

TOTAL ECONOMIC IMPACT

# The Total Economic Impact™ Of Amazon Connect

A FORRESTER TOTAL ECONOMIC IMPACT STUDY COMMISSIONED BY AWS,  
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COST SAVINGS AND BUSINESS BENEFITS ENABLED BY AMAZON CONNECT

The Forrester logo is displayed in white, serif, all-caps font within a black rectangular box. The background of the lower half of the page features abstract, flowing green and teal shapes against a black backdrop.

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## Executive Summary

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Organizations are under pressure to elevate customer engagement in an era where expectations for speed, personalization, and seamless experiences are higher than ever. Legacy systems cannot deliver the agility or intelligence required. Amazon Connect embeds AI-driven capabilities, such as conversational interfaces, real-time sentiment analysis, and automated workflows, into a scalable cloud platform to address these challenges. This can help businesses create smarter, more personalized interactions, accelerate innovation, and deliver better customer experiences while reducing operational complexity and cost.

Amazon Connect is an AI-first customer engagement solution that helps organizations manage omnichannel customer interactions without the complexity of traditional infrastructure. It incorporates AI and machine learning capabilities, such as conversational self-service interfaces and real-time conversational analytics, to enhance automation, agent productivity, and customer experience. As part of the AWS ecosystem, it integrates seamlessly with other services for scalability, security, and data-driven insights.

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

# 342%

## Return on investment (ROI)

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed five decision-makers with experience using Amazon Connect. 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 B2C organization with 2,000 contact center agents and up to 20 million contacts per year. The composite organization is seeing steady business growth, with several mergers and acquisitions (M&A) to support its global footprints.

Interviewees noted that before Amazon Connect, their organizations struggled with costly, inflexible legacy systems, fragmented channels, and limited analytics, making it hard to scale or innovate. Reporting was manual, and customer experience suffered due to rigid interactive voice response (IVR) and poor integration.

Transitioning to Connect delivered cloud scalability, usage-based pricing, and rapid deployment for the interviewees' organizations, while enabling AI-driven features like conversational self-service, automated QA, and AI-powered post contact summaries. Integrated data and conversational analytics improved sentiment tracking, compliance, and decision-making. Outcomes include millions in cost savings, faster innovation cycles, reduced handle time, and enhanced customer experience.

## Key Findings

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

- **AI-powered self-service and IVR increases call containment rate by 10% per year, decreasing average handle time (AHT).** AI-driven capabilities in Amazon Connect significantly improve contact resolution efficiency at the composite organization. By enabling conversational IVR, predictive routing, and self-service, the composite reduces call containment failures and deflects routine inquiries from agents. Additionally, the AHT decreases by up to 12%. Over three years, the AI-driven contact resolution efficiency is worth \$51.7 million to the composite organization.

- **AI-powered post contact summary automation and QA sentiment analysis, delivering efficiency savings.** Amazon Connect delivers measurable savings to the composite organization through AI-powered conversational analytics and sentiment analysis. Features like AI-generated post contact summaries eliminate manual note-taking and reduce average handle time by up to 60 seconds per call, while conversational analytics and sentiment analysis automate quality checks and coaching insights. Supervisors gain efficiency by replacing manual contact reviews with real-time sentiment dashboards. These capabilities enable the composite organization to scale QA from a range of 1% to 3% up to 100% of interactions, improve compliance, and enhance customer experience —demonstrating how embedded AI capabilities drive operational efficiency and cost reduction. Over three years, the composite organization saves \$11.3 million with the AI capabilities.
- **Machine learning (ML)-enabled Workforce Management optimizes agent requirements, enabling supervisors to manage 20% more agents.** Amazon Connect provides ML-driven workforce optimization, reducing labor costs through smarter planning and scheduling. Its forecasting, capacity planning, and scheduling (FCS) capabilities leverage machine learning to predict demand accurately, align staffing, and minimize idle time. This optimization allows the composite organization to operate with 5% fewer agents while maintaining service levels. Additionally, supervisory efficiency improves as one supervisor can manage 20% more agents, supported by automated performance insights and real-time dashboards. Over three years, the composite organization saves \$19.5 million with native workforce management and streamlined supervision.
- **Data-driven insights shared across departments, lifting the conversion rate by 20% for outbound marketing agents.** Amazon Connect drives data-driven revenue retention through AI-powered insights and cross-department data sharing. By leveraging conversational analytics and AI agents for real-time recommendations, outbound marketing agents at the composite organization receive contextual prompts and personalized offers during live interactions. These capabilities improve targeting and engagement, resulting in a 20% increase in conversion rates for upsell and retention campaigns. Over three years, the composite organization realizes \$3.1 million in increased revenue.
- **Cost savings achieved by eliminating the legacy solution.** Switching to Amazon Connect eliminates the license-based cost structure of the composite's legacy platforms, which often charged for maximum concurrent agents regardless of actual usage. Prior to Amazon Connect, the composite organization's traditional systems also imposed heavy overhead for infrastructure maintenance and vendor-managed changes, making scaling expensive and slow. Beyond cost, legacy platforms lacked native AI capabilities, forcing reliance on multiple third-party tools for analytics, compliance, and automation. Over three years, the composite organization saves \$16.1 million.

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

- **Strategic partnership and innovation enablement.** Amazon Connect fosters long-term collaboration and rapid innovation at the composite organization. The composite organization views AWS as an integration partner enabling codevelopment, ecosystem flexibility, and roadmap influence. This partnership transforms Amazon Connect from a telephony tool into a strategic platform for modernization and future-proofing operations.
- **Agility and speed of change.** The composite organization achieves faster implementation and optimization cycles with Amazon Connect compared to its legacy systems. Amazon Connect's workflow-driven design, usage-based pricing, and native features allow rapid configuration changes, reducing dependency on external vendors and accelerating time to value for new capabilities.
- **Data consolidation, compliance and governance.** Centralizing interaction data within AWS enhances security, compliance, and enterprise analytics for the composite. Unified telemetry supports GDPR adherence, fraud detection, and cross-functional insights for marketing, retention, and operational planning, creating a foundation for data-driven decision-making.
- **Better coaching quality, training efficiency, and agent experience.** Automated QA, real-time AI agent assist, and unified desktop experience improve coaching quality and reduce training time for the composite's employees. Features like AI auto-summarization and sentiment analysis free supervisors for mentoring and simplify agent workflows, boosting productivity and engagement.
- **Risk reduction with better compliance, legal exposure, and decision auditability.** Connect mitigates compliance and legal risks through automated PCI/PII redaction, structured retention, and AI-driven validation of critical decisions. These

capabilities ensure auditability and reduce exposure to regulatory penalties or litigation.

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

- **Amazon Connect usage cost.** Amazon Connect uses a usage-based pricing model, where costs are determined by actual consumption, such as voice minutes and chat interactions, rather than fixed or concurrent agent licenses. Amazon Connect offers an unlimited AI pricing option, which bundles advanced capabilities, such as conversational analytics and sentiment analysis, conversational AI agents, and AI-powered post contact summaries, into a single rate. This model provides flexibility for scaling, simplifies budgeting, and ensures access to integrated AI features without incremental charges.
- **Implementation and migration cost.** The cost of migrating to Amazon Connect typically includes two components: internal labor and professional services. Internal costs cover technical resources and project management for planning, flow rationalization, and integration. Professional services costs vary by scope. Overall, Amazon Connect’s workflow-driven architecture reduces heavy engineering needs, making implementation faster and more cost-efficient for the composite organization.
- **Ongoing management cost.** Ongoing management of Amazon Connect involves both technical oversight and business optimization. Internal IT teams, project managers, and business users are required to maintain integrations, manage routing logic, and support feature enhancements. Business users play a critical role in optimizing customer journeys and leveraging AI features, such as conversational analytics and agent assist, for real-time improvements.

The financial analysis that is based on the interviews found that a composite organization experiences benefits of \$101.7 million over three years versus costs of \$23.0 million, adding up to a net present value (NPV) of \$78.7 million and an ROI of 342%.

*“Amazon Connect really became the tool to accelerate the shutting down of our brick-and-mortar contact centers, which we’ve now done all four of them.”*

**Director of contact center solution, real estate services**

Key Statistics

342%

Return on investment (ROI)

\$101.7M

Benefits PV

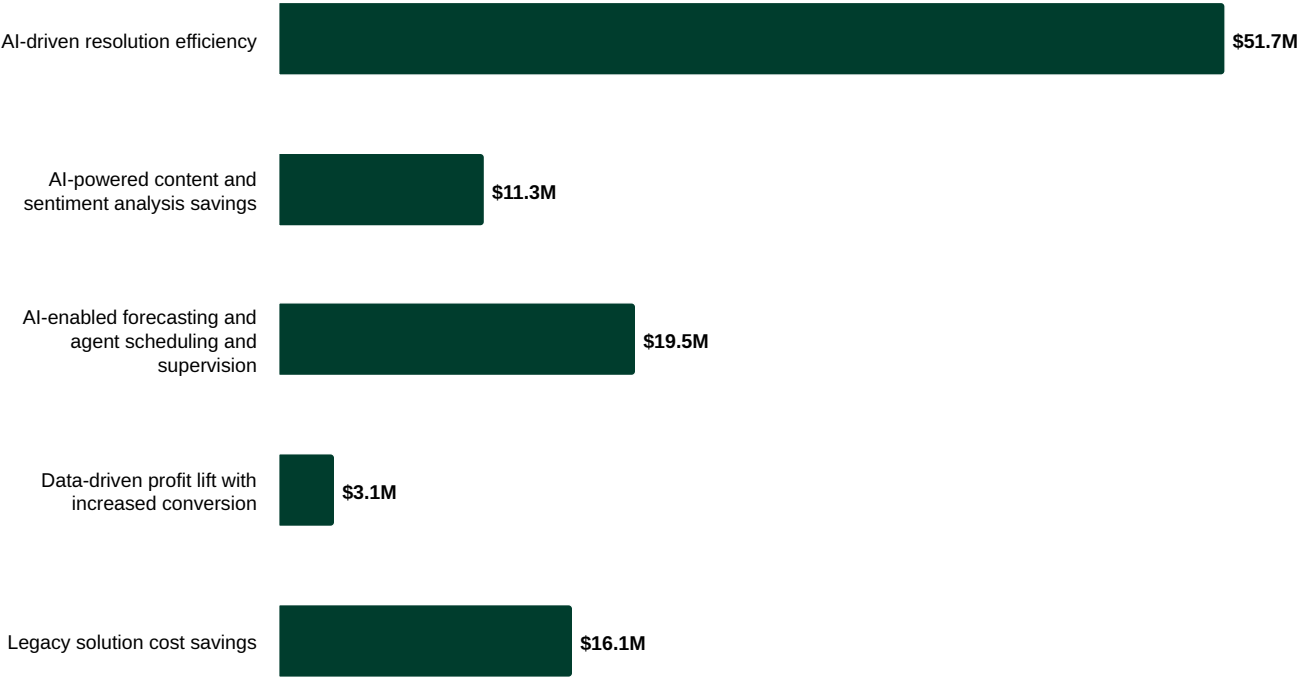
\$78.7M

Net present value (NPV)

<6 months

Payback

Benefits (Three-Year)



## The Amazon Connect Customer Journey

Drivers leading to the Amazon Connect investment

Interviews			
Role	Industry	Region	Number Of Agent FTEs
VP product for customer services	Media entertainment	North America	4,800
Director of contact center solution	Real estate services	US	2,500
Head of delivery technology	IT	HQ in Asia, global operation	3,000
Product manager	Telecommunications	Europe	6,000
Senior director, contact center transformation	Financial services	US	10,000

## Key Challenges

Before adopting Amazon Connect, the interviewees' organizations operated multivendor, license-based stacks with rigid IVR or routing, slow change cycles, siloed analytics, and manual QA. Prior to Amazon Connect, the dominant pattern of routing and IVR was dual-tone multifrequency (DTMF) or speech tree IVR and static routing rules. According to interviewees, call allocations to business process outsourcing (BPOs) were often percentage-based and difficult to adjust. Changes to IVR or routing logic typically required vendor professional services engagements. Their legacy platforms commonly charged on maximum concurrent agents rather than actual use. Interviewees said their organizations paid for peak capacity even in off-peak periods and for broad feature bundles they did not fully exploit. Data lived in silos. The out-of-the-box reporting tended to be operational rather than customer journey oriented. Limited journey stitching and short log retention hampered optimization.

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

- High cost and inflexible licensing.** Across the interviewees' organizations, legacy platforms imposed license models tied to maximum concurrent agents, creating structural overpayment and limited economic flexibility, which was especially evident during seasonal demand swings. Typifying the experience, the VP product for customer services at the media entertainment organization shared: "[Our legacy solution] charges max concurrent. So at the beginning of the month, you had all 4,800 agents use it. And then the very next day they stopped using it. You still have to pay the 4,800." Similar cost pressures appeared in large, distributed environments where telephony backbones and support contracts added fixed overheads. For quality tooling, recurring license burdens exacerbated the problem. The director of contact center solution at the real estate services organization noted: "We had a separate license-based quality assurance platform. We were paying \$660,000 [for] licensing to monitor 200 to 300 agents that were badged and remained, which was cost prohibitive." These accounts reflected a common pattern: high fixed costs divorced from true usage and compounded by multivendor contracts.
- Lack of AI capabilities and strong desire for intelligent automation.** A significant challenge interviewees reported was the absence of native AI capabilities in legacy platforms, which limited opportunities for automation, customization, and data-driven decision-making. Interviewees consistently expressed a strategic desire to leverage AI for improving customer experience, optimizing operations, and enabling predictive insights. However, their older systems required multiple third-party integrations to achieve even basic functionality, creating complexity and cost barriers. The gap constrained interviewees' organizations' ability to modernize customer journeys and achieve operational efficiency, making AI adoption a central driver for transformation strategies.
- Slow change cycles and limited agility.** A widely shared issue amongst interviewees' organizations was the latency and expense of making even minor IVR or routing changes, which slowed responsiveness to business and customer experience

(CX) needs. The director of contact center solution at the real estate services organization captured the prevailing reality, stating, “[Previously], we had a running joke that anytime we requested changes, the standard answer was six months and a million dollars.” In global operations, scale and language requirements amplified change inertia. The head of delivery technology at the IT organization contrasted the prechange process for major incident messaging: “Previously, to change [the major incident announcement], we needed to have someone call in, record the message, and put that into the IVR. ... By the time we repeated this process for 20 different languages, the major incident was over.” Collectively, these experiences showed systemic agility deficits in legacy environments.

- **Fragmented technology stack and poor integration.** Interviewees consistently described multivendor, multitool ecosystems — IVR, QA, workforce management (WFM), surveys, masking, separate CRMs — that created swivel-chair operations, copy-paste workflows, and longer handle times. The VP product for customer services at the media entertainment organization illustrated the breadth and fragmentation: “It really is the soup-to-nuts customer service — not just the stuff the customer hears but everything that’s happening underneath it. ... There’s an IVR system, a survey, routing, masking their credit card ... each of these are literally other pieces of software on our stack.” This fragmentation was compounded where brands ran distinct stacks for voice and chat. The agent-level consequence was a proliferation of screens and systems. The product manager at the telecommunications organization recalled: “One part of our company ran all of its telephony operations on vendor A and all of its chat operations on Vendor B, and then another part of our company ran all of its telephony on Vendor C and all of its chat on Vendor B, but a different instance. ... Generally, an agent will have two desktops open: our agent desktop [and] the CRM. ... Someone might even have three screens if they have to raise a complaint [since] that’s a different tool.” Taken together, these were integration and UX frictions common to legacy stacks.
- **Limited data visibility and reporting.** The recurring theme across interviewees’ organizations was insufficient end-to-end journey insight. Operational reporting struggled to stitch together multistep experiences (e.g., identification to authentication to self-service to failure/repeat), making root-cause analysis difficult. The senior director of contact center transformation at the financial services organization described weak baselines and short retention: “The data was all in vendor logs. The vendor logs would roll off every 30 days, and on a good day, somebody would capture a matrix out of the vendor solution and stick it into a spreadsheet.” Across interviewees’ organizations, the data plumbing and analytics model of legacy systems hindered systematic optimization of containment and deflection.

### Solution Requirements

The interviewees searched for a solution that could:

- Move away from license-based pricing to usage-based pricing, align costs with actual consumption, and reduce infrastructure and maintenance costs.
- Provide a single orchestration layer of the tech stack and centralize data for compliance, sentiment analysis, and actionable insights to improve decision-making and customer experience.
- Leverage AI and automation for all contact center service from end to end.
- Enable elastic capacity to handle seasonal or cyclical demand without overpaying for idle licenses, as well as support global deployment and expansion and standardize service across multiple regions and thousands of agents.

*“One of our strategies is strategic partnerships ... picking and investing in very strategic long-term partnerships. AWS is one that is hot in my area and seen as a very strategic partnership. ... We’re learning and growing and building together.”*

**VP product for customer services, media entertainment**



## 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 multibillion-dollar business-to-consumer organization provides sales, customer support, and service/warranty support for its consumer products and services. It has a strong brand, global operations, and a large customer base. The composite organization is growing with periodic mergers and acquisitions at 30% per year. It operates across multiple contact centers and has 2,000 agents.

In the prior environment, there are 20 million contacts coming into the contact centers. Of these contacts, 75% are calls and 25% are chats/text-based messages. The AHT is 10 minutes and the average number of messages per chat contact is 10. Each supervisor in the contact centers manages 10 agents on average.

Before the deployment of Amazon Connect, the composite organization was using a legacy contact center solution with licensing-based cost model. The legacy solution provides core functions like telephony, routing, and IVR. The composite organization also deployed several different vendor solutions for chat, recording, workforce management, CRM integration, sentiment analysis, survey functions, etc.

- **Deployment characteristics.** The composite organization begins using Amazon Connect in Year 1. The total migration is completed in six months with all agents switching to Amazon Connect. With several mergers and acquisitions per year, the composite organization spends two months per year migrating the newly joined organization to Amazon Connect.

### KEY ASSUMPTIONS

- 2,000 agent FTEs; 200 supervisors
- 20 million annual contacts with 75% calls
- 10-minute AHT
- 30% business growth per year

## 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	AI-driven contact resolution efficiency	\$11,824,384	\$20,342,608	\$32,128,096	\$64,295,088	\$51,699,827
Btr	AI-powered content and sentiment analysis savings	\$3,898,627	\$4,554,650	\$5,348,228	\$13,801,505	\$11,326,582
Ctr	AI-enabled forecasting and agent scheduling and supervision	\$5,653,928	\$7,763,696	\$10,532,955	\$23,950,579	\$19,469,777
Dtr	Data-driven profit lift with increased conversion	\$960,000	\$1,248,000	\$1,622,400	\$3,830,400	\$3,123,065
Etr	Legacy solution cost savings	\$4,942,080	\$6,424,704	\$8,352,115	\$19,718,899	\$16,077,540
	Total benefits (risk-adjusted)	\$27,279,019	\$40,333,658	\$57,983,794	\$125,596,471	\$101,696,791

## AI-Driven Contact Resolution Efficiency

**Evidence and data.** Rigid routing, prescriptive IVR, and inefficient AHT characterized the interviewees’ organizations’ prior environments with legacy contact center solutions. The transition to Amazon Connect introduced a set of capabilities that fundamentally changed how these organizations managed contact flows, enabled self-service, and leveraged data for operational excellence. Interviewees said these enablers collectively improved routing accuracy, reduced AHT, and enhanced customer experience.

- Conversational self-service and agentic AI capabilities enabled the interviewees’ organizations to resolve routine inquiries without agent intervention, significantly improving containment rates and reducing inbound contact volumes. By replacing rigid menu-driven IVR with natural language understanding, the interviewees’ organizations handled high-frequency, low-complexity transactions, such as account updates or payment changes, through self-service. The head of delivery technology at the IT organization shared: “We saw a 10% to 15% increase in automation when we implemented Connect for self-service. Now that we’re doing the next generation with Connect AI agents, we’re going to see additional savings.” The senior director of contact center transformation at the financial services organization emphasized the strategic role of AI in transforming customer experience: “It’s no longer a pipe dream to have a voice bot that rivals an agent’s experience. ... If you want an ID card or need to add a driver, you don’t really want to talk to a person. ... Those things can be done with self-service AI today.”
- Interviewees spoke highly about Amazon Connect’s intelligent routing capabilities combined with AI-driven intent recognition, which delivered the customer to the right agent the first time, minimizing wasted time with customer transfers and improving first-contact resolution. The senior director of contact center transformation at the financial services organization highlighted the link between routing and AHT: “Routing is all about getting it to the right agent the first time, so you don’t have to transfer and so that works for sales and service. Misdirect rates and transfer rates last week got influenced by 200 basis points for sales and service within a week’s period of time, which would have taken me months on our legacy system before.”
- For interactions that require human involvement, interviewees’ organizations leveraged Connect AI agents with real-time prompts and knowledge recommendations, reducing cognitive load and accelerating resolution. Newer human agents were particularly impacted by this capability, shortening ramp-up time and improving first-contact resolution. By embedding AI-driven guidance into the agent desktop, interviewees’ organizations ensured consistency and accuracy while reducing time spent searching for answers.

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

## The Total Economic Impact™ Of Amazon Connect

- In the prior environment, the composite organization has 20 million annual contacts, of which 75% are calls. The number of annual contacts increases by 30% per year with the business expansion and merges and acquisitions. The AHT with legacy systems is 10 minutes.
- By deploying Amazon Connect, the composite organization is experiencing a 10% decrease in calls that are directed to chat/message channel. The AHT decreases by 12% in Year 1. With more calls handled by advanced routing and AI-powered self-service, the agents can help customers solve more complex issues, leading to an AHT increase in Years 2 and 3 compared to Year 1.
- Employees do not use all time savings to improve the business or reduce costs. The productivity recapture rate is 80% based on TEI standard.
- The average fully burdened annual salary for an agent is \$45,760.

**Risks.** The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including the following:

- The legacy solution's performance.
- Actual implementation of Amazon Connect.
- The extent of process, contact flow, and IVR redesign.
- The degree of integration with other IT solutions.
- Business growth rate's impact on contact volume.

**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 \$51.7 million.

# 10%

**Annual decrease of calls that get to agent**

AI-Driven Contact Resolution Efficiency					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Total annual contacts	Composite	20,000,000	26,000,000	33,800,000
A2	Percentage of contacts that are call interactions with prior systems	Composite	75%	75%	75%
A3	AHT with legacy systems (minutes)	Interviews	10	10	10
<b>A4</b>	<b>Subtotal: Total annual call duration with legacy systems (hours)</b>	<b>A1*A2*A3/60 minutes</b>	<b>2,500,000</b>	<b>3,250,000</b>	<b>4,225,000</b>
A5	Percentage of calls that reach agents with Amazon Connect	Interviews	68%	61%	55%
A6	AHT with Amazon Connect (minutes)	Interviews	8.80	9.00	9.20
<b>A7</b>	<b>Subtotal: Total annual call duration with Amazon Connect (hours)</b>	<b>A1*A5*A6/60 minutes</b>	<b>1,994,667</b>	<b>2,379,000</b>	<b>2,850,467</b>
A8	Total annual call duration reduction powered by AI (hours)	A4-A7	505,333	871,000	1,374,533
A9	Productivity recapture rate	TEI standard	80%	80%	80%
A10	Total agent FTE saved by AI-driven solutions	A8/(2,080*A9)	304	523	826
A11	Fully burdened annual salary for an agent	Composite	\$45,760	\$45,760	\$45,760
At	AI-driven contact resolution efficiency	A10*A11	\$13,911,040	\$23,932,480	\$37,797,760
	Risk adjustment	↓15%			
Atr	AI-driven contact resolution efficiency (risk-adjusted)		\$11,824,384	\$20,342,608	\$32,128,096
Three-year total: \$64,295,088			Three-year present value: \$51,699,827		

## AI-Powered Content And Sentiment Analysis Savings

**Evidence and data.** Interviewees reported savings from AI-powered content and sentiment analysis in Amazon Connect that was realized through post contact summary automation, conversational analytics, sentiment analysis, call/screen recording, and automated quality evaluations.

- Interviewees noted that manual after-call work traditionally added 30 to 90 seconds per interaction, creating inefficiencies across thousands of contacts. Amazon Connect addressed this through AI-powered summarization, which automatically generated structured contact notes and pushed them into CRM systems. This capability eliminated manual note-taking, improved data accuracy, and accelerated wrap-up time for the interviewees' organizations. The product manager at the telecommunications organization highlighted the tangible impact of this feature: "Auto summarization — we've seen massive savings [of] about 77 seconds in average handling time from that. The agent doesn't have to type up the summaries anymore." The director of contact center solution at the real estate services organization echoed this benefit, describing the feature as transformative: "A game changer for us was the implementation of post contact summaries. ... They're AI post contact summaries [and] that's been phenomenal." At scale, these time savings translated into agent hours reclaimed monthly, reducing labor costs and enabling agents to focus on complex, high-value interactions. Standardized summaries also enhanced downstream analytics and compliance reporting.
- Amazon Connect's conversational analytics capabilities enabled the interviewees' organizations to get full interaction capture, including audio recording, transcription, and sentiment scoring. Supervisors could pinpoint critical moments in customer interactions without manually reviewing entire recordings, accelerating coaching and improving resolution quality. Screen recording added workflow context, helping identify process bottlenecks. The senior director of contact center transformation at a financial services organization emphasized the operational shift, noting, "Now we're doing 100% call recording and call transcription, and our supervisors [can] see every employee, their call, and their sentiment ... and they can zoom into specific

elements of the call.” These capabilities compressed supervisory analysis time, shortened feedback loops, and reduced repeat contacts caused by unresolved issues.

- Traditional QA processes relied on manual sampling, limiting visibility and slowing corrective action. Interviewees said Amazon Connect automated evaluations across 100% of interactions using AI-driven scorecards, ensuring compliance and surfacing systemic issues quickly. The director of contact center solution at the real estate services organization quantified the scale advantage: “We have two completely automated QA evaluations using conversational analytics and agent evaluations. ... We get 60,000 to 70,000 completed evaluations in a week versus a cost-prohibitive group of 10 agents that were labeled quality assurance before.” The head of delivery technology at the IT organization reinforced the operational transformation: “By introducing Amazon Connect AI-powered QA, we immediately shifted from a range of 1% to 3% up to 100% of calls. ... We remove human bias and fully take data-driven decisions.”

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

- With legacy solutions, agents spent 60 seconds on average summarizing a call and take notes after each call they handled. With Amazon Connect AI-powered post contact summaries, agents save this time and redirect it toward helping other customers.
- With legacy solutions, the supervisors listened to 1% of the calls for QA and sentiment analysis purposes. With Amazon Connect AI-powered conversational analytics, sentimental analysis, and automated agent evaluations, 80% of the time is saved. Instead of listening to the 1% of calls, supervisors read the AI-generated summaries from all calls.
- The fully burdened hourly rate for agents is \$22. The average fully burdened annual salary for supervisors is \$55,800. The productivity recapture rate is 80% based on the TEI standard.

**Risks.** The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including the following:

- The company practice of post contact summary and sentimental analysis in the prior environment.
- How Amazon Connect is deployed and used.

**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 \$11.3 million.

## 60 seconds

**Time saved per call with AI-powered post contact summaries automation**

AI-Powered Content And Sentiment Analysis Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Total calls handled	A1*A5	13,600,000	15,860,000	18,590,000
B2	Time saved with AI-powered post contact summaries automation per call (seconds)	Interviews	60	60	60
B3	Fully burdened hourly rate for an agent	Composite	\$22	\$22	\$22
<b>B4</b>	<b>Subtotal: Savings with AI-powered post contact summaries</b>	<b>B1*B2/3,600*B3</b>	<b>\$4,986,667</b>	<b>\$5,815,333</b>	<b>\$6,816,333</b>
B5	Total call time replayed and listened to by supervisors for QA and sentimental analysis with non-AI-powered legacy solutions	B1*1%*A6/60 minutes	19,947	23,790	28,505
B6	Reduction with ML-powered call/screen recording and sentimental analysis	Interviews	80%	80%	80%
B7	Fully burdened annual salary for a supervisor	Composite	\$55,800	\$55,800	\$55,800
<b>B8</b>	<b>Subtotal: Total savings with ML-powered QA process and sentimental analysis</b>	<b>B5*B6*B7/2,080</b>	<b>\$428,093</b>	<b>\$510,570</b>	<b>\$611,761</b>
B9	Productivity recapture rate	TEI standard	80%	80%	80%
Bt	AI-powered content and sentiment analysis savings	(B4+B8)*B9	\$4,331,808	\$5,060,722	\$5,942,475
	Risk adjustment	↓10%			
Btr	AI-powered content and sentiment analysis savings (risk-adjusted)		\$3,898,627	\$4,554,650	\$5,348,228
Three-year total: \$13,801,505			Three-year present value: \$11,326,582		

## AI-Enabled Forecasting And Agent Scheduling And Supervision

**Evidence and data.** Interviewees reported measurable workforce savings by adopting Amazon Connect’s workforce management (WFM) and conversational analytics capabilities. Enabled by machine learning (ML) and with tight integration with conversational analytics, these capabilities improved staffing accuracy, reduced over-/under-coverage, and expanded supervisor span of control.

- Interviewees noted that Amazon’s WFM (often referenced by interviewees as FCS, or forecasting, capacity planning, and scheduling) used ML-driven demand curves rather than legacy approaches, allowing forecasts to reflect real interaction patterns and seasonality. ML-informed forecasts reduced staffing variance and overtime, while automated schedule generation aligned agent rosters to true demand. The head of delivery technology at the IT organization explicitly contrasted WFM with traditional tools and linked it to measurable savings and data consolidation: “One of the key features with AWS is that innovation. [WFM] doesn’t do the regular standard functions to do calculations. They base this on their experience [and] on their own data. ... Having data in one single platform helps the business case. ... We cross-reference the data from multiple areas so that we can get the benefit. Right now, what we have seen is improvements of 10%.”
- By consolidating interaction data (e.g., transcripts, categories, sentiment) into the same ecosystem, planners feed richer, real-time signals into staffing models. The interviewees noted that it was a closed loop with automation, analytics, then workforce management. This loop tightened the latency between demand shifts (e.g., self-service changes, policy events) and schedule updates, reducing overstaffing in low-volume hours and mitigating queue spikes, improving service levels without adding cost.
- By leveraging AI-driven monitoring and automation, the supervisors in the interviewees’ organizations increased their capacity, reduced administrative burden, and improved coaching effectiveness. This shift delivered measurable cost savings and operational agility, positioning enterprises to scale efficiently while maintaining high service quality. As one leader

summarized, the real value lies in freeing supervisors to “spend more quality time with agents and help coach them to get to their next level,” turning oversight into a strategic lever for performance and retention.

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

- The composite organization has 2,000 agent FTEs in Year 1 with legacy solutions. With the business expanding by 30%, the number of agent FTEs is required to grow at 30% with legacy solutions to support the business.
- With Amazon Connect ML-driven workforce management, the composite organization saves 5% on agent FTEs.
- In the prior state, each supervisor manages 10 agents with full capacity. With Amazon Connect, the total number of agent FTEs decreases, and each supervisor has the capacity to manage 12 agents with decreased administrative workload.
- The productivity recapture rate is 80%. The average fully burdened annual salary for supervisors is \$55,800.

**Risks.** The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including the following:

- The previous workforce management system used by the organization and the integration of that WFM system with contact center solutions.
- The supervisors' capacity and workload.
- The implementation of Amazon Connect Workforce Management.

**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 \$19.5 million.

## 5%

**Agent workforce optimization with AI-enabled forecasting and scheduling**

AI-Enabled Forecasting And Agent Scheduling And Supervision					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	Total agent FTEs required with legacy systems	Composite	2,000	2,600	3,380
C2	Agent workforce optimization with AI-enabled forecasting and scheduling	Interviews	5%	5%	5%
<b>C3</b>	<b>Subtotal: Agent FTE savings with AI-enabled forecasting and agent scheduling</b>	<b>C1*C2*A11</b>	<b>\$4,576,000</b>	<b>\$5,948,800</b>	<b>\$7,733,440</b>
C4	Total supervisor FTEs required with legacy systems	C1/10	200	260	338
C5	Total agent FTEs saved by AI-driven solutions	A10	304	523	826
C6	Total agent FTEs required with Connect	C1-C5-C1*C2	1,596	1,947	2,385
C7	Total supervisor FTEs required with Connect	C6/12	133	162	199
C8	Supervisors FTE savings	C4-C7	67	98	139
C9	Fully burdened annual salary for a supervisor	Composite	\$55,800	\$55,800	\$55,800
<b>C10</b>	<b>Subtotal: Total savings of supervisors FTE</b>	<b>C8*C9</b>	<b>\$3,738,600</b>	<b>\$5,468,400</b>	<b>\$7,756,200</b>
C11	Productivity recapture rate	TEI standard	80%	80%	80%
Ct	AI-enabled forecasting and agent scheduling and supervision	(C3+C10)*C11	\$6,651,680	\$9,133,760	\$12,391,712
	Risk adjustment	±15%			
Ctr	AI-enabled forecasting and agent scheduling and supervision (risk-adjusted)		\$5,653,928	\$7,763,696	\$10,532,955
Three-year total: \$23,950,579			Three-year present value: \$19,469,777		

## Data-Driven Profit Lift With Increased Conversion

**Evidence and data.** Interviewees consistently highlighted higher conversion rates and faster, data-driven decision-making across departments due to Amazon Connect, resulting in measurable profit lift. This benefit stemmed from Amazon Connect’s ability to unify customer interaction data, apply AI-driven insights, and share actionable intelligence across sales, service, and marketing teams.

- Interviewees gave credit to Connect AI agents for the improvement of the conversion rate. Connect AI agents provided real-time prompts and contextual recommendations during customer interactions with agents. By surfacing relevant offers, compliance scripts, and next-best actions, Connect AI agents reduced cognitive load and ensured agents focused on persuasive engagement rather than searching for information. Real-time AI guidance ensured consistency across agents, reduced errors, and accelerated time to close, especially for new hires. The director of contact center solutions at the real estate services organization shared, “We’ve seen a 5% to 6% lift in conversion rates since implementing real-time prompts and guidance through Connect.”
- Interviewees’ experience illustrated how Connect’s conversational analytics capabilities transformed decision-making speed and accuracy. By capturing all customer interactions, Connect’s conversational analytics automatically transcribed conversations, applied sentiment scoring, and categorized calls based on intent. These structured insights were then pushed into centralized data platforms, creating a single source of truth accessible across departments. The director of contact center solutions emphasized the strategic advantage of this integration: “We’ve integrated Connect data into one centralized data platform. ... Marketing and retention teams now have visibility into what drives cancellations or upsells. ... We can make decisions in days instead of months.” Instead of relying on anecdotal feedback or delayed reporting, teams could act on real-time AI-driven insights, improving conversion rates.



The Total Economic Impact™ Of Amazon Connect

- Furthermore, interviewees’ organizations could act on real-time signals, such as negative sentiment or cancellation intent, rather than waiting for lagging reports. By adjusting offers and scripts dynamically, they prevented churn before it happened. The head of delivery technology at the IT organization described using sentiment and categorization data to improve customer experience and loyalty: “We provide agents the last sentiment of the last interaction. ... We have seen a 15% increase in customer satisfaction just by providing that sentiment to the agent. ... They can proactively change [their] approach.”

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

- The composite organization has approximately \$10 billion revenue in Year 1, which increases by 30% each year. Contact center outbound marketing campaigns drive 5% of this revenue.
- With the legacy solution, the conversion rate was 10% on average. By switching to Amazon Connect and implementing Connect’s AI agents and conversational analytics, the conversion rate improves by 20%.
- The operating profit margin of the composite organization is 12%.

**Risks.** The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including the following:

- Business model, margin, and contact center scale and use case will affect the revenue impact of improved CX.
- The deployment of Amazon Connect and the integration with other existing IT systems.

**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 \$3.1 million.

20%

Conversion rate increase

Data-Driven Profit Lift With Increased Conversion					
Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Total revenue	Composite	\$10,000,000,000	\$13,000,000,000	\$16,900,000,000
D2	Percentage of revenue driven by contact center outbound marketing campaigns	Composite	5%	5%	5%
D3	Conversion rate with legacy solutions	Composite	10%	10%	10%
D4	Conversion rate increase with AI-powered Amazon Connect and data shared across departments	Interviews	20%	20%	20%
D5	Percentage of revenue increase with Amazon Connect	D3*D4	2%	2%	2%
D6	Operating profit margin	Composite	12%	12%	12%
Dt	Data-driven profit lift with increased conversion	D1*D2*D5*D6	\$1,200,000	\$1,560,000	\$2,028,000
	Risk adjustment	↓20%			
Dtr	Data-driven profit lift with increased conversion (risk-adjusted)		\$960,000	\$1,248,000	\$1,622,400
Three-year total: \$3,830,400			Three-year present value: \$3,123,065		

Legacy Solution Cost Savings

**Evidence and data.** Interviewees consistently reported substantial financial benefits from retiring legacy contact center platforms and consolidating fragmented systems into Amazon Connect. These savings were realized through the elimination of

## The Total Economic Impact™ Of Amazon Connect

license-based pricing models, on-premises infrastructure, and multiple third-party integrations, while gaining advanced AI capabilities that legacy solutions could not deliver.

- Interviewees' organizations' traditional platforms often relied on license-based pricing and max concurrent seat models, which forced their companies to pay for peak capacity even during off-peak periods. Amazon Connect's consumption-based pricing model allowed the interviewees' organizations to align costs with actual usage reducing waste. The VP product for customer services at the media entertainment organization shared: "AWS charges by usage whereas our old solution charges by license. ... It charges max concurrent. ... We save roughly \$2 million a year by switching just for that."
- Beyond licensing, interviewees' organizations eliminated hardware maintenance, dedicated circuits, and support contracts, further reducing operational expenses. The head of delivery technology at the IT organization highlighted the magnitude of these savings: "We started with that regional approach with Costa Rica. ... The savings that we experienced were around 75%. ... We then spent six months testing the platform. ... It turned out that Amazon Connect was the one that would give us the best return on investment."
- Interviewees noted their organizations' legacy environments often required multiple vendors for IVR, QA, analytics, and workforce management, creating complexity and integration overhead. Amazon Connect consolidated these functions into a single ecosystem, enhanced by AI-driven capabilities. The VP product for customer services at the media entertainment organization shared: "It wasn't just the price, although the price was attractive. ... I wanted to be able to plug and play other things in here. ... AWS is an awesome integration partner. ... We do feel like we are sort of innovation partners with them."

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

- Legacy solutions required year-round per-user licensing capacity for the peak number of agents and supervisors. The average monthly license cost is \$180 per user.
- For the legacy solutions, additional contracted costs for recording, storage, integrations, and infrastructure were needed as well as costs for ongoing management. The average overhead is 30% above subscriptions.

**Risks.** The expected financial impact is subject to risks and variations based on several factors that may reduce or slow the recognition of this benefit, including the following:

- Actual cost savings will depend on the prior solution's cost model and usage.
- The migration plan may require extending usage of legacy solutions.

**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 \$16.1 million.

Legacy Solution Cost Savings					
Ref.	Metric	Source	Year 1	Year 2	Year 3
E1	Average monthly license cost per agent with legacy solutions	Interviews	\$180	\$180	\$180
E2	Total licenses required	C1+C4	2,200	2,860	3,718
E3	Overhead of infrastructure and management	Composite	30%	30%	30%
Et	Legacy solution cost savings	$E1 \times E2 \times 12 \times (1 + E3)$	\$6,177,600	\$8,030,880	\$10,440,144
	Risk adjustment	↓20%			
Etr	Legacy solution cost savings (risk-adjusted)		\$4,942,080	\$6,424,704	\$8,352,115
Three-year total: \$19,718,899			Three-year present value: \$16,077,540		

## Unquantified Benefits

Interviewees mentioned the following additional benefits that their organizations experienced but could not quantify:

- **Strategic partnership and innovation enablement.** Interviewees consistently described Amazon Connect as an innovation platform and a collaborative partner rather than a point solution. The product manager at the telecommunications organization positioned Connect as a transformation layer: “You can see Amazon’s vision. ... It becomes a business transformation tool instead of just being a contact center in the cloud.” The senior director of contact center transformation at the financial services organization had similar strategic rationale, tying selection to long-term advantage: “AWS is investing heavily in Connect. ... It was more of a strategic play to create a long-term advantage.” The solution’s open integration posture (e.g., third-party logs and APIs); structured engagement through product feature requests and account teams; and ecosystem breadth, serverless services, and native integrations with other enterprise platforms enabled these experiences.
- **Agility and speed of change.** Interviewees’ organizations highlighted the velocity of change on Connect compared to legacy environments, particularly in routing and IVR optimization. The interviewee at the financial services organization reported week-over-week KPI improvements immediately post-go-live despite launch constraints, noting, “KPIs improved within a week, which would have taken months on our legacy solution,” and, more broadly, “We’re making changes very, very rapidly.” The director of contact center solution at the real estate services organization contrasted their prior change cycle with the in-house agility now achievable: “Anytime we requested changes, the standard answer was six months and a million dollars. ... Now we do that in-house.” This agility flowed from a workflow-first model, usage-based economics that removed license friction, and native features that can be activated quickly, such as courtesy callback, postcall surveys, conversational analytics, and AI agent assist.
- **Data consolidation, compliance, and governance.** Consolidating contact telemetry and analytics within Amazon Connect was described as pivotal for security, compliance, and decision-making. The head of delivery technology at the IT organization emphasized GDPR-aligned regional isolation and cross-referencing operational data to right-size resources: “Having data in one single platform ... helps with GDPR. ... Data residency end to end.” The director of contact center solution said their real estate services organization built an enterprise data lake linking summaries, sentiment, and outcomes to support marketing, retention, dynamic pricing, and legal readiness. By combining data from Amazon Connect’s analytics data lake — including contact records and conversational analytics insights — with other business data sources, they created a comprehensive view, noting, “We ingest anything and everything ... used for marketing, funnel yield, repeat engagement, legal.”
- **Better coaching quality, training efficiency, and agent experience.** Interviewees noted their teams reported qualitative improvements in coaching, training, and agent experience from automated analytics and unified workflows. The director of contact center transformation at the financial services organization described supervisor capacity gains from 100% transcription, sentiment, and self-service quality forms. The director of contact center solution at a real estate services organization reduced training time materially by prompting edge cases at the point of need. The director of contact center solution reported: “Agents don’t have to know all the different products. ... Connect prompts at point of need,” taking service training “from four weeks to just over two and a half” and inbound “from two weeks to one.” These results were enabled by automated QA coverage; conversational transcripts and sentiment scoring; Connect AI agents with embedded knowledge; agent workspaces and Customer Profiles for single-pane workflows; and auto summarization plus screen recording for consistent interaction histories.
- **Risk reduction with better compliance, legal exposure, and decision auditability.** Amazon Connect’s AI and data fabric supported compliance and reduced legal exposure for the interviewees’ organizations through auditability and automation. The director of contact center solution said their real estate services organization replaced costly QA licensing and ensured scalable monitoring with PCI/PII safeguards: “We saved \$660,000 ... and we’re now covering our expense with Connect’s QA capabilities ... [while using] automated PCI-PII redaction ... [and completing] 60,000 to 70,000 evaluations in a week [for 360-degree quality].” The head of delivery technology at an IT organization implemented LLM-based contract validation for authorization decisions, driving accuracy from about 55% when they first launched to 97% and enabling audit on the back end for 100% of their authorization decisions for regulatory compliance. The product manager at the telecommunications organization noted the need for CX reporting that advances from “This happened” to “Why did this happen?,” yet recognized

improved data fidelity and governance with Amazon Connect compared to legacy. These gains were enabled by Connect redaction and retention policies; structured storage for multi-year access and audits; Bedrock-driven validation workflows grounded in contract corpora and prompt engineering; and centralized data lineage connecting summaries, surveys, and case records.

### **Flexibility**

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

- **Strategic ecosystem leverage across AWS.** Interviewees noted that Amazon Connect serves as a gateway to the broader AWS portfolio — compute, storage, analytics, and AI — reducing integration overhead and creating a coherent technical strategy. This ecosystem leverage is particularly important for large organizations seeking consistency in security, governance, and observability while scaling innovation. The head of delivery technology at the IT organization shared: “Amazon Connect was the first use case. ... [Now Connect has] opened up the possibilities and we’re expanding into additional things with AWS ... including network unification and other services.”
- **Rapid test-and-learn cycles for new capabilities.** Usage-based economics and modular workflows allowed the interviewees’ organizations’ teams to pilot, prove, and scale features quickly, minimizing sunk cost and lock-in. This radically shortened idea-to-impact cycles, letting the interviewees’ organizations respond to market changes or internal priorities in quarters rather than years. The product manager at the telecommunications organization commented: “In a year’s time, we might have consolidated another three big capabilities that are currently with other technology partners into Amazon Connect. ... [Before Amazon Connect], that would have taken about five years and probably four times the price.”
- **Dynamic architecture simplification.** As the interviewees’ organizations explored and adopted Amazon Connect’s expanding capabilities, they could phase out niche tools (e.g., credit-card masking, call analytics/storage, surveying, WFM, cases) in favor of integrated capabilities. This reduced vendor risk, license overhead, integration fragility, and operational complexity, freeing teams to focus on differentiated experiences rather than plumbing. The product manager at the telecommunications organization shared: “We’re consolidating services to make sure that for the money we’re spending, we’re getting the best value. If Amazon can do something cheaper than another partner ... take a slight hit on capability and bring it in, how much can we save and what can we get out of it.”

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

## 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
Ftr	Amazon Connect usage cost	\$0	\$6,779,270	\$8,348,722	\$10,324,609	\$25,452,602	\$20,819,775
Gtr	Implementation and migration cost	\$1,196,250	\$207,166	\$207,166	\$0	\$1,610,583	\$1,555,795
Htr	Ongoing management	\$0	\$294,630	\$215,280	\$215,280	\$725,190	\$607,506
	Total costs (risk-adjusted)	\$1,196,250	\$7,281,067	\$8,771,169	\$10,539,889	\$27,788,374	\$22,983,076

## Amazon Connect Usage Cost

**Evidence and data.** Interviewees consistently emphasized that Amazon Connect’s consumption-based pricing model was a major driver of cost efficiency compared to legacy platforms. Traditional systems relied on license-based or max concurrent seat pricing, forcing the interviewees’ organizations to pay for peak capacity even during low-volume periods. In contrast, Amazon Connect charged based on actual usage, aligning costs with real demand and eliminating waste.

- Unlike legacy platforms that charged separately for analytics, QA automation, and AI-driven routing, Amazon Connect’s price model allowed the interviewees’ organizations to scale AI usage without incremental licensing costs. This pricing flexibility accelerated adoption of features like automated QA evaluations, real-time guidance, and post contact summarization, which delivered measurable efficiency gains and revenue lift. The head of delivery technology at the IT organization noted the strategic value of integrated AI capabilities: “One of the key features with AWS is that innovation ... Having data in one single platform ... helps the business case. ... We cross-reference the data from multiple areas so that we can get the benefit.”
- While cost savings were a common theme across interviews, some interviewees acknowledged that their organizations’ total spending with Amazon Connect was higher than with their previous vendor but emphasized that the additional investment delivered far greater functionality, scalability, and innovation. This shift reflected a strategic decision to prioritize capabilities and business outcomes over pure cost minimization. The director of contact center solution at the real estate services organization articulated this trade-off clearly: “We do spend more with AWS than we did with our previous provider, but the functionality we get is night and day. We’ve consolidated multiple tools into one platform, and the AI features — real-time agent assist, automated QA, and post contact summaries — are things we couldn’t even dream of with our old system.” The VP product of customer services at a media entertainment organization also echoed this: “It wasn’t just about cost — it was about innovation and being able to move fast. With AWS, we can roll out new capabilities in weeks, not years.”
- Pricing may vary. Contact AWS for additional details.

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

- Amazon Connect usage costs have three major components: telephony costs, unlimited AI costs for all AI functions, and message costs.
- On average, the number of messages per chat contact is 10.

**Risks.** The expected financial impact is subject to risks and variation based on several factors that may increase this cost, including the following:

- Consumption levels impacted by scale, use case, and market conditions.
- Regional price variation and potential for future pricing changes.

## The Total Economic Impact™ Of Amazon Connect

**Results.** To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$20.8 million.

Amazon Connect Usage Cost						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Minutes of calls handled	A1*A5*A6		119,680,000	142,740,000	171,028,000
F2	Chat messages handled	A1*(1-A5)*10		64,000,000	101,400,000	152,100,000
F3	Unit price of unlimited AI per min of call	Composite		\$0.0380	\$0.0380	\$0.0380
F4	Average telephony cost per minute	Composite		\$0.0106	\$0.0106	\$0.0106
F5	Cost per message	Composite		\$0.0100	\$0.0100	\$0.0100
Ft	Amazon Connect usage cost	F1*(F3+F4)+F2*F5	\$0	\$6,456,448	\$7,951,164	\$9,832,961
	Risk adjustment	†5%				
Ftr	Amazon Connect usage cost (risk-adjusted)		\$0	\$6,779,270	\$8,348,722	\$10,324,609
Three-year total: \$25,452,602			Three-year present value: \$20,819,775			

## Implementation And Migration Cost

**Evidence and data.** Interviewees described Amazon Connect migrations as strategic modernization projects that required a mix of internal labor and optional professional services support, particularly for complex integrations and global rollouts. While costs varied by scope, interviewees emphasized that usage-based pricing, infrastructure retirement, and AI-driven efficiencies quickly offset these investments.

- Most interviewees said their organizations adopted a phased migration strategy to minimize risk and manage resource allocation. Internal labor was the primary cost driver, typically involving solution architects, developers and API integrations, QA specialists, and training leads.
- Several interviewees noted leveraging AWS Professional Services or partners for specialized tasks such as CRM integration, workforce management setup, and global telephony migration. Professional services were generally used for accelerating complex deployments, while day-to-day configuration and optimization were handled internally. This hybrid approach kept external costs manageable while ensuring rapid adoption of advanced features.
- For interviewees' organizations that managed mergers or acquisitions, Amazon Connect provided a scalable platform for rapid standardization. The migration required cross-functional coordination — network teams, operations for number porting, and data teams for analytics integration.

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

- The composite organization spends six months at the beginning to migrate the legacy system to Amazon Connect. A team of five technicians and project managers are required to manage the migration. In the meantime, the composite organization uses third-party professional services to deal with the complex project. With the size and business use case, the cost of professional services is \$800,000 for the migration.
- In Years 1 and 2, there are several mergers and acquisitions that require migrating to Amazon Connect for business consistency. On average, the composite organization spends two months each year managing the migrations due to M&A. A team of two technicians and project managers need to work full time on the migration project. The cost of professional services is \$150,000 per year.

## The Total Economic Impact™ Of Amazon Connect

**Risks.** The expected financial impact is subject to risks and variation based on several factors that may increase this cost, including the following:

- Complexity of existing IT environment to be replaced and integrated.
- Level of desired customization.
- Scale of the contact centers.

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

Implementation And Migration Cost						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Months of migration required	Interviews	6	2	2	
G2	Internal technicians and project managers required	Interviews	5	2	2	
G3	Fully burdened annual salary for an internal technician and project manager	Composite	\$115,000	\$115,000	\$115,000	
G4	Professional services cost for implementation and migration	Composite	\$800,000	\$150,000	\$150,000	
Gt	Implementation and migration cost	$G1/12 * G2 * G3 + G4$	\$1,087,500	\$188,333	\$188,333	\$0
	Risk adjustment	110%				
Gtr	Implementation and migration cost (risk-adjusted)		\$1,196,250	\$207,166	\$207,166	\$0
Three-year total: \$1,610,583			Three-year present value: \$1,555,795			

## Ongoing Management

**Evidence and data.** Interviewees agreed that while Amazon Connect reduced infrastructure complexity, ongoing management required continuous optimization and active adoption of new AI capabilities. The effort was not static; it shifted from hardware maintenance to data-driven improvements, feature enablement, and workforce optimization.

- Interviewees reported that day-to-day management involved monitoring performance, refining call flows, and integrating new features. The product manager at the telecommunications organization emphasized the importance of iterative improvements: “Amazon Connect is an omnichannel platform but only if you build it that way. ... We’ve now got four different experiences because we moved four different things in four different migrations. We need consistent governance and design standards to maintain a unified customer experience.”
- A recurring theme in the interviews was the effort required to adopt and optimize AI-driven functions such as Connect AI agents for real-time agent assist, conversational analytics and sentiment analysis, and automated summaries and agent QA evaluations. Interviewees noted internal teams must allocate resources for continuous configuration, testing, and training to ensure agents and supervisors leverage new tools effectively. The director of contact center solutions at the real estate services organization shared: “Since the deployment, my team and I have been responsible for iterative deployments using agile framework, rolling out new features [and] new capabilities, which — quite honestly — is really difficult to keep up with as fast as Connect is growing and how many features have been added on.”

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

- The composite organization needs five IT and project managers in Year 1 to manage Amazon Connect. In Years 2 and 3, three team members are needed. It takes 30% of their effort in general.
- For AI-related business optimization, five business users use 30% of their effort for day-to-day management and optimization.

The Total Economic Impact™ Of Amazon Connect

- The average fully burdened annual salary for an IT technician and a project managers is \$115,000. The average burdened annual salary for a business user like a contact center supervisor is \$55,800.

**Risks.** The expected financial impact is subject to risks and variation based on several factors that may increase this cost, including the following:

- Number of IT and project managers required.
- Size of the contact centers, number of agents, and use cases.
- Level of customization, integration with other systems.
- The AI uses cases of the company.

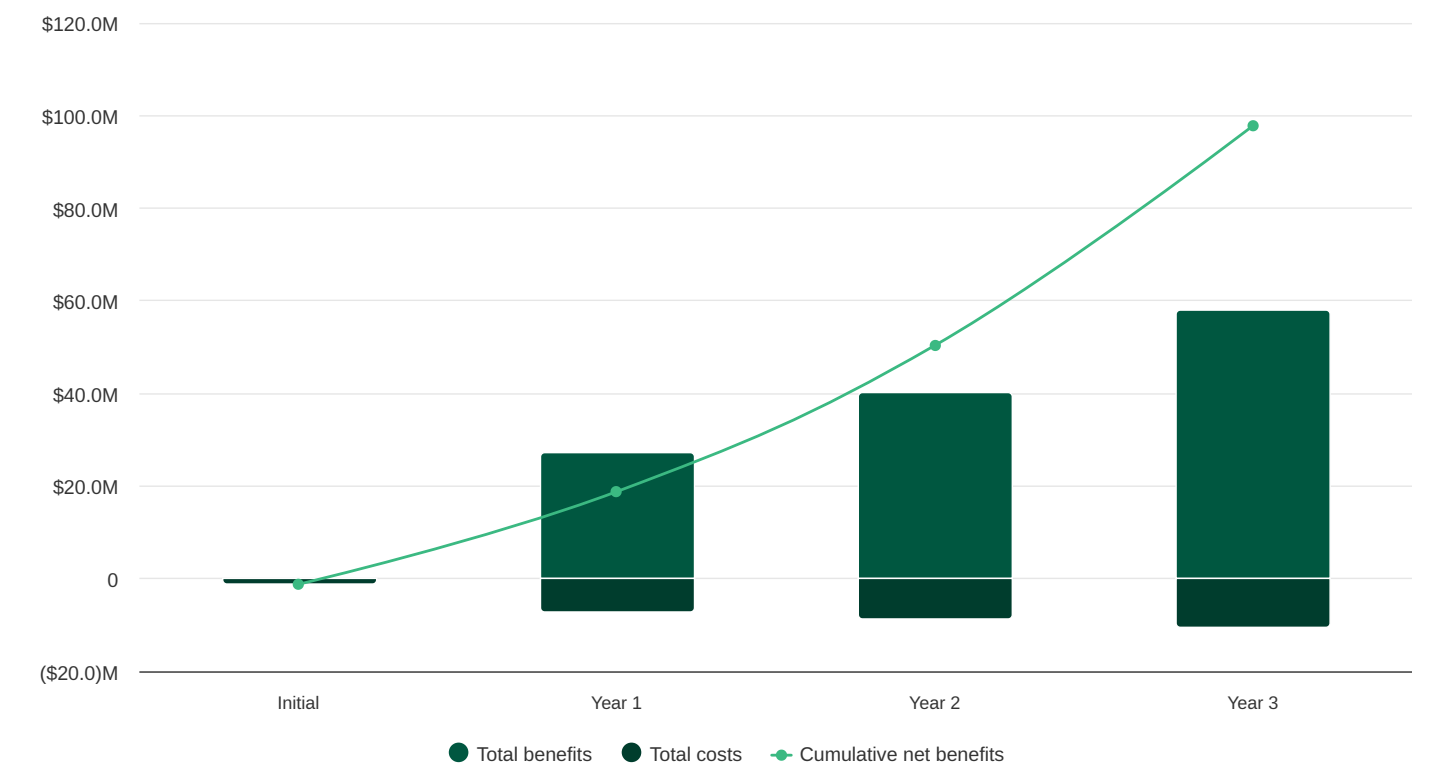
**Results.** To account for these risks, Forrester adjusted this cost upward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$608,000.

Ongoing Management						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
H1	IT and project managers required for ongoing system management	Interviews		5	3	3
H2	Percentage of effort	Interviews		30%	30%	30%
H3	Fully burdened annual salary for an IT FTE and project manager	Composite		\$115,000	\$115,000	\$115,000
H4	Business users for business optimization	Interviews		5	5	5
H5	Percentage of effort	Interviews		30%	30%	30%
H6	Fully burdened annual salary for a business user	Composite		\$55,800	\$55,800	\$55,800
Ht	Ongoing management	H1*H2*H3+H4*H5*H6	\$0	\$256,200	\$187,200	\$187,200
	Risk adjustment	↑15%				
Htr	Ongoing management (risk-adjusted)		\$0	\$294,630	\$215,280	\$215,280
Three-year total: \$725,190			Three-year present value: \$607,506			



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	(\$1,196,250)	(\$7,281,067)	(\$8,771,169)	(\$10,539,889)	(\$27,788,374)	(\$22,983,076)
Total benefits	\$0	\$27,279,019	\$40,333,658	\$57,983,794	\$125,596,471	\$101,696,791
Net benefits	(\$1,196,250)	\$19,997,953	\$31,562,489	\$47,443,905	\$97,808,097	\$78,713,715
ROI						342%
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

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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 Amazon Connect.

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 Amazon Connect can have on an organization.

### Due Diligence

Interviewed AWS stakeholders and Forrester analysts to gather data relative to Amazon Connect.

### Interviews

Interviewed five decision-makers at organizations using Amazon Connect 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> 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 AWS 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 Amazon Connect.

AWS 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.

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

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