Selling SaaS in a Product World

Challenges for a Product Manager When Selling Services

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- As Director of Strategic Marketing at Juniper Networks Mike is responsible for transforming classic high touch (L1 – L3) support infrastructure into an efficient profit driven Service Oriented Architecture leveraging Service Automation.

- Previously he worked at Brocade for 8 years where he has been responsible for building and delivering most of the company's market expansion products and services. He is also responsible for out of the box marketing with his creation of DCX Man and comic book style of marketing collateral focused on the company's key consumer. Before taking on the challenge to build and market support and service offerings at Brocade, Mike worked as a product manager developing high-end hardware products.

- Prior to Brocade, Mike consulted to hardware companies on Reliability, Accessibility Serviceability (RAS) and compliance engineering for consumer, telecommunications and medical equipment. During the early part of his tech career he was responsible for business development in a venture funded company that brought DVD technology to the home computer.

What We Are Taking About

- Take a product based company to a service based
  - Software as a Service (SaaS)
  - Service Oriented Architecture (SOA)

- Challenges hardware technology companies face trying to monetize offerings other than their core goods

Everyone needs to get out of their comfort zone
Overcoming fears and objections internally

# Customer experience is reality
Dump the data sheet

- Features
  - High Contrast LCD Display with 7 colour Backlit
  - Integrated Flash memory
  - Random (shuffle) Music Playback
  - Hold feature prevents accidental key presses
  - Plays MP3 and WMA digital music files
  - USB 2.0 Hi speed for fast file transfers

  Specifications
  - Memory: 2GB Flash
  - File Format Support: MP3, WMA
  - Plug and play: Windows Vista, XP, 2000 or ME or Macintosh OS X or newer
  - PC Interface: USB 2.0 Hi Speed
  - AV Output: 3.5 mm Headphone
  - Power: Rechargeable Li-poly battery USB charge

  Accessories Included
  - Professional stereo earphones
  - USB Adapter

Deliver with conviction
Know the facts, let EVERYONE know the facts

Why Support & Services are Important

- Money – Profit

- Business Criticality

- Days to Repurchase
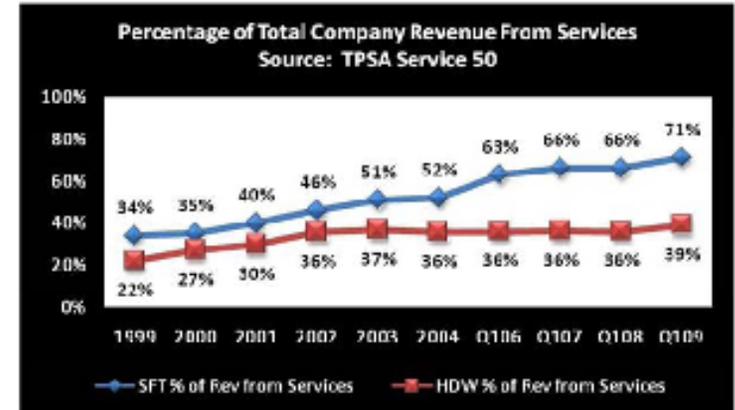
Thinking For You

- ## Service Oriented Architecture
  - Inter-operative (heterogeneous, multivendor, multi-department)
  - Service predictive

- ## SaaS
  - Little to no capital outlay
  - No maintenance
  - Common platform
  - Easy to use (configuration, learning, consistent)

Getting out of the Comfort Zone

- **Product Processes**
  - NPI / LCM / GTM
  - Ops, Order Management, IT
  - Financial models; Rev Rec, VSOE

- **Sales Process**
  - Skill Set
  - Lead time to close
  - Sell a box, give service away
  - Channel complexities
  - Commission

- **Customer Relationships**
  - Cross selling
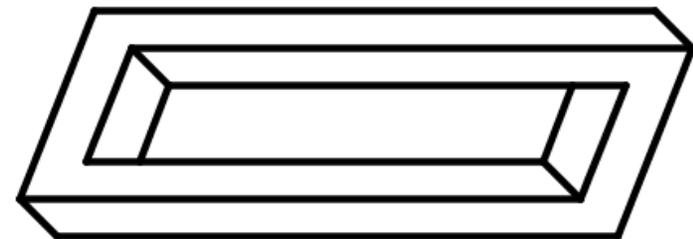 - Political boundaries
  - Bias

If it were Easy,
Everyone Would be Doing it

- Engineering loves it

- Sales Hates It

- Finance doesn't get it

The Naysayers

- Security
- Too Expensive
- Already been done
- Customer does not want
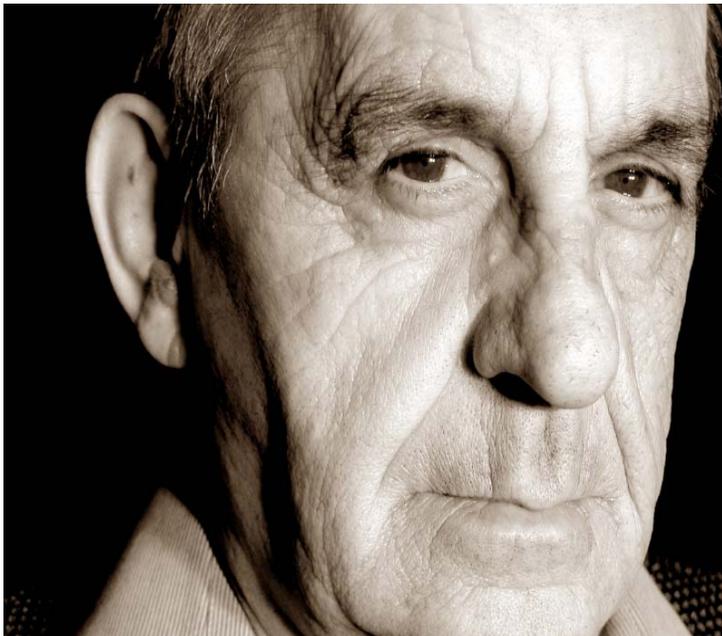- Can't meet SLAs
- No Process
- *I'm Afraid*

Real Issues

- IT v/s outsource – meeting SLAs
  - May rely on 3rd parties
  - Uses non-core competencies
  - Higher levels of security
- Pricing
- Packaging
- Competition

Stop Selling Start Listening

- Data Sheets are your worst enemy
  - Product feature priority
  - Me too / so do they
  - Everyone has the better TCO

Priorities
Pain Points
Communication

Blaa, Blaa, Blaa
"*Yhea, I already got that*"

CONNECTIVITY AND SECURITY

Brocade NMS integrates with existing security frameworks while extending remote monitoring capabilities to the support technicians at the Brocade NMS operations center (see Figure 2). The operations center can connect to organizations' networks using a choice of secure methods:

- **Via the Internet using existing or new customer-side ISP service:** Security is provided by an IPSec VPN with strong encryption and authentication, as well as Access Control Lists (ACLs).

- **Via private network using MPLS private lines:** An optional VPN can provide an additional layer of security.

- **Customized connectivity:** Brocade experts can work with organizations to develop other types of network monitoring connections as requested.

In addition, Brocade NMS utilizes a multilayer

BROCADE NETWORK MONITORING SERVICE

- Real-time monitoring, predictive support, and diagnosis
- Real-time event notification
- Problem resolution management for Brocade device-related problems
- Real-time corrective action notification and documentation
- Real-time and historical network performance and resource utilization statistics for capacity planning and optimization
- Trending and analysis to identify potential bottlenecks before they become problems
- Web portal access for service request information and customizable reports
- Planned support for event correlation and policy-based monitoring

MAXIMIZING INVESTMENTS

To help optimize technology investments, Brocade and its partners offer complete solutions that include education, support, and services. For more information,

I want to understand your problems
White Board

Application	Network	Device

- Element Manager

- L1 – L3 Vendor

- NOC

- Remote Services

- Etc

- Etc

✓ Black Holes, can't see across networks

✓ Waist time locating problems (TTR)

✓ SME's 9X5

✓ Consistent reporting

✓ Historical data, granular

✓ Head count freeze

Never Stop Evangelizing

- Products sell themselves

- No one believes it is working

- Become strategic
- Show them the money
- Find Champions
- Follow the process
- Celebrate minor successes

Thank You