

A Forrester Total Economic Impact™  
Study Commissioned By Acquia  
June 2019

# The Total Economic Impact™ Of Acquia Cloud Site Factory And Acquia Lift

Cost Savings And Business Benefits  
Enabled By Acquia

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## ABOUT FORRESTER CONSULTING

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## Benefits Highlights



Faster time-to-market:  
**85%**



Avoided additional hires:  
**5.5 each year**



Improvement of digital marketing  
team productivity:  
**60%**

## Executive Summary

Acquia provides enterprise products, services, and technical support for the open source web content management platform Drupal, helping organizations build and manage their content and create personalized, connected experiences for their customers. Acquia commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying two of Acquia's core products, Acquia Cloud Site Factory and Acquia Lift, together. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of the Acquia Cloud Site Factory and Acquia Lift on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed several customers with years of experience using Acquia Cloud Site Factory and Acquia Lift. Specifically, Acquia Cloud Site Factory helps organizations create and manage their many websites in one place, providing digital teams the ability to build, update, and centralize hundreds of Drupal websites quickly. Acquia Lift enables digital marketing teams to take the insights from their Drupal websites to create and deliver targeted, in-context customer experiences to create greater engagement, sales, and continued loyalty.

Prior to using Acquia Cloud Site Factory and Acquia Lift, the interviewed organizations were typically managing their websites across many different legacy systems and working with multiple agencies, with no consistent or unified process in place to manage and update their sites. Because of these environments, they struggled to deeply understand their customers and provide engaging, meaningful experiences with their customers. These organizations were frustrated with the expense, time, and resources it took to manage and create their sites and lacked the insights required to create personalized experiences. These organizations looked for a solution to help them create a centralized view of their content and customer data.

## Key Findings

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

- › **Incremental revenues due to 85% improved time-to-market of new sites and features.** With Acquia Cloud Site Factory, organizations are able to quickly and easily create new sites, as well as quickly make updates and changes. In addition, with the use of Acquia Lift, the organizations can ensure that the content delivered creates engaging experiences for their customers. This leads to an increase in incremental revenues due to improved time-to-market of nearly \$2.2 million over the three years analyzed.
- › **Improved customer retention from increased audience engagement.** With Acquia, organizations can deliver more relevant and timely content, resulting in increased click-through rates, lower bounce rates, increased time spent on site, and more engagement overall. Through the use of Acquia to create more relevant, engaging experiences, organizations see an increase in customer retention, leading to incremental revenues totaling more than \$2.9 million over three years.



**ROI**  
**316%**



**Benefits PV**  
**\$8.3 million**



**NPV**  
**\$6.3 million**

- › **Avoided costs associated with 5.5 future hires each year.** Because of efficiencies gained through the investment in Acquia Cloud Site Factory and Acquia Lift, organizations can avoid the cost of hiring additional digital marketing and IT development and support personnel to manage and support the continued growth of their site portfolios. This leads to a cost avoidance of more than \$906K over the three years.
- › **A 60% increase in productivity of digital marketing teams.** With the investment in Acquia, digital marketing teams save time and are more productive across a variety of tasks, including site development and updates and consistent and personalized content across sites. This results in a benefit of more than \$775K over the three years analyzed.
- › **Avoided external website development costs.** By reducing their reliance on legacy content management system (CMS) solutions and multiple agencies, organizations save more than \$1.5 million over three years.

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

- › Improved site quality.
- › Improved site performance.
- › Improved site governance.
- › Improved security and compliance.

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

- › **Annual subscription fees.** These represent annual fees paid to Acquia for the use of Acquia Cloud Site Factory and Acquia Lift, as well as leveraging Acquia's technical support team.
- › **Implementation and monthly support costs.** These represent the costs for internal resources to plan, migrate, and implement Acquia, as well as ongoing internal monthly support needs.
- › **Third-party professional fees.** While organizations can reduce their reliance on multiple agencies, organizations typically continue to work with one agency to support the initial migration of Acquia, as well as the ongoing creation of content and personalization support.

Forrester's interviews with four existing customers and subsequent financial analysis found that an organization based on these interviewed organizations experiences benefits of \$8.3 million over three years versus costs of \$2.0 million, adding up to a net present value (NPV) of \$6.3 million and an ROI of 316%.

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 Acquia Cloud Site Factory and Acquia Lift.

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 Acquia Cloud Site Factory and Acquia Lift can have on an organization:



### **DUE DILIGENCE**

Interviewed Acquia stakeholders and Forrester analysts to gather data relative to Acquia Cloud Site Factory and Acquia Lift.



### **CUSTOMER INTERVIEWS**

Interviewed four organizations using Acquia Cloud Site Factory and Acquia Lift 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 Acquia Cloud Site Factory and Acquia Lift'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 Acquia 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 Acquia Cloud Site Factory and Acquia Lift.

Acquia 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.

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

# The Acquia Cloud Site Factory And Acquia Lift Customer Journey

## BEFORE AND AFTER THE ACQUIA CLOUD SITE FACTORY AND ACQUIA LIFT INVESTMENT

### Interviewed Organizations

For this study, Forrester conducted four interviews with Acquia Cloud Site Factory and Acquia Lift customers. Interviewed customers include the following:

INDUSTRY	LOCATION	ANNUAL REVENUE	INTERVIEWEE	KEY SITE METRICS
Food and beverage packaged goods conglomerate	US with global footprint	\$8.8 billion	Manager, owned platform and CRM senior director, technology at partner agency	90 websites
Higher education	Europe	\$387 million	Senior manager of digital communications	200 websites
Life sciences conglomerate	Europe with global footprint	\$44 billion	Lead architect for enterprise integration	2,000 websites over three years
Food and beverage	US based	\$1.6 billion	Head of digital analytics	40+ million unique website visitors

### Key Challenges

Prior to adopting Acquia Cloud Site Factory and Acquia Lift, interviewed organizations shared the following challenges and pain points they experienced with their previous environments:

› **Creating and managing multiple sites was expensive and complex and inhibited the ability to create effective customer engagement.**

A common theme among the four interviewees was concern around the sustainability and the rising costs of creating and managing multiple websites in their legacy environments. The senior manager at the higher education institution explained: “Before we started with Acquia, the situation was a complete mess. We really had no management system — everything was completely ad hoc.” He further explained the complexity of the environment, “The nature of the university in terms of all the departments and all the collaboration and research projects that we have going on — a lot of them are working across multiple instances, other universities, other research groups, other things that are outside the university, meaning we have a massive ecosystem of sites.” With no system in place, the institution struggled to efficiently manage its complex site structure.

Other organizations struggled with the rising costs across associated with managing sites across different CMS technologies and multiple agency partners. One interviewee at the packaged goods conglomerate told Forrester: “We worked with multiple different agency partners, and there were multiple different technology solutions involved. So there wasn’t a lot of consistency in the way that websites were built. Every one of them was kind of just a one-off website.” The silos created by this ad hoc management structure not only were expensive but also inhibited the organization from coming together and building a consistent, effective customer experience to

“The cost involved with upkeep was out of control because we were dealing with so many sites. We really needed to drive efficiency. We needed to keep the costs down from an ongoing maintenance perspective, as well as get away from having multiple agencies with different methodologies and different processes. We needed the efficiency play as well as content consistency.”

*Manager, owned platform and CRM, food and beverage packaged goods conglomerate*



drive increased customer engagement with their brands.

- › **Organizations could not meet the scalability and agility requirements of their businesses.** Each interviewee noted that their organization's previous processes did not create an environment meant to move at the pace of today's rapidly changing market conditions. Like many of the interviewed organizations, the packaged goods conglomerate's previous environment was "all singularly built websites, single-purpose websites that required a lot of code updates and content updates whenever changes needed to be pushed out." The interviewee continued, "In our pre-Acquia days, we couldn't have reacted quickly enough to requests coming in from our brand teams or senior management teams for updates." The company's previous strategies lacked the flexibility and agility to respond to the market and business' demands; it took weeks to roll out new sites, and even minor changes could take a significant amount of time.

These organizations knew, to meet the demands of the business, they needed a more scalable, agile model of managing their sites. "We needed efficiency and scalability. We had all these disparate sites on disparate platforms and they were being managed by multiple agencies. It was really getting out of hand; it was hard to stay on top of everything and keep things accurate." In addition, due to the disparate nature of their website management, organizations had difficulty guaranteeing consistency across sites due to the complexity of how they were managed. "Just trying to manage all of our changes and make sure that the content was up to date or current consistent data was published to each website was a real challenge." This could result in mixed messaging and/or outdated content and did not create an engaging environment for customers.

- › **Firms struggled to engage their customers consistently and effectively, and personalization was daunting.** The interviewees noted that not only did their existing environments make for difficult management of content, but due to the nature of their disparate systems, but they also struggled to get a holistic view into their data and create unified views of their customers. One interviewee explained, "We struggled to create a consistent consumer experience across the brands within the portfolio."

Organizations struggled across siloed departments, countries, and brands to understand how to engage their customers properly. The head of digital analytics at the food and beverage organization stated, "There were too many messages, too many people, and making something that was relevant was exceptionally difficult." These organizations struggled to access and understand who their customers were, what content their customers needed, and when that content was needed. As a result, these organizations struggled to create deeper content personalization.

## Solution Requirements

The interviewed organizations searched for a solution that could:

- › Provide a standardized global platform that would improve scalability and agility and increase internal teams' efficiency.
- › Decrease reliance on multiple agencies and costly CMS solutions.
- › Enable consistent experience optimization in conjunction with broader investments into unified customer data management.

"When we needed anything done to the sites — making changes, creating content, distributing content — we were a huge bottleneck because we had no ability to implement the changes across sites. It was completely unsustainable."

*Senior manager of digital communications, higher education*



"We did not have personalization before [Acquia]. We did not think we could manage it or maintain it. That was one of our biggest challenges: How do you scale personalization in an omnichannel environment, without bringing in an army of people?"

*Head of digital analytics, food and beverage*



"The amount of content we pump out is massive. There needs to be relevancy and timeliness because with professors and staff, their time to consume this important content is really low. So, therefore, this curation of content and making sure that we're getting the right pieces and news to the right people is paramount. It was nearly impossible to target content to the right people."

*Senior manager of digital communications, higher education*



- › Allow for quick migration of any of their existing sites that were Drupal based and provided an intuitive user interface to continue to be able to use open source Drupal knowledge.
- › Create an environment to support stringent security and compliance standards without impacting creativity and flexibility.

## Key Results

By leveraging both Acquia Cloud Site Factory and Acquia Lift, the organizations addressed their platform challenges, like scalability, agility, and cost effectiveness of managing their content and websites, as well as their challenges around understanding their customers and their data to create personalized, engaging experiences. With Acquia Cloud Site Factory and Acquia Lift together, organizations could address these challenges with the following outcomes:

- › **Increased customer engagement, resulting in increased incremental revenues.** By leveraging Acquia Cloud Site Factory and Acquia Lift together, not only can organizations create and release new features or entire sites quickly, but they are better able to manage their content to create personalized experiences for their customers. With Acquia Cloud Site Factory, organizations can build and maintain a single Drupal codebase for all their sites, resulting in faster site updates and changes. Acquia provides both technology and a method for rolling out multisite delivery and governance to help organizations achieve standardization and consistency at scale. For example, the life sciences conglomerate shared, “With Acquia Cloud Site Factory, I have the ability to create a new website in less than 30 minutes, usually about 15 minutes.” Each interviewee echoed this sentiment, with an interviewee at the packaged goods conglomerate sharing, “A simple change that used to take a day now takes 15 minutes tops because we have Acquia.” Through standardized templates, organizations are able to stand up marketing and brand sites quickly, while creating a more consistent look and feel. Acquia Cloud Site Factory allows organizations to create new sites with one code base efficiently and cost-effectively, decreasing the time-to-market for these changes and increasing the revenue impact of these changes.

With Acquia Lift, the digital marketing teams better understand their customers and deliver personalized experiences. Utilizing machine learning for Drupal-based sites, Acquia Lift’s personalization platform helps organizations understand user behavior to create more relevant experiences for their site visitors, giving digital marketing teams access to testing, targeting, and analytics to understand and optimize content. This enables improved customer engagement, seen through improved click-through rates, increased time on site, increased page views, and ultimately greater conversion, loyalty, and revenue. Combining Acquia Cloud Site Factory and Acquia Lift together helped organizations improve many KPIs. Specifically, we heard:

- “We saw the average time on a page going from about 30 seconds up to 4 minutes with Acquia.” — Lead architect for enterprise integration, life sciences conglomerate
- “We saw an improvement of engagement on the website from around about 5% of traffic up to about 50% of traffic.” — Lead architect for enterprise integration, life sciences conglomerate

“It takes us less than half the time to set up new sites, and it’s even faster for maintenance and updates.”

*Manager, owned platform and CRM, food and beverage packaged goods conglomerate*



“We moved to Acquia so we could have one common platform, and with Acquia, we powered content, images, product information across our entire ecosystem — across our websites, our mobile apps, our kiosks — it’s all coming out of Acquia.”

*Head of digital analytics, food and beverage*



“With Lift, we can personalize content efficiently, so that we make sure the right people are getting the right content, and not having a shotgun approach of just blasting everything at everyone and hoping something sticks. We are really excited about Lift to help us personalize this massive flow of content.”

*Senior manager of digital communications, higher education*





- “There were instances where we would see anywhere from a 15% to 30% increase in engagement, which was huge for us.” — Head of digital analytics, food and beverage
- “By creating personalized content, we were seeing much higher incidences of add-on products.” — Head of digital analytics, food and beverage
- “We saw a 700% increase in click-through rates in a quick test we did with Lift; it really paid off.” — Senior director, technology at partner agency, food and beverage packaged goods conglomerate
- “We have seen lower bounce rates and more customer engagement on platforms because we are able to serve up more accurate and relevant content.” — Senior director, technology at partner agency, food and beverage packaged goods conglomerate

With Acquia Cloud Site Factory and Acquia Lift, organizations can bring their multitude of sites together to manage content and incorporate personalization capabilities easily, resulting in increased revenues.

- › **Improved productivity across internal departments and eliminated unnecessary costs.** By moving to Acquia Cloud Site Factory for site creation, organizations can more rapidly respond to the needs of the business, addressing changes across multiple sites quickly and easily. Organizations can launch new websites to support digital marketing initiatives with significantly more ease and efficiency than their previous models. The higher education institution explained: “Previously, someone had to copy and paste content across all the sites that needed to show that content. Now, we just publish one piece and push it to where it needs to be and call it a day. We’ve eliminated a massive amount of work with Acquia.” Similarly, we heard how much more efficient the team at the food and beverage organization is with the investment in Acquia: “What would take two to four weeks for most of our experience, and potentially multiple rounds of QA and testing and editing, now takes someone dragging and dropping, waiting a few seconds, and live it goes.”

With the use of Acquia Cloud Site Factory and Acquia Lift together, organizations report that their digital marketing and development teams work faster and more efficiently for content and site creation, support, and personalization initiatives. This enables organizations to handle more sites, more content, and more digital marketing initiatives, meaning the existing teams are more efficient in their day-to-day activities, without requiring additional headcount across their teams. The food and beverage organization told Forrester: “Before Acquia, I had a team of five developers and four content people just to manage content. We now have one internal person and one external person to power all content across all platforms.” Finally, it also means that organizations can move away from their reliance on multiple agencies and legacy CMS software platforms. One interviewee explained: “We killed our legacy content management tool. We moved all product content into Acquia. That was a significant savings for us, and it reduced the complexity for us. We were able to either reallocate or eliminate agency costs. That alone saved us \$2 million.” Another interviewee shared: “At our highest point, we were probably working with six agencies that had ownership over different brands and websites. We are now much more focused with just one agency, and

“When you have 1.5 million transactions a day, you get a lot of data. But with Acquia, that data gets a lot easier to manage.”

*Head of digital analytics, food and beverage*



“We’ve seen cost savings across vendor fees, partner fees, and internally, we’ve seen a lot of efficiencies in terms of the internal folks that are involved. Both from a marketing perspective and an IT perspective, there were so many people involved with managing brand websites and the back-end update and deployments. From an FTE perspective, we require about half of what we’d otherwise need.”

*Manager, owned platform and CRM, food and beverage packaged goods conglomerate*



“I am really excited about bringing these sites into one platform so that we can better manage our web real estate. That’s why Acquia was really key for us.”

*Senior manager of digital communications, higher education*



that's been huge." Organizations that use Acquia Cloud Site Factory and Acquia Lift together can bring flexibility, agility, and scalability to their organizations to create more relevant experiences for customers.

- › **Increased scalability and efficiencies of content.** Not only were people more productivity, but the interviewed organizations found that the reuse and repeatability made their content itself more scalable. The organizations found that working from the single code base was a massive enabler of efficiency and cost effectiveness within their organizations. The life sciences conglomerate told Forrester, "Drupal running on Acquia Cloud Site Factory was able to massively differentiate against competitors with the reusability of the open source customer modules." Similarly, one interviewee at the packaged food conglomerate shared: "A big draw for Acquia Cloud Site Factory was that we knew we needed to bring about 60 sites onto the platform. Acquia Cloud Site Factory's ability to manage multiple sites very easily, but still have a common core code base that all the sites operated off of, was a game changer for us. That allows us to build out base functionality, and we can save time by deploying from there." This made their teams more efficient, and as we discussed, helped to keep costs low. One interviewee at the packaged goods conglomerate explained: "The costs are dramatically lower now, now that we can make changes much more rapidly. When we need to spin up new sites, it's just a matter of working with an existing code versus starting over from scratch. Acquia has enabled us to achieve some consistency and repeatability across all the different brand sites." By leveraging Acquia Cloud Site Factory and Acquia Lift together, organizations enabled their content, not their people, to work harder.

"I can have a website which is ready to go — all you have to do is load your content in and put your business rules in for personalization. It's just radically different; it was just not possible before."

*Lead architect for enterprise integration, life sciences conglomerate*



"From a content creation perspective, because of the ability to easily reuse and redeploy content, we've seen a huge decrease in costs."

*Manager, owned platform and CRM, food and beverage packaged goods conglomerate*



## 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 four 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.** It is a multinational organization headquartered in the United States with over \$6 billion in annual revenue. The organization is made up of many brands, each with multiple product sites, totaling over 100 websites, some of which are Drupal based.

**Deployment characteristics.** The organization migrates 30 websites from its legacy content management systems on to Acquia Cloud Site Factory, and the remaining sites are grown organically within the Acquia platform. With the investment in Acquia, the composite organization consolidates from multiple agencies to one main agency to support its content creation. Additionally, the organization invests in Acquia Lift Premium for personalization capabilities across its digital marketing strategy, which supports over 1 million unique monthly visitors to its sites.



### Key assumptions

- \$6 billion in revenue
- Over 100 websites
- Over 1 million unique monthly visitors

# 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	Incremental revenues due to improved time-to-market of new sites/features	\$884,531	\$884,531	\$884,531	\$2,653,594	\$2,199,698
Btr	Improved customer retention from increased audience engagement	\$832,500	\$1,110,000	\$1,665,000	\$3,607,500	\$2,925,113
Ctr	Cost avoidance of additional headcount	\$364,500	\$364,500	\$364,500	\$1,093,500	\$906,458
Dtr	Digital marketing productivity savings	\$285,000	\$313,500	\$342,000	\$940,500	\$775,131
Etr	Avoided external website development costs	\$552,500	\$637,500	\$637,500	\$1,827,500	\$1,508,095
	Total benefits (risk-adjusted)	\$2,919,031	\$3,310,031	\$3,893,531	\$10,122,594	\$8,314,495

### Incremental Revenues Due To Improved Time-To-Market Of New Sites/Features

Through using Acquia Cloud Site Factory, the composite organization sees a reduction in the time-to-market for its new sites and features, helping the organization realize incremental revenue impact of each site faster compared to its previous approach. With Acquia Cloud Site Factory, the composite organization can quickly and easily create new sites, as well as quickly make updates. Due to the swiftness with which the organization can make changes, it can react with agility to changing market demands or key organizational goals. In addition, with use of Acquia Lift, the organization can ensure that the content delivered creates engaging experiences for its customers, increasing the revenue potential for this benefit.

To calculate the value of this benefit, Forrester assumes that:

- › Prior to the investment in Acquia, the composite organization spent an average of 10 weeks creating, testing, and rolling out a new feature or site.
- › With the investment in Acquia, the company decreases this to 1.5 weeks.
- › The composite organization sees an average revenue attribution of \$25,000 for each of the 8.5 weeks it saves getting into market.
- › On average, the composite organization rolls out a new revenue-generating site or feature 25 times per year.
- › The organization has an average gross margin of 18.5%.

It is important to note that Forrester uses a conservative, average revenue attribution for this calculation; some changes may be minor and result in less revenue, while some changes, like a new site, may result in greater revenue. Consider this when thinking about the value of this calculation for your organization.

The incremental revenue due to improved time-to-market of new sites or features will vary with:

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 \$8.3 million.



**85% faster time-to-market**

- › The time it takes to deploy new sites or features prior to the investment in Acquia.
- › The value of the new site/feature and how many times per year they are rolled out.
- › Average industry margins.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$2,199,698

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.

### Incremental Revenues Due To Improved Time-To-Market Of New Sites/Features: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
A1	Average time to create new site/feature (weeks) before Acquia		10	10	10
A2	Average time to create new site/feature (weeks) with Acquia		1.5	1.5	1.5
A3	Average revenue attribution of new site (per week)		\$25,000	\$25,000	\$25,000
A4	New sites per year		25	25	25
A5	Gross margin		18.5%	18.5%	18.5%
At	Incremental revenues due to improved time-to-market of new sites/features	$(A1 - A2) * A3 * A4 * A5$	\$982,813	\$982,813	\$982,813
	Risk adjustment	↓10%			
Atr	Incremental revenues due to improved time-to-market of new sites/features (risk-adjusted)		\$884,531	\$884,531	\$884,531

## Improved Customer Retention From Increased Audience Engagement

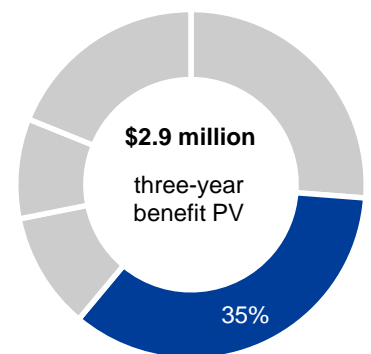
In addition to faster time-to-market, the organization also sees incremental revenues from improved customer retention. Through its investment in Acquia, the organization can deliver more relevant and timely content. Interviewed organizations shared how, through their investment in Acquia Cloud Site Factory and Acquia Lift, they were able to create a more engaging customer experience, resulting in increased click-through rates, lower bounce rates, more time spent on site, and overall more engagement. Through use of Acquia to similarly create more relevant, engaging experiences, the composite organization increases its customer retention.

Forrester assumes that:

- › Prior to the composite organization’s investment in Acquia, the average customer retention rate was 25%.
- › With the investment in Acquia, the organization can create more relevant, engaging customer experiences, improving its retention rate an additional 1.5% in Year 1, 2% in Year 2, and 3% in Year 3.
- › As the investment in Acquia is only one part of a full customer engagement strategy involving many different programs, 25% of this improved customer retention is attributed directly to the investment in Acquia.

The value of increased customer retention will vary with:

- › The annual revenue of an organization.



**Improved customer retention from increased audience engagement: 35% of total benefits**

- › The prior customer retention rate.
- › How Acquia's features are applied and used to improve customer engagement.

To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year risk-adjusted total PV of \$2,925,113.

### Improved Customer Retention From Increased Audience Engagement: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
B1	Annual revenue		\$6,000,000,000	\$6,000,000,000	\$6,000,000,000
B2	Percentage customer retention before Acquia		25.0%	25.0%	25.0%
B3	Percentage improvement in retention since investment in Acquia		1.5%	2.0%	3.0%
B4	Percentage improved customer retention attributable to Acquia		25.0%	25.0%	25.0%
B5	Gross margin		18.5%	18.5%	18.5%
Bt	Improved customer retention from increased audience engagement	$B1 * B2 * B3 * B4 * B5$	\$1,040,625	\$1,387,500	\$2,081,250
	Risk adjustment	↓20%			
Btr	Improved customer retention from increased audience engagement (risk-adjusted)		\$832,500	\$1,110,000	\$1,665,000

## Cost Avoidance Of Additional Headcount

Through leveraging Acquia Cloud Site Factory and Acquia Lift, organizations avoided the cost of hiring additional digital marketing and IT development and support personnel to manage and support the continued growth of their site portfolios. Because of the efficiencies gained in creating and managing sites and content through the deployment of Acquia, as well as the improved ease with which the composite organization can test and implement content personalization, the team can handle more work without requiring additional resources in the future.

To calculate the value of this, Forrester assumes that without the implementation of Acquia Cloud Site Factory and Acquia Lift, the composite organization would have required another 1.5 internal development resources and four additional digital marketing resources to manage each site, its content, and expected growth of content.

The value of this benefit will vary with:

- › The existing team size.
- › The degree to which an organization leverages Acquia products to automate and simplify its management model.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$906,458.



Additional hires avoided with investment in Acquia:  
**5.5 FTEs**

## Cost Avoidance Of Additional Headcount: Calculation Table

REF.	METRIC	CALCULATION	YEAR 1	YEAR 2	YEAR 3
C1	Avoided additional internal IT development/support resources		1.5	1.5	1.5
C2	Average fully loaded compensation per resource		\$110,000	\$110,000	\$110,000
C3	Avoided additional internal digital marketing resources		4	4	4
C4	Average fully loaded compensation per resource		\$60,000	\$60,000	\$60,000
Ct	Cost avoidance of additional headcount	$(C1 * C2) + (C3 * C4)$	\$405,000	\$405,000	\$405,000
	Risk adjustment	↓10%			
Ctr	Cost avoidance of additional headcount (risk-adjusted)		\$364,500	\$364,500	\$364,500

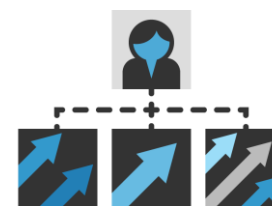
## Digital Marketing Productivity Savings

Each interviewed organization highlighted how much more efficient its internal teams were with the investment in Acquia. Likewise, the composite organization's digital marketing team saves time and is more productive at a variety of tasks due to the investment in Acquia. This includes key activities like site development, the ability to more quickly make website changes and updates, times savings involved with rolling out content personalization, and the ability to create a more consistent look and feel across websites more easily.

For the financial analysis, Forrester assumes:

- › Twenty FTEs are part of the digital marketing teams working on websites and content.
- › The average fully burdened cost of each FTE is \$60,000.
- › Moving to Acquia initially makes these FTEs 50% more efficient; as they become more accustomed to working with Acquia and become more proficient, this eventually grows to 60% increased efficiency by Year 3.
- › Not all productivity gains translate into additional work being completed; approximately 50% of productivity is captured.

The level of this benefit will vary based on how many people are affected and how efficient they were before. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$775,131.



Digital marketing team productivity improvement:

**60%**

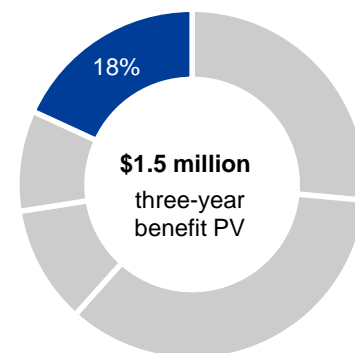
## Digital Marketing Productivity Savings: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
D1	Number of digital marketing content staff		20	20	20
D2	Average fully loaded compensation per FTE		\$60,000	\$60,000	\$60,000
D3	Percentage improved productivity		50%	55%	60%
D4	Percentage captured		50%	50%	50%
Dt	Digital marketing productivity savings	$D1 \times D2 \times D3 \times D4$	\$300,000	\$330,000	\$360,000
	Risk adjustment	↓5%			
Dtr	Digital marketing productivity savings (risk-adjusted)		\$285,000	\$313,500	\$342,000

## Avoided External Website Development Costs

The final benefit looks at how, with the move to Acquia, the composite organization eliminates or greatly reduces a number of costs associated with previous technology solutions and agency partners it previously relied on to help manage and create content in its previous website environment. Prior to the investment in Acquia, the composite organization relied heavily on agency partners to support different brands and sites; with the investment in Acquia, the organization can consolidate down to one agency partner, resulting in half a million dollars in savings each year. This not only greatly reduces costs but helps the organization create a more consistent experience for the customer. Additionally, the organization retires its legacy CMS solutions over time, avoiding \$150,000 in Year 1 and \$250,000 in the following years.

The value of this benefit will vary with the amount spent on previous agencies and technology solutions. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$1,508,095.



Avoided external website development costs: **18%** of total benefits

## Avoided External Website Development Costs: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
E1	Avoided annual cost of third-party professional services (agency costs)		\$500,000	\$500,000	\$500,000
E2	Cost of maintenance and support of legacy CMS		\$150,000	\$250,000	\$250,000
Et	Avoided external website development costs	$E1 + E2$	\$650,000	\$750,000	\$750,000
	Risk adjustment	↓15%			
Etr	Avoided external website development costs (risk-adjusted)		\$552,500	\$637,500	\$637,500

## Unquantified Benefits

Interviewees shared additional benefits that could not be quantified for this study. However, some of them may contribute to the quantified examples above.

- › **Improved site quality.** Across multiple companies, we heard how the implementation of Acquia improves site quality and controls content defects across their multiple sites. The head of digital analytics at the food and beverage organization told us: “We were able to drastically reduce the number of defects we ran into, because in the previous state, if we needed to make updates to product content, we individually had to make each change. If we did something wrong, we’d have to pull the code down, fix it, go to QA, and repush it. That’s a lot of development effort, and we were seeing around 65% defect rate in updates. We can now completely eliminate that.”
- › **Improved site performance.** An added benefit of Acquia, when changes need to be made to site content or source code, the site does not need to come down. Any time some of the interviewed organizations needed to update content, they needed to take the site offline; with the added difficulty of consistency of data and content defects, this often resulted in sites being offline for longer periods of time. Acquia changes this for organizations: “But now, being able to deploy with absolute no break in site usage, that’s absolutely incredible. That’s our favorite thing because now we don’t need to wait until Sunday night at midnight to deploy. We can do it at any time. We can deploy right now, and not a single user would know. And if it doesn’t work, we can switch to the old version, and again, users won’t know. That’s just absolutely amazing.”
- › **Improved site governance and visibility with centralized platform.** Many organizations spoke to the impact that Acquia’s centralized management console has had on their ability to have visibility into and control over their sites, providing granular control while still enabling an environment of creative for the digital marketing teams.
- › **Improved security and compliance.** With multisite capabilities, the organizations can support and patch multiple sites in unison, compared to previous environments where they would need to individually change their multiple sites. With Acquia, they can ensure consistent updates to guarantee the highest levels of security and compliance across all their sites.



- Improved site quality
- Improved site performance
- Improved governance
- Improved security and compliance

## 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 Acquia Cloud Site Factory and Acquia Lift and later realize additional uses and business opportunities, including:

- › Expanding the number of sites on Acquia Cloud Site Factory.
- › Utilizing Acquia Lift to create additional segmentations, targeting and A/B testing to drive more engagement.
- › Leveraging the full Acquia Platform. Each of these products is a key component to the full Acquia Platform and integrates quickly and easily with products like Acquia Journey for customer journey orchestration or Acquia DAM for digital asset management.

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.



# 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
Ftr	Acquia Cloud Site Factory and Acquia Lift annual subscription fees	\$55,000	\$356,950	\$417,340	\$489,808	\$1,319,098	\$1,092,409
Gtr	Implementation and monthly support costs — internal labor	\$275,000	\$132,000	\$132,000	\$132,000	\$671,000	\$603,264
Htr	Third-party professional fees	\$165,000	\$55,000	\$55,000	\$55,000	\$330,000	\$301,777
	Total costs (risk-adjusted)	\$495,000	\$543,950	\$604,340	\$676,808	\$2,320,098	\$1,997,450

## Acquia Cloud Site Factory And Acquia Lift Annual Subscription Fees

These represent fees paid to Acquia for the use of Acquia Cloud Site Factory and Acquia Lift. These subscription fees are based on storage and bandwidth consumption of the Acquia Cloud Site Factory websites, as well as access to and use of the Acquia Cloud Site Factory platform for creating, delivering, and managing digital experiences. The financial model assumes a 20% growth in annual subscription costs per year to reflect website and traffic growth. In addition, the composite organization uses Acquia Lift Premium with an additional million monthly unique visitors to account for volume of web traffic. The organization also invests in support services with Acquia's technical support team to support initial launch as well as continued support throughout the investment; interviewed organizations frequently cited this investment as key to their success and extremely valuable to ensure they were operating at the highest efficiency.

Subscription fees will vary from organization to organization based on:

- › Storage, bandwidth, and web traffic volume requirements.
- › Other products that may be licensed from Acquia.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a five-year risk-adjusted total PV of \$1,092,409.

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 nearly \$2.0 million.

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.

## Acquia Cloud Site Factory And Acquia Lift Annual Subscription Fees: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
F1	Average subscription fees based on monthly visits/bandwidth per year	Assumes 20% growth		\$274,500	\$329,400	\$395,280
F2	Professional support services with Acquia		\$50,000	\$50,000	\$50,000	\$50,000
Ft	Acquia Cloud Site Factory and Acquia Lift annual subscription fees	F1+F2	\$50,000	\$324,500	\$379,400	\$445,280
	Risk adjustment	↑10%				
Ftr	Acquia Cloud Site Factory and Acquia Lift annual subscription fees (risk-adjusted)		\$55,000	\$356,950	\$417,340	\$489,808

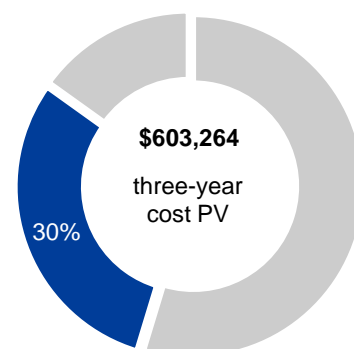
## Implementation And Monthly Support Costs — Internal Labor

During customer interviews, Forrester uncovered the importance the interviewed organizations put on spending time upfront to fully plan out their implementations of Acquia to ensure smooth transitions. The time and number of people varied greatly depending on the complexity and on the number of sites and being migrated. Based on the learnings from these interviews, the composite organization has five FTEs planning the implementation. This includes migrating websites from the legacy CMS as well as testing the platform. After the implementation, one FTE from the IT team is involved with ongoing support of the Acquia investment.

Implementation and monthly support costs will vary with:

- › The number of sites being migrated and maintained.
- › The average salary of the FTEs dedicated to implementation and maintenance.

To account for these risks, Forrester adjusted this cost upward by 20%, yielding a three-year risk-adjusted total PV of \$603,264



Implementation and support costs — internal labor: **30%** of total costs

### Implementation and Monthly Support Costs — Internal Labor: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
G1	Time for implementation (months)		5			
G2	FTEs required		5			
G3	Maintenance and support FTEs			1.0	1.0	1.0
G4	Average fully loaded annual salary		\$110,000	\$110,000	\$110,000	\$110,000
Gt	Implementation and monthly support costs — internal labor	$(G1 \cdot G2 \cdot G4 / 12) + (G3 \cdot G4)$	\$229,167	\$110,000	\$110,000	\$110,000
	Risk adjustment	↑20%				
Gtr	Implementation and monthly support costs — internal labor (risk-adjusted)		\$275,000	\$132,000	\$132,000	\$132,000

## Third-Party Professional Fees

In addition to internal resources, the composite organization, like many of the interviewed organizations, works with an agency to support the initial migration of its sites to Acquia, as well as the ongoing creation of content and personalization support work for their various sites.

While not every organization will incur this fee, this cost will vary based on if an organization chooses to work with a creative agency and how much that agency charges.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$301,777

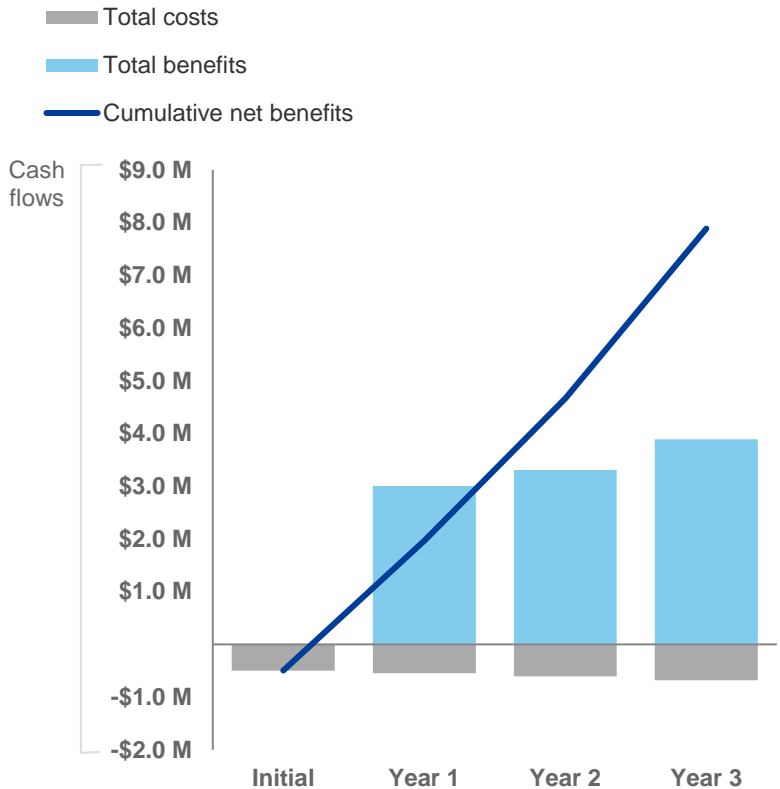
### Third-Party Professional Fees: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
H1	Third-party professional fees		\$150,000	\$50,000	\$50,000	\$50,000
Ht	Third-party professional fees	H1	\$150,000	\$50,000	\$50,000	\$50,000
	Risk adjustment	↑10%				
Htr	Third-party professional fees (risk-adjusted)		\$165,000	\$55,000	\$55,000	\$55,000

# Financial Summary

## CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

### Cash Flow Chart (Risk-Adjusted)



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



These risk-adjusted ROI 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	(\$495,000)	(\$543,950)	(\$604,340)	(\$676,808)	(\$2,320,098)	(\$1,997,450)
Total benefits	\$0	\$2,919,031	\$3,310,031	\$3,893,531	\$10,122,594	\$8,314,495
Net benefits	(\$495,000)	\$2,375,081	\$2,705,691	\$3,216,723	\$7,802,496	\$6,317,045
ROI						316%

# Acquia Cloud Site Factory And Acquia Lift: Overview

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

## Acquia Cloud Site Factory

Acquia Cloud Site Factory is a platform for teams that need to manage and govern a significant number of websites at global scale. Acquia Cloud Site Factory provides teams an efficient way to build, provision, and maintain a huge number of sites with consistency, allowing a digital team to scale and ensure site updates are executed consistently across all instances. The team that manages the sites has a console that gives them the visibility and control required to make sense of it all, whether they are managing 10 sites or 1,000 sites. With Acquia Cloud Site Factory, IT can centrally deliver and govern digital experience sites as a trusted service provider.

## Acquia Lift

Acquia Lift unifies content and customer data into one tool so organizations can deliver in-context, personalized experiences across multiple channels and devices. With the ability to target, test, and recommend content to audiences in real time, marketers are able to deliver personalized experiences to visitors that drive engagement, conversions, and bottom-line results.

Acquia Lift helps solve:

- The customer experience problem by delivering personalized content to the visitor user based on unique characteristics like geolocation, browsing behavior, or device type.
- The data problem by tracking behavior of anonymous and known visitors across sessions, devices, and channels and collecting that data into a unified visitor profile via connectors to complementary systems and APIs.
- The content problem by aggregating existing content, authoring new content, and syndicating (or distributing) content all in a single hub.

Together, Acquia Cloud Site Factory and Acquia Lift provide a natural one-two punch to create, manage, and deliver extremely relevant, highly engaging digital experiences with a minimal amount of development effort and cost.

# 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.