



Return-on-investment (ROI)

Introduction

Return-on-investment (ROI) calculations have always been the cornerstone of rationalizing and prioritizing business investment decisions, regardless of the state of the economy. The significant impact that enterprise mobility can have on a business creates a compelling ROI in a number of key areas for an organization.

Across a spectrum of bigtincan customers, both big and small, we hear how mobile business enablement has: reduced workforce time-to-task-completion, improved information accuracy, reduced overhead expense, generated more sales revenue, increased customer satisfaction and retention, reduced selling cycle times, created more compelling engagements with customers, reduced workforce training time while improving training effectiveness, and more. The measurements of a return-on-mobility investment are impressive and have a significant dollar-impact to both the corporate top-line and bottom-line. ROI measurement metrics will vary for each company based on the specific problems each is solving with a mobility initiative.

Justification Models

How would you write a mobility ROI justification? It's not just an efficiency and productivity story; rather, it is a whole new way of conducting business. The ROI must be on the business model and what can now be accomplished through a mobile workforce, not just the mobile apps and devices. The ROI must also consider the opportunity costs of not embracing a mobility strategy. What if your competitors have a mobile business enablement initiative and your company does not? There's an economic impact to that decision, or the lack of a decision. Opportunity cost alone may be all you need for investment justification in a business mobility initiative.

In what area is your company achieving the greatest benefits as a result of mobility?



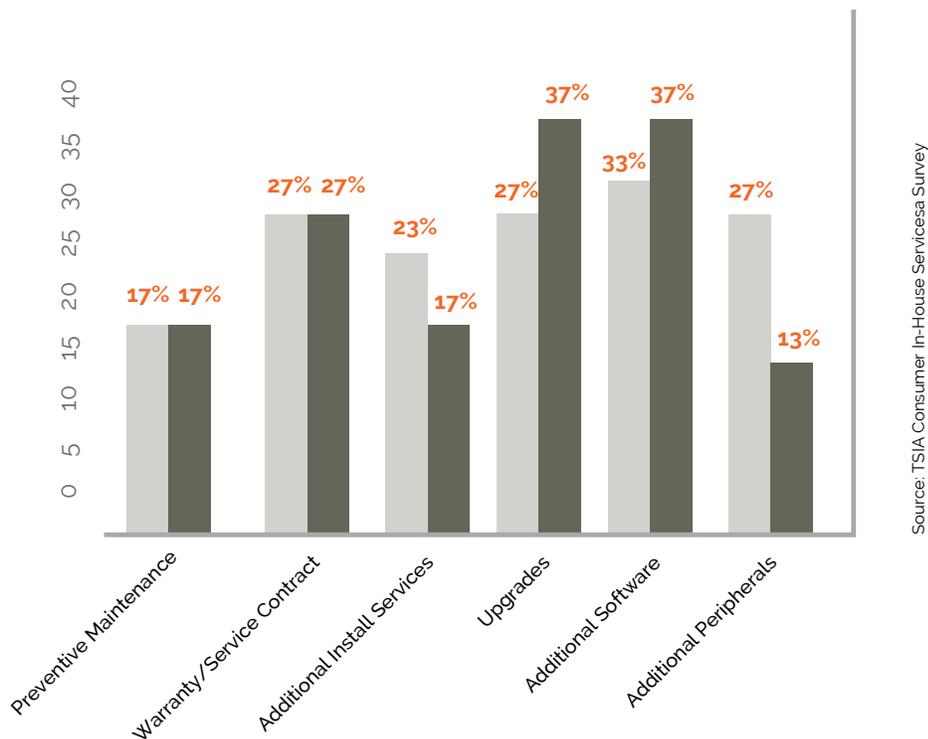
IBM survey 2013



Increased Revenue

Upsell & Cross Sell: Mobile devices allow field service technicians to more effectively present sales and marketing content, receive the latest upgrade offers and special pricing promotions pushed to their device to close transactions on the spot, accept a signature and as well as payment. Technology Services Industry Association's survey of consumer home services found that field service agents can sell extremely well, given the right tools. As seen in the Figure 2 graphic, customers accepted upsell and cross-sell offers for additional products, services, and extended warranties from the onsite technician a high percentage of the time, often 100% of the time. Having the right information and being able to render it correctly on a mobile device or to be able to e-mail the content to a customer from a mobile device is critical to ensuring the field service team is able to be effective in an upsell situation with a customer.

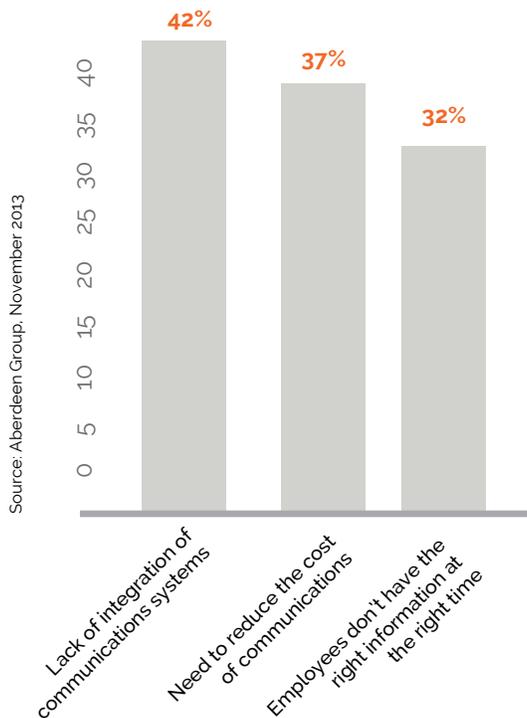
Home Office Upsell/Cross-Sell



Sales Productivity & Pipeline Yield: In a recent sales enablement research survey, in 20% of the cases where sales reps did not achieve it's because they couldn't find the content needed to sell with.

A question for the sales leadership: If the right content had gotten to the right sales rep, could you have improved sales quota attainment by 20%?





The Path to Optimized Business Communications

The study's survey respondents were asked to identify the top business pressures driving their organization's NGC initiative (Figure 1).

Figure 1: The Source of Pain: Communications Chaos

According to a 2011 EMI Industry Intelligence Report, in an average week a sales person spends 8 hours developing client presentations (that were probably already created by marketing) and 5 hours looking for marketing collateral to use in selling situations. The challenge is how to maximize sales productivity given the physical time constraints they have to get in front of customer and the number of selling days in a fiscal quarter. Any activity that a sales rep does that takes them away from direct selling activities that generate pipeline must be eliminated. Consider this sales productivity loss ROI calculation based on the EMI research:

13 hours per week x 49 working weeks = 80 sales days lost

Annual salary cost for a sales rep per year \$__ / 245 working days per year X 80 = lost opportunity cost

A question for sales leadership: How much more opportunity pipeline could be generated by a sales rep if they had more time to focus on customer meetings and prospect calling? How much more effective could a sales person be, given the same amount of sales opportunity pipeline because they are now able present any type of content on a tablet or iPad in any location or selling situation? Would a sales rep's close ratio go up because they had access to the right content exactly when they needed it?



A bigtincan customer in financial services provided iPads to their field sales organization with bigtincan hub for mobile content enablement and saw a 35% increase in the number of customer visits on a weekly basis compared to their previous system. This increase has enabled them to close more deals and improve customer service.

Another bigtincan mobile content enablement customer shortened their sales cycle time from 90 days to 60 days. Calculating the productivity value gains of shortening the sales cycle by 30 days means that sales reps can manage more pipeline, close more business and support higher quota attainment rates.

Operational Efficiencies

The mobile workforce is growing. IDC predicts that by 2015 the number of mobile workers worldwide will reach a staggering 37.2% of the global workforce. Ensuring the effectiveness and productivity of this growing class of worker is critical to organizations to remain competitive and profitable. According to Gartner, 50% of processes in 2014 that involve human tasks will require near-real-time responses that are mobile-enabled.

According to Field Service: A 2012 Aberdeen Research report on Field Services 2012: Mobile Tools For The Right Technician, the top three pressures that are driving an investment in mobile enablement were customer demand for improved levels of service (76%), competitive pressures (46%), and an increased volume of service requests (43%). Only 22 percent of best-in-class organizations still use paper-based processes in field service operations.

Enabling access to enterprise content and knowledge is changing mobile service and support organizations. With mobile access to enterprise content and knowledge bases, field technicians can check part inventory in real time, review the latest product-troubleshooting guide while at the customer site, and collaborate with colleagues on solutions to solve complex problems while in the field. The cost savings from mobile enablement include less customer downtime, shorter onsite appointments, and more issues resolved on the first visit.

Mobile Content Enablement Delivers ROI For Field Service Organizations:

- Reduction in time-to resolution **increases** field service technician productivity by 25% (on average)
- **Increases** customer satisfaction & retention by providing service technicians with the information & tools they need to deal with issues efficiently
- **Reduces** data processing & reporting errors
- **Accelerates** the billing process & improves cash flow





Field service technicians need the ability to adjust schedules and reassign work orders on the fly throughout the day. Appointment schedules may evolve throughout the day and technicians can pull assignments in real time. If an emergency situation arises with a priority customer, the next available field technician can be dispatched to that customer without contacting every field person to juggle schedules. Mobile business enablement via the connected device is the solution. As a technician finishes one job, the next appointment can be dynamically determined based on a number of different criteria, including current location, project difficulty, customer SLA, parts availability, etc. The benefit is assuring that customer SLAs are tracked and met, reduction in time-to-resolution, increased repair workload can be met and billings on service will rise.

Fewer Mistakes: When employees transfer hand written forms or have to transcribe orders from clients, mistakes are often made. These mistakes can be eliminated by providing a mobile content enablement solution that can allow users to take notes electronically, check e-mails and documents, run native HTML5 sales tools for stock checking and configurators, automate forms to place orders, and more. A mobile content enablement solution can automate manual processes and improve data accuracy that will eliminate the labor costs associated with correcting the error, as well as process any credits or refunds, or lost order costs. Some reports suggest that for a 100-technician route, deployment the average savings is \$129,600 each year.

Mobile content enablement simplifies and automates a number of costly and error-prone manual process, such as data gathering, appointment scheduling, work order/service requests, finding directions, rescheduling/load balancing, inventory checks, billing and reporting. Even small mobile content enablement deployments can have a big savings associated with them. bigtincan customer Jones Junction calculated that across 100 mobile field users using bigtincan hub they were able to eliminate large amounts of administrative overhead, resulting in more than \$100,000 saved annually in lost time and productivity – or around \$1000 per user per year.

Automating manual processes on mobile devices means faster time to problem resolution, more work orders completed in the same amount of time, a reduction in overhead expenses and significant increases in both revenue and profitability for field service organizations.

Knowledge Insight & Transfer

Understanding user behavior: Ever since the advent of computers, organizations have been trying to implement systems to help their employees, suppliers and even customers to get access to the right information at the right time and even location, but have been frustrated by their inability to get key statistics back on how content and information is used.

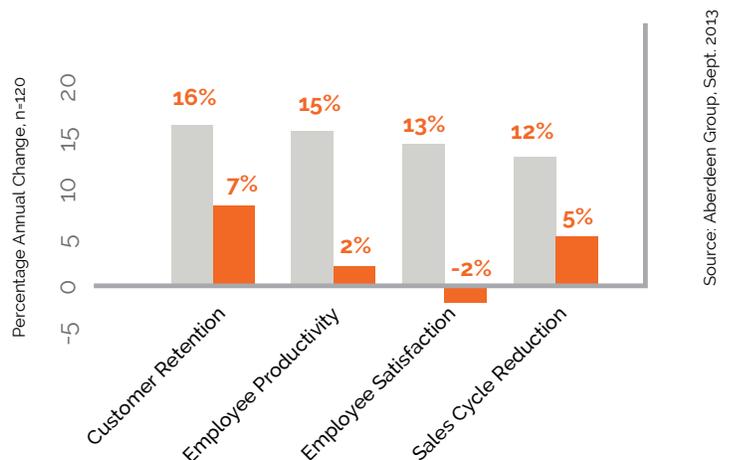


By implementing bigtincan hub for mobile content enablement, organizations can, for the first time, understand exactly how users interact with content through our patent pending Content Intelligence technology, which measures the value of content. Content Intelligence achieves this by examining and reporting on the detailed activities of each user across all content assets, and analyzes each interaction to determine the relevance – or value – of that content to each user. With the capabilities of Content Intelligence in place, organizations can now improve the quality of the materials they publish for their mobile workforces to use. These factors must also be calculated into the mobile business enablement ROI.

Unlock Domain Expertise: Another value of Content Intelligence is the ability to tie together sales performance by individuals with their use of mobile sales tools and content. There is a direct correlation between these two data points in terms of effectiveness. Sales leadership will now have fine-grained visibility and intelligence into what their top sales performers use for content at all stages of the sales process. What if sales leadership could model that behavior and transfer that knowledge to the rest of the sales organization? Once known, best practices could be replicated to improve the performance of the entire group.

Passive Mentoring: Mobile device users can maximize their individual performance by learning expert behaviors from their peers, for example, by leveraging social networking, learning techniques such as "subscribe to content," and following expert users' content use. Users can learn from each other through sharing the behaviors of these experts. Content intelligence can make recommendations as to the content and information that are relevant to uses based on their group association or the experts they are following, which will improve their individual performance. All this can be accomplished without taxing an expert's time in a one-on-one mentoring program. It also shortens the ramp-up time to getting a new employee up to speed, shortening time-to-productivity. Mobile users now have a system that helps them to improve their personal performance by leveraging knowledge from peers and experts. Learning from experts has a significant impact on profitability due to productivity gains and should be included in any ROI calculation.

Figure 1: Collaborators Advantage: Y-o-Y Performance Change



Source: Aberdeen Group, Sept. 2013



Wasted Budget: A survey from IDG found that 58% of a vendor's marketing content is not relevant to potential buyers, reducing a vendor's chance of closing a sale by 45%. So if the content that marketing produces and distributes is ineffective, and they have no visibility into what content works or doesn't work, marketing is creating a lead-to-opportunity-to-revenue conversion rate problem. Consider this Marketing ROI calculation:

Marketing, you might be able to improve the sale pipeline yield-to-revenue by as much as 45% and reduce substantial waste in the content creation budget if you had visibility into what content works in the field with customers. Marketing could deliver the right content to sales reps when they need it, to enable them to sell more effectively and increase the amount of time that they spend on selling activities versus looking for content or creating content that's already been produced.

Content Risk, Replication & Compliance Costs

Wondering how much content actually gets consumed on mobile devices? An Osterman Research survey found that 42% of the corporate content that users consume is accessed on a mobile device, such as a smartphone, tablet or laptop, and 31% of the content that users create is done on a mobile device. The fact that content security and governance continue to be major increasing risks for organizations should not be a surprise based on these numbers.

According to a 2013 Ponemon Institute research study, the greatest threat to data under regulatory scrutiny is mobile devices (69%), and more than 81% of the organizations surveyed had no idea what data is regulated on mobile devices or in cloud-based file sync & shares.

A recent survey on Rouge File Sync & Share Risk said that 41% of US mobile business users have used unsanctioned services such as Dropbox or Google Docs to share or sync files, despite 87% saying they are aware that their company has a document sharing policy that prohibits this practice.

Factor 1 - Marketing budget spent on lead generation annually $\$ _ \times 45\%$

+

Factor 2 - Amount of marketing budget spent on content creation and sales tools annually $\$ _ \text{ or } 12\%$ of total marketing budget according to IDG research $\times 70\%$ of content that is not used by sales, according to SiriusDecisions research

= **Waste**



The costs associated with data and intellectual property loss can be staggering. The cost to remedy data leakage resulting from handling company documents using unsanctioned services is estimated to total \$1,849,628,696 each year. In Microsoft SharePoint organizations alone, 40% of business users rely on Dropbox to share or sync documents while working on the go, wasting another \$904,671,666 a year by duplicating file sync and sharing services.

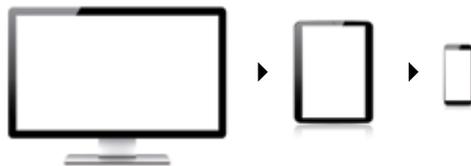
The costs associated with data loss, content replication and the fines or penalties associated with violations of compliance mandates must be taken into consideration as a cost avoidance calculation.

Conclusion – Getting To The Benefits By Designing The Right Way

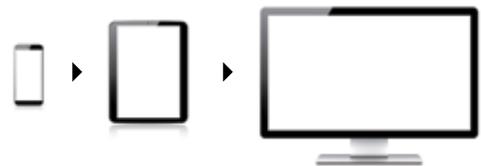
It's clear to see that investing in a business mobility initiative can drive tangible business benefits such as reducing costs, driving more sales, improving overall productivity, and enhancing customer satisfaction, to name a few. But getting to this end-state is going to require a sea change in the way that organizations think about adopting and implementing technologies.

Mobility is truly transforming organizations, and touches every part of business. Mobility has expanded the opportunities and risks for organizations, driven by expectations around always-with-us, always-on, easy-to-use devices, the real-time access to information, and the automation of manual process. Business mobility is transforming how organizations and users work. Business mobility requires a different way of thinking, and a user experience driven by a re-engineering of work over mobile devices in a non-stop mobile world. Enabling users to be productive on their mobile devices requires a refactoring of traditional business systems and information repositories.

Don't Do This...



Rather, Do This!



It's clear that organizations of all sizes across all industries are embracing business mobility. But to truly capitalize on the opportunities that can be realized through business mobility, organizations must think mobile user first! Mobile business enablement isn't something you bolt on to a legacy way of doing business. User needs and experiences will dictate how and where to start. Then work back from the user and device into the enterprise infrastructure – not the other way around.

Ask the question – what could we do better on a mobile device? What information is needed that will enable decisions to be made quicker, and resolution to issues happen faster? We must challenge our current computing paradigms and leverage the unique power, capabilities and user interfaces of mobile devices. It's just possible that the needs of the mobile user may in fact transform how the experience will work on the desktop.