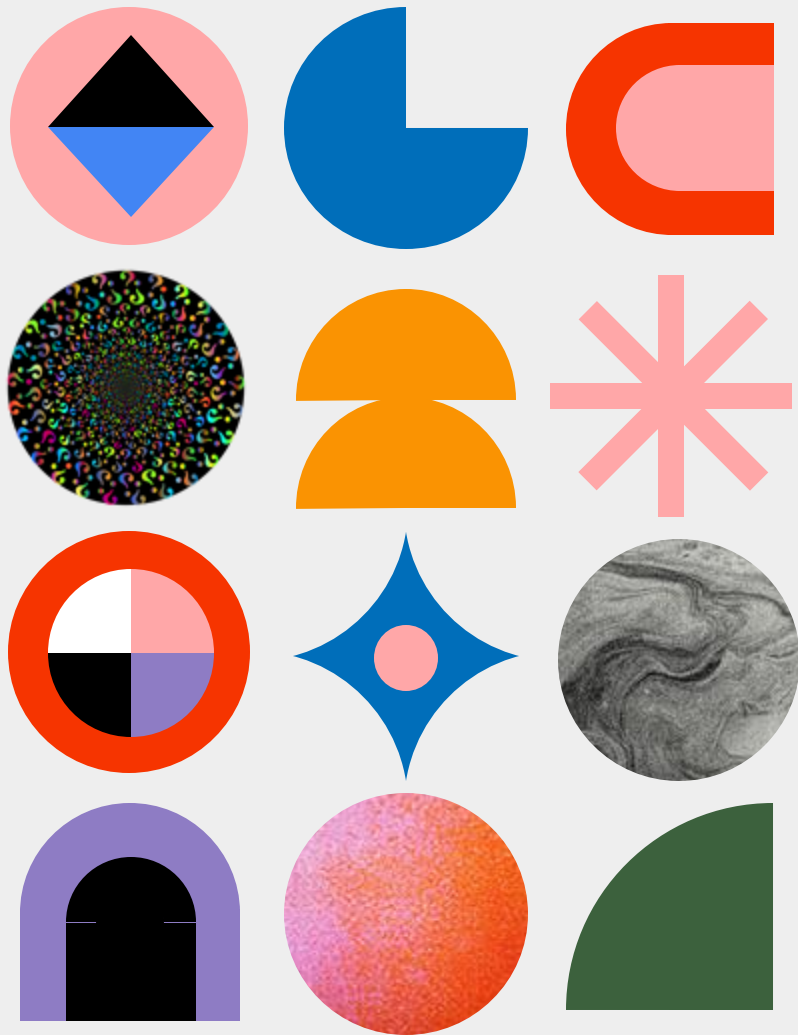


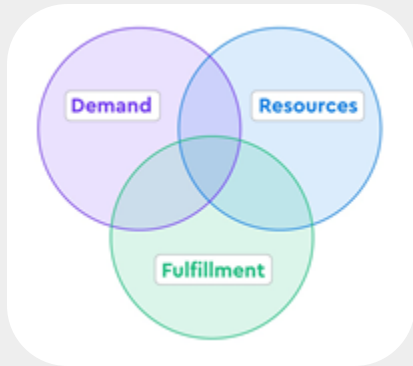
The 4-letter word in product

Richa Pathak
Director, Workday



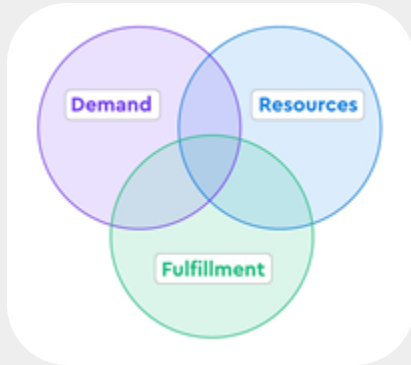
B2B solutions: designing for scale

In the context of a classic service industry (Financial Services, Consulting, Healthcare), the “product” would be the service being provided in a sales transaction - typically a deal structure, a process, a procedure, etc. Solutioning would happen at the point of customer interaction, and would typically be specific to each request.

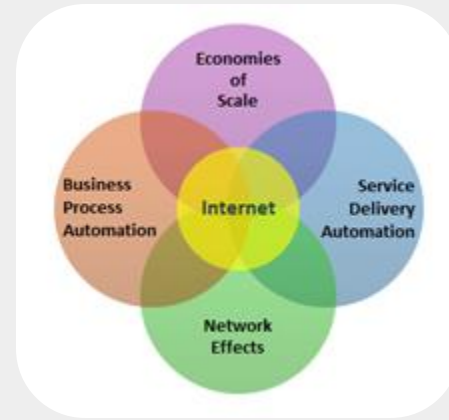


B2B solutions: designing for scale

In the context of a classic service industry (Financial Services, Consulting, Healthcare), the “product” would be the service being provided in a sales transaction - typically a deal structure, a process, a procedure, etc. Solutioning would happen at the point of customer interaction, and would typically be specific to each request.



Over the last 2 decades, services are being increasingly delivered at scale using technology. The evolution of SaaS offerings has accelerated thanks to a blend of age-old best practices from lean manufacturing to marketing as well as cutting edge research, resulting in delightful customer experience. Providing a service as a product enabled by latest technology.



Evolving the Marketing Mix

In 1960, E. Jerome McCarthy described 4 Ps...



Evolving the Marketing Mix

In 1960, E. Jerome McCarthy described 4 Ps...

... then 3 Ps were added



- **People.**
 - a. Customer
 - b. Team
 - c. Stakeholders
- **Process.**
 - a. Lean / Design thinking
- **Proof of Concept.**
 - a. Incremental delivery

USER: focusing on the persona



Easy to buy: Commercial viability

- Business value proposition
- Generating positive ROI
- Continuity of service
- Functional stakeholders buy-in



USER: focusing on the persona



Easy to buy: Commercial viability

- Business value proposition
- Generating positive ROI
- Continuity of service
- Functional stakeholders buy-in



Easy to use: Problem alleviation

- Accessibility and navigation
- Intuitive user journey
- Self-service enablement
- Training and education help





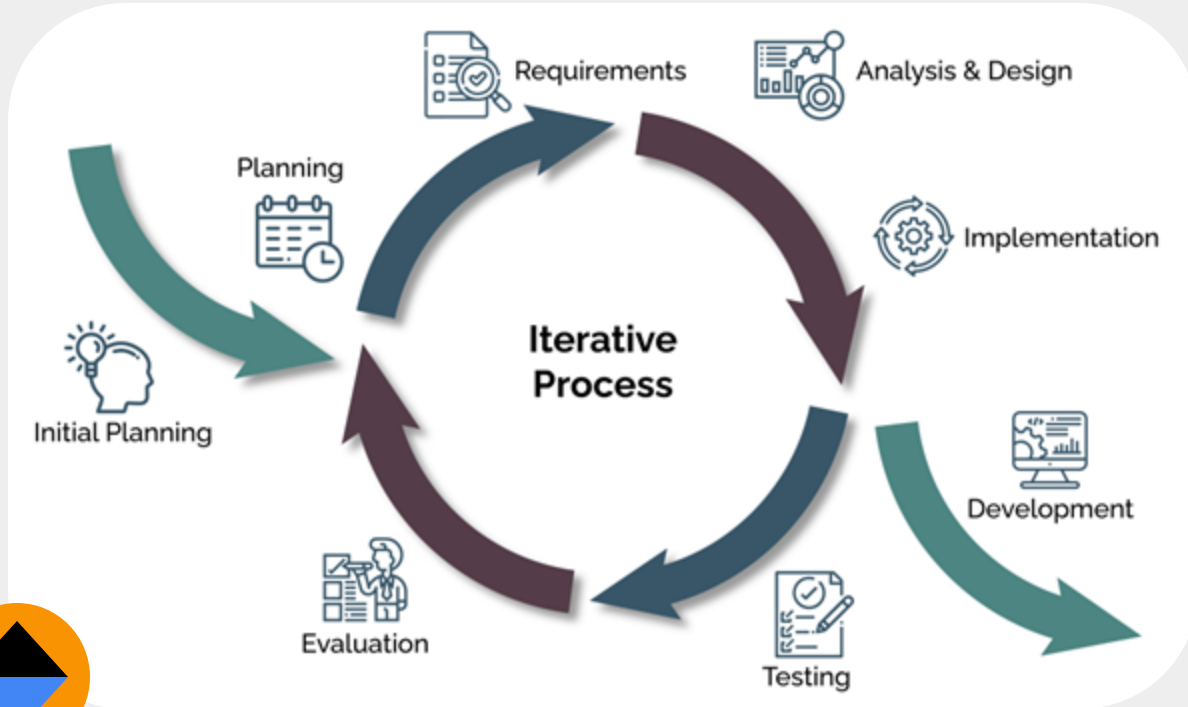
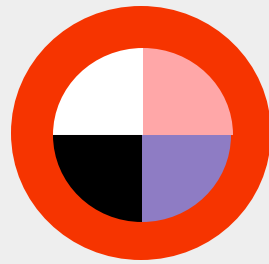
Successful companies can put too much emphasis on customers' current needs, and fail to adopt new technology or business models that will meet customers' unstated or future needs.



Clayton Christensen

Professor, Harvard Business School
Author: Innovator's Dilemma

Iterative process of innovation



- Problem discovery during customer interaction,
- Discipline to bring it back to product team,
- Research and validation, eliminating biases
- Soundboarding to ensure comprehensive solutioning
- Additional evaluation and approvals, such as risk, cost, and feasibility and scalability.
- Incremental steps of execution to allow space to learn from failures and rapid roll-back,



T
E
A
M

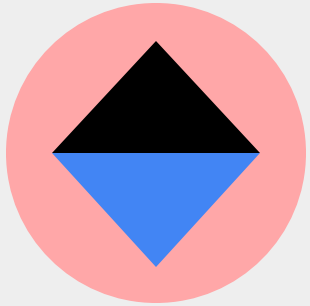
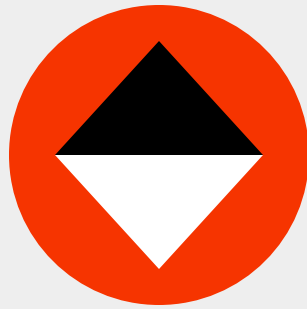
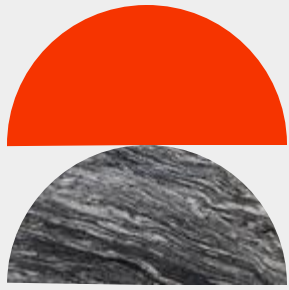
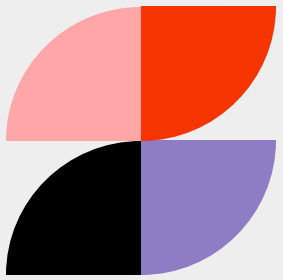


Learnings from dismantling a service-fulfillment offering

Cultivating a product mindset:

- Learning to saying no and tart prioritising
- Uncertainty of new ways of doing / new things to be responsible for
- Taking comfort in ambiguity, embracing the importance – and structure – of strategy
- Being okay with bugs and failures - Customer bugs are okay!
- Adopting kanban processes for lean, agile production (push vs pull)
- Carving time out for exploration - alternative solutions, new capabilities, - where are the possibilities for disruption?
- Losing control of previously owned tasks and delegating them to technology
- Evolving the human role – in the age of AI (learning agility)





THANK YOU!

