Productize Your Implementation

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My background:

- 14 years enterprise class software selections & implementations
- 6 years building a start up services team that implements Order-to-Pay SaaS
- 1 year developing a productized implementation
- 1 year delivering the productized implementation

Agenda

- Goals
- What is a “productized implementation”?
- Should you productize?
- How to productize:
  - Initial Steps
  - Product Management / Marketing Steps
  - Build the solution
  - Ensure quality
  - Scale Sales
  - Scale Implementations
  - Key Success Factors
  - Where we go from here?
- Q&A

Our goals for today:

- **SaaS Vendors** - gain insights on if, when, and how to productize your implementations.
- **Procurers of SaaS** - gain insights on whether you should choose a productized solution and if so then how to evaluate vendors

What is a productized implementation?

A comprehensive package of documentation and configuration such that:

- sales knows <u>exactly</u> what they are selling
- customers know <u>exactly</u> what they are buying
- professional services knows <u>exactly</u> what they are implementing
- Product support knows <u>exactly</u> what they are supporting

What are its components?

- documentation for:
  - sales & marketing: training, website, glossy, demo, best practices, configuration options, etc.
  - implementations: kickoff, facilitated sessions (best practices, policies, config. sheets), etc.
  - customers: best practice policies., user training, technical
  - support: customer configuration sheet, etc.
- configuration
- product demo

What are its characteristics?

- best practice & policy based
- source and release controlled
- quality assured (every document & config. option)
- standardized across all customers that buy it
- limited (subset of configuration options)

Note that it does not necessarily involve code changes

What are the benefits?

- accelerates sales cycle & reduce sales cost
- approaches perfect quality (zero defects)
- reduces time and cost of implementation (=ROI)
- facilitates best practice process change
- lowers operational cost
- increases resource scalability (hire, train, retain)
- improves custom implementations
- improves customer satisfaction
- provides ability to massively scale sales & go-lives

Should you productize?

- prepare a financial analysis (NPV, ROI, Cost/Benefit)
- general indicators:
  - joint implementation team is larger than 4 FTEs
  - implementation lasts more than 2 months
  - sales cycle takes longer than 3 months
  - implementations are costly or impossible to support
  - poor customer satisfaction
  - 80% of value achieved with 20% of the effort
  - customer can live without the other 20% of value

Initial steps:

- establish ownership & project charter
- establish a cross-functional team
- conduct market research
- prepare a detailed product concept
- prepare detailed customer value proposition
- test the concept in the market
- set goals (sales, timeline, quality, satisfaction, etc.)
- prepare a business case & obtain funding
- establish tools for source & release control

Product/Marketing tasks:

- brand the productized solution
- prepare glossy, website and PR based on value prop
- prepare internal training material
- determine pricing
- train initial specialized inside and outside sales resource(s)
- train specialized pre-sales resource(s) in: demos, config. options, consultative best practice based sales
- if necessary offer first customers favorable terms
- close 2-3 beta customers

Build the solution:

- documentation for:
  - sales & marketing: internal training, website, glossy, demo, best practices, configuration options
  - implementations: internal training, project mgmt, kickoff, facilitated sessions (best practices, policies, config. sheets), testing, and migration
  - customers: best practice policies., user training, technical
  - support: customer specific configuration sheet; self-service release updates
- configuration (including all “productized” options)
- product demo
- solicit and incorporate feedback
- source control the solution

Ensure quality

- establish QA owner
- include Professional Services in QA process
- follow a strict QA process
- QA documentation, configuration options and code
- Correct all issues and fill holes in documentation
- Schedule critical code bug fixes
- Conduct full end-to-end UAT with actual sales, presales, implementation and support resources

Implement

- establish custom implementation baseline
- assign & train specialized implementation resource
- track documentation & config. issues like code bugs
- Set aggressive issue resolution goals (QA included):
  - config. & documentation – 48 hrs
  - missing documentation – 2 weeks
  - code issues (bugs) – 1 month
- track results vs. baseline & goals
- expand functionality with each release as needed

Scale specialized sales capacity

- only sells productized solution
- focuses on a clearly defined market segment
- sells based on best practices and policies
- knows the productized solution & demo cold
- receive 50% of commission based on selling and 50% on go-live if implementation remains productized
- receives smaller commission for forwarding custom implementation leads to custom sales group
- offers a career option to move into custom sales

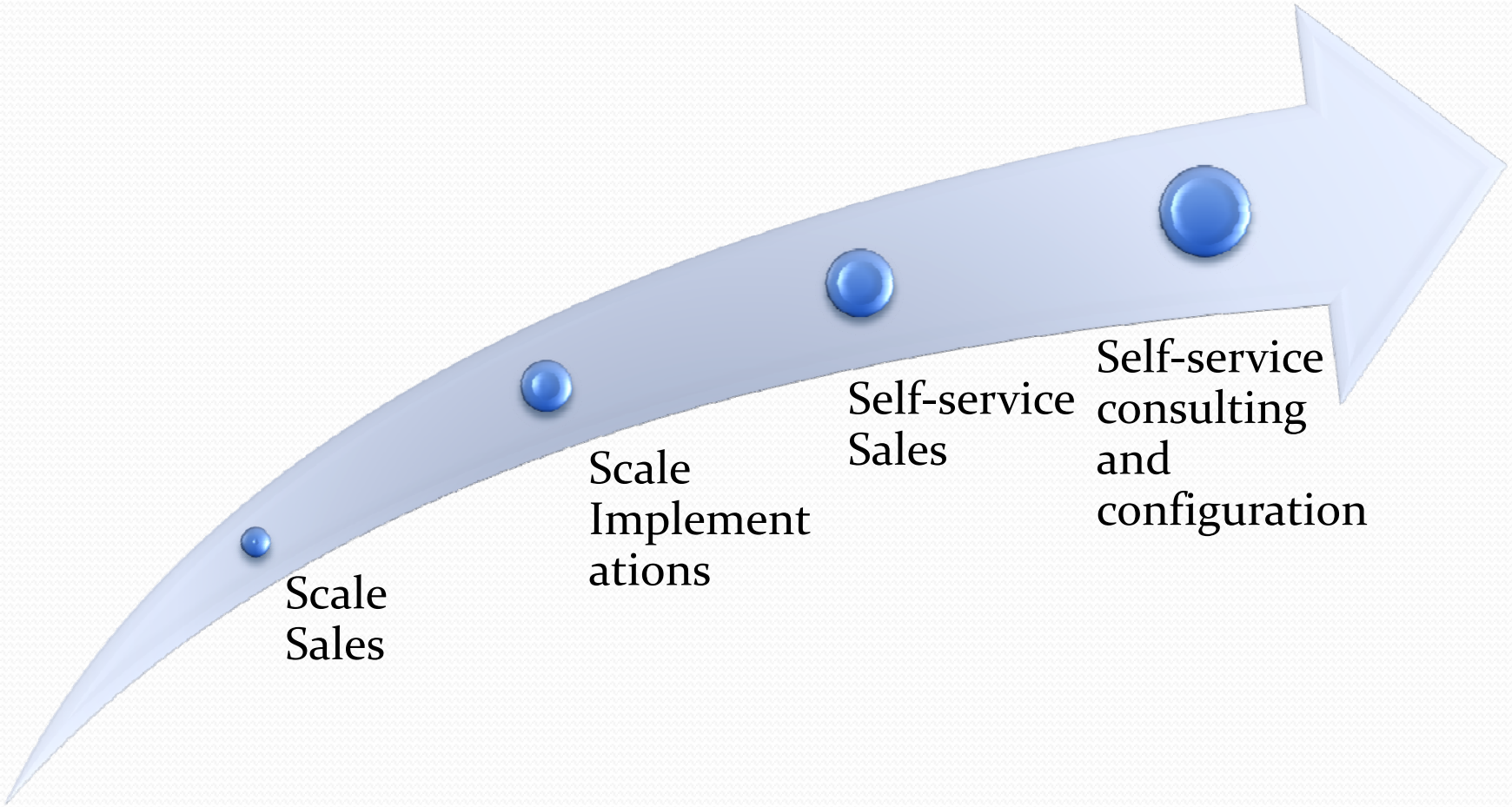
Scale specialized implementation capacity

- only implements the productized solution
- knows the productized solution & demo cold
- consults on best practice policies
- assists customers with change management
- assists product management in improving solution
- offers a career path to custom implementations

Key success factors:

- cross-organizational teamwork
- ability to sell change & best practices rather than flexibility
- thoroughly test documentation, configuration, & code
- specialize sales & implementation resources
- balance of internal messaging vs. custom
- track and resolve all issues through product management
- solve the interface scalability puzzle
- maintain focus on solution until its scaling and beyond

Where we go from here?



Q & A

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Appendix

Questions for the customer:

- Do you have strong executive support for change?
- What lessons can be learned from the last technology based change management initiative?
- Will end-users accept some changes for the worse if the overall change is for the best?
- Does this implementation impact any core market differentiator for your business?
- Does this implementation impact areas of your company or industry that are unique?

Questions to ask your vendor:

- How many PI customers live? In my industry?
- How many were pure PI (no custom config.)?
- How many of those are references?
- For customers that strayed from productized what did they customize?
- Can the customer do the configuration ourselves?
- Do you source & release control your configuration and documentation?
- What is your process if an issue is found?
- What integration is required by the customer?