New Ways to Win in B2B by Unifying CX and Customer Success

CX Day, Oct 2, 2018
Agenda

- **Perspective:** Blend Customer Experience And Customer Success To Win  
  Paul Hagen, West Monroe Partners

- **Medallia’s Journey:** how we at Medallia use Customer Experience to Win  
  Jody Moore, Medallia

- **New Approaches:** New ways to empower the blending of CX & Customer Success  
  Dale Weideman, Medallia
Paul Hagen, Senior Principal

https://www.linkedin.com/in/hagen2020/
Power Shake: Blend Customer Experience and Customer Success To Win
AS CX/CS PRACTITIONERS, we live in *remarkable* times
Top brands are defining the battle for customers and clients
"WHEN YOU PLAY THE GAME OF THRONES, CUSTOMERS, YOU WIN OR YOU DIE."
It’s a battle for customers – cuz *they drive your BUSINESS*

**BENEFITS OF GREAT CX**

- **Drive loyalty, leading to faster revenue growth than CX laggards**
  - 5.1X revenue growth for leaders over laggards – **17% CAGR** vs 3% over 5 years

- **Earn greater pricing power**
  - Customers of brands with excellent CX are **4.5X more likely to pay a price premium** over those with poor CX

- **Have lower costs to serve**
  - Fewer service issues, complaints and returns, and better self service capabilities

**BENEFITS OF GREAT CS**

- **Loyal customers spend 31% more with a supplier than the average customer**

- **Loyal customers are 50% more likely to try a new product**

- **Profits can increase from 25% to 95%** due to even just a 5% boost in customer retention
Customer experience and customer success teams are on similar missions to win that battle.

- Define CX vision and roadmap
- Listen to customers, interpret, share
- Intentionally design experiences
- Build a customer-centric culture
- Grow loyalty & revenue

- Deliver exceptional experiences and nurture mutually successful relationships with individual clients
- Design & orchestrate experiences that drive business performance across all clients, journeys and touchpoints

- Assure client success in client terms
- Drive health, retention, revenue growth, advocacy
- Focus more CS resources on most valuable customers
1 in 5 COMPANIES

DELIVER AN EXCEPTIONAL CUSTOMER EXPERIENCE THAT SET THEM APART*

COMPANIES ARE STRUGGLING TO DEAL WITH:

Fast-changing customer expectations and behaviors

Intense competition and industry disruption brought by accelerating advancements in technologies and data

Difficulty in making customer-centric organization changes needed to compete

*Source: Forrester, West Monroe
There are plenty of problems to solve...

CUSTOMER EXPERIENCE

Struggles to connect with product, ops, service, & strategy
Difficulties “selling” execs on ROI hence resource strapped
Lacks clear operating model & governance to define and manage CX processes

CUSTOMER SUCCESS

Focuses on delivering financial outcomes at the account level vs delivering to client definition of success
 Shields clients from broken journeys and pain vs fixing them
Unaware of or disconnected from the ‘North Star’ and how CS delivers the brand promise

CUSTOMER EXPERIENCE & CUSTOMER SUCCESS

Low maturity on both sides – underdeveloped key capabilities
Pigeonholed and siloed approach
➢ CX as research, journey mappers or focused on customer support
➢ CS as mainly inside sales or account managers
Maturity progression of both CX & CS end in same place

**Mature Stage**
- **STEREOTYPICAL CX**
- **STEREOTYPICAL CS**
- **UNIFIED CX + CS:** Firm-wide Customer-Centric Mindset

**Mid Stage**
- **Cross-Functional Governed Program**
- **Cross-Functional Post-Sales Program**

**Early Stage**
- **Marketing and/or Service Centric CX Function**
- **Sales and/or Account Management CS Function**
Speed up the maturity progression by working together

3 ways CX Gains From Working With CS

◆ A focus on the part of the lifecycle that drives lion’s share of CX
◆ Connection to financial drivers
◆ Data-driven approach to customer health (behavioral analysis)

3 ways CS Gains from Working With CX

◆ Outside-In perspective and tools (Personas, Journey Mapping) to understand customer needs
◆ Governance to drive insights into action across the company
◆ Intentional design of experiences
Jody Moore
Director, Customer Experience Strategy and Operations
Portfolio View

Where is the revenue at risk?

Medallia-led and Partner-led Relationship Surveys

What are Executives saying and who should we follow up with?

Executive Responses

1. Primary reasons for scores: It is a sophisticated platform with great potential for value to the organization.
   - Objectives most critical to success: 
   - August 30, 2019 | Go to survey

2. Primary reasons for scores: Developing new tools frequently to help capture and analyze VCC.
   - Open-ended product comments Reporting - IT Team: Revenue
   - August 21, 2019 | Go to survey

3. Objectives most critical to success: Seeing our overall NPS increase and beating our major competitors.
   - Whilst we have seen our scores improve.
   - August 21, 2019 | Go to survey

4. Primary reasons for scores: Jennifer Oregan is a master of meeting her client’s needs. I had a complex situation that did not enable a... Read more
   - August 24, 2019 | Go to survey

Average Customer Program LTR

More towards the left; high revenue clients are towards the top.
Example of Use @ Medallia

“Where is the 360 view?”

“Let’s build that for you”

“This is incredible!”

“Great Partnership”
More Ways This Helps Our Customer Success

**Successful Renewals**

“Sharing stakeholder feedback with the client renewal team shone a light on the real value Medallia was delivering across the business.”

**Customer Engagement**

“The workshop empowered a wider group of employees beyond CX Measurement with the ability to draw out their own actionable insights and feed these into their existing/upcoming projects.”

**Innovation for Customers**

“Brad and Ben were extremely well prepared for our business review with very thoughtful recommendations for evolving our program.”
Customer Experience is Evolving

**MEASURE**
Scores and CX data

**WIRE**
Broad based accountability and action. Enterprise grade

**ORCHESTRATE**
Program company with the customer. Touch-points, journeys, systems, all signals about the customer.

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Customer Satisfaction Surveys

Operational CEM

“Experience Cloud”
New Capabilities in Three Key Areas

Customer Engagement

Employee Engagement

Complete View of Account Health
New Capabilities in Three Key Areas

Customer Engagement

Employee Engagement

Complete View of Account Health
In the Moment
Engage customers as the experiences are happening
VOC Anywhere

Engage customers natively on any connected device or platform
New Capabilities in Three Key Areas

Customer Engagement

Employee Engagement

Complete View of Account Health
Employee Engagement: Employee Input ("VOCE")

Collect feedback and ideas from employees, anytime and anywhere.

Voice Your Ideas!

Collect feedback & ideas from employees anytime, anywhere.
A System To Capture Insights & Track Actions

Action

Visibility

Accountability
Employee Input: “Ideas and Initiatives’

Collect feedback and ideas from employees, anytime and anywhere

Collect feedback & ideas from employees anytime, anywhere

Enables approval and project tracking workflow; closing the loop with staff
Example: ABN AMRO

- 1500+ initiative ideas in first 7 months
  - 40% approved for action
  - 30+ initiatives in implementation

Initiatives are CX-focused versus EX

Route employee ideas immediately for approval and solutioning, following up with notes on actions.
New Capabilities in Three Key Areas

Customer Engagement

Employee Engagement

Complete View of Account Health
Key Data Is Limited, and Too Scattered

Adoption?
Usage?
Satisfaction?
Support issues?
Billing issues?
Project delays?
Outcomes?
Changing The Game To Capture ALL Key Signals

Expressed Experience (Feedback)

Actual Experience (Data)

Observed Experience (Employee Insights)

100% of customer experience
Customer Experience
Customer sentiment: the relationship and every key moment that matters

Employee Insights
Customer happiness
Changing priorities
Improvement ideas

True360
Visibility
Action
Automation

Outside/In customer view

Inside/Out Internal systems view

Complete Account Data
Contractual data
Adoption and usage
Service & support

Team insights & ideas
Questions? Comments?

Maturity progression of both CX & CS end in same place

- **Mature Stage**: UNIFIED CX + CS: Firm-wide Customer-Centric Mindset
- **Mature Stage**: Cross-Functional Governed Program
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- **Early Stage**: Marketing and/or Service Centric CX Function
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**Employee Engagement**

- Areas
- Action
- Visibility
- Accountability

**In the Moment**

Engage customers as the experiences are happening

**True360**

- Visibility
- Action
- Automation

**Customer Experience**

- Customer sentiment: the relationship and every key moment that matters

**Employee Insights**

- Changing priorities
- Improvement ideas

**Complete Account Data**

- Contractual data
- Adoption and usage
- Service & support

**Inward/Outward Internal systems view**

**Team insights & ideas**

**Outside customer view**

**Employee Engagement**

- MEDALLIA
Thank You!