



FORRESTER®

# The Total Economic Impact™ Of Atlassian Jira Align

Cost Savings And Business Benefits  
Enabled By Jira Align

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## ABOUT FORRESTER CONSULTING

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## Executive Summary

Five businesses that used Jira Align to support their agile transformations realized outstanding productivity gains on their product and development teams soon after deploying the software. As the businesses matured their scaled agile practices and expanded their Jira Align deployments, they achieved faster time-to-market and avoided waste. Jira Align connected strategy to execution and enabled enterprisewide agility.

Atlassian's [Jira Align](#) is enterprise agile planning software for technology teams.<sup>1</sup> Whereas Atlassian's Jira Software tracks work at the task level or story level, teams use Jira Align to manage work (e.g., programs, portfolios, themes, strategies) at the enterprise level. Jira Align aggregates task-level data from Jira Software into views and reports that allow users to easily manage large portfolios of products and/or projects in progress across multiple teams.

With Jira Align, leaders can set goals in the form of objectives and key results (OKRs), and they can connect objectives to work being done in Jira Software. Jira Align aggregates team-level data to enable managers to view dependencies, coordinate teams, optimize spending, and manage products at the program and portfolio levels. Although Jira Align was designed with enterprise agility in mind, the software is framework-agnostic and supports any scaled agile framework — from a Scaled Agile Framework (SAFe) to a Large-Scale Scrum (LeSS) framework to any custom or hybrid framework.

Atlassian commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises might realize by investing in Jira Align.<sup>2</sup> This study provides readers with a framework to evaluate the potential financial impact of Jira Align on their own organizations. Forrester encourages readers to customize the business case and calculation tables with figures from their own organizations.

### KEY STATISTICS



Return on investment (ROI)

**340%**



Net present value (NPV)

**\$16.10M**

To better understand the benefits, costs, and risks associated with investing in Jira Align, Forrester interviewed six decision-makers with experience using the software. The interviewees work in a variety of industries, including finance, telecommunications, and manufacturing. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single [composite organization](#).

Before deploying Jira Align, the interviewees' organizations struggled to scale agile from siloed teams (where agile maturity levels and practices varied) to entire business units with thousands of employees. Using siloed agile teams was problematic not only because some teams lagged in their agile adoptions, but also because it was difficult to coordinate across the entire organization. Although some teams could deliver quickly, they did not deliver work aligned with company strategies and frequently delayed entire releases.

Product teams and project managers tried to mitigate issues, but they lacked helpful tools. So, they resorted to tracking projects in unwieldy spreadsheets that often contained out-of-date information.

And challenges like these multiplied with scale: As the organizations grew larger, it became more difficult to coordinate. Ultimately, although some teams in the technology departments were agile, each organization as a whole was not.

The interviewees' organizations invested in Jira Align to support their efforts to scale agile throughout their businesses. These multiyear transformations involved changing not only tools, but also corporate cultures and processes. Although some of the benefits the organizations realized were the result of new agile practices at the enterprise level, the organizations would not have successfully scaled up their agile implementations without Jira Align.

## KEY FINDINGS

**Quantified benefits.** The risk-adjusted present value (PV) quantified benefits include:

- **Project managers, product managers, and program managers (PMs) realized overall time savings of up to 70%.** Before using Jira Align, PMs at the interviewees' organizations spent 50% to 70% of their time manually collecting data, updating spreadsheets, and generating reports. Jira Align automated and eliminated this overhead.
- **Development team productivity increased by 10%.** Jira Align gave PMs more visibility into what development teams were working on, and it allowed them to prioritize work more effectively. Developers spent less time on tasks unaligned with organizational strategies.
- **Time-to-market was cut by 50% for the most complex projects.** Jira Align facilitated better planning, better dependency management, and better coordination across teams — especially

when teams spanned different departments, groups, and product initiatives. Reduced delays and rework allowed the interviewees' organizations to complete complex projects more quickly.

- **Better product investment decisions reduced waste and led to nearly \$6.8 million in benefits over three years.** Using Jira Align, the interviewees' organizations developed processes for making objective decisions based on up-to-date data. They were able to make better decisions about whether to persevere, pivot, or double down on in-flight technology projects.

**Unquantified benefits.** Benefits that interviewees reported but are not quantified for this study include:

- **Improved employee experience and morale.** PMs spent less time on tedious administrative work. In addition, developers were more productive because they better understood the context and “why” of tasks.
- **Improved collaboration with other departments including those other than technology.** Although the interviewees' organizations first deployed Jira Align within their software development teams, three of the organizations extended Jira Align to other departments and disciplines (including sales, finance, legal, and hardware). Jira Align thus facilitated the adoption of agile practices enterprisewide.

**Costs.** Risk-adjusted PV costs include:

- **Fees to Atlassian totaling \$1.1 million over three years.** In addition to licensing fees for Jira Align, the interviewees' organizations invested in professional services from Atlassian to help them improve and scale their agile practices. Services are an integral part of the value delivered by Atlassian, and all new contracts include a services component to facilitate deployment of Jira Align.

- **Change management totaling \$3.6 million over three years.** The interviewees' organizations formed dedicated agile transformation teams to develop new systems and processes and to select the tooling that would support those workflows. For example, some organizations hired consultants and agile coaches.

But true agile transformation requires much more than new tooling; it requires cultural change. Before investing in Jira Align, the interviewees' organizations were already making significant investments to facilitate such changes. They ultimately devoted time to training employees on both agile practices and Jira Align, but the training on Jira Align itself was minimal.

The decision-maker interviews and financial analysis found that a composite organization experiences benefits of \$20.83 million over three years versus costs of \$4.73 million, adding up to a net present value (NPV) of \$16.10 million and an ROI of 340%.



ROI  
**340%**

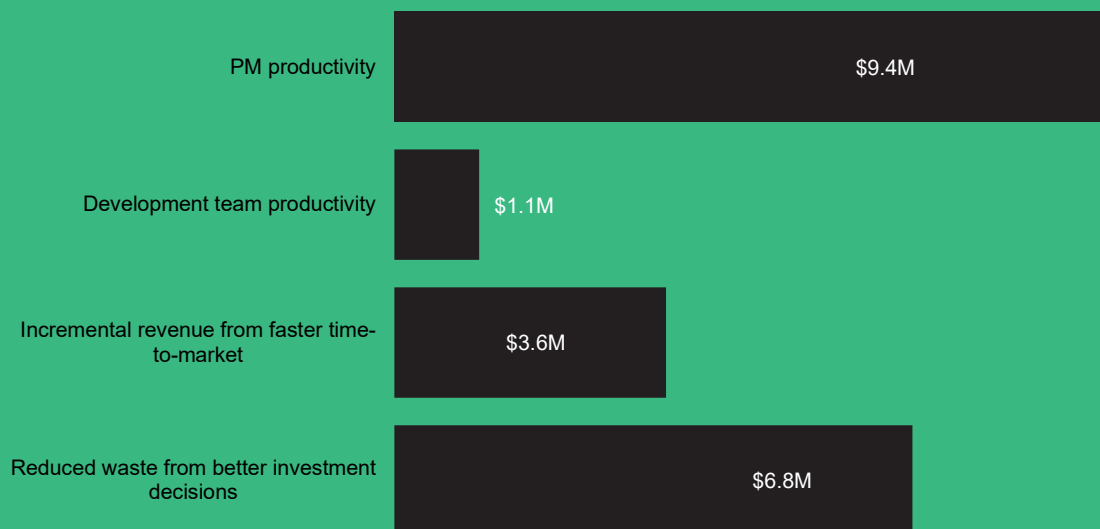


BENEFITS PV  
**\$20.83M**



NPV  
**\$16.10M**

### Benefits (Three-Year)



**“[With Jira Align,] we can create reports for legal, risk, and finance and still maintain agile principles and agile values. Our teams are working on the highest-value, highest-priority work for customers.”**

— Agile transformation manager, finance/banking

## TEI FRAMEWORK AND METHODOLOGY

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

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 Jira Align can have on an organization.

### DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Atlassian 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 Jira Align.

Atlassian 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.

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



### DUE DILIGENCE

Interviewed Atlassian stakeholders and Forrester analysts to gather data relative to Jira Align.



### DECISION-MAKER INTERVIEWS

Interviewed six decision-makers at five organizations using Jira Align to obtain data with respect to costs, benefits, and risks.



### COMPOSITE ORGANIZATION

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



### FINANCIAL MODEL FRAMEWORK

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



### 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 Atlassian Jira Align Customer Journey

## ■ Drivers leading to the Jira Align investment

Interviewed Decision-Makers			
Interviewee(s)	Industry	Region	Technology Employees
VP of product operations	Finance/technology	Headquartered in EMEA with global operations	1,000
Director of delivery platforms and tools	Telecommunications	Headquartered in NA with global operations	15,000 (including third-party vendors)
Senior manager of software development	Telecommunications	Headquartered in NA with global operations	15,000 (including third-party vendors)
Agile transformation manager	Finance/banking	Headquartered in NA with global operations	24,000
Change manager	Finance/banking	Headquartered in EMEA with global operations	15,000
Senior manager of product and technology	Manufacturing/electronics	Headquartered in NA with global operations	2,000

## KEY CHALLENGES

The interviewees' organizations adopted Jira Align to support their enterprisewide agile transformations.

### Strategic Challenges

Interviewees said their organizations were dealing with several high-level problems, including:

- **Scaling agile from teams to a teams of teams.** The interviewees' organizations each had at least some software teams independently implementing agile practices. The organizations recognized the benefits of agile (e.g., faster time-to-market, greater responsiveness), but they struggled to coordinate disparate teams and to encourage improvement by teams with less mature agile practices.
- **Poor coordination between teams.** A VP of product operations in the finance/technology industry said, "We had come a long way in terms of teams implementing agile, but we ended up with a whole bunch of team silos that [teams] optimized for themselves." Teams coordinated well internally, but not as well with each other. The VP compared the experience to a race in

which competitors are trying to cross the finish line as quickly as possible. But she said she instead wants technology teams to act more like soccer teams that are working together toward a common goal.

- **Lack of standardization.** It was challenging to communicate and coordinate agile practices because siloed teams evolved their own. For example, different teams had different criteria for when work was complete and could be handed off.
- **Poor visibility and transparency.** A lack of visibility was problematic in two ways. First, leaders lacked insight into what development teams were building. The VP of product operations said: "We had all of these teams using Jira Software and beaver away and doing lots of work, but we had no transparency. It was really hard to know if they were working on the right things."

Second, a lack of transparency made it difficult for developers to do their jobs. A director of delivery platforms and tools in the telecommunications industry said: "If I'm a



developer and I'm being asked to deliver something and I don't comprehend it completely or understand the dependencies or know who to talk to, that impacts quality. There is also a loss of productivity and a loss of morale."

**"We were really struggling to get people working toward the strategic objectives of the company. They were delivering stuff. But was it the right stuff?"**  
*VP of product operations, finance/technology*

### Recurring Problems

On the ground, employees were dealing with the same problems day after day. These included:

- **Slow deliveries and frequent delays with no insights into why.** Each of the interviewees' organizations struggled with this. The VP of product operations said: "[Delays] were quite common, and sometimes our deliveries were really, really slow. We wouldn't know [about problems] until it was too late." A director of delivery platforms and tools in the telecommunications industry said projects inexplicably became at-risk overnight. They said, "Nobody knew the true status of work. ... So, we wouldn't hit our dates, right?"
- **Project management required substantial manual effort.** The VP of product operations at the finance/technology firm said her organization's project managers spent more than

half their time on administrative work (e.g., updating spreadsheets, preparing slideshows, creating reports, communicating and tracking data). Meanwhile, the telecommunications firm had a technology team that was 13 times larger than that of the finance/technology firm, and project managers spent 70% of their time on such tasks.

An agile transformation manager at a North American finance/banking organization said: "We recognized that [our methods were] not sustainable. We believed that we could shave off a number of the processes that were wasteful."

- **Low team morale.** The director of delivery platforms and tools in the telecommunications industry said that although delays never affected their organization's customers, the process of recovering from delays was "painful." She said, "We pushed things through with brute force," which consisted of team members working late and on weekends.

Problems like these are endemic to large and growing technology teams. With smaller teams, it can be easier to get everyone on the same page. The director of delivery platforms and tools with the telecommunications company said, "When your organization [is the size] of ours, it becomes very expensive to manage effectively." Any new initiative at his company could impact dozens or even hundreds of projects.

**"We're a Jira Software shop, and that's not going to change."**  
*Agile transformation manager, finance/banking*

The agile transformation manager in the finance/banking industry said: “These problems speak to scale. How do you operationalize at scale? How do you organize at scale?”

## INVESTMENT OBJECTIVES

Enterprisewide transformation requires more than buzzwords and shiny tools. The interviewees’ organizations recognized that true change would involve reconciling new practices with their legacy systems. That is, before building a new house, they had to take stock of their current materials and draw blueprints. So, they needed a tool that would help them to:

- **Standardize practices and data.** The director of delivery platforms and tools said: “We had infinite

**“You really want to design your operating model and then choose tools that support your model.”**

*Agile transformation manager, finance/banking*

flavors of agile. Everyone wanted their own processes, and they wanted tools that aligned with their own processes.” He also said, “[the problem was that top-level] visibility was absent for us because data was too fragmented across the different toolsets.”

- **Develop new models of work.** When is a task complete? What even is a task? These are abstract, theoretical questions, and the answers may differ across disciplines and teams. However, reconciling these questions is key for effective collaboration across teams. The director

of delivery platforms and tools said: “We had a written definition of what a product was, but we needed to model it. At our organization, the notion of a product spans multiple [disciplines].”

## SOLUTION REQUIREMENTS

The interviewees’ organizations searched for a solution that met the following criteria:

- **Integrated with Jira Software and other Atlassian tools.** Jira Software is one of the most commonly deployed issue tracking systems for software development teams. Before implementing Jira Align, two of the interviewed organizations were already using Jira Software to track work tasks. “Jira Align is a natural extension of Jira Software,” said the agile transformation leader at a large bank. The senior manager of product and technology at an electronics manufacturer expressed similar sentiments: “Jira Align is owned by Atlassian and well-integrated with the other Atlassian tools. We were already pretty deep in Jira Software and Confluence [Atlassian’s software for wikis]. We knew Jira Align would be sustained and improved over time. We invested in a platform that we felt confident would continue to get better long term.”
- **Provided enterprise scale.** There are third-party plug-ins for Jira Software that offer capabilities similar to Jira Align, but two interviewees reported that these products could not handle the volumes of data at their organizations. A senior manager of product and technology in the manufacturing/electronics industry said one such product became “buggy and slow and unusable” when his team tried to extend it to more than one release train.
- **Offered agile-first architecture.** Agile is not just a series of practices, it’s also a philosophy. And the interviewees’ organizations sought a tool that would have enterprise agility in its DNA. The VP of product operations in the finance/technology industry said: “Jira Align was built from the

ground up to support agile ways of working, whereas [our previous tool] was not.”

The senior manager in the manufacturing/electronics industry said: “Other tools that we looked at had SAFe modules, but their main tools were for waterfall or traditional project management. They technically checked the box, but they weren’t inherently designed around the SAFe model, and we knew we’d have issues later on.”

- **Included structure and customization.** No two organizations are alike, and each of the interviewees said theirs had customized agile frameworks to suit their firm’s specific needs (e.g., different product types, legacy practices, etc.). Interviewees reported that Jira Align balanced enforcing agile practices with enough customization for their organizations to create their own workflows. Two of the interviewees’ organizations had migrated to Jira Align from a product that was almost too customizable. At both organizations, various agile silos had tweaked the product to the point that there were no standards.

The director of delivery platforms and tools in the telecommunications industry said: “Teams had create custom fields [in our previous tool], but 60% to 70% of those custom fields had garbage data in them. Jira Align gave us the ability to impose workflows and control the proliferation of those custom fields. We templated and structured things in ways we couldn’t do with [our previous tool].”

The agile transformation manager in the finance/banking industry said their organization had a similar experience. He said: “I think that most implementations of [our previous tool] go awry because transformation is more about rolling a tool and turning on capabilities [as needed]. You really want to design an operating model and then choose a tool that supports your

model. We’ve been enabled by Jira Align to enforce the rules and models and taxonomy that we have.”

- **Was easy to use.** The same interviewee said Jira Align is simple to use. He said: “We probably could have done [what we wanted to do] in [another tool], but it would probably have been more complicated than it needed to be. [The other tool] would add in a tremendous amount of overhead.”

Similarly, the VP of product operations said her organization enjoys using the tool. She said: “We preferred [Jira Align’s] usability, look, and feel. It just resonated with everyone a lot more. ... Jira Align just ticked all of the boxes, and I had no trouble getting it approved.”

## COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an ROI analysis that illustrates the areas financially affected. The composite organization is representative of the six decision-makers that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

**Description of composite.** The composite organization is a multibillion-dollar company with headquarters in North America and global operations. Software development is critical to its operations. It has tens of thousands of employees, of which approximately 15,000 are involved with technology and software development.

The composite has dozens of release teams and a portfolio of hundreds of products, and each release combines the efforts of many teams across multiple disciplines.

The organization faces competition from peer organizations that have already adopted scaled agile and from smaller, nimbler companies. If the composite continues with legacy waterfall practices, it

will fall behind in the modern, rapidly changing business and technology environment.

**Deployment characteristics.** The composite organization adopts Jira Align as part of an enterprisewide effort to transition from legacy waterfall project management practices to agile. It already has some isolated teams independently implementing agile, but the composite needs to scale and standardize those practices. To deliver greater value, leaders hope to move from project-based planning to product thinking.

The composite organization used Jira Software in the cloud before adopting Jira Align as part of its broader transformation efforts.

The composite uses three different kinds of agents:

- **PMs:** These are team members with product-related responsibilities (e.g., project managers, product owners, portfolio managers, program managers, scrum masters, etc.).
- **Developers:** These are software developers, engineers, programmers, etc.
- **Transformation managers:** These are employees who are responsible for the organization's agile transformation and overseeing processes and tooling. They are full-time employees and third-party agile coaches and consultants.

Each release team consists of 40 PMs and 140 developers, which is a typical ratio for agile software development teams that employ product owners/managers and scrum masters/project managers in tandem.

In Year 1, the composite organization performs a proof of concept with Jira Align and deploys the software to just two of its dozens of release teams.

After seeing success, the composite doubles the number of release teams in Jira Align each subsequent year. It has four release teams in Jira

Align in Year 2, and eight teams in Year 3. Forrester attributes 10% of any realized benefits to Jira Align.

The composite adopts Jira Align as part of its broader transformation initiatives. As such, it also significantly changes its practices and processes. Tools and practices are complementary; one supports the other, and no tool is a magic bullet. Although the changes at the composite organization would be impossible without Jira Align, most of the benefits come from the scaled agile practices themselves rather than directly from the tooling. Forrester attributes 10% of any realized benefits to Jira Align.

#### Key assumptions

- **Billions of dollars in annual revenue**
- **15,000 employees in technology**
- **40 PMs and 140 developers per release team**
- **2 release teams using Jira Align in Year 1**
- **Number of release teams using Jira Align doubles every year**

# 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	PM productivity	\$1,687,770	\$3,375,540	\$6,751,080	\$11,814,390	\$9,396,225
Btr	Development team productivity	\$199,301	\$398,601	\$797,202	\$1,395,104	\$1,109,554
Ctr	Incremental revenue from faster time-to-market	\$450,000	\$1,350,000	\$2,700,000	\$4,500,000	\$3,553,343
Dtr	Reduced waste from better investment decisions	\$177,010	\$1,345,278	\$7,324,293	\$8,846,582	\$6,775,569
	Total benefits (risk-adjusted)	\$2,514,081	\$6,469,419	\$17,572,575	\$26,556,076	\$20,834,691

## PM PRODUCTIVITY

**Evidence and data.** Before using Jira Align, project management at the interviewees' organizations involved significant manual effort. They lacked the toolsets to manage large, complex portfolios of projects and products. Because there were no integrated tools or consistent practices, project managers spent most of their time on administrative work. They built and updated sprawling spreadsheets, created slideshows, and spent inordinate amounts of time communicating basic information such as project statuses. Moreover, because gaining visibility required so much manual overhead, that data was often out-of-date by the time PMs collected and reported it.

Interviewees said that integrating Jira Align with Jira Software can track, visualize, and report on the status of work in real-time. PMs at the interviewees' organizations realized significant productivity gains. They also said Jira Align's various view options made it easy to track projects and to plan future sprints. In addition, Jira Align automated tedious tasks such as data collection and reporting.

- **Overall time savings of 50% to 70%.** Jira Align streamlined and automated much of the tedious

work that PMs had been doing. Those PMs were able to reuse that time to manage projects more effectively. Jira Align did not replace the need for PMs; rather, it allowed them to focus on higher-value work such as spending more time on the highest-risk projects. Interviewees said their organizations increased on-time deliveries and two of the interviewees said the projects their organizations were managing became more complex.

**"Our PMs' day-to-day lives have definitely been changed."**  
*Senior manager of software development, telecommunications*

- **Decreased meeting times by 75%.** Interviewees from the finance/technology and telecommunications industries said meetings that previously took hours now take minutes. Jira

Align automated and simplified the preparation in advance of the meetings so that they can proceed far more efficiently.

- **Better documentation.** Before using Jira Align, the PMs at the finance/technology firm documented their decisions by writing elaborate business cases for every project. These reports were rarely read or used again, but PMs created them in case auditors they were needed by auditors. Jira Align enabled traceability, so the team moved to creating shorter lean business cases. If auditors requested specific information not in the cases, then PMs could pull that data from Jira Align on demand.

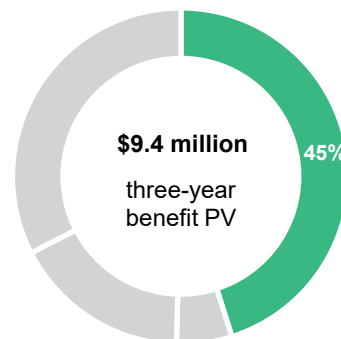
**Modeling and assumptions.** For the composite organization, Forrester assumes:

- PMs realize overall time savings of 70%. Those on the release teams using Jira Align spend significantly less time updating spreadsheets, attending meetings, and manually performing other menial administrative tasks.
- PMs capture and productively use 50% of the time they save.
- 50% of benefits are attributable to Jira Align.
- PMs replace deprecate sprawling spreadsheets and slideshows in favor of Jira Align.
- The composite revises its processes during its agile transformation. Transformation managers win approval from leadership to reduce documentation requirements. However, Jira Align affects PMs' day-to-day workloads directly, so Forrester attributed a greater share of this benefit to Jira Align than for other benefits.

**Risks.** This benefit is most likely to vary depending on how successful an organization's change initiatives are (see [Cost E: Change Management](#)).

**Results.** To account for variation between organizations, Forrester adjusted this benefit

downward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$9.4 million.



PM Productivity					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Release teams using Jira Align	R2	2	4	8
A2	PMs per release team	R8	40	40	40
A3	PMs on release teams using Jira Align	A1*A2	80	160	320
A4	PM hourly rate (fully burdened)	R13	\$61	\$61	\$61
A5	Percent time saved by PMs	Interviews	70%	70%	70%
A6	Time saved per PM (hours)	A5*2,080 hours	1,456	1,456	1,456
A7	Percent captured	Assumption	50%	50%	50%
A8	Percent attributed to Jira Align	Interviews	50%	50%	50%
At	PM productivity	A3*A4*A6*A7*A8	\$1,776,600	\$3,553,200	\$7,106,400
	Risk adjustment	↓5%			
Atr	PM productivity (risk-adjusted)		\$1,687,770	\$3,375,540	\$6,751,080
Three-year total: \$11,814,390			Three-year present value: \$9,396,225		

## DEVELOPMENT TEAM PRODUCTIVITY

**Evidence and data.** Interviewees said Jira Align increased PMs' visibility into developers' work. PMs became better at prioritizing developers' workloads to ensure that developers were always working on the most important tasks.

The agile transformation manager in the finance/banking industry said: "Teams are more focused on the work in front of them rather than overhead, and they are working on the right things. You could say that this is a benefit of Jira Align, in that it helps us see and track what people are working on and roll that up to different levels."

He also said, "We believe we have the organization operation at a 10% year-to-date improvement in productivity from baseline."<sup>3</sup>

**Modeling and assumptions.** For the composite organization, Forrester assumes:

**"Before [using] Jira Align, people just prioritized the things that seemed most relevant to them, which meant we had fragmented solutions and timelines. We've made a lot of process changes as well as tool changes, and together they all support our new ways of working."**

*VP of product operations,  
finance/technology*

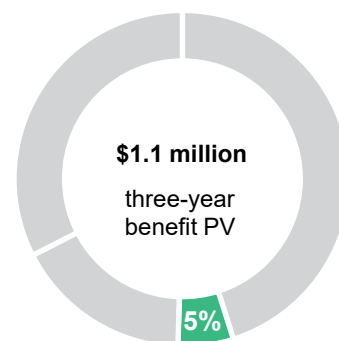


Development Team Productivity					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Release teams using Jira Align	R2	2	4	8
B2	Developers per release team	R14	140	140	140
B3	Developers on release teams using Jira Align	B2*B3	280	560	1,120
B4	Developer hourly rate (fully burdened)	R17	\$72	\$72	\$72
B5	Percent time saved by developers	Interviews	10%	10%	10%
B6	Time saved per developer (hours)	B5*2,080 hours	208	208	208
B7	Percent captured	Assumption	50%	50%	50%
B8	Percent attributed to Jira Align	R22	10%	10%	10%
Bt	Development team productivity	B3*B4*B6*B7*B8	\$209,790	\$419,580	\$839,160
	Risk adjustment	↓5%			
Btr	Development team productivity (risk-adjusted)		\$199,301	\$398,601	\$797,202
Three-year total: \$1,395,104			Three-year present value: \$1,109,554		

- Developers realize overall time savings of 10%. Developers spend less time on unimportant tasks including both overhead and low-value work.
- Developers capture and use 50% of the time they save productively. Developers productively use only about half the time they save.
- 10% of benefits are attributable to Jira Align. A large portion of the development teams' productivity gains are due to new scaled agile practices.

**Risks.** This benefit may vary depending on how successful an organization's change initiatives are (see [Cost E: Change Management](#)).

**Results.** To account for variation between organizations, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of \$1.1 million.



## INCREMENTAL REVENUE FROM FASTER TIME-TO-MARKET

**Evidence and data.** Interviewees said Jira Align facilitated better coordination and enabled their organizations to release new ideas to customers more quickly. They reported roughly 50% faster time-to-market, especially for complex projects that required coordination across teams from different departments.

The agile transformation manager in the finance/banking industry said: “For most banks, the typical [change time] is on the order of 50 to 60 weeks because you have to go through an annual planning cycle. We’ve made strides to cut off that front part. Right now, our typical change time is down to 30 weeks. We think we can get that down to more like eight to 10 weeks over the next two years.”

Faster time-to-market

50%



The senior manager of product and technology at the manufacturing/electronics firm reported a similar experience at their organization. In one case, Jira Align proved essential to helping hardware and software engineering teams to coordinate to deliver on a high-priority project with a tight deadline. The senior manager said: “Everybody knew it was high priority, and they [synchronized] on the pipeline to deliver it. There were none of the usual back-and-forth delays. The time-to-market was probably cut by 50%, so it was a big deal. ... That doesn’t occur with

every project. ... It probably happens 20% of the time.” He also said the organization primarily sees the gains with their most complex projects.

Jira Align helped the interviewees’ organizations realize faster times-to-market in several ways by providing:

- **Better planning up front.** Three interviewees said their organizations’ deliveries became more predictable, two said their organizations saw better capacity management, and two said their organizations attributed better planning to PMs having up-to-date data. The manual effort required for project management before using Jira Align meant that PMs often worked with out-of-date data.
- **Better dependency management and better cross-team coordination.** The senior manager of product and technology in the manufacturing/electronics industry said handing off work between the teams — especially between teams in different business units — often led to delays that could last as long as four months. Three of the interviewees said Jira Align helped their organizations manage dependencies and reduce the resultant delays.
- **Insights into delays.** Two interviewees said Jira Align gave their organizations visibility into delays. The director of delivery platforms and tools in the telecommunications industry said, “Our ability to understand and articulate where a problem is has improved.” The senior manager of software development at the same company said, “We have the data to tell a story.”

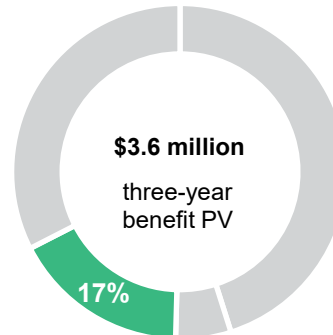
**Modeling and assumptions.** For the composite organization, Forrester assumes:

- Each release team releases once per quarter.
- With Jira Align, 20% of the annual releases realize faster time-to-market. These are the

composite's most complex projects, and they typically require coordination between multiple teams and business units.

- Releases realizing faster time-to-market are completed in the half the time they previously would have taken.
- If a release realizes faster time-to-market, the composite organization releases twice that quarter instead of once.
- Before using Jira Align, the composite released eight times per year.
- With Jira Align, the composite releases a total of nine times because it completes one of the releases twice as quickly.
- Only the incremental releases with Jira Align count toward this benefit.
- A release generates \$20 million in revenue.
- The operating margin is 30%.<sup>4</sup>
- 10% of benefits are attributable to Jira Align.

**Results.** To account for these risks, Forrester adjusted this benefit downward by 25%, yielding a three-year, risk-adjusted total PV of \$3.6 million.



**“Jira Align helps us coordinate work spanning multiple [release teams]. That’s the biggest benefit.”**

*Senior manager of product and technology, manufacturing/ electronics*

**Risks.** This benefit may vary based on how successful an organization’s change initiatives are (see [Cost E: Change Management](#)). In addition, revenue generated by a release and operating margins are organization specific.

Incremental Revenue From Faster Time-To-Market					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Release teams using Jira Align	R2	2	4	8
C2	Releases per team per year without Jira Align	R3	4	4	4
C3	Releases per year without Jira Align	C1*C2	8	16	32
C4	Percent of releases realizing faster time-to-market with Jira Align	Interviews	20%	20%	20%
C5	Releases realizing faster time-to-market with Jira Align (rounded)	C3*C4	1	3	6
C6	Faster time-to-market with Jira Align	R4	50%	50%	50%
C7	Incremental releases per year due to Jira Align	C5*(1/R4)-C5	1	3	6
C8	Revenue from a release	R5	\$20,000,000	\$20,000,000	\$20,000,000
C9	Operating margin	R6	30%	30%	30%
C10	Percent attributed to Jira Align	R22	10%	10%	10%
Ct	Incremental revenue from faster time-to-market	C7*C8*C9*C10	\$600,000	\$1,800,000	\$3,600,000
	Risk adjustment	↓25%			
Ctr	Incremental revenue from faster time-to-market (risk-adjusted)		\$450,000	\$1,350,000	\$2,700,000
Three-year total: \$4,500,000			Three-year present value: \$3,553,343		

## REDUCED WASTE FROM BETTER INVESTMENT DECISIONS

**Evidence and data.** Interviewees said that Jira Align allowed their organizations to make better product decisions about which projects and features to pursue. With better data and improved communication between teams, product leaders were able to make better decisions about whether to persist, pivot, or double down on projects. This reduced waste, and the interviewees' organizations now spend less time working on features that failed to drive value for customers or the organizations.

- Interviewees said Jira Align automated the collection and reporting of data, and four said their organizations now use this data to make better decisions. Two interviewees said their organizations created structures for evaluating feature ideas such as potential value to customers versus development effort that transformed product decision-making into an objective process rather than a subjective one.

**“One of the biggest wins is that people are slowly starting to think about product. [There’s] product thinking around capabilities, features, epics, and stories.”**

*Director of delivery platforms and tools, telecommunications*

- Interviewees said Jira Align facilitated cross-team collaboration and that lessons from customer-facing employees could be better circulated to product and then development teams. The VP of

**“We can definitely attribute to reduced wastage to the system and to greater adoption and usage of [Jira Align] rather than [spreadsheets].”**

*Senior manager of software development, telecommunications*

product operations in the finance/technology industry said that before using Jira Align, the organization's sales team maintained a list of top-requested features, and the product team was completely unaware of it. As the organization transformed, the two teams developed a workflow in Jira Align to better capture and act on customer feedback the sales team collects and collaboration improved.

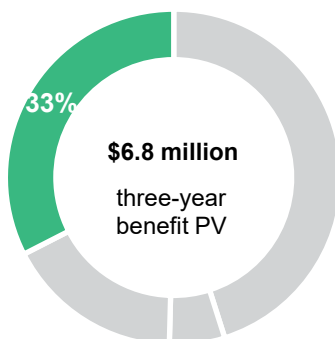
**Modeling and assumptions.** For the composite organization, Forrester assumes:

- The development cost of a release is the cost of developer salaries for one quarter, which is about \$5.2 million.
- 20% of the composite's releases have impaired business value. Although most of its technology projects are successful, some are not. Releases that have impaired business value include failed product launches and product features that customers do not want or use. Therefore, the development cost of these releases is waste.
- The composite averts a percentage of waste by making better decisions.<sup>5</sup> It leverages Jira Align and agile practices to accelerate learning and to make data-driven decisions.

- Rather than continuing to develop unwanted features, the composite discontinues those projects.
- The composite increases its investments in projects likely to be successful.
- As it matures its scaled agile practices each year, the composite averts a greater percentage of waste.
- The composite captures 50% of the waste it avoids.
- 10% of benefits are attributable to Jira Align. Much of the composite organization's improvements are due to the adoption of scaled agile practices that reduce waste.

**Risks.** This benefit will vary based on how successful an organization's change initiatives are (see [Cost E: Change Management](#)). In addition, the development cost of a release is organization-specific, and the development cost of a release may include not only the salaries of engineers but the costs also any raw materials consumed during product development.

**Results.** To account for these risks, Forrester adjusted this benefit downward by 25%, yielding a three-year, risk-adjusted total PV of \$6.8 million.



Reduced Waste From Better Investment Decisions					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Development cost of a release	$(R14 \times R16) / R3$	\$5,244,750	\$5,244,750	\$5,244,750
D2	Releases per year with Jira Align	$C3 + C7$	9	19	38
D3	Releases with impaired business value (rounded)	$D2 \times 20\%$	1	3	7
D4	Percentage of waste averted through better decisions	Assumption	10%	12%	14%
D5	Percent captured	Assumption	50%	50%	50%
D6	Percent attributed to Jira Align	R22	10%	10%	10%
Dt	Reduced waste from better investment decisions	$D1 \times D2 \times D3 \times D4 \times D5 \times D6$	\$236,014	\$1,793,705	\$9,765,725
	Risk adjustment	↓25%			
Dtr	Reduced waste from better investment decisions (risk-adjusted)		\$177,010	\$1,345,278	\$7,324,293
Three-year total: \$8,846,582			Three-year present value: \$6,775,569		



## UNQUANTIFIED BENEFITS

Benefits that interviewees reported but that were not quantified for this study include:

- **Enhanced employee experience and morale.**

Jira Align improved job satisfaction among PMs and developers in the following ways:

- **For PMs:** Interviewees repeatedly said that before using Jira Align, PMs spent hours each week pulling together status reports by tracking down and manually entering data into slides. Some interviewees said that by the time the PMs finished pulling all the data to complete a rollup, the information was out of date. This is clearly wasted time, and the employees doing the work knew that.

By freeing these employees from so much menial and low value-added work, Jira Align gave them time to look at and think about the status information. They began learning how to use the data to assess project health, identify blockages, and suggest solutions. They became more skilled and more useful team members, which made them feel much satisfied and valuable in their jobs.

- **For developers:** Difficulty with managing and delivering projects without the information needed was a sore spot for development teams. With virtually no visibility into the true status of the work or the dependencies involved, team members would find that their projects went from green to red overnight. To maintain delivery commitments to customers, the teams would then need to use brute force to push the timeline. This could involve long hours, weekend work, or shortcuts that pushed problems to the next team in the chain.

**“People across the company are seeing the benefits of the transparency that Jira Align creates.”**

*VP of product operations,  
finance/technology*

The director of delivery platforms and tools in the telecommunications industry said: “If I’m a developer and I have no idea of the dependencies between me and the other teams and I’m asked to deliver something without understanding, that impacts quality as well as productivity and morale.”

Interviewees said Jira Align provided transparency that gave developers a fuller understanding of projects and their roles within them. Projects don’t mysteriously go off the tracks overnight. With Jira Align, developers could see what was going on, address issues in advance, and be more effective and successful in their jobs.

- **Improved collaboration with other teams, including external vendors.** Some of the interviewees said their organization’s teams could plug in different connectors with Jira Align so the solution works with other tools. As a result, Jira Align facilitated teamwork and integration between teams — whether internal or external — that used other tools in the following ways:

- **For internal teams:** The VP product operations in the finance/technology industry said: “We acquired a company that’s on a completely different Jira

Software instance. We needed to collaborate with [the company]. ... We were able to connect it up into Jira Align and that helped us bridge to other parts of our organization, creating teams of teams, where we otherwise would have really struggled.”

- **For external teams:** The same interviewee said their organization had several vendors not using Jira Software at all; they used software from a competitor. The VP said: “Even if you’re using something else, we can use Jira Align as the bridge to keep everything joined up. Collaboration is a key benefit.”

## FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Jira Align and later realize additional uses and business opportunities, and this included extending agile practices to other departments.

Three interviewees described how Jira Align helped their organizations to improve collaboration among teams and spread agile skills and practices beyond individual departments.

The senior manager of product and technology in the manufacturing/electronics industry said their organization’s hardware development team accelerated adoption of SAFe and agile. As that team collaborated on projects, the software development team still needed to organize trainings in Jira Align, and it recruited the hardware developers to use Jira Align for the work they did together. And because the hardware team learned to use Jira Align, it led to the adoption of more agile practices.

The VP of product operations in the finance/technology industry said their organization extended its user group to include the sales team. She said: “The transparency [the sales team is] getting and the new way of working we have

implemented with it is phenomenal. They love it and it’s making a huge difference.”

The same interviewee said Jira Align made it easier to work with the finance and auditing teams. She said, “All of these things are starting to come together like a jigsaw puzzle.”

And the agile transformation manager in the finance/banking industry said his organization had success extending Jira Align and agile practices into legal, finance, and risk functions.

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	Fees to Atlassian	\$0	\$232,116	\$506,483	\$649,290	\$1,387,889	\$1,117,417
Ftr	Change management	\$0	\$831,581	\$1,663,161	\$1,976,322	\$4,471,064	\$3,615,336
	Total costs (risk-adjusted)	\$0	\$1,063,697	\$2,169,644	\$2,625,612	\$5,858,953	\$4,732,753

## FEES TO ATlassian

**Evidence and data.** Interviewees said fees their organizations paid to Atlassian fell into four categories. These included fees for:

- **Jira Align Cloud Enterprise licenses.** Licensing fees are based on the number of Jira Align users. There are two types of users — full users and integrated users — but organizations should budget based on the number of full users. Full users can write and edit all of the data in Jira Align. These might be managers or members of the product team. But integrated users only have access to team-level and program-planning functionality, so this level of user permissions might be most appropriate for developers and leadership. A full user seat comes with four integrated user seats.
- **Add-ons (especially Jira Enterprise Insights).** Interviewees said add-ons extend Jira Align's functionality, and they recommended purchasing the Jira Enterprise Insights module for additional analytics and reporting capabilities. Atlassian recommends customers to use the Enterprise Insights add-on as they mature their Jira Align deployments. These can provide more capabilities than necessary during an initial proof of concept when users are still learning the tool.

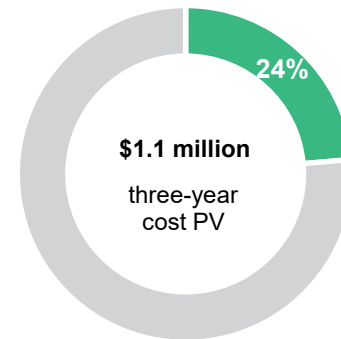
- **Professional services.** All new Jira Align contracts include a professional services component with Atlassian. Customers purchase at least an onboarding success support package and then typically invest in additional levels of support. Atlassian professional services help minimize time-to-value, customize Jira Align to customers' enterprises, and support customers on multiyear transformation journeys. In addition, partners in Atlassian's robust partner ecosystem offer a variety of services (e.g., onboarding and coaching in agile practices, culture, and processes) that scale with customers' needs.
- **Workshops.** Atlassian offers Jira Align-focused training in scaled agile frameworks to help organizations improve their practices no matter where they are in their transformation journeys.

**Modeling and assumptions.** For the composite organization, Forrester assumes:

- Its PMs are all full users of Jira Align.
- After a successful proof of concept in Year 1, the composite expands its Jira Align deployment in years 2 and 3.
- Beginning in Year 2, the composite organization invests in Jira Enterprise Insights.
- In Year 1, the composite purchases the Jumpstart professional services package, which

Atlassian recommends for proofs of concept and pilots.

- In years 2 and 3, the composite requires a dedicated technical account manager.
- The composite purchases one workshop from Atlassian each year to improve its agile practices and Jira Align implementation. The workshop content changes as the composite's agile practices evolve.



**Risks.** Organizations may pay different fees to Atlassian based on the size and growth of their user bases and the professional services packages they invest in.

**Results.** To account for these possibilities, Forrester adjusted this cost upward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$1.1 million.

### Fees To Atlassian

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	PMs on release teams using Jira Align (Jira Align full users)	R9		80	160	320
E2	Jira Align integrated users	R18		320	640	1,280
E3	Corresponding rate for Jira Align Cloud Enterprise license	Composite		\$123,840	\$209,920	\$334,100
E4	Add-on: Enterprise Insights for Jira Align	Composite		\$0	\$72,000	\$72,000
E5	Professional services: Jumpstart package and ongoing technical account manager support	Composite		\$39,000	\$119,500	\$119,500
E6	Professional services: Workshop Package	Composite		\$39,000	\$39,000	\$39,000
Et	Fees to Atlassian	E3+E4+E5+E6	\$0	\$201,840	\$440,420	\$564,600
	Risk adjustment	↑15%				
Etr	Fees to Atlassian (risk-adjusted)		\$0	\$232,116	\$506,483	\$649,290
Three-year total: \$1,387,889			Three-year present value: \$1,117,417			

## CHANGE MANAGEMENT

**Evidence and data.** Interviewees said Jira Align supports agile transformation, but it does not prompt it. They said that in order to realize the full benefits of Jira Align and agile transformation, organizations must invest in cultural change.

The director of delivery platforms and tools in the telecommunications industry said: “[Change management] is the biggest challenge. That’s the biggest elephant in the room. I would say tool changes are minimal. [Your organization also needs to foster] cultural changes and process changes.”

Interviewees said their organizations encouraged change in several ways, including:

- **Training on agile, scaled agile, and then Jira Align.** A change manager in the finance/banking industry estimated that a team starting from scratch would need around 10 months of training before it could take full advantage of Jira Align. However, most of that time would be devoted to learning agile and scaled agile. She said, “We can’t roll out Jira Align if teams are not skilled up in their agile techniques.” But she also said training for Jira Align at her organization takes only takes a few hours. She said, “There’s a lot of built-in training within the tool.”
- **Developing new models of work.** Each of the interviewees’ organizations rethought their existing practices and developed new workflows built into Jira Align. The senior manager of product and technology in the manufacturing/electronics industry said a transformation team with five to seven members spent nine months developing a model of work that would harmonize the different needs of the hardware and software teams. Similarly, the VP of product operations in the finance/technology industry said her organization’s product operations team invented a “value scorecard” for objectively making product decisions. After

**“It’s not just [about] investing in the tool. You have to invest in the behaviors, upskilling, and training. That’s not about the tool. That’s about the agile space.”**

*Change manager, finance/banking*

creating the process, the team built it into Jira Align.

- **Technical prework.** Interviewees said customers should take the time to clean up legacy data before deploying Jira Align. The agile transformation manager in the finance/banking industry said: “We started with 47 different Jira Software instances all configured differently and with a whole bunch of different customizations — like tens or hundreds of thousands of customizations. Now, we only have two Jira Software instances.”
- **Coaches and consultants.** Three out of the interviewees’ five organizations hired agile experts to improve their practices and to encourage their teams. The change manager in the finance/banking industry said, “In order to make it successful, you need the right coaches on the ground.” These coaches were either in-house or part of partner organizations.

**Modeling and assumptions.** For the composite organization, Forrester assumes:

- In years 1 and 2, the composite employs two transformation managers per release team because more work is required at the beginning of the rollout period.

**“Adoption has been phenomenal. The pull from across the organization to get on Jira Align has been really strong.”**

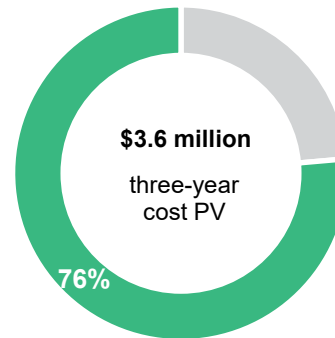
*VP of product operations,  
finance/technology*

- By Year 3, the composite becomes more adept at rolling out Jira Align to new release teams, so it only needs one transformation manager per team.
- One transformation manager spends approximately half their time planning the model of work, training teams on Jira Align, and implementing new workflows and reports in Jira Align.
- The average fully burdened annual salary of a transformation manager is \$270,000.
- Team members spend 50 hours in skills training for the transformation, of which only 10% is dedicated to training on Jira Align.

**Risks.** Organizations may pay different fees to Atlassian based on:

- The agile maturity of the organization at the start of implementation. The more skilled its teams are in their processes, the faster it will be to optimize the work cadence with Jira Align and the easier it will be for them to learn how to use it.
- The salaries of team members including project managers and developers and senior-level transformation managers.

**Results.** To account for these risks, Forrester adjusted this cost upward by 25%, yielding a three-year, risk-adjusted total PV of \$3.6 million.

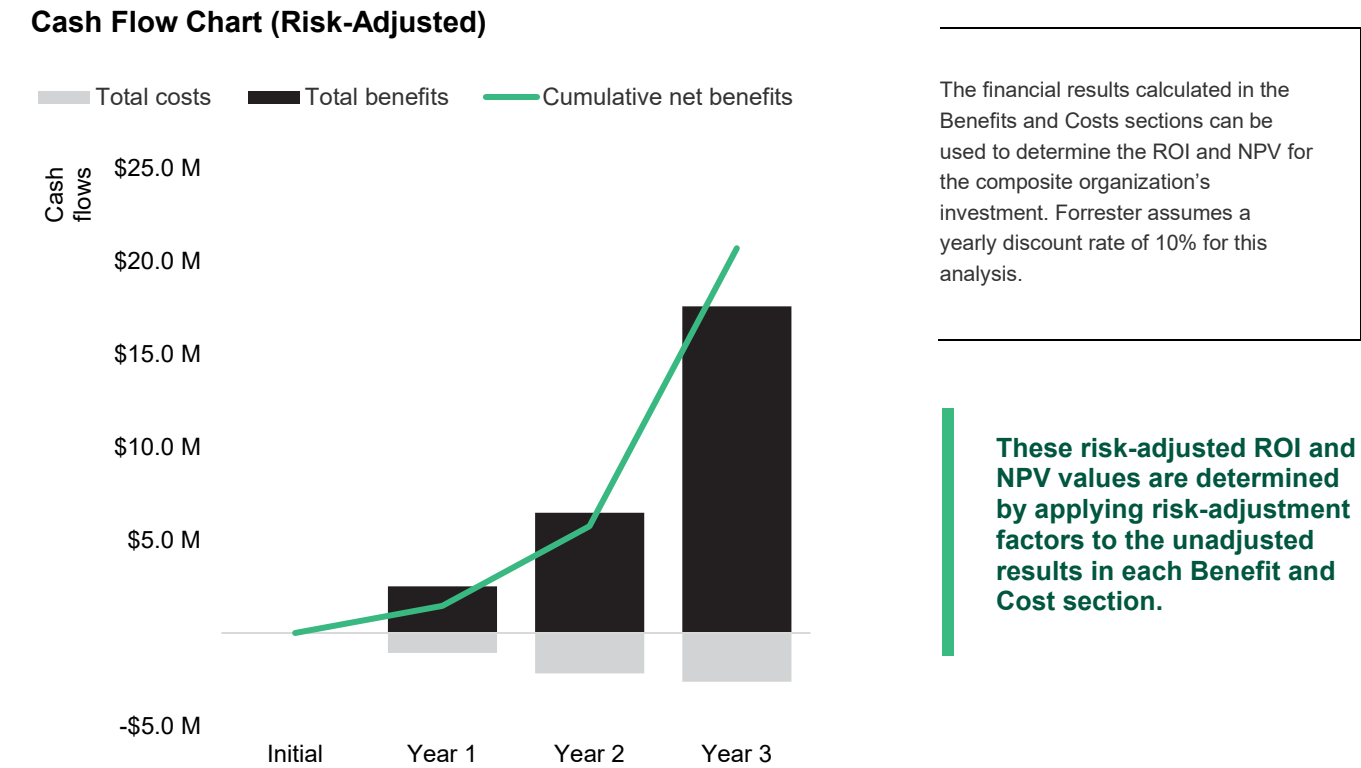


Change Management						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Release teams using Jira Align	R2		2	4	8
F2	Transformation managers per release team	R19		2	2	1
F3	Transformation managers on release teams in Jira Align	F1*F2		4	8	8
F4	Transformation manager salary (fully burdened)	R21		\$270,000	\$270,000	\$270,000
F5	Percent time engaged	Interviews		50%	50%	50%
F6	Transformation manager engagement	F3*F4*F5		\$540,000	\$1,080,000	\$1,080,000
F7	Training time per team member (hours)	Interviews		50	50	50
F8	Training investment	F7*R9*R13 +F7*R15*R17		\$1,252,644	\$2,505,288	\$5,010,577
F9	Percent attributed to Jira Align	R22		10%	10%	10%
Ft	Change management	F6+F8*F9	\$0	\$665,264	\$1,330,529	\$1,581,058
	Risk adjustment	↑25%				
Ftr	Change management (risk-adjusted)		\$0	\$831,581	\$1,663,161	\$1,976,322
Three-year total: \$4,471,064			Three-year present value: \$3,615,336			



# Financial Summary

## CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS



Cash Flow Analysis (Risk-Adjusted Estimates)						
	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	\$0	(\$1,063,697)	(\$2,169,644)	(\$2,625,612)	(\$5,858,953)	(\$4,732,753)
Total benefits	\$0	\$2,514,081	\$6,469,419	\$17,572,575	\$26,556,076	\$20,834,691
Net benefits	\$0	\$1,450,384	\$4,299,775	\$14,946,963	\$20,697,123	\$16,101,938
ROI						340%

## Appendix A: Total Economic Impact

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

### TOTAL ECONOMIC IMPACT APPROACH

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

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

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

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

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



### PRESENT VALUE (PV)

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



### NET PRESENT VALUE (NPV)

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



### RETURN ON INVESTMENT (ROI)

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



### DISCOUNT RATE

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



### PAYBACK PERIOD

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

## Appendix B: Composite Organization Assumptions

Composite Organization Assumptions					
Ref.	Metric	Source	Year 1	Year 2	Year 3
R1	Total number of release teams	Assumption	12+	12+	12+
R2	Release teams using Jira Align	Interviews	2	4	8
R3	Releases per team per year without Jira Align	Interviews	4	4	4
R4	Faster time-to-market with Jira Align	Interviews	50%	50%	50%
R5	Revenue from a release	Assumption	\$20,000,000	\$20,000,000	\$20,000,000
R6	Operating margin	Assumption	30%	30%	30%
R7	Release team size (PMs and developers only)	R8+R14	180	180	180
R8	PMs per release team	Assumption	40	40	40
R9	PMs on release teams using Jira Align	R3*R8	80	160	320
R10	Product manager salary (fully burdened)	Assumption	\$133,650	\$133,650	\$133,650
R11	Project manager salary (fully burdened)	Assumption	\$120,150	\$120,150	\$120,150
R12	PM salary (fully burdened)	(R10+R11)/2	\$126,900	\$126,900	\$126,900
R13	PM hourly rate (fully burdened)	R12/2,080 hours	\$61	\$61	\$61
R14	Developers per release team	Assumption	140	140	140
R15	Developers on release teams using Jira Align	R2*R14	280	560	1,120
R16	Developer salary (fully burdened)	Assumption	\$149,850	\$149,850	\$149,850
R17	Developer hourly rate (fully burdened)	R16/2,080 hours	\$72	\$72	\$72
R18	Integrated Jira Align users	R10*4	320	640	1,280
R19	Transformation managers per release team	Assumption	2	2	1
R20	Transformation managers on release teams in Jira Align	R2*R19	4	8	8
R21	Transformation manager salary (fully burdened)	Assumption	\$270,000	\$270,000	\$270,000
R22	Percent attributed to Jira Align	Interviews	10%	10%	10%

## Appendix C: Additional Evidence Of Benefits

Interviewees provided more information about their experiences with Jira Align than Forrester could include in this study. They made additional statements about:

### PM PRODUCTIVITY

- The VP of product operations in the finance/technology industry said: “Our project managers were spending all their time chasing people and updating spreadsheets. It wasn’t really managing the project in any true sense of the word. It was highly administrative work, [and] they were doing everything in [spreadsheets] and [slideshows]. The volume of [spreadsheets] and [slideshows] was just massive. [It was] a huge amount of work. ... [With Jira Align,] we can easily download a one-page report. We can now go into a single view and see everything.”
- The director of delivery platforms and tools in the telecommunications industry said: “We have moved away from manual status reports to system-generated status reports within Jira Align, which has definitely helped our project managers in terms of collecting and collating the data.”
- The agile transformation manager in the finance/banking industry said: “We believed that if we shaved off a number of the processes that were waste, we could be a smaller organization. ... There is a lesser need for project and program managers [with Jira Align], but not a zero need. ... Product owners and product managers can do things for themselves in Jira Align. They don’t need an army to delegate to.”
- The senior manager of product and technology in the manufacturing/electronics industry said: “You can summarize [our old process] as just throwing manual labor at [projects]. There would be project coordination meetings, and the documentation would be in different formats based on the project. One project would have documentation as a PDF on one person’s hard drive, another project would use [project management software], and the different [disciplines] used different software. It was all over the place, super ad hoc, and very manual.”
- The same interviewee said: “Instead of having a file in [project management software] and then having a [slideshow] with a little roadmap timeline that could be old or local, they’re now using objects in Jira Align. That’s helped make conversations significantly more efficient, but it hasn’t removed the need for those conversations. [PMs] are still doing the same work, but it’s gotten a lot easier for them.”
- The VP of operations in the finance/technology industry said: “We have a recurring meeting that used to take 2 hours and it would be a pretty hard slog. Today [with Jira Align], we did that meeting in 30 minutes. And that was just our time on the video call. [Each PM] also saved an hour-and-a-half from [avoiding] all the work they used to have to do outside of the meeting. So, we’ve gone from 2 hours down to 30 minutes.”
- The senior manager of software development in the telecommunications industry said: “Basically, there are weekly portfolio review sessions, and just the preparation for them used to take hours. [With Jira Align], not only is the preparation automated, but all the [PMs] do is document the proceedings and any risk issues. Everything else is automated, and the portfolio review now just takes 15 to 20 minutes. Everything is [in] real time, and anyone can go look at the data — the status, risks, and dependencies — in near-real time.”
- The change manager in the finance/banking industry said: “[Before using Jira Align], we took over a hotel and in three or four conference rooms put up paper on the walls. We had a massive program board with a ladder six or seven feet high. Someone balanced on top of it, and we literally mapped all of the dependencies with

hundreds of pieces of string. ... I think we would have carried on [holding offsites], but then we went into lockdown, and so of course everything had to be done virtually. That's when we brought in Jira Align."

- The agile transformation manager in the finance/banking industry said: "Before [using Jira Align], for the typical change project, there were 33 deliverables with 59 approvals. We've moved it to 14 deliverables and six approvals. So [that's] a 58% reduction in documentation and a 90% reduction in the amount of approvals. This is only partly [due to] Jira Align. Actually, as we roll out additional functionality for Jira Align, those numbers will probably come down."

## **DEVELOPMENT TEAM PRODUCTIVITY**

- The VP of product operations in the finance/technology industry said: "All of my teams now have a single point to go to. Jira Align stopped all of the emails and side conversations of, 'Hey, could you please just do this for me?' Now everything flows into a single backlog. Then, on a monthly cadence, we review the backlog and prioritize it to make sure that our development teams are working on the most important stuff."
- The same interviewee said, "[Jira Align] really helps [developers] understand that they're part of this bigger picture."
- The same interviewee said: "I can now communicate priorities out to all of the trains and say: 'This project is number one. If you have any tasks for this project, do those first.' ... People are just more aware of that now. In the past, we would say, 'These are our top 10 projects,' and people would nod and then go back to their team silos. ... Jira Align helps [developers] understand the bigger picture and what the priorities are and why their work is important."

## **INCREMENTAL REVENUE FROM FASTER TIME-TO-MARKET**

- The senior manager of product and technology in the manufacturing/electronics industry said: "More complex projects come out of the 20% [of projects that we deliver faster with Jira Align]. ... We had a really complex initiative that started in two program increments [PIs] this year, involved four trains, and was very fast. It was very high urgency [and] had to be to capture a market opportunity. [W]e were able to ship [the initiative] in three PIs. I can almost guarantee that [that initiative] would have been a problem in the past."
- The senior manager of product and technology in the manufacturing/electronics industry said: "Jira Align is used very often during PI planning. Those meetings are what all of the trains use to coordinate deliverables. ... Jira Align facilitates the in-person meetings, but it doesn't replace them."

## **REDUCED WASTE FROM BETTER INVESTMENT DECISIONS**

- The change manager in the finance/banking industry said: "[Jira Align] clearly gives you the ability to manage measures and metrics and see changes over time . ... It enables you to look and explore and pivot accordingly."
- The agile transformation manager in the finance/banking industry said: "Jira Align doesn't replace any of [our analytics team's work], but it gives us more data to hone in and adjust."
- The VP of product operations in the finance/technology industry said: "[Before my organization used Jira Align], somebody created a [list of requested features that was] hundreds of items long. But no one [in the technology team] had ever seen it. There was about 20 years' worth of work in that list that nobody had even [evaluated]. So, from the sales team's perspective, [the technology team members were] the bad guys because we never delivered anything they wanted."

- The same interviewee said: “One request from the sales team was to add Greek language support to our software. We said we could do it, but it meant that we would do nothing else for the next 18 months. Is that something they wanted us to do? They changed their minds and went back and talked to the customer, and we ended up delivering another option for the customer.”

## **FEES TO ATlassian**

- The VP of product operations in the finance/technology industry said, “[Licensing fees from other vendors were a lot harder to swallow.”

## **CHANGE MANAGEMENT**

- The VP of product operations in the finance/technology industry said: “[Jira Align] is really designed to help teams do their jobs. So, the scrum masters, the product owners, the release-train engineers, and the product managers just love it. They’ve gone from trying to coordinate in [only] Jira Software to having a really simple interface [that] supports their PI planning. ... Our PI planning is now remote, and we’ve made this change while everyone is working from home, which is sort of a miracle.”
- The change manager in the finance/banking industry said: “You need people on the ground helping to drive through [change] with real enthusiasm and commitment. [Our agile coaches] added the fun element. You just need that. Without it, a new tool becomes just another thing to fill in. You can’t just switch on a new tool and carry on with your old ways and expect success.”

## Appendix D: Endnotes

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<sup>1</sup> Jira Align was previously called AgileCraft. Atlassian acquired AgileCraft in 2019.

<sup>2</sup> 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.

<sup>3</sup> The interviewee's organization measures productivity as velocity.

<sup>4</sup> Source: "Margins by Sector (US)," NYU Stern, January 2021

([http://pages.stern.nyu.edu/~adamodar/New\\_Home\\_Page/datafile/margin.html](http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/margin.html)).

<sup>5</sup> Source: Hiva Alahyari, Tony Gorschek, Richard Berntsson Svensson, "An exploratory study of waste in software development organizations using agile or lean approaches: A multiple case study at 14 organizations," August 2018 (<https://doi.org/10.1016/j.infsof.2018.08.006>); Jim Johnson, Hans Mulder, "CHAOS Chronicles, focusing on failures and possible improvements in IT projects, July 2016 (<https://www.researchgate.net/publication/307513025>); Andrew Gemino, Blaize Horner Reich, Chris Sauer, "Examining IT Project Performance," May 2008 (<https://www.researchgate.net/publication/277736238>).





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