

A Forrester Total Economic Impact™  
Study Commissioned By Conductor  
June 2019

# The Total Economic Impact™ Of Conductor

Cost Savings And Business Benefits  
Enabled By Conductor

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**Project Director:**  
Benjamin Brown

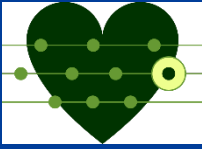
## ABOUT FORRESTER CONSULTING

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# Executive Summary

## Key Benefits



Increased traffic by **29% annually (CAGR)** with SEO and site health



Created **25% more content** with the same workforce



Amplified content's performance with **at least 3x more traffic** per piece of content

Organic search remains the single most important way customers find websites.<sup>1</sup> According to Forrester, “despite multidevice proliferation and ever-changing consumer habits,” search engine optimization (SEO) “is still one of the most important marketing tactics.”<sup>2</sup> While companies commonly used to outsource SEO efforts to agencies, they are increasingly bringing SEO in-house.<sup>3</sup> Yet, “many firms still struggle to wrap their head around best practices to increase their site’s visibility” — driving market demand for strong platforms and services to support organic marketing practices.<sup>4</sup>

Conductor provides a content and SEO platform and services that help enterprise customers identify opportunities, optimize content, and measure performance for their organic search efforts. According to Forrester, “an SEO platform is a must for every in-house SEO team . . . to manage the SEO workflow, detect technical fixes, and identify content opportunities.”<sup>5</sup>

Conductor commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) organizations may realize by working with Conductor. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Conductor on their organizations. Forrester interviewed five Conductor customers to better understand the benefits, costs, and risks associated with an investment in Conductor.

Prior to Conductor, some interviewees identified that SEO was treated as a low-priority, bolt-on activity to other marketing efforts. SEO was sometimes managed externally by an agency or by only one employee, and SEO activities were often a simple step at the end of the content creation process rather than embedded in content development. Other interviewees used legacy SEO platforms or multiple point solutions that lacked the user experience (UX), features, analytics, or integrations organizations desired to be as effective as possible. These organizations consequently struggled to make data-backed decisions, to measure their results, and to defend the importance of organic marketing in general.

Customers turned to Conductor for its broad capabilities, user interface, and rich subject-matter expertise. As a result, these organizations drastically improved website performance and launched highly effective content marketing campaigns that drove significant organic traffic growth. Organic marketing enhancements drove down paid search cost-per-click (CPC) through better page rank and quality scores, and organizations achieved net traffic increases with significantly better cost efficiency than seen in paid advertising campaigns. Not only were organic efforts more effective, but teams became more efficient and were able to prove their results and value to leadership — helping organic become truly embedded base for organizations’ marketing activities.

## Key Findings

Forrester constructed a TEI framework, a composite organization, and an associated ROI analysis that is representative of the interviewed organizations. Key findings for the composite organization are as follows:

**Quantified benefits.** The composite organization achieves the following three-year risk-adjusted present value (PV) benefits:

- › **Search engine optimization and site health improvements drove traffic increases worth \$4.7M in operating profit.** Conductor helped organizations optimize their website content and also identify and



**ROI**  
**571%**



**Benefits PV**  
**\$8.7 million**



**NPV**  
**\$7.4 million**



**Payback**  
**<6 months**

“SEO is the foundation of everything we do. It doesn’t matter if we’re looking at the website, content, strategy, or social media. Everything starts with SEO being the foundation.”

*CMO/CIO,  
B2B services*



remediate site health issues. Improved site health and better SEO enabled organizations to significantly increase traffic and protect against unforeseen drops. Organic traffic growth for the interviewed organizations reached as high as a compound annual growth rate (CAGR) of 113%, with a median CAGR of 29%.

- › **Content marketing drove \$1.4M in operating profit.** Using competitive analysis, localized insights, and keyword discovery, content marketing teams created content that performed at least 3x better while simultaneously increasing production by 25% with the same workforce.
- › **Organic enhancements improved the price efficiency of paid search ads, avoiding \$2.3M in expense without reducing ad placements.** Organizations improved their organic content with Conductor, increasing quality scores. They also used Conductor to select the best keywords and create parity between the keywords and content in the ads and their associated landing pages. As a result, paid search advertising that targeted those improved pages became available at a lower CPC bidding cost — reducing paid search costs while maintaining outcomes without changing strategy.
- › **Productivity improvements for SEO leadership, data analysis, and site health monitoring and remediation saved \$203K in labor.** Instead of manually gathering, correlating, analyzing, and reporting on data from a variety of disjunct sources, Conductor could do it automatically and with better accuracy and detail. Automated issue identification using Conductor and DeepCrawl replaced time previously spent doing manual testing for site issues, while Conductor’s professional services filled in expertise gaps and guided strategy, helping team leadership save time and deliver better results.
- › **Content marketing productivity improvements saved \$123K in labor.** Teams used Conductor to identify content ideas, prove consumer interest, align on content, identify keywords, optimize structure, and write effectively from the start. With SEO at the foundation, teams could complete these tasks in fewer labor hours.

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

- › Raised the profile of organic marketing practices and their impact.
- › Established brands as thought leaders.
- › Improved website and content engagement.
- › Accelerated overall marketing efforts.

**Costs.** The following are the composite organization’s three-year risk-adjusted PV costs based on the five interviewed customers:

- › Internal labor costs of \$97K.
- › Conductor subscription and professional services costs of \$914K.
- › Content marketing program implementation costs of \$284K.

**Equivalent market value.** Interviewees considered their investments in organic search to be more cost-effective than paid marketing:

- › Interviewees would have incurred extensive costs using alternative paid marketing channels to drive the traffic growth they achieved in organic search with Conductor. For the composite organization to achieve the same 29% CAGR in traffic using paid search instead, Forrester estimates it would have required \$12 million in alternative ad placements

as opposed to the \$1.3 million investment in the organic search practice with Conductor as modeled in this study.

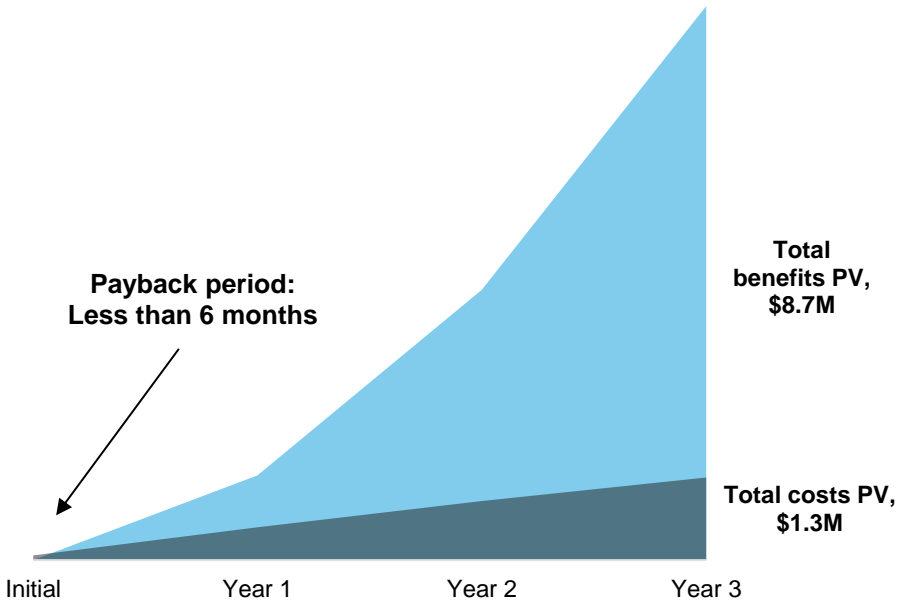
- Flexibility.** Interviewed organizations gained the following future options:
- › Enhance paid search strategy and create more effective advertisements.
  - › Improve strategy and content creation for other marketing initiatives.
  - › Inform business strategy with customer behavior insights.

Forrester’s interviews with five existing customers and subsequent financial analysis found that a composite organization based on these interviewed organizations experienced present value benefits of \$8.7 million over three years versus present value costs of \$1.3 million at an annual discount rate of 10%, adding up to a net present value (NPV) of \$7.4 million and an ROI of 571% with payback in under six months.

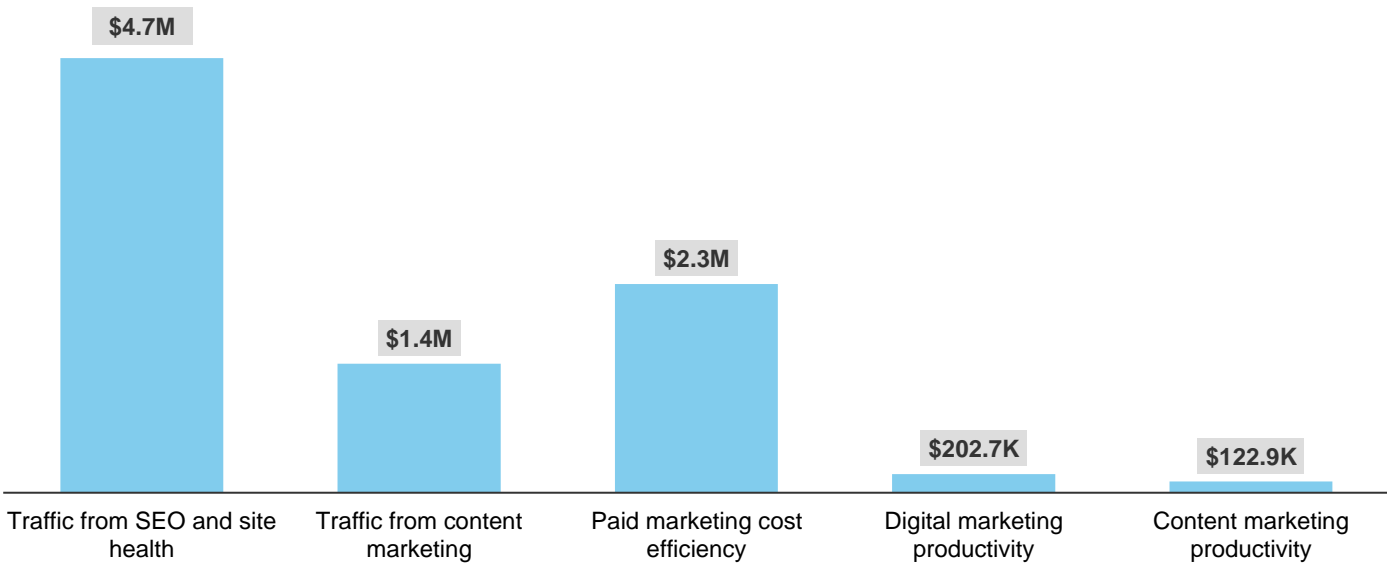


Organic search is a long-term investment, as its impact will build over time. This compounding impact is apparent in the evaluated ROI curve for Conductor as benefits grow year-over-year.

**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 Conductor.

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 Conductor can have on an organization:



### **DUE DILIGENCE**

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



### **CUSTOMER INTERVIEWS**

Interviewed five organizations using Conductor to obtain data with respect to costs, benefits, and risks.



### **COMPOSITE ORGANIZATION**

Designed a composite organization based on characteristics of the interviewed organizations.



### **FINANCIAL MODEL FRAMEWORK**

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



### **CASE STUDY**

Employed four fundamental elements of TEI in modeling Conductor Conductor'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 Conductor 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 Conductor.

Conductor 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.

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

# The Conductor Customer Journey

## BEFORE AND AFTER THE CONDUCTOR INVESTMENT

### Interviewed Organizations

Forrester interviewed five current Conductor customers, including:

INDUSTRY	SIZE	REGION	INTERVIEWEE
Software	Over 50,000 FTEs \$20B+ revenue	Global, based in Europe	Senior director, demand generation
Healthcare	20,000 to 50,000 FTEs \$5B to \$20B revenue	North America	Senior search marketing specialist
Financial services	1,000 to 5,000 FTEs \$1B to \$5B revenue	Global	Assistant vice president (AVP), content architecture and search
Security software	1,000 to 5,000 FTEs \$500M to \$1B revenue	Global, based in Europe	Global head of digital marketing
B2B services	500 to 1,000 FTEs \$100M to \$500M revenue	North America	Chief marketing officer and chief information officer (CMO/CIO)

### Common Challenges

Interviewees identified common challenges leading to their investments:

- › **Websites performed poorly.** Interviewees knew that they needed to rearchitect and optimize their websites for SEO but lacked the toolset and expertise. Most of tasks were manual and tedious — everything from on-page and metadata optimization to technical issues including redirects, duplicate content, broken links, and 404 errors.
- › **Teams didn't understand how to build an effective SEO strategy.** Without the right data to inform content creation and marketing strategy, organizations struggled to determine the best actions to increase market share and traffic.
- › **Organizations struggled to measure and track performance.** Even though SEO has been around for a long time, marketers admit they struggle to measure their organic efforts. According to Forrester, "When asked about their challenges with SEO, marketers' [No. 1] answer was measurement: 66% cite measuring the ROI of their SEO efforts."<sup>6</sup>
- › **Organic was undervalued and siloed from other marketing teams.** SEO was often an afterthought, kept separate from major marketing initiatives. Interviewees worried that they weren't providing a unified message to the market and were missing opportunities. They believed that making SEO the foundation of their marketing strategies was the right way to go but struggled to move the needle.

### Decision Drivers

Interviewees turned to Conductor for its comprehensive technology, its well-designed user interface, and its services' subject-matter expertise:

- › **Powerful, customizable solution with a well-designed interface.** Interviewees valued Conductor's breadth of capabilities from

"[Before Conductor], we were in the infancy of organic search strategy. We had very few things in place and very limited data — and the data was slowing us down. We were making content based on guesses and small bits of information."

*Senior search marketing specialist, healthcare*



"[Conductor's] technology is great, our teams use it constantly day in and out. From SEO to video, from social to PR, and from pay-per-click to the website team — they all use it. We even have a third-party agency that's building our new website working with Conductor."

*CMO/CIO,  
B2B services*





competitive analysis to local insights — and its above-average user interface. “The customizations, user-friendly interface, and versatility of the tool really drew us to Conductor,” explained the healthcare organization’s senior search marketing specialist.

- › **Subject-matter expertise to guide organic strategy.** Interviewees established weekly calls with Conductor to formulate strategic goals, identify issues and opportunities, and get granular recommendations on what content to create. The security company’s global head of digital marketing elaborated: “I heavily relied on Conductor’s professional services to share the [workload] and find gaps within our information architecture, our website, and our corporate profile. All of these different indicators showed what our robotic audience was missing, which in turn shows what our human audience is missing.”

## Key Results

Conductor helped the interviewed organizations:

- › **Make organic a foundational element of marketing.** The CMO/CIO of the B2B services company explained that now that his organization has adopted Conductor, “SEO is the foundation of everything we do. It doesn’t matter if we’re looking at the website, content, strategy, or social media. Everything starts with SEO being the foundation.” Conductor provides the interviewed organizations the data they need to drive their entire marketing strategies. As a result, the interviewed organizations have broken down the silos between the different facets of their marketing campaigns.
- › **Enhance content quality and relevance, driving greater traffic.** Conductor helped organizations identify themes, compare against competitors, evaluate local trends, and, ultimately, create better content. The senior director of demand generation for a software company shared, “Conductor helps us from a tactical perspective to look at keyword performance, result types, and market share and how we perform against competition.”
- › **Improve website health and optimize it for search, increasing traffic and rankings.** Conductor helped organizations identify and fix issues while also optimizing their pages with better content and keywords. This increased rankings and drove massive increases in website visits. The financial services company increased visits for one product site from only 10 per week to 240 per week, while the B2B services company increased leads from 35 to 338 per month.
- › **Boost productivity for digital marketing and content creation.** Conductor saved time throughout the stages of organic marketing. The healthcare organization saved a full employee’s hours of content research and organic strategy, while the security company reduced 40 hours per month in data analysis and QA testing. Organizations also gained efficiencies in ideating, creating, and incorporating key keywords in content.
- › **Develop competency.** In addition to time savings, employees gained SEO competency faster than they could have alone. “Conductor allowed me to super accelerate finding multiple opportunities at the same time rather than having to brute force and evolve on our own,” explained the security company’s global head of digital marketing.

“If you think about your overall marketing strategy as individual rowers of content, PR, and communications, then SEO is your coxswain directing everyone.”

*CMO/CIO,  
B2B services*



“Conductor has really changed the mindset within our overall web team. SEO isn’t just another project; it’s a fundamental concept in everything that we do on our website and across our overall web strategy.”

*Senior search marketing  
specialist, healthcare*



“Conductor improves our efficiency. But it also helps us find things that we didn’t know we needed to look at.”

*AVP of content architecture and  
search, financial services*





- › **Reduce paid search PPC costs.** Better rankings, quality scores, and content-keyword parity from organic improvements using Conductor drove down PPC bidding costs for paid search campaigns.
- › **Avoid higher costs for equivalent traffic in paid channels.** Interviewees believed it would have taken larger investments in paid channels to gain the equivalent traffic growth they achieved in organic.

## Composite Organization

Forrester aggregated findings from the five interviewed organizations to create a composite organization and an associated TEI financial analysis to model Conductor's financial impact. The composite organization:

- › Is a global enterprise with \$21.2 billion in annual revenue.
- › Spends \$15 million on paid search annually at an average PPC of \$1.50 per visitor, attracting 10 million visitors annually.
- › Attracts 5 million visitors through organic search annually.
- › Adopts Conductor and partners with Conductor's professional services to optimize its site, improve site health, create better content marketing, and more effectively target marketing campaigns.

Forrester also leveraged the following key data points regarding typical spending and margins to generate the composite organization:

- › Median annual spend on paid search is \$15 million for an enterprise.<sup>7</sup>
- › Enterprises will spend a minimum of 0.4% of total marketing budgets on paid search, calculated using Forrester Global Business Technographics® data on typical marketing budgets.<sup>8</sup>
- › Total marketing spending is 27.9% of an enterprise's annual revenue.<sup>9</sup>
- › The average operating profit margin is 8.9%.<sup>10</sup>

"SEO is a key driver in every buyer's journey. It doesn't matter what someone is going to buy; they are going to search for it."

CMO/CIO,  
B2B services



## Key assumptions

- \$21.2B revenue
- \$15M paid search spend
- 10M paid search visitors
- 5M organic visitors
- \$1.50 paid search CPC
- \$0.75 profit per visitor

**Total Economic Impact Model: Reference Table**

REF.	METRIC	CALCULATION	VALUE
R1	Median paid search spending for an enterprise	Forrester Technographics 2017	\$15,000,000
R2	Percent of marketing budget spent on search	Forrester Technographics 2018	At least 0.4%
R3	Percent of revenue spent on marketing	Forrester Technographics 2018	17.7%
R4	Annual revenue for the composite organization	R1/R2/R3	~\$21.2 billion
R5	Average operating profit margin percentage	Stern at NYU, January 2019	8.9%
R6	Annual operating profit	R4*R5	~\$1.9 billion
R7	Annual operating profit attributable to paid search	R6*R2	~\$7.5 million
R8	Average paid search PPC per visitor	Customer interview data	\$1.50
R9	Computed baseline number of paid search visitors	R1/R8	10,000,000
R10	Estimated ratio of paid to organic search visitors	Forrester estimate	2:1
R11	Baseline number of organic search visitors	R9/2	5,000,000
R12	Estimated operating profit per visitor	R7/R9	\$0.75

# Analysis Of Benefits

## QUANTIFIED BENEFIT DATA AS APPLIED TO THE COMPOSITE

### Total Benefits

REF.	BENEFIT	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Atr	Traffic from SEO and site health	\$815,625	\$1,856,250	\$3,234,375	\$5,906,250	\$4,705,602
Btr	Traffic from content marketing	\$343,200	\$686,400	\$686,400	\$1,716,000	\$1,394,975
Ctr	Paid marketing cost efficiency	\$172,550	\$841,500	\$1,870,000	\$2,884,050	\$2,257,277
Dtr	Digital marketing productivity	\$81,510	\$81,510	\$81,510	\$244,530	\$202,703
Etr	Content marketing productivity	\$49,400	\$49,400	\$49,400	\$148,200	\$122,850
Total benefits (risk-adjusted)		\$1,462,285	\$3,515,060	\$5,921,685	\$10,899,030	\$8,683,407

### Traffic From SEO And Site Health

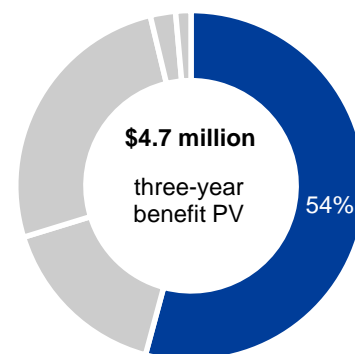
Conductor (with the DeepCrawl integration) helped organizations optimize website content, identify site health issues, and remediate those issues. With the help of Conductor's professional services, organizations used this data to drive significant increases in traffic and protect against unforeseen drops due to site issues, migrations, or changes in the competitive landscape. Interviewed organizations increased organic traffic by as much as a compound annual growth rate of 113% with a median CAGR of 29%. Two main categories drove this growth:

- › **SEO.** Conductor helped organizations increase search engine rankings through keyword and content optimization. The global head of digital marketing for the security company described: "Conductor tells you the relevant keywords that people are searching for and their seasonality, so you can make sure you're not trying to sell ice boots in the summer. They give you recommendations to fix page architecture. But they go beyond that too, with industry experts to say, 'Here's how to align this information with your overall digital strategy and go-to-market plans.'"
- › **Site health with Conductor and DeepCrawl.** "Making sure [sites] are technically sound requires continuous work," according to Forrester.<sup>11</sup> With the DeepCrawl integration, Conductor identified site issues that would prevent users from successfully navigating the site and could cause search engines to devalue the content. The AVP of content architecture and search for the financial services firm explained: "Conductor helps us by looking at things that we didn't know we needed to look at. [It shows us competing pages], redirect errors, and 404 errors — stuff we wouldn't have realized otherwise."

Forrester modeled traffic from SEO and site health for the composite organization:

- › Using Forrester Technographics and customer interviewee data, Forrester estimated baseline organic traffic before Conductor at 5 million annual visits.
- › Organic traffic increased at a CAGR of 29% (median reported value from interviews), increasing traffic over three years by 115% — for a net total of 10.75 million visitors in Year 3.

The table above shows the total of all benefits across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total benefits to be a PV of almost \$8.7 million.



**Traffic from SEO  
and site health:  
54% of total benefits**

- › Each visitor was assigned \$0.75 in incremental operating profit (see the reference table in the Composite Organization section for details).

The prior state of site health, metadata, and average traffic will determine the actual opportunity for improvement; growth rates varied significantly, with a median of 29%. Further, evaluating the actual level of incremental profit earned on a per visitor basis is challenging to discern and defend, with significant potential inaccuracy. To account for these risks, Forrester adjusted this benefit significantly downward by 25%, yielding a three-year risk-adjusted total PV of \$4,705,602.

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.

**Traffic From SEO And Site Health: Calculation Table**

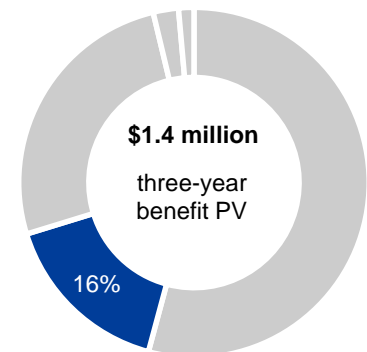
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
A1	Baseline annual organic traffic	R11	5,000,000	5,000,000	5,000,000
A2	Compound annual growth rate of organic traffic	Customer interviews	29%	29%	29%
A3	Net compounded growth rate	$(1+A3^{PY}) \cdot (1+A2) - 1$	29%	66%	115%
A4	Incremental organic traffic increase	$A1 \cdot A3$	1,450,000	3,300,000	5,750,000
A5	Operating profit per visitor	R12	\$0.75	\$0.75	\$0.75
At	Traffic from SEO and site health	$A4 \cdot A5$	\$1,087,500	\$2,475,000	\$4,312,500
	Risk adjustment	↓25%			
Atr	Traffic from SEO and site health (risk-adjusted)		\$815,625	\$1,856,250	\$3,234,375
Three-year, risk-adjusted present value of traffic from SEO and site health					\$4,705,602

## Traffic From Content Marketing

Conductor's platform and professional services were essential for interviewees as they enhanced their content marketing efforts. The senior director of demand generation for a software company explained: "In the age of search, you need to be visible for different result types. At the end of the day, you're trying to satisfy the user's intent. You can use many content forms to satisfy that intent, and so it's key to have various content forms to be visible. Conductor helps you to understand various terms and search types and see if you are [visible in] the result. It helps you do the [analysis] to see if you have the right types of content for the different result types. If you don't have it, Conductor helps you build the right types of relevant content to satisfy the user's intent and address their information needs holistically throughout the customer journey."

Conductor enhanced content marketing efforts in several ways:

- › **Competitive analysis.** Competitive analysis identified top-performing competitor content — the themes, the top keywords, and even the types of content themselves (such as blogs, infographics, videos, etc.). Interviewees leveraged this data to mimic and outdo competitors' top content. This ensured they ranked against competitors for these searches and provided confidence that the hours spent creating content would be rewarded with traffic based on viewership trends. One anonymous interviewee described their methods: "We monitor about 100 competitors monthly to see what they are doing in each local market. We start looking where they are ranking; if they are doing it well and we are not, we will go on the offensive by building content and social media programs designed to take market share by excelling around competitors' key components."



**Traffic from content marketing:  
16% of total benefits**

- › **Local insights.** Companies need to “zero in on local SEO,” according to Forrester, as “the mass adoption of mobile devices [has] subsequently increased the number of local searches.”<sup>12</sup> Interviewees used Conductor to identify localized interests, trends, and keywords, creating local content campaigns that drove superior results when entering a new market or drumming up interest in a certain area.
- › **Keyword analysis.** By identifying popular keywords, companies could identify content themes that would be likely to drive traffic. Further, while selecting keywords for content used to be a guessing game for interviewees, they could now identify data-backed keywords to maximize traffic. One anonymous interviewee described how bad they were at guessing without Conductor: “Our sales and marketing groups got together to improve our web pages. These were our experts, and the group only came up with 15 search terms. We ran those terms through Conductor, and out of 15, 14 had almost no search volume and the 15th only had a modicum of volume.”
- › **Identify trending topics.** Organizations could use Conductor to find trending keywords and quickly react with relevant content, driving additional traffic ahead of the market. The global head of digital marketing for the security software company described: “We can watch upticks in searches to validate our plans. For example, I invested in content for [a trending topic], and leadership wasn’t on board. But as a result, we were a first mover as the search volume for [this topic] went from zero to millions. It validated my investment to the team.”
- › **Search term and content parity.** Conductor ensured that the content itself, not just its metadata, closely matched the search terms for maximum impact and relevance.

Ultimately, Conductor helped interviewees dramatically improve business results — with traffic increases ranging from 24x for the financial services company to 9.6x for the B2B services company. Forrester modeled traffic from content marketing using the following:

- › Before Conductor, a 20-person cross-functional team devoted 20% of its time toward creating content marketing. At 20 hours of labor per item, the team produced 416 items annually.
- › Conductor reduced the amount of labor required to create a content item to 16 hours (see the content marketing productivity benefit for more details). With the same 20 FTEs devoting 20% of their time, the team could now create 520 content items — a 25% increase in production.
- › Before Conductor, each content item drove an average of 500 visitors per year over a two-year period, until they were no longer relevant.
- › Conductor improved performance by at least 3x. As a result, each content item drove an average of 1,500 visitors per year for two years.
- › Each visitor was valued at \$0.75 in incremental operating profit (see the composite organization reference table for more details).

The amount of content created, average traffic patterns, and opportunities for improvement will vary significantly for each company. Evaluating the actual level of incremental profit earned on a per-visitor basis can be difficult and may be inaccurate. To account for these risks, Forrester adjusted this benefit significantly downward by 20%, yielding a three-year risk-adjusted total PV of \$1,394,975.

“We have a strong interest in what our competitors are doing, and SEO is about competing against what other content is out there.”

*AVP of content architecture and search, financial services*



**Created 25% more content with the same labor hours**



**Increased traffic by at least 3x per piece of content**

“We revamped a [product] site, using Conductor’s Explorer tool to see what keywords and phrases we should use. We updated the content and renamed the website section and saw our visits increase from only 10 per week to 240 per week.”

*AVP of content architecture and search, financial services*



## Traffic From Content Marketing: Calculation Table

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
B1	Baseline content items created	$F2^{\text{Initial}} * 2,080 * 20\% / 20$	416	416	416
B2	Baseline cumulative* live content items <i>*assumes content drives traffic for two years</i>	$B1 + B1^{\text{PY}}$	416	832	832
B3	Baseline annual traffic per item	Customer interviews	500	500	500
B4	Baseline annual content traffic	$B2 * B3$	208,000	416,000	416,000
B5	Projected content items created	$F2^{\text{Initial}} * 2,080 * 20\% / 16$	520	520	520
B6	Projected cumulative* live content items <i>*assumes content drives traffic for two years</i>	$B5 + B5^{\text{PY}}$	520	1,040	1,040
B7	Projected annual traffic per item	$B3 * 300\%$	1,500	1,500	1,500
B8	Projected annual content traffic	$B6 * B7$	780,000	1,560,000	1,560,000
B9	Incremental increase in traffic	$B8 - B4$	572,000	1,144,000	1,144,000
B10	Operating profit per visitor	R12	\$0.75	\$0.75	\$0.75
Bt	Traffic from content marketing	$B9 * B10$	\$429,000	\$858,000	\$858,000
	Risk adjustment	↓20%			
Btr	Traffic from content marketing (risk-adjusted)		\$343,200	\$686,400	\$686,400
Three-year, risk-adjusted present value of traffic from content marketing					\$1,394,975

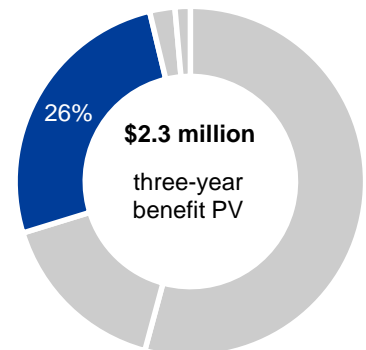
## Paid Marketing Cost Efficiency

Organizations used Conductor to run better paid marketing campaigns using keywords, location, and competitor data. They analyzed organic and paid search to compare keywords and content and fixed situations where paid search cannibalized organic results. Beyond identifying the best keywords, organizations also worked to ensure those keywords were present in both paid search ads and the landing pages they targeted. Organic SEO and content creation efforts also benefited paid search, as better content and site structure increased quality scores.

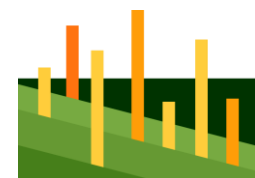
Ultimately, paid search campaigns that targeted highly optimized SEO pages were evaluated with higher quality scores, and because quality score impacts cost per click (CPC), organizations could purchase the same ads and keywords at a lower CPC. Organizations further improved the price effectiveness of their paid search spending by using better keywords, improving localized targeting, ensuring search terms matched across ads and landing pages, and stemming cannibalization.

The security company's global head of digital marketing articulated how organic impacts paid search costs: "Search engines evaluate pages with a quality score. If [the score is low], it actually costs you more to bid on the keyword. Further, the search engine evaluates if your keywords and phrases match the content on the page effectively. If you're selling women's size-nine black high heels and you send somebody to a page of women's black high heels and sandals, it won't line up as well for the exact search query — and it increases the bidding cost."

Her team integrated Conductor into its paid search efforts: "We started with super high [paid search] costs with competitive keywords. We



**Paid marketing  
cost efficiency:  
26% of total benefits**



**Reduced paid search  
PPC costs up to 20%**



looked at those, validated which were correct [in each] geography. Then, we started working with our content and product marketing teams to develop additional content to strengthen our organic position, which actually reduced our paid spend.” The company also used Conductor to improve synergy between paid and organic marketing efforts, as she explained: “We’ve been using Conductor to make sure our [keywords], associated pages, and everything else is in line [between] our paid and organic strategies. We’re ensuring that we’re not cannibalizing or sabotaging ourselves. We’ve actually reduced our overall paid media spend by 15% to 20% over the last two years because we’ve matched these strategies, and we have more content that’s evaluated as more valuable based on organic position as we make our paid spend.”

Forrester modeled paid marketing cost efficiency using the following:

- › Before Conductor, the composite organization spent \$15 million per year in paid search at a \$1.50 CPC, driving 10 million visitors annually.
- › Price efficiency improved from 5% to 15% by Year 3 due to gradual improvements in site health, content quality, keyword choice, localized targeting, cannibalization, and keyword consistency.
- › As the website and content improved, the average cost per ad decreased. By Year 3, all website content was optimized, and the organization experienced the benefit across all paid search ads.
- › Ultimately, the organization could achieve the same traffic volume at a savings of over \$2 million per year by Year 3 — with no major changes in paid search strategy, only changes to organic.

Paid search costs will vary significantly as search engine bidding weighs a wide range of ever-changing factors. Price reductions for equivalent results require successful implementation of Conductor’s insights and may not be experienced to the same extent across industries and terms. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$2,257,277.

“Organic and paid are the lifeblood of how traffic gets to a website. If you don’t oxygenate your blood, it doesn’t work. And if your heart doesn’t pump, it doesn’t matter how much oxygen there is. They have to work in tandem.”

*Global head of digital marketing, security software*



“By increasing our page ranking, improving quality scores, and matching our terms [between ads and landing pages], we’ve reduced our paid media bidding costs by 15% to 20%. It saved me about \$150,000 that I could reinvest last year.”

*Global head of digital marketing, security software*



**Paid Marketing Cost Efficiency: Calculation Table**

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
C1	Estimated paid search CPC per visitor for nonoptimized content	R8	\$1.50	\$1.50	\$1.50
C2	Price efficiency improvement for paid search ad placements with Conductor	Customer interviews	5%	10%	15%
C3	Estimated CPC for optimized content	$C1 \times (1 - C2)$	\$1.43	\$1.35	\$1.28
C4	Baseline annual paid search traffic	R9	10,000,000	10,000,000	10,000,000
C5	Baseline paid search annual spend	$C4 \times C1$	\$15,000,000	\$15,000,000	\$15,000,000
C6	Percent of site optimized with Conductor	A3 (100% max)	29%	66%	100%
C7	Estimated paid search annual spend	$(C4 \times C1 \times (1 - C6)) + (C4 \times C3 \times C6)$	\$14,797,000	\$14,010,000	\$12,800,000
Ct	Paid marketing cost efficiency	$C5 - C7$	\$203,000	\$990,000	\$2,200,000
	Risk adjustment	↓ 15%			
Ctr	Paid marketing cost efficiency (risk-adjusted)		\$172,550	\$841,500	\$1,870,000
Three-year, risk-adjusted present value of paid marketing cost efficiency					\$2,257,277



## Digital Marketing Productivity

Conductor streamlined key organic search tasks for digital marketing teams. Instead of manually gathering, correlating, analyzing, and reporting on data from a variety of disjunct sources, Conductor could do it automatically and with better accuracy and detail. Automated issue identification using Conductor and DeepCrawl replaced time previously spent doing manual testing for site issues. Conductor's professional services filled in expertise gaps and guided strategy, helping team leadership save time and deliver better results. For the interviewed security software company, time savings for Q&A and data collection alone added up to at least 40 hours per month in savings normally devoted to manual tasks.

Forrester modeled digital marketing productivity using the following:

- › Conductor reduced the hours for data collection, correlation, analysis, and reporting by 25% for three employees.
- › Conductor (with DeepCrawl) reduced the hours for site health monitoring and remediation by 10% for six employees.
- › Conductor improved productivity for the head of the organic digital marketing practice by 30%.
- › Forrester estimated that 50% of hours saved were recaptured for added business value as not all hours saved will be used productively.
- › Forrester recaptured labor savings at a fully burdened salary of \$50 per hour, including base pay, benefits, and other employment costs.

Labor hours required will vary based on the prior technologies and processes that were replaced, size and complexity of existing websites, and team composition. To account for the risk that time savings may be less than measured, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$202,703.

"Conductor's tool is much more streamlined and user-friendly than other platforms I've used. It's been very helpful to meet regularly with [their services]. They've held our hands through the process; if we just had the tool, and not the meetings, we would be lost."

*AVP of content architecture and search, financial services*



"We used to pull all our data manually using free tools, incognito windows, alternative browsers, and more. It took hours and hours and hours of manual labor to pull what Conductor can do in 30 seconds — and Conductor does it more accurately."

*Global head of digital marketing, security software*



**Digital Marketing Productivity: Calculation Table**

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
D1	FTEs for search data collection and analysis	Customer interviews	3	3	3
D2	Hours saved per year, per FTE	Customer interviews	520	520	520
D3	Research productivity hours	D1*D2	1,560	1,560	1,560
D4	FTEs for site health monitoring and remediation	Customer interviews	6	6	6
D5	Hours saved per year, per FTE	Customer interviews	208	208	208
D6	Site health productivity hours	D4*D5	1,248	1,248	1,248
D7	Practice management productivity hours	Customer interviews	624	624	624
D8	Productivity recapture rate	Forrester assumption	50%	50%	50%
D9	Average fully burdened hourly rate	Forrester estimate	\$50	\$50	\$50
Dt	Digital marketing productivity	(D3+D6+D7)*D8*D9	\$85,800	\$85,800	\$85,800
	Risk adjustment	↓5%			
Dtr	Digital marketing productivity (risk-adjusted)		\$81,510	\$81,510	\$81,510
Three-year, risk-adjusted present value of digital marketing productivity					\$202,703

## Content Marketing Productivity

Organizations used Conductor to identify content creation opportunities, prove consumer interest, align on planned content, identify keywords, optimize structure, and write effectively from the start. Keywords helped organizations understand what content their customers care about, providing the foundation for content creation — rather than guessing about the content people wanted, debating internally on the merits, and then trying to identify keywords afterward to optimize performance. Conductor also helped democratize content creation and keyword identification by empowering content marketers and copywriters to search for data themselves. And with data-backed keywords and content ideas, teams spent less time justifying the content to leadership.

Forrester modeled content marketing productivity using the following:

- › Creating a piece of content previously required an average of 20 labor hours for ideation, approval, drafting, design, and editing.
- › Conductor improved efficiency, saving 5 labor hours per content item.
- › Compared against 1 hour of time required to use the tool (see Analysis Of Costs section), net labor savings were 4 hours per item — a 20% efficiency increase. Forrester measured 5 hours of savings here to balance against the hour incurred in this study's cost analysis.
- › Labor savings were quantified only for the volume of content that would already have been created, with or without Conductor. This therefore applies to the 416 baseline content items created annually as identified in the content marketing traffic benefit in this study.
- › Fifty percent of hours saved were recaptured for added value.
- › Labor savings were estimated at a fully burdened salary of \$50 per hour.

Labor hours will fluctuate depending upon internal processes, team composition, industry, and content format. The actual volume of content may vary significantly, as will pay — especially if an agency is involved. To account for variation, Forrester adjusted this benefit downward by 5%, yielding a three-year risk-adjusted total PV of \$122,850.



**20% reduction**  
in labor hours for  
content creation

“Conductor has shifted our content creation from me doing a lot of front-end research and having to come up with an overall strategy to our content specialists being able to come to me with the data and research on what we should create. That's freed up my time and enabled us to create better content.”

*Senior search marketing specialist, healthcare*



**Content Marketing Productivity: Calculation Table**

REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
E1	Baseline content items created	B1	416	416	416
E2	Hours avoided for content planning and writing	Customer interviews	3	3	3
E3	Hours avoided for editing	Customer interviews	2	2	2
E4	Total hours avoided	$E1*(E2+E3)$	2,080	2,080	2,080
E5	Productivity recaptured	Forrester assumption	50%	50%	50%
E6	Average fully burdened hourly rate	Forrester estimate	\$50	\$50	\$50
Et	Content marketing productivity	$E4*E5*E6$	\$52,000	\$52,000	\$52,000
	Risk adjustment	↓5%			
Etr	Content marketing productivity (risk-adjusted)		\$49,400	\$49,400	\$49,400
Three-year, risk-adjusted present value of content marketing productivity					\$122,850

## Unquantified Benefits

Conductor also helped organizations achieve several other key benefits that could not be quantified in this study:

- › **Raised the profile of organic.** Conductor empowered organic practices across organizations to deliver better outcomes and become more data driven. The reporting and results gained leadership's attention, helping SEO teams defend organic investments and evangelize their efforts throughout the companies — embedding SEO more deeply in the business.
  - The senior search marketing specialist for the healthcare organization explained: "Conductor has really changed the mindset within our overall web team. SEO isn't just another project; it's a fundamental concept in everything that we do on our website and across our overall web strategy."
  - The global head of digital marketing for the security software company used Conductor to advocate for organic and build an entire team from the ground up, as she explained: "Leveraging Conductor to demonstrate what our [SEO] opportunities were has allowed me to create my fantastic team. We've shown progress and success and have grown to 11 people now."
  - Conductor helped bring together teams for the B2B services company, as its CMO/CIO described: "SEO and marketing are usually separated and siloed. To me, that's shortsighted — SEO should be the foundation."
- › **Established brands as thought leaders.** Better content and visibility made brands become more of a thought leader in their markets. This can have powerful long-term impacts on brand trust and energy, sales (acquisition, conversion, and retention), and reduced acquisition cost.
- › **Improved engagement.** A better functioning website with better structure, more detailed and accurate keywords, and fewer issues helps users navigate the site more effectively — ultimately increasing user engagement. Conductor helped one company increase engagement by identifying DeepCrawl errors and fixing web structure, as an anonymous interviewee described, "My team took over buyer journey and metadata creation from product marketing, because we did better using Conductor's data than they did guessing it."
- › **Accelerated marketing.** Not only did Conductor help teams drive better strategy and create content with less labor, it also helped them move faster — helping them keep better pace with market changes.

"The biggest, most exciting thing has been our ability to develop a culture around SEO and content development working hand in hand, instead of a content-first strategy. We are using a lot of data to make decisions with faculty and leadership. It's empowered our team to go back to leadership with results of the efforts."

*Senior search marketing specialist, healthcare*



"Most of the buyer's process happens before they talk to a salesperson. SEO-driven content positions you as a thought leader and market leader, making buyers more inclined to work with you."

*CMO/CIO, B2B services*



# Equivalent Market Value Of Organic Traffic

## AN ALTERNATIVE FINANCIAL METRIC TO USE WHEN BUILDING THE BUSINESS CASE FOR ORGANIC SEARCH

Organizations use a wide range of traditional and digital marketing channels to reach customers. Each channel has its own unique costs and benefits, and generally a wide mix of approaches is advisable. That said, marketers are often tasked with getting the message out to as many viewers as cost-effectively as possible. In these cases, organizations may wish to compare the cost effectiveness across channels as a factor in determining where to place their investments.

## Estimating Alternative Costs For Equivalent Traffic

Several of the interviewed companies are striving toward measuring the alternative paid marketing costs to drive the same amount of traffic as organic, referred to here as the “equivalent market value” per viewer:

- › The healthcare organization estimated that matching the increase in organic traffic achieved with paid search instead would have required \$1 million to \$2 million in additional advertising costs.
- › The software company completed a rigorous financial analysis across its sites and keywords that showed its organic practice drove 18 million visits for an equivalent market value of \$35 million in 2018.

In general, interviewees considered investments in organic search to be highly cost-effective compared to other paid marketing campaigns. As they fight to gain further investment and integrate organic efforts more deeply in their companies, interviewees see the cost effectiveness of organic search as a key differentiator to prove their success.

## Challenges In Quantification

Interviewees identified several challenges with quantifying equivalent market value of organic search. One described how an “eyeball” in one channel does not necessarily equate to an “eyeball” in another; their intents, personas, and likelihood to act may vary significantly. Comparing the brand value of acquiring a viewer between different channels will be imprecise, and use of first-touch, last-touch, or multitouch attribution will significantly impact the computed value. Estimating the equivalent media value or average cost of an impression can be highly imprecise due to an inability to control for the multitude of factors and unknowns.

## How To Include Market Value In A Business Case

Interviewees did not reallocate paid marketing budget to fund organic marketing; rather, their organic investments with Conductor were new endeavors in addition to paid search efforts. Therefore, the equivalent market value of additional organic search viewership was not a cost savings for these organizations and would not be included in an ROI calculation. Instead, the *outcome* of these additional viewers in incremental sales represents the return in the ROI calculation.

However, some readers may be considering reallocating spending from paid channels to organic search, in which case the ROI would be calculated differently. Consider if a company (*not* the composite organization) used to spend \$10 million annually on paid search to

Comparing the cost to acquire organic visitors through paid channels instead can be an effective way to evaluate the performance of organic search.

“It would have cost us \$1 to \$2 million more using paid search to get the increases in traffic.”

*Senior search marketing specialist, healthcare*



“SEO is the cheapest channel. It’s like an annuity; we’ll get leads from four-year-old white papers.”

*CMO/CIO, B2B services*



acquire 5 million visitors: If it shifted \$2 million from paid advertising (a 20% reduction), it would expect to reduce the number of visitors by 1 million for a total of 4 million visitors from that paid channel. Imagine that reinvesting this \$2 million in organic, however, drove 2 million organic visitors: The company would now have a total of 6 million visitors across both channels search — 1 million more visitors with the same costs. This sample company would calculate the ROI in the following way:

- › The first 1 million organic visitors would be measured as cost savings. The company already expected these visitors, but it would have required \$1 million more to do so — meaning that the ROI calculation should include \$1 million in cost savings as part of the return.
- › The second 1 million organic visitors are above and beyond the number of visitors the organization was previously expecting. Since they were not acquired more cheaply than before (they would not have been acquired at all), they would not be quantified as a cost savings. Instead, the organization would measure the additional incremental sales received from these additional visitors in its ROI calculation.

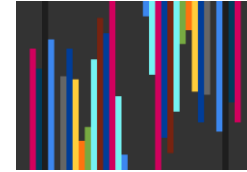
Regardless of whether calculating cost savings is applicable for an organization, understanding the equivalent market value is an important part of the business case. It demonstrates just how cost-effective organic search and thought leadership can be in the long run, helps the SEO team put a number to their efforts (especially if incremental sales numbers aren't available), and helps show organic's value to leadership.

## Sample Calculation

Forrester has presented the following calculation table to show how the market value of the composite organizations' traffic increases could be measured. This calculation is excluded from the composite organization's net ROI model as it is not a cost savings.

With millions of new visitors annually, and an estimated equivalent PPC per eyeball of between \$1.43 and \$1.22 if these visitors were acquired through paid search, Forrester calculated over \$12 million in market value for the composite organization as shown in the below table.

Alternative Paid Search Cost For Equivalent Organic Traffic: Calculation Table					
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
X1	Estimated paid search PPC cost per visitor for Conductor-optimized content	C3	\$1.43	\$1.35	\$1.28
X2	Incremental traffic from SEO and site health	A4	1,450,000	3,300,000	5,750,000
X3	Estimated market value	X1*X2	\$2,073,500	\$4,455,000	\$7,360,000
X4	Incremental traffic from content marketing with Conductor	B9	572,000	1,144,000	1,144,000
X5	Estimated market value	X1*X4	\$817,960	\$1,544,400	\$1,464,320
Xt	Alternative paid search cost for equivalent organic traffic	X3+X5	\$2,891,460	\$5,999,400	\$8,824,320
	Risk adjustment	↓15%			
Xtr	Alternative paid search cost for equivalent organic traffic (risk-adjusted)		\$2,457,741	\$5,099,490	\$7,500,672
Three-year, risk-adjusted present value of alternative paid search cost for equivalent organic traffic					\$12,084,130



**\$12 million**  
Estimated equivalent market value of increased organic traffic for the composite organization



# Flexibility

## REAL FLEXIBILITY OPTIONS IDENTIFIED BY INTERVIEWED CUSTOMERS

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 Conductor and later realize additional uses and business opportunities, including using Conductor to:

- › **Guide paid search marketing.** Several companies used Conductor to guide their actual paid search strategies and keyword selections, using the same keyword, competitive, and local analysis capabilities. The CMO/CIO from the B2B services company posed, “Why isn’t anyone else using Conductor in the paid marketing space? It’s just stupid. We’ll take SEO data to our PPC team and throw in \$1K a month to see what bites we get. If we get bites, we are on to something. And if not, we don’t need to spend more money advertising or creating content for it.”
- › **Improve strategy and content creation for other marketing initiatives.** Conductor’s insights can help many other marketing activities create better materials and target more effectively. The CMO/CIO from the B2B services company explained, “We even use Conductor to help guide us as we create press releases, inbound PR, social media, and beyond.”
- › **Inform business decisions.** The insights from Conductor could even go beyond marketing, helping the business understand its customers’ needs and behaviors better. This data can help with crucial decisions about products, localized launches, and beyond. The CMO/CIO from the B2B services company explained the company’s usage of Conductor for business strategy: “[Leadership] creates a territory plan, and then we work with Conductor to see if the strategy is sound based on what consumers are saying in each location. If they want to enter a market in six areas, for example, we will see the search volume for each area. That shows us which are hot markets, and then we can segment it further.” He continued, “If we see search volume going up, we’ll increase our focus. If we see it trending down, we’ll reduce investment.”

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.

“[Leadership] creates a territory plan, and then we work with Conductor to see if the strategy is sound based on what consumers are saying in each location. If they want to enter a market in six areas, for example, we will see the search volume for each area. That shows us which are hot markets, and then we can segment it further.”

CMO/CIO,  
B2B services





# Analysis Of Costs

## QUANTIFIED COST DATA AS APPLIED TO THE COMPOSITE

Total Costs							
REF.	COST	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Ftr	Internal labor	\$75,600	\$3,780	\$11,130	\$11,130	\$101,640	\$96,597
Gtr	Conductor subscription and professional services	\$0	\$367,500	\$367,500	\$367,500	\$1,102,500	\$913,918
Htr	Content marketing program implementation	\$0	\$114,400	\$114,400	\$114,400	\$343,200	\$284,496
	Total costs (risk-adjusted)	\$75,600	\$485,680	\$493,030	\$493,030	\$1,547,340	\$1,295,011

## Internal Labor

Customers indicated that implementation required one to three months, with several employees involved for part of their time. Forrester's model measured a four-person team for three months at 80 hours per month for implementation; training hours of 4 hours per basic user and 40 hours per advanced user for the 30-person marketing team, plus annual turnover; and six hours per month for regular check-ins with Conductor to identify and prioritize opportunities to improve the organic practice. To account for potential variation, Forrester adjusted this cost upward by 5%, yielding a three-year risk-adjusted total PV of \$96,597.

The table above shows the total of all costs across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total costs to be a PV of almost \$1.3 million.

## Internal Labor: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
F1	Implementation hours	Customer interviews	960			
F2	Number of basic users	Input	20		5	5
F3	Training hours per basic user	Customer interviews	4		4	4
F4	Number of advanced users	Input	10		3	3
F5	Training hours per advanced user	Customer interviews	40		40	40
F6	Training hours	F2*F3+F4*F5	480		140	140
F7	Conductor administration hours	Customer interviews		72	72	72
F8	Total labor hours	F1+F6+F7	1,440	72	212	212
F9	Average fully burdened hourly rate	Forrester estimate	\$50	\$50	\$50	\$50
Ft	Internal labor	F8*F9	\$72,000	\$3,600	\$10,600	\$10,600
	Risk adjustment	↑5%				
Ftr	Internal labor (risk-adjusted)		\$75,600	\$3,780	\$11,130	\$11,130
Three-year, risk-adjusted present value of internal labor						
						\$96,597

## Conductor Subscription And Professional Services

Pricing varied based on the breadth of site and keyword needs, integrations and functionality, and the desired level of professional services. Forrester modeled a conservative estimate of \$350,000 per year including subscription, integrations, and professional services. To account for potential variation, Forrester adjusted this cost upward by 5%, yielding a three-year risk-adjusted total PV of \$913,918.

**Conductor Subscription And Professional Services: Calculation Table**

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
Gt	Conductor subscription and professional services		\$0	\$350,000	\$350,000	\$350,000
	Risk adjustment	↑5%				
Gtr	Conductor subscription and professional services (risk-adjusted)		\$0	\$367,500	\$367,500	\$367,500
Three-year, risk-adjusted present value of Conductor subscription and professional services						\$913,918

## Content Marketing Program Implementation

Employees had to actually act on Conductor's insights to generate results. For content items that would have been created regardless, Forrester quantified an additional hour of labor for research using Conductor — but this was more than compensated by the 5 hours of savings per item due to efficiencies of using this data as calculated in this study's Analysis Of Benefits. For new content, Forrester assumed each item required 16 hours of labor to complete, with the benefit of this net-new traffic quantified in this study's benefits. To account for potential variation, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$284,496.

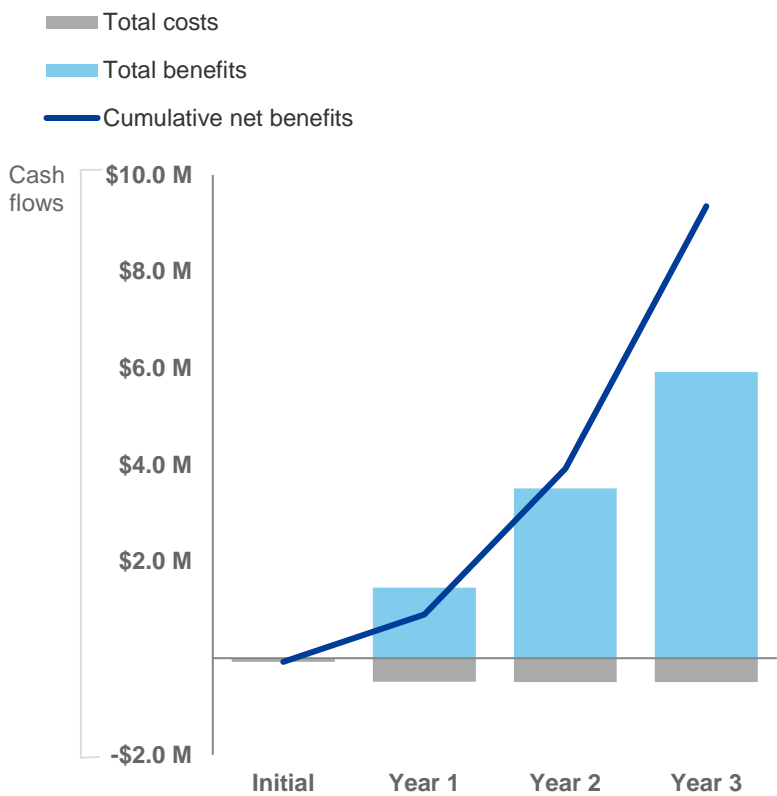
**Content Marketing Program Implementation: Calculation Table**

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
H1	Baseline number of content items	B1		416	416	416
H2	Hours to use Conductor for planned content	Customer interviews		1	1	1
H3	Number of new content items created only with Conductor	B5-B1		104	104	104
H4	Hours to create each new content item	Customer interviews		16	16	16
H5	Total labor hours for content creation	H1*H2+H3*H4		2,080	2,080	2,080
H6	Average fully burdened hourly rate	Forrester estimate		\$50	\$50	\$50
Ht	Content marketing program implementation	H5*H6	\$0	\$104,000	\$104,000	\$104,000
	Risk adjustment	↑10%				
Htr	Content marketing program implementation (risk-adjusted)		\$0	\$114,400	\$114,400	\$114,400
Three-year, risk-adjusted present value of content marketing program implementation						\$284,496

# Financial Summary

## CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

### Cash Flow Chart (Risk-Adjusted)



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



These risk-adjusted ROI, NPV, and payback period values are determined by applying risk-adjustment factors to the unadjusted results in each Benefit and Cost section.

### Cash Flow Table (Risk-Adjusted)

	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Total costs	(\$75,600)	(\$485,680)	(\$493,030)	(\$493,030)	(\$1,547,340)	(\$1,295,011)
Total benefits	\$0	\$1,462,285	\$3,515,060	\$5,921,685	\$10,899,030	\$8,683,407
Net benefits	(\$75,600)	\$976,605	\$3,022,030	\$5,428,655	\$9,351,690	\$7,388,396
ROI						571%
Payback period						<6 months

# Conductor: Overview

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

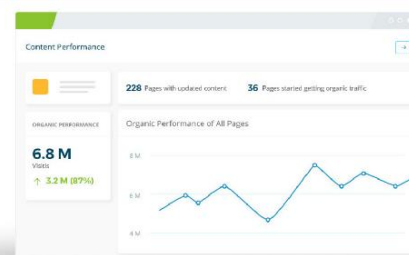


## Attract Customers With Content And SEO

Conductor empowers its customers to create and optimize content that helps customers solve problems, make decisions, and find solutions.

### CONDUCTOR'S TECHNOLOGY

Conductor Searchlight is the leading SEO and Content Marketing technology providing customer intelligence for every team. Conductor's platform provides rich insights about your customers and helps you take action across your digital footprint to increase visibility, drive revenue, and measure success. Conductor collects a massive amount of data from across its expansive partner ecosystem to closely track when and how your content appears online, and turns that data into actionable opportunities designed to enable your team to make an impact.



#### Uncover Consumer Insights

Discover who is searching and what they value with demographic data powered by social media intelligence.



#### Create Engaging Content

Build insight-enriched content briefs directly in the platform and seamlessly push to your team's task management tools.



#### Uncover Social Insights

Discover the people behind search data and what they are talking about with integrated social media intelligence.



#### Optimize Content

Get automated recommendations to improve your performance, so you never have to worry about customers finding you.



#### Investigate The Competition

Gain insights into where your competitors are performing so you can outmaneuver them.



#### Analyze Performance

Understand the impact your content has on revenue and traffic, and effortlessly track key metrics across channels.



#### Track Visibility

Gain insight into your keyword visibility over time and discover keyword opportunities to quickly improve performance.



#### Report & Share

Get simple, human reports from your team on how their activities are impacting traffic and rank performance.

# Conductor: Overview (Continued)

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

## CONDUCTOR'S SUPPORT AND SERVICES

Conductor offers world-class support and strategic digital marketing services to help its customers navigate business challenges. From advanced site audits to strategic consulting to 24x5 customer support, Conductor's Customer Support and Professional Services teams get you to your goals. A sampling of Conductor's industry leading support and services include:



### Comprehensive Onboarding

Designed to get you trained, certified, and executing on your unique business initiatives in as little as two weeks.



### Unlimited Customer Support

Access your in-the-moment support team through phone, email, and live in-app chat 24 hours, 5 days a week.



### Site Migration & Redesign

Conductor's Migration experts provide a complete strategy to properly execute site migrations and redesigns from start to finish.



### On-Demand Resources

Conductor's Customer Support Center is filled with on-demand resources to help you leverage Conductor Searchlight's features and core marketing workflows.



### Educational Services

Educational programs and SEO evangelism is customized for your biggest challenges and different organizational stakeholders.



### Audits

Comprehensive audits provide detailed recommendations and insight into all technical and content-related issues that may exist across the entirety of your site.



### Localization & Globalization

Conductor provides keyword research by language, custom reporting, and consulting to help you get into new markets.



### Designated Experts

Organic marketing strategists provide ongoing recommendations and deliverables to keep your team on track.



### Content Strategy

Conductor's team helps build your content strategy leveraging customer insights and opportunity analyses.

For more information on how Conductor can help your business, visit [www.conductor.com](http://www.conductor.com).

# 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

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<sup>1</sup> Source: “Ten SEO Best Practices That Your Site Can’t Live Without,” Forrester Research, Inc., October 1, 2018.

<sup>2</sup> Source: Ibid.

<sup>3</sup> Source: “The Five Search Marketing Trends To Know In 2018,” Forrester Research, Inc., April 5, 2018.

<sup>4</sup> Source: “Ten SEO Best Practices That Your Site Can’t Live Without,” Forrester Research, Inc., October 1, 2018.

<sup>5</sup> Source: “The Forrester Wave™: Search Engine Optimization (SEO) Platforms, Q3 2018,” Forrester Research, Inc., August 8, 2018.

<sup>6</sup> Source: “The Five Search Marketing Trends To Know In 2018,” Forrester Research, Inc., April 5, 2018.

<sup>7</sup> Source: Estimate based on Forrester Analytics Global Business Technographics Marketing Survey, 2017. (Data of respondents with at least 1,000 employees).

<sup>8</sup> Source: Forrester Analytics Global Business Technographics Marketing Survey, 2018. (Data of respondents with at least 1,000 employees)

<sup>9</sup> Source: Ibid.

<sup>10</sup> Source: “Margins by Sector (US)”, Stern School of Business at New York University, January 2019.

<sup>11</sup> Source: “Ten SEO Best Practices That Your Site Can’t Live Without,” Forrester Research, Inc., October 1, 2018.

<sup>12</sup> Ibid.