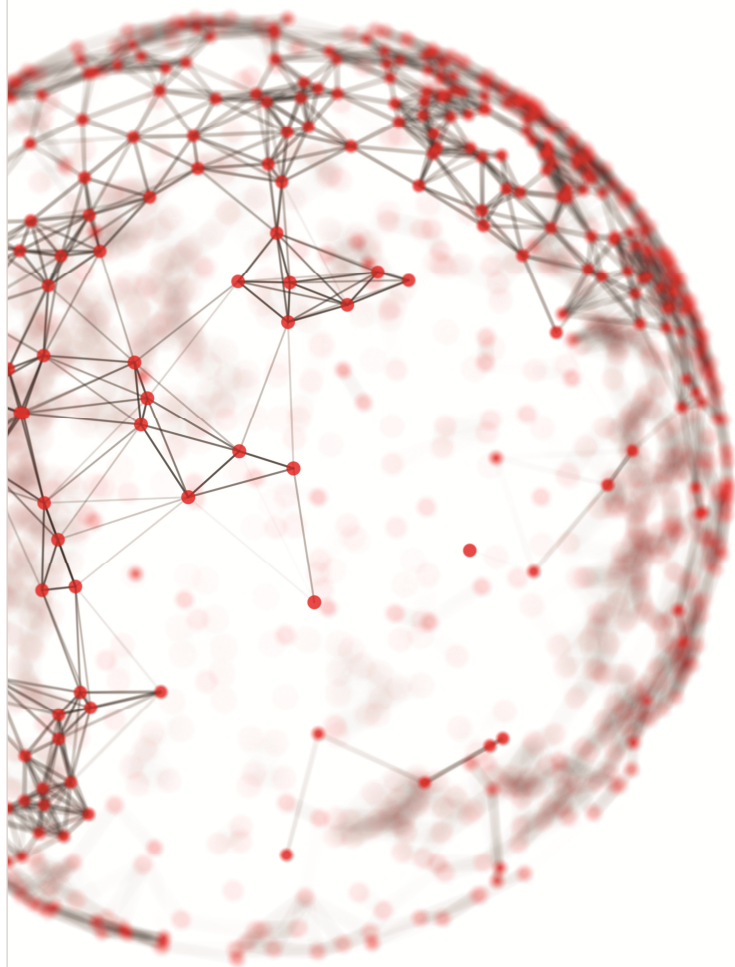
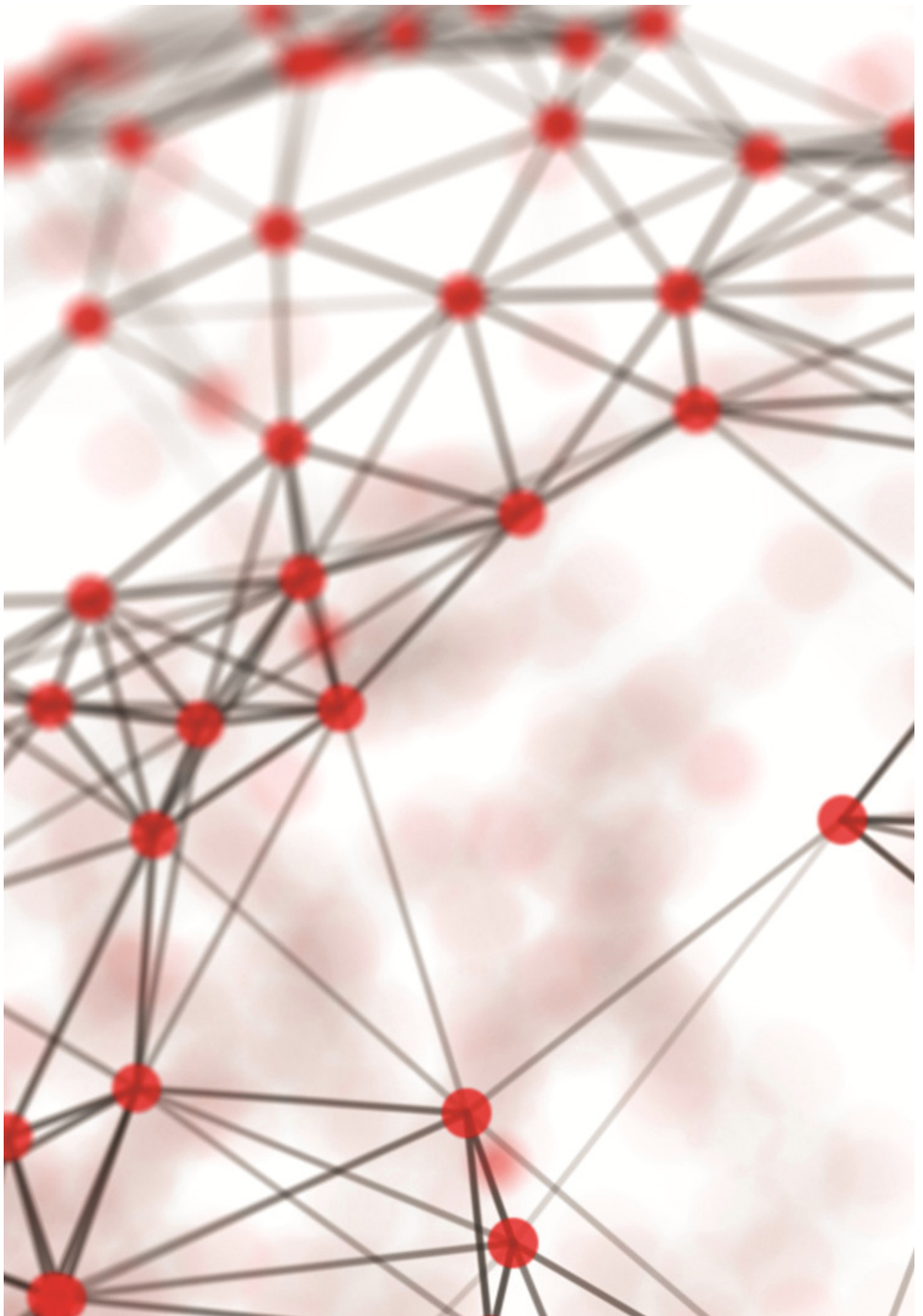




# **BENEFITS REALISED IN CLIENTS WHO HAVE ADOPTED ENTERPRISE MOBILITY CHANGES**

Commissioned by EE | May 2015







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## EXECUTIVE SUMMARY

Everything Everywhere Ltd ('EE' or 'the Company') has engaged BDO LLP to assess the benefits selected clients have derived from implementing Enterprise Mobility solutions.

EE's vision of Enterprise Mobility has three key themes:

- Creating a mobile workforce
- Connecting machines together
- Engaging with customers through their mobiles.

These are enabled by improving business processes, products and services as a result of deploying devices and providing reliable connectivity between employers, employees and/or customers.

Enterprise Mobility solutions can help resolve or act as an enabler to resolve the top ten issues that businesses face today. These include reacting to a changing macroeconomic business environment, improving customer service and meeting an ever increasing regulatory burden.

All clients interviewed have derived significant benefits from their Enterprise Mobility solutions. The drivers of business change included the delivery of cost savings, enabling revenue growth, supporting new product/service development and to act as a catalyst for cultural change.

A summary of the key benefits that the clients we interviewed have achieved is shown in the table right. Note that some clients were unwilling or unable to fully disclose the financial and other numerical benefits achieved.

Many of the changes implemented are business sector agnostic - they impact common business processes present in all companies.

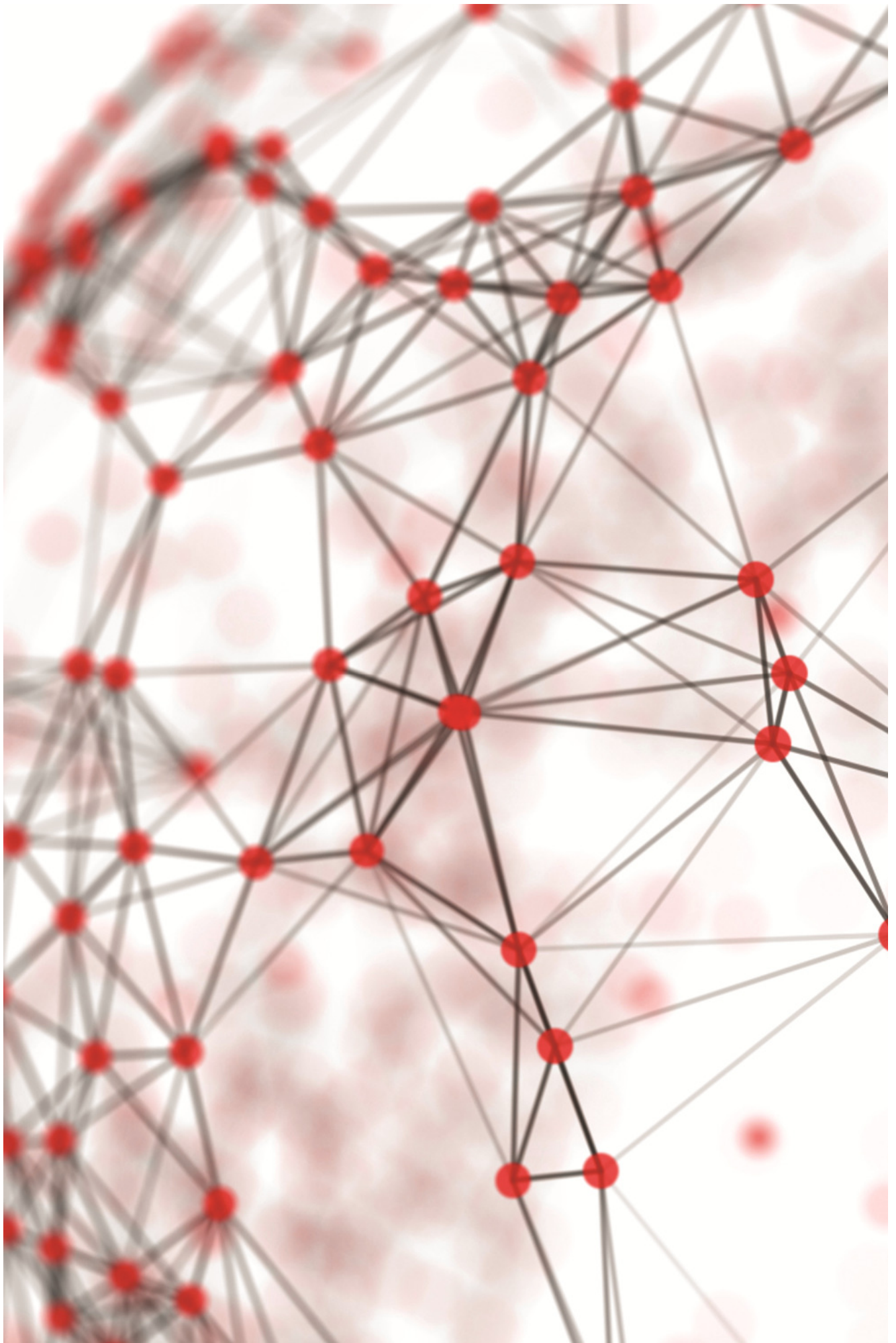
The organisations we interviewed were all Enterprise Mobility visionaries - they have defined an implementation roadmap for their business and were fully committed to a change programme.

We have developed a maturity scale to categorise the use of Enterprise Mobility within an organisation. Organisations that have a lower understanding of the benefits that Enterprise Mobility can bring are likely to require advice to create an Enterprise Mobility vision and sell the benefits internally.



## EXECUTIVE SUMMARY

	QUANTIFIABLE BENEFITS	SELECTED OTHER BENEFITS
MICROSOFT	£500k savings to date through reducing business travel needs, eliminating (in some locations) static desk phones and reorganising the office footprint	Ability to showcase the potential of their 'Lync' software
UBER	No quantifiable savings due to start up nature of Uber, however Enterprise Mobility is central to Uber's strategy providing it with a competitive advantage	
PROVIDENT FINANCIAL	Savings of £500k, the use of mobile apps have reduced paper usage by 75%	Increased salesforce effectiveness and reduced regulatory related administration
RAC	£500k savings from reduced fuel costs	Reduced emissions lowering the carbon footprint
SNT GROUP	£450k of headcount savings from field engineer and back office efficiency gains	Working Capital improvements through faster billing
WALES AND WEST	Increased efficiency of field engineers (financial benefits not disclosed)	Improved customer service and regulatory compliance
POSTERSCOPE	The use of mobile data has increased revenues and helped preserve a product	Demonstrates Posterscope's ability to innovate



# INTRODUCTION AND SCOPE

## ASSIGNMENT PURPOSE

The advent of new technology often enables businesses to improve efficiency and grow revenues. Companies that embrace new technologies can improve their back office and core operational processes to gain a competitive advantage. This can lead to workforce productivity improvements, reduced costs and higher revenues, enhancing profitability.

'Enterprise Mobility' is a term given to the recent business trend that has seen a change in work place habits, with more employees working out of the office using mobile devices and cloud services to perform business tasks and processes. This assignment focuses on EE provided services such as 4G and big data analytics that enable Enterprise Mobility.

EE engaged BDO LLP to undertake an assessment of the benefits that seven of its clients have derived from implementing Enterprise Mobility solutions using the EE network.

We have assessed the cost savings, revenue growth and other benefits that selected companies have realised through Enterprise Mobility. Our work was completed through interviews with a range of stakeholders including CEOs, IT Directors and Operational leaders from selected EE clients.

The underlying changes experienced by the interviewed companies have been evaluated in order to assess the financial and other benefits.

This enabled us to draw several relevant conclusions regarding how businesses have adopted Enterprise Mobility and the challenges other organisations are likely to face in the future.

We draw any readers' attention to the disclaimer note at the end of this document.

## APPROACH

Context for the review has been provided through:

- Discussions with EE staff to understand the value adding services that complement the core voice, text and data offerings
- Critical review of existing studies commissioned by EE
- Other research of third party studies and view points.

To assess the impact that Enterprise Mobility has had on selected EE customers, we developed a questionnaire that assessed the following areas:

- The impact Enterprise Mobility has had on business processes and how employee Mobility has enabled improvements
- How 'Enterprise Mobility' has helped solve key business issues
- The financial and other benefits realised as a result of adopting Enterprise Mobility.

The organisations selected for interview have all successfully implemented Enterprise Mobility changes to address key business issues.

# HOW ENTERPRISE MOBILITY CAN MITIGATE THE TOP 10 ISSUES FACING BUSINESSES IN 2015

In the course of our work as a leading provider of assurance and advisory work we note that businesses, irrespective of size and sector they operate in face a number of common business issues. The following table identifies our view of the top ten business issues and how Enterprise Mobility can play a part in mitigating these issues.

1

## REACTING TO CHANGING MACROECONOMIC CLIMATE

Companies need an agile workforce to effectively assess and respond to a changing business environment. Enterprise Mobility solutions can provide the infrastructure to improve communication and sharing of information between colleagues in different offices and international locations. This can improve and shorten the introduction of new products or services.

4

## RECRUITING AND RETAINING TALENT

Adopting flexible working policies and providing staff with the latest technology to support them undertake their roles can support staff retention. Flexible working is enabled by Enterprise Mobility solutions.

2

## MAINTAINING/INCREASING BUSINESS PROFITABILITY IN A COMPETITIVE MARKETPLACE

Enterprise Mobility solutions are often enablers to delivering significant gains in staff productivity and third party costs as a result of adopting new ways of working. This can include:

- Enhancing sales staff efficiency allowing more face to face sales time
- A connected mobile workforce can reduce company headcount by increasing process efficiency and improving personal productivity
- Lowering travel costs through reducing the need for travel.

5

## CHANGING A BUSINESS' CULTURE TO ADOPT NEW PROCESSES AND WAYS OF WORKING

Enterprise Mobility can be used a key enabler for change in a business, from small scale projects which demonstrate credibility through to company wide initiatives where the entire workforce are involved. Improving management processes can free up management time to manage staff, meet customers and develop business improvements.

3

## THREAT FROM EMERGENT TECHNOLOGIES/LACK OF PRODUCT INNOVATION

Enterprise Mobility can enable businesses to create a more entrepreneurial and innovative culture by allowing staff to work in environments which are conducive to the type of work they are performing. Innovation can be stimulated through reducing traditional workplace boundaries.





# HOW ENTERPRISE MOBILITY CAN MITIGATE THE TOP 10 ISSUES FACING BUSINESSES IN 2015

## 6 POOR PROVISION OF MANAGEMENT AND OTHER INFORMATION

Businesses of all sizes strive to improve the quality, timeliness and distribution of information. Enterprise Mobility solutions can improve the effectiveness of management decision making by proving data faster and in a customised format. As a result:

- staff can spend more time with employees and customers rather than being tied to a desk
- products or services can be improved through the use of data analytics
- Working capital can be improved through faster billing.

## 7 TO IMPROVE THE CUSTOMER EXPERIENCE/CUSTOMER SERVICE

Enterprise Mobility has been used to improve the customer experience and customer service in a number of different ways. For example, in a retail environment, this can include providing real-time dedicated customer offers as information can be accurately and swiftly communicated.

## 8 MEETING EVER STRINGENT REGULATORY REQUIREMENTS

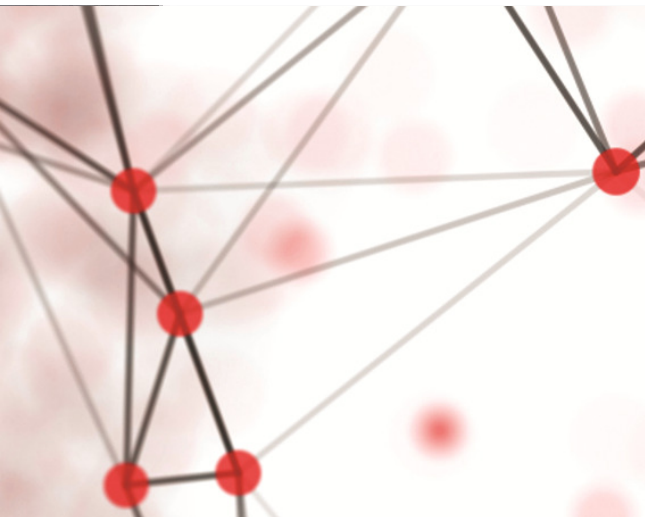
Enterprise Mobility solutions can be implemented to improve monitoring and reporting of auditable data to demonstrate regulatory compliance for internal or external audits.

## 9 MAINTAINING IT SECURITY AS BUSINESS PROCESSES AND TECHNOLOGY ARE UPDATED AS DEVICES AND SERVICES BECOME MORE ADVANCES

Information security is a primary concern for every company CIO. Enterprise Mobility solutions are designed and implemented with security provision in mind.

## 10 USING AND ADOPTING SOCIAL MEDIA AS COMMUNICATION TOOL

Social media is constantly evolving and companies need to adapt to and take advantage of it. This can be achieved by embracing an Enterprise Mobility solution which provides employees with devices and technology that allows them to integrate social media into their work.

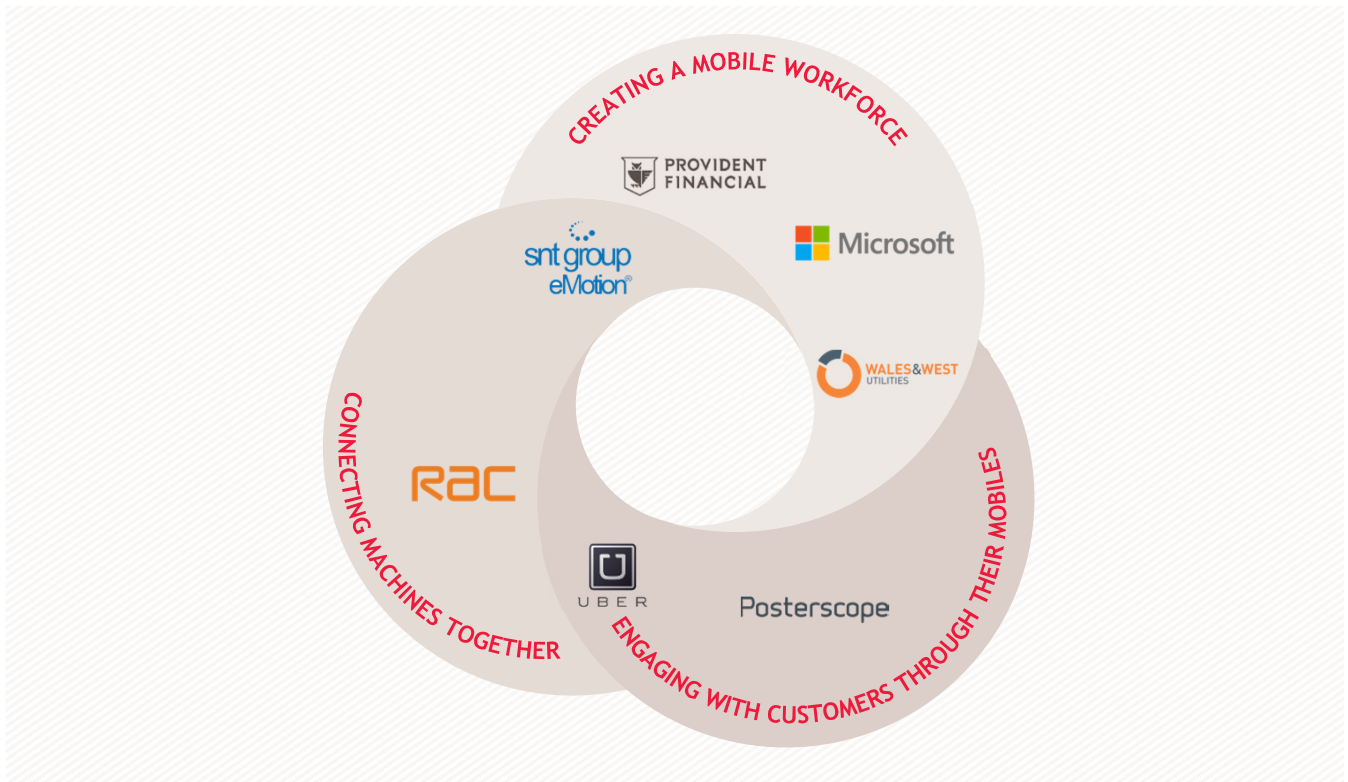


# HOW THE CUSTOMERS WE INTERVIEWED FIT INTO EE'S 'TOTAL ENTERPRISE MOBILITY' VISION

## TOTAL ENTERPRISE MOBILITY

EE's Total Enterprise Mobility ('TEM') vision has three key themes:

- ▶ Creating a mobile workforce** - introducing process improvements to improve workforce productivity, improve business agility and respond to customers more quickly.
- ▶ Connecting machines together** - promoting real time movement of information between company systems and employee devices.
- ▶ Engaging with customers through their mobiles** - two way communication with customers.



All interviews undertaken have been with organisations who have delivered an Enterprise Mobility enabled change. The diagram above showcases the organisations we spoke to and illustrates which of EE's themes their business change fits into.

## BUSINESS ISSUES FACED IN THE CLIENTS WE INTERVIEWED

This table illustrates the key drivers behind the Enterprise Mobility change in the organisations we interviewed.

CLIENT	OVERVIEW	BUSINESS ISSUES FACED	CHANGE IMPLEMENTED
MICROSOFT	Microsoft is a global IT firm that develops, manufactures, licenses and sells computer software, consumer electronics, personal computers and other services.	Software products not being fully utilised as a result of unreliable connectivity to the company's server when staff out of the office.	Rolled out smartphones and tablets to majority of UK staff and implemented several operational/back office process changes.
UBER	Uber is an app-based transportation network and taxi company which operates internationally.	Need for a reliable fast mobile internet connection to allow customers to book taxis.	Used EE connectivity and products to set up end to end business processes.
PROVIDENT FINANCIAL	Provident Financial is a supplier of personal credit products to the non-standard lending market, serving 2.5 million UK customers.	To reduce costs of the 8,000 field sales agents and improve the audit trail visibility for internal and external regulatory audits.	Rolled out smartphones to customer service agents and implemented several operational/back office process changes.
RAC	The RAC provides a range of motoring services to drivers in the UK. These include breakdown assistance, insurance and advice on motoring issues.	Rising cost of fuel for the 1,800 vehicles in use.	Developed an engineering application to monitor and improve service engineers' driving performance.
WALES AND WEST	Wales and West maintains a gas delivery infrastructure of c. 34,000 km of pipes and provides a connections service adding c. 24,000 domestic and industrial gas connections per year.	The organisation had a '9 to 5' office based culture with limited work undertaken out of the office.	Rolled out smartphones and tablets to the entire UK workforce. Designed and implemented a custom suite of apps to improve business processes.
SNT GROUP	SNT Group is a diversified business process outsourcing organisation - the company provides information technology, electrical contracting, finance and consulting services to public and private sector companies.	Several costly inefficiencies which included physical submission of job cards, excessive mileage due to sub-optimal scheduling, high personal vehicle usage and an invoice backlog.	Rolled out smartphones to field force engineers' and implemented several operational/back office process changes.
POSTERSCOPE	Posterscope is a communications agency that assists the delivery of client advertising campaigns to consumers when they are out of the home (OOH) in public places and commercial locations.	Declining static advertising revenues as a result of the lack of ability to target specific consumer groups in real time.	Used mobile data (EE product : 'mdata') to improve declining business revenues from Out of Home Advertising.

## BENEFITS ACHIEVED OF USING ENTERPRISE MOBILITY TO CREATE A MOBILE WORKFORCE

This table lists the benefits that the clients we interviewed have realised as a result of using Enterprise Mobility to create a mobile workforce. Where the client was willing to share the numerical improvement, we have put this data in the table.

INTERVIEWEE	BENEFIT TYPE	DETAIL
SNT GROUP	Cost savings	£150k headcount savings from field engineer efficiency gains through improved: <ul style="list-style-type: none"> <li>• Electronic communication and reporting of field engineers jobs</li> <li>• Engineer scheduling to jobs reducing driving times, fuel usage and requirement to come into the office.</li> </ul>
WALES AND WEST	Other benefits	Non financial benefits included : <ul style="list-style-type: none"> <li>• To support an organisation wide cultural change, in particular getting back office staff to adopt a new way of working embracing Wales and West's Enterprise Mobility vision</li> <li>• Enabler to meet regulatory and strategic targets as laid down by Ofgem including meeting customer service targets and compliance. Example - recording and monitoring regulatory audit issues</li> <li>• Implementation of new business processes through development of a suite of custom designed apps. Staff productivity has increased as routine tasks can be carried out away from the office and paperwork has been eliminated through automating processes</li> <li>• Faster provision/submission of corporate information - for example staff expenses, purchasing approvals, field engineers reports.</li> </ul>
MICROSOFT UK	Revenue upside	Microsoft staff utilise their software tool, Lync, to its fullest potential which is enabled by permanent network connectivity. This is showcased to potential and existing clients, which in turn supports Microsoft's Lync business plan.
MICROSOFT UK	Cost savings	£500k savings to date through reducing business travel needs, eliminating (in some locations) static desk phones, reorganising office footprint (hot desking versus empty static desks) and better communication with colleagues on an international basis.
MICROSOFT UK	Other benefits	Non financial benefits included : <ul style="list-style-type: none"> <li>• To support an organisation wide cultural change, in particular getting back office staff to adopt a new way of working embracing Microsoft's Enterprise Mobility vision.</li> <li>• To enable staff to be permanently connected to the company's network promoting the ability to undertake transactional tasks whenever and wherever they want.</li> <li>• Faster provision/submission of corporate information - for example sales staff downloading/accessing data, updating CRM databases.</li> </ul>
Provident Finance	Cost savings	£500k saving through eliminating 75% of paper/postage associated with customers and switching to a tablet app based process. Other savings (not monetised): <ul style="list-style-type: none"> <li>• Reduced loan arrears,</li> <li>• Increased customer agent productivity through reduced visits.</li> </ul>
Provident Finance	Revenue upside	<ul style="list-style-type: none"> <li>• Increased revenue through additional loans as a result of agents spending more time with customers .</li> </ul>
Provident Finance	Other benefits	<ul style="list-style-type: none"> <li>• Reduced compliance issues - new processes are a better proposition to the Financial Conduct Authority as incidents of incorrect data, paper losses etc are reduced. This has also improved the company's own internal measure of customer service performance.</li> </ul>



## BENEFITS ACHIEVED OF USING ENTERPRISE MOBILITY TO CONNECT MACHINES TOGETHER AND ENGAGE WITH CUSTOMERS THROUGH THEIR MOBILES

This table lists the benefits that the clients we interviewed have realised as a result of using Enterprise Mobility to connect machines. Where the client was willing to share the numerical improvement, we have put this data in the table.

INTERVIEWEE	BENEFIT TYPE	DETAIL
SNT GROUP	Cost savings	£300k headcount savings from back office administration staff through: <ul style="list-style-type: none"> <li>Eliminating of job paperwork</li> <li>Reducing need to key data into the financial system as job reports are filed electronically.</li> </ul>
SNT GROUP	Working capital improvements	£600k on time cash benefit by invoicing work in progress quicker to clients by removing the time lag to update the company's ERP system.
RAC	Cost savings	£500k overhead saving through reduced fuel costs - due to up skilling of service engineers. Enabled by a telematics solution that monitors driving. Other savings (not monetised) : <ul style="list-style-type: none"> <li>Insurance costs due to reduced accident incidents - will be negotiated in 2015</li> <li>Reduced repair bills from minor accidents.</li> </ul>
RAC	Other benefits	Reduced emissions and improving the organisations carbon footprint (levels not specified).
RAC	Revenue upside	Created a new revenue stream by packaging up the telematics solution and selling it into customers with large fleets of vehicles.
UBER	Revenue upside	Uber's business model is dependant on connected machines which link Uber's customers with their drivers and central systems. Maintaining this connectivity is central to Uber securing revenue.

This table lists the benefits that the clients we interviewed have realised as a result of using Enterprise Mobility to engage customers through their mobiles. Where the client was willing to share the numerical improvement, we have put this data in the table.

INTERVIEWEE	BENEFIT TYPE	DETAIL
Wales and West	Customer service	Enabling customers to interact with Wales and West, including viewing account details and having a call back facility to make it easier for dissatisfied customers to speak to a member of staff.
Posterscope	Revenue upside	Using mobile data to improve a declining business segment - Out Of The Home advertising. Company analyses mobile data by location to better understand profile of consumers present to tailor content of static advertising.
UBER	Customer Service	All Uber customers have a Uber mobile application on their smartphone which enables them to access Uber services, rate their journeys and interact with customer services. Customer promotions can also be distributed through the mobile app.

## KEY MESSAGES FROM THE INTERVIEWS

### ENTERPRISE MOBILITY SOLUTIONS HAVE DELIVERED SIGNIFICANT BENEFITS

The EE clients we have interviewed have derived significant business benefits from implementing Enterprise Mobility solutions. The drivers of change vary between the organisations we have spoken to:

- To deliver cost savings - eg SNT Group enhancing field engineers' productivity and changing business processes
- To support a product offering - eg Microsoft showcasing the use of Lync software to other clients
- To respond to regulatory pressures - eg Wales and West Utilities developing apps to improve customer service
- To enable revenue growth - eg the RAC Group rolling out its telematics product to large fleet customers
- To harness and use mobile user data - eg Posterscope using aggregated mobile users' data to enhance advertising campaigns.

In examples where efficiency gains have been delivered clear financial gains are measureable.

In several interviews Enterprise Mobility change was not justified on a pure financial basis, given the difficulty in linking the 'change' to a profit upturn.

### MANY SOLUTIONS ARE SECTOR AGNOSTIC

Many of the business changes described in this report could be implemented in any business. This is particularly true where back office processes have been made more efficient and automated.

Examples include:

- To deliver cost savings - eg SNT Group enhancing Transferring job data automatically from the field to head office, enabling faster billing and eliminating paper based processes that have to be keyed into systems.
- Creating apps to enable employees to interact with business systems and undertake processes out of the office, eg business expenses, authorising expenditure, updating CRM data etc.

### ENHANCING CONNECTIVITY AND COVERAGE IS FUNDAMENTALLY IMPORTANT

Ensuring connectivity is maintained at current service levels is essential for enabling existing and future customers to deliver Enterprise Mobility changes.

Although many of the Enterprise Mobility solutions do not require 4G connection speeds, the demand for 4G connectivity is likely to grow significantly in the coming years.

Microsoft reports that that it and other firms will continue to develop ever more complex and bandwidth demanding apps. As a result network providers will need to deliver improved service levels by maintaining and investing in network capacity to ensure download speeds are preserved and improved as more customers sign up.

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## KEY MESSAGES FROM THE INTERVIEWS

### CLIENTS PILOT A SOLUTION TO GIVE ENTERPRISE MOBILITY CREDIBILITY

Several of the clients interviewed have piloted a small change to give credibility to Enterprise Mobility within the organisation. This has allowed issues such as data security to be assessed and managed. Several companies had third party advice on data security.

Once successful implementation has been achieved and business benefits delivered, many of the companies interviewed had derived more ambitious, wide ranging change programmes that they are current implementing.

For example:

- Provident Finance are developing several new apps to improve customer agent efficiency.
- Wales and West Utilities have identified and commenced developing apps for 50 business processes that could benefit from being enabled on a smart phone or tablet.

### CLIENTS IMPLEMENTING ENTERPRISE MOBILITY SOLUTIONS ARE 'VISIONARY'

All interviews undertaken have been with organisations who have delivered Enterprise Mobility change, either enabling mobile working, improving business connectivity or harnessing mobile data.

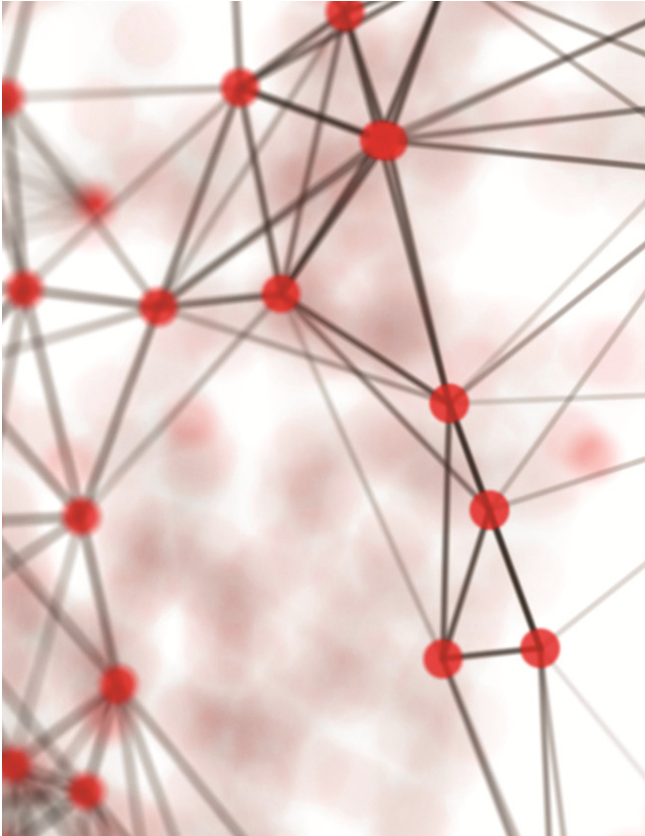
Our work suggests that businesses fall into the following categories when it comes to the understanding the concept of 'Enterprise Mobility' and the extent to which they are pursuing change:

- Visionary - clear understanding of the concept, how technology can support change and have successfully implemented some initiatives
- Open minded - can be advised of possible benefits, but need support to shape and sell the vision internally and advice on the technology required to deliver changes

All of the EE clients we interviewed fall into the visionary category and have already created their own vision for Enterprise Mobility.



## WHERE IS YOUR BUSINESS ON THE 'MOBILITY ADOPTION CURVE'?



### THE 'MOBILITY ADOPTION CURVE' IS A MATURITY SCALE TO TARGET ORGANISATIONS FOR ENTERPRISE MOBILITY ADOPTION

The table opposite illustrates a maturity scale to categorise an organisations current use of Enterprise Mobility. An organisations level of understanding of Enterprise Mobility is likely to impact the extent to which the organisation is pursuing change. All of the EE clients we interviewed fall into the competence or excellent category and have created their own Enterprise Mobility solution to meet specific business needs. They used EE to advise on technology and providing a competitively priced connectivity service.

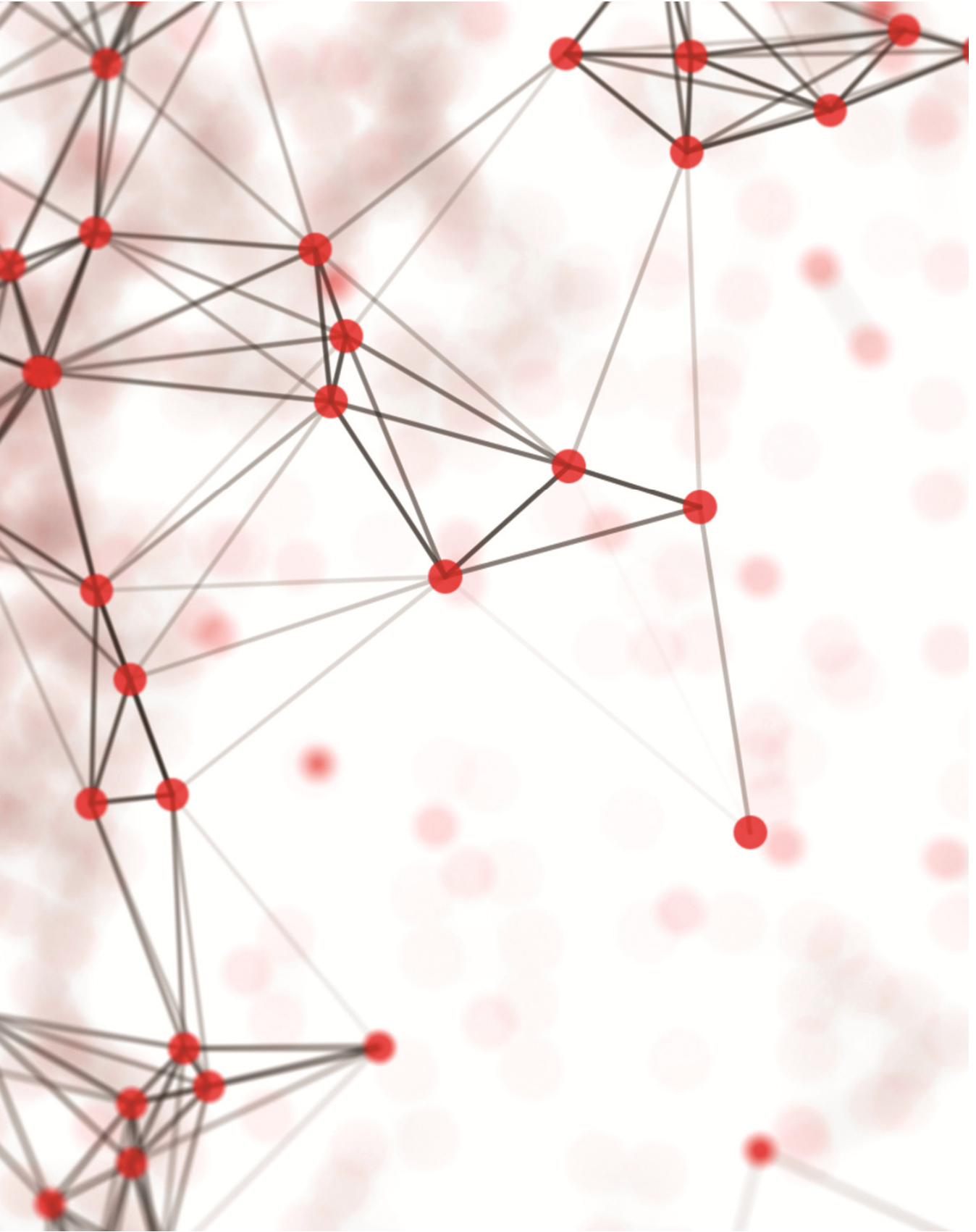
Organisations that have yet to start implementing change enabled by Enterprise Mobility are likely to have a limited knowledge of the opportunity. In our view companies who are classed as innocent are unlikely to adopt Enterprise Mobility solutions in the near future.

However companies that are aware or have an understanding of the opportunity and benefits Enterprise Mobility can bring, are likely to want to consider change. The barrier for these organisations is the lack of knowledge or experience to commence a change programme. These organisations need advice and hand holding to embark on a successful Enterprise Mobility journey as the organisations reviewed in this report have all done.



## WHERE IS YOUR BUSINESS ON THE 'MOBILITY ADOPTION CURVE'?

LEVEL				
INNOCENCE	AWARENESS	UNDERSTANDING	COMPETENCE	EXCELLENCE
<ul style="list-style-type: none"> <li>Limited ability to work when away from main site - employees transmit data from locations with internet access or from home</li> <li>No/minimal home working policy</li> <li>No/limited use of smart phones for staff on the move</li> <li>No 4G connectivity</li> <li>Telecommunications policy limited to 'lowest possible cost'</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of many Mobility services and technologies</li> <li>Cost conscious approach to enhancing organisational processes through applying new services</li> <li>No change to historical working practices envisaged</li> <li>No change to existing office use, however home working offered to support staff work-life-balance</li> </ul>	<ul style="list-style-type: none"> <li>Some implementation of technologies that enable Mobility, eg Lync and 4G enabled smartphones</li> <li>Pockets of use within company, driven by individual preferences only</li> <li>Activity assessing how 4G/Enterprise can change organisation</li> </ul>	<ul style="list-style-type: none"> <li>Policies that enable staff to be fully productive when out of the office</li> <li>Focus on improvement through assessing how new technologies can enhance productivity</li> <li>Innovation through use of applications and remote processing</li> <li>Activity completed where most productive</li> </ul>	<ul style="list-style-type: none"> <li>Clear innovative vision for Mobility that enables most effective output from staff</li> <li>Regular re-assessment in line with corporate goals</li> <li>Continuous approach to identifying how emerging technologies can support</li> <li>Early adopter where technologies align with goals</li> </ul>



# APPENDICES



## APPENDIX A

### THE BDO TEAM THAT COMPLETED THIS ASSIGNMENT



**JULIAN FROST**

Partner and Head of Telecommunications,  
Media and Technology Practice

Julian is BDO's Head of Telecommunications, Media and Technology Practice. He has more than 20 years' experience providing business assurance services to clients in the technology sector and in that time has built a deep understanding of the issues, challenges and opportunities faced in the market.

He acts for a number of listed, private equity backed and privately owned clients. He also has extensive experience in co-ordinating large and complex multinational assignments and has UK GAAP, IFRS and US GAAP expertise.

Julian is a strong analytical thinker, focused on deriving maximum efficiencies for clients. This enables him to work more closely with clients on their wider business issues, providing constructive challenge and recommendations to improve business performance. He is always available to his clients, investing significant time in building long-term relationships.



**STEPHEN COONEY**

Director  
Operational Advisory Team

Steve is a director in BDO's operational advisory team based in London. He has over 20 years of experience assisting management teams, private equity houses and banks. Steve's expertise covers the areas of performance improvement, cost reduction and operational due diligence across a wide range of industry sectors and international locations.

He has significant experience of defining and implementing operational improvement projects across supply chain functions and back office functions to improve profitability and working capital levels. His work includes major multi site operational restructuring assignments involving site closures, headcount reductions and implementing process and system improvements to deliver efficiency gains.

Prior joining BDO, Stephen worked for Ernst & Young and gained several years consulting and industry experience at PA Consulting Group, Ford Motor Company, automotive components manufacturer T&N plc (now part of Federal Mogul Inc) and Corus plc. He holds an MBA from Cranfield School of Management and is also a Chartered Engineer.

# APPENDIX B

## ABOUT BDO UK

### BDO UK

- Full range of business services required for national and international businesses
- Reputation for attracting successful businesses and helping them achieve their strategic objective
- Number one for exceptional client service\*
- Relationship driven with natural affinity for entrepreneurial led businesses
- Creative and tenacious and not just process driven
- Hands on, non bureaucratic style.

\* Independent research  
(Mid Market Monitor 2012, 2013 and 2014)

**8** Offices **300** Partners  
**7** Offices **3,500** Staff

**1** for exceptional client service<sup>1</sup>

**92%** of our clients would recommend us<sup>2</sup> | **76%** already have<sup>2</sup>

1. Independent research (Mid Market Monitor 2012, 2013 and 2014) undertaken by Meridian West shows BDO has the highest client satisfaction rating among its peers
2. Client Listening Programme 2013/14





## APPENDIX C

### IMPORTANT NOTICE FROM BDO LLP

The views expressed in this Report are those of BDO. Note that these are not necessarily shared by Everything Everywhere Ltd.

The Report has been carefully prepared, but it has been written in general terms and should be seen as broad guidance only. The organisations interviewed in this Report were selected by EE to be representative of total Enterprise Mobility themes. In particular, note that any benefits achieved in these organisations may not be achievable in other organisations. No reliance should be placed on this report by any party except Everything Everywhere Ltd.

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