

Case study

HappyOrNot: Seamless lead-to-cash SaaS value stream with Salesforce and NetSuite technologies



HappyOrNot

Founded in 2009 and headquartered in Tampere, HappyOrNot provides industry-agnostic solutions and services for measuring and analyzing customer satisfaction. In all business, customer satisfaction and the ability to engage customers are of utmost importance; especially since poor customer experiences can spread quickly via social media and various online communities. Therefore, it is crucial for companies to reliably monitor customer satisfaction.

To measure customer satisfaction, HappyOrNot offers both digital solutions and physical devices that allow feedback to be given literally with the press of a button. This minimizes the barrier to providing feedback, significantly increasing the volume of feedback data and its statistical reliability. Feedback is routed to HappyOrNot's cloud-based analytics service, making it easier to draw conclusions, which can be trusted due to the large amount of data.

HappyOrNot's business combines two challenging models: delivering software on a subscription basis (SaaS model) and supplying physical devices, with all the associated supply chains and subcontractors.

Greenstep has worked with HappyOrNot on a long-term basis to implement a seamless, clear, and highly automated lead-to-cash process. In this partnership, HappyOrNot has handled the sales processes and systems, while Greenstep has taken care of the financial management aspect of the overall process. The result is a system that excellently serves the company's needs, where the entire flow from a lead generated by marketing to product delivery and revenue recognition works smoothly and reliably.



Highlights of the project

- Intuitive quote generation for all SaaS scenarios: new sales, mid-term upsells, and subscription renewals.
- Automated processing of sales orders and related system integrations.
- Display of customer-specific billing and financial data within sales systems.
- Subscription management for SaaS orders.
- Automated SaaS renewal process.
- Automated sales tax handling, including U.S. sales tax compliance.
- Payment allocation, collection processes, U.S. ACH payments, and credit card charges.
- Automated SaaS revenue recognition and consolidated financial reporting.
- Management of the delivery process (SaaS + hardware + implementation services).

Challenges

HappyOrNot's business challenges primarily stemmed from **processes that crossed organizational boundaries**.

Since the company encourages different functions to innovate and optimize their operations independently, it's natural that the system architecture comprises multiple key systems.

Each business unit selected the best market solutions for their specific needs, which often didn't come from a single provider.

>> **This posed a significant challenge** for the system architecture and integrations, as the systems needed to work seamlessly together, even for processes that spanned across both organizational and system boundaries.



Challenges

1

The interface between marketing and sales required special attention.

Qualified leads needed to be transferred promptly and reliably from marketing to sales for processing. Additionally, the management's requirements for metrics and reporting had to be considered: accurate forecasting of the sales pipeline's future state was essential.

2

In the quotation phase, managing quotes, the product catalog, and pricing was challenging.

The complexity of the offering was a major issue—there were multiple variations of intangible and physical components, each with various pricing parameters. When these components were bundled into different service packages, effective tools were needed to streamline the quoting process. Additionally, sales policies, such as discount limits, needed to be reliably managed during the quotation stage.

3

When moving from a quote to a contract, the challenges between sales and financial management come into play.

The most critical aspect is ensuring that recorded sales orders transition into accounts receivable and invoicing with minimal manual effort and complete accuracy. Every invoice that a customer refuses to pay due to an error generates unnecessary work, as contracts must be reviewed, and discussions ensue between sales and accounts receivable.

At HappyOrNot, a particular need was ensuring that sales orders recorded by the sales team were unambiguous at the system level, creating the conditions for a smooth quote-to-cash process.

Challenges

4

In a SaaS company, mid-term upsells (amendments) present their own challenge.

Pricing needs to be accurately adjusted and co-termed and prorated to fit the remaining subscription period. Performing these calculations manually would be too time-consuming and prone to errors.

Another typical feature of SaaS sales is the renewal of subscriptions, which is critical for growing annual recurring revenue (ARR). A clear and reliable process was needed to make this activity manageable and measurable.

5

At the later stages of the quote-to-cash process, it was essential to automate payment allocation and reconciliation as much as possible, minimizing manual, error-prone work.

Additionally, the goal was to fully leverage the SaaS company's advantage in streamlining payment collections by tightly linking the delivery and support of ongoing services to the payment status in an efficient, automated, and straightforward manner.

For a SaaS company, revenue recognition can be particularly challenging due to the long-term nature of performance obligations and the fact that contracts often bundle various obligations (e.g., SaaS software + implementation project). Accounting standards like IFRS and ASC 606 also impose their own requirements.

Solutions

The interface between marketing and sales was addressed using Salesforce technologies. Marketing automation is handled by Marketing Cloud Account Engagement, part of the Salesforce product family. This acts as a centralized lead interface, where only qualified leads are imported into Salesforce. This way, the system architecture has been sensibly segmented: marketing operates within Marketing Cloud Account Engagement for the entire lead pool, while Salesforce can be optimized for sales use. The result is a smooth lead-to-opportunity process.

Product catalog management was implemented using Salesforce's standard pricing and product data model. This data model was thoughtfully expanded to automatically trigger processes for the delivery of physical feedback devices from inventory upon sales order confirmation.

The sales process largely follows Salesforce's standard model, allowing full utilization of its forecasting tools and reports. Additionally, the Salesforce Pipeline Inspection add-on enables graphical detection of pipeline changes relative to forecasts. Individual sales opportunities can also be modified directly from the forecasting report, significantly streamlining sales reviews.

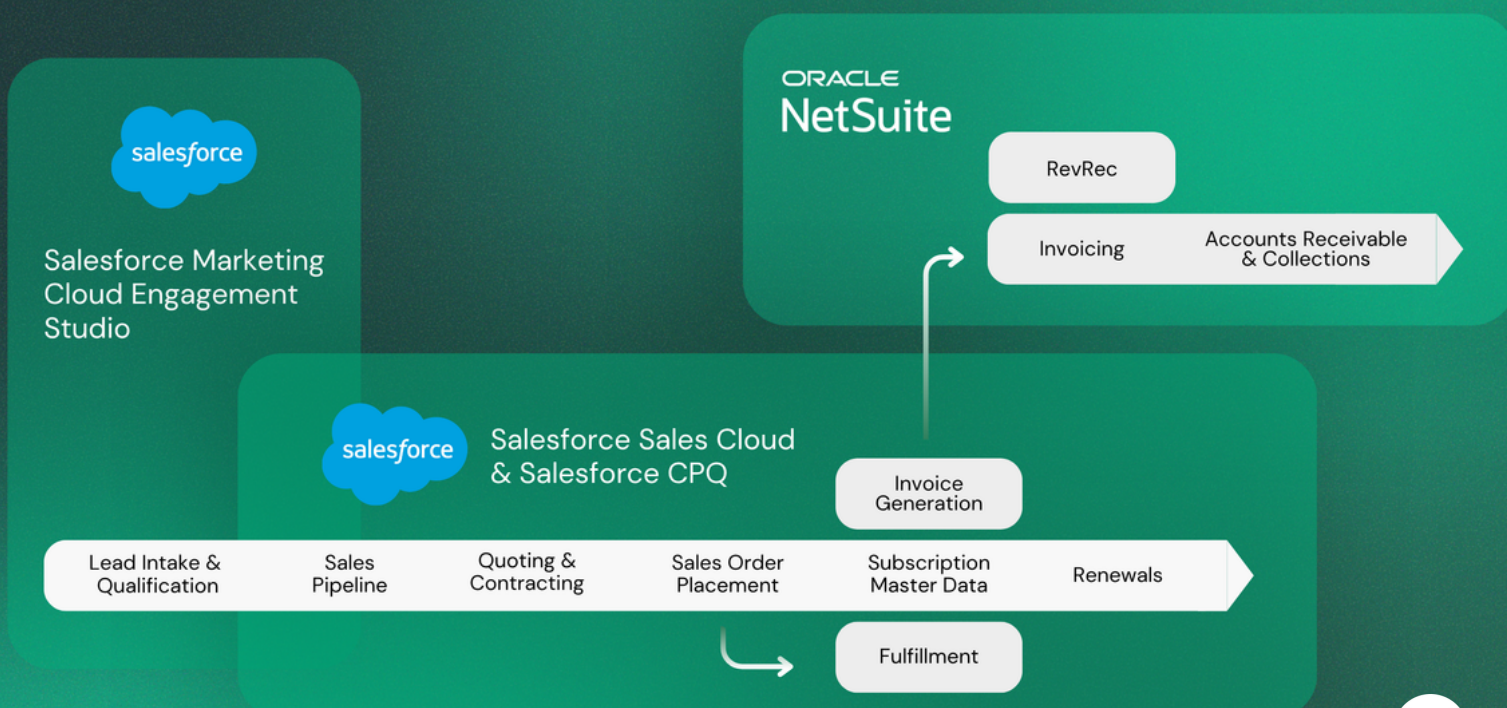
Salesforce's own CPQ solution is used for **generating quotes**. This provides everything needed, including approval chains, prorate and co-term logic required for the SaaS model, discount handling, and order renewal logic. SaaS orders are also modeled using Salesforce's standard data models, making Salesforce a critical subscription database for the SaaS company. The solution is also integrated with DocuSign for electronic signature of contracts.





The quote-to-cash interface in HappyOrNot's solution is established between Salesforce and NetSuite. In the integration implemented by Greenstep, Salesforce generates structured data leading to invoicing, which is then exported to NetSuite. NetSuite creates the actual invoice from the data received from Salesforce, which is forwarded via Maventa's service either as an e-invoice, email, or paper invoice. The tax processing of sales invoices and payment allocation is also implemented in NetSuite using various ready-made bank integrations.

For revenue recognition, the NetSuite ARM module (Advanced Revenue Management) is utilized, which integrates natively with NetSuite's accounting system. Additionally, credit card and ACH payments are facilitated through the Stripe service. International tax processing is also supported by pre-built integrations with the Avalara service. Accounts receivable collection occurs within NetSuite, and essential customer-specific situational information is reflected back into the CRM system.



Conclusion

As a result, HappyOrNot has a tightly integrated lead-to-cash process where the handling of typical orders has been **largely automated from start to finish.**

However, the process and systems also allow for a more manual handling of exceptional situations, which are inevitably encountered in a growing company like HappyOrNot.

It is advisable to design the overall system so that the process remains clear for users, even when manual steps are involved.

The greatest efficiency gains are achieved when standard cases can be managed as smoothly as possible. Attempting to implement support for rare special cases directly within the systems may not be worthwhile, given the poor return on investment relative to the increased complexity and maintainability challenges of the system.



The current system serves HappyOrNot's needs excellently.

- Different functions use the solutions best suited for them: marketing utilizes Salesforce Marketing Cloud Engagement Studio, sales uses Salesforce Sales Cloud, and finance relies on NetSuite. User satisfaction is excellent.
- The entire system is integrated into one large business engine without any breakpoints.
- This cohesive setup directly leads to improved efficiency, as there is no need for large teams to handle the manual review of sales orders and their transfer from the sales system to invoicing.
- The system is also highly scalable: once the foundational processes are built on a well-thought-out system framework, implementing new business requirements becomes relatively straightforward.

Future development areas

Automatic synchronization of product catalog

Currently, the product catalog is updated manually in NetSuite. Automating this synchronization from Salesforce to NetSuite would enhance efficiency and reduce errors.

Implementation of artificial intelligence

With all data available in standardized systems, it can be leveraged to create various customer-specific summaries and status reports. This could provide valuable insights and improve decision-making processes.



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