

Piscada: Lessons learned fra et samarbeid som stoppet

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A partner channel answers demand, but cannot create a new category

Torgeir Pedersen shared what Piscada learned from selling Foresight, its software layer above building automation (SD) systems, through the same partner that sells its SD systems very well. One customer ordered intelligent operation of its whole portfolio, but the order was described as a smart SD system and delivered like one, and the rollout was smaller than planned. Nobody did a bad job: each party delivered on its own understanding of what was ordered. He drew three lessons. A channel answers demand but does not create it, since no tender asks for something the customer does not know exists. Project and subscription revenue have opposite curves, so a contractor rationally prioritises the project. And building owners buy software like concrete: specified, delivered, taken over and finished. Piscada now creates the demand itself, while its partners deliver.

KEY TAKEAWAYS

- Building owners should ask for what they need, not only for what they already know.
- Consultants should describe the customer's need and set requirements for effect, not copy the last project's equipment.
- Buy software as a service: agree on target effects, measure the result every month, give it an owner.
- From 1.7.2026 the Norwegian procurement act applies only above NOK 500,000 excluding VAT.
- Do not ask a partner to sell what customers have not asked for. Teach customers to ask first.