Building a Revenue Engine with Customer Success

By Whitney Hillyer

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Welcome

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Welcome

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www.collectivei.com

Collective[i] hosts the first enterprise network of pooled data around buyers and sellers.

Our sales application delivers sales organizations the real time insights about their prospects and buyers.

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LET'S SET THE STAGE

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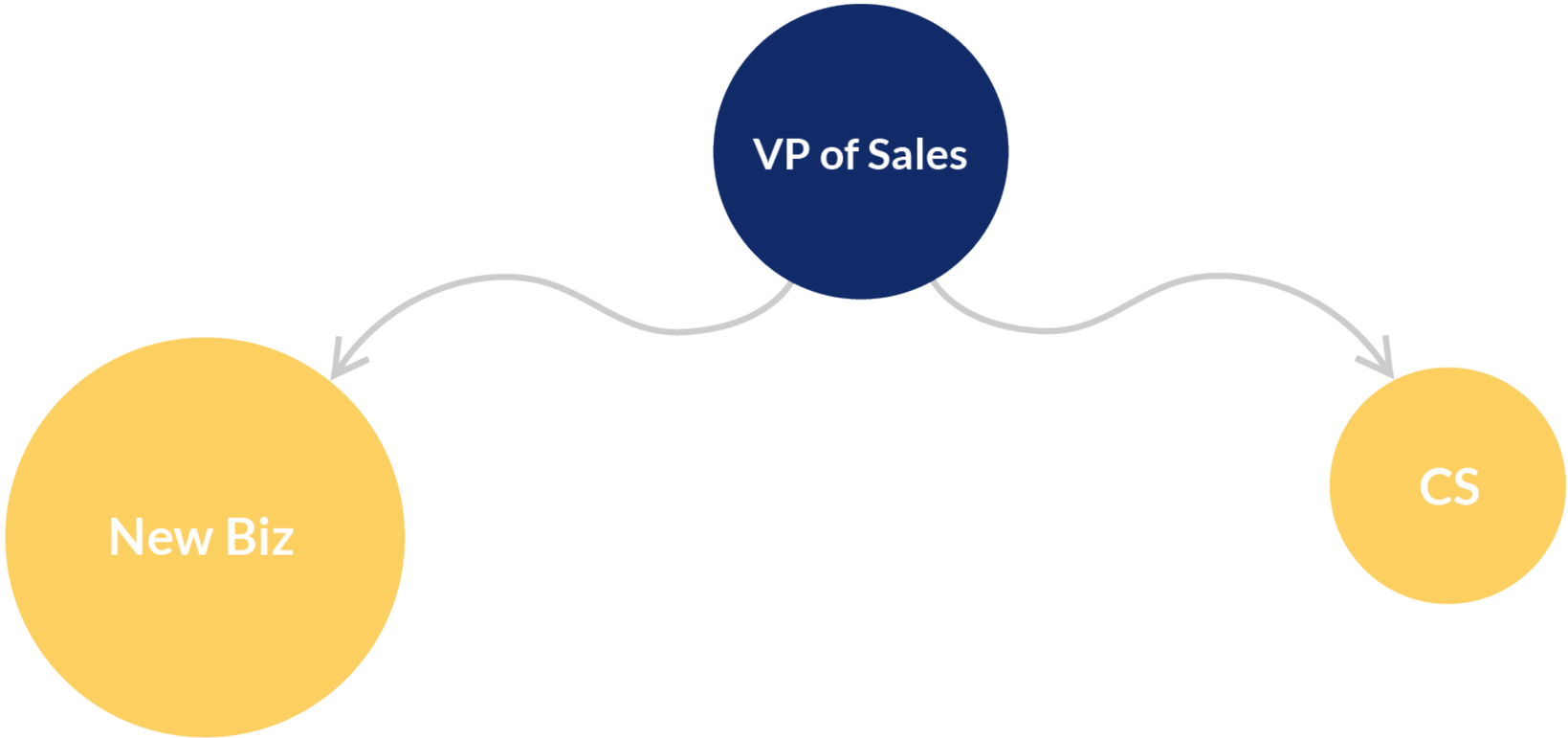
A historical view: Sales & Success



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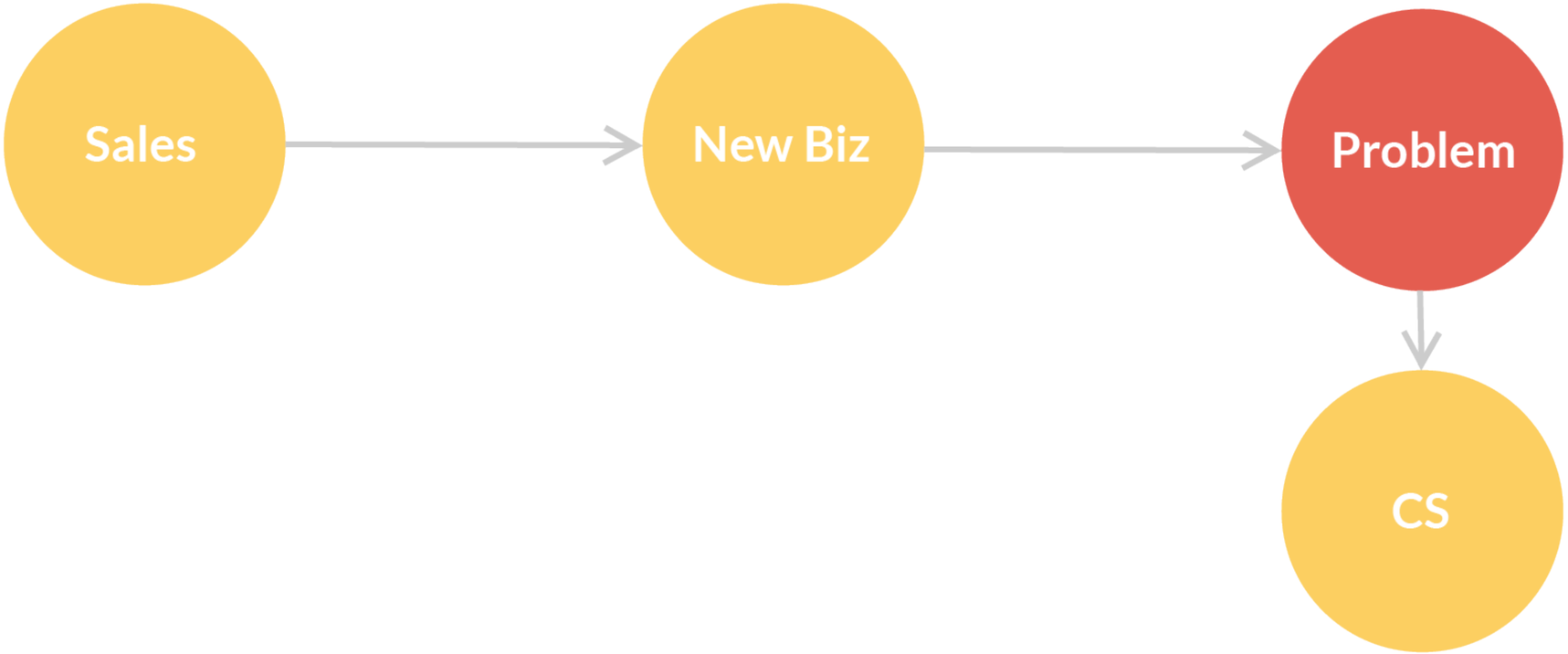
A historical breakdown: Sales & Success



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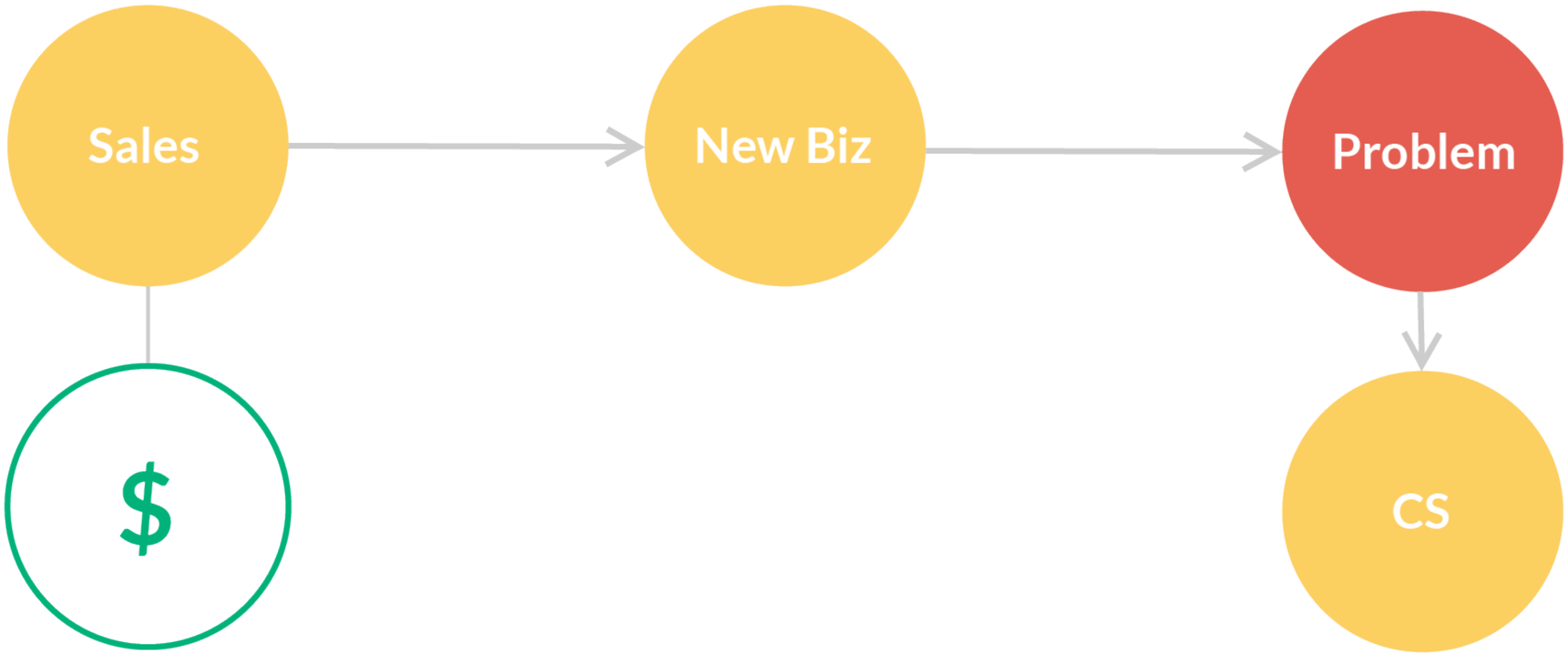
A historical breakdown: Sales & Success



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History

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"I sell the dream.

You service the nightmare."

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THINGS NEEDED TO CHANGE

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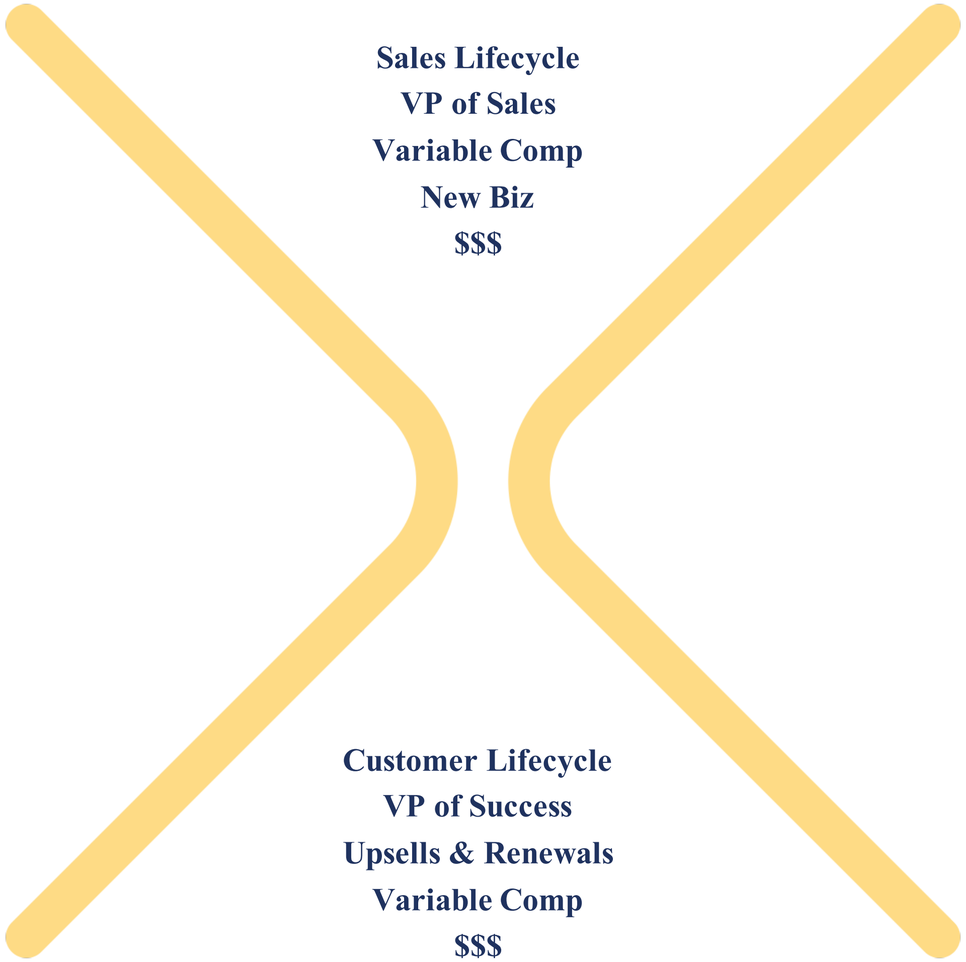
Moving from a Funnel to an Hourglass or a Journey



New Paradigm: Customer Success team as a center of excellence… and revenue. #futureofCS #newnormal #CS100Summit

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The Shift

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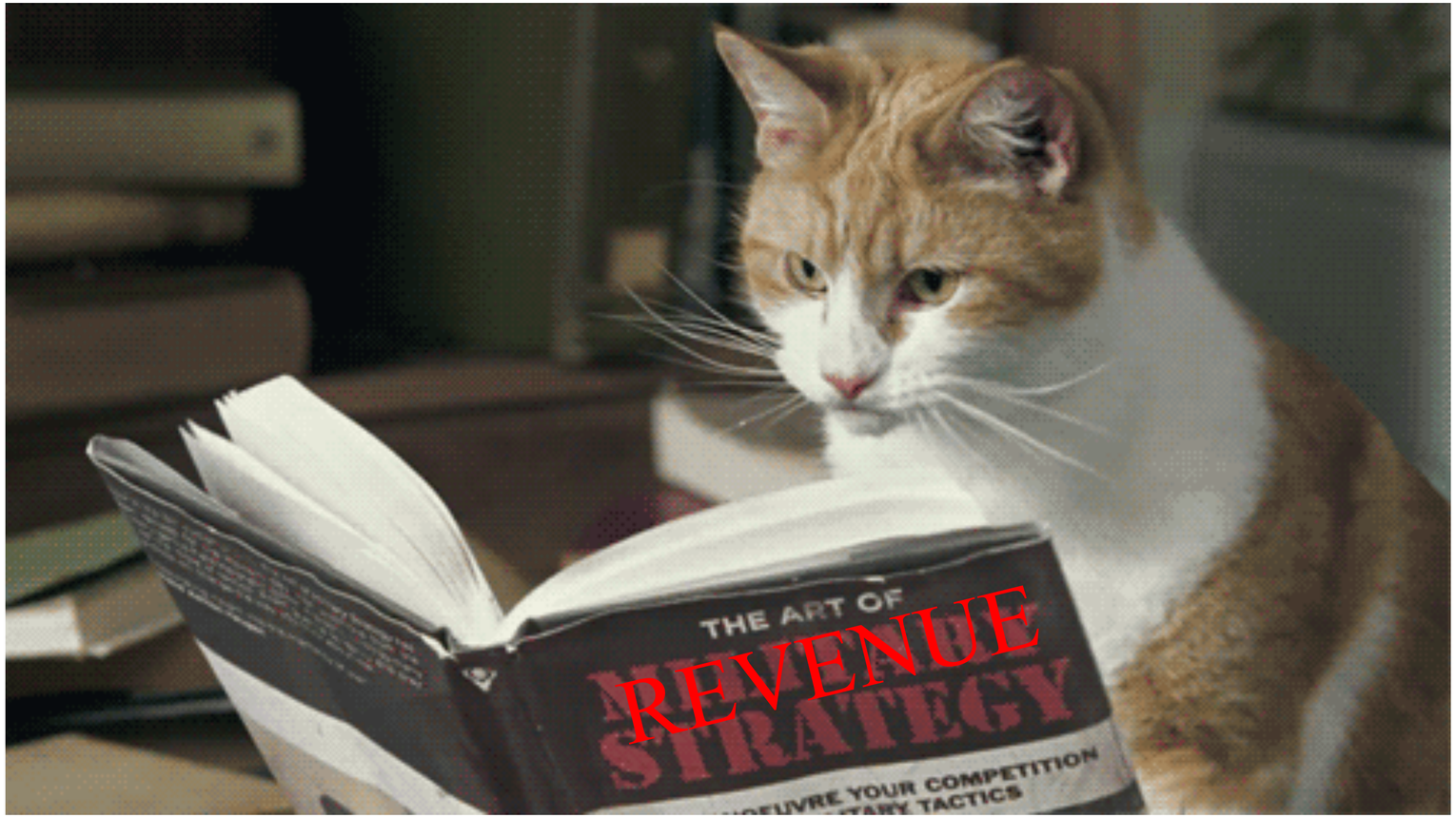

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LET'S TALK SPECIFICS

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The Specifics

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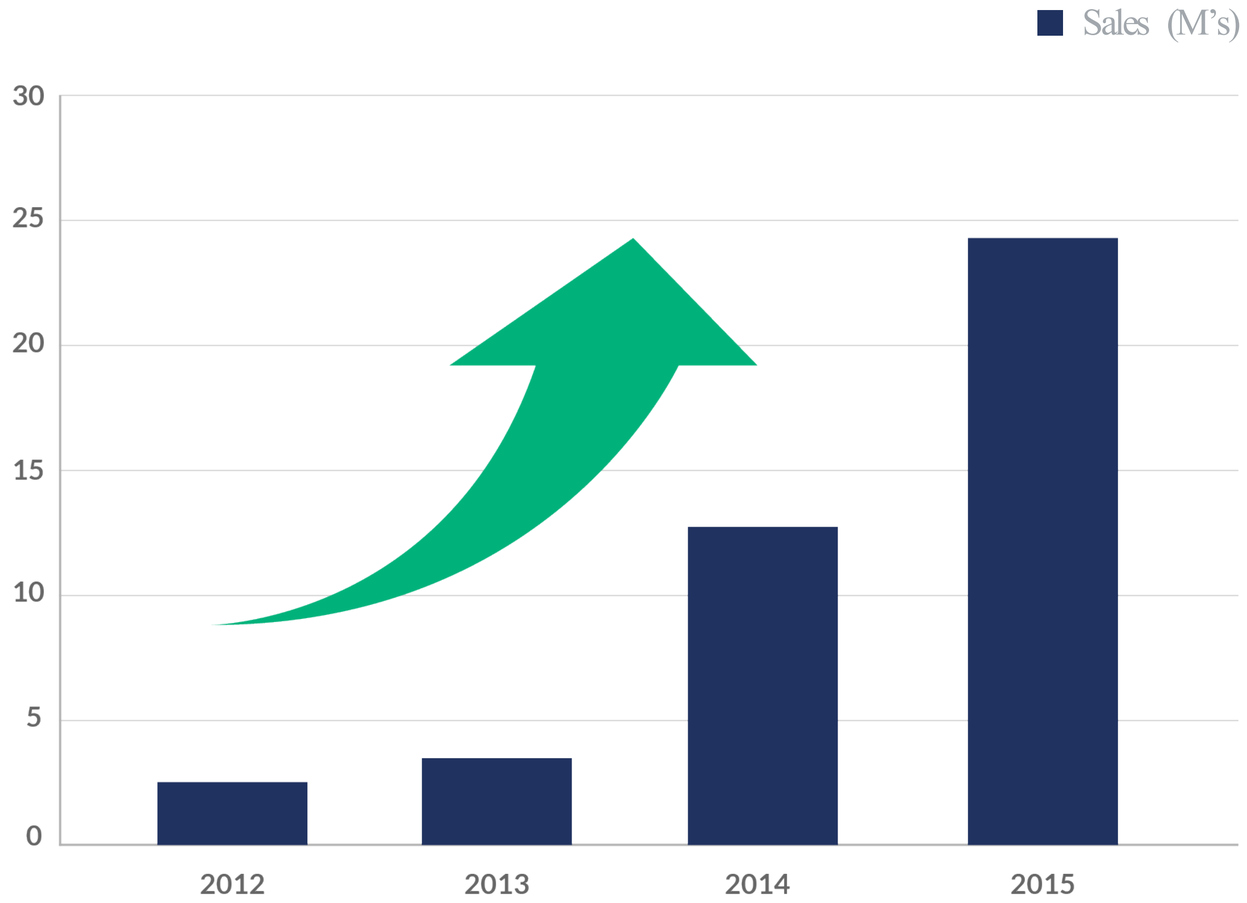
2014 Planning



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The Specifics

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Opportunity Scoping

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Rewriting the Rules

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The Specifics

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SALES

New Logos

CUSTOMER SUCCESS

All Expansion

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The Implementation

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So now what?

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The How

- Created the right culture
- Training and Hiring
- Restructured the team and tiered our accounts
- Set aggressive activity goals
- Rebuilt the comp plan

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The Implementation

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Focus on culture first:

1. Top Down Approach
2. Community over Competition
3. Strong & Clear Ownership
4. Take a “trial” approach

Transforming Customer Success transforms companies. The mandate must come from the C-Suite. #futureofCS #CS100Summit

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Training and Hiring

Desired Skills & Experience

- Minimum of 2+ years of SAAS customer success or account management
- Minimum of 1 year inside or outside sales experience
- Experience managing and negotiating with companies and their agencies
- Proven success in growing your account base through upsells and cross-sells

nding of marketing technology software and

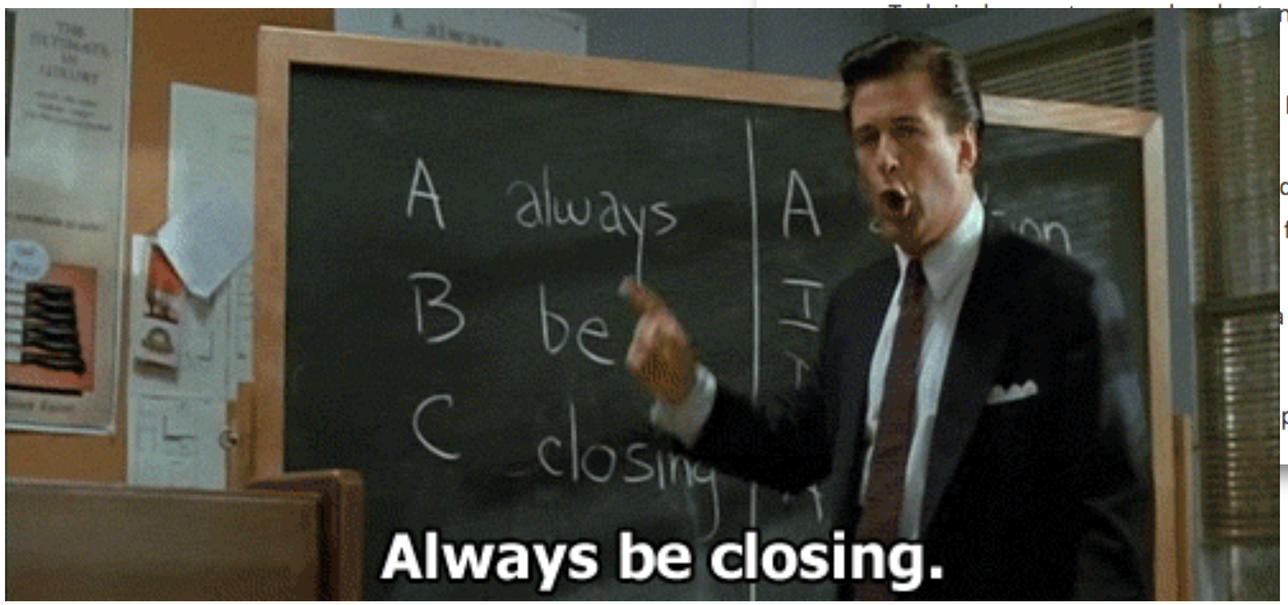
priorities and be flexible in a changing

d presentation skills

for social media and the marketing

key player on a strong team in a fun, fast-

ports to the Director of Customer Success.



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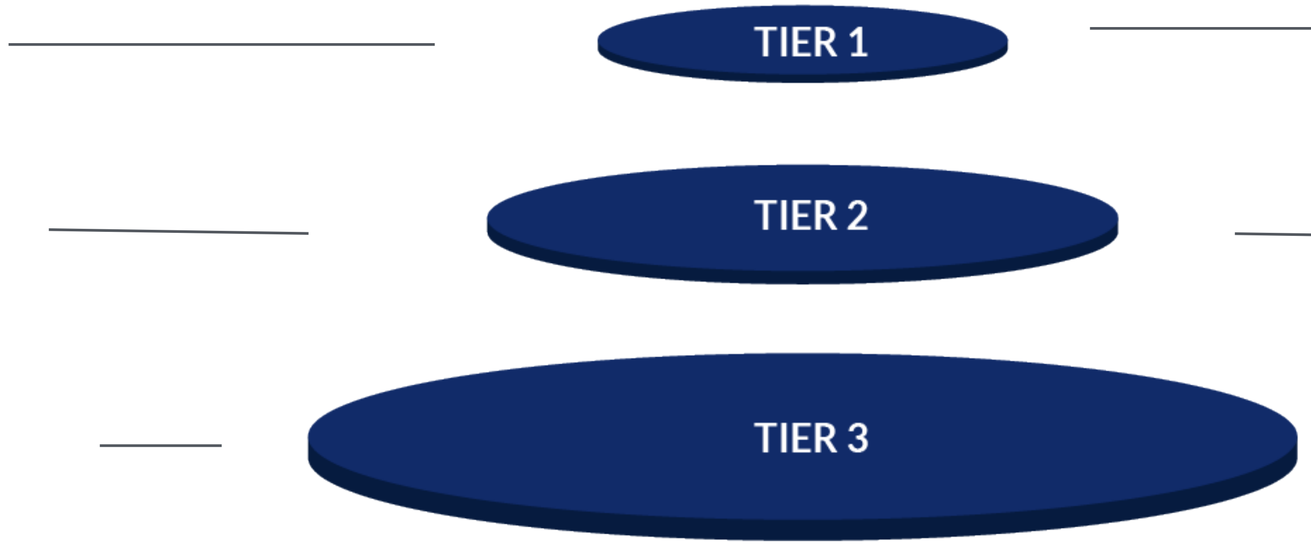
Restructuring the Team

Snr. CSMs
(25 companies)

CSM's
(100 companies)

CSA's
(250+ companies)



High Growth Potential
(Accounts)

Medium Growth Potential
(Users & New Product)

No Growth Potential

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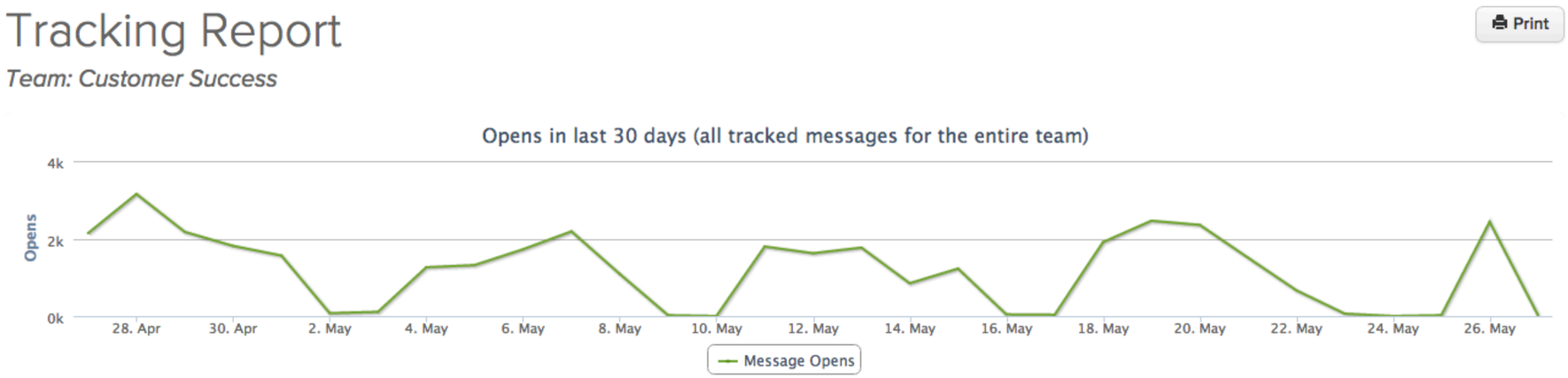
Aggressive Goal Setting & Monitoring



100

Client Emails/Wk

10

Client Meetings/Wk

4

In-person Meetings/Mo

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Comp Plan

Base

Team Bonus

Commission

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The Results

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And…

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The Results

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Year One:

+267%

Upsells

-25%

Churn

+40%

Of new revenue is driven by Customer Success

Driving revenue drives retention.
No longer are the two mutually exclusive.
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The Results

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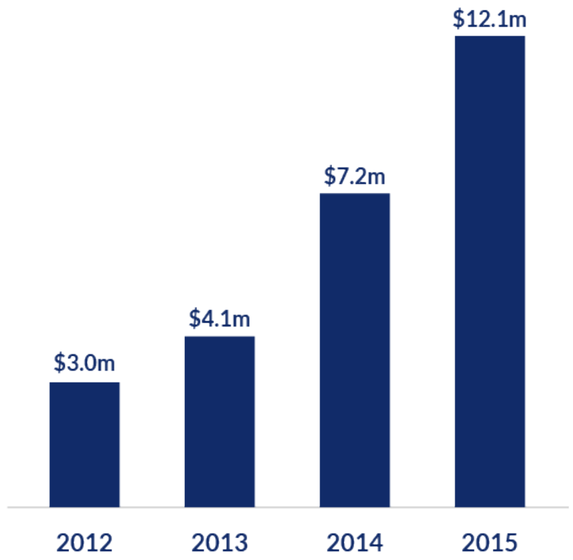
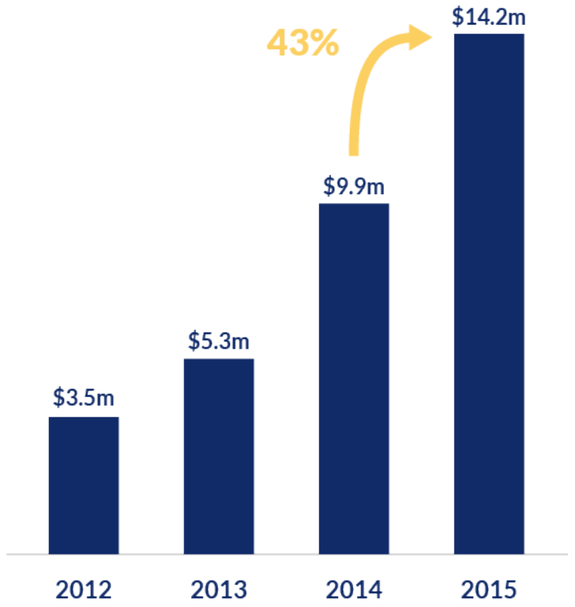
Year 2: Upsells accelerated our long-term growth



Revenue



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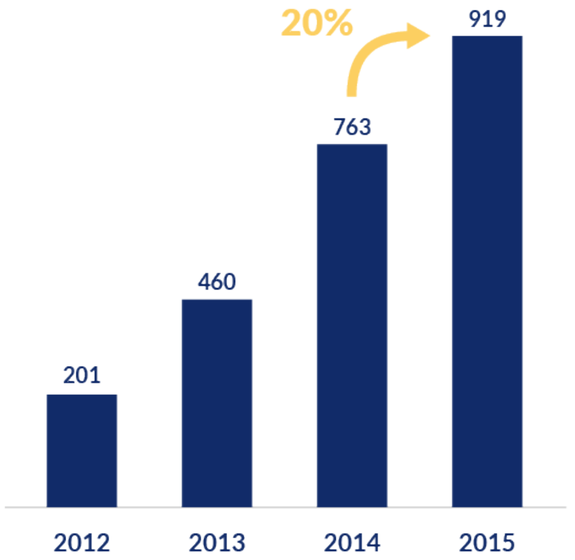

Customers

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The Results

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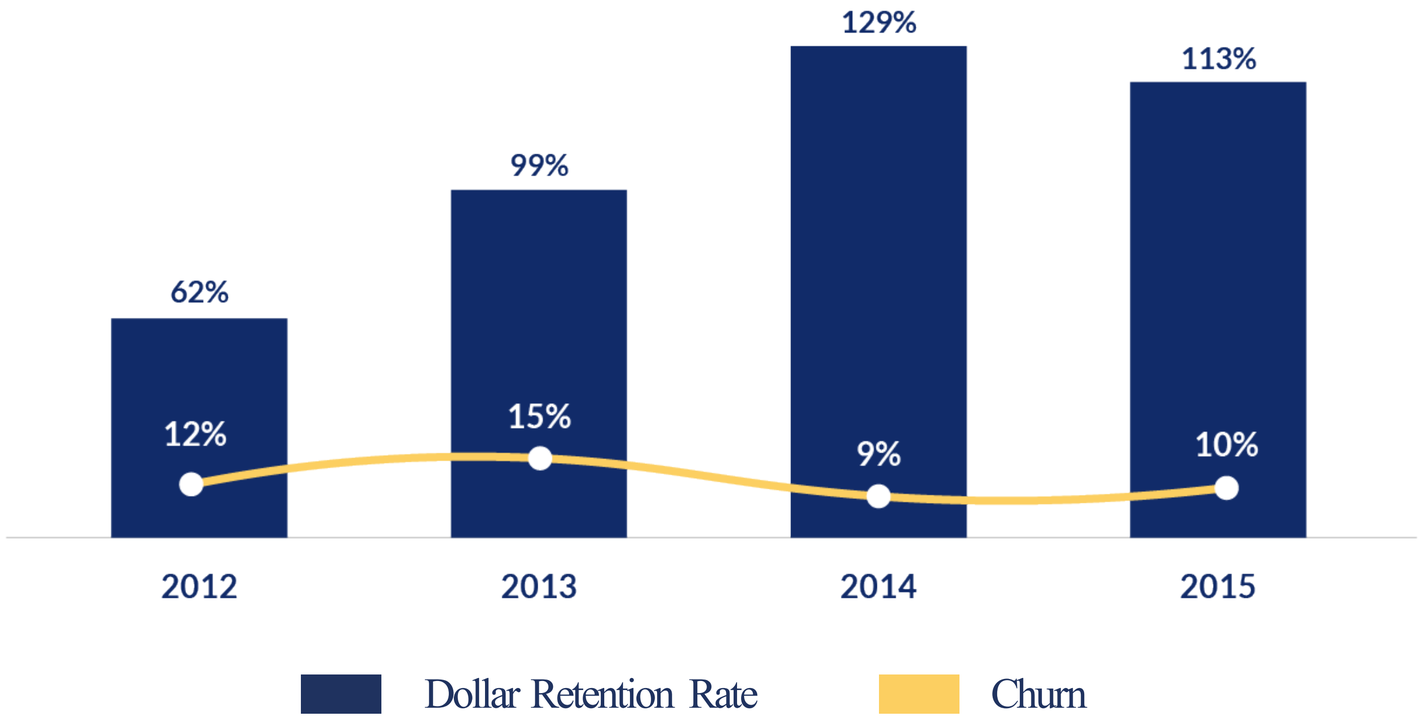
And Lead to 10 Quarters of Net Negative Churn



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The Results

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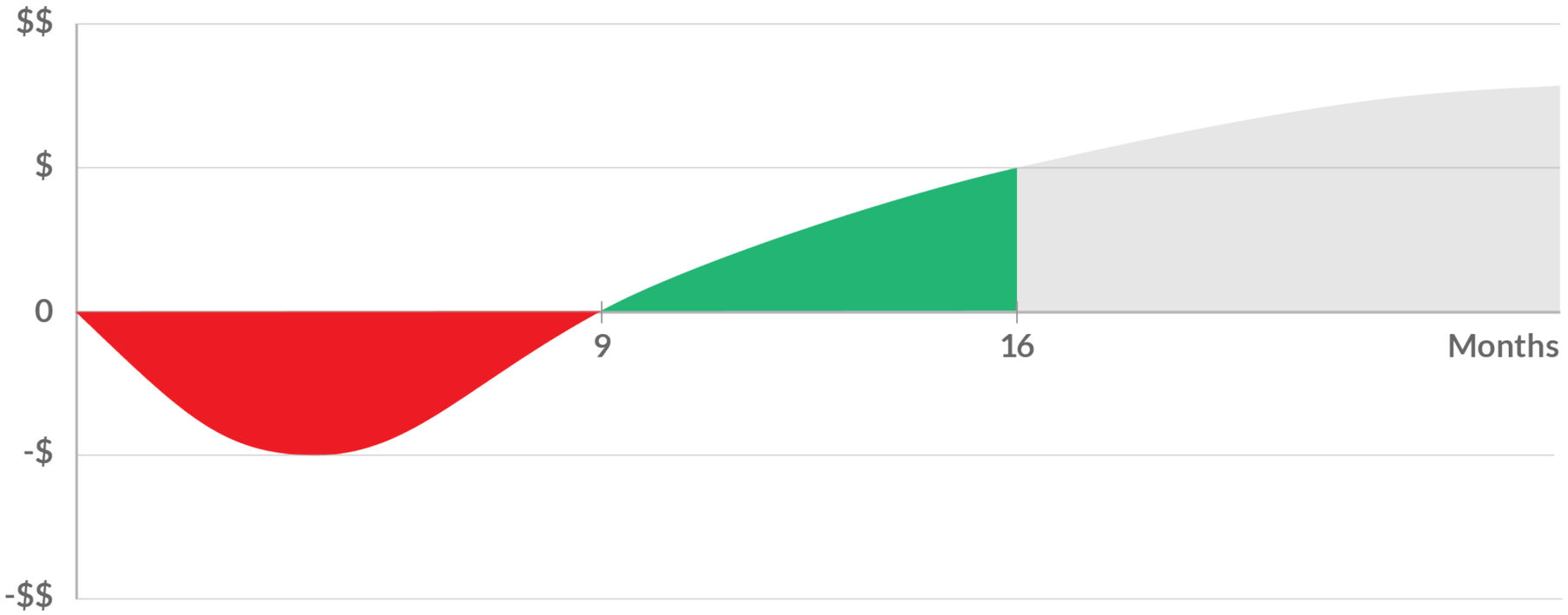
And a Profitable Team



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Changes for Round 2

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1. Consider every sale a proof of concept

Consider every sale a POC and build in natural expansion opportunities along the customer journey!
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The Future

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2. Measure Everything

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3. Embrace Technology Early – Specifically AI

Next big thing for sales and customer support:
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4. Focus on Marginal Gains

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Whbaldw.in/MarginalGains

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Why does this matter?

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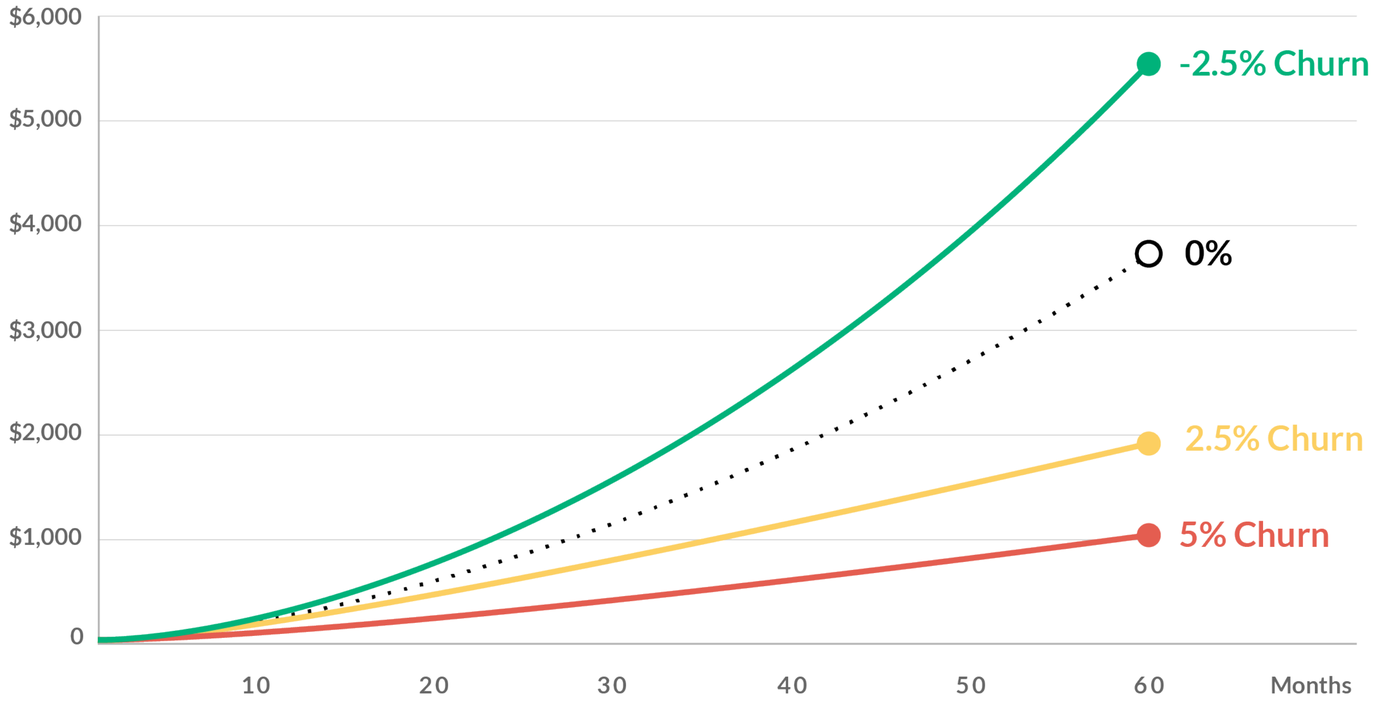
Recurring Revenue is King



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Don’t Forget..

“A 2% increase in upsells
can lead to a 28% increase in valuation.”

— Open View Partners

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And ….

"80% of your company's future revenue will come from just 20% of your existing customers"

— Gartner Group

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QUESTIONS?

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