



Health Check

Software Success as a Service

Objective

It is not uncommon for early-stage businesses to need to take a step back and review progress to date and future plans. When there are several different stakeholders: investors, owners, management and staff, there may be a range of conflicting opinions as to how the business should proceed and therefore it is vital to bring an independent, non-conflicted organisation in to conduct an in-depth analysis. This is the objective of the “Health Check”.

While this has considerable stand-alone benefit as an independent review for the multiple stakeholders, it is often the pre-cursor to the deeper involvement of SSAAS in the business to accelerate organisational change to deliver rapid growth.

Definition of the Health Check Scope

Critical to the success of a Health Check is a clear definition from the stakeholders of the current state of the business, their goals and what they want as the output. The Health Check is then tailored and focussed on the specific requirements of the customer.

Health Check Scope

The Health Check can contain three distinct elements and will be tailored to cover as many of these as are needed. For instance, very early-stage business will not be as interested in operational aspects of a business but more likely be interested in strategic direction and related issues.

Areas that can be covered:

- Strategy
- Sales and Marketing
- Operational

The How and What of the Health Check

SSAAS will interview all key personnel internally and end-user customers to gather and cross check information as follows:

1. Strategy

What is the exit plan? Have exit candidates been identified and why they are likely candidates? How clearly defined is the strategy defined? Are the sales channels and “go to market” activities furthering this plan? Is the entire company aligned to this strategy? How realistic is this strategy? What research supports the strategy? Do customers find this strategy credible? What can be done to enhance the success of the strategy? Is the intellectual property secure and defensible? What is competitive landscape?

2. Sales and Marketing

Do you have the correct people with the correct skills? How effectively do you ‘arm’ these people for success? Are they correctly motivated and compensated? Are the sales processes repeatable and effective? How effective is pipeline management? Is the product positioning correct? Are the targets markets correct? Is the “go to market plan clear, supportable and properly resourced? Is the solution differentiation clearly expressed? What is the partner, prospect and end-user customer experience of working with the business? Is everyone engaged in profitable activity?



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3. Operational Organisation

What internal and external communication exists? Is the scope of responsibilities and authorities clearly understood? Are the existing meeting structures effective? Do the legal constructs advance and protect the business? Is budgetary control effective? Is financial data produced in a timely manner? How is the vision maintained within the organisation? What is done to ensure high morale and employee loyalty? What are the levels of staff turnover?

Timing and Output of the Health Check

The Health Check is normally carried out and reported on within 3-4 weeks. A PowerPoint is produced to provide a high-level and concise summary with more detailed notes attached, i.e. the information is boiled down to the highly relevant content related to the study objectives.

Cost of the Health Check

The cost of this exercise will depend on the scope of the study. If end-user customer facing activity is required, this will likely add to the expense and time needed, as often it is not easy to schedule customer facing engagement.

The People

The principal of SSASS, David Berry, will carry out the study together with colleagues with particular relevant experience. They have a wide range of business, sales and technology skills and bring over 60 years of high-technology experience to the analysis process.