

klein

The Business and Economic Impact of Mission Control

The Cost Savings and Business Benefits of Mission Control Professional Services Automation





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“From the very early conversations about going into business together, Chris and I were passionate about providing high-quality solutions to our customers, that are backed up by exceptional support.

Seeing concepts grow from an idea over a coffee (or the odd beer) into mature solutions that are helping business all around the world manage their operations more effectively is so rewarding.”

Colin Johnson
CEO & Co-Founder

1 Executive Summary

Mission Control is a cloud-based Professional Services Automation (PSA) software system, native to Salesforce, that equips businesses with all the project management tools and processes needed to deliver consistently efficient projects across the board.

Mission Control commissioned Klein to interview a cross-section of customers to understand and quantify the impact that implementing Mission Control has had on their organization.

The purpose of this report is to give the reader insight into the costs and benefits associated with Mission Control to assist their internal estimation of the financial impact on their business. In addition to reporting the individual outcomes and experiences these businesses have faced, this report summarizes the common financial impact and infers these outcomes across a range of business sizes.

Prior to implementing Mission Control, the businesses interviewed used a range of tools and varying processes within their business to manage resourcing, capture time, costs, and project billing.

Mission Control was selected on the basis of:

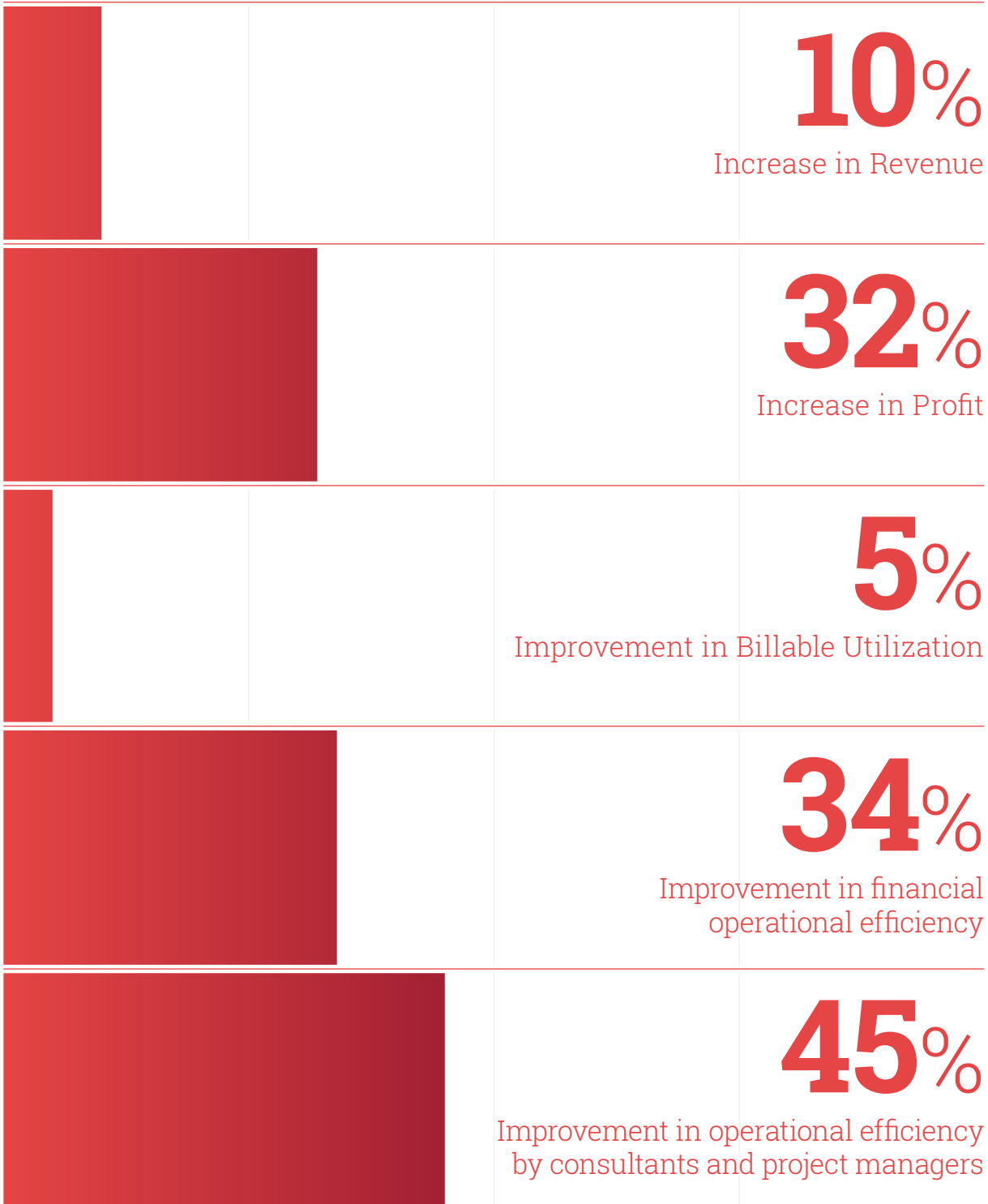
- Being native to Salesforce
- The ease of implementation
- The ease with which it could be tailored and customized to meet their business requirements
- Competitively priced without compromising features or functionality.

In addition to the tangible financial gains, respondents spoke to the impact Mission Control has had on how they do business and its role in enabling them to be a 'better' business.





Key Findings at a Glance





Key Impacts Attributed to Mission Control

10% Increase in Revenue

Mission Control increases revenue opportunities by expanding a businesses capacity to undertake additional engagements;

- Enables more complex, multi-faceted projects.
- Facilitates more agile decision making and the ability to commit to smaller projects.

Most businesses attributed revenue increases between 4% and 43% to the adoption of Mission Control.

32% Increase in Profit

Our interviewed clients experienced an increase in attributed profit of 32% via:

- Reduction in the overhead and back-office involvement in projects
- Enabling management to see - and address - emerging resourcing and profitability issues
- Better and more timely visibility of job profitability and scheduling so they can produce better estimates and better quotes.
- More accurate billing

The combination of the 10% increased revenue and the 7% increase in margin, enabled by Mission Control, resulted in a 32% increase in profit (ranging between 17% and 129%) on average.

45% Improvement in operational efficiency by consultants and project managers

Time required for consultants to complete timesheets and expenses reduced from 4 to 2 hours per period and for project managers to reconcile and report project activities reduced from 6 to 1 hour per period.

5% Improvement in Billable Utilization

A 5% increase in billable utilization due to:

- A reduction in time spent doing non-billable activities.
- Holding consultants accountable to project budgets
- Having visibility of progress and where projects are generating revenue and incurring costs.
- Having accurate and accessible visibility of consultants' billable and non-billable activities including ensuring all potentially billable activities are invoiced.

As a consequence, there is an average increase of 5 percentage points in utilization with the increase ranging between 2 to 13 percentage points.

This improvement in 'efficiency' - the additional 2,880 billable hours - is equivalent to 1.5 FTE consultants with the potential to generate an additional US\$576,000 in revenue.

2,880

additional billable hours

US\$576,000

potential additional revenue

34% Improvement in financial operational efficiency

Time required to close the monthly financial cycle and to invoice completed work reduces from 56 hours to 37 hours per month saving US\$15,994 per year.



Costs

The implementation costs experienced by the organization were minimal with the ease and cost of implementation mentioned as one of Mission Control's main attractions.

Implementing Mission Control cost

US\$**9,420**

average cost of training, encompassing training fees and non-billable time

Maintaining Mission Control cost

US\$**17,638**

per year between the license fees and the fractional cost of a System Administrator for on-going support.

6,156%

return on investment

Payback ~within **6 months**

"We are doing things and taking only 10% of the time it used to take before we had Mission Control. Given how much we have grown we wouldn't have been able to run the business the way we do now without Mission Control."

– CIO, Technology Consulting

2 Framework for Assessing Economic Impact



Framework and Methodology

The framework for assessing the economic impact is based on 5 interviews with current Mission Control clients conducted during November, 2021 with:

- Decision-makers
- Existing Mission Control clients (who have been customers for 2 years or longer)
- Existing Salesforce clients who had transitioned from competing PSA platforms

Businesses profiled ranged from:
From 30 to 160 users
Consulting, Engineering, Marketing, Technology, Software industries
Located in the Americas or Asia Pacific
Start-ups, to Scale-ups to organizations with 10+ years experience

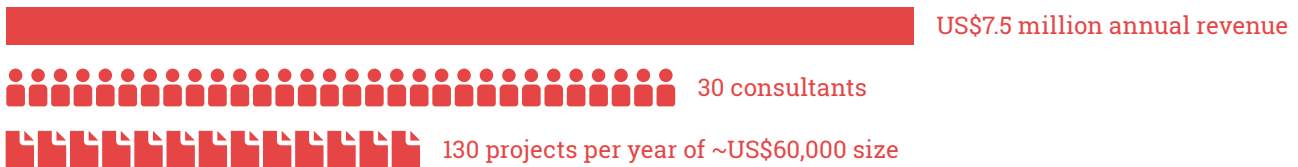
The objective of the interviews was to identify, quantify and explain the costs and the benefits they attributed to their implementation of Mission Control.

Based on the quantitative and qualitative feedback provided Klein has:

- Reported the financial outcomes interviewees have experienced
- Detailed the drivers of these outcomes
- Built a financial model representative of the feedback given. The model is based on an assumed aggregate business and the impacts are based on the 'common' experience.

The 'common' experience was determined by removing any outliers and identifying the result that occurred most frequently.

Key Assumptions of the aggregate business:



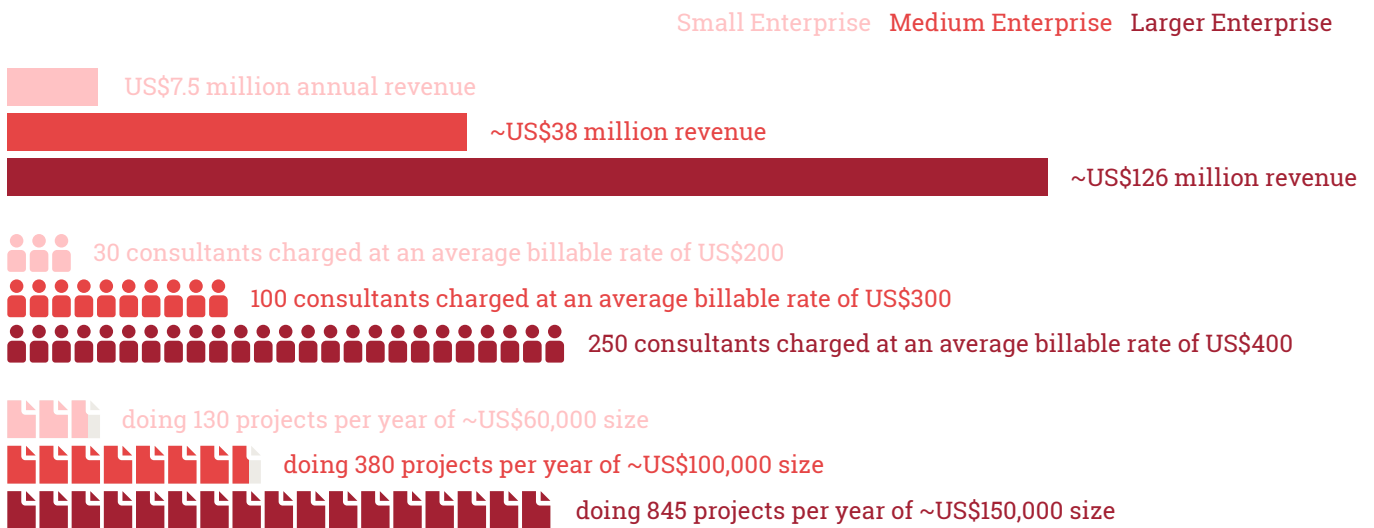
In the model we have used conservative assumptions informed by the common experience and feedback of the 5 interviewees.

2 Framework for Assessing Economic Impact



Scale assumptions

The findings and outcomes of our 5 SME interviewees have been extrapolated out to larger businesses to illustrate the potential benefits and provide more context for a broader range of organizations, based on the following assumptions:



Quantitative data is sourced from interviewees using a combination of:

- Data extracted from Mission Control for the current year and first year of implementation
- Data provided from their legacy systems
- Data provided of what specific metrics would have been without Mission Control

Disclosures - Framework

- The findings herein are based on the actual and perceived experiences of 5 businesses
- Klein makes no predictions or assumptions as to the outcomes and returns that other businesses may experience
- Mission Control supplied candidates to Klein but did not participate in the interviews nor inputted in the selection of which organizations were included in the model



Business Challenges

All businesses had existing tools and processes in place for project management, however a lack of automation and integration created considerable limitations.

The primary frustrations were:

<p>The lack of a simple, timely and accurate tool to have visibility of all aspects of a project, as well as aggregating multiple projects to get a total business perspective</p>	<p>Prior to adopting Mission Control, respondents used multiple tools to manage time entry, billing, scheduling and resource allocation. The proliferation of tools and the reliance on manual processes meant that generating a consolidated and integrated view of a project (or the consolidated business) was slow, expensive, and open to errors.</p> <p><i>“The system we were using did the job but it was too cumbersome to set-up projects and the interface wasn’t user friendly. I knew there had to be a better way”</i></p>
<p>A manual and inaccurate process for billing</p>	<p>Their legacy processes made checking billable time on a project and providing evidence-based time sheets laborious.</p> <p><i>“We had different programs (for managing projects and billing clients) and bringing it all together to understand projects and their profitability required someone spending a couple of days pulling it all together... and it was often incorrect.”</i></p>
<p>A lack of visibility of current and future resourcing</p>	<p>A key challenge for interviewees was managing the peaks and troughs, bottlenecks and under-utilization of consultants. Interviewees spoke of missed opportunities, project inefficiencies and un-balanced workloads/ stressed consultants.</p> <p><i>“We had a fear that we would just muck it up by losing track of the work... we needed to manage a bigger business”</i></p>



Business Challenges

<p>Inability to see when projects are going off the rails from a financial perspective</p>	<p>Prior to Mission Control many businesses were using multiple platforms that made a centralized financial overview near on impossible.</p> <p>“No one in the business could accurately tell me how our projects were tracking on progress and profitability - a huge risk to the business we had prior to Mission Control”</p>
<p>Current platforms were hampering scale</p>	<p>The reliance on manual processes and inputs for setting up and reporting projects meant the businesses ability to grow was handicapped by the legacy approach being unable to scale.</p> <p>“Our challenge was scale – the amount of admin directly impacts on the profitability of the business – particularly as the overheads and complexity of the business increases”.</p>
<p>Forecast issues based on future growth predictions</p>	<p>Many of the businesses interviewed did not have an immediate issue. However, they could foresee issues arising as project number and complexity increased.</p> <p>“Mission Control was a growth enabler. We were getting out in front of a problem we knew we would have in the future.”</p>

3 Catalyst for Change



Why Mission Control?

All interviewees had undertaken a vigorous evaluation of alternative programs. Mission Control was selected on the basis of:



<p>Being native to Salesforce</p>	<p>The ease of implementation</p>
<p>Some had been using Salesforce to manage projects but recognised its limitations to manage projects at minute level of detail.</p> <p><i>“Using Salesforce to manage projects was okay but scheduling is a big thing... the ability to breakdown the task and Salesforce couldn’t do this”</i></p>	<p><i>“None of the other packages we looked at did what we required out of the box”</i></p>
<p>The ease with which it could be tailored and customized to meet their business requirements</p>	<p>The level of customer support provided by Mission Control</p>
<p>Dedicated project manager software with a relevant range of features</p> <ul style="list-style-type: none"> - Ease of reporting including the ability for customized reports - Scheduler/Whiteboard - Great user interface 	<ul style="list-style-type: none"> - Mission Control were accessible and knew what they were talking about - How responsive Mission Control is to bugs/issues - The program updates and evolution
	<p>Mission Control was seen as a less expensive solution without any compromise to features or functionality</p>

“What we were initially looking for was for a full project management suite, being able to manage the project life cycle through Salesforce. The catalyst was we were using disparate tools and we knew we were about to grow, and we knew that we needed to consolidate tools early before it became a bigger efficiency problem.”

- CIO, Construction Organization



The Business and Economic Impact

Diving in to the numbers



4 Revenue Growth



As a consequence of its streamlined processes and perceptions of project quality, most of the businesses interviewed said Mission Control had increased their capacity to take on a broader range of projects.

22%

the average increase of revenue attributed to the adoption of Mission Control

Four of the five businesses attributed significant revenue increases to the adoption of Mission Control; the average increase was 22% and ranged between 4% and 43%. Whilst the average increase in number of projects was 22%, one business reported a 43% increase in the number of projects. Removing the 43% as an outlier, the average increase in project revenue was 10%.

Respondents claimed;

- The processes and visibility provided by Mission Control enabled clients to undertake a broader range of projects. More complex, multi faceted – and therefore bigger – projects were a feature but they also spoke of being more agile and being able to commit to additional more smaller projects.
- Some experienced new revenue streams based on their demonstrated project management competencies, and all spoke to Mission Control enabling them in building a reputation for good project management.
- There was a belief that the improvements in project quality - perceived and actual - has enabled repeat business.

“Mission Control has improved the quality of our projects which has built perceptions of us as a professional organization...being easy to work with and having attention to detail...of projects running within timelines”.

On balance, the average project size did not appear to be materially impacted as the sizes of additional projects were an even mix of smaller and larger than average.



this graph indicates the scale and average revenue growth attributed to Mission Control across our interviewees

4 Revenue Growth



Modeled Economic Impact

Based on the feedback, we have modeled:

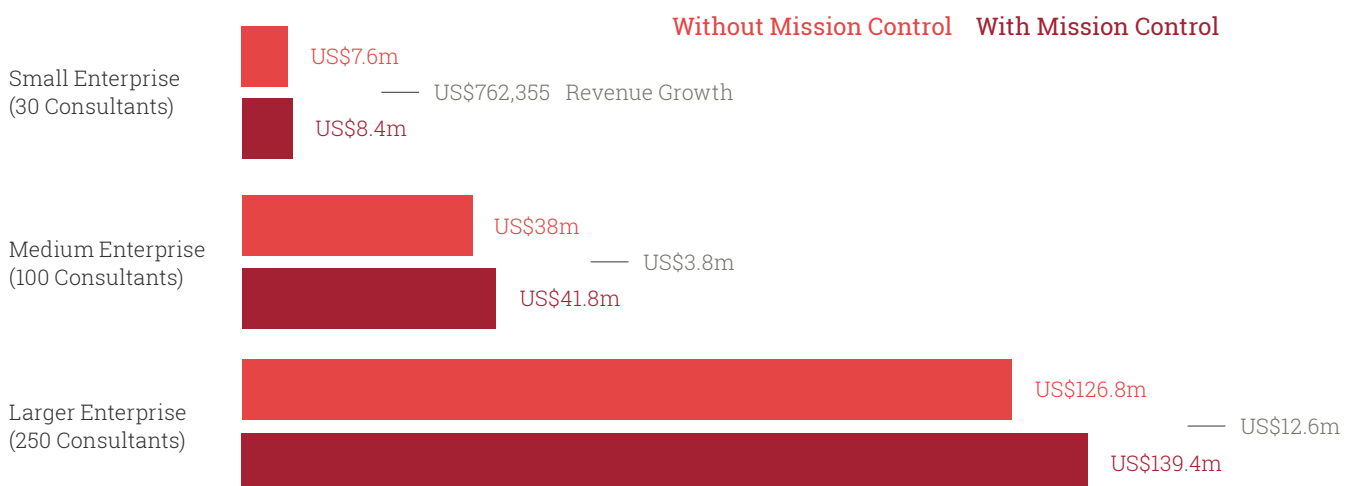
- a 10% increase in the number of projects
- held the average project size constant (this represents the typical uplift and allows for outliers)

10%

increase in the number of projects

Revenue Growth			Without Mission Control	With Mission Control
A1	Number of projects		131	144
A2	Average project size		US\$58,195	US\$58,195
A3	Revenue	A1*A2	US\$7,623,545	US\$8,385,900
	Improvement			US\$762,355
	% Improvement			10%

Projection of Economic Impact by Business size





Following the adoption of Mission Control, all businesses interviewed attributed to Mission Control a significant rise to profit margin; the average percentage increase was 7 points and ranged between increasing by 3 pts and 15 pts.

+7 pts

the average increase to profit margin following adoption of Mission Control

“Making decisions on projects is now based on fact... these types of projects with these kind of people”

Mission Control directly improved profitability by:

- Reducing the overhead and back-office involvement in projects
(QUANTIFIED LATER)

“Our margin wouldn’t be as high because we would have more overheads. Our projects are more profitable from an admin perspective as everything is ready to bill at the end of the week.”

- Enabling management to see - and address - emerging resourcing and profitability issues 2 to 3 weeks earlier
- Visibility means they can cost better and be more selective with the work they do

“We would have used gut feel to decide which projects work and we probably would have gotten it right but proving that without Mission Control would have taken a lot of work”

- Mission Control has given better and more timely visibility of job profitability and scheduling so they can produce better estimates and better quotes.

“Before Mission Control we would sell a project to meet the client’s budget, with the templates in Mission Control the sales team can flex the resources in a project to both meet their budget and be profitable rather than one-size-fits-all”

- More accurate and correct billing to the client (including not misallocating billable time as non-billable)
- Better utilization amongst consultants and project managers
(QUANTIFIED LATER)

“Because we have hard data to look back on what kind of project was more profitable...we can target those kinds of projects.”

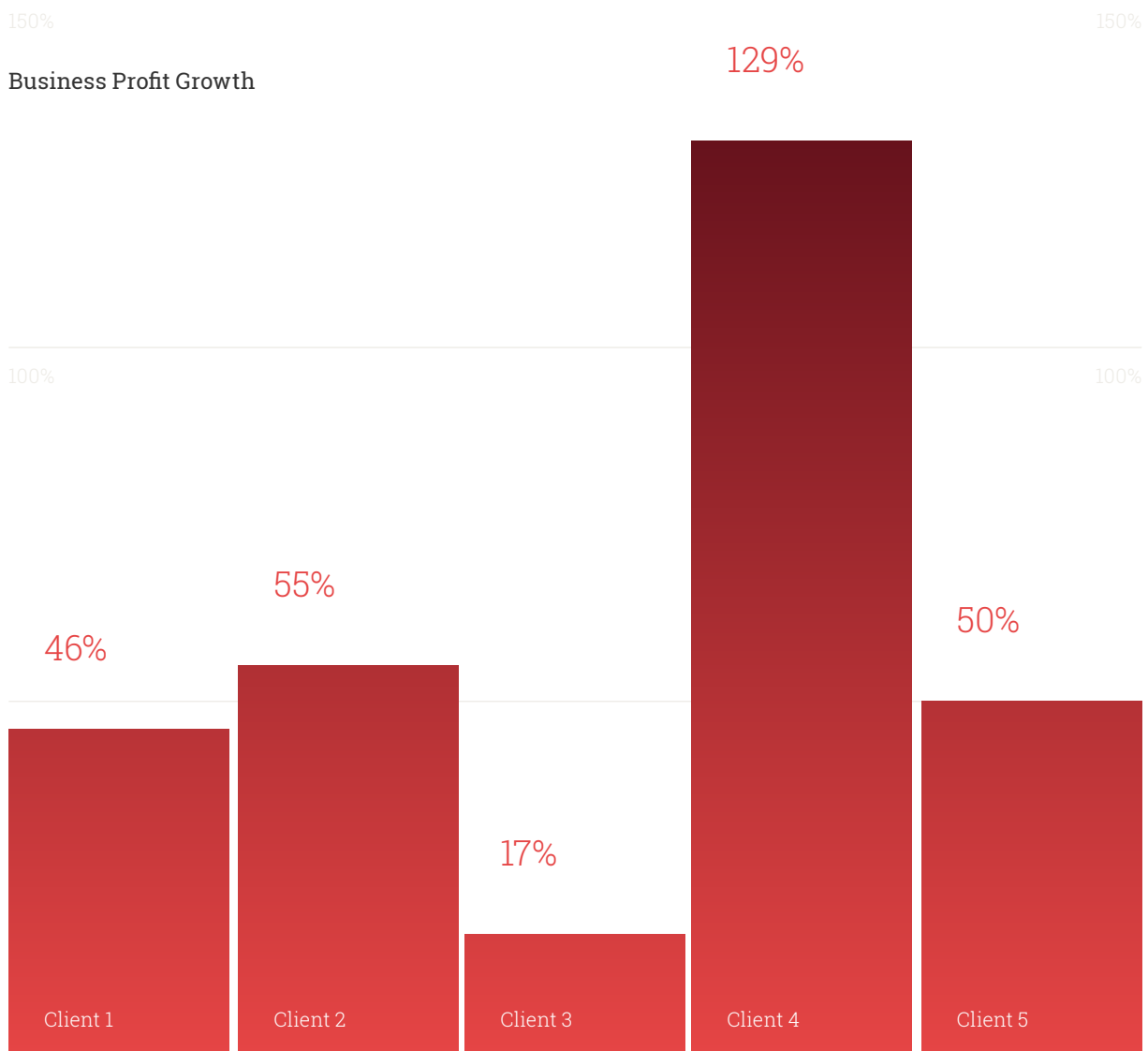
“Previously we had to aggregate multiple reports from multiple sources, now we have dashboard reporting and the ability to drill down in addition to more frequent reporting”



5 Profit Growth



Based on the modeling we undertook, the back-end access we had of the users platform, and the fiscal information made available to us from our respondents we were able to ascertain that Mission Control was directly responsible for an increase in profitability ranging between 17% and 129%.





Modeled Economic Impact

Based on the feedback, we have modeled:

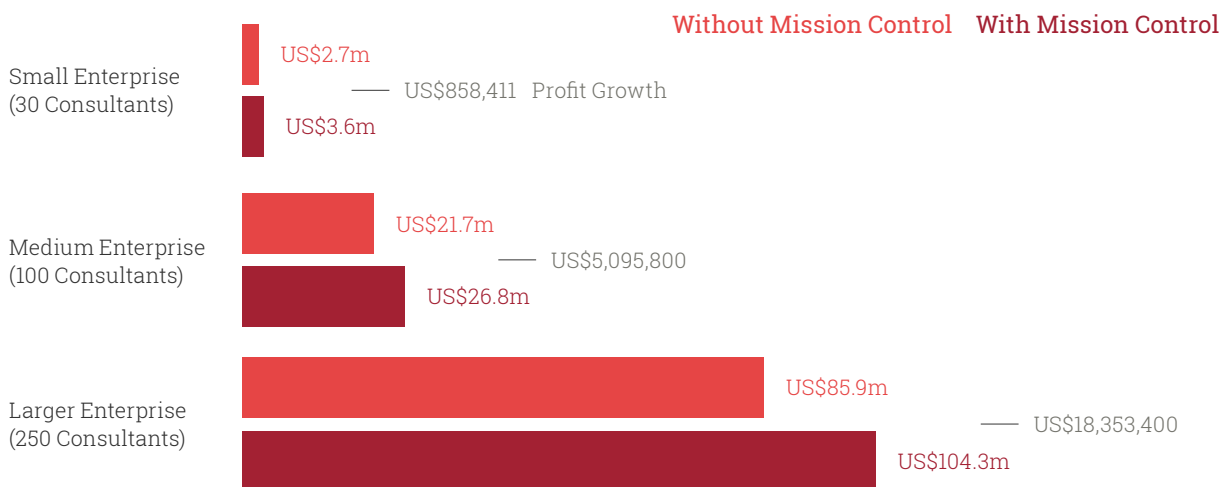
- a 10% increase in revenue and
- a 7 percentage point increase in profit margin (this represents the mode for change in margin)

32%

Percentage increase in profit

Profit Growth		Without Mission Control	With Mission Control
B1	Revenue	US\$7,623,545	US\$8,385,900
B2	% margin	35.6%	42.6%
	Profit Margin	B1*B2	US\$2,713,982
	Improvement in Profit		US\$858,411
	% Improvement in Profit		32%

Projection of Economic Impact by Business size



6 Improvement in Billable Utilization



Four of the five businesses audited attributed to Mission Control a significant increase in billable utilization, with the average increase of 5 percentage points and a range of increases between 2 to 13 percentage points.

+5pts

the average increase
in billable utilization

The drivers of the improved utilization varied:

- A reduction in time spent doing non-billable administration and project management.

“We can’t charge for the admin we do... we can’t sell time because we have crap systems”

“Without Mission Control 40% of the project manager’s time was non-billable which Mission Control has reduced to 10%”

- Giving visibility of project budgets and holding consultants accountable to those budgets.
- Managers and staff having visibility of project progress and where the business is generating revenue and incurring costs and using this information for resource allocation.

“We are seeing projects running twice as efficiently as we can better control projects... we can see where we are making money or losing money... and better understand resourcing.”

- Having accurate and accessible visibility of consultant’s billable and non-billable activities including ensuring all potentially billable activities are invoiced.

Billable Utilization is the amount of an employee’s total available time that’s used for productive, billable work, expressed as a percentage. Quantifying utilization rates allows a manager to identify where demand is heaviest which in turn helps identify opportunities to allocate work and grow services as well as where additional resources may be required.



6 Improvement in Billable Utilization



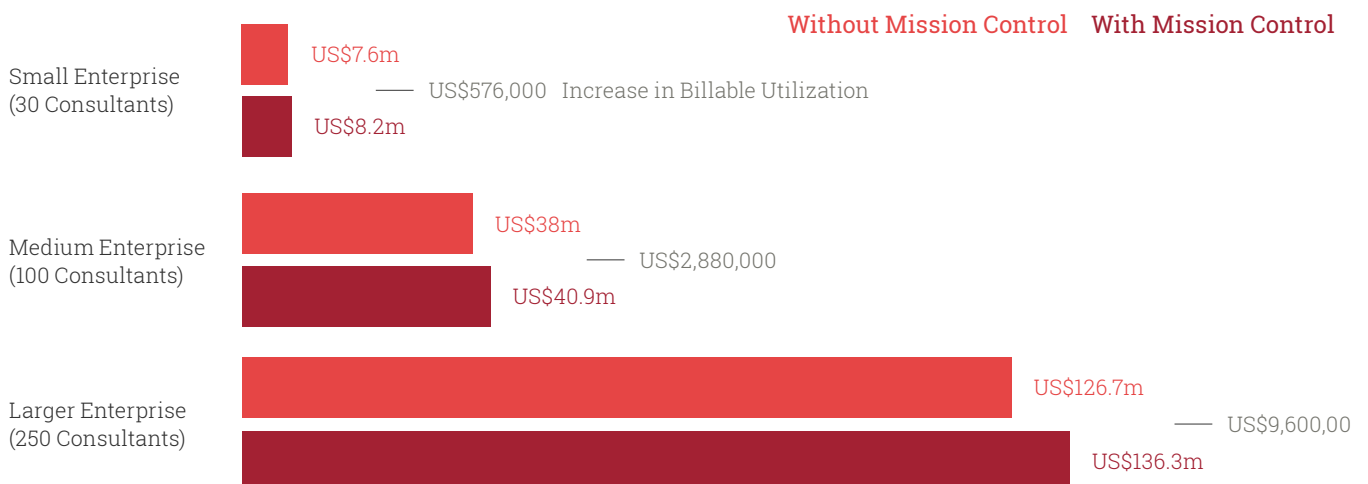
Modeled Economic Impact

Based on the evidence provided, we have modeled a 5 percentage point increase in utilization.

Improvement in Billable Utilization			
		Without Mission Control	With Mission Control
C1	Number of Consultants	30	30
C2	# of hours per consultant annually	1,920	1,920
C3	Billable Utilization (%)	66%	71%
C4	Average Billable Rate per consultant	US\$200	US\$200
C5	Billable Revenue \$	$C1 \times C2 \times C3 \times C4$	US\$7,603,200
			US\$8,179,200
	Increase in Billable Capacity (same # consultants)		2,880
	Increase in potential revenue (same # consultants)		US\$576,000

This improvement in 'efficiency' (an additional 2,880 billable hours), is equivalent to an additional 1.5 FTE consultants with the potential to generate an additional US\$576,000 in revenue.

Projection of Economic Impact by Business size



7 Efficiency Gains



Financial Administration

Many interviewees saw the automation of administration as being the most obvious cost saving and opportunity to generate additional revenue from existing consultants. Furthermore many saw more frequent and timely invoicing and reporting as a significant opportunity for enhancing their business capabilities and client management.

34%

reduction in time spent doing period ends

The automation of financial administration (such as invoicing, account receivable and payable, reconciliation), with Mission Control resulted in significant cost savings; on average businesses reduced the time spent (and therefore the cost) doing period ends by 34%.

“When we didn’t have Mission Control, we spent a day doing invoices. Now we have 5 times more projects to invoice and still spend a day. The efficiency around invoices has increased.”

“We are doing things and taking only 10% of the time it used to take before we had Mission Control. Given how much we have grown we wouldn’t have been able to run the business the way we do now without Mission Control.”



7 Efficiency Gains



Modeled Economic Impact

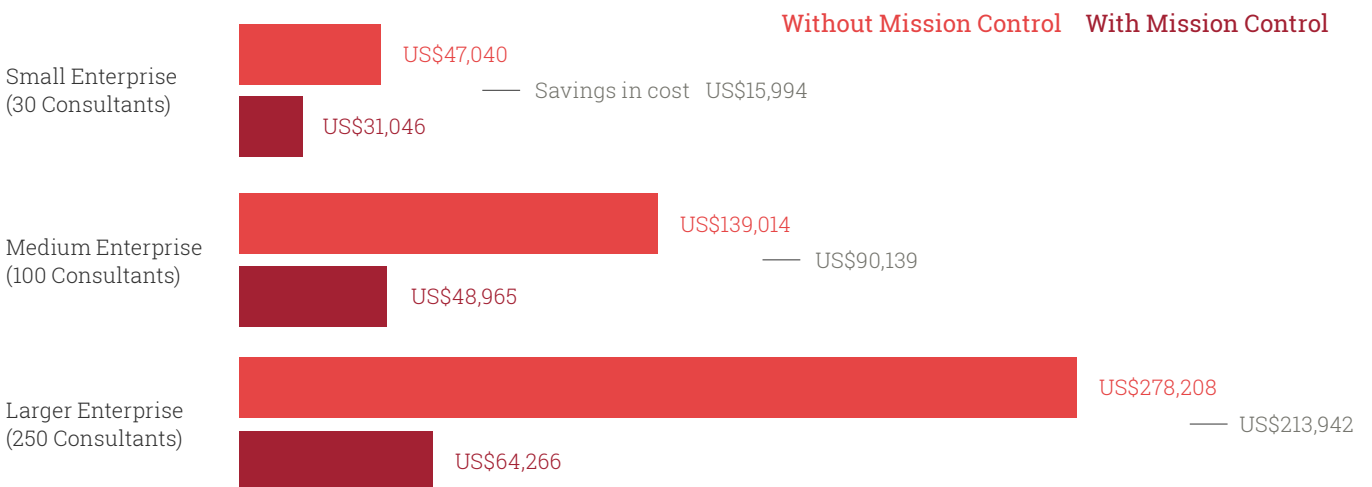
Based on the evidence provided, we have modeled:

- a 34% reduction in the time required to do financial period end administration.

Improvements in Financial Operational Efficiency			
		Without Mission Control	With Mission Control
D1	Number of 'financial' staff	2	2
D2	Hours taken per staff per period end	27.6	18.5
D3	Total hours taken per month	56	37
D4	Staff hourly salary	US\$70	US\$70
D5	Annual Cost (@ hourly salary of US\$70) $D3*12*D4$	US\$47,040	US\$31,046
Annual productivity improvement			US\$15,994

The above figures were gained from the average figures ascertained by the interviews with our 5 clients, we've modeled these numbers out to different organization sizes to provide different businesses with a guide on the impact they might expect.

Projection of Economic Impact by Business size



7 Efficiency Gains



Speed to Billing

In addition to the reduction in time (and overhead costs), invoicing and more accurate billing, all professed Mission Control has resulted in their business being better managers of finance including:

- Enhanced ability to invoice at project milestones via automation and visibility of when projects should be billed.

“Time to do invoicing was taking too much time, and the second part is we couldn't have an understanding of people's position on projects, we knew if we were to grow those were the measures we needed to action”

- The more prompt and frequent invoicing not only assisted cashflow but - in the experience of most – resulted in better behaviors from clients including developing a discipline for paying on time and reducing the time chasing up outstanding invoices
 - 3 of the 5 businesses experienced a significant reduction in the average days to payment; varying from 3 to 14 days quicker.
- The ease of entering and managing projects has meant some organizations were de-aggregating projects into sub-projects to give greater visibility and faster payment.

“Given how easy it is to invoice through Mission Control, we are going to shift to fortnightly invoicing which would have been prohibitive without Mission Control”

“It means we can do time and materials billing on a weekly basis and can have better cash flow because we aren't waiting.”





Consultant/Project Management Administration

Three interviewees experienced a 50% reduction in the time consultants spent doing project administration such as timesheets, expenses, etc. Two interviewees could not quantify the benefit.

50%

reduction in the time consultants spent doing project administration

Whilst all saw reduced and easier project administration, the quantum of the benefit and whether the reduction was realized by the consultants, the project managers or both did vary by organization.

- The automation of consultant admin resulted in increased capacity¹ to the equivalent of 1/3 of a FTE with the capacity to generate a 2% increase in revenue.

One interviewee noted that the ability to capture more project details has resulted in a slight increase in consultant admin but this investment has resulted in significant improvements in project management.

Efficiencies were realized by consultants via:

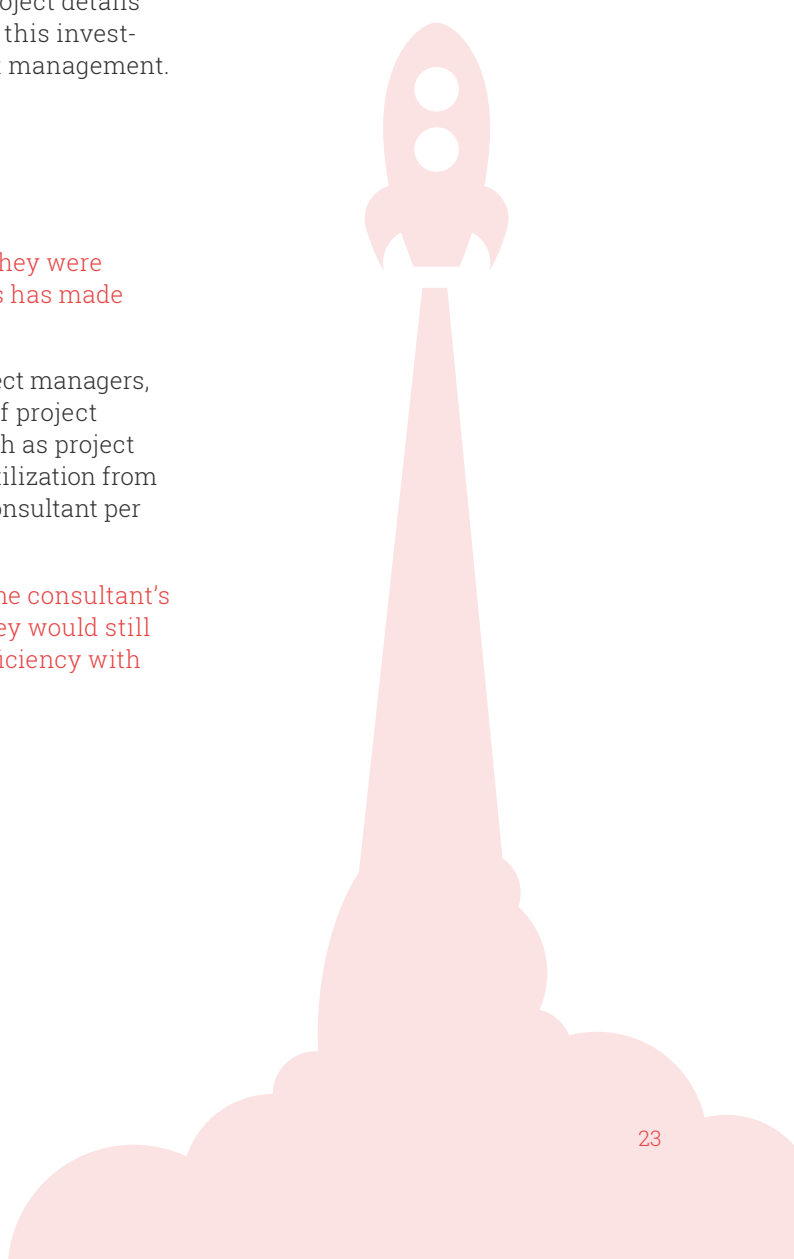
- A single portal for all project admin
- More user-friendly platform for inputting data

"For the consultant there has been marginal savings as they were previously entering the information but user friendliness has made entry more efficient".

Amongst those who have seen efficiencies from their project managers, the savings are more significant. With the automation of project management reducing time spent on administration such as project updates, performance vs budget, scheduling, resourcing, utilization from hours to minutes; a reduction from 5 hours to 15 min per consultant per period was typical.

"For us, Mission Control hasn't reduced the amount of time consultant's spend on administration... no matter what the system they would still have to log time.. the benefit has been in the ease and efficiency with which Project Managers can report project status."

¹ The saved consultation time over the year by their utilization.



7 Efficiency Gains



Modeled Economic Impact

Based on the evidence provided, we have modeled:

- a 50% reduction in the time required to do consultant admin
- an 80% reduction in the period end admin time required by project managers
- Project managers can be redirected to billable activities

Improvements in Operational Efficiency by Consultants/Project Managers

	Without Mission Control	With Mission Control
E1	Number of consultants	30
E2	Hours taken per consultant	4
E3	Total hours taken per period	$E1 \times E2$ 120
E4	Consultant hourly salary	US\$85
E5	Annual productivity improvement	
E6	in dollars (@ hourly salary of US\$85)	$E3 \times 12 \times \text{US\$85}$ US\$61,200
E7	in billable hours	$E3 \times 12$ 720
E8	in potential revenue	$E3 \times 12 \times C4$ US\$144,000
<hr/>		
F1	Number of project managers	6
F2	Hours taken per project manager	5
F3	Total hours taken per period	$F1 \times F2$ 30
F4	Project manager hourly salary	US\$75
F5	Annual productivity improvement	
F6	in dollars (@ hourly salary of US\$75)	$F3 \times 12 \times \text{US\$75}$ US\$21,600
F7	in billable hours	$F3 \times A2$ 288
F8	in potential revenue	$E3 \times 12 \times C4$ US\$57,600

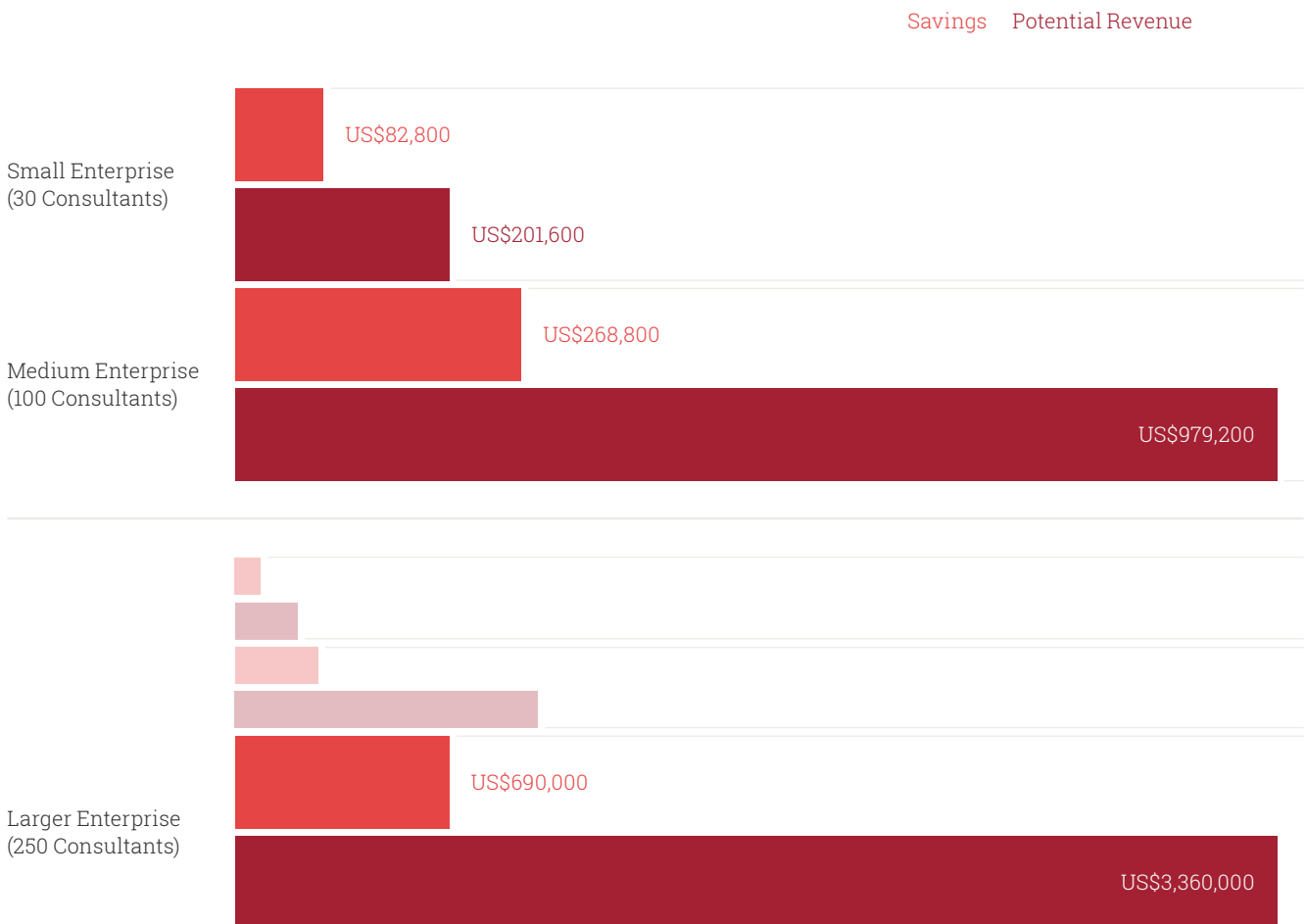


Modeled Economic Impact

Based on the evidence provided, we have modeled:




- a 50% reduction in the time required to do consultant admin
- an 80% reduction in the period end admin time required by project managers.
- Project managers can be redirected to billable activities

Projection of Economic Impact by Business size








There are a series of non-quantifiable performance improvements that our interviewees highlighted that were either intangible, immeasurable or simply non-commercial which we wanted to highlight in this section of the report to provide the reader with a more holistic view of the impact Mission Control has had on the respondents.

<p>Ability to scale further</p> 	<p>Interviewees consistently mentioned how Mission Control was the key that opened the door to scale.</p> <p>“Mission Control allowed us to scale, to be a bigger business and to maintain visibility and efficiency”</p>
<p>Single source of truth</p> 	<p>While not necessarily a tangible benefit, many respondents noted that Mission Control gave them centralized visibility on project status and performance, giving them more confidence and their team more credibility.</p> <p>“The visibility provided by Mission Control gives us greater certainty and more trust in the numbers.”</p>
<p>Automation</p> 	<p>Respondents mentioned the billing automation improved commercial visibility, billing frequency and cashflow.</p> <p>“Due to the amount of automation in Mission Control, processes are quicker, everything is more immediate and multiple people can be inputting into the system in real-time.”</p>



<p>Client transparency</p> 	<p>Mission Control gives the client full transparency of project status and shareable project roadmaps.</p> <p>“With Mission Control one of the major benefits is full transparency to our customers with where the project is at and the billing. It’s really transparent and there’s no ambiguity.”</p>
<p>Speed of project initiation</p> 	<p>Interviewees referenced multiple ways by which Mission Control had sped up the process of project initiation, chiefly the ease of which projects were set up and the visibility enabled businesses to identify and allocate resources for new projects..</p> <p>“We can see the scheduled work which gives us the ability to lock in work quicker. In the past 12 months we may have lost 5 smaller projects by not being quick.”</p>
<p>Staff retention</p> 	<p>Whilst most found it hard to quantify, there was considerable evidence that Mission Control has improved staff retention by having clear expectations and performance metrics, a system that automates a lot of the mundane work and improved workflow visibility to manage peaks and troughs – and the associated staff stress levels.</p> <p>“We have found having Mission Control has made it easier for the consultant and project manager as expectations are clearer and there has been less conflict.”</p>

Implementation Costs

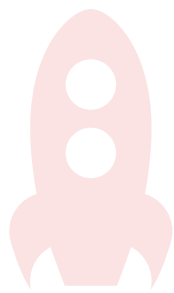
The relatively low cost of implementation was seen as one of the biggest attractions of Mission Control, with only one interviewee spending more than US\$5,000 on the process. Further, both low implementation costs and the speed of implementation of Mission Control were praised by users within the G2 Business Software and Services Review website².

Implementation costs are low as Mission Control does not require capital expenditure or the development of customized templates. Furthermore, the easy user interfaces required minimal investment in training (which was provided by Mission Control for free).

“It was ready to go out-of-the-box... I believe Mission Control has been one of the easiest applications to implement”

License and On-going Costs

Consistent with the feedback on savings from decommissioned systems, most respondents saw switching to Mission Control as a cost neutral exercise.



² Comparison between Mission Control and TaskRay, FinancialForce, Kimble, Klient and Mavenlink. 02 March 2021

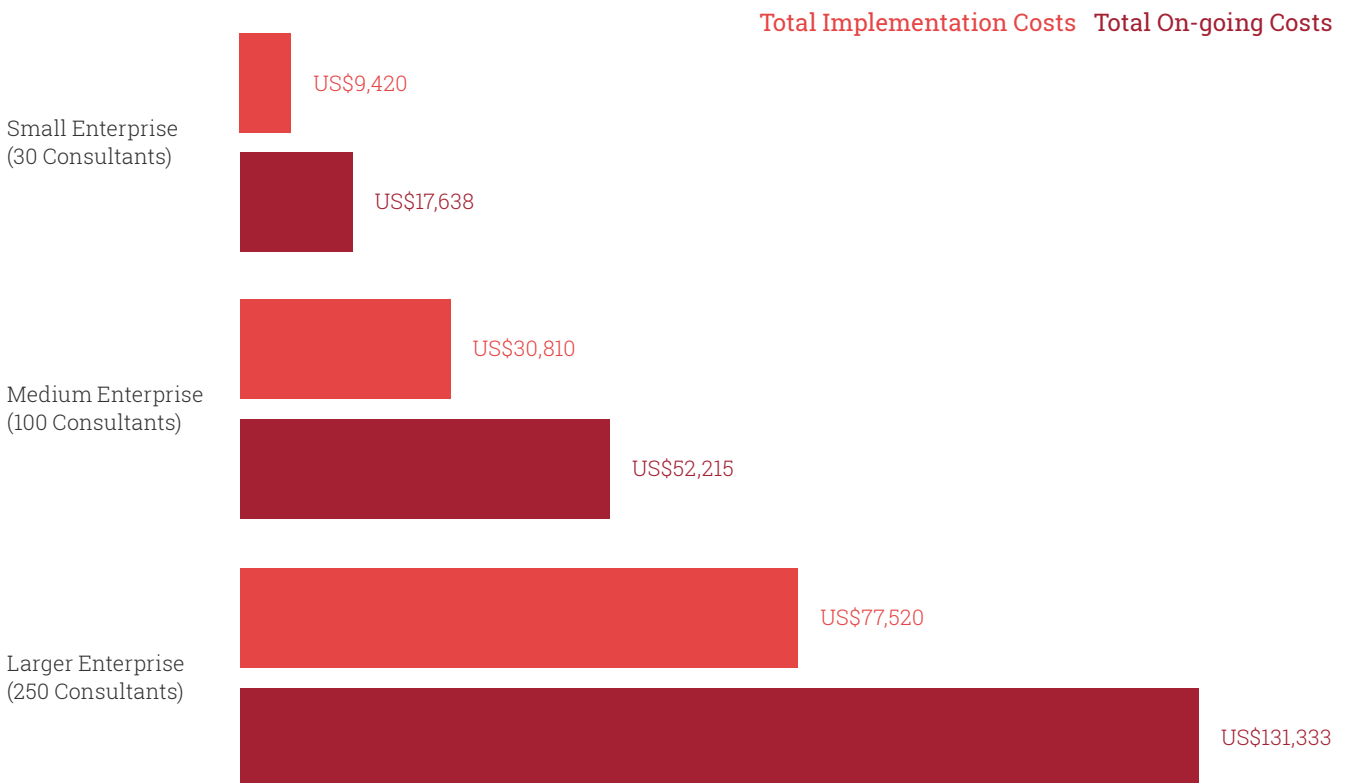


Modeling and Assumptions

For the purposes of illustration, we have assumed:

- Free training provided by Mission Control
- A non-billable time of 3 hours training per consultant;
- A cost of US\$9,420 for the aggregate business
- No customization
- A license cost of US\$30 per user per month
- IT Support of 3 hours per month by a Senior IT manager (equates to 5 minutes per user per month). Support includes provisioning new users, configuration process automation, creating reports, etc
- Note these costs are offset by an assumed saving of US\$13,680 (US\$30 per month for the 36 users) from the decommissioned legacy platform (as per above)

Projection of Costs by Business Size





		Improvement attributed to Mission Control
G1	Profit Improvement	US\$858,411
G2	Billable Utilization (expressed in potential additional revenue)	US\$576,000
G3	Operational Efficiency	US\$217,594
G4	Saving from Decommissioned Systems	US\$13,680
G5	NET BENEFITS G1+G2+G3+G4	US\$1,665,685
G6	Implementation Costs	US\$9,420
G7	Ongoing Costs	US\$17,638
G8	NET COSTS G6+G7	US\$27,058
Return on Investment G5/G8		6,156%

klein

Contact us for more info:

tkp.com.au

03 9536 8333

enquiries@tkp.com.au

Level 1, 19 Grey Street
St Kilda 3182, VIC, Australia



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