SBI Growth Advisory
Driven by Insights
Delivered from Experience

# Cross-Sell, Upsell, & Renewal Strategy

Execution Playbook

January 2023

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# Key Personas

# Key business personas this playbook is intended for…

*Responsible / Accountable*

## Sales Ops Leader

- Cross-Sell Tools – ensure the sales playbook has tools related to cross-sell execution, such as product descriptions, value messaging, cadences, and communication templates
- Upsell/Renewal Plays – detail common upsell/renewal situations the sales team is likely to see and create upsell/renewal-specific plays that will help the sales team effectively respond to those situations

## Sales Leader (CRO)

- Revenue Expansion – accountable for revenue growth and the strategic focus of the sales team, whether that be new logo acquisition, existing account expansion, or customer retention
- Executive Alignment – act as the executive sponsor to ensure that teams from different verticals are aligned on the cross-sell, upsell, and renewal strategies

*Consulted / Informed*

## CFO

- Revenue Contribution – ultimately responsible for the revenue walk and setting revenue targets, the CFO should be aware of changing expectations regarding account expansion and renewals

## Sales Enablement Leader

- Opportunity Recognition – train the sales team and customer success teams to recognize and respond to opportunities for cross-sell, upsell, and renewals
- Process Adherence – introduce the renewal timeline, scenario selection tool, scenario specific execution plan, and execution matrix to the sales team and teach them how to use these tools most effectively

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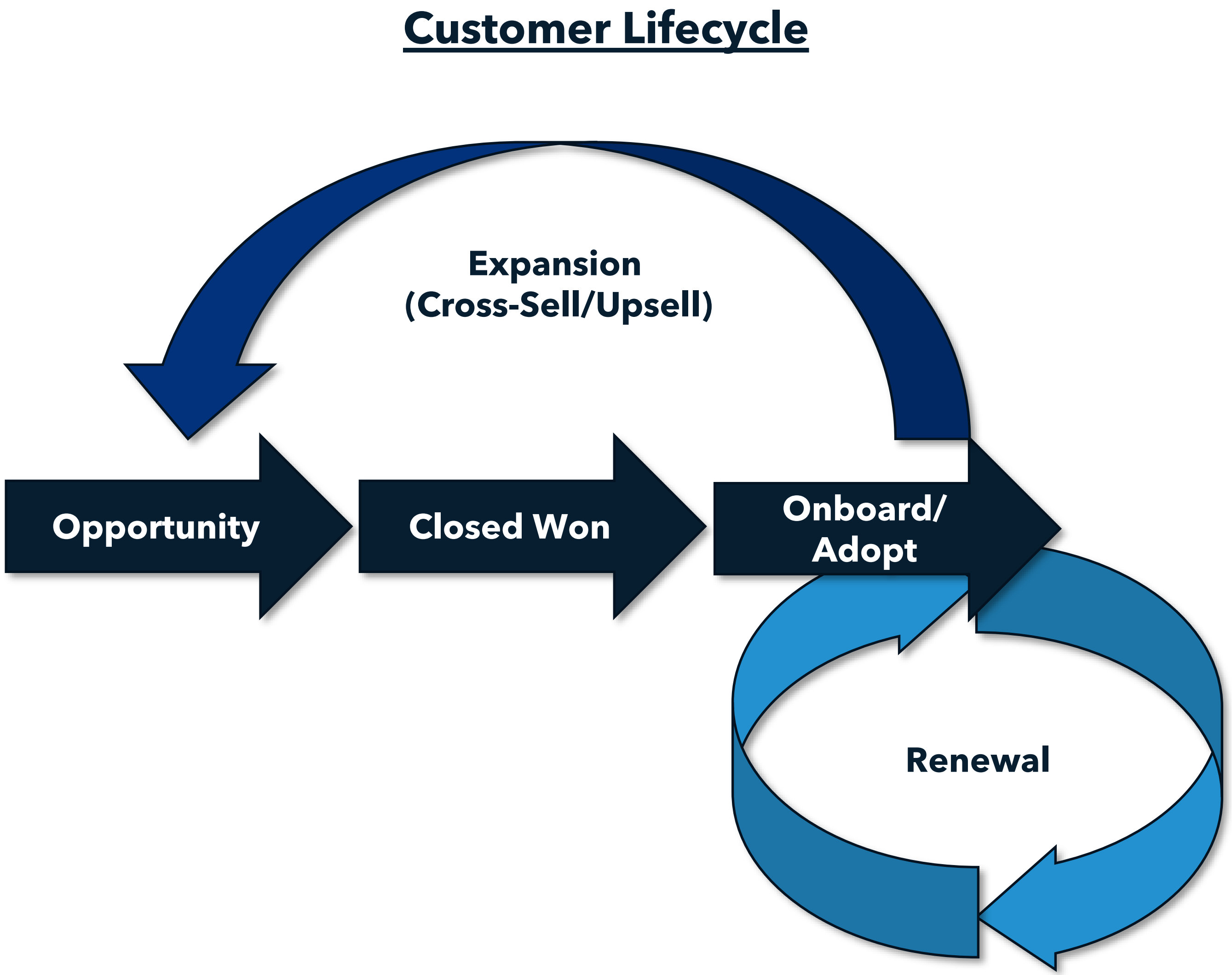
# Introduction & Focus

# Cross-Sell, Upsell, and Renewal are critical aspects of revenue maintenance and expansion in the customer lifecycle




| Term | Definition |
|---|---|
| Renewal | License, subscription, or contract extension for an existing customer |
| Upsell | Additional volume or pricing sale of an existing product into an existing customer |
| Cross-Sell | Sale of an additional product into an existing customer |

# Best in class Upsell/Cross-sell/Renewal Execution establishes clear roles across and enables the Sales team to drive account expansion

| Best in Class Upsell/Cross-Sell/Renewal Execution | Signs of Suboptimal Upsell/Cross-Sell/Renewal Execution |
|---|---|
| **01** Establish clear RACI and rules of engagement across sales and customer success | **01** Below-Market Gross Dollar Retention |
| **02** Provide guidelines for common expansion opportunity scenarios and sales plays | **02** Below-Market Net Dollar Retention |
| **03** Tier the coverage model based on account potential to devote resources to the highest potential opportunities | **03** Above-Market Customer Churn |
| **04** Provide expansion-specific sales tools and guidelines, such as communication guidance and cadences | **04** High Percentage Of Customers Using Only A Single Product |

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# A RACI framework ensures tight collaboration across Sales and CS while minimizing duplicative efforts

*A RACI designates which roles are responsible (R), accountable (A), consulted (C), or informed (I) in cross-functional processes to encourage role clarity and effective collaboration.  Below is a sample RACI across CS, Field Reps, and Renewal Reps.*

| SEGMENT | OBJECTIVES | MAJOR ROLES & RESPONSIBILITIES | Customer Success | Sales | Renewal Rep |
|---|---|---|---|---|---|
| Strategic Accounts | 1. Engage with customers proactively to realize the full value of Client products<br>2. Communicate value to the buyers and services and mitigate customer propensity to churn<br>3. Help capture more revenue through higher retention rates and lead identification and by creating successful outcomes to client needs<br>4. Identify growth opportunities via relationship development and proactive customer engagements | Onboarding, Training, New Feature Demos | R, A | C | I |
| | | Adoption, User & Buyer NPS Surveys | R, A | C | I |
| | | **Xsell / Upsell Identification & Referral** | ***R*** | ***A*** | ***R*** |
| | | **Xsell / Upsell Execution** | ***C*** | ***R, A*** | ***C*** |
| | | **Renewal Prep & Value Communication: Account Health Check Ins, Get well plans** | ***R*** | ***A*** | ***C*** |
| | | Upgrading customers, feature deployment overviews, disaster recovery testing, modest technical support | C | I | I |
| | | Help customer maximize usefulness of product | A | C | I |
| | | Escalation Support: Support, Issue Resolution, Communication | A | I | I |
| Small & Medium-Sized Accounts | | Onboarding, Training, New Feature Demos | R, A | C | I |
| | | Adoption, User & Buyer NPS Surveys | R, A | C | I |
| | | **Xsell / Upsell Identification & Referral** | ***R*** | ***A*** | ***R*** |
| | | **Xsell / Upsell Execution** | ***R*** | ***A*** | ***C*** |
| | | **Renewal Prep & Value Communication: Account Health Check Ins, Get well plans** | ***R*** | ***A**** | ***A**** |
| | | Upgrading customers, feature deployment overviews, disaster recovery testing, modest technical support | C | I | I |
| | | Help customer maximize usefulness of product | A | C | I |
| | | Escalation Support: Support, Issue Resolution, Communication | A | I | I |

*Depending on Teammate & Team Lead Relationship

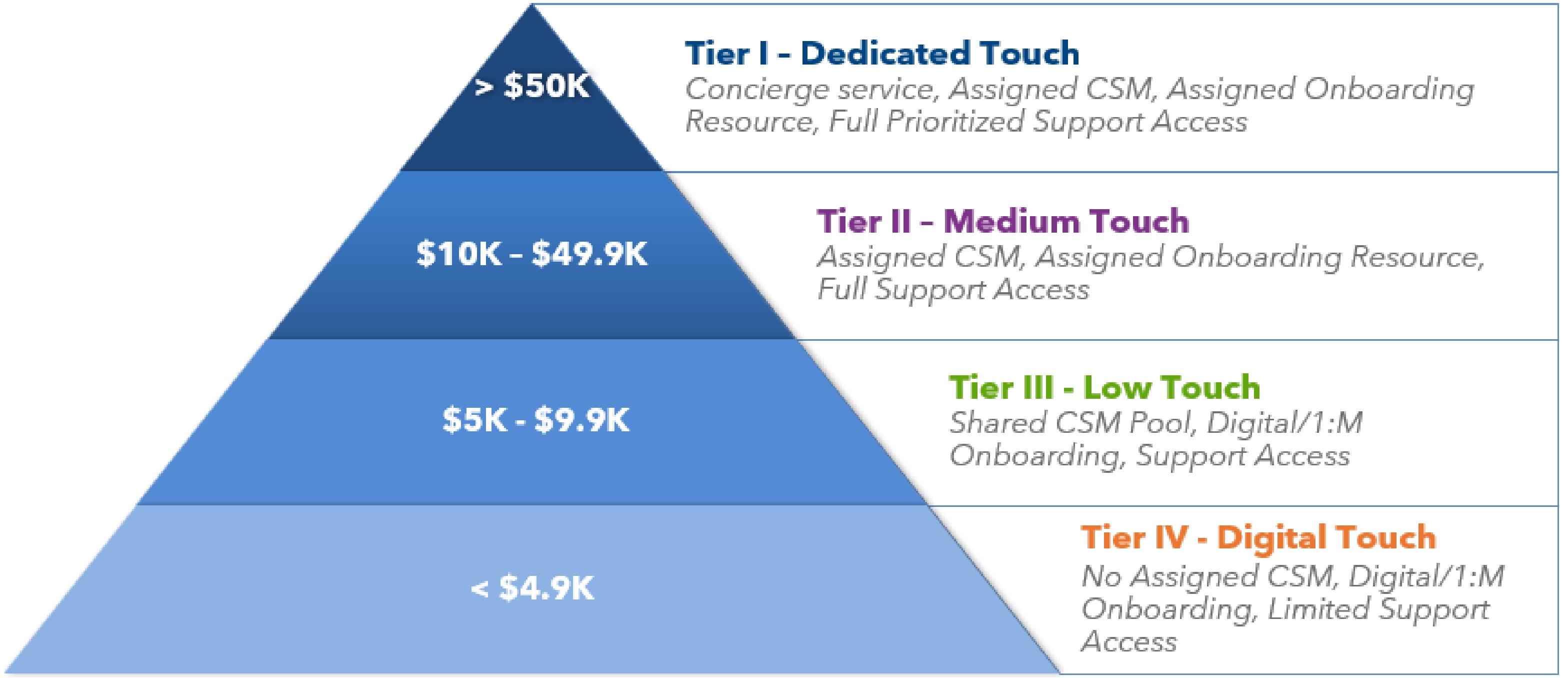
# An organization's Coverage Model should tier resource requirements based on expansion potential

**Coverage & Final Decision**

**Coverage Consideration:**
Account coverage relative to account potential (accounts with the highest potential should receive the highest level of CS interaction)

**Decision Criteria:**
- Cost of each coverage model
- Quantified opportunity/potential for each model
- Span of control
- Training/enablement required
- Hiring/Backfill required
- Disruption (employee and customer)

Illustrative Example



# Advanced organizations use robust customer telemetry unifying multiple platforms to prevent customer churn and increase upsell

| | Level 0: Nascent | Level 1: Reactive | Level 2: Proactive |
|---|---|---|---|
| **Characteristics** | • Measurements of ***past performance***<br>• Dependent on ***cross-functional support*** (finance or accounting owned)<br>• Lagging indicators | • Measurements of ***customer success and telemetry***<br>• Owned within sales or customer success team and used for business reviews<br>• Can ***inform decision making*** and help prevent churn | • Built using ***AI and Machine Learning*** tools ***unifying all platforms*** of customer sentiment<br>• Predictive of future customer behavior<br>• Owned by sales and customer success and ***readily accessible and actionable to all sellers and account owners*** |
| **KPIs & Measurement** | • Gross Churn<br>• Net Dollar / Net Revenue Retention | • Churn waterfall (Customer, Product, Pricing, etc.)<br>• NPS / CSAT Scores<br>• Product Usage metrics<br>• # of Support Tickets | • Customer Health Score<br>• $ Upsell Potential<br>• Churn $ Risk |

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# Leading Practices

# Cross-Sell

# Cross-sell is a motion to expand share of wallet within an account by selling in new or complimentary solutions

*There are three main ways to drive revenue growth: acquire new customers (new logo acquisition), increase usage or pricing of existing products for existing customers (upsell), or sell into new products to existing customers (cross-sell). The latter expansion motions involve maintaining and monitoring customer stakeholder relationships, driving customer satisfaction, regularly communicating solution value, and following standardized expansion cadences and motions.*

## Cross-Sell Overview

1. Selling new products into existing customers
2. Best used when customers voice pain that their current solutions do not solve, or the customer has piloted a single product and synergies exist with additional solutions
3. Requires sales rep to have expertise across the entire product suite to be able to identify opportunities to deliver product value

## Common Between Upsell & Cross-Sell

1. Most effective for satisfied customers with high product utilization rates
2. Expansion motion should begin 60-120 days out from a key milestone
3. Opportunities are identified by customer success (or whoever is responsible for maintaining the client relationship), who then engages the sales rep to execute the sale

## Upsell Overview

1. Increasing the usage or pricing of existing products for existing customers
2. Best used with satisfied customers with high product usage, or customers who have overgrown their existing contract
3. Ineffective when the customer relationship is poor, such as following a poor rollout, when the customer has unresolved service tickets, or low product utilization

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# The cross-sell motion, like new logo acquisition, identifies key client pain points and communicates solution value

- Cross-sell is simpler than new logo acquisition because there are existing client relationships to utilize rather than attempting "cold" entry
- Engage with "warm" personas to understand their current product experience and overall business journey, identifying any pain points
- Leverage tools from the sales playbook to identify the necessary personas to engage to solve this business pain, effectively communicate how the proposed solution resolves that pain, and understand the cadence to communicate with and engage the buyer
- Begin the sales campaign to advance the opportunity

***Listen for these key client pain points***

*Illustrative Example*

| | | |
|---|---|---|
| Patient leakage without a robust provider search to keep patients in-network | High cost of incumbent data management solution | Inability to provide ideal patient experience and/or optimize digital experience with a digital front door |
| Unable to find or validate missing provider data, causing delays in revenue cycle processes | Inability to make data-driven decisions due to siloed data that is independently managed | Inability to grow patient population and/or increase conversion rate |

***Respond with related, key cross-sell benefits:***

| Improve Ops Efficiency | Securely Manage Data | Up-level Patient Experience |
|---|---|---|
| Navigate the complexities of managing provider data with a central hub to share continuously curated provider data across the enterprise and optimize revenue cycle performance | Easily process, share, and interpret validated, real-time provider data to achieve maximum patient safety | Position your healthcare organization to give patients and patient-access teams best-in-class provider search and scheduling capabilities in an easy-to-use solution |

***Leverage these Playbook tools:***

Personas | Messaging | Cadence

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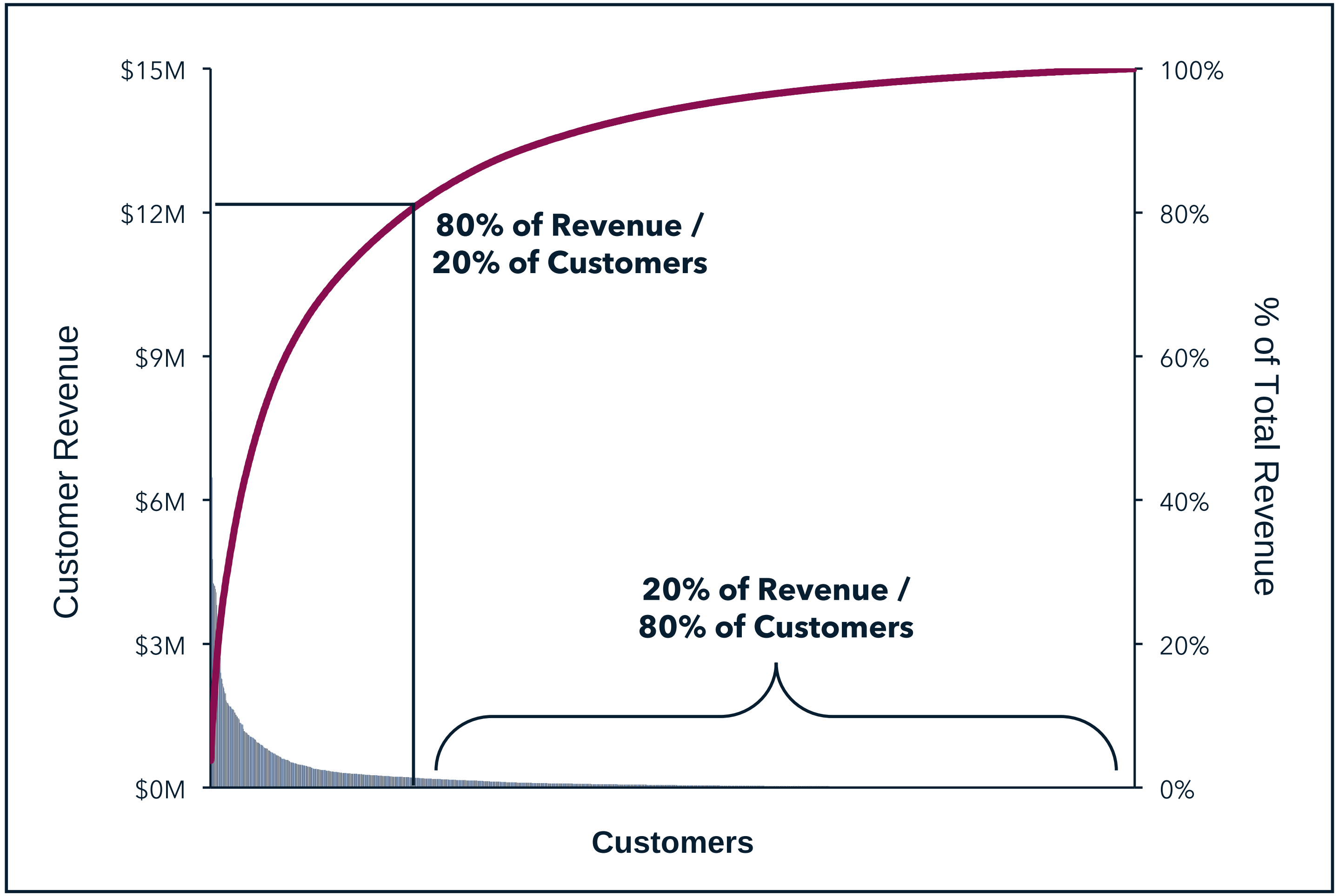
# A cross-sell motion is critical as a small subset of customers typically comprise a disproportionate amount of revenue




- Most organizations follow the Pareto Principle– where a majority of revenue will come from a small subset of customers
- Cross-sell activity is critical to capture additional revenue from each customer, capturing the opportunity within the existing largest accounts and diversifying revenue sources by increasing contributions from small accounts
- Cross-sell also forms a foundation for additional account expansion through upsell, increasing the number of products a customer may require additional usage for

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# Upsell & Renewal

# Renewals and Upsells are opportunities to extend and expand the customer relationship and help them realize value from their products

## Renewal Situations

1. **Ongoing Value** – the customer is realizing sufficient product value and is satisfied with the customer experience
2. **Integration** – the customer has become reliant upon a deeply-integrated product for critical business use cases
3. **Inertia** – high costs to canceling the product or switching to another provider outweigh potential benefits of replacement products

## Upsell Situations

1. **Utilization** – the customer is approaching the contracted product capacity and would see continued value from expanding access to the product
2. **Contract Terms** – the customer would see additional value from restructuring the contract to change or extend the terms

# A renewal coverage model should look to optimize the interlock between Sales, CS, and Renewals teams

*Illustrative Example*

| | New Logo | Expansion | | | Renewal |
|---|---|---|---|---|---|
| | *1. Land* | *2. Adopt* | *3. Identify* | *4. Expand* | *5. Renew* |
| **High value, high upside accounts** | Account Executive | Customer Success | Customer Success | Account Executive | Account Manager |
| **Mid-tiered growth accounts** | Account Executive | Customer Success | Customer Success | Account Executive | Account Manager |
| **Low ACV, limited upside accounts** | Account Executive | Customer Success | CS 1:many | Account Manager | Account Manager |

**Renewal Coverage Model Best Practices**

1. Define who in the organization is responsible for which activities for each type of account
2. Ensure that team members' KPIs are aligned to drive the desired activities, both individually and collectively across the team
3. Organize the account transition process between team members purposefully to ensure a smooth, cohesive experience for the customer

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# Rules of Engagement (ROE) should dictate clear swim lanes for each member of the GTM team throughout the renewal process

*For each step of the renewal process, define roles, responsibilities, and interlocks across the sales team. This adds clarity and guidance for how each team member should contribute to the renewal process, ensuring a smoother customer experience.*

*Illustrative Example*

| | Land | Adopt | Identify | Expand | Renew | Maintain |
|---|---|---|---|---|---|---|
| **Account Executive (AE)** | AE will be responsible for all new-logo activities across the organization | AE conducts handoff meeting to CS | AE is consulted on identifying opportunities in enterprise accounts | AE owns the final sale and negotiation of expansion for all enterprise accounts | Owns renewal of accounts in enterprise segment, utilizing AE for quoting and administrative | AE informed of account issues for upgrade potential accounts |
| **Customer Success (CS)** | CS is informed of new-logo activities for the purpose of developing an onboarding plan | CS responsible for all customer onboarding | CS will be responsible for identifying expansion within enterprise accounts | CS is consulted on expansion opportunities and is responsible for demonstrating customer value | CS is informed of ongoing renewal progress and consulted in cases of customer health issues | CS to own conflict resolution in cases of customer health |
| **Account Manager (AM)** | AM is informed of new-logo activities with their respective AEs | Introduced as renewal rep during customer onboarding | AMs will be informed of expansion opportunities within enterprise accounts | AM owns expansion in cases of transactional upsell & is informed of ongoing upgrades in larger accounts | Confirm adoption and facilitate renewal in smaller accounts<br><br>Facilitate quoting and aid AE in enterprise segment | AM to own conflict resolution for all contracting issues |

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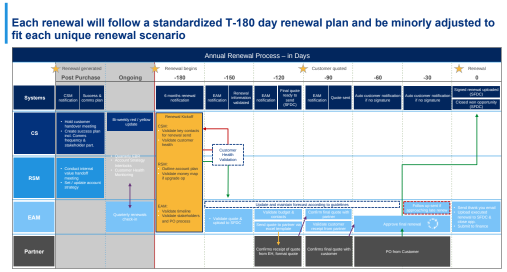
# Renewal Playbooks should outline the timeline, correct play, and roles/responsibilities for the renewal team

*Illustrative Examples*

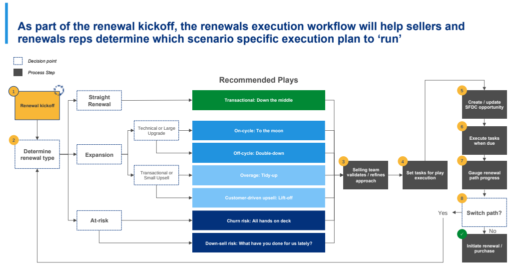
## *1. Standard Renewal Timeline*




The Renewal Timeline is the ***standard timeline for any transactional renewal and the timeline on which all other scenarios are based***. It is built using a mixture of the company's business model and leading best practice across similar organizations.

The timeline follows a T-180 cadence and begins with a Renewal Kickoff Interlock. During the interlock, customer success guides an update on account health and facilitates account planning using the scenario selection tool.

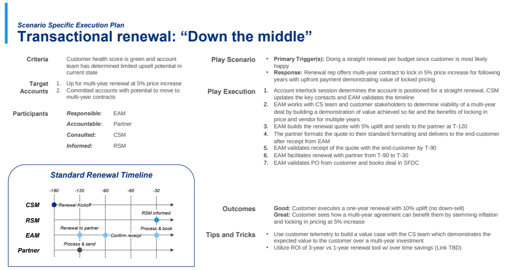
## *2. Scenario Selection Tool*




The scenario selection tool ***aids the account team in determining the correct 'play' for each account based on the customer health, usage telemetry, and identified expansion opportunities***.

The specific scenario at each account will guide the roles and responsibilities and execution plan for each internal stakeholder. In addition, the scenario specific execution plans will diagram how each scenario affects the standard renewal timeline.

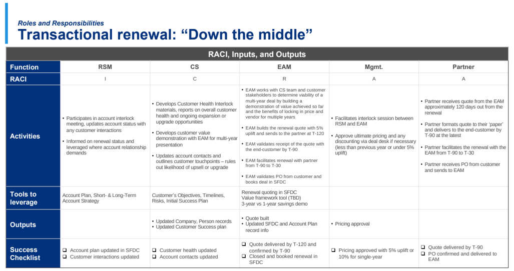
## *3. Scenario Specific Execution Plans*




The scenario specific execution plans are a detailed outline of who is responsible, accountable, consulted, and informed (RACI) in each renewal or upgrade scenario.

Each plan ***highlights the specific criteria of the given scenario, the necessary execution steps, good vs great outcomes, and tips and tricks for executing***.

## *4. Execution Matrix*



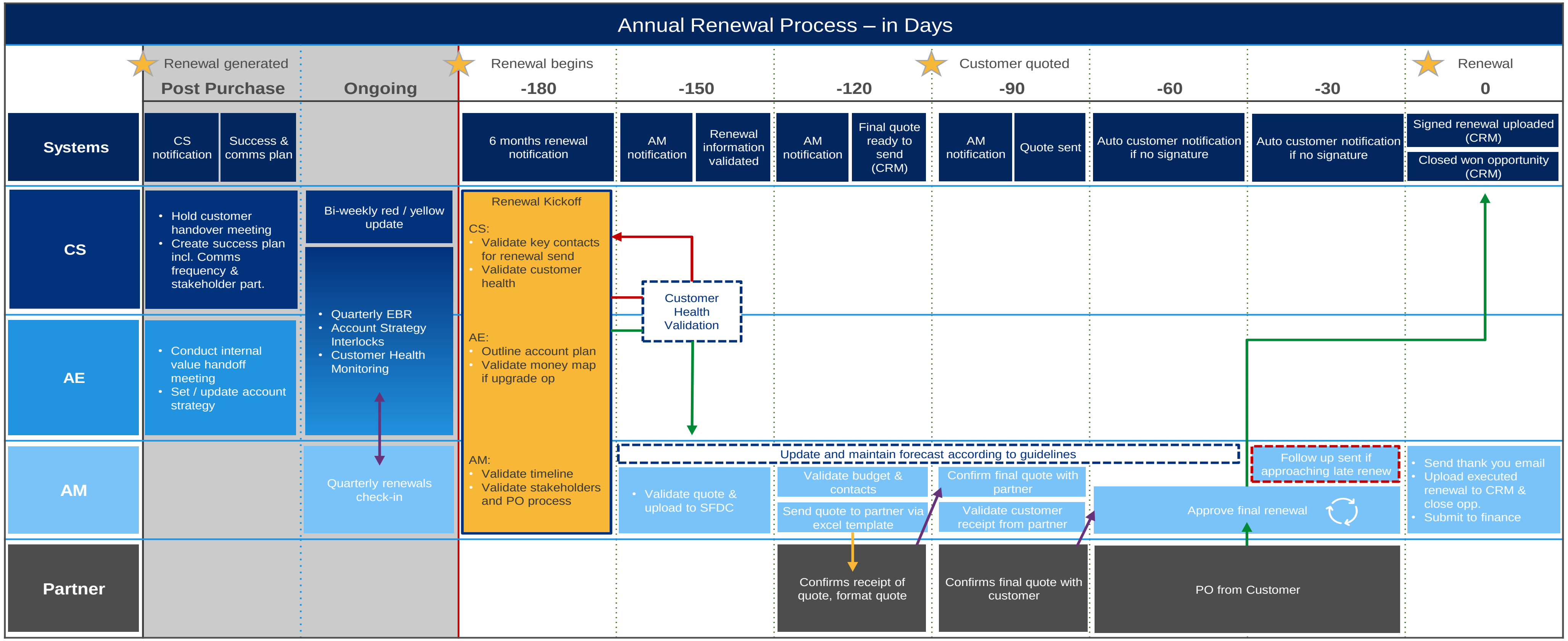

The execution matrix will provide and ***additional level of detail to each scenario specific execution plan and expand upon the roles and responsibilities of each function in each scenario***.

The included content will detail the activities for each function (e.g., AE, CS, AM, etc.), the tools to leverage and outputs to deliver, and a success checklist for each.

# Define a standardized renewal timeline that may be adjusted to fit each renewal scenario; in most cases action should begin 6 months out

1. *Best practice suggests beginning journey 180 days from renewal date to provide ample time to engage key stakeholders*
2. *When possible, automate processes, such as a renewal reminders, to minimize human error*
3. *Extend or contract the timeline based on customer size, industry, regulatory complications, etc. as required*

*Illustrative Example*




Standard Renewal Timeline | Scenario Selection Tool | Scenario Specific Execution Plans | Execution Matrix

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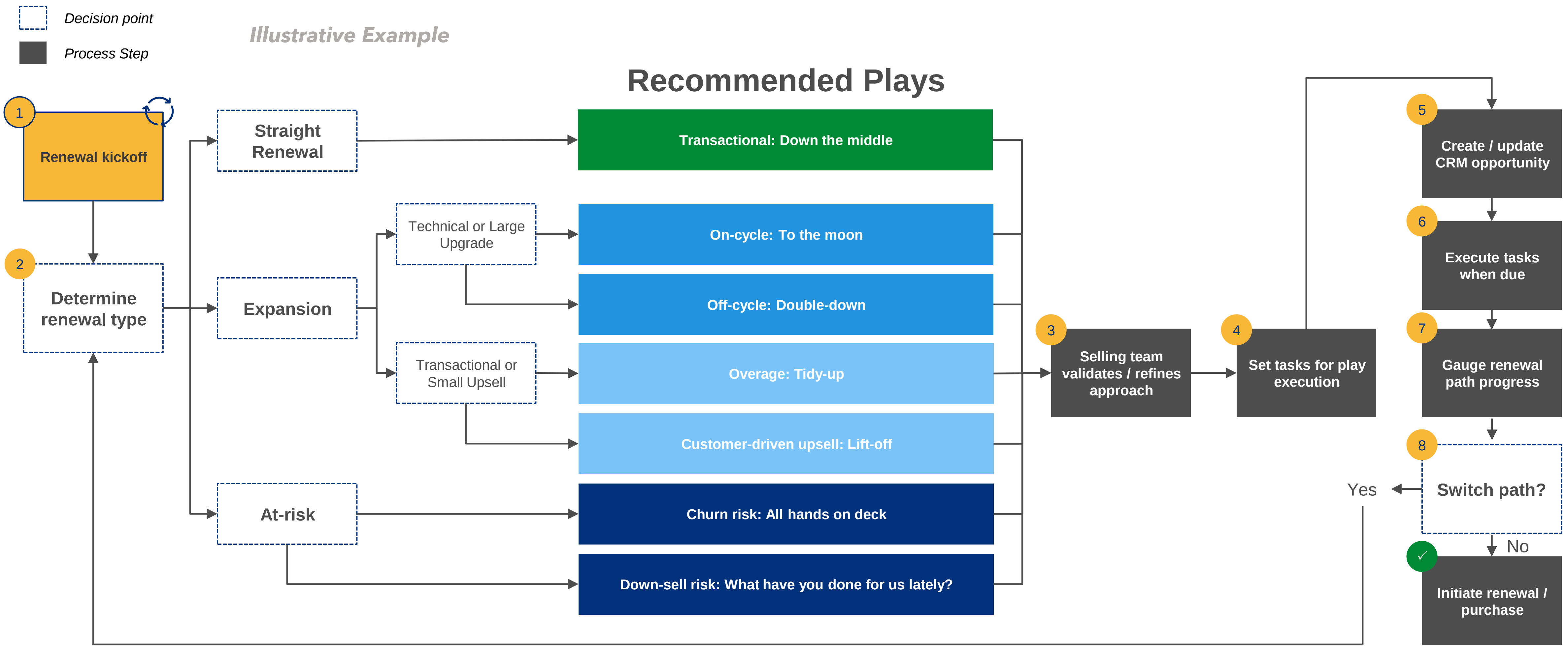
# The renewal type should dictate the play to run – teams should be well versed in process for each scenario



# Common renewal scenarios should have prescriptive execution plans for GTM to run

## *Example Customer Situations*

A B E

**Situation 1:** Customer is healthy and happy – satisfied with service, relationships, and the value realization / ROI expected from solutions

B E

**Situation 2:** Customer is meeting expected ROI/value realization or solutions are engrained, but the customer is underutilizing the capabilities of solutions

C

**Situation 3:** Customer has undergone a successful product implementation or "pilot" of a solution and wants to increase their investment to quickly integrate more of their business

D

**Situation 4:** Customer has been using excess volume and needs to true-up with their renewal to lock-in dynamic or fixed pricing for their contract

B F G

**Situation 5:** Customer is not meeting expected ROI or seeing the value from their purchase because of:

- Poor implementation / onboarding (missing milestones, customer doesn't do their part, etc.) leading to dissatisfaction
- Lack of adoption (1st purchase was "pilot", customer didn't change processes as needed, etc.)
- Customer bit off more than they can chew, so requesting down-sell

## *Example Renewal Plays*

***A. Down the middle -*** Offer multi-year pricing at renewal time that demonstrates the ROI of choosing this provider

***B. To the moon -*** Helping the customer see how they can improve their ROI with new use cases and upgraded products

***C. Double-down –*** Increase the investment in products after a successful implementation

***D. Tidy-up –*** Understand what's causing overages, and how planning ahead can save the customer money in the long-run

***E. Lift-off –*** Introduce additional volume and services with a renewal to improve their ROI from solutions

***F. All hands on deck -*** Get the customer back on track (typically after poor onboarding, implementation, or adoption)

***G. What have you done for us lately? -*** Show the ROI, value creation and steps to realize additional value by re-engaging

# Transactional renewals should utilize the "Down The Middle" play to extend the relationship with happy customers

*Illustrative Example*

**Criteria**
Customer health score is green and account team has determined limited upsell potential in current state

**Target Accounts**
1. Up for multi-year renewal at 5% price increase
2. Committed accounts with potential to move to multi-year contracts

**Participants**

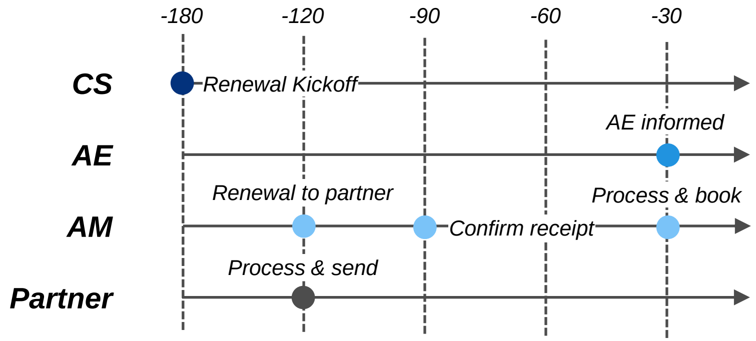
***Responsible:*** AM

***Accountable:*** Partner

***Consulted:*** CS

***Informed:*** AE

## *Standard Renewal Timeline*




**Play Scenario**
- **Primary Trigger(s):** Doing a straight renewal per budget since customer is most likely happy
- **Response:** Renewal rep offers multi-year contract to lock in 5% price increase for following years with upfront payment demonstrating value of locked pricing

**Play Execution**
1. Account interlock session determines the account is positioned for a straight renewal, CS updates the key contacts and AM validates the timeline – update play in CRM
2. AM works with CS team and customer stakeholders to determine viability of a multi-year deal by building a demonstration of value achieved so far and the benefits of locking in price and vendor for multiple years
3. AM builds the renewal quote with 5% uplift and sends to the partner at T-120
4. The partner formats the quote to their standard formatting and delivers to the end-customer after receipt from AM
5. AM validates receipt of the quote with the end-customer by T-90
6. AM facilitates renewal with partner from T-90 to T-30
7. AM validates PO from customer and books deal in CRM

8. ***IF past renewal date:*** Requote with added late fee

**Outcomes**
**Good:** Customer executes a one-year renewal with 10% uplift (no down-sell)
**Great:** Customer sees how a multi-year agreement can benefit them by stemming inflation and locking in pricing at 5% increase

**Tips and Tricks**
- Use customer telemetry to build a value case with the CS team which demonstrates the expected value to the customer over a multi-year investment
- Utilize ROI of 3-year vs 1-year renewal tool w/ over time savings

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| Standard Renewal Timeline | Scenario Selection Tool | Scenario Specific Execution Plans | Execution Matrix |
|---|---|---|---|

# An execution plan for the "Down The Middle" play outlines the various roles and responsibilities to execute

*Illustrative Example*

**RACI, Inputs, and Outputs**

| Function | AE | CS | AM | Mgmt. | Partner |
|---|---|---|---|---|---|
| RACI | I | C | R | A | A |
| Activities | • Participates in account interlock meeting, updates account status with any customer interactions<br>• Informed on renewal status and leveraged where account relationship demands | • Leads renewal kickoff, develops interlock materials, and reports on overall customer health and ongoing expansion or upgrade opportunities<br>• Develops customer value demonstration with AM for multi-year presentation<br>• Updates account contacts and outlines customer touchpoints – rules out likelihood of upsell or upgrade | • AM works with CS team and customer stakeholders to determine viability of a multi-year deal by building a demonstration of value achieved so far and the benefits of locking in price and vendor for multiple years<br>• AM builds the renewal quote with 5% uplift and sends to the partner at T-120, quote at 10% if single year<br>• AM validates receipt of the quote with the end-customer by T-90<br>• AM facilitates renewal with partner from T-90 to T-30<br>• AM validates PO from customer and books deal in CRM | • Facilitates interlock session between AE and AM<br>• Approve ultimate pricing and any discounting via deal desk if necessary (less than previous year or under 5% uplift) | • Partner receives quote from the AM approximately 120 days out from the renewal<br>• Partner formats quote to their 'paper' and delivers to the end-customer by T-90 at the latest<br>• Partner facilitates the renewal with the AM from T-90 to T-30<br>• Partner receives PO from customer and sends to AM |
| Tools to leverage | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD)<br>3-year vs 1-year savings demo | | |
| Outputs | | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built<br>• Updated CRM and Account Plan record info | • Pricing approval | |
| Success Checklist | ❑ Account plan updated in CRM<br>❑ Customer interactions updated | ❑ Customer health updated<br>❑ Account contacts updated | ❑ Quote delivered by T-120 and confirmed by T-90<br>❑ Closed and booked renewal in CRM | ❑ Pricing approved with 5% uplift or 10% for single-year | ❑ Quote delivered by T-90<br>❑ PO confirmed and delivered to AM |

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# The "To The Moon" play captures additional use cases and product upgrades when customers have on-cycle upgrade potential

*Illustrative Example*

**Criteria**

Customer health score is green, and CS determines there are additional use cases which are not being leveraged by the customer

**Target Accounts**

1. New logos and marquee customers
2. Accounts that are seeing success with the provider and want to move into more value creation and additional use cases

**Participants**

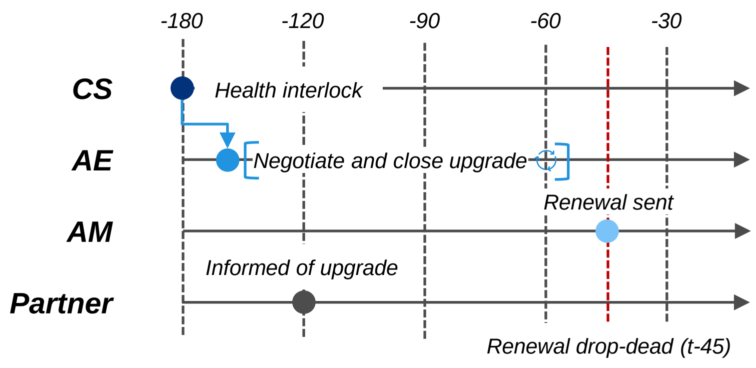
***Responsible:*** AE

***Accountable:*** Management

***Consulted:*** CS, SE, Product Expert

***Informed:*** AM, Partner

## *Upgrade Renewal Timeline*




**Play Scenario**

- **Primary Trigger(s):** Customer's use of products is limited in use cases or not as value-driving as they could be
- **Response:** Adding products or services will aid in customer value creation

**Play Execution**

1. AE performs a value assessment on products in use with help from the CS and technical teams (SE and Product Expert) – updates play in CRM
2. AE & CS build a presentation that ties increased value to the use of additional solutions
3. AE meets with customer stakeholders to discuss the value assessment and plan next steps; CS and SE are optional, but helpful to share "evidence" of current value creation
4. AE builds proposal for T-120 customer meeting to present upgrade option in lieu of standard upgrade
5. AE negotiates and closes deal and books to CRM

6. ***If no forecast commit by T-45,*** AM sends renewal quote to partner for formatting and delivery to customer. Renewal opportunity run in tandem with upgrade after T-45.

**Outcomes**

**Good:** Customer stakeholders are excited about what more they can do to increase their ROI from products and align on taking steps to expand their solution
**Great:** Customer sees need for additional solutions to help support additional use cases and higher value generation

**Tips and Tricks**

- Outputs from a customer health interlock can naturally feed an expansion play
- Anchor the conversation around the value the customer would receive and specific additional use cases, citing customer case studies

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Standard Renewal Timeline | Scenario Selection Tool | Scenario Specific Execution Plans | Execution Matrix

# An execution plan for the "To The Moon" play outlines the various roles and responsibilities to execute

*Illustrative Example*

**RACI, Inputs, and Outputs**

| Function | AE | CS | AM | Mgmt. | Partner |
|---|---|---|---|---|---|
| **RACI** | R | C | I | A | A |
| **Activities** | • Leads account interlock meeting, updates account status with any customer interactions<br>• Develops customer value demonstration with CS detailing how further investment and capabilities would benefit ROI<br>• Leads upgrade pursuit with customer, leveraging the CS team where needed<br>• ***Forecast commit by T-45*** – renewal will be processed if not | • Develops Customer Health Interlock materials, reports on overall customer health and ongoing expansion or upgrade opportunities<br>• Develops customer value demonstration with AE detailing how further investment and capabilities would benefit ROI<br>• Updates account contacts and outlines customer touchpoints<br>• Supports AE where needed on customer value demonstration | • Informed of ongoing upgrade opportunity at renewal kickoff<br>• Builds renewal quote to support upgrade<br>• Works with AM to provide a renewal quote with upgrade optionality (no later than drop-dead date of T-45 in case deal hasn't closed) – multi-year at 5% uplift, single year at 10% uplift<br>***If no forecast commit:***<br>• AM facilitates renewal with partner from T-45 to T-30<br>• AM validates PO from customer and books deal in CRM if upgrade doesn't close | • Facilitates interlock session between AE and AM | • Partner receives quote from the AM approximately 120 days out from the renewal<br>• Partner formats quote to their 'paper' and delivers to the end-customer by T-90 at the latest<br>• Partner facilitates the renewal with the AM from T-90 to T-30<br>• Partner receives PO from customer and sends to AM |
| **Tools to leverage** | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD) | | |
| **Outputs** | • Updated CRM and Account Plan record info | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built<br>• Updated CRM and Account Plan record info | | |
| **Success Checklist** | ❑ Account plan updated in CRM<br>❑ Customer interactions updated<br>❑ Upgrade closed and booked in CRM | ❑ Customer health updated<br>❑ Account contacts updated<br>❑ Customer value demonstration built | ❑ Quote delivered by T-45 if no upgrade booked<br>❑ Closed and booked renewal in CRM if needed | | ❑ Quote delivered by T-90<br>❑ PO confirmed and delivered to AM |

# The "Double Down" play captures additional opportunity after a successful onboarding for customers with off-cycle w/ co-term upgrade potential

*Illustrative Example*

**Criteria**

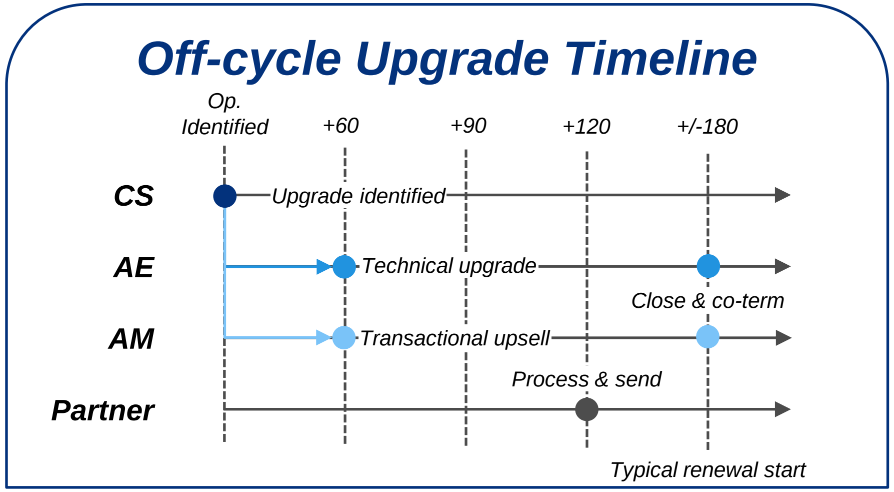
Customer has seen value in their implementation and want to double-down on their investment in solutions and co-term their contracts.

**Target Accounts**

1. New logo customers that are looking to increase their investment in either volume or units
2. Committed accounts that have seen internal expansion and have new use cases for products

**Participants**

| | |
|---|---|
| ***Responsible:*** | AE or AM (scope) |
| ***Accountable:*** | Partner |
| ***Consulted:*** | CS |
| ***Informed:*** | AM or AE |




**Play Scenario**

- **Primary Trigger(s):** CS team identifies opportunity within the onboarding and implementation phase to expand in the account ***OR*** opportunity to upgrade identified at renewal kickoff, deal forecasted to close before renewal
- **Response:** AE or AM work the expansion opportunity depending on the scale and co-term the existing solution to coincide with the upgrade or upsell

**Play Execution**

1. ***If pre-interlock*** - CS team identifies additional value while onboarding and implementing and determines the scope and scale of the opportunity. CS then gathers the account team to determine timing and play to run for off-cycle upgrade.
2. ***During interlock -*** Account team, led by CS, determines opportunity to upgrade prior to renewal and determines owner of sale based on size and scope. – update play in CRM

Large upgrade opportunity with technical or strategic sale:

1. ***If dedicated CS*** - CS creates a presentation that shows value above intended business outcomes, true ROI, and the clear steps to realize more value with current products or existing products (leverage case studies as applicable). (***AE drives if no dedicated CS***)
2. CS & AE share the value findings with client stakeholders to share throughout the organization
3. AE pursues and closes upgrade, integrating AM to co-term any upcoming renewals to the new deal

Minor upsell opportunity with transactional sale:

1. AM works with CS to determine size and timing of upsell
2. AM works with customer stakeholder to demonstrate value of upgrading early and co-terming their renewals to match

**Outcomes**

**Good:** AM leads a minor upgrade to co-term renewals with upgrade
**Great:** AE leads an upgrade and AM co-terms all renewals to the new date

# An execution plan for the "Double Down" play outlines the various roles and responsibilities to execute

*Illustrative Example*

| RACI, Inputs, and Outputs | | | | | |
|---|---|---|---|---|---|
| **Function** | **AE** | **CS** | **AM** | **Mgmt.** | **Partner** |
| **RACI** | R | C | I | A | A |
| **Activities** | • Leads account interlock meeting, updates account status with any customer interactions<br>• Develops customer value demonstration with CS detailing how further investment and capabilities would benefit ROI<br>• Leads upgrade pursuit with customer, leveraging the CS team where needed | • Develops Customer Health Interlock materials, reports on overall customer health and ongoing expansion or upgrade opportunities<br>• Develops customer value demonstration with AE detailing how further investment and capabilities would benefit ROI<br>• Updates account contacts and outlines customer touchpoints<br>• Supports AE where needed on customer value demonstration | • Informed of upgrade opportunity when determined by CS or AE<br>• Works with AE to provide quoting to coincide with upgrade opportunity for co-terming the existing renewal<br>• AM validates PO from customer and updates CRM renewal to co-term dates | • Facilitates interlock session between AE and AM | • Partner receives upgrade quote from the AE<br>• Partner formats quote to their 'paper' and delivers to the end-customer<br>• Partner facilitates the upgrade with the AE<br>• Partner receives PO from customer and sends to AE and AM |
| **Tools to leverage** | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD) | | |
| **Outputs** | • Updated CRM and Account Plan record info | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built | | |
| **Success Checklist** | ❑ Account plan updated in CRM<br>❑ Customer interactions updated<br>❑ Upgrade closed and booked in CRM | ❑ Customer health updated<br>❑ Account contacts updated<br>❑ Customer value demonstration built | ❑ Quote built in support of upgrade<br>❑ Co-term updated in CRM | | ❑ Upgrade quote delivered<br>❑ PO confirmed and delivered to AE and AM |

# The "Tidying Up" play captures the upgrade potential within customers with account overages, which indicate realized value

*Illustrative Example*

**Criteria**

Customer has used excess of their allotted volume over the fiscal year which and is up for renewal or an upgrade candidate

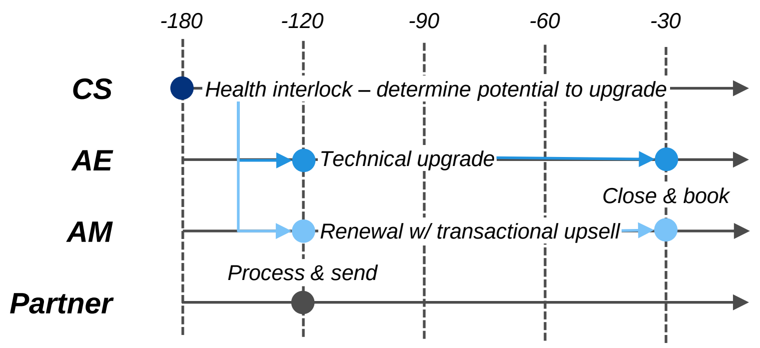
**Target Accounts**

1. Customers with overages where the CS has identified upgrade potential
2. Customers with overages that are up for renewal in the next 6 months

**Participants**

| | |
|---|---|
| ***Responsible:*** | AM or AE |
| ***Accountable:*** | Partner |
| ***Consulted:*** | CS & AM (Quoting) |
| ***Informed:*** | AE if AM led |

## *Standard Renewal Timeline*




**Play Scenario**

- **Primary Trigger(s):** Doing a straight renewal with an upsell to cover overage volume
- **Response:** Renewal rep covers transactional upsell to customer to prevent future overages and co-terms or integrates into renewal.

**Play Execution**

1. Customer Success monitors traffic volume for interlock sessions with AE and AM and determines ability to upgrade vs upsell to cover future overages. ***If upgrade opportunity exists, move to double-down or to the moon depending on timeline.***
2. AM works with SE and professional services to determine what's driving overages and communicate the cause with customer stakeholders.
3. AM works with CS team and customer stakeholders to determine viability of an increase in volume by building a demonstration of value achieved so far and the benefits of the upsell compared to overage costs – demonstration of pricing options.
4. AM builds the renewal quote with 5% uplift and increased volume and sends to the partner at T-120 – updates play in CRM
5. The partner formats the quote to their standard formatting and delivers to the end-customer after receipt from AM
6. AM validates receipt of the quote with the end-customer by T-90
7. AM facilitates renewal with partner from T-90 to T-30
8. AM validates PO from customer and books deal in CRM

**Outcomes**

**Good:** Customer executes a renewal with an upsell to cover the overage for the future
**Great:** Customer sees the value in an upgrade and additional use cases to their business and how it can help limit overages in the future

# An execution plan for the "Tidying Up" play outlines the various roles and responsibilities to execute

*Illustrative Example*

**RACI, Inputs, and Outputs**

| Function | AE | CS | AM | Mgmt. | Partner |
|---|---|---|---|---|---|
| **RACI** | R | C | R | A | A |
| **Activities** | • Participates in account interlock meeting, updates account status with any customer interactions<br>• Informed on renewal status and leveraged where account relationship demands | • Owns account overage tracking and informs account team at renewal kickoff<br>• Develops Customer Health Interlock materials, reports on overall customer health and ongoing expansion or upgrade opportunities – move to upgrade scenario if significant opportunity<br>• Develops customer value demonstration with AM for multi-year presentation<br>• Updates account contacts and outlines customer touchpoints – rules out likelihood of upsell or upgrade | • AM works with CS team and customer stakeholders to determine viability of a upsell through conversations with customer stakeholders on overage options (One-time, dynamic, or upsell)<br>• AM builds the renewal quote incorporating additional volume with 5% uplift for multi-year (10% for single year) and sends to the partner at T-120<br>• AM validates receipt of the quote with the end-customer by T-90<br>• AM facilitates renewal with partner from T-90 to T-30<br>• AM validates PO from customer and books deal in CRM | • Facilitates interlock session between AE and AM | • Partner receives quote from the AM approximately 120 days out from the renewal<br>• Partner formats quote to their 'paper', combining overage quote with renewal, and delivers to the end-customer by T-90 at the latest<br>• Partner facilitates the renewal with the AM from T-90 to T-30<br>• Partner receives PO from customer and sends to AM |
| **Tools to leverage** | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD) | | |
| **Outputs** | | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built<br>• Updated CRM and Account Plan record info | | |
| **Success Checklist** | ❑ Account plan updated in CRM<br>❑ Customer interactions updated | ❑ Customer health updated<br>❑ Account contacts updated | ❑ Quote delivered by T-120 and confirmed by T-90<br>❑ Closed and booked renewal in CRM | | ❑ Quote delivered by T-90<br>❑ PO confirmed and delivered to AM |

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# The "Lift-off" play provides satisfied and/or underutilized customers the opportunity to realize more value through volume increases or upgrades

*Illustrative Example*

**Criteria**

Customer has opportunity to expand usage at renewal in either volume or system size

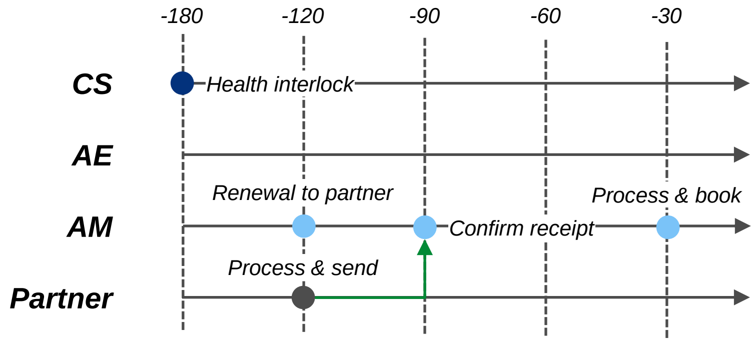
**Target Accounts**

1. Up for straight renewal at 5% price increase
2. Accounts with potential to grow usage of solutions

**Participants**

| | |
|---|---|
| ***Responsible:*** | AM |
| ***Accountable:*** | Partner |
| ***Consulted:*** | CS |
| ***Informed:*** | AE |

## *Standard Renewal Timeline*




**Play Scenario**

- **Primary Trigger(s):** Doing a straight renewal with an upsell
- **Response:** Renewal rep covers transactional upsell and integrates into renewal.

**Play Execution**

1. AM works with CS team and customer stakeholders to determine viability of upsell – can include modules, service packages, training, or Gold to Platinum upgrades - by building a demonstration of value achieved so far and the benefits of an increased investment – updates play in CRM
2. AM meets with customer stakeholders to discuss the value assessment and plan next steps; CS and SE are optional, but helpful to share "evidence" of current value creation
3. AM builds proposal for T-120 customer meeting to present upgrade option in lieu of standard renewal
4. AM builds the upgrade quote and sends to the partner at T-120
5. The partner formats the quote to their standard formatting and delivers to the end-customer after receipt from AM
6. AM validates receipt of the quote with the end-customer by T-90
7. AM facilitates upgrade with partner from T-90 to T-30
8. AM validates PO from customer and books deal in CRM

**Outcomes**

**Good:** Customer executes a renewal with volume increase
**Great:** Customer sees how increased investment in the provider benefits their business and moves to upgrade

# An execution plan for the "Lift-Off" play outlines the various roles and responsibilities to execute

*Illustrative Example*

| RACI, Inputs, and Outputs | | | | | |
|---|---|---|---|---|---|
| **Function** | **AE** | **CS** | **AM** | **Mgmt.** | **Partner** |
| **RACI** | I | C | R | A | A |
| **Activities** | • Informed of upgrade opportunity at renewal when determined by CS or AM | • Leads renewal kickoff, develops interlock materials, and reports on overall customer health and ongoing expansion or upgrade opportunities<br>• Develops customer value demonstration with AM detailing how further investment and capabilities would benefit ROI<br>• Updates account contacts and outlines customer touchpoints<br>• Supports AM where needed on customer value demonstration | • AM works with CS team and customer stakeholders to determine viability of upsell – can include modules, service packages, training, or Gold to Platinum upgrades - by building a demonstration of value achieved so far and the benefits of an increased investment<br>• AM meets with customer stakeholders to discuss the value assessment and plan next steps; CS and SE are optional, but helpful to share "evidence" of current value creation<br>• AM builds and facilitates upgrade quote with partner – multi-year renewal included w/ 5% uplift<br>• AM validates PO from customer and books deal in CRM | • Facilitates interlock session between AE and AM | • Partner receives upgrade quote from the AM approximately 120 days out from the renewal<br>• Partner formats quote to their 'paper' and delivers to the end-customer by T-90 at the latest<br>• Partner facilitates the upgrade with the AM from T-90 to T-30<br>• Partner receives PO from customer and sends to AM |
| **Tools to leverage** | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD) | | |
| **Outputs** | • Updated CRM and Account Plan record info | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built<br>• Updated CRM and Account Plan record info | | |
| **Success Checklist** | ❑ Account plan updated in CRM<br>❑ Customer interactions updated | ❑ Customer health updated<br>❑ Account contacts updated<br>❑ Customer value demonstration built | ❑ Quote delivered by T-45 if no upgrade booked<br>❑ Upgrade closed and booked in CRM | | ❑ Quote delivered by T-90<br>❑ PO confirmed and delivered to AM |

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| | | | |
|---|---|---|---|
| **Standard Renewal Timeline** | **Scenario Selection Tool** | **Scenario Specific Execution Plans** | **Execution Matrix** |

# The "All Hands On Deck" play reengages the sales team to mitigate churn or down-sell from dissatisfied customers

*Illustrative Example*

**Criteria**

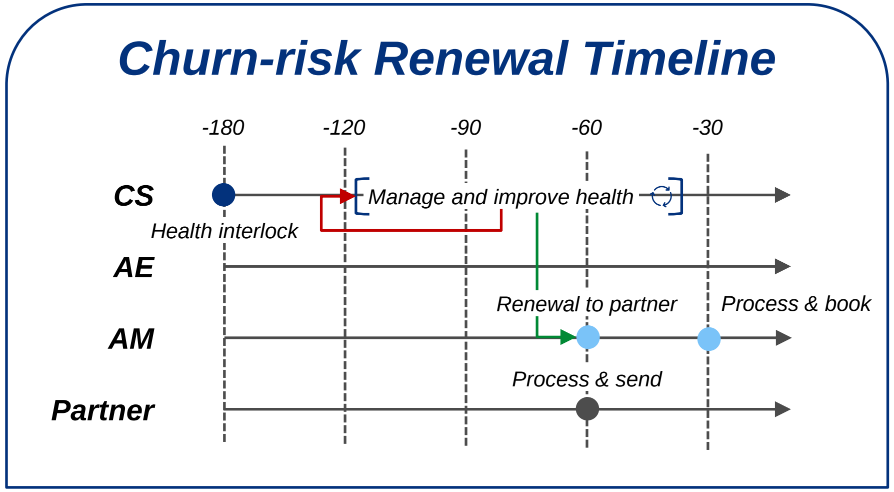
Customer health score is determined by CS to be red or yellow and has expressed concern around their renewal

**Target Accounts**

1. At risk for churn or down-sell due to poor implementation, onboarding or adoption
2. Did not adopt internal change management or process changes agreed upon during implementation & training

**Participants**

| | |
|---|---|
| ***Responsible:*** | Customer Success |
| ***Accountable:*** | Management |
| ***Consulted:*** | AE |
| ***Informed:*** | AM |




**Play Scenario**

- **Primary Trigger(s):** Customer has not reached their desired implementation or onboarding objectives during agreed upon timelines
- **Response:** Can guide and even perform the services to get the project back on track

**Play Execution**

1. Through the monitoring of customer telemetry indicators, CS identifies accounts that may be at risk to churn due to implementation, onboarding issues, or service problems – updates play in CRM
2. CS to check account timeline, surveys, and implementation/onboarding notes, including expectation setting and guidance to the customer on steps they needed to take to ensure success
3. CS schedules a conversation with customer stakeholders involved in the rollout
4. CS prepares and drives a presentation of successful implementations/onboardings and highlights the key factors that may have been missed during their rollout
5. CS makes recommendations on new success plan and discuss how they would approach this
6. CS, based on Customer receptivity to #5, ensures AM is in the loop and has necessary info to update

**Outcomes**

**Good:** Customer has clear understanding of missed steps in adoption and sees the value in correcting situation
**Great:** Customer signs up for other service to fix issue and reinvests in the provider

**Tips and Tricks**

- Important to show capabilities AND how the customer benefits from correcting the issues
- Don't make the customer feel like they failed and can't recover from this without help

# An execution plan for the "All Hands On Deck" play outlines the various roles and responsibilities to execute

Illustrative Example

**RACI, Inputs, and Outputs**

| Function | AE | CS | AM | Mgmt. | Partner |
|---|---|---|---|---|---|
| **RACI** | C | R | C | A | I |
| **Activities** | • Participates in account interlock meeting, updates account status with any customer interactions<br>• Informed on health status and leveraged where account relationship demands | • CS identifies accounts that may be at risk to churn due to implementation, onboarding issues, or service problems<br>• Checks account timeline, surveys, and implementation / onboarding notes, including expectation setting and guidance to the customer on success plan<br>• Leads renewals interlock, outlining the risk mitigation plan and detailing the necessary inputs from AEs and AMs<br>• Schedules conversation with customer stakeholders involved in the rollout | ***Contingent on health***<br>• AM builds the renewal quote with 5% uplift and sends to the partner at T-120, dependent on improvement to customer health<br>• AM validates receipt of the quote with the end-customer by T-90<br>• AM facilitates renewal with partner from T-90 to T-30<br>• AM validates PO from customer and books deal in CRM | • Facilitates interlock session between AE and AM | ***Contingent on health***<br>• Partner receives quote from the AM approximately 120 days out from the renewal<br>• Partner formats quote to their 'paper' and delivers to the end-customer by T-90 at the latest<br>• Partner facilitates the renewal with the AM from T-90 to T-30<br>• Partner receives PO from customer and sends to AM |
| **Tools to leverage** | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD) | | |
| **Outputs** | | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built<br>• Updated CRM and Account Plan record info | | |
| **Success Checklist** | ❑ Account plan updated in CRM<br>❑ Customer interactions updated | ❑ Customer health updated<br>❑ Account contacts updated | ❑ Quote delivered by T-120 and confirmed by T-90<br>❑ Closed and booked renewal in CRM | | ❑ Quote delivered by T-90<br>❑ PO confirmed and delivered to AM |

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# The "What Have You Done For Us Lately?" play demonstrates product ROI to mitigate churn or down-sell

*Illustrative Example*

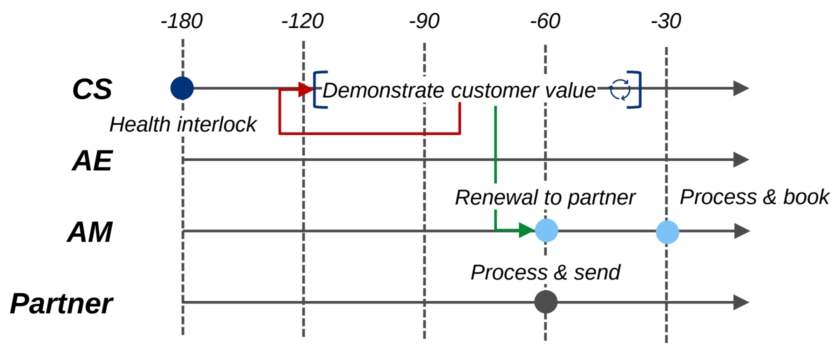
**Criteria**
Customer telemetry indicates usage has dipped and the customer and has expressed concern that they're not generating enough value from the provider

**Target Accounts**
1. In the green and active, but have not seen ROI or don't see product as mission critical
2. Not meeting key value milestones

**Participants**

| | |
|---|---|
| ***Responsible:*** | Customer Success |
| ***Accountable:*** | Management |
| ***Consulted:*** | AE |
| ***Informed:*** | AM |

## Churn-risk Renewal Timeline




**Play Scenario**
- **Primary Trigger(s):** Customer is using product, shares they are satisfied, but are not meeting their ROI or value goals on a consistent basis
- **Response:** Customer has achieved more value from the provider than they thought; clearly communicate

**Play Execution**
1. CS catalogs all the forms of value the customer has received; lean on product team for support as necessary – updates play in CRM
2. CS creates a presentation that shows value above intended business outcomes, true ROI, and the clear steps to realize more value with current products or existing products (leverage case studies as applicable)
3. CS & Product Team vets the value tenets of the presentation with the influencers first (dev group leaders) and enable them with leave behinds to help share this value story up the organization
4. CS & Product Team shares the value findings with buyer personas to secure a renewal

**Outcomes**
**Good:** Customer stakeholders see what value the provider has brought them, and decide to renew
**Great:** Customer sees a path to more value by leveraging additional use cases

**Tips and Tricks**
- Important to show that the customer has received value from the provider, even if it isn't aligned directly to positive business outcomes, they set out to achieve
- Use hard metrics to communicate value where possible, even if estimates
- Combining this play with 'All hands on deck' may work to get customers back to seeing expected value by showing how their own challenges or other root cause issues have prevented some value creation

# An execution plan for the "What Have You Done For Us Lately?" play outlines the various roles and responsibilities to execute

*Illustrative Example*

**RACI, Inputs, and Outputs**

| Function | AE | CS | AM | Mgmt. | Partner |
|---|---|---|---|---|---|
| **RACI** | C | R | C | A | I |
| **Activities** | • Participates in account interlock meeting, updates account status with any customer interactions<br>• Informed on renewal status, account health, and leveraged where account relationship demands | • Catalogs all the forms of value the customer has received; lean on product team for support as necessary<br>• Creates a presentation that shows value above intended business outcomes, true ROI, and the clear steps to realize more value with current products or existing products (leverage case studies as applicable)<br>• Vets the value tenets of the presentation with influencers and enable them with leave behinds to help share this value story up the organization<br>• Shares the value findings with buyer personas to secure a renewal | ***Contingent on health***<br>• AM builds the renewal quote with 5% uplift and sends to the partner at T-120, dependent on improvement to customer health<br>• AM validates receipt of the quote with the end-customer by T-90<br>• AM facilitates renewal with partner from T-90 to T-30<br>• AM validates PO from customer and books deal in CRM | • Facilitates interlock session between AE and AM | ***Contingent on health***<br>• Partner receives quote from the AM approximately 120 days out from the renewal<br>• Partner formats quote to their 'paper' and delivers to the end-customer by T-90 at the latest<br>• Partner facilitates the renewal with the AM from T-90 to T-30<br>• Partner receives PO from customer and sends to AM |
| **Tools to leverage** | Account Plan, Short- & Long-Term Account Strategy | Customer's Objectives, Timelines, Risks, Initial Success Plan | Renewal quoting in CRM<br>Value framework tool (TBD) | | |
| **Outputs** | | • Updated Company, Person records<br>• Updated Customer Success plan | • Quote built<br>• Updated CRM and Account Plan record info | | |
| **Success Checklist** | ❑ Account plan updated in CRM<br>❑ Customer interactions updated | ❑ Customer health updated<br>❑ Account contacts updated | ❑ Quote delivered by T-120 and confirmed by T-90<br>❑ Closed and booked renewal in CRM | | ❑ Quote delivered by T-90<br>❑ PO confirmed and delivered to AM |

# Risk Mitigation

# Proactively mitigate risks to prevent obstacles to cross-sell, up-sell, and renewal success

| | Risk | Severity | Mitigation |
|---|---|---|---|
| Execution | Renewal responsibility does not fall under a single group, leading to misalignment between sales and customer success | Medium | • Senior leadership to work cross-functionally to educate people leaders and train respective owners on the renewals process |
| | Poor training on processes, roles, recognizing common scenarios, and response plays to capture expansion/renewal opportunities will result in little change in seller performance | Low | • Enablement to hold situational training with each team on how to classify each upsell/cross-sell/renewal, roles and responsibilities of each, and how roles have changed (if they have changed) |
| Financial | Without investment in tools and enablement to expand tracking abilities and process automation, renewals success may be limited | Medium | • Leverage new enablement material and competencies where applicable for renewals, expand capabilities over time as renewals base grows |
| | Orienting resources towards account expansion may impede new logo opportunities | Low | • Follow management-led rollout communicate and train salespeople on roles, responsibilities and prioritized activity |
| Talent | CS team unable to correctly identify opportunities for upsell and cross-sell to bring in the sales team, leading to unrealized account potential and frustration between teams internally | High | • Train CS on product positioning, product knowledge, and customer interactions skills to upskill ability to identify opportunities |
| Operational | Compensation is not aligned to incentivize upsell/cross-sell/renewal activity and responsibilities, resulting in misalignment in strategy and activity across the GTM teams | Medium | • Assess compensation with clear adherence expectations set for the sort term to align seller behavior |
| | Capabilities require ongoing technical implementations to track activity within the CRM | Low | • Outline any changes to process and work with IT to implement technical and automation changes |

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# KPIs

# The following represent best-in-class metrics & KPIs to track performance and progress

| | | Metric / KPI | Detail |
|---|---|---|---|
| Leading Metrics | 1 | **$ Expansion Potential** | Identified upsell and cross-sell potential at each account based on account analysis |
| | 2 | **Customer Health Score** | Proprietary development of customers' propensity to churn based on available telemetry and past results |
| | 3 | **Net Promoter Score (NPS)** | How likely a company is to promote the provider to a friend or colleague (-100 to 100 scale; % Promoters - % Detractors) |
| Lagging Metrics | 4 | **Gross Revenue Retention Rate** | Percentage of dollars recaptured (ARR less churn) based on the prior year's customer base and ARR |
| | 5 | **Net Revenue Retention Rate** | Percentage of dollars recaptured and upsold (ARR less churn plus upsell) based on the prior year's customer base and ARR |
| | 6 | **On-Time Renewal Rate (+late/early)** | Percentage of renewals completed by contracted end date (dollars and accounts) |
| | 7 | **Churn Waterfall** | Total view of ARR and its components at a summary level (customer, product, pricing, volume churn) |
| Behavioral Metrics | 8 | **# of Support Tickets** | How frequently customers are creating support tickets for product functionality issues |
| | 9 | **Product Usage Metrics** | How frequently each customer is utilizing the unique features of their product set |

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