The Total Economic Impact™ Of Templafy

Cost Savings And Business Benefits Enabled Enterprisewide Content Governance

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ABOUT FORRESTER CONSULTING

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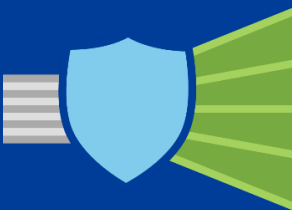**FORRESTER**®

Investment Benefits

Productivity savings for end users:
USD$25 million

Reduced involvement from the IT team managing brand and compliance systems:
95%

Improved brand perception, control, and compliance

Executive Summary

Templafy provides a cloud-based template and asset management platform which helps customers govern, manage, and update their organization's templates, branding assets, and other frequently used content from a central dashboard. The Templafy platform contains modules which help users search for and find relevant content from their organization's content library, check content for easy-to-miss inconsistencies, and automatically manage typeface, email signatures, and other company-level stylistic choices.

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

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed several customers with multiple years of experience using Templafy.

Prior to using Templafy, the interviewed organizations' branding teams struggled with the process of updating key templates and branding materials and pushing them out to their respective users. Oftentimes, the fragmented process forced users to spend considerable time searching for or recreating content that was already created at the cost of productivity. Some users resorted to using outdated templates or assets containing incorrect information, spreading the wrong information, communicating inconsistency, and undermining brand governance efforts.

With Templafy, interviewees achieved a significant productivity uplift for end users and the branding team, while all but eliminating the IT team's involvement by simplifying the process for updating and using the organizations' templates and branding assets. The interviewed organizations also qualitatively described the value of simplified governance on their organization. Templafy allowed them to be more consistently "on brand" with their content, improving external control over their brand.

Key Findings

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

› **Productivity savings for end users, resulting in USD$25 million of benefits.** Rolling out Templafy facilitated the content creation and review process for the interviewed organizations' users, making them more productive at their jobs. Reasons cited for the productivity uplift include: 1) an increased ability to find relevant document and slide templates, compared with their previous environment, and 2) the check feature in the Templafy Productivity package.

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ROI
1,239%

Benefits PV
USD
$25.1 million

NPV
USD
$23.2 million

Payback
<3 months

› **Improved content governance, enabled by Templafy bolstered brand perception, control, and compliance.** Templafy's centralized administrative dashboard allowed the interviewed organizations' branding employees to streamline their processes for pushing out updates to users, auditing the organization's asset library for engagement, and ensuring brand compliance. By simplifying these processes, branding employees spent less time on tasks while achieving superior results. One interviewee told Forrester about the before state: "When it came to updates, because the process was so laborious, our branding team didn't tend to push them out since they didn't have the energy amidst other priorities, since they knew how much hard work it was going to be." Interviewees cited an increased ability for the branding team to govern their organization's content with Templafy, allowing them to feel more in control of their brand as a whole.

› **The IT team reclaimed 95% of its time spent managing the organization's content and templates.** Prior to implementing Templafy, the IT team was frequently leveraged by branding employees each time updates needed to be made to the organizations' content repositories to assist with the technical aspects of the update. With Templafy, branding employees could push out updates from the admin dashboard without IT's involvement. As a result, the IT team was no longer needed for support beyond basic oversight.

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

› **Consistent usage of on-brand templates and content improves brand perception.** Before the Templafy deployment, interviewees described a state in which templates or assets with outdated or incorrect branding left the organization on a regular basis, resulting from the inconsistent process to communicate and push out updates. The inconsistencies reflected poorly on the organization and were magnified for the global organizations. Interviewees qualitatively described the value in the improved consistency of branding once Templafy was deployed. One organization described their goal to use Templafy for legal compliance, as well.

› **Improved employee experience.** The interviewed organizations noted that the features within Templafy allowed their employees to reduce the frequency of tedious and repetitive tasks, which both end users and the branding team needed to carry out as a regular part of their jobs.

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

› **Fees paid to Templafy.** The composite organization incurred software license fees for their Templafy deployment for a three-year present value of USD$1,641,322.

› **Implementation and ongoing management.** Interviewees described a standard agile implementation process for Templafy, which lasted an average of six months. The IT team was involved from a technical standpoint while the branding team ensured business requirements were met. Once implemented, one branding FTE managed Templafy part time. The composite organization's implementation and ongoing management of Templafy cost a three-year present value of USD$55,911.

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> › **Resource training cost for Templafy.** In order to get the most out of the Templafy investment, the interviewed organizations put considerable personnel hours into training efforts for the end users and service desk staff over the first year. These personnel hours cost the composite organization a three-year present value of USD$174,602.

Forrester's interviews with three existing customers and subsequent financial analysis found that an organization based on these interviewed organizations experienced benefits of USD$25.1 million over three years versus costs of USD$1.9 million, adding up to a net present value (NPV) of USD$23.2 million and an ROI of 1,239%.

Financial Summary
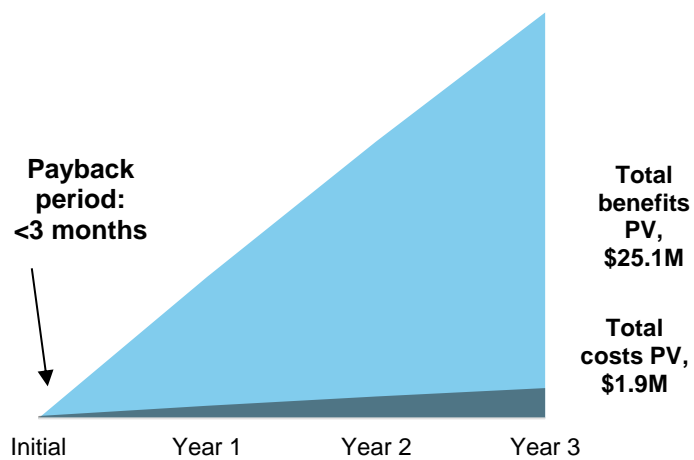
Payback period: <3 months

Total benefits PV, $25.1M

Total costs PV, $1.9M

Initial   Year 1   Year 2   Year 3

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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 Templafy.

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 can have on an organization:

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

DUE DILIGENCE
Interviewed Templafy stakeholders and Forrester analysts to gather data relative to Templafy.

CUSTOMER INTERVIEWS
Interviewed three organizations using Templafy 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 Templafy'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 Templafy 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 Templafy.

Templafy 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.

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

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The Templafy Customer Journey

BEFORE AND AFTER THE TEMPLAFY INVESTMENT

Interviewed Organizations

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

INDUSTRY	REGION	INTERVIEWEE	TEMPLAFY USERS
Professional services	Global	Business relationship manager	18,000
Banking	Sweden	Visual communicator	7,500
Professional services	Global	Associate director, deal advisory	5,000

Key Challenges

The interviewed organizations shared the following challenges leading to the decision to invest in Templafy:

› **Branding effort was an entirely manual process.** For the branding team, ensuring that employees used the most current templates was a manual and arduous process. The prior process required the branding team to manually update and audit antiquated, server-based content responsories and communicate the updates to users, often unsuccessfully.

› **Users struggled to find assets for their content creation.** The lack of an intuitive tool to search for helpful templates or assets, which had already been created, hindered the content creation process for users. Time was wasted as users searched antiquated content repositories, looked back through their own files, or simply asked their colleagues for the content they were looking for.

› **Work was duplicated.** Also stemming from the lack of an intuitive search tool within their organizations, users often recreated assets, which other users had already created.

› **Branding was inconsistent.** Despite the best efforts of the branding team, users who missed important template or branding updates reused old content, which often contained off-brand or incorrect information. Stylistic elements such as email signatures and typeface were inconsistent throughout each organization. Speaking specifically to email signatures, one interviewee told Forrester: "Email signatures were a cowboy industry where everyone's email signature was whatever they saw fit. Bob Smith could call himself, 'King of the World,' on his signature if he wanted to. The ability to better govern things like email signatures was a big relief to our branding team."

> "There was really anarchy before we put Templafy out. Work that had been done with the wrong branding needed to be redone. There was a lot of that before."
>
> *Visual communicator, banking*

Solution Requirements

The interviewed organization searched for a solution that:

› Was compatible with the office software suite being used by the organization.

- Was intuitive enough for junior to senior employees to use with minimal time spent in training.
- Was easy for the branding team to manage and update current content on.
- Could simplify the content auditing process.

Key Results

The interviews revealed that key results from the Templafy investment include:

- **Users could find and share relevant on-brand content and assets.** A searchable library of templates, slides, images, and other files allowed users to find assets, which were on brand for their work-in-progress content if it had already been created by other users.

- **The branding team could monitor asset usage.** Templafy's centralized administration dashboard gave the branding team the ability to monitor user engagement with the organization's content in real-time, while increasing their ability to curate the most current on-brand materials.

- **Senior associates and decision makers spent less reviewing content.** The Templafy Productivity Suite automatically eliminated common, easy-to-miss mistakes from junior and mid-level employees before passing work off to more senior associates and decision makers. With less time spent editing for mistakes upfront, these senior employees could focus on their content input sooner.

- **Off-brand materials left the organization less frequently.** With an increased ability for the branding team to govern the organization's asset library, off-brand materials found their way into the hands of users less frequently and were used externally far less often as a result.

- **IT's involvement with branding was significantly reduced.** Once Templafy was implemented, IT's involvement was limited to minimal oversight and was not required to push out updates or provide regular maintenance.

Composite Organization

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

Description of composite. The organization is a global professional services firm working across multiple lines of business. All employees spend at least some portion of their day working within office productivity suites. As a global organization, the branding team spends considerable time and effort maintaining consistent branding among the thousands of documents, presentations, emails, and other content leaving the organization each day across multiple geographies. Before the Templafy investment, the latest branding materials (documents templates, slides, etc.) were communicated and pushed out manually to users by the

"The ability to find what you want quickly is a nice feature for users. The consistency of being able to push updates out from a single point is fantastic."

Business relationship manager, professional services

"We used to see a lot of incorrect use of the company logo and colors. This has very much decreased, since we now have more control over the brand design elements. We have more control over the look and feel of the brand as a whole."

Visual communicator, banking

Key assumptions:
- 10,000 Templafy licenses
- Templafy deployed across all office productivity software

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branding team and stored on content servers. The lack of reliable and easy-to-use search for content frustrated users, who often resorted to usage of out-of-date templates or recreating content they could not easily find.

Deployment characteristics. Ten thousand of the organization's employees were office power users and spent nearly all of their working hours creating content (slide presentations, word documents, etc.) within the office software suite. These associates are responsible for the creation of a considerable portion of the content leaving the organization each day. To maximize their productivity, while ensuring that the organization's branding remains consistent, the organization gave these users access to Templafy, which was directly integrated into the office suite allowing users to access the tools without requiring extra action. The organization has begun promotion of Templafy internally, resulting in a 50% user adoption rate in the first year. Forrester determined these intentionally conservative assumptions based on the deployment characteristics of the interviewed organizations.

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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	Productivity savings for end users	$9,604,000	$10,084,200	$10,588,410	$30,276,610	$25,020,188
Btr	Improved content governance	$5,586	$5,586	$5,586	$16,758	$13,892
Ctr	IT productivity and cost savings	$10,959	$10,959	$10,959	$32,878	$27,254
	Total benefits (risk-adjusted)	$9,620,545	$10,100,745	$10,604,955	$30,326,246	$25,061,334

Productivity Savings For End Users

Before implementing Templafy, the interviewed organizations' users experienced frequent productivity impediments while creating content within the office software suites. Users struggled to find relevant templates and assets for the content they were creating. They spent inordinate amounts of their time searching through hard-to-navigate and infrequently updated content repositories, asking colleagues, or recreating content altogether.

Once Templafy was implemented at their respective organizations, interviewees described scenarios in which features within Templafy freed up their end users from these common challenges, making them effective at their jobs.

> One interviewee in a regulated industry described a process in which users were required to submit images used in presentations to the risk management team for approval prior to use. After preapproving images and populating them into the Templafy library once, this review cycle was eliminated entirely. This interviewee told Forrester: "Our risk management approval process was a nightmare that could take 24 to 48 hours. We cut that out completely."

> Another professional services company estimated that their users working to put together customer-facing documents and presentations could do so 50% faster per asset due to their improved ability to instantly find and pull together templates, images, and other relevant content from the Templafy library.

Many of the interviewed organizations' users created content by pulling together different templates or assets from a central repository. As a result, inconsistencies such as differing typeface, font size, and word alignment inherently occurred throughout documents. Interviewees cited the need to review for these inconsistencies as another major productivity burden for their end users, as these inconsistencies were often subtle and took significant time to find and correct.

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 nearly USD$25.1 million.

Users can create documents and presentations **30% faster** with Templafy.

Senior-level users save nearly **4 hours** per week from avoided document review.

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- One interviewee in a large, professional services organization calculated that their users were saving nearly 4 hours per week using the Templafy Productivity Suite, which automatically reviewed for and corrected these inconsistencies. The interviewee added: "The check features allows us to review consolidated content and ensure it's consistent throughout. It allows us to do this at the click of a button and may take 20 seconds to review everything rather than having to go slide by slide."

- The same interviewee also described a "trickle-up" effect to this benefit, where senior employees now received more polished work from junior or mid-level employees who used the Templafy Productivity Suite. The time that senior employees had once spent proofing this work could now be dedicated to polishing the substance, rather than the style.

For the composite organization, Forrester assumes that:

- Of the 10,000 Templafy users, 50% are actively using the features to achieve productivity benefits. The number of users gaining benefit from Templafy is growing 5% annually as training initiatives take hold.

- Users spend 12 hours per week on average creating documents, presentations, and other content within the office software suite.

- Templafy allows users to reduce their time spent creating content by 30%.

- Forrester conservatively estimates that 25% of the total time saved per user is applied directly back to revenue-generating tasks and is therefore included in the benefit calculation. Individual users may apply additional time savings toward professional development, networking, and work-life activities, which were not included in the benefit analysis.

- Senior-level users who constitute half of all users, are spending 4 fewer hours per week reviewing for inconsistencies in created content by their subordinates and peers.

- The hourly rate for a Templafy end user is USD$35.

- A 49-week work year assuming three weeks of vacation.

This benefit will vary based on:

- The individual experience and expertise of each end user.

- The amount of content being created within the office software suite.

- The degree to which an organization's end users are leveraging the capabilities of the Templafy platform.

To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of USD$25,020,188.

> "We would hear about users spending lots of time browsing the department disk, or even calling colleagues asking, 'Do you have a slide that looks like such and such?'"
>
> *Visual communicator, banking*

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.

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Productivity Savings For End Users: Calculation Table					
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
A1	Active Templafy Suite users	Adoption growing at 5% annually	5,000	5,250	5,513
A2	Hourly rate for users	$73,000/2,080	$35	$35	$35
A3	Hours spent creating presentations per user per week		12	12	12
A4	Presentation creation time reduction from precreated slide content and images	Interview	30%	30%	30%
A5	Productivity capture (time saved applied directly to revenue-generating tasks)		25%	25%	25%
A6	**Increased ability to find & create content**	A1*A2*A3*A4*A5 *49 weeks	**$7,717,500**	**$8,103,375**	**$8,508,544**
A7	Hours saved per week reviewing content (per senior-level user)		4	4	4
A8	**Increased ability to review content**	(A1*50%) *A2*A5*A7* 49 weeks	**$4,287,500**	**$4,501,875**	**$4,726,969**
At	Productivity savings for end users		$12,005,000	$12,605,250	$13,235,513
	Risk adjustment	↓20%			
Atr	Productivity savings for end users (risk-adjusted)		$9,604,000	$10,084,200	$10,588,410

Improved Content Governance

Updating the organizations' templates and content was an arduous process before Templafy was introduced. The branding team was responsible for manually updating each of the templates or slides and then working with IT to push these updates out to the users. The back and forth communication between users, IT, and the branding team added further complication and delay to the process.

› The banking interviewee described a before state in which they were often forced outside of their comfort zone working with IT manually pushing updates to users: "As a designer, I shouldn't have been involved with this because it's probably too risky to have me dealing with the computer systems."

Even minor changes to organizations' templates posed significant challenges for the branding team. One interviewee told Forrester: "In our business we often deal with new legal entities. That meant every single template across the system had to be updated manually to reflect that new legal entity, which was a huge time commitment for us."

In addition, once templates and content had been updated in the content repository, the branding team had little visibility into its usage and could never be completely sure users were adopting the new templates and content. To ensure consistency within the organization, branding teams needed to conduct audits, which were time-consuming, sporadic, and not very effective. As the business relationship manager told Forrester: "We'll be checking a sample of people to verify that [element in a template] has been updated. It would be very manual, that there was no mechanism centrally to be able to check if people made the updates or not."

Improved governance capabilities for the branding team enable them to be **20% more productive** with Templafy.

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After implementing Templafy interviewees described a governance process which was considerably less complex and fundamentally changed the way the team operated. The branding team can automatically and centrally push updates out to users, who access them directly within the document creation applications. The branding team also gains visibility into usage, auditing the template and content library accordingly.

› One of the professional services interviewees told Forrester that their branding team reclaimed 20% of their work time due to process improvements from Templafy.

› Another interviewee in banking told Forrester that once Templafy had been deployed, the number of calls or emails they got from users asking about templates dropped considerably, which reduced the total number of distractions for the branding team and enabled more productivity.

For the composite organization, Forrester assumes that:

› The branding team consists of five FTEs.

› Each branding FTE spends 12 hours per month managing content, compiling updates, and pushing out updates to users.

› Each branding FTE spends 2 hours per month auditing the templates and content for user engagement.

› The branding team saves 20% of their time on governance activities.

› The hourly rate for a branding FTE is USD$35.

This benefit will vary based on:

› The experience and expertise of the organization's branding FTEs.

› The size of the organization and the scope of the content creation.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of USD$13,892.

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
Improved Content Governance: Calculation Table					
B1	FTEs on the organization's branding team		5	5	5
B2	Time required per branding FTE to push out updates, compile content, manage updates (hours)	12 hours* 12 months	144	144	144
B3	Time required per branding FTE to audit content repository for user engagement	2 hours* 12 months	24	24	24
B4	Time reduction with Templafy		20%	20%	20%
B5	Branding FTE hourly rate	$73,000/2,080	$35	$35	$35
Bt	Improved content governance	B1*(B2+B3)*B4* B5	$5,880	$5,880	$5,880
	Risk adjustment	↓5%			
Btr	Improved content governance (risk-adjusted)		$5,586	$5,586	$5,586

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IT Productivity And Cost Savings

Interviewees characterized the role of the IT team in their organization's template update process as very involved before Templafy was deployed. Heavy reliance on IT was caused by the branding team lacking the tools to push updates out to the users themselves. The branding team relied heavily on the technical expertise of the IT team to ensure that key updates were accessible to the users. The reliance on IT added complexity and lead time to the entire process.

› The professional services interviewee told Forrester that the lead time needed to involve the IT team with every major update proved to be a major barrier and limited the number of updates they would perform in one year.

› Another interviewee told Forrester that they needed to be extremely selective about when to involve IT, as their department was charged for IT services and didn't want to weigh down their budget.

After the initial implementation of Templafy, which involved the IT team, their ongoing involvement assisting with updates essentially disappeared.

› One interviewee told Forrester: "Previously, we had the branding team liaising with IT, who were spending about a week's worth of work for every major update. That's completely gone now. Now, it's pretty much the branding team doing it themselves."

› The same interviewee also spoke to the fact that the IT team no longer needed to manage the organization's servers for the previous content repository solution: "The IT team spent time making sure these servers are up and running. All that's now obviously gone because they've been decommissioned."

For the composite organization, Forrester assumes that:

› The organization dedicates two IT FTEs for every major content repository update.

› Two major updates are pushed out to users each year.

› 40 hours of work are required per IT FTE per update.

› 95% of IT's involvement is eliminated once Templafy is deployed.

› Two servers are decommissioned, avoiding the organization maintenance and upgrade costs.

› The hourly rate for an IT FTE is USD$43.

This benefit will vary based on:

› The size of an organization and scope of the involvement of IT prior to Templafy.

› The burden placed on IT by an organization's solution prior to Templafy.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of USD$27,254.

> "Previously, we had the branding team liaising with IT, who were spending about a week's worth of work for every major update. That's completely gone now. Now, it's pretty much the branding team doing it themselves."
>
> *Business relationship manager, professional services*

Templafy eliminated 95% of the IT team's involvement.

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REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
C1	Personnel involved from IT team to push out updates for content repository		2	2	2
C2	IT FTE hourly rate	$90,000/2,080	$43	$43	$43
C3	Updates per year		2	2	2
C4	IT FTE hours required per update		40	40	40
C5	IT time reduction with Templafy		95%	95%	95%
C6	**IT FTE productivity savings**	C1*C2*C3*C4*C5	$6,536	$6,536	$6,536
C7	Content servers decommissioned		2	2	2
C8	Price per server		$2,500	$2,500	$2,500
Ct	IT productivity and cost savings	C6+(C7*C8)	$11,536	$11,536	$11,536
	Risk adjustment	↓5%			
Ctr	IT productivity and cost savings (risk-adjusted)		$10,959	$10,959	$10,959

IT Productivity And Cost Savings: Calculation Table

Unquantified Benefits

Consistent usage of on-brand templates and content improves brand perception. Before the Templafy deployment, interviewees described a state in which templates or assets with outdated or incorrect branding left the organization on a regular basis, resulting from the inconsistent process to communicate and push out updates. The inconsistencies reflected poorly on the organization and were magnified in the global organizations. The professional services interviewee described to Forrester: "There's a risk of reputation and perceived professionalism from being off brand. When there's no consistency across the ways employees leverage our assets, it doesn't appear professional when we're interacting with clients. But, there's also the risk of information like contact information, office addresses, and legal entities being incorrect. Things like that that cause a big issue for us."

Interviewees qualitatively described the improved consistency of branding once Templafy was deployed.

> The banking interviewee spoke to the consistency of design across the organization enabled by Templafy: "One of the most important reasons that we chose Templafy is because it ensures that everybody goes to the same source for design. With Templafy, we minimize the number of chances to put something in the presentation that doesn't belong there." The same interviewee noted that they have more control over the look and feel of the brand as a result, reducing instances in which work needed to be redone to fix branding issues.

> Another interviewee told Forrester that Templafy helped them appear more consistent in their customer-facing materials globally: "It's very important if we're going to deliver engagements on a global scale as one firm, everything looks the same. From a look and feel perspective, it's important for it to be consistent."

Interviewees cited that the increased customer-facing consistency, made possible with Templafy, allows them to feel more consistent as a brand.

> "One of the most important reasons that we chose Templafy is because it ensures that everybody goes to the same source for design. With Templafy, we minimize the number of chances to put something in the presentation that doesn't belong there."
>
> *Visual communicator, banking*

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Forrester's research suggests that a brand is a "perception built in the minds of everyone who has interacted with it," supporting this notion.[1]

Improved employee experience. The interviewed organizations noted that Templafy was more intuitive for its users and reduced the amount of tedious and repetitive tasks, which both end users and the branding team needed to carry out as a regular part of their jobs, improving employee experience.

› Prior to Templafy, the interviewee from the professional services company described a frustrating experience for their users: "Our whole user experience was a complete mess and it wasn't logical. It wasn't very visual, you couldn't search, and functionality was limited. It was pretty painful for our users."

› The same interviewee described the user experience to Forrester once Templafy was implemented: "The user journey improved, creating a better experience for the user. Just the ease of finding what you need via search is fantastic. When we go into our word processor or presentation software, Templafy opens automatically so we can select the templates first. Predefined slides pop up and suggest them to users. It's very visible and you can access everything you need. Not only that, its available offline, which is incredible."

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 Templafy and later realize additional uses and business opportunities, including:

› **Improved ability to generate new templates and campaigns.** With a simplified process for pushing out new templates and assets with Templafy, interviewees felt much more comfortable in their ability to generate new templates and assets, as well as generate campaigns around this content in the future to come. One interviewee told Forrester: "Moving forward, it's going to improve our lead times to get new templates and new campaigns up and running very quickly compared with before. It used to be quite laborious and was a lot of effort. Now we can make decisions and execute very quickly without the need to include what feels like hundreds of different processes."

› **Ability to influence regulatory and compliance processes.** Templafy increases the likelihood that users will leverage compliant templates and assets when working within regulated industries. With presumably fewer incompliant materials leaving the organization, fines or penalties may be avoided. The interviewee from one of the two professional services organizations described a future use case in which the check feature within the Templafy Productivity Suite could be used to monitor for certain words that may violate policy set by the legal department: "There are certain words or terms that our general counsel wants our consultants to avoid. We're looking at building a flagging feature into Templafy so these can be reviewed and changed proactively. This would be epic, for lack of a better term."

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.

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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
Dtr	Fee paid to Templafy	$0	$660,000	$660,000	$660,000	$1,980,000	$1,641,322
Etr	Implementation and ongoing management	$15,972	$16,060	$16,060	$16,060	$64,152	$55,911
Ftr	Resource training cost for Templafy	$139,829	$13,983	$13,983	$13,983	$181,777	$174,602
	Total costs (risk-adjusted)	$155,801	$690,043	$690,043	$690,043	$2,225,929	$1,871,835

Fee Paid To Templafy

The composite organization incurred a software license fee for Templafy. This cost was based on the total number of Templafy users in the organization and the specific Templafy modules which were included. For more information regarding the Templafy platform pricing, please contact your Templafy representative.

Based on interviewee responses and conversations with Templafy, Forrester considered prices between USD$3.00 and USD$10.00 per user per month for the financial model.

For the composite organization, Forrester assumes:

› A license fee of USD$5.00 per user per month based on the total number of users and modules deployed on the Templafy Productivity Suite.

› 10,000 total Templafy user licenses in the composite organization.

Due to the variability in Templafy pricing between organizations of different scale, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of USD$1,641,322.

For more information regarding Templafy pricing specific for your organization and use cases, please contact your Templafy representative.

> 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 USD$1.9 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.

Fee Paid To Templafy: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
D1	Templafy fee	10,000 licenses* $5*12 months		$600,000	$600,000	$600,000
Dt	Fee paid to Templafy			$600,000	$600,000	$600,000
	Risk adjustment	↑10%				
Dtr	Fee paid to Templafy (risk-adjusted)			$660,000	$660,000	$660,000

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Implementation And Ongoing Management

On aggregate, interviewees described an implementation process for Templafy which was standard for an IT project of similar scope. The software was deployed quickly while the change management could take longer based on the organization's content complexity. Each of the organizations' IT teams worked on the technical aspects of the implementation, such as building connections to the existing office software suite. The branding personnel were responsible for working with Templafy and IT to ensure users had access to the modules on the Templafy platform needed to maximize the impact of the deployment. Branding was also in charge of the change management activities related to the implementation. Once deployed, interviewees cited a drastically reduced management requirement for Templafy, compared with their previous solution. All of the interviewees dedicated one FTE to manage Templafy part time.

› One of the interviewed organizations treated the Templafy implementation as an agile IT project, completing the project in just under six months in multiple week-long sprint cycles involving a subset of the IT and branding teams.

› Another one of the interviewed professional services organizations described a very careful and calculated deployment process to ensure compatibility with Templafy across the organization's diverse software environment.

For the composite organization, Forrester assumes:

› A six-month implementation involving both IT and branding FTEs.

› Four IT FTEs spent 40 hours collectively per month in sprint cycles to implement Templafy.

› Two branding FTEs spent 20 hours combined each per month on the business requirements and change management efforts for the Templafy implementation.

› One branding FTE spent 20% of his or her time managing Templafy once deployed.

› A USD$90,000 burdened salary for IT FTEs ($43 per hour).

› A USD$73,000 burdened salary for branding FTEs ($35 per hour).

Implementation and ongoing management costs may vary based on:

› The size and scope of the organization and specific Templafy deployment.

› The experience and capacity of the IT and branding FTEs.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of USD$55,911.

Total deployment and change management time: **six months**

One branding FTE spends 20% of their time on ongoing management of Templafy.

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Implementation And Ongoing Management: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
E1	Implementation and change management duration	Months	6			
E2	Branding team FTEs involved with implementation and change management		2			
E3	Hours per month spent on implementation and change management per branding FTE		10			
E4	Branding FTE hourly rate	$73,000/2,080	$35			
E5	**Branding team effort to implement Templafy**	E1*E2*E3*E4	$4,200			
E6	IT FTEs involved with implementation		4			
E7	Hours per month in sprint cycles for implementation per IT FTE		10			
E8	IT FTE hourly rate	$90,000/2,080	$43			
E9	**IT team effort to implement Templafy**	E1*E6*E7*E8	$10,320			
E10	Number of branding FTEs managing Templafy			1	1	1
E11	Percentage of time dedicated to managing Templafy			20%	20%	20%
E12	**Ongoing Templafy management**	$73,000*E10*E11		$14,600	$14,600	$14,600
Et	Implementation and ongoing management	E5+E9+E12	$14,520	$14,600	$14,600	$14,600
	Risk adjustment	↑10%				
Etr	Implementation and ongoing management (risk-adjusted)		$15,972	$16,060	$16,060	$16,060

Resource Training Cost For Templafy

While interviewees described the intuitiveness of Templafy to their users, training was cited as an important factor to gain the most benefit from the Templafy investment. Each of the interviewed organizations undertook a training initiative once Templafy was deployed to ensure users and the service desk staff who supported them would understand the full breadth of features available with their licenses.

› In the first year after deployment, one of the professional services organizations developed an extensive training program for its Templafy users, which combined on-demand virtual training with live training sessions hosted at offices in multiple cities. After the first year, occasional virtual sessions were held to train new users and refresh current users. Users spent between 30 minutes and 1 hour training on the features of Templafy.

- Another interviewee in a smaller organization created a series of training videos for the organization's Templafy users to view on their own time. These were created as an individual effort by the interviewee.

For the composite organization, Forrester assumes:

- Each active user spends 45 minutes after Templafy is deployed attending live or recorded training.

- Each of the organization's 32 service desk support FTEs completes 4 hours of training on Templafy prior to deployment.

- After the initial wave of training, 10% of the organization's users and service desk staff will undergo training in each of the following years to account for normal attrition and retraining.

- A USD$35 per hour rate for each Templafy user.

- A USD$15 per hour rate for each service desk FTE.

Resource training costs may vary based on:

- The experience and capacity of the users and branding FTEs.

- The organization's ability to drive change management efforts.

To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV of USD$174,602.

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
	Resource Training Cost For Templafy: Calculation Table					
F1	Training hours for end users	5,000 users at 45 minutes each	3,750	375	375	375
F2	Hourly rate for end users		$35	$35	$35	$35
F3	Training hours for service desk FTEs	32 FTEs *4 hours (Initial)	128	12.8	12.8	12.8
F4	Hourly rate service desk FTEs		$15	$15	$15	$15
Ft	Resource training cost for Templafy	(F1*F2)+ (F3+F4)	$133,170	$13,317	$13,317	$13,317
	Risk adjustment	↑5%				
Ftr	Resource training cost for Templafy (risk-adjusted)		$139,829	$13,983	$13,983	$13,983

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (Risk-Adjusted)

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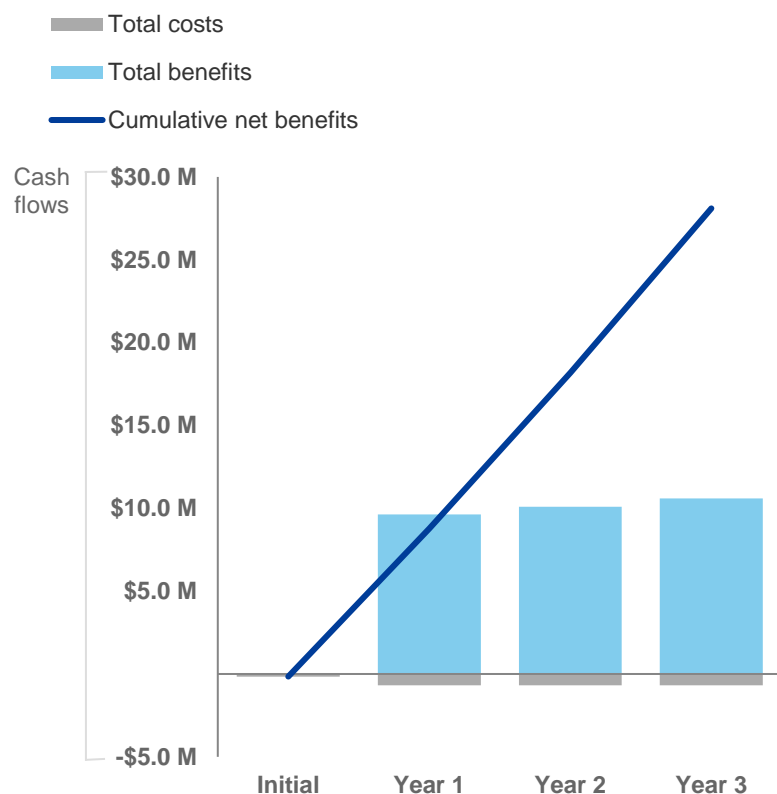
The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV, and payback period for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

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 Table (Risk-Adjusted)

	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Total costs	($155,801)	($690,043)	($690,043)	($690,043)	($2,225,929)	($1,871,835)
Total benefits	$0	$9,620,545	$10,100,745	$10,604,955	$30,326,246	$25,061,334
Net benefits	($155,801)	$8,930,502	$9,410,702	$9,914,912	$28,100,317	$23,189,499
ROI						1,239%
Payback period						<3 months

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Templafy: Overview

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

Templafy helps branding, compliance, and IT teams in global enterprises govern and optimize the way employees create documents, presentations, and emails. It is the leading enterprise-grade software-as-a-service document template and digital asset management platform.

Templafy's cloud platform provides centralized management and real-time distribution of digital document assets and templates. Highlighted features include:

- **Cloud-based central distribution of assets needed for document creation** including document templates, logos, legal disclaimers, color schemes, fonts, text elements, images, email signatures, and email signature campaigns.
- **Real-time management and roll out of templates and document assets** across all office locations, plus instant distribution to end users without requiring IT help.
- **Integrate and connect with your content management applications** to bring all the relevant assets directly to where end users are working.
- **Metrics on document asset usage** provide data that can be used in optimizing and prioritizing the most used content.
- **Email signature and email signature marketing campaign management.**

Templafy assists enterprise employees in each stage of the document creation workflow, delivering more productive, compliant, and enjoyable ways of working:

ACCESS – Up-to-date templates and digital assets right where employees work
- Intelligent digital asset library grants access to relevant templates and assets assigned to users based on their personal information, office/branch specific information and document context.
- Relevant digital assets are accessed right where users start creating documents (Microsoft Office, Office 365, G Suite).

BUILD – Automate document production/creation organizationwide
- Dynamic personalization and automatic assembly of business documents, presentations, and emails with dynamic templates.
- Productivity tools and smart presentations to assist employees (particularly knowledge workers) building larger and complex slide decks.

CHECK – Automatically check presentations against the latest company standards and spot easy-to-miss formatting issues
- Automatic detection and correction of obsolete company-owned content in presentations.
- Professional presentations by automatic checking of inconsistencies and formatting issues against over 50 rules.

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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.

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Appendix B: Endnotes

[1] Source: "The Rise Of Intelligent Branding," Forrester Research, Inc., November 27, 2018.