



Helping the largest software company embrace SaaS

Software as a Service (SaaS) is a new delivery method that is driving significant changes to nearly all corners and segments of the commercial and consumer software market. Despite representing a small portion of the overall commercial software market, research houses IDC and Gartner project SaaS to grow to roughly \$19b over the next few years, with some projections putting it near the \$100b mark.

This new wave of software delivery not only served as a compelling opportunity to the world's largest software company, but a significant threat to its existing software business. In order to obtain a competitive advantage that stretched across its software and services business, the company needed to rethink and retool their existing software model to embrace this services revolution.

Revel Consulting was brought in to work across multiple facets of the business including licensing, pricing, operations, IT, partner, and marketing and readiness. Their work extended across a number of key business functions: strategy development, program & project management, business process reengineering, product launch support, change management, and marketing & readiness. Key project highlights include:

Strategy Development

- Developed multiple whitepapers papers on SaaS strategy and future business models to aid in the development of the SaaS roadmap
- Provided deep telecom architecture expertise to aid in the definition of the future SaaS architecture
- Led development of customer experience framework to measure end-to-end ability to meet customer needs and satisfaction levels

Program Management & Process Improvement

- Conducted an end-to-end diagnostic of capability concept-to-launch process to uncover process gaps, pain points and areas of improvement
- Conducted an end-to-end diagnostic of SaaS quote-to-cash process to uncover process gaps, pain points and areas of improvement
- Developed business process framework based on service provider industry standards (e.g. e-Tom) that helped bridge the gap between business, IT, and operations

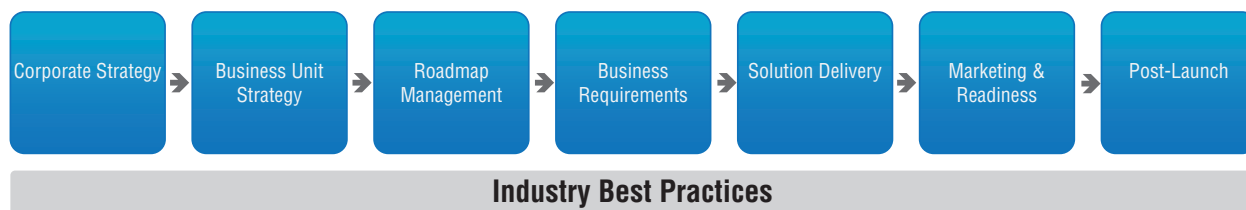
- Developed new tool and process for program-wide status reporting and program-level issues and risk management
- Defined and implemented a suite of new program management tools for resource modeling, capability planning, etc.

Program Launch & Readiness

- Provided project management support and leadership across the entire delivery lifecycle for multiple customer program launches
- Developed key support for rationalization and business impact analysis of project requirements
- Developed comprehensive marketing and readiness plan and materials for partner community and key customer audiences across multiple releases



End-to-End Operating Model



Through these efforts, the client was able to benefit from:

- Faster time to market through reduced delivery cycle times as a result of streamlined concept to launch process
- Improved alignment to a service provider model through integration of tools and frameworks built on industry best practices and service provider standards
- Improved business decision making through executive level dashboards and performance reports
- Improved ability to measure success across key areas (i.e. customer experience, revenue)
- Increased rate of adoption of new programs launched through marketing & readiness efforts