

The Total Economic Impact™ Of AWS Marketplace

Business Benefits And Cost Savings Enabled By Procuring Through AWS Marketplace

A Forrester Total Economic Impact™ Study
Commissioned By AWS, May 2025

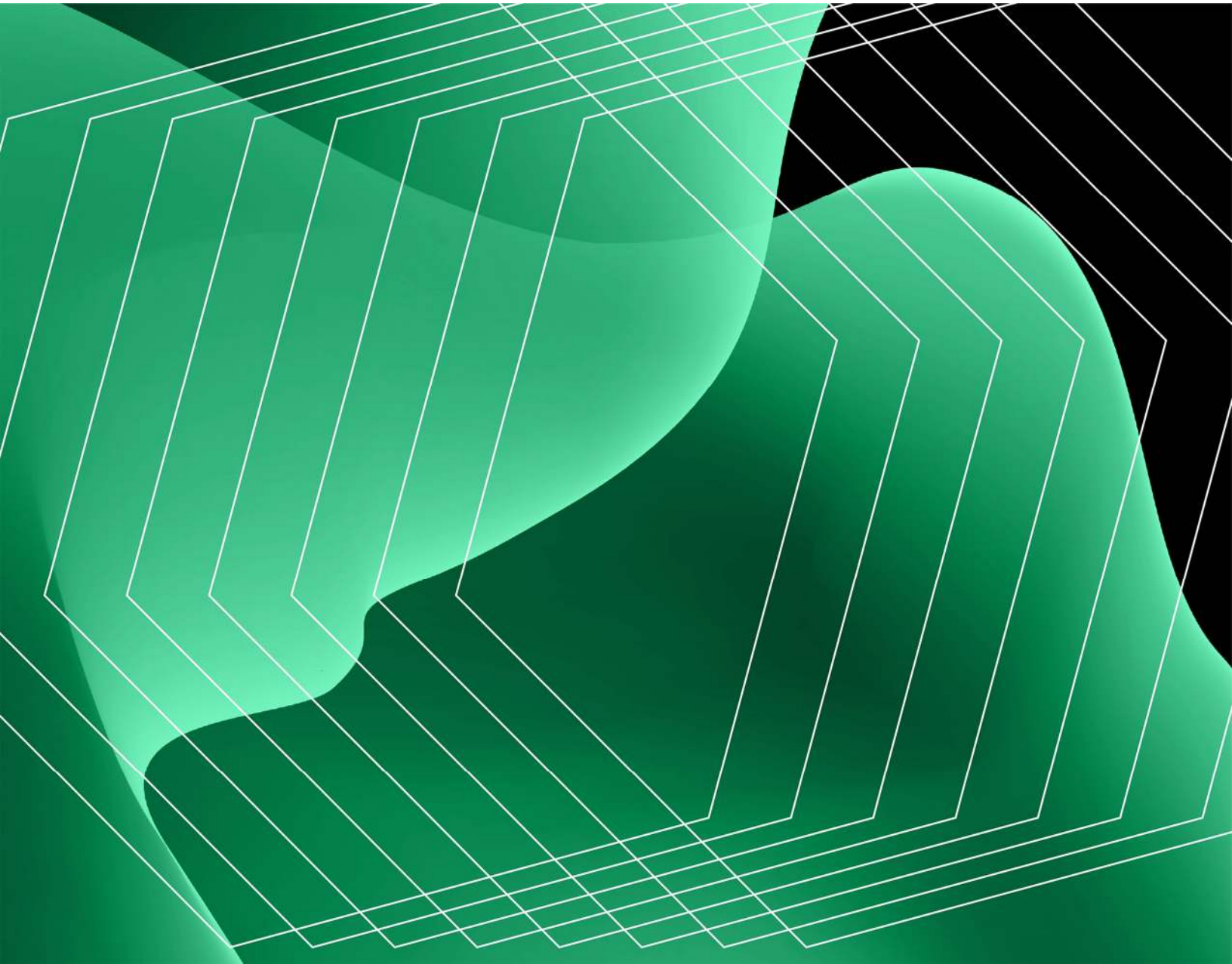


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Consulting Team:

Chengcheng Dong

ABOUT FORRESTER CONSULTING

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

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Executive Summary

Enterprises and small - to medium-sized businesses (SMBs) alike are navigating the complexities of software, data, and professional services procurement, and are facing unique challenges based on their scale, resources, and business needs. By leveraging AWS Marketplace, these organizations can streamline their solution discovery, procurement, and deployment processes, reducing implementation expenses. AWS Marketplace helps organizations improve their software, data, and professional services procurement and management with ease and efficiency.

[AWS Marketplace](#) is a curated digital storefront that helps companies of all sizes find, try, buy, deploy, and manage software, data, and professional services from AWS Partners. Customers can find and evaluate solutions quickly with access to product details, comparisons, and free trials. Organizations can also save procurement time and costs using standard contracts, flexible pricing models, custom pricing and term negotiations with vendors and consulting partners, and consolidated license and spend management. Global enterprises, SMBs, and public sector organizations use AWS Marketplace to address diverse challenges across different scales, resources, and regions. Regardless of a company's size, AWS Marketplace provides services for optimizing cloud solution procurement and management processes, allowing organizations to benefit from enhanced efficiency and cost savings.

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



Return on investment (ROI)
377%



Net present value (NPV)
\$744K

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed decision-makers at global enterprises and surveyed SMB and public sector respondents across different regions and industries with experience using AWS Marketplace. For the purposes of this study, Forrester aggregated the experiences of the interviewees and

EXECUTIVE SUMMARY

combined the results into a single [composite organization](#) that is a multibillion-dollar enterprise organization with 10,000 employees. A Spotlight of the SMB and public sector survey results is included at the end of this case study. The detailed region and industry distribution of the survey respondents is disclosed in [Appendix A](#).

Before adopting AWS Marketplace, organizations procured cloud solutions through various channels, such as direct vendor purchases and managed service providers (MSPs). Limited internal expertise with solution discovery and recommendations often led to extended searches for the right cloud solution. Working with traditional procurement channels including MSPs and individual vendors involved extensive back-and-forth communication, further delaying the purchasing process and deployment.

KEY FINDINGS

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

- **Streamlined procurement efficiency.** By leveraging AWS Marketplace, the composite organization enhances its procurement efficiency across solution discovery, contract drafting, procurement, and invoice processing. This streamlined approach provides better control over timelines, resulting in savings of more than \$165,000 over three years.
 - **Expedited deployment for faster outcomes.** The composite organization saves an average of 20 days on new solution deployment and four days on new development tools or big datasets. These time savings are due to the AWS cloud environment's native deployment and faster security checks. Consequently, engineers can access purchased solutions more quickly, leading to more than \$244,000 in deployment efficiency savings over three years.
 - **Customer benefits from spending on AWS Marketplace.** Spending on AWS Marketplace may qualify for additional customer benefits. The composite organization benefits from discounts on software solutions and total AWS spending, resulting in savings of more than \$240,000 over three years by procuring through AWS Marketplace.
 - **Reduced implementation costs.** Easier implementation through AWS Marketplace purchases reduces third-party implementation costs. The composite organization saves
-

on professional services fees due to native deployment on AWS, leading to savings of more than \$292,000 over three years.

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

- **Private offer and standard contract negotiation.** AWS Marketplace allows the composite to negotiate new relationships and migrate existing agreements using its Private Offers feature. Private Offers enable direct negotiations with vendors for preferred contract terms when purchasing through AWS Marketplace. Additionally, the composite can leverage standard contracts to facilitate less complex transactions that further increase efficiency.
- **Outstanding customer experience.** AWS Marketplace provides the composite with a low-touch transaction mechanism that includes professional support from the AWS team. The expertise and assistance from AWS reduces the composite's time spent on vendor engagement.

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

- **Adoption and training.** Each procurement team member at the composite organization initially spends 80 hours on change management tasks, including preparing for the launch, creating internal documentation, and updating internal processes for the new procurement system. Additionally, internal employees spend an average of 1 hour reviewing materials and becoming familiar with the new procurement process.
- **Ongoing management.** Procurement team members and some internal software end users at the composite work with the AWS team on ongoing management. Key tasks include troubleshooting, update recaps, and long-term strategy discussions.

The financial analysis which is based on the interviews and survey found that a composite organization experiences benefits of \$941,183 over three years versus costs of \$197,516, adding up to a net present value (NPV) of \$743,667 and an ROI of 377%.

60%

Procurement process efficiency savings

“AWS Marketplace improves the productivity of various teams because it provides a single pane of glass view into questions about our current vendors such as our contract terms and conditions and payment schedules. It provides us with financial controls because we know that every purchase has to go through a well-defined process centered around AWS Marketplace.”

CLOUD FINOPS LEAD, ONLINE FOOD DELIVERY



Return on investment (ROI):

377%



Benefits PV:

\$941,183



Net present value (NPV):

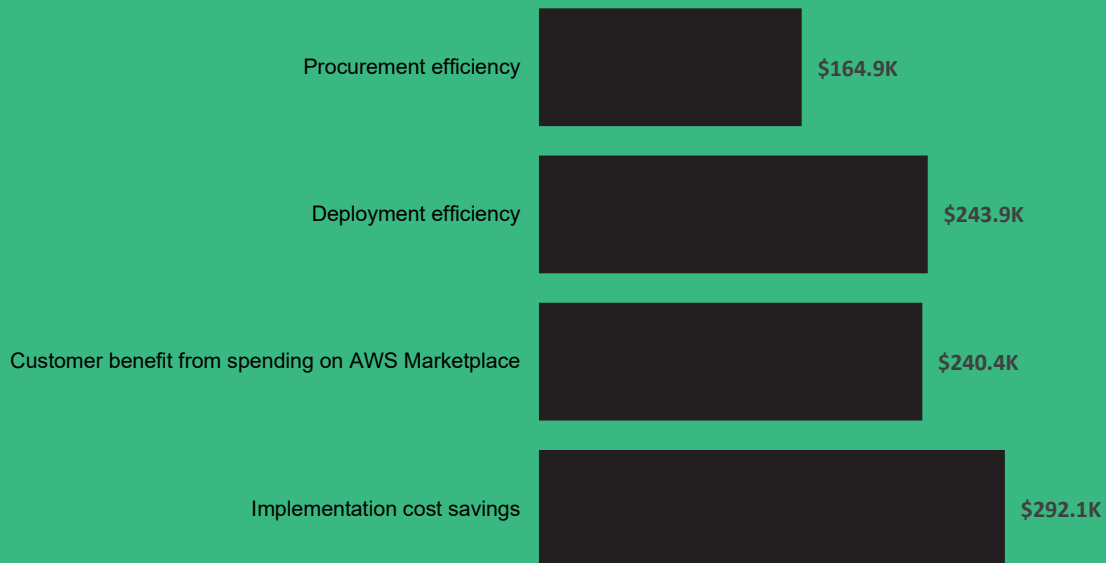
\$743,667



Payback:

<6 months

Benefits (Three-Year)



TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews and survey, Forrester constructed a Total Economic Impact™ framework for those organizations considering procuring through AWS Marketplace.

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 AWS Marketplace can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by AWS 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 AWS Marketplace.

AWS 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.

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

Forrester fielded the double-blind survey using a third-party survey partner.

Due Diligence

Interviewed AWS Marketplace stakeholders and Forrester analysts to gather data relative to AWS Marketplace.

Interviews And Survey

Interviewed six decision-makers and surveyed 419 respondents at organizations using AWS Marketplace to obtain data about costs, benefits, and risks.

Composite Organization

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

Financial Model Framework

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

Case Study

Employed four fundamental elements of 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.

The AWS Marketplace Customer Journey

Drivers leading to AWS Marketplace investment

Interviews				
Role	Industry	Region	Employees	Revenue
Procurement excellence lead	IT services	HQ in the US, global operations	1,800+	\$2 billion
Technology procurement manager	IT services	HQ in Australia, global operations	1,700	\$550 million
Cloud FinOps lead	Online food delivery	HQ in the US, global operations	20,000	\$8.6 billion
Head of UK infrastructure and hosting	Utilities	UK	25,000	£26 billion
Senior manager of vendor sourcing	Financial technology (fintech)	US	2,200	\$2.4 billion
Cloud manager	Financial services	UK	25,000	£8 billion

KEY CHALLENGES

Forrester interviewed six decision-makers and surveyed 419 respondents about their experiences before and after using AWS Marketplace at their organizations. For more details on these individuals and the organizations they represent, see [Appendix B](#).

Despite a company's size, software procurement is a time-consuming effort that requires extensive resources and internal coordination across various departments. In their prior environment, enterprises typically relied on traditional procurement processes involving procurement, IT, and legal departments working directly with vendors or MSPs. Interviewees and survey respondents noted common challenges before using AWS Marketplace, including:

- **Limited resources for solution discovery.** Interviewees reported that their internal software purchase journey often began with solution discovery if the business team did not specify a vendor. Strategic sourcing teams had to work with external partners or conduct their own research to identify suitable solutions, which was time-consuming due

to insufficient knowledge. Procurement team members did not always have professional expertise about technology solutions, requiring extra time and support to match internal business demands with market supply.

- **Back-and-forth communication with vendors or MSPs.** Intensive communication between procurement team members and solution vendors or MSPs often delayed the procurement process, according to interviewees. From solution identification to procurement and deployment, the lack of a streamlined process extended timelines. The procurement excellence lead at an IT services organization mentioned that their goal was to onboard new vendors within 15 days, but traditional processes often took up to 30 days due to back-and-forth communication.
- **Delayed new solution deployment after purchase.** Traditional purchase processes led to longer new solution deployment times for interviewees' organizations. Necessary steps like license key distribution, internal security checks, and deployment in the AWS cloud environment could delay the process. Even with MSP or vendor assistance, organizations still experienced inefficiencies in deployment.

INVESTMENT OBJECTIVES

To address the challenges of using traditional procurement methods, interviewees began experimenting with AWS Marketplace. They also explored other new procurement methods to achieve the following business outcomes:

- Establish a more efficient prepurchase process, especially with solution discovery.
- Save time and effort with a more streamlined procurement process.
- Easy and fast deployment of new solutions.

COMPOSITE ORGANIZATION

Based on the interviews and survey, 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 interviewees' organizations, 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 multibillion-dollar organization has strong brand recognition, global operations, and a large customer base. It employs 10,000 people and has a procurement team with 10 members. The organization traditionally worked with MSPs and vendors directly to procure software solutions and coordinated internally with legal and IT departments to meet compliance requirements.

Deployment characteristics. The composite organization began procuring software solutions in AWS Marketplace and gradually increased its use. In the first year, it procured 10 solutions, followed by 15 in the second year and 20 in the third year. Besides SaaS solutions, the organization also purchased development tools and big datasets in AWS Marketplace.

Key Assumptions

Multibillion-dollar organization

10,000 employees

10-person procurement team

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	Procurement efficiency	\$45,148	\$67,722	\$90,296	\$203,165	\$164,852
Btr	Deployment efficiency	\$57,600	\$100,800	\$144,000	\$302,400	\$243,859
Ctr	Customer Benefits from Spending on AWS Marketplace	\$80,000	\$97,600	\$115,760	\$293,360	\$240,361
Dtr	Implementation cost savings	\$80,000	\$120,000	\$160,000	\$360,000	\$292,111
	Total benefits (risk-adjusted)	\$262,748	\$386,122	\$510,056	\$1,158,925	\$941,183

PROCUREMENT EFFICIENCY

Evidence and data. Before using AWS Marketplace, the interviewees' organizations had mature procurement processes. After an initial trial period with AWS Marketplace, these organizations experienced procurement efficiency gains, including reduced time for solution discovery, contract drafting, procurement processes, and invoice processing.

- Interviewees reported that solution discovery was a major pain point in their traditional procurement processes. Procurement teams often received requests from different business units, requiring extensive back-and-forth communication with MSPs to find the right software solutions. AWS Marketplace provided a centralized catalog where procurement teams and business users could access organized and searchable vendor information.

The cloud FinOps lead at an online food delivery company shared: “[With AWS Marketplace,] we can see what’s available. We can see terms and conditions right off the bat. We have contact information for the seller; it’s all really streamlined. There are efficiencies around discovery, 100%.” The technology procurement manager at an IT services company also commented that searching for vendors was much quicker in AWS

ANALYSIS OF BENEFITS

Marketplace not only because of the available information, but also because of the support from the AWS team. He said: “I do feel like we can definitely lean on the AWS service team and they come back relatively quickly with suggestions. The biggest value is time.”

- Traditionally, procurement teams managed the coordination between legal departments and MSPs or vendors and dealt with customized contracts that required extra communication. Interviewees’ organization utilized the standard contracts available through AWS Marketplace avoiding repeated reviews and streamlining the process. The procurement excellence lead at an IT services company shared: “I would say there’s a one-day savings. You can get the contract terms right away versus waiting for a turnaround. Once we get the document, we have it readily available in AWS Marketplace. ... Having access to those documents is almost instantaneous.”
- When procurement teams identified a solution, their tasks typically began with contracts, including confirming terms, reviewing details, signing contracts, and onboarding vendors. Traditional channels involved significant time spent coordinating with the right people and documents, leading to inefficiencies. AWS Marketplace reduced waiting times by offering standard contracts or private offers. The technology procurement manager at an IT services company said, “Forty-five percent of the entire procurement process is reduced from a timing perspective whenever we have a transaction through AWS Marketplace.” The cloud manager at a financial services company also commented: “Before, it may have taken us a couple of weeks to onboard a vendor, get them on the system, and pair them. Now we would be able to pair them under AWS Marketplace.” The head of UK infrastructure and hosting at a utilities organization said, “[Procurement] likes to buy things from AWS Marketplace because they don’t have to spend 90 days, and I remember one person saying they can do it in less than a month.”
- Interviewees also reported faster invoice processing with AWS Marketplace due to consolidation. Instead of processing individual invoices for each solution, AWS Marketplace consolidated all transactions into a single invoice. The procurement excellence lead at an IT services company shared: “I definitely think that processing one invoice and one payment one time versus five invoices and five payments is an added benefit. I would say two or three people are processing that invoice and payment, so you’re probably saving about three hours of work per invoice.”

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization transacts 10 software solutions via AWS Marketplace in Year 1, 15 solutions in Year 2, and 20 solutions in Year 3. The increased transaction volume is attributed to the confidence and efficiency gained from previous experiences.
- With traditional procurement channels, the composite organization spends 20 hours on each solution discovery. Using AWS Marketplace reduces this time by 70%.
- AWS Marketplace saves the composite organization 8 hours of contract drafting per transaction.
- The composite organization spends 160 hours on the procurement process using traditional channels, from contract review to vendor onboarding. Using AWS Marketplace reduces this time by 60%.
- On average, the composite organization saves 2 hours per invoice through AWS Marketplace consolidation.
- The fully burdened hourly rate for a team member involved in the discovery phase is \$44, and the fully burdened hourly rate for a procurement team member is \$61.

Risks. The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including:

- Existing procurement methods that may hinder the transition to AWS Marketplace.
- Organizational changes required to use AWS Marketplace effectively.
- The adoption rate of AWS Marketplace.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$165,000.

70%

Time reduction for solution discovery

“We probably would need one operational role focusing on the contracts with the resellers and making sure we are timely with our renewals. So absolutely, savings of at least one senior headcount with AWS Marketplace.”

TECHNOLOGY PROCUREMENT MANAGER, IT SERVICES

Procurement Efficiency					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Solutions procured via AWS Marketplace	Composite	10	15	20
A2	Hours spent on solution discovery prior to AWS Marketplace	Interviews	20	20	20
A3	Percentage time savings enabled by AWS Marketplace	Interviews	70%	70%	70%
A4	Fully burdened hourly rate for an employee involved in vendor search	Composite	\$44	\$44	\$44
A5	Subtotal: Solution discovery savings enabled by AWS Marketplace	A1*A2*A3*A4	\$6,160	\$9,240	\$12,320
A6	Hours saved per transaction on contracting drafting	Interviews	8	8	8
A7	Fully burdened hourly rate for a procurement manager	Composite	\$61	\$61	\$61
A8	Subtotal: Contract drafting savings enabled by AWS Marketplace	A1*A6*A7	\$4,880	\$7,320	\$9,760
A9	Hours spent on procurement processes prior to AWS Marketplace	Interviews	160	160	160
A10	Percentage time savings enabled by AWS Marketplace	Interviews	60%	60%	60%
A11	Subtotal: Procurement savings enabled by AWS Marketplace	A1*A9*A10*A7	\$58,560	\$87,840	\$117,120

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A12	Hours saved per invoice with AWS Marketplace consolidation	Interviews	2	2	2
A13	Subtotal: Invoice processing savings enabled by AWS Marketplace	A1*A7*A12	\$1,220	\$1,830	\$2,440
A14	Productivity recapture rate	TEI standard	75%	75%	75%
At	Procurement efficiency	(A5+A8+A11+A13) *A14	\$53,115	\$79,673	\$106,230
	Risk adjustment	↓15%			
Atr	Procurement efficiency (risk-adjusted)		\$45,148	\$67,722	\$90,296
Three-year total: \$203,165			Three-year present value: \$164,852		

DEPLOYMENT EFFICIENCY

Evidence and data. After completing necessary procurement processes in their prior environments, interviewees found that deploying software solutions with previous purchase channels was less smooth than expected. However, with AWS Marketplace, organizations experienced improved deployment efficiency.

- With previous purchase channels, there were many coordination tasks between contract signing and solution deployment. The cloud FinOps lead at an online food delivery company said: “Before AWS Marketplace, the process included logging into [the online electronic agreement platform] and signing several areas in the document. We could potentially make a mistake with a purchase order number because of a missed email or something like that. Then, we’d probably get an email with some license key information and would need to copy it.” Using AWS Marketplace lowered the chances of making mistakes and streamlined the process.
- Many solutions transacted through AWS Marketplace could be deployed directly in an organization’s cloud environment, saving time and resources from necessary security checks if the solution needed to be installed to the cloud.
- In the AI era, companies are purchasing more big datasets and development tools. Interviewees noted that transacting these tools via the AWS Marketplace was more efficient, with almost simultaneous deployment. The procurement excellence lead at an IT services organization shared that their organization automatically approved development tools like Amazon Machine Images on AWS Marketplace because AWS means less risk for us. On the deployment side, he commented: “Buying a development

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tool through AWS Marketplace gives us the ability to have it right away. Because we're buying it through AWS Marketplace, it's already there, and it's already installed. Time to market is faster by probably between 20% and 30%. I would also say we saved internal headcount costs.”

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- Thirty percent of the total SaaS solutions transacted in AWS Marketplace are new to the composite organization. This includes three new SaaS solutions in Year 1, five in Year 2, and six in Year 3.
- With AWS Marketplace, the composite organization saves 20 days per each new SaaS solution on security checks and deployment.
- The organization purchases five new development tools or datasets in AWS Marketplace in Year 1, increasing to 10 in Year 2 and 20 in Year 3.
- The composite organization saves four days on development tool or dataset deployment with AWS Marketplace.
- On average, the newly purchased solutions affect five senior engineers, and they have a fully burdened hourly rate of \$75. The 30% faster time to market with AWS Marketplace translates to a 30% productivity recapture rate for these engineers.

Risks. The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including:

- The volume of solutions transacted through AWS Marketplace.
- The efficiency of previous purchase channels and deployment processes.
- The size and scope of the engineering team and the projects they are delivering.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$244,000.

30%

Faster time to market with efficient deployment of solutions transacted via AWS Marketplace

Deployment Efficiency					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	New SaaS solutions deployed using AWS Marketplace	A1*30%	3	5	6
B2	Days saved on security checks and deployment	Interviews	20	20	20
B3	Development tools/big datasets purchased in AWS Marketplace	Composite	5	10	20
B4	Days saved between purchase made and tool/data access	Interviews	4	4	4
B5	Total days saved on deployment	$B1*B2+B3*B4$	80	140	200
B6	Average number of senior engineers' work affected by the solution	Composite	5	5	5
B7	Fully burdened hourly rate of a senior engineer	Composite	\$75	\$75	\$75
B8	Productivity recapture rate	TEI standard	30%	30%	30%
Bt	Deployment efficiency	$B5*B6*B7*8$ hours*B8	\$72,000	\$126,000	\$180,000
	Risk adjustment	↓20%			
Btr	Deployment efficiency (risk-adjusted)		\$57,600	\$100,800	\$144,000
Three-year total: \$302,400			Three-year present value: \$243,859		

CUSTOMER BENEFITS FROM SPENDING ON AWS MARKETPLACE

Evidence and data. AWS customers that spend consistently with AWS may receive additional discounts on their total AWS spending. The head of UK infrastructure and hosting at a utilities organization shared: "One of the big incentives for us was that spend on AWS Marketplace unlocked customer benefits for us. That's how we first started looking at it. If we buy stuff through AWS Marketplace, not only might we get a great deal, but it'll also unlock other benefits at AWS. So that was certainly the thing that first got people interested." Most of the interviewees'

ANALYSIS OF BENEFITS

organizations found that spending more money with AWS cloud and AWS Marketplace resulted in more benefits from AWS.

- Interviewees also leveraged AWS commercial credits on vendor solutions. Buyers received additional credits when purchasing vendor solutions listed by AWS through AWS Marketplace.
- In addition to credits from discount programs, interviewees' organization also benefited from features like Free Trials. The head of UK infrastructure and hosting at a utilities organization reported that their business users could try new solutions freely, giving them a low-cost proof of concept.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization's total AWS spend is \$70 million per year.
- The average contract value of solutions purchased through AWS Marketplace is \$300,000.
- With additional AWS Marketplace spending, the composite organization receives another 0.1% discount on total AWS spending. Using quarterly commercial discounts on certain vendor solutions results in the composite organization receiving an average 1% discount on AWS Marketplace spending.

Risks. The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including:

- Total customer benefits from spending on AWS Marketplace.
- The vendor solutions purchased through AWS Marketplace.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$240,000.

Customer Benefits From Spending On AWS Marketplace					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Total annual AWS spending	Composite	\$70,000,000	\$77,000,000	\$84,700,000
C2	Total transaction amount through AWS Marketplace (excluding AWS spending)	A1*\$300,000	\$3,000,000	\$4,500,000	\$6,000,000
C3	Cost savings from AWS benefits	Interviews	0.1%	0.1%	0.1%
C4	Additional enterprise credit on AWS Marketplace spending	Interviews	1%	1%	1%
Ct	Customer Benefits from Spending on AWS Marketplace	$C1 \cdot C3 + C2 \cdot C4$	\$100,000	\$122,000	\$144,700
	Risk adjustment	↓20%			
Ctr	Customer Benefits from Spending on AWS Marketplace (risk-adjusted)		\$80,000	\$97,600	\$115,760
Three-year total: \$293,360			Three-year present value: \$240,361		

IMPLEMENTATION COST SAVINGS

Evidence and data. A growing trend at interviewees' organizations is for internal business units or engineers to prefer a self-serve model over working with certain MSPs when purchasing software solutions. Interviewees reported that their internal teams had gained more knowledge, although MSPs often pushed for extra, unnecessary professional services. The technology procurement manager at an IT service organization shared: "We have clever people here, especially our colleagues who work in the technology space. They tend to not require any hand holding or any professional services when it comes to actually utilizing the software that we purchase. And I noticed for a long time that some of these traditional resellers would often try and sell their managed service solution. ... There were a lot of conversations, and they were pushy in that regard ... but it wasn't necessarily fit for purpose here at our organization." Internal business units or engineers started leveraging AWS Marketplace more since it gave control back to the team and saved professional services costs.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization purchases professional services for 20% of the solutions it implements each year.
- The average implementation support cost is \$100,000 per solution. With AWS Marketplace, the composite can save 50% of the implementation support cost.

ANALYSIS OF BENEFITS

Risks. The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including:

- The internal capacity and the team’s skill sets.
- The cost of support and the number of solutions implemented.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$292,000.

Implementation Cost Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	New SaaS solutions needing third-party implementation support	A1*20%	2	3	4
D2	Average implementation support cost of SaaS solution	Composite	\$100,000	\$100,000	\$100,000
D3	Percentage implementation support cost savings with AWS Marketplace and AWS team services	Interviews	50%	50%	50%
Dt	Implementation cost savings	D1*D2*D3	\$100,000	\$150,000	\$200,000
	Risk adjustment	↓20%			
Dtr	Implementation cost savings (risk-adjusted)		\$80,000	\$120,000	\$160,000
Three-year total: \$360,000			Three-year present value: \$292,111		

UNQUANTIFIED BENEFITS

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

- **AWS Marketplace enables private offer negotiation, which allows companies to collaborate directly with vendors on custom pricing and terms.** With a new procurement channel, interviewees reported that their companies could explore new vendors or migrate previous relationships to AWS Marketplace with the Private Offers option. Interviewees appreciated the flexibility of continuing their direct negotiations and existing vendor relationships via AWS Marketplace while leveraging Private Offers to gain the procurement benefit.

The technology procurement manager at an IT services company shared: “We have our monthly invoices, which clearly depict the software procured with the relevant costs and the term that we agreed to execute. It’s not like we have our hands tied from an agreement perspective. We can negotiate with the supplier directly and then have that agreement uploaded into the private offer in the AWS Marketplace, which means that we’re bound by well-negotiated terms, which is very helpful for us.”

Interviewees found that transacting by private offer was very efficient, and the same interviewee noted: “From a time perspective, the ability for a supplier to create a private offer and have us as a client accept that private offer, I’ve seen that take one hour or two hours. Whereas historically, having a reseller raise a quotation, and having us sign the quotation, generate a purchase order, and distribute the purchase order, that could take a week.”

- **The customer experience provided by the AWS Marketplace team reduced buyer stress.** AWS Marketplace offered interviewees’ organizations a low-touch transaction mechanism, although they could engage professional support from the AWS team as needed. Interviewees valued the expertise and support provided by the AWS team. The senior manager of vendor sourcing at a fintech company estimated that AWS support had saved two-thirds of his time. He commented: “AWS Marketplace is an effective transaction mechanism. There are good people working there, which is nice because they’re very helpful. So they know what solution to recommend. They’re able to find us the resources we need. We don’t have time to engage different vendors ourselves. If you are comparing three different solutions, you can maybe reduce the time of three different contacts to one contact with the help of AWS.”

Interviewees also mentioned that the AWS team’s customer service quality improved their internal customer service efforts by helping solve technical issues. The head of UK infrastructure and hosting at a utilities organization shared: “A lot of the work we did during the past 12 months enabled us to quickly get to the bottom of unhappy customer demands and understand what was really going on to fix them. From a reputational point of view, I think the way we’ve used AWS and AWS Marketplace over the past year has helped us improve the customer experience. We used the whole sentiment analysis and everything there. It’s going to exponentially improve the way we deal with our customers.”

“The AWS Marketplace product team and the business development team have been very collaborative. They’re very receptive to customer feedback, prioritize it, and work on productizing feature gaps. That’s definitely something we’ve benefited from.”

CLOUD FINOPS LEAD, ONLINE FOOD DELIVERY

FLEXIBILITY

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

- **The Private Marketplace can potentially meet special procurement requirements.** Enterprises have the option to set up their own Private Marketplace within AWS Marketplace. This allows organizations to curate lists of vetted software solutions that comply with their policies and grant controlled access to meet internal compliance requirements. Some interviewees have started exploring the Private Marketplace and believe it can benefit their organizations. The procurement excellence lead at an IT services organization shared: “Now they’ve offered Private Marketplace, which gives us an opportunity to put in a check and balance barrier for third-party risk management. I think that’s good.”
- **AWS Marketplace offers AI-related tools to help organizations achieve their AI goals.** AWS Marketplace offers various AI-related tools that organizations can leverage to achieve their AI goals. Organizations are looking for ways to boost efficiency by integrating AI into various aspects of their operations, and interviewees are using specific AI tools available on AWS Marketplace to meet these demands. The head of UK infrastructure and hosting at a utilities organization said: “There are some really good examples of how we’ve speedily done some things in recent months, and it’s been on

the back of AI, and it's been on the back of AWS technologies. We are definitely leveraging AWS Marketplace spend for the AI models.”

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

Analysis Of Costs

Quantified cost data as applied to the composite

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Etr	Adoption and training	\$94,560	\$0	\$0	\$0	\$94,560	\$94,560
Ftr	Ongoing management	\$0	\$41,400	\$41,400	\$41,400	\$124,200	\$102,956
	Total costs (risk-adjusted)	\$94,560	\$41,400	\$41,400	\$41,400	\$218,760	\$197,516

ADOPTION AND TRAINING

Evidence and data. Interviewees stated that their procurement teams collaborated with IT, legal, and other internal business units to manage changes required for new AWS Marketplace procurement processes. To ensure all employees were aware of the new processes, procurement teams often developed training materials, such as one-pagers, to guide impacted team members. The self-directed trainings involved team members reviewing the materials prepared by the procurement team.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- Procurement team members spend 80 hours per person on AWS Marketplace planning and change management.
- On average, 200 employees at the organization use AWS Marketplace, with each spending 2 hours reviewing materials, exploring the catalog, and familiarizing themselves with new processes.
- The fully burdened hourly rate for a procurement team member is \$61, and the fully burdened hourly rate for an employee impacted by process changes is \$75.

Risks. The expected financial impact is subject to risks and variation based on several factors that may increase this cost, including:

ANALYSIS OF COSTS

- The efficiency of the previous procurement process and the level of internal coordination among different departments.
- The number of employees affected by the new procurement process.

Results. To account for these risks, Forrester adjusted this cost upward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$95,000.

Adoption And Training						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Procurement team members involved in AWS Marketplace planning and change management	Composite	10			
E2	Time spent performing change management tasks (hours per person)	Interviews	80			
E3	Fully burdened hourly rate for a procurement team member	Composite	\$61			
E4	Employees who need training	Composite	200			
E5	Hours of training per employee	Interviews	2			
E6	Fully burdened hourly rate for an employee	Composite	\$75			
Et	Adoption and training	$E1 * E2 * E3 + E4 * E5 * E6$	\$78,800	\$0	\$0	\$0
	Risk adjustment	↑20%				
Etr	Adoption and training (risk-adjusted)		\$94,560	\$0	\$0	\$0
Three-year total: \$94,560			Three-year present value: \$94,560			

ONGOING MANAGEMENT

Evidence and data. Interviewees reported that ongoing AWS Marketplace management was minimal and internal procurement teams could troubleshoot if business units or engineers needed help with AWS Marketplace procurement processes. Occasionally, procurement team members conducted meetings with the AWS team about updates. More often, the AWS team worked with procurement teams to collect feedback on future AWS Marketplace functionality. The cloud FinOps lead at an online food delivery company who was the main point of contact for AWS Marketplace shared that ongoing management equaled 1% of their time.

ANALYSIS OF COSTS

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- There are 20 procurement team members, including engineers, involved in AWS Marketplace ongoing management.
- They spend an average of 2 hours per month on AWS Marketplace management. The fully burdened hourly rate for a procurement team member is \$75.

Risks. The expected financial impact is subject to risks and variation based on several factors that may increase this cost, including:

- The size of the organization and the procurement team.
- The level of interaction between the organization and the AWS team.

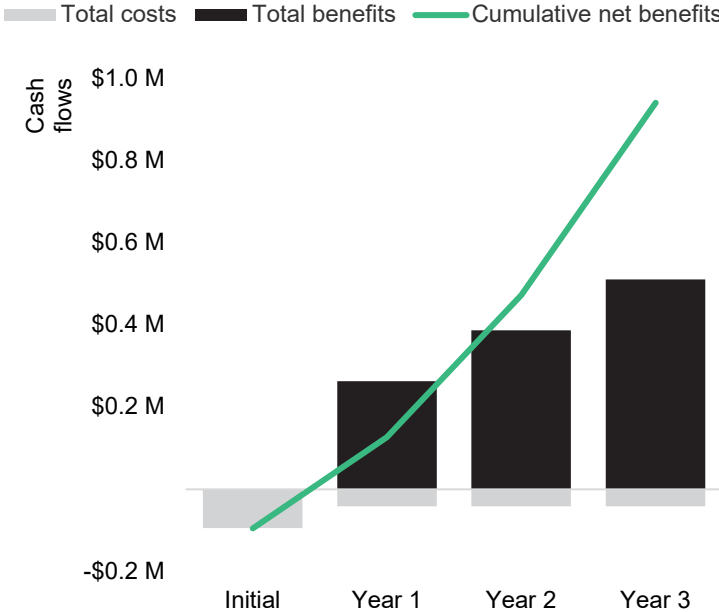
Results. To account for these risks, Forrester adjusted this cost upward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$103,000.

Ongoing Management						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Procurement team members and engineers involved in ongoing management	Composite		20	20	20
F2	Time spent on ongoing management (per month)	Interviews		2	2	2
F3	Fully burdened hourly rate for an employee involved in ongoing management	Composite		\$75	\$75	\$75
Ft	Ongoing management	$F1 \times F2 \times F3 \times 12$ months	\$0	\$36,000	\$36,000	\$36,000
	Risk adjustment	↑15%				
Ftr	Ongoing management (risk-adjusted)		\$0	\$41,400	\$41,400	\$41,400
Three-year total: \$124,200			Three-year present value: \$102,956			

Financial Summary

Consolidated Three-Year, Risk-Adjusted Metrics

Cash Flow Chart (Risk-Adjusted)



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	(\$94,560)	(\$41,400)	(\$41,400)	(\$41,400)	(\$218,760)	(\$197,516)
Total benefits	\$0	\$262,748	\$386,122	\$510,056	\$1,158,925	\$941,183
Net benefits	(\$94,560)	\$221,348	\$344,722	\$468,656	\$940,165	\$743,667
ROI						377%
Payback						<6 months

SPOTLIGHT

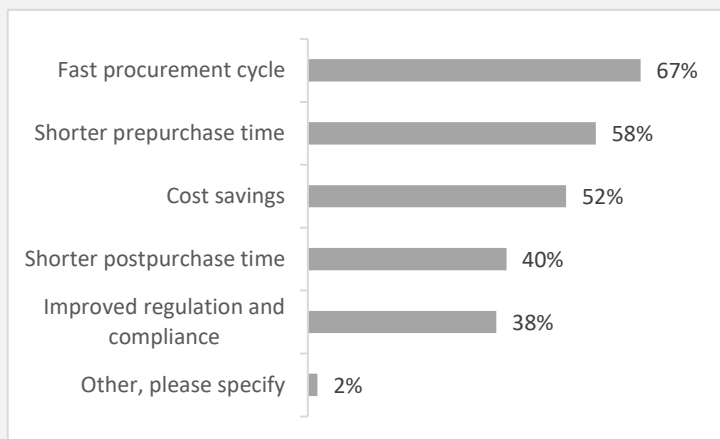
SMB and public sector organizations that leveraged AWS Marketplace experienced faster procurement cycles and shorter prepurchase times.

Small and medium businesses (SMBs) and public sector organizations worldwide leverage AWS Marketplace. AWS commissioned Forrester Consulting to conduct a survey as part of the TEI study to better understand SMB and public sector organizations' customer journeys and use cases for AWS Marketplace. Forrester collected 419 survey responses, with 40 of these respondents from public sector organizations. This Spotlight will focus on SMB and public sector organizations' use of AWS Marketplace and its value to their organizations.

INVESTMENT DRIVERS

The survey respondents' organizations adopted AWS Marketplace with a variety of business objectives in mind. Their top three motivating factors to adopt AWS Marketplace were faster procurement time (67%), shorter prepurchase time (58%), and cost savings (52%).

“Thinking about when your organization first started using AWS Marketplace, what business objectives were you trying to address by procuring software, data, and/or professional services in AWS Marketplace?”



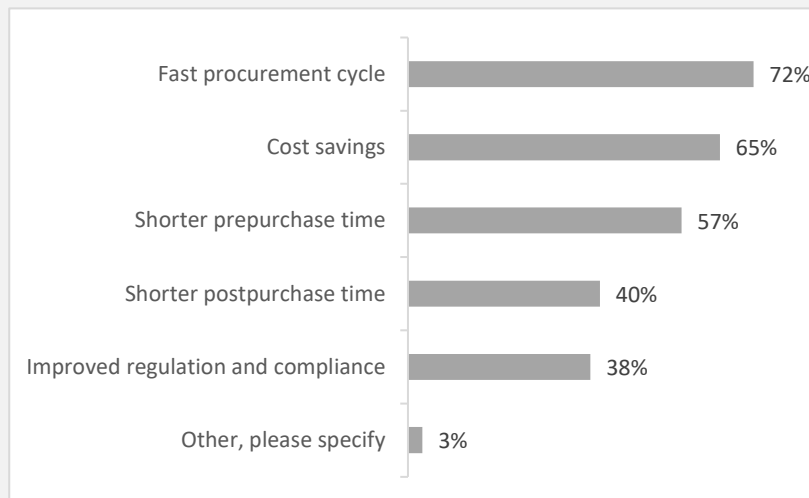
Base: 419 IT decision-makers at SMBs and public sector organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of AWS, March 2025.

Among public sector organizations, the top business objectives for adopting AWS Marketplace were cost savings (65%), improved procurement time (63%), and improved prepurchase time (50%). Despite minor differences in business objective rankings, the respondents from public sector organizations leveraging AWS Marketplace had similar business objectives as the respondents from SMBs.

KEY BENEFITS

Once their organizations began procuring through AWS Marketplace, 72% of respondents reported improved procurement time and 65% experienced cost savings as key benefits of AWS Marketplace.

“Since adopting AWS Marketplace, which of the following benefits have you experienced?”



Base: 419 IT decision-makers at SMBs and public sector organizations
Source: A commissioned study conducted by Forrester Consulting on behalf of AWS, March 2025

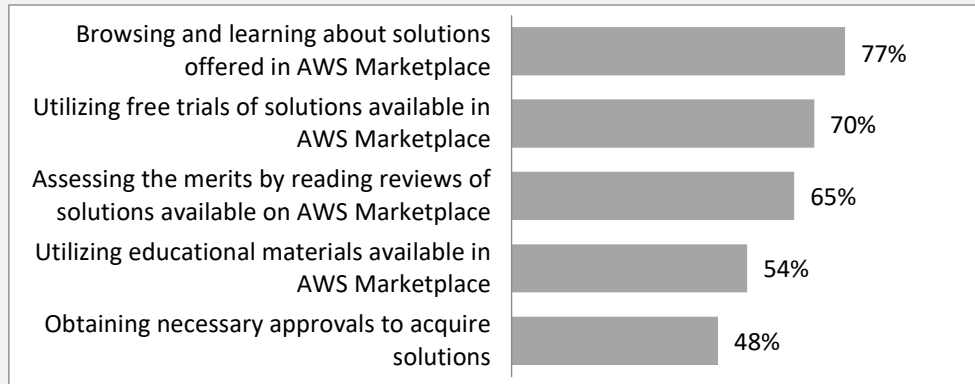
Similarly the top two realized benefits for the 40 public sector respondents were improved procurement time (75%) and cost savings (73%). AWS Marketplace delivered consistent benefits to users across different industries, regions, and sectors.

Benefit 1: Procurement Efficiency

Among the 419 survey respondents, 72% reported faster procurement time, making it the highest rated benefit. Survey respondents shared that enhanced contract negotiation features and invoice consolidation drove reduced procurement time. SMBs reported saving an average of 4.6 hours per month (a 44% decrease) on contract drafting and 11.5 hours per month (a 34% decrease) on invoice consolidation by leveraging AWS Marketplace. Despite differences in transaction volumes and procurement practices between SMBs and enterprises, the data consistently highlights the time saving benefits AWS Marketplace delivered to buyers.

On the prepurchase side, SMBs often cited limited resources and expertise, but noted they benefited from AWS Marketplace in finding the right solutions for their use cases. Survey respondents reported a 33% decrease in time spent on solution discovery. The availability of free trials, educational materials, and solution reviews helped SMBs make informed decisions when selecting vendor solutions.

“You indicated you improved prepurchase (solution discovery, trial, evaluation) time. By using AWS Marketplace, which of the following activities has resulted in time savings?”



Base: 240 IT decision-makers who selected “shorter prepurchase time” in the previous survey question

Source: A commissioned study conducted by Forrester Consulting on behalf of AWS, March 2025

Benefit 2: Improved Postpurchase Efficiency

AWS Marketplace delivered time saving benefits for postpurchase tasks, and 40% of organizations reported improved efficiency in deploying and using their procured solutions. SMBs saw their average solution deployment time drop from 71.3 hours to 55.5 hours — a 22% reduction. This deployment efficiency improvement demonstrates how AWS Marketplace helps organizations accelerate their time to value after purchase. Interestingly, the public sector experienced more time savings in another postpurchase activity: obtaining the necessary support to use and manage procured solutions. Out of 40 public sector respondents, 13 reported a 38% decrease in time spent on obtaining support and managing solutions with AWS Marketplace, compared to a 27% decrease among all respondents. This finding underscores AWS Marketplace’s particular value for the public sector in driving efficiency and resource optimization.

“How many hours did your organization spend, per month, on the following postpurchase activities before and after adopting AWS Marketplace?”

	All Respondents			Public Sector		
	Average before AWS Marketplace	Average after AWS Marketplace	Percent decrease	Average before AWS Marketplace	Average after AWS Marketplace	Percent decrease
Deploying and using the procured solutions	71.3	55.5	22.2%	74	57.2	22.7%
Managing and governing procured solutions	44.6	35.5	20.4%	37.9	32	15.6%
Obtaining necessary support to use and manage procured solutions	35.5	25.8	27.3%	34.4	21.4	37.8%
Optimizing and scaling procured solutions	36.3	27.6	24.0%	45.2	34.4	23.9%
Renewing and returning to the cloud marketplace for future purchases	17.8	9.7	45.5%	21.5	13.5	37.2%

Base: 165 IT decision-makers who selected “shorter post-purchase time” in the survey question, “Since adopting AWS Marketplace, which of the following benefits have you experienced” for all respondents, and 13 IT decision-makers at public sector who selected “shorter postpurchase time” in the survey question, “Since adopting AWS Marketplace, which of the following benefits have you experienced” for public sector respondents
 Source: A commissioned study conducted by Forrester Consulting on behalf of AWS, March 2025

Benefit 3: Cost Savings

Sixty-five percent of survey respondents at SMBs and public sector organizations reported cost savings with AWS Marketplace. When discussing detailed cost savings, more than 70% of respondents agreed or strongly agreed that the free trials available in AWS Marketplace (77%) and the flexible pricing options (70%) contributed to their savings. Additionally, respondents identified vendor spending consolidation across departments and private offers through AWS Marketplace as significant cost saving categories. Detailed savings are listed in the table below.

Cost Savings Enabled By AWS Marketplace	Average Annual Savings	Survey Base
Vendor consolidation	\$103,808	151
Free trials	2.8 FTE	209
Flexible pricing options (e.g., pay as you go)	\$231,716	189
Negotiating private offers	\$248,226	155

Source: A commissioned study conducted by Forrester Consulting on behalf of AWS, March 2025

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 solution providers in communicating their value proposition to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of business and technology initiatives to both senior management and other key stakeholders.

Total Economic Impact Approach

Benefits represent the value the solution delivers to the business. The TEI methodology places equal weight on the measure of benefits and costs, allowing for a full examination of the solution's effect on the entire organization.

Costs comprise all expenses necessary to deliver the proposed value, or benefits, of the solution. The methodology captures implementation and 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. 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."

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.

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.

APPENDIX B: SURVEY DEMOGRAPHICS

OFFICE LOCATION (REGION)	
North America	49%
APAC	26%
EMEA	35%

ANNUAL REVENUE	
<\$1 million	3%
\$1 million to \$29 million	12%
\$30 million to \$49 million	34%
\$50 million to \$99 million	51%

RESPONDENTS' INDUSTRY

Government	10%
Financial services	8%
Manufacturing	7%
Healthcare	6%
Retail, computers or electronics, software or internet, consumer goods	5% each
Professional services, consulting, hospitality, marketing or advertising, media and entertainment	4% each
Automotive, real estate and construction, transportation logistics, travel, wholesale or distribution	3% each
Agriculture, education, gaming, life sciences, telecommunications, oil or gas	2% each
Power or utility, nonprofit, aerospace	1% each

APPENDIX C: ENDNOTES

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

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