Smallholdr - Thoughts & Learnings From This Week
24 Feb 2018

1. **Digital Transformation is hard. Organisational change is hard.**

In many cases a Smallholdr implementation project will be about digital transformation and change management...

- We need to support the client all the way through the process
- We need to budget for lots training (videos will not be enough)
- We need to make it easy for clients (managers and users) to give feedback
- We should insist on feedback. Regular scheduled check-in sessions.
- We need to resolve issues quickly, otherwise staff will revert to type or loose confidence and ultimately will not renew the following year.

Selling Smallholdr into an organisation that has already begun it's Digital Transformation journey (is already using smartphones, tablets, ODK etc) is probably easier that selling to an organisation that hasn't started because our product offers loads of advantages. Like Meridian, these organisations are already committed to the journey and would be open to ideas to help improve efficiency, reduce cost etc.

Organisations that have not really made progress with digital transformation will be much more sceptical. Also the project is more likely to fail.

2. **It's easier to keep an existing client than win a new client**

- We need to keep in touch with the client
- If the client goes quiet / there are no support requests for a while, we can assume they are not using the system
- I think our pricing should lean towards license fees and support. Should we increase these fees so we can include visits, refresher trainings etc as standard.
- Happy clients & successful projects will generate referrals.

3. **Financial model... The bulk of our revenue should come from licence fees/support/recurring revenue**

- How can we provide best in class support, refresher training, post launch visits for all clients? (As an overhead covered by licence fee income?)
- I guess providing this type of support becomes cheaper the more clients we have as we can visit multiple clients on one plane ticket for example. And eventually scale up to dedicated in-country support staff.

4. Selling is more about listening

- Asking questions to learn about what they are doing, their processes, their needs, what their biggest pain points are etc
- It's easier to sell them a solution that they agree that they need/want. Once they know the value of the solution we are selling based on value not our costs.
- Could we offer 'design/scoping/digital transformation' workshops as part of the selling process?? (Where we sit with the client to learn what the needs and opportunities are.)
- "Seek first to understand, then to be understood." (Stephen Covey)

5. We don't want clients that are just about spending donor money.

They won't care enough to focus on working with us to do a really good project and see it through (i.e. Exagris)... This type of work is soul destroying.
- We want projects that will give us great case studies
- We want projects that the will generate great referrals
- We want clients coming to us because of our reputation rather than us pitching in competitive tenders all the time

6. Because our product can be adapted to almost any solution... it's hard for some potential clients to imagine how an example we developed for another industry/need can work for them.
Do we offer workshops followed by a proposal with basic wireframes for a small price before the client commits to the whole project?

7. Our offer is positioned to appeal to clients without a lot of technical resources...

With the flexibility of our product, survey builder, tailoring/customisation, custom built dashboards etc., we are set up for the type of client that doesn't have (or want) in house tech/IT staff, or geeks that want access to a try-for-yourself- demo.

8. Smallholdr strengths/USPs

Based on conversations I've had this past week... These are the things that seem to be our strengths /key points of difference...

- Customisation.
  - Nikil said, 'When we were reviewing the applications, many of the competitors seemed to have quite rigid offerings, designed for a particular use/industry.

- You can update surveys after collection has started without problems...

- o New/updated surveys delivered to field workers easily.
- o Data continues to sync easily

- Extension team management & monitoring
  - o Work Plans - Set tasks & targets
  - o Monitor progress against targets in real-time
  - o View activity in real time

- Data management
  - o Hosted centrally in the cloud - always available
  - o No need to reconcile/manage multiple spreadsheets
  - o Real-time analytics
  - o Visualisations (in real-time
  - o You are always looking at the latest version of the data (in fact, there is always only one version of the data!)

- Arming the extension team with the data they need
  - o They have the key data they need so they have it to hand without in the field (offline)
  - o They can edit data in the cloud, make changes, fix errors
  - o Access to the Web site/dashboard where they can see a more detailed view of the data, charts etc.

- Our team!
  - o We are nice people to work with.
  - o We are professional, competent and trustworthy.
  - o We will be around to ensure the project is a success