

A Forrester Consulting Thought Leadership Paper Commissioned By Demandware

Understanding TCO When Evaluating eCommerce Solutions

November 2012



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Executive Summary: TCO Models Fail To Predict Realistic Ownership Costs

In a world of heightened customer expectations and a changing competitive landscape, online retailers must build out new customer touchpoints and adapt to new business conditions to future-proof their business. For eCommerce professionals and their counterparts in technology leadership roles, emerging enterprise technologies including the cloud are creating new opportunities to innovate and expand at a faster pace while reducing capital expenditure. Interest in cloud-based commerce solutions is increasing as eCommerce professionals seek agility and time-to-market benefits as they replace their existing on-premise and custom-built solutions. But as business and technology leaders evaluate their options, one of the most challenging questions can be in understanding the cost comparisons between traditional software licensing options, hosted options, and software-as-a-service options. Unfortunately today, many firms struggle to develop a comprehensive TCO model that provides visibility and predictability. The consequence: Almost *half* of online retailers report ownership costs for their eCommerce technology is higher or significantly higher than they predicted.

In September 2012, Demandware commissioned Forrester Consulting to examine how online retailers evaluate specific cost considerations when comparing cloud-based and on-premise commerce solutions. Forrester surveyed 156 US, UK, and German based eCommerce, marketing, and IT leaders responsible for eCommerce technology decisions at their firms. Seven executives from online retailers who had recently led an eCommerce re-platforming initiative were interviewed as well. We found that while developing a TCO model to compare solutions is customary, the process often lacks rigor. As eCommerce and technology leaders factor in costs to their TCO model, they leave many stones unturned, which leads to a situation — intentionally or not — where the model can favor on-premise solutions versus those from the cloud.

Key Findings

Forrester's study yielded four key findings for online retailers to take away:

- **The true costs of supporting on-premise eCommerce technology are substantial.** There are many upfront and ongoing costs associated with supporting an on-premise licensed or in-house developed eCommerce platform. On average, the retailers surveyed for this study spend 7% of their online revenues supporting the technology that underpins their eCommerce operations.
- **Almost half of all eCommerce programs have a higher total cost of ownership than predicted.** Almost all retailers require a business case to proceed with the procurement of a new eCommerce solution; however, the development of TCO models often lacks rigor. Furthermore, the tools, intended to aid the decision-making process, are sometimes used instead to justify the decision that the organization wants to make. The result? Forty-three percent of eCommerce solutions have an actual cost of ownership *higher or significantly higher* than predicted by the TCO model.
- **Online retailers are embracing cloud-based solutions.** Today, cloud-based eCommerce solutions are still in the minority; however, there will be significant re-platforming activity in the next two to three years as online retailers embark on an evaluation of alternative solutions to replace incumbent platforms. Legacy arguments against the cloud-based eCommerce solutions are rapidly declining; today, these solutions are considered viable alternatives to the on-premise status quo. Consequently, 40% of retailers will consider a cloud-based eCommerce solution during their next re-platforming program process.
- **TCO matters, but agility, innovation, and time-to-market are equally important.** Our research found that although developing a comprehensive and accurate TCO model is an imperative of ensuring a thorough selection process, it is only one of the considerations. eCommerce leaders' concerns with supporting ongoing growth

objectives is critical with 74% of respondents reporting immediate concerns that their current solutions will not scale to support the growth plans of the business. Therefore when evaluating solutions, online retailers rank cost of ownership, business agility, innovation, and time-to-market factors as having equal strategic importance in their decision-making process.

Online Retailers Continue To Aggressively Invest In Commerce Technology

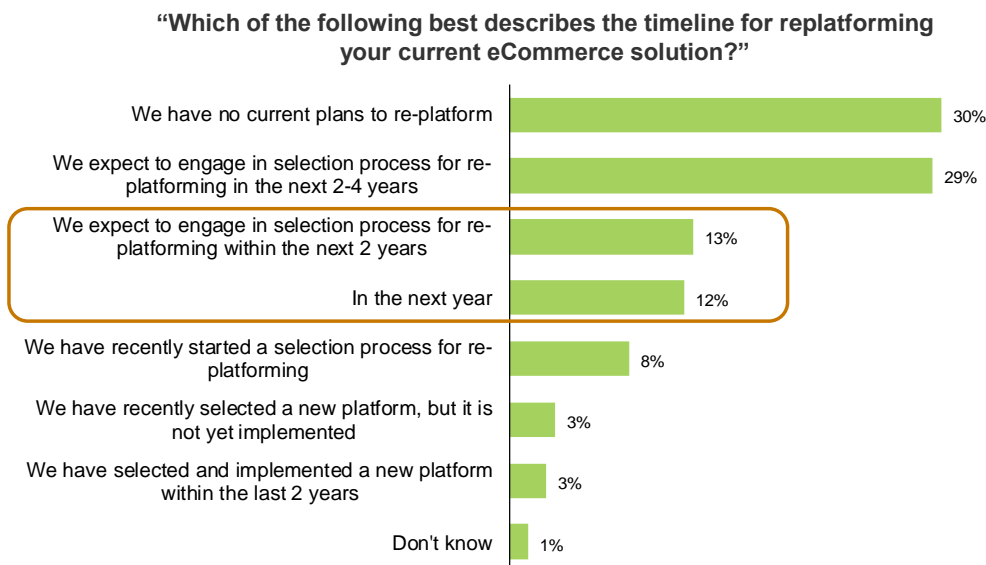
By 2016, online retail sales in the US will reach \$327 billion, up 45% from today.¹ Furthermore, online stores will influence \$1.6 trillion of offline retail spending, up 38% from today. These staggering numbers are causing a fundamental shift in the capital expenditure strategy at multichannel retailers. CEOs are shifting spend away from store expansion programs into digital initiatives and commerce technology. At the heart of a successful multichannel commerce strategy is the commerce suite.² Online retailers using homegrown or legacy in-house vendor solutions have serious concerns that these solutions will neither scale to support forecasted growth, nor provide the flexibility required to adapt to rapidly changing competitive opportunities and threats. eCommerce leaders know that they need the right solutions in place to support continued growth of multichannel commerce. Consequently, 25% of online retailers are planning to re-platform their incumbent eCommerce solution within the next two years, and a further 29% are planning to re-platform within four years (see Figure 1). As they struggle with their existing solutions, eCommerce leaders seek next-generation commerce solutions that will solve for and support:

- **Global and brand expansion.** Growing international sales is now a core strategic initiative at many online retailers; in fact, 37% agree that international expansion is very important to their overall business strategy.³ A leading UK online fashion retailer recently reported 64% growth from international sales thus far in 2012, versus only 10% growth in its home market. Today, this retailer generates 65% of its revenues from overseas orders.⁴ This retailer is not alone: Online retailers from far and wide are adding international shipping options or launching transactional international sites. Supporting a global growth strategy is a major concern for eCommerce leaders, 78% of whom report immediate concerns about the ability of their current eCommerce platform to support the global goals of the business. In addition to opening new international stores, many retailers are opening new online stores for secondary brands or creating personalized shopping experiences, including private sale sites and online marketplaces.
- **Digitally connected consumers.** Online retailers today face complexity unfathomable just a few years ago — the diversity of consumer touchpoints. No longer must an eCommerce solution provide just a web interface for marketing, shopping, buying, and service capabilities — tomorrow's solutions must support web, mobile, tablet, call centers, and in-store touchpoints. Our research found that 86% of online retailers ranked mobile and tablet support as either important or very important when developing their business case for a replacement eCommerce solution.
- **Integrated, cross-channel brand experiences.** Eighty-eight percent of online retailers rank the need to support multichannel initiatives as either important or very important when developing a business case for a replacement eCommerce solution. Today's online retailers are increasingly enabling seamless cross-channel customer journeys through the use of digitally enabled experiences like ship-to-store, in-store pickup, and mobile point-of-sale. Furthermore, retailers seek sophisticated order management tools to enable cross-channel fulfillment efficiencies where orders are sourced from a wide variety of locations that include not only the web fulfillment center but also drop-ship vendors, distributors, stores, and third-party logistics providers.

- **Business agility.** As the ecosystem of eCommerce proliferates, online retailers must integrate external services from the likes of Amazon.com, eBay, Facebook, Google, and Pinterest to name a few into their online experiences. Eighty-five percent of respondents reported that the agility and speed at which they can deploy new features and integrate with emerging online services is paramount to them when developing their business case and provides a competitive edge and differentiation in the market.

Figure 1

25% Of Online Retailers Expect To Re-Platform Their eCommerce Solution In The Next Two Years



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Online Retailers Seek Nimble, Open, And Cost-Effective Solutions

Today, 81% of online retailers use either a homegrown eCommerce solution or a licensed on-premise solution from a software vendor. While these solutions have served them well over the years, eCommerce leaders report concerns that these solutions now present substantial operational and opportunity risks. For some, their on-premise solutions have become so complex that even the thought of replacing them sends shivers down the spine of the IT teams that support them. These solutions are mission critical and deeply integrated into legacy back-end systems and corporate processes — but despite this, there is a growing concern that although these solutions may be cost-effective, they are constraining the ability of the business to innovate at the same pace that the consumer is demanding. As eCommerce leaders evaluate the long-term viability of their existing solutions, top of mind concerns include the:

- **True cost of growth.** Pricing for on-premise eCommerce solutions is usually calculated based on the number of CPU cores required to sustain a set level of load on the environment. Sixty-seven percent of online retailers using a licensed on-premise solution report that they are contractually obligated to acquire additional licenses when reaching a threshold of online traffic that the installed hardware can support (see Figure 2). Furthermore, 78% of retailers report that the contract they have in place with their vendor restricts them from launching into new

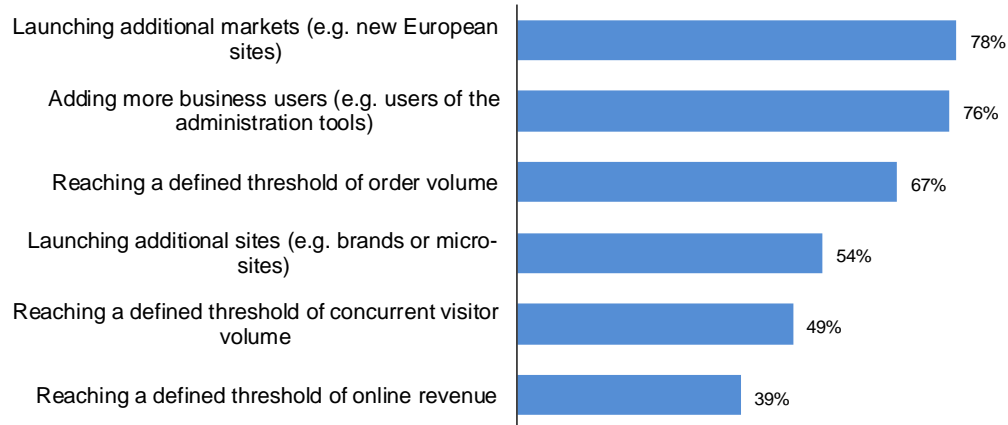
markets, while 54% report that they cannot launch additional branded sites without purchasing additional licenses. As online retail grows, especially during the holiday season and as retailers set about global expansion, the cost of owning their existing solution is becoming increasingly expensive.

- **Distraction of upgrades.** Fifty-seven percent of online retailers using a licensed on-premise solution report that they upgrade their platform at least once per year (see Figure 3). Given the strategic importance of the online channel, this is not surprising — eCommerce leaders can ill afford to get left behind; they need regular access to innovative new capabilities from the vendor community. The problem with upgrading on-premise solutions this frequently is the opportunistic cost. Seventy-six percent of the eCommerce leaders surveyed report that each upgrade takes more than a month to complete. This constant and never-ending cycle of upgrades means that valuable development resources are being utilized in a tactical manner to keep up with the competition, rather than be used to develop innovative feature sets that differentiate in the marketplace. Conversely, 39% of retailers face a different type of upgrade problem — they only upgrade every two or three years. These firms risk falling behind their online competitors in the rollout of table stake online functionality and user experience enhancements.
- **Overhead of technical resources.** On average, online retailers have 34 technical resources dedicated to supporting their eCommerce business and for larger retailers (those with more than \$250 million in online revenue) this number increases to 43. Not only are these resources hard to find in the marketplace — 46% of eCommerce leaders struggle to hire IT, development, and infrastructure roles, but they are also expensive.⁵ Our study found that the fully loaded costs of an eCommerce technical resource averaged \$212,000 per year.
- **Ability to support future growth.** Many online retailers are already pushing both the scalability and contractual capacity limitations of their existing eCommerce solution. As we fast-forward to tomorrow and the inevitable increase in both load and expectations, 74% of respondents report immediate concerns that their current solutions will not scale to support the growth plans of the business (see Figure 4). This is a considerable risk given the stakes that online retailers face during the holiday season, where margins from Q4 revenue alone make or break annual goals, and online traffic volumes can exceed in 1 hour those normally seen in an entire month. To extend the life of these solutions to support both year-over-year traffic growth and international expansion plans, retailers must pony up the cash to purchase additional licenses and hardware infrastructure.
- **Impact on agility.** Beyond scalability, eCommerce leaders also have considerable concerns that the solutions they have in place threaten the ability of the firm to innovate in the marketplace. Eighty-percent of respondents have immediate concerns that their current solution is affecting the pace at which they can roll out new features to consumers. Furthermore, 78% report that their existing solutions cannot support cross-channel order management requirements such as the ability to ship orders not only from their web fulfillment centers, but also directly from drop-ship partners, distributors, and brick-and-mortar store locations.

Figure 2

Owners Of On-Premise eCommerce Platforms Are Contractually Tied To Additional Licensing Costs As They Grow

“Thinking about the contract you have in place with the vendor of your current licensed eCommerce solution, which of the following triggers would require you to purchase additional licenses?”



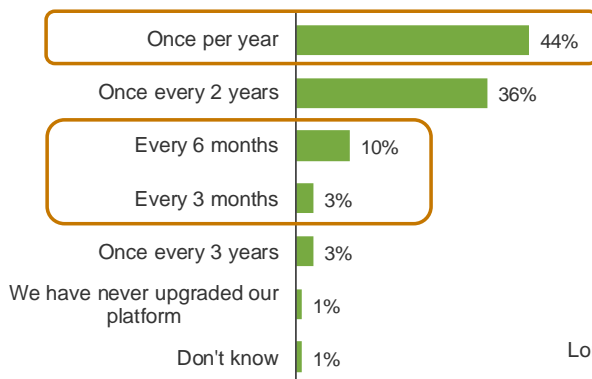
Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

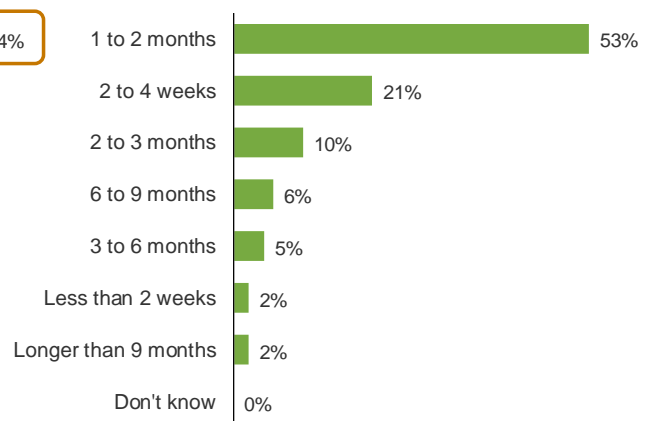
Figure 3

The Majority Of Online Retailers Are Upgrading Their eCommerce Platform Once A Year

“How frequently would you say you upgrade your licensed or open source eCommerce solution to the latest version available from the vendor?”



“How long does it typically take to upgrade your eCommerce platform to the latest version? *”



* (including requirements development , software development, QA and release activities)

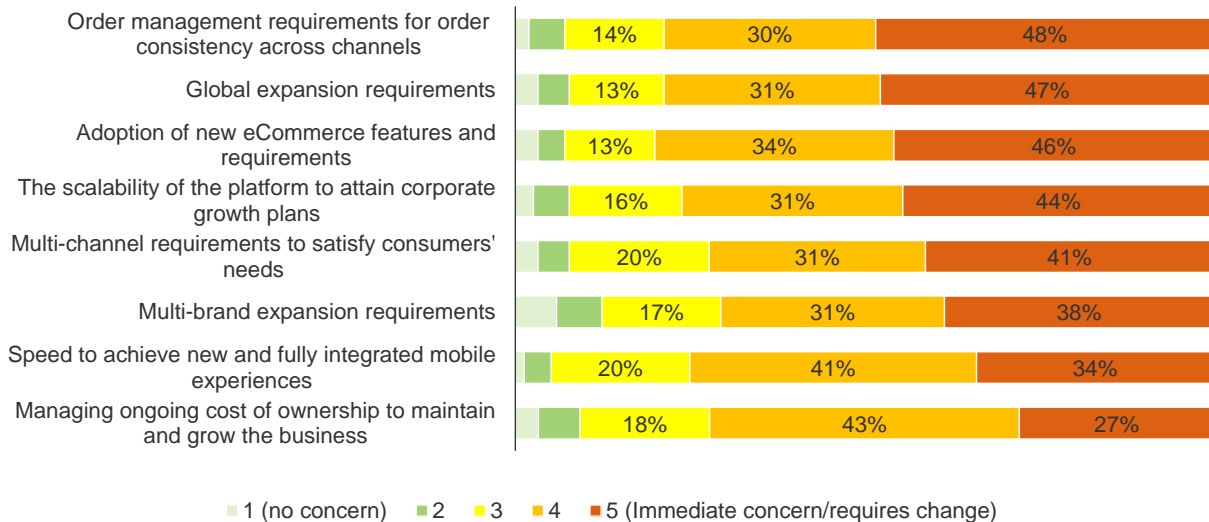
Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Figure 4

eCommerce Leaders Have Wide-Ranging Concerns In Regard To The Scalability Of Their Current eCommerce Solution

“How would you describe the confidence level your organization has in the ability of your current eCommerce solution to support the future growth of your B2C channel over the next 5 years in respect to:”



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Cloud-Based Solutions Represent A Viable Alternative

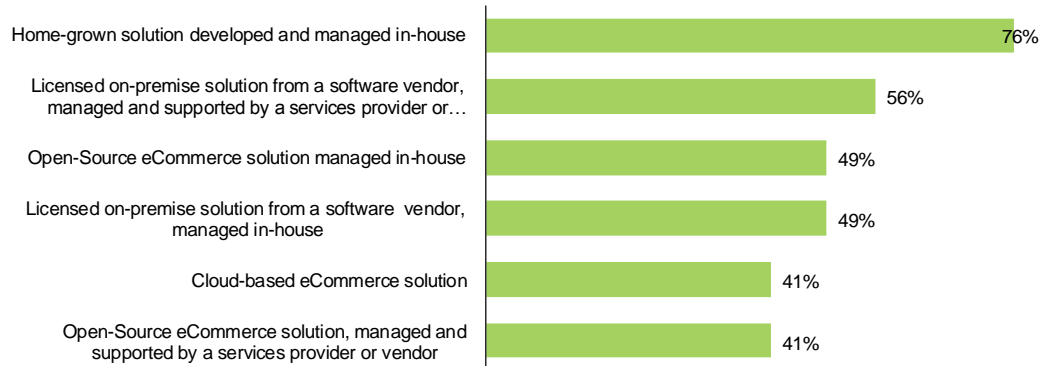
Cloud-based eCommerce solutions are not new, but in the past enterprise retailers have steered away, citing a range of concerns including: vendor lock-in, scalability, pricing, integration, security, and flexibility. These fears remain today — in fact, 44% of the retailers surveyed in this study stated that they still perceive cloud-based solutions as lacking maturity. However, sentiment and perceptions are rapidly shifting in favor of cloud-based based solutions, a trend that is reflected in the fact that 41% of online retailers now invite vendors with cloud-based solutions to participate in the selection process (see Figure 5).

“[We’ve] seen evolution of cloud-based systems has become more and more cost-effective, the performance, the ability to roll out continuously enhancements and upgrades to the system to keep pace with innovation.”
(Marketing and eCommerce lead, apparel conglomerate)

Figure 5

Today, 41% Of Online Retailers Include Cloud-Based eCommerce Solutions In Their Selection Process

“Which of the following types of eCommerce solution is/did your company considering/consider for inclusion in your selection process for a new eCommerce platform?”



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Behind this shift in perception lies a growing trust that cloud-based commerce solutions can solve many of the existing challenges that online retailers face with their incumbent eCommerce technology solutions. As eCommerce professionals consider cloud-based solutions they are increasingly aware of the benefits this model provides, including:

- Predictable ownership costs.** In aggregate, the online retailers surveyed for this research reported that the cost of supporting their eCommerce technology averaged 7% of online revenues (see Figure 6). However, looking deeper at the numbers reveals large variances from retailer to retailer, with a fairly even spread from 3% to more than 10%. Our study also revealed that 43% of online retailers found that actual cost of ownership was higher than their projections. Those retailers using a cloud-based solution have transparent predictability into the cost of ownership as these solutions are almost always priced as a fixed or sliding scale percentage of revenue. Furthermore, only 5% of online retailers report that a revenue share pricing model structure would lead them to disqualify a cloud-based vendor during the selection process.

“The best partnerships are where both partners win; the revenue share model, in this scenario achieves this objective . . . ” (Chief digital officer, athletic apparel retailer)

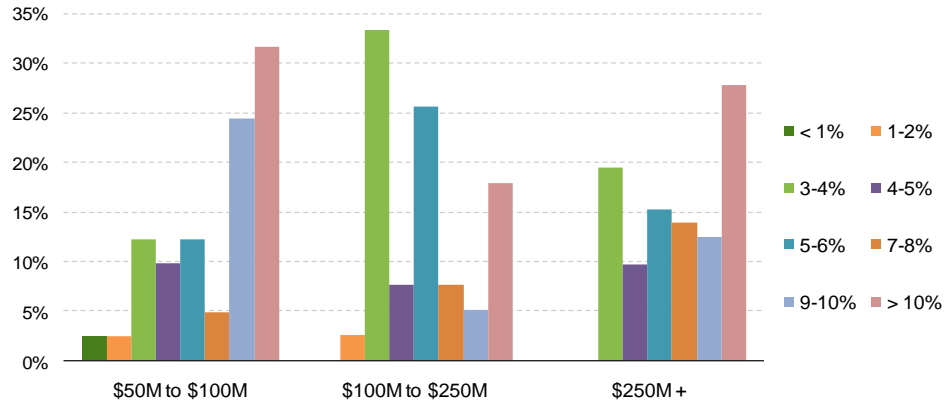
- Improved business agility.** Eighty-five percent of eCommerce leaders state that improving business agility is an important or very important factor when evaluating cloud-based versus on-premise solutions (see Figure 7). Increasingly, cloud-based solutions are attractive as they allow online retailers to focus on innovation and differentiation, while the vendor takes on the burden of ensuring availability as well as the investment in table stake features. APIs and software development kits provide IT teams the flexibility to customize a cloud-based solution without having to worry about affecting the upgrade path.

“Our 5 year TCO model didn’t provide a clear leader — it’s not all about cost, it’s what we’re getting — making sure we have the right partner — the timeline — and a flexible solution. How much it costs was the lowest factor in our evaluation.” (eCommerce IT manager, multichannel apparel retailer)

Figure 6

Online Retailers See Significant Variations In The Cost Of Supporting Their eCommerce Technology, Relative To Revenue

“Using your best estimate, what percentage of your **online revenue** currently goes to supporting your eCommerce technology (software, hardware, maintenance, hosting, redundancy, upgrades, etc.)?”



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

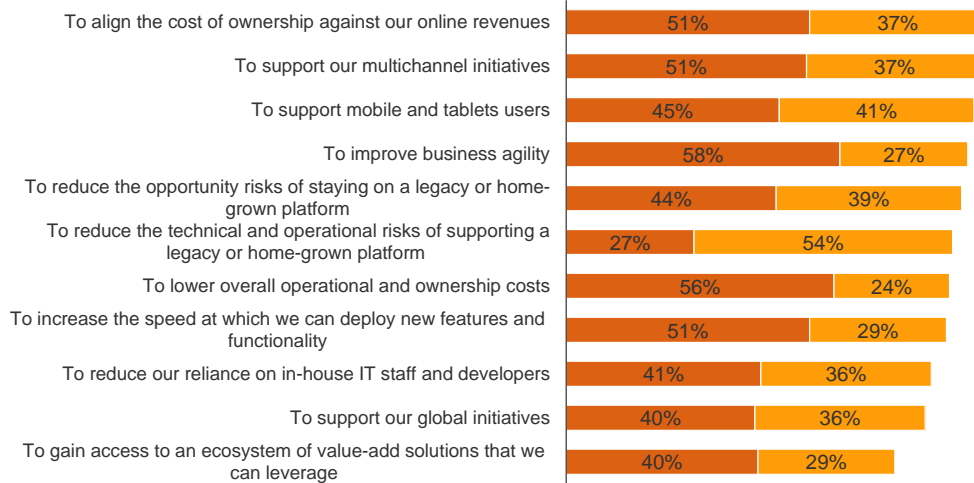
Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Figure 7

Online Retailers Seek To Align Cost Of Ownership With Their Online Revenues While Improving Business Agility

“How important were the following during the development of your business case for a replacement eCommerce solution?”

■ 5 (Very important factor) ■ 4 (important factor)



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

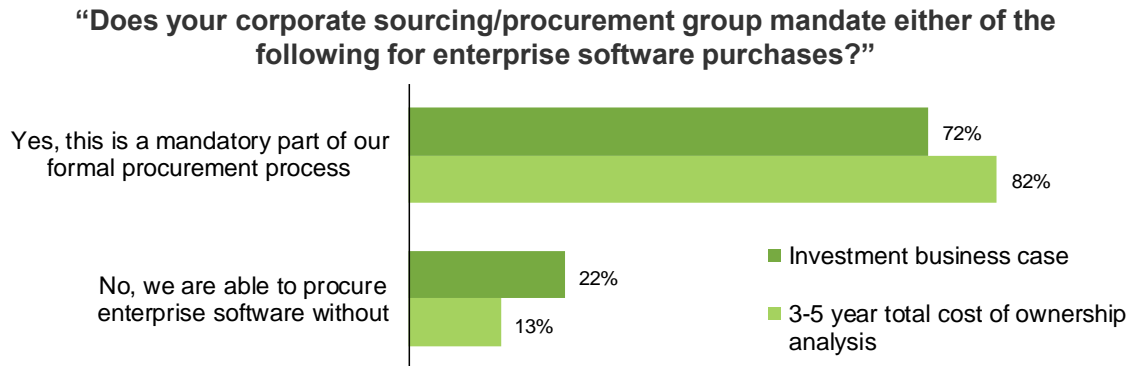
Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Building A Comprehensive TCO Model And Using It Correctly Is Imperative

Eighty-two percent of organizations build a TCO model to compare eCommerce solutions during the selection process; it is a mandate of their procurement process (see Figure 8). The remaining 18% cite lack of time and resources as reasons for not developing a TCO during the evaluation process.

Figure 8

Few Firms Can Procure Enterprise Software Without Both A Completed Business Case And A Three- To Five-Year TCO



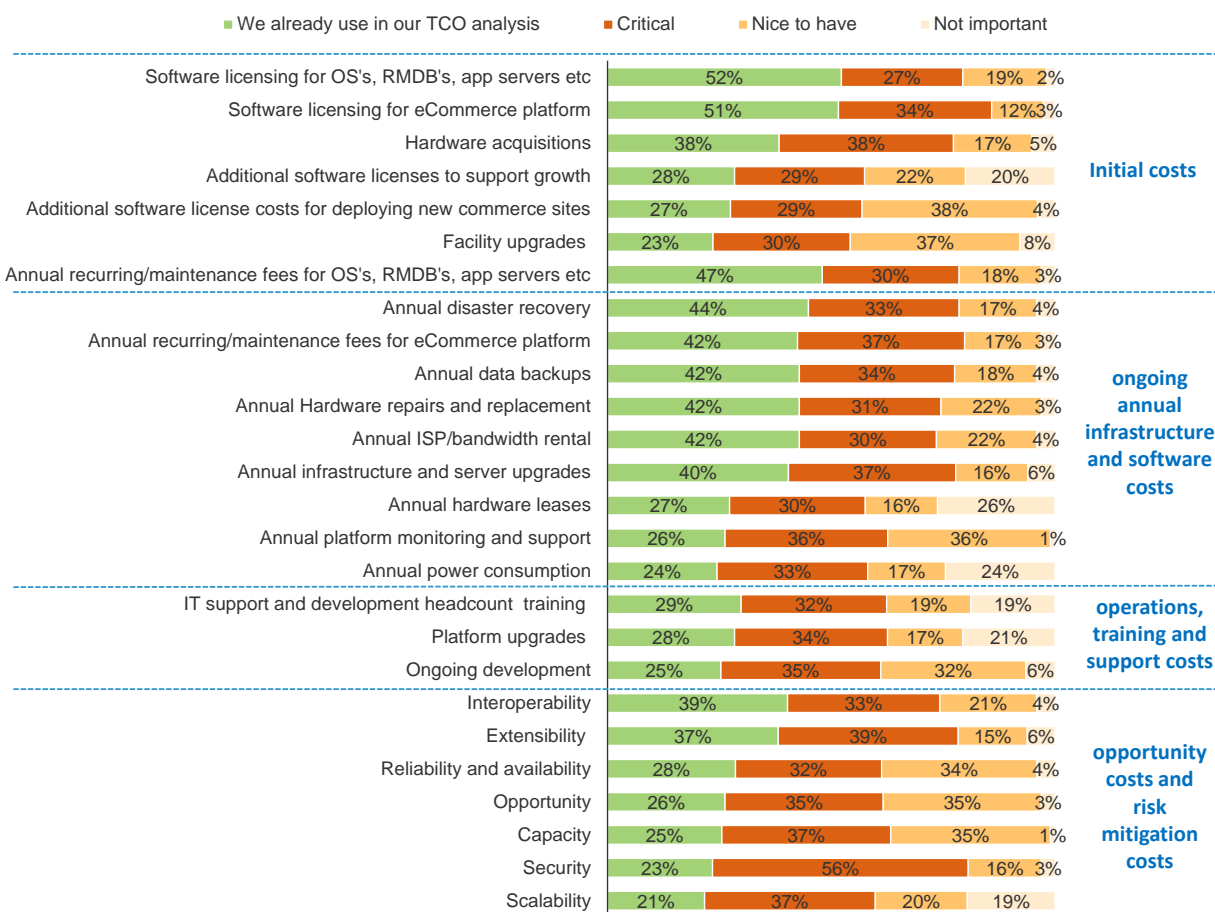
Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Despite the high percentage of firms that develop a TCO, these tools are often hastily built or lack the rigor and oversight needed to ensure a true apples-to-apples comparison of solutions. Preconceptions, political influences, and aversion to change all accumulate to create a situation where the development of the TCO model is sometimes used as a way to justify the decision they (the selection committee) want to make, versus being a decision-making tool. When asked about the factors incorporated in their TCO model, one-third of respondents report that they leave out criteria that, by their own admission, should be critical to the decision-making process. For example, only 23% of firms currently incorporate security risks in their TCO model; however, a further 56% agree that this should be a critical factor in their analysis (see Figure 9). In this example, firms may be ignoring the six-figure costs related to undertaking an internal PCI security audit on an on-premise solution.

Our study revealed that 57% of firms rely on IT to lead the exercise of building the TCO model. As they do so, shared services that are funded either from centralized capital budgets or billed across departmental cost centers are often perceived as free — that is, they are available under corporate license whether the eCommerce team decide to use them or not. To alleviate the problem of “missing” factors in the TCO model, ownership should be cross-functional with stakeholders from IT, finance, marketing, and eCommerce and procurement involved in model development and sign-off.

Figure 9
Online Retailers Acknowledge That Critical Factors Are Commonly Omitted From The TCO Models They Developed



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

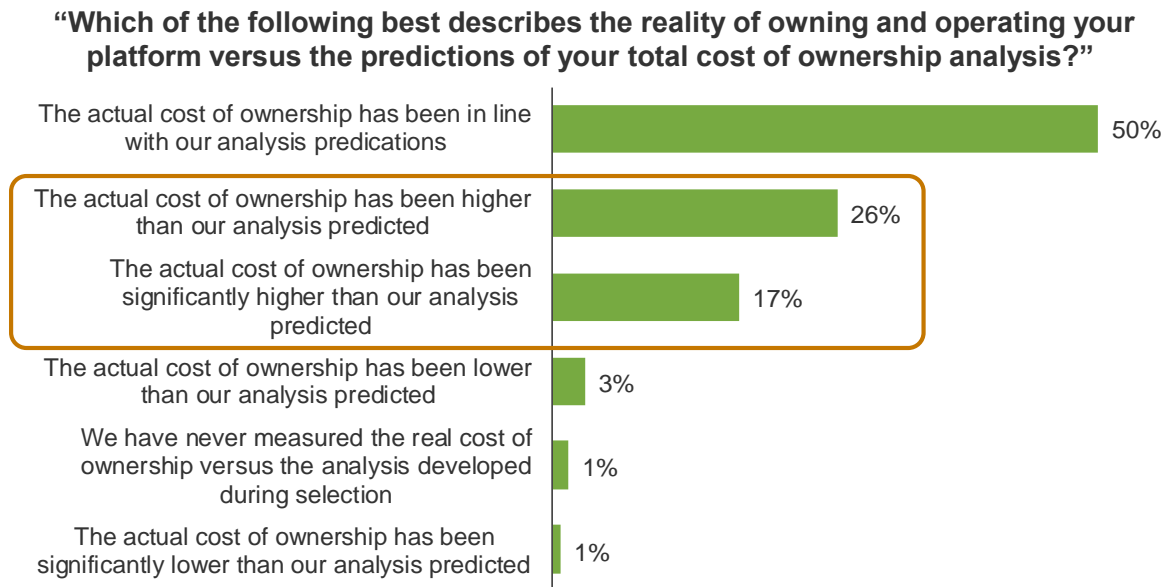
Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

The failure to develop a comprehensive TCO model when comparing on-premise and cloud-based eCommerce solutions leads to a misalignment between the analyses that influence the chosen solution versus the actual cost of ownership downstream. Although 50% of online retailers reported that their actual ownership costs were in alignment with the predictions of their model, a worrying 43% reported that the reality of owning and operating their chosen solution was either higher or significantly higher than their model had predicted (see Figure 10).

Although today only 12% of online retailers are using a cloud-based eCommerce solution, the prospects for the cloud look bright. Of the firms in our study that had recently undertaken an eCommerce re-platforming project, 42% reported that cloud-based solutions made the shortlist of solutions considered. Of the firms that built a TCO model explicitly to compare cloud-based solution, on-premise solutions and build-in-house options, 46% ultimately chose an on-premise solution, 43% chose a cloud-based solution, and 11% decided to build in-house.

Figure 10

43% Of Online Retailers Report That The Actual Cost Of Ownership Was Higher Than They Had Projected



Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Business Units And Regional Markets Seek Control

For large enterprise firms with many different divisions and a separate eCommerce team, the idea of running a single commerce platform and offering it up as a centralized service model across business units and markets can have merit from a corporate cost-of-ownership perspective.

“Corporate IT has already made significant investments in a corporate eCommerce platform. Even if we go down a cloud-provider route for eCommerce in our business unit, we would still have to pay the corporate IT tax — one of the arguments they push on us is if you’re already paying for it, why not use it.” (Marketing and eCommerce lead, apparel conglomerate)

However, the impact of running a centralized solution can have serious implications on individual business units that must put forward an ROI case for each and every customization that the corporate solution offers. The result is often a serious degradation of time-to-market and agility.

“Business units closer to the ground understand the needs better and the shortcomings of their businesses. Requests into IT require an ROI and a case for everything that is needed large or small, whether it’s changing something on a page or other.” (Marketing and eCommerce lead, apparel conglomerate)

KEY RECOMMENDATIONS: UNDERSTANDING TCO MATTERS, THIS IS A LONG-TERM DECISION

Online retailers embarking on an eCommerce platform selection process must look beyond the project's upside and focus on the total cost of ownership to understand the real return on investment. With the online channel seeing double digit annual growth, it's perhaps not surprising that 77% of the online retailers we survey reported that their eCommerce projects had met or exceeded their ROI expectations.⁶ However rosy the investment business case is, eCommerce professionals must take seriously the process of developing a robust TCO model when comparing solutions. Perceptions that cloud-based revenue share models are more costly than owning and operating eCommerce technology in-house are often misguided. Those firms that have the conviction to peel back all the layers and expose the true costs of operating an in-house solution often find that the five-year TCO differences between in-house and cloud are negligible — which moves the conversation to other, often more important factors in the evaluation process. Forrester's in-depth surveys and interviews with eCommerce, marketing, and IT leaders yielded several important observations that represent key success factors for online retailers considering a cloud-based eCommerce solution:

- **Don't get stuck in the CAPEX ditch.** Today, 81% of firms pay for eCommerce platform software licensing from CAPEX budgets; only 13% pay for their eCommerce solution from an operations business unit P&L budget. This approach to technology spending is shrouded in mystery — 42% of online retailers told us they treat eCommerce technology spend as a capital expense due to legacy budget planning processes. As eBusiness leaders warm to considering cloud-based solutions, they must have an open dialogue with the CFO on the way the organization pays for technology.
- **Factor in the hidden costs.** Hidden costs never stay hidden forever. Today, three-quarters of online retailers don't include the cost of platform upgrades or ongoing development in their TCO models — yet these firms are upgrading their solution at least once per year and take more than a month to do each upgrade. These are not hidden costs — on average online retailers spend \$92,000 per year on platform upgrades alone — these costs are both predictable and quantifiable and should be included the TCO. Top of mind factors to include in the TCO model that are often overlooked include: annual hardware leases, annual platform monitoring and support costs, annual power consumption, IT and developer training, platform upgrades, ongoing development costs, and facility upgrades.
- **Strongly encourage finance and LOB owners to partner with IT in the design the of the TCO model.** Today, 57% of online retailers ask their IT department to lead the development of their TCO model — only 13% ask their finance team to be involved. Establishing shared responsibility of developing the TCO model between finance, LOB owners, and IT ensures a vested interest in the quality of the model as ultimately finance will be paying for the chosen solution over the next five years. Given that the majority of the cost factors in an eCommerce platform TCO model are architectural, infrastructure, and technical costs, it is important that an independent body (finance) heavily participate in the development of the model. IT will still play a critical role in feeding in the figures, but this approach ensures that hard to calculate costs are not hidden under the carpet for a rainy day.
- **TCO is important, but not the be-all and end-all.** There is no question that building an accurate TCO model helps to set the right expectations with the CFO — which will pay dividends down the road. But for many online retailers, the cost of their eCommerce solution, while a factor in their criteria, is rarely the most important factor. The real reason that eCommerce leaders are choosing cloud-based solutions is that they offer strategic business agility, innovation, and time-to-market advantages over their on-premise peers.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 156 eCommerce, IT, and marketing leaders across retail, branded manufacturer, and consumer products companies in the US, UK, and Germany to evaluate the specific cost considerations of cloud-based and on-premise solutions. Survey participants included decision-makers across eCommerce, IT, and marketing departments with responsibility for eCommerce technology purchases at a department level or beyond. Questions provided to the participants included their current use of cloud-based or on-premise eCommerce solutions, purchase drivers, barriers to adopting cloud-based versions of new software, details regarding their eCommerce technology purchase decision process, and how they evaluate the financial implications of eCommerce platforms and technology solutions, including use of TCO models or worksheets. The study began in June 2012 and was completed in September 2012.

Appendix B: Supplemental Material

Related Forrester Research

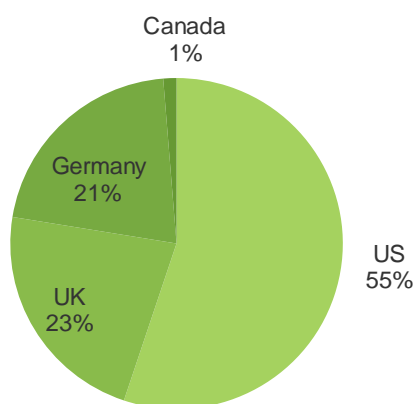
“The Forrester Wave™: B2C Commerce Suites, Q3 2012,” Forrester Research, Inc., September 24, 2012

Appendix C: Demographics/Data

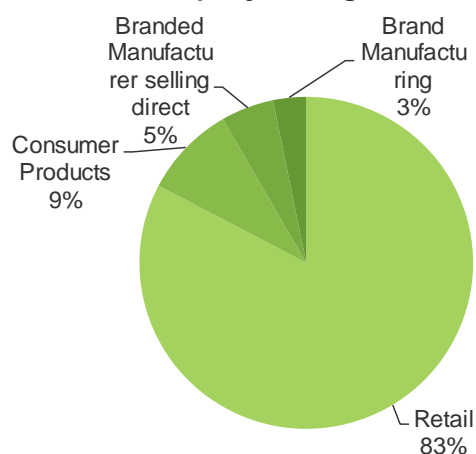
Figure C1

eCommerce, Marketing And IT Leaders: Region And Industry Demographics

“In which country do you work? ”



“To which industry would you say that your company belongs? ”



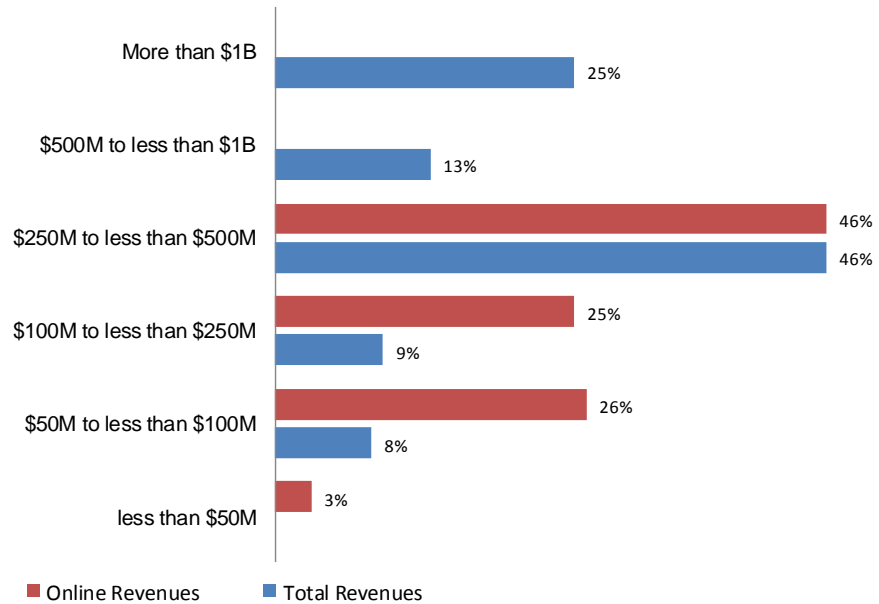
Base: 156 US, UK, and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Figure C2

eCommerce, Marketing And IT Leaders: Total And Online Revenue Demographics

“Using your best estimate, what was the total and online revenues in (millions) of your company worldwide in 2011?”



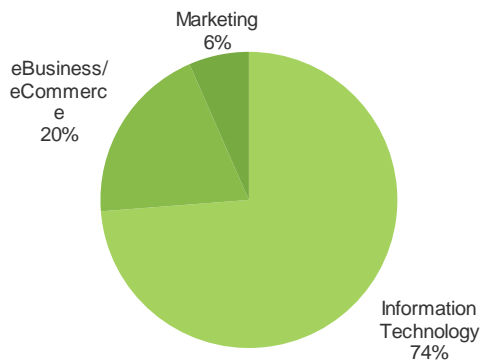
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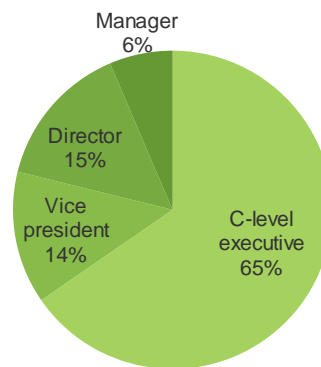
Figure C3

eCommerce, Marketing And IT Leaders: Department And Position Demographics

“Which of the following most closely describes the department you work in?”



“Which of the following best describes your position at your company?”



Base: 156 US, UK and German eCommerce, marketing and IT technology leaders

Source: A commissioned study conducted by Forrester Consulting on behalf of Demandware, September 2012

Appendix D: Endnotes

¹ Source: “US Cross-Channel Retail Forecast, 2011 To 2016,” Forrester Research, Inc., June 12, 2012.

² For more information on the evolution of commerce platforms and solution suites, see the September 24, 2012, “The Forrester Wave™: B2C Commerce Suites, Q3 2012” Source: “The Forrester Wave™: B2C Commerce Suites, Q3 2012,” Forrester Research, Inc., September 24, 2012.

³ Source: “The State Of Retailing Online 2011: Merchandising, Headcount, And Global Strategies,” Forrester Research, Inc., October 13, 2011.

⁴ Source: ASOS.com (<http://www.asosplc.com/press-centre/latest-rns/rns-announcement/11333952>).

⁵ Source: “Trends 2011: Staffing And Hiring For eBusiness,” Forrester Research, Inc., January 9, 2012.

⁶ Source: “US Online Retail Forecast, 2011 To 2016,” Forrester Research, Inc., February 27, 2012.