

A Forrester Total Economic Impact™
Study Commissioned By Adobe
August 2019

The Total Economic Impact™ Of Adobe Acrobat DC

Business Benefits And Cost Savings
Enabled By Adobe Acrobat DC

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Forrester Consulting provides independent and objective research-based consulting to help leaders succeed in their organizations. Ranging in scope from a short strategy session to custom projects, Forrester's Consulting services connect you directly with research analysts who apply expert insight to your specific business challenges. For more information, visit forrester.com/consulting.

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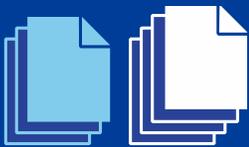
Executive Summary

Key Benefits



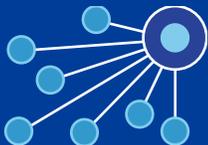
Employee efficiency:

Acrobat Pro DC users save 65 hours per year; Acrobat Standard DC users save 33 hours per year



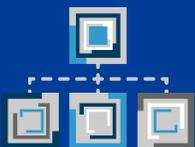
Paper and hardware cost savings:

\$598,915 saved over three years



Help desk time savings:

1,140 help desk tickets avoided annually



System management savings:

\$143,762 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 Acrobat investment on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed a number of customers with years of experience using Acrobat. These customers ranged in size and industry, but all shared several business challenges that led them to investing in Acrobat.

For companies using multiple operating systems (macOS, Windows, iOS, and Android), Acrobat provides users with a cross-platform solution to create, edit, manage, and collaborate on PDFs. Users can also convert from PDF back to original source files allowing them to quickly edit content without having to extensively search for the original files. Other features of Acrobat include redaction, electronic signature, and scanning pictures of paper documents to PDF format with automatic text recognition.

Prior to using Acrobat, these organizations used a combination of PDF tools and manual processes to manage documents. This lack of standardization led to inefficiencies across the organizations. Employees struggled to locate, edit, track, and collaborate on documents. Employees collected data on paper forms and would print and ship documents that needed signatures. When edits needed to be made, employees spent time either locating source documents that were stored in different places or recreating source documents when they got lost. With Acrobat, employees can easily create PDF documents from source files or scanned paper documents. They can also convert PDFs back to source files while retaining formatting, reducing time spent searching for or recreating documents. Employees can edit PDFs in the office or on the go, accessing documents on mobile devices to continue work no matter their location.

IT admins had very limited visibility into the use of document creation software across their organizations and had difficulty tracking how many licenses had been deployed among the users within the various departments of their organizations. This left organizations vulnerable to external audits and potential fines from software vendors. The Adobe Admin Console gives IT departments the ability to view and manage Acrobat licenses across their entire organization, freeing the time of IT administrators.

Overall, digitizing previously manual processes creates efficiency for users, allows IT administrators to spend their time on more strategic issues, reduces the time spent on information security, and enables organizations to avoid continually escalating document printing and shipping costs.

Key Findings

Quantified benefits. The following risk-adjusted present value (PV) quantified benefits are representative of those experienced by the companies interviewed:



ROI
277%



Benefits PV
\$2.4 million



NPV
\$1.8 million



**IT admins save 258
hours per year.**

**Information security
teams save 57
hours per year.**

- › **Employees save time working on documents.** Users include both power users of Acrobat Pro DC and casual users using Acrobat Standard DC. Both use Acrobat to digitize paper-based tasks, reduce rework through converting and editing PDFs, use mobile capabilities to continue workstreams outside of the office, send and track documents, and speed signature processes. On average, Acrobat Pro DC users save up to 65 hours per year, while Acrobat Standard DC users save approximately 33 hours annually.
- › **IT gains efficiencies with easier PDF software administration.** IT administrators save time on license management, internal auditing, and security report generation due to Adobe's Admin Console. IT administrators save on average 258 hours conducting audits per year while information security teams save an average of 57 hours per year.
- › **Organizations avoid help desk tickets.** Prior to investing in Acrobat, IT administrators frequently received help desk tickets from users struggling to understand the systems. Standardizing their users on one easy-to-use solution like Acrobat allows these organizations to reduce support costs by eliminating as many as 95 help desk tickets each month, saving up to 570 hours per year.
- › **Organizations reduce the use of paper and can avoid hardware costs.** Interviewees described how many workflows relied on paper in the prior environment. Digitizing these workflows with Acrobat allows these organizations to reduce the amount of paper they use and limit shipping costs. These practices save approximately \$240,000 annually. Using the Adobe Acrobat mobile app also enables these organizations to reduce hardware costs for certain client-facing roles. By replacing traditional hardware with more tactical mobile equipment, companies can save as much as \$675 per employee.

Unquantified benefits. The interviewed organizations experienced the following benefits, which are not quantified for this study:

- › **Organizations can integrate with Microsoft Office 365.** Acrobat can easily integrate with many Microsoft Office applications like MS Word, PPT, and Excel, as well as SharePoint and OneDrive, to further enhance and automate companies' workflows, while maximizing their investment in Microsoft. Interviewees highlighted how Acrobat's Microsoft integrations are easy to deploy, create more efficient workflows, and overall lead to an improvement in efficiency and user experience.

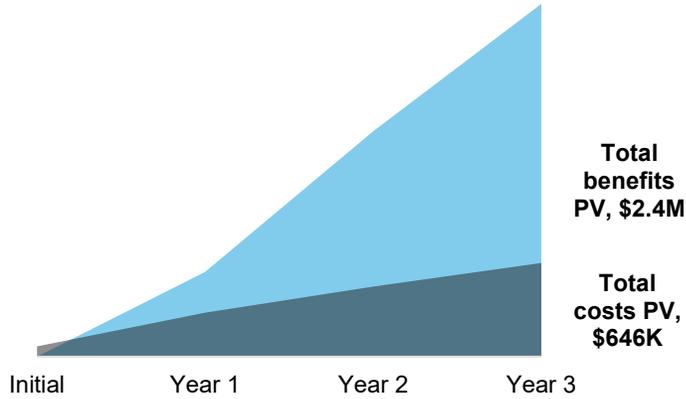
Costs. The interviewed organizations experienced the following risk-adjusted PV costs:

- › **License fees.** The organizations deployed Adobe Acrobat Pro DC licenses to 60% of users, on average, and Adobe Acrobat Standard DC licenses to 40% of users. Organizations pay for licenses on a subscription basis per year.
- › **Time spent on deployment, management, and training.** Interviewees spent upfront time on planning, configuration, and testing Acrobat prior to full deployment. On an ongoing basis, administrators spend time evangelizing its use throughout the organization and build forms and templates. All users spent some time upfront and during the first year in training sessions or self-training via Adobe videos.

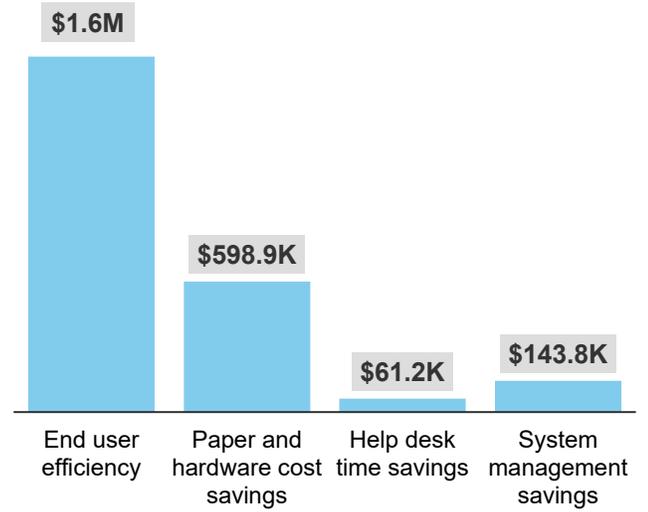
Forrester's interviews with three existing customers and subsequent financial analysis found that an organization based on these interviewed organizations experiences benefits of \$2.4 million over three years versus

costs of \$646,000, adding up to a net present value (NPV) of \$1.8 million and an ROI of 277%.

Financial Summary



Benefits (Three-Year)



“Prior to standardizing on Adobe Acrobat DC, we received 30 to 40 troubleshooting tickets per month across the organization on other third-party PDF applications. Now, we receive five or less a month, if any.”

IT specialist, state/local government organization



“With the mobile app, they can use the tablet versus carrying a laptop with them. And that’s been a big benefit as well because these guys need to carry weird tools to do their job, and they don’t want to carry a network hotspot and a laptop and a tablet.”

Senior buyer for IT, utilities company



“Once we rolled out Acrobat DC, it removed all the high-risk installations of Legacy Acrobat in our environment and replaced them with a fully up-to-date, fully patched version of Acrobat that didn’t have any security vulnerabilities or at least had very low-risk security vulnerabilities.”

Product manager, healthcare company



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

Interviewed three 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 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 interviewed organizations.



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

Interviewed Organizations

For this study, Forrester conducted three interviews with Adobe Acrobat DC customers. Interviewed customers include the following:

INDUSTRY	REGION	INTERVIEWEE	NUMBER OF ADOBE ACROBAT DC USERS
Healthcare	Headquartered in the US	Product manager	800 Acrobat Pro DC users 400 Acrobat Standard DC users
State/local government	Headquartered in the US	IT specialist	10,500 Acrobat Pro DC users 3,500 Acrobat Standard DC users
Utilities	Headquartered in the US	Senior buyer for IT	500 Acrobat Pro DC users 600 Acrobat Standard DC users

Key Challenges

The interviewed organizations struggled with common challenges in their prior environments, including:

- › **Adopting a uniform PDF solution across the organization.** Prior to investing in Adobe, organizations struggled to manage the various document creation and management solutions that they had throughout the organization. Different departments used different methods to create, store, and collaborate on documents, and this fragmented approach made it difficult to manage and track documents internally. One interviewee stated, “We realized that all the departments had different versions of third-party tools, and our CIO at that time had realized that our process was extremely disjointed as a result.”
- › **Reducing print and paper costs.** Organizations had many processes that relied on physical paper as the method of delivery. Forms were printed, shipped, and scanned on a regular basis. This was not only costly from a paper, ink, and postage perspective but also required significant manual labor to track and store these documents. As a result, budgets for paper and print were quite costly for these companies.
- › **Managing licenses and usage of PDF software.** Interviewees stated that prior to investing in Acrobat, they struggled to track who was using their software licenses. This left them vulnerable to potential financial penalty should the software vendors choose to audit their users. There was little insight into who was using which prior solution and no ability to automatically track the employees who needed licenses.

“It was a free-for-all, and if a new employee or an existing employee who didn’t already have our solution back in the day would call somebody in IT, IT would happily give them the serial number to load on their laptop or computer.”

Senior buyer for IT, utilities company



Key Results

The interviews revealed several key results from the Adobe Acrobat DC investment. Adobe Acrobat DC:

- › **Increases efficiency for employees when managing documents.** The interviewed organizations noted Acrobat makes end users more efficient in several key workflows. Employees can decrease or eliminate rework associated with creating and locating source documents. They can reduce inefficiencies and errors associated with paper documents 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 central location. Employees are also able to collaborate with others within one PDF file with Acrobat's comment and review tools.
- › **Enables organizations to reduce their paper footprints and avoid document printing and shipping costs.** Interviewees reported that by investing in Acrobat, they have reduced the number of documents they need to physically ship, which allows them to avoid the costs of this process. Users can digitally send and track documents, which cuts down on the need to print and ship these documents. In addition, users no longer need to physically transport documents to their correct destinations, which improves the overall employee experience.
- › **Reduces the amount of help desk tickets IT admins need to attend to.** After standardizing on Acrobat, organizations have seen a noticeable reduction in the number of help desk tickets pertaining to document management solutions that their IT departments need to resolve. This allows IT admins to dedicate their attention to more pressing and complex issues that their organizations face.
- › **Reduces the amount of time IT personnel spend monitoring software.** With the Adobe Admin Console, IT administrators no longer need to spend significant time monitoring their internal software usage. It allows organizations to have increased visibility into license usage, quickly redistribute licenses, and generate a list of users with ease. This makes running internal audits and generating security reports significantly more efficient.

Composite Organization

Based on the interviews, 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 three companies that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization that Forrester synthesized from the customer interviews has the following characteristics:

Description of composite. The global organization has 5,000 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 competitive document creation and editing software and paper-based processes. The lack of standardization, visibility, and digital processes made document creation and management inefficient and costly. Additionally, the organization needed a better method to track and internally audit the use of this software within the organization.

"Users are definitely saving time, and they're saving frustration as well. I can confidently say that Adobe Acrobat DC is faster, easier, and more reliable than our previous solutions."

Product manager, healthcare company



"Since we moved to the [Adobe Acrobat DC] subscription, we now have this very quick and easy way to escalate support requests directly to Adobe, which we'd never had before. Now we can just go straight to the source."

Product manager, healthcare company



"When we moved to Adobe Acrobat DC, we finally got to a place where we had a single point of application management. That provided us the ability to centrally issue licenses, centrally reassign or revoke licenses, and centrally audit our licenses. These are things we just simply didn't have before we had our enterprise portal."

Product manager, healthcare company



Deployment characteristics. The organization standardizes on Adobe Acrobat DC for all PDF documents. It uses Acrobat across the organization but identifies more use cases in finance/accounting, marketing, IT, and HR. These departments are where “power users” of Acrobat tend to be located. In addition to these use cases, the organization has a number of field agents who interact with customers outside of the office. These field agents primarily use the mobile version of Acrobat. The organization purchases 1,200 Adobe Acrobat DC licenses, and it deploys all licenses at the start of Year 1. The organization assumes that Year 1 involves a user adoption curve as more Acrobat features are adopted and Acrobat is used in more processes.



Key assumptions

720 Adobe Acrobat Pro DC licenses

480 Adobe Acrobat Standard DC licenses

170 field agents

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	End user efficiency	\$406,980	\$798,660	\$798,660	\$2,004,300	\$1,630,076
Btr	Paper and hardware cost savings	\$168,506	\$282,506	\$282,506	\$733,519	\$598,915
Ctr	Help desk time savings	\$15,660	\$29,754	\$29,754	\$75,168	\$61,181
Dtr	System management savings	\$52,837	\$60,674	\$60,674	\$174,184	\$143,762
	Total benefits (risk-adjusted)	\$643,983	\$1,171,594	\$1,171,594	\$2,987,171	\$2,433,934

End User Efficiency

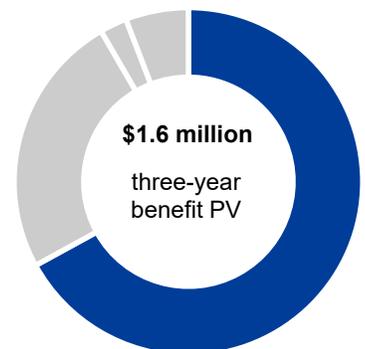
Interviewees detailed the factors driving end user efficiency:

- › Users mentioned they can create or collaborate on PDF documents faster with Acrobat. Users can easily mark up PDF documents with edits and retain document fidelity so that others can collaborate on the same version of the file.
- › End users are also able to easily edit PDF documents without needing to find the original source files of the document. This saves users considerable amounts of time as they no longer need to recreate documents or search through various file repositories to locate the correct files to edit.
- › Acrobat's signature tracking function is an additional functionality that creates time savings for users. Prior processes required considerable manual management to monitor the status of signatures. Users had very little visibility into the status of the signature and had to reach out to signees to receive updates on the document. With Acrobat, employees can send PDFs for signature, powered by Adobe Sign, and then track the signature process. In addition to reducing time spent managing these processes, users noted a reduction in signature cycle times.

For the composite organization, Forrester assumes that:

- › The composite organization purchases and deploys 720 Adobe Acrobat Pro DC licenses and 480 Adobe Acrobat Standard DC licenses, which are all deployed at the start of Year 1.
- › Acrobat Pro DC users are defined as power users of Acrobat. They work in departments that handle a lot of contracts, sensitive documents, and collateral like finance, marketing, IT, and procurement. As Acrobat Pro DC users migrate from their legacy solutions, they save an average of 33 hours annually in Year 1. As adoption of Acrobat grows, these time savings increase to 65 hours in Year 2.
- › Acrobat Standard DC users are defined as casual users. They use Acrobat occasionally, more often as part of a one-off task or project than part of a recurring process. These users typically require fewer Acrobat features to complete these tasks. On average, Acrobat

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 \$2.4 million.



End user efficiency: 67% of total benefits

Standard DC users experience 17 hours of time savings in Year 1. These time savings increase to 33 hours by Year 2.

- › The average hourly fully burdened salary for end users experiencing these benefits is \$30.
- › There is 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 Acrobat 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 Acrobat for PDF documents.
- › The speed at which organizations can change from traditional methods of work including 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.

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.

To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$1.6 million.

End User Efficiency: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
A1	Adobe Acrobat Pro DC seats	Interviews	720	720	720
A2	Annual hours saved per Acrobat Pro DC seat	Assumption	33	65	65
A3	Adobe Acrobat Standard DC seats	Interviews	480	480	480
A4	Annual hours saved per Acrobat Standard DC seat	Assumption	17	33	33
A5	Average hourly fully loaded compensation, end user	Assumption	\$30	\$30	\$30
A6	Productivity capture	Assumption	50%	50%	50%
At	End user efficiency	$((A1*A2)+(A3*A4))*A5*A6$	\$478,800	\$939,600	\$939,600
	Risk adjustment	↓15%			
Atr	End user efficiency (risk-adjusted)		\$406,980	\$798,660	\$798,660

Paper And Hardware Cost Savings

Interviewees detailed the factors driving paper and hardware cost savings:

- › Digitizing traditionally paper-based processes allows interviewees to reduce the amount they are spending annually to print and ship documents.
- › Interviewees also described how in certain use cases, switching to more digital processes has allowed them to replace certain pieces of hardware that were necessary for workflows prior to investing in Acrobat. Using Acrobat’s mobile version, field employees can instantly create and share documentation with clients. Traditionally this would require a mobile printer, laptop, and mobile internet device to achieve

the same outcome. By using Acrobat, the organizations can replace these pieces of equipment with a tablet at a much lower cost.

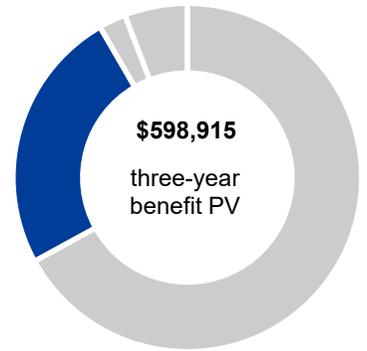
For the composite organization, Forrester assumes that:

- › By digitizing traditional print and paper workflows, the composite organization reduces its annual spend on paper and shipping costs by \$240,000.
- › There is an adoption curve in Year 1 as users become more familiar with Acrobat features and increasingly use Acrobat. Year 1 paper and hardware savings are 50% lower to account for this change management effort.
- › The organization offers several services that require employees to make trips to its customers. Since investing in Acrobat, the organization has replaced these pieces of hardware with mobile tablets.
- › The organization saves \$675 per field agent by retiring their legacy equipment. This price is reflective of the cost of this equipment and the cost of the tablet needed to replace said equipment.
- › Only 50% of these hardware savings are attributable to Acrobat as the organization was modernizing the processes for field service prior to investing in Acrobat.

The reduction in paper and hardware costs will vary with:

- › The speed at which organizations change from traditional methods of work including by switching from paper to digital documents.
- › The need for client-facing field representatives and the equipment required to complete the tasks they perform.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$598,915.



Paper and hardware cost savings: 25% of total benefits



\$600,000 in paper and postage costs avoided over three years

Paper And Hardware Cost Savings: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
B1	Cost of print/postage avoided with Adobe Acrobat DC	Interviews	\$120,000	\$240,000	\$240,000
B2	Hardware cost savings of switching to Adobe Acrobat DC (per field rep)	Interviews	\$675	\$675	\$675
B3	Number of field reps	Interviews	170	170	170
B4	Percent of hardware savings due to Adobe Acrobat DC	Assumption	50%	50%	50%
Bt	Paper and hardware cost savings	$B1+(B2*B3*B4)$	\$177,375	\$297,375	\$297,375
	Risk adjustment	↓5%			
Btr	Paper and hardware cost savings (risk-adjusted)		\$168,506	\$282,506	\$282,506

Help Desk Time Savings

Interviewees detailed the factors driving help desk time savings:

- › Prior to investing in Acrobat, interviewees' IT departments were constantly being sent requests from employees regarding other document management and creation solutions that were being used across their organizations.

- › Since investing in Acrobat, the interviewees noted a distinct drop in help desk tickets related to document management and creation.

For the composite organization, Forrester assumes that:

- › Prior to investing in Acrobat, the composite received 100 tickets related to document management solutions per month. With Acrobat, the organization avoids 95 tickets per month.
- › There is an adoption curve in Year 1 as users become more familiar with Acrobat features and transition to Acrobat from their prior solution. To account for this, the organization avoids 50 tickets in Year 1.
- › The average help desk ticket takes 30 minutes to resolve.
- › The average hourly fully burdened salary for a help desk employee attending to these issues is \$58.

The reduction in help desk time will vary with:

- › The internal resources and workflows dedicated to resolving help desk tickets.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$61,181.

“We were getting tickets constantly. And when we moved to Adobe Acrobat DC, the tickets almost entirely went away, not completely, but it was amazing. They just stopped coming in; it was such a beautiful thing.”

Product manager, healthcare company



Help Desk Time Savings: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
C1	Tickets per month prior to Adobe Acrobat DC	Interviews	100	100	100
C2	Tickets per month with Adobe Acrobat DC	Interviews	50	5	5
C3	Annual tickets avoided with Adobe Acrobat DC	$(C1-C2)*12$	600	1,140	1,140
C4	Average time to resolve a ticket (hours)	Interviews	0.5	0.5	0.5
C5	Average hourly fully loaded compensation, help desk	Assumption	\$58	\$58	\$58
Ct	Help desk time savings	$C3*C4*C5$	\$17,400	\$33,060	\$33,060
	Risk adjustment	↓10%			
Ctr	Help desk time savings (risk-adjusted)		\$15,660	\$29,754	\$29,754

System Management Savings

Interviewees detailed the factors driving system management savings:

- › Interviewees noted that deploying Acrobat via the Adobe Admin Console has given them much greater visibility into the software usage of their employees, which makes internal audits vastly more efficient. Prior to using the Adobe Admin Console, organizations struggled through arduous manual auditing processes.
- › Investing in Acrobat allows these organizations access to the Adobe Admin Console, which organizes all the users in one central location. This makes the task of reviewing active users much less time-intensive.
- › The improved audit process also makes it easier for organizations to monitor the security of their document management software. Information security teams no longer have to go through lengthy security report generation processes to identify and assess the risk of

users who were using various PDF software solutions. Using the Adobe Admin Console, security teams can easily monitor and identify any needed security patches.

- › As a result of these improved auditing processes, organizations can better track exactly how many Adobe licenses are in use at their organizations and remediate any overdeployment of these licenses without facing a hefty fine from the software vendors.

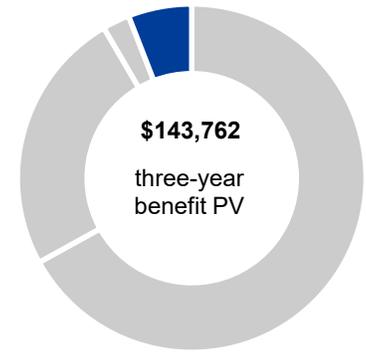
For the composite organization, Forrester assumes that:

- › Prior to investing in Acrobat, the organization had two IT admins conducting monthly system audits that took a collective 10 hours to complete. The organization also conducted a shorter 4-hour audit quarterly.
- › This auditing process is reduced to monthly half-hour audits and quarterly 15-minute audits after investing in Acrobat.
- › There is an adoption curve in Year 1 as users become more familiar with Acrobat features and transition to Acrobat from their prior solution. To account for this, only half of the auditing process transformation is completed with Acrobat in Year 1.
- › The average hourly fully burdened salary for an IT admin responsible for system auditing is \$58.
- › Information security teams were spending approximately 5 hours monthly generating and analyzing security reports using their legacy practices. With Acrobat, teams generate these reports in 15 minutes.
- › The average hourly fully burdened salary for a security admin responsible for generating these reports is \$43.
- › The improved audit process enables the composite organization to identify that it has overdeployed its licenses by 100 users. This issue is remediated, and the composite organization avoids fines of \$500 per user.

The reduction in system management costs will vary with:

- › Established internal audit and security report-generation processes.
- › The extent to which software has been overdeployed and the severity of the fines for this violation.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$143,762.



System management savings: 6% of total benefits

"Audits required doing a scan to the network to see who had what installed on their laptops. Then we would have to generate an email list of all the users and contact them and try to find out if they were really using that and if they had paid for the software. It was a hugely manual and resource-intensive process to do that."

Senior buyer for IT, utilities company



System Management Savings: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
D1	Hours required for system audits, prior to Adobe Acrobat DC	Interviews	136	272	272
D2	Hours required for system audits, with Adobe Acrobat DC	Interviews	7	14	14
D3	Average hourly fully loaded compensation, IT admin	Assumption	\$58	\$58	\$58
D4	Time saved on system audits	$(D1-D2)*D3$	\$7,482	\$14,964	\$14,964
D5	Hours required for security reports and investigation, prior to Adobe Acrobat DC	Interviews	30	60	60
D6	Hours required for security reports and investigation, with Adobe Acrobat DC	Interviews	1.5	3.0	3.0
D7	Average hourly fully loaded compensation, security	Assumption	\$43	\$43	\$43
D8	Time saved on security reporting	$(D5-D6)*D7$	\$1,226	\$2,451	\$2,451
D9	Avoided penalties related to license management	100 users*\$500 fine/user	\$50,000	\$50,000	\$50,000
Dt	System management savings	$D4+D8+D9$	\$58,708	\$67,415	\$67,415
	Risk adjustment	↓10%			
Dtr	System management savings (risk-adjusted)		\$52,837	\$60,674	\$60,674

Unquantified Benefits

The composite organization experienced the following benefits, which are not quantified for this study:

- › **Integrating Adobe Acrobat DC with established line-of-business applications.** Several customers highlighted Acrobat's ability to integrate with Microsoft Office 365 applications as a beneficial aspect of the solution. Acrobat can integrate with SharePoint, OneDrive, and Office 365 applications, increasing productivity and maximizing the Microsoft investment that these organizations already rely on.

Flexibility

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

- › **Expanding Adobe Acrobat DC to new users and workflows.** Customers described their intentions to expand their use of Acrobat to more workflows and various departments outside of the ones that had been established thus far. Interviewees anticipated seeing additional time savings from new users as well as the potential for more paper and shipping cost savings with this expansion.

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 a 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.

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
Etr	Adobe Acrobat DC license fees	\$0	\$216,720	\$216,720	\$216,720	\$650,160	\$538,951
Ftr	Implementation and training	\$71,500	\$39,600	\$0	\$0	\$111,100	\$107,500
	Total costs (risk-adjusted)	\$71,500	\$256,320	\$216,720	\$216,720	\$761,260	\$646,451

Adobe Acrobat DC License Fees

For the composite organization, Forrester assumes that:

- › The composite organization uses subscription pricing for Adobe Acrobat DC.
- › The composite purchases 720 Adobe Acrobat Pro DC licenses at the start of Year 1, and each Acrobat Pro DC license costs \$198 per year on average.
- › The composite purchases 480 Adobe Acrobat Standard DC licenses at the start of Year 1, and each Acrobat Standard DC license costs \$133 per year on average.
- › All licenses are deployed at the start of Year 1, and no additional licenses are purchased over the course of the three-year analysis

This cost will vary based on the following risk factors.

- › Software license fees 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 \$538,951.

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 \$640,000.

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 Fees: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
E1	Adobe Acrobat Pro DC licenses	Interviews		720	720	720
E2	Fees per Acrobat Pro DC license	Assumption		\$198	\$198	\$198
E3	Adobe Acrobat Standard DC licenses	Interviews		480	480	480
E4	Fees per Acrobat Standard DC license	Assumption		\$133	\$133	\$133
Et	Adobe Acrobat DC license fees	$(E1 * E2) + (E3 * E4)$	\$0	\$206,400	\$206,400	\$206,400
	Risk adjustment	↑5%				
Etr	Adobe Acrobat DC license fees (risk-adjusted)		\$0	\$216,720	\$216,720	\$216,720

Implementation And Training

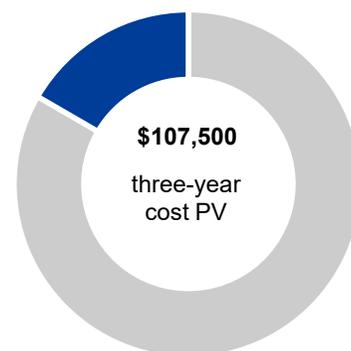
For the composite organization, Forrester assumes that:

- › The composite organization had five employees dedicate 25% of their time for 10 weeks on the Acrobat implementation. This time included planning, configuration, and testing. On an ongoing basis, the composite invests significant time in promoting the use of Acrobat across the organization to boost adoption of the solution. This is included in the 500 hours of implementation time
- › On an ongoing basis, the composite offers training for users to help them understand the best way to use Acrobat as it pertains to their roles. Users spent 1 hour upfront on basic training. Then, during Year 1, they spend an average of 1 hour reviewing training materials and Adobe videos as they expand their use of Acrobat.

This cost will vary based on the following risk factors:

- › Organizations may require more upfront work to configure, test, pilot, and deploy Acrobat 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 Acrobat functionality and adopt Acrobat 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 \$107,500.



Implementation and training: 17% of total costs

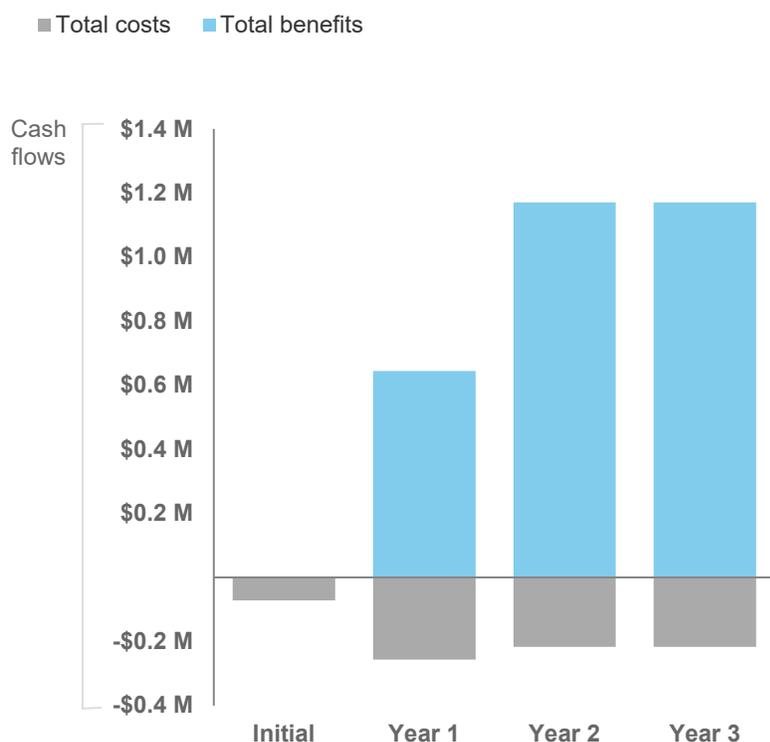
Implementation And Training: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
F1	IT admins time spent on implementation (hours)	5 admins*5 hrs/week*10 weeks	500			
F2	Average hourly fully loaded compensation, IT admin	Assumption	\$58	\$58	\$58	\$58
F3	Training hours	1,200 user*1 hr/user	1,200	1,200		
F4	Average hourly fully loaded compensation, end user	Assumption	\$30	\$30	\$30	\$30
Ft	Implementation and training	$(F1*F2)+(F3*F4)$	\$65,000	\$36,000	\$0	\$0
	Risk adjustment	↑10%				
Ftr	Implementation and training (risk-adjusted)		\$71,500	\$39,600	\$0	\$0

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 Analysis (risk-adjusted estimates)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$71,500)	(\$256,320)	(\$216,720)	(\$216,720)	(\$761,260)	(\$646,451)
Total benefits	\$0	\$643,983	\$1,171,594	\$1,171,594	\$2,987,171	\$2,433,934
Net benefits	(\$71,500)	\$387,663	\$954,874	\$954,874	\$2,225,911	\$1,785,483
ROI						277%

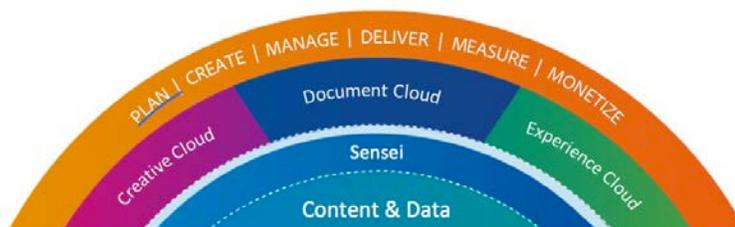
Adobe Solutions: Overview

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

Digital technology is changing many aspects of life faster than ever before. While exciting, these digital changes put enormous pressure on businesses to reach the right people with the right content at the right time, faster than they ever have before.

A great customer experience is the differentiator that separates market leaders from the pack. Adobe is changing the world through digital experiences. Adobe empowers everyone to create exceptional experiences that inspire people, transform industries, and move the world forward.

Adobe is uniquely positioned in the industry because it is the only company that can provide everything needed to design and deliver exceptional experiences. Adobe's cloud solutions enable its customers to work across the content workflow from inspiration, to planning, to creation and delivery, to management and measurement, including:



Adobe Creative Cloud

Bringing together the world's most innovative creative applications, services, assets, and community so people can create and share their best work, anywhere. Including Adobe Photoshop, Photoshop Lightroom, and Adobe Stock to name a few.



Adobe Document Cloud

Providing everything needed to digitize document workflows, including e-signatures — quickly, easily, and integrated with systems (e.g., Microsoft Office 365) that are used every day. Includes Acrobat DC, Adobe Sign, and powerful mobile apps — backed by industry leading security and compliance.



Adobe Experience Cloud

Helping companies deliver amazing customer experiences and better performance with a collection of best-in-class solutions for marketing, analytics, advertising, and commerce, integrated on a cloud platform. Includes Adobe Advertising Cloud, Analytics Cloud, and Marketing Cloud.

Artificial intelligence is changing the way business works. And Adobe Sensei is leading the way, powering creativity, document workflows, and digital marketing. Adobe Sensei powers dozens of features across Adobe solutions with many more innovations on the way.

Return on your investment

Adobe is proven to deliver immediate benefits and value to and across any enterprise.

According to published Forrester Total Economic Impact™ studies, customers using an Adobe solution, on average, can expect to benefit from: improved revenue performance, IT cost savings, and improved business efficiency and agility.

Furthermore, based on those same studies, companies can expect that the more solutions they utilize from Adobe, the greater impact and value companies can realize.



The Total Economic Impact™ of Adobe Analytics & Adobe Audience Manager, A Forrester Total Economic Impact Study Commissioned by Adobe, December 2018

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.