

New Technology: The Projected Total Economic Impact™ Of Azure OpenAI Service In Reinventing Customer And Constituent Engagement

Cost Savings And Business Benefits Enabled By Azure OpenAI Service In Reinventing Customer And Constituent Engagement

A FORRESTER TOTAL ECONOMIC IMPACT STUDY COMMISSIONED BY MICROSOFT, JULY 2024

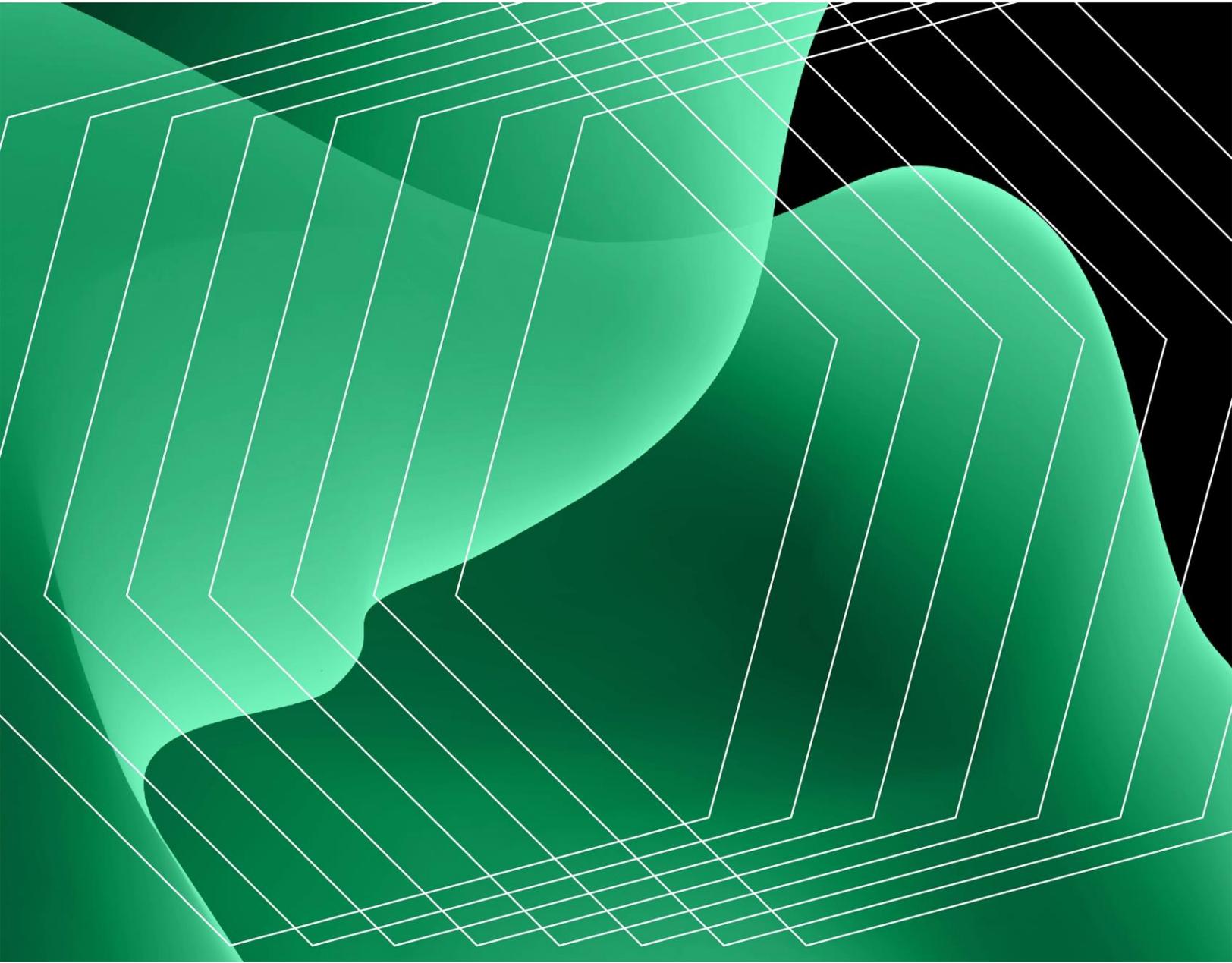


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ABOUT FORRESTER CONSULTING

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Executive Summary

Understanding and engaging with people is core to the success of any organization, be that their customers or the public. The availability of generative AI (genAI) technology serves as an enabler for organizations — including for-profit businesses, schools, health care providers, and government agencies — to deliver smooth customer or constituent interactions in their physical locations and digital spaces, and it creates targeted content that drives better engagement with the intended audience. Combined, this has the potential to greatly enhance the efficiency and creativity of these content-intensive interactions, enabling organizations to achieve higher impact and improve stakeholder engagement that results in better service delivery and even potentially higher revenue growth for commercial organizations.

[Microsoft Azure OpenAI Service](#) is a fully managed service that allows developers to integrate OpenAI models into their applications. It is a key element to Copilot Stack, which is a collection of foundational elements needed to build transformative AI solutions. Copilot Stack brings together purpose-built AI infrastructure, foundational models, data platform, a collection of models and AI tooling, and other developer solutions that are all supported by Microsoft's enterprise-grade commitments to ensure AI privacy, safety, and security. Advanced by Microsoft's own experience building genAI applications, this stack powers Microsoft Copilot. Organizations can leverage this along with other solutions in Microsoft Cloud to reinvent customer or constituent engagement, enrich employee experience, reshape organizational processes, and better enable innovation.

Microsoft commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the projected financial benefits enterprises may realize by deploying Azure OpenAI Service, specifically for use cases that aim to reinvent customer or constituent engagement.¹ The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Azure OpenAI Service on their organizations. This study is also supplemented by eight industry spotlights that demonstrate the impact of generative AI on industry specific KPIs.

To better understand the projected benefits associated with this investment, Forrester interviewed 20 representatives from 16 organizations with experience using Azure OpenAI Service. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single [composite organization](#) that is an organization with an annual revenue of \$10 billion and 10,000 employees.

Projected annual revenue growth from better engagement with **existing** customers

Up to 8% in Year 3

Projected annual revenue growth from better engagement with **prospective** customers

Up to 7% in Year 3

Projected improvement in chatbot resolution at contact centers

Up to 50% per year

Projected efficiency gain in content-generation activities

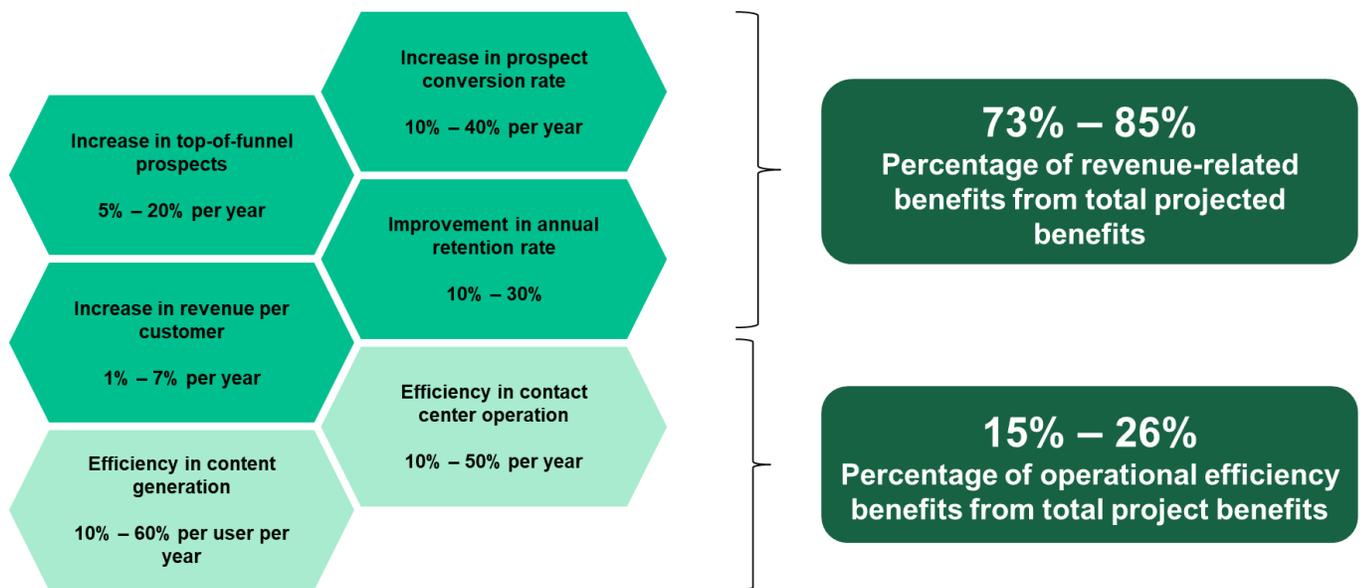
Up to 60% per FTE per year

Interviewees said that prior to using the solutions built on Azure Open AI Service, their organizations struggled with customer and constituent engagement. Creating personalized content was often a manual and time-intensive process, so those responsible for generating this content often resorted to creating generalized, impersonal materials. Additionally, contact centers were often overwhelmed with calls and inquiries, with contact center agents often ill-equipped to address specific questions or requests. These inefficiencies burdened content creators, customer service agents, and other internal teams while satisfaction of the engaged audience suffered. For commercial organizations, this potentially impacted metrics such as conversion rates, customer satisfaction scores, and customer retention numbers.

After the implementation of Azure OpenAI Service, the organizations were able to boost efficiency in both content creation and interactions with their targeted audiences. For commercial organizations, this improved engagement led to higher expectations of business growth as the organizations anticipate increases in conversion rates and the number of leads, improved customer retention, and higher revenue per customer. Even in industries not focused on revenue, such as government or public education, Azure OpenAI Service unlocked efficiencies that significantly increased access to public services and government programs.

Azure OpenAI Service’s customer engagement benefits, both realized and anticipated, are shown in the figure below. In addition to the examples of quantified benefits for the composite organization, this New Tech TEI also discusses drivers contributing to the benefits and how the benefits are expected to expand and evolve over time.

Value From Azure OpenAI Service To Reinvent Customer Engagement



KEY FINDINGS

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

- **Better engagement with existing customers that results in improved retention rates and an increase in revenue per customer.** The composite organization implements Azure OpenAI Service at its contact centers and support organizations, empowering agents to quickly address customer issues, improving customer satisfaction, and reducing churn. The composite also uses Azure OpenAI service to improve efficiency and productivity related to marketing campaigns, which enables it to create highly personalized content for customers at the individual level. This leads to increased cross-sell and upsell opportunities and higher average revenue per customer. Over three years, the reduction in churn rate and improvement in revenue per customer results in an operating income increase worth between a projected \$18.7 million and \$93.3 million for the composite organization.
- **Better engagement with prospective customers that results in more prospects and better conversion rate.** For prospective customers, the composite organization applies the same personalization techniques used for existing customers, which leads to more engaging experiences for prospects and increases the likelihood of conversion into actual sales. Additionally, the AI-generated content is also more effective in driving top-of-funnel prospects to the organization, be that through more personalized newsletters, targeted requests for proposal (RFPs), and better search engine optimization (SEO) content. The improvement in sales conversion rates and increase in top-of-funnel prospects increases the organization's operating income. Over the course of the three-year analysis, this benefit is projected to be worth between \$14.9 million and \$75.8 million for the composite organization.
- **Improvement in contact center chatbot resolution rate.** With AI-enabled chatbots, the composite organization helps its contact center resolve more calls by handling simple queries, which frees human agents for the more complex engagements. The chatbots provide up-to-date information and access to customer and interaction data, filling the gap in contact center insights. Over

three years, the efficiency gain related to contact center operations is worth between \$7.5 million and \$17.5 million for the composite organization.

- **Productivity gains in generating go-to-market (GTM) content.** With solutions built on Azure OpenAI Service, the composite organization can generate more GTM content, allowing their content creation teams to shift focus to content review. At a high level, this enables the creation of derivative content, while ensuring consistency in message, brand, and tone. Over three years, the efficiency gain related to content generation is projected to be worth between \$4.8 million and \$10.9 million for the composite organization.

NON-COMMERCIAL SPOTLIGHT

Projected Benefits Related To Public Sector And Education Organizations

Interviewees from public sector and education organizations told Forrester they saw the following benefits of Azure OpenAI Service:

Better engagement with existing recipients to improve service delivery.

Interviewees from non-commercial organizations said using Azure OpenAI Service allowed them to enhance people's access to specific public services. People have more channels to express their concerns and issues with particular programs, which allows the implementing organizations to use that feedback to improve the service quality.

Improvement in effort to increase service awareness among the general public.

These interviewees also said Azure OpenAI Service allows their organizations to expand public awareness of their programs to pockets of the population they previously could not engage with. They explained that this is a result of using genAI to better understand what messaging or framing attracts people to their services and using genAI again to repurpose the messaging — with the appropriate adjustments if needed — to other parts of the population.

Improvement in contact center chatbot resolution rate. These interviewees said that because contact centers are key channels for public sector and education organizations to engage with their audiences, their organizations use AI-enabled chatbots to help their agents better engage callers. Similar to the commercial application, as chatbots handle the simpler queries, human agents can focus on more complex engagements.

Productivity gains in generating public-facing content. Similar to the commercial application, interviewees from public sector and education organizations said they can benefit from being able to generate more personalized content while scaling the production of public-facing content. This allows their public service employees to shift focus to value-added activities.

“[This is the] key to understanding our customers better. [Azure OpenAI service] can really transform companies across all different dimensions, [and allow] the business to be more automated, [which leads to] quality improvement and better time to market.”

Head of data, telecommunication

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

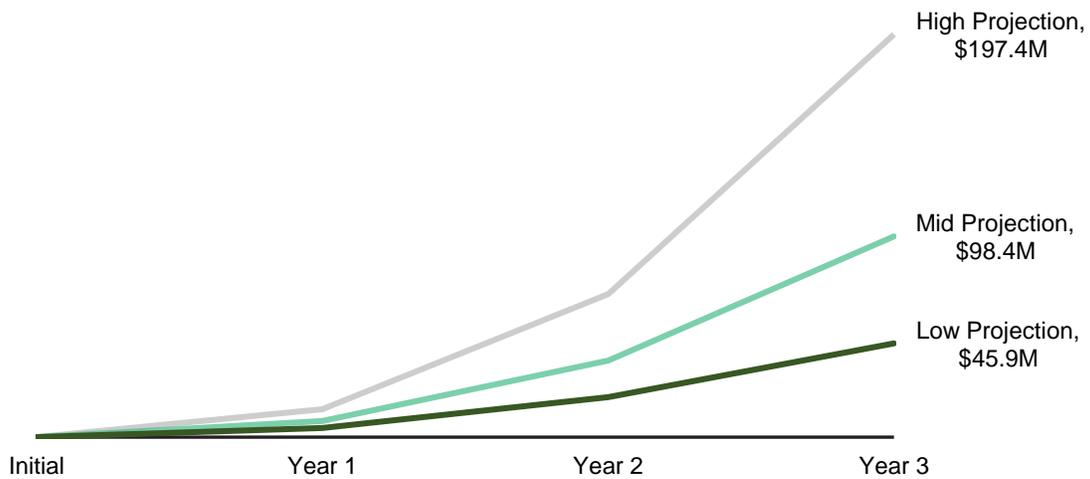
- **Speed to value in creating translated content.** Generative AI can break language barriers and improve global communication for companies. By using AI-powered translation tools, organizations can create translated content in different languages more efficiently, which reduces the need for human translators and related costs. This enables sharing of information between different groups, leading to speed-to-value benefits and improved productivity.
- **Better incorporation of user feedback into product development.** By leveraging Azure OpenAI Service, the composite organization streamlines the process of gathering and analyzing user input, which empowers it to make user-informed decisions in its product development cycles. This not only accelerates development times, but it also optimizes resource allocation, allowing product and service makers to dedicate more time and energy to generating novel ideas and enhancing overall innovation.
- **Impact on employee satisfaction as a key part of customer engagement.** With Azure OpenAI Service, the composite organization moves employees away from manual, redundant work and dedicates them to more strategic work, which ultimately drives an improvement in employee satisfaction. Additionally, having an AI-powered product suite helps the composite organization attract and retain technically skilled individuals. Having a more engaged, empowered employee

base allows the composite to better support customers, which further improves customer and constituent experiences.

Forrester modeled a range of projected low-, medium-, and high-impact outcomes based on evaluated risk. This financial analysis projects that the composite organization accrues the following three-year present value (PV) for each scenario by enabling Azure OpenAI Service:

- Projected high impact benefits of \$197.4 million over three years.
- Projected medium impact benefits of \$98.4 million over three years.
- Projected low impact of \$45.9 million over three years.

Progression Of Projected Benefits For The Composite Organization



KEY STATISTICS

10% to 40%

Improvement in sales conversion rate

10% to 30%

Improvement in annual customer retention

10% to 60%

Productivity gain in content generation

5% to 20%

Increase in top-of-funnel prospects

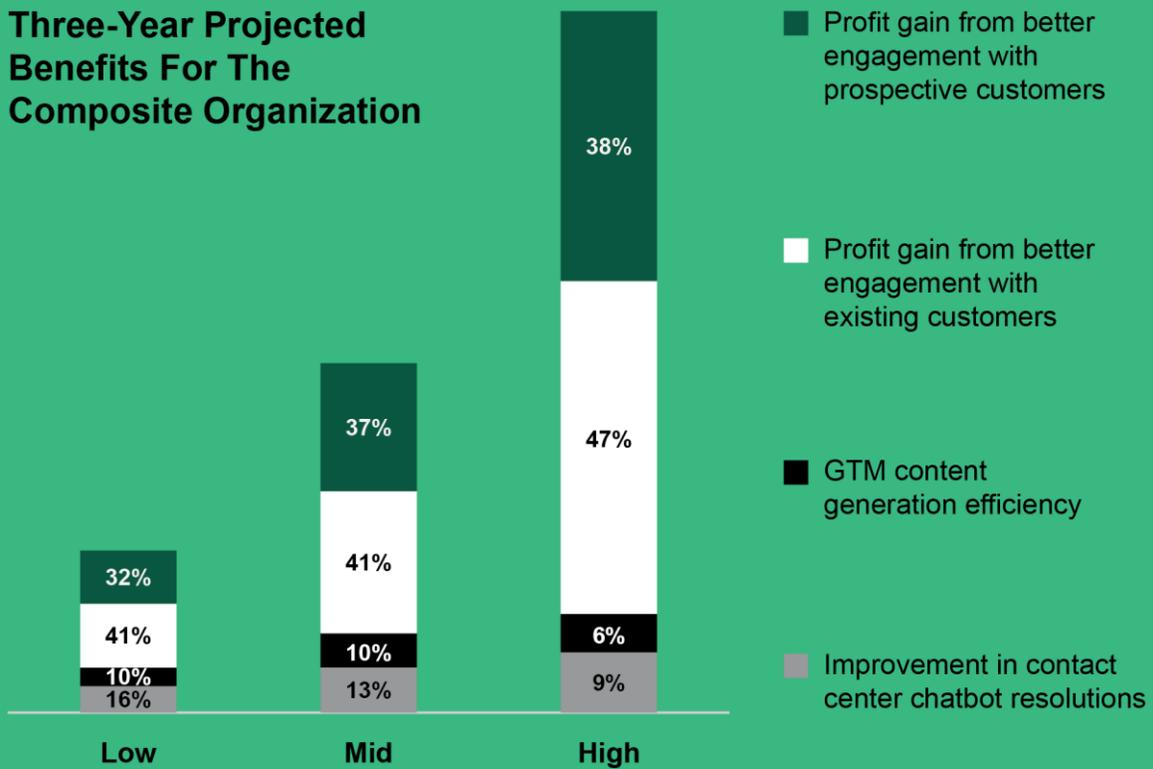
1% to 7%

Increase in revenue per customer

10% to 50%

Reduction in calls requiring human agents

Three-Year Projected Benefits For The Composite Organization



TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews, Forrester constructed a New Technology: Projected Total Economic Impact™ (New Tech TEI) framework for those organizations considering an investment in Azure OpenAI Service.

The objective of the framework is to identify the benefits that affect the investment decision. Forrester took a multistep approach to evaluate the projected impact that Azure OpenAI Service can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Microsoft 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 Azure OpenAI service.

Microsoft 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.

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

1. Due Dilligence

Interviewed Microsoft stakeholders and Forrester analysts to gather data relative to Azure OpenAI service.

2. Interviews

Interviewed 20 representatives at 16 organizations using Azure OpenAI Service in a pilot or beta stage to obtain data about projected financial benefits.

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 fundamental elements of TEI in modeling the investment's potential benefits. Given the increasing sophistication of financial 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 Microsoft Azure OpenAI Service Customer Journey

Drivers leading to the Azure OpenAI Service investment

Interviews				
Role	Industry	Region	Annual Revenue	Total Employees
EVP	Retail and consumer goods	Americas	\$26B	30K
Head of data	Retail and consumer goods	EMEA	\$1.6B	4.5K
Data lead	Retail and consumer goods	EMEA	\$1.6B	4.5K
Senior director	Manufacturing and mobility	Americas	\$3.7B	7K
Head of engineering	Manufacturing and mobility	Americas	\$51B	160K
CIO	Education	Americas	\$579M	1.7K
Head of AI	Education	APAC	\$5B	100K
Head of data	Telecommunications	EMEA	\$48B	96K
Head of digital	Telecommunications	EMEA	\$48B	96K
SVP	Media	Americas	\$10B	1K
Digital strategist	Healthcare and life sciences	APAC	\$1B	33K
Data and analytics lead	Healthcare and life sciences	APAC	\$1B	33K
Business analyst	Healthcare and life sciences	APAC	\$1B	33K
VP of platform engineering	Healthcare and life sciences	APAC	\$31B	15K

CUSTOMER JOURNEY

AI lead	Government	APAC	\$3.2M	15
AI team member	Government	Americas	\$800M	6K
Chief architect	Financial services and insurance	APAC	\$939M	2K
CTO	Financial services and insurance	EMEA	\$2B	6K
Senior director	Energy	Americas	\$28B	18K
Manager of enterprise automation	Energy	Americas	\$11B	10K

KEY CHALLENGES

Forrester interviewed 20 representatives from 16 organizations with experience using Azure OpenAI Service. They said that in trying to reinvent engagement with their customers or the general public, their organizations were faced with the fact that people increasingly prefer to engage with content and messaging that is personalized to them at the individual level. To meet that demand would mean creating millions of variations of the same content.

The interviewees noted that prior to using Azure OpenAI Service, this would have been nearly impossible due to:

- **Inability to make sense of customer data internally.** In its most basic form, genAI and large language models (LLMs) transform data that is too complex or abundant for humans to conceptualize into another form, such as human-friendly text or images. Interviewees shared that prior to using Azure OpenAI Service, their organizations' teams of human analysts were limited in the depth of insights they could generate regardless of the amount of data collected. The EVP at a retail and consumer goods organization noted: "We had the greatest amount of data in our industry, but the [data] was all over the place. We didn't have all the information organized in a good way."
- **Operational inefficiency in insight generation.** According to a Forrester survey, 56% of respondents said that developing customer-contributed content

(e.g., case studies, testimonials) is the main task of their organization's marketing team.² These employees also spend time personalizing messages, content, and program elements to meet growing customer expectations across their lifetime journeys. Interviewees shared that prior to using Azure OpenAI Service, this was a labor-intensive process without promise of quality results. The head of engineering at a manufacturing and mobility company shared: "Translating unstructured data into structured data is very manual and time-consuming. It would've been impossible for us to do the sentiment analysis we do today without generative AI."

- **Inequality in information access.** Interviewees across different industries shared that their contact center agents often lacked accurate, up-to-date information on specific product offerings and that customers were often unable to have their inquiries answered. These issues affected non-profit organizations as well, with interviewees from government agencies and education organizations reporting that constituents and students often were not able to get the service they expected. The data lead at a retail and consumer goods organization described small time savings on each customer, which led to huge time savings at scale: "Our store workers spend an average of 3.5 minutes to look for a subject or an issue that now they can find almost instantaneously. With the number of searches and requests they handle, that adds up."

Key Challenges To Public Sector Organizations

Interviewees in the public sector said their organizations were faced with similar demand related to needing to create more personalized content to generate better engagement from their constituents. They said their organizations were hindered by:

Operational inefficiencies. Interviewees from public sector organizations shared similar challenges related to operational inefficiencies. An interviewee from a government agency indicated that before using Azure OpenAI Service, their organization's lawyers were manually reviewing high volumes of long and complicated documents, which resulted in a time sink for these highly valuable resources: "It doesn't make sense to have our lawyers with expensive rates do this type of task. We want them to do more complex analysis." The AI lead supporting government agencies said the delayed delivery times resulted in delayed legal processes for constituents.

Inconsistencies in data analysis. Manual processes often resulted in data analysis errors, which led to confusion and productivity losses. An interviewee at a government agency indicated that two different employees could come up with different analyses when reviewing similar cases with prior review methods.

Technology infrastructure gaps. Without proper technology to support complex government environments, the interviewees' organizations often resorted to applying more internal employees to the problem, which further compounded both the operational inefficiencies as well as the data inconsistencies. The AI lead supporting government agencies-described how the technology gaps directly impacted constituents' abilities to understand schemes and receive legal support: "[Our country's judgement] is notoriously long and hard to understand. You would need an army of lawyers to understand. However, 99% of [our constituents] cannot afford a lawyer."

INVESTMENT OBJECTIVES

To address the challenges related to their customer and public engagement, the interviewees' organizations searched for a solution that could:

- **Make operations more efficient and empower the workforce to find better ways to serve customers, constituents, or students.** Interviewees' organizations wanted to boost the capabilities of knowledge workers by giving them the ability to analyze vast swaths of data and curated knowledge made possible with generative AI. They hoped to use genAI to create draft solutions for knowledge workers to review and approve. This would avoid the need to start content generation from scratch and save employees' time. Interviewees noted that increasing productivity would allow their workforce to directly find ways of making customer engagement better. The senior director at a manufacturing and mobility company said: "Are we improving business outcomes? That's what I want from my marketing team. [Now,] I can just push my team to understand customer behavior and respond to it. So, we get better meetings and better opportunity development."
- **Enable a culture of experimentation.** According to Forrester research, top-down, waterfall approaches to knowledge management hinder innovation, whereas adopting an agile knowledge management strategy improves the delivery of information.³ Generative AI uses a combination of real-time transaction data, pre-trained LLMs on ticket history, and curated knowledge articles to produce new insights, further improving knowledge delivery. The SVP at a media company shared: "We're trying to understand what the most valuable inputs are that can prompt the most interesting outputs. We are creating a culture of experimentation at our organization."

VOICE OF THE CUSTOMER

“Azure OpenAI Service will improve our business process from hours to minutes, and from minutes to seconds. We can then turn this business process efficiency into customer satisfaction”

– Digital strategist, health and life sciences

“Our genAI mandate is to get our students career-ready. We believe that when they graduate, they will be walking into a world full of genAI, so it’s our responsibility to provide them with sufficient opportunities to critically engage with these technologies”

– CIO, education

COMPOSITE ORGANIZATION

Based on the interviews, Forrester constructed a TEI framework, a composite company, and a benefit analysis that illustrates the areas financially affected. The composite organization is representative of the 20 interviewees from 16 organizations, and it is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

Description of composite. The composite is a global organization with \$10 billion in annual revenue and an operating margin of 10%, and it has a 2.6% annual growth rate. The organization employs 10,000 total employees, and 500 do significant content generation work. The contact center organization handles 4 million calls each year, and a percentage is already handled by a frontline chatbot.

Deployment characteristics. The organization gradually deploys Azure OpenAI Service use cases. In the low-case scenario, 5% of the organization is affected by Azure OpenAI use cases in Year 1. This grows to 20% in Year 2 and to 30% in Year 3. In the mid-case scenario, adoption starts at 7% in Year 1, 25% in Year 2, and 50% in Year 3. In the best-case scenario, adoption starts at 10% in Year 2, 40% in Year 2, and 80% in Year 3.

KEY ASSUMPTIONS

\$10 billion annual revenue

10,000 employees

500 employees with content generation work

4 million calls handled by contact center
annually

Analysis Of Benefits

Quantified benefit data as applied to the composite

Total Projected Benefits					
Projected Benefits	Year 1	Year 2	Year 3	Total	Present Value
Total projected benefits (low)	\$4,976,500	\$18,213,500	\$35,096,844	\$58,286,844	\$45,945,349
Total projected benefits (mid)	\$8,683,725	\$35,948,750	\$80,897,392	\$125,529,867	\$98,383,415
Total projected benefits (high)	\$15,032,000	\$68,410,000	\$169,284,840	\$252,726,840	\$197,388,850

PROFIT GAIN FROM BETTER ENGAGEMENT WITH EXISTING CUSTOMERS

Evidence and data. Interviewees shared that with Azure OpenAI Service applied at their organization’s contact centers and support organizations, agents can more easily pull up information while on the call, which allows them to quickly and better address the issue at hand. This can impact customer satisfaction levels and, by extension, the level of customer churn.

- The EVP at a retail and consumer goods organization described the improvement in customer service with the AI-enabled knowledge base. They said, “Our customer support agents and store associates can access our knowledge base to better support our customers.”
- The head of data at a retail and consumer goods company shared that their organization looks for ways to use its Azure OpenAI-based solution to positively improve customer engagement and, by extension, the overall experience with their organization. The interviewee noted: “Our [NPSSM](#) (Net Promoter Score) is currently negative 30. [With Azure OpenAI,] we want to bring that back to being positive within three months. One of our objectives with the personalized campaign is to decrease churn.”

ANALYSIS OF BENEFITS

- The head of engineering at a manufacturing and mobility company reported that their organization used Azure OpenAI Service to determine the sentiments of customers, which helped improve customer understanding: “Sentiment analysis can uncover pain points or challenges that cause churn, so we can proactively take action on it.”
- The head of data at a telecommunications company described the importance of improving their organization’s customer experience with Azure OpenAI Service: “Telco is an industry where people can easily switch providers. We have to make sure our customer experience is so delightful that customers stay with us, and we can reduce our churn. We are expecting a 10% uplift in our CSAT (customer satisfaction score) from empowering our support agents better.”

Interviewees reported that in addition to creating personalized content for prospective customers, their organizations were able to more effectively personalize materials for their existing customer bases. By being able to create tailored materials for specific customers, the organizations uncovered cross-sell and upsell opportunities, increasing the average revenue per customer.

- The SVP at a media company described the improvement in the engagement of existing customers with Azure OpenAI Service: “Once we get people into our [digital] space, we can personalize that engagement. That can turn into them buying merchandise, consuming our other content, and subscribing to our business.”
- The head of data at a retail and consumer goods organization explained that Azure OpenAI helped their company create content targeted to individual customers, which drove cross-selling opportunities: “The other part of personalized campaign is to increase sales. Cross-selling is rooted in us now understanding the personalized customer demand more.”
- The SVP at a media company reported that their organization used solutions built on Azure OpenAI Service to better understand customer sentiment, which helped it realize upselling opportunities. They said, “By being able to do sentiment analysis more effectively, we can uncover cross-sell and upsell opportunities.”
- The chief architect at the financial services and insurance organization told Forrester: “[From our improved engagement,] we can evaluate whether or not we

are actually helping the client more. We can see if their portfolio with us grows. If I see 10% to 20% revenue growth that can be directly attributed to [Azure OpenAI Service,] that would be a good starting point for success to me.”

- Some interviewees even imagined evolving the role of contact center agents to become more of a guide when addressing a caller’s concern, which can include identifying additional buying opportunities. The head of data in telecommunications said, “With the time savings and efficiency gain, the hope is for agents to be more like advisors [to our customers].”

INTERVIEW SPOTLIGHT

Using GenAI To Expand Access Of Service Recipients

Interviewees from the public sector shared examples of how their organizations were looking to use Azure OpenAI Service to deliver better outcomes to their patients, students, and constituents.

The digital strategist at a healthcare and life sciences organization reported that using Azure OpenAI Service helped their company provide health information to patients more quickly than it was able to previously: “For a health issue where 80% to 90% of cases are actually normal, having to wait days or even a week later to get the result can be frustrating. With AI, you can just wait an hour, go get coffee, and the result is ready. There is no need to make another appointment.”

The CIO in higher education reported their organization was hoping to use Azure OpenAI Service to personalize learning, identify struggling students, and optimize resources to improve the most important success metrics: “We will want to see if there is an increase in the students’ job employment rate and graduation rate. We have struggled to increase our graduation rate for many years. This is the biggest initiative that we are doing to improve it.”

An AI team member at a government agency described how their firm intends to use Azure OpenAI Service to modernize legal processes — including the analysis of legal documents and precedents — to give citizens faster and more accessible legal assistance: “Think about a citizen. If they need to spend hours, days, months, or years to fight for a right they have, that hurts them, and that hurts us as a county. If we can avoid cases that require years of fighting for a citizen’s right, that would be a big societal win.”

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

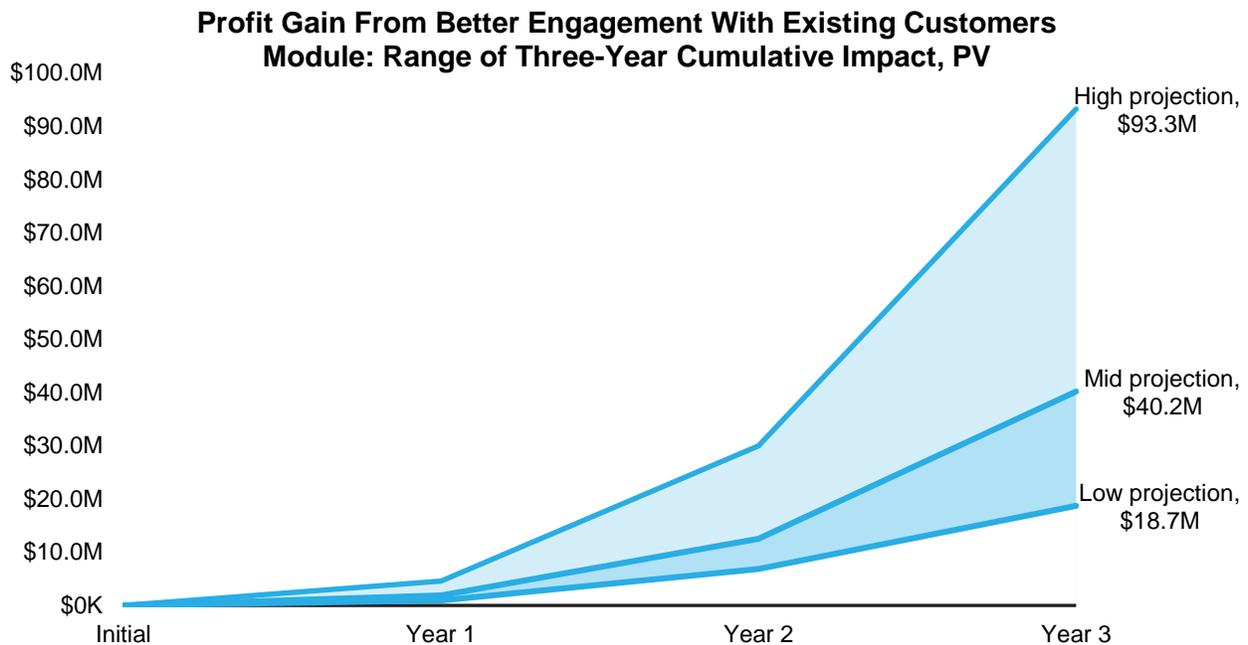
- The composite’s annual revenue is \$10 billion, and it grows at 2.6% each year.
- There is a gradual adoption of Azure OpenAI Service at the organization. In the low-case scenario, 5% of the organization is affected by Azure OpenAI Service use cases in Year 1, which then grows to 20% in Year 2 and to 30% in Year 3. In the mid-case scenario, adoption starts at 7% in Year 1, then grows to 25% in

ANALYSIS OF BENEFITS

Year 2 and to 50% in Year 3. In the best-case scenario, adoption starts at 10% in Year 2, then grows to 40% in Year 2 and to 80% in Year 3.

- The composite's annual customer churn rate prior to using Azure OpenAI Service was 10%.
- By adopting Azure OpenAI Service, in the low-case scenario, the organization improves its retention rate by 10% in Year 1, 15% in Year 2, and 20% in Year 3. In the mid-case scenario, this improvement is 15% in Year 1, 20% in Year 2, and 25% in Year 3. In the best-case scenario, the improvement is 20% in Year 1, 25% in Year 2, and 30% in Year 3.
- The adoption of Azure OpenAI Service also impacts the composite's average revenue per customer. In the low-case scenario, this improvement to overall revenue is 1% in Year 1, 2% in Year 2, and 3% in Year 3. In the mid-case scenario, these percentages improve to 2%, 3%, and 5% respectively. And in the best-case scenario, they improve to 3%, 5%, and 7%, respectively.

Results. This yields a three-year projected PV ranging from \$18.7 million (low) to \$93.3 million (high).



Improvement in annual customer retention

10% – 30%

Increase in revenue per customer

1% – 7%

“Sentiment analysis can uncover pain points or challenges that cause churn so we can take action on it.”

HEAD OF ENGINEERING, MANUFACTURING AND MOBILITY

ANALYSIS OF BENEFITS

Profit Gain From Better Engagement With Existing Customers					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Revenue	Composite	\$10,000,000,000	\$10,260,000,000	\$10,526,760,000
A2 _{Low}			5%	20%	30%
A2 _{Mid}	Percentage of organization impacted by AOAI use cases	Composite	7%	25%	50%
A2 _{High}			10%	40%	80%
A3			Annual churn rate before AOAI	Composite	10%
A4 _{Low}			10%	15%	20%
A4 _{Mid}	Avoided annual churn	Interviews	15%	20%	25%
A4 _{High}			20%	25%	30%
A5			Operating margin	Composite	10.00%
A6_{Low}			\$500,000	\$3,078,000	\$6,316,056
A6_{Mid}	Subtotal: Profit gain from better retention	A1*A2*A3*A4*A5	\$1,050,000	\$5,130,000	\$13,158,450
A6_{High}			\$2,000,000	\$10,260,000	\$25,264,224
A7 _{Low}			1%	2%	3%
A7 _{Mid}	Percentage increase in revenue per customer	Interviews	2%	3%	5%
A7 _{High}			3%	5%	7%
A8_{Low}					\$500,000
A8_{Mid}	Subtotal: Profit gain from increased revenue per customer	A1*A2*A5*A7	\$1,050,000	\$7,695,000	\$23,685,210
A8_{High}			\$3,000,000	\$20,520,000	\$58,949,856
At _{Low}			\$1,000,000	\$7,182,000	\$15,790,140
At _{Mid}	Profit gain from better engagement with existing customers	A6+A8	\$2,100,000	\$12,825,000	\$36,843,660
At _{High}			\$5,000,000	\$30,780,000	\$84,214,080
Three-year projected total: \$23,972,140 to \$1119,994,080			Three-year projected present value: \$18,707,994 to \$93,254,756		

PROFIT GAIN FROM BETTER ENGAGEMENT WITH PROSPECTIVE CUSTOMERS

Evidence and data. Interviewees shared that by using Azure OpenAI Service, their organizations were able to more easily generate personalized content, ensuring that marketing materials resonated with individual prospects. Additionally, the organizations were able to rely on AI-powered knowledge bases to better respond to prospects' inquiries, which helped them avoid lost sales. Collectively, the increased personalization and the improved response cycles led to more prospects converting into sales.

- When asked how using Azure OpenAI Service improves conversion rates, the head of data at a retail organization noted, "With personalized newsletters, we can increase our web conversion rate by two times."
- The senior director at a manufacturing and mobility company shared how the AI-powered knowledge base helped their organization better respond to inquiries while improving engagement and conversion: "[When evaluating a purchase,] customers want to understand how to use a product, what regulation is behind it, [and] how to learn about it. That can all get pretty complex. The idea is to help this process with AI."
- When engaging with prospects, answer accuracy is expected to be a key determinant of customers' purchase decisions. The head of data at a telecommunications company told Forrester, "We've seen the accuracy of response to customers increase by 30%."
- The CTO at a financial services and insurance firm added: "If you think about the sales and marketing funnel of an organization, the ability to put insights into every stage of that journey, knowing who the person that's viewing the insight [is], what their impact is on the client, what the client is thinking, [and] what they want, you can dramatically improve the interaction [with the client]."

Additionally, interviewees shared that AI-generated content is more optimized for search engines, which drives more prospects to their webpages. With the improvement in personalization, prospects who were directed to websites were also more likely to engage with the organizations' sales teams.

ANALYSIS OF BENEFITS

- The data lead at a retail and consumer goods organization shared: “Personalized newsletters help drive interest into our websites and stores. Anecdotally, we saw a 200% increase in our top-of-funnel growth in certain markets.”
- The head of data at the same organization added: “Without understanding personalized customer demand, you end up doing major marketing campaigns on TV, radio, and other major media. Now, you can do this in a more targeted way, and it’s a cheaper effort.”
- The senior director at a manufacturing and mobility company noted: “Last year, we generated \$300 million in revenue opportunities, which represents \$1.2 billion in total contract value pipeline. Our marketing spend is measured in the amount of business outcomes we produce with that. We’re using [Azure OpenAI Service] to more intelligently understand customer signals and behaviors, including where the customer is in the buying cycle and what the buyer group is looking at. That should all lead to better performance at a lower cost.”
- The SVP at a media company told Forrester: “We can now localize any content we have to any market and country that we want to enter. We can adapt the content we write depending on different personas.”

INTERVIEW SPOTLIGHT

Using GenAI To Support Constituents And Students

Even in the public sector where financial revenue is not the main measurement of success, interviewees noted similar examples of how their organization's use of Azure OpenAI Service proved crucial in driving interest towards their services.

The AI lead supporting government agencies noted, "You can talk to our chatbot in any language with both text and voice options, and it gives you the description of the situation and a response that is applicable to you."

The head of AI in the education space explained how using Azure OpenAI Service enabled their organization to identify exactly where students were disengaging in the digital support process, which allowed it to determine which steps needed improvement: "We see in our digital support services the dropout rates are high. Now, we can analyze our interaction to understand why they dropped."

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

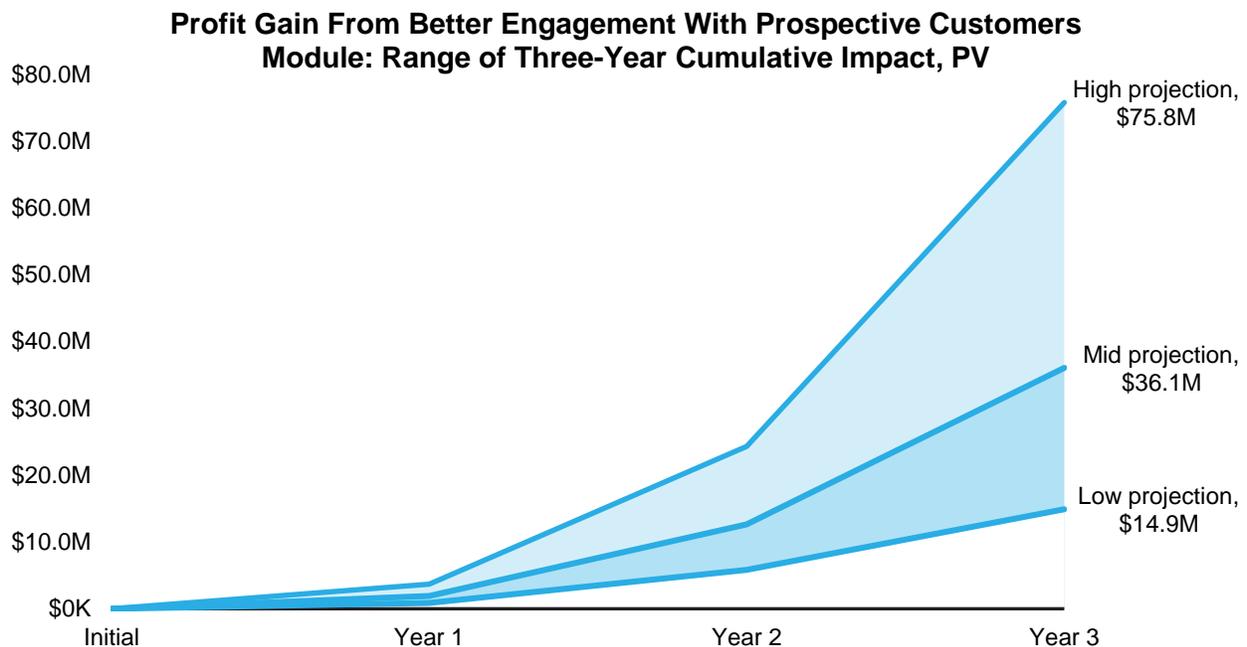
- Every year, the composite receives 4.2 million top-of-funnel opportunities. These include a mix of both digital and physical and inbound and outbound prospects.
- There is a gradual adoption of Azure OpenAI Service at the organization. In the low-case scenario, 5% of the organization is affected by Azure OpenAI Service use cases in Year 1, and this percentage then grows to 20% in Year 2 and to 30% in Year 3. In the mid-case scenario, adoption starts at 7% in Year 1, then grows to 25% in Year 2 and to 50% in Year 3. In the best-case scenario, adoption starts at 10% in Year 2, then grows to 40% in Year 2 and to 80% in Year 3.
- In the legacy environment, the organization converted 2% of all prospects into actual sales.
- In the low-case scenario, Azure OpenAI Service improves the sales conversion rate by 10% in Year 1, by 15% in Year 2, and by 20% in Year 3. In the mid-case scenario, the improvement is 15% in Year 1, 25% in Year 2, and 30% in Year 3.

ANALYSIS OF BENEFITS

In the best-case scenario, the improvement is 20% in Year 1, 30% in Year 2, and 40% in Year 3.

- The organization's revenue per customer is \$15,000.
- The organization's operating margin is 10%.
- In addition to the improvement in sales conversion rate, the use of Azure OpenAI Service also impacts the number of top-of-funnel prospects. In the low-case scenario, this improvement is 5% in Year 1, 8% in Year 2, and 10% in Year 3. In the mid-case scenario, the improvement is 8% in Year 1, 13% in Year 2, and 15% in Year 2. In the best-case scenario, the improvement is 10% in Year 1, 15% in Year 2, and 20% in Year 3.

Results. This yields a three-year projected PV ranging from \$14.9 million (low) to \$75.8 million (high).



Improvement in sales conversion rate

10% – 40%

Increase in top-of-funnel prospects

5% – 20%

“Having reviews written, curate, and organized from actual, real-time reviews helps us with customer experience because [customers] now have all the information they need to evaluate their purchase decision.”

EVP, RETAIL AND CONSUMER GOODS

ANALYSIS OF BENEFITS

Profit Gain From Better Engagement With Prospective Customers					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Top-of-funnel prospects	Composite	4,200,000	4,200,000	4,200,000
B2 _{Low}			5%	20%	30%
B2 _{Mid}	Percentage of overall funnel impacted	Composite	7%	25%	50%
B2 _{High}			10%	40%	80%
B3	Sales conversion rate in legacy environment	Composite	2%	2%	2%
B4 _{Low}			10%	15%	20%
B4 _{Mid}	Improvement in sales conversion rate	Interviews	15%	25%	30%
B4 _{High}			20%	30%	40%
B5	Revenue per customer	Composite	\$15,000	\$15,000	\$15,000
B6	Operating margin	Composite	10%	10%	10%
B7 _{Low}			\$630,000	\$3,780,000	\$7,560,000
B7 _{Mid}	Subtotal: Profit gain due to better conversion rate	B1*B2*B3*B4*B5*B6	\$1,323,000	\$7,875,000	\$18,900,000
B7 _{High}			\$2,520,000	\$15,120,000	\$40,320,000
B8 _{Low}			2.20%	2.30%	2.40%
B8 _{Mid}	New sales conversion rate	B3*(1+B4)	2.30%	2.50%	2.60%
B8 _{High}			2.40%	2.60%	2.80%
B9 _{Low}			5%	8%	10%
B9 _{Mid}	Increase in top-of-funnel prospects	Interviews	8%	13%	15%
B9 _{High}			10%	15%	20%
B10 _{Low}			\$346,500	\$2,173,500	\$4,536,000
B10 _{Mid}	Subtotal: Profit gain from top-of-funnel growth	B1*B2*B5*B6*B8*B9	\$760,725	\$5,118,750	\$12,285,000
B10 _{High}			\$1,512,000	\$9,828,000	\$28,224,000
Bt _{Low}			\$976,500	\$5,953,500	\$12,096,000
Bt _{Mid}	Profit gain from better engagement with prospective customers	B7+B10	\$2,083,725	\$12,993,750	\$31,185,000
Bt _{High}			\$4,032,000	\$24,948,000	\$68,544,000
Three-year projected total: \$19,026,000 to \$97,524,000			Three-year projected present value: \$14,895,879 to \$75,781,758		

IMPROVEMENT IN CONTACT CENTER CHATBOT RESOLUTION

Evidence and data. Interviewees shared how using Azure OpenAI Service enabled their organizations to deflect more contact center requests with their chatbots. This allowed human agents to focus on more complex engagements in which human intervention is crucial without overwhelming them with simple queries now handled by the chatbot. Having the AI-enabled chatbot also empowers agents to have all up-to-date information at their fingertips, which they can use to seamlessly address the issue at hand. Forrester research found that while contact center hosts massive amounts of unstructured customer and interaction data, they rarely have access to customer and interaction insights.⁴ This gap is easily filled by having AI-enabled chatbots that can access those data points and information as needed.

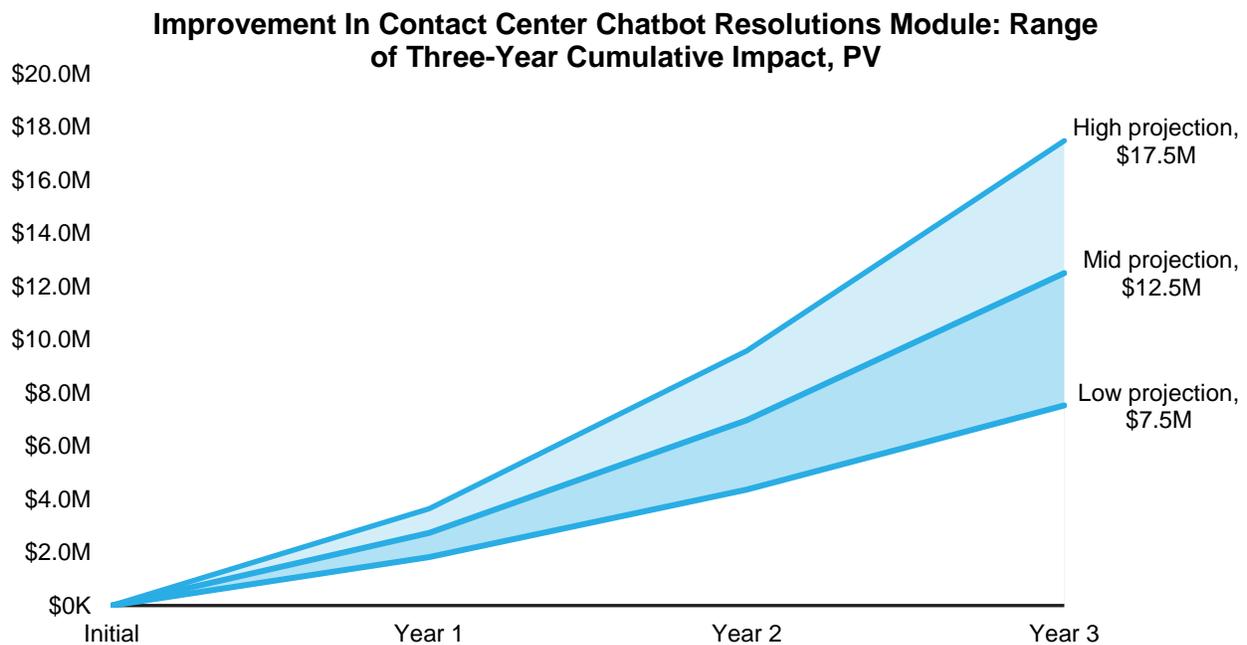
- The head of data at a telecommunications company shared how using Azure OpenAI Service reduced average handle time at their organization’s contact centers: “Agents spend a good amount of time in any customer contact searching through multiple documents. This impacts the time taken to have that contact and the caller experience overall. By having these Azure OpenAI Service [features,] the agent can find that answer quicker with the help of the chatbot. We hope to reduce agent handover from 36% to 30% in the future.”
- The AI lead supporting government agencies told Forrester, “A very popular use case [of Azure OpenAI Service in government] is empowering our existing frontline workers with some sort of pocket Wikipedia for different domains they work in.”
- The data and analytics lead at a healthcare company said their organization is working to develop a private chatbot to help patients independently resolve basic queries: “Ideally, we can present an OpenAI chatbot that has access to the patients’ information.”
- The head of AI in the education space said, “Our school admins use the [Azure OpenAI Service] internal chatbot to support them with required information in conversations with parents who have questions about their children.”
- The chief architect at a financial services and insurance organization noted: “We want to see if the efficiency gains [from using Azure OpenAI Service] mean our staff [will be] able to meet more clients. We also want to see whether there are

impacts on the time spent per client as well as the time for prospective clients to make a decision. If we can improve those metrics by 30% to 50%, I would consider that good enough to start.”

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

- The composite’s contact center handles 4 million calls each year. This number grows at the same rate as the overall organization.
- In the legacy environment, the contact center chatbot was already able to handle 50% of all calls without needing human intervention.
- For the remaining 50% of calls, the use of Azure OpenAI Service reduces 10% of calls in Year 1, 15% in Year 2, and 20% in Year 3 for the low-case scenario. This percentage reduction increases to 15%, 25%, and 35% respectively in the mid-case scenario, and to 20%, 35%, and 50% in the best-case scenario.
- The cost per call requiring human intervention is \$10.

Results. This yields a three-year projected PV ranging from \$7.5 million (low) to \$17.5 million (high).



Reduction in calls requiring human agent

10% – 50%

“Once we improve chatbot accuracy, we should be able to reduce 20% to 30% of agents’ and associates’ time.”

EVP, RETAIL AND CONSUMER GOODS

Improvement In Contact Center Chatbot Resolution

Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Calls handled	Composite	4,000,000	4,104,000	4,210,704
C2	Percentage of calls that are routed to a human agent	Composite	50%	50%	50%
C3 _{Low}			10%	15%	20%
C3 _{Mid}	Percentage reduction in calls that require a human agent	Interviews	15%	25%	35%
C3 _{High}			20%	35%	50%
C4	Cost per contact at contact center	Forrester research	\$10	\$10	\$10
Ct _{Low}			\$2,000,000	\$3,078,000	\$4,210,704
Ct _{Mid}	Improvement in contact center chatbot resolution calls handled	C1*C2*C3*C4	\$3,000,000	\$5,130,000	\$7,368,732
Ct _{High}			\$4,000,000	\$7,182,000	\$10,526,760
Three-year projected total: \$9,288,704 to \$21,708,760			Three-year projected present value: \$7,525,548 to \$17,480,811		

GO-TO-MARKET CONTENT GENERATION EFFICIENCY

Evidence and data. Interviewees noted that the amount of content their organizations can create with Azure OpenAI Service is now significantly higher than it was before. In most cases, this meant their teams of content creators could essentially become content reviewers. Beyond creating more content, the organizations could now ask their generative AI tools to personalize short- or long-form content, ensuring brand consistency and achieving personalization at scale.⁵

- The head of AI in the education space explained the efficiencies their organization saw from using Azure OpenAI Service to help teachers create lesson plans: “We used to have educators write their own sample lesson plans. Creating one could take 2 hours for every hour of lesson. By switching the educators to more QA work, the time investment can take less than an hour per hour of lesson plan.”
- The EVP at a retail and consumer goods organization described the time savings their company saw in creating product descriptions and other website content: “We can get a lot more product descriptions produced with the same number of people. That content helps us with SEO, improving the natural ranking of our content’s searchability.”
- The SVP at a media company noted that having Azure OpenAI Service made their team more productive in generating content in different languages. They said, “It’s almost like giving us 50 virtual global translators to translate our content in real time to any language we want.”
- The AI lead supporting government agencies added, “Depending on the case, we are saving as much as 80% of our time by having Azure OpenAI Service review our documents.”

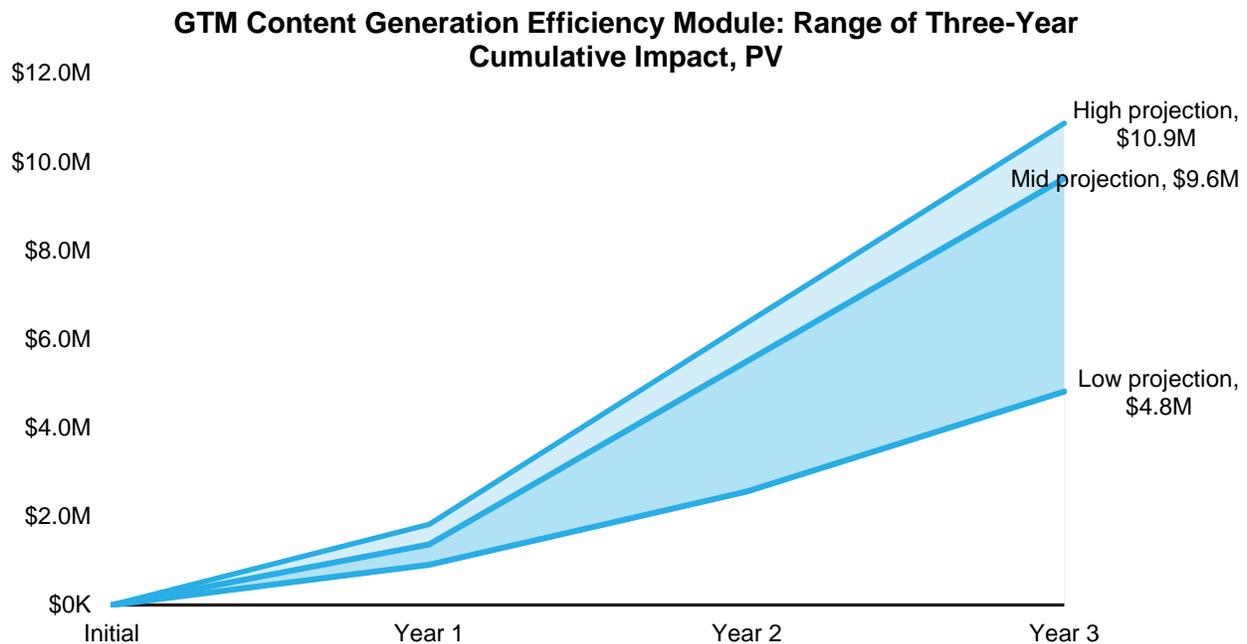
Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite has 500 FTEs involved in GTM content generation activities, and they spend 50% of their time relative to their other responsibilities.

ANALYSIS OF BENEFITS

- With Azure OpenAI Service, in the low-case scenario, these FTEs save 10% of their time in doing content generation work in Year 1. This improves to 20% in Year 2 and to 30% in Year 3. In the mid-case scenario, this improves by 15% in Year 1, 50% Year 2, and 55% in Year 3. And in the best-case scenario, this improves by 20% in Year 1, 55% in Year 2, and 60% in Year 3.
- The average fully burdened annual salary for an FTE involved in GTM content generation activities is \$80,000.
- The composite's productivity recapture rate is 50%. This measures the value of time saved by focusing only on the time spent on creating valuable work or actual cost reduction, rather than the overall time saved.

Results. This yields a three-year projected PV ranging from \$4.8 million (low) to \$10.9 million (high).



Productivity gain in content generation

10% – 60%

“We can now do 1,000-plus product descriptions per month, whereas previously we could only do 10% of that.”

DATA LEAD, RETAIL AND CONSUMER GOODS

ANALYSIS OF BENEFITS

Go-To-Market Content Generation Efficiency					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	FTEs involved in content generation	Composite	500	500	500
D2	Average percentage of time related to content generation	Composite	50%	50%	50%
D3			10%	20%	30%
D3	Percentage of time savings in content generation using Azure OpenAI Service	Interviews	15%	50%	55%
D3			20%	55%	60%
D4	Fully burdened salary for an FTE involved in content generation	TEI standard	\$80,000	\$80,000	\$80,000
D5	Productivity recapture	TEI standard	50%	50%	50%
D _{tLow}			\$1,000,000	\$2,000,000	\$3,000,000
D _{tMid}	Go-to-market content generation efficiency	D1*D2*D3*D4* D5	\$1,500,000	\$5,000,000	\$5,500,000
D _{tHigh}			\$2,000,000	\$5,500,000	\$6,000,000
Three-year projected total: \$6,000,000 to \$13,500,000			Three-year projected present value: \$4,815,928 to \$10,871,525		

UNQUANTIFIED BENEFITS

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

- Enablement for global operations related to content translation.** For organizations with operations in different regions, the use of Azure OpenAI Service created speed-to-value benefits in translating content to a different language. Previously, a team of translators had to be deployed, and multiple revisions needed to be conducted depending on how much business context the translators had. With Azure OpenAI Service, as long as the organizations ensured the data was set up correctly in the back end, they expected their chatbots to capture context correctly and effectively in creating translated content. The head of engineering at a manufacturing and mobility company shared: “One of the main benefits of genAI is to break the barriers of language, which is important for a global company. Some datasets are written in local

language. By having genAI translate this data, it enables sharing of information between business units that used to be extremely complex before. If you previously hired professional translators, there are direct cost savings.”

- **Efficiency and productivity gains in product development and management.** Interviewees also shared that using Azure OpenAI Service enabled faster connection between customer input and product development. This means customer feedback received by call centers or store associates could be incorporated into future product updates sooner. The chatbots could support engineers and other employees involved in building the product to access the latest customer feedback. The EVP at a retail and consumer goods company said, “It opens up a huge backlog of work that my engineers needed to do. I’m freeing up a significant portion of my engineers’ time to focus on the next innovative idea.”

The CTO at an investment management company added a similar sentiment of how having genAI capabilities through Azure AI Service allowed different roles in different departments pull insights themselves if needed. They noted: “People can now go further and do something themselves. If I have a great idea that requires some data engineering or manipulation, genAI can analyze that for me.”

- **Boost in employee satisfaction and competing for talent.** Interviewees shared that a key pillar of effective customer engagement is hiring and retaining key talent. The interviewees shared that having tools and capabilities enabled by Azure OpenAI Service is a key differentiator in their ability to attract talent. The EVP in retail and consumer goods added: “Engineering talent is very hard to find. Having the best talent is key to ensuring we can provide market-leading experiences to our customers. We can provide complete differentiations in our offerings.”

“We want our lawyers to feel happier because we are supporting them [by] making it easier to do their jobs. Giving them Azure OpenAI to empower their work is one way to do this.”

AI TEAM MEMBER, GOVERNMENT

FLEXIBILITY

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

Key enabler for future business growth. Interviewees shared that leveraging Azure OpenAI Service is imperative to remaining competitive in the market. The said time savings for marketing and customer success teams, faster development cycles for new use cases, and deeper customer insights empower their organizations to adjust engagement strategies and ultimately drive business growth. The EVP at retail and consumer goods company told Forrester, “The things that we're working on, the innovation we're driving, the experimentation we're doing: All this allows us to capture more market share over time by driving the right experience for our customers as well as our associates.”

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

“[We do] business with various state [government agencies]. As we try to enter new states, we go through an RFP process. These efficiency gains [from using Azure OpenAI Service] will be part of our pitch and competitive advantage, showing how we are doing something different to competitors.”

VP, HEALTHCARE

Key Factors That Could Impact Value Realization

Proper AI governance. Understanding the level of personal and private data that can be involved, GenAI systems can generate a wide range of risks, including ethical ones. By establishing clear guidance and standards for implementing GenAI, organizations can mitigate those risks and ensure that their application and use cases are done responsibly.

The CTO at an investment management company said: “[Our success with GenAI] is reliant on the data we have as well as our people’s understanding of the data. A good relationship with our data and making sure we can make the best of it can hugely impact the variable outcome that we get from our investment.”

Change management. GenAI is an ever-evolving technology that is rapidly changing and increasingly becoming more integrated in everyday work. It is essential that employees across the organization understand how to use these tools effectively, ethically, and securely. Without change management, user training, guardrails, and guidance, adoption can prove to be slow or haphazard. The head of data portfolio at a telecommunications organization shared: “Right now, in the pilot, we’re still seeing challenges related to agent behavior. They have a hard time letting go of past behaviors [that we are trying to change].”

Data quality. Generative AI models rely on high-quality data to produce accurate and relevant outputs. Poor data quality can lead to inaccurate or biased results, which can negatively impact decision-making and business outcomes. The AI lead supporting government agencies shared: “We are data rich, but not very data organized. This might take us seven or eight months, even a year to get access to data, clean it up, and make it ready for the bots.”

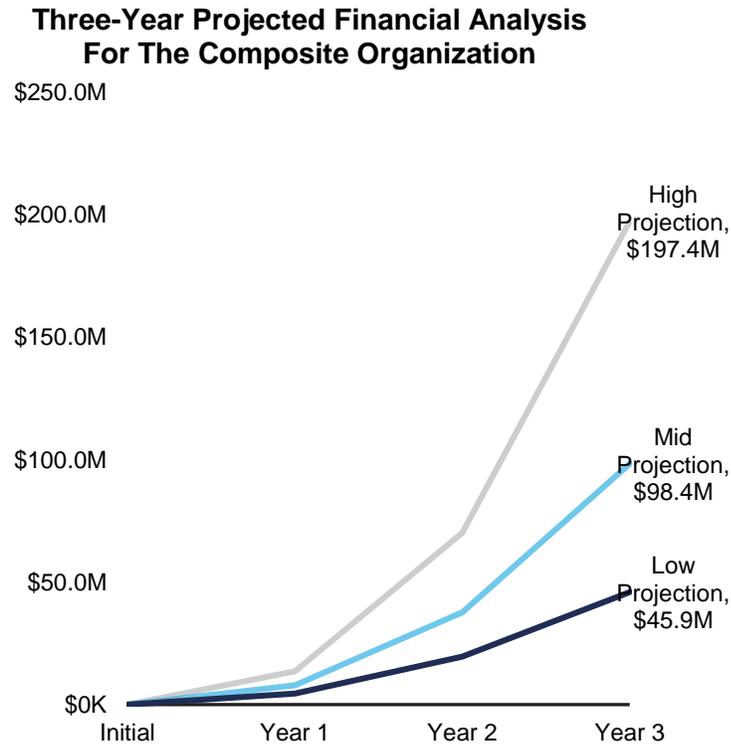
Regulation. Externally, regulation is key. If regulation can keep pace with technology, there should be better adoption and movement. Alternatively, if organizations face challenges in understanding and complying with new rules, this can lead to delays in implementing GenAI-related projects.

“Having the GenAI model itself is not the true competitive advantage because the barrier to entry in adopting this technology is so low. The difference is how you can adopt it at scale. How well can you integrate it to your date. How well do you democratize that insight and capability so the right people in your organization can use it in the best way in their customer interaction.”

CTO, INVESTMENT MANAGEMENT

Financial Summary

Consolidated Three-Year Risk-Adjusted Metrics



Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted present value numbers are determined by applying risk-adjustment factors to the unadjusted results in the Benefit section.

APPENDIX A: NEW TECHNOLOGY: PROJECTED TOTAL ECONOMIC IMPACT

New Technology: Projected Total Economic Impact (New Tech TEI) 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 New Tech TEI methodology helps companies demonstrate and justify the projected tangible value of IT initiatives to both senior management and other key business stakeholders.

Total Economic Impact Approach

Projected Benefits represent the projected value to be delivered to the business by the product.

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 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) benefit estimates given at an interest rate (the discount rate).

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%.

Cash flows are discounted using the discount rate at the end of the year. PV calculations are calculated for each total benefit estimate. Sums and present value calculations of the Total Benefits tables may not exactly add up, as some rounding may occur.

APPENDIX B: ENDNOTES

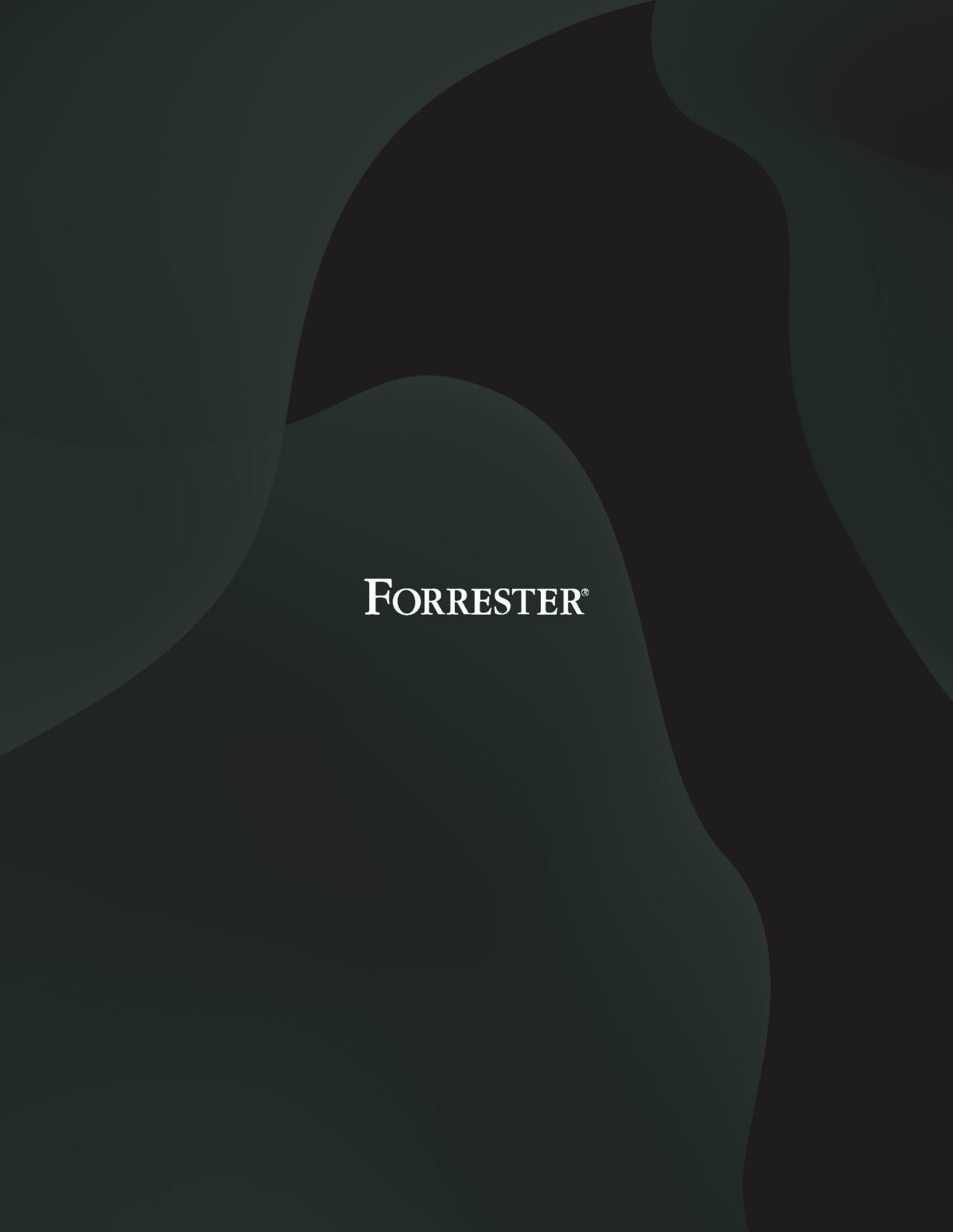
¹ Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

² Source: Forrester's Q2 2023 B2B Customer Engagement Value Realization Survey.

³ Source: [Generative AI: What It Means For Knowledge Management](#), Forrester Research, Inc., July 7, 2023.

⁴ Source: [Design An Insights-Driven Contact Center](#), Forrester Research, Inc., January 5, 2023.

⁵ Source: [Generative AI Brings Superpowers To Portfolio Marketers](#), Forrester Research, Inc., March 5, 2024.

The image features a dark green background with several overlapping, organic, wavy shapes in various shades of green, creating a layered, abstract effect. The word "FORRESTER" is centered in a white, serif font with a registered trademark symbol (®) at the end.

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