



FORRESTER®

The Total Economic Impact™ Of Bombora

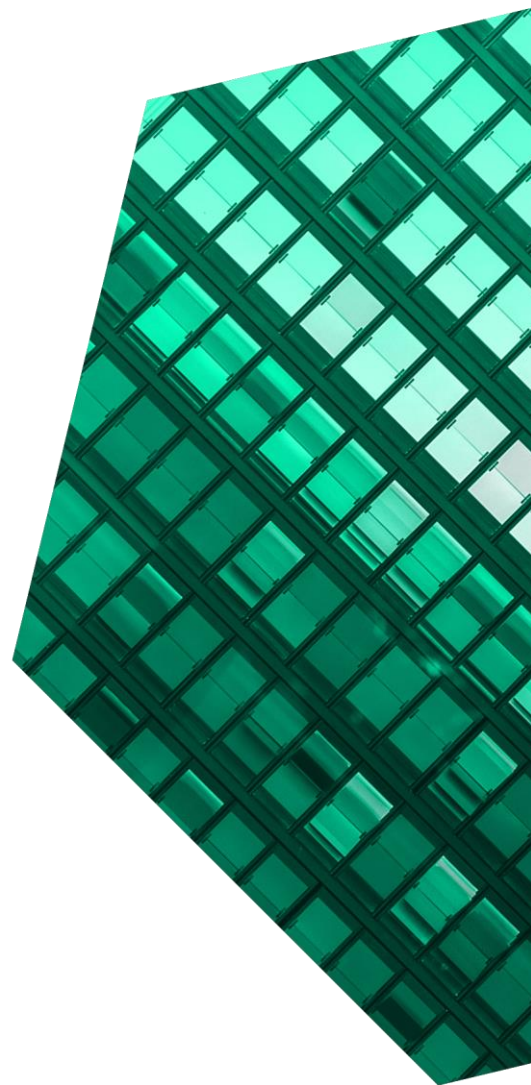
Cost Savings And Business Benefits
Enabled By Bombora

APRIL 2022

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ABOUT FORRESTER CONSULTING

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Executive Summary

As B2B marketing and sales efforts become increasingly digital, organizations must transform their engagement strategies to automate and personalize their interactions with potential customers or risk falling behind competitors. Bombora's Company Surge data identifies organizations with interest in specified solutions or topics, making B2B marketing and sales teams more efficient and effective by giving them the ability to automate lead prioritization, personalize campaigns, and reduce churn.

Today's B2B buyers are digital first, with remote work and an increased preference for immediate time-to-value changing how B2B buyers evaluate and purchase products. In this new environment, customer-focused data and insights-driven decision-making are crucial elements for B2B organizations to factor into their sales and marketing strategies to maintain predictable and scalable revenue growth.¹

B2B data can improve prospect and customer marketing by facilitating personalized and timely account-centric engagement.² As account-based marketing (ABM) continues to move into the mainstream, most businesses land somewhere on the scale from planning stages to full implementation of an ABM strategy. To create effective ABM plans, B2B marketers rely on real-time data on their prospects' company profile, business concerns, buying team roster, and behavior.³ Knowing what, when, and why a prospect account is interested in purchasing enables more customized and cost-effective marketing.

On the sales side, Forrester called out an insights-driven sales system as a key B2B sales differentiator for sales leaders to focus on in 2022. To fuel an insights-driven sales system, Forrester advises businesses to increase precision in their market coverage, using information on prospects' purchase probability to optimize market coverage and sales assignment models.⁴

KEY STATISTICS



Return on investment (ROI)
342%



Net present value (NPV)
\$4.2M

Behavioral data that indicates prospects' interest in specific topics or solutions can give insight into needs and purchasing cycles and be an important predictor of propensity to buy. [Bombora](#) provides third-party behavioral data to B2B marketing and sales organizations. Bombora was one of the first players in the category of intent data, and Forrester called its content consumption model "the de facto standard in B2B marketing for third-party behavioral data to indicate intent."⁵

Bombora sources data from a proprietary consent-based data cooperative that includes more than 4,000 B2B websites to provide intent data at scale. Seventy percent of the co-op websites provide data exclusive to Bombora, and all member sites follow industry-standard data compliance measures. In the cooperative model, member websites receive value in exchange for their contribution to the shared data pool.

Bombora's Company Surge data identifies accounts that are actively researching relevant topics, allowing organizations to focus their sales and marketing activities on the businesses showing active purchase intent. To create surge signals, Bombora analyzes historical company activity to establish a baseline so that any new spikes in activity can serve as an indicator of increased interest and possible buying intent. Bombora's customers can track more than 10,000 topics in Bombora's taxonomy catalog.

Bombora's Company Surge data can apply across both marketing and sales efforts and is relevant throughout the entire customer lifecycle. In addition to primary uses like account and lead identification as well as prioritization, campaign, and ABM optimization, Bombora's customers can use their customer's historical digital journey data to formulate more accurate ideal customer profiles and optimize content strategies.⁶ They can also prevent customer churn and identify opportunities for customer cross-sell and upsell. Along with Company Surge data, Bombora offers data enrichment and insights solutions, with additional engagement or activation services available through integrations with B2B software and service providers including 6sense, Salesforce, and HubSpot and programmatic advertising platforms such as Tradedesk, LiveRamp, and Oracle Data Cloud.

Bombora commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Bombora.⁷ The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Bombora on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed a decision-maker at an organization with experience using Bombora. Forrester used this experience to project a three-year financial analysis.

Prior to using Bombora, the interviewee's organization managed lead data manually and did not have a comprehensive lead database. A lack of access to behavioral data and the inability to prioritize leads resulted in an inefficient and lengthy sales process.

After the investment in Bombora, the interviewee's organization integrated Bombora's intent data with its sales platform and a newly constructed central database. Bombora automated outbound lead conversion and prioritization and helped optimize campaigns. With the Bombora investment and the creation of the accompanying data model, the interviewee's organization grew revenue by 15% through increased conversion rate and sales velocity, reduced customer churn, and saved team members time through automation of data management.



Increase in sales velocity:
30%

KEY FINDINGS

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

- **Improved conversion rate of up to 18%.** Bombora's intent data signaled to the interviewee's organization when a lead in its database showed interest in one of the topics it monitored so that it could move these most promising leads to the front of the outbound sales pipeline. Bombora also helped prioritize marketing efforts and customize content in each marketing channel to align with potential buyers' interests. This prioritization ensured the pursuit of leads with the highest likelihood of closing a deal,

thus increasing the conversion rate. Over three years, this conversion rate increase delivered \$3.3 million in profit.

- **Increased sales velocity of up to 30%.** With Bombora, the interviewee's organization closed more deals in the same amount of time, generating additional revenue without increasing headcount or time spent. Bombora facilitated this increase in sales velocity through the automation of lead scoring, integration with the sales platform, and triggering of events that led high-priority leads directly to campaigns. Over three years, this increase in sales velocity delivered \$1.6 million in profit.
- **Reduced customer churn of up to 10%.** Bombora helped anticipate and prevent customer churn by identifying customers that were considering a switch to a competitor. This identification allowed the interviewee's organization to contact customers before they left, thus retaining some customers that would

have moved to alternative solutions otherwise. Over three years, this churn reduction was worth just less than \$300,000.

- **Data efficiencies that saved the team up to 4,500 hours per year.** Bombora's API provided seamless data integration into the organization's database and sales and marketing workflows, automatically processing the data and pushing prioritized leads to sales team members. With the elimination of this previously manual work, Bombora's automation saved each marketing data team analyst 5 hours per week. Over three years, the time savings were worth more than \$180,000.

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

- **Innovation resulting from Bombora's partnership and thought leadership.** From the beginning of the relationship, the Bombora team served as a thought leader and helped drive new

Bombora was fantastic with helping us think outside the box, and making things work, and getting things done.

— Senior director of marketing data, financial services

use cases and initiatives such as a velocity-of-change analysis within the organization.

- **Improved employee experience.** Bombora’s prioritization and automation capabilities improved the day-to-day experience of employees. Teams who saw Bombora’s usefulness for the marketing data team requested Bombora to aid their own efforts.
- **Enhanced value of data from other sources.** The interviewee’s organization uses business data from additional third-party sources. This data became more valuable when teams combined it with Bombora’s behavioral data to create a more comprehensive and holistic picture of target accounts.
- **Efficiencies in cross-team expansion.** After the initial use case with the marketing data team, the interviewee’s organization expanded Bombora to 11 additional teams with different use cases. Existing employees’ familiarity with Bombora and its status as an approved vendor facilitated this expansion.
- **Great customer service.** The interviewee spoke highly of Bombora’s service model, citing its service team’s quick response times and flexible communication. This responsiveness and collaboration helped the interviewee’s organization make improvements and resolve issues faster.

Costs. Risk-adjusted PV costs include:

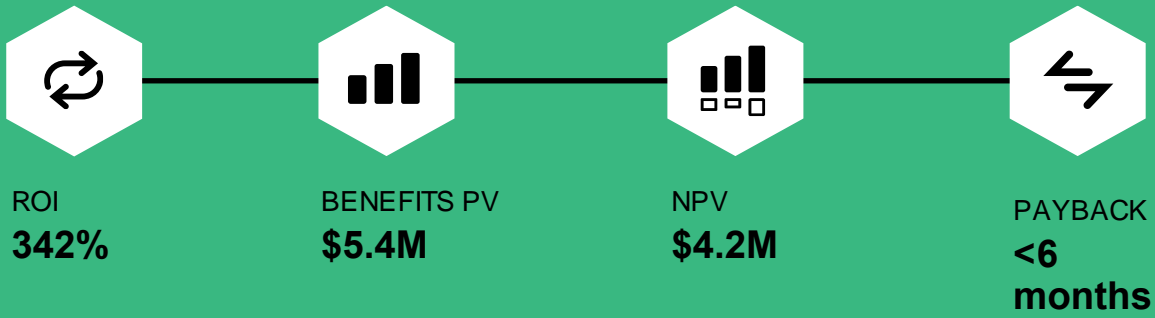
- **Bombora licensing.** The Bombora license was subscription-based, with varying pricing options that flexed based on customers’ number of product lines, use cases, and countries of operation. In Years 1 and 2, the interviewee’s organization paid Bombora on a usage basis, spending \$263,000 in Year 1 and \$315,000 in Year 2. In Year 3, the interviewee’s organization moved to an all-you-can-eat model and spent \$578,000 on licensing for all data, analytics, and advertising services.
- **Implementation and management.** The Bombora implementation and data model development took five months. This work began with a three- to four-month proof of concept (POC) with Bombora. During the POC, the interviewee’s organization conducted much of the integration work necessary for full implementation. Five full-time employees (FTEs) worked on that and the model, and Bombora was in full production less than a month after the POC ended. Once fully integrated with Salesforce and the data model, Bombora’s setup required very little labor and oversight to maintain. Two team leaders and one team member handled the ongoing management of the integrations and relationship with Bombora.
- **Professional services.** The interviewee’s organization paid \$2 million to a third-party customer experience management firm to develop the data model, 5% of which represented the integration of the Bombora data. After model development, the interviewee’s organization brought model management in-house and did not incur any ongoing costs with the third party.

The interview and financial analysis found that the decision-maker’s organization experienced benefits of \$5.4 million over three years versus costs of \$1.2 million, adding up to a net present value (NPV) of \$4.2 million and an ROI of 342%.

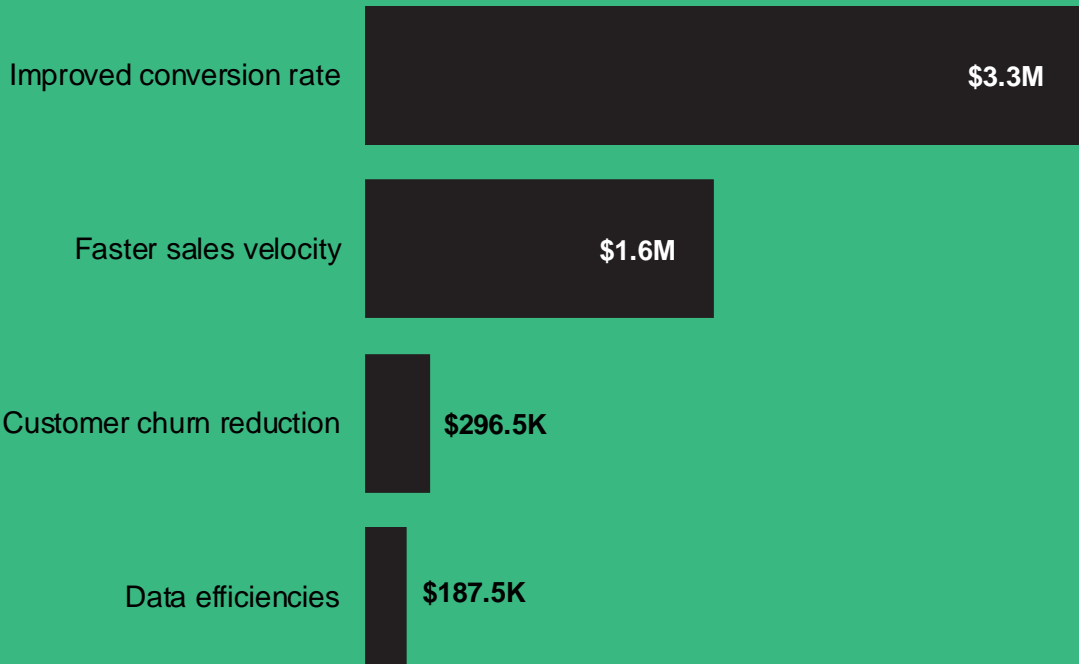
Saved hours from data efficiencies:

4,500





Benefits (Three-Year)



“Everyone from VPs up knows Bombora.”
Senior director of marketing data, financial services

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 Bombora.

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 Bombora can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Bombora 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 Bombora.

Bombora 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.

Bombora provided the customer name for the interview but did not participate in the interview.



DUE DILIGENCE

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



DECISION-MAKER INTERVIEW

Interviewed the decision-maker of an organization using Bombora to obtain data with respect to costs, benefits, and risks.



FINANCIAL MODEL FRAMEWORK

Constructed a financial model representative of the interview using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the decision-maker.



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 Bombora Customer Journey

■ Drivers leading to the Bombora investment

INTERVIEWEE'S ORGANIZATION

Forrester interviewed a decision-maker at a large B2C and B2B financial services organization. The enterprise had annual revenue of \$22 billion, while the global marketing data team that first used Bombora generated \$295 million of revenue annually. The interviewee's organization was headquartered in the US but operated globally, with just fewer than 30,000 employees. The B2B arm closed about 70,000 deals per year with an average deal size of \$3,800. The enterprise had a profit margin of 12%.

KEY CHALLENGES

Prior to the investment in Bombora, the interviewee's organization had multiple B2B data sources but lacked a cohesive lead database. The data it purchased included domain names and basic account data but lacked behavioral information. The data was delivered in the form of lists that the interviewee's organization transferred to its sales platform and converted to leads manually. In this environment, the interviewee's organization struggled with challenges including:

“Our other data providers didn't give us that layer dimension of intent ... from day one what Bombora was selling and the innovations they were planning fit perfectly.”

Senior director of marketing data, financial services

Key characteristics

- **Total revenue: \$22 billion**
- **Total employees: 30,000**
- **Team revenue: \$295 million**
- **Profit margin: 12%**

- **Lack of a unified database that would provide data matching and consistency.** The organization had no way to automatically match a prospect's data across different data sources, so information could appear in multiple data sources without being connected.
- **Inefficient and manual data organization.** The manual transfer of data from unorganized lists to the sales platform slowed the process of lead conversion and left room for error.
- **No visibility into historical or future business trends and changes.** The lists of purchased data were point-in-time, providing no historical data and leaving no way to efficiently update data when businesses' information changed. This lack of time-series information limited data analysis capabilities.
- **No way to prioritize leads.** The enterprise lacked a data layer beyond basic firmographic information that enabled identification of the best leads.

INVESTMENT OBJECTIVES

The interviewed decision-maker undertook an initiative to transform the organization's approach to B2B lead generation and build a robust database with an analytic model that could help improve targeting capabilities.

The decision-maker combined firmographic and technographic data to create a basic data framework but needed a way to find and focus on leads with a higher likelihood to buy. The decision-maker searched for a solution to help:

- Bring together disparate external data to create an organized data structure with a singular customer view across all data types.
- Get ahead of competition in the sales cycle.
- Effectively prioritize leads.
- Improve customer retention.

The decision-maker undertook a review process and evaluated multiple B2B intent data providers. The decision-maker did a back-testing study to match recently acquired customers to Bombora's intent data around the time customers made their purchase and found a strong correlation between Bombora's signals and what the enterprise used to identify good prospects.

Ultimately, the interviewee's organization found that Bombora stood ahead of the competition in terms of data quantity and quality, integration capabilities, and service team.

“We did a review of other viable options, and nothing really compared to Bombora.”

Senior director of marketing data, financial services

USE CASE DESCRIPTION

With the investment in Bombora, the interviewee's new marketing data team worked with a third party to develop an analytic data model that would support the sales and marketing teams with a data-driven approach to acquiring, engaging, and retaining prospects and customers.

The data model used data from a dozen different external vendors and brought it together to create a customer “golden record.” Bombora's data contributed the main external intent data, with the interviewee calling Bombora “crucial” to the data model. The enterprise integrated Bombora directly into its own data warehouse and Salesforce platform.

Since the initial implementation with the marketing data team, the enterprise expanded Bombora's reach to a total of 12 teams who used Bombora's data in a variety of ways including lead prioritization, data management, insights management, advertising and campaign optimization, and churn reduction.

Forrester's analysis focused on the marketing data team's experience with Bombora. For this use case, Forrester modeled benefits and costs over three years.

Analysis Of Benefits

■ Quantified benefit data

Total Benefits						
Ref.	Benefit	Year 1	Year 2	Year 3	Total	Present Value
Atr	Improved conversion rate	\$807,178	\$1,358,397	\$1,943,597	\$4,109,173	\$3,316,694
Btr	Faster sales velocity	\$429,484	\$634,691	\$911,557	\$1,975,732	\$1,599,844
Ctr	Customer churn reduction	\$84,953	\$119,837	\$160,056	\$364,846	\$296,521
Dtr	Data efficiencies	\$38,942	\$77,885	\$116,827	\$233,654	\$187,543
	Total benefits (risk-adjusted)	\$1,360,557	\$2,190,810	\$3,132,037	\$6,683,404	\$5,400,602

IMPROVED CONVERSION RATE

Evidence and data. Before the investment in Bombora, the interviewee's organization received large quantities of data but had no way to prioritize what accounts to focus marketing and sales efforts on or when their efforts would be most effective.

With Bombora, the interviewee's organization automatically received signals when a lead in its database reached a given threshold of interest in one or more of the topics it monitored. The lead could then immediately be acted on from both a marketing and a sales capacity perspective. Bombora's insights helped customize content in each marketing channel to align with potential buyers' areas of interest and purchasing timelines, improving the lead conversion. Prospect accounts that surged but were unresponsive to one marketing channel could be reached through alternative channels with campaigns tailored to their specific interests.

The interviewee's organization also moved the most promising leads to the front of its sales representatives' pipelines, ensuring that they were always going after the leads with the highest likelihood of closing a deal. This prioritization reduced the incidence of unproductive sales conversations

and ultimately increased the conversion rate. The interviewee's organization is working with Salesforce to create a dynamic scoring capability for use across the customer service, marketing, and revenue operations teams as well as the marketing data team. This dynamic scoring will include viability, engagement, and propensity intent to further boost efficiencies.

The lift in conversion rate increased during the first few years of utilizing Bombora's data as the interviewee's organization fine-tuned its lead prioritization strategy and analytical model. In Year 1, its conversion rate improved by 8%, which increased to 13% in Year 2 and 18% in Year 3.

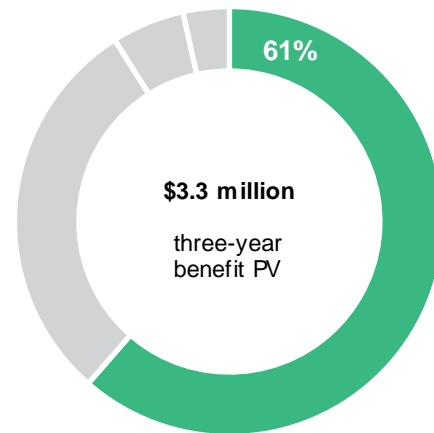
“Our surge event level is pretty darn accurate. We draw the line pretty high as far as preciseness. It's fantastic.”

Senior director of marketing data, financial services

Modeling and assumptions. This benefit was modeled over a three-year span and is based on the following information:

- The organization has 329,000 annual opportunities in Year 1, increasing to 339,000 in Year 3.
- The organization has a conversion rate of 19.5% before the investment in Bombora and the data model.
- The organization has an average deal size of \$3,800 and a profit margin of 12%.
- Bombora’s contributions to the data model account for 65% of the conversion rate increase.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV (discounted at 10%) of \$3.3 million.



Increase in customer conversion rate:

18%



Risks. The expected financial impact of additional revenue derived from increased site visits is subject to risks and variation based on several factors, including the organization’s:

- Conversion rate and maturity of lead prioritization efforts prior to Bombora.
- Number of opportunities per year.
- Average order value (AOV) or average revenue per customer.
- Revenue structure and operating profit margin.

Improved Conversion Rate

Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Number of opportunities per year	Interview	328,600	331,800	339,100
A2	Conversion rate before Bombora's data model	Interview	19.5%	19.5%	19.5%
A3	Increase in conversion	Interview	8%	13%	18%
A4	Conversion rate with Bombora's data model	$A2*(1+A3)$	21%	22%	23%
A5	Bombora's attribution to data model	Interview	65%	65%	65%
A6	Additional deals due to conversion rate improvement	$A1*(A4-A2)*A5$	3,204	5,392	7,715
A7	Average deal size	Interview	\$3,800	\$3,800	\$3,800
A8	Additional revenue from conversion rate improvement	$A6*A7$	\$12,174,630	\$20,488,650	\$29,315,195
A9	Profit margin	Interview	12%	12%	12%
At	Improved conversion rate	$A1*A2*A4*A5$	\$949,621	\$1,598,115	\$2,286,585
	Risk adjustment	↓15%			
Atr	Improved conversion rate (risk-adjusted)		\$807,178	\$1,358,397	\$1,943,597
Three-year total: \$4,109,173			Three-year present value: \$3,316,694		

FASTER SALES VELOCITY

Evidence and data. With Bombora, the outbound sales team supported by the marketing data team cut the sales cycle time by up to 30%. It also closed a higher number of deals in the same amount of time, generating additional revenue without increasing headcount. Bombora contributed to this increase in sales velocity in multiple ways.

- Bombora automated the organization’s outbound lead prioritization and rankings within the sales pipeline. While the interviewee acknowledged that employees had access to all potential leads without Bombora, Bombora’s intent data allowed them to get to prospects faster, saying, “It’s acquiring new businesses sooner or identifying businesses that we already know about and getting them to the front of the line.”
- Bombora’s linkage with other data sources and the database matching algorithm allowed the interviewee’s organization to create a singular view of customers, which included intent data as well as technographic and firmographic data. This more comprehensive prospect view gave the sales team an edge up when starting conversations with prospects.

- While the interviewee’s organization constantly fed leads to sales representatives before the investment in Bombora, Bombora’s integration with Salesforce allowed prioritized leads to get to sales representatives and into campaign pipelines faster, speeding up the sales process.
- Bombora’s surge signals served as a trigger event to automatically feed leads directly into sales and marketing campaigns.
- The interviewee’s organization used Bombora to invigorate dormant leads, using prospects’ surge in intent on their topics of interest as a means to reach out directly.

Modeling and assumptions. This benefit was modeled over a three-year span based on the following information:

- The organization closes 69,000 deals in Year 1, increasing to 78,000 in Year 3.
- The organization has a deal cycle length of 120 days before the investment in Bombora and the data model.
- With Bombora, the organization’s conversion rate is 21% in Year 1, 22% in Year 2, and 23% in Year 3.
- The organization’s sales velocity increased by 20% in Year 1, 25% in Year 2, and 30% in Year 3 as the organization learned to use Bombora to its full potential.
- The organization has an average deal size of \$3,800 and a profit margin of 12%.
- Bombora’s contributions to the data model account for 65% of the conversion rate increase.
- Fifty percent of saved time can be recaptured for added productivity.

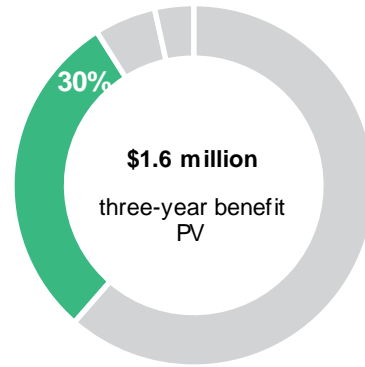
“We can rank [the sales rep’s] pipeline in Salesforce by surging. When our sales rep comes in every day, looks at his pipeline, and [sees that] this customer just surged overnight, he can prioritize calling that. That’s a major efficiency gain for the sales organization.”

Senior director of marketing data, financial services

Risks. The expected financial impact of faster sales velocity is subject to risks and variation based on several factors, including the organization's:

- Number of deals per year and deal cycle length before Bombora.
- Conversion rate and AOV or average revenue per customer.
- Revenue structure and operating profit margin.
- Proportions of time savings that may be recaptured for added value.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year risk-adjusted total PV of \$1.6 million.



Faster Sales Velocity					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Deals closed per year	Interview	69,000	73,000	78,000
B2	Deal cycle length before Bombora's data model (days)	Interview	120	120	120
B3	Reduction in deal cycle length with Bombora's data model	Interview	20%	25%	30%
B4	Deal cycle length with Bombora's data model (days)	B2*(1-B3)	96	90	84
B5	Conversion rate	A4	21%	22%	23%
B6	Bombora's attribution to data model	A5	65%	65%	65%
B7	Number of saved-day equivalents from decreased deal cycle length (annually)	(B2-B4)*B1*B5*B6	226,044	313,170	419,796
B8	Saved-time recapture rate	TEI standard	50%	50%	50%
B9	Additional deals closed/year	(B7/B2)*B8	1,177	1,740	2,499
B10	Average deal size	A7	\$3,800	\$3,800	\$3,800
B11	Additional revenue from faster sales velocity	B9*B10	\$4,473,788	\$6,611,367	\$9,495,386
B12	Profit margin	A9	12%	12%	12%
Bt	Faster sales velocity	B2*B10*B12*B6	\$536,855	\$793,364	\$1,139,446
	Risk adjustment	↓20%			
Btr	Faster sales velocity (risk-adjusted)		\$429,484	\$634,691	\$911,557
Three-year total: \$1,975,732			Three-year present value: \$1,599,844		

CUSTOMER CHURN REDUCTION

Evidence and data. Bombora allowed the interviewee’s organization to anticipate and prevent customer churn by proactively identifying customers who were considering switching to a competitor. Bombora put the entire customer database on a watchlist to make sure that the customer service management team picked up on every signal that indicated that a customer was considering alternative solutions. When they received a signal, they contacted the customer before the customer made a final decision. This proactivity allowed the interviewee’s organization to retain some customers that might have chosen alternatives without the conversation prompted by Bombora’s data.

In addition to producing direct revenue savings, the reduction in churn decreased risk to the interviewee’s organization’s annual revenue and lowered the costs of revenue growth by guaranteeing a larger proportion of contract renewals each year. When customers churn, the lost revenue takes a greater investment to recoup than it would have cost to retain the customer.

“We caught a signal over the weekend through Bombora that one customer might have been looking at our competition. And then Monday morning we called and said, ‘Hey, we’re calling to check in.’ And the customer said: ‘Yeah, I was just considering changing my [solution]. You guys called me at the right time.’”

Senior director of marketing data, financial services

Modeling and assumptions. This benefit was modeled over a three-year span based on the following information:

- The organization closes 69,000 deals in Year 1, increasing to 78,000 in Year 3.
- The organization’s churn rate is 5% before the investment in Bombora and the data model.
- The organization has an average deal size of \$3,800 and a profit margin of 12%.

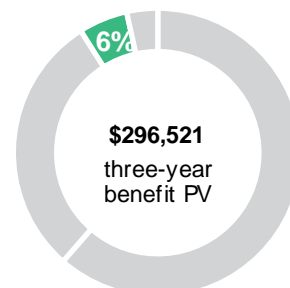
“This direct integration saves my team a lot of time ... we’ve come a long way in the past three years.”

Senior director of marketing data, financial services

Risks. The expected financial impact of churn reduction is subject to risks and variation based on several factors, including the organization’s:

- Number of deals closed per year and average churn rate before Bombora.
- Conversion rate and AOV or average revenue per customer.
- Revenue structure and operating profit margin.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$297,000.



Customer Churn Reduction

Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Deals closed per year	B1	69,000	73,000	78,000
C2	Churn rate before Bombora	Interview	5%	5%	5%
C3	Churn rate reduction with Bombora	Interview	6%	8%	10%
C4	Number of deals saved with Bombora	$C1 * (C2 * C3)$	207	292	390
C5	Average deal size	A7	\$3,800	\$3,800	\$3,800
C6	Subtotal: additional revenue from churn reduction	$C4 * C5$	\$786,600	\$1,109,600	\$1,482,000
C7	Profit margin	A9	12%	12%	12%
Ct	Customer churn reduction	$C6 * C7$	\$94,392	\$133,152	\$177,840
	Risk adjustment	↓10%			
Ctr	Customer churn reduction (risk-adjusted)		\$84,953	\$119,837	\$160,056
Three-year total: \$364,846			Three-year present value: \$296,521		

DATA EFFICIENCIES

Evidence and data. Bombora’s API provided seamless data integration into the interviewee’s organization’s database and sales platform, automatically pushing the data to production campaigns and getting leads to sales team members.

- Before using Bombora’s intent data and integration capabilities, marketing data analysts needed to manually input unorganized lists of data, match it to other data sources, streamline it, convert it to leads, and finally push it back up to the sales platform and marketing teams for use.
- Bombora’s direct integration of the data into the database and sales platform eliminated the manual element of this process. Instead, each elimination directly saved an analyst 5 hours per week. The interviewee told Forrester: “When we get our weekly file from Bombora, it just goes right into production. The buttons push, it goes into production campaigns, or it’s automated. And then sellers were getting these leads from us instantaneously.

Modeling and assumptions. This benefit was modeled over a three-year span based on the following information:

- There are six marketing data analysts in Year 1, 12 in Year 2, and 18 in Year 3, who each spend 5 hours per week on data transfers before the investment in Bombora.
- The organization’s marketing data analysts have annual salaries of \$80,000, translating to a fully burdened hourly salary of \$43 with a burden adjustment of 34%.
- Fifty percent of saved time can be recaptured for added productivity.



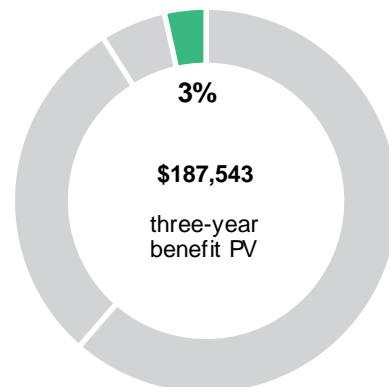
Hours saved per employee per year:

250

Risks. The expected financial impact of data efficiencies is subject to risks and variation based on several factors, including:

- The structure and efficiency of an organization’s data transfer processes before Bombora.
- The scope of engagement with Bombora and number of employees involved who might experience data efficiencies.
- Compensation amounts for employees and recapture rates of productivity in saved time.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$188,000.



Data Efficiencies					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Number of marketing data analysts	Interview	6	12	18
D2	Marketing data analyst fully burdened hourly salary	\$120,000/2,080	\$58	\$58	\$58
D3	Hours spent per week on data transfers per marketing data analyst before Bombora	Interview	5	5	5
D4	Total hours saved per year	D1*D3*50	1,500	3,000	4,500
D5	Save-time recapture rate	B8	50%	50%	50%
Dt	Data efficiencies	D2*D4*D5	\$43,269	\$86,538	\$129,808
	Risk adjustment	↓10%			
Dtr	Data efficiencies (risk-adjusted)		\$38,942	\$77,885	\$116,827
Three-year total: \$233,654			Three-year present value: \$187,543		

UNQUANTIFIED BENEFITS

Additional benefits that the customer experienced but was not able to quantify include:

- Innovation resulting from Bombora’s partnership and thought leadership.** The interviewee’s organization had close communication with Bombora from the beginning of their relationship throughout their engagement. The interviewee spoke of Bombora as a thought leader that drove new use cases and initiatives within the interviewee’s organization, saying: “Bombora every step of the way was such an R&D partner for us. ‘Let’s try this,’ and, ‘Have you guys thought about this?’ [They were] helping us understand other use cases and how other businesses are using their data.”
- Improved employee experience.** Bombora’s automatic prioritization and automation capabilities improved the day-to-day experience of employees at the interviewee’s organization. Once other teams saw how Bombora improved the work of the marketing data team, they asked to use Bombora as well. The interviewee described, “Our [other line-of-business] team was

kind of reluctant for many years to join us, but they are now engaged and want us to do a lot more with them.”

“They were an active partner with us, and they were bringing us ideas. ‘Have you thought about this? We’ve seen this. We want to test this.’ That afforded us a lot too.”

Senior director of marketing data, financial services

- Enhanced value of data from other sources.** The interviewee’s organization used business data from additional sources, and that data became more valuable when Bombora’s intent or Company Surge data overlaid it. Combining Bombora’s intent data with existing firmographic or technographic data drove targeting capabilities

even further forward. The interviewee told Forrester: “Having [intent data] fused into that process makes their data even better. All the depth of data they have, contact information, historical information, payment credit, it’s great. But none of the business is raising its hands before it gives us that insight.”

- **Cross-team expansion efficiencies.** Since the initial use case with the marketing data team, the interviewee’s organization expanded Bombora’s reach to 11 more teams, including the credit team, marketing operations team, and lifecycle marketing team, which uses Bombora’s measurement tool to identify web traffic and view the associated account data. In the interviewee’s words, Bombora is “spreading like wildfire for us.” Employees’ familiarity with Bombora and Bombora’s approved vendor status facilitated the rollout to additional teams.
- **Great customer service.** The interviewee spoke highly of Bombora’s service model, saying: “I could pick up the phone, always get someone answering it, quickly hop on calls, and hit quick turnaround times when there were fire drills. They were really on anything we ever asked of them.” The Bombora service team’s responsiveness and collaboration helped the interviewee’s organization improve its data structure and resolve issues faster.

“The service team on our account was probably the best that I’ve ever worked with in my 25 years of working with data vendors.”

Senior director of marketing data, financial services

FLEXIBILITY

Flexibility represents additional capacity or capability that could be turned into business benefit in the future, providing an organization with the right or the ability to engage in future initiatives but not the obligation to do so. The value of flexibility is unique to each customer, and the measure of its value varies from organization to organization. There are multiple scenarios in which a customer might invest in Bombora and later realize additional uses and business opportunities, including:

- **Customer cross-sell and upsell.** Bombora’s intent data allows customers to realize when their current customers are interested in additional products or services that the organization sells. It provides the opportunity to get ahead of the competition and sell additional products or services. The interviewee’s organization planned to formalize cross-sell and up-sell efforts with Bombora soon.
- **Extension of Bombora to additional teams and use cases.** The interviewee’s organization planned to expand Bombora’s reach globally, standardizing its data platform and integrations across regions. The interviewee noted: “Bombora has been used in a very US-centric way. But we have since started scaling that to other parts of the world, doing work in Australia, Europe, Latin America, and eventually we’ll get to APAC.”
- **Full integration with additional software.** Organizations may also take advantage of the many additional integrations Bombora offers for other use cases — like the interviewee’s organization did across sales, marketing, and the Salesforce Marketing Cloud.

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

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Etr	Bombora licensing	\$0	\$262,500	\$315,000	\$577,500	\$1,155,000	\$932,851
Ftr	Implementation and management	\$153,725	\$12,375	\$12,375	\$12,375	\$190,850	\$184,500
Gtr	Professional services	\$105,000	\$0	\$0	\$0	\$105,000	\$105,000
	Total costs (risk-adjusted)	\$258,725	\$274,875	\$327,375	\$589,875	\$1,450,850	\$1,222,351

BOMBORA LICENSING

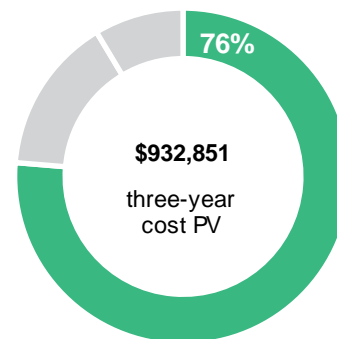
Evidence and data. Bombora licensed its product on a subscription model, with varying pricing options that flexed based on the number of product lines, use cases, and countries where the interviewee's organization did business. While typical licenses last for 24 months, customers have the option to pay annually.

Modeling and assumptions. In Years 1 and 2 of Bombora adoption, the organization pays Bombora on a usage basis, spending \$250,000 in Year 1 and \$300,000 in Year 2. In Year 3, the organization moves to an all-you-can eat model and pays Bombora a total of \$550,000 on licensing for all data, analytics, and advertising services across the organization.

Risks. Actual licensing costs vary per organization depending on factors including:

- The volume of intent data needed.
- Preferred integrations or partner platforms.
- The level of support an organization needs to get started with Bombora.

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 \$933,000.



Bombora Licensing

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Per-use licensing fee	Interview	\$0	\$250,000	\$300,000	\$0
E2	Flat licensing fee	Interview	\$0	\$0	\$0	\$550,000
Et	Bombora's licensing	E1+E2	\$0	\$250,000	\$300,000	\$550,000
	Risk adjustment	↑5%				
Etr	Bombora's licensing (risk-adjusted)		\$0	\$262,500	\$315,000	\$577,500
Three-year total: \$1,155,000			Three-year present value: \$932,851			

IMPLEMENTATION AND MANAGEMENT

Evidence and data. The interviewee’s organization incurred internal costs in the following categories related to the Bombora investment:

Internal implementation labor. The interviewee’s organization built a data model at the same time for Bombora’s intent data and integrated it into the model, database, and Salesforce concurrently.

- First, the interviewee’s organization did a free POC with Bombora, which took three to four months. The interviewee’s organization then put Bombora’s data into production and tested it. During the POC, it set up much of the integration work that was necessary for full implementation.
- After the POC, Bombora was in full production in less than a month. Bombora helped with the setup process, providing detailed instructions for the API and facilitating testing of data transfers. The interviewee told Forrester, “Bombora took lead of [implementation] and servicing requests from my team directly. They were extremely helpful along the way.”
- The interviewee’s organization also aligned the POC with its vendor vetting process, which it completed with Bombora in one month to two months — a process that typically takes the interviewee’s organization three months.

“We were ready to rock and roll right after the POC. I think we signed pretty quickly after we saw the results.”

Senior director of marketing data, financial services

Ongoing management, maintenance, and optimization. Once fully integrated with Salesforce and the data model, Bombora’s setup required very little labor and oversight to maintain. Much of the ongoing Bombora relationship consisted of tactical conversations with Bombora for all teams who used Bombora data. The interviewee’s organization held business review check-ins with Bombora on a regular basis.

“When we first turned it on, we were creating campaigns the next day off of that.”

Senior director of marketing data, financial services

Modeling and assumptions. Bombora’s implementation and data model development together take the organization five months. Five FTEs do the implementation and model development work, and two managers and one team member direct ongoing management of the organization’s integrations and relationship with Bombora. This cost is modeled based on the following information:

- Each of the four data science team members and the team lead spend 80% of their time completing the work required for implementation and model development over the five-month period.
- Sixty-five percent of the time spent on implementation and model development can be attributed to Bombora’s data integrations.
- From Year 1 to Year 3, one data science team members and two team leads each spend 2.5% of their time, or 1 hour per week, maintaining Bombora’s data, integrations, and relationship.

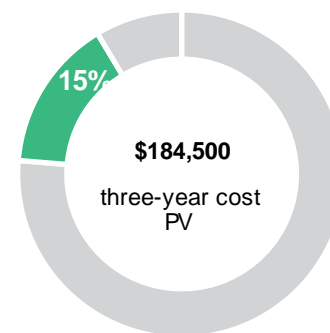
- The annual salary of a data science team member is \$80,000, translating to a fully burdened monthly salary of \$10,000 with a burden adjustment of 34%.
- The annual salary of a data science team lead is \$123,000, translating to a fully burdened monthly salary of \$13,750 with a burden adjustment of 34%.

- An organization’s scope of Bombora deployment and implementation complexity.
- The burdened cost for each employee involved with implementation and ongoing management work.
- The maturity and fragmentation of an organization’s existing architecture.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$185,000.

“It runs itself. It’s kind of a touchless relationship at this point.”

Senior director of marketing data, financial services



Risks. Actual internal implementation and management costs will vary per organization depending on the following:

Implementation And Management						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Number of months of work	Interview	5	12	12	12
F2	Number of data science team member FTEs involved in implementation and management	Interview	4	1	1	1
F3	Data science team member average monthly fully burdened salary	\$120,000/12	\$10,000	\$10,000	\$10,000	\$10,000
F4	Number of team leads involved in implementation and management	Interview	1	2	2	2
F5	Team lead average monthly fully burdened salary	\$165,000/12	\$13,750	\$13,750	\$13,750	\$13,750
F6	Percentage of FTE time spent on implementation and management	Interview	80%	2.5%	2.5%	2.5%
F7	Bombora’s attribution	Interview	65%	100%	100%	100%
Ft	Implementation and management	$F1 * ([F2 * F3] + [F4 * F5]) * F6 * F7$	\$139,750	\$11,250	\$11,250	\$11,250
	Risk adjustment	↑10%				
Ftr	Implementation and management (risk-adjusted)		\$153,725	\$12,375	\$12,375	\$12,375
Three-year total: \$190,850			Three-year present value: \$184,500			

PROFESSIONAL SERVICES

Evidence and data. The interviewee’s organization hired a third-party customer experience management firm to develop the data model that utilized the Bombora intent data. Without the concurrent development of a sophisticated data model, most Bombora customers do not engage a third party to assist with implementation.

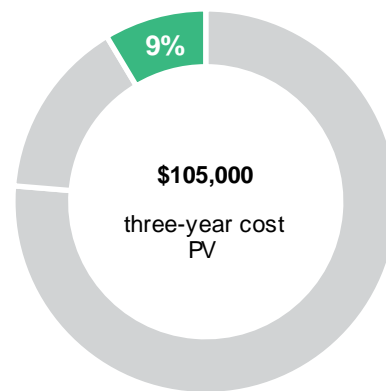
- The interviewee’s organization paid \$2 million for the development of the model.
- Ten people from the third party were involved, including engineers, developers, analysts, and statisticians.
- After model development, the interviewee’s organization brought management of the model in-house and does not pay the third-party firm ongoing fees.

Modeling and assumptions. Forrester assumes the following: 5% of the total amount paid to the third party covers its effort to integrate the Bombora data into the data model.

Risks. Actual professional services costs will vary per organization depending on the following:

- The necessity of any third-party involvement.
- An organization’s scope of Bombora deployment and implementation complexity.
- An organization’s breadth and complexity of data sources.
- The maturity and fragmentation of an organization’s existing architecture.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year risk-adjusted total PV of \$105,000.

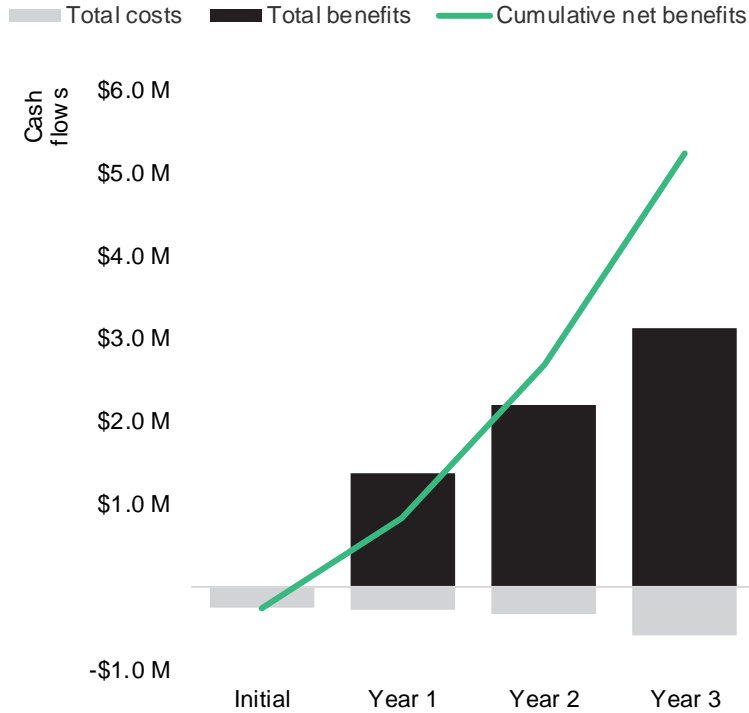


Professional Services						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Amount paid to professional services organization for data model development	Interview	\$2,000,000	\$0	\$0	\$0
G2	Bombora’s attribution	Interview	5%	0%	0%	0%
Gt	Professional services	G1*G2	\$100,000	\$0	\$0	\$0
	Risk adjustment	↑5%				
Gtr	Professional services (risk-adjusted)		\$105,000	\$0	\$0	\$0
Three-year total: \$105,000			Three-year present value: \$105,000			

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 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	(\$258,725)	(\$274,875)	(\$327,375)	(\$589,875)	(\$1,450,850)	(\$1,222,351)
Total benefits	\$0	\$1,360,557	\$2,190,810	\$3,132,037	\$6,683,404	\$5,400,602
Net benefits	(\$258,725)	\$1,085,682	\$1,863,435	\$2,542,162	\$5,232,554	\$4,178,251
ROI						342%
Payback (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: Supplemental Material

Related Forrester Research

“The Forrester New Wave™: ABM Platforms, Q2 2020,” Forrester Research, Inc., June 9, 2020.

“The Forrester Wave™: B2B Marketing Data Providers, Q3 2018 (Updated),” Forrester Research, Inc., February 24, 2020.

“Evaluate Your Approach To Successful B2B Content Marketing,” Forrester Research, Inc., April 19, 2021.

“Marketing Automation And ABM Technologies Are Converging — Will You Need To Pick A Side?” Forrester Research, Inc., December 16, 2020.

“Now Tech: B2B Marketing Data Providers, Q1 2021,” Forrester Research, Inc., January 11, 2021.

“B2B Sales Executives: Planning Assumptions 2022,” Forrester Research, Inc., September 8, 2021.

Appendix C: Endnotes

¹ Source: “Talent Alone Is No Longer Enough: The Insights-Driven Sales System” May 17, 2021.

² Source: “Now Tech: B2B Marketing Data Providers, Q1 2021,” Forrester Research, Inc., January 10, 2021.

³ Source: “The Forrester New Wave™: ABM Platforms, Q2 2020,” Forrester Research, Inc., June 9, 2020.

⁴ Source: “B2B Sales Executives: Planning Assumptions 2022,” Forrester Research, Inc., September 8, 2021.

⁵ Source: “The Forrester Wave™: B2B Marketing Data Providers, Q3 2018 (Updated),” Forrester Research, Inc., February 24, 2020.

⁶ Ibid.

⁷ 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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