

Services-as-a-Business in the Age of Transformation

Growth through disruption
demands continuous innovation
and a shift in mindset

RUN A CONNECTED BUSINESS



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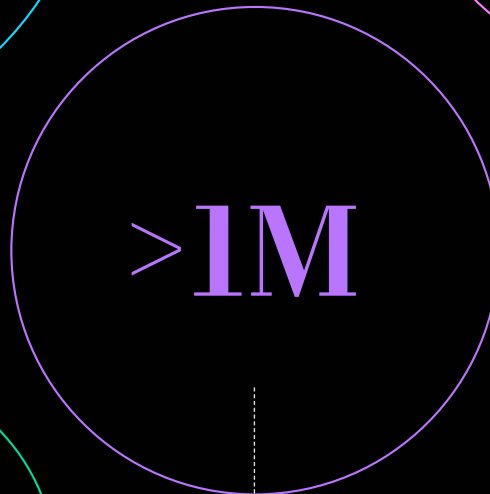
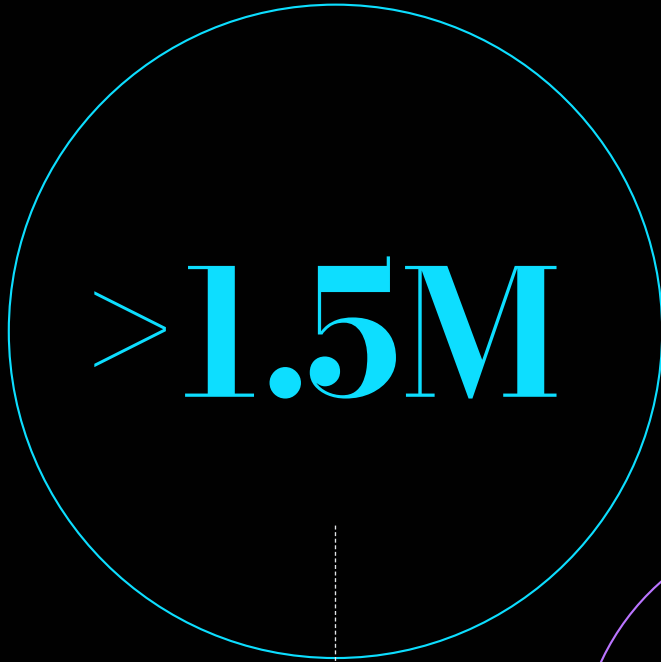
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The slingshot effect

For many services businesses, the last several years have been an epic ride — marked most recently by a return to strong revenue growth and increased jobs.

This momentum continued into 2023, as we witness something of a pandemic “slingshot effect.” Services businesses adapted to the new normal and continue to take advantage of pent-up market demand. And the most nimble organizations, especially in technology, have reimaged their business models for an evolving “as-a-Service” economy.

The “slingshot effect” in U.S. professional services



SOURCE: US Bureau of Labor Market Statistics, May 2023

Endless disruptions continue

Even as services businesses adapt, however, the wild ride that is the post-pandemic economy shows no signs of slowing down. Businesses continue to be buffeted by external disruptions, including: dramatic changes in the labor market; increased geopolitical tension (e.g. the war in Ukraine); the return of inflation and potential recession; new variants of the Covid-19 virus; and a yoyo-ing hybrid work environment.

Add to those another wild card: nagging, unanticipated supply chain issues. While much of services work is knowledge-based, it often involves adding value to the deployment of physical goods. As such, not even services businesses are immune to the interconnected nature of global supply chains.

Bringing order to disorder

Those are just a few of the macro disruptions that organizations are facing, in addition to the micro disruptions specific to industries and markets. Together, they've forced businesses to permanently re-examine what the future of work looks like, and focus on building resilience into their models.

With all this disruption occurring around us, we need to ask ourselves: Is disorder the new normal? How do we manage this reality? The good news is, where disruption exists, innovation usually follows. And frankly, it must. Uncertainty presents both a strategic opportunity and an existential threat to a business. It's in difficult times where competition increases and your business processes must elevate. To survive, and thrive, organizations must meet relentless disruption with continuous innovation — indeed, continuous transformation.



The innovation S-curve

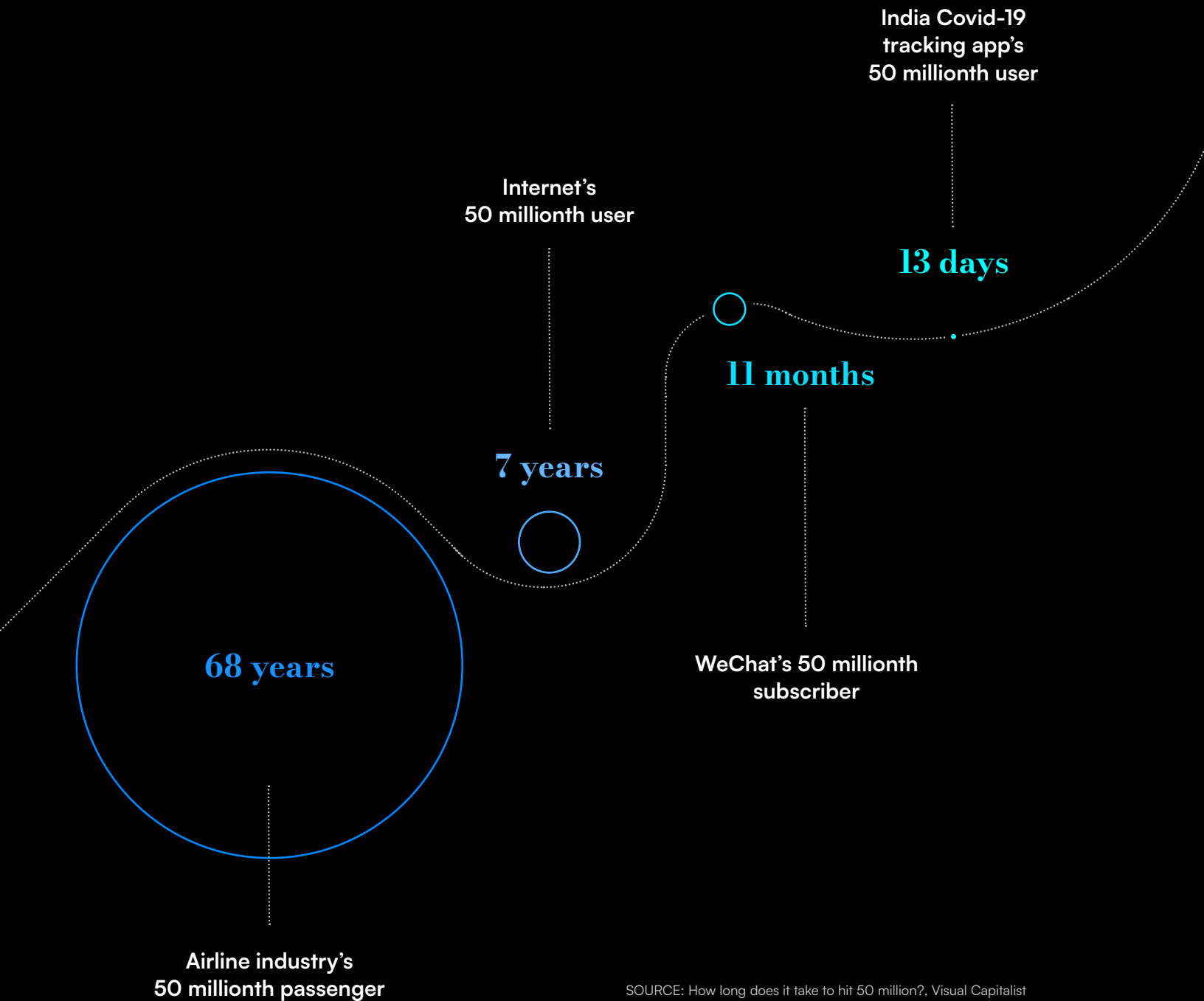
Market adoption of innovations typically follows an S-curve — slow at first, then picking up speed and finally leveling off. Businesses' adoption of this S-curve was once a years-long process. But in the age of digital transformation, innovation now happens at breakneck speed — in months or even days. At this accelerated pace, innovations are overlapping one another, and their pace is more dynamic and distributed than ever before.

At each intersection of an S-curve, a cycle occurs: A disruption meets a commensurate innovation, which is delivered to the market via services. When categorized into specific industries and service areas, knowledge work and professional services represent a continuously growing share of GDP output around the globe.

For that reason, the manner in which a services business operates can be the difference between seizing a competitive advantage or experiencing an endless and haphazard procession of disruption fits and innovation starts.

S-curve adoption

The path to 50 million



SOURCE: How long does it take to hit 50 million?, Visual Capitalist

>75%

of developed
economies' GDP
output is provided
by services



The need for agility

“Agility” is a term that’s been thrown around liberally in business circles over the past several years. And actually, with good reason: Countering disruptions with innovations requires remarkable, continuous strategic, and operational agility.

To achieve that agility in this era of continuous digital transformation, services-based businesses can be pioneers, due to their capital structures and forward-thinking nature. To be successful, they need a flexible technology backbone that enables the kind of iterative innovation that can counter the endless onslaught of disruption.

A seamless platform approach

What should that backbone look like? It starts with a seamless platform approach to transformation — a combination of automation and intelligence, coursing through a broad, connected platform that delivers specialized outcomes.

Migrating to such a platform enables information and processes to flow freely among everyone in an organization. Many CIOs see this as one of their highest priorities, and they’re achieving it by rationalizing their application architecture, reducing the distance, and complexity between tools, as well as by adopting complete, purpose-built industry clouds.

3 ways to achieve agility

A recent Harvard Business Review article mapped out three factors that contribute to organizational agility:

1

Avoiding the impact of disruptions.

2

Absorbing the impact of disruptions by taking steps like retraining workers, raising capital, or increasing communication with customers.

3

Accelerating in unaffected areas of the business once the immediate disruption is managed.

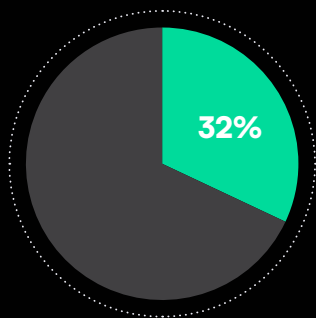
Prioritizing the customer experience

An industry cloud-based platform enables an organization to deliver unique, seamless experiences and outcomes to its customers. And these days, that's not a nice-to-have: it's critical to succeeding in the services economy.

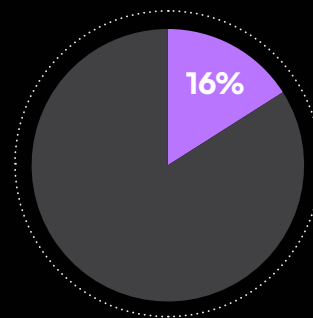
The clear relationship between customer experience (CX) and business success demands a renewed focus on how customer outcomes are being delivered. The CX, across the entire journey, must be a core part of any business's transformation strategy. That's especially the case for services businesses, which tend to differentiate themselves by the CX they offer and the outcomes that those experiences yield.

The ROI of CX

In a recent "Future of Customer Experience" survey by PriceWaterhouseCoopers:



32% of consumers said they'd stop engaging with a brand after only one bad experience.



Conversely, those consumers said they'd pay up to a 16% premium for a product or service if the experience surrounding it was enjoyable.

Services-as-a-Business

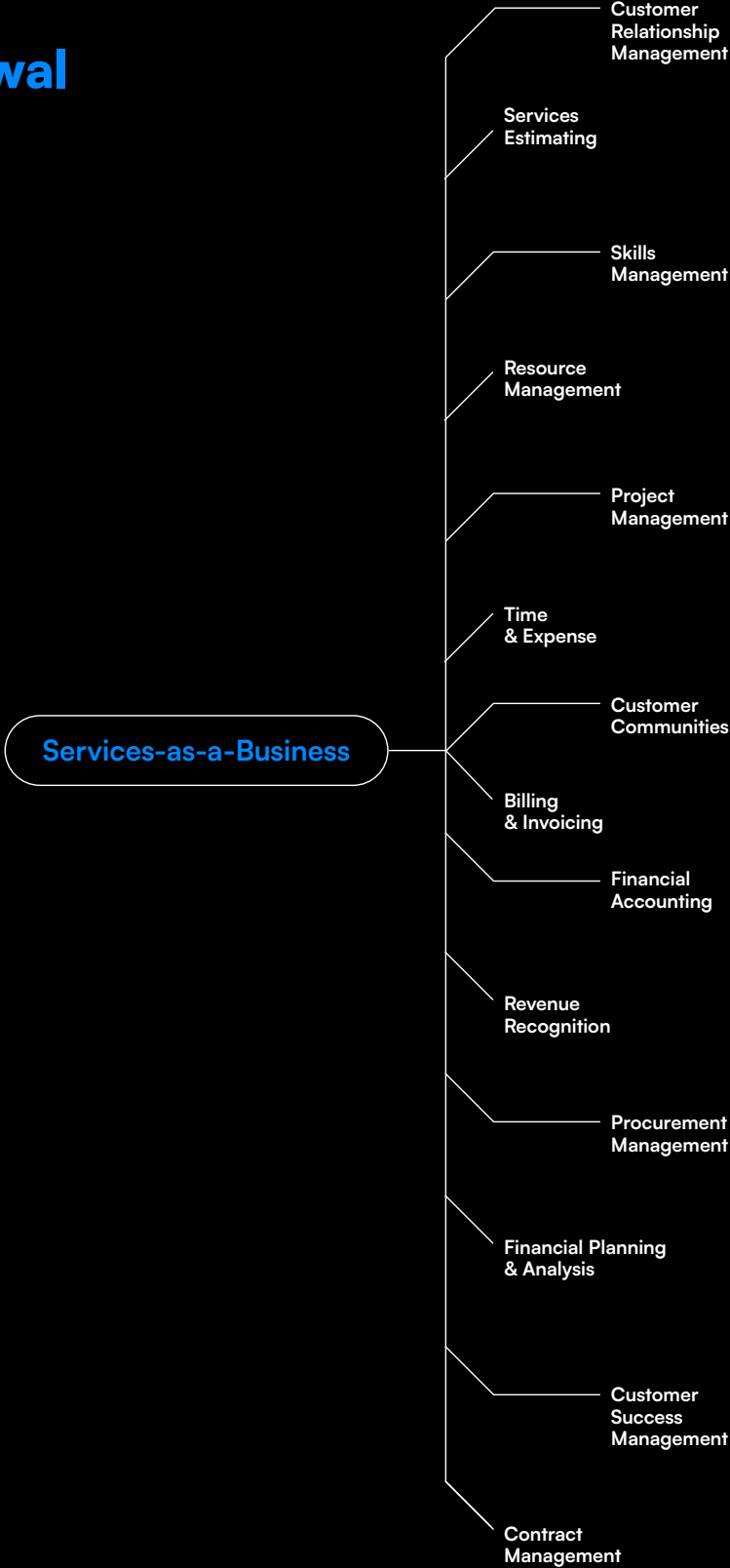
For most organizations, continuous digital transformation — and prioritizing CX in particular — demands a shift in mindset and a new methodology for solving business problems. For services teams, it requires redefining what it means to deliver those services as a business.

Now more than ever, every stage of the customer journey must be seamless, and every functional area needs to show up as one team. Whether a standalone service provider or a services team within a larger enterprise, an organization needs a complete, unified platform for delivering Services-as-a-Business (SaaS).

Services-as-a-Business is about delivering excellence across the entire customer journey, from opportunity to renewal. SaaS ensures relentless innovation and differentiation of services through customer experiences and outcomes. Grounded in innovative CX, it requires adopting a customer-centric approach, both culturally and through technology strategy.

Services businesses are pioneers in this pursuit. Across multiple industries, they've been building SaaS models organically. Those models are being structured to optimize for many different outcomes, often with the Salesforce ecosystem providing a foundation to fill the gaps.

Excellence from Opportunity to Renewal



The Certinia vision

At Certinia, we're committed to building the next-generation SaaS platform. We've partnered with dozens of businesses — from healthcare titans to cyber security leaders — to fine-tune a model that optimizes both their customer experiences and the outcomes those experiences create. It provides an environment that raises business certainty to another level.

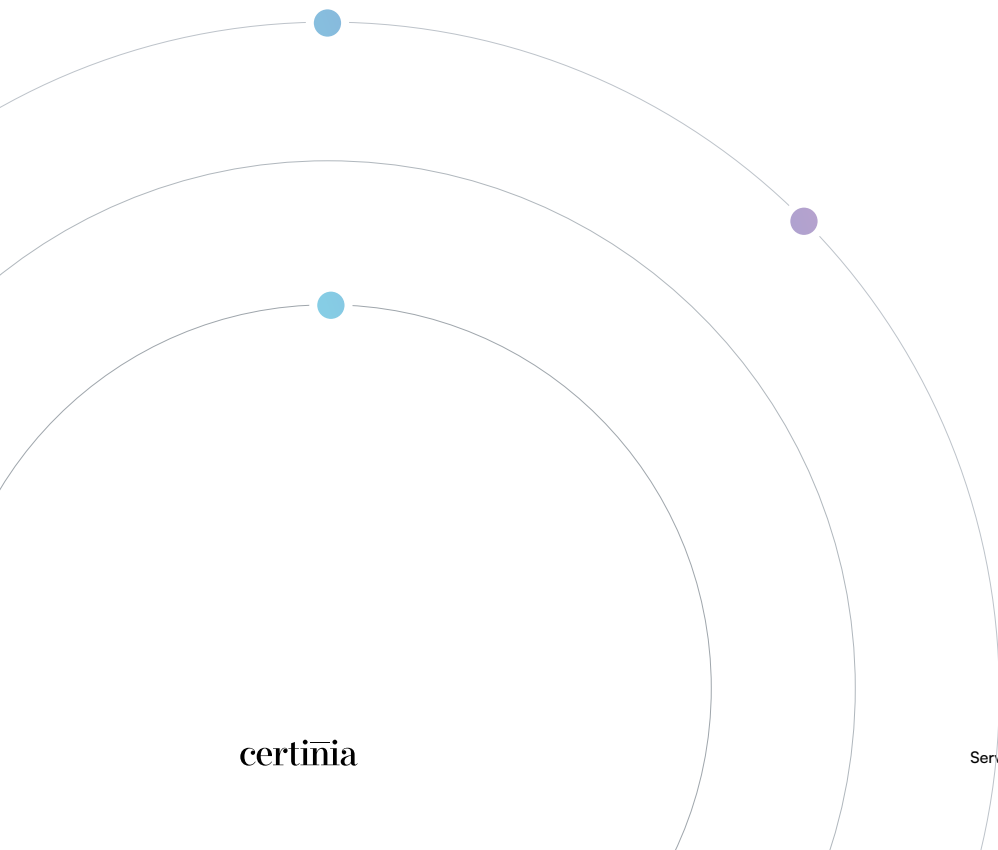
The Certinia vision is to bring all SaaS components together in a way that's uniquely structured for service delivery. In the last year alone, we've made significant strides in areas that help services businesses deliver the experiences and outcomes that drive success.

- We've **introduced a first-of-its-kind Services Estimating solution** that binds opportunities, resources, and projects together.
- We've **dramatically expanded a multi-everything approach** to support globally distributed operations while delivering localized experiences.
- We've **pushed the envelope in optimized resource, skill, and talent management.**
- And, we've **helped businesses orchestrate their futures**, putting the customer at the center of everything they do.

Solving for continuous disruption and achieving continuous transformation are not reasonable goals for organizations still clinging to a traditional approach. Rather it will require re-assessing existing infrastructure, mapping critical processes, and getting to work implementing a SaaS solution tuned for future growth.

With Certinia, services business are able to build a complete and connected platform that brings everyone together and enhances the CX. This allows teams to make more informed decisions in shorter timeframes and gives them a greater capacity to seize opportunities. It also empowers their curiosity and enables course corrections in a scalable way.

When combined, these abilities serve as a foundation for continuous innovation and transformation that can successfully counter the neverending uncertainty that businesses face every day.



Certinia drives the highest levels of data quality across our professional services and higher levels of performance from our resources. ”

David Laffineuse

Worldwide Director of Service Delivery, Thales

Experience Certinia

Certinia elevates business growth through a complete Services-as-a-Business solution spanning services delivery, finance, and customer success. Native to the leading cloud platform, Salesforce, Certinia enables organizations to run a connected business, deliver with intelligence, and achieve scalable agility.

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