SaaS: The Second S is for Service – Part 2

Description: Software developers – especially Independent Software Vendors (ISVs) with existing customers that are planning to develop and deliver Software-as-a-Service (SaaS) offerings – should carefully focus on the second “S” in the acronym. As articulated in “Transition to SaaS: An ISV Cookbook”, SSR-545, 29Dec08, the evolution to a SaaS business model requires a fundamental rethinking of the business value chain. At its core, ISVs that are successful transitioning to SaaS recognize that they are moving from being a product-based software business to a services-based business. Such an evolution demands significant changes in marketing and sales, distribution, financial processes, operations, IT infrastructure, organization and culture.

This Strategic Perspective is the second of two which articulates a five-step framework for developing an overarching process for establishing service as a core competency, as well as the identification of key customer requirements. In the companion Strategic Perspective, “SaaS: The Second S is for Service – Part 1”, MKT-563, 12Feb2009, we offered guidance into:

- Classifying clients according to value
- Defining services that need to be provided.
- In this Strategic Perspective we offer guidance into
- Structuring the organization and identifying required resources
- Growing services based on the organization’s goals and
- Responding based on feedback from the client base.


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