Board/Investor

Nick Mehta @nrmehta
CEO Gainsight #customersuccess;
Join October 2007;
diehard: Steelers, family, blueberries;
curious: robots, quantum physics, progress;
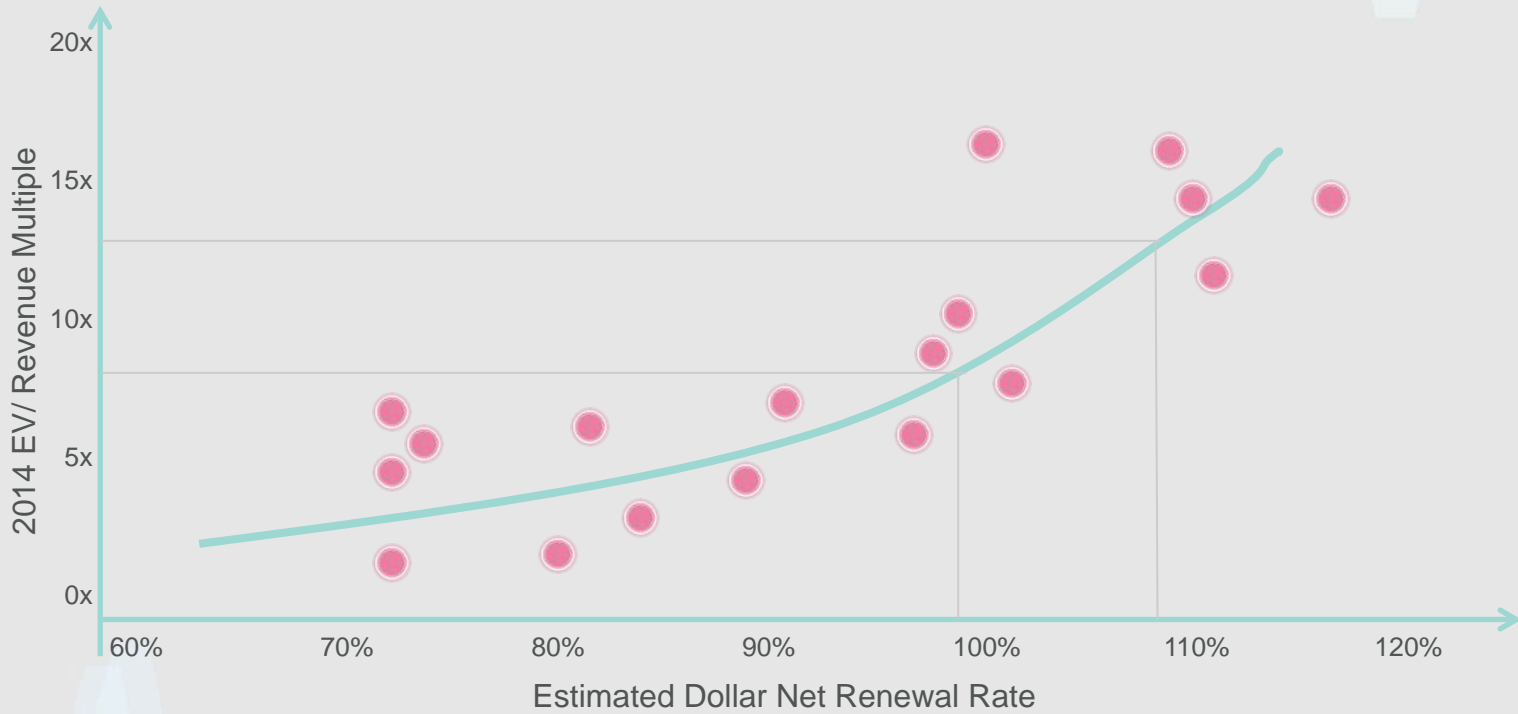Taylor Swift meets John Rawls

Why Your Board Cares About Customer Success

Source: Altimeter and FactSet 10/2014

Why Does This Matter?

1. Elevate importance of Customer Success

2. Drive more budget toward Customer Success

3. Highlight issues across company to help CSM

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What should I talk about to my board?

Board Meeting Basics

What To Cover

	Finance	**Product**	**Marketing**	**Sales**	**Customer Success**
Past	Actuals	Shipped	Leads	Bookings	Renewals / Up-Sell
Future	Forecast	Roadmap	Campaigns	Pipeline	Health

Types of Metrics

- Balance: Where we are today

- Trend: How we've performed over time

- Forecast: Where we're headed

- Vs. Plan: How this compares to goal

CAVEAT: CUSTOMER NAMES AND AXES BLURRED TO PROTECT THE INNOCENT

Past

What was our retention rate?

PULSE

200%!!!!

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Net Bookings =
{
Bookings (New Customers)
+
Expansion Bookings (Existing Customers)
−
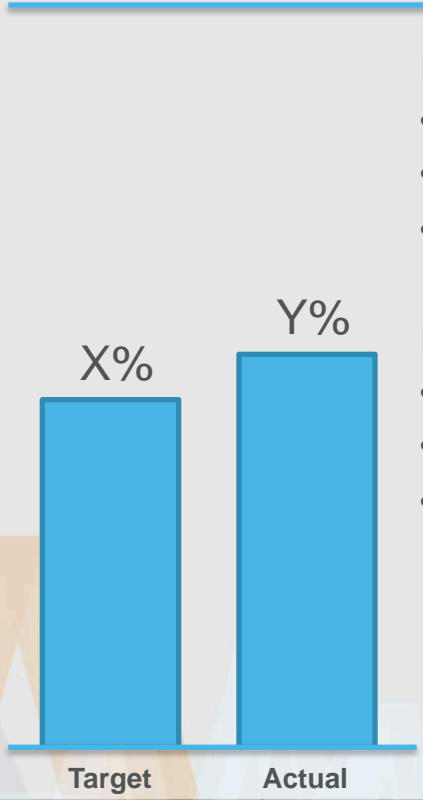Churn (Lost Customers)
}
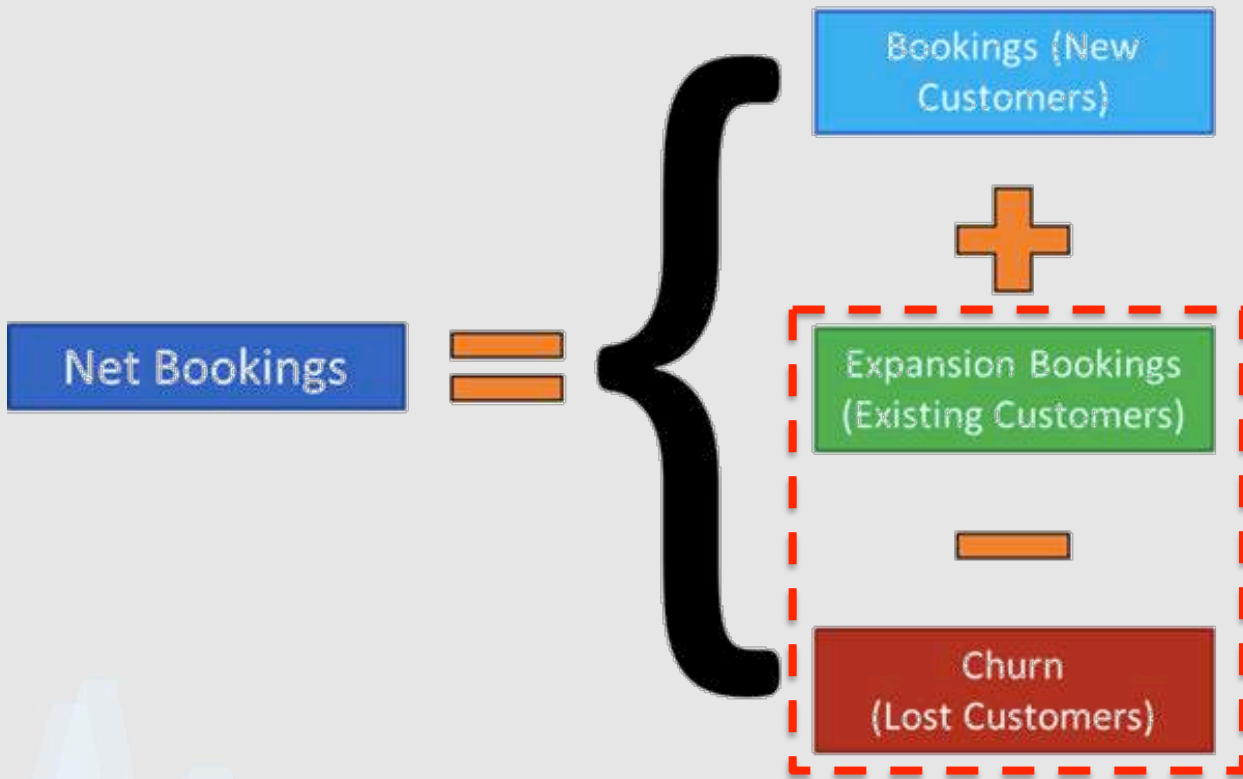
Source: David Skok, Matrix Partners

Get Agreement On…

- Dollar churn or customer churn?

- Include price decreases and downgrades?

- Include price increases and upgrades?

- Churn on total ARR/MRR or churn on renewable amount?

- Controllable versus uncontrollable churn?

- Churn by cohort?

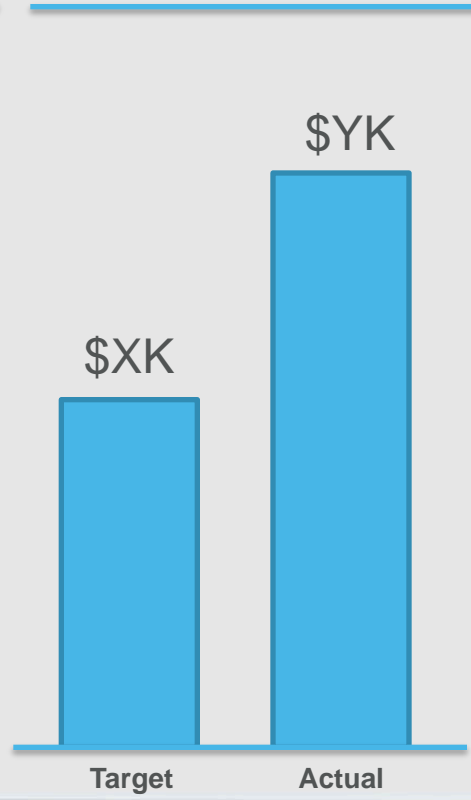# Scoreboard: Customer Success

Gross Retention

Key Renewals:

- Customer A: $XXXK
- Customer B: $XXK
- Customer C: $XXK

Key Churns:

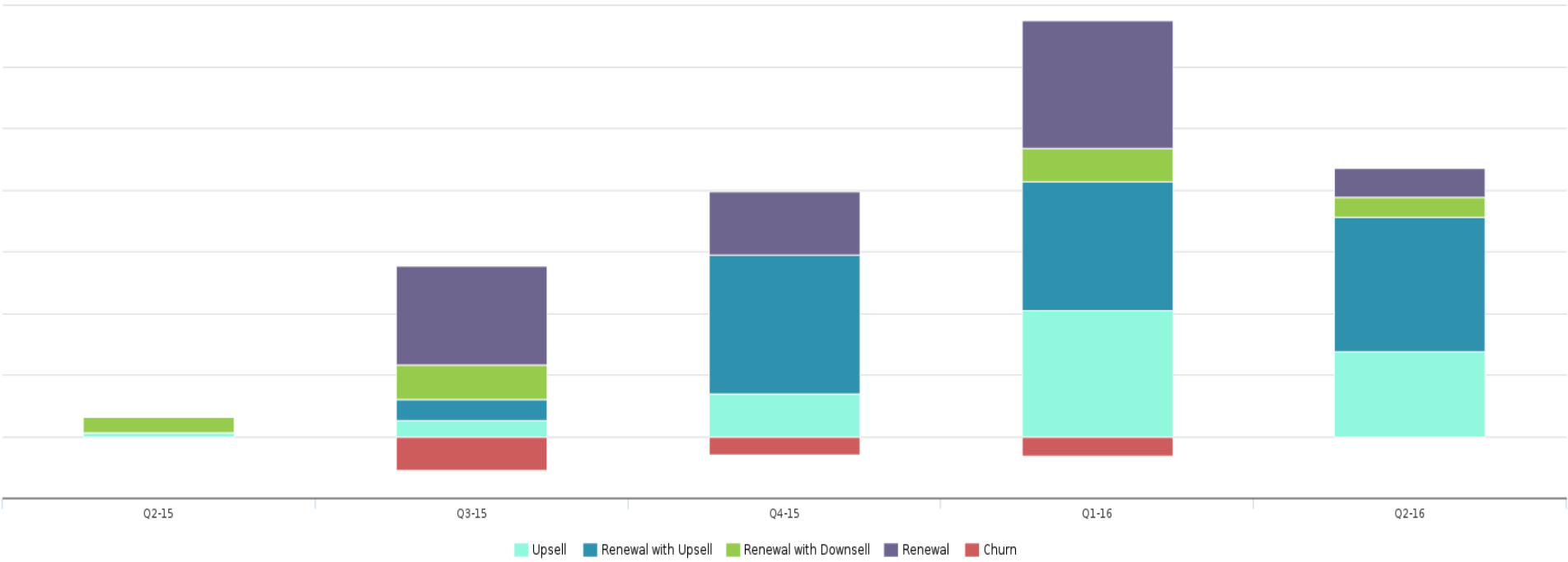- Customer A: $XXXK
- Customer B: $XXK
- Customer C: $XXK

X% Y%

Target **Actual**

Up-sell

$YK

$XK

Key Up-sells

- Customer A: $XXXK
- Customer B: $XXK
- Customer C: $XXK

Target **Actual**

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Which Renewals Did We Recently Close?

Transactions: Renewals Closed - Expiring in Qtr

Customer ▲	Booking Type	Account Name	ARR	ARR δ
	Renewal		$ 175,000	$ 0
	Renewal		$ 21,329	$ 0
	Renewal with Downsell		$ 20,970	$ -1,782
	Renewal with Upsell		$ 38,963	$ 6,122
	Renewal with Upsell		$ 46,682	$ 28,350
	Renewal with Upsell		$ 62,370	$ 9,457

Which Up-sells Did We Recently Close?

Transactions: Upsells Closed this Quarter

Customer	Booking Type	Account Name	ARR ▼	ARR δ
	Upsell		$ 10,500	$ 10,500
	Upsell		$ 6,538	$ 6,538
	Upsell		$ 6,322	$ 6,322
	Upsell		$ 5,310	$ 5,310
	Upsell		$ 4,900	$ 4,900
	Upsell		$ 3,100	$ 3,100

What are our operational metrics?

Scoreboard: Services – Time to Launch

Time to launch decreasing over time

Quarter Closed	Median Calendar Days to Launch	Minimum Calendar Days to Launch
Q3 2013		
Q4 2013		
Q1 2014		
Q2 2014		
Q3 2014		
Q4 2014		

Increasing adoption driving higher ticket volume

Customers engaging support more quickly and CSMs sending to Support
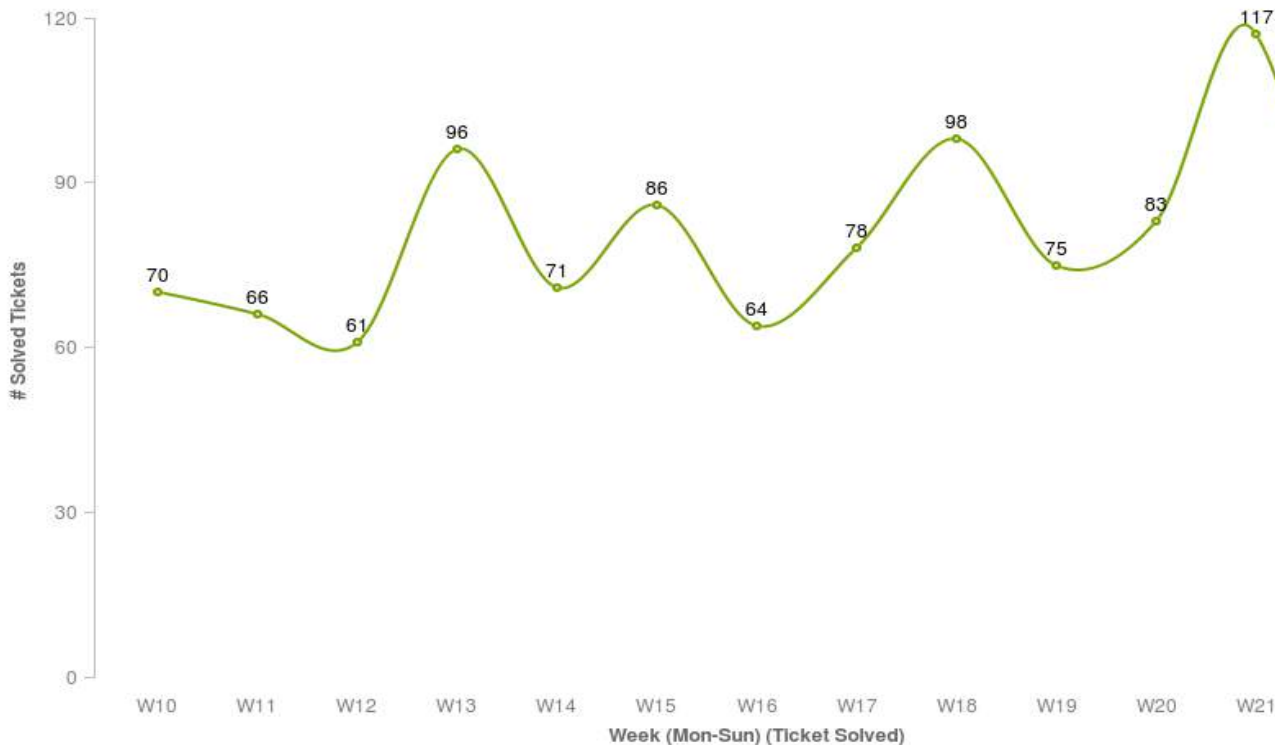

New Tickets Created by Month

Scaling with increasing support volume - good ramp by team

12 weeks from 5-25-15

Scoreboard: Support – Top Customers and Categories

Increasing adoption driving higher ticket volume

Tickets by Catagory (Top 5): From Feb 2 to May 26	
Rules Engine	246
Cockpit/CTA/Playbook	170
Reporting	125
Customer 360	110
Surveys	100

Steady growth of community – especially on Ideas

Through 5-25-15

New Users by Month

Month/Year (User Create)	New Members
Mar 2015	34
Apr 2015	22
May 2015	20

New Topics by Month

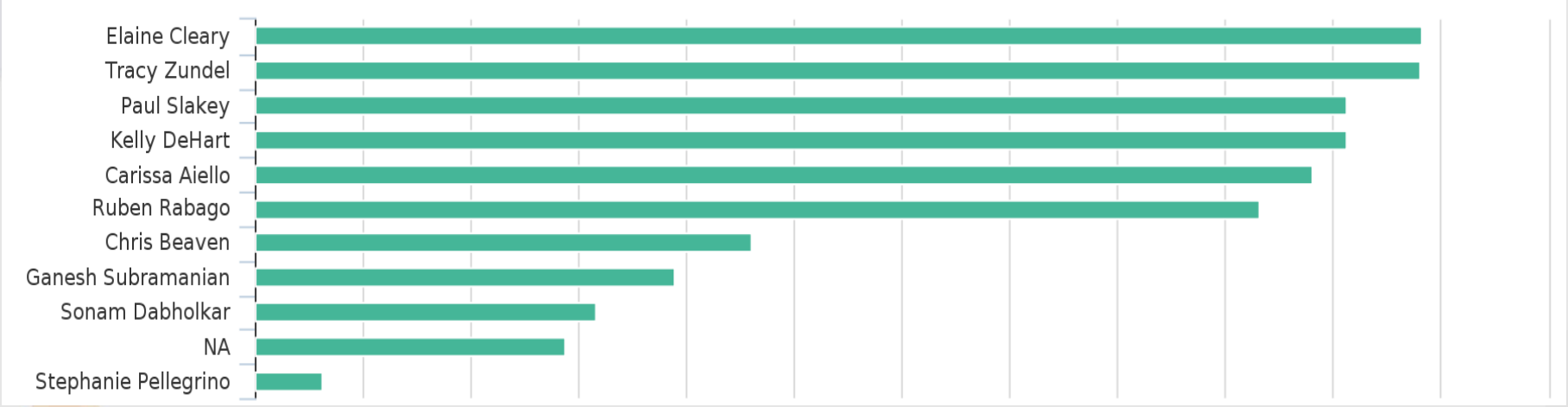| Month/Year(Topic Create)	New Topics	#Ideas	#Questions	#Problems
Feb 2015		3	0	0
Mar 2015	28	27	5	1
Apr 2015	30	45	5	4
May 2015	16	25	6	7

Hiring causing range of load
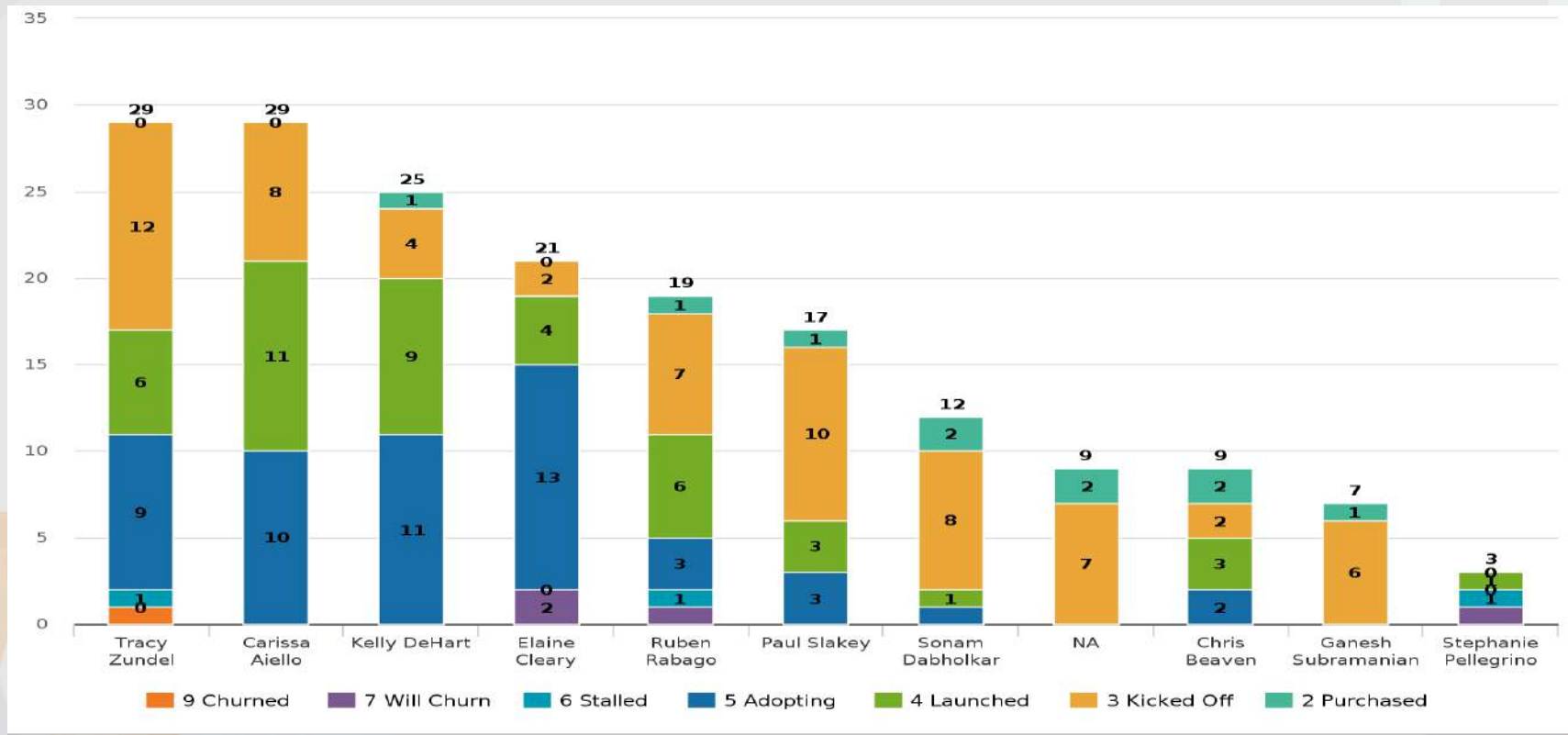
Scoreboard: CSM – ARR Load

Trending toward target of $1.2 MM /CSM

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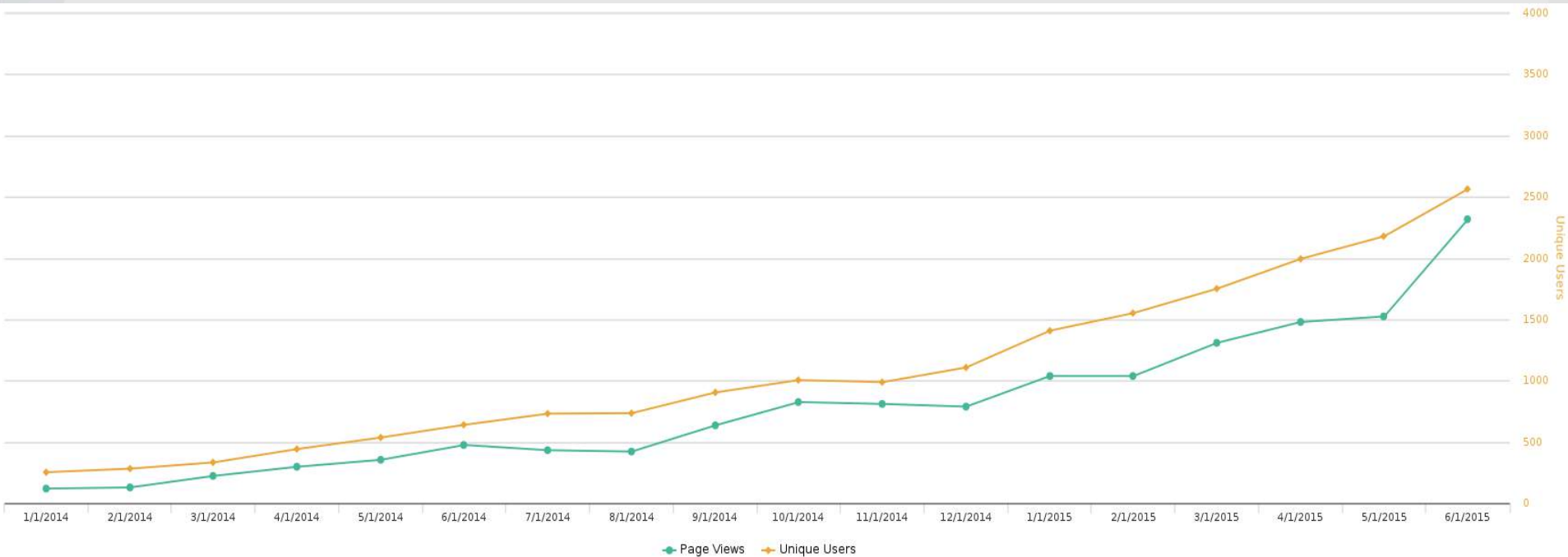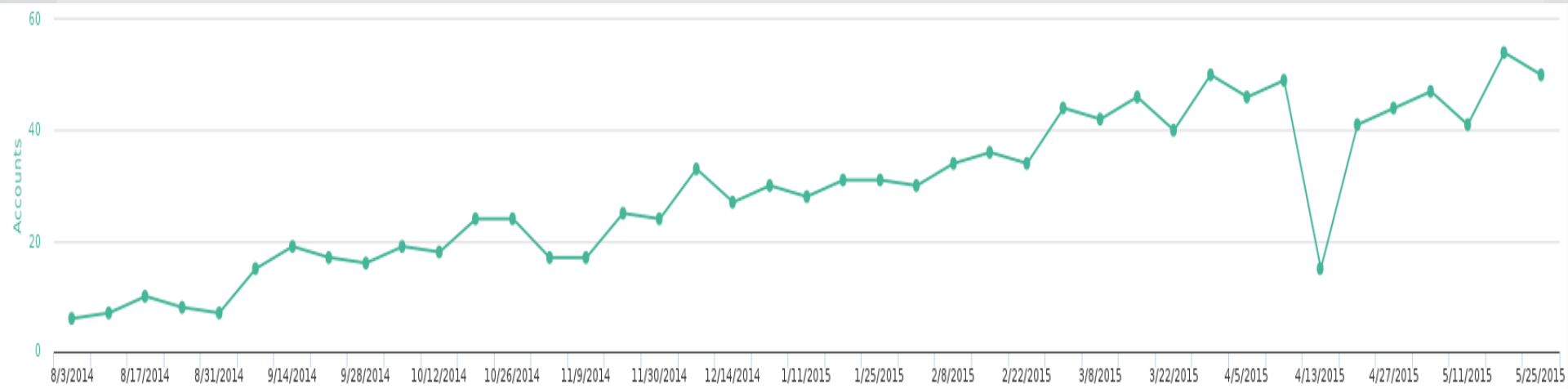# How is adoption trending?

Scoreboard: Adoption Trend

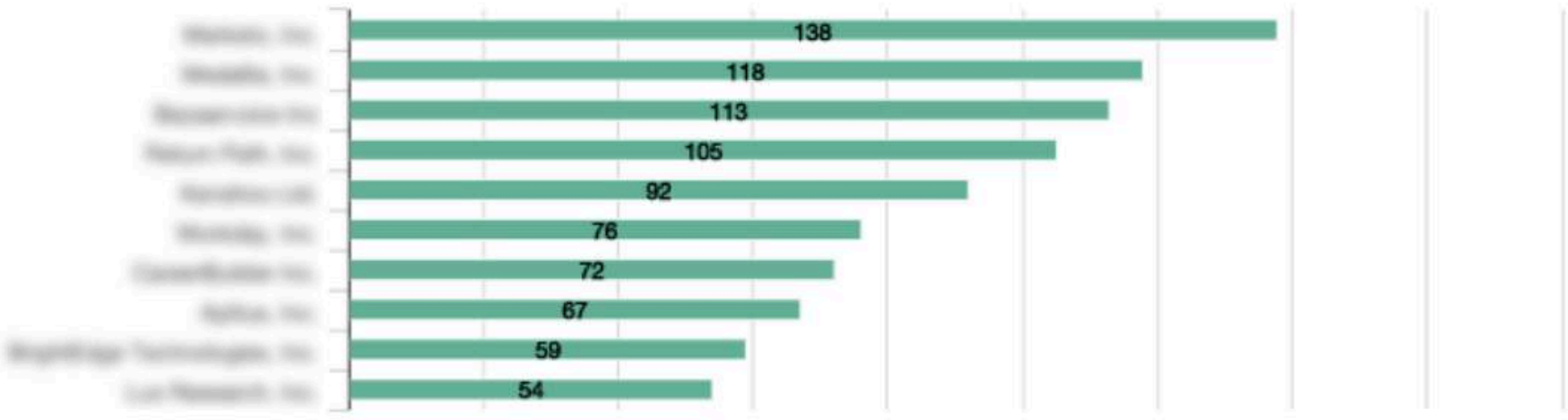Adoption trending up % x MoM
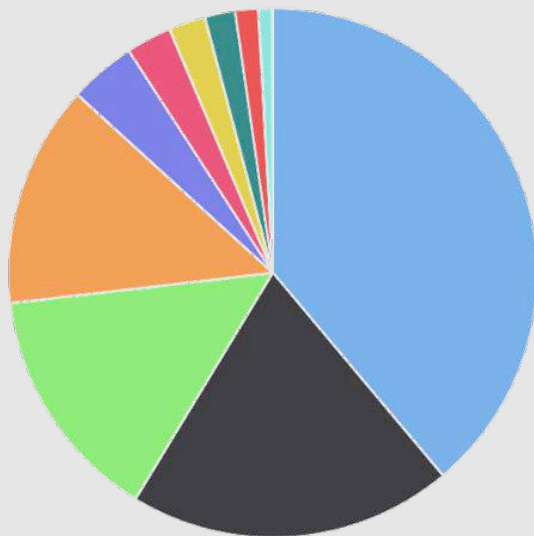
Actions per user up %Y Mom

Legend: ● Page Views ● Unique Users

Who Are Our Top Usage Customers?

Gong GA Day Agg: Top 10 Accounts by Unique Users

138
118
113
105
92
76
72
67
59
54

Scoreboard: Top Features by Usage

Customer Success 360 (38.9%)
Gainsight Home (19.8%)
Cockpit - List (14.5%)
Customers - Customers (13.6%)
Administration - UI Settings (4.1%)
Rules Manager (2.8%)
Administration - Customers (2.3%)
Reporting 2.0 (1.9%)
GSMEditScorecard (1.4%)
Adoption - Usage (0.9%)

Are customers happy?

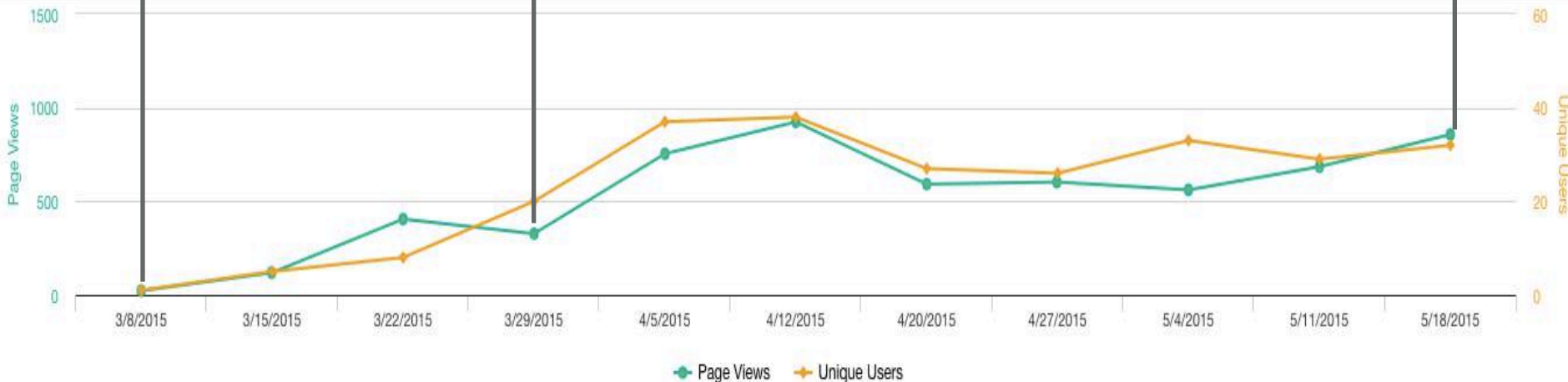# Scoreboard: NPS

What is working?

Success Story 1: [Company Name]

- Phase 1 of 2 in implementation completed in ~8 weeks
- Launched with 3 Risk CTAs and 1 Expansion CTA for high-touch CSMs

- Equipped exec sponsor with change management templates
- Trained managers as mini-adoption champions
- Created dashboards for them to track their own adoption

- Launched CoPilot for low-touch CSMs
- Included additional Risk CTAs
- Trained managers to use Gainsight in 1:1 meetings with team members

41 Lifetime reviews:

REVIEW HIGHLIGHTS

4.6 ★★★★★ out of 5 (41 reviews)

RATING DISTRIBUTION

5 Stars
4 Stars
3 Stars

Steven D - Express Implementation was very valuable
★★★★★

We have just completed the Express Implementation with Gainsight and I found it immensely helpful in working through minor issues and making sense of a very complex and powerful product. My only concern has been that the documentation is somewhat incomplete: many times during the workshop we deviated from documentation and, without having the ...More

May 21, 2015 at 11:11 AM · Comment · Like · Report Abuse

Mike Gettman - Stands out amongst competitors
★★★★★

We've been using Gainsight for over 2 years and have been impressed with the company's growth, on-target product roadmap, and bustling capabilities. The product looks better than ever and the new cockpit feature has enabled our CSMs to be alerted to changes the events, risks, and opportunities that mean the most to our business. We are hitting our ...More

May 08, 2015 at 4:34 PM · Comment · Like · Report Abuse

Kristin Lucas - Gainsight brings efficiency and scalability to Account Management
★★★★★

We are in the first phases of our implementation and I can already see the huge value it will bring. The Gainsight application will enable us to become very efficient within our Account Management (ala Customer Success) teams. It solves problems of scalability, maximizing on best practices and visibility to customer status, both good and bad. ...More

Mar 23, 2015 at 4:39 PM · Comment · Like · Report Abuse

Kate Popp - Gainsight Support & Success teams are terrific
★★★★★

The Success and Support teams have been amazing in our implementation time. Once you get the hang of thinking through the data, it's fairly easy to connect new sources and make tweaks along the way. When it wasn't easy, Gainsight Go usually had the answer for me in a matter of minutes, or Support would answer within hours. 5 stars from me.

Mar 13, 2015 at 12:25 PM · Comment · Like · Report Abuse

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Newer review site
10 lifetime reviews:

Newer review site
10 lifetime reviews:

Gainsight Revie

5 star	▓▓▓▓▓▓▓	7
4 star	▓▓▓	3
3 star		0
2 star		0
1 star		0
Show All		
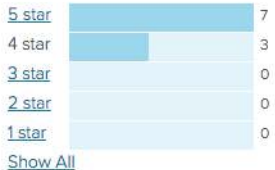
★★★★☆
Updated On June 26, 2015
✓ Validated Review 📷 Verified Current User

0 Helpful

Gainsight makes our data actionable.

Ryan Horlacher

What do you like best?
Before Gainsight, we were spending a lot of time just looking at our accounts to see if there was a need for contact. Gainsight allows us to spend less time looking for things to do and more time doing what needs to be done. While we are working the accounts that need attention, Gainsight is monitoring all other account to let us know as new needs arise.

★★★★★
Updated On June 26, 2015
✓ Validated Review 📷 Verified Current User

0 Helpful

Industry leading customer success solution in my opinion

Nick Sorensen

What do you like best?
Industry-leading feature-set, highly customizable and very quick release cycle. They have the momentum and resources to continue to lead the industry moving forward. Love the annual Pulse conference they put on. Their team is amazing to work with.

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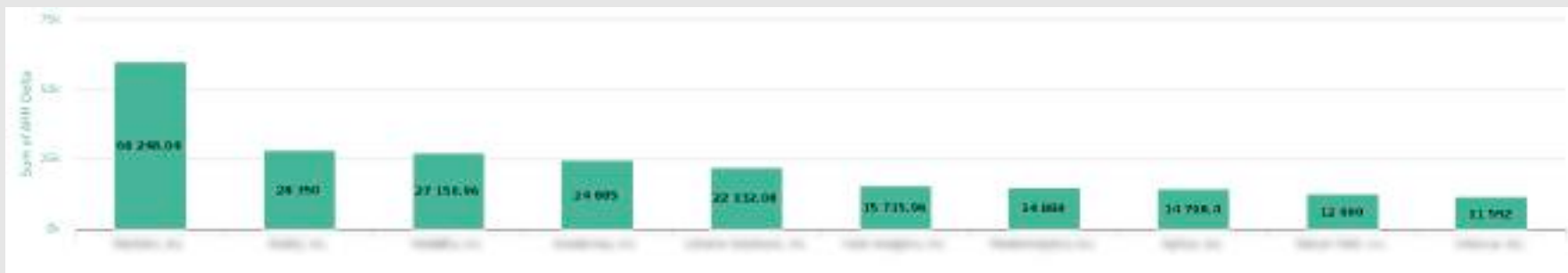
Why are customers leaving?
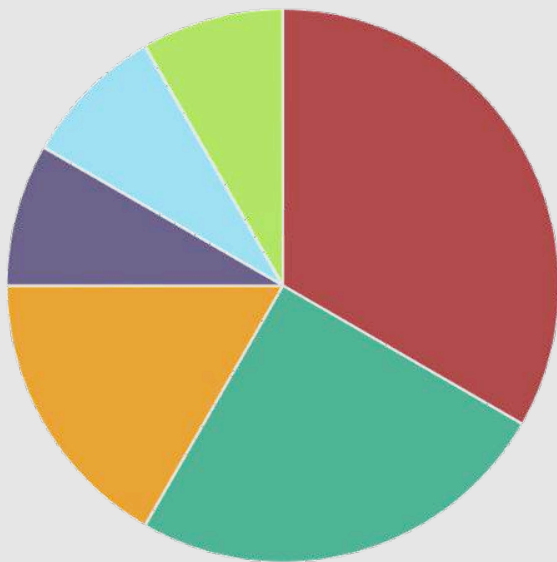
Legend:
- Incomplete Onboarding (33.3%)
- Lost to Competitor (25.0%)
- Low Adoption (16.7%)
- Acquisition (8.3%)
- Lost Champion (8.3%)
- Other (8.3%)

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Other Factors to Look At

- Same metrics by region, vertical, product, segment
- Churn by reason
- Top churns and up-sells
- Churn and up-sell by cohort

Future

What is our risk in our installed base?

Risk 3.0: Company-Wide

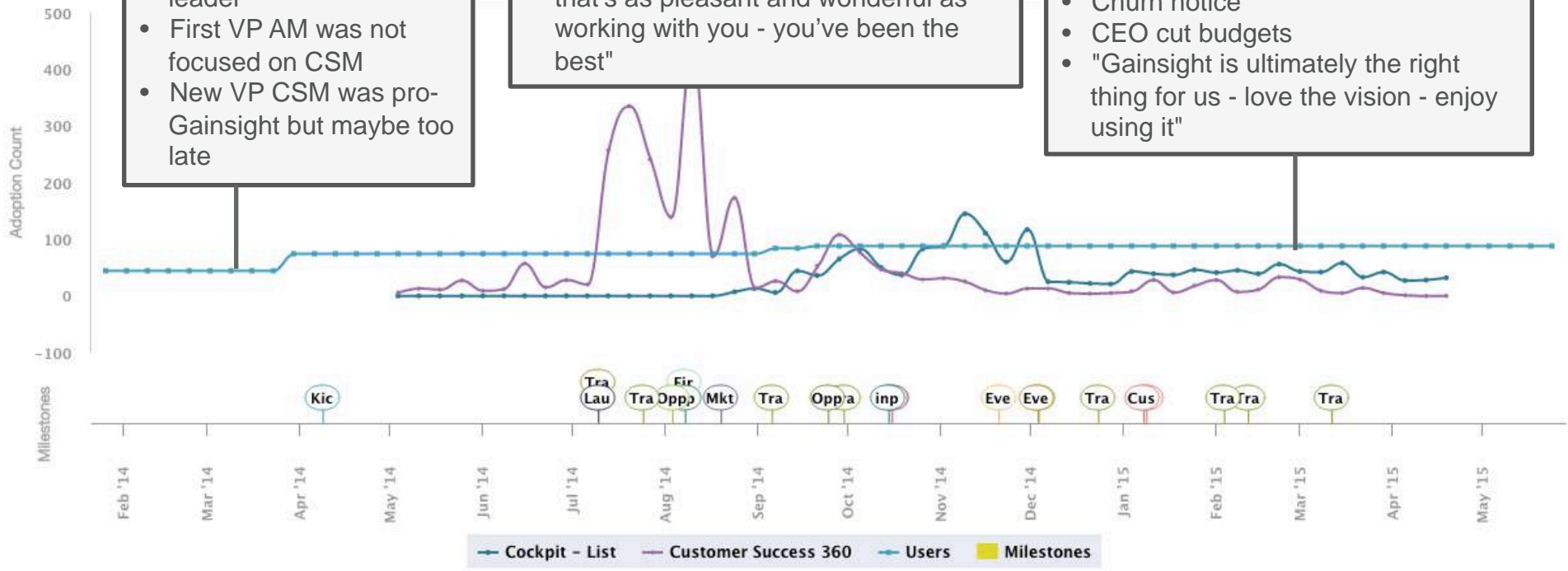|	① Readiness	② Product	③ Bugs	④ Implementation
GM	VP Sales	VP Product	VP Engineering	VP Services
Definition	Customer is not a standard use-case, or not ready for GS	Customer views something as a bug, but truly it's a feature request	High volume / high priority of bugs for that customer	Project plan is delayed

	⑤ Support	⑥ Company	⑦ Sentiment	⑧ Habits
GM	VP Services	VP Customer Success	VP Customer Success	VP Customer Success
Definition	Customer has high priority, volume or duration of tickets open	Something about the company has changed that is impacting their GS use (e.g. lose advocates, financial difficulty, re-org)	Customer isn't happy or has experienced many risks with GS	Customer isn't using our product significantly

8 categories of customer success

		Fit	Product	Bugs	Implemen-tation	Support	Company	Sentiment	Habits
	GM:	VP Sales	VP Product	VP Eng	VP Services	VP Services	VP CSM	VP CSM	VP CSM
Scorecard	RED	"Not a Fit"	**CTA flagged**	**CTA flagged**	**CTA flagged**	**CTA flagged**	**CTA flagged**	Exec Detractor or Fatigue Risk	Risk CTA
	YELLOW	"New Use Case, non-SFDC"	CTA open **(manual/ auto)**	CTA: support tkt	CTA open (auto)	CTA open (auto)	CTA open **(manual/ auto)**	Else	Oppt'y CTA
	GREEN	"Meets Criteria"	No CTA	No CTA	No CTA	No CTA	No CTA	Exec Promoter NPS	No CTA
Cockpit	CTA owner	--	PM (pre-Launch) / CSM (post-Launch)	Support (Emily)	PM (pre-Launch) / CSM (post-Launch)	CSM	CSM	CSM	CSM

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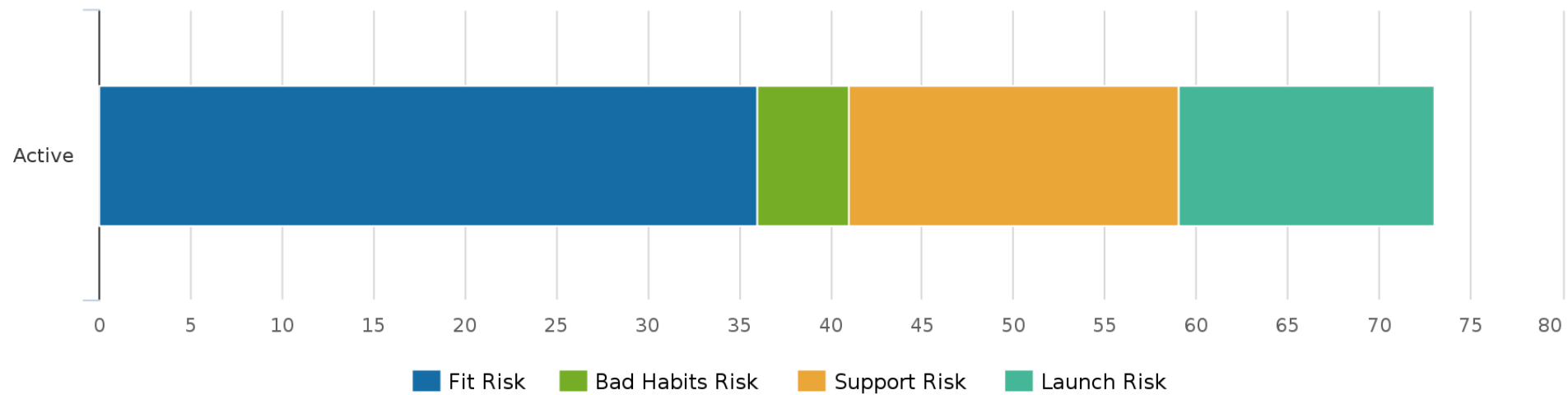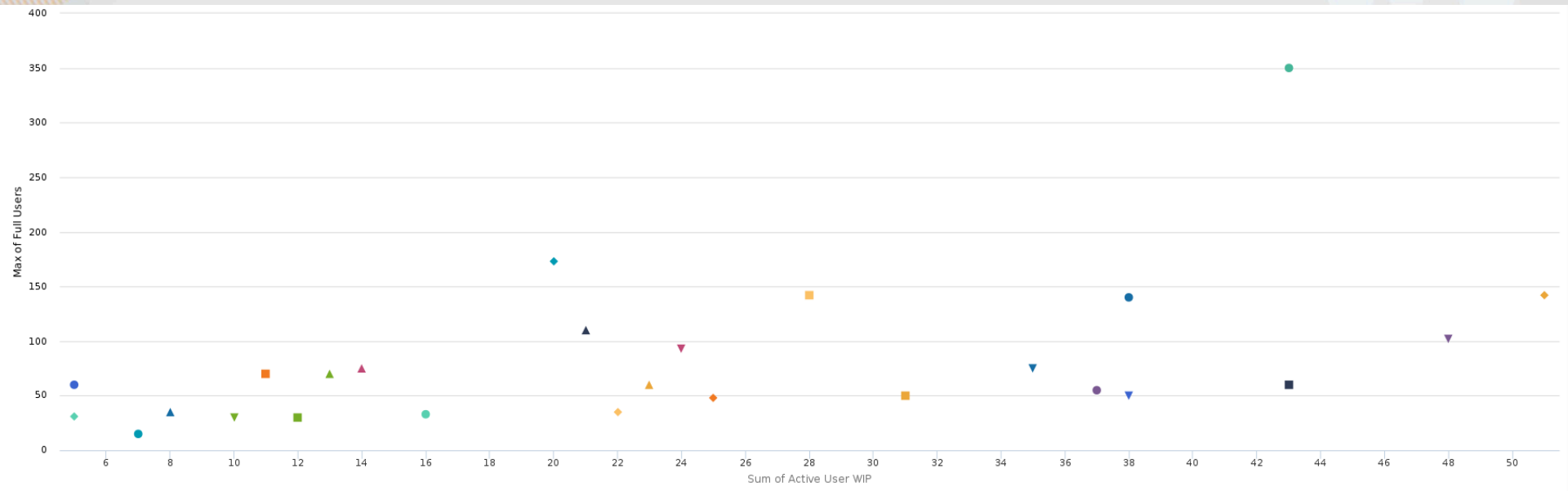
Which Clients Are Taking Too Long In Onboarding?

Customers: Onboarding - Over 90 Days from OCD

Customer	Customer Lifetim...	Project Manager	CSM	Stage
■→	>=	■→	■→	■→
	3	Marie Sahrmann	Ruben Rabago	3 Kicked Off
	4	Kendra McClanahan	Stephanie Pellegrino	3 Kicked Off
	4	Lisa Mirth	Tracy Zundel	3 Kicked Off
	4	Kendra McClanahan	Tracy Zundel	3 Kicked Off
	4	Lisa Mirth	Stephanie Pellegrino	3 Kicked Off
	4	Marcus McClure	Elaine Cleary	3 Kicked Off

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Which Clients Aren't Using Our Product?

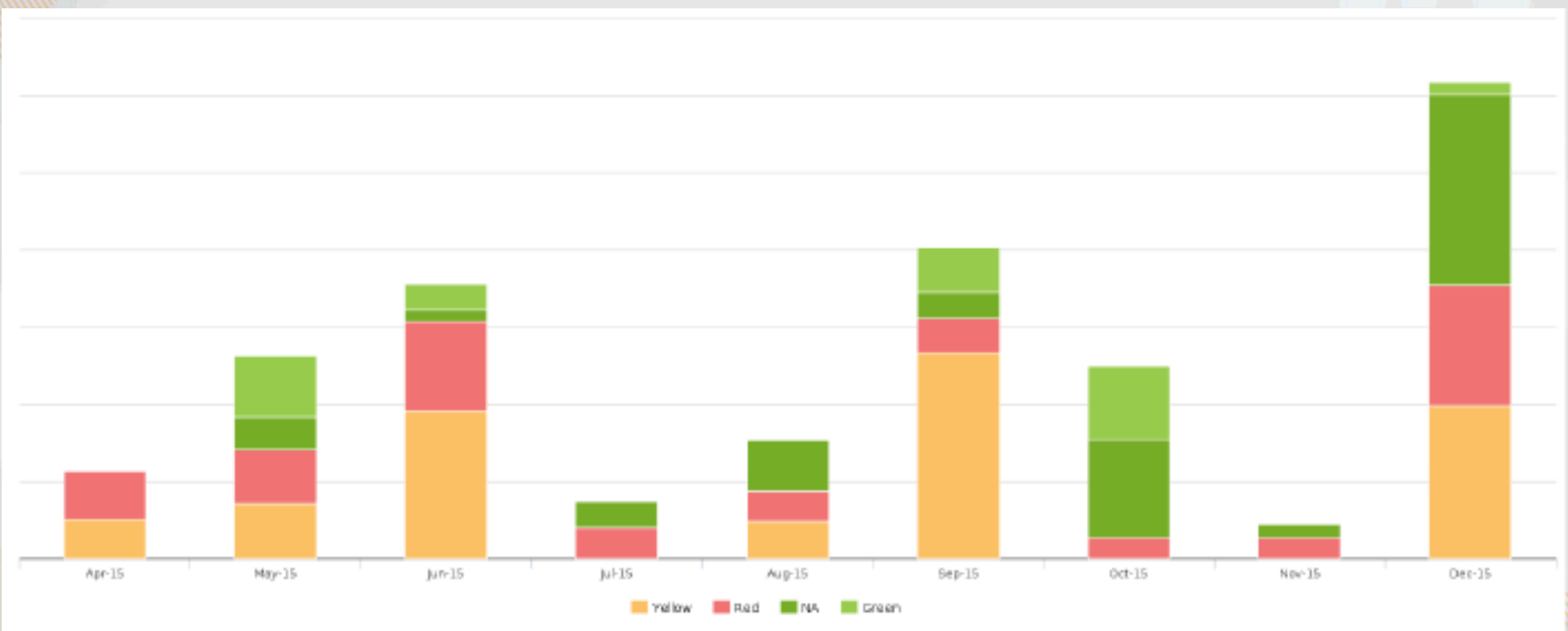| Renewal Date	Account Name	Page Views ▲	Active Users	Licenses
mm dd yyyy ✕	✕	✕	✕	✕
09/30/2016		0	0	20
01/01/2016		0	0	15
12/29/2015		0	0	60
10/05/2015		0	0	10
03/06/2016		0	0	10
06/29/2016		0	0	10
12/05/2015		0	0	5
08/30/2015		0	0	5
06/29/2015		0	0	10
03/30/2016		0	0	20
04/29/2015		2	1	5
12/30/2015		2	1	30

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Are things getting better?
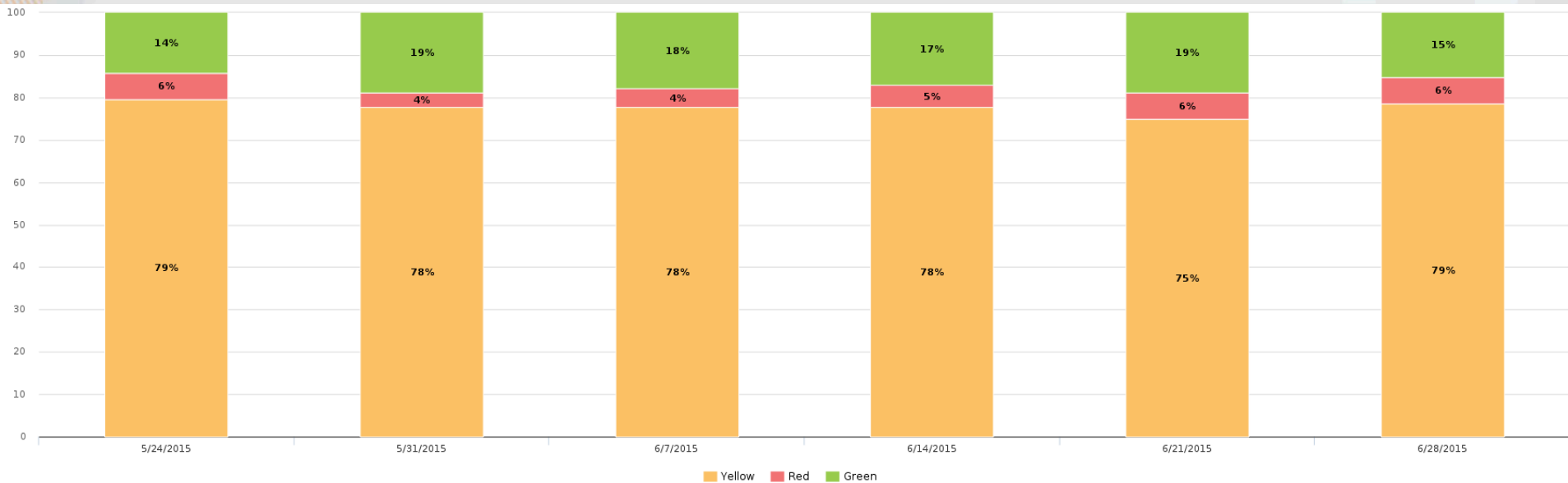
What is our forecast?

Future: Renewal Forecast

What are your initiatives?

Play 1

- Initiative 1
- Initiative 2
- Initiative 3

Play 2

- Initiative 1
- Initiative 2
- Initiative 3

"NOT EVERYTHING THAT CAN BE COUNTED COUNTS, AND NOT EVERYTHING THAT COUNTS CAN BE COUNTED."

ALBERT EINSTEIN

All Things #customersuccess

🔍 Search The Knowledge Base

| 3 | Building the CSM Team | 2 | Case Study | 7 | Customer Success Manager 101 |
| 10 | Executive Perspectives | 5 | Metrics | 13 | Organizational Alignment | 8 | Process |

Customer Success Beat
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the Newsletter

HOW I USE GAINSIGHT TO BE A MORE CUSTOMER-CENTRIC CEO

By: Nick Mehta, CEO of Gainsight

http://access.gainsight.com/executive-guide-to-churn/

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