

FORRESTER®

# The Total Economic Impact™ Of Beeline Extended Workforce Platform

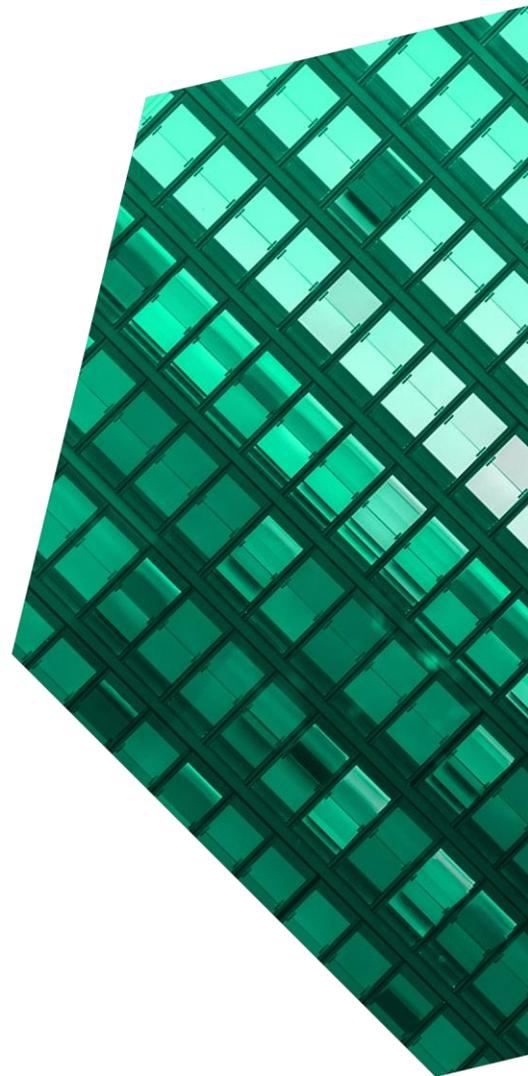
Cost Savings And Business Benefits  
Enabled By An Extended Workforce Platform

SEPTEMBER 2021

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## ABOUT FORRESTER CONSULTING

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## Executive Summary

Imagine a company that doesn't know who works at the organization: They don't know what jobs employees are doing, what office they're located in, or what access they have to company facilities, systems, data, and networks. While this may seem far-fetched, it's the reality for many organizations when it comes to their extended workforce, which is currently 47% and growing.<sup>1</sup> More labor is becoming contingent labor — how will your organization strategically manage it?

While some common business needs for the extended workforce (also referred to as the contingent or flexible workforce) are well known — like needing extra hands during busy times, whether it's tax season, holiday season, or to help fill a gap while an employee is on leave — it has increasingly become more prevalent for companies to strategically place extended workforce talent to produce a result or output and drive revenue growth. With more than 80% of large corporations planning on substantially increasing their use of a flexible workforce in the coming years, companies need a technology solution to help them advantageously make the best use of their contingent talent.<sup>2</sup>

Beeline commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Beeline [Extended Workforce Platform](#).<sup>3</sup> The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of an Extended Workforce Platform on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four customers with experience using Beeline Extended Workforce Platform. For the purposes of this study, Forrester aggregated the experiences of the interviewed customers and combined the results into a single [composite organization](#).

Prior to using Beeline Extended Workforce Platform, the customers lived in a “paper world,” attempting to

### KEY STATISTICS



Return on investment (ROI)  
**158%**



Net present value (NPV)  
**\$7.44M**

manage their contingent workforce through email chains and various Excel spreadsheets and documents. Companies lacked visibility into the process of reviewing available candidates and their credentials or comparing market rates for their roles, and they could not effectively schedule, choose, onboard, and offboard these essential workers. At the same time, companies struggled to maintain the proper management for worker compliance requirements related to a job and found they had no way to ensure the quality and completeness of the work performed by contingent workers. Without the ability to easily capture and view worker compliance information, companies faced delays in onboarding as well as risk consequences such as fines, security breaches, accidents, and human resources complaints.

Moreover, the process for engaging contingent workers was costly, leaving customers without centralized management of their extended workforce and with concerns that they were paying too much.

There was no way for a firm to ensure cost control, operational efficiency, and performance quality without visibility into its extended workforce processes.

After the investment in Beeline Extended Workforce Platform, the customers solved the complexities of managing the modern workforce and unleashed the potential of their contingent workforce. Key results from the investment include a streamlined, automated process for acquiring a contingent worker, efficiencies in both the onboarding and offboarding processes, and avoiding overpayment on completed work and talent as well as linkages to the data from the human capital management system for total workforce management.

## KEY FINDINGS

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

- **Avoided higher costs for extended workforce talent due to increased visibility into bill rate cards, saving \$11.8 million.** After using Beeline's Extended Workforce Platform, the interviewees' organizations saw an improvement in their ability to set competitive and appropriate bill rate cards for their contingent workforce talent. Prior to Beeline, companies sometimes overpaid for talent by as much as 10%, leaving them unable to forecast their extended workforce spend accurately. With the increased visibility and analytics from Beeline, the interviewed organizations saved nearly \$12 million over three years.
- **Gained efficiency within the approval process around budgets and hiring for the extended workforce using Beeline's automated system.** Before Beeline, interviewees shared a variety of instances where they struggled to get approval for their extended workforce talent in a "paper world." Contingent workforce supervisors spent

their days furiously tracking emails, Excel files, and signatures to ensure that a new worker could start on time. By having a single location that stored all documents, contingent workforce managers reduced the time they spent chasing approvals from 30% to only 2%.

**“The automation of authorization was definitely a big gain. Before, on a Friday afternoon, we would have to chase down the proper individual (who took off a little early) to sign a work order. It was worse during the holidays! I cannot overstress how much of a huge gain it was to have it all electronically in one system.”**

*Contract system supervisor, oil and energy*

- **Reduced manual errors in invoices by 95% and saved nearly \$62,000 over three years.** When companies operated in a "paper world," where human errors in the manual data entry process occurred, a misplaced decimal point impacted budgets and expenses immediately. With Beeline's automation of invoices, companies reduced manual errors by 95% and ensured that budgeting and spend forecasts were accurate.

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

- **Sharpened executives' and employees' visibility with a single source of truth for their contingent workforce data.** Interviewees described their prior environments as plagued by overspending and conflicting information due to a

lack of visibility into their extended workforce — which Beeline was able to remedy with tracking, reports, and streamlined information delivery.

- **Created a strong partnership and understanding of business needs through exceptional customer support.** While interviewees loved the underlying product of Beeline, they were also impressed by the high level of customer service and attention to detail shown by the company itself.

Reduction in annual time to secure approval for costs, budget, and new extended workforce talent:

**28%**



- **Consolidated the supplier base, which led to a reduction in supplier costs.** Negotiating contracts with suppliers involves plenty of upfront work, which Beeline helped ease with tools that enabled the interviewed organizations to compare and contrast suppliers before making commitments.
- **Ensured that all extended workforce employees met compliance regulations.** In addition to consolidating suppliers, Beeline also identified for the interviewed organizations which suppliers are complying with master agreements that outline overall requirements. The automated process also ensured that no required steps were missed in complying with applicable employment laws and regulations.
- **Improved security by improving onboarding and offboarding processes.** Onboarding tasks — including security checks and other vetting processes — were integrated, tracked, and recorded; Beeline Extended Workforce Platform

retained a permanent, auditable record.

Offboarding before Beeline required calling IT or putting in a ticket to terminate employee access, causing delays and security breaches. With Beeline, this process is much faster and more secure.

- **Removed bottlenecks from approval processes through a centralized dashboard view.** Through Beeline’s dashboards, interviewees streamlined all extended workforce approval activities in Beeline. By removing the middleman, Beeline’s reminders nudged approvers and, as one interviewee explained, “expedited everything for us.”
- **Accessed data and integrated it with other key technologies and tools.** Beeline gave the interviewed organizations the ability to connect and integrate other key technologies.

**Costs.** Risk-adjusted PV costs include:

- **Annual license fees.** This figure represents the sum organizations paid for the annual Beeline solution. While Beeline offers both a transactional fee subscription model and an annual license fee model, for this study, Forrester created a composite organization that pays \$1.5 million for the Beeline solution in Year 1. However, the scope and the cost for other companies will vary widely depending on their contingent labor needs, which is up to each company to determine.
- **Annual costs for internal business analysts to create custom Beeline reporting.** While Beeline does offer reporting, some interviewees desired more customized reports to meet their business needs. As a result, the composite organization hires one business analyst to focus on the customized reports it needs. By Year 3, as the complexity grows, the composite organization will hire a second business analyst to support its contingent labor initiatives.

- **Costs for Beeline certification training and conference fees.** Interviewees said that after they bought Beeline, they opted to have their teams attend in-person certification training sessions to ensure that their teams understood it. Beeline also offers an annual conference, which interviewees attended with some staff members for reinforcement around the solution. For the composite organization, employees complete certification training in person and physically attend conferences; however, Beeline now offers virtual sessions that may reduce travel and expense costs for companies going forward.

The customer interviews and financial analysis found that a composite organization experiences benefits of \$12.14 million over three years versus costs of \$4.7 million, adding up to a net present value (NPV) of \$7.44 million and an ROI of 158%.



ROI  
**158%**



BENEFITS PV  
**\$12.14M**

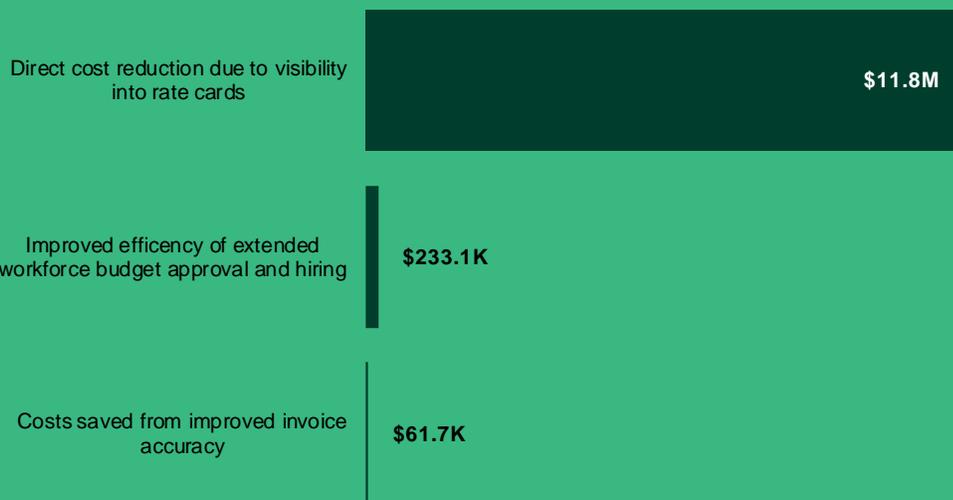


NPV  
**\$7.44M**



PAYBACK  
**<3 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 Beeline Extended Workforce Platform.

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 the Beeline Extended Workforce Platform can have on an organization.

### DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Beeline 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 Beeline Extended Workforce Platform.

Beeline 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.

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



### DUE DILIGENCE

Interviewed Beeline stakeholders and Forrester analysts to gather data relative to Beeline Extended Workforce Platform.



### CUSTOMER INTERVIEWS

Interviewed four decision-makers at organizations using Beeline Extended Workforce Platform 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 the investment impact: benefits, costs, flexibility, and risks. Given the increasing sophistication of ROI analyses related to IT investments, Forrester's TEI methodology provides a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

# The Beeline Extended Workforce Platform Customer Journey

■ Drivers leading to the Extended Workforce Platform investment

## Interviewed Organizations

| Industry           | Revenue         | Interviewee  | Number of contingent workers |
|--------------------|-----------------|--|------------------------------|
| Financial services | \$11.98 billion | Assistant vice president, contingent workforce — procurement | 26,000                       |
| Oil and energy     | \$178.6 billion | Contract system supervisor                                   | 4,000                        |
| Financial services | \$5.96 billion  | Vice president of procurement                                | 4,500                        |
| Retail             | \$110 billion   | Senior manager of contingent labor                           | 19,000                       |

## KEY CHALLENGES

The interviewees' organizations had made significant financial investments in their extended workforces, but they could neither understand nor unleash the true power of that contingent workforce. The companies needed a tool that could push past traditional vendor management systems and deliver the right tools, intelligence, connectivity, and user experience to help them see into the future. Without visibility into their contingent labor, companies were unable to combat rising labor costs and lacked access to agile talent. This, combined with potential compliance issues and decreased efficiencies, proved hard to swallow. Ameliorating any of these issues would have provided companies with a competitive advantage, especially as their reliance on contingent labor continued to grow.

Moreover, the interviewees noted that their companies had difficulty finding permanent talent. They needed to drive key outcomes at their organizations, and they couldn't complete those projects and initiatives without the right people and skill sets. Simply put, companies needed a way to seamlessly enable the contingent labor workflow so they could get the outcomes they need.

The interviewed organizations struggled with common challenges, including:

- **Lack of a streamlined process to acquire the right services resources.** Organizations relied on external contractors, service providers, or outsourcing vendors to supplement salaried staff, and companies needed visibility into candidates' skills or expertise, availability at the desired time and place, and possession of the needed credentials in order to choose the right personnel for their openings.<sup>4</sup> Moreover, the COVID-19 pandemic exacerbated the battle for talent and made it more difficult for companies to compete fairly against larger corporations.
- **Limited visibility into extended workforce labor costs.** Before using Beeline, organizations didn't understand how much they were spending on external labor. Managers approved timecards via email and monitored pay via spreadsheets. This antiquated system made it difficult for companies to gain control of the spend or understand the return on investment of costs as they couldn't see which levers they needed to pull to reduce expenses. One interviewee even told Forrester that prior to using Beeline, they had instances where their company paid contractors twice for the same service.

- **Inefficient processes around onboarding and offboarding.** Keeping internal systems secure is essential to any organization. Interviewees described instances where they terminated a contractor or a contractor completed a project, and they still somehow had access to the firm's internal systems months later. For one organization, this led to a security breach. As a result, the interviewees desired a process and system that could easily — and quickly — onboard new workers and, if necessary, immediately offboard extended workforce talent to avoid security disasters.

**“My company had a data breach before we installed Beeline. Once that happened, we knew we needed a system that would help us mitigate compliance risk and automate everything in that regard.”**

*Senior manager of contingent labor, retail*

- **Lack of automation and dependence on manual and inefficient processes.** Prior to using Beeline, interviewees said they lived in a “paper world,” tracking contingent-labor workers and budget approvals through a combination of emails, Excel files, and Word documents. Interviewees needed hiring managers to utilize an all-in-one location that would automate many of the manual processes that slowed down their efforts.

**“When I think back on it, I just can't imagine that we were operating that way, but every single contract that we had was written per individual staff contractor. There was no sight into what the spend was, and that was primarily the goal for implementing Beeline — to gain sight on expenses and time reporting.”**

*Contract systems supervisor, oil and energy*

#### 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 four companies that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

**Description of composite.** A global, multibillion-dollar B2C financial services organization that manages financial assets, offers wealth management advice, and provides customer support for its consumer products in high volume. The organization has a strong brand, global operations, a large customer base, and a strong online and offline presence. Moreover, the composite organization has a full-time employee population of 25,000 and a contingent labor population of 4,000.

**Deployment characteristics.** With Beeline Extended Workforce Platform, the composite organization has access to Beeline's three main workforce management solutions: Contingent Workforce, Services Procurement, and Resource Tracking. The composite organization opted for a "big bang approach" and placed all 4,000 extended labor talent as well as their suppliers in the Beeline system to have true visibility into their contingent labor costs. These workers are located around the globe, and six contingent workforce supervisors will oversee their hiring, onboarding, timecard approval, offboarding, and everything in between.

**Key assumptions**

- **4,000 extended workers**
- **B2C financial services organization**
- **\$25B in revenue**
- **On a license model**

# 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                            | Direct cost reduction due to visibility into rate cards              | \$3,932,916 | \$5,243,888 | \$5,243,888 | \$14,420,692 | \$11,848,981  |
| Btr                            | Improved efficiency of extended workforce budget approval and hiring | \$93,744    | \$93,744    | \$93,744    | \$281,232    | \$233,127     |
| Ctr                            | Costs saved from improved invoice accuracy                           | \$24,144    | \$24,949    | \$25,486    | \$74,579     | \$61,716      |
| Total benefits (risk-adjusted) |  | \$4,050,804 | \$5,362,581 | \$5,363,118 | \$14,776,503 | \$12,143,824  |

## DIRECT COST REDUCTION DUE TO VISIBILITY INTO RATE CARDS

**Evidence and data.** Contingent labor and operations leaders interviewed for this study shared that, after using Beeline, their organizations were able to reduce the amount they spent on functional hires, which led to huge cost savings for their organizations. With access to Beeline’s analytics on talent rates, hiring managers could accurately forecast the cost of the extended workforce talent and ensure that they didn’t go over the bill rates the company had set. For example, interviewees shared that Beeline’s visibility into rate cards enhanced their contingent labor teams’ ability to offer workers competitive rates, which helped them to stay competitive against other companies pursuing the same talent. Moreover, Beeline alerted hiring managers when they tried to offer a rate over the preapproved limit, which ensured that costs would stay on budget.

- A senior manager of contingent labor at a retailer shared how, before Beeline, his company often misclassified workers’ locations, often resulting in overpaying them. He said, “We evolved our job taxonomy and rate cards with respect to different locations in regions.” He went on to say that they will be using Beeline analytics to increase competition among suppliers: “The way we

manage our requisitions and how many suppliers we release our requisitions to, we often wonder if we are leveraging enough suppliers. Are we finding the best talent at the lowest cost? Beeline opened those doors for us.”

- Beyond setting the appropriate rate for talent, Beeline also helped hiring managers tweak their job descriptions and taxonomy. Said a contract system supervisor for an oil and energy company: “We take a certain job taxonomy, and we have narrowed down the type of skill set, the job titles, etc. to ensure we have what we need to staff a contractor. We then review what skills are needed for that role [and] how many years of expertise to make sure we are matching the expertise to the compensation. Beeline allowed us to gather all of this together and ensure that we’re not overcompensating.”

**Modeling and assumptions.** To calculate the value of this benefit, Forrester assumes the following for the composite organization:

- The composite organization has an extended workforce population of 4,000 workers.
- Traditional markup for staffing agencies is about 20% to 30%, and these costs are included in the average bill rate for all workers.

- All the interviewees said that Beeline's analytics into appropriate talent rates along with their dashboards helped to manage talent costs. For an extended workforce, companies need a variety of people and roles, and this will change over time. For the purposes of this study, the composite organization will source workers for administrative roles, finance roles, IT roles, professional roles, and customer service roles.
- For administrative roles, the average bill rate is \$20; 30% of the extended workforce talent will be in administrative roles. Because these roles aren't necessarily specialty skills, the composite organization will reduce the cost of these workers by 5%.
- For finance roles, the average bill rate is \$26; 5% of the extended workforce talent will be in financial roles. The composite organization will need a unique skill set for these roles, so they will only reduce the cost of these workers by 2%.
- For roles in IT, the average bill rate is \$90; 40% of the extended workforce talent will be in IT roles. The competition for IT talent is high, so the composite organization will only be able to reduce the costs of the workers by 1% after Beeline to stay competitive.
- For professional roles (consulting, etc.), the average bill rate is \$98; 5% of the extended workforce talent will be in these roles. These skill sets are specialized and as a result, the composite organization will only be able to reduce the costs by 2%.
- For customer services roles, the average bill rate is \$22; 20% of the extended workforce talent will be in customer service roles. Because these roles don't necessarily require specialized skills, the composite organization will reduce the cost of these workers by 5%.

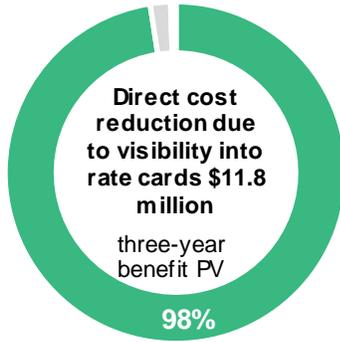
**“We’re vetting and controlling the types of workers that are being hired. So we want to have clear job titles and clear descriptions of the skills required. With Beeline, we can set up rate cards based on the analytics for what the rate should be for that role. Our expectation is that we’re always going to be coming in at or about 10% below the rate card. We’re able to measure that to see where we are.”**

*Assistant vice president, contingent workforce — procurement, financial services*

**Risks.** The ability of organizations to reduce the rate card cost through Beeline can vary across organizations due to differences in:

- The number of extended workers in Beeline.
- The percentage of extended workforce talent in each department.
- The desire to reduce the rate card costs of each role. Some companies may want to stay more competitive, as the talent demand is high and therefore may not use the Beeline analytics to reduce the rate cards as much.

**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 more than \$11.8 million.



**Direct Cost Reduction Due To Visibility Into Rate Cards**

| Ref. | Metric  | Source               | Year 1      | Year 2      | Year 3      |
|------|---|----------------------|-------------|-------------|-------------|
| A1   | Number of extended workforce hires annually   | Composite            | 4,000       | 4,000       | 4,000       |
| A2   | Percentage of extended workforce hires that are in administrative roles   | Composite            | 30%         | 30%         | 30%         |
| A3   | Average bill rate of extended workforce hires in administrative roles (including agency fees)                                   | Salary.com           | \$20        | \$20        | \$20        |
| A4   | Reduction in cost per extended workforce administrative hires due to visibility, analytics, and rate data enabled by Beeline    | Interviews           | 5%          | 5%          | 5%          |
| A5   | Average hourly cost of extended workforce hires in administrative roles after Beeline   | A3-(A3*A4)           | \$19        | \$19        | \$19        |
| A6   | Average number of hours extended workforce hires work in administrative roles   | 2,080*50%            | 1,040       | 1,040       | 1,040       |
| A7   | Subtotal: direct cost avoidance for extended workforce administrative hires   | A1*A2*(A3-A5)*A6     | \$1,248,000 | \$1,248,000 | \$1,248,000 |
| A8   | Percentage of extended workforce hires in finance   | Composite            | 5%          | 5%          | 5%          |
| A9   | Average hourly cost of extended workforce hires in finance (including agency fees)  | Salary.com           | \$26        | \$26        | \$26        |
| A10  | Reduction in cost per extended workforce finance hires due to visibility, analytics, and rate data enabled by Beeline           | Interviews           | 2%          | 2%          | 2%          |
| A11  | Average hourly cost of extended workforce hire due to transparent rate card   | A9-(A9*A10)          | \$25.48     | \$25.48     | \$25.48     |
| A12  | Average number of hours extended workforce hires work in finance  | 2,080*50%            | 1,040       | 1,040       | 1,040       |
| A13  | Subtotal: direct cost avoidance for extended workforce finance hires  | A1*A8*(A9-A11)*A12   | \$108,160   | \$108,160   | \$108,160   |
| A14  | Percentage of extended workforce hires in IT  | Composite            | 40%         | 40%         | 40%         |
| A15  | Average hourly cost of extended workforce hires in IT (including agency fees)   | Salary.com           | \$90        | \$90        | \$90        |
| A16  | Reduction in cost per extended workforce IT hires due to visibility, analytics, and rate data enabled by Beeline                | Interviews           | 1%          | 1%          | 1%          |
| A17  | Average hourly cost of extended workforce hires due to transparent rate card  | A15-(A15*A16)        | \$89.10     | \$89.10     | \$89.10     |
| A18  | Average number of hours extended workforce hires work in IT   | 2,080+(2,080*25%)    | 2,600       | 2,600       | 2,600       |
| A19  | Subtotal: direct cost avoidance for extended workforce IT hires   | A1*A14*(A15-A17)*A18 | \$3,744,000 | \$3,744,000 | \$3,744,000 |
| A20  | Percentage of extended workforce hires in professional roles  | Composite            | 5%          | 5%          | 5%          |
| A21  | Average hourly cost of extended workforce hires in professional roles (including agency fees)                                   | Salary.com           | \$98        | \$98        | \$98        |
| A22  | Reduction in cost per extended workforce professional role hires due to visibility, analytics, and rate data enabled by Beeline | Interviews           | 2%          | 2%          | 2%          |
| A23  | Average hourly cost of extended workforce hires due to transparent rate card  | A21-(A21*A22)        | \$96.04     | \$96.04     | \$96.04     |
| A24  | Average number of hours extended workforce hires work in professional roles   | 2080*75%             | 1,560       | 1,560       | 1,560       |
| A25  | Subtotal: direct cost avoidance for extended workforce hires in professional roles  | A1*A20*(A21-A23)*A24 | \$611,520   | \$611,520   | \$611,520   |

(Table continues on p. 14)

**Direct Cost Reduction Due To Visibility Into Rate Cards (Continued)**

| Ref.                                  | Metric   | Source                               | Year 1  | Year 2      | Year 3      |
|---------------------------------------|--|--------------------------------------|---|-------------|-------------|
| A26                                   | Average number of hours extended workforce hires in customer service roles   | Composite                            | 20%   | 20%         | 20%         |
| A27                                   | Average hourly cost of extended workforce hires in customer service roles (including agency fees)                              | Salary.com                           | \$22  | \$22        | \$22        |
| A28                                   | Reduction in cost per extended workforce customer service hires due to visibility, analytics, and rate data enabled by Beeline | Interviews                           | 5%  | 5%          | 5%          |
| A29                                   | Average hourly cost of extended workforce hires due to transparent rate card   | $A27 - (A27 * A28)$                  | \$20.90                                       | \$20.90     | \$20.90     |
| A30                                   | Average number of hours extended workforce hires in customer service roles   | $2,080 * 25\%$                       | 520   | 520         | 520         |
| A31                                   | Subtotal: direct cost avoidance for extended workforce hires in customer service roles   | $A1 * A26 * (A27 - A29) * A30$       | \$457,600                                     | \$457,600   | \$457,600   |
| A32                                   | Recognition of Beeline's visibility into rate cards  | Composite                            | 75%   | 100%        | 100%        |
| At                                    | Direct cost reduction due to visibility into rate cards  | $(A7 + A13 + A19 + A25 + A31) * A32$ | \$4,626,960                                   | \$6,169,280 | \$6,169,280 |
|                                       | Risk adjustment  | ↓ 15%                                |   |             |             |
| Atr                                   | Direct cost reduction due to visibility into rate cards (risk-adjusted)  |                                      | \$3,932,916                                   | \$5,243,888 | \$5,243,888 |
| <b>Three-year total: \$14,420,692</b> |  |                                      | <b>Three-year present value: \$11,848,981</b> |             |             |

**IMPROVED EFFICIENCY OF EXTENDED WORKFORCE BUDGET APPROVAL AND HIRING**

**Evidence and data.** By using Beeline as a single source of truth and a storage location for all extended workforce hiring materials (contracts, budgets, onboarding checklists, etc.), interviewees and their teams were able to streamline the process for acquiring a worker.

- Prior to using Beeline, interviewees described the pains of living in a “paper world” and the disruption it caused as they attempted to chase down individuals to approve extended workforce talent. Said a contract system supervisor at an oil and energy company, “People were waiting at an airport to board a flight, and we didn’t have a signed contract. The supplier was saying, ‘They can’t board the flight because we don’t have a signed contract, and we couldn’t get ahold of the individual to sign it.’ Those were the types of fires we had to put out.”

- Beeline’s automation and visibility into who needed to approve what and where workers were in the process was a crucial factor for all interviewees. Said a senior manager of contingent labor at a retailer: “Everything was done via email, with spreadsheets or back-end systems with respect to our contingent labor. Now, from a budget standpoint and hiring standpoint, everything is being routed appropriately. We can instantly alert an individual to approve something if it’s stuck.”
- As companies’ extended workforce labor has grown, so too has the number of approvals they need. Without Beeline, companies could not keep up with the sheer volume. A contract system supervisor at an oil and energy company elaborated further: “I will say a much better turnaround time as far as approving timesheet and expenses, definitely. We don’t really see any lagging, so that’s a win. As far as hunting people

### Improved Efficiency Of Extended Workforce Budget Approval And Hiring

| Ref.                               | Metric  | Source     | Year 1                                     | Year 2    | Year 3    |
|------------------------------------|---|------------|--|-----------|-----------|
| B1                                 | Number of dedicated contingent workforce supervisors  | Composite  | 6  | 6         | 6         |
| B2                                 | Fully burdened annual salary of contingent workforce supervisors  | Salary.com | \$62,000                                   | \$62,000  | \$62,000  |
| B3                                 | Percentage of time annually needed from contingent workforce supervisors to secure approval for costs, budgets, and new extended workforce hires before Beeline | Interviews | 30%  | 30%       | 30%       |
| B4                                 | Subtotal: annual labor cost to secure approval of costs, budgets, and new extended workforce hires before Beeline   | B1*B2*B3   | \$111,600                                  | \$111,600 | \$111,600 |
| B5                                 | Percentage of time annually needed to secure approval for costs, budgets, and new extended workforce hires after Beeline  | Interviews | 2%   | 2%        | 2%        |
| B6                                 | Subtotal: annual labor cost to secure approval of costs, budgets, and new extended workforce hires after Beeline  | B1*B2*B5   | \$7,440                                    | \$7,440   | \$7,440   |
| Bt                                 | Improved efficiency of extended workforce budget approval and hiring  | B5-B7      | \$104,160                                  | \$104,160 | \$104,160 |
|                                    | Risk adjustment   | ↓10%       |  |           |           |
| Btr                                | Improved efficiency of extended workforce budget approval and hiring (risk-adjusted)  |            | \$93,744                                   | \$93,744  | \$93,744  |
| <b>Three-year total: \$281,232</b> |   |            | <b>Three-year present value: \$233,127</b> |           |           |

down for signing expenses, timesheets, or contracts, it’s very, very minimal now. If we were still in the “paper world,” we wouldn’t have been able to keep up as our population has grown.”

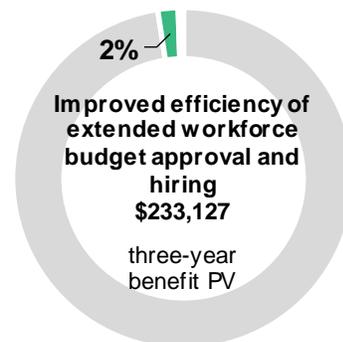
**Modeling and assumptions.** To calculate the value of this benefit, Forrester assumes the following for the composite organization:

- A fully burdened annual salary for a contingent workforce supervisor is \$62,000.
- Due to the size of its extended workforce, the composite organization’s internal contingent workforce team has six supervisors helping to oversee hiring, approval, and budgets.

**Risks.** The following risks can impact the ability of organizations to realize efficiency gains through the deployment of Beeline:

- The number of contingent workforce supervisors may vary among other organizations.
- While Beeline may prompt individuals to approve a candidate, budget, etc., it is still up to a human to give approval.

**Results.** To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of more than \$233,000.



**COSTS SAVED FROM IMPROVED INVOICE ACCURACY**

**Evidence and data.** The interviewees hoped Beeline Extended Workforce Platform would eliminate costly errors around invoices. Prior to implementing Beeline Extended Workforce Platform, manually inputting hours and pay in Excel left companies at risk for mistakes, as one decimal point being off could lead to a budget difference. By reducing the number of human errors through Beeline, the composite organization can save \$61,716 over three years.

- A senior manager of contingent labor for a retailer told Forrester, “Beeline’s automated invoices, supplier invoices, and remittance details alleviated a ton of manual errors for us.”
- Manual errors can prove costly — Forrester Principal Analyst Andrew Hogan pointed out a recent case where three Citi employees accidentally cost the company \$500 million.<sup>5</sup> Hogan adds, “Avoiding mistakes can better employee user experience and drive better business results.” Simply put, employees want to be successful at their jobs, and tools like Beeline empower them to ensure that they will be.<sup>6</sup>

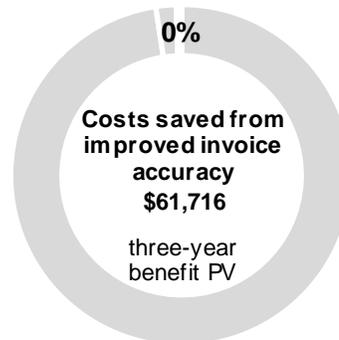
**Modeling and assumptions.** For the composite organization, Forrester assumes:

- The number of human errors annually is 500. As the composite organization continues to use Beeline, the system can catch more errors, reducing the number from 90% in Year 1 to 93% in Year 2, and finally 95% in Year 3.
- A fully burdened salary for a contingent workforce supervisor is \$62,000.

**Risks.** The following risks can impact cost savings from improved invoice accuracy.

- The number of human errors at a company.
- The amount of time it takes an employee to solve for errors.

**Results.** To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of nearly \$62,000.



| Costs Saved From Improved Invoice Accuracy |  |                |                                    |          |          |
|--|--|----------------|------------------------------------|----------|----------|
| Ref.                                       | Metric   | Source         | Year 1                             | Year 2   | Year 3   |
| C1   | Baseline number of human errors annually                       | Assumption     | 500                                | 500      | 500      |
| C2   | Reduction in errors due to Beeline                             | Interviews     | 90%                                | 93%      | 95%      |
| C3   | Cost of an error in person-hours                               | Interviews     | 2                                  | 2        | 2        |
| C4   | Fully burdened hourly rate of contingent workforce supervisors | \$62,000/2,080 | \$30                               | \$30     | \$30     |
| C5   | Cumulative error costs   | C1*C3*C4       | \$29,808                           | \$29,808 | \$29,808 |
| Ct   | Costs saved from improved invoice accuracy                     | C2*C5          | \$26,827                           | \$27,721 | \$28,317 |
|  | Risk adjustment  | ↓10%           |                                    |          |          |
| Ctr  | Costs saved from improved invoice accuracy (risk-adjusted)     |                | \$24,144                           | \$24,949 | \$25,486 |
| Three-year total: \$74,579                 |  |                | Three-year present value: \$61,716 |          |          |

**UNQUANTIFIED BENEFITS**

Additional benefits that customers experienced but were not able to quantify include:

- **Sharpened executives’ and employees’ visibility with a single source of truth for their contingent workforce data.** Who do we have on projects right now? What’s our monthly spending? Prior to using Beeline, all interviewees noted the lack of visibility into almost every aspect of their extended workforce, which often resulted in overspending and conflicting staffing reports. Said a senior manager of contingent labor for a retailer, “Being able to track all of our workers, being able to report on everything, being able to streamline everything — that’s a big thing for our company.”
- **Created a strong partnership and understanding of business needs through exceptional customer support.** While technology is fantastic, companies still need the service element to get the business where they want it to be. The assistant vice president of contingent workforce for a financial services

company told Forrester: “We have a lot of confidence in what’s being done and how that’s being handled and managed. Beeline gives you focused attention on what your need is and how they can help you. They truly take the time to listen to customers.”

- **Consolidated the supplier base, which led to a reduction in supplier costs.** When working with suppliers, interviewees mentioned that there is a lot of upfront work in negotiating contracts; they utilized Beeline’s tools to compare suppliers. Not all partnerships are fruitful, as some suppliers did not have the talent to staff projects. Said a contract system supervisor at an oil and energy company: “We might have started out with 1,000 suppliers, and now we are down to 20. Some suppliers had one contractor, and it wasn’t worth the effort. One supplier tried to negotiate the contract for his contractor to get various things that we would have never paid for — not even for our own employees!”
- **Ensured that all extended-workforce staff met compliance regulations.** The Beeline platform

allowed for the proper management of worker compliance requirements related to a job, industry, and/or work location — including tracking of expiration dates. These could include compliance requirements such as background investigations, medical examinations, training, and certifications.

All interviewees commented that they have master agreements in place with their suppliers that outline their compliance requirements. To ensure that these requirements are met, companies use Beeline to capture, track, and report on compliance information for individual workers, as well as easily identify if suppliers are complying with the employers' requirements. "We won't go into further steps with a supplier until we ensure that they are compliant in those areas we are asking," said the vice president of procurement for a financial services company.

- **Improved security by improving onboarding and offboarding processes.** Onboarding tasks, including security checks and other vetting processes, are integrated, tracked, and recorded, with Beeline Extended Workforce Platform retaining a permanent, auditable record. Prior to using Beeline, managers had to call IT or open a ticket to create or terminate a contingent worker's access. This caused delays, and contractors would sometimes have internal access (to both systems and facilities) long after a project was over, putting a company at potential risk. The vice president of procurement for a financial services company explained that the whole process is much smoother because once there's a termination record in Beeline, the company can instantly terminate access.
- **Removed bottlenecks from approval processes through a centralized dashboard view.** Tracking down approvals is often exhausting, but thankfully, Beeline's dashboards gently remind users of deadlines. A senior

manager of contingent labor for a retailer elaborated further: "When approver A selects Approve, it goes right to approver B. There are reports now on our dashboards that say this one item has been sitting for two days, which allows my team to then reach out to the approver and say, 'Hey, are you aware that you have something waiting on you?'"

- **Accessed data and integrated it with other key technologies and tools.** The ability to connect and integrate with other enterprise ERP, procurement, and human capital management platforms as well as best-of-breed specialized applications allowed companies to have a more holistic view of their entire workforce — not just the extended workforce that Beeline sources and manages — creating an opportunity for total workforce optimization and a more resilient and agile workforce.

## FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Beeline's Extended Workforce Platform and later realize additional uses and business opportunities, including:

- **Enabling companies to make improvements to hiring processes across their organization.** As companies use Beeline's Extended Workforce Platform, they can make improvements across their organization and streamline current processes. As organizations continue to use Beeline's solutions, they will find opportunities for efficiency in their hiring, onboarding, and offboarding processes. A vice president of procurement for a financial services organization told Forrester: "We have almost everything Beeline has to offer. So we now look for improvements to those modules, versus adding more into what we do today."
- **Enabling companies to generate more savings from suppliers.** While many companies

take advantage of the clear visibility into competitive bids through Beeline, there is always room for improvement to find a supplier that facilitates all business needs. Said an assistant vice president, contingent workforce — procurement for a financial services company: “I think that if we as a company were to take better advantage of the competitive bid portion, that would likely allow us to see even more enhancements we can make. We clearly see what we spend. We can clearly compare across the suppliers so we can look at the workforce and alter the supplier that would meet our needs.” By reporting on those opportunities, they will see potential future savings.

- **Innovating the product continually through strong collaboration with clients.** By truly listening to clients, Beeline’s team provides collaborative avenues to highlight different ways clients can use their solutions. As companies immerse themselves in the product, they will have the ability to attend a variety of sessions (dynamic focus groups, Beeline’s online community, Beeline’s Customer Advisory Board, etc.) where they make suggestions to help enhance the product design and product roadmap.

In addition to the features outlined in the case study, Beeline features other workforce management solutions that companies could enable as they grow more mature. Solutions tailored specifically to high-volume workforces, AI-enabled hiring guidance, and direct sourcing and talent pools all provide organizations with additional specialized assistance with their contingent labor force when they’re ready to take the next step.

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         | Annual subscription license fees   | \$82,500 | \$1,650,000 | \$1,705,000 | \$1,760,000 | \$5,126,000 | \$4,242,405   |
| Etr         | Annual costs for internal business analysts to create custom Beeline reporting | \$0      | \$110,000   | \$110,000   | \$220,000   | \$440,000   | \$356,198     |
| Ftr         | Beeline certification training and conference fees                             | \$0      | \$12,870    | \$12,870    | \$12,870    | \$38,610    | \$32,006      |
|             | Total costs (risk-adjusted)  | \$82,500 | \$1,772,870 | \$1,827,870 | \$1,992,870 | \$5,676,110 | \$4,702,109   |

## ANNUAL SUBSCRIPTION LICENSE FEES

**Evidence and data.** For the composite organization, the annual subscription license cost for Beeline Extended Workforce Platform is \$1.5 million in Year 1, as this meets the size and complexity needs of its extended workforce. Beeline offers the subscription model in fixed monthly, quarterly, or annual fees. The subscription fee is tied to broad bands of spend throughout the year, so as the composite organization's extended workforce grows, the subscription fee increases. Included in the initial cost is an implementation fee of \$75,000. This includes Beeline's "hypercare" service that supports customers in their upfront planning, requirement and integration sessions, build phases, testing of end-to-end processes, as well as a go-live event.

The subscription cost includes:

- Beeline's three main workforce management solutions: Contingent Workforce, Services Procurement, and Resource Tracking.
- Specific support in the countries companies need for their global program. This includes billing and payment capabilities that adapt to regional and local complexities (such as VAT taxes support), as well as a knowledge of global vacation days, etc.

- Customer service support with focused attention on the business needs for the client and the customized needs for each employee.
- Data security through a combination of administrative, technical, and physical controls.
- Mobile workforce solutions, with specific mobile apps for managers and contractors.
- Standard integrations with data feeds.
- Supplier settlement.
- Initial training for go-live, access to Beeline's library of self-directed training, and other training resources via the Beeline Community.

Some of the interviewees Forrester spoke with continue to use a transactional model, which Beeline still offers. In this model, the client fee is a percentage of the total spend throughout the runs through the extended workforce platform. The transaction fee varies based on spend volume. This model can be either client-funded or supplier-funded. In the supplier-funded model, the client can choose to offset some or all of the transaction fees. The transaction model applies to resource tracking as well, this type of spend is generally charged for on a per-headcount basis. While most companies opt for the transactional model, one of the interviewees we

spoke with said their organization shifted to the subscription model last year, and another said they will be switching to a subscription model at the time of their Beeline contract renewal. Both were looking for more cost predictability to prevent upside swings.

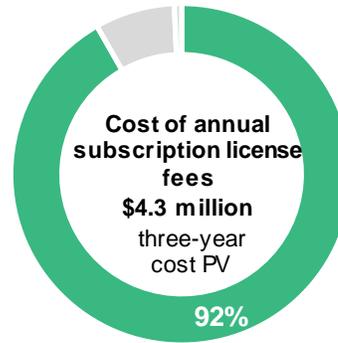
Lastly, Beeline can support hybrid structures in its pricing models. For example, some clients may prefer a transactional approach for contingent labor and a subscription approach for services procurement.

**Modeling and assumptions.** For the composite organization, Forrester assumes:

- Based on the composite organization’s needs, the price point for a Beeline Extended Workforce Platform engagement starts at \$1.5 million in Year 1. The composite organization will increase its subscription cost to \$1.55 million in Year 2 and to \$1.6 million in Year 3.

the three listed here, which will add to an annual cost.

- The type of pricing model (transaction, subscription, or hybrid) a company chooses will dictate the costs to that organization.



| Annual License Fees                  |  |           |  |             |             |             |
|--------------------------------------|--|-----------|--|-------------|-------------|-------------|
| Ref.                                 | Metric   | Source    | Initial                                      | Year 1      | Year 2      | Year 3      |
| D1                                   | Annual subscription license fees                 | Composite | \$75,000                                     | \$1,500,000 | \$1,550,000 | \$1,600,000 |
| Dt                                   | Annual subscription license fees                 | D1        | \$75,000                                     | \$1,500,000 | \$1,550,000 | \$1,600,000 |
|                                      | Risk adjustment                                  | ↑10%      |  |             |             |             |
| Dtr                                  | Annual subscription license fees (risk-adjusted) |           | \$82,500                                     | \$1,650,000 | \$1,705,000 | \$1,760,000 |
| <b>Three-year total: \$5,197,500</b> |  |           | <b>Three-year present value: \$4,313,905</b> |             |             |             |

**Risks.** The following risks can impact the annual subscription cost:

- The size of an organization’s extended workforce will dictate the subscription size.
- As the composite organization grows and expands, it may need additional solutions beyond

**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 \$4.3 million.

### ANNUAL COSTS FOR INTERNAL BUSINESS ANALYSTS TO CREATE CUSTOM BEELINE REPORTING

**Evidence and data.** While Beeline’s dashboards and analytics provide visibility into an organization’s extended workforce, some interviewees noted that their organizations needed more customization to report on their specific business needs. As a result, the composite organization will need to hire business analysts to create custom reports for their industry and organization.

**“I have a reporting team within our organization that I go and have them manipulate data and put it into ways that we can use. We customize it for our own liking and can make strategic decisions off these custom reports as a result.”**

*Vice president of procurement, financial services*

Beeline provides real-time, comprehensive visibility into the contingent workforce and related spend, as well as ways to analyze and reduce overtime usage among those workers. But there are limits. Some interviewees said they need additional details for their specific industry, and by hiring additional business



analysts to run those numbers, they can confirm their industry needs against market trends to ensure that their assumptions are correct.

**Modeling and assumptions.** For the composite organization, Forrester assumes:

- The organization staffs a business analyst to monitor and optimize the reporting Beeline provides. This role will remain on staff in Year 1 and Year 2. As the extended workforce complexity grows, the organization adds another business analyst in Year 3.
- A fully burdened annual salary for a business analyst is \$100,000.

**Risks.** Updates to Beeline’s reporting and analytics capabilities may occur in the future, and this could result in organizations no longer needing to hire additional business analysts, as the complexity of reporting may meet their needs.

**Results.** To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of \$356,000.

| Annual Costs For Internal Business Analysts To Create Custom Beeline Reporting |  |            |  |           |           |           |
|--|--|------------|--|-----------|-----------|-----------|
| Ref.   | Metric   | Source     | Initial                                    | Year 1    | Year 2    | Year 3    |
| E1   | Number of internal business analysts needed to create custom Beeline reporting                 | Interviews |  | 1         | 1         | 2         |
| E2   | Fully burdened annual salary of a business analyst   | Salary.com |  | \$100,000 | \$100,000 | \$100,000 |
| Et   | Annual costs for internal business analysts to create custom Beeline reporting                 | E1 * E2    | \$0  | \$100,000 | \$100,000 | \$200,000 |
|  | Risk adjustment  | ↑10%       |  |           |           |           |
| Etr  | Annual costs for internal business analysts to create custom Beeline reporting (risk-adjusted) |            | \$0  | \$110,000 | \$110,000 | \$220,000 |
| <b>Three-year total: \$440,000</b>   |  |            | <b>Three-year present value: \$356,198</b> |           |           |           |

### BEELINE CERTIFICATION TRAINING AND CONFERENCE FEES

**Evidence and data.** Each of the interviewees said that they have a dedicated team using Beeline Extended Workforce Platform. To help those employees understand the individual components of the solution and be more self-sufficient on the product, they opted for professional development opportunities that came in the form of dedicated certification training sessions or attending Beeline conferences.

- Beeline offers certification training sessions for up to 12 individuals at various times throughout the year. “My team strictly manages the relationship with Beeline,” said a contract system supervisor for an oil and energy company. “We opted for additional training sessions, as they have certifications you can gain. After the initial group became certified, we would send new hires to get certified as needed.”
- Beeline also offers the Beeline Conference, where attendees hear from industry experts, activists, and innovators. Interviewees said they took advantage of the Technology Expo, which allows attendees to engage with Beeline’s products and further explore the functionality. A vice president of procurement for a financial

services firm stated, “We go to Beeline conferences to learn more about the industry and their tools.”

**Modeling and assumptions.** For the composite organization, Forrester assumes:

- In the first year that the composite organization has Beeline, it has 12 people complete certification training for the product. (Beeline’s onsite certification sessions are for up to 12 people; the virtual version of these sessions is \$4,200 for up to 12 participants.) Going forward, with the assumption that the composite organization may experience some turnover, it sends five people to be certified in both Year 2 and Year 3.
- For additional reinforcement, the composite organization sends employees each year to Beeline’s conference.
- The conferences and certification training will take place in person.

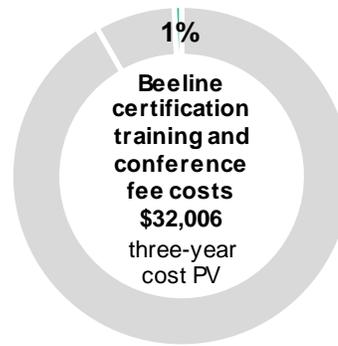
**Risks.** The following risks can impact training costs:

- With effects of the COVID-19 pandemic on business travel, companies may prefer that their employees attend virtual training sessions. This would alter the costs of both the certification

training and the conferences, as employees would not incur travel expenses.

- The number of employees who attend certification training and Beeline conferences each year will affect final cost.

**Results.** To account for these risks, Forrester adjusted this cost upward by 3%, yielding a three-year, risk-adjusted total PV of \$131,000.

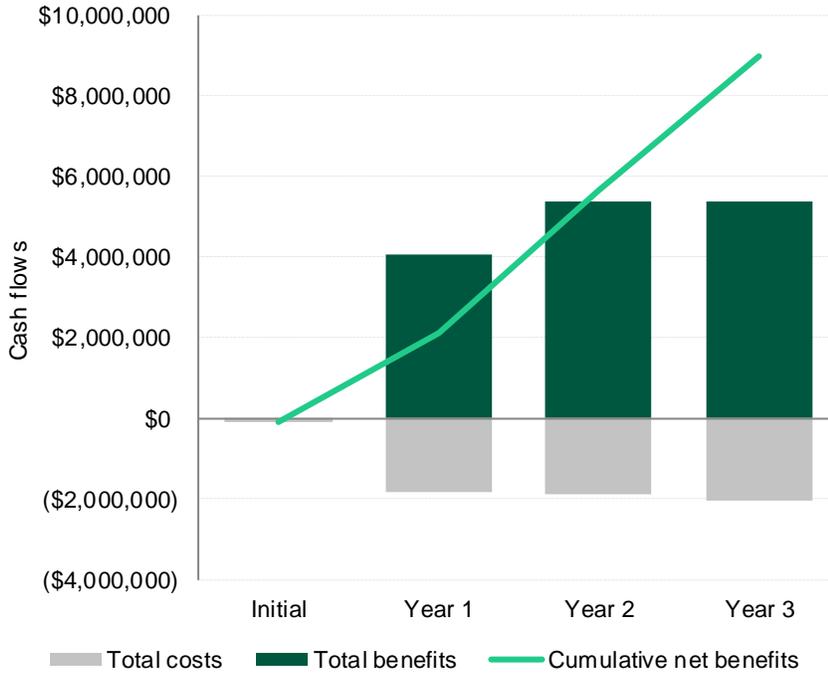


| Beeline Certification Training And Conference Fees |   |           |   |          |          |          |
|--|---|-----------|---|----------|----------|----------|
| Ref.   | Metric  | Source    | Initial                                   | Year 1   | Year 2   | Year 3   |
| F1   | Number of Beeline certification training attendees each year  | Composite |   | 12       | 5        | 5        |
| F2   | Cost per Beeline certification training session (for up to 12 attendees) and associated travel expenses | Beeline   |   | \$5,500  | \$5,500  | \$5,500  |
| F3   | Number of Beeline conference attendees  | Composite |   | 2        | 2        | 2        |
| F4   | Cost per person for Beeline conference and associated travel expenses                                   | Beeline   |   | \$3,100  | \$3,100  | \$3,100  |
| F5   | Subtotal: costs for Beeline conferences and associated travel fees                                      | F3*F4     |   | \$6,200  | \$6,200  | \$6,200  |
| Ft   | Beeline certification training and conference fees  | F2+F5     | \$0                                       | \$11,700 | \$11,700 | \$11,700 |
|  | Risk adjustment   | ↑10%      |   |          |          |          |
| Ftr  | Beeline certification training and conference fees (risk-adjusted)                                      |           | \$0                                       | \$12,870 | \$12,870 | \$12,870 |
| <b>Three-year total: \$38,610</b>                  |   |           | <b>Three-year present value: \$32,006</b> |          |          |          |

# Financial Summary

## CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Financial Analysis (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 Analysis (Risk-Adjusted Estimates)

|                  | Initial    | Year 1        | Year 2        | Year 3        | Total         | Present Value |
|------------------|------------|---------------|---------------|---------------|---------------|---------------|
| Total costs      | (\$82,500) | (\$1,772,870) | (\$1,827,870) | (\$1,992,870) | (\$5,676,110) | (\$4,702,109) |
| Total benefits   | \$0        | \$4,050,804   | \$5,362,581   | \$5,363,118   | \$14,776,503  | \$12,143,824  |
| Net benefits     | (\$82,500) | \$2,277,934   | \$3,534,711   | \$3,370,248   | \$9,100,393   | \$7,441,715   |
| ROI              |            |               |               |               |               | 158%          |
| Payback (months) |            |               |               |               |               | <3            |

# 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 Sources are calculated for each total cost and benefit estimate. NPV Sources in the summary tables are the sum of the initial investment and the discounted cash flows in each year. Sums and present value Sources 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: Christopher J. Dwyer, “Services Procurement And The Future Of Work: A Conversation With Paul Vincent, Global Head Of Services Procurement At Randstad Sourceright,” The Future of Work Exchange, August 16, 2021 (<https://futureofworkexchange.com/2021/08/16/services-procurement-and-the-future-of-work-a-conversation-with-paul-vincent-global-head-of-services-procurement-at-randstad-sourceright/>).

<sup>2</sup> Ibid.

<sup>3</sup> 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.

<sup>4</sup> Source: “Now Tech: Services Procurement Software, Q1 2021,” Forrester Research, Inc., March 30, 2021.

<sup>5</sup> Source: Andrew Hogan, “Why Citi’s \$500M Mistake Is Really A Design Debt Interest Payment,” Forrester Blogs (<https://go.forrester.com/blogs/why-citis-500m-mistake-is-really-a-design-debt-interest-payment/>).

<sup>6</sup> Source: “SHRM Research Overview: Employee Engagement,” Society for Human Resource Management, 2016 (<https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Research-Overview-Employee-Engagement.pdf>).

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