

Summary of the GISTICS ROI Techbrief

The following information is summarized from the 40 page GISTICS ROI TechBrief.
(GISTICS Incorporated, (415) 924-3703 or www.gistics.com)

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Executive Summary

Based on research of **30,226 media professionals** and more than **10,000 media-producing firms**.

Detailed ROI analysis reveals that a Macintosh-using creative professional produces \$26,441 more annual revenue and \$14,488 more net profit than a Windows user of comparable skill engaged in similar work. This revenue differential enables a PowerPC Macintosh-based studio to achieve payback on a new platform in 4.59 months. In stark contrast, a Windows NT-based firm requires 12.58 months to recoup its investment—eight months longer.

- Of 3,762,922 creative professionals who use digital media in the North American Media Producer Industry, 49.8 percent use Macintosh platforms and 37.6 percent use Windows (all versions) as their primary system.
- Of the top 10 percent of income earners (Best Practice group), 63 percent use Macintosh, 20 percent use Windows platforms, and 17 percent use either UNIX work stations or OS/2 platforms.
- Due to a more efficient computing environment (i.e., integrated hardware and software platform, system resources optimized for media-rich processing, and third-party software), the Macintosh user gains per year an average 234 more prime time authoring and composition hours than a Windows user.
- In a fully accounted 36-month cost-of-ownership analysis of a system purchase, a Macintosh user saves \$2,211 more than a Windows user.
- The PowerPC Macintosh user, on average, generates 7.14 times ROI over three years. Windows NT users achieve 2.02 times ROI in the same period.

Productivity Analysis

GISTICS analysis of productivity for the professional media producer incorporates activity-based research of 21,228 individuals.

Key Findings

When comparing the productivity of users of Power Macintosh and Window NT systems, findings show the Macintosh user will realize an annual productivity gain of an average 304 hours.

Windows-based non-computer work averages 39.5 percent, compared with Macintosh users spending 31 percent of their time off the computer. This means that a Macintosh user will finish (and bill for) more work over a professional year than will a Windows user.

The Mac user will spend 14.7 percent more time on the primary activity of authoring and composition than a Windows user. Windows users spend 6.1 percent more time on computer-support activities than Mac users. The Mac user spends more time on profitable activities. Windows users spend 8.5 percent more time in offline, non-computer activities (other administrative duties, off-site meetings, training, etc.) over Macintosh users. Mac users spend more time on their computers doing creative work.

Productivity Comparison

The average Macintosh user (of both 68000 and PowerPC platforms) spends 302 more hours per year in the computer authoring activity than the Windows user, producing more work in the same period. (Power Mac users average 334 hours).

Windows users spend 21 more hours in non-computer-related creative efforts, e.g., drawing with paper and pencil. They spend 48.5 more hours in on-site meetings, reflecting the need for more project coordination and traffic management. They spend 25 more hours in data communications. Principally this entails transferring files via networks and physical media, including the extra time taken to deal with non-plug-and-play peripheral devices, sluggish network file services associated with Windows NT, and the need to retransmit files due to font and PostScript processing errors.

Windows users spend 33.5 more hours using basic office tools (e.g., word processing). They spend 38 more hours in file management: searching directories, verifying the right file, file reorganization, and basic house-

keeping. They spend 40.5 more hours in support and training activities, including formal and informal support, reading print and online documents, and recovering from system faults and glitches introduced with newly installed software, drivers, utilities, plug-ins, hard-ware peripherals, etc. Windows users spend 18 more hours in non-computer-related training. They spend 61.5 more hours per year in other administrative activities.

Labor Cost Comparisons

In the Overall segment, which represents an industry-wide average, Macintosh users earn \$55.52 per hour, **\$5.01 more** than a Windows user earning \$50.51 per hour.¹

Animation segment Macintosh users earn \$54.11 per hour, **\$8.08 more** than a Windows user (\$46.03 per hour).
CD-ROM Publishing segment Macintosh users earn \$54.98, **\$10.10 more** than a Windows user (\$44.88 per hour).
Desktop Publishing segment Macintosh users earn \$45.35, **\$7.48 more** than a Windows user (\$37.65 per hour).
Digital Photography segment Macintosh users earn \$48.96, **\$5.20 more** than a Windows user (\$43.76 per hour).
Digital Video segment Macintosh users earn \$61.90, **\$7.92 more** than a Windows user (\$53.98 per hour).
Executive Management segment Macintosh users earn \$89.13, **\$17.24 more** than a Windows user (\$71.89 per hour).
General Creative segment Macintosh users earn \$52.12, **\$7.14 more** than a Windows user (\$44.98 per hour).
Marcom & Training segment Macintosh users earn \$64.92, **\$2.35 more** than a Windows user (\$62.57 per hour).
Web Authoring segment Macintosh users earn \$52.96, **\$12.09 more** than a Windows user (\$40.87 per hour).

¹ GISTICS Comprehensive Audit of Media Professionals, Development Practices, and Business Methods—1996.

Revenue Opportunity

Each hour that a studio “buys” from its creative professional, it “sells” to its customers at a higher rate in the form of billed project fees or straight hourly charges. The corporate billing rates shown in the figure below illustrate a consistent pattern: Macintosh-based businesses earn significantly higher income per hour of labor than those firms based on Windows technology.

Overall Industry Average indicates that Mac-based firms earn \$12.22 more per hour of labor than their Windows counterparts. Of Mac-based firms, Executive Management firms earn \$28.71 more per hour, those in Web Authoring earn \$26.29 more, and those in General Creative earn an additional \$17.30.

Preliminary economic **trend analysis** indicates that the revenue differential between firms relying on Mac and Windows will continue to widen. Overall, the productivity growth of Mac users (and their firms) will continue to grow faster than that of Windows users.

Implications for Management Action

These small differences in hourly billing rates become quite significant when considering the 1,300 to 2,100 hours that a studio bills per media professional over the course of a year.

Under many circumstances prudent managers must come to view Windows deployment as a breach of fiduciary responsibility— a substantial, ongoing loss of profit that in no way justifies said deployment.

Computer-based Activity Benchmarks

File Management

This activity encompasses time spent in five subordinate activities: looking up files, verifying the right file, naming and categorizing files and folders, reorganizing files and folders, and securing back-ups and authorized access to files.

Macintosh users spend less time “futzing with files.” Windows users encounter significantly more hindrances in performance of each of these activities. This calls attention to a litany of shortcomings of Windows: sub-optimal means for scrolling through a folder; a requirement to perform more “mental gymnastics” in navigating a file manager (due to heavy influence of an older DOS file management system); more limitations on file names (more “illegal” file names and the inability to automatically convert these into “legal” expressions, e.g., change a “/” to a space); a greater likelihood that a Windows to Windows file transfer will result in an “unreadable” file. Macintosh files stay linked to applications, unlike the inconsistent performance of Windows

95 file linkage. The Macintosh resorts folders when adding new items, Windows 95 doesn't. Overall, Windows users in media production environments waste \$5,436 annually per person over Macintosh users in the activity of file management. This large amount reflects the fact that creative professionals manage an average of 2,985 graphic files and perform an average of 76.4 file look-ups per week. The superior file-management capabilities of the Macintosh save Desktop Publishing professionals \$6,428 per year over their Windows-based colleagues, representing an annual savings of 105 hours—a weekly savings of 2.09 hours. As indicated earlier, the Executive Management and Marcom & Training segments do not realize as much productivity savings in file management because they do not spend the bulk of their time producing media. Rather, they spend it in other activities such as meetings. Between 1995 and 1996, file management productivity improvements brought \$1,712 more to the bottom line for Macintosh users. This means that 11.8 percent of the Macintosh advantage comes from file management productivity improvements. This will increase as more creative professionals begin to adopt asset management—a practice more fully and easily supported by Mac OS technologies.

Data Communications

This activity encompasses time spent in five subordinate activities: E-mail on corporate networks, faxing (addressing and sending), transferring files (via diskette, disc cartridge, CD-ROM, tape cartridge, videotape, or across networks), using public online services, or miscellaneous other activities, including use of pagers and teletext. Data communications savings derived by Macintosh users arise from more compact file formats, better transfer protocols, fewer transmission mishaps (and, therefore, fewer retransmissions of the same file), and fewer retransmissions of the wrong file (a result of less “friendly” file management and folders). These differences in total reflect the overall ease of use and higher degree of hardware, software, and network integration of the Macintosh system compared to Windows platforms. Floppy disk information exchanges remain a snap with Macintosh computers compared to Windows machines. Media professionals transfer an average of 21.1 creative files per week among 6.07 people that constitute the typical work group. Despite the fact that Macintosh users send more files (and often sends them to more people), they actually spend less time delayed by the transmission process. Digital video professionals using Macs realized the greatest benefit—53 hours saved compared to Windows users, an annual savings greater than \$6,000 per user. QuickTime™ technology, AppleScript™ (a simple and easy-to-use script automation tool), built-in Ethernet and TCP/IP network inter-facing—foundation technologies of the Macintosh—contribute most to this advantage. Between 1995 and 1996, data communication productivity improvements brought \$990 more to the bottom line for Macintosh users.

Support and Training

These activities encompass time spent in five subordinate activities: self-directed problem-solving, supported problem-solving, software and Internet training, hardware and network training, and other computer-related productivity practices. For monitors, printers, and scanners, true plug-and-play remains the unmatched hallmark of the Macintosh. The highly touted plug-and-play of Windows 95 fails approximately 50 percent of the time, especially for SCSI port devices, video displays requiring their own interface cards, and networks. Windows NT does not support plug-and-play.

Better self-diagnostics and easier swap-out designs make Macintosh computers simple to repair. On average, each Windows user spends \$429 more per year learning to use their system. It also costs each Windows user an average \$1,043 more per year to get the support needed to solve configuration and installation issues. This totals \$1,472 more per year in direct support costs.

User support and training “soft costs”—personal time spent—average \$4,332 per year more than Macintosh-based creative professionals.

This makes the grand difference of \$5,804 (including both direct support and soft costs) one of the biggest distinctions between the Macintosh and Windows platforms.

Analysis of application use typically shows Mac training and support at 85.3 hours per year (6.1 hours per application) versus 126 hours spent by Windows users (15.7 hours per application). This reveals a 61.2 percent Macintosh productivity improvement over Windows users per application. In every practice group, Macintosh provided greater ease of use and required users to spend less time to become proficient. An explicitly defined and widely adopted Macintosh Human Interface Guideline (MHIG) has ensured that thousands of third-party

applications from hundreds of vendors share a “deep, intuitive user interaction” model—they work in the same way. This explains why Mac users typically master twice as many tools as their Windows counterparts. Similar design approaches between applications make it easier to learn and use programs. Between 1995 and 1996, support and training productivity improvements brought \$1,715 more dollars to the bottom line for Macintosh users.

Other Computing Activities

These activities encompass time spent in five subordinate activities: Business-related reports, project-related reports, promotional writing (e.g., proposals, collateral, and promotional copy), correspondence (with contractors, vendors, employees, and clients), and other miscellaneous tasks associated with databases, personal information managers, et cetera.

Mac users can more easily, and more reliably, insert low-resolution “thumbnails” of images in documents and HTML pages. AppleScript automation also plays an important role in automated operations (e.g., dragging items from hot folders to desktop and opening them). It remains easier to check memory and move between applications, and far easier to cut and paste graphics between applications.

On average, Macintosh users save \$1,897 over Windows users. Between 1995 and 1996, support and training productivity improvements brought \$1,641 more dollars to the bottom line for Macintosh users.

Foundation Technologies

The standardization of media lies at the base of these operating system differences and formats. Apple has successfully promoted MIDI, QuickTime, and ColorSync™ technologies to the point that they have become standards supported outside the Macintosh environment. Between 1995 and 1996, foundation technology productivity improvements such as ColorSync brought \$3,093 more to the bottom line per year for Macintosh users.

Authoring

Research data indicates that Windows lacks a comprehensive framework for managing the productive use of computers in professional media production studios. Windows users require greater knowledge of the technical intricacies of their systems, spending more time to get the primary job of authoring and composition done. This translates to greater time spent in file management, data communications, support & training, and other computing activities by Windows users. In essence, the primary difference between the Windows and Macintosh environments lies in the greater complexity and management overhead required by Windows. In media environments, these differences compound vastly, costing Windows users hundreds of hours each year. In effect, the user has to be an expert in system configuration and know how to predict update problems just to keep up.

Every hour a creative professional loses to digital administrivia—activities that do not add value in the way that authoring and composition do—the business loses an average of \$92.

Conclusion: Time Savings and Productivity Improvement

By using a model that correlates the six major activities performed on a computer, GISTICS finds that the Macintosh advantage generates greater profitability. File management contributed 11.8 percent to the total Mac advantage (100 percent), data communications 6.8 percent, support and training 11.8 percent, other computing activities 11.3 percent, and foundation technologies 21.4 percent. When coupled with the remaining 36.8 percent contribution from authoring software productivity improvements over comparable Windows software, the dollar translation means that Macintosh users end up making \$14,448 more per year net profit than Windows users.

When CD-ROM Publishing professionals use a Macintosh, they have an opportunity to redeploy 232 hours to the primary job of creating and billing for high-quality commercial media, versus a Windows user mired in digital administrivia. These 232 hours translate into \$27,929 of new potential revenue—almost pure profit.

Executive Managers using Macintoshes can produce \$30,787 in incremental revenue.

An average Macintosh user (both 68000 and Power PC platforms) spends 167 more hours per year of the savings on additional revenue-producing activities.

Macintosh-based creative professionals had one-fourth the employee turnover of Windows-based staff in 1996*
* GISTICS 1996 Annual Interactive Telemedia Assessment

Creative professionals earn more money: Mac users average \$5.01 more per hour, roughly \$4,500 per year, than their Windows counterparts.

Flawed Cost-of-Ownership Studies

Most cost-of-ownership studies do not track production environments with fully complemented systems running against hourly time-is-money deadlines. Many of these studies do not track actual expenses, both hard and soft, for an entire three-year span, as well as compile activity-based data from daily and weekly time-accounting systems. More commonly, they compile the first year's data and extrapolate information for the next two years. As a result, these extrapolated studies do not capture the "futz" factors associated with "getting a job done on time and at budget"—a basic requirement for commercial media producers. They do not capture the extent and impact on profit of rework due to PostScript processing errors, unsupported or corrupted fonts, irregularities in color and sound, et cetera. Nor do these studies accurately capture the extent and duration of support and training "episodes" associated with basic computing operations, adding or swapping hardware peripherals, installation of new software, upgrades, utilities and plug-ins, and formal and informal help provided by co-workers, contractors, associates, vendor Web sites and support centers, and the myriad of books, manuals, newsletters, and magazines that users must read to stay current.

Return-on-Investment Model

GISTICS has collected first year cost-to-acquire data since 1992.

If more individuals knew the costs and associated down-time for Windows-based platforms, they would approach the deployment of Windows-based systems with considerably more caution. Accurate, complete assessment of the return-on-investment for Macintosh and Windows platforms requires three sets of data: cost-of-ownership, net productivity improvement, and profit enhancement.

Cost of Ownership

To address these and related issues, GISTICS has tracked 400 Macintosh and 400 Windows users in production environments since 1994. This research supports the industry finding that Macintoshes have a 14.8 percentage cost-of-ownership advantage. However, this figure belies a basic difference between users of Mac and Windows platforms. Mac-based media producers use an average of 14.3 authoring and composition tools; Windows professionals use an average of 8.2. This costs Mac producers \$2,243 more than their Windows counterparts in using an average of six more tools.

Each additional program carries with it a support and learning cost, factored on a cost-per-program basis. Windows users pay three times higher support and learning costs per program. Thus, an accurate comparison of the full cost-of-ownership includes the adjustment of the number of programs used. Calculated in this way, Windows users pay 55.7 percent more for a comparable computing solution—\$17,154 versus the adjusted cost of \$11,016 for Mac users.

Net Productivity Improvements

Completing more work over a given period of time enables the studio or business to earn more revenue for each hour of labor. This, in turn, allows the studio to reduce its prices, becoming more competitive, or maintain its prices and earn more profit per project.

Higher production values for finished work mean two things: the artist or designer has the opportunity to more fully realize a creative idea, and the corresponding work has greater market value—clients will pay a premium price for them. Higher production values not only attract more clients and revenues, they enable the studio to earn more profit.

Business growth without added staffing cost means that the business can grow without adding staff, harnessing the collectively higher productivity of the work group: they produce more work over the same period of time.

Annual Improvement

The General Creative, Animation, and CD-ROM segments realized the largest productivity gains in 1996. GISTICS attributes these to improved file standards, better software, and faster platforms. The second tier—comprised of Web Authoring, Desktop Publishing, Digital Video, and Digital Photography segments—realized fewer productivity gains. This reflects the lack of effective media asset management and high-speed studio networks—new areas of investment for the studios.

“Best Practice” User Productivity Improvement

“Best Practice” connotes the top 10 percent of wage earners in each of the 10 segments—a bellwether group for the entire industry. Overall, the Best Practice Group experienced an 18.1-percent higher annual productivity gain, compared to the 14-percent improvement for the industry average. Thus, the Best Practice group experienced a 29-percent higher productivity gain than the industry average—the percentage difference between 18.1 and 14 percent.

Profit Enhancement

Macintosh users dominate the Best Practice group in eight of the nine areas.

This means that the average Macintosh user got higher productivity gains for the year 1995-1996 than the top 10 percent of Windows users in CD-ROM Publishing, Desktop Publishing, and Executive Management. Third, productivity gains of the Macintosh user continue to grow faster than Windows users. Surprisingly, productivity gains for Windows users appear arrested, and in some segments have actually begun to recede.

This underscores the lower overall reliability of Windows (especially Win 3x and 95), poorer font and PostScript processing (all Windows versions), lack of true plug-and-play (all versions, especially Win 3x / NT), manifold problems associated with connecting / reconnecting to a network, and fewer multi-vendor applications crucial to media production.

The Macintosh Advantage: Higher Net Profit

Mac users surveyed by GISTICS report an overall profitability two times greater than Windows users. While the survey participants report a net profit (before taxes) of 23 percent, Macintosh users report an average of 30 percent profitability. Windows users report 14 percent.

Significantly, Mac users congregate in higher percentages in independent, profit-driven firms. Bottom-line results, **Net Profit Per Person by Practice**, show that Mac usage creates more than four times the profit of a comparative Windows environment.

As a percentage of all users by platform, Mac users have 3.1 times more early adopters than the Windows sector. First to realize productivity gains from new technology, Mac users continue to lead the industry in new productivity gains and profit per user.

Best Practice by Platform

MACINTOSH 63%

WINDOWS 20%

OTHER 17%

The Bottom Line: Fiduciary Responsibility

The typical Macintosh user will recoup her/his investment in 5.42 months, generating a 5.50 times return-on-investment over three years. In sharp contrast, the typical Windows user will recoup her/his investment in 12.26 months, generating a 2.12 times return-on-investment over three years.

Do Things Get Better With NT Workstations?

Economic data analysis underscores the impact of NT's many shortcomings:

- No support for plug-and-play, causing technical support episodes of three hours to three days; longest delays associated with connecting / reconnecting to studio network, adding SCSI inter-face cards, and scanners.
- Inability to quickly install fonts, and to use across all applications.

- No support for portable computers; lacks power management, on / off switching for PC cards, hot docking of peripherals (requires system reboot).
- Limited availability of device drivers (1,500+ for Windows 95 versus 400+ for NT [as of 6 June 1997, PC Week]) needed to operate any peripheral device.
- Lack of several essential applications that run only on Macs or Windows 95.
- Lack of native, NT-optimized applications.
- Arcane, difficult file manager; more like Unix or DEC VMS.
- Slow, problematic print services; introduces PostScript processing errors.
- No upgrade paths from Windows 95

An “all Mac” firm or studio derives an average 23 percent cost reduction versus one with a mixed platform environment. As explained in fuller detail elsewhere, an “all Windows” studio suffers 21 percent higher overall costs per project.

Common Platform Benefits

GISTICS believes that Windows NT will continue to evolve but remain a problematic solution. Characteristically, it continues to challenge the leadership that the Macintosh holds. Although Windows NT will build market share in a few niche markets, it does not meet the needs of cross-media authors as a generic media solution.

Program Proficiency

Macintosh professionals generally use an average of six more tools than their Windows counterparts, leading to higher quality work, faster cycle time, and more profit.

Installation of a new program in Windows will often disrupt those already installed. “De-installation” of the offending program often requires hours of tedious and complex diagnostics, and the rewriting of software drivers. The lack of true plug-and-play in Windows 95/97 (and its complete absence in Windows NT). The revenue lost due to down time often exceeds the peripheral purchase price; in some cases, down time costs can exceed the purchase price of a new tool by as much as five times.

Future Trends

By 1998, the creative professional will need to master 12 to 14 tools.

That Macintosh creative professionals use almost twice as many tools reflects their greater ease of cross-program operation, and means that they will more likely succeed in pushing the envelope of creative expression. For this reason, Macintosh users typically produce work with greater finesse, production value, and quality. A thorough examination of industry awards for creativity, design excellence, and communications effectiveness reveals that most award winners use Macs.

Upgrade Strategy

Many professional media creators should consider upgrading their primary system every 18 months to realize the productivity savings that the added “horsepower” yields. To wait longer would risk losing potential income—due to unrealized productivity gains.

GISTICS Media Producer Productivity Index

Out of a possible score of 100, the Macintosh Best Practice group attained an index ratio of 72.3; those using PowerPC platforms scored 86.6. In sharp contrast, the Windows Best Practice group scored 48.0; those using Windows NT scored 56.8.

Considerations For Changing System Technology

Research data indicates that it takes 9 to 18 months of steady use and supplemental training to master a complex media-producing software tool.

Generally, the conversion of Mac to Wintel platforms remains a painful, distasteful process for the creative team. In fact, more than half will quit if forced to convert from Mac. This creates additional costs for recruitment (in a significantly smaller talent pool), training (both remedial and proactive—related to

relearning basic O.S. functions, an existing tool, and / or learning a new tool), and asset conversion.

Asset conversion remains one of the most expensive and hidden costs of platform conversions. Files created, used, reused, and reexpressed on Macs do not automatically work in a Wintel environment: fonts, colors, formatting, and pagination change, rendering the media asset useless without hours of reconstructive work. For corporations and studios that create and manage “brands” (and the media assets that help create them), the costs of a Mac-to-Wintel asset conversion will exceed all potential productivity and support cost savings that might accrue. The daunting task to reconstruct years or decades of work (otherwise reusable in a Mac environment) forces the studio to “reboot” the entire production system—a waste of several thousands to millions of dollars. Reconstruction of one file averages 1.1 hours at a fully burdened labor rate of \$55.50 (\$61.00 total). GISTICS research of media-producing studios suggests that roughly 2,985 digital files and 836 to 1,045 reusable media assets exist for each media producer. A studio of 10 producers will possess approximately 10,000 reusable or reexpressible files; a studio of 100 will have 300,000 usable media assets. This research also indicates that each creative professional transfers 1,048 to 1,257 files to an average of 6.1 people per quarter.

What happens when a studio replaces Macs with Wintel platforms?

GISTICS sampled more than a dozen production studios that converted from Macintosh to Wintel platforms and found five critical consequences:

- 1. Overall productivity falls by 27 percent**, and stays at that level with little or no appreciable improvement for nine months. Creative professionals end up spending more prime-time authoring hours futzing with technology than getting their work produced.
- 2. Studio profitability plunges.** Administrivia, format changes, and configuration issues suck up 20 to 30 percent more time than expected. Users become depressed, output plunges, profits vanish.
- 3. Nearly half of the creative team resigns.** Long time Macintosh users deeply resent the forced march to what they consider plainly inferior, less productive, clumsy, and wasteful Wintel platforms. Not surprisingly, the most creative and productive members of the studio team leave first.
- 4. The replacement pool of available, proficient talent shrinks by 63 percent.** The studio will find that most journeyman craft professionals do not and will not use Wintel platforms, forcing the studio to hire young, naive, unskilled, and, generally, the least productive workers.
- 5. Quality of work declines.** For projects involving print, typically the project team will experience 7.1 times more Postscript processing errors—sources of non-billable rework. Clients will reject studio work 5.4 times more often due to color management errors. And the list goes on.

Commercial studios discover during the intervening months that their best clients—the ones who pay price premiums for excellent work—begin to go elsewhere. As revenues falter due to client defections and lower production per hour of labor, studio managers face the impossible task of showing profit.

Of the studios GISTICS studied that underwent this conversion process, **three went out of business**, three simply blamed corporate management of the parent enterprise (and lived with the lower productivity), and the remaining **five quietly converted back to the Macintosh platform**.

Bottom line, why Mac?

Overall, the Macintosh-based creative professional enjoys a \$14,488 net profit advantage (derived from \$26,441 in revenue gains and \$2,211 in lower costs of ownership) over a Windows user working on similar projects.

GISTICS research reveals that enterprises buying new Power PC Macs will achieve payback in 4.59 months.

In sharp contrast, it takes an enterprise buying a new Wintel NT platform an average of 12.58 months to recoup its investment—2.5 times as long as the Mac. The difference of 6.64 months translates into bottom-line profit, underscoring why Macintosh-based enterprises earn \$12.34 more per hour of labor than do Windows-based shops. Because the Macintosh-based business earns more money for an hour of labor, it shares some of that profit with its workers, explaining why Macintosh creative professionals earn \$5.01 more per hour than their Windows counterparts.

...About GISTICS

Founded in 1987, GISTICS Incorporated pioneers an area of economic research of new technology deployment. Called Solutions Research, this methodology investigates the buying and using experience of customers. Specifically, it tracks late-stage early adopters who have successfully crafted new strategic business solutions. By focusing on the most successful, productive, and profitable early adopters of a technology, GISTICS systematically documents their "Best Practice" approaches and strategies, disseminating this information to industry participants and ensuring their successful technology adoption. Simply stated, GISTICS teaches companies how to find, satisfy, and serve customers - for life.