

The Business Case for On-Demand Rich Media (ODRM)

*The 5 C's Driving Need
in the Corporate Sector*

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Executive Summary

The benefits of using rich media such as audio and video have been well established for many applications in the corporate sector, from using videoconferencing in boardrooms, to conducting meetings with live web conferencing, to the use of webcasts for reaching audiences of several thousand simultaneous participants. It has only been until recently that the strategic use of rich media specifically for on-demand consumption has been gaining ground.

On-Demand Rich Media is defined as content that leverages one or more forms of rich media such as audio, video, graphics, business documents and other visuals, and which is created or developed specifically for use in business applications where the intended purpose is specifically for viewing on-demand or asynchronously, rather than on a live or real-time basis.

Although many web conferencing applications provide recording and archiving capabilities for live presentations or training sessions, these forms of on-demand content are not the key focal points of this white paper.

There are certain key applications and business processes where using on-demand rich media (ODRM) yields the greatest benefits. We believe ODRM solutions provide businesses a compelling means for creating business value because the technology is designed specifically for creating, distributing and consuming content on demand or when needed. Leading ODRM solutions offer features and functionality apart from conventional web conferencing or webcasting solutions that are used for live communications.

This white paper examines the specific applications where on-demand rich media is being used effectively to achieve tangible results. Businesses are using ODRM in ways that help drive significant improvements in areas such as reduced customer acquisition costs, increased training program effectiveness, reduced operating costs, enhanced customer communications and strengthened sales channel relationships.

In our research, we see many forward looking companies that are weaving rich media technologies into the fabric of their organizations and integrating ODRM directly into mission-critical business processes.

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The Strategic Importance of On-Demand Rich Media

This white paper examines the approaches taken and the results achieved by two specific organizations, Xerox and Pearson Prentice Hall. These firms use ODRM for applications such as employee training, sales and marketing initiatives and channel partner programs. The greatest benefits they have achieved have resulted from incorporating the technology into their existing workflows and business processes in a manner that is efficient and practical for content creators and straightforward for end users.

The Market for Rich-Media Content and Communications

Wainhouse Research has been analyzing the rich media marketplace, the emerging technologies and the growing number of vendors since the days when room-based videoconferencing units and asynchronous delivery of content on videotapes and CD-ROMs were the only available means of communicating with rich media.

The fastest growing area of rich media communications over the past three years has been web conferencing services. The growth rate for spending on web conferencing services has been greater than 35% CAGR from 2000 through 2003. The majority of spending has been on hosted services sold directly by the top five web conferencing providers. Market share leaders WebEx, Raindance, and Microsoft have been the prime beneficiaries of increased corporate spending during this period, with each firm averaging more than 50% average annual growth rates over the past two years, according to SEC filings and Wainhouse Research estimates. Moving forward, we forecast the growth in direct sales of web conferencing services from 2003 to 2007 to be 16% CAGR.

Expansion of Rich Media Communications Beyond Web Conferencing

The future of the web conferencing marketplace is tied directly to the extent to which web-based communications, conferencing and collaboration are integrated seamlessly into a wide range of business processes, workflows, and applications.

Therefore, it has become critical for web conferencing solutions to prove their strategic value to the business world in the most tangible, measurable, and practical ways. Commonly cited reductions in travel costs are only part of the equation. Equally important are user convenience, high quality of content, and the richness of the user experience. These are some of the benefits that are driving an expansion of the rich media technology sector beyond live conferencing services and toward increased use of ODRM solutions.

Forward looking companies are weaving rich media technologies into the very fabric of their organizations and integrating them directly into their mission critical business processes.

The 5 C's Driving the Need for ODRM in the Corporate Sector

Although live web conferencing has been one of the fastest growing areas of business communications, there are some inherent limitations to the technology. For some purposes the model of having many people logging in, or dialing into a live meeting or presentation, is not appropriate or necessary for achieving certain goals. For many applications, ODRM is the best option. In the following pages, we examine five key drivers of the needs of companies to use ODRM.

Convenience

With live web conferencing applications, the chance always exists that one or more desired participants or trainees cannot attend at the proscribed time. Even leading solutions that offer fully reservationless conferencing, useful for ad hoc or spontaneous meetings, will not always accommodate all people at all times.

As more and more companies are seeing ever increasing numbers of employees work from home or at remote locations, an increased need to leverage the Internet for communications has arisen. The increase in the number of people needing to communicate this way increases the difficulties in coordinating schedules. In many cases these employees can participate more effectively by viewing the content at a time and place of their choosing, where they can be focused and uninterrupted.

During a typical sales process where decision makers can be scattered across the country or around the world, it can be difficult to ensure that all the necessary buyers and influencers are able to participate in the sales call, either in person or over the phone. To mesh appropriately with traditional sales processes, rich media sales presentations must conform to the needs, schedules and time commitments of those involved with the buying decisions. Complex products or technologies will often require multiple sales presentations to various executive levels and to personnel from multiple departments (IT, Finance, Marketing, etc.), many of whom may be in different locations.

The more that companies have grown to adopt live web conferencing, the more they have recognized the complementary need to present and share information and business knowledge without meeting online at the same time.

To maximize the efficiency of the sales process, sales people must use a communications tool that provides the maximum flexibility and convenience for the audience. For these types of situations, on-demand rich media is a highly effective solution, provided that it is simple to use by parties at both ends.

Customization

When information such as a sales presentation can be customized or personalized for the person on the receiving end, the chances for making the sale usually increase. It can be difficult to customize a live presentation for an audience from different companies, or for a group comprised of different departments within a single organization. However, a solution that allows a single on-demand presentation to be sent to many different recipients, each with a personalized audio message on the front end, allows for a level of customization that can increase the resonance and response to sales and marketing messages and strengthen the sales relationship.

Consistency

Many presentations, training sessions or corporate communications messages are repeated many times for different groups of people or audiences. When doing such things on a live basis, even the same person can end up giving a different presentation with dissimilar content from one session to another. In applications such as compliance training or investor presentations, for example, an inconsistency in the content or the message can be problematic at best and financially damaging at worst. When a presentation can be created flawlessly once, and shown many times to other audiences, consistency can be assured.

This is particularly important in situations where information needs to be relayed through multi-level distribution channels. At every touch point in a channel relationship, messages can often be diluted or modified. With ODRM communications that make it easy for sales people and distribution partners to forward relevant content to the next level of the channel or the ultimate customer, consistency is preserved as each person is able to hear the message exactly as it was delivered from the original expert.

Costs

Most web conferencing solutions on the market today have pricing plans that are based on the number of concurrent users or on per-minute charges for every participant. These per-minute costs generally include charges for use of the live web conferencing service as well as charges for the audio portion, which is usually provided as telephone conference calls. Many conferencing vendors and service providers also charge for recording meetings, and sometimes charge for each replay of previously recorded meetings or presentations.

Presentations created for viewing or listening only on an on-demand basis will generally result in lower costs on a per-viewer basis than those using live web conferencing services.

Currency

Getting current information and content to the right people at the exact time they require it is an objective for any business. A company that has offices in foreign countries, or even on opposite coasts, runs into challenges in providing information to different audiences in a time and manner that is suitable for all parties and that reaches everyone in an equally timely manner. Current pricing plans, marketing promotions, sales strategies, or other content that is frequently updated are prime candidates for a rich media content creation and delivery solution. A best-in-class solution is one that provides simple tools for updating, customizing, or personalizing business content to keep it fresh, accurate and current.

A New Way of Communicating: Leveraging ODRM

As live web conferencing has proven its effectiveness in the corporate sector, so too has the technology for creating ODRM. For many applications and business requirements, ODRM can be an effective tool for getting the right type of content to the people who need it at the time and place that is most convenient for them.

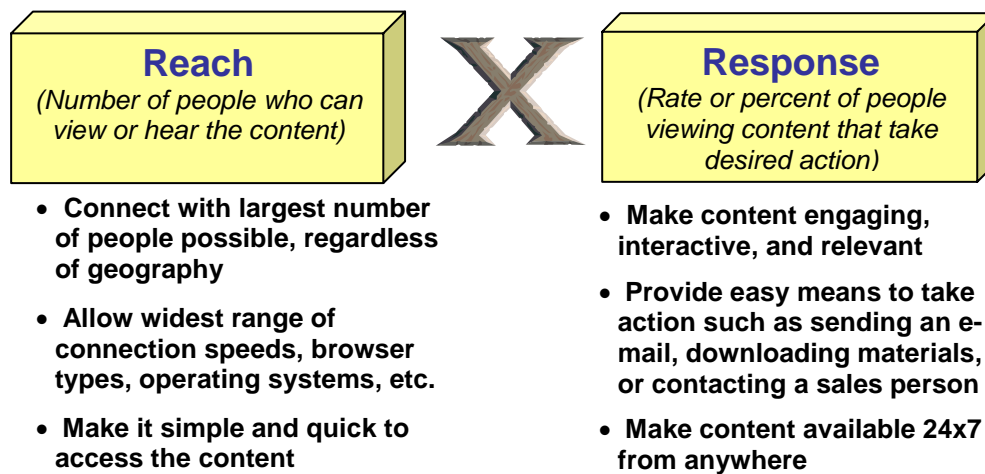
Measurable Results

Examining the impact of ODRM on key metrics in typical business activities is an effective way to gauge its value to an organization. In marketing initiatives and sales lead generation campaigns, the cost for acquiring each lead is an important metric, as is the quality of leads generated. When delivering marketing presentations or using webcasts to present informational content for generating sales leads, the effectiveness of the initiative should be measured by the number of people viewing the content, and the percentage of those individuals that take a follow-on action.

Figure 1.

The Key to Driving Sales Results

Source: Wainhouse Research, 2004

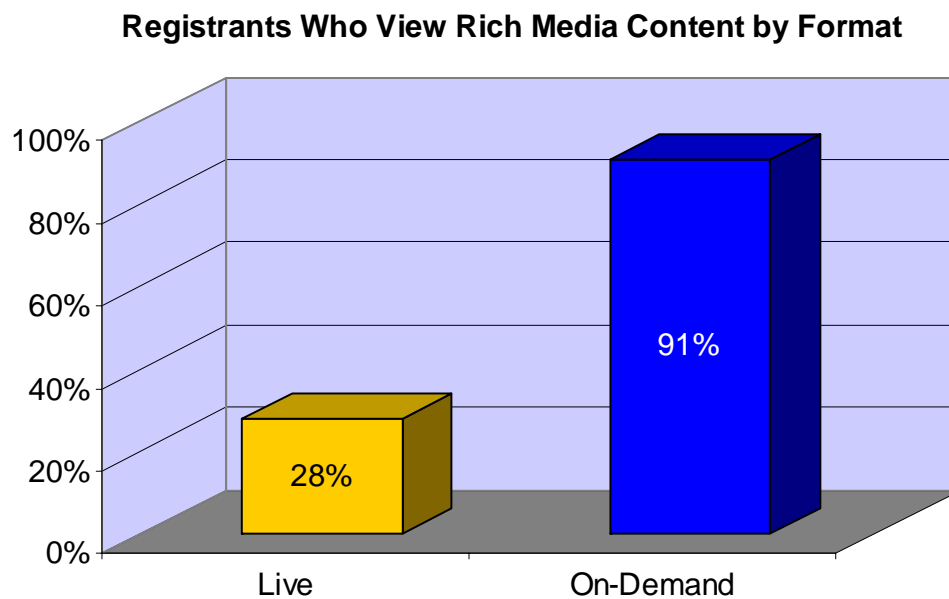


Reach and response can be impacted by several things. In an analysis by Accela Communications of nearly 12,000 webcast registrants across multiple rich media programs, only 28% of individuals who pre-registered for a live presentation came back to attend the program at the scheduled time, despite receiving multiple reminder notices. However, among those that who registered when the program was available on-demand, 91% viewed the content. (See Figure 2)

Figure 2.

On-Demand Content Yields Greater Viewing Results

Source: Accela Communications – Analysis of 12,000 webcast registrants



Strategic Benefits of On-Demand Communications

Platforms for on-demand rich media content can offer businesses the ability to produce higher quality content (by having the chance to “do over”) and to create the material in the most user-friendly manner (offering clickable tables of content and *start, stop* and *pause* controls for example).

Leveraging time and expertise of subject matter experts on a global basis is one way that organizations are leveraging on-demand communications. Often it is not as important *when* key expertise and information is communicated from experts in other locations, as much as *how* it is communicated and what it costs to do so on a recurring basis.

Providing tools to personnel located in widely dispersed geographies to create content easily and to provide it to those who need it in a cost effective manner is an

intelligent alternative to sending the experts out to all the locations where they are needed. The ability to time-shift content delivery of the highest quality to all parties is an advantage that an on-demand presentation offers to sales personnel, corporate trainers, senior management, and any other business user with a geographically dispersed audience.

Personalization and Customization Improve Results

Research of end user strategies for achieving success in using on-demand rich media for sales presentations and employee training indicates that customizing the content can increase sales and enhance training results.

When content has a high degree of relevance for the intended recipient, chances for increased focus and greater retention improve significantly, thereby enhancing sales efforts and improving training performance.

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Cost-Effectiveness

Applications for on-demand sales presentations, training programs, new product introductions, on-demand customer service and support, and corporate communications have gained acceptance in the business sector over the past two years. As our case studies will show, the cost-effectiveness of creating content to be made available to others on an as-desired basis is a key driver of the increasing use of the on-demand option. Salespeople can create one presentation, edit the content, add a personalized talk track, and deliver the presentation to 1 or 100 potential customers simply and more cost-effectively than conducting the same number of live sales presentations.

The Size and Dynamics of the ODRM Market

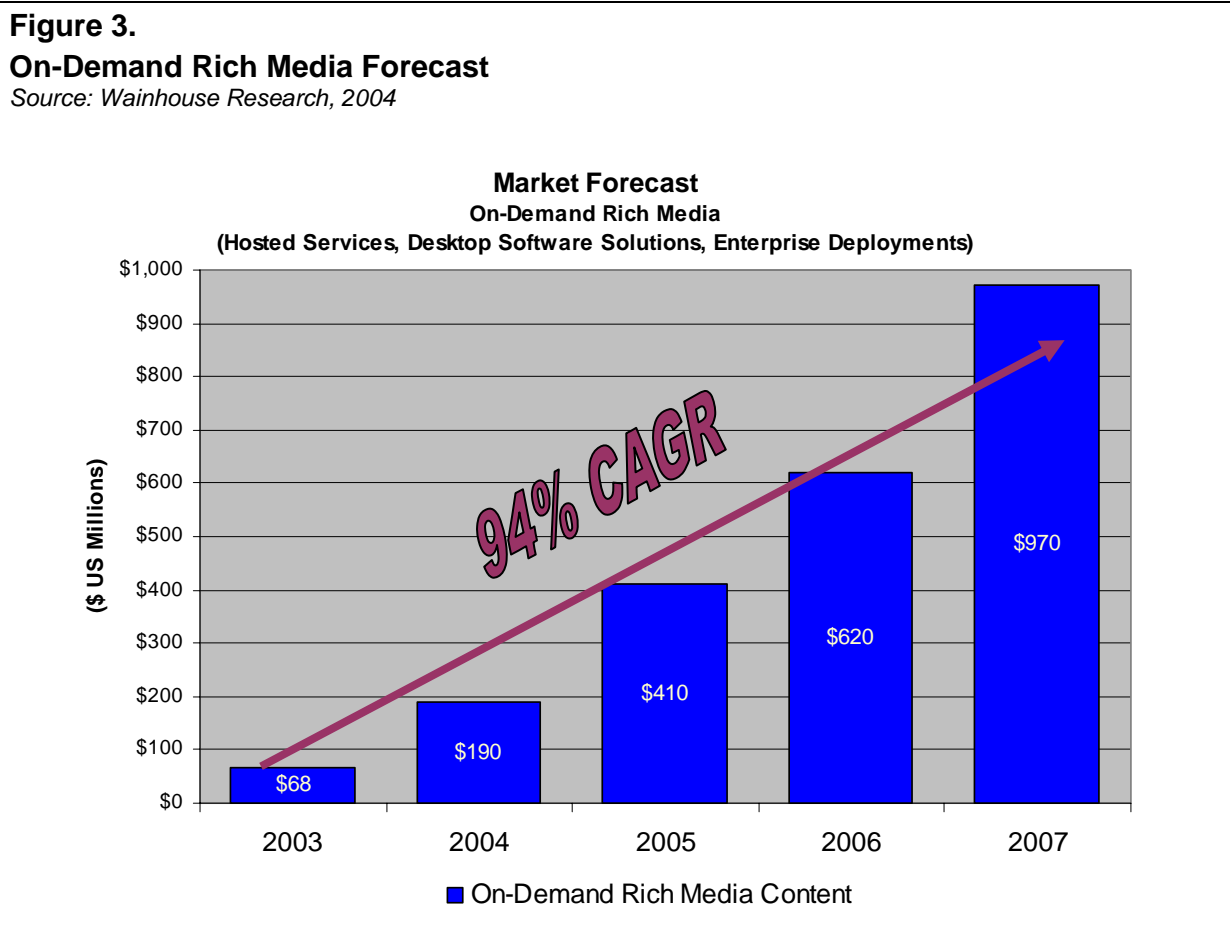
Wainhouse Research considers the total market for ODRM to include spending on the types of solutions and applications listed below. We forecast that the total market size for ODRM will grow to almost \$1 billion by 2007.

- Rich media content creation, storage and delivery solutions,
- Software applications for developing multimedia content for e-learning and web-based training,
- Services and solutions for creating on-demand streaming media (webcasts),
- Software-based solutions for creating rich media demonstrations or interactive demonstrations,

- Hosted services providing web-based access to applications for rich media content creation, management and delivery.

When examining the on-demand rich media market and developing a forecast for future spending plans, one can look at similar technologies being used for similar applications and sold in a comparable manner. The web conferencing market has seen annual growth rates of 35% to 50% in periods from 2000 to 2003, and Wainhouse Research forecasts the compound annual growth rate from 2004 to 2007 to be 16%.

As the chart in the figure below shows, we forecast the compound annual growth rate (CAGR) for ODRM to be approximately 94% from 2003 to 2007.



The on-demand segment of the rich media communications space, although smaller in size than the web conferencing market in 2004, will grow about six times faster than the market for live web conferencing services. This forecast pertains to hosted services only and not to self-hosted enterprise solutions managed on-site. By 2007, corporate spending on on-demand rich media content creation and delivery will outstrip spending on live web conferencing services sold through direct sales channels.

Although spending on live web conferencing will continue to increase over the next four years, the *rate of growth* will slow as several market forces take hold. One factor is that more and more enterprises are choosing to deploy premises-based solutions rather than paying for hosted services on a per minute basis. Wainhouse Research's most recently completed end user study, the 2004Q2 WebMetrics Survey, suggests that the percent of organizations currently using internal solutions or premises-based web conferencing is 48%, while those planning to do so in 2005 will increase to 56%. This will result in less spending on per-minute hosted services, which so far has been the largest segment of spending.

Wainhouse Research believes that the use of rich media content created specifically for on-demand applications will increase, thereby displacing a portion of spending on live web conferencing services. There are several factors driving these market dynamics. These include:

- Lower costs for delivering rich media to large audiences than can be accomplished using live web conferencing and conferencing bridges.
- The growing need for and increasing availability of simple to use solutions for creating on-demand content by almost anyone in a company who has access to the tools for doing so.
- The increasing availability of low-bandwidth content viewable by end users with any type of web browser and on any type or speed of Internet connection.
- The increasing ability to easily manage, store, search and retrieve rich media assets for re-use or repurposing without the need for, and the costs associated with, re-creating it.
- The flexibility of on-demand rich media, which suits many of the same purposes of live web conferencing such as training and sales presentations, while enabling a broader set of applications and uses.
- Availability of analytics and reporting tools that help business users to track, measure and analyze results and document the effectiveness and financial payback of rich media initiatives.
- The ability to integrate ODRM solutions with other business applications where workers spend their day, such as in CRM systems, sales force automation tools, or common desktop applications.

Core Applications

There are several core applications where ODRM is ideally suited for accomplishing organizational objectives and driving business results. The fastest growing are those that are focused on very specific business processes and key vertical market applications. These include:

- Marketing Messages
- New Product Introductions & Demonstrations
- Sales Presentations
- On-Demand Customer Service and Support
- Corporate Communications
- Training and e-Learning

Case Studies of Leveraging On-Demand Rich Media

Xerox Corporation

Xerox Corporation is a Fortune 500 technology and services enterprise with revenues of \$15.7 billion and 60,000 employees worldwide. Xerox provides the document industry's broadest portfolio of offerings. Digital systems include color and black-and-white printing and publishing systems, digital presses and "book factories," multifunction devices, laser and solid ink network printers, copiers and fax machines. The firm has been on Fortune Magazine's list of *America's Most Admired Companies* for several years running. Its intent is to constantly lead with innovative technologies, products and solutions that customers and partners can depend upon to improve business results.

Xerox has vigorously pursued what it terms "Lean Six Sigma" in almost every aspect of its operations and business processes to capitalize on efficiencies gained from process improvements and productivity enhancements. Xerox has a variety of strategic initiatives for employee training, customer education and training, and sales and marketing. Its primary goals are to provide highly effective training for employees and channel partners, to reach the largest possible number of people on a cost-effective basis, and to offer product information and educational content in ways that are both engaging and informative. The use of ODRM has enabled Xerox to accomplish all of these objectives, as the following key initiatives show:

- **Compliance Training**

Xerox has utilized ODRM to deal with regulatory compliance in several key areas. One such example was a new privacy law that required employees to be formally trained on new privacy regulations. There was a need to know who viewed the training, to have employees acknowledge that the training had been taken in the required time frame, and to have that information recorded. The use of ODRM allowed Xerox to provide effective and consistent training to a large base of geographically dispersed employees at a low cost.

- **Customer Training**

One large Xerox customer is a Fortune 100 firm with thousands of employees in dozens of locations around the world, most of which have hundreds of Xerox products throughout their facilities. The firm is using on-demand rich media presentations to train geographically dispersed employees on the features, functionality, use and maintenance of Xerox products. Providing training via ODRM rather than through classroom training or live web conferences is more effective in reaching so many employees and saves tens of thousands of dollars in training program costs and travel expenses.

- **Reseller Training and Education**

One of the best examples of where Xerox is using ODRM effectively is the firm's award-winning channel partner program, which is the subject of the following case study analysis.

Providing Outreach and Education Programs for Channel Partners

Some of the key objectives of the company's channel partner program are to offer sales and marketing assistance, provide training programs and educational materials, and maintain effective and on-going communications with all of the companies in the program. Xerox has numerous channel partners with tens of thousands of different sales reps and technical professionals for whom Xerox provides training programs, informational content and helpful resources.

Xerox's channel partner program targets three primary groups:

- Distributors and Wholesalers – Partners with hundreds of sales reps around the world
- PEAK Program Partners –Thousands of companies selling Xerox products along with other products and services
- Direct Response Channel partners – Several organizations that operate e-commerce sites and conduct telesales operations.

Xerox had been using live web conferencing services for providing training programs and channel partner outreach information. Conducting dozens or hundreds of live conferences for thousands of people on per-minute pricing was proving far too costly and enormously time consuming for the partner program staff. Recordings of the sessions were often archived on the partner program web site, without being edited or streamlined. Xerox determined that the inability to obtain sufficient tracking information and reporting metrics on the attendees or their level of interest in the presentations was a stumbling block in evaluating the effectiveness of the program and making continual refinements to ensure its success.

The use of on-demand rich media was the only practical and economical way to reach such a large group of people needing information on dozens of different products and promotional programs. The company decided to provide channel partner training and education using on-demand rich media using the Brainshark platform and technology.

The typical process for developing the training program content is to create a 10 to 15 page slide presentation, import it to the Brainshark application, add an audio track to provide additional details, and publish it to the partner program web site.

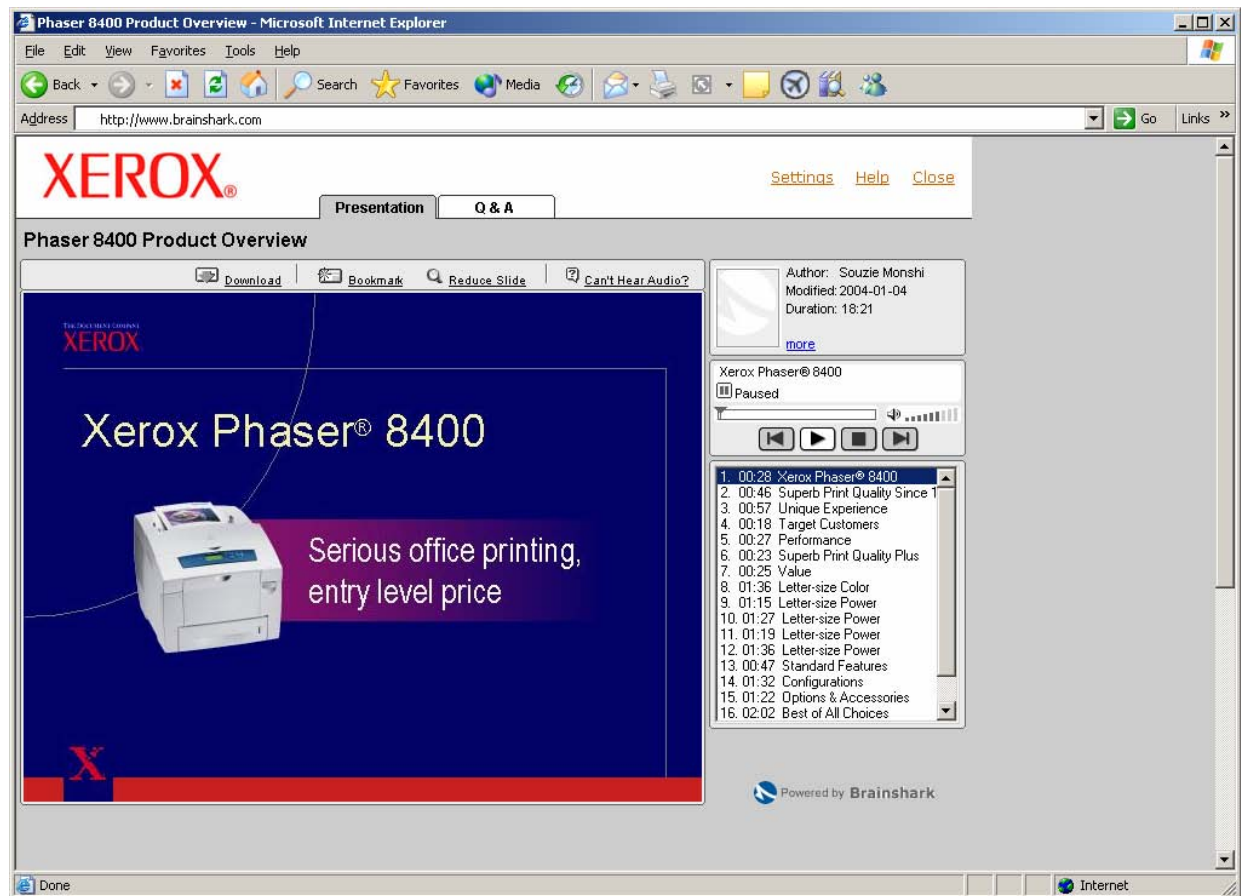
At the time the case study analysis was conducted, Xerox was using ODRM to provide presentations on several product categories and partner program initiatives.

The categories and the number of on-demand presentations maintained on the password protected partner site are shown below:

- Color Products
- Monochrome Products
- Multifunction Products
- Competitive Intelligence & Partner Program Initiatives

A screen shot from one of the product presentations, for the Phaser 8400, is shown in Figure 4.

Figure 4.
On-Demand Rich Media Training For Sales Channel Partners
 Source: Xerox, Brainshark, 2004



The presentation player provides controls that allow viewers to start, stop or pause the demonstration, change the volume of the audio, skip ahead to topics of interest, and replay the presentation from any slide. The user can download materials pertaining to the Phaser 8400 and describing the types of companies likely to buy the product.

In keeping with Xerox's Lean Six Sigma initiatives for driving continual process improvements, the channel partner program has offered an on-going assortment of

compelling incentives for resellers to encourage the viewing of the rich-media presentations, to maintain a high level of interest in the program and to satisfy the information requirements of their resellers. Examples include

- Providing financial incentives for resellers completing the quarterly training programs offered.
- Offering opportunities to enter and win sweepstakes for resellers viewing one or more on-demand presentations.
- Providing information and resources to channel partners on how to sell effectively against the competition and increase their own profitability.
- Incorporating games into the rich media initiatives to encourage repeat visits and make the process engaging and interesting.

Results Achieved and Strategic Benefits Obtained

Xerox has achieved significant results and realized numerous strategic benefits by using ODRM for their reseller training and education initiatives.

Third Party Recognition - One validation of the effectiveness and success of the channel partner program is the recognition the company has received for its best of breed reseller program by VAR Magazine. Xerox has now won the prestigious award three years in a row. VAR Magazine uses evaluation criteria such as the range of useful resources provided by a manufacturer, the level of training and education the company provides, the programs in place to incent and reward channel partners to instill loyalty and encourage success, and the extent and effectiveness of communications with resellers and channel partners.

Financial Benefits – In comparison to the costs associated with the training programs and channel partner communications provided by Xerox in the past – using live web conferencing services—the firm estimates it has reduced costs by many tens of thousands of dollars compared to costs for doing similar training via web conferencing.

Productivity Gains – By creating one high quality presentation on a particular subject and making it available as an on-demand presentation with recorded audio, the partner program staff can provide consistent and compelling content to thousands of resellers for viewing at a time and place most convenient for each of them. Using ODRM allows a very small staff of one or two people to be able to provide a very high level of partner outreach to every employee of every reseller and channel partner in the Xerox partner program—essentially reaching thousands of people in a very cost effective and time efficient manner.

Pearson Prentice Hall

Pearson Prentice Hall (PPH) is a division of Pearson Education, a global leader in educational publishing. The company's core focus is the K6-K12 education market, and sells textbooks and online curriculum support for teachers and school systems. Typical sales for the publisher can range from a \$250 purchase of textbooks from a single teacher in a small high school in the U.S. mid-West, to a \$10 million sale of text books, curriculum tools, and interactive resources to one of the largest school districts in the Northeast.

Key Objectives

The key objectives for the company are to help current and prospective customers gain a solid understanding of the available products and services offered, to provide a high-level of service to customers regardless of their size or location, to provide free and on-going assistance in the form of useful tools and information resources to educators, and to enhance the efficiency of the sales force. It was critical for the firm to be able to reach the largest numbers of teachers as possible, and to be able to provide the information and educational materials they needed, regardless of 1) the type of computer they were using, 2) Internet connection, or 3) level of technical expertise or proficiency.

It is also important that the content presented to customers, teachers, and interested educators be of sufficiently high quality and be provided in an engaging manner with very user-friendly technology. The available travel budget for the Consultant Services Group charged with educating and training customers was simply not sufficient to reach its entire market of teachers and educators, so a strategy was needed that allowed the publishing company to provide the resources, educational content, teaching materials, and product information regardless of the location of the teacher, size of the school, or the budget that is available.

The Strategy and Approach

The company first conducted an assessment of the financial costs versus the business value achieved from providing in-person training for its customers. In many cases, the costs associated with traveling to out-of-the-way schools far exceeded the revenue generated by a significant amount. The use of live web conferencing was considered, but found not viable due to limitations such as scheduling difficulties with large numbers of teachers, costs associated with per-minute charges for web and audio conferences, and constraints on end users who did not have adequate bandwidth, had problems with plug-ins, and wanted the ability to view the presentation at their own convenience.

One of the key programs the company pursued was the creation of an Online Training Center to help educate customers on available products and services. They have created rich media presentations using an ODRM solution from Brainshark that provide audible product descriptions, interactive tools such as

curriculum development programs, downloadable materials such as sample content of textbooks, and a means for communicating with the textbook author.

Mathematics publishing is a core specialty for Pearson Prentice Hall. Much of the initial content created for the customer Online Training center was designed for teachers of courses in algebra, geometry, calculus and statistics. The company has developed rich media presentations not only for providing detailed descriptions of the textbooks, but also for providing ideas, resources, and guidance to teachers in areas such as developing effective lesson plans, teaching students using online intervention strategies, and using interactive textbooks.

A screenshot of one of the rich media presentations for an algebra text book and online training program is presented in Figure 5.

Figure 5.
Interactive Online Training for Customers
Source: Pearson Prentice Hall, Wainhouse Research, 2004

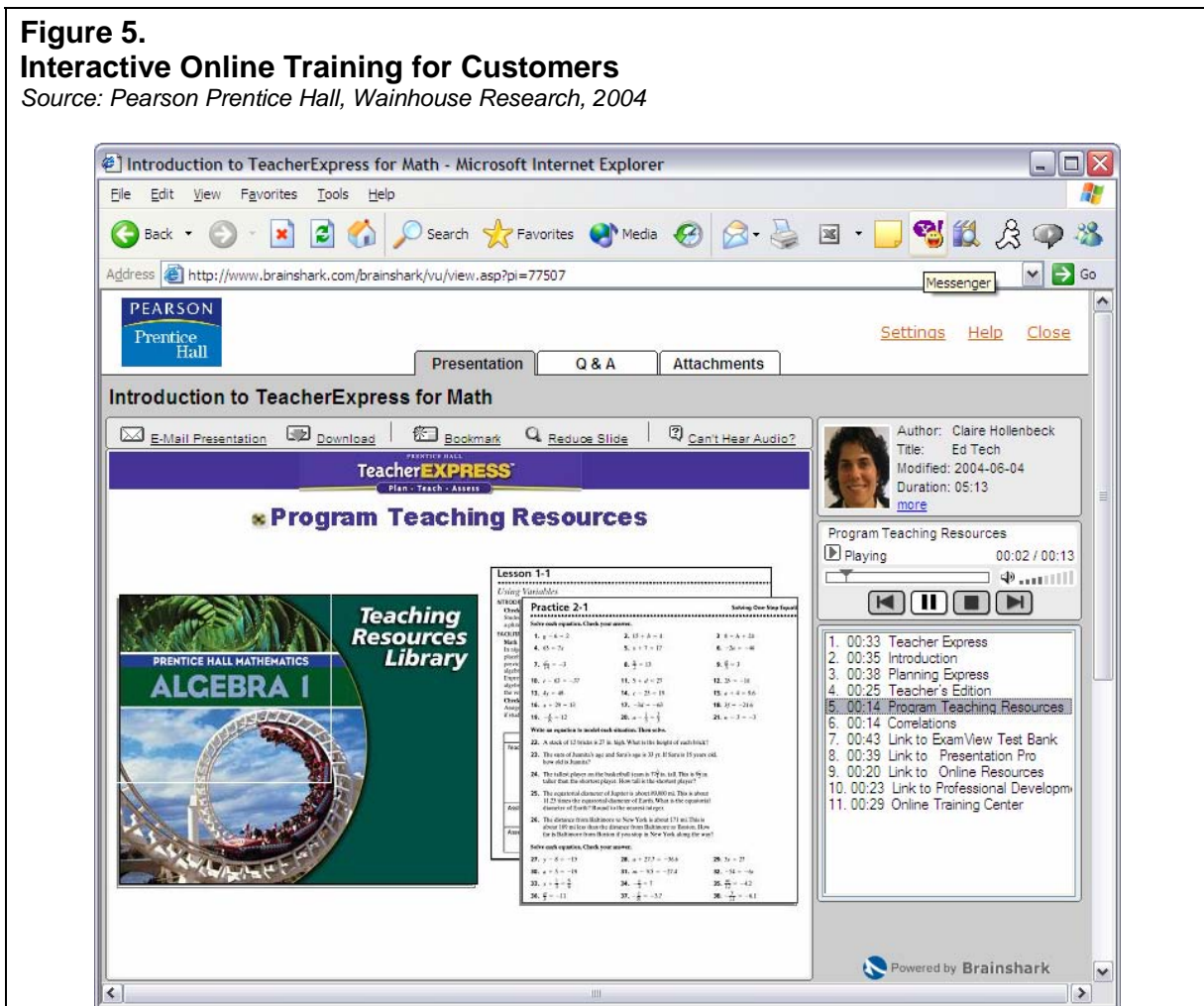


Figure 5 shows the program for providing resources – at no cost – to assist teachers in developing programs and curricula for students. Interactive controls within the presentation interface let teachers play, stop, or pause the presentation, click on links to other attachments and materials, and even be able to email a textbook's author.

Results Achieved and Strategic Benefits Obtained

Pearson Prentice Hall has been able to reduce the travel budget for the Consultant Services Group, maximize the productivity and reach of the training content development staff, and enhance the quantity of product training and quality of education the firm provides to its smallest customers. With an average estimated travel cost of \$1,000 for a trainer to visit a remote site, every trip saved by replacement with an online training module results in tangible savings while maintaining an appropriate level of customer service. The company expects to expand the number of training modules in the Online Training Center from the current level of 15 to 20 to several hundred over the next year or two.

A staff of only two people has been able to develop all of the content currently residing in the training center; no additions to staff are expected to be needed. The field sales force has become both more productive and more effective as a result of the use of on-demand rich media education content and teaching resources. Teachers (who represent a large percentage of the buyers) are able to gain a thorough understanding of the books and other teaching materials they are considering purchasing, which makes the selling process more straightforward, and often on a shortened sales cycle. Another benefit is the increased loyalty and repeat visits to the PPH web site by customers that periodically access the site to for the free resources that are continually made available to them.

The Cost Effectiveness of On-Demand vs Live Rich Media

Xerox and Pearson Prentice Hall have both had tens of thousands of individual views of on-demand presentations created with Brainshark. To illustrate the potential impact, Wainhouse Research has conducted a hypothetical analysis comparing costs associated with using live web conferencing versus on-demand rich media (using the Brainshark platform for this example). The comparison involves a scenario of 5,000 views of rich media presentations per month, or 60,000 per year. The analysis shows that costs would be more than \$420,000 lower with the ODRM solution than with a traditional live web conferencing service.

	Live Web Conferencing	On-Demand Rich Media Solution
Views of Rich Media Presentations (Annual)	60,000	60,000
Web Per Min \$	\$0.45	N/A
Audio per min \$	\$0.10	N/A
Avg Min/view	15	15
Set-up Costs, Application Hosting Fee (Annual) and Included Views	N/A	\$74,500
Cost	\$495,000	\$ 74,500
Estimated Savings		\$ 420,500
On-Demand Solution Results in 85% Lower Costs		

Evaluating Solutions for On-Demand Rich Media

To help businesses make appropriate decisions for purchasing solutions that can help them achieve strategic benefits and maximize financial results, we have developed guidelines for evaluating available ODRM solutions. (See Figure 6)

Figure 6.
Matching On-Demand Rich Media Capability to Business Processes

Source: Wainhouse Research, 2004

Core Business Process	Key Objectives	How ODRM Helps Achieve	Key Capabilities & Functionality To Look For
Selling	<ul style="list-style-type: none"> Accelerate sales cycles Increase reach and response Strengthen customer and channel relationships 	<ul style="list-style-type: none"> Inform & educate at every stage of the sales cycle Reach all influencers with consistent, targeted message Allow prospects, customers & partners to hear direct from product & company experts at their convenience Deliver actionable, instant information directly to sales reps 	<ul style="list-style-type: none"> Ability for sales reps to customize & personalize core content Instant notification & reporting of presentation views to sales reps Detailed reporting & tracking, scheduled reports via email to Sales Management & Marketing Customizable registration/response form to gather additional contact information from viewing audiences
Marketing	<ul style="list-style-type: none"> Deliver better-qualified, warm leads to sales Accelerate time-to-market Increase product revenues 	<ul style="list-style-type: none"> Enable customers & prospects to hear direct from Thought Leaders Deliver high-value messages that illustrate, demonstrate, inform, educate Rapidly deliver product knowledge to sales force, channel partners, customers & prospects Easily update or modify sales presentations, pricing plans and product positioning 	<ul style="list-style-type: none"> Low bandwidth requirements to maximize potential reach Ability to easily send content to external audiences through email Detailed tracking & reporting, instant notification Scheduled reports via email to Sales Management & Marketing Ability for sales reps to customize & personalize core content Ability for Thought Leaders to contribute voice or content without training or studio recording
Learning & Development	<ul style="list-style-type: none"> Accelerate the ramp-up of new employees Reduce training costs and time out of the field Increase knowledge worker productivity Reduce business risk of employees "falling through the cracks" 	<ul style="list-style-type: none"> Rapidly develop & deliver learning Deliver education in digestible "chunks" of information that can be reviewed in short amounts of time Make learning continuously accessible, exactly when it's needed 	<ul style="list-style-type: none"> Support for same tools that businesspeople already use (PowerPoint, telephone, documents, web pages) Ability for remote Subject Matter Experts to contribute voice or content without training or studio recording Interact with presentation to enhance training experience Testing & tracking to measure participation and effectiveness, ability to send reminders to those who have not viewed courses No plug-ins for authors or viewers. Low bandwidth requirements to avoid technology barriers

It is critical to ensure there is an appropriate match between the company's needs, objectives, infrastructure, and security requirements and the solution that is to be used. The chart examines several business processes that are core to almost every company of any size and list key objectives expected for each. It describes how ODRM can help companies achieve their objectives and what functionality or capabilities are required of a solution to ensure that it meshes appropriately with the firm's business processes effectively.

Matching Business Need with the Right Technology and Functionality

Many of the applications listed above require technology or capabilities that may not be needed or appropriate for other types of uses. For example, rich media created for the purpose of reaching the largest possible audience with a marketing message will generally not require the level of security that a confidential corporate communications announcement might require. Figure 7 examines key business needs and associated aspects of ODRM solutions that address those needs.

Figure 7.
Business Needs and Pain Points Driving On-Demand Rich Media
Source: Wainhouse Research, 2004

Business Need or Pain Point	Functionality or Capabilities to Look For	Business Value or Strategic Benefits
Broad Audience Reach – The Need to reach all employees, customers, or partners regardless of Internet connection, operating system, or installed software	Playback - Maximum flexibility in platform or player for viewing or listening to content (viewable by all leading media players, including Flash Player, Windows Media Player, RealPlayer, and telephone playback.)	<ul style="list-style-type: none"> • Reach low bandwidth users • Access large numbers of people with the same exact content on a consistent, yet cost-effective basis
Metrics and Information on Technology Usage - Understanding how technology is used, who is using it, what benefits are achieved, and is it yielding positive results and adequate payback on the investment made	Reporting & Analytics – Solutions should have wide range of canned report templates and user defined report formats to track all content creators and users, report on all content viewed including dates, times, durations, viewer activities, etc.	<ul style="list-style-type: none"> • Ability to evaluate effectiveness of sales and marketing campaigns, training programs, • Ability to determine whether investments made in ODRM solutions are yielding financial results and rapid payback
Time to Revenues or Business Benefits The need to be able to get rich information and content created and into the hands of those who need it quickly and easily	Ease of Deployment – Solutions should be easily deployed without taxing IT staffs and without requiring large downloads or plug-ins by participants	<ul style="list-style-type: none"> • Content creators can begin creating and disseminating content almost immediately • End users can view content easily, with little or no disruption to their workflow for installing plug-ins or downloads
Technology Integration - Current and future needs for integration of communications technologies with business processes and key enterprise applications commonly used in the corporate sector	Seamless Integration - Web services APIs for integration with other business applications.	<ul style="list-style-type: none"> • Users can easily access their presentations from the Outlook toolbar and send presentation links in an email • Integration with other apps such as sales force automation tools and CRM systems can enhance productivity and shorten sales cycles

Conclusions

There are times when live meetings and presentations are the most effective tool, and there are many applications where the intended result is the creation of a professional presentation for use on a strictly on-demand basis. In many cases, however, to achieve the most significant results the answer increasingly will involve live and on-demand solutions that have proven to work seamlessly together, such as Microsoft's Live Meeting and Brainshark's on-demand platform.

Easy Integration Enhances User Adoption & Productivity

Once a company begins to obtain the benefits of using ODRM, the natural next step would be to examine how these capabilities can be leveraged across additional processes and commonly used enterprise applications.

Businesses should look for solutions that have a range of APIs developed for leading enterprise applications such as customer relationship management (CRM), learning management systems (LMS), and sales force automation software. Integration with calendar, scheduling, e-mail and corporate directories will enhance utilization and drive productivity both for participants as well as trainers, sales people, and corporate communications personnel.

Detailed Reporting & Analytics Are Required To Assess Effectiveness

In order to accurately determine the effectiveness of initiatives using rich media and to assess the financial benefits from investments made in such technologies, detailed reporting and analytics are required. For example, when using rich media for sales presentations, it is critical to have the technology for tracking information on which prospects are provided presentations, which ones have specifically viewed the content, how much of the content was actually viewed. If a majority of sales prospects that receive a ten-slide, on-demand presentation only view the first two slides, it would suggest that the presentation should be modified to enhance the message and make it more engaging.

An important element of reporting is having the flexibility to determine who receives reporting information and when. For example, instant reporting that is routed to a sales person when their customer or prospect views a presentation can provide valuable and timely direction for the next step in the sales process.

One end user of rich media sales presentations found, based on its tracking and analysis of viewing data, that prospects who viewed more than 35% to 45% of the presentation were more than three times as likely to become buyers of the firm's products.

Understanding When ODRM May Be the Best Option

The following guidelines will help businesses determine when the use of on-demand rich media may be the best option for achieving the desired objectives.

- When users desire information to be accessible on a 24x7 basis and at their own convenience
- When the audience is likely to consist of people accessing the Internet on less-than-broadband connections, such as 56K or 28K dial-up modems
- When rich media needs to be created and managed across the entire company or enterprise with many geographically dispersed locations
- When a wide range of content, documents, web sites, surveys, tests, quizzes or other material is needed to be available to the audience or participants, for compliance training for example
- When content, such as sales presentations, needs to be updated, customized or personalized for different recipients or audiences, and done so quickly with a minimum amount of effort or expertise required
- When people in multiple time zones or on different continents are to be reached using rich-media communications
- When large numbers of people are to be reached by the content or information on an as-needed basis
- When a high level of consistency of content or message is required
- When it is likely that recipients of the information will want to have ample opportunity to review or refer back to the material whenever and wherever they may wish to do so
- When the schedules of either the presenters/trainers or the audience/employees are less flexible than needed to accommodate everyone's time and locations.

Best Practices for On-Demand Rich Media

Some best practices garnered from companies interviewed by Wainhouse Research include:

- Keep on-demand rich media sales presentations short and concise. Initial sales presentations of 5 to 15 minutes will be the most appropriate and engaging, while training and education sessions of 30 to 45 minutes prove very effective.
- Include interactivity in ODRM presentations and training programs to maintain attention and provide an engaging experience.
- Take every effort to integrate ODRM solutions and content seamlessly into existing business processes and workflows, rather than requiring personnel to drastically modify their typical activities and work habits.
- Ensure that ODRM solutions offer detailed reporting and analysis of how the content is viewed, by whom, and how often. Track, measure, analyze and understand how rich media is being consumed by the audience, and take advantage of those capabilities to modify, improve, and strengthen it to maximize the strategic business value to the organization.
- Offer periodic training and education for personnel that may be using ODRM solutions to help ensure that they completely understand how to create, update, customize, publish and distribute rich media content. This will maximize effectiveness, encourage efficient utilization, and boost financial benefits.

About the Author

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With more than 20 years of professional experience, Paul Ritter is a Senior Analyst and Research Director of the Messaging & Collaboration practice for Wainhouse Research. Paul was most recently at the Yankee Group where he was the principal research analyst and program manager for web conferencing, collaboration, webcasting and enterprise instant messaging technologies. He has published dozens of research reports and white papers on subjects such as Vendor Evaluation and Selection Models that guide organizations in choosing appropriate solutions for web conferencing, instant messaging, and webcasting; Driving ROI with EIM: Case Studies in Financial Services; and reports on product road maps and state of the industry analyses for guiding technology vendors in staying current with competitive threats and future trends. Paul holds an MBA in Marketing & Finance from the University of Maryland, and a BS from Dickinson College. He can be reached at pritter@wainhouse.com.

About Wainhouse Research

Wainhouse Research (www.wainhouse.com) is an independent market research firm that focuses on critical issues in rich media communications, videoconferencing, teleconferencing, and streaming media. The company conducts multi-client and custom research studies, consults with end users on key implementation issues, publishes white papers and market statistics, and delivers public and private seminars as well as speaker presentations at industry group meetings. Wainhouse Research publishes a three-volume research report series titled, [Rich Media Conferencing](#), which details the current market trends and major vendor strategies in the multimedia networking markets. In addition, the research firm publishes a variety of segment reports on videoconferencing, web conferencing, messaging and collaboration. *The [Wainhouse Research Bulletin](#)*, is a free newsletter that reaches more than 17,000 readers with each issue. Each year, Wainhouse Research conducts a range of [industry conferences](#) and training seminars for businesses and end users of rich media technologies.

About Brainshark

Brainshark, Inc. is the leading provider of rich-media solutions that enable companies to communicate business knowledge quickly and consistently. The Brainshark Communications Platform empowers the average business professional to create, manage, and share on-demand presentations that combine voice, text, graphics, web pages, and business documents. With its enterprise-class content management, security, and standards-based API's, Brainshark is the choice of global companies to communicate faster and more effectively with their employees, customers and partners. Companies are increasing revenue and reducing cost using Brainshark solutions for sales, marketing, training, and corporate communications. For more information, visit www.brainshark.com