



About Lenati

Lenati is a professional services firm offering strategic methods for clients to have meaningful connection with their customers in order to elevate performance, revenue, and market share. Lenati offers a variety of solutions to help companies effectively develop products and experiences that are valuable to their customers. Based in the Pacific Northwest, Lenati is well-known for intellectual rigor, practiced expertise, and an uncanny ability to perceive and meet clients' needs.



About the Author

Michael Kennedy is a Consultant with Lenati. He brings over 10 years of experience in business and technology related projects. He has proven success in driving strategic vision and implementing performance improvements across large corporations and small ventures.

Create Scale and Connection for Business Services

In a time when resources are scarce and expensive, scalable well-connected business services constitute a powerful framework for maximizing organizational capabilities. Leadership and strategists looking to expand usage and adoption should pay close attention to how their current services and resources map to customer needs. Too many firms have inconsistent results in selling, marketing, and positioning services. Transforming a *service* into a marketable *product* requires an intimate understanding of team, organizational competencies as well as focus on vision, values, and mission. You cannot develop that intimacy from a distance. Studies, reports, surveys, graphs, and measurements will not give it to you. Effective implementation depends on disciplined management systems and strong community connections. At Lenati, we start with searching for creative ways to do things better, differently, or more effectively – trying to understand the connection between the new product and competitive advantage for your customers

THE CHALLENGE

Innovative thinking in the software development space has produced an explosion of new business service models, institutional relationships, and value-creating possibilities. To compete effectively in a global sales environment, these services must be translated into marketable products and be driven by customer adoption.

APPROACHES

APPROACH 1 *Hardening the Process*

Identify the process improvement activities — advice and planning — you intend to undertake. Focus on high value services, scenarios and key features that will drive the target audiences to prefer your product.

Tactics

- Bring strong BI into the service process to help champion the product and find key ways to increase customer advantage
- Initiate dialogues with early adopters to understand key features that are most valued
- Develop active dialogue with customers and business communities
- Relationship excellence - understand needs - proactive dialogue
- Streamline and simplify the legal and contractual processes
- Develop lower rollout and run rate cost
- Great product demonstration capabilities

Result

- Improved agility and minimized barriers to pilot service
- Increased credibility of the service, of the people and the offering
- Renewed focus on unique best-of-breed features and ease of use



Lenati Point Of View

Key Takeaways

- Focus on high value services, scenarios and key features that will drive the target audiences to prefer your product
- To compete effectively services must be translated into marketable products
- Start rewarding outcome — not efforts or even productivity gains, but net results

APPROACH 2 Productize Services

Accelerate Competency, Consistency and Quality by licensing your professional service model rights to outside partners. This ensures process consistency and quality regardless of partner, and most importantly decentralizes the sales process from “Sell To” into a “Sell Through” model.

Tactics

- Establish a Licensing framework with consistent process and taxonomy
- Start rewarding outcome — not efforts or even productivity gains
- Standardize performance metrics and Measure at predetermined intervals
- Include penalties for excessive staff turnaround or high attrition rates

Result

- Scalable foundation – secure, manageable platform at low Total Cost of Ownership
- Seamless client experience – Multi-channel access to information, role-based views and tasks integrated into familiar tools and simplified UIs

APPROACH 3 Drive The Customer Connection

There is a need to ensure that the target audiences are educated around the differentiated benefits of services and products, drive them to experience the brand, and ultimately prefer and rely on your expertise and tools.

Tactics

- Determine the models competitive advantage as well as its sustainability
- Develop more "human" marketing efforts to convey client and corporate benefits.
- Engage customers in defining and co-creating unique value
- Evangelize corporate responsibility – green is good
- Begin serving — rather than speaking at — consumers
- Develop toolkits and templates to encourage customer self assessment

Result

- A more-formalized market structure, and distinct product features and functions that become standard offerings.
- Proactive customer engagement is now the focus. Shift from a pure services sell to a business/solutions product.