

A Forrester Total Economic Impact™
Study Commissioned By Pitcher
May 2020

The Total Economic Impact™ Of Pitcher

Cost Savings And Business Benefits
Powered By The Pitcher Sales
Enablement Platform

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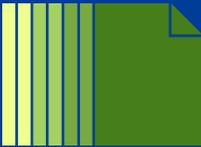
Executive Summary

Investment Benefits



Administrative time savings for field reps:

\$17,940,306



Print savings:

\$1,689,194



Increased productivity of marketing team:

\$4,488,768

According to Forrester, marketers and sellers struggle with content quality and process inefficiencies. In the B2B world, buyers expect highly meaningful and personalized interactions with sales reps. This poses a challenge for global manufacturers as 60% of their customers report that they are given either irrelevant or too much content.¹

However, they often do not have a lot of time to spend with reps despite the complex buying decisions they have to make. Marketing materials become a critical point of focus in the relationship between sales rep and buyer to relay high-impact solutions in a condensed time cycle.

Pitcher provides a sales enablement automation tool that helps field reps quickly access targeted content, log interaction data, and create a closed-loop marketing environment. Pitcher commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying their sales enablement automation tool. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Pitcher on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed customers with years of experience using Pitcher. Pitcher creates and stores highly interactive and flexible digital content with its proprietary conversion engine that allows HTML5 authoring capabilities using standard file formats. Integrations with CRMs, enterprise resource planning (ERP) solutions, and other systems of record make it easy for field representatives to enter and socialize field visit data.

Prior to using Pitcher, the interviewed organizations armed sales reps with copious amounts of paper marketing materials that were inherently inflexible and generic. Legacy data entry processes were slow and dependent on network connectivity. Without buyer engagement data from field visits, marketing content creation suffered extended timelines and mitigated impact.

With the Pitcher sales enablement automation tool, sales reps now have digital content tailored to their audience at their fingertips. Reps can easily enter field visit data into systems of record, and organizations benefit from better data integrity. Pitcher also collects information around how the buyer interacts with marketing materials to inform future marketing efforts.

Key Findings

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

- › **Field representatives save 45 minutes a day on administrative tasks.** Pitcher's integrated solution with CRM systems streamlines data entry for sales reps. Not only is it easier to physically enter data in real time, but it also improves data quality around critical administrative tasks like meeting activities and outcomes such as sample and order management. Pitcher's offline capabilities ensure that network interruptions do not disrupt the data flow from the front lines to back-end systems of record.

- › **Digital document creation, distribution, and housing reduce print spend by 71.5% annually.** Pitcher allows organizations to author digital content to replace paper materials. Pitcher's proprietary technology allows for unlimited creation of HTML5 content from standard file formats, which ultimately brings more content creation in-house and away from expensive agencies. This reduces printing costs for sales materials as well as the associated agency costs from creating and distributing those materials.
- › **Marketing teams become 50% more productive with time spent on content creation.** Marketing teams benefit from frontline sales rep data around content engagement. One executive described the resulting benefits: "Having data on what and how materials are being used in sales cycles means we end up creating far fewer materials, but with much higher impact." Organizations can refocus marketing efforts on high-impact materials while minimizing time spent on content creation overall and improving output quality.

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

- › **Longer, more impactful meetings with prospective customers.** Customer engagement improves when sales reps are armed with more interactive content tailored to their audience. Tailored content is key in aiding busy customers make complex, critical buying decisions in a condensed time period. Therefore, Pitcher materials improve engagement and lead to longer, more impactful meetings that strengthen customer relationships.
- › **Targeted route planning around a prioritized customer list.** The field data entered by the reps makes its way into CRMs and other systems of record to ultimately inform route planning around targeted customers. Reps optimize their sales routes to spend more time with highly engaged customers and less time with low-priority customers.
- › **Competitive advantage and higher confidence for sales reps.** Interactive, stylized content makes a good impression on prospects and customers alike to improve engagement during meetings. This bolsters the relationship between reps and their customers. Reps experience improved confidence and a competitive advantage for future meetings.
- › **Improvements to addressable market and expanded geographical reach.** Pitcher's remote access functionality unlocks business opportunities from busy calendars and difficult geographies. Organizations diversify meeting logistics to expand market reach.
- › **Demonstrated corporate responsibility from reduced environmental footprint.** Minimizing paper documents reduces the environmental impact of organizations. This demonstrates good corporate responsibility in the effort to go paperless.
- › **Reduced compliance risk.** Pitcher integrates with ERP systems, affording organizations an intelligent solution to track sample drops. This provides an efficient alternative to in-house spreadsheet tracking, which not only cuts down sample costs but also ensures that organizations do not exceed regulatory sample quotas.



ROI
364%



Benefits PV
\$24.1 million



NPV
\$18.9 million



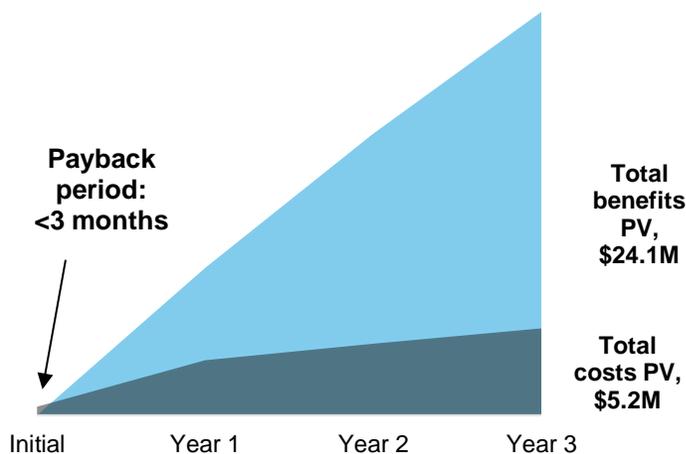
Payback
<3 months

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

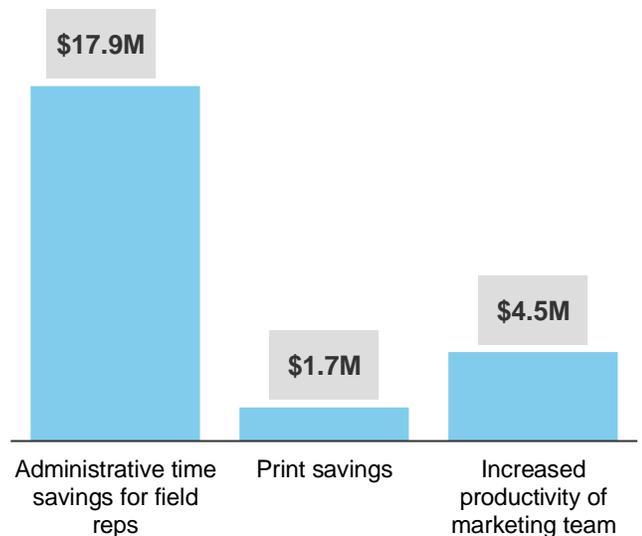
- › **Subscription fees of \$885K annually.** Running the Pitcher platform involves licensing and subscription fees. Organizations incur these fees on an annual basis and at an average rate of \$885K per year.
- › **Deployment costs of \$955K.** Internal resources across marketing and IT departments aid in the implementation and deployment of the Pitcher platform over the course of 12 months. Deployment activities include setting up the platform and identifying key integrations with an organization's existing systems of record. The cost of labor spent on these activities across resource types totals \$955K.
- › **Costs associated with training efforts of \$1.4M in three years.** Sales reps require training to get the most out of the investment in the Pitcher platform. A couple hours of training in a single-day session removes sales reps from the field. Ongoing training efforts relate to sales turnover rates.
- › **Resources allocated to ongoing management of the platform, totaling \$636K in three years.** Pitcher provides support services as part of its annual subscription fees. However, organizations also dedicate some internal resources to assist in this effort on an ongoing basis. Five sales operations support FTEs spend 50% of their time managing the Pitcher platform, totaling to \$636K in three years.

Forrester's interviews with two existing customers and subsequent financial analysis found that an organization based on these interviewed organizations experiences benefits of \$24.1M over three years versus costs of \$5.2M, adding up to a net present value (NPV) of \$18.9M and an ROI of 364%.

Financial Summary



Benefits (Three-Year)



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

TEI Framework And Methodology

From the information provided in the interviews, Forrester has constructed a Total Economic Impact™ (TEI) framework for those organizations considering implementing Pitcher.

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 Pitcher can have on an organization:



DUE DILIGENCE

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



CUSTOMER INTERVIEWS

Interviewed two organizations using Pitcher to obtain data with respect to costs, benefits, and risks.



FINANCIAL MODEL FRAMEWORK

Constructed a financial model representative of the interviews using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewed organizations.



CASE STUDY

Employed four fundamental elements of TEI in modeling Pitcher's impact: benefits, costs, flexibility, and risks. Given the increasing sophistication that enterprises have regarding ROI analyses related to IT investments, Forrester's TEI methodology serves to provide a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

DISCLOSURES

Readers should be aware of the following:

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

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

Pitcher 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.

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

The Pitcher Customer Journey

BEFORE AND AFTER THE PITCHER INVESTMENT

Interviewed Organizations

For this study, Forrester conducted two interviews with Pitcher customers. Interviewed customers include the following:

- › A medical equipment organization with global operations, headquartered in Switzerland. The organization has an annual revenue of \$7 billion and a team of roughly 4,000 field representatives who work closely with specialists and pharmacies.
- › A pharmaceutical manufacturer with global operations, headquartered in the United Kingdom. The organization manufactures and sells licensed generic medicines, with an annual revenue of \$2 billion. The organization has a field team of 1,400 representatives tasked with educating physicians and supplying pharmacies.

Key Challenges

Prior to the investment in Pitcher, organizations utilized homegrown systems supplemented with human processes to capture representative data from field visits. Clunky tools and unreliable data led to a disconnect between reps on the front line and the content strategy that supported them. Therefore, the organizations faced the following challenges:

- › **Legacy tools and processes made for inefficient data capture around field visits and compromised data integrity.** Legacy sales enablement tools and CRMs were often disconnected and required a heavy lift from field reps to enter critical sales visit data in a timely manner. Moreover, internet connectivity issues inhibited data entry in remote locations. Sales reps often entered data related to the sales visit, sample, or order management in the days following the visit, if at all. Data quality suffered as time passed between the field rep activity and their ability to enter that information.
- › **Inflexible, printed materials elevated print and agency costs related to field rep content creation.** Field reps armed themselves with content for many visits in a single day with different doctors and healthcare providers. In the before state, this content came in the form of many pages of hard paper documents. One interviewee described how sales reps traveled around with “crates full of paper, hundreds and hundreds of different types of documents, clinical papers, promotional materials.” Physical content was not only difficult to consume for doctors and bulky to transport for field reps, but it cost a lot of money to create, print, and distribute. Organizations engaged marketing agencies to assist in this effort.
- › **Marketing content for sales reps was difficult to make and left little to the imagination.** Before the investment in Pitcher, creating marketing content for field reps was not a collaborative effort. Marketing departments faced off with agencies to create long-form, paper content that covered all possible scenarios without much direction around how audiences received that content. Paper materials prohibited the funnel of critical engagement information back into the content creation process.

“When you have a strong piece of Pitcher material, it’s sort of a hub that can link directly to other materials. So, in the past you might have three PDFs of promotional material for different customer types, five videos, and 10 clinical papers which are also tied to PDF. With Pitcher, you can make one interactive piece where you merge the content from the different materials for the different customers and just navigate through chapters by customer type.”

Head of global success, medical equipment



- › **Long-form and unimpactful content disengaged doctors and healthcare providers during sales visits.** Paper content was inherently less interactive during visits, which disengaged audiences who already had minimal time to spare. The content lacked any personalization or navigation functionality. Sales reps wasted valuable face time with doctors and providers which ultimately impaired customer experiences.

Solution Requirements

The interviewed organizations searched for a solution that could:

- › Enable a better field rep experience with easier data entry and more impactful marketing content.
- › Improve customer relationships and experiences with more interactive content.
- › Simplify content creation processes to allow for more flexibility in the process as well as to bring more of the activity in-house.
- › Optimize back-office processes around marketing spend, resources, and content creation through key integrations with CRMs and other systems of record.

Key Results

The interviews revealed that key results from the investment in Pitcher include:

- › **Improvements to field rep efficiency and effectiveness.** Pitcher’s integration with the organizations’ CRM systems and offline capabilities allows field reps to maximize their effectiveness in administrative tasks, even in remote areas. Reps can easily enter field activity data directly following the visit itself, and the data is distributed to the CRM system automatically. Similarly, order and sample management tasks require minimal clicks inside a single system, which not only expedites the process itself but also greatly improves the transparency around record keeping and data integrity.
- › **Reduction in paper content and overall print spend.** Pitcher’s content creation uses an HTML5 conversion engine, which allows for more interactive, digital content. Content is not only easier to make but can be translated, updated, and distributed digitally, which cuts down on print spend. More flexible content is also easier to consolidate and personalize to the audience, which further reduces paper and the associated costs.
- › **Increase in marketing content creation efficiencies.** Pitcher opens the feedback loop between field rep visits and the marketing departments that support content creation. Rich data and analytics around consumption inform future content strategy. Marketing departments can therefore optimize time spent on what is impactful to the intended audience. The more flexible nature of the content within Pitcher enables marketing departments to take on more content creation in-house and spend less time facing off with third-party agencies around translations and distribution efforts. One executive described how the company ultimately “empowered the marketing folks to create their own material without having to use expensive agencies.”

“With Pitcher, you get all the benefits of HTML5 style interactivity, but you don’t need to code anything in HTML. So, it made authoring easier, and it made sharing materials easier between countries without paying an agency to custom code.”

Head of global success, medical equipment



“More engaging and impactful materials lead to better quality meetings with doctors that not only optimize face time, but ultimately, impact sales growth.”

Head of global success, medical equipment



› **More high-quality meetings and better customer relationships.**

Reps spend time reviewing high-impact content that matters to their customers to create a better experience. One executive described how organizations, in turn, realize higher-quality meetings: “More engaging and impactful materials lead to better quality meetings with doctors that not only optimize face time, but ultimately impact sales growth.”

Engagement data informs route planning and content strategy that fosters highly engaged customer relationships. Reps optimize time spent with these customers to increase meeting volumes and improve overall sales growth.

Analysis Of Benefits

QUANTIFIED BENEFIT DATA

Total Benefits						
Ref.	Benefit	Year 1	Year 2	Year 3	Total	Present Value
Atr	Administrative time savings for field reps	\$7,214,063	\$7,214,063	\$7,214,063	\$21,642,188	\$17,940,306
Btr	Print savings	\$679,250	\$679,250	\$679,250	\$2,037,750	\$1,689,194
Ctr	Increased productivity of marketing team	\$1,805,000	\$1,805,000	\$1,805,000	\$5,415,000	\$4,488,768
Total benefits (risk-adjusted)		\$9,698,313	\$9,698,313	\$9,698,313	\$29,094,938	\$24,118,268

Administrative Time Savings For Field Reps

Before the investment in Pitcher, entering field visit data was a time-consuming process that sales reps could only complete when they were within network to obtain direct access to CRM systems. Given that reps in this industry travel to meet with many doctors and providers daily, it could take hours, if not days, for the associated data to make its way into the system of record — if it was entered at all. This included meeting statistics as well as any activities that occurred during the meeting, such as sample drops or order placements.

Pitcher integrates with CRM systems and offers offline capabilities so that reps are prompted to enter critical information about the visit and the associated activities as soon as the visit concludes. One executive explained: “When a rep finishes his visit with the doctor, he submits those details on the spot through a pop-up form. If there is internet connection, it directly synchronizes with our CRM. If not, it will sync as soon as the device gets internet connection. This guarantees that all calls are entered on the right timing on spot directly without forgetting any information.”

Field reps are the organizations’ most direct conduit to customer feedback. Allowing them to enter customer visit information easily and reliably is critical to ensure that they can optimize customer-facing time effectively and provide clean and complete data that powers back-office operations. The direct connection to CRM as well as offline data entry capabilities save the field reps 45 minutes per day on data entry for critical activities and promote transparency and data integrity. The rest of the organization benefits from having near-live customer feedback and visit results: “The more accurate data you have, the more answers you can prepare, the better decisions you can make.”

For the financial model, Forrester assumes that:

- › There are 2,700 field representatives.
- › The reps save 45 minutes a day on administrative tasks such as data entry for visit metrics and results, sample management, and order management.
- › The fully burdened hourly rate for field reps is \$62.50.

The table above shows the total of all benefits across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the financial analysis expects risk-adjusted total benefits to be a PV of more than \$24.1 million.



Field reps save 45 minutes a day on administrative tasks.

- › Organizations recapture 25% of the time savings for additional work.

Administrative time savings for field reps will vary with:

- › The size of the sales org and the associated field reps.
- › The system and process in place prior to the investment as it relates to data entry.
- › Fully burdened hourly rates for field reps as they relate to industry and geography.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$17,940,306.

Impact risk is the risk that the business or technology needs of the organization may not be met by the investment, resulting in lower overall total benefits. The greater the uncertainty, the wider the potential range of outcomes for benefit estimates.

Administrative Time Savings For Field Reps: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
A1	Field representatives		2,700	2,700	2,700
A2	Daily administrative time savings per rep (minutes)		45	45	45
A3	Annual administrative rep time savings (hours)	$(A1 * A2 * 240) / 60$	486,000	486,000	486,000
A4	Effective hourly rep rate	$\$130K / 2,080$	\$62.50	\$62.50	\$62.50
A5	Recapture rate		25%	25%	25%
At	Administrative time savings for field reps	$A3 * A4 * A5$	\$7,593,750	\$7,593,750	\$7,593,750
	Risk adjustment	↓5%			
Atr	Administrative time savings for field reps (risk-adjusted)		\$7,214,063	\$7,214,063	\$7,214,063

Print Savings

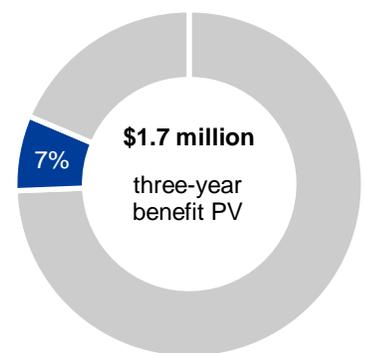
Pitcher enables sales organizations to digitize supporting marketing materials. Prior to the investment, materials were difficult to make and inflexible given their physical nature. Organizations created these in bulk to cover a large landscape and could not tailor them to a specific audience. As a result, field reps carried large amounts of paper materials from meeting to meeting.

With Pitcher, teams can not only craft materials digitally, but they can distribute them easily through digital channels as well. One executive noted, “If you can put materials at the rep’s fingertips, in their [tablet], it always saves the printing cost and the distribution cost, but then you actually massively increase the ease of access to that material when it’s needed in front of the customer [and] you provided a better customer experience as well.”

The cost of printed materials and their distribution across the sales force is reduced by 71.5% each year of the investment.

For the financial model, Forrester assumes that:

- › Prior to the investment, the organization spent \$1M annually on print and related expenditures.
- › The organization significantly reduces the amount of printed materials but does not eliminate paper totally.



Print savings: 7% of total benefits

The reduction in print spend will vary with:

- › Prior spend on printed materials and the associated distribution costs.
- › The scope of the digitization exercise.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$1,689,194.

Print Savings: Calculation Table					
Ref.	Metric	Calculation	Year 1	Year 2	Year 3
B1	Annual print spend on sales documents		\$1,000,000	\$1,000,000	\$1,000,000
B2	Reduction in print spend with Pitcher		71.5%	71.5%	71.5%
Bt	Print savings	B1*B2	\$715,000	\$715,000	\$715,000
	Risk adjustment	↓5%			
Btr	Print savings (risk-adjusted)		\$679,250	\$679,250	\$679,250

Increased Productivity Of Marketing Team

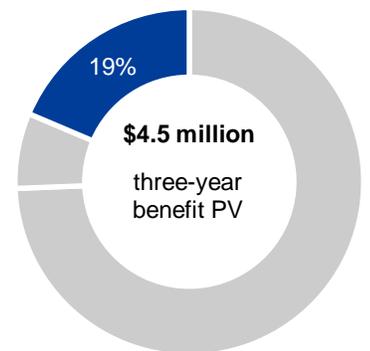
Digital marketing materials created with Pitcher translate into marketing team efficiencies in the content creation process. Pitcher’s proprietary HTML5-based conversion engine allows marketing professionals to create engaging digital content that includes interactive components using standard file formats. One executive stated, “Pitcher supports pretty high levels of interactivities through hotspots, navigation, embedded videos, and external links to relevant content.”

Moreover, Pitcher enables a feedback loop between sales interactions at the front lines and the marketing machine that supports them. One executive described the benefits: “Our investment in Pitcher allows us to have more insight about the interest of the doctors online. It can notify you to where time was spent on the document. This influenced us to cut down some of our materials just to the interesting content to maximize time spent with doctor and to minimize the materials.” Data around audience engagement automatically syncs through Pitcher so that marketing teams experience what works firsthand. Marketing teams optimize time spent on content creation by focusing efforts on impactful content and eliminating time spent generating unused content.

For the financial model, Forrester assumes that:

- › One hundred marketing FTEs support the sales force.
- › Eighty percent of the marketing time spent supporting the sales force is focused on content creation and management.
- › Time spent on marketing materials for the sales team decreases by 50% with the investment in Pitcher.
- › The average annual salary for a marketing professional in this role is \$95,000.
- › Organizations capture and reallocate 50% of the time savings to additional work.

Marketing team productivity improvements vary with:



Increased productivity of marketing team: 19% of total benefits



50% reduction in time spent creating sales documentation

- › Size of marketing team allocated to supporting sales representatives and the amount of their time spent on content creation.
- › Average annual salary for marketing professional in a sales support role.

To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$4,488,768.

Increased Productivity Of Marketing Team: Calculation Table

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
C1	Number of marketing employees supporting sales		100	100	100
C2	Percent of time spent on sales documents		80%	80%	80%
C3	Reduction in time spent creating sales documents		50%	50%	50%
C4	Average salary		\$95,000	\$95,000	\$95,000
C5	Productivity recapture		50%	50%	50%
Ct	Increased productivity of marketing team	$C1 \cdot C2 \cdot C3 \cdot C4 \cdot C5$	\$1,900,000	\$1,900,000	\$1,900,000
	Risk adjustment	↓5%			
Ctr	Increased productivity of marketing team (risk-adjusted)		\$1,805,000	\$1,805,000	\$1,805,000

Unquantified Benefits

In addition to quantified benefits, the interviewed organizations experienced the following benefits that they were unable to quantify:

- › **Longer meetings (50% to 100%) with prospects from more compelling materials tailored to the audience.** Pitcher materials include interactive components that engage audiences based on what they find impactful from a content perspective. Longer meetings with doctors and providers positively impact sales growth. One executive explained: “Our reps include video and animations that improve doctor interactions. As a result, seconds with a doctor turn to minutes, which leads to more sales. We see incremental growth in our sales.”
- › **Maximized efficiency of reps by concentrating efforts on the most promising customer segments.** Field rep efficiency further improves when customer feedback loops influence travel strategy. One executive described how sales teams target their customer investment by “covering the most important customers while avoiding wasted resources on low-potential customers.” Teams can prioritize the most engaged doctors and providers in terms of rep time spent as well as through route planning.



50% to 100% longer meetings with doctors and providers

- › **Competitive advantage and improved confidence for sales reps.** Interactive and stylized materials make a big impression on doctors and providers. They are more willing to engage with the sales rep, which gives them a competitive advantage. One executive explained: “When reps have well-made materials, customers are more engaged in the conversation, and calls run longer because of that engagement. Therefore, there is more confidence, and the reps feel differentiated from the competition.”
- › **Remote access to customers, which improves addressable market and expands geographic reach.** Pitcher Connect allows organizations to reach prospects with difficult schedules or in remote locations. Organizations can expand their reach by diversifying logistics and accommodating more meeting types.
- › **Improved social responsibility from going paperless.** Organizations can digitize crates of paper materials to minimize their environmental footprint. This improves their corporate reputation as they go green and cut down on paper.
- › **Reduced compliance risk.** Pitcher integrates with ERP systems, affording organizations an intelligent solution to track sample drops. This provides an efficient alternative to in-house spreadsheet tracking, which not only cuts down sample costs but also ensures that organizations do not exceed regulatory sample quotas.

Flexibility

The value of flexibility is clearly unique to each customer, and the measure of its value varies from organization to organization. There are multiple scenarios in which a customer might choose to implement Pitcher and later realize additional uses and business opportunities, including:

- › **Compounding the interactivity and personalization of materials through calculator functionality.** Firms can put more flexibility in the hands of the sales reps by expanding upon promotional materials and building an interactive calculator. Organizations aim to integrate calculator fields with the CRM to not only improve in-person sales but to inform better targeting going forward.
- › **Improving sales growth through better field representative analysis and coaching.** The organizations intend to expand usage of the Pitcher platform by adding Pitcher Inflight functionality. This functionality reaches across all reps to monitor actual sales versus targets in a consumable dashboard. The organizations hope to increase transparency in the field and inform better planning metrics for goals and territories.

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

Flexibility, as defined by TEI, represents an investment in additional capacity or capability that could be turned into business benefit for a future additional investment. This provides an organization with the "right" or the ability to engage in future initiatives but not the obligation to do so.

Analysis Of Costs

QUANTIFIED COST DATA

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Dtr	Pitcher subscription fees	\$0	\$885,255	\$885,255	\$885,255	\$2,655,765	\$2,201,498
Etr	Deployment costs	\$500,500	\$500,500	\$0	\$0	\$1,001,000	\$955,500
Ftr	Training costs	\$0	\$1,417,500	\$70,875	\$70,875	\$1,559,250	\$1,400,460
Gtr	Ongoing management	\$0	\$255,938	\$255,938	\$255,938	\$767,813	\$636,479
Total costs (risk-adjusted)		\$500,500	\$3,059,193	\$1,212,068	\$1,212,068	\$5,983,828	\$5,193,937

Pitcher Subscription Fees

Pitcher is sold in a software-as-a-service (SaaS) model, with yearly fees based on the number of users and modules deployed. For this financial model, Forrester has assumed usage of the Pitcher Impact, Connect, Census, Admin, and Sales modules.

Over the three-year period, Forrester assumes an annual cost of \$885K. Costs will vary based on the number of users and modules deployed. Forrester applied a 5% risk adjustment, resulting in a three-year risk-adjusted total PV of \$2,201,498.

The table above shows the total of all costs across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the financial analysis expects risk-adjusted total costs to be a PV of nearly \$5.2 million.

Pitcher Subscription Fees: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
D1	Pitcher subscription fees			\$843,100	\$843,100	\$843,100
Dt	Pitcher subscription fees	D1		\$843,100	\$843,100	\$843,100
	Risk adjustment	↑5%				
Dtr	Pitcher subscription fees (risk-adjusted)		\$0	\$885,255	\$885,255	\$885,255

Deployment Costs

Organizations used phased deployment approaches with Pitcher, integrating it with their CRMs, ERPs, and other key internal systems. These deployments were also spread out over geographic territories.

For the financial model, Forrester assumes:

- › Twelve months of total deployment time. This is spread over the initial deployment period (before Pitcher is operational) and during Year 1 of usage.
- › Twenty FTE resources working on back-end integration and testing, dedicating 50% of their time to Pitcher.

Implementation risk is the risk that a proposed investment may deviate from the original or expected requirements, resulting in higher costs than anticipated. The greater the uncertainty, the wider the potential range of outcomes for cost estimates.



Twelve months Total implementation and deployment time

› Fully loaded salaries of \$91,000 for FTEs involved in deployment.

Implementation and deployment costs will vary based on the complexity of existing systems and disbursement of teams. Geographic location and prevailing labor rates for involved teams will also impact costs.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$955,500.

Deployment Costs: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
E1	Months to deploy Pitcher and integrate with CRM and ERP		6	6		
E2	FTE resources working on integration		20	20		
E3	Percentage of time dedicated to integration		50%	50%		
E4	Fully loaded FTE salary		\$91,000	\$91,000		
Et	Deployment costs	$(E1/12)*E2*E3*E4$	\$455,000	\$455,000	\$0	\$0
	Risk adjustment	↑10%				
Etr	Deployment costs (risk-adjusted)		\$500,500	\$500,500	\$0	\$0

Training Costs

Organizations stated that Pitcher was easy to learn and adopt for their representatives. A one-day seminar on the platform and best practices was sufficient for users.

For the financial model, Forrester assumes:

- › The one-day seminar absorbs a whole day of productivity for affected field representatives.
- › An effective hourly rate of \$62.50 for trainees.
- › An annual turnover rate of 5%, resulting in new trainees each year.

Prevailing labor and retention rates will impact annual training costs. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year risk-adjusted total PV of \$1,400,460.

Training Costs: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
F1	Field reps	A1		2,700		
F2	Annual new hires	A1*5%			135	135
F3	Hours of training per rep			8	8	8
F4	Effective hourly salary	A4		\$62.50	\$62.50	\$62.50
Ft	Training costs	(F1+F2)*F3*F4		\$1,350,000	\$67,500	\$67,500
	Risk adjustment	↑5%				
Ftr	Training costs (risk-adjusted)		\$0	\$1,417,500	\$70,875	\$70,875

Ongoing Management

Organizations dedicated minimal headcount to the ongoing support of Pitcher. For the financial model, Forrester assumes five FTEs spending 50% of their time on the continued operation and expansion of Pitcher within their organization.

The complexity of back-end systems and their integration with Pitcher may impact ongoing management costs. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year risk-adjusted total PV of \$636,479.



Five FTEs
spend 50% of their time
on ongoing management
of Pitcher.

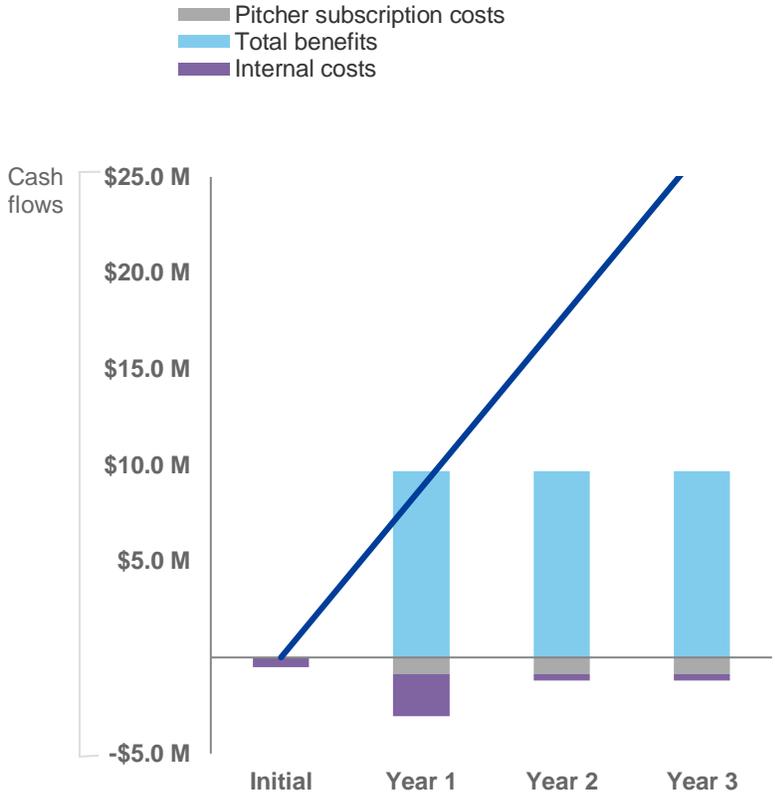
Ongoing Management: Calculation Table

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
G1	FTEs on sales operations support team			5	5	5
G2	Percent of time dedicated to Pitcher			50%	50%	50%
G3	Fully loaded salary			\$97,500	\$97,500	\$97,500
Gt	Ongoing management	G1*G2*G3		\$243,750	\$243,750	\$243,750
	Risk adjustment	↑5%				
Gtr	Ongoing management (risk-adjusted)		\$0	\$255,938	\$255,938	\$255,938

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 an 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	(\$500,500)	(\$3,059,193)	(\$1,212,068)	(\$1,212,068)	(\$5,983,828)	(\$5,193,937)
Total benefits	\$0	\$9,698,313	\$9,698,313	\$9,698,313	\$29,094,938	\$24,118,268
Net benefits	(\$500,500)	\$6,639,120	\$8,486,245	\$8,486,245	\$23,111,110	\$18,924,331
ROI						364%
Payback period (months)						< 3

Pitcher: Overview

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

The Super App For Corporate Sales Representatives

Pitcher is the super app for corporate sales people covering all activities in a full day, offline, across devices and OSes, for the verticals of life sciences, consumer goods, manufacturing, and financial services.



CORE BUSINESS PLATFORMS

USER EXPERIENCES

CUSTOMER INTERACTIONS

Pitcher delivers breakthrough field sales force productivity enhancement and sales enablement capabilities combined with both direct and indirect sales channel marketing message control and immediate customer feedback capturing. It offers today out-of-the-box offline integration with the most commonly used CRM, ERP, CMS, and LMS systems. Pitcher covers the entire lifecycle — from interactive presentations, mobile eLearning to remote presentations, from quote creation and order collection to key account management.

Compared to other sales enablement systems, Pitcher proudly differentiates its solution in many key areas:

- More robust, sleeker platform, best experience for customers and for their clients.
- Adaptive and predictive approach, enabling the field users to be better reps, rather than a mandated, overly structured process.
- Much simpler back end, optimized for both large-scale and medium-scale implementations, covering scenarios from multiagency collaborations to email-based, offline-created content.
- Customer engagement focus, extensive set of APIs to enable our users to push beyond the limitations of HTML5/PDF/PPT.
- Hands-on approach, user interface, and standard format support for medium-size, fast-to-market scenarios.
- Lower TCO, true SaaS pay-as-you-go approach, no big setup costs, no hidden service fees.

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: “The Forrester Wave™: Sales Enablement Automation Platforms, Q3 2018,” Forrester Research, Inc., September 24, 2018.](#)