a total of four interviews with representatives from the following companies:

- **Healthcare insurance provider.** This organization confronted the issue of millions of phishing emails purporting to be from this company reaching customers under its brand name every year. Many consumers recognized the company's mistake and contacted its call center, which required thousands of hours every year to help customers change passwords and make other privacy changes to their accounts. The organization eliminated tens of millions of malicious emails within the first six months of using Agari.
- **E-commerce marketplace.** This company relies on emails to create awareness and promote usage of its regional-based offers that change daily. Hackers sent malicious emails that tempted consumers to log in to their account and enter credit card information. As with phishing generally, consumers associated the malicious email with the company brand and avoided using the service. As malicious emails declined, the number of active users increased, and the yield on local ads increased significantly.
- **Social media platform.** A social media platform experienced hackers who would take over customer accounts and publish false information under the customer's name. In a handful of cases, the breach caused havoc beyond just repairing the customer account. Prior to using Agari, the organization employed 20 technicians who focused soley on restoring customer accounts.
- **Internet publishing organization.** This organization publishes online content that is purchased by customers with online accounts. Hackers targeted buyers to capture credit card information. About 80% of buyers recognized their mistake shortly after entering information into the phishing site, but it still took thousands of customer calls to restore and secure accounts.

> *"In addition to reducing malicious emails, using Agari helped us standardize internal groups on the 'right' email channels. Without going through the right channels, their messages didn't go out."*
>
> ~ Director, social media platform

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an associated ROI analysis that illustrates the areas financially affected. The composite organization that Forrester synthesized from these results represents an organization with the following characteristics:

- Has a significant brand that is often a household name and a frequent target for malicious emails.
- Sends 100 million emails annually to consumers or customers loyal to the company brand.
- Employs call center professionals or other types of technicians who are dedicated to resolving account takeovers.

INTERVIEW HIGHLIGHTS

The financial metrics outlined in this study are the benefits realized by a composite organization that provided a foundation for quantifying the financial impact.

Situation

Before adopting Agari, the composite organization had limited information about phishing emails that went to consumers using its brand name, but it knew that the problem was severe. Customers blamed the company when they fell for phishing scams, even though the company was just another victim. Executives chose to partner with Agari to address phishing and its impact on the company's brand.

Solution

The composite organization adopted Agari and implemented the Domain-Based Message Authentication, Reporting and Conformance (DMARC) standard to register authorized domains with email receivers and marketing vendors. Because the best approach for addressing phishing was not widely understood among company executives, one Chief Information Security Officer (CISO) described his efforts advocating Agari and selling the project idea as "15 months of herding cats to get legal, marketing, and all the necessary constituents on board." During the implementation, Agari provided the necessary support to help an internal team of four existing employees manage all technical issues; no additional resources or technical expertise were required.

Results

The interviews revealed that:

- **Executives were satisfied with results even in the absence of quantifiable financial benefits.** During the first six months of using Agari, the companies stopped tens of millions of malicious emails from reaching consumers. This was the composite organization's primary goal, even though the organization is unable to quantify its financial value.
- **Higher trust in the brand resulted in higher engagement with the company.** Within six months of launching Agari, the composite organization saw its response rate to email campaigns rise by 10% without any other programmatic changes. Executives attribute the increase to dramatically reduced levels of phishing emails reaching consumers.
- **Having a security program that is superior to competitors resulted in lower premiums for cybersecurity insurance.** For industries that require cybersecurity insurance, the ability to demonstrate proactive and effective programs to protect customers from malicious attacks resulted in a cybersecurity insurance premium that is significantly lower than the average rate for peer companies.

> *"As the CISO, I get invited to meetings with customers two to three times per week. With Agari at our side, security is a competitive differentiator."*
>
> ~ CISO, leading healthcare company

BENEFITS

The interviewed organizations used Agari to eliminate phishing emails that went to consumers that were fraudulently claiming to be from the company itself. By working with Agari to implement the DMARC standard, the companies eliminated millions of malicious emails from reaching consumers. Although the organizations have not yet quantified the financial impact to their brand overall, they have measured the following benefits:

- Increased return from customer engagement.
- Reduced need for customer support.
- Reduced cost of cybersecurity insurance.

Increased Return From Customer Engagement

Within weeks of partnering with Agari to work with email receivers to identify legitimate emails and dispose of other messages, the composite organization experienced a positive shift in the response rates to its own email campaigns. Other companies reported an increase in customer engagement, which was measured using various statistics, but the increase in customer engagement was consistent across the interviews.

The composite organization experienced an average 4% conversion rate on customer emails, and the annual revenue after a conversion was $1,200. As a result, the incremental revenue totaled more than $16.5 million per year. The resulting net profit was more than $1.8 million each year, or a total of $5.4 million over three years.

The level of impact that readers might experience on their own email campaigns could vary widely depending on the current level of malicious emails and the specific strategy from email campaigns. As such, Forrester risk-adjusted this benefit down by 10%, for a final net profit over three years of more than $4.9 million. See the section on Risks for more detail.

TABLE 1
Increased Return From Customer Engagement

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
A1	Increase in email click-throughs	10% increase	345,000	345,000	345,000
A2	Increase in conversions	A1*4%	13,800	13,800	13,800
A3	Revenue from conversions	$1,200 each	$16,560,000	$16,560,000	$16,560,000
A4	Profit margin		11%	11%	11%
At	Increased return from customer engagement	A3 * A4	$1,821,600	$1,821,600	$1,821,600
	Risk adjustment		↓ 10%		
Atr	Increased return from customer engagement (risk-adjusted)		$1,639,440	$1,639,440	$1,639,440

Source: Forrester Research, Inc.

Reduced Need For Customer Support

Whenever consumers wonder about an email, they pick up the phone and reach out to the company. In one case, the composite organization experienced 16,000 account takeovers per year, each resulting in an average of 1.5 hours in phone calls with the company's call center. Another company told Forrester that it employed 20 technicians dedicated to supporting hijacked customer accounts but reduced that number to two employees after using Agari.

Forrester used the call center approach to build the financial model. After using Agari, the company saw its number of account takeovers drop from 12,000 to 1,000 per year. Consequently, the organization was able to redirect 11 call center employees, for a savings of $495,000 per year, or more than $1.4 million over three years.

The level of impact for this benefit will vary by industry, but the benefit should be universal. As such, Forrester risk-adjusted this benefit down by 5% for a final reduced cost over three years of more than $1.4 million.

TABLE 2
Reduced Need For Customer Support

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
B1	Number of account takeovers annually		16,000	1,000	1,000
B2	Hours required to support customers after an account takeover	B1*1.5 hours	24,000	1,500	1,500
B3	FTEs saved due to lower call volume	$B2_{y1}$-$B2_{y2}$ /2,080 hours	11	11	11
Bt	Reduced need for customer support	$45,000 per rep	$495,000	$495,000	$495,000
	Risk adjustment		↓ 5%		
Btr	Reduced need for customer support (risk-adjusted)		$470,250	$470,250	$470,250

Source: Forrester Research, Inc.

Reduced Cost Of Cybersecurity Insurance

The number of fraud and privacy incidents that currently plague large companies with influential brands is forcing organizations in specific industries to secure cybersecurity insurance. For example, for healthcare companies, the typical cost for an insurance premium is 3.4% of the overall spend on information technology. Companies that Forrester interviewed in other industries found the concept of insurance to be completely foreign.

By using Agari to help implement the DMARC standard, one company established itself as a leader in protecting consumers. This leadership is widely recognized in the healthcare industry and has resulted in the company paying a premium that is lower than the industry average. Rather than the 3.4% average, the company pays a premium that is only 1.8% of its IT budget. The CISO does not attribute all of its success to using Agari, but he does give it a significant amount of credit. Of the total premium saved, Forrester counts 40% as a benefit of using Agari.

The total savings on cybersecurity insurance attributed to Agari totaled more than $1.1 million over three years. The level of impact that readers might realize will vary based on the level of security risk and the relative maturity compared with industry peers. As such, Forrester risk-adjusted this benefit down by 25%, for a final reduced cost over three years of more than $875,070.

TABLE 3
Reduced Cost Of Cybersecurity Insurance

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
C1	Annual IT spend		$52,500,000	$60,375,000	$69,431,250
C2	Industry average premium cost	3.4% * C1	$1,785,000	$2,052,750	$2,360,663
C3	Interviewed company premium cost	1.8% * C1	$945,000	$1,086,750	$1,249,763
C4	Percentage of benefit attributed to Agari		40%	40%	40%
Ct	Reduced cost of cybersecurity insurance	C2 – C3 *C4	$336,000	$386,400	$444,360
	Risk adjustment		↓ 25%		
Ctr	Reduced cost of cybersecurity insurance (risk-adjusted)		$252,000	$289,800	$333,270

Source: Forrester Research, Inc.

Unquantified Benefits

In addition to the benefits quantified thus far, Forrester's interview with Agari customers highlighted additional benefits that they were unable to quantify. The customers had not been tracking some benefits and were just beginning to realize some newer benefits. These unquantified benefits include:

- **Avoided erosion of the strong company brand.** The companies chose to partner with Agari because executives recognized the significant detriment of phishing and malicious emails to the value of the company's brand. The organizations are unable to measure the financial impact to the brand, but executives measure the program's success in terms of the malicious emails stopped and other indirect financial benefits.
- **Eliminated internal shadow IT and marketing initiatives.** The organizations register email domains that are authorized to send email under the company's name. One executive told Forrester that across the organization, some teams tried to run programs that were outside the approval process. Because those teams did not have the proper authorization, the marketing partners flagged the emails as malicious and stopped them. As a result, various shadow programs across the company were forced to work through the proper channels. Two of the four executives emphasized this benefit.

Total Benefits

Table 4 shows the total of all benefits as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total benefits to be a PV of more than $5.9 million.

TABLE 4
Total Benefits (Risk-Adjusted)

Ref.	Benefit	Initial	Year 1	Year 2	Year 3	Total	Present Value
Atr	Increased return from customer engagement	$0	$1,639,440	$1,639,440	$1,639,440	$4,918,320	$4,077,045
Btr	Reduced need for customer support	$0	$470,250	$470,250	$470,250	$1,410,750	$1,169,442
Ctr	Reduced cost of cybersecurity insurance	$0	$252,000	$289,800	$333,270	$875,070	$718,986
	Total benefits	**$0**	**$2,361,690**	**$2,399,490**	**$2,442,960**	**$7,204,140**	**$5,965,473**

Source: Forrester Research, Inc.

COSTS

The composite organization experienced two costs associated with Agari:

- Subscription cost of Agari.
- Cost to set up and configure Agari.

These represent the mix of internal and external costs experienced by the interviewed organizations for initial planning, implementation, and ongoing maintenance associated with the solution.

Subscription Cost Of Agari

The cost of Agari varies with the volume of emails sent annually. The organizations that Forrester interviewed send an average of about 100 million emails per year, and the cost for Agari at that email volume is $500,000 per year. Forrester risk-adjusted this cost upward by 5% to reflect the uncertainty about the level of professional services that readers might require compared with the composite organization. The risk-adjusted total was $1,575,000.

TABLE 5
Subscription Cost Of Agari

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
D1	Cost of Agari subscription			$500,000	$500,000	$500,000
Dt	Subscription cost of Agari			$500,000	$500,000	$500,000
	Risk adjustment		↑ 5%			
Dtr	Subscription cost of Agari (risk-adjusted)			$525,000	$525,000	$525,000

Source: Forrester Research, Inc.

Cost To Set Up And Configure Agari

The composite organization invested the time of three internal employees to gather information about relevant email domains, provide consolidated information to Agari, and test the updated systems. The employees spent 50% of their time on a project that lasted four months. One company told Forrester that the ongoing personnel costs required to support Agari were inconsequential and easily fit within the duties of existing staff. The resulting cost to set up and configure Agari was $90,000. Because the required setup time for readers could vary from the organizations interviewed, Forrester risk-adjusted this cost upward by 5% to account for the possible risk of a more complicated implementation. The risk-adjusted total cost was $94,500.

TABLE 6
Cost To Set Up And Configure Agari

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
E1	Number of employees		3			
E2	Percent of time dedicated to project		50%			
E3	Length of time	6 months	0.5 years			
E4	Annual burdened salary per employee		$120,000			
Et	Cost to set up and configure Agari	E1*E2 *E3*E4	$90,000			
	Risk adjustment		↑ 5%			
Etr	Cost to set up and configure Agari (risk-adjusted)		$94,500			

Source: Forrester Research, Inc.

Total Costs

Table 7 shows the total of all costs as well as associated present values, discounted at 10%. Over three years, the organization expects costs to total a net present value of just over $1.4 million.

TABLE 7
Total Costs (Risk-Adjusted)

Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Dtr	Subscription cost of Agari	$0	$525,000	$525,000	$525,000	$1,575,000	$1,305,597
Etr	Cost to set up and configure Agari	$94,500	$0	$0	$0	$94,500	$94,500
	Total costs	**$94,500**	**$525,000**	**$525,000**	**$525,000**	**$1,669,500**	**$1,400,097**

Source: Forrester Research, Inc.

FLEXIBILITY

Flexibility, as defined by TEI, represents an investment in additional capacity or capability that could be turned into business benefit for some future additional investment. This provides an organization with the "right" or the ability to engage in future initiatives but not the obligation to do so. There are multiple scenarios in which a customer might choose to implement Agari and later realize additional uses and business opportunities. Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in Appendix A).

The organizations experienced such tremendous success using Agari Brand Protection for emails going to consumers that they are now evaluating ways to control malicious emails, including phishing, that come into the organization from external sources. The new Agari Advanced Threat Protection solution is the industry's first email security solution that stops sophisticated spear phishing attacks that are evading current security tools. Agari Advanced Threat Protection uses the Agari Secure Email Cloud and proprietary global email telemetry data to detect low-volume, targeted email attacks that go undetected by existing email security systems.

Risks

Forrester defines two types of risk associated with this analysis: "implementation risk" and "impact risk." Implementation risk is the risk that a proposed investment in Agari may deviate from the original or expected requirements, resulting in higher costs than anticipated. Impact risk refers to the risk that the business or technology needs of the organization may not be met by the investment in Agari, resulting in lower overall total benefits. The greater the uncertainty, the wider the potential range of outcomes for cost and benefit estimates.

Quantitatively capturing implementation risk and impact risk by directly adjusting the financial estimates results provides more meaningful and accurate estimates and a more accurate projection of the ROI. In general, risks affect costs by raising the original estimates, and they affect benefits by reducing the original estimates. The risk-adjusted numbers should be taken as "realistic" expectations since they represent the expected values considering risk.

TABLE 8
Benefit And Cost Risk Adjustments

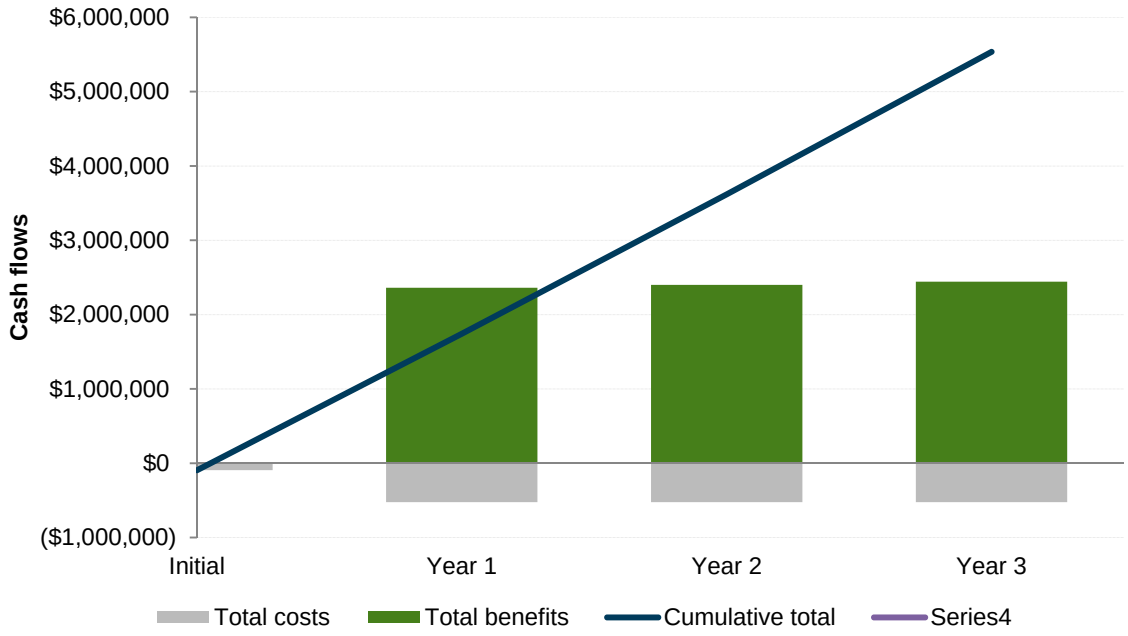
Benefits	Adjustment
Increased return from customer engagement	↓ 10%
Reduced need for customer support	↓ 5%
Reduced cost of cybersecurity insurance	↓ 25%
Costs	**Adjustment**
Subscription cost of Agari	↑ 5%
Cost to set up and configure Agari	↑ 5%

Source: Forrester Research, Inc.

Financial Summary

The financial results calculated in the Benefits and Costs sections can be used to determine the ROI and NPV for the composite organization's investment. Table 9 below shows the risk-adjusted ROI and NPV.

FIGURE 3
Cash Flow Chart (Risk-Adjusted)



Source: Forrester Research, Inc.

TABLE 9
Cash Flow (Risk-Adjusted)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Costs	($94,500)	($525,000)	($525,000)	($525,000)	($1,669,500)	($1,400,097)
Benefits	$0	$2,361,690	$2,399,490	$2,442,960	$7,204,140	$5,965,473
Net benefits	($94,500)	$1,836,690	$1,874,490	$1,917,960	$5,534,640	$4,565,375
ROI						326%
Payback period						6.6 months

Source: Forrester Research, Inc.

Agari: Overview

The following information is provided by Agari. Forrester has not validated any claims and does not endorse Agari or its offerings.

INTRODUCTION TO THE AGARI: ELIMINATING EMAIL AS A CHANNEL FOR CYBER CRIME

The Agari Secure Email Cloud, deployed by Fortune 1000 companies and government agencies, is the only solution that effectively stops phishing by identifying the true sender of emails. The Agari proprietary analytics engine and email telemetry network provides unparalleled visibility into more than 10 billion email messages per day across 3 billion mailboxes. The Agari platform powers Agari Advanced Threat Protection, which help organizations protect themselves from spear phishing attacks, and Agari Brand Protection, which protects consumers from email attacks that spoof enterprise brands.

EXPLOITING THE EMAIL CHANNEL

The question is not whether cybercriminals will target a brand; the question is when. Out of 400 brands targeted every quarter, for 50% of the brands it was the first time they were dealing with a broad scale email attack on their consumers.

WHY SHOULD YOU CARE?

It takes years to build trusted relationships with your customers and your email channel takes center stage in digital conversations. Cyber criminals abuse that trust, using your brand name as a disguise to trick your customers into opening their malicious emails. These attacks can have a catastrophic impact on the value of a brand and revenues. Your customers expect you to protect them, and your association with the attacks leads to brand damage, reduced engagement levels, customer abandonment and ultimately impacts your revenue.

THE AGARI SOLUTION

Agari Brand Protection is an email security and data analytics solution that can help you secure your email channel and ensure that every email your customer gets from you will only be from you. The solution provides visibility and control of your email ecosystem enables you to optimize third party sending relationships and enforce email governance policies.

HOW DOES AGARI DO THIS?

Partnering with the world's largest email providers, including Google, Microsoft, and Yahoo, which cover 85% of US inboxes, Agari ensures email attacks leveraging your brand will never reach your customers. The company provides you with the experience, tools, and analytics you need to secure your email channel.

WHY AGARI?

Agari is trusted by leading Fortune 1000 companies, including six of the top 10 banks and five of the world’s leading social media networks, to protect their enterprise, partners and customer from advanced email phishing attacks.

WHAT IS THIS VALUABLE TO ME?

- Protection — you will no longer see millions of email-based threats hitting your customers’ inboxes.
- Trust — you will see a direct impact on your bottom line by better acquisition and retention of customers.
- Visibility — you can take control of your email ecosystem.

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Appendix A: Total Economic Impact™ Overview

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. TEI assists technology vendors in winning, serving, and retaining customers.

The TEI methodology consists of four components to evaluate investment value: benefits, costs, flexibility, and risks.

BENEFITS

Benefits represent the value delivered to the user organization — IT and/or business units — by the proposed product or project. Often, product or project justification exercises focus just on IT cost and cost reduction, leaving little room to analyze the effect of the technology on the entire organization. The TEI methodology and the resulting financial model place 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. Calculation of benefit estimates involves a clear dialogue with 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.

COSTS

Costs represent the investment necessary to capture the value, or benefits, of the proposed project. IT or the business units may incur costs in the form of fully burdened labor, subcontractors, or materials. Costs consider all the investments and expenses necessary to deliver the proposed value. 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 investment in an enterprisewide upgrade of an office productivity suite can potentially increase standardization (to increase efficiency) and reduce licensing costs. However, an embedded collaboration feature may translate to greater worker productivity if activated. The collaboration can only be used with additional investment in training at some future point. However, having the ability to capture that benefit has a PV that can be estimated. The flexibility component of TEI captures that value.

RISKS

Risks measure the uncertainty of benefit and cost estimates contained within the investment. Uncertainty is measured in two ways: 1) the likelihood that the cost and benefit estimates will meet the original projections and 2) the likelihood that the estimates will be measured and tracked over time. TEI risk factors are based on a probability density function known as "triangular distribution" to the values entered. At a minimum, three values are calculated to estimate the risk factor around each cost and benefit.

Appendix B: Glossary

Discount rate: The interest rate used in cash flow analysis to take into account the time value of money. Companies set their own discount rate based on their business and investment environment. Forrester assumes a yearly discount rate of 10% for this analysis. Organizations typically use discount rates between 8% and 16% based on their current environment. Readers are urged to consult their respective organizations to determine the most appropriate discount rate to use in their own environment.

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.

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.

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.

Return on investment (ROI): A measure of a project's expected return in percentage terms. ROI is calculated by dividing net benefits (benefits minus costs) by costs.

A NOTE ON CASH FLOW TABLES

The following is a note on the cash flow tables used in this study (see the example table below). The initial investment column contains costs incurred at "time 0" or at the beginning of Year 1. Those costs are not discounted. All other cash flows in years 1 through 3 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 are not calculated until 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.

TABLE [EXAMPLE]
Example Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3

Source: Forrester Research, Inc.