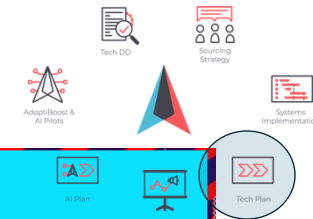


# Case Study 2 'Tech Plan' – Engaged with a growing B2B SaaS company to review the Quote to Cash process



**Objective** - Review Contract → Cash → fulfilment processes, data and systems, identify gaps with best practices, design on TOM (people, systems, process, governance) including focus on quick wins and a systems implementation roadmap

**Timelines** – 7 weeks (completing on 14th April 23)

**Exec Sponsor** – XX (CFO), YY (Interim COO)

**Core team** – XX, YY, AA, BB, Robert TS, Shiv G

**Governance** – Weekly governance with Exec sponsors, 20+ interviews conducted, 4 workshops, drill down into Salesforce and STEPS data, finance excel sheets and other operational data

## Findings

Process	Business process	Challenge
Quote to contract	<ul style="list-style-type: none"> <li>Quote generation process</li> <li>Quote discount and approval process</li> <li>Sales order process</li> <li>Contract signing</li> <li>Order and contract data storage</li> </ul>	The quotation, opportunity and contract management process has a lot of back and forth between people (Sales, CS) and tools (STEPS, Salesforce). Upsell not captured in Sales system, Renewals processes manual. <b>Quick wins for entire org (not just sales) if the tool is configured and used optimally</b>
Contract to Cash	<ul style="list-style-type: none"> <li>Sales Order downstream processing</li> <li>Invoicing</li> <li>COA, company structure</li> <li>Currencies, Tax</li> <li>GL, periods,</li> <li>Revenue Recognition</li> <li>Vendor management</li> <li>Purchase Orders proces</li> <li>Employee expenses</li> </ul>	The finance processes are mostly operating manually through emails and excel sheets with <u>Datev</u> being used as the accounting system.  While there are no signs of revenue leakage and lack of control, this is <u>really down</u> to the diligence of the finance team, but the manual work is leading to frustration in the team and with acquisitions to happen, this area will struggle to cope. <b>Implementation of ERP will drive efficiency and effectiveness and help scaling backend</b>
Contract to Fulfilment	<ul style="list-style-type: none"> <li>License entitlement and usage</li> <li>Upsell and Renewal</li> <li>Customer Onboarding</li> <li>Self Service</li> <li>Customer support</li> <li>Product adoption</li> <li>Customer retention</li> </ul>	CS organization is currently reactive, working in 'fire fighting' mode on low-value activities. A fundamental shift is needed towards true customer success practices with a focus on value delivery. To get <u>there</u> CS organization needs to release capacity by decreasing the number of calls and reducing manual actions. <b>Implementation of CS Tool in combination with Salesforce re-configuration will allow CS to focus on bringing value to customers.</b>

● Change required (Business impact)    
 ● Adjustment needed (Efficiency & Effectiveness)    
 ● No changes or fine-tuning only

## Summary Target operating model

	Sales	Customer Success	Finance
<b>People</b>	Sales team to capture all details of contract object before closed won	Customer Success team receives sales order and triggers onboarding process	Finance team receives sales order and triggers invoicing and ledger processes
<b>Process</b>	Quote → Contract	Contract → Fulfil	Contract → Cash/Recor
<b>Systems</b>	Salesforce	CS tool (TBD)	NetSuite
<b>Data</b>	Customer DQ sales responsibility but ensured by finance	Customer feedback, product roadmap drivers	Revenue DQ finance responsibility in ERP but doubled checked with Salesforce data

## Findings in other areas

- Close co-operation required between R&D teams in location A and B
- Product roadmaps (both cloud and on-prem) will benefit from closer co-operation with Customer Success

**Guided by Shiker's insights, the B2B SaaS company successfully implemented a comprehensive quote-to-cash and customer success platform, which has been particularly valuable in integrating new acquisitions**