

CUSTOMER SUCCESS LEADERSHIP BOOTCAMP

CREATING A CUSTOMER SUCCESS BOARD DECK THAT TELLS A STORY

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1PM EST/ 10AM PST



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CUSTOMER SUCCESS HAS A
SEAT AT THE TABLE; NOW
IT'S TIME TO LEAN IN
AND FLIP IT.

HOW TO BEST PREPARE FOR YOUR BOARD

KNOW YOUR AUDIENCE

Who is your board made up of? What is their area of expertise? What's most important for them to hear?



2

KNOW YOUR STORY

The data is critical but what's the story your data supports? Make sure to have a thoughtful narrative.



4

1



KNOW YOUR DATA

Be intimately familiar with your data. Spend time slicing your data every which way to truly understand the insights and what's most useful.

3



KNOW YOUR SOLUTION

You have all of these insights and stories but the board wants to know your plan. Be prepared to articulate what you plan to do.

EXECUTIVE SUMMARY

CUSTOMER SUCCESS - Successes, Challenges & Solutions

HEADLINES

- Customer adoption has improved due to the result of the Success Audit exercise - we've seen on average a 25% increase in usage and adoption in the 3 months following the audit
- Product gaps in revenue management continue to be a challenge for customers - Our inability to address these feature gaps will result in \$500k churn over the next 2 quarters
- Roll out of the Success Probability Score is enabling us to move through onboarding much faster - Customers are onboarded on average 12 days faster than previous plans

SOLUTIONS

- New Success Probability Score - Full customer roll out
- Multi-Year Renewal Strategy - no more 12 month contracts; all renewals shifted to 24 months flat or 12 month with an increase
- Training and Enablement at Scale to support limited resources:
 - Webinars/office hours
 - Slack Community
 - New knowledge base articles
 - In platform tips and advice

METRICS

- NRR: 120%
- GRR: 92%
- NPS: 41
- Average Onboarding Timeline: 43 Days
- % of Customers with Adoption over 50: 87%
- % of Customers with Daily Logins: 91%
- Customer Pulse Breakdown:
 - Extremely Satisfied: 4%
 - Very Satisfied: 8%
 - Fairly Satisfied: 48%
 - Some Risk: 25%
 - High Risk: 10%
 - Severe Risk: 5%

PEOPLE

- Morale across the board is ok; everyone is working hard but we will need to find a way to do more with what we have
- CUSTOMER SUCCESS
 - High Performers: Mary & Bob
 - Capacity is becoming a challenge - down 1 CSM and new customers requiring accelerating onboarding timelines
- SUPPORT
 - Performance is at a high - down 2 people but there is less daily oversight required
- SERVICES
 - Adhoc customer risk triage requiring more time; no opportunity for paid engagements at this time

CUSTOMER-BASED LEARNINGS

- Market demands are shifting more towards a scaled delivery model which is inline with the innovation being rolled out and the future innovation
- Reliance on thought leadership allows us to differentiate in the market while providing more value to customers
- Competitive landscape is shifting fast due to funding and customer exposure is increasing product demands

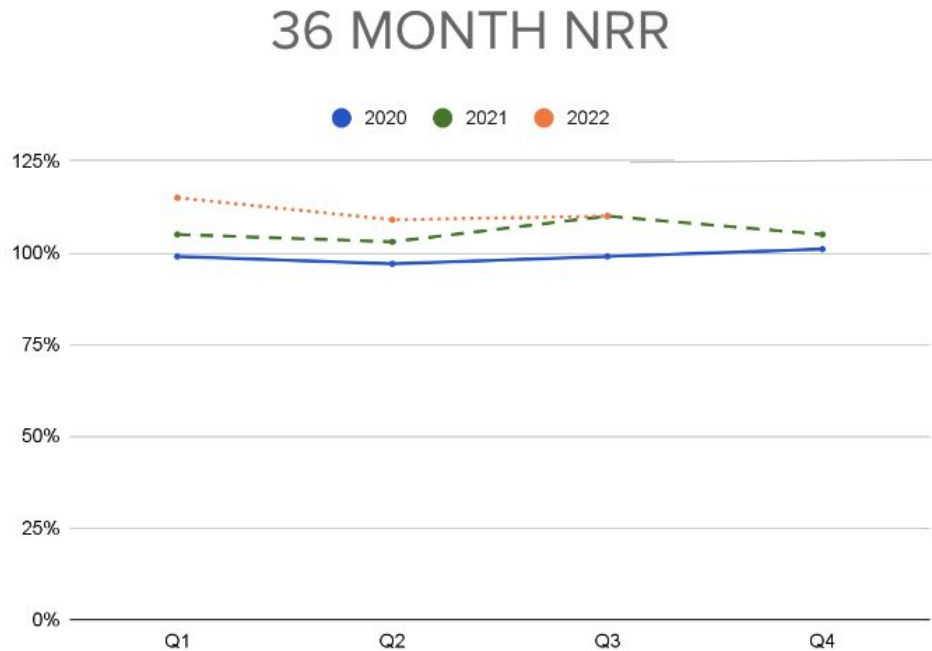
PRIORITIES

1. Q2 & Q3 Retention - Execs to prioritize customers renewing in future quarters
2. Field Events - Due to remote work facilitating community events will give us access to customers at scale

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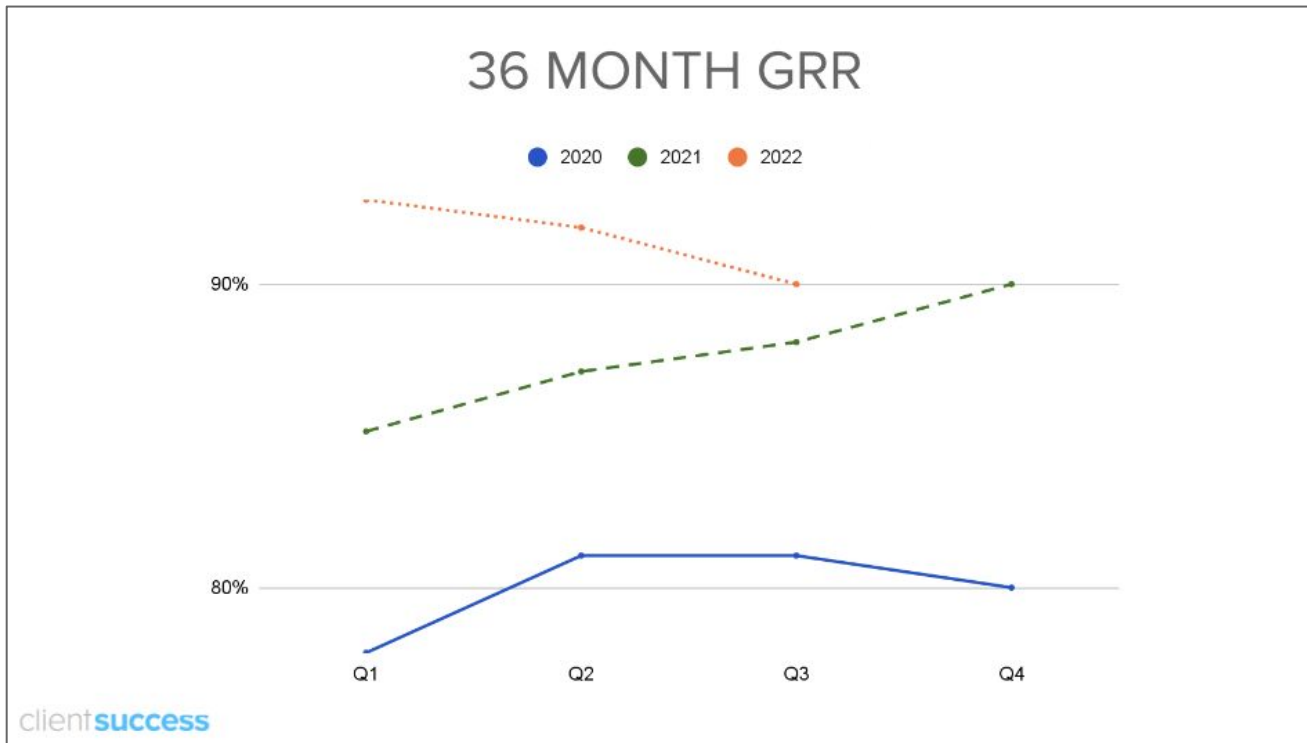
- Start your slides with an overview or Executive Summary - this will help illuminate key points for the discussion
- Provides an at-a-glance for the board members to understand what you will cover to prepare for the conversation
- High probability you will not get to all of your content

REVENUE METRICS



- Determine what important revenue and business metrics your board wants to monitor and have your data prepared
- NRR is universally becoming the key board metric for CS and business performance as it highlights your ability to retain/grow your install base

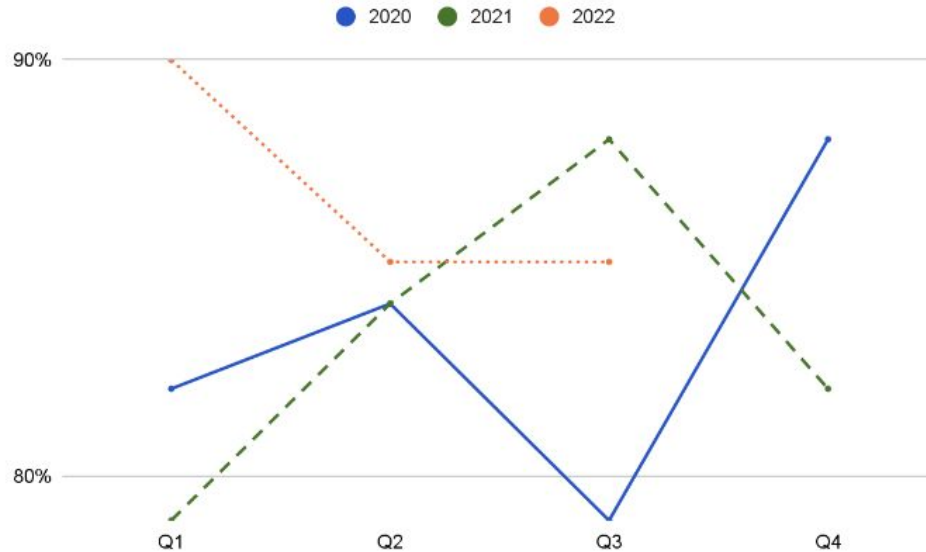
REVENUE METRICS



- GRR helps to articulate the retention health in your book of business
- GRR cannot be covered up with growth like NRR can - with GRR it's easy to identify a churn problem where NRR is all encompassing so if you have a strong growth month and average churn the headline can look very positive

REVENUE METRICS

36 MONTH LOGO RETENTION



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- Logo retention breaks away from the revenue focus and helps tell a story around your customers
- GRR might also hide if you have a logo churn issue because it can be masked behind the retention of large revenue logos
- Showing these metrics quarter to quarter will also help highlight seasonal patterns of behavior and trends

FORECAST

RETENTION FORECAST Q422

MONTH	QUARTER	RENEWED	CHURNED	COMMITTED	BEST CASE	PIPELINE	RISK
October	Q4	\$563,213	\$127,876				
November	Q4	\$874,951	\$217,810	\$57,897			\$23,182
December	Q4	\$187,287	\$87,955	\$378,989	\$250,100		\$50,987
Totals		\$1,625,451	\$433,641	436886	250100	0	74169

TARGET: 93%

Q4 Renewal Forecast Committed: \$2,062,451 / 87% **Q4 Renewal Forecast Best Case:** 2,312,437 / 94%

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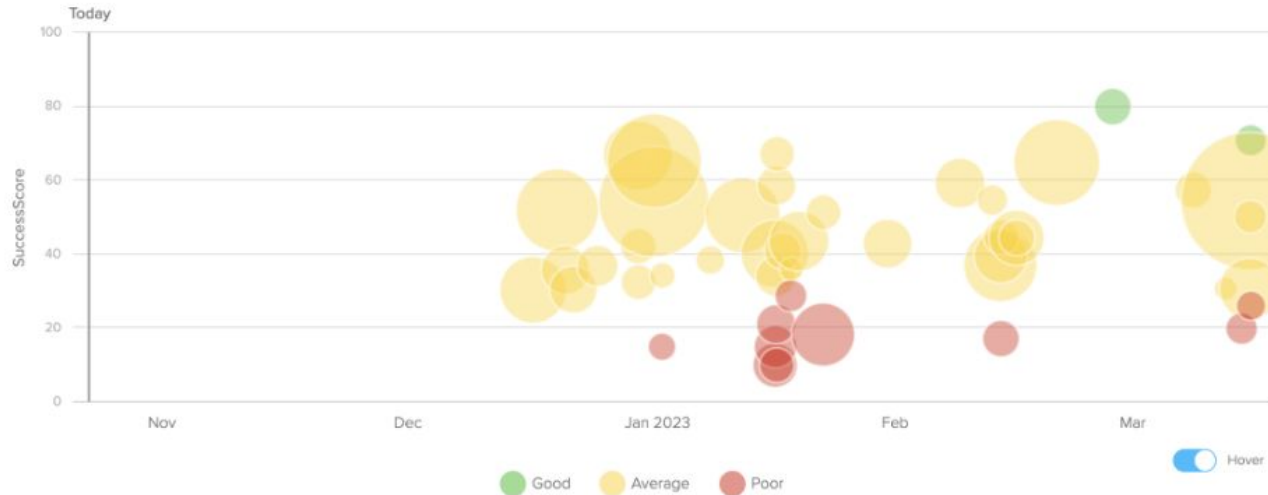
- Revenue metrics are helpful to tell the story of what happened (past) your forecast will help tell the story of what will happen (future)
- It's important to be truthful in your forecast - hard to predict everything but you should already know which customers will churn and which will stay - perhaps there is a variable on revenue or some risk customers that fall your way

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FORECAST

RETENTION HEALTH Q123

Renewal Health - Q1 2023



- Forecasts further out than a quarter can become tricky as there might be more volatility so make sure you understand how far out you're expected to go
- Having a renewal health forecast can help you predict what they might be able to anticipate but since this is far enough out you have to have a plan to address foreseen risk

FORECAST

RETENTION FORECAST Q123

MONTH	QUARTER	RENEWED	CHURNED	COMMITTED	BEST CASE	PIPELINE	RISK
January	Q1	\$37,879	\$27,981	\$217,897	\$345,129	\$0	\$87,210
February	Q1	\$21,987	\$23,199	\$37,812	\$87,911	\$457,211	\$47,122
March	Q1	\$11,981	\$18,211	\$29,888	\$71,134	\$518,001	\$52,991
Totals		\$71,847	\$69,391	\$285,597	\$504,174	\$975,212	\$187,323

TARGET: 94%

Q1 Renewal Forecast Committed: \$861,618/ 89% **Q1 Renewal Forecast Best Case:** 1,151,234/ 96%

- A forecast slide like this can help the board see what you see - what do we know for certain.
- Your job will be able to talk through the swing deals in that quarter and address uncertainty and your path to build to your target.
- Treat this slide like a placeholder and have your story tight and ready to go.

LEARN FROM RETENTION

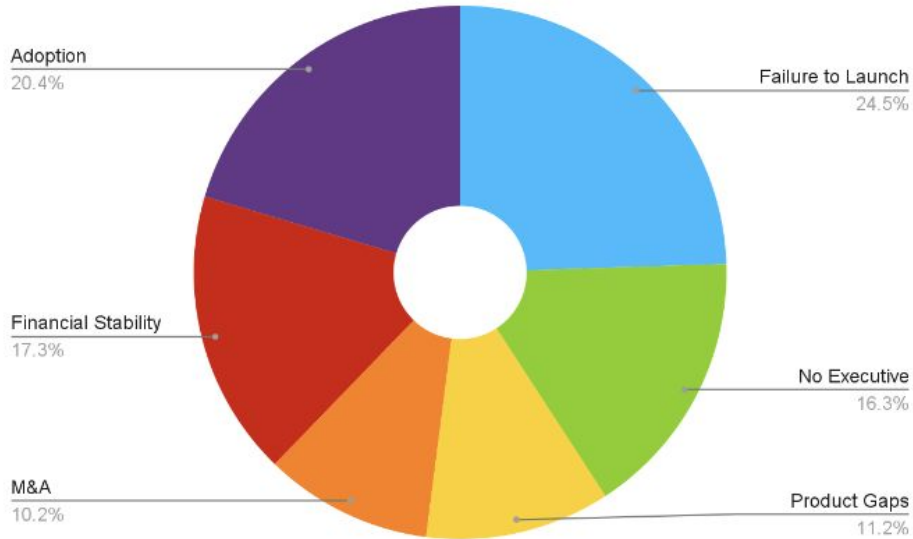
SUCCESSFUL CUSTOMER PROFILE

SUCCESS CRITERIA	ACME PRODUCT	SAAS WIDGET	ABC SOFTWARE
Executive Level Buy-In	X	X	X
Seasoned Leader	X		X
Experience building, deploying and adopting Customer Success software	X	X	X
Pre-Defined Customer Success Strategy including but not limited to Customer Journey or Lifecycle, health score, playbooks, engagement model, customer segments etc.	X	X	X
Operations Team or Resources		X	
5+ CSM			X
Leverage Ratio 1:1-100	X		X
CRM with accurate and current data and an administrator	X	X	X
SaaS	X		X
Funded/Financial Stability	X	X	X
US based		X	

- It's important to know why customers stay as it is to understand why they go - build a framework that allows you to find common ground for customers who stay and grow
- Consider building a success profile when you've locked in on the key elements and highlight customers who've been successful and meet this criteria.

LEARN FROM CHURN

CHURN REASON BREAKDOWN



- Analyze why customers leave so you can focus your efforts on preventing these issues in the future.
- There are a lot less churn reasons than you think - moving to a competitor is not a churn reason. It's the result of a bigger issue.
- Break churn into controllable and uncontrollable buckets.

LEARN FROM CHURN

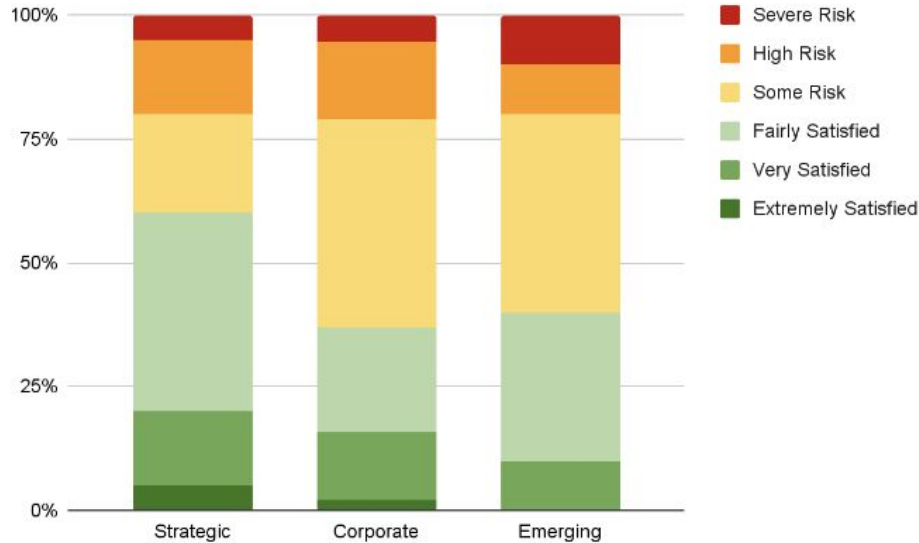
CUSTOMER CHURN STORIES

CUSTOMER NAME	ARR	CHURN REASON	STORY	LEARNINGS
ABC CUSTOMER	\$25K	Failure to Launch	<ul style="list-style-type: none">• Did not have proper expectations coming in• Did not allocate resources appropriately• CSM did not escalate or intervene strategically• Adoption never took off	<ul style="list-style-type: none">• Introduce exec checkpoints in the onboarding process• Set better expectations in the sales process about requirements• Monitor adoption of key platform elements and dig into early warning signs
XYZ WIDGET	\$75K	Product Gaps	<ul style="list-style-type: none">• Customer changed their strategy mid contract term• New strategy required functionality we did not support• Product was unable to get this added to the roadmap in time for their renewal• Gap made the product prohibitive	<ul style="list-style-type: none">• Once customer articulates that product gap is prohibitive escalate to product triage team• Clearly communicate intent to churn• Work with customer on acceptable timeline
SAAS PRODUCT	\$130K	M&A	<ul style="list-style-type: none">• Customer was acquired by Large Company• Large company is using XY product• Required all brands to standardize on the same tech stack	<ul style="list-style-type: none">• Highly unlikely we will win in M&A situations• Adoption will be key to navigate risk• Get in earlier and understand organizational strategy• Have prepared alternative options to extend

- Churn data is helpful but customer stories are powerful. Your board is not sitting with you in the trenches and is often removed from the why, why and how.
- Make sure to have a tight narrative including anything you feel could have been done to prevent this outcome. If you feel you did everything, you are not looking deep enough.

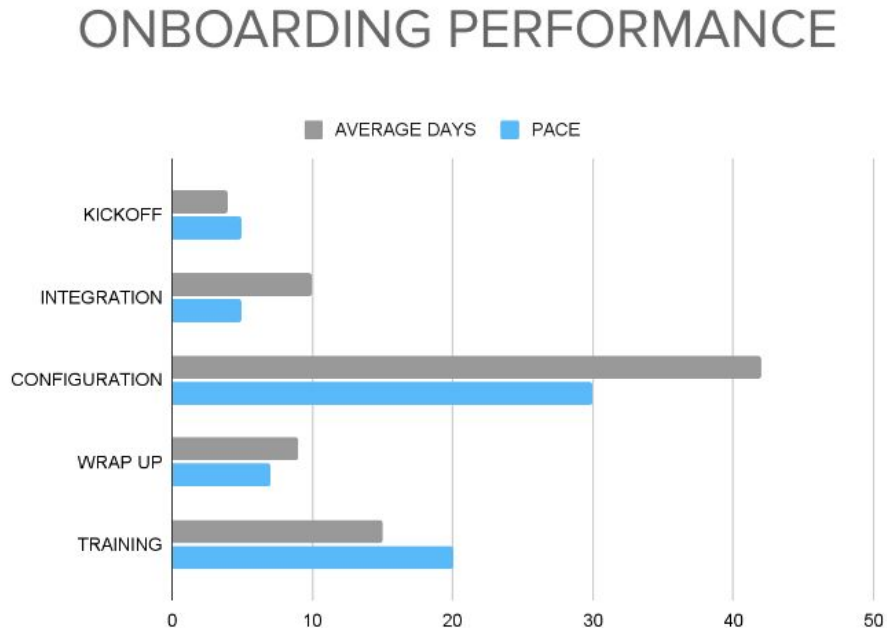
CUSTOMER HEALTH

CUSTOMER HEALTH BY SEGMENT



- It's critical to highlight the health of your customer base and to be able to understand this data segmented in different buckets.
- You might break customer health down by segment, vertical, market, stage etc. this level of analysis is usually where the story is for the board. Customer Health at a high level lacks the ability to take action - so go deep.

ONBOARDING PERFORMANCE



- Given the critical importance of onboarding to the success of your customer, make sure to talk about patterns and learnings from Onboarding.
- Where do customers struggle? Is there a certain aspect where the project stalls? What can we learn from customers who move fast through onboarding and what can we do to accelerate it and make it easier.

HIGHLIGHTS AND LOWLIGHTS



Q3 HIGHLIGHTS AND LOWLIGHTS

HIGHLIGHTS	LOWLIGHTS
<ul style="list-style-type: none">• New probability score is pathing customers to the correct onboarding experience given their current state• CS Leadership Bootcamp and Masterclass is helping customers with thought leadership - customer education & product enablement• Customer Beta programs have been successful in driving early adoption for new innovation and building case studies	<ul style="list-style-type: none">• Product gaps continue to be a challenge - international support and automation• Market shift is pushing CS teams to think about scaled programs even in support of high engagement models• Customer Onboarding is pacing slower than expected due to operational readiness - lack of strategy, resources, and support. Heavy reliance on ClientSuccess to define and drive their strategy.

- Reflection and learnings always has a place in the boardroom - so find the right place to place it.
- Be sure to highlight just the achievement of objectives but the impact and results as well - data is always a friend.
- Lowlights a critical as they help align everyone around the truth. Not everything we do can have massive success and sometimes there are things we aren't doing that are causing issues.

IMPACT



Q3 PROGRAM IMPACT

PROGRAM	IMPACT
<ul style="list-style-type: none">Exec outreach to all customers renewing 6+ months out	 <ol style="list-style-type: none">1) Identified 4 new At-Risk accounts and developed plan for them prior to renewal2) Established relationships with 7 new exec sponsors across the Strategic Segment3) Secured 8 new early renewals resulting in \$400k secured ahead of the renewal window
<ul style="list-style-type: none">Loom videos to help with end user enablement	 <ol style="list-style-type: none">1) Increased end user adoption by 8% in the first 2 months2) Identified upsell opportunity with 5 customers for a total of \$85k TCV and 30 new licenses3) Identified new power users to leverage as

- Last time you met with the board you probably proposed a few programs or initiatives to address risk or amplify success - it's critical to close the loop.
- Talk about what you were able to do and what you didn't get to but most importantly discuss the impact each had on the business. If possible tie to revenue or customer experience.

SOLUTIONING

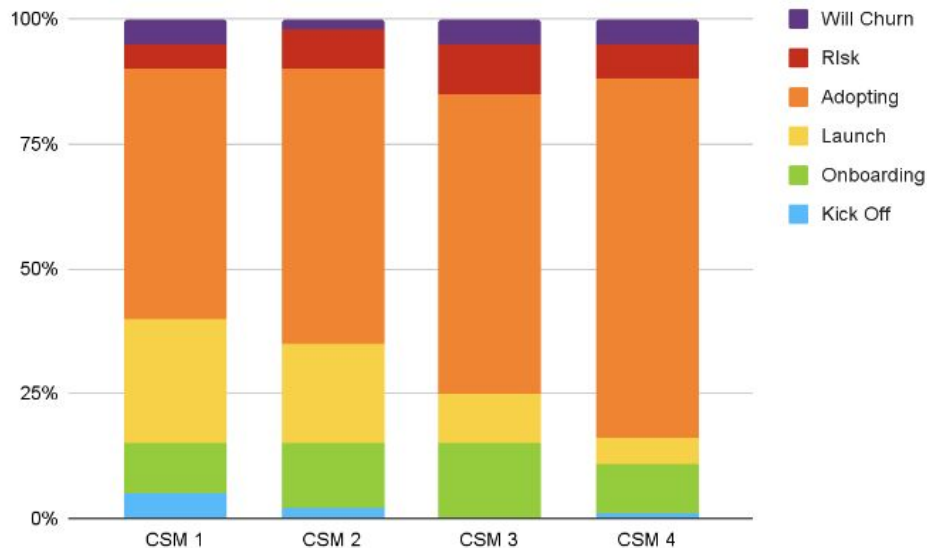
Q4 OPPORTUNITIES AND PROGRAMS

OPPORTUNITIES	PROGRAMS
<ul style="list-style-type: none">Education, training and enablement for end users continues to be a challenge. Relying on train the trainer takes too long.	 <ol style="list-style-type: none">1) Design a sequence exclusively for CSMs (end users) to understand how to integrate ClientSuccess into their day-to-day2) Community focused and designed for CSMs not admins and executives - Slack3) Newsletter with CS spotlight and platform tips and advice
<ul style="list-style-type: none">Renewal process needs more management and oversight to ensure proper execution.	 <ol style="list-style-type: none">1) Playbook management to ensure that the team is pacing correctly and tasks are being managed to the recommended timeline2) Automated email communication for renewal window - 120 day notification3) Renewal Meetings managed off of the playbook as well as RM

- You've highlighted some challenges earlier in your presentation, so the board will want to know what you plan to do - put together a few programs or projects you believe you'll be able to take on next quarter and how you plan to execute.
- Be able to articulate who you chose these and what you believe the impact will be to customers and the business. Also talk about what will happen if you don't do these things.

CSM MANAGEMENT

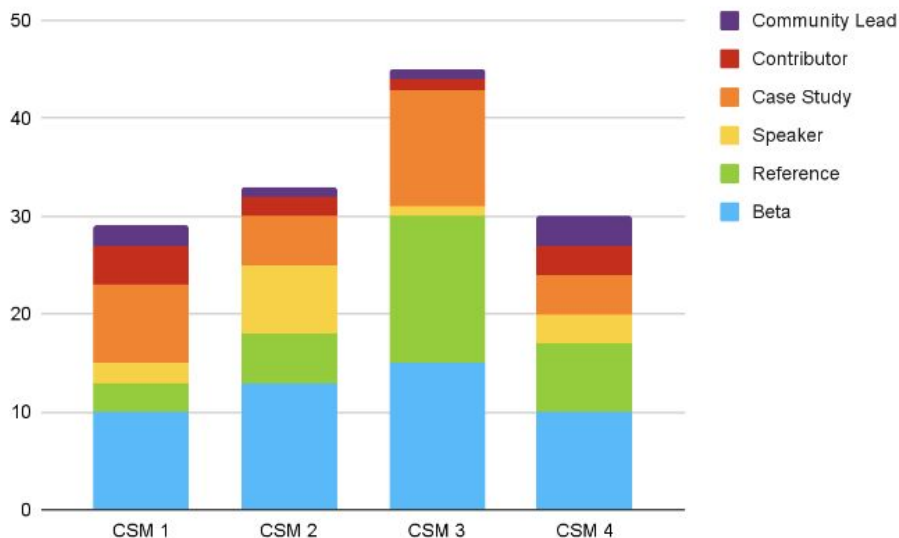
CSM PORTFOLIO BREAKDOWN



- Include a few slides or talking points that discuss the team as well - things like health my CSM or NPS by CSM, Status by CSM etc.
- Including this data can help with things like highlighting top performers, under performing CSMs, capacity issues etc.
- These are great ways to showcase all of the work with stories and trended lines as well.

ADVOCACY

CSM ADVOCACY BREAKDOWN



- While determining what metrics you do and don't want to share, we know that customer advocates can be our biggest growth engine so take the time to highlight how each CSM is fostering this quarter to quarter.
- Break these down into trended views as well to show growth over time.
- Articulate a story supporting the data

BOARD DECK MISTAKES TO AVOID

1.

**DON'T
FORGET TO
PREPARE.**

2.

**DON'T
SHOWCASE
SURFACE
LEVEL DATA -
GO DEEP!**

3.

**DON'T
NEGLECT THE
CUSTOMER
STORIES -
THAT'S
WHERE THE
POWER IS!**

4.

**DON'T HAVE A
FOCUS THAT
IS ALL YOUR
OWN - MAKE
SURE TO
HAVE YOUR
NARRATIVE
SUPPORT THE
BUSINESS.**

5.

**DON'T
REINVENT
THE WHEEL -
BUILD A
TEMPLATE
THAT WORKS,
RINSE AND
REPEAT.**

THANK YOU