

**Editorial copy from the ACPO 2010 edition of Counter Terror Magazine**

# **PERFORMANCE BASED PARTNERSHIPS**

## **– sharing responsibility for user adoption of solutions with the supplier**

Airpoint conceived the PERFORMANCE Based Partnership model as a result of three key factors:

- Future budget pressure in relation to mobile data projects
- Very low usage rates for competitor mobile applications
- Return on investment horror stories

We work hard at Airpoint to form genuine partnerships with our customers. In our view, a successful partnership must include the following key features:

- Shared objectives with incentives that accurately align with desired project outcomes
- Shared risk, responsibility and flexibility
- A joint commitment to a long term working relationship
- Delivery of innovative, force-specific solutions that provide Best Value

The PERFORMANCE Based Partnership uses these features with the aim of providing a commercial model that rewards the achievement of benefits, not simply the delivery of software.

Many of the mobile data projects deployed so far have shown disappointing results when measuring actual officer usage. In a normal commercial model, the force has already accepted and paid for the solution by the time its officers start using it. This leaves the supplier in far too comfortable a position where it can point to poor user engagement and implementation as the reasons for failure. Airpoint contends that the quality of the application is a key factor in user adoption of the solution. Furthermore, we are prepared to back this contention financially with a commitment that says the force should only pay for the licences actually being used, at the point that the benefits are being realised.

This approach applies all the features that define a successful partnership and commits the joint project team to successful implementation. Cynics may comment that there is no incentive for the force to implement more mobile devices as this will cost it more. The reality is that if the mobile solution is being used, the officer is more effective, more visible in the community, and more productive, significantly boosting return on investment. This, combined with a budget cap on the licence fee, means budgets can be set confidently. If forces are going to deliver the required savings, whilst improving the level of service provided, mobile data solutions are the only option. And a PERFORMANCE Based Partnership is the only way to achieve it without paying before the benefits are realised.

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