Business Plan: Mobile Measurements Consulting

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Contents

Abstract

This is a business plan and supporting papers for a newly formed corporation in Washington called Mobile Measurements Consulting (MMC). MMC provides cloud solutions consulting, delivery and sustainability for enterprises, international NGOs and nonprofits looking to maximize their impact. The plan includes our mission, sales, marketing, and operational expectations along with forecasts and budgets for the next two years. Furthermore, Appendix A contains an additional paper describing the benefits of our methodology to nonprofits and international NGOs. Additional information is also available on our website at http://www.mobilemeasurementsconsulting.com .

Executive Summary

Advances in mobile technology have changed our lives in many ways. Today's smartphones carry GPS applications, take incredible pictures, record HD video, keep us better connected to our community via email, Facebook, Twitter, video calling with Skype, texting, and of course they can also make phone calls. Similarly in the business world, advances in software have changed the paradigm from being a build and host your own solution to an integrated offering of cloud services. Businesses no longer have to be in the office to access information. They no longer have to build everything from scratch, and they no longer have to pay for everything up front. This new technology and methodology can have significant impacts on both businesses and nonprofits.

Nonprofits and NGOs

The time has come for relief and development organizations to embrace this new, low cost, and easy to implement technology, to improve their field data collection processes in order to build greater transparency and accountability throughout their organizations by offering evidence of their work directly from the field. By providing timely reporting with integrated pictures and video evidence, nonprofit organizations can further build trust and impact relationships with donors and stakeholders to strengthen their efforts and reach more hurting people. Our organization is dedicated to making it easy for nonprofits to leverage the power of these new technologies with a low cost and high impact approach to transform organizations to operate as a lean, responsive and responsible business.

Business Enterprises

In today's market businesses have to be agile to survive. Because of the rapid development lifecycle and the reduced upfront costs, businesses are turning to cloud solutions for key business processes. Many of these solutions have a mobile requirement that allows for capturing of location information or simply mobilizing an existing application. Mobile strategies are increasingly becoming a

critical part of business solutions as monitoring and measurements go beyond desktops and out into the field where business takes place.

Mission

Mobile Measurements Consulting provides cloud solutions consulting, delivery and sustainability for enterprises, international NGOs and nonprofits looking to maximize their impact.

Our Unique Value

Unlike most integrators that concentrate only on implementing technology, MMC focuses on truly understanding our client's needs. MMC believes in a lifestyle that puts people first while leveraging cloud computing and mobile technology with our proven methodologies to create measurable impact. Our "People-First" philosophy has a dramatic impact on everything we do. This holistic approach means that our family, employees, customers, partners and friends are all treated with the same kindness, care and respect. As a customer you will enjoy the benefits of working with a partner who is authentically concerned with your business and seeks to engage and exceed your expectations. We believe this is what sets us apart from any other consulting company or service provider.

Background and Structure

Mobile Measurements Consulting (MMC) has been formed in the state of Washington as a corporation. It will begin with two employees and grow organically as the business develops. Andrew Hilsher will begin as CEO and Chris Garnett will begin as CFO. Together they will both work and manage the business and hire contract consultants to support large projects as needed. As the company grows, the organization structure will be built according to this plan. Andrew currently has over 20 years of

industry experience with enterprise software and mobile solutions; and currently works for HTC. Chris

has a background in accounting and education with experience running startups.

Marketing and Sales

For the first year of business, because of limited startup costs, all marketing will be "word of

mouth" and rely heavily upon Andrew and Chris's personal and professional networks. The next steps

will be to build relationships with larger nonprofit/NGOs in the Pacific Northwest to expand our network

and increase awareness. The domain MobileMeasurementsConsulting.com has already been purchased

and a web presence is being developed. In the future, we will begin to advertise in key places to reach

nonprofits as well as through different channels such as partners. HTC, Salesforce.com, and Microsoft

have channels and marketing programs for partners, in which we will participate. In addition to this, for

anyone who brings new opportunities to the company that results in new business closed, we will be

offering a 5% finder's fee (over the first 3 months of that business).

In 2014, MMC will be joining Salesforce.com's partner network to be displayed on their website

as a solutions partner. MMC will also engage in targeted online web banner advertising and search

engine results marketing. Furthermore, as we develop our customer base we will build out a Customer

section of our website with customer success stories, and provide links to and from our customer's

websites driving mutually beneficial traffic to our websites.

Services

MMC offers consulting, delivery, and sustainability services. These services will be billed with a

small up-front cost on a project basis with a monthly "Software as a Service" (SaaS) model. As the

company grows and custom solutions are implemented for various customers, Mobile Measurements

Consulting may choose to develop our own applications and make those available publicly. This demonstrates expertise in a given area and drives more traffic and attention to our business.

Delivering solutions through a SaaS model is a key part of our overall strategy to build and retain loyal customers. Our customers see the value in the SaaS model because it allows for:

- Lower startup costs – organizations don't have to pay up front for expensive servers and software or even consulting services, all costs are built into the monthly price.
- Shorter deployment time – potentially minutes or a few days as opposed to a phased implementation that could have taken months.
- Global availability – our backend technology allows for secure access from anywhere in the world with internet or mobile access.
- Constant, small upgrades – little patches and fixes that add up over time instead of a monster patch and upgrades that cost you time and money to implement.
- Less IT pains- because the typical user simply access it using a browser, there is no additional software to install or maintain throughout your organization
- Predictable IT Budget- large capital expenditures on IT infrastructure and software is no longer an upfront cost and gamble. SaaS applications allow for a budgetable cost with a proven ROI that allows your organization to focus on its core competencies.

Regardless of where customers are at in their project life-cycle, Mobile Measurements Consulting can bring expertise to accelerate their time to value.

Consulting

MMC offers consulting services from solution architects with dozens of years of experience working in many different sectors within the enterprise and nonprofit world. Our consulting services are

built on strategic long-term relationships working hand-in-hand with our customers to build agile solutions to organization's most pressing concerns. With an emphasis on measurements, we believe that every business or nonprofit process can be built with key performance indicators and a clearly defined return on investment. The outcome of these consulting engagements is a jointly developed plan which can then be implemented by the customer or by utilizing MMC for the delivery.

Delivery

Our delivery and implementation services are designed to be worry free. MMC staff can project manage, build, integrate, deploy, and train customer teams as they roll out new organizational processes to succeed. With real-time reporting and mobile dashboards, we help measure the effectiveness of each project to ensure the quick achievement of our customer's goals.

Sustainability

Just as important as the having the right plan and the right execution, is having the right follow up. In most companies, excellence comes through not one big change but through the effect of many little changes and evolutions over time. MMC offers services for administration, out sourcing, and continual development of our customer's investment to get the maximum leverage out of it. Our sustainability plan involves regularly scheduled project meetings that allow us to deliver focused, small enhancements as they are needed. Things such as building a new dashboard, setting up new automated workflows, or designing a new template are things that only take minutes for an expert and it provides incredible value to our loyal customers.

Financial Planning

It is our plan to build this company from the ground up with no outside investment. As mentioned before, Andrew and Chris will transition from their current jobs in January 2014. At that

time we will be able to put together a more accurate budget and make decisions about capital asset

needs. It is our goal to run a completely "out of debt" company from the beginning and to dedicate 10%

of our profits to go to charity, typically most of our nonprofit customers and partners.

Our Services portfolio will consist of small (1-10 users), medium (11-100 users) and large (100+

users) implementations. Each engagement will have a one-time fee and an associated monthly

recurring charge. The monthly recurring charge is for ongoing maintenance and enhancements to the

system. The following charts are an estimate of our anticipated balance sheet for 2013 and 2014 with

the associated sales forecasts and budgets.

Balance Sheet

	2013	2014
Assets		
Cash and Accounts Receivable	382,000	1,835,000
Equipment	0	166,000
Total:	**$382,000**	**$2,001,000**
Liabilities		
Staff		609,167
Variable Costs		349,160
Fixed Costs		166,000
Total:		**$1,124,327**
Shareholder Equity	**$382,000**	**$876,673**

Income Forecast 2013

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 1
Small/Pilot Projects (1-10 user)													
Units sold	0	0	0	0	1	1	1	1	1	1	1	1	
Sell Price	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	
Aggregate Sold	0	0	0	0	1	2	3	4	5	6	7	8	
Monthly recurring	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
Total:	0	0	0	0	5500	6500	7500	8500	9500	10500	11500	12500	72000
Medium Projects (11-100 user)													
Units sold	0	0	0	0	0	0	0	0	1	0	0	0	
Sell Price	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	
Aggregate Sold	0	0	0	0	0	0	0	0	1	1	1	1	
Monthly recurring	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	
Total:	0	0	0	0	0	0	0	0	60000	10000	10000	10000	90000
Large Projects (100+ users)													
Units sold	0	0	0	0	0	0	0	0	0	0	1	0	
Sell Price	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000	
Aggregate Sold	0	0	0	0	0	0	0	0	0	0	1	1	
Monthly recurring	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	
Total:	0	0	0	0	0	0	0	0	0	0	180000	30000	210000
Side Projects Units sold	0	0	0	0	0	0	0	0	1	0	0	1	
Sell Price	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	
Total:	0	0	0	0	0	0	0	0	5000	0	0	5000	10000
Gross Revenue:	0	0	0	0	5500	6500	7500	8500	74500	20500	201500	57500	382000
Cost of Commissions (15%)	0	0	0	0	825	975	1125	1275	11175	3075	30225	8625	57300
Cost of Taxes (20%)	0	0	0	0	1100	1300	1500	1700	14900	4100	40300	11500	76400
Tithe (10%)	0	0	0	0	550	650	750	850	7450	2050	20150	5750	38200
Revenue:	0	0	0	0	3025	3575	4125	4675	40975	11275	110825	31625	210100

Income Forecast 2014

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 1
Small/Pilot Projects(1-10 user)														
	Units sold	1	2	1	2	1	2	1	2	1	2	1	2	
	Sell Price	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	4500	
	Aggregate Sold	1	3	4	6	7	9	10	12	13	15	16	18	
	Monthly recurring	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	
	Total:	5500	12000	8500	15000	11500	18000	14500	21000	17500	24000	20500	27000	195000
Medium Projects(11-100 user)														
	Units sold	1	0	1	0	1	0	1	0	1	0	1	0	
	Sell Price	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	
	Aggregate Sold	1	1	2	2	3	3	4	4	5	5	6	6	
	Monthly recurring	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000	
	Total:	60000	10000	70000	20000	80000	30000	90000	40000	100000	50000	110000	60000	720000
Large Projects(100+ users)														
	Units sold	0	0	0	0	1	0	0	1	0	0	1	0	
	Sell Price	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000	
	Aggregate Sold	0	0	0	0	1	1	1	2	2	2	3	3	
	Monthly recurring	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000	
	Total:	0	0	0	0	180000	30000	30000	210000	60000	60000	240000	90000	900000
Side Projects	Units sold	1	0	0	0	1	0	0	0	1	0	0	1	
	Sell Price	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	5000	
	Total:	5000	0	0	0	5000	0	0	0	5000	0	0	5000	20000
Gross Revenue:		70500	22000	78500	35000	276500	78000	134500	271000	182500	134000	370500	182000	1835000
Cost of Commissions (15%)		10575	3300	11775	5250	41475	11700	20175	40650	27375	20100	55575	27300	275250
Cost of Taxes (20%)		14100	4400	15700	7000	55300	15600	26900	54200	36500	26800	74100	36400	367000
Tithe (10%)		7050	2200	7850	3500	27650	7800	13450	27100	18250	13400	37050	18200	183500
Adjusted Revenue:		38775	12100	43175	19250	152075	42900	73975	149050	100375	73700	203775	100100	1009250

Budget 2014

Staff	Yearly	Monthly	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Sales Rep	60,000	5,000	0 / 0	0 / 0	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	1 / 5,000	50,000
Customer Success	60,000	5,000	1 / 5,000	1 / 5,000	2 / 10,000	2 / 10,000	2 / 10,000	3 / 15,000	3 / 15,000	4 / 20,000	4 / 20,000	4 / 20,000	5 / 25,000	5 / 25,000	180,000
Developer	90,000	7,500	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0
Trainer	60,000	5,000	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0
Architect	90,000	7,500	0 / 0	0 / 0	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	1 / 7,500	75,000
Accounting	60,000	5,000	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	1 / 5,000	5,000
Legal	80,000	6,667	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0
IT	60,000	5,000	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0
Support	50,000	4,167	1 / 4,167	1 / 4,167	1 / 4,167	1 / 4,167	1 / 4,167	2 / 8,333	2 / 8,333	2 / 8,333	2 / 8,333	2 / 8,333	2 / 8,333	2 / 8,333	79,167
COO	70,000	5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	1 / 5,833	70,000
CEO	150,000	12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	1 / 12,500	150,000
Subtotal:		27,500	4 / 27,500	4 / 27,500	7 / 45,000	7 / 45,000	7 / 45,000	9 / 54,167	9 / 54,167	10 / 59,167	10 / 59,167	10 / 59,167	11 / 64,167	12 / 69,167	609,167

Variable Costs		Monthly	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Payroll/HR		100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1,200
Office		2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	1 / 2,500	30,000
Internet		250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	1 / 250	3,000
Travel		2,500	3 / 7,500	3 / 7,500	3 / 7,500	4 / 10,000	4 / 10,000	4 / 10,000	5 / 12,500	5 / 12,500	5 / 12,500	6 / 15,000	7 / 17,500	7 / 17,500	140,000
Marketing Website		30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	1 / 30	360
Marketing Web ads		1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	12,000
Legal fees		1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	12,000
Accounting fees		100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	1 / 100	5 / 500	1,600
Salesforce.com fees		200	4 / 800	4 / 800	7 / 1,400	7 / 1,400	7 / 1,400	9 / 1,800	9 / 1,800	10 / 2,000	10 / 2,000	0 / 0	11 / 2,200	12 / 2,400	18,000
Phones/Cell Service		200	4 / 800	4 / 800	7 / 1,400	7 / 1,400	7 / 1,400	9 / 1,800	9 / 1,800	10 / 2,000	10 / 2,000	10 / 2,000	11 / 2,200	12 / 2,400	20,000
Insurance/Benefits		500	4 / 2,000	4 / 2,000	7 / 3,500	7 / 3,500	7 / 3,500	9 / 4,500	9 / 4,500	10 / 5,000	10 / 5,000	10 / 5,000	11 / 5,500	12 / 6,000	50,000
MSDN Subscription		6,000	1 / 6,000	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	6,000
Business Entertainment		1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	2 / 2,000	2 / 2,000	2 / 2,000	2 / 2,000	2 / 2,000	2 / 2,000	2 / 2,000	19,000
Utilities		1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	12,000
Misc		2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	1 / 2,000	24,000
Subtotal:			26080	20080	22780	25280	25280	28080	30580	31480	31480	31980	37380	38680	349,160

| Fixed Costs		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Computers	5,000	4 / 20,000	0 / 0	3 / 15,000	0 / 0	0 / 0	2 / 10,000	0 / 0	1 / 5,000	0 / 0	0 / 0	1 / 5,000	1 / 5,000	60,000
Furniture	5,000	4 / 20,000	0 / 0	3 / 15,000	0 / 0	0 / 0	2 / 10,000	0 / 0	1 / 5,000	0 / 0	0 / 0	1 / 5,000	1 / 5,000	60,000
Software	2,000	4 / 8,000	0 / 0	3 / 6,000	0 / 0	0 / 0	2 / 4,000	0 / 0	1 / 2,000	0 / 0	0 / 0	1 / 2,000	1 / 2,000	24,000
Additional Software	1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	1 / 1,000	12,000
IT/Phones	1,000	5 / 5,000	0 / 0	1 / 1,000	0 / 0	0 / 0	1 / 1,000	0 / 0	1 / 1,000	0 / 0	0 / 0	1 / 1,000	1 / 1,000	10,000
Subtotal:		54,000	1,000	38,000	1,000	1,000	26,000	1,000	14,000	1,000	1,000	14,000	14,000	166,000
TOTAL:		107,580	48,580	105,780	71,280	71,280	108,247	85,747	104,647	91,647	92,147	115,547	121,847	1,124,327

Initial Customer Success Stories

Mobile Measurements Consulting (MMC) has already made a difference in many organizations by empowering them with new and successful mobile strategies for data collection, and it is our desire to see other organizations succeed as well.

Orphan Relief and Rescue (ORR) - Liberia

Orphan Relief and Rescue (ORR) is a nonprofit organization that is dedicated to the support and development of the long-term sustainability of orphanages in Liberia and Benin. MMC built a mobile solution for enhancing field reporting and donor communications that aided the efforts of Orphan Relief and Rescue by enabling timely, relevant reporting from the field, including pictures, videos and orphan information through the use of smartphones that assisted with operational accountability and had a positive influence on donors and stakeholders.

Before MMC, the field staff at ORR would take *hand written notes* while they visit orphanages in the field about the health and well-being of the children as well as donor communications. These hand-written notes were then taken back to the office and *typed into Excel*, and then *emailed* to a staff member in Texas who would *then input them into an Apple database* for access by the corporate office in Washington. **Now, however, the data is captured directly in the field via smartphone and stored in a secure online database where the data is instantly accessible from any of ORR's offices.**
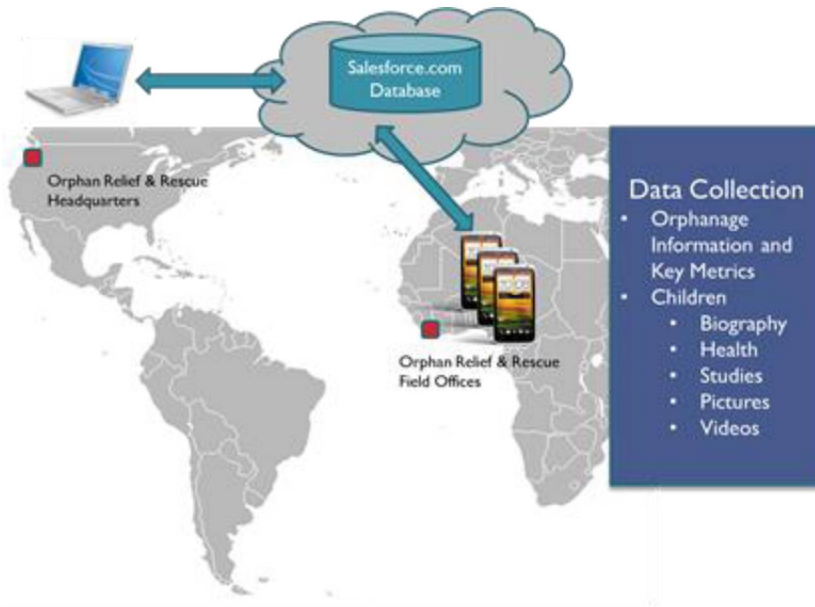
Helping Hand House (HHH) – Puyallup, WA

Helping Hand House (HHH) is dedicated to ending family homelessness by providing caring support, education, and innovative programs designed to empower families to achieve self-sufficiency. MMC is currently working with HHH to equip all of their caseworkers with smartphones and mobile applications to capture information and pictures regarding their homeless "clients" and track information about associated properties that are managed. This field data collection will directly feed federal reporting requirements and offer enhanced information for more accurate and timelier reporting.

Board of Advisors

MMC has a Board of Advisors that provide their leadership and expertise to help coach and guide the company as it grows. These individuals with their unique backgrounds and expertise provide solid guidance and ensure MMCs continued success.

Advisor	Expertise
Chris Garnett	Has a background in education and accounting and experience running startup businesses.
Dr. Forrest Inslee	Earned an M.A. and Ph.D. from Northwestern University in communication/ethnography, and an M.C.S. in cross cultural theological education from Regent College. Dr. Inslee is a respected leader in the nonprofit world with years of experience to guide our approach with nonprofits.
Chris Ihrig	Change Agent, Master Facilitator, Culture Thought Leader, Author & Speaker with over twenty-five years of corporate leadership experience, including fifteen years as an executive, Chris has a proven success philosophy that advances people and establishes corporate vision around the creation of dynamic and Fired-Up! organizational cultures.
Will Ro	Has years of experience selling to enterprises and mobile technology. He is a Salesforce.com guru and chief architect for many different implementations.
Andrew Hilsher	Over 20 years experience working with enterprises

	in a consultative role, with a BS in Computer Science, and Masters in International Care and Community Development.

The Board of Advisors meets on a semi-annual basis to review the business and strategize for the upcoming half.

Conclusion

Mobile Measurements Consulting is uniquely positioned to address the need of mobile cloud solutions in both the for-profit business world, and the nonprofit/international NGO sector. The need for accurate data collection and agile cloud solutions that don't require large startup costs, are the same in all types of organizations. MMCs "People-First" philosophy drives the development of their company, as well as the partners and customers they attract. Our two year plan involves key stakeholders to begin work in 2013 as a side business, and then a full launch in 2014, allowing MMC to maintain financial independence and self-sufficiency. With careful guidance from our Board of Advisors and the building momentum from customer successes, MMC plans to grow into a large enterprise that can have major impact on our world, through its donations, its projects and its employees.

APPENDIX A: Companion Paper- Benefits to Nonprofits

The Benefits of Mobile Measurements Methodology to Nonprofits and International NGOs

Andrew Hilsher

Northwest University

Abstract

International NGOs and nonprofits are embracing the measurement and evaluation (M&E) approach to better understand and measure their impact. In recent days, what they can measure and how they can measure it has changed. Mobile Measurements Consulting has a proven methodology for gathering data from the field with mobile devices in a truly cost effective way by leveraging cloud services and smartphones that sets a new standard for nonprofits, allowing for greater visibility, transparency and impact. The following paper explains our rationale and methodology, including a few customer success stories to demonstrate the potential impact.

Introduction

Advances in mobile technology have changed our lives in many ways. Today's smartphones carry GPS applications, take incredible pictures, record HD video, keep us better connected to our community via email, Facebook, Twitter, video calling, texting, and of course they can also make phone calls. Similarly in the business world, advances in software have changed the paradigm from being a build and host your own solution to an integrated offering of cloud services. Businesses no longer have to be in the office to access data, and they no longer have to build everything from scratch.

The time has come for nonprofits and international NGOs to embrace this new, low cost, and easy to implement technology, to improve their field data collection processes in order to build greater transparency and accountability throughout their organizations by offering evidence of their work directly from the field. By providing timely reporting with integrated pictures and video evidence, nonprofit organizations can further build trust and impact relationships with donors and stakeholders to strengthen their efforts and reach more hurting people.

Our organization, Mobile Measurements Consulting, is dedicated to making it easy for nonprofits to leverage the power of these new technologies with a low cost and high impact approach. The purpose of this paper is to explain our methodology and the benefits to nonprofit organizations of both of establishing the right measurements of success and how to gather them on a mobile platform.

How Do You Measure Success?

Before beginning to take measurements, it's important that your organization has a clearly defined mission and supporting goals and strategy for achievement. In the enterprise business world, these measurements are fairly clear. Most businesses are in business to make money and return wealth to their shareholders. It's easy to quantify cost of goods sold, sales and marketing costs, and measure the impact by sales metrics. "In business, money is both an input (a resource for achieving greatness)

and an output (a measure of greatness). In the social sectors, money is only an input and not a measurement of greatness" (Collins, 2005, p.5).

The key performance indicators (KPIs) for a nonprofit are going to be things that are directly tied to its mission. Sometimes these KPIs are quantitative and very easy to represent as numbers and therefore measure. Data such as number of people fed, or clothed, or how many new jobs were produced are easy to measure. Other KPIs represent qualitative data which is not as easy to put on a graph, but it does represent progress. Sharan Merriam, an expert in the field wrote, "Qualitative researchers are interested in understanding how people interpret their experiences, how they construct their worlds, and what meaning they attribute to their experiences" (Merriam, 2009, p. 5). Information such as personal interviews with disaster victims, pictures and videography could all be used as qualitative data to support measurements of success. "It doesn't really matter if you can quantify your results. What matters is that you rigorously assemble evidence-quantitative or qualitative-to track your progress" (Collins, 2005, p.7).

What are the right measurements?

When determining what measurements are important to your organization it is also important to consider two things: Who does this measurement benefit and is this the right thing to be measuring? In an article by Brian Woolnough, he did an excellent job at recognizing the different audiences for evaluations and asked "Who are we evaluating for?" (Woolnough, 2008). The answer to this question can guide you toward finding the right measurements. If your nonprofit organization is measuring and evaluating for the purpose of providing evidence of progress for the donors, you should focus on those metrics that are going to be important to the donors. Consider however, that there are other audiences that evaluation could be targeted toward such as, inner company success measurements, success in the eyes of the poor, and success in God's eyes. Remember that success is more than just donor approval. We have to ask ourselves what success looks like to those we are serving.

Secondly, we need to understand not just impact, but the bigger picture. In Karlan and Appel's

book, *More Than Good Intentions: How a New Economics is Helping to Solve Global Poverty*, they quote

the Chinese proverb, "Give a man a fish and you will feed him for a day. Teach a man to fish and you

feed him for life" (Karlan and Appel, 2011, p. 37). They wrote:

> Instead of giving fish to the poor, let's give them rods and reels and lessons about casting. Then
>
> we won't have to provide fish in perpetuity. Outfitted with equipment and training, they will be
>
> able to eat long after we leave. What could possibly go wrong? ...For natural-born fishermen it
>
> could work.   But the problem is that some people are bad at baiting hooks; some can't cast;
>
> some have arthritis and can't grip the reel to haul in a catch; and some don't live near a river
>
> with enough fish in it. (Karlan and Appel, 2011, p. 37)

By understanding not just your organization's impact, but also the audience and the big picture, you can

uncover more meaningful measurements to support the true needs of those being served.

Current methods for data collection

Generally I have found that most nonprofit organizations without a specific data collection

strategy seem to fall back on using pen and paper, and in some cases Excel spreadsheets for field data

collection. In an article published by UNICEF called "Mobile Technologies for Child Protection" (Mattila,

2011), it promotes the use of SMS (text messaging) as the delivery vehicle for gathering data from the

field, which seems like a big step forward, but it is actually very old technology with many limitations.

As I compare and contrast their mobile solution with more modern solutions, it is clear that their

rationale and justification for the project are outstanding but their implementation is poor. One would

think that the UNICEF solution might be cheaper because it only uses text messaging to send in

information to a server and it only requires devices in the field that have the ability to send a text

message (not an expensive smartphone). However, the custom solution that had to be built to receive,

reformat, and process into a database, each of the text messages is quite expensive and requires custom programming to implement as well as the building and ongoing maintenance of custom servers. Most modern solutions we propose involves software that is either free or very inexpensive, and requires minimal programming to implement because "nonprofit organizations must deal with many of the same technology challenges facing for-profit enterprises, but they don't have the same resources available to them (Wreden, 2009, p. 28).

In the business world, advances in software and smartphones have "changed the way business is done" (Barnes & Barnes, 2012, p. 40), including the paradigm shift from building and hosting your own solution to an integrated offering of cloud services. As a veteran of the enterprise software business for over 23 years, I have seen the architecture and approach evolve from a world where every business had their own custom built solution, to a world today where pay-as-you-go, "Software as a Service" (SaaS) solutions offer a better return on investment and quicker implementation. These modern solutions are available today to nonprofit and NGO organizations to free people from manual systems or expensive custom solutions.

Why Mobile?

Consider that the most critical data needed to drive, prove or improve an organization usually resides in the field. Thomas Friedman wrote in, *The Lexus and the Olive Tree: Understanding Globalization*, "In today's hyperspeed, enormously complex globalization system, most of the information needed to answer most of the problems now rest in the hands of people on the outer edges of organizations, not at the center" (Friedman, 2001, p.86).

While research proves it, such as the research by Park and Chen on the *Acceptance and Adoption of the innovative use of Smartphones*, no one debates the fact that smartphones are becoming a common part of most people's daily lives (Park and Chen, 2007). Smartphones are a superior tool for

data collection and their global pervasiveness is increasing daily. Using a smartphone for data capture allows for new possibilities because of the integrated camera, GPS functionality, and real-time internet access. There are many applications for smartphones in nonprofit relief and development work such as (1.) an improved tool for capturing survey data in the city, (2.) provide online journaling for an "at risk" youth case study, (3.) help newly settled refugees navigate and communicate, (4.) help microloan officers working in the field conduct business and enable signature and photo capture, (5.) gather geo-tagged photographic information in studying graffiti or gang activities, or (6.) gather evidence to support the work of nonprofit organizations working with the homeless to help provide visibility into homeless issues. Joe Murphy, Science Librarian at Yale University Science Libraries wrote, "Increasingly, mobile devices are used as information tools" (Murphy, 2010, p.14).

While working at HTC, I saw how quickly the life cycles of smartphones have advanced. Friedman wrote, "The speed by which a product goes from being an innovation to being a commodity has become turbocharged" (Friedman, 2000, p. 213). Right now the average life cycle of a smartphone is just under a year, and just two years ago it was 18 months. This means that there are more people upgrading to get the latest technology and there is becoming an abundance of used smartphones which are ending up in primarily in southern hemisphere countries. I was amazed on my trip to Liberia in the summer of 2012 when I saw giant billboards advertising 4G availability and the importance of mobile technology already deep within their culture.

Smartphone Data Collection

In an article published by the Centers for Disease Control(CDC Press Release, 2012), it was noted that researchers in Kenya found that smartphone use was cheaper than traditional paper survey methods to gather disease information. They also wrote, "Survey data collected with smartphones also

in this study had fewer errors and were more quickly available for analyses than data collected on

paper" (CDC Press Release, 2012).

In October 2011 the US Army confirmed the viability of using smartphones for data collection

stating, "The Army Engineer Research and Development Center issued the following news release: ERDC

researchers have created a faster, more efficient way for collecting and managing field data using one of

the most common technologies in today's market--Smartphones" (ERDC, 2011).

The Humanitarian Information Facilitation Center(HIFC) working with International Media

Support, a Danish NGO, conducted a pilot study in Zimbabwe in 2012 and published a paper titled,

"*Mapping with Mobiles: Lessons learnt from the use of smartphones for fast humanitarian surveys in*

Zimbabwe" (International Media Support, 2012). In the conclusions from the study it states, "Following

HIFC's pilot surveys, a number of humanitarian organizations have shown interest in the technology;

some have borrowed HIFC's pool of smartphones. These include FAO and World Vision who use the tool

to collect field data on the rearing of small stock. This will help the organizations make informed

decisions about funding. HIFC was also commissioned to conduct a study using the smartphones to

investigate climate change effects on vulnerable populations" (International Media Support, 2012).

Case Study – Orphan Relief and Rescue

In the summer of 2012, I traveled to Liberia with Orphan Relief and Rescue (ORR) to implement

a field data collection system to support the development of orphan children and help ORR's child

sponsorship program. Rebecca Pratt, founder and Vice President of Orphan Relief and Rescue said that

their manual system of gathering health information for orphan children involved paper and pencil to

record information and then it had to be entered into an Excel spreadsheet and emailed back to a

person who then loaded it into an Apple database in a different country, which was then accessible at

their headquarters office (personal communication, July 25, 2012). Moving to a smartphone solution

allows ORR to collect data in the field which immediately synchs with an online database for everyone in their organization to see. Because modern smartphones can collect photographic and video data it becomes an even more valuable tool in collecting ethnographic and demographic data which is "indispensable for any ministry that intends to work and serve in a community on a long term basis" (Conn & Ortiz, 2001, p. 305).

Conclusion

In the end, evaluation and measurements are key to being able to provide evidence of impact, as Woolnough says, "to prove or to improve" a project (Woolnough, 2008). International NGOs and nonprofits are embracing the measurement and evaluation (M&E) approach for these purposes. Mobile Measurements Consulting has a proven methodology for gathering data from the field with mobile devices in a truly cost effective way by leveraging cloud services and smartphones that sets a new standard for nonprofits, allowing for greater visibility, transparency and impact.

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APPENDIX B: Leadership Development Model

Mobile Measurements Consulting: Leadership Development Model

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Abstract

This is a uniform leadership development model for Mobile Measurements Consulting (MMC), giving management a standard by which to measure new employees and a game plan for development. This plan will define MMC's core values, business culture and describe our strategy to hire, develop and keep the right people at our company.

Introduction

Mobile Measurements Consulting (MMC) is a newly formed, for profit, corporation focused on delivering proven mobile data collection strategies for international NGOs and nonprofits to maximize their impact. Because it is a new business, it will allow us to build the company according to this uniform leadership development model, giving management a standard by which to measure new employees and a game plan for development.   This plan will define MMC's core values, business culture and describe our strategy to hire, develop and keep the right people at our company.
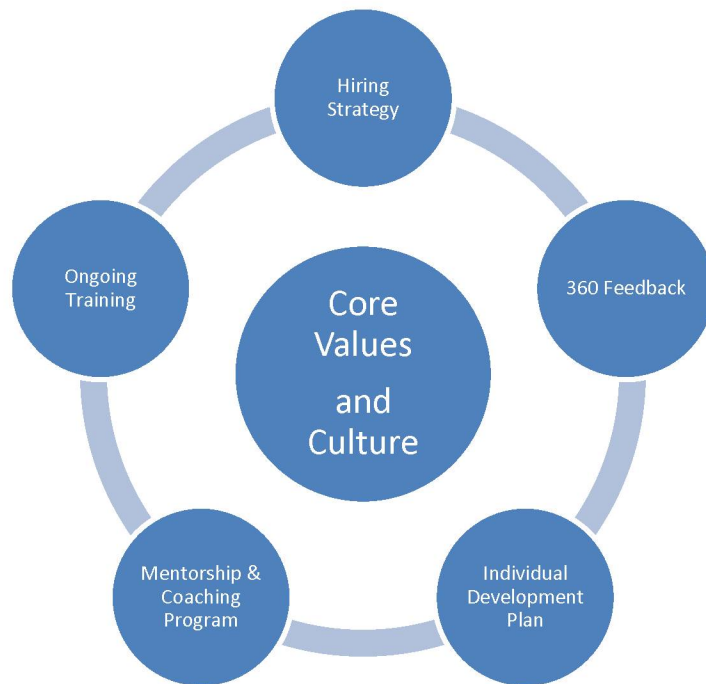
MMC Core Values

Before discussing a leadership development model, it is important that the company is very clear on its core values and beliefs because we believe our core values drive our behavior and decision making throughout the company. The following is a list of core values which are held dear by the founder and leaders of the company:

1. We are a God-fearing organization.

We believe in God the Father, Jesus Christ His son and the Holy Spirit, and we seek to have our actions respect God and please God in everything we do. We believe it is not enough to simply state that we are a Christian business, because that alone does not describe how our actions are different from other companies.

2.   People are our priority.

We believe that God created us all in His image and with equal rights, regardless of age, sex, race, religion, or culture. We value life and desire to help people, especially the poor and vulnerable. We treat our family, employees, partners and friends with the same love, kindness and respect.

3.   Honesty in everything.

We believe that honesty is a foundation for building trust in relationships and we commit to being truthful and trustworthy in all of our activities. Each of us value and expect honesty. We don't over promise or exaggerate.

There are many more secondary values that we treasure at MMC but most of them somehow connect to these three core values. The next section will show some of these secondary values as they are seen within our company culture.

MMC Business Culture

Our business culture is an extension of our values and the practical way in which we do business. It is a reflection of who we are as individuals and therefore who we are as a company. If you work at MMC or if you do business with MMC you are going to notice these things:

1.   Humility – We do some incredibly amazing things, but we are always humble and never arrogant about it.

2. Dynamic – We work surprisingly fast and have the ability to make impact in a short amount of time.

3. Innovative – We are constantly pushing the limits and strive to be the very best at what we do.

4. Customer focused – We truly listen to and understand our customers, take on their struggles, and take responsibility for delivering solutions that impact.

5. Simple – We strive to make things easy and intuitive.

These basic elements make up our unique business culture and should align to the behavior of our teams and developing leaders. Others will recognize this culture and consistency across our employees.

Hiring Practices

In order to have a team that is truly focused on our core values, it starts with our hiring practices. When we hire new employees, we don't seek to train them on our value, but rather find people who have the same values and passions, and welcome them to the team. As Jim Collins wrote in *Good to Great*, it's about getting "the right people on the bus" (Collins, 2001, p. 41).

During the interviewing process for new hires we will as questions to determine people's work ethic, attitudes and values to make sure they align with MMC. We are more concerned with these things because they are hard to teach someone. Skills and knowledge can be taught relatively easily though.   We will also discuss Collins' three circles: "What are you deeply passionate about? What can you be the best in the world at? and What drives your economic engine?" (Collins, 2001, p. 96). We believe that people should understand what MMCs three circles look like and ask new hire candidates to consider what their own three circles might be.

Once a new hire has come onboard, we want to identify what their strengths are to make sure we are utilizing them according to their strengths. In other words, we want to make sure they have the

right seats on the bus (Collins, 2001). We will give them a strengths finder assessment such as the one

given in *Living your Strengths* by Winseman, Clifton and Liesveld, or a comparable test (2003, p. 3).

These strengths will go into that employee's human resources file and also be shared with their

manager as input into the manager building the employee's Individual Development Plan.

Individual Development Plan

As seen in Appendix C, we will have an annual Performance and Evaluation Plan for every

employee. This will serve as an individual development plan for each worker. It includes sections:

- Employee Self-Assessment

- Employee Development Goals

- Manager Assessment

- Employee Ranking

The Employee Self-Assessment section will allow the employee to highlight achievements and

accomplishments in the current year. The Development Section allows both employee and manager to

agree upon key goals for the coming year. The Manager Assessment Section and Ranking allows

managers to give their input and official grade for the employee. These assessments will have an

influence on employees yearly pay increases along with other factors. This Development plan will be

reviewed once a year; however, quarterly MBOs will be developed by manager and employee that

support this development plan. The MBOs will be officially reviewed each quarter, and bonuses will be

attached to them. Managers should review progress toward quarterly MBOs at least on a monthly

basis.

360 Feedback

Another key feature for our development model is to have regular feedback on an individual basis. Every employee will receive yearly feedback in the Development plan listed above, but there are other key sources of feedback that can also be incorporated into the yearly review, and also provided to the employee. MMC will have a yearly 360 survey allowing each employee to give direct feedback to their peers, manager and subordinates. We will also have a mechanism for customers to give direct feedback, positive or negative, through our website and customer support. Additionally, if any MMC employee leads training for a customer, we will have class evaluation forms to provide immediate feedback. Finally, we will also have a feedback mechanism for our partners by building and maintaining a partner scorecard allowing us to jointly manage relationships with our key partners.

Mentoring and Coaching

Our approach to mentoring and coaching is a less formal process and it does not necessarily involve business related goals and objectives. It involves an individual's life plans. The mentor selection process will also be informal; however, we will strongly encourage that everyone in the company both be a mentor and a mentee of someone and have a plan for regularly scheduled meetings together. Some goals and development may be personal and never shared with the company. The purpose is to invest time and attention into each employee thinking about their needs and their wellbeing, while coaching them as we go through life together.

Ongoing Training

Finally, there will be an ongoing training component to our overall development model. Because of the nature of our business, there will be requirements for most employees to be working on specific industry certifications which will require ongoing training. In addition to these technical training requirements, there will be required leadership and management training for our managers. Each

employee will have their own specific training requirements listed in their development plan, which may include college courses, online training, books, or other educational goals for their development. Company reimbursement will be decided on a case by case basis with your manager for non-company related training.

Conclusion

In summary, our leadership development model at MMC is an ongoing process that focuses on each individual and solicits involvement and input from across the organization for the benefit of the employee. Our plan starts with hiring the right people. We have yearly development plans, quarterly MBOs, ongoing training, 360 feedback and informal mentoring and coaching designed to benefit and invest in our employees. All of these activities are meant to reflect upon our key values of keeping people as our priority, which includes our employees first.

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APPENDIX C: Employee Performance Evaluation and Development Plan

Employee Name:	Employee Supervisor:
Position:	Department:

Overview:

Section I – Employee Self-Assessment **Section II** – Manager Assessment

Section III – Employee Ranking

Section IV – 2014 Goals/Objectives

Section V – Development Plan

Section VI – Signatures

Rating Scores:

1 - Failed to Meet Expectations - Employee failed to meet expectations & responsibilities. Falls below performance standards and expectations of the job. A performance plan is to be put in place immediately and if no significant change in performance, termination could result.

2 - Met Some Expectations – Employee met some expectations, but failed to meet all consistently.

3 - Consistently Meets Expectations – Employee contributed significantly with in areas of responsibility. Consistently meets all performance expectations. Consistently does a good job.

4 - Exceeds Expectations – Employee contributed significantly with in areas of responsibility. Consistently meets all performance expectations, while exceeding some. Overall performance is consistently above levels of quality relative to individuals with comparable levels of responsibility.

5 - Substantially Exceeds Expectations - Employee goes above and beyond their area of responsibility and consistently exceeds all performance expectations. Employee sets very high standards of performance, well beyond the scope of the position. Employee's performance is recognized and acknowledged by individuals in the company as well as others outside the company.

Section I – Employee Self-Assessment

Please complete the section below by filling in your 2014 goals and objectives (these should be pulled from your 2013 Performance Evaluation, as well as from interim MBO or other interim performance discussions), and weighting them according to relative importance for successful performance of your role. If there are changes from the goals stated in your 2013 Performance Evaluation, please provide an explanation as to why in the comments section below. Next complete the self-assessment section with a narrative explanation of progress and level of success achieved for each goal/objective before completing the self-rating score using the scale above.

Employee Self Review (Please add additional rows if need be)

No.	Goal/Objective	Weight	Self-Assessment	Self-Rating* (1-5)
1.				
2.				
3.				
4.				

*Self Rating Scores (explanation above):

1 - Failed to Meet Expectations, 2 - Met Some Expectations, 3 - Consistently Meets Expectations, 4 - Exceeds Expectations,

5 - Substantially Exceeds Expectations

Employee Comments (If you have any additional comments, please write them down here)

Section II – Development Plan

Please identify three training and development objectives for 2014. After listing the objective fill in the activity or training or action that will help you meet this objective. These objectives can be met through a variety of activities, everything from a one day seminar to a new degree, a day of shadowing a colleague to a new project that you will take the lead on. Your development plan should be discussed with your manager during your review meeting so she/he can confirm financial and other support for the items.

Development and Training for 2014

No.	Objective	Activity/Training/Action	Completion Date
1.			
2.			
3.			

***When you have completed this section, please send this form to your Manager. The remaining sections will be completed by your Manager or jointly with your Manager during your review meeting.

Section III – Manager Assessment

Manager Review Please copy & paste the employee goals/weights from above and provide your assessment of the employee's performance. You may change the goals and weights the employee initially drafted and/or add additional goals/objectives as you see fit.

No.	Goal/Objective	Weight	Manager Assessment	Mgr Rating* (1-5)
1.				
2.				
3.				
4.				

*Manager Rating Scores (explanation above):

1 - Failed to Meet Expectations, 2 - Met Some Expectations, 3 - Consistently Meets Expectations, 4 - Exceeds Expectations,

5 - Substantially Exceeds Expectations

Manager Comments (If you have any additional comments, please write them down here)

Areas for Improvement (Please list employee areas for improvement)

No.	Areas for Improvement
1.	
2.	

Section IV – Employee Ranking

This section is to be completed by the Manager and provides the overall employee ranking for 2013. This rating should be reflected in the comments and ratings above.

Employee Ranking

Failed to Meet Expectations / Needs Improvement under Probation	Met Some Expectations / Needs to Catch Up	Consistently Meets Expectations / Satisfactory	Exceeds Expectations / Commendable	Substantially Exceeds Expectations / Outstanding
I	U	S	C	O
☐	☐	☐	☐	☐

* Rating Scores (explanations above):

1 - Failed to Meet Expectations /Needs improvement under probation; 2 - Met Some Expectations /Needs to catch up; 3 - Consistently Meets Expectations /Satisfactory; 4 - Exceeds Expectations /Commendable; 5 - Substantially Exceeds Expectations /Outstanding

Section IV – 2014 Goals/Objectives

Please list your goals and objectives for 2014 after discussing with your manager, and include the appropriate weighting for each according to the relative importance for successful performance of your role.

Goals/Objectives for 2014

No.	Goal/Objective	Weight
1.		
2.		
3.		
4.		

Section VI – Signatures

Employee & Manager - Please sign **after** completing your review meeting/discussions:

_____   _____   _____

Employee Name   Employee Signature   Date

_____   _____   _____

Manager Name   Manager Signature   Date