

FORRESTER®

The Total Economic Impact™ Of Adobe's Content Supply Chain Solution

Cost Savings And Business Benefits
Enabled By Adobe

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ABOUT FORRESTER CONSULTING

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

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Executive Summary

Marketers today face pressure to provide leadership at their organizations with a rich vision of content marketing strategy and operational effectiveness. To meet this challenge, marketers need a technical solution to streamline cross-team collaboration and improve content personalization to drive customer engagement. A centralized integrated stack like Adobe's Content Supply Chain solution supports these creative efforts with its automated, creative, generative AI, and project management capabilities.

Adobe's Content Supply Chain solution is an end-to-end collection of applications that help to create, manage, review, and publish creative assets and experiences. The applications integrate with one another to create a seamless experience for creatives, marketing, leadership, administration, and operations. These applications include:

- Adobe Creative Cloud
- Adobe Experience Manager Assets
- Adobe Experience Manager Sites
- Adobe Express
- Adobe Firefly
- Adobe Workfront
- Frame.io

Adobe commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Adobe's

KEY STATISTICS



Return on investment (ROI)
310%



Net present value (NPV)
\$49.2M

Content Supply Chain solution.¹ The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Adobe on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed eight decision-makers across seven organizations with experience using Adobe's Content Supply Chain solution. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization.

Previously, interviewees noted how their organizations struggled with disjointed processes over disparate tech ecosystems that resulted in expended time and labor on manual, low-value work, resulting in delayed campaign planning, reviews, approvals, and launches. Prior solutions yielded limited success, leaving teams with little visibility into team utilization and asset and experience

Reduction in labor hours to manage sites and experiences by Year 3

70%



performance due to a lack of a centralized solution. These limitations led to hampered project prioritization and lack of insights for operational and strategic decision-making for campaign effectiveness.

After the investment in Adobe's Content Supply Chain solution, the interviewees reduced manual labor, provided leaders with greater insights, and empowered teams to create, review, localize, and better measure assets and experiences. Key results from the investment include higher asset reuse that saved hours; faster review cycles and improved interdepartmental collaboration; efficiencies around asset scaling and localization, experience scaling, and project management efficiency; increased conversion rates from customer experience personalization; agency budgeting efficiency; and cost avoidance from retired legacy solutions.

Customers interviewed by Forrester also experienced unique benefits with Adobe's Professional Services team, which are explored in a Spotlight based on this study.

rounds, which makes for faster asset creation. Over three years, the composite organization experiences \$5.3 million in savings due to faster review cycles and automated communications.

- **Reduction of 50% in hours to vary assets by Year 3.** With the Adobe applications, teams set up core assets as templates and leverage regional tags to enable automation of the localization of sub-elements. Over three years, the savings are worth \$9.0 million to the composite organization.
- **Improved product owner, marketer, creative producer, and IT administrator efficiency.** With Workfront, interviewees automated tasks and reporting across several roles and gained visibility into how to optimize their teams' workflows. Over three years, the automation of mundane tasks and reporting is worth \$4.2 million to the composite organization.
- **Reduction of 70% in labor hours to manage sites and experiences by Year 3.** AEM Sites automate the effort of personalizing and scaling experiences, resulting in time and labor savings for the composite organization of \$5.0 million over three years.
- **Growth in page views of 5% by Year 3.** The automation of personalized experiences improves customer engagement rates and drives additional profit for the composite organization, amounting to \$14.9 million for the composite organization over three years.
- **Improved agency efficiency of 10% by Year 3.** When clients use the same creative solutions as their agencies and vice versa, communication and collaboration within the agency-client partnership improves, resulting in client budgeting efficiencies and more competitive client services. The value of improved agency efficiency for the composite organization is \$14.2 million over three years.

[→ READ THE SPOTLIGHT](#)

KEY FINDINGS

Quantified benefits. Risk-adjusted present value (PV) quantified benefits include:

- **Asset reuse rate of 30% by Year 3.** With smart tags and improved visibility of creative assets through Adobe Experience Manager (AEM) Assets, teams reuse a higher percentage of core assets, reducing time and labor required to create new core assets. Over three years, the composite organization saves \$7.9 million with higher asset reuse.
- **Reduction of more than 40% in hours spent creating and reviewing core assets by Year 3.** Use of Adobe Express' templates and Workfront and Frame.io's review functionality helps automate and reduce the number of review

- **Labor savings of more than 50% from avoided system maintenance of retired legacy systems.** With the transition to Adobe's applications, the composite organization retires internal legacy systems and tools, resulting in cost and labor savings worth \$4.6 million over three years.

Unquantified benefits. Benefits that are not quantified for this study include:

- **Improved employee experience.** Through automated tasks and reporting, Adobe's Content Supply Chain solution relieved employee workloads, allowing employees to better prioritize tasks and improving employee experience.
- **Accelerated speed to market.** Faster reviews for asset creation, automated localization of sub-elements, and personalization meant teams connected to their target audiences more quickly and during optimal windows for engagement, which promoted brand relevancy.
- **Increased telemetry and operational insight.** With Workfront, interviewees gained visibility into where to optimize workflows on their teams, leading to better operational decision-making.
- **Increased business insight for leadership.** Leaders also leveraged insights through Adobe's applications to make strategic decisions on how to pivot and evolve the business based on performance, engagement, and growth.
- **Offered built-in security.** Interviewees noted that a centralized platform eliminated gaps within fragmented systems that could introduce security vulnerabilities.

Costs. Risk-adjusted PV costs include:

- **Adobe's Content Supply Chain solution licenses and professional services.** Interviewees purchased Adobe's Content Supply Chain solution licenses for their teams and leveraged Adobe Professional Services for both

initial integration and ongoing support. Over three years, the costs of licenses and professional services amount to \$12.5 million for the composite organization.

- **Change management and ongoing support.** Interviewees experienced reduced costs of ongoing support by using Adobe Professional Services, which generally helped the interviewees cut migration length in half. Over three years, the cost of change management and ongoing support amounted to \$3.3 million for the composite organization.

The decision-maker interviews and financial analysis found that a composite organization experiences benefits of \$65.1 million over three years versus costs of \$15.9 million, adding up to a net present value (NPV) of \$49.2 million and an ROI of 310%.



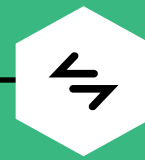
ROI
310%



BENEFITS PV
\$65.1M

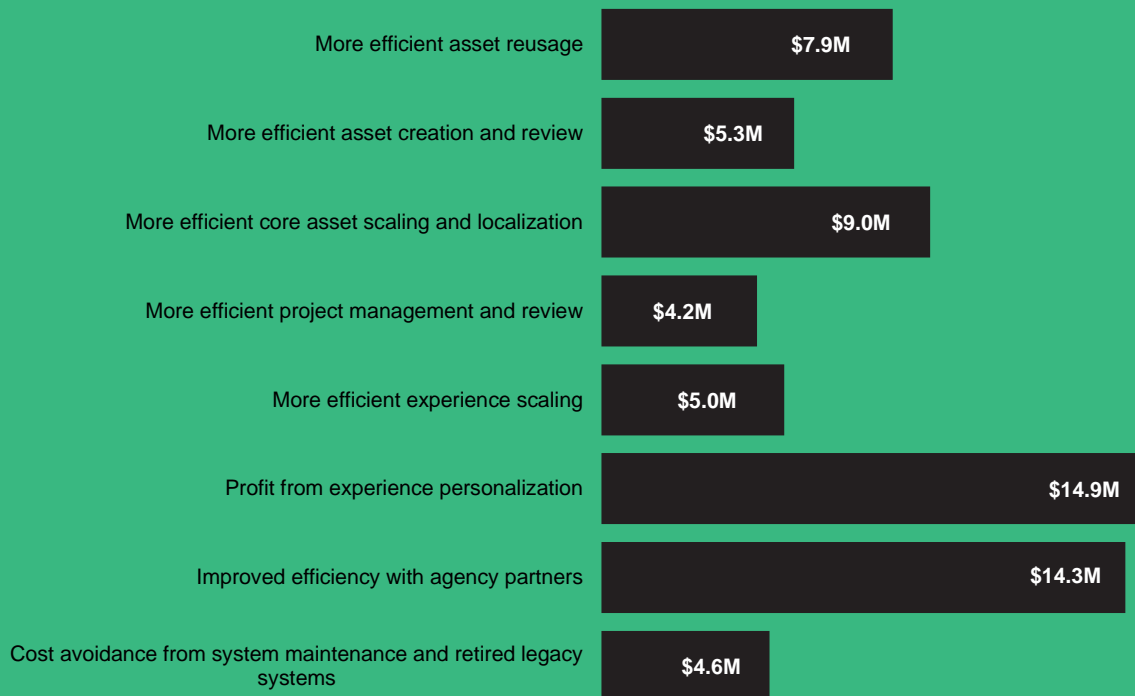


NPV
\$49.2M



PAYBACK
<6 months

Benefits (Three-Year)



“Adobe’s [Content Supply Chain solution] gives you the productivity, the efficiency gains, the cost savings, and the FTE labor hours. You’re able to either completely save these or reinvest them back into the business. It’s drastic, and it pays for itself within a six- to eight-month time range.”

— Intelligent automation lead, technology

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 Adobe's Content Supply Chain solution.

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 Adobe can have on an organization.

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 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 the Content Supply Chain solution.

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 Adobe's Content Supply Chain solution.



DECISION-MAKER INTERVIEWS

Interviewed eight decision-makers at seven organizations using Adobe's Content Supply Chain solution 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.

Adobe's Content Supply Chain Solution Customer Journey

Drivers leading to the Adobe investment

Interviews			
Role	Industry	Headquarters	Employees
· Director of experience development · Head of customer success	Beverages	North America	75,000
Director of operations	Telecommunications	North America	190,000
Creative director	Consulting	EMEA	175,000
Cloud solutions manager	Apparel	APAC	7,500
Intelligent automation lead	Technology	North America	300,000
Chief creative officer	Marketing and advertising	North America	2,500
Global head of marketing technology	Consumer packaged goods	North America	75,000

KEY CHALLENGES

Before using Adobe's Content Supply Chain solution and integrating its applications, interviewees used several third-party and homegrown solutions with a patchwork of technologies. These platforms did not integrate well and often required additional work to perform basic processes.

The interviewees noted how their organizations struggled with common challenges, including:

- **Wasted labor and time reviewing creative.** Interviewees frequently mentioned that the review process for creative material was unnecessarily complicated because different parts of a project might be scattered across tools and platforms, which created difficulty particularly for reviewers in different business units and departments. Teams were also not equipped with the analytics and insights to recognize which campaign approaches were the most effective to guide them in conducting their reviews.
- **Blind spots for leadership.** Tracking the hours spent by creatives was laborious, and

homegrown solutions such as emails and spreadsheets often created additional work for employees and did not yield reliable data. This created blind spots for leadership as leaders did not have an accurate picture of current team capacity or the operational expense of a given project. In this environment, future resource planning was challenging, and the ability of teams to scale was largely unknown.

“We need a single view of the consumer and to understand what’s known and unknown. We also need a single view of the content performance and insights around what people are doing. That’s the first goal.”

Global head of marketing technology, consumer packaged goods

- **Difficulty managing vast amounts of creative assets while ensuring brand and legal compliance.** Teams also struggled to manage the sheer volume of assets and creative content. This created a challenging environment for compliance, both with brand guidelines and inclusion of required legal language. The global head of marketing technology in the consumer packaged goods industry summed up the experience: “I think the challenge really is that we produce too many assets. It’s as simple as that.”

The cloud solution manager at the apparel company expanded on this issue, describing that time and effort was needed in searches for assets: “Having all those assets managed properly so they can be reused is way easier now. Before, the assets were scattered across different people’s desktops, so it was really hard to get one if we needed it. For example, we would have to send an email out to everyone and ask, ‘Hey, who has this feature?’”

- **Overly complex systems and processes to link separate business units and agencies.** Several interviewees described relying on disparate systems, such as spreadsheets across various projects, in order to track assets, campaign performance, and review routing. The head of customer success at the beverage company said: “What happens is you have groups within your company with the same marketing campaign, and they’re tracking everything with spreadsheets. They’re trying to keep track of assets, reviews, contacts, and who knows what else. Multiply this by 50 tasks in the campaign, and you begin to see the problem.”

The director of operations in the telecommunications industry described that disparate systems created obstacles for analytics: “We were trying to use some spreadsheets and [legacy third-party tools], but couldn’t get proper reporting and dashboards.”

Interviewees found that an environment that was not only centralized but also connected well with their clients’ environments promoted better collaboration. The chief creative director at the marketing and advertising agency said: “When we are operating in a similar environment as our client, I would offer the connective tissue is tender, and it tends to be easier to connect together.”

Additionally, an environment made of disparate tools created lost timeliness in reviews between business units. The creative director at the consultancy said: “If you’re in EMEA, you would have to get your content reviewed and approved by a legal team or a quality risk management team. And that process can take days. So, you’re no longer speaking [to your audience] in the moment; you’re speaking three days after the moment.”

“One of the major pain points that we’ve had as a business [before Adobe] is our teams not having an idea of what assets are available today, where to find them, and how to get them into market.”

Intelligent automation lead, technology

SOLUTION REQUIREMENTS/INVESTMENT OBJECTIVES

The interviewees' organizations searched for a solution that could:

- **Offer flexibility and customization to different marketing workstreams.** The director of experience development at a beverage company said, "Our B2B marketing groups already had a project management solution, but they had been looking for a solution that would be more flexible and more customizable."
- **Equip teams with access to professional services.** The same director of experience development said, "Adobe Professional Services was brought on because it's their own product, and they had a very, very compelling story around Workfront."
- **Improve employee productivity.** The chief creative officer at a marketing and advertising agency said: "Improving employee productivity has always been at the core of what Adobe offers. It lets us stop doing the mundane stuff we were stuck doing all day long."
- **Provide synergy between applications for cross-platform project tracking.** The director of experience development at a beverage company shared: "Workfront is that last piece of the puzzle we need for connecting all Adobe applications together. ... We need it to get better visibility of how much a project costs, how much effort is going towards an initiative, and what we're getting in return."
- **Empower teams with Generative AI for content development.** The director of operations at a telecommunications firm said: "The biggest driver for us right now is Firefly. Imagine how much time you could save just doing a scene extension or recreating that one shot you missed. That, and instead of wasting

production dollars on something that might not get picked up, you can use generative AI."

- **Promote clarity with customer interaction data across consolidated solutions.** The intelligent automation lead at a technology organization said: "A couple of years ago, we were in a place where we didn't even have clarity on who our audience was or what they were interacting with us for. That, and we had forty different systems all trying to communicate with each other. We knew we needed to consolidate."

The director of operations at a telecommunications firm said: "[We moved to Workfront] because we couldn't get proper reporting and dashboards with that external savings model. We were using some spreadsheets and tracking software and trying to combine those."

"After moving to Adobe, we found that 80% of our existing assets did not align with our growth products. Even just some fundamental insights gave us a lot of clarity, and we found we had a lot of people working on what should be lower-priority efforts."

Intelligent automation lead, technology

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 eight decision-makers at seven organizations 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 global, multibillion-dollar business-to-consumer and business-to-business organization is headquartered in North America. It has \$10 billion in annual revenue, 4,000 employees, 400 Adobe application users, and \$5 million per year in agency costs.

Deployment characteristics. In its prior environment, the composite organization used some Adobe applications, including Creative Cloud and Adobe Analytics, and oversaw its projects and workflows through spreadsheets and disparate systems comprising homegrown solutions and project management point products. The composite organization struggles to manage multiple workflows in this environment and transitions to Adobe's Content Supply Chain solution with Adobe Workfront, AEM Sites, AEM Assets, Adobe Frame.io, Adobe Express, and Adobe Firefly.

Key Assumptions

- **\$10 billion in annual revenue**
- **4,000 employees**
- **400 users**
- **\$5 million per year in agency costs**

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	More efficient asset reusage	\$2,430,000	\$3,240,000	\$4,050,000	\$9,720,000	\$7,929,602
Btr	More efficient asset creation and review	\$1,721,250	\$2,160,000	\$2,531,250	\$6,412,500	\$5,251,662
Ctr	More efficient core asset scaling and localization	\$3,155,625	\$3,564,000	\$4,176,563	\$10,896,188	\$8,952,118
Dtr	More efficient project management and review	\$1,197,720	\$1,986,120	\$2,003,400	\$5,187,240	\$4,235,442
Etr	More efficient experience scaling	\$1,684,800	\$2,021,760	\$2,358,720	\$6,065,280	\$4,974,654
Ftr	Profit from experience personalization	\$2,080,000	\$6,240,000	\$10,400,000	\$18,720,000	\$14,861,608
Gtr	Improved efficiency with agency partners	\$4,000,000	\$5,600,000	\$8,000,000	\$17,600,000	\$14,274,981
Htr	Cost avoidance from system maintenance and retired legacy systems	\$1,296,720	\$1,836,720	\$2,507,580	\$5,641,020	\$4,580,769
	Total benefits (risk-adjusted)	\$17,566,115	\$26,648,600	\$36,027,512	\$80,242,228	\$65,060,836

MORE EFFICIENT ASSET REUSAGE

Evidence and data. Interviewees found that Adobe's Content Supply Chain solution allowed their teams to reuse a much higher percentage of their core assets, resulting in saved time and effort across teams compared to needing to recreate assets. Much of this improvement was attributed to smart tags enabling, for example, taxonomy-based searches, and greater visibility of creative assets through AEM Sites.

- The director of operations of a telecommunications company found that smart tags provided in AEM Assets allowed them to improve their reusage rate of core assets from 5% under their old system to 25%. The director of operations at a telecommunications firm explained: "It's all about indexing and search. AEM Sites allowed us to be able to find things. ...

With Adobe it takes less than 30 minutes to find an asset. But without Adobe, it could be days because you have no metadata within [the legacy solution], and you need the file name to match what you are looking for."

- The cloud solutions manager of an apparel company shared that the company's subsidiary groups used to recreate most core assets that the central group had already made. After implementing Adobe's applications, the rate of reusage increased significantly as subsidiary groups had greater visibility and easier search functionality of core assets already available. The cloud solutions manager shared: "Before AEM, our subsidiaries were producing all their own unique pictures, even if they were the same product at the same angle. Now, they can see and reuse all the common assets across all other subsidiaries and only produce assets not already in the common pool. All the subsidiaries have already saved costs by doing this."

Asset reusage rate by
Year 3 **30%**



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

- The composite organization requests 50,000 core assets from its teams each year.
- Without Adobe in place, teams reuse 5% of the core assets. With Adobe’s Content Supply Chain solution, teams reuse 20% of the core assets in Year 1, 25% of the core assets in Year 2, and 30% of the core assets in Year 3.
- The teams save 6 hours per reused core asset.
- The hourly fully burdened salary for a creative designer is \$60.

Risks. Results may not be representative of all experiences and the benefit will vary based on the following variables:

- The number of core assets that the creative team creates each year.

- The creative team’s usage of tags with AEM sites and the applicability of its campaigns to different regions, languages, and subsidiaries.
- The average fully burdened hourly rate of a creative designer.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$7.9 million.

“AEM [Sites] is our central source of truth for the latest versions of brand, marketing, and advertising assets.”
Director of operations, telecommunications

More Efficient Asset Reusage					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Core assets requested each year by teams using Adobe’s Content Supply Chain solution	Composite	50,000	50,000	50,000
A2	Asset reuse rate without Adobe	Interviews	5%	5%	5%
A3	Asset reuse rate with Adobe	Interviews	20%	25%	30%
A4	Core assets that can be reused due to Adobe’s Content Supply Chain solution	A1*(A3-A2)	7,500	10,000	12,500
A5	Hours saved per core asset that can be reused	Interviews	6	6	6
A6	Total hours saved reusing existing core assets	A4*A5	45,000	60,000	75,000
A7	Fully burdened hourly rate for a creative designer	TEI standard	\$60	\$60	\$60
At	More efficient asset reusage	A6*A7	\$2,700,000	\$3,600,000	\$4,500,000
	Risk adjustment	↓10%			
Atr	More efficient asset reusage (risk-adjusted)		\$2,430,000	\$3,240,000	\$4,050,000
Three-year total: \$9,720,000			Three-year present value: \$7,929,602		

MORE EFFICIENT ASSET CREATION AND REVIEW

Evidence and data. Adobe’s Content Supply Chain solution allowed for faster and fewer rounds of review between creative designers and broader teams, leading to faster asset creation. Interviewees shared that much of this improvement was due to leveraging templates from Adobe Express, and in more recent cases templates from Adobe Firefly, as well as built-in review functionality in Workfront and Frame.io allowing for clearer and partially automated communication between groups.

- The creative director at the consultancy described how through automation, they specifically eliminated wait time on asset creation: “Adobe lets you build out and automate workflow models so that each step of the content creation, review approvals, and distribution can be automated. Once each step is done, you automatically start the next step rather than waiting on people to do it.”
- Some interviewees found that using Adobe’s applications saved their review costs in additional ways besides labor. For example, the cloud solutions manager at the apparel company described the ability to expedite product development and reduce shipping costs by virtualizing early-stage product review: “Before using [Adobe] for 3D review, we had to physically ship the shoe to different subsidiaries and then ship it back. And we’d have several iterations of this. You had the lag of shipping, the delivery costs, and you couldn’t make last-minute changes.”
- The intelligent automation lead in the technology industry attributed process efficiencies and productivity lift directly to Adobe. They said, “All of the process gains and outcomes that we’re able to see from a productivity perspective are being enabled by the Adobe technology itself.”

“Adobe [Content Supply Chain solution] allows for fewer approvals in the long run with their out-of-the box features.”

Director of experience development, beverages

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

- Due to increased asset reuse per year, the composite organization creates 42,500 core assets in Year 1; 40,000 core assets in Year 2; and 37,000 core assets in Year 3.
- Previously, each creative designer spent 6 hours creating and reviewing a core asset.
- When creating and reviewing creative assets with Adobe applications, each creative designer spends 4.5 hours in Year 1, 4 hours in Year 2, and 3.5 hours in Year 3.
- Creative designers recapture 50% of their productivity gains.
- The fully burdened hourly salary of a creative designer is \$60.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The number of core assets the organization creates for its campaigns and the variability in the percentage of asset reuse.
- Organizational processes and practices, such as number of reviewers per campaign and campaign complexity, before and with Adobe’s Content Supply Chain solution.

- The average fully burdened hourly rate of a creative designer.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$5.3 million.

More Efficient Asset Creation And Review					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Core assets created each year	A1-A4	42,500	40,000	37,500
B2	Hours spent creating and reviewing core asset per creative designer without Adobe	Interviews	6	6	6
B3	Hours spent creating and reviewing core asset per creative designer with Adobe	Interviews	4.5	4.0	3.5
B4	Hours saved by creative designers per year	$B1*(B2-B3)$	63,750	80,000	93,750
B5	Fully burdened hourly rate for a creative designer	A7	\$60	\$60	\$60
B6	Labor recapture	TEI standard	50%	50%	50%
Bt	More efficient asset creation and review	$B4*B5*B6$	\$1,912,500	\$2,400,000	\$2,812,500
	Risk adjustment	↓10%			
Btr	More efficient asset creation and review (risk-adjusted)		\$1,721,250	\$2,160,000	\$2,531,250
Three-year total: \$6,412,500			Three-year present value: \$5,251,662		

MORE EFFICIENT CORE ASSET SCALING AND LOCALIZATION

Evidence and data. According to interviewees, automating much of the process of creating variations and localizations from core assets constituted a significant area of time savings with Adobe. Rather than creating each asset from a copy of another, interviewees' teams could set up core assets as templates in Adobe Express with localization of sub-elements largely automated based on regional tags of appropriate images and videos.

Reduction in hours to create an asset variation by Year 3

50%



- The director of operations of a telecommunications company found that using AEM Assets to templatize core assets and automate much of the scaling reduced the labor to create an asset variation from three to four days to less than one day.
- Workfront and Frame.io also helped to reduce the labor to create an asset variation by speeding up the review process.
- Interviewees also described the efficiency of managing the master asset. The creative director at the consultancy explained: "Instead of having to create many, many variants of an asset, you've got one master, which is being dynamically managed in Adobe to be optimal. That just saves a huge amount of time. It's almost instantaneous, rather than requiring people to physically create lots and lots of different assets."
- The intelligent automation lead in the technology industry described how with Adobe's applications, the team gained full utilization of its

assets: "We found that before, we were only translating our assets into 20% of the growth markets we targeted. Now that we've shifted to Adobe, we've gone to a full 100% coverage model."

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

- Due to increased asset reuse per year, the composite organization creates 42,500 core assets in Year 1, 40,000 core assets in Year 2, and 37,000 core assets in Year 3.
- On average, the composite organization creates three localization variations per core asset.
- Before adopting the Adobe solution, the composite organization spends 3 hours to create each localization variation.
- With Adobe's Content Supply Chain solution, the composite organization spends 2 hours per localization variation in Year 1, 1.8 hours in Year 2, and 1.5 hours in Year 3.
- Of the time saved on creating localization variations of core assets, 50% is recaptured.
- The average fully burdened hourly salary of a creative designer creating variations of core assets is \$55.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The number of core assets that the organization produces per year.
- The number of localization variations produced for each asset.
- The average fully burdened hourly rate of a creative designer.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$9.0 million.

More Efficient Core Asset Scaling And Localization					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Core assets created each year	B1	42,500	40,000	37,500
C2	Average localization variations per core asset	Composite	3	3	3
C3	Total asset localizations and variations required per year	C1*C2	127,500	120,000	112,500
C4	Hours to create an asset variation without Adobe's Content Supply Chain	Interviews	3.0	3.0	3.0
C5	Hours to create an asset variation with Adobe's Content Supply Chain	Interviews	2.0	1.8	1.5
C6	Fully burdened hourly rate for a creative designer salary supporting asset variation	TEI standard	\$55	\$55	\$55
C7	Time recaptured	TEI standard	50%	50%	50%
Ct	More efficient core asset scaling and localization	$C3*(C4-C5)*C6*C7$	\$3,506,250	\$3,960,000	\$4,640,625
	Risk adjustment	↓10%			
Ctr	More efficient core asset scaling and localization (risk-adjusted)		\$3,155,625	\$3,564,000	\$4,176,563
Three-year total: \$10,896,188			Three-year present value: \$8,952,118		

MORE EFFICIENT PROJECT MANAGEMENT AND REVIEW

Evidence and data. Interviewees described how their teams were better equipped to strategize for campaigns, prioritize work, and handle workflows across multiple roles with Workfront. Several interviewees described Workfront as a key component of Adobe's Content Supply Chain solution.

- The intelligent automation lead in the technology industry noted that Workfront enabled quick visibility into the status of a project. They said, "I always think of Workfront as technology that not only allows workflow management and content creation but also gives you a bird's-eye view of what's happening in the business."
- Interviewees also described time and labor savings through automation of tasks and reports. The director of operations in the telecommunications industry said: "[Workfront] probably saves me a week per month because there's so much that we're integrating. We're automating a bunch of these mundane tasks internally within the Workfront platform, and it's connected to Frame.io, and we're going to connect it to AEM. It also deals with our reporting, so I have reports automatically being sent out. I also used to have eight 1:1 meetings per week, and I don't even have those anymore because the reports are automatically sent out."

Workfront also equipped interviewees with valuable data to make team resourcing decisions. The global head of marketing technology in the consumer packaged goods industry said, "The fact is that by using Workfront, we now have the data to look where to optimize, whereas in the past, it would be an email [record of] who's dealing with it."

"You can definitely use Adobe's AI to scan the sentiment of the asset and intelligently edit the master asset to be the optimal format for the channel."

Creative director, consulting

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

- The composite organization has 30 product-level reviewer FTEs. In the before state, each product-level reviewer spends 32 hours per month on reviews, which with Adobe applications is reduced to 20 hours per month in Year 1 and 16 hours per month in Year 2 and Year 3.
- The average fully burdened hourly salary of a product-level reviewer is \$70.
- The composite organization has 100 marketer FTEs. Previously, each marketer spends 32 hours per month on reviews, which is reduced to 28 hours per month in Year 1 and 24 hours per month in Year 2 and Year 3 with Adobe.
- The average fully burdened hourly salary of a marketing manager is \$60.
- The composite organization has 60 project manager and creative producer FTEs. Before Adobe, each project manager and creative producer spends 50 hours per month on reviews; after the adoption of Adobe's content supply chain solution, that time is reduced to 35 hours per month in Year 1 and 25 hours per month in Years 2 and 3.
- The average fully burdened hourly salary of a project manager or creative producer is \$65.

- The composite organization has 10 IT administrator FTEs. Before Adobe's Content Supply Chain, each IT administrator spends 16 hours per month supporting creations and reviews, which is reduced to 12 hours per month with Adobe's Content Supply Chain in Year 1, 10 hours per month in Year 2, and 8 hours per month in Year 3.
- The average fully burdened hourly salary of an IT administrator is \$80.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The number of product-level reviewer, marketer, project manager and creative producer, and IT administrator FTEs that the organization needs in its review process.
- The average fully burdened salary for each of these roles.
- The time taken for review prior to Adobe's Content Supply Chain solution and the adoption level of Workfront at the organization.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$4.2 million.

“Workfront is critical for creating the project, but it’s also critical for identifying and tracking everything that goes on under it and who’s worked on what. It’s essential to have that meaningful data, and I don’t think you could have a content supply chain without it. If I had to rank requirements, that’s probably the top one.”

Global head of marketing technology, consumer packaged goods

More Efficient Project Management And Review					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Product-level reviewer FTEs	Composite	30	30	30
D2	Hours spent on project management and reviewing per month per product-level reviewer without Adobe	Interviews	32	32	32
D3	Hours spent on project management and reviewing per month per product-level reviewer with Adobe	Interviews	20	16	16
D4	Fully burdened hourly rate for a product-level reviewer	TEI standard	\$70	\$70	\$70
D5	Subtotal: Product owner efficiency	$D1*(D2-D3)*D4*12$	\$302,400	\$403,200	\$403,200
D6	Marketer FTEs	Composite	100	100	100
D7	Hours spent on project management and reviewing per month per marketer without Adobe	Interviews	32	32	32
D8	Hours spent on project management and reviewing per month per marketer with Adobe	Interviews	28	24	24
D9	Fully burdened hourly rate for a marketing manager	TEI standard	\$60	\$60	\$60
D10	Subtotal: Marketer efficiency	$D6*(D7-D8)*D9*12$	\$288,000	\$576,000	\$576,000
D11	Project manager creative producer FTEs	Composite	60	60	60
D12	Hours spent on project management and reviewing per month per creative producer and project manager without Adobe	Interviews	50	50	50
D13	Hours spent on project management and reviewing per month per creative producer and project manager with Adobe	Interviews	35	25	25
D14	Average fully burdened hourly rate for a creative producer and project manager	TEI standard	\$65	\$65	\$65
D15	Subtotal: Project manager creative producer and efficiency	$D11*(D12-D13)*D14*12$	\$702,000	\$1,170,000	\$1,170,000
D16	IT administrator FTEs	Composite	10	10	10
D17	Hours spent supporting creation, management, and review per month per IT administrator without Adobe	Interviews	16	16	16
D18	Hours spent supporting creation, management, and review per month per IT administrator with Adobe	Interviews	12	10	8
D19	Fully burdened hourly rate for a IT administrator	TEI standard	\$80	\$80	\$80
D20	Subtotal: IT administrator efficiency	$D16*(D17-D18)*D19*12$	\$38,400	\$57,600	\$76,800
Dt	More efficient project management and review	$D5+D10+D15+D20$	\$1,330,800	\$2,206,800	\$2,226,000
	Risk adjustment	↓10%			
Dtr	More efficient project management and review (risk-adjusted)		\$1,197,720	\$1,986,120	\$2,003,400
Three-year total: \$5,187,240			Three-year present value: \$4,235,442		

MORE EFFICIENT EXPERIENCE SCALING

Evidence and data. As with reduced labor to scale and localize assets, interviewees used Adobe’s Content Supply Chain solution to automate much of the effort of personalizing and scaling experiences for customers interacting with the brand.

- A beverage company was able to fully manage 100 to 200 experiences with AEM Sites with just a few staff members. If not for AEM Site automating much of the labor, this would have required several teams with 50 to 60 total staff. The head of customer success in the beverages industry explained: “Our consumer website environment is in almost every market and language in the world, and this is difficult to centrally manage. Adobe allows us to establish blueprints, and then the local markets put their own languages and customization in real time without the central team having to do anything. That’s a big plus point for Adobe and makes a lot of things possible.”
- The global head of marketing technology from a consumer packaged goods organization had previously found that fully integrating AEM Sites and AEM Assets allowed for an 80% reduction in the number of staff required to manage and personalize customer experiences: “We managed to cut labor for managing sites down to a fifth by putting everything through Adobe’s central content management. [...] It took months before to get ready to launch a campaign, and now, we are down to weeks or days.”
- The intelligent automation lead in the technology industry described campaign efficiency with Adobe’s applications: “We had upwards of 5,000 campaigns live in the market at once. We used Adobe to figure out what was working, and last year, that was reduced to six campaigns we could really focus on.”
- The same interviewee emphasized the importance of AI and automation in achieving

higher-performing campaigns across channels: “The intelligence of the Adobe [Content Supply Chain] solution set really enables you to deliver experiences in a way that we, without automation and AI, couldn’t do. It gets us the personalization and the interconnectedness of our channels, and the ability to deliver omnichannel experiences is has truly revolutionary.”

“By leveraging data within [AEM Assets], Workfront, and a couple of other integrated systems, I would ultimately hope that we could just do away with 90% of the manual publication that happens for our sites and experiences in the next two years.”

Director of experience development, beverages

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

- The composite organization uses 30 FTEs, each at an average fully burdened annual salary of \$124,800, to manage and scale experiences.
- With Adobe’s Content Supply Chain solution, the composite organization reduces labor hours to manage sites and experiences by 50% in Year 1; 60% in Year 2; and 70% in Year 3.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The number of FTEs managing and scaling experiences and their fully burdened annual salaries.
- The level of adoption of Adobe’s Content Supply Chain solution across creative teams.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$5.0 million.

More Efficient Experience Scaling					
Ref.	Metric	Source	Year 1	Year 2	Year 3
E1	FTEs managing and scaling experiences before Adobe’s Content Supply Chain solution	Composite	30	30	30
E2	Fully burdened annual salary for a marketing manager	Composite	\$124,800	\$124,800	\$124,800
E3	Reduction in labor hours to manage sites and experiences	Interviews	50%	60%	70%
Et	More efficient experience scaling	E1*E2*E3	\$1,872,000	\$2,246,400	\$2,620,800
	Risk adjustment	10%			
Etr	More efficient experience scaling (risk-adjusted)		\$1,684,800	\$2,021,760	\$2,358,720
Three-year total: \$6,065,280			Three-year present value: \$4,974,654		

PROFIT FROM EXPERIENCE PERSONALIZATION

Evidence and data. Interviewees used Adobe's Content Supply Chain solution to automatically personalize experiences for customers on websites, applications, and campaigns, improving engagement rates and driving additional value.

- Interviewees remarked on the importance of delivering the correct messaging within the optimal window in order to win engagement with their audiences. The creative director in the consulting industry said: "Businesses want to speak in the right moment, in the right channel, and say the right thing to the right customers. So, using Adobe isn't just about the personalization, it's about being fast, meaningful, and relevant."
- The interviewee further described how Adobe enabled teams to build content workflows needed for successful campaigns based on analytics and insights: "Content supply chain is about building out those content workflows, building out the governance and the risk frameworks. To know you're saying the right thing to the right person and the right channel, and then also how you start collecting the performance data analytics and feeding that through to every member of the content supply chain, not just the data analysts, so that everyone can start to design experiences with insights."
- Similarly, the global head of marketing technology in the consumer packaged goods industry said: "You're never going to deliver a digital transformation correctly unless you can deliver the right message to the right person on the right channel at the right time."

- A technology company was able to improve its campaign performance by more than 70% by using applications in Adobe's Content Supply Chain solution to incorporate web experiences that deliver more meaningful content to customers. The improvement also included a 14% increase to engagement and a 20% growth in page views. The intelligent automation lead at the technology company said: "[Campaign performance] has gone up by over 70% because we're just being much more intentional, and we're looking at the web experiences in a more cross-functional way than we have before."

"Nearly all clients that we're talking to about and optimized content supply chain are thinking of it from a perspective of personalization — being able to deliver much more personalized experiences through their content. It means they're going to have to have a lot of data and a lot of insight."

Creative director, consulting

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

- Before Adobe, the composite organization receives 666,666,667 page views annually and brings in \$2 billion in annual e-commerce revenue as a result of a 2% page view conversion rate with \$150 in revenue per customer.
- Through experience personalization with Adobe's Content Supply Chain solution, the composite

Growth in page views by
Year 3
5%



organization increases its page views by 1% in Year 1, 3% in Year 2, and 5% in Year 3.

- The composite organization's operating profit margin is 13%.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The organization's page views, conversion rates, and operating profit margins before Adobe.
- The degree of organization's adoption of Adobe's applications and utilization of insights, analytics, and personalization.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of \$14.9 million.

Profit From Experience Personalization					
Ref.	Metric	Source	Year 1	Year 2	Year 3
F1	Annual e-commerce revenue before Adobe	Composite	\$2,000,000,000	\$2,000,000,000	\$2,000,000,000
F2	Average conversion rate	Composite	2%	2%	2%
F3	Revenue per customer	Composite	\$150	\$150	\$150
F4	Annual page views before Adobe	F1/F2/F3	666,666,667	666,666,667	666,666,667
F5	Growth in page views due to experience personalization with Adobe	Interviews	1%	3%	5%
F6	Additional page views due to experience personalization with Adobe	F4*F5	6,666,667	20,000,000	33,333,333
F7	Subtotal: Additional revenue from page view growth	F2*F3*F6	\$20,000,001	\$60,000,000	\$99,999,999
F8	Operating profit margin	Composite	13.0%	13.0%	13.0%
Ft	Profit from experience personalization	F7*F8	\$2,600,000	\$7,800,000	\$13,000,000
	Risk adjustment	↓20%			
Ftr	Profit from experience personalization (risk-adjusted)		\$2,080,000	\$6,240,000	\$10,400,000
Three-year total: \$18,720,000			Three-year present value: \$14,861,608		

IMPROVED EFFICIENCY WITH AGENCY PARTNERS

Evidence and data. Agency partners also used Adobe’s Content Supply Chain solution to improve their own efficiency and increase the value provided to clients, making client offerings more competitive and allowing clients to be more efficient with their budgets.

- Interviewees found that Adobe’s Content Supply Chain solution enabled efficiencies from working with agency partners similar in magnitude (greater than 20%) to the internal efficiencies they also gained.
- The chief creative officer at the marketing and advertising agency described how Adobe’s applications empowered agencies and clients to align with shared systems and tools: “The promise of [Adobe’s Content Supply Chain solution] is a workflow that’s shared between client and agency sides. You have other shared toolsets like DAMs and asset management or content management systems where you’re plugging stuff directly in, and you can create efficiencies, speed things up, reduce time to market, and validate that you’re using the right assets.”
- The creative director at the consulting firm described how the features with Adobe transform capabilities across the agency-client relationship and particularly empower clients to communicate across that connection: “From a client and prospect perspective, these capabilities are fundamentally changing how you can actually deliver and generate. Secondly, the work that you’re augmenting in the creative space is much less manual.”
- The same creative director summed up the collaboration experience: “At the end of the day, the agency business and the client business are incredibly complicated from a marketing standpoint. So having that spine in place to be

able to organize both parties to connect all the things in a manner that makes sense is really important.”

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

- Before Adobe, the composite organization experiences \$100 million in agency spend.
- With Adobe’s Content Supply Chain solution, the composite organization increases efficiency due to asset reuse by 5% in Year 1, 8% in Year 2, and 13% in Year 3.
- The composite organization increases efficiency due to administrative savings by 3% in Year 1, 4% in Year 2, and 5% in Year 3.
- The composite organization increases efficiency due to faster review and communication by 1% in Years 1 and 2 and 2% in Year 3.
- Fifty percent of the agency efficiency is recaptured.

“Workfront lets clients optimize their content supply chain. It’s the smooth integration between the different cloud platforms. It’s not just for the internal studio — it’s for your whole ecosystem.

So it’s going to make things frictionless and faster not only for your internal organization but also for hybrid teams where they are maybe outside of your organization as well.”

Creative director, consulting

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The amount of agency spend before implementation of Adobe’s Content Supply Chain solution.
- The degree of utilization of Adobe applications’ components and features.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of \$14.3 million.

“We utilize Adobe for core parts of a marketing platform we are building that will allow clients to market more effectively and more efficiently.”

Chief creative officer, marketing and advertising

Increased efficiency due to asset reusage by Year 3
13%



Improved Efficiency With Agency Partners

Ref.	Metric	Source	Year 1	Year 2	Year 3
G1	Agency spend prior to Adobe	Composite	\$100,000,000	\$100,000,000	\$100,000,000
G2	Increased efficiency due to asset reusage	Interviews	5%	8%	13%
G3	Increased efficiency due to administrative savings	Interviews	3%	4%	5%
G4	Increased efficiency due to faster review and communication	Interviews	1%	1%	2%
G5	Percentage of agency efficiency captured by client	Composite	50%	50%	50%
G6	Subtotal: Improved agency efficiency due to Adobe (rounded)	$(G2+G3+G4)*G5$	5%	7%	10%
Gt	Improved efficiency with agency partners	$G1*G6$	\$5,000,000	\$7,000,000	\$10,000,000
	Risk adjustment	↓20%			
Gtr	Improved efficiency with agency partners (risk-adjusted)		\$4,000,000	\$5,600,000	\$8,000,000
Three-year total: \$17,600,000			Three-year present value: \$14,274,981		

COST AVOIDANCE FROM SYSTEM MAINTENANCE AND RETIRED LEGACY SYSTEMS

Evidence and data. Companies required significantly less labor to manage their content supply chain systems after fully transitioning to Adobe's Content Supply Chain solution. Additionally, as companies integrated Adobe's applications into their environments, third-party and internal legacy systems and tools were retired.

Labor savings from avoided system maintenance of retired legacy systems

50%



- Interviewees who used Adobe Professional Services were able to free up entire staff members who no longer needed to build and maintain their content supply chain. Part of this savings was due to Adobe Professional Services implementing best practices to enable greater cohesions and ROI for the individual applications in Adobe's Content Supply Chain solution.
- Some of the labor savings associated with system maintenance with Adobe's Content Supply Chain solution was due to Adobe applications fully integrating with one another, rather than requiring custom-built services to exchange information between non-Adobe applications. These latter services required frequent and manual management, troubleshooting, and alteration when disparate non-Adobe applications were upgraded or changed.
- Adobe's Content Supply Chain solution further reduced the labor for system maintenance by providing greater telemetry and insight into usage

and needs across organizations' content supply chain. The global head of marketing technology at a consumer packaged goods company said: "Adobe [Content Supply Chain solution] gives us traceability. Without Workfront, there is no way to manage or understand how many resources or how much wastage is going on in our processes."

- Interviewees were able to retire a wide range of numbers and types of tools, ranging from a few to several dozen simple and complex tools.
- Organizations that retired more third-party legacy systems and tools were able to save more in license costs, while organizations that retired more internal legacy systems and tools saved more in avoided labor costs of maintenance.
- The cost savings also varied from organization to organization, depending on their environments prior to investing in Adobe, but tended to be valued in the hundreds of thousands each year. For example, a technology organization was able to save \$500,000 after fully transitioning to Adobe's Content Supply Chain solution.
- Some organizations saved additional indirect costs associated with their legacy systems.

A consumer packaged goods organization previously spent millions of dollars in regulatory fines each year due to human error in handling website cookies and personally identifiable information. After migrating to Adobe, AEM Sites automatically incorporated best practices and significantly reduced the potential for human error, eliminating virtually all of these types of fines.

The global head of marketing technology in consumer packaged goods said: "AEM Sites specifically helps with cookie compliance, which can be a help to avoid enormous, multimillion-dollar fines. The fact that you were delivering this

content through a structured system means that you can build in the right governance.”

- The cloud solutions manager in the apparel industry also described the benefits of consolidation to compliance. They said, “Since we now have consolidated assets, it’s easier to vet the content and ensure we’re in compliance.”

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

- Previously, the composite organization needs five infrastructure engineers per year for system maintenance.
- With Adobe’s Content Supply Chain solution, the composite organization needs three infrastructure engineers for system maintenance in Years 1 and 2 and two engineers for system maintenance in Year 3.
- The fully burdened annual salary of an infrastructure engineer is \$95,400.
- The composite organization avoids legacy system costs amounting to \$250,000 in Year 1, \$350,000 in Year 2, and \$500,000 in Year 3.
- The composite organization avoids penalties from legacy systems amounting to \$1,000,000 in Year 1; \$1,500,000 in Year 2; and \$2,500,000 in Year 3.

“I’m talking already [managing] two tools, and Workfront is [just] one [tool], so that’s what made it that much simpler. Even if [Workfront] was a little bit of a higher dollar amount per user, it was worth it for us.”

*Director of operations,
telecommunications*

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The number and cost of retired legacy systems, as organizations that have fewer tools and more simple environments may not benefit as much from retiring those tools.
- The number of infrastructure engineers those tools require.
- The average fully burdened annual salary of an infrastructure engineer.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$4.6 million.

Cost Avoidance From System Maintenance And Retired Legacy Systems					
Ref.	Metric	Source	Year 1	Year 2	Year 3
H1	Infrastructure engineers required for system maintenance without Adobe Professional Services	Interviews	5	5	5
H2	Infrastructure engineers required for system maintenance with Adobe Professional Services	Interviews	3	3	2
H3	Fully burdened annual salary for an infrastructure engineer	TEI standard	\$95,400	\$95,400	\$95,400
H4	Subtotal: Ongoing labor efficiency from system maintenance	(H1-H2)*H3	\$190,800	\$190,800	\$286,200
H5	Avoided direct costs of legacy systems	Interviews	\$250,000	\$350,000	\$500,000
H6	Avoided penalties from legacy systems	Interviews	\$1,000,000	\$1,500,000	\$2,000,000
H7	Subtotal: Avoided cost of legacy systems	H5+H6	\$1,250,000	\$1,850,000	\$2,500,000
Ht	Cost avoidance from system maintenance and retired legacy systems	H4+H7	\$1,440,800	\$2,040,800	\$2,786,200
	Risk adjustment	↓10%			
Htr	Cost avoidance from system maintenance and retired legacy systems (risk-adjusted)		\$1,296,720	\$1,836,720	\$2,507,580
Three-year total: \$5,641,020			Three-year present value: \$4,580,769		

UNQUANTIFIED BENEFITS

Additional benefits that customers experienced but were not able to quantify include:

- **Improved employee experience.** Several interviewees observed that Adobe's Content Supply Chain solution instilled confidence in their creative teams toward new processes and expanded the teams' readiness to resolve issues. The intelligent automation lead in the technology industry said: "[The team has] seen the positivity and the impact on their day-to-day. They have confidence in the capabilities and the way that the technology works. The moment something doesn't work, the teams are always [exploring] a better way to lean into it."

The intelligent automation lead in the technology industry noted that the tools led to new processes that sparked engagement among teams: "I think people are happier. With some of the new processes that we've got in place, they're overall more engaged and happier to be doing the work they're doing with [Adobe's Content Supply Chain solution] tools versus without."

The same intelligent automation lead described how Adobe's Content Supply Chain solution liberated teams to focus on prioritized projects: "Adobe helped some employee dynamics as well. Our teams were really happy because they've got a lot on their plate, but when you actually take a step back and say we're going to only hold you accountable for these very clear four items, it's a lot more helpful."

Interviewees expressed that employee experience and collaboration had improved not only on their creative teams but also across business units by enabling partnerships without a prescriptive approach to work. The director of experience development at the beverage company said: "My organization prides itself on encouraging everyone — all departments — to be creative and innovative with how they work."

Workfront has given us the ability to require governance without necessarily governing the structure of how people do their work."

"Where it starts to get interesting is when you train Firefly on all of your corporate brand photography, illustration, brand colors, and tone of voice, and it can create something that is clearly and distinctly part of your brand."

Creative director, telecommunications

- **Accelerated speed to market.** With Adobe's applications, interviewees were also able to seize opportunities to connect to their audiences in moments of cultural significance. The chief creative officer at the marketing and advertising agency said: "Agility is extremely important because you know a brand needs to play in culture for it to be attached to something more meaningful for its customers. If it takes you three weeks to turn something around, that moment's gone."
- **Increased telemetry and operational insight.** Interviewees shared that with Workfront, they gained visibility into the areas where their teams were strong and where they needed support, which unlocked the ability to confidently make operational decisions. The intelligent automation lead in the technology industry said: "Workfront gives us a standard set of data and a clearer picture of what our teams are doing and where they are making an impact. ... I use it as a strategic mechanism to see a diagnostic of what's working and what's not, where teams are spending time, and where I think we might be pushing it from a volume or capacity perspective."

- **Increased business insight for leadership.** In addition to operational insights, interviewees also leveraged the solutions to make strategic marketing decisions. The intelligent automation lead in the technology industry said: “Adobe [Content Supply Chain solution] means having that visibility into what’s going on on the ground. It gives us at the leadership level the ability to make some very distinct and intentional decisions around how we evolve, how we pivot, and how to drive the most growth that we can.”
- **Offered built-in security.** Interviewees also remarked on the security of a centralized platform. The global head of marketing technology in the consumer packaged goods industry said: “You should consider the security of the platform as well. You’ve got logged-in users, and you’re protecting their data. Companies that have fragmented systems would have to invest too much time on this, and there would always be cracks between the platforms. Adobe enables the security with a structured platform and delivers the controls to you that are needed.”

“Combining Adobe’s products into the larger [Content Supply Chain solution] has enabled exponential possibilities.”

Chief creative officer, marketing and advertising

FLEXIBILITY

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

- **Leveraging current and future generative AI features within Adobe’s Content Supply Chain solution.** Interviewees expressed that they expected Adobe’s generative AI features to facilitate the content creation and development process for designers. The director of operations in the telecommunications industry said, “[Firefly] will lead to huge savings in terms of production dollars and expanding the imagination of our creatives.”

The chief creative officer at the marketing and advertising agency noted that Firefly could help teams avoid disputes over content: “Firefly is very interesting because it’s trained on Adobe’s own image library versus the web and designed to be more commercially ready, so you’ve got greater controls over the content credentials and authoring. One can alleviate all sorts of indemnification issues down the line, plus people within the community who are creating art it’s trained on get paid.”

- **Enabling greater possibilities from synergy between Adobe applications.** Several interviewees noted the ability to customize Adobe platforms and solutions to their workstreams. The director of experience development in the beverage industry said, “AEM Sites is flexible and customizable, much like Workfront has been, which has made things a lot easier in the long run.” The interviewee expanded on how Workfront unlocks cooperation between business units by equipping teams with the ability to map user attributes across departments: “With Workfront, we can take what we’ve built for one department, then shuffle things around and give

the other department a recycled version of what we built, while still tracking the same data attributes and being able to show reports end to end, which is great. We weren't able to do that with [the previous platform]."

The cloud solutions manager at the apparel company spoke to the volumes that Adobe's Content Supply Chain solution can manage as workstreams and teams continue to grow, which enables noncreative teams to continue to contribute to the creative process: "Another battle we have is just managing the assets before they go to their final storage place. We have a lot of subsidiaries, and as we get more users, it's harder and harder to vet the sheer amount of assets to review. That's why we're shifting right to build more self-service options."

The head of customer success at the beverages company emphasized the importance of seamless integration between applications, particularly in terms of maintaining and accessing data such as customer interactions or campaign performance, across all the platforms: "One of the reasons that we stick with Adobe Experience Manager Sites is because we have so many solutions that we implement through Adobe that there are advantages to just having and maintaining the entire Adobe application suite over time. Some of it is integration between the various products themselves, and obviously there are very tight connections between Adobe Analytics and AEM Sites because that's what you're tracking. Your analytics are tracking your websites and your apps."

- **Evolving roles for the future.** Interviewees noted that team members now focused on higher-value projects and expressed optimism for the impact of this dynamic on their vision for future roles. The creative director at the consulting firm said, "There are economies not only of scale by automating and running this

content, but also freeing up people's time and repurposing or pivoting those roles in your organization to do something that has higher value or higher impact for your business."

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

"We are in this next phase of tying investment to the larger content pipeline with an ROI emphasis. In the next few months, we'll see with a lot more clarity the cost associated with the creation, the translation, and use of each asset."

Intelligent automation lead, technology

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
Itr	Adobe application licenses and Adobe Professional Services costs	\$2,100,000	\$4,200,000	\$4,200,000	\$4,200,000	\$14,700,000	\$12,544,778
Jtr	Change management and ongoing support (reduced due to Adobe Professional Services)	\$1,736,730	\$635,525	\$635,525	\$635,525	\$3,643,304	\$3,317,185
	Total costs (risk-adjusted)	\$3,836,730	\$4,835,525	\$4,835,525	\$4,835,525	\$18,343,304	\$15,861,963

ADOBE APPLICATION LICENSES AND ADOBE PROFESSIONAL SERVICES COSTS

Evidence and data. The largest investment associated with Adobe’s Content Supply Chain solution was the direct costs of Adobe Professional Services and the license costs companies paid.

- Interviewees engaged Adobe for professional services for initial integration as well as ongoing product support. These services cost between hundreds of thousands to just over \$1 million each year, depending on the level and scope of services required.
- Adobe’s Content Supply Chain solution also required licenses each year, providing employees access to the applications relevant to their work. For organizations with hundreds or low thousands of employees using applications across Adobe’s Content Supply Chain solution, license costs were generally between hundreds of thousands to low millions of dollars each year.

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

- The composite organization incurs costs for Adobe product licenses and Adobe Professional Services support, amounting to an initial cost of \$2 million and followed by \$4 million per year for licenses and services.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The level and scope of the organization’s prior environment and integration and professional services needs.
- The number of applications required per user.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$12.5 million.

Adobe Application Licenses and Adobe Professional Services Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
I1	Aggregated licenses for Adobe's Content Supply Chain and Adobe Professional Services support	Composite	\$2,000,000	\$4,000,000	\$4,000,000	\$4,000,000
It	Adobe application licenses and Adobe Professional Services costs	I1	\$2,000,000	\$4,000,000	\$4,000,000	\$4,000,000
	Risk adjustment	↑ 5%				
Itr	Adobe application licenses and Adobe Professional Services costs (risk-adjusted)		\$2,100,000	\$4,200,000	\$4,200,000	\$4,200,000
Three-year total: \$14,700,000			Three-year present value: \$12,544,778			

CHANGE MANAGEMENT AND ONGOING SUPPORT (REDUCED DUE TO ADOBE PROFESSIONAL SERVICES)

Evidence and data. For large enterprise organizations with complex environments, significant labor was required to fully migrate from a third-party or internal system to Adobe's Content Supply Chain solution.

- Length of migration and change management varied from a few months to more than a year depending on organization size, environment complexity, and whether or not the organization leveraged Adobe Professional Services.
- Organizations that leveraged Adobe Professional Services were generally able to complete migration in about half of the time they expected it would have taken on their own. This not only saved significant amounts of labor but also allowed their organizations to receive the benefits of Adobe's Content Supply Chain solution several months earlier than otherwise possible.
- Migration and change management involved several types of employees. However, three general groups were the most common:
 - Creative producers represented the workflow and tool requirements of their creative organizations. They also worked with IT administrators to hold training sessions once the technical migration had begun.
 - IT administrators assisted with technical requirements, training, security compliance, and licensing.
 - Infrastructure engineers often handled the technical migration and integration of tools and services, ensuring that internal systems continued working with Adobe's Content Supply Chain solution and that infrastructure was being used well in cases where some deployment was on-premises.
- Interviewees described the fruitful learning experience that was a byproduct of moving to Adobe's Content Supply Chain solution. The intelligent automation lead in the technology industry said: "In most cases, migrating [to Adobe's Content Supply Chain solution] is not a lift and shift but a reinvigoration of the data and understanding of what's working and what's not working. Similar to the campaigns, we look at what we've done that's working and also what we shouldn't be doing going forward."

“It’s a year-and-a-half to two-year commitment with [Adobe Professional Services], so the fact we were able to migrate in eight months and have a very strategic lens was pretty spectacular.”

Intelligent automation lead, technology

- Interviewees also expressed that they were looking forward to the continued partnership with Adobe and the expertise it offers. The chief creative officer at the marketing and advertising agency said: “We’ve started that journey. We’re by no means close to the end. We’re excited and grateful for the ability to partner with companies like Adobe that obviously have core expertise.”

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

- The composite organization has 60 creative producer or project manager FTEs who initially require 40 hours of labor and then require 10 hours of labor each year.
- The fully burdened hourly salary of a creative producer or project manager is \$65.
- The composite organization has 15 IT administrator FTEs who initially require 40 hours of labor and five IT administrator FTEs in Years 1, 2, and 3 who require 20 hours of labor each year.
- The fully burdened hourly salary of an IT administrator is \$80.
- The composite organization has six infrastructure engineer FTEs initially requiring and three infrastructure FTEs in Years 1, 2, and 3.
- The fully burdened annual salary of an infrastructure engineer is \$95,400.
- With use of Adobe Professional Services, the composite organization is able to reduce these change management and ongoing labor costs by an initial 50%, then by 35% in Years 1, 2, and 3.

Risks. Results may not be representative of all experiences, and the benefit will vary based on the following variables:

- The number of creative producers, project managers, IT administrators, and infrastructure

engineers at the organization prior to Adobe’s Content Supply Chain solution.

- The complexity of the prior environment and the organization’s approach to change management.

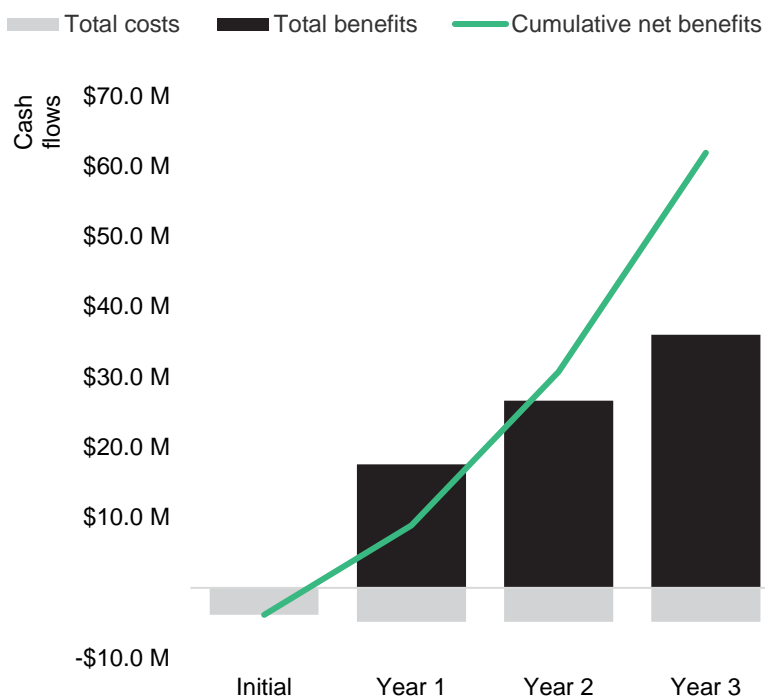
Results. To account for these risks, Forrester adjusted this cost upward by 15%, yielding a three-year, risk-adjusted total PV of \$3.3 million.

Change Management And Ongoing Support (Reduced Due To Adobe Professional Services)						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
J1	Creative producer FTEs for ongoing support	Composite	60	60	60	60
J2	Hours of additional labor required per creative producer per month	Interviews	40	10	10	10
J3	Fully burdened hourly rate for a creative producer and project manager	TEI standard	\$65	\$65	\$65	\$65
J4	Subtotal: creative producer labor costs (without Adobe Professional Services)	J1*J2*J3*12	\$1,872,000	\$468,000	\$468,000	\$468,000
J5	IT administrators for initial and ongoing support	Composite	15	5	5	5
J6	Hours of additional labor required per IT administrator per month	Interviews	40	20	20	20
J7	Fully burdened hourly rate for an IT administrator	TEI standard	\$80	\$80	\$80	\$80
J8	Subtotal: IT administrator labor costs (without Adobe Professional Services)	J5*J6*J7*12	\$576,000	\$96,000	\$96,000	\$96,000
J9	Infrastructure engineers for change management and ongoing expansion	Interviews	6	3	3	3
J10	Fully burdened hourly rate for an infrastructure engineer	TEI standard	\$95,400	\$95,400	\$95,400	\$95,400
J11	Subtotal: Infrastructure engineer labor costs (without Adobe Professional Services)	J9*J10	\$572,400	\$286,200	\$286,200	\$286,200
J12	Change management and ongoing labor costs (without Adobe Professional Services)	J4+J8+J11	\$3,020,400	\$850,200	\$850,200	\$850,200
J13	Reduction in change management and ongoing support of Adobe's Content Supply Chain due to Adobe Professional Services	Interviews	50%	35%	35%	35%
J14	Subtotal: Reduction in change management labor costs due to Adobe Professional Services	J12*J13	\$1,510,200	\$297,570	\$297,570	\$297,570
Jt	Change management and ongoing support (reduced due to Adobe Professional Services)	J12-J14	\$1,510,200	\$552,630	\$552,630	\$552,630
	Risk adjustment	↑15%				
Jtr	Change management and ongoing support (reduced due to Adobe Professional Services) (risk-adjusted)		\$1,736,730	\$635,525	\$635,525	\$635,525
Three-year total: \$3,643,304			Three-year present value: \$3,317,185			

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (Risk-Adjusted)



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

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

Cash Flow Analysis (Risk-Adjusted Estimates)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$3,836,730)	(\$4,835,525)	(\$4,835,525)	(\$4,835,525)	(\$18,343,304)	(\$15,861,963)
Total benefits	\$0	\$17,566,115	\$26,648,600	\$36,027,512	\$80,242,228	\$65,060,836
Net benefits	(\$3,836,730)	\$12,730,591	\$21,813,076	\$31,191,988	\$61,898,924	\$49,198,873
ROI						310%
Payback						<6 months

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: Endnotes

¹ 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.

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