

The background features a dark blue field with a grid of thin, light blue lines. These lines curve and warp, creating a sense of depth and movement, similar to a tunnel or a digital landscape. The overall effect is modern and technological.

How to address and respond to changes in Customer environment

GUY GALON

Customer Engagement slows down

- A decrease in the value perception of your product
- External or internal organizational change leading to refocus and revised priorities.



Proactively monitor customers' and stakeholder's environment (slide 3)



Respond to changes - playbook highlights in slides 4-8

“Proactive” Playbook for the CSM



- Leverage QBRs to hear about strategic directions.
- Cross-check inputs from different stakeholders and assess potential changes (Technology, regulation, market, and competition)
- Conduct internal Account planning and assess the company’s risks
- Monitor customer’s annual reports and all types of PR
- Monitor the market and your customer’s competition
- Monitor stakeholder responsiveness and level of interest in your engagement

External factors changing customer priorities (Company)



- Change in strategy (reflecting on target market, customers)
- M&A (Acquiring new companies/ or being acquired)
- Significant **Technology changes**: “Digital First” initiative, On Prem-to-cloud transformation, migrating to a different back-office system, replacement of a cloud vendor
- Changes in regulation
- Fluctuations in the stability of the global economy
- GeoPolitical events

External factors changing customer priorities (Company)



- Change in Stakeholder internal success metrics (Additional responsibilities, new manager, etc.)
- Tight timelines to deliver other projects (not related to your product)
- Promotion with no immediate replacement
- Change of ownership (a different team will be responsible for the outcome of your product)
- Stakeholder’s internal “politics” affecting their attitude and motivation

CSM “Reactive” Playbooks



Business /market change

M&A

Technology change/Disruption

New / change in Regulation

Stakeholder change



Business /market change

- Conduct an internal account planning
- Assess the changes and potential risks to the engagement
- Identify knowledge gaps (“Do you understand the customer’s new direction?”)
- Involve Sales/marketing /senior management in the process of bridging information gaps.
- Ask your stakeholders to share concerns and possible impact on their organization and objectives
- Consider involving additional executives
- Present best practices/recommendations to help your customer/stakeholders to address their new challenges
- If accepted, set the timelines for implementation

- Important notes:
 - if your customer is the acquirer, there is a better chance to maintain your position.
 - Consolidation of technologies takes months (if not years) to complete
- Research the other company – do they have a similar solution to your offering?
- Do they work with your competition?
- Gently ask your stakeholder about the plans and priorities.
- Present a high-level plan as to how your product can deliver value to the merged companies
- If applicable, ask for an intro to new stakeholders
- Assess changes in the process and required approvals for your renewal

Technology change/Disruption

- Verify the objectives of the technology change (it should support the customer's business objectives)
- Perform internal impact assessment with your product & Engineering teams to align with the customer's future roadmap.
- Liaise internally with CS/Sales/Product in case other customers have already followed a similar path (hence the "know-how" may exist in your organization)
- Inquire about the customer's implementation plans & timelines (leverage your relationship with different stakeholders)
- Have a clear view of your product gaps (if they exist) and the intention to close them within a specific timeline
- Present to your customer (possibly with your product team) a roadmap to maintain and increase your value amid the new technology direction.

New change in Regulation & Compliance

- Research the changes in regulation and ask your legal team for advice
- In some instances, consider seeking advice from an external consultant/expert
- Involve the product team and perform an impact assessment
- Have a clear view of whether your product is compliant with the upcoming regulation changes
- If adjustments or certifications are needed, ask the product teams for implementation timelines
- Communicate the status of compliance to your customer and potential timelines to be ready to meet audit requirements

Stakeholder change/stakeholder has a new manager

New stakeholder:

- Ask your existing stakeholder for an introduction to his/her replacement
- Research the professional history of the successor
- Find out if the successor previously worked or engaged with one of your direct competitors
- Identify any mutual contacts you have with the successor (via LinkedIn)
- Prepare a brief about your product and contribution to the company's success
- Offer training (if applicable) or a deep dive session to present your product.
- Wish the predecessor good luck, as you never know when your paths will cross again

Stakeholder has a new Manager:

- Gauge the “temperature” of your stakeholder (were they interested in promotion, and was someone else chosen?)
- Research the professional history of the new manager (Internal move/new hire)
- Find out if the new manager previously worked or engaged with one of your direct competitors
- Plan with your stakeholder the most effective approach to the new manager (email, call, meeting, QBR, etc.)
- Prepare a brief about your product and engagement with your stakeholder.
- Highlight the success of your stakeholder and contribution to the company's objectives
- Offer training (if applicable) or a deep dive session to present your product.

Thank You



GUY GALON
Executive Advisor

galon99@gmail.com

