



**Ipsos Reid**

*Research Study*

*Analyzing the Return On Investment of a  
BlackBerry Deployment, 2007*

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## Ipsos Reid BlackBerry ROI Study, 2007

### About The Study

- This study was undertaken to reflect the growing international popularity of BlackBerry® handhelds and update findings from the 2004 ROI study.
- The study reports findings from 1,335 BlackBerry end users and 1,387 IT managers responsible for administering 1 to 500 BlackBerry handhelds in their organizations.
- A ROI analysis for organizations deploying 501 or more BlackBerry handhelds is provided in a separate report.

### Study Results

- **Personal Productivity:** The typical (median) end user converts 60 minutes of downtime into productive time per day. The average (mean) for this data point was 63 minutes. The median is used in the report because it is a more conservative estimate and is less susceptible to outlier effects than the mean value.
  - This equates to 250 hours per user per year in recovered downtime.
- **Workflow:** In addition to their own personal productivity, BlackBerry also allows mobile staff to keep work moving for others while they are out of the office. The average BlackBerry user reports that BlackBerry increases the efficiency of the teams that they work with by 38%, a marked increase over the 2004 average of 29% that was reported at that time.
  - This equates to over US\$33,000 per BlackBerry user per year based on international productivity per employee data.
- **Immediacy:** The average BlackBerry user processes 2,500 time sensitive email per year while mobile, and over 1,200 phone calls per year.
  - The value of this immediacy is difficult to quantify, but can be reasonably estimated at over US\$5,000 per user per year.
- **Cost savings** attributable to BlackBerry primarily result from remote access server (RAS) savings and equate to over US\$230 per user per year.
- **BlackBerry Net TCO** per user totals US\$1,085 and includes US\$25 per user for pilot costs and US\$233 per user for internal BlackBerry support costs including training, help desk, BlackBerry Enterprise Server™ and BlackBerry handheld support costs.
- **BlackBerry ROI** varies by individual and is conservatively calculated at a minimum of 238%. This equates to a payback period of 154 days, or approximately 5 months. The conservative ROI for BlackBerry was calculated as 162% in 2004. The increase in minutes converted to productive time each day can be attributed to the proliferation of BlackBerry among operations level staff who likely have more slack time in their calendars to convert than executives. The increase in workflow efficiency is likely influenced by higher percentages of staff with BlackBerry, which creates improved workflow economies.

## Introduction

### About This Report

The purpose of this report is to determine a typical company's return on investing in BlackBerry. This return-on-investment (ROI) study is an update to the BlackBerry ROI study conducted by Ipsos Reid and Research In Motion Limited (RIM) in 2004.

### What's New In This Report

In the 2004 Ipsos Reid BlackBerry ROI Study, 51% of respondents reported having a voice activated BlackBerry handheld. In 2007, the use of integrated voice and data BlackBerry handhelds is near universal (99%).

Due to the importance of TCO data, and because BlackBerry results are consistently lower than what some would expect, the size of the IT sample was increased in this study. A total of 1,387 IT managers responsible for administering BlackBerry in their organizations responded.

Since 2004, RIM has continued to expand their presence with carriers internationally. The distribution of respondents to this study was reflective of the global distribution of BlackBerry with over 15% of IT manager participants coming from outside of North America – primarily Europe (8%) and Asia Pacific (7%).

*NOTE: This study looks exclusively at the ROI from BlackBerry email, organizer and voice. The ROI provided by access to backend applications via BlackBerry is being assessed in separate reports. The reason for this is that the ROI of backend applications varies substantially depending on the type of application.*

## **Study Methodology**

Subscribers to RIM's BlackBerry Connection® newsletter were sent an email invitation to complete an online study in November 2006. The email invitation included a link to the online questionnaire, which was housed on Ipsos Reid's website.

Respondents who indicated that they are responsible for the management, administration or support of BlackBerry within their organization were linked to an Information Technology Administrator questionnaire (these respondents will be labeled as "IT Administrators" for the purposes of this report). BlackBerry users who indicated that they are not responsible for the management, administration or support of BlackBerry within their organization were linked to the BlackBerry End User questionnaire (these respondents will be labeled as "End Users").

Respondents were screened to ensure that their organization uses BlackBerry Enterprise Server, and in the case of End Users, that their BlackBerry handheld is connected to BlackBerry Enterprise Server.

A total of 1,387 IT Administrators and 1,335 End Users completed the questionnaire by November 30, 2006. A sample size of 1,387 provides a margin of error of  $\pm 2.6\%$ , 19 times out of 20, while a sample size of 1,335 provides a margin of error of  $\pm 2.7\%$ , 19 times out of 20. The margin of error will be larger for subdivided segments within the sample.

The study was conducted with BlackBerry users and IT managers in North America, Europe, Asia Pacific and Latin America. Six percent of End User responses and 15% of IT Administrator responses were received from outside North America.

All monetary figures in this report are presented in US dollars.

## **About Ipsos Reid**

Ipsos Reid is a member of the Ipsos Group. Ipsos is a leading global survey-based market research group, with revenues of 718 million euros in 2005. It offers a full suite of research services, guided by industry experts and bolstered by advanced analytics and methodologies in advertising, marketing, public opinion and customer loyalty research, as well as forecasting and modeling. Member companies also offer a full line of custom, syndicated, omnibus, panel, and online research products and services.

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## **Organization of This Report**

### **1) Core BlackBerry Benefits**

- BlackBerry Productivity Benefits
- Blackberry Workflow Efficiency Benefits
- BlackBerry Immediacy Benefits

### **2) BlackBerry Cost Savings**

### **3) BlackBerry Total Cost of Ownership (TCO)**

### **4) BlackBerry ROI and Pay-Back Period Calculations**

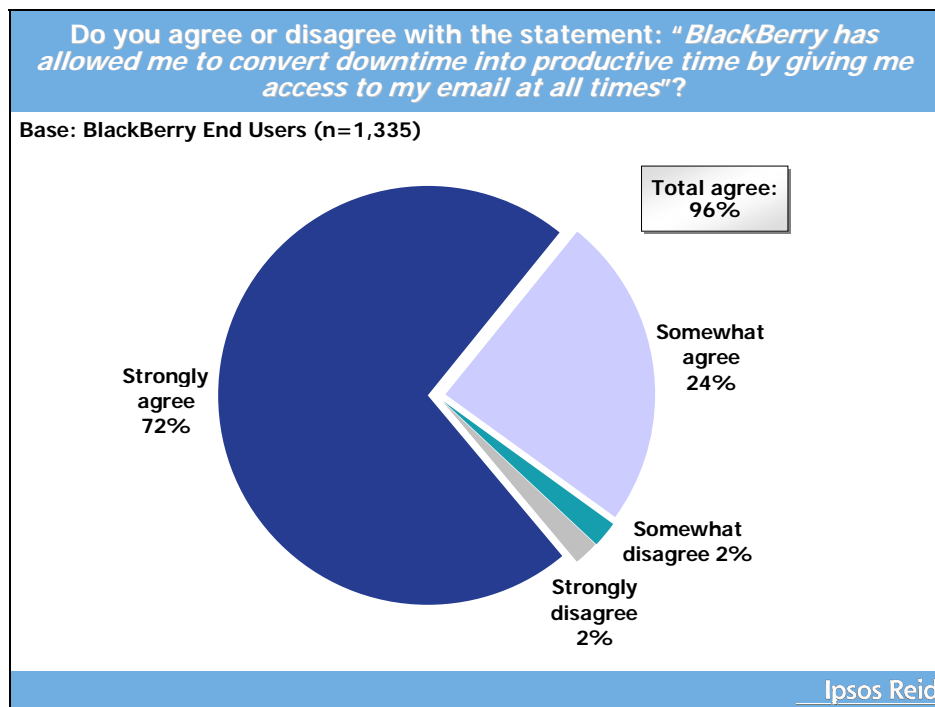
### **5) Conclusion**

## BlackBerry Productivity Benefits

End User respondents to the 2004 BlackBerry ROI study were asked if they agreed with the statement: “*BlackBerry has allowed me to convert downtime into productive time by giving me access to my email at all times.*” Virtually all respondents agreed with the statement (98%).

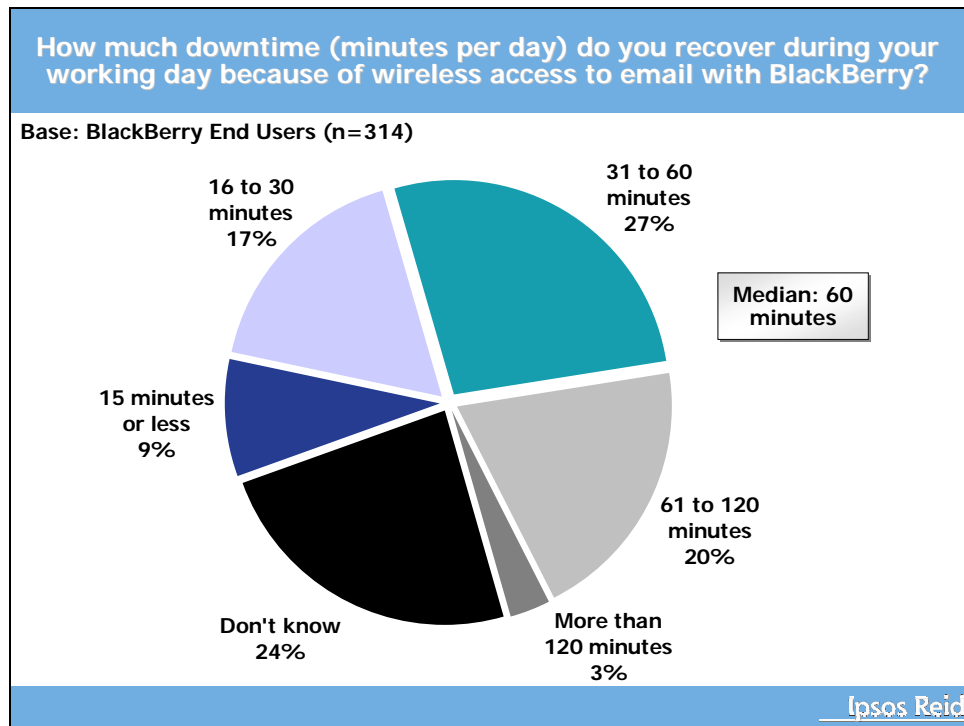
The percentage of End User respondents who agree with this statement remains consistent in 2007 (96%). Though agreement with the statement continues to be near universal, the intensity of agreement has decreased somewhat. In 2004, 83% *strongly* agreed with the statement, while in 2007 72% *strongly* agree with this statement [Figure 1]. This decline seems contradictory to the fact that the amount of reported time converted on a daily basis actually increased between the two studies. This is likely an artifact of the larger and evolved samples between the two studies. The 2007 sample is much more voice-centric and more cross-sectional across employee classes than in the 2004 study.

**FIGURE 1**



On average, End Users indicate that they recover one hour per workday because of BlackBerry. This is higher than the 2004 study where End Users stated that they recovered an average of 47 minutes per workday. The 2007 median<sup>1</sup> value of 60 minutes per day [Figure 2] is only marginally lower than the mean value of 63 minutes per day reported in this study. The median value of 60 minutes per day will be used for the ROI calculations because it is a more conservative estimate and is less susceptible to outlier effects than the mean value.

**FIGURE 2**



Assuming a five-day workweek and 50 working weeks per year, this translates to the recovery of approximately 250 hours per year.

<sup>1</sup> A median value is the middle value of all responses. Half of responses are below the median value and the other half are above the median value. Using the median value is sometimes more conservative than using a mean or average value as an average value can be skewed by a small number of respondents giving large values.

The 2004 ROI study put forth that the impact of this recovered time is most appropriately measured in direct relation to the End User's salary, assuming that the value of their daily productivity is accurately reflected in their salary level. Accordingly, the table below lists annual recovered productivity as a proportion of a BlackBerry user's annual salary [Figure 3].

**FIGURE 3**

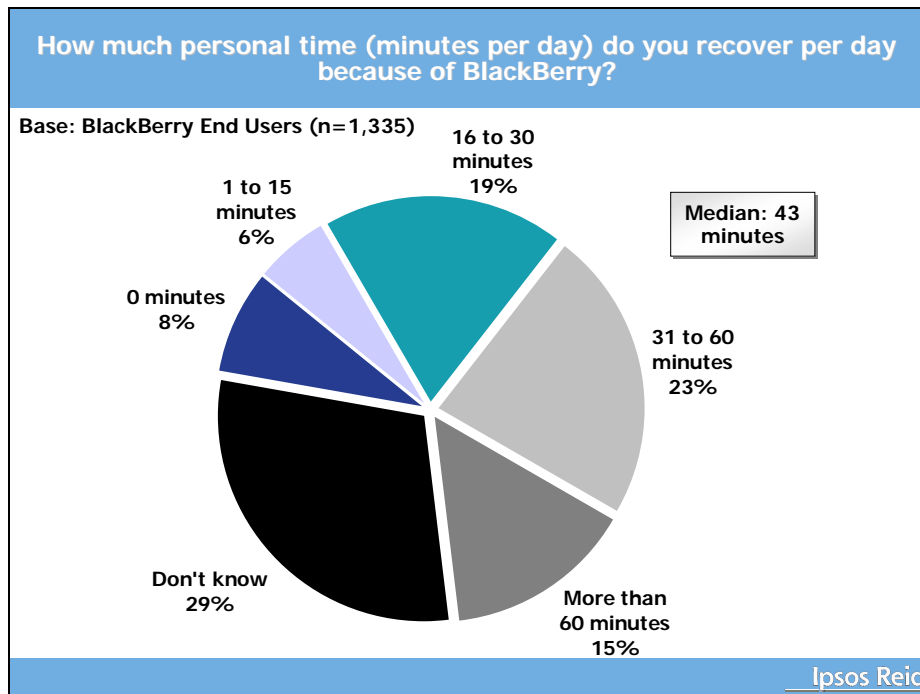
<b>Salary of BlackBerry User</b>	<b>Value of Annual Recovered Downtime<sup>2</sup></b>
\$40,000	\$5,000
\$50,000	\$6,250
\$60,000	\$7,500
\$75,000	\$9,375
\$100,000	\$12,500
\$125,000	\$15,625
\$150,000	\$18,750

<sup>2</sup> Assumes 2,000 hours worked in a given year (40 hours per week x 50 working weeks).

End Users were also asked how much personal time they recovered per day because of BlackBerry. Seventy-one percent of End Users were able to estimate their daily personal time savings due to BlackBerry with the median estimate being 43 minutes [Figure 4]. This represents a significant increase from 2004 when the median estimate was 27 minutes.

While it is difficult to put a dollar value on recovered personal time, it is fair to assume that recovered personal time likely leads to a feeling of an improved quality of life, which could result in lower absenteeism and greater loyalty to the firm.

**FIGURE 4**



## BlackBerry Workflow Benefits

In this report, productivity measures the BlackBerry benefits attained by end users in terms of their own conversion of downtime into productive time. Workflow measures the benefits to others delivered by BlackBerry users who are able to remain fully functional members of their teams while they are mobile. For example, not being able to respond to requests to sign-off on project terms or costs can result in mobile managers or staff slowing down tasks and project completions for many others.

End User respondents were given the following definition of workflow:

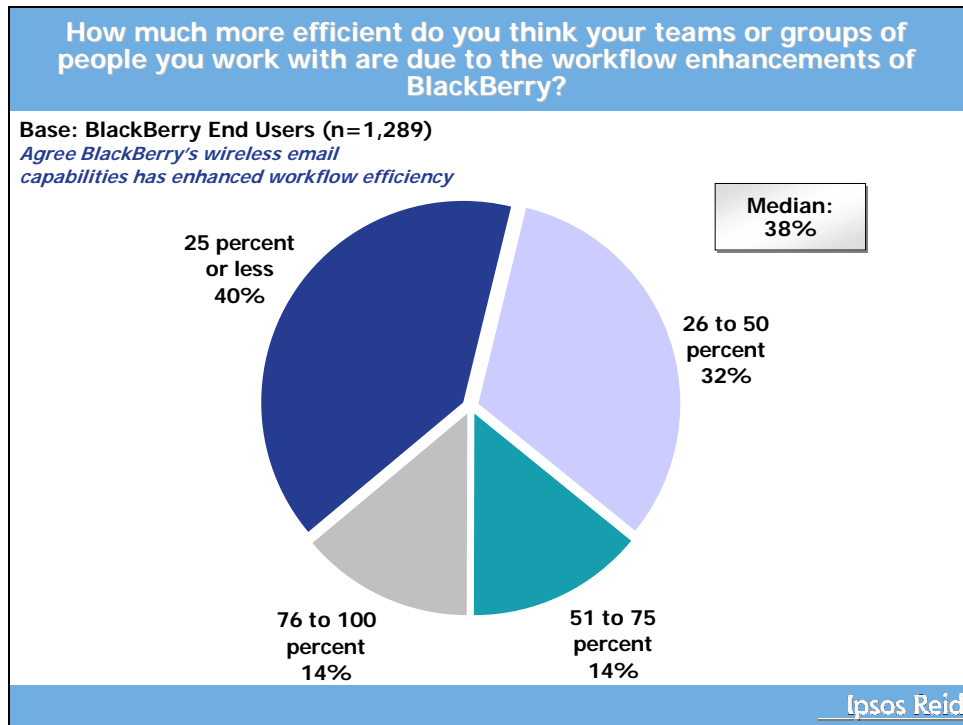
*Workflow refers to the processes followed by employees to complete tasks and projects in regards to how they interact with colleagues and business systems. Workflow also refers to the assessment of the efficiency that employees achieve in completing tasks and projects and measures how effective employees are in having the information they need to get things done.*

After having read the definition, survey respondents were then asked if they agreed or disagreed with the following statement: “*BlackBerry’s wireless email capabilities have enhanced my workflow efficiency.*” Agreement with this statement is near universal among respondents as 72% strongly agree and 24% somewhat agree.

Respondents were then asked to indicate how much more efficient their teams or groups of people that they work with are due to the workflow enhancements of BlackBerry. (The 4% of respondents who do not agree that BlackBerry has improved their workflow efficiency were not asked this question). Over one-quarter of respondents (28%) think their teams’ efficiency has increased by greater than 50%, while the median response provided is that their teams are now 38% more efficient due to the workflow enhancements of BlackBerry [Figure 5].

Estimates of increased workflow efficiency have increased significantly from 2004 (when the median was 29% more efficient). The increase in workflow efficiency is likely influenced by higher percentages of staff with BlackBerry, which creates improved workflow economies.

**FIGURE 5**



According to the *IMD World Competitiveness Yearbook*, the typical Output per American Employee per Annum is approximately \$88,500. If we were to conservatively estimate that one BlackBerry handheld enabled employee is responsible (as a manager or team leader) for one non-BlackBerry handheld enabled employee, it follows that the employee's efficiency has improved by \$33,630<sup>3</sup> due to BlackBerry (up from \$21,750 in 2004). If a manager was responsible for five employees in his or her group, BlackBerry would be responsible for \$168,150 in increased productivity.

<sup>3</sup> \$88,500 USD x a 38% increase in efficiency

## BlackBerry Immediacy Benefits

As discussed in the 2004 ROI document, immediacy refers to the unique, often one-off gains that can be achieved because of the speed of BlackBerry voice and data awareness.

BlackBerry immediacy benefits include client acquisition and retention through improved responsiveness and transaction gains.

Because voice and data frequency rates vary, we will break these out individually.

### BlackBerry Email and Organizer Immediacy Benefits

Email is used as the key driver of BlackBerry immediacy, but quick access to a user's calendar, contacts or other organizer data is often vital to achieve an immediacy benefit.

To quantify the immediacy benefits provided by BlackBerry wireless email and the organizer, an arbitrary dollar value is placed on each time-sensitive communication that End Users are able to address due to BlackBerry while mobile. Although the derived number is completely arbitrary, this is the only way to calculate an average immediacy benefit per user. The reality is that many of the time sensitive email discussed here will have no material immediacy benefit. However, numerous respondents to the BlackBerry ROI studies have discussed single multi-million dollar immediate emails that were attributed to gaining or retaining major clients or allowing end users to take advantage of short-term information for direct financial gain.

To determine the number of time-sensitive emails addressed by BlackBerry, End Users were asked how many emails they send from their BlackBerry handheld in a given day, how many email they receive, what percentage of their email is time sensitive, and how much time they spend away from the office.

The median number of business emails received per day by respondents is 47, and the median percentage of time spent away from the office by End Users is 30%. Note, this number is a bit misleading as it includes both mobile and non-mobile days or periods. Additionally, the median value for the percentage of email that is received that can be classified as time sensitive is 37%. As such, the median number of time-sensitive emails received by BlackBerry End Users while they are away from the office is five per day, or 26<sup>4</sup> per week.

The median number of business emails sent by End Users per day from their BlackBerry handheld is 10. Note this number also includes both mobile and non-mobile days or periods. The median percentage of time-sensitive emails sent by BlackBerry End Users is 47%. This is equivalent to five time-sensitive emails being sent per day by the median BlackBerry user, or 24<sup>5</sup> per week.

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<sup>4</sup> 47 emails received x 37% time sensitive x 30% of time spent away from the office x 5 days a week = 26 time sensitive emails per week received while away from the office

<sup>5</sup> 10 emails sent from BlackBerry handheld x 47% time sensitive x 5 days per week = 24 time sensitive emails sent from BlackBerry handheld per week

Including both sent and received email, the typical BlackBerry End User is addressing 50 time sensitive emails per week, or 2,500 time-sensitive emails per year.

### BlackBerry Voice Immediacy Benefits

The same system of assigning arbitrary values to each phone call will be used to calculate an indicator for BlackBerry voice immediacy. The median BlackBerry user with voice activated on their BlackBerry handheld conducts 300 minutes of voice calls per month. According to the most current general market data from the CTIA (1H2004), the average duration of local calls was 2.94 minutes while the average duration of roaming calls was 3.4 minutes for all mobile phone users. To calculate the average duration of all calls, the degree of mobility of BlackBerry users has to be accounted for to estimate the split between local and roaming calls. When this data is applied on a weighted average basis, the average duration of all BlackBerry voice calls is approximated at 3.01 minutes. As such, each BlackBerry user with voice activated on their BlackBerry handhelds places or receives approximately 100 phone calls per month, or 1,200 phone calls per year.

For the purpose of this calculation, it is assumed that all phone calls are placed from BlackBerry handhelds while the user is mobile and that all voice calls have an element of time sensitivity to them [Figure 6].

**FIGURE 6**

<b>Dollar value of Immediacy</b>	<b>Annual BlackBerry Return</b> (dollar value x 2,500 time sensitive emails per year)	<b>Annual BlackBerry Return</b> (dollar value x 1,200 voice calls per year)	<b>Total Annual BlackBerry Return</b> (email and voice)
\$1	\$2,500	\$1,200	\$3,700
\$2	\$5,000	\$2,400	\$7,400
\$5	\$12,500	\$6,000	\$18,500
\$10	\$25,000	\$12,000	\$37,000
\$15	\$37,500	\$18,000	\$55,500
\$20	\$50,000	\$24,000	\$74,000

## Cost Savings

In an earlier 2001 study, we explored cost savings with respect to decreased use of other communication devices, such as wireless phones, PDAs, pagers, and laptops. At that time, decreased Remote Access Server usage, reduced wireless phone minutes, and discontinued usage of PDAs and pagers, resulted in total direct savings per BlackBerry End User of \$722 per year.

In the 2004 study, BlackBerry users who did have voice activated on their BlackBerry handheld conducted a median of 650 voice minutes per month before becoming BlackBerry users. These users reported a change in their monthly voice minutes of 0% on average as they reported the same median of 650 voice minutes per month after becoming BlackBerry users. It has been assumed that transferring voice services to a BlackBerry wireless handheld does not result in a hardware savings for the displaced basic mobile phone. This is based on the reasonable assumption that basic mobile phones are typically fully subsidized by the carrier within the service contract.

An ongoing trend has been the declining use of pagers and non-wireless PDAs in corporations. This means that BlackBerry does not displace competing hardware as frequently as it once did. As such, expenses on pagers and non-wireless PDAs were treated as sunk costs for the ROI calculations.

This leaves us with one material cost that is appropriate to continue to include in the BlackBerry ROI calculation: decreased remote access server (RAS) usage with laptops dialed into the corporate network. This is based on the belief that a list of small hard cost savings per user, each of which are arguable in themselves, is more of a detraction than a benefit to this study. This is also based on the contention that the return on investment of productivity tools is inherently about achieving something as opposed to saving something and the nearly unanimous reason that they are purchased.

The median BlackBerry End User who dialed into the corporate network prior to using BlackBerry indicates that in a given month, they would spend 280 minutes (or 4.7 hours) dialed into the corporate network. Since becoming a BlackBerry user the median End User is dialed into the corporate network for 29 minutes per month (or .5 hours). This is a drop of 90%.

As such, a typical End User who uses a laptop and dials into the corporate network can expect to save \$301<sup>6</sup> per year once they start using BlackBerry. Given that 84% of BlackBerry users use a laptop and 91% of those users dial into the corporate network at least once a month, this is equivalent to a savings of US\$230 for an average BlackBerry user (i.e. the average across all users once adjusted for those who do not have laptops and those who have a laptop but do not use it to dial into the corporate network.)

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<sup>6</sup> 280 minutes per month pre-BlackBerry – 29 minutes per month post-BlackBerry x 12 months = 3,012 RAS minutes saved per year. It is assumed one minute of RAS cost is approximately 10 cents.

The average price to carriers of BlackBerry handhelds is approximately US\$365. We have assumed that the price to clients would not exceed this due to subsidization by carriers. Using a service life of 2 years (US\$183 per year), RAS savings can be looked at as a fringe benefit that equates to free handheld hardware plus a couple of months of free airtime, depending on carrier package and pricing.

## BlackBerry Total Cost of Ownership (TCO)

The following table details the investment required by a firm looking to deploy BlackBerry handhelds to 100 users. Given that voice activated BlackBerry handhelds are near universal in 2007 (99% among End User respondents), the results assume every new user has voice activated on their BlackBerry handheld.

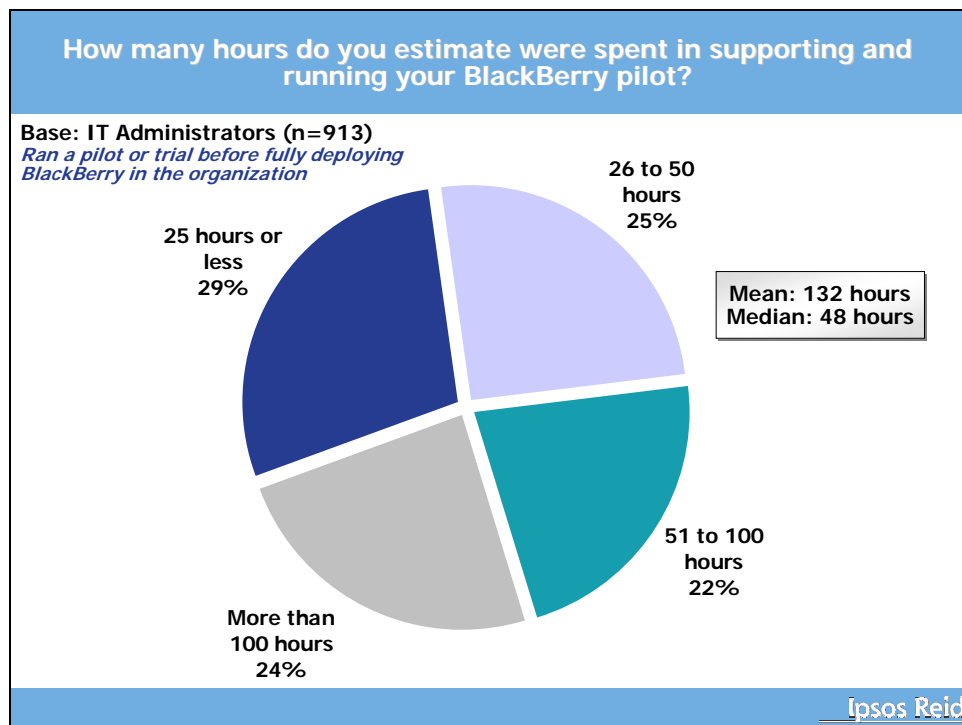
**FIGURE 7**

Component	Annual Cost Per User
BlackBerry Handheld	\$183
BlackBerry Software	\$56
Server hardware	\$50
Airtime – Data (\$40 per month)	\$480
Airtime – Voice (median of 300 min. per month x \$0.08 per min.)	\$288
BlackBerry Pilot Costs	\$25
Internal Support Costs	\$233
<b>TCO</b>	<b>\$1,315</b>
<b>Cost Savings (RAS)</b>	<b>\$230</b>
<b>Net TCO – (subtract savings)</b>	<b>\$1,085</b>
<b>Incremental TCO – (subtract voice cost for users that already had mobile phones: \$288)</b>	<b>\$799</b>

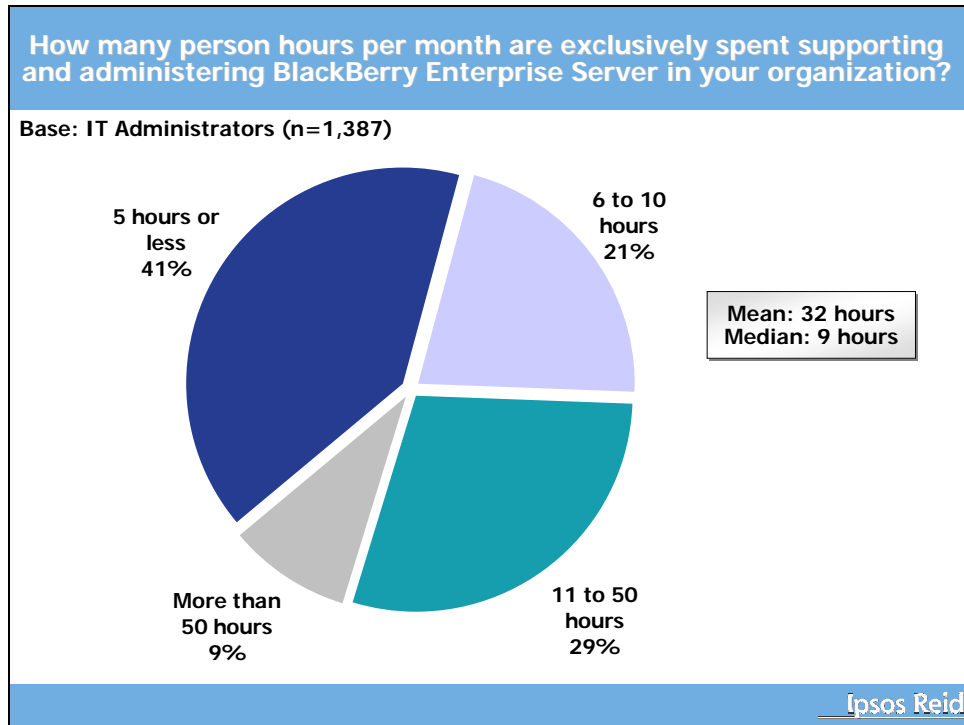
### Assumptions for the preceding table:

- The average sales price to carriers of BlackBerry handhelds is approximately US\$366. We have taken a conservative approach by keeping the price to enterprise clients at this same value. Carriers are likely to discount the handheld hardware cost with enterprise contracts;
- The BlackBerry software cost includes the cost for the BlackBerry Enterprise Server, additional Client Access Licenses and BlackBerry Technical Support Services (TSupport), with the software amortized over two years;
- The BlackBerry Enterprise Server requires an Intel® Pentium® III or compatible processor (500 MHz or greater, 512 MB RAM, 2 GB hard drive). A server that meets the base requirements can be purchased for several hundred dollars. However, many companies will want to install BlackBerry as a mission critical system on a high uptime, high availability, multiple hard drive, rack-mounted server. These high-end servers can be purchased for under US\$10,000. 2 year amortization.

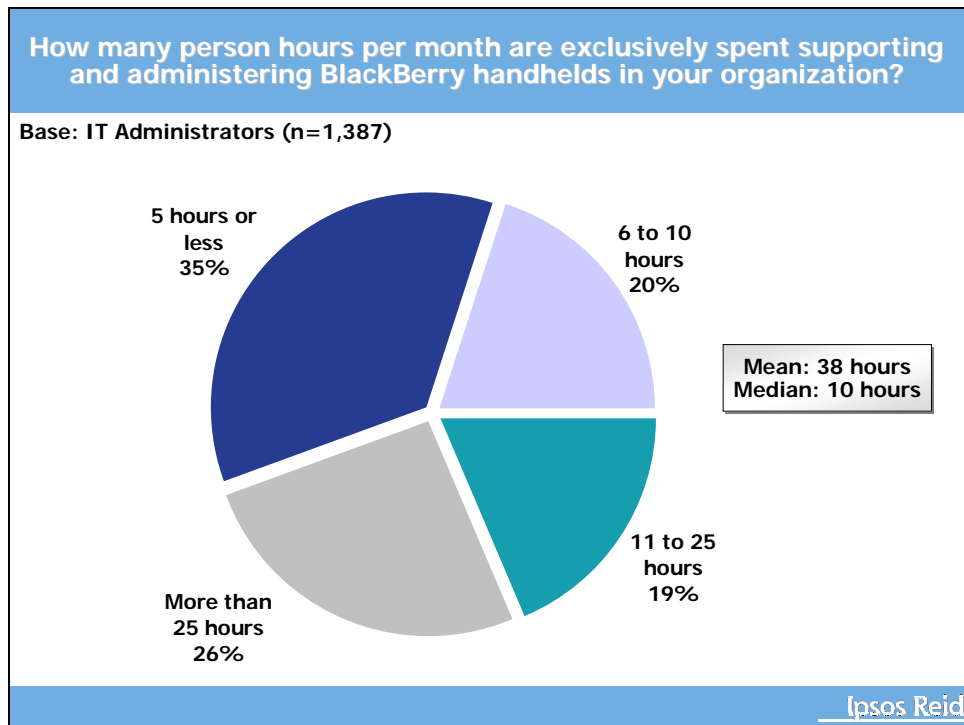
- The median number of hours that IT managers responsible for administering BlackBerry in their organization report being spent running the pilot is 48 hours [Figure 8]. The median number of BlackBerry handhelds deployed in an organization is 49. Based on an IT manager's salary of \$100,000, this is equivalent to \$49 per user, amortized over two years;
- The median number of hours IT managers responsible for administering BlackBerry in their organization report being spent on BlackBerry Enterprise Server support is 9 hours per month [Figure 9]. The median number of hours IT managers responsible for administering BlackBerry in their organization report being spent on handheld support is 10 hours per month [Figure 10], and the median number of handhelds deployed is 49. Again assuming an IT manager's salary of \$100,000, this is equivalent to \$233 per user per year. The actual survey results of the median number of BlackBerry devices deployed of 49 was used for this calculation because the question asked specifically for total hours spent as related to their individual deployments.
- Incremental TCO is an interesting measure of actual BlackBerry TCO because the vast majority of mobile users (91% from previous study) were already incurring monthly voice costs. As such, voice costs cancel out when the voice service is moved over to a BlackBerry handheld. However, this treats voice expenses as a sunk cost. These numbers will not be used in the ROI calculations.

**FIGURE 8**

**FIGURE 9**



**FIGURE 10**



## BlackBerry Return on Investment

The return on investment experienced by BlackBerry users varies in relation to the employee's role within their organization and the degree of impact that their activities have on the firm's profitability. Several BlackBerry ROI scenarios for different occupation classes are presented below. The ROI and payback periods are presented in escalating order to allow readers to quickly personalize where they would peg the numbers based on their individual interpretation of the contents of this report.

In the interest of being conservative, the following calculation rules have been applied for all scenarios:

- TCO and Net TCO are calculated for each scenario to allow readers to decide whether they want to include the RAS savings that are typical of the average BlackBerry deployment.
- Personal productivity returns have been halved. This is to accommodate the argument that suggests that mobile workers will not necessarily do more work with every extra minute that is converted from downtime into potentially productive time.
- Workflow efficiencies have been halved. Similar to the reason with personal productivity, if there is merit to the argument that mobile professionals may take some slack time out of their increased productive time, their team-mates may also not take full advantage of the workflow benefits received from their mobile counterpart.
- Based on a two year amortization.
- 100 BlackBerry handhelds and one BlackBerry Enterprise Server.

**SCENARIO ONE**

- *Salary of \$50,000*
- *One-to-one ratio of mobile employee to other employee*
- *Value of time sensitive email or voice call is \$2 each*

Source of Value	Dollar Amount	Cumulative Returns	BlackBerry TCO	BlackBerry ROI <sup>7</sup>	Payback Period <sup>8</sup>
Productivity	\$3,125	\$3,125	\$1,315	238%	154 days
Workflow	\$16,815	\$19,940	\$1,315	1516%	24 days
Immediacy	\$7,400	\$27,340	\$1,315	2079%	18 days

Source of Value	Dollar Amount	Cumulative Returns	BlackBerry Net TCO	BlackBerry ROI <sup>9</sup>	Payback Period <sup>10</sup>
Productivity	\$3,125	\$3,125	\$1,085	288%	127 days
Workflow	\$16,815	\$19,940	\$1,085	1838%	20 days
Immediacy	\$7,400	\$27,340	\$1,085	2520%	14 days

**SCENARIO TWO**

- *Salary of \$100,000*
- *One-to-two ratio of mobile employee to other employees*
- *Value of time sensitive email or voice call is \$5 each*

Source of Value	Dollar Amount	Cumulative Returns	BlackBerry TCO	BlackBerry ROI	Payback Period
Productivity	\$6,250	\$6,250	\$1,315	475%	77 days
Workflow	\$33,630	\$39,880	\$1,315	3033%	12 days
Immediacy	\$18,500	\$58,380	\$1,315	4440%	8 days

Source of Value	Dollar Amount	Cumulative Returns	BlackBerry Net TCO	BlackBerry ROI	Payback Period
Productivity	\$6,250	\$6,250	\$1,085	576%	63 days
Workflow	\$33,630	\$39,880	\$1,085	3676%	10 days
Immediacy	\$18,500	\$58,380	\$1,085	5381%	7 days

<sup>7</sup> BlackBerry ROI = Cumulative Returns / BlackBerry TCO

<sup>8</sup> Payback Period = BlackBerry TCO / (Cumulative Returns / 365 days)

<sup>9</sup> BlackBerry ROI = Cumulative Returns / BlackBerry Net TCO

<sup>10</sup> Payback Period = BlackBerry Net TCO / (Cumulative Returns / 365 days)

### SCENARIO THREE

- Salary of \$150,000
- One-to-four ratio of mobile employee to other employees
- Value of time sensitive email or voice call is \$10 each

Source of Value	Dollar Amount	Cumulative Returns	BlackBerry TCO	BlackBerry ROI	Payback Period
Productivity	\$9,375	\$9,375	\$1,315	713%	51 days
Workflow	\$67,260	\$76,635	\$1,315	5828%	6 days
Immediacy	\$37,000	\$113,635	\$1,315	8641%	4 days

Source of Value	Dollar Amount	Cumulative Returns	BlackBerry Net TCO	BlackBerry ROI	Payback Period
Productivity	\$9,375	\$9,375	\$1,085	864%	42 days
Workflow	\$67,260	\$76,635	\$1,085	7063%	5 days
Immediacy	\$37,000	\$113,635	\$1,085	10473%	3 days

## Conclusion

In 2007, BlackBerry ROI continues to be strong due to significant increases in personal productivity and workflow efficiency. In 2004, ROI was conservatively calculated at a minimum of 162% with a payback period of 224 days. Using the same conservative calculations, in 2007 ROI is at a minimum of 238% with a payback period of 154 days.

Personal productivity continues to be a strong source of BlackBerry ROI as would be expected given that mobile effectiveness is the core objective of the BlackBerry solution. By itself, under conservative ROI scenario conditions, BlackBerry pays for itself in approximately 5 months on average based on personal productivity benefits alone.

Workflow efficiency goes in hand with personal productivity and concludes that BlackBerry is also very important to the colleagues of BlackBerry users whether or not they happen to be BlackBerry users themselves. Even under conservative ROI scenario conditions, with workflow included, the payback period for BlackBerry is approximately 4 weeks. The strength of the workflow numbers also suggests that companies without an effective wireless solution are seriously undermining their competitiveness.

Immediacy remains a strong contributor to BlackBerry ROI although we recognize that some may not want to include immediacy in their ROI criteria or discount it even further than what has been presented here. The fact remains that many individuals credit BlackBerry with assisting in reaping significant financial gains and winning and holding clients. Immediacy is difficult to quantify, but we trust that readers of this report will accept in principle that immediacy provides significant value for many BlackBerry users.

The 1,387 IT managers that completed this study have reaffirmed that supporting BlackBerry inside organizations is not burdensome. Fifty percent of IT managers report spending 9 hours or less per month supporting their BlackBerry Enterprise Server(s). Fifty percent of IT managers report spending 10 hours or less per month supporting BlackBerry handhelds including new deployments. This equates to an average total IT time investment of 23 minutes per user per month. Every working day, each BlackBerry user recovers almost 3 times the monthly IT time investment through personal productivity alone. BlackBerry workflow benefits and immediacy benefits further justify the costs and internal resource commitments associated with deploying and managing BlackBerry.

*All of the questions in this study and the associated results apply specifically to BlackBerry. Any attempt to apply the results of this study to other mobile and wireless solutions is erroneous, and prohibited by copyright. Even small technical or performance differences between the other solution and BlackBerry can result in substantially different ROI results.*

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