

Genesys Connects With Accept to Maintain Competitive Edge

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Paul Lang
Vice President of Products



Challenges

- Aligning product development strategy with overall corporate strategy and market objectives
- Improving visibility into overall product development lifecycle
- Tracking and managing complete product requirements information for complex releases

Solution

Accept gives Genesys the visibility and strategic capabilities it needs to align product development with corporate and market objectives. It provides a single system of record that improves and standardizes requirements gathering and supports a best-practices product development methodology that is repeatable and sustainable. As a result Genesys can reach the market faster with better-targeted and more exciting product releases.

Genesys Telecommunications Laboratories is the only company that focuses 100% on software to manage customer interactions over the phone, via the web, and in e-mail. With more than 4,000 customers worldwide, 1,500 employees, and a reputation for pioneering telephony solutions, Genesys has been a true innovator within the contact center industry for more than 15 years.

However, as the company grows, so too do the challenges of maintaining their competitive edge in new product development. According to Paul Lang, Genesys' Vice President of Product Management and Strategy, with every new product cycle, complexity increased and visibility diminished, making it difficult to continue to innovate and meet the demands of the market. "We are managing a complex portfolio of products. Every release of the software suite is comprised of multiple individual products—each with significant interdependencies," commented Lang. "Continued growth and competitive advantage required us to make some changes."

Accept Chosen to Drive Alignment and Visibility

Lang knew in order to meet company goals he had to improve alignment between product and corporate strategy, and increase visibility across the entire portfolio from ideation through planning and execution. He also knew the existing support systems were not up to the challenge. "I think the heart of the problem was the old system's inflexibility to address our needs. It was difficult to link our corporate strategy, our product strategy, product plans, and our R&D investments," recalled Lang. "Not to mention we couldn't even get the reports we needed. For example, it took hours to output a Product Requirements Document (PRD). And when, in mid-process, we received critical market intelligence we could not easily analyze and consider its impact in order to quickly correct our course of action." Lang had successfully transformed a similar process at another company with Accept and knew precisely how the solution could help at Genesys.

Better Alignment between Corporate Strategy and Product

Since each release cycle contained so many products and capabilities, it was a challenge to align corporate strategy through the portfolio and throughout every product. With Accept, Lang will be able to measure, analyze, and visualize the alignment of any aspect of product development – portfolio, product plans, requirements, company strategies, and market needs. "We can weight any number of inputs – competitive threats, specific customer needs, vertical segments, market data, even analyst opinions – and see how each relates to our corporate strategy. With this insight, we can then prioritize product investment to create more effective roadmaps and drive a product portfolio that focuses our resources in the areas of greatest strategic value and financial return."

Lang can also use Accept to instantly create alternative scenarios and analyze trade-off decisions mid-cycle based on new market information. "With just a few clicks, our senior management team can see what it would cost to accommodate a given request. We might see, for instance, that implementing a particular capability would cause us to delay existing customer commitments or competitive differentiators, or even push out our scheduled release, which in turn would impact our revenue goals. With this information executive management can agree on the best strategy, and product development can stay in lockstep. After we've made key decisions, Accept accommodates any course corrections needed."

Single System of Record for Complete Visibility

Before implementing Accept, Genesys did not have a consolidated view of planning information. It was difficult to perform activities such as running reports, tracing requirements, and

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developing and adapting product plans. “With Accept we now have a single system of record that contains all of our planning data across multiple products for a multi-year, multi-phase program and that also works in harmony with other applications we use.”

This single system of record approach opens the way for much richer visibility delivered through personalized views, dashboards, reports, and alerts. For example, Lang and his product management team can see how every requirement is weighted in terms of importance, window of opportunity, and revenue, from the overarching strategic level down to the requirement level and back up. With Accept’s traceability, he can also tie any requirement directly to underlying data on Genesys’ customers, prospects, competitors, and market research. “It’s not just a planning application, or a requirements tool,” reiterates Lang. “It really is the single system of record for everything we do around product strategy.”

Standardizing the Product Planning Process

Genesys’ product planning process historically was time-consuming and difficult to replicate from release to release. With Accept, now Lang can instill a consistent, repeatable, predictable, and cross-functional process for new product definition and development. For example, he can define what information comprises a requirement, and can enforce discipline around that process. “Among other things, each requirement must show who requested that enhancement and why, and these must be linked back to the corporate strategy theme, product theme, and the release theme,” he says. Design templates and workflow also help enforce consistent process controls and shorten the overall product life cycle.

Lang says Genesys will gain significant benefit from having such a clearly-defined and easily-repeatable process. “Easier, more thorough understanding of our product portfolio will result in better planning upfront and critical efficiency and time savings,” he notes. “That gets us to market faster and with better market alignment, which ultimately gives us more opportunity, both in terms of revenue and competitive advantage. That’s a direct result of the improved visibility and strategic planning capabilities that Accept provides.”

Best Practices from an Experienced Team

For Paul Lang the decision to use Accept goes far beyond the solution benefits. It extends to the drive of Accept to foster innovation, and the commitment across the organization to take the time to understand the customer’s environment, corporate strategies, and how the Accept solution needs to drive value. “When you buy a solution that is strategic to your business, you depend on the company, not just the product. The Accept team gets it. They understand what it’s like to be in my shoes because they’ve been there,” comments Lang. “I can’t stress highly enough the positive experience of working with Accept. It is how you should work with a company and it’s how I would hope our customers would want to work with us.”



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About Accept

Accept Software helps companies create tomorrow’s winning products and drive sustained competitive advantage. Accept Software conceived of and delivered the first solution to combine innovation business processes and a single system of record with the voice-of-the market, portfolio and product planning and management, enterprise reporting, and role-based dashboards. With Accept Software, companies gain visibility and control, align corporate and product strategies with market needs and successfully execute strategies and plans.