

**Hi!**

नमस्ते

What this deck contains

- What Productiv does
- What I do at Productiv and why its unique
- An example case study of work from my time here

To unlock these other thrilling deck-upgrades, lets connect !

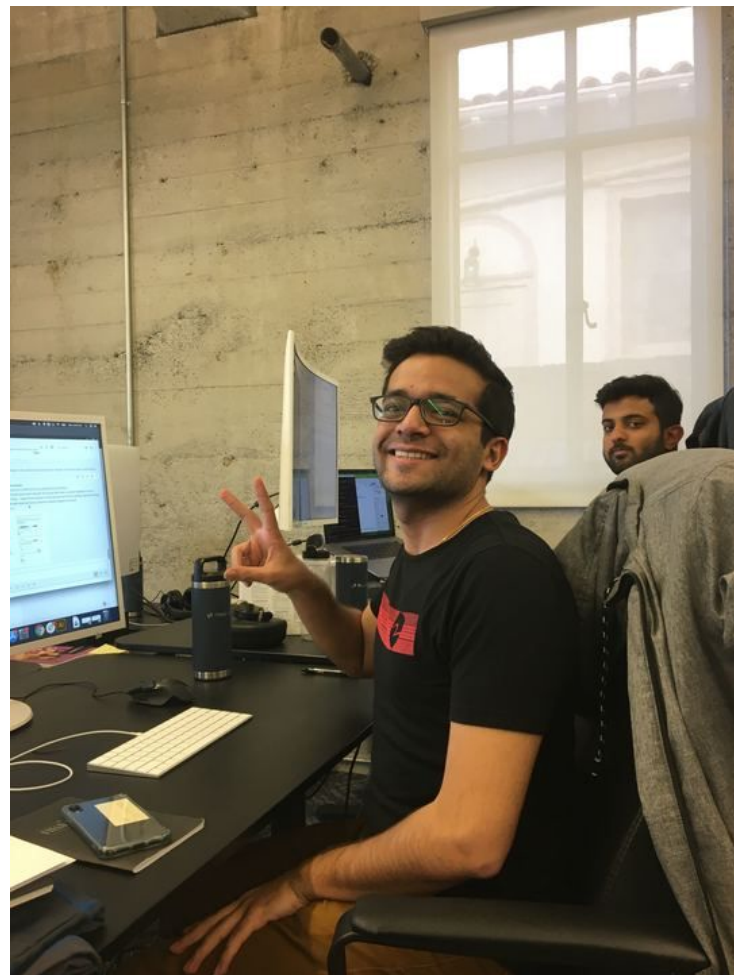
- Live explanation in my fantastic voice
- Live demo of the case study
- The 3 critical events that lead to me becoming a designer
- My casual startups, the TEDx talk
- Snippets of my past work experience (Ernst Young, Waymo, MIT etc)
- Some cheesy drone video montages

I currently work at a company called



**Here is what you need to know**

- Series C B2B startup in Palo Alto
- SaaS data analytics: New category
- Joined Feb 2020. Employee #23. Product member #3.
- Today: Sole Product Designer + Backfilling 1 PM





The problem space

# 400

SaaS apps at an organization

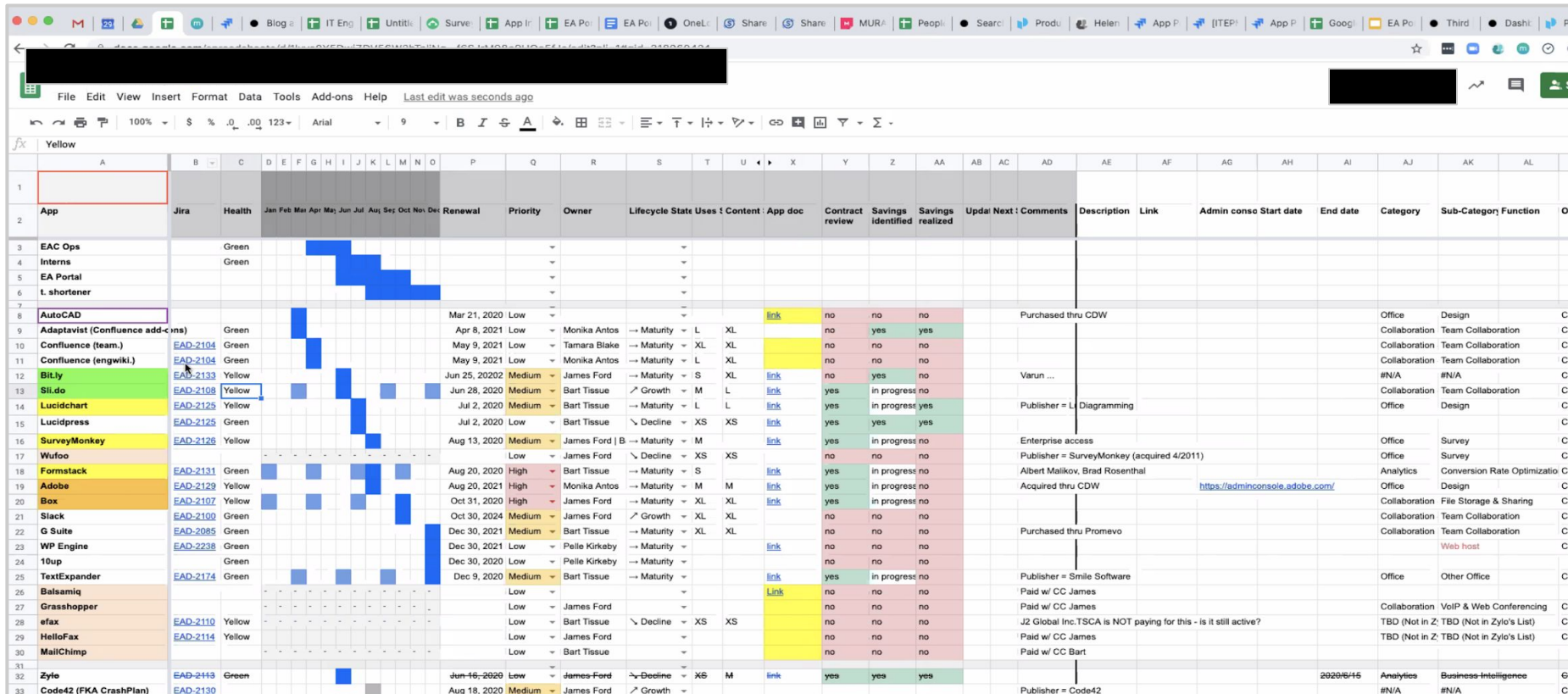


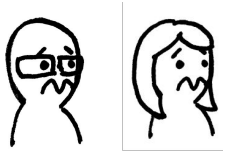
# **For each of these 400 apps, an IT team needs to manage**

- Administration
- License distribution
- Renewals
- True-ups
- Data governance
- Security
- Privacy management
- Regulatory management
- Compliance
- Training
- Troubleshooting
- Support

To track 100's of millions of \$ in annual recurring spend !

To track 100's of millions of \$ in annual recurring spend !





Spreadsheets cannot:

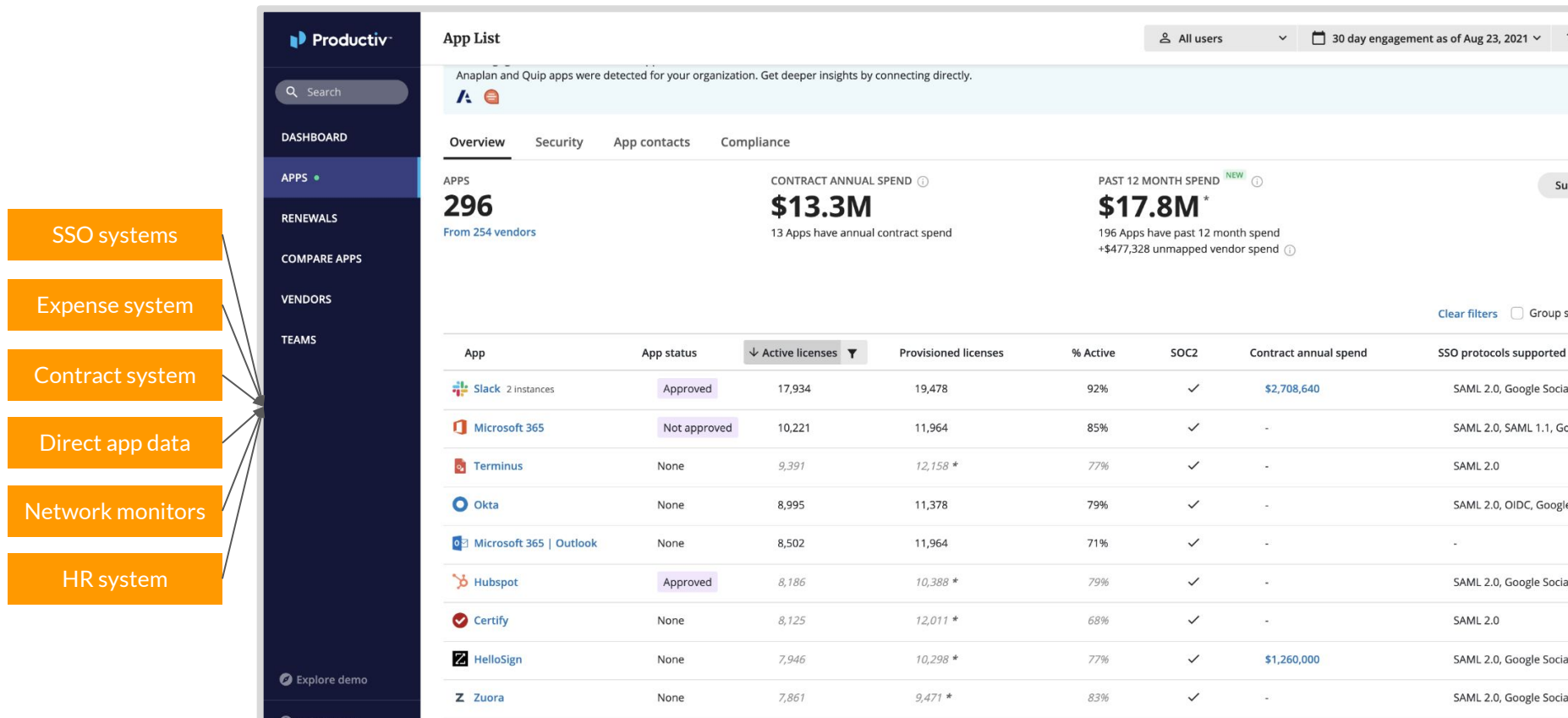
## **Empower CIOs / IT Orgs to focus on boosting productivity**

Other things spreadsheets cannot do

- Stay up to date: someone has to update them. Almost every week
- Give visibility into actual usage / ROI
- Be used to track or enforce Security, Privacy Regulatory Compliance
- Automate workflows
- Prevent surprise SaaS bills

# The Solution

A SaaS Management platform. Aggregate and correlate data from multiple sources to provide visibility, insight and automated action to unlock productivity in your organization



Early stage, ambiguous  
Discovery  
Strategy, Thought leadership

Pixel craft, Handoff  
Execution  
Data complexity

Case Study A

## Understanding the SaaS governance landscape

Exploring the unexplored frontier of SaaS management to define the future of the product

- Deep user + landscape research
- Converted industry needs into roadmap
- Spun off an add-on product
- Identified + executed multiple big-rock projects

Case Study B

## Securing an org's privileged info

Empowering users with more time to solve new problems by eliminating manual labor around access management and cost optimization

- Delivered a marquee feature with highly complex data scenarios
- Created a system to ensure future extensibility

Case Study C

## Enabling dynamic product packaging

Creating a system to allow BizOps + GTM teams to create tailored product pricing packages

- Revamped the entire navigation architecture
- Created flexible systems to block and upsell features

## Case Study B



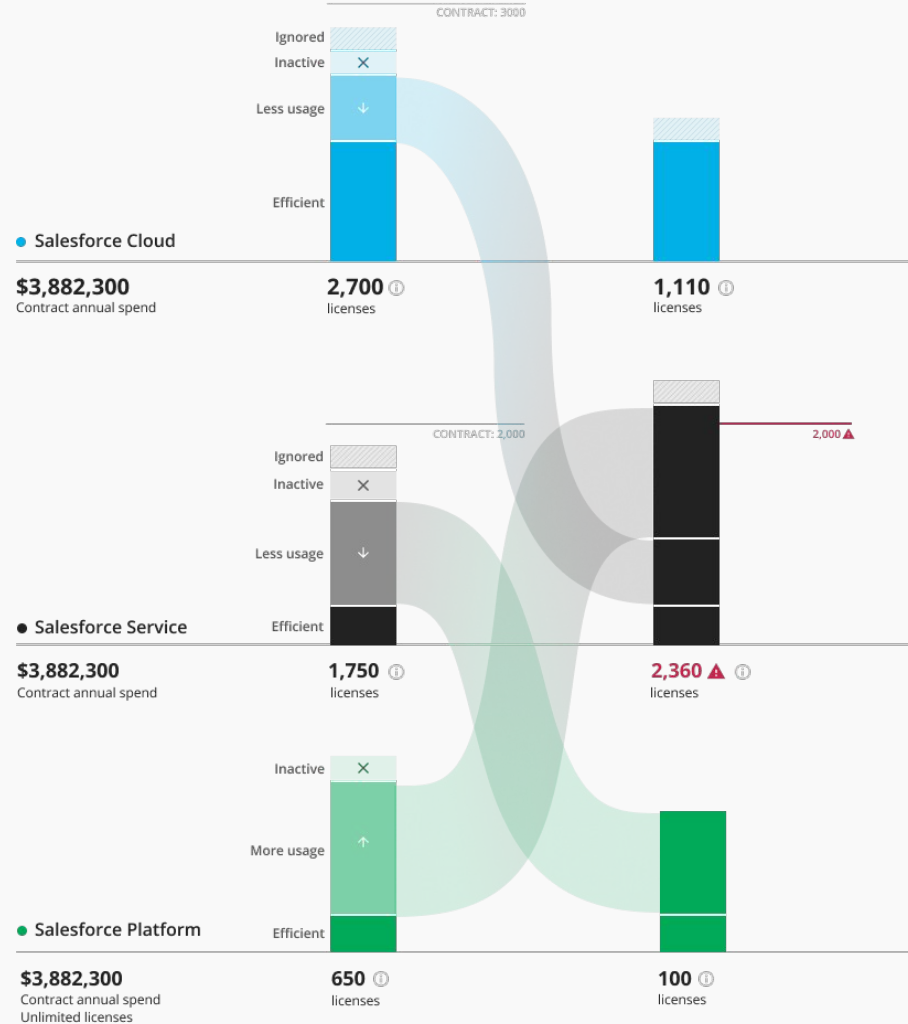
# Securing an org's access surface

Timeline: 4 months

Role: Lead designer

## My scope

- Contextual user inquiry
- Concept creation + validation
- Project costing + sign off
- Pixel execution
- Handoff
- Rollout



Our target user



An **IT portfolio owner** at a  
**Large Enterprise**

Responsible for 1-20 SaaS apps  
Reports to the CIO/CISO

- Deployment
- Uptime
- Administration
- Renewals
- Troubleshooting
- Vendor relations
- Access management
- Compliance
- True-ups
- Privacy compliance
- Data governance
- Cost Efficiency
- License management



- Optimize
- Administration
- Renewals
- Troubleshooting
- Vendor relations
- **Access management** — Access to privileged information
- Compliance
- True-ups
- Privacy compliance
- Data governance
- Cost Efficiency
- License management

Example to indicate gravity of privilege information



at

Uber

- Customer list
- Legal documents
- Customer contact info
- Customer histories
- Strategy notes

45,000 licenses

Public company

\$11Bn revenue, 2020

Across

- Current customers
- Secured wins
- Prospects
- Pipeline



An **IT portfolio owner** at a  
**Large Enterprise**

“Nobody should have unnecessary access to privileged info. That is a security risk, a compliance hazard and also inflates our cost unnecessarily”

→ **Goal: Security and compliance**

→ Secondary goal: Cost optimization



✓ Impacted user identified

✓ User need identified

# Understanding the current process

We spoke to our large enterprise customers

zoom

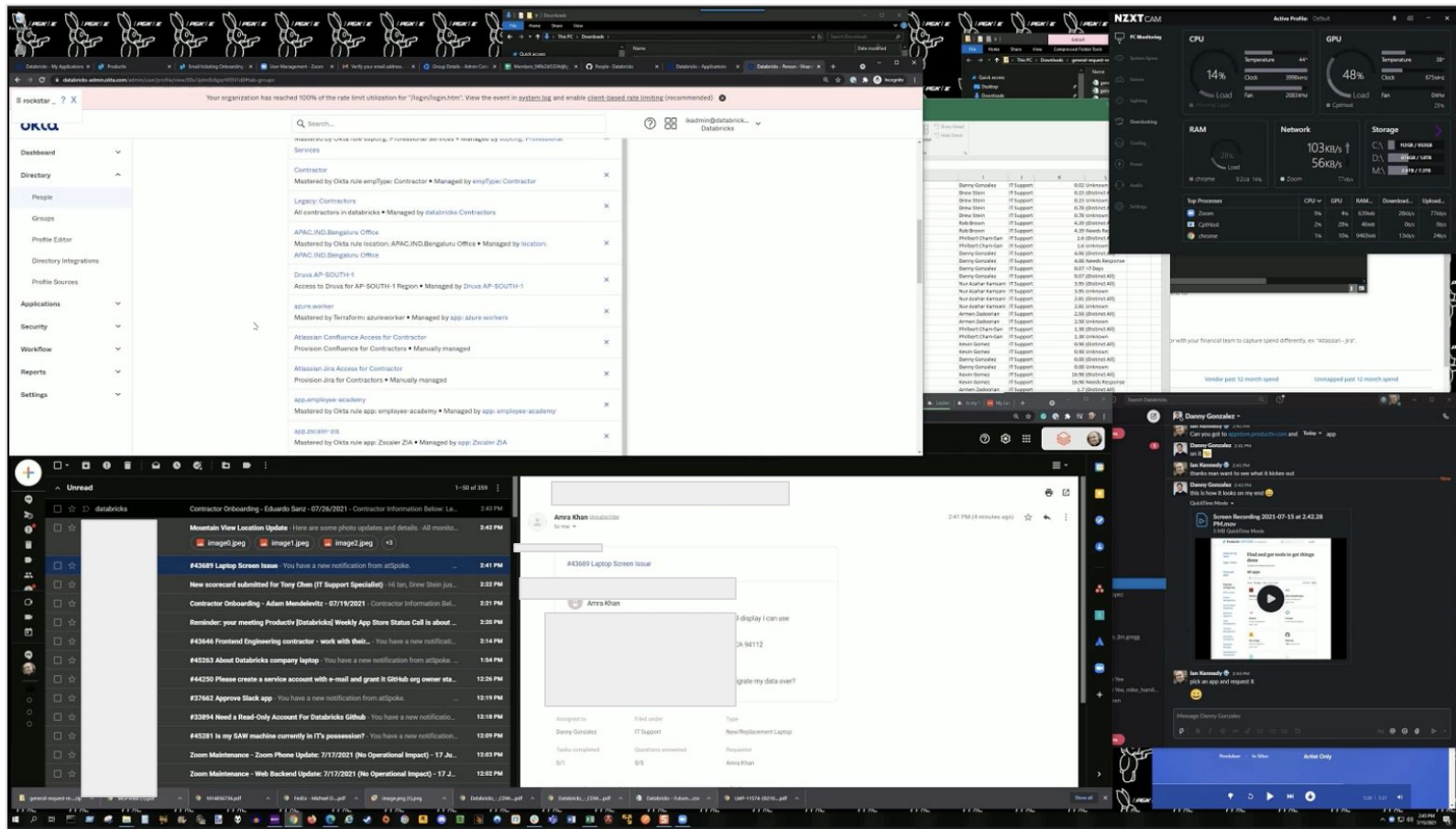
sumologic

 databricks

okta

*RingCentral*<sup>®</sup>

Uber



Current process

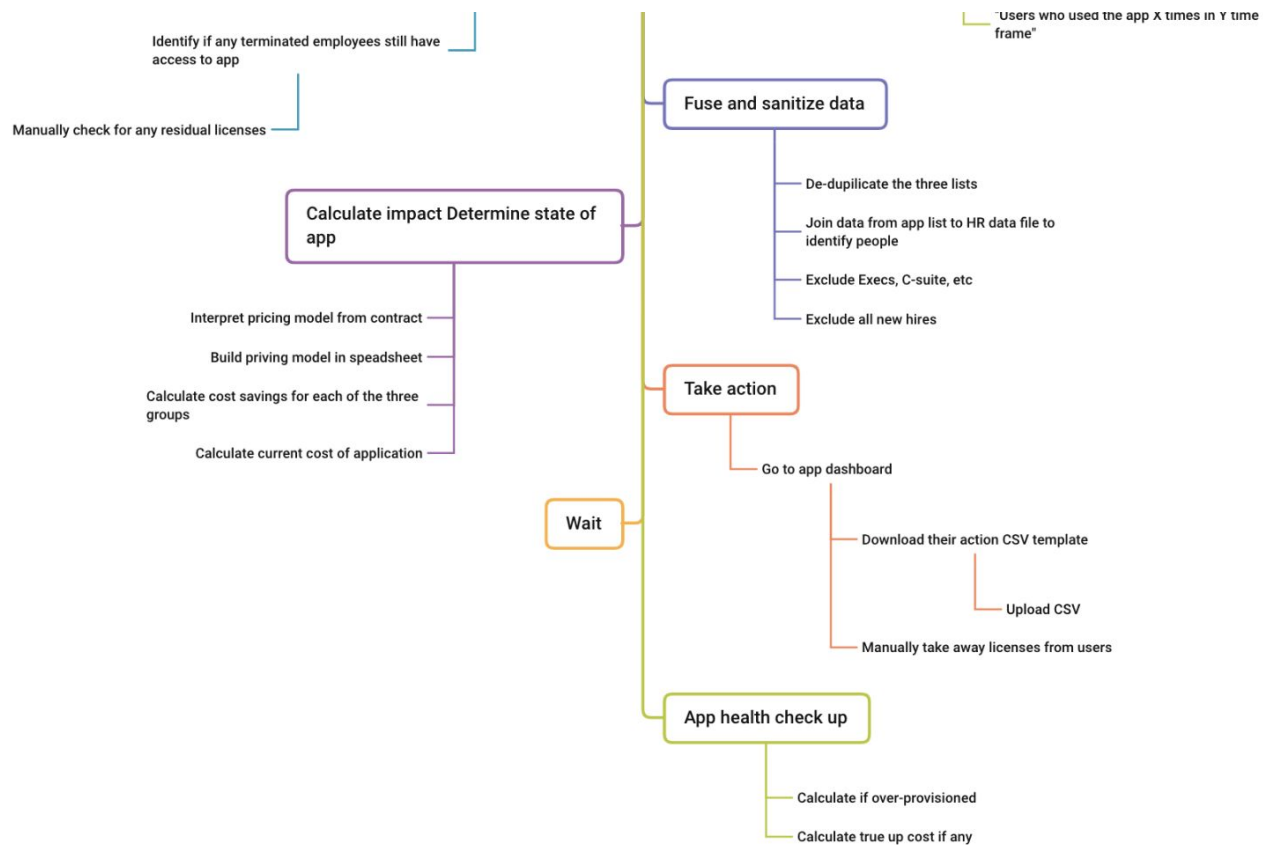
## User steps

- Identify inactive employees
- Identify inefficient employees (arbitrary)
- Inventory any employees who have left the org since last audit

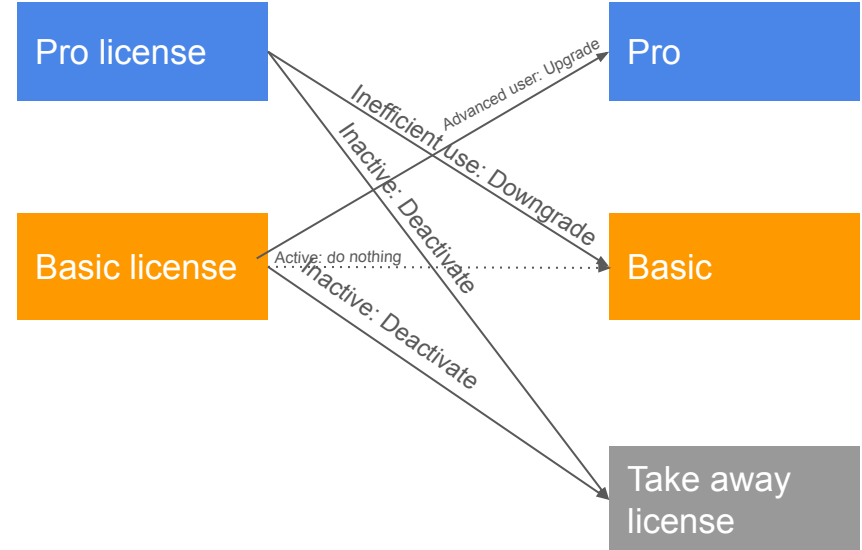
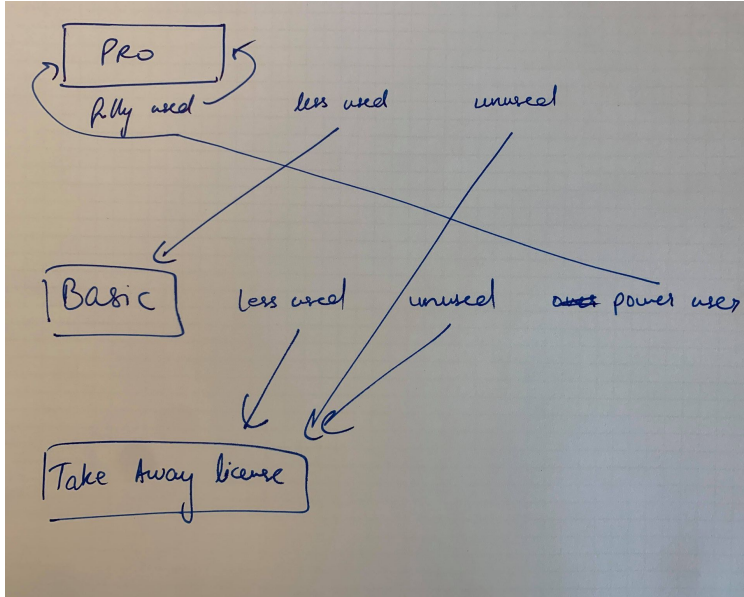
→ Take away employee's license or downgrade access level



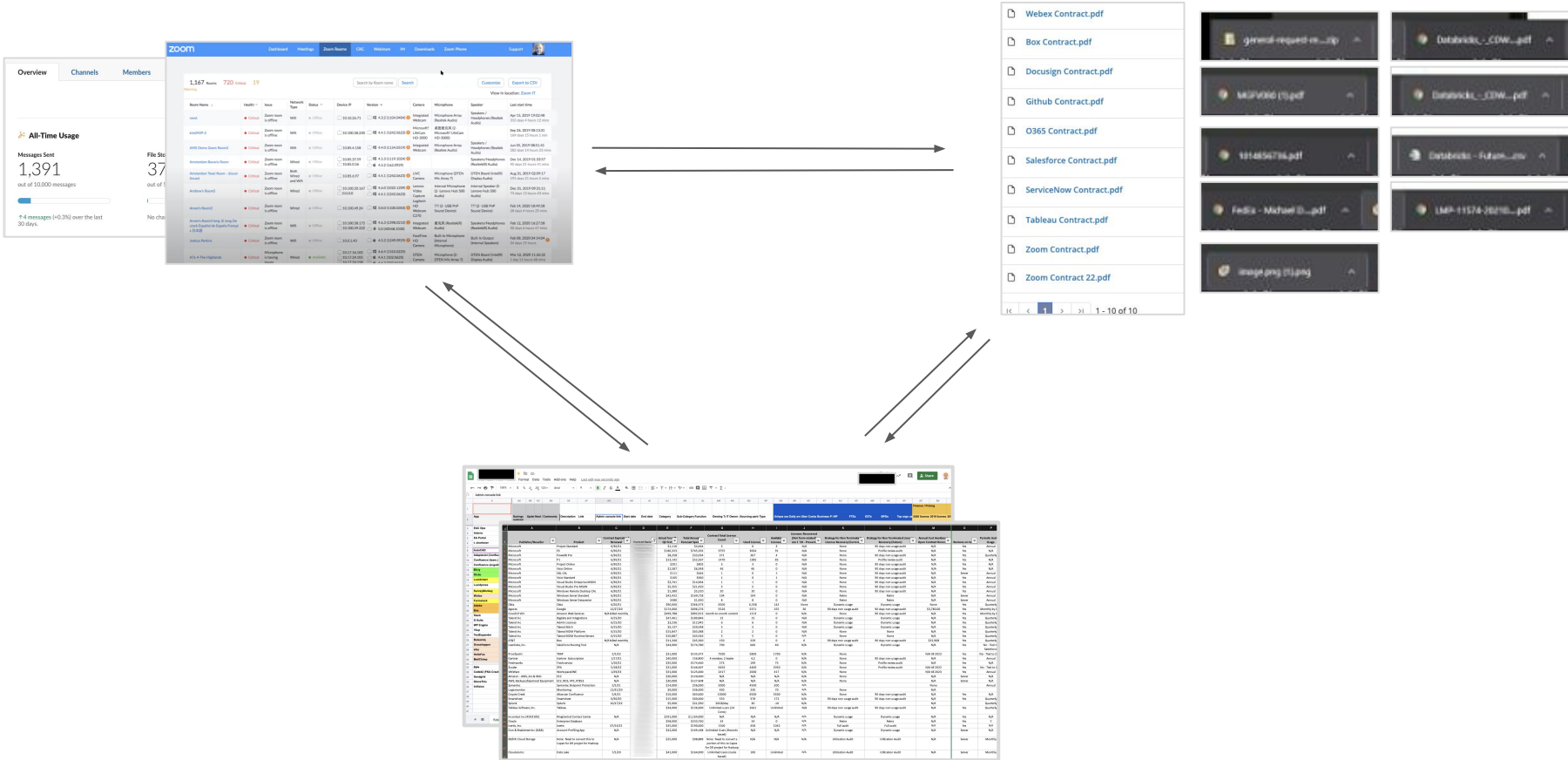




# The process flow



# It's a mess ...



# Say that takes 7 hours...

Imagine doing this for the 20 apps you own, every month !

**7 hrs x 20 apps = 140 hours**

Month has 160 working hours

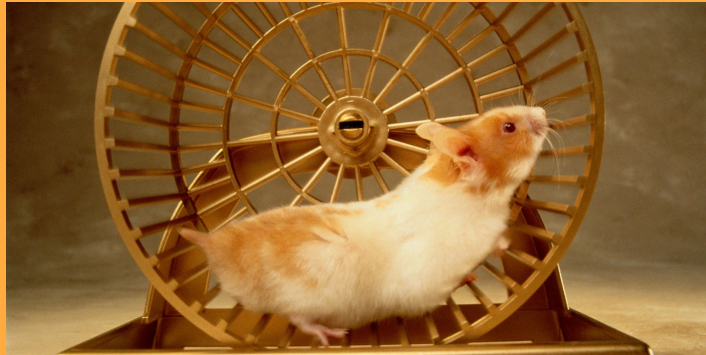
When will you do all the other things ?

- Deployment
- Uptime
- Administration
- Renewals
- Troubleshooting
- Vendor relations
- Access management
- Compliance
- True-ups
- Privacy compliance

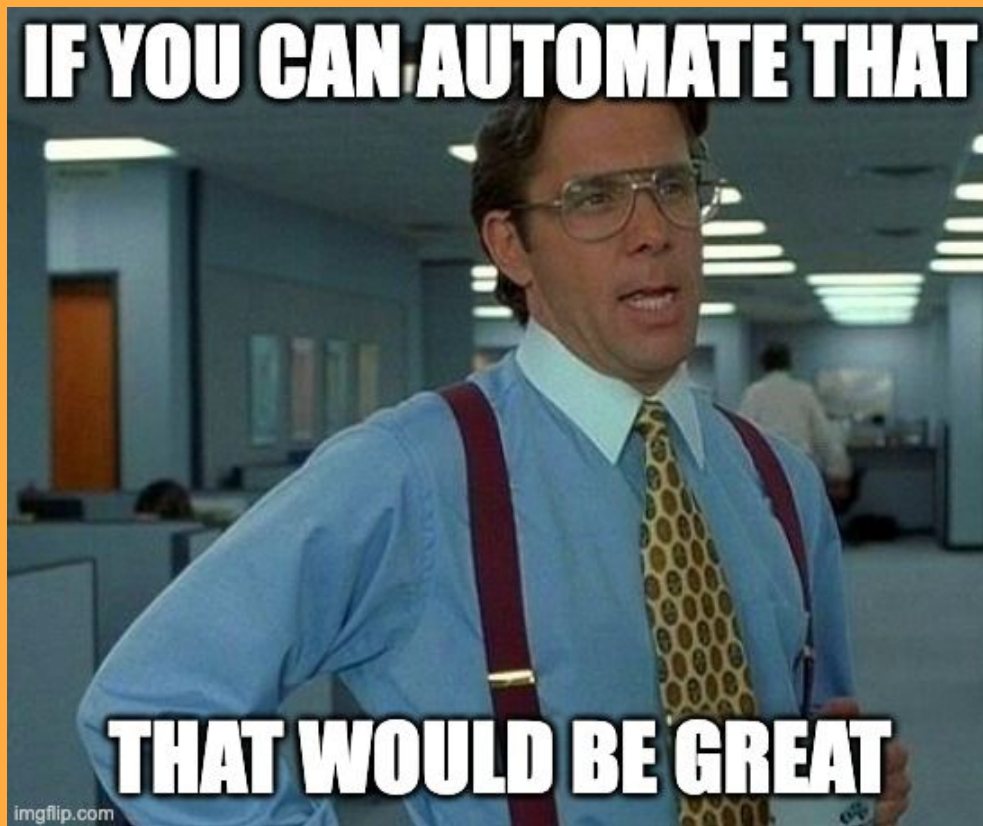
The end result ?

Portfolio owners feel like a hamster:

→ Running in place going nowhere



**IF YOU CAN AUTOMATE THAT**



**THAT WOULD BE GREAT**

- ✓ Impacted user identified
- ✓ User need identified
- ✓ Current process understood

# Insights + Synthesis



**User were trying to compute 3 states for each app**



Current



Optimized

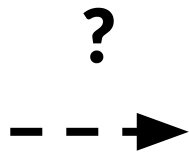


Renewal

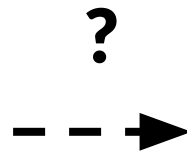
And how to transition between them ...



Current



Optimized



Renewal

And finally automate these steps



- ✓ Impacted user identified
- ✓ User need identified
- ✓ Current process understood
- ✓ Concept modelled

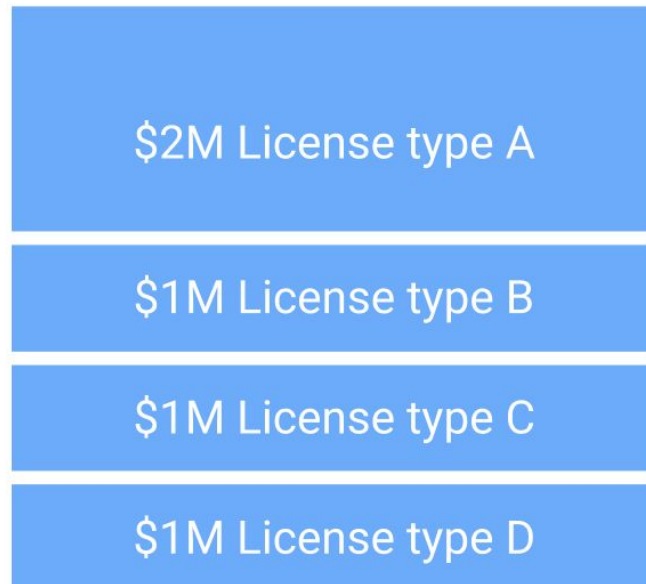
## Next: Ideation + exploration + concepting

# Q1/many: How do users think about their contracts ?

We learnt that contracts are negotiated at the tier level and that's how customer wanted their insights represented



Or as a whole ?



By license tier ?

Extreme

Current



Reflect contract structure  
Reflect current distribution of licenses  
Reflect current engagement status  
Suggested actions

Optimized



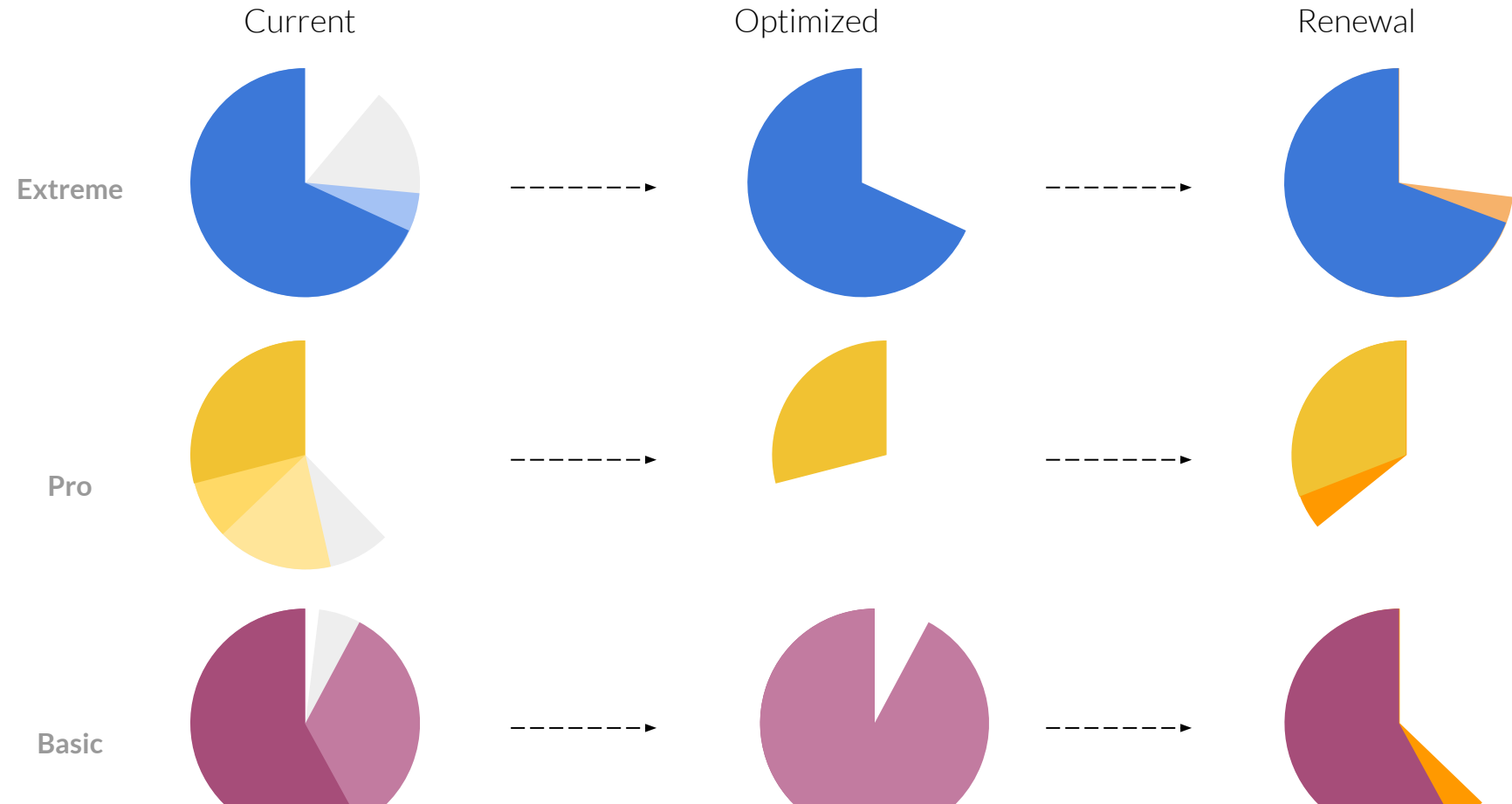
Rationale/justification  
Impact/consequence

Renewal

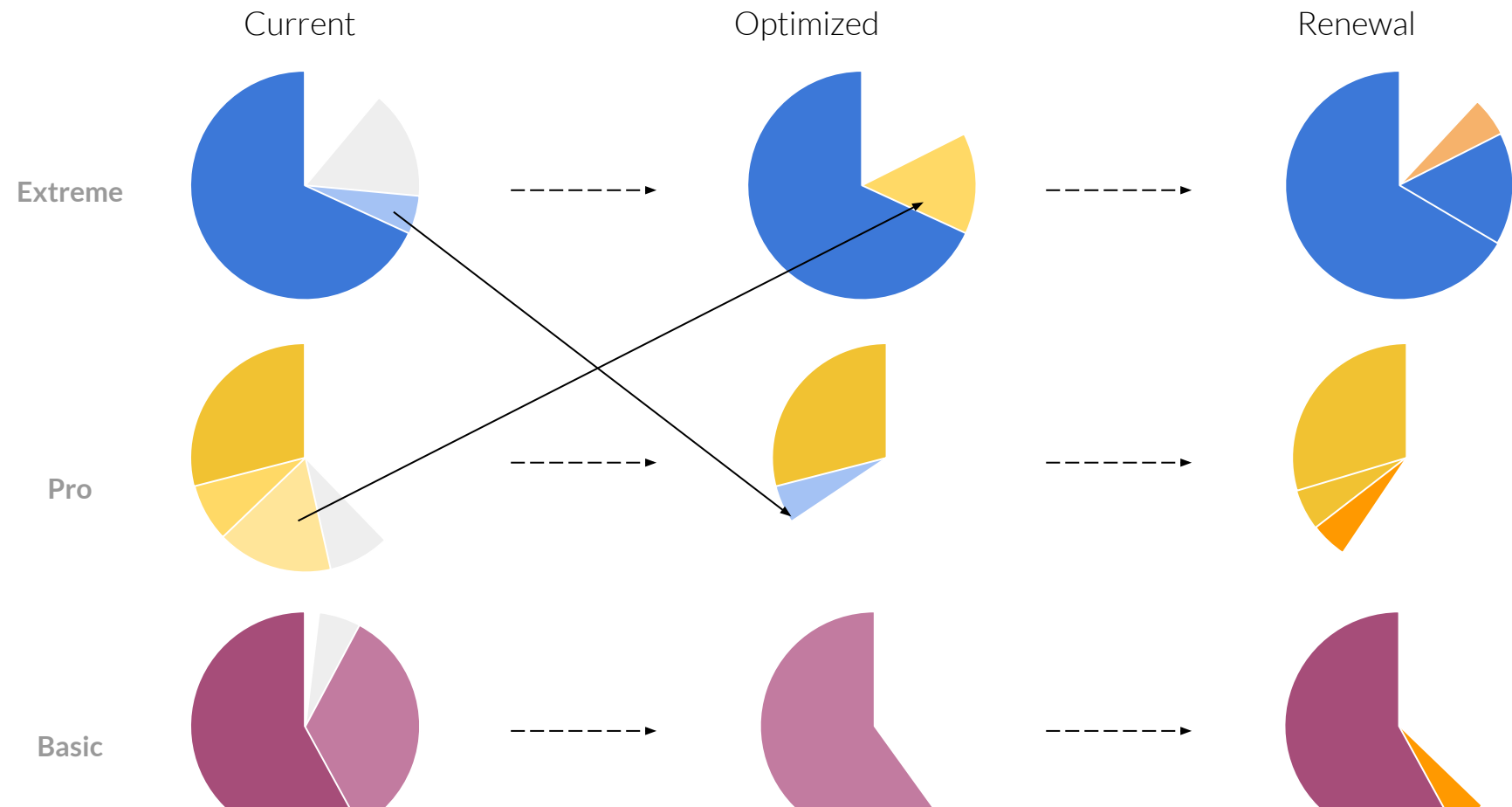


Traceability of individual parts  
Explain suggested number  
Tweak projection method

# The ideal landscape



# The ideal landscape

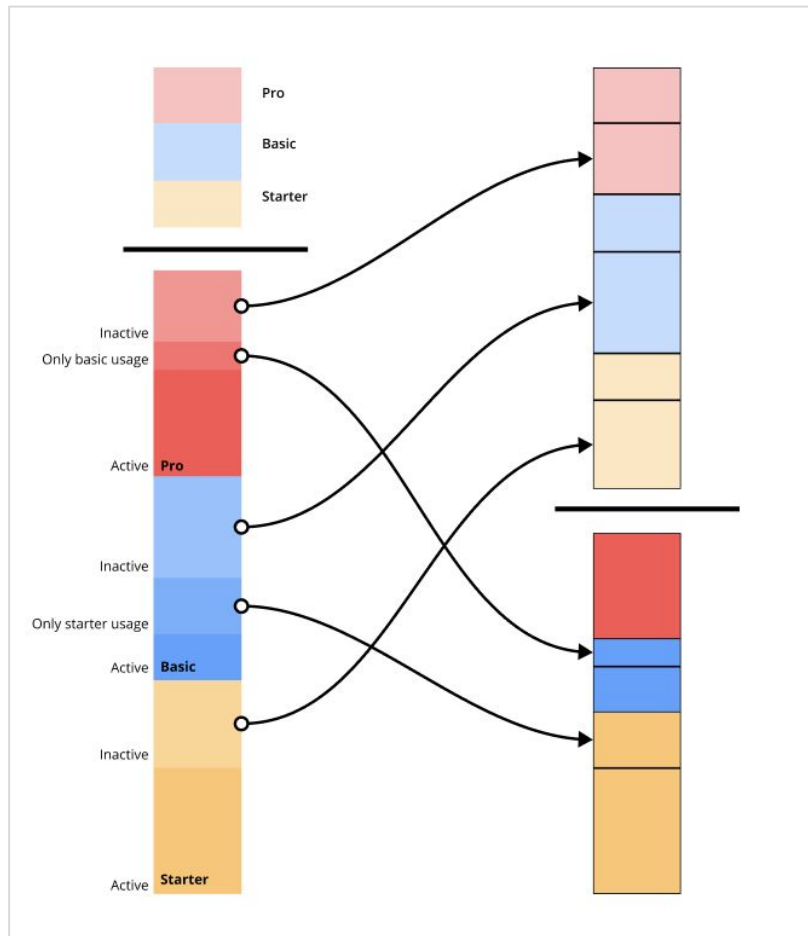




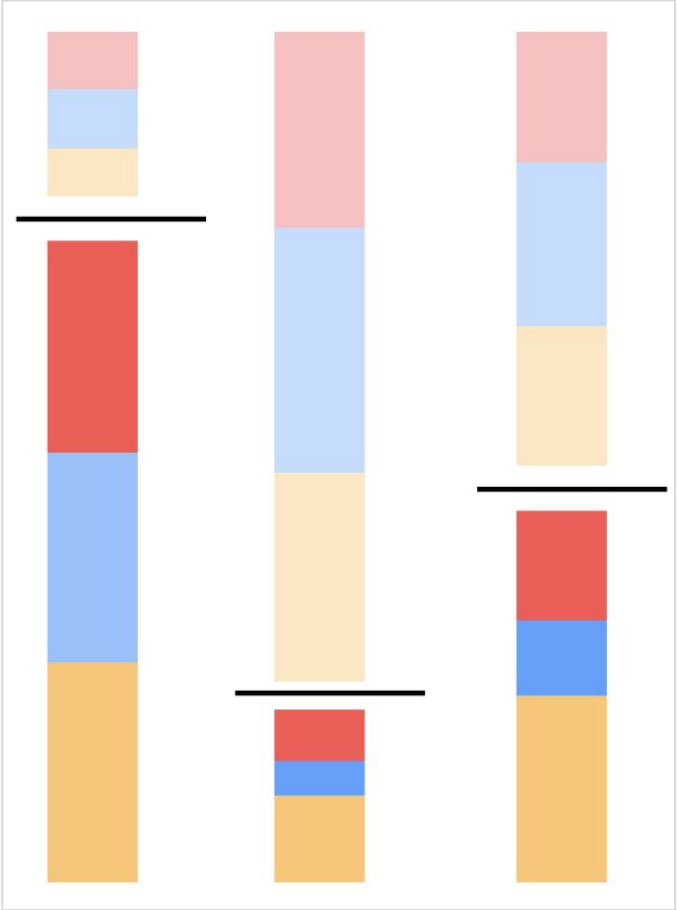
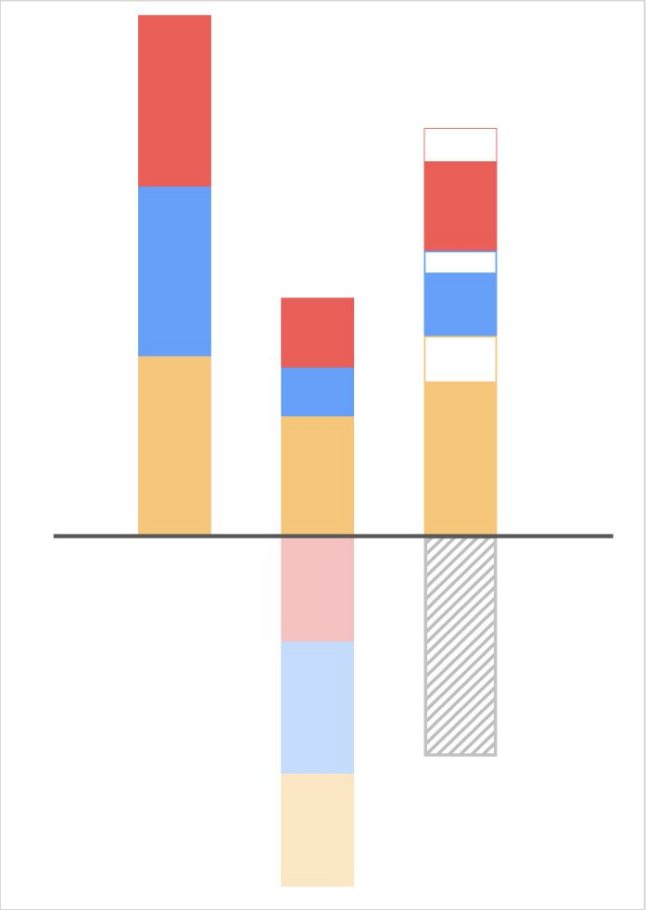
So, we moved to bar charts...



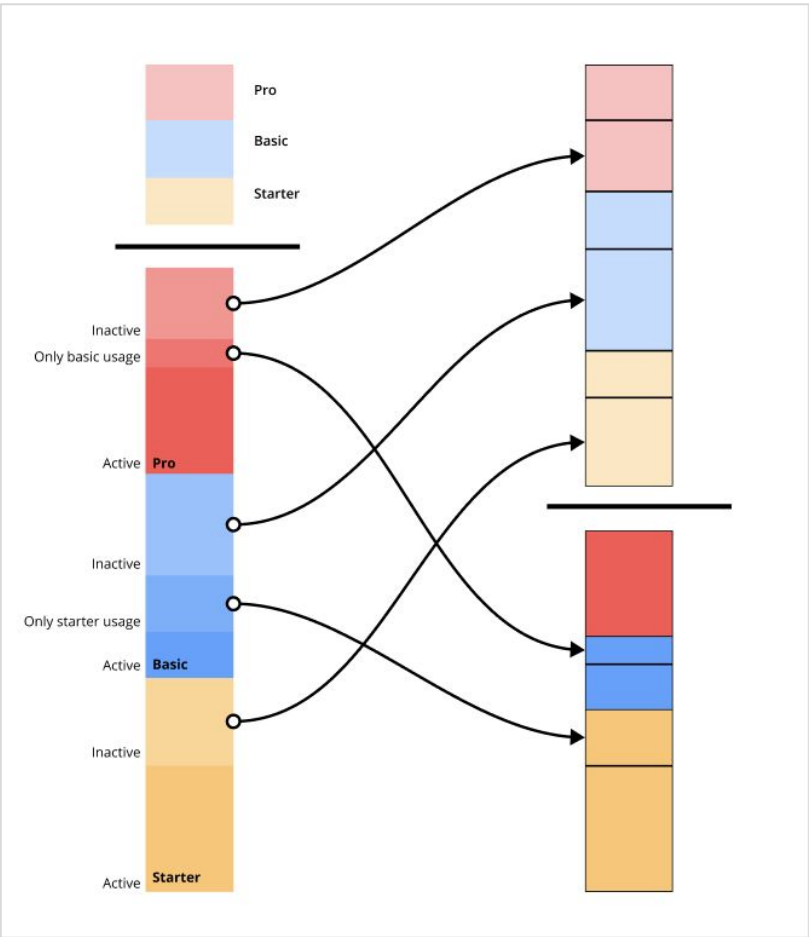
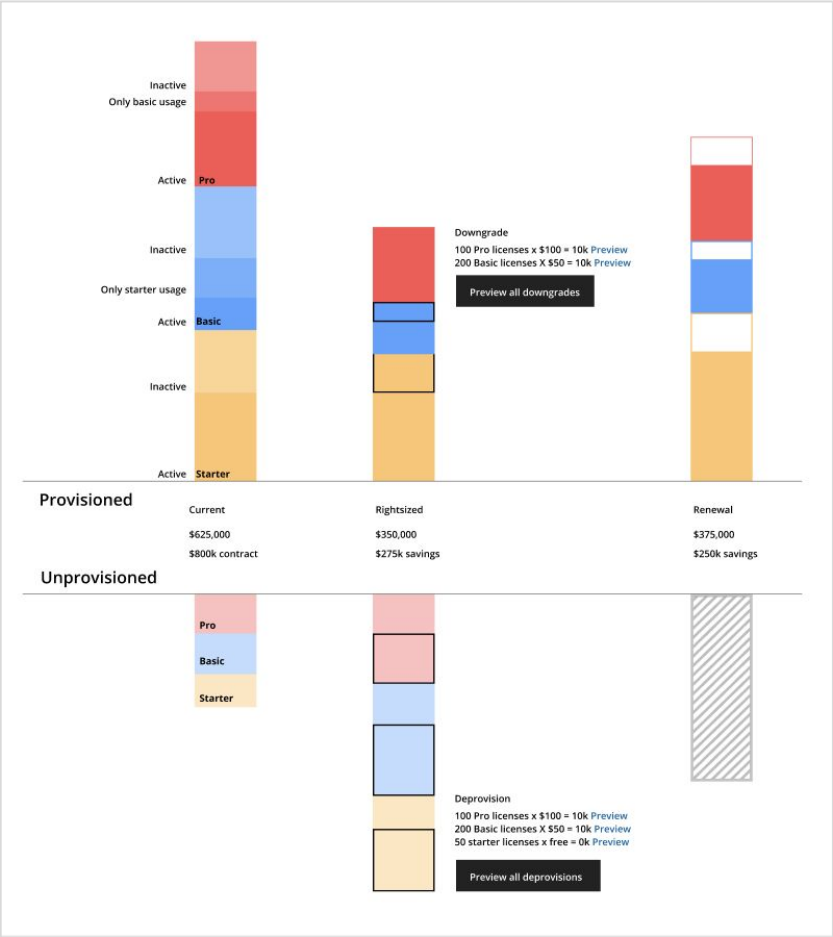
And then we added the arrows



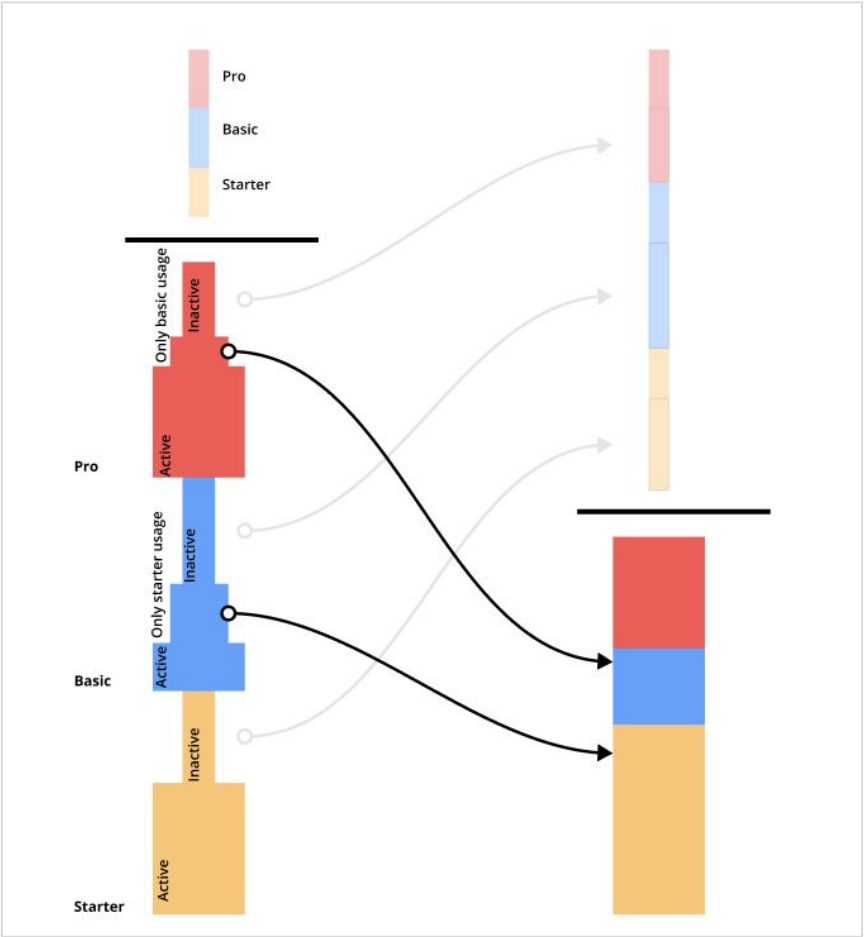
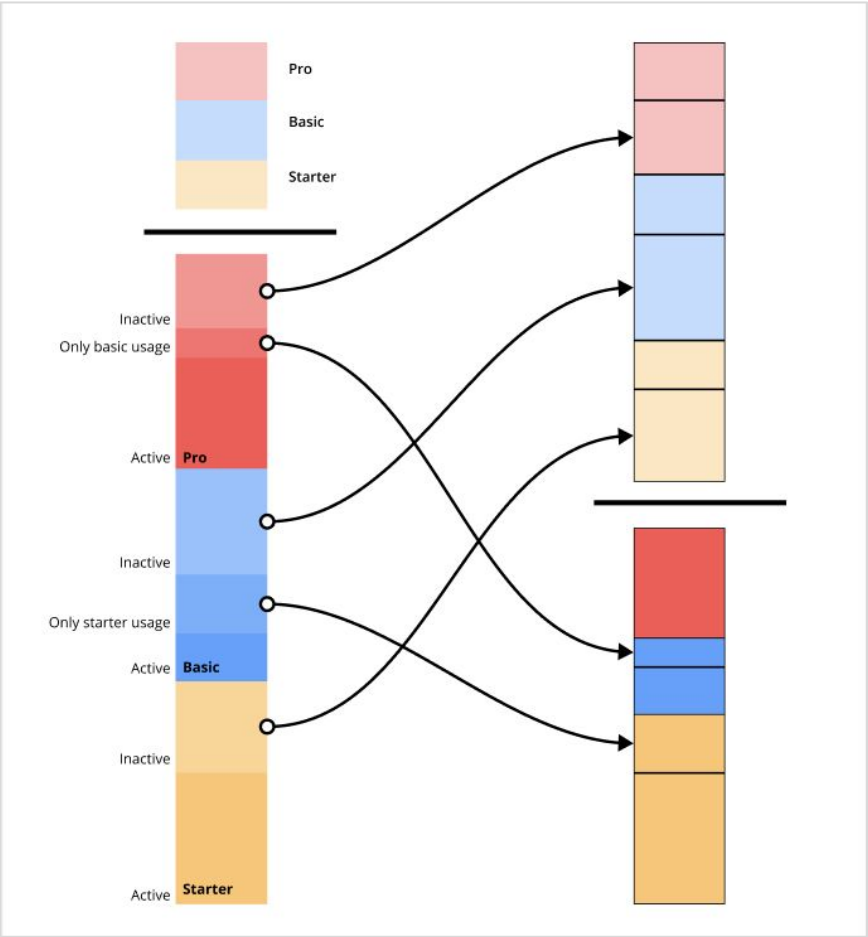
Drawdown vs re-composition



# Where do the islands go ? Drawdown vs re-composition



Data modality: Color, Shape, Opacity, Location etc



# We looked for existing data viz models

Read as: we googled all existing viz models

Google

data visualization models



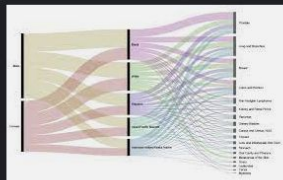
10 Types of Data Visualization Made ...  
boostlabs.com



Visual Models for Data Visualizati...  
behance.net



The Top Trends in Data Visualization ...  
carto.com



Big Data: Information visualization ...  
towardsdatascience.com



Data Visualization for Human Perception ...  
interaction-design.org



10 Free Data Visualization Tools | PCMag  
pcmag.com



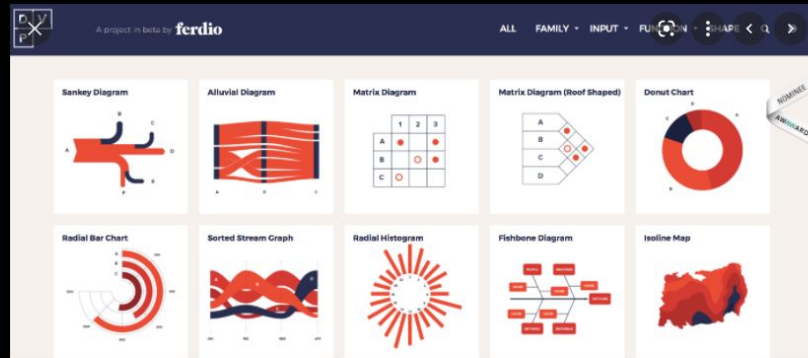
Data & Analytics Archives - Page 15 of ...  
thedigitaltransformationpeople.com



9 Data Visualization Tools That You ...  
towardsdatascience.com



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istockphoto.com



CARTO

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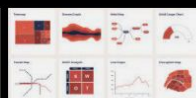
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coolinfographics.com



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bluwer.com



Editable Infographic Templates D...  
istockphoto.com



Exploratory Visualization of Goo...



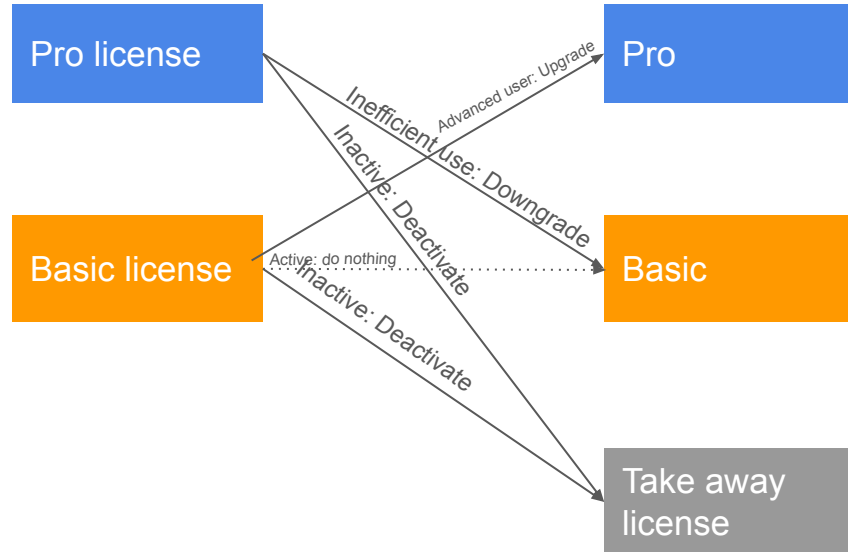
Machine Learning Model Visuali...



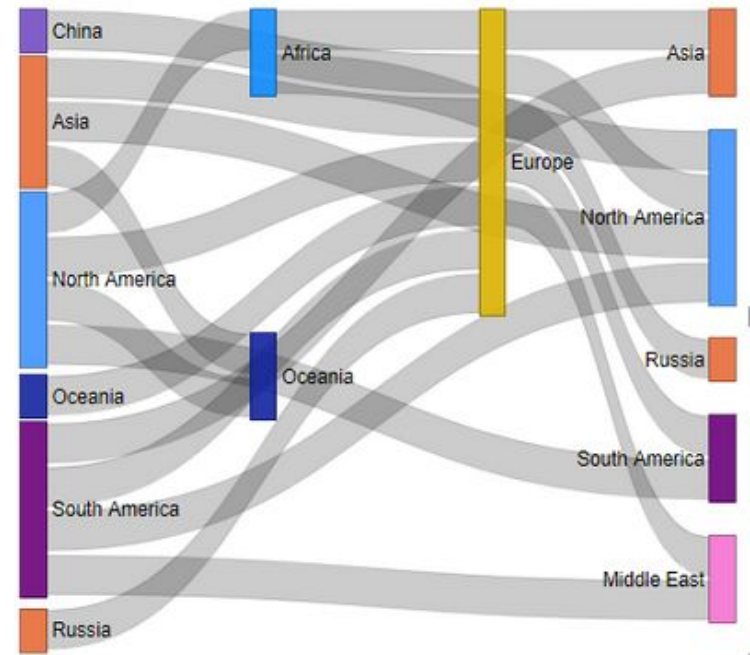
Machine Learning Model Visuali...

Finding the correct data viz

## Previous rough diagram

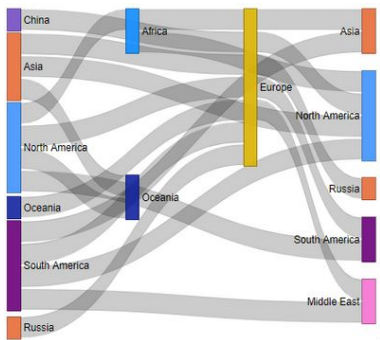


## → Matched Data Visualization: Sankey diagram

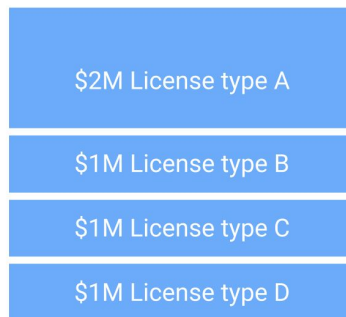


Example of shipping route visualisation from [powerbi.com](https://powerbi.com)

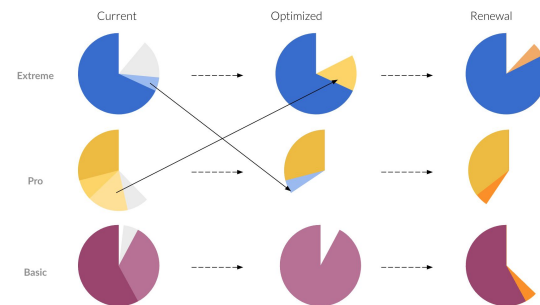
## Data viz structure



## Users mental model



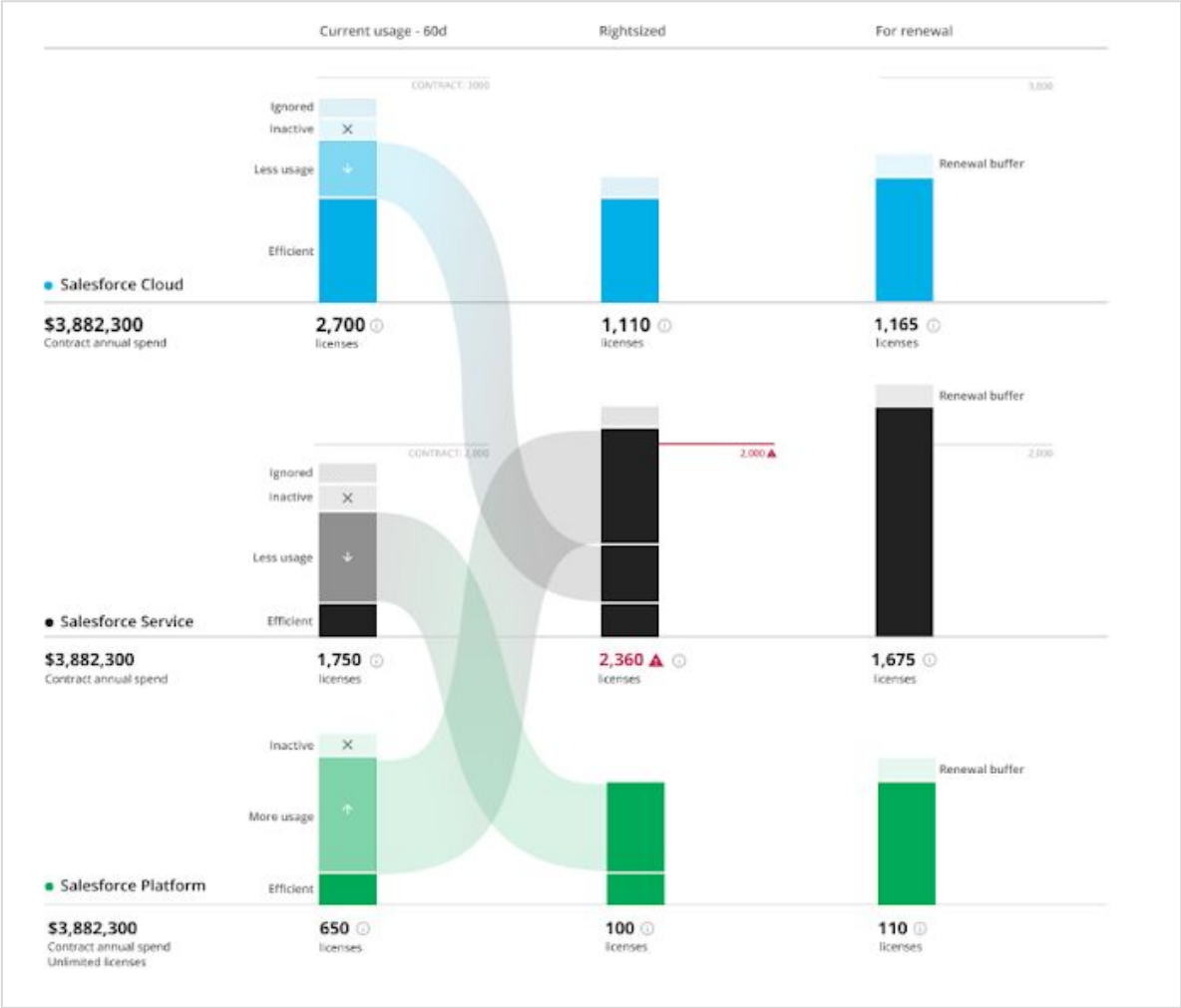
## Initial concept







We tested the concept with mockups with users' **real data**





# Feedback

## User feedback #1

“I operate between multiple dashboard and tools and paradigms (legal, operational, commercial, technical) and need to **tally a lot of numbers to ensure accuracy**”

→ Show me all those numbers so I can feel comfortable and confident

## Feedback #2

“Will this work for all my app contracts? Because they’re all different and honestly some of them are just weird.

**And the weird contract ones are the one that I honestly need help with”**

→ Inventory all types of contracts and ensure coverage

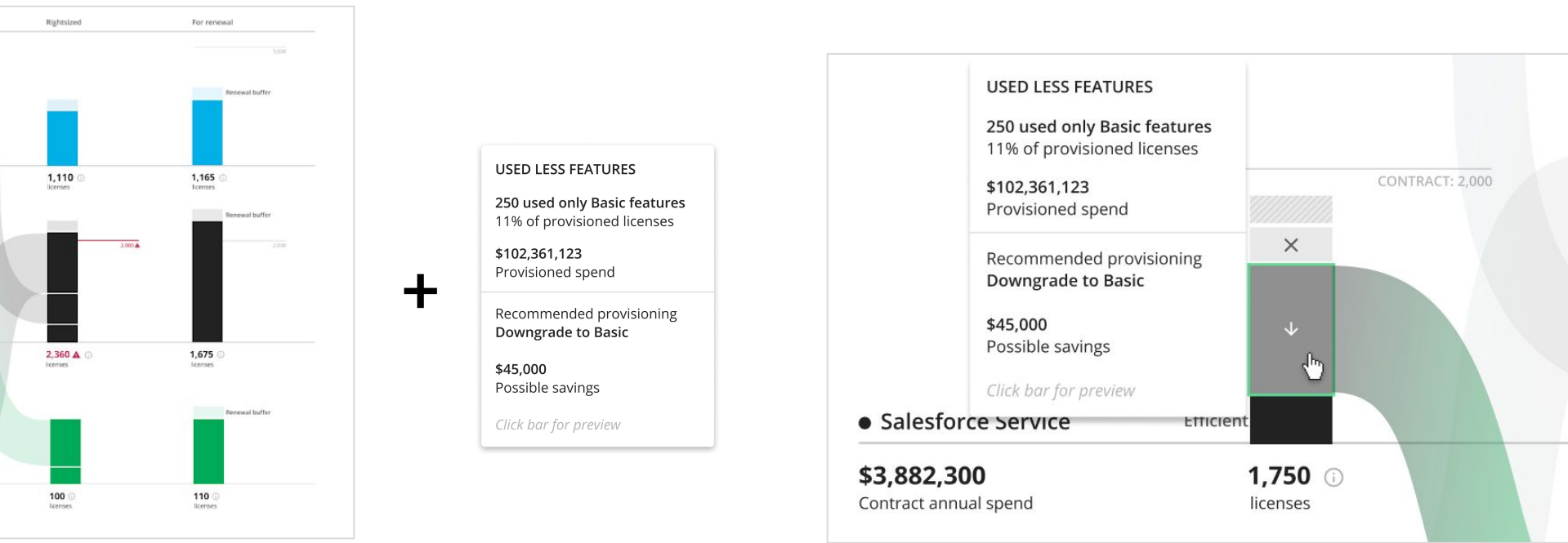
- ✓ Impacted user identified
- ✓ User need identified
- ✓ Current process understood
- ✓ Ideation and exploration
- ✓ Concept validated, feedback received

## Executing on pixels + addressing feedback



# Enabling portfolio owners to tally between different systems-of-truth

Embedding information from all the systems (invoices, expenses, projected expenses, license counts, license distribution etc)



Addressing Feedback #2

## **Ensuring coverage over contract types**

Exhaustively inventorying every single type of contract that exists

# We found 17 distinct, mutually exclusive contract types

We broke them down into 4 buckets

## activity

Based on definition of  
“active”

## consumption

Usage of units (envelopes,  
Minutes, GBs etc)

## tier

User license-tier based

## special

Zoom active hosts, Slack  
activity etc

- Many of them vendor/tool proprietary
- Each had 4-5 additional variables leading to more possibilities
- Classified into 4 buckets by similarity for scoping, phasing and building in partnership with Engg

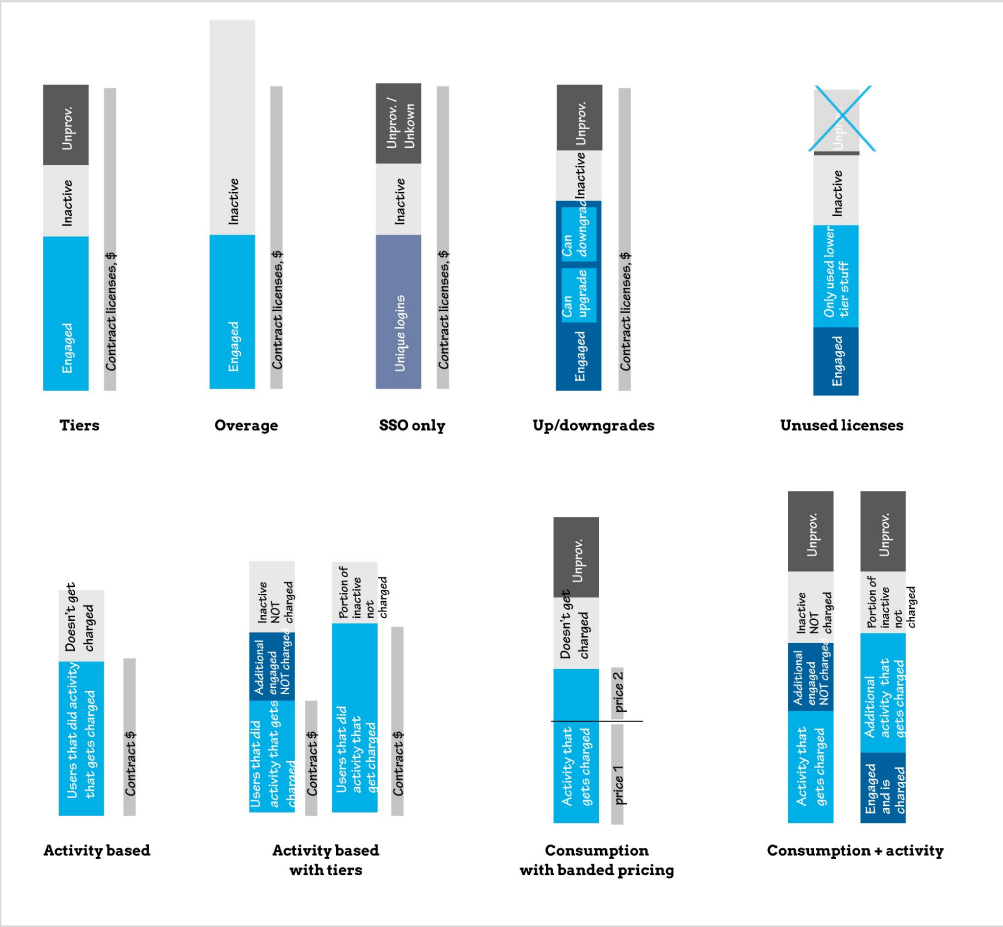
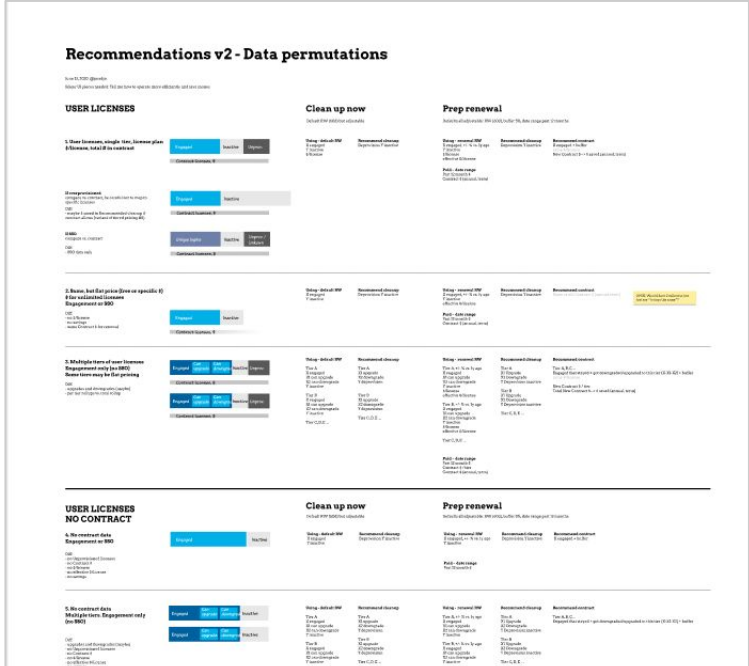


Fundamentally different structures...

activity	consumption	tier	special
Based on definition of “active”	Usage of units (envelopes, Minutes, GBs etc)	User license-tier based	Zoom active hosts, Slack activity etc
Active and billed Inactive but billed Active but not yet billed Inactive and not billed	Actual units used 3 month average overages	Un-assigned Used less features Used more features Not used within last 30 days	Eligible billed Ineligible billed Eligible unbilled Ineligible unbilled
Exempt Ignored		Exempt (execs etc) Ignored (license age <30 days)	Exempt Ignored
Forecasted license #	Projected use-to-end-of-term Estimated usage-to-date Forecasted consumption	Forecasted license #	Forecasted license #

# Extending the data viz to all the new cases/metaphors

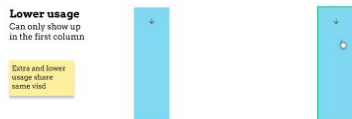
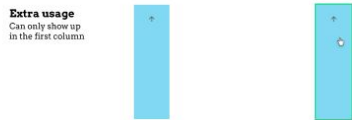
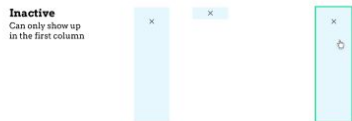
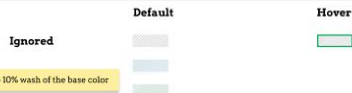
- To minimize visualization complexity
- To make visualization consistent for the user
- To pre-empt any future design needs: create guidelines and a sort-of-system



# Bars & tooltips

## License tier based contracts

### Bars



### Tooltips

#### Engagement

IGNORED USERS

250 new  
100 in exempt list  
\$102,361,123  
Provisioned spend

Excluded from recommendation actions

#### Tooltip with action

INACTIVE USERS

250 inactive  
11% of provisioned licenses  
\$102,361,123  
Provisioned spend

Recommended provisioning  
Deprovision

Click bar for preview

#### Tooltip with action + upgrade/downgrade

USED MORE FEATURES

250 used Pro features  
11% of provisioned licenses  
\$102,361,123  
Provisioned spend

Recommended provisioning  
Upgrade to Pro

\$45,000  
Additional spend

Click bar for preview

USED LESS FEATURES

250 used only Basic Features  
11% of provisioned licenses  
\$102,361,123  
Provisioned spend

Recommended provisioning  
Downgrade to Basic

\$45,000  
Possible savings

Click bar for preview

#### EFFICIENT USERS

250 engaged  
11% of provisioned licenses

#### S80

ACTIVE USERS

250 unique logins  
11% of estimated users  
\$102,361,123  
Provisioned spend

#### INACTIVE USERS

250 inactive  
11% of estimated users  
\$102,361,123  
Provisioned spend

Recommended provisioning  
Deprovision

Click bar for preview

#### Segmented

<ACTIVE/ENGAGED> USERS - <SEGMENT NAME>

250 engaged/active  
11% of provisioned licenses  
\$102,361,123  
Provisioned spend

#### INACTIVE USERS - <SEGMENT NAME>

250 inactive  
11% of provisioned licenses  
\$102,361,123  
Provisioned spend

Recommended provisioning  
Deprovision

Click bar for preview

#### No Contract Data

<ACTIVE/ENGAGED> USERS

250 users  
11% of provisioned licenses

#### INACTIVE USERS

250 inactive  
11% of provisioned licenses

Recommended provisioning  
Deprovision

Click bar for preview

#### EFFICIENT USERS

250 users  
11% of provisioned licenses

### App rollup

App rollup pages have some additional text in tooltips on asterisks

Whatever that text is, stick it in the bottom of the tooltip below the divider line in grey text when asteriskable text appears in tooltips



Drum roll...

# Demo time

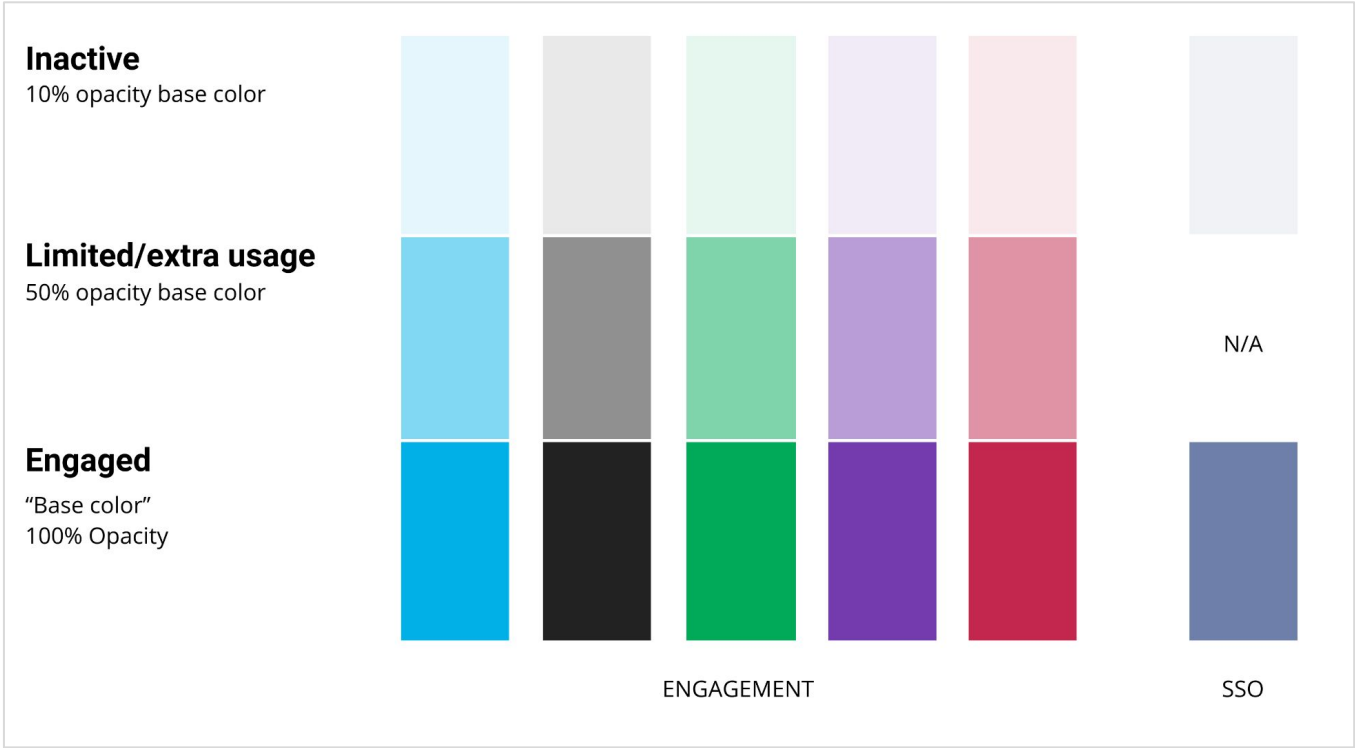
Breakdown to follow

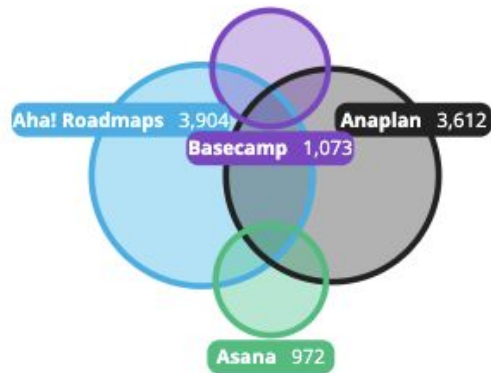
- ✓ Impacted user identified
- ✓ User need identified
- ✓ Current process understood
- ✓ Ideation and exploration
- ✓ Concept validated, feedback received
- ✓ Pixels executed
- ✓ Demo

## Breaking down the design

# Color system

Aligned with brand colors + existing data viz in Product





## Distribution by teams

Team

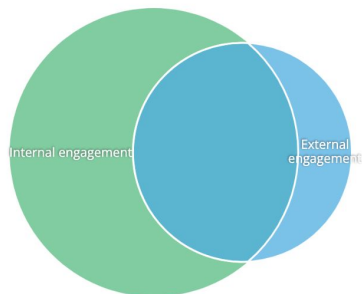
All

## Public channel communication

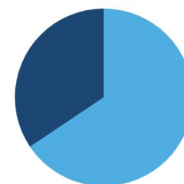
PUBLIC CHANNEL MESSAGES

**195,308**

Who was it sent to?



## Internal messages sent



66% Same team only  
34% Cross-team

Any App  
Engagement

**7,421**

Portfolio owners should be able to

# Dig deeper and reconcile numbers

Enabling reconciliation between different tools.

Enabling progressive discovery.

## Regular

RENEWAL RECOMMENDATION

1,830 licenses  
Includes 5% rounded buffer

N/A \*  
Provisioned spend

N/A\*  
Annual savings opportunity

\* Current contract is not mapped to specific instances. To get a recommended spend, please update contract mappings.

## Segmented

INACTIVE USERS - <SEGMENT NAME>

250 inactive  
11% of provisioned licenses

\$102,361,123  
Provisioned spend

Recommended provisioning  
Deprovision

*Click bar for preview*

## Unsegmentable

ESTIMATED USAGE - TERM SO FAR

515 envelopes estimated

Some activity was estimated from closest date of data available

## With suggested action

INACTIVE USERS

250 inactive  
11% of provisioned licenses

\$102,361,123  
Provisioned spend

Suggested action  
Deprovision

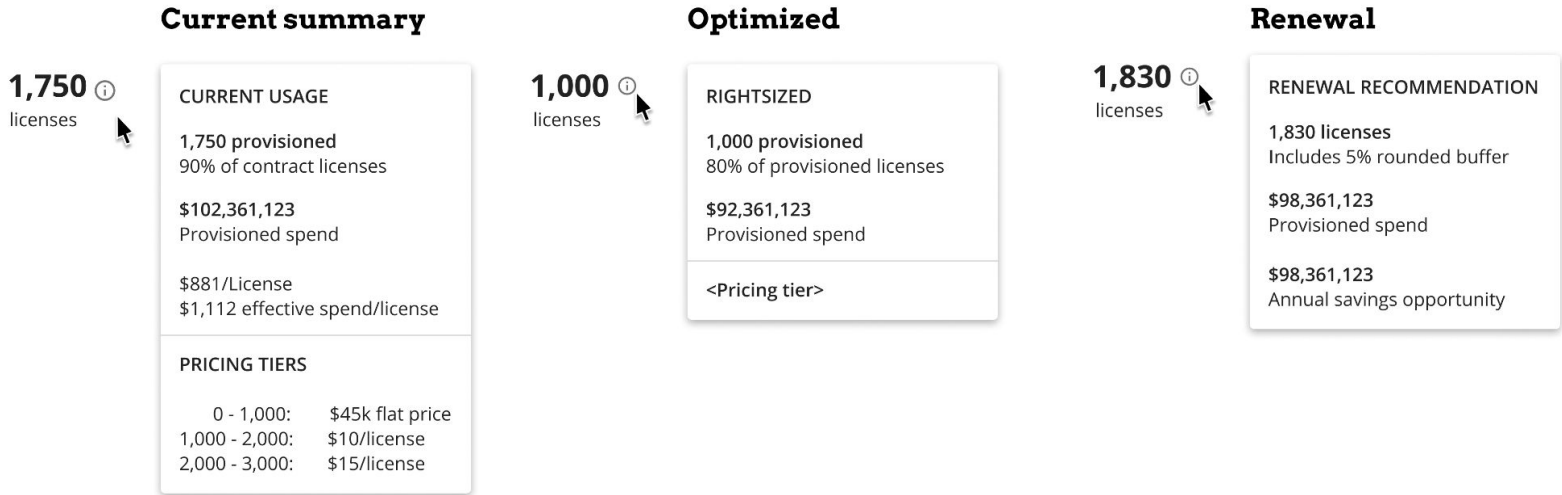
*Click bar for preview*



Portfolio owners should be able to

# Get reconcilable summaries

Enabling reconciliation between different tools.  
Enabling progressive discovery.



## Engagement

### IGNORED USERS

250 new  
100 in exempt list

**\$102,361,123**  
Provisioned spend

Excluded from  
recommendation actions

### INACTIVE USERS

250 inactive  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

Recommended provisioning  
**Deprovision**

*Click bar for preview*

### EFFICIENT USERS

250 engaged  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

### ENGAGED

250 engaged  
Unlimited licenses

**\$102,361,123**  
Provisioned spend

### KEEP EFFICIENT USERS

250 engaged  
11% of provisioned licenses

## SSO

### ACTIVE USERS

250 unique logins  
11% of estimated users

**\$102,361,123**  
Provisioned spend

### INACTIVE USERS

250 inactive  
11% of estimated users

**\$102,361,123**  
Provisioned spend

Recommended provisioning  
**Deprovision**

*Click bar for preview*

### EFFICIENT USERS

250 unique logins  
11% of estimated users

**\$102,361,123**  
Provisioned spend

### RENEWAL BUFFER

250 licenses  
10% rounded buffer

**\$102,361,123**  
Additional spend

### UNUSED LICENSES

1,265 licenses  
Contract licenses: 3,500

**\$102,361,123**  
Potential savings

## Segmented

<ACTIVE/ENGAGED> USERS -  
<SEGMENT NAME>

250 <engaged/active>  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

INACTIVE USERS - <SEGMENT  
NAME>

250 inactive  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

Recommended provisioning  
**Deprovision**

*Click bar for preview*

EFFICIENT USERS - <SEGMENT  
NAME>

250 users  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

### ENGAGED BUT NOT BILLED

Engaged in last 60 days but not  
billed

250 licenses  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

### BILLED BUT INACTIVE

## No Contract Data

<ACTIVE/ENGAGED> USERS

250 users  
11% of provisioned licenses

### INACTIVE USERS

250 inactive  
11% of provisioned licenses

Recommended provisioning  
**Deprovision**

*Click bar for preview*

### EFFICIENT USERS

250 users  
11% of provisioned licenses

ESTIMATED USAGE - TERM SO  
FAR

515 envelopes estimated

Some activity was estimated  
from closest date of data  
available

ENVELOPES USED - <SEGMENT  
NAME>

4,000 envelopes  
26% of contract

**\$102,361,123**  
Contract term spend

### RENEWAL RECOMMENDATION

1,830 licenses  
Includes 5% rounded buffer

## Tooltip with action + upgrade/downgrade

### USED MORE FEATURES

250 used Pro features  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

Recommended provisioning  
**Upgrade to Pro**

**\$45,000**  
Additional spend

*Click bar for preview*

### USED LESS FEATURES

250 used only Basic features  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

Recommended provisioning  
**Downgrade to Basic**

**\$45,000**  
Possible savings

*Click bar for preview*

### 60 DAY ENGAGED

Engaged in last 60 days but not  
billed

250 licenses  
11% of provisioned licenses

**\$102,361,123**  
Provisioned spend

### BILLED

Users were billed for based

## For infinite licenses

ESTIMATED USAGE - TERM SO  
FAR

515 envelopes estimated

Some activity was estimated  
from closest date of data  
available

### ENVELOPES USED

18,000 envelopes  
46% of contract

**\$102,361,123**  
Contract term spend

PROJECTED USAGE TILL END  
OF TERM

2,000 envelopes projected to  
be used till end of term\*

**\$102,361,123**  
Contract term spend

\* Usage to end of term  
projected from average  
monthly usage of most  
recent 90 days of data

### RENEWAL RECOMMENDATION

6,029 envelopes used

**\$102,361,123**  
Contract term spend

### RENEWAL RECOMMENDATION

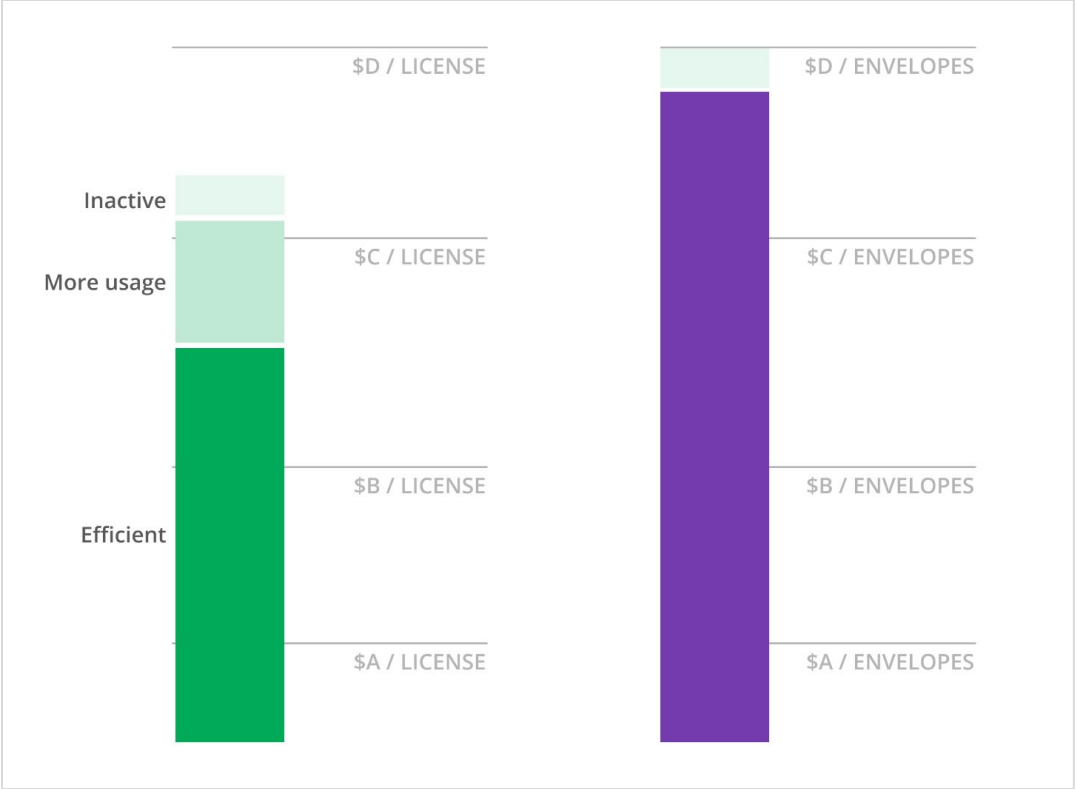
1,830 licenses  
Includes 5% rounded buffer

N/A \*

Portfolio owners should be able to

# Visualize different contract structures

Banded Pricing: when you're charged different \$ for different bands of usage



1,750 ⓘ  
licenses

### CURRENT USAGE

1,750 provisioned  
90% of contract licenses

\$102,361,123  
Provisioned spend

\$881/License  
\$1,112 effective spend/license

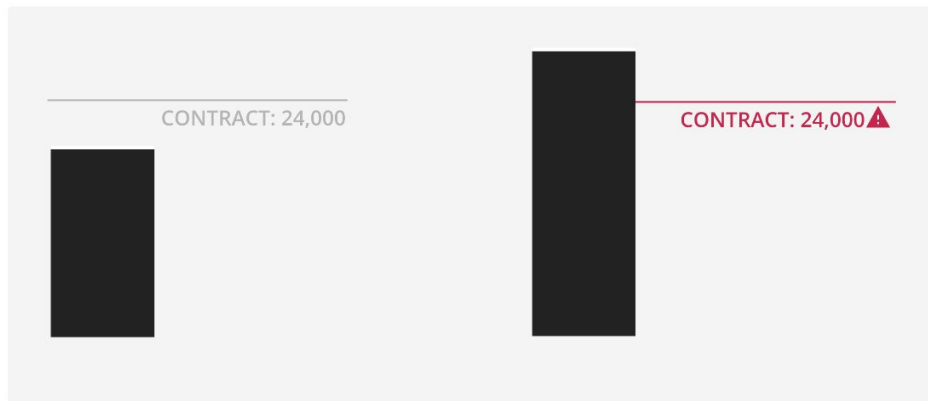
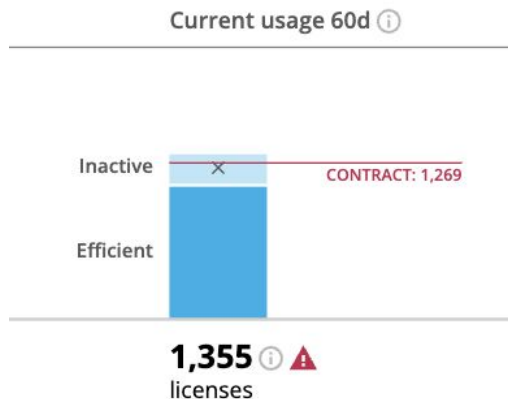
### PRICING TIERS

0 - 1,000:	\$45k flat price
1,000 - 2,000:	\$10/license
2,000 - 3,000:	\$15/license

Portfolio owners should be able to

## Clearly understand the app's overage state

Paired with email notifications



Text starts 20 px from bar and thick line extends till text end. Wraps if too long (though HIGHLY UNLIKELY it will ever need to wrap)

Contract indicator always shows up in case of alert regardless of column

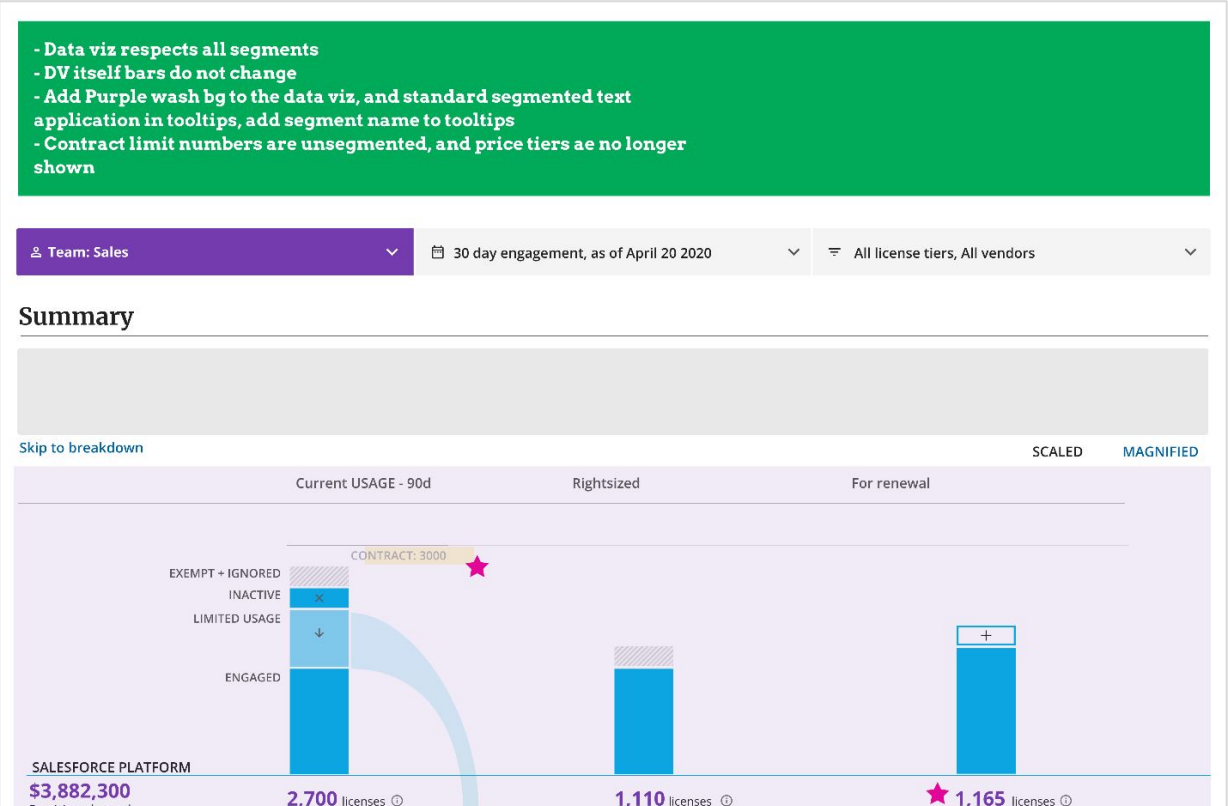
If no alert, does not show up in rightsizing column

Portfolio owners should be able to

# Explore different segments of their data

By teams, location, titles etc

V2: Anomaly detection



Objective #2

## **Tackling data complexity**

# Product challenge: We are as good as the data we get

A mix of factors like Security/Privacy postures, Compliance requirements, Legacy systems or simple unwillingness to provide data can result in lot of data permutations

Best case scenario	HR data	Single-sign-on	Expenses	Contracts	Network monitors	Direct app data
Scenario A	X	X	Expenses	Contracts	X	Direct app data
Scenario B	HR data	Single-sign-on	Expenses	Contracts	Network monitors	X
Scenario C	X	Single-sign-on	Expenses	X	Network monitors	Direct app data
...	HR data	Single-sign-on	X	Contracts	X	Direct app data
...	HR data	X	X	Contracts	Network monitors	Direct app data
...	X	Single-sign-on	X	Contracts	X	X

Product landscape

**This needs to deliver value across**

## **3** Pricing tiers

Essentials

Lite

Pro

## **5** Personas

CIO / Exec

Portfolio owner

IT ops / App owner

Vendor

Ancillary

## **4** Mkt segments

SMB

Mid Market

Enterprise

Large Enterprise



How do we ...

Power real-time, compelling, and comparable insights  
and value to our diverse users regardless of how much  
data they give us ?

Data complexities

**X**

Product landscape

Portfolio owners should be able to

# Get value regardless of data quality

Still powering a comparable level of insight despite missing a required piece of data

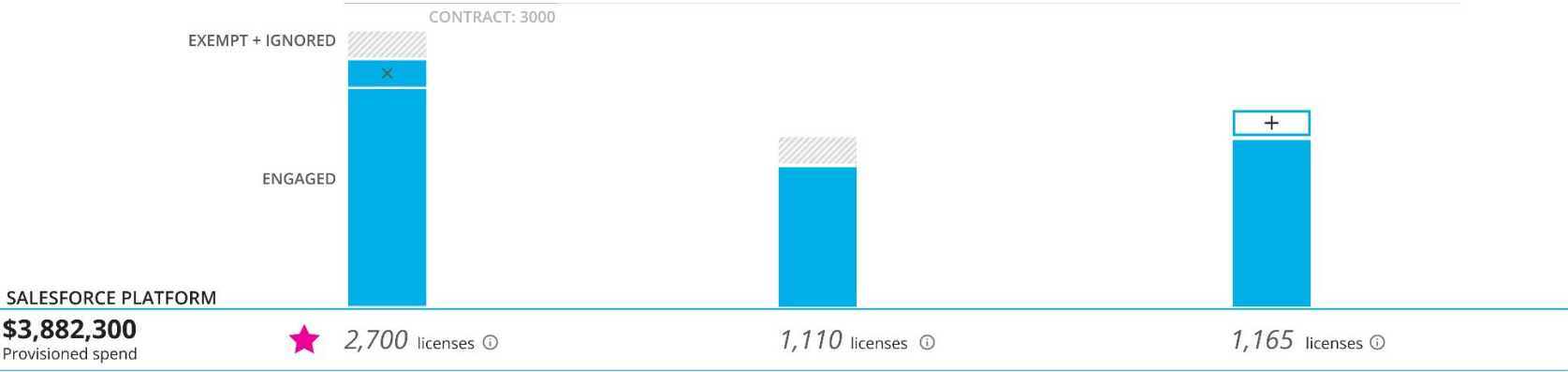


Portfolio owners should be able to

# Get value regardless of data quality

Still powering a comparable level of insight despite lowest quality of data  
Cannot power upgrade/downgrade insights, but can still detect basic activity

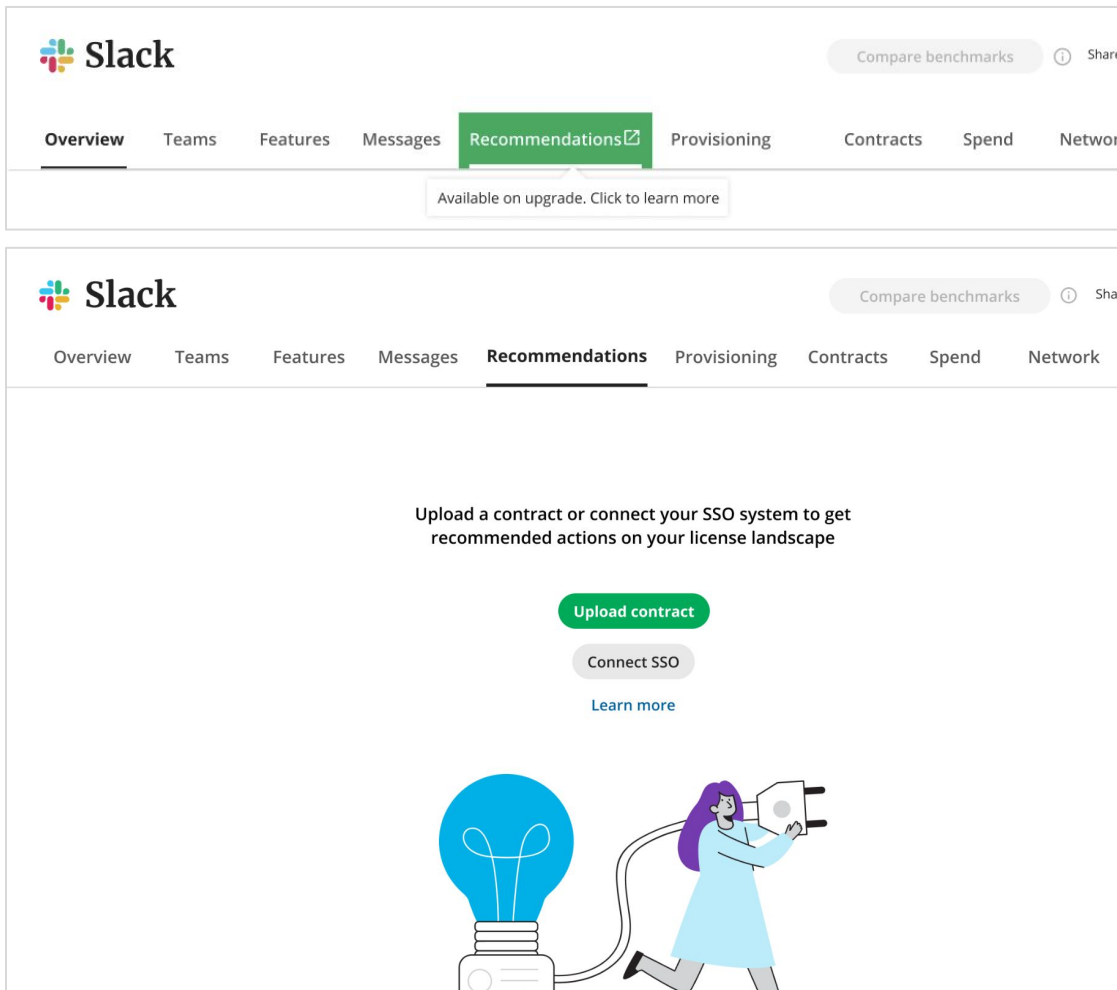
- Apply SSO treatment to license counts
- We cant show upgrades and downgrades, we cant show different license tiers at all
- Apply SSO colors to dataviz



# Pricing tier + zero states

Designing states for the free + freemium product

Designing for the state when all data is missing



- ✓ Impacted user identified
- ✓ User need identified
- ✓ Current process understood
- ✓ Ideation and exploration
- ✓ Concept validated, feedback received
- ✓ Pixels executed
- ✓ Demo
- ✓ Breaking down the design

## Prioritizing, rollout and impact

# activity

Based on definition of  
“active”

# consumption

Usage of units (envelopes,  
Minutes, GBs etc)

# tier

User license-tier based

# special

Zoom active hosts, Slack  
activity etc

## activity

Based on definition of  
“active”

**65% customers**  
**54% spend**

## consumption

Usage of units (envelopes,  
Minutes, GBs etc)

**35% customers**  
**26% spend**

## tier

User license-tier based

**87% customers**  
**63% spend**

## special

Zoom active hosts, Slack  
activity etc

**30% customers**  
**70% spend**

## activity

Based on definition of  
“active”

**P1**

65% customers  
54% spend

## consumption

Usage of units (envelopes,  
Minutes, GBs etc)

**P3**

35% customers  
26% spend

## tier

User license-tier based

**P0**

87% customers  
63% spend

## special

Zoom active hosts, Slack  
activity etc

**P2**

30% customers  
70% spend



## activity

Based on definition of  
“active”

**P0**

87% customers  
63% spend

## plan

Org-wide plan based

**P1**

65% customers  
54% spend

## special

Zoom active hosts, Slack  
activity etc

**P2**

30% customers  
70% spend

## consumption

Usage of units (envelopes,  
Minutes, GBs etc)

**P3**

35% customers  
26% spend

# activity

Based on definition of  
“active”

**P0**

**87% customers**  
**63% spend**

## plan

Org-wide plan based

**P1**

**65% customers**  
**54% spend**

## special

Zoom active hosts, Slack  
activity etc

**P2**

**30% customers**  
**70% spend**

## consumption

Usage of units (envelopes,  
Minutes, GBs etc)

**P3**

**35% customers**  
**26% spend**

And finally,

## Rolling it out

Follow up steps: Collaborated with

- **Customer facing documentation:** Customer education
- **Field enablement:** Customer success + GTM
- **In-product messaging:** Product marketing
- **Phased rollout + Alpha/Beta/GA stages:** Product manager

# Design success



1 of 4 contract type support built so far

## 10k

### License actions

Suggestions + Through workflows

## 85%

### Active customer apps w contracts

% of apps with active users with contracts uploaded

For paid onboarded customers

## #1

### Used feature by finance owners

By page views + session length within a specific app other than the overview page

## 5x

### Unrealised ROI

Potential savings / Productiv cost

**WOOHOO!**



**Happy to present Case Study A and C in person !**

# Some more work

In 18 months



# Renewal workflows

User: App owners


- Standardise renewal process in the org
- Prepare for a renewal: checklist of tasks
- Collaborate on a renewal negotiation
- Maintain single source of truth for all renewals

## Zoom: Renewal workflow

CONTRACT END DATE May 30, 2021 Auto-renews. Cancel by Apr 30, 2021 <a href="#">Contract details 10239</a> >	CONTRACT TERM SPEND \$11,646,900 <a href="#">\$35,877 savings opportunity</a> >	60-DAY ACTIVE USERS 1,400 46% of 1,800 provisioned <a href="#">App usage and status</a> >	WORKFLOW Jamie Sor Workflow st
----------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------	--------------------------------------

### Workflow progress

☒ Hide skipped stages

<div> <b>Rightsize licenses</b></div> <div><a href="#">Review recommendations</a> &gt; <a href="#">Run provisioning workflow</a> &gt;</div>	Updated: Jan 4, 2021 "Was able to reclaim 430 licenses, we were almost at true up mark." Updated on Jan 4 by Frances Gilliway <a href="#">Edit note</a>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------

Review contract and usage
<div><a href="#">Review contract info</a> &gt; <a href="#">Reconcile spend</a> &gt; <a href="#">Review activity and usage</a> &gt; <a href="#">Review compliance and security</a> &gt;</div> <div><div>Mark as done</div><div><a href="#">Skip step</a></div></div>

Conduct due diligence
<div><a href="#">View pricing benchmarks</a> &gt; <a href="#">Compare similar apps</a> &gt;</div>



Governance

# AppCenter

User: CIO

- Make it easy for employees to discover and request access to existing apps
- Suggest better alternatives to employees

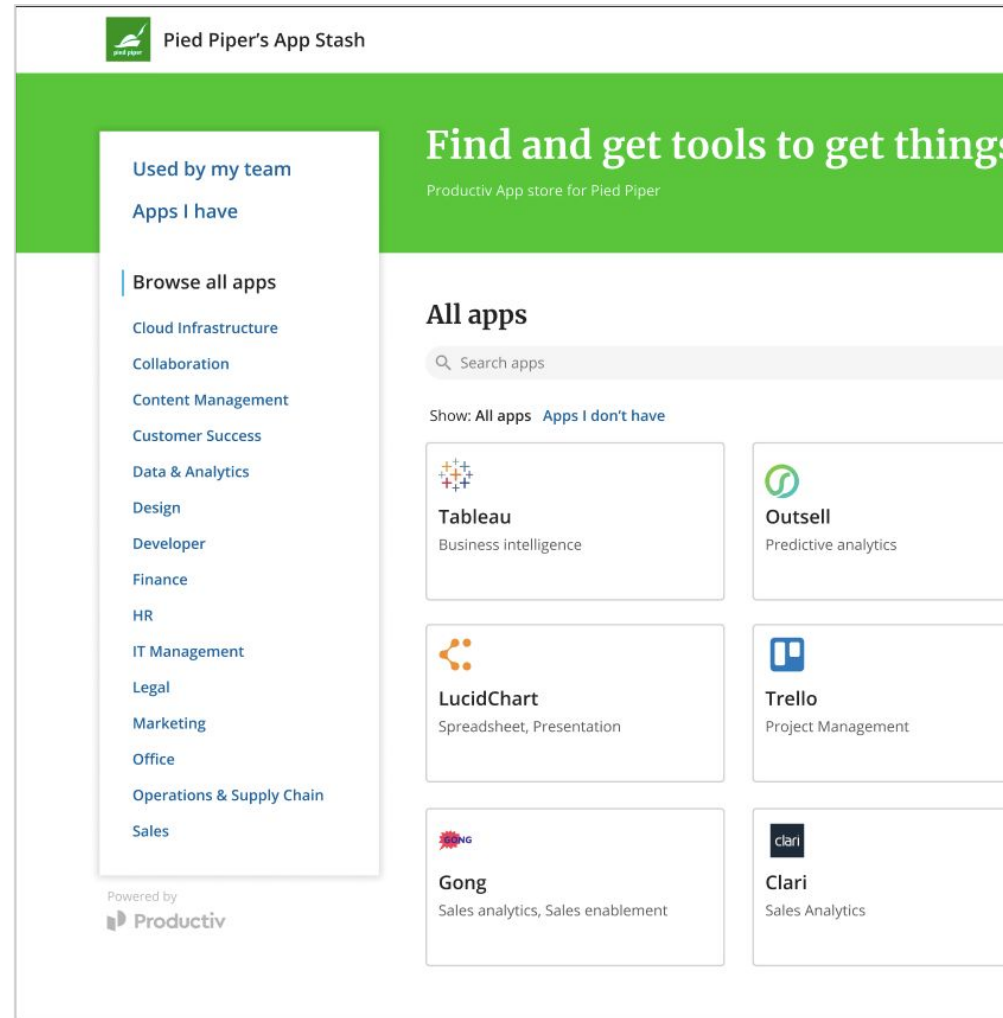
SaaS management lifecycle

Visibility

Governance

Optimization

Productivity

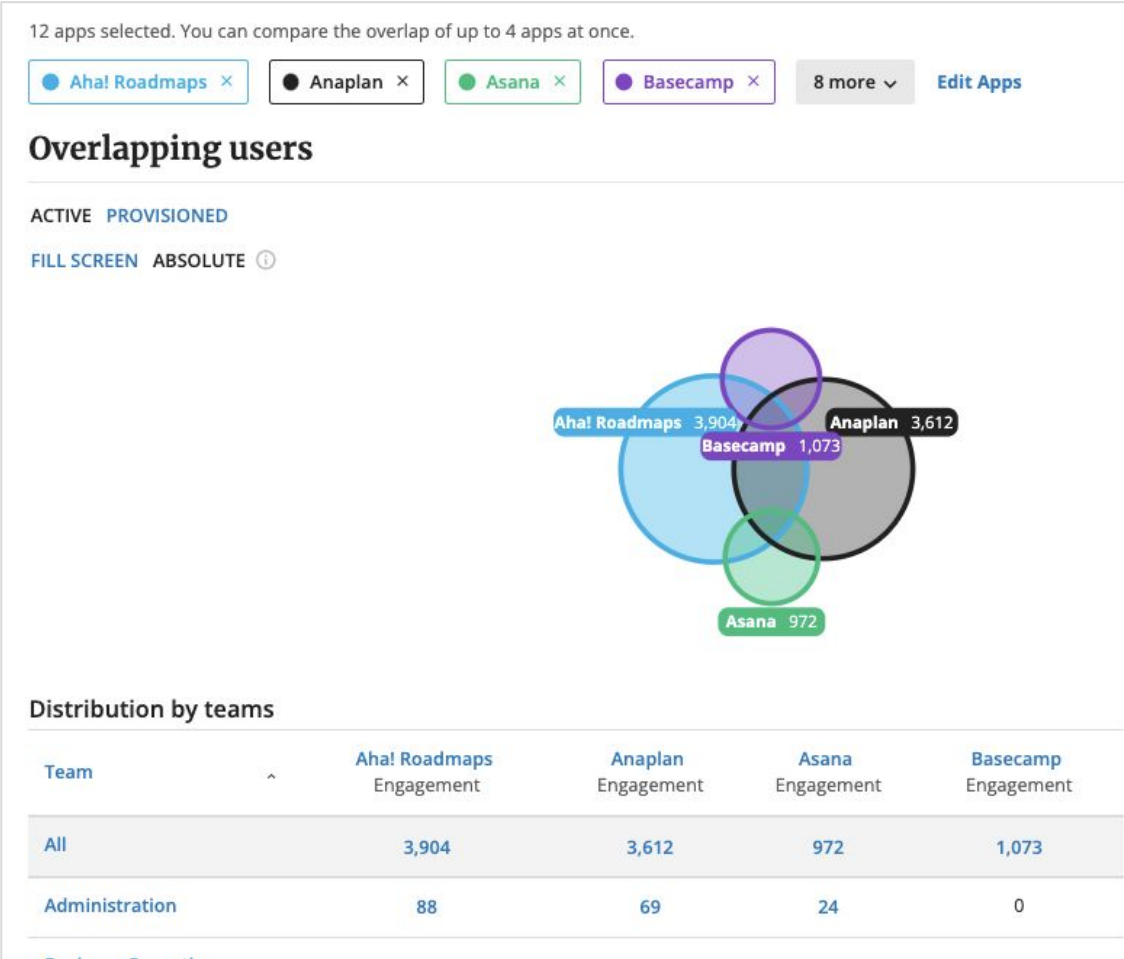


# App overlap landscape

User: Portfolio owner + CIO

- What duplicate/redundant apps do I have ?
- Which one can we get rid off ?

SaaS management lifecycle



# App sentiment surveys

User: Portfolio owners

- Do employees feel this is the best app for their job?
- How does their sentiment trend over time?
- Are employees happy with their current stack of tools?

SaaS management lifecycle

Visibility

Governance

Optimization

Productivity

OverviewTeamsFeaturesSentimentRecommendationsProvisioningContractsSpendNetwork

Survey summary

EMPLOYEES POLLED

34,263

EMPLOYEES RESPONDED

28,542

67% response rate

Goal

General understanding of the application

Target audience

7-day engaged users, 90-day inactive users, Operations - [See list of users](#)

Actions

Share results with respondents

Data & insights

View by: [All responses](#) | [Team](#) | [High satisfaction](#) | [Low satisfaction](#) | [Usage](#)

Highlights: [Marketing team](#) [Low usage](#)

How are you using this app?

Breakdown by response

Tracking tasks with my team

Visibility into work for another team

Documenting decisions

Breakdown by team

Marketing57% respondents

Legal56% respondents

Engineering25% respondents

Product18% respondents

Executive2% respondents

43 more teams

Insights

Most common app usage

Visibility into work for another team

Actions

Update app justification

"Primarily used to get visibility into another team's work for Marketing to track tasks with their team."

I also used to moonlight as the

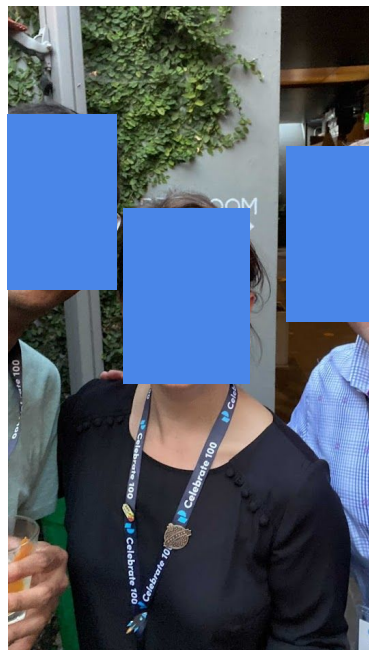
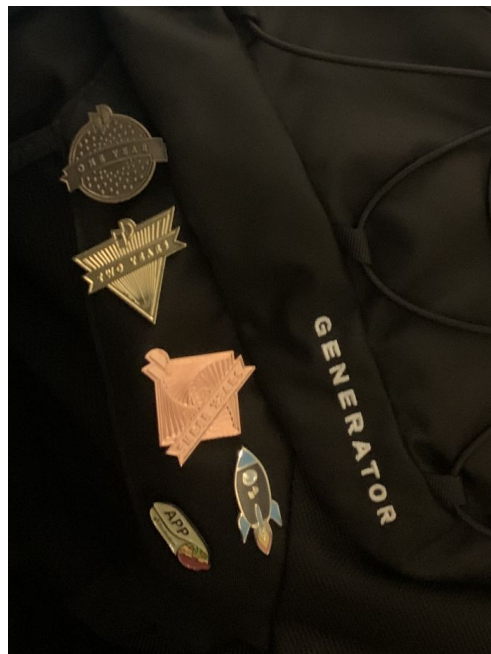
## Self proclaimed Chief Swag Design Officer

Left: Cat-friendly New-hire schwag box

Next: Anniversary celebration pins for employees

If I fits, I sits





1 yr anniversary pin



2 yr anniversary pin



3 yr anniversary pin



4 yr anniversary pin



5 yr anniversary pin



# My overall impact



Since Feb 2020 ( in ~18 months)

## Cumulative / Overall impact

**8x**

Customer count

Org wide shared metric

**5.3x**

Revenue

Org wide shared metric



Org achievement

**+55%**

Base license price

**+29%**

New \$/yr from new tier

**+34%**

Add-on product \$ upsell during  
beta



Early stage, ambiguous  
Discovery  
Strategy, Thought leadership

Pixel craft, Handoff  
Execution  
Data complexity

## Case Study A **SaaS governance landscape**

Exploring the unexplored frontier of SaaS management to define the future of the product

- Deep user + landscape research
- Converted industry needs into roadmap
- Spun off an add-on product
- Identified + executed multiple big-rock projects

## Case Study B **Recommendations engine**

Empowering users with more time to solve new problems by eliminating manual labor around access management and cost optimization

- Delivered a marquee feature with highly complex data scenarios
- Created a system to ensure future extensibility

## Case Study C **Enabling dynamic product packaging**

Creating a system to allow BizOps + GTM teams to create tailored product pricing packages

- Revamped the entire navigation architecture
- Created flexible systems to block and upsell features





*"That's all Folks!"*