FORRESTER

The Total Economic Impact™
Of Salesforce Case Management
Solutions For Government

Cost Savings And Business Benefits
Enabled By Case Management Solutions For
Government

JANUARY 2024

A FORRESTER TOTAL ECONOMIC IMPACT™ STUDY COMMISSIONED BY SALESFORCE

The Total Economic Impact™ Of Salesforce Case Management Solutions For Government

Solutions Brief

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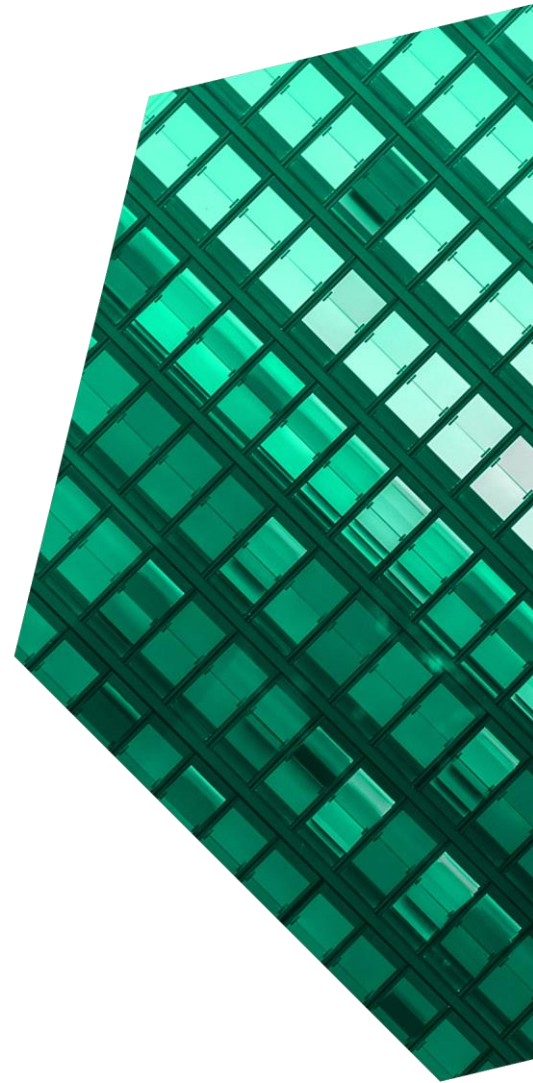# The Total Economic Impact™ Of Salesforce Case Management Solutions For Government

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Executive Summary

> For government organizations, providing high-quality customer experiences (CX) is key to mission success. When government CX improves, customer trust and engagement increase, and operations can run more smoothly and cost-effectively.[1] Salesforce case management solutions help organizations modernize customer experiences by unlocking new channels for customer engagement, improving customer and employee visibility, and streamlining activities throughout the case lifecycle.

Salesforce case management solutions, including Service Cloud, Experience Cloud, Public Sector solutions, Health Cloud, and Government Cloud, provide unified platforms that streamline customer service management and create channels for digital engagement. For public sector organizations, these solutions enable case management for a variety of use cases, including contact center, financial, revenue, human, health, and other public services. With Salesforce case management solutions, public sector organizations can modernize customer engagement and experiences while empowering employees and agents to efficiently provide services.

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

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed six representatives from four organizations in the public sector with experience using Salesforce case management solutions. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization that provides a variety of

KEY STATISTICS

Return on investment (ROI)
104%

Net present value (NPV)
$4.18M
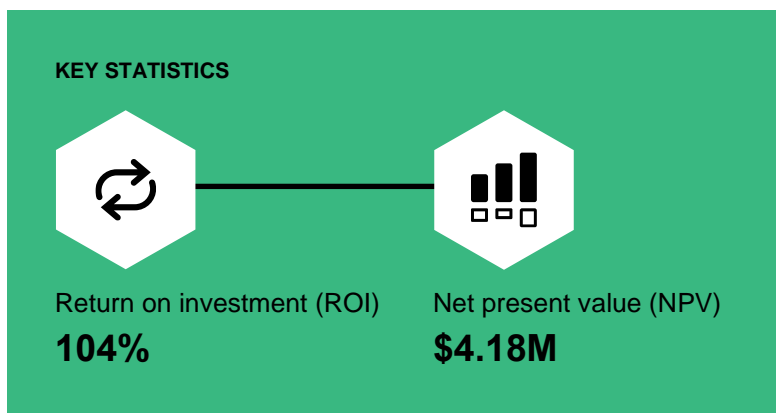
public services to customers and responds to 500,000 cases per year.

Interviewees noted that prior to using Salesforce case management solutions, their organizations lacked solutions to effectively manage customer experiences, relying on disparate systems and tools. These limitations led to inefficiency across the case management lifecycle, lack of visibility for employees and customers, inability to provide services in a cost-effective manner, and poor customer experiences.

After the investment in Salesforce case management solutions, the interviewees unlocked modern channels for customer engagement, improved service efficiency, automated workflows and reporting, and retired legacy systems. Key results from the investment include improved customer experiences and improved case management efficiency.

KEY FINDINGS

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

- **A 70% reduction in call volumes through deflection to lower-cost channels.** Salesforce case management solutions enable the composite organization to introduce new channels for case management, including self-service portals, driving a reduction in cases handled through telephony. By shifting cases away from telephony intake to lower-cost channels, the composite organization saves $2.1 million over three years.

- **Two hours of avoided rework for cases submitted with insufficient information.** With Salesforce case management solutions, guided processes standardize the information and data collected. As a result, field workers have the necessary information to complete service requests more effectively. By minimizing the need for case rework, the composite organization saves $3.7 million.

- **A 20% efficiency improvement for administrative work.** By moving to a unified platform to manage cases, the composite organization gains a 360-degree view of case information and activities and automates tasks that were previously handled manually. Over three years, the efficiency gain is worth $1.3 million to the composite organization.

- **Retirement and consolidation of legacy systems, which saves $125,000 in annual licensing and maintenance costs per system.** As a result of adopting Salesforce case management solutions, the composite no longer needs to license and maintain costly infrastructure from its prior environment. Over three years, the value of the retired systems is worth $1.1 million.

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

- Improved customer experiences.

- Faster time to value.

- Improved decision-making.

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

- **Implementation and ongoing administration costs.** The composite organization implements Salesforce case management solutions in 10 months with the support of four internal IT staff and a team of professional services resources. For ongoing management, two internal Salesforce administrators and an ongoing professional services contract are involved in user support, maintenance, and updates. Over three years, total implementation and ongoing administration costs total $2.0 million for the composite.

- **Training costs.** The composite organization provides training for both general users and Salesforce administrators. Over three years, the training costs total $198,000.

- **Salesforce subscription costs.** Subscription costs are based on the number of internal users and number of portal members or portal logins. The composite organization incurs subscription costs of $1.8 million over three years.

The representative interviews and financial analysis found that a composite organization experiences benefits of $8.21 million over three years versus costs of $4.03 million, adding up to a net present value (NPV) of $4.18 million and an ROI of 104%.

ROI
104%

BENEFITS PV
$8.21M

NPV
$4.18M
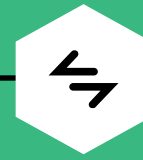
PAYBACK
9 months

Benefits (Three-Year)

Call deflection savings — $2.1M

Faster case resolution for service requests — $3.7M

Workforce optimization — $1.3M

Avoided legacy system licensing and maintenance cost savings — $1.1M
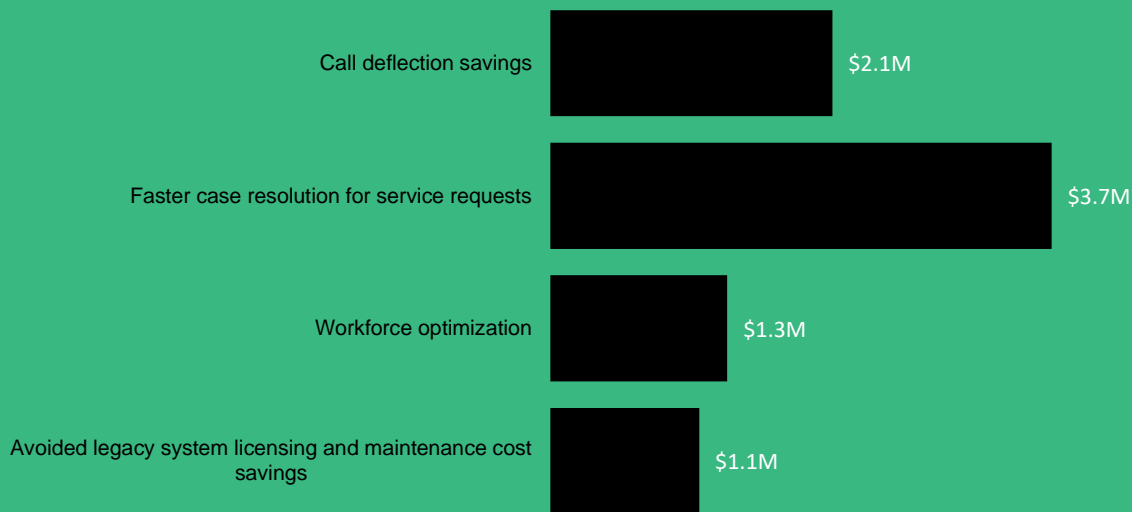
"Automating, standardizing, and adding consistency to the request process with Salesforce is the only way for our organization to serve more customers without drastically increasing personnel to handle their requests."

— Branch manager, federal shared services agency

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 Salesforce case management solutions.

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 Salesforce case management solutions can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Salesforce 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 Salesforce case management solutions.

Salesforce 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.

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

DUE DILIGENCE
Interviewed Salesforce stakeholders and Forrester analysts to gather data relative to case management solutions.

INTERVIEWS
Interviewed six representatives at four organizations using Salesforce case management solutions to obtain data with respect to costs, benefits, and risks.

COMPOSITE ORGANIZATION
Designed a composite organization based on characteristics of the interviewees' 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 interviewees.

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.

Interviews			
Role	**Organization Type**	**Region**	**Budget**
Branch manager Product manager	Federal shared services agency	US	$260M
Executive branch manager	Territorial government	APAC	$4.5B
Managing deputy CIO Enterprise solutions manager of Salesforce	City government	US	$2B
Chief digital and information officer	National energy department	EMEA	N/A

KEY CHALLENGES

When describing their organizations' environments prior to investing in Salesforce case management solutions, interviewees noted that they were heavily reliant on disparate tools, systems, channels, and siloed operations for engaging and serving customers. The budgeting and procurement processes that are common in government organizations had contributed to clunky and outdated technology sprawl.

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

- **Manual work and poor case visibility.** The interviewees noted their organizations' disparate legacy tools lacked workflow automation and were not able to provide effective visibility into customer cases across their lifecycles. Tool limitations forced employees to handle cases in a manual fashion and swivel-chair between systems to gather information and address customer requests. For example, the branch manager at a federal shared services agency noted that customer requests were received and managed through email with multiple staff members managing each mailbox. Employees

were responsible for carrying out activities manually without traceability or automated workflow processes, which negatively impacted agent efficiency and was prone to human error.

- **Poor customer experiences.** The interviewees' organizations' legacy tools did not provide consistency or transparency for customers, impacting their service experiences. With multiple, unstandardized channels to request services and no consolidated system of record, intake and management processes were inconsistent across channels and customers often had to repeat information during each interaction. Additionally, customers lacked the ability to check on the status of a request, reducing transparency. Customers were increasingly unhappy with the difference between the high-quality experiences received during interactions with private organizations and the poor service experience from government agencies. Customers expected better service experiences from their government agencies.

- **Inability to serve customers cost-effectively.** The interviewees noted their organizations' legacy systems made it difficult to keep up with

increasing volumes of service demands without adding staff. Lack of automation, highly manual processes, low visibility, and reliance on inefficient and higher-cost case intake channels, such as telephony and email, inhibited case resolution times and staff productivity. Facing increased case volumes, legacy approaches were unsustainable in the long term.

WHY SALESFORCE?

The interviewees shared the following reasons for selecting Salesforce:

- **Proven platform value.** Interviewees noted that Salesforce provided the most mature offering in the market. The managing deputy CIO at a city government shared that feedback from other peer agencies using Salesforce case management solutions validated the benefits of the investment. The branch manager at a federal shared services agency said, "The major decision drivers were the success of the Salesforce platform and Salesforce's industry leadership in CRM."

- **Out-of-the-box capabilities.** The branch manager at a federal shared services organization noted that Salesforce's out-of-the-box features and APIs were designed to support government and supported the decision to invest. Salesforce's out-of-the-box features include prebuilt Public Sector Solutions, and its APIs are powered by Mulesoft.

- **Security and compliance.** The executive branch manager at a territorial government said: "One of the key things Salesforce had was a certified security assessment from an Australian cybersecurity [authority]. We did look at some competitors but, at the time, Salesforce was the only one that had it in production working and that was a key thing for us."

"There was a one-way information transfer that left customers blind. Transactional information goes into the system, and that was it. There was no communication back to the customer to close the loop. There was no way for a customer to know what happened to their work request."

Executive branch manager, territorial government

INVESTMENT OBJECTIVES

Interviewees searched for a solution to invest in that could:

- Modernize digital service delivery.

- Improve customer experiences.

- Provide customers with a single place to request services or information.

- Leverage automation and drive efficiency.

COMPOSITE ORGANIZATION

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

Description of composite. The composite government organization provides a variety of public services to customers and receives 500,000 cases in Year 1 of the investment with the number of cases growing by 10% each following year. It has 675 employees that are involved in case intake and resolution activities.

Deployment characteristics. Prior to implementing Salesforce case management solutions, customer service requests were submitted through high-cost contact centers, face-to-face visits, or email, which the composite organization managed with several disparate legacy tools. To address rising case volumes and improve customer experiences, the composite organization migrates to Salesforce case management solutions to provide contact center services where customers can request services and information.

Key Assumptions

- **Public services provider**
- **500,000 cases received annually**
- **675 employees working on cases**

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	Call deflection savings	$459,000	$841,500	$1,295,910	$2,596,410	$2,086,364
Btr	Faster case resolution for field service requests	$1,360,000	$1,496,000	$1,645,600	$4,501,600	$3,709,091
Ctr	Workforce optimization	$324,000	$540,000	$756,000	$1,620,000	$1,308,820
Dtr	Avoided legacy system licensing and maintenance cost savings	$337,500	$450,000	$562,500	$1,350,000	$1,101,334
	Total benefits (risk-adjusted)	$2,480,500	$3,327,500	$4,260,010	$10,068,010	$8,205,609

CALL DEFLECTION SAVINGS

Evidence and data. Interviewees shared that their organizations introduced new channels, including customer self-service portals, with the help of Salesforce case management solutions and consequently shifted case intake and management away from costly or less efficient channels.

- The enterprise solutions manager of Salesforce at a city government shared that their customers had primarily been served by telephony in the prior environment. With the adoption of Salesforce case management solutions, 67% of cases transitioned to intake through a digital web portal. By moving low-complexity, repetitive cases away from telephony, the interviewee's city government organization lowered the cost to serve, improved visibility and internal coordination, and provided customers with a more seamless experience.

- Interviewees from the federal shared services agency and the territorial government also noted a high shift of customer cases to web portal and self-service channels. For example, the branch manager at a federal shared services agency

"It's automated so that when a request comes in, our staff members start can start working quickly. They don't wait or have to check a delegation of authority list."

Branch manager, federal shared services agency

shared that their customers submitted service requests through a digital portal, automatically routing these requests to the appropriate staff member to work on.

- The chief digital and information officer in a national energy department shared that their organization launched a customer portal to efficiently manage several rebate schemes. With the portal, customers could easily access information and submit requests in a self-serve manner.

Reduced telephony call volume

70%

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- In Year 1, the composite organization handles 500,000 cases across channels. Each year, total case volumes grow by 10%.

- In the legacy environment, 80% of cases were handled by telephony.

- As a result of expanding digital channels with Salesforce, the composite's call center deflects call volumes to lower cost channels by 30% in Year 1, 50% in Year 2, and 70% in Year 3.

- The average cost per telephony case is $5 based on the composite's average handling time and cost of agent.

- The average cost per digital channel case is $0.50 based on the composite's average cost of agents handling multiple interactions at once.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The total volume of cases as determined by an organization's size, scale, and scope of services provided.

- Volume of cases handled by telephony in the prior environment.

- The speed at which case types and services are deflected to digital channels.

- Actual cost per call and cost per digital channel interaction.

- Actual savings per call, which depend on operations costs, technology licenses, and other variables.

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 $2.1 million.

Call Deflection Savings

Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Total volume of cases in all channels	Composite	500,000	550,000	605,000
A2	Percentage handled by phone prior to Salesforce	Interviews	80%	80%	80%
A3	Volume of cases managed through call centers before Salesforce	A1*A2	400,000	440,000	484,000
A4	Reduction in call volume as a result of expanding digital channels	Interviews	30%	50%	70%
A5	Calls redirected to digital channels	A3*A4	120,000	220,000	338,800
A6	Average cost per call	Composite	$5	$5	$5
A7	Average cost per digital channel (chat, portal, app, email)	Composite	$0.50	$0.50	$0.50
A8	Savings per redirected call	A6-A7	$4.50	$4.50	$4.50
At	Call deflection savings	A5*A8	$540,000	$990,000	$1,524,600
	Risk adjustment	↓15%			
Atr	Call deflection savings (risk-adjusted)		$459,000	$841,500	$1,295,910
	Three-year total: $2,596,410		**Three-year present value: $2,086,364**		

FASTER CASE RESOLUTION FOR SERVICE REQUESTS

Evidence and data. Before the Salesforce case management solutions investment, service requests frequently lacked the critical information required to deliver proper resolutions. After the deployment of Salesforce, case intake was standardized through portals, forms, and applications, giving service workers a complete picture of the customer and case details and improving case resolution efficiency.

- The enterprise solutions manager of Salesforce at a city government shared that by standardizing information gathered through case intake forms, field workers had the correct information at hand and even photographs of the issues to efficiently complete tasks and avoid unnecessary repeat visits to locations due to incomplete information.

- While the federal organization's use case was focused on financial shared services, the branch manager noted that at least 10% of requests were submitted with insufficient information before the adoption of Salesforce case management solutions, requiring staff to reach back out to customers to get the necessary information to start working on a case. With Salesforce, requests that did not provide enough information were automatically flagged. By requiring customers to input all necessary information, the organization improved service efficiency.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- In Year 1, the composite organization handles 500,000 cases across channels. Each year, total case volumes grow by 10%.

- Of these cases, 40% are related to field service requests.

- In the prior environment, 10% of requests are submitted without sufficient information.

Faster Case Resolution For Non-Field Service Use Cases

The benefit calculated here models the time savings of improved case intake as it applies to field service requests. However, this is not the only use case that can realize faster case resolution benefits. Other use cases that will receive a similar benefit include information requests, application submissions, document requests, complaints or inquiries, payment processing, customer record updates, and more.

To apply this benefit for these types of requests:

1. Identify the volume of requests that are received annually without sufficient information to complete the request.
2. Estimate the average incremental time required for rework and additional data gathering for each case identified in the previous step. This is the figure for per case time savings gained through standardized case intake with Salesforce case management solutions.
3. Multiply the volume of requests, against the time savings figure, and apply the average hourly rate of the roles impacted.

- Additional efforts to resolve requests without sufficient information add an additional 2 hours of labor to complete the request.

- The field response service team's average fully burdened hourly salary is $40.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The total volume of field service cases as determined by an organization's size, scale, and scope of services provided.

- The volume of cases that were received with insufficient information before Salesforce.

- The actual amount of time saved by having complete and accurate data.

- The labor cost of field service staff

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV of $3.7 million.

> **"What drives efficiency is that now we are holding all customers to the same standard when it comes to data submission. We require a certain amount of data to even handle the request. Previously, a lot of cases would require back-and-forth just to get enough data. Now, we've standardized across all our customers and the data required for our workflows must be submitted before we can get started."**
>
> *Branch manager, federal shared services agency*

Faster Case Resolution For Field Service Requests

Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Total number of cases across channels	Composite	500,000	550,000	605,000
B2	Percent of cases related to field service requests	Interviews	40%	40%	40%
B3	Percent of requests without sufficient information	Interviews	10%	10%	10%
B4	Total number of service requests lacking sufficient information	B1*B2*B3	20,000	22,000	24,200
B5	Average hours saved per request	Interviews	2	2	2
B6	Average fully burdened hourly salary of field service staff	Composite	$40	$40	$40
Bt	Faster case resolution for field service requests	B4*B5*B6	$1,600,000	$1,760,000	$1,936,000
	Risk adjustment	↓15%			
Btr	Faster case resolution for field service requests (risk-adjusted)		$1,360,000	$1,496,000	$1,645,600
	Three-year total: $4,501,600		**Three-year present value: $3,709,091**		

WORKFORCE OPTIMIZATION

Evidence and data. By moving away from using disparate systems to managing cases through the unified Salesforce platform, the interviewees noted their organizations gained a 360-degree view of customers, case information, and case activities. Additionally, the interviewees' organizations took advantage of process automation to reduce manual work and improve efficiency.

- The executive branch manager at a territorial government highlighted that Salesforce provided a single pane of glass to view case information and service history, reducing manual work to aggregate information across systems to serve customers. The interviewee noted their organization gained additional efficiency improvements through workflow automations, such as automated email generation. They shared: "The workflow efficiency has improved for back-end staff. There are automated emails that used to be bespoke, drafted letters. Now, electronic communication between systems can be triggered by certain criteria in the workflow. So, a staff member doesn't have to touch it."

- The branch manager at a federal shared services agency highlighted that service efficiency had improved by 23% to 50%, depending on the requested service. This efficiency improvement was driven by a unified view of customer case data and integration with third-party systems, which reduced swivel-chairing, automated routing of cases, guided workflows, and provided easier reporting capabilities. For example, the interviewee noted that reporting for audit purposes was made easier because communications and documents were centralized within the platform, saving 5 to 10 minutes per service request by automating previously manual reporting work.

- The enterprise solutions manager of Salesforce at a city government also shared that workflow

> **"Salesforce has put us on a pathway to have full dashboard visibility of all the work on hand in one place. That's very powerful. We haven't had that before. Before, you'd have to literally count up all the different things in the different systems. Now, it's starting to be aggregated in one place."**
>
> *Executive branch manager, territorial government*

automations for activities such as contract management drove staff efficiency. They explained: "One process that we have set up in Salesforce is that when a contract is about to expire, it will initiate a new purchasing process and reach out to the vendor. It's triggered in the system and then the work proceeds. Before, that would have required somebody to swivel-chair between several systems and hand-key in information." The interviewee noted that they measured a time savings of 3 minutes per request with this automation.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- The composite organization has 75 administrative resources.

- Forty percent of an administrative resource's work is completed on Salesforce.

- Process automation drives a 15% efficiency improvement in Year 1, 25% in Year 2, and 35% in Year 3.

- The average fully burdened annual salary of an administrator is $80,000.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The number of administrative resources.

- The percentage of work completed on Salesforce.

- The rate of workflow automation adoption.

- The actual burdened cost of administrative resources.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of $1.3 million.

Workforce Optimization					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
C1	Number of administrative roles	Composite	75	75	75
C2	Percent of work completed on Salesforce	Composite	40%	40%	40%
C3	Automation driven productivity lift	Interviews	15%	25%	35%
C4	Average fully burdened annual salary of administrator	Composite	$80,000	$80,000	$80,000
Ct	Workforce optimization	C1*C2*C3*C4	$360,000	$600,000	$840,000
	Risk adjustment	↓10%			
Ctr	Workforce optimization (risk-adjusted)		$324,000	$540,000	$756,000
	Three-year total: $1,620,000		**Three-year present value: $1,308,820**		

AVOIDED LEGACY SYSTEM LICENSING AND MAINTENANCE COST SAVINGS

Evidence and data. After implementing Salesforce case management solutions, interviewees' organizations were able to retire or reduce licensing and maintenance costs associated with their legacy systems.

- The enterprise solutions manager of Salesforce at a city government noted that their organization had retired one legacy point solution for contract management and were planning to retire an additional tool by the end of the year.

- The executive branch manager at a territorial government noted that legacy systems had been decoupled, reducing maintenance costs.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- In Year 1, the composite organization retires three legacy systems. For Years 2 and 3, one additional legacy system is retired in each year.

- The average annual licensing and maintenance cost per system is $125,000.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The number of legacy systems that can be replaced by Salesforce.

- Actual licensing and maintenance costs.

- The ability for the organization to decommission legacy systems across the organization.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of $1.1 million.

	Avoided Legacy System Licensing And Maintenance Cost Savings				
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
D1	Number of legacy systems retired	Interviews	3	4	5
D2	Average licensing and maintenance costs per system	Interviews	$125,000	$125,000	$125,000
Dt	Avoided legacy system licensing and maintenance cost savings	D1*D2	$375,000	$500,000	$625,000
	Risk adjustment	↓10%			
Dtr	Avoided legacy system licensing and maintenance cost savings (risk-adjusted)		$337,500	$450,000	$562,500
	Three-year total: $1,350,000		Three-year present value: $1,101,334		

UNQUANTIFIED BENEFITS

Interviewees mentioned the following additional benefits that their organizations experienced but were not quantified for this study:

- **Improved customer experiences.** Salesforce enabled interviewees' organizations to provide customers with greater ease of access, transparency, and speed throughout the case lifecycle, improving overall customer experiences. The executive branch manager at a territorial government shared: "Customers have their own dashboard where they can request services and see a complete history. And they can then have a two-way communication with service providers within government. The customer's experience is much better when they are using that platform. We can manage and customize, personalize their engagement with government."

> **"We are better able to coordinate internally when everyone is using the same system. So when somebody reports illegal dumping but it's trash accumulation and civil enforcement needs to go out, we can route that internally without the customer needing to call the right department. Internal coordination makes for a more seamless experience on the customer's end."**
>
> *Enterprise solutions manager of Salesforce, city government*

- **Faster time to value.** The chief digital and information officer at a national energy department noted that their organization was on a tight timeline to implement Salesforce case management solutions and launch support for several rebate schemes. With Salesforce's out-of-the-box features and configurable building blocks, the interviewee's organization accelerated time to value for its support services, with time to launch for schemes ranging from as little as four to 12 weeks.

- **Improved decision-making.** Interviewees shared that Salesforce case management solutions provided data, analysis, tracking, and reporting capabilities that weren't available in their legacy environments which helped to improve decision-making. For example, interviewees at both the federal shared services agency and city government shared that Salesforce unlocked data and visibility into performance and staffing, driving better decisions around staffing requirements. Interviewees were able to see trends in cases and proactively address recurring issues.

FLEXIBILITY

The value of flexibility is unique to each organization. There are multiple scenarios in which an organization might implement Salesforce case management solutions and later realize additional uses and business opportunities, including:

- **Better agility to meet future needs.** Interviewees shared that Salesforce provided a platform foundation and flexibility that positioned their organizations to meet future needs with agility. The chief digital and information officer at the national energy department said, "It's giving us a platform for the future that we can start to build, scale out, and then build additional components on that we can use for schemes and other policy objectives when they come."

- **Justification for budget requests.** The enterprise solutions manager of Salesforce at the local organization shared that Salesforce unlocked data that could be used to support future budget requests. They said: "The council has indicated that if somebody comes with a budget request, it would be very helpful if they had CRM data to show that we are falling behind somewhere or that volumes have increased. We now have that data available."

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

> **"We have been able to curate a platform for ourselves to have a standardized software development lifecycle approach. We can build out applications on top of that platform as we see fit. We can also partner with a suite of Salesforce partners and that gives us a lot of flexibility in our approach and a robust platform for service delivery across government."**
>
> *Executive branch manager, territorial government*

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
Etr	Implementation and ongoing administration	$750,200	$495,000	$495,000	$495,000	$2,235,200	$1,981,192
Ftr	Training costs	$128,066	$28,215	$28,215	$28,215	$212,711	$198,233
Gtr	Salesforce subscription	$0	$742,500	$742,500	$742,500	$2,227,500	$1,846,488
	Total costs (risk-adjusted)	$878,266	$1,265,715	$1,265,715	$1,265,715	$4,675,411	$4,025,913

IMPLEMENTATION AND ONGOING ADMINISTRATION

Evidence and data. Interviewees noted internal labor and system integrator costs associated with implementation and ongoing management of Salesforce case management solutions.

- Interviewees shared implementation timelines ranging between 12 weeks to 18 months.

- Internal labor during the implementation period included admins, project managers, and product owners.

- All interviewees shared that their organizations worked with system integrators (SIs) during their Salesforce implementations, with engagement costs reaching up to $400,000. Several interviewees noted that the SIs remained engaged for ongoing management.

- Interviewees noted that four to five administrative resources were involved in ongoing management.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- Four internal IT staff are dedicated to the Salesforce implementation.

- The fully burdened monthly salary of an IT resource is $10,800.

- The composite organization implements Salesforce case management solutions in 10 months.

- Professional services costs during the implementation are $250,000.

- Four Salesforce administrators are responsible for ongoing management.

- The annual fully burdened salary of a Salesforce administrator is $100,000.

- Annual professional services costs for ongoing management are $50,000.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The scope and services provided by an organization.

- Integration requirements.

- The number of internal resources involved in implementation and ongoing management and their labor costs.

- Professional services costs.

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 $2.0 million.

Implementation And Ongoing Administration

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Internal IT staff dedicated to implementation	Interviews	4			
E2	Average fully burdened monthly salary of IT staff	Composite	$10,800			
E3	Number of implementation months	Interviews	10			
E4	Professional services costs	Interviews	$250,000			
E5	Subtotal: Internal implementation	E1*E2*E3+E4	$682,000			
E6	Number of Salesforce administrators	Interviews		4	4	4
E7	Average fully burdened salary of Salesforce administrators	Composite		$100,000	$100,000	$100,000
E8	Ongoing professional services costs	Interviews		$50,000	$50,000	$50,000
E9	Subtotal: Ongoing administration	E6*E7+E8		$450,000	$450,000	$450,000
Et	Implementation and ongoing administration	E5+E9	$682,000	$450,000	$450,000	$450,000
	Risk adjustment	↑10%				
Etr	Implementation and ongoing administration (risk-adjusted)		$750,200	$495,000	$495,000	$495,000
	Three-year total: $2,235,200			**Three-year present value: $1,981,192**		

TRAINING COSTS

Evidence and data. Interviewees described training for two categories of employees: Salesforce administrators and general users. The necessary training time for each role differed, with administrators requiring a deeper level of understanding of the Salesforce platform and users needing a basic introduction to Salesforce and then ramp time to gain familiarity with the platform.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- 675 employees participate in general training. These employees participate in 4 hours of training in Year 1 and 1 hour of ongoing training each year following. The average burdened hourly salary of each employee is $38.

- Four Salesforce administrators participate in 72 hours of advanced training in Year 1. The burdened hourly salary of the Salesforce administrator is $48.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The number of employees requiring training and the depth of training required for their role.

- The hourly cost of employees.

- The number of use cases.

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

Training Costs						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
F1	Number of employees participating in general training	Interviews	675	675	675	675
F2	Hours of general training	Interviews	4	1	1	1
F3	Average fully burdened hourly salary of trained employees	Composite	$38	$38	$38	$38
F4	Subtotal: general training	F1*F2*F3	$102,600	$25,650	$25,650	$25,650
F5	Number of Salesforce administrators participating in advanced training	Interviews	4			
F6	Hours of advanced training	Interviews	72			
F7	Average fully burdened hourly salary of Salesforce administrators	Composite	$48			
F8	Subtotal: advanced training	F5*F6*F7	$13,824			
Ft	Training costs	F4+F8	$116,424	$25,650	$25,650	$25,650
	Risk adjustment	↑10%				
Ftr	Training costs (risk-adjusted)		$128,066	$28,215	$28,215	$28,215
	Three-year total: $212,711			**Three-year present value: $198,233**		

SALESFORCE SUBSCRIPTION

Evidence and data. Interviewees noted that Salesforce subscription costs were based on the number of internal users and total portal members or monthly logins. Annual licensing costs for the interviewees' organizations ranged from $650,000 to $800,000.

Modeling and assumptions. Based on the interviewees' experiences, Forrester assumes the following about the composite:

- The composite organization has annual subscription costs of $675,000.

- Pricing may vary. Contact a Salesforce representative for additional details.

Risks. Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The number of internal users, portal members, and monthly logins.

- Pricing variables, such as an organization's investments in other Salesforce products, discounts, and agreements, that impact actual costs.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of $1.8 million.

Salesforce Subscription						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Salesforce subscription cost	Composite		$675,000	$675,000	$675,000
Gt	Salesforce subscription	G1	$0	$675,000	$675,000	$675,000
	Risk adjustment	↑10%				
Gtr	Salesforce subscription (risk-adjusted)		$0	$742,500	$742,500	$742,500
	Three-year total: $2,227,500			Three-year present value: $1,846,488		

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

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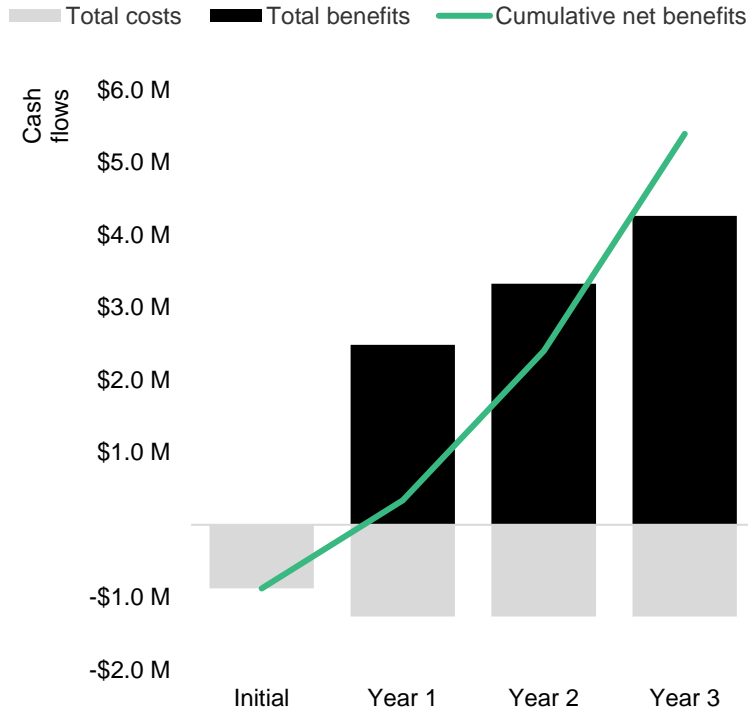
The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV, and payback period for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

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

Cash Flow Analysis (Risk-Adjusted Estimates)						
	Initial	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present Value**
Total costs	($878,266)	($1,265,715)	($1,265,715)	($1,265,715)	($4,675,411)	($4,025,913)
Total benefits	$0	$2,480,500	$3,327,500	$4,260,010	$10,068,010	$8,205,609
Net benefits	($878,266)	$1,214,785	$2,061,785	$2,994,295	$5,392,599	$4,179,696
ROI						104%
Payback						9 months

Appendix A: Total Economic Impact

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

TOTAL ECONOMIC IMPACT APPROACH

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

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

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

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

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

PRESENT VALUE (PV)

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

NET PRESENT VALUE (NPV)

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

RETURN ON INVESTMENT (ROI)

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

DISCOUNT RATE

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

PAYBACK PERIOD

The breakeven point for an investment. This is the point in time at which net benefits (benefits minus costs) equal initial investment or cost.

Appendix B: Endnotes

[1] Source: "A Three-Step Approach To Jump-Starting CX Transformation In Government," Forrester Research, Inc., August 2, 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.

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