



# CS100SUMMIT

*Presented by*

client**success**



**Chris Koehler**



CMO

Box

**Wait, your CMO cares about something other than pipeline?**



#CS100SUMMI

T

# box

# 67%

Fortune 500

# 110K

Customers

# 2K

Employees



**Building a customer-obsessed organization  
starts with culture**



Take risks. Fail fast. GSD.

10x it!

Be an owner. It's your company.

Be candid and assume good intent

Bring your (\_\_\_) self to work every day

Make mom proud

**Blow our customers minds**

# Our Marketing Objectives



1. Grow awareness, understanding, and differentiation of Box with key audiences



2. Focus marketing across entire customer life-cycle to support pipeline, ARR, and retention goals



3. Reimagine the digital journey

4. Build a global world-class marketing organization



## Shared metrics across the GTM org

Pipeline  
\$s

ARR  
\$s

Retention  
x%

# Core Focus Areas



**Onboarding &  
Adoption**



**Cross-sell &  
Up-sell**



**Retention &  
Customer Health**



# Onboarding and Adoption

# It's All About the Customer Journey & Experience



Administrator

Administrator interface elements including:

- Set Up Folder Structure
- Add your team members
- Admin, you're the star this year
- Service Notification
- New course: Getting started with Box Sign
- What's New
- Unlimited e-signatures are coming
- Admin Fundamentals: what admins need to know

Account set-up

On-going product updates  
(Newsletter, email, in-app, webinars)

Account Expansion

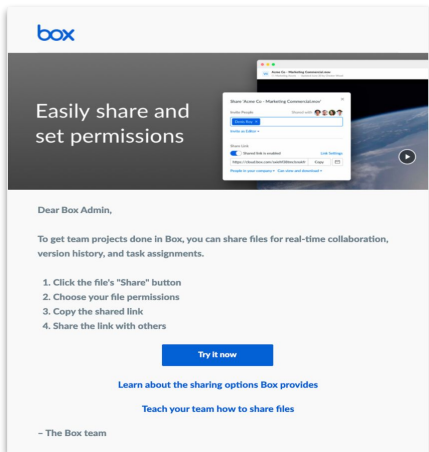
End User

End User interface elements including:

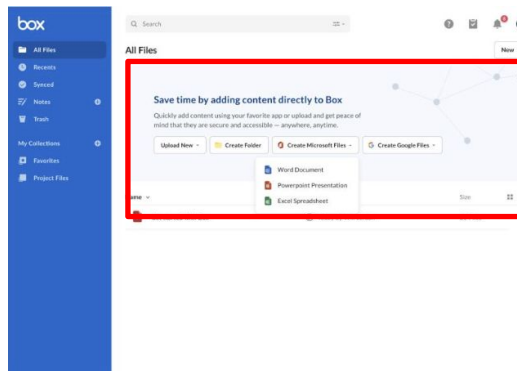
- Let's get started
- Save time with collaboration tools
- LIVE DEMO: Tips and tricks for getting the most out of Box
- How to find a file in your digital asset library
- How to streamline your R&D and design processes
- How to conduct a virtual audit in the Content Cloud

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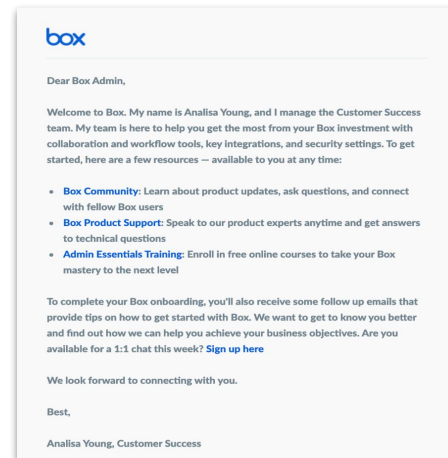
# Onboarding examples



- Revamped Admin onboarding email programs in alignment with new products/features & In-app experience



- Refined end user onboarding nurtures and gamification/tool tips



- Expanded reach for end user activation & re-onboarding emails

# Adopt program examples



box Login

## Join your team today

Hey there,

Looking for your teammates? They're probably looking for you, too. FYI, they're working in the Content Cloud — that's where all your apps, files, and projects come together and real work happens. It's simple to get started and connect with your colleagues. Want to try it out?

[Let's go](#)

Don't miss out on:

- Working seamlessly with your teams, from anywhere
- Running meetings like a pro
- Sharing your work quickly and easily

- Focused adoption activities on key products/features with highest correlation to retention
- Webinars and videos for what's new in the product to drive capabilities awareness and usage
- Pilot media channels (paid and owned) to reach Admins

### Q4 Pricing Test Sync

3 ways to use Box Notes

Box Notes

Test different methods of surfacing the Annual Discount to users to determine the best path forward for discounts. See [Link] for more details.

Can we test out the different methods with [Link]?

[Add Reply](#)

LIVE WEBINAR

## How admin reporting just got smarter —and why it matters

A graphic for a webinar featuring a blue document icon with a white cloud above it, set against a dark blue background with a network of white dots and lines.



1. Understand the current customer onboarding process and measure adoption actions
2. Analyze which core actions lead to continuous adoption and higher retention
3. Start small and test (and test, and test) experiences to drive core actions

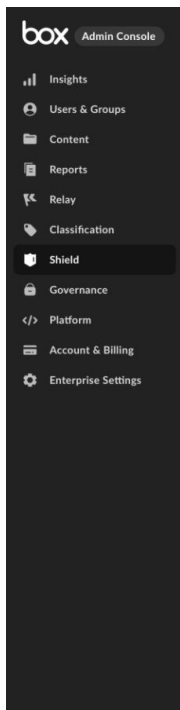
# **Cross-sell and Up-sell**

# In-product up-sell example



**SUMMARY:** We expose the Shield icon in left rail to select Enterprise customers who don't yet have Shield. When clicked, we show a contextual page including marketing information on Shield with a CTA to contact sales.

**LEARNINGS:** Many customers do not know about our add-on products like Shield. This experience drives lead generation for our sales team which lead to new product sales.



**Box Shield**  
Reduce risk and protect the flow of information without slowing down your business

**Prevent data leaks and drive productivity**  
From PII to financial information, Shield allows you to classify files and folders, helping enforce appropriate security controls in Box

**Empower your security team with intelligent detection**  
Using machine learning, Shield brings you timely, accurate alerts on insider threats, account compromise and malware attacks.

[Contact Me](#)


By clicking the button above, you agree to Box's [Terms of Service](#) and [Privacy Policy](#).













# Monthly to Annual Plan Conversion example



**SUMMARY:** Annual customers' retention rate is higher, and LTV is more than 2x+ that of monthly customers. Can we convert monthly customers with the same strategy and discounting structure?

**LEARNINGS:** Pricing discounting strategy has a significant impact at sign-up. Our percentage of new customers on annual plans increased 30% points over 12 months. Getting customers to migrate after the fact is difficult and testing is important to get the discount strategy correct.



 Design Updates 2019.pptx	 June 21, 2019 by Sarah Yau	122 MB
 Customer Presentations	Today by Will Jordan	21 Files
 Design Docs	Yesterday by Zach Kelly	27 Files
 Employee Documentation	  Yesterday by Andrew Dunn	401 Files
 Graphics	Aug 10, 2019	
 Location Scouting	Today by Alan	
 Product OKRs	Today by Vanc	
 Sales Contracts	 July 30, 2019	

Save 30% by upgrading to an annual plan today!  
For a limited time, save an additional 30% when you switch to an annual billing cycle!

[Not now](#) [Update billing cycle](#)





1. What product or plans have the highest attrition rate
2. Figure out what offers incent customers to move plans or buy another product
3. Start small and test (and test, and test) offers that resonate

# Retention & Customer Health

# Customer retentions offers



Everything admins need to get started

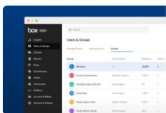


Take your first steps with these training playlists



**Get started as a Box admin**  
Kick off your journey with courses about everything from setting up Admin Console to managing content.

[Start here](#)



**Day-to-day Box management**  
Streamline monitoring and reporting with the Admin Console and Content Manager.

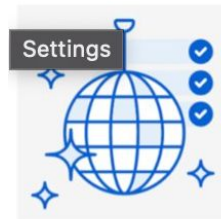
[Learn how](#)



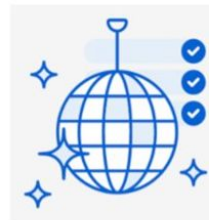
**Securely manage your users and groups**  
Define who has access to your Box enterprise and learn how to help your content access – without impacting productivity.

[Explore security](#)

- Persona landing pages to drive more relevant content
- Cancellation workflow revamp to minimize churn and remind users/Admins of our value proposition
- Discounted upgrade and renewal plays
- Improve non-payment churn through improved failure notifications



Version A: 50%



**Action Required: Your credit card expired**

It's ok, it happens! Update your billing information to continue using Box.

[Remind me later](#)

[Update Billing](#)

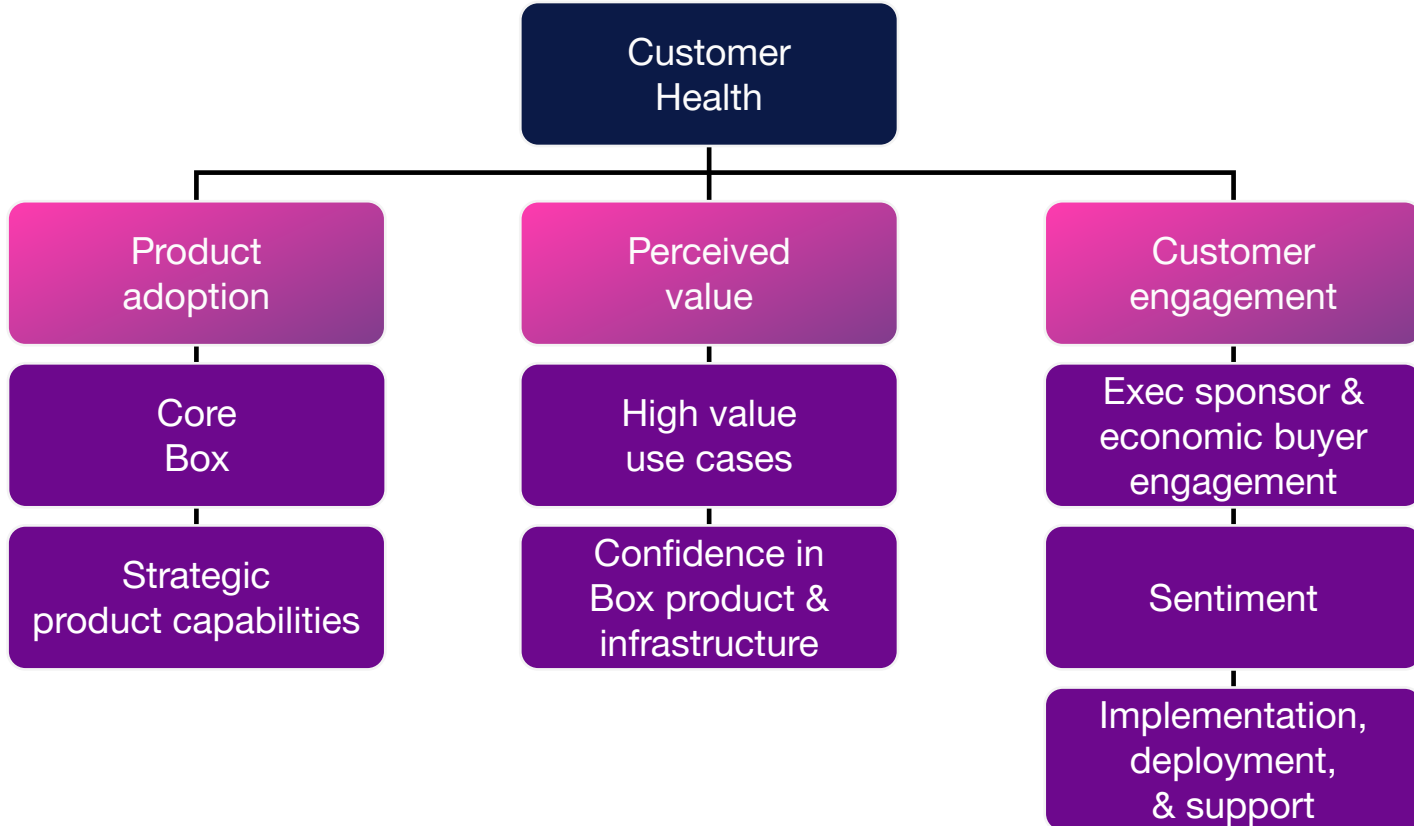
**For a Limited Time, Upgrade & Save – Get 1 Month Free!**

Enjoy 1 month of Box for free when you upgrade your plan and switch to an annual billing cycle.

[Not Now](#)

[Upgrade Now](#)

# Our customer health framework



# Everyone plays a role in improving Customer Health



## CSMs

- Update customers' Health Scores in Gainsight
- Identify when an intervention play needs to be deployed and which one it should be
- Quarterback intervention plays (with the exception of ES/EB Engagement)
- [For E+ customers] Identify BCAP modules to redeem that are aligned to Health improvement strategies

## Box Consulting

- Deliver high-quality services aligned to customers' Health Scores
- Identify phase 2+ work that will continue to improve Customer Health
- Perform effective knowledge transfers to CSMs to continue driving and improving Health

## Support

- Resolve tickets quickly and effectively to impact both the Sentiment and IDS Health Scores
- [For TAMs] Ensure deep partnership with the account team to 1) drive high CSAT and 2) keep Health Scores up to date

## Sales

- Establish and grow relationships with Executive Sponsors and Economic Buyers
- Drive the "Exec Sponsor & Economic Buyer Engagement" intervention play if there are no or poor existing relationships
- Use Health to identify growth areas and potential new use cases

## Renewals

- Flag any changes in Health or potential future blockers to retention during the renewals process
- Help uncover new high value use cases that the account team can use to drive Health post-renewal

## Marketing

- **Include Customer Health as a filter when running at-scale and high-touch campaigns and programs**
- **Ensure adoption-related content includes a focus on key Health Scores**
- **Analyze and optimize Marketing programs based on impact to Customer Health**

# Why is Customer Health Important?



## **Predict and improve customer retention**

Evaluate beyond product usage

Target potential risk areas before they become widespread issues

Trigger account team intervention quickly and consistently



## **Identify growth and expansion opportunities**

Focus beyond risk

Recognize accounts using the product well who are ready for expansion

Identify strong executive relationships ready to sponsor further growth

# How does it help us?



**Predict and improve  
customer retention**

**17%**

More likely to **renew** than  
unhealthy customers



**Identify growth and  
expansion opportunities**

**15%**

More likely to **expand** than  
unhealthy customers

**Does all of this work?**



# We're tackling this challenge while reducing spend and getting more profitable...



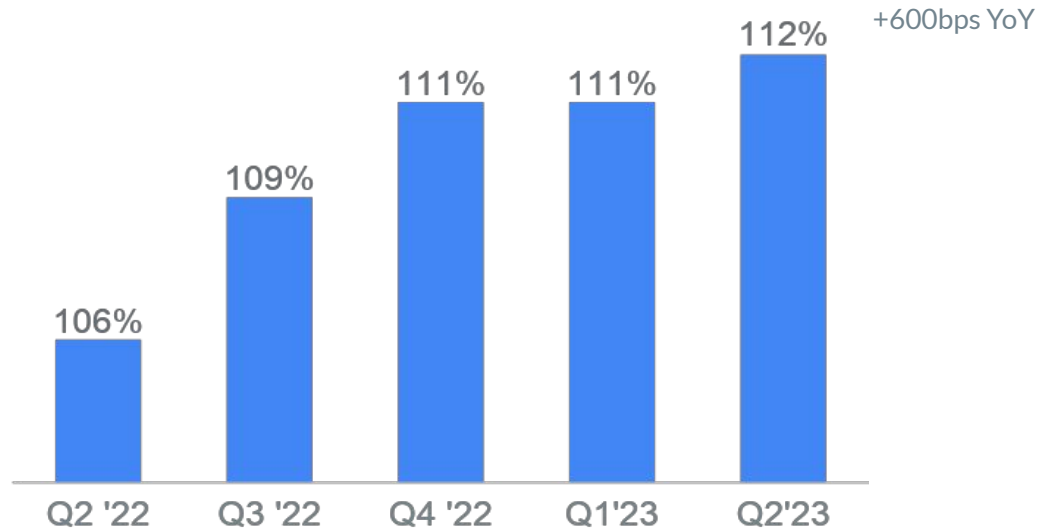
	FY'20	FY'21	FY'22	Q1'23	Q2'23
<b>Annual Revenue Growth + FCF Margin</b>	13%	26%	33%	N/A	N/A
<b>YoY Revenue Growth</b>	14%	11%	13%	18%	15%
<b>Gross Margin</b>	71%	73%	74%	76%	76%
<b>S&amp;M as a % of Revenue</b>	40%	30%	28%	28%	28%
<b>R&amp;D as a % of Revenue</b>	20%	18%	17%	18%	18%
<b>G&amp;A as a % of Revenue</b>	10%	9%	9%	9%	9%
<b>Operating Margin</b>	1%	15%	20%	21%	22%

Note: Gross Margin, S&M as a % of revenue, R&D as a % of revenue, G&A as a % of revenue, Operating Margin, and Free Cash Flow Margin are non-GAAP financial measures. A reconciliation to their nearest GAAP financial measures can be found in the Appendix of this presentation.

# And net retention is improving!



Quarterly net retention rate



# How do I get started?



- Ask your marketing leader how they think about onboarding, adoption, and customer retention in their marketing efforts
- Convince your CMO/Head of Marketing this is important (have them talk to me if they don't get it)
- Get cross-functional executive alignment across Sales, CS, Product and Marketing
- Create a cross-functional tiger team and define the core objectives and tests you want to run
- Start small and strategic – Don't boil the ocean
- Test and learn – iteration is important and fail fast!

**Questions?**