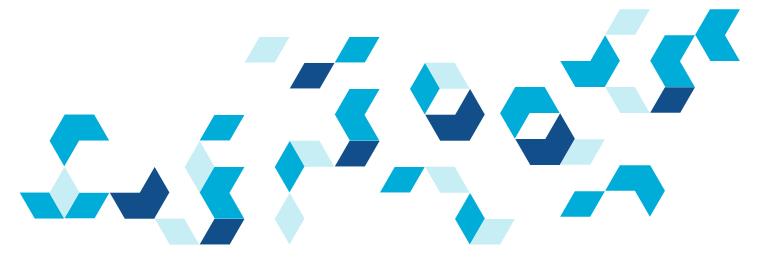# GETTING YOUR CPQ PROJECT FUNDED

A Checklist For Successfully Evaluating, Buying & Implementing Configure-Price-Quote Solutions

You are on the frontlines of configuring, pricing and quoting complicated, customized product packages—and know, perhaps first-hand—about fragmented, inefficient, even painful sales and order fulfillment processes. You've done enough research to know everyone involved could work better together with a Configure-Price-Quote (CPQ) solution: Sales, Finance, Sales Operations – not to mention your partners and customers.

BUT HOW DO YOU GET OTHERS TO AGREE? HOW DO YOU GET THEM TO SAY "YES" TO SIGNING OFF ON A CPQ PROJECT?

FPX has been helping get CPQ projects approved for over 30 years. Our experience is our customers' most valuable resource in getting their solutions approved and deployed in a timely manner. The checklist below can help you avoid roadblocks as you plot a course to fund and launch CPQ. You'll shorten the time to funding, to implementation and to realizing the benefits of CPQ. If you need assistance with any of the items in this checklist, please reach out to us. At FPX we don't just start CPQ initiatives, we finish them.

ESTABLISH YOUR EXPERTISE

In order to gain the support of others, you must become (if you are not already) the subject matter expert on how configuring, pricing and quoting is done now. It's important to do this before you start talking about the pros and cons of specific CPQ solutions. Be sure:

You can demonstrate that you know how the configuration and pricing process works currently—all of it: where does data come from, who makes pricing decisions, how are configurations done?

You can demonstrate whether the product and pricing data is current and accurate, and how the data flows (or not) through the existing configuration and quoting processes;

You fully understand the complexity and priority of your current processes so you can clearly state the problem(s) you are solving, describe the vision of an improved future state—and explain why CPQ is the appropriate solution;

You can articulate (and, ideally quantify) the revenue loss, the cost in time and resources, the risk of lost revenue and margin, perhaps the loss of entire deals working in the status quo;

You can explain how a CPQ solution alleviates these risks and offers benefits in greater revenue/cost savings/faster turnaround.

FPX recently commissioned a study to survey B2B firms that had already purchased a CPQ solution to uncover what they wish they had done differently in the CPQ buying process.

We've shared a few key findings in this checklist.

You'll find more at What I Wish I Had Known Before Buying CPQ
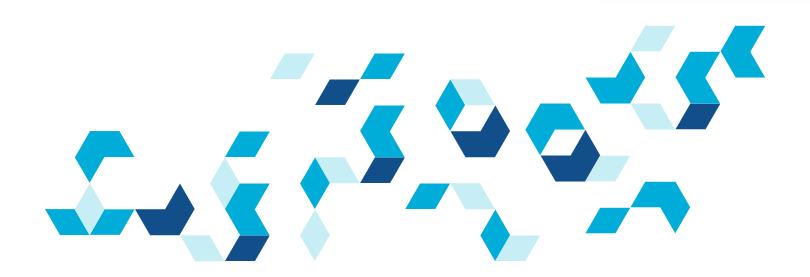
CHECK YOUR TIMING: THE "BIGGER PICTURE"

If your company has approved or begun a digital transformation initiative, you can relate the importance of CPQ to its success, in terms of a fast ROI, scalability and flexibility.

You are aware of other major projects either approved or on the table that might impact deploying CPQ; for example, you are considering a new ecommerce platform, or implementing a CRM system.

> You can make an argument that CPQ is an important factor in the success of these other projects.
>
> If a project has no relation to the CPQ process and is a higher priority you may wish to wait until conditions are more favorable.

Don't forget to present "the art of the possible" enabled by CPQ, how it gives the company ways to expand into new areas—for example, in mobile, ecommerce or improved contract management. Our study found that 30% of CPQ buyers had under-emphasized future business requirements.

CONNECT WITH THE RIGHT AUDIENCE

You know the benefits CPQ will bring to your organization—but you shouldn't go it alone and expect success. You will want to take the time to understand precisely how your company goes about making decisions around buying new technologies. You will also need to identify and communicate how key stakeholders will benefit from CPQ. We found 70% of CPQ buyers saw longer-than-expected delays in their CPQ process, driven most frequently by a lack of consensus.

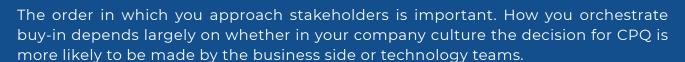## It is important you hear stakeholder's concerns at the very beginning of your initiative.

Know who is likely to support you and what they expect from CPQ.

Know who is skeptical, understand their initial objections and work with FPX on strategies that can help you overcome them.

Be very clear on whose "yes" is the final word in approval.

Learn how your company's Capital Expenditure (CapEx) committee evaluates and purchases new technologies to ensure you follow procedure.

Play to Both Sides of the House

The order in which you approach stakeholders is important. How you orchestrate buy-in depends largely on whether in your company culture the decision for CPQ is more likely to be made by the business side or technology teams.

Lines of business will be more interested in functionality while IT will want assurances that CPQ can be implemented according to their technology best practices (e.g., openness, scalability, compliance, flexible deployment options).

In the section below, we've listed typical stakeholders whose support is important for CPQ approval.

Getting to "yes" with your Head of Sales Operations

Show the level of damage these cracks are causing in terms of lost sales— and project what the upside of moving to CPQ could be.

If possible give real-life examples of customer or partner frustration or lost deals.

Explain what will be different under CPQ and how this makes Sales Operations much more efficient.

Getting to "yes" with Sales Management

Show how CPQ will make the buying experience faster and more accurate, enhancing the experience for customers and partners (and help them meet their quota).

Give examples of how CPQ will reduce lost sales and optimize revenue/ margin.

Explain that the efficiencies of CPQ will give them more time to pursue new business.

Point out how guided selling in CPQ shortens the learning curve, turning that "green" salesperson into your top salesperson.

Getting to "yes" with your CIO/CTO

Explain why CPQ should be a priority over other projects you know are on the table, how CPQ will better serve internal clients and is critical for a successful digital transformation.

Describe how CPQ can make his/her life easier by eliminating continuing support for multiple, older systems required for current configuring, pricing and quoting processes.

Point out that open, standards-based APIs makes support easier and provides flexibility for future integrations not beholden to vendor upgrades or services.

Getting to "yes" with your Product Owners

Show them how managing and updating their pricelist and catalog will be easier.

Show them why CPQ makes it easier to launch new products or add new features.

Show them how CPQ can eliminate costly configuration mistakes, optimize configurations, and improve the margin on their products.

Getting to "yes" with your CFO/Finance Team and Procurement

Present and discuss the projected ROI for implementing CPQ:

Expected cost/time savings over a specific timeframe;

Reduction in deals lost due to fragmentation—aka incremental revenue;

New revenue opportunities with faster, more accurate configurations and quoting.

Explain why CPQ offers a faster ROI than other high priority projects (know what they are).

Assure Procurement you will be looking at solutions with a solid understanding of what they expect to grant "approved vendor" status.

If your organization has a General Capex Committee, be sure you can:

Demonstrate the risk to the company if fragmented, inefficient processes are allowed to continue;

Demonstrate the potential revenue and efficiency upside if CPQ were to eliminate these risks;

Provide them a slide deck they can present to the CEO/Board that shows how CPQ is about fast ROI, scalability, and flexibility to further build on your digital transformation initiative. Just ask FPX, we can get you what you need.

KEEP THE CPQ PROJECT TOP OF MIND

Once you've assessed your timing is right, continue to build a sense of urgency within the organization.
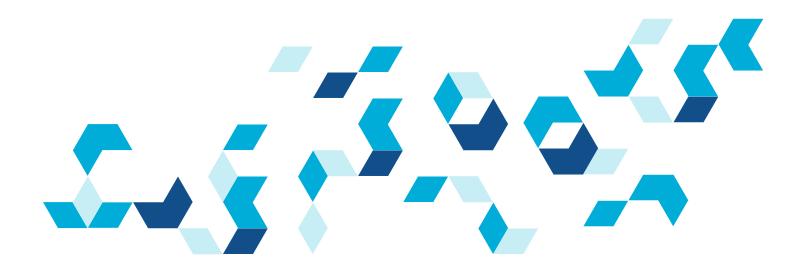
Touch bases with key stakeholders every three weeks, update them on your progress, and remind them of the benefits your project holds for them.

Touch bases with those who most influence stakeholders and keep them abreast of your progress.

Stay alert to any projects that may be grabbing "mindshare" and be prepared to remind the organization of the rapid return CPQ delivers.

NEED MORE HELP?

FPX is here to supply answers and information for any questions you may have. Contact our experts for more advice and guidance at: https://www.fpx.com/en/.

About Revalize

The Revalize Cloud for Manufacturing offers industry-leading CPQ, product, and design solutions that help organizations accelerate their time-to-cash. Unlike other revenue management platforms, Revalize is built for the unique needs of specialty industries and offers comprehensive design-to-cash solutions that help 10,000+ customers globally to design, customize, quote, and sell more than $8B in products each month.