CASE STUDY

# How customer insights and the right product development process led to 300% revenue growth

## Executive Summary

A global financial services firm was seeking the opportunity to revamp their traditional product offering. The product line in question was no longer profitable. However, it was a staple in the company's brand recognition and authority in the marketplace.

The company engaged Digital Prism Advisors for guidance on what to do with the product going forward – whether they should invest, divest, transform, or keep as is.

> *Little did they know that a few key research insights would result in a whole new digital product that not only turned the numbers around, but also created a whole new pricing and delivery model for the future.*

*"They weren't looking for typical consultants who often don't have experience actually running operational businesses. Based on that criteria, dPrism was an excellent fit for the requirements."*

**Adriaan Bouten**
*Founder & CEO, dPrism*

**Industry:**

Financial Services Firm

**Client Description:**

Global leader in compliance and risk, valuation, security and corporate finance.

**Stats:**

- Over $1B in revenue
- 5000+ employees
- Multiple product lines spanning dozens of countries

**Key Results:**

**300%** Growth in revenue

✔ **Product is now profitable**

✔ **Client now has internal product management capabilities**

✔ **Increased brand equity**

## The Challenge

The client had a traditional information product that was used by companies around the world to determine the financial parameters and calculations.

The product was delivered as a book, printed and updated on a regular basis as a hard copy only. While this line of business was small compared to the rest of the client's product portfolio, the role it played in brand value was significantly larger.

As a result, the company could not afford to discontinue the product despite its lower-than-expected performance. Nor had they succeeded in moving the product to a digital delivery model on their own in recent years.

> *The company believed there was an opportunity to better match the product's intellectual property with the potential for higher revenue.*

Executives at the company were seeking insights that would help them revolutionize and transform this product. They also needed the execution guidance and product management support they lacked internally, which as referenced above, had likely caused issues in the past with the success of new product development.

**What was also important to the client was finding an external partner who understood digital from both a business and technology perspective – a perfect fit for Digital Prism Advisors.**

### Insight

*Many companies fail in developing technology for new product opportunities. While most assume it's due to improper problem identification or scope, it actually has more to do with the organization itself. According to the Fishbone of Problems framework, the top 3 reasons for technology project failure are problems with talent, weak internal buy-in or support and culture issues surrounding new technology initiatives.*

Source: Forbes.com

# The Approach

Because low profitability can stem from a variety of reasons, Digital Prism Advisors started by researching and examining the market opportunity.

## The Research

dPrism conducted a 6-week-long initiative, consisting of both external and internal research.

They interviewed a number of users and customers of the product to understand:

- use cases
- habits
- behaviors
- pain points

All of these were critical to gain from an outside-in perspective, and fully understand the customer's frame of mind.

In addition, dPrism's consultants spoke with a number of vendors, partners, executives, and subject matter experts to gain an inside perspective on the product and market position.

## The Initial Insights

The initial insights were straightforward, yet powerful. It turns out that the product was highly regarded and loved by the customers.

> *However, in many cases the product was being used incorrectly or not as the company intended. This led to missed revenue and a mismatch between customer needs and product value.*

With this insight, the client and dPrism agreed there was a key opportunity to better align customer needs with product value, which would likely result in increased revenue and a better product experience.

## The Solution

dPrism recognized that this traditional product had far more revenue potential than was being realized. In order to capture the full portion of the value chain, dPrism recommended that the company cease producing the product in its current form.

Instead, they advised the financial services company to develop a digital subscription and software as a solution model. **Not only would this better satisfy the user requirements as uncovered in the research, but it would create the opportunity to standardize the revenue projections each year and prohibit users from sharing the product with others without first purchasing a license.**

The client agreed upon the discovery and recommendations for next steps – so they turned to dPrism on how to design the product and execute the next steps.

| The Product Rollout | |
| --- | --- |
| **STEP 1**<br>**Product Planning** | dPrism created a detailed plan for executive review and approval, including timeline, budget and resources needed. |
| **STEP 2**<br>**Developing the Solution** | With the approved plans, the client hired Digital Prism Advisors for part 2 of the project, which centered around actually developing, testing and launching the product. |
| **STEP 3**<br>**Managing the Product Development** | Over the next 8 months, dPrism partnered with the client's internal and external IT teams and the subject matter experts for the product. dPrism's operational team brought forth valuable user experience and design resources, as well as keen oversight and management of the product development process to ensure on-time and on-budget delivery. |
| **STEP 4**<br>**Launching the MVP** | A minimum viable version of the product was successfully launched on-time and on-budget. |
| **STEP 5**<br>**Rollout and Handoff** | Armed with this experience, the client and dPrism moved to rolling out the product to all customers over a short time period. dPrism conducted a series of trainings for the client and product team, which they had hired and brought internally at that point, to ensure success going forward. |

# Solution Analysis

What made this project successful is summed up into a few key insights:

**1** **Every great product solves key customer needs.**

dPrism leverages a "jobs-to-be-done" framework to elicit useful insight from prospective customers as to what issues are keeping them from doing their jobs effectively and what tools or services might help them better accomplish their goals.

> *Digesting this feedback and turning it into a set of initial product development requirements gives your organization a huge leg up to ensure that you achieve product/market fit and delight your customers and prospect, and it is nearly impossible to deliver good products to market if you work inside-out and rely on your own interpretations of their needs.*

**2** **A dedicated product team will help alleviate any development issues.**

Companies that don't have product people or product departments internally will always struggle to develop product effectively and will likely be challenged to deliver on time and within budget.

> *As this initiative has shown, dedicated product employees handle the communication between technical and leadership, and also manage critical functions such as user interface and user experience.*

**3** **Engaging with customers doesn't end when a product launches.**

Effective product design, development, and management requires a strong and continual customer feedback loop to ensure that the product continues to grow and evolve to meet their ever changing and expanding needs.

> *dPrism helps clients build that feedback loop into the product management function, with the establishment of regular customer surveys (using Net Promoter or some other methodology) and customer focus groups or user panels to gain deeper usage insight.*

## Taking the Next Step

With a successful project under their belt, the financial services company has continued to engage dPrism as a digital transformation guide in other endeavors throughout the organization.

**Key projects following this engagement include:**

- **Outside-in customer insights work**
- **Market mapping**
- **Digital product development**
- **IT capability**
- **Robotic process automation**

In the end, the financial services firm was pleased with the research, digital product build, rollout and growth.

The client also indicated that this was one of the first times that a technology project did not blow the budget or timeline - a testament to dPrism's experience, guidance and management of the project.

As a result, the client's team now has the ability to build digital product capabilities in-house that will help them grow and transform for years to come.

## Are you looking for a team of operational consultants to help you achieve similar results?

Schedule a free consultation with a member of our executive team today.

**LET'S TALK!**

**dPrism**

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