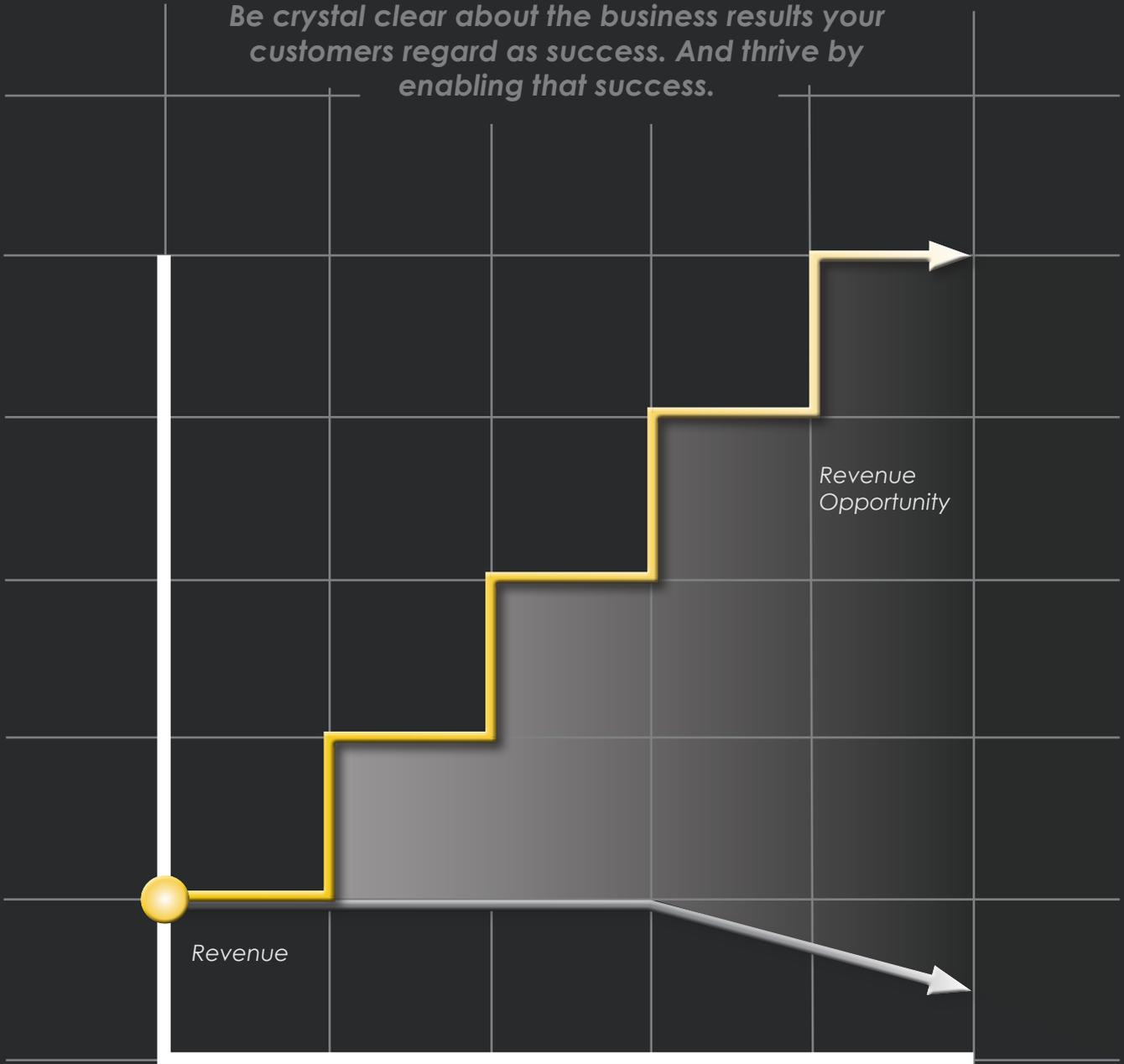


LOYAL REVENUE GROWTH

Be crystal clear about the business results your customers regard as success. And thrive by enabling that success.



GENERATION 3 CUSTOMER SUCCESS

Loyal Revenue Growth for Technology Vendors



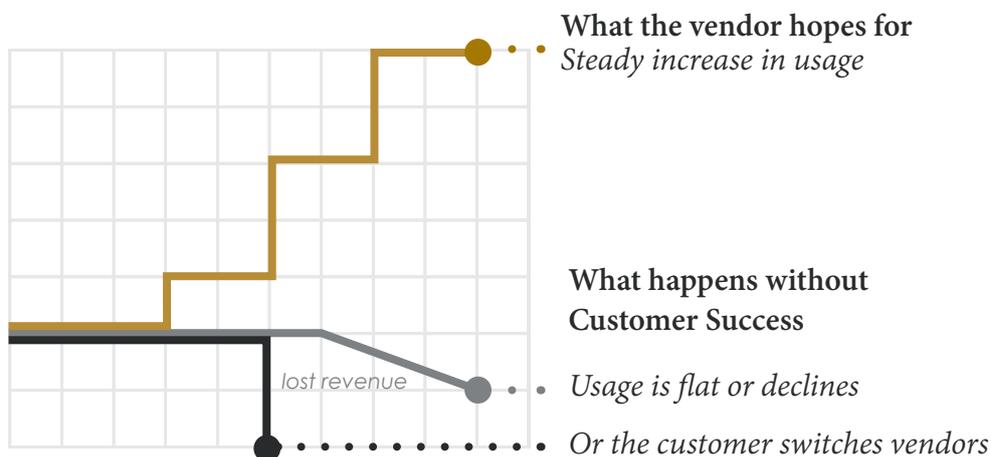
THE CHALLENGES FACING TECHNOLOGY VENDORS

CONTEXT

The technology industry has embraced subscription pricing. But subscription pricing moves the power back to the customer. If the customer doesn't feel they've had success, they can cancel. Or, not increase usage. Either way, the vendor's revenue suffers.

THE CHALLENGES

- How to protect and grow recurring revenue



- How to differentiate from competitors



- How to develop growth ideas that increase both the customers' and vendor's success



WHAT WE DO

We help technology vendors achieve loyal revenue growth - high revenue and customers who want to stay. To do this, vendors -

- **IMPLEMENT A TRUE CUSTOMER SUCCESS PROGRAM**

When customers experience true success, it

Increases recurring revenue from existing customers

- Reduces churn
- Increases upsell and cross-sell

Increases new business win rates

- Better references
- A new way to differentiate from competition

- **PLAN NEW PRODUCTS AND SERVICES DRIVEN BY CUSTOMER SUCCESS**

We use the lens of what your customers regard as success. You'll develop innovative growth ideas that increase your customers' success. And your own.

HOW WE DO IT

We use a six-step methodology to facilitate a series of planning meetings. The outputs are a customer success program and a growth plan tailored to your business.



Generation 3 Customer Success will help you...

- Enable success for your customers, reducing churn and protecting your revenue.
- Play a bigger role in your customers' success, helping you look different and better than competitors.
- Use a new lens to identify innovative growth ideas
- Form deeper bonds with customers, who will become proactive advocates.

The program draws on over five years' experience designing and running customer success programs across the Asia Pacific region.

TRUE CUSTOMER SUCCESS

Enabling an ongoing business result the top management of your customers would regard as success.

We call this a **success outcome**.

Here's how a success outcome works –

Whenever someone buys something, they have an outcome they want to achieve.

If they buy a hamburger



They want to be full



If they buy a movie ticket



They want to be entertained



If they buy a sports car



They want to be noticed



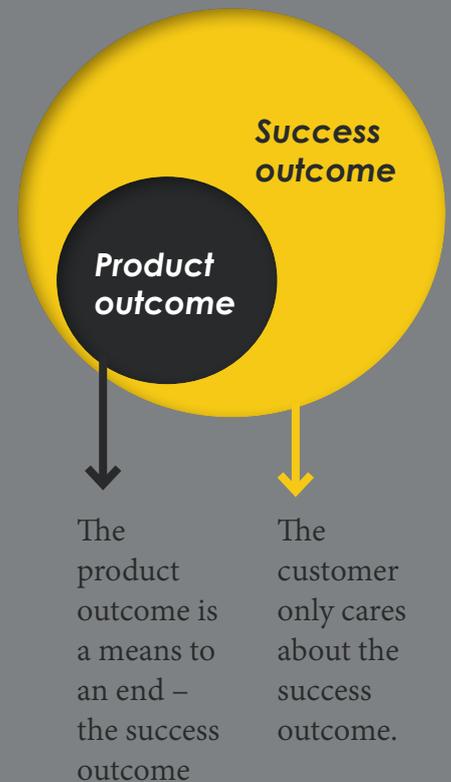
There are two types of customer outcomes.

Product outcomes

- the direct benefit of using your products or services

Success outcomes

- what the customer really wants to achieve; what the customer considers to be success



Success Outcomes create a new To-Be state and have an emotional connection for the customer.

To illustrate...

What the customer bought



Drill bit

Product outcome



The direct benefit of using the drill is a hole in the wall. But customers don't want a hole in the wall...

Success Outcome



...they want to hang a picture. That's success.

Imagine a restaurant



Product outcome



The restaurant serves great food. The product outcome is customers feeling full and enjoying a great taste

Success Outcome



What the customers want is a great time socialising with friends or family. The food is only part of the success outcome.

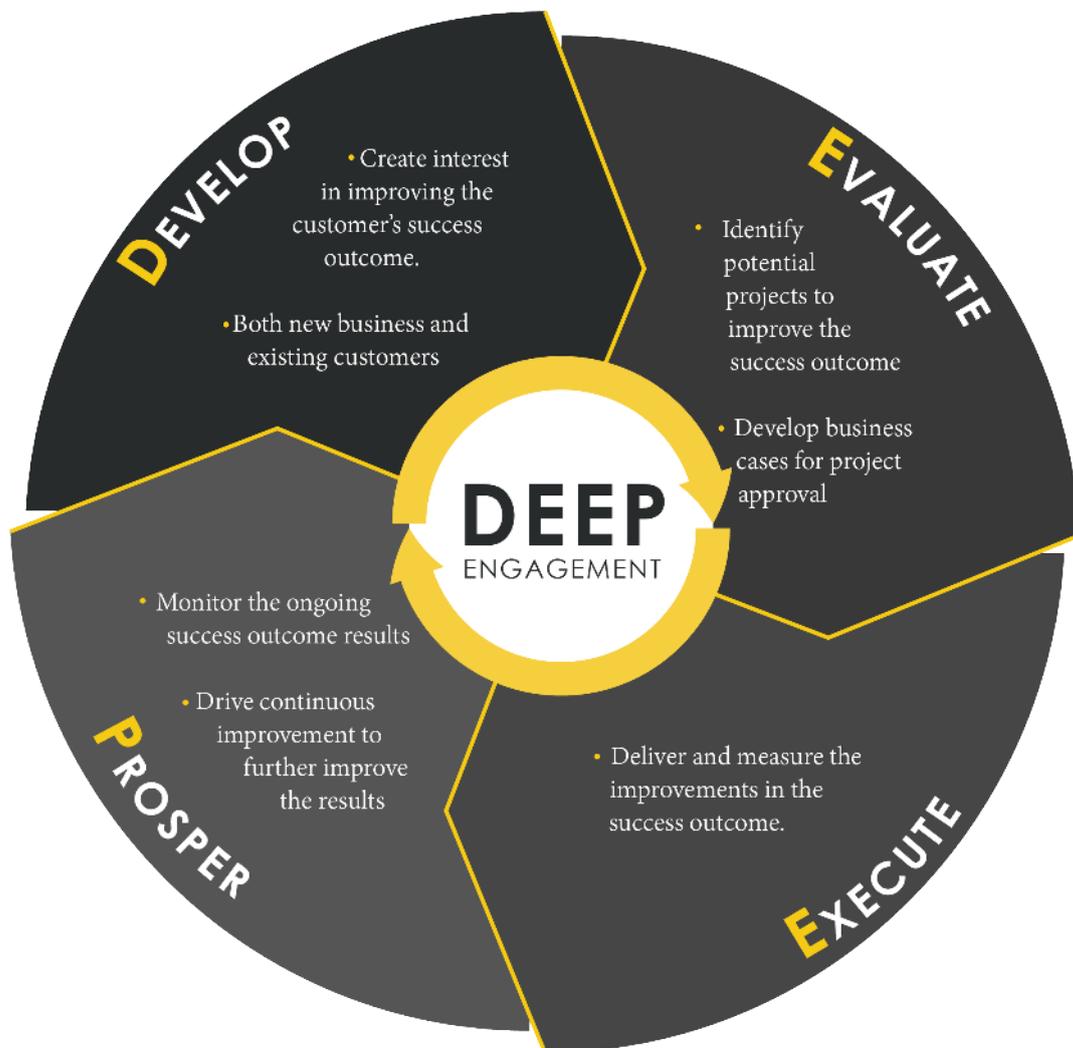
The technology industry is the same. Here are some examples.

Vendor Type	Product Outcome	Success Outcome
ERP	Automated processes, planning and reporting	Effective operations, lower costs
Marketing Automation	Well-executed campaigns	Pipeline of a desired value
Content Management	Information available	Good decisions

TAILORED CUSTOMER SUCCESS PROGRAM

Using the success outcome you'll choose for your business, the first output from the six-step methodology is a customer success program tailored to your business.

We use the **DEEP Engagement** model to create a customer lifecycle that enables success for your customers. And for you. We call this a success lifecycle.



TAILORED GROWTH PLAN

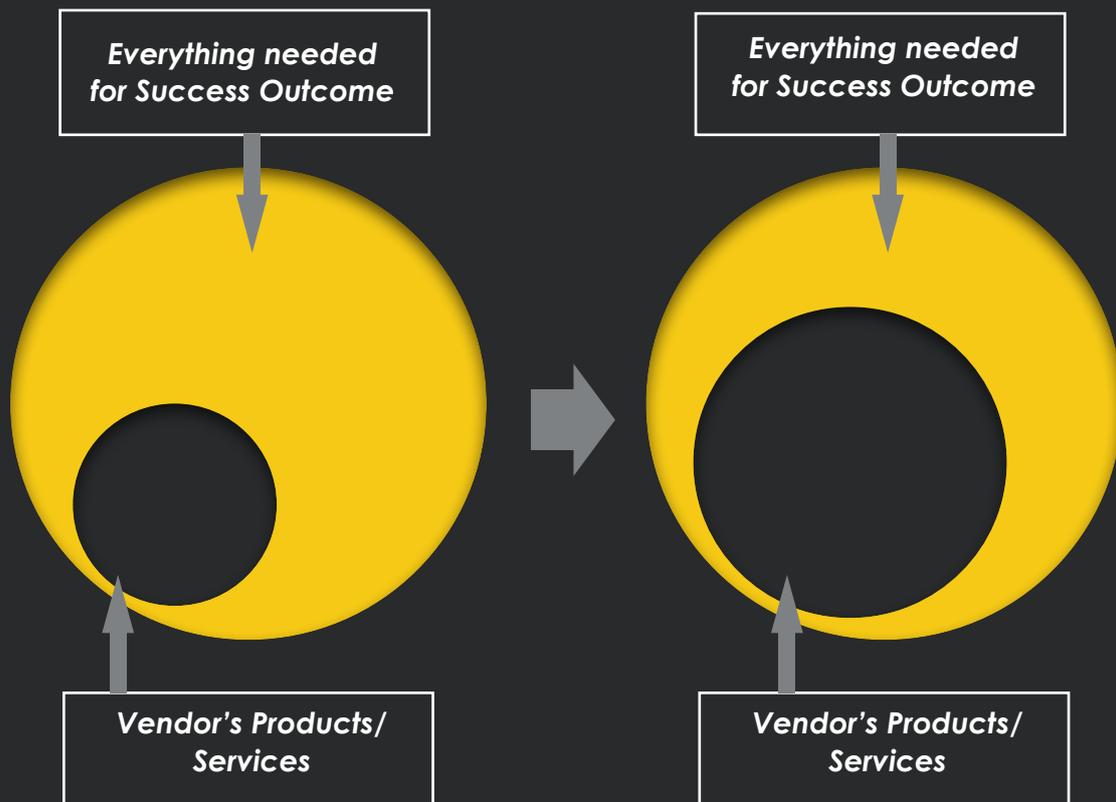
The second output from the six-step methodology is a growth plan tailored to your business.

For planning new products and services, we use the **BEND Growth** framework. You'll develop lots of new ideas, including ways of disrupting your market. You'll then prioritize the ideas and develop a practical action plan.



An Example of BEND Growth

Doing More of What the Customer Needs to Achieve their Success Outcome



You can grow revenue by expanding the range of products and services you offer to enable the success outcome. You can displace other vendors or do things the customer currently must do themselves.

CASE STUDIES

JAY'S TEAM

Jay leads the Greater China team for a mid-sized ERP software company. A few years ago, one of Jay's larger customers advised him they would replace Jay's software. The customer, a Taiwanese automotive components manufacturer, was unhappy with the effectiveness of their operations. They believed replacing the software would allow them to improve effectiveness and reduce costs.

The customer wasn't using Jay's software well. A Generation 2 vendor would have tried to keep the customer by showing how much better they could use the software and the benefits that would flow. In other words, improving the product outcome.

But Jay's team didn't do that. They focused on the success outcome the customer wanted – effective operations. And they had success consultants who knew how to improve operational effectiveness. So, they submitted a US\$100,000 proposal to conduct a complete review of the customer's operations.

The customer accepted the proposal. The study took three months. Jay's team provided an incredible report that mapped out a clear path to operational effectiveness. The report delighted the customer who accepted the recommendations.

The customer then agreed to convert to the Cloud and signed contracts for substantial services – over US\$1,000,000 in contracts covering multiple years. An amazing turnaround driven by focusing on success outcomes not product outcomes.

STEFAN'S TEAM

Stefan led the South Asia region for the same mid-sized ERP software company (now he leads the entire Asia Pacific region). They had an established lifecycle for ideal customers driven by periodic business reviews.

They'd identified potential improvements in an automotive customer's operations. The customer engaged Stefan's team to conduct a business case study. They wanted to know if a business case for making change existed. The study focused on the customer's Design, Plan and Make processes.

The report, written with the customer -

- recommended a new to-be state – a new way of running these key operations.
- gave a clear path for reaching the new to-be state.
- re-aligned the customer's Key Performance Indicators for key processes.
- quantified the business benefits of the changes in the operations and provided an ROI analysis.

The report focused on the success outcome of operational effectiveness. It didn't need to mention software or product outcomes. It included everything required by the customer to get internal approval for the improvement project – which they got.

The customer then signed substantial services and software contracts covering multiple years with Stefan's team. His team had again shown that focusing on the customer's success outcome results in large contracts and loyal customers.

NOT SURE IF GENERATION 3 IS RIGHT FOR YOU?

- We'll conduct a customer success study for your business.
- We'll provide education, then take you through the first steps of the planning process.
- At the end, you'll have everything you need to decide if a true customer success program is right for you.

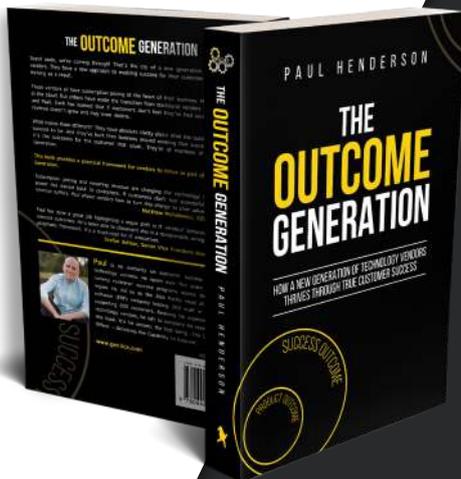


You can download a brochure from gen3cs.com.

THE OUTCOME GENERATION

WHAT NEXT

.....
Read the book



Stand aside, we're coming through! That's the cry of a new generation of technology vendors. They have a new approach to enabling success for their customers. And they're thriving as a result.

These vendors all have subscription pricing at the heart of their business. Many were 'born in the cloud'. But others have made the transition from traditional vendors to Cloud, SaaS and PaaS. Each has learned that if customers don't feel they've had success, recurring revenue doesn't grow and may even decline.

What makes them different? They have absolute clarity about what the customer considers success to be. And they've built their business around enabling that success. They know it's the outcomes for the customer that count. They're all members of the Outcome Generation.

This book provides a practical framework for vendors to join the Outcome Generation.

Paul has done a great job highlighting a major shift in IT vendors' behaviour to drive for success outcomes. He's been able to document this in a recognizable, straight forward and pragmatic framework. It's a must-read for IT executives.

- Stefan deHaar, Senior Vice President Asia Pacific, QAD

Subscription pricing and recurring revenue are changing the technology landscape. The power has moved back to customers. If customers don't feel successful, the vendor's revenue suffers. Paul shows vendors how to turn this change to their advantage.

- Matthew Michalewicz, CEO, Complexica

Visit the Website

gen3cs.com

Lots of free downloads available

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