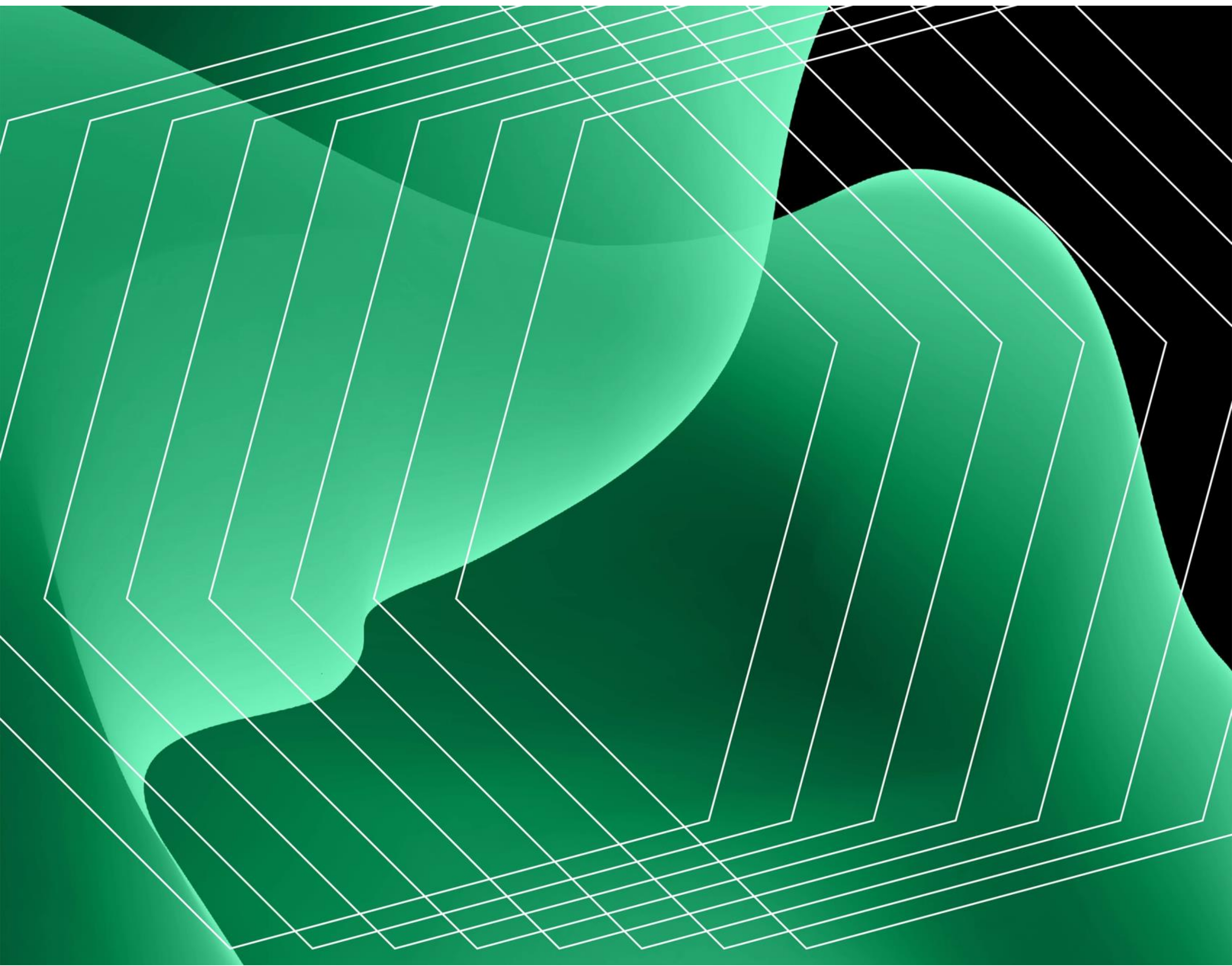
# The Total Economic Impact™ Of Attentive Email

Cost Savings And Business Benefits Enabled By Attentive Email

A FORRESTER TOTAL ECONOMIC IMPACT STUDY
COMMISSIONED BY ATTENTIVE, FEBRUARY 2024



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**ABOUT FORRESTER CONSULTING**

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

## Executive Summary

**To effectively engage audiences, email marketers strive to deliver relevant and well-timed messages. However, as subscriber bases grow and customers get fatigued from receiving too many emails, marketers remain challenged to drive meaningful conversation. Today, marketing teams increasingly turn to automation to send emails at scale, increase subscriber engagement, and propel customer loyalty.**

Attentive Email provides the data, automation, precise customer identification and custom tagging, and integrations marketers need to maximize email-driven revenue and to create efficiencies for marketing teams. Attentive dedicated support teams collaborate with marketers globally to define best practices for brands seeking to personalize and scale their email messaging programs.

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

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed six representatives of four organizations with experience using Attentive Email. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization that is a retailer with $200 million in annual revenue, and 20% of which is driven by email. The composite has 1.5 million email subscribers in its legacy email marketing program, which grows 5% annually. Its average order value is $100, and its operating margin is 10%.

Return on investment (ROI)

**207%**

Net present value

**$1.04M**

Interviewees said that prior to using Attentive Email, their organizations struggled to maximize revenue as a result of inaccurate subscriber tags and tracking codes as well as limited ability to reach particular audiences. Difficult-to-navigate platforms caused user errors, including inaccurate campaign scheduling and difficulty interpreting data reports. When searching for support — most notably during initial implementation and platform improvement phases — the organizations were unable to elicit timely responses from customer support teams at their previous email service providers (ESPs). As a result, the organizations were left to troubleshoot technical issues internally, which often required the efforts of thinly resourced teams.

After the investment in Attentive Email, the interviewees' organizations realized incremental profits from triggered and campaign emails both through growth in subscriber lists and improvements to subscriber identification. The organizations also realized time savings around daily email marketing tasks, gained access to a collaborative and responsive customer support team, and unified their email and SMS communications under an orchestrated platform.

## KEY FINDINGS

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

- **One-hundred percent increase in automated emails appropriately triggered.** Due to enhanced subscriber identification powered by Attentive's custom tag on the composite organization's website, the composite doubles the number of automated emails sent appropriately per subscriber per journey. This applies to both legacy and new email subscribers who engage with more journeys over time. This results in triggered email profits of $831,000 over three years.
- **Up to 25% increase in net new email subscribers.** By configuring and optimizing its website pop-ups, the composite organization converts up to 25% of its new visitors to subscribers annually. This results in a significant increase in campaign email send volume and, ultimately, customer conversion, and it is worth profits of $622,000 over three years.

- **Email marketing manager efficiencies that drive 35% time savings annually.** Attentive's easily navigable platform provides the composite organization's marketers with access to built-in integrations and automation features to support subscriber-list cleanup, report analysis, and campaign scheduling. With these workflow efficiencies, the composite's email marketing manager realizes significant time savings worth $90,000 over three years.

Profits from triggered and campaign email creation by Year 3

**$2.2M**

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

- **Collaborative customer support.** Attentive's customer support team dedicates the technical and operational resources the composite organization needs to support both issue resolution as well as the creative brainstorming and strategizing that ensures teams meet their email marketing goals.
- **Ease of migration.** Using a predefined migration process led by Attentive's Deliverability team allows the composite's marketers to understand what is required to successfully transition to a new ESP without halting communication or damaging brand loyalty with its current engaged subscriber list.
- **Email and SMS orchestration.** Because the composite organization has a unified view into its subscribers' email and SMS activity, its marketers can focus on targeted messaging without risking duplicative, uncoordinated communication that can result across disparate platforms. This also allows the marketers to learn about individual subscriber engagement through one platform rather than two, in which each has its own unique technical capabilities that impacts engagement differently.
- **Opt-out rate improvements.** By offering its subscribers an easy way to opt out of particular messaging, the composite's marketers gain additional knowledge

around subscriber preferences. This data allows the marketers to refine their messaging strategies. Over time and as subscribers receive emails more relevant to their preferences, they choose to opt out less.

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

- **Attentive fees.** Attentive's annual list price is based on the number of email subscribers the organization migrates onto the platform from its prior ESP. With 1.5 million subscribers, the composite organization pays $298,000 in Attentive fees over three years.
- **Implementation costs.** The composite organization completes its migration from its prior ESP in four weeks, and the IP warming phase lasts two weeks. Its email marketing manager and director of marketing each dedicate time to the implementation, which adds $6,000 in costs over three years.
- **Ongoing management and training costs.** The composite's email marketing manager dedicates 2 hours to initial training and meets with Attentive biweekly for customer support and to discuss future program strategies. Both the email marketing manager and the director of marketing manage and administer the platform on an ongoing basis. Together, these resources add up to costs of $198,000 over three years.

The representative interviews and financial analysis found that a composite organization experiences benefits of $1.54 million over three years versus costs of $502,000, adding up to a net present value (NPV) of $1.04 million and an ROI of 207%.

> "If you want to be able to have the cutting edge of software that is building out their ESP, Attentive is where you want to go."
>
> OWNER, AGENCY, CONSUMER GOODS

ROI

**207%**

BENEFITS PV

**$1.54M**

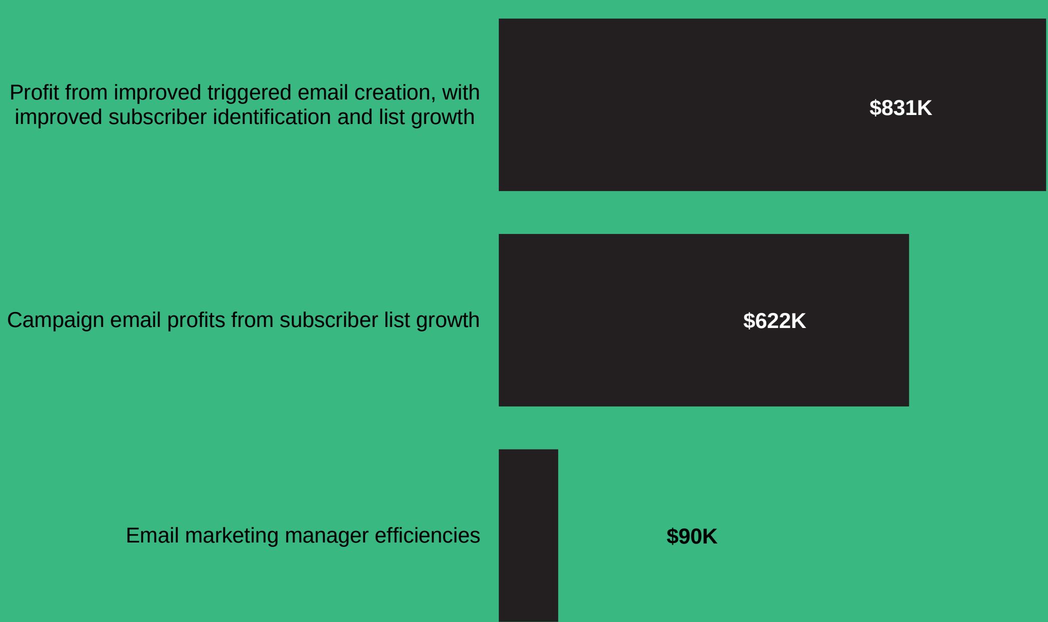
NPV

**$1.04M**

PAYBACK

**14 months**

**Benefits (Three-Year)**



## 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 Attentive Email.

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 Attentive Email can have on an organization.

1. **Due Diligence**
   Interviewed Attentive stakeholders and Forrester analysts to gather data relative to Attentive Email.
2. **Interviews**
   Interviewed six representatives at organizations using Attentive Email to obtain data about costs, benefits, and risks.
3. **Composite Organization**
   Designed a composite organization based on characteristics of the interviewees' organizations.
4. **Financial Model Framework**
   Constructed a financial model representative of the interviews using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewees.
5. **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.

**DISCLOSURES**

Readers should be aware of the following:

This study is commissioned by Attentive 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 Attentive Email.

Attentive 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.

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

# The Attentive Email Customer Journey

## Drivers leading to the Attentive Email investment

| Interviews | | | |
|---|---|---|---|
| **Role** | **Industry** | **Annual Revenue** | **Email List Size** |
| Head of e-commerce | Retail: Apparel and fashion | $20M | 800,000 |
| Retention marketing manager | E-commerce: Consumer goods | $50M | 1,500,000 |
| Senior DTC manager | Retail: Health | $440M | 530,000 |
| Retention and CRM specialist | Retail: Health | $440M | 530,000 |
| Head of growth | Retail: Consumer goods | $44M | 298,000 |
| Owner, agency | Retail: Consumer goods | $44M | 298,000 |

### KEY CHALLENGES

Each interviewee said that prior to implementing Attentive Email, their organization deployed Attentive SMS Marketing and at least one legacy ESP. The organizations faced technical issues with inaccurate scheduling, segmenting, and targeting appropriate audiences for both campaign and triggered emails with their previous solutions. Interviewees recognized their organizations were unable to maximize revenue on their email marketing technology and also noted that email marketing teams struggled to communicate with the customer support teams of their previous ESPs, particularly during implementation and onboarding and to optimize use of the platform.

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

- **Inaccurate subscriber tags and tracking codes.** Interviewees stressed that without accurate subscriber tags and tracking codes, emails were sent in error or not sent at all. They said this limited their ability to understand a subscriber's true interactions with the website, which led to inaccurate and incomplete audience building and segmentation. Interviewees reported that the lack of data integrity with their organizations' previous email solutions resulted in missed revenue and profit opportunities.

- **Poor customer support, particularly during implementation and platform optimization.** Interviewees noted two distinct periods of challenge when working with their previous providers: during implementation and when providing ongoing platform management. They said complex data unification processes and unresponsive support teams caused severe delays in their organizations' abilities to migrate their subscribers' data and begin email channel communications.

  Interviewees who described their organization's previous support channel as "self-serve" also noted their previous ESP's delay or inaction in responding to questions around platform improvement. They said they were often told to submit a support ticket that may or may not have been addressed and that the poor ongoing relationships inhibited advancements in their organizations' overall email strategies.

- **Limited audience reach.** Interviewees noted their organizations were unable to deploy strategies that effectively captured website visitors as subscribers. This led one organization to piecemeal disparate email marketing solutions together in an effort to grow subscriber lists.

- **Poor user experience.** Some organizations struggled to navigate the user interface on their previous platforms. This led to inaccurate campaign scheduling and added time to interpreting data reports, which ultimately impacted revenues and the ability to repurpose time to more creative tasks. The retention marketing manager at the e-commerce organization shared, "I never felt excited to use [our prior platform], and I often felt I was going to miss something."

> "The tracking code had fallen off of the website for a week, two weeks, three weeks with [our previous ESP]. The customer support or engineers didn't know why when it came to our abandoned carts and browser and session abandonments. This sometimes makes up 30% to 40% of your automation revenue, and you're just completely leaving [that revenue] behind. It's critical to be able to have those firing on all cylinders."
>
> OWNER, AGENCY, CONSUMER GOODS

## INVESTMENT OBJECTIVES

The interviewees' organizations searched for a solution that could:

- Send campaign and triggered emails accurately and at scale.
- Improve subscriber identification.
- Provide accurate reporting and attribution metrics.
- Offer a simple implementation process.
- Unify orchestration across email and SMS under one platform.

> "[Our catalysts to switch providers included] attribution, a consolidated stack, and better reporting insights. We also wanted to find a software that could help us with better identification."
>
> HEAD OF E-COMMERCE, APPAREL AND FASHION
>
> "[With our prior ESP,] sometimes I would schedule emails wrong, and it would make pretty noticeable mistakes on the customer end. Or customers were added into journeys that they really shouldn't have been eligible for."
>
> RETENTION MARKETING MANAGER, E-COMMERCE

## COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an ROI analysis that illustrates the areas financially affected. The composite organization is representative of the six interviewees, and it is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

**Description of composite.** The composite organization is a retailer with annual revenues of $200 million, and 20% of which are driven by email. The composite has 1.5 million email subscribers in its legacy ESP, and this number grows 5% annually. The average order value is $100, and its operating margin is 10%. The composite organization sends each subscriber three campaign emails per week.

**Deployment characteristics.** The composite organization implements Attentive in four weeks and dedicates two additional weeks to the IP warming process. One email marketing manager and one director of marketing manage Attentive on an ongoing basis, and the email marketing manager receives 2 hours of initial training and meets with Attentive support on a biweekly basis to optimize use of the platform.

**KEY ASSUMPTIONS**

$200 million annual revenues

Email drives 20% of the revenue

Average order value: $100

Operating margin: 10%

Email subscriber list size in legacy environment: 1.5 million

## 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 | Profit from improved triggered email creation with improved subscriber identification and list growth | $124,950 | $349,629 | $569,626 | $1,044,205 | $830,509 |
| Btr | Campaign email profits from subscriber list growth | $13,923 | $179,010 | $614,601 | $807,534 | $622,358 |
| Ctr | Email marketing manager efficiencies | $36,146 | $36,146 | $36,146 | $108,439 | $89,890 |
| | Total benefits (risk-adjusted) | $175,019 | $564,785 | $1,220,373 | $1,960,178 | $1,542,757 |

### PROFIT FROM IMPROVED TRIGGERED EMAIL CREATION WITH IMPROVED SUBSCRIBER IDENTIFICATION AND LIST GROWTH

**Evidence and data.** The interviewees unanimously shared that revenue from triggered emails increased at their organizations since migrating to Attentive. They said this was critical because triggered emails comprise the majority of their organizations' total email revenues. Interviewees also shared that their organizations improved their ability to understand subscribers' behaviors and that interactions with their websites improved identification due to the Attentive custom tag being refreshed more often due to more traffic driven to brand websites from SMS. This ultimately increased the number of emails that are appropriately triggered to a subscriber's inbox.

- The head of e-commerce at an apparel and fashion retailer shared: "Flows are where we saw our biggest win. … Better technology, better data match, and being able to recognize and tie it to a customer. … Our flow volume doubled which resulted in our revenue doubling."

- The head of growth at a consumer goods organization shared, “It has been very clear that we’re making more from our regular flows.” They estimated their organization sees an extra $60,000 in automated revenue per month, which is double the revenue prior to using Attentive.”
- The senior DTC manager at a health retailer commented: “The quality of [Attentive’s] tracking pixel is above and beyond [that of] anyone else in the space. We’d seen how great and useful it was in SMS and building audiences, so to be able to do that as easily and visually for email was not something we could pass up.”
- Interviewees’ organizations saw average unique triggered open rates between 48% and 52%, triggered click through rates between 4% and 10%, and triggered conversion rates between 17% and 24%.

**100%**

Increase in number of automated emails triggered appropriately due to enhanced subscriber identification

**Modeling and assumptions.** Based on the interviews, Forrester assumes the following about the composite organization:

- The composite has 1.5 million email subscribers with its legacy ESP, and that number grows 5% year over year.
- With Attentive, the composite adds 300,000 net-new email subscribers in Year 1, 675,000 in Year 2, and 1,158,750 in Year 3
- Before using Attentive, the composite’s average number of automated emails triggered per journey per subscriber was 1.25.

- With Attentive, the number of automated emails triggered appropriately increases by 100%.
- The average number of automated journeys triggered by each subscriber is 1.75 in Year 1 and 2.5 in Years 2 and 3.
- The triggered email unique open rate is 40% in Year 1 and 45% in Years 2 and 3.
- The triggered email click through rate is 4% in Year 1, 5% in Year 2, and 6% in Year 3.
- The triggered email conversion rate is 20%.
- The composite's average order value is $100 and its operating margin is 10%.

**Risks.** The impact of this benefit can vary among organizations based on:

- The organization's preexisting email marketing program and subscriber base as it relates to the potential uplift with Attentive Email.
- The level of engagement of the organization's subscriber base as it relates to the number of automated journey and open, click and conversion rates on email messages.
- The organization's industry as it relates to average order value and profit margin.

**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 $831,000.

> "The tag that Attentive has coded on their website or their pop-ups all the way down to their tracking is significantly sticker than [our prior ESP]."
>
> OWNER, AGENCY, CONSUMER GOODS

| Profit From Improved Triggered Email Creation With Improved Subscriber Identification And List Growth | | | | | |
|---|---|---|---|---|---|
| **Ref.** | **Metric** | **Source** | **Year 1** | **Year 2** | **Year 3** |
| A1 | Total email subscribers with legacy ESP (assuming 5% growth) | Composite | 1,500,000 | 1,575,000 | 1,653,750 |
| A2 | Net new email subscribers with Attentive | B4 | 300,000 | 675,000 | 1,158,750 |
| A3 | Average number of automated emails triggered per journey per subscriber with legacy ESP | Interviews | 1.25 | 1.25 | 1.25 |
| A4 | Increase to automated emails triggered appropriately due to enhanced subscriber identification with Attentive | Interviews | 100% | 100% | 100% |
| A5 | Average number of automated journeys triggered by each subscriber | Assumption | 1.75 | 2.50 | 2.50 |
| A6 | Incremental triggered emails sent to legacy email subscribers | A1*((A3*(1+A4)-A3)*A5 | 3,281,250 | 4,921,875 | 5,167,969 |
| A7 | Triggered emails sent to new email subscribers | A2*A3(1+A4)*A5 | 1,312,500 | 4,218,750 | 7,242,188 |
| **A8** | **Subtotal: Total new emails sent through triggered journeys** | **A6+A7** | **4,593,750** | **9,140,625** | **12,410,156** |
| A9 | Triggered email unique open rate | Interviews | 40% | 45% | 45% |
| A10 | Triggered email click through rate | Interviews | 4% | 5% | 6% |
| A11 | Triggered email conversion rate | Interviews | 20% | 20% | 20% |
| A12 | Average order value | Composite | $100 | $100 | $100 |
| A13 | Operating margin | Composite | 10% | 10% | 10% |
| At | Profit from improved triggered email creation with improved subscriber identification and list growth | A8*A9*A10*A11*A12*A13 | $147,000 | $411,328 | $670,148 |
| | Risk adjustment | ↓15% | | | |
| Atr | Profit from improved triggered email creation, with improved subscriber identification and list growth (risk-adjusted) | | $124,950 | $349,629 | $569,626 |
| | **Three-year total: $1,044,205** | | **Three-year present value: $830,509** | | |

## CAMPAIGN EMAIL PROFITS FROM SUBSCRIBER LIST GROWTH

**Evidence and data.** While interviewees shared that campaign email contributes a smaller portion of revenue to their organizations' overall email programs compared to triggered email, they told Forrester their companies realized campaign revenue gains through subscriber list growth. Interviewees noted the impact of increasing campaign send volume by configuring and optimizing pop-ups on their websites.

- The head of e-commerce at the apparel and fashion retailer told Forrester: "From our testing, we've been able to see 20% to 30% increases [in lead capture and opt-in rates], which was stronger than where it was with [our prior ESP]."
- The owner, agency at the consumer goods organization shared: "I would say the Attentive pop-up and email and SMS capture is [among] the best I've seen across ESPs. … I would say around 17% [of our list growth is associated with pop-ups]."
- The retention marketing manager at the e-commerce organization said: "Our list size is growing, and our revenue percent is growing. It's a pretty substantial lift that we've seen since switching to Attentive. … Each month, I send between 12 and 16 main campaigns that are close to full-list sends, and then there are more campaigns that are high-intent or preview subscribers."
- The retention and CRM specialist at the health retailer reported sending two campaign emails a week to their company's subscriber list.
- Interviewees said their organizations saw unique campaign open rates between 42% and 47% and campaign conversion rates between 0.93% and 8.2%.

**Modeling and assumptions.** Based on the interviews, Forrester assumes the following about the composite organization:

- The composite has 1.5 million email subscribers with its legacy ESP, and this number grows 5% year over year.
- With Attentive, the composite's subscriber list size grows 20% in Year 1 and by 25% in Years 2 and 3.
- Each subscriber receives 156 campaign emails annually.

- The campaign email unique open rate is 35% in Year 1 and 40% in Years 2 and 3.
- The campaign email click-through rate is 0.5% in Year 1, 1% in Year 2, and 1.25% in Year 3.
- The campaign email conversion rate is 2% in Year 1, 5% in Year 2, and 8% in Year 3.
- The average order value is $100, and the operating margin is 10%.

Annual growth in email subscribers via website pop-ups

**Up to 25%**

**Risks.** The impact of this benefit can vary among organizations based on:

- The organization's preexisting email marketing program and its subscriber base as it relates to the potential uplift with Attentive Email.
- The level of engagement of the organization's subscriber base as it relates to open rates, click rates, and conversion rates on email messages.
- The number of campaign emails sent per subscriber.
- The organization's industry as it relates to average order value and profit margin.

**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 $622,000.

| Campaign Email Profits From Subscriber List Growth | | | | | |
|---|---|---|---|---|---|
| **Ref.** | **Metric** | **Source** | **Year 1** | **Year 2** | **Year 3** |
| B1 | Total email subscribers with legacy ESP (assuming 5% growth) | Composite | 1,500,000 | 1,575,000 | 1,653,750 |
| B2 | Growth in email subscribers via Attentive pop-ups on website | Interviews | 20% | 25% | 25% |
| B3 | Total email subscribers with Attentive | Year 1: B1*B2 Years 2 and 3: PY(B3)*(1+B2) | 1,800,000 | 2,250,000 | 2,812,500 |
| **B4** | **Subtotal: Net new subscribers with Attentive** | **B3-B1** | **300,000** | **675,000** | **1,158,750** |
| B5 | Emails per subscriber | Interviews | 156 | 156 | 156 |
| B6 | Campaign email unique open rate | Interviews | 35% | 40% | 40% |
| B7 | Campaign email click-through rate | Assumption | 0.50% | 1.00% | 1.25% |
| B8 | Campaign email conversion rate | Interviews | 2% | 5% | 8% |
| B9 | Average order value | Composite | $100 | $100 | $100 |
| **B10** | **Subtotal: Revenue capture from new subscribers** | **B4*B5*B6*B7*B8*B9** | **$163,800** | **$2,106,000** | **$7,230,600** |
| B11 | Operating margin | Composite | 10% | 10% | 10% |
| Bt | Campaign email profits from subscriber list growth | B10*B11 | $16,380 | $210,600 | $723,060 |
| | Risk adjustment | ↓15% | | | |
| Btr | Campaign email profits from subscriber list growth (risk-adjusted) | | $13,923 | $179,010 | $614,601 |
| | **Three-year total: $807,534** | | **Three-year present value: $622,358** | | |

## EMAIL MARKETING MANAGER EFFICIENCIES

**Evidence and data.** Interviewees said the Attentive Email platform is easy to use and that its navigation, integrations, and automation features saved their organizations time in daily tasks including subscriber list cleanup, pulling reports, and scheduling campaigns. The interviewees commented that because of the ease of use, their organizations were encouraged to explore and take advantage of all the tools and resources the platform had to offer instead of leaving features and advanced functionality unexplored.

- The owner, agency at a consumer goods organization estimated her team saved 12 hours per month on list cleaning. They said: "Attentive introduced known litigators in their software … that automatically opt people out who are like spam bots. A lot of ESPs end up letting bots or other people sit in the program because it helps with list growth. One of the differences operationally of the Attentive program that we've grown to really love as a team is that it is auto-cleaning. Cleaning became this AI-generated effort. It's not a manual effort anymore where you have to go through and week over week or day by day and remove that kind of stuff."
- The retention marketing manager in e-commerce estimated their organization saved 15% to 20% on scheduling campaigns with Attentive. They elaborated, "If I have the design, I can get a whole campaign schedule in 5 minutes or less."
- The senior DTC manager at a health retailer commented: "We spent a lot of manual time exporting and importing audiences in [our prior ESP]. [With Attentive's integrations,] there were time savings. … At least 3 hours a month were spent just building audiences manually."
- The same interviewee said, "Our retention and CRM specialist has saved at least 10 hours a month just pulling reporting."
- The head of e-commerce at an apparel and fashion retailer explained: "From a technical perspective, things are a bit easier. The way that you can tie coupons/discounts into Attentive has been smoother. … [The speed to go live] is marginally faster. The builder is a little bit simpler."

Time saved by email marketing manager on reporting, campaign creation, list cleansing, and integration building

**35%**

**Modeling and assumptions.** Based on the interviews, Forrester assumes the following about the composite organization:

- One email marketing manager is responsible for campaign creation, list cleanup, integrations, and reporting.
- With Attentive, the email marketing manager saves 35% of their time annually on these tasks.
- The fully burdened annual salary of the email marketing manager is $114,750.

**Risks.** The impact of this benefit can vary among organizations based on:

- Employees' salaries.
- The scale of the organization's preexisting email marketing program.
- The skill and capacity of the organization's marketing resources.

**Results.** To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $90,000.

> “With Attentive, we have a life coach who every week says, ‘You could do this flow’ or ‘We have a new feature we can build for you.’ … Attentive absorbing some of the resourcing has allowed us to do a lot more than we would ever have been able to do on our own.”
>
> SENIOR DTC MANAGER, HEALTH RETAIL

**Email Marketing Manager Efficiencies**

| Ref. | Metric | Source | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|---|
| C1 | Email marketing managers who gain efficiencies from reporting, campaign creation and cleanup, and integration | Composite | 1 | 1 | 1 |
| C2 | Percentage of annual time saved with Attentive | Interviews | 35% | 35% | 35% |
| C3 | Fully burdened salary of an email marketing manager | Assumption | $114,750 | $114,750 | $114,750 |
| Ct | Email marketing manager efficiencies | C1*C2*C3 | $40,163 | $40,163 | $40,163 |
| | Risk adjustment | ↓10% | | | |
| Ctr | Email marketing manager efficiencies (risk-adjusted) | | $36,146 | $36,146 | $36,146 |
| | **Three-year total: $108,439** | | **Three-year present value: $89,890** | | |

## UNQUANTIFIED BENEFITS

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

- **Collaborative customer support.** Attentive's customer support team is quick to troubleshoot and remove barriers, whether technical or operational, that impede email marketing performance. Aside from issue resolution, Attentive's support teams are willing and available to share industry best practices and brainstorm strategy to support further innovation in email communication.

  - The retention marketing manager at an e-commerce organization shared, "Attentive has more of an interest in helping you build further instead of just keeping the ship afloat."
  - The head of e-commerce at an apparel and fashion retailer told Forrester: "I've been in marketing for 10-plus years, and I think there are only two vendors that I can actually say, '[They have] 10 out of 10 customer service. I highly recommend [them].' One of them is Attentive."

- **Ease of migration.** Interviewees said Attentive's methodical, step-by-step migration process allows marketers to analyze the impact of switching platforms while maintaining uninterrupted messaging to all audiences. The senior DTC manager at a health retailer elaborated: "Attentive took the approach of first migrating journeys. It felt seamless. Our IP warming was operating in the background. I think [Attentive] figured out pacing in a way that makes really low impact for the brand."

  The retention marketing manager at the e-commerce organization commented, "[The process] felt less like a risk and more of an opportunity."

- **Email and SMS orchestration.** With access to a combined platform for email and SMS, interviewees said marketers can access a unified dashboard of analytics that aids in dual-channel messaging. They explained that this allows marketers to focus on how targeting and messaging resonates with subscribers rather than ensuring efforts are coordinated across two different platforms. It also allows marketers to learn about subscriber engagement through a single view, rather than comparing across platforms with varying technical capabilities.

  - The senior DTC manager at a health retail organization shared, "Having email and SMS together really pushed us to towards far more maturity than what we had previously."
  - The head of e-commerce at an apparel and fashion retailer said: "[The orchestration] is cohesive, but at times independent. … We can send an email, and if they don't respond, [we can] then send an SMS. We can orchestrate the campaigns and how those overlap between the two programs."

- **Opt-out rate improvements.** Forrester Research states: "Helping customers stay masters of their email relationships with you can keep them loyal. Preference centers offer a 'central command' where end users can indicate their content and frequency preferences."[2] Interviewees said Attentive affords customers an easy way to manage their email preferences, including the ability to opt out of messages and that this allows marketing teams to learn about customer preferences and gain the knowledge to communicate with their audiences more strategically.

  One interviewee shared a specific use case that illustrates how this drives a decrease in opt-out rate. For the purposes of this study, an example model benefit is included for reference in Appendix D. This is not included in the financial model for the composite organization.

  The senior DTC manager at a health retail organization estimated a 12% decrease in their organization's opt-out rate. They commented, "I think the ability for people to opt out so easily and manage their preferences makes it a much better experience for customers."

> "The magic of Attentive is in their CSMs (client strategy managers) who operate as an extension of our own team. They bring a wealth of industry knowledge to the table and create personalized strategies for our company's specific goals. The platform itself is amazing, but the reason I am a loyal Attentive fan is the incredible people behind it."
>
> **SENIOR DTC MANAGER, HEALTH RETAIL**

> "Being able to see the full 360-degree view of the customer and their communications is huge, and to see that in one place is pretty significant. We can optimize the communication channel by a customer if they respond to text messages, but [if] they never respond to emails like that, [it] tells us a lot about who they are and their preferences on the campaign side."
>
> **SENIOR DTC MANAGER, HEALTH RETAIL**

## FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Attentive Email and later realize additional uses and business opportunities, including:

- **Exploring new integrations.** Recognizing the initial impact that integrations afford their marketing teams, interviewees shared anticipation for future integrations as a means to drive additional revenue. The senior DTC manager at a health retail organization told Forrester: “I know there will be more integrations in the future. Based on one of the vendors Attentive connected us with, we just hit $1 million in incremental revenue for the year so far. It’s just awesome. … I wouldn’t have pursued either of these two vendor partners on my own. They just weren’t really on my radar.”

- **Driving further efficiencies with AI.** Forrester research states, “How companies handle outbound communications today is and will continue to serve as a foundation for delivering these future experiences. Marketing automation solutions can use artificial intelligence (AI) to choose the right person, content, channel, and time to push out content and services.”[3][3]

  As generative AI continues to mature, the interviewees look to this technology to influence messaging, including subject line and content image generation, and drive subscriber behavior and engagement forecasting. Interviewees specifically mentioned Attentive’s Magic Composer feature.

  The owner, agency at a consumer goods organization shared: “You’re going to be able to optimize analytics and reporting. … I think especially with AI, some of the solutions that [Attentive is] coming out with are going to help you be able to target lists. … We think that predictive purchasing will be huge. You can look at your monthly calendar and increase the revenue of your email program by simply running reports in Attentive and seeing who we should contact and what should we do there instead of trying to spin your wheels as a marketing team to figure out campaign ideas.”

  The retention marketing manager at the e-commerce organization told Forrester: “I’m a copywriter at heart, but it is nice when you’re trying to make the same deal sound new. You don’t have to go to [a third-party chat generator]. It’s just right there [in the Attentive platform]. There are so many things that I don’t even think I fully appreciate because they’re just now kind of part of my daily routine.”

- **Defining additional triggered automations.** Interviewees said that as teams continue to segment audiences according to subscriber behavior and engagement levels, there's excitement in defining new triggered journeys. The retention marketing manager at the e-commerce organization shared an example: "We're working on a sunset flow. Our list has grown so much, but that does mean we have a lot of unengaged subscribers. We're looking to identify those people in the most successful way without alienating potential revenue."

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

## Analysis Of Costs

Quantified cost data as applied to the composite

| Total Costs | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Ref.** | **Cost** | **Initial** | **Year 1** | **Year 2** | **Year 3** | **Total** | **Present Value** |
| Dtr | Attentive fee | $0 | $120,000 | $120,000 | $120,000 | $360,000 | $298,422 |
| Etr | Implementation costs | $5,826 | $0 | $0 | $0 | $5,826 | $5,826 |
| Ftr | Ongoing management and training costs | $121 | $79,540 | $79,540 | $79,540 | $238,742 | $197,926 |
| | Total costs (risk-adjusted) | $5,947 | $199,540 | $199,540 | $199,540 | $604,568 | $502,174 |

### ATTENTIVE FEE

**Evidence and data.** The interviewees explained that after an initial complimentary trial period, their organizations paid annual license fees that include access to the platform and a given number of email sends for their subscriber bases.

The senior DTC manager at the health retailer shared, “As far as we’re going, it’s a bargain — especially considering the white-glove service that we’re getting and the level of support we’re getting.”

**Modeling and assumptions.** Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization has 1.5 million email subscribers in its legacy platform.
- The composite pays $120,000 annually for Attentive license fees.
- Pricing may vary. Contact Attentive for additional details.

**Risks.** The impact of this cost can vary among organizations based on:

- The organization’s total number of email subscribers.
- Any negotiated discounts.

**Results.** Forrester estimates this cost to be a three-year, total PV (discounted at 10%) of $298,000.

| Attentive Fee | | | | | | |
|---|---|---|---|---|---|---|
| **Ref.** | **Metric** | **Source** | **Initial** | **Year 1** | **Year 2** | **Year 3** |
| D1 | Attentive fee | Attentive | $0 | $120,000 | $120,000 | $120,000 |
| Dt | Attentive fee | D1 | $0 | $120,000 | $120,000 | $120,000 |
| Dtr | Attentive fee (risk-adjusted) | | $0 | $120,000 | $120,000 | $120,000 |
| | **Three-year total: $360,000** | | **Three-year present value: $298,422** | | | |

### IMPLEMENTATION COSTS

**Evidence and data.** Interviewees told Forrester their organizations’ implementations included migrating their subscriber lists and triggered journeys from their previous platforms and completing the IP warming process. While each organization met with Attentive to discuss progress and provide any necessary legacy information, the interviewees said Attentive took the lead in this critical setup process.

- The head of e-commerce elaborated: “[For the IP warming process,] Attentive dedicated 75% of their time, our agency dedicated 20%, and then I dedicated 5%. We went from server warming to flow by flow. We did it in a way where we could do comparable periods. We turned off a flow [in our previous platform], turned it over to Attentive, and then over one week, two weeks, three weeks, one month, we started to analyze volumes of sends and the impact.”

- The owner, agency at a consumer goods organization shared: “The whole migration was about three weeks. [Our director of marketing] spent between 40% and 60% of his time [on the migration,] I spent about 30% to 40%, and then the Attentive team definitely helped with some lists as well.”
- The head of e-commerce said, “Attentive took the majority of the lead through the migration assisted by our agency doing more of the strategic outline.”

**Modeling and assumptions.** Based on the interviews, Forrester assumes the following about the composite organization:

- The composite’s implementation lasts four weeks.
- One email marketing manager dedicates 50% of their time to implementation.
- Attentive’s Deliverability team guides the IP warming process, which lasts two weeks.
- The email marketing manager dedicates 20% of their time to the IP warming process.
- The fully burdened annual salary of an email marketing manager is $114,750.

**Risks.** The impact of this cost can vary among organizations based on:

- Employees’ annual salaries.
- The length of the organization’s implementation and IP warming.
- The number of employees dedicated to implementation and IP warming.

**Results.** To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $6,000.

> "It was the easiest ESP migration I've ever done, and I've done a bunch. I've worked on almost every platform, and we barely had to do anything."
>
> RETENTION MARKETING MANAGER, E-COMMERCE

**Implementation Costs**

| Ref. | Metric | Source | Initial | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|---|---|
| E1 | Implementation time (weeks) | Interviews | 4 | | | |
| E2 | Email marketing managers involved in implementation | Composite | 1 | | | |
| E3 | Percentage of email marketing manager time involved in implementation | Interviews | 50% | | | |
| E4 | IP warming time (weeks) | Interviews | 2 | | | |
| E5 | Percentage of email marketing manager time involved in IP warming | Interviews | 20% | | | |
| E6 | Fully burdened salary of an email marketing manager | TEI standard | $114,750 | | | |
| Et | Implementation costs | (E1*E3*E6/52)+(E4*E5*E6/52) | $5,296 | $0 | $0 | $0 |
| | Risk adjustment | ↑10% | | | | |
| Etr | Implementation costs (risk-adjusted) | | $5,826 | $0 | $0 | $0 |
| | **Three-year total: $5,826** | | | **Three-year present value: $5,826** | | |

## ONGOING MANAGEMENT AND TRAINING COSTS

**Evidence and data.** Interviewees said that because the platform is easy to use and intuitive, initial training was minimal. To optimize the platform, their organizations meet with Attentive representatives regularly to discuss email performance, future strategic direction, and best practices tailored specific to their organizations' goals. Internal teams dedicate their resources to reviewing and approving email campaigns, building new automated triggers, analyzing data reports, and conducting general platform administration on an ongoing basis.

- The retention marketing manager at the e-commerce organization shared: "I meet with [my CSM] every two weeks for an hour. … About 50% of my week is in Attentive to pull different data. About half of my week, I have an active tab with Attentive open."
- The retention and CRM specialist at the health retailer commented: "The email specialist who was reporting to our account trained me. It was between 30 minutes and an hour. The platform is intuitive. I didn't need much training."
- The same interviewee continued: "On average, I dedicate 40% of my time [to ongoing management]. I'm always looking at the reporting because we send emails twice a week. I'm also looking at journeys and editing them because we're always building new flows."
- The owner, agency at a consumer goods organization shared: "[My team] is in Attentive about 80% of the time. I'm in there about 10% to pull the numbers and revenue in order to report on metrics."
- The head of e-commerce at the apparel and fashion retailer shared that their organization's current weekly cadence with Attentive is once per month.

**Modeling and assumptions.** Based on the interviews, Forrester assumes the following about the composite organization:

The composite analysis should be in present tense.

- One email marketing manager dedicates 50% of their time to managing the Attentive Email platform.

- One marketing director dedicates 10% of their time to managing the Attentive Email platform.
- The email marketing manager dedicates 2 hours to initial training.
- The email marketing manager meets biweekly with Attentive for 1 hour.
- The fully burdened annual salary of an email marketing manager is $114,750.
- The fully burdened annual salary of a marketing director is $135,000.

**Risks.** The impact of this cost can vary among organizations based on:

- Employees' annual salaries.
- The number of employees the organization dedicates to ongoing management.
- The time employees dedicate to training.
- The time employees dedicate to meeting with Attentive representatives.

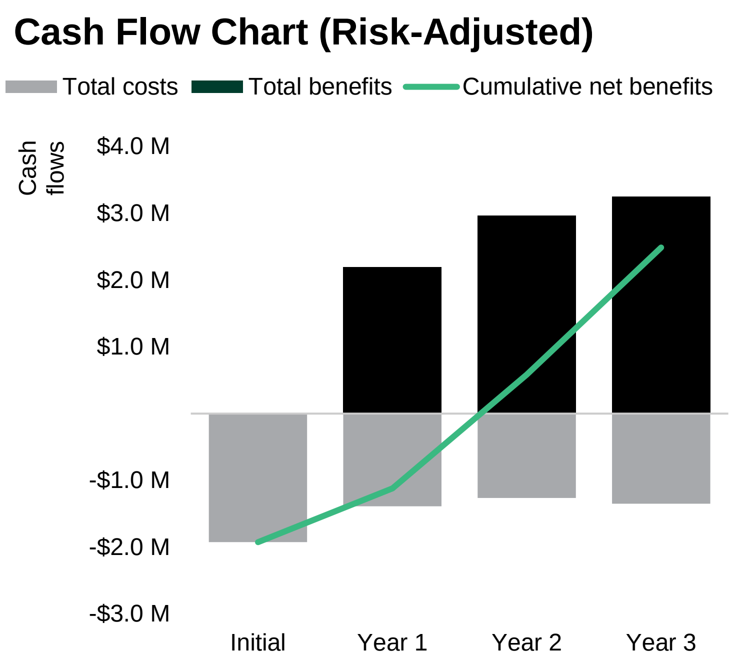
**Results.** To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $198,000.

> "I meet with [Attentive representatives] biweekly. Whereas I would only meet with [my previous ESP] rep once a quarter and they would give a couple of ideas like, 'Hey, this is best practices for your industry.' As opposed to my Attentive rep every two weeks comes with ideas that are specific to me and my goals."
>
> RETENTION MARKETING MANAGER, E-COMMERCE

| Ongoing Management And Training Costs | | | | | | |
|---|---|---|---|---|---|---|
| **Ref.** | **Metric** | **Source** | **Initial** | **Year 1** | **Year 2** | **Year 3** |
| F1 | Email marketing managers dedicated to ongoing management of Attentive | Composite | 0 | 1 | 1 | 1 |
| F2 | Percentage of marketing manager time dedicated to ongoing management of Attentive | Interviews | 0% | 50% | 50% | 50% |
| F3 | Fully burdened salary of an email marketing manager dedicated to ongoing management of Attentive | Assumption | $0 | $114,750 | $114,750 | $114,750 |
| F4 | Marketing directors dedicated to ongoing management of Attentive | Composite | 0 | 1 | 1 | 1 |
| F5 | Percentage of marketing director time dedicated to ongoing management of Attentive | Interviews | 0% | 10% | 10% | 10% |
| F6 | Fully burdened salary of a marketing director dedicated to ongoing management of Attentive | TEI standard | $0 | $135,000 | $135,000 | $135,000 |
| **F7** | **Subtotal: Ongoing management** | **(F2*F3)+(F4*F5)** | **$0** | **$70,875** | **$70,875** | **$70,875** |
| F8 | Time dedicated to Attentive training by email marketing manager (hours) | Interviews | 2 | 0 | 0 | 0 |
| F9 | Time dedicated to meeting with Attentive support by email marketing manager (hours) | Interviews | 0 | 26 | 26 | 26 |
| **F10** | **Subtotal: Training costs** | **(F7*(F3/2,080))+ (F8+(F3/2,080))** | **$110** | **$1,434** | **$1,434** | **$1,434** |
| Ft | Ongoing management and training costs | F7+F10 | $110 | $72,309 | $72,309 | $72,309 |
| | Risk adjustment | ↑10% | | | | |
| Ftr | Ongoing management and training costs (risk-adjusted) | | $121 | $79,540 | $79,540 | $79,540 |
| | **Three-year total: $238,742** | | | **Three-year present value: $197,926** | | |

# Financial Summary

## Consolidated Three-Year Risk-Adjusted Metrics




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

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

**Cash Flow Analysis (Risk-Adjusted)**

| | Initial | Year 1 | Year 2 | Year 3 | Total | Present Value |
|---|---|---|---|---|---|---|
| Total costs | ($5,947) | ($199,540) | ($199,540) | ($199,540) | ($604,568) | ($502,174) |
| Total benefits | $0 | $175,019 | $564,785 | $1,220,373 | $1,960,178 | $1,542,757 |
| Net benefits | ($5,947) | ($24,521) | $365,245 | $1,020,833 | $1,355,610 | $1,040,583 |
| ROI | | | | | | 207% |
| Payback | | | | | | 14.0 months |

## APPENDIX A: TOTAL ECONOMIC IMPACT

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

### Total Economic Impact Approach

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

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

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

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

### 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.

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.

## APPENDIX B: SUPPLEMENTAL MATERIAL

"The Inbox Intimacy Conundrum," Forrester Research, Inc., April 12, 2023.

"The Best And Worst Of Email Marketing, 2022," Forrester Research, Inc., April 1, 2022.

"The Email Marketing Review, 2024," Forrester Research, Inc. December 11, 2023.

"High Stakes Email Deliverability," Forrester Research, Inc. January 27, 2022.

## APPENDIX C: ENDNOTES

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

[2] Source: "**Tune Up Your Email Marketing Technique**," Forrester Research, Inc., November 30, 2022.

[3] Source: "**It Is 2050: Your Website Is Deserted**," Forrester Research, Inc., March 15, 2023.

## APPENDIX D: EXAMPLE BENEFIT

**Profit From Decrease In Opt-Out Rate**

| Ref. | Metric | Source | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|---|
| XX1 | Total email subscribers with Attentive | B3 | 1,800,000 | 2,250,000 | 2,812,500 |
| XX2 | Opt-out rate before using Attentive | Assumption | 2% | 2% | 2% |
| XX3 | Decrease in opt-out rate with Attentive | Interviews | 12% | 12% | 12% |
| XX4 | Opt-out rate with Attentive | XX2-(XX2*XX3) | 1.76% | 1.76% | 1.76% |
| XX5 | Subscribers reengaged with Attentive | (XX1*XX2)-(XX1*XX4) | 4,320 | 5,400 | 6,750 |
| XX6 | Campaign emails per subscriber | B5 | 156 | 156 | 156 |
| XX7 | Campaign email open rate | B6 | 35% | 40% | 40% |
| XX8 | Campaign email click-through rate | B7 | 0.50% | 1.00% | 1.25% |
| XX9 | Campaign email conversion rate | B8 | 2% | 5% | 8% |
| XX10 | Average order value | Composite | $100 | $100 | $100 |
| XX11 | Revenue recaptured from decrease in opt-out rate | XX5*XX6*XX7*XX8*XX9*XX10 | $2,359 | $16,848 | $42,120 |
| XX12 | Operating margin | Composite | 10% | 10% | 10% |

| | | | | | |
|---|---|---|---|---|---|
| XXt | Profits from decrease in opt-out rate | XX11*XX12 | $236 | $1,685 | $4,212 |
| | Risk adjustment | ↓10% | | | |
| XXtr | Profits from decrease in opt-out rate (risk-adjusted) | | $212 | $1,516 | $3,791 |
| | **Three-year total: $6,134** | | **Three-year present value: $4,294** | | |

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