

Understand Vendor Value

Stakeholders	Reason to Buy	Expected Outcomes	Related Benchmarks	Value Impact
The CMO...	wants to significantly improve cross selling rates to existing customers... 	In order to... Prove marketing campaigns drive revenues.	The benchmark states... Best-in-Class Cross Sell rate is 13.4% greater than all others <i>Aberdeen 2018, Voice of the Customer</i>	0.13% Increase Sales Revenue as percentage of benchmark Storyboard Cross Sell
The CRO...	wants to significantly improve upselling rates to prospects... 	in order to... Improve average order size.	The benchmark states... SaaS companies generate 16% of Revenues through Upsells <i>Pacific Crest, 2017</i>	0.06% Increase Sales Revenue as percentage of benchmark Storyboard Upsell
The VP Enablement...	wants to reduce attrition rates... 	in order to... Increase revenues on greater numbers of renewals.	The benchmark states... Renewal rate has 85% return on every \$1 spent <i>Forentrepreneurs, 2017</i>	0.16% Increase Sales Revenue as percentage of benchmark Adoption Accelerators
The VP Product Marketing...	wants to prove product marketing campaigns contribute to sales gains... 	in order to... Reduce cost of product marketing.	The benchmark states... 1\$ of new Annual Recurring Revenue costs \$1.15 <i>Forentrepreneurs, 2017</i>	2.48% Decrease SG&A costs as percentage of benchmark Storyboard Upsell
The CMO...	wants to reduce churn rates... 	in order to... Reduce cost of customer acquisitions.	The benchmark states... Best-in-Class Churn Rates are 5%-7% annually <i>Accenture 2016, State of Marketing analytics</i>	0.25% Decrease SG&A costs as percentage of benchmark Adoption Accelerators
The Chief Product Officer...	wants to mitigate risk on rolling out new products or features... 	in order to... Prevent failures in product innovation and design.	The benchmark states... Customer Product Feedback Reduces Negative Brand Exposure by 5% <i>Aberdeen 2018, Voice of the Customer</i>	0.04% Decrease SG&A costs as percentage of benchmark Customer Feedback

Align Value to Account Industry: Storage & Information Management

C-Suite Goals Benchmarked 10K Strategic Initiatives Vendor Personalized Messaging

<p>Revenue Growth</p>	<p>Growth Rate</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Growth Rate</th> </tr> </thead> <tbody> <tr> <td>Target Account</td> <td>9.5%</td> </tr> <tr> <td>Industry</td> <td>8.2%</td> </tr> <tr> <td>Sector</td> <td>8.9%</td> </tr> </tbody> </table>	Category	Growth Rate	Target Account	9.5%	Industry	8.2%	Sector	8.9%	<p>Market Growth (Developed, Emerging, Adjacent)</p>	<p>[Personalized opener]</p> <p>Message 1. As your marketing spend cannot withstand further 44% annual decreases, we can help drive new revenues through higher cross sell rates. A 10% improvement will drive \$1.2 million in new top line revenue. We can do this by aligning value to your Market Growth Initiative within Developed, Emerging, and Adjacent Markets.</p> <p>Message 2. We can help you reverse the recent 1.6% overall volume decrease within Records and information Management. Counteract lower volume in this unit by increasing average order size by 5% for an increase of \$565 thousand to your bottom line. We can help do this by aligning value through our Storyboard Upsell Use Case.</p> <p>[Call to action] [Close]</p>
Category	Growth Rate										
Target Account	9.5%										
Industry	8.2%										
Sector	8.9%										
<p>EBITDA</p>	<p>Current Margin</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Current Margin</th> </tr> </thead> <tbody> <tr> <td>Target Account</td> <td>27.7%</td> </tr> <tr> <td>Industry</td> <td>53.7%</td> </tr> <tr> <td>Sector</td> <td>38.5%</td> </tr> </tbody> </table>	Category	Current Margin	Target Account	27.7%	Industry	53.7%	Sector	38.5%	<p>Transformation Initiative</p>	<p>[Personalized opener]</p> <p>Message 1. We can help you increase your revenue while decreasing the 26% profitability gap within your industry . We can help you lower the \$0.57 per every dollar that it costs to upsell customers by 4.5%, increasing your bottom line revenues by \$1.3 million. We can do this by aligning value to your Market Growth Initiative within Developed, Emerging, and Adjacent Markets.</p> <p>Message 2. As your Transformation Initiative begins to flatline in terms of profitability returns, we can help decrease a portion of your SG&A by 0.25%. Reducing costs of customer acquisition by aligning our Adoption Accelerators Use Case to your Transformation Initiative can bring you \$137 thousand in annual savings.</p> <p>[Call to action] [Close]</p>
Category	Current Margin										
Target Account	27.7%										
Industry	53.7%										
Sector	38.5%										
<p>Free Cash Flow</p>	<p>Fiscal Year</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Fiscal Year</th> </tr> </thead> <tbody> <tr> <td>Target Account</td> <td>20%</td> </tr> <tr> <td>Industry</td> <td>1.0%</td> </tr> <tr> <td>Sector</td> <td>0.1%</td> </tr> </tbody> </table>	Category	Fiscal Year	Target Account	20%	Industry	1.0%	Sector	0.1%	<p>Data Center Expansion</p>	<p>[Personalized opener]</p> <p>Message. Iron Mountain has fantastic cash flow, however only 96% of it is projected to be used for maintenance and shareholder dividends. As you invest in your Data Center Expansion Initiative, we can help you capitalize on it by increasing your renewal rates and average annual revenues by 0.16%. We can help do this by aligning your initiative to our Adoption Accelerators Use Case, providing \$1.4 million in value.</p> <p>[Call to action] [Close]</p>
Category	Fiscal Year										
Target Account	20%										
Industry	1.0%										
Sector	0.1%										
<p>Working Capital</p>	<p>Working Capital</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Working Capital</th> </tr> </thead> <tbody> <tr> <td>Target Account</td> <td>1.5</td> </tr> <tr> <td>Industry</td> <td>0.5</td> </tr> <tr> <td>Sector</td> <td>0.9</td> </tr> </tbody> </table>	Category	Working Capital	Target Account	1.5	Industry	0.5	Sector	0.9	<p>Data Center Expansion</p>	<p>[Personalized opener]</p> <p>Message. With indebtedness at 7x of net profit, Iron Mountain has significant levels of financial risk. We help reduce risk in the product development cycle, saving between 5% - 10% in negative launch and brand exposure. By aligning our value to your Data Center Expansion Initiative, we can provide \$1.2 million in risk avoidance to help maintain your working capital levels.</p> <p>[Call to action] [Close]</p>
Category	Working Capital										
Target Account	1.5										
Industry	0.5										
Sector	0.9										

Business Case

VENDOR is providing Iron Mountain several individual business outcome opportunities to improve revenues and decrease costs, with a total potential of \$9.31 million based upon VENDOR's strategic Voice of the Customer use cases.

C-Suite Business Outcomes

REVENUE	Desired Business Outcome	Use Cases	Year 1	Year 2	Year 3	Total
			Year / Year Value Factor	50%	75%	100%
Initiative (10K): Market Growth						
Improve cross selling rates	Prove marketing campaigns drive revenues	Storyboard Cross Sell	\$592,386	\$888,579	\$1,184,772	\$2,665,736
Improve upselling rates	Improve average order size	Storyboard Upsell	\$282,931	\$424,396	\$565,861	\$1,273,188
Initiative (10K): Data Center Expansion						
Reduce attrition rates	Increase revenues on greater numbers of	Adoption Accelerators	\$718,378	\$1,077,568	\$1,436,757	\$3,232,703
COSTS						
Initiative: (10K) Transformation						
Improve marketing campaigns	Reduce cost of product marketing	Storyboard Upsell	\$682,184	\$1,023,276	\$1,364,369	\$3,069,829
Reduce churn rates	Reduce cost of customer acquisitions	Adoption Accelerators	\$68,908	\$103,361	\$137,815	\$310,084
RISK MITIGATION						
Initiative (10K): Data Center Expansion						
Mitigate new-product risk	Prevent failures in product innovation and design	Customer Feedback	\$609,569	\$914,353	\$1,219,138	\$2,743,060

Realized Value* **\$2,068,049** **\$3,102,073** **\$4,136,098** **\$9,306,220**

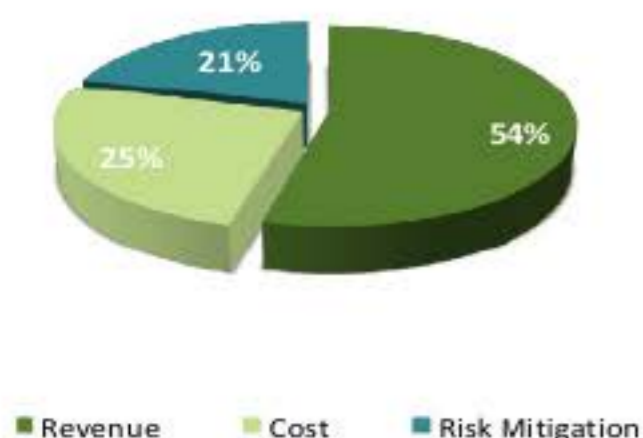
*Includes Discount / Error Factor: 0.7

Realized Value Benefit

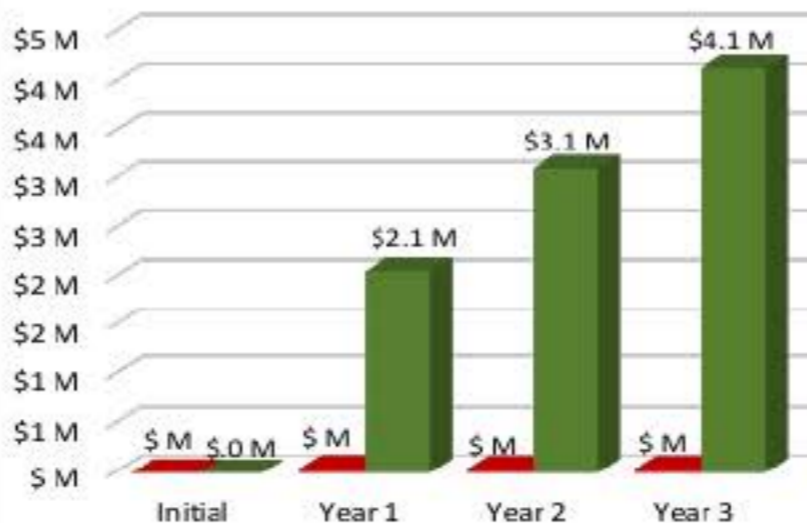
	Year 1	Year 2	Year 3	Total	Total
Acquisition Costs	\$5,000			\$5,000	Net Present Value (NPV) \$3,786,529 Nominal % Return on Investment 6634% Decision Delay Cost (3 months) \$328,558 Nominal X Return per 11X
Subscription Costs	\$40,000	\$40,000	\$40,000	\$120,000	
Related Operating Costs (sum of Operational (human, processes)	\$0	\$0	\$0	\$0	
Infrastructure (HW & SW)	\$0	\$0	\$0	\$0	
Communication (network,	\$0	\$0	\$0	\$0	
Yearly Investment	\$45,000	\$40,000	\$40,000	\$125,000	

Executive Dashboard

Value Contribution



Impact to Revenue



Corporate Initiative Benefit

