

Total Economic Impact

The Total Economic Impact™ Of Thomson Reuters ONESOURCE+

Cost Savings And Business Benefits Enabled By ONESOURCE+

A FORRESTER TOTAL ECONOMIC IMPACT STUDY COMMISSIONED BY THOMSON REUTERS, OCTOBER 2025

The Forrester logo is displayed in white, serif, all-caps font within a black rectangular box. The box is positioned on the left side of a large, abstract graphic that features flowing, organic shapes in various shades of green and teal, set against a black background.

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Executive Summary

With ever-changing tax regulations and requirements, organizations must stay compliant across jurisdictions to reduce the risk of errors and penalties. It is essential that companies reduce manual effort required to handle complex legal and financial processes to ensure accuracy and consistency. Thomson Reuters ONESOURCE+ can create operational efficiencies across legal, risk, tax, and trade departments.

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

199%

Return on investment (ROI)

\$8.8M

Net present value (NPV)

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four decision-makers with experience using Thomson Reuters ONESOURCE+. 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 organization with 20,000 employees and an annual revenue of \$10 billion per year.

Interviewees said that prior to using ONEOURCE+, their organizations relied on fragmented data and manual processes for research and compliance. However, prior attempts yielded limited success, leaving them with limitations in technology. These limitations led to issues with technology speed, visualization, real-time data, and AI capabilities.

After the investment in ONESOURCE+, the interviewees reported automated due diligence processes, increased operational efficiencies, and improved regulatory compliance. Key results from the investment include reduced fraud and financial risk, avoided technology costs, and improved efficiency across legal, risk, tax, and trade departments.

Key Findings

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

- **Reduced fraud by up to 95%.** The Thomson Reuters solution enables a more robust and proactive fraud detection process for the composite organization, reducing fraud risk by up to 95% compared to manual legacy methods.
- **Avoided legacy system costs of nearly \$128,000 annually.** The composite organization implements ONESOURCE+ and replaces a patchwork of outdated databases and third-party data providers across their legal, risk, tax, and trade departments.
- **Improved operational efficiency across legal, risk, tax, and trade departments for 800 employees.** The solution streamlines previously manual workflows across compliance, research, and trade operations, reducing time spent on due diligence work and labor-intensive tasks.

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

- **Delivering intuitive user experiences with built-in visualization tools.** Visual dashboards make data accessible to all users within the composite organization, reducing training needs. The interface encourages adoption and supports faster decision-making.
- **Improving vendor negotiations through centralized data.** Unified service provider data enables better contract terms and cost control for the composite. Teams negotiate with full visibility into performance and spend.
- **Driving digital transformation through system integrations.** Connections with enterprise resource planning (ERP) and inventory systems streamline operations and data flow. This supports enterprisewide modernization and efficiency for the composite.

- **Speeding up compliance checks for faster order fulfillment.** Automated workflows reduce order processing time for the composite, allowing customers to benefit from quicker delivery and improved service.
- **Supporting the expansion into new markets through compliance automation.** Denied party screening and export tools ensure regulatory compliance across regions. This enables the composite to easily enter into new geographies and customer segments.
- **Enhancing fraud and risk detection with real-time alerts.** Dashboards and alerts flag suspicious activity as it happens, enabling quicker response. Continuous monitoring strengthens compliance and risk management.
- **Accelerating legal research and summarization.** AI tools instantly summarize complex legal documents, reducing research time by up to 60% for the composite. This allows legal teams to focus on higher-value work.
- **Improving decision-making through AI and analytics.** AI-driven insights help teams make faster, more informed strategic choices. Automated analysis replaces manual effort, increasing accuracy and confidence.

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

- **Subscription fees.** The ONESOURCE+ solution has an annual subscription fee to use legal, risk, tax, and trade capabilities.
- **Implementation fees.** The composite organization incurs an implementation fee and uses Thomson Reuters or Thomson Reuters' preferred partners to implement ONESOURCE+.

The financial analysis that is based on the interviews found that a composite organization experiences benefits of \$13.1 million over three years versus costs of \$4.4 million, adding up to a net present value (NPV) of \$8.8 million and an ROI of 199%.

Key Statistics

199%

Return on investment (ROI)

\$13.1M

Benefits PV

\$8.8M

Net present value (NPV)

<6 months

Payback

"We've been able to streamline and become more efficient in our operations, first and foremost ensuring we're complying with US laws and regulations. Thomson Reuters has given us a one-stop shop through their platform across legal, tax, and trade."

Senior director of global trade compliance, automotive

Benefits (Three-Year)



The Thomson Reuters ONESOURCE+ Customer Journey

Drivers leading to the ONESOURCE+ investment

Interviews				
Role	Industry	Region	Revenue	Number Of Employees
Senior risk manager, enterprise risk	Financial services	North America	\$33B+	94,000+
Senior director of global trade compliance	Automotive	North America	\$2B+	10,000
Vice president, legal and compliance	Financial services	Global	\$59B+	82,000
Vice president of data governance and compliance	Financial services	Global	\$1.5B	2,500

Key Challenges

Prior to adopting Thomson Reuters, the interviewees’ organizations relied on fragmented manual processes for compliance, research, and risk management. These legacy systems often included spreadsheets, outdated databases, and siloed tools that lacked integration and real-time capabilities. As regulatory demands increased and business operations scaled, these limitations created inefficiencies, compliance risks, and missed opportunities.

Interviewees noted how their organizations struggled with common challenges, including the following:

- **Manual compliance and onboarding processes slowed operations.** Interviewees reported that their teams relied on spreadsheets, email chains, and outdated databases to conduct due diligence and verify identities. This led to delays in onboarding customers and merchants — sometimes taking days or weeks to complete tasks that took minutes after ONESOURCE+.
- **Limited visibility into risk and fraud exposure.** Without real-time alerts or centralized dashboards, the interviewees’ organizations struggled to proactively detect fraud or monitor risk. Regulatory exams were more labor-intensive, requiring manual data pulls and extensive staff involvement.
- **High regulatory risk and potential penalties.** Noncompliance with global reporting standards and export controls posed significant financial and reputational risks for the interviewees’ organizations. Interviewees cited potential fines in the millions and emphasized the importance of accurate reporting and audit readiness.
- **Fragmented systems hindered efficiency and scalability.** The interviewees reported that their organizations’ legacy tools lacked integration with ERP, inventory, and trade platforms, making it difficult to scale operations or maintain consistent data. This created bottlenecks in workflows and limited cross-functional collaboration.
- **Inconsistent recordkeeping increased audit risk.** Interviewees said that documentation at their organizations was stored across disparate systems or manually maintained, making it difficult to retrieve accurate records during audits or regulatory reviews.
- **Excess labor costs and inefficient use of skilled staff.** According to interviewees, highly skilled employees were spending time on administrative tasks rather than strategic analysis. Interviewees’ organizations maintained larger teams than necessary to handle manual workloads, impacting productivity and cost efficiency.
- **Inaccurate or outdated data sources undermined trust.** Interviewees noted that prior solutions lacked reliable, real-time data, which slowed decision-making and weakened confidence. Their teams questioned the validity of information and had to cross-check multiple sources manually.
- **Slow order fulfillment impacted the customer experience.** Manual compliance checks at the interviewees’ organizations delayed shipment approvals — sometimes by several days. Interviewees said this affected customer satisfaction and sales execution, especially in export scenarios.

- **Limited support for global expansion.** The interviewees' organizations lacked tools to confidently navigate international compliance requirements. This restricted their ability to enter new markets or onboard global customers efficiently.
- **Vendor negotiations lacked data-driven leverage.** Without centralized data, the interviewees' teams struggled to negotiate favorable terms with service providers. Fragmented information limited visibility into performance and spend, reducing bargaining power.

Solution Requirements

The interviewees searched for a solution that could:

- Automate manual compliance and onboarding workflows.
- Ensure audit readiness and reduce regulatory risk.
- Integrate with existing systems and scale with business growth.
- Improve data reliability and decision-making speed.
- Support cost efficiency and labor optimization.
- Enable proactive risk management and fraud detection.
- Deliver intuitive user experience and reduce training time.
- Provide centralized data for better vendor negotiations.
- Support tariff management, duty optimization, and global trade compliance.

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 global organization is a large enterprise with \$10 billion in annual revenue and 20,000 employees. The composite organization operates a hybrid tech stack, including Microsoft-based infrastructure, legacy compliance databases, and modern ERP systems.

KEY ASSUMPTIONS

- \$10 billion in annual revenue
- 20,000 employees

Analysis Of Benefits

Quantified benefit data as applied to the composite

Total Benefits						
Ref.	Benefit	Year 1	Year 2	Year 3	Total	Present Value
Atr	Reduced fraud	\$400,000	\$408,000	\$416,160	\$1,224,160	\$1,013,494
Btr	Avoided legacy system cost	\$127,500	\$127,500	\$127,500	\$382,500	\$317,074
Ctr	Improved operational efficiency	\$4,752,000	\$4,752,000	\$4,752,000	\$14,256,000	\$11,817,521
	Total benefits (risk-adjusted)	\$5,279,500	\$5,287,500	\$5,295,660	\$15,862,660	\$13,148,089

Reduced Fraud

Evidence and data. Interviewees reported that prior to implementing the ONESOURCE+ solution, fraud detection was manual and reactive, causing their organizations to often miss early indicators. Incidences of fraud were reduced through automated screening, real-time alerts, and centralized compliance workflows enabled by Thomson Reuters.

Interviewees said their organizations avoided multiple types of fraud, including:

- **Identity fraud.** Interviewees said their organizations previously struggled with verifying identities during onboarding, leading to exposure to fraudulent actors using stolen or synthetic identities.
- **Wire fraud.** Manual processes lacked real-time monitoring at the interviewees' organizations, making it difficult to detect suspicious wire transfers or unauthorized transactions.
- **Credit card fraud.** Interviewees organizations faced challenges in screening fraudulent payment methods, especially in high-volume merchant onboarding scenarios.
- **Lending-related fraud.** Interviewees noted issues with overstated collateral and misrepresented financials in trade finance and lending operations.
- **Sanctions and denied party violations.** Without automated screening, some interviewees said their organizations inadvertently engaged with restricted entities, exposing them to regulatory penalties and reputational damage.

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

- The composite organization has \$100 million in annual revenue exposed to fraud risk.
- Before implementing ONESOURCE+, fraud incidences consisted of 1% of annual revenue.
- Fraud incidences reduce to 0.5% in Year 1 of using ONESOURCE+.

Risks. Reduced fraud benefits may vary based on:

- Industry, geography, and customer base.
- Partial fraud controls in place prior to ONESOURCE+.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$1.0 million.

95%

Reduction in fraud

“We went from catching fraud after the fact to preventing it before it happened. Thomson Reuters helped us mitigate fraud by 95%.”

Senior risk manager, enterprise risk, financial services

Reduced fraud					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Baseline revenue exposed to potential fraud	Composite	\$100,000,000	\$102,000,000	\$104,040,000
A2	Incidence of fraud	Interviews	1%	1%	1%
A3	Fraud losses before Thomson Reuters	A1*A2	\$1,000,000	\$1,020,000	\$1,040,400
A4	Fraud losses after Thomson Reuters	Interviews	\$500,000	\$510,000	\$520,200
At	Reduced fraud	A3-A4	\$500,000	\$510,000	\$520,200
	Risk adjustment	↓20%			
Atr	Reduced fraud (risk-adjusted)		\$400,000	\$408,000	\$416,160
Three-year total: \$1,224,160			Three-year present value: \$1,013,494		

Avoided Legacy System Cost

Evidence and data. Prior to Thomson Reuters ONESOURCE+, interviewees reported reliance on outdated systems requiring ongoing maintenance and licensing fees.

- Interviewees described how their organizations previously relied on legacy systems that were costly to maintain and increasingly ineffective. These systems included outdated compliance databases, manual screening tools, and fragmented reporting platforms.
- Annual costs for the interviewees’ organizations’ legacy systems included software licensing, IT support, and internal maintenance efforts.
- Interviewees said their legacy tools often lacked integration with other enterprise systems, requiring manual workarounds and increasing the risk of errors.
- According to interviewees, ONESOURCE+ was integrated with minimal disruption, replacing outdated tools and streamlining workflows across legal, risk, tax, and trade functions.

Modeling and assumptions. Based on the interviews, Forrester assumes the composite organization’s legacy tools are replaced by ONESOURCE+ across legal, risk, tax and trade departments.

Risks. Avoided legacy system cost may vary based on the speed that legacy systems are retired.

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 \$317,000.

\$127.5K

Avoided legacy system annual cost

“We were spending six figures just to keep old systems running that didn’t meet our needs.”

Senior risk manager, enterprise risk, financial services

Avoided Legacy System Cost					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Annual cost of legacy systems reduced or avoided with Thomson Reuters	Interviews	\$150,000	\$150,000	\$150,000
Bt	Avoided legacy system cost	B1	\$150,000	\$150,000	\$150,000
	Risk adjustment	↓15%			
Btr	Avoided legacy system cost (risk-adjusted)		\$127,500	\$127,500	\$127,500
Three-year total: \$382,500			Three-year present value: \$317,074		

Improved Operational Efficiency

Evidence and data. Interviewees consistently described how Thomson Reuters solutions helped streamline previously manual, time-intensive tasks across legal, compliance, and trade operations. Interviewees noted various benefits, including the following:

- Manual operations for managing Foreign Trade Zones (FTZs) were reduced from seven FTEs to three, freeing up resources for higher-value work.
- Export sales order approvals, which previously took two to three days, were completed in seconds post-implementation.
- Legal research and document review tasks were cut by more than 50% with some responsibilities previously handled by paralegals and junior staff now automated.
- The time spent on equity research across 100+ companies was reduced from weeks with teams of 50 to 70 FTEs involved down to hours.
- Hiring was avoided while the interviewees’ organizations maintained 2% to 3% annual growth, indicating scalability without additional headcount.
- Onboarding time was reduced, accelerating revenue realization and improving customer experience.

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

- The composite organization improves operational efficiency for an estimated 800 employees across legal, risk, tax, and trade departments by using ONESOURCE+.
- The fully burdened hourly rate for an employee is \$55.

Risks. Improved operational efficiency may vary based on:

- The number of employees across departments using ONESOURCE+
- Fully burdened salary differences.

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 \$11.8 million.

20

Hours saved monthly per employee

“We were able to repurpose staff and get deals done faster. Every day we save in onboarding means faster revenue.”

Senior director of global trade compliance, automotive

“We kept our headcount flat and maintained 2% to 3% annual business growth.”

Senior director of global trade compliance, automotive

Improved Operational Efficiency					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Employees across legal, risk, tax, and trade departments	Composite	800	800	800
C2	Hours saved per employee per month	Interviews	20	20	20
C3	Fully burdened hourly rate for an employee	Composite	\$55	\$55	\$55
C4	Productivity recapture	TEI methodology	50%	50%	50%
Ct	Improved operational efficiency	C1*C2*C3*C4*12	\$5,280,000	\$5,280,000	\$5,280,000
	Risk adjustment	↓10%			
Ctr	Improved operational efficiency (risk-adjusted)		\$4,752,000	\$4,752,000	\$4,752,000
Three-year total: \$14,256,000			Three-year present value: \$11,817,521		

Unquantified Benefits

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

- **Delivering intuitive user experiences with built-in visualization tools.** Interviewees noted that their users interacted with data through clear, visual dashboards that required minimal training. This increased adoption and reduced onboarding time. They said that solution included drag-and-drop interfaces and customizable views, making complex data accessible to nontechnical users.
- **Improving vendor negotiations through centralized data.** According to the interviewees, access to unified service provider data enabled better contract terms and cost control. Their teams could negotiate with full visibility into performance and spend. The solution consolidated fragmented data sources into a single dashboard, reducing manual tracking and improving leverage for the interviewees’ organizations.
- **Driving digital transformation through system integrations.** Connections with inventory and ERP systems streamlined operations and data flow at the interviewees’ organizations. This supported broader digital initiatives and improved cross-functional visibility. Interviewees reported that the solution acted as a bridge between legacy systems and modern platforms, enabling scalable transformation.
- **Speeding up compliance checks for faster order fulfillment.** Automated compliance workflows reduced order processing time by 30% to 40% for the interviewees’ organization, leading to quicker delivery and improved customer satisfaction. The system integrated with order management platforms at the interviewees’ organizations to validate transactions in real time, minimizing bottlenecks.
- **Supporting the expansion into new markets through compliance automation.** Denied party screening and export compliance tools ensured the interviewees’ organizations’ regulatory adherence across geographies. This enabled entry into new regions

without legal delays. The solution automated checks against global watchlists, reducing risk and supporting international growth.

- **Enhancing fraud and risk detection with real-time alerts.** Interviewees explained that dashboard reporting and automated alerts flagged anomalies as they occurred. This enabled faster response to potential fraud or compliance issues. They continued, saying that the system continuously monitors transactions and behaviors, reducing manual oversight and improving risk posture.
- **Accelerating legal research and summarization.** AI-powered tools summarized legal documents for the interviewees and extracted key points instantly. This reduced research time by up to 60% according to interviewees, allowing their legal teams to focus on strategic tasks. The solution used natural language processing to scan and interpret complex legal language, improving accuracy and consistency.
- **Improving decision-making through AI and analytics.** Interviewees said that AI-driven insights guided portfolio strategy and operational choices. By analyzing large datasets in real time, teams identify trends and risks earlier. This led to more confident decisions and better alignment with business goals. The solution replaced manual analysis at the interviewees' organizations with automated intelligence, reducing time spent on data interpretation.

Flexibility

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

- **Accelerating revenue realization.** Interviewees said faster onboarding led to deals being closed sooner, improving cash flow and enabling quicker revenue capture.
- **Enabling expansion into new markets.** The interviewees' organizations leveraged improved global compliance capabilities to onboard international customers and vendors more quickly. Automated screening and up-to-date regulatory data reduced risk and accelerated market entry.
- **Supporting new business models.** Interviewees noted that the solution allowed their organizations to pursue cross-border e-commerce and digital-first onboarding strategies. These models were previously unviable due to compliance and fraud concerns.
- **Extending integration across enterprise systems.** After initial deployment, the interviewees' organizations integrated the solution with ERP, CRM, and trade platforms. This unlocked new efficiencies in procurement, logistics, and finance operations.
- **Improving vendor and partner negotiations.** Centralized data and reporting enabled more strategic vendor management for the interviewees' organizations. They gained leverage in negotiations by having clearer visibility into performance and spend.

Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in [Total Economic Impact Approach](#)).

“Given the extensive usage across legal, compliance, trading, and analytics, we can only see expanded usage over the next several years as more AI is built in. Improved visualization methods and features are continuously added to the platform.”

Vice president of data governance and compliance, financial services

Analysis Of Costs

Quantified cost data as applied to the composite

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Dtr	Subscription fees	\$0	\$1,545,500	\$1,545,500	\$1,545,500	\$4,636,500	\$3,843,430
Etr	Implementation fees	\$550,000	\$0	\$0	\$0	\$550,000	\$550,000
	Total costs (risk-adjusted)	\$550,000	\$1,545,500	\$1,545,500	\$1,545,500	\$5,186,500	\$4,393,430

Subscription Fees

Evidence and data. Interviewees reported that the estimated subscription fees for Thomson Reuters ONESOURCE+ included subscription fees for usage of legal, risk, tax, and trade capabilities. Pricing may vary. Contact Thomson Reuters for additional details.

Modeling and assumptions. Based on the interviews, Forrester assumes that the composite organization has 800 employees that use ONESOURCE+.

Risks. Subscription fees incurred by other organizations may vary based on the size of the organization and number of users.

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.

Subscription Fees						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
D1	Legal capabilities	Interviews	\$0	\$185,000	\$185,000	\$185,000
D2	Risk capabilities	Interviews	\$0	\$50,000	\$50,000	\$50,000
D3	Tax capabilities	Interviews	\$0	\$700,000	\$700,000	\$700,000
D4	Trade capabilities	Interviews	\$0	\$470,000	\$470,000	\$470,000
Dt	Subscription fees	D1+D2+D3+D4	\$0	\$1,405,000	\$1,405,000	\$1,405,000
	Risk adjustment	↑10%				
Dtr	Subscription fees (risk-adjusted)		\$0	\$1,545,500	\$1,545,500	\$1,545,500
Three-year total: \$4,636,500			Three-year present value: \$3,843,430			

Implementation Fees

Evidence and data. Interviewees said implementation fees included one-time fees paid to Thomson Reuters or Thomson Reuters' preferred partners.

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

- The composite organization uses Thomson Reuters or Thomson Reuters' preferred partners to implement ONESOURCE+.
- The one-time implementation fee for ONESOURCE+ is an estimated \$500,000.

Risks. Implementation costs may vary based on the complexity of the implementation.

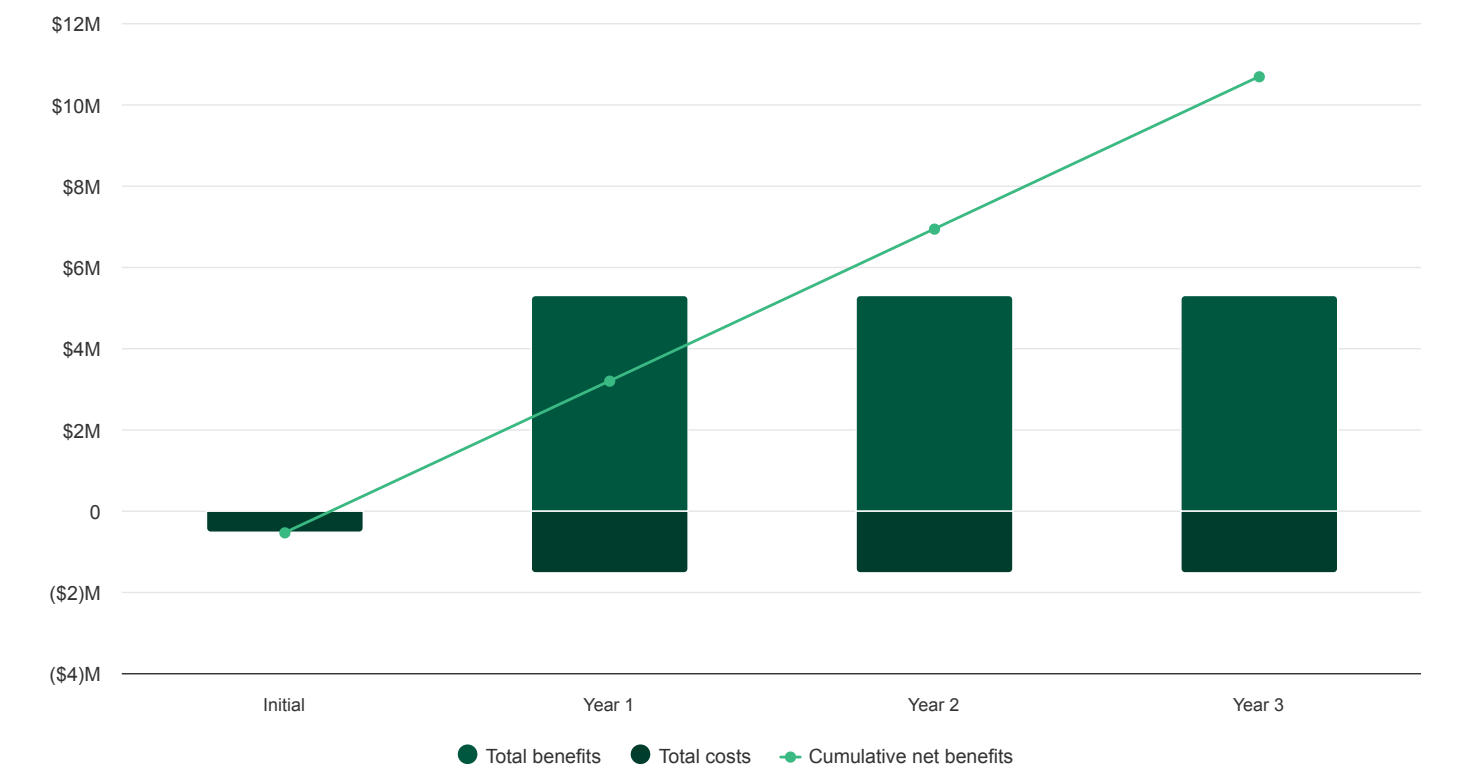
Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$550,000.

Implementation Fees						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Implementation costs	Interviews	\$500,000	\$0	\$0	\$0
Et	Implementation fees	E1	\$500,000	\$0	\$0	\$0
	Risk adjustment	↑10%				
Etr	Implementation fees (risk-adjusted)		\$550,000	\$0	\$0	\$0
Three-year total: \$550,000			Three-year present value: \$550,000			

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	(\$550,000)	(\$1,545,500)	(\$1,545,500)	(\$1,545,500)	(\$5,186,500)	(\$4,393,430)
Total benefits	\$0	\$5,279,500	\$5,287,500	\$5,295,660	\$15,862,660	\$13,148,089
Net benefits	(\$550,000)	\$3,734,000	\$3,742,000	\$3,750,160	\$10,676,160	\$8,754,659
ROI						199%
Payback						<6 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

From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for those organizations considering an investment in Thomson Reuters ONESOURCE+.

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 ONESOURCE+ can have on an organization.

Due Diligence

Interviewed Thomson Reuters stakeholders and Forrester analysts to gather data relative to ONESOURCE+.

Interviews

Interviewed four decision-makers at organizations using ONESOURCE+ 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

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 PV of costs and benefits feed into the total NPV of cash flows.

Net present value (NPV)

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

Return on investment (ROI)

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

Discount rate

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

Payback

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

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

¹ 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.

Disclosures

Readers should be aware of the following:

This study is commissioned by Thomson Reuters 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 ONESOURCE+.

Thomson Reuters 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.

Thomson Reuters did not participate in the interviews.

Consulting Team:

Nina Lund

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