



FORRESTER®

The Total Economic Impact™ Of BERA

Cost Savings And Business Benefits
Enabled By BERA

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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

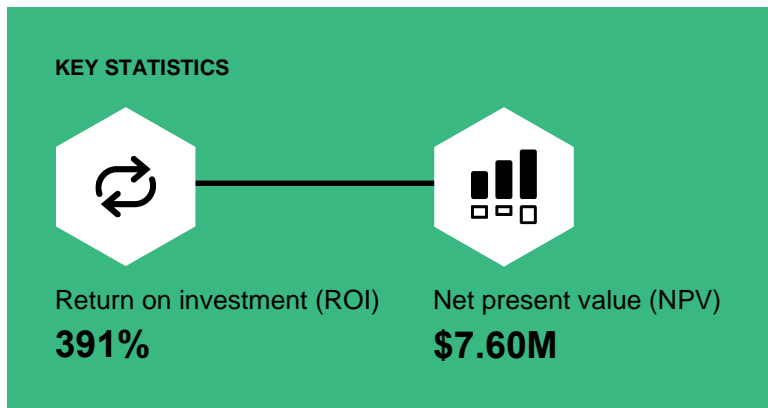
Global B2C/B2B brand teams struggle to confidently identify the most profitable audience segments and positioning strategies for their brands. They are further challenged to tie their brand spend directly to business outcomes and financial results. BERA's platform works within the context of each brand's target KPIs, assessing current brand performance across audiences, optimizing positioning, and prioritizing the right mix of the five Ps of marketing to lift revenues, avoid wasted spend, and increase marketing team efficiency.

BERA is a software-as-a-service (SaaS) platform that delivers predictive analytics and real-time recommendations for better decisions on brand positioning, activation, resource allocation, partnerships, and audience insights. With BERA, brands can discover which metrics determine their brand's equity, see which audiences offer the best brand growth opportunities, and how to activate the right brand positioning strategy to make smarter brand decisions that deliver financial results.

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

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four representatives with experience using BERA. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single **composite organization** that is a global B2C/B2B organization with revenue of \$10 billion per year and a strong online and offline presence.

Prior to using BERA, these interviewees noted how their organizations worked with survey providers and brand tracking services to obtain data and reports on their brands' performances. However, prior attempts



yielded limited success and left them with static, nonhistorical data that was not forward-looking and limited the organizations' abilities to fully understand their brands' performance over time. The interviewees' organizations needed deeper insight about their brands, but they could not obtain it from brand tracking service providers. These limitations led to an inability to fully understand brand performance, lack of insight about how to grow brands and reach consumers, and an incapacity to make forward-looking and strategic marketing decisions.

After the investment in BERA, the interviewees' organizations experienced increased net profit from faster brand growth, cost savings, and increased marketing efficiency and productivity.

KEY FINDINGS

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

- **Increased attributable net profit from faster brand growth.** BERA enables the composite organization to experience increased attributable net profit due to faster brand growth. BERA's data, metrics, analytic reports, and in-house brand-consulting expertise provide the composite organization with strategic insight on ways to grow its brand. Over three years, increased attributable net profit from faster brand growth is worth \$7.1 million to the composite organization.
- **Cost savings from eliminating prior solutions.** BERA enables the composite organization to reduce the need to engage and coordinate multiple vendors. By using BERA, the composite organization experiences overall cost savings relative to what it would pay other vendors for surveys, data, reports, brand tracking, and consulting services. For the composite organization, cost savings from eliminating prior solutions are worth \$1.6 million over three years.
- **Productivity gained from increasing marketing efficiency.** BERA's data, reports, and consulting services help increase the composite organization's marketing efficiency. Productivity gained from increasing marketing efficiency is worth \$848,000 to the composite organization over three years.

During Year 1, ROI on marketing spend increases by

10%



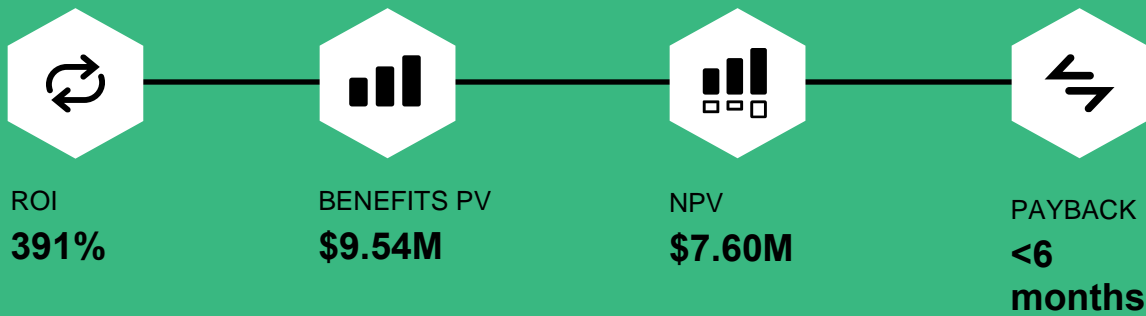
Unquantified benefits. Benefits that are not quantified in this study include:

- **Being able to better monitor the competition.** BERA provides the ability to compare the composite organization's brand to competitors' brands and best-in-class "North Star" brands. BERA enhances the composite organization's ability to understand the competition's strategic moves and overall brand performance. The composite organization uses BERA's intelligence and insights to help guide its strategy.
- **Having a solution that is category-agnostic.** BERA's solution allows the composite organization to track brands outside of its own category. The composite organization is able to identify disruptors and outside category, which is integral to its brand-building efforts.
- **Having access to a team of brand consulting experts.** BERA provides the composite organization with access to a team of in-house brand experts that provides ongoing insightful strategic recommendations. BERA's consulting team helps the composite organization better understand and leverage the data, reports, and analytics.
- **Being able to work with an intuitive platform.** BERA's platform is user-friendly, intuitive, and does not require a technical background to leverage its tools and functionality. BERA's always-on platform allows the composite organization to access recently updated information and data at any time in real time.
- **Having a solution that supports change management.** BERA supports the composite organization's internal change management efforts. BERA helps drive the transformation towards a forward-thinking, analytical organization.

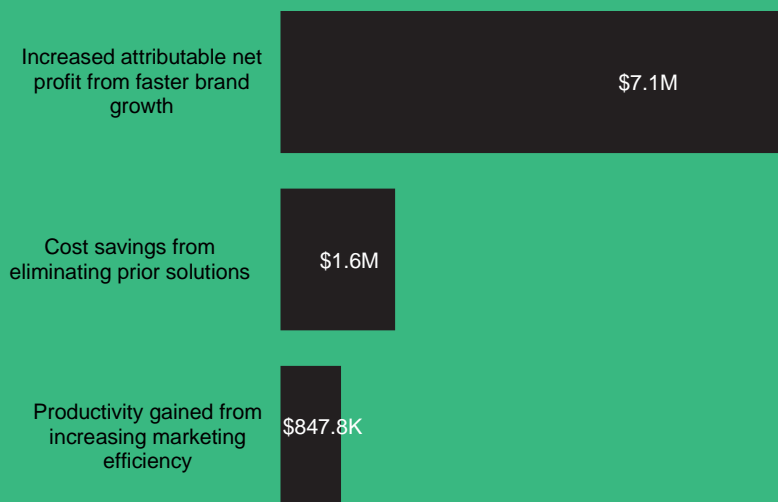
Costs. Three-year, risk-adjusted PV costs for the composite organization include:

- **BERA subscription costs.** The composite organization pays ongoing subscription fees to BERA which include access to the platform, data, reports, and consulting services. The composite organization pays a total of \$1.5 million in subscription costs over three years.
- **Total internal effort costs.** The composite organization needs internal resources to implement BERA. For the composite organization, implementation takes three months to complete, and the total internal effort costs (including implementation and ongoing internal management effort) are \$437,000 over three years.

The representative interviews and financial analysis found that a composite organization experiences benefits of \$9.54 million over three years versus costs of \$1.94 million, adding up to a net present value (NPV) of \$7.60 million and an ROI of 391%.



Benefits (Three-Year)



“BERA helps examine the value of brand investments [and] identify branding challenges and opportunities that lie ahead while providing accessible, real-time data and information that support strategic decisions.”

— Head of insights and analytics, consumer products

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 BERA.

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 BERA can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by BERA 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 BERA.

BERA 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.

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



DUE DILIGENCE

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



INTERVIEWS

Interviewed four representatives at organizations using BERA 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 BERA Customer Journey

■ Drivers leading to the BERA investment

Interviews			
Role	Industry	Region	Number of employees
Director of consumer research and insights	Technology and consumer electronics	Global	7,000
Manager of consumer insights	Telecommunications	North America	15,000
Head of insights and analytics	Consumer products	Global	45,000
Director of marketing	Apparel and activewear	Global	200

KEY CHALLENGES

Forrester interviewed four decision-makers with experience using BERA at their organizations.

Decision-makers' organizations experienced working with brand tracking services that provided static, point-in-time data. These brand tracking services offered nonhistorical data and were not forward-looking, limiting the organizations' abilities to fully understand their brands' performance over time. These organizations needed insight about their brands, but they could not obtain it from brand tracking service providers.

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

- **Lacking data to understand current brand performance.** Decision-makers' organizations experienced challenges understanding the performance of their brands. To evaluate brand performance, organizations tried to connect and analyze outdated data from past surveys and brand tracking services. The challenge is that the available data and reports were static and frozen in time, making it extremely challenging to truly evaluate performance or glean insights.

A director of consumer research and insights at a technology and consumer electronics company

told Forrester: "We had been looking for a brand tracking partner with historical data that would show us how our brand was performing. We needed better data to help us understand where we were, and metrics that we could use to better gauge our brand."

A manager of consumer insights at a telecommunications company shared: "Our organization lacked insightful data about our brand's performance, and [we] did not have sufficient data to help us determine which attributes to build our brand around. We were trying to improve our understanding of how different elements were influencing the opinion and perception of our brand."

"Prior to using [BERA], we used other brand tracking services that provided point-in-time data, but that lacked analytic insight on how to improve our brands."

Manager of consumer insights, telecommunications

A head of insights and analytics at a consumer products company told Forrester: “We needed faster access to information and data. We were searching for a solution that would provide more timely, rich data and metrics that would help us understand where our brand was positioned.”

A director of marketing at an apparel and activewear company shared: “There was no overarching brand study to trend over time to see how we were doing at a holistic level. The data we were getting twice per year from brand tracking service providers was sporadic and delayed several months. And we could not answer internal questions about our brand’s current performance.”

- **Needing insight to grow brands and reach consumers.** Decision-makers’ organizations experienced difficulties determining how to grow their brands and effectively reach and connect with audiences. Organizations had limited insight about the impact of their brands’ moves on brand equity and business outcomes.

A director of consumer research and insights told Forrester: “We were seeking ways to better grow our brand and reach consumers. We wished to be able to identify and connect with new audiences more effectively.”

A manager of consumer insights shared: “We needed insight and analytics that would help us grow our brand and create connections with existing and potential customers. We intended to move our brand forward yet were missing key information.”

A head of insights and analytics told Forrester: “Our organization wanted to know what channels were driving impact, which messages were resonating best with our audience, and where the brand should go next.”

A director of marketing shared: “We were used to getting category-tracking reports that did not give us a full picture of potential audiences and consumers coming into our category. We wanted to grow our brand, but [we] had very limited insight. We needed more information and analytics about consumer segments and audiences beyond our category.”

- **Becoming more strategic and forward-looking.** While the interviewees’ organizations did periodically collect marketing performance data, the sporadic data prevented them from making forward-looking, strategic marketing decisions.

A director of consumer research and insights told Forrester: “Our organization was lacking the ability to look at our brand strategically. We also wished to be able to track other brands in and outside of our category and analyze what they were doing. It was important for us to strategically reach consumers, particularly those outside of our own category. And we wanted to be able to identify which segments and audiences would help us grow.”

A manager of consumer insights shared: “The brand tracking services we were using were not forward-looking and did not provide sufficient analytical capabilities. We were not able to fully

“Previous brand tracking services provided static, sporadic, nonhistorical data that we could not trend over time to see how we were doing at a holistic level.”

Director of marketing, apparel and activewear

understand the strategic implications of our branding decisions.”

A head of insights and analytics told Forrester: “Our organization wanted to analyze brand equity and its impact on sales. We were searching for a strategic solution that would improve our brand management capabilities and understanding of the state of business.”

A director of marketing shared: “We recognized the need for a solution that would provide strategic insight and help us prioritize what was really important to building our brand while optimizing our marketing spend.”

SOLUTION REQUIREMENTS/INVESTMENT OBJECTIVES

The interviewees’ organizations searched for a solution that could:

- Offer historical data that could be used in time-series analysis and be leveraged for predictive analytics purposes.
- Provide highly granular data that could be used for attribution marketing analytics.
- Support the integration of brand into marketing-mix modelling.
- Offer a comparative set of data for brands across different categories.
- Provide reliable brand metrics to measure brand performance and help improve brand positioning.
- Deliver a continuous stream of customer and financial data.
- Support the ability to predict the impact of brand moves on brand equity and business outcomes.
- Increase efficiency by removing several manual tasks involving working with data and producing reports.
- Help optimize marketing spend.

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. The composite organization has the following characteristics:

Description of composite. The global, \$10 billion-dollar organization has B2C/B2B brands. The composite organization has 17,000 employees, a large customer base throughout several countries, and a strong online and offline presence.

Deployment characteristics. The composite organization uses BERA to carry out predictive analytics and attribution-marketing analytics. The composite organization uses BERA to monitor brand performance, to segment and target customers, to optimize marketing spend, to build brand equity, and to support strategic marketing decisions.

Key Assumptions

- **\$10 billion in revenue**
- **Global organization**
- **17,000 employees**
- **B2C/B2B brands**

Analysis Of Benefits

■ Quantified benefit data as applied to the composite

Total Benefits						
Ref.	Benefit	Year 1	Year 2	Year 3	Total	Present Value
Atr	Increased attributable net profit from faster brand growth	\$1,920,000	\$2,908,800	\$3,917,184	\$8,745,984	\$7,092,460
Btr	Cost savings from eliminating prior solutions	\$373,500	\$783,000	\$819,000	\$1,975,500	\$1,601,980
Ctr	Productivity gained from increasing marketing efficiency	\$331,500	\$341,445	\$351,688	\$1,024,633	\$847,778
Total benefits (risk-adjusted)		\$2,625,000	\$4,033,245	\$5,087,872	\$11,746,117	\$9,542,218

INCREASED ATTRIBUTABLE NET PROFIT FROM FASTER BRAND GROWTH

Evidence and data. BERA enabled the decision-makers' organizations to experience increased attributable net profit due to faster brand growth. BERA's robust historical data, metrics and analytic reports, and in-house brand consulting expertise provided decision-makers' organizations with strategic insight on ways to grow their brands, reposition marketing campaigns, and target audiences.

- A director of consumer research and insights told Forrester: "BERA has allowed us to better examine our own brand and compare it to other competing brands inside and outside of our category. BERA's tools and services have helped us reinvent our brand and realize that we were at risk of becoming stale. After we started using BERA, consumers noticed us more. Brand equity is growing."
- A manager of consumer insights shared: "Through BERA's metrics and reports, we have been able to understand our brand's core personality characteristics, what these mean to consumers, where we stand relative to the

competition, and what we can do to improve our brand performance and brand equity."

- A director of marketing said: "BERA has given us a different way of looking at our brands and our competitors. We can now see our brands holistically and what we can do to improve them. We use the BERA metrics and indicators to make better-informed decisions and to improve our market share and our revenue."
- Decision-makers reported that since their organizations started using BERA, they have experienced increases in ROI on marketing spend. This improved ROI on marketing spend has had an impact on revenue generation.

Modeling and assumptions. Forrester makes the following assumptions about the composite organization:

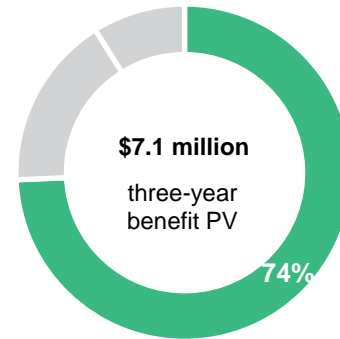
- In Year 1, the composite organization has an annual marketing budget of \$500 million, roughly 5% of the organization's annual total revenue.
- Due to an assumed increase in total revenue, the annual marketing budget grows by 1% year-over-year.
- The expected ROI on marketing spend without BERA is a baseline of 120%.

- By leveraging BERA to improve brand performance and inform strategy, the composite organization experiences ROI on marketing spend improvements of 10% in Year 1, 15% in Year 2, and 20% in Year 3 as the organization can develop more-efficient and more-effective marketing campaigns.
- The net profit margin is 8% and remains constant over the three years.
- 50% of the increased net profit is attributed to BERA, and the other 50% is attributed to the people, processes, and workflows put in place to leverage BERA in a meaningful way that drives better performance.

Risks. Potential risks that can impact this benefit include:

- The extent to which the organization ingests and leverages BERA to inform marketing strategy and brand investments.
- The specific goals and activities of the organization to drive ROI.
- Net profit margin.
- The way the organization leverages BERA to improve ROI or better understand specific performance metrics.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$7.1 million.



“BERA has helped us understand the emotional attributes of our brands and given us insight on ways to better position our campaigns and connect with consumers.”

Director of consumer research and insights, technology and consumer electronics

Increased Attributable Net Profit From Faster Brand Growth					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Marketing budget	Composite	\$500,000,000	\$505,000,000	\$510,050,000
A2	Expected ROI on marketing spend before BERA	Interviews	120%	120%	120%
A3	Expected return on marketing spend before BERA	A1*A2	\$600,000,000	\$606,000,000	\$612,060,000
A4	Improved ROI on marketing spend with BERA	Interviews	10.00%	15.00%	20.00%
A5	Incremental revenue due to BERA	A3*A4	\$60,000,000	\$90,900,000	\$122,412,000
A6	Net profit margin	Composite	8%	8%	8%
A7	BERA attribution	Interviews	50%	50%	50%
At	Increased attributable net profit from faster brand growth	A5*A6*A7	\$2,400,000	\$3,636,000	\$4,896,480
	Risk adjustment	↓20%			
Atr	Increased attributable net profit from faster brand growth (risk-adjusted)		\$1,920,000	\$2,908,800	\$3,917,184
Three-year total: \$8,745,984			Three-year present value: \$7,092,460		

COST SAVINGS FROM ELIMINATING PRIOR SOLUTIONS

Evidence and data. BERA enabled decision-makers' organizations to reduce the need to engage and coordinate multiple vendors — particularly survey providers, brand tracking services, and consulting companies. Through BERA, decision-makers gained access to insights, which enhanced their ability to understand their brands and the competitive landscape.

Decision-makers told Forrester that when they considered what their organizations were paying other vendors for surveys, data, brand tracking, and consulting services and then compared those totals to what they would pay BERA, they found that alternate solutions were 50% more expensive.

- A director of marketing shared with Forrester: "BERA has provided quality historical data, quarterly reports, and consultation services that

— when we aggregated — is lower than what we would have paid other vendors for these items."

- A manager of consumer insights shared: "Since we started using BERA, we have had access to monthly reporting and quarterly strategy sessions. BERA's services, functionality, and capabilities have been valuable to our organization and a great overall investment relative to what we were getting from other vendors."
- A director of consumer research and insights told Forrester: "With the BERA subscription, we have received more data and reports and the BERA consulting services. For the level of data, competitive set, and quarterly brand consulting that we get from BERA, we would have paid other vendors double the cost."

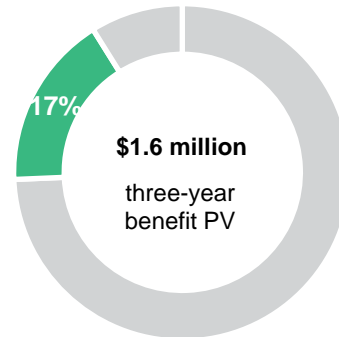
Modeling and assumptions. Forrester makes the following assumptions about the composite organization:

- Prior solutions that include a combination of brand tracking services and strategy consulting services cost 50% more than BERA.
- In Year 1, as the composite organization transitions to BERA and away from using prior solutions, it saves \$415,000. In Year 2 and Year 3, the cost savings are higher as the organization pays 50% less for BERA's solution.

Risks. Potential risks that can impact this benefit include:

- The organization's ability to effectively leverage BERA's tools and services, to improve brand performance, and to inform strategy without having to retain prior solutions.
- The organization's ability to effectively transition away from using prior solutions.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$1.6 million.



Cost Savings From Eliminating Prior Solutions

Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Cost of prior solutions (consulting and brand tracking services)	D1+50%	\$415,000	\$870,000	\$910,000
Bt	Cost savings from eliminating prior solutions	B1	\$415,000	\$870,000	\$910,000
	Risk adjustment	↓10%			
Btr	Cost savings from eliminating prior solutions (risk-adjusted)		\$373,500	\$783,000	\$819,000
Three-year total: \$1,975,500			Three-year present value: \$1,601,980		

PRODUCTIVITY GAINED FROM INCREASING MARKETING EFFICIENCY

Evidence and data. With BERA, interviewees' organizations gained access to a robust repository of data, marketing metrics, and analytics. BERA's team partnered with the interviewees' organizations to enable new initiatives, assist in research, and develop strategic solutions. Decision-makers told Forrester that BERA's data, reports, and consulting services helped increased their marketing teams' efficiency.

- A director of consumer research and insights told Forrester: "BERA has provided valuable insight and meaningful metrics that have high impact on brand equity and on business performance. With BERA, we can focus on improving our performance relative to those specific metrics. We no longer waste time reviewing irrelevant data and metrics. With BERA, we have been able to shift our marketing spend, reach underserved audiences, and build focused brand campaigns."

- A manager of consumer insights shared: “With BERA, we have gained the ability to understand our brand at a much deeper level. Our team now understands where we need to spend our time and energy. Instead of pouring through meaningless data, we can focus on building certain brand personality characteristics and channel our efforts towards building our brand.”
- A head of insights and analytics told Forrester: “BERA gives us faster access to relevant information that we can leverage to create a compelling engagement story. BERA has provided metrics and leading and lagging indicators that allow us to efficiently concentrate our efforts on growth opportunities and new markets.”
- A director of marketing said: “Since we started using BERA, we have been able to quickly identify areas for improvement and make more-efficient marketing decisions. We can answer more-specific questions more quickly. We also don’t have to spend time manually aggregating data, cleaning data, and creating reports.”
- Decision-makers reported that since their organizations started using BERA, they have experienced increased efficiency. Due to the increased productivity from using the BERA solution, decision-makers’ organizations have been able to redeploy resources to higher value-added activities.

Modeling and assumptions. Forrester makes the following assumptions about the composite organization:

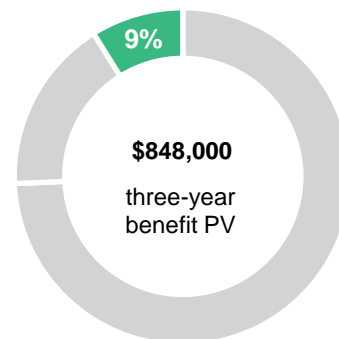
- The composite’s marketing insights and analytics team is comprised of six FTEs.
- Three FTEs are redeployed to higher value-added activities due to increased productivity and efficiency gains from using BERA’s rich data, reporting capabilities, and intuitive and user-friendly dashboard.

- The fully burdened annual salary (with benefits and taxes paid by the organization) for a marketing insights and analytics team member is \$130,000.
- The annual fully burdened salary of an FTE grows by 3% year-over-year.

Risks. Potential risks that can impact this benefit include:

- The number of resources the organization dedicated to marketing insights and analytics prior to its BERA investment.
- The way the organization leverages BERA.
- The salary of dedicated resources.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of \$848,000.



“Since we started using BERA, we are better-informed, have a holistic view of our brands, and are able to make faster, smarter decisions.”

Director of marketing, apparel and activewear

Productivity Gained From Increasing Marketing Efficiency					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Number of FTEs who comprise marketing insights and analytics team	Interviews	6.0	6.0	6.0
C2	Number of FTEs who were redeployed to higher value-added activities due to increased productivity from BERA solution	Interviews	3.0	3.0	3.0
C3	Marketing insights and analytics team member fully burdened cost	TEI standard	\$130,000	\$133,900	\$137,917
C4	Value of productivity gained by team	C2*C3	\$390,000	\$401,700	\$413,751
Ct	Productivity gained from increasing marketing efficiency	C4	\$390,000	\$401,700	\$413,751
	Risk adjustment	↓15%			
Ctr	Productivity gained from increasing marketing efficiency (risk-adjusted)		\$331,500	\$341,445	\$351,688
Three-year total: \$1,024,633			Three-year present value: \$847,778		

UNQUANTIFIED BENEFITS

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

- **Being able to better monitor the competition.**
Decision-makers shared that an important benefit of using BERA is the ability to compare the organization's brand to competitors and best-in-class "North Star" brands. BERA's historical data and built-in, AI-driven predictive analytics have enhanced decision-makers' abilities to understand the competition's strategic moves and overall brand performance. Decision-makers shared that they have been able to use BERA's intelligence and insights to help guide their organizations' own strategies.

A director of consumer research and insights told Forrester: "BERA gives us the ability to track up-and-coming brands, to see how fast those brands are moving, and to recognize competitive threats to our organization more quickly. The competitive set data is immensely valuable to our organization."

A head of insights and analytics said, "BERA supports our retail strategy and helps us mitigate strategic risk."

A manager of consumer insights shared: "BERA has given us analytical insight about our core competitors within our category. We can see how competitors are scoring in key metrics and how they are building their brands."

- **Having a solution that is category-agnostic.**
Decision-makers told Forrester that BERA's solution has allowed them to track brands outside of their own category. Decision-makers explained that being able to identify disruptors and outside category influences has been integral to their brand-building efforts.

A director of consumer research and insights shared with Forrester: "With BERA, we are able to compare our brand to those in our own category, but we can also monitor other rising brands outside our category and benchmark against them."

A manager of consumer insights said: "BERA helps us see the larger competitive landscape and which market we can go after and how we

can draft our messaging to audiences regardless of category.”

A director of marketing told Forrester: “BERA has given us the ability to see beyond the category that we were already in. We can monitor brands in different categories and track their metrics. When an organization is building an overall brand and measuring its connection with consumers, that category-agnostic piece is important.”

- **Having access to a team of brand-consulting experts.** BERA provided the decision-makers’ organizations with access to a team of in-house brand experts that provides ongoing insightful strategic recommendations. BERA’s consulting team helped the organizations better understand and leverage the data, reports, and analytics.

A director of consumer research and insights shared: “BERA excels at understanding organizations and working with organizations to help understand why brand-tracking data can lead to business performance improvement. BERA makes great observations and certainly provides solid strategic recommendations on how we can focus our brand efforts to enhance business performance. They have a fantastic account management team, and [it’s] probably among the best that I’ve ever worked with. And they have fantastic strategic thinkers.”

A manager of consumer insights told Forrester: “BERA has a team of consultants that really understands the brand world. What amplifies our relationship with BERA is the people at BERA, their knowledge, and how we work together. BERA is pretty much an extension of our team.”

A director of marketing told Forrester: “BERA’s team has helped inform our marketing spend and strategy. The team at BERA has provided analysis and insight that has given us moments of pause and reflection. BERA has enhanced our

team’s understanding of the impact of brand on business outcomes.”

- **Being able to work with an intuitive platform.** Interviewees told Forrester that BERA’s platform is user-friendly, intuitive, and that even some users who do not have technical backgrounds have been able to leverage its tools and functionality. Decision-makers shared that BERA’s always-on platform has allowed them to access recently updated information and data at any time in real time.

A director of consumer research and insights shared: “We go into the BERA platform dashboard to review the latest available data and to look at some different data cuts [and] segment cuts. The dashboard and metrics are intuitive and simple to understand.”

A manager of consumer insights told Forrester, “BERA’s platform is an intuitive, user-friendly tool with outstanding capabilities.”

A director of marketing said: “The fact that my team can easily use the dashboard, click buttons, take screenshots of intuitive analysis and visualizations, and include them in reports is of great value.”

- **Having a solution that supports change management.** Decision-makers shared that BERA has supported their organizations’ internal change-management efforts. Some decision-makers explained that BERA has helped drive their transformation towards becoming a forward-thinking, analytical organization.

A director of consumer research and insights told Forrester: “I cannot imagine another partner that would have been so impactful in supporting our internal transformation process. BERA has been incredible in getting our people motivated and helped us move forward much faster than any other transformation processes in the past.”

A manager of consumer insights said: “BERA has given us a focused, analytical approach for managing our brand. We have transformed our thinking and now are able to consider the drivers of tomorrow’s metrics and how we can shape the future of our brand. BERA has transformed us into better marketers and made us more agile.”

A head of insights and analytics shared: “The digital transformation journey is challenging. BERA’s technology-driven, future-forward approach is helping us move faster and become more agile.”

A director of marketing told Forrester: “BERA has helped us become more strategic. With BERA, we have data and information on audience demographics, consumer segments, brand shifts, and emerging trends. BERA has helped us become more modern and change the way we approach targeting, behavioral tracking, and audience messaging.”

FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement a solution and later realize additional uses and business opportunities. An example is to increasingly use BERA’s key market mapping and geospatial data and to leverage it to target consumer groups based on specific geographic locations. Forrester did not include any flexibility benefits in the financial analysis.

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	BERA subscription costs	\$0	\$577,500	\$606,375	\$636,694	\$1,820,569	\$1,504,494
Etr	Total internal effort costs	\$71,500	\$143,000	\$147,290	\$151,709	\$513,499	\$437,208
	Total costs (risk-adjusted)	\$71,500	\$720,500	\$753,665	\$788,402	\$2,334,067	\$1,941,702

BERA SUBSCRIPTION COSTS

Evidence and data. Decision-makers said their organizations pay ongoing subscription fees to BERA.

- The amount that each decision-maker's organization paid BERA is based on the number of brands tracked, brand reports, and weekly survey data.
- Decision-makers said that their organizations paid no up-front fees, and that the subscription fees they paid starting in Year 1 included access to the software platform and a dedicated account team.

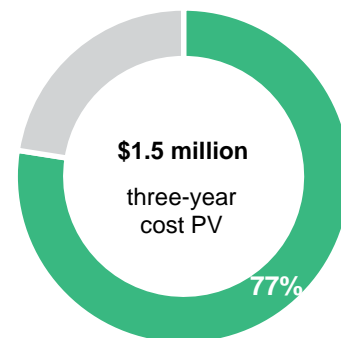
Modeling and assumptions. Forrester makes the following assumptions about the composite organization:

- In Year 1, the organization pays BERA approximately \$550,000 in subscription fees.
- Subscription fees, which include the number of brands tracked, brand reports, and weekly survey data, grow by 5% year-over-year.
- Pricing may vary. Contact BERA for additional details.

Risks. There are potential risks that can impact the BERA subscription cost, including:

- Selecting more brand reports and/or larger weekly surveys.
- Using higher service levels.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$1.5 million.



“BERA has made our consumer insights team more focused and efficient. BERA’s data, reports, and consulting services are above and beyond what any other partner could offer.”

Manager of consumer insights, telecommunications

BERA Subscription Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
D1	BERA subscription costs	Composite		\$550,000	\$577,500	\$606,375
Dt	BERA subscription costs	D1	\$0	\$550,000	\$577,500	\$606,375
	Risk adjustment	↑5%				
Dtr	BERA subscription costs (risk-adjusted)		\$0	\$577,500	\$606,375	\$636,694
Three-year total: \$1,820,569			Three-year present value: \$1,504,494			

TOTAL INTERNAL EFFORT COSTS

Evidence and data. Decision-makers reported that their organizations needed internal resources to implement BERA.

- Decision-makers' organizations needed two FTEs to assist with the implementation.
- Decision-makers told Forrester that it took approximately three months to implement and become acquainted with BERA's solution and its capabilities.
- Decision-makers shared that there are ongoing internal management efforts.

Modeling and assumptions. Forrester makes the following assumptions about the composite organization:

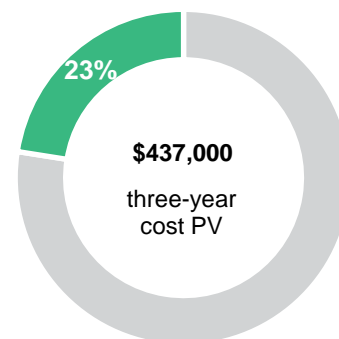
- The composite requires two FTEs to implement BERA.
- It takes the organization three months to implement BERA.
- The fully burdened annual cost of one FTE working on the implementation is \$130,000.
- There is an ongoing internal management effort cost of one FTE to support the solution.

- The fully burdened annual cost of one FTE supporting the solution is \$130,000.
- The annual fully burdened salary of the FTE grows by 3% year-over-year.

Risks. There are potential risks that can impact the internal effort costs, including:

- Whether the organization needs more than two FTEs to implement the solution.
- Whether it takes the organization more than three months to implement the solution.
- Whether the ongoing internal management effort cost is greater than one FTE.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of \$437,000.

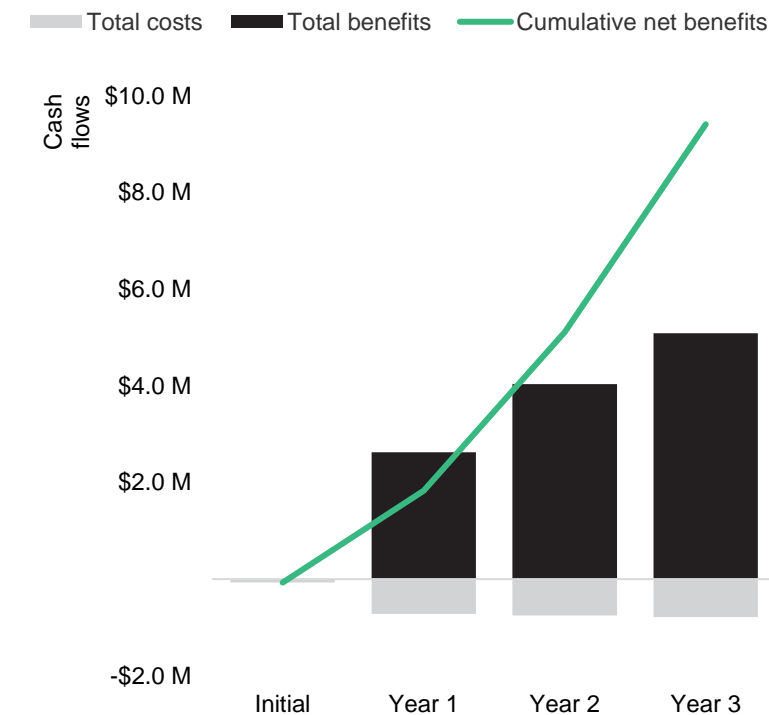


Total Internal Effort Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Number of FTEs needed to initially deploy solution	Interviews	2.0			
E2	Deployment time (months)	Interviews	3.0			
E3	FTE fully burdened cost (monthly)	TEI standard	\$10,833			
E4	Initial deployment costs	$E1 \times E2 \times E3$	\$65,000			
E5	Number of FTEs who support solution on an ongoing basis	Interviews		1.0	1.0	1.0
E6	FTE fully burdened cost (annual)	TEI standard		\$130,000	\$133,900	\$137,917
E7	Ongoing support costs	$E5 \times E6$		\$130,000	\$133,900	\$137,917
Et	Total internal effort costs	$E4 + E7$	\$65,000	\$130,000	\$133,900	\$137,917
	Risk adjustment	↑10%				
Etr	Total internal effort costs (risk-adjusted)		\$71,500	\$143,000	\$147,290	\$151,709
Three-year total: \$513,499			Three-year present value: \$437,208			

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	(\$71,500)	(\$720,500)	(\$753,665)	(\$788,402)	(\$2,334,067)	(\$1,941,702)
Total benefits	\$0	\$2,625,000	\$4,033,245	\$5,087,872	\$11,746,117	\$9,542,218
Net benefits	(\$71,500)	\$1,904,500	\$3,279,580	\$4,299,470	\$9,412,050	\$7,600,516
ROI						391%
Payback						<6 months

Appendix A: Total Economic Impact

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

TOTAL ECONOMIC IMPACT APPROACH

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

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

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

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

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



PRESENT VALUE (PV)

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



NET PRESENT VALUE (NPV)

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



RETURN ON INVESTMENT (ROI)

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



DISCOUNT RATE

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



PAYBACK PERIOD

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

Appendix B: Endnotes

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

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