

FORRESTER®

The Total Economic Impact™ Of Kronologic

Cost Savings And Business Benefits
Enabled By Kronologic

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Executive Summary

Kronologic is an AI-powered, automated scheduling solution that takes a meeting-first approach to close the gap between go-to-market teams and their potential customers. With this tool, users can reach a wider audience and realize significantly higher meeting acceptance rates than in legacy environments. The solution frees account and lead management from manual, time-consuming prospecting, enabling them to be proactive and strategic and providing more revenue-generating time in front of the customer.

Kronologic is an artificial intelligence (AI)-enabled automated calendaring solution that focuses on efficiently converting sales leads generated in different channels into actual meetings with prospects. The platform helps organizations identify prospective customers, manage internal sales and marketing activities across multiple locations, and notify sales executives and customers of upcoming meetings via a centralized portal.

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

Total three-year benefits:

\$2.3 million



To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed five representatives at four companies with experience using Kronologic. For the purposes of this study, Forrester aggregated the interviewees'

KEY STATISTICS



Return on investment (ROI)

354%



Net present value (NPV)

\$1.82M

experiences and combined the results into a single composite organization. The composite is headquartered in North America with 5,000 employees globally and generates \$3 billion in annual revenue.

Prior to using Kronologic, the interviewees' sales and marketing environment was very reactive and complex. Representatives utilized manual processes, spreadsheets, email, and calendar/networking applications for prospecting. Sales directors and management had limited visibility into campaign progress and the thoroughness of outreach to contact lists. Setting meetings was a complicated and laborious process that often necessitated more than a dozen outreaches to gauge interest, negotiate availability, and confirm a scheduled time slot.

Marketing, sales, and account management (AM) teams were often not on the same page with prioritization or best approaches to campaigns, and staff were often overwhelmed due to limited time and

resources. For example, after an event or a webinar, coordinating with the appropriate departments to prepare a follow-up campaign and then with the appropriate sales team to contact these prospects could take five to six weeks. Unfortunately, many leads fell through the cracks due to process inefficiencies, lack of follow-through, and lost momentum, resulting in lost sales opportunities.

After the investment in Kronologic, the interviewees' organizations were able to cast a much wider net to reach more existing and potential future customers. Sales teams achieved much higher meeting acceptance rates than before, grew their current book of business by adding new and diverse customers, and improved relationships with existing accounts.

Kronologic also allowed the interviewees to spend less time pursuing, scheduling, and following up with prospects. Representatives could "set it and forget it" and use the saved time to develop more proactive, targeted, and strategic campaigns. As a result, they ran more effective meetings with customers, leading to more cross-selling, higher close rates, and increased sales revenue.

KEY FINDINGS

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

- **Increased margin from account management sales valued at \$1.25 million.** The interviewed customers' account management teams reached out to their existing accounts and "warm" leads using Kronologic and were able to improve the volume of outreach twofold.

Additionally, their overall meeting acceptance rates grew from 10% to 25%. More outreaches and a higher meeting acceptance rate translated into setting 400% more meetings, a fuller prospect pipeline, and increased revenue. The sales team soon realized that these results were

consistent and reliable, relieving their stress surrounding sales quotas.

- **Increased margin from lead management sales worth \$470,000.** The interviewees' sales, account management, and strategic alliance teams reached out to prospects using Kronologic. The composite company's annual meeting volume grew by 350%, increasing from 300 to 1,350.

Many leads that had previously been abandoned due to inefficient processes or lack of follow-up were captured using Kronologic, leading to an overall meeting acceptance rate increase from 4% to 9%.

- **Labor cost savings for scheduled meetings of more than \$604,000.** Interviewees frequently used a small team to plan, create, and coordinate campaigns for the larger sales and account management teams. This was a chaotic and manual process, and these teams often experienced discord with the nature and timelines of their campaigns. This led to the creation of steering committees to ensure a quick resolution.

With Kronologic's automated features, cross-organizational teams synchronized more efficiently and added meetings to sales representatives' calendars while reducing time spent writing scripts and prospecting leads. This programmatic approach standardized the campaigns across the company, creating messaging consistency, and saved 15% of schedulers' time.

The sales team then repurposed their free time to analyze the data and take a more strategic, proactive approach to their CRM.

The automated calendaring tool also gave various departments across the interviewees' organizations more autonomy, eliminating reliance on others to complete sales-related

scheduling tasks and allowing teams to focus on more strategic initiatives.

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

- **Improved brand recognition with more strategic and proactive campaigns.** Kronologic enabled the organizations to touch a higher percentage of their customers — existing and potential — with a consistent message, increasing their brand exposure and recognition.

Furthermore, the interviewees could evaluate which campaigns were more effective than others, allowing them to approach campaigns more strategically and proactively and deliver better-quality campaigns. The teams could focus on building stronger relationships with their customers and becoming their trusted advisors.

- **Ability to design a repeatable formula with additional visibility and reporting.** The interviewees found Kronologic’s ability to deliver a high acceptance rate to be repeatable and reliable, leading to consistent pipelines and higher sales revenue while saving them time.

Moreover, armed with the business intelligence, visibility, and analytics their companies previously lacked, the interviewees could now estimate how many calls to make to meet their quota. This repeatable approach also led to improved quality assurance and governance surrounding campaigns.

- **Enhanced employee experience.** The sales and account management teams, relieved of the daunting manual processes of prospecting, felt that their companies were investing in their well-being and careers. Adopting Kronologic made their jobs less stressful, increased team productivity, and created a more nurturing culture.

- **Getting to a quick “no.”** By leading with a meeting request, Kronologic enabled prospects to quickly respond as “interested” or “not interested.” Sales teams saved even more time by avoiding the fruitless pursuit of leads from uninterested prospects and could reallocate that time to build relationships with interested prospects and close business.

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

- **Licensing costs of \$214,000 over three years.** There are no additional per-user license fees. Kronologic license costs are tied only to the number of meetings set. Customers have the flexibility to deploy and manage the tool in the way that is best suited for their organization’s needs and capabilities.
- **Planning, implementation, training, and management costs of \$299,000 over three years.** Interviewed customers evaluated Kronologic by running preliminary trials and received initial training at no additional cost. They described integration with email and CRM systems as straightforward, with ample support from Kronologic staff. Ongoing management costs accounted for time on task for marketing, sales, and administrative roles.

The representative interviews and financial analysis found that a composite organization experiences benefits of \$2.33 million over three years versus costs of \$512,000, adding up to a net present value (NPV) of \$1.82 million and an ROI of 354%



ROI
354%



BENEFITS PV
\$2.33M

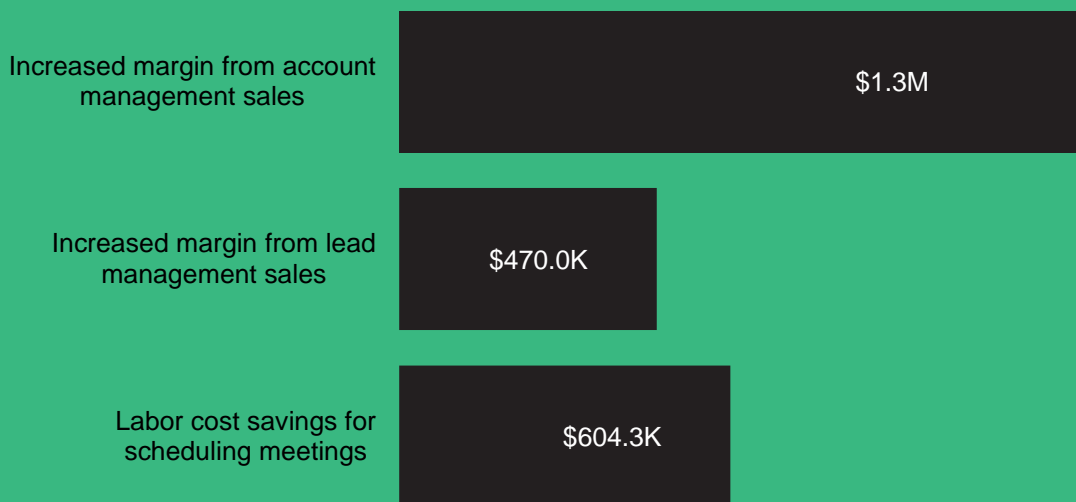


NPV
\$1.82M



MEETING ACCEPTANCE
GROWTH
10% to 25%

Benefits (Three-Year)



“We have not encountered another tool out in the market that can automate call scheduling and do it in such a simple way.”

— Global security alliance manager, 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 Kronologic.

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 Kronologic can have on an organization.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by Kronologic 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 Kronologic.

Kronologic 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.

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



DUE DILIGENCE

Interviewed Kronologic stakeholders and Forrester analysts to gather data relative to Kronologic.



INTERVIEWS

Interviewed five representatives at four organizations using Kronologic to obtain data with respect to costs, benefits, and risks.



COMPOSITE ORGANIZATION

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



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.



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 Kronologic Customer Journey

Drivers leading to the Kronologic investment

Interviews			
Role	Industry	Region	Revenue
Senior director of sales transformation	Technology solutions provider	Global	\$20 billion
CEO	Marketing services	North America	\$30 million
VP of marketing	Marketing services	North America	\$30 million
Global security alliance manager	Cloud computing	Global	\$3 billion
Director of strategic alliances	Telecommunications	North America	\$1.3 billion

KEY CHALLENGES

Prior to investing in Kronologic, the interviewees' organizations used manual processes, spreadsheets, and calendaring tools to manage outreach and scheduling of meetings with prospects and existing customers. Procedures used to confirm interest, mediate schedule availability, hand off qualified prospects, and ultimately convert leads into sales appointments that drive business growth were inefficient, time-consuming, and riddled with missed opportunities. Communication breakdowns, quality control issues, and frustratingly low meeting acceptance rates hindered the ability of marketing, sales, and account management teams to achieve business goals.

The interviewees' organizations shared common challenges prior to the use of Kronologic, including:

- **Account teams that spent excessive time prospecting rather than closing.** Inefficient processes for converting qualified leads to sales opportunity meetings limited the ability of reps to fill pipelines, hit quotas, and drive revenue growth. Sales managers had difficulty assuring the quality of sales messaging, with little visibility into which prospects had been contacted in sales campaigns. Competing priorities and sales

“We had no visibility into whether reps were following up or not. Part of Kronologic’s value is that it guarantees [that] if you have a list of 100 customers, it will engage all 100.”

Senior director of sales transformation, technology solutions provider

resources that were spread too thin limited the ability of teams to improve representative business acumen, pursue cross-selling opportunities, and expand the scope of their companies' reach by selling additional services.

- **Ineffective marketing campaign management and business development.** Lead development teams spent too much time generating creative emails and managing marketing campaigns, hoping for responses to their sales activity. In the organizations' legacy manual environments,

initial outreach was inefficient, follow-up was inconsistent, and success rates were low. Prospecting was time-consuming and overwhelming, especially for organizations with broad product lines. Lead management teams sought the participation of sales representatives in developing programs and improving business acumen, but competing priorities limited the availability of this expertise.

- **Little visibility or control, which created a gap.** Marketing and AM teams had difficulty tracking how many and which prospects had been contacted by the sales teams. Due to lack of visibility, they could not govern their campaigns or ensure their successes. Additionally, there was a time gap between the initial customer interest and follow-up due to process inefficiencies and lack of prioritization and resources. Often, leads would simply slip through the cracks.

SOLUTION REQUIREMENTS/INVESTMENT OBJECTIVES

The interviewees' organizations searched for a solution that could:

- Improve the efficiency of sales and account management team prospecting.
- Grow company revenue by increasing the volume of sales meetings.
- Enable sales representatives to participate in programs that improved their sales acumen and product knowledge.

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 five decision-makers that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

Description of the composite. The company is headquartered in North America, has lead development and sales teams that support global operations, and generates \$3 billion in annual revenue. The organization employs 5,000 people, 200 of whom are in sales.

In addition, there are 30 primary schedulers dedicated to the sales group. Their main tasks are to execute successful campaigns that provide consistent brand messaging and lead to sales opportunity meetings. Kronologic allows the 30 primary schedulers to efficiently coordinate these campaigns and quickly get meetings scheduled for the sales team members, enabling reps to focus on customer relationship development and revenue growth.

Deployment characteristics. After a pilot of 90 days, the composite organization deploys Kronologic in multiple phases, starting with smaller initial implementations so management could easily identify and remedy any potential issues before wider use of the platform.

Key Assumptions

- **\$3 billion in annual revenue**
- **Headquartered in North America**
- **Global operations**
- **200 sales FTEs**
- **30 primary schedulers**

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	Increased margin from account management sales	\$504,000	\$504,000	\$504,000	\$1,512,000	\$1,253,373
Btr	Increased margin from lead management sales	\$189,000	\$189,000	\$189,000	\$567,000	\$470,015
Ctr	Labor cost savings for scheduling meetings	\$243,000	\$243,000	\$243,000	\$729,000	\$604,305
	Total benefits (risk-adjusted)	\$936,000	\$936,000	\$936,000	\$2,808,000	\$2,327,693

INCREASED MARGIN FROM ACCOUNT MANAGEMENT SALES

Evidence and data. Interviewees said their organizations used Kronologic to replace inefficient and inconsistent manual processes used by account management teams to confirm and schedule meetings with qualified leads. The automation and AI capabilities of the Kronologic solution ensured that consistent messaging was deployed to the intended prospect lists. Doing so minimized time-consuming processes, quality control issues, and outreach omissions that had dogged previous campaigns.

Kronologic utilizes a methodology based on sending tailored and timely meeting invites and automatically negotiates schedule availability using AI. As a result, meeting confirmations (accepts or declines) were confirmed with far fewer outreaches and without the accompanying time lag for responses. Interviewees said that meetings were now confirmed with an average of fewer than two outreaches. They further explained that the solution reduced elapsed time between launching campaigns and scheduling meetings by weeks.

The improved efficiency from using Kronologic enabled lead management teams to double the volume of outreach that had been possible with their legacy processes. Furthermore, by leading with a

meeting invitation, acceptance rates increased from 10% to 25%. The increased outreach in combination with higher acceptance rates contributed to a 400% increase in scheduled meetings. When explaining the impact of the investment in Kronologic to the productivity of his organization’s account teams, the senior director of sales transformation at a technology solutions provider said: “It’s the number of opportunities we’re getting that’s increased. That’s what Kronologic does. It gets us more at bats.”

“I had a target of \$3 million in pipeline. Using Kronologic, I ended up with \$5 million in pipeline — and it was because I was able to get in front of so many more people so fast.”

Director of strategic alliances, telecommunications

Interviewees further explained that Kronologic’s automated method of sending tailored and timely calendar invites enabled sales groups to hit their

targets more consistently without needing to prioritize between campaigns. As a result of efficiency improvements, multiple campaigns could run simultaneously, including cross-selling and upselling opportunities.

“That ability to engage customers proactively and sell additional services is the challenge that we have been able to squarely meet with the use of the Kronologic tool.”

*Global security alliance manager,
cloud computing*

- The organization’s operating margin, which may vary based on industry, geographic location, and market conditions.
- To account for these risks, Forrester adjusted this benefit downward by 10%.
- **Results.** The three-year, risk-adjusted total PV for this benefit is \$1.3 million.

Modeling and assumptions. Based on the customer interviews, Forrester estimates the following for the composite organization:

- Kronologic’s efficiency compared with legacy processes enables the composite’s account management team to double the volume of prospect outreach.
- Meeting acceptance rates increase to 25%, compared with a 10% acceptance rate prior to the investment.
- An increased outreach volume combined with a higher meeting acceptance rate increases the number of meetings scheduled by 400%.
- Opportunity close rates and average revenue per deal are unaffected and remain consistent with prior processes.

Risks. The increased margin improvement from account management sales depends on:

- Total number of leads/prospects and sales teams’ capacity to address them.

Increased Margin From Account Management Sales					
Ref.	Metric	Calculation	Year 1	Year 2	Year 3
A1	Volume of account management outreaches before Kronologic	Composite	3,500	3,500	3,500
A2	Meeting acceptance rate for account management outreaches before Kronologic	Composite	10%	10%	10%
A3	Number of meetings set before Kronologic	A1*A2	350	350	350
A4	Opportunity close rate before Kronologic	Interviews	20%	20%	20%
A5	Average revenue per deal	Interviews	\$10,000	\$10,000	\$10,000
A6	Subtotal: account management sales generated from meetings before Kronologic	A3*A4*A5	\$700,000	\$700,000	\$700,000
A7	Improvement in account management outreaches with Kronologic	Interviews	100%	100%	100%
A8	Volume of account management outreaches using Kronologic	A1*(1+A7)	7,000	7,000	7,000
A9	Meeting acceptance rate using Kronologic	Interviews	25%	25%	25%
A10	Number of meetings set using Kronologic	A8*A9	1,750	1,750	1,750
A11	Opportunity close rate using Kronologic	Interviews	20%	20%	20%
A12	Subtotal: account management sales generated from meetings using Kronologic	A10*A11*A5	\$3,500,000	\$3,500,000	\$3,500,000
A13	Account management revenue increase from use of Kronologic	A12-A6	\$2,800,000	\$2,800,000	\$2,800,000
A14	Operating margin	Interviews	20%	20%	20%
At	Increased margin from account management sales	A13*A14	\$560,000	\$560,000	\$560,000
	Risk adjustment	↓10%			
Atr	Increased margin from account management sales (risk-adjusted)		\$504,000	\$504,000	\$504,000
Three-year total: \$1,512,000			Three-year present value: \$1,253,373		

INCREASED MARGIN FROM LEAD MANAGEMENT SALES

Evidence and data. Before using Kronologic to reach out to prospects, the number of outreaches required by lead management teams to reach a confirmed meeting acceptance or decline often exceeded a dozen. However, when using the automation and AI capabilities of Kronologic, the number of touches was reduced to an average of less than two.

This improved efficiency enabled lead management teams to double the volume of outreach than had been possible with their legacy processes. As the director of strategic alliances in telecommunications explained: “It’s really about the reach. We now get what we were never able to get before, and our meeting acceptance rate has increased so much.”

By leading with a meeting invitation, acceptance rates increased from 4% to 9%. The increased outreach in combination with higher acceptance rates contributed to a 350% increase in scheduled meetings. Moreover, Kronologic automatically scheduled meetings for the sales representatives, without much effort on their part, creating greater alignment among sales, lead generation, and marketing teams and reducing confusion and conflict.

“Kronologic helped us cover a lot more ground than what we could as individuals. No one had any idea that I was using an automation tool.”

*Director of strategic alliances,
telecommunications*

Modeling and assumptions. Based on the customer interviews, Forrester estimates the following for the composite organization:

- With Kronologic, the sales team’s outreach volume improves by 100%, and the number of scheduled meetings grows by 350%.
- The automated solution captures new and abandoned leads. The team’s meeting acceptance rate grows from 4% to 9%.
- The opportunity to close the sale is amplified due to the sales team’s ability to reach out to more people, resulting in greater customer acceptance, increased brand exposure, and stronger customer relationships.

Risks. The increased margin improvement from sales outreach depends on:

- The organization’s operating margin, which may vary based on industry, geographic location, and market conditions.
- The extent to which the organization utilizes Kronologic for high-quality versus low-quality leads.
- The volume and quality of leads.
- To account for these risks, Forrester adjusted this benefit downward by 10%.

Results. The three-year, risk-adjusted total PV for this benefit is \$470,000.

Increased Margin From Lead Management Sales					
Ref.	Metric	Calculation	Year 1	Year 2	Year 3
B1	Volume of lead management outreaches before Kronologic	Interviews	7,500	7,500	7,500
B2	Meeting acceptance rate before Kronologic	Interviews	4.0%	4.0%	4.0%
B3	Number of meetings set before Kronologic	B1*B2	300	300	300
B4	Opportunity close rate for lead management outreaches before Kronologic	Interviews	10%	10%	10%
B5	Average revenue per deal	Interviews	\$10,000	\$10,000	\$10,000
B6	Subtotal: sales generated by lead management driven meetings before Kronologic	B3*B4*B5	\$300,000	\$300,000	\$300,000
B7	Improvement in lead management outreaches with Kronologic	Interviews	100%	100%	100%
B8	Volume of marketing-campaign outreaches using Kronologic	B1*(1+B7)	15,000	15,000	15,000
B9	Meeting acceptance rate using Kronologic	Interviews	9%	9%	9%
B10	Number of meetings set using Kronologic	B8*B9	1,350	1,350	1,350
B11	Opportunity close rate using Kronologic	Interviews	10%	10%	10%
B12	Subtotal: sales generated by lead management driven meetings using Kronologic	B10*B11*B5	\$1,350,000	\$1,350,000	\$1,350,000
B13	Sales revenue increase from use of Kronologic	B12-B6	\$1,050,000	\$1,050,000	\$1,050,000
B14	Operating margin	Interviews	20%	20%	20%
Bt	Increased margin from lead management sales	B13*B14	\$210,000	\$210,000	\$210,000
	Risk adjustment	↓10%			
Btr	Increased margin from lead management sales (risk-adjusted)		\$189,000	\$189,000	\$189,000
Three-year total: \$567,000			Three-year present value: \$470,015		

LABOR COST SAVINGS FOR SCHEDULING MEETINGS

Evidence and data. Prior to Kronologic, the interviewees created their own campaigns and tried to coordinate the scheduling of the meetings with the larger sales team. However, not everyone was on the same page, which exposed inefficiencies, and lack coordination between the teams. The scheduling process was chaotic and often met with resistance from sales who had other priorities.

With Kronologic, the interviewees utilized dedicated teams to plan, create, and coordinate the campaigns and meetings to support the larger sales/account management teams. Leads no longer fell through the

cracks due to miscommunication because the AI capabilities of Kronologic determined schedule availability and automatically filled representatives' calendars with meetings.

Modeling and assumptions. The composite organization results, based on the customer interviews, are as follows:

- The composite organization employs 30 schedulers for outreach programs.
- Use of Kronologic's automated solution saves schedulers 15% of their time due to increased acceptance rate, creation of process efficiencies, and improved coordination between teams.
- The annual salary of an FTE sales development-like representative is estimated at \$60,000.

Risks. The following might impact the benefits stated above:

- Labor rates will vary based on employee experience level and the organization's industry, geographic location, and market conditions.
- The extent to which a scheduling team is utilized to set meetings for sales representatives.
- To account for these risks, Forrester adjusted this benefit downward by 10%.

Results. The three-year, risk-adjusted total PV for this benefit is \$604,000.

“Kronologic saves time for the reps and customers because it makes it easy, we just put the meeting on their calendar, and then it’s in their hands to say yes or no. We’re saving weeks of time when compared to traditional lead handling and follow-up.”

VP of marketing. marketing services

Labor Cost Savings For Scheduling Meetings					
Ref.	Metric	Calculation	Year 1	Year 2	Year 3
C1	Schedulers	Interviews	30	30	30
C2	Percentage of time saved with Kronologic	Interviews	15%	15%	15%
C3	Annual salary of an FTE scheduler	Interviews	\$60,000	\$60,000	\$60,000
Ct	Labor cost savings for scheduling meetings	C1*C2*C3	\$270,000	\$270,000	\$270,000
	Risk adjustment	↓10%			
Ctr	Labor cost savings for scheduling meetings (risk-adjusted)		\$243,000	\$243,000	\$243,000
Three-year total: \$729,000			Three-year present value: \$604,305		

UNQUANTIFIED BENEFITS

Additional benefits that customers experienced but were not able to quantify include:

- **Improved brand recognition with more strategic and proactive email campaigns.** Kronologic allowed interviewees' organizations to reach out to a higher percentage of prospects and existing customers with a consistent message, increasing brand exposure and recognition. This ensured that multiple people in the prospective customer's company were contacted, increasing the likelihood of getting the deal to the finish line.

Additionally, the ability to see the efficiency of different campaigns allowed sales and marketing teams to approach the campaigns more proactively and strategically. They could now reach out to customers with a targeted, high-quality message, helping to build better relationships and become a trusted advisor.
- **Ability to design a repeatable formula with additional visibility and reporting.** The interviewees found Kronologic's ability to deliver a high acceptance rate to be consistently replicated, leading to steady pipelines and higher sales revenue while also saving time. Better visibility and analytics allowed representatives to estimate how many calls were required to meet quotas. Sales teams repurposed saved time to focus on becoming more strategic. This repeatable approach also led to improved quality assurance and governance surrounding campaigns.
- **Faster ramping of sales employees.** A senior director of sales transformation with a technology solutions provider estimated that new sales employees need to spend about 80% of their time prospecting and 20% closing. Further, it took an average of one year before representatives reached a productivity level when only 50% of

“Kronologic allowed us to cover a much larger span than what we were able to do before, and it made us look like a larger team.”

*Director of strategic alliances,
telecommunications*

their time needed to be spent prospecting. He stated that when using Kronologic, new sales employees reached this productivity level in only six months.

- **Improved scheduling process efficiencies.** Due to its automation and AI capabilities around sending meeting invites, Kronologic greatly reduced the time from message initiation to an actual scheduled meeting. As the VP of marketing at a marketing services company said, “I think Kronologic is saving us weeks of time.”
- **Enhanced employee experience.** When their company implemented a technology solution that made their jobs less stressful, increased productivity, and created a more nurturing culture, marketing and sales teams felt their company was investing in their own well-being. Kronologic provided representatives with more control over sales performance and helped them achieve quotas more consistently.
- **Getting to a quick “no.”** Time spent pursuing contacts who are definitively not interested is a drain on sales reps' productivity. The Kronologic approach reduces the time and effort to get responses from contact lists, whether the response is “interested” or “not interested.” Interviewees recognized the value of getting a quick “no.” Rather than continuing a futile pursuit of an uninterested lead, sales could use the

saved time to focus on building strong relationships with interested prospects and becoming a valued partner.

- **Simplification of the scheduling process.** The marketing team no longer had to work as hard to get the meeting. It made the transfer of marketing qualified leads (MQLs) to sales qualified leads (SQLs) easier, quicker, and more consistent.

FLEXIBILITY

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

- **Increasing revenue-generating time in front of the customer.** For brand-new salespeople, Kronologic shaved 50% off their prospecting time. More experienced representatives saved a few hours per week. As a result, sales teams could spend more time with their customers and strengthen those relationships.
- **Executing special projects without new dedicated teams.** Interviewees' organizations leverage the automation capabilities of Kronologic to execute new sales initiatives without developing specialized teams. For example, the senior director of sales transformation at a technology solutions provider started to use one sales FTE and Kronologic to avoid building out a 10-person sales team focused on contract renewals.
- **Discovering latent interest in nonresponsive lists.** Interviewees explained that they are starting to use Kronologic to schedule meetings from contact lists previously written off as not interested and not profitable to pursue. For example, the CEO of a marketing services organization explained that his company is testing market interest in a new product. The CEO stated: "The product manager followed up by individual emails with people that attended a

webinar and got a quick three or four responses and that was it. It was pretty much deemed that the remaining 17 attendees were not interested because they didn't respond to two emails." However, when subsequently running the list through Kronologic, they yielded five additional meetings from the 17 earlier nonresponders.

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 as applied to the composite

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Dtr	Licensing costs	\$0	\$66,000	\$66,000	\$132,000	\$264,000	\$213,719
Etr	Planning, implementation, training, and management	\$93,500	\$82,500	\$82,500	\$82,500	\$341,000	\$298,665
	Total costs (risk-adjusted)	\$93,500	\$148,500	\$148,500	\$214,500	\$605,000	\$512,384

LICENSING COSTS

Evidence and data. Licensing costs for Kronologic are based on the number of meetings scheduled per month and per year. Representatives at two of the companies interviewed for this study indicated that Kronologic was primarily used by a smaller group of lead generation, marketing, or administrative staff to schedule meetings for business development representatives and account managers. However, at all the interviewees' organizations, Kronologic was also used directly by sales representatives in some scenarios. With license costs only tied to the number of meetings set, customers were free to deploy Kronologic in the way that best suited their organizations' labor and scheduling capacity or the needs of individual campaigns.

Modeling and assumptions. Based on the customer interviews, Forrester estimates the following for the composite organization:

- The composite incurs a single enterprise licensing fee based on the needed volume of meetings scheduled per year.
- Organizations may have as many users as they want on the platform.
- For the composite organization, Forrester estimates a \$60,000 annual licensing fee for Years 1 and 2. The licensing cost increases to

\$120,000 in Year 3 to reflect the expansion and pipeline growth typically realized by the interviewees' companies.

Risks. Licensing fees might vary depending on the types of use cases implemented and the number of meetings required to support those use cases across the company's global teams. Readers may wish to contact Kronologic for specific pricing information.

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 \$214,000.

Licensing Costs						
Ref.	Metric	Calculation	Initial	Year 1	Year 2	Year 3
D1	Enterprise license fee	Composite	\$0	\$60,000	\$60,000	\$120,000
Dt	Licensing costs	D1	\$0	\$60,000	\$60,000	\$120,000
	Risk adjustment	↑10%				
Dtr	Licensing costs (risk-adjusted)		\$0	\$66,000	\$66,000	\$132,000
Three-year total: \$264,000			Three-year present value: \$213,719			

PLANNING, IMPLEMENTATION, TRAINING, AND MANAGEMENT

Evidence and data. The interviewees considered it easy to incorporate Kronologic into their current sales solutions such as email and CRM systems. Before the investment, customers conducted 90-day pilots to evaluate the solution. Kronologic provided initial training at no cost, and interviewees reported becoming familiar with the platform after using it for about a month or for five to six campaigns.

They stated the following:

- Initial integration with email and CRM systems took 2 to 3 hours and was completed with support from Kronologic staff. IT resources from the interviewees' companies were not required.
- Interviewees said that before running new campaigns, they usually spent 30 to 60 minutes cleaning up customer lists in CRM or email tools to ensure they worked correctly in Kronologic.
- Once interviewees received initial training from Kronologic, they were able to customize it according to their organizations' needs and conducted additional training in-house.
- Interviewees recommended having one or a few staff members focused on quality control within the platform, working with Kronologic to incorporate new functionality enhancements and training new users. The senior director of sales transformation at a technology solutions provider said, "If you get the right person, it gets the most ROI from the software itself."

Modeling and assumptions. Based on the customer interviews, Forrester estimates the following for the composite organization:

- The initial one-year planning and implementation cost covers work related to running an initial 90-day trial, process change management, and integration of the Kronologic solution into CRM and email systems.

- The ongoing training and management costs reflect the training for new users, learning new functionality as Kronologic introduces improvements, optimizing use practices, and maintaining or adding integrations with email and/or CRM platforms.
- The planning and implementation address the internal preparation, coordination, and integration of related costs for trials and the start of engagement.

"It took a week to get everything up and running and to get us trained; then our first meeting started. It was so fast and so easy."

*Director of strategic alliances,
telecommunications*

Risks. The following are the potential risks that might impact the costs:

- Size of the organization, sales team, and number of staff in quality control functions.
- Level of integration into current software solutions.
- Quality of existing contact lists in customer databases.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of \$299,000.

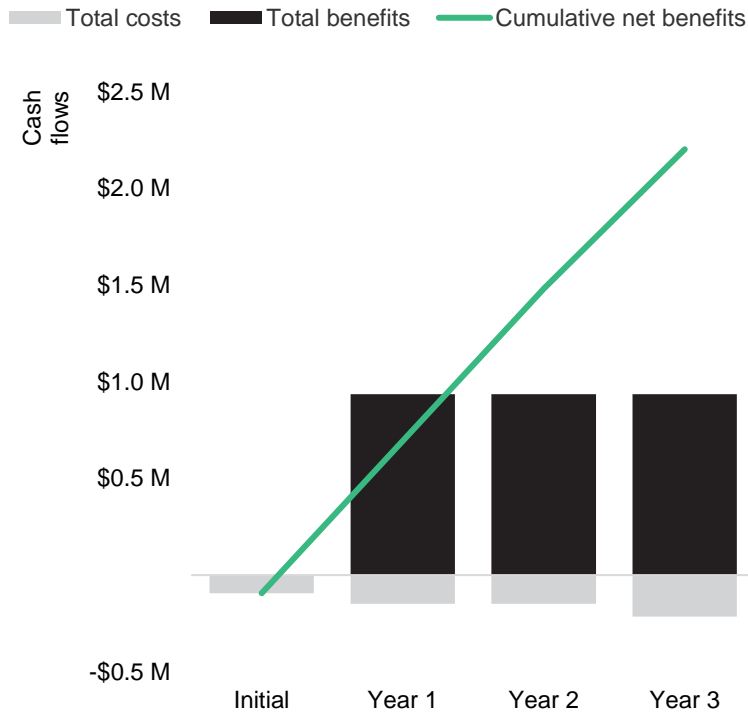
Planning, Implementation, Training, And Management

Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Planning and implementation	Composite	\$75,000	\$0	\$0	\$0
E2	Training and ongoing management	Composite	\$10,000	\$75,000	\$75,000	\$75,000
Et	Planning, implementation, training, and management	E1+E2	\$85,000	\$75,000	\$75,000	\$75,000
	Risk adjustment	↑10%				
Etr	Planning, implementation, training, and management (risk-adjusted)		\$93,500	\$82,500	\$82,500	\$82,500
Three-year total: \$341,000			Three-year present value: \$298,665			

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 and NPV for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted ROI and NPV 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	(\$93,500)	(\$148,500)	(\$148,500)	(\$214,500)	(\$605,000)	(\$512,384)
Total benefits	\$0	\$936,000	\$936,000	\$936,000	\$2,808,000	\$2,327,693
Net benefits	(\$93,500)	\$787,500	\$787,500	\$721,500	\$2,203,000	\$1,815,309
ROI						354%
Payback period (months)						<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."

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 Sources are calculated for each total cost and benefit estimate. NPV Sources in the summary tables are the sum of the initial investment and the discounted cash flows in each year. Sums and present value Sources 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%.

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.

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