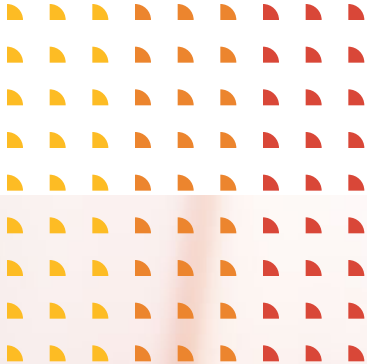




PRODUCT REVIEW AND AUDIT



LATVIV
Keeping the Spark Alive™



REVIEW AND AUDIT – BEST PRACTICES, CHECKLISTS, AND RISK ASSESSMENTS

Customer and vendor personnel interact with each other in circular phases, as outlined in the image below. These phases are circular since, after every cycle, there is an opportunity to sell more services and products and repeat the process.

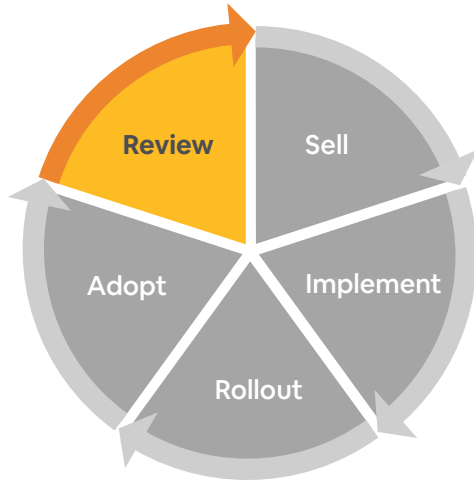


Figure: Customer Success Touchpoint Cycle

CSMs (customer success managers) are incented and should be motivated to keep repeating this cycle to boost vendor revenue. Excellence in each phase forms a strong foundation for the next phase and the next cycle iteration.

Latviv advises vendor resources to follow best practices, risk assessments, checklists, and templates to pursue a consistent approach across all phases. This eBook outlines a few checklists, best practices, and risk assessments applicable during the test, review, and audit phase. The full list of these elements is prepackaged in the Latviv platform.

REVIEW (BY CUSTOMER) CHECKLIST

In addition to collaborating during the adoption phase, vendor and customer stakeholder teams will likely evaluate the project's success individually. The metrics, content, meeting notes, project documentation, as outlined in the figure below, are used to look back on the project activities to learn for future endeavors. Listed here the activities and their descriptions as executed by customers for review and audit purposes. Vendors should proactively prepare and support customers in this regard.



Figure: Key Stakeholders and Activities

The vendor's product is likely a part of a broader customer program. Customers will look to see if the more overall program objectives are met and accordingly execute these activities in that broader context.

Customer Team Review Activities:

Activity Name	Description
End-User Feedback	Customer project manager (CPM) may not depend on the feedback collected by the vendor and may independently request inputs from end-users via phone, email, or formal survey utilities.
Collect Success Metrics	Likewise, CPM may independently collect data from third-party systems and vendor databases if needed to verify usage.
Contract Review	CPM reviews contracts, project objectives, and broader program goals to see if the customer has realized them.
Identify and Share Findings (Issues)	CPM identifies and shares findings with the stakeholder team.
Audit	For large projects, internal audit teams may execute detailed audits to root cause failures: lack of adoption, budget overruns, skill mismatches, and missed expectations, to name a few.
Vendor-Specific Investment	CPM prepares and presents a point of view for contract renewals— increase/decrease license numbers or not renew contracts.
Program Investment	CPM makes the business case for the following year budget updates.

REVIEW (BY CUSTOMER) PHASE RISK ASSESSMENT

Visibility of challenges faced by customers during their independent review will help CSMs collaborating with them.

- Lack of adequate tools to collect feedback from end-users, especially when user count is high
- Low-value contracts may not get attention and could be consistently overpaid and underutilized
- Availability of staff to process this information
- Scheduling conflicts with internal stakeholders to drive timely consensus
- Elapsed auto-renew checkpoint dates resulting in forced payment for unusable and questionable value solutions

These challenges may affect the customer's ability to respond to CSM requests. Based on the importance of the project, in the context of the larger scheme of things, CSMs should align their expectations of customer's time and availability.

BEST PRACTICE: IMPLEMENTATION AUDITS

Large implementations are and should be subject to audits by either internal or third-party auditors. This section is not meant to be a detailed study of auditing procedures and simply highlights the broad areas covered by auditors during such audits. For readers unfamiliar with auditing procedures, an audit is a collection of questionnaires and testing procedures. Auditors either ask questions, observe, inspect, or analyze data. The series of steps that they follow need to be reviewed by senior auditors. These steps are subdivided into one large audit test case or broken out into multiple audits. Each audit has a final deliverable report containing executed procedures, their results, observations, and remediation suggestions. Checklists support procedures. Based on the checklist response, further testing or data collection may be required.

The auditor role has changed over the years. Auditors are now required to play the role of an independent consultant as well. They not only prepare a list of findings but also outline remediation measures to address implementation gaps. In many cases, they stay on to correct the gaps collaboratively with other consultants. Following the practice followed by large auditing companies, Latvian recommends the People, Process, and Systems framework for implementation audits.



Latviv recommends that CSM and implementation managers be aware of these audit procedures. Awareness of not only the procedures but also findings, best practices, and remediation measures will make them savvier during their interactions with their customers.

Testing Procedures

CSMs can use the audit module of customer success platforms to execute a high level or even detailed testing of the customer deliverables prepared by the implementation team. Given the easy access to the metrics, tasks, and project collateral maintained in the customer success platform, testing procedures can reference built-in testing evidence.

CHECKLIST: AUDIT USING CUSTOMER SUCCESS FRAMEWORK

Implementation auditors break down and segment their implementation audit procedures by people, processes, and systems elements. Latviv suggests the following representative audit checklists as starting points. Each auditor prefers to go with their nuances and may follow a slightly different audit methodology.

People

The audit checklist in this section covers team setup, stakeholder, human resources, and political considerations potentially affecting the health of the project:

- Are end-users using the solution?
- Were resources qualified to manage the project?
- Were project plans, documentation, and issue tracking kept up to date adequately?
- For large projects, was a consulting partner skilled in the domain involved?
- Were resources motivated?
- Were resources adequately allotted hours to complete the project?
- Were there conflicts of interest?
- Is the reporting structure adequate?

Process

This checklist covers company operations, policies, and procedures and technical processes:

- Were approval processes followed?
- Were there checks and balances in the sharing and processing of data?
- Were privacy concerns addressed?
- (Technical example) Did the team use the most optimal algorithm to transfer data?

System

This checklist covers system features, training, requirements, and infrastructure:

- Did the vendor provide sufficient training materials and training opportunities to end-users?
- Were requirements documented and conveyed clearly?
- Is the system right for the perceived solution?

Latviv can help you manage audits and quality testing for all customer deliverables with its best in class software, content and services.

Schedule a demo and get trial access for your team.

ABOUT LATVIV

Latviv is a provider of customer success management solutions and services, available as a cloud deployment option.

Latviv's solutions increase customer retention rates, boost upsell, cross-sell, and new license revenue, and help engage with prospects, with appealing customer success results.

Reliability and Better Security

The Latviv platform rides on the Google Cloud. Google provides cloud services reliably due to its experience operating its core services like Google Search. Security controls in the Google Cloud isolate and better protect data by various methods such as compartmentalization. The Google Cloud Platform meets the most stringent data security and data center reliability standards like SSAE16 and ISO27001, a level of protection that few corporate data centers can match.

The Latviv Difference

Latviv's SAAS platform passes the multi-tenant architecture cost savings to its clients, with an appealing pricing strategy. Latviv's scalable architecture and unique design make it easy to support its multiple client implementations on the same server instance. Each of Latviv's clients can, in turn, manage an unlimited number of their customers and engagements.

Latviv provides a rapid jump start through prebuilt content, system relationships, story tracks for working with all stakeholders, templates, and customer setup examples. System users can copy relevant content, update for their situation, and start using the system.

The platform uses an advanced decoupling framework to create a Lego block paradigm that Latviv users can use to create graphs, and capture disparate metrics, joined in user-determined dashboard views. With this highly flexible approach, users can create and articulate stories the way they want and link references to them to any system element.

Ask for a demo or better still, ask for free access. See it to believe it!

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