

A Forrester Total Economic Impact™  
Study Commissioned By Microsoft  
February 2020

# The Total Economic Impact™ Of Microsoft Outlook For iOS And Android

Cost Savings And Business Benefits  
Enabled By Microsoft

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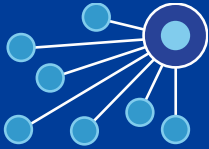
## ABOUT FORRESTER CONSULTING

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# Executive Summary

## Key Benefits



Eliminated cost of former security tools:

**\$2.8 million**



Reduction in risk of a data breach:

**10%**



Savings from increased end user productivity:

**\$2.3 million**



Reduction in mobile email support tickets:

**38%**

Forrester research shows that daily work and employees' ability to succeed with it deserve a dedicated focus.<sup>1</sup> Successful employees are more likely to be productive and better serve customers, and work applications play a foundational role in ensuring a productive use of technology. As companies strive to support better employee experience (EX) with the increasingly diverse mix of apps anywhere on any device, providing security while preserving EX is becoming increasingly difficult.<sup>2</sup>

Microsoft provides a mobile application to manage email, calendar, and contacts that helps enterprise customers strengthen security, improve customer experience, and reduce the total cost of ownership (TCO). Microsoft commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Microsoft Outlook for iOS and Android. The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Microsoft Outlook for iOS and Android on their organizations.

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four customers with a minimum of two years of experience using Microsoft Outlook for iOS and Android. Forrester supplemented these interviews with a survey of 112 Microsoft Outlook for iOS and Android users.

Prior to using Outlook mobile, IT and security teams within the interviewed organizations were under pressure to enable potential productivity gains from empowering employee mobility, and at the same time, to mitigate the risk of data leaks. While employees adopted the use of mobile devices for work, they struggled to rely on their email and calendar apps to schedule meetings, triage emails, or connect to other company resources due to inconsistent app performance and lack of proper support.

With Microsoft Outlook for iOS and Android, companies strengthened protection against data leaks with more control over employees' use of corporate email and calendar, improved employee productivity as they removed roadblocks to successfully completing tasks on mobile devices, and reduced TCO associated with mobile productivity solutions.

## Key Findings

**Security benefits.** The interviewed organizations experienced the following security benefits:

- **Built-in security eliminates the costs of former security tools of \$2.8 million.** Prior to Outlook mobile, companies employed mobile device management (MDM) tools to establish a certain level of control over the corporate data accessed by mobile users via a variety of email and calendar apps. However, the companies were looking for a more granular level of data protection and control. As interviewed organizations transitioned to Microsoft Outlook for iOS and Android, they took advantage of Enterprise Mobility + Security suite (EMS) available through their Office 365 or Microsoft 365 license and retired other security tools.



**ROI**  
**459%**



**Benefits PV**  
**\$5.3 million**



**NPV**  
**\$4.4 million**



**Payback**  
**<6 months**

- › **Reduced risk of a data breach by 10%.** Before Outlook mobile, enterprise security teams did not have the desired level of control over the settings and security of mobile email and calendar apps used by employees. By leveraging EMS, the security teams could ensure that users followed the required conditional access and data protection policies to reduce the risk of a data leak via email.

**Productivity benefits.** The interviewed organizations experienced the following productivity benefits:

- › **Productivity growth enabled by Outlook mobile leads to \$2.3 million savings in labor costs.** Prior to Outlook mobile, employees used third-party email and calendar applications, which could not guarantee optimal work experience. The look and feel of the mobile inboxes were inconsistent with the users' desktops, and the features did not align with the tasks employees looked to perform on the go. Outlook mobile removed these inconveniences and provided more aligned features and interface. For all interviewed companies, transition to Outlook mobile resulted in improved employee productivity.
- › **Improved user experience.** Better aligned interface and functionality across desktop and mobile applications, smooth transitions to other Office products and shared corporate files, and better collaboration capabilities available with Outlook mobile reduced the effort for employees to accomplish their daily tasks on the go.

**Cost savings benefits.** The following cost savings benefits are representative of those experienced by the companies interviewed:

- › **Transition to a single mobile email client reduces the cost of user training by 60%.** Before Outlook mobile, IT needed to provide tutorials on how to install, use, and troubleshoot diverse email and calendar applications. The effort was significant, especially for global enterprises where the materials needed to be translated into multiple languages. Adoption of Outlook mobile eliminated the need to cover multiple apps. Companies also started using training materials provided by Microsoft, which significantly reduced the effort of building their own educational content.
- › **Improved performance and alignment with the desktop version of Outlook decrease the number of support tickets by 38%.** After adopting Outlook mobile, companies saw a reduction in the number of mobile-, email-, and-calendar-related support tickets, as users had fewer difficulties in completing their daily tasks and could rely on their more experienced colleagues for advice.
- › **Simplified technical support.** Prior to Outlook mobile, interviewed organizations struggled to adequately support mobile users. It was not sustainable for IT to have the expertise across the variety of email applications. Once the organizations adopted Outlook mobile, the support engineers could guarantee deep knowledge of the product and the right level of support to the end users.

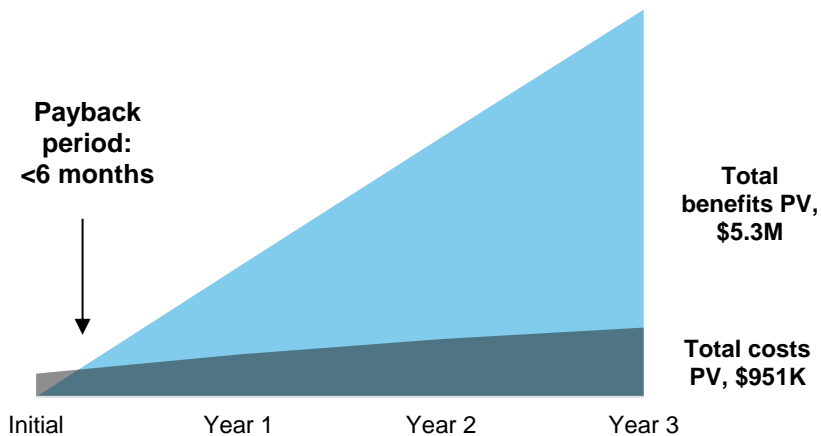
**Costs.** The interviewed organizations experienced the following risk-adjusted PV costs:

- › **Implementation.** Internal team members planned for and deployed Outlook mobile over the course of six months. This cost equates to a risk-adjusted present value of \$316,800.

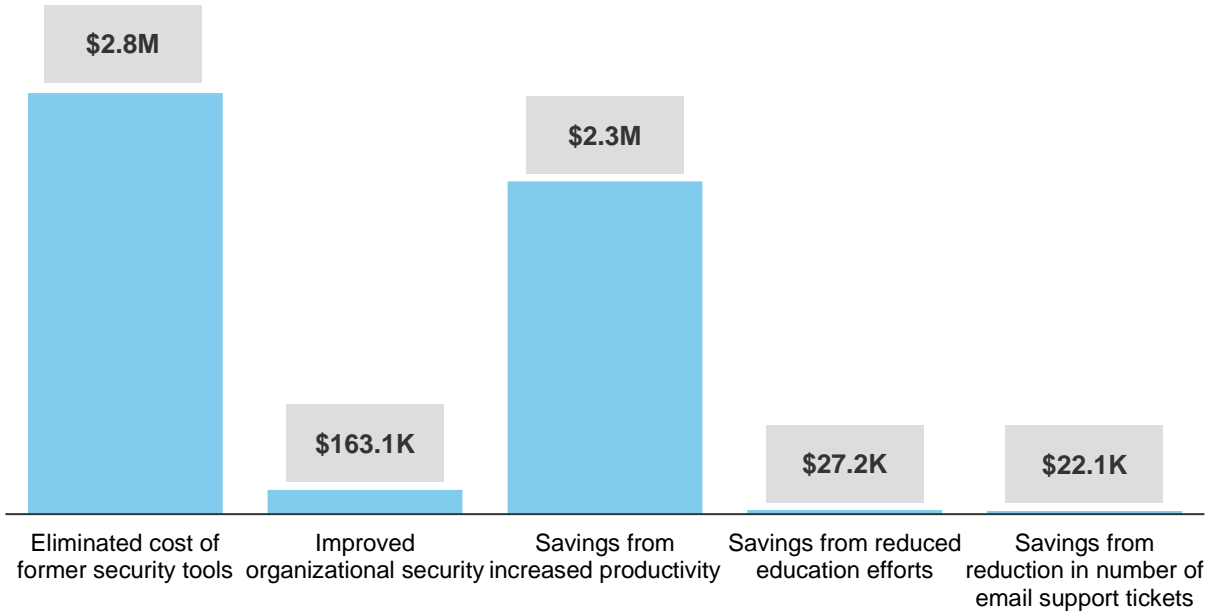
- › **Ongoing administration and change management.** Interviewees dedicated resources to manage Outlook mobile and lead the internal employee education and change management initiatives. Their time sums to a risk-adjusted three-year present value of \$634,140.

Forrester's interviews with four existing customers, survey of 112 customers, and subsequent financial analysis found that an organization based on these interviewed organizations experienced benefits of \$5.3 million over three years versus costs of \$950,940, adding up to a net present value (NPV) of \$4.4 million and an ROI of 459%.

## Financial Summary



## Benefits (Three-Year)



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

## 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 Microsoft Outlook for iOS and Android.

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 Microsoft Outlook for iOS and Android can have on an organization:



### DUE DILIGENCE

Interviewed Microsoft stakeholders and Forrester analysts to gather data relative to Outlook mobile.



### CUSTOMER INTERVIEWS AND SURVEY

Interviewed four organizations and surveyed 80 organizations and 32 end users using Outlook mobile to obtain data with respect to costs, benefits, and risks.



### COMPOSITE ORGANIZATION

Designed a composite organization based on characteristics of the interviewed and surveyed 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 Microsoft Outlook for iOS and Android'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 Microsoft 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 Microsoft Outlook for iOS and Android.

Microsoft 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.

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

# The Microsoft Outlook For iOS And Android Customer Journey

## BEFORE AND AFTER THE OUTLOOK MOBILE INVESTMENT

### Interviewed Organizations

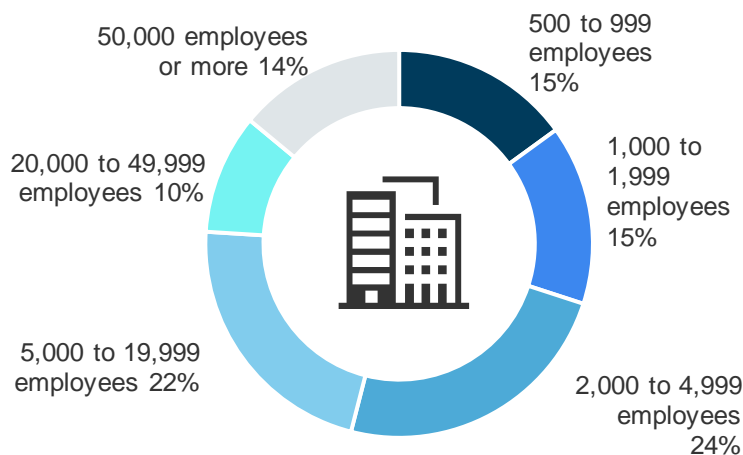
For this study, Forrester conducted four interviews with Microsoft Outlook for iOS and Android customers. Interviewed customers include the following:

INDUSTRY	REGION	INTERVIEWEE	MOBILE EMAIL & CALENDAR APPS BEFORE OUTLOOK
Personal care	Global	Client platforms senior manager	Native & third-party apps permitted
Food processing	Global	Senior technology architect	Native & third-party apps permitted
IT services	Global	Associate VP	Native & third-party apps permitted
Financial services	North America	Senior technical product manager	A proprietary third-party app required for corporate email

### Surveyed Organizations

For this study, Forrester surveyed 80 enterprise IT decision makers and 32 employees who use Outlook mobile at their organizations.

**“How many employees work for your firm/organization worldwide?”**



Base: 112 Microsoft Outlook for iOS and Android users

Source: A commissioned study conducted by Forrester Consulting on behalf of Microsoft, September 2019

### Key Challenges

Interviewees told Forrester that, prior to using Outlook mobile, their organizations were experiencing the following challenges:



- › **Employee use of unmanaged mobile devices and applications posed a risk to security.** IT and security teams within interviewed organizations were under pressure to enable potential productivity gains from helping employees be more mobile — and at the same time mitigate the risk of data leaks. “With employees using their own devices more, the security pressure became stronger. In order to protect the environment and the [company] data, we had to adopt better security measures,” said the client platforms senior manager at a personal care company.
- › **Suboptimal experience prevented employees from taking advantage of mobility.** Several interviewees told Forrester that employees were frustrated with the limitations to what they could accomplish on their mobile devices. The personal care company warned users against scheduling meetings from their native or third-party email and calendar apps out of fear that they would not sync with their desktop Outlook client. Interviewees mentioned that when users received files, they needed to be taken out of their email apps to authenticate in a browser and then to be routed to a specific app to see a file, which took extra time and effort. Across the board, employees frequently could not get their mobile email and calendar issues resolved because technical support was provided on best effort only.
- › **Companies faced high costs of enabling mobility.** A variety of mobile email clients used by employees to access corporate email required IT and security teams to ensure that devices and apps were compliant, up to date, and had all the necessary certificates or permissions to access email.<sup>3</sup> This required an investment in enterprise mobility management tools (EMM). Additionally, IT needed to assign resources to build educational materials to help users get started and trained on the applications and provide technical support should issues occur.

“We didn’t have any control over BYODs that users connected. And if a user called and said, ‘My email doesn’t work on my mobile phone,’ we could only offer best effort of support, because we sometimes were not familiar with the client they were using or its version.”

*Client platforms senior manager,  
personal care company*



## Solution Requirements

The interviewed organizations searched for a solution that could:

- › Strengthen the organization’s security.
- › Alleviate employees’ frustration and improve employee experience.
- › Drive adoption and use of mobile devices for work to enhance productivity.
- › Reduce the burden on IT to provide employee support and education for multiple mobile email and calendar applications.
- › Reduce TCO.

“Microsoft won the day because we were focused on cost savings, and the integrated experience for our users across devices, as well as user experience. We used the Office 365 platform and were looking to extend the experience to the mobile devices as well.”

*Senior technical product manager,  
financial services*





## Key Results

The interviews revealed that key results from the Microsoft Outlook for iOS and Android investment include:

- › **Improved protection against data leaks.** By providing a single email, calendar, and contact management mobile application secured by Microsoft Enterprise Mobility + Security suite, interviewed organizations enhanced their protection against employees intentionally or unintentionally leaking enterprise data.
- › **Improved employee experience by removing roadblocks to successfully completing tasks on mobile devices.** To be successful in their work, knowledge workers need to be able to quickly locate information and engage with their technology environments to complete their work.<sup>4</sup> Outlook mobile provided a reliable, seamless, and consistent experience across devices and enabled users to be more productive through easier access to their email, document preview, capability to attach files from cloud online storage services, collaborate, handle scheduling, and more, wherever they are.
- › **TCO reduction as third-party tools were replaced by Outlook mobile.** Within the interviewed companies, several I&O teams were under pressure to control the TCO of their technology stacks. Since these organizations were already Microsoft 365 customers, Outlook mobile was available to them free of additional charge. Together with the access to Enterprise Mobility + Security suite, it allowed them to eliminate significant fees for third-party security tools or alternative third-party enterprise email apps.

“Not only it produces much more reliable and a much more efficient environment to work in, but also with the native application that we had before, it always was tricky: ‘Will it work? Or will it not?’ I think Outlook brought much more stability, and people are now trusting the application.”

*Client platforms senior manager, personal care*



## Composite Organization

Based on the interviews and survey, 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 the 112 organizations Forrester surveyed, and is used to present the aggregate financial analysis in the next section. The composite organization that Forrester synthesized from the customer data has the following characteristics:

**Description of composite.** A global, multibillion-dollar enterprise, the organization has a strong brand and a large customer base. The composite organization employs office, remote, and field workers. Over half of the employees use mobile devices to access their corporate email and calendar. Prior to Outlook mobile, the organization allowed the use of multiple email and calendar mobile apps, including native applications and various third-party applications. To ensure security of the data, the organization used third-party MDM tools on employees’ devices if they chose to access corporate email and calendar.

**Deployment characteristics.** The organization became a Microsoft 365 customer several years ago and used Outlook as a desktop email and calendar client. As a step toward strengthening its security posture, improving employee experience, and, if possible, lowering the TCO, the composite organization conducted due diligence to identify potential mobile email clients. After an in-depth review of these products, the organization chose Outlook mobile with Enterprise Mobility + Security suite to help its employees be more mobile, while ensuring safety of the organization’s data.



### Key assumptions

50,000 employees

\$100B in revenue

Microsoft Office 365 customer

55% mobile adoption rate

Central IT & security teams

# 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	Eliminated cost of former security tools	\$1,056,000	\$1,152,000	\$1,248,000	\$3,456,000	\$2,849,707
Btr	Improved organizational security	\$52,920	\$66,312	\$80,120	\$199,352	\$163,108
Ctr	Savings from increased productivity	\$834,167	\$910,000	\$985,833	\$2,730,000	\$2,251,071
Dtr	Savings from reduced education efforts	\$10,951	\$10,951	\$10,951	\$32,854	\$27,234
Etr	Savings from reduction in number of email support tickets	\$8,195	\$8,926	\$9,657	\$26,779	\$22,083
Total benefits (risk-adjusted)		\$1,962,233	\$2,148,190	\$2,334,561	\$6,444,984	\$5,313,203

## Eliminated Cost Of Former Security Tools

All interviewees described data security as top priority. As the number of employees using mobile devices to access corporate email increased, companies looked to develop a comprehensive security policy for mobile devices. All interviewed companies provided a small percentage of corporate mobile devices to employees; however, most employees were encouraged to use their personal devices. That meant that employees had different preferences when it came to mobile email applications that they used to connect to their corporate email, including their phones' native applications and a variety of third-party email and calendar applications. To establish some control over the use of corporate data shared via email, companies employed a variety of security tools.

- › A personal care company used an MDM solution to control personal devices. As the interviewee pointed out, "We didn't manage the data itself; we managed the devices. If the device were stolen, we could wipe it entirely." However, beyond that, the IT and security teams could not control whether the corporate data from the email was copied, printed, or shared in an unauthorized manner.
- › A food processing company was concerned about data leaks. The organization had employed an MDM solution but saw a gap between the number of devices enrolled in MDM and the ones accessing Exchange ActiveSync. According to the senior technology architect, it meant that 60% of mobile devices were vulnerable to data leakage. "If a user did not have a PIN, anybody could access the email client and freely read and extract the data; you could cut or copy out of that [email] client and paste into something else."

As interviewed organizations looked for a more secure approach to providing email and calendar capabilities on mobile devices, they chose Outlook mobile with EMS. The associate VP in the IT services/IT consulting company told Forrester: "With Outlook mobile, we are better able to control the information that leaves the organization. Instead of wiping an entire device in case of an employee exit or loss of a device, we can wipe only of the data that is in the application because it cannot be copied."

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 \$5.3 million.

"We definitely have a better enterprise-grade security platform now. When we switched over to Intune, in partnership with Microsoft, we were able to configure the controls and the settings that were needed for a much more secure environment and experience with managing the company email platform."

*Senior technical product manager, financial services*



For the composite organization, Forrester assumes:

- › Of the organization's employees, 55% use mobile devices to access their corporate email calendar in Year 1. The adoption grows by 5% every year.
- › Prior to Outlook, the organization relied on an MDM solution that cost \$4 per user per month.
- › As the company moves to Outlook mobile, it sunsets the use of its MDM tool.

The savings resulting from retiring former security tools will vary based on:

- › An organization's focus on data protection on mobile devices prior to adoption of Outlook mobile and EMS.
- › The per-user costs of the former security instruments.
- › Number of users accessing their email via mobile devices.

To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year risk-adjusted total PV of \$2.8 million.

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.

**Eliminated Cost Of Former Security Tools: Calculation Table**

REF.	METRIC	CALCULATION	YEAR 1	YEAR 2	YEAR 3
A1	Number of employees		50,000	50,000	50,000
A2	Percent of employees using mobile devices for work		55%	60%	65%
A3	Cost of an MDM solution per user per month		\$4	\$4	\$4
At	Eliminated cost of MDM	$A1 \times A2 \times A3 \times 12$ months	\$1,320,000	\$1,440,000	\$1,560,000
	Risk adjustment	↓20%			
Atr	Eliminated cost of MDM (risk-adjusted)		\$1,056,000	\$1,152,000	\$1,248,000

## Improved Organizational Security

Before Outlook mobile, the enterprise security teams did not have the desired level of control over the settings and the security level of mobile email clients used by employees. The client platforms senior manager at a food processing company told Forrester, "Our biggest concern is always [information] security, and Outlook mobile is the viable solution for how to address that." By leveraging Microsoft Intune, the security team could ensure that users followed the required conditional access and data protection policies to reduce the risk of a data leak via email, while enabling employees to work from anywhere and on any mobile device.

For the composite organization, Forrester assumes:

- › The average cost of a security breach is \$3.92 million per the 2019 Ponemon Institute survey.<sup>5</sup> The average cost of a data breach increases at 1.6% per year.
- › The risk of a breach is 15% and increases by 3.5% each year.



As a result of leveraging Microsoft EMS, the composite organization reduced the risk of a data breach by 10%.

- › Outlook mobile provides the organization with the enterprise-grade security and advanced IT controls to secure confidential information and enforce data encryption and compliance with conditional access policies, decreasing the probability of a breach by 10%.

Savings from improved organizational security will vary based on:

- › The organization's historic outcomes for email and calendar application security.
- › The skill and capacity of an organization's IT and/or security operations team(s).

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$163,108.

#### Improved Organizational Security: Calculation Table

REF.	METRIC	CALCULATION	YEAR 1	YEAR 2	YEAR 3
B1	Average cost of a data breach	Increases by 1.6% YoY	\$3,920,000	\$3,982,720	\$4,046,444
B2	Risk of experiencing a breach	Increases by 3.5% YoY	15.0%	18.5%	22.0%
B3	Decrease in risk of a data breach		10%	10%	10%
Bt	Improved organizational security	$B1*B2*B3$	\$58,800	\$73,680	\$89,022
	Risk adjustment	↓10%			
Btr	Improved organizational security (risk-adjusted)		\$52,920	\$66,312	\$80,120

## Savings From Increased Productivity

In addition to enhancing data security, all interviewed organizations were looking to improve their employee experience. Employees need to have nearly instant access to task-critical information as they work because they can achieve best results and be more productive when they are in a state of flow.<sup>6</sup> Prior to Outlook mobile, employees used email applications of their choice, such as smartphone-native applications. The process of connecting third-party apps to Exchange was suboptimal: The look and feel of the mobile inbox was inconsistent with Outlook desktop and web experience, and the features did not support what employees needed to accomplish:

- › Multiple interviewees mentioned the inconvenience and hassle of managing their corporate email and calendar in multiple applications prior to Outlook.
- › A financial services company used a third-party email and calendar application prior to Outlook mobile. A senior product manager within the digital workplace program explained to Forrester that users frequently complained about not being able to access their own personal calendars and merge them into the corporate platform. To field employees, the need to manage multiple calendars felt particularly disruptive.



**22**  
HOURS  
PER YEAR

**AN AVERAGE EMPLOYEE  
GETS BACK WITH  
OUTLOOK MOBILE**

"Now if somebody says to you, 'Hey, let's meet up,' you can use the Outlook client to immediately send times available on your calendar. I think that's a really good productivity feature."

*Senior technology architect, food processing*



- › At a personal care company, before Outlook mobile, the IT team had to warn users against scheduling meetings on their mobile devices because the meetings would not synchronize properly with Outlook on their desktop; for example, the time zone would be wrong. “It was a very hard message to convey, especially to executives, because they expected to have the mobility: You’re sitting in a meeting, you just agreed on the next steps, then on the next meeting, that’s when you need to schedule it but you are told not to,” said the client platforms senior manager.

For all interviewed companies, the transition to Outlook mobile resulted in improved employee productivity:

- › For the personal care company, smooth transitions between the mobile and desktop versions of Outlook are key: “With Outlook, what you’re creating in your mobile device is exactly what you seen [on your desktop]: the same focused mailbox, the same color coding for meeting. It’s very convenient.”
- › A food processing company found a deep integration with the Microsoft Office products most useful. When a user receives a Word, Excel, or PowerPoint file, they no longer lose time by being routed out to the browser to authenticate. If they get an attachment or a link to SharePoint or OneDrive for Business, they can open these products directly. “There’s a productivity gain for employees from being able to jump straight in and get to work,” said the senior technology architect.
- › A financial services company found the shared calendar capability impactful, particularly for the remote and field employees. Prior to Outlook, scheduling a meeting from a mobile device required significant coordination and several phone calls to confirm availability. Visibility into the team’s calendars enabled by Outlook mobile saved time and improved collaboration. “The change is pretty impactful and leads to increase in productivity,” said the senior product manager within the digital workplace.

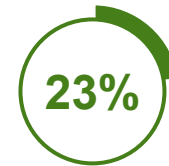
For the composite organization, Forrester assumes that:

- › Each employee who uses a mobile device to access corporate email and calendar saves, on average, 5 minutes per day with Outlook mobile, as compared to using alternative mobile email applications.
- › An average business user’s hourly burdened rate is \$35.
- › Five percent of the total time saved per user is applied directly back to revenue-generating tasks and is therefore included in the benefit calculation. Individual users may apply additional time savings toward professional development, networking, and work-life activities, which were not included in the benefit analysis.

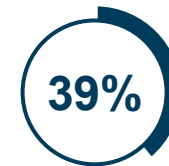
Savings from increase in productivity will vary with:

- › An organization’s commitment to educating employees about the features and capabilities of the Outlook mobile application.
- › Employees’ adoption of mobile technology to access work email and calendar.
- › Employees’ roles and salaries.

To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year risk-adjusted total PV of \$2.3 million.



**Average reduction in time to respond to invites via a mobile device with Outlook mobile**



**Average reduction in time to needed to schedule meeting on a mobile device with Outlook mobile**



## Savings From Increased Productivity: Calculation Table

REF.	METRIC	CALCULATION	YEAR 1	YEAR 2	YEAR 3
C1	Average time per day saved with Outlook mobile (minutes)	Survey	5	5	5
C2	Time saved annually (hours)	$C1/60 \times 260 \text{ days} \times A1 \times A2$	595,833	650,000	704,167
C3	Time returned to productive work		5%	5%	5%
C4	Average business user hourly burdened rate		\$35	\$35	\$35
Ct	Savings from increased productivity	$C2 \times C3 \times C4$	\$1,042,708	\$1,137,500	\$1,232,292
	Risk adjustment	↓20%			
Ctr	Savings from increased productivity (risk-adjusted)		\$834,167	\$910,000	\$985,833

## Savings From Reduced Education Efforts

For most interviewed organizations, employees' use of multiple email and calendar apps before Outlook mobile meant that IT needed to provide guides and tutorials on how to install, use, and troubleshoot these diverse applications. Creating and keeping training materials up to date required significant time and effort, especially for global enterprises where they needed to be translated into multiple local languages.

- › At a personal care company, an analyst spent about a month per year creating and updating articles. Once created, all articles had to go through the engineering review and to be approved by a senior level technical manager prior to translations. The interviewee pointed out: "With all the applications updates, we could not keep up with keeping the documentation current, and it was a nightmare. I personally felt like I had 2,500 articles to review."
- › A food processing company provided written documents and supporting videos to serve the end users, and each article could take weeks to complete. "For [one OS], we picked one native app to create educational materials and hoped that employees could extrapolate that to whatever client that we were using. For [another OS], we built updates almost every OS refresh because we felt that it was better just to make sure everybody is clear on this," said senior technology architect.

With the adoption of a single mobile email client, organizations no longer needed to support multiple apps. Additionally, companies were able to rely on training materials provided by Microsoft, which significantly reduced the effort of building their own educational content.

For the composite organization, Forrester assumes that:

- › Prior to Outlook, an analyst spent, on average, four weeks per year to create new and update existing training materials to support employees with different email and calendar applications.
- › Similarly, a month of engineering time was required to review the technical details in training materials.
- › As the last step, materials were translated to multiple languages to support users across the organization's locations worldwide, and linguists needed 15 days per year to complete the task.



Before Outlook mobile, creating internal mobile email and calendar tutorials for employees took a month of engineering and a month of analyst time.

- › As a result of transitioning to a single Outlook mobile application, the effort to create and update educational materials decreases by 60%.

The savings resulting from reducing efforts to create educational materials will vary based on:

- › An organization's dedication to creating and updating educational materials prior to Outlook mobile adoption.
- › Internal resources involved in creating educational materials and their annual salaries.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$27,234.

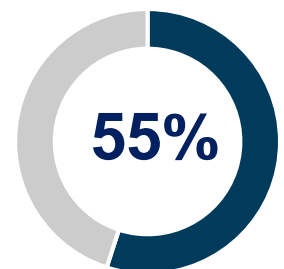
#### Savings From Reduced Education Efforts: Calculation Table

REF.	METRIC	CALCULATION	YEAR 1	YEAR 2	YEAR 3
D1	Engineering time spent on creating educational materials for mobile phone OS-native email clients (hours)	4 weeks	160	160	160
D2	Analyst time spent reviewing educational materials for mobile phone OS-native email clients (hours)	4 weeks	160	160	160
D3	Linguists' time spent translating educational materials for mobile phone OS-native email clients (hours)	15 days	120	120	120
D4	Linguist's average hourly burdened rate		\$45	\$45	\$45
D5	Support engineer hourly burdened salary (rounded to nearest dollar)		\$58	\$58	\$58
D6	Cost of creating educational materials for mobile phone OS-native email clients	$D1 \times D5 + D2 \times C4 + D3 \times D4$	\$20,280	\$20,280	\$20,280
D7	Reduction in effort of creating educational materials for the email client with Outlook mobile		60%	60%	60%
Dt	Savings from reduced education efforts	$D6 \times D7$	\$12,168	\$12,168	\$12,168
	Risk adjustment	↓10%			
Dtr	Savings from reduced education efforts (risk-adjusted)		\$10,951	\$10,951	\$10,951

## Savings From Reduction In Email Support Tickets

Prior to Outlook mobile, employees frequently could not achieve the outcomes they expected from mobile email and calendar applications they used for work. They could not predictably schedule meetings or share/see availability; it took time and extra steps to open attachments and join meetings. Help desks struggled to provide support due to a variety of email and calendar applications used by employees. Once the organizations adopted a single mobile email application that worked seamlessly with Exchange, they could guarantee better performance and the right level of support for the end users.

- › Several interviewed companies saw a reduction in mobile-email-related support tickets as the users switched to the Outlook mobile app that provided functionality closely aligned with their familiar desktop email application.



**“Reducing the burden on IT to provide mobile email ticket resolution contributed to decrease in our TCO.”**



- › Once all employees transitioned to Outlook mobile, the personal care company relied on product champions to be the first line of mobile email support. The company used an internal social networking platform as a forum and encouraged employees to ask mobile-email-related questions for more advanced users to answer. Product champions could often help with initial troubleshooting and gave advice to newer users on how to accomplish what they wanted, consequently reducing the number of tickets submitted to the help desk.

For the composite organization, Forrester assumes:

- › Prior to Outlook mobile, half of a percent of all mobile users submitted a ticket about mobile email once a month.
- › It took, on average, 15 minutes of a support engineer's time to resolve a ticket.
- › With the adoption of Outlook mobile, the number of support tickets decreases by 38%.
- › A support engineer's annual burdened salary is \$120,000.

Savings from reduction in number of email support tickets will vary with:

- › The level of support provided for employees' use of mobile email.
- › An organization's commitment to educating users on Outlook mobile best practices and establishing channels for self-service.
- › Support engineers' annual compensation.

To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year risk-adjusted total PV of \$22,083.



The composite organization sees a 38% reduction in the number of email-related support tickets with Outlook mobile.

**Savings From Reduction In Email Support Tickets: Calculation Table**

REF.	METRIC	CALCULATION	YEAR 1	YEAR 2	YEAR 3
E1	Percent of mobile users who submit email-related tickets per month		0.5%	0.5%	0.5%
E2	Number of support tickets related to mobile email services with Outlook mobile		38%	38%	38%
E3	Reduction in the number of mobile email support tickets	$A1 \times A2 \times E1 \times E2 \times 12$ months	627	684	741
E4	Average time to resolve a support ticket (hours)		0.25	0.25	0.25
E5	IT support FTEs' time saved with Outlook mobile (hours)	$E3 \times E4$	157	171	185
E6	Support engineer hourly burdened salary (rounded to nearest dollar)	$\$120,000 / 2,080$ hours	\$58	\$58	\$58
Et	Savings from reduction of email support tickets	$E5 \times E6$	\$9,106	\$9,918	\$10,730
	Risk adjustment	↓ 10%			
Etr	Savings from reduction in email support tickets (risk-adjusted)		\$8,195	\$8,926	\$9,657

## Unquantified Benefits

Through the interviews and survey with Microsoft Outlook for iOS and Android customers, Forrester identified the following unquantified benefits:

- › **Improved user experience.** Better aligned interface and functionality across desktop and mobile applications, smooth transitions to other Office products and shared company files, quick connection to Skype and Teams, and easy scheduling all reduced the efforts for employees to accomplish their daily tasks on the go and without interruption to their flow. "We see the biggest benefits on the end user side in terms of the integration points that Outlook has provided: Our users now have seamless experiences across the multiple devices. Having consistent capabilities available across laptop versus tablet versus phone was extremely important to our organization," said the senior technical product manager at a financial services company.
- › **Simplified technical support.** Prior to Outlook mobile, interviewed organizations struggled to adequately support mobile users. It was not sustainable for IT to have the expertise across the variety of email applications. Once the organizations adopted Outlook mobile, the support engineers could guarantee the deep knowledge of the product and the right level of support to the end users.

## 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 Outlook mobile and later realize additional uses and business opportunities, including:

- › **Continue to grow mobile adoption among employees.** According to the survey and interview data, on average, 65% of employees are using mobile devices to access their email and calendar for work purposes. While this number is significant, organizations are looking to increase mobile adoption to introduce the remaining employees to the convenience and efficiency enabled by Outlook mobile.
- › **Educate users on best practices to further improve productivity.** Multiple interviewed customers recognized that they had work to do in further educating employees on Outlook mobile capabilities. Learning and embracing the best practices could lead to further time savings for each employee and could make completing their daily tasks easier and their workflows smoother.

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

"End users can now access multiple products, including email, calendar, Teams, Skype. . . Everything starts from their mobile [device], and every application is connected. They have a great experience."

*Associate VP, IT services*

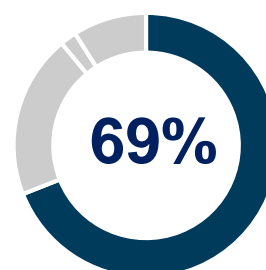


"Outlook mobile made it easy for users to join their Skype meetings. The integration allows us to stay connected while on the go, and I find it extremely valuable."

*Senior technical product manager, financial services*



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.



"We plan to expand the number of Outlook mobile users next year."

# 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	Outlook mobile implementation costs	\$316,800	\$0	\$0	\$0	\$316,800	\$316,800
Gtr	Ongoing administration and change management	\$0	\$292,600	\$252,450	\$212,300	\$757,350	\$634,140
	Total costs (risk-adjusted)	\$316,800	\$292,600	\$252,450	\$212,300	\$1,074,150	\$950,940

## Outlook Mobile Implementation Costs

All interviewed organizations describe the implementation of Outlook mobile as a strategic process that required:

- › A planning effort from IT and digital workplace teams.
- › Engineering involvement to test and adjust the product settings based on the pilot feedback, and later to implement across the global organization.
- › Working in partnership with Microsoft to ensure successful transition.

For the composite organization, Forrester assumes:

- › Eight engineering/IT FTEs dedicate 60% of their time to the implementation efforts.
- › Implementation activities take six months.
- › An engineer's annual burdened salary is \$120,000.

The cost of implementation will vary based on:

- › The complexity of organizing and preparing former processes and systems for transition to Outlook mobile.
- › The number and salaries of FTEs dedicated to planning and implementation.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$316,800.

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 \$950,940.



**Six months**  
Total implementation  
and deployment time

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.

## Outlook Mobile Implementation Costs: Calculation Table

REF.	METRIC	CALCULATION	INITIAL	YEAR 1	YEAR 2	YEAR 3
F1	Number of employees involved in implementation		8			
F2	Duration of implementation (months)		6			
F3	IT/engineering staff burdened salary		\$120,000			
F4	Percentage of IT staff time spent on implementation		60%			
Ft	Outlook mobile implementation costs	$F1 \times F2 / 12 \text{ months} \times F3 \times F4$	\$288,000	\$0	\$0	\$0
	Risk adjustment	↑10%				
Ftr	Outlook mobile implementation costs (risk-adjusted)		\$316,800	\$0	\$0	\$0

## Ongoing Administration And Change Management

Several interviewed organizations indicated that, post implementation, they could continue to build employee confidence in using email and calendar on their mobile devices and improve their productivity by teaching users about Outlook mobile capabilities.

- › On an ongoing basis, organizations work to unlock available application capabilities for the end users and develop messaging that would make employees understand these benefits.
- › The biggest investment the food processing company continues to make post implementation is the end user engagement team. “They’re the ones that are trying to go to our business and say, ‘Here is perhaps, a better way for you to work. Here are the new features and capabilities to make you more productive,’” said the senior technology architect.

For the composite organization, Forrester assumes:

- › One dedicated employee provides technical application support and management.
- › The organization has a group of 10 FTEs whose primary focus is on leading the internal employee education and change management initiatives.
- › In the first year following Outlook adoption, the group spends 20% of their time on engaging and educating users about Outlook capabilities. As the technology becomes more familiar, their involvement decreases to 15% and 10% in the second and third years, respectively.

These costs will vary based on:

- › The number of professionals managing end user education and engagement and their involvement.
- › The fully loaded salaries of all FTEs involved.

To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year risk-adjusted total PV of \$634,140.

“For us, Outlook mobile is no longer an IT issue. It’s now about how we can unlock the app’s capabilities for our users and how we can message it in a way that helps them understand and see those benefits themselves and want to use it as their primary mail app.”

*Senior technical product manager, financial services*



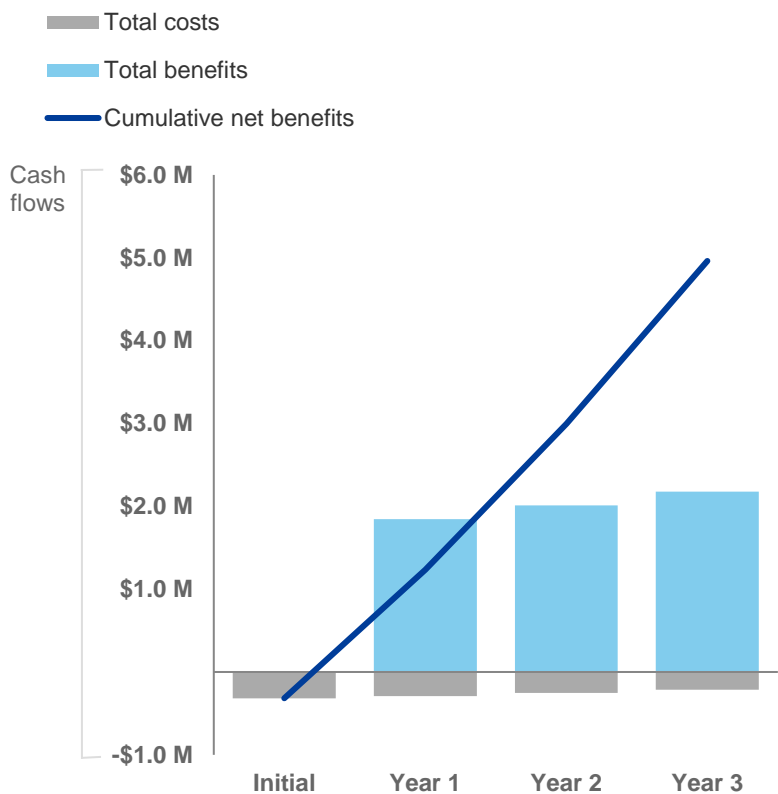
## Ongoing Administration And Change Management: Calculation Table

REF.	METRIC	CALCULATION	INITIAL	YEAR 1	YEAR 2	YEAR 3
G1	Number of IT employees managing Outlook mobile			1	1	1
G2	Number of employees involved in end user education and change management			10	10	10
G3	Percent of time spent on Outlook mobile education/campaigns			20%	15%	10%
G4	End user engagement FTEs' average burdened salary			\$73,000	\$73,000	\$73,000
Gt	Ongoing administration and change management	$(G1 \times F3) + (G2 \times G3 \times G4)$	\$0	\$266,000	\$229,500	\$193,000
	Risk adjustment	↑10%				
Gtr	Ongoing administration and change management (risk-adjusted)		\$0	\$292,600	\$252,450	\$212,300

# 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 Analysis (risk-adjusted estimates)

	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$316,800)	(\$292,600)	(\$252,450)	(\$212,300)	(\$1,074,150)	(\$950,940)
Total benefits	\$0	\$1,962,233	\$2,148,190	\$2,334,561	\$6,444,984	\$5,313,203
Net benefits	(\$316,800)	\$1,669,633	\$1,895,740	\$2,122,261	\$5,370,834	\$4,362,263
ROI						459%
Payback period						<6 months

# Microsoft Outlook For iOS And Android: Overview

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

Outlook for iOS and Android helps you stay connected and organized at the office, at home and on the go. It brings the best of Office 365 together — with easy access to emails, files, calendar events, and contacts across all your accounts so you can quickly get things done. Plus, a personalized inbox and calendar helps you be prepared throughout your day so you can stay on top of what's important to you.

Outlook for iOS and Android provides Enterprises with:

<b>Enterprise-grade security and management with EMS</b>	<b>Protect your organization's confidential information and devices</b> Get peace of mind with enterprise-grade security that enables your employees to work from anywhere on any device, while being in compliance with your organization's policies. With Outlook and Microsoft 365, you get advanced IT controls to easily set up and secure your organization's confidential information, protecting the managed data with advanced access controls, protection, and encryption.
	<b>Protect your user's identity</b> With Outlook mobile and EMS, you can apply app protection and conditional access policies to help ensure only trusted apps are used to access your organization's confidential information.
	<b>Protect against cyberthreats</b> Stay protected against online threats with advanced protection against viruses, spam, and other online threats.
<b>Lower TCO with one standardized app</b>	<b>Fast, easy, scalable, standardized deployment</b> Quickly get your organization up and running with Outlook mobile and EMS — with tools to set up, standardize, and scale deployment with the right policies across all your devices.
	<b>Lower TCO overheads with one standardized app for all your devices</b> Reduce help desk and other overheads by standardizing on one app across all your devices and helping ensure better compliance.
	<b>Benefit from lower licensing fees</b> With Outlook and EMS part of your Microsoft 365 subscription, you also get the benefit of lower licensing cost.
<b>Best Office 365 experience for your end users</b>	<b>Keep it all together</b> One app for your email, calendar and documents.
	<b>Work smarter, not harder</b> Keeps you organized, on time and prepared throughout your day
	<b>Connected and protected</b> Security that protects your privacy and keeps your data safe



# 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.

## Appendix B: Endnotes

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<sup>1</sup> Source: “Focus On Employees’ Daily Journeys To Improve Employee Experience,” Forrester Research, Inc., April 20, 2018.

<sup>2</sup> Source: “The Forrester Wave™: Enterprise Email Security, Q2 2019,” Forrester Research, Inc., May 16, 2019.

<sup>3</sup> Source: “The Forrester Wave™: Enterprise Mobility Management, Q4 2017,” Forrester Research, Inc., November 30, 2017.

<sup>4</sup> Source: “Focus On Employees’ Daily Journeys To Improve Employee Experience,” Forrester Research, Inc., April 20, 2018.

<sup>5</sup> Source: “2019 Cost of a Data Breach Report,” Ponemon Institute, 2019.

<sup>6</sup> Source: “Shift To Enterprise Service Management To Improve The Employee Experience,” Forrester Research, Inc., February 12, 2018.