

TOTAL ECONOMIC IMPACT

# The Total Economic Impact™ Of Salesforce B2C Commerce And Order Management

A FORRESTER TOTAL ECONOMIC IMPACT STUDY COMMISSIONED BY  
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COST SAVINGS AND BUSINESS BENEFITS ENABLED BY SALESFORCE B2C COMMERCE AND  
ORDER MANAGEMENT

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## Executive Summary

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Commerce technologies deliver experiences that either win the sale or lose the customer. With ever-evolving customer demands and increasingly complex expectations, the urgency to evolve is real. As such, the tech that supports these efforts must perpetually morph and grow to meet these demands and anticipate new ones.<sup>1</sup> Salesforce B2C Commerce and Order Management help organizations manage customer experiences across key activities like online shopping, order fulfillment, and customer service. Their capabilities help their customers drive business outcomes, including higher conversion rates and sales, improved order servicing efficiency, and increased capacity for technical and digital teams.

Salesforce [B2C Commerce](#) is a cloud-based B2C commerce solution that businesses can use to create and manage their online stores. It provides a scalable platform and offers options for modular front-end management, storefront templates, and AI enhancements throughout the platform. The solution provides centralized merchant tools for catalogs, pricing, and promotions, and it bridges the gap between physical and digital touchpoints through order and inventory management capabilities for in-store fulfillment options, such as ship from store, click and collect, and curbside pickup. Salesforce [Order Management](#) is an order management system (OMS) that provides functionalities to aggregate inventory and orchestrate fulfillment throughout the entire order lifecycle. The solution streamlines key order management processes by offering centralized capabilities for order capture, shipping, and customer service as well as actionable alerts and insights.

Salesforce commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Salesforce B2C Commerce and Order Management.<sup>2</sup> The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of B2C Commerce and Order Management on their organizations.

**119%**

**Return on investment (ROI)**

**\$7.0M**

**Net present value (NPV)**

**Percentage improvement in online conversion rate with  
Salesforce B2C Commerce**

**+45%**

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed five decision-makers with experience using Salesforce B2C Commerce and/or Order Management. For the purposes of this study, Forrester aggregated the experiences of the interviewees and combined the results into a single [composite organization](#), which is a global retailer with annual online gross merchandise value (GMV) of approximately \$200 million.

Before adopting Salesforce B2C Commerce, interviewees' organizations relied on inflexible and highly customized legacy commerce solutions that were difficult to maintain, slow to innovate on, and prone to poor performance. Similarly, interviewees whose organizations adopted Salesforce Order Management noted that it was costly to develop and maintain custom code and routing logic on legacy systems. Unstable integrations created data silos, while customer service agents had to switch between multiple systems to service orders, increasing case handling times and operational burden. These limitations led to suboptimal experiences across the customer lifecycle.

After the investment in Salesforce B2C Commerce, the interviewees modernized their digital storefront architectures, moving away from custom-coded environments to configurable platforms; they also gained storefront templates, tools for

merchandising, streamlined development environments, and native integrations. This shift reduced the effort for the technical and digital teams responsible for maintaining digital storefronts and enhancing shopper experiences. Additionally, interviewees whose organizations adopted Salesforce Order Management benefitted from improved access to order fulfillment data, better routing logic, and simplified order modification capabilities, which enabled customer service representatives to resolve inquiries more efficiently and reduce case handling times. Key results from these investments included increased revenue from improved conversion, cost savings from order servicing efficiencies, greater capacity for teams managing digital experiences, and reduced technology costs.

### Key Findings

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

- **A 45% increase in online conversions.** The composite organization improves site performance, merchandising, and shopper experiences by moving from its legacy commerce solution to Salesforce B2C Commerce. It gains a configurable architecture with storefront templates for managing and developing multisite experiences across locations, merchandising tools, price books, and modern cart and checkout functionalities. Better scalability and integration capabilities also improve site performance and enable real-time inventory availability. These improvements lead to longer engagement sessions, reduced bounce rates, and lower cart abandonment, resulting in improved conversion. Over three years, the increase in conversion drives \$67.5 million in incremental revenue each year and \$9.4 million in profit over three years.
- **Up to a 40% reduction in case handling time for order servicing.** Prior to adopting Salesforce Order Management, customer service representatives work across multiple disparate applications to complete order servicing activities, including modifications and refunds, and provide order status updates. With Order Management, they gain near-real-time visibility into order fulfillment statuses and centralized order servicing capabilities, such as the ability to order on behalf of customers, reducing the time to resolution. Over three years, this order servicing efficiency is worth \$776,000.
- **Doubling the capacity of the technical teams managing digital experiences.** With Salesforce B2C Commerce, the composite organization reduces development complexity: It moves from a highly customized environment to a configuration-driven architecture with out-of-the-box features, reducing the need to develop and maintain custom code and integrations. This enables it to implement new features and site updates more quickly, which accelerates deployment cycles and improves the capacity of resources on the digital team. Merchandising and e-commerce managers on the composite's digital team also experience enhanced productivity with merchandising and site enrichment tools, resulting in a capacity improvement of 75%. Over three years, the increased capacity across teams is worth \$2.2 million to the composite organization.
- **Avoiding licensing costs for legacy solutions.** The composite organization decommissions its legacy commerce solution, order management system, and third-party applications for functionalities that are now provided natively by Salesforce B2C Commerce. Over three years, the avoided licensing costs are worth \$473,000 to the composite organization.

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

- **Vendor consolidation.** Using multiple Salesforce products together enables the composite organization to simplify operations and reduce integration complexity. By consolidating its commerce solution and OMS within a single ecosystem, the composite organization minimizes vendor management overhead and improves collaboration within its development team.
- **Improved agility.** After implementing Salesforce B2C Commerce, the composite reduces the time to market for site enhancements and new digital experiences, enabling it to respond more quickly to business needs and adapt to customers' evolving shopping preferences.
- **Uptime and scalability.** The composite organization improves scalability and reliability with Salesforce B2C Commerce, ensuring 99.99% availability and the ability to handle large traffic spikes during major sales events like Black Friday and Cyber Monday.
- **Order orchestration.** The composite uses Salesforce Order Management's prebuilt logic and workflows for distributed order management, which integrate with the composite's ERP and other systems of record.

- **Improved customer experience.** The composite organization reduces friction for shoppers across the buying journey by improving site reliability, enhancing browsing experiences, and increasing convenience through flexible payment options.

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

- **Licensing costs of \$3.8 million over three years.** The composite organization has \$200 million in annual GMV: It incurs annual licensing fees for Salesforce B2C Commerce and Order Management based on its GMV.
- **Implementation, training, and ongoing management costs of \$2.1 million over three years.** These costs include internal labor and systems integrator support for the implementation; training for technical, digital, and customer service teams; and labor for ongoing management.

The financial analysis that is based on the interviews found that a composite organization experiences benefits of \$12.9 million over three years versus costs of \$5.9 million, adding up to a net present value (NPV) of \$7.0 million and an ROI of 119%.

*“The biggest value we’ve gained is having a more robust technology platform, with over 90% of the capabilities available out of the box. That is significant because we don’t need to make many customizations.”*

**Chief information officer, apparel retailer**

*“During peak periods, our ability to scale the platform to handle large swings in volume without investing time and energy is a huge operational savings. Salesforce takes on the burden of managing the platform and its scale, so I don’t have to keep engineers up all night on Black Friday or Cyber Monday if there’s a spike from a flash sale. We all sleep better as a result.”*

**Head of e-commerce product and engineering, footwear retailer**

*“[Salesforce Order Management] has given the company a single source of truth, not just for CX, order fulfillment, or e-commerce teams, but for everyone to know exactly where to look for an order. It also provides immediate, timely feedback and visibility into the exact status of the order — from initial placement to when it’s sent to 3PLs, and ultimately boxed, shipped, and out for delivery. In our prior environment, it was very hard to validate this information, and we faced frequent breaking issues due to custom app integrations.”*

**Director of engineering, beverage retailer**

## Key Statistics

**119%**

Return on investment (ROI)

**\$12.9M**

Benefits PV

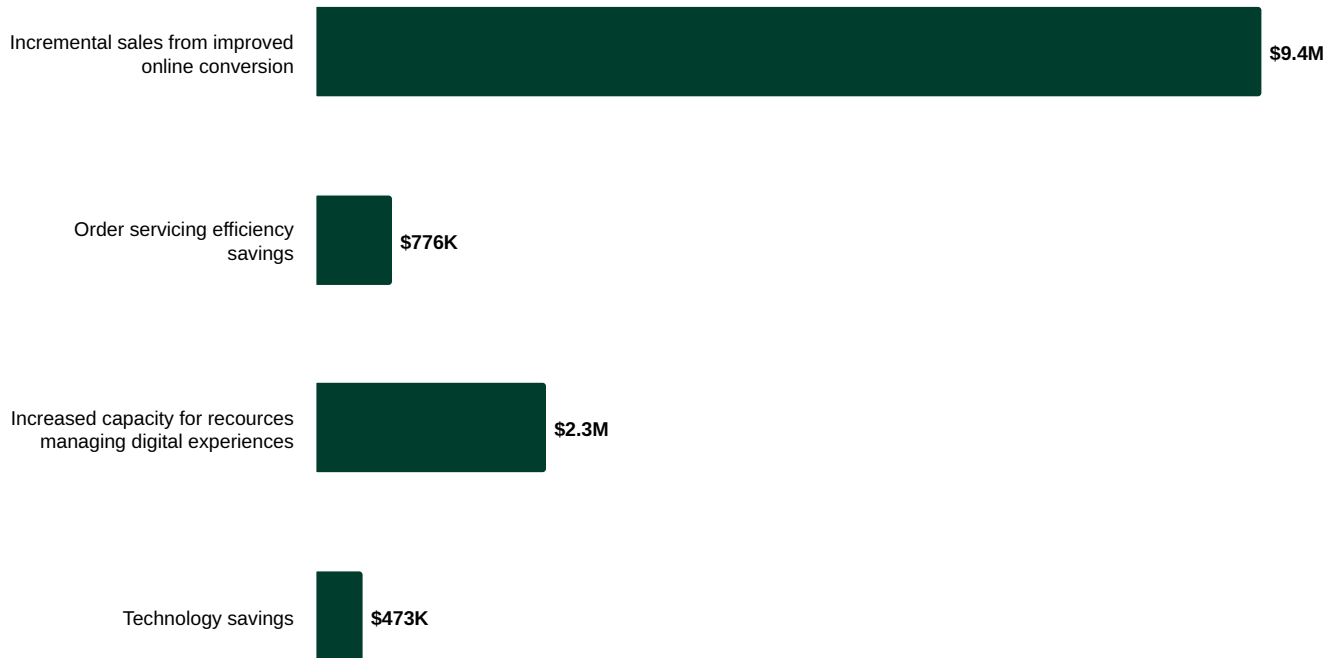
**\$7.0M**

Net present value (NPV)

**7 months**

Payback

### Benefits (Three-Year)



## The Salesforce B2C Commerce And Order Management Customer Journey

### Drivers leading to the Salesforce B2C Commerce and Order Management investment

Interviews			
Role	Organization Description	Region	Total revenue
Senior vice president of software engineering	Furniture retailer	US	\$1.0B
Director of engineering	Beverage retailer	US	\$420M
Chief information officer	Apparel retailer	US	\$250M
Head of e-commerce product and engineering	Footwear retailer	US	\$1.2B
Senior manager of omnichannel solutions	Home goods retailer	US	\$1.1B

### Key Challenges

Prior to adopting Salesforce B2C Commerce, interviewees' organizations relied on legacy commerce solutions. Interviewees whose organizations adopted Salesforce Order Management reported previously having no OMS or using a legacy OMS solution. Interviewees noted how their organizations struggled with common challenges, including:

- Long development timelines.** Interviewees' aging e-commerce platforms were highly customized, lacked flexibility, and were difficult to develop on. Their legacy platforms either lacked staging environments entirely or required separate platform instances to allow developers to test, preview, and schedule changes. Because the legacy platforms lacked out-of-the-box features and configuration options, technical teams at the interviewees' organizations had to custom-build functionalities. This customization increased the complexity of maintaining and enhancing site experiences. As a result, interviewees struggled with long development times and rigid processes for minor site changes.
- Suboptimal site experiences that impacted the customer experience.** Interviewees shared that their organizations struggled with site performance issues caused by poor architecture design and unstable, custom-built integrations with backend systems. Long page-loading times and inventory inconsistencies created friction in the shopping experience. The senior manager of omnichannel solutions at a home goods retailer explained that unreliable integrations often led to mismatches between real-time inventory levels and item availability on product listing pages. These inconsistencies frustrated customers during checkout, often preventing them from completing purchases and resulting in cart abandonment. Legacy solutions also lacked modern merchandising features, such as image carousels, integrated video content, and high-resolution product imagery, which limited retailers' ability to showcase products effectively.
- High costs.** Due to their highly customized environments, interviewees said their organizations depended on specialized and expensive contractors to help them maintain and develop on their commerce platforms and/or order management systems. These prohibitive development costs prevented them from making critical upgrades to enable better customer experiences and support business growth.
- Order management challenges.** The head of e-commerce product and engineering at a footwear retailer explained that servicing orders was cumbersome because agents had to "swivel chair" between Salesforce Agentforce Service and the existing OMS to modify orders, leading to long case handling times. The director of engineering at a beverage retailer noted that the organization relied on custom-built logic to route orders to third-party logistics providers (3PLs). Maintaining this logic was time-consuming and costly. Customer service representatives also lacked a single source of truth across the order lifecycle, with data siloed in different systems due to unreliable integrations.

*“It was difficult to enhance the site or build any kind of new features. Because of its legacy nature, [building new features was] more and more code-driven, which was not scalable.”*

**Senior manager of omnichannel solutions, home goods retailer**

*“We were quickly outgrowing our prior solution. We had a lot of data failures and a lot of rectifying to do from the orders, and we didn’t have a single source of truth. Our customer service team had to go into four or five different systems to rectify anything that our customers came back with.”*

**Director of engineering, beverage retailer**

*“Before, everything was a custom solution. Every time we needed to modify something, we had to engage with [our legacy vendor’s] professional services at expensive hourly rates. It was months of work for even small, simple changes.”*

**Head of e-commerce product and engineering, footwear retailer**

## 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 interviewees’ organizations, 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 is a global retailer headquartered in the United States, generating approximately \$200 million in GMV through e-commerce websites across multiple regions and additional revenue through a brick-and-mortar presence. The organization has thousands of employees worldwide and an average order value (AOV) online of \$100. A team of five technical resources, including developers and IT administrators, is responsible for maintaining and enhancing the organization’s online storefronts. Their work spans developing and deploying new site features, managing integrations with backend systems, and monitoring site performance. A team of five staff members, including e-commerce managers and merchandisers, optimizes and maintains the online storefront by managing product listings, developing and publishing site content, and ensuring intuitive user experiences.
- **Deployment characteristics.** In its prior environment, the composite organization uses a legacy commerce solution to build and manage its online stores; it uses a legacy OMS to aggregate and allocate inventory and orchestrate order fulfillment. These prior solutions are highly customized, which makes it difficult to build new features on them efficiently. The organization adopts Salesforce B2C Commerce and Order Management to enable faster innovation and feature development; improve the capacity of technical, digital, and customer service teams; and improve the customer experience.

### KEY ASSUMPTIONS

- \$200 million online gross merchandise value annually
- 100 million website visits annually
- \$100 average order value online

## 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	Incremental sales from improved online conversion	\$3,766,500	\$3,766,500	\$3,766,500	\$11,299,500	\$9,366,728
Btr	Order servicing efficiency savings	\$270,000	\$315,000	\$360,000	\$945,000	\$776,258
Ctr	Increased capacity for resources managing digital experiences	\$908,650	\$908,650	\$908,650	\$2,725,950	\$2,259,678
Dtr	Technology savings	\$190,000	\$190,000	\$190,000	\$570,000	\$472,502
	Total benefits (risk-adjusted)	\$5,135,150	\$5,180,150	\$5,225,150	\$15,540,450	\$12,875,166

### Incremental Sales From Improved Online Conversion

**Evidence and data.** Interviewees at organizations that adopted Salesforce B2C Commerce reported significant improvements in site performance, scalability, and merchandising capabilities, leading to higher conversion rates and revenue growth.

Interviewees shared the following experiences:

- The senior vice president of software engineering at a furniture retailer explained how Salesforce B2C Commerce improved site performance and scalability, leading to an improvement in site conversion of approximately 43%. By upgrading its B2C commerce solution, the organization streamlined digital experience management across multiple storefronts, locations, and currencies on top of a modern, scalable architecture. The interviewee noted that the previous site suffered from performance issues like latency with inventory and pricing checks, which negatively impacted drop-off rates and conversion. With B2C Commerce, the retailer improved overall site performance and calls to backend systems, reducing the time from product search to checkout by approximately 75%, improving conversion rates, and enabling faster, more reliable experiences.
- The chief information officer at an apparel retailer explained how Salesforce B2C Commerce enabled their organization to optimize site merchandising and enhance shopping experiences, which improved site conversions. They noted that their legacy commerce solution lacked modern merchandising features like image carousels and integrated video content in product descriptions while delivering poor image quality, which limited the ability to showcase products effectively. By adopting B2C Commerce, the organization gained modern capabilities for merchandising, site search, and checkout, including support for multiple payment methods. The interviewee shared that conversion rates improved by an estimated 30% to 50% following implementation, contributing to a more than twofold increase in daily revenue compared with prior years; the interviewee attributed roughly half of the impact to B2C Commerce versus other supporting factors, such as product and marketing improvements.
- The head of e-commerce product and engineering at a footwear retailer explained that adopting Salesforce B2C Commerce improved site performance and customer engagement. Average session times nearly doubled across all device types, bounce rates fell by more than 5%, and cart abandonment declined significantly, indicating a smoother shopping experience. Transitioning from a custom-coded legacy platform to B2C Commerce allowed teams to use out-of-the-box features and platform configurations, which cut development timelines for site improvements from months to weeks. This contributed to a 39-basis-point increase in conversion, raising rates from approximately 1.5% to 1.9%.
- The senior manager of omnichannel solutions at a home goods retailer reported that peak-season conversion rates doubled after they replaced their legacy commerce platform. The interviewee shared that this improvement was driven by smoother site experiences due to faster page-load times and accurate inventory visibility across the product listing and checkout

processes, which reduced cart abandonment. Additionally, improved integrations and merchandising tools enabled teams to enrich site content more easily.

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

- The composite organization receives 100 million online visits annually.
- Prior to adopting Salesforce B2C Commerce, the composite organization has an online conversion rate of 1.5%.
- The composite's online conversion rate improves by 45% after adopting Salesforce B2C Commerce.
- The composite has an average order value online of \$100.
- The composite organization has an operating profit margin of 6.2%.<sup>3</sup>

**Risks.** Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- Conversion rates in the prior environment.
- An organization's online traffic volume and average order value.
- Changes in market conditions, competitive dynamics, or customer behavior.

**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 \$9.4 million.

## 45%

**Improvement in online conversion rate after implementing  
Salesforce B2C Commerce**

*"A faster site equals better conversion, and our site converts far better now than it ever did in the past."*

**Senior vice president of software engineering, furniture retailer**

Incremental Sales From Improved Online Conversion					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Annual online traffic (visits)	Composite	100,000,000	100,000,000	100,000,000
A2	Online conversion rate prior to implementing Salesforce B2C Commerce	Composite	1.5%	1.5%	1.5%
A3	Improvement in online conversion rate after implementing Salesforce B2C Commerce	Interviews	45%	45%	45%
A4	Average order value online	Composite	\$100	\$100	\$100
<b>A5</b>	<b>Subtotal: Incremental revenue due to increased online sales</b>	<b>A1*A2*A3*A4</b>	<b>\$67,500,000</b>	<b>\$67,500,000</b>	<b>\$67,500,000</b>
A6	Profit margin	NYU Stern	6.2%	6.2%	6.2%
At	Incremental sales from improved online conversion	A5*A6	\$4,185,000	\$4,185,000	\$4,185,000
	Risk adjustment	.10%			
Atr	Incremental sales from improved online conversion (risk-adjusted)		\$3,766,500	\$3,766,500	\$3,766,500
<b>Three-year total: \$11,299,500</b>			<b>Three-year present value: \$9,366,728</b>		

## Order Servicing Efficiency Savings

**Evidence and data.** Two of the interviewees reported that adopting Salesforce Order Management improved order servicing efficiency. With Order Management, these organizations gained capabilities to manage order servicing activities, including order modifications, refunds, and order status updates, enabling them to reduce customer service costs. They shared the following experiences:

- The head of e-commerce product and engineering at a footwear retailer reported that their organization reduced case handling times and customer hold times by using Salesforce Order Management alongside its existing OMS. Previously, service agents had to switch between Agentforce Service and the organization’s existing OMS to modify or place orders on behalf of customers, reducing efficiency. The organization adopted Order Management to enable order servicing capabilities directly within Agentforce Service. As a result, the interviewee reported improved customer service efficiency and capacity, stating, “We’ve been able to increase our capacity and the number of contacts that we handle without adding headcount.”
- The director of engineering at a beverage retailer noted that they significantly improved order servicing efficiency, reducing the time to resolution by 80% to 90%. Prior to adopting Salesforce Order Management, customer service representatives had to work across multiple disparate applications to serve customers, resulting in large backlogs of unresolved cases. Customers lacked the ability to easily self-serve order information, increasing strain on the organization’s customer service team. Adopting Order Management enabled near-real-time visibility into order fulfillment statuses and streamlined the execution of servicing activities like refunds and reshipments, accelerating case resolution and improving overall operational efficiency. Customers also gained better access to their own order data, enabling self-service and reducing the need to submit cases. As a result, the organization reduced its reliance on third-party customer service support, cutting contracted service hours by approximately 30% to 35%.

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

- Before adopting Salesforce Order Management, the composite organization receives 300,000 customer service cases related to order servicing activities, including returns, exchanges, and cancellations.
- Case handling times are 8 minutes per case.
- After adopting Salesforce Order Management, the composite reduces case handling times by 30% in Year 1, 35% in Year 2, and 40% in Year 3.

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- The fully burdened hourly rate of a customer service agent is \$25.

**Risks.** Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on:

- The volume of customer service cases related to order servicing that an organization receives before adopting Salesforce Order Management.
- Case handling times before adopting Salesforce Order Management.
- Customer service labor costs, which can vary based on factors like location and outsourcing.
- Utilization of Agentforce Service.

**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 \$776,000.

## 30% to 40%

### Reduction in case handling time

*“What it allows us to do is edit and modify orders. If a customer needs to modify an order because they selected the wrong size, we can service that request quickly and easily compared to canceling the order and going through the process of placing a new one as before. This capability has increased capacity and bandwidth, resulting in fewer lost customers, faster call handle times, and lower hold times.”*

**Head of e-commerce product and engineering, footwear retailer**

### Order Servicing Efficiency Savings

Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Customer service cases related to order servicing before implementing Salesforce Order Management	Composite	300,000	300,000	300,000
B2	Case handling time before implementing Salesforce Order Management (minutes)	Composite	8.0	8.0	8.0
B3	Reduction in case handling time after implementing Salesforce Order Management	Interviews	30%	35%	40%
B4	Time saved per customer service case (minutes)	B2*B3	2.4	2.8	3.2
B5	Fully burdened hourly rate for a customer service representative	Composite	\$25	\$25	\$25
Bt	Order servicing efficiency savings	B1*(B4/60)*B5	\$300,000	\$350,000	\$400,000
	Risk adjustment	↓10%			
Btr	Order servicing efficiency savings (risk-adjusted)		\$270,000	\$315,000	\$360,000
<b>Three-year total: \$945,000</b>			<b>Three-year present value: \$776,258</b>		

## Increased Capacity For Resources Managing Digital Experiences

**Evidence and data.** Interviewees described how implementing Salesforce B2C Commerce improved the capacity of their organizations’ technical and digital teams by streamlining development workflows and simplifying site management. As a result,

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they reported faster time to market for new digital experiences and site improvements, reduced operational overhead, and improved agility compared with their prior environments. They shared the following experiences:

- The senior manager of omnichannel solutions at a home goods retailer reported that the organization doubled its technical team's delivery capacity after moving from its legacy commerce solution to Salesforce B2C Commerce. Previously, development cycles were slow due to a Java-based architecture that required lengthy coding, testing, and deployment processes. With Salesforce's modern architecture, sandboxes, and rapid deployment capabilities, the time to build and release new functionality decreased significantly, enabling new site experiences to be launched faster. The organization's e-commerce team also realized significant productivity gains in managing product listings and site enrichment via improved integrations, automation, and merchandising tools. For example, team members previously had to load each product SKU manually; with B2C Commerce, they could upload SKUs in batches for faster site updates.
- The senior vice president of software engineering at a furniture retailer reported that the organization doubled its speed to launch new digital experiences after moving from its legacy commerce solution to Salesforce B2C Commerce. Previously, rolling out new content, products, and campaigns required significant effort due to poor architecture design and integration. With B2C Commerce, the retailer accelerated its time to value by deploying new site features more quickly and unlocking capabilities that weren't possible before, such as advanced homepage layouts and richer content experiences. The interviewee shared that these capabilities have enabled the organization to avoid growing its merchandising team despite doubling its business growth. They also noted that the organization previously relied on outsourced support to manage the platform but was able to transition to an internal technical team instead.
- The chief information officer at an apparel retailer reported significant productivity and capacity improvements after moving from its legacy commerce solution to Salesforce B2C Commerce. Business teams managing content and merchandising increased their productivity by approximately 50% due to out-of-the-box merchandising capabilities and the ability to develop and preview multiple versions of the site, which wasn't possible before. The technology team also experienced major efficiency gains by transitioning from an on-premises, Java-based environment that required extensive DevOps efforts and long deployment cycles to a cloud-based platform with streamlined deployment workflows. As a result, the retailer doubled its technology team's delivery capacity, enabled faster releases, and reduced operational overhead.
- The head of e-commerce product and engineering at a footwear retailer reported that replatforming to Salesforce B2C Commerce on the Composable Storefront architecture significantly improved agility. Compared with its heavily customized legacy environment, developers could make front-end changes without breaking other pieces of their front- or back-end environments, eliminating the cascading technical debt that previously consumed 80% of the team's workload. The interviewee told Forrester that the team now spends approximately 70% of its time on new functionality and just 30% on maintenance, a significant reversal from its prior state. The organization also reduced its digital team by two full-time employees, a reduction in team size of approximately 18%. They attributed these efficiencies to the flexibility and maintainability of the composable architecture. They also noted that merchandising productivity improved by 20% to 30% and new site experiences can be launched in days, rather than weeks or months, so it can respond rapidly to seasonal campaign needs and customer demands.
- The director of engineering at a beverage retailer reported that moving from its legacy environment to Salesforce B2C Commerce significantly improved productivity and speed for both technical and merchandising teams. The interviewee shared that developer capacity doubled: Tasks that previously required six to eight weeks to complete, such as adding new customer profile attributes or swapping APIs, now take as little as two weeks. They also shared that the environments for development, staging, testing, and production reduced production bugs by approximately 30%. They noted that merchandising teams reduced inventory and product misalignment errors requiring remediation thanks to improved integrations with backend systems. E-commerce managers were able to create landing pages more quickly; their ability to test landing and product pages before going live reduced errors and cut the turnaround time from two weeks to three days.

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

- The composite organization has five technical FTEs on the e-commerce team who are impacted by Salesforce B2C Commerce. In the composite's legacy environment, these resources are working at full capacity to manage the organization's

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digital storefronts.

- After the investment in Salesforce B2C Commerce, the composite's technical team realizes productivity gains and additional capacity. Each technical resource increases capacity by 100%, effectively doubling the team's output.
- The average fully burdened annual salary for a technical resource is \$149,000.
- The composite has four FTEs on its digital team who optimize and maintain the online storefront by managing product listings, crafting engaging content, and optimizing user experiences. In the legacy environment, these resources are working at full capacity.
- After the investment in Salesforce B2C Commerce, the composite's digital team realizes productivity gains, increasing each FTE's capacity by 75%.
- The average fully burdened annual salary for a digital team member is \$108,000.

**Risks.** Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on the following:

- The maturity of the technical team. The learning curve these resources face in effectively using Salesforce B2C Commerce will depend on their skills and familiarity with the solution, which will impact the additional capacity that they are able to realize.
- The maturity of the digital team. The ability of these users to take advantage of Salesforce B2C Commerce's tools depends on their skills and training, which will determine the additional capacity they can realize.
- The fully burdened cost of technical and digital team resources. The size and type of company, employee location, and employee seniority will factor into the fully burdened cost of labor.

**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 \$3.2 million.

## 2x

### Capacity improvement for technical resources

*"There's less operational overhead with the actual platform itself, so we don't need an army of engineers just to feed and manage the underlying platform. Our ability to rapidly integrate new features and new capabilities has also improved. We operate in hours and days, rather than weeks and months."*

**Head of e-commerce product and engineering, footwear retailer**

Increased Capacity For Resources Managing Digital Experiences					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Resources on the technical team	Composite	5	5	5
C2	Increased capacity for technical resources due to Salesforce B2C Commerce	Interviews	100%	100%	100%
C3	Fully burdened annual salary for a technical resource	Composite	\$149,000	\$149,000	\$149,000
<b>C4</b>	<b>Subtotal: Improved capacity for the technical team</b>	<b>C1*C2*C3</b>	<b>\$745,000</b>	<b>\$745,000</b>	<b>\$745,000</b>
C5	Resources on the digital team	Composite	4	4	4
C6	Increased capacity for digital team resources due to Salesforce B2C Commerce	Interviews	75%	75%	75%
C7	Fully burdened annual salary for a digital team resource	Composite	\$108,000	\$108,000	\$108,000
<b>C8</b>	<b>Subtotal: Improved capacity for the digital team</b>	<b>C5*C6*C7</b>	<b>\$324,000</b>	<b>\$324,000</b>	<b>\$324,000</b>
Ct	Increased capacity for resources managing digital experiences	C4+C8	\$1,069,000	\$1,069,000	\$1,069,000
	Risk adjustment	↓15%			
Ctr	Increased capacity for resources managing digital experiences (risk-adjusted)		\$908,650	\$908,650	\$908,650
<b>Three-year total: \$2,725,950</b>			<b>Three-year present value: \$2,259,678</b>		

## Technology Savings

**Evidence and data.** Interviewees shared that their organizations decommissioned legacy commerce solutions, order management systems, and third-party applications after adopting Salesforce B2C Commerce and Order Management, which reduced infrastructure costs, licensing fees, and ongoing maintenance expenses. The head of e-commerce product and engineering at a footwear retailer said that their organization decommissioned its legacy commerce solution and several third-party applications for capabilities like content delivery network tools, which are now provided by B2C Commerce, saving over \$150,000 annually. The chief information officer at an apparel retailer noted that the organization decommissioned its legacy commerce and order management solutions, reducing the total cost of ownership by eliminating infrastructure costs for owning and managing servers and data centers. Similarly, the senior manager of omnichannel solutions at a home goods retailer explained that moving from its Java-based legacy platform to B2C Commerce eliminated the need to manage firewalls and on-premises services, reducing operational overhead and infrastructure costs.

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

- The composite organization avoids \$200,000 in licensing costs for its legacy commerce solution, order management system, and supplementary applications.

**Risks.** Forrester recognizes that these results may not be representative of all experiences. The impact of this benefit will vary depending on the following:

- The actual cost of solutions in an organization’s legacy environment.
- The likelihood that legacy solutions can be decommissioned in parallel with adopting Salesforce B2C Commerce and Order Management.

**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 \$473,000.

**\$200,000**

**Avoided licensing costs for legacy solutions**

Technology Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Avoided licensing costs for legacy commerce technologies	Interviews	\$200,000	\$200,000	\$200,000
Dt	Technology savings	D1	\$200,000	\$200,000	\$200,000
	Risk adjustment	↓5%			
Dtr	Technology savings (risk-adjusted)		\$190,000	\$190,000	\$190,000
<b>Three-year total: \$570,000</b>			<b>Three-year present value: \$472,502</b>		

**Unquantified Benefits**

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

- Vendor consolidation.** Interviewees highlighted that using multiple Salesforce products together reduced operational complexity. The head of e-commerce product and engineering at a footwear retailer said using both Salesforce B2C Commerce and Order Management reduced the need to build and maintain custom integrations and manage multiple vendor relationships. They shared that “running on common rails” simplified operations for the organization’s lean technical team, allowing engineers to work within a single technology ecosystem: “I don’t need engineers who specialize in multiple technologies. By working within the Salesforce ecosystem, everyone can just know the core fundamentals of Salesforce. And rather than having to work across multiple different technologies, they’re all speaking the same language.” Similarly, the senior vice president of software engineering at a furniture retailer shared: “We have a full product team built around the Salesforce [B2C] Commerce platform. That’s because the platform integrates well with other Salesforce tools, and we don’t have to manage separate systems.”

*“The Salesforce B2C platform is robust. Plus, there are benefits for us being in the full Salesforce ecosystem.”*

**Senior vice president of software engineering, furniture retailer**

- Improved agility.** Interviewees emphasized that Salesforce B2C Commerce improved organizational agility, enabling faster response to business needs and seasonal demands. The senior vice president of software engineering at a furniture retailer noted a twofold improvement in the speed to launch new digital experiences, while the director of engineering at a beverage retailer shared that landing-page turnaround dropped from two weeks to three days. Similarly, the head of e-commerce product and engineering at a footwear retailer highlighted the ability to make rapid adjustments during critical sales periods, such as back-to-school season, equipping merchandising and marketing teams with greater agility. The senior manager of omnichannel solutions at a home goods retailer reported that new capabilities could be delivered in days and weeks instead of months.

*“During periods like back-to-school, we can respond quickly and make adjustments as needed. It has been remarkable to equip and enable our merchandising and marketing teams with more weapons in their arsenals than they’ve ever had before.”*

**Head of e-commerce product and engineering, footwear retailer**

- **Uptime and scalability.** Several interviewees highlighted scalability and uptime as a benefit of Salesforce B2C Commerce. The head of e-commerce product and engineering at a footwear retailer noted that the platform could easily scale in capacity to handle large traffic spikes during events such as Black Friday and Cyber Monday. Similarly, the senior manager of omnichannel solutions at a home goods retailer reported less than 0.1% downtime due to improved reliability and scalability. The senior vice president of software engineering at a furniture retailer shared: “Even through holiday peaks and everything else, to not really have to worry about any sort of downtime has been a relief.”

*“The reliability and scalability of the foundation in and of itself is a benefit. We haven’t had any meaningful downtime since we’ve been live. We’ve experienced less than a tenth of a percent of downtime across a nearly two-year period.”*

**Senior manager of omnichannel solutions, home goods retailer**

- **Order orchestration.** The director of engineering at a beverage retailer highlighted the value of Salesforce Order Management’s order orchestration functionality. Prior to adopting the solution, their organization had to write and maintain custom order logic for order routing to 3PLs; they also needed to build custom app integrations on top of this order logic, often creating issues that impacted visibility across the order lifecycle. With Order Management, the organization gained prebuilt workflows for distributed order management. The interviewee explained: “Order Management automatically handles order routing to our 3PLs based on where the customer is ordering from and where we’ll ship from.”
- **Improved CX.** Interviewees told Forrester they used Salesforce B2C Commerce to improve shopper experiences by reducing friction and increasing convenience across the buying journey. The chief information officer at an apparel retailer said that B2C Commerce provided tools to build and manage user experiences across merchandising, search, checkout, and overall site reliability; for example, the ability to add different payment methods improved convenience for customers. The director of engineering at a beverage retailer said leveraging B2C Commerce’s APIs improved page-load times: For example, they estimated that website visitors in rural areas experienced a 6-second reduction in page-loading time.

## Flexibility

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Salesforce B2C Commerce and Order Management and later realize additional uses and business opportunities, including:

- **Finding opportunities to leverage Agentforce.** Two interviewees described opportunities to incorporate Agentforce into their commerce ecosystems to drive business outcomes like operational efficiency and customer engagement. The head of e-commerce product and engineering at a footwear retailer noted that their organization was experimenting with use cases for Agentforce in customer service; they also saw opportunities to scale merchandising efforts by using AI agents to create landing pages and by adopting customer-facing shopper agents. The senior manager of omnichannel solutions at a home goods retailer shared that their organization recently deployed a customer-facing chatbot to answer FAQs based on knowledge articles, reducing the need for customer service teams to answer common inquiries. They shared that their organization plans to expand this capability by integrating additional data sources to support more complex inquiries, including order status, pricing, and product availability updates.

- **Creating a foundation for future innovation.** The senior manager of omnichannel solutions at a home goods retailer shared: “Previously, the company was very restricted because our technology was outdated. Digitally, we were behind, which prevented us from implementing key business drivers on our legacy platform. We are now in a position to introduce capabilities for better marketing, improved product selling, subscriptions, same-day delivery, and more omnichannel capabilities. These features were restricted for nearly 10 years before we launched the new site.” The head of e-commerce and engineering at a footwear retailer described Salesforce B2C Commerce as a strategic asset, citing the ability to quickly launch new capabilities and integrate new solution providers based on changing customer, stakeholder, and technology needs. The director of engineering at a beverage retailer saw its investment in B2C Commerce and Order Management as a foundation for omnichannel capabilities and enhanced personalization via the adoption of Salesforce Loyalty and Data Cloud. Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in [Total Economic Impact Approach](#)).

## Interview Spotlight

### How Retailers Are Using Salesforce POS To Improve Customer Engagement

Two of the interviewees reported that their organizations used Salesforce POS, a point-of-sale (POS) solution formerly known as Predict Spring, in addition to Salesforce B2C Commerce and/or Order Management. These interviewees shared the following experiences.

The chief information officer at an apparel retailer shared that the organization previously relied on a legacy POS solution available only on its fixed registers, which limited store associates' mobility. This reduced opportunities for customer engagement, particularly in locations where one associate staffed the store alone. The legacy solution also lacked flexibility for real-time price or promotion changes and required lengthy rollout cycles, allowing for only two to three releases per year. Additionally, training new associates to use the legacy solution took approximately 2 hours.

After adopting Salesforce POS, the apparel retailer introduced a mobile-friendly POS experience using tablets, enabling associates to move freely and engage customers throughout the store. The intuitive interface reduced training time from 2 hours to 30 minutes. Checkout experiences also became faster and smoother, which improved the customer experience and allowed associates to focus on service rather than managing transactions at registers. Rollout speed improved significantly from two to three releases per year to five to six, with the ability to update all of the organization's 100-plus stores overnight. The retailer also gained the ability to make immediate price and promotion changes across stores, improving agility and responsiveness.

The senior vice president of software engineering at a furniture retailer shared that the organization's stores operated on an aging POS platform that lacked modern functionality and was unreliable. POS modernization was necessary as the organization planned to grow its footprint: "Our old POS didn't have modern payment capabilities, and the infrastructure was aging and flaky. That experience was bad for both associates and customers. Too many transactions would drop, and the user interface wasn't great. Fighting with that platform, sitting with that customer to do that transaction, the back and forth with the customer, and the frustration around something dropping or not working right took them away from engaging with the customers. Before we could open more stores, we knew we needed to upgrade our POS to have a better system to run those transactions and support our stores."

The organization adopted Salesforce POS for its mobile-first design, modern architecture, and ease of maintenance. This enabled smoother transaction processes, reducing customer frustration and freeing associates to spend more time engaging with customers. The interviewee estimated that each associate saves approximately 30 minutes per day due to faster transaction processing. Salesforce POS also provided new capabilities for upselling, cross-selling, and integrating customer data, which the interviewee believed could help increase customer lifetime value and order volume. The organization was also in the process of rolling out inventory management and in-store transfers capabilities to improve replenishment, inventory movement, and tracking between locations.

*"In Commerce and [Salesforce POS], Salesforce is investing and bringing in a lot of innovation into the tool set and backend capabilities that will be easy for our business to take value out of."*

**Chief information officer, apparel retailer**

## 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	Salesforce B2C Commerce and Order Management licensing	\$0	\$1,540,000	\$1,540,000	\$1,540,000	\$4,620,000	\$3,829,752
Ftr	Implementation, training, and ongoing management	\$1,750,942	\$122,925	\$122,925	\$122,925	\$2,119,717	\$2,056,638
	Total costs (risk-adjusted)	\$1,750,942	\$1,662,925	\$1,662,925	\$1,662,925	\$6,739,717	\$5,886,390

### Salesforce B2C Commerce And Order Management Licensing

**Evidence and data.** Pricing for Salesforce B2C Commerce and Order Management depends on factors like bundling, licensing edition, and GMV. Salesforce calculates GMV based on the total value of all items ordered at checkout, including promotional discounts and excluding taxes, shipping, and returns. Order Management is available in full and light editions, which can be licensed as a bundle with B2C Commerce or separately, with fees calculated based on GMV. B2C Commerce is offered in Premium and Growth editions, each with different feature configurations. Interviewees whose organizations used both B2C Commerce and Order Management reported annual costs ranging between \$1.4 million and \$1.6 million. Those using only B2C Commerce incurred annual licensing costs between \$1.3 million and \$1.6 million. Pricing may vary. Contact Salesforce for additional details.

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

- Based on its GMV, the composite organization incurs \$1.4 million in licensing costs in each of Year 1, Year 2, and Year 3 for Salesforce B2C Commerce and Order Management in aggregate.

**Risks.** Forrester recognizes that these results may not be representative of all experiences. The impact of this cost will vary depending on the following:

- Pricing factors like bundling and product editions.
- An organization's gross merchandise value.

**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 \$3.8 million.

Salesforce B2C Commerce And Order Management Licensing						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Salesforce B2C Commerce and Order Management licensing	Composite		\$1,400,000	\$1,400,000	\$1,400,000
Et	Salesforce B2C Commerce and Order Management licensing	E1	\$0	\$1,400,000	\$1,400,000	\$1,400,000
	Risk adjustment	↑10%				
Etr	Salesforce B2C Commerce and Order Management licensing (risk-adjusted)		\$0	\$1,540,000	\$1,540,000	\$1,540,000
<b>Three-year total: \$4,620,000</b>				<b>Three-year present value: \$3,829,752</b>		

## Implementation, Training, And Ongoing Management

**Evidence and data.** Interviewees incurred costs in the following areas:

- **Implementation.** The interviewees shared varying implementation timelines for Salesforce B2C Commerce and/or Order Management, depending on the scope of their organization's implementations.

The director of engineering at a beverage retailer described implementing Salesforce B2C Commerce and Order Management over eight months. The project involved an internal team of four engineers working at 80% to 100% capacity, with outside support from two Salesforce engineers dedicating 15 to 20 hours per week for B2C Commerce and one full-time Salesforce contractor for Order Management. Key steps included completing a full front-end design and building out the headless API architecture.

The chief information officer at an apparel retailer reported a nine-month implementation timeline for B2C Commerce, incurring approximately \$800,000 in systems integrator costs and internal labor from a product manager, architect, project manager, and QA resource, each working at 50% capacity. The implementation of Order Management was completed in six months, requiring \$600,000 in systems integrator costs and internal support from a full-time project manager and product manager as well as one QA resource working at 25% capacity.

The head of e-commerce product and engineering at a footwear retailer reported upgrading to B2C Commerce storefronts over three to six months, several years after moving from its legacy commerce solution to B2C Commerce. The project primarily relied on a systems integrator and limited internal support, including a senior manager of customer service, with a Salesforce architect contributing. Rather than implementing the full Order Management solution, the organization built out a subset of functionality to support order modifications, returns, and exchanges, with a systems integrator leading the development work.

The senior vice president of software engineering at a furniture retailer reported migrating from its legacy solution to B2C Commerce over nine months, incurring approximately \$900,000 in systems integrator costs. The scope of the implementation included migrating core commerce functionality, redesigning the site experience, and improving integrations with backend systems to support scalability and future enhancements.

The senior manager of omnichannel solutions at a home goods retailer reported implementing B2C Commerce over seven months, relying primarily on a systems integrator to drive the effort. This resulted in an estimated \$1.5 to \$2 million in costs.

- **Training.** Interviewees shared that staff on their organizations' technical and digital teams required training on Salesforce B2C Commerce. The senior vice president of software engineering at a furniture retailer shared that developers and platform administrators required approximately 120 hours of training, while digital team members required about 80 hours. The director of engineering at a beverage retailer estimated that a new developer would need roughly one week of training to gain familiarity with using B2C Commerce.
- **Ongoing management.** The senior vice president of software engineering at a furniture retailer estimated that 200 hours per month were required for ongoing management of Salesforce B2C Commerce, excluding time spent on enhancements. The head of e-commerce product and engineering at a footwear retailer reported that an internal DevOps engineer dedicated about 4 hours per month to ongoing management of B2C Commerce and an additional 1 to 2 hours for Order Management. The senior manager of omnichannel solutions at a home goods retailer said their organization relied on its systems integrator for ongoing management, incurring approximately \$20,000 in monthly costs.

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

- It requires a total of 4,000 hours to implement Salesforce B2C Commerce and Order Management.
- The average fully burdened hourly rate of a technical resource involved in the implementation process and training is \$72.
- The composite organization incurs \$1.25 million in systems integrator costs.
- Each of the organization's five technical FTEs participates in 100 hours of training during the initial period.
- Each of the organization's four digital team FTEs participates in 80 hours of training during the initial period.
- The average fully burdened hourly rate for a digital team member participating in training is \$52.

## The Total Economic Impact™ Of Salesforce B2C Commerce And Order Management

- The composite organization has 30 customer service representatives participating in 1.5 hours of training in the initial period.
- The average fully burdened hourly rate for a customer service representative is \$25.
- Ongoing management effort consumes 0.75 FTEs each year. The average fully burdened annual salary for an FTE involved in ongoing management is \$149,000.

**Risks.** Forrester recognizes that these results may not be representative of all experiences. The impact of this cost will vary depending on the following:

- The complexity of an organization's implementation of Salesforce B2C Commerce and Order Management. This may be impacted by integration requirements, the number of sites, geographic scope, the capabilities adopted, and customization needs.
- The level of systems integrator support required and associated costs.
- The number of resources requiring training and their existing familiarity with Salesforce and skill sets.
- Labor costs, which may vary based on factors like location, outsourcing, and experience.

**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 \$2.1 million.

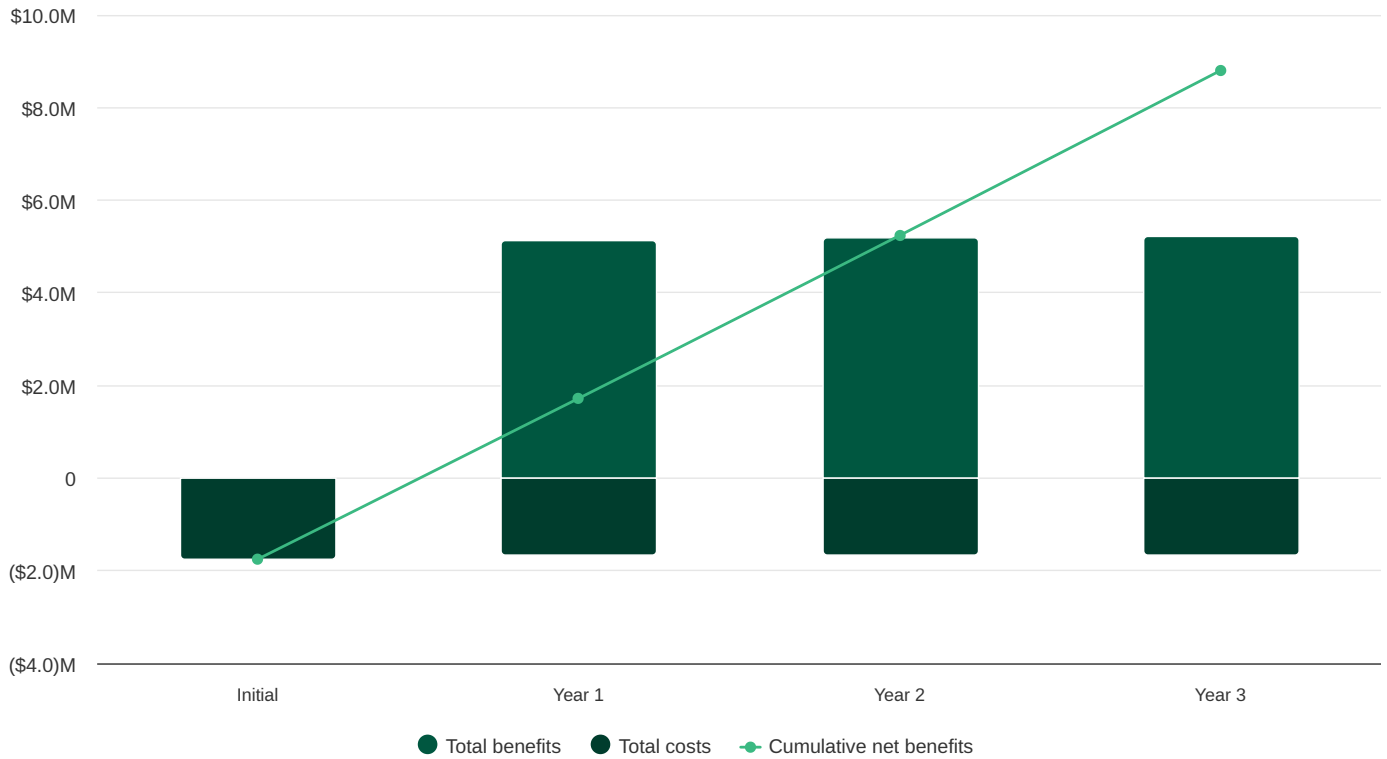
## The Total Economic Impact™ Of Salesforce B2C Commerce And Order Management

Implementation, Training, And Ongoing Management						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Internal implementation effort (hours)	Interviews	4,000			
F2	Fully burdened hourly rate for a technical FTE involved in initial implementation and training	Composite	\$72			
F3	Systems integrator fees	Interviews	\$1,250,000			
<b>F4</b>	<b>Subtotal: Implementation costs</b>	<b>(F1*F2)+F3</b>	<b>\$1,538,000</b>			
F5	Technical FTEs participating in training	Composite	5			
F6	Hours of training per technical FTE	Interviews	100			
F7	Digital team FTEs participating in training	Composite	4			
F8	Hours of training per digital team resource	Composite	80			
F9	Fully burdened hourly rate for a digital team FTE	Interviews	\$52			
F10	Customer service representatives participating in training	Composite	30			
F11	Hours of training per customer service representative	Composite	1.5			
F12	Fully burdened hourly rate for a customer service representative	B5	\$25			
<b>F13</b>	<b>Subtotal: Training costs</b>	<b>(F5*F2*F6)+(F7*F8*F9)+ (F10*F11*F12)</b>	<b>\$53,765</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
F14	Ongoing management (FTEs)	Interviews		0.75	0.75	0.75
F15	Fully burdened annual salary for an FTE involved in ongoing management	C3		\$149,000	\$149,000	\$149,000
<b>F16</b>	<b>Subtotal: Ongoing management costs</b>	<b>F14*F15</b>		<b>\$111,750</b>	<b>\$111,750</b>	<b>\$111,750</b>
Ft	Implementation, training, and ongoing management	F4+F13+F16	\$1,591,765	\$111,750	\$111,750	\$111,750
	Risk adjustment	↑10%				
Ftr	Implementation, training, and ongoing management (risk-adjusted)		\$1,750,942	\$122,925	\$122,925	\$122,925
<b>Three-year total: \$2,119,717</b>			<b>Three-year present value: \$2,056,638</b>			

## Financial Summary

Consolidated Three-Year, Risk-Adjusted Metrics

### Cash Flow Chart (Risk-Adjusted)



### Cash Flow Analysis (Risk-Adjusted)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$1,750,942)	(\$1,662,925)	(\$1,662,925)	(\$1,662,925)	(\$6,739,717)	(\$5,886,390)
Total benefits	\$0	\$5,135,150	\$5,180,150	\$5,225,150	\$15,540,450	\$12,875,166
Net benefits	(\$1,750,942)	\$3,472,225	\$3,517,225	\$3,562,225	\$8,800,734	\$6,988,776
ROI						119%
Payback						7 months

## **Please Note**

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.

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.

## TEI Framework And Methodology

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From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for those organizations considering an investment in Salesforce B2C Commerce and Order 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 Salesforce B2C Commerce and Order Management can have on an organization.

### Due Diligence

Interviewed Salesforce stakeholders and Forrester analysts to gather data relative to Salesforce B2C Commerce and Order Management.

### Interviews

Interviewed five decision-makers at organizations using Salesforce B2C Commerce and Order Management to obtain data about 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.

## Glossary

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### Total Economic Impact Approach

#### Benefits

Benefits represent the value the solution delivers to the business. The TEI methodology places equal weight on the measure of benefits and costs, allowing for a full examination of the solution's effect on the entire organization.

#### Costs

Costs comprise all expenses necessary to deliver the proposed value, or benefits, of the solution. The methodology captures implementation and ongoing costs associated with the solution.

#### Flexibility

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

#### Risks

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."

### Financial Terminology

#### Present value (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PVs 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

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

## Appendixes

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### 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 solution providers in communicating their value proposition to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of business and technology initiatives to both senior management and other key stakeholders.

### APPENDIX B

#### Endnotes

<sup>1</sup> Source: [Executive Guide: Commerce](#), Forrester Research, Inc., July 18, 2023.

<sup>2</sup> Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists solution providers in communicating their value proposition to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of business and technology initiatives to both senior management and other key stakeholders.

<sup>3</sup> Forrester referenced NYU Stern's [Margins by Sector \(US\)](#) dataset to determine a representative operating margin for the composite organization. The dataset finds that the pretax, unadjusted operating margin for the general retail industry is 6.2%.

## Disclosures

Readers should be aware of the following:

This study is commissioned by Salesforce 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 Salesforce B2C Commerce and Order Management. For any interactive functionality, the intent is for the questions to solicit inputs specific to a prospect's business. Forrester believes that this analysis is representative of what companies may achieve with Salesforce B2C Commerce and Order Management based on the inputs provided and any assumptions made. Forrester does not endorse Salesforce or its offerings. Although great care has been taken to ensure the accuracy and completeness of this model, Salesforce and Forrester Research are unable to accept any legal responsibility for any actions taken on the basis of the information contained herein. The interactive tool is provided 'AS IS,' and Forrester and Salesforce make no warranties of any kind.

Salesforce 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.

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

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