

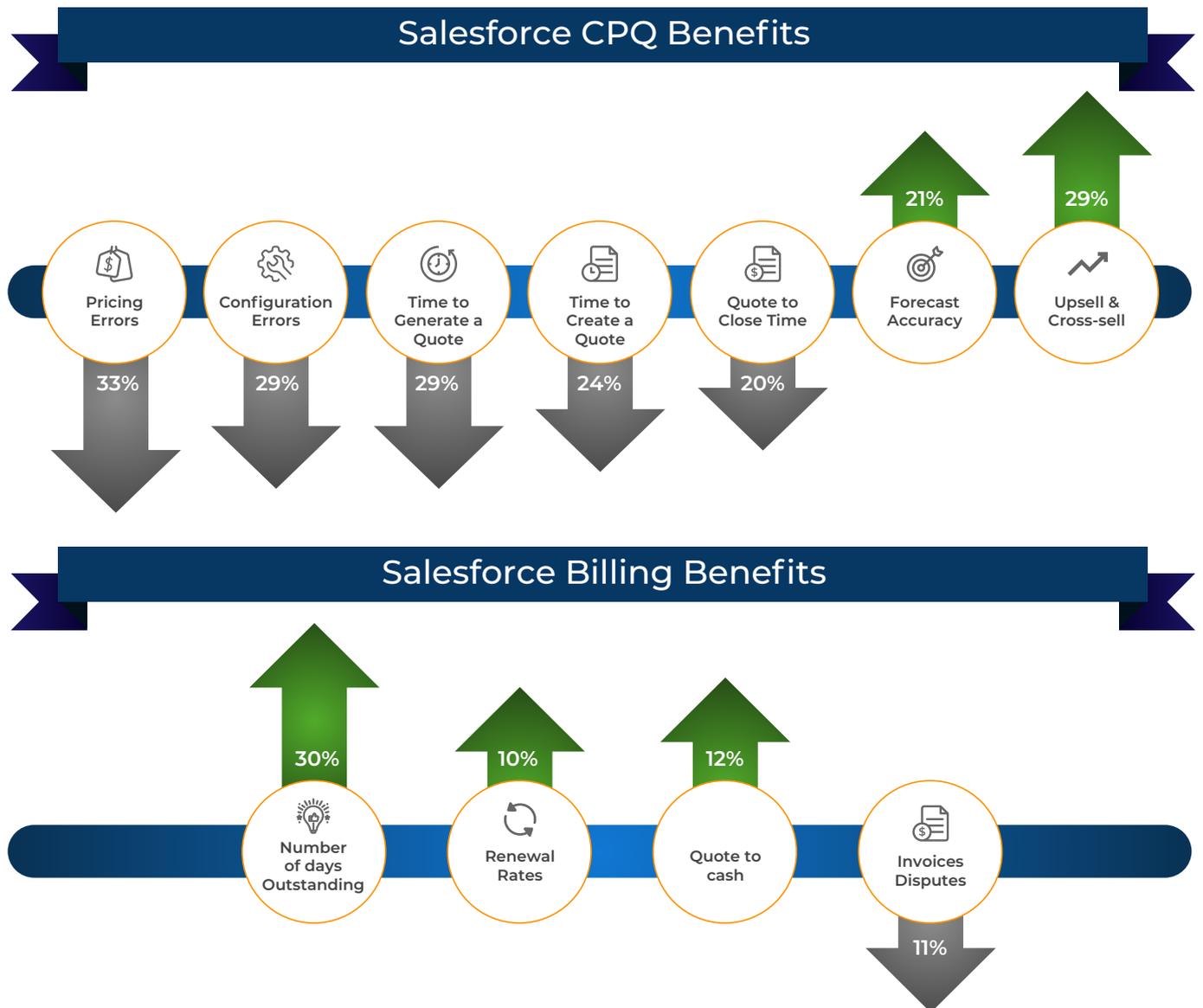


WHITE PAPER

Best Practices for Successful Salesforce CPQ & Billing Implementation

For any software product implementation, the launch is one of the most critical parts hands down. Experts would agree that if the implementation goes smoothly, the business can avoid potential problems in the weeks and months that follow. And this holds true for Salesforce CPQ & Billing as well.

Companies of all sizes and industries are implementing Salesforce CPQ & Billing to automate and streamline their complete Lead-to-Revenue lifecycle. And **report** proves that organizations are witnessing real-world benefits.



Source: https://www.salesforce.com/content/dam/web/en_us/www/documents/reports/cpq-billing-ebook-2021.pdf

While the advantages are plenty and guarantee results, implementation can be complex, cost too much or fail to achieve expectations.

Plan for Salesforce CPQ & Billing Implementation Success

Based on our experience of helping global enterprises optimize their mission-critical processes across the entire Lead-to-Revenue cycle by leveraging Salesforce CPQ & Billing, planning is a key factor that drives implementation success.

Deploying Salesforce CPQ & Billing quickly without optimizing the processes/data might be tempting, but we strongly advise against it. Reason? Lack of prep-work prior to the implementation makes a project go awry. Also, being unprepared for Salesforce CPQ & Billing leads to implementation delays, error-prone processes, and adoption failure.

We understand that embarking on Salesforce CPQ & Billing project can be daunting. Hence, we have gathered implementation best practices from our customer success team that our certified consultants follow to get a complete picture of the initial situation and create a good basis for decision-making.



Best Practice #1

Define Project Goals

First and foremost, outline the project goals based on the sales process. Understand the sales process needs, define the measurable goals – like less time spent on selling, lower processing time for quotes, increase in order value, precision in quote creation/ generation, more wins, higher renewals, reduced churn – and prioritize goals by order of their criticality to ensure that ROI is achieved.

The likelihood of project success increases manifold when the objectives are set, metrics related to the objective are defined, and important business process improvements are identified before deployment kicks off. Ensure that the business requirements list is documented and prioritized – as per critical, high, medium and low – based on the key value drivers for the project.

KPIs to Considered Before Getting Started

- Reduce overall time spent selling
- Improve quote turnaround time
- Increase Average Order Value (AOV)
- Improve quote accuracy
- Reduce churn, increase win rate & renewal rate



Best Practice #2

Ensure Organizational Readiness

Making the switch from disparate, legacy systems onto a centralized platform like Salesforce CPQ & Billing is a major change. Hence, before proceeding with deployment, it is key to ensure the organization (across teams – finance, sales, marketing, legal, etc) is ready to embrace it.

Every Salesforce CPQ & Billing project engages multiple stakeholders. It is key to realize that each one of them will need varied types of data and levels of detail. Since the stakeholders will need some time to adjust to the change, offer them a learning curve and emphasize the benefits, bottlenecks, inefficiencies, and backlogs it can resolve. Additionally, engage the stakeholder groups during planning for change management before the project kicks off.



How to Plan Change Management

- Create a single focal point, a “go-to” person, for all the stakeholders to ensure successful preparation, participation and onboarding.
- Engage all the stakeholders to plan out the key processes.
- Collaborate with C-Suite to share clear information related to change management.
- Keep change management internal.



Best Practice #3

Executive/Steering Committee Support

Bagging buy-in from the executive leadership/ C-Suite team before starting implementation ensures direction and support wherever required for a successful rollout. Getting the support of executive champions come in handy to get the time, resources, and financial backing needed to introduce CPQ & Billing. Also, the team doesn't feel pressured by the implementation process and sets the path for future improvements/upgrades.





Best Practice #4

Be Attentive to Data Management/Migration & System Integration

To ensure data readiness, focus on what data is needed for the CPQ & Billing process to run and identify the source from which it should be derived. Since it is most likely to be exchanged between the different platforms –ERP and CPQ – it is essential that the data is in real-time, updated, verified, and accurate. Define the source of truth and data owner for each master data (e.g. Customer, Material, Pricing) that will be part of the process.

We suggest first collating data related to customers, billing addresses, contacts, products, discount rates, price packages, and template details into the CPQ and then proceeding with integration with ERP/accounting systems, licensing systems, electronic signature applications, and others.

Data Migration Tools for Salesforce CPQ & Billing

- ETL tool - to perform extract, transform and load into Salesforce system
- Data Loader by Salesforce
- Integration - SOAP/REST API
- Custom CPQ Accelerator (like FloData) to accelerate migration



Best Practice #5

Business Process Optimization

It entails identifying a) key business processes, including actors and activities; b) process bottlenecks; c) data consistency; and d) measurable optimization impacts. All the said components are interdependent and crucial for the success of business process optimization.

Optimizing the Quote-to-Cash (QTC) process, including processes related to sales, account management, quotes, configuration, pricing, order fulfillment, billing, and accounts receivables functions, is key. We recommend always going through business process optimization before building the systems that support the organizational processes.

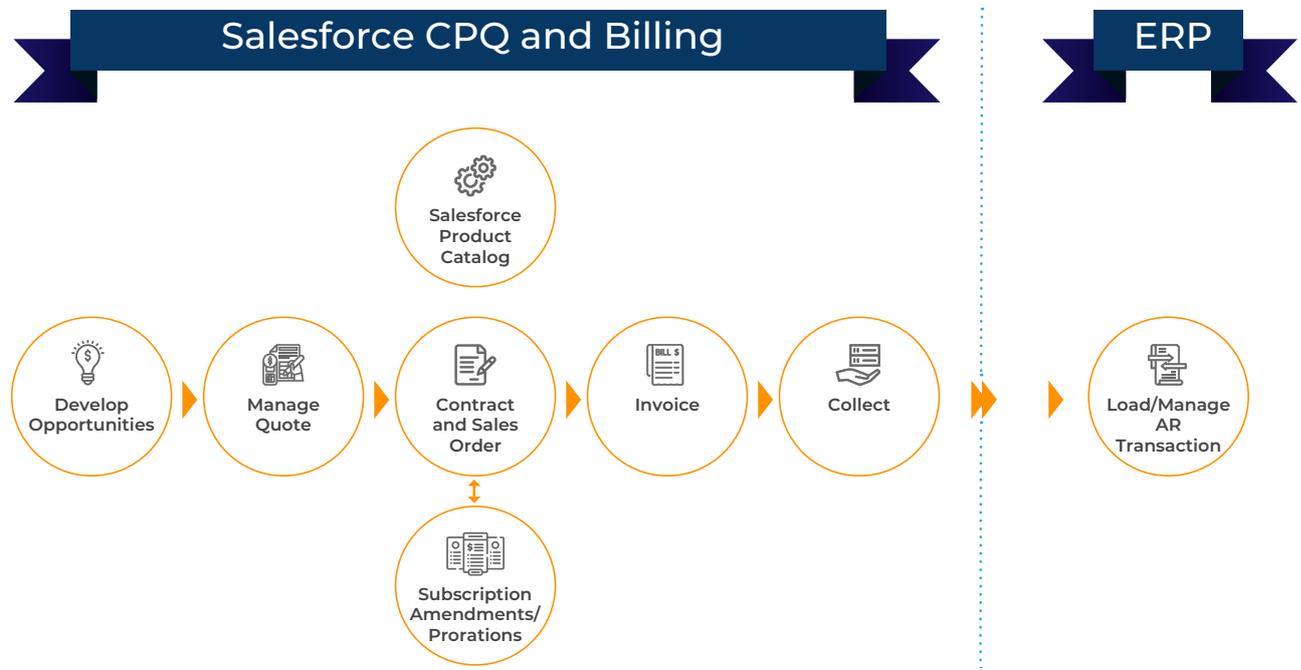




Best Practice #6

Prioritize Features

Salesforce CPQ & Billing offers a wealth of features that are worth investing in. Having said that, implementing all of them at once can be overwhelming for your team.



Considering our experience of working with clients' complicated business models, we recommend using out-of-the-box functionalities like product catalog, price book, guided selling, product bundles and order management. After the out-of-the-box features are adopted successfully, adding more capabilities whenever needed should be considered.



Best Practice #7

Product and Pricing Models

Define the Product and Pricing models, including identifying the models to be supported in the future when scoping for QTC implementation. This ensures the scalability of the system during implementation. Take the experience of the sales users into consideration when designing the configuration process so that the time spent in the process is optimized. Moreover, manual configuration and pricing inconsistencies lead to rework and order fulfillment errors.

Automated price calculations help avoid discount leakages and track the exact discounts provided in each scenario.



Best Practice #8

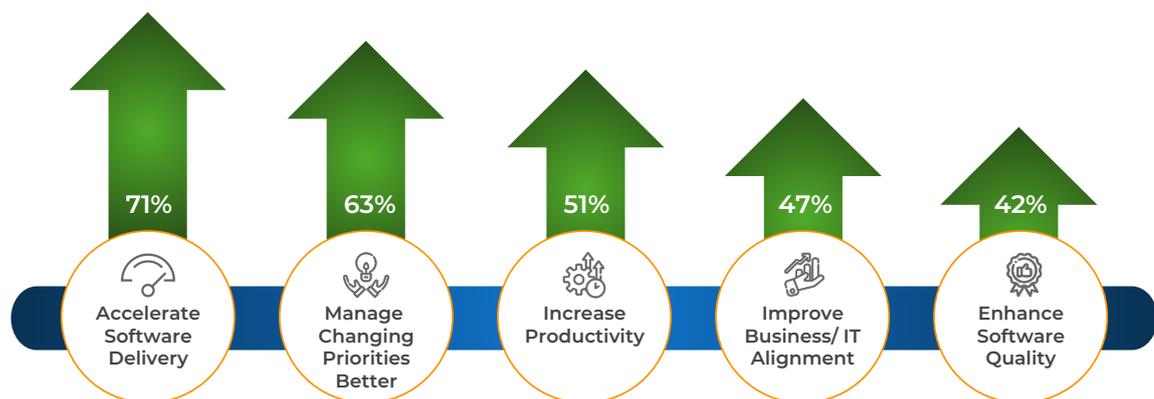
Practice Agile Implementation Methodology

Geared toward continuous improvement, the agile methodology greatly enhances a project's prospects for success. According to a [report](#), 98% of businesses experienced success with an agile project.

Agile is effective because it uses short development cycles, known as 'sprints', to allow continuous progress without implementation hitting roadblocks. This enables course-corrections to be rectified and prioritizes the most important components of the Salesforce CPQ & Billing platform.

Additionally, the agile implementation methodology allows for incorporating feedback at all stages, offers a faster response to internal/external alterations, and improves efficiency.

Top 5 reasons why Agile works

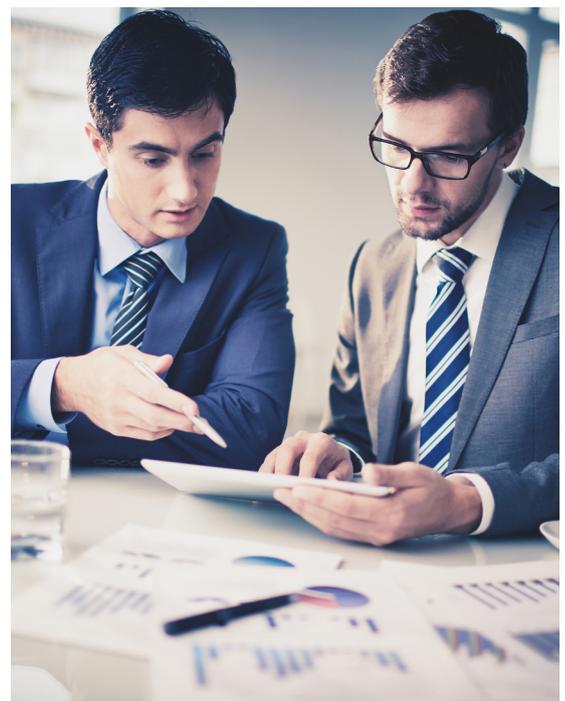


Best Practice #9

Training

Training the resources extensively is critical to avoid adoption failure. A well-trained staff will expedite routine tasks by performing smart catalog searches, leveraging guided selling and geo-based sales, resulting in accelerated productivity.

Additionally, the CPQ & Billing platform should undergo thorough pre-implementation testing of the functionalities, integrations and workflows by incorporating real-life scenarios.





Best Practice #10

Track Progress

The same rules don't work for all businesses. While many times it is necessary to reconfigure the pricing rules or redesign the product models, at other times the pricing rules can follow the 'trial-and-error' method. Leverage performance indicators to configure dashboards and reports. For pricing strategies, resort to granular feedback on customer responsiveness. Explore cross-sell opportunities using accurate forecasts. Measure suggestions proactively and filter/choose options that work and bring the desired results.

As a rule of thumb, always establish and use KPIs to measure project success/progress.

Key Performance Metrics to Evaluate Progress

Total number of tasks automated to evaluate the completeness of the CPQ implementation.

Approx time taken to respond to a customer. Lowered time taken to send a quote to the customer shows the project is on the right track and set for success.

Total number of customer queries. Reduced customer queries after a quote is sent shows that the CPQ has helped to identify the customer needs accurately.

Additionally, leverage user satisfaction surveys to measure the impactfulness of the platform. Find out how the Salesforce CPQ & Billing solution has helped curtail the efforts of the sales rep to judge its efficiency. The insight can be used to improve the effectiveness and plug the adoption gap.



Best Practice #11

Working with an 'Experienced' Implementation Partner

Choosing an implementation partner with solid Sales Cloud expertise but little CPQ and Billing expertise can result in unanticipated process, technical, and change management issues across the Lead-to-Revenue cycle. Organizations considering Salesforce CPQ & Billing implementation should collaborate with an implementation partner with a documented history of planning, implementing, and optimizing technologies across the Lead-to-Revenue lifecycle.

Additionally, the implementation partner should have the competency to design and deliver an integrated Lead-to-Revenue platform that supports the Salesforce ecosystem.

To learn more about how to get started with Salesforce CPQ implementation and the different steps to follow, go through the [Installation Guide](#).

Conclusion

Implementation of Salesforce CPQ & Billing is a long-drawn-out affair and not an easy feat to achieve when businesses are doing it on their own.

Research shows that 70% of digital transformation projects fail. Being aware of the implementation best practices is one of the most effective ways to full-proof and navigate the rollout journey hassle-free.

About Forsys

Forsys is a full-solution Systems Integration Partner for Salesforce, specializing in Revenue Operations.

Consult our team of dedicated Salesforce experts to understand what Salesforce CPQ can do for your business and how we can help you get started.



Company Headquarters (USA)

691 S Milpitas Blvd, STE #203
Milpitas, CA 95035
Tel: (408) 409.2567
eMail: info@forsysinc.com

Texas office

1100 S. 1st Street
Austin TX 78704
Tel: (408) 409.2567
eMail: info@forsysinc.com

India Office

Sai Ganesh Towers
3rd & 5th Floor, 100 Feet Rd,
Madhapur Hyderabad, Telangana
500081
Tel: +91-40-46300010