“There comes a time in every life when the past recedes and the future opens. It’s that moment when you face the unknown. Some will turn back to what they already know. Some will walk straight into uncertainty. I can’t tell you which one is right. But I can tell you which one is more fun.”

Phil Knight, founder of Nike

In the early summer of 2011, Steven Birdsall did the type of soul searching that people often encounter in mid-career. As he pondered his future, the 46-year-old SAP senior vice president concluded that there were only two possible options. One was to stay on the path that he was on, and comfortably remain as the executive overseeing the global support functions of SAP’s sales operations. The other was to set out on a completely uncharted path that was less defined, where the risks and rewards were higher. This would involve starting up a new standalone business that he would lead within SAP, the €14 billion ($20 billion) Germany-based enterprise software company.¹

As a senior vice president and the sales unit chief operating officer (COO), Steven was already at the highest levels of managing sales operations within SAP. Since joining the company ten years earlier, his responsibilities had grown as succeeding promotions rewarded him with oversight for an increasingly larger territory – starting with the northeastern US region, then Japan, then Asia Pacific, then Latin America and the Caribbean, and ultimately Global Operations. Two of the assignments involved turnaround situations, both successful.

One day that summer of 2011, Steven had a conversation with his boss, Rob Enslin, who, along with his 360-degree review report, helped him decide which path to take. The report contained some pointed feedback:

“[Steven] is someone that people see as the go to person to achieve almost any task. Steven is likely to take on assignments himself as opposed to delegating to others. At times he tends to take on too much because of his desire to please others and prove results. This may limit his ability to lead and his ability to think and act strategically.”²

The review then added:

“Steven will need to transition from being operationally excellent to a broader more strategic leader if he wishes to expand into a new role. Balance and a new kind of focus will be important for Steven, freeing up time for him to invest in long range planning and also to find his true authentic voice.”

After reflecting on these words many times over the next few weeks, Steven began asking himself,

*How can I make more of a difference in my work? I felt that I had done everything I wanted to do in the COO side. I’d been a country or local COO; I’d been a regional COO in two different regions; I’d been a global COO.*

¹ SAP 2011 annual report
² From set of interviews conducted December 2012 to April 2013. All other quotes from the same set of interviews, unless indicated otherwise.
Deep down, Steven wanted to refocus on something that he had always wanted to do and which he was passionate about: he thought of himself as an entrepreneur. Leaving SAP to join a start-up was out of the question, especially since he was married with a young family and had built up years of professional equity with his colleagues. Then his moment of inspiration came: he would create a start-up within SAP.

**Big Dreams**

Outside his current portfolio of responsibilities for global sales operations was the largely ignored line of software packages within SAP called “Rapid Deployment Solutions” or RDS. SAP had developed a few RDS packages a year earlier, but successfully bring these packages to market required that they be actively sold by SAP account executives. This represented a major change in how salespeople approached their customers – Global 2000 companies, private enterprises, major universities, government agencies and large non-profits. Account teams continued to take the traditional “a la carte” approach with customers, a more customized enterprise software approach for which the software maker had best been known throughout its 40-year history. Used to help manage the complex customer and supplier relationships and financial controls, it could take months (sometimes over a year) and substantial resources to implement these large-scale systems.

This meant that another customer base – and a potentially big opportunity – was being bypassed. By placing the emphasis on speed-to-value, RDS could be an industry game-changer by providing a complete solution for many companies eager to implement a system. Instead of the usual multi-month implementation timeframe, they were eager to have SAP-branded software up and running within eight to ten weeks. Changing market conditions also supported this opportunity. Mobile and cloud computing had increased the need to have more business data readily available on any device, and tighter corporate budgets demanded that new information systems be implemented at a fraction of their historical cost.

Steven thought that he could make this happen, especially when other enterprise software competitors had failed to execute on similar businesses. Here was something he could grab and turn into something big, a true entrepreneurial opportunity within a large company. But he had to convince his leadership team to make the switch.

*In the middle of 2011, I went back to Rob Enslin, who’s now the president of SAP’s sales organization, and said, ‘Look, in my peer evaluation it said that I should be focused. And I’d like to take that feedback and just focus on one part of the business.’ At that point, I made the case for rapid deployment solutions. ‘I really want to stay focused on that part of the business. So let’s put this peer review to the test and let me focus on just one thing. Let me go deep on that one thing, but let me take ownership of that business.’*

Unlike the traditional enterprise software package, RDS was a package built on a simple concept, as Steven underlined.

*We don’t have to be complex; we don’t have to take a long time; we’ve already blueprinted the implementation of the software. We can deliver it based on all our [SAP’s] years’ experience and hundreds of thousands of customers.*
The concept for RDS has evolved from two prior SAP solutions – 1. Accelerated SAP (ASAP), which is an implementation methodology, and 2. SAP Business All-in-One Solutions, which is ERP for mid-size companies – these were introduced years earlier. Launched in the mid-1990s, ASAP first adopted the use of “best practices” from prior SAP projects to reduce software implementation time. Then, building upon these best practices, “SAP Business All-in-One” solutions were created to allow mid-size customers to choose from over 90 pre-configured business processes to create a customized software solution. Increased demand from large enterprise customers for a “best practices-approach” led to the introduction of RDS in 2011.3

RDS was also less expensive, costing in the tens of thousands or low six-digit dollars to implement compared to the more expensive traditional enterprise software approach – and without a supporting cast of hundreds of consultants. In fact, for the customer the cost of implementation for RDS was about one to two times the initial license costs, compared with six to eight times for traditional enterprise system implementations.

Customers always said to us, ‘Look, you guys have been doing this for 40 years, and you have 250,000 customers. Surely you have best practices, templates, methodologies, tools, assets that you’ve developed, or your partners, that we should be able to leverage so we don’t have to reinvent the wheel every time’.

I went in a proactive way to Rob and presented a business case around what I felt was a real market opportunity. We had already been developing some of these packaged solutions for the market, but the problem was there was nobody in the field that was really focused on selling, enabling channels and partners, and building the whole business. It’s one thing to build a product; it’s another thing to take the product to market. We felt that there was a big opportunity.

Steven understood the potential risk to his career at SAP if he failed to get the RDS business firmly established from the start.

So the question was whether or not it made sense for me to do something like that, versus staying in a more secure job. I thought about the risk of taking on a new business, but, quite frankly, it’s what I’m passionate about. I really enjoy building new businesses, and it’s been like that from the time I was in high school. I’ve just always enjoyed building something from nothing and putting myself in it.

By pursuing his dual passion to build a business and to be out in the field with customers and partners, Steven was stepping out of his comfort zone as a COO to follow his passion.

And that was kind of the pivotal moment for me. I didn’t want to just keep doing the COO role, because it’s less challenging. It’s not as intellectually stimulating as doing this other general manager role. And I’m really a sales guy at heart. I want to spend time with customers and partners, I want to see them buy and implement the software, transform their companies, and become products focused

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on innovation. I decided that for me personally I just needed to spend more time with customers and be in the field and be a general manager of a business.

As the RDS general manager, he now bore ultimate responsibility for sales revenue. Before accepting the job, Enslin told Steven that the new role would place him on a different track that required him “to swim with those other big fish and be the guy that rises to the surface.” Steven decided to follow his passion and take the risk. There would be no turning back.

Steven’s Background

As a child, Steven had grown up in the California desert city of Indio. Now married with three small children, Steven had met his wife while an undergraduate student at the University of Utah and was an active church member.

In the mid-1990s, just prior to taking courses for his MBA at Brigham Young University, Steven had begun his career in sales at Diebold, a manufacturer that provided banking products and services with self-service terminals (ATMs) and other products like drive-through banking safes, vaults and electronic security. Steven’s entrepreneurial heart was satisfied here as well. He was asked to take existing products from Diebold and apply them in new commercial markets. As the newly appointed National Director of Sales, one of the innovations he had identified was to allow gas stations with no on-duty attendants to give change through their ATM for cash purchases. Another of Steven’s innovations was the reconfiguration of the drive-through area of a major pharmaceutical chain, which provided a self-service solution by allowing customers to receive their prescriptions from drive-through pneumatic tubes commonly used in banks throughout the US.

I had a sales territory of $7 million back then, and I thought that was the neatest thing. I mean, I loved being in sales; I loved being out in front of customers and helping them solve big problems that they had. I remember when I got my first laptop, and the first time we started using sales force automation - this was just the coolest thing in the world, and I really was excited about technology. And I thought if I could marry these together, where you take information technology and sales, it would be a great marriage, and it was something that I felt passionate about.

Straight out of graduate school, Steven also tried his hand at consulting, creating the CRM practice at Computer Sciences Corporation (CSC), a global $12 billion IT outsourcing and consulting entity. During his three years at CSC, the practice grew from a handful of consultants to several hundred. This experience provided P&L responsibilities and a comprehensive knowledge of how to manage consulting sales, design and lead organizations, and help companies of all sizes decide which CRM technology was the best fit for their company.

Steven joined SAP in 2001. With his MBA background, he was enlisted to become the head of operations of several SAP sales regions, overseeing the support functions required in sales operations, including budgeting, coverage modeling, and interfacing with other SAP areas. Steven had worked with Enslin since 2002, when Enslin was the president for SAP’s northeastern US sales region. Steven left SAP briefly in 2004, so that he and his wife could be
nearer to other family members following the birth of their twins, for a two-year stint at Adobe Systems in California. Enslin then recruited Steven back to SAP as his COO when Enslin was appointed president of the Japan sales region in 2006. To Steven, Enslin was more than a boss—he was also a mentor.

Building the RDS Team

To reintroduce RDS, both Steven and Enslin agreed to begin with a small core sales team by assembling a dedicated crew of 20 individuals who would be responsible for reinvigorating the business worldwide. He recalled that in order to jump-start RDS “we felt that we really needed to build a globally funded team that wasn’t too big, because the regions themselves, independent of one another, would never initially invest in the business this way.”

Mirroring the rapid implementation style of the RDS product, he was given less than eight weeks to recruit, train and establish his sales team, after getting the “green light” in mid-Summer 2011.

Rob [Enslin] looked at me and kind of smiled and said, ‘Look, you’ve got 60 days to get people on the team, otherwise I’m going to take the headcount away, and I’ll give it to somebody else who can actually get it done.’ I knew that his threat was real. I worked with the HR team and we basically worked night and day to create the organizational structure, to establish the systems, to open the requisitions, and to define the roles and responsibilities so that we had everything that we needed, and then distributed that out around the world. It was probably the fastest anybody had ever worked in building a team from scratch in SAP.

To identify the right people for his team, Steven relied on the social capital he had earned with many of the SAP executives with whom he had previously worked. One of the challenges was to build a team that shared his vision for RDS.

I needed to be able to leverage all the people that I knew and say, ‘Who’s the right person?’ The people I wanted for my team had to be very entrepreneurial, had to be focused on sales and had to know the company’s products and services. They needed to understand the opportunity that was ahead of them. But they also needed to understand the risk associated with starting a new business. All of the people that we hired were internal. I was looking more for a cultural/personality fit than somebody who looked good on paper. Since I had such a small team, all of these people would have to be really high-impact individuals.

Since “people are always looking for a career opportunity move,” Steven explained why a long-time SAP manager might decide to take the risk to join RDS:

So these are people that are midway through their careers at the VP level. And the opportunity for them to leapfrog up the corporate ladder by doing something like this is huge. If they take the traditional route, they’re not going to accelerate that approach up the ladder; they’re going to just maybe, over the course of many years, be able to work their way up slowly. This was such a highly visible job,
with a senior person they’re reporting to, that we attracted exactly the right people we needed.

What we did to wean the team applicants was almost give them the shock that this is a high-risk job. This is something that is unproven. So I would just ask them, ‘Given this is a high-risk opportunity – and while there’s a lot of reward with that risk–are you really sure this is something you want to do? And if it is, tell me why,’ and then listen to how they described themselves, why this is important, and how it fits. And they would almost wean themselves from the process just by going through that.

Among those that Steven recruited to join the RDS team was a former chief operating officer of a publicly traded company, a Harvard Law School graduate, an accomplished marathon runner, and a systems consultant who had overseen SAP’s account with Accenture, one of the company’s largest partners. Altogether the team had more than 200 years of institutional knowledge and experience at SAP.

“The word ‘rapid’ was very enticing, seductive, almost,” said Dmitry Melnik, who joined RDS as its Global Vice President of Strategy and Operations, and had also worked previously with Steven:

SAP is known for many things, but ‘rapid’ was not one of them. So building that would be like building a new face of SAP. It helped that the whole start-up of this new business was supported by Rob Enslin. The executive leadership made a very strong commitment to this initiative at that time.

Joe Estes, who had signed on to become RDS’ Global Vice President of Indirect Software Sales, was attracted by the unique career opportunity that RDS presented within SAP:

There was the opportunity to leave your mark. It’s usually hard to see that in a big company and I was looking to be able to achieve something more tangible. With RDS, I could leave a lasting mark. Prior to joining SAP I had worked for an internet start-up. RDS was going to be the closest thing ever within SAP to an internet start-up. Steven was often fond of saying that he was looking for ‘innovative thinkers not afraid to challenge the status quo,’ when describing our RDS team.

“We had a highly effective go-to-market team with a deep network, a lot of experience, and very hungry to execute and leverage this experience professionally,” said Steven about his core team. “That collectively was the secret sauce.”

**Moving People – Leading at the Front Lines**

As simple as the RDS concept sounded, starting up a standalone business within SAP was still a radical idea and had its risks. Even though target customers could get their enterprise software running quickly at a fraction of the normal cost, the RDS business model contrasted sharply with the traditional SAP business model in that it appealed to the same type of customer base but with a completely different type of value proposition. Getting the SAP
sales force, its partners and the regional sales presidents to change their mindset, to buy into the plan, and to make RDS a part of their everyday product mix would be major challenges. Making customers aware that SAP even had rapid deployment solutions was another.

Steven had a team of only 20 people:

So we knew that the only way to make this work was to convince the masses that this was a huge opportunity for us and that the market demanded it. I felt that if we convinced the customers directly, en masse, we would create a mechanism where the customers were demanding it of SAP and our partners. It’s a much better way to create ‘demand pull’ in the market than to convince partners, internal account executives and delivery people that this was the right approach – than ‘pushing’ it. So I decided that I needed to spend the vast majority of my time in front of customers.

And while it’s going to take a tremendous toll on me personally because I’m going to have to be somewhere in the world other than home, that’s the best way to really build the business. At the same time it sent a strong message to my team, demonstrating that to build the business you need to go and spend time with your customers. So I was trying to lead by example as well, and I felt that was important.

Steven became an evangelist for RDS—travelling to 12 countries and logging 250,000 air miles around the world in 2012 alone to spread the word—often teaming up with SAP account executives and their managers in the field on sales calls.

Everybody was skeptical, especially in the beginning, because it was unproven. So really, what it came down to is a level of comfort with me, with SAP, and with what we were rolling out. In the very beginning it was extremely difficult. In an innovative environment there are positives and negatives. New ideas emerge regularly, and people tend to be skeptical until they see that there is merit, what you have is real and will stick. [People] don’t want to be on the ‘bleeding edge.’

Among the early skeptics of RDS’ potential were many SAP account executives, consultants, partners and customers.

Part of my responsibility was to go out and to help the account executives understand why it was important to them and our customers. It’s one question that I had to overcome several times because of the lack of understanding. Getting their mind share, getting their ear, was very, very difficult. There are 4,000 account executives in SAP. So they hear noise from everybody and that everything is important. You can’t just send out an email. So what I decided to do was just go directly to the customer.

To achieve that,

What I did was pick strategic customers for whom I thought that it made the most sense. For example, I worked with the regional VP—the guy who’s the GM [General Manager] of the region— and said ‘I’m coming out to California. Let’s
pick some customers to go out and see them while I’m down in Southern California.’ So he trusted me enough and gave me five accounts. I would go out and I’d meet with those five accounts. I didn’t go in by myself. I brought in the account executive. I brought in the services salesperson. I brought in the RDS person. So that way they can hear me pitch it directly to the customer, they can hear the customer’s reaction, and they can see how fast things change. All of a sudden, they’ve got an opportunity.

I think these [SAP] account executives are aggressive-yet-conservative, and in a lot of cases they would be more comfortable with taking the traditional route [of selling to customers in the traditional way]. But because they were comfortable with me as a leader, and because they knew it was a priority for the company, they were at least willing to listen. This takes a lot of time but was worth it in the end as they became the RDS ambassadors.

I then went from a ‘push’ to a ‘pull’ model. Rather than going to the account executives, I went directly to our customers and partners. Internally I’d still be at it if that’s only where I focused, but given the response from our customers, they ‘demanded’ it. Once the demand was created, our account executives easily came along. But it wasn’t a natural understanding or consideration; it was because they wanted to respond to their customers’ demand.

Another example was an account executive in the US who managed some of the largest SAP customers:

His response was ‘My customers will NEVER buy RDS. Their requirements are much broader than what we deliver in a scaled-back deliverable like RDS.’ Then, after losing a few times to cloud-based companies, he came around. The [customers’] CIO and CFO have been asking for a faster time-to-value, but SAP wasn’t providing that solution, until now.

We also used big events that we have, like SAPPHIRE, where we have 14,000 customers come in to Orlando. I used those events to make sure that our [regional sales presidents] were giving that same message that Rob gave – that this is the new norm, this is the way we deliver software. So they could see that it was becoming pervasive across SAP. You want to become familiar with it, so what I did was made sure that all the messaging from our [regional sales presidents] at the events, in their keynote, included a strong message on RDS.

I flew into every market, virtually every country. I spent the whole year on the road. The one-on-one customer meetings maybe numbered a little over a hundred. Then we also had these big events where I might meet 20 or 30 customers in a day or a couple of days.

Melnik observed about Steven’s background:

It’s important to have operational experience within sales, because you can have operational experience somewhere else and it won’t be looked at as relevant as operational experience in sales. Building the business of sale may be even more
important than negotiating experience or experience of closing very big deals and
knowing all the marketing issues, which is usually what sales leaders are expected
to have. But here, being operational and turning around regions such as Japan
and Latin America, I think that played very well into his role.

Sales incentives were also key. The biggest change was how to incentivize the software
account executives, and how to make them interested, added Melnik:

*That decision [to provide account executives with additional credits toward
individual sales quotas on all RDS sales] made a big difference. That took a lot of
guts because SAP looks over profitability very closely for many reasons. Not
every region implemented that, but those regions that implemented it and
specifically incentivized those account executives, they saw the biggest results.*

Initially, the average deal size of a typical RDS license sale was nearly half that of a typical
SAP enterprise license sale. To incentivize the account executives on RDS sales and to help
bridge the gap in sales commissions, SAP account executives were credited, on average, an
additional 25% credit toward their sales quotas on RDS licensing fees and an additional 50%
credit on related services, with the opportunity to earn more “quota credits” if a client account
chose to purchase additional SAP products or services. For example, if a deal for an RDS
license was $1 million, an account executive would receive an additional 25% credit toward
his sales quota. This allowed the account executive to earn higher commissions on a RDS deal
calculated on a $1.25 million base instead of the standard $1 million base. While less than a
typical SAP enterprise deal (that were usually double in size), the adjusted RDS sales base
helped to close the gap. Said Steven:

*Most [RDS] customers start small and grow. They start with a department, a
division, or a geography, and then take it to the rest of the company after some
lessons learned.*

By mid-2013, the deal size of a typical RDS had increased to approximately two thirds of a
typical SAP enterprise sale due largely to the adoption of higher-priced new technologies with
RDS sales.

Like the SAP direct sales force, convincing SAP’s partners (or third parties such as Accenture
or Deloitte Consulting, which also sold the company’s software packages) of RDS’ potential
was equally challenging. Although Steven did not sit in on the partners’ sales presentations,
he took the same in person, hands-on approach by going to the customers earlier in the sales cycle to help create demand for RDS,
and then meeting with the partners separately about the economic potential to them in selling
RDS.

*If I go sit down with a customer, it takes me only a few minutes to convince them
that RDS is the right approach. They get it almost immediately. If I sit down with
a partner and explain it to them, it might take 15 minutes, because they’re thinking
‘What’s in it for me? How do I make money? Why is this good?’ Because
intuitively they [think] ‘smaller deal size’ instead of the service-to-software ratio,
[and they then conclude], ‘Hey, that’s my money. You’re making me less money
and that’s not good for me.’ ...But then I would help them understand how it*
actually is a foundation – it’s only the first phase of a deal. You get into a lot more net new business – all the reasons why it adds value to them. So in 15 minutes I could convince a partner this was good for them. And now I can only tell you there’s some huge momentum on the indirect channel side with RDS.

Moving People – Getting the Regional Presidents on Board

Aside from encouraging the SAP account executives to sell RDS and increasing product awareness, another key challenge for Steven was securing the support of the regional sales presidents. Their support was vital to keeping RDS on the radar at the local level to help secure additional local resources to supplement the core global RDS team. Local resources were needed to ensure that there would be a SAP sales person in each country focused on RDS. Steven recalled:

I sat down with each of the [five] regional presidents and I said, ‘We can’t go at this alone. We need you as a region to equally make investments in the business, just like we made investments in you. We need to comingle those resources in order for us to be more effective.’

He personally asked each one of them for additional resources to ensure RDS’ success, including dedicating a regional person to RDS and having that person report to the regional COO. The additional regional resources would allow RDS to scale up more quickly—a key to making the business model succeed.

I needed to align the global RDS team with the right people in the region and then have the region come up with the names of the people who would help support the business. I felt that it was really important for the regions themselves to take accountability and responsibility for the execution, since they were going to be the local resource — even though we’re globally funding them initially.

I presented to each regional president the same business case that I presented to Rob —what the market opportunity is, the market conditions, how we’re right for this new business — and got their buy-in. I did that with each of them. We had a note that came from Rob Enslin that talked about how important this business is to us, how we’re going to be aligned, and how I’m the new global GM.

Three other elements also helped ensure that RDS had the regional president’s focus: including RDS as a specific line item in their forecast numbers, mentioning RDS in every executive communication, and providing RDS quarterly incentives for the regional presidents.

The regional presidents all had their quarterly incentives, so we made sure we included an incentive specific for their RDS goals in order to hold them accountable. Another really big step forward was that we incorporated RDS into our global forecast. The purpose was so that each regional president had to forecast their RDS number, which meant they asked their leadership team. So they had to cascade the request. That sent a message to the mid-level leadership that RDS is important, so they made sure it was important to their team.
Leadership style

According to Estes, RDS’ global vice president of indirect sales:

Steven’s uncommon ability to manage both up and down was key. He’s very pragmatic in his decision-making and can assess a situation quickly on what data and facts are available to him without having to wait for 99% of the information to come in before deciding what to do next. He is also able to articulate a vision to both the sales force on the front line and to the senior executives at the top.

Caldwell added about his personal appeal:

When customers are listening to him, when he’s presenting to analysts, or when he’s talking internally to the teams or to a broader audience, he drives momentum. He commands people to listen to him. The guy, bless his heart, has racked up the miles going from point to point around the world, both internally with our regional leadership and with our key customers around the world, propping up the business. He seems to know everybody in SAP.

Steven reflected on his leadership style:

Two words that people would describe me by are ‘inclusion’ and ‘trust. I’m not the type of guy that wants to lead from the front because I want everybody to give me a bunch of accolades and to hold me in high esteem. I take the approach of ‘How can I help you?’ By doing that and by creating a personal brand, where I help a lot of people become successful in what they’re doing—from getting jobs with SAP to expanding their role, to whatever—I try to really focus on that.

It’s not completely altruistic because I know that, in the end, I can’t be successful unless everybody around me is successful. I have the type of leadership qualities that they believe and support, that allow me to take on some of these additional responsibilities, get their support, and for them to get behind the business as well. But you have to be a leader. You have to have a vision. And you have to execute better than everybody else. So it’s kind of a combination of those things that is really requisite, especially in building a new business, because I have to elicit support from all of the people that I have in my network.

Outcome

In its first full calendar year of operation in 2012, the RDS business achieved revenues of approximately €740 million ($1 billion), sold 2,500 packages, and had 1,700 unique customers. Had RDS been a standalone company, it would have been among the Fortune 1000 in terms of annual revenues. Most of this revenue had come from taking market share from competitors, not by cannibalizing its traditional enterprise software business. Steven believed that RDS could ultimately account for 50% of SAP’s software revenue within five years:
I wanted to get momentum on our side as quickly as possible. We did that. Once we had it, I would say it was virtually unstoppable. It took on a life of its own. It’s way beyond anything I could have imagined, where people have embraced it across the company. Now I relish the stories I hear on how people are creating innovative aspects of RDS in ways none of us ever dreamed. I’m a proud father, you could say.

I think our competitors thought RDS was the typical hyperbole and marketing pitch, not a very real business model that came to life. By the time they realize this, we will be years ahead. This is not something we built overnight. It took us three years to build this. The tools, packages, development, research, alignment of the field resources, compensation, customer knowledge and acceptance, and partners are each huge barriers to entry in their own right. This is more of a cultural change than simply looking for new product adoption. But once momentum is on your side it becomes unstoppable.