МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ВНЗ «УКРАЇНСЬКИЙ КАТОЛИЦЬКИЙ УНІВЕРСИТЕТ»

Факультет суспільних наук

Кафедра управління та організаційного розвитку

Магістерська робота

на тему:

Integral Sales process implementation as a strategy of managing the missed opportunities in IT service businesses

Виконала: Студентка 2-го курсу групи СУТ19м

Спеціальності 073 «Менеджмент»

Хариш Я.Я.

Керівник: Надія Васильєва

Рецензент: Володимир Хіцяк

Львів 2021

Table of Contents

INTRODUCTION

The perception of customers has changed dramatically in the last couple of years. Dictated by a high level of competition on the market, current approaches of doing business have switched to customer centric, paying much more attention on creating positive customer attitude, by ensuring better Client’s experience, increasing their Lifetime within the Company (Customer Churn) as well as creating the ecosystem of loyal Customers. The researches of big consultancy companies and industry leaders, prove that creating better customer experience is leading to higher revenue generation and lover customer churn in business. McKinsey in their research prove that Customer Success has transitioned to the full-fledged philosophy, changing the attitudes and approaches in proactively working with the customers. Deloitte has also found that many businesses still lack in their Customer Success functions. Thus, it creates an interest to discovering this topic in more detail to analyze what actions the businesses should take to ensure better experience for their customers. To understand the specifics steps businesses should take in order to deal with the need of better tracking their opportunities with their customers as well as to maintain their live time it was decided to narrow down to the problems of the exact company, N-iX. A research has estimated several million annual losses in revenues N-iX does not receive. I was also proved that there is a percentage of losses which is directly influenced by poor customer experience actions.

In scope of this research, the following hypothesis was generated: the integral sales approach process implementation will increase the profit figures by decreasing the number of “missed opportunity cases”. It will also improve customer experience and will improve the churn figure.

This is paper is aimed to estimate the feasibility for such a hypothesis and define possible ways of its implementation, where the Author is playing the role of Business Analyst. Besides, the author is also a Subject matter expert in the area of Sales and Business development for Service IT companies.

This work consists of several blocks. Where the first one will provide an overview of ready researches in the area of customer experience and success, as well as apply these details to analyze the case of the specific company, N-iX. The next block will deep down into the assessment of the N-iX, it will also provide an overview of the proposed approach towards implementation of the new process in the company. Block 3 will cover the gaps analysis and mapping of the new process as well as will provide an overview of two possible scenarios in distribution of the responsibilities. The User interview is also planned at this stage to access and validate this hypothesis as well as to analyze and define the expected of necessary functionality to be implemented.

Block 4 discovers the areas of technological implementation of the new process, providing a detailed analysis of popular tools used by businesses, and their key functionality and pricing. It also provides the suggestions towards custom solution implementation and high-level analysis of its functionality, system architecture, pricing, timelines, etc.

The last block will end up with business model and strategy identifying target market and early adopters, competitors, implementation timelines, solution scalability and more. It resulted with the definition of the real problem, drafted proposal of possible solutions as well as with the initial stages of implementation of the new process at N-iX. There are the short-term goals of the project as well as strategic vision of how this solution implementation might be scaled and adopted for the needs of many businesses.

Block 1. PROBLEM STATEMENT

1.1. Customer Experience as a key prerequisite for revenue generation

According to Adobe Marketo Engage [1] in 90% cases B2B Businesses receive real value from their Clients on the later stages of their interactions, long after the initial sales was conducted. The article also proves the importance of the cross-sales and up-sales functions executed in the B2B businesses, providing the statistical evidences that typical business generates as much as 77% of their revenue from the existing customers, rather than the new customers.

Moreover, since businesses invest time and affords to acquire new customers, a certain period should pass for business to actually start generating the revenues from the new customer acquisitions. KPMG [2] in its research provides a forecasted cash flow diagrams, analyzing the impact of the customer acquisition cost, which businesses need to invest in order to engage a client and the time needed to pay off the investments and start generating revenues. Research also proves that the bigger number of the customers the business is operating the greater is the growth rate and the shorter period is needed to cover the investments made to acquire the new clients (Table 1.1 Cumulative Cash Flows).

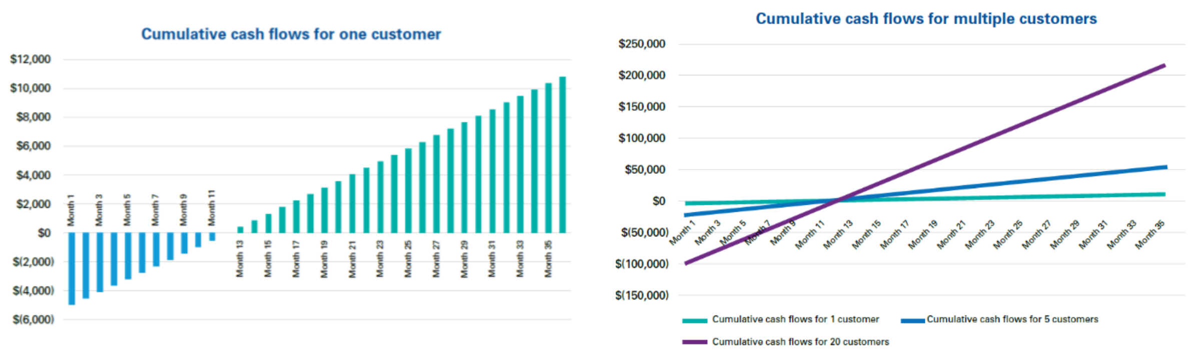

Table 1.1. Cumulative Cash Flows

With that being said, one of the most important questions each business should ask themselves is how to effectively engage with the customers and retrain them in order to benefit from the established customer acquisitions. According to another research, published by Harvard Business Review [3], customer experience is proved being the one of the key prerequisites for future revenue generation. To conduct a research, two types of businesses were analyzed: Transaction based and Subscription based.

Transaction based businesses are the ones where all goods and services are being sold on one-time basis. The businesses operating under this business approach are aiming to create the interest of repeated purchase (e.g. retail stores, Cafés and Restaurants, Cinemas, etc.) The research calculated that customers who have received a higher level of experience spend 140% more that those who have received poor or negative experience with the particular business. To see the numbers, please refer to the Table 1.1. Customer Experience in Transaction based businesses

Table 1.1. Customer Experience in Transaction based businesses

Another type of business, subscription based is proposing its goods and services to its clients for the pre-defined timelines with the recurring price (e.g. Netflix, CRM systems, Sports Membership package, etc.). The focus of such type of business is to ensure the customer loyalty. The research has also discovered a huge correlation between the quality of Customer experience and the loyalty of the Customers for Subscription based businesses. The key findings of this research also enable the opportunity to make projections towards the customer loyalty time length, depending on the quality of the experience received. The research has also found that those Customers who have rated for the poorest customer experience are 43% likely to stay with the business for the next year, whereas those who have rated for the best experience are 74 % loyal to remaining within this Business. Please refer to the projections in Table 1.1. Customer Experience in subscription-based businesses above.

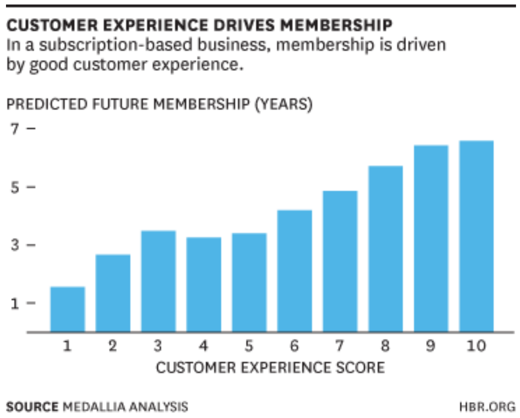

Table 1.1. Customer Experience in subscription-based businesses

There is a huge amount of researches and articles proving the importance of businesses taking care of the experience they create for their customers, narrowing down to the concept of Customer Success, as a functional role in the company as well as a whole new philosophy of engaging with the Customers at every organizational level.

According to McKinsey [4, p.8] Customer Success should become an incremental part of each business, serving as a shared philosophy to retrain customers at each level and operational unit (Table 1.1. Change of Customer Success function). It must be treated as a great instrument in opening up new opportunities for business, achieving customer loyalty and triggering their interests in expanding the partnership with the specific business. Even though the whole concept of Customer Success is not a brand new the report also proves that Customer success is still changing in the ways how it is perceived – from simple sales function to the Philosophy and particular type of mindset of generating the value for the Clients.

Table 1.1. Change of Customer Success function

The findings from the Deloitte [5] research are also proving the fact that the attitudes towards the customer success function execution in business is changing. Deloitte has interviewed more than 50 C-level representatives of top industry leaders with the revenues of more than $ 500 M and have concluded that currently 63% of Companies still lack proper implementation of Customer Success functions in their businesses. According to their research, 45 % of businesses have poor ad-hoc and non-repeatable processes of Customer Success, whereas 18 % of respondents claimed that Customer Success functions not introduced in their businesses at all (Table 1.1. State of Customer Success in Businesses).

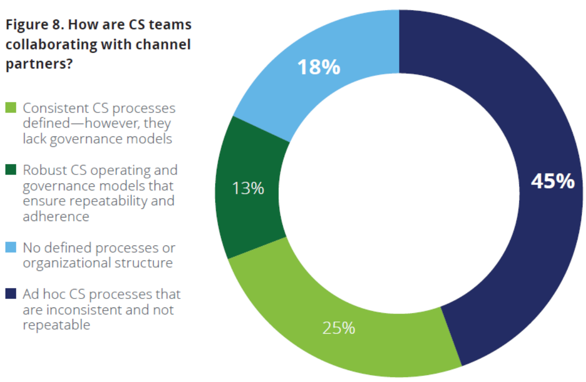

Table 1.1. State of Customer Success in Businesses

Another interesting finding of this research is showing the lack of maturity in tools supporting Customer Success function in the Company, with only 14 % of respondents confirming they have implemented advanced tolls and processes in their businesses, and 9 % of respondents claiming that they do not have any tools and processes at all. Interestingly, 76% of businesses are observing themselves in the transition stage of either lucking the implementation of advanced processes for their businesses or maturing the existing processes introduced around Customer Success Function (Table 1.1. Maturity of Tools and Platforms supporting Customer Success).

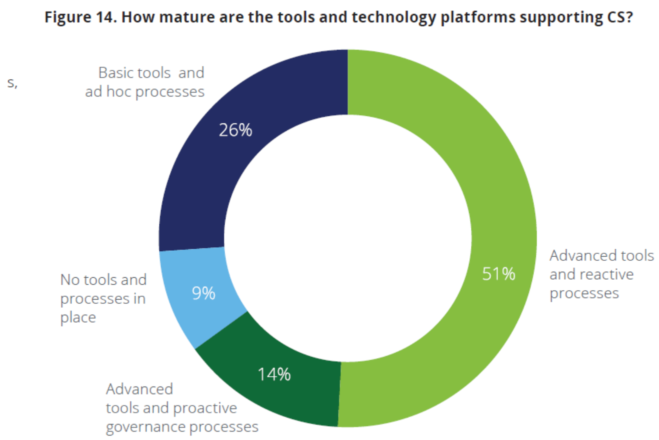

Table 1.1. Maturity of Tools and Platforms supporting Customer Success

In the era of new Technologies as well as considering the changing business requirements businesses should use the historical data, business trends and advanced tools and analytics to retrain their customers, understand their value and stay competitive. People centricity is remaining in top three strategic trends according to Gartner's 2021Top strategic Technology trends [6]. As part of this trend, total experience, is still in top areas for improvement, enabling the new opportunities for businesses to stay distinguished from their competitors (Table 1.1. Gartner Top Strategic Trends in 2021).

Table 1.1. Gartner Top Strategic Trends in 2021

1.2. Introduction to N-iX and missed business opportunities assessment

The review of existing market researches has proven that the problem of effectively managing customer experience, at the same time enabling constant revenue growth and managing the churn rate, is very common for business. In order to observe and analyze the exact steps businesses should take to track the progress and effectiveness of working with its existing Customers, this research is narrowing down to the challenges of the specific company – N-iX.

N-iX is an IT service company, specializing in outsourcing, out staffing and custom software development, with the key delivery centers located in Ukraine (70% of all delivery capabilities), Poland, and Belarus. To better understand the company culture, please refer to N-iX vision and values statements provided in Table 1.2. below:

N-iX Vision:	N-iX is helping global companies and businesses in their needs of innovations, digital transformation and engineering. We are doing this by surfing on edge of global singularity trends and unlocking potential of Ukraine as engineering and innovation nation.

N-iX values:	• Long term transparent business relationships. • Empathy and understanding of our customers. • Innovative and entrepreneurship approach to everything we do. • Agile, transparent, open, get things done company culture.

Table 1.2, N-iX Vision and Values

According to M. Porter [7, p7], “the essence of strategy is choosing to perform activities differently than rivals do.” Thus, before the deep down to detailed analysis of the specific activities and processes related to Client management at N-iX, it is proposed to start with understanding what are the market and industry conditions in which this business is operating. Since the biggest delivery offices of N-iX are located in Ukraine, the specifics of Ukraine IT market of outsourcing providers are analyzed. Besides, N-iX still remains Ukraine owned business with the key focus to grow on the Ukrainian market in specific. To provide the analysis, Porter’s Five Forces model is applied, described in details in Table 1.2. Porter’s Five Forces Model.

Barriers to Entry	Low Easy entry conditions, the marker is well known for the Buyers, there’s a lot of skilled Talents, favorable taxation system.
Bargaining Power of Suppliers Since the industry is dependent on the Labor Market trends, it makes reasonable to analyze these specifics in the section of suppliers.	High The market salaries are highly dependent on the Talent Market trends, which have changed dramatically during the COVID-19 times, experiencing some reduction at the beginning of pandemic and getting higher in recent times, after a year of leaving under new circumstances. Due to overall remote work pandemic measures introduced, the overall perception of office work has changed, bringing some new challenges for the employers to retrain their talents, keep motivation, etc.

Bargaining Power of Buyers	Average Ukraine is popular IT outsourcing destination all over the world. The market prices are known to be a bit lower comparing to Central- and Eastern European, as well as USA- based, the quality of work is high, cultural differences are not that high comparing to Indian companies. Buyers still might dictate some trends, but overall the market demand remains stable and/or increasing.
Substitutes	n/a
Rivalry	High There are many companies on the Ukrainian market, operating under similar rates, providing similar set of services, having similar expertise, etc. Moreover, the whole Eastern European region should be encountered, creating some benchmarking on the price, quality, expertise, etc. There are also some cheaper locations, (e.g. Vietnam, Pakistan, etc.) which may provide less quality of services. Another big competitor is India, currently changing in perception of cheap outsourcing destination, more appearing at the same price segment or higher comparing to Ukraine.

Table 1.2. Porter's Five Forces Model

Given the above-mentioned analysis, in order to retrain its positions in highly competitive environment, N-iX should constantly review and fine-tune it's approaches to serving and acquiring the customers, to grow their loyalty and satisfaction. Together with high competition trend, the increasing power of Talent market are practical evidence that Gartner's 2021 Top Strategic Technology trends might be applied to

Ukrainian market in particular, proven by the fact that both Customers and Talents become more demanding towards the type of experience they receive.

In order to access, how successfully N-iX is managing the opportunities with it's existing Customers the following research was conducted: the list of the Top partnerships established during 2019 and early 2020 was defined in order to compare the expected revenues to generated revenues in a perspective of 1 year. For the purpose of maintaining the Confidentiality, the names of the Customer Companies were hidden and the exact numbers were changed, although the proportions are adhered. To provide a general understanding on the profile of the Customers analyzed – those are big Enterprise Clients and Companies from Fortune500 list. As for the data collection method – the statistics on expected team size and the realized team size within the account was analyzed. On the initial stages of setting up the partnership with a new Client, Customer Engagement and Delivery teams are collecting the information on the growth plans, based on discussion of the Client's short term and long-term needs and plans, Project timelines, etc. This data is analyzed by the internal Finance Department at the same time creating the financial predictions towards the expected revenues per each account. Based on the number of expected and realized team size, and considering average cost of the Engineer at N-iX, the revenue was calculated. The results show that during the past year (2020) the company has lost the opportunity to grow some of its accounts which caused to 21,5 M USD of unearned revenues. Please refer to the table Table 1.2. N-iX Unearned Revenue Calculations to observe some high-level calculations on this matter.

Assigned Name (Due to NDA Limitations)	Years of Collaboration	Account promiced ppl	Account Promiced Revenue per Month (year perspective)	Account Actual Revenue	Actual Team Size	Missed Opportunity Identification
Company 1	1	25	2907000	5814000	50	2907000
Company 2	2	20	2325600	2209320	19	-116280
Company 3	1	100	11628000	3372120	29	-8255880
Company 4	2	25	2907000	2441880	21	-465120

Company 5	1	11	1279080	1627920	14	348840
Company 6	2	25	2907000	5116320	44	2209320
Company 7	2	35	4069800	348840	3	-3720960
Company 8	1	30	3488400	232560	2	-3255840
Company 9	2	25	2907000	1046520	9	-1860480
Company 10	1	21	2441880	2907000	25	465120
Company 11	1	15	1744200	1162800	10	-581400
Company 12	1	12	1395360	348840	3	-1046520
Company 13	2	10	1162800	465120	4	-697680
Company 14	1	20	2325600	813960	7	-1511640
Company 15	1	13	1511640	4418640	38	2907000
			Unearned Revenue			**-21511800**

Table 1.2. N-iX Unearned Revenue Calculations

To analyze the reasons of the occurrence of such missed opportunities in business the internal stakeholders, related to the process of selling and working with the specific account were interviewed. The results of such an interview were later compared to the Client’s feedback received on Quarterly Business Review meetings (QBRs) and via Customer Satisfaction Survey (CISAT), and the two main blocks of the reasons were identified. The first block is generalizing the factors, on which N-iX has no power of influence, such as change of business plans and business priorities, the world pandemic situation, market staffing time specifics, etc. Although, there is also another group of the factors, which were actually enabling the Company to take control of the situation, such as lack of up sales and cross sales activities conducted by the company representatives, and related actions needed, to properly identify the coming opportunities and approaching them in the right time and manner. Some communication gaps were also noted as one of the key reasons for properly maintaining the relations with the Customers. It was also estimated that there are 20% of cases, in which the company could take control and influence. Given the provided below, the author as decided to prorate the identified 21,5 USD missed opportunity figure to identify the revenue which may be improved due to better adjustment of the company approaches and processes in identifying and managing the opportunities with each specific account. Please refer to the Table 1.2. N-iX Profit Losses Calculations.

	Profit Losses (USD)
All cases	21 Million
Internal Locus of control cases 20%	4 Million

Table 1.2. N-iX Profit Losses Calculations

The detailed analysis of specific cases was also performed to understand the Customer Lifetime Value (LTV) and compare it to the Customer Acquisition Costs (CAC). Although, due to the specifics of the parameters introduced in each specifics case and the NDA limitations it was decided to keep this analysis and its findings out of the scope of this paper.

1.3. Project Goals and Hypothesis formation

Having identified the factors of the missed opportunities (profit losses) as well as understanding the real value the business could have when taking better control of those factors, the author is aiming to conduct deeper investigation of analyzing the current process how N-iX is communicating to its Clients, and provide the recommendations for improvement. The exact steps towards the implementation and adoption of the new process are also to be provided.

This project is aiming to ensure the profit increase by reducing the reasons for missed opportunities in business for 20%. The hypothesis was formed, stating that the implementation of integral sales process in the company is one of the key instruments to guarantee the reduction of such cases, identified as missed opportunities internal locus of control cases. Integral sales process is the process that envisions a set of customer management practices, conducted at every stage of Customers lifecycle, needed to prolong the life time of the Customers, their value, scope of partnership and the quality of such relations. Integral sales process at IT service businesses starts with the initial inquiry from the Customer, constantly tracks the additional opportunities of the business during active development phase and finishes up with the closure of the partnership, with ensuring the reengagement opportunities to initiate another circle if partnership, starting from additional service sale. This is a type of mindset aimed to create additional value for the Customers and improving the value of the relationhip with the Customers in every meaningful way and during every step of their journey, enabling positive customer experience and builsing tight relations with the Clients. To understand the areas for improvement, a deep assessment of current sales process needs to be conducted.

It is also assumed that Integral sales process will also influence the overall Customer Experience, and thus another important goal of this research is to ensure the Increase of Customer Satisfaction, which may be measured by improving the churn rate by 2 % comparing to current figures (Table 1.3. Project Goals, Objectives and Hypothesis).

Goal	**Objective**	**Hypothesis**
Increase Profit	Reducing the missed opportunities for 20%	Introduction the Integral Sales Process as a complex approach is supposed to improve the missed opportunities figure
Increase Customer Satisfaction	Fixing Churn rate for 2%	Integral Sales Process implementation will also improve Customer Experience, increasing Customer Satisfaction level and reducing the risk of churn.

Table 1.3. Project Goals, Objectives and Hypothesis

Block 2: INTEGRAL SALES PROCESS ASSESSMENT AND IMPLEMENTATION

2.1. Enabling the change

In order to enable the organizational change N-iX, it is important to assess the current state of the business, to understand Company specifics, current processes, strengths and weaknesses, identify possible gaps and define the areas for improvement. To do so, the outhor has concucted the Organizational readiness audit (the results might be assessed in Appendix 1), defining some areas in the organization to be improved. The research has shown that the Organization needs to spend more additional time working with its Vision. What is more, Company's strategic planning should be aligned with the company's vision, which the company has implemented. Such an alignment will create the ground for the effective mechanisms on implementation and adoption of the new strategies. Besides that, the company has scored high in Change Management and Organizational structure, proving that the mature processes are in place, enabling the adjustments to changing business needs.

As part of N-iX internal analysis a detailed stakeholder's interview is to be performed to understand the low-level specifics of the organizational structure and communication flow, identify possible gaps and propose adjustments into the current process. At this stage, it is important to understand the maturity of overall operational processes at N-iX. Thus, the Capability Maturity Model, developed by Software Engineering Institute will be applied [8, p 30-38]. It defines some basic stages of the maturity in business, starting with Initial, ad-hoc maturity level and ending up with Activating/Optimizing level where the advanced processes introduced. Even though the model was initially introduced to assess the Software development vendors maturity when preselecting them for the needs of US Government of Defense, its concept is proved to be applicable in assessment of different directions, one of which is related to Customer Experience. To assess N-iX current state in its operations with the customers, Customer Experience Maturity Model is applied (Table 2.1. Customer

Experience Maturity Model), based on the framework developed by Jackie Golden, Senior Vice President of Customer Success at Socrata and OpenView Senior Advisor on Customer Success, published in HubSpot's e-book [9]

MATURITY	AD HOC	AWARE	REPEATABLE	PREDICTABLE	ACTIVATING
PEOPLE	Random, skills/experience mismatched.	Basic organization structure. Skills/experience defined.	Process-centric customer experience focus.	Business and customer outcome focused.	Realize connection between customer outcomes and business outcomes. Customer acquisition focus.
PROCESS	Ad hoc. Exceptions are the rule. Soccer ball drives activity. Everything is a priority.	Identify working and non-working elements. Basic processes exist. Integrated activities are limited. Priorities established.	Customer life cycle established Repeatable processes Metrics Established/ monitored Feedback loop established	Customer life cycle Stages working collaboratively Integrated customer center Innovative Customer Success	Collaboration across functions across all aspects of life cycle is normal practice. Customer advocacy program in place.
TECHNOLOGY	Basic tools, not right investments.	Tools fit project or group, not integrated or collaborative.	Tools/system integrated with collaboration and social capabilities Automation.	Real-time, collaborative online customer knowledge/ community center.	Customer advocacy tracking tool in place. Customer success tracking tool in place
BUSINESS STRATEGY	Survival mode	Project focused	Standardized customer experience delivery	Predictable customer experience delivery	Leveraging customers to drive acquisition velocity
	MATURITY LEVEL 1	**MATURITY LEVEL 2**	**MATURITY LEVEL 3**	**MATURITY LEVEL 4**	**MATURITY LEVEL 5**

Table 2.1. Customer Experience Maturity Model

According to this framework, N-iX is currently operating under Standardized Customer Experience Delivery Strategy – Maturity level 3, having well established customer lifecycle and adjusted repeatable sales and delivery processes to support its Customers on different stages. There are certain metrics in place in order to understand the customer satisfaction (CISAT, NPS, etc.) and keep track the effectiveness of the introduced communication channels, project management and Tracking processes, etc. Although, if N-iX strives to maintain the existing relationships with its Customers as well as improve the quality of new engagements established, having the corporate structure and internal processes adjusted to effectively respond to the needs of top Industry leaders and Fortune500 Companies. Since the company faces the need to advance in its operations and overall approaches in communication and maintenance of its Customers, as well as benefit from the insights analysis and prediction analytics, it should transition to the next level of the maturity (level 4) – and implement Perfectible customer experience delivery strategy.

The level 4 of maturity matrix is envisioning the integration of all organizational units, people, processes, and technology of the business to ensure predictable Customer experience data insights. This might ensure N-iX the Integral sales strategy implementation to achieve the highest results in communication with its Customers at different levels as well as set up Customer Centric mindset to ensure Customer Success. This level of maturity excludes the option for "what if" question in business, enabling strict financial and operational planning based on the insights received from customer success metrics and predictive analytics. Companies entering this level of maturity are changing their mindset and approach for managing its Customers from reactive to proactive, finally taking all the advantages of the statistics and predictions made. This is fully corresponding to N-iX Company goals and plans, and thus, might be defined as a right strategy to develop.

The Potter's five forces model was described in previous section to understand the specifics of the market and industry. At this stage, it is proposed to focus on the SWOT analysis to combined internal and external specifics of the company analysis (*Table 2.1. SWOT analysis).*

Strengths	**Weaknesses**
- Well defined customer lifecycle - Mature sales and delivery processes - Stable/increasing pipeline of the new customers engaged - Customer Success functions executed	- Customer success functions need to be advanced - Small or no metrics applied to track the customer success functions - Poor technological support, disabling proper data collection and analytics
Opportunities	**Threads**

- Market attractiveness stimulates high demand in Ukrainian IT outsourcing services - favorable Political and Economic climate to enable the further growth and market attractiveness.	- high competition on the market - high dependence on the Talent market - high dependence on the foreign Customers

Table 2.1. SWOT analysis

Having accomplished the current company stage assessment, as well as analyzed the "best practice" from the consulting companies, the author has modelled a vision of the change process, described on the table below (Table 2.1. Change Process Map):

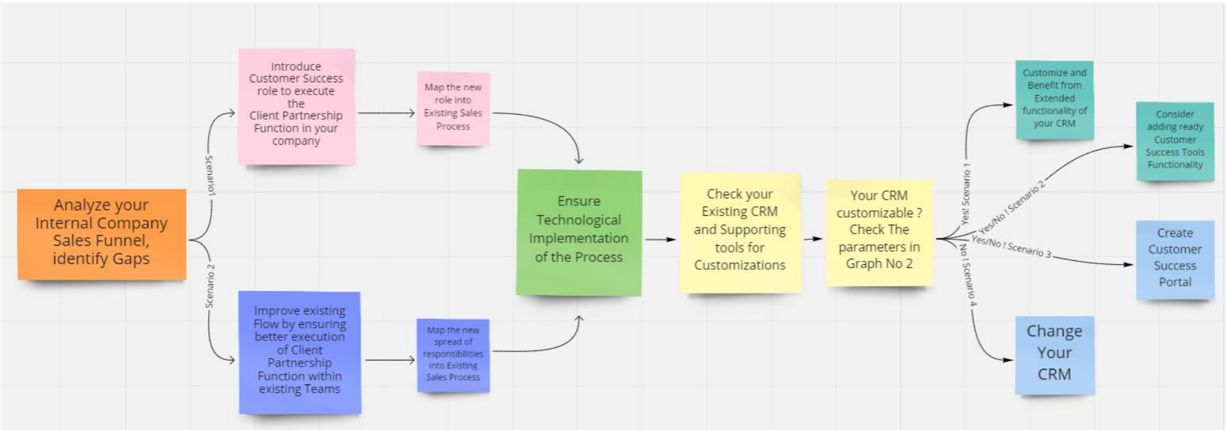

Table 2.1. Change process map

The new process modelling and implementation will consist of several stages, starting with the overall Company maturity and processes analysis and ending us with the detailed N-iX Customer Service Stakeholders (Engagement, Delivery) audit to analyze N-iX's current sales funnel and Identify possible gaps.

Next steps envision 2 possible scenarios modelling depending on the organizational structure proposal which will be adopted in the company. It is proposed to enable more Customer Service related functions within the company, which may be performed by either revised distribution of such responsibilities between current subjects of the process (Engagement Team and Delivery Team) or introduction of a separate Customer Service role – Customer Success Manager in case of N-iX.

After modelling the process based on the introduced scenarios, it is also important to enable the change and new process adoption at every stage of the company. One of important prerequisites of new process implementation is the ability to adjust the used tools and software to reflect the new changes.

One of the vital tools of each business, typically used to track its activities with the Customers are CRM systems. Thus, the new process implementation approach also pays the attention to accessing the CRM readiness to enable the change of the process. The change of CRM is a complex process, requesting a detailed analysis of the CRM current functionalities and configuration options, billing plans, etc., and requiring a lot of time and affords of the business needed to migrate from one CRM to another. This research provides a high-level analysis of the CRM adoption and implementation processes.

Since the change of CRM is a very complex project, business might also consider an option of using some supporting tools to enable better implementation of the new process, covering the gaps of missing functionalities in the CRM.

The alternative way of covering the missed or absent functionalities might become an option to create custom solution to address the need of a particular business. There is also an opportunity to monetize this internal project by selling it to the businesses operating in the same or similar area and aiming to address the same needs.

2.2. Key Performance indicators to track Customer Experience

In order to access the effectiveness of introduction of any process in the company, the key performance indicators (KPIs) are used. This section provides an overview of the most frequently used KPIs in the area of Sales and Customer Experience.

Customer Lifetime Value is an important component of Customer Relationship management in the companies, measured as specific cash flow the Company generated during the timeline of its partnership with a particular Customer [10].

Customer Churn Rate – is expressing the number of Users who decided to stop using services/products of the company and is providing good insights of the health of the business in general. The most common way to calculate the Churn Rate is a ratio of customers lost during period to customers at start of the period. Although, there are other techniques, e.g. to track churn at each particular day, which may create some additional visibility on the values of the business decisions taken, political economic factors, etc. [11].

Net Promoter Score (NPS) – is used to track the level of happiness of the Client, and is often determined by the level of readiness to recommend the services/products used to others. (Table 2.2.) There are numbers of different ways to create the survey and collect the data from each client (e.g. in app surveys, e-mail surveys, etc.) The results of such survey responses are typically transformed into grading from 1 to 10. Those Customers who have scored from 1 to 6 are called Detractors, those who are unhappy with the level of service/product quality and are unlikely to buy more/stay long and promote the business. The category in between 7 and 8 are so called Passives – the audience who dis not come to conclusion whether they are satisfied or dissatisfied with the quality of service/product. Those are the most uncertain audience that may easily change their mind by switching to Detractors or Promoters. This is the category of Clients Business should pay high attention to pursuing them to Promoters. Those who have scored 9 or 10, Promoters are vital part of each Business. Those are Customers eager to openly share their positive feedback of working with the business and are likely to remaining with this business for long term and scaling up this partnership [12].

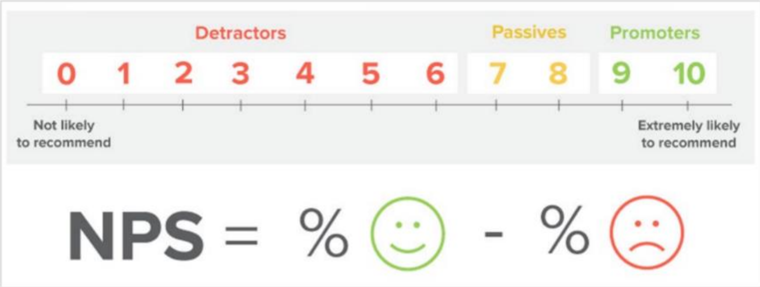

Table 2.2. NPS calculation

CSAT – stands for Customer Satisfaction measuring, and is characterized by the level of how much the proposed products or services are coinciding with the Customer's expectations on this. This metric is useful for constant tracking the satisfaction levels of the Clients, enabling companies predict how long will these clients stay with their business, and continue getting benefits of their products and services. To assess the data, customer surveys are typically distributed. The insights of the survey data is converted into absolute figures of satisfied clients. The SCAT score itself is calculated as ratio of number of positive responses to all responses collected on the company and is usually reflected as a percentage.

Quite similar to NPS and CSAT is **Customer Effort Score (CES),** which is although more focusing on understanding the experience received in using the Products or Services of the business. The methodology of collecting the results is also similar – typically, typically the data is collected via the surveys [13].

Annual Recurring Revenue – is the amount of revenue collected in a particular amount of time. Subscription-based companies typically use this metrics, which is reflecting the value of business and value of its customers. This recurring revenue indicator may also be used on monthly and quarterly basis, depending on the period defined to be tracked [13].

Often, many of the previously indicated factors are combined in order to define **Customer Health Score**. It has different approaches and methodologies to calculations. For instance, Deloitte [14] names top three indicators for tracking Health score, such as renewal rate (churn rate), up sells and cross-sells revenue as well as annual recurring revenue. The research also estimates that around 90 % of respondents typically include NPS, CSAT score into the list of the key parameters for Health score. According to the research, the two third of the respondents, also encounter the product parameters to Customer health, such as product escalations, technical issues, downtimes, etc. The Research also indicates that less than 30 % of companies currently encounter the financial performance indicators (e.g. Customer Life Time Value, attach rate, etc) and telemetry related parameters (e.g. number of clicks, track of usage of certain system functionality, etc.) into calculating the Customer Health. Deloitte's research also concludes that there's a rising need in maturing customer success functions and thus, the need to better track the performance of such functions is getting more critical, and thus, all the methodologies in calculating the above-mentioned parameters need to be advanced.

2.3. Integral Sales assessment at N-iX

To assess current processes and key stakeholders during the customer Lifecycle at N-iX, the author started from the current process mapping. Please refer to the Table 2.3. Current sales process assessment below.

Due to the Organizational structure at N-iX there are two main organizational units highly involved in the communication with the Client. These Client Facing roles include the following:

- Customer Engagement team, leading the process on the initial stages, when Client has expressed the interest until the time the partnership contract is signed;
- Delivery Unit, assigning the Delivery manager to coordinate the technological implementation of Clients request, being involved of the final stages of the sales, and supporting the client during the delivery phase of the project, until the stop of the partnership between Client and the N-iX.

Currently at N-iX all Customer success functions are being performed by Customer Engagement and Delivery managers, with no separate role of Customer Success Manager introduced at this stage. Their responsibilities are also spread depending on the stage of the livecycle process, so that during Sales & Relationship building process, the Engagement Manager is leading the communication process, with the Delivery manager being involved and informes on the steps taken. On the later stages, after the lead was vonverted into deal (cooperation agreement was signed) and the actual delivery starts, the Delivery Manger is leading the communication process with the Client, being the focal poit for team management and performance activities, project growth and any escalations. Due to the current process, responsible Egagement manager is also Supposed to help the Delivery manager in the upsales activities, although this is not tracked and performed poorly at this stage. Enagagement Manager also helps Delivery Manager with th services closure activities, participating in Exit interviews, receiving the feedback and initiating the re-engagement activities on the client.

Table 2.3.Current sales process assessment

	Lead Qualification		Sales, Initial relationship Building			Service delivery		Service Closure	
Engagement Manager		*10%*	*45%*	*70%*	*95%*	*100 %*			*110 %*
Delivery Manager			*10 %*	*30 %*	*40 %*	*60 %*	*80 %*	*100 %*	
Marketing stage	Create Lead	Analyze Need	Validate Capability	Proposal & Commercials	Contract Execution& Close Sale	Delivery Initiation/Discovery/Trial Project	Ongoing delivery activities: Upselling/Cross Selling	Closing the Deal	Re-Engagement Activities
Objective	Marketing generates the lead. Lead automatically generated in CRM	Perform Initial Customer Qualification by the following: - Business Domain - Location and Presences - Position of the Contact Person - Information of Finance & Funding Perform Initial Request Analysis - Technology - Service - Expertise - Length of the need (short-term project /long-term partnership/consultancy, etc.) Initial Call with the Client to validate the points above NDA execution	Understand client's strategic plans and goals Define the type of services needed Understand the Timelines and ability to onboard the team/deliver the project in time Research on competitors Create the cooperation approach; Validate the Financial Aspect Agree on the next steps Discover Clients' decision-making process, key stakeholders to make the "buying" decision	Propose the most convenient partnership option Define the Team/validate the Staffing details Agree on the Commercial part, propose discount options Create final proposal, incorporating customer feedback Gain agreement to initiate negotiations Pass due diligence	Complete Contractual and Legal negotiations Log Contract to BPM Complete "Why Won" summary	Cooperation Kick Off meeting Arranging the introductions with the DM/DD,PM, PO, etc. Defining the communication plan on each level of the stakeholders (low level project management – top level strategic management)	Keeping track of client's satisfaction Regular checkups with the Client Monitoring potential new opportunities on Client's side (upselling/cros-selling) Maintaining the Stakeholders map	Receive the notice on closing the collaboration Perform the analysis to identify the reasons Complete " Why lost Summary" See if there is an opportunity to influence the decision	Conduct the stakeholder's analysis to identify what was good/bad in the cooperation/track the strategic plans and goals Check public information on the staffing, scaling, other potential needs of the Client Arrange a meeting with the Contact Points/New stakeholders on Clients side

The detailed results of the Stakeholders interview were collected in the combined audit summary which might be assessed in Appendix 2. The key finding of this research have shown the following problems:

- Weak customer on-boarding process, at the stage when the contract is signed and deal ownership is transitioning from engagement to delivery manager, to create a visibility into N-iX account management structure, stakeholders, competencies, expertise's etc. Explain whom to contact with different requests; Provide information on some response time SLAs etc.
- Re-engagement and deal closure activities are performed poorly or not performed at all due to low interest and priorities in tasks. Currently this area is out of scope of Engagement KPIs.
- There's lack of visibility of overall process for Engagement managers, since they are not participating in service review meetings with clients, not informed about CSAT score of their engaged accounts, issues there, possible needs etc.
- The delivery Units do not systematically log in the information on the Customer, finding this as busy work and overheads, it ends up with some troubles to storing and maintaining Customer's data properly.
- Huge diversity in processes at each Delivery Unit at N-iX. They typically do not follow the same approaches customer management as a whole, each unit differs with their practices and rules.
- None of Delivery Units are using any tracking systems for account status, new opportunities tracking, stakeholders tracking/their change tracking etc, No combined sources to store this data.

Although, there's one more item for improvement – related to bonuses and other factors of motivation. This is a very important finding, which needs to be addressed during the new strategy implementation plan. The full results of the audit might be assessed in the Appendix 2.

To better track the identified Gaps on the Customer Lifecycle map, these findings were merged with the Sales Process Diagram. Please review the details at Table 2.3. Mapping the assessment gaps on the Sales Funnel.

Table 2.3. Mapping the assessment gaps on the Sales Funnel

	Lead Qualification	Sales, Initial relationship Building	Service delivery	Service Closure
Engagement Manager	*10*	*45* · *70* · *95%*	*100 %*	*110 %*
Delivery Manager		*10 %* · *30 %* · *40 %*	*60 %* · *80 %*	*100 %*
Marketing stage	Create Lead → Analyze Need	Validate Capability → Proposal & Commercials → Contract Execution& Close Sale	Delivery Initiation/Discovery /Trial Project → Ongoing delivery activities: Upselling/Cross Selling	Closing the Deal → Re-Engagement Activities
Objective		**Works Well:** - Single Dedicated point of contact for Client throughout whole presales cycle - Person that resolves all problems - EM: very customer focused and emphatic - Average SLA: 1 business day to respond to Client's request **Requires Improvement:** - No Unified process towards creating the initial Stakeholders matrix to understand the organizational structure and key decision makers - The process of storing and collecting the clients initial promises to be extended to ensure proper tracking on the latest sages in delivery team - No formal Customer onboarding (email, conference call, onsite visit) from EM to DM, creates communication vacuum for client	**Works Well:** - Structured Delivery Units with clear goals and KPIs - Systematic CSAT - QBRs - Quarterly updates with Client's stakeholders and High Management internally in the Company **Requires Improvement:** - EM is not involved to upsales/crossales activities at this stage – No capacity to work with a number of closing clients; lower priority vs new business attraction to the company - the Process of 0.5-1 year support of delivery of the account is not fully maintained – no KPIs for EM on this Stage - EM is not involved to Service Reviews at all - EM is not informed about CSAT score of their engaged accounts, issues their, possible needs etc. - DM does not have a unified practice to log the Client's data and track statuses per each account - No formal communication plans - All to-do activities EACH DM, VPD, PM tracks on his own in his/her own format; There is no possibility for other N-iX stakeholders to review progress; opportunities and overall status of the account - Delivery Units are not systematic with the information logging; too busy; may find this as busy work and overheads - DMs do not maintain stakeholder's matrixes	**Works Well:** - Internal closure activities and formal goodbyes **Requires Improvement:** - for EM - Lot of overhead to collect data from Delivery Unit due to not properly logged Client History card - For EM - No capacity to work with a number of closing clients; lower priority vs new business attraction to the company - All to-do activities EACH DM, VPD, PM tracks on his own in his/her own format; There is no possibility for other N-iX stakeholders to review progress; opportunities and overall status of the account - Manage close accounts (all agreements are open dated) and the cooperation agreements remaining active

Block 3: MAPPING THE NEW PROCESS AT N-iX

3.1. Scenarios Overview

There are different approaches towards implementation of the integral sales process within the company, for instance McKinsey, in their reports [15] point that there's no need to introduce a separate function of Customer Success manager in the company, but rather improve the Existing processes and distribute the responsibilities between current subjects of the process.

There are other thoughts, towards the uniqueness of the Customer Success role and its inevitability to be introduced within the process as soon as the company reaches the certain level of maturity.

For the purposes of understanding, the specifics of both approaches as well as to define the best-fit scenario for the purposes of N-iX, the two options are to be blueprinted, where Scenario 1 will focus on Improving of Existing process and Scenario 2 will focus on Introduction of the new role in the process – Customer Success manager.

3.2. Improving existing process and its validation

Based on the previous assessment and current process overview at N-iX, it was noted that there is a lack of the overlapping times between Engagement and Delivery Teams at the delivery stage, when the Contract is established and the actual delivery activities are started. It is advised to prolong the time when Engagement supports the delivery at this stage, which should also be strengthened by setting up the unique KPIs per specific account to both Delivery and Engagement Managers, with some later reviews of the progress and additional sales remuneration stimulus. Please refer to the table below to review the updated process mapping.

Table 3.2. Sales Process: Improving Current Sales Structure and overlap between Engagement and Delivery Units

	Need Qualification		**Opportunity Validation**			**Service delivery**		**Service Closure**	
Engagement Manager		*10*	*45*	*60*	*70%*	*80 %*	*90 %*	*100 %*	*110 %*
Delivery Manager			*10 %*	*30 %*	*40 %*	*60 %*	*80 %*	*100 %*	
Marketing stage	**Create Lead**	**Analyze Need**	**Validate Capability**	**Proposal & Commercials**	**Contract Execution& Close Sale**	**Delivery Initiation/Discovery /Trial Project**	**Ongoing delivery activities: Upselling/Cross Selling**	**Closing the Deal**	**Re-Engagement Activities**
Objective	Marketing generates the lead. Lead automatically generated in CRM	Perform Initial Customer Qualification by the following: - Business Domain - Location and Presences - Position of the Contact Person - Information of Finance & Funding Perform Initial Request Analysis - Technology - Service - Expertise - Length of the need (short-term project /long-term partnership/consultancy, etc.) Initial Call with the Client to validate the points above NDA execution	Understand client's strategic plans and goals Define the type of services needed Understand the Timelines and ability to onboard the team/deliver the project in time Research on competitors Create the cooperation approach; Validate the Financial Aspect Agree on the next steps Discover Clients' decision-making process, key stakeholders to make the "buying" decision **Create and Maintain Stakeholders matrix** **Log all customer promises discussed to enable later tracking**	Propose the most convenient partnership option Define the Team/validate the Staffing details Agree on the Commercial part, propose discount options Create final proposal, incorporating customer feedback Gain agreement to initiate negotiations Pass due diligence	Complete Contractual and Legal negotiations Log Contract to BPM Complete "Why Won" summary **EM and DM receive the KPIs on future support and growth of this account during the whole lifecycle**	Cooperation Kick Off meeting Arranging the introductions with the DM/DD,PM, PO, etc. Defining the communication plan on each level of the stakeholders (low level project management – top level strategic management) **Unified approach to storing the data in each delivery unit** **Track progress at every partnership direction within the account** **Unified approach to customer on-boarding**	Keeping track of client's satisfaction Regular checkups with the Client Monitoring potential new opportunities on Client's side (upselling/crosselling) Maintaining the Stakeholders map **Perform Cross Sale and Upsale Function by proper logging and updating the status according to new functionality** **Update the stakeholders Matrix and track potential new opportunities**	Receive the notice on closing the collaboration Perform the analysis to identify the reasons See if there is an opportunity to influence the decision **Initiation of meeting with Client to discuss the reasoning to stop the partnership, plan and define the roadmap for future "Keep in Contact" activities** **Tracking customer's contract's expiration days;**	Conduct the stakeholder's analysis to identify what was good/bad in the cooperation/track the strategic plans and goals Check public information on the staffing, scaling, other potential needs of the Client Arrange a meeting with the Contact Points/New stakeholders on Clients side **EM to track the Client's lifecycle and identify the areas for future re-engagement activities**

Each process also requires setting up some KPIs to effectively track and measure the success of the introduces functions. Appendix 4 provides an example of Customer Engagement KPIs designed to fulfill the key requirements of such scenario.

There's also a vision on how could business quickly receive some key outcomes and basically validate the approach itself.

Quick Wins:

- Create a Work Group of Engagement/Delivery Teams to participate in process pilot
- Pilot this new approach with Top5 loyal Customers with High Customer Promise
- Revisit the Incentives (Compensation) approach for Engagement Unit and Delivery Unit
- Make Engagement key focus on achieving the projected Revenues
- Make the delivery Team focus on the Quality of this relations and positive Customer Experience

Success Measuring Attributes:

- Improved NPS and CSAT (comparing to the previous period)
- Implementation Plan to maintain the projected revenues
- New up-sale/cross sale opportunities identified
- Progress on the achieving the projected revenue by 50%

The anticipated timeline for such a trial project is 6 months, with the minimum financial affords required – since both Delivery and Engagement units are currently working with slightly different approach. Business might consider providing some additional bonuses for the volunteers from Engagement and Delivery Units, open to try the new approach and carefully update on the progress.

3.3. Customer success Role introduction

This section describes an approach towards another scenario implementation, envisioning the introduction of a separate Customer Management function (client Partner, Customer Success, etc,). For the purpose of this research, in is considered to introduce the role of Customer Success Manager.

To understand what type of functions are typically covered by Customer success manager, as well as to identify the key tasks and priorities, Customer Success manager role blueprinting was performed, defining the key priorities in terms of frequency, importance and difficulty of its implementation. The detailed results of the new role blueprinting might be assessed at Appendix 5.

Another important factor is to estimate the impact of introducing of the new role within the company, and understand the change in responsibilities distribution between the existing actors of the process, such as Engagement Manager, Delivery Manager, Marketing team, etc. Appendix 6 provides a detailed overview of the Impact table.

Similarly, to the previous scenario, the introduction of the new role in the company would also require an execution of the KPIs, to ensure the effectiveness of such process and tracking of the progress, which might be assessed at Appendix 7.

Table 3.3. Sales Process: Modelling an introduction of a Separate Function: Customer Success Manager

	Need Qualification		Opportunity Validation			Service delivery		Service Closure	
Engagement Manager		*10*	*45*	*70*	*95%*	*100 %*			*105 %*
Customer Success Manager			*10 %*	*20 %*	*30 %*	*50 %*	*70 %*	*80 %*	*100 %*
Delivery Manager			*10 %*	*30 %*	*40 %*	*60 %*	*80 %*	*100 %*	
Marketing stage	Create Lead	Analyze Need	Validate Capability	Proposal & Commercials	Contract Execution& Close Sale	Delivery Initiation/Discovery /Trial Project	Ongoing delivery activities: Upselling/Cross Selling	Closing the Deal	Re-Engagement Activities
Objective	Marketing generates the lead. Lead automatically generated in CRM	Perform Initial Customer Qualification by the following: - Business Domain - Location and Presences - Position of the Contact Person - Information of Finance & Funding Perform Initial Request Analysis - Technology - Service - Expertise - Length of the need (short-term project /long-term partnership/consultancy, etc.) Initial Call with the Client to validate the points above NDA execution	Understand client's strategic plans and goals Define the type of services needed Understand the Timelines and ability to onboard the team/deliver the project in time Research on competitors Create the cooperation approach; Validate the Financial Aspect Agree on the next steps Discover Clients' decision-making process, key stakeholders to make the "buying" decision **Customer Succes Manager Introduced** **Create and Maintain Stakeholders matrix** **Log all customer promices discussed to enable later tracking**	Propose the most convenient partnership option Define the Team/validate the Staffing details Agree on the Commercial part, propose discount options Create final proposal, incorporating customer feedback Gain agreement to initiate negotiations Pass due diligence	Complete Contractual and Legal negotiations Log Contract to BPM Complete "Why Won" summary **Customer Success and DM receive the KPIs on future support and growth of this account during the whole lifecycle**	Cooperation Kick Off meeting Arranging the introductions with the DM/DD,PM, PO, etc. Defining the communication plan on each level of the stakeholders (low level project management – top level strategic management) **Unified approach to storing the data in each delivery unit** **Track progress at every partnership direction within the account** **Unified approach to customer on-boarding**	Keeping track of client's satisfaction Regular checkups with the Client Monitoring potential new opportunities on Client's side (upselling/crosselling) Maintaining the Stakeholders map **Perform Cross Sale and Upsale Function by proper logging and updating the status according to new functionality** **Update the stakeholders Matrix and track potential new opportunities**	Receive the notice on closing the collaboration Perform the analysis to identify the reasons See if there is an opportunity to influence the decision **Initiation of meeting with Client to discuss the reasoning to stop the partnership, plan and define the roadmap for future "Keep in Contact" activities** **Tracking customer's contract's expiration days:**	Conduct the stakeholder's analysis to identify what was good/bad in the cooperation/track the strategic plans and goals Check public information on the staffing, scaling, other potential needs of the Client Arrange a meeting with the Contact Points/New stakeholders on Clients side **CSM to track the Client's lifecycle and identify the areas for future re-engagement activities**

3.4. Customer Success review gateway process.

Each process requires some tracking and improvement. Having introduces the KPIs for each of the processes, there's a need to establish some process review mechanisms, enabling the adjustments and corrections to newly introduces process. Gateway Review:

- In order to monitor and review the progress and successes of Customer Success Function establishment and execution, regular meetings are to be scheduled.
- The cadence of reviews is quarterly/annually
- The list of participants should include the representatives from the following units:

For Quarterly Business Review meetings:

- Strategic Group (CEO, COO, CSO)
- Corresponding Delivery Manager
- Corresponding Engagement Manager

Agenda shall include:

- Activities and progress review
- Upsales/Cross-sales statistics
- CSAT score
- Action items review/progress tracking from previous QBR
- KPI check-in
- Corrective actions needed and responsible stakeholders for these

For annual business review/Customer Success Function performance and annual KPI checks/next year planning:

- Strategic Group (CEO, COO, CSO)

Agenda shall include:

- Annual progress review
- Annual Upsales/Cross-sales statistics

    - Annual CSAT score and activities performed to improve the score
    - Annual statistics on action items progress
    - Annual KPI review
- Setting the goals, KPIs and assignments/activities for next year

For other activities related to Customer Success Function execution, ad-hoc/on demand meetings or CCoE meetings with such units as:

- Marketing department
- Engagement department
- Delivery Department
- Software development office (SDO)
- Solution Group (SG)
- PMO (Project Management Office)

Agenda shall include:

- To be discussed - based on the topic of the meeting/activities that must be performed

The owner of the meeting, responsible for scheduling and keeping track of outcomes of the meeting is Customer Success Manager.

It is advised to start with the scenario one for the N-iX, with better composition of the engagement and delivery functions, meaning that the company should just implement some adjustment towards currently defined process to ensure better overlap of these roles.

Block 4: TECHNOLOGICAL IMPLEMENTATION OF THE NEW PROCESS

4.1. Assessment of the CRM Functionality

In order to ensure the proper implementation of the new process, the adjustment of the Software, which is used in day-to-day activities, needs to be done. Thus, the assessment of Customer Management Systems (CRMs), as the most commonly used tools, becomes inevitable part in this process. Currently, there are many different CRM solutions present on the market, so here comes the question how to choose the best one to cover all major company needs or how to ensure that the existing one might be properly configured to reflect all introduced changes into the integral sales process.

In case of N-iX deep assessment of current CRM system (Pipedrive) was completed. The author has defined the list of features, currently proposed by Pipedrive that need to be advanced as well as some features, which are missing at all (Table 4.1 Existing CRM features assessment)

Existing CRM (Pipedrive) Key features to be Advanced	
Statuses are fully customizable	
Fully functional Kanban board	a Possibility to create boards with custom statuses b. board per colums statistics (summary and sum of deals) c. Kanban board could be filtered by owner
New Task form integrated with the web site (with some coding)	
Each deal has an owner. Ownner could be changed	
Views and reports are fully costomizable and exported to Excel (export role - admin)	
Rights are assigned by groups. Additional groups cost more money	
Insights: report buider tool	
Leads Lab	
Card of the deal/opportunity	a. Status: open/won/lost b. b. Description c. c.History of activities d. d. Deals summary is extracted to external tools

	e. e. Customizable deal/card fields
Seamless integration with external tools/products/services (e.g. Power BI, Espand.io, Linkedin, our web site, etc.	
User management	a, Permission per 3 diff Groups (marketing, engagagement, delivery) b. Custom access per fields is not implemented c. custom user rights managing the access to specific fields, deals, etc.
Card History	a, all e-mail are recorded with e-mail: bcc unique identifier for deal also able to parse by Title/Contacts b. Mail could be written from Pepedrive (convenient feature)
Deal Owner could create activities , calls, reminders, etc.	a. there is a board enabling to review all activities
SLAs for status are customizable	
Scripting is supported	
Sales automation	
Missing functionality	
Customer success functionality	
Customer helth tracking	
Customer self service mechanisms	
Account Based hierarchy	Account: company name->list of opportunities and owners and statuses (sales, marketing, account management-delivery) -> account analutics/plans/progress per opportunity/status open, won,lost, etc. Customer/Account stakeholders' map; management of stakeholder's list; possibility to see different stakeholders relevant to certain opportunities/upsales and stakeholders' levels
Marketing automation	
Permissions per user separately/filed	
sales automation (renevals)	
financial module; sales/data integration	

Table 4.1 CRM features assessment

To understand the best matching CRM solutions the comparison analysis has been performed, helping business to understand is better CRM options are present on the market. The following CRMs have been assessed: Hub Spot, Salesforce, MS Dynamics, ZOHO. Please refer to the Appendix 8 to review the detailed comparison to N-iX's current CRM – Pipedrive. The feature comparison was prepared based on the current and missing features table above (Table 4.1). The features are grouped in two blocks, comparing some basic features list as well as some extended customer success functionality. The research found that HubSpot, Salesforce and MS Dynamics are providing a lot of currently missing customer success functionality. ZOHO CRM was defined as not ready to cover the needs of N-iX, thus, it was excluded from this analysis. Although, it proved that N-iX should consider bigger CRM providers, able to guarantee the needed extensions and address the rising needs of N-iX. At this stage of company maturity, considering smaller CRMs as ZOHO might be inefficient, as their functionality might temporary cover some of current N-iX CRM gaps, but may not be effective in scaling of the business.

Another important block is the financial assessment of the requested functionality. The detailed analysis is provided at Appendix 9, providing the comparison analysis of different plans, staring from basic and ending up with the advanced. During the calls with he CRM representatives it was also estimated that based on N-iX requested functionality features, the company would need to consider the advanced packages. Since adoption of the CRM is a complex process in the company, to ensure all business departments are communicating properly, CRM will also be adopted by Marketing, Delivery units, etc. Thus, the table is providing a pricing plans for adopting some additional units. The total cost of ownership (CTO) was also estimated defining that adoption of any of those three CRM Solutions (HubSpot, Salesforce and MS Dynamics) costs business practically the same.

N-iX Company has ended up with the need to change its current CRM systems since it may no longer effectively support the needs of Business at this stage. It has initiated the start of a separate project in the Company, aiming to define the best financial and functional option to respond to the needs of the business in its current stage with the focus to ensure the convenient usage of this system for many years in the future.

4.2. Analysis of Customer Success tools

Although, the business could also take a decision to stay with current CRM system,by extending its existing functionality with the additional configurations, to adjust to the newly introduced processes and roles in the company. Thus, it may consider a support of other Customer success tools, to close potential gaps in CRM functionality. The Appendix 10 provides a detailed overview of the most popular Customer Success solutions and the CRM systems in their functionality related to Customer Management, as well as comparing their pricing plans.

The following Customer Success Tools were used: Qualtrics, Gainsight, Customer Success Box, ChurnZero, Sales Machine as the ones with the highest rating currently. The functionality provided by these tools were also combined to Customer Success related toolkit, provided as an additional plan offering by many CRM systems. The same CRM systems analyzed in the previous paragraph were taken into consideration. The Combined analysis results were also compared to the functionality provided by N-iX's current CRM – Pipedrive, which appeared to have no functionality in these specific directions. As mentioned previously, N-iX has faced the need to change its current CRM which proved to be not able to address current business needs. The finding on missing the Customer Success functionality is just another evidence of the need to change the CRM. When starting the assessment of the new CRM systems, N-iX should pay high attention to the Customer Success blocks and plans, to be able to fulfill the needs of the new process implementation.

4.3. Mapping Custom Solution

Having established and tested the new processes, N-iX might consider further advancement of its approaches towards providing a more unique customer experience in proposing a customer self-management portal, which might atomize a set of basic actions as well as create better visibility of overall communication between the

Company and the Client. In order to test this approach and the functionality, a PoC and MVP would be performed.

To define the potential stakeholders of such portal as well as to estimate their level of influence, the stakeholders influence analysis was conducted (Table 4.3. Stakeholders Matrix), based on the model introduced by Bryson, Patton, and Bowman [16].

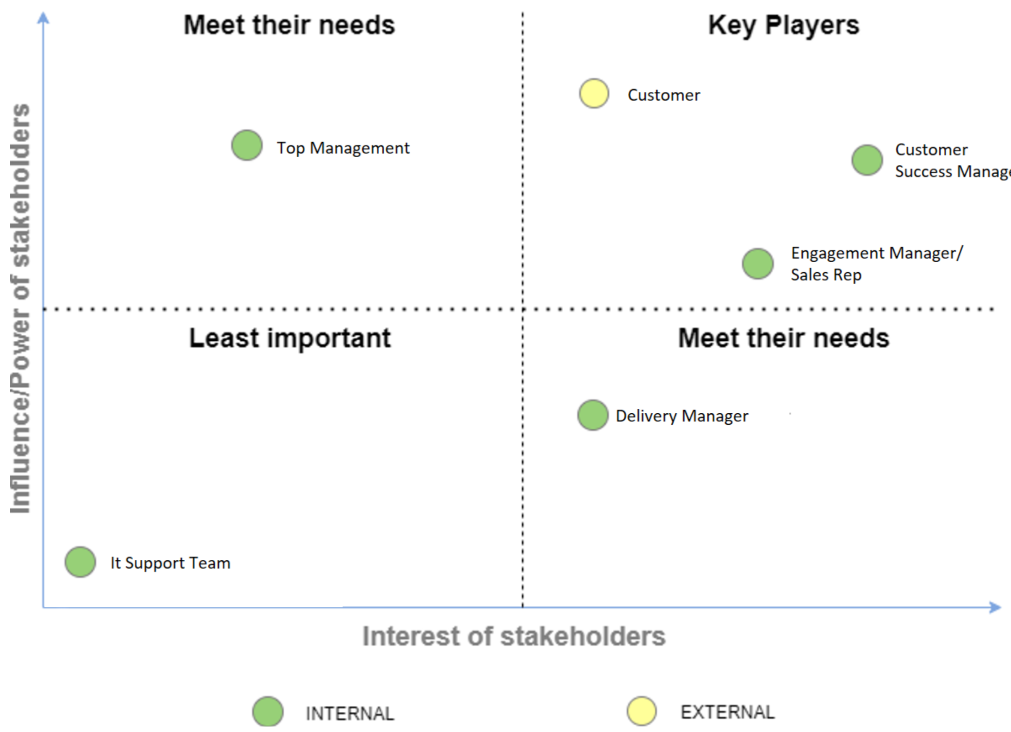

Table 4.3. Stakeholders Matrix

Key Functionality of the platform was formed in user stories and prioritized according to MoSCoW technique.

UC #	Use Case	User story (As a ... I want to....., so that....)	Type of the requirements	Requirements Priority (MoSCoW: must, should, could, won't)
1	**Create and view the Inquiry**	As Customer I want to create and View my Inquity so that I could understand the open items to be discussed/solved	Functional	Must
		As a Customer I want to Track the Status of my Inquiries so I am aware of the progress	Functional	Must

		As a Customer I want to View history of my past Inquiries so I could refer to any past conversations whenever I need	Non-functional	Must
		As EM/Sales rep./CS Manager I want to view customer Inquiry so that I unserstand the type of actions required from my end and prioritize properly	Functional	Must
		As EM/Sales rep./CS Manager I want to track the statuses of Client's inquries so that I understand the Progress	Functional	Must
		As a Delivery Manager I want to View customer Inquiry so that I understand the type of actions required from my end and prioritize properly	Functional	Must
2	**Manage the Dashboard**	As a Customer I want to have a Dashboard of all my requests so I could view all my activities	Functional	Must
		As EM/Sales rep./CS Manager I want to have a Dashboard of all open/closed Client's requests so I could view all the activities on the specific account	Functional	Must
		As Delivery Manager I want to have a Dashboard of all open/closed Client's requests so I could view all the activities on the specific accountDe	Functional	Must
		As a Top Manager I want to review the dashboard of deals so that i understand the pipeline of customers, review responsible managers and understand progress	Functional	Must
3	**Route to correct Agents**	As a Customer I want to view the Agent working on my Inquiry so I could contact this person directly	Functional	Must
		As EM/Sales rep./CS Manager I want to route Questions to correct Agents so that I could direct this question to responsible delivery/engagement/customer success manager if needed	Functional	Must
		As DeliveryManager I want to route Questions to correct Agents so that I could direct this question to responsible delivery/engagement/customer success manager if needed	Functional	Must
4	**Communication Channel**	As a Customer I want to have an a possibility of live chat with the Agent so I could communicete directly any time I like	Functional	Must
		As a Customer I want to have an opportunity to leave immediate feedback and escalate the issues so that I make sure that the vendor's management is aware that I'm expereincing some problems and could take actions	Non-functional	Must

		As EM/Sales rep./CS Manager I want to have an opportunity of the live chat with the Vendor so I could provide a presonal touch whenever Customer needs	Functional	Must
		As Delivery Manager I want to have an opportunity of the live chat with the Vendor so I could provide a presonal touch whenever Customer needs	Functional	Must
		As a Top Manager I want to receive escalations from the Top critical accounts, so I could assess the situation on the project and create some additional trust to the Customers	Non-functional	Must
5	**self service knowledge base**	As a Customer I want to have an access to the Vendor's knowledge base so I could find some quick responces to my questions	Non-functional	Must
			Non-functional	Must
6	**Storage of the Artefacts**	As a Customer I want to have an opportuniy to review and store all the artefacts, so that I could easily reach any data	Functional	Must
		As EM/Sales rep./CS Manager I want to maintain records on past conversations for Clients so that I could refer to any part conversations whenever I need	Non-functional	Must
		As Delivery Manager I want to maintain records on past conversations for Clients so that I could refer to any part conversations whenever I need	Non-functional	Must
		As EM/Sales rep./CS Manager I want to have an opportuniy to review and store all the artefacts, so that I could easily reach any data on the spcific Account	Non-functional	Must
		As Delivery Manager I want to have an opportuniy to review and store all the artefacts, so that I could easily reach any data on the specific Account	Non-functional	Must
				Must
7	**Reporting & Analytics**	As a Customer I want to view the statistics so that I could undertstand the progress on staffing/talent attrition/ rate management etc.	Functional	Must
		As a Delivery Manager I want to Create some statistics to visualize the progress on staffing/talent attrition/ rate management etc.	Functional	Must
		As an IT support I want to have an access to all the data collected, so I could integrate the reporting systems and collect necessary data for the analysis	Non-functional	Must
		As an IT support I want to Assign deifferent report review rights so that I could help with providing different rights depending on the position and scope of responsibilities	Functional	Must

		As a Top Manager I want to Assign different report review rights so that I could define different rights depending on the position and scope of responsibilities	Functional	Must
8	**AI Advanced Automation**	As EM/Sales rep./CS Manager I want to receive some system suggestions on necessary next steps/competitive tasks so I could set up the reminders, and prioritize my tasks properly	Functional	Should
		As Delivery Manager I want to receive some system suggestions on necessary next steps/competitive tasks so I could set up the reminders, and prioritize my tasks properly	Functional	Should
9	**sentiment analysis (emotions tracking)**	As EM/Sales rep./CS Manager I want to have the Emotions tracking tso that I could react proactively to ensure positive customer expereince	Functional	Should
		As Delivery Manager I want to have the Emotions tracking tso that I could react proactively to ensure positive customer expereince	Non-functional	Should
10	**churn risk predictions**	As EM/Sales rep./CS Manager I want to have Customer Health score capturing so I could track and manage the satisfaction level of the Customer	Functional	Should
		As Delivery Manager I want to have Customer Health score capturing so I could track and manage the satisfaction level of the Customer	Functional	Should
		As EM/Sales rep./CS Manager I want to have an mechanism to predict the Churn Risks so I could react proactively to eliminate those risks	Functional	Should
		As Delivery Manager I want to have an mechanism to predict the Churn Risks so I could react proactively to eliminate those risks	Functional	Should
		As a Top Manager I want to Review the statictics on the satisfaction levels, so I could make financial predictions	Functional	Should
11	**Survey Statistics Collection (CISAT, NPS, etc)**	As EM/Sales rep./CS Manager I want to automate CISAT and NPS collection so I could quickly receive the feedack from the Customer and react correspondingly	Functional	Should
		As Delivery Manager I want to automate CISAT and NPS collection so I could quickly receive the feedack from the Customer and react correspondingly	Functional	Must
		As a Top Manager I want to review the statictics on the satisfaction levels, so I could assess the KPIs achevement of low level managers assigned to this account	Functional	Should
				Must

12	**Stakeholders Management Matrix**		As EM/Sales rep./CS Manager I want to have an opportunity to maintain the stakeholders matrix so that I could understand the promoters and detractors on the customers' end and extend the stakeholders base	Functional	Must
			As Delivery manager I want to have an opportunity to maintain the stakeholders matrix so that I could understand the promoters and detractors on the customers' end and extend the stakeholders base	Functional	Must
13	**Configuration Management**		As an IT support i want to Have an access to all the functionalities so that I could easily help with the configurations	Non-functional	Must
			As an IT support I want to save files in the cloud system, so that I can restore them in any location	Functional	Must

In order to proceed with the Proof of Concept, the following assumptions were made:

- The Ukrainian market will not change dramatically in the five years so that the currently assessed market specifics will remain applicable until the time the PoC is planned.
- The global trend towards process optimization and simplification will remain the same, so that the self-service management portal may serve the actual interests towards processes automatization and simplification.
- The global rising trend to ensure customer success functions in the company will remain a key change driver in the sales and communication processes.

Architectural Diagram

The following architectural diagram (Table 4.3. Architectural Diagram) is supposed to describe the logics in communication among different system units and processes. Since the system has a number of different users, requiring a different set of functionalities, the following interfaces are defined:

- Client interface – to serve the needs of all N-iX customers.
- Sales/Engagement/Customer Success/Delivery interface – to serve the needs of the corresponding actors of the system.

- Top Management interface - to serve the need of the Executive board and other Managers, working in supplementary units at N-iX.

This diagram also describes the two Data Bases, one of which is used to store all the data generated by this platform (client's feedback, NPS, CISAT, Churn rate, financials, etc.). Another database is supposed to collect data needed for Q&A N-iX Database, collecting a set of key answers and questions, related to N-iX company details, describing the processes, providing the references on the case studies, etc.

Each process is market in dark green or light green colors, where the dark green figures identify a set of processes to be implemented during the first delivery iteration of the project, whereas those which are marked in light green identify the processes to be implemented during the next phase (MVP).

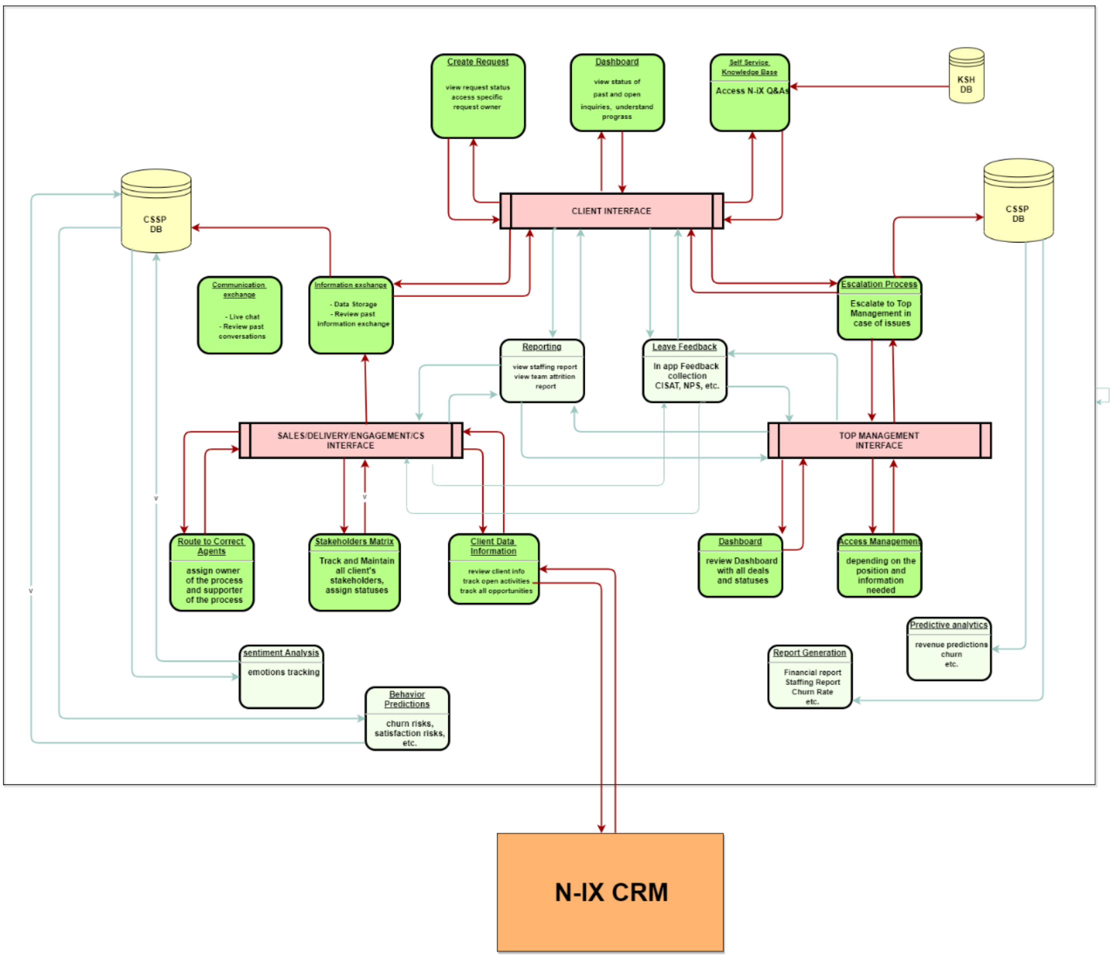

Table 4.3. Architectural Diagram

Anticipated team Configuration and Price

The project will be started with the Proof of Concept (PoC) to check the validity of the assumptions and understand the response from the users. This stage envisions the full-time involvement of Business analyst as well as part time involvement of UX/UI Designer. This phase is also estimated to take no more than 2 months of work (Table 4.3. PoC Team Configuration). The key outcome of this PoC will be a clickable prototype to be tested by the key user personas internally at N-iX as well as requesting for some feedback from our key trusted customers.

Role	Hourly Rate (USD)	Calculated Monthly Rate (USD)
Business Analyst	50	8 250
Design (50%)	23	3 795
Calculated per Team for 1st Month		*12 045*
Calculated per Team for 2 Months		**24 090**

Table 4.3. PoC Team Configuration

After successful completion of the PoC phase, and having proved the hypotheses above the N-iX will proceed to the Minimum Viable Product (MVP) development, Table 4.3. MVP Team Configuration.

Role	Hourly Rate (USD)	Calculated Monthly Rate (USD)
Business Analyst	40	6 600
Senior Front End Engineer	50	8 250
Senior Back End Engineer	50	8 250
Intermediate Manual QC	35	5 775
Data Engineer (part time)	32	5 280
DevOps (part time)	40	6 600
Design (part time)	23	3 795
Calculated per Team for 1st Month		*44 550*
Calculated per Team for 6 Months		**267 300**

Table 4.3. MVP Team Configuration

Block 5: SERVICE BUSINESS MODEL

5.1. Solution Early Adopters and Monetization

In the previous paragraphs, a detailed analysis of the N-iX company maturity in managing customer experience as well as integral sales enablement was conducted. The author has also defined the weak areas in current N-iX processes and has modelled a strategy for improvement, starting with the high-level best practice approaches and models and ending up with the low-level practical steps. Thus, N-iX needs detailed steps to implement this strategy in full. Every change in the business is not just about the new approach or policy introduced, it’s mainly about the people:

- the ones who need to implement these new processes in their day to day activities (customer engagement team, delivery team, supporting units in the process of customer management and acquisition, e.g. recruitment, resourcing, legal, etc.),
- the ones who need to manage and coordinate the new processes (managers of organizational units)
- the ones who need to track the effectiveness and focus on receiving the financial benefits (top level management).

From a perspective of leadership, in order to introduce the real change in the business, an organization may follow Kotter’s 8 steps [17] to introduce the changes framework will be applied Table 5.1. Kotter’s 8 steps in change process.

A set of current People Management incentives and motivations are to be revisited as well and will be implemented in a set of additional HR practices, which are out of scope of this research.

Implementing & Sustaining for change	Make it Stick	New process continuous improvement
	Build on the Change	After successful check - new process implementation in full. Establishing mature Customer Success review gateway process. Corresponding trainings to communicate the new process to different organizational units.
Engaging & Enabling the organization	Create Quick wins	The quick wins to track the improvements per better integration on sales and delivery functions were introduced
	Communicate the vision	New processed introduced. Technological implementation of the new strategy has also enabled a start of some supplementing projects - CRM change
	Empower Action	The key findings of stakeholders questionnaire were presented to Management as well as suggestions on the change of the processes. The vision communicated to engagement and delivery teams
Creating the Climate for change	Create urgency	The internal stakeholder's analysis has identified the gaps which need to be improved. At the same time, the Competitors analysis was conducted, to understand N-iX positions.
	Form a powerful coalition	This issue was communicated to N-iX management, getting an approval for further research in this direction. The internal stakeholder's interview was conducted, to identify the gaps, and collecting feedbacks on current processes.
	Create vision for change	The market examined, the missed opportunities at N-iX were identified, enabling a need for change

Table 5.1. Kotter's 8 steps in change process

The author also would like to focuse more on the "Call to action" step, where the Competitors analysis was also conducted to understand N-iX positions in current competitorsa arena. Due to the time limitations, it was decided to make the comparison with the following Ukraine-based companies: Intellias (1500+ people (same as N-iX), 18 years on the market (N-iX is 19 years present on the market) – direct competitor), Eleks (1600+ people, 30 years on the market– direct competitor), SoftServe (9000 people, 28 years on the market – targeted direct competitor). The table below (Table 5.1. Competitors analysis) provides the comparison based on the following criterias:

- How is Customer Success functon performed? (Roles, Processes, etc.)
- What CRM is Currently used?
- Are any additional customer success tools/metrics incorporated?

	N-iX	**Intellias**	**Eleks**	**SoftServe**
How is Customer Success functon currently performed? (Roles, Processes, etc.)	No Separate Role Responsibilities are distributed among Customer Engagement and Delivery Management teams	No Separate Role Responsibilities are distributed among Customer Engagement and Delivery Management and Account Management teams	No Separate Role Responsibilities distributed among Business Development, Account Management teams and Country Managers (in some cases)	Client Partner role, which ia basically covering all Customer Success functions
What CRM is Currently used?	Pipedrive (currently changing)	Pipedrive (currently changing)	MS Dymanics	HubSpot + Internal Tools
Are any additional customer success tools/metrics incorporated?	No tools	No data due to Non-disclosure policies Assumption: no tools	Some internally developed tools and Systems (No data due to Non-disclosure policies)	Some internally developed tools and Systems (No data due to Non-disclosure policies)

Table 5.1. Competitors Analysis

Having analysed the following information on the activities performed by its Competitors, in order to stay competititve, N-iX should introduce the changes to its interal processes to keep customer attraction and satisfaction on the high level. As was observed, by its processes, N-iX is currently at the same level than Intellias, whith

Eleks and Soft Serve already implemented more advanced processes in place, having invested in the internal systems development as well. Since there's an information that Intellias is currently also in the process of changing the CRM, it might be assumed that they will also invest in customer expereince/customer success. Thus, this is crucial for N-iX to start implementing changes at this stage in order not to loose it's current positions and being able to stay competitive.

It is also crucial to understand the project monetization and thus the Return on Investment (ROI) calculations are to be performed. ROI is typically calculated as the net return on investment divided by cost of investment and is typically reflected in percentage. In order to assess the ROI, it was decided to take the key finding from section 1.2 – 4 million of profit losses which were estimated to be caused by lack of internal company activities, and processes to ensure better communication with the customer. It was also assumed that this 4 million fugure could be improved by introducring the new process in itegral sales.

The following scenarios are considered:

1. Optimistic scpenario – due to the newly introduced processes and their successful adoption within the company, N-iX has managed to eliminate the profit lossess at all (net return of investment is assumed to be exactly or close to 4 million of USD)

Net Return on Investment	4	4
Investment Required	0.30	0.75
description on Investment	*Implementation of New CRM* (based on TCO avg figure)*	*Self service Management Portal Implementation (PoC and MVP)*
ROI	1347%	533%

The positive ROI figures prove that such an investment is very favourable for the business.

2. Pessimistic Scenario - the newly introduced processes and their adoption in the company minght have coused the delayes in the communication with the customer, thus, might have created some negative expereince and overall negative impact on the profit losses. (net return of investment is assumed to be exactly or close to 0 million of USD, for the purpose of making any calculations let’s take 0,0002 USD)

Net Return on Investment	0.002	0.002
Investment Required	0.30	0.75
description on Investment	*Implementation of New CRM* (based on TCO avg figure)*	*Self service Management Portal Implementation (PoC and MVP)*
ROI	1%	0%

This figures prove that in this case business would rather not implement any changes inti its processes, cince the’res no or very minor impact on the overall profit loss figure and does not solve the issue.

3. Realistic Scenario - the introduced processes ans their adoption at N-iX has created some positive impact in decreasing the profit losses figure ((net return of investment is assumed to be exactly or close to 1,5 million of USD)

Net Return on Investment	1.5	1.5
Investment Required	0.30	0.75
description on Investment	*Implementation of New CRM* (based on TCO avg figure)*	*Self service Management Portal Implementation (PoC and MVP)*
ROI	505%	200%

The most realistic scenario is proving that this is worth investing into the new process and its impelmentation via the CRM and advanced Intermal Customer Self service portal implementation.

5.2. Service Implementation Timelines

The new process planning, development and implementation consists of the following steps and timelines (Table 5.2.Implementation Timelines):

#	**Step**	**Timeline**
1.	Stakeholders interview and Gaps identification	February-March 2019
2.	Modelling of the new process	March 2021
3.	New process validation	April – October 2021
4.	CRM change project (out of scope of this research)	March – November 2021
5.	New CRM implementation (out of scope of this research)	November- December 2021
6.	Process Technological Implementation	December 2021
7.	Building the Proof of Concept	June 2022
8.	Validating the assumptions	Aug 2022
9.	MVP Development	Sept 2022 - Mar 2023
10.	Creating full-scale solution	Apr 2023
11.	Process validity check (in half a year)	June 2023
12.	Consultancy trial project	July 2023
13.	Consultancy services	July2023

Table 5.2. Implementation timelines

This research covers Steps 1 and 2 in full, since the activities under this step were covered in full. Steps 3 and 4 are currently in process, where step 3 defines the initiatives to validate the new scenarios introduced, as described in section 3.1. The key findings of this research on the missed opportunities of the business as well as the assessment of N-iX currently used CRM functionality have fostered the initiation of the CRM change project. Although, the project of CRM change is out of scope of this research it still has a huge impact on overall process implementation described in this paper. Steps 5 and 6 might be extended in time and highly dependent on the new CRM implementation project. Steps 7, 8 and 9 are in-fact open-ended and might be considered by the business on the later stages. Step 10 will be initiated after half a year of successful implementation of step 6, to generate some interim results on the improvements created by a new process. It is assumed, the improved figures on the revenues, customer satisfaction and other parameters, set as the KPIs of this new process, would serve as the evidence of the successful pilot at N-iX. The results of such pilot project, feedback form the stakeholders of the process on different levels as well as the managerial conclusions made would create a ground for future consultancy practice, enabling stages 11 and 12.

5.3. Project scalability and business model overview

After achieving a certain maturity level, each company faces the need to change its process to improve its organizational performance. The relationship with the customers is the one of the focal points for the lifetime of the business, enabling its growth and prosperity. Thus, managing the opportunities in business to ensure effective work with client to scale up the areas of the partnership appear to be a common goal from many businesses, and the introduced framework on step-by-step implementation of change in business might be applied for the other companies, experiencing the same needs. This research work and its implementation results is supposed to provide a set of best practices, streamline process and adjustable framework to be adopted and implemented by other companies. Moreover, since this work describes the organizational improvement mechanisms in the area of integral sales and customer success, the specter of its application might be quite extensive, not simply focusing on the IT sphere, bust also adopted to the needs of other service businesses.

The successful implementation of this project at N-iX should serve as a pilot, setting the ground for an audit and consultancy services project, to be presented to the other businesses.

To promote the key outcomes of this paper and experience gained as the consultancy project, the competitor’s analysis was made, defining the following groups of the competitors:

- Consulting companies – especially well award Consulting agencies, with the proven records of successfully delivered projects.
- CRM companies – creating an added value to their customers, or aiming to attract the new customers, CRM companies propose their consultancy services

when customizing their software and making the configurations necessary to respond to specific structure and processes established in the company.

- Other Customer success solutions – working in a similar manner as CRM providers.

Service consultancy services should be introduced on the hourly basis, based on the actual time spent by the consultant. To identify the Price structure, a benchmarking of top industry leaders in Consulting was created. Please refer to the table below.

	Forrester	**Gartner**	**Deloitte Consulting**	**McKinsey**
	Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate
Top Earners	$60	$70	$85	$150
Average	$30	$39	$40	$100
Minimum	$18	$21	$15	$50

Table 5.3. Consulting Salaries Benchmarking

Having considered the researched figures, it I agreed to start with 7 USD rate an increase it by 15 USD after generating a base of the first customers.

To better define the consultancy services business model the Business model canvas (Appendix 11) is applied.

Customer Segments

The consultancy project will be serving different types of businesses, starting with IT business companies, experiencing the same needs to retrain and better accommodate rising experience requirements of the Customers, and ending up with the non-IT service customers sharing similar goals.

Value Proposition

The consultancy project will help its Customers in following:

- Deep assessment of current company sales funnel, processes, stakeholders and their responsibilities, software used, defining the maturity levels, etc.
- Drafting the new processes and proposal on their implementation
- Driving the organizational change in the company, by maintaining the processes adjustments, people management in their new process learning and awareness practices, technological configurations, etc.
- Benefit from the industry leaders combined practices by reduced costs.

Channels

Primary channel of communication should become a web site, where all the information on the company might be found, to create the initial point of trust. Package proposition for the customers, to bring awareness. The propositions might include free support and maintenance activities for the 1 year after the process was introduced.

Customer Relationships

Relationship management is one of the key patterns of the Consultancy services proposed, thus, it will be payed a special attention, to create the first impression.

Revenue Streams

Revenue comes from each partnership established and maintained. The Consultancy services firm needs to extend in a specter of the areas covered, piloting with the integral sales, and narrowing down to the similar areas, like Business Development, CRM management, people management, etc.

Key Resources

Key resources include cost of the time spent of the particular Consultant.

Key Activities

1. Company deep assessment

2. Industry assessment
3. Processes maturity assessment
4. Strategic goals creation
5. Drafting the new processes and steps to be taken
6. Introducing the process and validating the quick wins
7. Technological enablement of the process
8. Process communication
9. Process revision and maintenance

Cost Structure

Fixed hourly cost based on consulting talent costs.

MANAGERIAL CONCLUSIONS

Customer Success is an important part of each business, which is proved by many industry researches as well as proven by the internal N-iX research by estimating the losses in revenues the business does not receive due to poor or ineffective customer management activities. This paper work has started with forming some hypothesis on implementation of the new processes which should decrease the yearly unearned revenue figure and reduce the client's churn. The implementation of the new process and its consequences for a business would be tracked according to the milestones identified. The proposed approach envisions the introduction of the integral sales approach at every stage of Customer journey though the company, creating the unique "sales and customer first" philosophy, enabling business to extend the live time of the Customer, extend the scope of their partnership and improve the quality of the relations and overall experience achieved. According to the industry researches, Business is staring to receiving the real value (revenue) from its customers on the later stages of their partnership compared to the revenue achieved after the initial sale. Additionally, taking into the consideration the fact that business is investing more rather than receiving from the establishment of the relations with its customers it is crucial to make the customer's live time longer to enable the return of such investment and start generating real revenues. This paper is proposing an approach of the integral sales strategy and describing in detail its implementation stages. Integral Sales strategy is aiming to help business maintaining and growing its relations with the Customers, enabling higher revenue generations. Since the need to retraining the customers and ensuring the higher and longer revenue generation is quite common challenge for the business, the approach and its best practices might be applied and adjusted to any business, and thus, it may solve the needs of many companies. In order to deep down into the processes and understand the exact steps business should take in order to succeed in managing its opportunities with the Clients, this solution is piloting at N-iX.

After assessing the specifics of the Industry and the Market the company is operating, a detailed assessment of the company maturity was conducted. This enabled the better understanding of the level of current processes performed and describes the stages, needed to adopt the new process.

1. One of the key outcomes of this research, is the need to apply a helicopter view on the Company when assessing and proposing any changes. Each business is an integral complex mechanism, in which change of processes in one direction would also reflect some changes in the other areas. Thus, it is necessary to recognize and estimate the impact of such changes on the other processes, and people in special.
2. People are the crucial part of each business, thus, in order to keep the smart talents within the business, companies should maintain the high motivation and involvement of their Talents. Such elements as keeping them aware of the new process, letting them take part in developing and piloting the new process, keeping constant track of their activities and adjusting the process to their changing needs are crucial to maintaining their motivation, and creating internal positive experience, as proved by Gartner's 2021 industry trends.
3. The processes are designed by people and for people, and they should reflect the real state of the business and help in achieving business goals. Although, at the same time designing the process is not the one-time action, it is rather constant improvements circle, with the feedback sessions, additional iterations and adjustments. Before introducing the process to the company, it should be tested and analyzed, to define whether it improves the current state of business.
4. Oftenly the effective implementation of the one process also requires some intermediary steps to be taken for improvement of the supplementary processes in the company. In the case of N-iX, the effective implementation of integral sales process with the focus on improving the customer experience is hard to achieve without the CRM system, which functionality is letting the configurations necessary to address the changed needs of the business. Thus, having drafted the new process on the paper, and even piloting it within the organizational unit, it

remains partially realized until the time those changes might be effectively reflected in the new CRM.

5. By introducing the change in the process of the day-to-day activities of the people business should also ensue the corresponding mechanisms are introduced to help those people doing their job properly. Thus, another important lesson learned – process is not about drafting the changes, this is also about implementing these changes, ensuring those might be properly adopted by people and the internal company mechanisms and systems used – one of which is CRM.
6. Another interesting observation is related to the behavior of the management and the actors of the process – Engagement, Delivery Managers etc. The management is striving to keep track of the processes, although, receiving just a partially available statistics (due to the limitations of current CRM functionality) on the state of the delivery activities or sales (engagement) activities, they might often be not aware of all processes maintained on the background. Thus, delivery managers not tracking the opportunities per each account in their unit and not updating the status (won/lost) of such opportunity might create an illusion that the account is growing properly. Whereas the research on the missed opportunities at N-iX prove, there are some gaps, which need to be eliminated. At the same time engagement manager, when signing the Cooperation agreement is no longer interested in maintaining the relations of the customers and ensuring the proper scale of the business, since no KPIs are established for them and no other motivation factors are defined (e.g. bonuses).

To conclude, when analyzing the business and people performance business should ensure they have assessed the full picture to make the conclusions, which are reflecting the real state of business, which at the same time will serve as a key driver for effective changes.

List of Literature

1. 6 Steps for a Successful B2B Cross-Sell and Upsell Strategy [Електронний ресурс] // Adobe Marketo Engage. – 2019. – Режим доступу до ресурсу: https://blog.marketo.com/2016/08/6-steps-for-a-successful-b2b-cross-sell-and-upsell-strategy.html
2. Transforming your SaaS Business. A strategic guide for optimizing your business performance [Електронний ресурс] / [C. Gogineni, J. Murphy, M. Pele та ін.] // KPMG International. – 2016. – Режим доступу до ресурсу: https://assets.kpmg/content/dam/kpmg/pdf/2016/07/transforming-saas.pdf
3. Kriss P. The Value of Customer Experience, Quantified [Електронний ресурс] / Peter Kriss // Harvard Business Review. – 2014. – Режим доступу до ресурсу: https://hbr.org/2014/08/the-value-of-customer-experience-quantified
4. Introducing customer success 2.0: The new growth engine [Електронний ресурс] // McKinsey and Company. – 2018. – Режим доступу до ресурсу: https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/introducing-customer-success-2-0-the-new-growth-engine
5. Enterprise Customer Success (CS) Study and Outlook Fostering an organization-wide CS mindset [Електронний ресурс] // Deloitte. – 2019. – Режим доступу до ресурсу: https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/2019-enterprise-customer-success-study-and-outlook.pdf
6. Gartner Top Strategic Technology Trends 2021 [Електронний ресурс] // Gartner. – 2021. – Режим доступу до ресурсу: https://www.gartner.com/smarterwithgartner/gartner-top-strategic-technology-trends-for-2021/
7. Porter M. What is Strategy? / Michael E. Porter. // Harward Business Review. – 1996. – С. 7.

8. CMMI for Services, Version 1.3 CMMI-SVC, V1.3 Improving Processes fro providinb better services. // Software Engineering Institute. – 2010. – C. 30–58.
9. Building your Customer Success Strategy [Електронний ресурс] // HubSpot e-book. – 2019. – Режим доступу до ресурсу: https://cdn2.hubspot.net/hubfs/366266/ebook-customer-success-strategy.pdf
10. Gupta, S., Lehmann, D. R.: Customers as assets. Journal of Interactive Marketing, 17(1), 9-24 (2003)
11. The Value of Customer Experience, Quantified // Harvard Business Review.-2014.. – Режим доступу до ресурсу: https://hbr.org/2014/08/the-value-of-customer-experience-quantified
12. The Complete Guide to Customer Success for SaaS Companies [Електронний ресурс] // process.st. – 2016. – Режим доступу до ресурсу: https://www.process.st/customer-success-guide/.
13. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance. Upper Saddle [Електронний ресурс] / Farris, Paul W., Neil T. Bendle, Phillip E. Pfeifer;, David J. Reibstein // inform.it. – 2010. – Режим доступу до ресурсу: https://ptgmedia.pearsoncmg.com/images/9780137058297/samplepages/9780137058297.pdf.
14. Enterprise customer success study and outlook [Електронний ресурс] // Deloitte Consulting. – 2019. – Режим доступу до ресурсу: https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/2019-enterprise-customer-success-study-and-outlook.pdf.
15. Marc Beaujean. The ‘moment of truth’ in customer service [Електронний ресурс] / Marc Beaujean, Jonathan Davidson, Stacey Madge // McKinsey and Company. – 2016. – Режим доступу до ресурсу: https://www.mckinsey.com/business-functions/organization/our-insights/the-moment-of-truth-in-customer-service.
16. Bryson J. Working with evaluation stakeholders: A rationale, step-wise approach and toolkit [Електронний ресурс] / J. Bryson, M. Patton, R. Bowman

// Elsevier. – 2010. – Режим доступу до ресурсу: https://depts.washington.edu/uwleah/sites/default/files/seminarFiles/2011_Bryson.pdf.

17. Kotter J. Leading Change: Why Transformation Efforts Fail [Електронний ресурс] / John P. Kotter // Harvard Business Review. – 1995. – Режим доступу до ресурсу: https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2.

APPENDIXES

Appendix 1 Organizational growth readiness analysis

There are several factors to consider when positioning an organization for growth. The scale used:

- **8 – 10:** Programs, initiatives are well defined, in place, and operating well (GREEN)
- **5 – 7:** Programs, initiatives are somewhat in place but will need work to be effective (YELLOW)
- **Less than 5:** Programs, initiatives are not in place (RED)

1. Vision – A key element for growth is ensuring that everyone, from the CEO to the employee population has a clear understanding of the business direction. Key elements include:	**RANK 1-10**
A. Establishing a clear Vision	5
B. Determining if the vision is compelling, that is will the employee base be excited about the organization's future.	5
C. Having employees embrace the vision, inspired to put forth their full support in achieving it.	6
D. Communicating the vision at all levels.	6
SECTION AVERAGE:	5,5
2. Strategy – In order to achieve the vision, strategies must be developed which will in fact drive the achievement of the vision. The following will be essential:	**RANK 1-10**
A. The strategies must be focused, specific, and easily understood.	7
B. Each strategy must be aligned with the vision.	8
C. Accountabilities for execution of each strategy must be clearly laid out.	9
D. For each strategic initiative specific action steps should be defined.	8
E. Wherever possible quantitative metrics should be in place. In some instances qualitative metrics will be appropriate.	7
SECTION AVERAGE:	7,8
3. **Culture** – The norms, values and behaviors of the organization must be aligned with the vision. Without this alignment success will be difficult.	**RANK 1-10**
A. The organization has clearly defined acceptable norms, values, and behaviors.	9

B. Understand what in the former culture will be carried forward, and what cultural changes will be required.	6
C. Identified and implemented programs that will reinforce new behaviors.	8
D. Have executed comprehensive communications to facilitate employee understanding and embracing new norms.	8
SECTION AVERAGE:	7,75
4. Leadership – Essentially all aspects of growth are dependent on the caliber of leaders in the organization. With transformational leaders the chance of success is greatly enhanced. Key elements include:	**RANK 1-10**
A. Developed leadership profile focused on building a transformational leadership team (*i.e. leaders who are visionary, strategic, and inspirational*).	7
B. Have ensured that the right leaders are in the right jobs, particularly leading those strategic initiatives key for achieving the vision.	6
C. Have in place programs essential for building a high performing leadership team (*e.g. talent acquisition, performance management, leadership development programs*).	6
D. Conduct on-going assessment of leadership talent.	7
SECTION AVERAGE:	6,5
5. Engagement– Research has shown that there is a high degree of correlation between an engaged workforce and an organization's productivity.	**RANK 1-10**
A. The organization has a clear, concise, compelling direction/vision and employees understand their respective roles.	8
B. The vision and corresponding strategies are regularly communicated along with corresponding progress.	8
C. There are comprehensive reward and recognition programs which reinforce those norms, values and behaviors aligned with the vision	8
D. There a high degree of trust built into the organization/culture.	7
SECTION AVERAGE:	7,75

6. Change Management – As organizations plan for growth often times they will experience some level of change. The more material the change the more important to have a clear change management process. Key elements include:	**RANK 1-10**
A. Have a clear and easily understood change process in place.	7
B. Through effective communications and education the change process is well understood and implemented by managers.	7
C. Have identified a champion overseeing the change process to ensure effective execution.	7
D. As part of the process have a good understanding of the level of organizational resistance and understand how to address.	7

SECTION AVERAGE:	7
7. Compensation – Compensation programs when aligned with and the organization's strategic direction can be an effective strategy in helping the organization realize its vision. Factors to consider:	**RANK 1-10**
A. There is a well-established base compensation program in place (*i.e. salary ranges, competitive analysis, organizational compensation philosophy*).	7
B. Annual incentive plans aligned with the vision and strategic direction of the business are in place.	7
C. Long-term incentive plans aligned with the longer-term vision have also been put in place.	6
D. Comprehensive non-financial award programs are operational.	6
SECTION AVERAGE:	6,5
8. Organizational Structure - As organizations continue to grow and become more complex structure change often occurs. In changing the structure one should ask:	**RANK 1-10**
A. Have organizational structures have been addressed to facilitate decision-making, better reporting relationships, and leveraging economies of scale.	8
B. Have identified changes in roles and responsibilities, and the impact this will have on respective individuals.	8
C. Have comprehensive employee communications been put in place to help employees see the rational for the change, and how it will affect/benefit them.	8
SECTION AVERAGE:	8
GRAND TOTAL:	**56,8**

Appendix 2: Audit Questionnaire Draft

N-iX Stakeholders Interview Template	
Question	**Answer Notes**
When the client after sales stage reaches your delivery department, what communication plan/customer management activities are bein set up with such client? How often? On what stakeholders level on client's side you are conducting such communication? Do you log somewhere status of such communication/meetings, outcomes and action items? Please be precise	
Do you have a stakeholder database you maintain on the account? If yes, how/where (i.e. excel, gmail, notes etc?) Do you counduct any activities that help identify new stakeholders while cooperation with the account? If yes - what are these activities?	
When you find out about possible areas where N-iX can obtain new opportunities, what are your actions? (Please describe precisely) *i.e. do you inform your manager about it? do you start working on it on your own in parallel to the ongoing project? do you log somewhere list of possible opportunities with the client, including potential (that may arise in future) and active/hot ones?*	
How the knowledge about account status is being share within your delivery unit?	
Do you use CSAT results to improve cooperation status with the client? If yes, what are typical cases that you are reacting to? Have you used CSAT results to boost account growth/upsales? If yes, please describe precisely how?	
Did you ever had a case on your account/project, when client had a need and N-iX could not accomodate it? Can you name several cases?	
Did you ever had a case on your account/project, when client mentioned somehow/noted possible new opportunity/direction for cooperation, and you a) forgot about it; b) did not have physical capasity to arrange upsale process; c) did not know that N-iX has relevant expertise, thus rejected client d) identified the opportunity as not intersting for the company/too small etc, thus rejected?	
Do you conduct Service Review on all of your projects? Yes/No/Partially. If partially - what projects are excluded from this activity? Who typically from N-iX stakehloders participates in such Service Review sessions? Who from clients? Are these sessions	

fully remote/onsite/mixed mode? Which on your opinion works best? Where do you log all the action items and its status after Service Review session?	
What activities you perform with the account when client terminates/stops cooperation with N-iX? Please describe precisely.	
What would you like to improve in current customer relationship management process/account management process?	

Appendix 3: N-iX Audit summary results

CS Audit Summary			
Existing customer success activities	**Status**	**Comment**	**What is missing/what could be done more**
Engagement Team			
One dedicated point of contact for client throughout whole presales cycle		Works very well for clients	
Very customer-focused and customer-empatic			
Response time to request within 1 business day or sooner			
"Person that resolves all problems"			
Oversees/hig level monitors ICP and N-iX delivery meeting ICP and not loosing extra opportunities during 6-12 months after contract signature		Not always within capacity to monitor; may meet informal Delivery Unit rejection and complaints of "extra control"	
Mostly work with ICP/initial opportunity requests		No work with upsales/cross-sales.	
Pass full account managent and customer satisfaction to delivery unit upon contract signature		After passing the client to Delivery Unit, client is often lost whom to contact on N-iX side with different requests; Sometimes DU is like a cold shower to client, after "perfect" life in engagement team.	Customer onboarding - no formal customer onboarding (email, conference call, onsite visit) to fully provide client visibility into N-iX account management structure, stakeholders, cometencies, expertises etc. Explain whom to contact with different requests; Provide information on some response time SLAs etc.
Re-engagement and closure activities		No capacity to work with a number of closing clients; lower priority vs new business attraction to the company	
Participation in Service Reviews		EM is not involved to Service Reviews at all	
Recieves information about CSAT NPS score per each engaged account and works with Delivery to improve		EM is not informed about CSAT score of ther engaged accounts, issues their, possible needs etc	Recieves information about CSAT NPS score per each engaged account and works with Delivery to improve it; upsell and cross-sell
Delivery Units			
VPD level/DD level			**DUs do not follow one similar approach towards customer management as a whole; Each unit differs withtheir practices and rules**

Regular meetings with client's stakeholders to check:		Typically VPD level is communicating more strategic topics and plans with clients stakeholders; tries to dig for possible directions to grow; DD level mostly communicates with delivery/engineering stakeholders on client's side and mostly about current project/or potential to grow within current stakeholder's "jurisdiction"	Some DUs have no formal communication plans, the other do practise such thing
--- delivery status			None of DU's are using any tracking systems for account status, new opportunities tracking, stakeholders tracking/their change tracking etc
--- upsell			If some info is collected - this is only for the delivery meeting in excel spreadsheet
--- provide N-iX company updates/news and client's ones			All to-do activities EACH DM, VPD, PM tracks on his own in his/her own format; There is no possibility for other N-iX stakeholders to review progress; opportunities and overall status of the account
--- build tructful relationships			DUs mostly work with the stakeholders that are met during initial presales process/project introductions
CRM/Account management tool to track account progress; opportunities; stakegolders		No CRM tool, everythin gis done by every DM separately	**BIG GAP;** **RISK: Delivery Units are тot systematic with the information logging; too busy; may find this as busy work and overheads**
--- account progress			
--- opportunities			
--- stakeholders			
--- progress on account management action items			
--- risks/blockers			
---- meeting mitutes of Service Reviews etc			
Knowledge sharing about account status within the unit/in between VPD and DD/PM			
Knowledge sharing about status of accounts in beweeen delivery units; achievemts of particular client and N-iX; some extra experience/expertise/capabilities etc		Knowledge sharing is being made in each unit on their own (some use weekly 1:1 meeting, the other use general delivery unit team meeting on a monthly basis); cross-team knowledge sharing is not being made. Sometimes when one DU sells unique expertise, or has some success case -- the other unit does not know about it, moreover sharing of such knowledge on how to implement/share experts is has not positive attitude among DUnits	This is not done on systematic basis; only once per month on a hight level on Delivery Meeting; No database where DD can login and read what is going on in neighourhood unit/what can be cross-sold

CSAT		Regular quarterly; There is one dedicated person responsible for CSAT questioniere launch and NPS collection; current database of stakeholders is being collected in one excel spreadsheet (delivery stakeholders update data there once per quarter).	CSAT results are informative only (call to action is being made by each Delivery Unit separately; no action items tracking systems (jira used to be launched, but everyone ignored it); Problems: - not all stakeholders respond to CSAT (and we want higher response rate); - some stakeholders ignore the questionniere at all (mostly C-level, probably because they are less aware about N-iX activities rather than lower level management and actual development teams) - no automated tool for questionniere sending - CSAT results are communicated in general only on Delivery Meeting and only VPD/DD work with it; often suh results are not communicated further on the projects (to PMs, to developers, to engagement team etc).
QBRs		QBR practise was launched several years ago, aiming to cover all N-iX clients (QBR review with the involvement of N-iX delivery stakeholders and N-iX Steering Committee). Slowly the initiative started to get lower and lower in priority. Current state of things: Some DUnits have reqular quarterly/bi-annualy QBRs only with A_A* clients; Some DUnits stopped having QBRs at all,and use only "informational letters/questionnaires for updates" once per quarter/bi-annually. Steering committee stopped participating in such meetings; client's stakeholders ofter ignore such meetings too (or do not involve C-levle ppl to these meetings -- which N-iX probably wants a lot). For C_B_D clients no QBRs are being made	- QBR reqular paractice setup with ALL priorty/key clients across all units; - Buy-in for such meting from at least 1 person from Steering Committee - meeting to take place 1 hr max for time optimization with clear agenda -- to help client bring to such meeting C-level stakeholders/key decision makers on cooperation growth etc.

Appendix 4: Customer Engagement KPIs

<CUSTOMER Engagement>: KPIs				
KPI	**KPI Owner**	**Calc interval**	**KPI Goal**	**Description**
CSAT Score	Engagement Manager; Delivery Manager	Quarterly basis (4 per year)	NPS score NOT less than 55 to pass; NPS target 70+	Collecting feedback from csutomers about their satisfaction from working with N-iX. Result is measured as NPS of total average of all customer responses (customers that are directly assigned to the particular CSM). NPS shoudl be NOT lower than 55 - with NPS lower than 55 would mean that work on the account is failed. Target NPS KPI is 70+
CSAT Score - stakeholders participation and respondents minimum number	Engagement Manager; Delivery Manager	Quarterly basis (4 per year)	Not less than 50% of respondents from a particular stakeholder's list; with not less than 20% of C-level respondents.	There should be a target minumum number of respondents for CSAT measurement per each particular account. I.e. if for the company N there are 15 stakeholders in a list for CSAT score measurement, then not less than 50% of such respondents must participate, and out of these not less then 20% of C-level stakeholders
Customer retention rate/churn	Engagement Manager; Delivery Manager	Bi-Annual (2 per year)	Not less than 95%	Customer Retention Rate = ((CE – CN) / CS)) x 100 CE = Number of customers at end of period CN = Number of new customers acquired during period CS = Number of customers at start of period
Customer lifetime value	Engagement Manager; Delivery Manager	Bi-Annual (2 per year)	Must increase with each review. i.e. for the first review we measure CLV, and with every next one it must increase.	Customer Lifetime Value = (Average Sale Value) x (Number of Upsales/Recurring Sales) x (Average Retention Time)
Upsales revenue	Engagement Manager; Delivery Manager	Quarterly basis (4 per year)	Te review progress as per set up targets/OKRs for CMS and DM (annual plan) per each assigned Account to CSM	Each account in the portfolio of CSM must have set-up growth/upsales targets/OKRs measured as "upsales revenue" in $USD per year. With each quarterly review the progress must be checked and the progress to reach OKR must actually happen.
Renewals/Re-engagement revenue	Engagement Manager; Delivery Manager	Quarterly basis (4 per year)	To review progress as per set up targets/OKRs for CSM and DM on the annual plan	Review proress on generation of re-engagement revenue with closed accounts.
ESAT/CS Team retention	Engagement Manager; Delivery Manager	Quarterly basis (4 per year)	ESAT NPS score: 70+ Retention in the unit: 95%	Considering the cussess of cusotmer success function lies also on the side of actual customer success manager - the ESAT must be measured together with team retention. The goal is to have the highest possible ESAT and the highest possible retention rate. The CSM unit is a strategic one for the company.

Appendix 5 : Customer Success Role Blueprinting

Role Responsibilities and Tasks				**Analysis** (Task Weighting)			
The responsibilities and tasks identified for <Customer Success Manager>			*Weight each task on a scale of 1 (low) to 5 (high) to identify key tasks & prioritize*				
1	**Customer onboarding activities**	**Customer onboarding activities**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
	CSM should perform full customer onboarding to provide full visibbility into company structure, services/expertises that client may additionally buy, stakeholders map to whom to reach within different questions, communication plan/communication map	**Prepare onboarding email/or setup onboarding conference call**					
		Visibility into company structure	1	2	5	2	10
		Full company overview with all areas of expertise and possible services that customer may buy	2	2	5	2	11
		Communication plan	1	2	5	4	12
		Stakeholders map	1	2	5	2	10
		Average	**1**	**2.0**	**5.0**	**2.5**	**10.8**
2	**Customer Advocacy**	**Collect cooperation feedback and work on improvements**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
	As someone who works directly with customers, a CSM should feel responsible for collection cooperation feedback from the client, CSAT, and advocating client's needs. *(Currently CSAT is performed by responsible person outside Delivery Units and Engagement Managements teams)*	**Collect regular coperation feedback and systematically work with it**					0.0
		Conduct CSAT feedback collection	1	4.0	5.0	5.0	14.0
		Conduct feedback collection during reqular status meetings and 1:1		5.0	4.0	3.0	12.0
		Conduct feedback collection during quarterly/bi-annual service review meetings/QBRs		5.0	5.0	3.0	13.0
		Analyze feedback vs action items for improvement		5.0	5.0	1.0	11.0
		Track feedback in CRM	1	5.0	5.0	1.0	11.0
		Track action items for improvements in CRM		5.0	5.0	1.0	11.0
		Organize and share this information with other departments to ensure your company's decisions always consider the voice of the customer		4.0	5.0	2.0	11.0

		Average		**4.7**	**4.9**	**2.3**	**83.0**
3	**Customer Education**	**Customer Education and Updates**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
	As CSM must be able to provide regular education to customers about new services/expertise launched, new milestones/complex projects delivered	**Create awareness of N-iX capabilities, and specter of services we're providing**	2				0.0
		Constantly monitoring Customer's potential needs and interests and updating them on N-iX current initiatives, similar serviceds, etc.	1	5.0	5.0	2.0	12.0
		Keeping Customers in the loop on changes to the service/specter of services they're using, new services and initiatives that are potentially complementary	1	3.0	5.0	3.0	11.0
		Setup conference calls/onsite meetings with the customized training in how our services can be used to meet their particular needs	1	3.0	5.0	3.0	11.0
		Average		**3.7**	**5.0**	**2.7**	**34.0**
4	**Managing communication infrastructure**	**Work with CRM**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
5.1	Incorporating customer feedback is part of content creating&manageent process	**Systematic tracking of customer statuses, opportunities and all changes in CRM**	1	5.0	5.0	1.0	11.0
-		***Average***		**5.0**	**5.0**	**1.0**	**11.0**
5	**Follow up on renewals**	**Work with Renewals and Customer Re-Engagement Activities**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
	Tracking customer's contract's expiration days; customers that stopped work; Re-engagement activities	**Keep track of customer product expiration dates - whether they be monthly, quarterly, or annually -- and follow up with customers to renew their contracts**	1	5.0	5.0	2.0	12.0
		Reaching out to churned customers to gain an understanding of why they left	1	5.0	5.0	2.0	12.0
		Trying to win churned customers back	1	5.0	5.0	2.0	12.0
		Reporting the key findings to other departaments to minimizing future churn	1	5.0	5.0	2.0	12.0
		Average		**5.0**	**5.0**	**2.0**	**48.0**

6	Gathering customer feedback	Upsales/Cross-Sales	Actual Items per claim	Frequency	Importance	Difficulty	Overall Weighting
	As CS manager shall regularly wokr on identification of new opportunities and prepare updales and crossales offerings to address those	**Conduct upsales and cross-sales activities**	1				0.0
		Identify new opportunities to work with customers	1	4.0	4.0	3.0	11.0
		Address N-iX expertise to the identified opportunities	1	2.0	5.0	4.0	11.0
		Prepare relevant offering to such upsale	1	3.0	3.0	3.0	9.0
		Track all opportunities in CRM	1	2.0	3.0	2.0	7.0
		Average		**2.8**	**3.8**	**3.0**	**38.0**
7	**Account Escalations**	**Escalations and Issues mediation and resolving**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
	Make customer feel that you are always there to help him/her when required and helps to build a relationship.	Serve as key escalation point to all account management related issues	1	5.0	5.0	3.0	13.0
		Work on resolvance on each issue to prove customer advocacy	1				0.0
		Average		**5.0**	**5.0**	**3.0**	**13.0**
8	**Benefits identification**	**Benefits identification and realization for the customer**	**Actual Items per claim**	**Frequency**	**Importance**	**Difficulty**	**Overall Weighting**
	Be able to identify benefits for the customer from using our services; be able to implement benefits for the client for the positive impact on their business	**Work with customer on identification of key benefits for their business by working with N-iX (i.e. possibility to use added value services; help present such services inhouce of customer's company; N-iX experts onsite etc) and actually help implement these benefits for the customer**	1	2.0	5.0	5.0	12.0
		Benefits checklist design and identification of impact these will make on customer's side		3.0	5.0	5.0	13.0
		Benefits sales - ability to propose and sell such benefits to client, with relevant justivication and outcomes projection		3.0	5.0	5.0	13.0
		Benefits implementation on customer's side	1	5.0	5.0	5.0	15.0
		Average		**3.3**	**5.0**	**5.0**	**53.0**

Appendix 6 : Customer Success role impact on other roles at N-iX

Function	Mapping with another functional Unit (current state as is)	Impact: High/Medium/Low	Responsibilities Definition					
			Action Required	Currently implemented by	ACCOUNTABLE	To be implemented by new CSS role RESPONSIBLE	CONSULTED	INFORMED
Customer On-boarding activities	Engagement Team Delivery Manager	High	*Visibility into company structure*	Partially by Engmt and Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager
			Full company overview with all areas of expertise and possible services that customer may buy	Engagement Manager	Customer Success Manager	Customer Success Manager	Engagement Manager	Delivery unit
			Communication plan	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager
			Stakeholders map	N/A	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager
			Prepare onboarding email/or setup onboarding conference call	N/A (partially implemented by Delivery unit, but not systematic)	Customer Success Manager	Customer Success Manager	Delivery unit	Engagement Manager
Customer Advocacy (collect cooperation feedback and work on improvements)	Delivery Team	High	*Collect regular cooperation feedback and systematically work with it*	Delivery unit	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager
			Conduct CSAT feedback collection	Delivery unit	Customer Success Manager	Customer Success Manager	Delivery unit	Engagement Manager
			Conduct feedback collection during the regular status meetings and 1:1	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery unit	Engagement Manager
			Conduct feedback collection during quarterly/bi-annual service review meetings/QBRs	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery unit	Engagement Manager Statretig Group
			Analyze feedback vs action items for improvement	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery unit	Engagement Manager Statretig Group
			Track feedback in CRM	N/A	Customer Success Manager	Customer Success Manager	Delivery Team	All stakeholders necessary for diffferent action items execution
			Track action items for improvements in CRM	N/A	Customer Success Manager	Customer Success Manager	Delivery Team	All stakeholders necessary for diffferent action items execution

			Organize and share this information with other departments to ensure the company's decisions always consider the voice of the customer	N/A	Customer Success Manager	Customer Success Manager	Delivery Team	All stakeholders necessary for diffferent action items execution
Customer Education (Create awareness of N-iX capabilities, and specter of services we're providing)	Delivery Team	High	*Constantly monitoring Customer's potential needs and interests and updating them on N-iX current initiatives, similar serviceds, etc.*	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	All stakeholders necessary for diffferent action items execution
			Keeping Customers in the loop on changes to the service/specter of services they're using, new services and initiatives that are potentially complementary	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	All stakeholders necessary for diffferent action items execution
			Setup conference calls/onsite meetings with the customized training in how our services can be used to meet their particular needs	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	All stakeholders necessary for diffferent action items execution
Managing communication infrastructure (Work with CRM)	N/A	High	*Systematic tracking of customer statuses, opportunities and all changes in CRM*	N/A	Customer Success Manager	Customer Success Manager	Delivery Manager	All stakeholders necessary for diffferent action items execution
Follow up on renewals (Work with renewals and customer re-engagement activities)	Engagement Team Delivery Team	High	*Keep track of customer product expiration dates - whether they be monthly, quarterly, or annually -- and follow up with customers to renew their contracts*	Engagement Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Reaching out to churned customers to gain an understanding of why they left	Engagement Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Trying to win churned customers back	Engagement Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Reporting the key findings to other departaments to minimizing future churn	N/A	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
Collecting Customer Feedback (Up sales/Cross sales)	Delivery Team	High	*Conduct upsales and cross-sales activities*	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Identify new opportunities to work with customers	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Address N-iX expertise to the identified opportunities	Delivery Manager Engagement Manager	Customer Success Manager	Customer Success Manager	Engagement Manager Delivery Manager	All stakeholders necessary for diffferent action items execution
			Prepare relevant offering to such upsale	Delivery Manager Engagement Manager	Customer Success Manager	Customer Success Manager	Engagement Manager Delivery Manager	All stakeholders necessary for diffferent action items execution
			Track all opportunities in CRM	N/A	Customer Success Manager	Customer Success Manager	Delivery Manager	All stakeholders necessary for diffferent action items execution

Account escalations (escalations and issues mediations and resolving)	Delivery Team Engagement Team	Medium	*Serve as key escalation point to all account management related issues*	Delivery Manager	Delivery Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Work on resolvance on each issue to prove customer advocacy	Delivery Manager	Delivery Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
Managing Content Infrastructure	Marketing Team	High	*Keep track of all the information (oline campaigns, articles, web site, presentations, etc.) shared by N-iX and checking whether the messages are clearly understood by Client.*	Delivery Manager	Marketing Manager	Marketing Manager	Customer Success Manager Delivery Manager	All stakeholders necessary for diffferent action items execution
	Delivery Team	High			Customer Success Manager	Customer Success Manager	Delivery Manager Engagement Manager	All stakeholders necessary for diffferent action items execution
Benefits identification and implementation	Delivery Team Engagement Team	Medium	*Be able to identify benefits for the Client from the perspective of using N-iX service*	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group
			Be able to implement these benefits for the Client and demonstrate the impact on their business	Delivery Manager	Customer Success Manager	Customer Success Manager	Delivery Manager	Engagement Manager Statretig Group

Appendix 7: Customer Success KPIs

	<CUSTOMER SUCCESS>: KPIs				
No.	**KPI**	**KPI Owner**	**Calc interval**	**KPI Goal**	**Description**
1	**CSAT Score**	Customer Success Manager; Delivery Manager	Quarterly basis (4 per year)	NPS score NOT less than 55 to pass; NPS target 70+	Collecting feedback from csutomers about their satisfaction from working with N-iX. Result is measured as NPS of total average of all customer responses (customers that are directly assigned to the particular CSM). NPS shoudl be NOT lower than 55 - with NPS lower than 55 would mean that work on the account is failed. Target NPS KPI is 70+
1.1.	**CSAT Score - stakeholders participation and respondents minimum number**	Customer Success Manager; Delivery Manager	Quarterly basis (4 per year)	Not less than 50% of respondents from a particular stakeholder's list; with not less than 20% of C-level respondents.	There should be a target minumum number of respondents for CSAT measurement per each particular account. I.e. if for the company N there are 15 stakeholders in a list for CSAT score measurement, then not less than 50% of such respondents must participate, and out of these not less then 20% of C-level stakeholders
2	**Customer retention rate/churn**	Customer Success Manager; Delivery Manager	Bi-Annual (2 per year)	Not less than 95%	Customer Retention Rate = ((CE – CN) / CS)) x 100 CE = Number of customers at end of period CN = Number of new customers acquired during period CS = Number of customers at start of period
3	**Customer lifetime value**	Customer Success Manager; Delivery Manager	Bi-Annual (2 per year)	Must increase with each review. i.e. for the first review we measure CLV, and with every next one it must increase.	Customer Lifetime Value = (Average Sale Value) x (Number of Upsales/Recurring Sales) x (Average Retention Time)
4	**Upsales revenue**	Customer Success Manager; Delivery Manager	Quarterly basis (4 per year)	Te review progress as per set up targets/OKRs for CMS and DM (annual plan) per each assigned Account to CSM	Each account in the portfolio of CSM must have set-up growth/upsales targets/OKRs measured as "upsales revenue" in $USD per year. With each quarterly review the progress must be checked and the progress to reach OKR must actually happen.
5	**Renewals/Re-engagement revenue**	Customer Success Manager; Delivery Manager	Quarterly basis (4 per year)	To review progress as per set up targets/OKRs for CSM and DM on the annual plan	Review proress on generation of re-engagement revenue with closed accounts.
6	**ESAT/CS Team retention**	HoCS	Quarterly basis (4 per year)	ESAT NPS score: 70+ Retention in the unit: 95%	Considering the cussess of cusotmer success function lies also on the side of actual customer success manager - the ESAT must be measured together with team retention. The goal is to have the highest possible ESAT and the highest possible retention rate. The CSM unit is a strategic one for the company.

Appendix 8: CRM change: features analysis

Key CRM Features Configuration CheckList to ensure the Integral Sales in the Company						
Features CheckList	Assessment of Current CRM		Assessment of the Most popular CRMs			
	Pipedrive		Salesforce	MS Dynamics	Hubspot	ZOHO
Basic Features List						
Client Card to store: a. Status: open/won/lost b. Description c.History of activities d. Deals summary is extracted to external tools e. Customizable deal/card fields						
Account Based Hierarchy: **(Ability to track different Opportunities/Deal Owners within single Client Card)**						
Fully functional Kanban board: a.Possibility to create boards with custom statuses b. board per colums statistics (summary and sum of deals) c. Kanban board could be filtered by owner						
Views and reports are fully costomizable and exported to Excel (export role - admin)						
Insights: report buider tool						
New Task form integrated with the web site (with some coding)						
Each deal has an owner. Ownner could be changed						
Individual Deal/Opportunity/Field access management						
Custom user rights managing an access to specific fields, deals, etc.						
Enable 3rd Parties Integrations (e.g. Power BI, Espand.io, Linkedin, our web site, etc)						
Card History : (all e-mail are recorded with e-mail: bcc unique identifier for deal, also able to parse by Title/Contacts)						
Card History☹ Mail could be written from CRM)						
Deal Owner could create activities , calls, reminders, etc.						
SLAs for status are customizable						
Sales Renevals activities support						
Delivery Statuses						
	Pipedrive		Salesforce	MS Dynamics	Hubspot	ZOHO
Customer Success Specific Functions						

Wiew customer Inquiry						
Route Questions to correct Agents						
Maintain records on past conversations for Clients						
Functionality to store and maintain Stakeholders map			with additional 625 USD user/month		via OrgChartHub extention	
AI Advanced automation (to automate some competitive tasks, propose necessary next steps)				Additional $1,500	only for Marketing	
Customer Health score capturing				Same as AI advanced automation Additional $1,500		
Client's Dashboard to track the progress						
API integration management to connect the data in one place (Integrates with existing CI/CD, creates insights and suggestions on next steps)						
Personalized questionaries to capture Customer Data (CISAT, NPS, etc)				$ 200 USD user/month by MS Dynamics Customer Voice		centiment analysis
live chat						
self service knowledge base						

Appendix 9: CRM change: Financial look

	Pipedrive		Salesforce	MS Dynamics	Hubspot	ZOHO
Financial Part						
Essential	€12.50 per user/month		$ 25 per user/month	$ 65 per user/month	*free version	€12 per user/month
Professional	€24.90 per user/month		$ 75 per user/month	$ 95 per user/month	$45/month Starts at 2 paid users	€20 per user/month
Enterprise	€49.90 per user/month		$ 150 per user/month	$ 135 per user/month	$450/month Starts at 5 paid users	€35 per user/month
Unlimited	€99.00 per user/month		$ 300 per user/month	$ 162 per user/month	$1,200/mo Starts at 10 paid users	€45 per user/month
Marketing module			$ 3750 per user/month	From $1,500 Per user/month	$3,200 user /month	
Customer Success Module			$ 150per user/month	$ 95 pe user/month	1200 user/month	
Commerce				$ 180 per user/month		
HR				$ 120 per user/month		
Finance				$ 180 per user/month		
	Pipedrive		**Salesforce**	**MS Dynamics**	**Hubspot**	**ZOHO**
Software (50 Licensed Users)			525,000	184,800	230,500	2,500
Implementation Costs			112,246	183,270	147,758	n/a
Maintenatce Cost			1,503,026	1,538,742	1,520,884	n/a
Application Livetime improvement costs			44,898	73,308	59,103	n/a
Total Cost of Ownership (TCO)			2,185,170	1,980,120	2,082,645	n/a
TCO per year			312,167	282,874	297,521	n/a
	Pipedrive		**Salesforce**	**MS Dynamics**	**Hubspot**	**ZOHO**
Comments:			Price indicated per Sales Part only Marketing module - separate price Need to encounter when overall Assessment	https://dynamics.microsoft.com/en-us/pricing/#footnote-4	Price only for sales module (without marketing)	Not critical for this research since it does not provide the Customer Success Related Functions

Appendix 10: Ready customer success solutions overview

Customer Success Specific Functions	Pipedrive	Salesforce	MSDynamics	HubSpot	ZOHO	Qualtrics	Gainsight	CustomerSuccessBox	ChurnZero	Salesmachine	SmartKarrot
Wiew customer Inquiry											
Route Questions to correct Agents											
Maintain records on past conversations for Clients											
Functionality to store and maintain Stakeholders map											
AI Advanced automation (to automate some competitive tasks, propose necessary next steps)											
Customer Health score capturing											
Client's Dashboard to track the progress											
API integration management to connect the data in one place (Integrates with existing CI/CD, creates insights and suggestions on next steps)											
Survey Statistics Collection (CISAT, NPS, etc)											
live chat											
self service knowledge base											
sentiment analysis (emotions tracking)											
churn risk predictions											
Pricing Structure per Plan											
starts with	N/a					125 USD /month	200 USD/month			$75.00/month	
Unlimited						500 USD /month	200 USD/month	Starts at $499 per month	Starts at $499 per month	$ 400/month	$499.00/month

Appendix 11: Business Model Canvas

Key Activities

- Company deep assessment
- Industry assessment
- Processes maturity assessment
- Strategic goals creation
- Drafting the new processes and steps to be taken
- Introducing the process and validating the quick wins
- Technological enablement of the process
- Process communication
- Process revision and maintenance

Key Resources

Key resources include cost of the time spent of the particular Consultant.

Value Proposition

- Deep assessment of current company sales funnel, processes, stakeholders and their responsibilities, software used, defining the maturity levels, etc.
- Drafting the new processes and proposal on their implementation
- Driving the organizational change in the company, by maintaining the processes adjustments, people management in their new process learning and awareness practices, technological configurations, etc.
- Benefit from the industry leaders combined practices by reduced costs.

Customer Relationship

Relationship management is one of the key patterns of the Consultancy services proposed, thus, it will be payed a special attention, to create the first impression.

Channels

Primary channel of communication should become a web site, where all the information on the company might be found, to create the initial point of trust. Package proposition for the customers, to bring awareness. The propositions might include free support and maintenance activities for the 1 year after the process was introduced.

Refer to a friend and get discount for the services provided.

Customer Segments

The consultancy project will be serving different types of businesses, starting with IT business companies, experiencing the same needs to retrain and better accommodate rising experience requirements of the Customers, and ending up with the non-IT service customers sharing similar goals.

Cost Structure	*Revenue Streams*
Fixed hourly cost based on consulting talent costs.	Revenue comes from each partnership established and maintained. The Consultancy services firm needs to extend in a specter of the areas covered, piloting with the integral sales, and narrowing down to the similar areas, like Business Development, CRM management, people management, etc.