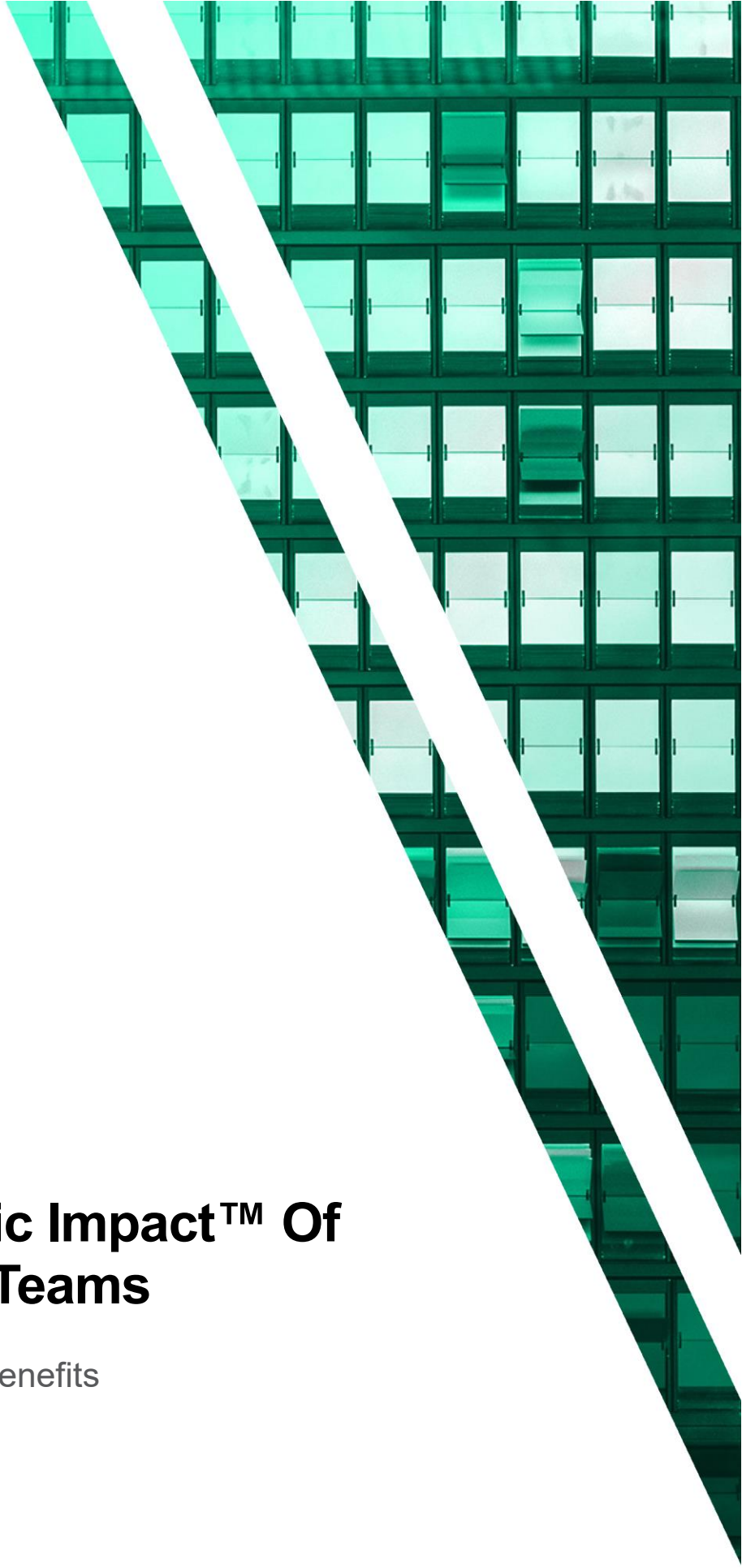
FORRESTER®



The Total Economic Impact™ Of Slack For Service Teams

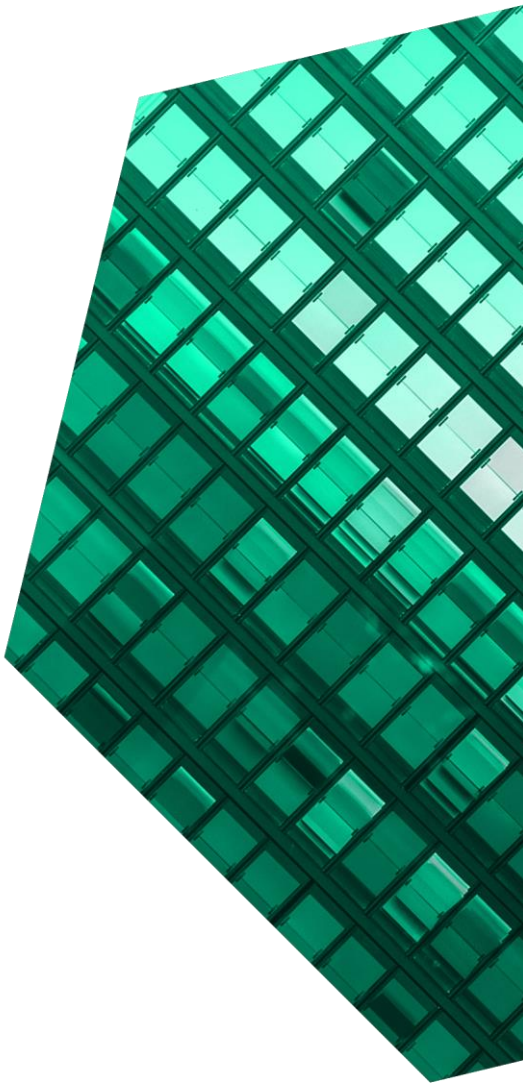
Cost Savings And Business Benefits Enabled By Slack

APRIL 2021

Table of Contents

The analysis was originally developed in US dollars and converted to GBP at a rate of 0.73251 GBP per 1 US dollar

Consulting Team: Steve Odell
Jasper Narvil



Executive Summary

> "With Slack enabling our customer service teams, we're streamlining our processes and putting information in the hands of our experts at the time they need it, improving the customer interaction and increasing satisfaction. We're always looking for ways to improve CX while reducing opex and Slack helps us achieve both of these goals."
>
> *Head of customer success, technology industry*

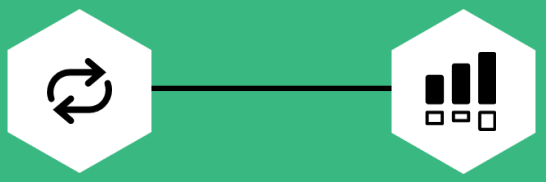
Slack commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realise by deploying Slack for their service teams.[1] The purpose of this study is to provide readers with a framework to evaluate the potential financial impact for organisations that use Slack for their service teams.

To better understand the benefits, costs and risks associated with this investment, Forrester interviewed four decision-makers and surveyed 550 global Slack users with experience using Slack for their service teams.

Prior to using Slack, these service teams relied on a large mix of ticketing tools, knowledge bases and reporting solutions. However, companies struggled to bridge the gap between the tools, information and experts needed to resolve customer issues and were looking for ways to improve their customer service, customer experience, cost efficiency and their organisational culture.

The interviewees' and survey respondents' organisations deployed Slack for their service teams, instead of alternative solutions, due to Slack's flexibility, customisability with tool integrations onto the Slack platform and enterprise-grade security. This resulted in significant benefits, as detailed in this case study. With Slack for their service teams, organisations reduced the cost of customer service tickets, increased their revenue from improved customer satisfaction and improved general productivity across the company.

KEY STATISTICS



Return on investment (ROI)
294%

Net present value (NPV)
£1.94M

For the purposes of this study, Forrester aggregated the experiences of the interviewed customers and surveyed Slack users and combined the results into a single composite organisation. All values are reported in risk-adjusted three-year present value (PV) unless otherwise indicated.

KEY FINDINGS

Quantified benefits. Risk-adjusted PV quantified benefits include:

- **Reduced cost of customer service tickets, totaling £1.9 million.** Service teams can integrate and automate service workflows into Slack, allowing them to more efficiently view and access relevant information within Slack and reducing the amount of application and window switching. They can also contact relevant subject matter experts (SMEs) to receive cross-functional

support and work asynchronously with SMEs in different regions.

- **Increased revenue from improved customer satisfaction, totaling £708,537.** With better information flow and collaboration across cross-functional teams and SMEs, customer service employees can reduce the number of times they need to hand over and transfer a ticket to another agent. Service teams can also reduce average handling time (AHT), reduce escalations, improve ticket routing and improve first-contact resolution. All these improvements enhance the overall customer experience and customer satisfaction levels, leading to higher customer lifetime value (LTV).

“Our frontline team can now reach out directly to product and cross-functional SMEs. We’re now one larger team swarming tickets, instead of tier 1 vs. tier 2 vs. tier 3 etc.”

— Head of product specialists, technology industry

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

- Improved employee satisfaction.
- Improved coaching.
- Reduced induction time.
- Improved work-from-home culture.
- Improved time-to-market.

Costs. Risk-adjusted PV costs include:

- Licence costs totalling £94,394.
- Internal labour costs for implementation and maintenance totalling £564,499.

The customer interviews and surveys and resulting financial analysis found that a composite organisation experiences benefits of £2.6M over three years versus costs of £658,893, adding up to a net present value (NPV) of £1.94M and an ROI of 294%.

"Now that we have our external BPO [business process outsourcing] partners on Slack, we can communicate with them essentially in real time. Previously, it would take hours or even days to send information back and forth."

Senior manager of customer experience innovation, electronic consumer goods industry

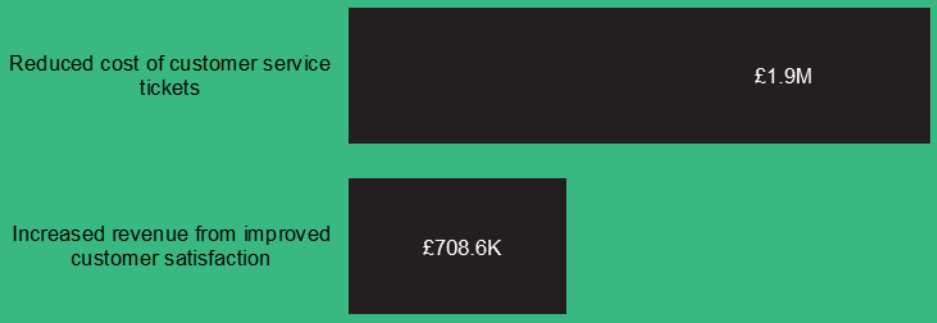
ROI
294%

BENEFITS PV
£2.6M

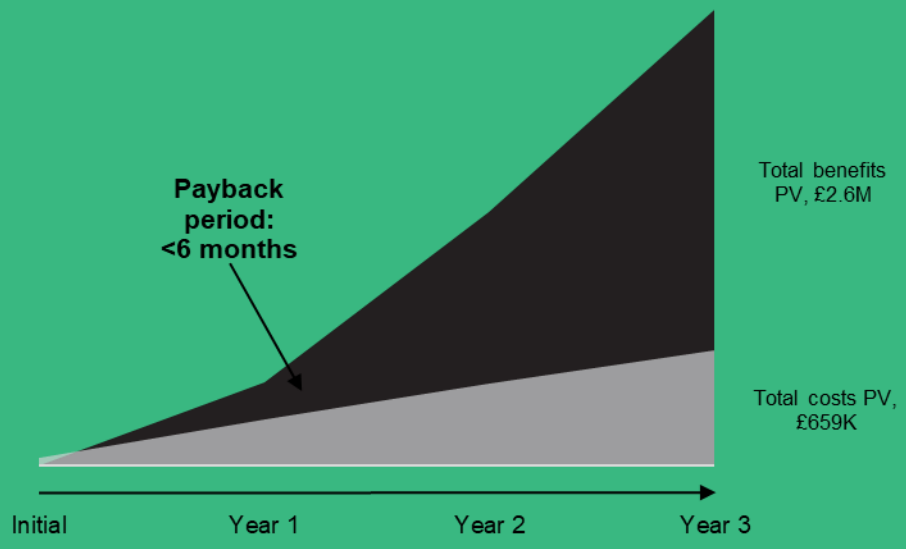
NPV
£1.94M

PAYBACK
<6 months

Benefits (Three-Year)



Financial summary



TEI FRAMEWORK AND METHODOLOGY

From the information provided in the interviews and survey, Forrester constructed a Total Economic Impact™ framework for those organisations considering an investment in Slack for their service teams.

The objective of the framework is to identify the cost, benefit, flexibility and risk factors that affect the investment decision. Forrester took a multi-step approach to evaluate the impact that Slack can have for an organisation's service teams.

DUE DILIGENCE

Interviewed Slack stakeholders and Forrester analysts to gather data relating to Slack for service teams.

CUSTOMER INTERVIEWS AND SURVEY

Surveyed 550 and interviewed four decision-makers at organisations using Slack for their service teams to obtain data with respect to costs, benefits and risks.

COMPOSITE ORGANISATION

Designed a composite organisation based on characteristics of the interviewed and surveyed organisations.

FINANCIAL MODEL FRAMEWORK

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

CASE STUDY

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

The Slack Customer Journey For Service Teams

Drivers leading to the Slack investment for service teams

KEY CHALLENGES

Forrester interviewed four decision-makers and surveyed 550 global Slack users with experience using Slack for their service teams. For more details on the business professionals who participated in this study, see Appendix B.

Before investing in Slack, organisations relied largely on email and meetings for communication and used a large mix of ticketing tools, knowledge bases and reporting solutions for their service teams.

These companies struggled to bridge the gap between the tools, information and experts needed to resolve customer issues and were looking to improve:

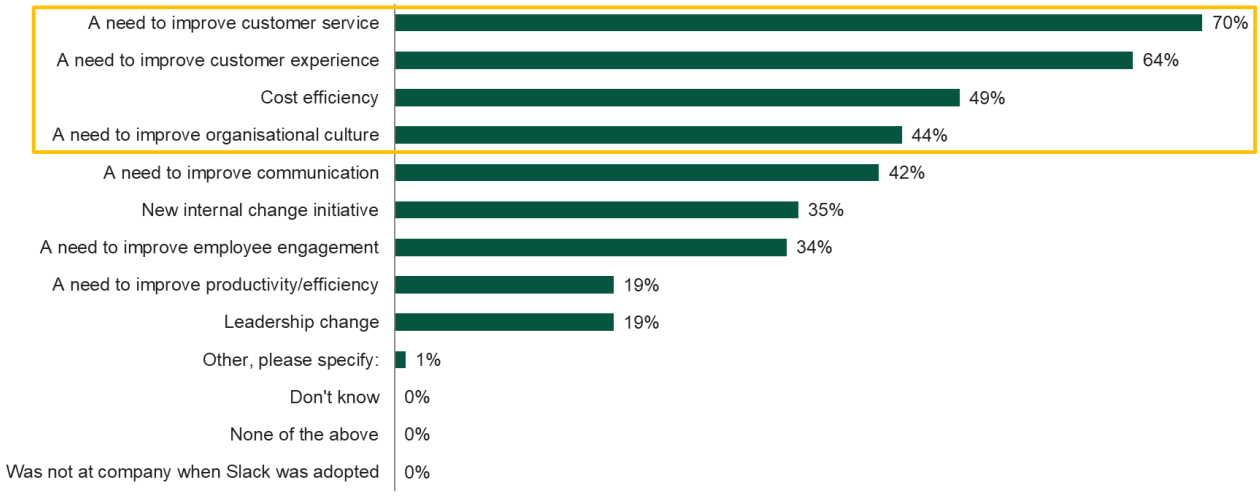
1. Customer service.
2. The customer experience.
3. Cost efficiency.
4. Organisational culture.

Other catalysts for the investment in Slack are shown in the chart below. The flexibility, customisability with tool integrations onto the Slack platform and enterprise-grade security led companies to choose Slack to address their needs over alternative solutions.

"Knowledge wasn't spreading across our locations. Before Slack, customers would need to be lucky in the way they were routed in order to get the most fulfilling answer and resolution to their issue."

Senior manager of customer experience innovation, electronic consumer goods industry

"Was there a specific catalyst that drove the adoption of Slack within your group?"



Base: 77 global Slack support Implementors
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

COMPOSITE ORGANISATION

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

- The global organisation has £293 million in annual revenue and 2,000 employees, 300 of whom are customer support team members.
- Revenue and number of employees grows 10% year-on-year (YoY).
- Before Slack, the composite used email and chat tools siloed across business functions. For example, the service teams used different communication and chat tools compared to the sales and engineering teams. The disparate use of tools and communication internally generally led to poor customer support experiences as many tickets required longer handling times, escalations and reduced likelihood of first-contact resolution.
- The organisation deploys Slack in Year 1, integrating more tools and improving processes for working with Slack over time.

Key assumptions

- **Global organisation**
- **£293 million annual revenue**
- **2,000 employees**
- **300 customer support team members**
- **10% YoY growth**

Analysis of benefits

Quantified benefit data as applied to the composite

Total benefits						
Ref.	**Benefit**	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present value**
Atr	Reduced cost of customer service tickets	£319,411	£876,038	£1,164,615	£2,360,064	£1,889,365
Btr	Increased revenue from improved customer satisfaction	£205,103	£293,297	£372,262	£870,661	£708,537
	Total benefits (risk-adjusted)	£524,514	£1,169,335	£1,536,876	£3,230,725	£2,597,902

BENEFIT 1: REDUCED COST OF CUSTOMER SERVICE TICKETS

Evidence and data. Interviewees and survey respondents described the following benefits related to reduced costs of customer service tickets:

- Service teams were able to integrate and automate service workflows into Slack, allowing them to more efficiently view and access relevant information within Slack and reducing the amount of application and window switching. For example, one customer implemented a Slack command to quickly retrieve the customer ID and relevant customer data (e.g previous interactions and, for B2B companies, information on the account team along with revenue data). This also included a custom bot for improving service response times and resolving common questions.
- Slack also allowed service team members to contact relevant SMEs more quickly (without context switching) to receive cross-functional support. Team members could work asynchronously with SMEs in different regions.
- This enabled companies to improve their KPIs as described in the table below:

Metric	Overall Improvement	B2C	B2B
Reduced AHT	↓10.7%	↓9.9%	↓11.3%
Reduced escalations	↓17.4%	↓16.9%	↓19.1%
Improved correct ticket routing rate	From 46.4% → 61.5%	From 46.8% → 61.7%	From 50.3% → 64.2%
Improved first-contact resolution rate	From 51.8% → 65.2%	From 52.3% → 65.0%	From 47.3% → 60.7%
Reduced percent of tickets in backlog	From 38.5% → 27.5%	From 36.0% → 23.7%	From 39.7% → 28.3%

- Companies were also able to reduce overall service-level agreement (SLA) breaches (as relevant to their operations). This all led to an overall reduction in the average cost per ticket by 15.1% (B2C: 13.8%, B2B: 15.6%).

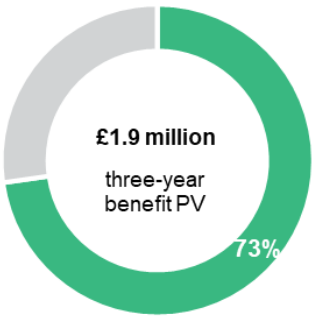
Modelling and assumptions. Based on the customer interviews, Forrester modelled the financial impact for the composite organisation with the following estimates:

- There are 300 customer service employees in Year 1, growing to 330 and 363 employees in Years 2 and 3, respectively.
- Each customer service employee averages 190 tickets per month.
- The average cost per ticket before Slack was £11; with Slack, this cost decreases by 5.0% in Year 1, growing to a 15.1% decrease by Year 3 as the composite organisation integrates more tools and improves its processes for working with Slack.

Risks. This benefit can vary due to uncertainty related to:

- Number of customer service employees and tickets managed per month.
- Average cost per ticket.
- Reduction in ticket cost with Slack.

To account for these risks, Forrester adjusted this benefit downwards by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of £1.9 million.



Benefit 1: Reduced Cost Of Customer Service Tickets

Ref.	Metric	Calculation	Year 1	Year 2	Year 3
A1	Number of customer service employees	Composite	300	330	363
A2	Average number of tickets per month per customer service employee	Composite	190	190	190
A3	Subtotal: Tickets per year	A1*A2*12	684,000	752,400	827,640
A4	Average cost per ticket, before Slack	Composite	£11.00	£11.00	£11.00
A5	Reduction in cost per ticket, with Slack	Composite	5.0%	12.5%	15.1%
A6	Subtotal: Average cost per ticket, with Slack (rounded)	A4*(1-A5)	£10.44	£9.62	£9.33
At	Reduced cost of customer service tickets	A3*(A4-A6)	£375,778	£1,030,633	£1,370,135
	Risk adjustment	↓15%			
Atr	Reduced cost of customer service tickets (risk-adjusted)		£319,411	£876,038	£1,164,615
	Three-year total: £2,360,064		**Three-year present value: £1,889,365**		

BENEFIT 2: INCREASED REVENUE FROM IMPROVED CUSTOMER SATISFACTION

Evidence and data. Interviewees and survey respondents described the following benefits related to increased revenue from improved customer satisfaction:

- With better information flow and collaboration across cross-functional teams and SMEs, customer service employees were able to reduce the number of times they needed to hand over and transfer tickets to another agent. This reduced a common source of friction with customers attempting to resolve their issue, who otherwise need to reiterate their situation to a new customer service team member.
- Companies were also able to send proactive and personalised messages to their customers, letting them know about updates to their service tickets. While this is a typical feature for many ticketing tools, service teams were also able to message customers directly via Slack Connect, which allows direct communication in a controlled and scalable manner and improves the overall customer experience.
- Additionally, as described in Benefit 1: Reduced Cost Of Customer Service Tickets, service teams were able to reduce AHT, reduce escalations, improve ticket routing and improve first-contact resolution; all these improvements serve to improve the overall customer experience and customer satisfaction levels.
- As a result of using Slack for their service teams, surveyed respondents reported:
    - Net Promoter Score (NPS) improved by 9.2% on average.[2]
    - Customer Satisfaction score (CSAT) improved by 11.4% on average.
    - Customer Effect Score (CES) improved by 15.7% on average.

    This led to an estimated increase in customer LTV of 5.4%.

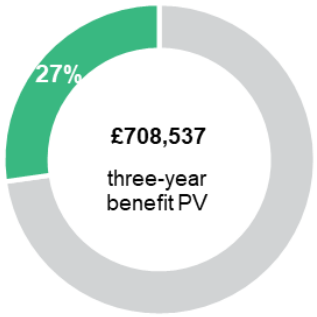
Modelling and assumptions. Based on the customer interviews, Forrester modelled the financial impact for the composite organisation with the following estimates:

- Total annual revenue without Slack is £293 million, increasing 10% YoY.
- With the improved customer satisfaction from using Slack, revenue increases by 1.0% in Year 1, which increases to 1.5% by Year 3 as the composite organisation integrates more tools and improves its processes for working with Slack.

Risks. This benefit can vary due to uncertainty related to:

- Annual revenue.
- Increased revenue from improved customer satisfaction.
- Profit margin.

To account for these risks, Forrester adjusted this benefit downwards by 30%, yielding a three-year, risk-adjusted total PV of £708,537.



Benefit 2: Increased Revenue From Improved Customer Satisfaction					
Ref.	**Metric**	**Calculation**	**Year 1**	**Year 2**	**Year 3**
B1	Total annual revenue, without Slack	Composite	£293,004,000	£322,304,400	£354,534,840
B2	Increase in revenue from improved customer satisfaction	Composite	1.0%	1.3%	1.5%
B3	Profit margin	Composite	10%	10%	10%
Bt	Increased revenue from improved customer satisfaction	B1*B2*B3	£293,004	£418,996	£531,802
	Risk adjustment	↓30%			
Btr	Increased revenue from improved customer satisfaction (risk-adjusted)		**£205,103**	**£293,297**	**£372,262**
	Three-year total: £870,661		**Three-year present value: £708,537**		

UNQUANTIFIED BENEFITS

Interviewees and respondents also noted the following benefits associated with their use of Slack for service teams:

- **Improved employee satisfaction.** Customers noted that using Slack for their service teams and their company overall, played a role in improving overall employee satisfaction. Survey respondents noted that Slack improved employee satisfaction by 5.9%. In addition to improved information flow (which can result in improved employee experience), one customer noted that they've implemented a bot that allows their employees to give kudos to each other, leading to increased visibility and celebrating wins.
- **Improved coaching.** Customers stated that Slack helped them improve coaching for the service teams, as they're able to get more direct and timely feedback through the communication and collaboration enabled by Slack.
- **Reduced induction time.** Customers noted that the ability to collect data and information in relevant channels and pinning important information enabled them to reduce the induction time for newly hired support agents.
- **Improved work-from-home culture.** Customers told Forrester that Slack improved the work-from-home culture by improving the communication between team members and allowing employees to maintain a "virtual water cooler" environment.
- **Improved time-to-market.** Surveyed customers indicated that the improved communication and collaboration enabled by Slack improved their time-to-market for new products and features by 10.5% on average. This may also have an impact on overall customer satisfaction, if customers are receiving more frequent updates on their products.
- **Improved organisational productivity.** By deploying Slack across the organisation, employees across the company can see improved productivity as a result of the improved communication and collaboration enabled by Slack (e.g. reduced emails and status meetings, access to SMEs and leveraging formal and informal networks at the company).

Analysis of costs

Quantified cost data as applied to the composite

Total costs							
Ref.	**Cost**	**Initial**	**Year 1**	**Year 2**	**Year 3**	**Total**	**Present value**
Ctr	Licence costs	£0	£34,611	£38,072	£41,880	£114,563	£94,394
Dtr	Internal labour for implementation and maintenance	£41,614	£210,260	£210,260	£210,260	£672,393	£564,499
	Total costs (risk-adjusted)	£41,614	£244,871	£248,332	£252,139	£786,956	£658,893

COST 1: LICENCE COSTS

Evidence and data. Interviewees and survey respondents said they followed a subscription-based pricing model for their use of Slack.

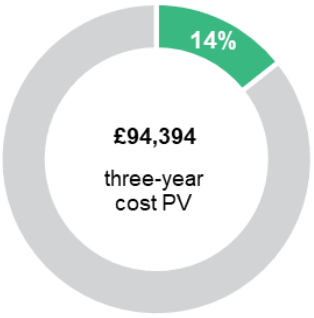
Modelling and assumptions. Based on the customer interviews, Forrester estimates for the composite organisation:

- A total of 2,000 users in Year 1, which grows 10% YoY to 2,420 users in Year 3.
- Subscription costs of £110/user per year.

Risks. This cost can vary due to uncertainty related to:

- Total number of users.
- Subscription costs.

To account for these risks, Forrester adjusted this cost upwards by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of £94,394.



Cost 1: Licence Costs						
Ref.	**Metric**	**Calculation**	**Initial**	**Year 1**	**Year 2**	**Year 3**
C1	Number of employees	Composite	0	300	330	363
C2	Licence costs per user per year	Composite	£0	£110	£110	£110
Ct	Licence costs	C1*C2	£0	£32,963	£36,259	£39,885
	Risk adjustment	↑5%	·			
Ctr	Licence costs (risk-adjusted)		£0	£34,611	£38,072	£41,880
	Three-year total: £114,563			**Three-year present value: £94,394**		

COST 2: INTERNAL LABOUR FOR IMPLEMENTATION AND MAINTENANCE

Evidence and data. Interviewees and survey respondents described internal costs for labour in implementing and maintaining their Slack solution. Implementation requires planning best practices for the community use of Slack (how many channels, naming conventions, archival process, access rights to users, etc.) and may require data migration, along with change management and company messaging associated with transitioning to a new collaboration tool like Slack.

However, once implemented, the maintenance associated with Slack is minimal and limited to periodic maintenance and support of channels, along with building and supporting new integrations into Slack.

Modelling and assumptions. Based on the customer interviews, Forrester estimates for the composite organisation:

- Five staff work on planning for two months, at 20% of their time.
- Three hundred customer service employees each go through 1 hour of training on using Slack.
- One FTE effort across the organisation is spent on building and supporting integrations.
- One FTE effort across the organisation is spent on maintaining and supporting channels.

Risks. This cost can vary due to uncertainty related to:

- Length and effort required for implementation.
- Ongoing maintenance effort.

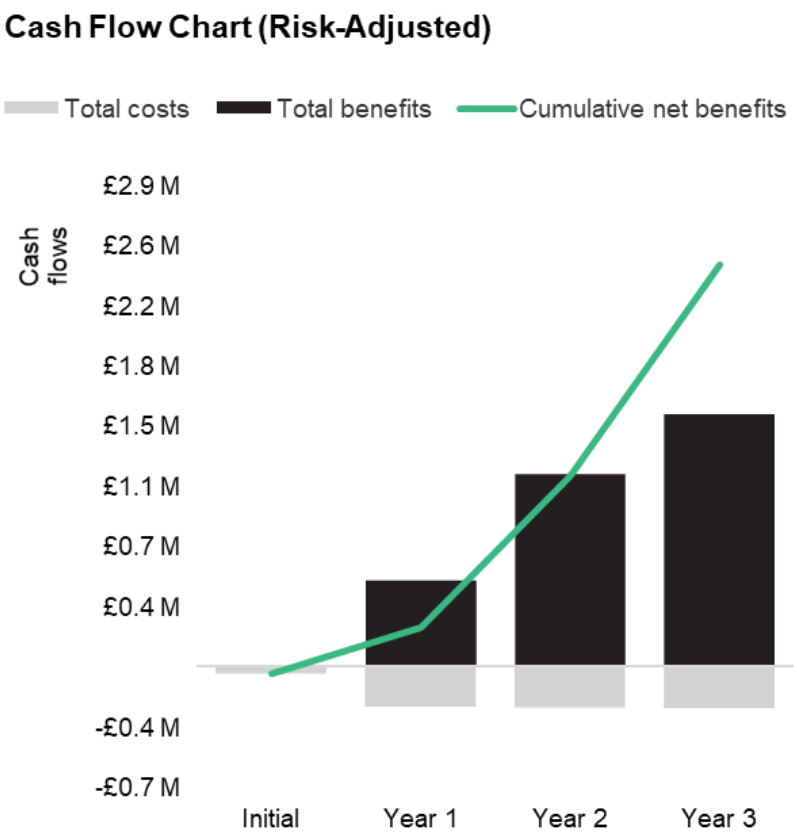
To account for these risks, Forrester adjusted this cost upwards by 15%, yielding a three-year, risk-adjusted total PV of £564,499.

Cost 2: Internal Labour For Implementation And Maintenance

Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
D1	Months for implementation	Composite	2			
D2	Internal IT FTEs	Composite	1			
D3	Internal staff for planning	Composite	5			
D4	Internal staff time allocation for planning	Composite	20%			
D5	Number of employees using Slack	Composite	300			
D6	Average total salary cost (hourly)	Assumption	£19			
D7	Number of training hours per employee to use Slack	Composite	1			
D8	Internal FTEs building and supporting Slack integrations	Composite		1	1	1
D9	Internal FTEs maintaining and supporting channels	Composite		1	1	1
D10	Total annual salary cost (developer and engineer)	Assumption	£91,417	£91,417	£91,417	£91,417
Dt	Internal labour for implementation and maintenance	D1/12*(D2+D3*D4)*D10 + D5*D6*D7 + (D8+D9)*D10	£36,186	£182,834	£182,834	£182,834
	Risk adjustment	↑15%	·			
Dtr	Internal labour for implementation and maintenance (risk-adjusted)		£41,614	£210,260	£210,260	£210,260
	Three-year total: £672,393			**Three-year present value: £564,499**		

Financial summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS



The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV and payback period for the composite organisation's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

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

Cash-flow analysis (risk-adjusted estimates)

	Initial	Year 1	Year 2	Year 3	Total	Present value
Total costs	(£41,614)	(£244,871)	(£248,332)	(£252,139)	(£786,956)	(£658,893)
Total benefits	£0	£524,514	£1,169,335	£1,536,876	£3,230,725	£2,597,902
Net benefits	(£41,614)	£279,643	£921,003	£1,284,738	£2,443,770	£1,939,009
ROI						294%
Payback period						< 6 months

Appendix A: Total Economic Impact

Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists vendors in communicating the value proposition of their products and services to clients. The TEI methodology helps companies demonstrate, justify and realise 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 organisation.

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. Organisations typically use discount rates between 8% and 16%.

PAYBACK PERIOD

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

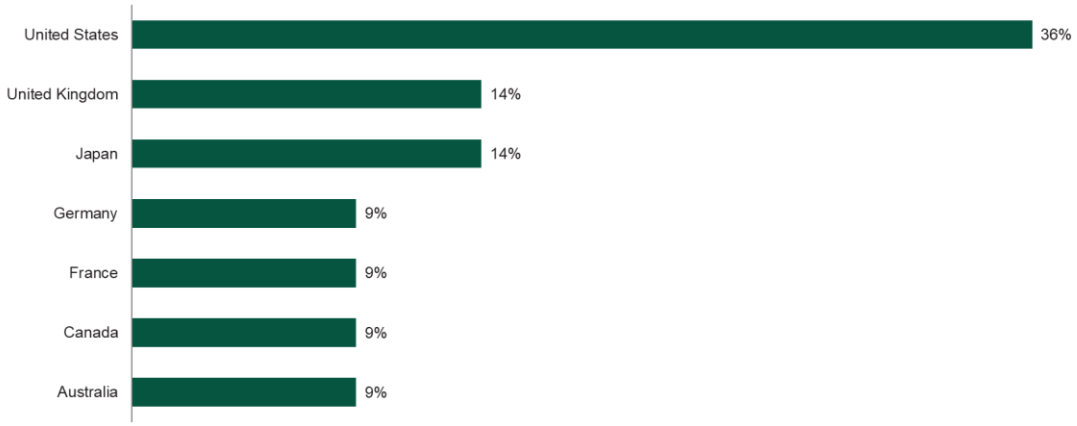
Appendix B: Interview And Survey Demographics

Interviewed Organisations

Industry	Region	Interviewee	Annual Revenue
Electronic consumer goods	Global, HQ in North America	Senior manager, customer experience innovation	£4+ billion
Technology	Global, HQ in North America	Director, customer experience	£147 million
Technology	Global, HQ in North America	Head of customer success	£4+ billion
Technology	Global, HQ in APAC	Head of product specialists	£366 million

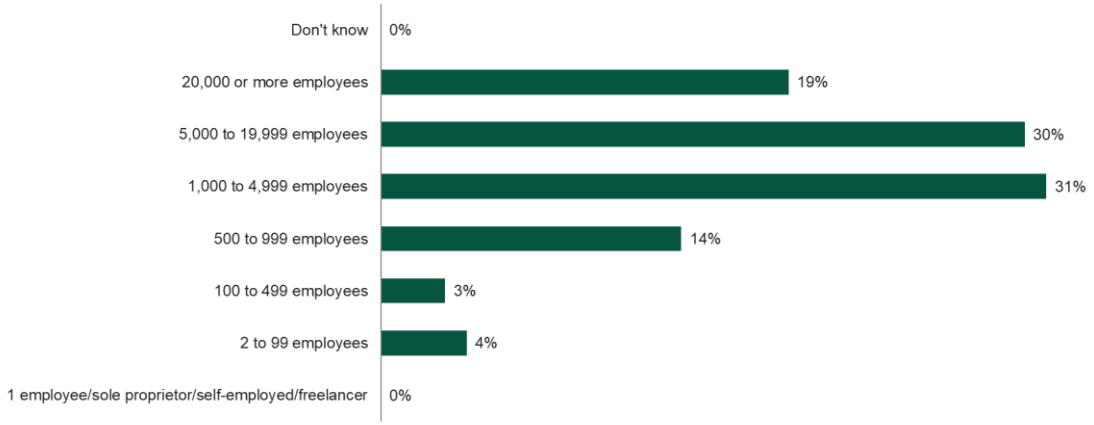
Survey Demographics

"In which country are you located?"



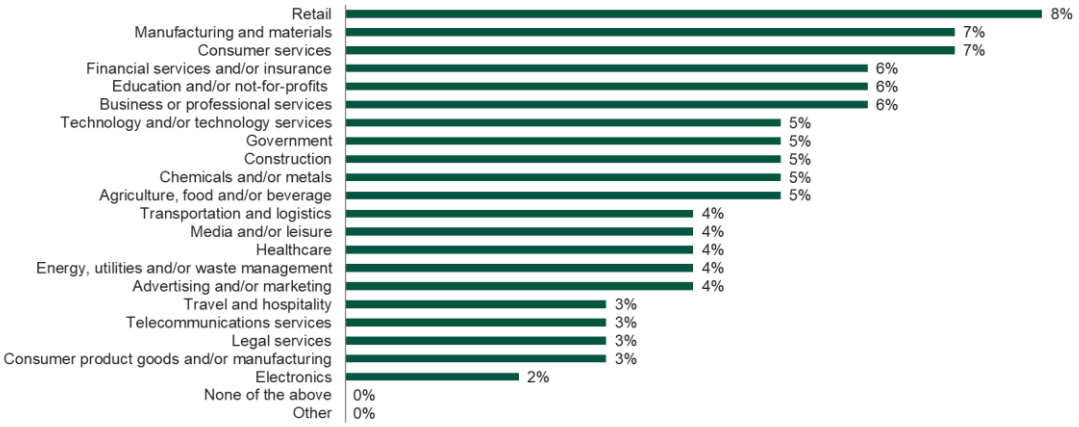
Base: 550 global Slack support users
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

"Using your best estimate, how many employees work for your firm/organisation worldwide?"



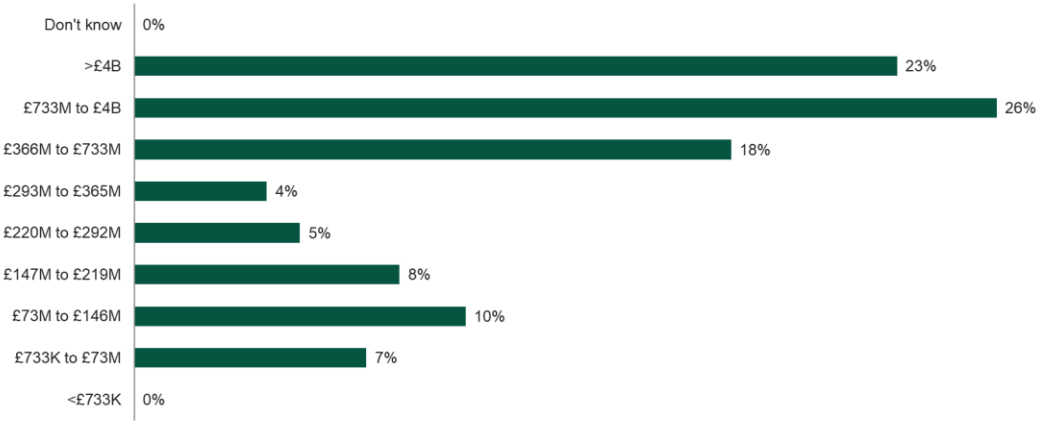
Base: 550 global Slack support users
Note: Percentages do not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

"Which of the following best describes the industry to which your company belongs?"



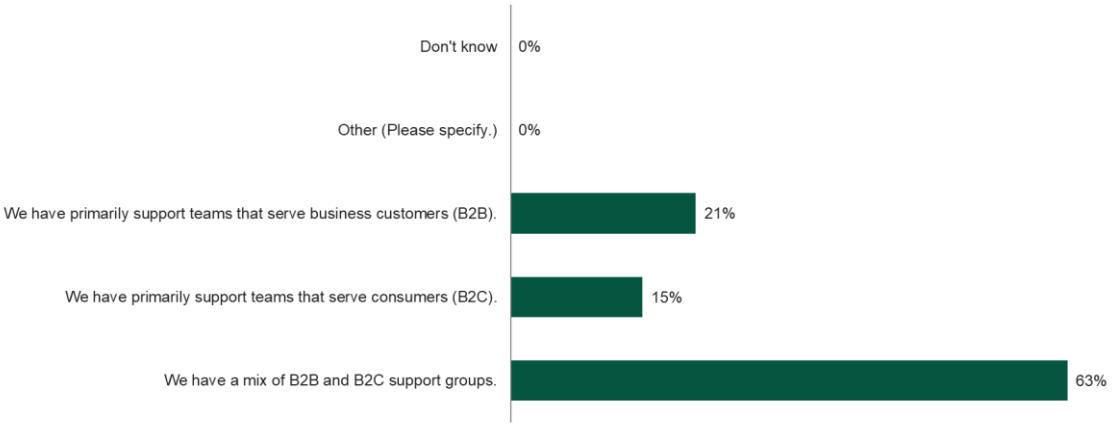
Base: 550 global Slack support users
Note: Percentages do not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

"Using your best estimate, what is your organisation's annual revenue (GBP)?"



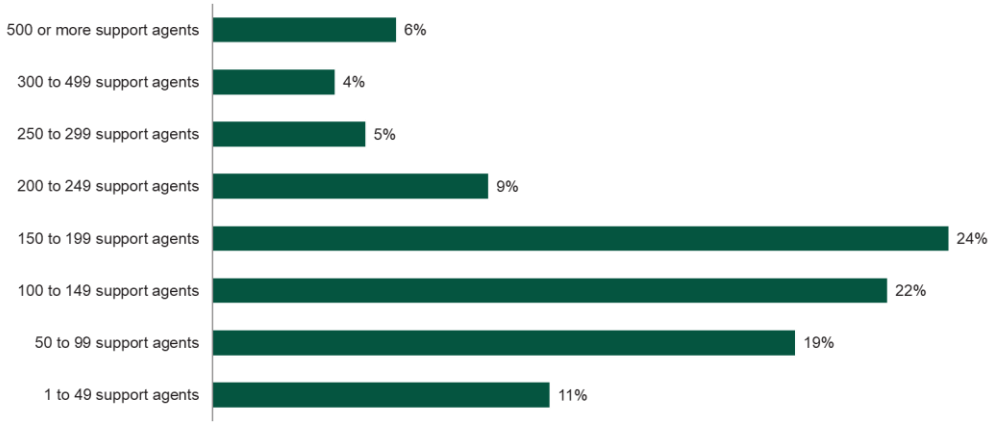
Base: 550 global Slack support users
Note: Percentages do not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

"Thinking about the support team(s) within your organisation, how would you describe them?"



Base: 550 global Slack support users
Note: Percentages do not total 100 because of rounding.
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

“Using your best estimate, how many support agents work for your firm/organisation worldwide?”



Base: 550 global Slack support users
Source: A commissioned study conducted by Forrester Consulting on behalf of Slack, February 2021

Appendix C: 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 realise the tangible value of IT initiatives to both senior management and other key business stakeholders.

[2] 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.


FORRESTER®