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# RETENTION IS A MAJOR DRIVER OF VALUATION



Net Retention | 110%

Assumed 2019 Revenue Mult | 10x

Enterprise Value | \$2.0bn

## MEDIAN NET AND GROSS RETENTION BY ARR



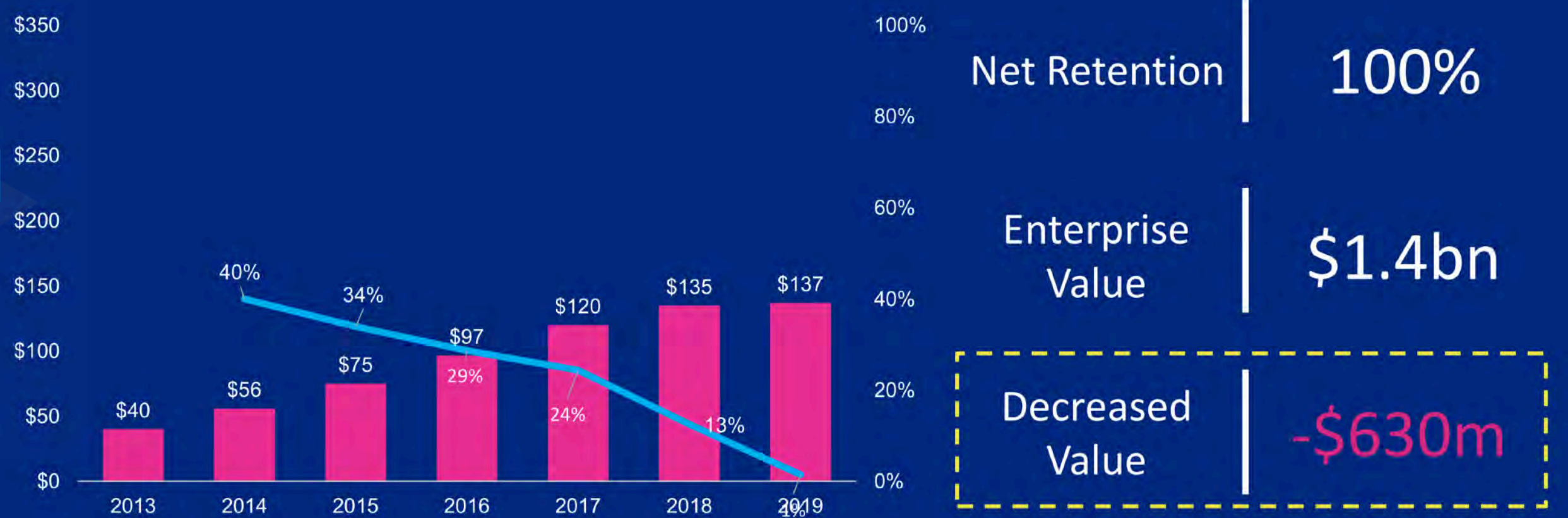
## SaaS Metrics: Benchmarking Your Churn Rates

Analysing the churn rates of 1500+ SaaS companies

Clement Vouillon  
Oct 20, 2015 · 8 min read



## CHURN DRAMATICALLY DECREASES VALUE



Net Retention | 100%

Enterprise Value | \$1.4bn

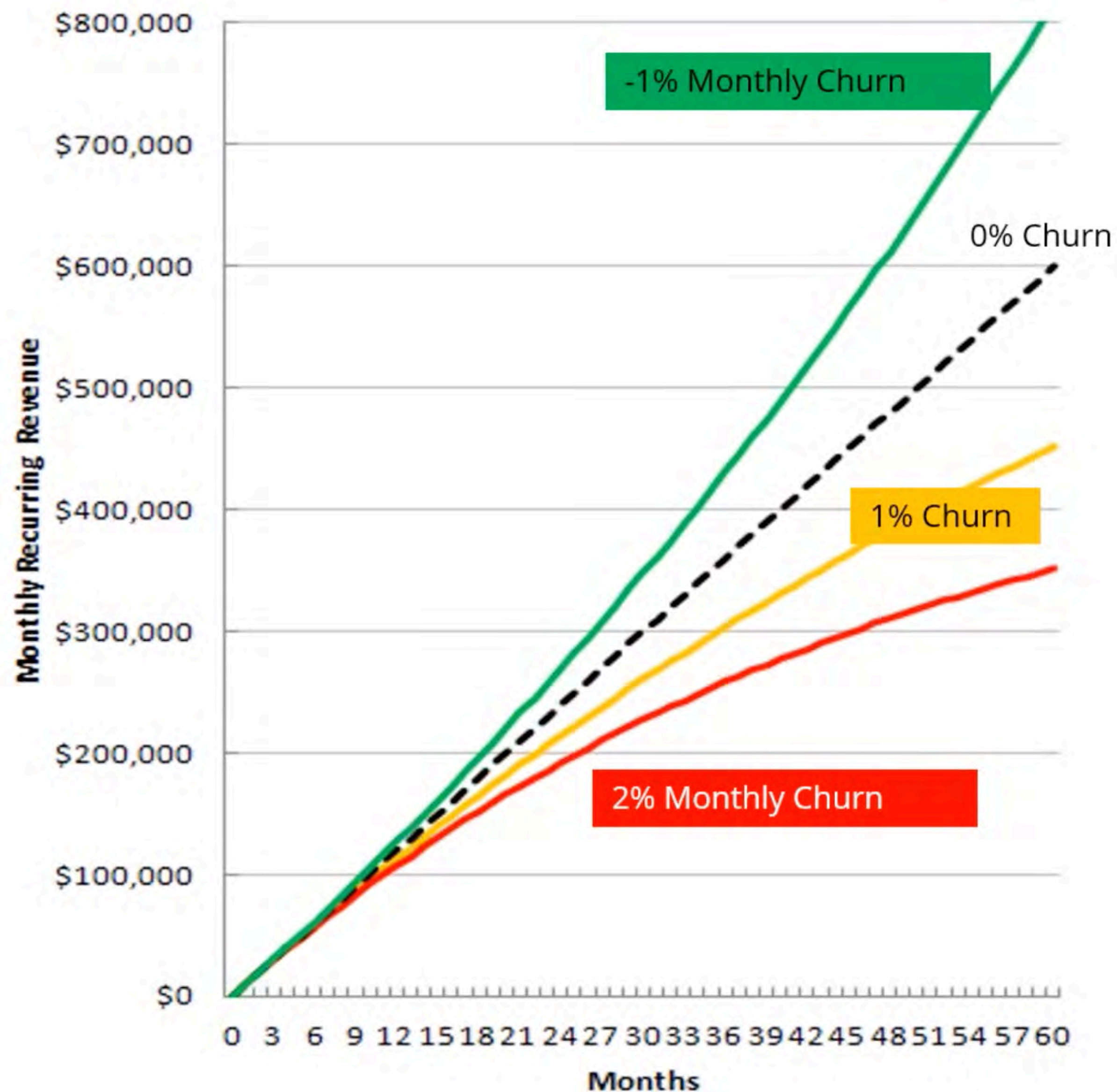
Decreased Value | -\$630m



## FINANCIAL IMPACT

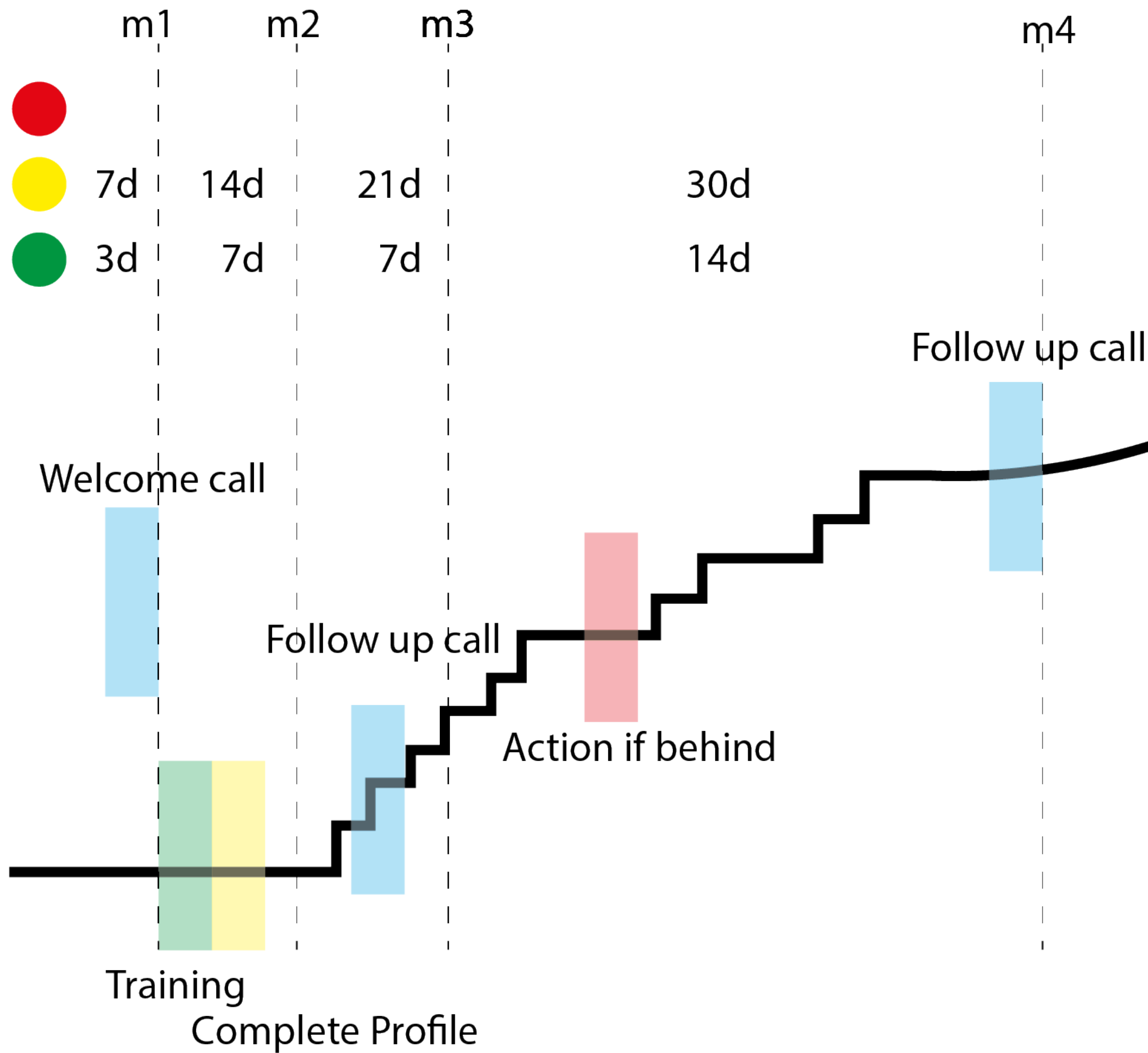
Assuming steady new bookings, see the impact of churn on:

1. Revenue Level
2. Growth Rate
3. TAM



does it  
scale?

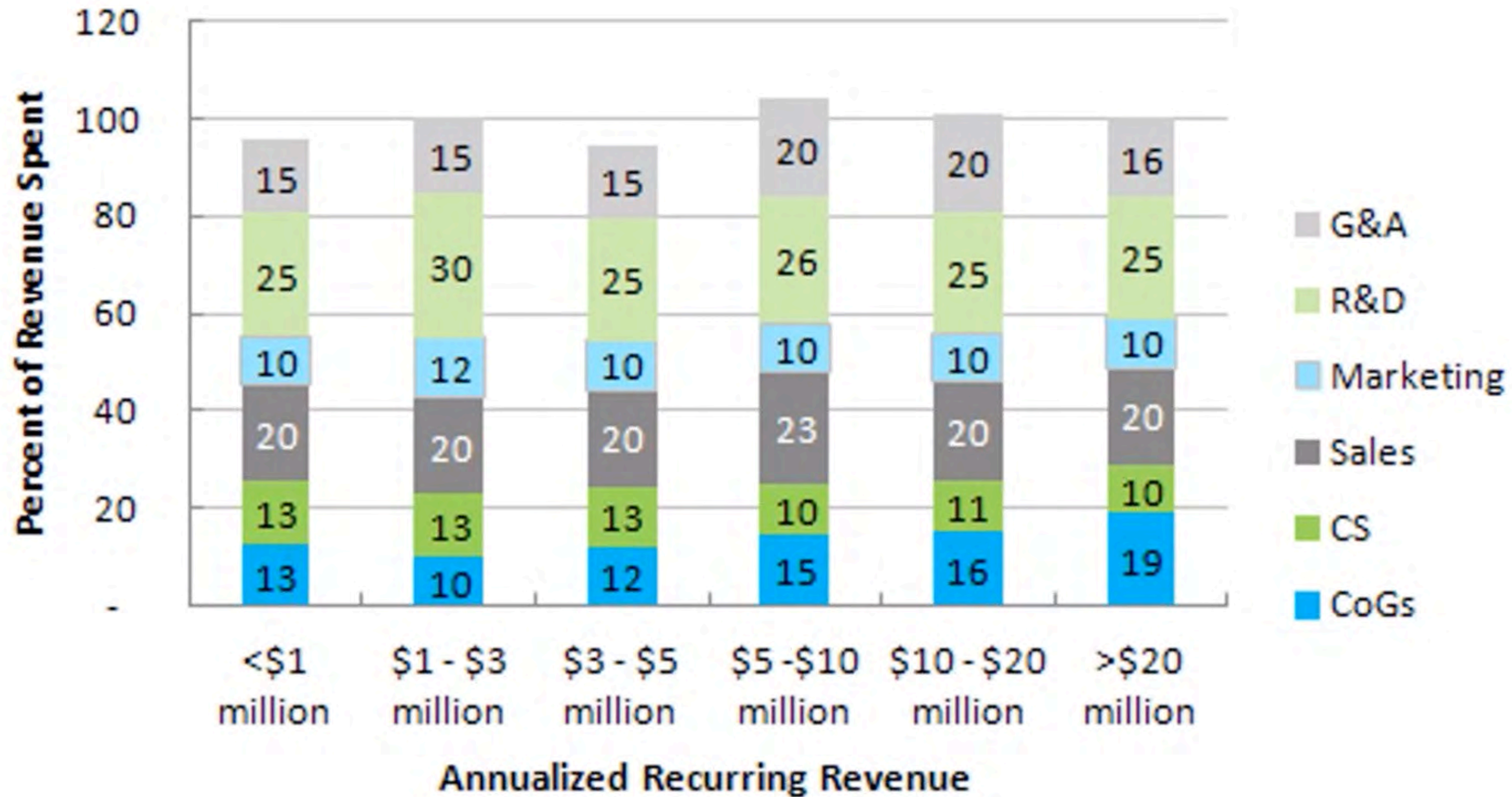
Studentvikarie Customer Journey  
500 customers + 5 CSM



**Segmentation**

- Region, geography, brand, school level, agreement, CSM
- Customer Success high/mid/tech touch
- Bookings, logins, ratings, products (cross sell)
- Unmet potential (number of pupils vs actual booking)
- High/low or increasing/decreasing metrics, score, NPS, ...
- Stuck in journey

# DEPARTMENT LEVEL SPENDING BY STAGE OF COMPANY



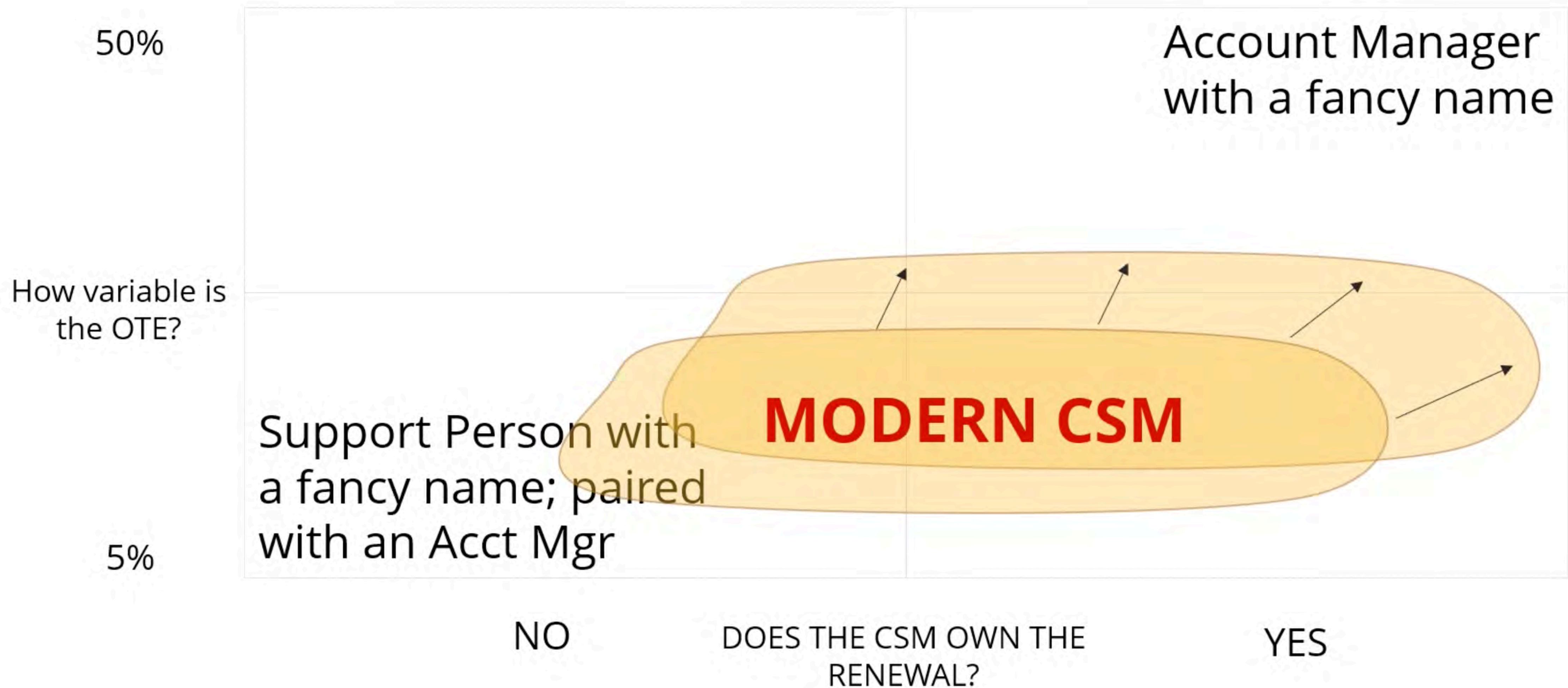
and now...



# HOW TO STRUCTURE AN ACCOUNT TEAM?



# HOW SHOULD I COMPENSATE CUSTOMER SUCCESS MANAGERS (CSM)?



# DATA TO CONSIDER

## OBJECTIVE

Usage  
Engagement with high-value features  
Path thru journeys  
Support tickets  
Open bugs

Customer communication: quality / consistency  
State of champions and decision makers  
Status of the company, industry, economy

## INTERNAL

## EXTERNAL

Results of Periodic Business Reviews  
Evaluations of CSMs

NPS, CSAT scores  
Product / Service Reviews

## SUBJECTIVE

# CS BLINDNESS

For Growing Companies, I see two major blindness with Customer Success Leaders.



They build a team of heroes,  
not contributors

They can be ill-informed of  
corporate margin goals



thx