



HOW TO CREATE AN EFFECTIVE QUOTE-TO-CASH PROCESS

February 16, 2023



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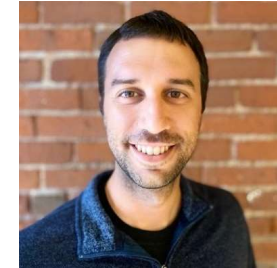


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Agenda

Topics

Welcome

Introductions and overview

7 Warning signs of a suboptimal QTC process

Why optimizing QTC matters

Assessing your company's needs

QTC leading innovative practices

Case study featuring Kymeta

Q&A

Quote to Cash process overview

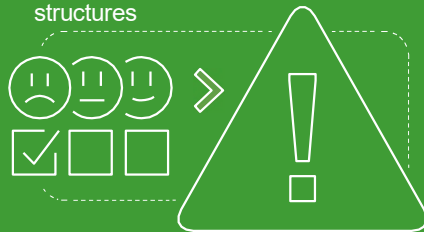


7 warning signs of a suboptimal QTC process

1 Anything less than a 360-degree view of the customer—siloed systems that require a spreadsheet to pull together everything

2 Disconnected systems that don't talk to each other seamlessly, requiring translation

3 Inefficient (and potentially adversarial) review and approval processes in deal structures



4 Inflexibility of systems to enable new business opportunities (i.e., move to subscription billing)

5 Process bottlenecks that slow the speed of invoicing and collections

6 Revenue leakage—lost opportunities to prevent churn, renew, upsell. Is your company putting your best foot forward on ways to retain customers?

7 Quotes, contracts, billing and invoices deliver a poor experience (errors, invoices poorly structured)

Why companies need a strong QTC process

- Faster time to quote
- Faster payments
- Prevent revenue leakage
- Fewer errors due to automation
- Faster close rates
- More accurate data
- More efficient, less manually-intensive processes
- 360° view of customer to make better, more informed decisions

ASSESSING YOUR COMPANY'S NEEDS



Quote-to-Cash Transformation Framework



Opportunity Management

Operations Management

Customer Management

Performance Management

Financial Reporting

Critical Business Functions

Sales & Sales Operations

Customer Success

Finance, Accounting

Customer Acquisition (Net New, Cross-Sells)

Channel Partner Management

Sales Opportunity Management

Quote to Close

Contract Lifecycle Management

Order Management and Delivery

Customer Onboarding and Success

Renewals, Upsell and Cross-sell

Billing, Credits, AR Cash Collection

FP&A & Management Reporting

Accounting & Financial Reporting (GL/ME)

Revenue Recognition

Enabling Technologies



CRM

Customer Relationship Management



PRM

Partner Relationship Management



CPQ

Configure, Price, Quote



CLM

E-sign Contract Lifecycle



CX

Customer Service & Portals



Middle ware

Integration



ERP

Enterprise Resource Planning



BI

Business Intelligence



Billing

Invoicing & Billing System



RevRec

Revenue Recognition Software

Key Considerations

Q2C-Much More Than Just CPQ

Taking a silo'd design approach to Q2C may cause inefficiencies, incorrect data, noncompliance, technical risk and eventual rework

Customer 360

Correct data mapping, integration flows and identification of "source of truth" amongst Salesforce, ERP, Billing and other related systems are critical to an accurate and scalable single view of the customer

Billing Starts Upstream

Getting paid faster starts with invoices that are clear, easy to understand and easy to pay. Alignment for proper billing begins with the quote.

ASC606 Compliance

Revenue recognition must be aligned and enforced from Q2C and requires technical, finance and compliance expertise)

Product Catalog

A streamlined product catalog generates many downstream benefits. SKU and bundle rationalization can significantly reduce Q2C complexity

Design for Complex Rules

Pricing, discounting, terms and conditions, and approvals should be organized and aligned with best practices for maximum scale and clarity.

Change is Inevitable

Amendments, co-terminations, upgrades, swaps, add-on's, downgrades, cancellations, renewals and extensions should all be automated in a best practice design and build

Automation Across Systems

A true Q2C process involves many systems including CRM, PRM, CPQ, CLM, Customer Service, Middleware, ERP, BI, Billing, Payment and Revenue Recognition systems.

QTC BEST PRACTICES



Quote-to-Order: Leading Innovative Practices



An **innovative** lead-to-cash business process will enable organizations to become more efficient, scalable, effective, accurate, and controlled across the operating model landscape.

Sales & Marketing Strategy

- Cohesive sales and marketing strategies aligned with overall organizational strategy and vision
- Clearly defined product offerings, bundles and standard contract terms for sales reps
- Standard discounting policy with delegation of authority defined and automated through CPQ
- List price / price book clearly defined for end-users and partners
- Established KPIs and metrics for continuous performance measurement aligned with operational and sales goals and targets



Lead Management

- Tracking of campaigns, contacts, leads and prospects in a CRM
- Tailored qualification criteria & scoring matrices
- Standardized and targeted lead nurture activities
- Tracking of lead communications, outcomes and next steps
- Prioritize on-going lead data hygiene

Quotes & Proposals

- Automated CPQ with system-based quote & proposal approval workflows
- Predefined legal & commercial terms & conditions
- Governance & controls around pricing, product and discounting structure
- Automated system notifies managers when a contract is due for renewal
- Auto-ordering/procurement based on deal-close and asset tag/SN added to CRM



Contract Management

- Clearly defined product offerings, bundles and standard contract terms for sales
- Use of technology to manage contracts/subscriptions
- E-Signature for contracts automated through CRM
- Greater compliance with contract terms and accounting standards
- Contract creation and approval is standardized, and contracts are maintained in a central repository
- Contracts are actively managed to track compliance, resolve disputes and identify opportunities to standardize best-in-class service levels

Credit Management

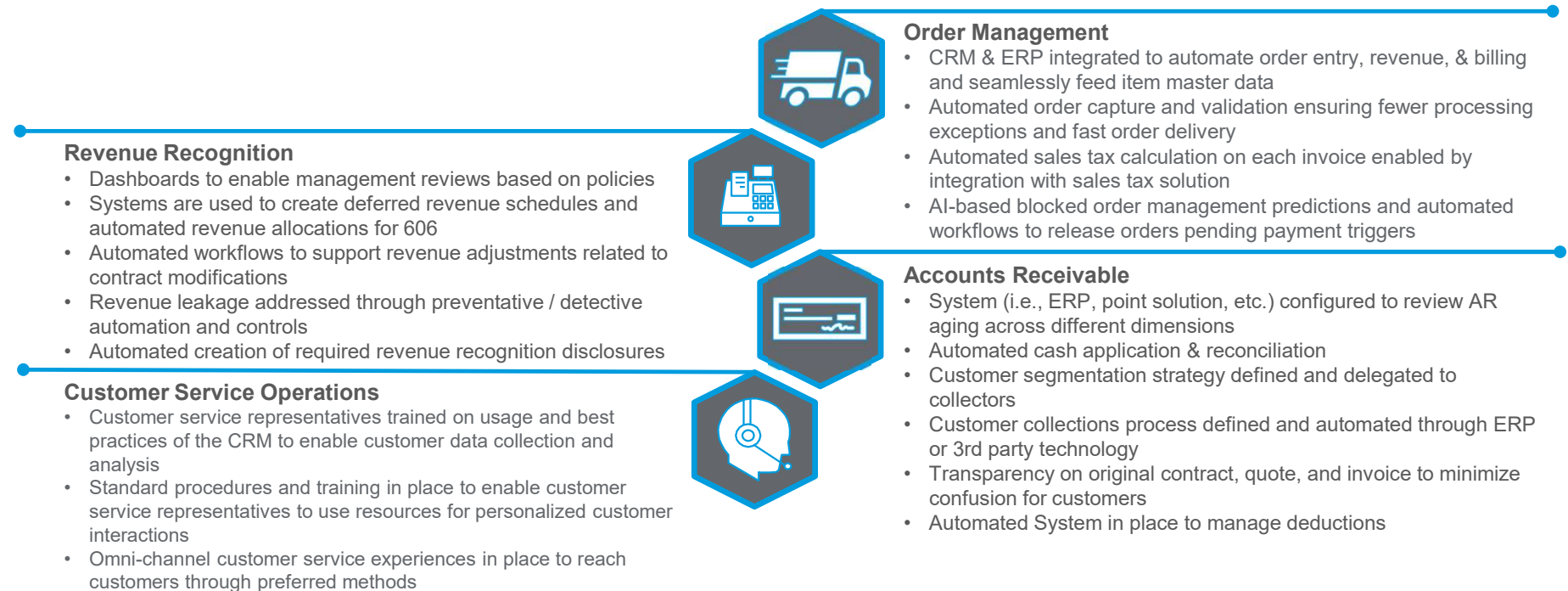
- Defined credit policy that enables prompt credit decisions and meets changing market conditions
- Online credit application with required critical data fields for analyzing customer credit risk
- Technology-enabled continuous credit risk management practices for existing customers to alert of credit changes
- Automated credit risk management seamlessly integrated with or part of automated Accounts Receivable technology



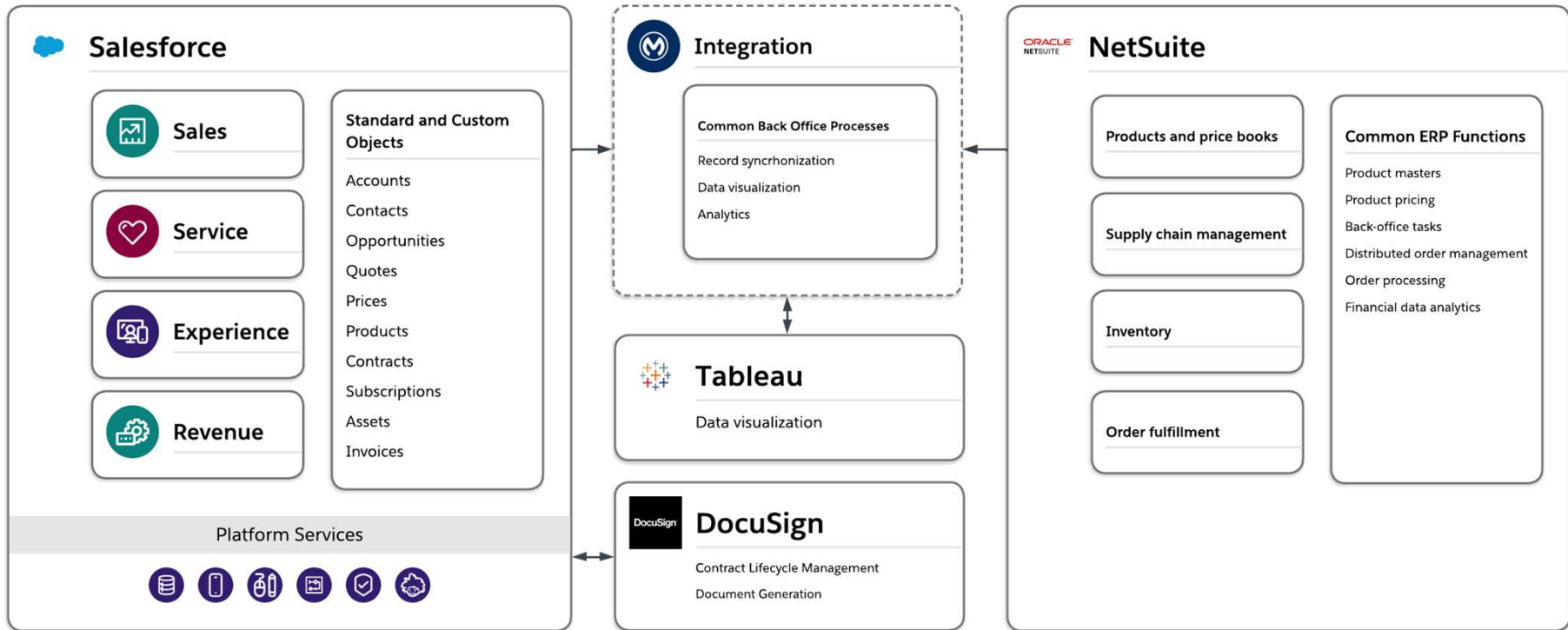
Order-to-Cash: Leading Innovative Practices



An **innovative** lead-to-cash business process will enable organizations to become more efficient, scalable, effective, accurate, and controlled across the operating model landscape.

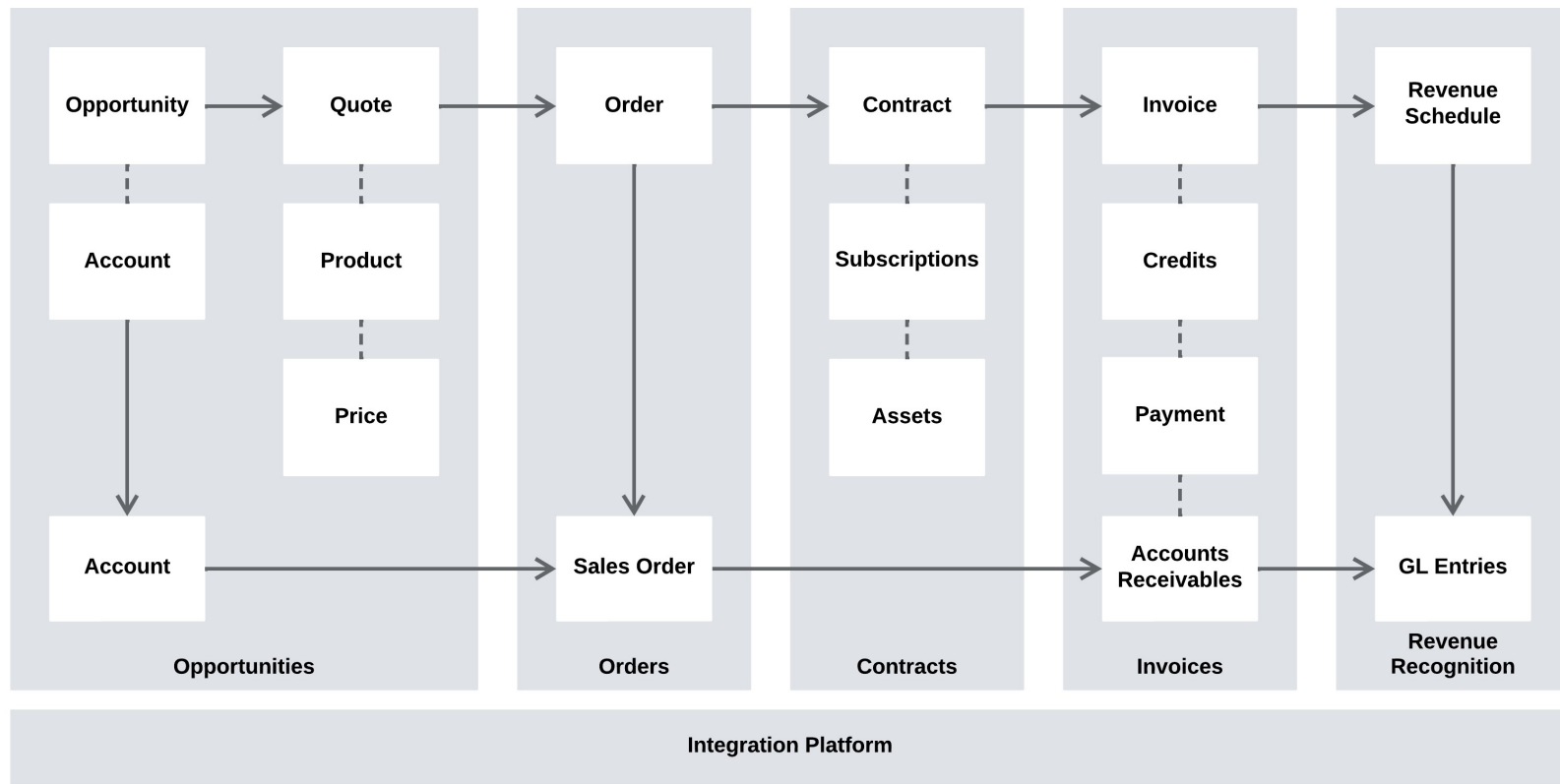


Representative QTC architecture



Source: [Salesforce Platform Architecture Center](#)

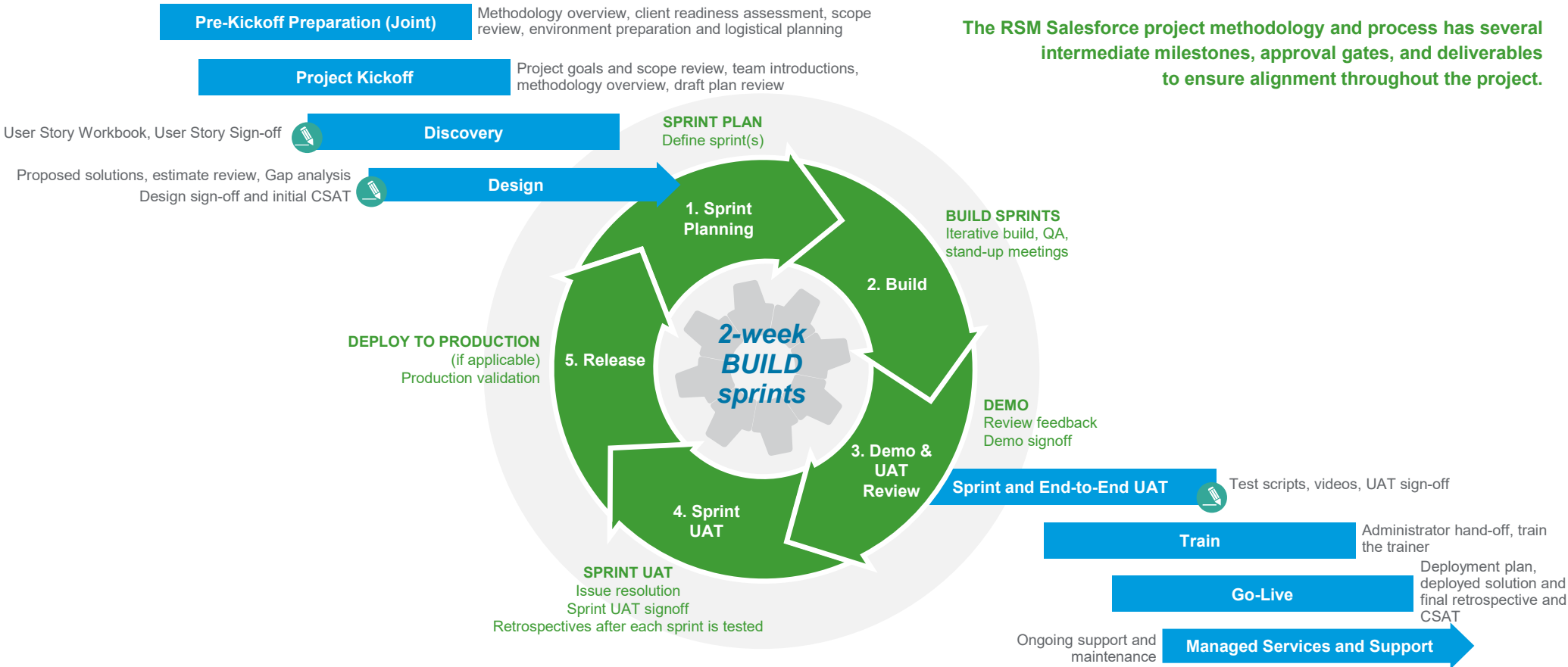
QTC data model



QTC METHODOLOGY



Solution Deployment Methodology



The RSM Salesforce project methodology and process has several intermediate milestones, approval gates, and deliverables to ensure alignment throughout the project.

CUSTOMER STORY

PROFILE

Location: Redmond, WA
Industry: Communications
Sector: Satellite Equipment and Software

PRODUCTS

Sales Cloud
Revenue Cloud – CPQ & Billing
Service Cloud
Pardot
Conga Composer

Kymeta chooses Salesforce to transform their Lead to Quote operations

CHALLENGE

The self-deployed instance didn't have strong support from all departments and wasn't built to scale the growing business

Products and pricing changed frequently, with time-consuming approvals managed via email

Configuration of hundreds of different satellite terminal options resulted were all managed with unique SKUs

SOLUTION

Overhaul the Lead to Quote process, starting with an upgrade to Salesforce Sales Cloud Enterprise Edition and Salesforce CPQ

Consolidate pricing and configuration into CPQ and leverage approvals within Salesforce for trackability

Implement Pardot for account engagement and email marketing

Quote generation with flexible clauses are managed by Conga Composer

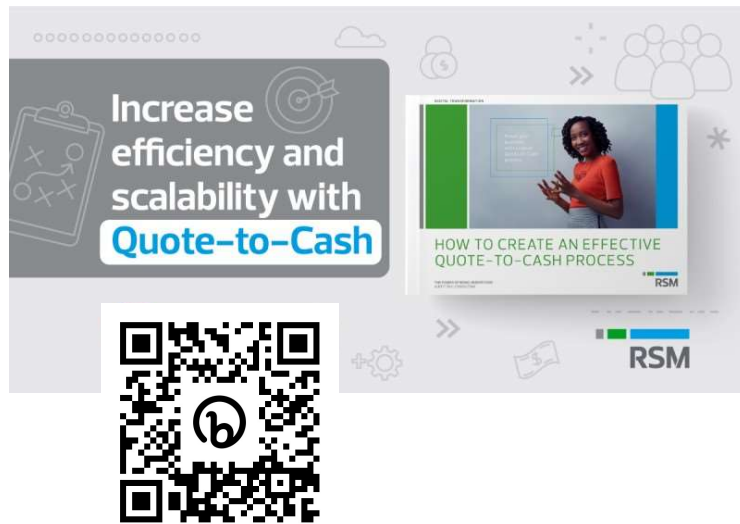


KYMETA™

"RSM has been our savior. We would not be able to be successful without our partners on the RSM team. The people at RSM know our environment, and they have been excellent at maintaining consistency and understanding our products and structure. The mindset is always that we are one team together making Kymeta successful in Salesforce."

Alisa Garcia, Director of Revenue Operations

Conclusion



Increase efficiency and scalability with **Quote-to-Cash**

HOW TO CREATE AN EFFECTIVE QUOTE-TO-CASH PROCESS

RSM



Best Practices for Improving Your Company's Quote-to-Cash Process

BEST PRACTICES FOR IMPROVING YOUR COMPANY'S QUOTE-TO-CASH PROCESS

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QUESTIONS AND ANSWERS

THANK YOU FOR
YOUR TIME AND
ATTENTION



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