

FORRESTER®

The Total Economic Impact™ Of Bluescape

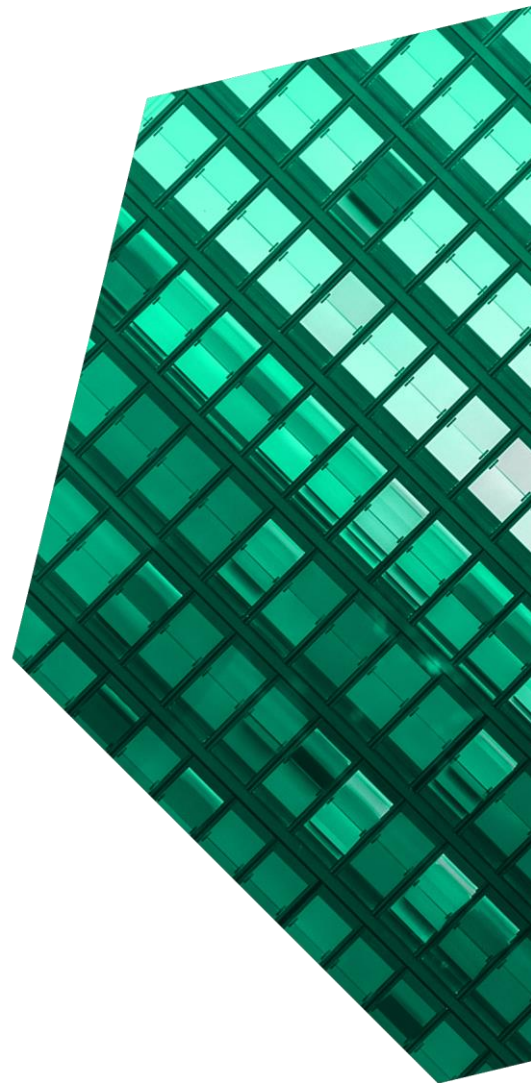
Cost Savings And Business Benefits
Enabled By Bluescape

JULY 2021

Table Of Contents

Consulting Team: Connor Maguire
Isabel Carey

Executive Summary	1
The Bluescape Customer Journey	6
Key Challenges	6
Composite Organization	7
Analysis Of Benefits	8
Increased Sales Win Rate	8
Reduced Material Costs	9
Reduced Internal Project Timelines	11
Reduced Time Searching For Documents	12
Increased Meeting Efficiency	14
Unquantified Benefits	15
Flexibility	16
Analysis Of Costs	17
License And Hardware Costs	17
Training And Implementation Costs	18
Ongoing Management Costs	19
Financial Summary	21
Appendix A: Total Economic Impact	22
Appendix B: Endnotes	23



ABOUT FORRESTER CONSULTING

Forrester Consulting provides independent and objective research-based consulting to help leaders succeed in their organizations. For more information, visit forrester.com/consulting.

© Forrester Research, Inc. All rights reserved. Unauthorized reproduction is strictly prohibited. Information is based on the best available resources. Opinions reflect judgment at the time and are subject to change. Forrester®, Technographics®, Forrester Wave, RoleView, TechRadar, and Total Economic Impact are trademarks of Forrester Research, Inc. All other trademarks are the property of their respective companies.

Executive Summary

“The difference with Bluescape is ultimately that it allows you to very quickly visualize a broad selection of media and organize it in a way that you may not be able to do in conventional workflows. A lot of times, your document organization can be cumbersome, Bluescape allows you to overcome that by virtue of having a visual display and then organize that content into themes or specific areas which then you can share as well.”

- Director of brand & culture, retail

Digital transformation has been an ongoing focus for organizations for several years. At their best, these tools eliminate barriers to collaboration, accelerate the flow of information and ideas, and enable employees to solve business problems and deliver results. The COVID-19 pandemic exacerbated the need for organizations to examine their enterprise collaboration capabilities for remote work.

Traditionally, IT decision-makers have turned to communications solutions as their means to connect remote employees. However, these solutions do not typically offer users the true ability to collaborate on documents. As hybrid work models become increasingly prevalent, organizations must continue to look for solutions that enable them to easily collaborate, regardless of where workers are located.

Bluescape commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying [Bluescape](#).¹ The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Bluescape on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four customers with experience using Bluescape. For the purposes of this study, Forrester aggregated the experiences of the interviewed customers and combined the results into a single [composite organization](#).

KEY STATISTICS



Return on investment (ROI)
182%



Net present value (NPV)
\$930K



Payback
<6 months

Bluescape is a visual collaboration solution for hybrid work that enables distributed teams to visualize key concepts, create and execute plans, and make decisions, all in a virtual environment. Prior to using Bluescape, the interviewed organizations relied on in-person brainstorming, presentations, reviews, and physical paper-dependent workflows. Employees heavily used screen-share during meetings and presentations, they shared content via email or stored across multiple file shares. In-person ideation and meetings posed significant logistical and cost challenges as enterprises attempted to bring team members from different locations to meet in person. These limitations led to high costs, inefficient meetings, and reduced nimbleness in handling customer requests or seizing new opportunities.

After investing in Bluescape, the interviewed decision-makers saw increased efficiencies in their sales, marketing, and design teams, leading to new revenue opportunities; eliminated wasted time in

legacy workflows; accelerated time-to market; and avoided costly expenses associated with physical materials and executive travel.

KEY FINDINGS

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

- **Increased sales teams' ability to win new business by 33%.** Sales teams using Bluescape can quickly access client information and gain deeper insights into design and marketing team plans. This enables members to pitch products more accurately to prospective clients, increasing their likelihood of winning the sale. This led to an additional \$282,000 in revenue over the analyzed period.
- **Reduced material costs, saving nearly \$400K.** Legacy workflows typically required organizations to print significant quantities of specialized materials for all design and marketing proposals. Bluescape enabled customers to shift these workflows to an entirely digital platform, greatly

reducing the need to print documents. This led to significant cost savings over the analyzed period.

- **Enabled Bluescape users to complete projects more efficiently.** Bluescape allowed marketing teams to see an entire content campaign in one easy-to-access workspace as opposed to trying to pull in media from many different sources. This expedited review cycles for internal projects, reducing downtime and driving more work forward. This allows teams to shorten project timelines by 20%.
- **Reduced the time employees spent searching for documents, saving \$270K.** Bluescape provides users with a central repository for documents and a historical archive of edits. This eliminates issues with version control and limited the time employees spent reviewing work from previous meetings. This time savings totals \$270K over the modeled period.

We are using Bluescape as a live collaboration tool, both within our department and across departments. Bluescape changed the dynamic of our weekly meetings. Leadership is also more active in the meetings, and we were able to have everyone contributing versus only one person.

— Director of brand and culture, retail

- **Increased meeting efficiency by 15%.** Bluescape provides customers with a single workspace that enables them to expedite review cycles and make faster decisions. This has the effect of reducing the total time employees spend in meetings. Users can use these time savings to redistribute their efforts into more business-critical settings. The time savings experienced by users equates to \$210,000 in savings over three years.

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

- **Increased visibility across sales and marketing teams.** Bluescape users within sales and marketing use the collaborative workspace to understand sales strategies across their organization. This creates a more unified sales and marketing experience for customers, ensuring that all prospective customers engaging with sales teams receive a consistent experience.
- **Provided a stable platform for a hybrid work environment.** To adapt to rapidly changing work environments, customers relied on Bluescape's flexible platform to provide users with an easy-to-use workspace that provided seamless remote collaborations. Additionally, Bluescape enables organizations to connect remote workers with physical offices, allowing users to have the same remote experience as they could in person. This shared virtual workspace eases the burden of shifting to entirely remote workflows.
- **Integrated with other business solutions, reducing travel costs.** By transitioning to digital meetings with Bluescape, customers reduced the amount of executive travel needed to complete projects. Integrating Bluescape with common video and productivity solutions provides a high-quality virtual meeting experience without the need to attend meetings in person.

Costs. Risk-adjusted PV costs include:

- **Bluescape licensing and hardware fees.** Interviewees said their organizations paid an annual fee for use of the Bluescape platform. Some interviewees also enhanced their use of Bluescape by investing in touchscreen TVs or other on-premises hardware to digitize in-room collaboration and more easily connect with other rooms and remote workers.
- **Implementation and training costs.** The interviewed organizations dedicated time and resources to implement Bluescape across their facilities teams. The organizations also allocated time to train users on the Bluescape capabilities of the platform.
- **Management of Bluescape.** In addition to the cost of implementing and training, the interviewees' organizations dedicated individuals to manage the day-to-day operations of Bluescape.

The customer interviews and financial analysis found that a composite organization experiences benefits of \$1.44M over three years versus costs of \$512K, adding up to a net present value (NPV) of \$930K and an ROI of 182%.



ROI
182%



BENEFITS PV
\$1.44M

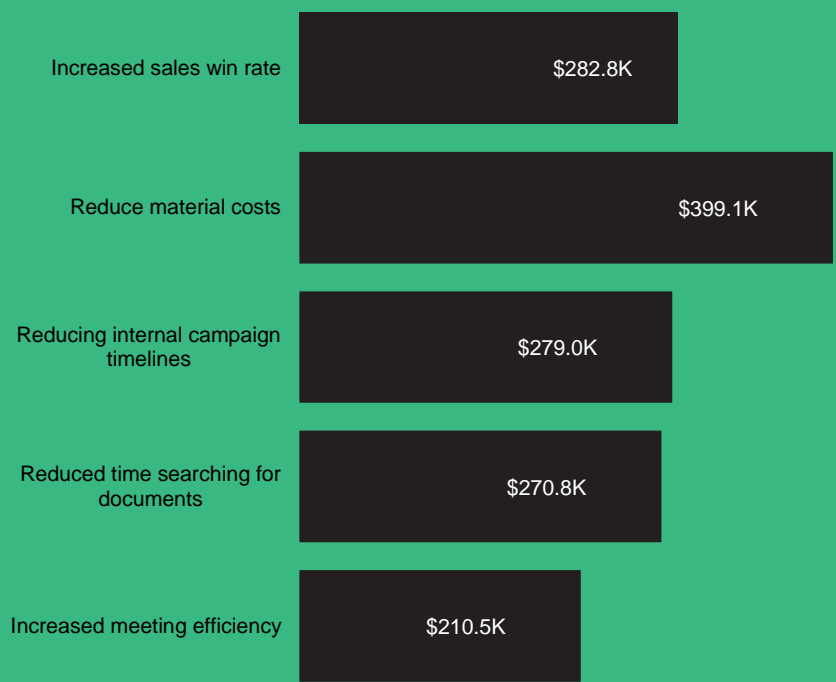


NPV
\$930K



PAYBACK
<6 months

Benefits (Three-Year)



TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for those organizations considering an investment in the Bluescape.

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 Bluescape can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Bluescape and delivered by Forrester Consulting. It is not meant to be used as a competitive analysis.

Forrester makes no assumptions as to the potential ROI that other organizations will receive. Forrester strongly advises that readers use their own estimates within the framework provided in the study to determine the appropriateness of an investment in the Bluescape.

Bluescape 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.

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



DUE DILIGENCE

Interviewed Bluescape stakeholders and Forrester analysts to gather data relative to Bluescape.



CUSTOMER INTERVIEWS

Interviewed four decision-makers at organizations using Bluescape 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 the investment impact: benefits, costs, flexibility, and risks. Given the increasing sophistication of ROI analyses related to IT investments, Forrester's TEI methodology provides a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

The Bluescape Customer Journey

Drivers leading to the Bluescape investment

Interviewed Organizations			
Industry	Interviewee	Size	Bluescape Users
Retail	Commercial partner manager	7,000 employees	1,000
Retail	Director of brand and culture	32 employees	12
Education	Founding director of innovation labs	1,500 employees	45
Retail	Creative operations manager	1.5M employees	200

KEY CHALLENGES

Prior to investing in Bluescape, the interviewed organizations shared that they relied on workflows that required extensive printing, copying, and faxing of physical documents. During review cycles, comments were made in the margins of physical documents and then transferred to the digital copy. The interviewed organizations also relied on disparate file shares to store and collaborate on documents.

The interviewed organizations struggled with common challenges, including:

- **Desire to keep pace with an innovative competitive landscape.** All interviewed organizations operated in highly competitive industries. To maintain their market share and continue to win new business, they needed to find ways to drive efficiencies in their legacy processes. Traditionally, these companies relied on standard videoconferencing tools to connect employees. These solutions did not provide a truly connected experience, as users struggled to share documents or work collaboratively. All the interviewed decision-makers noted that they sought collaborative solutions to drive efficiencies throughout their organization and retire outdated workflows.
- **Need to create and distribute content from anywhere.** All interviewed decision-makers noted that their organizations required a platform that allowed them to collaborate on content from anywhere in the world. This issue was made even more urgent during the COVID-19 pandemic. Employees needed a platform to create documents that could be easily shared and reviewed by their team members, no matter where they were working. One interviewee described this issue: “The portability of our content sometimes is difficult. Typically, in our legacy state, we were creating physical presentation boards and bringing them to meetings. Then the working session would need to be in person. It was not something that you could share remotely, which created significant difficulties for our team.”
- **Desire to capture real-time feedback on documents.** In conjunction with the need to collaborate on documents remotely, the interviewees said that they also needed a better way to capture feedback in real time. Legacy workflows were often highly manual and inaccurate. One of the interviewed decision-makers said: “Our creative team would print out their web pages or mockups on paper and tape them all over the office on our walls. So people

would walk by, and they'd put up Post-it notes with their feedback on the printouts. Sometimes the Post-it notes would fall, and sometimes they would be misplaced. It was all over and was difficult to manage." Inefficient workflows led to significant rework and version-control issues. Customers looked for a solution that could simplify their review processes and remove most of the manual work associated with these tasks.

"Post-it notes everywhere. That's what it was like prior to Bluescape. You would go into a conference room and there would be Post-it notes all over the place. They were just taped on the wall in almost every conference room you went in; there would be writing on the walls, or people would be doing all kinds of crazy stuff to track changes to documents."

Commercial partner manager, retail

issues with version control and rework, as there was a lack of clarity in file ownership.

Prior to using Bluescape, sales teams had very little visibility into the day-to-day operations of the creative (marketing and design) teams. This disconnect made it difficult for these two teams to coordinate, with sales teams struggling to make the most of potential new sales opportunities.

Deployment characteristics. The composite organization initially issues 200 licenses to members of its creative and sales teams. These users rely on Bluescape to help create, organize, and review all product campaigns and new product materials. A portion of the sales staff uses the workspace to gain insight into upcoming product releases, organize customer information, and plan strategic sales campaigns. The organization expands its use of Bluescape to more users and use cases each year. The organization chooses to deploy several touchscreen TVs for in-office use to enhance productivity.

COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an ROI analysis that illustrates the areas financially affected. The composite organization is representative of the four companies that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

Description of composite. The composite organization is a US-based consumer goods manufacturing and distribution organization with an approximate annual revenue of \$2.5B. Prior to investing in Bluescape, the design and marketing teams at the composite organization physically printed vast quantities of paper to review documents. Employees edited these physical copies, then made changes after the fact. Employees typically stored documents on cloud-based file shares, leading to

Key assumptions

- **The organization has 300 Bluescape users by Year 3.**
- **Use across sales teams expands over time.**
- **Bluescape is used for internal and external marketing initiatives.**

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	Increased sales win rate	\$75,735	\$121,176	\$151,470	\$348,381	\$282,797
Btr	Reduced material costs	\$106,875	\$171,000	\$213,750	\$491,625	\$399,075
Ctr	Reduced internal campaign timelines	\$112,200	\$112,200	\$112,200	\$336,600	\$279,025
Dtr	Reduced time searching for documents	\$88,236	\$110,295	\$132,354	\$330,885	\$270,807
Etr	Increased meeting efficiency	\$84,645	\$84,645	\$84,645	\$253,935	\$210,500
Total benefits (risk-adjusted)		\$467,691	\$599,316	\$694,419	\$1,761,426	\$1,442,204

INCREASED SALES WIN RATE

Evidence and data. Organizations that deployed Bluescape across their sales teams saw increased alignment between their creative and sales teams. Sales reps increased their insight into the operations of marketing and design teams and were better prepared for sales conversations. Bluescape allowed users to review information quickly and easily in design meetings and use the information to better prepare for sales opportunities. As one customer noted: “Bluescape keeps everyone aligned so much better. If you are meeting every week in the same Bluescape session and you have to revisit something, you can go back and look at it quickly to review a full report. It just keeps everyone aligned by having all the information in one source.”

Sales reps used the Bluescape platform to highlight new and existing products for customers and could easily track customer interests and trends. They were able to create a more personalized experience for potential buyers, ultimately leading to an increased win rate. One decision-maker explained: “Before using Bluescape, we would have clients come into the building, and sales reps would document their

feedback on whiteboards or take pictures and send them all around, so clients would have all this disjointed information from salesroom visits. With Bluescape, they take pictures while they’re there, and they can be uploaded into a Bluescape session seamlessly with all of the notes and all of the content from their visits all in one easy-to-access location.”



Increased sales win rates

33%

Modeling and assumptions. For the financial model, Forrester assumes the following:

- The composite organization initially grants access to a limited number of sales representatives in the first year of deployment. These representatives use the capabilities of Bluescape on 25 opportunities in Year 1. As the composite organization expands its investment in Bluescape, salespeople use the platform to enhance the client experience on more deals. In

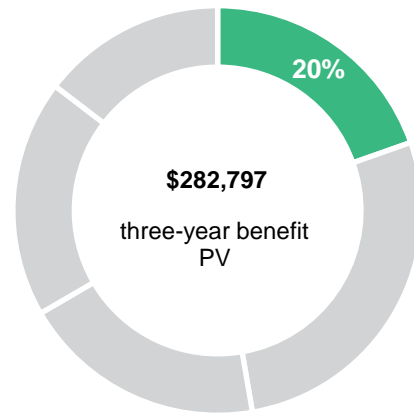
Year 2, Bluescape is used in 40 deals, and by Year 3 it is used in 50 deals.

- Prior to investing in Bluescape, the composite organization has a sales win rate of 45%. When sales reps use Bluescape to enhance their selling experience, they increase their chances of winning an opportunity by 33%.
- The average revenue associated with these sales opportunities is \$300,000. The operating margin for the composite organization is 8%.

Risks. The following risks may affect this benefit category:

- The extent to which customers involve their sales reps in their creative processes will vary.
- Sales win rates and operating margins will vary by vertical and geography.

three-year, risk-adjusted total PV (discounted at 10%) of \$282,797.



Increased Sales Win Rate					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Number of opportunities (annual)	Interviews	25	40	50
A2	Win rate prior to using Bluescape	Interviews	45%	45%	45%
A3	Increase in win rate with Bluescape	Interviews	33%	33%	33%
A4	Average revenue per deal	Assumption	\$300,000	\$300,000	\$300,000
A5	Operating margin	Assumption	8%	8%	8%
At	Increased sales win rate	$A1 \times A2 \times A3 \times A4 \times A5$	\$89,100	\$142,560	\$178,200
	Risk adjustment	↓15%			
Atr	Increased sales win rate (risk-adjusted)		\$75,735	\$121,176	\$151,470
Three-year total: \$348,381			Three-year present value: \$282,797		

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a

REDUCED MATERIAL COSTS

Evidence and data. According to one interviewed decision-maker: “People would print out pages for

style guides; they printed out the different landing pages for gifts or toys or even the homepage for a campaign. We would print out a physical copy of

every version for every individual, so I would say we were printing hundreds of pages for any of those campaigns.”

Bluescape enabled users at the interviewed organizations to shift these workflows to a digital platform, eliminating the need to print, fax, and ship documents. Users could more easily understand the full scope of a project by having all components available in a single digital space. As one interviewee shared: “I would say that’s one of the top benefits of using Bluescape: being able to share different media types. You might have a deck or a document with some special copy, or a JPEG, or a video. So you can put them all together and look at them as one big unit, which is something other solutions could not offer.”

In addition to the cost of physical materials, the interviewed organizations were able to avoid investing in labor to organize these materials. In legacy workflows, users would often spend significant time manually organizing documents. Shifting workflows to a digital format allowed users to avoid the labor costs of organizing these documents.

Modeling and assumptions. For the financial model, Forrester assumes the following:

- Creative teams execute several different-sized content campaigns each year. Campaigns require creating marketing material and design blueprints for internal distribution, as well as pitch decks or product information catalogs for prospective clients. Major campaigns are less frequent and require an average of 300 pages per campaign. Midsized campaigns are carried out more frequently and require an average of 50 pages each.
- In Year 1, the composite organization shifts 25 major campaigns and 100 midsized campaigns to Bluescape. As the composite organization increases its use of Bluescape, it digitizes more content campaigns, expanding to 40 major

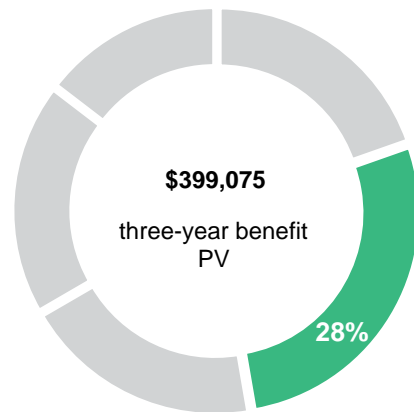
campaigns and 160 midsized campaigns in Year 2. By Year 3, the composite organization has shifted 50 major and 200 midsized campaigns to Bluescape.

- The composite organization pays an average of \$0.03 per page and prints 100 copies of each campaign, one for each creative team member. This cost also represents the cost of labor associated with these tasks.
- Each content campaign was subject to an average of three review cycles.

Risks. The following risks may affect this benefit category:

- This benefit will vary depending on the number of workflows that rely on physical materials, the cost of these materials, and the amount of materials needed.
- The extent to which customers make use of Bluescape’s platform available to users will limit the impact of this benefit.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of \$399,075.



Reduced Material Costs					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Number of major campaigns (annual)	Interviews	25	40	50
B2	Pages per major campaign	Interviews	300	300	300
B3	Printing/scanning/faxing costs	Assumption	\$0.03	\$0.03	\$0.03
B4	Review cycles per campaign	Interviews	3	3	3
B5	Number of copies per campaign	Assumption	100	100	100
B6	Cost to print major campaign	$B1*B2*B3*B4*B5$	\$67,500	\$108,000	\$135,000
B7	Midsized campaigns each year	Interviews	100	160	200
B8	Pages per midsized campaign	Interviews	50	50	50
B9	Cost to print midsized campaign	$B7*B8*B3*B4*B5$	\$45,000	\$72,000	\$90,000
Bt	Reduced material costs	$B6+B9$	\$112,500	\$180,000	\$225,000
	Risk adjustment	↓5%			
Btr	Reduced material costs (risk-adjusted)		\$106,875	\$171,000	\$213,750
Three-year total: \$491,625			Three-year present value: \$399,075		

REDUCED INTERNAL CAMPAIGN TIMELINES

Evidence and data. Bluescape provided project stakeholders with increased visibility into all aspects of ongoing projects. This cohesive view reduced the time they spent reviewing various components of these projects. As one interviewee noted: “One of the great things about Bluescape is that you can see all the projects together in one place. A campaign may [comprise] multiple projects that are each on their own track. There might be a team that is shooting photography, and a team that is making a video, and a team that’s building emails, and a team that’s working on a website. But often they are working in their own silos, and what you are not seeing is all that work together, so you can use Bluescape to make sure that everything is aligning and that you’re telling the right story through all the different channels.”

Interviewees noted that this was particularly helpful for internal projects. Prior to leveraging Bluescape,

the interviewed organizations created internal marketing material that included several different forms of media. This led to arduous review processes and often delayed project timelines.

Interviewees used the digital capabilities of Bluescape to conduct virtual review sessions, decreasing the number of in-person reviews needed for these internal initiatives and ultimately accelerating project timelines. An interviewee highlighted these project efficiencies: “The ability to add a large amount of content and organize that content is extremely valuable. We have decreased our back-and-forth between various portions of our business, which has allowed us to work much faster.”

Modeling and assumptions. For the financial model, Forrester assumes the following:

- Prior to investing in Bluescape, the typical project timeline for the composite organization was 120 hours. These projects involved 100 employees and included planning, executing, and reviewing various design and marketing campaigns throughout the organization.
- The average fully burdened hourly salary for the employees involved in these projects is \$55.
- Bluescape increased visibility into all campaign content, eliminating excessive reviews and

Reduced internal campaign timelines by **20%**

REDUCED TIME SEARCHING FOR DOCUMENTS

Evidence and data. Bluescape enables users to reduce the time they spend searching for and managing documents. Traditionally, the interviewed organizations relied on a series of different file shares to store and manage content. This led to issues with

tedious rework. This ultimately reduced the overall project timelines by 20%.

Risks. The following risks may affect this benefit category:

- Project timelines will vary depending on the nature of the work being completed, the number of different forms of media included in a project, and legacy review workflows.
- The number of employees responsible for internal campaign creation will vary.
- Employee salary will vary based on the individuals involved in these workflows.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of \$279,025.

version control and rework, as employees frequently mislabeled or misplaced documents.

Bluescape provided a unified workspace that let users easily organize their work. As one interviewee described: “A differentiator for Bluescape is the ease of storing and finding information. Users can load stuff in easily then tag people in comments so that a link can take you right to what’s being discussed. It

Reduced Internal Campaign Timelines

Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Total time spent on internal campaigns	Interviews	120	120	120
C2	Number of employees involved in internal campaigns	Interviews	100	100	100
C3	Average hourly salary of employees involved in campaigns	Payscale.com	\$55	\$55	\$55
C4	Cost of employee time spent on internal campaigns	C1*C2*C3	\$660,000	\$660,000	\$660,000
C5	Reduction in internal campaign timelines with Bluescape	Interviews	20%	20%	20%
Ct	Reduced internal campaign timelines	C4*C5	\$132,000	\$132,000	\$132,000
	Risk adjustment	↓15%			
Ctr	Reduced internal campaign timelines (risk-adjusted)		\$112,200	\$112,200	\$112,200

Three-year total: \$336,600 **Three-year present value: \$279,025**

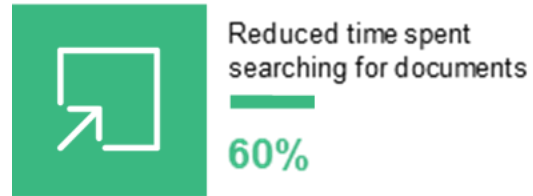
cuts down on miscommunication and wasted time searching for correct documents.” This eliminates much of the time that users previously spent searching various file shares to locate appropriate documents.

Modeling and assumptions. For the financial model, Forrester assumes the following:

- All employees who use Bluescape can reduce the time they spend searching for documents. In Year 1, the composite organization has 200 Bluescape users. This expands to 250 users in Year 2 and 300 users in Year 3.
- Prior to investing in Bluescape, users spent an average of 1.5 hours each month searching through various file shares for documents. The Bluescape platform allows users to deposit documents associated with a project into a single workspace. This reduced the time spent searching for documents by 60%.
- The average fully burdened hourly salary for the employees involved in these projects is \$43.

Risks.

- The number of Bluescape users and the legacy document management systems in place will affect the time savings organizations experience.



Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of \$270,807.

“Instead of putting something on the server in a big file cabinet, we’re able to add documents to the Bluescape workspace. Now we can comment on things, we can label documents, we can organize by date, sort, and organize by adding canvases. It’s been very helpful, way more visual and organized than looking at files in a folder.”

Director of brand and culture, retail

Reduced Time Searching For Documents

Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Number of Bluescape users	Assumption	200	250	300
D2	Time spent searching for documents prior to using Bluescape (monthly)	Interviews	1.5	1.5	1.5
D3	Average hourly salary of Bluescape users	Payscale.com	\$43	\$43	\$43
D4	Cost of searching for documents prior to using Bluescape	$D1 * D2 * D3 * 12$	\$154,800	\$193,500	\$232,200
D5	Reduction in time spent searching for documents with Bluescape	Interviews	60%	60%	60%
Dt	Reduced time searching for documents	$D4 * D5$	\$92,880	\$116,100	\$139,320
	Risk adjustment	↓5%			
Dtr	Reduced time searching for documents (risk-adjusted)		\$88,236	\$110,295	\$132,354
Three-year total: \$330,885			Three-year present value: \$270,807		

INCREASED MEETING EFFICIENCY

Evidence and data. Finally, Bluescape enables users to conduct meetings more efficiently. The archiving ability of Bluescape provides all meeting attendees with a detailed account of changes and activities from previous meetings. Users spent less time reviewing material at the beginning of each meeting, allowing them to complete these meetings more efficiently.

This is particularly valuable for leadership attending these meetings. The interviewed decision-makers noted that these leaders often would miss meetings and need to spend valuable time later catching up on missed milestones. One interviewee explained: “Often our leadership team could be double- and triple-booked. The best thing is, they can still jump in to Bluescape [when convenient] and look up what was missed during the meeting.” Users can repurpose time they previously spent attending meetings to further drive project efficiencies and complete more business-critical tasks.

Modeling and assumptions. For the financial model, Forrester assumes the following:

- The composite organization schedules six recurring monthly meetings in which 100 creative team members participate. The average length of these meetings is 90 minutes.
- Employees use Bluestone’s archiving capabilities to easily catch up on meetings they missed. This eliminates the need to spend time at the beginning of each meeting briefing employees on what they missed. The composite organization reduced the length of these meetings by 15%.
- The average fully burdened hourly salary for the employees and members of the leadership team involved in these projects is \$55.



Risks. The following risks may affect this benefit category:

- The number and duration of meetings employees participate in every month will affect the scale of this benefit.
- Legacy workflows dedicated to reviewing work or eliminating rework will vary on an organizational basis.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of \$210,500.

“Bluescape has given our leadership team that opportunity to be more engaging. Every leader has the ability to be a better leader or a more engaging and dynamic leader by using Bluescape.”

Commercial partner manager, retail

Increased Meeting Efficiency

Ref.	Metric	Source	Year 1	Year 2	Year 3
E1	Number of design/creative meetings per month	Interviews	6	6	6
E2	Average meeting length (hours)	Interviews	1.5	1.5	1.5
E3	Average number of employees involved in meetings	Assumption	100	100	100
E4	Average hourly salary of employees involved in creative processes	Payscale.com	\$55	\$55	\$55
E5	Cost of design/creative meetings prior to investing in Bluescape	$E1 * E2 * E3 * E4 * 12$	\$594,000	\$594,000	\$594,000
E6	Reduction in meetings with Bluescape	Interviews	15%	15%	15%
E7	Cost of design/creative meetings with Bluescape	$E5 * (1 - E6)$	\$504,900	\$504,900	\$504,900
Et	Increased meeting efficiency	$E5 - E7$	\$89,100	\$89,100	\$89,100
	Risk adjustment	↓5%			
Etr	Increased meeting efficiency (risk-adjusted)		\$84,645	\$84,645	\$84,645
Three-year total: \$253,935			Three-year present value: \$210,500		

UNQUANTIFIED BENEFITS

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

- **Increased visibility across cross-functional teams.** Bluescape can be used to align myriad cross-functional teams. Customers use Bluescape to align sales, design, marketing, and legal teams for content approvals. The user-

friendly platform lets individuals easily view projects and make edits without requiring extensive experience with the platform.

The interviewed organizations noted how users within their sales teams use Bluescape’s collaborative workspace to further their understanding of sales strategies across their organization. This creates additional efficiencies

throughout the sales organization, producing a more cohesive approach to customer conversations. Said one interviewee: “Our sales team has monthly meetings on Bluescape with their development team where they are able to discuss strategy, so we’re able to get all users working together and learning from each other instead of having individual conversations. We are able to get them better aligned with our messages that we send out as an organization, which makes us more aligned for our customers.”

- A stable platform for a hybrid work environment.** The interviewed decision-makers noted that the ongoing COVID-19 pandemic disrupted their legacy workflows. To adapt to rapidly changing work environments, customers relied on Bluescape’s flexible platform to provide an easy-to-use workspace that allowed seamless remote collaboration. As one interviewee stated: “Bluescape created a new hybrid medium and gave our users a lot of opportunities to come together in unique ways — to create digital content and to allow people to access that both in person and remote, which has been incredibly helpful for us.”
- Integration with other business solutions, leading to reduced travel costs.** The interviewed organizations were able to transition several key in-person meetings to a digital format, allowing stakeholders to forego costly travel expenses. Bluescape easily integrates with other business solutions, such as videoconferencing software, so users could productively participate in any meeting, regardless of their location. This allowed their organizations to defer the costs typically associated with these meetings or avoid costly delays in gathering teams to the same location at the same time.

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

FLEXIBILITY

The value of flexibility is unique to each customer. A customer might implement Bluescape and later realize additional uses and business opportunities, including:

- Expanding the use of Bluescape drives additional efficiencies.** Extending Bluescape to new users and workflows could drive increased user efficiency, particularly in hybrid work-from-home models. The interviewed organizations initially deployed Bluescape to their marketing and sales teams; however, they believed that expanding platform access to other departments (such as legal, logistics, operations, marketing-adjacent teams, and HR teams) could produce additional benefits. As users become more familiar with Bluescape, they can quickly determine ways to reduce manual work and eliminate legacy workflows.

One interviewee stated: “I think the power of Bluescape is its ability to connect into the platform easily, regardless of where you are. As organizations lean into that and want to empower employees to work from anywhere, I think Bluescape will become a more powerful tool. I would say you’ll see organizations wanting to think about how to create more high-performance collaboration spaces that allow for connectivity into Bluescape in different ways across many different teams.”

- Training more users on hardware can enhance user engagement.** Although many customers use Bluescape in an entirely hardware-free deployment, customers who chose to invest in on-premises hardware (such as touchscreen TVs or interactive whiteboards) saw significant engagement with the Bluescape platform. In-person visualization provided by Bluescape created more stimulating meetings and drove users to interact with the platform more frequently.

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	License and hardware costs	\$31,500	\$50,400	\$63,000	\$75,600	\$220,500	\$186,184
Gtr	Training and implementation costs	\$70,434	\$11,288	\$13,545	\$13,545	\$108,812	\$102,066
Htr	Ongoing management costs	\$0	\$90,000	\$90,000	\$90,000	\$270,000	\$223,817
	Total costs (risk-adjusted)	\$101,934	\$151,688	\$166,545	\$179,145	\$599,312	\$512,067

LICENSE AND HARDWARE COSTS

Evidence and data. Bluescape customers pay for the ongoing use of the platform. The fees are calculated based the number of users operating on the Bluescape platform.

In addition, some customers chose to invest in on-premises hardware to complement their software deployment. These devices typically consisted of a series of touchscreen TVs or interactive whiteboards.

Modeling and assumptions. For the composite analysis, Forrester assumes:

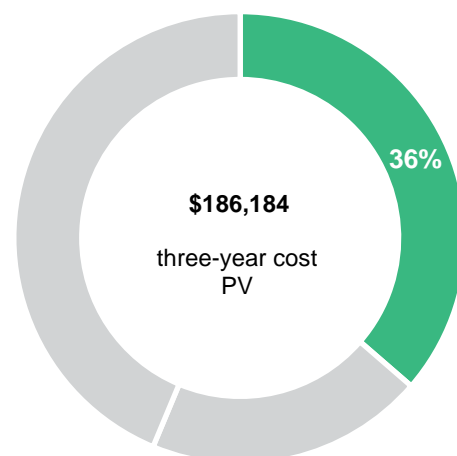
- The composite organization pays \$20 per user for each month of use. As with the previously mentioned benefits, the composite organization initially deploys Bluescape to 200 users in Year 1 and expands its investment to 300 users by Year 3.

- The composite organization invests in two on-premises touchscreen TVs to enhance their users' experience with the Bluescape platform.

Risks.

- License and hardware costs will vary based on service agreements determines on an organization-to-organization basis.

Results. The three-year, risk-adjusted total PV (discounted at 5%) of \$186,184.



License And Hardware Costs

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Number of Bluescape users	Assumption		200	250	300
F2	Monthly subscription cost	Interviews		\$20	\$20	\$20
F3	License costs	F1*F2*12		\$48,000	\$60,000	\$72,000
F4	Hardware costs	Interviews	\$30,000	0	0	0
Ft	License and hardware costs	F4+F3	\$30,000	\$48,000	\$60,000	\$72,000
	Risk adjustment	↑5%				
Ftr	License and hardware costs (risk-adjusted)		\$31,500	\$50,400	\$63,000	\$75,600
Three-year total: \$220,500			Three-year present value: \$186,184			

TRAINING AND IMPLEMENTATION COSTS

Evidence and data. Like the interviewed companies, the composite organization incurs costs for training and implementing Bluescape. The interviewees said that they spent some upfront time researching Bluescape, planning for the implementation, and executing this plan.

Additionally, customers spent time training to use the different features of Bluescape. Most of this training was done on an individual basis through Bluescape’s Blue U training modules.

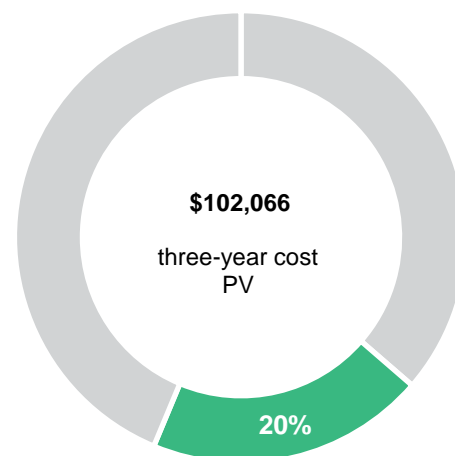
Modeling and assumptions. For the composite analysis, Forrester assumes:

- Twelve employees spend a total of 80 hours planning for and implementing Bluescape.
- All users spend 3 hours in upfront training in Blue U and spend an additional hour training each year to familiarize themselves with new features and updates.
- The average fully burdened hourly salary for the employees involved in these initiatives is \$43.

Risks.

- Training and implementation will vary based on each organizations internal processes regarding vendor onboarding and user familiarity with collaboration solutions.

Results. The three-year, risk-adjusted total PV of \$102,066.



Training And Implementation Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Employees involved in implementation	Assumption	12			
G2	Time spent implementing Bluescape (hours)	Interviews	80			
G3	Average hourly salary of employees involved in implementation	Payscale.com	\$43			
G4	Cost to implement Bluescape	G1*G2*G3	\$41,280			
G5	Employees trained on Bluescape platform	Assumption	200	250	300	300
G6	Time spent training	Interviews	3	1	1	1
G7	Average hourly salary of employees involved in training	Payscale.com	\$43	\$43	\$43	\$43
G8	Cost to train employees	G5*G6*G7	\$25,800	\$10,750	\$12,900	\$12,900
Gt	Training and implementation costs	G4+G8	\$67,080	\$10,750	\$12,900	\$12,900
	Risk adjustment	↑5%				
Gtr	Training and implementation costs (risk-adjusted)		\$70,434	\$11,288	\$13,545	\$13,545
Three-year total: \$108,812			Three-year present value: \$102,066			

ONGOING MANAGEMENT COSTS

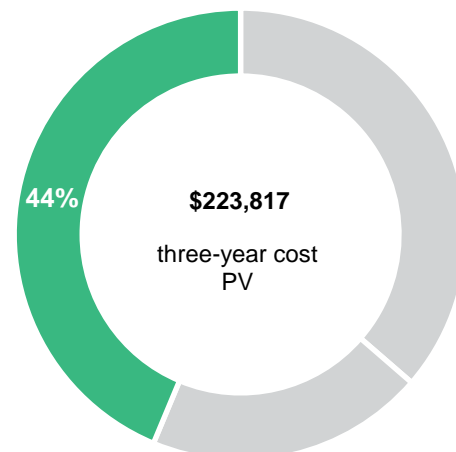
Evidence and data. Interviewees said that once implementation is complete, ongoing management of Bluescape is minimal. Most organizations dedicated a small group of employees to manage Bluescape day-to-day. These employees were usually established members of creative teams and only spent a certain percentage of their time managing Bluescape.

Modeling and assumptions. This section explains how the modeling is done.

- The composite organization dedicates two employees who spend 50% of their time serving as a product manager for Bluescape within their organizations. These employees spend their time communicating with their Bluescape account management team, implementing changes to the

platform, building out customizations within Bluescape, and helping other employees use the platform.

- The fully burdened annual salary of these employees is \$90,000.



Risks.

- Management costs will vary based on established product management workflows.

Results. The three-year, risk-adjusted total PV of \$223,817.

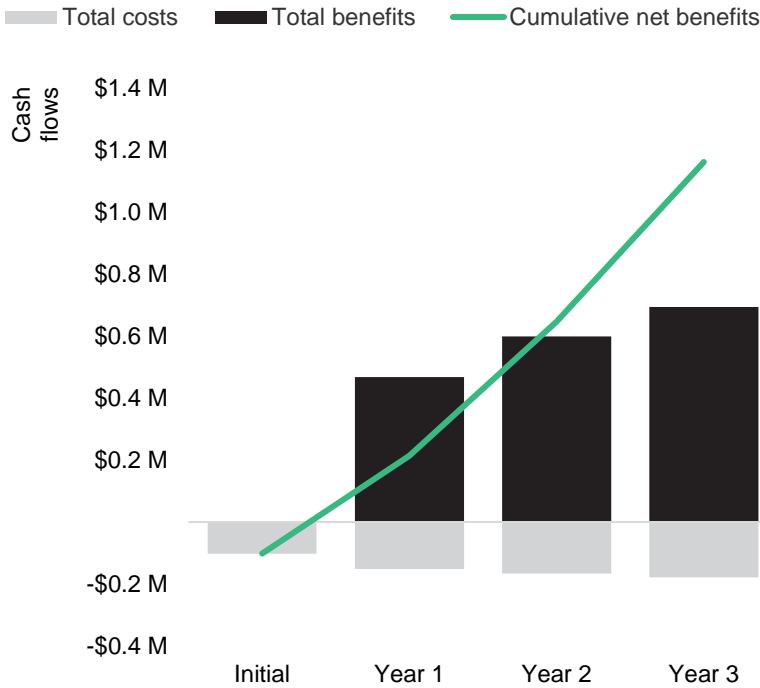
Ongoing Management Costs

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
H1	FTEs required to manage Bluescape	Interviews		2	2	2
H2	Percent of employee time spent in Bluescape	Interviews		50%	50%	50%
H3	Annual salary for employees managing Bluescape	Payscale.com		\$90,000	\$90,000	\$90,000
Ht	Ongoing management costs	H1*H2*H3	\$0	\$90,000	\$90,000	\$90,000
	Risk adjustment	0%				
Htr	Ongoing management costs (risk-adjusted)		\$0	\$90,000	\$90,000	\$90,000
Three-year total: \$270,000			Three-year present value: \$223,817			

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (Risk-Adjusted)



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

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

Cash Flow Analysis (Risk-Adjusted Estimates)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$101,934)	(\$151,688)	(\$166,545)	(\$179,145)	(\$599,312)	(\$512,067)
Total benefits	\$0	\$467,691	\$599,316	\$694,419	\$1,761,426	\$1,442,204
Net benefits	(\$101,934)	\$316,004	\$432,771	\$515,274	\$1,162,115	\$930,137
ROI						182%
Payback period						<6 months

Appendix A: Total Economic Impact

Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

TOTAL ECONOMIC IMPACT APPROACH

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

Costs consider all expenses necessary to deliver the proposed value, or benefits, of the product. The cost category within TEI captures incremental costs over the existing environment for ongoing costs associated with the solution.

Flexibility represents the strategic value that can be obtained for some future additional investment building on top of the initial investment already made. Having the ability to capture that benefit has a PV that can be estimated.

Risks measure the uncertainty of benefit and cost estimates given: 1) the likelihood that estimates will meet original projections and 2) the likelihood that estimates will be tracked over time. TEI risk factors are based on "triangular distribution."

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



PRESENT VALUE (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PV of costs and benefits feed into the total NPV of cash flows.



NET PRESENT VALUE (NPV)

The present or current value of (discounted) future net cash flows given an interest rate (the discount rate). A positive project NPV normally indicates that the investment should be made, unless other projects have higher NPVs.



RETURN ON INVESTMENT (ROI)

A project's expected return in percentage terms. ROI is calculated by dividing net benefits (benefits less costs) by costs.



DISCOUNT RATE

The interest rate used in cash flow analysis to take into account the time value of money. Organizations typically use discount rates between 8% and 16%.



PAYBACK PERIOD

The breakeven point for an investment. This is the point in time at which net benefits (benefits minus costs) equal initial investment or cost.

Appendix B: Endnotes

¹ Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

FORRESTER®