Building FastTrack: The Office 365 Customer Success Service
Lessons we learned, so you don’t have to

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Large-scale services give some specific challenges

FastTrack supports our $15BN cloud business

• 4K customers/month
• 100M MAU
• Lots of ways to sell / serve
• FastTrack = part of subscription
• Started as on-boarding, now adoption

FastTrack.microsoft.com

- METHODOLOGY & RESOURCES
- TOOLS & INSIGHTS
- EXPERTS

Plan for a successful rollout
Move to the Cloud with confidence

Realize business value faster
Lesson #1 – Qualify your customers so you know what’s coming in

Otherwise, customer mix will mask your business performance

- Quantify ‘free toaster syndrome’
- How we approached it
  - License status: (Blocked, No Intent, In Progress)
  - Pre-requisites (Date, Intent, Reason, Success Owner)
  - Success factors (People, Scenarios, Comms, Training)

Upsell
Renewal
Success
Usage
Deployment
Intent
Lesson #2 – Model the business. Measure results against it

Avoid the ‘is that good?’ question. Set the right expectations

- Define what ‘good’ is
  - Given process, budget, customer quality
- How we approached it
  - Metrics and targets
  - Expected output, time, cost
  - Measure against expectation (+insights)
  - Shows our value (Data, Insights, Feedback)
Lesson #3 – Build the service like a product

Know what is working, and the impact of your changes

• “Did this change improve us?”
• “What service version did the customer get?”
• How we approached it
  • Baseline the service
  • Instrument everything (BUT consider practicality)
  • A/B test: impact before implementation
  • Ship when it works and impact can be measured
Lesson #4 – Bring everyone along (eventually)

Big changes upset the established order – plan accordingly

- People do what makes THEM successful
- Beware the law of unintended consequences
  (Sales, Partners, Professional services)
- Displacing revenue creates hostility
- How we approached:
  - Negotiation cost vs. scale of change
  - Show Partners how to make money
  - Have Partners run the service
What’s next?

The reward for good work is… more work

• More Office products, Windows 10, Dynamics, …
• Ongoing ‘Customer Success’ culture change
• Machine Learning to prioritize work
• Community-led success
• Bigger role for partners
Recap

4 things to think about

- Qualify your customers
- Model the business. Measure results against it.
- Build the service like a product
- Bring everyone along (eventually)
THANK YOU

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