

## Case Study – Salaso



***“Having worked with IntegratedThinking we now have a much stronger link between commercial strategy and product delivery. We have a clearer understanding of the key benefits that product management can bring to a startup organization”***

Grainne Barry,  
Director, Salaso

Salaso were participants in the Scala CEO programme delivered by IntegratedThinking on behalf of the ISA Software Skillnets in 2014

**CEOs and founders, of startup companies, are often reluctant to adopt a product management discipline - they see it as something applicable to more established companies. However, Irish technology startup, Salaso found that applying product management principles early in their growth, helped to ensure they focused on projects with the biggest chance of success**

### The Company

Salaso Health Solutions is an eHealth technology company that specialises in evidence-based and data-led exercise prescription software. Salaso’s cloud platform and mobile apps aim to help people to attain full benefit from prescribed exercise programs, supporting their quick recovery from injury, and management of pain or long-term health conditions.

Salaso Health Solutions work across the physiotherapy, sports and corporate wellness markets offering HD Video exercise programmes for patients, athletes and employees. The company has created a video library of over 1,500 high-definition exercise videos that are cloud-hosted. They also provide a smart search engine that a physiotherapist or doctor can use to very quickly search the library, find the exercises they want and customise the programme for their patients - delivering it directly to their mobile device.

In this way, Salaso aims to support clinicians in delivering better patient care. As a high-potential startup they are gaining traction in the private physiotherapy market both in Ireland and the UK.



From left: Aoife Ní Mhuirí (CEO), Grainne Barry (Director), Nina Nashif (Chairperson)

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## Company Objectives

Salaso Director, Grainne Barry, indicated that as an early stage company, the leadership team (and their board) wanted to apply some rigour and structure to how they approached commercial product strategy.

They wanted the confidence and validation that they were addressing a scalable market opportunity with their product offering so that they could maximize their time to revenue.

They joined Scala CEO to gain an understanding of how a product management discipline might support them in establishing a better link between commercial strategy and technical delivery.

Grainne highlighted, that overall, the company wouldn't have been very aware of the benefits of adopting the discipline of Product Management until taking the programme.

## What Did They Do?

Although Salaso were the youngest company on the programme, the intensive 2 day **Scala CEO** workshop and in-company support through mentorship, offered Grainne the opportunity to listen to and learn from the experiences of the industry practitioners delivering the programme and also CEOs facing challenges similar to herself.

Grainne indicated that it was really good to apply "thinking" in the area of product management, she pointed out that

***"We now feel confident that we are applying the groundwork in product management required to support our continued growth"***

Grainne wanted to focus their efforts on the aspects of Product Management that could be applied to their early stage of growth and would offer them the ability to leverage their current capabilities. She was very keen to ensure that the entire team would be involved in the process and benefit from its application - the "in-house" mentoring aspect of the programme was a key selling point for Grainne.

The team wanted to understand the potential organizational changes that might be necessary in adopting the new process and how it would help them to deliver their corporate goals and objectives.

## Business Outcome

As a direct result of taking the programme the Salaso team have now established a product strategy forum where sales, marketing and technical stakeholders come together on a monthly basis to plan next steps at a product level. Grainne indicated that

***"This was a really positive step for us in improving the working relationship between the sales, marketing and development teams – driving visibility of product strategy not just at a leadership level but across the company"***

Through the programme they spent time evaluating their "internal" value proposition to ensure that they represented the problems and needs of their target market in their product strategy. They now see this as a core ongoing activity that adds huge value.

The team is focusing on building Salaso as a platform rather than delivering customised solutions for each customer.

Grainne indicated that

***"Although we have not yet hired a dedicated Product Manager, we are actively applying the discipline and sharing some of the core responsibilities across the team"***

However, Grainne does recognise the core benefit of having a commercial product manager, as this person would serve as a focal point for all stakeholders in the organisation – this is an investment they are hoping to make as soon as possible.

The leadership team is committed to the continued adoption of the product management discipline in Salaso, to support a high growth product strategy, transparent decision-making, improved communications and a strong culture of innovation & ideation.

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