

SCALEUP

CUSTOMER SUCCESS HANDBOOK | 2020





What good is top talent, amazing marketing and a rock star sales team if the experience falls apart once a customer is onboarded. We all like to think our products are sticky, but a customer will run for the hills as soon as their initial contract term is up if you don't have a strong Customer Success Team in place.

The Insight Customer Success Team helps ScaleUp software companies win through retention. **With Insight, you can access the best materials from the experts leading the field.**

CONTENTS

- 4 The Value of Retention:
The Tortoise Wins the Race
 - 11 Churn Analysis:
An Ounce of Prevention
is Worth a Pound of Cure
 - 16 Customer Success Roadmap:
The Path to ScaleUp Excellence
 - 21 Customer Coaching:
Why Your Customer Needs
an Executive Coach
 - 26 Team Building:
Build Your Software Team Roster
- 

1

THE VALUE
OF RETENTION:
THE TORTOISE
WINS THE RACE



SALES IS THE HARE IN THE RACE TO SCALE – NEW LOGOS START THE RACE AND ACCELERATE STRONGLY OUT OF THE GATE. AS STARTUPS AND COMPANIES GROW, SALES SUCCESS GARNERS THE MOST ATTENTION BECAUSE NEW CUSTOMERS ARE THE CRITICAL LEVER FOR ACHIEVING A COMPANY'S OKRS (INCLUDING PRODUCT VALIDATION, PROOF OF MARKET NEED AND REVENUE GROWTH).

But, retention is the tortoise, and, as we know from Aesop's fable, the tortoise wins the race. Without retention, growth stalls because sales is constantly sprinting to replace lost customers with new ones. With strong retention, all new sales contribute to and accelerate a company's growth. While the sales hare is out in front, the retention tortoise moves a company indefatigably forward as a critical, but often overshadowed, lever of success.



HIGH RETENTION
BUSINESSES ARE
LARGER WITH
HIGHER GROWTH
RATES AND MARGIN
PROFILES

Retention is a critical growth and long-term value lever

In Insight Partners' portfolio, high retention businesses have an enviable head start in hitting targets, and over time become successful companies that scale using far less sales & marketing investment.

Simply put, all else equal, high retention businesses are larger with higher growth rates and higher margin profiles. All 3 – size, growth, and margin – drive long-term value.

What is retention worth?

Fables aside, the numbers can easily demonstrate what a 1% or 5% uplift in retention is worth to a SaaS business. At Insight we simplify and quantify the value with two basic Retention Impact scenarios.

1) Incremental Enterprise Value:

In 5 years what is the incremental enterprise value (EV) a SaaS company can expect from a retention increase?

2) Opportunity Cost of Churn (OCC):

What is the sales & marketing investment required to offset churn with new customer sales? Without this spend, how much faster could a company grow, or how much more profitable could it be? Let's take a hypothetical example, "Fable Co," and look at the impact.

The Basics

Fable Co is on track to achieve \$20 million in Annual Recurring Revenue (ARR) in current year (i.e. Year 0)

- \$10 million is new customer ARR
- \$10 million is existing customer ARR
- The company has a solid product and adoption with a 95% net dollar retention rate¹ and 90% gross dollar retention²
- Fable Co sells into a very large addressable market that is growing 10% annually

Want to know what a retention uplift is worth to your business? Plug in your numbers and run you own scenarios below using

[Calculate the ROI of Your Customer Success Investment](#)

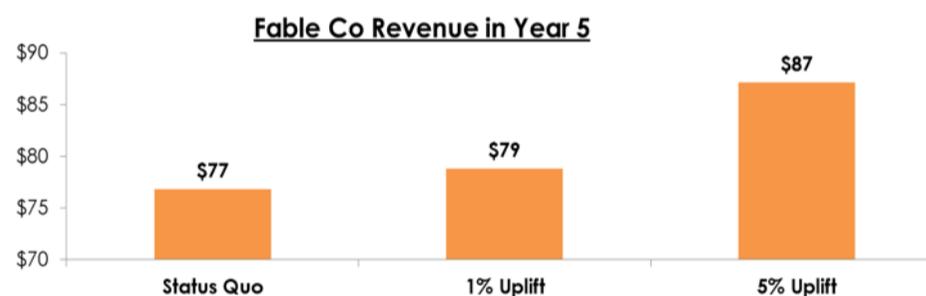
Incremental Enterprise Value Scenario

Assume Fable Co's new logo business grows at the same market CAGR of 10% and net retention holds at 95%. The company will reach \$77 million of ARR in 5 years (no small feat!).

However, if Fable Co can increase net retention by 5% from 95% to 100%, then ARR will hit \$87 million.

Each 1% uplift in net retention yields an incremental ~\$2 million in Year 5 revenue. At 5x revenue exit multiples, this 5 point retention uplift equates to more than \$50 million in incremental enterprise value, a number sure to make Fable Co's employee and VC shareholders smile.

Bear in mind that the 100% retention business is \$10 million larger and growing faster (34% CAGR vs. 31%), and as a result will command a higher revenue exit multiple. The incremental EV from an increase in revenue exit multiple (from 5x to 6x) is > \$135 million.



Incremental Revenue	–	\$2	\$10
EV @ 5x Multiple	\$385	\$395	\$435
EV @ 6x Multiple	\$462	\$474	\$522

Hare Scenario (90% Gross Retention)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Starting ARR	\$ 20.0	\$ 30.0	\$ 40.6	\$ 51.9	\$ 63.9	
Churn	\$ 2.0	\$ 3.0	\$ 4.1	\$ 5.2	\$ 6.4	
CAC	1.0	1.0	1.0	1.0	1.0	
Opportunity Cost of Churn (OCC)	\$ 2.0	\$ 3.0	\$ 4.1	\$ 5.2	\$ 6.4	\$ 20.6
Margin Loss (as % of Starting ARR)	10%	10%	10%	10%	10%	
Margin Loss per 1% of churn	1%	1%	1%	1%	1%	

CONSIDER THE OPPORTUNITY COST OF CHURN

Opportunity Cost of Churn Scenario

The second Retention Impact scenario to consider is what Insight calls the Opportunity Cost of Churn (OCC). What additional sales and marketing investment is required to make up for the revenue lost to churn – or to use a common SaaS phrase, to offset the “holes in the leaky bucket?”

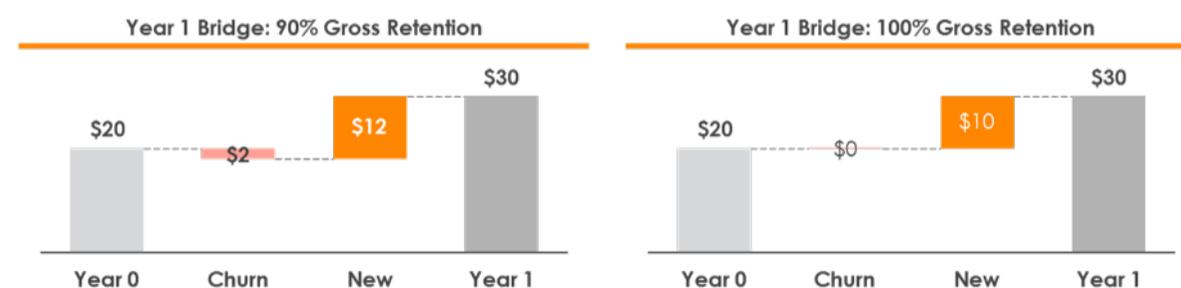
To calculate: the Opportunity Cost of Churn (OCC) = (Churned Dollars + Downsell Dollars) x the Customer Acquisition Cost (CAC).

Let’s take the same \$20 million Fable SaaS Co with 90% gross retention³ and assume customer acquisition cost (CAC) is 1. In other words, Fable Co gets \$1 of first year ARR for every \$1 it spends on sales and marketing acquisition.

What is the impact?

- In Year 0, Fable Co loses \$2 million of starting ARR which will cost \$2 million to re-acquire⁴
- In Year 5, churn loss is \$6.4 million which will cost \$6.4 million to re-acquire
- Over the 5 year horizon, the Total OCC is ~\$21M

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To summarize: At a CAC of 1, each percentage point of retention equates to approximately 1% of margin.

Higher retention businesses can grow faster, grow more profitability, or most likely pursue a combination of both.

QUESTION: ARE YOU
BACKING THE TORTOISE
OR THE HARE?

ANSWER: YOU SHOULD
BE BACKING BOTH TO
FINISH THE RACE.



THE CUSTOMER
SUCCESS TEAM IS
THE STEWARD OF
RETENTION IN SAAS
BUSINESS

Question: Are you backing the Tortoise or the Hare?

Answer: You should be backing both to finish the race

Companies need both the tortoise and the hare to win the race. Successful SaaS companies back both, and to help Insight's portfolio companies calculate the value of retention, Insight Onsite has built a simple calculator to capture both scenarios. Plug in your numbers and run your own scenarios below. Or download the spreadsheet [here](#).

Becoming a Successful ScaleUp Company

Maintaining and increasing retention is hard but achievable. It's slow and steady, takes time and needs focus. The Customer Success Team is the steward of retention in SaaS businesses and a mission critical business process to fuel growth and maximize long-term value. A strong customer success function thwarts churn, specifically, by providing a clear, traceable workflow process for managing customer relationships and by creating visibility into the customer base with tailored metrics around usage, engagement, satisfaction and adoption.

Since customer success is a core component of growth acceleration and long-term value, Insight's growth stars invest in customer success. Insight Onsite partners with emerging growth stars and guides teams on how to build best-in-class customer success organizations.

Notes and definitions:

¹ Net retention includes upsells

² Gross retention excludes upsells

³ Using gross retention in this scenario in order to capture all dollars lost from the business (churned logos and downsell). Upsell, which is included in net retention, is a cheaper way to offset lost dollars than new logo acquisition. CAC adjusted for the contribution from upsell would be lower and reduce OCC.

⁴ \$20 million * (1 - 0.9) = \$2 million * CAC of 1

2

CHURN ANALYSIS:
AN OUNCE OF
PREVENTION IS WORTH
A POUND OF CURE



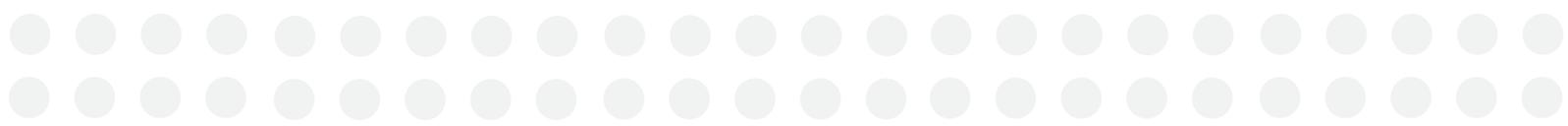
The Ambulance vs. The Fence

The old adage is that an ounce of prevention is worth a pound of cure. In talking with Customer Success Leaders and Teams, I am often reminded of an old poem, *The Ambulance in the Valley*. In this 1895 parable, the author argues that it is better to focus efforts on preventing an outcome rather than repairing afterward. Is your Customer Success Team operating the reactive ambulance or proactively building road signs and fences?

Too often the Customer Success Team is the “ambulance down in the valley.” Customer Success Managers (CSMs) rush customers who have slipped off the cliff to churn war room and through escalation meetings. We diagnose their injuries, assign a severity level (from stable condition to critical condition to code red) and call-in senior executive champions.

At Insight, we encourage our portfolio companies to take a different approach and, where possible, fix the sharp turns and build better road signs and hazard lights in the customer experience rather than investing in bigger hospitals and hiring more CSMs to operate ambulances down in the valley.

In order to shift your organization’s mentality, the first step is to proactively identify the cliffs and sharp turns in your customer journey. We call this process, churn analysis.



Successful SaaS companies use churn analysis to establish a baseline, prioritize interventions, and set achievable targets. Without churn analysis, the Customer Success Team will spin its wheels and stall on the road to customer success excellence.

Goal of churn analysis

A churn analysis study will identify the common patterns that lead to preventable customer churn. Then, as the Customer Success Leader, you can work with the relevant internal stakeholders to fix specific causes. For example, churn analysis might find the latest product update is prompting churn that's far above the baseline rate. Or it might find that first contract churn rate is much higher than second or third contract renewal, and those customers who churn in the first renewal cycle have poor adoption metrics.

In this article, we will discuss common reasons for SaaS customer churn and share best practices for churn analysis.

Common churn reasons

Every company loses customers over time. Some churn drivers are controllable (or factors that the business can influence) and other are uncontrollable (or factors that the business cannot change such as bankruptcy or M&A). Focus your churn study to double-click on the controllable reasons. A sub-set of these controllable issues will be the primary focus of the Customer Success Team.



The common culprits for controllable SaaS churn link to a few key drivers:

Perceived value: Your service is perceived to have not provided value

Customer relationship: Your company needs to strengthen the relationship with key customer stakeholders

Competitive landscape: There are new alternatives in the conversation

As a team, form hypotheses and brainstorm a list of churn reasons that are specific to your business. You can augment and adapt this list for your company.

Some common reasons across Insight's SaaS portfolio include:

- * The customer didn't use the product
- * The customer used the product, but didn't find value from it
- * The product didn't work as promised
- * The customer's budget shifted
- * The product's primary champion left the customer's company
- * The customer company's senior leadership didn't champion the product
- * The customer found a competing product they liked better

Studying customer churn

Next, build a customer dataset and test your hypotheses. Start by collecting available customer insights. For each customer, you want to know the customer's annual value, the date of their first contract, their industry, their Net Promoter Score, support ticket history, and usage history. If your company has analyzed churn in the past, accessing this type of customer data may be easier. If you are starting from scratch, start simple, use readily available data points and be creative.

One simple approach is to pull the list of customers who churned in the last 18 months as well as a list of customers with large upsells in the last 18 months (adjust time frame based on your contract length and sales cycle). Ask the Customer Success, Sales and Support Teams to categorize the reason(s) for churn or expansion. Then schedule a working session to discuss and debate. As the Customer Success Leader, you want to be relentless about determining the root causes, tracing back to specific moments in the customer journey, and defining leading indicators.

A robust initial churn analysis process often takes 2 weeks to 4 weeks and involves a cross-functional team to pull together the relevant data. Moving forward your team should have standard dashboard to monitor churn reasons on a monthly or quarterly basis.

BE RELENTLESS
ABOUT DETERMINING
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Benefit of churn analysis

Churn analysis is mission critical because not all preventable churn can be mitigated by your Customer Success Team. Many drivers of churn require collaboration with sales teams, product teams and other departments. For example, in the short-term, your company may lean on CSMs to direct traffic during the onboarding process. Overtime, however, you likely want to coordinate with product to include in-app notifications that can serve as road signs and free up time for your CSMs.

Customer Success Leaders and Teams fail when they set unachievable goals. This often occurs when Customer Success Leaders are not clear about the type of churn that they can impact, in what timeframe and with what cross-functional support.

A higher than average churn rate is costing your business money and a reactive customer success motion causes dissatisfaction on your Customer Success Team. Regular analysis can help you determine what percentage of your churn rate was preventable, allowing you to implement a plan to improve customer retention over time.



3

CUSTOMER
SUCCESS ROADMAP:
THE PATH TO
SCALEUP EXCELLENCE



CRAM THE LAST SUITCASE INTO THE CAR TRUNK, CHECK THAT THE LAST BATHROOM LIGHT IS SWITCHED OFF, AND THE FRONT DOOR LOCKED. TAKE A DEEP BREATH AS YOU BACK OUT OF THE DRIVEWAY AND HIT THE ROAD. WITH A MIX OF EXCITEMENT, ANTICIPATION AND UNCERTAINTY, YOU'RE ON YOUR WAY!

The first thing you pull out is your Google Maps, Waze and planned itinerary. You've flagged the local eateries and recommended attractions en route. You're in the driver's seat, and it's time for an adventure – one mile down and 3,000 to go.

THERE ARE RARELY
SHORTCUTS WHEN
BUILDING CUSTOMER
SUCCESS

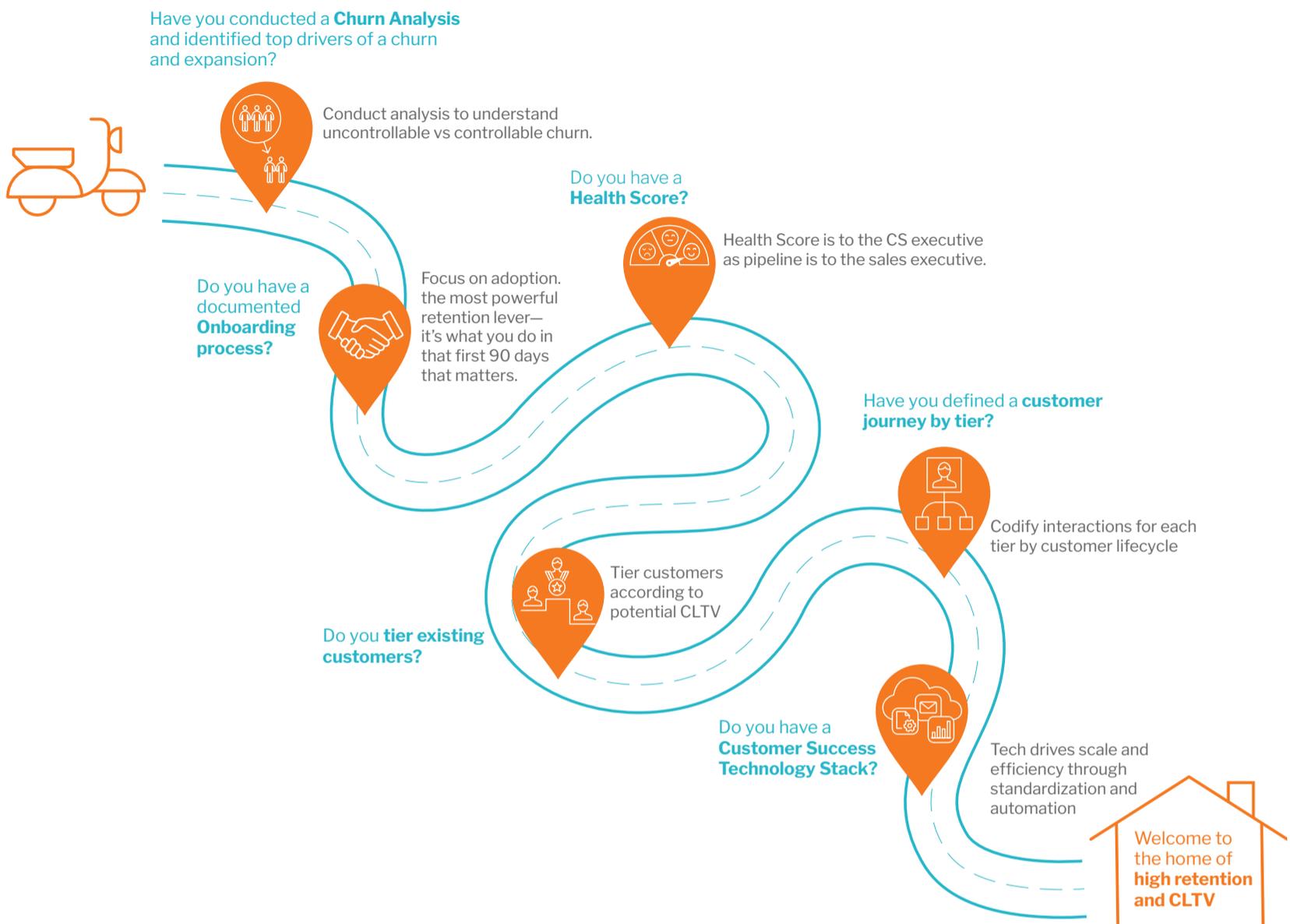
Building and scaling a customer success motion is like a long road trip, and there are rarely shortcuts. You must pack the car, outline your route and milestones, and get the internal team on board. As a Customer Success Executive, you are an explorer – leading your organization and customers and charting new paths for customer engagement in the Cloud Era.

By working with SaaS companies across our portfolio, Insight has identified the potholes, traffic jams, and hidden turns on the road to customer success excellence.

Our roadmap provides a guide whether you're on a new journey to introduce or revamp your customer success motion, or, you are searching for a more efficient route to customer success outcomes.

Buckle up and don't forget your CS roadmap (next page)!

The roadmap to **customer success excellence.**



Notes:

¹ Churn is the number or percentage of customers that cancel (or reduce) their subscription over a specific time period. SaaS companies calculate three types of churn – gross dollar⁷, net dollar⁸, and logo⁹ to understand customer behavior.

As the Customer Success Leader, calculate your 3 churn metrics and establish a baseline.

Then, investigate the reasons why customers are leaving (or reducing spend). List all the reason that customers churn. Common culprits include service has not delivered expected value and relationship changes (e.g., loss of sponsor, lack of senior stakeholder engagement, etc.). Classify the reasons as controllable and uncontrollable.

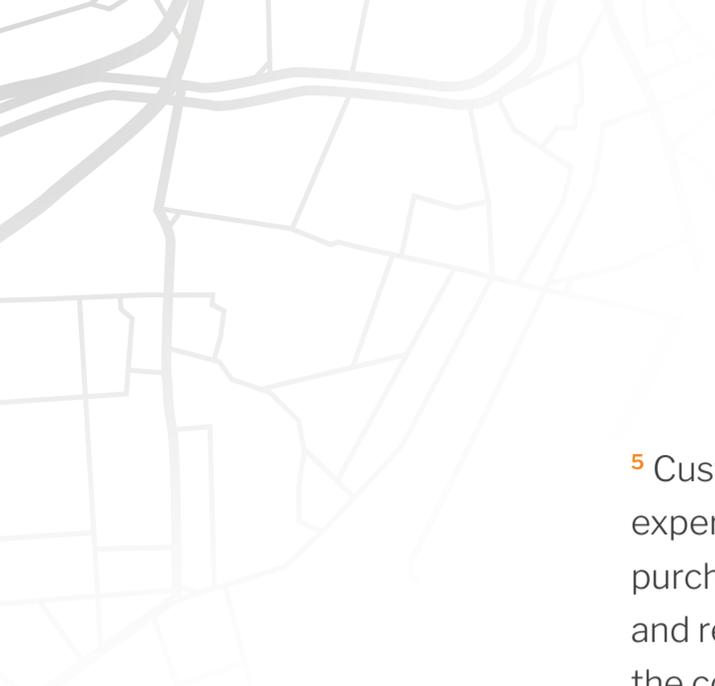
- Controllable churn are factors that a CSM or other part of the business can influence. An example is “customer did not see value” or “customer chose a competitor.”
- Uncontrollable churn are factors which CSM intervention cannot change. Common examples of uncontrollable churn are M&A or bankruptcy.

Churn analysis is the process of dissecting your churn metrics to understand why customers are leaving (or expanding) and when they are leaving (or expanding) in order to build a realistic intervention plan. Churn analysis is the foundation for setting KPIs and achievable targets for your Customer Success Team.

² Onboarding is the process through which customers learn to use your service and start to see business value. Customers who successfully onboard adopt your service. Adoption means the customer has incorporated your service into their workflow. Onboarding typically occurs in the first 30 – 90 days of the customer relationship (depending on nature of your service). Best-in-class Customer Success Teams constantly strive to shorten the onboarding time as well as the time it takes customer to first see value from the service. Want Advanced Tips? Read TSIA’s blog post – [3 Levels of Customer Adoption Explained](#)

³ A health score is comprised of 5 to 8 qualitative and quantitative metrics that measures a customer churn risk (or indicated likelihood to renew). Health scores monitor whether a customer is seeing business value (i.e., service is working) and the strength of relationship. Each customer has a health score. Metrics commonly included in health scores include usage data, satisfaction, support tickets, relationship scores, and customer financial health. Metrics should be leading indicators that are observable and updated at a cadence that allows CSMs to take action. Think of the health score as an early warning system. While the health score is not predictive, it alerts the team to potential risks and helps the team prioritize which accounts to touch and when to touch. Just as the sales executives monitor pipeline, Customer Success Executives track customer health.

⁴ In order to tier customers stack rank current customers based on potential Customer Lifetime Value (CLTV).¹⁰ We recommend starting with 3 tiers and tailoring the amount of service you provide based on their CLTV – high touch for high value customers, med touch for mid-value customers and low touch / tech touch for smaller customers). Customer tiering helps team identify most valuable customers, so the Customer Success Team can focus resources on these segments.



⁵ Customer journey is the step-by-step description of a customer's experience from first contact with a company through decision to purchase, integration & implementation, onboarding & education, usage, and renewal & expansion. The journey (often shown as a journey map) is the comprehensive list of all the touchpoints with all parts of the business. In other words, this is the customer's lifecycle and will be different by customer tier and potentially use-case. To start define the customer journey for the Top Tier (most valuable) clients. Then scale across tiers.

⁶ Customer Success technology stack includes: a Customer Success Management System e.g., Gainsight which is the system of record for the Customer Success Team, analytics & reporting products, product telemetry, knowledge management tools, support / help desk, email automation, and other operations technology. A well-functioning CS technology stack enables cross-functional visibility and more real-time and accurate reporting. The result is more meaningful customer interactions and higher retention.

⁷ Gross Retention Rate = Total ARR from existing customers (excludes New logo ARR but includes Upsell ARR) at end of period divided by Total ARR entering period

⁸ Net Retention Rate = Total persisting ARR from existing customers (includes price changes, Cross-sell ARR, Upsell ARR) at end of period divided by Total ARR entering period

⁹ Logo Retention Rate = (# of customers entering period less # of customers who churned during period)/(# of customers entering period)

¹⁰ Customer Lifetime Value (CLTV) = is the net present value of expected net cash flows over the average customer's lifetime, less the cost to acquire that customer. The key drivers of LTV are customer retention rate, average net income per customer/user (ANIPU), total CAC, and the discount rate.

4

CUSTOMER COACHING:
WHY YOUR CUSTOMER
NEEDS AN
EXECUTIVE COACH



Finding the Needle in the Haystack

You'll typically receive a flood of applications when you post a job offer for a CSM (Customer Success Manager) position, but few will have prior customer success experience. Don't be discouraged: customer success is an evolving, multidisciplinary profession, and strong CSMs come from many professional backgrounds.

The most successful Customer Success Teams in Insight's portfolio identify CSM talent in high potential recent graduates, former customers, or the services, product, and support teams in their organization. If a candidate has insufficient work experience to serve as a barometer of capability, what competencies should you look for when you interview a potential CSM? How can you attract the best talent, prioritize the flow and identify customer success rockstars?

An Executive Coach for Your Customer

Think of a CSM like an executive coach for your customer. Great executive coaches guide leaders on their career journey. Executive coaches can push leaders to take their careers to the next level, and also help stalled leaders get their careers back on the path to success.

SUCCESSFUL CSMS THINK LIKE AN EXECUTIVE COACH

Similarly, rockstar CSMS win the trust of your customers and take high potential customers to the next level of value; at the same time they boost customers who are struggling to get value. They are passionate about making customers successful. For example, good CSMS equip their day-to-day customer contacts with information to advocate for an expansion opportunity with their managers or procurement team. In a struggling customer, the CSM is proactively recommending a training webinar to re-teach a key feature.

Successful CSMS think like an executive coach. To capture this, Insight Onsite suggests that companies look (and test) for six competencies when hiring a CSMS:

Emotional Intelligence - This CSM is adept at understanding customers and their motivations, uncovering what matters to them in order to work together effectively. CSMS with EI are aware of how others perceive them and quickly find commonalities to connect with customers.

To evaluate for EI during the interview process, ask the candidate to describe a time when she built a strong professional relationship with a peer or client, or to describe the network map at a current client or job. What approach did she take? Can she articulate the other individual's motivation? What is the result?

Excellent Communication Skills - Candidates can clearly explain ideas in the client's vocabulary with relevant, digestible examples that make complex topics seem simple.

To test, ask candidates to explain a complex topic or ask them to explain part of your product as if you have never used it before.

Active Listener - CSMS have a trained ear to hear a partial idea or thought and summarize with insight and actionable next steps.

To test, look for signs of active listening throughout the interview. You can also role play with the candidate during the interview. The interviewer plays the customer. Is the candidate focused and does she listen and play back what she is hearing?

Goal-oriented - This CSM sets achievable, specific and measurable milestones for the customer and is persistent and unwilling to give up in the face of a challenge.

To test, ask the candidate about a recent achievement. Did she have a clear goal in mind? What obstacles did she overcome on the quest?

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CSMS THAT COACH
THEIR CUSTOMERS HAVE
HIGHER RETENTION RATES,
LARGER DEAL SIZES, AND
COMMITTED CUSTOMERS
WITH HIGH USAGE AND
NPS SCORES.

IDENTIFY THE 1 OR 2
ACHIEVABLE THINGS
THAT CAN DRIVE
IMMEDIATE VALUE

Data-Driven Pattern Recognition- A good CSM quickly identifies the similarities across customer situations and chooses which tools to apply from her tool kit.

To test ask candidates about the types of problems that they enjoy solving. What is their approach? What metrics would they want to know about a customer? Why? What trends are they looking for?

Prioritization - This reflects a knack for identifying the most important action items for individual customers and across customer accounts.

While there may be a list of 20 things that a customer should do, strong CSMs can identify the 1 or 2 achievable things that can drive immediate value. For example, these CSMs will recommend a small change – like a 15-minute onboarding meeting with new users or a training session on a new feature – to quickly improve value.

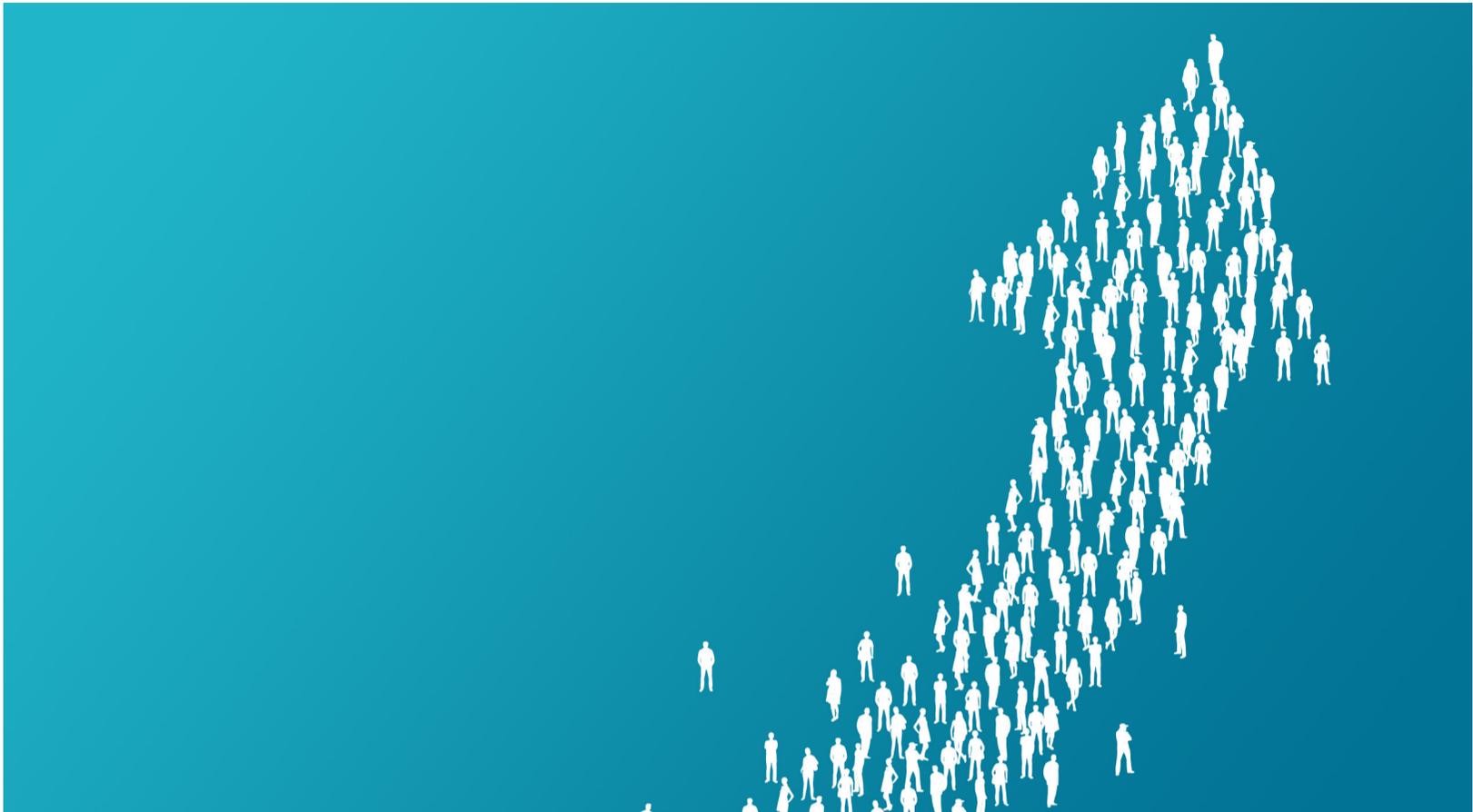
A Skills-Driven Interview Process

Knowing what competencies are present in the most successful CSM in your organization is the first step to forming a strong team – a group of people that will serve as executive coaches for your customers. The second step is to evaluate your current CSM job-posting and interview guides. Will the former attract and identify the people best equipped to coach your customers? Do you have an interview scorecard, and if not, what characteristics are you testing for in the interview? If these don't exist, it's worth taking the time to create them.

CSMs that coach their customers have higher retention rates, larger deal sizes, and committed customers with high usage and NPS scores. Next time you recruit, make sure you're testing for your next executive coach – everyone needs one, especially customers.

5

TEAM BUILDING:
BUILD YOUR SOFTWARE
TEAM ROSTER



ASK A CUSTOMER SUCCESS LEADER WHAT IS TOP OF MIND AND HIRING INVARIABLY MAKES THE TOP THREE.

Customer Success Leaders in Insight's portfolio invest much of their time and energy into hiring, recruiting and building their team. As your business and customer base scales, the Customer Success Team and processes that will drive productivity must scale as well.

Competition, especially for mid-career and experienced CSMs, is fierce. Across the industry CSM positions increased more than 90%², and as a result voluntary attrition has ticked up often to 3 – 5% per quarter.¹

Tips from the Community: Hiring and Constructing a CSM team?

#1

Stop looking for “purple squirrels” or “ninjas”

Frequently teams initially search for the CSMs who can “do it all;” they are technical, build strong relationships, know how to navigate large organization, and are masters at the tough conversation around renewals and tough negotiators. Early hires often are generalists who can juggle multiple roles and already know your industry. Often these individuals are former clients, have worked for a competitor or have worked for a company that also sold to your customers, and have sales or negotiations experience.

AT THE GROWTH STAGE, OUR ADVICE IS TO STOP LOOKING FOR THE “PURPLE SQUIRRELS” OR “NINJAS.” THERE ARE FEW OF THESE PEOPLE OUT THERE. AS A RESULT, THIS HIRING STRATEGY WON'T SCALE.

#2

Uncover opportunities for specialization

Portfolio leaders recommend breaking out the critical contributions of customer success in your organization, particularly around relationship building, product expertise and project management, and drafting a team of specialists.

The profiles needed relate to two factors, namely product complexity and contract size. Leaders recommended keeping three questions in mind as you think about each customer segment:

- How technical is your product?
- How large are your contracts?
- What types of relationships do you need to drive value and expand this customer account?

In technical products with large contracts, teams shared variations of pod structures, which included a relationship lead, a technical expert (often called a solutions architect or consultant) for product expertise, and onboarding specialists and, at times, dedicated trainers.



30% – 40% OF
INBOUND REQUESTS
COULD BE RESOLVED
FASTER WITH
KNOWLEDGE CENTER
DOCUMENTATION

In smaller contracts with less technical products, teams have hired more data-driven teammates often adept at building, testing and iterating programmatic customer outreaches. For example, launching an email outreach campaign when a feature is underutilized 3 months after onboarding. Some even have marketing and B2C backgrounds rather than B2B experience. These teams also include dedicated teammates to manage and collaborate with marketing and product on self-service materials.

#3

Consider content and self-service documentation as a member of the team

When self-service documents and reporting tools are in place, leaders can invest in up-leveling the team's skillset. They can trade a few junior team member hires – needed for reporting basics, routing simple customer questions – and add a more experience team member to focus on proactive customer engagement.

Support tickets and interviewing your existing team will help write the “job description” for self-service materials (in other words, what types of content and collateral to build). **Most teams have found that at baseline between 30% – 40% of inbound requests could be solved or resolved faster when Customer Success Teams had access to knowledge center content and documentation.**

As a bonus, documentation also helps ease employee onboarding for scaling companies constantly adding to the Customer Success Department. Customer-facing materials could be tweaked for employee onboarding and improved consistency in onboarding experience.

#4

Always be on the lookout for talent

Finally, CS community leaders suggest having a continual shortlist of the people you will call when – not if – there is an opening on your team. Openings are inevitable, so plan ahead. People on your shortlist may not be available, but they often can refer a colleague to jumpstart your pipeline.

¹ Insight internal data.

² LinkedIn research