# Building A Customer Experience Driven Culture For Revenue Success

Spotlight on the Best Practices from Today's Tech Leaders

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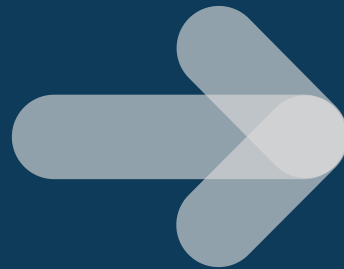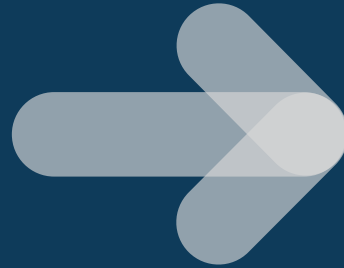# The Subscription Economy Shift is Driving a New GTM Imperative

**New Emerging Business Models Based on X-as-a-Service**

- On-prem to cloud
- Transaction to subscription
- Product to Customer Experience

**Commercial Agility**

**Shifting Buyers and Stakeholder Mix**

- LOB decision makers
- Cubicle-up influence
- New CIO priorities

**Customer Centricity**

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## ABOUT THIS REPORT

The monumental growth of the subscription based "X-as-a-Service" industry over the last decade has largely been driven by the adoption of cloud applications and the broader demand by customers for increasingly agile technology solutions.

Perhaps the most profound and critical go-to-market implication has been the increased focus on driving successful customer experiences. As revenue upside pushes further out, and competitive encroachment increases, the **most critical path to success is to win on customer experience.**

We leveraged our digital listening solution to uncover market insights and pinpoint key emerging strategies that we see the most successful companies adopting. We then took these insights and profiled detailed case examples to provide color and texture to these emerging strategies.

**The goal of this report is to define and profile the strategic steps companies need to take to become a customer experience driven organization – from planning to executing and ultimately using CX as the ultimate differentiator in market.**

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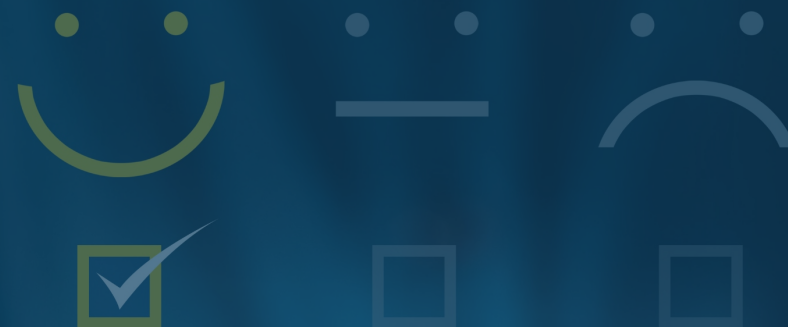
# The Four Customer Experience Mandates for Revenue Success

Customer Experience has now become a central differentiator for the most successful tech companies. More than just post-purchase satisfaction, CX is a transformative catalyst for future proofing your success.

**THE XaaS CUSTOMER EXPERIENCE MANDATES**

*2.* **Clear Success Pathways**
Pre-defining scalable practices to predictably deliver positive experiences *before* winning and engaging new customers.

*1.* **CX Strategy as DNA**
Purposeful and determined strategic focus on superior customer experiences as a North Star and core differentiator of your business.

*3.* **Execution Excellence**
Execution of CX motions to current customers through established systems, processes, and teams to deliver exceptional experiences.

*4.* **Go-to-Market Packaging**
Proactively amplifying customer experiences in your GTM campaigns and sales plays to differentiate and drive incremental pipeline.

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# CX Strategy as DNA: Preparing Your Organization for the Customer Experience Transformation

Articulate broad 'first mile' strategies beyond the basics of creating roles and sales motions

BEST PRACTICES

**01** INVEST EARLY IN CUSTOMER SUCCESS COVERAGE
Build your customer success infrastructure for any new product/service launch as early as possible. If you wait to catch up after sales has begun to scale, you'll be playing from behind in perpetuity.

**02** OPEN PLATFORM INTEGRATIONS AND PARTNERSHIPS
Drive an 'open source' commercial culture, by building data integrations and even GTM partnerships with the ecosystem of solutions in your client's technology stack. Clients expect a seamless experience and will migrate to vendors who deliver.

CX Strategy as DNA

**1.**

**2.**

**3.**

**4.**

THE XaaS
CUSTOMER EXPERIENCE
MANDATES

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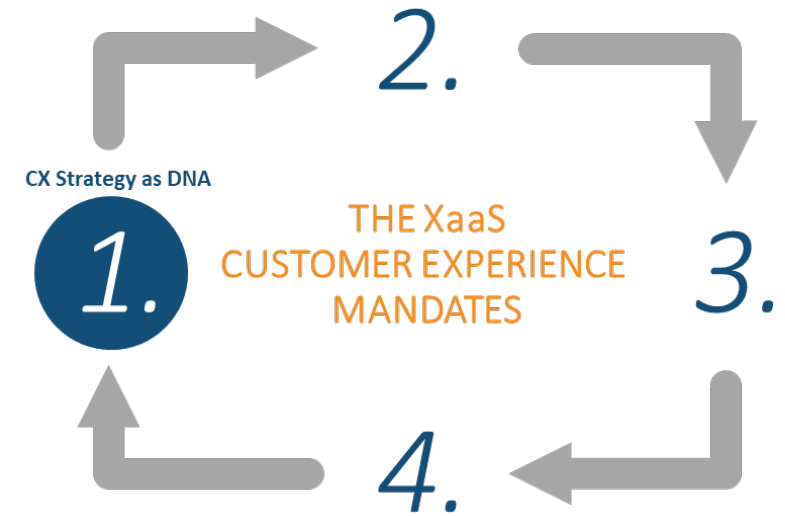
INVEST EARLY IN CUSTOMER SUCCESS COVERAGE

# Looker's $2.6B Acquisition by Google Attributed to an Intentional "Over-Investment" in Customer Success Early

**looker**

*From the founder answering support tickets to a financial investment in data scientists, Looker was intentional about their support model*

- It was a resolute design point early on to over-index on investment into customer success as a retention strategy
- A core idea was to have the freemium model use real-time customer data as opposed to pitching dummy data
- Looker spent heavily from the beginning in their development process - placing data science experts on the support team, a costly but wise investment
- The founder decided to also get involved and help run customer service chats and answer tickets which created word-of-mouth virality
- Looker made customer support a partnership-based relationship as opposed to transactional-based
- The customer success team also brought customer feedback into the development process to supply an early feedback loop for future releases

*"We had this fanatical focus on investing early in our customers. I had no qualms about sinking a disproportionate amount of resources here — if you make customers successful, they'll use your product forever. You can't skimp there at all. It's a retention strategy, not a cost center."*

**Lloyd Tabb**
*Co-Founder, Looker*

## WHY WE SOURCED THIS STORY

- Google acquisition in July for **$2.6B**
- Over **1,700** customers in 2019
- **700** employees spanning 8 offices
- Article on firstround.com in July shared over **364** times on Twitter
- Reached a potential audience of nearly **350K**

## GENERAL DISCUSSION VOLUME

**3.4K** **Around customer success topics**

- From July 2019 through September 2019
- Conversations centered around customer success and customer experience deployment

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OPEN PLATFORM INTEGRATIONS AND PARTNERSHIPS

# The Growing Necessity for Data Integration is Why Salesforce.com's Acquisition of MuleSoft was So Smart

**MuleSoft**

*Whatever value a SaaS-based platform might offer, it must solve for it in a manner that allows typically siloed data to be integrated and connected*

- MuleSoft's acquisition by Salesforce last year was originally viewed cautiously and even skeptically given the $6.5B valuation. That has changed significantly with the SaaS industry realizing the significant and pervasive challenges companies like MuleSoft are solving.

- MuleSoft's newly released API Community Manager was developed to allow organizations to build on the assets that they already have and meet the expanded needs of a broader set of cross-functional stakeholders, including developers, partners, API product managers and other line-of-business users.

- In a model case study at Splunk, MuleSoft was able to be deployed within 20 days. Three months after implementation, they completed approximately 500 transactions and reduced transaction-processing time from 15 minutes per transaction to mere seconds.

*"Globally, consumers are feeling the effects of data silos that create disconnected experiences. To meet consumer expectations, organizations must integrate disparate data sources to better understand their customers and make every touchpoint an opportunity to earn loyalty and add value."*

**Simon Parmett**
*CEO, MuleSoft*

## WHY WE SOURCED THIS STORY

- MuleSoft generated over **$431 million** in revenues for Salesforce in its first year post-acquisition; far beyond the forecasted $300 million.
- Salesforce just hired **450 new employees** for MuleSoft.
- MuleSoft serves over **1,600 organizations.**

## GENERAL DISCUSSION VOLUME

**4.2K**

**Around SaaS data integration topics**

- From July 2019 through September 2019
- Conversations centered around data integrations in the SaaS arena

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# Clear Success Pathways: Scalable Practices to Predictably Deliver Positive Customer Experiences

Pre-defining robust and repeatable methodologies *before* engaging new customers orients the org on customer centricity

BEST PRACTICES

**03  DEVELOP BEHAVIORAL CHANGE PROGRAMS**

Develop behavioral change programs for post-sale engagement that will ensure internal adoption by a broad base of client stakeholders. This means going beyond checking the boxes on initial implementation roll-out but preparing your team to truly engage clients in long-term business transformation.

**04  DRIVE SEAMLESS ONBOARDING**

Prioritize investments to create a frictionless onboarding process *before* winning the customer by leveraging digital automation where possible but also with human interaction when needed. These initial 'zero moments of truth' for new customers can dictate most of the perceived value over a customer's lifecycle.

**Clear Success Pathways**

2.

1.

THE XaaS CUSTOMER EXPERIENCE MANDATES

3.

4.

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DEVELOP BEHAVIORAL CHANGE PROGRAMS

## For Epic, Solving for Customer Employees Fearing Their Job Security Helps Deliver a 58% Market Share

**Epic**

*With mergers now the norm in the health vertical, Epic understands that job security drives the behavior of their customers' users.*

- $5B Novant Health's migration to the cloud was anticipated to be a major lift given years of legacy systems investment. There was concern around employee reticence to an Electronic Health Record (EHR) platform.

- At peak times nearly 16,500 concurrent users log into Novant's system across 15 area hospitals. Given that, Novant understood how much was at risk should the migration fail.

- Novant Health's CTO lauded Epic's preparedness in assisting with behavioral change: "Epic was at the [planning] table with us from Day 1" to prepare engineers for the migration and helping them understand "you are not working them out of a job."

- Separately, Epic trained a network of more than 4,500 employees and clinician users to effectively learn the system *and the benefits to their jobs* before go-live implementation for Tower Health in PA

*"Epic was there from Day 1... We brought our engineers to the table and helped them understand we were not working them out of a job. There wasn't a panic. They saw it coming. They embraced it."*

**James Kluttz**
*CTO, Novant Health*

**WHY WE SOURCED THIS STORY**

- Epic is the **largest** EHR vendor in the country.
- Over **250M** patients in their system
- Epic has a **58%** market share of larger, 500-bed hospitals
- Epic had the **highest** net market share gain with **121 "wins"** in 2018

**GENERAL DISCUSSION VOLUME**

**1.2K** **Around customer adoption topics**

○ From July 2019 through September 2019
○ Conversations centered around customer adoption and change management

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# LiveChat Understands Preparing for Onboarding is Key to SaaS Success… Just Ask Any of Their 26,000 Customers

*The ability to seamlessly install and effortlessly get LiveChat mobilized without intensive training required substantial preparation and has marked LiveChat's success*

- In the company's earlier years, they discovered that over 88% of new users could not complete onboarding because of a simple step requiring code implementation

- LiveChat solved this both aesthetically in the tutorial screens but also functionally

- A new repeatable onboarding process was defined to focus on a "one-step-at-a-time" methodology to ensure each user is not overwhelmed

- Number of steps to get up and running has been significantly reduced

- Conversion rate of new users is now 3x higher than previously and LiveChat's templated onboarding process is a foundation of their new customer experience success

*"The majority of [early] LiveChat users, around 88 percent, wasn't able to complete the initial signup steps. People either didn't know what to do with it or left it for later and never came back."*

**Jacob Firuta**
*Content Manager, LiveChat*

## WHY WE SOURCED THIS STORY

- Over **26,000** companies have successfully deployed LiveChat
- Over **25%** of LiveChat customers have successfully installed one or more apps from their Marketplace
- Team is currently made up of **130** members

## GENERAL DISCUSSION VOLUME

**967** **Around SaaS customer onboarding topics**
- From July 2019 through September 2019
- Conversations centered around seamless onboarding methodologies

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# Execution Excellence: Implementations That Deliver Valuable Experiences Resulting in Product Stickiness

With the foundation in place, drive value-added experiences across the customer lifecycle

BEST PRACTICES

## 05 LEAD THE CUSTOMER

Actively engage customers in two-way dialogue propelled by IP leadership in your product vertical. Providing forward-looking perspective on trends and new opportunities can shape a customer's perception of your business from a provider to a partner, in turn making your product stickier.

## 06 BUILD A CUSTOMER CHURN DIALOGUE

Maintain an open dialogue with post-churn customers to understand core reasons for departure and how to build back into platform and servicing paradigm — more often than not, customers churn because of a lack of value and engagement.

*1.*  *2.*

Execution Excellence

**THE XaaS CUSTOMER EXPERIENCE MANDATES**

*3.*

*4.*

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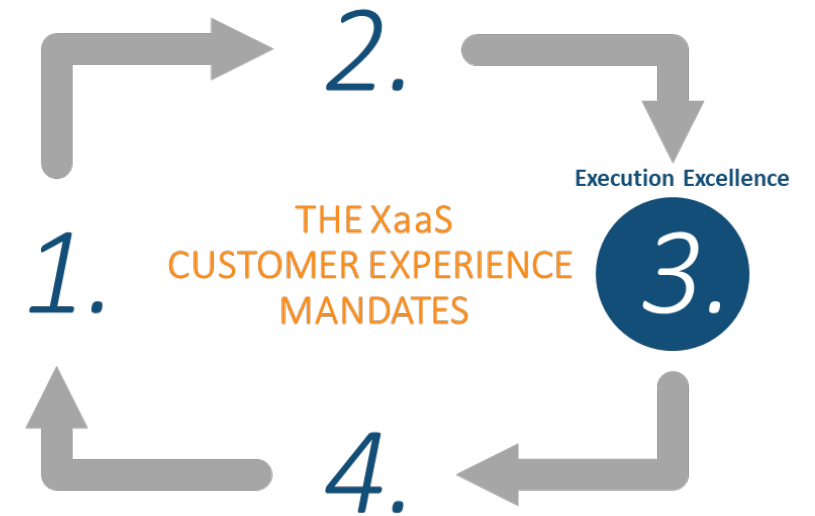
# Egnyte Partners With Their Customers in Listening Sessions To Then Provide Industry Insights

**EGNYTE**

*Providing industry intelligence has resulted in customers feeling like Egnyte is a partner as opposed to simply being a product vendor*

- Egnyte took the angle that they wanted to be more than a technology provider and wanted to instead be an industry thought leader… for their customers.

- They wanted to forecast industry trends and market changes for customers and solve for them in advance

- Egnyte set up industry groups and brought in CIOs from similar industries to talk issues and trends which helped Egnyte understand industry challenges, emerging opportunities, and customer implementation solutions to deliver insights to their customers

- Additionally, Egnyte leveraged this insight to better inform their own product roadmap to achieve agility in aligning their SaaS solutions to current and forecasted customer requirements

> *"If you can't show your customer where they are able to grow their business in unique ways, then I think you're just being a technology provider. You're really not being a partner. Do you have unique insights into their industry?"*

**Rajesh Ram**
*Co-Founder & Chief Customer Officer*
*Egnyte*

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**WHY WE SOURCED THIS STORY**

- Over **15K** customers
- Annualized gross churn is under **6%** (down from double digits in last 3 years)
- Avg customer life is greater than **5 years**
- Net revenue retention is **100%**

**GENERAL DISCUSSION VOLUME**

**994**  **Around SaaS customer and market intelligence**

- From July 2019 through September 2019
- Conversations centered around customer intelligence

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# How Everest ERP's Failure to Hear Customer Concerns Became Acumatica's Summit Experience

**EVEREST**
SOFTWARE™

**Acumatica**
The Cloud ERP

*Ignoring customers and leaving them to log complaints inside nothing more than a Google forum site resulted in a collapse on which Acumatica capitalized*

- Everest ERP was at one point considered the "Cadillac" of its time within the financial ERP space, but they neglected to provide adequate customer experience channels.

- Customers and critics only had a Google forum to search if looking for answers or integration options, and terrible reviews, customer churn and even YouTube video vignettes of complaints went ignored.

- Acumatica, in realizing the opportunity to position on CX vis-à-vis their competitor, implemented an online web-based video series called "Descending Everest" to help customers switch from Everest to Acumatica. New clients on Acumatica are boasting of 60% revenues increases in first 2 years.

- Acumatica is listed by Gartner as highest in customer satisfaction for financial ERP vendors, and their customer success process is noted by a unique and promised twice-annual upgrade to answer customer concerns and requests.

☰ ▶YouTube                    Search

**SF**  **Larry Horning**
Since my Everest disaster, I have stayed awa
shopping cart, eCC as the translator & impor
version, eCC and QB are of minimal cost; for
system that I can modify, create any report a
Read more

👍 👎        REPLY

**Mark Stewart**
It is YEARS (12+) later and the only reason I a
I had from Everest software.
What this video doesn't mention is the softw
If you think Everest was bad I-Code was WA
Read more

👍 👎        REPLY

**Pam Smith**
STAY AWAY FROM THIS COMPANY!!

👍 👎        REPLY

## WHY WE SOURCED THIS STORY

- Over **$75 billion** is lost annually to customer churn
- Everest ERP's last stable release was in **2009**
- Acquired by Versata in 2009, a **revitalization** company
- **Loss of VARs** has resulted in absence of support

## GENERAL DISCUSSION VOLUME

**1.3K**  **Around SaaS customer churn topics**

- From July 2019 through September 2019
- Conversations centered around customer churn in the SaaS arena

# Go-to-Market Packaging: Amplifying CX Investments and Voice-of-the Customer Successes to Proactively Drive New Sales Pipeline

Methodically convert post-implementation successes into marketing and pre-sales content and programs

BEST PRACTICES

## 07 BRING CX SUCCESS FORWARD TO WIN NEW LOGOS

Amplify the return on your customer experience investments by bringing them forward as differentiators in market. Experience and service has become as important, if not more, than product and price in the customer value equation.

## 08 ENABLE SELLERS WITH COMPETITIVE CX INTEL

Just as you enable your direct and indirect channels with product differentiation information, do the same with customer experience. Your front-line sellers must be able to drive the experience value proposition home vis-à-vis the competition.
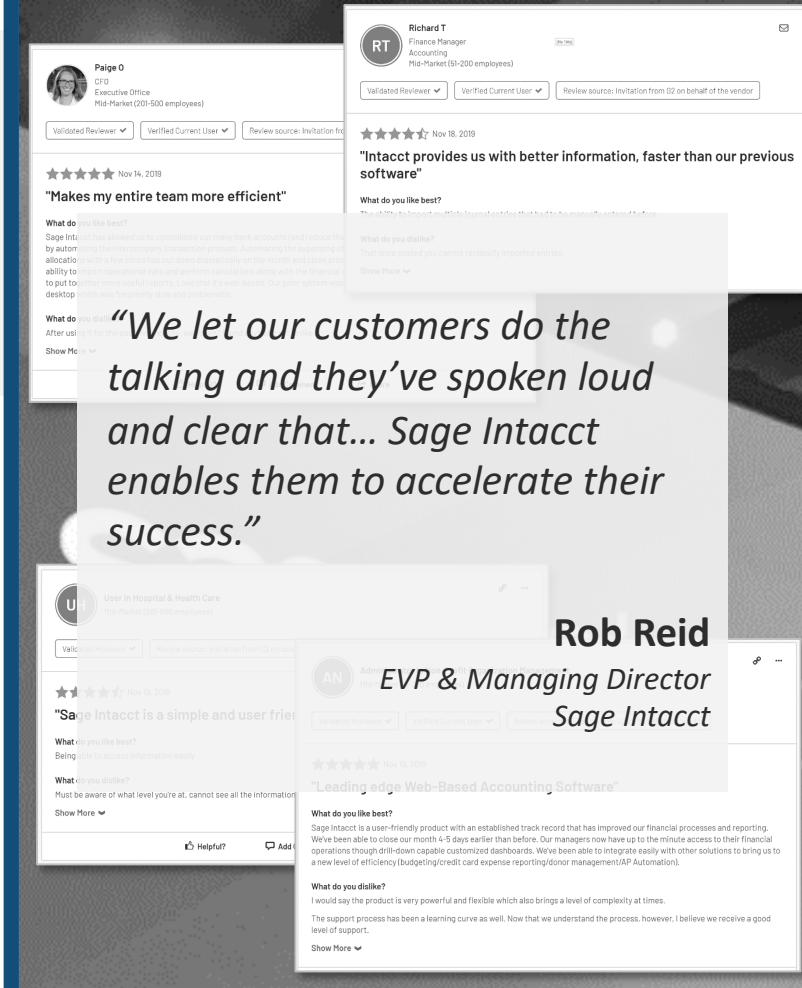
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THE XaaS CUSTOMER EXPERIENCE MANDATES

Go-to-Market Packaging

# Sage Intacct Receives Accolades from G2 Crowd and Uses the Customer's Voice as a Strong Marketing Tactic

**sage** Intacct

*Receiving the highest customer satisfaction in the 2019 Spring Grid Reports allows Sage Intacct's ability to showcase their business success*

- Using Twitter as a core marketing platform, @SageIntacct (14.2K Followers), posted the results of the 2019 Spring Grid Reports by @G2dotcom.
- The results of the report highlighted Sage Business Cloud Solutions for their incredible customer experience.
- The core of @SageIntacct's marketing message utilized the verified user reviews on G2 Crowd as a means of highlighting their winning scores in customer satisfaction and success.
- Key findings on how Sage achieved the high ranking were (1) the ability to train users quickly regardless of the user's experience level, (2) the user interface driving an intuitive experience and (3) the ability to personalize the experience and get what you want from the platform.

*"We let our customers do the talking and they've spoken loud and clear that… Sage Intacct enables them to accelerate their success."*

**Rob Reid**
*EVP & Managing Director*
*Sage Intacct*

## WHY WE SOURCED THIS STORY

- Sage Intacct received an overall customer satisfaction score of **98 out of 100**
- **90%** of users rated the software with **4 out of 5 stars**
- By comparison, the next closest solution only achieved a core of **87 out of 100**
- **95%** of Sage Intacct's users said the software was headed in right direction

## GENERAL DISCUSSION VOLUME

**16.6K**

**Around SaaS customer experience topics**

- From April 2019 through July 2019
- Conversations centered around customer experience topics in the SaaS space

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ENABLE SELLERS WITH COMPETITIVE CX INTEL

# Dell EMC Increases Competitor Monitoring From 12 to 130+ Companies to Support 10K+ Partner Community

**DELL**EMC

*Dell EMC sources and delivers up-to-date and curated information about the competition to enable a vast Partner community that manages complex sales cycles*

- Dell EMC's competitive intelligence team supports the global partner organizations with relevant insights

- Partners were unable to easily determine market response to competitive offerings and therefore differentiate between Dell EMC and competitors, including on critical issues like customer experience. The result was an inability to optimize engagement with prospects by partners.

- Dell CI team now sources tactical digital listening intelligence, including web-related articles, @mentions and other alerts about competitors, and delivered that intel in competitor battle cards for partners to access.

- Additionally, Dell EMC can track which battle cards get used the most as real-time insight into what intelligence works or what competitors are the most aggressive (including Customer Experience successes).

*"We have an enormous Partner community that [we needed] to support with timely, accurate, curated information about the competition. "*

**Jay Nakagawa**
*Director Competitive Intelligence*
*Dell EMC*

## WHY WE SOURCED THIS STORY

- Dell EMC went from tracking 12 companies to over **130** companies, a **10x** increase
- Support goes to the **1,000+** employee salesforce as well as the **10K+** partner community
- Included is an auto-search of **3.5M** sources daily for relevant alerts
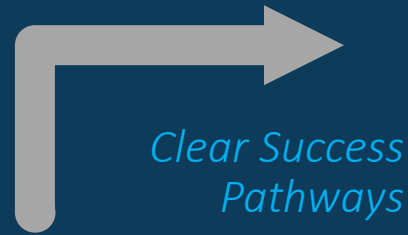
## GENERAL DISCUSSION VOLUME

**1.2K** **Around SaaS competitive intelligence**

- ○ From July 2019 through September 2019
- ○ Conversations centered around competitive intelligence and sales enablement

# Eight Customer Experience Best Practices to Drive Revenue Success

*Clear Success Pathways*

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*Execution Excellence*

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*Go-to-Market Packaging*

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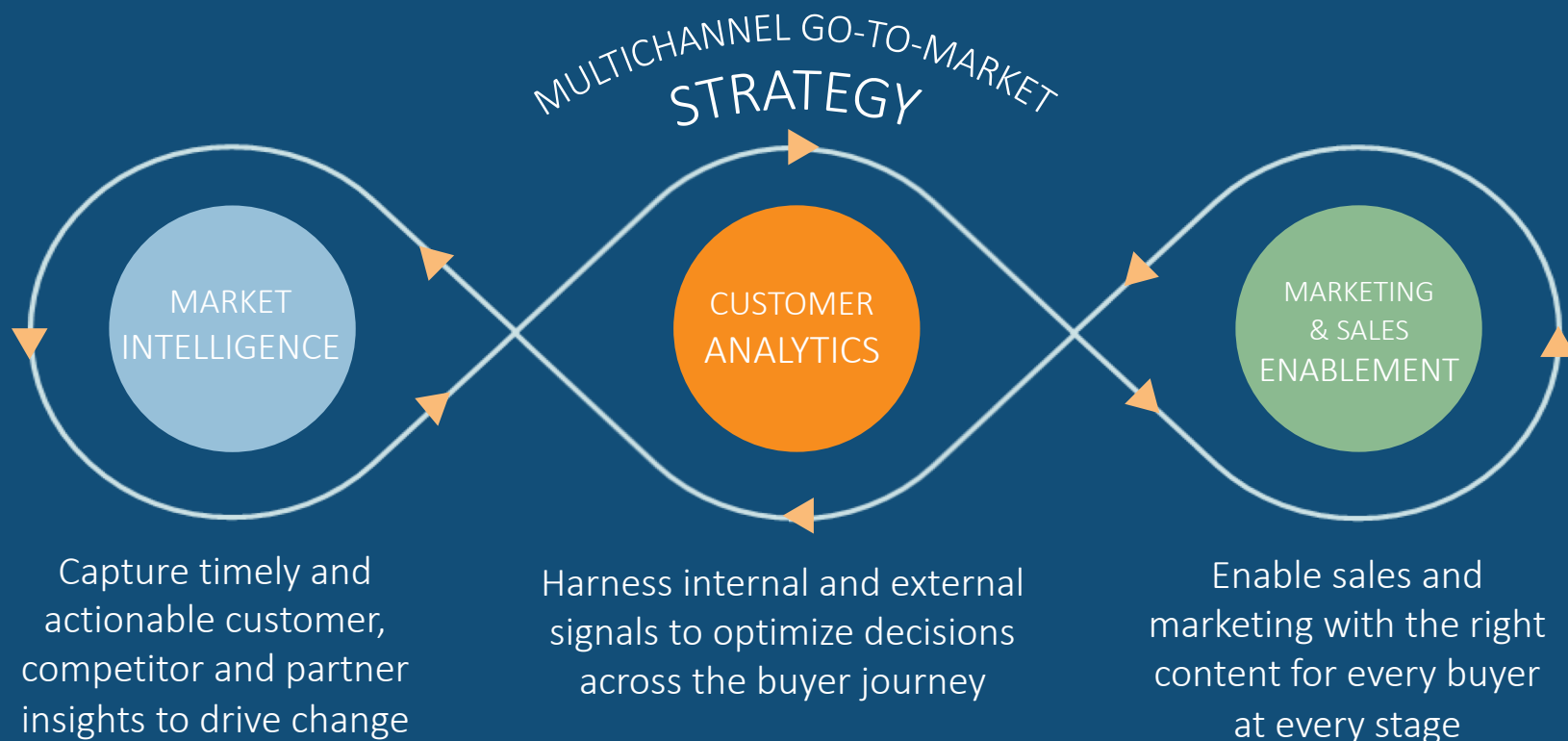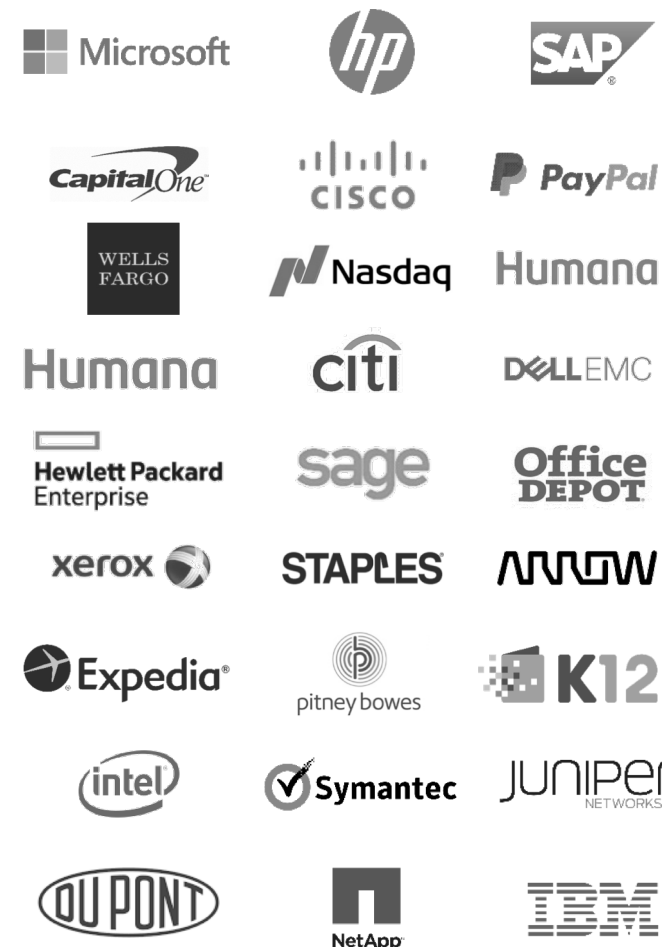
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# About MarketBridge

# YOUR PARTNER IN REVENUE GROWTH

We wrote the book on multichannel go-to-market strategy and execution, literally. Based on 25+ years of experience, made actionable with industry-specific best practices and benchmarks, we connect always-on strategy with agile execution to future-proof your success.

## MULTICHANNEL GO-TO-MARKET STRATEGY

**MARKET INTELLIGENCE**

**CUSTOMER ANALYTICS**

**MARKETING & SALES ENABLEMENT**

Capture timely and actionable customer, competitor and partner insights to drive change

Harness internal and external signals to optimize decisions across the buyer journey

Enable sales and marketing with the right content for every buyer at every stage

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CONTACT US TO LEARN MORE

## 50+
Fortune 1000 clients

Microsoft    hp    SAP

CapitalOne    CISCO    PayPal

WELLS FARGO    Nasdaq    Humana

Humana    citi    DELLEMC

Hewlett Packard Enterprise    sage    Office DEPOT

xerox    STAPLES    ARROW

Expedia    pitney bowes    K12

intel    Symantec    JUNIPER NETWORKS

DUPONT    NetApp    IBM

# MarketBridge's Evergreen Growth Engine Framework for Delivering Breakthrough Go-to-Market Performance

Success requires an always-on connection between strategy and execution



**FIRST-MILE STRATEGY**

**LAST-MILE EXECUTION**

BUYER **PERSONAS & JOURNEYS** — 04

COVERAGE & CHANNEL **DESIGN** — 03

DATA-DRIVEN **TARGETING** — 05

GROWTH **PATHWAYS** — 02

MARKETING & SALES **MOTIONS** — 06

MARKET & CUSTOMER **INSIGHTS** — 01

SALES & CHANNEL **ENABLEMENT** — 07

PERFORMANCE **MEASUREMENT** — 08

EVERGREEN **GROWTH** ENGINE™