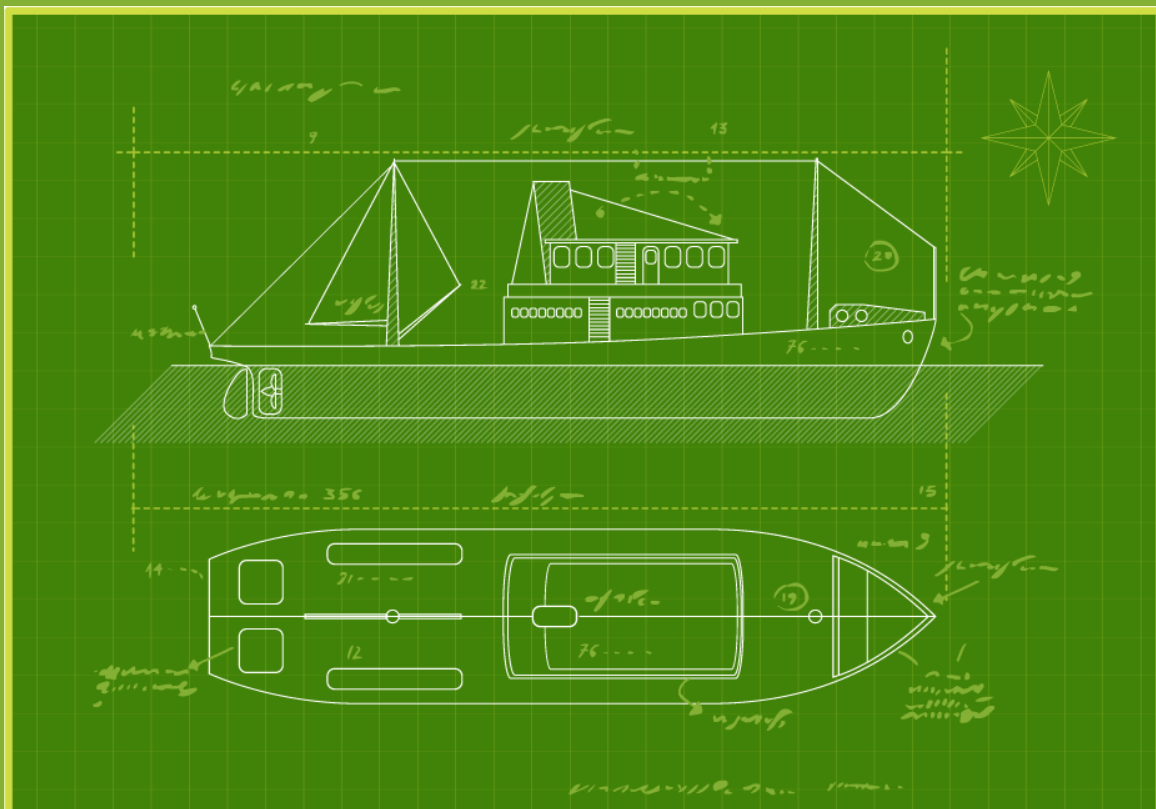


Business Model Transformation Blueprint

Leverage industry best practices to create a step-by-step blueprint for success with recurring revenue.



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Section 1 | Introduction

The technology industry is undergoing a massive transformation. With the rise of software-centric solutions, the industry is shifting from large upfront investments to consumption-based subscription models. Subscriptions have become the preferred purchase mechanism—beginning with software applications, moving to cloud, and now most infrastructure vendors are providing this convenience to their customers.

Juniper's Flex Program introduced term-based subscription licenses across all Juniper software products. Starting in 2019, Juniper began shipping new software products in this new Juniper Flex model. All Juniper software will be added to the program over time.

To support this changing acquisition model, Juniper is evolving from a legacy hardware-centric, customer support model to a new consumption-driven, customer success model. As a channel-led organization, Juniper's goal is to make this transition together with our partners.

To accelerate this change, Juniper has developed this Business Model Transformation Blueprint to help partners capture new customer demands, develop next-generation capabilities, and transition toward profitable subscription-based business models.

This section provides an introduction to the format of the Blueprint and discuss the new recurring-revenue business model. The rest of the sections in this Blueprint will then dive deeper into the respective areas of Strategy, Operations, and Tactics.

1.1 | The Great Disruption

As far back as 2011, Marc Andreessen, venture capitalist and co-founder of the internet browser Netscape, wrote an article on "Why Software is Eating the World"^[1]. He asserted that companies in every industry should assume that a software revolution is coming. He foreshadowed that software would disrupt many industries, as more solutions were being offered as online services.

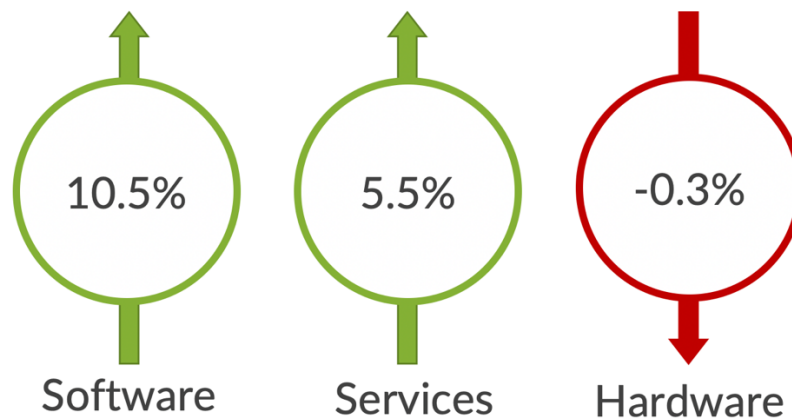
Many of his predictions are now being realized, as the leaders of the industry are software-centric companies:

- Amazon is the world's largest retailer.
- Uber is the leader in transportation.
- Airbnb has more rooms than any hotel chain.
- Netflix has revolutionized the way we consume movies and television.
- Spotify and other digital streamers make up 80% of the music industry's revenue.

1.1.1 New Market Demands

It should come as no surprise that on August 28, 2020, it was reported that the combined value of the S&P 500's five biggest companies—Apple Inc, Amazon.com Inc., Microsoft Corp, Facebook Inc., and Google parent Alphabet Inc.—now stands at more than \$7 trillion (USD). This accounts for almost 25 percent of the index's market capitalization^[2]. All of these are *software* companies.

Earlier this year, Gartner reported in Jan 2020 that the Global IT spending could reach \$4 Trillion in 2021. Among the two fastest-growing areas are Software at 10.5% and IT Services at 5.5% [3]. While software and services revenues are on an upward trajectory, hardware devices have clearly reached a plateau and are even expected to slightly decline at -0.3% [3].



Source: Gartner (January 2020) [3]

1.1.2 New Consumption Models

The term “cloud” was originally used in the IT industry as a metaphor to simplify a very complex concept within networking. Over the years, the number of cloud definitions seems to have grown by the number of people attempting to define it. Common to most definitions though, is that *cloud* implies using the internet as a delivery vehicle for a product or service.

Thus, the proliferation of cloud computing enabled companies to deliver their software via the internet in the form of a subscription. This gave rise to new capabilities, which led to a new business model. The subscription model or the Software-as-a-Service (SaaS) model allows end-users to “consume” technology in a manner that aligns to their immediate needs; that is, if customers no longer need a service, they can simply cancel their subscription.

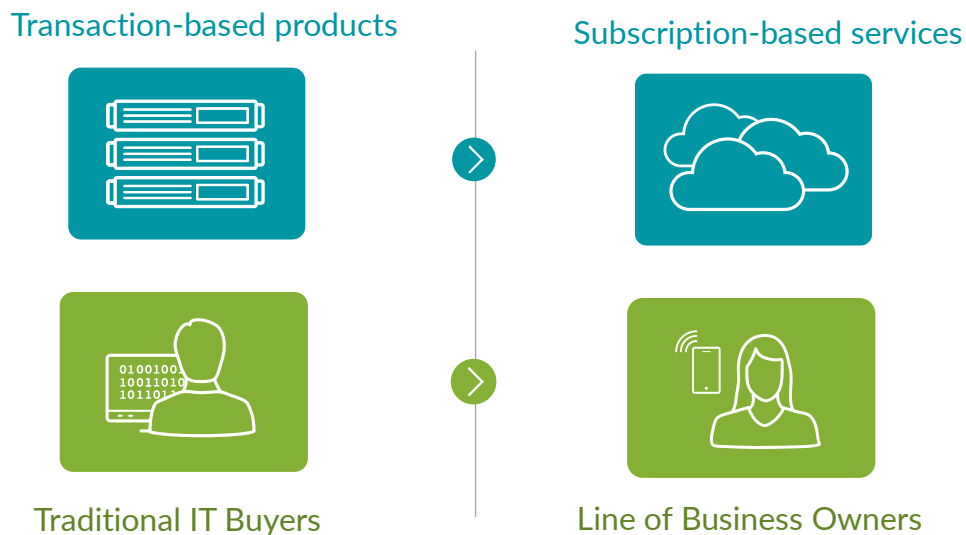
1.1.3 New Technology Buyers

While the IT industry is shifting from transaction-based product sales to subscription-based service delivery models, technology buying patterns are also changing. Technology purchasing decisions are shifting away from IT managers and toward line of business owners (e.g., marketing, operations, sales, human resources). These business unit leaders do not want feature/functionality, they want business outcomes; they do not want complexity, they want simplicity.

More importantly, these new IT buyers are gaining the *power of choice*. They want simplicity, they expect business results, and subscriptions empower them to leave and go to a competitor if they are dissatisfied.

This is a major problem for many technology providers, because their current transaction-based business models do not support these new market demands.

Figure 1.1.3 – Moving from Transaction-based products to Subscription-based services



1.1.4 New Customer Lifecycle

The traditional IT customer lifecycle can be summarized as follows. IT vendors sell complex solutions to customers. To make these complex solutions simple, vendors bundle high-margin professional services and project management services to implement a working solution. Additionally, vendors include break-fix maintenance services to keep the equipment up and running. Finally, as long as the customer owns and operates the equipment, this maintenance contract gets renewed every few years, until it is time for the customer to do a technology refresh.

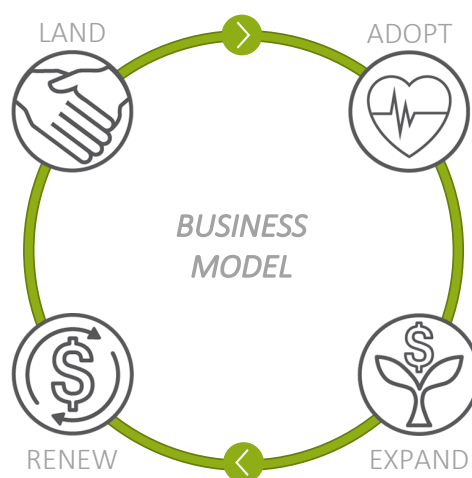


This has been a lucrative business model for decades; however, software subscriptions are now forcing customer engagement models to change. Technology suppliers of the future will need to align with the demands of the market.

The Technology Services Industry Association (TSIA) is a research firm that offers market data, business frameworks, and best practices to help technology companies optimize service touchpoints across the customer lifecycle. TSIA served as an early pioneer in developing a simplified engagement framework for the subscription economy.

TSIA's framework suggests that technology organizations will no longer be competitive operating in a legacy model of selling a great product and attaching technical support services. The leading technology companies of the future will need to shift their focus to differentiating by selling business outcomes, which emphasizes the joint achievement of driving value-realization to customers [4].

When organizations focus on selling products and professional services, a technical support service is sufficient for fulfilment; however, when organizations shift their focus to business outcomes, a technical support service alone will not suffice. When an organization sells its solution based on business outcomes, there can be a gap in the post-sales process if none of the project team members (e.g., the project manager, project engineers, or customer support team) have the responsibilities and knowledge to ensure that customer objectives are met.



The subscription economy presents the ability to build a stream of recurring revenue and requires evolution from the legacy model to a new model that embraces subscription renewals. In the book *B4B*, TSIA introduced a new customer engagement framework that simplifies the end-to-end customer lifecycle with four distinct phases [5]:

- **LAND** – All sales and marketing activities are required to land the first sale of a solution to a new customer and the initial implementation of that solution. This includes uncovering opportunities, closing the deal, implementing the solution, and getting the customer up and running. The new approach, however, will be based on consultative selling focused on value and business outcomes—increasing revenue, reducing costs, and reducing risk. While selling is generally a strength in the legacy model, high-tech companies need to build new muscles.
- **ADOPT** – This post-sales phase includes all activities involved in making sure the customer is successfully using the solution. This is not reactive break-fix maintenance service; rather, adoption is a proactive engagement with the customer to help them activate the license and use the software solution. This is the step where the partner helps the customer to successfully utilize the product to achieve their business outcomes and address any adoption barriers.
- **EXPAND** – During the course of these proactive engagements, the partner will uncover new opportunities—new use cases, new user groups, or new professional services to overcome adoption barriers and obstacles preventing customers from achieving their

desired outcomes. Action is required to cost-effectively get current customers to expand their investment as usage increases, including both cross-selling and upselling. As you become more invested in the customer's outcomes, it becomes easier to tie your technology to other projects and initiatives, encouraging your customers to buy more products and services.

- **RENEW** – This phase includes all activities required to ensure customers renew their contracts at the end of the subscription term. If the proactive customer engagement is performed correctly and the customer has realized value from the solution, the renewal will be a streamlined/frictionless event, at which point the customer has achieved the business outcome and the software is integrated into the customer's business process.

1.1.5 New Business Function

There are clear drivers for moving toward a subscription-based recurring business model; however, this requires technology suppliers to develop new capabilities that focus on driving value realization throughout the entire customer lifecycle. Today's customers are more interested in buying a product or service based on how it can solve their business challenges rather than its features. Therefore, a new business function is necessary for the post-sales stage to ensure ownership of the desired outcomes as well as the active steps to realize them.

Customer Success is a term used interchangeably to describe three separate, but related business concepts^[6]:

1. **Discipline** - a business professional that engages with customers to drive value realization. This person is commonly called a Customer Success Manager.
2. **Organization** - a corporate business unit chartered with improving technology adoption and customer retention. This is often called a Customer Success Organization.
3. **Philosophy** - a corporate-wide ethos focused on optimizing the customer experience by delivering on the promise of committed business results.

Similarly, TSIA describes Customer Success^[7] as both as a theme and a function, both of which represent helping customers successfully achieve the goals of the purchase. As a *theme*, Customer Success is considered the intersection between a supplier's technology and/or services and the desired business outcomes. As a *function*, Customer Success teams are made up of the individuals within a supplier organization responsible for ensuring customers are receiving the full value from their purchase and are on track to achieving their goals.

It is worth noting the common misconception that organizations might already have these capabilities within Customer Support. This is generally not true:

- **Customer Support** is a reactive, “break-fix” engagement that is a cost of doing business. It is people-intensive, and therefore is efficiency-oriented to improve responsiveness.
- **Customer Success** is a proactive engagement that generates revenue. It is success-oriented and leverages analytics to predict future customer behavior.

Juniper's vision of Customer Success

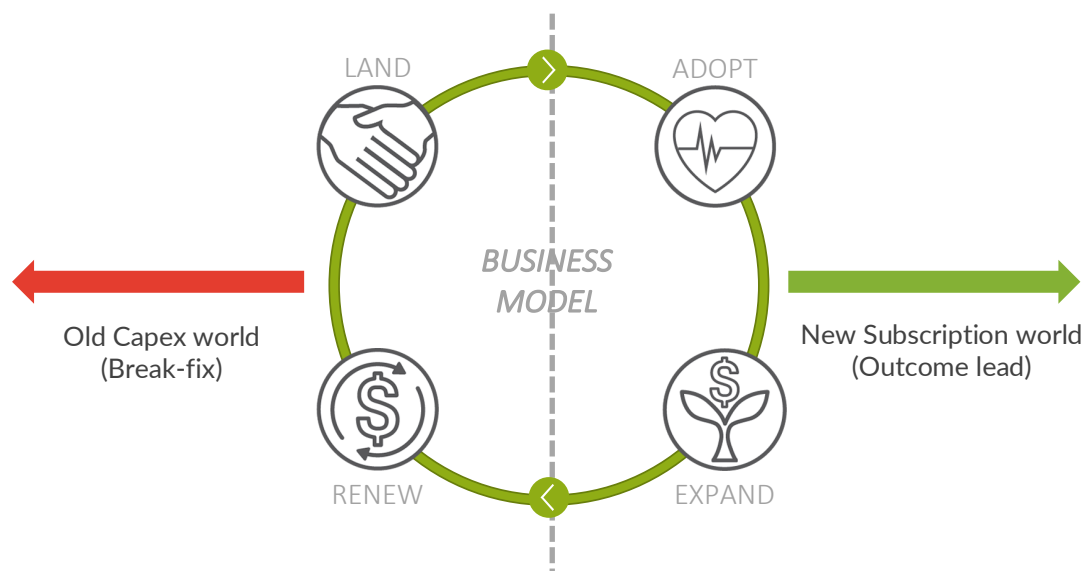
We succeed because they succeed: Striving to Deliver Exceptional Outcomes and Experiences.

Customer Success is a strategy that prioritizes applying a customer-focused approach as a means of achieving business growth. This means ensuring that our customers get the intended value from their investment in Juniper's products and services and creating a positive experience in every interaction throughout each Customers Lifecycle.

To ensure Customer Value Realization, we intentionally and systematically strive to facilitate exceptional outcomes and experiences while managing and preventing risks that may arise along the way. This results in longer-lasting relationships with our customers as we retain and grow our customer base.

No matter how it is defined, the goal of Customer Success is to enable effective adoption of technology and services, which can lead to contract renewal and incremental revenue from existing customers through up-sell and cross-sell. In essence, Customer Success is the business method for ensuring customers achieve their desired outcomes while using the products or services purchased. An effective Customer Success strategy typically results in decreased customer churn and increased up-sell opportunities. Making the customer as successful as possible, in turn, improves Customer Lifetime Value (CLTV) for the company ^[8].

Figure 1.1.5 - LAER model with the mapping of the new business model (CapEx vs. Subscription)



1.1.6 New Definition of Financial Health

In the subscription economy, there is a new reality of *financial health* for a technology supplier. The traditional measure of success has been primarily a function of transactional sales revenue.

Unfortunately, transactional sales revenue is not predictable, and it is not recurring. Transactional sales revenue occurs at a single point-in-time, and it is backward-looking. Furthermore, it does not account for customer value realization, business impact, loyalty, and growth of the customer lifetime value. The traditional practice of tracking one-time revenue will not accurately represent the financial health of a partner's subscription business.

Net Revenue Retention (NRR) is forward-looking, which also accounts for churn rate (customers leaving), expand rate (customers growing), renewal rate (customers renewing), and new logo growth. Net Revenue Retention is a comprehensive recurring revenue metric, because it tells the complete revenue story of the installed base of customers. NRR answers the question of what the company's top-line revenue would do if it did not gain one more customer. Research done by Frederick Reichheld of Bain & Company, the inventor of the net promoter score, shows that increasing customer retention rates by 5% increases profits by 25% to 95% ^[9].

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<https://www.channelnewsasia.com/news/business/us-big-tech-dominates-stock-market-after-monster-rally--leaving-investors-on-edge-13062122>
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5. LAER explained by TSIA
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6. Customer Success by Nick Mehta (pgs. 23-24)
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9. Prescription for cutting cost by Bain & Company https://media.bain.com/Images/BB_Prescription_cutting_costs.pdf

1.2 | Juniper's Flex Program

In order to align with market demands and enable partners to maximize profitability, Juniper Networks introduced a new software licensing model. The Flex Program is comprised of a framework, a set of policies, and tools to align how Juniper software is delivered to the market. Starting in 2019, Juniper began shipping new software products in this new Juniper Flex model. All Juniper software—including on HW, stand-alone, and in the cloud—will be added to the program over time.

Juniper software includes:

- Software running on Juniper hardware: MX, SRX, PTX, QFX, EX.
- Stand-alone software: vMX, vSRX, Contrail, Contrail Insights
- Cloud service: SKY ATP, Contrail Service Orchestration, Mist.

A recurring revenue business model will unlock the full value of the Juniper Flex Program. This exciting program will enable partners to increase revenue, decrease costs, & decrease risk.



1.2.1 Simplicity

Juniper's legacy licensing model offered customers a broad choice of software products; however, when selling our software portfolio, the previous licensing model became overly complex and difficult to price. This choice-overload resulted in frustration and unnecessary time spent generating quotes. Juniper's simplified Flex model packages software according to relevant market use cases and is easy to price.

This gives time back to our partners to focus on their business and what they do best. Partners can expect the following business outcomes from the Flex Program: improved investment ratio, improved productivity, saved time, and lower selling costs.

1.2.2 Revenue Growth

Juniper's legacy approach to software licensing was a disjointed, a-la-carte consumption model that lacked context and direction for partners seeking to sell deeper and wider within existing accounts. This limited our partners' ability to grow revenue. Juniper's Flex model enables partners to pivot customers from purchasing features, one-by-one, to a focus on the *value* of the business outcomes they can expect. This will open doors with net-new customers and enable partners to cross- and up-sell software across the Juniper portfolio.

This will lead to the following results: reduced cost of customer acquisition, increased revenue, new market penetration, improved financial decision making, and reduced customer churn.

1.2.3 Predictable Income

Juniper's legacy software model was transaction-centric and did not align to growing market demands for flexible, value-based software consumption. The Flex model now enables partners to focus on growing streams of predictable, recurring revenue with the flexibility to scale and manage software consumption. This strengthens our partners' financial health and offers a future-proof business model. This will lead to the following partner benefits: predictive business insights, increased Customer Lifetime Value (CLTV), reduced financial risk, and increased leverage and protection of market power.

1.3 | Value of the Blueprint for Business Transformation

Partners will inevitably encounter distinct challenges in their business transformation journey, but most will share common elements such as processes, tools, and templates. Juniper's goal is to simplify the journey, accelerate the change, and together achieve this transformation.

This Blueprint is uniquely developed based on best practices and lessons learned from multiple implementations so as to avoid potential pitfalls. The content is grounded in the latest research findings and provides practical instruction for organizations to successfully initiate and build their Customer Success practice. Workbook templates are also provided to facilitate ease of implementation.

The goal of this Blueprint is to provide a guide for partners to transform to the new subscription-based, recurring revenue business model. While this is a comprehensive document, it was intentionally designed not to be overly-prescriptive, providing guidance on elements applicable to most partners.

The stakes are high as the risk of not transforming the business may result in the following:

- Outcomes promised during sales are not being realized as there is no ownership to see it through during the post-sales stage.
- Customers are not adopting their purchases and hence unwilling to renew their subscription.
- Customers are unhappy with their purchases resulting in poor customer satisfaction.
- Customers are unable to exploit more advanced features and extend their solution usage.

1.3.1 Turning the Ship

In their book *Get in The Boat*, Pat Bodin and Robert Schaffner ^[1] present an analogy for change in which the company is like a boat: tactics are contained in the hull, operations are the engine, and strategy is the captain. The book provides a practical framework for how technologists can connect their work to the process and business models of their companies.

Understandably, every partner is in a unique phase of their journey toward business transformation. This Blueprint is organized into three applicable sections that will allow partners to leverage the advice at their specific stages of transformation or turning the ship around.

The Strategy section focuses on strategic initiatives that might be aligned to management priorities. These include developing a customer success charter, building a business plan, securing executive commitment, performing financial modelling, developing performance metrics, defining a Go-to-Market plan, and outline a change management strategy to streamline the transformation.

The Operations section shapes the critical internal components that will become the engine of transformation. This includes forming a customer success team, developing skills and knowledge of the team members, mapping roles to the LAER model, creating a customer Health Score, and scaling operations with the appropriate tools.

Finally, the Tactics section outlines the practical customer implementation, where the water meets the hull of the boat. This section details landing customers with business outcomes using the MEDDICC methodology, driving value with a structured adoption plan, expanding with data-driven selling, and managing renewal to reduce churn, and also describes the four critical handshakes required to complete transitions throughout the end-to-end lifecycle.

The final section addresses optimization of the practice, with the focus on increasing efficiencies and effectiveness to scale the Customer Success practice. In launching a new Customer Success practice, there may be a need to address specific sections more than others, or to move back and forth between sections, as necessary.

References for section 1.3

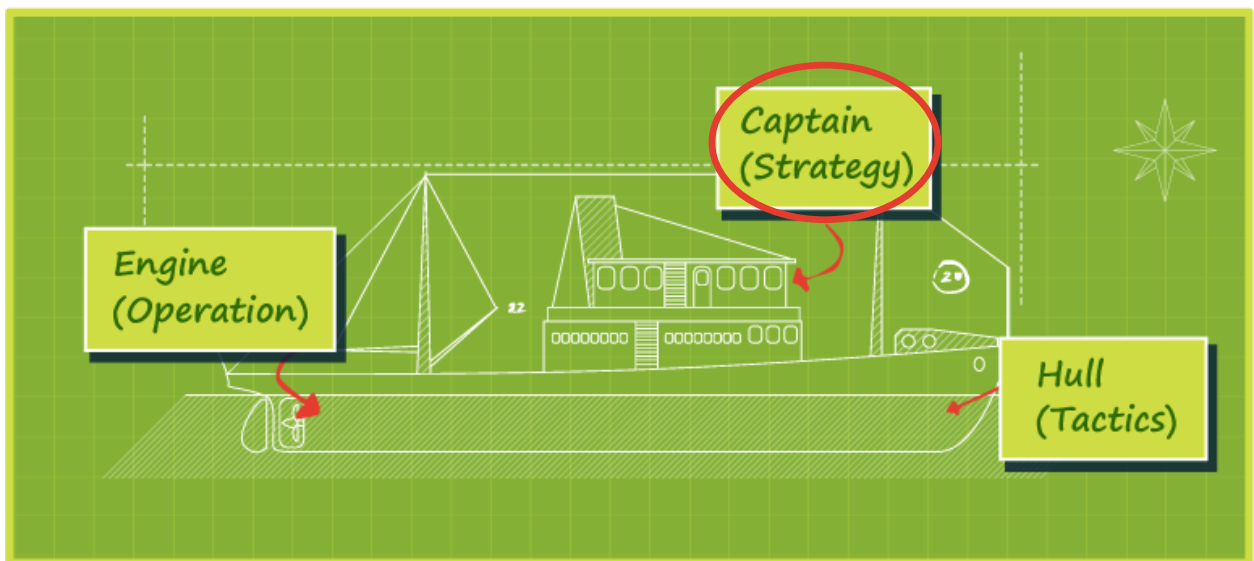
1. Get in the boat – A journey to relevance by Pat Bodin and Robert Schaffner

Section 2 | Strategy

Business transformation will be a journey that impacts many aspects of the business. Unlike initiatives that focus on a new product introduction or even a new technology architecture, an organizational shift to recurring revenue will impact the entire business model. Therefore, a thoughtfully considered strategy is a critical success factor.

In essence, a strategy is a plan of action designed to achieve a long-term or overall aim. It helps to align the objectives, goals, investment, priority, tactics, and measurement of success.

Pat Bodin and Robert Schaffner ^[1] liken the strategy to the captain of a ship, providing direction to where the ship is heading. As Kenichi Ohmae also said, “Rowing harder doesn’t help if the boat is headed in the wrong direction”.



This section will cover the strategic aspects of business transformation, and it will be most useful to those who collectively have financial oversight of the business. At the end of this section, you should be able to:

- List the suggested attributes of an Executive Sponsor
- Identify performance metrics for recurring revenue
- Build a Customer Success financial model
- Outline various components of account segmentation
- Differentiate between “For-fee” vs. “For-free” Customer Success

References for section 2.0

1. Get in the boat – A journey to relevance by Pat Bodin and Robert Schaffner

2.1 | Developing a Customer Success Charter

Partners will first need to define the Customer Success charter, or the reasons for initiating the Customer Success practice. Referencing the TSIA's LAER model, strategies could well be developed around the "AER" after the successful acquisition of a customer.

- Helping customers to *Adopt* their solution and thereby delivering on the outcome promise to the customer and driving the consumption of the subscribed services.
- Leveraging the existing data points and ongoing engagement to accelerate the *Expand* selling. *Expand* sales are net new incremental sales that CSMs can potentially contribute back to the organization.
- Supporting the *Renewal* of expiring subscriptions and thereby reducing the churn rate (or increasing the renewal rate). This is particularly important in the new recurring subscription model by demonstrating ROI to customers.

There could be other charters such as improving Customer Satisfaction ratings or monetizing Customer Success by charging for adoption services and premium Customer Success support.

2.2 | Executive Commitment

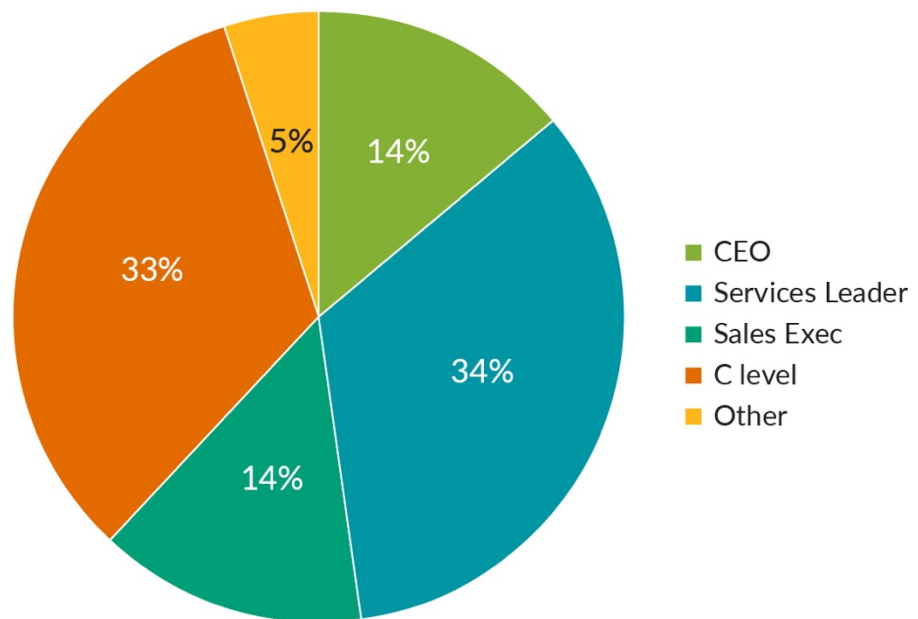
Partners must secure executive commitment by identifying an Executive Sponsor for the Customer Success practice supporting the new LAER model. The role of the Executive Sponsor is critical as this person will be the owner of the new initiative and will serve as a link between the Customer Success team and the executive team. Partners with an Executive Sponsor are more likely to be successful in transforming their company through Customer Success practice.

The following attributes are suggested for the Executive Sponsor:

1. Has the charter or authority to build the new Customer Success practice in order to transform the organization to support the new subscription model.
2. Has profit/loss responsibilities and has direct reporting/influence on the executive team.
3. Able to commit and allocate resources and investment funding (to support training, investment of tools, etc.).
4. Has a good understanding of the subscription business model and Customer Success concept.
5. Able to promote the Customer Success concept internally, articulate the benefits, and align the organization toward the same goal.

Based on the TSIA research, 47% (14% + 33%) of the Customer Success function reports to either the CEO or other C-level staff ^[1]. The same report also shows that the median growth of organizations that reported to the CXO is at 35% as compared to 24% for those organizations that reported to the Sales, Services, or Support Executives. Hence, the Executive Sponsor should ideally be part of the senior executive team or have a direct reporting line to a senior executive.

Where does Customer Success report?



Given the extent of the transformation required, it is important that the Executive Sponsor be able to secure the commitment from senior executives to prioritize the execution. Below are the suggested objectives for the Executive Sponsor:

1. Secure executive support for developing a Customer Success practice.
2. Develop a Customer Success business plan to define the vision/mission, goals, investment, support, processes, etc.
3. Build the Customer Success team by identifying and hiring or converting existing staff to Customer Success Manager Lead and Customer Success Manager.
4. Work with Customer Success Manager Lead to develop the Customer Success engagement model (e.g., TSIA's LAER model).
5. Develop KPIs to measure success.
6. Track the progress of Customer Success practice.
7. Promote Customer Success internally and align the practice with the rest of the organization.
8. Report progress to the executive team and continue to work with the principal vendor to mature the practice.

References for section 2.2

1. 2017 Customer Success Compensation Study, June 2017

2.3 | Business Plan and Financial Modelling

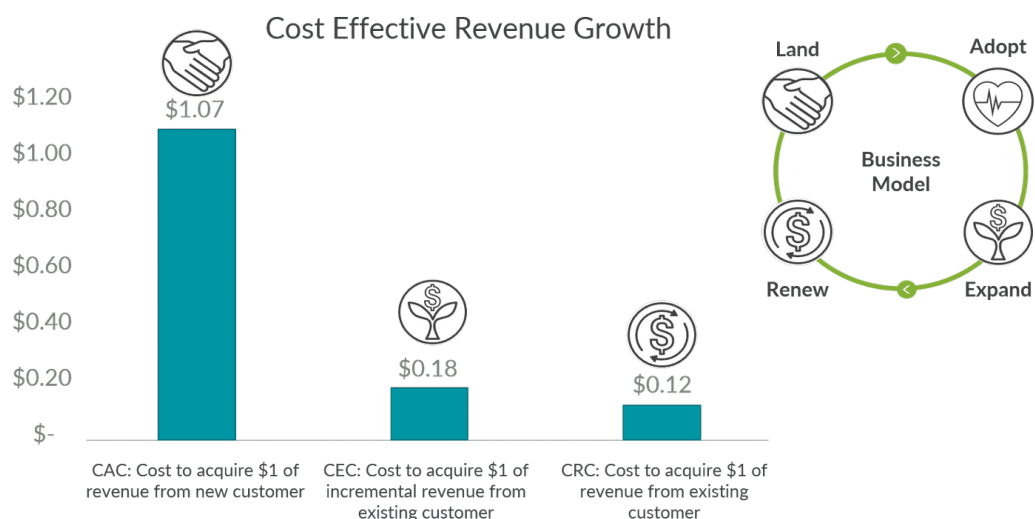
The business plan is the starting point in building any practice. The objective of this section is to provide an explanation of the Recurring Revenue model and the financial modelling before proceeding to provide a guideline on building a simple and yet effective business plan covering the key topics of charter, goals, objectives, investment, and implementation, etc.

2.3.1 Recurring Revenue Model – Building a Business Case

Research data from TSIA expounds on the cost of \$1 of incremental revenue for XaaS companies, or companies selling software through a subscription-based model ^[1]. It seeks to compare the cost of acquisition, expansion, and retention of new and existing customers, as highlighted in the figure below:

Figure 2.3.1.2 – Building a business case for Customer Success

How Much Does \$1 Cost?



*TSIA: Building a Business case for Customer Success, January 2017

The bottom line is that XaaS companies are spending more than \$1 to get \$1 of revenue from a new customer, and it costs more to acquire new customers than it does to grow revenue from existing customers.

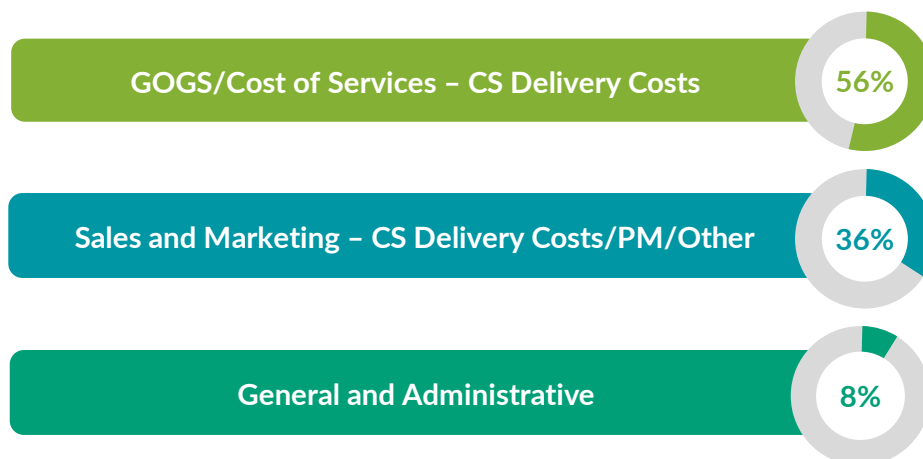
As partners transition to this new business model, the pertinent question is whether the hiring of a new headcount is best spent on acquiring new customers or on expanding and retaining existing customers.

While the data is explicit, the challenge remains for technology suppliers to invest in the capabilities of supporting a recurring revenue subscription business model. Clearly, the subscription business will require a new business model to drive a different client-focus engagement, and this is encapsulated in the lifecycle of Land, Adopt, Expand and Renew (LAER). Further details on the LAER lifecycle will be discussed in section 4.

2.3.2 Funding the Customer Success Practice

As part of the TSIA's 2016 Customer Success baseline survey, they asked participants to break down the costs of their customer success organizations based on the accounting categories of sales and marketing costs, cost of goods sold and cost of services and general administrative costs. The results are listed in figure 2.3.2 [2].

Figure 2.3.2
Source: 2016 TSIA Customer Baseline Survey



Therefore, it can be concluded that there are two potential sources of funds for the CS practice:

1. **Cost of Goods Sold (COGS):** The costs associated with developing, installing, and supporting the specific instance of the product purchased by the customer. Adoption performance by CSM is related to the cost of sales of the product.
2. **Sales and Marketing:** The costs to acquire and retain customers. Many of the roles that CSM performs are related to customer retention and expansion, which is part of Sales and Marketing.

While the COGS is clearly understood, Sales and Marketing cost can be further broken down into the following:

1. **Customer Acquisition Cost (CAC)** – cost to land a new incremental customer.
2. **Customer Expansion Cost (CEC)** – cost to generate new incremental revenue from existing customers.
3. **Customer Retention Cost (CRC)** – cost to renew an existing customer.

90% of respondents in the 2016 TSIA Customer Success baseline survey attributed their primary charter to either adoption or retention. Hence for most organizations, the funding would likely align to Sales and Marketing and possibly re-distributing some of the cost for CAC and CRC to Customer Success. CEC, on the other hand, would probably be a mid-term source of funds once a certain level of maturity has been achieved.

2.3.3 Customer Success Business Plan Template

The recommended key modules of the business plan are as follows:

1. Company Overview
2. Customer Success Charter
3. Customer Success Objectives
4. Customer Success Team
5. Customer Success Practice
6. Sales and Marketing Plan
7. Practice Scaling
8. Return on Investment (ROI)

The table below provides more a more detailed explanation and example of each section. A [Business Plan template](#) is provided on Partner Center. See Appendix 6.

Table 2.3.3 – Customer Success Business Plan Template

Section	Explanation	Example
1. Company Overview	Provide a short description of your company, the solutions offered, and the company's differentiation or value proposition.	Partner XX is an IT solution provider in the network infrastructure, helping our customers with their digital transformation by partnering with industry leaders, such as Juniper. Unique differentiation includes a team of highly experienced and certified consultants and engineers.
2. Customer Success Charter	Set specific strategy and goals for positioning the Customer Success practice.	Build a CS practice and invest in the appropriate tools to reduce customer churn and improve customer service. Train and develop a CS team with the necessary knowledge and skills to monetize adoption services and provide incremental sales through Expand selling.
3. Customer Success Objectives	Provide a quantitative target for the team to achieve and for the executive team to understand the contribution.	Achieve a 90% Renewal rate. Achieve USD 1M to Expand sales. Achieve USD 250K in the Adoption of service sales. Support the recurring business, 30% of the overall business. Achieve Customer Satisfaction result of 4.2/5 for 80% of customer surveys.
4. Customer Success Team	Plan for the necessary investment to achieve the goals and strategy.	<ul style="list-style-type: none"> • Create 3 headcounts in Customer Success Practice: <ul style="list-style-type: none"> - Customer Success Manager Lead - Customer Success Manager (CSM) - Renewal Manager (RM) • Develop KPI and align compensation plan to recurring model. • Invest in a Customer Success tool.

<p>5. Customer Success Practice</p>	<p>Build the template and handshake process for each phase.</p> <p>Build the tracking mechanism to measure customer health and Partner progress.</p>	<p>Develop Customer Success processes, templates for each phase and the handshake process between the different roles at the different phases.</p> <p>Define utilization collection and metrics: What kind of telemetry is available, what kind of data can be collected, how is the data collected.</p> <p>Create customer health score – recommended metrics should include:</p> <ul style="list-style-type: none"> • Product utilization – Feature and License • Product quality - Support ticket • Customer sentiment – NPS/Cust Sat • Sponsor coverage/Customer Advocacy • Customer financial health • Customer growth
<p>6. Sales and Marketing</p>	<p>Define the Go-to-Market plan and account segmentation.</p>	<p>The Go-to-Market plan should include the following:</p> <p>Internal and External Engagement</p> <p>a. Internal Enablement – Include “Battlecard” to educate the sales team on positioning Customer Success.</p> <p>b. External Engagement – Dedicated web page on promoting Customer Success offerings, marketing brochure on customer success, marketing video, etc.</p> <p>The Positioning of Customer Success Services</p> <p>a. Value-added services – Free service at a lower value. Example: a common training video that can be sent to all customers.</p> <p>b. Premium services – Chargeable services at a higher value. Example: instructor-led customized training.</p> <p>Account Segmentation</p> <p>Not all customers are equal; Industry practice is to segment accounts into 3 tiers:</p> <p>Tier 1 – High touch (most important customers that will be touched by CSM).</p> <p>Tier 2 – Low touch (secondary customers that will be occasionally touched by CSM and supplemented by virtual touch).</p> <p>Tier 3 – Tech touch (all other customers, will be completely covered via the virtual medium).</p>
<p>7. Practice Scaling</p>	<p>Once the practice is mature and stable, there should be steps to enhance the efficiency and scale the practice.</p> <p>This is usually done via optimizing the current processes and through automation with the help of the Customer Success tool.</p>	<p>Automation examples include automated email reminders of Renewal customers to CSM or directly to customers.</p> <p>Analyzing trends to provide predictive analysis.</p>

<p>8. ROI</p>	<p>This section should cover:</p> <ul style="list-style-type: none"> • Investments to build the customer success team and practice. • Possible funding. • Returns expected from Expand, Adoption, and Renewal. 	<p>Investment in manpower</p> <p>Estimated investment cost of 3 headcounts* (based on research done in the US ^[3]).</p> <ul style="list-style-type: none"> • Customer Success Manager Lead (1 headcount) at USD 119K. • Customer Success Manager (1 headcount) at USD 106K. • Customer Success Manager/Renewal Manager (1 headcount) at USD 106K. <p>Alternatively, there is also the option of redeploying the existing staff to the CSM team. Appendix 1 provides further information on the compensation detail of various countries.</p> <p>Investment in tools:</p> <p>The CSM team can start by using a manual process based on existing Microsoft Office tools such as Excel spreadsheets, Word, Access, SharePoint, etc. as well as leveraging existing CRM/ERP/sales automation tools such as Salesforce, Microsoft Dynamics, etc.</p> <p>The source of funding the practice should come from COGS and/or Sales and Marketing. Refer to section 2.3.4 for more detail.</p> <p>Expected Returns** from:</p> <ul style="list-style-type: none"> • Expand sales • Adoption services sales • Renewals <p>A sample business plan template will be provided separately.</p> <p>Section 2.3.5 provides a summarized ROI worksheet as a sample.</p>
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* Not all 3 headcounts need to be employed at the same time. Partners can start with hiring an experienced Customer Success Manager Lead to begin building the practice to work out the process, protocol, and documentation. This person can then hire the CSM in the middle of the transformation and the CSM/RM can be hired in year 2.

** Most of the ROI will take place in the second year when the maturity of the practice helps to reduce churn, provide incremental net new Expand sales, support increasing recurring business, and potentially monetization of the adoption services through professional/training services.

2.3.4 Customer Success Practice ROI Worksheet (Summary)

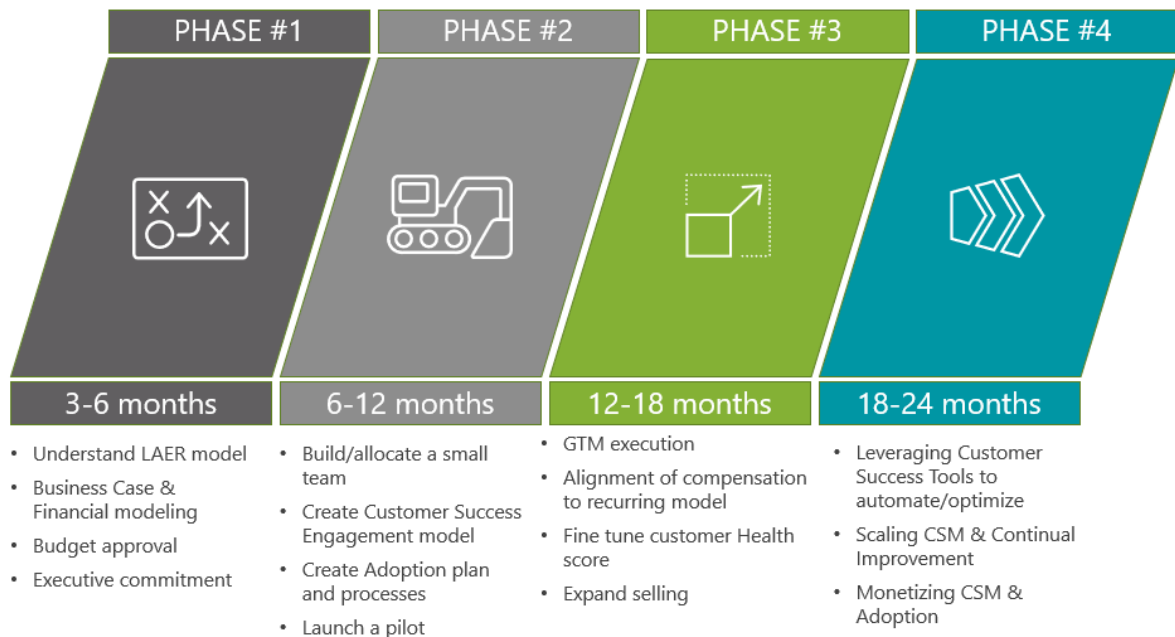
Below is a simplified sample of the Customer Success Practice ROI worksheet based on a two-year timeline; the summary is provided here. A 2-year [Customer Success ROI template](#) worksheet is provided on Partner Center. See Appendix 6.

Table 2.3.4 – ROI Worksheet

Year 1			Year 2			
Investment			Assumption			Assumption
	Total cost at Year 1			Total cost at Year 2		
CSM Lead	100,000		CSM Lead hired from Month 3 onward at 10K per month.	120,000		CSM Lead for 12 months at 10K per month.
CSM 1	51,000		CSM 1 hired from Month 7 onward at 8.5K per month.	102,000		CSM 1 for 12 months at 8.5K per month.
CSM 2				102,000		CSM 2 hired from Month 1 onward at 8.5K per month.
CSM tool				80,000		CSM tool is being used from month 5 onward at 10K per month.
Total Investment	151,000			404,000		
Return						
	Revenue at Year 1	Margin		Revenue at Year 2	Margin	
Expand sales	100,000	50,000	Expand Sales at 25K per month starting from month 9 to 12 (50% margin).	360,000	180,000	Expand Sales at 30K per month for a full year. (50% margin).
For fee Adoption services sales	20,000	10,000	Adoption Sales at 10K per month starting from month 11 to 12 (50% margin).	24,000	120,000	Adoption Sales at 20K per for full year (50% margin).
Renewal Sales				1,100,000	110,000	Renewal starting from month 2 at 100K per month with a margin of 10%.
Total Return	120,000	60,000		1,600,000	410,000	
Net P/L		-91,000			6,000	

2.3.5 Implementation Timetable

The implementation timetable could be along a two-year timeline, as shown below:



References for section 2.3

1. Framework for Funding Customer Success, by TSIA (pg. 9)
<https://www.tsia.com/resources/framework-for-funding-customer-success>
2. Building the Business Case for Customer Success at Scale Part 2 by TSIA (pg. 6)
3. The Only Customer Success Manager Salary Comparison Report You Will Need In 2019. By Customer Success Daily.
<https://www.csmdaily.com/post/customer-success-manager-salary-2019>

2.4 | Customer Success Journey Map

As discussed in section 1, the strategy to execute the Customer Success is through the lifecycle approach. The journey map provides a high-level introduction to the operation and the tactics required to support the lifecycle; it aims to achieve the following:

- Capture all the critical touchpoints from beginning to end
- Clarify roles and responsibilities
- Illuminate gaps (resources, tools, processes, training) by comparing the current state to the future state
- Inform what functions customer success resources will perform

Table 2.4 – Customer Success Lifecycle Journey

Lifecycle Journey	Land	Adopt	Expand	Renew
Roles	Sales	CSM	CSM	CSM OR Renewal Manager
Responsibility	Led outcome-based sales	Led the adoption of the solution and realization of the outcome	Up-sell, Cross-sell, and White space selling	Ensure renewal happen
Processes	MEDDIC	Success Plan	Data-Driven Selling	Renewal cadence
Tools	Sales pipeline tool	Customer Success tool	Customer Success tool	Customer Success tool, CRM tool
Training	MEDDIC training	Practical CSM Academy	Practical CSM Academy	Practical CSM Academy

2.5 | Performance Scoreboard

Performance metrics are an important part of any new practice; they provide measurement of the outcome or the result of the strategy execution. For a Customer Success practice, some of the common measurements are Renewal, Expansion, growth of recurring revenue and Net Revenue Retention (NRR).

A Performance Scoreboard is a dashboard can be leveraged to understand the health of the Partner itself. The dashboard provides an accurate assessment of the performance of the Customer Success practice.

The proposed metrics, the scope of measurements, and metrics owners are recommended as follows:

Table 2.5 – Partner Scoreboard

Metrics	Description	Measurement(s)	Owner(s)
Recurring Revenue	The amount of recurring business.	<ul style="list-style-type: none"> ARR – Annual Recurring Revenue. ARR% - ARR as a percentage of the overall business. 	Executive Sponsor
Expand Revenue	The amount of incremental business that the CSM can bring through the expansion of accounts.	<ul style="list-style-type: none"> Revenue \$ from Expand 	CSM Lead
Renewal Rate	The % of the renewal rate.	<ul style="list-style-type: none"> % of Renewal as high as possible (e.g., 90%) OR % of churn as low as possible (e.g., 10%). 	Renewal Manager
Adoption Revenue (for fee engagement)	The amount of incremental revenue from charging the adoption service.	<ul style="list-style-type: none"> Revenue \$ from Adoption. 	CSM Lead
Net Revenue Retention*	The amount of net business after offsetting the churn, upsell, cross-sell and price increase.	<ul style="list-style-type: none"> Greater than 100% (e.g., 120%). 	Executive Sponsor & CSM Lead

*Net Revenue Retention

Net Revenue Retention is the “macro” metric that most companies track and public SaaS companies report. It measures the total change in recurring revenue from a pool of customers over time and is calculated as follows:

- a. The company’s monthly recurring revenue (MRR) one year ago.
- b. The current MRR from that same group of customers.

2.5.1 Net Revenue Retention

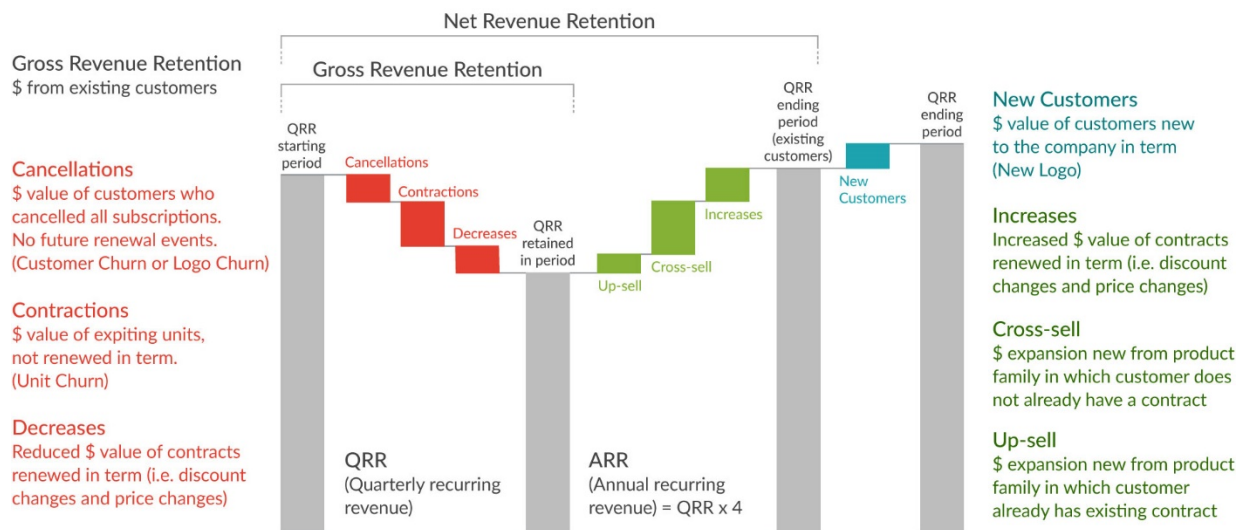
Net Revenue Retention (NRR) captures the negative impact of lost customers, but also the positive impact of price changes, cross-sells, up-sells and growth in usage or seats within the installed base of customers.



Net Revenue Retention is a comprehensive churn metric because it tells the complete revenue story of the installed base of customers. It answers the question of what the company's top-line revenue would do if it did not gain one more customer.

On the other hand, Gross Revenue Retention (GRR) is a more direct measurement of the long-term health of the business as it does not factor any sales expansion (upsell, cross-sell, or price increase). It provides more visibility on how churn impacts the ability to grow.

The below graphic provides a clearer view of the difference between NRR and GRR.



2.5.2 Partner QBR and Readiness Tracker

The partner's Quarterly Business Review (QBR) held with the Juniper PAM is a convenient time to review progress. The Partner Readiness Tracker can be used to assess the partner's progress toward business model transformation. The tracker is divided into 3 sections: **Strategy, Operations, and Tactics**.

Each phase has 3 levels of maturity, namely:

Level 1 - Crawl (Random process exists).

Level 2 - Walk (Structured process in place).

Level 3 - Run (Process is mature).

Table 2.5.2 – Sample Partner Readiness Tracker

Category	Capability	Rating
Strategy	Strategy - Customer Success Charter	3
Strategy	Strategy - Executive commitment	3
Strategy	Strategy - Business & Financial Modelling	2
Strategy	Strategy - Go-To-Market	2
Operation	Operation - Forming a Customer Success Team	2
Operation	Operation - Creating Customer Health score	2
Operation	Operation - Leveraging a Customer Success tool	2
Tactics	Tactics - Land	3
Tactics	Tactics - Adoption	1
Tactics	Tactics - Expand	1
Tactics	Tactics - Renew	2
Tactics	Tactics - The Four critical handshakes	1
	Total	24.00
	Average	2.00

1 – Crawl (Random process exists)

2 – Walk (Structured process in place)

3 – Run (Process is mature)

The [Partner Readiness Tracker](#) is available on Partner Center. See Appendix 6.

2.6 | Go-to-Market

Most organizations provide different levels of services and coverage to a diverse group of customers. This Go-to-Market section takes a peek into the subject of account segmentation and how partners can bring Customer Success to market via a mix of “For-free” and “For-fee” (premium-paid) service.

2.6.1 Account Segmentation

Not all customers are equal. Hence the engagement level with them is expected to be different. The most common practice is a 3-tier segmentation based on the size of the organization:

1. Enterprise

2. Mid-Market

3. Small-Medium Business

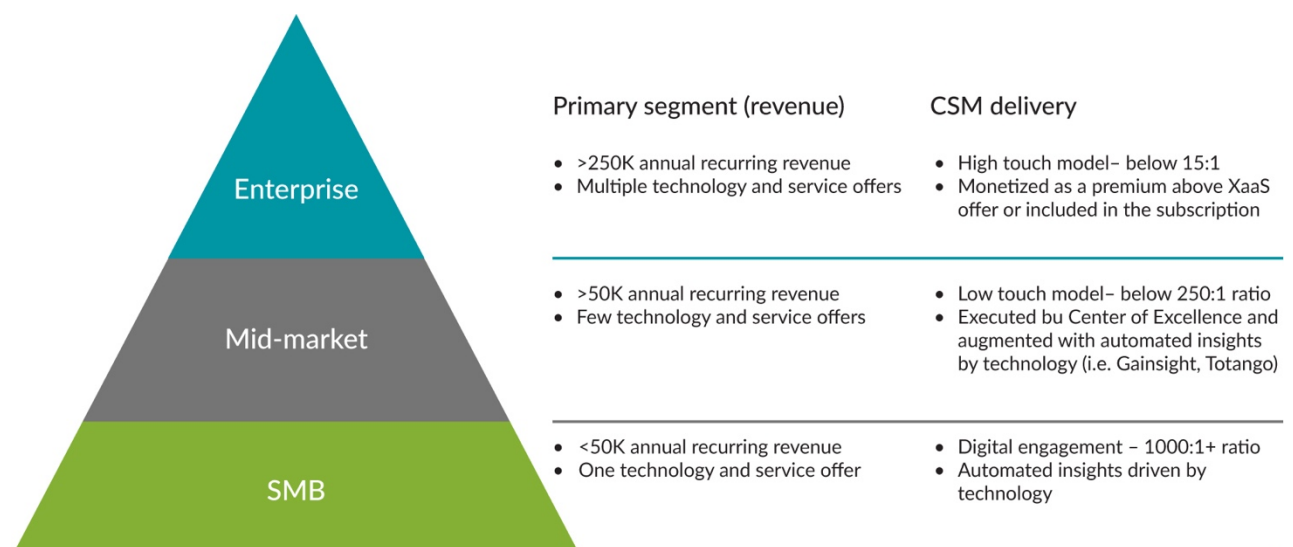
In some companies, such segmentation is generally associated with the mode of engagement: High Touch, Low Touch, or Digital Touch accounts.

High Touch groups of customers are those who offer the most recurring revenue or strategic value. It is also the most labor-intensive as it relies heavily on human effort (e.g., from the CSM). To be effective, the CSM must engage the customer regularly, most commonly via the monthly or quarterly business reviews.

Low Touch accounts are those with a lower recurring revenue contribution and hence a lesser engagement from the CSM. The CSM typically engages the customer on a half-yearly basis or a yearly basis. To support continual engagement and to scale the practice, it is important that the Customer Success Tool (see section 3.4) is fully leveraged for these types of accounts.

Digital Touch is employed for the lowest tier of the segmentation. As the name implies, an element of automation is used to augment the human touch. Digital Touch, including self-service, can be executed via the Customer Success tool.

Figure 2.6.1 – Segmentation and Engagement Framework ^[1]



2.6.2 Determining CSM to Customer Ratio

Account segmentation allows for the proportional assignment of accounts for each CSM. *The Customer Success Professional Handbook* ^[2] recommends the following CSM to customer ratio:

Table 2.5.2 – CSM to Customer Ratio

Account Tier	Annual Recurring Revenue (ARR)*(USD)	Number of accounts being handled by each CSM*
Enterprise (High touch)	\$2 to \$5 million	11 to 50
Mid-Market (Low touch)	\$2 to \$5 million	100 to 250
Small Medium Business (Digital touch)	\$1 to \$2 million	100 to 250

*Based on the median number

The profile and seniority of the CSM to be assigned for the more important and strategic accounts should also be carefully considered.

In the Enterprise segment, it is typical for the most experienced CSM to be assigned as they are expected to manage a wide range of stakeholders and must have the capability to drive changes within the customer’s organization. These customers expect frequent support with a high degree of expertise in helping them consume purchased services.

In the Mid-Market segment, the CSM is managing the same amount of ARR spread across a higher number of customers. As such, it is more difficult for this segment to offer the same high touch model as the Enterprise segment. Therefore, the engagement in this segment should be based on a hybrid model of human and digital touch.

In the Small-Medium Business (SMB) segment, each CSM manages accounts with \$1-2M of ARR and has a widespread group of accounts to cover. In many cases, the CSM manages more than 250 accounts. For this segment, it is important to rely on digital touch, focusing only on customers with high risks to renewal or expansion opportunities.

By default, the CSM is expected to be highly reactive for the SMB segment. Many organizations implement a shared or “pooled” CSM team to manage this segment. This means that there is no designated CSM for the account, and SMB customers will be managed by whoever has the available capacity at the time when engagement is needed. Most of the engagement activities in this segment are on a virtual “one to many” basis to maximize efficiency.

Other factors should also be considered during account segmentation, such as the customer’s strategic value, potential future returns, and the volume of CSM activities required for a particular customer.

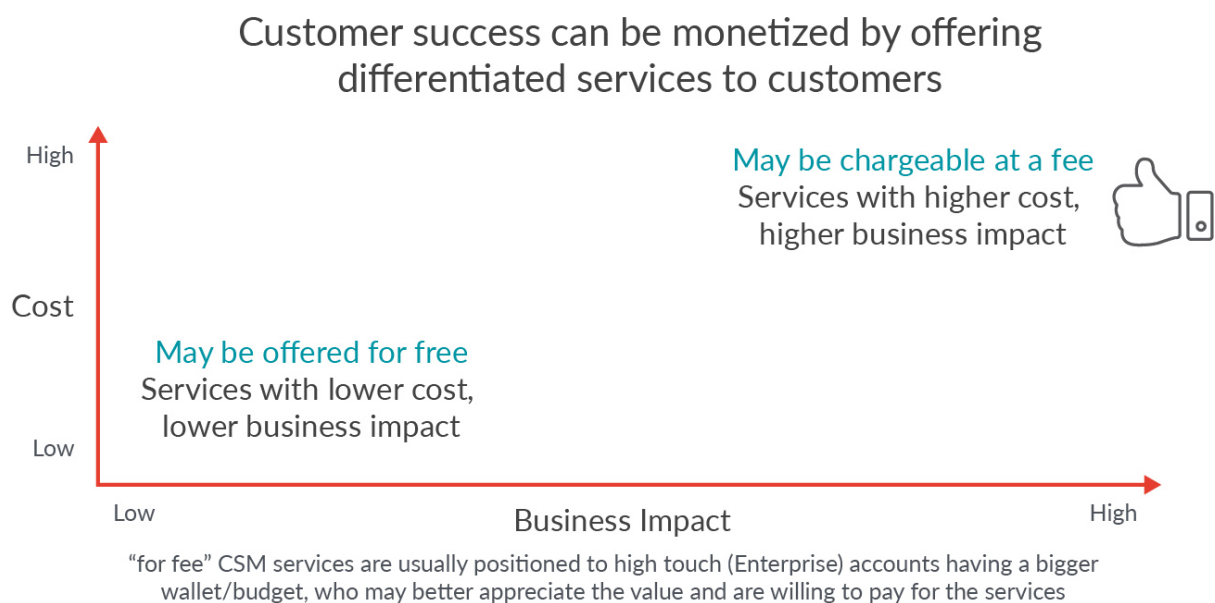
2.6.3 Monetizing Customer Success

Customer Success can be monetized by offering differentiated services to customers. Services that come with a lower cost and a lower business impact may be offered free, while others with a higher cost and a higher associated business impact may be chargeable at a fee ^[3].

Industry trends have shown that customers are generally willing to pay for CSM services if the relevant value and business impacts are well articulated. This may include dedicated CSM or regular touchpoints such as Quarterly Business Reviews.

Figure 2.6.3 - Positioning of the unpaid and paid services

Monetizing Customer Success



“For-fee” CSM services are usually positioned to high touch (Enterprise) accounts having a bigger wallet/budget, who may better appreciate the value and be more willing to pay for the services.

A premium package may be offered to customers in the Enterprise (high touch) account segment, while free services may be offered to Mid-Market and SMB customers. A premium package can be funded either from a direct premium service paid by customers or through indirect payment, such as allocation of a percentage of recurring revenue to fund the premium package customers.

Appendix 5 shows how Salesforce successfully markets free and paid services for its Customer Success portfolio.

An example of the different tier of services is illustrated as follows:

Free Customer Success Service

- No dedicated CSM, engagement will be via event-based (e.g., escalation)
- No business review, On-demand basis
- Standard Adoption activities
 - Standard self-paced eLearning module
- High level health score report
- One to many best practice webinar
- Common video reference library

Premium Paid Customer Success Service

- Dedicated CSM, in addition to event-based, there will be time-based activities, e.g., Quarterly Business Review
- Customized Adoption activities
 - Guided instructor led refresher training
- Detail health score report
- One to one best practice webinar
- Tailored video reference library

Additionally, the Adoption service itself can be monetized as a chargeable service. While customers usually expect free Adoption services, such services can be further classified into free and paid services.

Free Adoption Service

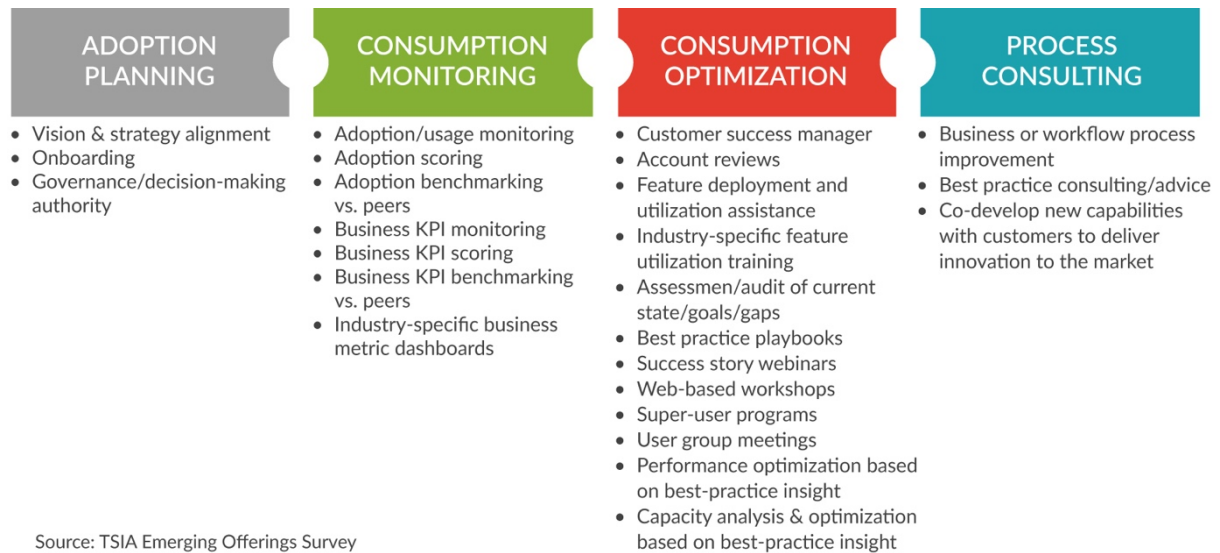
- Informal “Knowledge Transfer” by the field engineer
- Standard eLearning module

Paid Adoption Service

- Personalized Communication Plan
- Formal Instructor-Led training
- Customized adoption material such as user guide, FAQ

The figure below shows a comprehensive range of premium adoption services^[4] that could potentially be offered as a paid service, particularly the category of “Consumption Optimization” and “Process Consulting”.

Figure 2.6.4 – Adoption Service



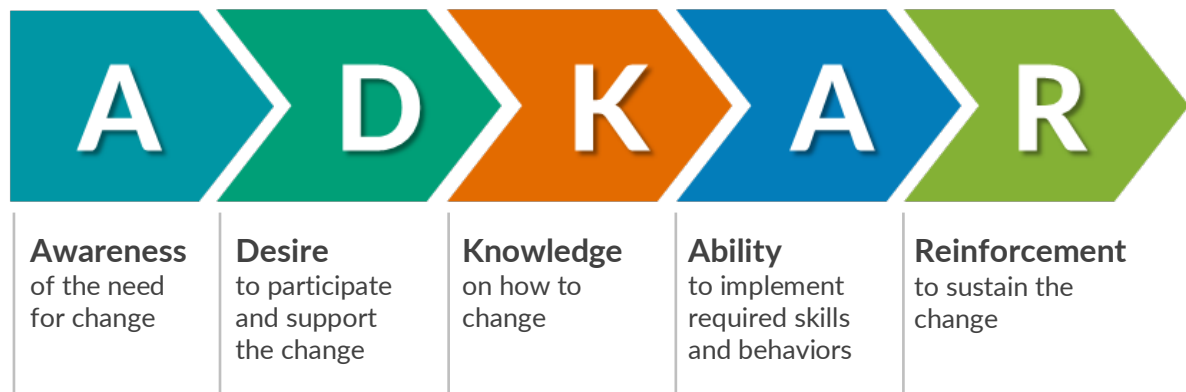
References for section 2.6

1. TSIA webinar – The next level of scaling Customer Success <https://www.tsia.com/webinars/the-next-level-of-scaling-customer-success>
2. The Customer Success Professional Handbook – Ashvin Vaidyanathan & Ruben Rabago, page 214
3. Precision Engagement at Scale. Pairing Experts with Individual Users – David McKenney, Bentley Systems (TSIA webinar – The next level of scaling Customer Success <https://www.tsia.com/webinars/the-next-level-of-scaling-customer-success>)
4. 12 Layers of value – Creating Compelling Value by TSIA

2.7 | Change Management Plan

Change is often complex and difficult, particularly with a business model that has been working for many decades. Restructuring from a legacy reactive “break-fix” model to a proactive LAER model requires significant changes within the organization including to people, processes, and tools. The most cited reason for project failure is problems with the “people” aspect of change. It is therefore critical to have a change management plan in place to ensure that there is a structured and organized change process. The transition should be viewed as a formal project and perhaps with a “change manager” being designated.

Partner organizations could consider adopting the Prosci ADKAR® Model to support the change. The Prosci ADKAR® Model is a goal-oriented change management model that guides individual and organizational change. Created by Prosci founder Jeff Hiatt, ADKAR is an acronym that represents the five tangible and concrete outcomes that people need to achieve the change—Awareness, Desire, Knowledge, Ability, and Reinforcement ^[1].



By outlining the goals and outcomes of successful change, the ADKAR Model is an effective tool for planning change management activities, equipping your leaders to facilitate the change and support your employees throughout the change.

Changes come to life on two dimensions: the business or project side of change (business transformation to the LAER model) and the people side of change (leveraging ADKAR to assist the change). Successful change is a result of both dimensions of change maturing simultaneously (see figure 2.7).

Project management and change management are complementary disciplines with a common purpose of producing results and outcomes ^[2]. The Prosci ADKAR Model is proven to help organizations achieve the greatest benefits from their change initiatives.

Figure 2.7 – Two dimensions of changes (Project and People change)

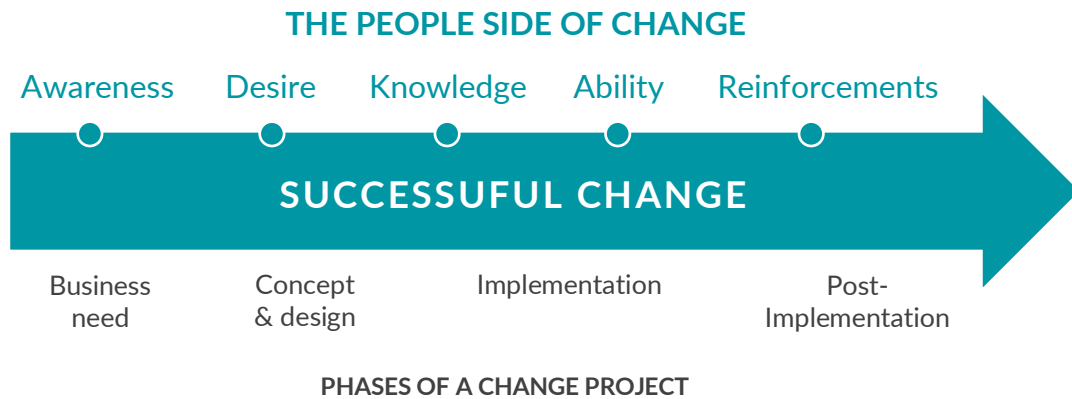


Table 2.7.1.1 – ADKAR Phases and Examples

ADKAR Phase	Examples
Awareness of the need for change	<ul style="list-style-type: none"> • What is the nature of the change? <ul style="list-style-type: none"> - From break-fix to a proactive business outcome model. • Why is the change happening? <ul style="list-style-type: none"> - To meet the changing need of the recurring subscription model. • What is the risk of not changing? <ul style="list-style-type: none"> - Loss of opportunity in the ever-growing software and services market.
Desire to support the change	<ul style="list-style-type: none"> • Personal motivation to support the change. <ul style="list-style-type: none"> - Personal growth in the new role. - More ways to engage with the customer. - Value proposition and differentiation with the customer. • Organizational drivers to support the change. <ul style="list-style-type: none"> - Reduce churn. - Incremental revenue from expansion. - Life-Time Value (LTV). - Better customer satisfaction.
Knowledge of how to change	<ul style="list-style-type: none"> • Knowledge, skills, and behaviors required during and after the change. <ul style="list-style-type: none"> - Various training in the market. • Understanding how to change. <ul style="list-style-type: none"> - Various reference books.
Ability to implement new skills	<ul style="list-style-type: none"> • Demonstrated ability to implement the change. <ul style="list-style-type: none"> - Learn from the pilot project. • Barriers that may inhibit implementing the change. <ul style="list-style-type: none"> - Brainstorm and document the barriers and mitigation plan.
Reinforcement to sustain the change	<ul style="list-style-type: none"> • Mechanisms to keep the change in place. <ul style="list-style-type: none"> - Recognition, rewards, incentives, success story sharing, and case study.

Table 2.7.1.2 – Implications without ADKAR

In the absence of:	You will see:
Awareness and Desire	<ul style="list-style-type: none"> • More resistance from employees. • Employees asking the same questions repeatedly. • Lower productivity. • Higher turnover. • Hoarding of resources and information. • Delays in implementation.
Knowledge and Ability	<ul style="list-style-type: none"> • Lower utilization or incorrect usage of new processes, systems, and tools. • Employees worry if they are prepared to be successful in the future state. • Greater impact on customers and partners. • Sustained reduction in productivity.
Reinforcement	<ul style="list-style-type: none"> • Employees will revert back to old ways of doing work. • Ultimate utilization is less than anticipated. • The organization creates a history of poorly managed change.

In the context of this Blueprint, the project is the transformation of the business model to a recurring model through the implementation of the Customer Success practice. By using the ADKAR methodology and the associated activities, the partner will be able to manage the resistance to change, create the desire for the change execute the necessary knowledge transfer to support the change, and reinforce the change through KPIs, compensation schemes, incentives and eventually the installation of a new organizational culture.

2.7.1 Positioning Customer Success Internally

As Customer Success is a new function within the company, there is also a need to internally communicate the role of the CSM. This can be done in several ways, including:

- Official launch via email from the Executive Sponsor to all employees.
- Internal SharePoint site that contains enablement material such as the new LAER model, Customer Success definition, role of the CSM, and how the CSM adds value to the company.
- Success story sharing, including case studies highlighting how customers achieve business outcomes through adoption activities, leading to incremental sales and successful renewal.
- Sales presentation deck to educate customers about Customer Success.



2.7.2 Positioning Customer Success Externally

Customer Success should also be communicated externally to the market. This can be done via several customer-facing methods, including:

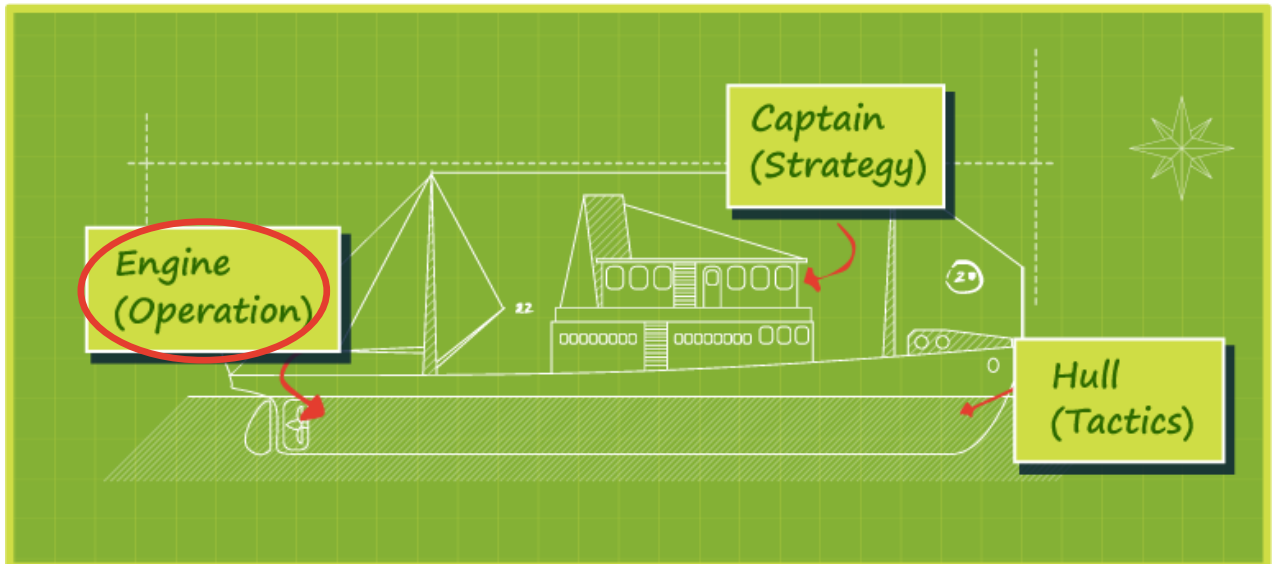
- Creating a specific Customer Success page on the public website.
- Creating marketing collateral with Customer Success support/services/packages and success stories.
- Participating in joint events with vendors on Customer Success.
- Speaking at marketing events about Customer Success.
- Publishing thought leadership articles about Customer Success on the public website as well as through other social media channels (blogs, LinkedIn, etc.)

References for section 2.7

1. Prosci ADKAR model - <https://www.prosci.com/adkar/adkar-model>
2. The Prosci ADKAR Overview e-book

Section 3 | Operations

If the captain represents the Strategy of the organization, then Operations can be considered the engine—the internal gears that power the business forward toward business transformation. This requires an organizational infrastructure built to support software subscriptions and recurring revenue. The following section will cover the organizational aspects of business transformation.



This section addresses the operational aspect of Customer Success. At the end of this section, you will be able to:

- Recognize recommended CSM skills
- Compare/contrast the role of CSM and CSM lead
- Identify components of a Health Score
- Compose a customized Health Score
- List attributes a CSM tool must include

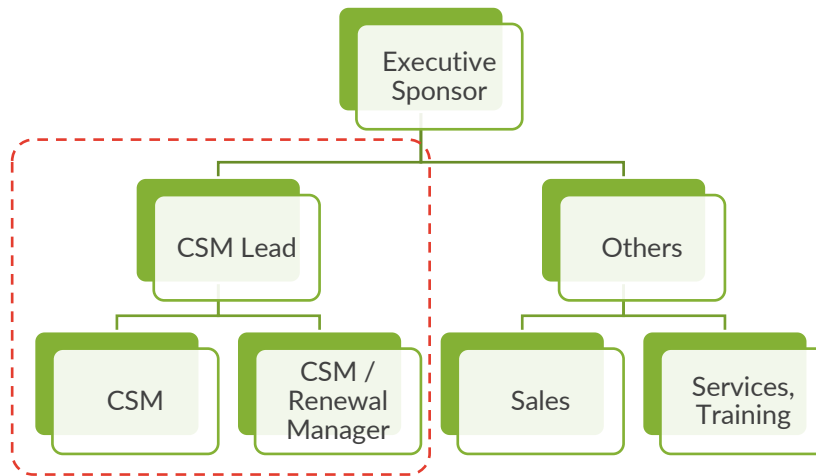
3.1 | Forming a Customer Success Team

The Customer Success team, in general, will be responsible for Adopt, Expand, and Renew (as defined in the charter). Most industry CSMs focus on Adoption as a core responsibility.

In larger organizations with a higher contract renewal volume, there is a specialized role created for a Renewal Manager (RM). The RM's sole focus is on early identification of Renewal customers/projects and execution of the Renewal process to ensure a high probability of success.

The Customer Success team will need to work closely with the sales and project team when they take over the project during the adoption stage and also with the professional and managed services team to manage the progress of the various adoption activities.

Figure 3.1.1 – Customer Success Organization Chart

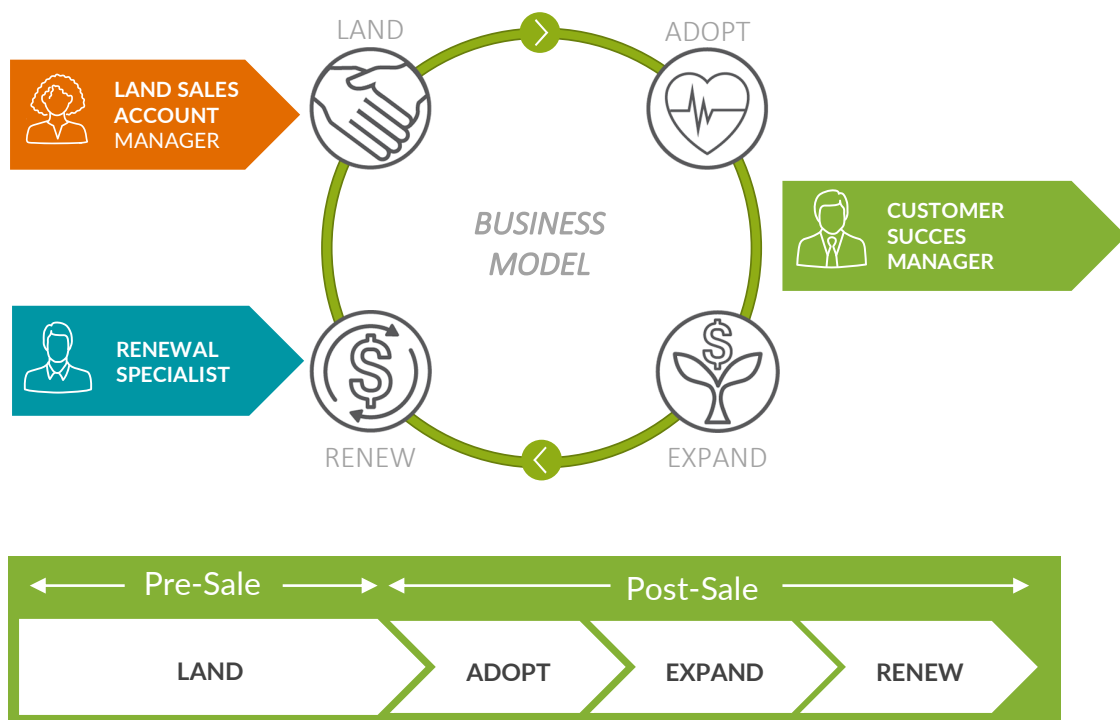


Mapping of roles in the LAER model

Having understood the LAER model and the Customer Success team structure, the next step will be to determine who will be responsible for executing which tasks. TSIA has the following engagement model [1]:

Landing remains with the Sales team (Account Manager) and Renewal is managed by the Renewal Specialist (if available); the CSM is primarily responsible for Adopt and Expand.

Figure 3.1.2 – Mapping of roles into LAER model



3.1.1 Customer Success Manager – Role, Skillset, and KPIs

Implementation of a Customer Success model requires a new role of Customer Success Manager. Below is a short description of the role, the required skillset, and associated KPIs. A detailed job description is available in Appendix 2.

Role

The Customer Success Manager (CSM) is responsible for cultivating and maintaining strong relationships within assigned accounts, ensuring high levels of customer satisfaction and recognition of ROI, leading to strong renewals and growth opportunities. The CSM works closely with customers alongside sales, customer support, product management, and finance teams to ensure services are delivered successfully ^[2].

Suggested Skillset

- Customer service
 - Perhaps the most important among the three skillsets.
 - Most common: communication, presentation, and history of account/ relationship management.
 - Example: “Serve as a customer advocate in driving industry best practices and the evolution of the (company’s) product functionality. Exceptional ability to develop relationships.”
- Technology
 - Needs to fully understand technology from the user’s perspective.
 - Articulate best practices and use within a unique operating environment.
 - Power-user of the technology to help move the customer from low to high, and effective adoption.
 - The complexity of technology limits CSM’s capacity (hence the number of customers that they can manage).
- Functional (Industry SME)
 - The most complex of the three skillsets.
 - Understand the finer points of the customer’s business or industry.
 - This domain expertise is often referred to as having a “consultative” approach.
 - Due to the subject complexity, there is a trend of an increased number of CSMs from professional services and consulting organizations.

Suggested Key Performance Indicators (KPIs)

The suggested KPIs for the Customer Success Manager to achieve are listed below, but should not be limited to these:

- Leading Indicators
 - Monthly active usage (e.g., active licenses, features activation)
 - Number of completed Success plans (e.g., 2 per month)
 - Number of Customer Advocacy events (e.g., customer testimonials, customer case studies, customer speaking engagements, etc.)
- Lagging Indicators
 - Renewal on-time (e.g., more than 70% of the available contract)
 - Renewal % (e.g., 90% renewal rate)
 - Expand sales (e.g., \$450K annually)
 - NPS/Customer Satisfaction rating (4 out of 5 for 80% of the respondent)
 - YoY increase in ARR (Annual Recurring Revenue) (e.g., 10% YoY increase)
 - For fee adoption revenue (e.g., USD 180K annually)

A detailed job description is available in Appendix 2 for reference, and more skill attributes (14 Tenets of Customer Success Management) are available in Appendix 3.

3.1.2 CSM Lead – Role, Skillset and KPI

The Customer Success Manager (CSM) Lead is responsible for leading the Customer Success team and working closely with the Executive Sponsor.

Role

In addition to the responsibilities of the Customer Success Manager, the Lead is also responsible for the following:

- Ensure that the charter is being executed accordingly.
- Manage the Customer Success Manager within the team in terms of reviewing their performance, guiding their customer engagement, and mentoring the CSM team.
- Provide regular reporting of the CSM performance to the Executive Sponsor and management team.
- Liaise with the Executive Sponsor for the budget for training, hiring of new CSM, and investment of tools.

Suggested Skillsets

In addition to the three skillsets defined in the CSM role, the CSM Lead will need to have the following five additional areas of experience^[3]:

- Management
 - Leading the team requires the Lead to be a manager more than an individual contributor. The role is to help other people succeed, in their own way. Essential

management skills include planning, communication, decision making, delegation, problem-solving, and motivation.

- Analytics
 - Part of the role of the CSM Lead is to analyze the data, including customer data, team performance data, trends, etc. Leverage the existing tool to derive information from the data and highlight if additional tools or features are required.
- Finance
 - Ability to understand financial reports, build a budget, and interpret business models is important, particularly in understanding costs and revenue.
- Selling
 - The term “selling” is used in its broadest sense: persuading someone to do the thing you would like them to do. The CSM Lead has the task of working with different internal stakeholders, and their ability to position Customer Success will provide credibility and secure long-term support.
- Escalations
 - As the leader of the team, part of the job is to handle escalation—from the CSM, from customers, or from internal team. Hence the ability to develop creative problem-solving, negotiation, and communication skills to navigate some of these difficult conversations is critical.

Suggested Key Performance Indicators (KPIs)

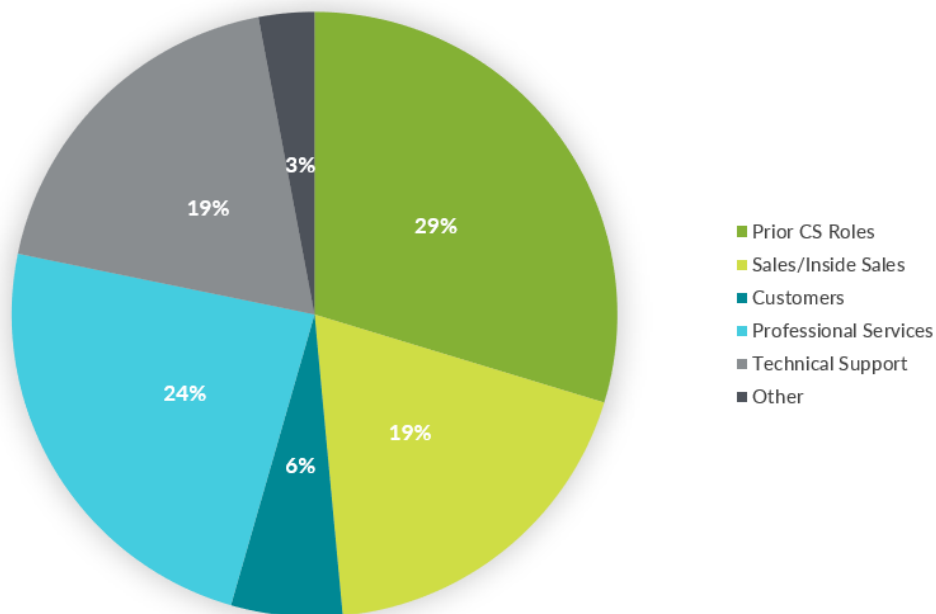
The suggested KPIs for the CSM Lead to achieve are listed below; they include but should not be limited to the KPIs set for the CSM and the listed additional measurements.

- Leading Indicators
 - Monthly active usage (e.g., active licenses, features activation)
 - Number of completed Success plans (e.g., two per month)
 - Number of Customer Advocacy events (e.g., customer testimonials, customer case studies, customer speaking engagements, etc.)
- Lagging Indicators
 - Renewal on-time (e.g., more than 70% of the available contract)
 - Renewal % (e.g., 90% renewal rate)
 - Expand sales (e.g., \$450K annually)
 - NPS/Customer Satisfaction rating (e.g., 4 out of 5 for 80% of respondents)
- Additional KPIs for CSM Lead
 - Manage escalation from the CSM in a timely and satisfactory manner
 - Provide reports in a timely manner
 - Employee satisfaction rating (e.g., 4 out of 5 for 80% of respondents)
 - Timely hiring of new CSMs where required
 - Development of the CSM skillset and management of career progression

3.1.3 Re-Deployment of Existing Staff to Customer Success Organization

Although CSM is a new function, an organization can potentially redeploy their existing staff to perform this new role. As TSIA research shows, other than those with prior Customer Success experience, Professional Services and Sales will constitute the next bigger pool of potential CSM candidates ^[4].

Where do CSMs come from?



While redeploying resources is seemingly practical, it is also not a simple “Lift-and-Shift” move as the job of a CSM is a highly specialized one and requires significant re-training and re-alignment. Refer to section 3.1.5 for CSM training.

A more common industry approach is the hybrid model, where the organization employs an experienced CSM practitioner as the CSM Lead, a senior CSM, or a CS director (see section 3.1.4). The rest of the CSM positions can be filled through redeploying Sales, Professional Service and Customer Service staff.

Alternatively, they can redeploy one of their team leaders, e.g., Inside Sales Manager, to be the CSM Lead. This person may then hire an experienced CSM from the industry to provide the domain expertise in Customer Success.

One advantage of this approach is that there will be better integration with the team and existing processes since the CSM lead is already familiar with the company environment.

3.1.4 CSM – Individual Contributor Job Levels

For the career planning of the CSM team, table 3.1.4 provides a useful reference for the job levels of the Customer Success career track ^[5].

This chart may be leveraged to plan Customer Success resources and career advancement. For example, as mentioned in section 3.1.3, Partners may hire a seasoned, experienced CSM practitioner into the CSM 4 or 5 positions to build the practice and lead the team.

Existing staff from Sales or Services can also be repurposed into CSM roles, perhaps at level 2. Gradually, through guidance and mentoring from experienced CSM Lead as well as re-training, they can progress to become a full-fledged CSM (level 3) and beyond.

There is also the option of hiring fresh graduates and interns into level 1 positions. However, there must be a structured system of mentoring them and progressing them for this route to be successful.

The training and reference materials listed in section 3.1.5 will be beneficial particularly for those in CSM 1, 2, and 3 to progress along the CSM track. More senior CSMs will need to attend industry seminars/webinars to keep abreast of the latest industry developments.

Table 3.1.4 – CSM career track ^[5]

CSM 6 – Senior Customer Success Director – manages the most complex clients and serves as a thought leader in the industry – a true expert
CSM 5 – Customer Success Director – manages a strategic book of business and serves as mentor/coach to other team members – very advanced/seasoned professional
CSM 4 – Senior Customer Success Manager – manages a strategic book of business and more complex clients – seasoned/senior professional
CSM 3 – Customer Success Manager – manages their own book of business – experienced CSM professional
CSM 2 – Senior Customer Success Associate – assists CSM and starts managing clients of their own – early career employee
CSM 1 – Customer Success Associate – assists CSM in admin tasks – recent grad with no job experience

3.1.5 CSM Training and Education

Training Programs

While there are some certified CSM training programs available in the market, most training is vendor-specific. However, there are a number of vendor-neutral CSM training programs that partners may consider, including courses from Practical CSM Academy that lead to certification from Novitiate to CCSMP (Certified Customer Success Management Professional).

The Practical CSM Academy is the leading subscription-based membership site for the Customer Success profession. It provides up-to-date, reliable, and comprehensive training, coaching, certification, and tools at an economical price point. It is simple to deploy and is an invaluable CPD resource for Customer Success professionals at all levels of knowledge, experience, and seniority. Further information is available via the web site <https://practicalcsm.com/academy/>

Customized programs from training providers and consultancy firms may also be used to address specific training needs and development of the practice.

Educational Material

The following books provide helpful reference for self-study:

- a. *Customer Success – How Innovative Companies Are Reducing Churn and Growing Recurring Revenue*, Nick Mehta, Dan Steinman, and Lincoln Murphy
<https://www.amazon.com/Customer-Success-Innovative-Companies-Recurring/dp/1119167965>
- b. *Practical Customer Success Management – A Best Practice Framework for Rapid Generation of Customer Success*, Rick Adams
<https://practicalcsm.com/academy/>
- c. *Farm Don't Hunt: The Definitive Guide to Customer Success* by Guy Nirpaz
<https://www.totango.com/farm-dont-hunt>
- d. *Technology-as-a-Service Blueprint: How to Grow a Profitable Subscription Business*, Thomas Lah
<https://www.amazon.com/Technology-as-Service-Playbook-Profitable-Subscription/dp/098604623X>
- e. *B4B – How Technology and Big Data are Reinventing the Customer-Supplier Relationship*, JB Wood, Todd Hewlin and Thomas Lah
<https://www.amazon.sg/B4B-Technology-Reinventing-Customer-Supplier-Relationship/dp/0986046205>
- f. *The Customer Success Professional's Handbook – Ashvin Vaidyanathan & Ruben Rabago*
<https://www.amazon.sg/Customer-Success-Professionals-Handbook-Careers-While/dp/1119624614>

References for section 3.1

1. TSIA <https://www.tsia.com/blog/changing-engagement-models>
2. Everything You Need to Write A Customer Success Manager Job Description. <https://builtin.com/job-descriptions/customer-success-manager-job-description>
3. What makes a Great Customer Success Leader? by Kristen Hayer
<https://customer-success.getamity.com/amity-blog/what-makes-a-great-customer-success-leader>
4. 2017 Customer Success Compensation Study, June 2017
5. The Customer Success Professional Handbook – Ashvin Vaidyanathan & Ruben Rabago, pg. 233

3.2 | Creating a Customer Health Score

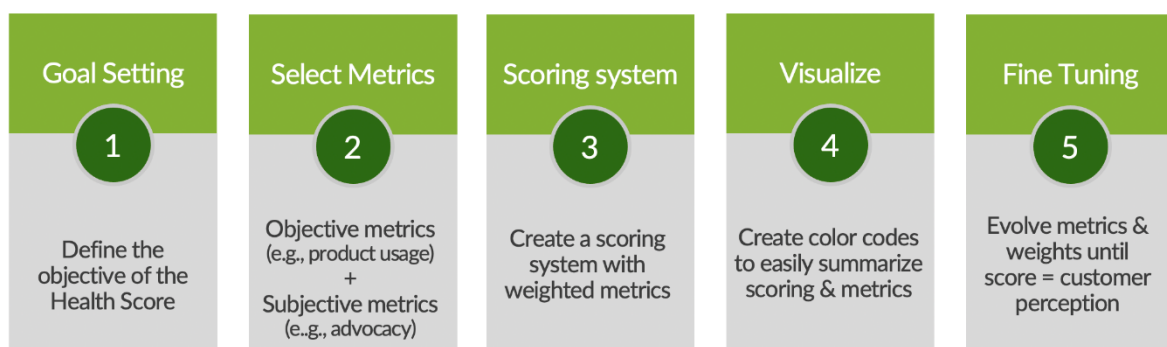
The Customer Health Score is a dashboard of metrics that the CSM can leverage to understand the relative health of the customer account. The score provides an accurate assessment of the state at which the customer is utilizing the IT solution as well as prospects for Renewal, Expansion, and Customer Advocacy.

As we recalled in section 1, in a subscription world the customer has the flexibility to leave if they are dissatisfied with your service. Hence, it is critical that any warning sign is detected as early as possible. A health score provides a leading indicator of customer churn and allows the partner to act decisively to actively mitigate problems and potentially prevent customers from leaving. The health score also provides indicators to Expand opportunities.

Health scores vary by industry, and how you calculate them for your company will depend on the customer behavior metrics that you find most valuable. Common examples of the metrics include:

- Product usage
- Product quality (Customer Support cases)
- Customer feedback/sentiment
- Sponsor coverage/customer advocacy
- Customer financial health

3.2.1 How to Create a Customer Health Score ^[1]



Step 1 – Define Customer Health

- The first step is to establish a goal for your customer health score. Will it alert you to churn? Or will you also leverage it to check on the progress of adoption and expansion?
- Determine what your score will represent and how this metric will fit in your greater customer success strategy.

Step 2 – Select Your Predictive Metrics

- With your goals set, the next step is to select the metrics you will use to evaluate customer health. These are typically customer behavior metrics that signal when a customer is going to perform a specific action (such as terminating the subscription contract).




- Metrics can be quantitative (objective) such as product usage, product quality, and NPS. These data can be retrieved through product telemetry or other internal systems such as ITSM system, CRM, etc.
- Metrics can also be qualitative (subjective), such as sponsor coverage and customer advocacy. This is usually a value input by the CSM, Sales, or by management based on their assessment of the situation.
- Identify the top five to ten metrics that will be most effective in helping to predict churn, measure adoption, and perhaps expansion potential. The Excel template has listed seven common metrics to start with.
- Also, remember that some metrics may be more important than others and hence there will be a weightage assigned to each metric.

Step 3 – Create a Scoring System

- The next step is to create a scoring system, e.g., 1 to 100% for product usage, 1 to 5 for customer sat score, etc. The idea is to create a system that provides you with an overall score that summarizes the metrics you chose. If a customer is using your products and enjoys working with your business, they should have a positive score. If they are unsatisfied and thinking about switching to a competitor, their score should alert you to that risk.

Step 4 – Visualize Your Customer Health Score

- Visualize your score so everyone on your team can easily determine the health of an individual customer or account. There are a few ways you can do this, and the method that you choose will likely be guided by how your customer success team operates.
- The most common method is **color-coding**—Green for well, Yellow for taking notice, and Red for attention. Color-coding is simple but effective. This system is easy for employees to interpret and can help you provide fast responses.

 Doing well	The customer is doing well	Continue ongoing, standard customer nurturing to grow customer
 Take notice	The customer is somewhere in between. Left unchecked they might deteriorate to poor health	Monitor customer and continue driving towards more product value
 Requires attention!	The customer is not doing well. Left unchecked they will likely cancel their subscription at their next renewal event	Define and execute get well plan immediately

Step 5 – Fine-tune Your Scoring

- After your scoring system is set up, take some time to collect data. Test different combinations of metrics until you feel confident that your scores accurately represent customer perception. Once you have a sizable dataset, you can start adjusting your category of scores (adjusting the threshold for Green, Yellow, and Red).

3.2.2 Sample Customer Health Score

The table below provides a sample Customer Health Score selection, the scope of measurements and metrics owners. Juniper subscription is an ingredient in the overall partner solution. And, while Juniper will provide data on the performance of the software, partners need to develop their own health score metrics selection that accommodates the partner-branded aspects of their offer.

Table 3.2.2 – Customer Health Score metrics

Metrics	Description	Measurement(s)	Owner(s)
Product utilization – License activated	How much is the customer utilizing the product?	<ul style="list-style-type: none"> Account activation Number of logins Telemetry of data from the products 	CSM
Product utilization – Features activated	How much is the customer utilizing the product?	<ul style="list-style-type: none"> Basic features used Advance features used Telemetry of data from the products 	CSM
Support (Product quality)	<p>Is the product stable?</p> <p>How many tickets have been logged?</p> <p>How long does it take to resolve issues?</p>	Support ticket activity, including volume, turnaround, etc.	Services (ITSM)
Customer sentiment	Is the customer generally satisfied?	Customer Satisfaction survey or NPS	Sales, Marketing, CSM, or Services.
Sponsor coverage/customer advocacy	How are you covering the account, in particular your coverage of the sponsor and stakeholders?	This is usually a subjective measurement based on the assessment of the account by various contact points with the customer as well as the customer’s willingness to provide a testimonial, provide reference sites, or participating in speaking engagements.	CSM, Account Manager, Executive Management.
Customer financial health	<p>This will determine if the customer has the potential to Expand selling.</p> <p>Is the customer on an expansion drive or in a state of consolidation and cost-saving?</p>	<p>Does the customer make the payment on time?</p> <p>Is the customer healthy financially? Check the balance sheet if they are a listed company.</p>	Finance
Customer growth	<p>Is the customer growing?</p> <p>What is their Net Revenue Retention?</p>	<p>Solutions or services the customer has added since the initial contract/expand revenue.</p> <p>Measure the Net Spend compared to the initial contract.</p>	CSM

A sample health score worksheet is shown below for reference:

Weightage	15%	15%	14%	14%	14%	14%	14%	100%
Metrics Category	Utilization - Product Features	Utilization - License Activation	Support Tickets	Customer Sentiment (NPS/Cust Sat)	Sponsor Coverage/ Customer Advocacy	Customer Financial Health	Customer Growth	
Rating	1	2	2	3	2	3	1	
								Overall Health Score *
Weighted Score	0.15	0.3	0.28	0.42	0.28	0.42	0.14	1.990

*Full score is 3

In this case, each of the metrics has been assigned a different weight (15% or 14%). An overall health score is usually created to provide a single consolidated health index.

A [Customer Health Score template](#) is provided on Partner Center. See Appendix 6.

References for section 3.2

1. How to Score the Health of your Customer & Accounts by Clint Fontanella (HubSpot)
<https://blog.hubspot.com/service/customer-health-score#:~:text=Customer%20health%20scores%20help%20account,customer%20before%20it's%20too%20late.>

3.3 | Leveraging a Customer Success Tool

A Customer Success tool enables the CSM to be more effective by offering a full 360-degree view of consolidated customer information, providing a dashboard, and automating the processes for Customer Success activities.

While there are other specific customer management tools that are used for technical support such as the Jira ticketing tool and the Salesforce sales pipeline tool, the CSM should have a purpose-built Customer Success tool. Customer Success software is used by businesses to ensure, through interactions with the company, that customers achieve the expected outcomes.

The Customer Success tool is built using a detailed analysis of past behavior to create a health score that predicts future customer satisfaction, identifies any red flags, and enables the CSM to proactively engage the customer, which then improves customer retention rates. Customer Success software often integrates with CRM software, help desk software, and other tools. [1]

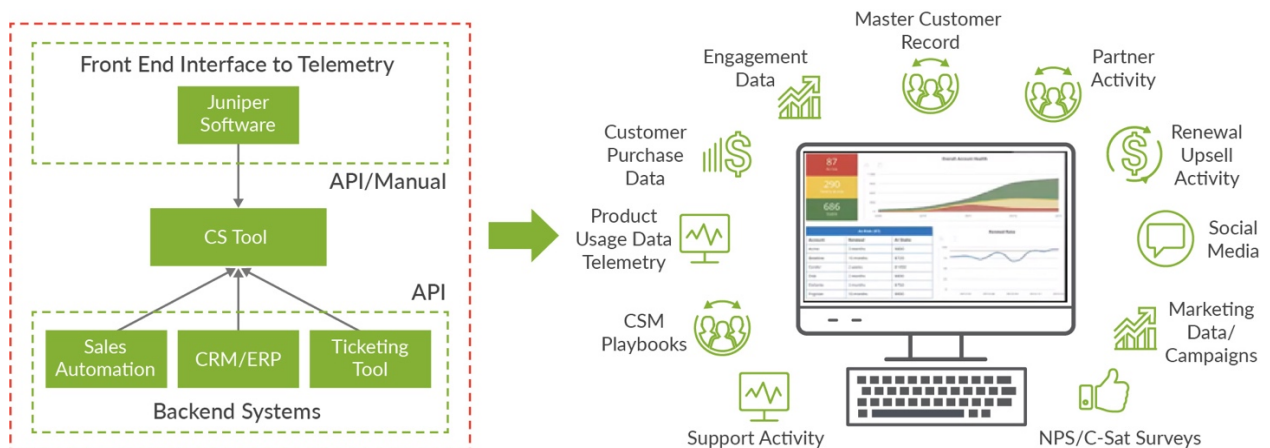
3.3.1 Customer Success Tool Architecture

A Customer Success tool does not work in isolation. In order to provide insights and analysis, the software needs to integrate with various other systems, as shown in Figure 3.3.1 below.

For internal information such as customer information, renewal dates, revenue amounts, helpdesk tickets, etc., the Customer Success tool will need to be integrated with other CRM, ERP, and ticketing tools.

For external information such as telemetry from products such as license activation, features activations, and solution utilization, the Customer Success tool must integrate with product telemetry data. In both cases, API integration is preferred if available. Otherwise, manual data feed to the tool should be used.

Figure 3.3.1 – Customer Success tool architecture



3.3.2 CSM Tool vs CRM/ERP Tool

Many people have associated CRM/ERP and sales automation tools as being adequate as a Customer Success tool. These tools, however, are built with a different purpose in mind, as described below [2]:

- Customer Relationship Management (CRM): a comprehensive term that refers to all the ways a business manages the data of their business relationships.
- Salesforce Automation (SFA): a tool specifically designed to manage sales pipelines. Its primary functionality is built upon tracking opportunities.
- Customer Success Management (CSM): a process that is dedicated to managing the work associated with delivering continuous value to customers. CSM tools manage work around best practices for Customer Success and are built around customer engagement models.
- Key differences between tools:
 - Salesforce Automation (SFA) is focused on opportunity management, while Customer Success Management is focused on managing the ongoing delivery of value and the assessment of outcome attainment.
 - Not only do the functions within the organization differ, but the tools designed for these functions also operate differently. SFA tools are not designed to manage triggered workstreams while CSMs are (or should).

Table 3.3.2 – Why your CRM is not enough ^[2]

	CRM (Customer Relationship Management)	CSM (Customer Success Management)
Focus	Focused on opportunity management. These activities are typically manual and exist within accounts.	Focused on engagement and lifecycle management.
Purpose	CRM tools are designed to manage workstreams based upon inputs (data entered by sales, 'gut instinct.')	Designed to manage workstreams that combine data from external/internal platforms and rely on triggers (based upon fact; health scores NPS, usage data, etc.)
Function Area	Support at relatively uniform sales process. Despite changes, most buyer journeys follow a similar path.	Support complex customer lifecycles. These can change in an instant... few customer journeys look identical.
Task Setting	Allow for task setting and assignment, but automated task creation is usually limited to date ranges.	Allow for automatic task setting key data points like product usage over a period of time in your customer's journey.

3.3.3 Major Features of a Customer Success Tool

To qualify for inclusion in the Customer Success category, a product must:



Build or identify customer profiles
Capture customer data, history and feedback including survey results, invoice history, marketing engagement and/or team interactions

Engage customers throughout the lifecycle
Provide Call-to-Action (CTA) and customer success scores based on the analysis of data

Predict future customer growth or red flags based on data related to interactions, payments, inquiries and more (correlation ability)
Provide Call-to-action (CTA) and customer success scores based on the analysis of data

Augment the high touch CSM to engage the low and digital/tech touch customer base via digital touch and self-service

Common questions to ask about the functionality of the CSM tool ^[3]:

- Do you provide a **dashboard that offers a 360-degree view** of the customer across purchases, product usage and adoption, key milestones, support cases, payment history, reference activity, survey responses, and other factors?
- Do you allow users to define a **customer health scoring model** and apply automation?
- Can I easily **track adoption** by the customer, by the user, or by a group of customers based on certain metrics or KPIs?
- Can I **benchmark customers** across median customers and best-in-class customers on a variety of metrics?
- Can I **filter all data and reports** by all fields in my CRM system (e.g., renewal date, industry, etc.)?
- Can I **integrate with third-party** client satisfaction measurement systems and/or deliver surveys natively from the system?
- Does the system require separate user login, or does it integrate with my CRM system?
- Does the system require a **separate user interface**, or can 100% of the functionality be completed from my CRM system?
- Can the system **create tasks** within my CRM system?
- Can I **manage proactive and recurring touches** (e.g., quarterly business reviews or monthly health checks) in the system?
- Can I get an **early warning regarding at-risk customers** and manage those customers through an easy-to-use workflow?
- Can I get **alerts about upsell opportunities** and manage these customers through an easy-to-use workflow?

- For each early warning or upsell trigger, can my Customer Success team get a standard set of **recommended actions**?
- Can I **produce PDF reports** to present to my customers about their Adoption and success with my products and services?
- Can I produce **customizable dashboards** for various audiences to report on and trend the metrics in the CSM platform?

Sample screenshots of Customer Success tool functions:

Figure 3.3.3.1 – Customer Success Health Score Report

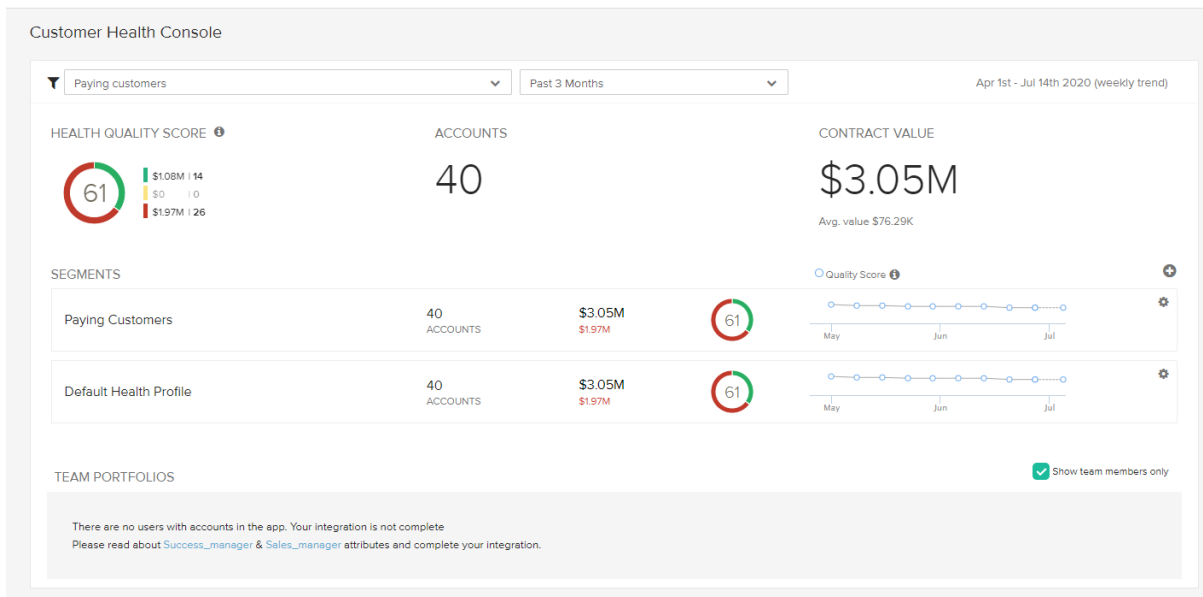
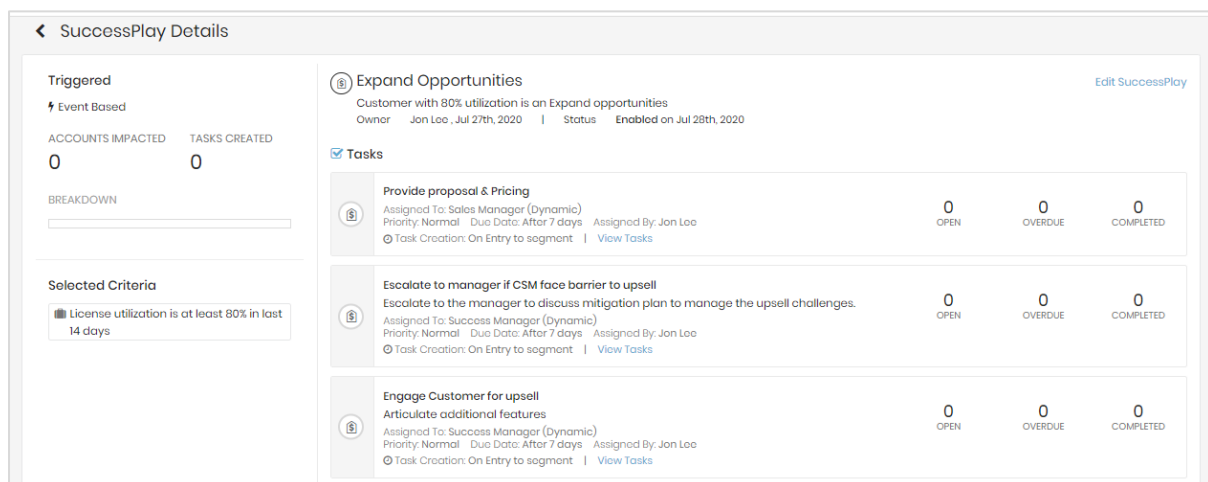


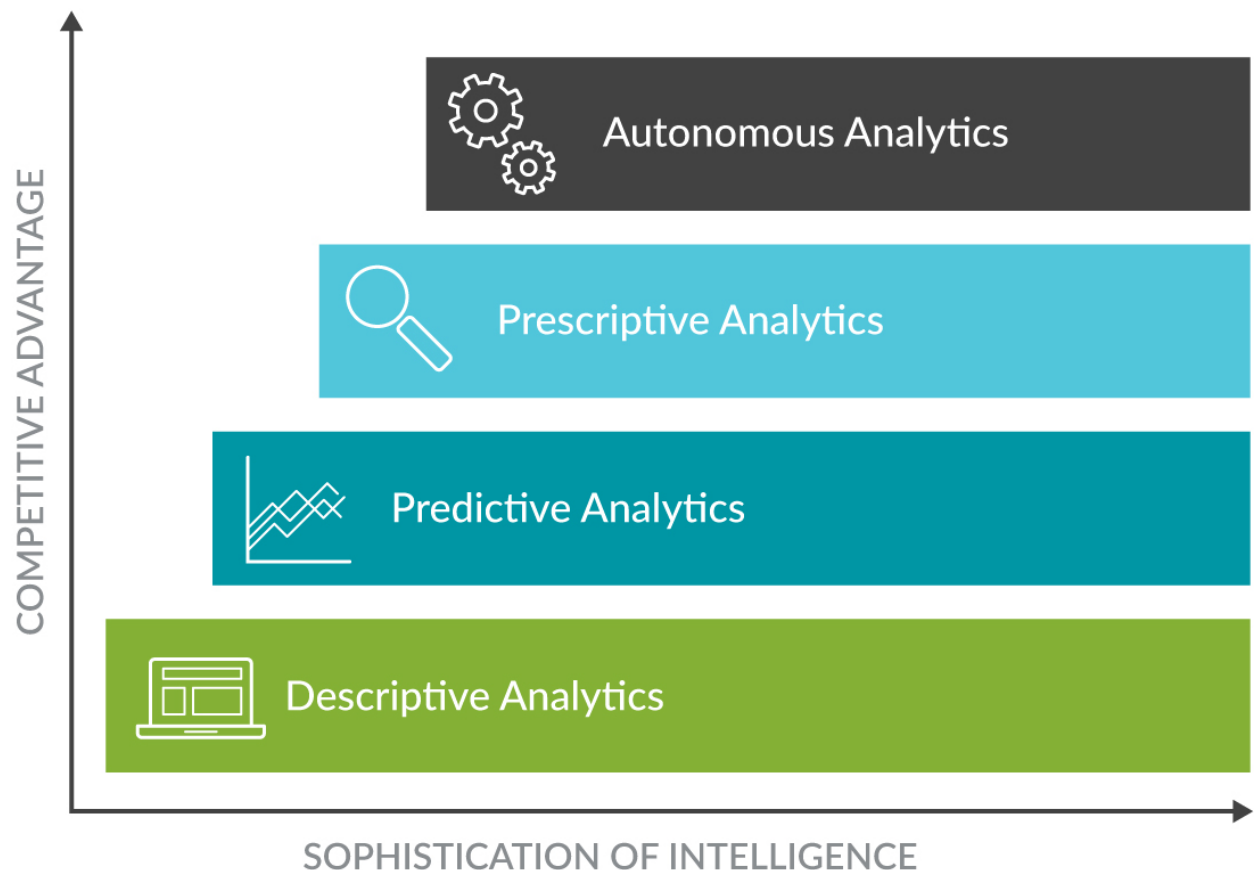
Figure 3.3.3.2 Call-To-Action (CTA) task setting



3.3.4 Analytics Feature of a Customer Success Tool

One of the main features of a Customer Success tool is that it can provide in-depth analytics. However, not all analytics are the same and not all tools deliver the same value of analytics. As seen in figure 3.3.4, there are 4 levels of analytics, starting from descriptive to predictive to prescriptive and working up the maturity model eventually to an autonomous analysis. Almost all purpose-built Customer Success tools provide descriptive analytics; the differentiation will come from their ability to provide more advanced level analytics.

Figure 3.3.4 - Data-driven customer insights maturity model ^[4]



Autonomous Analytics:

- *Machine Learning*: What can we learn from the data?

Prescriptive Analytics:

- *Optimization*: What's the best that can happen?
- *Experimental design*: What happens if we try this?

Predictive Analytics:

- *Predictive modeling*: What will happen next?
- *Forecasting/extrapolation*: What if these trends continue?
- *Statistical analysis*: Why is this happening?

Descriptive Analytics:

- *Alerts*: What actions are needed?
- *Query/drill down*: What exactly is the problem?
- *Ad hoc reports*: How many, how often, where?
- *Standard reports*: What happened?

3.3.5 Customer Success Tools in the Market

The G2 grid ^[5] on Customer Success provided in g2.com is a useful source of information to understand the market landscape of the various Customer Success tools. It compares over 30 different tools in a 2X2 grid depicting Niche, Contenders, High Performers, and Leaders. The ratings in the report are based on a snapshot of the user reviews and social data collected by G2 Crowd.

The grid is shown in appendix 4.

Sample screenshots of a few common CSM tools are shown below for reference.

Figure 3.3.5.1 – Totango dashboard

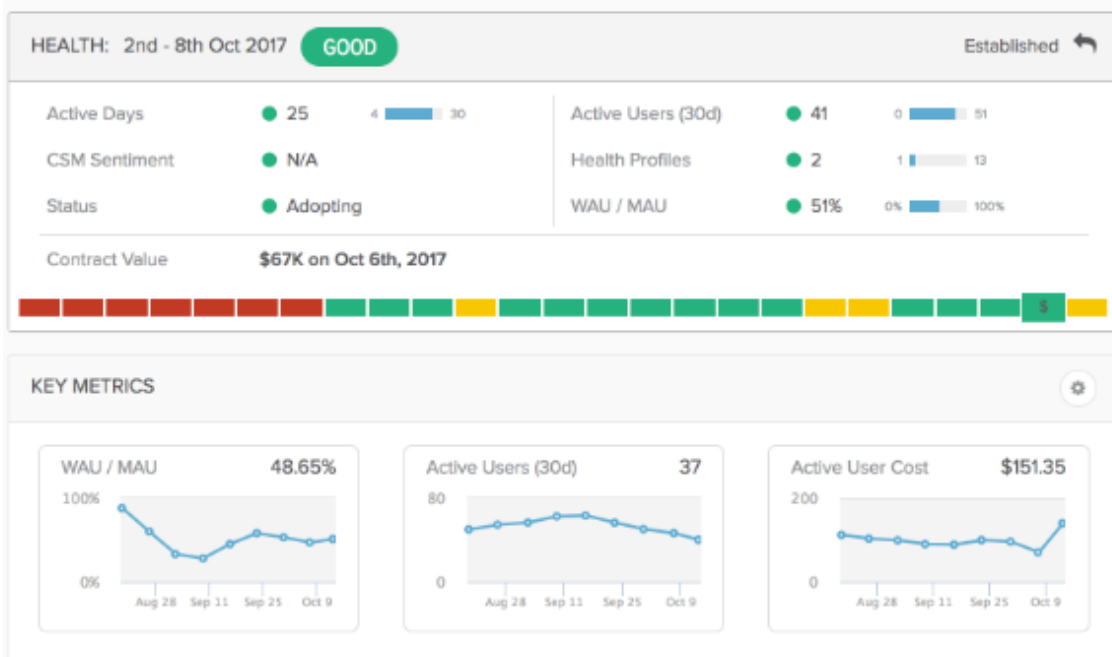


Figure 3.3.5.2 – Gainsight dashboard

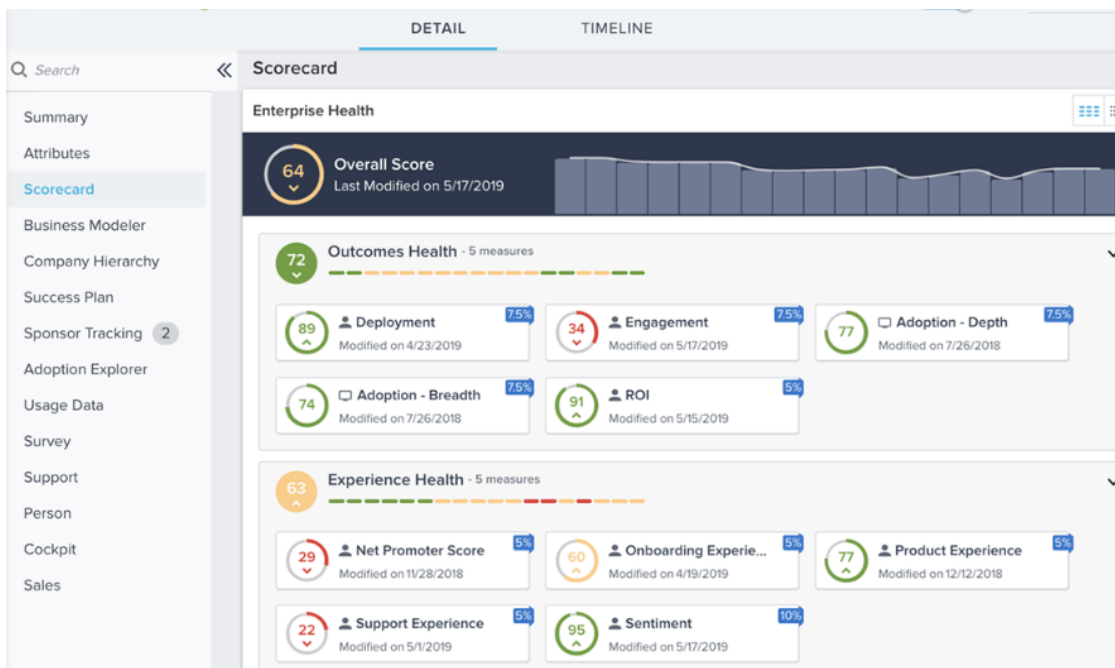


Figure 3.3.5.3 – ClientSuccess dashboard



Although the Customer Success tool is a key component of the Customer Success practice, **the technology itself is not a silver bullet for every problem.** The starting point is not the technology or tool; it must be developed in conjunction with the rest of the Customer Success initiatives, such as strategies, processes, people, Go-to-Market, etc.

Tool implementation demands a significant investment of time and money, so careful consideration has to be taken before choosing a tool. The tool that you select must be able to help you with your current tactics and processes, not the other way around.

3.4 | Juniper Tools

Juniper has made several tools available to partners to begin building their health score and give partner CSMs visibility into the status of their customers' subscriptions.

References for section 3.3

1. The definition is based on G2 Crowd – Grid@Report for Customer Success Spring 2019
2. Why your CRM is not enough – ChurnZero <https://cdn2.hubspot.net/hubfs/2485334/Collateral/CRM%20vs%20a%20CS%20System%20-%20Having%20the%20Right%20Tools.pdf>
3. The Essential Guide to Choosing a Customer Success Solution <https://www.gainsight.com/guides/the-essential-guide-to-choosing-a-customer-success-solution/>
4. Amazing Customer Experience at Scale – SAP, presented in TSIA webinar – The next level of scaling Customer Success <https://www.tsia.com/webinars/the-next-level-of-scaling-customer-success>
5. G2 grid for Customer Success <https://www.g2.com/categories/customer-success#grid>

3.4.1 Partner Software Subscription Dashboard

Within Tableau, the Partner software subscription dashboard provides a wide range of data on subscription performance, expiring subscriptions, past-due subscriptions, revenue opportunities, current and historical renewal rates, and more.

Partners can access the dashboard at:

<https://enterprisetableau.juniper.net/#/views/GTMSupportServicesPartners/SubscriptionPerformance?iid=1>

3.4.2 Juniper Agile Licensing (JAL)

The Juniper Agile Licensing (JAL) Portal is the new license management portal that Juniper customers and partners can use to manage their Juniper software licenses. The portal provides an account-wide view of entitlements and activations, which can be used to determine the product utilization portion of a Health Score.

For more information about JAL, please visit:

https://www.juniper.net/documentation/en_US/release-independent/licensing/topics/topic-map/jal-overview.html#jd0e38

3.4.3 Juniper APIs

The Juniper Support Service Request APIs (Application Programming Interfaces) are a well-defined set of APIs that enable Juniper partners to integrate their Support CRM/ticketing systems with Juniper's Support CRM system. As part of this integration, partners can:

- Automatically create a Service Request (SR) in Juniper's Support CRM system based on a case/ticket/incident in their system.
- Manage the SR lifecycle via this API channel to update a case, attach files, escalate a case, or request case closure.
- Receive asynchronous updates to the SR made by Juniper Support engineers and/or other channel updates without the need to poll.

Clients integrating their support CRM/ticketing system with Juniper via this channel avoid duplication of data. The integration simplifies the process and reduces effort as users only need to enter the data once, in their CRM/ticketing system.

Juniper APIs can be used to determine the product stability portion of a Health Score.

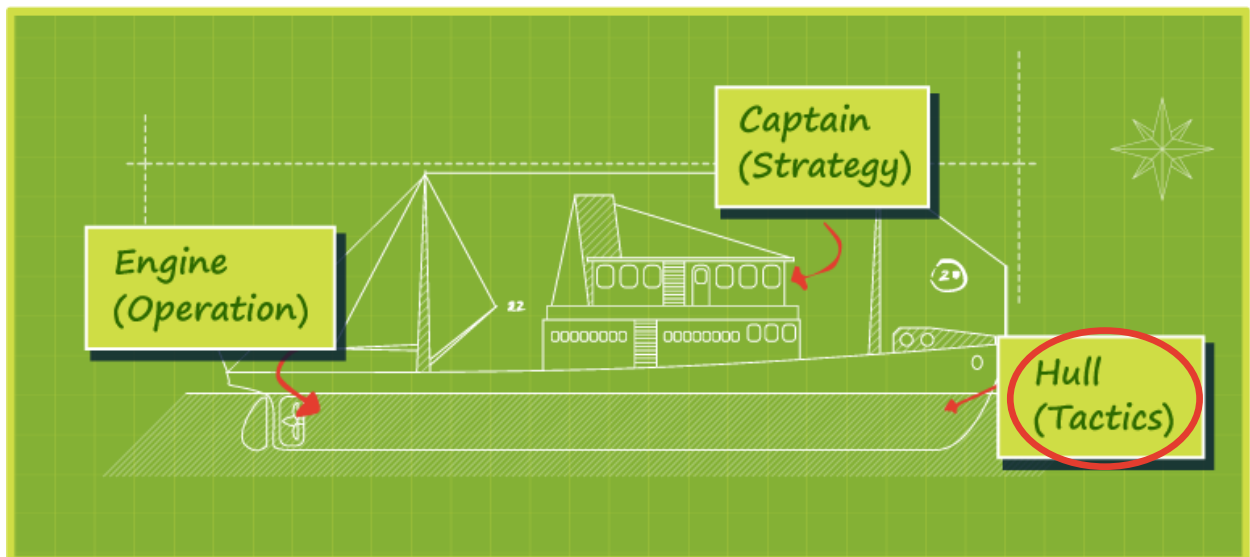
Integrating with Juniper's Support CRM system using Case APIs is simple. Decide on an authentication mechanism, review the onboarding process for the chosen authentication mechanism, and then complete this Onboarding Request Form.^[6] Juniper will contact you via email and provide a document with YOUR protected API URLs and other metadata. The support API link is also a useful reference.^[7] You can then commence integration testing in a non-production environment. Once the testing phase has been successfully completed, Juniper will develop your cutover plan for integrating into the production environment.

Section 4 | Tactics

The most visible aspect of business model transformation are the tactics. To extend the metaphor from the previous sections, if the captain of the ship symbolizes the strategy and the engine represents the operations, then the hull of the ship is a symbol for the tactics—the field execution and direct customer engagement that keeps the ship afloat. Tactics are the practical actions required to execute a recurring revenue business model.

While an organization’s strategy defines the long-term goals, tactics are much more concrete and often oriented toward smaller steps and a shorter time frame. Tactics are comprised of best practices and specific plans, often called initiatives ^[1].

Strategy describes the destination and how you are going to get there, and tactics describe the specific actions you are going to take along the way. In other words, “Think Strategically, Act Tactically.”



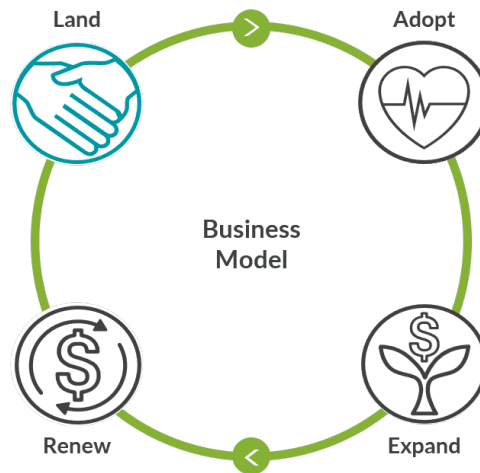
This module discusses the tactics associated with an end-to-end customer engagement model—the concept of the LAER model was briefly introduced earlier. In this section, the details of each phase will be discussed. The individuals typically leading these tactical engagements are the Account Manager (AM), the Customer Success Manager (CSM), and the Renewal Manager (RM).

The following lessons will cover the tactical aspects of business transformation. At the end of this module, you will be able to:

- Define outcome-based selling
- Breakdown three categories of adoption activities
- Differentiate between various adoption barriers
- Compare/contrast types of expand sales
- Identify the four critical handshakes

4.1 | Land

Outcome-based selling is a consultative approach to selling that focuses on the customer's desired outcomes in every stage of the sales process from pre-sales through post-sales and renewal.



The main difference between traditional selling and outcome-based selling is the focus on the customer's priorities (the things they care about) instead of your products and services (which they probably do not care about). In other words, you are selling the outcome, not the product. At Juniper Networks, outcome selling follows the MEDDIC approach.

MEDDIC is a sales methodology based on qualification and works on value messaging such as SWSI, SPIN, Challenger, Miller Heiman, PACTT, etc., leading to an outcome-based sale.

M	• Metrics: What is the economic impact of the solution; Proof points in \$ and/or %
E	• Economic Buyer: Has discretionary use of the funds; creates the budget
D	• Decision Criteria: Formal criteria to compare suppliers and their solution
D	• Decision Process: The process used to select & purchase a vendor's offering
I	• Identified Pain: The link between business outcomes and a compelling event
C	• Champion: Has the power & influence to drive the opportunity; actively sells on your behalf
C	• Competition: Strengths, weaknesses, differentiators, & identify <i>their</i> Champion

Why MEDDIC?

- **Consistency** - Clearly define stages with outcomes and exit criteria.
- **Uncover political agendas early** - Leverage your champion to define an influence map.

- **Forecast visibility** - Enforce consistent usage of SFDC, resulting in better data hygiene and improved pipeline accuracy.
- **Supply** - Align expectations of manufacturing triggers to properly plan for supply availability.
- **Lead Capture** - Document contacts to better understand which marketing activities are creating and accelerating the pipeline and providing context for future outreach.

Figure 4.1.2 - Value Conversation Framework

Find Your Mantra

- “What I hear you saying Mr./Mrs. Customer is that these are the **Positive Business Outcomes** you’re trying to achieve...
- Here are *challenges* you may encounter
- In order to achieve these outcomes, we agreed that these are the **Required Capabilities** you’re going to need...
- And you’ll want to measure these capabilities with these **Metrics...**
- Let me tell you **How We Do It...**
- Let me tell you **How We Do It Better/Differently...**
- But don’t take my word for it... **(Proof Points)”**

Get the Customer Thinking

- How are things working now?
- How would you like them to be?
- What’s required to get there?

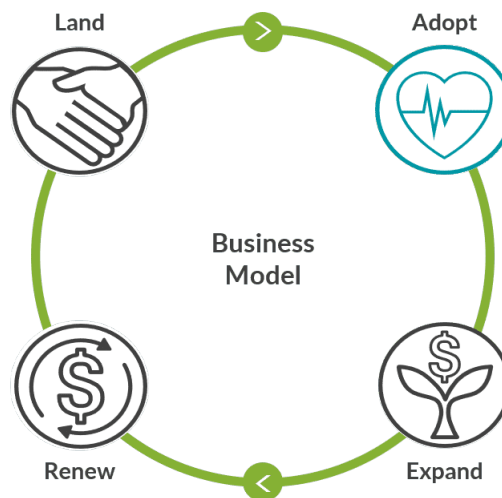
4.1.1 Resources for Selling Business Outcomes

The Juniper Sales Plays serve as a guide for you to identify how the customer defines value, which will then guide the conversation to the relevant differentiation of Juniper’s solution to solve the customer’s pain points. The plays are used to help you map the buyer’s journey to our sales process. They should serve as a guide for consistently communicating our differentiated value with new prospects and current customers in order to uncover new sales opportunities. The guides also cover implementation and onboarding.

- Sales Playbook #1: [Automated Data Center](#)
- Sales Playbook #2: [Secure SD Branch](#)
- Sales Playbook #3: [Mist AI Driven Wired and Wireless Access Sales Playbook](#)

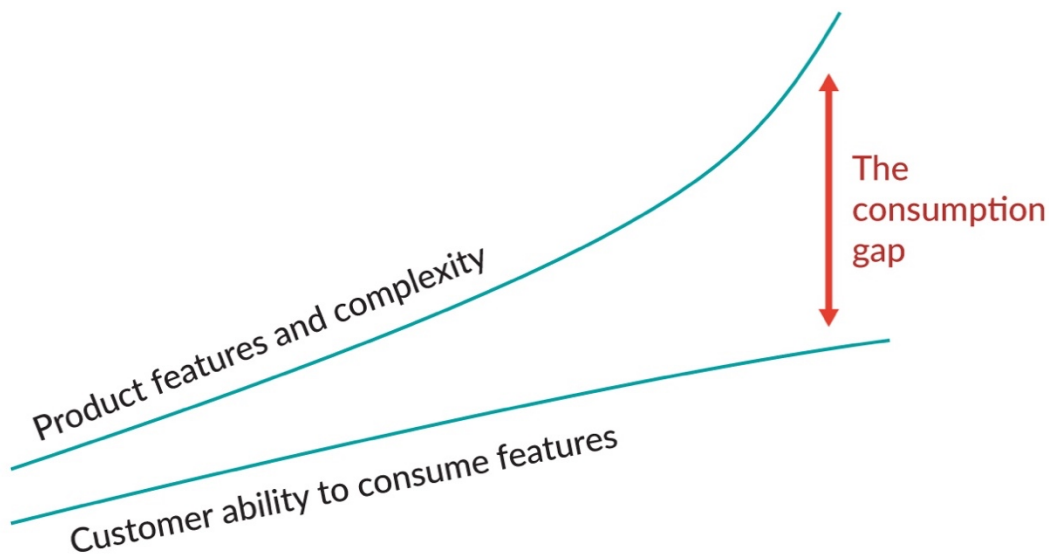
4.2 | Adopt

As discussed in section 1, Adopt and Expand are the two new stages in a subscription world. Unlike the traditional model where a customer purchases a product on a perpetual basis, the customer in a subscription model may terminate their subscription when it is due if they are not using it or if they are unhappy with the products or services.



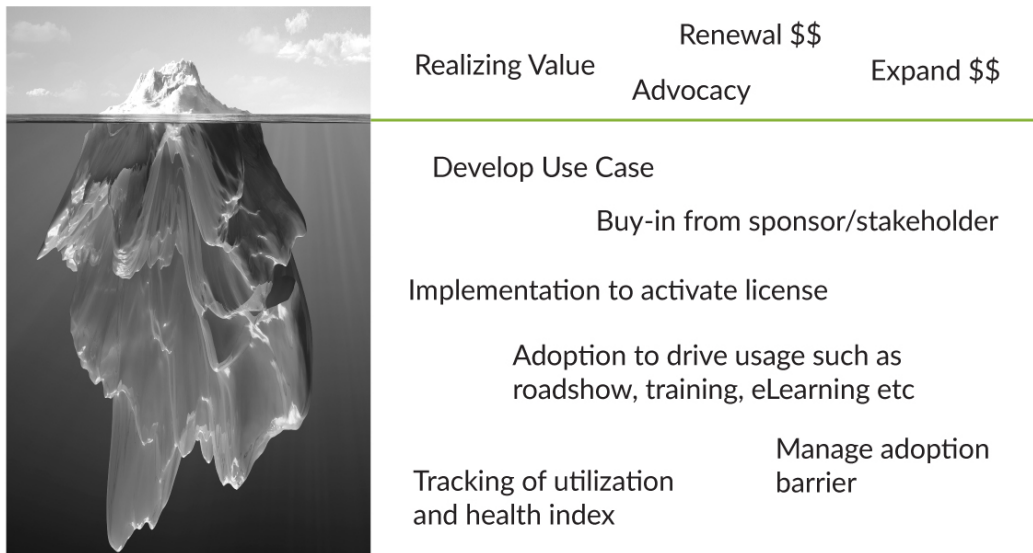
This is particularly crucial if there is a consumption gap^[1]. The consumption gap is defined as the gap between the product features/complexity and the customer's ability to consume it. Adoption plays an important role in bridging the gap in the shortest possible time.

Figure 4.2 – The Consumption Gap ^[1]



Source: Complexity Avalanche, J. B. Wood

As shown in the "iceberg" illustration below, realizing the value of the solution is not a straightforward task. Hidden beneath the surface are many activities that are required to ensure that value realization happens.



Many have confused the implementation of the solution as adoption/realization. The installation of the solution is only the start of the customer journey. Adoption actually begins immediately after the solution is ready for use. "Adoption" means having the entire customer organization embrace the new solution, wrap it into their workflow, and become more effective as a result. ^[2]

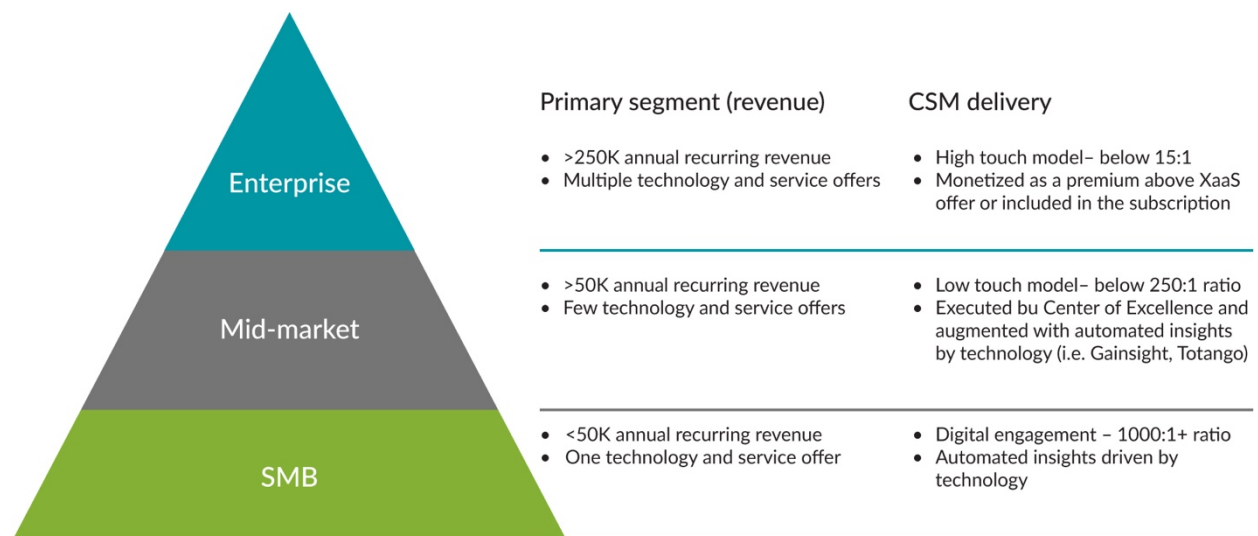
There are two main approaches to integrating the Adoption stage:

1. Integrate into project execution
2. Integrate into ongoing customer engagement

For the first approach, the cost of adoption can be a factor in the project cost (part of implementation cost or change management cost). For this to happen, the CSM team needs to be involved upfront during the pre-sales stage when the deal is about to complete. This ensures that the proposed solution is complete and inclusive of the adoption component, and there is a budget allocated for the adoption activities.

Alternatively, if there is a budget constraint, adoption can be offered for free depending on the strategic nature of the deal. The adoption plan, in this case, will be scaled down with minimum resources involved and likely to be of self-service nature (e.g., leveraging self-paced eLearning or generic content).

For the second approach, adoption services could apply to all three tiers (high touch, low touch, and digital touch) as part of the support from the CSM. Adoption must continue on an ongoing basis so that consumption can be maintained, and customers continue to see the value. This will eventually also impact renewal and expansion decisions.



For **high touch** accounts, this could be an opportunity to position for-fee adoption by articulating the value such as customized instructor-led training that has more interactive engagement and is more effective. Other value-added services include detailed utilization reports and regular technology updates that map to specific use cases.

For **low touch** or **digital touch** accounts, adoption would be a for-free option. This will correspond to a different level of the adoption plan, such as pointing the customer to a portal for a self-paced eLearning module or joining one of the one-to-many technology update webinars.

4.2.1 Creating a Success Plan

Adoption, as highlighted in section 4.2, is the stage where partners support their customers to effectively utilize the product to achieve their business outcomes through a series of initiatives. This is one of the key responsibilities of the CSM, and the focus of this section is on the creation of a Success plan using a simple template.

A Success Plan is a document that provides a proposal for the approach and activities. The end goal is for the Success Plan to be signed off by the customer ^[2]. A sample template is shown below:

Table 4.2.1 – Sample Success Plan template

Section	Description
Executive Summary	A brief (half to one page) summary of the proposal, including a brief of the objectives, proposed activities, costs (if any), timescales, measurements, and reporting.
Adoption Objectives	An explanation of the initiatives that the solution supports and the outcome to be attained from the successful solution adoption.
Adoption Activities	A high-level description of the adoption activities* that will be completed as part of the Success plan.
Finances and Timescales	Details of expenditures (if any) and timeframes for each adoption phase and overall.
Measurement and Reporting	Details of measurements and reporting for each adoption phase and overall.
Key Risks	Details of any substantial risks (e.g., adoption barriers) that have been identified and that were not avoided within the plan, together with the proposed steps for managing them should they occur.
Appendices	Other information to support the proposal. This might include details around personnel to be deployed, third parties who will be involved (e.g., external trainers), research and planning methodologies, and research findings.

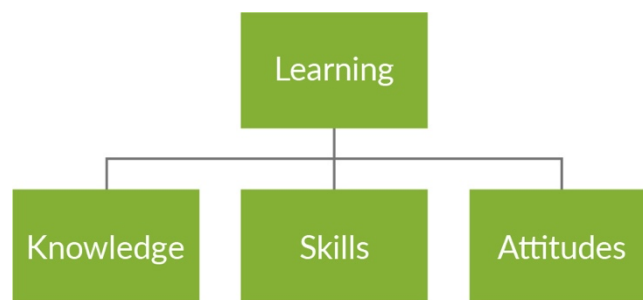
*See section 4.2.2 for more detail.

4.2.2 Adoption Activities

In general, there are broadly three types of Adoption activities ^[3]:

1. Communication activities
2. Training activities
3. Support activities

The three types of activities are targeted at enabling the knowledge transfer to bridge the consumption gap. These activities are targeted at the different learning needs in Knowledge, Skills, Attitude, commonly referred to as KSA. KSA is defined as following ^[4]:



Knowledge - Knowledge is the things you know and include facts, concepts, or domain models. It is something that you have conscious access to and can tell someone about, such as the knowledge of networking or programming.

Skills - Skills are the things you do, such as designing a network or coding a program. Almost always, you will use knowledge when you perform a skill.

Attitudes - (also called dispositions) are what you tend to do. Attitude is one of the most important factors of learning because while knowledge and skills give a person potential, attitude is what determines their level of performance and controls the person's motivational level. For example, a staff member may know about programming and have the skill to do the coding, but is not motivated to do it due to the heavy workload and perceived low compensation as compared to other jobs.

4.2.2.1 Communication Activities

This is usually the first type of activity to occur, and it is used early on to inform everyone about the upcoming change. Communication is also used throughout the adoption process to keep people informed about what is currently happening and what will happen next, who will be affected, why it is happening, when it is happening, where it will happen, and how it is happening.

Many types of communication channels and formats can be used depending on the situation, including emails, texts, intranet posts, posters, leaflets, phone calls, town hall meetings, virtual meetings, etc.

Communication should be used to address the potential attitudinal problems with the impacted users—the “A” in the Knowledge, Skills, Attitude (KSA) competency framework. Without the

cooperation of the impacted users, it will be difficult for change to occur. Therefore, effective communication is a critical component of an adoption plan.

4.2.2.2 Training Activities

Training is aimed at filling the “K” (Knowledge) and “S” (Skills) competency gap of KSA. Knowledge is often best provided by providing both the concepts and examples, while Skills are usually learned by performing the activity itself, through hands-on lab exercises or case studies.

Before embarking on the training activities, sufficient preparation work is required, such as understanding the intended audience, determining the mode of delivery (e.g., live instructor-led classes, self-service eLearning), amount of exercise required (labs, case studies) and post-training follow up such as tests/quizzes to rate if the students have attained the right level of Knowledge and Skills.

4.2.2.3 Support Activities

Lastly, it is important to ensure that the changes can be maintained by providing the necessary post-change support activities. Some of the common user support challenges include process-related problems, tool-related problems, knowledge and skills gaps, user errors, additional user needs (e.g., additional features not covered in training), emotional support, technical problems, etc.

Below is a list of support activities that will help to mitigate these challenges:

Table 4.2.2.3 – List of Support Activities

List of Support Activities	Description
Formal telephone support line (help desk)	Access to professional assistance via telephone.
Internet-based support tool (help desk)	Access to professional assistance via an internet-based tool.
FAQ (Frequently Asked Questions)	Pre-created Q&A to answer common questions.
Video tutorials	Just-in-time training for specific tasks.
Mentoring and coaching	Human-resourced support and guidance.
Reminder emails focusing on “Did you know” tips	Reinforcement of new methods and information about advanced features.

The role of the CSM during the Adopt phase is to interface with the customer’s stakeholders to ensure that the Adoption Plan aligns with expectations as well as to coordinate the appropriate resources to deliver Adopt activities.

The CSM may also be involved in executing first level Adopt activities such as simple communication plans, informal training, or compiling the FAQs. The CSM's main coordination activity is with internal teams (such as professional services and training) or external third-party teams (external agencies or training companies) to implement the rest of the Adopt activities, including the formal communication plans, instructor-led training, interactive e-Learning modules, video tutorials, and video messages. These are likely to be a for-fee engagement.

The CSM must ensure that all Adopt activities are delivered on time and to expectations as well as to resolve any discrepancies

Table 4.2.2.4 – Sample of Adoption activities

Impacted Group (Target Audience)	Name	Description	Changes	Communication	Training	Support
Group 1	IT support team of the customer	10 in network support team (level 2) and 10 in network operation center (level 1)	New Software Defined Network provide programmability onto the network and align to the policy	<p>First communication from CTO on the need for the new Software Defined Network to make IT more agile and respond to business need. This is also part of the company digital transformation.</p> <p>Second communication from IT director/manager on the detail of the changes such as model of the product, architect flow and associated training to support the changes.</p>	5 days Instructor Led Training (ILT) covering – overview of the new architecture, concept of Software Defined Network, hands-on lab and test	<p>Initial support from the solution provider by standing by a certified engineer on-site to support the IT team of any network problem.</p> <p>Appointing a mentor from solution provider to provide continuous support and knowledge transfer.</p> <p>Access to the library and supporting material such as video tutorial from the solution provider.</p>
Group 2	Line of business (LOB) of the customer	50 staff from the marketing department	New Software Defined Network will be able to prioritize the traffic from the marketing campaign	First communication from CTO on the need for the new Software Defined Network to make IT more agile and respond to business need. This is also part of the company digital transformation.	Half day end-user training on mapping the marketing campaign to the new Software Defined Network.	<p>IT help desk to provide immediate support to any problem that the marketing user encounters.</p> <p>FAQ provide self-help option</p>

A [Success Plan template](#) is available on Partner Center. See Appendix 6.

4.2.3 Managing Adoption Barriers

The CSM is also responsible for managing any Adopt barriers, that is, any challenges or obstacles to successful adoption ^[5]. Therefore, it is important that adoption barriers be identified and addressed upfront.

Below is a list of potential barriers and the associated mitigation plan; note that this is not intended to be a complete list of potential barriers:

Table 4.2.3 – Sample of Adoption Barriers

Adoption Barriers	Mitigation Plan
Political issues	Should be addressed by the customer Project Sponsor.
Lack of support from the staff	Can be addressed via early communication that focuses on the benefits of the change and address “What is it in for me?” It can also be addressed by appointing a change champion among the staff to drive the desire for change.
Inadequate funding – e.g., limited budget for training	This can be addressed via exploring free online training or internal train-the-trainer program. Negotiate with the sponsor for new funding.
Lack of clarity regarding the changes to the process	This can be addressed via early communication that encompasses process changes. This can also be addressed via a pilot user group to iron out the process.
Lack of knowledge and skills	This can be addressed via training (LIVE class, on-line virtual class, self-paced eLearning module).

References for section 4.2

Consumption Economics: The New Rules of Tech by JB Wood

Practical Customer Success Management – A Best Practice Framework for Rapid Generation of Customer Success by Rick Adams, pg. 157

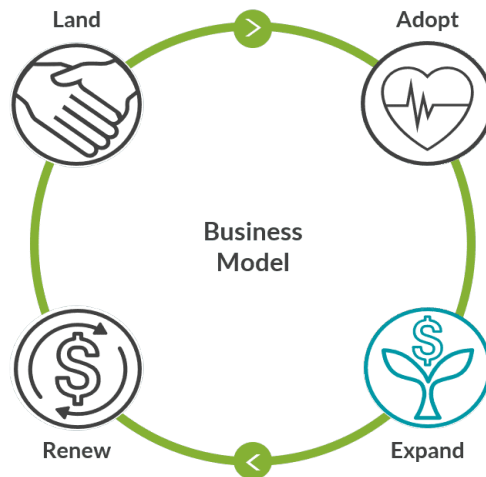
Practical Customer Success Management – A Best Practice Framework for Rapid Generation of Customer Success by Rick Adams, pg. 143

Knowledge, Skills, Attitudes – The difference between kinds of learning goals
<https://guides.loft.io/learning/define/knowledge-skills-attitudes/>

Practical Customer Success Management – A Best Practice Framework for Rapid Generation of Customer Success by Rick Adams, pg. 151

4.3 | Expand

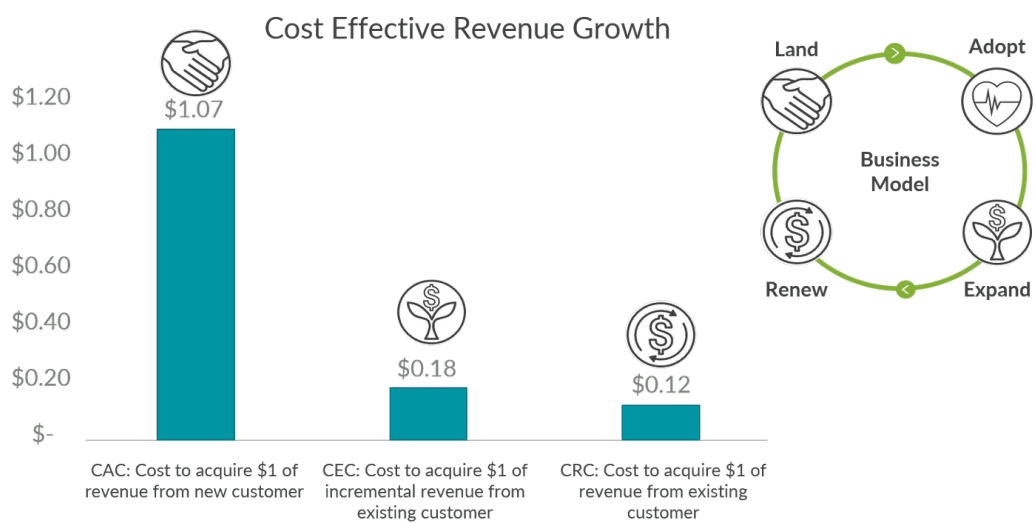
One of the most valuable contributions of the CSM is to expand and grow the existing customers or projects. In the era of the subscription model, customers usually start small; as they become comfortable and begin to realize their business outcomes, they then expand or grow from their base.



As highlighted in Section 2.3.1, recall the figure below relating to companies paying \$1.07 to acquire \$1 of revenue from a new customer. In comparison, it cost only \$0.18 to acquire \$1 of incremental revenue from existing customers.

Figure 4.3 – Building a business case for Customer Success

How Much Does \$1 Cost?



*TSIA: Building a Business case for Customer Success, January 2017

Through constant and close engagement, the CSM may be viewed positively as a trusted advisor to customers. This allows the CSM to identify and position up-selling and cross-selling opportunities.

There are broadly three kinds of Expand sales ^[1]:

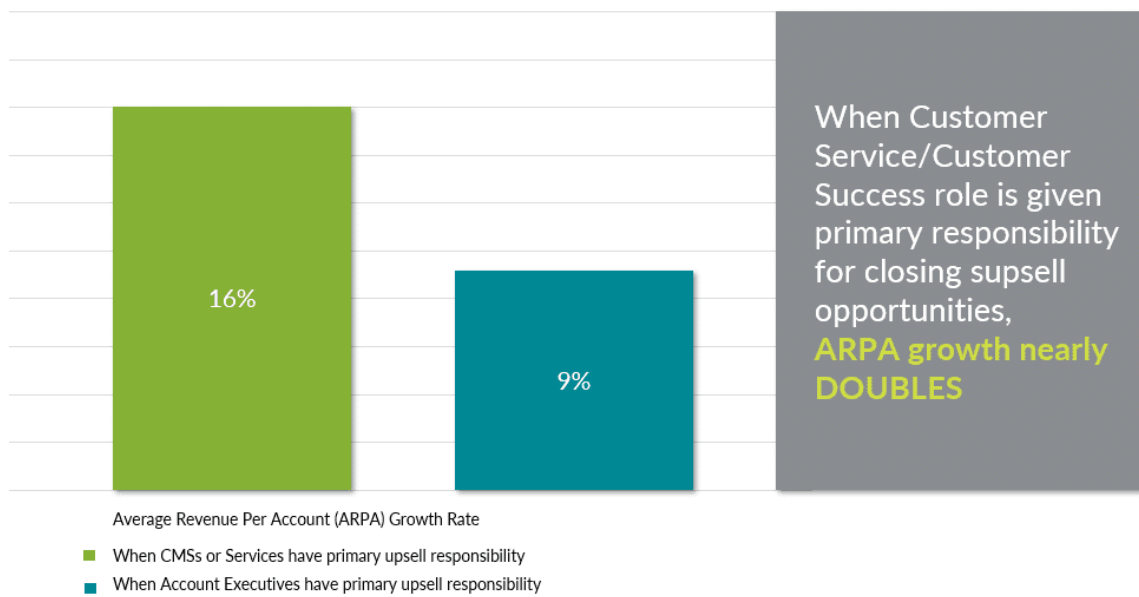
- **Upsell** – commonly understood to be selling more of the same offerings to an existing customer.
- **Cross-sell** – typically requires a new sales cycle because, while it may be the same offering, the offering is to a new business unit within the existing customer.
- **White space** – represents all other opportunities for expansion that are uncovered as a result of either ongoing discussions with customers or through the analysis of customer data in utilization and profiling.

Table 4.3 – Examples of Expansion Types

Type of Expansion	Examples
Upsell	Additional licenses for the rest of the users. Additional advanced features to support new business needs. Additional premium services, such as customized technical training.
Cross-sell	Selling the same solution to another business unit. Selling another solution (e.g., security in addition to the infrastructure) to the same or different business unit.
White space	Uncover new solutions through a joint effort by analyzing the traffic pattern and usage. Early involvement with the Line of Business as they start their business planning, leading to the co-creation of solutions to support their new business initiatives.

Research from TSIA has shown that when a CSM manages the up-sell opportunities, the ARPA (Average Revenue Per Account) growth nearly doubles (from 9% to 16%).

Figure 4.3.1 – Upsell responsibilities



Source: 2017 TSIA Upsell & Cross-Sell Survey

The suggested approach for Expand is as follows:

1. Identify expand opportunities through the following:
 - a. **Leverage ongoing customer interactions** – CSM can often uncover additional opportunities through conversations with customers, such as those in monthly or quarterly success reviews. Interactions may occur when discussing product end-of-life, new sites requiring IT solutions, etc.
 - b. **Leverage existing information** – CSM can interpret metrics in the Customer Success Tool such as health score, utilization rate, and customer satisfaction score in order to identify opportunities for expand selling. For example, comparing current usage to available feature sets and upselling advance feature licenses for more mature users.
2. Engage the customer on the identified Expand opportunities using the outcome-based selling approach by linking and customizing the proposed solution to the desired outcomes. For more extensive Expand opportunities, the Sales account team should be activated to jointly work on the solution.
3. Execute Proof of Value/Concept (POV/POC), if required, as part of the tool to validate the solution with the customer.
4. Close the Expand sales and ensure that these sales are being tagged to the respective CSM for future tracking of CSM performance.

In a mature Customer Success organization, the incremental revenue from Expand sales is another key KPI to measure the performance of the Customer Success team.

4.3.1 Accelerate Expand Selling

“Expand selling” is derived from the third stage in TSIA’s LAER Customer Engagement Model. The “E” in LAER is a critical phase in the customer journey because generating more revenue

from existing customers is a far more effective and efficient path to growth than acquiring new customers. Partners usually realize just 10% margin on product sales renewal, but they make 50% margin on their services. Therefore, when done properly, this growth will greatly support the profitability of the organization and yet without compromising Services and Customer Success teams' status as a Trusted Advisor ^[2].

The focus of this section is on identifying and managing Expand opportunities as well as the recommended messaging and the effective use of data for account intelligence to guide the Expand strategy.

Before going deeper into the Expand selling, a key point to highlight here is that the typical sales activities completed by Inside Sales and the Expand selling activities performed by the CSM are different ^[3]. The table below shows a comparison in terms of approach, measurement, and skillset.

The following table provide further comparison:

Table 4.3.1 – Expand selling by CSM vs quotation sales by Inside Sales

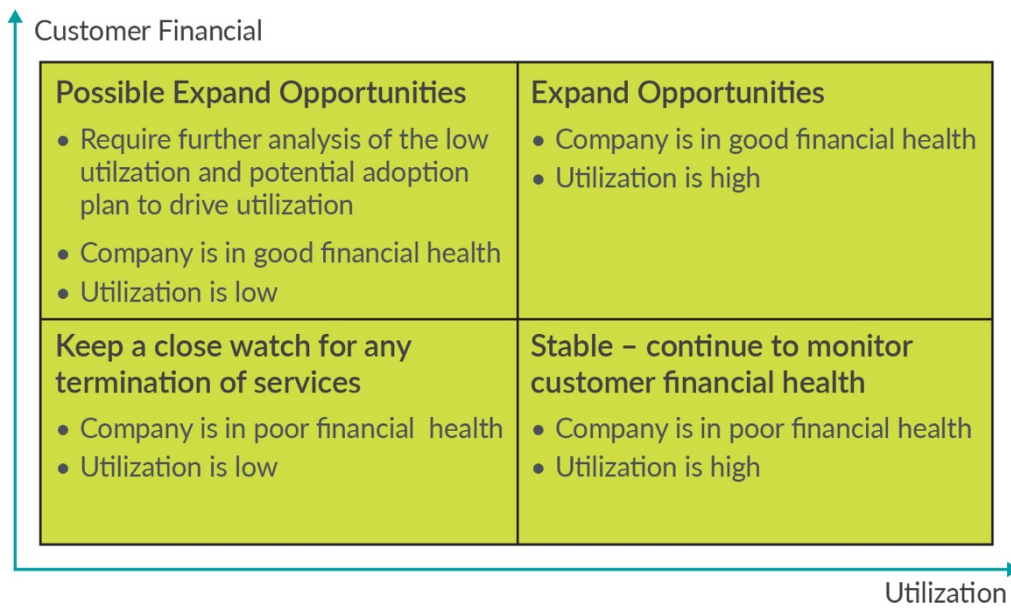
	Expand selling performed by CSM	Quotation sales performed by Inside Sales
Approach	Leveraging of existing data such as product usage and use cases to drive outcome-led sales. Usually a long sales cycle.	Leveraging of price negotiations and simple demonstrations to close the deal. Usually short sales cycle.
Measurement	<ul style="list-style-type: none"> Adoption activities completed Expand revenue achieved Renewal rate, etc. (see section 3.1.1 for more detail)	Number of quotes being generated and close rate.
Skillset	A seasoned Lead with technical knowledge of the solution and environment, and the ability to discuss specific outcomes. (see section 3.1.1 for more detail)	Primarily a salesperson who manages simple sales prospects and leads them to closure.

4.3.1.1 Expand Identification

Other than focusing on ongoing customer engagement and existing customer data as described in section 2.6.3, the CSM can also use a simple 2x2 matrix to place their customer on a specific quadrant and prioritize customers for Expand engagement.

The below matrix uses customer financial health (if they are financially healthy and hence willing to invest more) and utilization (if they are already consuming all their subscribed services).

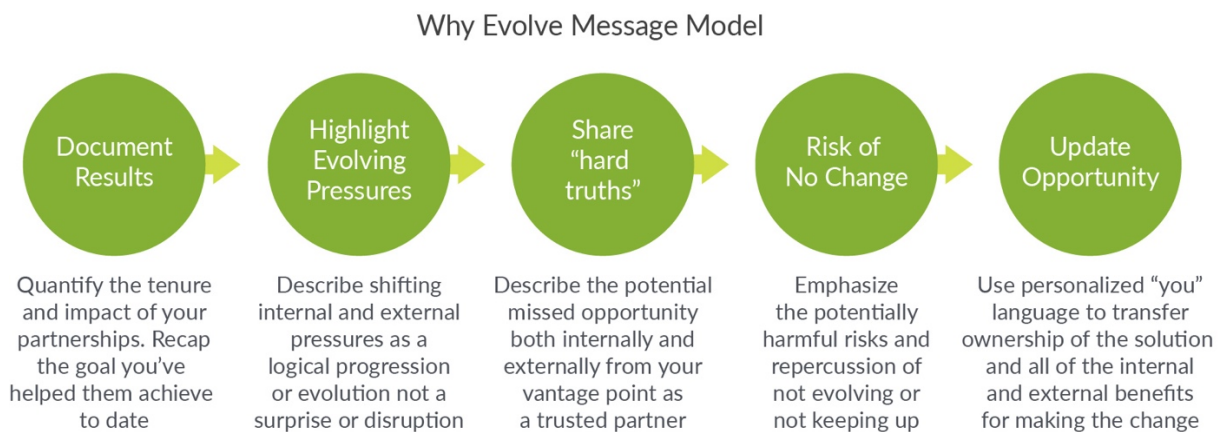
Figure 4.3.1.1 – Expansion classification matrix



4.3.1.2 Messaging for Upsell - The “Why Evolve” Conversation

Many partners struggle with Expand selling as CSMs may not be approaching the customer in the most effective way. In his book *The Expansion Sales*, Erik Peterson and Tim Riesterer highlight the “Why Evolve Message” model [4] as a basis of laying the groundwork to engage the customer to close an Expand sales.

Figure 4.3.1.2 – Why Evolve Message Model



Step 1 – Document Results

The most effective opening move is to reinforce the relationship by showing all of the beneficial things that the partner and the customer have done together. The focus is to show progress towards customer goals.

Step 2 – Highlight Evolving Pressures

As with anything else, business needs change, and technologies evolve. This is an opportunity to raise the idea of change to address changing internal needs and helping the company to address external market demand. However, CSMs must take note not to introduce anything radical but

rather to position changes as a logical progression of the customer’s current state, taking full advantage of being the incumbent.

Step 3 – Share “Hard Truths”

The role of a good partner is also to share hard truths. This is the most delicate step in the “Why Evolve” conversation but also the most critical. Hard truths are the gaps and shortfalls in the customer’s current approach—the approach that you helped construct.

It takes a great deal of transparency and some vulnerabilities to reveal weaknesses to a customer. What can be done at this juncture is to point to emerging trends that were discussed in Step 2 and acknowledge where the solution falls short.

Step 4 – Emphasize the Risk of No Change

As in Step 2, the implemented solution will eventually have areas of inefficiency and risk; these must be highlighted to the customer at the appropriate time. CSMs must deliver an honest accounting of risks that customers face while simultaneously balancing the presentation in a way that is not perceived by the customer as overly aggressive.

Step 5 – Describe the Upside Opportunity

As technologies evolve quickly, new features in the software that enable new business functions that were previously not available, for example, automated functions or artificial intelligence. CSMs must show customers how the software updates/upgrades can help provide a better solution to customers. This may include offering a Proof of Concept (PoC) or Proof of Value (PoV) to illustrate the new features integrated into the customer’s context.

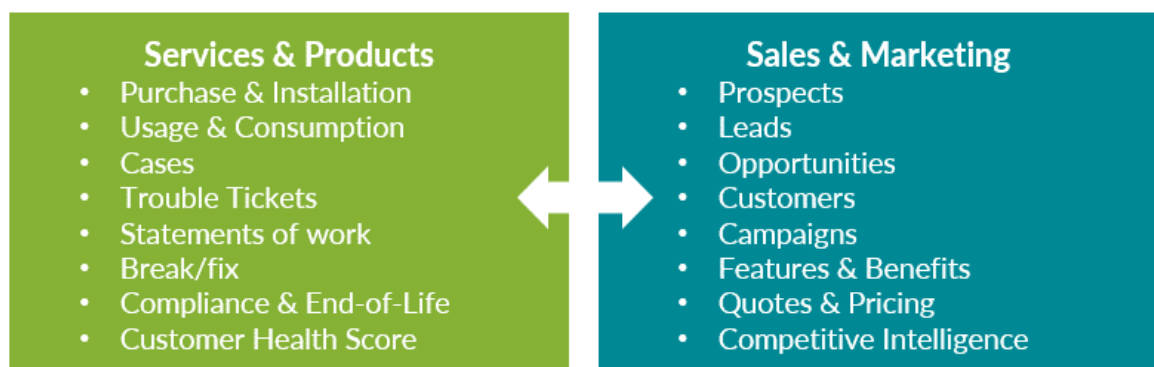
4.3.1.3 Data-Driven Expand Selling

Most companies maintain a significant amount of customer data. CSMs can leverage existing customer information for a focus on data-driven selling, as TSIA has articulated ^[5].

Unfortunately, raw data is not particularly useful. The trick is turning data into account intelligence in such a way that it can be used to grow customer spend, improve outcomes, and guide the Expand strategy.

Sales and CSMs have different views of Expand selling due to the nature of their work and the type of customer data that they view. The figure below shows the difference between the CSM’s view (left) and Sales’ view (right).

Figure 4.3.1.3 – Customer Information from a Services vs. Sales and Marketing viewpoint



Sales teams think about customers in terms of leads, opportunities, closing dates, and contract termination dates, as it is their job to bring in revenue, and the customer is the buyer. CSMs instead look at data that focuses on case files, customer health scores, statements of work, consumption, and adoption, etc.

It is clear that the different functions are looking at the same customer through different lenses. As such, the CSM brings diverse value to the table to better identify and qualify Expand opportunities.

Merely looking at the data is inadequate, however. TSIA suggests that the starting point in data-driven selling is to look at two other areas: **Known Problem** and **Defined Offering**, which, together with the data-driven indicator, provide a strong basis to identify Expand opportunities.

Known Problem

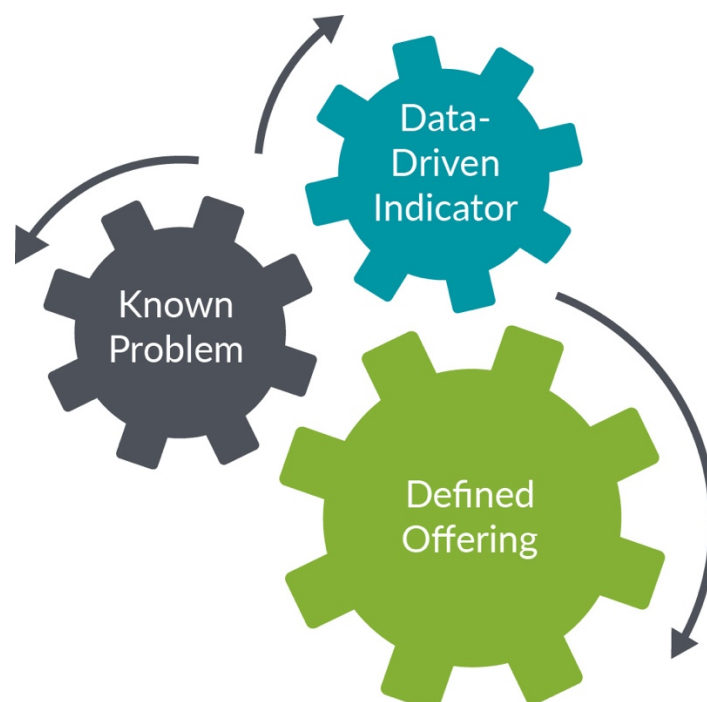
CSMs are generally in the best position to understand the known problems. For example, “What potential challenges will your customer face if they continue with the existing approach?” or, “Will the new building require the same wireless infrastructure as the existing setup for consistent customer experience?”.

Defined Offering

Expand selling is not about generic selling but is a focused approach that tailors the solution to the specific needs of the customer. In this case, the CSM is also in the best position to understand if the company has a defined offering to solve the known problems. For Expand sales to be successful, the customer must be able to see that the defined offering provides values and business outcomes that address their known problems.

Data-Driven Indicator

These problems could be verified by cross-referencing customer data such as utilization, trouble tickets, customer feedback, etc. Many Customer Success tools produce reports and analyses that provide the CSM valuable intelligence to bridge known customer problems and defined partner offerings.



In summary, in data-driven selling, it is critical to identify:

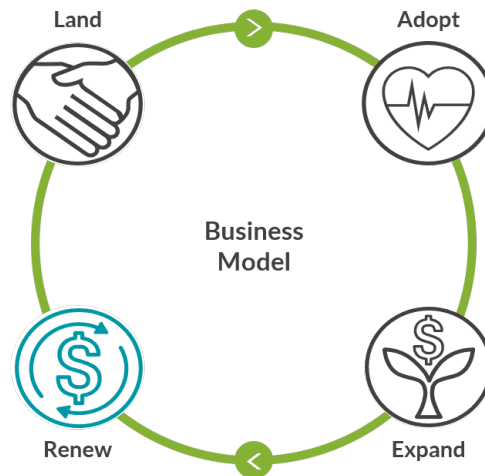
- a) The right solution to sell (defined offering)
- b) The reason why the customer needs it (known problem)
- c) Supporting data (data-driven indicator)

References for section 4.3

1. The Customer Success Professional Handbook – Ashvin Vaidyanathan & Ruben Rabago, pg. 200
2. Engaging Service and Customer Success in the Sales Process – Simple Ways to Get Started with Expand Selling – by TSIA.
3. Should customer success and inside sales be the same job? – Cory A Martin
<https://www.quora.com/Should-customer-success-and-inside-sales-be-the-same-job>
4. The Expansion Sale – Erick Peterson and Tim Riesterer, pg. 82
5. Data-Driven Selling – How to Leverage Account Intelligence for Customer Growth – Steve Frost, TSIA
[https://www.tsia.com/resources/data-driven-selling-\(abridged\)/data-driven-selling-\(abridged\)](https://www.tsia.com/resources/data-driven-selling-(abridged)/data-driven-selling-(abridged))

4.4 | Renew

Customers on a subscription contract need to renew at the end of the subscription period to continue using their paid services. The essential concept is that if the customer can be shown to be attaining a positive return (outcome) from their investment, they are highly likely to renew their subscriptions ^[1].

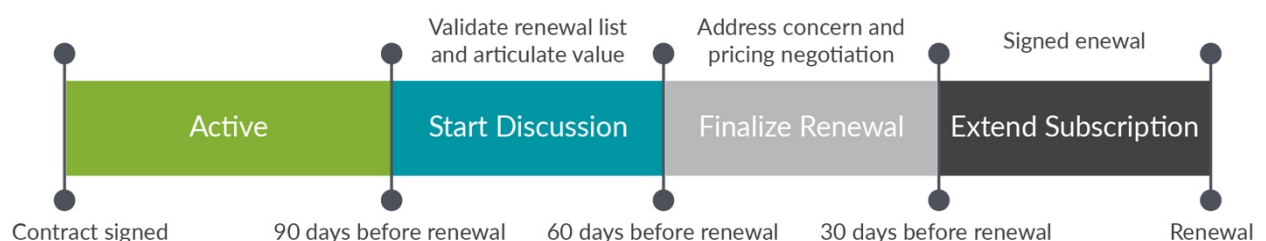


For successful Renewal management, it is first and foremost vital to compile all existing service and maintenance contracts with a customer, regardless of whether they were originally agreed directly with the provider, a distributor, or a channel partner. After this, the responsibilities for contract extensions should be defined and scheduled so that there is ample time for the customer to renew their subscription prior to the expiry of the contract ^[2].

The industry practice is to start the Renew process 90 days before the contract renewal date. CSM (or a more specialized role of Renewal Manager) plays an important role in this regard.

A general approach is as follows:

1. **120-90 days before renewal date** – Validate renewal list, review all customer information such as service utilization, customer satisfaction score, service fault calls, etc.
2. **90 days before renewal date** – Start the Renewal discussion with the customer. Confirm the list of items to be renewed. Engage in a productive meeting by articulating the adoption activities performed, value realization, and outcomes being met.
3. **60 days before renewal date** – Resolve any customer objections by addressing specific concerns and issues. Start price negotiation.
4. **30 days before renewal date** – Ensure subscription is ready for renewal with agreed scope and pricing.



4.4.1 Managing “At-Risk” Renewal

An important part of the Renew phase is to understand and identify “At-Risk” renewals; the starting point could be a risk categories matrix ^[3].

Table 4.4.1 – Risk categories matrix

Risk Category	Owner	Examples
Deployment	CSM	License utilization 25% and below the benchmark.
Engagement	CSM	No executive engagement in 3 months.
Adoption	CSM	25% reduction in active users Vs. 3 months ago.
ROI / Value	CSM	Customer not seeing any ROI.
Customer Satisfaction	Sales & Marketing	Detractor/Passive NPS.
Support	Support	Number of open support risks significantly higher than the X-day rolling average.
Sentiment	CSM	Customer Stakeholders unhappy, disengaged, and unresponsive.
External	CSM	Loss of customer stakeholders, Merger & Acquisition, financial risks.

Not all risks can be managed by the CSM alone; hence escalation is another crucial component once the risk has been identified. Although the escalation process will differ for each scenario and company, it should generally follow this approach:

- Escalation paths define how and when risks should be escalated and to whom, to ensure the right people are engaged.
- In an escalation, you are requesting for action, not merely informing the recipient.
- Understand which type of escalation path is right for your organization. Generally, the approach is a linear path but allows for the exception.

A sample at-risk renewal process could be as follows:



If you have exhausted every option to try to keep the customer from churning, then the next best thing to do is to understand their reason for leaving. At Juniper, we call these “Service Decline Codes.” Loss analysis is important as it could lead to an internal examination of the contributing factors (e.g., price competitiveness, executive coverage, etc.). Every churned customer has the potential to come back in the future as a new customer ^[4].

As a best practice, all the activities associated with the Renew phase should be captured and tracked via a system (e.g., in Salesforce or the Customer Success tool). In this way, the tracking can be better managed.

References for section 4.4

1. Practical Customer success Management – A Best Practice Framework for Rapid Generation of Customer Success by Rick Adams, pg. 198
2. Channel Renewal Management – Challenges and Solutions – annuity management
<https://www.annuity-management.com/white-papers/channel-renewal-management-challenges-and-solutions/>
3. The Customer Success Professional Handbook – Ashvin Vaidyanathan & Ruben Rabago, pg. 188
4. The Customer Success Professional Handbook – Ashvin Vaidyanathan & Ruben Rabago, pg. 191

4.5 | Ongoing CSM Engagement Based on Account Segmentation

Outside the Adopt, Expand, and Renew phases, there is ongoing engagement with the customer to ensure constant interactions between customer, supplier, and supplier’s technology. This interaction can be one of the following:

- Time-based such as QBR.
- Event-based such as escalation when the customer reaches a pre-determined milestone.
- Value-based such as new features updates / roadmap presentation, or adoption plan for a particular used case.

Below is an example of a time-based engagement model.

Table 4.5 – CSM activity guide for each account tier

Account Tier	Activity	Cadence (Frequency)
Enterprise (high touch)	External Customer Success Review.	Quarterly
	Internal Review Meeting	Monthly
	Value-based review – features update that provide a new use case.	When required
Mid-Market (low touch)	External Customer Success Review.	Half Yearly
	Internal Review Meeting.	Quarterly
	Digital touch Engagement (e.g., email campaign, newsletters, curated training content).	Monthly
Small-Medium Business (SMB) (digital touch)	Hosted Virtual webinar (1 to many).	Quarterly
	Digital touch Engagement (e.g., email campaign, newsletters, curated training content).	Monthly

Customer Success Reviews

The objective of monthly and quarterly business reviews is to appraise the adoption rate of the implemented solution and establish consensus on the progress and impact of the adoption, and subsequent follow up actions (if any).

A typical review agenda may include:

- Review of health score metrics for the last quarter/half-year
- Review of Adoption activities since the previous meeting
- Articulation of the value realization from the Adoption activities
- Review of any adoption barriers and brainstorming of a mitigation plan
- Presentation of technology roadmap (if applicable) to explore Expand opportunities
- Discussion of any upcoming subscription renewals

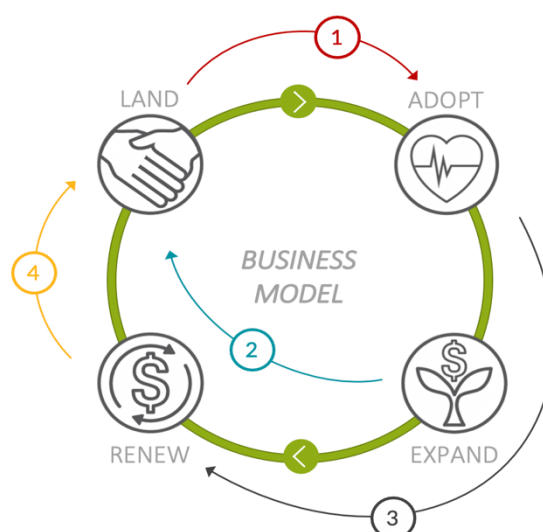
The Customer Success Review may be combined with the Customer Service Review, which focuses on SLA attainment, ticket resolution, and capacity management.

4.6 | The Four Critical Handshakes

Since Customer Success is a new function, there is no established process that connects this role with the rest of the function (e.g., Sales) in the organization. Adopt and Expand are also new phases that have emerged in the subscription model. Hence it is important to establish new handshake protocols to ensure there is a connection between existing roles such as Sales to the new roles such as the CSM. The handshakes will also define what each role player should be doing at each of the LAER phases.

The focus will be on the four critical handshakes when executing the LAER model between the three main roles involved: Account Managers (AM), Customer Success Managers (CSM), and Renewal Managers (RM).

Figure 4.6 -LAER model with the mapping of the four critical handshakes

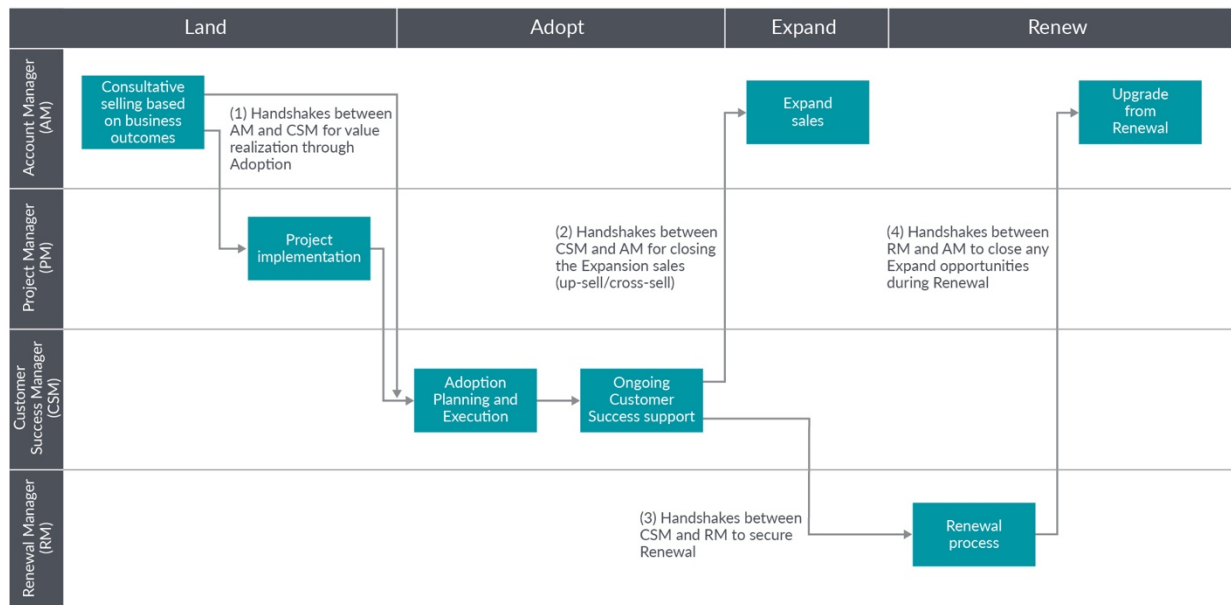


The four critical handshakes are.

- 1) Land - Adopt – handshakes between AM and CSM
- 2) Adopt - Expand – handshakes between CSM and AM
- 3) Adopt - Renew – handshakes between CSM and RM
- 4) Renew – Land (upgrade) – handshakes between RM and AM

The diagram below depicts where the four handshakes take place in the LAER model.

Figure 4.6.1 – Handshake process in LAER model between various team members



The handshakes and the detail of the activities for each of the stages will be covered in greater detail in this section.

It is the Account Manager (AM)'s responsibility to provide the consultative selling approach based on the customer's desired outcome. The AM will be assisted by the Pre-Sales consultant for most of the customer engagement. Together they will engage the relevant stakeholders to articulate the solution and create the proposal and architect the solution that will lead to the business outcomes as part of the project deliverables.

Once the customer acquires the solution, the project team led by the Project Manager (PM) will then take over to oversee the implementation of the project. The PM will work with the project engineer and any other relevant parties to ensure that project is completed on time within the scope and budget. This Blueprint will not cover the handshake between the Sales team and the Project team.

4.6.1 Handshake #1 – Land - Adopt

Upon project completion, the Project team will hand over the operations to both the Maintenance team (assuming that a maintenance contract has been purchased) and the CSM team (assuming that the account is covered by the CSM).

Since the business outcomes were articulated by the AM, it is appropriate for the AM to handshake with the CSM to allow the CSM to effectively support the realization of the outcome.

Table 4.6.1 – Handshake #1 – between AM and CSM for value realization through Adoption

AM	CSM
Handover the customer proposal, which will state the business outcomes to be achieved.	Clarify with the AM on the specific details of the business outcomes, timeline, constraint, and stakeholders, etc.
Discuss the adoption metrics and timeline, etc.	Start developing an adoption plan based on the outcomes and timeline.
Acquaint the customer's stakeholder with the CSM team.	Establish contact with the stakeholders (sponsor, project manager, functional/line of business managers, etc.).
	Validate the outcomes to be achieved into various metrics.
	Seek customer acceptance of the adoption plan.
Documentation to handover: <ul style="list-style-type: none"> • Customer proposal • Desired business outcomes • Customer stakeholders 	Documentation to create: <ul style="list-style-type: none"> • Adoption plan based on proposal and customer discussion • Resources plan required to support the adoption activities

Upon customer acceptance of the Adoption plan, the CSM will activate the relevant resources (professional services, training services) to deliver the adoption activities such as a use-case workshop, technical training to transfer know-how, and end-user training to enable usage and communication of the upcoming changes. The CSM will also need to address any known or existing adoption barriers in this phase. This includes but is not limited to lack of training budget, lack of interest in the new technology, miscommunication, misunderstanding, or lack of clarity on the business benefits.

Once initial Adoption is complete and the initial business outcomes have been achieved, the CSM should transition the account to ongoing support. Such support, either with high touch, low touch, or digital touch coverage, would be in accordance with the account segmentation of the different customers. More details about account segmentation can be found in Section 4.5.

4.6.2 Handshake #2 – Adopt - Expand

As covered in section 4.1, Expand is an important task for the CSM. The starting point for the CSM in Expand is to be able to identify the opportunities. These can be done in two ways:

1. Leveraging of ongoing customer interactions, or
2. Leveraging of existing customer information from the CSM tool

Typically, the CSM should be proficient in closing small scale Expand opportunities. However, the CSM will need to involve the AM for larger scale Expand sales based on the scope, resources, commercial, and potential legal implications.

Table 4.6.2 – Handshake #2 – between CSM and AM for closing Expand sales (up-sell/cross-sell)

CSM	AM
Identify and quality Expand opportunities; register leads in the system (tag as Expand). The system then alerts the AM to initiate the handshake.	Receive notification of the Expand sale and schedule a discussion with CSM.
Assist AM with a joint presentation of the solution to customers.	Work with CSM to secure a meeting with the customer and present the solution.
	Initiate price negotiation to close the deal.
Receive handshake from AM on adoption plan (if any) on the Expand sale.	Handover project to the project team and CSM team upon securing the sale.
Documentation to handover: <ul style="list-style-type: none"> • Opportunity details including desired business outcomes. • Customer stakeholders. • Constraints (if any). e.g., competitors, budget, etc. • Adoption plan (if any). 	Documentation to create: <ul style="list-style-type: none"> • Customer proposal including solution and pricing. • Adoption plan (if any).

4.6.3 Handshake #3 – Adopt - Renew

As covered in section 4.1, reducing the churn rate is crucial for any company with a high volume of subscription-based recurring business. Renewal has been around for many years, even in traditional CapEx based selling. However, in a subscription world, the renewal has taken a new meaning as renewal cycle is shorter and customer is paying more attention to the value of the product/services before renewing. Even if a partner has succeeded with Adopt and Expand, many still struggle to bring value to the table when initiating renewal discussions with customers. This is in part due to the lack of information and data on the customer as well as the fact that no formal handshake between CSMs to Renewal Managers exist today.

With advancements in telemetry and the means to collect and process consumption data, partners now have a wealth of information and data that can be shared with customers during the renewal negotiation. This information must be passed to the Renewal Manager so that they are equipped with the right information to facilitate a value-based discussion with the customers during the Renew phase.

Table 4.6.3 – Handshake 3 – between CSM and RM to secure Renewal

CSM	RM
Receive alert of the upcoming Renewal due date (usually 90 days in advance); initiate a handshake with RM.	Notify and schedule a handshake meeting with CSM to discuss the Renewal with the customer.
Compile relevant information as follows: <ul style="list-style-type: none"> • Consolidate consumption of the products/services in the past period. • Show customers the value the service has delivered based on their business drivers and priorities. • Provide customer health score and jointly analyze it with RM. 	Understand the current environment and usage based on CSM input, then proceed to engage with the customer, taking the opportunity to revalidate: <ul style="list-style-type: none"> • customer's business challenges, requirements, and coverage. • any changes to the customer's business since the initial service agreement.
	Adopt the following strategy: <ul style="list-style-type: none"> • Show the customer how much they have utilized the products and services. • Quantify the value that the customer has received (e.g., outcome realized, ROI achieved). • Emphasize that the cost of downtime will likely exceed the cost of the Renewal. • Explain the value that services provide in terms of solving business challenges. • Articulate the positive impact of the CSM's efforts and highlight the business benefits. This will avoid a price reduction negotiation.
Documentation to handover: <ul style="list-style-type: none"> • Customer health score and consumption data. • Completion of the adoption plan and proof of value realized. 	Documentation to create: <ul style="list-style-type: none"> • A final list of material to be renewed. • Renewal quotation and proposal.

4.6.4 Handshake #4 – Renew – Land (Upgrade)

Legacy sales renewal teams have not been designed as upsell/cross-sell engines; however, as customers approach the end of their term, they do face a compelling event and therefore are inside a buying window. This might present an opportunity for the customer to upgrade.

The opportunity to sell additional services in the Renew phase requires the final handshake, which focuses on the interaction between the RM and AM.

Table 4.6.4 – Handshake #4 – between RM and AM to close any Renewal upgrade opportunities

RM	AM
<p>Explore whether this is strictly a renewal or an opportunity to sell additional upgrade services.</p> <ul style="list-style-type: none"> • Discuss the changes that have taken place that might affect the way the technology is being used. • Discuss changes in the infrastructure and identify any uncovered additions to the infrastructure that can potentially increase services revenue. • Co-termination (multiple contracts alignment). 	
<p>Initiate handshake with AM if there are upgrade opportunities with the Renewal.</p>	<p>Understand the opportunities and initiate meetings with customers to discuss the upgrade to the Renewal with supporting justification from the RM.</p>
<p>Documentation to handover:</p> <ul style="list-style-type: none"> • New items that are not covered in the existing Renewal. • Reason for the items to renew or upgrade. 	<p>Documentation to create:</p> <ul style="list-style-type: none"> • List of items that need to be covered or upgraded. • Renewal-upgrade quotation and proposal.

Section 5 | Conclusion

After understanding Strategy, Operations, and Tactics, one should also consider the longer-term direction and efficiency of the Customer Success practice. This section will address optimization of the Customer Success practice.

5.1 | Optimization

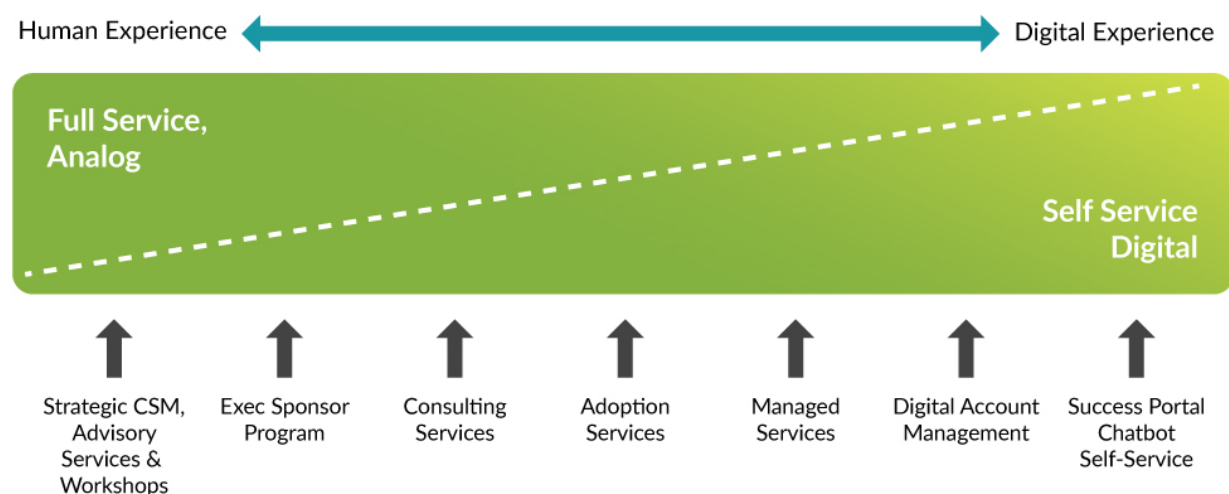
As Partners mature in their Customer Success practice, it is time to consider how to scale the practice and embark on continual improvement. This section examines how a CSM can scale up engagements with customers through the help of the Customer Success tool, leveraging the automation features to be more efficient while exploring ways to monetize the Customer Success practice and increase Expand sales.

5.1.1 Scaling through Digital Touch

In a webinar presentation by TSIA (The Next Level of Scaling Customer Success) ^[1], Ashok Gunasekaran from Informatica LLC provides a helpful representation of the scaling of CS practice through leveraging the Customer Success tool using a digital touchpoint.

As seen from the diagram below, the digital touchpoint offered through the Customer Success tool augments the human touch that usually targets Enterprise (high touch) customers.

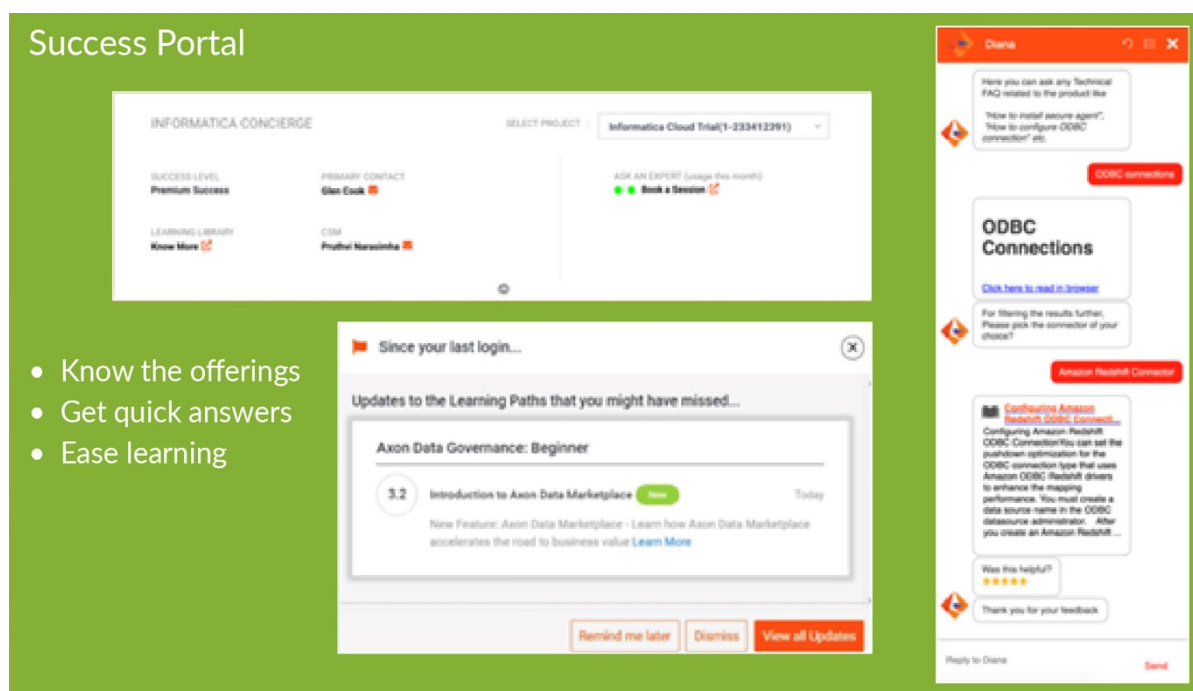
Figure 5.1.1.1 – Customer Success touchpoint



Gunasekaran suggested that one way to scale via digital touch is to offer a self-service portal (e.g., with Chatbot) so that customers can independently learn about the solution, get quick answers to questions, and facilitate the learning of the technology with curated content specific to their subscription.

This approach not only reduces the CSM's workload but also provides a cost-effective way to engage with SMB (virtual touch) customers.

Figure 5.1.1.2 – A sample self-help portal



- Know the offerings
- Get quick answers
- Ease learning

5.1.2 Optimization and Automation

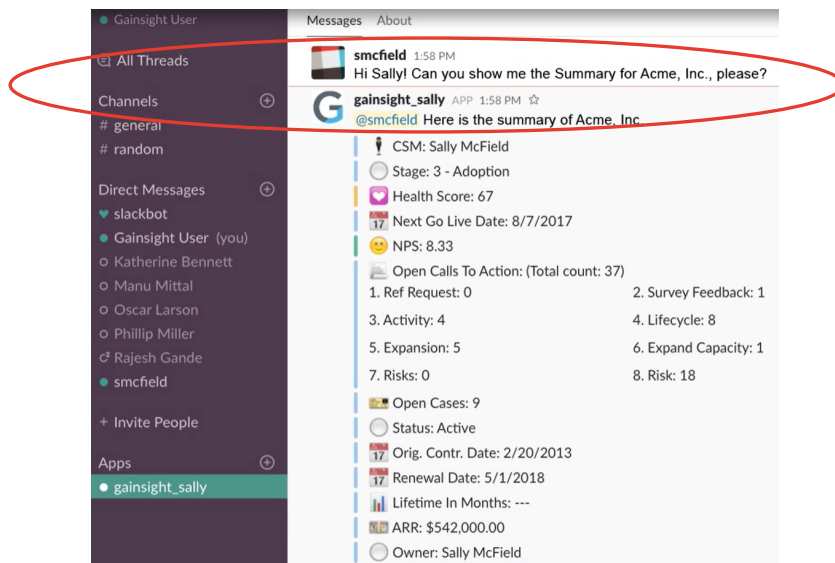
When the CSM practice has reached a certain level of maturity, it is then the time to review the existing process to optimize it and automate where possible. However, if this is done too early, then the organization may be optimizing or automating an ineffective process, which does not contribute to the overall effectiveness. To return to the boat analogy, sailing in the wrong direction even if you are going faster will not lead you nearer to your destination!

CSMs have multiple areas of focus at any given moment, and repetitive tasks are often unproductive. By automating repetitive processes (e.g., emails, survey requests, and status report pull), CSMs can open their schedules to focus on the high-touch areas of their role.

Potential areas of automation include:

- Automating the Renewal process by sending reminder emails.
- Using plain language AI Bots to get information instead of remembering specific commands or following complex paths. (see figure 5.1.2.
- Using analytics (machine language) to collate inputs from IT Service Management, service tickets, change requests, risks, and customer satisfaction surveys, and compile the inputs into a prescriptive recommendation for Expand opportunities.
- Performing automated analysis on survey result.

Figure 5.1.2 – A sample of AI Bot functionality



5.2 | Summary

This Blueprint serves to emphasize the transformative shift in the IT industry towards a recurring subscription-based business model as well as the criticality and value of embracing Customer Success for the future growth of the business.

Customer Success has gained significant traction in the high-tech industry, and it is imperative for Juniper Networks partners to not only initiate but to scale a Customer Success practice with the focus on strengthening client relationships while progressively evolving internal processes.

The Blueprint is structured into three distinct sections so that the respective “owner/s” may deep dive into the relevant section for building CS capabilities.

Section 1 – Strategy – CXO, Management, Marketing.

Section 2 – Operations - CSM lead, Operations lead, CSM.

Section 3 – Tactics - CSM Lead, CSM, Sales.

The Blueprint is supplemented by templates to facilitate the ease of implementation.

As the resourcing of your Customer Success practice evolves, there will be a need for an ongoing commitment to iteration and enhancement. We hope that this Blueprint has provided sufficient motivation and guidance as an impetus on your Customer Success journey.

Transforming your business model is a continuous cycle, and we wish you success in creating greater business value to your organization as you keep up with the advancing needs of your customers.

References for section 5.1

1. Delivering Customer Outcome at Scale with Digital Augmentation – Ashok Gunasekaran, Informatica LLC (TSIA webinar – The next level of scaling Customer Success <https://www.tsia.com/webinars/the-next-level-of-scaling-customer-success>)

Appendices

Appendix 1: Country Specific CSM Average Compensation Data

Source: TSIA Customer Success Compensation Study, June 2017

Country	Base	Variable
Australia	\$114,069	\$19,663
Canada	\$92,065	\$10,041
France	\$84,035	\$10,850
Germany	\$97,458	\$13,856
Japan	\$100,731	\$8,724
Singapore	\$100,785	\$12,447
Sweden	\$74,884	\$7,760
UK	\$99,181	\$19,393

Appendix 2: Job Description of the Customer Success Manager

Source: *Everything You Need to Write A Customer Success Manager Job Description*.

<https://builtin.com/job-descriptions/customer-success-manager-job-description>

Job Description

The Customer Success Manager (CSM) is responsible for cultivating and maintaining strong relationships within assigned accounts, ensuring high levels of customer satisfaction and recognition of ROI, leading to strong renewals and growth opportunities. The CSM works closely with customers alongside sales, customer support, product management, and finance teams to ensure services are delivered successfully ^[3].

Responsibilities

1. Build relationships with assigned customers, assist them with issues, and continually delight them with a positive, customer-centric attitude. Provide a proactive strategy with their assigned customer accounts.
2. Perform initial on-boarding of accounts with customers, ensuring strong adoption and ongoing engagement throughout the customer's lifetime.
3. Take ownership of the Adoption phase within the LAER model. Plan and execute adoption activities to help the company in realizing the outcomes of their investment.
4. Conduct customer-focused Quarterly Business Reviews (QBR) focusing on the review of customer health score and any adoption barriers.
5. Work closely with the sales and professional services teams to share customer insights to create additional product and service sales opportunities.
6. Drive Expand revenue through increased product adoption and increased usage. Identify and forecast Expand opportunities and partner with the sales team to successfully close such opportunities.
7. Efficiently manage time to focus on essential activities to ensure customer satisfaction, account renewal, and account growth.
8. Identify and build advocacy relationships with strategic customers acting as a marketing channel through case studies, speaking opportunities, and references.

Recommended Qualifications

1. Bachelor's degree and 3-5 years of experience in a customer-facing role, such as Customer Success, Customer Support, or Account Management.
2. Strong understanding of value drivers in recurring revenue business models.
3. Confident, high energy, self-motivated, and a team player.
4. Excellent multi-tasking and project management skills.
5. Ability to align internal resources to meet customer requirements and deadlines.
6. Strong leadership, teamwork, and cross-group collaboration skills.
7. Strong presentation, meeting facilitation, and written communication skills.
8. Ability to build credibility and trust by understanding and addressing customer requirements.
9. Experience with Customer Success tools such as Gainsight or Totango.

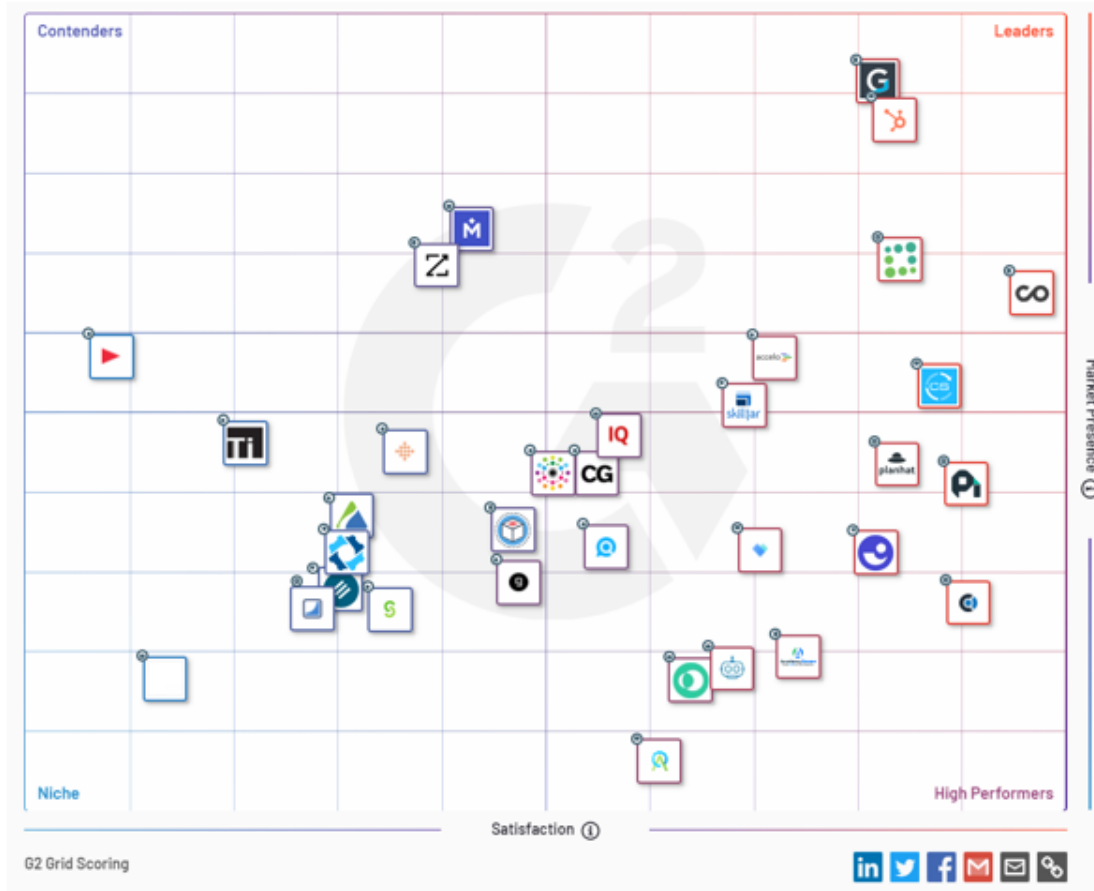
Appendix 3: The 14 Tenets of Customer Success Management





















Source: *Practical Customer Success Management – A Best Practice Framework for Rapid Generation of Customer Success*, Rick Adams

Tenet	Explanation
1. CSM exists to create value for their own company.	Companies that invest in CSM expect some form of return – increase product usage led to increase of upsell/cross-sell, higher contract renewal rate, etc.
2. CSM's primary task is to help the customer attain measurable value from using their company's products/services.	Customers expect to see a return from their investment of the company's products/services. CSM's task is to help the customer to attain the maximum return possible that is measurable.
3. CSM is a subject matter expert in how to adopt, use and realize value from their company's products and services.	CSM's greatest value lies in being the expert in Adoption, usage, and value generation processes that customers need to undergo in order to attain the maximum return of their investment.
4. CSM understands customer business	CSM need to know enough about their customer's business and environment to provide contextualized help.
5. CSM is a researcher and an analyst	CSM needs to understand the situation, uncover the right information, and make sense of it.
6. CSM is a consultant and an adviser	CSM provides timely and useful information and guidance to help the customer realize their outcomes.
7. CSM as an educator	While the CSM does not take on a formal training role, it will be helpful for them to provide informal training, guidance, and related activities (e.g., send video tutorials).
8. CSM is a communicator	Communication is at the heart of Customer Success Management; these include verbal communication and written communication. CSM needs to be versatile enough to communicate with a wide range of stakeholders.
9. CSM is an influencer	CSM is not viewed as a formal leader but plays an important role in the abilities to influence people and to enable activities to occur.
10. CSM is a planner and a project manager	Not all activity is equal, and hence CSM needs to plan, prioritize projects, and manage the risks while maximizing efficiency.
11. CSM is a problem solver	There are many potential barriers to Adoption, and CSM needs to be good in viewing the problem logically and rationally and determine the right course of action.
12. CSM is a pragmatist	CSM need to remain realistic about what can be achieved within the timeframe, budget, and whatever other resources and situational limitation exist.
13. CSM proactively seeks further sales opportunities	CSM's great value in financial return is to be in a position to identify further opportunities for up-selling and cross-selling, which also leads to added value to the customer.
14. CSM should do as little as possible—ideally nothing at all	The secret of a good CSM lies in spotting where the knowledge and skill gaps lie and what has not been done that needs to be done and in doing the work, plug the gaps and get the necessary tasks completed.

Appendix 4: Salesforce G2 Grid for Customer Success

Source: <https://www.g2.com/categories/customer-success#grid>, August 2020



 Gainsight	 ChurnZero
 Totango	 CustomerGauge
 Amity	 UserIQ
 Stamp	 Strikedeck
 Natero	 Komiko
 Crisp	 Bolstra
 Salesmachine	 Planhat
 ClientSuccess	 Beynd Client Onboarding
 Client Share	 AcademyOcean
 Hubspot Service Hub	 Accelo

Appendix 5: Salesforce Premium Customer Success Portfolio

Source: *Building the Business Case for Customer Success at Scale Part 1, TSIA*

Structure of Customer Success Plans

SaaS: Salesforce Sales Cloud

Service Attribute	Free	Premier Bundle	Premier+ Bundle	US Premier+	Mission Critical	
Knowledge Base Access and Community	●	●	●	●	●	Free
Access to Customer Support	Via Portal	Phone, Portal	Phone, Portal	Phone, Portal	Phone, Portal	
Getting Started Online Training	●	●	●	●	●	
Response Time Targets	2 Bus. Days	1 Hour	1 Hour	1 Hour	15 Minutes	
Hours of Coverage	Bus. Hours	24 x 7	24 x 7	24 x 7	24 x 7	
Full eLearning / Customer Training Templates		●	●	●	●	Fee
Developer Support		●	●	●	Advanced Dev Support	
Premier Success Resources		●	●	●	●	
Customer Success Manager		●	●	●	●	
Outcome-Based Selling		●	●	●	●	
Administration Services			●	●		
Regulatory Compliance				●		
Assigned Support Specialists					●	
Proactive Monitoring / Preventative Measures					●	

■ Adoption Service ■ Support Service

Appendix 6: Templates on Partner Center

- 1 – [Customer Success ROI Worksheet](#)
- 2 – [Partner Readiness Tracker](#)
- 3 – [Customer Health Score template](#)
- 4 – [Success Plan template](#)
- 5 – [Customer Success Business Plan template](#)