



**John Knoblich, VP  
Global Operation Support  
and Development**

John joined Savvis in 2003 and has held leadership roles in billing and collections, service delivery, quality and global operations. Since late 2006, he has been responsible for identifying, designing and implementing a more robust and integrated “quote to order” solution that will improve the overall customer experience and improve the efficiency of the selling process.

**Savvis, Inc. is an outsourcing provider of managed computing and network infrastructure for IT applications. Leading IT organizations around the world have selected Savvis to help them improve their service levels, reduce capital expense and deal with the rising costs of bandwidth, energy, real estate, staff and expertise.**



## Accelerating Sales and Contract Approvals while Reducing Risk at Savvis, Inc.

*John Knoblich and his team leveraged ASC Contracts to implement an Enterprise Contract Lifecycle Management solution at Savvis, Inc. that has significantly reduced financial and contract-related risk, created a global view of their customer and dramatically improved the overall sales experience for this global IT outsourcing leader.*

### Situation

When John took over responsibility for contract management at Savvis, he quickly realized that there were multiple processes for generating and managing contracts as a result of prior mergers and acquisitions. According to John, “We had a variety of ad hoc legacy processes which had limited integration, workflow control and visibility. As a result of merging multiple companies’ processes together, there was not a single defined contract process, no single system to manage the workflow and limited visibility into the status of a contract under review. Due to these multiple processes, it was very difficult to assess how well the contract process was performing and to identify specific areas to improve.”

“Every element of our business was affected,” says John. “For our sales team, this informal contract process created dissatisfaction with the customer. They never knew where the contract was in the approval process, or when they could expect to receive it so they could close the sale.”

### Goals

After taking stock of the situation, John decided that Savvis needed to implement a formal contract lifecycle management process that would achieve the following primary goals:

#### **On-Demand Reporting of Key Metrics**

To understand the company’s performance and then improve upon it, John needed the ability to efficiently monitor and analyze the key metrics associated with its contract management process and share this data with internal stakeholders.

#### **A Formalized Workflow and Control Mechanism**

To avoid items being continually re-routed, misrouted, or even lost, John wanted a formal contract management process that aligned with Savvis’ business model, and the ability to enforce compliance to the process across the global organization. Ideally, Savvis sales resources should be able to communicate a contract’s approval status to the customer at any time in order to set expectations and ensure each sale closes in a timely manner.

## Contract Management Steps to Success for Savvis

- **Review Quote-to-Cash Process**
- **Select Appropriate Contract Lifecycle Management Vendor**
- **Develop Proof of Concept**
- **Complete ASC Discovery Process**
- **Define Document Workflows**
- **Configure ASC Contracts Solution**
- **Provide Hands-on Training**
- **Conduct Phased Roll Out**
- **Monitor Adoption**

## A Centralized Repository for All Contract Information

In the past, contracts and contract-related information were stored in multiple locations at Savvis. According to John, “We needed one location where all contracts, including their revisions were securely stored and were easily accessible to all relevant stakeholders.”

## Steps to Success

John led his team to identify and implement a complete Contract Lifecycle Management (CLM) solution that would meet his defined goals by taking the following key steps:

### Review Quote-to-Cash Process

The first step John and his team took was to conduct a complete review of Savvis’ quote-to-cash process to fully understand their business and its current contract-related challenges, and then identify their requirements for a formal workflow process and the single repository for files.

### Select Appropriate Contract Lifecycle Management Vendor

John then conducted a vendor selection process to find the CLM solution provider that was most closely aligned with their requirements, company’s culture and business approach. According to John, “You need to find a vendor that fits with your corporate culture. If you have a rigid company, then a rigid solution from one of the major ERP vendors may suffice. If your company moves quickly, however, and has unique requirements, then you need to find a solution provider that is going to work for you, work with you, and be a true partner in defining your unique contract management solution.”

After reviewing many contract management solutions and analyzing solutions used by others in the communications industry, Savvis selected ASC. The application’s ease of use and flexible design coupled with ASC’s ability to support the solution once it was implemented were the deciding factors. “We knew that ease of use was going to be critical to driving adoption of the tool, especially in a global organization with distributed salespeople that are constantly juggling multiple contracts” says John.

### Develop Proof of Concept

As an effective way to gain stakeholder buy-in for the CLM solution, ASC leveraged their best practices to rapidly develop a prototype for Savvis. John then took the prototype and allowed users an opportunity to “test drive” the prototype. The “test drive” was done in person in key Savvis Sales locations in the US and Europe. Says John, “Ultimately a user loves to see something before they buy. The proof of concept ASC developed gave every stakeholder a really good sense of what we would and wouldn’t do with the CLM solution. People could see it, test drive it, and I could answer any questions or concerns immediately.”

Once John had the buy-in he needed, Savvis signed the contract with ASC for a full implementation of the ASC Contracts solution.

### Complete ASC Discovery Process

Together with their dedicated ASC account manager, John and his team worked through ASC’s comprehensive discovery process that helped to extract and refine the company’s complete set of CLM requirements and map them to workflows that could be supported by the ASC Contracts solution.

*“When we started with contracts, we never really thought we’d integrate the credit process, then the vetting process, and then Statement of Work process into the system as well, but it makes complete sense for our business. We just didn’t realize the full power of what ASC Contracts could do until we went through the discovery process.”*

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According to John, this was a key step in the process. “ASC was a partner that really helped us to translate our process into specific system requirements. We would take a process statement we had identified and Pam, our account manager, would quickly translate that into a complete workflow in the CLM solution.”

As part of this step, the team started with Savvis’ standard master contract agreement and walked through the desired contract process to identify:

- What sections were frequently negotiated, and how
- What business units and specific individuals were responsible for generating, revising and approving each component of a customer contract
- What metrics and data were required by approvers to complete each step in the approval process
- Which organizations must be notified when a new contract is approved, or if a contract is being customized
- What business units required access to existing contracts and reports, and for what specific purposes, and
- What metrics should be captured to allow Savvis to analyze the health of its CLM workflow processes, once they were in place.

### **Define Document Workflows**

As a result of the discovery process, Savvis and ASC designed five separate workflows for the ASC Contracts system to manage:

- **Agreement Workflow:** For the creation of a new customer Master Services Agreement, plus all associated service schedules and SLAs.
- **Non Disclosure Workflow:** For all new NDA agreements

- **Credit and Vetting Workflow:** For ensuring the credit-worthiness of all new and existing customers
- **Order Workflow:** For creation and management of all new orders, including all associated paperwork.
- **SOW Workflow:** For creation and management of all new Statements of Work (SOWs), including change requests and customer approvals.

“ASC has really become the glue that brings the entire global contract management process together for us,” says John. “When we started with contracts, we never really thought we’d integrate the credit process, then the vetting process, and then Statement of Work process into the system as well, but it makes complete sense for our business. We just didn’t realize the full power of what ASC Contracts could do until we went through the discovery process.”

### **Configure ASC Contracts Solution**

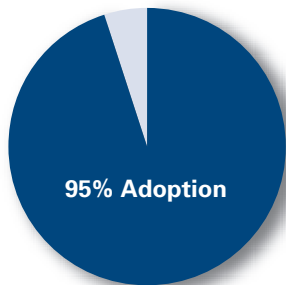
The ASC team then configured the ASC Contracts solution to facilitate each of the identified workflows. The solution was configured to allow Sales to generate standard bar-coded agreements themselves, with workflow rules enforcing the approval process when non-standard terms are requested.

### **Provide Hands-on Training**

Prior to roll out, John and his team focused on training the individuals who would be the primary users of the new contract management system. Each user within the core team was given in-depth, hands-on training in one-on-one or one-on-two learning environments to ensure the highest level of adoption among this group. The Savvis team asked for their feedback, listened to

### Immediate Adoption

During the first month, over 95% of new contracts were routed through the new CLM solution by more than 200 users.



their ideas and ASC made adjustments where necessary to further streamline the workflows.

Shorter, scenario-based training was then provided to all users of the CLM solution, including those who would have read-only access to the central repository of contracts and data.

### Conduct Phased Roll Out

The roll out began with a pilot group of approximately 20 of the primary users, which allowed Savvis and ASC to resolve any remaining issues prior to the wider roll out. “Going from nothing to a complete workflow solution, you’re simply going to miss things,” says John. “The pilot group found the few errors in our design and ASC was very quick to respond as the workflow requirements evolved.”

As a result, Savvis had only minor ‘hiccups’ after the full-scale production launch to over 200 regular users, and over 400 occasional users. In fact, on day one of the roll out, all users in Europe immediately switched over to the new solution.

### Monitor Adoption

John then began to regularly monitor adoption levels and used a combination of methods to encourage or drive greater adoption. Introducing a complete and integrated workflow tool created concern with a number of users. As a result of working closely to alleviate fears and providing timely insight, adoption has exceeded initial expectations.

During the first month of global roll-out, greater than 95% of new contracts were being routed through the new CLM solution. The general feedback from users regarding the system has been positive, commonly mentioning the ease of use as the primary benefit. This ease

of use is important to get initial and lasting adoption of any new business application.

## Results

It’s only been a few months, but Savvis has already benefitted from the new CLM solution John and his team have implemented.

### Metrics and Monitoring Empowers Continuous Improvement

“If you have the right metrics, you can work to improve any workflow. We now have those metrics, updated in real-time, with our new CLM solution,” says John.

Three of the most important metric categories John can now track are:

- **Individual Contract Approval Times:** The total duration of the approval process, as well as the exact dates and times that the contract was submitted, and approved or rejected.
- **Total Contract Cycle:** The total Quote to Cash duration, from the time the order is created to the time all of the required documentation has been signed.
- **Approval Role Productivity:** To help identify bottlenecks, these metrics track the average and maximum approval times for a specific role, as well as the number of approvals required per contract by a specific role.

### Formalized Workflow Reduces Errors & Sales Cycle

The formalized workflows facilitated by the ASC Contracts solution have greatly increased Savvis’ ability to ensure that:

- Only approved contracts, service agreements, SLAs, and NDAs are released to customers for review and/or execution

### Significantly Reduce Sales Cycles

*“Over the first 3 months of production, we have seen the overall average time to produce an order for customer signature drop by over 50%.”*

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### Improve Order Creation Time

Before

After

- Only agreements that Savvis can support operationally are executed
- Valuable sales opportunities are not overly delayed by the contract process.

In addition, the ability for sales members to select pre-approved contract terms and the automated approval routing has already reduced the average sales cycle for Savvis. “Over the first 3 months of production, we have seen the overall average time to produce an order for customer signature drop by over 50%.”

### Centralized Storage of Contracts Improves Contract Quality & Account Management

The ability for employees to search for, and acquire the latest contract documentation from a central web-based repository has improved the quality of the contracts in place. According to John, “Anytime a new order is produced, we can see what existing contracts and documents are already in place, which is especially helpful when you have a global support team. The bar-coded agreements ensure that the signed image is auto-loaded to the correct place in the customer’s contract hierarchy. This hierarchical view makes it easy for our sales and support teams to quickly understand the customer’s contractual situation at a glance.” The central storage also includes a complete history of revisions that is tied to ASC’s unique bar-coding technology. Whenever a contract-related issue occurs, Savvis and the customer can leverage their knowledge of exactly how the terms of the agreement were determined to help them find an appropriate and fair resolution.

The capability to retrieve a list of all service agreements associated with a particular data

center also provides SAVVIS with better visibility into which customers would be impacted by any service disruption, as well as the potential financial impact based on the relevant SLAs.

### Reduced Credit Risk

By choosing to incorporate the Credit & Vetting workflow into the ASC solution, John has also reduced Savvis’ credit risk. When a new order is created, the system automatically checks the available credit for the customer. Only if the order value exceeds the available credit, is the order routed to the credit team for analysis and approval or rejection. This enhancement helps to speed up the process and get the order out to the customer in a more timely manner.

## A Few Words about ASC from John Knoblich

“The team at ASC has been an incredible asset in the implementation of our new CLM solution. They have been incredibly flexible and focused on understanding what Savvis needed to be successful. They have become a ‘trusted partner’, listening to our needs and always offered solutions that would help achieve success. What stands out for me about ASC is the quality of the people who work with us day in and day out. They have been with us since the beginning of this project, they understand where Savvis is today with our CLM solution, and most importantly where we are going as an organization in the future. They have truly made the extra effort to make sure our solution was a complete success.”

## About ASC

Advanced Software Concepts (ASC) is a tailored Contract Lifecycle Management (CLM) solutions company. ASC offers ASC Contracts™, a robust, scalable and highly extensible CLM software platform. Combining ASC Contracts™ with market specific expertise and an iterative development approach, ASC deploys tailored, customer-specific solutions for the secure creation, approval, storage, and monitoring of legally binding agreements.

**For more information on ASC Contracts please visit us at [www.ASCcontracts.com](http://www.ASCcontracts.com) or email us at: [sales@ascnet.com](mailto:sales@ascnet.com).**

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