The Total Economic Impact™ Of ServiceNow HR Service Delivery

Cost Savings And Productivity Benefits Enabled By HR Service Delivery

Table Of Contents

Consulting Team:

Courtenay O'Connor

Matthew Dunham

ABOUT FORRESTER CONSULTING

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

Executive Summary

Intentionally designing a cohesive employee experience is the key to higher levels of engagement, productivity, and retention for new hires. HR service delivery is a growing area of an organization's tech infrastructure that can optimize this employee journey and lower the cost to serve employees. It enables HR teams to track and manage their interactions with employees and manage critical employee experiences.[1]

ServiceNow HR Service Delivery (HRSD) consists of a suite of applications that enables employees to find the information they need, self-serve, and get personalized and guided support across the employee journey, all within a single portal. The applications include:

- **Employee Center Pro.** This provides a single, unified portal for service delivery across the enterprise.

- **Case and Knowledge Management.** This standardizes documentation, interactions, and fulfillment of employee requests.

- **Employee Journey Management.** This builds complete enterprise-wide workflows to support employees through complex moments.

- **HR Agent Workspace.** This connects HR teams to the information they need fast, in a personalized workspace.

Other ServiceNow HRSD capabilities include Now Assist, Employee Relations, Process Mining for HR, Virtual Agents, Issue Auto Resolution, and Workforce Optimization.

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

Return on investment (ROI)
259%

Net present value
$15.61M

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed six representatives with experience using HR Service Delivery. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single composite organization that is a global B2C organization with 35,000 FTEs and revenue of $10 billion per year.

Interviewees said that, prior to using ServiceNow's HR Service Delivery, their organizations struggled with inefficient HR processes, a lack of self-service tools for employees, and a need for better reporting and visibility into HR operations. As a result, HR productivity suffered, and organizations struggled to meet their employee experience (EX) goals. A mix of prior vendor-supplied and homegrown HR service delivery solutions created an inoperable lack of governance and integration strategy for the IT team, and a broken and frustrating employee experience for HR and the workforce. Not only did the workforce suffer from productivity-sapping manual processes, the IT and HR teams had to spend manual effort to resolve simple tasks, all of which cost more money and time.

After the investment in HR Service Delivery, the interviewees aligned their HR tech stack with larger digital transformation efforts and future fit capabilities, integrating many systems into a single shared service standard and model. A consolidated knowledge base made it easier and faster for employees to find important information and resolve inquiries that kept them from being productive. In turn, HR employees automated inefficient processes, giving them more time to focus on problems rather than churning through volumes of tickets.

Key results from the investment include improved consistency, productivity, and overall EX for employees and managers alike through automated workflows and self-service hubs. This improved experience cascades into meaningful and measurable impacts in employee satisfaction, retention rates, and other employee engagement areas.

KEY FINDINGS

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

- **Getting newly onboarded employees to full productivity two weeks faster.** Rather than operating at 75% productivity for the duration of a three-week

onboarding period, the composite brings resources to full productivity within one week with HRSD. This faster time to full productivity for newly onboarded employees equates to a financial benefit of $9.3 million for the composite organization over the three-year analysis.

- **Over 77,000 hours in end-user time savings on HR requests.** Compared to the prior environment, end users save up to 15 minutes on tier-one HR requests, and up to 30 minutes on tier-two HR requests. These end user time savings add up to more than $1.1 million for the composite organization.

- **Over 17,000 hours of HR time savings on processing employee HR requests.** Compared to the prior environment, HR employees spend up to 45% less time on tier-one HR requests, and up to 30% less time on tier-two HR requests. These HR time savings equal more than $615,000 to the composite organization.

- **Up to 30% HR labor efficiencies regained by streamlining HR workflows with HRSD.** ServiceNow HRSD automates workflows for things like onboarding, offboarding, payroll, leave management, employee relations, compliance, and other HR workflows. For the composite, HR resources save up to 80,000 FTE hours compared to their prior environment. These time savings are worth over $8 million to the composite organization.

- **Savings from consolidated technology environment.** By consolidating four HR technology solutions into one, the composite organization saves excess license costs from its legacy technology stack. The composite organization is also able to redeploy more than 4,000 hours of IT labor that were previously devoted to managing their legacy systems. In total, these savings are worth more than $1.1 million.

- **Improved workflow development agility.** HRSD enables the composite organization to independently develop high-quality, automated workflows, which previously were built by third-party contractors. As a result, the composite organization reduces its contractor spend and productively redeploys employee hours previously dedicated to contractor management. Over three years, the reduced reliance on contractors is worth $1.4 million to the composite organization.

Benefits not included in ROI. Benefits that are not included in the ROI analysis but can potentially provide benefits for the composite organization include:

- **Improved employee retention and experience.** HRSD improves employee engagement across service platforms, enhancing employee satisfaction scores and streamlining onboarding and training processes to position new employees for success, ultimately reducing attrition for the composite organization. The decline in turnover helps the composite avoid vacancy costs while keeping current employees more engaged.

Increase in HR team efficiency with ServiceNow HR Service Delivery

20% to 30%

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

- **Improved standardization and governance.** The composite organization leverages ServiceNow HRSD's digital platform to enable HR teams to create standardized agreements and automate approval processes, ensuring that all necessary documentation is completed. The composite organization uses ServiceNow HRSD to create a dynamic knowledge management system, allowing HR teams to easily update knowledge articles, ensuring that employees have the most up-to-date information. The improved knowledge base lowers the risk of providing employees with incorrect information, which can lead to confusion and errors in HR processes.

- **Improved functionality and visibility into HR-related business objectives.** ServiceNow HR Service Delivery centralizes all of the composite organization's HR-related information and KPIs into a single platform, allowing HR teams to easily track and monitor employee data, performance, and metrics. Additionally, ServiceNow HRSD offers customizable dashboards and reporting tools, enabling

the organization to create and visualize KPIs specific to its HR goals and objectives.

- **Improved preparedness for audits.** ServiceNow HRSD provides the composite organization with a centralized repository for all HR-related data, documents, and processes. This ensures that all information is easily accessible and organized, making it easier to meet compliance requirements and respond to audits.

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

- **Licensing costs.** HRSD licensing costs for the composite organization increase 5% year over year in keeping with organic headcount growth, totaling $3.7 million over the three-year analysis.

- **Internal and external implementation costs.** The composite organization engages a third-party implementation partner and dedicates IT and HR resources to implementation and stabilization. In total, the composite's implementation costs come to $804,000.

- **User testing and training.** A small portion of the composite organization's employee base tests HR SD during the implementation and the initial deployment phase. Additionally, the organization trains both HR users and end users on using HRSD. Total testing and training costs amount to $902,000 over three years.

- **Solution maintenance costs.** The composite organization devotes one IT employee and one HR resource to managing the HRSD platform. The employees spend 50% of their time managing the platform in Year 1 but dedicate more time to maintaining the platform as more use cases and functionalities are deployed. Over three years, internal maintenance costs amount to $585,000.

The representative interviews and financial analysis found that a composite organization experiences benefits of $21.62 million over three years versus costs of $6.02 million, adding up to a net present value (NPV) of $15.60 million and an ROI of 259%.

Forrester Perspective: Business Impacts Of Better Onboarding

The onboarding journey begins the moment a new hire accepts a job offer to the day they are fully ramped up and productive in their new role. Fragmented onboarding can result in disconnected and negative experiences. If the onboarding experience is intentionally designed, it can lead to higher engagement levels and better new-hire retention. But many organization fails to deliver an intentional onboarding experience, offering only compliance-based orientation.[3] This has consequences, including:

• **Low productivity**. Productivity is the goal of most onboarding programs. New hires must become strong contributors as quickly as they can. Without the proper resources and a lack of clarity around job demands, full productivity is impossible.

• **Low engagement**. Unstructured onboarding leads to uncertainty around job roles and disengaged employees. Disengagement is expensive, typically costing employers the equivalent of 18% of the disengaged employee's annual salary.[4]

• **Low retention**. A lack of engagement can lead to turnover if left unresolved — and the cost of replacing an employee is far higher than the cost of a disengaged employee, costing from 33% to 200% of their annual salary.[5]

ROI

259%

BENEFITS PV

$21.63M

NPV

$15.61M

PAYBACK

<6 months

Benefits (Three-Year)

Faster time to productivity for newly onboarded employees	$9.3M
End-user time savings on HR requests	$1.1M
HR time savings on processing employee HR requests	$615.6K
HR time savings from streamlining HR workflows	$8.1M
Savings from consolidated technology environment	$1.1M
Improved workflow development agility	$1.4M
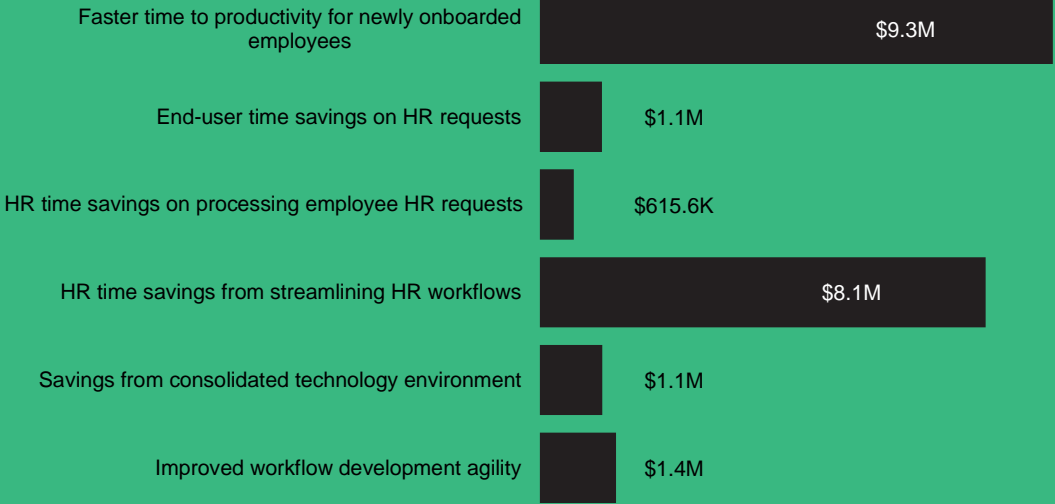
"We are resolving customer issues versus closing tickets. … The employee has one place to go versus 78."

HR IT leader, government

TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for those organizations considering an investment HR Service Delivery.

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 HR Service Delivery can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by ServiceNow 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 HR Service Delivery.

ServiceNow 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.

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

1. **Due Dilligence**
   Interviewed ServiceNow stakeholders and Forrester analysts to gather data relative to HR Service Delivery.

2. **Interviews**
   Interviewed six representatives at organizations using HR Service Delivery to obtain data about costs, benefits, and risks.

3. **Composite Organization**
   Designed a composite organization based on characteristics of the interviewees' organizations.

4. **Financial Model Framework**
   Constructed a financial model representative of the interviews using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewees.

5. **Case Study**
   Employed four fundamental elements of TEI in modeling the investment impact: benefits, costs, flexibility, and risks. Given the increasing sophistication of ROI analyses related to IT investments, Forrester's TEI methodology provides a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

The ServiceNow HR Service Delivery Customer Journey

Drivers leading to the HR Service Delivery investment

Interviews			
Role	**Industry**	**Region**	**Total FTEs**
HR technology leader	Food	Global operations US deployment of HRSD	123,000 (US)
HR service director	Healthcare	North America operations US deployment of HRSD	32,000
Global HR VP	Environmental services	Global operations	8,000
People operations manager	Agriculture	Global operations	20,000
HR IT leader	Government	US operations	94,000
Head of people technology	Financial services	Global operations	33,000

KEY CHALLENGES

Prior to the adoption of ServiceNow HR Service Delivery, the interviewees shared that their organizations had a variety of vendor-supplied and homegrown HR solutions in place. The interviewees noted how their organizations struggled with common challenges, including:

- **Legacy solutions could not integrate with IT support and other key business apps.** Interviewees reported that their organizations' disparate HR systems hindered their ability to effectively manage HR processes and access critical information. The interviewees were often unable to integrate their organizations' legacy HR systems, resulting in inconsistencies in processes and fragmented reporting. The lack of integrations increased manual work and hindered collaboration between HR and other departments.
  - The HR IT leader at a government industry described the disparate legacy HR systems at their organization: "We had over 100 different technologies that [our organization] was using to manage HR work. Some of them we

owned, some of them were through our shared services, some of them were homegrown, some of them IT owned."

o The same interviewee also described how the disparate HR systems often led to redundant work: "We found duplicate work that was happening, and we found areas of the organization that are doing similar work that should be talking to each other that haven't been. At the same time, we also found gaps. We found that some people thought this other group was doing work and this other group thought this other group was doing work and nobody's doing that piece of the work well and everybody has been frustrated because it wasn't getting done."

- **Manual and time-consuming HR tasks.** The interviewees shared that their HR teams struggled with manual tasks, which led to delays, errors, and reduced productivity.

  The HR technology leader in the food industry shared how outdated tools and systems presented inefficiencies in their organizations: "Prior to January 2023, we had a really backwards experience. … We had people at a very high level, sometimes director level, doing very execution- or task-style work like printing pay slips or changing addresses. And that wasn't really where the value of the work was going to happen."

- **Difficulty managing employee cases.** The interviewees lacked efficient employee case management practices, leading to delays in resolving HR inquiries, negatively affecting employee satisfaction and productivity.

  The HR service director in the healthcare industry noted how their organization's prior environment consisted of a poorly functioning, homemade system to track case management for things like leave of absences. This led to workarounds, such as using group email boxes to handle inquiries. They noted: "It wasn't truly being managed. You couldn't tell how many questions you get in a day or how many you get in a month. You couldn't tell how long it took to get back to people and things like that."

- **Lack of visibility and reporting capabilities.** Limited visibility into HR processes and data made it difficult for the interviewees to track HR metrics, generate meaningful reports, and make data-driven decisions. As a result, the

interviewees' organizations lacked effective ways to monitor performance, identify trends, and drive continuous HR improvement.

The HR service director in the healthcare industry described the reporting limitations, "You could extract some things out of spreadsheets to get a sense of volume, but not anything that would easily give you case numbers, nothing that would really give you cycle times or other things."

SOLUTION REQUIREMENTS

Interviewees noted that it was important for their organizations' service delivery tools to fulfill the following organizational objectives:

- **Align HR with larger digital transformation efforts and future fit capabilities.** Interviewees looked for a solution that could align their HR processes with their overall digital transformation strategy, including integrating HR systems with other digital tools to drive automation and improve workflow efficiencies.

  The HR technology leader in the food industry shared: "The way that we were changing our organization was pretty drastic, and so we knew there'd be a huge shift in the types of roles that people were in from an HR side. … Part of that overall HR transformation was really about a centralized HR organizational design and having just an enterprise philosophy on service delivery, which we did not have prior to this."

> "As far as from a day-to-day perspective, talent management and employee experience were done through a very advanced human resource system called Excel. A lot of paperwork and things like that were filled out. A lot of manual activities and exercises that was just very inefficient."
>
> **HR IT LEADER, GOVERNMENT**

- **Establish a single shared service standard and model with a consolidated knowledge base.** The interviewees sought a unified platform that could integrate various tools into a single shared service standard, ensuring data consistency and creating a consolidated knowledge base for HR personnel and employees to access accurate and up-to-date information.

  The HR service director in the healthcare industry described their objective in creating a shared service center, "The charter for me in starting was to take this set of transactional departments and put them into an HR Service Center."

> "We needed to free up our strategic people partners to actually be strategic."
>
> **HR TECHNOLOGY LEADER, FOOD**

- **Improve HR efficiency by automating workflows and creating self-service capabilities.** Interviewees aimed to automate workflows and enhance self-service capabilities to improve consistency and lessen the administrative burden on HR staff.

  The HR service director in the healthcare industry noted: "The overarching goal was to free up what were the HR generalists to become the HR business partners so they could focus on the higher end HR activities. … Each thing that we can accomplish in an automated way is more time for our folks to spend on actual cases, like leave of absence or some of the more complex things that we do."

  In general, interviewees noted that their organizations sought to automate HR processes related to:

  - Routing for shared service requests and tickets.

  - Manager workflows, including:

- Transitions and promotions.

- Workforce/position management.

- Employee relations and disciplinary action.

- Remote work.

  o Employee HR file requests, including those for leaves of absence and claims (e.g., education or health reimbursements).

  o Contract generation, offers, and onboarding.

  o Provisioning.

  o Payments.

- **Enhance employee experience.** Interviewees noted that a key objective was empowering employees to easily access HR information, submit requests, and resolve issues, ultimately leading to increased employee productivity and engagement. Additionally, interviewees aimed to reduce administrative HR work to allow employees to focus on more strategic, value-driving work.

  The HR technology leader in the food industry explained: "[We want to] make sure that we allow our strategic people partners to truly be strategic and [permit] our tier-one and tier-two representatives to have time to focus on being experts in those areas and giving them a career path. ... We don't want them getting bogged down with printing off pay slips and changing addresses."

Market Overview: HR Service Delivery Tiers

To better grasp how these hubs are improving productivity for organizations, interviewees' HR teams place employee requests into two buckets:

Tier-one requests. Requests that can be self-serviced containing repeated questions that are fulfilled by frontline desk workers (e.g., how to update account password, how to change last name, finding company policies and information, and technical issues in conference rooms).

Tier-two requests. Requests that require HR assistance (e.g., benefits questions, compensation, employee relations cases).

COMPOSITE ORGANIZATION

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

Description of composite. The composite organization is a global B2C company with $10 billion in annual revenue. Its 35,000 employees are supported by 250 HR staff. Between basic/tier-one and complex/tier-two requests, employees issue about 120,000 HR requests per year.

With the ServiceNow HRSD investments, the composite seeks to provide:

- One unified workflow engine delivering cross-enterprise, end-to-end employee experiences across any hire-to-retire journey.

- Guidance within channels of employee preference, including self-service options, without needing to seek out additional support.

Deployment characteristics. The composite organization licenses ServiceNow HRSD modules including Pro and Enterprise licensing.

The primary use cases include tier-one HR requests, tier-two HR requests (e.g., leave of absence [LOA], worker's compensation, disability, employee relations), position management, and benefits.

The composite organization had existing multiple ServiceNow deployments prior to deploying HRSD, including IT Service Management. It uses HRSD to develop 28 workflows developed by Year 3.

KEY ASSUMPTIONS

Global B2C organization

$10 billion in annual revenue

35,000 total employees

250 HR staff

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	Faster time to productivity for newly onboarded employees	$3,570,000	$3,748,500	$3,935,959	$11,254,459	$9,300,533
Btr	End-user time savings on HR requests	$236,250	$468,558	$694,188	$1,398,996	$1,123,564
Ctr	HR time savings on processing employee HR requests	$223,042	$238,162	$287,539	$748,742	$615,625
Dtr	HR time savings from streamlining HR workflows	$2,246,400	$3,249,418	$4,464,046	$9,959,864	$8,081,555
Etr	Savings from consolidated technology environment	$275,348	$497,610	$623,968	$1,396,926	$1,130,360
Ftr	Improved workflow development agility	$270,130	$504,900	$956,760	$1,731,790	$1,381,673
	Total benefits (risk-adjusted)	$6,821,170	$8,707,147	$10,962,460	$26,490,777	$21,633,310

FASTER TIME TO PRODUCTIVITY FOR NEWLY ONBOARDED EMPLOYEES

Evidence and data. With the easier and more streamlined onboarding processes, the interviewees reported that HRSD brought their organizations' new hires up to full productivity faster.

- The head of people technology in the financial services industry reported that ServiceNow HRSD enabled new employees to be productive on their first day, whereas previously it could take three weeks for new hires to be productive. The interviewee noted issues stemming from too many different systems involved in the application process mired the onboarding process, causing this delay. The interviewee also informed Forrester that their organization leveraged the HRSD Employee Journey Management functionality to better manage intercompany transfers, company assets and real estate, and security measures.

- The HR technology leader in the food industry shared how their organization did not have any onboarding programs prior to HRSD, and any efforts were ad hoc based on the approach of the local plant HR manager. During this time, the

interviewee reported that it could take up to 30 days for a new employee to get signed up for benefits in the prior environment. However, with ServiceNow HRSD, this interviewee's organization was able to decrease that amount of time to four days.

Reduction in employee onboarding time

Two weeks

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

- The composite organization has an organic headcount growth rate of 5% year over year with 5,517 new hires from growth over the three-year period.

- The composite organization has a 10% turnover rate year over year with 11,034 new hires from turnover over the investment period.

- In the prior environment, the onboarding ramp-up to being fully productive was three weeks. Employee productivity during onboarding was 75% on average for new employees.

- The average fully burdened salary of a new employee is $83,200.

- With ServiceNow HRSD, the composite organization reduces the onboarding process to one week.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the benefit will vary between organizations depending on the following factors:

- Organization size and total new hires per year from growth and turnover prior to ServiceNow HRSD.

- The historical length of the onboarding process and rate of employee productivity during the onboarding period.

- The expertise and fully burdened salary of a new employee.

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 $9.3 million.

> "We've been able to make our employees productive on day one. That contributes to our bottom line."
>
> HEAD OF PEOPLE TECHNOLOGY, FINANCIAL SERVICES

Faster Time To Productivity For Newly Onboarded Employees					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
A1	Total new hires per year from growth	C1+5% YOY	1,750	1,838	1,929
A2	Total new hires per year from turnover	C1*10% turnover rate	3,500	3,675	3,859
A3	Total new hires in the ServiceNow HR SD environment	A1+A2	5,250	5,513	5,788
A4	Historical length of onboarding process (weeks)	Interviews	3	3	3
A5	Employee productivity during onboarding	Composite	75%	75%	75%
A6	Average fully burdened salary of a new employee	TEI standard	$83,200	$83,200	$83,200
A7	Subtotal: Lost productivity during old onboarding process	A3*A4*(1-A5)*(A6/52)	$6,300,000	$6,615,000	$6,945,810
A8	Length of onboarding process with ServiceNow HRSD (weeks)	Interviews	1	1	1
A9	Subtotal: Lost productivity during new onboarding process	A3*A8*(1-A5)*(A6/52)	$2,100,000	$2,205,000	$2,315,270
At	Faster time to productivity for newly onboarded employees	A7-A9	$4,200,000	$4,410,000	$4,630,540
	Risk adjustment	↓15%			
Atr	Faster time to productivity for newly onboarded employees (risk-adjusted)		$3,570,000	$3,748,500	$3,935,959
	Three-year total: $11,254,459		**Three-year present value: $9,300,533**		

END-USER TIME SAVINGS ON HR REQUESTS

Evidence and data. Interviewees identified further efficiencies and productivity gains across the general end user's employee journey with HRSD.

- **Increase in end-user self-service adoption with a centralized knowledge base.** Interviewees described how the HRSD self-service knowledge base rapidly became an essential channel of effective engagement with employees:

  - The people operations manager in the agriculture industry reported that their organization's 20,0000 employees produced 4,000 knowledge base hits per day with ServiceNow HRSD.

  - The global HR VP in the environmental services industry reported that 12 requests per day were deflected with self-service. This represented 18% of inquiries and was expected to get as high as 90% with full deployment.

  - The HR technology leader in the food industry reported that their organization increased employee self-service adoption: "We've seen self-service usage skyrocket with this model. We went from 4% self-service to 34% self-service on the [HCM integration] side, which is where we can track and see tasks that are being done. And on the ServiceNow HRSD side, we can see we've had massive usage of our knowledge articles."

"When we first went live, in that first two weeks, I ran some reports to see what our self-service was, and we were already at 18%. We had been at 4% just two weeks before."

HR TECHNOLOGY LEADER, FOOD

- **Decreased end-user time to resolve an HR inquiry.** With the HRSD self-service employee portal, employees saved time on inquiries they were able to resolve on their own, as well as those that still required HR assistance.

  - The HR technology leader in the food industry shared how an increase in self-service transactions decreased the overall time each transaction took for employees: "The centralized knowledge base [is] giving them that opportunity to not have to wait in line in front of someone and to solve the issue themselves, whereas before they had no ability to do any of that. For that percentage that's willing to do that themselves … that's probably [now] a 90- to 120-second process. … We're putting these [knowledge] articles up in a way where people can find them and say, 'Cool. You need to request a leave of absence. Here's how you get started.' It goes from being a 30-minute, fully dedicated process to 2 to 3 minutes for each person within this process."

  - The HR service director in the healthcare industry shared how employees saved time on both simple and complex HR inquires:

    - The interviewee said of basic requests: "It depends on the question or the transaction. So, if you think of somebody's trying to answer a basic HR question or get to a policy, you probably save them anywhere from 10 to 15 minutes of searching."

    - Regarding more complex requests, the interviewee continued: "In the [prior] homegrown leave of absence system, we had a ton of paperwork that typically had to be printed, signed, scanned, and sent back and forth between the employee and our team. When we implemented a leave of absence [workflow with HRSD], we put in the in [the e-signature]. We're estimating that, for each person that goes out on leave, it would probably save maybe 2 to 3 hours' worth of time just in trying to get all that paperwork printed, signed, scanned, because they had to do it multiple times."

  - The HR IT leader in the government industry shared how the end users benefited from fast and easy access to a knowledge article with HRSD: "Now, if they don't want to wait in line, and they just want an answer, we

can give it to them, and they have a way to execute that on their [own] behalf. And that to me equates to time savings mostly for the [end-user] team members because they're not having to wait on us. They can go and do the things themselves."

o   The head of people technology in the financial services industry noted that the knowledge base has been especially helpful in their organization, "Employees now have a single source of truth for HR- and IT-related questions." The interviewee noted that many of the easier employee inquiries and requests, totaling 1,000 per month, were now deflected because of the effective, centralized knowledge base. The interviewee reported that the end user now only spends about 2 to 3 minutes on a query, whereas previously the transactions would take up to 10 minutes.

30 minutes

Saved on each tier-two request by Year 3

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

*   Without ServiceNow HRSD, the composite would have 331,013 end-user tier-one HR requests and 55,125 tier-two requests over three years. Tier-one requests consist of items that can be self-serviced, such as finding company policies, updating personal information, and managing technical issues. Tier-two requests denote more complex items that require HR assistance, such as questions on benefits, compensation changes, and employee relations requests.

*   End users use HRSD's self-service capabilities, knowledge base, and automated workflows to reduce the time devoted to these tasks. On average, end users save 5 minutes on tier-one HR requests with ServiceNow HRSD in Year 1. These time savings increase to 10 minutes and 15 minutes in Years 2 and 3, respectively.

- End users save 15 minutes on tier-two requests with ServiceNow HRSD in Year 1. In Year 2, the end-user time savings increase to 25 minutes. By the end of Year 3, end users save 30 minutes per tier-two HR request.

- A 50% productivity recapture is applied to account for time savings taken by employees and applied to business-focused work.

- The average fully burdened hourly rate of an end user is $40.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the benefit will vary between organizations depending on the following factors:

- Organization size and industry.

- Total volume of tier-one and tier-two tickets in the prior environment, and the level of inefficiency end users faced in resolving them.

- The level at which employees regain productivity in the ServiceNow HRSD environment.

- The expertise and fully burdened salary of an end user.

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

Ref.	Metric	Source	Year 1	Year 2	Year 3
End-User Time Savings On HR Requests					
B1	Total tier-one HR requests	C3	105,000	110,250	115,764
B2	Average end-user minutes saved on tier-one HR requests with ServiceNow HRSD	Interviews	5	10	15
B3	Subtotal: Total end-user hours saved on tier-one requests	(B1)*B2/60	8,750	18,375	28,941
B4	Total tier-two requests	Interviews	17,500	18,375	19,250
B5	Average end-user minutes saved on tier-two requests with ServiceNow HRSD	Interviews	15	25	30
B6	Subtotal: Total end-user hours saved on tier-two requests	(B1*B5/60)	4,375	7,656	9,625
B7	Total end-user hours saved on all HR requests with ServiceNow HRSD	B3+B6	13,125	26,031	38,566
B8	Productivity recapture rate	TEI standard	50%	50%	50%
B9	Average fully burdened hourly rate of an end-user FTE	TEI standard	$40	$40	$40
Bt	End-user time savings on HR requests	B7*B9*B8	$262,500	$520,620	$771,320
	Risk adjustment	↓10%			
Btr	End-user time savings on HR requests (risk-adjusted)		$236,250	$468,558	$694,188
	Three-year total: $1,398,996		**Three-year present value: $1,123,564**		

HR TIME SAVINGS ON PROCESSING EMPLOYEE HR REQUESTS

Evidence and data. Prior to HRSD, interviewees described HR environments that missed the mark in terms of providing effective service for a cohesive employee journey. Interviewees noted many ways in which HRSD impacted the volume, duration, and quality of experience related to employee inquiries of all types.

- The HR technology leader in the food industry shared how their organization achieved incremental time savings for HR resources and for managers from self-service, allowing their organization to more efficiently allocate HR resources. They shared: "We don't need as many employee relations people because we're going to let managers self-serve and run processes and [we will] only get involved when they ask us, rather than always be in the process."

- The people operations manager in the agriculture industry reported HR time savings of 20 minutes per shared service request, in addition to a faster resolution turnaround time per request.

> "Productivity has definitely gone way up. ... [HR staff] are able to manage their work output through the [HR agent workspace] tool and escalations are very rare now."
>
> **HR SERVICE DIRECTOR, HEALTHCARE**

- The HR service director in the healthcare industry reported various time savings for HR practitioners.

  - For each tier-one inquiry seeking basic policies or other inquiries, the HR service director in the healthcare industry noted that their HR team members were able to avoid a 2-to-5-minute conversation.

  - For each tier-two inquiry directed to the knowledge base for more complex things like the leave of absence, the interviewee indicated that the number of policies and processes involved in the prior environment meant even greater time savings with HRSD.

  - The HR service director in the healthcare industry noted that the number of escalations reduced from 40 or 50 per month in the prior environment, down to 10 to 15 with ServiceNow HRSD. They shared their impressions of HRSD's impact of stemming escalations has had on HR staff: "Productivity has definitely gone way up. … I [would] constantly see escalations. … All that has really changed because [managers are] able to manage their work output through HRSD, and the escalations are very rare now." The interviewee continued: "We also changed our escalation model … we've eliminated those going to our CEO or CHRO or other executives. So we've been able to both get in HRSD to work that much

quicker, but also to be able to solve [inquiries] fairly quickly without having to get the senior executives involved."

- The HR technology leader in the food industry shared their impressions on the impact that ServiceNow HRSD's use has had on their organization.

  o They shared that, prior to HRSD: "There was no such thing as a knowledge article. … [With the HRSD knowledge base,] we saved between 30,000 to 36,000 cases per month." The interviewee also noted that HRSD generally sped up activities and processes in EX disciplinary matters, with employees returning to productivity more quickly.

  o The HR technology leader in the food industry also reported that their organization was able to streamline its HR operation by 4% with ServiceNow HRSD capabilities. They said: "Our target is several million dollars in savings from putting the work in the right spot. ... And then, if [employees using self-service] have any questions, they might come to me and maybe that's another 1 to 2 minutes but it's no longer this very lengthy and difficult process."

- The HR service director in the healthcare industry shared how their organization was able to do more with fewer resources in the ServiceNow HRSD environment, thus avoiding HR resourcing costs. They told Forrester: "We've centralized things. We've been able to [do HR tasks] with less FTEs than we thought were needed to really do that."

- Interviewees shared additional considerations on competing goals, with their new HRSD environment offering a more employee-centric approach. In particular, interviewees pointed to potentially higher resolution times for certain complex inquiries by design:

  o The HR IT leader in the government industry noted that their organization's entire philosophy shifted towards an employee-centric model with HRSD. They shared: "The goal had always been to close the tickets as quickly as possible. … So the shift for us in this moment then is to solve problems. We are not closing tickets anymore. We are solving their problems. And so it's very interesting, our service level agreements as expected are going up because they're solving problems. They're not

auto-closing tickets, they're not giving standard answers that may or may not work. The way we designed ServiceNow [includes] an open text field instead of a drop-down box so people can actually tell their stories. That's going to take longer to solve than to auto-close tickets."

o The HR service director in the healthcare industry also noted how time saved from deflecting lower-level inquiries was redirected towards more meaningful interactions with their employees. The interviewee stated: "We start to divert work where, if somebody comes in and has a question about a process, instead of having to talk to a person, they can go in and look at a knowledge article that tells them the instructions of what they need to do with the links and everything else to get to where they need to go to. So that each thing that we can accomplish in an automated way is more time for our folks to spend on actual cases, like leave of absence or some of the more complex things that we do."

45%

Reduction in time for HR to resolve a tier-one HR request

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

- The composite has 35,000 employees in Year 1 with an organic headcount growth of 5% each year.

- On average, each employee submits three tier-one HR requests and 0.25 tier-two HR requests per year.

- Prior to HRSD, HR resources dedicated an average of:

    o 5 minutes to resolve a tier-one HR request in the prior environment.

    o 48 minutes to resolve a tier-two HR request in the prior environment.

- With HRSD, HR resources decrease the time to resolve a

- o Tier-one request by 45% at the end of the three-year period, saving a total of 11,079 hours.

- o Tier-two request by 30% at the end of the investment period, saving a total of 6,253 hours.

- HR professionals' productivity recapture is at 80%, which is higher than that of employees because with less time dedicated to inefficient workflows, they are able to focus on more strategic work.

- The average fully burdened hourly rate of an HR resource is $60.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the benefit will vary between organizations depending on the following factors:

- Total number of employees and the number of tier-one and tier-two HR requests submitted per year, per employee.

- Average time for an HR resource to resolve a tier-one and tier-two HR request in the prior environment.

- The expertise and fully burdened salary of an HR resource.

- The level at which HR employees regain productivity in the ServiceNow HRSD environment.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $616,000.

HR Time Savings On Processing Employee HR Requests

Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Total number of employees	Composite (5% annual growth)	35,000	36,750	38,588
C2	Tier-one HR requests submitted per year, per employee	Composite	3	3	3
C3	Total number of tier-one requests submitted per year	C1*C2	105,000	110,250	115,764
C4	Average time for an HR resource to resolve a tier-one HR request in the prior environment (minutes)	Composite	5	5	5
C5	Percent reduction in time for an HR resource to resolve a tier-one request	Interviews	35%	40%	45%
C6	Subtotal: HR resource hours saved on tier-one requests	(C3*C4*C5)/60	3,063	3,675	4,341
C7	Tier-two HR requests submitted per year, per employee	Composite	0.50	0.25	0.25
C8	Total number of tier-two requests submitted per year	C1*C7	17,500	9,188	9,647
C9	Average time for an HR resource resolve a tier-two request in the prior environment (minutes)	Composite	48	48	48
C10	Percent reduction in time for an HR resource to resolve a tier-two request	Interviews	15%	25%	30%
C11	Subtotal: HR resource hours saved on tier-two requests	(C8*C9*C10)/60	2,100	1,838	2,315
C12	Total HR time savings on processing employee tier-one and tier-two HR requests (hours)	C6+C11	5,163	5,513	6,656
C13	Productivity recapture rate	TEI standard	80%	80%	80%
C14	Average fully burdened hourly rate of an HR resource	TEI standard	$60	$60	$60
Ct	HR time savings on processing employee HR requests	C12*C13*C14	$247,824	$264,624	$319,488
	Risk adjustment	↓10%			
Ctr	HR time savings on processing employee HR requests (risk-adjusted)		$223,042	$238,162	$287,539
Three-year total: $748,742			**Three-year present value: $615,625**		

HR TIME SAVINGS FROM STREAMLINING HR WORKFLOWS

Evidence and data. Interviewees reported a variety of ways in which HRSD automatons saved their HR resources time while improving the overall quality of service provided.

- The people operations manager in the agriculture industry reported significant time savings related to their organization's automation of various HR processes, including job offer letters**.** The interviewee reported that, in the prior environment, turnaround time for processing an offer letter would take up to three days. With HRSD, the interviewee said that process was whittled down to 5 to 10 minutes, with 20 minutes of actual work time savings.

- The global HR VP in the environmental services industry reported 30% HR time savings across all HR processes. They also shared that the effort required for HR moves, adds, and changes was drastically reduced with HRSD. The interviewee reported that their organization was able to eliminate 60 transaction processes, which each previously took 40 minutes per transaction to complete.

- The HR service director in the healthcare industry indicated that their organization was automating as many HR processes as possible, yielding a 25% increase in HR productivity with ServiceNow HRSD:

  o In general, the interviewee said their organization leveraged HRSD automations: "Essentially for anything related to pay increases, job title changes, and promotions, we're really aiming to do a complete end-to-end automation. [Now with HRSD,] the manager will go in and start [the workflow], it will go to the compensation team, they'll do their piece, and then it'll automatically go to our workforce piece to then enter it into [our system of record automatically]."

  o The same interviewee further shared how their organization saved time managing remote employees. They told Forrester: "We set up a series of telework agreements so anyone [can try] working remote[ly]. … HRSD has a workflow that goes to the employee relations team and then it ultimately ends up in the employee file. … I would probably save an hour per employee by having this process automated." The interviewee noted that, with automation, employees no longer had to print, sign, and scan

documents, which saved around 2,000 employees approximately 20 minutes each.

- o Furthermore, the HR service director in the healthcare industry indicated how HRSD's automations eliminated many opportunities for mistakes to be introduced into the workflows, thereby drastically reducing the amount of rework dedicated to fixing manual errors. They said: "We also look at the error rates for different things that we do. There's a linkage between the error rate and your cycle time and, if you have a high error rate and you have a high cycle time, it usually means that you're doing rework processes and clear. So those are opportunities to improve and streamline. Having that data available for every single thing that we're doing in ServiceNow allows us to go in and really look at that. We add in that error rate data from other sources and then use that to figure out where we think we can maybe take two days off a process if we were to run some continuous improvement projects. So if you take time off the process, that's time back to the employer manager who's waiting for you to finish [and] it's time back to the HR team."

> "[With ServiceNow HRSD,] the team can better leverage technology to deliver the quality of employee experience that they want to deliver."
>
> **HEAD OF PEOPLE TECHNOLOGY, FINANCIAL SERVICES**

- The HR IT leader in the government industry described the qualitative impact of improved HR workflows on their intraorganizational collaboration: "We sat people in a room that had never sat together before, and we had people talking across workflows that had never interacted before. … In terms of delivering more functionality faster, they've deployed more functionality in our two-week

enhancements than they ever got delivered in [our legacy platform] in a year. It's just that fluid."

- The HR technology leader in the food industry shared several ways in which HRSD automations helps streamline and improve their HR service delivery:

  o The interviewee noted how an increase in self-service transactions decreased the overall time each transaction took for HR staff to complete. They also noted how they were able to optimize staffing and related costs for this type of role, "We are hiring in roles that cost us less because we have clearly defined boundaries of what people do where before we just did not."

  o The HR technology leader in the food industry shared how their company streamlined HR and payroll processes: "We have been able to see that our off-cycle payroll corrections has gone down. ... The last numbers were 20% less on off midcycle payroll changes [translating to] 40 hours per week saved for payroll corrections."

  o The interviewee also noted how HRSD reduced the risk of payroll errors: "It's just a completely streamlined process. It also removes any risk. So, if we have a number of employees with the same name and we send it on an email, we don't always get confirmation that it's the right employee so there's a risk that you can pay the wrong one."

30%

Increase in efficiency of HR workflows

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

- The composite has 250 HR resources in Year 1 with an organic headcount growth of 5% each year.

- The composite organization can leverage ServiceNow HRSD for a maximum of 60% of all HR FTE workflows, which it achieves by the end of Year 3.

- With ServiceNow HRSD, HR efficiency increases by 20% in Year 1, 25% in Year 2, and 30% in Year 3. The composite organization experiences specific HR efficiencies related to:

    o Streamlining processes for onboarding, offboarding, payroll, leave management, compliance, employee relations, and other HR workflows.

    o Automating manual data entry processes.

    o Reporting on HR analytics and trends.

- The average fully burdened annual salary of an HR resource is $124,800.

- HR professionals' productivity recapture is at 80%, which is higher than that of employees because with less time dedicated to inefficient workflows, they are able to focus on more strategic work.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the benefit will vary between organizations depending on the following factors:

- The number of licensed HR resources.

- The extent to which HR workflows can be automated with ServiceNow HRSD.

- The expertise and fully burdened salary of an HR resource.

- The level at which employees regain productivity in the ServiceNow HRSD environment.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $8.1 million.

Ref.	Metric	Source	Year 1	Year 2	Year 3
HR Time Savings From Streamlining HR Workflows					
D1	Total HR resources	Composite	250	263	276
D2	Percent of HR FTE workflows affected by ServiceNow HR SD	Composite	50%	55%	60%
D3	Percent increase in HR efficiency with ServiceNow HRSD	Interviews	20%	25%	30%
D4	Average fully burdened annual salary of an HR resource	TEI standard	$124,800	$124,800	$124,800
D5	Productivity recapture rate	TEI standard	80%	80%	80%
Dt	HR time savings from streamlining HR workflows	D1*D2*D3*D4*D5	$2,496,000	$3,610,464	$4,960,051
	Risk adjustment	↓10%			
Dtr	HR time savings from streamlining HR workflows (risk-adjusted)		$2,246,400	$3,249,418	$4,464,046
	Three-year total: $9,959,864		**Three-year present value: $8,081,555**		

SAVINGS FROM CONSOLIDATED TECHNOLOGY ENVIRONMENT

Evidence and data. With the modernized technology platform HRSD provides, interviewees mentioned various aspects of capital and operational savings from sunsetting their legacy HR tech stacks.

- The head of people technology in the financial services industry reported that their organization retired its legacy solution, resulting in $400,000 savings annually.

- The HR IT leader in the government industry discussed how their organization streamlined their HR tech stack while at the same time improving functionality: "[Our legacy HR technology solution] foundationally was an IT service management product — that IT service management product sat in HR facilities, employee relations. So we had to transition from a product that didn't really work for us into something that was fit for purpose."

- The HR service director in the healthcare industry indicated that their organization was able to retire five legacy solutions with the switch to ServiceNow HRSD.

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

- Total licensing costs for the composite's four legacy HR technology solutions were $1.9 million in Year 1, growing 5% each year thereafter.

- The composite consolidated its HR technology with ServiceNow HRSD, reducing licensing costs by 10% in Year 1, 20% in Year 2, and 25% in Year 3.

- As the composite reduces the number of solutions in its tech stack, it also lowers its internal technology management costs by up to 80% with the ServiceNow HRSD solution.

- The average fully burdened hourly rate of an IT resource is $80.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the benefit will vary between organizations depending on the following factors:

- The total annual licensing cost of legacy solutions compared to ServiceNow HRSD costs.

- The number of staff managing legacy solutions and the percentage of time spent managing the tools in the prior environment.

- The expertise and fully burdened salary of IT resources.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of $1.1 million.

Savings From Consolidated Technology Environment					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
E1	Total licensing costs for four solutions in legacy HR tech stack	Composite	$1,900,000	$1,995,000	$2,094,750
E2	Percent reduction in licensing costs with consolidated ServiceNow HRSD solution	Interviews	10%	20%	25%
E3	Subtotal: License savings from decommissioned HR solutions	E1*E2	$190,000	$399,000	$523,688
E4	Total internal IT resource hours dedicated to managing multiple solutions in legacy HR tech stack	Composite	2,080	2,080	2,080
E5	Percent reduction in internal technology management with ServiceNow HRSD solution	Interviews	60%	75%	80%
E6	Average fully burdened average IT hourly rate	TEI standard	$80	$80	$80
E7	Subtotal: Labor savings from managing decommissioned HR solutions	E4*E5*E6	$99,840	$124,800	$133,120
Et	Savings from consolidated technology environment	E3+E7	$289,840	$523,800	$656,808
	Risk adjustment	↓5%			
Etr	Savings from consolidated technology environment (risk-adjusted)		$275,348	$497,610	$623,968
	Three-year total: $1,396,926		Three-year present value: $1,130,360		

IMPROVED WORKFLOW DEVELOPMENT AGILITY

Evidence and data. Interviewees reported that they were able to develop high-quality automated workflows with HRSD, while previously they relied on third-party contractors to build these workflows. By developing these workflows independently, interviewees were able to reduce contractor fees and redeploy labor hours previously dedicated to managing contractors.

The global HR VP in the environmental services industry noted that their organization was able to build 15 workflows that could not have been built without ServiceNow HRSD.

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

- The composite automates 28 workflows for employee journey development over three years with ServiceNow HRSD.

- Previously, the composite organization relied on contractors to build workflows. Each workflow would require 30 contractor hours per week for 3 months at $150 per hour.

- With ServiceNow HRSD, the composite organization prevents these contractor costs, avoiding 10,948 hours of outsourced labor over three years.

- Furthermore, the composite organization avoids 4,940 internal IT resource hours previously dedicated to contractor management.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the benefit will vary between organizations depending on the following factors:

- The number of automated workflows developed for employee journeys with ServiceNow HRSD.

- Total internal and external costs to develop a new workflow without HRSD.

- The expertise and cost of contractors and internal IT resources.

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 $1.4 million.

Improved Workflow Development Agility					
Ref.	**Metric**	**Source**	**Year 1**	**Year 2**	**Year 3**
F1	Number of automated workflows developed for employee journeys per year with ServiceNow HRSD	Composite	4	8	16
F2	Total contractor hours to develop a new workflow avoided with ServiceNow HRSD	Interviews	391	391	391
F3	Average hourly rate of a contractor	Interviews	$150	$150	$150
F4	Total internal IT resource hours dedicated to contractor management avoided with ServiceNow HRSD	Interviews	1,040	1,560	2,340
F5	Average fully burdened hourly rate of an IT resource	TEI standard	$80	$80	$80
Ft	Improved workflow development agility	(F1*F2*F3)+(F4*F5)	$317,800	$594,000	$1,125,600
	Risk adjustment	↓15%			
Ftr	Improved workflow development agility (risk-adjusted)		$270,130	$504,900	$956,760
	Three-year total: $1,731,790		**Three-year present value: $1,381,673**		

(EXCLUDED FROM ROI) IMPROVED EMPLOYEE SATISFACTION AND RETENTION

Evidence and data. Interviewees discussed many ways in which their organizations improved their employees' experiences from the start of onboarding through all the aspects of their hire to retire journey. In streamlining this journey, some interviewees were able to point to significant and measurable impacts on their EX, including an increase in employee customer satisfaction (CSAT) scores and improved employee retention.

Because a number of external factors affect satisfaction and retention, Forrester quantified the improvement in retention but excluded it from the ROI calculation.

- **Improved retention.** The global HR VP in the environmental services industry reported a drop in attrition with HRSD: "We have been able to drive down attrition within a year of implementation. [We had] a 10% attrition rate [in the prior environment] as opposed to a 4% attrition rate now." The HR service director in the healthcare industry shared how their HR team of six individuals working on employee relations had zero turnover in three years.

- **Higher employee CSAT.** The head of people technology in the financial services industry reported that the employee CSAT went from 4.1 to 4.6 with the switch to ServiceNow HRSD.

  The HR service director in the healthcare industry shared how ServiceNow HRSD improved visibility into their employees' CSAT: "[With HRSD], you have the ability to send surveys out and collect customer feedback. … Each service that we put in, we do a survey to a percentage of the employees … and our customers satisfaction scores [for HRSD] have been good. Overall, those scores have all [shown that] we provide a good level of service."

  The HR IT leader in the government industry similarly reported a rapid increase in employee CSAT upon ServiceNow HRSD deployment. They said, "The customer satisfaction … had gone up from 3.5 to over 4 in the first 60 days for folks who are replying to [our] surveys."

- **Improved inclusivity.** The HR technology leader in the food industry described how their organization was able to improve their HR program's inclusivity by

leveraging translations: "There's also that immeasurable piece around diversity and inclusion of being able to operate and do business in your preferred or native language. … [There is something about] being able to support people who have immigrated here or our native speakers in New Zealand, being able to accommodate those things and really level the playing field for people who maybe don't have as an equitable journey in the business."

> "HR Service Delivery gave us the capacity to explore other initiatives and other projects to improve employee experience [across the enterprise]."
>
> **HEAD OF PEOPLE TECHNOLOGY, FINANCIAL SERVICES**

Modeling and assumptions. Based on the interviews, Forrester would assume the following about the composite organization, although this calculation is not included in ROI totals:

- If the composite organization had a 10% employee turnover rate in the prior environment, it would see just over 11,000 employees leave the organization over three years.

- If ServiceNow HRSD reduces attrition by 0.5% in Year 1 and 1.0% in Years 2 and 3, the composite would retain an additional 94 employees.

- If the cost per vacancy is $41,600, the composite organization would save more than $3 million spread over three years.

Risks. Forrester recognizes that these results would not be representative of all experiences, and the potential benefit would vary between organizations depending on the following factors:

- The employee turnover rate in the prior environment.

- The level to which an organization could or would attribute any reduction in turnover rate to ServiceNow HRSD.

- The cost per vacancy.

By enhancing employee CSAT scores and streamlining onboarding and training processes, HRSD helps the composite organization reduce attrition.

The decline in turnover helps the composite avoid vacancy costs while keeping current employees more engaged.

Ref.	Metric	Source	Year 1	Year 2	Year 3
**(Excluded From ROI) Improved Employee Satisfaction And Retention**					
U1	Total employees	Composite	35,000	36,750	38,588
U2	Employee turnover rate in the prior environment	Interviews	10%	10%	10%
U3	Number of employees leaving the organization per year	U1*U2	3,500	3,675	3,859
U4	Percent reduction in turnover rate attributed to ServiceNow HRSD	Interviews	0.5%	1.0%	1.0%
U5	Additional retained employees with ServiceNow HRSD	U3*U4	18	37	39
U6	Cost per vacancy	Composite	$41,600	$41,600	$41,600
Ut	Improved employee retention	U5*U6	$748,800	$1,539,200	$1,622,400
Excluded from ROI: Three-year total: $3,910,400			Three-year present value: $3,171,727		

UNQUANTIFIED BENEFITS

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

- **Improved standardization and governance.** Interviewees noted that HRSD helped their organizations to better manage, standardize, and govern their HR policies, processes, and data. The HR service director in the healthcare industry shared how HRSD helped improve standardization at their organization: "[With ServiceNow HRSD, we are] delivering a consistent standard process for all those things that we do. … Every time you have to do one of those transactions, you go into the same system and do it in the same way."

The head of people technology in the financial services industry shared how HRSD helped their organization avoid costly risks associated with outdated and ungoverned information, such as honoring exceptions when employees found outdated information on reimbursements or time off. They also noted how HRSD provided better version control and version history by leveraging the retirement functionality. With HRSD, they said simply, "We can introduce governance into the knowledge base."

- **Improved preparedness for audits.** With employee information better governed and automated, some interviewees indicated that their organizations were better positioned for audits and compliance reviews.

The HR service director in the healthcare industry described how their organization achieved time savings of 2 to 5 minutes per document for compliance-related efforts, touching a couple thousand documents per month. They said: "Before HRSD, we were partially paper and partially electronic, and it was all manually handled. … [Now, compliance requests] go through … an automated feed that brings it over to … that electronic file system … so that one has saved quite a bit of time."

> "From a compliance perspective, we've had a few audits, [and] we've definitely increased the percentage of compliance."
>
> **HR SERVICE DIRECTOR, HEALTHCARE**

- **Improved functionality and visibility into HR-related business objectives.** Several interviewees pointed to the difficulty of tracking various important business objectives in their prior environment. Their lack of visibility into various HR processes meant that their organizations could not previously measure the success of initiatives and adjust resources accordingly.

The HR service director in the healthcare industry shared how HRSD helped improve visibility into HR-related KPIs: "[It has been helpful] having a set of measurements to understand what our volumes are, how much work each of our analyst or agents do … our volume of cases in any particular area, being able to see the cycle times, and how long it takes to complete any of those different services.

The HR technology leader in the food industry discussed how their organization was able to meet its objective to offer channels of choice for employees. They said: "[We moved] 1,100 [HR] people into new roles within the organization to support that centralized methodology. And at the end, we flipped a switch, and we had … channels of choice where [employees] can call us, they can chat live with an agent."

FLEXIBILITY

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement HR Service Delivery and later realize additional uses and business opportunities. Interviewees reported several ways in which HRSD allowed them to complete HR processes more quickly and cost effectively.

In addition to the impacts on the newly-onboarded workforce's experience noted in Benefit A, interviewees pointed to additional value related to a shortened onboarding period. The global HR VP in the environmental services industry anticipated a 30% reduction in their organization's outsourcing recruiting costs, which totaled $1.4 million in the prior environment. They indicated, "There's a lot of things that make up that amount, and that doesn't even include the time that the interview teams spend interviewing the candidates."

The global HR VP also reported that these recruitment cost savings would be further reinvested in their organization's HRSD environment, financing their organization's intended upgrade to the Enterprise version.

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

Analysis Of Costs

Quantified cost data as applied to the composite

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Gtr	Licensing costs	$0	$1,433,250	$1,504,913	$1,580,159	$4,518,321	$3,733,880
Htr	Implementation	$581,680	$245,080	$0	$0	$826,760	$804,480
Itr	User testing and training	$320,320	$597,960	$23,320	$24,618	$966,218	$901,689
Jtr	Solution maintenance	$0	$160,160	$240,240	$320,320	$720,720	$584,807
	Total costs (risk-adjusted)	$902,000	$2,436,450	$1,768,473	$1,925,097	$7,032,019	$6,024,856

LICENSING COSTS

Evidence and data. Interviewees' organizations had various configurations of ServiceNow HRSD modules and capabilities deployed, impacting their respective costs related to ServiceNow HRSD licenses, maintenance, and cloud services. Some organizations may include pricing elements based on the number of assets contained within the solution.[6]

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

- Licensing costs for the composite organization total $1,365,000 in Year 1. These costs increase 5% year over year in keeping with organic headcount growth, bringing fees to $1,433,250 in Year 2 and $1,504,913 in Year 3.

- The composite licenses HRSD Pro and Enterprise.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the cost will vary between organizations depending on the following factors:

- Not all organizations will use ServiceNow HRSD to connect every use case modeled in this study and, as a result, subscription fees will vary.

- Contact ServiceNow HRSD for details.

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 $3.7 million.

	Licensing Costs						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
G1	Licensing costs	Composite		$1,365,000	$1,433,250	$1,504,913
Gt	Licensing costs	G1	$0	$1,365,000	$1,433,250	$1,504,913
	Risk adjustment	↑5%				
Gtr	Licensing costs (risk-adjusted)		$0	$1,433,250	$1,504,913	$1,580,159
	Three-year total: $4,518,321			Three-year present value: $3,733,880			

IMPLEMENTATION

Evidence and data. Interviewees described a range of implementation timelines. During these phases, interviewees described how their organizations incurred various internal and external costs.

- **Implementation timeline.** Interviewees reported on a wide range of implementation timelines, from 14 weeks to over two years when including a substantial stabilization period:

  - The people operations manager in the agriculture industry told Forrester that their organization's implementation timeline was 14 weeks.

  - The HR technology leader in the food industry and the HR IT leader in the government industry both reported 10-month implementation periods for their organizations.

  - The head of people technology in the financial services industry said their organization's implementation lasted between 18 months and two years including a stabilization phase.

  - The HR service director in the healthcare industry described a longer but intentionally phased deployment and adoption approach: "We're just finishing up the third year of our implementation. But we took an approach to have a plan each year to build out more functionality and do it in phases so that one would learn how to use the tool and get better at implementing things, but also using the tool efficiently over time. Also, it would give us a chance to socialize each new phase out with the employees and managers in the organization, the change [management] aspect of it."

- **Internal implementation costs.** Interviewees described how internal resources were deployed and backfilled to support the HRSD implementation:

  - The HR service director in the healthcare industry said their organization dispatched a two-person main implementation team and had some support from their procurement team.

- o The global HR VP in the environmental services industry indicated that the entire seven-person HR team spent 10% of their time on HRSD implementation efforts.

- o The head of people technology at the financial services firm's implementation team included seven HR resources and three IT resources.

- o The people operations manager in the agriculture industry reported on internal implementation staffing, which included a team of 20, with half of the team spending 50% of their time on implementation and the other half spending 75% of their time on it.

- **External implementation costs.** Some interviewees included a mix of third-party partners in their implementation, with some relying on them primarily for managing the HRSD deployment.

  - o For external costs, the HR technology leader in the food industry's organization worked with a third-party implementation partner.

  - o During the deployment phases, the head of people technology in the financial services industry said their organization engaged a third-party implementation partner.

  - o The HR service director in the healthcare industry noted that the organization worked with an implementation team that charged between $500,000 and $900,000.

- **Additional considerations.** Some interviewees detailed additional investments in change management processes that were led internally or by a third party, as well as other people, process, and technology investments that supported the successful enablement of the new HRSD environment.

The HR technology leader in the food industry pointed to the importance of investing in technology that would enable more seamless adoption of the self-service knowledge base: "We rolled out 3,700 tablets because we knew we needed to provide a mechanism to support self-service [for deskless workers]. We rolled out facial recognition for SSO [single sign-on] because we knew that remembering passwords was always a massive issue for people and was a

roadblock to success in this plan. … We have people who are walking them through those onboarding processes and showing them things like the ServiceNow environment, the tablets, showing them how to register for face authentication for SSO and all of that process."

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

- During the initial six-month deployment period, the composite retains a third-party implementation partner fees for $300,000, with an additional $150,000 in engagement costs in Year 1.

- The composite fully dedicates two IT resources to implementing ServiceNow HRSD in the initial period for a total of 1,040 IT hours spent on implementation and stabilization. One IT resource dedicates 520 to the remaining implementation efforts in Year 1.

- The average fully burdened hourly rate of an IT resource is $80.

- The composite fully dedicates two HR resources to implementing ServiceNow HRSD in the initial period for a total of 1,040 HR hours spent on implementation and stabilization. One HR resource dedicates 520 to the remaining implementation efforts in Year 1.

- The average fully burdened hourly rate of an HR resource is $60.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the cost will vary between organizations depending on the following factors:

- Consulting costs, which are a function of implementation length and deployment complexity.

- The total internal resource hours a company dedicates to implementation and stabilization and the types of resources involved. Organizations that opt for an internally led deployment may need to backfill technical positions as resources become more dedicated to implementation.

- Change management consultants may be required to optimize transition and adoption.

- The maturity and stability of supporting IT infrastructure and HR data management systems.

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 $804,000.

	Implementation					
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
H1	Third-party implementation partner fees	Interviews	$300,000	$150,000	$0	$0
H2	IT resources fully dedicated to implementing ServiceNow HRSD	Composite	2	1	0	0
H3	IT hours spent on implementation and stabilization, per resource	Interviews	1,040	520	0	0
H4	Average fully burdened hourly rate of an IT resource	TEI standard	$80	$80	$80	$80
H5	Subtotal: Internal IT implementation costs	H2*H3*H4	$166,400	$41,600	$0	$0
H6	Number of HR resources dedicated to implementing ServiceNow HRSD	Composite	2	0	0	0
H7	Number of HR hours spent on implementation and stabilization, per resource	Initial: (52/2)*40 Y1: ((52/2)*40)/2 Y2 and Y3: Composite	1,040	520	0	0
H8	Average fully burdened hourly rate of an HR resource	TEI standard	$60	$60	$60	$60
H9	Subtotal: Internal HR implementation costs	H7*H8	$62,400	$31,200	$0	$0
Ht	Implementation	H1+H5+H9	$528,800	$222,800	$0	$0
	Risk adjustment	↑10%				
Htr	Implementation (risk-adjusted)		$581,680	$245,080	$0	$0
	Three-year total: $826,760			**Three-year present value: $804,480**		

USER TESTING AND TRAINING

Evidence and data. Interviewees described their organizations' training efforts, as well as their approaches to user testing:

- **User testing.** Interviewees described the universal user testing (UAT) phase as a vital part of the overall HRSD implementation.

    - The head of people technology in the financial services industry said that 40 FTEs were engaged for the UAT phase.

    - The global HR VP in the environmental services industry said that one resource was fully dedicated to leading training, change management, and testing process over four months.

- **Training efforts.** Training efforts mainly focused on HR users of the HRSD environment to automate or support HR processes, with minimal training required for end users.

    - For internal costs, the HR technology leader in the food industry's organization involved an internal project manager and internal test leader.

    - The HR IT leader said that their organization's deployment only included 1 to 2 hours of training for users.

    - The head of people technology in the financial services industry said their organization's training efforts were less intensive than their previous solution, with up to three days of training for shared services team and a 30-second training clip for all other employees.

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

- **End-user testing.** The composite organization engages in user testing in the initial phase, as well as Year 1 of the investment period and the HRSD phased implementation.

    - The composite dedicates 10% of time for 70 FTEs to testing in end-user testing for ServiceNow HRSD in the initial period, with another 35 hours of end-user testing in Year 1.

- The average fully burdened hourly rate of an end user is $40.

- **HRSD training.** The composite organization trains user cohorts on HRSD as follows:

  - In Year 1, all 250 HR resources dedicate 8 hours to training on ServiceNow HRSD. An additional 15 HR resources in Year 2 and 16 in Year 3 are hired due to churn, and also receive 8 hours of ServiceNow HRSD each.

  - The average fully burdened hourly rate of an HR resource is $60.

  - In Year 1, the remaining 34,750 non-HR resources receive approximately 12 minutes of training on ServiceNow HRSD. An additional 3,588 are hired due to churn in the following years and receive the same amount of end-user training.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the cost will vary between organizations depending on the following factors:

- The number, roles, expertise, and fully burdened hourly rate of FTEs engaged in end-user testing for ServiceNow HRSD as well as the percent of time end users are dedicated to testing.

- The number of HR resources and end users trained on ServiceNow HRSD, and the time spent on training for each type of user.

- An organization's deployment model. While organizations choosing a partner-led implementation may experience less overall internal overhead, it may also require more internal collaboration at this phase to ensure clear and appropriate project guidelines for the partners leading the project.

- Technology adoption. The velocity of labor efficiencies will be realized as a direct function of adoption and will be impacted by any challenges or delays of a phased deployment.

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 $902,000.

User Testing And Training

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
I1	Number of FTEs engaged in end-user testing for ServiceNow HRSD	Composite	70	35	0	0
I2	Percent of time end users dedicate to testing	Interviews	10.0%	10.0%	10.0%	10.0%
I3	Average fully burdened hourly rate of an end user	TEI standard	$40	$40	$40	$40
I4	Subtotal: End-user testing costs	Initial and Y1: (2080/2)*I1*I2*I3 Y2 and Y3: Composite	$291,200	$145,600	$0	$0
I5	Number of HR resources trained on ServiceNow HRSD	Composite	0	250	15	16
I6	Number of hours spent training on ServiceNow HRSD, per HR resource	Interviews	0	8	8	8
I7	Average fully burdened hourly rate of an HR resource	TEI standard	$60	$60	$60	$60
I8	Subtotal: HR training costs	I5*I6*I7	$0	$120,000	$7,200	$7,680
I9	Total end users trained on ServiceNow HRSD	Composite	0	34,750	1,750	1,838
I10	Number of hours spent training on ServiceNow HRSD per end user	Composite	0	0.2	0.2	0.2
I11	Subtotal: End-user training costs	I9*I10*I3	$0	$278,000	$14,000	$14,700
It	User testing and training	I4+I8+I11	$291,200	$543,600	$21,200	$22,380
	Risk adjustment	↑10%				
Itr	User testing and training (risk-adjusted)		$320,320	$597,960	$23,320	$24,618
	Three-year total: $966,218			**Three-year present value: $901,689**		

SOLUTION MAINTENANCE

Evidence and data. To maintain the HRSD environment, interviewees discussed the following organizational costs:

- The HR service director in the healthcare industry indicated that a two-person team spends 25% of their time managing their organization's HRSD platform.

- The financial services organizations fully dedicated three HR resources and six IT resources to ongoing administration of the platform.

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

- The composite requires the involvement of one IT and one HR resource over the three years. As the deployment becomes more mature and more use cases become available, the resources increase the portion of their time devoted to HRSD management from 50% in Year 1, to 75% and 100% in Years 2 and 3, respectively.

- The average burdened annual salary of an IT resource is $166,400.

- The average fully burdened annual salary of an HR resource is $124,800.

Risks. Forrester recognizes that these results may not be representative of all experiences, and the cost will vary between organizations depending on the following factors:

- An organization's deployment model.

- Technology adoption.

- The number of IT and HR resources dedicated, and the total level of effort needed from each to maintain ServiceNow HRSD.

- The expertise and fully burdened salary of resources supporting the ServiceNow HRSD environment.

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 $585,000.

Solution Maintenance						
Ref.	**Metric**	**Source**	**Initial**	**Year 1**	**Year 2**	**Year 3**
J1	IT professionals maintaining platform full-time equivalent (FTE)	Interviews	0%	50%	75%	100%
J2	Average fully burdened annual salary of an IT resource	TEI standard	$0	$166,400	$166,400	$166,400
J3	HR professionals maintaining platform full-time equivalent (FTE)	Interviews	0%	50%	75%	100%
J4	Average fully burdened annual salary of an HR resource	TEI standard	$0	$124,800	$124,800	$124,800
Jt	Solution maintenance	(J1*J2)+(J3*J4)	$0	$145,600	$218,400	$291,200
	Risk adjustment	↑10%				
Jtr	Solution maintenance (risk-adjusted)		$0	$160,160	$240,240	$320,320
	Three-year total: $720,720			**Three-year present value: $584,807**		

Financial Summary

Consolidated Three-Year, Risk-Adjusted Metrics

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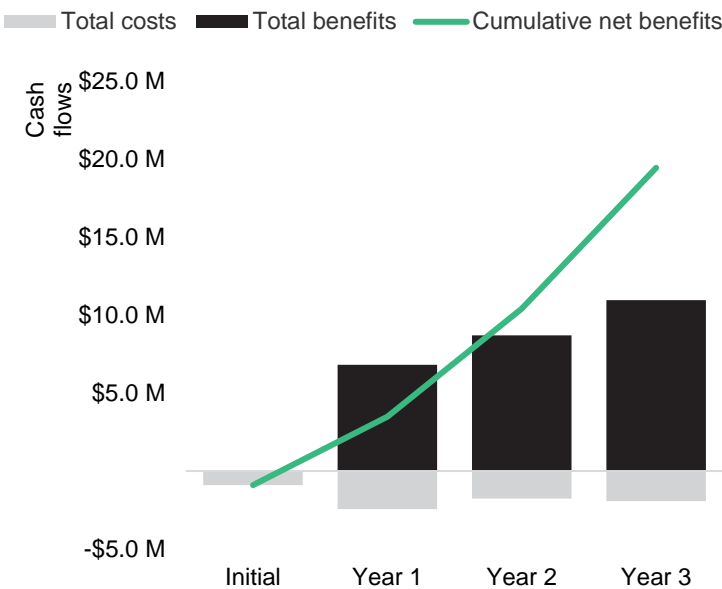
The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV, and payback period for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

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	($902,000)	($2,436,450)	($1,768,473)	($1,925,097)	($7,032,019)	($6,024,856)
Total benefits	$0	$6,821,170	$8,707,147	$10,962,460	$26,490,777	$21,633,310
Net benefits	($902,000)	$4,384,720	$6,938,675	$9,037,363	$19,458,757	$15,608,454
ROI						259%
Payback						<6 months

APPENDIX A: TOTAL ECONOMIC IMPACT

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

Total Economic Impact Approach

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

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

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

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

Present value (PV)

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

Net present value (NPV)

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

Return on investment (ROI)

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

Discount rate

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

Payback period

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

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

APPENDIX B: SUPPLEMENTAL MATERIAL

Related Forrester Research

"[Level Up Your Onboarding Practice With An Experience-Based Approach](#)"
Forrester Research, Inc., May 12, 2022

APPENDIX C: ENDNOTES

[1] Source: "[HCM Tech Growth 2022: HR Service Delivery Software Category](#)," Forrester Research, Inc., December 14, 2022.

[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: "[Level Up Your Onboarding Practice With An Experience-Based Approach](#)," Forrester Research, Inc., May 12, 2022.

[4] Ibid.
[5] Ibid.
[6] Licensing costs are based on the number of end users leveraging the HRSD platform. ServiceNow HRSD is available in three different packages (Standard, Professional, and Enterprise). The following capabilities are included as part of each package:

HRSD Standard

- Case and knowledge management

- Now Mobile

HRSD Professional

- Includes HRSD Standard capabilities

- Employee Service Center

- Employee Experience Packs

- Performance analytics for HR service delivery

- Virtual agent

- Predictive intelligence

HRSD Enterprise

- Includes HRSD Professional capabilities

- Enterprise onboarding and transitions

Add-On Applications

- Employee document management (pricing scales based on the number of users accessing this service)

ABOUT FORRESTER CONSULTING

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

FORRESTER®