White
Paper

Key RFP Considerations for Desktop and Application Virtualization Solutions

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Contents

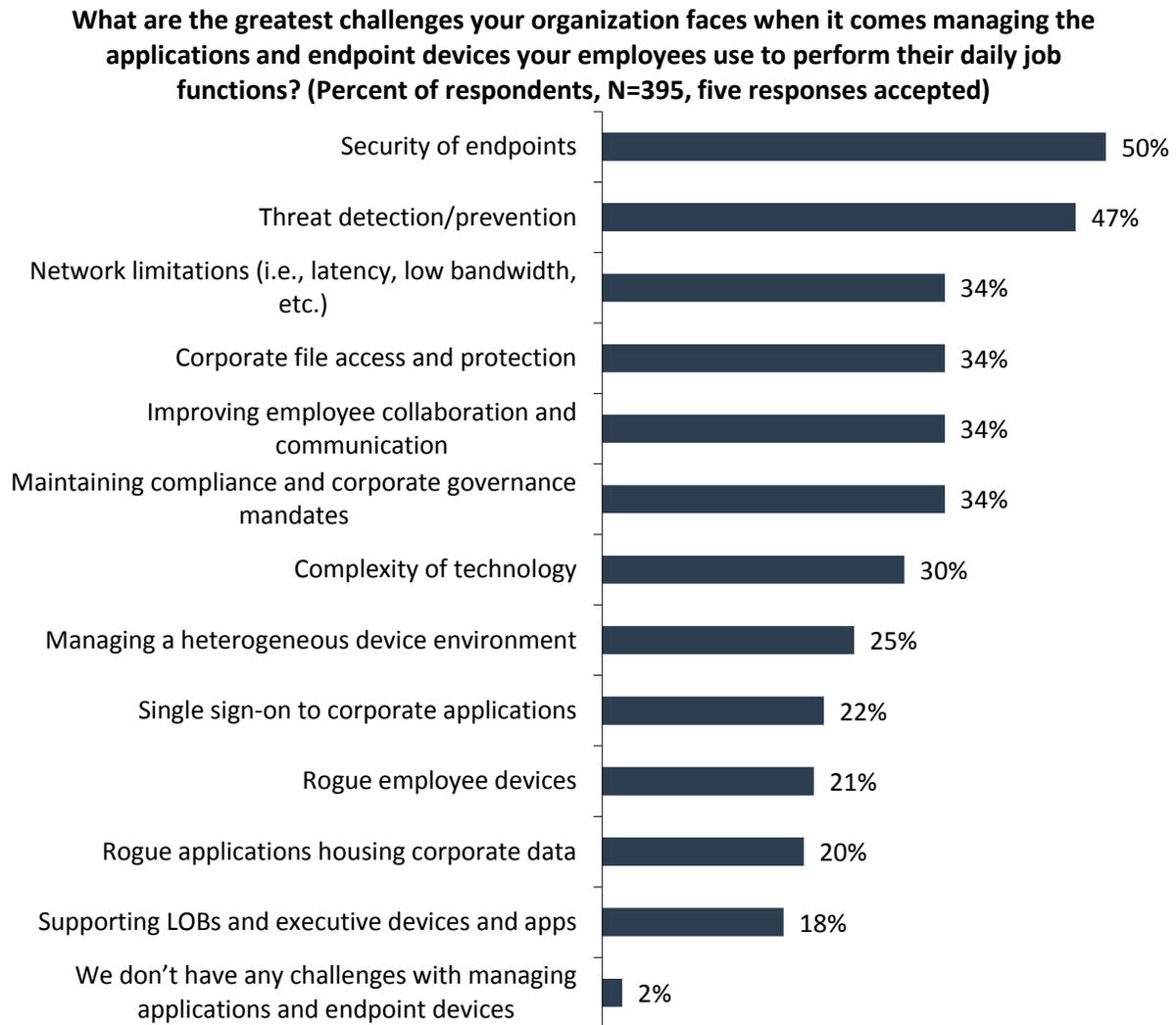# Desktop and Application Delivery to Achieve Workspace Transformation

Purpose of the Guide

This guide is designed to help create a Request for Proposal (RFP) in support of virtual desktop and application delivery. Although writing RFPs can be a daunting task, it becomes easier when goals and requirements are clearly defined and organized to match business and technology solutions. Understanding the short and long term goals as well as the unique requirements of your organization will help you create an RFP that serves as an important tool for use in your decision making process.

Application and Endpoint Device Management Challenges Persist

In an ESG research study of 395 IT professionals responsible for overseeing endpoint device, application, and mobile computing strategies for their organizations, respondents reported the numerous challenges they need to overcome to achieve their business mobility goals (see Figure 1)[1]. This guide will help prepare approaches to prioritize and, ultimately, identify solutions to overcome these challenges.

Figure 1. Challenges with Application and Endpoint Device Management

What are the greatest challenges your organization faces when it comes managing the applications and endpoint devices your employees use to perform their daily job functions? (Percent of respondents, N=395, five responses accepted)

Challenge	Percent
Security of endpoints	50%
Threat detection/prevention	47%
Network limitations (i.e., latency, low bandwidth, etc.)	34%
Corporate file access and protection	34%
Improving employee collaboration and communication	34%
Maintaining compliance and corporate governance mandates	34%
Complexity of technology	30%
Managing a heterogeneous device environment	25%
Single sign-on to corporate applications	22%
Rogue employee devices	21%
Rogue applications housing corporate data	20%
Supporting LOBs and executive devices and apps	18%
We don't have any challenges with managing applications and endpoint devices	2%

Source: Enterprise Strategy Group, 2015.

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[1] Source: ESG Research Report, *Security, Productivity, and Collaboration: Trends in Workforce Mobility*, to be published January 2016.

Creating and Organizing Business and Technology Goals – People, Process, and Technology

The goal of business mobility is to create workspaces that improve IT control, enhance employee experience, and mitigate security risks. When employees have the ability to access their applications anytime, anywhere, and on any device, employee satisfaction improves and employees become more productive. It is also important to highlight the fact that business mobility extends beyond traditional remote access to e-mail and a few SaaS applications to include hybrid consumption models, user-based policy management, and secure access.

Once some initial high level goals have been established, the next looming questions are: how can you best achieve these goals and map technology to these initiatives? Workspace transformation with virtual desktops and applications offers employees the access that they require, but choosing amongst a wide range of solutions can be an arduous task. This is due to the fact that desktop and application experience depends on multiple factors that include: product quality, product flexibility, feature completeness, support quality, and future product innovation. A solution that delivers on only a few of these factors can leave you and your users disappointed and make it more difficult to get approval for future projects. A solution that continues to innovate and deliver on every factor will leave the business and employees delighted and open up new possibilities.

> **Tip:** This is not an exercise based solely on product A versus product B feature comparisons. While checkbox product features will factor into the decision, there are other factors to consider. These include: service and support, integration with existing and planned investments, professional and technical services, and economic feasibility.

The following portion of this guide is organized into three sections for a successful workspace transformation:

- **People,** focused on user experience and productivity

- **Process,** mapped to business goals and supported by technology

- **Technology** as the underpinning architecture that includes core elements for success

RFP Essentials

People – Inclusive of employees, contractors and business customers

Endpoint Device

Does the solution support a full array of desktop clients? From which vendors?

Why it's important: Many organizations own Windows, Mac, and Linux desktops that they will be using for VDI. Although the organization might have standardized on Windows hardware, some lines of business and end-users will want to access their virtual apps and desktops on a variety of endpoint devices while on the corporate network as well as from devices that are internet-connected from environments such as remote employees and teleworkers.

Does the solution support Linux VDI desktops? If so, which distributions?

Why it's important: If there are users or lines of business that require Linux desktops for running web development, engineering, video processing, or high performance computing applications, it is important to validate that the virtual desktop solution supports Linux. Look for support of popular distros such as RHEL, Ubuntu, CentOS, and NeoKylin.

Does the solution support zero clients? From which vendors and with which protocols?

Why it's important: Many organizations use zero clients to provide users with small, durable, and cost-effective virtual desktop and application clients. Since many zero clients only support one protocol, the choice of client may

be limited by the delivery protocols supported in your solution. If support for zero clients is important, make sure the solution you choose has an ecosystem of zero clients to choose from.

Does the solution adapt the Windows desktop and Windows applications for easier use on mobile devices?

Why it's important: Although there are many ways to project Windows desktops and applications onto mobile devices, some solutions don't include features that make Windows easy to use on devices without physical keyboards and mice. Verify that the solution gives users an interface similar to the mobile interfaces they already know: it should have gesture-based ways to access applications, files, and search. It should also make it easy for users to switch between applications with touch controls.

Does the solution support mobile device operating systems Windows, Linux, iOS, and Android?

Why it's important: Validate that the solution supports all operating systems currently deployed and planned. Although your business has standards today, some lines of business and end-users may require access to their virtual desktops and applications on a variety of platforms—check compatibility/support matrixes.

Does the solution allow users to transfer data from USB drives to virtual desktops and applications?

Why it's important: If the current policy and process enables users to use USB drives to transfer files to and from their applications and desktops, they will likely expect the same functionality for their virtual environment. Validate that the solution doesn't require users to change the workflows they are familiar with.

Graphics Support

Does the solution allow sharing graphics resources across desktop VMs?

Why it's important: Users with moderate graphics performance requirements running productivity applications can share graphics cards across desktop VMs to distribute the resources to users that have higher graphic resource demands.

Does the solution support graphics acceleration for Linux desktops and applications?

Why it's important: Even if most users may be on Windows, some users and lines of businesses may use Linux for graphical intensive applications used for tasks such as oil and gas engineering, video processing, chip layout, or web design. If Linux desktops are in place or a consideration, validate graphic acceleration support.

Does the solution support multimedia redirection (offloading encoding and decoding of multimedia streams to client machines)?

Why it's important: Multimedia redirection is a term for sending unprocessed, compressed media streams to the client to be recreated, decompressed, and rendered on the client machine. Offloading encoding and decoding of multimedia to the client reduces multimedia bandwidth requirements and gives users a smooth playback experience.

Does the solution support multiple GPU vendors for hardware graphics acceleration?

Why it's important: If the solution is limited to one GPU vendor, it may lack the flexibility to allow users to choose graphic cards, instead offering options that don't meet your needs or are not economically feasible. Multiple vendor support can help balance the performance and price equation.

Does the solution support 4K resolution for client monitors?

Why it's important: If there are plans to offer larger display monitors with 4K resolution to users, confirm that the solution can support them.

Does the solution provide hardware graphics acceleration for desktops, applications, and RDSH sessions?

Why it's important: Although task-worker applications may not require graphics acceleration, productivity tools like Microsoft Office benefit from graphics acceleration. Depending on the needs, IT may need to enable direct pass-through to GPUs installed on the host, shared access to virtual GPUs, or a solution that provides both direct pass-through to the GPU and shared GPU access.

Environment

Does the solution include a self-service application store with a single catalog of IT-enabled applications?

Why it's important: End-users are used to application stores like the ones they use on their iOS, Android, and Windows devices. With a corporate application store, users can take advantage of self-service for their own application requests, while IT maintains access policies for the applications, desktops, and data. Look for a solution that provides easy application access for users as well as security and automation for IT. The solution should allow self-service features such as automatic password recovery and automatic application provisioning.

Can end-users access desktops through their browsers without any additional downloads, launchers, intermediate websites, or storefronts?

Why it's important: Allowing users to access desktops and applications through web browsers lets IT support nearly any device as a desktop and application client. Validate that the solution provides a way for users to access their applications and desktops directly through their browsers; required downloads, launchers, clients, and browser plugins would defeat the purpose of flexible HTML5 access. Also be sure that the HTML access solution is as secure as client-based access; look for the option to add three factor authentication utilizing technologies like RSA SecureID or RADIUS.

Can users choose whether to access their desktop through their browser or installed client software?

Why it's important: As users move between devices, they may have different preferences for either an installed client or HTML access. Look for a solution that allows users to choose the mode that fits them best.

Does the solution allow users to access virtual desktops when they are not connected to your network without requiring you to purchase specialized hardware?

Why it's important: Many users find themselves in places where the network connection is spotty or completely unavailable. If those users can't access their virtual desktop and applications, the solution becomes an impediment to work. Confirm that the vendor offers a way for you to support users who often find themselves offline.

How does the solution allow users to create customizations that follow them from session to session? Do user customizations follow users as they move across device types (for example, if they move from PC to mobile phone)?

Why it's important: Users may lose chances for extra productivity and get frustrated if they can't create customizations to their workspaces. In the worst case, users may not be able to find the business-critical applications and data they need. Look for a solution that allows users to make persistent customizations in their workspace, even if they switch devices or their virtual desktop is destroyed and recreated. The solution should also allow IT to set dynamic policies that adapt your users' experience, depending on their devices or locations.

Process – Business and IT

Does your solution support BYOD?

Why it's important: Bring your own device (BYOD) is a growing trend across industries and geographies. Although BYOD allows you to withdraw from managing multiple endpoints per user, it's challenging for IT because users bring a surprisingly large range of devices into the workplace. Users may be nervous about the amount of control IT will have over their devices. Validate how the solution supports BYOD with a wide range of device types. Determine how the solution will allow the choice between multiple device ownership models to respect your users' privacy needs. The solution should provide enterprise-grade security; make device enrollment self-service and easy; and allow you to distribute profiles, applications, and content. The solution should also provide Bring Your Own Device (BYOD) support for Windows, Mac, and Linux desktops and laptops including support for iOS, Android, Windows, BlackBerry, and Symbian mobile devices as required.

Does the BYOD solution separate user data and IT-managed data on user-owned devices?

Why it's important: Users can be very suspicious of IT taking control of part of their device. It's common for users to think that IT can read SMS messages and personal e-mail, and track all web traffic. To respect user privacy and encourage users to embrace IT management rather than working around it, it's important to keep user data and IT-managed data separate. Look for a solution that allows IT to separate corporate and personal data on devices with privacy policies based on device ownership type. Your solution should allow you to prevent data collection from personal e-mail, as well as identification of information, content, or applications on an employee-owned device.

Technology – Delivery, infrastructure and management

Storage

Can the solution simplify storage and improve resource utilization by virtualizing existing SAN/NAS arrays?

Why it's important: Virtual desktops and applications can tax the storage infrastructure if it is not designed correctly. Look for solutions that take advantage of the latest industry-wide storage standards to ensure the infrastructure is ready for virtual desktops and applications without an expensive total refresh. For example, explore standards that take advantage of the capabilities of current storage while moving to storage optimized for virtual environments.

Can the VDI solution reclaim deleted storage (also known as storage reclamation)?

Why it's important: Deleted files on virtual desktops can take up space in your data center storage without adding value. Look for a solution that automatically reclaims the space used by deleted files.

How does the solution maximize IOPS?

Why it's important: Virtual desktops and applications can require high IOPS because desktops and desktop applications were built to take advantage of low-latency, high-IOPS local storage. Make sure the solution includes storage software that beefs up your storage IOPS performance.

Does the solution have hypervisor-native virtual storage support?

Why it's important: Virtualizing the storage can provide storage that deals intelligently with the virtual machines that contain virtual desktops and applications. Look for a solution that integrates natively with virtual storage to ensure you get the fastest storage without taxing compute capacity.

How will the solution minimize the storage costs associated with virtual desktops and applications?

Why it's important: Look for virtual storage with good performance, native virtual storage hypervisor support, and the ability to support all-flash storage deployments. Virtual storage should also be VM-aware, meaning that it self-tunes and automatically applies storage policies as soon as virtual desktop and application VMs are created.

What technology does the solution provide to minimize the disk space required for virtual desktops and RDSH server farms?

Why it's important: One of the advantages of virtual desktops and applications is that you can share common portions of your images between VMs. Look for a solution that enables IT to clone VMs from a parent VM while saving space by reflecting that common system image.

Does the solution have a hypervisor-converged storage solution?

Why it's important: Virtual desktop and application storage can be tricky, but vendors are responding with storage offerings designed for VMs. These storage solutions help meet the IOPS and latency requirements for a great user experience by offering hyper-converged storage that automatically applies storage policies to desktop and application VMs. Look for a solution that accelerates IOPS by integrating with the hypervisor.

Is your solution optimized to work with hyper-converged appliances?

Why it's important: Many organizations using virtual desktops and applications have turned to hyper-converged infrastructure (HCI) to simplify deployment, save money, achieve greater scaling, and to ensure they only have one vendor to ask for support ("one throat to choke"). Even if your shop isn't currently investigating hyper-converged infrastructure, make sure your vendor supports it in case you decide to make the switch in the future. Look for a vendor that makes their own HCI solution or one that partners with other vendors to provide a reliable cost-effective solution.

Management and Monitoring

Does the solution provide end-to-end monitoring of the data center infrastructure, virtual desktops, hosted applications, and user sessions?

Why it's important: Monitoring tools are most useful when you can see all the important key indicators in one place. Look for a solution that brings together information about the health of the virtual desktops and applications all the way from the data center to the user devices. The solution should help you identify bottlenecks and problems with comprehensive dashboards and self-learning analytics that adapt to the environment to let you know when server, storage, networking, and end-user metrics move out of normal parameters. Verify that the vendor can explain how their solution will increase staff productivity and infrastructure efficiency.

Does your solution provide analytics on an application level?

Why it's important: IT can compare data against different metrics such as industry, region, and market. IT can also view the usage rate for each application in the enterprise as well as the top applications by installation. Users can provide feedback by rating both public and internal applications. Administrators can utilize customizable dashboards to give them the latest application analytics and export capabilities that result in advanced reports.

Does the solution allow IT to update images, policies, applications, and other IT-managed layers without disturbing end-user files and personalization? If so, how?

Why it's important: One of the strengths of desktop virtualization is its ability to update desktop images without disturbing users. IT can ensure that users always have the latest desktop images (with all updates, patches, and necessary software) while allowing them to keep their customizations. Make sure the solution allows IT to separate users' files, customizations, additional applications, and personas from the IT-managed OS and base application layers. This separation allows you to update, patch, and secure desktops without disrupting the users' workflow.

Can the solution reduce the number of images under management?

Why it's important: Many organizations have to support different user groups with different applications. Creating individual images for each of these groups may leave IT with too many images to manage, and an inefficient use of time as the same patches and updates get applied to image after image. Alternatively, look for a solution that allows IT to create bundles of applications that can be assigned as modules to user groups. These bundles should be separate from the desktop images, allowing IT to attach them quickly to user groups as needed. For example, with groups like HR, legal, and engineering, the solution should allow IT to create modular application bundles such as a basic application bundle shared by all groups, a bundle shared by HR and legal, and a bundle used only by engineering. These modular bundles allow IT to use only a few images to support the entire diverse user base. In addition, keeping applications out of your images allows IT to save storage space and provide non-persistent desktops that look and feel like persistent desktops to the user.

Does your management interface allow our organization to set threshold limits for troubleshooting?

Why it's important: It's important to have a monitoring solution that alerts you before problems become performance issues that impact your end-users' experience. Look for a solution that gives you early warning about potential problems. Your solution should also provide recommendations for addressing potential problems and an integrated method for addressing simple problems directly from the monitoring tool.

Does the management tool provide individual application monitoring for business-critical applications?

Why it's important: Applications are vital to end-users; without their business critical applications, users can't work. The solution should provide insight into individual applications so IT can anticipate and avoid problems with login time, performance, storage sizing, networking, and compute tuning.

Can the solution provide end-to-end image management across physical and virtual desktops? What is the solution's end-to-end image management workflow?

Why it's important: The application and desktop virtualization tool should make image management simpler, not more complicated. Verify that you can eliminate additional steps in the image management workflow by finding a tool that provides image management for physical desktops and virtual desktops.

Does the solution rely on additional third party systems to provide user experience management, hypervisor, or other parts of your technology stack?

Why it's important: Building the entire virtual desktop and application stack with products from one vendor can provide a single point of contact, helping IT get support and avoid finger pointing. Consider a vendor who can provide virtual desktop and application-focused user identity management, networking, storage, and monitoring.

Application Delivery and Management

Does the solution allow IT to automatically provision applications for users based on device type, user type, group type, and other profiles?

Why it's important: Automatically provisioning applications makes it easy for new users to have all the applications they need during onboarding. It also helps IT deploy new applications across your organization and cuts down on helpdesk tickets asking for application access. Look for a solution that allows IT to set up policies based on device, device, group, and user type.

Does the solution enable real-time delivery of native applications?

Why it's important: One of the most compelling choices is real-time application delivery, which deploys OS-native applications in real time to virtual and physical desktops. Real-time application delivery means attaching applications to desktops, rather than simply streaming them from a data center. Attached applications act like

native applications: they appear in the user's start menu and in their local storage. Look for a real-time application delivery tool that gives users access to the applications they need across desktops. The tool should simplify management by assigning applications to users, groups, and device types rather than individual devices. This assignment strategy allows IT to provision applications to many different types of users on many devices without building lots of images. The solution should only require you to manage one virtual disk for your real-time delivery applications, making application updates simple and saving storage space.

What type of application isolation solution does the product provide?

Why it's important: Application isolation makes application deployment easier by eliminating dependencies and conflicts between applications and Windows components. Look for an application isolation solution that doesn't require agents on clients, servers, or additional infrastructure. Your virtualized, isolated applications should fit into your current application deployment infrastructure without any extra work after packaging.

Does the application virtualization tool need an endpoint agent, dedicated database, infrastructure, or dedicated management to run?

Why it's important: Some application virtualization tools require you to install agents or set up additional infrastructure to use your packaged applications. Although isolated, virtualized applications are easier to deploy than traditional applications, having to manage agents and infrastructure decreases the simplicity of application virtualization.

Does the solution automate the deployment and updating of virtual desktops and RDSH servers?

Why it's important: Deploying and updating physical desktops can consume a lot of time, but the virtual desktop and application solution should make it easy to deploy and update desktops and applications to thousands of users. Look for a solution that lets IT create a single parent image you can push out to desktops and application servers throughout your organization. The solution should also provide an easy way to deploy virtual desktops and RDSH servers, but make sure it also has a way to keep track of users' unique changes and settings.

Can the solution deliver VDI, hosted applications, packaged applications, streaming applications, and RDSH?

Why it's important: Different applications and different users call for different approaches to virtual desktops and applications. What works for a user connected to your office network may not work for a sales agent on the road, and what works for a simple application may not work for an application with complicated hooks into the OS. Confirm that the solution can support VDI, hosted applications, packaged applications, streaming applications, and RDSH.

Security

Does the solution provide a single sign-on for hosted applications, packaged applications, web applications, and SaaS applications?

Why it's important: Multiple passwords and access methods for different applications confuse users, increasing their frustration and the number of help desk tickets you receive. Single sign-on (SSO) lets users remember a single username and password for their work applications. SSO also lets IT disconnect users from applications at a single point, helping protect the data when employees leave the company. Look for a solution that supports all application types, from hosted applications to SaaS applications.

How does your solution secure and isolate the networks used by virtual desktops and applications from each other?

Why it's important: IT can use virtual desktops and applications to increase security, but putting more VMs with access to outside networks into the trusted side of your data center can introduce the risk of a compromised desktop attacking adjacent workloads. This type of attack, called an "east-west" attack, can be prevented by isolating your virtual desktop and application network with micro-segmentation. Look for a solution that includes

"micro-segmentation," or the ability to give desktops and applications highly granular networks. The solution should have the ability to give each desktop or application VM its own network for the best possible security.

What security measures does the solution provide?

Why it's important: Companies know they have to earn the trust of the employees and customers whose data they hold—any data breaches create high costs in lost trust, lawsuits, and fines. The product should include features to help protect the unique architecture required for virtual desktops and applications. Look for something that provides micro-segmentation for your application and desktop VMs, keeping them from seeing adjacent workloads in your data center. The micro-segmentation solution should provide automation based on VM-centric rules, allowing IT to set up different rules for different user roles and VM types. IT should also make sure the solution supports RADIUS, RSA SecurID, and smart card authentication.

Does the solution provide consistent security measures across different kinds of endpoints?

Why it's important: The solution should provide familiar security procedures for end-users and unified management for IT across endpoints, including mobile, desktop, laptop, and offline devices. Many security risks come from end-users, so it's important to ensure that users follow security best practices. There's no better way to encourage users to follow best practices than to make best practices easy and consistent. Look for solutions that minimize the number of times users have to log in and the number of usernames and passwords they remember. The solution should also allow IT to assign security rules by user types in your Active Directory to simplify provisioning for IT.

What features in the solution provide post-perimeter security?

Why it's important: Virtual desktops and applications provide enhanced security, but they also give end-users access to VMs on the trusted side of your data center perimeter. If a user's desktop is compromised, it can attack adjacent workloads running on the same side of the firewall. Make sure the solution includes a way to limit the attack surface inside your data center. The solution should provide a way to put VMs in their own micro-segmented networks.

Does the solution include agentless antivirus scanning capability for the endpoint?

Why it's important: AV scanning can decrease performance if the AV vendor requires you to install an agent in each VM. Look for a solution that provides a way to put AV in a separate, secure virtual appliance that offloads the work of AV scans from the desktop and application virtual machines.

Does the solution comply with Federal Information Processing Standards (FIPS-140-2) without the addition of other solutions, appliances, or services at additional cost?

Why it's important: Although the organization may not require FIPS compliance, finding a vendor that's FIPS compliant means the solution has passed stringent standards for security.

Does the solution support single sign-on authentication for SIPR and NIPR smartcards?

Why it's important: If requirements exist to support single sign-on with SIPR and NIPR smartcards, verify that the solution supports it.

Integration with existing and planned systems

Does the VDI solution support unified communications (UC) such as Lync 2013?

Why it's important: If the company has adopted unified communications, make sure the solution can support your chosen UC tool. Look for a solution that offloads media processing onto clients to give you low impact on your data center and high scalability.

Does the solution allow users to print from their virtual desktops and applications?

Why it's important: Users expect just-like-desktop printing from their virtual desktops and applications. Confirm that the solution allows you to create intelligent policies that control printing location based on user-friendly attributes such as device location or user role.

Does the solution support location-based printing that sends jobs to the nearest printer as a user moves his or her device around your site?

Why it's important: Users may not understand the relationship between their client, their virtual desktop and applications, and the printer. Make sure your solution has policies like location-based printing that ensure users can find sensitive or urgent documents at the most convenient printer.

Does your solution allow users to access files from Microsoft Distributed File System (DFS) and file shares?

Why it's important: If IT utilizes file shares and Microsoft DFS, make sure the solution allows users to access their files in the location they're used to.

Hybrid Cloud

Does your solution support delivery of desktops both from on-premises data centers and from the public cloud?

Why it's important: Many organizations have different types of users that need different types of applications and desktops—for example, an on-premises solution for sensitive data and a DaaS (desktop-as-a-service) solution for contingent workers like contractors and temp workers. Make sure the solution gives IT the flexibility to choose the type of desktops and applications that make sense for the users.

Can the solution deploy multiple, geographically separated data centers from the same interface?

Why it's important: If IT needs to support desktops and applications over a large geographic range, it's good to have a tool that lets you deploy multiple virtual application and desktop pods across data centers. These geographically separated pods provide users with the lowest latency path to a desktop and give you simple, central management. Look for a solution that lets IT balance loads across data centers and set up disaster recovery across pods.

Does the solution require a move to the cloud or need to stay on-premises? Can IT choose the best option of the cloud, on-premises, or even a cloud/on-premises hybrid model as your needs develop?

Why it's important: Verify that the solution is ready for future developments by selecting one that lets you choose between on-premises deployment, cloud deployment, or a combination depending on your needs. The vendor should allow you to move virtual desktops and applications between your data center and the cloud with a single management interface.

Additional Selection criteria

Public reference accounts

What are your three largest public customer references for VDI deployments?

Why it's important: The virtual desktops and applications need to be highly scalable. Make sure the vendor has a history of supporting large deployments.

Provide examples of respected companies that use your company's products.

Why it's important: Ensure the vendor has the products and services necessary to support the organization. Make sure they have a history of supporting well-known companies.

TCO

Does the solution provide lower total cost of ownership than competitors' solutions? Where are the savings?

Why it's important: Because of discounting and hidden costs, it can be tricky to figure out exactly what solutions cost. Validate how much the solution will cost and how much value the business will get from it.

Bottom Line

Established Evaluation Criteria for Assessing Proposals

The above selection criteria are key inputs for the RFP process and will help establish a combination of both near term goals and long term workspace transformation strategies. Use these key considerations to:

- Initiate internal discussion and create goals.

- Establish initial research and evaluation criteria.

- Form the basis for a cost benefit analysis.

- Develop meeting agendas with IT vendors.

- Input into an RFP template.

As the above items are established, it will also be important to identify selection criteria that match specific IT, business, and end-user requirements. Since the experience with workspace transformation is dependent on so many factors, it's a good idea to take them all into account when making a final decision. It will be valuable to assign a scoring system and decision matrix to the selection criteria that applies a higher score and therefore maps results to specific priorities and requirements. This process will help to systematically identify and rate important factors when investing in complicated decisions. A decision matrix helps weigh multiple factors simultaneously, such as product features and support quality. A suggested method is to rate each solution on each factor from 1 (low) to 5 (high), multiply the factors by a priority score from 1 (low) to 3 (high) and compare the totals. This type of methodology will result in a baseline comparison of solutions and provide a confidence factor that matches to predetermined IT and business goals. A sample table is shown in Table 1.

Table 1. Sample Table

Selection Criteria	Vendor A Rating	Vendor B Rating	Priority/ Importance	Vendor A Score	Vendor B Score
Desktop Client Support					
Windows VDI					
Linux VDI					
Example	3 (1-5)	5 (1-5)	2 (1-3)	6 3 *2	10 5*2
				(Total Score)	**(Total Score)**