

The Total Economic Impact™ Of Microsoft Power Platform

Cost Savings And Business Benefits Enabled By Power Platform

A FORRESTER TOTAL ECONOMIC IMPACT™ STUDY
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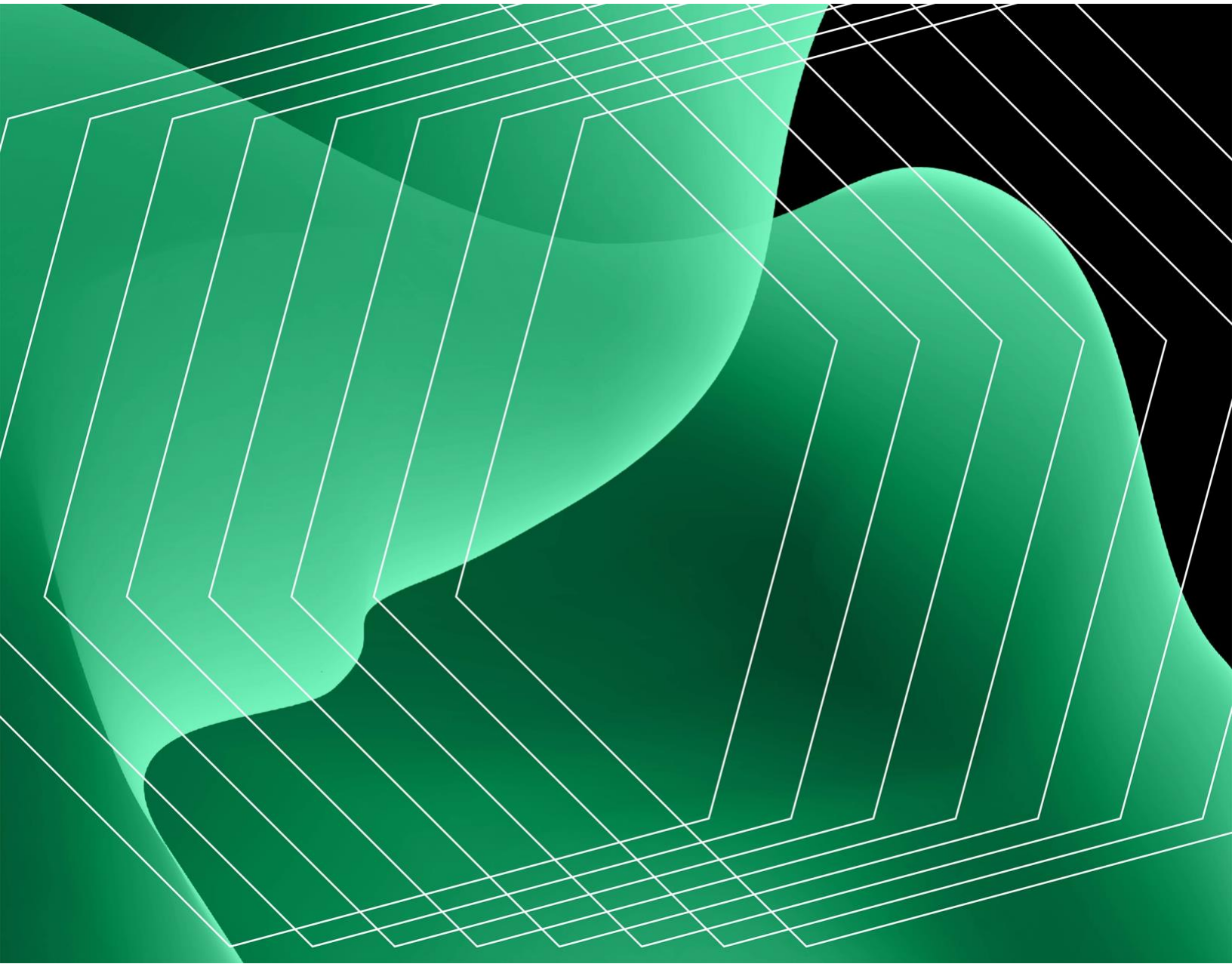


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Consulting Team:

Adi Sarosa

Matt Dunham

ABOUT FORRESTER CONSULTING

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

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Executive Summary

Today's rapidly evolving digital landscape necessitates enterprises to adopt an efficient and collaborative way of improving process performance that involves both their IT and business staff. This enables organizations to leverage the unique skills and perspective of each team member, allowing them to tackle larger, more complex problems. Microsoft Power Platform unlocks this capability across an enterprise by offering solutions to develop solutions with low-code tools, automate business processes, and gain insights from data.

Microsoft's Power Platform is a suite of business tools with over 1,000 connectors that link data across applications to enable organizations to streamline a variety of workforce processes — while ensuring the built assets are managed, tracked, and protected with compliance and governance that meet enterprise standards. The Microsoft Power Platform consists of five tools:

- **Microsoft Power Apps.** This is a low-code development environment that enables businesses to build and deploy custom applications.
- **Power Automate.** This is a workflow automation tool that helps businesses automate repetitive tasks and processes across various applications and services.
- **Power Pages.** This is a low-code environment for building secure modern business websites.
- **Power BI.** This is a business intelligence tool that enables organizations to analyze data and gain insights through interactive visualizations and reports.
- **Microsoft Copilot Studio.** This is an AI-powered assistant environment that allows businesses to deploy virtual agents to provide customer support and assistance.

Microsoft commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying [Power Platform](#).¹ The purpose of this study is to provide readers

with a framework to evaluate the potential financial impact of Power Platform on their organizations.



Return on investment (ROI)

224%



Net present value (NPV)

\$81.7M

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed eight representatives from seven organizations with experience using Power Platform at scale. For the purposes of this study, Forrester aggregated the interviewees' experiences and combined the results into a single [composite organization](#) that has 30,000 employees and an annual revenue of \$10 billion per year.

Interviewees said that prior to deploying Power Platform, their organizations struggled to meet demand for developer time in supporting business growth and process improvement, as it outstripped their capacity to deliver. Time-consuming tasks like manual data entry or repetitive administrative work drained the business of valuable resources. The lack of IT capacity to support the growing demands of the employee base led to delays in addressing technology needs and meant that employees had to find their own workarounds to everyday problems. Interviewees also shared that some of their business units bought or developed their own applications and workflows, which led to employees using unauthorized software, creating a shadow IT environment that introduced security risks.

After the investment in Power Platform, the interviewees were able to streamline a wide range of tasks, allowing employees to focus on more strategic initiatives. Power Platform also offered real-time visibility into their organization's processes, helping them better manage their supply chains and reduce production costs. Interviewees were also able to build custom solutions with Power Apps and Power Automate, which enabled them to build innovative applications to meet customer needs and increase revenue. Interviewees further described that Power Platform's low-code capabilities have significantly reduced development time, enabling organizations to build applications, webpages, and internal workflow automations more efficiently.

KEY FINDINGS

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

- **Average time savings of up to 25% per impacted employee enabled by using solutions built on Power Platform.** The composite organization leverages Power Platform's tools to streamline a large variety of processes such as data entry, reporting, invoicing, sales lead tracking, and applicant screening. As these processes affect so many different departments, most of the composite's employees see some degree of time savings by Year 3. The extent of the savings vary by use case. Overall, the composite organization sees a risk-adjusted \$44.5 million in employee time savings over the course of the three-year analysis.
- **Operational cost savings from improved operational visibility.** By leveraging the solutions created with Power Platform, including Power BI's data connectors and visualization capabilities, the composite organization gains additional visibility into its operational spend patterns. This comprehensive view allows them to identify inefficiencies in their supply chain, such as overstocked or underutilized inventory, excessive sourcing costs, or unreturned equipment, and take proactive measures to mitigate them. With these improved insights, the composite rightsizes its operational spending, leading to \$14.8 million in cost savings over three years.
- **Topline revenue growth from better time to value in building use cases that improve sales and customer engagement.** Power Platform caters to specific customer needs, which increases topline revenue. Power Platform's low-code capabilities facilitate rapid prototyping of solutions for clients, allowing the composite to quickly iterate and refine their offerings based on client feedback. Furthermore, the composite can build applications, pages, and automations significantly faster, which sometimes reduces its time to market. Overall, Power Platform drives \$15.4 million in additional operating profit for the composite organization over the three-year analysis.

- **Direct development and IT cost savings.** After deploying Power Platform, the composite organization embraces citizen development, which reduces the level of effort and involvement needed from professional developers, resulting in significant cost savings on developing applications, automations, and webpages. Furthermore, Power Automate and Power Pages enable the composite organization to retire its legacy automation and web development solutions, leading to additional cost savings. During the three-year analysis, the composite organization avoids \$43.6 million in development costs.

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

- **Reduced shadow IT.** Power Platform provides the composite organization's employees with a user-friendly tool to build their own solutions and discourages users from adopting unauthorized software. Power Platform also allows them to enforce governance guardrails on the solutions created with Power Platform, thus improving compliance and security.
- **Improved employee satisfaction.** Power Platform's automation capabilities frees employees from some of the mundane tasks that previously took up much of their work day. This reduction of repetitive tasks improves employee engagement and satisfaction.
- **A new culture of digital innovation and workforce upskilling by embracing low code.** Adopting the Power Platform encouraged a cultural shift as employees embraced low code development. Business users can independently solve issues in a way that is compliant with IT security and governance policies.

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

- **Power Platform licensing costs.** The composite organization incurs licensing costs for use of the components of the Power Platform that amount to \$24.1 million over three years.
- **Initial implementation, user training, and experimentation costs.** The composite organization incurs internal employee labor costs for time devoted to managing the implementation of Power Platform and training both professional and citizen developers. The initial implementation and training costs amount to \$6.1 million over the three-year analysis.

- **Ongoing management costs.** The composite organization has a team of 10 employees responsible for managing the Power Platform on an ongoing basis. In total, the composite experiences ongoing management costs of \$4.6 million.
- **Training and experimentation costs of solutions built on Power Platform.** The composite devotes internal labor to experimenting on custom solutions built on the Power Platform and to train new staff on using the solutions. The training and experimentation costs amount to \$1.6 million over three years.

The representative interviews and financial analysis found that a composite organization experience benefits of \$118.2 million over three years versus costs of \$36.5 million, adding up to a net present value (NPV) of \$81.7 million and an ROI of 224%.

Average end-user time savings by using solutions built on Power Platform (related to specific processes and functions):

Up to 25%

“With Power Platform, we foster better innovative relationships between business and IT experts. Our people can focus more on value creation and data-driven decision-making, rather than tedious administration tasks.”

PRODUCT OWNER, ENERGY



Return on investment (ROI)

224%



Benefits PV

\$118.2M



Net present value (NPV)

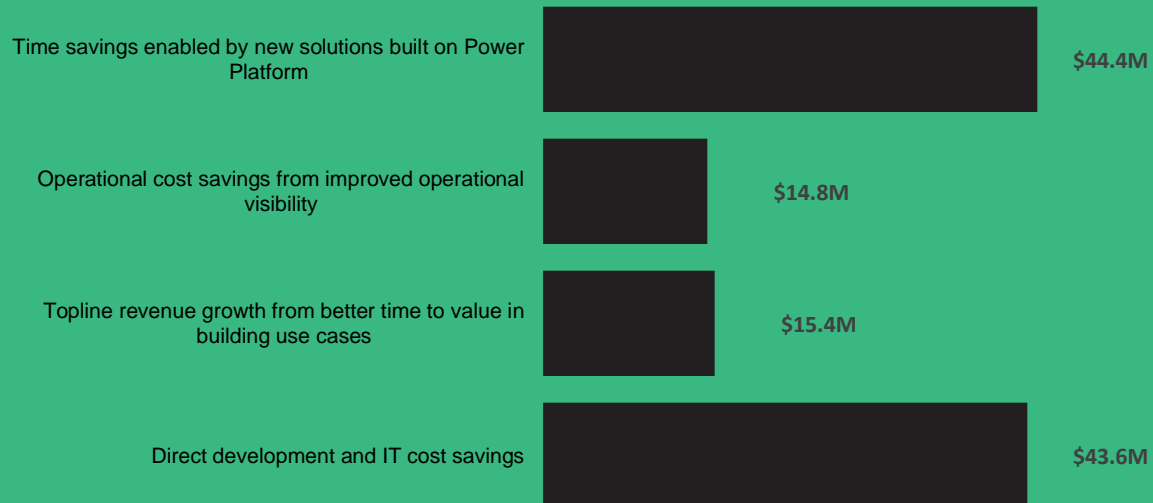
\$81.7M



Payback

<6 months

Benefits (Three-Year)



TEI FRAMEWORK AND METHODOLOGY

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

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 Power Platform 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 Power Platform.

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 Diligence

Interviewed Microsoft stakeholders and Forrester analysts to gather data relative to Power Platform.

2. Interviews

Interviewed eight representatives at seven organizations using Power Platform to obtain data about costs, benefits, and risks.

3. Composite Organization

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

4. Financial Model Framework

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

5. Case Study

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

The Microsoft Power Platform Customer Journey

Drivers leading to the Power Platform investment

Interviews			
Role	Industry	Region	Number of employees
Product owner	Energy	Global	30,000
IT leader	Utilities	North America	25,000
Director	Professional services	Global	More than 100,000
<ul style="list-style-type: none">• Technical lead• Product owner	Financial services	Global	45,000
Manager of product and engineering	Telecommunications	Global	65,000
Head of new product	Manufacturing	Global	More than 100,000
Director	Manufacturing	North America	6,000

KEY CHALLENGES

Prior to adopting Power Platform, the interviewees reported that their organizations faced many challenges with modernizing IT to transform their organization, that were exacerbated as they worked to support more users and overall business growth. The interviewees noted how their organizations struggled with common challenges, including:

- **Significant gap between the number of applications expected to be built and the number of developers who were capable of building them.** Interviewees shared that as their organization continued to grow, they sought new capabilities to support that growth. Unfortunately, their capacity to build these capabilities was limited to professional developers. Forrester's research also shows that aggressive demand for software talent increases wages, accrues

development costs, and delays development delivery. As a result, tech leaders look for mechanisms to expand the number of developers, especially outside the development organization.²

The product owner at an energy company told Forrester: “Every productivity solution had to be made by an IT professional. [At some point], you will reach a level where they can no longer deliver and have to focus on [high-priority] solutions. Then, the smaller [priority] use cases tend to be ignored.”

- **Inefficient and manual processes.** Prior to deploying Power Platform, manual data entry and repetitive administrative tasks consumed valuable internal resources and hindered productivity. The head of new product at a manufacturing firm described how the lack of digitization and automation affected their organization: “It was repetitive, there was duplicate work, and the engineering, R&D, and manufacturing teams were doing so much rework. All those hours [are time wasted with real cost implications].”
- **Lack of visibility into operational costs.** Interviewees shared that prior to deploying Power Platform, they did not have reliable insights into operational costs, particularly in inventory and supply chain management, as data was siloed across multiple sources. Without a comprehensive view of these costs, the interviewees noted their organizations struggled to optimize inventory levels and failed to recognize areas of overspending in their supply chain.

“Before [Power Platform], we had to check inventory [from] a spreadsheet or even write down the number on a piece of paper. [We] were losing upwards of a million dollars a year in equipment.”

IT LEADER, UTILITIES

- **Risk of shadow IT and technical debt.** Interviewees noted that prior to adopting Power Platform, the use of unauthorized software and the lack of centralized control introduced security risks within their organizations. Some interviewees also shared that without effective custom-built applications, staff began building their own solutions in Excel spreadsheets to meet their needs. The product owner at the energy organization noted: “There [were] a lot of Excel sheets with huge macros and a lot of important processes using these solutions. If people got sick or changed jobs, then it was a problem with how we handed over to anyone else. ... It’s [easy to accidentally] share things [you’re not supposed to share] in Excel with external companies, vendors, etc., because you don’t really understand how the tool works.”

INVESTMENT OBJECTIVES

The interviewees’ organizations searched for a solution that could:

- **Increase developer capacity and make development more efficient while maintaining governance standards.** Interviewees aimed to empower nontechnical business users to create their own solutions to everyday issues while still maintaining governance and control over the development process. The interviewees also sought to leverage Power Platform’s low-code features to reduce the cost of developing applications, webpages, and workflow automations.
- **Introduce automation in manual processes to generate end-user time savings.** The interviewees adopted Power Apps and Power Automate in order to streamline both discrete tasks and end-to-end processes at their organizations, leading to time savings for staff across a wide range of departments.
- **Identify cost-saving opportunities within the organization.** The interviewees aimed to use the insights from Power Platform to identify and eliminate wasteful spending.

“Our organization faces challenges with [our legacy solutions]. We had lengthy approval processes, high-code development, and limited accessibility. Power Platform offered a unified platform that streamlined development, improved accessibility, and provided a user-friendly interface.”

TECH LEAD, FINANCIAL SERVICES

COMPOSITE ORGANIZATION

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

Description of composite. The composite organization has 30,000 employees and an annual revenue of \$10 billion. The organization adopts all components of the Power Platform, including Power Automate, Power Apps, Power Pages, Power BI, and Power Virtual Agents. Following a implementation period of 10 months, the composite organization gradually rolls out Power Platform, and most employees are affected by its use cases by Year 3.

Key Assumptions

\$10 billion annual revenue

30,000 employees

Fully deploys Power Platform

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	Time savings enabled by new solutions built on Power Platform	\$8,751,600	\$18,961,800	\$27,713,400	\$55,426,800	\$44,448,397
Btr	Operational cost savings from improved operational visibility	\$1,870,000	\$5,610,000	\$11,220,000	\$18,700,000	\$14,766,116
Ctr	Topline revenue growth from better time to value in building use cases	\$2,550,000	\$6,120,000	\$10,710,000	\$19,380,000	\$15,422,615
Dtr	Direct development and IT cost savings	\$16,152,389	\$17,610,389	\$19,068,389	\$52,831,168	\$43,564,394
	Total benefits (risk-adjusted)	\$29,323,989	\$48,302,189	\$68,711,789	\$146,337,968	\$118,201,522

TIME SAVINGS ENABLED BY NEW SOLUTIONS BUILT ON POWER PLATFORM

Evidence and data. Interviewees noted that Power Platform enabled them to create many solutions using its different components (e.g., applications using Power Apps, workflow automations using Power Automate, and web development using Power Pages). Some solutions resulted in users being able to do certain tasks faster, translating into time savings that can be repurposed into further productivity.

- The product owner at an energy organization noted: “Normally, throughout the year, [employees] have downtimes because [they] don’t have the right tool for certain jobs. A lot of the solutions we create [with Power Platform] ensure [employees] have the tools to avoid these downtimes.”
- The same product owner described how their employees benefitted from using Power Apps and Power Automate together: “I started from scratch and built an app that was leveraging standard connectors and used Power Automate to handle notifications, callbacks, and everything else. With this solution, [staff] can manage their inventory, and they can manage the whole process of getting something repaired.”

“This solution [alone] is saving about a million dollars for our organization, a third of which is [through] employee time savings.”

PRODUCT OWNER, ENERGY

- Another product owner at a financial services organization described how Power Apps significantly improved a manual reorganization process in their human resources department that would typically take three to six weeks with 10 FTEs. With Power App, the process was reduced to one hour and only needed two FTEs. The product owner noted: “We created a Power App [integrated with Power Automate] to automate a reorganization process and that massively [reduced] the time to market, as well as the accuracy and quality of our calculations.”
- The director at a manufacturing company shared: “Previously, to create a customer profile, we had to collect customer information, validate it, send it through for approval, and type it into the system. That entire process took about two weeks. Now, [with Power Platform], that whole process is down to less than a day. It could be as quick as 15 minutes if we can improve our approval rates.”

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

- The solutions created using Power Platform are assumed to vary in how much time it impacts a user’s work. For the purpose of the composite organization, the use case is divided between high-impact and medium-impact use cases. High-impact use cases are assumed to affect 60% of a user’s work relative to their other tasks, whereas medium-impact use cases affect 5% of a user’s overall work.
- High-impact solutions created using Power Platform affect 4% of the composite organization’s workforce in Year 1. This increases to 9% of the workforce in Year

2, and 13% in Year 3. Similarly, medium-impact solutions affect 18% of the workforce in Year 1, 35% in Year 2, and 53% in Year 3.

- The solutions created using Power Platform allow users to do certain activities 25% faster compared to before implementing Power Platform.
- The average fully-burdened annual salary of a business user is \$83,200.
- A 50% productivity recapture rate is applied, quantifying 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.

Risks. The exact benefit realized by an organization can vary depending on:

- The exact solutions and automation use cases created with Power Platform.
- The skills and capabilities of the employees building solutions using various Power Platform components.
- The organizational need for solutions built on Power Platform, including the ratio between high-impact and medium-impact solutions, as well as the before state of these use cases.
- The exact industry and geographical location of the organization, that can impact the annual salary of the impacted workforce.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$44.4 million.

Average annual time savings related to Power Platform process improvement

25%

“We delivered dozens of use cases this year to different departments that drove an immense amount of efficiency and automation. These use cases have changed the way these departments work and allowed the hours saved to be refocused on more strategic initiatives.”

DIRECTOR, PROFESSIONAL SERVICES

Time Savings Enabled By New Solutions Built On Power Platform

Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Employees	Composite	30,000	30,000	30,000
A2	Percentage of high-impact use cases on Power Platform	Composite	4%	9%	13%
A3	Percentage of work directly affected by high-impact solutions built on Power Platform	Composite	60%	60%	60%
A4	Average time savings related to process improvement from built solutions	Interviews	25%	25%	25%
A5	Average fully-burdened annual salary of a business end user	TEI standard	\$83,200	\$83,200	\$83,200
A6	Productivity recapture	TEI standard	50%	50%	50%
A7	Subtotal: Efficiency gain from high-impact use cases	A1*A2*A3*A4*A5*A6	\$7,488,000	\$16,848,000	\$24,336,000
A8	Percentage of medium-impact use cases on Power Platform	Composite	18%	35%	53%
A9	Percentage of work directly affected by medium-impact solutions built on Power Platform	Composite	5%	5%	5%
A10	Average time savings related to process improvement from solutions built on Power Platform	Interviews	25%	25%	25%
A11	Subtotal: Efficiency gain from medium-impact use cases	A1*A5*A6*A8*A9*A10	\$2,808,000	\$5,460,000	\$8,268,000
At	Time savings enabled by new solutions built on Power Platform	A7+A11	\$10,296,000	\$22,308,000	\$32,604,000
	Risk adjustment	↓15%			
Atr	Time savings enabled by new solutions built on Power Platform (risk-adjusted)		\$8,751,600	\$18,961,800	\$27,713,400
Three-year total: \$55,426,800			Three-year present value: \$44,448,397		

OPERATIONAL COST SAVINGS FROM IMPROVED OPERATIONAL VISIBILITY

Evidence and data. Other solutions created on Power Platform allowed interviewees to realize direct cost savings. In most cases, the visibility introduced by an application created using Power Apps, or as a result of the time savings discussed before, allowed users to spend more time monitoring activities around the organization. Interviewees shared they were able to recoup expenditure waste that was previously missed or undetected.

- The IT leader at a utilities organization told Forrester: “Prior to [Power Platform], we were losing upwards of \$1 million a year due to equipment not being returned. People who were checking out items were writing numbers down on sheets of paper. We did not know who was taking [the equipment, nor the equipment that was taken]. Losing [this] equipment meant we [had to spend] money to replace [it]. Now, because we can track who checked out equipment, we avoid that spending.”
- The head of new product at a manufacturing organization said: “Our entire [supply] chain — starting with sales and marketing and ending with us delivering to our end customers — used to rely on a lot of manual work, different spreadsheets, and different tools to communicate between [departments]. Missing information happened regularly. [Often], this caused suppliers to receive incorrect information, which resulted in adding additional parts and manufacturing cost. That is spending we now avoid by having better visibility.”

Other forms of cost savings were a result of the organization being able to create certain functionalities that previously had to be done by an external vendor.

The director at a consumer goods company said: “We recognize cost savings by replacing all the applications we previously used. We worked with a lot of third-party companies to support different [departments] in our organization. [Instead of continuing with them,] we built our own applications in-house, giving us access to our own data.”

“Cost avoidance based on the two platforms that we retired as part of our move to Power Platform saved us \$7 million annually.”

MANAGER, TELECOMMUNICATIONS

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

- Annual revenue of \$10 million, 88% of which is spent on operating expenses. In other words, it has a 12% operating margin.
- Taking into account the composite organization’s adoption rate of Power Platform, the solutions created with Power Platform impacts 5% of that operating expense in Year 1, 10% in Year 2, and 15% in Year 3.
- As a direct result of solutions created with Power Platform, the composite organization can recoup 0.5% of that impacted operating expense in Year 1, 0.8% in Year 2, and 1% in Year 3.

Risks. The exact benefit realized by an organization can vary depending on:

- The exact solutions and automation use cases created using Power Platform.
- The industry and company characteristics, that can impact the percentage of operating expense relative to annual revenue.
- The organization’s adoption rate of Power Platform and its percentage of use cases that have direct cost saving impacts.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$14.8 million.

“Power Platform enables us to improve our cost-to-income ratio, allowing us to give savings back to the organization.”

TECH LEAD, FINANCIAL SERVICES

Operational Cost Savings From Improved Operational Visibility					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Annual revenue	Composite	\$10,000,000,000	\$10,000,000,000	\$10,000,000,000
B2	Operating expense as percentage of revenue	TEI standard	88%	88%	88%
B3	Subtotal: Operating expense	B1*B2	\$8,800,000,000	\$8,800,000,000	\$8,800,000,000
B4	Percentage of operating expense impacted by Power Platform use cases	Composite	5%	10%	15%
B5	Percentage of spending avoided with Power Platform use cases	Composite	0.5%	0.6%	0.8%
Bt	Operational cost savings from improved operational visibility	B3*B4*B5	\$2,200,000	\$5,280,000	\$10,560,000
	Risk adjustment	↓15%			
Btr	Operational cost savings from improved operational visibility (risk-adjusted)		\$1,870,000	\$5,610,000	\$11,220,000
Three-year total: \$18,700,000			Three-year present value: \$14,766,116		

TOPLINE REVENUE GROWTH FROM BETTER TIME TO VALUE IN BUILDING USE CASES

Evidence and data. Interviewees also shared use cases and solutions created with Power Platform that directly impacted annual revenue growth and discussed use cases that helped them better address customer needs. Accelerated time to market of solutions meant they were able to create prototypes of solutions for their clients, where they could also promptly adjust and enhance offerings based on inputs.

ANALYSIS OF BENEFITS

- The technical lead at a financial services company explained, “[For external use cases], Power Platform helps us maintain market share and provide the best user experience.”
- The director at a professional services company added: “Our ability to rapidly build prototype solutions for our clients is a game changer in our ability to respond to client needs. [This] impacts the growth of our business.”

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

- Annual revenue of \$10 million.
- Taking into account the composite organization’s adoption rate of Power Platform, the solutions created with Power Platform impacts 5% of that operating expense in Year 1, 10% in Year 2, and 15% in Year 3.
- As a direct result of solutions created with Power Platform, the composite organization can grow revenue in the impacted business areas by 5% in Year 1, 6% in Year 2, and 7% in Year 3.

Risks. The exact benefit realized by an organization can vary depending on:

- The exact solutions and automation use cases created using Power Platform.
- The industry and company characteristics, that can impact the percentage of operating expense relative to annual revenue.
- The organization’s adoption rate of Power Platform and its percentage of use cases that have direct impact on cost saving.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$15.4 million.

Topline Revenue Growth From Better Time To Value In Building Use Cases					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Annual revenue	Composite	\$10,000,000,000	\$10,000,000,000	\$10,000,000,000
C2	Percentage of topline growth affected by Power Platform use cases	B3	5%	10%	15%
C3	Percentage of topline growth directly attributable to Power Platform	Interviews	5%	6%	7%
C4	Operating margin	1-B2	12%	12%	12%
Ct	Topline revenue growth from better time to value in building use cases	$C1 \cdot C2 \cdot C3 \cdot C4$	\$3,000,000	\$7,200,000	\$12,600,000
	Risk adjustment	↓15%			
Ctr	Topline revenue growth from better time to value in building use cases (risk-adjusted)		\$2,550,000	\$6,120,000	\$10,710,000
Three-year total: \$19,380,000			Three-year present value: \$15,422,615		

Up to 7%

Percentage of topline growth directly attributable to Power Platform

“By being able to deliver the right product to the customer, we’re getting additional orders from repeat customers. We avoid churn because customers are not going to competitors. We’re getting net new customers. For certain parts of our organization, our revenue increased by 18% to 20%, split between net new customers and repeat customers.”

HEAD OF NEW PRODUCT, MANUFACTURING

DIRECT DEVELOPMENT AND IT COST SAVINGS

Evidence and data. Interviewees shared that having Power Platform reduced costs and effort for various projects, regardless of which platform the components are used on. Compared to their organization's previous state where development activities could only be conducted by professional developers, using Power Platform enables this process to be done faster, cheaper, and with less people.

Additionally, by using Power Platform, interviewees also shared that they were able to discontinue certain parts of their legacy tech stack. For example, Power Automate and Power Pages effectively replaced their legacy automation and web development tools.

- The product owner at an energy organization told Forrester, “For solutions where low code is the best fit, you get to a prototype much faster, as much as 50% time savings compared to building in the legacy environment with professional developers.”
- The IT leader in utilities shared: “We get a lot of calls into our service centers that can be handled [entirely] by Copilot Studio bots. Now, 25% to 40% of help desk demand are fulfilled automatically. This will continue to increase as we add new features.”
- The manager of product and engineering for the telecommunications organization explained how Power Platform replaced their legacy environment: “Power Pages made it an option for us to eliminate duplicate software and capabilities — another toolset. We avoided a significant cost by not renewing with our existing provider.”
- The director at a professional services firm reported that: “We were a large consumer of RPA technology before deciding to lead with Power Automate. As the platform has matured, we have made a concerted effort to rationalize our automations onto Power Automate taking advantage of the out-of-the-box extensibility to the other tools in the Microsoft suite.”

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

ANALYSIS OF BENEFITS

- Prior to using Power Platform, 300 developers were involved in the development process, this includes both software developers who are now using Power Apps and Power Automate, and web developers who are now using Power Pages.
- In the legacy environment, they spend an average of 80% of their time on building solutions and use cases.
- The average fully-burdened salary of each involved developer is \$164,668.
- After using Power Platform in the first year, the process is 35% faster than development in the legacy environment.
- A 50% productivity recapture rate is applied, quantifying 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.
- By involving business users in the development process, the average fully-burdened salary of an involved employee is reduced by 25%.
- Prior to adopting Power Platform, the composite spends \$6.3 million on legacy automation and web development tools. After using Power Platform, 40% of that tech stack expenditure is reduced in Year 1. This percentage increases to 60% in Year 2 and 80% in Year 3.
- The composite also deploys employees to manage their prior tools and backend servers. As the legacy tech stacks are discontinued, this allows the composite to reduce three FTEs from system support in Year 1, six FTEs in Year 2, and nine FTEs in Year 3.
- The average fully-burdened annual salary of a system support FTE is \$120,000.

Risks. The exact benefit realized by an organization can vary depending on:

- The complexity of solutions and use cases developed at the organization.
- The components of the legacy tech stack that can be replaced with Power Platform.
- The skills and capabilities of the employees building solutions using various Power Platform components.

ANALYSIS OF BENEFITS

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$43.6 million.

Direct Development And IT Cost Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Employees involved	Composite	300	300	300
D2	Percentage of developer time spent on building solutions or use cases in legacy environment	Composite	80%	80%	80%
D3	Average fully-burdened salary of a software developer	TEI standard	\$164,668	\$164,668	\$164,668
D4	Percentage improvement in time to develop solutions with Power Platform	Interviews	35%	35%	35%
D5	Productivity recapture	TEI standard	50%	50%	50%
D6	Subtotal: Efficiency gain in building solutions with Power Platform	D1*D2*D3*D4*D5	\$6,916,046	\$6,916,046	\$6,916,046
D7	Percentage reduction in average fully-burdened salary of an involved employee	Interviews	25%	25%	25%
D8	Subtotal: Cost savings from using more citizen developers in development process	D1*D3*D7	\$8,151,054	\$8,151,054	\$8,151,054
D9	Legacy tech stack cost	Composite	\$6,300,000	\$6,300,000	\$6,300,000
D10	Percentage of tech stack cost replaced by Power Platform	Interviews	40%	60%	80%
D11	Reduced legacy system support FTEs	Composite	3	6	9
D12	Average fully-burdened annual salary of a system support FTE	Composite	\$120,000	\$120,000	\$120,000
D13	Subtotal: Tech stack savings	D9*D10+D11*D12	\$2,880,000	\$4,500,000	\$6,120,000
Dt	Direct development and IT cost savings	D6+D8+D13	\$17,947,099	\$19,567,099	\$21,187,099
	Risk adjustment	↓10%			
Dtr	Direct development and IT cost savings (risk-adjusted)		\$16,152,389	\$17,610,389	\$19,068,389
Three-year total: \$52,831,168			Three-year present value: \$43,564,394		

35%

Percentage of total development time savings with Power Platform

“The reusability of the platform is instrumental to our ability to take pieces from different use cases, bringing them together on a net new solution in a very quick to market fashion. This allows us to accelerate not only what we can do from a prototyping perspective, but ultimately when it comes to delivery as well.”

DIRECTOR, PROFESSIONAL SERVICES

UNQUANTIFIED BENEFITS

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

- **Reduction of risk caused by shadow IT.** Interviewees shared that the implementation of Power Platform allowed better governance of the various solutions previously built by business users in a shadow IT environment. This meant that the use and adoption of unauthorized software was significantly reduced. Governance guardrails around built solutions can be put in place, greatly enhancing compliance and security measures within the organization. The product owner at an energy organization stated: “By removing shadow IT, you are reducing risk from a data and application security perspective. In Excel, if you share things with external companies or vendors, there are no guardrails. In

Power Platform, we can create active directory groups and sharing systems to hugely reduce risk when it comes to oversharing.”

- **Improved employee satisfaction.** Interviewees shared that the automation capabilities of Power Platform freed employees from some of the mundane tasks that previously took up much of their work day. The reduction of repetitive tasks improves employee engagement and satisfaction.

“We have usage of all Power Platform technologies in the tens of thousands across our organizations. This speaks to our ability to rapidly develop and scale use cases on Power Platform.”

DIRECTOR, PROFESSIONAL SERVICES

FLEXIBILITY

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

- **Enabling workforce upskilling and digital innovation.** Interviewees reported that in the long term, all the immediate benefits and efficiency gains will translate into a significant change in culture — as business users are empowered to take charge of solving problems and creating solutions without having to wait for the availability of a professional developer. Employees thus become more self-reliant and resourceful, resulting in a more dynamic and forward-thinking work environment. The director at a professional services firm said: “Power Platform has changed the way we approach new technology projects. We apply a low code first mentality which allows us to realize a better time to value and ROI across our suite of applications.”

- **Base for future growth.** Interviewees noted that the connectivity and capability provided by Power Platform acts as potential for the organization to drive significant advancements and opportunities in the future. The ability to create a wide range of use cases fosters collaboration, consistency, and efficiency throughout the organization. Forrester’s research calculated that in 2023, the low-code market is worth \$13.2 billion with a 21% average annual growth rate since 2019; and expects this growth to continue for the next five years.³ This reflects the willingness by organizations to adopt low-code platforms to enable better analytics, business transformation, and overall future growth.

The manager at a telecommunications organization told Forrester: “It provides connectivity that other workloads do not. It gives us a whole new horizon of access. We can make both customer-facing and internal-facing use cases, ensuring everyone is working on the same data environment.”

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

“[Power Platform] gives you the ability to modernize your company, gives everyone a standardized way of operating, enables you with automation and other capabilities that is going to make us successful. It will be a good foundation to set that up.”

DIRECTOR, MANUFACTURING

“Understanding the capabilities of genAI [generative AI] and finding ROI from use cases developed is a hot topic right now. There are no better tools than those within Power Platform to help bring the capabilities of genAI to our users in a rapid fashion. This has allowed us to iterate on dozens of use cases in short order, failing fast on some and unlocking true ROI on several others.”

DIRECTOR, PROFESSIONAL SERVICES

Analysis Of Costs

Quantified cost data as applied to the composite

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Etr	Power Platform licensing costs	\$0	\$9,702,000	\$9,702,000	\$9,702,000	\$29,106,000	\$24,127,438
Ftr	Initial implementation, user training, and experimentation costs	\$5,049,333	\$633,600	\$633,600	\$0	\$6,316,533	\$6,148,970
Gtr	Ongoing management costs	\$0	\$1,856,943	\$1,856,943	\$1,856,943	\$5,570,829	\$4,617,942
Htr	Training and experimentation costs of solutions built on Power Platform	\$580,800	\$580,800	\$580,800	\$0	\$1,742,400	\$1,588,800
	Total costs (risk-adjusted)	\$5,630,133	\$12,773,343	\$12,773,343	\$11,558,943	\$42,735,762	\$36,483,150

POWER PLATFORM LICENSING COSTS

Evidence and data. Interviewees incurred licensing costs for using Power Platform, which is determined by various factors. Most of the functions that users need are included with their Microsoft 365 E5 and F3 licenses. Some solutions that users create can have additional license fees. Premium capabilities are available to enhance and unlock more business value by using the platform, such as the ability to build and create connectors across Power Platform that extend apps, flows, dashboards, and web pages via hosted APIs. Projects that require premium connectors would also incur additional fees.

Modeling and assumptions. The composite organization spends \$9.2 million per year for Power Platform, which is a total of their various licensing and combined use of Power Apps, Power Automate, and Power Pages.

Risks. Licensing costs will vary depending on organization size and use case. Contact Microsoft for a more detailed pricing estimate.

Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$24.1 million.

Power Platform Licensing Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Power Platform annual cost	Composite	\$0	\$9,240,000	\$9,240,000	\$9,240,000
Et	Power Platform licensing costs	E1	\$0	\$9,240,000	\$9,240,000	\$9,240,000
	Risk adjustment	↑5%				
Etr	Power Platform licensing costs (risk-adjusted)		\$0	\$9,702,000	\$9,702,000	\$9,702,000
Three-year total: \$29,106,000			Three-year present value: \$24,127,438			

INITIAL IMPLEMENTATION, USER TRAINING, AND EXPERIMENTATION COSTS

Evidence and data. Interviewees shared that to successfully take advantage of their Power Platform investment, it was important to involve key team members in the setup and planning process. Once set up, they had to select a percentage of pilot users to be certified and start testing use cases using Power Platform. As the use case expands, other employees start to get trained and certified to use the platform on a rolling basis.

- The IT leader at a utility company said: “Pilot [for Power Platform] took close to 12 months. Step one was making sure that everyone in the firm was educated on what Power Platform was and what it was not. We provided tangible examples to how it should be used, what its parameters are, and business rules that needed to be followed when using it, as well as where to go for support.”
- The product owner at an energy firm described what user training for Power Platform looked like at his organization, “For training, we created courses on Power Platform, hackathons, as well as show and tell events.”
- Some interviewees highlighted how Microsoft supported training. The director at a professional services company told Forrester: “We partnered with Microsoft for more customized training. We cowrote bootcamps and rolled out advanced and expert trainings.”

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

- Twenty software developers spend 10 months to set up Power Platform.
- An additional 15 web developers spend three months to set up Power Pages.
- The average fully-burdened salary of a software developer is \$175,500 and that a web developer's is \$120,000.
- During setup, 300 developers, which includes both software and web developers, obtain Power Platform certification.
- On average, each developer spends 30 hours for training and experimentation.
- The average fully-burdened hourly rate of a software developer or a web developer is \$71.
- In addition to the certified developers, there are 600 business users certified on Power Platform during the setup period. In Year 1 and Year 2, there are an additional 600 users certified as the use case expands across the organization.
- These business users spend two hours per month in training and experimentation.
- The average fully-burdened hourly rate of a business user is \$40.

Risks. Some factors that could result in this cost being different include:

- The complexity of the before state and legacy tech stack, that impact how much time is needed to migrate and fully adopt Power Platform at the organization.
- The rate of business user adoption and complexity of use cases that involve Power Platform, that can impact the number of IT and business teams involved.
- The exact industry and geographical location of the organization, that can impact the annual salary of the workforce.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$6.2 million.

2 hours

Average time investment to train and certify each user on Power Platform

Initial Implementation, User Training, And Experimentation Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Software developers involved in Power Platform setup	Composite	20			
F2	Time spent for planning and setup (months)	Composite	10.0			
F3	Average fully-burdened salary of a software developer	TEI standard	\$175,500			
F4	Web developers involved in Power Platform setup	Composite	15			
F5	Time spent for planning and setup (months)	Composite	3			
F6	Average fully-burdened salary of a web developer	TEI standard	\$120,000			
F7	Subtotal: Total implementation effort	$F1 \cdot F2 / 12 + F3 + F4 + F5 / 12 + F6$	\$3,375,000			
F8	Developers obtaining Power Platform certification	Composite	300			
F9	Training and experimentation time related to using Power Platform (hours)	Composite	30			
F10	Average fully-burdened hourly rate of a software developer or web developer	TEI standard	\$71			
F11	Subtotal: Total training effort for developers	$F8 \cdot F9 \cdot F10$	\$639,303			
F12	Citizen developers obtaining Power Platform certification	$F1 \cdot 25$	600	600	600	
F13	Training and experimentation time related to using Power Platform (hours)	Composite	24	24	24	24
F14	Average fully-burdened hourly rate of a business user	TEI standard	\$40	\$40	\$40	\$40
F15	Subtotal: Total training effort for citizen developers	$F12 \cdot F13 \cdot F14$	\$576,000	\$576,000	\$576,000	\$0
Ft	Initial implementation, user training, and experimentation costs	$F7 + F11 + F15$	\$4,590,303	\$576,000	\$576,000	\$0
	Risk adjustment	↑10%				
Ftr	Initial implementation, user training, and experimentation costs (risk-adjusted)		\$5,049,333	\$633,600	\$633,600	\$0
Three-year total: \$6,316,533			Three-year present value: \$6,148,970			

ONGOING MANAGEMENT COSTS

Evidence and data. In addition to resources during the setup of Power Platform, interviewees shared that their organizations dedicated a number of their employees to ongoing management. This includes monitoring and maintaining the platform and its users, ensuring data security and compliance, managing access, as well as implementing updates and enhancements where appropriate. Other ongoing activities involved providing user support, troubleshooting issues, and gathering feedback for continuous improvement. This team typically included a mix of both professional developers and non-technical employees certified on Power Platform.

- The product owner at the energy company said, “Our low-code-no-code enablement team consisted of four people working on strategy, and then another eight people working on governance.”
- The tech lead at a financial services firm added: “Our ongoing management involved 16 people. Eight for ongoing administrative work, maintaining features, and another eight are developers making new things. Some of the administrative work included identifying bugs, launching campaigns, or creating training manuals.”

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

- Ten employees are involved in the ongoing management of Power Platform, which includes a mix of both professional developers and business users.
- The average fully-burdened salary of each involved employee is \$168,813.

Risks. Some factors that could result in this cost being different include:

- The degree of business adoption and complexity of use case, that can impact how much resources is needed to be dedicated here.
- The skills and capabilities of the employees tasked with maintaining Power Platform.
- The exact industry and geographical location of the organization, that can impact the annual salary of the workforce.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$4.6 million.

“We have a fairly lean footprint in terms of maintenance and support across our organization. We established guardrails to enable our people to safely access the tools in a self-service fashion and quickly find the support resources they need.”

DIRECTOR, PROFESSIONAL SERVICES

Ongoing Management Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Employees involved in ongoing management	Composite		10	10	10
G2	Average fully-burdened salary of an involved employee	Composite		\$168,813	\$168,813	\$168,813
Gt	Ongoing management costs	G1*G2	\$0	\$1,688,130	\$1,688,130	\$1,688,130
	Risk adjustment	↑10%				
Gtr	Ongoing management costs (risk-adjusted)		\$0	\$1,856,943	\$1,856,943	\$1,856,943
Three-year total: \$5,570,829			Three-year present value: \$4,617,942			

TRAINING AND EXPERIMENTATION COSTS OF SOLUTIONS BUILT ON POWER PLATFORM

Evidence and data. To successfully maximize their Power Platform investment, interviewees also noted having to set up processes and infrastructure to manage solutions and use cases that were built on Power Platform. Typically, this would be

manifested as a Center of Excellence (CoE), by creating a centralized hub where employees can interact, ask questions, and even experiment on building a use case themselves related to their work.

- The director at a professional services company said, “We have a team building assets and establishing governance foundations, integrating them into enterprise tools to make it available for people to find.”
- The IT leader at a utility company shared: “We have trained 4,000 people on how to build with Power Platform. We have about 2,300 citizen developers active today.”

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

- On average, each certified Power Platform business user creates a solution or use case that is used by 10 other employees. With 600 business users certified on Power Platform each year, there are 6,000 other employees who will be a user of the solution. Including the builders themselves, there are 6,600 employees who need to train and experiment on new solutions built on Power Platform each year.
- On average, each business user requires two hours per year to train and experiment on any new solutions built on Power Platform.
- The average fully-burdened hourly rate of a business employee is \$40.
- While there presumably are net new employees trained in Year 3, the benefit of those trained workforce will not be realized until the following year (Year 4), which is not modeled in the three-year benefits, and is thus omitted from this cost calculation.

Risks. Some factors that could result in this cost being different include:

- The degree of business adoption and complexity of use case, that can impact how many resources are needed.
- The skills and capabilities of the employees building solutions using various Power Platform components.

ANALYSIS OF COSTS

- The exact industry and geographical location of the organization, that can impact the annual salary of the workforce.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$1.6 million.

“We needed all of our people to foundationally understand what Power Platform is. There was a lot of education that we needed to do internally to drive that understanding and get comfortable with how best to identify use cases and take advantage of Power Platform.”

DIRECTOR, PROFESSIONAL SERVICES

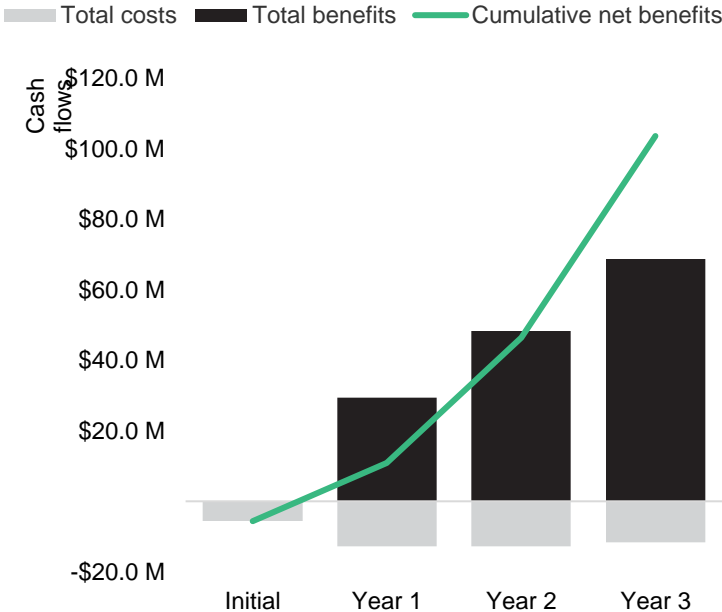
Training And Experimentation Costs Of Solutions Built On Power Platform

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
H1	Net new employees trained on new solutions built on Power Platform	Composite	6,600	6,600	6,600	
H2	Training time related to new solutions	Composite	2	2	2	
H3	Average fully-burdened rate of a business employee	TEI standard	\$40	\$40	\$40	
Ht	Training and experimentation costs of solutions built on Power Platform	H1*H2*H3	\$528,000	\$528,000	\$528,000	\$0
	Risk adjustment	↑10%				
Htr	Training and experimentation costs of solutions built on Power Platform (risk-adjusted)		\$580,800	\$580,800	\$580,800	\$0
Three-year total: \$1,742,400			Three-year present value: \$1,588,800			

Financial Summary

Consolidated Three-Year Risk-Adjusted Metrics

Cash Flow Chart (Risk-Adjusted)



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

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

Cash Flow Analysis (Risk-Adjusted Estimates)						
	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$5,630,133)	(\$12,773,343)	(\$12,773,343)	(\$11,558,943)	(\$42,735,762)	(\$36,483,150)
Total benefits	\$0	\$29,323,989	\$48,302,189	\$68,711,789	\$146,337,968	\$118,201,522
Net benefits	(\$5,630,133)	\$16,550,646	\$35,528,846	\$57,152,846	\$103,602,205	\$81,718,372
ROI						224%
Payback period (months)						Less than 6

APPENDIX A: TOTAL ECONOMIC IMPACT

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

Total Economic Impact Approach

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

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

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

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

PRESENT VALUE (PV)

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

NET PRESENT VALUE (NPV)

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

RETURN ON INVESTMENT (ROI)

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

DISCOUNT RATE

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

PAYBACK PERIOD

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

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

APPENDIX B: 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: [The State Of Low-Code In The Financial Services And Insurance Industries](#), Forrester Research, Inc., January 23, 2024.

³ Source: [The Low-Code And Digital Process Automation Market, 2023 To 2028](#), Forrester Research, Inc., January 10, 2024.

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

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