

The Total Economic Impact™ Of Beamery Talent Lifecycle Management

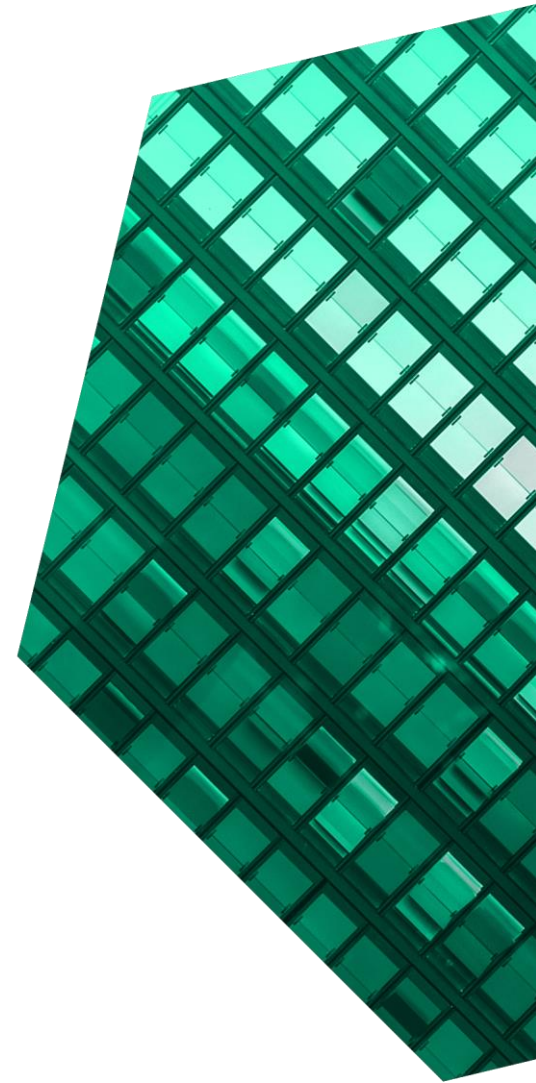
Cost Savings And Business Benefits
Enabled By Beamery Talent Lifecycle Management

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Executive Summary

In today's talent market, leading organizations need to be smarter about how they source and hire their workforce. Struggling with manual outreach and tracking across multiple tools dooms recruiting teams, and the candidates they are trying to attract and qualify with subpar experiences. Leaders who want an adaptive, future-fit workforce need modern solutions to attract, nurture, and qualify their talent.

The [Beamery Talent Lifecycle Management](#) platform is a composable AI-powered, skills-based talent platform that helps businesses identify, recruit, develop, retain, and redeploy talent with ease. The four key components of the Talent Lifecycle Management suite are Talent Acquisition, Talent Management, Workforce Planning, and Skills Intelligence. This study is focused on the Talent Acquisition component of the platform, which includes CRM, Candidate Experience, Compliance, and the HCM Integration platform.

Beamery commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Beamery Talent Lifecycle Management.¹ The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Beamery Talent Lifecycle Management (TLM) on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed three representatives of an organization who have

30,000+
recruiting hours
saved



KEY STATISTICS



Return on investment (ROI)
467%



Net present value (NPV)
\$7.88M

experience using Beamery's solution. Forrester used this experience to project a three-year financial analysis.

Prior to using Beamery Talent Lifecycle Management, the interviewees noted how their organization was in need of a candidate management platform as they were losing sight of their former talent pools and could not engage passive talent for active positions. They needed help in identifying previously engaged talent and nurturing it. Furthermore, their organization was looking provide its talent acquisition team with enhanced technology capabilities to support the organization's adaptive workforce needs, as well as to improve its recruiter and candidate experience.

After the investment in Beamery Talent Lifecycle Management, the interviewees' organization saw great improvements in its ability to nurture a passive candidate pipeline and expedite the hiring of better-fit talent. Key results from the investment include

reductions in time to fill vacancies, improvements in recruiters' efficiency, better compliance, talent sourcing efficiencies, and a reduction in costs for external third-party tools.

KEY FINDINGS

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

- **Nearly \$613,000 in recruiter efficiency.** Beamery has on average improved recruiter productivity by 10%. The automation within Beamery Talent Lifecycle Management enabled recruiters to execute tasks more efficiently, which also allowed them to approach recruitment more strategically.
- **Over \$345,000 in efficiency gains for the sourcing function.** Beamery Talent Lifecycle Management gave sourcers added capabilities, which allowed them to perform at a higher level. Automation through the solution allowed the representative organization to nurture a passive flow of candidates future fit for ever-changing workforce requirements.
- **An opportunity cost to recapture \$7.4 million in revenue through reducing time to fill.** Beamery's clear contribution to expediting hiring cycles by 30% on average signaled an opportunity cost to recapture revenue through the

reduced time to fill vacancies. The representative organization could recapture more revenue especially when trying to hire for extremely high-demand skill sets within a cut-throat recruitment environment.

- **Savings of nearly \$217,000 through the removal of other recruiting tools.** The representative organization's talent acquisition team streamlined and optimized their workflows through the adoption of Beamery Talent Lifecycle Management, which in turn left other external recruiting tools redundant. The removal of these tools led to annual savings, culminating in a total of nearly \$217,000 over a three-year period.
- **Compliance risk avoidance of \$951,000.** Beamery's compliance module enabled the representative organization to confidently maintain compliance through ensuring privacy requirements are met at each user touchpoint. The compliance capabilities provided by Beamery Talent Lifecycle Management allowed the organization to stay ahead of other brands in terms of privacy requirements and best practices.

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

- **Improved quality of hire.** Beamery excelled in assisting the interviewees' organization to nurture high-caliber talent, improving hire quality — particularly for highly specialized roles.
- **Access to data and metrics to drive-decision making.** Beamery gave the talent acquisition team new visibility into data and analytics that enabled management to create reports justifying business case requests and Beamery's value-add to the organization.
- **Improved experience for talent acquisition team and candidates.** The additional capabilities provided by Beamery elevated the end-to-end experience of recruiters, sourcers, and candidates.

“Our open rate with Beamery is triple what it is with [other tools], so that’s immediately an advantage.”

Senior program manager, talent acquisition strategy, cloud computing

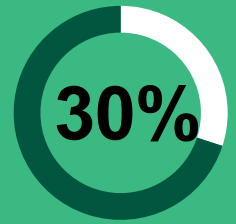
- **Ability to ensure diverse talent pipelines.** The data insights provided by Beamery provided the interviewees' organization with more oversight into the diversity in its candidate pools and hiring pipelines, keeping it accountable to DE&I goals and spotting potential bias early.

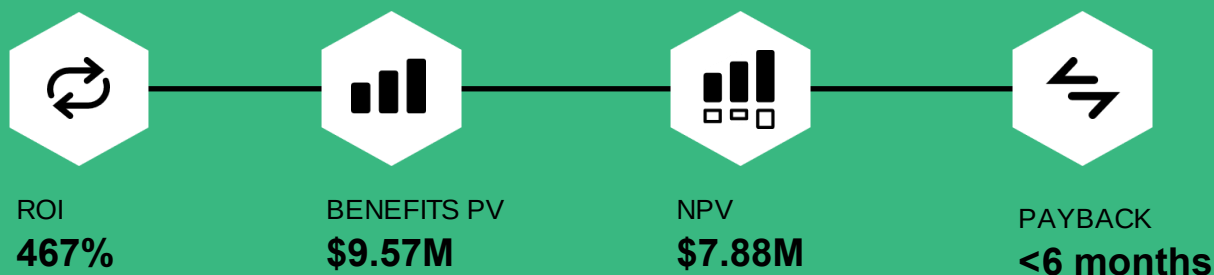
Costs. Three-year, risk-adjusted PV costs include:

- **Implementation fees and costs.** These fees are comprised of a fixed one-time fee, as well as the internal resource effort required for the implementation of Beamery Talent Lifecycle Management, which typically consists of five FTE across the three-to-four-month process.
- **Licensing costs.** Pricing for Beamery Talent Lifecycle Management solution is based on a value-based pricing model, taking into account the requirements and goals of the organization looking to invest in the solution.

The interview and financial analysis found that the representatives' organization experiences benefits of \$9.57 million over three years versus costs of \$1.69 million, adding up to a net present value (NPV) of \$7.88 million and an ROI of 467%.

Reduced time
to fill vacancies





Benefits (Three-Year)



“With Beamery, we can engage large groups of candidates quickly and easily, which is very important in the current market. We can push our brand as an employer of choice with an approachable, on-brand, and compliant approach.”

— Senior program manager, talent acquisition strategy, cloud computing

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 Beamery Talent Lifecycle Management.

The objective of the framework is to identify the cost, benefit, flexibility, and risk factors that affect the investment decision. Forrester took a multistep approach to evaluate the impact that Beamery Talent Lifecycle Management can have on an organization.

Forrester Consulting conducted an online survey of 351 cybersecurity leaders at global enterprises in the US, the UK, Canada, Germany, and Australia. Survey participants included managers, directors, VPs, and C-level executives who are responsible for cybersecurity decision-making, operations, and reporting. Questions provided to the participants sought to evaluate leaders' cybersecurity strategies and any breaches that have occurred within their organizations. Respondents opted into the survey via a third-party research panel, which fielded the survey on behalf of Forrester in November 2020.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Beamery 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 Talent Lifecycle Management.

Beamery 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.

Beamery provided the customer name for the interview but did not participate in the interview.



DUE DILIGENCE

Interviewed Beamery stakeholders and Forrester analysts to gather data relative to Talent Lifecycle Management.



INTERVIEW

Interviewed three representatives of an organization using Talent Lifecycle Management to obtain data with respect to costs, benefits, and risks.



FINANCIAL MODEL FRAMEWORK

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



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 Beamery Talent Lifecycle Management Customer Journey

■ Drivers leading to the Talent Lifecycle Management investment

INTERVIEWEES' ORGANIZATION

Forrester interviewed three representatives of an organization who have experience using Beamery Talent Lifecycle Management. Their organization has the following characteristics:

- \$13 billion in annual revenue.
- 38,000 employees.
- 11,000 annual new hires
- A Talent Acquisition team with an estimated 240 FTEs, inclusive of sourcers, recruiters, and managers.

KEY CHALLENGES

The interviewees identified a gap in their talent acquisition needs, recognizing that the applicant tracking system (ATS) at their organization did not enable them to nurture and campaign for prospective talent, which ultimately stifled their recruiting efforts. The interviewees additionally recognized that they needed to have a database that was more robust and searchable to have a passive candidate flow into a CRM that flexibly met their needs.

The interviewee noted how their organization struggled with common challenges, including:

- **Limited support from incumbent system.** Only having an ATS meant that the system supporting the talent acquisition team was transactional in nature and solely focused on candidates applying for specific requisitions. As a result, talent acquisition teams lost sight of previous candidate pools and, therefore, they recognized they needed a CRM from which teams could reengage previous talent that perhaps could be suitable for a different role.
- **Inability to campaign individuals.** The interviewees noted their organization wanted to

enhance the capabilities of its talent acquisition team to enable them to create recruitment campaigns and message and target individuals en masse to nurture a passive candidate flow into the organization.

- **Obstacles to strategically improve recruitment.** Additionally, the interviewees' noted their organization had a gap whereby automation and artificial intelligence provided by a net-new solution could help talent acquisition teams become more efficient in identifying, engaging, and hiring talent that better suited open requisitions. This new solution also could open the opportunity for talent acquisition teams to effectively maintain talent pools that were future fit for changing business requirements as it relates to the skills needed in the workforce.

SOLUTION REQUIREMENTS

The interviewees' organization searched for a solution that could:

- Go beyond the transactional functionality of its ATS, and rather have a candidate management platform whereby its talent acquisition team could campaign and attract passive talent.
- Make it a competitive employer in a very competitive industry (technology) when recruiting and retaining talent.
- Support it throughout the different talent lifecycle management phases while keeping candidates engaged.
- Improve the recruiter and candidate experience.

USE CASE DESCRIPTION

The representative organization has invested in the Talent Acquisition module of the Beamery Talent Lifecycle Management suite. The Talent Acquisition module is comprised of the Talent Acquisition CRM, Candidate Experience, Compliance, and HCM Integration platform. However, it is also looking to expand its investment to other modules of the Beamery suite. The organization often hires for high-demand roles within the competitive context of recruitment in the tech industry; hence, it needed a solution that could enable it to proactively target and engage candidates with specialist, highly sought-after skill sets.

For this use case, Forrester has modeled benefits and costs over three years.

Key Assumption

The Talent Acquisition module in the Beamery Talent Lifecycle Management suite is used. This is inclusive of Talent Acquisition CRM, Candidate Experience, Compliance, and the HCM Integration platform.

“I really appreciate Beamery because they truly listen to their customers. Beamery is not just a CRM and campaign tool, they are truly starting to capture the entirety of talent management outside of an ATS — from how to support internal mobility, engage your alumni, and all those different components.”

Talent acquisition leader, cloud computing

Analysis Of Benefits

■ Quantified benefit data

Total Benefits						
Ref.	Benefit	Year 1	Year 2	Year 3	Total	Present Value
Atr	Recruiter efficiency savings	\$164,160	\$262,656	\$328,320	\$755,136	\$612,979
Btr	Talent sourcing efficiency savings	\$92,477	\$147,963	\$184,954	\$425,393	\$345,312
Ctr	Opportunity cost to recapture revenue through reduced time to fill vacancy	\$505,440	\$2,506,140	\$6,539,130	\$9,550,710	\$7,443,626
Dtr	External recruiting tools cost avoidance	\$0	\$80,226	\$200,565	\$280,791	\$216,990
Etr	Compliance risk avoidance	\$382,500	\$382,500	\$382,500	\$1,147,500	\$951,221
Total benefits (risk-adjusted)		\$1,144,577	\$3,379,485	\$7,635,469	\$12,159,531	\$9,570,128

RECRUITER EFFICIENCY SAVINGS

Evidence and data. The interviewees expressed that a key benefit from their use of Beamery Talent Lifecycle Management was the efficiency gained across the talent acquisition team, which comprised of both recruiters and sourcers. For recruiters specifically, Beamery enabled time savings across a vast array of activities that fall under recruiters' responsibility, inclusive of but not limited to talent acquisition strategy, outreach, pipeline management, and reporting.

- The interviewees shared that recruiters were on average 10% more effective with the use of Beamery with metrics indicating over 30,000 recruiting hours saved in the last year alone. The senior program manager for talent acquisition felt confident that their organization had gained over \$1 million from increased productivity across the talent acquisition team.
- Beamery provided the interviewees' organization with the capability to create campaigns that enabled the company to target large groups of individuals with personalized content in a seamless and effective manner. As such,

recruiters at the interviewees' organization felt that Beamery contributed to them being more effective in their role, as the solution allowed them to easily identify and spend time with individuals who were better aligned to open requisitions. Subsequently, in one-to-one conversations, recruiters saved time because discussions with prospective talent could be tailored to the prospect's interests and career aspirations rather than pitching the organization itself.

- Additionally, Beamery not only allowed recruiters to save time but also pivot to more strategic activity, enabling them to optimize the time they spent directly with candidates. An interviewee mentioned that Beamery was particularly effective in instances where they sought hard-to-find skills or needed to hire for an open requisition with specific niche criteria, such as meeting a particular security clearance or being based in a location with a specific skill set. In these cases, Beamery enabled them to source those individuals quickly and efficiently through the AI-powered database and use functionality, such as global tagging, custom filters, and bulk

messaging, to help recruiters flexibly meet their needs, ultimately reducing time to fill.

Modeling and assumptions. For the representative financial model, Forrester makes the following assumptions based on the interviews:

- Beamery Talent Lifecycle Management solution supports a high proportion of recruiter activity, and therefore efficiency gains as a result of the solution are applicable to 80% of recruiters' workload.
- Forrester has used fully burdened salary estimates based on TEI standards for the salaries of recruiters.

Risks. The extent to which recruiters can experience efficiency benefits as a result of adopting Beamery Talent Lifecycle Management depends on the following factors:

- The number of recruiters in the talent acquisition team.
- The ramp up period for recruiters to acclimatize to using the tool as part of their workflows.

- Additionally, teams that save time via productivity gains do not always apportion the gained time to value-add activities. To account for these risks, Forrester included a productivity conversion factor of 50% as a TEI standard.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$613,000.

“With Beamery, we have saved over 30,000 recruiting hours in the last 12 months, primarily through automation.”

Talent acquisition leader, cloud computing

Recruiter Efficiency Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Number of recruiters	Interviews	100	100	100
A2	Portion of time spent on recruitment activity supported by Beamery TLM	Interviews	80%	80%	80%
A3	Recruiting efficiency rate	Interviews	5%	8%	10%
A4	Recruiter annual salary (fully burdened)	TEI standard	\$86,400	\$86,400	\$86,400
A5	Productivity conversion factor	TEI standard	50%	50%	50%
At	Recruiter efficiency savings	$A1 \cdot A2 \cdot A3 \cdot A4 \cdot A5$	\$172,800	\$276,480	\$345,600
	Risk adjustment	↓5%			
Atr	Recruiter efficiency savings (risk-adjusted)		\$164,160	\$262,656	\$328,320
Three-year total: \$755,136			Three-year present value: \$612,979		

TALENT SOURCING EFFICIENCY SAVINGS

Evidence and data. Alongside recruiters, Beamery Talent Lifecycle Management solution also enabled sourcers at the interviewees' organization to make crucial efficiency savings, particularly in regard to hunting and attracting potential candidates to open roles.

- In the interviewees' organization, recruitment campaigns through using Beamery Talent Lifecycle Management became a key part of the sourcing strategy. Sourcers who formerly reached out to potential candidates through social media found that with Beamery their outreach mail had an open rate three times higher than previous methods.
- Interviewees noted that Beamery enabled sourcers to elevate engagement and extend company reach in a way their organization had never experienced. Through the automation and flexibility provided by Beamery, sourcers could send personalized messages to a large pool of candidates. The sourcing lead for the Americas shared that in the last year, their organization sent over 1 million campaigns that reached over 250,000 prospects, in which the 24-hour open rate was 59% — a response rate they never achieved with the use of social media outreach alone. Beamery's high impact in this regard resulted in 4% of overall hires being influenced from campaigns alone.
- Through Beamery, sourcers were capable of nurturing a consistent passive candidate flow of quality potential hires. No longer were sourcers only reliant on industry knowledge and job titles when head-hunting for specific roles, but rather functionality in the Beamery solution, such as flexible global tagging, custom fields, and AI, enabled sourcers to create a vast database segmented into pools of candidates future fit for changing business requirements as it relates to the skills needed in the workforce.

- Sourcers at the interviewees' organization also benefitted from time savings due to the speed with which they could do top-of-funnel recruitment outreach through the creation of campaigns using Beamery. Although the interviewees shared that they could not create campaigns prior to their investment in Beamery, they estimated that in their previous environment, tailored outreach could take up to four weeks to plan and execute; however, with Beamery, the time to create a campaign is reduced to anywhere between 30 minutes to 3 hours, with the majority of that time spent on strategic analysis before launching the campaign. Additionally, the analytics reports through Beamery also enabled the talent acquisition team at large to identify and build on successes, enabling the team to become more efficient in the long term.

Modeling and assumptions. For the representative financial model, Forrester makes the following assumptions based on the interviews:

- Similar to the efficiency benefit for recruiters, Beamery Talent Lifecycle Management solution also supports a high proportion of sourcer activity. Efficiency gains as a result of the solution are applicable to 80% of sourcers' workload.
- Forrester has used fully burdened salary estimates based on TEI standards for the salaries of sourcers.

Risks. The extent to which a sourcing function can experience efficiency benefits as a result of adopting Beamery Talent Lifecycle Management depends on the following factors:

- The number of sourcers in the talent acquisition team.
- The extent to which sourcers embed Beamery within their workflows.

- Additionally, teams that save time via productivity gains do not always apportion the gained time to value-add activities. To account for these risks, Forrester included a productivity conversion factor of 50% as a TEI standard.

Results. To account for these risks, Forrester adjusted this benefit downward by 5%, yielding a three-year, risk-adjusted total PV of \$345,000.

Talent Sourcing Efficiency Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Number of sourcers	Interviews	60	60	60
B2	Portion of time spent on sourcing activity supported by Beamery TLM	Interviews	80%	80%	80%
B3	Efficiency gain per sourcer	Interviews	5%	8%	10%
B4	Talent sourcer annual salary (fully burdened)	TEI standard	\$81,120	\$81,120	\$81,120
B5	Productivity conversion factor	TEI standard	50%	50%	50%
Bt	Talent sourcing efficiency savings	$B1*B2*B3*B4*B5$	\$97,344	\$155,750	\$194,688
	Risk adjustment	↓5%			
Btr	Talent sourcing efficiency savings (risk-adjusted)		\$92,477	\$147,963	\$184,954
Three-year total: \$425,393			Three-year present value: \$345,312		

OPPORTUNITY COST TO RECAPTURE REVENUE THROUGH REDUCED TIME TO FILL VACANCIES

Evidence and data. Interviewees noted that Beamery was integral to reducing the time to fill vacancies by 30% on average for their organization, particularly due to its capability to use AI and machine learning to meet recruitment needs with agility, leading to the expedited hiring of better-fit talent. The increased ease and speed with which the interviewees' organization could hire the right talent signaled an opportunity cost to recapture revenue through the reduced time to fill vacancies. This opportunity was particularly elevated when trying to hire for extremely high-demand skill sets within a cut-throat recruitment environment.

- Markedly, Beamery excelled in reducing time to hire in niche and nuanced environments where there was high demand for specific skills but low supply. An example, as mentioned by the senior program manager for talent acquisition strategy, was recruitment for software development roles in high-tech, which was widely known to be in-demand, with qualified high-caliber talent being inundated with employment opportunities. However, the fact that talent acquisition teams could proactively nurture passive candidate pools with personalized campaigns through Beamery generated the opportunity to reach the right talent at key moments when they may be considering a change of role, ultimately reducing hiring cycles and filling these vacancies with high-quality, better-fit candidates.
- It was critical to hire the right people quickly so the interviewees' organization could avoid revenue loss as a result unfulfilled revenue-producing activity. The senior program manager for talent acquisition strategy shared that thus far, their organization saw a reduction in time to hire by 30% through the team's use of Beamery Talent Lifecycle Management. Beamery's contributions to expediting the hiring cycle (therefore reducing the duration of vacancies)

subsequently generated the opportunity to recapture revenue that would formerly have been lost due to delayed and uncompleted work.

- The senior program manager for talent acquisition strategy also shared that the integration between the organization's ATS and Beamery's extension provided a pipeline of both applicants and passive candidates that contributed to recruiters' agility and reduction in time to fill vacancies.

“Beamery allowed us to really remain top of mind as an employer of choice for niche talent in a competitive industry.”

Senior program manager, talent acquisition strategy, cloud computing

Modeling and assumptions. For the representative financial model, Forrester makes the following assumptions based on the interviews:

- Calculations have considered both revenue-generating and nonrevenue-generating roles, as well as the revenue contribution of technical vs. nontechnical talent.
- Incumbent employees can only cover 25% of the unfulfilled workload from a vacancy, hence 75% of revenue-producing work is lost in an open requisition.
- A 75% attribution rate of Beamery Talent Lifecycle Management to reflect the reality of external factors also contributing to the opportunity to recapture revenue through expediting hiring cycles, such as market

conditions and internal changes to processes and governance.

- As a best practice, revenue benefits account for profit only. As a TEI standard, the operating profit margin is 12%.

Risks. Although Beamery does contribute towards the opportunity to recapture revenue through reducing time to fill vacancies, the financial savings from this benefit can vary due to the following factors:

- The time taken to grow the database and create segmented candidate pools. The breadth and depth of data here contributes to the efficacy of output from the AI functionality in the solution.
- The number of new hires recruited through Beamery Talent Lifecycle Management's CRM.
- The time taken for the talent acquisition team to fully ramp-up and optimize their use of Beamery.

- The deployment cadence of the solution, which can often depend on the size and global distribution of an organization.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of \$7.4 million.

Opportunity Cost To Recapture Revenue Through Reduced Time To Fill Vacancy					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Average time to hire prior to Beamery TLM (days)	Interviews	89	89	89
C2	Average time to hire with Beamery TLM (days)	Interviews	85	75	62
C3	Reduction in time to hire due to Beamery (days)	C1-C2	4	14	27
C4	Average number of hires through Beamery CRM	Interviews	1,200	1,700	2,300
C5	Average daily revenue generated per hire	Assumption	\$1,950	\$1,950	\$1,950
C6	Operating profit margin	TEI standard	12%	12%	12%
C7	Percent of revenue-producing work not covered by other workers during vacancy	Assumption	75%	75%	75%
C8	Attribution of Beamery TLM	Assumption	75%	75%	75%
Ct	Reduced time to fill vacancy	$C3 \times C4 \times C5 \times C6 \times C7 \times C8$	\$631,800	\$3,132,675	\$8,173,913
	Risk adjustment	↓20%			
Ctr	Reduced time to fill vacancy (risk-adjusted)		\$505,440	\$2,506,140	\$6,539,130
Three-year total: \$9,550,710			Three-year present value: \$7,443,626		

EXTERNAL RECRUITING TOOLS COST AVOIDANCE

Evidence and data. Interviewees noted that their talent acquisition team streamlined and optimized their workflows through the adoption of Beamery Talent Lifecycle Management, which had in turn left other external recruiting tools no longer fit for purpose. As a result, through recognizing that specific systems had become redundant, the interviewees' organization made savings from the removal of duplicative recruiting solutions, tools, and expenses.

The interviewees shared that, as a result of the talent acquisition team's use of Beamery Talent Lifecycle Management, they had both completely removed vendors (such as event registration systems and services) and drastically reduced the footprint for sourcing tools in terms of the number of licenses they proceeded to purchase at the time of renewal.

Modeling and assumptions. Based on the information provided during the interviews, the representative organization descoped a total of seven recruiting tools across a three-year period.

Risks. The extent to which organizations have cost savings as a result from descoping solutions depends on resources recognizing redundant systems and

processes as it relates to recruiting and application usage.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$217,000.

“By using the Beamery Talent Lifecycle Management to identify, target, and reach out to talent, we’ve reduced our time to fill on very difficult requisitions.”

Senior program manager, talent acquisition, cloud computing

External Recruiting Tools Cost Avoidance					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Number of external recruiting tools removed due to Beamery TLM	Interviews	0	2	5
D2	Average cost per tool	Interviews	\$44,570	\$44,570	\$44,570
Dt	External recruiting tools cost avoidance	D1*D2	\$0	\$89,140	\$222,850
	Risk adjustment	↓10%			
Dtr	External recruiting tools cost avoidance (risk-adjusted)		\$0	\$80,226	\$200,565
Three-year total: \$280,791			Three-year present value: \$216,990		

COMPLIANCE RISK AVOIDANCE

Evidence and data. Beamery's Compliance module in the Talent Lifecycle Management suite contributed to the interviewees' organization being data and privacy compliant, which prevented penalties.

- The interviewees shared that their legal and privacy teams were impressed by the forms and communications provided by Beamery's Compliance function, which enabled them to provide opt-in and opt-out options for marketing campaigns, talent community sign-ups, and hiring events ahead of other major brands.
- The interviewees emphasized that Beamery Compliance was crucial to alleviating any concerns about remaining compliant as all the necessary action was baked into all touchpoints subsequently protecting each user. This capability also contributed to the removal of other external vendors that could not provide the organization with the same compliance assurances.
- The senior program manager for market intelligence and talent acquisition automation also shared that having the Beamery Compliance module also saved time.

Modeling and assumptions. For the representative financial model, Forrester makes the following assumptions based on the interviews:

- The global average cost of a data breach on an annual basis is around \$2 million.²
- Beamery was the crucial factor in the organization being compliant, hence the inclusion of an 85% attribution rate of the Beamery Compliance function in this benefit. The inclusion of an attribution rate is to account for other external factors that contribute to company compliance.

Risks. The extent to which organizations will benefit from a compliance risk avoidance as a result of adopting Beamery Talent Lifecycle Management depends on the following factors:

- Organizations must remain diligent with governance and oversight of privacy practices alongside their use of Beamery Compliance.
- Penalties for a data breach will vary based on geographic location, extent of the breach, and how timely the response is to remedy the breach.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV of \$951,000.

“Beamery has been a very good partner with us and our privacy team ensuring compliance for events, campaigns, or any other form. Beamery has been ahead on compliance.”

Talent acquisition leader, cloud computing

Compliance Risk Avoidance					
Ref.	Metric	Source	Year 1	Year 2	Year 3
E1	Global average cost of a data breach	Forrester research	\$2,000,000	\$2,000,000	\$2,000,000
E2	Compliance rate pre-Beamery TLM	Assumption	75%	75%	75%
E3	Compliance rate with Beamery TLM	Interviews	100%	100%	100%
E4	Compliance rate improvement with Beamery TLM	E3-E2	25%	25%	25%
E5	Attribution rate of Beamery	Interviews	85%	85%	85%
Et	Compliance risk avoidance	E1*E4*E5	\$425,000	\$425,000	\$425,000
	Risk adjustment	↓10%			
Etr	Compliance risk avoidance (risk-adjusted)		\$382,500	\$382,500	\$382,500
Three-year total: \$1,147,500			Three-year present value: \$951,221		

UNQUANTIFIED BENEFITS

The interviewees mentioned the following additional benefits that their organization experienced but was not able to quantify:

- **Improved quality of hire.** Beamery excels in assisting organizations to nurture high-caliber talent, and interviewees noted that doing so resulted in improved hire quality — finding better-fit talent for open requisitions, particular for highly specialized roles.
- **Accessibility to better metrics and elevated reporting.** Interviewed talent acquisition managers shared that they had data and metrics that they did not have visibility into prior to Beamery. Access to such data and analytics enabled management to create reports to justify Beamery's value-add and support business case requests.
- **Improved experience for talent acquisition team and candidates.** Interviewees noted that a cross-section of the talent acquisition team — not only recruiters and sourcers, but also talent strategy, program management, etc. — benefit

from Beamery. The interviewees reported that the solution streamlined workflows and elevated the output from the team. In addition, through having access to connected data in a single source the talent acquisition team could provide candidates with a better recruitment experience.

“We host a series of DE&I events through Beamery, and we have follow-up campaigns going out to DE&I pools to continue engagement.”

Senior program manager, talent acquisition automation, cloud computing

- **Ability to ensure diverse talent pipelines.** Beamery supported the interviewees' organization's diversity, equity, and inclusion

(DE&I) initiatives. For example, the program manager for market intelligence and talent acquisition automation shared that, through using Beamery, their organization filtered candidates for open requisitions to identify whether there was representation from typically underrepresented groups and, in doing so, the visibility of this data kept them accountable to their DEI goals and sourcing initiatives.

FLEXIBILITY

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

Customization to fit needs. The interviewees shared how much they value working with Beamery as a strategic partner that will make enhancements and adjustments to the tool to meet their needs.

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

Analysis Of Costs

■ Quantified cost data

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Ftr	Implementation costs	\$113,969	\$0	\$0	\$0	\$113,969	\$113,969
Gtr	Beamery TLM license cost	\$0	\$632,500	\$632,500	\$632,500	\$1,897,500	\$1,572,934
	Total costs (risk-adjusted)	\$113,969	\$632,500	\$632,500	\$632,500	\$2,011,469	\$1,686,903

IMPLEMENTATION COSTS

Evidence and data. The implementation costs were inclusive of the necessary resources, effort, and additional aspects of Beamery's deployment process. The interviewees generally cited five to six FTEs being involved in implementation over a three-to-four-month period.

In the initial launch, the interviewees' organization mandated use of Beamery in both recruiters' and sourcers' workflows — building the use of the tool into their KPIs — not only for deep user testing and feedback, but also to quickly feed the database to optimize the output of the AI and machine learning in the tool.

Modeling and assumptions. For the representative financial model, Forrester makes the following assumptions based on the interviews:

- The following roles are involved during implementation: project manager, director (as oversight), HR technology representative, sourcers, and IT.
- Implementation costs also included a one-time implementation fee.

Risks. Different organizations have unique environments that can impact the level of internal effort required for implementation. The following

factors could impact the time spent and costs associated with planning and implementation:

- The deployment cadence of the solution and subsequent change management and data governance requirements.
- The agility and pace organizations move during technology implementations.
- The average hourly rate of the implementation team members.

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 \$114,000.

Implementation Costs						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Project manager FTE	Interviews	1			
F2	Project manager implementation time (hours)	Beamery	192			
F3	Project manager fully burdened salary (rate per hour)	TEI standard	\$39			
F4	Subtotal: Project manager implementation costs	$F1 \times F2 \times F3$	\$7,488			
F5	Director FTE	Interviews	1			
F6	Director FTE implementation time (hours)	Interviews	24			
F7	Director fully burdened salary (rate per hour)	TEI standard	\$63			
F8	Subtotal: Director implementation costs	$F5 \times F6 \times F7$	\$1,512			
F9	HR technology representative FTE	Interviews	1			
F10	HR technology representative FTE implementation time (hours)	Interviews	240			
F11	HR technology representative fully burdened salary (rate per hour)	TEI standard	\$39			
F12	Subtotal: HR technology representative implementation costs	$F9 \times F10 \times F11$	\$9,360			
F13	Sourcer FTEs	Interviews	2			
F14	Sourcer FTEs implementation time (hours per FTE)	Interviews	120			
F15	Sourcer FTEs fully burdened salary (rate per hour)	TEI standard	\$39			
F16	Subtotal: Sourcer FTE implementation costs	$F13 \times F14 \times F15$	\$9,360			
F17	IT FTE	Beamery	1			
F18	IT implementation time (hours)	Beamery	24			
F19	IT FTE fully burdened salary (rate per hour)	TEI standard	\$37			
F20	Subtotal: IT FTE implementation costs	$F17 \times F18 \times F19$	\$888			
F21	One-time implementation fee	Interviews	\$75,000			
Ft	Implementation costs	$F4 + F8 + F12 + F16 + F20 + F21$	\$103,608	\$0	\$0	\$0
	Risk adjustment	↑10%				
Ftr	Implementation costs (risk-adjusted)		\$113,969	\$0	\$0	\$0
Three-year total: \$113,969			Three-year present value: \$113,969			

LICENSING COST

Evidence and data. Beamery Talent Lifecycle Management licensing costs are calculated on a case-by-case basis based on customer requirements and the expected value Beamery provides to the business. License pricing also considers the size of the organization, user count, chosen functionality (i.e., advanced use of AI), and level of support required after implementation.

Modeling and assumptions. For the representative financial model, Forrester makes the following assumptions based on the interviews:

- The Talent Acquisition module in the Beamery Talent Lifecycle Management suite is used. This is inclusive of Talent Acquisition CRM, Candidate Experience, Compliance, and the HCM Integration platform.

Risks. A value-based pricing model means that other factors can impact costs. Pricing may vary. Contact Beamery for additional details.

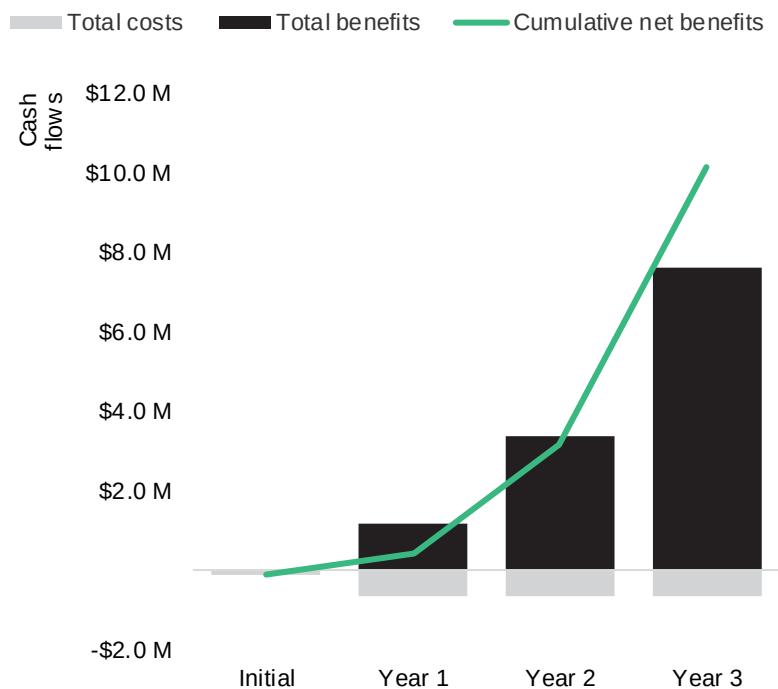
Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of \$1.6 million.

Licensing Cost						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Annual fee	Interview		\$575,000	\$575,000	\$575,000
Gt	Beamery TLM license cost	G1		\$575,000	\$575,000	\$575,000
	Risk adjustment	↑10%				
Gtr	Beamery TLM license cost (risk-adjusted)			\$632,500	\$632,500	\$632,500
Three-year total: \$1,897,500			Three-year present value: \$1,572,934			

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 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	(\$113,969)	(\$632,500)	(\$632,500)	(\$632,500)	(\$2,011,469)	(\$1,686,903)
Total benefits	\$0	\$1,144,577	\$3,379,485	\$7,635,469	\$12,159,531	\$9,570,128
Net benefits	(\$113,969)	\$512,077	\$2,746,985	\$7,002,969	\$10,148,062	\$7,883,225
ROI						467%
Payback						<6 months

Appendix A: Total Economic Impact

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

TOTAL ECONOMIC IMPACT APPROACH

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

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

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

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

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



PRESENT VALUE (PV)

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



NET PRESENT VALUE (NPV)

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



RETURN ON INVESTMENT (ROI)

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



DISCOUNT RATE

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



PAYBACK PERIOD

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

Appendix B: Endnotes

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

² Source: Forrester Consulting Cost Of A Cybersecurity Breach Survey, Q1 2021.

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