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Powering Professional Services with Outcomes

Professional Services can be an indispensable tool for creating customer intimacy <u>if it focuses on outcomes.</u>

Capability-Based PS vs Outcomes-Based PS

The difference between a capability-based Professional Services (PS) business and an outcomes-based PS business is quite stark from the client point of view, as well as from the internal perspective – both for the PS business and the broader company. During the last several years, McMann & Ransford has interviewed several hundred technology buyers, including software, hardware, high-tech, and near-tech products. We have also been involved in designing hundreds of "outcomes-based solutions." This whitepaper distills our learnings about the tools and techniques a PS business can use to become more outcomes centric and the benefits that this shift will bring to the relationships and responsibilities of the PS business.

What do we mean by "Outcomes-Centric"?

Historically, most PS businesses in complex B2B companies have evolved in support of one or more products, typically as the implementation or optimization arm. Therefore, it is natural that many of the businesses have focused on their superior technical knowledge and understanding of the product itself, deployed to deliver on-time, on-budget installations, upgrades, etc. Unfortunately, this focus all too often has distanced these businesses and their teams from the underlying strategic goals the customer has for deploying the product. Connecting to the client's strategic objectives and taking responsibility for achieving them with the client is the essence of an outcomes-centric PS business.

Capabilities-Centric	Outcomes-Centric
Temporarily providing trained resources to the customer to augment the customer's team to fulfill project requirements or provisional needs.	*Shouldering accountability to guide the client through the series of decisions and actions required to accomplish strategic business objectives.*
• Supplemental to Customer • Delegated Customer Contact • Product Driven • Tactical or Project Goals • Low Margin • Long Sales Cycle • RFPs & Demand Fulfillment • Distinct Transaction • Commoditized Offering	• Client Entanglement • Executive Mindshare • Accountability for Results • Strategic Objectives • High Margin • Natural Selling Motion • Demand Generation • Accelerated Pull-Through • Company-Wide Differentiation

Capability-Based PS vs Outcomes-Based PS

In practice, of course, this distinction is more of a continuum than a dichotomy as many PS relationships, and even individual engagements, may contain elements or periods on both sides of the spectrum. However, shifting the sales cycle, executive conversations, and delivery focus to the outcomes side of the equation will elevate value to clients, transform the significance of PS to the company, and deliver greater commercial and financial results. An outcomes-based PS business complements the client's internal resources and knowledge with specialized expertise and extensive experience germane to the strategic business objectives and enabling technology and processes. This clearly represents a much more vibrant and productive role for the business than filling the tactical and technical gaps for a customer.

Why now?

It is a very tumultuous time in the B2B world. Companies are having to challenge the status quo on how they do business. Most companies built their business around a product line or small group of product lines. As these product lines mature, companies undergo commoditization. This often manifests as price pressure.

Innovation alone will no longer provide the growth and margin necessary for companies to sustain or increase their market valuations. As commoditization occurs, companies start to make a series of adjustments to maintain their growth and margin, including focusing on their service contract value. But eventually, it becomes clear that more holistic changes are required to continue to progress.

In this age of change in the business model, the key to success is a different kind of interdependency with your valued customers. We term this **Entanglement.**

Entanglement

A more permanent and valuable relationship for both parties. It happens when you are an essential part of their business results. The road to accomplishing this move travels straight through Professional Services.

Products and services commoditize, but companies don't have to.

And Why PS?

B2B companies may follow different near-term paths to address these business model changes, focusing on XaaS, Customer Success, Intimacy, and/or Renewable Differentiation. One thing is consistent — these businesses want to change their relationships with their customers to become more than vendors. This is such a big change: moving from inside the company pushed out to becoming "at-the-customer" and entangled in their business.

Historically a tag-along business, an interesting confluence of two traits makes PS central to success in this new way of doing business: **proximity and purpose**.

Proximity

PS is already at the customer. Sales is pushed out to the customer, usually episodically. Product development and R&D receive feedback about customers from other parts of the company. Marketing is typically immersed in data about customers but rarely interacts with them. The rest of the company – Finance, Operations, Executive Leadership, and HR, for example – operate separately from the day-to-day life of the customer. By contrast, PS is in the trenches, day in and day out, helping the customer implement and use products. This provides PS a different relationship with the customer and a unique point of view on how to get results at the customer. Finally, PS also sees first-hand the effectiveness or ineffectiveness of marketing and sales messaging, product readiness and capabilities, sales efforts and commitments, quality and flexibility of contracts, etc.

Proximity to Customer's Day-to-Day Life

Far → At the Customer

Understands customer needs but is rarely with the customer. Held accountable by their own company.	Understands customer needs and works with customer but does not fully understand the customer's day to day. Held accountable by their own company.	Fully understands and works to achieve customer needs. Held accountable by customer executive.
Executives R&D Finance Operations HR	Sales Marketing	PS Team Customer Executive

And Why PS?

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Purpose

PS exists solely to solve problems. They are the solution people – the team that makes the product function for the customer. PS works in chaotic environments with people who are not necessarily motivated to change the way they work to accommodate the products their companies have purchased. In addition, each customer has different levels of capability and willingness to dedicate staff to do their part in an implementation. Further, PS interacts with customer managers or executives who are challenging them all the time on progress, expense, and results. These factors combine to make PS the best-suited part of a B2B company to work with the customer on broader, higher value issues.

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So, the question becomes how to take advantage of the innate characteristics of a PS organization to unleash the full value of the PS organization for the company and its clients by migrating to an outcomes-based paradigm.

How do you get there?

An important point in understanding how to move to an outcomes-centric model involves the interactions and relationships with the executive buyers. Let's look at two purchasing scenarios to further illustrate the differences.

In both scenarios, the typical product buying/implementation cycle in no way ignores the impact or the valuable work performed by PS to support a product implementation. As a general principle, PS helps companies to overcome product limitations, customer misunderstandings, customer problems, etc. Also, PS facilitates the relationship building within the functional end users of a customer. However, in these scenarios, we want to highlight how the customer leadership team – buyers above the Line-of-Safety – interacts with and views PS.

The Line-of-Safety^{SM} divides those senior executives who set budgets and direction for a client from those that manage to a budget they are given.
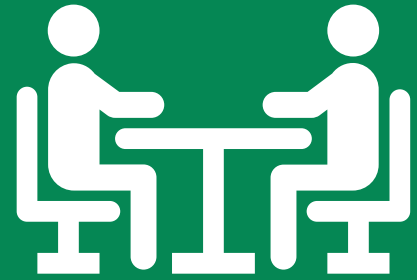
Scenario 1: A Capabilities-Driven Buying Decision

Purchase Decision:
A company decides it wants to buy a technology-based product.

Potential Purchase Rational:
- A business need
- A replacement or upgrade
- Psychological need to be a part of a technology wave (e.g., "the Cloud" or artificial intelligence)

Scenario 2: An Outcomes-Driven Buying Decision

Purchase Decision:
The customer is determining how to achieve a business objective – i.e., buying an outcome.

Potential Purchase Rational:
- A partner who understands the idea better and more clearly, and therefore, can transmit that understanding into the customer organization
- A partner who can best demonstrate how to make the idea work in the customer's organization

Scenario 1:
A Capabilities-Driven Buying Decision

Buying Process:

1. The customer team performs research, selects vendors, evaluates products, works with sales teams, and eventually purchases a product. PS might make a cameo appearance in the sales cycle but is not strategic to the decision. Unfortunately, often the customer is unaware of what the implementation will require from them.

2. The implementation begins. The PS organization pushes the customer to get organized and allocate staff for their part of the team. Although PS is heavily involved at this point, the customer's executive leadership is relatively uninterested in what PS is doing and does not build an intimate relationship with them.

3. The product is implemented, and the customer accepts the product limitations. This is an important nuance about customers and products – customers are predisposed to accept that the product may not live up to the hype. Post-implementation, PS exits, and they are often forgotten by customer leadership.

4. The product sales team wants to sell more, and this process starts again and may be even more difficult if the previous steps were not frictionless

Scenario 2:
An Outcomes-Driven Buying Decision

Buying Process:

1. The customer selects a partner based on differentiation of the offer and perceived ability to create the outcome. (Interestingly, price rarely impacts the final decision.) PS is heavily involved and must be both the mouthpiece of the offer and the partner that the customer is choosing.

2. The program begins. The PS Business is front and center, interacting with buying executives, not just functional managers. The PS team is viewed as "the experts," and the customer relies on PS to get them through the program. Unlike a product purchase where the implementation is assumed away by the customer, the effort to achieve the outcome is strategic and the reason for the initiative.

3. During implementation, there will be problems and challenges – e.g., the customer team is less efficient than expected or change resistance is pervasive. Leveraging their consulting abilities and customer-management skills, the PS organization "interrupts" the issues and devises necessary "work-arounds." The PS team is not a peripheral player to the executive team, but rather the central authority on how to achieve their desired outcomes.

4. Once implementation is complete, it is time to evaluate the value received. The PS team is central in this evaluation and explains where the customer is on the outcome/value journey and what needs to be done to increase the value or continue the transformation.

5. Rather than starting a new sales cycle, PS has been able to identify, explore, and position the next product/service pull-through while achieving the first outcome.

Transitioning to Outcomes-Based PS

As you can see from these scenarios, in a productized/technology purchase the customer leadership is hardly interested in the PS organization, whereas in an Outcome Journey, they are dependent on the PS organization. Furthermore, the expectations and value achieved from the purchased product are more robust for the client in the outcomes-based scenario, and PS is positioned to unlock even greater value and new opportunities for both parties.
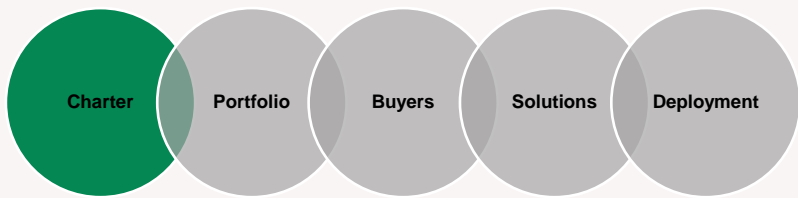
However, moving from capabilities to outcomes is no easy task. Transforming PS from a capability focus (e.g., implementation of a specific product, user training, or workflow design and optimization) to an outcome focus (i.e., driving business results such as simplifying the customer interface, driving down costs, or meeting a government mandate) has benefits for the PS business itself in selling, talent development, delivery quality, and other areas. But more strategically important to a complex B2B company, this shift will lead the broader company to focus on the changes required on the journey to becoming entangled with its high-value customers.

This is not a simple process, and while there is much to accomplish for PS to seamlessly play this role, the change can be initiated by focusing on five key *transition elements*:

Charter	Portfolio	Buyers	Solutions	Deployment
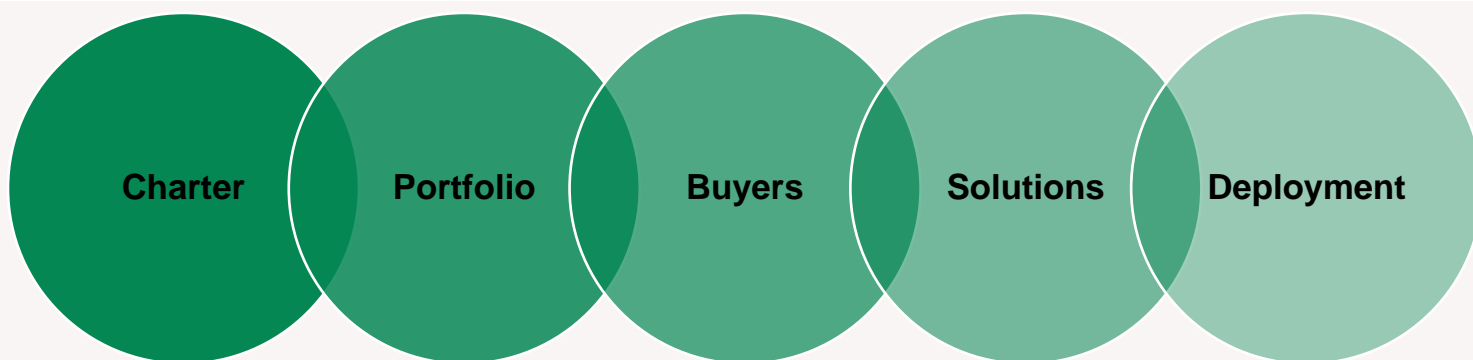
1. **Charter**: What are the specific goals and constraints for this initiative?
2. **Portfolio**: What business outcomes do we want to and are we able to achieve with our clients?
3. **Buyers**: How do executive stakeholders evaluate options to achieve outcomes generally and how would each outcome be framed for each persona?
4. **Solutions:** How will the outcomes be structured into purchasable solutions?
5. **Deployment:** How can we best utilize the current personnel and structures to engage the market in this new way and what will be required to enable them?

It's important to note that each of these elements is an extensive topic in and of itself within the context of a world-class professional services business and could be explored in vast detail. However, we will only explore the few critical tenets of each element that are relevant for introducing an outcomes-centric standard to a historically capability-centric PS business. It is also worth noting that while this paper considers each of these elements sequentially and some aspects of the transition are linear, aside from establishing the Charter initially, there is often iteration between the other elements – as one element clarifies your thinking, it may require some adjustment to other elements.

Charter | Portfolio | Buyers | Solutions | Deployment

One of the first steps in moving to the outcomes-based model is to clarify the goals and parameters for this effort. We have all worked on jobs where the complex nature of the assignment is not well understood by the requester or the broader organization. Just like PS professes to its customers, it's important to have an *Initiative Charter* that:

1. Identifies objectives,

2. Ensures organizational understanding and executive support, and

3. Clarifies timeframes and financial boundaries. (For example: Will the corporation provide funding for the initiative or will PS have to fund it out of margin? Will there be any margin or other relief during the transition period[1]? What support staff, such as marketing, can PS draw on?)

Ideally, the *Initiative Charter* explores the following topics, (which are further fleshed out during the transition):

1. Determine if there are business outcomes that might be addressed that are directly or indirectly correlated to the product set.

2. Validate that the current PS organization can effectively drive a business outcome.

3. Understand the challenges PS might have in performing in this new way.

4. Determine if the sales organization can sell an outcomes-based program without extensive enablement.

5. Assess market receptivity to PS as an advice provider as opposed to an implementation provider.

6. Gather enough experience to develop a business plan around driving outcomes.

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1. Our whitepaper entitled Unlocking the Value of an Embedded Professional Services Firm explores these tradeoffs during a professional services transformation and can be found on our website at https://www.mcmannransford.com/wp-content/uploads/Unlocking-the-Value-of-a-PS-Business-5.1.pdf.

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As with any new way of doing business, planning is important. Who does what and when? Often, those who are not involved underestimate the time to become market ready with the new offer. But also, and just as dangerous, PS groups can greatly overstate the time and complexity of the effort – or attempt to be perfect before launching. Being "too slow" saps market momentum, diminishes internal PS enthusiasm, and undermines executive motivation for the effort.

In summary, like any important endeavor, the effort to have an outcomes-based offer, or entire practice, must be organized, must have assured support, and must have a clearly defined vision of what constitutes success.
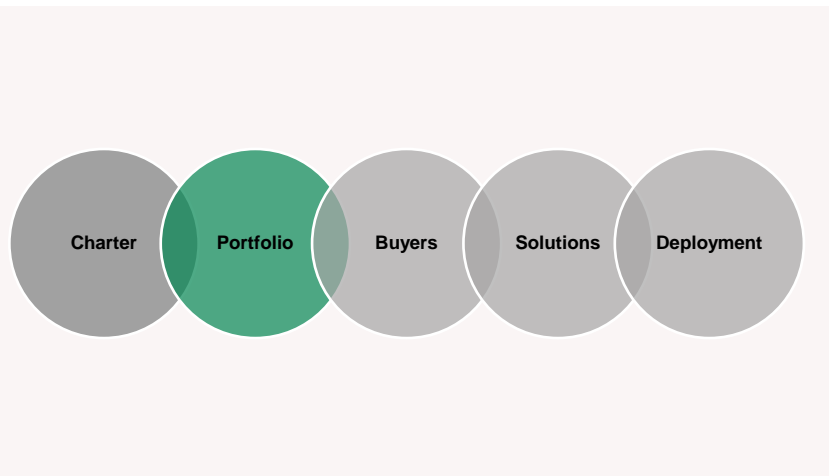
**Portfolio:
What business outcomes do we want to and are we able to achieve with our clients?**

One of the first steps in becoming an outcomes-based Professional Service (PS) business is to have at least one outcomes-based offer that drives customer change and results. These offers can range from enhancing the use of a product to a higher-level business outcome – e.g., lower costs, improved market presence, revenue increase, or improved customer penetration.

There is a natural hierarchy of solutions:

Breadth of Components Required to Deliver Value

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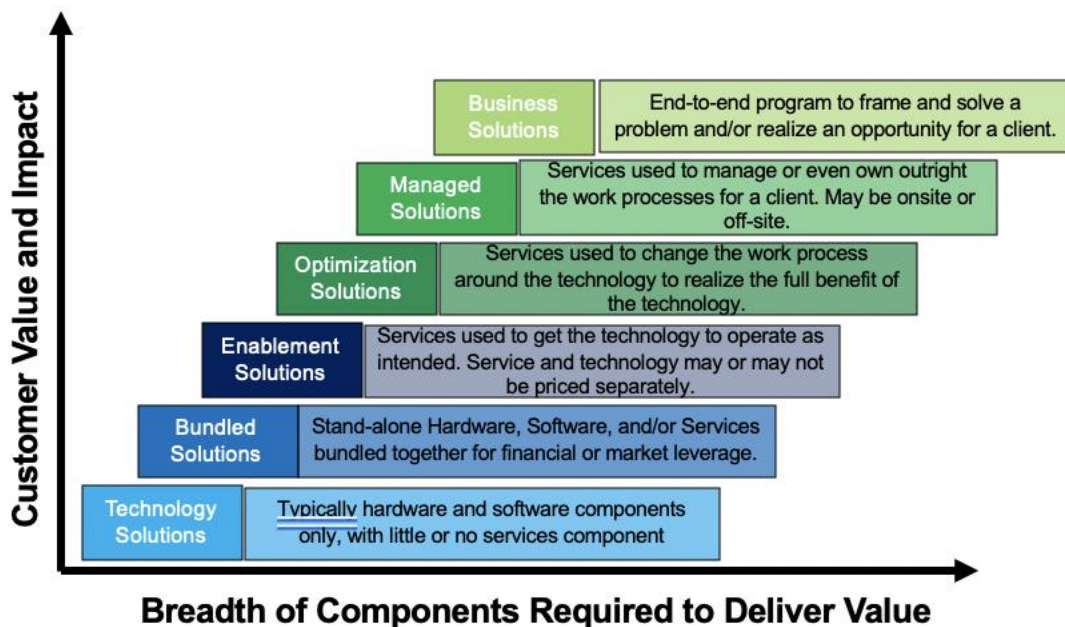
It is often difficult to move immediately to the top right and achieve the highest impact outcomes right away. The process is gradual, but eventually, the most valuable PS businesses perform at the top level.

It is important to start with an offer that you feel comfortable the organization can perform. Demand for the offer is also critical. Too often we see PS groups select something they want to do and have the capabilities to do but is of little value to the customer. These offers never materialize as meaningful because few customers will buy them. Additionally, the offer must be something that your channels (sales organization, etc.) can and will sell.

Thus, the objective at this stage is not to develop a comprehensive portfolio strategy or achieve the "ideal state" set of solutions; instead, it is to make a well informed, strategic "best bet" on the client outcome(s) that you believe meet three criteria and move up and right in the solutions hierarchy (above):

1. They are important to executives at (potential) clients
2. They present challenges for (potential) clients to execute on without assistance
3. You have (or could have within the timeframe established in the charter) the expertise to help client succeed

Important to Executives

Actionable Zone

Difficult to Achieve

Possible with Help
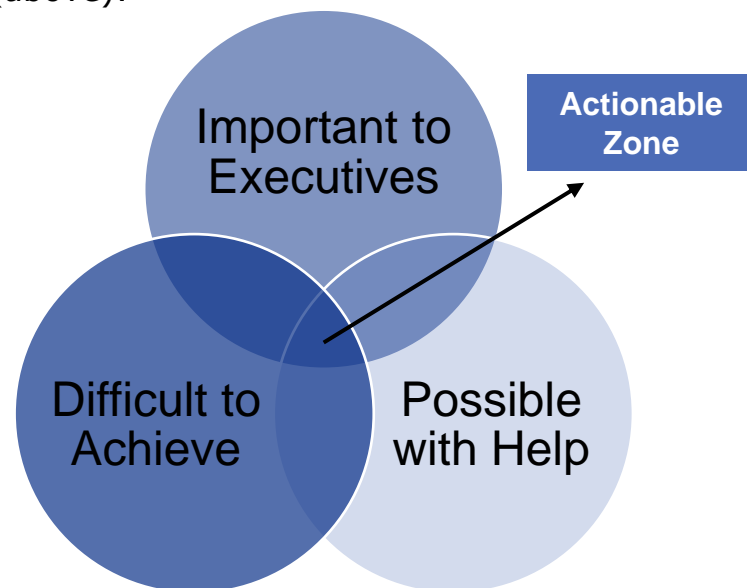
A solution can then be structured to assist clients in obtaining that outcome. For example:

• PS could focus on solutions that align with the strategic plan of key customers: In healthcare, PS might work on an issue of acquisition strategy as the customers' industry consolidates; or

• PS could focus on intimacy offers that deal with executive-level concerns: With product-centered customers, PS might solve for sales efficacy.

Identifying these offers may not be as difficult as it first sounds – the PS organization already engages customers daily and hears about why they need your products, their impact, and related challenges. All that needs to be done is to tease out the underlying business issues or opportunities that your customers are solving for – i.e., what outcomes are they seeking.
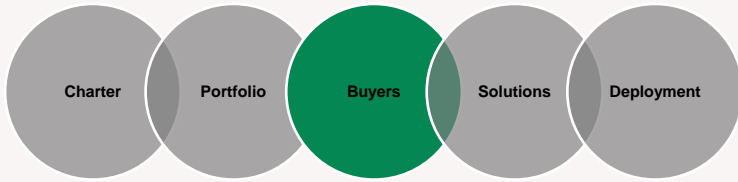
Charter | Portfolio | Buyers | Solutions | Deployment

After chartering outcomes-based goals and adding outcomes-based offers to your portfolio, many organizations will naturally try to jump to creating solutions. Before delving into the structure of those solutions, it is important to understand some key dynamics related to buyers of outcomes-based solutions.

Line-of-Safety[SM]

First, shifting the focus from capabilities to outcomes will necessitate and facilitate selling to executives higher in the buying organization. We use the term Line-of-Safety as a tool for thinking about this concept. The Line-of-Safety divides those senior executives who set budgets and direction for a client from those that manage to a budget they are given.

A viable outcomes-based offer allows the buyer to hold conversations that place them above the Line-of-Safety. This changes the relationship between your organization and the buyer's organization. No longer are you a product vendor (fighting through technical buyers and procurement). Working above the Line-of-Safety provides a mechanism for going directly to the people who can act outside of budgeting cycles and create situations that matter to the buyer organization. This does not mean that the offer has to be overly large and expensive; rather, the offer just needs to meet the needs of one or more of the executives that work above the line. Further, it allows the leverage of those relationships to pull-through products or larger deals for your company, either directly or through the halo-effect[2]. Again, you must choose things you can do, that buyers will buy, and that sales can sell. This new process may involve people who are not normally dealt with in your company's existing sales process; therefore, sales enablement and motivation will become important (see the section on Deployment).
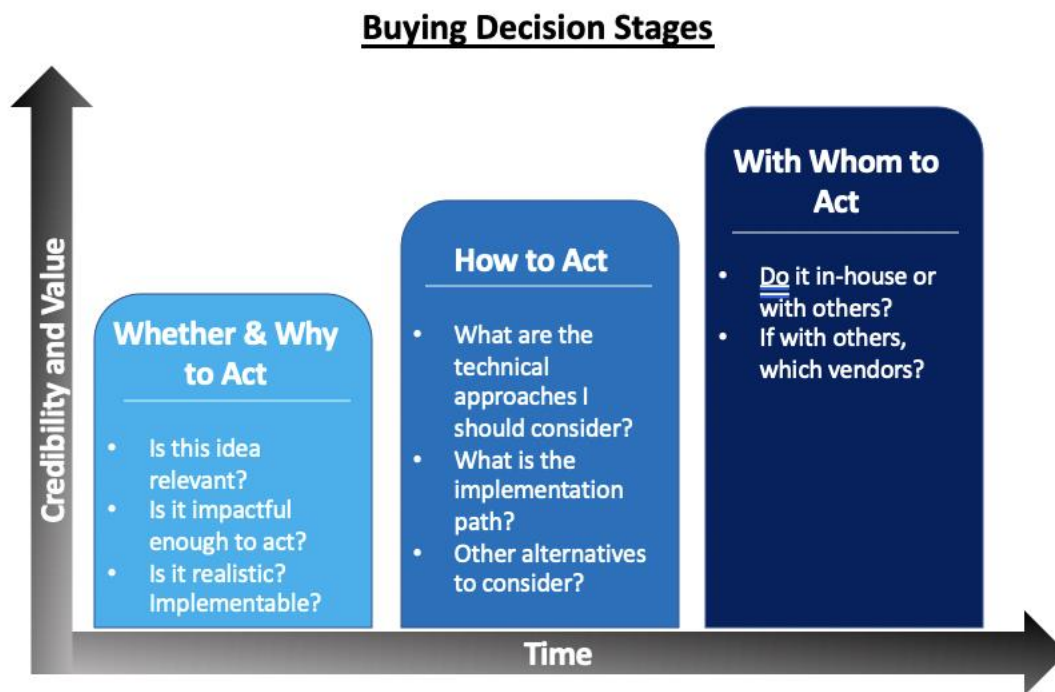
Working Above the Safety Line is both an offensive and defensive strategy. It allows protection from competitors because the selling organization now has higher value and greater intimacy. And, offensively, it provides a road to pull through the products and services that are more commoditized.

2. Direct pull-through refers to add-on sales, often planned. that deal with the same topic or outcome.. By contrast, the halo-effect refers to the goodwill, trust, and credibility the company receives by achieving it outcomes for clients; it also encompasses the ability for the PS team to identify and surface additional issues or opportunities in the course of their work.

Buying Decisions

Rather than generating demand, many companies sell into or intercept demand – by that we mean engaging with a potential customer after they have decided to buy and are selecting a supplier. The most obvious example is responding cold to an RFP. As mentioned earlier, the buyer at this stage is typically a supply chain or functional manager below the Line-of-Safety since the strategic aspects of the decision (i.e., the outcomes and how to achieve them) have already been made. Price is often the primary driver because the criteria and budget have been set.

A good outcomes-based solution intersects buyers earlier at the "whether and why to act" stage of the three-step decision-making process through which all purchases progress (below). In fact, an outcomes-based solution used skillfully can literally create demand by attaching to the goal(s) of an executive above the Line-of-Safety and laying out a previously unforeseen path to achieve or enhance it.

Buying Decision Stages

Whether & Why to Act
- Is this idea relevant?
- Is it impactful enough to act?
- Is it realistic? Implementable?

How to Act
- What are the technical approaches I should consider?
- What is the implementation path?
- Other alternatives to consider?

With Whom to Act
- Do it in-house or with others?
- If with others, which vendors?

Credibility and Value (vertical axis)

Time (horizontal axis)

Whether and Why to Act – The first thing the buyer considers is whether and why to act. This includes understanding the opportunity, likelihood of success, and the investment required. Fundamentally, this decision is about outcomes, not capabilities – i.e., understanding if the results could help the buyer reach her goals. It is worth noting that these conversations are vastly different both in content and audience than many product or productized sales meetings that begin in the latter stages as they tend to be somewhat ambiguous and focused on advice and exploration, not fulfillment, features, functions, and cost. Thus, a traditional sales team will likely need to draw on PS for content knowledge at a minimum, and most often, for active participation in the selling process.

How to Act – The next key decision for the buyer is how could the company go about solving the issue or taking advantage of the opportunity. Having decided that the potential outcomes align to her goals, the buyer is beginning to evaluate the best path to those outcomes. Again, the selling motion at this stage is often new, focused on gauging and weighing alternatives as opposed to overcoming objections.

With Whom to Act – This final decision is straightforward. Having decided to act and identified the most viable path, it is about picking the best provider – assuming an outside provider is needed. If you have guided the client through the prior decisions, you will obviously be the lead contender; moreover, you will have already shifted your relationship to a partnership, rather than simply a provider selected to meet specifications and price. Contrast that with the experience you may have had responding to an RFP, especially one that another firm helped the buyer craft, and the benefits of participating early in the decision process are obvious.

Framing Ideas

Clearly, once a decision has progressed to the "With Whom to Act" stage, much of the value has already been extracted from the process, and the ability to impact the direction of the buying cycle has dissipated since the executive team is usually no longer involved. So, the challenge becomes how to initiate engagement during, or even before, the "Whether Why to Act" stage, thereby placing you above the Line-of-Safety. This requires arming the sales organization to conduct provocative conversations with these senior executives.

After you've identified the key outcomes that clients are seeking by looking at their needs, business issues, and opportunities, the solution topic can be identified and related messaging crafted into their language: what do they need to know, understand, and act upon to focus on the business benefits that making a change to their business will provide? We use the term "Idea" for this framing because it allows the buyers to consider and discuss their goals, options, and challenges, rather than evaluating the feature set of a product – a focus that is typically "below" their level of interest and inevitably highlights gaps and invites competitive comparisons.

> *Executives above the Line-of-Safety don't buy products; they buy ideas to achieve outcomes.*
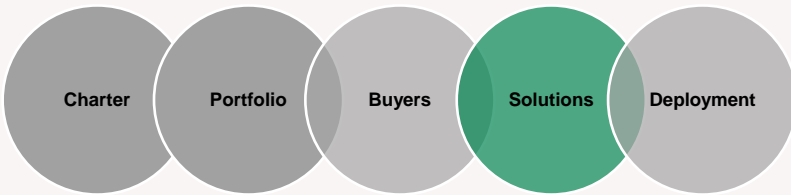
Solutions:
How will the outcomes be structured into purchasable solutions?

Once the Idea is formulated, the solution must be structured to assure that you meet buyers where they are and guide them through the buying decision stages described earlier. Service Chains[SM] are an integrated toolset (created by McMann & Ransford) designed to carry much of the effort to build, sell, and deliver outcomes-based solutions to clients.

As the graphic below shows, each step in a Service Chain aligns to the buying decision process and journey to realize value. Service Chains comprise a pre-defined set of sales activities and projects that collectively deliver the solution and value proposition in a manner that facilitates the buyer's journey to understand, evaluate, and implement new ideas. Additionally, they:

- Formalize the deliverables of engagements to build credibility and intimacy
- Create a predictable stream of work that pulls through major revenue sources
- Reduce the overall sales investment and risk for you and your clients
- Provide the basis for account plans, communication plans, and executive interactions
- Support demand creation by aligning to the way that an executive makes a buying decision
- Enable selling above the "Line of Safety"

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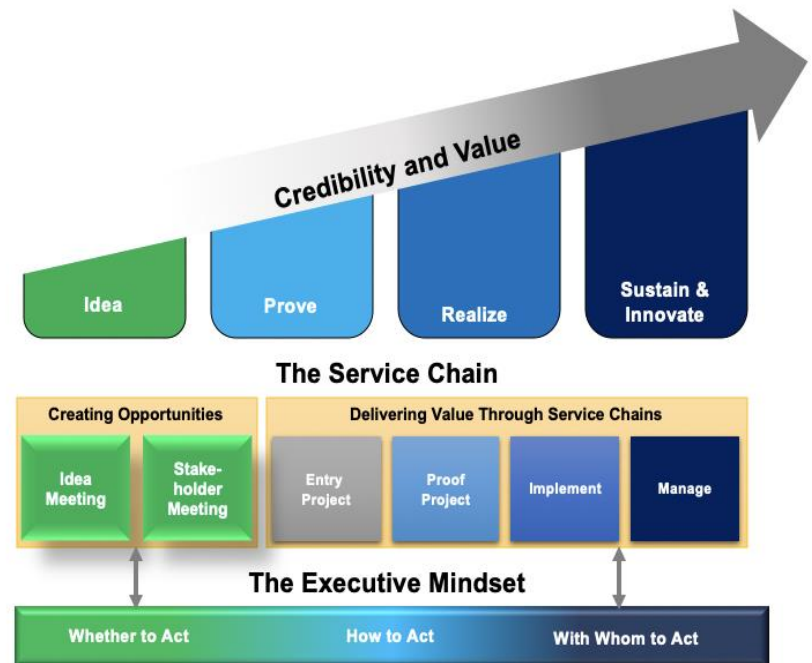
To elucidate the power of Service Chains, let's briefly describe each step.

Creating Opportunities:

1. *Idea Meeting:* This meeting introduces the Idea to the buying executive as a dialogue and exploration, not a "pitch." Often, the Idea Meeting is a one-on-one "whiteboard" session, but despite being conducted as a conversation, it has a deliberate structure that can be planned and repeated. The objective is not a sale, per se, but agreement that the Idea warrants further exploration with a few key stakeholders whose buy-in is critical for the buying decision and/or success of the solution – leading to the Stakeholder Meeting.

Idea Meeting Format
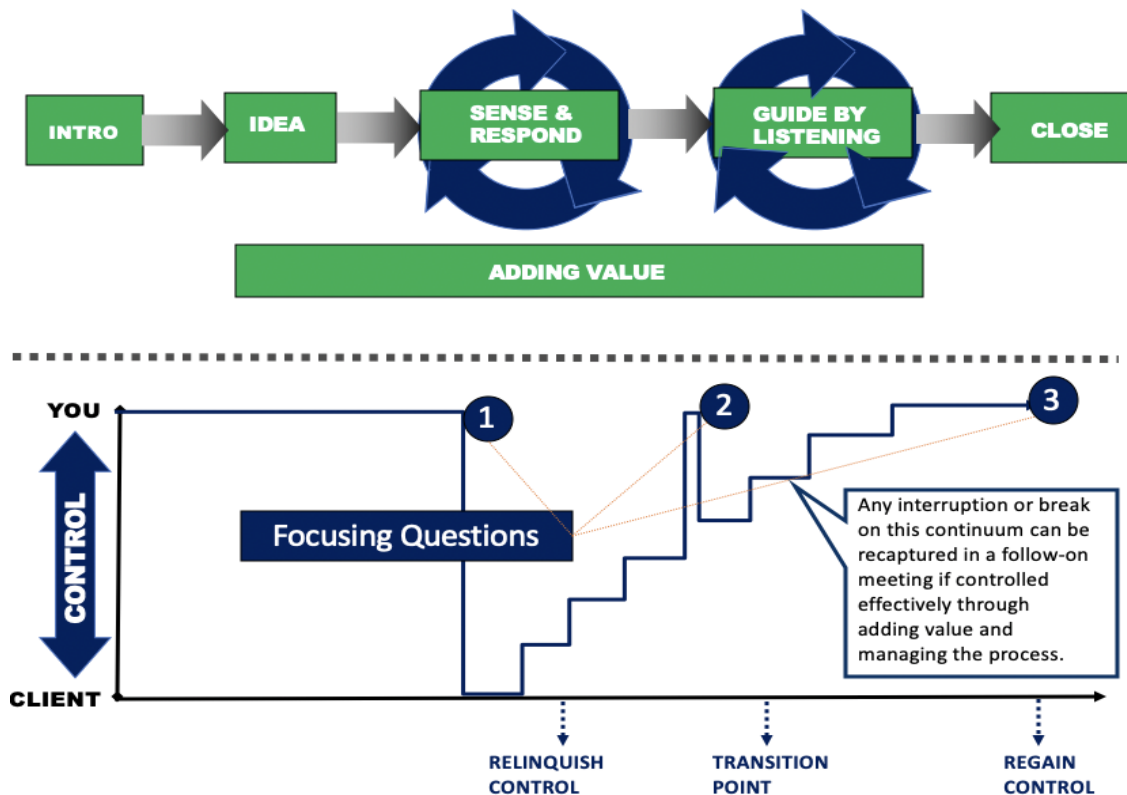
2. *Stakeholder Meeting:* This meeting leverages the momentum from the Idea Meeting and is structured as an exploratory session between subject matter experts and the buying executive. The Stakeholder Meeting is a working session, rather than a product showcase, with PS functioning as a problem-solving expert, not the demo provider. This allows the salesperson to align with the buyer to create intimacy. It also provides some separation for PS from the commercial discussion, thereby supporting their advisory capacity. Much like the Idea Meeting, this is a highly structured and planned exercise despite its air of fluidity. The objective is to define a clear and easy starting point – the Entry Project — for formal (i.e., paid) engagement on the Idea.

Delivering Value:

1. *Entry Project*: This is a short-term and lower-budget introductory engagement, to evaluate the Idea or topic. It allows the buyer and selling organization to move forward with little risk to answer whether to take action or further investigate the topic. The Entry Project moves the ball forward in a selling organization-controlled environment, gets the buyer writing checks, and provides valuable input to reduce the risk of the large deal for both buyer and seller. The Entry Project leads directly to the questions to be resolved in the Proof Project.

2. *Proof Project*: This project requires greater investment (still much smaller than the large deal) and proves that the Idea will work in the buyer's environment – that the intended outcome can be achieved. This project could be a pilot of the Idea, a detailed plan, etc. The Proof Project again provides a structured way to move forward and additional information crucial to being successful in the large implementation project. It creates the momentum for the Implementation Phase.

3. *Implement Phase*: This is the phase in which the solution is put into action, the product (if applicable) is deployed, and outcomes are attained. Note that this phase may consist of multiple projects or phases. For example, the solution may be implemented in different departments or facilities in waves. The fees for this phase are commensurately higher as the client is realizing the value and has fully partnered with you to attain the outcomes.

Manage Phase: Not every service chain has a Manage Phase, but it provides a way to maintain engagement with the client, assist them with sustaining outcomes, and artfully identify and position additional opportunities.

The following diagram illustrates some of the commercial benefits of using Service Chains to enable "journey selling," including reduced risk for buyers and sellers, accelerated time to revenue, and much greater potential for sole-sourced deals .

This is a significant change in the selling motion since most current sales efforts (and related talent) are geared to technical buyers and procurement. Using Ideas coupled with Service Chains provides a mechanism to enable many of the existing sales resources to work with these executive and frees the organization to go directly to these executive because it is geared to how they think and provides a path to achieving outcomes.
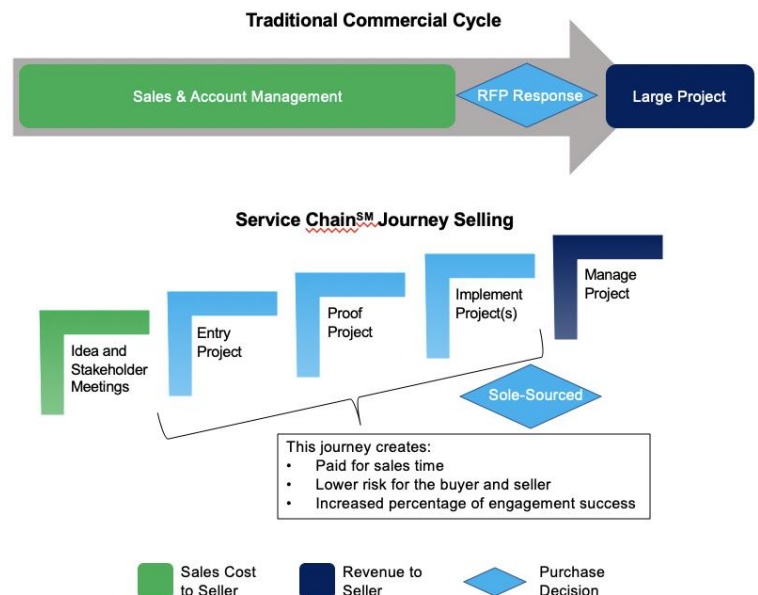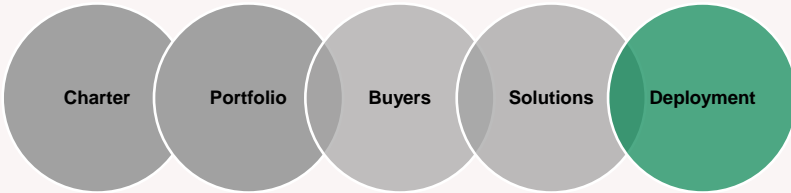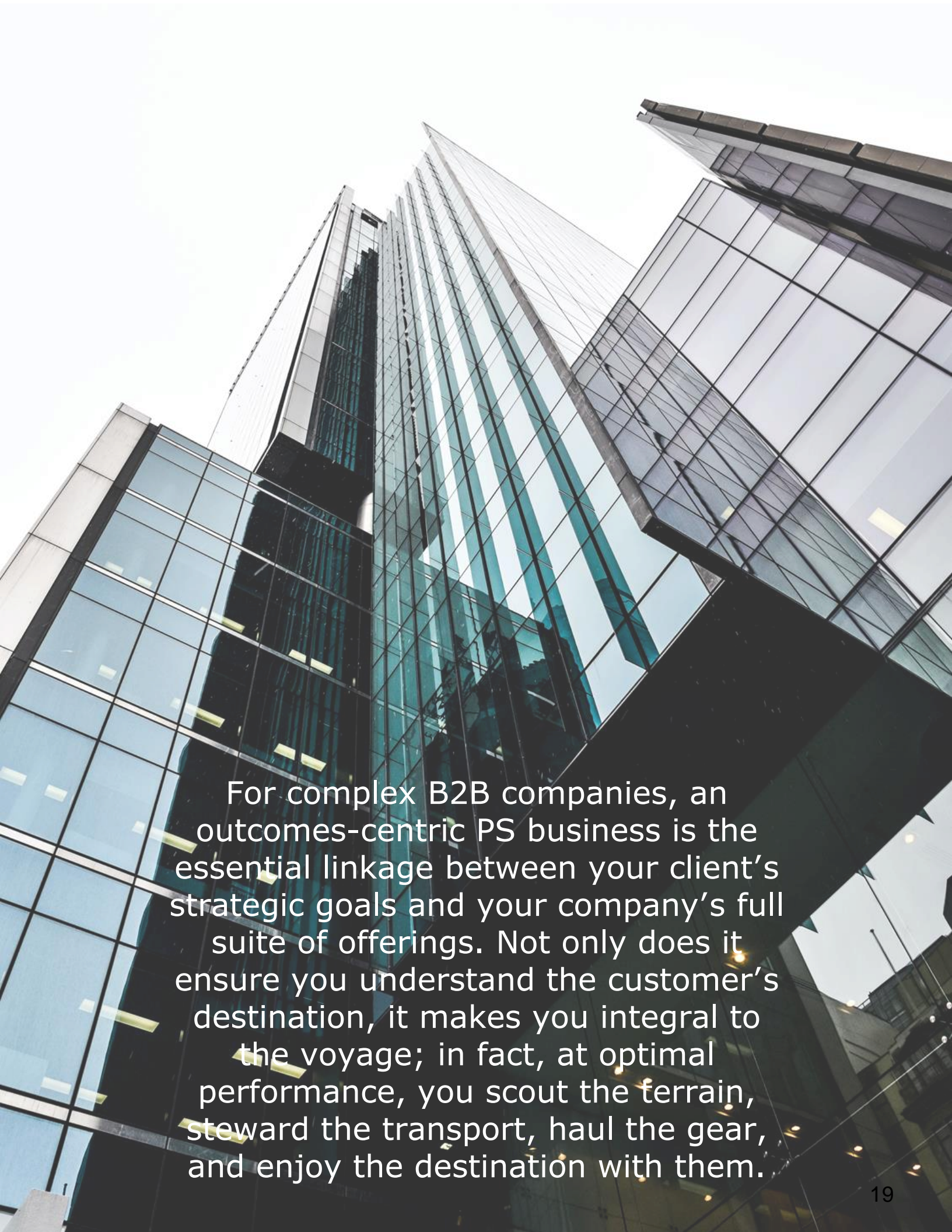
**Deployment:
How can we best utilize the current personnel and structures to engage the market in this new way and what will be required to enable them?**

There are too many factors – e.g., individual team member capabilities, sales compensation, financial constraints, cultural factors, available bandwidth – involved in developing and executing a deployment plan for outcomes-based solutions to examine thoroughly in this document. However, having assisted scores of PS businesses with this transformation and deployed hundreds of outcomes-based solutions with our clients, it is worth highlighting one tactic that has proved invaluable in most settings. Rather than seeking to transform the entire business, the likelihood of success is increased by (1) creating a "skunk works" for the idea and solution development, (2) initiating it through a "swat team" chosen for its experience with and aptitude for engaging clients in this way, and (3) starting with clients that have the scale to deliver valid proof points but do not put the existing core business and strategic relationships at risk. This approach often provides numerous benefits including:

- Accelerating time to proof of concept,
- Providing wins to tout internally and in the market,
- Acclimating the market to your new approach,
- Controlling the scale and timing of transformation,
- Leveraging the limited experienced resources most PS businesses face, and
- Creating a pool of client and internal "evangelists" for the new solutions and paradigm

Conclusion

One important goal for most firms today is to become more important and intimate with their key customers and segments. It is no longer enough to know your customers and sell them your products and services. You must become a part of their strategic story – help them change their business. You must embed yourself in their success – be the partner they look to for answers and new thought. You must become **entangled** in their business – such that you cannot be removed, and you are always becoming more valuable and important. This requires identifying issues and opportunities that executives care about in a nomenclature that they identify with and guiding them to the desired outcomes.

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For complex B2B companies, an outcomes-centric PS business is the essential linkage between your client's strategic goals and your company's full suite of offerings. Not only does it ensure you understand the customer's destination, it makes you integral to the voyage; in fact, at optimal performance, you scout the terrain, steward the transport, haul the gear, and enjoy the destination with them.

About McMann & Ransford

For more than 25 years, McMann & Ransford has helped some of the largest and most successful healthcare organizations and Advisory/Professional Services firms. We have a track record of significant impact and a strong understanding of the current healthcare market and related trends. We believe we are the best firm to assist an Advisory Services business in optimizing its operational outcomes. Our clients include: