

A photograph of three people (two men and one woman) jumping joyfully in a park. They are all wearing black t-shirts with the 'Yammer' logo in blue. The man on the left has a beard and glasses, the man in the middle is clean-shaven, and the woman on the right is wearing sunglasses. They are all with their arms raised in the air. In the background, there are green bushes, a wooden bench, and a paved path. A woman in a white dress is walking on the path to the left. The scene is bright and sunny, with shadows cast on the grass.

CUSTOMER SUCCESS MANAGEMENT

Experience Hacking in the *Subscription Age*

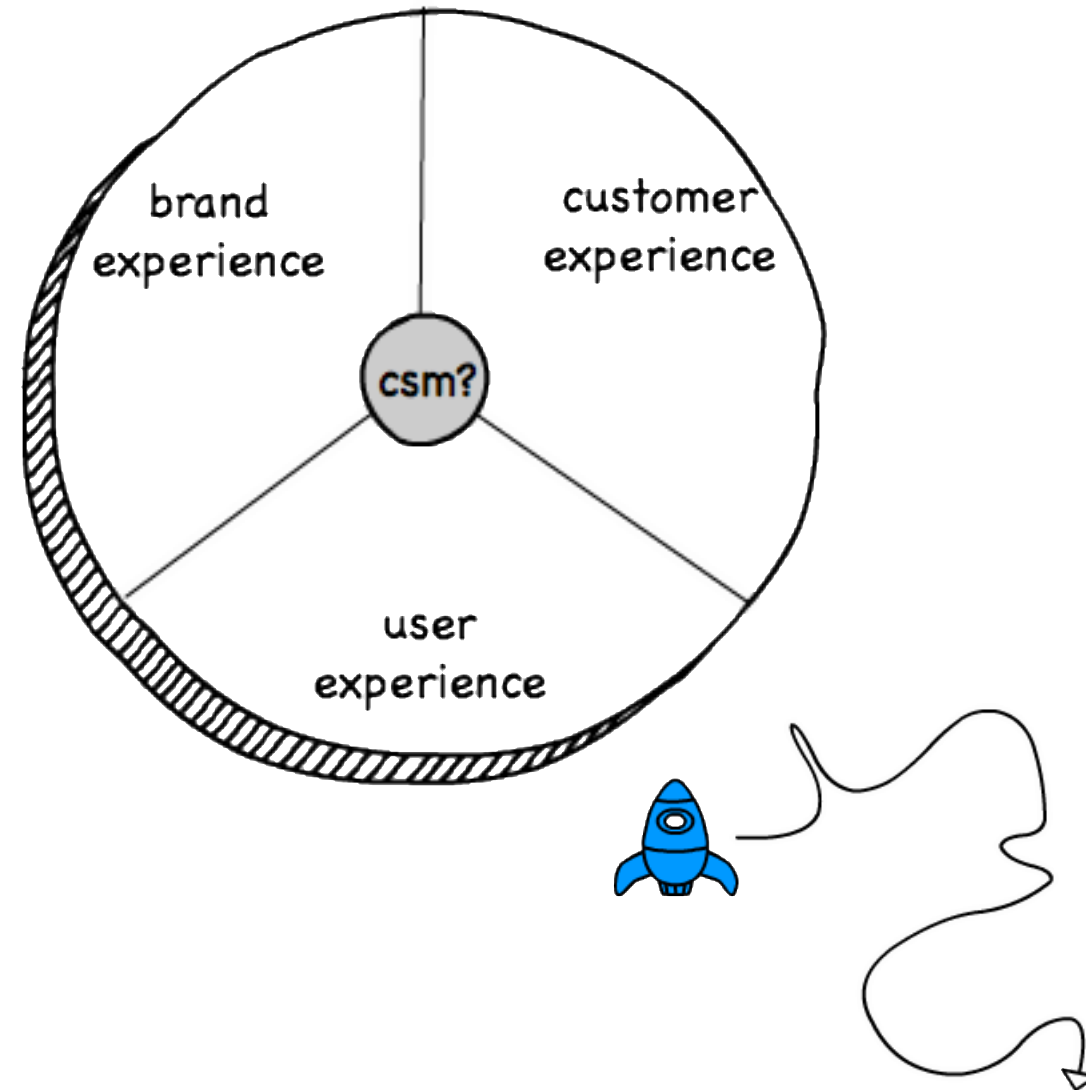
Stephen Danelutti
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uk.linkedin.com/in/stephend

Yammer customers showing love: <https://uk.pinterest.com/pin/25473554112749068/>

Sum of engagements a customer has with a business in their journey

Technology, design (of process) and people that build the experience

What's experience?



IMPACT of experience

67% cite bad
experience
for churn

White House Research / Esteban
Kolsky



55% of
customers
would pay
more for
better
experience

72% tell 6
people or
more if happy

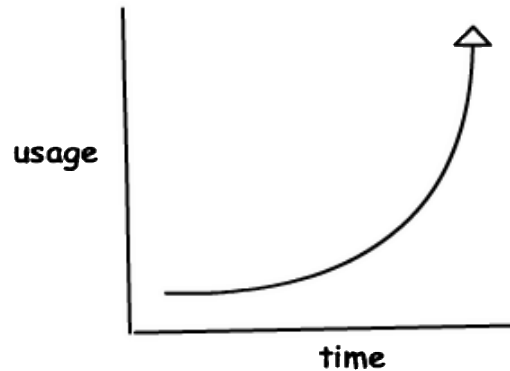
Stems from developers, startups

Quick fix / iterative approach to solutions and mvp* - validate with data

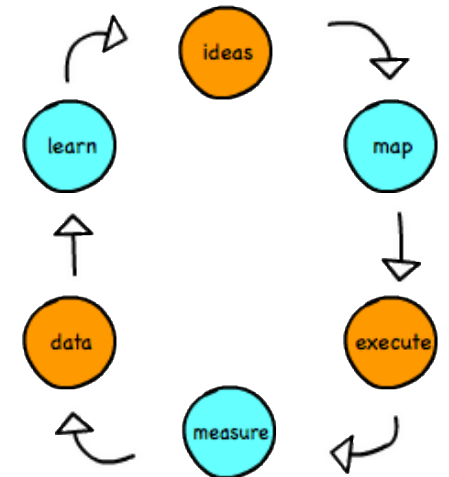
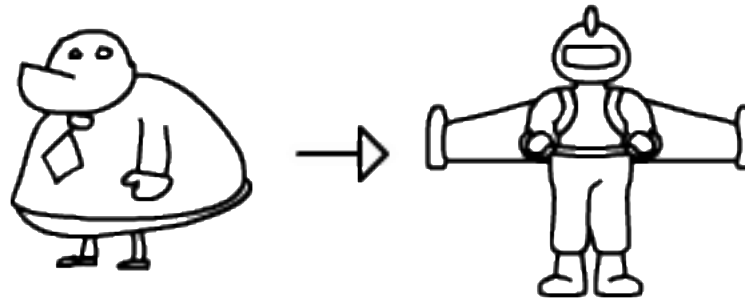
Solutions suffice at each stage and form experimental basis for learning

Can be applied to:

Growth Experience



Culture



What's hacking?

The SUBSCRIPTION economy?

Ownership models have changed



product focused
Then



relationship focused
Now



zipcar.



Spotify®

BIRCHBOX♦

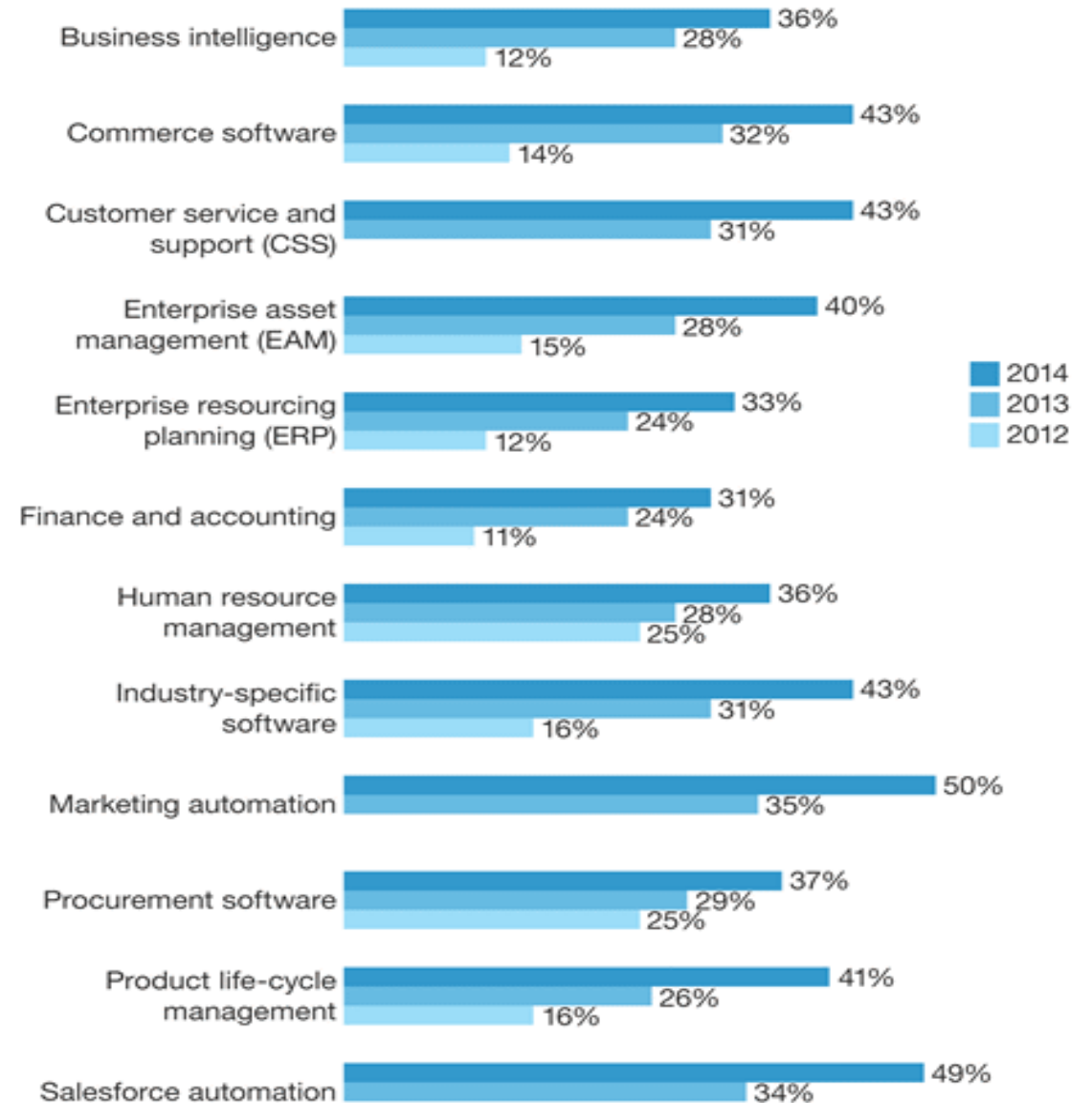
Credit: www.zuora.com

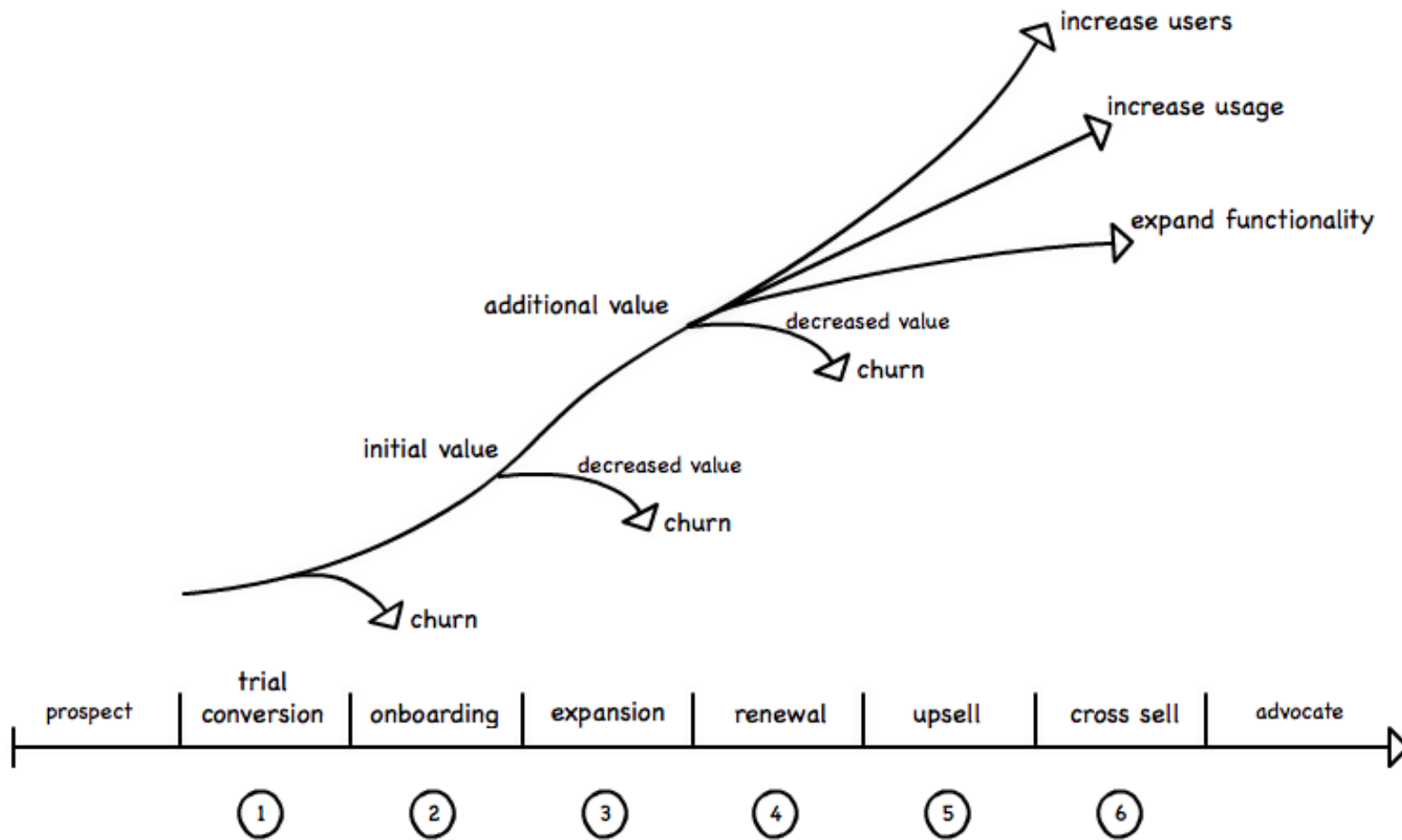
Subscriptions are the new product and customer stops using if no value

SaaS for B2B

Subscription based
Software as a Service
delivery models are
shifting for the
enterprise too

“What are your firm’s plans to use software-as-a-service (SaaS) to complement or replace the following applications in the next two years?”
Replaced/planned to replace





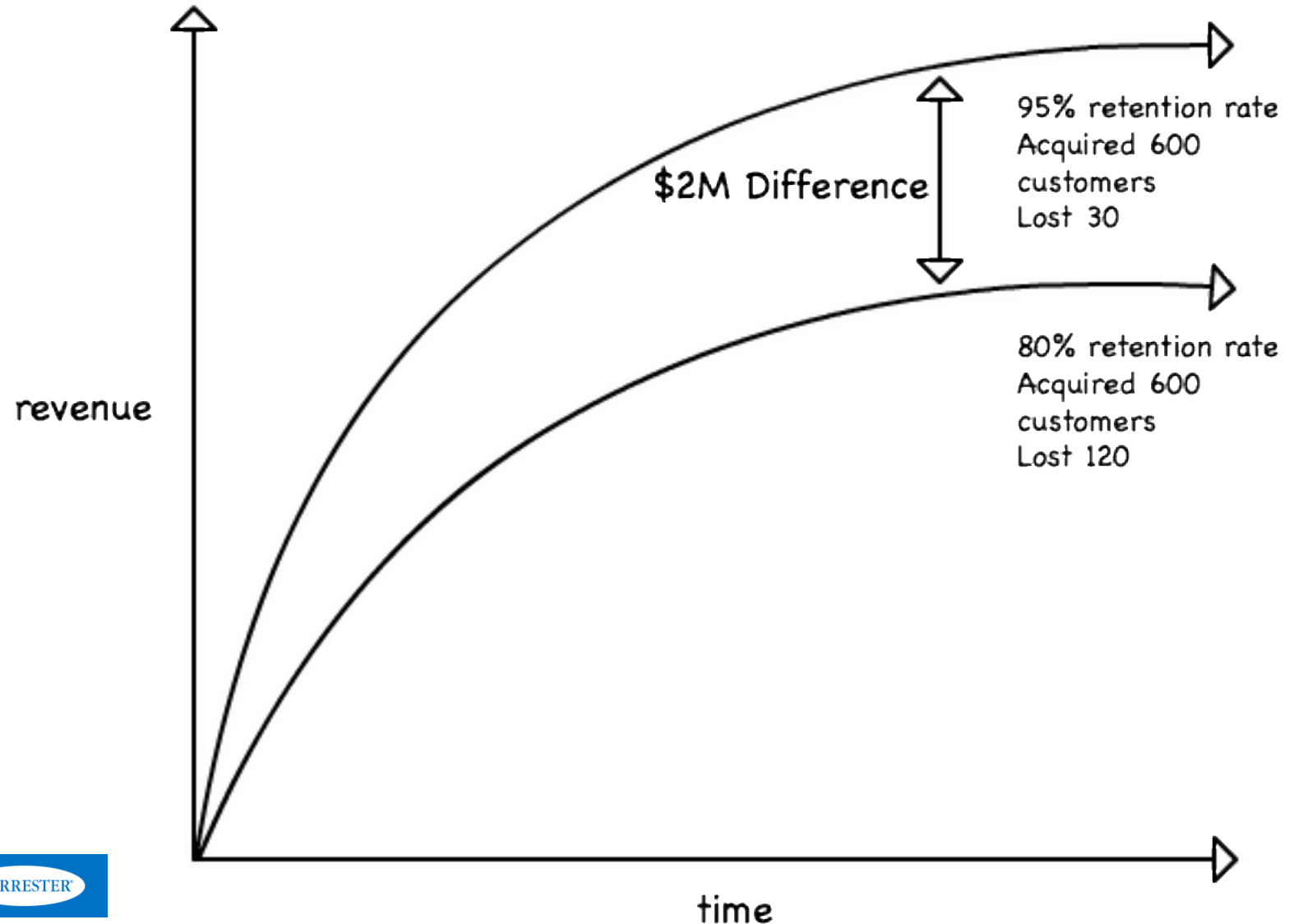
1. A program/team focused on customers of SaaS products
2. Point is to make customers successful in the use of your products (their success is your success) and in the process...
3. Growing users and usage of your product (all features of initial product) and across (e.g. products in a suite)
4. Highlighting value the customer derives from use
5. Making sure customers don't churn but renew subscriptions and become advocates
6. At best it's a program or role that creates/hacks optimal experiences for customers
7. *Its NOT customer support*

What's Customer Success?



What's to be gained from it?

As companies grow, revenue from existing customers becomes a larger and larger part of the company's economic value and retaining customers is as important as acquiring them. *Customer success programs are very specifically focused on these challenges.*



A Good Customer Success Program

- 1 The right strategy
- 2 Proven methodology and approach
- 3 CSM and customer community and comms to spread the love, success and support
- 4 Success tracking and intelligence

"Yammer's Customer Success Program has been excellent, helping us with both the implementation of our network and ways we can use it creatively. The enthusiasm and support has been amazing. They've been with our implementation every step of the way."

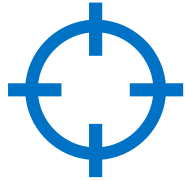


Laurie Hibbs
Human Resources Director



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Clarity of vision and plan



People will understand how the new technologies will help them do their job better as a result. A good comms plan will cover this.

Plan covers all the right workstreams, is properly resourced and involves the business and user community's input

Integration with the business



The new technologies and approaches to work are incorporated into business processes and the outcomes impact the business positively.

Business groups have been consulted and involved and their buy in sought up front

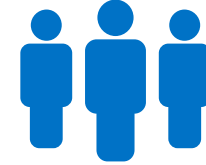
Sponsorship and participation



Executives and key contributors (champion community) are committed to driving adoption and **show it by participating.**

You have a good mechanism and platform on which participation can be scaled (e.g. Yammer)

User driven behavior change



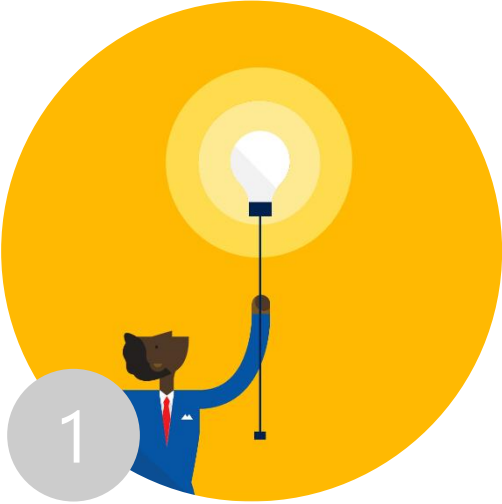
An analytics-based approach is applied (including measures of success) to drive incremental changes in behavior over time.

Use cases that resonate with users are identified and driven and there is space for unintended uses to be captured and shared

The right strategy

Usage and adoption plan

1



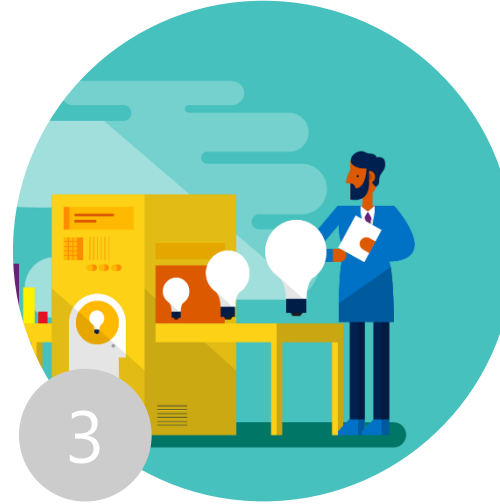
Set vision & identify business scenarios

A deep understanding of the business goals, as well as people challenges and needs to achieve them.



Map to usage scenarios & create adoption plan

A solution that people love and that helps them achieve business goals and get things done more effectively.



Engage your resources and execute on adoption plan

A strategy to drive adoption including communications, readiness and community.



Measure, share success, & iterate

A benchmark, KPIs, and success stories to help demonstrate success internally, improve & expand.



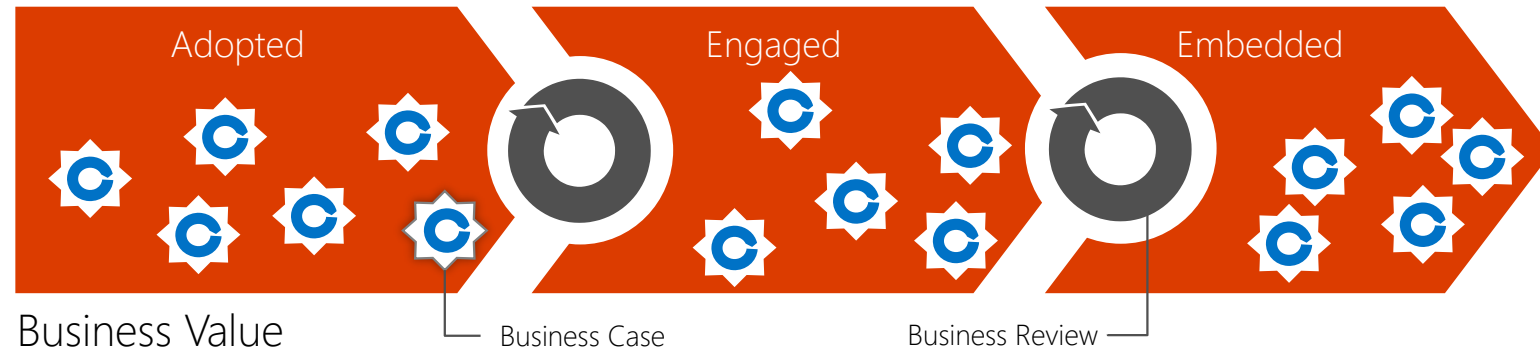
VISION & PROJECT ENABLEMENT

-

FOCUS:
People
Project Structure
Architecture

-

OUTPUT:
Program
Plan



Enablement

TECHNOLOGY
ENABLEMENT

BUSINESS AS USUAL
ADMINISTRATION

COMMS
& TRAINING

COMMUNITY MANAGEMENT

Proven methodology

Smart Processes Deliver Predictable Outcomes

For Users

Onboarding and product adoption

- ✓ Who is using product? Who is not?
- ✓ How to intervene to successfully onboard users

Best practice adoption and retention

- ✓ What features are being used?
- ✓ Are stickiest features being used?
- ✓ Are features used the right way

For Stakeholders

Quantify the value of the product and how it helps realize business goals

- ✓ How is product being used?
- ✓ What was the products-time-to-value
- ✓ What is the return on investment
- ✓ What adjustments to contracts make sense

Risk management

- ✓ Early warnings
- ✓ Intervention workflows

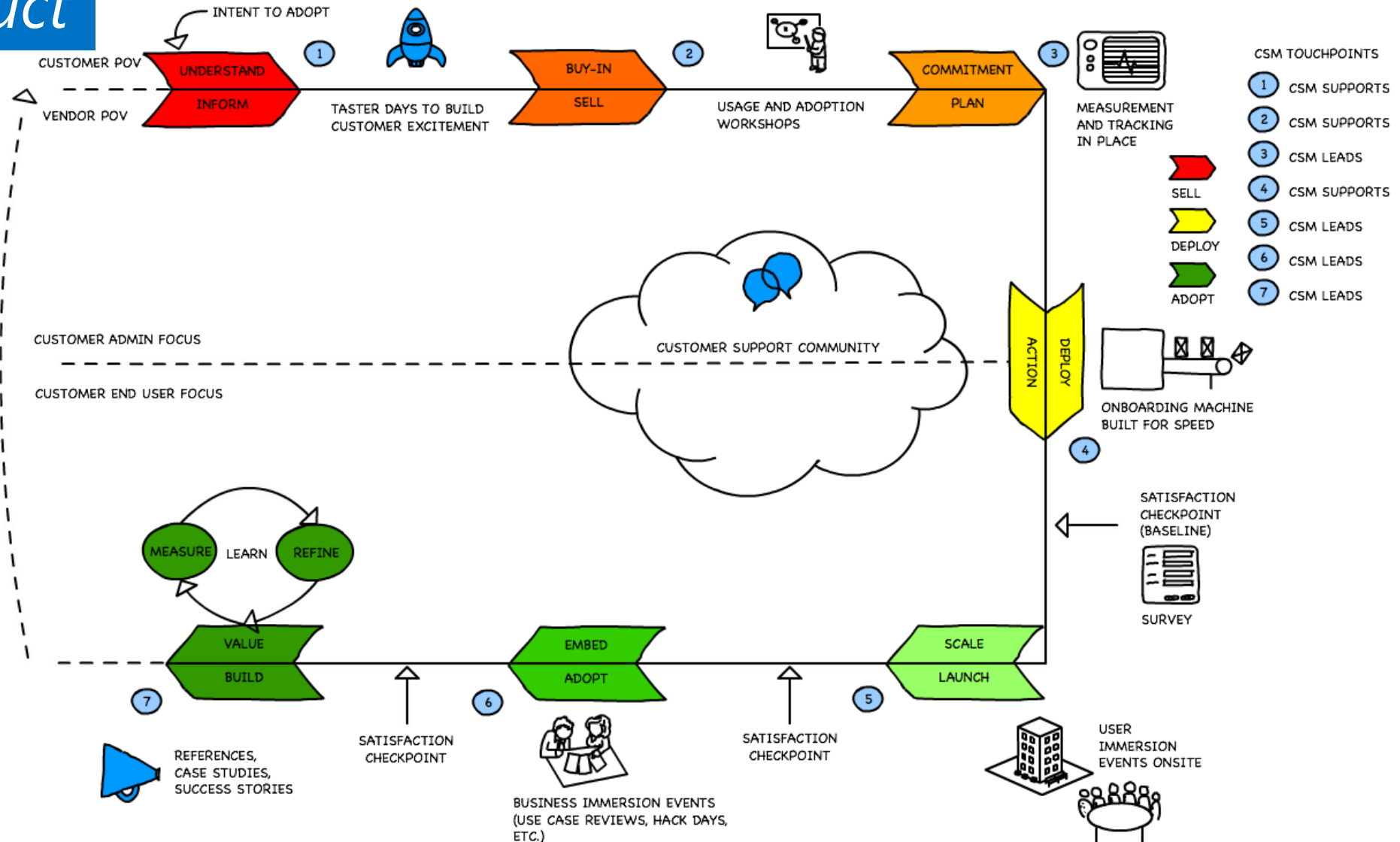
Customer Experience

is the new Product

Build an experience flow, bake it into everything you do, measure/test and iterate

"Companies that focus on customer experience see results of up to 25% higher retention and revenue."

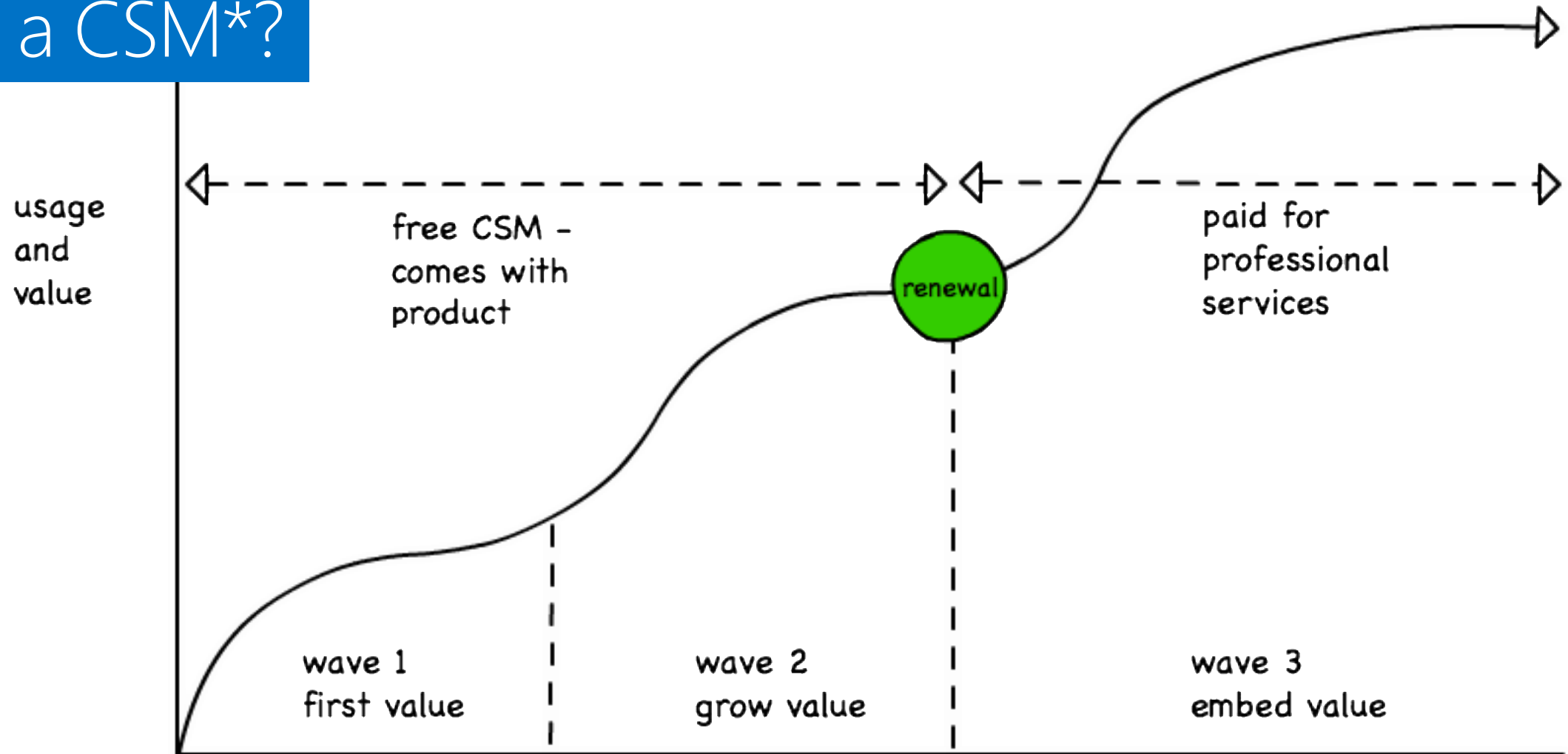
[Emmett C. Murphy](#)



Should you charge

for a CSM*?

2



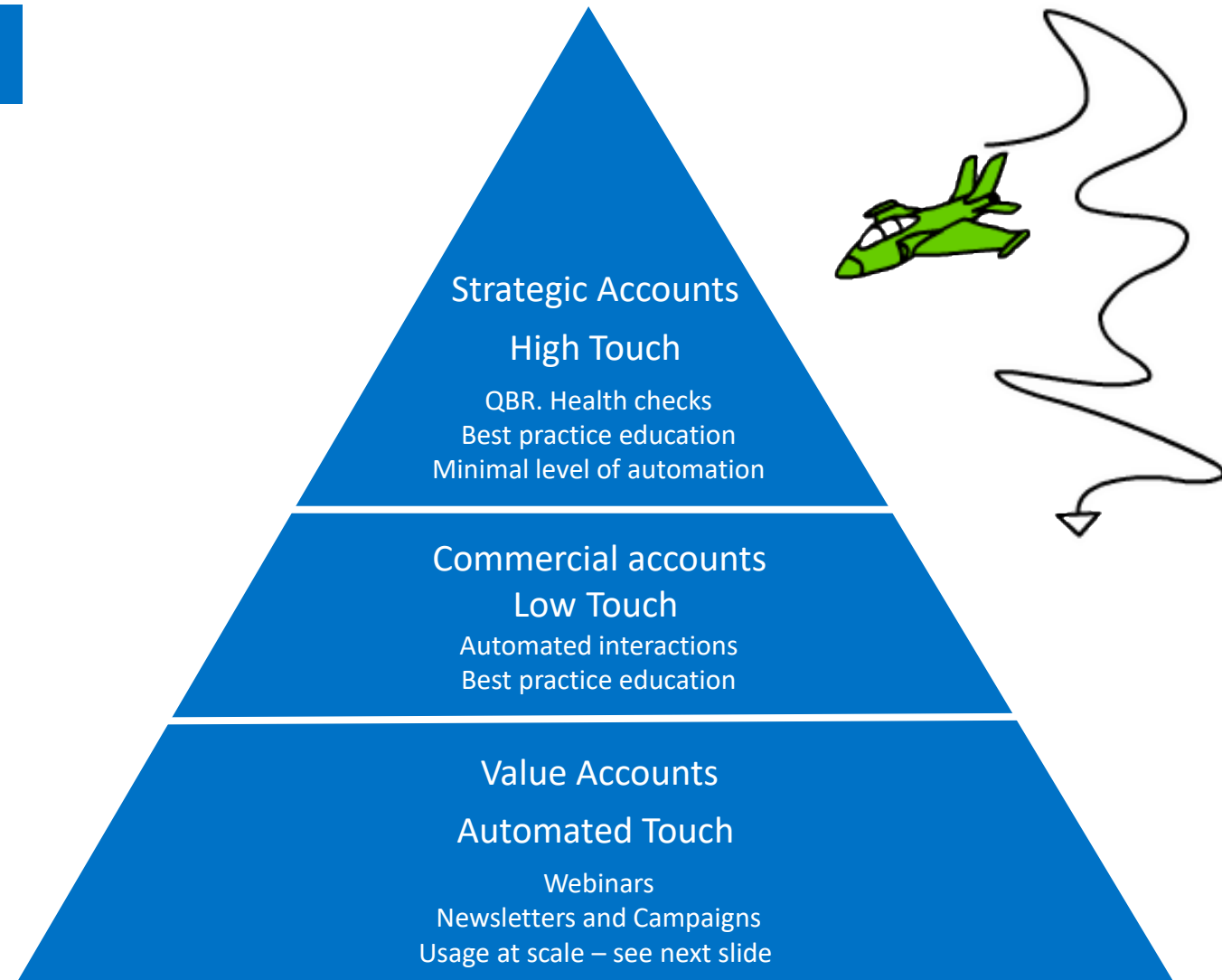
*CSM = Customer Success Manager

activity over time

Strategies differ for different account tiers

and can impact in different ways

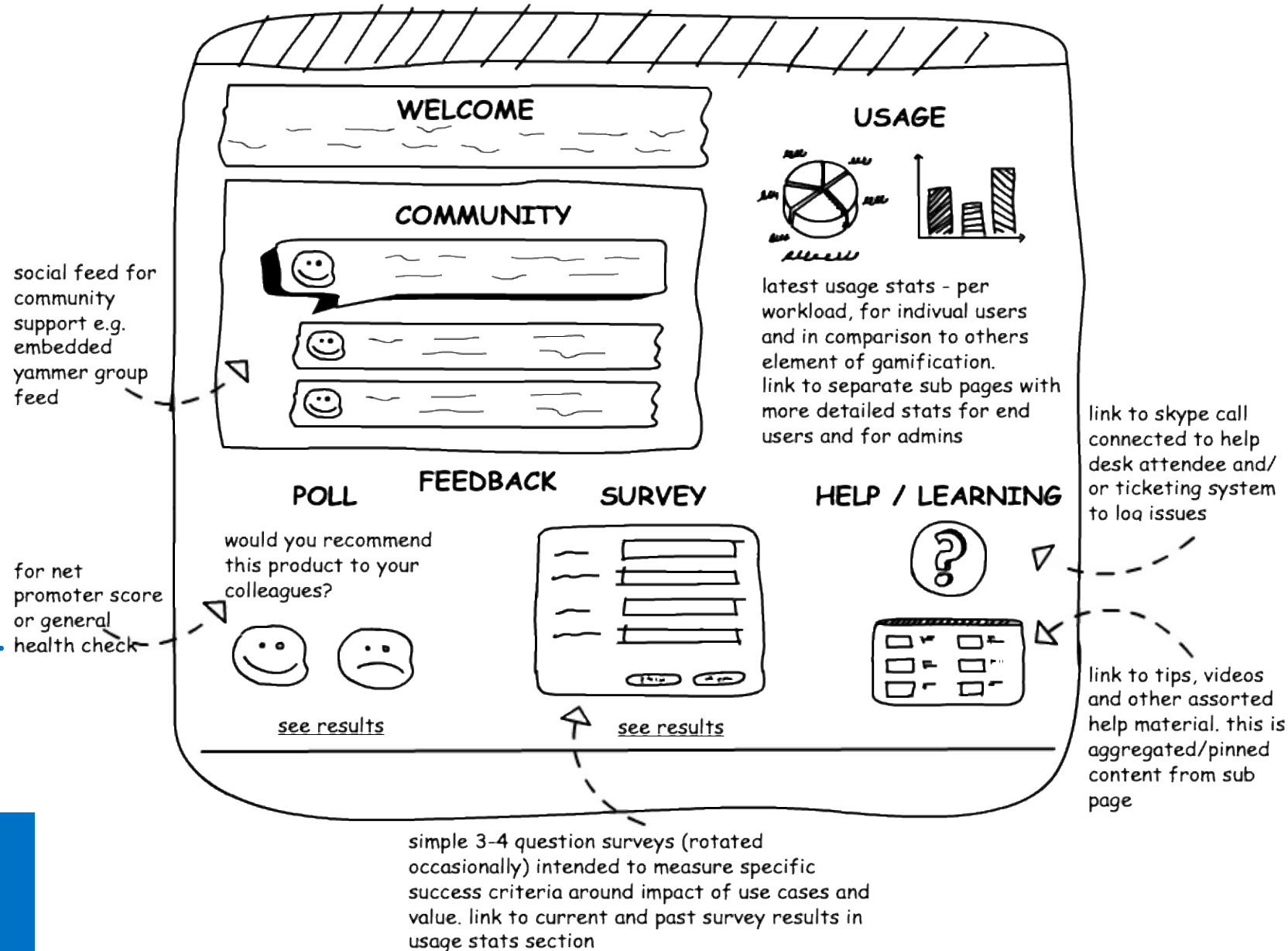
The high cost of sales is forcing technology companies to rethink account coverage models



Portal for both end users and product admins (as well as those responsible for adoption) to access/use to serve their respective needs.

Usage at scale

USER LEARNING, FEEDBACK, HELP AND USAGE DASHBOARD



Customer success marketing

Great content increases lifetime value

When deciding whether or not to stay with a vendor, 23 percent cite the “helpfulness of content” as the second biggest factor in their decision to stay with a vendor.

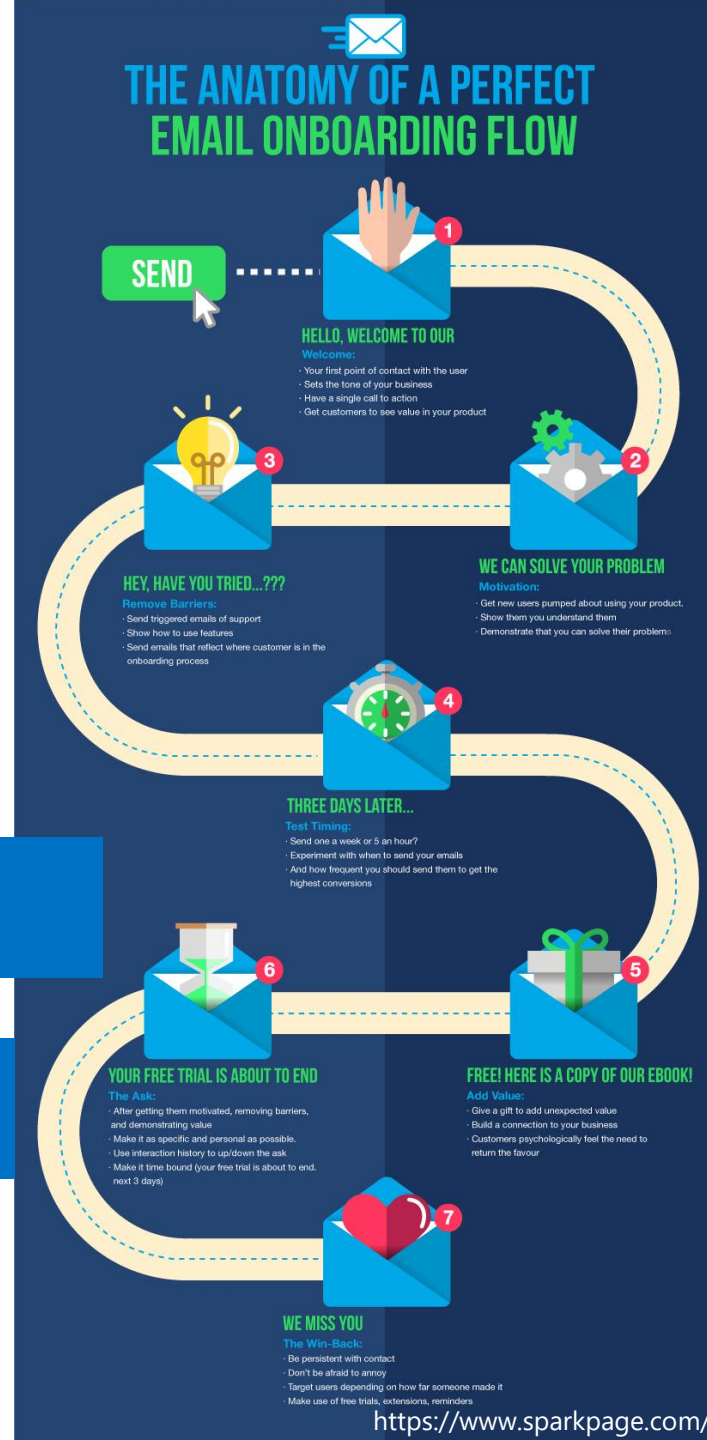
Pardot research 2014



Onboarding materials, presentations, and email nurture tracks

Ongoing product communications, highlights, and positioning

Customer events, webinars, and case studies



Community and user activity

Office 365 Yammer

Office 365 Network

Get advice and share best practices with thousands of Office 365 customers

Stephen Danelutti

Customer and Partner Community Platform

For open and closed collaboration amongst customers and partners and with CSM's

MEMBERS (80354)

OFFICE 365 NETWORK GROUPS

Vodafone

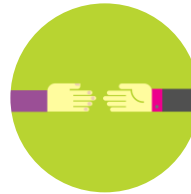
Innovation

Yammer & Enterprise Social



Communications

including internal announcements or newsletters, is critical to driving adoption, as it informs and inspires users about the new technology and helps create a natural “buzz” or excitement.



Engagement events

such as parties, town hall meetings, contests, and giveaways, can help further momentum and encourage employees to start interacting with the new tools. Events should require users to interact with the technology



Training

which can vary from classroom-style sessions to self-help getting started guides, is essential to ensure that employees understand how to actually use the new technologies to get their work done.



Search



Stephen

1



Yammer

Customer success increases advocacy

Follow board



Like · Reply · Share · More · October 16 at 3:00pm

Like · Reply · Share · More

Like · Reply · Share · More

Marketing Agency Engages Internal and External Audiences: A Yammer Success Story

1

Pinned from
blog.yammer.com



Yammer t-shirts at the park!

Pinned from
ow.ly



Sam shared his Yammer story in a customer contest, it was so good, it won him an iPad. We love his thank



Catapult Systems
Those look delicious!



Yammer
Wish we had a few dozen right now...

Advocacy
Value 3x

Spend
Value 2x

Spend
Value

Average
Customers

Brand
Advocates

- Favorable Ratings & Reviews
- Positive Testimonials
- Positive comments on Facebook, Twitter, blogs, online forums and more
- Offline recommendations
- Shared offers with social networks

Pinned from
mybookingwizard.com



Yammer photo day at Aviva
restors! We LOVE this idea!

Pinned from
twitter.com



from Twitter

Mike Grafham on

Yammer sweater! We want one!

1

Pinned from
twitter.com



Another great t-shirt shot!

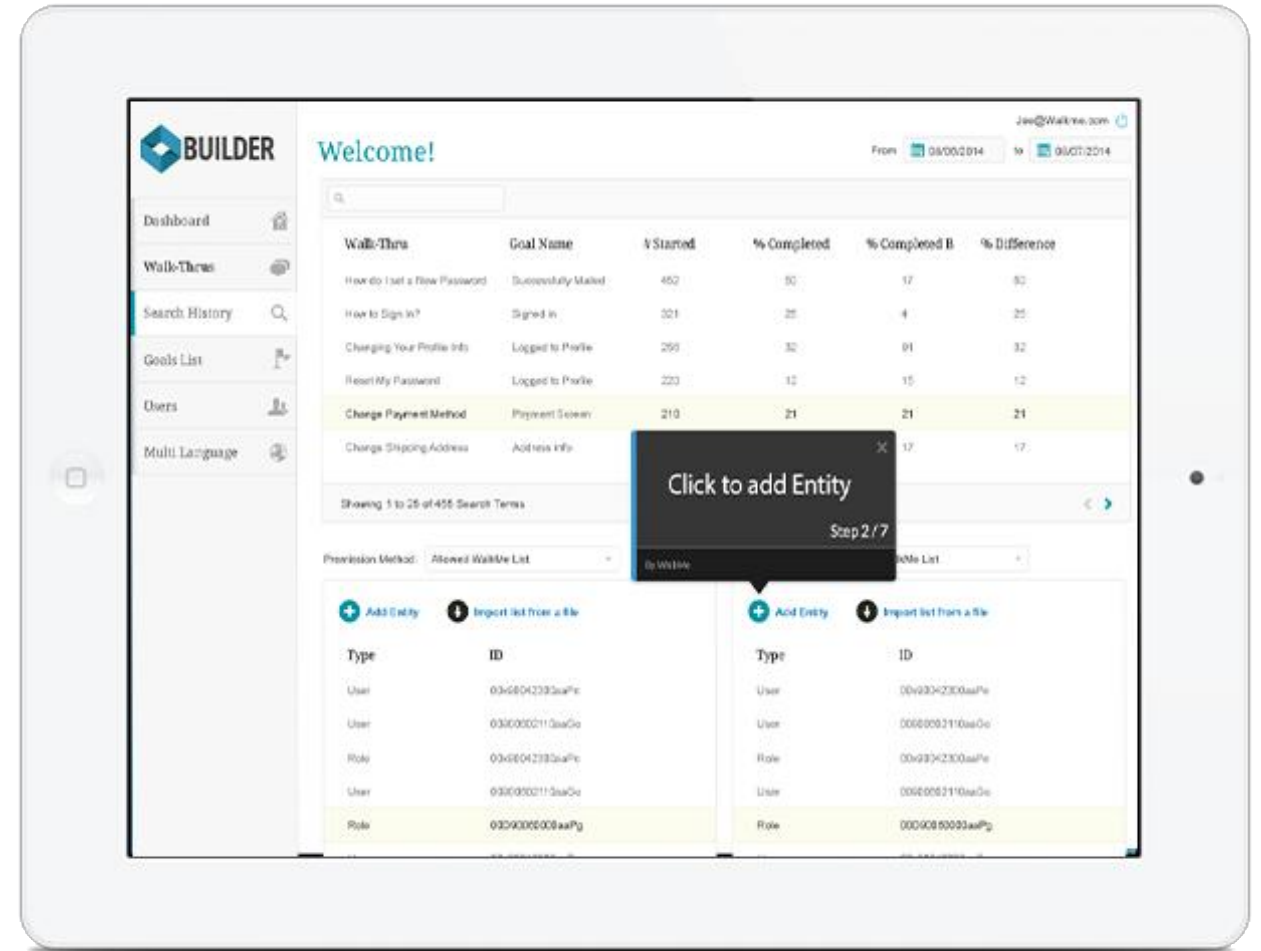
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twitpic.com

Make your product do more work

3

- ❑ Can the “first use” experience be made easier?
- ❑ Can the product be made more usable overall?
- ❑ Can the product deliver in-application walk-throughs?
- ❑ What type of knowledge content can be added to the product, such as tooltips and help content?
- ❑ Can the onboarding process be further automated or streamlined?



WalkMe™ guides users every step of the way to successfully complete their tasks for your online product.

- ✓ Growth/Culture/Experience Hacker
- ✓ Natural born enthusiast
- ✓ Domain expertise
- ✓ Strategic thinker
- ✓ Opportunist
- ✓ Good at conflict resolution
- ✓ Collaborative and community oriented – relationship builder



Attributes of the perfect CSM

What data points do you need:

Customer

- Goal
- Features
- Success measures
- Onboarding
- Calls and tickets
- Success events
- Provisioned users
- Active users
- Inactive users

Contract

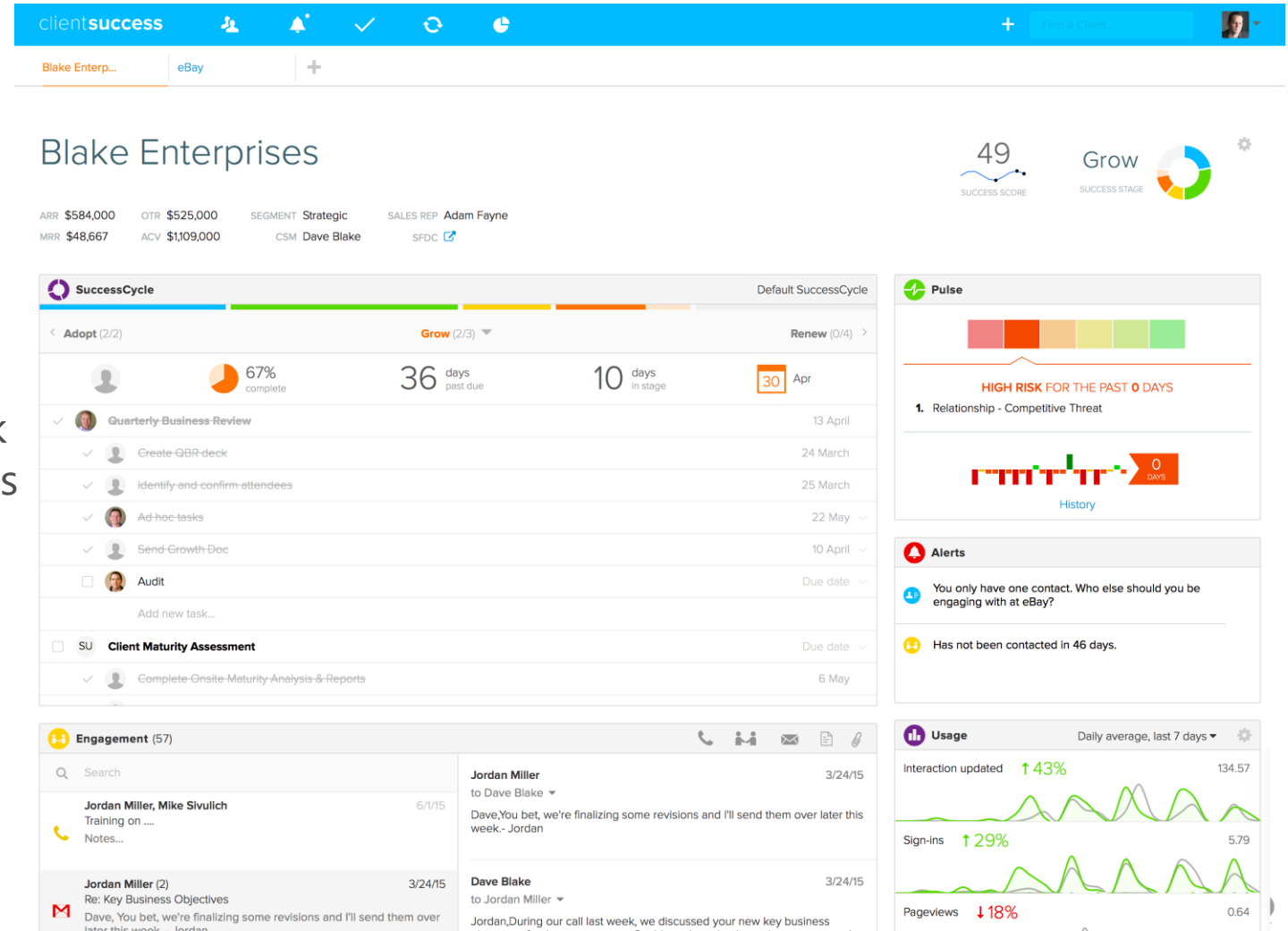
- Realised economic value
- Renewal
- Terms
- Audit records

Advocacy

- Case studies
- Social mentions
- General love

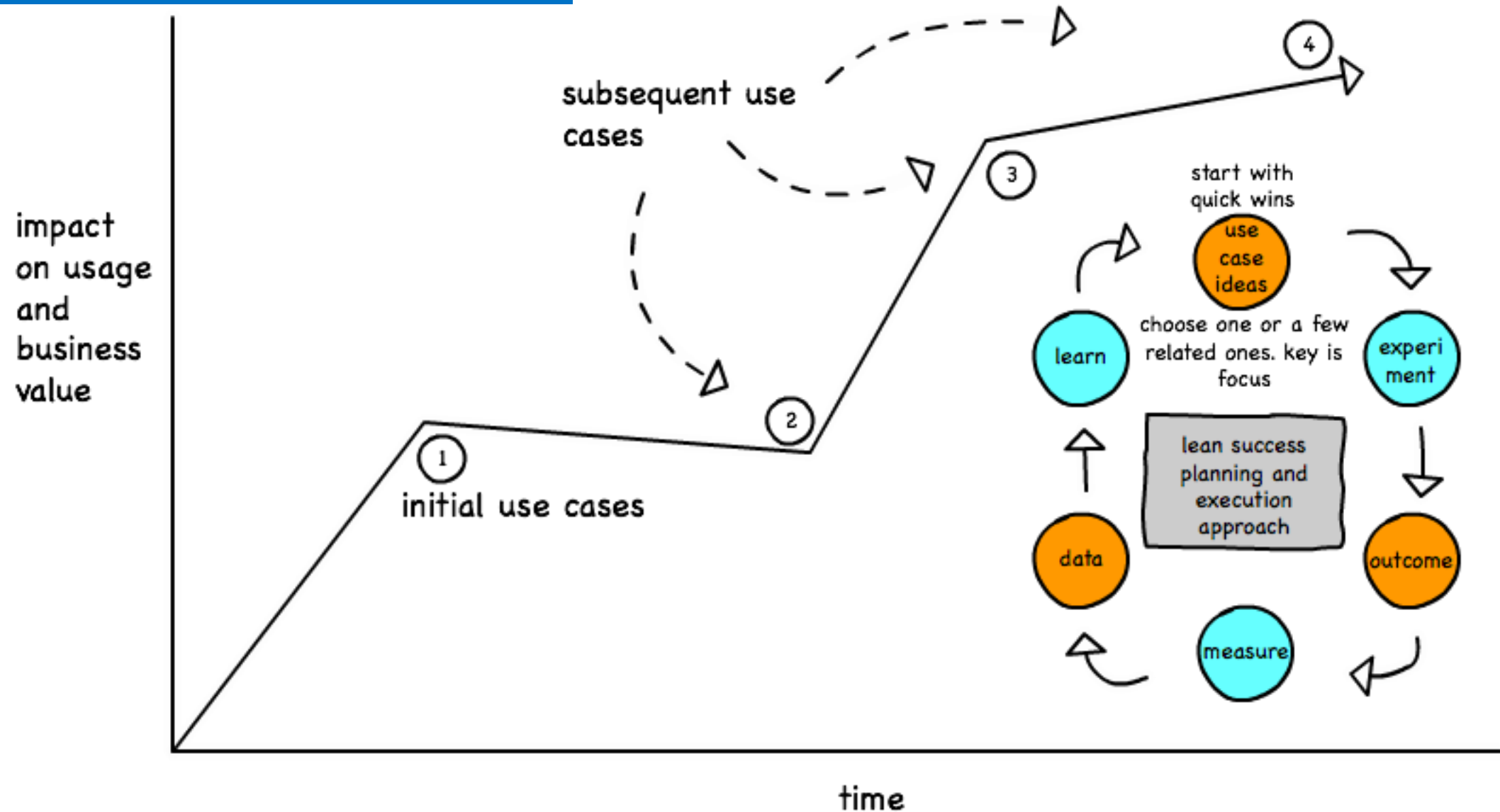
Feedback

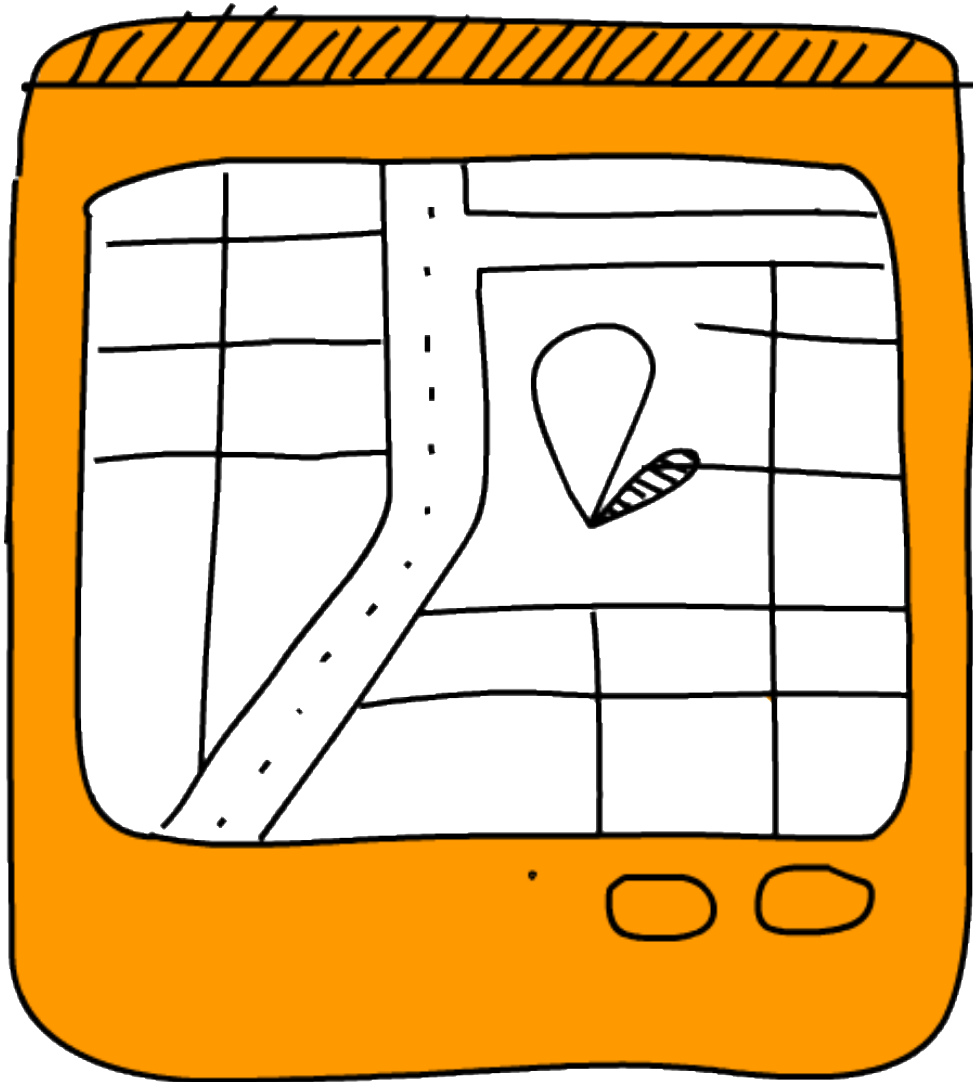
- Alerts
- Support feedback
- Satisfaction scores



Measuring impact

4





You've reached your destination

Thanks for coming along

Enjoy the ride ?

Let me know

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