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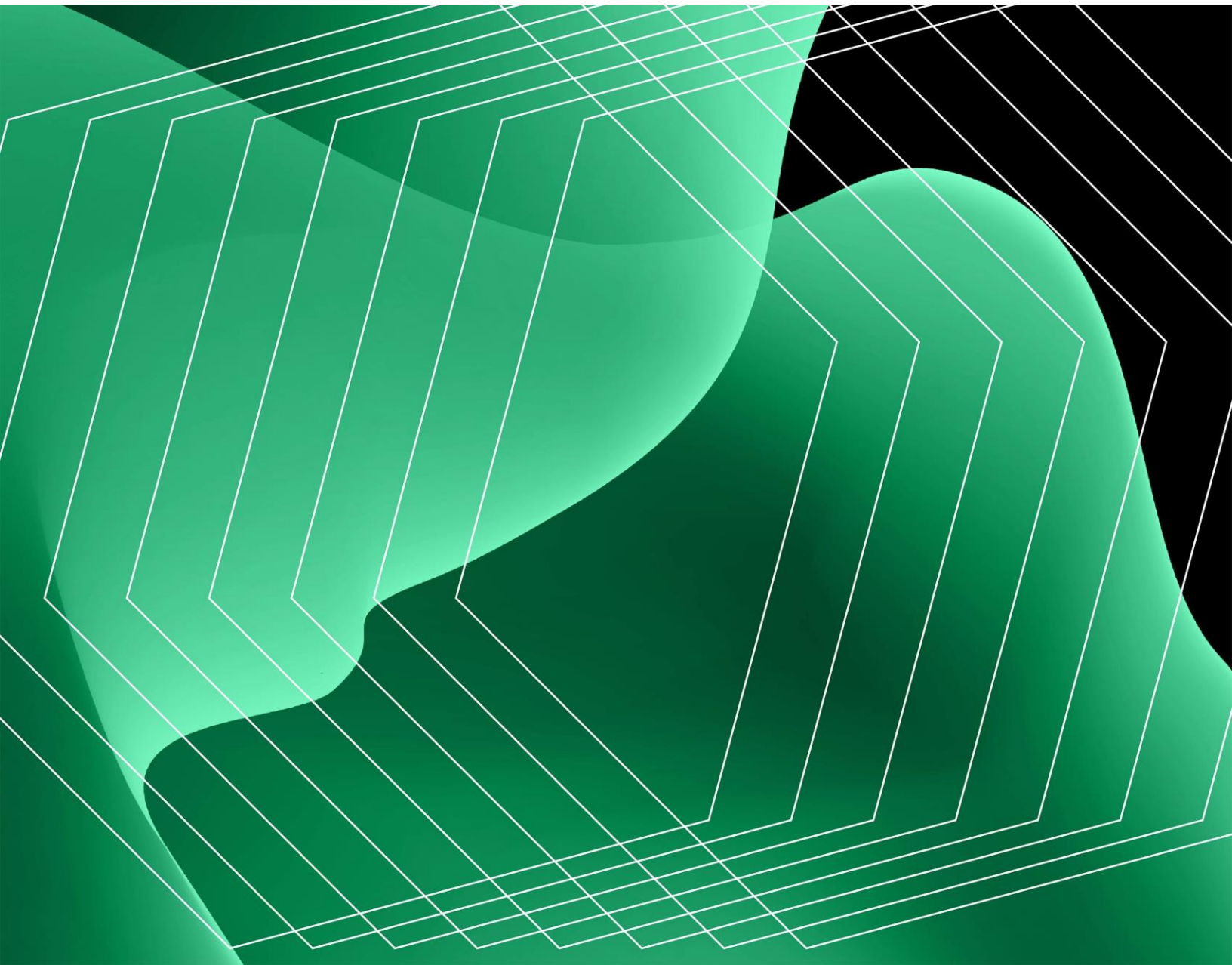
New Technology: The Projected Total Economic Impact™ of Adobe Acrobat AI Assistant

Cost Savings and Business Benefits Enabled by AI Assistant

A Forrester New Technology Projected Total Economic Impact™ Study
Commissioned by Adobe, January 2025



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Consulting Team:

Kara Luk

Executive Summary

Generative AI (genAI) has quickly emerged as a transformative force, enabling companies to improve productivity, innovation, cost efficiency and revenue.[1] Users of Adobe's AI Assistant for Acrobat may achieve significant time savings in document-centric work and processes. Based on pilot testing, AI Assistant can significantly improve employee productivity and drive operational efficiency gains.

Acrobat AI Assistant is a conversational genAI feature that enables users to interact with their documents, including PDFs, meeting transcripts, scans, contracts, slide presentations and documents to quickly generate comprehensive summaries, insights and content. Integrated into Adobe Acrobat, AI Assistant can empower teams to transform document-based processes and improve productivity. With attribution features, data controls and ease of deployment and management, AI Assistant can enable organisations to unlock the potential of genAI within their documents to enhance time to insight and creation of new content based on source documents. AI Assistant supports a range of file types, including PDFs, DOCX, PPTX, TXT and RTF.

Adobe commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realise by deploying Acrobat AI Assistant.[2] The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of AI Assistant on their organisations.

Projected return on investment (ROI)

176% - 415%

Projected net present value (NPV)

£742.14k - £1.75m

To better understand the benefits, costs and risks associated with this investment, Forrester interviewed eight representatives of six organisations with experience using AI Assistant. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organisation that is a global organisation with 5,000 employees.

Interviewees said that prior to using AI Assistant, employees at their organisations struggled with time-consuming digital document workflows. They often had to manually summarise lengthy documents, extract key insights and repurpose them into other content formats. As a result, employees experienced productivity limitations that diminished their capacity and ability to engage in strategic initiatives.

Based on pilot programmes with AI Assistant, interviewees noted that users achieved time savings for document-related work, enabling their organisations to streamline relevant processes and improve operational capacity. Key results from the investment include better productivity, operational efficiency gains and improved employee experience (EX).

KEY FINDINGS

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

- **Document summarisation and analysis efficiency improvement of up to 45%.** The composite organisation improves employee productivity with AI Assistant as users experience a reduction in the time required to summarise and review documents. Over three years, the improved productivity is worth between £0.88 million and £1.67 million.
- **Content generation efficiency increase of up to 30%.** The composite organisation enhances operational efficiency as employees leverage AI Assistant to streamline document creation workflows. With AI Assistant, users produce document-driven deliverables and complete associated workflows with greater speed. Over three years, the efficiency improvement is worth between £286,482 and £454,062 to the composite organisation.

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

- **Data security.** AI Assistant addresses the composite organisation's data governance and security requirements as customer data is not used to train its model, documents are not indexed and the tool only accesses documents opened in Acrobat.
- **Increased accuracy.** AI Assistant provides users with attribution information alongside responses, enabling them to verify the accuracy and ensure that generated content and insights are reliable to use. Additionally, responses are generated based solely on uploaded documents rather than internet sources, offering additional layers of accuracy and trustworthiness.
- **Improved EX.** AI Assistant helps users reduce tedious document review and analysis work and improve content development efficiency, freeing them to focus on more valuable work.

- **Faster time to value.** Access to AI Assistant is easily enabled through the Acrobat management console, enabling users at the composite organisation to quickly start leveraging the tool.

Flexibility. In the long-term, the composite organisation can achieve business outcomes, including:

- **Revenue growth.** AI Assistant contributes to revenue growth by helping the composite organisation's sales teams leverage background documents to better understand prospects and deliver more personalised content, messaging and proposals. Document analysis and content generation efficiencies, free up more time for sellers to directly engage with buyers.
- **Long-term business value.** The composite organisation realises greater business value over time as users develop new use cases for AI Assistant and new product enhancements and improvements are released.

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

- **AI Assistant subscription costs.** The composite organisation pays a monthly subscription cost of £3.98 per user, totalling £150,024 over three years.
- **Implementation, training and ongoing management labour.** The composite organisation incurs labour costs associated with a pilot programme, user administration, training and ongoing management totalling £270,522 over three years.

Forrester modelled a range of projected low-, medium- and high-impact outcomes based on evaluated risk. This financial analysis projects that the composite organisation accrues the following three-year net present value (NPV) for each scenario by enabling Adobe AI Assistant:

- Projected high impact of a £1.75 million NPV and projected ROI of 415%.
- Projected medium impact of a £1.28 million NPV and projected ROI of 296%.
- Projected low impact of a £742,140 NPV and projected ROI of 176%.

Projected return on investment (PROI):

176% - 415%

Projected benefits PV:

£1.20 - 2.15m

Projected net present value (PNPV):

£742.14k - £1.75m

Total costs:

£420.55k

Three-Year Projected Financial Analysis for the Composite Organisation

"With AI Assistant, employees have more time to engage with one another and build relationships, rather than being overwhelmed with mundane daily tasks. Even though resources have been limited, we are starting to see more innovation and collaboration because they have more time back in the day."

CHIEF AI STRATEGY AND TRANSFORMATION OFFICER, GOVERNMENT

NEW TECH TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews, Forrester constructed a New Technology: Projected Total Economic Impact™ (New Tech TEI) framework for those organisations considering an investment in AI Assistant.

The objective of the framework is to identify the potential cost, benefit, flexibility and risk factors that affect the investment decision. Forrester took a multistep approach to evaluate the projected impact that AI Assistant can have on an organisation.

DISCLOSURES
Readers should be aware of the following:

This study is commissioned by Adobe 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 organisations 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 AI Assistant.

Adobe 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.

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

Due Diligence
Interviewed Adobe stakeholders and Forrester analysts to gather data relative to AI Assistant.

Early-Implementation Interviews
Interviewed eight representatives at six organisations using AI Assistant in a pilot or beta stage to obtain data about projected costs, benefits and risks.

Composite Organisation
Designed a composite organisation based on characteristics of the interviewees' organisations.

Projected Financial Model Framework
Constructed a projected financial model representative of the interviews using the New Tech TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewees.

Case Study
Employed four fundamental elements of New Tech TEI in modelling the investment's potential 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 Adobe AI Assistant Customer Journey

Drivers leading to the AI Assistant investment

Interviews			
Role	**Industry**	**Region**	**Employees**
Business manager	Legal	APAC HQ, national operations	4
VP of financial operations and digital initiatives	Financial services	US HQ, multistate operations	200
Global head of data and analytics	Financial services	EMEA HQ, global operations	360
Chief digital officer	Legal	APAC HQ, national operations	450
Chief technology officer IT desktop manager Chief AI strategy and transformation officer	Government	US HQ, local operations	1,800
Global Adobe technical lead	Professional services	US HQ, global operations	57,000

KEY CHALLENGES

Interviewees noted that before piloting AI Assistant, their organisations struggled with common challenges, including:

- **Document overload.** Interviewees reported that many employees at their organisations were required to review and analyse large volumes of documents as part of their roles. These documents necessitated users to thoroughly read and understand the content, summarise key details for other stakeholders, search for specific information and repurpose the content into various forms of communication, deliverables and presentations. Interviewees shared that these documents could sometimes be hundreds of pages long and that it could take several hours to read, summarise and search through them to find specific information.

The global head of data and analytics at a financial services organisation said: “We receive large documents like prospectuses from fund managers and quarterly reports from our managers. People need to understand and go through them in detail.” The high volume of documents reduced time available for other tasks, increased the risk of oversight and made it difficult for team members to stay aligned on document insights.

- **Limited time available for heads-down work due to meetings.** Interviewees shared that meetings reduced time available for focused, document-centric work. A global Adobe technical lead at a professional services organisation shared that many employees spent significant portions of their workdays in meetings, which decreased their capacity for day-to-day work and led to multitasking in some instances. They mentioned that this issue was even more severe with executives who often handled even greater volumes of meetings and documents to read and analyse.
- **Capacity impacted by resource constraints.** Several interviewees shared that their organisations faced challenges with resource constraints and operational efficiency because employees were at the maximum capacity of their workloads. This made it difficult to grow operations without impact on quality and employee experience. For example, the VP of financial operations and digital initiatives at a financial services organisation shared that their company struggled with resource constraints that reduced the ability to perform various tasks (e.g. member risk evaluations) with greater frequency.

> “Lawyers get a lot of information to read. They need to keep up with a lot of legislation changes, and often it is distributed in PDF documents. They don’t have a lot of time to read all the content. AI Assistant helps them to quickly summarise the content, digest it and then feed it back through to other lawyers to streamline that information intake process.”
>
> CHIEF DIGITAL OFFICER, LEGAL

> “So many of our documents are in PDF, and that’s where Acrobat AI Assistant has a real edge and competitive advantage.”
>
> CHIEF TECHNOLOGY OFFICER, GOVERNMENT

COMPOSITE ORGANISATION

Based on the interviews, Forrester constructed a TEI framework, a composite company and an ROI analysis which illustrates the areas financially affected. The composite organisation is representative of the eight interviewees and it is used to present the aggregate financial analysis in the next section. The composite organisation has the following characteristics:

Description of composite. The composite organisation is a global organisation with 5,000 employees. A majority of the employees have access to Adobe Acrobat, and PDFs play a critical role in operations across departments by driving workflows and facilitating communication.

Deployment characteristics. The composite organisation rolls out AI Assistant over three years, with 10% of employees receiving access in Year 1, 25% receiving access in Year 2 and 40% receiving access in Year 3. In Year 1, the composite primarily makes AI Assistant available to employees with roles that involve significant review and analysis of PDFs (e.g. those in legal and finance departments), enabling the composite organisation to concentrate on high-value use cases.

Key Assumptions

5,000 employees
40% employee adoption rate by Year 3

Forrester's Perspective: High AIQ Correlates to Higher Business Value

AIQ, the AI quotient, measures the readiness of individuals, teams and organisations to adapt to, collaborate with, trust and generate business results from genAI and other forms of AI. Organisations that increase their AIQ can expect higher levels of productivity and lower levels of risk, enabling them to optimise their investments in genAI tools by improving the chances that employees will use them to do the tasks they were designed to do successfully.[3]

Forrester research finds that organisations are underinvesting in training. To get on the right path, organisations should: 1) benchmark team readiness in areas of strength, weakness and opportunity related to workforce AI; 2) increase training in key competencies, including responsible AI use, prompt engineering and decision-making with AI model results; and 3) tailor training to real-world use cases specific to departmental roles and vertical needs.

Using Adobe's Acrobat AI Assistant can positively impact aspects of AIQ. For example, a key component of AIQ is the statement, "I know when to question the results of generative AI."[4] Features like AI Assistant's attributions can help employees trace back to the source of an AI-generated statement, which can help them quickly uncover the source text and rapidly verify the AI's summary. These citations can also help ensure that another AIQ component — awareness of privacy, ethics and risk — can be implemented so employees know exactly what data is being cited.

Analysis of Benefits

Quantified benefit data as applied to the composite

Total Projected Benefits					
Projected Benefits	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present value**
Total projected benefits (low)	£179,470	£443,496	£842,369	£1,465,335	£1,162,565
Total projected benefits (mid)	£295,148	£648,375	£1,143,215	£2,086,738	£1,663,078
Total projected benefits (high)	£410,810	£853,269	£1,444,061	£2,708,141	£2,163,589

DOCUMENT SUMMARISATION AND ANALYSIS EFFICIENCY

Evidence and data. Interviewees highlighted that AI Assistant significantly decreased the amount of time required to review and analyse PDFs, improving user productivity. Interviewees shared the following experiences:

- The interviewees at a government organisation shared that AI Assistant had an impact on pilot users that spanned several departments (e.g. legal, HR, administration and IT) for workflows involving document review and analysis. The organisation's chief AI strategy and transformation officer shared that AI Assistant improved productivity for legal personnel by helping them review, interrogate and summarise contracts and other legal agreements. Based on the pilot experiences, the interviewees estimated 50% time savings for document review and summarisation efforts across departments, and they noted the time savings could be greater depending on the task.
- The chief digital officer at a legal organisation noted that AI Assistant enhanced productivity across various teams, including legal, IT and executive leadership. They shared that it enabled their legal team to quickly review detailed documents (e.g. legislation changes) and summarise key information for distribution among team members. Executive team members benefitted from concise summaries of various documents, enabling them to stay informed despite their busy schedules. Additionally, IT personnel used AI Assistant to review and extract insights from complex technical

documents. The interviewee estimated that it could take 1 hour to read an average document and an additional hour to summarise it without AI Assistant. But they said AI Assistant allowed for the completion of both tasks in 1 hour, equating to a 50% productivity improvement for users.

- Similarly, the business manager at a legal organisation estimated that the time required to review and summarise documents (e.g. legal briefs) reduced from between 30 and 45 minutes down to just 5 minutes.
- A global Adobe technical lead at a professional services organisation shared that pilot users had experienced an estimated 50% to 75% reduction in time spent on document summarisation work. For instance, they said the organisation's client delivery team utilised AI Assistant to digest and summarise client briefs and slide decks. Additionally, the organisation's executive team gained the ability to quickly absorb critical information from various documents and slide decks, which proved especially helpful given the high number of meetings and documents the team was required to manage.

> "Being able to take a 50-page document and generate a summary of it in 15 seconds is a huge time saver from an efficiency perspective. In the context of contract agreements and legal documents, it really helps simplify and put the information in a format that is easy to understand, which is a huge reduction in staff time."
>
> CHIEF AI STRATEGY AND TRANSFORMATION OFFICER, GOVERNMENT

Modelling and assumptions. Based on the interviews, Forrester assumes the following about the composite organisation:

- The composite organisation has 500 AI Assistant users in Year 1, 1,250 in Year 2 and 2,000 in Year 3.
- These AI Assistant users reduce the time it takes to summarise and analyse PDFs by 15% to 35% in Year 1 of the investment. As users increase the frequency with which

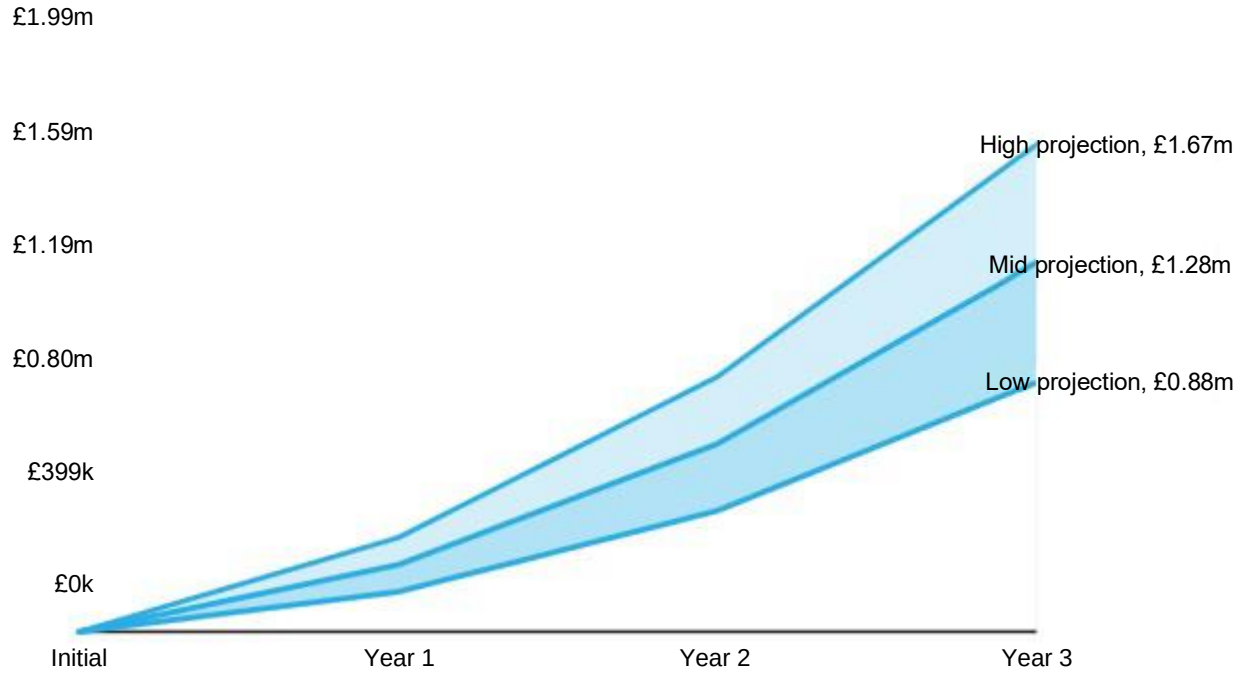
they use the tool, improve prompt writing skills and reduce the need to refine prompts, time savings increase to between 25% and 45% by Year 3.

- In Year 1, 30% of the composite's AI Assistant users are in roles that require heavy use of PDFs, and they spend 6 hours per week summarising and analysing the documents. As AI Assistant is democratised to a broader range of users across roles in the following years, the percentage of heavy users decreases to 13% in Year 2 and to 9% in Year 3.
- The percentage of AI Assistant users who manage typical volumes of PDFs in their workflows is 70% in Year 1, 87% in Year 2 and 91% in Year 3. These users spend 1 hour per week reviewing and analysing PDFs.
- The average fully burdened salary for an AI Assistant user is £31.92 per hour.
- Each user recaptures 50% of time savings towards productive tasks.

Results. This yields a three-year projected PV ranging from £0.88 million (low) to £1.67 million (high).

> "Some executive teams have been testing out AI Assistant to help them absorb large volumes of slide decks. They often spend all day in meetings, so their busy schedules make it challenging to fully grasp the information being presented while also managing their other responsibilities. During our trial period, they utilised AI Assistant to navigate this information more efficiently.
>
> GLOBAL ADOBE TECHNICAL LEAD, PROFESSIONAL SERVICES

Employee Productivity Module: Range of Three-Year Cumulative Impact



25% to 45%

PDF summarisation and analysis time savings

Document Summarisation and Analysis Efficiency					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
A1	AI Assistant users	Composite	500	1,250	2,000
$A2_{low}$	Time savings for PDF summarisation and analysis	Interviews	15%	20%	25%
$A2_{mid}$			25%	30%	35%
$A2_{high}$			35%	40%	45%
A3	Percent of AI Assistant users who utilise large volumes of PDFs	Composite	30%	13%	9%
A4	Time large-volume users spent per week summarising and analysing PDFs before AI Assistant (hours)	Composite	6	6	6
$A5_{low}$	Time large-volume users save on summarisation and analysis efforts (hours)	A1*A2*A3*A4*52 weeks	7,020	10,140	14,040
$A5_{mid}$			11,700	15,210	19,656
$A5_{high}$			16,380	20,280	25,272
A6	Percent of AI Assistant users who utilise typical volumes of PDFs	1-A3	70%	87%	91%
A7	Time typical-volume users spent per week summarising and analysing PDFs before AI Assistant (hours)	Composite	1	1	1
$A8_{low}$	Time typical-volume users save on summarisation and analysis efforts (hours)	A1*A7*A2*A6*52 weeks	2,730	11,310	23,660
$A8_{mid}$			4,550	16,965	33,124
$A8_{high}$			6,370	22,620	42,588
A9	Average fully burdened hourly salary for a user	Composite	£31.92	£31.92	£31.92
A10	Productivity recapture rate	TEI methodology	50%	50%	50%
At_{low}	Document summarisation and analysis efficiency	(A5+A8)*A9*A10	£155,610	£342,342	£601,692
At_{mid}			£259,350	£513,513	£842,369
At_{high}			£363,090	£684,684	£1,083,046
	Three-year projected total: £1,009,644 to £2,130,820			**Three-year projected present value: £876,451 to £1,709,645**	

Content Development Efficiency

Evidence and data. Based on pilot testing, interviewees said they saw opportunities to streamline processes and improve capacity through content-generation efficiencies. Interviewees shared the following:

- The VP of financial operations and digital initiatives at a financial services organisation explored several use cases aimed at improving capacity through faster content development. One such application involved using AI Assistant to help advisers review bond security prospectuses and generate reports on their suitability as collateral. Based on pilot testing, the interviewee estimated that it could reduce the typical review process from between 25 to 45 minutes down to just 5 minutes. Another tested use case involved member credit evaluation in which AI Assistant reviewed financial statements and credit reports and extracted relevant data to generate reports on the financial health of members. Additionally, the interviewee said they saw an opportunity to utilise AI Assistant alongside a comprehensive library of the organisation's regulations and policies and enable chat support and member services teams to more quickly and accurately craft responses to inquiries.
- A global Adobe technical lead at a professional services organisation shared that AI Assistant helped teams produce client deliverables more efficiently. For instance, one team utilised AI Assistant to develop internal documentation, such as client brand strategy documents, pitches and client content deliverables. The interviewee estimated a 50% to 75% reduction in time required for these tasks. The interviewee also noted that developers working on client websites and applications found efficiency in using AI Assistant to navigate brand guideline documents, which could often be up to 300 pages long. This helped them reduce the time spent searching for specific information and minimise rework.
- The chief AI strategy and transformation officer at a government organisation shared that AI Assistant led to early operational efficiency gains, particularly within the HR department. For example, by leveraging AI Assistant to compare and benchmark job descriptions against peer organisations and help tailor the organisation's job descriptions to improve recruitment efforts, the HR team completed the activity in 5 hours when it was estimated to take a week without it. By streamlining processes with AI Assistant, the department gained greater capacity to work on other critical tasks and creative, strategic and innovative work.

> "Users are able to spend a lot more time working on deliverables and it balances their time spent in meetings. If you spend a lot of time in meetings, you can't actually get any work done or you're having to sit there and multitask. It actually has afforded somebody the ability to dedicate more time to those actual deliverable projects, be it creative or on the account side."
>
> GLOBAL ADOBE TECHNICAL LEAD, PROFESSIONAL SERVICES

Modelling and assumptions. Based on the interviews, Forrester assumes the following about the composite organisation:

- There are 500 AI Assistant users in Year 1, 1,250 in Year 2 and 2,000 in Year 3.
- With AI Assistant, the composite's users experience a 10% to 20% reduction in the time it takes to develop content in Year 1 of the investment. As users improve the frequency and proficiency with which they utilise AI Assistant, the time savings increase to between 20% and 30% by Year 3.
- In Year 1, 5% of the composite's AI Assistant users are involved in large volumes of content generation activities for job-specific tasks and they spend 2 hours per week on content-development efforts in which PDFs are leveraged. As employees discover more opportunities to leverage AI Assistant for content creation, the percentage grows to 10% in Year 2 and to 15% in Year 3.
- The remaining population of users are involved in lower volumes of content development and they spend 30 minutes per week developing content in which PDFs are leveraged. The percentage of AI Assistant users in this population is 95% in Year 1, 90% in Year 2 and 85% in Year 3.
- The average fully burdened salary for an AI Assistant user is £31.92 per hour.
- Each user recaptures 50% of time savings toward productive tasks.

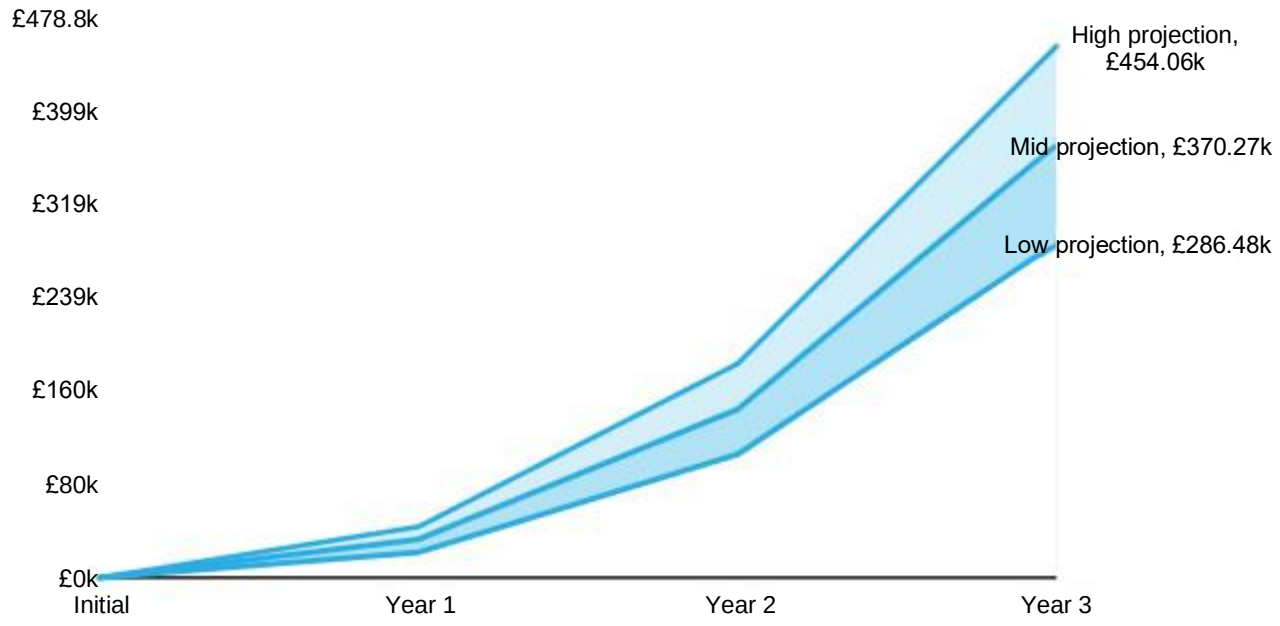
Results. This yields a three-year projected PV ranging from £286,482 (low) to £454,062 (high).

> “Our vision with AI is to be more efficient and effective so we can improve the lines of service that we provide to the community, and hopefully we can do that on an enterprise scale. When we democratise this tool for everyone, we’ll start to unleash that productivity and creativity.”
>
> CHIEF AI STRATEGY AND TRANSFORMATION OFFICER, GOVERNMENT

20% to 30%

Time savings for content development

Operating Efficiency Module: Range of Three-Year Cumulative Impact



Content Development Efficiency					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
B1	AI Assistant users	Composite	500	1,250	2,000
$B2_{low}$	Content development time savings with AI Assistant	Interviews	10%	15%	20%
$B2_{mid}$			15%	20%	25%
$B2_{high}$			20%	25%	30%
B3	Percent of AI Assistant users involved in large volumes of content development	Composite	5%	10%	15%
B4	Time large-volume users spend per week on content development leveraging PDFs (hours)	Composite	2	2	2
$B5_{low}$	Time large-volume users save on content development efforts (hours)	B1*B2*B3*B4*52 weeks	260	1,950	6,240
$B5_{mid}$			390	2,600	7,800
$B5_{high}$			520	3,250	9,360
B6	Percent of AI Assistant users with typical content development needs	1-B3	95%	90%	85%
B7	Time typical users spend per week on content development leveraging PDFs (hours)	Composite	0.5	0.5	0.5
$B8_{low}$	Time typical users save on content development efforts (hours)	B1*B2*B6*B7*52 weeks	1,235	4,388	8,840
$B8_{mid}$			1,853	5,850	11,050
$B8_{high}$			2,470	7,313	13,260
B9	Average fully burdened hourly salary for a user	Composite	£31.92	£31.92	£31.92
B10	Productivity recapture rate	TEI methodology	50%	50%	50%
Bt_{low}	Content development efficiency	(B5+B8)*B9*B10	£23,860	£101,154	£240,677
Bt_{mid}			£35,798	£134,862	£300,846
Bt_{high}			£47,720	£168,585	£361,015
Three-year projected total: £365,691 to £577,321			**Three-year projected present value: £286,114 to £453,945**		

UNQUANTIFIED BENEFITS

Interviewees mentioned the following additional benefits that their organisations experienced but were not able to quantify:

- **Data security.** The global Adobe technical lead at a professional services organisation said: “One of the key benefits of AI Assistant is that data isn’t stored or used to train the model. It is private to our company and private to my identity within the company. The information is not retained once it’s used for the process. So, that’s a key benefit for me. It follows under our data security and privacy policies.”
- **Increased accuracy.** Interviewees said AI Assistant provided users at their organisations with attribution information alongside generated responses, highlighting specific sections of a document from which answers were derived. This enabled users to verify the accuracy and origins of information to ensure insights and generated content were reliable.
- **Improved EX.** Interviewees shared that AI Assistant helped pilot users reduce tedious PDF-related work and improve content-development efficiency, which freed them to focus on more enjoyable or strategic tasks. The chief technology officer at a government organisation said: “That mundane work can now be done with AI Assistant. Who wants to read a 150-page document when you can summarise it? If you do it with AI instead, that allows you to do something else with it that you may enjoy more.”
- **Faster time to value.** Interviewees said user access to AI Assistant was easily enabled through the Acrobat management console, which enabled their organisations to quickly leverage the tool and achieve time to value during pilot testing.

> “The attribution characteristics help our teams validate information, which was an initial concern that came up with the beta programme team. Not only does it take you back to the source, but it highlights that section for you so you don’t have to search the page.”
>
> CHIEF AI STRATEGY AND TRANSFORMATION OFFICER, GOVERNMENT

FLEXIBILITY

Flexibility represents business outcomes, unique use cases and opportunities that a customer may realise in the future after implementing AI Assistant. The value of flexibility is unique to each customer and may require additional investment on top of the initial investment already made. These flexibilities can include:

- **Revenue growth.** Forrester research finds that genAI can contribute to revenue growth in several ways, such as by enabling sales teams.[5] For example, sellers can use genAI to analyse and improve their understanding of prospects and deliver highly personalised content, messaging and proposals. Additionally, genAI can help reduce time spent on administrative tasks, such as searching for sales content, researching products and solutions, and preparing presentations and assisting with email generation, RFP response and proposal configuration. This can enable sellers to spend more time directly engaging with buyers. While many of the interviewees' organisations were early in the process of exploring such use cases, the global Adobe technical lead at a professional services organisation highlighted that a sales team had used AI Assistance to analyse background briefs and respond to RFPs for new business opportunities.
- **Long-term business value.** Interviewees said their organisations will realise greater business value over time as users develop new use cases and as new AI Assistant capabilities are released. The chief technology officer at a government organisation said: "If we democratise access to everyone, I think it will help build more use cases and creativity. Until you get it into the hands of the people who are doing the work, there may be some ideas that we may not even be aware of at the moment. I think we are going to find more efficiencies and create some really interesting use cases that are going to drive long-term value for our organisation. And we're going to see a lot of ROI by doing that."

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**
Ctr	Acrobat AI Assistant subscription	£0	£25,087	£62,717	£100,347	£188,151	£150,030
Dtr	Implementation, training and ongoing management labour	£25,140	£84,715	£106,660	£106,660	£323,174	£270,437
	Total costs (risk adjusted)	£25,140	£109,802	£169,376	£207,007	£511,325	£420,468

Acrobat AI Assistant Subscription

Evidence and data. Interviewees said their organisations pay a monthly subscription cost of £3.98 per user for AI Assistant. Pricing may vary. Contact Adobe for additional details.

Modelling and assumptions. Based on the interviews, Forrester assumes the following about the composite organisation:

- The composite organisation has 5,000 total employees.
- In Year 1, 10% of employees begin using AI Assistant. By Year 3, this number increases to 40%.
- The composite organisation incurs a monthly subscription price of £3.98 per user.

Risks. Results may not be representative of all experiences and the cost may vary between organisations depending on the following factors:

- The size of the organisation and its adoption rate for AI Assistant.
- Future adjustments to pricing mechanics.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of £150,024.

> "Acrobat AI assistant is very cost-effective and works well with our PDFs."
>
> VP OF FINANCIAL OPERATIONS AND DIGITAL INITIATIVES, FINANCIAL SERVICES

Acrobat AI Assistant Subscription						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
C1	Employees	Composite		5,000	5,000	5,000
C2	Percent of employees who receive AI Assistant	Composite		10%	25%	40%
C3	Users	C1*C2		500	1,250	2,000
C4	Price per month	Composite		£3.98	£3.98	£3.98
Ct	Acrobat AI Assistant subscription	C3*C4		£23,892	£59,730	£95,568
	Risk adjustment	↑5%				
Ctr	Acrobat AI Assistant subscription (risk-adjusted)		£0	£25,087	£62,717	£100,347
	Three-year total: £188,151			**Three-year present value: £150,030**		

Implementation, Training and Ongoing Management Labour

Evidence and data. Interviewees shared that their organisations incurred initial testing and use-case discovery costs and that they expect minimal administration and ongoing management labour in a full deployment scenario.

- **Pilot testing.** Several interviewees shared that their organisation engaged in pilot testing by organising small committees of users from different departments. These committee members conducted initial testing, documented use cases and prompts, and shared ideas and feedback. The chief AI strategy and transformation officer in government said: "We officially launched the beta programme to a group of about 30 within the organisation. They were people who were of high interest and people who

were power users, spanning all departments, including legal, HR, clerks, administration and IT. It was an opportunity to champion the cause and really test the product."

- **User administration and ongoing management.** Interviewees reported that the IT effort required to administer access to pilot users was minimal, therefore they anticipate that larger-scale deployments in the future will be equally straightforward. The global Adobe technical lead at a professional services organisation shared that access to AI Assistant was easily provisioned through the Adobe admin console. And interviewees said that due to the simplicity of the tool, they expect minimal needs for ongoing management.

Modelling and assumptions. Based on the interviews, Forrester assumes the following about the composite organisation:

- During the initial period of the investment, the composite organisation organises a champion programme initiative involving 25 employees across various departments to test AI Assistant, document use cases, develop prompts, and share ideas and feedback. Each member of the champion programme dedicates 8 hours to the initiative.
- During the initial period, two director-level resources lead the champion programme initiative, build the business case for the investment, secure buy-in and budget for the investment, and help produce documentation and communications around the rollout. Each resource dedicates 80 hours to the effort and has an hourly burdened salary of £79.80.
- One IT resource dedicates 80 hours to the implementation process, administers user access to AI Assistant, develops documentation and governance policies, and rolls out communications.
- Each new user participates in training and discovery on AI Assistant: This includes 475 new users in Year 1, 750 new users in Year 2 and 750 new users in Year 3. During Year 1, users participate in 5 hours of training. As use cases and common prompts become well-documented and guidance is disseminated by peers, the required training drops to 4 hours in Year 2 and Year 3.
- The average hourly burdened salary for an AI Assistant user is £31.92.
- One IT resource dedicates 26 hours per year (30 minutes per week) to ongoing management activities, including administration for new users and troubleshooting.

- The hourly burdened salary for an IT resource is £46.28.

Risks. Results may not be representative of all experiences, and the cost may vary between organisations depending on the following factors:

- The organisation's adoption rate for AI Assistant.
- Pilot programme efforts and the number of participating employees.
- Training time for new users and the amount of discovery time required for users to gain proficiency.
- Actual time required for IT to implement and manage AI Assistant.

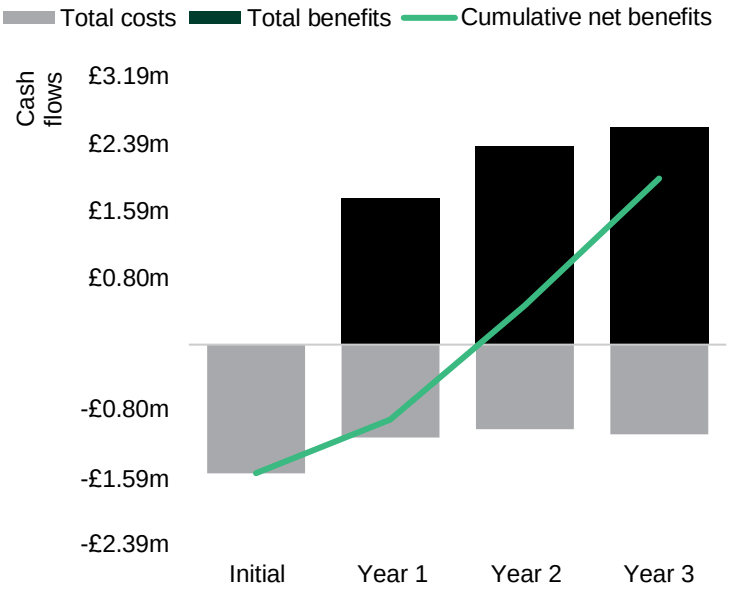
Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of £270,522.

Implementation, Training and Ongoing Management Labour						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
D1	Champion programme members	Composite	25			
D2	Testing and discovery time per member (hours)	Interviews	8			
D3	Average fully burdened hourly salary for a user	Composite	£31.92	£31.92	£31.92	£31.92
D4	Champion programme leaders	Composite	2			
D5	Time dedicated to champion programme per leader (hours)	Composite	80			
D6	Average fully burdened hourly salary for a champion programme leader	Composite	£79.80	£79.80	£79.80	£79.80
D7	**Subtotal: Champion programme labour costs**	**D1*D2*D3+ D4*D5*D6**	**£19,152**			
D8	IT resource time dedicated to implementation (hours)	Interviews	80			
D9	Average fully burdened hourly salary for an IT administrator	Composite	£46.28	£46.28	£46.28	£46.28
D10	**Subtotal: Implementation labour costs**	**D8*D9**	**£3,703**			
D11	Users who participate in training	Composite		475	750	750
D12	Training and discovery time per new user (hours)	Interviews		5	4	4
D13	**Subtotal: Training costs**	**D11*D12*D3**		**£75,810**	**£95,760**	**£95,760**
D14	IT time dedicated to ongoing management (hours)	Interviews		26	26	26
D15	**Subtotal: Ongoing management labour**	**D9*D14**		**£1,203**	**£1,203**	**£1,203**
Dt	Implementation, training and ongoing management labour	D7+D10+D13 +D15	£22,855	£77,013	£96,963	£96,963
	Risk adjustment	↑10%				
Dtr	Implementation, training and ongoing management labour (risk-adjusted)		£25,140	£84,715	£106,660	£106,660
	Three-year total: £323,174			**Three-year present value: £270,437**		

Financial Summary

Consolidated Three-Year, Risk-Adjusted Metrics

Cash Flow Chart (Risk-Adjusted)



The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV and payback period for the composite organisation's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted ROI, NPV and payback period values are determined by applying risk-adjustment factors to the unadjusted results in each Benefit and Cost section.

Cash Flow Analysis (Risk-Adjusted)

	Initial	Year 1	Year 2	Year 3	Total	Present value
Total costs	(£25,140)	(£109,802)	(£169,376)	(£207,007)	(£511,325)	(£420,468)
Total benefits (low)	£0	£179,470	£443,496	£842,369	£1,465,335	£1,162,565
Total benefits (mid)	£0	£295,148	£648,375	£1,143,215	£2,086,738	£1,663,078
Total benefits (high)	£0	£410,810	£853,269	£1,444,061	£2,708,141	£2,163,589
Net benefits (low)	(£25,140)	£69,668	£274,120	£635,362	£954,010	£742,098
Net benefits (mid)	(£25,140)	£185,347	£478,999	£936,208	£1,575,413	£1,242,610
Net benefits (high)	(£25,140)	£301,009	£683,893	£1,237,054	£2,196,816	£1,743,122
PROI (low)						176%
PROI (mid)						296%
PROI (high)						415%

APPENDIX A: NEW TECHNOLOGY: PROJECTED TOTAL ECONOMIC IMPACT

New Technology: Projected Total Economic Impact (New Tech TEI) 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 New Tech TEI methodology helps companies demonstrate and justify the projected tangible value of IT initiatives to both senior management and other key business stakeholders.

Total economic impact approach

Projected Benefits represent the projected value to be delivered to the business by the product. The New Tech TEI methodology places equal weight on the measure of projected benefits and the measure of projected costs, allowing for a full examination of the effect of the technology on the entire organisation.

Projected Costs consider all expenses necessary to deliver the proposed value, or benefits, of the product. The projected cost category within New Tech 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'.

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 feeds into the total NPV of cash flows.

Projected Net Present Value (PNPV)

The projected 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.

Projected Return on Investment (PROI)

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. Organisations typically use discount rates between 8% and 16%.

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

APPENDIX B: ENDNOTES

[1] Source: September 2023 Artificial Intelligence Pulse Survey, Forrester Research Inc., October 2023

[2] 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 achieve the tangible value of IT initiatives to both senior management and other key business stakeholders.

[3] Source: Your Employees Aren't Ready For Generative AI Tools, Forrester Research, Inc., 21 November 2024

[4] Source: Prepare Your Entire Workforce For AI Now, Forrester Research, Inc., 20 November 2024

[5] Source: Generative AI: What It Means For B2B Sales, Forrester Research, Inc., 14 September 2023

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