

FORRESTER®

The Total Economic Impact™ Of Introhive's Customer Intelligence Platform

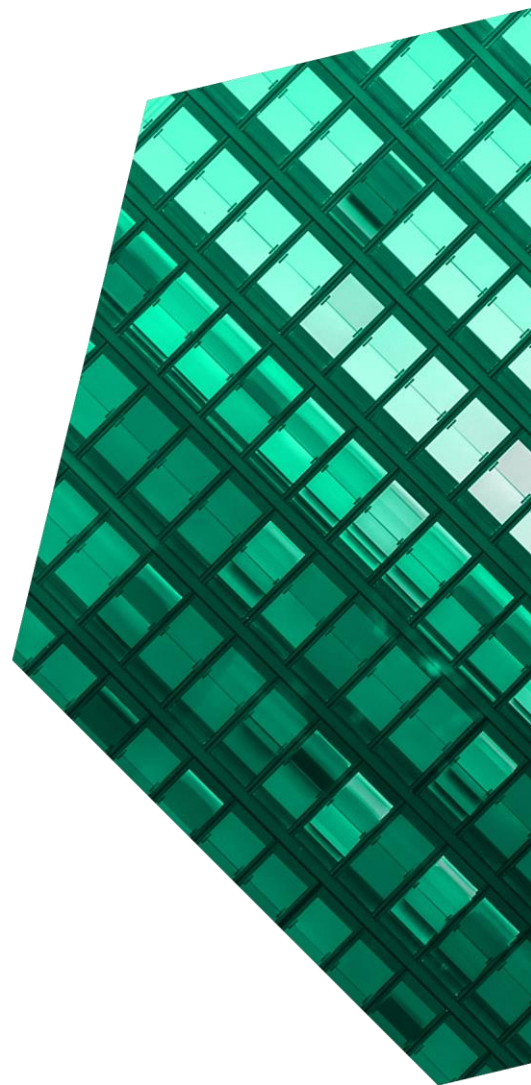
Cost Savings And Business Benefits
Enabled By Customer Intelligence Platform

JANUARY 2023

Table Of Contents

Executive Summary	1
The Introhive Customer Intelligence Platform	
Customer Journey	7
Key Challenges.....	7
Solution Requirements.....	8
Composite Organization.....	9
Analysis Of Benefits	11
Net Income From Net-New Business Wins.....	11
Net Income From Cross-Selling To Existing Clients	15
Productivity Impact For Revenue-Generating Professionals (Not Quantified In Model).....	17
Productivity Impact And Cost Efficiencies For Non-Revenue-Generating Professionals	19
Unquantified Benefits.....	22
Flexibility	23
Analysis Of Costs	25
Introhive Configuration Costs — External	25
Deployment And Ongoing Support Expenses — Internal.....	26
Financial Summary	28
Appendix A: Total Economic Impact	29
Appendix B: Endnotes	30

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ABOUT FORRESTER CONSULTING

Forrester provides independent and objective research-based consulting to help leaders deliver key transformation outcomes. Fueled by our customer-obsessed research, Forrester's seasoned consultants partner with leaders to execute on their priorities using a unique engagement model that tailors to diverse needs and ensures lasting impact. For more information, visit forrester.com/consulting.

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Executive Summary

Technology and the pandemic have dramatically accelerated the digital transformation of B2B sales. Sales technology platforms that leverage AI and automation to deliver relationship insights for revenue teams have become an imperative. Introhive's Customer Intelligence Platform helps sales organizations uncover insights into buyer relationships that boost net-new sales opportunities, increase cross-selling with existing clients, and improve the productivity of key professionals while driving cost efficiencies.

The results of Forrester's 2021 B2B Buying Study reveal that the average number of buying interactions rose from 17 in 2019 to 27 in 2021, while purchase decisions that involved four or more people increased from 47% to 61% over the same period.¹ In the 2022 Forrester survey of B2B Buyer Insights, 82% of respondents said that complex purchases involve between two and nine departments.² Clearly, changes in buyer behavior have been accelerated by digital transformation and the pandemic, with rising interactions and higher stakeholder involvement driving the need for greater transparency into engagement dynamics and relationships with contacts, buying groups, and accounts. B2B organizations need to leverage this intelligence and insight to optimize the buying experience.³

Adding to this complexity in buyer behavior are more recent market dynamics such as record merger and acquisition (M&A) activity, the great reshuffle of the workforce, and an assumed impending global recession.

Net-new revenue boosted
by up to

82%

in Year 3



KEY STATISTICS



Return on investment (ROI)

495%



Net present value (NPV)

\$11.37M

Introhive's [Customer Intelligence Platform](#) is focused on empowering complex sales organizations with the reliable customer data, relationship insights, and actionable intelligence required to find, win, and grow business. The foundation of Introhive's Customer Intelligence Platform is based on engagement capture and enrichment and complemented by sophisticated data matching to attribute email and meeting interactions with the right contact, account, and potential opportunity. An important feature of the Customer Intelligence Platform is that the data and capabilities can be seamlessly embedded within customer relationship management (CRM) systems—one of the primary systems that revenue-generating professionals engage with on a daily basis. Although capturing and enriching customer data has obvious benefits, the power of the platform lies in the insights and directional guidance that empowers go-to-market teams to engage with heightened efficiency.

Introhive commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Introhive's Customer Intelligence Platform.⁴ The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Customer Intelligence Platform on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four customer representatives with experience using Introhive's Customer Intelligence Platform. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization that is a global B2B organization providing a breadth of professional services with 3,000 employees, 20,000 clients and \$1.0 billion in revenue per year.

Prior to using Introhive's Customer Intelligence Platform, the interviewees noted how their organizations struggled with CRM systems containing legacy data that was of poor quality and full of duplicates. CRM data users felt frustrated because they were unable to leverage this data for business development purposes. Also, revenue-generating professionals spent unproductive time manually

“Identifying key relationships allows us to get our foot in the door earlier, leaving us better positioned to win. We always describe Introhive as the engine in the car. You can have the shiny exterior, but Introhive is the driving mechanism automating relationship intelligence.”

*Global CRM systems manager,
international law firm*

entering information from business cards or meeting notes. Previously, interviewees' organizations struggled to diagnose where things went wrong in the sales cycle and risked missing opportunities or mismanaging relationships. With relationship-driven sales having a much higher propensity to close deals, these professionals were looking for a data-driven solution that provided transparency into engagement and relationships to uncover potential sales opportunities while improving and enriching their customer data.

After making the investment in Introhive's Customer Intelligence Platform, the interviewees' organizations were able to automate the capture of contact interactions while seamlessly and passively enhancing the quality of the data in their CRM. The platform provided guidance to sellers to help them determine the appropriate next steps and prioritization to develop relationships while delivering AI-driven, actionable insights for revenue-generating professionals. Furthermore, interviewees found that these stakeholders could more efficiently enter data into the CRM. This prompted higher adoption and usage of the CRM as a repository of intelligence

“I have probably worked with about twenty vendors to the extent that I've worked with Introhive. And I have never been as pleasantly surprised as I have been with Introhive. They have been with us and ahead of us every step of the way.”

*Chief marketing officer,
professional services firm*

rather than a burdensome application, which then drove incremental revenue opportunities.

“If senior leadership spoke to people across the business, nine out of 10 people would talk positively about it [Introhive]. Overall, it’s a pretty good, well-respected, well-liked technology that we have leveraged to win new business.”

Head of platform, client care, commercial real estate firm

KEY FINDINGS

Quantified benefits. Three-year, risk-adjusted present value (PV) quantified benefits for the composite organization include:

- **Net-new revenue opportunity wins boosted by up to 82% by Year 3.** With Introhive’s Customer Intelligence Platform, the composite organization’s revenue-generating professionals win more deals and drive incremental profits. By uncovering relationship insights with and within buying organizations and proactively surfacing those insights to these professionals, the composite organization experiences a material boost in new opportunity identification and win rate. Net-new revenues are boosted by 36% in Year 1, 56% in Year 2, and 82% in Year 3, respectively, based on the adoption ramp. Over three years, higher revenues from net-new business drive incremental net income of \$7.1 million for the composite organization.
- **Cross-sell revenue with existing clients is higher by 10% to 30%.** By uncovering relationship insights within buying organizations,

the composite organization is able to conduct white-space analysis and meaningfully improve its ability to cross-sell incremental services to existing clients. The revenue-generating professionals can leverage Introhive’s Customer Intelligence Platform to extract previously invisible relationships within existing clients and improve collaboration within and across previously siloed business units. The composite organization achieves higher revenues from cross-selling opportunities, which results in \$4.2 million of incremental net income over three years.

- **Non-revenue-generating professionals’ productivity improvements of 7.5% and additional cost efficiencies.** The deployment of Introhive’s Customer Intelligence Platform impacts the productivity of marketing and business development professionals, largely through the automation of data entry and cleansing. In addition to the ongoing time savings for these professionals, this benefit also extracts the value of more efficient comprehensive briefing request fulfillment, market research, and AI-driven recommendations for new prospect and existing client sales calls. Over three years, these productivity and cost efficiencies result in savings of \$2.4 million for the composite organization.

Unquantified benefits. Benefits that provide value for the composite organization but are not quantified in this study include:

- **Improvement in CRM adoption.** Interviewees noted how the implementation of Introhive’s solution actually drove up the adoption rate for their CRM system. Users were more likely to adopt and utilize the CRM with dynamically updated data. Two organizations measured and experienced higher adoption and usage of their CRM after Introhive’s Customer Intelligence Platform was deployed. These firms were then able to conceptually justify their CRM investment.

However, it was challenging to quantify how the higher adoption and use of the CRM system led to higher productivity or cost savings.

- **Enhanced data quality.** Interviewees collectively emphasized the importance and value of having higher-quality data for their CRM users. One interviewee cited a 97% data accuracy rate for their CRM system after the implementation of Introhive. However, it was challenging to quantify how higher data quality would directly translate into a quantifiable benefit.
- **Implicit GDPR compliance.** Firms that misappropriate customer data for marketing purposes can be slapped with expensive fines and damage to their reputations. Interviewees observed how using Introhive's Customer Intelligence Platform for data collection and cleansing indirectly enabled them to be compliant with the General Data Protection Regulation (GDPR) in the EU and equivalent global data privacy regulations. Interviewees explained that Introhive provided a business justification for holding on to prospective customer data by showing that there was an active relationship or connection with that person.

Costs. Three-year, risk-adjusted PV costs for the composite organization include:

- **Introhive licensing and services costs.** The composite organization pays an annual licensing cost of \$355,200 for Year 1, \$460,800 for Year 2, and \$556,800 for Year 3. This is based on standard pricing for the composite organization's number of active users and an enterprise package of the Customer Intelligence Platform.
- **Expenses for deployment, ongoing support, and training.** There are three components to these expenses. The first is for initial deployment of the Introhive platform, and it is based on five full-time employees (FTEs) spending 40% of their time. This amounts to \$260,000. The second is for ongoing support, which includes data entry, cleansing, and maintenance. The cost is based on seven to eight FTE spending 25% of their time, with the costs ranging from \$227,500 to \$260,000 per year. Finally, there is a small amount of expenses related to training the users.

The representative interviews and financial analysis found that a composite organization experiences benefits of \$13.66 million over three years versus costs of \$2.30 million, adding up to a net present value (NPV) of \$11.37 million and an ROI of 495%.

“The CRM is the hub that we want everyone to be working with, and Introhive transforms our CRM from a system of record to a system of intelligence.”

— National marketing director, advisory, assurance, and tax firm



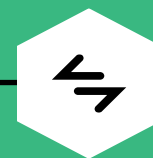
ROI
495%



BENEFITS PV
\$13.66M

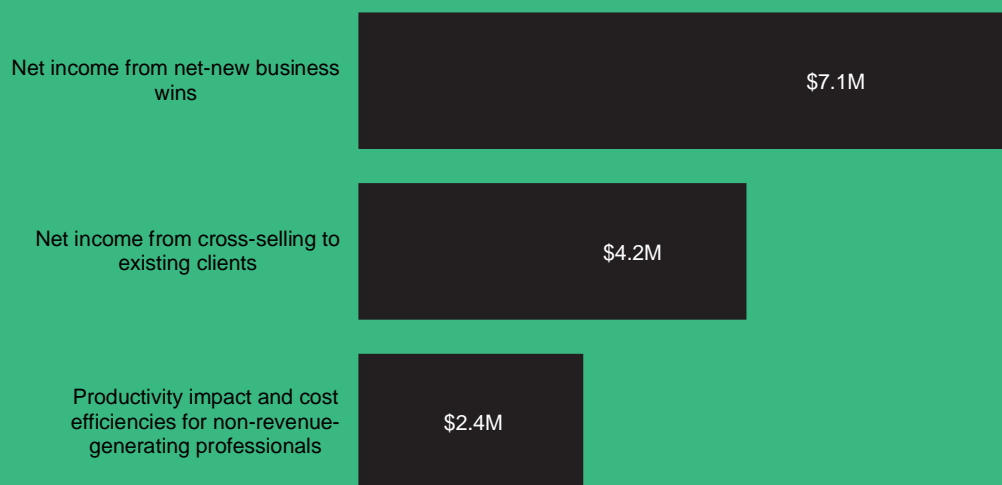


NPV
\$11.37M

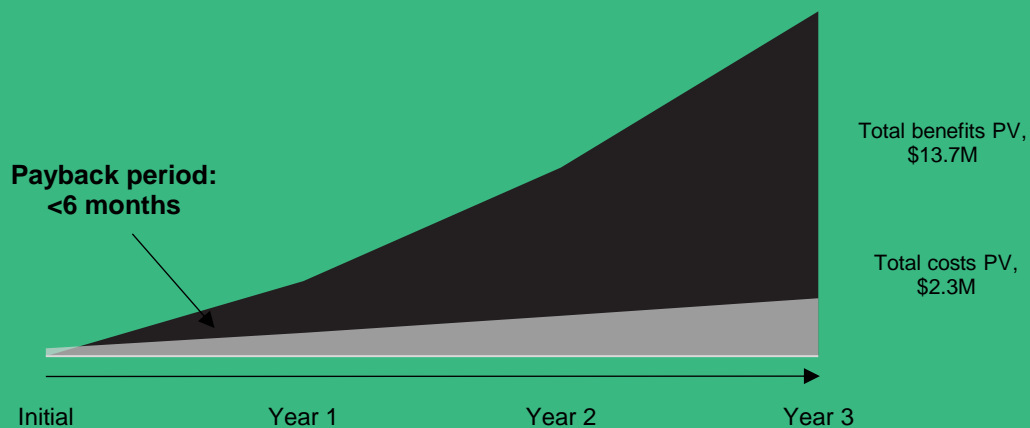


PAYBACK
<6 months

Benefits (Three-Year)



Financial Summary



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 Introhive's Customer Intelligence Platform.

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 the Customer Intelligence Platform can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Introhive 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 Customer Intelligence Platform.

Introhive 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.

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



DUE DILIGENCE

Interviewed Introhive stakeholders and Forrester analysts to gather data relative to Introhive's Customer Intelligence Platform.



INTERVIEWS

Interviewed four representatives at organizations using Introhive's Customer Intelligence Platform to obtain data with respect to costs, benefits, and risks.



COMPOSITE ORGANIZATION

Designed a composite organization based on characteristics of the interviewees' 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 interviewees.



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 Introhive Customer Intelligence Platform Customer Journey

■ Drivers leading to the Customer Intelligence Platform investment

Interviews				
Role	Industry	Region	Revenue; Headcount	Use Case
Chief marketing officer	Professional services	US regional	\$370 million; 750	Enterprise package; 150 revenue-generating users; 30 other users
Head of platform, client care	Commercial real estate	Global, based in Europe	\$30.5 billion; 105,000	Professional package; 3,000 total users
National marketing director	Advisory, assurance, and tax	Global, based in US	\$680 million; 3,000	Enterprise package; 300 revenue-generating users; 200 other users
Global CRM systems manager	International law	Global, based in Europe	\$2.0 billion; 5,000	Enterprise package; 400 revenue-generating users; 400 other users

KEY CHALLENGES

Forrester interviewed four decision-makers responsible for their company's customer data strategy. Two of them were more broadly in charge of marketing, while the other two were operationally focused. Ultimately, their organizations looked towards these leaders to develop the quality of their CRM data in order to drive revenue opportunities and improve operational efficiencies.

The four interviewees' organizations happened to be professional services firms where partners and senior executives play dual roles by leading service delivery

“During the evaluation, Introhive was the strongest, not only in terms of the technology, but actually we bought into the people. We believed in the people, and we’ve got great aspirations for where we want this company to go.”

Head of platform, client care, commercial real estate firm

“A year into fixing our CRM data, we started hearing about Introhive. And what resounded was that I don’t have to ask our partners to enter anything as long as it’s in their email system. Holy mackerel, that’s life changing!”

National marketing director, advisory, assurance, and tax firm

while also prospecting and selling new business. Some of these firms also had a smaller number of dedicated sales representatives and other business development professionals. This study will refer to the partners, senior executives, and sales representatives as revenue-generating professionals.

Prior to the deployment of Introhive's Customer Intelligence Platform, interviewees reported that the quality of the data in their CRM systems was poor, outdated, and often duplicated, which limited their ability to become client centric. Such data quality issues hampered their efforts to extract business

value from their CRM investment. One interviewee's organization had a legacy revenue operations and intelligence solution focused on customer relationships, but the vendor was acquired. Most interviewees said that their organizations had to restrict or limit the number of users adding data to the CRM in a futile attempt to address data quality.

The interviewees noted how their organizations struggled with common challenges, including:

- **Lack of accurate and complete data.** Many interviewees reported that their organizations migrated to a new CRM system without the ability to correct legacy data that was inaccurate and full of duplicates. CRM administrators and marketing personnel did their best to manually update and clean up legacy data with limited success. Frontline revenue generators then lacked trust in using this data for business development.

“It’s [Introhive is] actually going out and doing what we would do manually in marketing. Our stakeholders really like the fact that it is being delivered to them. And they love the fact that they have the controls to say yes, that’s accurate.”

*Chief marketing officer,
professional services firm*

- **Time-consuming manual processes impacting productivity.** Revenue-generating professionals viewed data entry and updating the CRM as a non-value-added activity. Many professionals at the interviewees' organizations spent unproductive time manually entering

information from business cards or meeting notes. Others relegated the task to their administrative assistants, marketing, or CRM teams. Pipeline reviews are a critical part of the sales management process, and this manual data entry impeded an efficient pipeline review process.

- **Increasing demand for relationship intelligence and analytics.** Revenue-generating professionals were looking for a system that could track job changes, promotions, and other staffing changes at client organizations, especially with the dynamics of the workforce upended by the changing nature of buyer interaction and increasing digitization of the buying process. Interviewees' organizations struggled to diagnose risks and opportunities in the sales cycle because of a lack of transparency and insight. This left them to rely on seller opinion. With relationship-driven sales having a much higher propensity to close, these professionals were asking for a more automated platform that delivered relationship insights and deal analytics to support their go-to-market strategies.
- **Insufficient and inefficient usage of CRM systems.** Interviewees consistently reported that the poor quality of data in their organizations' CRM system meant that revenue-generating professionals felt frustrated when using the CRM for prospecting and deal prioritization. Access to accurate and insightful data required burdensome data entry in the CRM or the adoption of a new tool.

SOLUTION REQUIREMENTS

The results of Forrester's 2021 B2B Buying Survey reveals that the average deal had 27 buyer interactions, but Forrester's proprietary sales pipeline analysis indicates that the seller only had visibility into five of these interactions.⁵ This is reflective of the

underlying challenges faced by the interviewees' organizations.

“We launched Introhive before we launched [our new CRM] to get better quality information upfront before we migrated from our old CRM system. For our 400 partners, the primary users, we were able to start with much cleaner, more accurate data that they could rely on.”

*Global CRM systems manager,
international law firm*

Introhive's Customer Intelligence Platform is designed to enable sales teams to uncover relationships with buyers, and the relationships within these buyer organizations. By surfacing these insights automatically and dynamically, the platform enables sellers to better engage with buyers and drive a higher level of success in closing deals. Hence, the interviewees' organizations adopted Introhive's Customer Intelligence Platform to:

- Automate the capture of contacts and interactions in a seamless way while enhancing the quality of the data
- Provide dynamic guidance for relationship intelligence by visually depicting contacts in an organization and how they are all connected
- Deliver deal coaching based on AI-driven recommendations for guiding sales teams to successfully navigate opportunities
- Automate and simplify the manual processes of drafting an executive briefing or deal digest preceding client or prospect interactions

- Enable partners, key executives, and business development professionals to enter contact and interaction details more efficiently into the CRM
- Increase the adoption and usage of the CRM system as a repository of intelligence, rather than a burdensome application

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 interviewees, and it is used to present the aggregate financial analysis in the next section.

Key Assumptions

- **Established professional services organization**
- **\$1 billion in revenue**
- **3,000 employees globally**
- **400 revenue-generating professionals**
- **Average deal size of \$40,000**

As noted earlier, the four interviewees' organizations happened to be professional services firms where partners and senior executives played a dual role. They led the delivery of services while also prospecting and selling new business. For nonservice organizations, this role would typically be served by a fully staffed sales force.

The composite organization has the following characteristics:

Description of composite. The composite is a global B2B organization headquartered in the US. It has \$1 billion in annual revenue from providing professional services that span accounting, consulting, commercial real estate, private wealth advisory, and legal services. The composite organization has 20,000 clients that are served from 15 global offices. The average deal size is assumed to be \$40,000. In its prior state, the composite's revenue-generating professionals were struggling with inaccurate data, frustrated with manually updating contacts and client interactions, and lacking any form of automated customer intelligence.

Deployment characteristics. The composite organization has 3,000 employees. This includes 250 partners/senior executives who deliver services and 150 business development professionals, collectively referred to as 400 revenue-generating professionals. Additionally, there are 150 marketing and administrative professionals. These are the end users of Introhive's Customer Intelligence Platform. The adoption rate for Introhive's solution is assumed to progress from 67% in Year 1 to 85% in Year 2 and 100% in Year 3.

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	Net income from net-new business wins	\$1,658,880	\$2,755,200	\$4,354,560	\$8,768,640	\$7,056,743
Btr	Net income from cross-selling to existing clients	\$816,000	\$1,713,600	\$2,695,680	\$5,225,280	\$4,183,321
Ctr	Productivity impact and cost efficiencies for non-revenue-generating professionals	\$763,200	\$992,160	\$1,207,764	\$2,963,124	\$2,421,196
	Total benefits (risk-adjusted)	\$3,238,080	\$5,460,960	\$8,258,004	\$16,957,044	\$13,661,260

NET INCOME FROM NET-NEW BUSINESS WINS

Evidence and data. Interviewees described how embedding Introhive’s Customer Intelligence Platform in their CRM systems helped revenue-generating professionals win more deals and drive incremental profits for their organizations. By uncovering relationship insights with and within buying organizations and proactively surfacing those insights to these professionals, the interviewees’ organizations experienced a material boost in winning new business opportunities. It is worth noting that all four interviewees’ organizations were in the broad category of professional services firms — a segment where sales are complex and relationship influence is a critical success factor.

“What Introhive has allowed us to do is visualize and track increased activity with a prospect or a client in our CRM. So Introhive data is weaved into almost every dashboard and report that we have.”

National marketing director, advisory, assurance, and tax firm

- The head of platform, client care for a commercial real estate firm gave an anecdotal example of how uncovering relationship insights drove one particular sale: “A broker in Germany was pursuing a particular Dutch investor. They went into Introhive [Customer Intelligence Platform] and they found out that our Dutch managing director had a really close relationship with that investor. Through a warm introduction, the broker got in front of the right people. They pitched for the business based on the coaching insights from Introhive and it was a €1 million win

Qualified net-new opportunities uplifted by up to **33%** in Year 3



for us.” The interviewee went on to qualify that while this wasn’t entirely due to the technology, they were seeing examples like that on a daily basis. The interviewee went on to emphasize: “Introhive enables us to get in the door by generating key insights to get the right meeting with the right person.”

- The national marketing director for an advisory, assurance, and tax firm relayed a similar example of how their lead technology partner scanned through the Introhive Briefing Intelligence before a prospective meeting. By uncovering a relationship between another partner and an executive at the prospective technology firm, they were able to win a \$250,000 opportunity. They similarly observed: “It happens daily. Introhive is helping uncover such relationships on a regular basis.”
- The global CRM systems manager for an international law firm noted: “If we’re trying to pursue a lead with a prospect, we can query that company or that contact through the [Introhive’s Customer Intelligence Platform] system, we can see who knows them, and we have a warm introduction. So that’s a huge benefit for us in terms of trying to get the work before our competitors.”
- The national marketing director for an advisory, assurance, and tax firm observed: “From a sales enablement standpoint, Introhive [Customer Intelligence Platform] gets the information into the

“There are examples like that [€1 million sales win] happening daily through the usage of Introhive. It is unlocking opportunities to sell more services and to get deeper coverage with clients.”

Head of platform, client care, commercial real estate firm

hands of the right person who’s actively speaking to the prospect versus someone that might have input the data into the CRM years ago. We are doing a better job targeting our marketing campaigns, and we are starting to leverage it for forecasting and pipeline management.”

Modeling and assumptions. For the composite organization, Forrester assumes the following:

- Baseline revenues grow from \$1 billion in Year 1 at a 5% growth rate without any impact from Introhive.
- The average new sales opportunity is \$40,000.
- The number of revenue-generating professionals are 400 in Year 1, 410 in Year 2, and 420 in Year 3. Based on a utilization ramp, the number of revenue-generating professionals using Introhive’s Customer Intelligence Platform progresses from 270 to 350 to 420 over the three years. Thus, the number of revenue-generating professionals not using Introhive’s Customer Intelligence Platform will be 130 in Year 1 and 60 in Year 2.
- Prior to the usage of Introhive’s platform, the number of qualified net-new opportunities pursued by each revenue-generating

With Introhive, new opportunity win rate improved by up to

36%

in Year 3



professional is conservatively assumed to be nine per year. The notion of qualified is meant to indicate purposeful lead generation, not tactics like cold calling. With AI-driven relationship insights, Introhive Customer Intelligence Platform improves the qualified net-new sales opportunity for each revenue-generating professional by 33% to 12 opportunities per year.

- The baseline opportunity win rate before the Introhive investment is 20% in Year 1, 21% in Year 2, and 22% in Year 3, based on an improving learning curve. With a capability like Briefing Intelligence, it is estimated that the win rate for these qualified opportunities is boosted to 23% in Year 1, 26% in Year 2, and 30% in Year 3.

“This investment [in Introhive] has paid off by enabling us to achieve the two goals for our firm: to be more collaborative and to be more transparent. We’ve done that with our relationship data, thanks to Introhive.”

National marketing director, advisory, assurance, and tax firm

- Rows A11 and A12 in the benefit table below adjust for the fact that not all revenue-generating professionals are utilizing Introhive’s Customer Intelligence Platform in Year 1 and Year 2. However, they are still contributing to net-new opportunities under the baseline conditions.
- Overall, net-new revenues are boosted by 36% in Year 1, 56% in Year 2, and 82% in Year 3 with the usage of Introhive.

- To determine the bottom-line impact for the composite, the revenue benefit is converted into net profits. A net margin of 20% is consistent for professional services companies.

Risks. Forrester recognizes that these results may not be representative of all experiences, and this benefit will vary between organizations depending on:

- The number of qualified net-new opportunities — both baseline and with Introhive — will not only vary by industry but also across any one organization’s sales professionals.
- Baseline win rate assumptions will vary by industry and the boost experienced with Introhive will vary by industry and the expertise of the sales professionals.
- Average new sales opportunity size and net margins will vary by industry, company, and types of products or services offered.

Results. The number of qualified new opportunities is uplifted by 22.5% in Year 1, 28.5% in Year 2, and 33.3% in Year 3. The win rate for net-new opportunities improves by 15.0% in Year 1, 23.8% in Year 2, and 36.4% in Year 3. With Introhive’s Customer Intelligence Platform, the combined impact of these two factors boosts revenues from net-new opportunity wins by 36% in Year 1, 56% in Year 2, and 82% in Year 3. The *relatively* lower rates in the first two years are largely impacted by the composite organization’s assumed adoption rate of Introhive’s platform.

To account for the risks identified, Forrester adjusted this benefit downward by 20%. Consideration was given to whether all of the net-new revenue increase could be attributed to Introhive’s solution. One way to interpret the 20% risk adjustment is to suggest that Introhive has an 80% attribution towards the increase in net-new revenues.

This benefit yields a three-year, risk-adjusted total PV (discounted at 10%) of \$7.1 million.

Net Income From Net-New Business Wins					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Baseline revenue — assuming 5% growth	Composite	\$1,000,000,000	\$1,050,000,000	\$1,102,500,000
A2	Average new opportunity size	Composite	\$40,000	\$40,000	\$40,000
A3	Number of revenue-generators	Composite	400	410	420
A4	Qualified net-new opportunities per year before Introhive	Composite	3,600	3,690	3,780
A5	Baseline opportunity win rate	Assumption	20%	21%	22%
A6	Subtotal: Net-new revenue before Introhive	A2*A4*A5	\$28,800,000	\$30,996,000	\$33,264,000
A7	Percentage of revenue-generators utilizing Introhive	Composite	67%	85%	100%
A8	Number of revenue-generators utilizing Introhive	Composite (A3*A7, rounded up)	270	350	420
A9	Qualified net-new opportunities per year with Introhive	Composite	3,240	4,200	5,040
A10	Opportunity win rate with Introhive	Interviews	23%	26%	30%
A11	Number of revenue-generators not utilizing Introhive but still producing	A3-A8	130	60	0
A12	Qualified opportunities per year for revenue generators not using Introhive	Composite	1,170	540	0
A13	Subtotal: Net-new revenue with Introhive	(A2*A9*A10) + (A2*A12*A5)	\$39,168,000	\$48,216,000	\$60,480,000
A14	Incremental net-new revenue with Introhive	A13-A6	\$10,368,000	\$17,220,000	\$27,216,000
A15	Net income margin	Assumption	20%	20%	20%
At	Net income from net-new business wins	A14*A15	\$2,073,600	\$3,444,000	\$5,443,200
	Risk adjustment	↓20%			
Atr	Net income from net-new business wins (risk-adjusted)		\$1,658,880	\$2,755,200	\$4,354,560
Three-year total: \$8,768,640			Three-year present value: \$7,056,743		

NET INCOME FROM CROSS-SELLING TO EXISTING CLIENTS

Evidence and data. Several of the interviewees' organizations offered multiple business services for their clients. This benefit explores the expansion of cross-selling additional services to existing clients. The interviewees' organizations were able to meaningfully improve their ability to cross-sell incremental services to existing clients through activities such as uncovering white-space opportunities within customers' organizations where services had yet to be sold and analyzing key relationships and identifying challenges due to inactivity. Interviewees cited the visibility that Introhive's Customer Intelligence Platform provided into previously invisible relationships within existing clients as the driver of their improved ability to cross-sell.

- The chief marketing officer for a professional services firm explained the process of identifying cross-selling opportunities prior to the adoption of Introhive: "We had pipeline meetings, we had segment meetings ... a big part of those meetings was talking about what's in your pipeline, how is that going, what are we going to close?" They went on to elaborate that with visibility into active relationships within the buying organization, and the ability to hone in on key decision-makers, saying, "Introhive has enabled us to talk to the right people, prime the pipeline, and get deals closed."
- The chief marketing officer for a professional services firm outlined how their organization set a baseline and measured the progress of its cross-selling capabilities with Introhive's Customer Intelligence Platform. Nine months ago, its cross-sell rate was 2.3 services per client. It identified a particular advisory group to monitor. Over the past nine months, the cross-sell rate improved by 10% (2.53) with an average deal size of \$15,000. The organizations' goal was to get the cross-sell

“Introhive delivers insights that enhance our ability to sell more services to our top clients because everything starts with a relationship.”

Head of platform, client care, commercial real estate firm

rate to 3.5 (a 50% increase from the baseline) in 24 months overall.

Modeling and assumptions. For the composite organization, Forrester assumes the following:

- The average new cross sell opportunity is \$15,000.
- There are 20,000 existing clients with a baseline growth of about 2% per year. Forrester conservatively assumes that 10% of these clients have the wherewithal (need, spending power, etc.) to take on an incremental service engagement.
- The cross-sell rate before the deployment of Introhive's platform, is 1.70 in Year 1, 1.75 in Year 2, and 1.80 in Year 3. It is assumed to improve due to efficiencies and learnings.
- After the implementation of Introhive's Customer Intelligence Platform, the cross-sell rate improves by 10% in Year 1 relative to the baseline (to 1.87), 20% in Year 2 (to 2.10), and 30% in Year 3 (to 2.34). The 30% projected improvement in 24 months is more conservative than the target of 50% improvement that an interviewee set to actively measure their progress.
- New cross-selling sales are boosted by 10% in Year 1, 20% in Year 2, and 30% in Year 3 with the usage of Introhive's Customer Intelligence Platform.

- To determine the net impact for the composite, the revenue benefit is converted into net profits. A net margin of 20% is consistent for professional services companies.

Risks. Forrester recognizes that these results may not be representative of all experiences, and this benefit will vary between organizations depending on:

- The number of clients eligible for cross-selling will vary by industry and the number of services offered by each company.
- Baseline cross-sell rate assumptions will vary by industry and the boost experienced with Introhive’s Customer Intelligence Platform will depend on the industry and the expertise of the sales professionals.
- Average new cross-sell opportunity size and net margins will vary by industry, company, and types of products or services offered.

“With Introhive we can certainly see where the client relationships are improving — or receding and need more action on our part — on an account-by-account basis.”

Global CRM systems manager, international law firm

Results. With Introhive, revenue from cross-selling opportunities with existing clients improves by 10% in Year 1, 20% in Year 2, and 30% in Year 3.

To account for risks identified, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of \$4.2 million.

Net Income From Cross-Selling To Existing Clients					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Average new cross-sell size	Composite	\$15,000	\$15,000	\$15,000
B2	Baseline existing number of clients	Composite	20,000	20,400	20,800
B3	Number of existing clients eligible for new engagements	B2*10%	2,000	2,040	2,080
B4	Cross-sell rate before Introhive	Interviews	1.70	1.75	1.80
B5	Cross-sell opportunity before Introhive	B1*B3*B4	\$51,000,000	\$53,550,000	\$56,160,000
B6	Cross-sell rate with Introhive	Interviews	1.87	2.10	2.34
B7	Cross-sell opportunity with Introhive	B1*B3*B6	\$56,100,000	\$64,260,000	\$73,008,000
B8	Incremental cross-selling revenue with Introhive	B7-B5	5,100,000	10,710,000	16,848,000
B9	Net income margin	Composite	20%	20%	20%
Bt	Net income from cross-selling to existing clients	B8*B9	\$1,020,000	\$2,142,000	\$3,369,600
	Risk adjustment	↓20%			
Btr	Net income from cross-selling to existing clients (risk-adjusted)		\$816,000	\$1,713,600	\$2,695,680
Three-year total: \$5,225,280			Three-year present value: \$4,183,321		

PRODUCTIVITY IMPACT FOR REVENUE-GENERATING PROFESSIONALS (NOT QUANTIFIED IN MODEL)

Evidence and data. All four interviewees emphasized how the time savings, or productivity gains, of revenue-generating professionals was a major benefit of deploying Introhive’s Customer Intelligence Platform. Given the professional services profile of the four interviewees’ organizations, the benefit of time savings for partners and key executives who bill clients on a premium hourly basis was considered notable.

This specific benefit was **not** built into the model and the financial analysis, as it was determined that the quantified benefits of net-new revenues (Benefit A) and cross-selling opportunities (Benefit B) — without hiring additional sales staff — would be largely derived from the productivity gains experienced by these revenue-generating professionals. Therefore, including the quantification of this benefit might amount to double counting.

This study highlights the value of the benefit for readers who may choose to focus on cost savings or may not be in a position to readily measure the change in sales velocity (as presented in Benefits A and B) before and after the deployment of Introhive’s solution.

- The chief marketing officer for a professional services firm said: “Our stakeholders’ time is very valuable. Some of them are billing at \$400 an hour. We asked them, ‘If we can take data entry off your plate but make your client records accessible, what would that be worth to you?’” They went on to estimate their organization’s top

“I have always believed that if you’re going to give people a bit of technology, it’s either got to make them more money or more efficient. I firmly believe that Introhive does both!”

Head of platform, client care, commercial real estate firm

50 partners were saving an average 60 minutes a week. Furthermore, this was an ongoing benefit as these professionals meet new prospects on a regular basis.

- The global CRM systems manager for an international law firm noted: “There’s a big time savings for the fee earners in terms of manually entering contacts data which would have previously been non-chargeable time.” This interviewee estimated that these professionals were spending a couple of hours each week on manual data entry prior to the deployment of Introhive’s Customer Intelligence Platform, especially around events (about 200 per year).
- The national marketing director for an advisory, assurance, and tax firm encapsulated the benefit by saying: “For partners, it would be 30 minutes to an hour a week of time savings. A lot of them are pretty active and are going to multiple events (sometimes an event a day), which means the next day they have business cards or notes that they need to get into the system. But now they don’t need to do that.”

Modeling and assumptions. For the composite organization, Forrester assumes the following:

- The number of revenue generators utilizing Introhive’s solution goes from 270 in Year 1 to

Productivity improvement for revenue-generating professionals higher by

2.5%



350 in Year 2 and 420 in Year 3, which also assumes 10 additional hires each year.

- Each professional derives 60 minutes of time savings a week, based on data from the interviews. On an annual basis this is 50 weeks, assuming two weeks of vacation a year.
- Depending on the type of services provided and the seniority of the partners involved, their billing rate could be \$500 to \$1,000 per hour. Sales professionals, while not delivering services, are estimated to be generating \$200 per hour in new business. Forrester conservatively assumes a \$300 per hour revenue generation rate on a blended basis for these professionals.
- The productivity adjustment factor represents the percentage savings captured for productive work. Forrester assumes a 75% productivity capture for these revenue-generating professionals.
- To determine the bottom-line impact for the composite organization, the revenue benefit is reduced to net profits. The analysis assumes a

net margin of 20% for the professional services-focused composite organization.

Risks. Forrester recognizes that these results may not be representative of all experiences, and this benefit will vary between organizations depending on:

- The adoption ramp for revenue-generating professionals utilizing Introhive’s Customer Intelligence Platform.
- The billing rate and new bookings productivity of the revenue generators, which is based on the type of business.
- Net margins vary by industry, company, and types of products or services sold.

Results. To account for these risks, Forrester would adjust this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of just over \$1.6 million. To reemphasize, this calculation is not included in the financial model and related ROI analysis.

Productivity Impact For Revenue-Generating Professionals (Not Quantified In Model)					
Ref.	Metric	Source	Year 1	Year 2	Year 3
R1	Number of revenue-generators (including sales) using Introhive	A8	270	350	420
R2	Ongoing time savings from Introhive automation (total hours)	Interviews	50	50	50
R3	Blended hourly billable, or revenue-generating, rate	Composite	\$300	\$300	\$300
R4	Productivity adjustment factor	Forrester	75%	75%	75%
R5	Increased revenue productivity for revenue-generating professionals	$R1 \times R2 \times R3 \times R4$	\$3,037,500	\$3,937,500	\$4,725,000
R6	Net margin	Assumption	20%	20%	20%
Rt	Revenue assurance from productivity - revenue-generating professionals	$R5 \times R6$	\$607,500	\$787,500	\$945,000
	Risk adjustment	↓15%			
Rtr	Revenue assurance from productivity - revenue-generating professionals (risk-adjusted)		\$516,375	\$669,375	\$803,250
Three-year total: \$1,989,000			Three-year present value: \$1,626,128		

PRODUCTIVITY IMPACT AND COST EFFICIENCIES FOR NON-REVENUE-GENERATING PROFESSIONALS

Evidence and data. Interviewees equally emphasized the time savings, or productivity gains, from the Introhive’s Customer Intelligence Platform deployment for marketing and business development professionals that were non-revenue-generating (as opposed to the professionals noted in the previous section). In addition to the time savings for these professionals on an ongoing basis thanks to automation replacing manual data entry and maintenance, this benefit also expresses the value of more efficient briefing request delivery. These briefing requests are a summary of key contacts, connections, and market intelligence with AI-driven recommendations, and they are prepared by the business development professionals for sales calls.

- The national marketing director for an advisory, assurance, and tax firm discussed how they had studied the impact of time efficiency. They elaborated: “Prior to using Introhive [Customer Intelligence Platform], we had worked with a specific group to clean up CRM data. It took about five months and there were 10 people in this group, plus a project manager and our CRM team. It was over a thousand hours of time between all of those people to clean up the data. With Introhive, the same team of people accomplished this task in under 48 hours.”
- The global CRM systems manager for an international law firm noted: “When we’re doing a marketing list or targeted BD [business

“You’re never done cleaning up the data. Introhive allows us to keep the data in CRM fresh in real time, which is one of the key benefits.”

National marketing director, advisory, assurance, and tax firm

development] work, already having those right contacts and the latest information has made a huge difference for our segment marketing. We can get that information straight away in our CRM through Smart Sync from Introhive.” This interviewee estimated that these professionals, including paralegals and assistants, were spending 5 to 10 hours each week on manual entry into Outlook and the CRM system prior to the deployment of Introhive. That time was reduced to 2 to 4 hours per week after adoption. Smart Sync is a rules-based contact and activity data synchronization that is automatically performed by Introhive.

- In terms of briefing reports, the CRM manager for an international law firm noted: “We generate comprehensive, customized reports that typically used to take us over an hour to run and look at multiple different data feeds through all the integrations. We can now get that [information] within about five seconds and download a report that is literally on [a tablet] or mobile for a partner.”⁶ They noted that their organization was typically running a hundred such customized reports per month.
- The head of platform, client care for commercial real estate firm noted: “We calculated what effort was required to generate each briefing request. [They went from] from one email going into our

Productivity improved for non-revenue-generating professionals by

7.5%



global head of client care, to funneling off to four other people, and then to another 10 people. The time spent compiling a full response (not just Introhive data) probably costs us \$25,000 in manpower for every single one of those requests.” This interviewee estimated that the amount of effort was cut in half with Introhive. Their client care organization gets at least one such request per day.

Modeling and assumptions. For the composite organization, Forrester assumes the following:

- The number of non-revenue-generating professionals utilizing Introhive’s solution trends from 100 in Year 1, to 130 in Year 2, and 160 in Year 3. This also assumes five net hires each year.
- Each professional derives three hours of time savings a week from using Introhive’s Customer Intelligence Platform based on data from the interviewees. This occurs for 50 weeks annually, assuming two weeks of vacation a year.
- The fully burdened annual salary for these marketing and administrative professionals is averaged to be \$110,500 per year. These professionals are primarily based in the US or EMEA.
- A 60% productivity capture for these revenue-generating professionals is applied because not all time saved translates into completing additional work.
- Based on the range of daily or monthly briefing requests generated for the interviewees’ organizations, Forrester assumes that the composite organization generates 1,000 comprehensive briefing requests in Year 1, 1,300 in Year 2, and 1,560 in Year 3. These numbers assume that 3.7 comprehensive briefing requests per revenue-generator are generated per year.
- Combining the wide range of effort required to prepare comprehensive briefing requests, each request costs the composite organization \$530 for an average new business opportunity of \$40,000.
- A 70% cost reduction based on data from interviewees that credited Introhive with a time savings of 50% to 90%.

“By having something as simple as a Pre-Meeting Digest landing in [the partner’s] inbox the morning of the meeting and them opening it up, even just to scan through it and just seeing the breadth and depth of insights — it just gives them another angle to talk to the client.”

Head of platform, client care, commercial real estate firm

Risks. Forrester recognizes that these results may not be representative of all experiences, and this benefit will vary between organizations depending on:

- The adoption ramp for non-revenue-generating professionals utilizing Introhive’s Customer Intelligence Platform.
- The average productivity savings for a marketing or administrative professional will vary on the type and size of company.
- There may be variability in the depth of the briefing requests generated by each company, and the related time savings derived through Introhive.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$2.4 million.

Productivity Impact And Cost Efficiencies For Non-Revenue-Generating Professionals					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Number of non-revenue-generating professionals using Introhive	Composite	100	130	160
C2	Ongoing time savings from Introhive automation (total hours)	Interviews	150	150	150
C3	Average full-burdened cost per professional per hour	TEI standard	\$53.00	\$53.00	\$53.00
C4	Productivity adjustment factor	Forrester research	60%	60%	60%
C5	Subtotal: Improved general productivity for non-revenue-generating professionals	$C1 \times C2 \times C3 \times C4$	\$477,000	\$620,100	\$763,200
C6	Number of comprehensive briefing requests	Interviews	1,000	1,300	1,560
C7	Cost per briefing before Introhive	Interviews	\$530	\$530	\$530
C8	Cost reduction with Introhive	Interviews	70%	70%	70%
C9	Subtotal: Cost savings for briefing reports	$C6 \times C7 \times C8$	\$371,000	\$482,300	\$578,760
Ct	Productivity impact and cost efficiencies for non-revenue-generating professionals	$C5 + C9$	\$848,000	\$1,102,400	\$1,341,960
	Risk adjustment	↓10%			
Ctr	Productivity impact and cost efficiencies for non-revenue-generating professionals (risk-adjusted)		\$763,200	\$992,160	\$1,207,764
Three-year total: \$2,963,124			Three-year present value: \$2,421,196		

UNQUANTIFIED BENEFITS

Interviewees mentioned the following additional benefits that their organizations experienced but were not able to quantify:

- **Improvement in CRM adoption.** Interviewees noted that the adoption of Introhive's solution drove up the adoption rate for their CRM system. Users were more enthusiastic about using the CRM with dynamically updated data and interviewees' organizations were able to better justify their CRM investment. However, it was challenging to quantify how the higher adoption and usage of the CRM system led to higher productivity or cost savings.
 - The national marketing director for an advisory, assurance, and tax firm noted how the attitude towards the firm's CRM system had completely changed, saying, "It's really improved the value we're seeing in our CRM." After consolidating their CRM users down to 50 before Introhive's Customer Intelligence Platform, they have since expanded the number of CRM users to just over 1,000.

"We did a survey about CRM sentiment, and it was highly positive. It has 100% changed the [users] perspective of what a CRM is, and they understand the value of having the right data in real time. They are going to the CRM for insights, not to enter data."

*National marketing director,
advisory, assurance, and tax firm*

"With Introhive, the adoption rate of the CRM went up because we were gathering better overall data. This enables better client intelligence and focuses our business development efforts."

*Chief marketing officer,
professional services firm*

- The global CRM systems manager for an international law firm explained how their organization adopted Introhive's Customer Intelligence Platform before switching CRM systems to ensure that the new CRM launched with accurate data. They noted how they went from 140 active users on their legacy CRM to 2,750 active users on the new system. This includes lawyer partners.
- The chief marketing officer for a professional services firm explained how the adoption rate of the CRM went up, saying, "We had more people putting in information and using Introhive. The data would be automatically updated."
- **Enhanced data quality.** Perhaps an enabler or precursor to higher CRM usage, interviewees collectively emphasized the importance and value of having higher-quality data for their CRM users. Once again, it was challenging to quantify how higher data quality would directly translate into a quantifiable benefit.
 - The CRM system manager for an international law firm stated: "Data quality has definitely been a huge part of using Introhive [Customer Intelligence Platform], especially in a modern world where

“Data quality has been a key benefit with Introhive. We're identifying new contact details, we're enriching that by automatically using the email signature data, etc. We now have a 97% data accuracy rate for our CRM systems which is pretty unique.”

Global CRM systems manager, international law firm

people are moving jobs a lot quicker than they used to. We're identifying where the new contact details are, and we're enriching that using the email signature automatically. Being able to get accurate data quickly and update all of our partners means that they're seeing much higher quality lists being generated.”

- **Implicit GDPR compliance.** Firms that misappropriate customer data for marketing purposes can find themselves slapped with expensive fines and reputational damage. Interviewees observed how using Introhive's Customer Intelligence Platform for data collection and cleansing indirectly enabled them to be compliant with GDPR in the European Union and equivalent global data privacy regulations.
 - The national marketing director for an advisory, assurance, and tax firm explained: “Our internal IT risk group told us that we're not allowed to keep anything in the CRM if we can't prove an active relationship. Introhive [Customer Intelligence Platform] automatically allows us to show that active relationship.”

- The CRM system manager for an international law firm noted, “We leverage Introhive as part of our GDPR compliance model whereby the fact that we can prove that a partner had a touch point with a contact provides us with legitimate business reason [for the relationship].”

“Introhive definitely helps us with GDPR compliance. It gives us a business justification for why we are able to hold someone's data within the system because Introhive shows that there is an active relationship or connection with that person.”

Head of platform, client care, commercial real estate firm

FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Introhive's Customer Intelligence Platform and later realize additional uses and business opportunities, including:

- **Turning sales reluctance into opportunity.** Interviewees admitted that when they first introduced Introhive's Customer Intelligence Platform to the sales teams, there was a great deal of reluctance because of how it accessed data from the email platform. Part of this was related to privacy of personal contacts, but the objection largely came from top sales professionals who consider their book of contacts to be a major asset. The latter objection was largely addressed by the customer intelligence

and insights delivered by Introhive's platform. Additionally, the platform allows users to control sharing of personal contacts, etc.

- **Facilitating M&A activity.** The chief marketing officer for a professional services firm summed up how Introhive's Customer Intelligence Platform enables their professionals to catalyze M&A discussions with clients: "I think anytime you can get real-time data and have it at your fingertips, it opens up opportunities. [Introhive Customer Intelligence Platform] is a great tool to show our clients when they may be considering M&A opportunities." The interviewee was referring to consultancy services organizations that can leverage the Introhive platform as a tool for their clients, especially with white-space opportunities or overlap, etc.

“When we first started kicking around the idea of Introhive, we got the whole Big Brother commentary, but it didn’t inhibit us from moving forward. Once we turned it on and salespeople saw the connectivity, they saw the value of pushing all that information into the one place (which is the CRM), so we can all benefit as a team in leveraging insights.”

National marketing director, tax and accounting advisor firm

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

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	Introhive configuration costs - external	\$11,000	\$390,720	\$506,880	\$612,480	\$1,521,080	\$1,245,274
Etr	Deployment and ongoing support expenses - internal	\$299,000	\$292,261	\$308,108	\$307,280	\$1,206,649	\$1,050,191
	Total costs (risk-adjusted)	\$310,000	\$682,981	\$814,988	\$919,760	\$2,727,729	\$2,295,465

INTROHIVE CONFIGURATION COSTS — EXTERNAL

Evidence and data. Interviewees stated their organizations paid annual subscription licensing fees for Introhive’s Customer Intelligence Platform.

- Pricing for Introhive was based on an annual subscription based on the number of active users.
- As of publication, there are three packages of bundled capabilities offered by Introhive: essential, professional, and enterprise. Three of the interviewees’ organizations subscribe to the enterprise package.
- Interviewees said that Introhive offered professional services during the implementation phase.

Modeling and assumptions. For the composite organization Forrester assumes the following:

- The annual licensing cost is \$355,200 for Year 1, \$460,800 for Year 2, and \$556,800 for Year 3.
- The number of users by year are outlined in the characteristics of the composite organization.
- The composite signs up for the enterprise package of the Customer Intelligence Platform.

- A one-time professional services fee of \$10,000 for initial implementation is included.
- Pricing may vary. Contact Introhive for additional details.

Risks. Forrester recognizes that these results may not be representative of all experiences, and this benefit will vary between organizations depending on:

- The number of types of users and the specific package of bundled services utilized.
- The ramp in deployment and adoption of Introhive’s platform for a given organization.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of just over \$1.2 million.

Introhive Configuration Costs — External						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
D1	Professional services — initial implementation	Interviews	\$10,000			
D2	Introhive licensing, including support, 3-year term	Interviews		\$355,200	\$460,800	\$556,800
Dt	Introhive configuration costs — external	D1+D2	\$10,000	\$355,200	\$460,800	\$556,800
	Risk adjustment	↑10%				
Dtr	Introhive configuration costs — external (risk-adjusted)		\$11,000	\$390,720	\$506,880	\$612,480
Three-year total: \$1,521,080			Three-year present value: \$1,245,274			

DEPLOYMENT AND ONGOING SUPPORT EXPENSES — INTERNAL

Evidence and data. Interviewees reported that implementing the Introhive platform was a straightforward process, especially compared to rolling out a new CRM system. However, there were some incremental efforts required for ongoing support and data cleansing activities.

- The national marketing director for an advisory, assurance, and tax firm explained how their organization built a team in India for data entry

“Prior to Introhive, my team used to be 20 people doing the day to day support of the CRM. Because of the automation achieved through Introhive, we’ve reduced that down to about eight people now.”

Global CRM systems manager, international law firm

and cleansing. They stated: “There’s about seven of them (the leader and then the people who do data entry) and we give them different reoccurring projects, either weekly or monthly. The team probably spends about 20% to 25% of their time on Introhive. In the US, there are two of us that support the tool from an administrative side, [which takes] about 20% of our time.”

- The global CRM systems manager for an international law firm described the deployment process by saying: “When we initially went live with Introhive for our partners, there was a core team of around six people involved from a business development, project management, and legal standpoint. We managed to get it implemented within about two months. In terms of training our partners, it was typically in a group of ten, and it only required a 15 to 30 minute training session for our partners.”

Modeling and assumptions. For the composite organization Forrester assumes the following:

- For the initial deployment, the composite utilizes five FTEs who spend about 40% of their time on the project.

- For ongoing support, including data entry and cleansing, the composite deploys seven to eight FTEs who spend 25% of their time dedicated to Introhive.
- The fully burdened annual salary for IT operations (ITOps) professionals is \$130,000.
- In Year 1, the organization trains 370 users, followed by 110 in Year 2 and 100 in Year 3. This is based on the utilization ramp outlined for the composite. To be conservative, 1 hour of training time is allocated.
- Given the makeup of the users (partners, sales professionals, and marketing professionals), a blended salary of \$150,000 is assumed, which converts into \$72.00 per hour.

Risks. Forrester recognizes that these results may not be representative of all experiences, and this benefit will vary between organizations depending on:

- The size of the organization and utilization ramp of Introhive users.
- The relative expertise and compensation rates of the professionals for support, and the ones being trained.

Results. To account for these risks, Forrester adjusted this cost upward by 15%, yielding a three-year, risk-adjusted total PV of just under \$1.1 million.

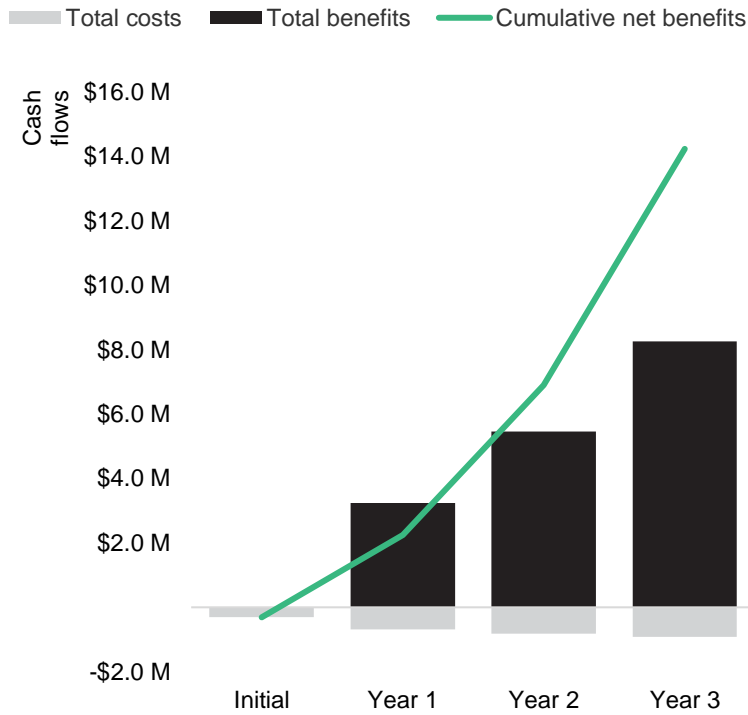
Deployment And Ongoing Support Expenses — Internal

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Deployment and ongoing support — employees	Interviews	5	7	8	8
E2	Percentage of time spent on Introhive	Interviews	40%	25%	25%	25%
E3	Fully burdened ITOps annual cost	TEI standard	\$130,000	\$130,000	\$130,000	\$130,000
E4	Subtotal: Deployment and ongoing support costs	E1*E2*E3	\$260,000	\$227,500	\$260,000	\$260,000
E5	Incremental new Introhive users	Composite		370	110	100
E6	Hours of training time	Interviews		1.0	1.0	1.0
E7	Fully burdened professional cost per hour	TEI standard		\$72.00	\$72.00	\$72.00
E8	Subtotal: Training time cost for incremental users	E5*E6*E7		\$26,640	\$7,920	\$7,200
Et	Deployment and ongoing support expenses — internal	E4+E8	\$260,000	\$254,140	\$267,920	\$267,200
	Risk adjustment	↑15%				
Etr	Deployment and ongoing support expenses — internal (risk-adjusted)		\$299,000	\$292,261	\$308,108	\$307,280
Three-year total: \$1,206,649			Three-year present value: \$1,050,191			

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	(\$310,000)	(\$682,981)	(\$814,988)	(\$919,760)	(\$2,727,729)	(\$2,295,465)
Total benefits	\$0	\$3,238,080	\$5,460,960	\$8,258,004	\$16,957,044	\$13,661,260
Net benefits	(\$310,000)	\$2,555,099	\$4,645,972	\$7,338,244	\$14,229,315	\$11,365,795
ROI						495%
Payback period (months)						<6

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 Source: “Forrester’s 2021 B2B Buying Study Reveals Seismic Shifts That Amplify Long-Term Trends In Buying Behavior,” Forrester Research, Inc., May 13, 2021

² Source: “2022 Buyer Insights: Complex Buying Scenarios And Patterns,” Forrester Research, Inc., November 14, 2022.

³ Source: “New Tech: Revenue Operations And Intelligence, Q4 2021,” Forrester Research, Inc., October 18, 2021.

⁴ 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.

⁵ Source: “B2B Vital Signs: Using Interaction Insights To Drive Engagement And Performance Optimization,” Forrester Research, Inc., July 12, 2022.

⁶ An Introhive briefing report is an auto-generated document that prepares a salesperson for a meeting with a client or prospect. A comprehensive briefing report, as used in this study, involves some level of customization.

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