

The Telecom Expense Management (TEM) Industry Has to Change

Part 4: The Dichotomy of Savings

Series Overview

AOTMP® is a 19-year-old company that has both vendor and business customers in the telecom, mobility, and IT management industry. We have been consultants and trusted advisors for all customers in the past. We have collected data from our database of over 100,000 emailable industry professionals. We know what works. We know what doesn't. Today, AOTMP® is an information services company supporting telecom, mobility, and IT professionals across the globe through training, certifications, association memberships, events & programs, best practices, publications, resources, and professional development.

We see the great relationships. We see the churn. We hear about the great buyers and the unreasonable buyers. We hear about the effective and the ineffective vendors. We see the buyers who will never have a successful TEM program until they change internally. We see the sellers who will say anything and go beyond reasonable ethics to get a deal. We hear the vendors who say they have never lost a customer, yet we can easily dispute it. We see the enterprise buyers who put 100% of the blame on their vendor, yet the greatest challenge is within their own organization. We see the many happy relationships and we see the many relationships that just exist because it's too painful to change. And we see the major investor wins along with huge investor losses in the tens of millions of dollars. We see it all.

As we watch many other industries become multi-billion-dollar industries, from the CRM industry to the bill payment industry to ITSM with ServiceNow growing to nearly \$6 billion in 20 years, the TEM segment of our telecom, mobility, and IT management industry just continues to struggle. That's concerning given the significant opportunities on both the buyer and seller side, which in turn drives the investor side. There are so many growth opportunities; however, they are offset by so many inhibitors. It all just says, as buyers and sellers, we just haven't yet figured out how to execute. There is no reason we can't work together and have billion-dollar telecom and mobility management vendors serving world-class telecom and mobility management Centers of Excellence, with both sides making a much more significant contribution to overall business results.

So, the question is how do we move the industry forward? How do we move to a new level? Or can we? If not, what happens to the industry? Does the waste and inefficiency just continue, and we live with it? Do we just continue to make marginal improvement? Do we continue in the very fast-moving hamster wheel we live in? After all, we do have a lot of great vendors and a lot of great buyer environments, but not enough to make an industry out of the huge opportunity sitting in front of our eyes.

Given the multi-billion-dollar industry opportunity, offset by the significant growth inhibitors, we had to do something. We had to start. It will be like moving a mountain, but for the good of the industry, we had to take the first step. We started with two articles, the first focused on [vendor recommendations for buyers](#) followed by [buyers' recommendations for vendors](#). Then, in July, we held our first Industry Solution Showcase where we re-imagined how buyers and sellers connect. It was a great success from both sides. Everyone is looking for something different.

Armed with all the insight and experience, and feedback from the first three initiatives, we decided to author this eight-part article series, not to just point out all the challenges, but to bring awareness to all the growth opportunities right in front of us if we can work together to affect change. It must start somewhere, and it starts with one vendor and one buyer, then two vendors and two buyers, and builds from there.

You can follow along with the eight-part series in our AOTMP® Insights publication. And you can be assured there will be more initiatives to follow. It doesn't stop here. Already in planning are initiatives at our annual AOTMP® Engage conference, potential webinars, and promoting Industry Value Challenge submissions we mention and receive throughout the Series. And there will be plenty more.

Given what we have seen in the industry over the years, along with what we see and hear today, we believe the greatest opportunities for growth for both the vendors and the businesses lie in five core areas. You will see this theme throughout the Series.

- **Improving the buy and sell process.** Agree to open and transparent communications throughout the process, regardless of the issue.
- **Developing stronger vendor - customer partnerships.** Problems are going to happen; commit to focusing on solutions, not penalizing each other.
- **Focusing on value beyond cost savings.** Help each other identify, quantify, and realize value beyond cost savings.
- **Building world class telecom and mobility management Centers of Excellence.** Work together to build environments that contribute to overall strategic business results.
- **Accelerating buyer and seller growth opportunities.** Help each other identify opportunities for growth in their respective businesses.

Articles in the series

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Part Three: The Buy & Sell Process	October 2022
Part Four: The Dichotomy of Savings	October 2022
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Part 4: The Dichotomy of Savings

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What a Confusing World

Savings is one of the most used terms in our industry, yet there's no consensus on the definition of savings. Savings is calculated so many different ways and means so many different things to so many different people it just makes our heads spin. And even though the industry was founded on savings, savings alone will not grow or sustain the industry.

What is savings? Is it recouping overcharges for errant billing? Is it stopping billing on services that were disconnected long ago? Is it the annualized value of what you would have paid if you had not identified and stopped billing errors? Is savings based on the past? Is it based on the future? Is it really savings or is it cost avoidance?

"I saved the company \$1 million this year" is an example of a common statement made by TEM professionals, yet in many instances the expense line may have increased by, say, \$2 million. If that's the case, where's the savings? How does that work?

Misperception – the more I save year over year the better I look.

Really? This means that high inefficiency must exist perpetually in order to sustain high savings rates. What if productivity and operational efficiencies were created? How about new business value generated through technology and technology delivery. Wouldn't that make you look better than relying on errors and inefficiencies to allow 'more' savings?

And what's the message to everyone if the TEM provider is saving the business 10% to 30% after the first few years of getting started? Doesn't that mean that the TEM provider isn't doing anything to solve the problem that is causing exorbitant savings in the first place? On the flip side, customers are fueling the savings insanity by placing savings as the primary business case value for TEM and penalizing TEM providers that do solve root cause problems and reduce future error-based savings by firing them after their initial contract because they were no longer saving as much money. Crazy!

Then, think about the carriers. Never to be forgotten was the conversation more than 20 years ago with an upper management sales executive from one of the largest carriers in the world. He said, "we teach our teams to show the customers just enough savings to make them feel good, but never the total amount they could save, while ensuring we have the customer spending more with us over the term of the new contract".

This savings-focused craziness has to stop for our industry to change and grow. The good news is there are so many other ways to articulate and show value that would be so much better for everyone.

A Gallon of Gas

Standard Math

- I bought 15 gallons of gas last week at \$4.00 a gallon, so I paid \$60
- This week I bought 15 gallons of gas at \$3.00 a gallon, so I paid \$45
- Savings of \$15

TEM Math

- Four weeks ago, I bought 15 gallons of gas at \$4.00 a gallon, so I paid \$60
- Three weeks ago, I bought 10 gallons of gas at \$4.50 a gallon, so I paid \$45
- I saved \$15
- Then, two weeks ago, I bought 20 gallons of gas at \$4.00 per gallon for a savings of 50 cents per gallon
- I saved \$10 more dollars for a running total of \$25 dollars in savings
- Last week, I bought 15 gallons of gas at \$4.00 per gallon. It only cost me \$60, much less than last week.
- I saved \$20 more dollars (savings are now up to \$45)
- But wait, there's more savings. I bought an additional 20 gallons of gas last week at \$4.00 and this week I bought 20 gallons at \$5.00. That was another savings of \$1.00 per gallon last week for 20 gallons because now its \$5.00.
- I saved \$20 more dollars for a total savings of \$65 which is \$5 more savings than I paid 4 weeks ago for the initial 15 gallons of gas
- And so the savings calculation craziness goes ...

What a great industry we work in. We can turn almost anything into savings. Poof, we have savings. We could be magicians on the side.

It's Groundhog Day

I keep saving the same money over and over again. It reminds us of the whack-a-mole game at the fair or carnival. Moles pop up, you hit them down and five more moles pop up faster than you can hit them down. In our world, savings are captured and errors recur so savings can be 'found' over and over again.

The movie "Groundhog Day" also comes to mind. We get out of bed and do the same thing over and over and over again each day and get the same results.

Something must change. Something must break. We spend way too much time fighting fires and working backwards, and very little time working forwards, or at least not enough time. Like we have said a number of times throughout this article series, it's very difficult to drive forward by looking in the rear-view mirror.

How do we break this cycle as an industry? Who is going to start? What business is going to look at it differently and make change? What vendor is going to look at it differently and make change? That's how change starts, one business and one vendor, then two and two and then you impact an industry. Who's first?

The Conversations

The TEM Group Conversation

Great news, we saved over \$5 million in our group this year.

Great accomplishment team. Let's go have a special lunch and celebrate.

Great job Mary and Tom, that \$5 million in savings you found from our carrier really bailed us out. That was huge. Nice work.

Later that day ... Tom and Mary, you need to hurry up and find something to invest the \$5 million in. If not, finance will take it from our budget. It might already be too late. And by the way team, is this really cost savings or cost avoidance or is it just credits for overpayments?

The IT Leader Conversation

I think we need to make a change in our TEM group, either with the TEM provider or the team. Seems we are very inefficient in how we are managing things.

Providers are making mistakes and we don't catch them until after the fact.

I'm confused and troubled. Did we look good because we saved a lot of money? Or did we look bad because we saved a lot of money because we weren't managing it effectively?

What should we do? Do we need to change, or do we stay the course? The pain to change is significant.

The Finance Conversation

Great news. The TEM Group found over \$5 million in savings this year.

Looks like we will be able to cut their budget from \$50 million to \$45 million.

And they say they expect to save another \$3 or \$4 million next year.

Let's give them a \$40 million budget as their starting point. They have \$5 million already saved, expect to find another \$3 or \$4 million so that's already \$9 million A \$40 million budget sounds perfect.

No, wait a minute. They saved \$5 million but the overall line item went up to \$55 million. I am confused. How does that work again?

The Executive Conversation

Why is our overall communications spend going up every year?

I heard one of those teams saved us over \$5 million dollars.

I can't see how that is possible. We went from \$42 million in expense to nearly \$50 million. How can they say they saved us money when we went up by \$8 million? That makes no sense to me.

And speaking of communications our network is a lot slower this year than ever before. Do you think we have a bandwidth problem due to all the cloud-based apps we now have? We are going to kill employee productivity if we don't get on top of it ... all while our expenses are skyrocketing each year.

The More I Save...

How many times has AOTMP® heard ... my TEM provider is no longer saving me any money and therefore I can't justify the cost and need to change providers? Hundreds of times.

So, what's the issue? The industry issue is this. Many decisions to buy TEM solutions are based on the cost savings component. The TEM provider says, "we will save you 10% to 20% and that will pay for the cost of our solution." True story. But what happens when the TEM provider gets to year 3 and the savings are only 5%, not enough to pay for the solution? Many times, the business starts looking for a new TEM provider.

Wait a minute. The TEM provider did a great job and got the environment cleaned up to where there is not a lot of savings and now, they are fired. Say what? Or was it that the TEM provider was not doing a good job and only picking up the leftover low hanging fruit? Is the provider doing a poor job or a good job?

And that's not all. The more spend I manage as a TEM provider, the more I need to charge. The more I save the better I look. The lower the spend, the lower my price should be and the lower my revenues. Little savings means I am doing a great job and have it cleaned up. The less I save, the more risk I have of losing the contract. The more I save the worse the environment is being managed. I am so confused.

Then there is the CEO conversation we had with one of the largest TEM providers at the time who told us, "There is only one way to manage this. You find just enough to cover your costs and not anymore. You look the other way on additional savings as you need it the next year to justify that years' TEM solution cost. Otherwise, you will be out."

What a "jacked up" industry thought process. (That's a technical term.)

It's no wonder we can't grow our industry and take advantage of what is really a multi-billion-dollar revenue opportunity. As we said in the first overview / introduction, there is over \$4 trillion to be managed and we only have a handful of \$100 million plus vendors and very few telecom, mobility, and IT environments that could be considered efficient "Centers of Excellence". Again, there is opportunity everywhere if we can just start to change our thinking and our approach. Get rid of so much emphasis on savings and start focusing on business value and impact.

You're Fired

Story #1: What TEM did to an IT leader...

"What do you mean you found me \$5 million in savings? That's going to cost me my job!"

And it did. This really happened at a U.S. based Fortune 100 company.

Story #2: The CIO redirect...

"Well Mr. CIO, we saved you nearly \$10 million."

"No, you did not save me \$10 million. If you did finance will take it from my budget. I never want to hear again how much you saved me if it's over \$1 million. Instead, you are going to tell me, then document that you transformed our environment and reallocated \$9 million to the transformation project and saved me \$1 million."

Where are the Root Cause Conversations?

Savings, savings, savings. Those discussions have consumed us as an industry. They have consumed so many of our conversations and our reasons to exist. Is that a reason we can't move our industry forward? We just can't get past it. We can't seem to change it. AOTMP® would argue it is one of the biggest reasons we just keep running in our industry hamster wheel. We would also argue that root cause should be the main conversation instead.

Root cause is where we should be. What is causing all these issues we have in our industry? What is causing us not to grow, to always be fighting fires instead of focusing on solutions? We need to be focusing on what is causing the issues and then getting those fixed. And while many would argue we can't control what the service providers do, we would argue there is so much we can control, that we don't. If we spent more time talking about root cause, we could spend less time looking in the rear-view mirror and more time looking at solutions.

While outside factors have a significant impact on what we can and can't control, we would argue that more than 75% of it is in our control. There are many things we could do to improve the opportunities to grow our environments, our customer relationships, and the value we provide to our organizations. What we have seen over the years is largely under our control. Most of the time, it's a broken process that could be handled with the TEM provider or a process that could have been changed internally.

We would go so far as to say that efficiency, outcomes, and contributions to business results could be improved by as much 75% just by focusing on the root cause issues and their solutions.

This industry will not change until we:

1. Get to the root cause issues identified and what's causing them.
2. Focus on process improvement, leveraging automation of course.
3. Illustrate the business value of TEM beyond cost savings.

Where Do We Go from Here?

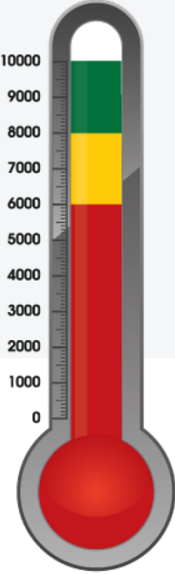
The conversations and focus must change. Period. The discussion, from all sides, should be:

- Of course, we are going to have savings, but let's focus on improving the environment, not just saving money. Savings is a given. Let's focus on what really matters.
- Let's talk about root cause, what's causing the issues in the environment and then how we can fix those through automation.
- What measurements, beyond cost savings, are important to you, your department, and your company leadership?

The AOTMP® View

Efficiency First® Performance Index

In looking at the industry from the perspective our AOTMP® Efficiency First® Performance Index, which is a measure of maturity of telecom, mobility, and IT environments, there is plenty of room for improvement



Average Environment	4,500 – 5,500
Low Seen	1,175
High Seen	6,335

EFFICIENCY FIRST®
PERFORMANCE INDEX
 The Standard for Measuring Performance
 in Fixed and Mobile Telecom Environments

Legend

0 to 5,999 Points

Indicates low to moderate Center of Excellence performance and maturity: high to moderate-high opportunity for improvement.

6,000 to 7,999 Points

Indicates moderate Center of Excellence performance and maturity: moderate-high to moderate opportunity for improvement.

8,000 to 10,000 Points

Indicates moderate to high Center of Excellence performance and maturity: low to moderate opportunity for improvement.

> 9,000 Points required to certify Telecom / Mobility / IT practice as a Center of Excellence



Continue reading the article with the thoughts and commitments of the Industry Growth Partners on the following pages. Industry Growth Partners include both the buy side (business customers) and sell side (industry vendors).



The following organizations are committed to industry growth by “moving the needle” in one or more of the following areas. You will see their stated thoughts and commitments below and throughout the article series. Click on any logo to view their web site. They are committed to:

- **Improving the buy and sell process.**
Agree to open and transparent communications throughout the process, regardless of the issue.
- **Developing stronger vendor - customer partnerships.**
Problems are going to happen; commit to focusing on solutions, not penalizing each other.
- **Focusing on creating or realizing value beyond cost savings.**
Help each other identify, quantify, and realize value beyond cost savings.
- **Building world class telecom and mobility management Centers of Excellence.**
Work together to build environments that contribute to overall strategic business results.
- **Accelerating buyer and seller growth opportunities.**
Help each other identify opportunities for growth in their respective business.



Calero-MDSL is committed to industry growth by “moving the needle” in one or more of the following areas:

Improving the buy and sell process.

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We asked Calero-MDSL to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

- *Inventory Accuracy - You can't manage what you can't see. With proper visibility of your inventory, you gain full control of your technology communications network, driving increased efficiency and opportunity for optimization.*
- *Process Automation Productivity - Automating repetitive or consistent tasks empowers end users and program managers to increase efficiency and eliminate chances of human error, freeing up time to do more strategic, meaningful and valuable work.*
- *Data visibility - Accurate data increases the level of control over your technology network and ensures you have rich insights that can convert to strategic actions and improved performance.*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- *XLAs - Experience Level Agreements (XLAs) go beyond SLAs, taking into consideration the employee experience, focusing on end user satisfaction that drives productivity and loyalty.*

- David Bliss, Chief Product Officer



Motus is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Motus to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

- *First-Call Resolution*
- *Order Processing Time*
- *End of Life Device Recovery Rate*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- *Pounds of e-waste recovered (avoided landfills)*
- *End user satisfaction with corporate mobility program*

- Mitch Black, Executive Vice President - Device Solutions



Lightyear is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Lightyear to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

- Performance against SLAs - uptime, packet loss, latency, jitter, etc. (ensure that vendors are meeting their promised commitments)
- Mean time to response on a support ticket (ensure that when issues arise, that you are able to easily reach support)
- End user satisfaction (can be measured via internal user NPS survey - ensure that users are happy with service delivered)

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- Cost of downtime for a given service - how much potential revenue is lost or cost is incurred if a service is not up and running
- Customer value delivered - how much is customer value (ideally measured in dollars) improved by the offering of a specific service? i.e. is customer support improved, customer experience improved, and by how much?

- Dennis Thankachan, CEO



Sakon is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Sakon to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

While meeting Savings commitments remain key, especially in today's inflationary environment, we at Sakon are focused on helping our customers revolutionize their IT business operations. Here are 3 workflows we help automate and measure efficiency against:

- *Global Network Order Management*
- *Global AP Invoice Automation*
- *Telecom Inventory Management*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

Network and Device performance are central to the entire organization's profitability and productivity.

- *Deployment of New Technology and Devices*
- *Performance of the Network and Device Estate*

- John Venditti, SVP Client Services and Delivery



CloudAdmin



CloudAdmin is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked CloudAdmin to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

- *Optimization: constant, consistent optimization of the cloud elements of the IT environment will keep downward pressure on the cloud bill.*
- *Utility: Ensuring that the elements of the IT environment that are employed to serve the business are the best available for the particular use case and that those elements are critical to the business.*
- *Performance: The summation of optimization and utility, performance measurements seek to constantly refine that the business gets greater results with lesser cost. This measurement, like the others, is not static but must be constantly, consistently measured.*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- *Financial Predictability: business stakeholders outside of the telecom, mobility and IT environment include, most importantly, the office of the CFO and the business owners/ shareholders. CFOs love predictability in financial models and hate uncertainty in them. This helps to align Finance and IT.*
- *Maximizing Leanness (of Cloud Investment/IT): Looking back at the first three measurements above and with oversight from the CFO, providing consistent downward pressure on the cloud bill and ensuring that the necessary performance metrics are met with predictable, lowest possible costs.*

- David Shepard, EVP Sales & Marketing



Asignet is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked Asignet to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

- *Order to Implementation Time - number of days*
- *Invoice Inventory Accuracy - percentage*
- *Contract Catalog Completion - percentage*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- *Internal User Satisfaction Rating*

- **Carolina Lobos, VP Marketing**

G2, Inc. is committed to industry growth by “moving the needle” in one or more of the following areas:

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We asked G2, Inc. to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

As it relates specifically to the procurement and negotiation process of a new telecom/ mobility deal, we find these three measurements can be just as important as savings, if not more important, when determining the success of a negotiation event and a subsequent new contract.

- *Timeline to complete negotiations, all telecom negotiations should be completed in 6-9 weeks to minimize lost opportunity cost.*
- *Minimizing commitment levels to maximize flexibility.*
- *Appropriate SLAs to ensure maximum uptime and service delivery.*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- *End user productivity and satisfaction with service.*
- *Cost center/department expense transparency and reporting.*

- Justin Fuller, CEO



Conserving Resources. Improving Life.®



Valmont Industries, Inc. is committed to industry growth by “moving the needle” in one or more of the following areas:

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Help each other identify opportunities for growth in their respective business.

We asked Valmont to provide new, non-savings performance measures that illustrate business value.

Savings means different things to different people and can be measured many ways. Thinking beyond savings, name three objective measures that organizations should use to determine the performance of their telecom, mobility, and, or IT environment.

- *Voice Measured Service – Comparison of total minutes vs prepaid minutes and rate/minute per pricing tier*
- *Mobility – Size of data pool and % of consumption month-on-month*
- *Chronic Management – Stewarding chronic management and shortening MTTR for service outages*

Secondly, please name one or two additional measurements that illustrate value to stakeholders outside the telecom, mobility, and IT environment.

- *Rate of Adoption: Average call duration for both meetings and voice calls, % of active users to subscribers*
- *Usage: Peak call times for both meetings and voice calls*
- *Usage: Average number of attendees for online meetings*

- Glenn Leatherwood, IT Manager

Thanks for reading Part 4 of The TEM Industry has to Change

Don't miss the remaining articles in this 8-part series.

Articles in the series

Article Title	Publication Date
Part One: The Industry	September 2022
Part Two: Value Beyond Cost Savings	September 2022
Part Three: The Buy & Sell Process	October 2022
Part Four: The Dichotomy of Savings	October 2022
Part Five: The Buyer & Seller Relationship	November 2022
Part Six: Building a Center of Excellence	November 2022
Part Seven: Message to the Buyers	December 2022
Part Eight: Message to the Sellers	December 2022

Part 5: The Buyer & Seller Relationship

- When will there be real partnerships created between buyers and sellers?
- Why is it that buyers and sellers can't seem to communicate at the first sign of trouble? And it only gets worse from there...
- When will the enterprises realize that there is no perfect solution in this very complex and difficult industry?
- When does an accurate inventory become the most important discussion point?
- Everyone wants a great relationship, but enterprises oftentimes don't let the vendors talk to the business owners during the initial sales process. How does that create a foundation for a successful relationship?
- The Quarterly Business Review (QBR) focus needs to change. It's not about all the great things we have done. We just love to drive from the rear-view mirror and you know how that ends up.
- Quotes, recommendations, or commitments from our Industry Growth Partners.

Part 6: Building a Center of Excellence

- What is a Telecom and Mobility Management Center of Excellence anyways?
- Vendors and business customers really can work together to build a world class telecom and mobility management environment.
- Who are the critical stakeholders on the vendor side and what role do they play?
- Who are the critical stakeholders on the enterprise / buyer side and what role do they play?
- Telecom and mobility management functions don't need to be the support organization in your company – position it to be a driver of business results.
- How do all parties show more value and contributions to the business?
- Quotes, recommendations, or commitments from our Industry Growth Partners.

Part 7: Message to Buyers

- AOTMP®'s top five recommendations to buyers.
- Quotes, recommendations, or commitments from our Industry Growth Partners.

Part 8: Message to Sellers

- AOTMP®'s top five recommendations to sellers.
- Quotes, recommendations, or commitments from our Industry Growth Partners.

Watch for future initiatives related to this series from AOTMP®

- A New eBook: The CEO & CIO Blueprint for Extracting More Business Value from Telecom, Mobility & IT Management in 2023. *Expected Publication – January 2023*
- Building a Business Case Series – Helping organizations make informed decisions with greater confidence for solutions that support more than 25 telecom, mobility, and IT management work streams.
- Best Practice Series - Telecom, Mobility & IT Management Best Practices in 2023: Principles, Actions & Results. *A 25 plus book collection of best practices with peer use cases and recommendations that address more than 25 essential telecom, mobility, and IT management work streams.*

Background

AOTMP® is a global organization, empowering professionals in the dynamic \$4+ trillion telecom, mobility, and IT management industry. AOTMP® delivers value through training, certifications, association memberships, events & programs, best practices, publications, resources, and professional development. Learn more at www.aotmp.com.

As we watch many other industries become multi-billion-dollar industries, from the CRM industry to the bill payment industry to ITSM with ServiceNow growing to nearly \$6 billion in 20 years, the TEM segment of our telecom, mobility, and IT management industry just continues to struggle. That's concerning given the significant opportunities on both the buyer and seller side, which in turn drives the investor side. There are so many growth opportunities; however, they are offset by so many inhibitors. It all just says, as buyers and sellers, we just haven't yet figured out how to execute. There is no reason we can't work together and have billion-dollar telecom and mobility management vendors serving world-class telecom and mobility management Centers of Excellence, with both sides making a much more significant contribution to overall business results.

So, the question is how do we move the industry forward? How do we move to a new level? Or can we? If not, what happens to the industry? Does the waste and inefficiency just continue, and we live with it? Do we just continue to make marginal improvement? Do we continue in the very fast-moving hamster wheel we live in? After all, we do have a lot of great vendors and a lot of great buyer environments, but not enough to make an industry out of the huge opportunity sitting in front of our eyes.

Given the multi-billion-dollar industry opportunity, offset by the significant growth inhibitors, we had to do something. We had to start. It will be like moving a mountain, but for the good of the industry, we had to take the first step. We started with two articles, the first focused on [vendor recommendations for buyers](#) followed by [buyers' recommendations for vendors](#). Then, in July, we held our first Industry Solution Showcase where we re-imagined how buyers and sellers connect. Now we are going to take it a step further and explore the industry, the challenges, and the opportunities, all in an eight-part series to be published in [AOTMP® Insights](#).

And there will be more to follow.



Tim Lybrook
Chief Executive Officer, AOTMP®



Timothy C. Colwell
Executive Vice President, AOTMP®

Get Involved & Support Industry Growth



Can your business or vendor organization contribute towards industry growth by “moving the needle” in one or more of the following areas?

Improving the buy and sell process

Agree to open and transparent communications throughout the process, regardless of the issue.

Developing stronger vendor - customer partnerships

Problems are going to happen; commit to focusing on solutions, not penalizing each other.

Focus on creating or realizing value beyond cost savings

Help each other identify, quantify, and realize value beyond cost savings.

Building world class telecom and mobility management Centers of Excellence

Work together to build environments that contribute to overall strategic business results.

Accelerating buyer and seller growth opportunities

Help each other identify opportunities for growth in their respective business.

If so, show your commitment to your internal and external stakeholders, and to the industry, by becoming an AOTMP® Industry Growth Partner

Recognition as an AOTMP® Industry Growth Partner

- Be listed and promoted as an AOTMP® Industry Growth Partner of the entire series - the overview document and 8 publications – from the point of your involvement and going forward.
- Each AOTMP® Industry Growth Partner will be recognized as such on stage at the AOTMP® Engage 2023 conference awards and recognition luncheon on May 3, 2023.

Receive a digital credential to display on your web site, in marketing materials or as appropriate

AOTMP® Industry Growth Partner designation.

Article Contributions

- Provide comment in the form of two bullets on each go-forward article topic to be included in a page dedicated to your organization.
- Provide your company “commitment” in the form of a quote for each go-forward article.

Article Recognition

Your logo and link to your web site will be included on each go-forward article.

Distribution Copy

Receive a copy to the final PDF and a link to the online article in AOTMP® Insights to use in your marketing and promotional efforts. Both include your logo linked to your web site. The distribution PDF and article link will include all growth partners.

Promotion

- The Series, including the Overview and all articles, will be promoted in AOTMP® Insights, which is distributed to more than 80,000 industry professionals through a weekly digest and monthly emails. It will also be promoted on social media and in numerous email campaigns.
- The Series is expected to be released over five months and will remain on the AOTMP® Insights web site and in the AOTMP® Member Community through the end of 2023.
- Each publication will have links back to the previously published series articles and the overview.

For more information or to get involved contact your AOTMP® representative or email info@aotmp.com