CLIENT VELOCITY

Success Analysis Guide

1. Identify Your Most Successful Customers
The first step to performing an effective success analysis is to select the right customers to interview. Here you will need to identify a group successful customers to interview as part of the success analysis. The goal is to interview at least 5 customers, so you probably should identify at least 10 in order to account for the possibility that some customers may not be available to be interviewed.

WARNING: Successful and Happy are not the same!
This may seem like a simple task of identifying your happiest customers. However, it is important to understand there is a difference between a successful customer and one that is “happy” or says nice things about your CSMs and product. In fact, in many cases your most successful customers, those that are getting the most benefits from your solution, are not necessarily your happiest or friendliest.

Who is Successful?
Successful customers are those that have achieved significant results of the kind your solution promises, and who are able to speak directly to how those results were achieved. As mentioned, sometimes the customer that can best articulate how they are getting measurable results out of your product may appear to be dissatisfied. Perhaps they frequently complain, request improvements, and submit tickets to support. Be aware that these are often signals that they are deeply engaged with your solution and dependent on it to achieve their performance goals. Use the ideas and attributes identified below to help you and your team members identify the truly successful customers.

What To Look For:
- The client has achieved measurable results
- They can articulate their process and why it worked
- The client has renewed at least once (more is better)

Gather Key Customer Information
Create a spreadsheet which will be used to schedule the success interviews, and input all the key information below for each account.
- Company Name
- Point of Contact (Name/Title)
- Product Type (What products they have purchased from your company)
- Industry (What industry they operate in)
- CSM/Account Manger

Schedule The Interviews
Once you have your list of clients to interview, begin reaching out to schedule 45-60 minute interviews. Not all of the clients you have selected will be able to make the interview, however this should give you enough options to interview five to seven accounts. If you can’t schedule enough interviews (at least 5) then you may have to circle back to identify a few additional successful accounts.

We recommend that someone other than the CSM/Account Manager conduct the interview. The CSM/Account Manager should schedule and attend the call. This will increase the likelihood of the appointment being held, and allow the CSM to handle any requests brought up by the client during the call. The call should be setup for at least 45 minutes and the time of the client should be respected.

> **Sample Request Email**
>
> Hi [Client],
>
> I hope things are going well. I'm reaching out because our team is working on a project to increase our understanding of our customers and how to make them much more successful. As part of that, we are conducting interviews with our most successful clients with our product and you were one of the first to come to mind. The interview will be used exclusively for internal purposes and none of your responses will be shared outside of the company. Would you have 45 minutes to discuss your business and how you have been leveraging [solution] within your organization?
>
> Thanks, [CSM]

2. Interview Them To Learn Why They Stay
The next step is to interview each customer to cut to the heart of why they stay. The interview questions suggested below help guide your customer quickly to the essence of their motivation for both choosing your solution originally, and also why they are continuing to renew. The agenda below is intended to make these interviews not only painless, but very interesting and enlightening!

The Purpose of the Interview
Through the interview we will be looking to answer three key questions:

1. Why did they buy your solution in the first place.
2. How successful has it been?
3. What have you done to make it successful?

To help guide the interview, each of these major questions has a few supporting questions detailed below in our interview question guide. This leads the customer to the specific details that you are looking for to support your analysis.

Use the questions below as a general guide to prompt you. You will most likely not need to ask every single question listed to get to the answers. The goal is to gain a good understanding of the answers to the three key questions, and it may require multiple questions in each category. As you talk with the client, ensure the interview feels like a conversation. It is also recommended to record each interview with the client's permission.

Conducting The Success Interview

Kicking Off The Call
Have the CSM/Account Manager start off the call. They should emphasize that the client is one of your most successful clients, and thank them sincerely for their time. Then they can turn the time over to the CS leader interviewer to conduct the interview.
The interviewer should take over and explain that their participation is very appreciated to support your understanding. Emphasize that these insights are for internal use only and will be used to help us ensure we are delivering more value to your clients. The clients' answers will NOT be used for marketing, or any other external purpose.

The Questions
You may wish tYou may wish to copy these questions into a spreadsheet or other document to facilitate capturing and sharing detailed notes from each interview.

Interview Prompts:

1. Why did they buy your solution in the first place?
- Why did you originally choose this solution?
- What were you doing/using before?
- What was the primary business objective or purpose you were trying to achieve through our solution?

2. How Successful has it been?
- How do you measure success?
- How is it calculated?
- Where does the data come from?
- How do you know it has been successful? Benchmarks? Standards?
- How successful is it?

3. What have you done to make it successful?
- Why was the rollout of our solution successful in your organization?
- Who was essential? (Roles, Teams, Executives)
- How did you get buy-in from users?
- What processes/behaviors needed to change in order to achieve success with our solution?
- What else did you have to do to make it successful?

***Optional: What's Next?**
- Where are you going next?
- What are your key priorities for next year?

Wrapping Up The Interview
Make sure you respect the client's time and end at the planned time. Thank them again for their extremely helpful and informative perspective, and of course for continuing to be a valued and highly successful customer. Ask them if there's anything you can do for them in return, and make sure the CSM/Account Manager is able to close the meeting in order to maintain their role.

***What Could Go Wrong?**
During the interviews you may run into a customer that is actually at risk or on the verge of cancelling. They may admit they have been looking into other solutions or share that they really haven't been getting the results they expected. This is what happens when CSMs mistake friendliness for success. This is a good teaching moment of the necessity of focusing on success indicators rather than satisfaction. React respectfully to the client's concerns and take the opportunity to engage the CSM in clearly articulating the concerns and planning follow up to resolve their issues.

3. Distill The Learnings Into Your Bullseye Use Case
With your completed interviews you are now ready to analyze the collected data in order to determine your bullseye customer. Create a doc or use our provided template (download the template at https://clientvelocity.com/successguide) to codify your Bullseye Customer Use Case. There are four key elements of a Bullseye Customer:

1. What is their primary business objective?
2. How do they measure success?
3. What are the key attributes that enable these customers to succeed?
4. What are the key behaviors essential to their success?

Use the suggestions below to fill in each section with the associated information.

Primary Business objective:

1. Put in here a distilled statement about the reason why the customers that stay accomplish with your solution Think of the answers collected for these questions:
2. Why did you choose this solution?
3. What were you doing/using before?
4. What was the primary business objective or purpose you were trying to achieve through our solution?
5. How do you know it has been successful?

Measurements of Success:

1. Identify the ways that the customer measures their success. The goal is to find the precise metrics they use and any details about how they calculate them and where the data comes from (the formula). It's best to identify the primary metric they care about most, but we certainly want to capture others that support their judgement.
   Think of the answers collected for these questions:

   1. How do you measure success?
      1. Specific Metrics, Indicators
   2. How do you know it has been successful?
      1. Benchmarks?
      2. Standards?

Key Customer Attributes:

1. What are the attributes of customers with the defined primary business objective? Think of information you have about the customer in general.
   1. Size
   2. Industry
   3. Capabilities

   4. Segment
   5. Product
   6. Roles
2. Think of the answers collected for these questions:
   1. Why did you choose this solution?
   2. Who was essential? (Roles, Teams, Executives)
   3. What were you doing/using before?

Key Behaviors:

1. What are the key behaviors your successful clients shared that led to their success with your solution? These behaviors can be inside and outside your product.
   A. Process for rolling out the solution
   B. Who was involved
   C. Specific Meetings
   D. Additional Processes

2. Think of these answers collected for these questions:
   A. Why was the rollout of our solution successful in your organization?
   B. Who was essential? (Roles, Teams, Executives)
   C. How did you get buy-in from users?
   D. What processes/behaviors needed to change in order to achieve success with our solution?
   E. What else did you have to do to make it successful?