A Forrester Total Economic Impact™
Study Commissioned By TRUCE Software
November 2019

The Total Economic Impact™ Of TRUCE Software

Cost Savings And Business Benefits Enabled By Contextual Mobile Device Management

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ABOUT FORRESTER CONSULTING

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Benefits And Costs

Cost savings due to avoided vehicle damage:
$9,847,934

Auto-liability policy cost savings:
$2,707,438

Total cost over three years:
$2,731,224

Executive Summary

TRUCE Software provides a contextual mobile device management solution that helps companies manage the safe and effective use of mobile devices in the workplace. Among the most common use cases for TRUCE Software is preventing mobile workers from becoming distracted while driving. TRUCE Software commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential ROI enterprises may realize by deploying TRUCE. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of TRUCE on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed several customers with years of experience using TRUCE. TRUCE is a software-as-a-service-based (SaaS) solution that manages device usage while a vehicle is in motion; TRUCE targets mobile workforces. The software is loaded onto mobile devices, inclusive of smartphones, tablets, and laptops, and a beacon is placed within the vehicle to provide more refined context around usage permissions (e.g., texting is prohibited while vehicle is in motion). Through a web-based policy configurator, TRUCE allows businesses to whitelist apps that can be accessed on devices while the vehicle is in motion, such as navigation apps.

Prior to using TRUCE, the interviewed organizations were already highly safety conscious. Each organization recognized the danger posed by distracted driving both to their employees and to the communities in which they operate. Although these companies impose strict no-device policies, each lacked specific tools to help enforce such policies. Other supporting solutions, such as in-vehicle camera systems, served to identify distracted driving after the fact. While these solutions pinpointed fault or accountability, they fell short of preventing accidents in the first place.

Companies implementing TRUCE found that the solution prevented distracted-driving accidents. By substantially lowering the prevalence of distracted driving among customers' workers, TRUCE lowered the cost associated with both vehicle collision damage as well as expenses associated with managing risk through insurance policies.

Key Findings

Quantified benefits. The following risk-adjusted present value (PV) quantified benefits are representative of those experienced by the companies interviewed:

- **Cost savings due to avoided vehicle damage valued at $9.8 million.** After implementing TRUCE, the interviewed organizations reported seeing reductions in vehicle accidents that ranged from 50% to 58% in as little as six months. The average cost of physical damage per fleet vehicle can vary dramatically, between a thousand dollars and up to tens of thousands of dollars, depending on vehicle size and specialty. Cutting the rate of accidents in a fleet by 50% leads to substantial cost savings.
- **Auto-liability policy cost savings worth $2.7 million.** When vehicle collision rates improved, interviewed customers reported being able to renegotiate their policy rate with insurance providers. While these larger organizations self-insure based on risk tolerance, they shared that they were able to reduce their excess auto-liability policy costs from 5% to 20%.

ROI
360%

Benefits PV
$12.6 million

NPV
$9.8 million

Payback
<3 months

Unquantified benefits. The interviewed organizations experienced the following benefits, which are not quantified for this study:

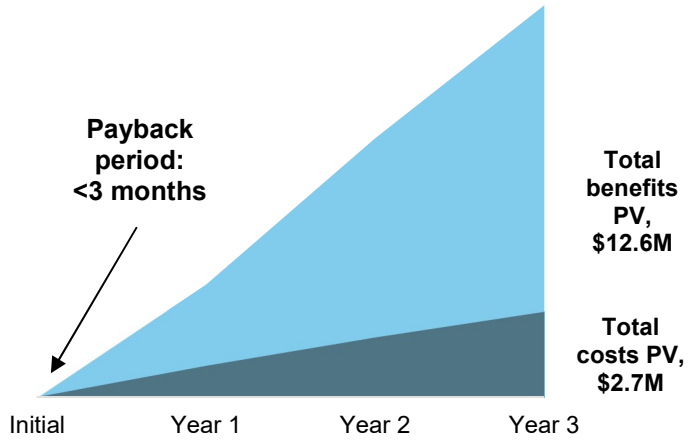
- **Improved driver satisfaction.** Customers expressed initial concerns from company drivers suppressing device usage during driving. However, once implemented, drivers came around and eventually even preferred their daily driving with TRUCE. The cause was two-fold — drivers felt safer on the job and, while driving, they "didn't have to worry about answering emails or text messages."
- **Improved brand reputation.** Many organizations' fleets are branded, and executives worried that unsafe driving within their fleets compromised their reputation within the communities in which they operate. By eliminating distracted driving in their mobile workforce, organizations reported feeling that TRUCE had improved their brand reputation.

Costs. The interviewed organizations experienced the following risk-adjusted PV costs:

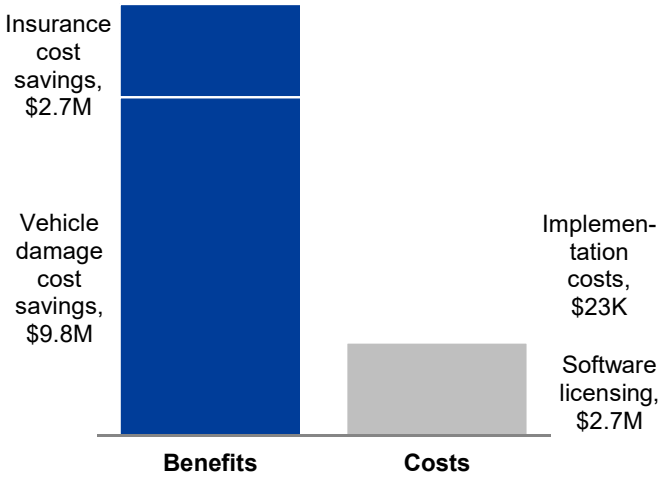
- **Software licensing costs of $2,708,182.** TRUCE operates a subscription licensing model based on a per-protected employee fee, with the actual fee based on the volume of drivers protected. Additionally, there may be subscription fees associated with beacons if the customer needs additional protected zones. Interviewed organizations reported minimal or no costs associated with the hardware beacon, and therefore it has not been modeled in the cost analysis.
- **Planning, implementation, and ongoing management costs of $23,034.** Planning and implementation of TRUCE varies across centralized versus non-centralized organizations and requires effort from a variety of roles across health, safety, and environment (HSE), IT, HR, operations, and fleet management departments. Ongoing management is typically the responsibility of a safety manager, while the local operation manages driver compliance. Other departments' participation is largely limited to the initial implementation stage. Costs related to planning, implementation, and ongoing management represents less than 1% of total costs.

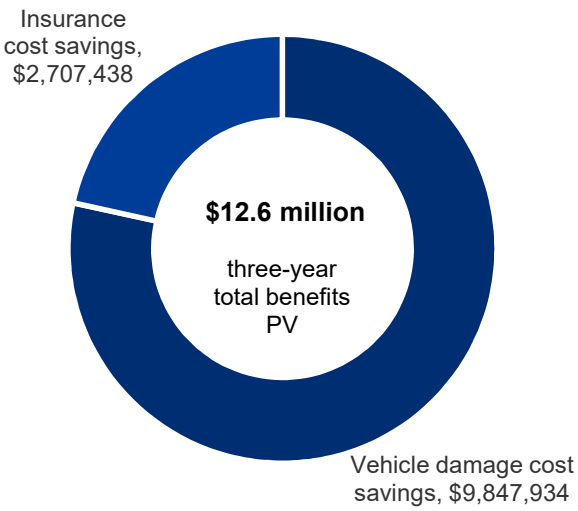
Forrester's interviews with four existing customers and subsequent financial analysis found that an organization based on these interviewed organizations experienced benefits of $12,555,372 over three years versus costs of $2,731,224, adding up to a net present value (NPV) of $9,824,148 and an ROI of 360%.

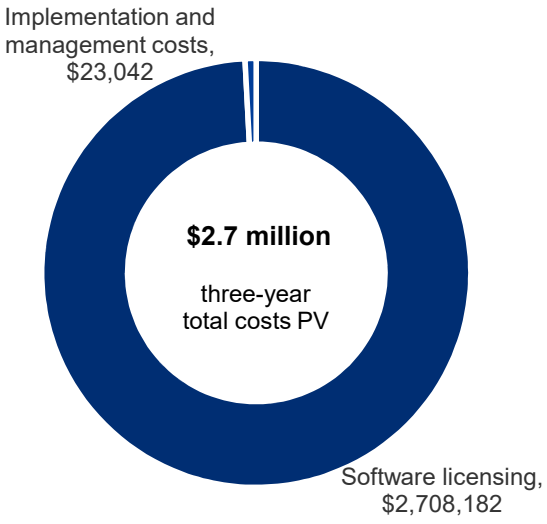
Financial Summary



Financial Summary (Three-Year)







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TEI Framework And Methodology

From the information provided in the interviews, Forrester has constructed a Total Economic Impact™ (TEI) framework for those organizations considering implementing TRUCE Software.

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 TRUCE can have on an organization:

The TEI methodology helps companies demonstrate, justify, and realize the tangible value of IT initiatives to both senior management and other key business stakeholders.

DUE DILIGENCE
Interviewed TRUCE Software stakeholders and Forrester analysts to gather data relative to TRUCE.

CUSTOMER INTERVIEWS
Interviewed four organizations using TRUCE to obtain data with respect to costs, benefits, and risks.

COMPOSITE ORGANIZATION
Designed a composite organization based on characteristics of the interviewed 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 interviewed organizations.

CASE STUDY
Employed four fundamental elements of TEI in modeling TRUCE's impact: benefits, costs, flexibility, and risks. Given the increasing sophistication that enterprises have regarding ROI analyses related to IT investments, Forrester's TEI methodology serves to provide a complete picture of the total economic impact of purchase decisions. Please see Appendix A for additional information on the TEI methodology.

DISCLOSURES

Readers should be aware of the following:

This study is commissioned by TRUCE Software 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 report to determine the appropriateness of an investment in TRUCE.

TRUCE Software 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.

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

The TRUCE Customer Journey

BEFORE AND AFTER THE TRUCE INVESTMENT

Interviewed Organizations

For this study, Forrester conducted four interviews with TRUCE Software customers. Interviewed customers include the following:

INDUSTRY	REGION	INTERVIEWEE	CUSTOMER DEMOGRAPHICS
Utility services	USA	• Vice president • Regional manager, safety and training	• 2,300 total employees • 572 vehicles and expanding • 1,400 connected devices
Pest control	USA	Division safety manager	• 8,500 total employees • 9,000 vehicles • 9,500 connected devices
Utility services	USA	Chief information officer (CIO)	• 35,000 total employees • 7,000 protected vehicles • 12,000 connected devices
Telecommunications	USA	Executive director, health and safety	• 180,000 total employees • 1,200 vehicles and expanding • 2,400 connected devices

Key Challenges

Organizations that decided to invest in TRUCE shared the following key objectives and challenges:

- **Excessive collisions due to distracted driving.** Before engaging with TRUCE, every customer had in place a limited-use or no-use policy for connected devices in the vehicle. These policies only served as an incentive to fleet drivers to not engage in distracted driving. Managers had suspicions when such activity may have caused an accident, but they reported a lack of means to detect distracted driving or prove it to be the cause. Collision rates within a fleet can be as high as 25% annually, presenting significant costs to organizations.
- **Difficulty preventing distracted driving before it occurs.** Organizations expressed finding a shortage of solutions that prevented device use rather than simply monitoring and reporting on it. Despite interviewed organizations implementing device analytics programs and in-vehicle video monitoring, distracted driving persisted. As one executive described: "We tried the in-cab cameras in various locations, and what we found is that the devices that we were using were designed to only provide answers to events that already occurred. It didn't necessarily cause a behavior change; it just provided a consequence for bad driving habits."
- **Difficulty preventing some applications while permitting other applications.** When the organization experimented with other solutions that could prevent device use, they found the solution to be inflexible. The interviewed organizations expressed that they needed a balanced approach, i.e., blacklisting applications such as video or texting while whitelisting needed emergency notifications and navigation applications.

"We currently use TRUCE in conjunction with 1,200 of our vehicles. Over the medium term, we plan on expanding this across our entire fleet of over 30,000 vehicles."

Executive director, telecommunications

"Safe driving and working safely are very important to our company, and we want our drivers to know that. Distracted driving is also a very real, very visible problem for customers seeing employees demonstrating unsafe behavior."

Executive director, telecommunications

- **Protecting employees and the wider community.** Interviewed organizations all expressed a deep concern that fleet accidents could have dramatic negative consequences on both employees and in the communities within which they operate. Their feeling of duty to protect employees and the wider community was a key driver in the search for a distracted driving prevention solution.

Solution Requirements

The interviewed organizations searched for a solution that could:

- Enable the prevention of distracted driving rather than simply monitoring it and providing post-accident enforcement.
- Prevent the use of a broad range of connected devices from mobile phones to tablets to laptops.
- Provide the flexibility to whitelist certain necessary applications for fleet drivers.
- Provide a simple solution with minimal effort to implement and manage across corporate-owned, bring-your-own-device (BYOD), and mixed environments.

Key Results

The interviews revealed that key results from the TRUCE investment include:

- **Decreased instances of distracted driving resulting in less fleet vehicle collisions.** The core limitation of in-vehicle device use policies, in-cab video cameras, and analytics solutions is that they can only discourage the use of distracting devices while driving. Under such systems, employees who flaunt the rules may face disciplinary action if caught. However, TRUCE's solution prevents the distracted driving from occurring in the first place by disabling device use in accordance with specifications set by the TRUCE customer. This device disablement led to a substantial reduction in organizations' fleet vehicle collisions, which in turn resulted in impressive cost savings. One executive shared: "It actually prevents distracted driving. That's why we did it."
- **Decreased rates of fleet vehicle collision allowing for the renegotiation of insurance rates.** Interviewed organizations disclosed that once they had implemented TRUCE, collision rates among their fleets decreased. This equipped those organizations that were not self-insured with evidence they could take to their insurance carrier in Year 2 of using TRUCE to renegotiate their auto-liability policy rates. One executive told Forrester: "Statistically, it improved and drove the insurance cost down. To give you an approximate number, it probably saved us over $2 million in insurance cost."

"We had the suspicion that there were distractions that caused a delay in reaction time or not noticing early enough. But that was always a suspicion. We could only just ask."

Vice president, utility services

"We had a lot of rear-end collisions, and we really felt that it was due to mobile-phone usage, but we couldn't prove it. So now, we've got this solution, and for the whole year, we've had two rear-end collisions."

Regional manager, safety and training, utility services

"By reducing the cost of insurance and the rate of accidents and the equipment cost, the profitability goes up per vehicle. We measure equipment cost per hour; equipment cost has come down per hour. In the end, the P&L goes up."

CIO, utility services

Composite Organization

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an associated ROI analysis that illustrates the areas financially affected. The composite organization is representative of the four companies that Forrester interviewed and is used to present the aggregate financial analysis in the next section. The composite organization that Forrester synthesized from the customer interviews has

the following characteristics:

Composite Organization

Description of composite. This national, B2B organization provides vital infrastructure services to a variety of customers including small and medium-size businesses, large enterprises, municipalities, and state governments. Because of the industry in which it operates, it has always maintained a strong culture of safety both on the road and on the worksite. However, the company was struggling to bring down its collision rate, which remained at a persistent 20%. It is cognizant that its branded fleet vehicles represent the organization and is concerned about not just employee safety but also with community safety as well. In response, the organization rolled out TRUCE to the entirety of its mobile workforce, where it has been operational for one year.

Deployment characteristics. To best service its clients, the composite organization operates a fleet of 5,500 medium-duty vehicles. Each vehicle is driven by one company employee and may or may not carry a passenger employee as well. All employees carry at least one mobile device, usually a smartphone, but may carry a tablet or laptop as well. The organization has deployed TRUCE across its entire fleet, with TRUCE protecting just under 10,000 devices for the organization.

Key assumptions:

- 5,500 fleet vehicles
- 20% vehicle collision rate
- 9,900 protected devices
- Using TRUCE for 12 months

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	Cost savings due to avoided vehicle damage	$3,960,000	$3,960,000	$3,960,000	$11,880,000	$9,847,934
Btr	Auto-liability policy cost savings	$0	$1,716,000	$1,716,000	$3,432,000	$2,707,438
	Total benefits (risk-adjusted)	$3,960,000	$5,676,000	$5,676,000	$15,312,000	$12,555,372

Cost Savings Due To Avoided Vehicle Damage

Interviewed organizations reported substantial decreases in fleet vehicle accidents for vehicles protected by TRUCE. Although no organization could quantify exactly how egregious distracted driving had been among fleet drivers before implementing TRUCE, they all suspected that it was a contributing factor to their accident rates. As one interviewee described: "We looked at our accidents last year and we had a lot of accidents that when we looked at them, there wasn't another culprit. The driver ran off the road. Maybe they overcorrected. But when you look for other reasons, a lot of these were for 'no reason.'"

Another organization shared that, over a six-month comparison period, accident rates among drivers protected by TRUCE were less than half of drivers not protected, at 5% and 12%, respectively. As the VP of utility services put it: "Since TRUCE, we only had one rear-end collision, and the guy was sick — I mean it was bad. So that's the only one we've had. And we've not had any overcorrecting rollovers. We had, I think, 11 or 12 rollovers [before TRUCE]."

To calculate the value of this benefit, Forrester assumes for the composite organization:

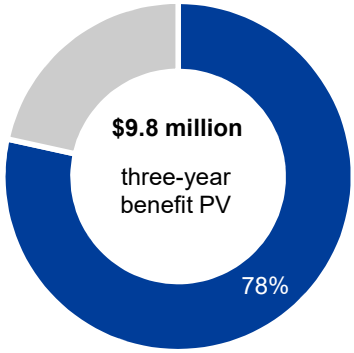
- A fleet size of 5,500 vehicles, all protected by TRUCE.
- A 50% reduction in vehicle accidents, after deploying TRUCE.
- An average cost of collision of $9,000 from vehicle damage.

Reduction in costs associated with vehicle damage may vary based on:

- Actual collision avoidance rate.
- Average cost of collision.

Because of the numerous causes of collisions and the high variance of costs dependent on vehicle size, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of $9,847,934.

The table above shows the total of all benefits across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total benefits to be a PV of nearly $12.6 million.



Cost savings due to avoided vehicle damage: **78%** of total benefits

Impact risk is the risk that the business or technology needs of the organization may not be met by the investment, resulting in lower overall total benefits. The greater the uncertainty, the wider the potential range of outcomes for benefit estimates.

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Cost Savings Due To Avoided Vehicle Damage: Calculation Table					
REF.	METRIC	CALC.	YEAR 1	YEAR 2	YEAR 3
A1	Total fleet		5500	5500	5500
A2	Collision avoidance rate	Interview	10%	10%	10%
A3	Total collisions avoided	A1*A2	550	550	550
A4	Average cost of collision	Interview	$9,000	$9,000	$9,000
At	Cost savings due to avoided vehicle damage	A3*A4	$4,950,000	$4,950,000	$4,950,000
	Risk adjustment	↓20%			
Atr	Cost savings due to avoided vehicle damage (risk-adjusted)		$3,960,000	$3,960,000	$3,960,000

Auto-Liability Policy Cost Savings

By lowering the number of collisions within organizations' fleets, TRUCE also helps to reduce auto-liability policy costs. After experiencing a decreased collision rate through Year 1 of the TRUCE investment, organizations reported being armed with the necessary data to return to their insurance carrier to negotiate a lower policy rate. Some larger organizations chose to self-insure based on their risk tolerance, but they still saw savings to their excess auto-liability coverage. One executive disclosed, "If accident frequency and severity are improved, and these improvements occur consistently, this would give legitimate leverage to the policyholder to reduce rates at the incumbent carrier, or to market itself to a new one."

Another executive shared that they had previously been dropped by their insurance carrier because of increasing liability. TRUCE helped that organization lower its accident rate enough to go to a new carrier and become insured by a third party again.

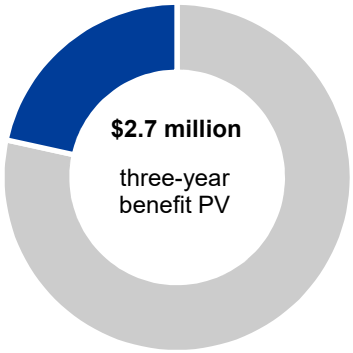
For the composite organization, Forrester assumes:

- Annual auto-liability allocation per vehicle of $3,000.
- A discount to the policy rate of 13% in Year 2.

The reduction in auto-liability policy costs will vary with:

- Actual annual auto-liability allocation per vehicle.
- Policy rate reduction as negotiated with the insurance carrier.

To account for the various possible outcomes of such negotiations, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV of $2,707,438.



Auto-liability policy cost savings: **22%** of total benefits

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Auto-Liability Policy Cost Savings: Calculation Table					
REF.	**METRIC**	**CALC.**	**YEAR 1**	**YEAR 2**	**YEAR 3**
B1	Annual auto-liability allocation per vehicle		$0	$3,000	$3,000
B2	Total vehicles		0	5,500	5,500
B3	Total auto-liability costs paid	B1*B2	$0	$16,500,000	$16,500,000
B4	Policy discount due to risk profile adjustments	Interview	0%	13%	13%
Bt	Auto-liability policy cost savings	B3*B4	$0	$2,145,000	$2,145,000
	Risk adjustment	↓20%			
Btr	Auto-liability policy cost savings (risk-adjusted)		$0	$1,716,000	$1,716,000

Unquantified Benefits

Organizations noted seeing several benefits from implementing TRUCE that were not quantifiable. These could potentially be quantified in a financial analysis if given the appropriate data and metrics, and are as follows:

- **Improved driver satisfaction.** Organizations shared that driver satisfaction increased after implementation of TRUCE. At first, however, drivers were hesitant of the technology being introduced. One organization described, "There was the notion that big brother was watching from the employees' perspective." However, after implementation, drivers came around. The same organization noted with drivers reporting that they: "don't have to worry about answering emails and text messages. It's just peaceful driving now." Employees also reportedly felt supported by TRUCE when an unpreventable accident did occur. In such cases, TRUCE proved that an employee was not engaging in distracted driving when the accident occurred.
- **Improved brand reputation.** Interviewed organizations expressed that TRUCE had improved their brand reputation in the communities where they operate. One customer described unsafe driving behavior as, "a very visible, real problem for our customers and the wider public to see." Organizations felt that TRUCE helped provide peace of mind both to executives and community members by curtailing the unsafe behavior of distracted driving. One company even described TRUCE as a way to be perceived as an industry leader with regard to safety.

> "An additional benefit has been when issues arise with our employees where you tend to not necessarily believe their story. [TRUCE] has really supported them in a lot of ways."
>
> *Regional manager, safety and training, utility services*

> "We want to be industry leading; we want people to view our company as the standard in safety. Using [TRUCE] proves that we're serious about safety. Our long-term goal is to become the company that everybody else wants to be."
>
> *Vice president, utility services*

Flexibility

The value of flexibility is clearly unique to each customer, and the measure of its value varies from organization to organization. There are multiple scenarios in which a customer might choose to implement TRUCE and later realize additional uses and business opportunities, including:

› **Use outside of the fleet.** Although none of the organizations have yet to use TRUCE's technology outside of the fleet, several did express excitement about the possibility of using the technology to prevent distraction elsewhere. Potential environments for future use include customer work sites, construction sites, warehouses, distribution centers, and even in the office. The CIO of utility services shared, "Going from an in-vehicle solution to one that's sitting there and blocking [distraction] on the job site is a big deal if you can make it work."

Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in Appendix A).

Flexibility, as defined by TEI, represents an investment in additional capacity or capability that could be turned into business benefit for a future additional investment. This provides an organization with the "right" or the ability to engage in future initiatives but not the obligation to do so.

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
Ctr	Software licensing	$0	$1,089,000	$1,089,000	$1,089,000	$3,267,000	$2,708,182
Dtr	Planning, implementation and ongoing management	$17,820	$2,100	$2,100	$2,100	$24,120	$23,042
	Total costs (risk-adjusted)	$17,820	$1,091,100	$1,091,100	$1,091,100	$3,291,120	$2,731,224

Software Licensing

Interviewed organizations reported monthly fees associated with licensing TRUCE's software. These fees are calculated per protected employee and are set based on volume. There may also be additional subscription costs for beacons in limited cases where a customer needs additional protected zones. Organizations typically deploy TRUCE gradually across their workforce over the course of the first year. Our model assumes a full deployment during the first year.

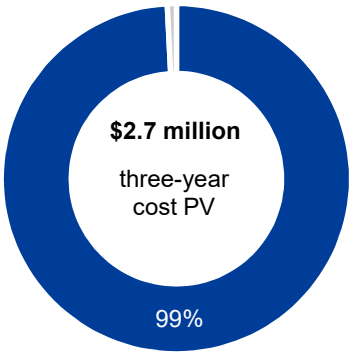
The CIO of utility services shared: "There is a cost per protected employee with TRUCE. But the cost is nothing when you have thousands of dollars of insurance cost for each vehicle saved. I'm starting to sound like an ad, but I'm not."

Forrester estimates for the composite organization:

- Annual licensing cost of $180 per protected employee.
- Total vehicles of 5,500.

The annual cost associated with software licensing fees will only vary based on the size of the protected workforce. Incidental hardware costs of $3 per device have not been modeled due to uncertainty. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV of $2,708,182.

The table above shows the total of all costs across the areas listed below, as well as present values (PVs) discounted at 10%. Over three years, the composite organization expects risk-adjusted total costs to be a PV of more than $2.7 million.



Software Licensing: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
C1	Annual licensing cost per protected employee			$180	$180	$180
C2	Total vehicles			5,500	5,500	5,500
Ct	Software licensing	C1*C2	$0	$990,000	$990,000	$990,000
	Risk adjustment	↑10%				
Ctr	Software licensing (risk-adjusted)		$0	$1,089,000	$1,089,000	$1,089,000

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Planning, Implementation, And Ongoing Support

Organizations reported incurring minimal planning, implementation, and ongoing support costs associated with their TRUCE investment. The VP of utility services shared with Forrester: "After we rolled it out, we really didn't have to manage it. We don't have to sit and watch cameras. We don't have to sit and monitor. We don't have to do all that. It pretty much runs itself."

Forrester estimates for the composite organization:

- With an implementation time of six months, the safety manager spends 1 hour per week on software management; safety manager salary of $72,000 annually.
- IT manager implementation time of 40 hours at $98,000 per year.
- HR manager implementation time of 16 hours at $70,000 per year.
- Fleet manager implementation time of 16 hours at $50,000 annually.
- With an implementation time of 2 hours, one fleet supervisor per 50 vehicles; fleet supervisor annual salary of $50,000.

The annual costs to implement and manage will vary based on the prevalent rates of pay for the positions above in each market. To account for these risks, Forrester adjusted this cost upward by 20%, yielding a three-year, risk-adjusted total PV of $23,042.

Implementation risk is the risk that a proposed investment may deviate from the original or expected requirements, resulting in higher costs than anticipated. The greater the uncertainty, the wider the potential range of outcomes for cost estimates.

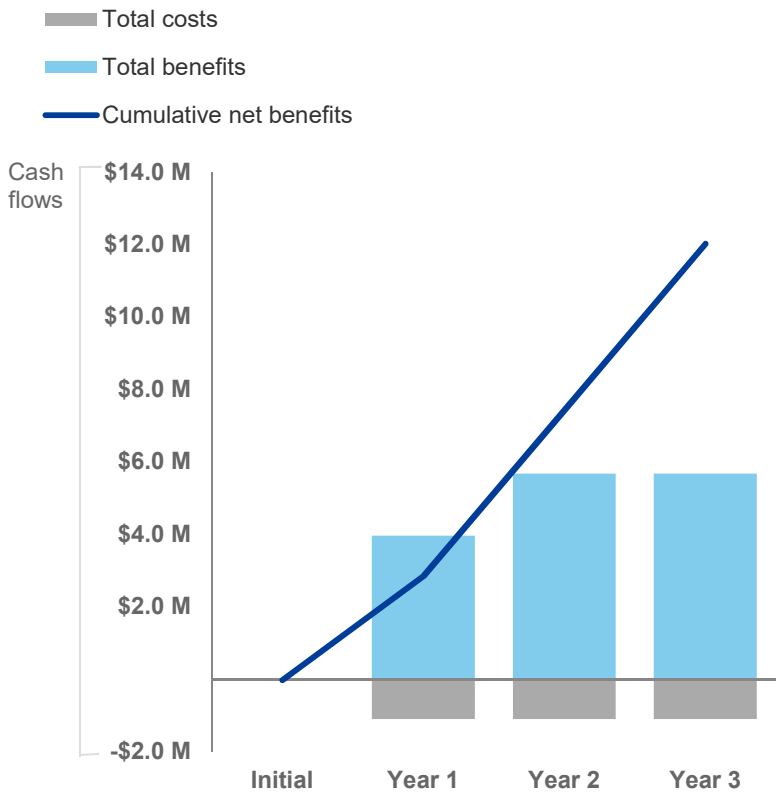
Planning, Implementation, And Ongoing Management: Calculation Table

REF.	METRIC	CALC.	INITIAL	YEAR 1	YEAR 2	YEAR 3
D1	Cost of safety and training manager or admin time		$12,000	$1,750	$1,750	$1,750
D2	Cost of IT manager time		$1,900	$0	$0	$0
D3	Cost of HR manager time		$550	$0	$0	$0
D4	Cost of fleet manager time		$400	$0	$0	$0
D5	Cost of fleet supervisor time		$5,000	$0	$0	$0
Dt	Planning, implementation, and ongoing management	D1+D2+D3+D4	$14,850	$1,750	$1,750	$1,750
	Risk adjustment	↑20%				
Dtr	Planning, implementation, and ongoing management (risk-adjusted)		$17,820	$2,100	$2,100	$2,100

Financial Summary

CONSOLIDATED THREE-YEAR RISK-ADJUSTED METRICS

Cash Flow Chart (Risk-Adjusted)



The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, 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.

Cash Flow Table (Risk-Adjusted)

	INITIAL	YEAR 1	YEAR 2	YEAR 3	TOTAL	PRESENT VALUE
Total costs	($17,820)	($1,091,100)	($1,091,100)	($1,091,100)	($3,291,120)	($2,731,224)
Total benefits	$0	$3,960,000	$5,676,000	$5,676,000	$15,312,000	$12,555,372
Net benefits	($17,820)	$2,868,900	$4,584,900	$4,584,900	$12,020,880	$9,824,148
ROI						360%
Payback period						<3 months

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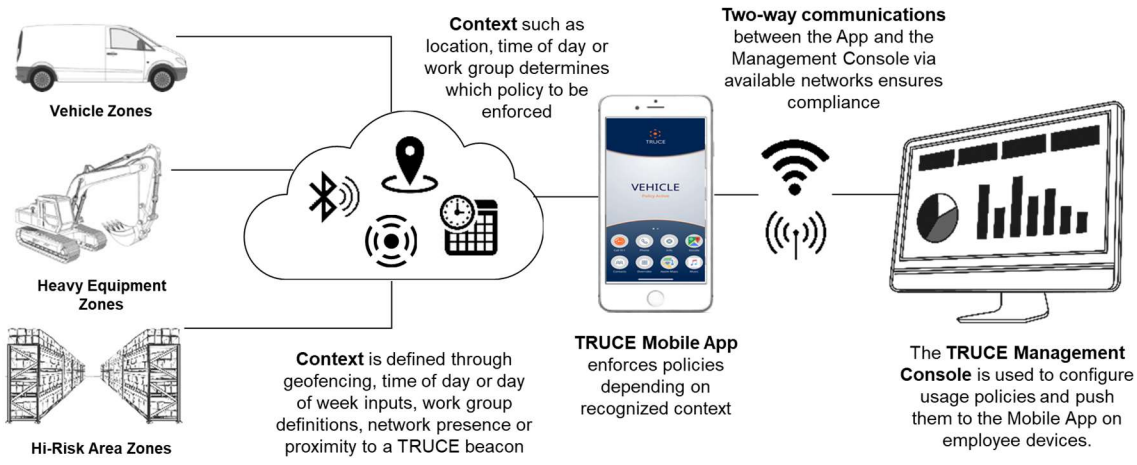
TRUCE Software: Overview

The following information is provided by TRUCE Software. Forrester has not validated any claims and does not endorse TRUCE Software or its offerings.

TRUCE Software is based on Contextual Mobile Device Management (CMDM) technology and manages the abilities of mobile devices in contextual "zones" or defined areas of risk, such as driving or operating heavy machinery. TRUCE readily integrates with a company's IT ecosystem and core technologies. It resides on an employee's mobile device and intelligently identifies the zone or environment where he or she is located based on any number of triggers including geofencing for location, time of day or day of week parameters, or workgroup definitions. Strategically placed beacons may enhance context identification in some work zones. Once the context is identified, allowable and productive applications are enabled when and where they should be used, while at the same time apps that are distracting, dangerous, or out of compliance with your corporate policies are suppressed.

How TRUCE Works



TRUCE ensures optimal engagement, safety, and productivity in any work environment. As an employee moves between work environments — say from a vehicle to a warehouse — the functionality on his/her device automatically adjusts to support the policies established for those environments. This takes the guesswork out of mobile device compliance, for both the employer and the employee, and allows employees to use their mobile devices in the right way at the right time in the right place.

About TRUCE Software

At TRUCE, we believe there's a better way to leverage all a mobile device has to offer in the workplace, while still protecting what's most important — your employees, your assets, and your IP. Our Contextual Mobile Device Management platform provides flexible, contextual enforcement of your mobile device policies, allowing companies to temporarily suspend or enable mobile apps and features based on the work being performed, the work location, or even the user or work group. Our patented technology operates on both iOS and Android platforms, supporting more than 100,000 subscribers and some of the largest brands worldwide.

Established in 2009, TRUCE is headquartered in Lisle, IL with research and development in Baton Rouge, LA.

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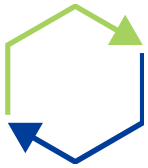
Appendix A: Total Economic Impact

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

Total Economic Impact Approach

Benefits represent the value delivered to the business by the product. The TEI methodology places equal weight on the measure of benefits and the measure of costs, allowing for a full examination of the effect of the technology on the entire organization.

Costs consider all expenses necessary to deliver the proposed value, or benefits, of the product. The cost category within TEI captures incremental costs over the existing environment for ongoing costs associated with the solution.



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

Risks measure the uncertainty of benefit and cost estimates given: 1) the likelihood that estimates will meet original projections and 2) the likelihood that estimates will be tracked over time. TEI risk factors are based on "triangular distribution."

The initial investment column contains costs incurred at "time 0" or at the beginning of Year 1 that are not discounted. All other cash flows are discounted using the discount rate at the end of the year. PV 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.

Present value (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PV of costs and benefits feed into the total NPV of cash flows.

Net present value (NPV)

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

Return on investment (ROI)

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

Discount rate

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

Payback period

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