

A Forrester Total Economic Impact™
Study Commissioned By Adobe
May 2017

The Total Economic Impact™ Of Adobe Acrobat DC

Cost Savings And Business Benefits
Enabled By Adobe Acrobat DC

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Project Director:
Sarah Musto
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Executive Summary

Key Benefits



Adobe Acrobat DC user efficiency:
Up to 50 hours saved per seat annually



IT administration efficiency:
300 total hours saved per year



Decreased costs for prior tools, paper, and compliance:
\$754,000 saved over three years

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 Acrobat DC. The purpose of this study is to provide readers with a framework to evaluate the potential impact of an Adobe Acrobat DC investment on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed and surveyed several customers with years of experience using Adobe Acrobat DC. 74% of surveyed customers are at organizations with over 1,000 employees; 60% are in IT roles and 40% are in business roles. Across roles, 88% of respondents are at the director level or above.

Adobe Acrobat DC, the latest version of Acrobat and part of Adobe's Document Cloud, is a PDF solution that allows users to convert, sign, send, and manage documents on any device.

Prior to using Adobe Acrobat DC, these organizations used a combination of paid PDF tools, free PDF tools, paper, and Microsoft Office documents to manage document processes. This lack of standardization led to inefficiencies in locating, editing, tracking, and collaborating on documents. For example, employees traditionally collected data on paper forms and would print and ship documents that needed signatures. When edits needed to be made, time was either spent locating source documents that were stored in different places or recreating source documents when they got lost. Organizations were less able to secure documents or provide audit trails, and IT staff spent more time administering different PDF tools. These inefficiencies not only drove up costs for paper and shipping but, more importantly, wasted valuable employee time that could be spent on higher value work.

With Adobe Acrobat DC, employees can easily create PDF documents from source files or scanned paper documents. They can convert back to source files while retaining formatting, reducing time spent searching for or recreating documents. Employees can edit PDFs on desktop or via mobile applications, accessing documents on mobile devices to continue work while remote. Employees can review and comment on PDFs and apply security features to protect sensitive documents. The send and track and send for signature tools provide an audit trail and reduce turnaround time for forms and signatures. IT spends less time on patches and updates and minimal time on troubleshooting. Overall, these enhanced PDF capabilities increase employee efficiency for document processes and reduce compliance and security risks, errors, and the costly use of paper.

Key Findings

Quantified benefits. The following risk-adjusted quantified benefits are representative of those experienced by the customer organizations:

- › **Employees save time by working on documents with Adobe Acrobat DC.** Users include both power users and casual users. Both use Adobe Acrobat DC to digitize paper-based tasks, reduce rework through converting and editing PDFs, use mobile capabilities to continue work streams outside of the office, send and track documents, and speed signature processes. Users save up to 50 hours per year, on average.



ROI
272%



Benefits PV
\$2 million



Costs PV
\$553,000



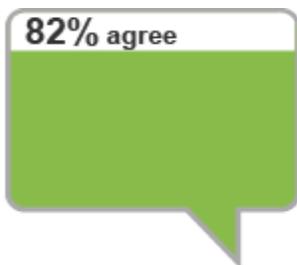
NPV
\$1.5 million

- › **Adobe Acrobat DC enables IT efficiencies with easier PDF software administration.** IT saves time on license management, deployments, updates, and upgrades. There is minimal troubleshooting associated with Adobe Acrobat DC. IT staff save 300 hours per year, on average.
- › **Adobe Acrobat DC features create cost savings by reducing security and compliance risk.** Users can password protect sensitive documents, redact sensitive data, and create audit trails by tracking documents via send and track. Compliance teams spend less time on compliance tasks and overhead, and some organizations have a reduction in penalties and fines and a reduction in the number of security and compliance issues by using Adobe Acrobat DC.
- › **Adobe Acrobat DC eliminates the need for other PDF tools and reduces the use of paper.** Interviewees and many survey respondents had used paid PDF software, free PDF software, and paper in the prior environment. They can standardize on Adobe Acrobat DC to replace other PDF software, avoiding the cost of those contracts. They also can reduce the use of paper and shipping, saving an average of \$175 per seat on paper and shipping costs.

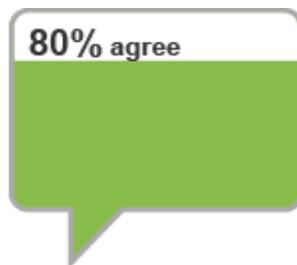
Costs. The interviewed and surveyed customers experienced the following risk-adjusted costs:

- › **Adobe Acrobat DC license costs.** On average, deployments included 50% Adobe Acrobat Pro DC licenses and 50% Adobe Acrobat Standard DC licenses paid on a subscription basis per seat per year.
- › **Time spent on deployment, management, and training.** Interviewees spent upfront time on planning, configuration, testing, and piloting Adobe Acrobat DC with a few key user groups prior to full deployment. On an ongoing basis, administrators spend time evangelizing Adobe Acrobat DC use throughout the organization and helping to build forms and templates. All users spend some time upfront and during the first year in training sessions or training via Adobe videos.

Forrester's interviews with two customers and survey of 50 customers found that an organization based on these customers experienced benefits of \$2 million over three years versus costs of \$553,000, adding up to a net present value (NPV) of \$1.5 million and an ROI of 272%.

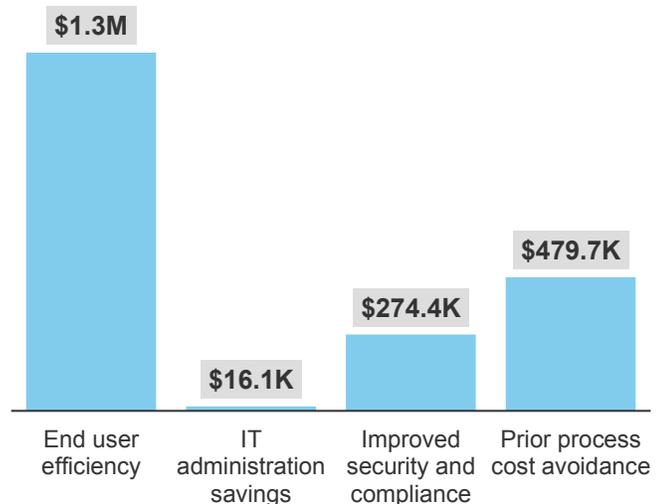


“Adobe Acrobat DC has been easy for our employees to use, requiring minimal training or troubleshooting”



“Adobe Acrobat DC is an important part of our paper-to-digital process transformation”

Benefits (Three-Year)



Base: 50 business and IT decision-makers in the US and Canada

The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

TEI Framework And Methodology

From the information provided in the interviews, Forrester has constructed a Total Economic Impact™ (TEI) framework for those organizations considering implementing Adobe Acrobat DC.

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 Acrobat DC can have on an organization:



DUE DILIGENCE

Interviewed Adobe stakeholders and Forrester analysts to gather data relative to Adobe Acrobat DC.



CUSTOMER INTERVIEWS AND SURVEY

Interviewed two organizations and surveyed 50 organizations using Adobe Acrobat DC to obtain data with respect to costs, benefits, and risks.



COMPOSITE ORGANIZATION

Designed a composite organization based on characteristics of the interviewed and surveyed organizations.



FINANCIAL MODEL FRAMEWORK

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



CASE STUDY

Employed four fundamental elements of TEI in modeling Adobe Acrobat DC's impact: benefits, costs, flexibility, and risks. Given the increasing sophistication that enterprises have regarding ROI analyses related to IT investments, Forrester's TEI methodology serves to provide a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

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 report to determine the appropriateness of an investment in Adobe Acrobat DC.

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.

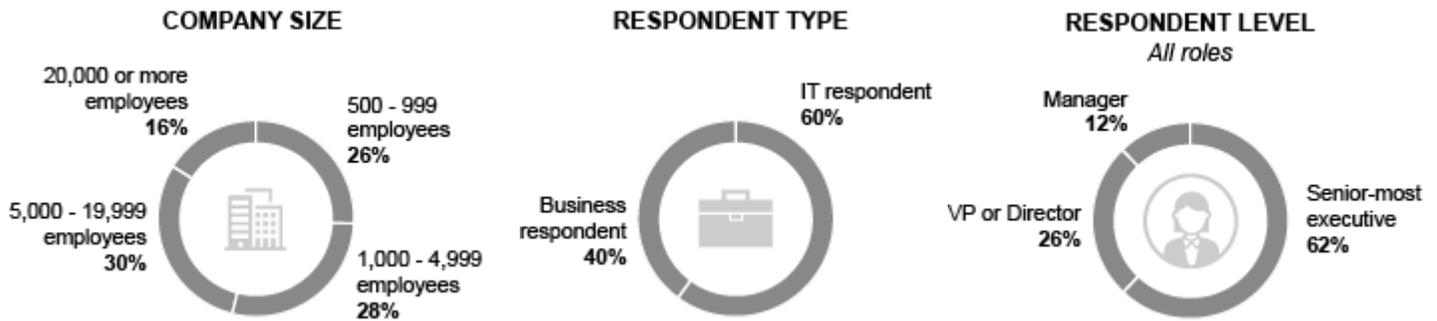
Adobe provided the customer names for the interviews but did not participate in the interviews.

The Adobe Acrobat DC Customer Journey

BEFORE AND AFTER THE ADOBE ACROBAT DC INVESTMENT

Surveyed Organizations

Forrester conducted an online survey of 50 respondents at organizations in North America with 500 or more employees. The survey evaluated customers' experiences using Adobe Acrobat DC.



Interviewed Organizations

For this study, Forrester conducted two in-depth interviews with Adobe Acrobat DC customers. Interviewed customers include the following:

INDUSTRY	EMPLOYEES	INTERVIEWEE	NUMBER OF SEATS
Financial services	1,300	Manager of client services	650 Standard, 650 Pro
Retail	Over 100,000	Business assistant analyst	2,300 Pro

Key Challenges

Interviewees and survey respondents highlighted several challenges prior to using Adobe Acrobat DC, including:

- › Inefficiency and frustration when creating and using documents.**
 Key documents were created using Microsoft Office and other tools and then converted to PDF or printed and later stored as a paper document or scanned document. Scans of paper documents were not editable or searchable, and often data from paper documents would need to be rekeyed into digital documents. If a PDF needed to be edited, employees would have to find the source file, edit that, and then re-PDF the document. It could be difficult to locate source documents, and if source documents got lost, time would have to be spent recreating those documents. This lack of standards or PDF editing capabilities led to inefficiencies in the use of these documents.
- › Expensive and inefficient paper-based document processes.**
 Many processes still involved paper. Forms and approvals would be sent via soft copy, printed, signed, scanned, and then returned. Documents that needed signatures were printed and sent via physical mail. A lot of time was wasted tracking signatures and collecting paper form data, and a lot of money was being spent on paper and shipping costs.

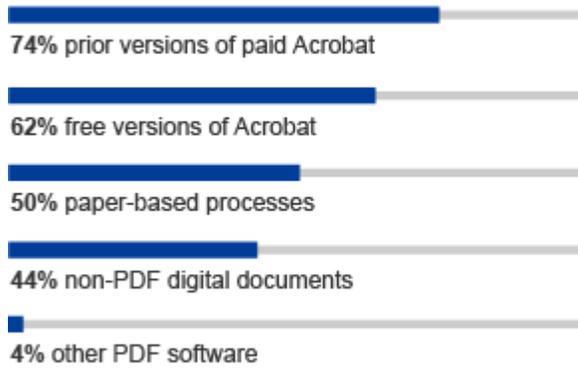
“We’re really paper driven. As we get more and more conscious and aware, moving toward the electronic world is making a lot more sense. With Adobe Acrobat DC, we have a product that can help us do a lot of that today.”

Business assistant analyst, retail



- › **Heightened compliance and security risks.** The organizations struggled to secure sensitive documents, and prior processes made it difficult to have an audit trail when documents were shared or sent for approval. The organizations wanted to be able to show where all key documents were in the signature process and where they were stored.

“Prior to using Adobe Acrobat DC, what tools/processes was your organization using?”



Base: 50 business and IT decision-makers in the US and Canada



“We have standardized on Adobe Acrobat DC for our PDF software”

Key Results

The interviews and survey revealed that key results from the Adobe Acrobat DC investment include:

- › **Adobe Acrobat DC increases efficiency for employees when managing documents.** These organizations noted several areas of efficiency due to the use of Adobe Acrobat DC. Employees decrease or eliminate rework associated with source documents with convert and editing capabilities in Adobe Acrobat DC. They can reduce inefficiencies and errors associated with paper documents and rekeying and convert scanned paper documents into editable digital files. They can merge content from multiple sources into one PDF file to bring all relevant information into one document. Employees can also collaborate with others within one PDF file with Adobe Acrobat DC’s comment and review tools. With the send and track tool, employees reduce time spent tracking documents, and with the send for signature tool, employees speed signature processes. Some organizations also use Adobe Acrobat DC’s mobile capabilities to continue working on documents while remote.
- › **Many organizations standardize on Adobe Acrobat DC to reduce costs and further increase efficiencies.** Sixty-six percent of survey respondents and one interviewee standardized on Adobe Acrobat DC. By standardizing on Adobe Acrobat DC, organizations help drive further adoption of Adobe Acrobat DC functionality, which enhances the efficiency gains mentioned above. Adobe Acrobat DC also replaces other PDF tools. One interviewee noted that its prior PDF tool was more expensive than Adobe Acrobat DC, creating cost savings. Another interviewee noted that there were no standards prior to using Adobe Acrobat DC, so employees could use any PDF software they wanted to. Using only one PDF tool simplifies administration.

“You’re saving a tree and you’re saving time. After 30 seconds, you’ve filled out your expense report, signed it, and sent it off and then you’re on to the next thing instead of taking thousands of walks to the printer just to print something out and rescan it back in. It was just insane, the amount of time that we were wasting doing stuff like that.”

Manager of client services, financial services



- › **Adobe Acrobat DC reduces IT administrative burden.** Interviewees noted ease of deployment, less time spent on license management, and less time spent on software patching and updates. 87% of IT respondents agreed or strongly agreed that Adobe Acrobat DC is easy to use and requires minimal training or troubleshooting; 83% said Adobe Acrobat DC seamlessly integrates into existing systems; and 83% of IT respondents said Adobe Acrobat DC is easier to administer than prior PDF tools.
- › **Adobe Acrobat DC reduces the use of paper.** Using paper documents in key processes can be costly, both in time and in direct expense for paper, printing, and shipping. By using Adobe Acrobat DC to create digital forms and documents that can be electronically routed and signed, organizations reduce time spent on these tasks and reduce costs and environmental impact.
- › **Adobe Acrobat DC features reduce security and compliance risk.** With Adobe Acrobat DC, documents are securely shared, signed, and stored. Employees can password protect documents, retain document fidelity when sharing documents with others, use send and track to provide an audit trail, and redact sensitive information. Using Adobe Acrobat DC also reduces risks associated with human error. 84% of survey respondents view documents created and shared with Adobe Acrobat DC as more secure than with their prior processes.

“The ability to use Adobe Acrobat DC to send for signature and for the send and track capabilities is really, really exciting, and you can see it as a benefit to your day, in your time. We also like the ability to protect the content. Comparing files is amazing. And I love the fact that all of my PDFs are in the cloud, in the same folder, in the same place.”

Business assistant analyst, retail



Composite Organization

Based on the interviews and survey, Forrester constructed a TEI framework, a composite company, and an associated ROI analysis that illustrates the areas financially affected. The composite organization is representative of the two companies that Forrester interviewed and 50 companies that Forrester surveyed 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 organization has 5,500 employees and \$1.1 billion in annual revenue. Like most of the interviewees, the organization is in a more highly regulated industry. Prior to using Adobe Acrobat DC, the organization used a combination of paid PDF software, free PDF software, Microsoft Office documents, and paper documents. The lack of standardization and digital processes made document creation and management inefficient and costly.

Deployment characteristics. The organization standardizes on Adobe Acrobat DC for PDF documents. It uses Adobe Acrobat DC across the organization, but identifies more use cases in finance/accounting, marketing, IT, HR, and executive/strategy departments. These departments are where “power users” of Adobe Acrobat DC tend to be located. The organization purchases 1,000 Adobe Acrobat DC seats, and it deploys all seats at the start of Year 1. The organization assumes that Year 1 involves a user adoption curve as more Adobe Acrobat DC features are adopted and Adobe Acrobat DC is used in more processes.



Key assumptions

1,000 Adobe Acrobat DC seats

All seats deployed at start of Year 1

Financial Analysis

QUANTIFIED BENEFIT AND COST DATA AS APPLIED TO THE COMPOSITE

Total Benefits

REF.	BENEFIT	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Atr	End user efficiency	\$0	\$316,200	\$632,400	\$632,400	\$1,581,000	\$1,285,231
Btr	IT administration savings	\$0	\$6,480	\$6,480	\$6,480	\$19,440	\$16,115
Ctr	Improved security and compliance	\$0	\$67,500	\$135,000	\$135,000	\$337,500	\$274,361
Dtr	Prior process cost avoidance	\$95,000	\$101,650	\$185,250	\$185,250	\$567,150	\$479,689
	Total benefits (risk-adjusted)	\$95,000	\$491,830	\$959,130	\$959,130	\$2,505,090	\$2,055,396

Process Efficiencies For End Users

Interviewees and survey respondents detailed the factors driving end user efficiency:

- › Adobe Acrobat DC users mentioned that they can create or collaborate on PDF documents faster with Adobe Acrobat DC. This includes the ability to easily enable and control document security, gather and review data faster with digital forms, mark up PDF documents with edits, and retain document fidelity so that everyone can collaborate on the same version of the file.
- › Users would often lose track of source documents. With Adobe Acrobat DC, users can eliminate time spent recreating source documents with the ability to convert PDFs to source file types and the ability to directly edit a PDF file quickly and easily.
- › Users also highlighted the send and track and send for signature tools with Adobe Acrobat DC. They use send and track to minimize time spent on tracking PDF documents. This includes tracking responses on forms and sending and tracking PDFs. They use send for signature to track where a PDF is in the signature process. In addition to reducing time spent managing these processes, users noted a reduction in signature cycle times.
- › Many users also use Adobe Acrobat DC on their mobile devices when they are not in the office. Users can access their documents on their mobile devices through the Adobe Cloud, and they can use basic Adobe Acrobat DC editing features and signature functions to keep processes moving while they are remote.

For the composite organization, Forrester assumes that:

- › The composite organization purchases and deploys 500 Adobe Acrobat Pro DC seats and 500 Adobe Acrobat Standard DC seats, which are all deployed at the start of Year 1.
- › Pro users are defined as power users of Adobe Acrobat DC. They work in departments that handle a lot of contracts, sensitive documents, and collateral like finance, marketing, IT, and procurement. These users achieve more time savings because they create, edit, manage, and track PDFs more often and because they tend to use more Adobe

The table above shows the total of all benefits across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total benefits to be a PV of more than \$2 million.

“Which of the following tasks are improved with Adobe Acrobat DC?”

76% get signatures faster

62% access documents more quickly

52% use Adobe Acrobat DC from any device

52% create, edit documents easily

52% control document security, access

Acrobat DC functionality to complete these tasks. On average, Pro users save 50 hours per year per seat.

- › Standard users are defined as casual users. They use Adobe Acrobat DC occasionally, more often as part of a one-off task or project than part of a recurring process. These users typically require fewer Adobe Acrobat DC features to complete these tasks. On average, Standard users save an average of 12 hours per year per seat.
- › Forrester assumes that there is an adoption curve in Year 1 as users become more familiar with Adobe Acrobat DC features and increasingly use Adobe Acrobat DC. Year 1 time savings are 50% lower to account for this change management effort.
- › Forrester assumes a 50% productivity capture for time savings benefits. This conservatively assumes that 50% of time saved is repurposed for additional productive work.

This benefit will vary based on the following risk factors:

- › The level of adoption of Adobe Acrobat DC for various user groups and the amount of training provided to accelerate adoption. Adoption can also be influenced by the decision to standardize or not standardize on Adobe Acrobat DC for PDF documents.
- › A culture change as part of the transition to Adobe Acrobat DC, which was mentioned by some interviewees. This includes switching from paper to digital documents. The composite uses paper for many tasks, increasing the opportunity for time savings. Additionally, this includes shifting to using PDFs over other types of digital documents.

To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$1.3 million.

“Our employees are able to do their jobs a lot quicker with Adobe Acrobat DC, which allows them to now focus time on other things that maybe they didn’t have time for before.”

Manager of client services, financial services



Impact risk is the risk that the business or technology needs of the organization may not be met by the investment, resulting in lower overall total benefits. The greater the uncertainty, the wider the potential range of outcomes for benefit estimates.

End User Efficiency: Calculation Table

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
A1	Adobe Acrobat Pro DC seats		500	500	500
A2	Average hours saved per Pro seat		25	50	50
A3	Adobe Acrobat Standard DC seats		500	500	500
A4	Average hours saved per Standard seat		6	12	12
A5	Average hourly fully loaded compensation		\$48	\$48	\$48
A6	Productivity capture		50%	50%	50%
At	End user efficiency	$((A1*A2)+(A3*A4))*A5*A6$	\$372,000	\$744,000	\$744,000
	Risk adjustment	↓15%			
Atr	End user efficiency (risk-adjusted)		\$316,200	\$632,400	\$632,400

IT Administration Time Savings

Interviewees and survey respondents detailed the factors driving IT time savings:

- › Organizations noted IT administrative savings compared with prior PDF tools, including spending less time on license management by

easily exporting data from the Adobe Acrobat DC portal and reviewing it, spending less time on security concerns, spending minimal time on troubleshooting user issues, and faster software updates.

For the composite organization, Forrester assumes that:

- › Three IT staff members are affected by the investment.
- › Each IT staff member saves approximately 5% of their overall time, or 100 hours per year, due to the administrative benefits achieved with Adobe Acrobat DC.
- › Forrester assumes a 50% productivity capture for time savings benefits. This conservatively assumes that 50% of time saved is repurposed for additional productive work.
- › This benefit references time savings for ongoing administration of Adobe Acrobat DC compared with the prior environment. Time spent on upfront configuration, testing, and deployment is calculated in the cost table in the next section.

This benefit will vary based on the following risk factors:

- › Administrative time savings will depend on the prior tools used, the level of difficulty in managing those tools, and the frequency of time-consuming updates and patches in the prior environment.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$16,000.

“Which of the following tasks are improved with Adobe Acrobat DC?”

67% license management

67% security concerns/resolution

60% integrations

60% troubleshooting user issues

IT Administration Time Savings: Calculation Table

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
B1	IT staff affected		3	3	3
B2	Average hours saved		100	100	100
B3	Average hourly fully loaded compensation		\$48	\$48	\$48
B4	Productivity capture		50%	50%	50%
Bt	IT administration savings	$B1*B2*B3*B4$	\$7,200	\$7,200	\$7,200
	Risk adjustment	↓10%			
Btr	IT administration savings (risk-adjusted)		\$6,480	\$6,480	\$6,480

Improved Security And Compliance

Interviewees and survey respondents detailed the factors driving improved security and compliance:

- › Prior to using Adobe Acrobat DC, the organizations relied heavily on paper and less secure digital documents for key document processes. This created security and compliance risks for the protection of sensitive data and increased the overhead required to provide audit trails, prove compliance, and resolve security or compliance issues.
- › With Adobe Acrobat DC, the organizations have access to better document security controls, allowing them to password protect documents or redact sensitive data.
- › Users achieve time savings related to compliance due to retaining

document fidelity when sharing documents, reducing errors in document processes, and tracking documents sent out for signature.

- › Users also noted a reduction in security and compliance issues due to Adobe Acrobat DC.

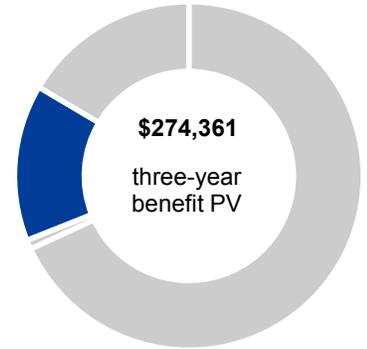
For the composite organization, Forrester assumes that:

- › The average total security and compliance savings is \$150 per seat per year.
- › This benefit is driven by time savings on compliance activities, a reduced number of compliance issues to solve, better document security, and fewer penalties/fines associated with compliance/security issues.
- › Forrester assumes a lower per-seat savings in Year 1 as adoption of Adobe Acrobat DC improves throughout the first year.

This benefit will vary based on the following risk factors:

- › The level of compliance and security risk at the organization due to prior document tools and processes. This may depend on the organization's industry, as highly regulated industries will dedicate more overhead to compliance processes and are more likely to face penalties and fines from lack of compliance.
- › The level of adoption of Adobe Acrobat DC, including the regular use of security features for sensitive documents.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$274,000.



**Improved security and compliance:
13% of total benefits**

Improved Security And Compliance: Calculation Table

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
C1	Total seats		1,000	1,000	1,000
C2	Average compliance savings, per seat		\$75	\$150	\$150
Ct	Improved security and compliance	C1*C2	\$75,000	\$150,000	\$150,000
	Risk adjustment	↓10%			
Ctr	Improved security and compliance (risk-adjusted)		\$67,500	\$135,000	\$135,000

Prior Process Cost Avoidance

Interviewees and survey respondents detailed the factors driving prior process cost avoidance:

- › The organizations used a combination of paid PDF products, other digital file types, and paper for document processes prior to using Adobe Acrobat DC. Adobe Acrobat DC replaced prior paid and free PDF tools used by these organizations. The use of Adobe Acrobat DC also aided a transformation to digital documents, reducing the use of paper and reducing postage costs.

For the composite organization, Forrester assumes that:

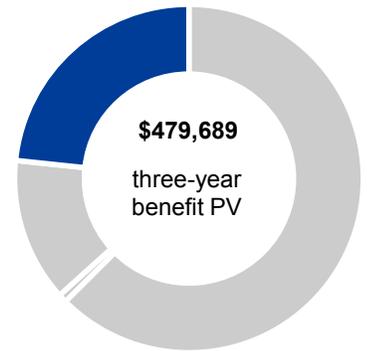
- › The composite had a prior paid PDF tool that it was using for 500 users in the prior environment. It can avoid the cost of renewing the contract for that tool by replacing it with Adobe Acrobat DC.

- › The composite reduces the amount of paper it uses, reducing paper, ink, scanning, and shipping costs. The overall average yearly savings per seat is \$175.
- › Forrester assumes lower paper and shipping savings per seat in Year 1 as adoption continues to grow.

This benefit will vary based on the following risk factors:

- › If there are any PDF tools in place prior to the use of Adobe Acrobat DC and the cost of those tools.
- › The ability for organizations to adopt Adobe Acrobat DC to reduce the use of paper, including the adoption of e-signature and the send for signature tool to reduce the need to ship documents.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$480,000.



**Cost avoidance:
23% of total benefits**

Prior Process Cost Avoidance: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
D1	Total prior paid seats		500	500	500	500
D2	Prior tool license savings		\$100,000	\$20,000	\$20,000	\$20,000
D3	Total Acrobat DC seats			1,000	1,000	1,000
D4	Paper and shipping savings, average per seat			\$87	\$175	\$175
Dt	Prior process cost avoidance	$D2+(D3*D4)$	\$100,000	\$107,000	\$195,000	\$195,000
	Risk adjustment	↓5%				
Dtr	Prior process cost avoidance (risk-adjusted)		\$95,000	\$101,650	\$185,250	\$185,250

Flexibility

The value of flexibility is unique to each organization, and the measure of its value varies from organization to organization. There are multiple scenarios in which an organization might choose to implement Adobe Acrobat DC and later realize additional uses and opportunities, including:

- › **Expanding Adobe Acrobat DC to more users, more departments, and more processes.** As the benefits of Adobe Acrobat DC materialize, the composite organization seeks out additional opportunities to use Adobe Acrobat DC. This includes expanding Adobe Acrobat DC access to additional users or departments, or identifying and evangelizing new use cases for Adobe Acrobat DC for both one-off and recurring processes. Said one interviewee: “We are actively trying to solicit more users to think about how they might shift their work. We are engaging with our HR and legal organizations to think about what they’re doing with their document flow and document management at this point. As we have those conversations, we’re coming at it from a Document Cloud point of view.”

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

Flexibility, as defined by TEI, represents an investment in additional capacity or capability that could be turned into business benefit for a future additional investment. This provides an organization with the “right” or the ability to engage in future initiatives but not the obligation to do so.

Total Costs

REF.	COST	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Etr	Adobe Acrobat DC license costs	\$0	\$157,500	\$157,500	\$157,500	\$472,500	\$391,679
Ftr	Implementation and training	\$68,640	\$79,200	\$13,200	\$13,200	\$174,240	\$161,466
	Total costs (risk-adjusted)	\$68,640	\$236,700	\$170,700	\$170,700	\$646,740	\$553,146

Adobe Acrobat DC License Costs

For the composite organization, Forrester assumes that:

- › The composite organization uses subscription pricing for Adobe Acrobat DC.
- › The composite purchases 500 Adobe Acrobat Pro DC seats at the start of Year 1, and each Pro seat costs \$170 per year on average.
- › The composite purchases 500 Adobe Acrobat Standard DC seats at the start of Year 1, and each Standard seat costs \$130 per year on average.
- › All seats are deployed at the Start of Year 1, and no additional seats are purchased over the course of the three-year analysis.

This cost will vary based on the following risk factors:

- › Software license costs can vary based on volume discounts and other discounts if using additional products licensed by the same vendor.

To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year risk-adjusted total PV of \$392,000.

The table above shows the total of all costs across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total costs to be a PV of more than \$550,000.

Implementation risk is the risk that a proposed investment may deviate from the original or expected requirements, resulting in higher costs than anticipated. The greater the uncertainty, the wider the potential range of outcomes for cost estimates.

Adobe Acrobat DC License Costs: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
E1	Adobe Acrobat Pro DC seats			500	500	500
E2	Cost per Pro seat			\$170	\$170	\$170
E3	Adobe Acrobat Standard DC seats			500	500	500
E4	Cost per Standard seat			\$130	\$130	\$130
Et	Adobe Acrobat DC license costs	$(E1 * E2) + (E3 * E4)$	\$0	\$150,000	\$150,000	\$150,000
	Risk adjustment	↑5%				
Etr	Adobe Acrobat DC license costs (risk-adjusted)		\$0	\$157,500	\$157,500	\$157,500

Implementation And Training Costs

For the composite organization, Forrester assumes that:

- › The composite organization spent a total of 300 hours on the Adobe Acrobat DC implementation, which includes planning, configuration,

and testing. This also includes piloting Adobe Acrobat DC with a small set of key power users for a few days and then deploying Adobe Acrobat DC to all users.

- › On an ongoing basis, the composite evangelizes the use of Adobe Acrobat DC across the organization to boost adoption and helps users build forms and templates. This includes 500 hours spent in the first year to boost adoption and 250 hours in subsequent years.
- › From an administration perspective, the organization can easily deploy, manage, and add new seats through the Admin Console, and can get access to new features through continuous releases that require less time for patches and updates. Minimal time is spent on troubleshooting. Administration hours are not included in this cost, as they are already included in the net IT savings benefit category.
- › Users spend one hour upfront on basic training. Then, during Year 1, they spend an average of one hour reviewing training materials and Adobe videos as they expand their use of Adobe Acrobat DC.



300 hours
Total implementation
and deployment time

This cost will vary based on the following risk factors:

- › Organizations may require more upfront work to configure, test, pilot, and deploy Adobe Acrobat DC depending on their environment and the scope of their deployment.
- › The amount of training and change management needed for users to learn how to use Adobe Acrobat DC functionality and adopt Adobe Acrobat DC will depend on the prior processes and tools used by the organization and the culture of the organization around change and standardization.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$161,000.

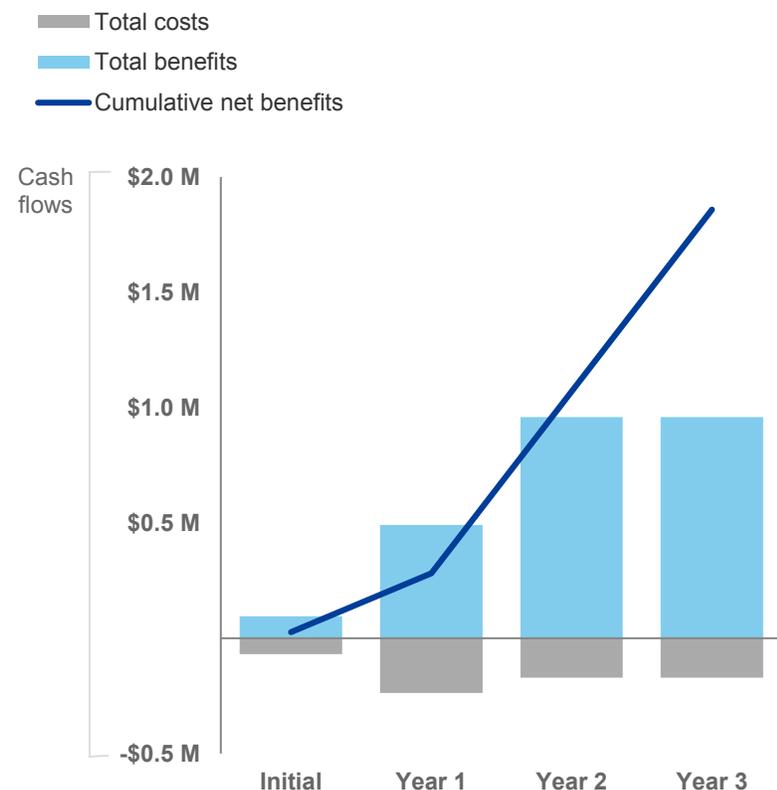
Implementation And Training Costs: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
F1	Implementation hours		300			
F2	Ongoing management hours			500	250	250
F3	Training hours	1 hour/user	1,000	1,000		
F4	Average hourly fully loaded compensation		\$48	\$48	\$48	\$48
Ft	Implementation and training	$(F1+F2+F3)*F4$	\$62,400	\$72,000	\$12,000	\$12,000
	Risk adjustment	↑10%				
Ftr	Implementation and training (risk-adjusted)		\$68,640	\$79,200	\$13,200	\$13,200

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 and NPV for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.



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

Cash Flow Table (Risk-Adjusted)

	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Total costs	(\$68,640)	(\$236,700)	(\$170,700)	(\$170,700)	(\$646,740)	(\$553,146)
Total benefits	\$95,000	\$491,830	\$959,130	\$959,130	\$2,505,090	\$2,055,396
Net benefits	\$26,360	\$255,130	\$788,430	\$788,430	\$1,858,350	\$1,502,251
ROI						272%

Adobe Acrobat DC: Overview

The following information is provided by Adobe. Forrester has not validated any claims and does not endorse Adobe or its offerings.

Adobe Acrobat Pro DC with Adobe Document Cloud services is a PDF workflow solution for a mobile, connected world. It combines Acrobat Pro desktop software with premium mobile features and Document Cloud services to help organizations meet end user demand for mobile solutions while ensuring document security across devices.

With Adobe Acrobat Pro DC, you get access to the latest features to deploy on your schedule, along with the ability to simplify software purchasing, management, and deployment — all while maximizing savings.

Adobe Acrobat Pro DC can help your organization:

- › **Meet user demand for mobile solutions.** With Adobe Acrobat Pro DC, users can start a task on one device and resume their work on another. Whether they want to create, edit, or sign PDFs, they'll have instant access to essential PDF tools across computers, browsers, and mobile devices.
- › **Get unmatched security.** Help mitigate PDF-based attacks with multiple built-in defenses and advanced security techniques, such as sandboxing.
- › **Protect sensitive information in documents.** Help safeguard company information by setting default document security properties for your organization or by creating automated Actions to define a set of security tasks that users can easily apply to their PDF files. All security measures and protections move across devices.
- › **Integrate with — and extend — Microsoft investments.** Take advantage of support for Microsoft Windows 7, 8, and 10. Give users direct access to Adobe Acrobat DC functionality from the Microsoft Office ribbon. Open, edit, and save PDF files from Microsoft Office 365, OneDrive, and SharePoint libraries. And request signatures from others while working in select Office 365 apps.
- › **Streamline deployment.** Simplify deployment and updates with support for Microsoft SCCM/SCUP and Apple Remote Desktop. Get free Adobe tools — such as the Adobe Customization Wizard and Adobe Creative Cloud Packager — to speed up installation and configuration, and to deploy Acrobat and Creative Cloud apps together.
- › **Support virtual environments.** Deploy an Adobe Acrobat DC subscription in virtual environments with named user license support for Microsoft App-V, VMware Horizon, or Citrix XenApp and XenDesktop.

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.