Enterprise Software Product for Organization Productivity

About Sapience Analytics

Sapience Analytics, founded in 2009, has developed a patent-pending software product that delivers over 20% increase in organization productivity. It enables managers to guide their teams towards more focused effort, while helping employees to achieve work-life harmony. Sapience accomplishes this through Automated Visibility into Enterprise Effort. It has been the recipient of a number of industry awards for its innovation and fast growth, including Frost & Sullivan (Product Innovation Leadership – 2014), TiECON Bay area (TiE50 - 2014), Dun & Bradstreet (Best Emerging SME – 2013), NASSCOM (India's Top 10 - 2013), iSPIRT (Most Popular Product Company - 2014) and IDG Channel World (50 Hot Global Companies - 2013).

Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine

Shirish Deodhar - CEO

CEOCFO: *Mr. Deodhar, your website indicates that Sapience Analytics will transform work efficiency. How so? What do you do?*
Mr. Deodhar: Sapience Analytics has developed an innovative enterprise software product that transforms work efficiency by delivering facts about automatically collected work patterns. Sapience helps the organization achieve 20% and more increase in productivity, while guiding individual employees towards work-life harmony. This is achieved by analyzing how each person and the group is working, and how they can adjust their work habits and priorities in order to achieve higher goals.

CEOCFO: *Would you give us an example of common areas where people can easily make a change and something that is a little more outside the box?*
Mr. Deodhar: If you look at modern organizations today, most of the employees are spending time on their computers, laptops and smartphones to get their work done. The 24x7 nature of work and high degree of multi-tasking is resulting in high levels of stress. We all think that we are working hard, and yet we are unsatisfied with the results. A big part of stress is that we do not know the quality of our own effort and if it is good enough. If the individual can get a 'mirror' to their own workday, then we can begin to address some of the problems. For example, we will discover work habits such as too much multitasking, wrong prioritization by spending excessive time on emails and meetings, and higher than anticipated time on distractions such as personal phone calls and browsing. These habits are reducing our concentration and ability to deliver. Sapience provides insights into your work patterns, and guides you towards smart work. Managers get group trends, and can act as a coach to help the team maximize their potential. It is a win-win - the company improves business performance, while employees achieve better work life harmony.

CEOCFO: *How do you measure these different factors?*
Mr. Deodhar: Sapience Analytics consists of client-server architecture. Our Personal Client sits on your desktop, laptop or smartphone. It automatically discovers how you are working. For example, how much total time one spends on these different devices, and the offline time in meetings and travel. All of the time that Sapience detects automatically is classified as either work or personal time. Work time is further categorized into activities such as documentation, communication, meetings, engineering, and so on. Some of these activities are directly related to your primary functions, while others are supportive in nature (example, meetings and emails). At the end of the day, Sapience provides a holistic view of your total work time and its distribution across major activities. It determines weekly and monthly trends. This is for the individual.

An organization typically consists of business units, projects, functions and teams, distributed across different locations. Sapience aggregates individual data, and delivers extensive group level analytics at every level of the business. However, individual level data can be kept hidden. For example, managers can highlight the work behavior of Top 20% of their team members, and hold this up as a role model for their group. They can trend Daily Average of their group in terms of work time and activity mix, and compare by roles, locations, business units and verticals.

Thus, Sapience provides information on a need to know basis. Employees can see all of their work and personal time, and set their own goals for improvement. Managers get group patterns through which they can offer guidance on changes required and best practices that can drive improved business outcome. It becomes possible to assign workload mindfully within teams and between groups, and assign proper headcount across functions, thereby building an efficient enterprise.

CEOCFO: *Are most people very surprised when they see the data?*
Mr. Deodhar: They are very surprised. Take my own personal example. After I deployed Sapience, I realized that 65% of my time and more than 4 hours was on emails. I always knew that emails were a time killer, but 2/3rd of my day on emails really meant that I was not putting in enough face time with my team, customers and prospects. Therefore, I set a goal to reduce my email time down to 2.5 hours, which I have been able to do. Imagine if most of us could improve time on a core activity by an average of 30-60 minutes each day, while reducing it on something like emails and non-work breaks.

CEOCFO: *What types of companies are using Sapience today?*
Mr. Deodhar: Just about any company that has employees who spend a great deal of time doing their work on a computer can potentially use Sapience. Other than personnel on the manufacturing shop floor, that covers most companies today. White-collar employees fall in two categories – the first consist of those who spend much of their time in offices, and the second are the ones who are mostly on the road. Sapience addresses the first category, and with our new mobile offerings, the second kind as well. With sales staff, currently it is possible to only track if they are achieving their targets, but with Sapience you will know the exact effort on business calls and face time with customers and prospects.

The bottom line is that we can only track outcome today, and we plan next steps based on progress made and whether it is in line with our expectations. Sapience gives accurate insights about the quality of input effort, from which it becomes apparent whether the outcome was the best possible, or whether there is room for improvement. Even if things appear to be progressing well, with Sapience you may perhaps discover that results could improve further by 15-30%.

> **"Sapience helps the organization achieve 20% and more increase in productivity, while guiding individual employees towards work-life harmony." - Shirish Deodhar**

CEOCFO: *Do you find that many employees feel that it is intrusive and takes away their privacy even though it is all work related? If so, how do you get around that feeling?*
Mr. Deodhar: Sapience is designed to address two apparently conflicting goals: first is that organizations can only achieve greater productivity if they can track the quality of effort. Second is that employee privacy has to be respected and protected. The Sapience architecture ensures that all of the user's time utilization data, both for work and personal, sits exclusively on the user's PC. Only business related applications get marked to work automatically. Everything else is personal by default. Only the work related data becomes available to the company on the Sapience server. As default, managers have no access to even the individual's work data (although a company may decide to enable individual access since the data is only work related). Hence, information is available strictly on a need-to-know basis. As an individual, I can see all of my data on my own PC, but the manager only gets the aggregate group work analysis.

CEOCFO: *Do companies continue to use the product and become long-term clients?*
Mr. Deodhar: Absolutely! Assuming that Sapience has helped the business reach an improved level of work efficiency, its continued usage is required to maintain the gains. Organizations are always in a state of flux, with employees joining and leaving, change in roles and organization structure, new functions and projects. As an analogy, consider the case where a doctor identifies that someone may develop diabetes or a heart condition, and recommends regular exercise and balanced diet. The individual starts the recommended regime, and begins to improve. After reaching improved fitness, the exercise and dietary control must continue to continue to stay fit. As a self-quantification tool for the employee and the organization, Sapience enables positive change in work efficiency, and then helps employees and the business stay at optimal levels.

CEOCFO: *Sapience has been recognized many times for your offering; what awards are most significant for you?*
Mr. Deodhar: An award is a third party's recognition of the fact that you have come a certain distance. At each stage of the company, such acknowledgement carries high value. Hence, it won't be fair to name one of the awards as the most significant, since they have all proved vital to the team's morale and confidence.

CEOCFO: *Is there much competition? Are there other products that can measure the way Sapience can?*
Mr. Deodhar: We have no competition today in the area of automated enterprise effort analytics. However, our challenge has been that Sapience usually gets confused with the many employee monitoring tools that are out there. This we are definitely not. The other tools have not picked up traction because of their approach. Sapience has been designed from the ground up to not be a policing tool, and to protect employee privacy. It can even be used purely for employee self-improvement. Our innovative implementation has fueled rapid growth in the past 3 years of sales. We have nearly

100,000 users across two Fortune Global 200 enterprises, four of India's Top 10 IT and 8 of the next 25 Software firms, and several global subsidiaries as our customers.

CEOCFO: *Would you tell us about your strategy for deploying in the US?*
Mr. Deodhar: India is a world leader and has some the biggest global IT services companies. However, partly for that reason, there are not many successful Indian product firms. Another reason is that if you are primarily building a product for the global market, the cost of sales and support is very high for Indian product entrepreneurs. We got lucky in that Sapience had a huge market that existed in India in the IT Services companies and the subsidiaries of global ISVs. We have leveraged this to grow our business locally, and build an industrial strength product that can be scaled to hundreds of thousands of employees. In the past year, we have deployments in US happen organically when our existing Indian customers began to cover their teams in the US and other countries. In June 2014, we have established a US subsidiary, Sapience Analytics Inc., headed by an experienced VP of Sales for Americas based in the Bay area. There is early traction, with several pilots initiated, and our first US only customer.

CEOCFO: *Why should the business community take notice of Sapience Analytics today?*
Mr. Deodhar: Sapience helps achieve 20% and more increase in organization productivity and at the same time enables employees to improve their workplace balance. Everyone benefits. Senior execs can align staffing to their business strategy, based on the exact workload in different groups. Managers can guide their teams towards optimal output, and mentor team members to achieve their best potential. Employees can work mindfully, thereby improving productivity while reducing stress. All of this at a nominal price – while 20% productivity gain represents a million dollar value for every 100 employees, the product license cost is only $10,000 per 100 users.

BIO: Shirish Deodhar is the CEO and Co-Founder of Sapience Analytics (www.sapience.net). He has 30+ years of industry experience as an entrepreneur and business leader. His previous two software companies had successful exits to global majors – VERITAS Software (now Symantec) in 1999, and Symphony Services Inc. in 2004. Subsequently, as head of their Pune subsidiaries, he was instrumental in scaling revenue and growth to 600+ employees in 3.5 years each.

Shirish has done his B-Tech (Electrical Engineering) from IIT Mumbai, followed by a Master's degree from University of Hawaii, USA. He holds a US patent and filed two more recently, has several technical papers published, and wrote a book titled 'From Entrepreneurs to Leaders – Building Billion Dollar Product Companies from India' published by McGraw-Hill in 2010.

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