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The Total Economic Impact™ Of The Legion Workforce Management Platform
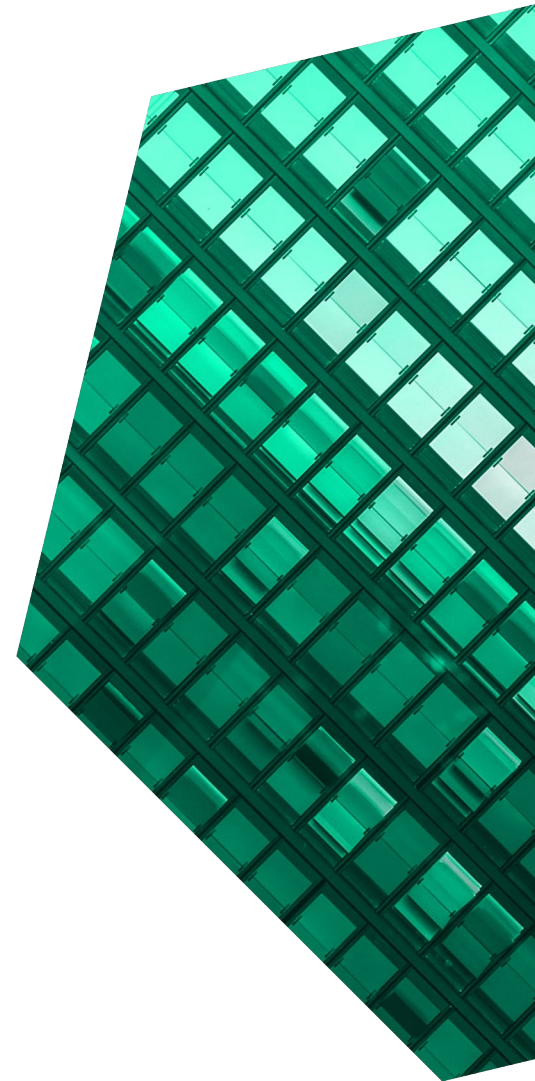
Cost Savings And Business Benefits
Enabled By The Legion Workforce Management
Platform

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Executive Summary

Workforce management (WFM) technologies are vital for enterprise business continuity at customer-facing organizations. By leveraging data, automation, and staffing and scheduling experience, WFM platforms create a positive working environment that drives workplace satisfaction.[1] Legion's modern cloud-based and AI-driven platform optimizes workforce management and empowers employees, simultaneously maximizing scheduling efficiency and increasing employee engagement at scale.

The Legion Workforce Management (WFM) platform improves labor efficiency through machine learning-driven demand forecasting, labor optimization, automated scheduling, and time and attendance management. The platform provides schedules that match user preferences, increases work flexibility, and provides more modern digital features and functionality, therefore enhancing hourly employees' work experiences. This solution also improves employee communication via an easy-to-use mobile app.

Legion commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying the Legion Workforce Management (WFM) platform.[2] The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of the Legion WFM platform on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four customers with experience using the Legion WFM 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 the Legion platform, customers used dated WFM systems to manage their workforce. These systems lacked the usability features and forecasting accuracy necessary to successfully

KEY STATISTICS

Return on investment (ROI)
1,345%

Net present value (NPV)
$13.39M

manage labor. And, due to the lack of automation, customers needed to introduce manual workarounds to their systems. Managers relied on spreadsheets to manually create weekly schedules that were posted in stores or emailed to employees individually. This siloed, inefficient approach to workforce management created an incomplete and reactive view of labor needs at the interviewees' organizations, inhibiting scheduling flexibility and control for employees and causing frustrations for managers, hourly workers, and the organizations as a whole.

With an investment in the Legion platform, customers gained an intuitive, automated workforce management solution that not only provided visibility into the workforce and its needs, but also empowered its hourly employees to take control of their schedules with an easy-to-use mobile app. Organizations reduced the manual efforts for scheduling and shift management for managers and hourly employees, increased scheduling compliance and satisfaction, and ensured they were proactive and better prepared when faced with the unexpected

— all while reducing costs for the enterprises. The platform serves as a solid data foundation to help bridge the gap between having employee data and using it to create the optimal store workforce and driving future business opportunities.

Forecasting accuracy over three years:

95%
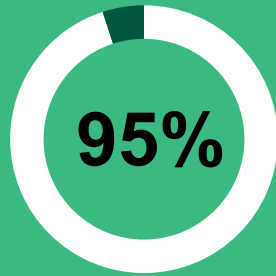
KEY FINDINGS

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

- **Improved scheduling optimization with the Legion platform, resulting in almost $6.1M in savings over three years.** The Legion platform's AI-driven demand forecasting integrates data from thousands of demand impact points. As a result of using Legion, organizations experienced 95% forecasting accuracy over three years. Based on the forecasting data, they automatically generated an optimal labor plan that ensured the right type and amount of labor is scheduled at the correct time.

- **A reduction in employee turnover rate by 5%.** Legion provides organizations with a tool to better serve their employees. Employees freely adopted the tool due to its modern features and functionality. In return, they gained access to their schedules at their fingertips and the ability to shape their schedules to fit their needs without going through the manager. This increased employee satisfaction rates and led to cost savings totaling $3.6 million over three years for the composite organization.

- **A reduction in overtime pay by 10% over three years.** Interviewees' organizations now have a system in place that proactively adjusts the workforce to meet day-to-day need. The Legion platform with its built-in compliance flags enabled organizations to optimize labor to avoid overtime hours. This optimization results in nearly $287.7K in overtime pay savings for the composite organization over three years.

- **Increased manager productivity, leading to more than $4.2M in labor cost savings over three years.** The Legion platform reduced the amount of manual effort needed for scheduling and shift management for managers through its demand forecasting and automated scheduling functionalities. The composite organization sees a 5-hour reduction in time spent on maintaining and managing schedules per store manager per week. This time is reinvested into strategic, value-add activities for the composite organization.

- **Retiring previous workforce management solutions eliminated on-premises environment fees and reduced the burden on IT staff, saving $194K.** Prior to Legion, most interviewees' organizations used on-premises solutions to manage their workforce, which required extensive maintenance and infrastructure costs. By moving to the cloud with Legion, organizations shut down their previous environment and minimized the effort for their IT staff.

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

- **Improved employee engagement.** Prior to deploying the Legion platform, employee engagement was limited because the features and functionality of the previous solutions were outdated and unintuitive. With its mobile application and modern UI, the Legion platform is easy and effortless to work with, improving

employee communication. It gives employees the autonomy they need to own and control their work experience.

- **Increased manager-driven sales contributions.** By using the Legion platform, managers shifted their focus away from scheduling towards more potential revenue-generating tasks, such as new employee training and serving more customers.

- **Unlocked revenue.** The Legion platform helps organizations avoid understaffing during popular days and hours due to its robust forecasting abilities. Optimizing staffing during peak times opens the door to previously untouched revenue opportunities.

Time saved per week per store manager:

5 hours

- **Improved internal onboarding experience.** The legacy workforce management solutions were not intuitive, and the training developed internally by the interviewed organizations was lengthy and difficult to follow. Legion has built-in, streamlined remote training for its platform, making the internal onboarding process quicker and more valuable.

- **A recruitment asset.** The Legion platform empowers employees to own their schedules and adapt them to their availability. Organizations highlighted the platform's abilities as a differentiator when interviewing potential employees.

- **Stronger compliance.** Legion manages the complexities of labor laws by proactively ensuring scheduling, time, and attendance are in compliance with local guidelines. This minimizes risk and promotes peace of mind for the interviewees' organizations.

Costs. Risk-adjusted PV costs include:

- **Fees to Legion.** Organizations incur a yearly license fee based on the size and scope of the project. The composite organization pays a three-year PV of $783.4K for its Legion usage.

- **Implementation, training, and ongoing management.** Members of the operations and IT teams were involved in Legion platform deployment and ongoing management. The composite organization facilitates initial manager training, and the managers themselves conduct minimal ongoing training ad hoc. For the composite organization, costs associated with the implementation, training, and ongoing management of the Legion platform total $209K over three years.

The customer interviews and financial analysis found that a composite organization experiences benefits of $14.34M over three years versus costs of $992K, adding up to a net present value (NPV) of $13.35M and an ROI of 1,345%.

> **"There's not an employee that's not in love with Legion, and especially the app because [employees] didn't have that visibility and ability to start seeing what other shifts are available themselves instead of asking a manager before."**
> *Executive director of information systems, retail*

ROI
1,345%

BENEFITS PV
$14.34M

NPV
$13.35M

Benefits (Three-Year)

Scheduling optimization	$6.1M
Savings from a reduction in employee turnover	$3.6M
Reduction in overtime pay	$287.7K
Manager productivity improvements	$4.2M
Cost savings from transition to the cloud	$194.0K
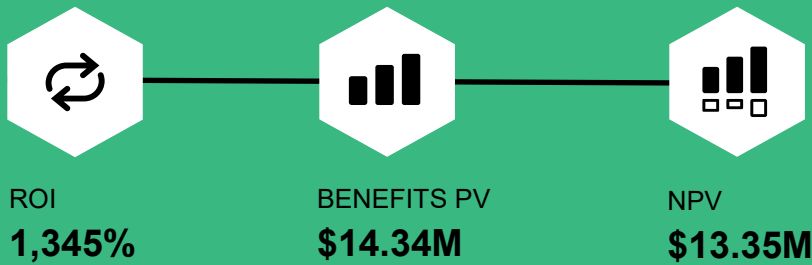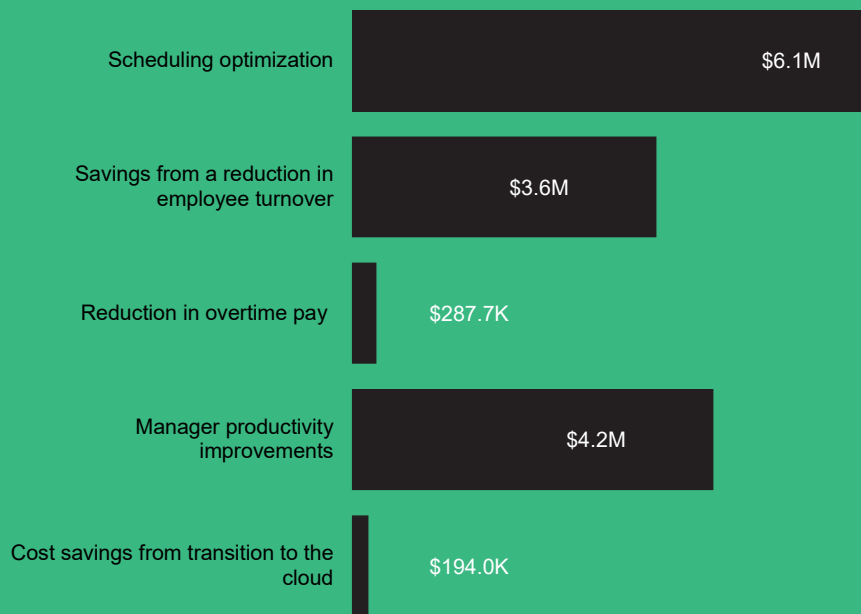
"[Legion] enables us to put labor in the right place more efficiently and more accurately. That comes from, one, a better forecast. Using machine learning, forecasting gets the accurate amount of labor to the right place at the right time. And two, the ability to move flexible workload around more efficiently. That enables us to reallocate labor to where we need it so we're able to schedule more efficiently and make sure that we get labor to the right store on the right day at the right time."

— Director of store operations, retail

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 the Legion WFM 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 Legion WFM platform can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Legion 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 the Legion WFM platform.

Legion 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.

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

DUE DILIGENCE
Interviewed Legion stakeholders and Forrester analysts to gather data relative to the Legion WFM platform.

CUSTOMER INTERVIEWS
Interviewed four decision-makers at organizations using the Legion WFM 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 Legion WFM Platform Customer Journey

Drivers leading to the Legion WFM platform investment

Interviewed Organizations

Industry	Region	Interviewee	Legion deployment
Retail	Headquartered in North America	Director of store operations	**Employees:** 150,000 (100% of total) **Locations:** 17,000 (100% of total)
Retail	Headquartered in North America	Director of workforce planning	**Employees:** 14,500 (100% of total) **Locations:** 1,100 (100% of total)
Retail	Headquartered in North America	Executive director of information systems	**Employees:** 9,000 (100% of total) **Locations:** 650 (100% of total)
Retail	Headquartered in Europe	Director, human resources	**Employees:** 300 (60% of total) **Locations:** 50 (50% of total)

KEY CHALLENGES

Prior to implementing the Legion WFM platform, interviewees' organizations managed their workforce using antiquated systems that lacked the features and functionality necessary to successfully manage labor at a fundamental level. Managers turned to spreadsheets as a scheduling tool, and weekly schedules were posted in stores or emailed individually to employees. This inefficient, bare-bones approach to workforce management created common challenges for these organizations, including:

- **The inability to accurately forecast labor demand.** While interviewees' organizations housed legacy workforce management solutions prior to implementing Legion, these solutions did not deliver accurate forecasting. Existing forecasting tools were high maintenance, as employee data needed to be manually imported, exported, and edited each week. Meanwhile, companies that did not have a forecasting solution relied on the managers' understanding of the business to make labor decisions, which was not always effective. Discrepancies between planned and actual labor lead to lost revenue, higher payroll, and contributed to manager and employee stress levels.

> **"The UI [of our legacy WFM tool] was very dated; we needed a cheat sheet for some clear understanding on when to do what and how to do it. These are issues you shouldn't be facing from a system like this."**
> *Executive director of information systems, retail*

- **Inefficient scheduling from the manager perspective.** Managers at the interviewees' organizations struggled to identify ideal staffing allocations due to the lack of visibility behind scheduling and workforce management in their previous environments. Additionally, the existing manual scheduling process used paper timesheets, and managers spent hours each week reviewing and finalizing them. If an employee suddenly had to change their shift after a schedule was finalized, it was up to the manager to find a replacement. This time-

> **"Everything was bare bones, super manual. Our managers were using Excel, and the system we had wasn't intuitive; it was essentially a glorified online spreadsheet."**
> *Director, human resources, retail*

consuming and inefficient system put the brunt of the work around scheduling on managers' shoulders and contributed to their burnout.

- **Poor employee experience for hourly employees.** Prior to using Legion, hourly employees did not have access to self-service capabilities such as entering availability, changing availability, picking up extra shifts, or swapping shifts. Additionally, there was no mobile application, which organizations and employees saw as a major gap in today's technologically driven world. Furthermore, managers had limited insight into employee availability, and some employees ended up overworking while others were not scheduled enough. This was especially detrimental to scheduling during peak times: With no understanding of when to anticipate high demand, overworked employees were frustrated, which created a retention risk.

- **Challenges managing compliance.** In recent years, increasingly stringent workplace legislation has been passed regarding predictive scheduling and fair work weeks. In their previous environment, managers at the interviewees' organizations found it difficult to balance employee availability and work preferences with business needs and compliance requirements, as

on-premises solutions could not keep up with the evolving legislation. This led to lawsuits and penalties.

- **High costs on legacy technology.** Legacy on-premises solutions required organizations to provision the infrastructure and dedicate resources to maintain and operate it. Organizations also experienced bugs when updating the system. In some cases, technical issues with the infrastructure or on-premises solution resulted in lengthy downtime and employee data loss.

> **"Now our employees can swap shifts, take open shifts, and put in their availability all from their mobile phone. They just have a better experience with their schedule and have a more predictive schedule as well."**
> *Director of workforce planning, retail*

SOLUTION REQUIREMENTS

The interviewees' organizations searched for a solution that could:

- Improve forecasting accuracy.

- Decrease manual processes.

- Provide visibility, flexibility, and accessibility for employees.

- Increase operational efficiency for managers so they can reallocate their time to more value-added tasks.

- Ensure compliance by being proactive.

- Create a modern, cloud-native environment for workforce management.

After a request for proposal (RFP) and business case process evaluating multiple vendors, the interviewees' organizations chose the Legion WFM platform and began deployment.

> **"What I saw from Legion that the other tools didn't have is that you fully customize your setup. So, being able to customize things within the tool that weren't a la carte without being charged every single time gives you flexibility in the way your organization is represented in the tool."**
>
> *Director, human resources, retail*

COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and a 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. The global, multibillion-dollar business-to-consumer retail organization has 10,000 employees spread across multiple locations. The organization has a strong brand and a large customer base. It is open to embracing the cloud and machine learning.

The composite organization aims to develop a conducive workplace environment for its employees by maximizing labor efficiency while improving employee engagement. The composite organization has 500 unit managers, one for each of its retail locations, and 500 corporate employees. The remaining 90% of employees are considered hourly workers. These include front-of-house (FOH) employees, back-of-house (BOH) employees, and associates.

Deployment characteristics. The composite organization uses the Legion WFM platform to modernize employee experiences while improving workforce management through its forecasting, optimization, and scheduling modules. It is deployed across 100% of the organization's employees and across all retail locations.

Key assumptions

- **$10 billion in annual revenue**
- **9,000 hourly employees onboarded to Legion**
- **500 unit managers onboarded**
- **500 locations onboarded**

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	Scheduling optimization	$1,415,232	$2,358,720	$3,773,952	$7,547,904	$6,071,356
Btr	Savings from a reduction in employee turnover	$1,432,080	$1,432,080	$1,432,080	$4,296,240	$3,561,371
Ctr	Reduction in overtime/premium pay with Legion	$98,280	$112,320	$140,400	$351,000	$287,656
Dtr	Manager productivity improvements	$1,700,000	$1,700,000	$1,700,000	$5,100,000	$4,227,648
Etr	Cost savings from transition to the cloud	$78,030	$78,030	$78,030	$234,090	$194,049
	Total benefits (risk-adjusted)	$4,723,622	$5,681,150	$7,124,462	$17,529,234	$14,342,080

SCHEDULING OPTIMIZATION

Evidence and data. Before the investment in the Legion WFM platform, managers at the interviewees' organizations did not have a reliable method of ensuring the optimal level of labor to meet consumer demand at their stores at any given time. Most interviewees' organizations did not have a forecasting system in their previous WFM solutions. Those who had one did not trust its output as forecasting was based on limited data and frequently proved to be inaccurate, costing the company potential added value.

With Legion, the interviewees' organizations ensured optimal labor volume at their stores and made sure the type of labor they needed was scheduled at the right time. The platform's machine learning-driven demand forecasting pulled in data from numerous external sources, such as local events or weather, providing a more accurate forecast of labor demand. The platform computed the minimum amount of labor necessary to meet the forecasted demand and accounted for labor not directly related to customer service, such as restocking and inventory. Legion provides a holistic solution to scheduling optimization.

- Before Legion WFM platform, a retail organization had no method of ensuring scheduling optimization. Once the organization invested in Legion, the interviewed decision-maker said the organization augmented its workforce planning strategy. "Because of Legion's AI and machine learning functionality, it forecasts an ideal headcount per hour per day based on the operating hours and the traffic that's anticipated using all historical data. Additionally, the tool continues to learn over time as we add more data. This is not something we've ever had before but it's been hugely impactful and has changed our approach to work," said the director, human resources.

- Another decision-maker from a retail organization reported that Legion's true machine-learning forecasting was twice as good as its internal forecast and 80% better the other forecasting tools it had tested. "This was a big deal because we knew that if we could get labor into the right stores on the right days, we could avoid waste in

labor and essentially make our labor more useful. And we computed that every hour we get employees into the right store each week is worth about $7 million, which means getting people to the right place at the right time is a huge deal," recalled the director of store operations.

- The Legion platform further optimized organizations' scheduling abilities by offering a more granular look into scheduling shift increments than legacy tools. The platform took flexible workloads, such as restocking and taking inventory, into account when determining the most efficient amount of labor needed to operate successfully. Accordingly, the director of store operations from a retail organization noted a 5% improvement in labor optimization. This equated to 10 hours of efficiency per store on an average budget of 200 hours and decreased levels of overstaffing within stores. "The old system would end up creating extra shifts or dedicated shifts to complete this work, whereas Legion takes those 10 hours of work per week and is more surgical and saying, 'All right, we have 10 minutes there, and 10 minutes there, and 10 minutes there in between customers.' It's been game-changing," said the director of store operations.

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

- The composite organization has 9,000 hourly employees. They work, on average, 15 hours per week and earn $12 per hour.

- With Legion's forecasting capabilities, the organization improves their forecasting accuracy by 3% to 8% over three years.

- Legion enables organizations to optimize their labor, and 70% of the forecasting improvement compensates for the overstaffing they were previously seeing.

> **"[Legion's] forecast model considered out-of-the-box things other products didn't, such as local events we didn't even know were happening."**
> *Executive director of information systems, retail*

Risks. Scheduling optimization varies depending on the following:

- The number of hourly employees and their hourly wage.

- The organization's maturity in forecasting prior to implementing the Legion platform.

- The organization's maturity in utilizing Legion's forecasting abilities and following the platform's considerations for optimizing labor.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $6,071,356.

Scheduling Optimization

Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Number of hourly employees	Composite	9,000	9,000	9,000
A2	Number of employee hours per week	Composite	15	15	15
A3	Average hourly employee wage	Composite	$12	$12	$12
A4	**Labor costs of hourly employees**	A1*A2*A3*52 weeks	**$84,240,000**	**$84,240,000**	**$84,240,000**
A5	Forecasting accuracy before Legion	Interviews	87%	87%	87%
A6	Forecasting accuracy after Legion	Interviews	90%	92%	95%
A7	Improvements in forecasting accuracy with Legion	A6-A5	3%	5%	8%
A8	Percent of forecasting improvement compensating for overstaffing	Composite	70%	70%	70%
A9	**Forecasting improvement compensating for overstaffing with Legion**	A7*A8	**2%**	**4%**	**6%**
At	Scheduling optimization	(A7*A4)*A8	$1,769,040	$2,948,400	$4,717,440
	Risk adjustment	↓20%			
Atr	Scheduling optimization (risk-adjusted)		$1,415,232	$2,358,720	$3,773,952
	Three-year total: $7,547,904		Three-year present value: $6,071,356		

SAVINGS FROM A REDUCTION IN EMPLOYEE TURNOVER

Evidence and data. High store associate turnover was a huge pain point for retail organizations and can be expensive if not managed correctly. Retailers that invest in modern tools that simplify and enhance a store associate's experience can proactively ensure their frontline workers feel taken care of and equipped to succeed at their job.[3] Interviewees organizations better served their employees with the introduction of the Legion WFM platform, which resulted in a more engaged workforce.

- Prior to Legion, schedules were sent out at varying times each week and employees were not made aware of when they were posted. Additionally, some organizations noted that employees had to physically go into the store to get the schedule and, if there was any change, employees were not always notified. With the Legion app, employees have access to their schedules right at their fingertips. Schedules are posted at a set time and if there is any change, all affected employees are told. The director of workforce planning at a retail organization stated: "There's a convenience in knowing that you can plan your own life because you know Wednesday morning when you're scheduled when you get the notification on your phone. You can now make plans and understand what you can do around your work schedule instead of waiting and anticipating that schedule to coming through. It saves a lot of stress for our employees."

- Legion also serves as a communication network between corporate and hourly employees. The executive director of information systems at a retail organization said: "[Previously], we had no solution for conversing with our employees. There was no way to say, 'Hey, there's a hurricane or there's a big ice storm in Texas. These 10 stores are closed.' Employees just had to hope we would call them if something like that came up, which didn't always happen. Legion solves this issue because it gives us a communication model and allows us to reach our hourly workers instantly."

"I've gotten a lot of feedback from our hourly teams about being able to have an app for their schedule. They're super engaged in the tool. It makes them feel empowered with their schedule and gives them the flexibility to plan their lives. They also better understand the business needs because of the transparent access to the schedule, which is great, because there isn't always an opportunity to explain why a schedule is so important. But being able to show it and show that we value our employees has been super important for us."
Director, human resources, retail

- The Legion WFM mobile app provides employees with schedule empowerment. Employees can easily offer, view, and claim open shifts through their device, giving employees the flexibility they need right at their fingertips. "They may go to school and work part time. They may work two or three part-time jobs. They need and want to control their own life and schedule, so we have to shift our mindset and answer to them. Legion gives them the power to do what they need to do while keeping managers out of it," said the director of workforce planning at a retail organization.

- The director, human resources at another retail organization mirrored the importance of this facet and reported a 20% reduction in missed shifts due to the improved visibility into shift availability through Legion. "If an employee is not able to come in for their shift, they have to find coverage for themselves by swapping. This used to be a stressor because it had to be done through the manager, but with Legion, employees get regular updates about when the business needs them. Legion matches work preferences with open shifts, which gives available employees more opportunity to earn some money."

This improved flexibility and ownership over their time increased employee satisfaction in the organization and, in turn, employee retention rates.

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

- The composite organization has 9,000 hourly employees.

- The composite organization experiences a 70% attrition rate, which is typical of a high growth company in the retail sector.

- The composite organization sees a 5% reduction in employee turnover rate that is attributable to Legion.

- The average cost of replacing an employee is 15% of the employee's annual salary. This is a conservative measure that takes into account training and ramping in a high turnover industry.

Risks. The savings from a reduction in employee turnover vary depending on the following:

- The turnover rate and other factors driving turnover at the organization.

- The employee hourly wage.

- The average cost of recruiting and training an employee.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of $3,561,371.

Ref.	Metric	Source	Year 1	Year 2	Year 3
Savings From A Reduction In Employee Turnover					
B1	Number of hourly employees	Composite	9,000	9,000	9,000
B2	Employee turnover rate per year before Legion	Interviews	70%	70%	70%
B3	Reduction in employee turnover rate attributable to Legion	Interviews	5%	5%	5%
B4	Employee hourly wage as annual salary	$12*40 hours*52 weeks	$24,960	$24,960	$24,960
B5	Average cost of replacing an employee	15% of annual salary	$3,744	$3,744	$3,744
Bt	Savings from a reduction in employee turnover	B1*B3*B5	$1,684,800	$1,684,800	$1,684,800
	Risk adjustment	↓15%			
Btr	Savings from a reduction in employee turnover (risk-adjusted)		$1,432,080	$1,432,080	$1,432,080
	Three-year total: $4,296,240		**Three-year present value: $3,561,371**		

REDUCTION IN OVERTIME PAY

Evidence and data. Previously, the interviewees' organizations had no system in place around predictive scheduling and adjusting the workforce when the need for extra hands arose, which resulted in overtime pay. They wanted better control over overtime pay. With its built-in compliance flags, accurate forecasting, optimal workload computation, and data-driven scheduling, the Legion platform enabled organizations to optimize labor to avoid overtime hours.

- The director, human resources at a retail organization saw a 10% reduction in overtime

"Every organization has their own definition of what compliance is and what those rules are, such as 'I only want to use 10 percent of overtime' or something like that. Legion allows us to lock in all those rules within the system, which constantly keeps us in compliance."
Executive director of information systems, retail

pay due to proactive visibility into staffing needs from improved forecasting in conjunction with the set compliance rules through the Legion platform. This interviewee said: "We've definitely had a reduction in overtime, especially in California with double time. Because of the compliance flags that are built into the scheduling tool in Legion, a manager can see if they've scheduled someone in California for more than eight hours for example and reduce that shift and add that half hour somewhere else. Mangers and payroll really have more control and oversight into adjusting the workforce."

Reduction in overtime pay over three years:

10%

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

- The composite organization saw an average of 10 hours of overtime pay per location per week before Legion.

- With Legion's workforce optimization capabilities, the organization reduces its overtime pay by 7% to 10% over three years.

- Overtime pay for hourly employees is 1.5 times the regular pay.

- The composite has 500 retail locations.

Risks. The reduction in overtime pay may vary depending on the following:

- The number of retail locations within the organization.

- The number of overtime pay hours per location.

- The overtime pay rate at the organization.

- The speed of Legion adoption into the organization.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of $287,656.

Reduction In Overtime Pay					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Average overtime pay hours per location per week before Legion	Composite	10	10	10
C2	Reduction in overtime pay with Legion	Interviews	7%	8%	10%
C3	Overtime pay for hourly employees	(1.5*A3)-A3	$6	$6	$6
C4	Number of locations	Composite	500	500	500
Ct	Reduction in overtime pay	C1*C2*C3*C4*52 weeks	$109,200	$124,800	$156,000
	Risk adjustment	↓10%			
Ctr	Reduction in overtime pay (risk-adjusted)		$98,280	$112,320	$140,400
	Three-year total: $351,000		Three-year present value: $287,656		

MANAGER PRODUCTIVITY IMPROVEMENTS

Evidence and data. Interviewees' organizations wanted to empower their managers to be more efficient in their scheduling tasks by improving visibility into labor needs and employee availability, and automating scheduling. Legion's AI-powered demand forecasting paired with its automated scheduling capabilities removed manual scheduling burdens and reduced the time spent on creating and maintaining schedules. It also increased transparency into full staff schedules and availability. This manager time savings was reallocated toward more strategic, value-add activities for the organization.

- An interviewee at a retail organization noted a 50% reduction in time spent on scheduling due to the Legion platform's capabilities: "[Managers] have now reinvested seven hours a month, which is almost two hours per week. So, whether that's spent in talent development or training, whatever that might look like, it's been hugely significant."

- Another interviewee saw a 4-to-6-hour reduction per week in time spent on scheduling due to improved forecasting and efficiencies in creating and updating schedules with Legion: "The manager is no longer spending all that time trying to get the schedule back right around the forecast, editing the forecast, adding employees, moving employees around, all that stuff is being

handled by Legion. Now, that person is only spending 30 minutes."

- Another retail organization estimated that it took managers 45 minutes to finalize schedules with their old solution and, with the Legion platform, they reduced this time to 15 minutes.

Time saved per week per manager:

5 hours

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

- The composite organization has 500 retail locations.

- Each location has one unit manager responsible for scheduling, 100% of whom adopt the Legion platform.

- Each manager saves 5 hours per week on scheduling tasks with the Legion platform.

- The average fully burdened hourly rate of a store manager is $32.

- Forrester conservatively estimates that 50% of the total time saved per manager is applied directly back to value-generating tasks, and it is therefore included in the benefit calculation. Individual managers may apply additional time savings toward professional development, training, and work-life activities which were not included in the benefit analysis.

Risks. Manager productivity improvements may vary depending on the following:

- The number of retail locations within the organization.

> **"[With Legion], managers can shift away from really what I like to call '1980s retail' and into the modern age."**
> *Director of workforce planning, retail*

- The number of unit managers responsible for scheduling within the organization and their productivity rates

- The fully burdened compensation of a store manager.

- The speed of Legion adoption into the organization.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of $4,227,648.

Manager Productivity Improvements					
Ref.	Metric	Calculation	Year 1	Year 2	Year 3
D1	Number of locations	Composite	500	500	500
D2	Number of unit managers per location responsible for scheduling	Composite	1	1	1
D3	Percentage of managers who adopt Legion	Composite	100%	100%	100%
D4	**Managers involved in scheduling**	**D1*D2*D3**	**500**	**500**	**500**
D5	Average hours saved per week per store manager with Legion	Interviews	5	5	5
D6	**Average hours saved on scheduling per year per store manager with Legion**	**D5*50 weeks**	**250**	**250**	**250**
D7	Average fully burdened hourly rate, store manager	Interviews	$32	$32	$32
D8	Productivity recapture	Assumption	50%	50%	50%
Dt	Manager productivity improvements	D4*D6*D7*D8	$2,000,000	$2,000,000	$2,000,000
	Risk adjustment	↓15%			
Dtr	Manager productivity improvements (risk-adjusted)		$1,700,000	$1,700,000	$1,700,000
	Three-year total: $5,100,000		**Three-year present value: $4,227,648**		

COST SAVINGS FROM TRANSITION TO THE CLOUD

Evidence and data. Interviewees described one of the key benefits as cost savings from replacing their organizations' on-premises workforce management solutions with the cloud-native Legion platform. With the legacy on-premises workforce management tools, organizations faced the following challenges:

- The on-premises tools required the infrastructure to host them.

- Organizations incurred the costs of servers, apps, software, maintenance, and physical facilities where the hardware was located.[4]

- IT staff were charged with maintaining the legacy workforce management solutions and the associated infrastructure.

- Typically, on-premises solutions required upgrades every three years. However, interviewees did not provide the information on the costs of upgrades to Forrester. Therefore, these costs are not included in the financial model. Readers are advised to consider the costs

of upgrades for on-premises tools when considering a migration to cloud-based solution.

As a cloud-based platform, Legion introduced organizations to the benefits of a true Cloud application:

- When it came to updating the platform, organizations saw fewer bugs in critical areas of the platform as compared to upgrades done with previous technologies, and there were no update costs.

- Additionally, the director of store operations at a retail organization highlighted the platform's speed of disaster recovery as an extremely valuable asset: "Downtime was under minutes, and, for a similar type of disaster on an on-prem solution, we could be talking days if we're lucky. Instead, we had minutes of downtime and no data loss. We never expected something like this to happen, but I'm glad we had Legion when it did."

"For our on-prem solution, if something went wrong, the IT team had to call up the vendor and say, 'Your software is broken. Fix it.' Now, we don't have to keep that staff on constant alert and we don't have the overtime and off-hour support that we needed to have before."
Director of store operations, retail

As a result of their transition to the Legion cloud platform, organizations shut down the servers used for the legacy WFM solutions and reassigned the IT staff dedicated to infrastructure management.

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

- The organization shuts down its four servers in the first year it implements the Legion platform.

- The organization reassigns one IT FTE from server/network-related infrastructure management to value-add projects.

Risks. Cost savings from the transition to the cloud may vary depending on the following:

- Hardware used for the former on-premises workforce management solutions(s).

- The costs of servers, software, maintenance, and facilities.

- IT staff dedicated to workforce management-related infrastructure management.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of $194,049.

Cost Savings From Transition To The Cloud

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
E1	Servers avoided due to moving to the cloud	Interviews	4	4	4
E2	Server cost	Industry average	$5,000	$5,000	$5,000
E3	Network cost per server	Industry average	$750	$750	$750
E4	Server/network hardware maintenance	Industry average	$4,500	$4,500	$4,500
E5	Software costs	Industry average	$2,500	$2,500	$2,500
E6	Server software maintenance	Industry average	$1,500	$1,500	$1,500
E7	Server/network power, cooling, and facilities	Industry average	$7,200	$7,200	$7,200
E8	**Infrastructure costs saved**	**E1*(E2+E3+E4+E5+E6+E7)**	**$85,800**	**$85,800**	**$85,800**
E9	Number of IT FTEs managing the infrastructure for on-premises solution	Interviews	1	1	1
E10	Percent of IT FTEs time dedicated to server/network management	Interviews	5%	5%	5%
E11	IT FTE annual fully burdened salary	Composite	$120,000	$120,000	$120,000
E12	**Reduction in server/network admin costs**	**E9*E10*E11**	**$6,000**	**$6,000**	**$6,000**
Et	Cost savings from transition to the cloud	E8+E12	$91,800	$91,800	$91,800
	Risk adjustment	↓15%			
Etr	Cost savings from transition to the cloud (risk-adjusted)		$78,030	$78,030	$78,030
	Three-year total: $234,090		**Three-year present value: $194,049**		

UNQUANTIFIED BENEFITS

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

- **Improved employee engagement.** Employees openly embraced and adopted the tool due to its modern UI and easy-to-use features. The mobile app grants employees instant access to their work week and more control over their schedules at their fingertips. Those who want to work more hours can take open shifts or work at multiple locations, and those who are not able to make their shift can easily find coverage via the app. Additionally, engagement features such as an activity feed containing corporate and employee news keeps employees informed at a glance. The platform's intuitive UI creates a seamless employee experience.

- **Increased manager-driven sales contributions.** The Legion platform frees up time for managers to directly impact the bottom line of their business. A director, human resources at a retail company saw a 22% increase in manager contributions to sales once implementing Legion. The platform enables managers to optimize their productivity and gives them more hours to

reinvest into strategizing, serving customers on the floor, and helping train new employees.

- **Unlocked revenue.** Legion's forecasting abilities ensure that labor hours are allocated to the time in the day/week where there is the highest demand. With better visibility into peak days and hours, managers have the control to staff their top performers during those peak periods. The ability to avoid understaffing has huge top-line ramifications, as it opens up what would have been untapped revenue streams.

> **"One of the best things that Legion has done for our hourly employees is that it's given them their schedule at their fingertips. They can integrate it with their calendar and they can use the app, so there's no excuse as to why someone wouldn't know their schedule or wouldn't be able to change their shift if they needed to."**
> *Director, human resources, retail*

- **Improved internal onboarding experience.** Bad onboarding experience increases the risk of employee turnover, reduces productivity, and promotes disengagement.[5] A frequent complaint among the interviewees was that rolling out new workforce vendor software was an extremely complex process. Previous solutions contained numerous features and functionality packed into one tool with a complicated UI. Additionally, there was no set training to understand it; training was

> **"Our turnover rate is huge, so there's constant training for new hires. If we can give employees a product like the Legion platform that requires very little or no training from us, that is a huge time savings for us."**
> *Executive director of information systems, retail*

homemade and done manually. Legion's streamlined remote training combined with the platform's intuitive UI allows organizations to train their staff quicker and more effectively. The training built into the application is also automatically updated when new features are introduced, making it sustainable for high turnover. As stated by the executive director of information systems at a retail organization: "We hire our employees and bring them in for an orientation process. There's a lot going on in there, right? However, the Legion piece is a 5- to 10-minute part of that process. And, at this point, I've never heard any concerns or issues around it. It's easy training for a product its users love."

- **A recruitment asset.** The Legion platform provides an advantage when looking to hire potential hourly employees. When highlighting the advantages of working for their organization in job interviews, the director of workforce planning at a retail organization stated that he discusses Legion as a differentiator that may push interviewees to accept a job with them over other offers: "We say 'With the Legion app, you'll be able to set your prep work preferences, you'll be able to decide not only if you want to work in this building, but if you want to work in other

buildings locally, and if you have the time, you can pick up hours in those locations as well.' This is a huge selling point, because they can now make more money and become more entrenched in the organization by impacting more locations, which may allow them to move up over time. Having Legion shows that we take care of our employees by providing them tools that will make them successful in the workplace."

- **Stronger compliance.** Legion manages the complexities of state and local labor laws while enabling organizations to optimize labor spend and deployment based on highly accurate demand forecasting. This helps them minimize risk and avoid potential fines regarding meal and rest, schedule changes, and closing/opening premium pay. An interviewee from a retail organization reported "millions in savings" from compliance avoidance for premium fees due to the Legion platform's capabilities. "Legion reacts quickly to the onslaught of legislation being passed for workforce compliance. They are doing a great job of keeping up, and our previous solution did not even come close," said the director of store operations.

FLEXIBILITY

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

- **Responding to the unexpected.** The Legion WFM platform ensures organizations are better prepared and more agile when faced with the unexpected. The platform enables employees to communicate in real time through the app, which is vital if a personal emergency, natural disaster, or other uncontrollable situation arises. Legion helps organizations adapt to these circumstances, whether it's by finding staff from

> **"Having payroll control and being able to optimize productivity [with Legion] gives our employees more hours to reinvest into the generation of revenue. That's where the magic happens. Not only are you saving on costs, but you're also increasing your business."**
> *Director, human resources, retail*

others stores to help pick up shifts or helping cover shifts in another store. This makes sure stores can continue to operate and serve customers.

- **Improving budget effectiveness.** After bringing Legion on board, organizations quickly discovered how much visibility into projected labor expenses they were lacking in their previous state. Without access to reliable data, store managers were creating handwritten schedules that were constantly reacting to labor needs. They were hard-pressed to find a system in which they could accurately project their organizations' needs in advance based on machine learning. A director, human resources recalled: "Our finance team has benefited a lot over time because they can actually see what optimal payroll looks like. So, stores that may need 10% more are getting 10% more, and stores that don't necessarily need 5% of what they were getting, don't get the 5%. Where we've needed more, where we've needed less, we've been able to apply our payroll in a more strategic way." Other organizations mentioned how this improvement in payroll accuracy freed up funds

previously reserved for overbudgeting to deploy in other value-adding areas.

- **Improved insights.** The Legion WFM platform's fully integrated business intelligence capabilities enable its users to explore and analyze their historical data, build and share dashboards, and create custom reports. The data ingested into the platform depicts a complete picture of an organizations' WFM operations. The advanced insights gained from this holistic view of the organization can be used to shape future business decisions across the organization.

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

> "We never fully understood our business but now, with Legion, we know what our peak days and times are. So, when it came to having to close our stores on certain days, we were actually able to use data to determine which day was our slowest or least productive. We are no longer closing on a day that would be productive for generating sales."
> *Director, human resources, retail*

LEGION DURING THE PANDEMIC

The COVID-19 pandemic upended business operations for the interviewees' retail organizations. Organizations needed to ensure they could remain operating in a constantly changing environment when faced with a volume of shift changes due to illness or quarantine while continuing to deploy Legion to their total workforce.

Strategizing For Store Operation

Legion WFM data helped organizations strategize and avoid store closures. Companies could use demand forecast data and open shifts to determine how many workers they needed to bring back to work and hire. They could also adjust their labor models to account for new cleaning requirements and capacity restrictions automatically.

> "So many people were calling out that we had to share employees across stores. So employees being able to say, 'Okay, I can go work over here. Let me see what's available.' That was critical for us. It saved us a lot of time and money because keeping that store staff was just hard to do."

[Executive director of information systems, retail]

Deploying Remotely

Legion's ability to be deployed quickly in a decentralized manner was critical during the pandemic. Organizations were unable to bring everyone together to train in person, but using Legion reduced the burden of this drawback.

> "If we had been using any other software, we probably wouldn't have been able to roll out on time. We probably would have had a hole this year. And I would still be rolling out software."

[Director of store operations, retail]

Analysis Of Costs

■ Quantified cost data as applied to the composite

Total Costs

Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Ftr	Fees to Legion	$0	$315,000	$315,000	$315,000	$945,000	$783,358
Gtr	Implementation, training, and ongoing management	$87,201	$48,985	$48,985	$48,985	$234,156	$209,020
	Total costs (risk-adjusted)	$87,201	$363,985	$363,985	$363,985	$1,179,156	$992,378

FEES TO LEGION

Evidence and data. The composite organization paid license fees to Legion that are dependent on the size and scope of the project.

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

- Annual fees for the Legion WFM platform are $300K per year for 10,000 employees using the forecasting, optimization, and scheduling modules.

Risks. The fees to Legion may vary depending on the following:

- Project scope and deployment of the Legion platform, in terms of number of employees and modules in use.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $783,358.

Fees To Legion

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	License fees	Assumption	$0	$300,000	$300,000	$300,000
Ft	Fees to Legion	F1	$0	$300,000	$300,000	$300,000
	Risk adjustment	↑5%				
Ftr	Fees to Legion (risk-adjusted)		$0	$315,000	$315,000	$315,000
	Three-year total: $945,000			**Three-year present value: $783,358**		

IMPLEMENTATION, TRAINING, AND ONGOING MANAGEMENT

Evidence and data. Interviewees described the implementation, training, and ongoing management of the Legion platform as simple and a relatively minimal time investment that required:

- Involvement from operations FTEs to plan, test, configure, integrate, and codevelop the environment with the Legion team. According to the director of workforce planning at a retail company: "Initial User Acceptance Testing was probably less than 40 hours total work, maybe, spread out across multiple weeks. Then you add in a few hours a week on conference calls to discuss system performance and performance validation. Ongoing [involvement] included sorting field questions, dealing with system lockouts, user error, things of that nature."

- Involvement from IT to support reporting and employee data. The director of store operations at a retail organization stated: "It was a very low lift for IT. They just needed to send a couple of files on employee records and employee status, store attributes, store list, and store hierarchies."

- Manager training focused on how to work in the Legion platform to maximize their ability to support the workforce with optimizing use of the solution. The director of store operations at a retail organization stated: "For managers, the

> **"Relative to other launches I've done, this was the easiest software I've ever implemented in my career. Not only did [Legion] help with the heavy lifting in terms of integrations, but they also made the testing environment very simple. It was as intuitive as using a smartphone without reading the manual."**
> *Director of workforce planning, retail*

initial walk-through training was under an hour and then we also assume that a manager plays around the software for another hour. They then serve as super users for their stores."

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

- Three operations FTEs give 50% of their time to participate in the initial implementation for three months. One operations FTE stays involved for 20% of their time per year to manage overall system ownership.

- One IT FTE dedicates 15% of their time towards implementation of the platform in the initial three months. The FTE continues to stay involved to update employee data.

- All managers on the platform participate in 10 hours of training prior to onboarding onto the Legion platform. They take part in 1 hour of

Total implementation and deployment time:

3 months

↗

ongoing training per year to stay current on updates in the system.

Risks. The implementation, training, and ongoing management fees may vary depending on:

- The complexity and scope of the transition from the former workforce management to the Legion platform.

- The number and salaries of FTEs dedicated to the adoption and management of the Legion platform.

- The number, hourly rates, and length and frequency of training.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of $209,020.

Implementation, Training, And Ongoing Management

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
G1	Operations FTEs involved in implementation	Interviews	3	1	1	1
G2	Time dedicated by operations FTEs (months)	Interviews	3	12	12	12
G3	Percent of operations FTEs' time dedicated to Legion implementation	Interviews	50%	20%	20%	20%
G4	Operations FTE annual fully burdened salary	Composite	$90,000	$90,000	$90,000	$90,000
G5	**Operations cost of implementation**	**G1*G2*G3*(G4/12 months)**	**$33,750**	**$18,000**	**$18,000**	**$18,000**
G6	IT FTEs involved in implementation	Interviews	1	1	1	1
G7	Time dedicated by IT FTEs (months)	Interviews	3	12	12	12
G8	Percent of IT FTEs' time dedicated to Legion implementation	Interviews	15%	5%	5%	5%
G9	Average IT fully burdened monthly rate	Composite	$10,053	$10,053	$10,053	$10,053
G10	**IT cost of implementation**	**G6*G7*G8*G9**	**$4,524**	**$6,032**	**$6,032**	**$6,032**
G11	Number of managers on platform	Interviews	500	500	500	500
G12	Manager training hours	Interviews	2	1	1	1
G13	Average fully burdened hourly rate, managers	Composite	$41	$41	$41	$41
G14	**Training fees**	**G11*G12*G13**	**$41,000**	**$20,500**	**$20,500**	**$20,500**
Gt	Implementation, training, and ongoing management	G5+G10+G14	$79,274	$44,532	$44,532	$44,532
	Risk adjustment	↑10%				
Gtr	Implementation, training, and ongoing management (risk-adjusted)		$87,201	$48,985	$48,985	$48,985
	Three-year total: $234,156		**Three-year present value: $209,020**			

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (risk-adjusted)
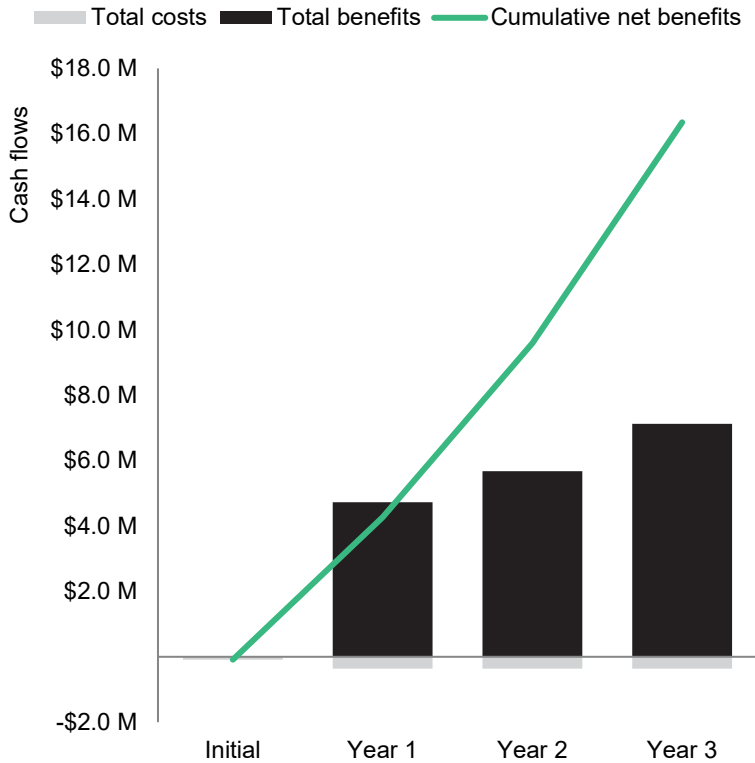
The financial results calculated in the Benefits and Costs sections can be used to determine the ROI and NPV for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted ROI and NPV 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	($87,201)	($363,985)	($363,985)	($363,985)	($1,179,156)	($992,378)
Total benefits	$0	$4,723,622	$5,681,150	$7,124,462	$17,529,234	$14,342,080
Net benefits	($87,201)	$4,359,637	$5,317,165	$6,760,477	$16,350,078	$13,349,702
ROI						1,345%

Appendix A: Total Economic Impact

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

TOTAL ECONOMIC IMPACT APPROACH

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

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

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

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

The initial investment column contains costs incurred at "time 0" or at the beginning of Year 1 that are not discounted. All other cash flows are discounted using the discount rate at the end of the year. PV calculations are calculated for each total cost and benefit estimate. NPV calculations in the summary tables are the sum of the initial investment and the discounted cash flows in each year. Sums and present value calculations of the Total Benefits, Total Costs, and Cash Flow tables may not exactly add up, as some rounding may occur.

PRESENT VALUE (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PV of costs and benefits feed into the total NPV of cash flows.

NET PRESENT VALUE (NPV)

The present or current value of (discounted) future net cash flows given an interest rate (the discount rate). A positive project NPV normally indicates that the investment should be made, unless other projects have higher NPVs.

RETURN ON INVESTMENT (ROI)

A project's expected return in percentage terms. ROI is calculated by dividing net benefits (benefits less costs) by costs.

DISCOUNT RATE

The interest rate used in cash flow analysis to take into account the time value of money. Organizations typically use discount rates between 8% and 16%.

Appendix B: Endnotes

[1] Source: "The Forrester Tech Tide™: Contact Center Technologies For Customer Service, Q1 2021," Forrester Research, Inc., January 19, 2021.

[2] 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

[3] Source: "Now Tech: Retail Associate Enablement, Q2 2018," Forrester Research, Inc., April 27, 2018.
[4] Source: "Justify Your Hybrid Cloud Future With A Solid Business Case," Forrester Research, Inc., July 6, 2017.
[5] Source: "Make (Or Break) Your CX Through Employee Onboarding," Forrester Research, Inc., April 28, 2017.