

A Forrester Total Economic Impact™
Study Commissioned by ServiceNow
June 2017

The Total Economic Impact™ Of ServiceNow Customer Service Management

How Epicor Software Corporation
Achieves 104% ROI By Transforming
Global Customer Support

Table of Contents

Executive Summary	1
Key Findings	1
TEI Framework and Methodology	4
The Customer Journey	5
Interviewed Organization: Epicor Software	5
Key Challenges	5
Key Results	6
Financial Analysis	7
Improved Customer Retention	7
Incremental Revenue Growth	8
Improved Organizational Efficiency And Decision Making	9
Flexibility	10
About ServiceNow Customer Service Management	11
Appendix A: Total Economic Impact	13
Appendix B: Endnotes	14

Project Director:
Anish Shah
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ABOUT FORRESTER CONSULTING

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Increased customer satisfaction:
\$6.6 million from improved customer retention



Incremental revenue:
\$3.5 million from new cross-selling and upselling opportunities



"We didn't just need a technology solution. We also needed someone we could partner with to help us overhaul our customer support systems, define processes globally, and transform the way we fundamentally deliver service to our customers."

*Senior Vice President,
Global Support
Epicor Software*

Executive Summary

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 ServiceNow Customer Service Management throughout their customer support organization. This study provides a framework for evaluating the potential financial impact of investing in ServiceNow.

Organizations use ServiceNow to deliver a seamless service experience while driving down costs and improving customer satisfaction. It is a highly scalable solution that delivers an effortless customer and agent experience, connects teams across departments to quickly find and fix issues, and proactively prevents customer calls before they happen.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed Epicor Software Corporation ("Epicor"), the world's sixth largest ERP software provider, about its experience using ServiceNow Customer Service Management to create a single global support system.

Epicor relied on over 15 CRM-based support systems and 50-plus customer portals to provide support to its 20,000 customers worldwide. This led to a poor and inconsistent customer service experience, long lead times for issue resolution, an inability to obtain a consolidated picture of key operational and customer-oriented support metrics, and high operational costs. With approximately 50% of its annual revenue derived from software support and maintenance fees, Epicor needed to consolidate and transform its support systems and processes across all its products, business units, and geographies, and become laser-focused on improving the overall customer service experience.

Epicor decided to invest in ServiceNow as the foundation of "EpicCare", its new single global customer support platform that now powers the delivery of a consistent service experience to all its customers and partners, for all of its products, on a worldwide basis.

With ServiceNow Customer Service Management, Epicor has transformed from a product-centric to a customer-centric service organization. Its customers benefit from a consistent, effortless, and personalized service experience across different channels. In addition, its agents have more opportunities to deliver greater value to its customers by being proactive and upselling at the right time and via various touchpoints.

Key Findings

Quantified benefits. Epicor expects to realize the following risk-adjusted quantified benefits over three years:

- **Improved customer retention, resulting in \$6.6 million in benefits.** Epicor saw its Net Promoter Score (NPS) increase by 10-plus percentage points in the first 10 months following its implementation of ServiceNow.¹ Epicor can now better anticipate customer service requirements and solve potential problems before they become customer cases. Its agents are better equipped to resolve or automatically route customers' issues to the right team members, wherever they are located. It has reduced the time to resolve cases significantly, and each customer interaction is now more informed and efficient. Epicor can easily track service-level agreements (SLAs), service-level targets (SLTs), and key performance indicators (KPIs) and



ROI
104%



Benefits PV
\$11.4 million



NPV
\$5.8 million



Payback
15.5 months

"50% of our company's revenue comes from support and maintenance fees. Prior to ServiceNow, our customers were demanding that we improve our support experience. We had to transform our systems and processes to provide the best possible customer service."

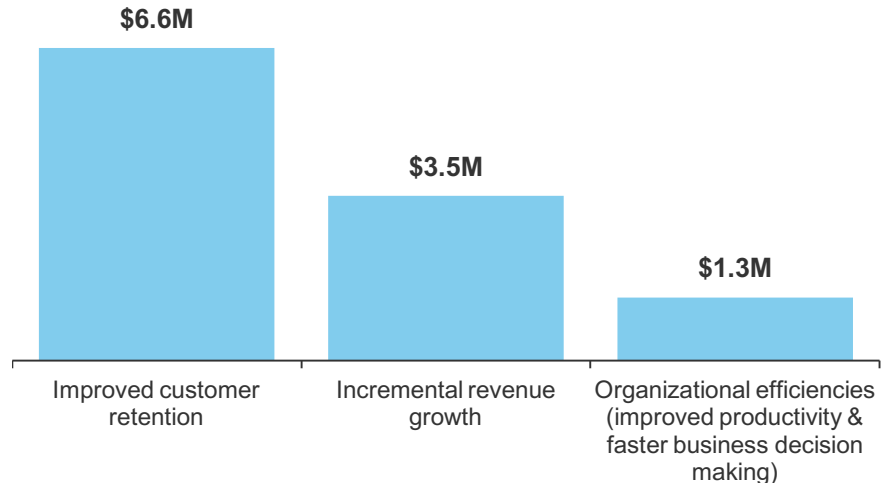
Senior Vice President, Global Support, Epicor Software



take immediate action to improve the overall customer service experience.

- › **Incremental revenue from uncovering new upsell and cross-sell opportunities, resulting in \$3.5 million in benefits.** From the detailed asset-level information now held in the EpicCare system for all customers worldwide, Epicor's support, professional services, product, account management, and marketing teams all have greater visibility into exactly what customers have purchased and what they might need to improve and grow their operations even further. This "white space" analysis has helped to improve the quality of all customer interactions and will enable Epicor to optimize cross-selling and upselling opportunities through targeted marketing campaigns and sales promotions on an on-going basis.
- › **Organizational efficiency improvements from increased productivity and better decision making, resulting in \$1.3 million in benefits.** ServiceNow Customer Service Management drives consistent and automated support processes reducing service costs. It provides Epicor with the ability to quickly spot changes in customer support trends, easily create reports, and continuously monitor key metrics it hadn't previously been tracking on a regular basis. They can now get insights without having to rely on manual analysis of data from multiple sources and systems. Epicor reports a 3x improvement in efficiencies as it relates to reporting. The executive team now has visibility into key performance data and the ability to act on more reliable information that directly contributes to customer satisfaction and business growth.

Three-Year Present Value: Expected Benefits



Additional benefits. Epicor expects to realize the following additional benefits that were not quantified in the study:

- › **Increased self-service usage.** Epicor created a unified customer service portal with an extensive knowledge base to support and address common customer issues and questions on a 24x7 basis.
- › **Faster resolution times.** Epicor can now reduce case handling time and resolve issues quickly. Agents can quickly route work from customer service to other departments, including engineering, operations, and finance, to address and resolve customer issues.

- › **Improved service levels.** The ability to deliver consistent service with vastly improved analytics and service controls allows Epicor to meet customer expectations and thereby improve customer satisfaction.
- › **Capex and Opex savings.** Epicor was able to consolidate over 15 disparate CRM-based support systems and 50 customer portals into a single global support platform powered by ServiceNow Customer Service Management. This significantly reduced its ongoing operational, hardware, software, maintenance, and IT costs.

Costs. Epicor incurred implementation costs as well as annual license fees that are highlighted below. For confidentiality reasons, these costs are not quantified in the study (for more information regarding ServiceNow Customer Service Management pricing, please contact your ServiceNow representative):

- › **Initial implementation and ongoing resource costs.** Epicor dedicated a steering committee of eight advisors to supporting the rollout of ServiceNow as a part of its overall customer service transformation journey. It took Epicor 18 months to implement its entire global support system with ServiceNow. Within the first four months, following contract signature, Epicor had completed the base implementation and started the detailed work for the initial customer rollout. The new customer support platform was rolled out to all its 20,000-plus global customers through seven go-live waves in under 12 months from the first go-live wave.

Epicor dedicated internal support resources, including product managers, business analysts, and IT, to gather requirements and collect the business data required to transition to the ServiceNow solution. It also engaged a professional services partner to assist with the process and systems design as well as the implementation. Epicor also has ongoing system administrator and support analyst costs.

- › **Annual license fees.** Epicor incurs an annual license fee for the ServiceNow Customer Service Management cloud service. This provides Epicor with the ability to create a customized self-service portal; intelligently route and track cases using automated workflows; perform root-cause analysis; create and access contextual knowledge bases; improve contact center management with integrated chat and other collaboration features; connect systems and synchronize data across sales, marketing, customer service, and technical support; and leverage advanced reporting and analytics. The annual license fee also covers routine upgrades and maintenance.

“The EpicCare project with the global rollout of ServiceNow Customer Service Management is widely recognized as one of the best projects we have ever implemented at Epicor.”

Senior Vice President, Global Support, Epicor Software



The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

TEI Framework and Methodology

Based on the interviews, Forrester has constructed a Total Economic Impact™ (TEI) framework for those organizations considering implementing ServiceNow Customer Service Management.

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 ServiceNow Customer Service Management can have on an organization:



DUE DILIGENCE

Interviewed ServiceNow stakeholders and Forrester analysts to gather data related to ServiceNow Customer Service Management.



CUSTOMER INTERVIEW

Interviewed Epicor Software to obtain data with respect to benefits and risks related to investing in ServiceNow Customer Service Management.



FINANCIAL MODEL FRAMEWORK

Constructed a financial model representative of the interview using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewed organization.



CASE STUDY

Employed four fundamental elements of TEI in modeling the impact of ServiceNow Customer Service Management: benefits, costs, flexibility, and risks. Given the increasing sophistication that enterprises have regarding ROI analyses related to IT investments, Forrester's TEI methodology serves to provide a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

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 report to determine the appropriateness of an investment in ServiceNow Customer Service Management.

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 name for the interview but did not participate in the interview.

The Customer Journey

BEFORE AND AFTER INVESTING IN SERVICENOW

Interviewed Organization: Epicor Software

For this study, Forrester interviewed Epicor Software. The company has been using ServiceNow since October 2015. The following chart provides an overview of Epicor and its customer support organization:

Industry	Employees	Countries	Revenue
Software	3,800	150	~\$850 million
Number of products	Number of support centers	Support languages	Annual cases (phone, portal, email)
75+	16+	21	500,000 +

Key Challenges

Epicor outlined the following challenges as a result of its previous customer support environment:

- › **Customer feedback consistently showed that an improved overall experience was required.** Surveys consistently highlighted that the single biggest issue that Epicor needed to address was around improving the overall Epicor experience. With 50% of the company's revenue coming from customer renewals, Epicor made a strategic decision to transform its global support organization and its end-to-end support processes by putting its customers at the heart of its support philosophy, thereby improving customer satisfaction and renewal rates.
- › **Multiple support systems resulted in inconsistent support experiences.** Over its 40-year history, Epicor had grown its product footprint through multiple acquisitions and mergers. Each product had its own support system and operating procedures even though many customers had multiple products. This led to an inefficient and inconsistent customer service experience. Epicor wanted to implement a single support system and standardize support processes. It wanted to create an effortless experience for its customers and agents around the globe. It also needed the technical flexibility to add new capacity quickly to meet customer demands.
- › **Limited customer self-service options frustrated customers and agents alike.** Many of the customer inquiries were routine and repetitive in nature. However, even some of these basic requests, such as adding a contact or removing a user, took far too long to address, resulting in a frustrating experience for both customers and agents. Epicor needed a way to help its customers get answers to their basic queries quickly, and for its agents to be more productive and free to focus on higher value tasks.
- › **The organization was unable to deliver actionable information quickly.** With multiple systems and sources of data, Epicor's management team had a hard time accessing information to quickly make data-driven business decisions.

"As a result of our many acquisitions, we ran a product-centric company and each product had its own support systems. ServiceNow helps us transform into a customer-centric organization and have a single support system for all our customers and products globally."

Senior Vice President, Global Support, Epicor Software



Key Results

The interviews revealed the following key results from investing in ServiceNow:

- › **Improved customer NPS.** Epicor reports an increase of 10-plus percentage points in NPS in the first 10 months after implementing ServiceNow.
- › **Improved customer service experience by resolving customer issues fast.** Epicor has been able to improve its customers' experience by solving and addressing common questions more quickly via self-service options and by routing more complex questions to the right teams using automated workflows for faster resolution.
- › **Increased agent productivity.** Epicor reduced its agents' case handling time. Agents now have better access to customer information, including their transaction data as well as support history. With ServiceNow, agents no longer toggle between multiple screens and systems. They benefit from an omni-channel view of the customer that integrates with their sales system.
- › **Improved agent satisfaction.** Epicor's customer service agents now have more time to focus on more complex issues and strategic initiatives, rather than spending time addressing routine questions and concerns.
- › **Uncovering new revenue opportunities.** With greater visibility into customer purchases down to the individual asset level, Epicor is much better equipped to uncover new upsell and cross-sell opportunities.

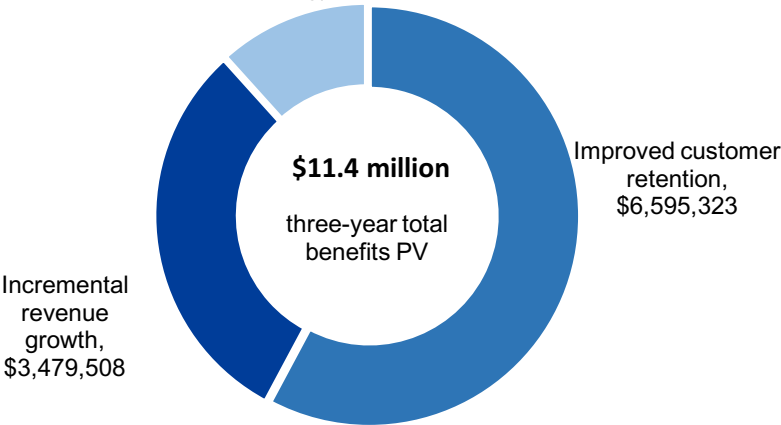


A 10-percentage point increase in NPS within the first 10 months

Financial Analysis

QUANTIFIED BENEFITS

Organizational efficiencies (improved productivity & faster business decision making), \$1,331,709



Three-year expected benefits:

1% improvement in customer retention

3% increase in incremental revenue from existing customers

3x improvement in customer service reporting efficiency

Total Benefits

REF.	BENEFIT	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Atr	Improved customer retention	\$1,806,250	\$2,709,375	\$3,612,500	\$8,128,125	\$6,595,323
Btr	Incremental revenue growth	\$722,500	\$1,445,000	\$2,167,500	\$4,335,000	\$3,479,508
Ctr	Organizational efficiencies (improved productivity and faster business decision making)	\$535,500	\$535,500	\$535,500	\$1,606,500	\$1,331,709
Total benefits (risk-adjusted)		\$3,064,250	\$4,689,875	\$6,315,500	\$14,069,625	\$11,406,540

Improved Customer Retention

Epicor saw customer NPS steadily increase by 10-plus percentage points within the first 10 months of implementing ServiceNow.

Feedback from Epicor’s customers has been extremely positive. They describe the new customer portal as “amazing.” The electronic case management system allows for faster and more reliable service compared with their old service database system. Epicor customers appreciate that they can easily access a rich knowledge base and have the ability to drop in screenshots and quickly create cases without a long and complex intake process.

Epicor is now able to meet customer service level targets at a much higher rate and have significantly improved issue resolution times, resulting in more positive call and case closures.

Epicor estimates that ServiceNow Customer Service Management will improve customer retention by 1% within three years of full system go-live. With 50% of Epicor’s revenue coming through existing customers, a

The table above shows the total of all benefits across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, Epicor expects risk-adjusted total benefits of more than \$11.4 million (PV).



1% improvement in customer retention

1% increase in customer retention rate would result in \$7.6 million in additional revenue over three years.

Improvement in customer retention rates can be influenced by a variety of factors, including:

- › Market and competitive landscape.
- › Average order value of customers.

To account for these factors, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$6.6 million.

Improved Customer Retention					
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
A1	Annual revenue		\$850,000,000	\$850,000,000	\$850,000,000
A2	Estimated revenue from customer renewals		50.0%	50.0%	50.0%
A3	Percentage increase in customer retention		0.5%	0.8%	1.0%
At	Improved customer retention	$A1 \times A2 \times A3$	\$2,125,000	\$3,187,500	\$4,250,000
	Risk adjustment	↓15%			
Atr	Improved customer retention (risk-adjusted)		\$1,806,250	\$2,709,375	\$3,612,500

Incremental Revenue Growth

Epicor expects to generate incremental customer license revenue of 3% by Year 3. From the detailed asset-level information now held in the EpicCare system for all customers worldwide, Epicor's support, professional services, product, account management, and marketing teams all have greater visibility into exactly what customers have purchased and what they might need to improve and grow their operations even further.

This "white space" analysis is expected to help improve the quality of all customer interactions and will enable Epicor to optimize cross-selling and upselling opportunities through targeted marketing campaigns and sales promotions. Epicor estimates that 50% of this incremental revenue growth can be attributed to ServiceNow Customer Management.

To account for the associated market risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of \$3.5 million.



3% incremental revenue growth through uncovering new cross-selling and upselling opportunities

Incremental Revenue Growth					
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
B1	Annual revenue		\$850,000,000	\$850,000,000	\$850,000,000
B2	Approximate revenue from license renewals		20%	20%	20%
B3	Total renewal license revenue	B1*B2	\$170,000,000	\$170,000,000	\$170,000,000
B4	Expected incremental revenue from improved data		1%	2%	3%
B5	Percentage of incremental revenue growth attributed to ServiceNow		50%	50%	50%
Bt	Incremental license revenue	B3*B4*B5	\$850,000	\$1,700,000	\$2,550,000
	Risk adjustment	↓15%			
Btr	Incremental license revenue (risk-adjusted)		\$722,500	\$1,445,000	\$2,167,500

Improved Organizational Efficiency and Decision Making

ServiceNow allows Epicor to integrate data from different systems and provide its executive teams as well as support analysts with better visibility into key metrics and support trends. In addition, Epicor has automated its case closure confirmation processes using ServiceNow, empowering customers to determine whether or not a case can be closed. Epicor can now quickly route issues to the right individuals across departments. It has complete transparency into the status and progress of cases along with ready access to case work notes.

Prior to using ServiceNow, Epicor had the equivalent of nine full-time equivalents (FTEs) responsible for consolidating reports and monitoring KPIs across all its product lines globally. With ServiceNow, Epicor estimates that it delivers the same reports and KPIs to its key stakeholders with two-thirds fewer resources. In addition, support managers now have ready access to metrics that they previously couldn't track, which helps drive more informed business decisions. Epicor estimates an incremental increase in business value by 1.5x through better and faster data-driven decision making.

Organizational efficiency gains can vary by the amount of productivity improvements gained that get transferred into business benefits for an organization.

To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year risk-adjusted total PV of approximately \$1.3 million.



3x improvement in reporting and tracking customer support issues

Improved Organizational Efficiency					
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
C1	Number of FTEs required for reporting and tracking customer support issues — before ServiceNow Customer Service Management		9	9	9
C2	Number of FTEs required for reporting and tracking customer support issues — after ServiceNow Customer Service Management		3	3	3
Ct	Total organizational efficiencies, productivity, and faster business decision making		\$630,000	\$630,000	\$630,000
	Risk adjustment	↓ 15%			
Ctr	Organizational efficiencies, productivity, and faster business decision making (risk-adjusted)		\$535,500	\$535,500	\$535,500

Flexibility

Flexibility, as defined by TEI, represents the ability to invest in additional capacity or capabilities in the future that can result in additional business benefits. It provides an organization with the “right” or the ability to engage in future initiatives but not the obligation to do so. There are multiple scenarios in which an organization might choose to implement ServiceNow Customer Service Management and later realize additional uses and business opportunities. Flexibility should also be quantified when evaluated as part of a specific project.

ServiceNow provides a flexible platform that lets organizations tailor their support processes and easily manage changes. The platform configuration capabilities allow business users to manage these changes with little to no developer support and personalize the system to meet their specific needs. The self-service portal can be easily configured to deliver a personalized service experience. Organizations can quickly add and scale users. The solution easily integrates with external systems to support end-to-end processes.

The ServiceNow cloud applications allow customers to leverage the newest capabilities with every release to further enhance their use of the system.

The underlying platform lets organizations easily leverage other ServiceNow cloud services — for IT, security, and HR — as well as rapidly build other business applications with reusable components.

About ServiceNow Customer Service Management

The following information is provided by ServiceNow. Forrester has not validated any claims and does not endorse ServiceNow or its offerings.

Improving customer service is among the top priorities for most businesses, and for good reason. Studies show that a 5% increase in customer loyalty can increase profits by up to 95%.² And acquiring a new customer is anywhere from five to 25 times more expensive than retaining an existing one.³ Yet despite the obvious financial rewards from delivering a superior customer service experience, most businesses aren't doing it. In fact, most customer service functions struggle with the following:

- › **Inefficiencies.** Customers are inconvenienced by having to call and wait for responses from the service department and frequently have no options that can help them resolve issues themselves. According to a Harris Interactive survey, 75% of customers believe it takes too long to reach a live agent.⁴ At the same time, agents spend hours each week grappling with cumbersome, manual service processes.
- › **Poor service quality.** Often, customer service agents do not effectively address customers' questions or solve their problems. In fact, data indicates that agents fail to answer customers' questions up to 50% of the time.⁵ While the speed at which service is delivered is important, organizations have not really invested in processes and systems that can effectively resolve the underlying causes of issues.
- › **Reactive focus.** Customer service teams spend most of their time reacting to customer problems. This leaves them with little time to focus on strategic new services and transformational work. When customer service cannot be proactive, companies miss opportunities to generate more revenue and drive continuous business improvements.

At ServiceNow, we believe the future of customer service lies beyond CRM. Where current CRM systems focus on managing customer contacts and individual interactions, ServiceNow Customer Service Management connects customer service teams with the rest of the organization through automated workflows to help proactively find and fix the underlying causes of customer issues and deliver an effortless service experience. Your customer service teams are now equipped to fix problems for many customers at once, instead of chasing issues one at a time. They can respond faster to concerns and move beyond operational demands to deliver proactive strategies that drive business growth.

ServiceNow Customer Service Management helps you achieve the following results:

- › **Deliver an effortless customer service experience.** Automate common requests such as address changes, warranty registration, and password resets with out-of-the-box self-service. Easily connect front-end requests to back-end systems to complete the work.
- › **Fix and even prevent issues** by connecting customer service to other departments. Assign and route work from customer service to field service, engineering, operations, finance, legal, and other departments and track it to resolution. Permanently resolving the root cause of issues reduces calls and improves customer satisfaction.
- › **Proactively prevent calls.** Quickly identify trends, send preemptive customer communications, and align contracts with product or service performance to pinpoint and resolve issues before customers call. Take advantage of the internet of things (IoT).

The essential capabilities for exceling at customer service are listed below:

Make it easy for customers to engage	Contact center management
	Omni-channel engagement: email, phone, chat, social media, mobile
	Contract and entitlement management
	Intelligent routing to get cases to the right agent or technician
Reduce case volume with self-service	Personalized portal experience
	Service catalog for automating recurring requests
	Information on demand with communities and knowledge base
	Intelligent automation and visual workflow
Monitor for issues and create cases automatically	Monitoring health of customers' products and services with IoT
	Early issue identification and notification with event management
	Auto-creation of cases and routing for diagnosis and resolution
Assign tasks across the enterprise	Accountability with task assignment to other departments
	Visibility into issue resolution status with visual task board
	Integrated field service, project portfolio management, and asset management
Prevent future calls	Resolution of root cause of issues with problem and change management
	Preemptive notifications to customers with targeted communications
	Trend prediction with performance analytics

To learn more about delivering effortless, connected, and proactive service with ServiceNow Customer Service Management, please visit www.servicenow.com/csm

Appendix A: Total Economic Impact

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

Total Economic Impact Approach



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



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



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



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

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



PRESENT VALUE (PV)

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



NET PRESENT VALUE (NPV)

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



RETURN ON INVESTMENT (ROI)

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



DISCOUNT RATE

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



PAYBACK PERIOD

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

Appendix B: Endnotes

¹ Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

² Source: Amy Gallo, "The Value of Keeping the Right Customers," Harvard Business Review, October 29, 2014 (<https://hbr.org/2014/10/the-value-of-keeping-the-right-customers>).

³ Ibid.

⁴ Source: Harris Interactive survey.

⁵ Ibid.