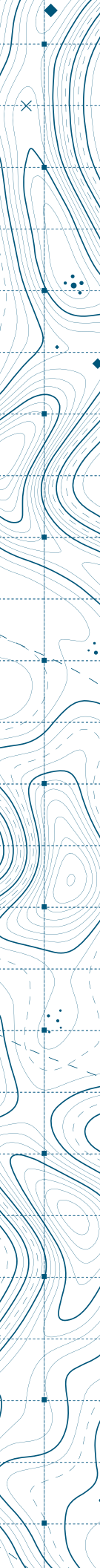




Orchestrating Excellence: A Four-Stage Maturity Model for Services Collaboration



Prioritizing services is a primary strategy for modern businesses looking to expand market share and accelerate revenue growth.

Our beliefs

Teton Cloud Consulting was created to expand customers' market share and accelerate revenue growth by accelerating services growth.



Our approach **drives 5X+ in follow-on** across your services stack.



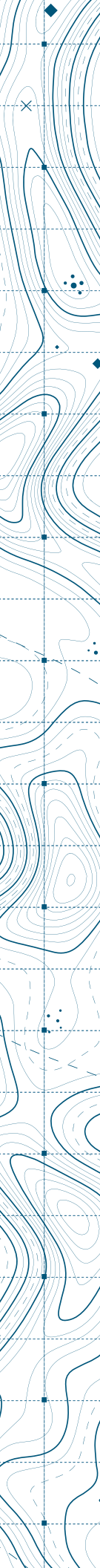
We help **construct your organization** to drive a growth outcome.



Integrated revenue motions **tie your portfolio together for rapid-scale growth.**



We can **optimize technology** investments across your entire portfolio.

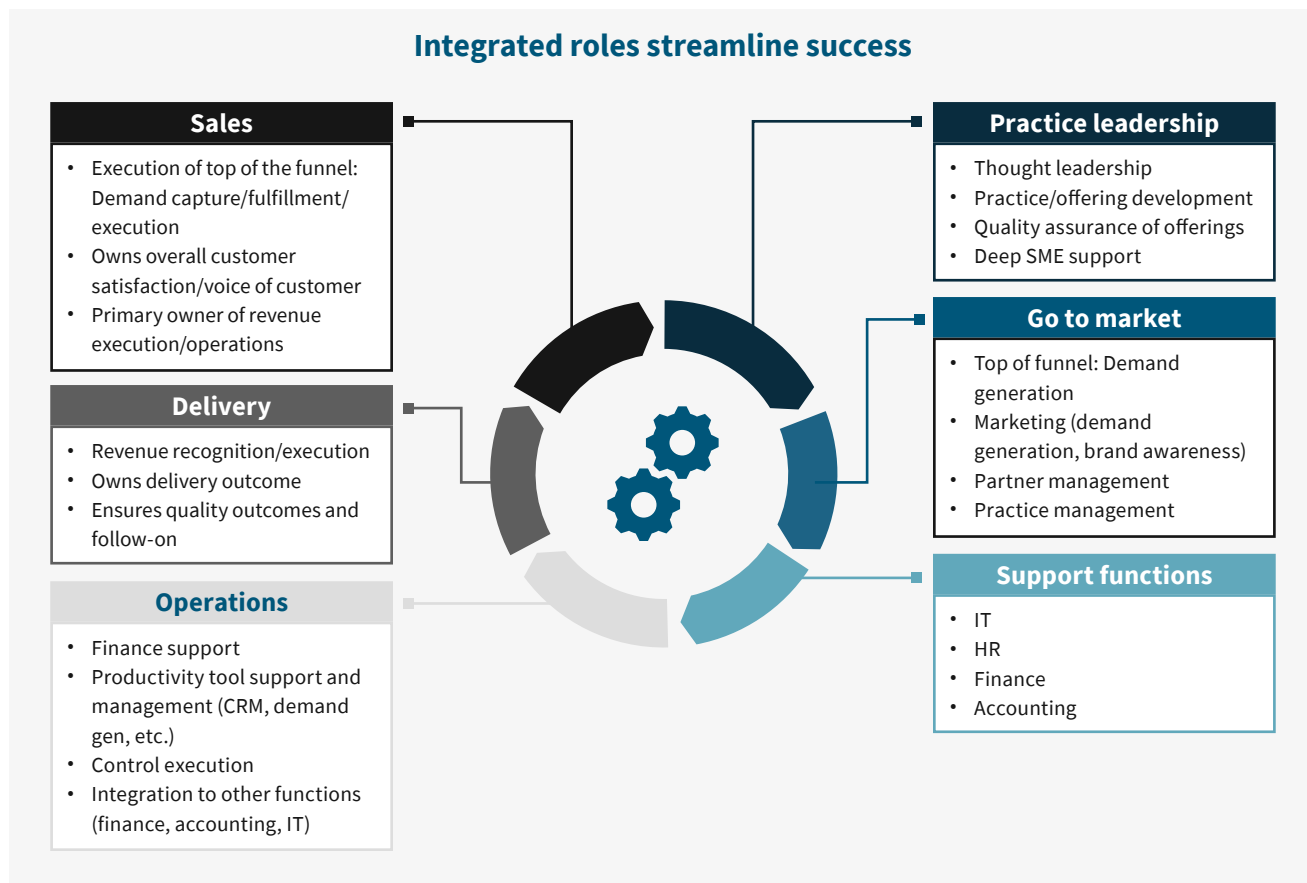


In the competitive world of technology services, success hinges on seamless collaboration.

It is more critical than ever that the various functional departments within your organization work under an integrated services strategy with a unified vision to meet ever-changing client expectations:

- **Demand for faster results:** Customers want to see faster results and ROI from their investments.
- **Greater focus on data and analytics:** There is increased demand from customers for data, analytics, and fact-based recommendations.
- **Shift to outcome-based solutions:** Customers want to pay based on business outcomes rather than time and materials pricing models.
- **Need for more industry knowledge:** Customers expect deep industry expertise and insights from their service providers.
- **Expectation for new capabilities:** Customers are looking for their professional partnerships to enable new capabilities like AI, automation, and design thinking to drive innovation.

Cross-functional collaboration is not optional for those looking to deliver services excellence at every point of the customer experience. Unifying your organization's collaboration approach around a shared model for maturity will help your business plan, execute, and continuously improve your services collaboration strategy.



This white paper introduces a **four-stage Maturity Model for technology services collaboration**, outlining how sales, delivery, go-to-market (GTM), portfolio management, and operations work together at each stage. By understanding their current stage and implementing the necessary actions, technology services companies can unlock the full potential of collaboration, drive growth, and deliver exceptional client experiences.

The four stages of technology services collaboration maturity

At Teton Cloud Consulting, we understand that organizational maturity falls within one of four major stages: creating, building, maturing, and transforming.

STAGE 4

Transforming

The most mature organizations are adaptable and able to thrive in a changing environment. They are constantly innovating and looking for ways to improve. They have a strong learning culture and ability to anticipate and respond to challenges. Their technology is a proactive supporter of the business, with integrated systems and information shared to drive outcomes.

STAGE 3

Maturing

In this stage, the organization becomes more strategic and focused on continuous improvement. Processes are optimized, and data is used to inform decision-making. There is a culture of collaboration and innovation. Technology is integrated, and off-the-shelf products are well established with integrated functionality.

STAGE 2

Building

As the organization grows, systems and structures are put into place. There is a focus on efficiency and standardization. Departments are formed, and hierarchies established. Non-customized tools and technology support the business in a reactive manner; integrated systems are under consideration.

STAGE 1

Creating

In this initial stage, organizations are built and processes are established. This stage is defined by a strong focus on the founder's vision and getting the business off the ground. Processes are informal and reactive, and the structure is often flat. Technology in its early days is bootstrapped to support the initial needs of the business.



STAGE 1

Creating

In this initial stage, organizations are built and processes are established. This stage is defined by a strong focus on the founder's vision and getting the business off the ground. Processes are informal and reactive, and the structure is often flat. Technology in its early days is bootstrapped to support the initial needs of the business.

- **Characteristics:** The team relies on individual expertise rather than proven methods and lacks a clear strategy. The team's processes and tools are ad hoc and cobbled together. There is limited communication and information sharing between functions. Sales operates independently, with limited understanding of delivery capabilities. Portfolio management is reactive rather than strategic. GTM efforts are fragmented, and operations struggles to support efficient project execution.
- **Client impact:** Inconsistent service delivery, missed deadlines, and client dissatisfaction lead to high churn rates and lost business opportunities.

Moving forward:

- Implement standardized communication protocols.
- Encourage cross-functional team meetings.
- Develop a shared client view.
- Initiate basic portfolio assessments to identify gaps and opportunities.

Below is a summary of the actions that must be completed to move to the next stage of maturity.

Function	Action
Sales	Develop a basic sales process, implement a CRM, and train on consultative selling.
GTM	Build a basic services catalog, establish web presence, participate in industry events, and capture and manage leads.
Portfolio/ Practice	Focus on establishing core consulting skills training, basic project management tools, knowledge base creation, and internal alignment.
Delivery	Grow basic project management framework, track tasks and timelines, and implement initial client satisfaction surveys.
Operations	Establish basic project management system, standardized administrative processes, communication protocols, resource management practices, and initial project post-mortems.

STAGE 2

Building

As the organization grows, systems and structures are put into place. There is a focus on efficiency and standardization. Departments are formed, and hierarchies established. Non-customized tools and technology support the business in a reactive manner; integrated systems are under consideration.

- **Characteristics:** Processes are in place for managing resources and projects, and the team has the first iteration of services methodology. This allows them to begin delivering services in a more consistent and coordinated manner, laying the foundation for future growth and success. Sales leverages basic delivery insights to improve pitches. GTM efforts become more targeted. Portfolio management focuses on maintaining existing services. Operations establishes basic project management processes.
- **Client impact:** Improved communication leads to smoother project execution and enhanced client satisfaction. However, a lack of strategic alignment between functions limits growth potential.

Moving forward:

- Formalize cross-functional collaboration processes.
- Develop joint client engagement strategies.
- Implement service-level agreements (SLAs) to define service delivery expectations.
- Conduct portfolio reviews to analyze market trends and identify new service opportunities.

Below is a summary of the actions that must be completed to move to the next stage of maturity.

Function	Action
Sales	Define sales qualification criteria, standard presentations, and sales coaching, and analyze sales data for improvement.
GTM	Target client segments and industry verticals, create lead generation campaigns and content marketing for thought leadership, and refine sales messaging.
Portfolio/ Practice	Build standardized practices for consulting activities and mentorship programs, and analyze client feedback to improve delivery.
Delivery	Establish standard operating procedures (SOPs) for core activities, project templates and checklists, and basic risk management, and analyze client feedback.
Operations	Document SOPs for core operations, project templates, basic risk management for operations, and project data analysis for efficiency.

STAGE 3

Maturing

In this stage, the organization becomes more strategic and focused on continuous improvement. Processes are optimized, and data is used to inform decision-making. There is a culture of collaboration and innovation. Technology is integrated, and off-the-shelf products are well established with integrated functionality.

- **Characteristics:** Clear processes and structures have been established to facilitate collaboration and coordination with the sales team. This has been accomplished through a defined vision and strategy for services offered by the team. Functions work together strategically to achieve shared goals. Sales and delivery collaborate on solutions aligned with client needs and service capabilities. GTM efforts are based on a comprehensive portfolio strategy. Portfolio management actively manages the service portfolio, adding and retiring services based on market demand. Operations streamlines processes for efficient project delivery.
- **Client impact:** Clients benefit from a consistent service experience and innovative solutions tailored to their specific needs. Win rates improve, and client satisfaction leads to increased repeat business.

Moving forward:

- Implement integrated performance management systems with shared KPIs.
- Develop a culture of knowledge-sharing and joint innovation across functions.
- Invest in technology solutions to facilitate collaboration and communication.
- Leverage data analytics to optimize portfolio management and GTM strategies.

Below is a summary of the actions that must be completed to move to the next stage of maturity.

Function	Action
Sales	Implement KPIs for sales performance, sales forecasting, and client needs analysis for customized solutions.
GTM	Integrate sales, marketing, and marketing automation; measure campaign effectiveness; and develop partner relationships.
Portfolio/ Practice	Establish performance improvement based on data, training on advanced methodologies, client-centric approach, and industry expertise development.
Delivery	Implement KPIs for project success, project reviews, client onboarding/offboarding processes, and advanced project management training.
Operations	Develop KPIs for operational efficiency, operational reviews, quality management system, technology tools for streamlining, and a continuous improvement culture.

STAGE 4

Transforming

The most mature organizations are adaptable and able to thrive in a changing environment. They are constantly innovating and looking for ways to improve. They have a strong learning culture and ability to anticipate and respond to challenges. Their technology is a proactive supporter of the business, with integrated systems and information shared to drive outcomes.

- **Characteristics:** The organization has established sustainable operating processes with a strong focus on continuous improvement. The integration of the solutions with the team's CRM and finance systems enables accurate forecasting of revenue based on delivery, providing visibility and control over key metrics to drive growth. Functions operate as a unified team with a shared vision. Sales and delivery work seamlessly to co-create solutions with clients. GTM activities are continuously optimized based on real-time client insights. Portfolio management operates proactively, anticipating market trends and developing services for future needs. Operations uses automation and continuous improvement methodologies to achieve service delivery excellence.
- **Client impact:** Technology services companies at this stage become trusted advisors to their clients, consistently exceeding expectations and driving significant business value. They achieve industry-leading win rates and client satisfaction, with a sustainable competitive advantage.

Moving forward:

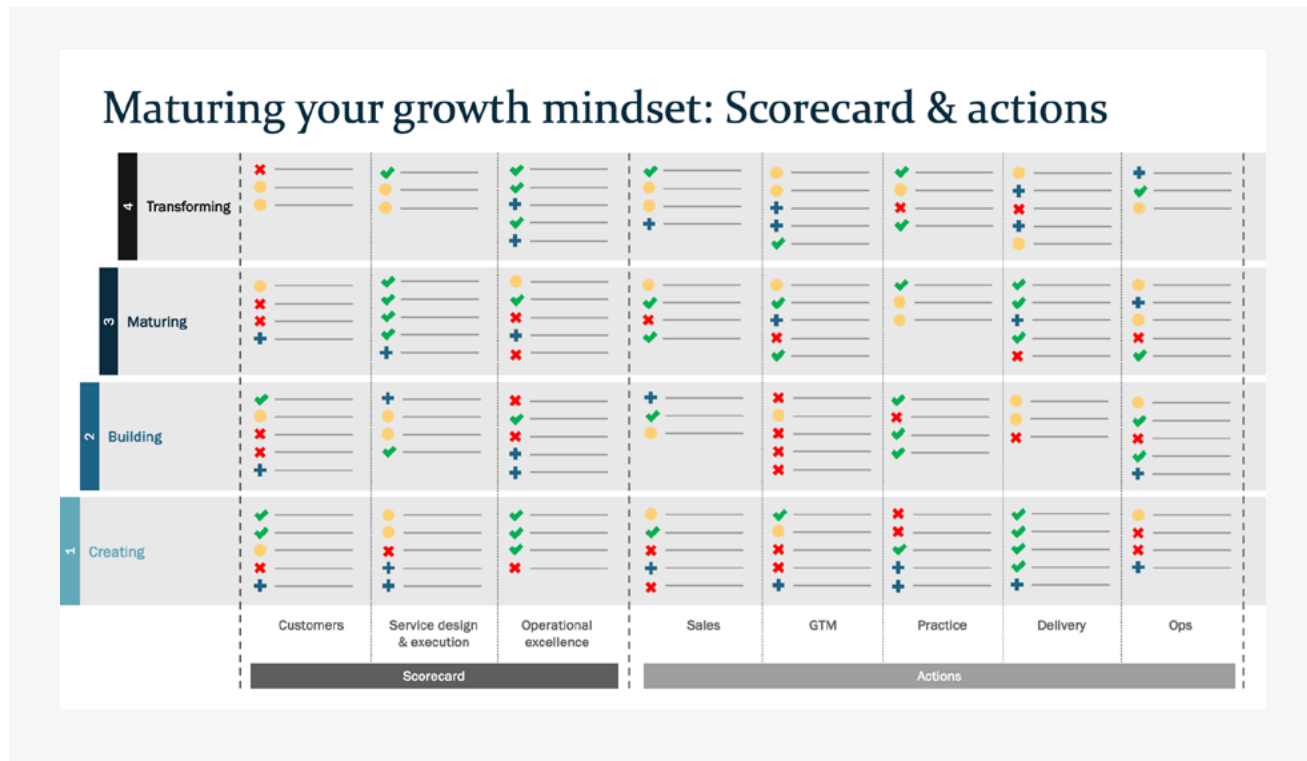
- Continuously invest in fostering a collaborative culture.
- Encourage cross-functional training and development programs.
- Implement advanced analytics tools to predict customer needs and market trends.
- Explore partnerships with technology providers to unlock additional service delivery capabilities.

Below is a summary of the actions that must be completed for this stage.

Function	Action
Sales	Establish sales automation tools, continuous improvement based on data, and a data-driven approach to client value proposition.
GTM	Build data-driven marketing optimization, strategic client partnerships, and innovative marketing strategies (e.g., account-based marketing).
Portfolio/ Practice	Focus on knowledge management practices, professional certifications, specialized consulting teams, culture of innovation, and data analytics for client needs.
Delivery	Implement project management automation, data-driven continuous improvement, co-creation with clients, specialized consulting teams, and data analytics for project planning.
Operations	Develop predictive analytics for operational challenges, business intelligence for resource allocation, and a scalable operational framework.

Moving forward with a Maturity Scorecard

When you work with Teton Cloud Consulting, we partner with you to outline various actions based on your organization's goals and current maturity level. This scorecard enables you to benchmark your progress against other organizations in your industry while building a solid and scalable foundation for continued growth.



Success in motion: Systems integrator client success

Our work with a \$1B national systems network integrator resulted in services growth of more than 20% quarter-over-quarter.

Prior to engagement, client pain points included a lack of unified GTM strategy as well as challenges around quota alignment, sales plans, and common offerings to drive desired outcomes.

After consulting with the client to assess investment potential and growth goals, we worked together to cement a plan that would redefine the client's end-to-end services sales strategy. We worked with the client to build a scorecard to evaluate its current teams and GTM, delivered recommendations for productivity and growth, and developed a roadmap to drive alignment across people, processes, and technology in the revenue operations function.

Benefits

- **Higher** revenue
- **Lower** costs
- **Improved** processes
- **Data-driven** decisions

Conclusion

By applying this four-stage Maturity Model and implementing the recommended actions at each stage, technology services companies can transform the way their various functions collaborate. This fosters a synergistic environment where sales, delivery, GTM, portfolio management, and operations work together seamlessly to deliver exceptional client experiences and achieve remarkable business outcomes in the dynamic technology landscape. Embrace continuous improvement and a commitment to collaboration — it's the key to unlocking the full potential of your technology services company and achieving sustainable growth.



TETON CLOUD CONSULTING

