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**WHAT IS CUSTOMER SUCCESS,  
ANYWAY?**

**WHO IS THIS TALK  
FOR?**

## THE HISTORY

- ▶ Customer Success as we know it hasn't been around that long.
- ▶ Salesforce discovered that while they were acquiring new customers at a rapid pace, they were also churning customers almost as quickly.
- ▶ In today's environment, the customer is more powerful than ever. They can mostly leave whenever they want.
- ▶ Customer Success was first invented with the goals of **reducing churn and increasing renewals.**

## THE HISTORY

- ▶ In time and working backwards from the original goal, Customer Success' simple mission became ensuring success for your customers on your platform.
- ▶ **Their success** (achieving their goals on your platform) means **loyalty**. Loyalty means **increased spend/growth** and **renewals** (if you're a contract business).

## THE FUNDAMENTALS

- ▶ Every Customer Success team's structure, organization, methods, and goals are different.
- ▶ Are you a revenue team or a customer team? This will dictate your methods and goals.

## THE FUNDAMENTALS

- ▶ At Linode, Customer Success is a customer team.
  - ▶ In many ways, the Customer Success team has the best opportunity to represent the Voice of the Customer.
  - ▶ Highly involved in onboarding customers, helping to solve problems, create solutions, earn loyalty. For us, **growth is a byproduct**, not a goal.
  - ▶ A mix of *proactive* support, consulting, product management, and being account executives.
  - ▶ What does this look like in practice?

## COHORTS

- ▶ Segment your customers.
- ▶ What segment or cohort a customer falls into dictates how and how often the Customer Success team interacts with them.
- ▶ Every one of your customers should fall into a cohort - Customer Success should have a relationship or touch point with all of your customers.

## COHORTS: HIGH-TOUCH

- ▶ High-Touch
  - ▶ Smallest group of your highest-spending customers
  - ▶ Highest, most personalized attention
  - ▶ Comprehensive, thorough, and personalized on-boarding
  - ▶ Monthly status meetings
  - ▶ Quarterly Executive Business Reviews
  - ▶ Early access and influence on your product roadmap
  - ▶ On-site visits



## COHORTS: LOW-TOUCH

- ▶ Low-Touch
  - ▶ Larger group of your medium-spending and well-known customers
  - ▶ Blend of one-to-one and one-to-many communications
  - ▶ “Just-in-time” communication, meaning CSuccess reaches out at critical points in the Customer’s lifecycle
  - ▶ Packaged on-boarding
  - ▶ As-needed Executive Business Reviews
  - ▶ Product and service surveying and feedback solicitation
  - ▶ Regular automated health checks

## COHORTS: TECH-TOUCH

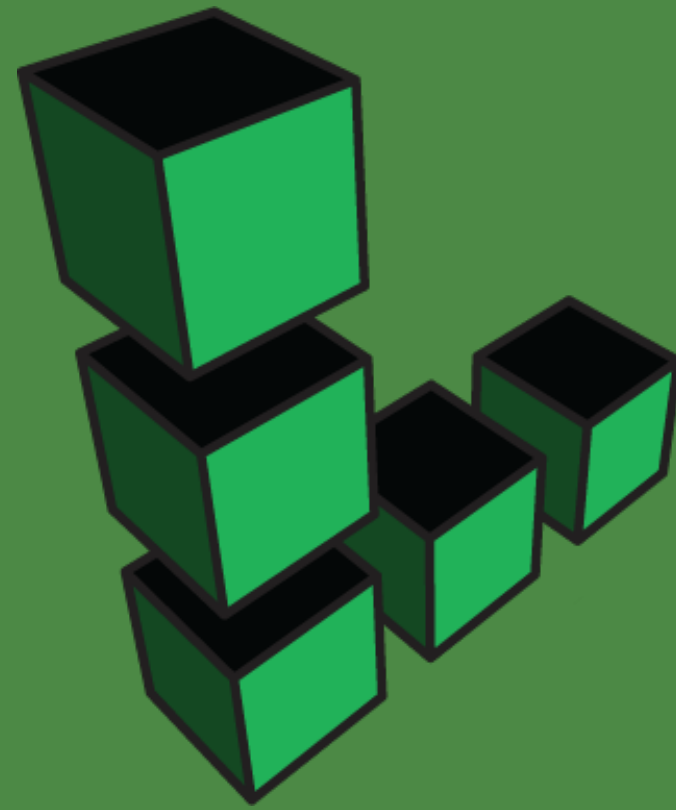
- ▶ Tech-Touch
  - ▶ Remaining customer base
  - ▶ 100% technology-driven, one-to-many communication with zero hands-on intervention.
  - ▶ Automated, email-based on-boarding
  - ▶ Educational, collaborative, and upsell-focused one-to-many communications
  - ▶ Un-targeted inclusion in product and service surveying and feedback solicitation.

## KPIS/METRICS

- ▶ Highly dependent on what kind of CSuccess team you are
- ▶ At Linode:
  - ▶ Net Revenue Retention (MRR per cohort)
  - ▶ Gross Revenue Retention (MRR per cohort)
  - ▶ Unit Retention & Reach (headcount per cohort)
  - ▶ Onboarding success (not yet!)
  - ▶ CES (per cohort)

## HOW CAN YOU START?

- ▶ Just start. This is not brain surgery.
- ▶ Segment your customers considering your limitations and resources. You can't give every customer a 2 hour on-site meeting every quarter.
- ▶ Decide if you start at High-Touch or Tech-Touch.
  - ▶ High-touch is more people resources, Tech-touch is way less.
- ▶ Start reaching out and tracking feedback and feature requests.
- ▶ Make sure that your customer's voice is heard, that their problems are being addressed, and they are taking advantage of everything you have to offer.



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