QUICK FACTS

Objectives
- Receive holistic view of costs and benefits of enterprise mashups
- Cost-benefit analysis for supporting an investment decision
- Gain insights from real-world scenarios

Costs
- Structured along the three IT resources infrastructure, content, and users
- Investment costs mainly composed of infrastructure costs (consulting, implementation)
- Running costs with the biggest cost driver of users (community involvement, creating mashups)

Benefits
- Structured according to the IT Balanced Scorecard approach
- Reduced processing time leading to improved productivity
- The majority of benefits, such as improved decision quality and increased user satisfaction, cannot be quantified in financial terms

Key Findings
- Positive discounted cash flow in the second year of using mashups and further positive financial metrics
- Financial and non-financial benefits clearly outweigh the costs
- Identified risk factors can be controlled by the management
- Enterprise mashups are especially beneficial for unstructured ad-hoc processes