CUSTOMER SUCCESS

as a culture

SALES LEADERS
EDITION

Content

Companies need to prove their worth— day after day, month after month, year after year

— Kaiser Mulla-Feroze

Dear Reader,

How can sales leaders be sure that their teams are focused on more than a number? Putting customers first in the sales process can be incredibly challenging for some organizations and teams. With so many competing priorities, deadlines, and metrics hanging over sales teams, how do companies ensure that the customer is the hero and is always put first?

To the sales leaders highlighted in this book, the customer is the reason they have a job in the first place. The reason their company is in business and will continue to stay in business. These sales leaders love their customers and do whatever they can throughout the entire sales journey to ensure they are listening, challenging, and helping customers—all with the intention of making the customer the hero at the end of the day. And while some sales leaders have different views, tactics, and manage their teams differently, you'll see that all believe that the customer is the lifeblood of their business and should be the center of culture across the entire company.

How does your own sales team (and company for that matter) seek to put the customer first? We'd like to challenge you to take away 3-4 insights, whether from this eBook or from other peers in the industry, and begin implementing customer success as a culture in your company. Already have some ideas? We'd love to hear them!

All the best,

Dave Blake
Founder/CEO, ClientSuccess
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> **Our customer's success is the lifeblood that keeps this company afloat**

Adam Becker

Director, Sales & Account Management

TinderBox

As Director of Sales & Account Management at TinderBox, Adam serves, supports and collaborates with his team to remain focused on consulting TinderBox's strategic clients.

TinderBox was founded to provide sales teams a better way to create the assets they need to close deals. Since the company's inception, the TinderBox team has led the industry by pioneering technologies that enable companies to use the information they have in CRM, CPQ, ERP and other systems to create, deliver and track sales materials online. In Adam's role, he is responsible for 3 primary objectives:

1. Adoption of product

2. Providing "voice of the customer"
    back to the product team, and

3. Selling new product lines into existing business.

Customer success is the focus of TinderBox's entire business, and according to Adam, should be for any SaaS organization. "Our customer's success is the lifeblood that keeps this company afloat," said Adam. "I spend my days understanding how we can improve our customer's experience from the time they become a customer, through implementation of software to adoption of that software, and, ideally when we help them achieve the goals they originally set out with us. We affect the customer's perception of success by going on that journey with them as a partner rather than simply a software vendor."

When you put customer success at the middle of your model, every other aspect of the company is geared toward the customers. Adam and the TinderBox team are responsible for representing the 'voice of the customer' to all different departments, which helps the company create alignment and ensure customer success is part of the company's DNA. "Whether

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customer feedback is for the product team pertaining to how to make the software better, or to our marketing team pertaining to how we can more effectively communicate, we ensure it's our customers' voice and success that dictate the direction of our company as much as possible," said Adam.

What kind of questions do Adam and his team ask customers to understand how they engage with TinderBox's products and services? Adam explained that his team tries to ask questions that help them envision what the daytoday lives of their customers look like. They ask questions such as, "What challenges do you meet on a daily basis that keep you from achieving your goals?" According to Adam, "It's always amazing the diversity we find in the way our customers go to market: from a high tech office in downtown San Francisco, to a factory in Chattanooga, TN. It's imperative we thoroughly understand their background and what drives each of them uniquely before we can begin to recommend a product or service."

Adam and his team track the success (or failure) of customer engagement with their products or services in 3 major categories across the customer journey. First, throughout the implementation

they track success by the timeliness of completing the project. Second, once they have a successfully implemented project, they then focus heavily on adoption, and use individual user-by-user data to determine if the tool is being used to its potential. Lastly, they measure success based upon their ability to help the customer meet their original objectives.

Another way Adam and his team are closely tied to customers is through the company's Customer Advisory Board. Adam's Involvement is to identify the best customer(s) to represent a segment of TinderBox's total customer base, then to ensure that the group is mutually benefiting each other from the different areas of the business. "The best way we have found to make sure we are always focused on our customers is to start with their needs first by conducting a thorough discovery process so that we can represent their needs rather than what we think they may need," commented Adam.

When it comes to ensuring the customer is always the hero for sales teams, Adam gives this advice: "Having a consistent (and loud) voice of the customer is critical. All areas of the business need to understand what's working and what is not in order to change and adapt to the everevolving landscape. At TinderBox, we have small weekly meetings to talk about success and challenges across a number of segments of our business, then larger monthly meetings to dive into details and action items."

Adam's goals for 2016 include continued focused on adoption of TinderBox's core products and aligning results to the business goals of customers. "But as we introduce new products into the market, I will also be spending more time adding value to our customers in new and exciting ways," concluded Adam.

Public praise reinforces what is right, in the midst of pressure and quotas

Conner Burt

Head of Partnerships and Sales Strategy

Lessonly

Lesson.ly is changing the way businesses think about training. Lesson.ly is the tool; Conner and the entire team behind it make it special.

Lesson.ly is a learning automation platform that helps high growth companies transfer best practices and knowledge in measurable ways. As VP of Sales, Conner coaches a growing sales team on everything from customer discovery to negotiating; builds process around the customer acquisition engine; informs the product road-map based off of prospect and customer conversations, and helps solve custom customer challenges through product changes. Conner and his team measure success by 3 important KPIs, including:

1. Inbound and outbound demos completed

2. Quarterly and annual annual recurring revenue (ARR), and

3. percentage of reps meeting quota.

As VP of Sales for Lesson.ly, Conner and his team care a lot about customer success and work to ensure the customer is always at the core. Because of the importance based on customer success, Lesson.ly has identified 3 specific ways that Conner and his sales team are involved in customer success:

The Handoff. The experience of signing up for the Lesson.ly product and moving to a new point of contact needs to be seamless in every deal. Conner trains his reps on how to handle the kickoff call to make sure they over-communicate between sales and customer success during the process.

The Customer Profile. Who is Lesson.ly signing up? It's clear, there are good and there are bad fits for any SaaS company. Conner and his team avoid, at all cost, signing up customers who they know will be short term or who have a good chance of churning out.

The Expansion Opportunity. Typically in Lesson.ly's business, the sales team continues to drive upsells in the first 6 months of the relationship before handing off to the customer success team.

Because customers are so critical to Conner's team, he interacts with customers often - even on a daily basis - to hear how Lesson.ly customers describe the value of the product. According to Conner, "Customers drive our product roadmap. They help align marketing and sales by helping us really better understand the challenges we're solving for them, in their own world. Our sales and marketing teams often use messaging that comes directly from our customers, so meeting with them regularly and having a strong pulse on how our customers are doing is key to our company's success."

The customer always comes first throughout the sales process at Lesson.ly, and Conner makes sure his team is trained well on this by using repetition. Conner explained that with a team of sales folks, it comes down to training them well in controlled environments and using positive reinforcement when the customer is put first. Sharing things like one off compliments from prospects with the entire team helps to reinforce the value. Here's an example of a note Conner shared from a prospect that had just signed up for Lesson.ly:

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"Evan, thanks for everything during this process! You and your team have done a phenomenal job of demonstrating the value of Lesson.ly. I reviewed at least 5 other vendors and yours was on top mostly because you were so wonderful and attentive and helpful, on top of having a great product. Hooray!!!!"

When giving advice to other sales leaders about how to keep customers at the center of the sales process, Conner finds it important to tell stories of moments when sales reps go above and beyond for customers. "Public praise reinforces what is right, in the midst of pressure and quotas," said Conner. "At the same time, giving reps autonomy to put customers as the hero is important. There's no perfect blueprint and every rep will do it in their own way, if given the opportunity."

Be sure to add value with every interaction... if the customer gets what they need, everyone wins

Paul Alves

Co-Founder / CRO

quota Q factory

As CRO of QuotaFactory, Paul's vision and purpose in sales development is that of advancing sales development reps and executives so that "every rep exceeds quota."

QuotaFactory's "PRM" (Prospect Relationship Management) platform demystifies what it takes to support, manage, and drive the sales development process. QuotaFactory provides the industry's only all-inclusive "Software with a Service" model that provides the optimal mix of technology and services to dramatically increase user adoption, ensuring each sales development rep maximizes the number of quality sales conversations they are having each day. "Our approach is to utilize technology combined with best practice, proven workflows developed over our 14 years of prospecting experience to drive more sales conversations, not just fill prospects inboxes with prospecting emails," said Paul Alves.

As Co-Founder and Chief Revenue Officer, Paul oversees all aspects of revenue at QuotaFactory. His top 3 KPIs include:

1. Net new software seats

2. Net new outsourced customers, and

3. Existing customer growth and satisfaction.

Paul and his team work directly with his customer success team and customers to set proper expectations, from implementation and on an ongoing basis to ensure 100% user adoption and best practice usage.

Either Paul or one of his sales reps interacts with every single QuotaFactory customer on an ongoing basis. Starting in 2016, they will host quarterly "Learning Events" to bring together customers and industry thought leaders for a day or two of learning combined with a fun event to benefit their customers.

A big part of Paul's job is to ensure every single customer's expectations are exceeded every step of the way. Paul explained, "Having a plan in place, relentless execution and improvement of that plan

"Having a plan in place, relentless execution and improvement of that plan along with constant communication both internally and externally, enables us to keep our commitment for 100% customer satisfaction. Our customers will tell us what they need. As long as we are constantly communicating with them and responding accordingly, customer satisfaction will remain high. We will not rest until every rep on the QuotaFactory platform exceeds quota!"

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The software and services at QuotaFactory are such that tracking KPIs is a critical part of driving success, so the team has a significant amount of data to draw insight from. That said, Paul explained that he and his team ask customer managers and users directly if they like working with QuotaFactory and why. In addition, he asks if his team, product, and services are helping them reach their goals.

When seeking customer input, Paul explained that, "Given our platform is supported heavily by our customer success and coaching teams, we are receiving constant feedback. "Input from our internal team of SDRs and customer teams, is the number one driver of product enhancements."

Our quarterly learning events will be another great way to engage with our customers face to face. "I, as well as my team, will be attending each event and facilitating customer feedback roundtables with a goal of incorporating customer feedback into our product and process," said Paul. "The prospecting process and technology are constantly evolving, and it is important to be on the cutting edge of that evolution."

Customer success is the number one priority for Paul and the entire QuotaFactory team. So much so, that bonuses for the team are divided equally among net new revenue, customer growth, and customer retention. "Success in the last two categories are clear indicators of customer success. If we are helping a customer meet and exceed their overall goals and revenue targets, they will not only stay with us, but will grow with us," said Paul.

His advice for other sales leaders is direct and to the point: "Be sure to add value with every interaction and make customer success your number one priority. If the customer gets what they need, everyone wins."

Staying close to customers is incredibly important to any company, but especially for growth-stage companies like us

Jeff Dolan

VP of Sales

leveleleven

As VP of Sales at LevelEleven, Jeff and his team are responsible for working with worldclass sales organizations, helping them sell more, faster.

LevelEleven is a sales performance platform, used by VP's of Sales & Marketing. As VP of Sales, Jeff keeps the sales teams focused on increasing the most critical behaviors that drive wins. In addition, he provides real-time insight into performance, and how teams are pacing toward their goal, and enables and educates high performing teams through modern, metric/KPI driven leadership. As similar to many in sales leadership roles, Jeff's key metrics include:

1. Net new revenue growth

2. Deal velocity, and

3. Revenue retention and customer count.

As VP of Sales, Jeff ensures customer success by understanding how the LevelEleven product is being used and what his customers are focused on, as well as keeping a pulse on key customers and use cases. Jeff's sales team is not only responsible for bringing on new customers, but bringing on the RIGHT customers. Jeff commented, "We have worked hard as a team to identify the ideal

"We have worked hard as a team to identify the ideal customer profile and that is a focus for marketing, the sales development group, the account executives, and of course, our customer success team. Sales specifically works hard to keep the customer success team in the loop when nearing the end of the sales cycle so there are no surprises. In addition, we have a formal service level agreement (SLA) that is in place and signed by the entire sales and customer success team to ensure we stay aligned beyond that as well."

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Customer success is essential for Jeff and his team, and it's part of the DNA of LevelEleven. As customers are critical for sales success and company success as a whole, Jeff interacts with customers daily. "Staying close to customers is incredibly important to any company, but especially for growth-stage companies like us," said Jeff. "At LevelEleven, we prioritize our customers success as an entire organization."

Modern sales is now increasingly focused on the buyer, not the seller. LevelEleven views the customer in the same light and they keep the customer at the forefront, across the entire company. Through the product development process, Jeff and his team listen to customers to understand what is happening in the market, and what the customer needs and wants. "We then work to build a prototype, and then get feedback from additional customers," explained Jeff. "Our product development roadmap is heavily influenced by customers. We supplement that with our own experience, insight and thought leadership." In addition, the LevelEleven sales and marketing teams stay very close to the customer. The teams work what they are hearing in the market into their messaging. Learning from the customers on a continual basis is important as the LevelEleven product is unique as the company is creating a new category, and messaging is an critical ingredient of success as a whole.

When Jeff interacts with customers, he makes sure to ask questions about the value they see in the product as well as how they are

using it. He pointed out that, "We really focus on understanding the actual use case, and work with the customer to quantify the impact we are making." To do so, Jeff asks questions such as:

- How is the product being used today?

- What is the impact of the product in your organization?

- How has the response to the product been from three key levels: Executives, Leadership Team, and End Users?

- What initiative has this product been mapped to?

- Are there any other groups this product could help?

Ensuring the customer is always first throughout the sales process is incredibly important to Jeff and his team. Because of this, they have mapped the sales process to their buyer's process as closely as possible. LevelEleven puts customers first by being very transparent throughout the process in every way as they partner through the buying cycle together.

2016 is sure to bring with it many focus areas for sales leaders, but Jeff's advice to his peers is this: "Understand the buyer matrix for your product or service. Who is involved, and what do they influence? On average, there are more than 5 people influencing every B2B sale, so it is important to understand that making 5 different buyers a hero requires 5 different strategies. I would recommend leveraging your internal resources to help. For example, LevelEleven often engages our CEO to interact directly with our prospects at executive levels, I (as VP of Sales) will personally introduce myself to the VP-level buyer, our CTO will reach out to technology evaluators while the AE works with the day-to-day contact. Our team has gotten a very positive response from this type of relationship-driven approach."

The role of sales is to make customers smarter about their own business, not ours

Todd Caponi

Senior Vice President of Sales

POWER REVIEWS

Todd is a geek for sales education, sales methodology and buyer psychology. As Senior Vice President of Sales for PowerReviews, he's building and driving the sales organization for their leading SaaS consumer engagement platform.

PowerReviews is on a mission is to unify and amplify the voice of the consumer throughout their journey, across all channels, to help consumers make better purchase decisions and to help businesses drive sales and improve products and services. Needless to say, customer success is vital to PowerReviews as their product is made to empower the customer's voice. As Senior Vice President of Sales at the company, Todd has 3 major responsibilities:

1. Build and grow the revenue capacity
    of the sales organization

2. Develop and maintain strong, active relationships with key customer stakeholders, helping to bring a new way forward to the world's retailers and brands that help guide their consumers' purchase decisions, and

3. Create a culture where his organization develops a passion for what they do, who they do it for, and who they do it with.

Todd and his team play a critical role in customer success. In his words, "The role of sales is to make customers smarter about their own business, not ours. Our responsibility is to be more like a business 'personal trainer' to a client; there to challenge them to achieve more than they thought they could; to break them free from their comfort zone; to rethink their possibilities. The customer should be stronger because of the relationship with our sales organization and our company."

Because customers are so fundamental to Todd's role at PowerReviews, a key part is to develop and maintain key strategic relationships with the company's customer base. Todd went on to explain, "I, along with my team, are part of Initial conversations during the selling cycles, relationship building at events, check-ins during their journey with us, and special eCommerce/digital marketing lead-

ership dinners we host around North America and Europe. I take pride in doing my homework prior to those interactions and holding myself to the same requirement of driving incremental value and teaching something new to the customer in every conversation."

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By providing solutions that aid their customer's consumers' purchase decisions, PowerReviews has the benefit of being able to experience the customer's approach before they ever talk to them. "It's all out there for the world to see," said Todd. "As a result, we can be smarter before the first conversation; we can provide advice and best practices, and we can be prepared for the intricacies of each client situation before it comes up. We often whiteboard out our prospects' customer journey before the first conversation, also ensuring teams like product, marketing, customer success and solutions consulting are in the room helping us strategize even before that first conversation."

Todd monitors a specific set of metrics to determine success or failure when it comes to engagement with customers. PowerReviews has built a platform that has a low total cost of ownership for their clients. And according to Todd, it doesn't need much ongoing maintenance. "However, the opportunities for our clients to optimize the way they engage with their consumers are practically never ending," he went on to say. "Our proactive customer success team uses client data on review generation, purchase-to-review ratios, page load times (which really matter for the in-store, mobile consumer of reviews), and a host of other metrics. We also closely monitor net promoter scores, we survey our customers frequently, and have a highly engaged customer advisory board."

The world of selling has changed dramatically, and according to Todd, it seems to do so every few years. But even in the midst of change, the sales teams at PowerReviews makes certain the customer is always kept at the center. "Back in the 1950's, the feature based door-to-door salesperson would show-up-and-throw-up product features, hoping something would stick," Todd explained. "In the 1980's, 'solution' selling became the norm, where a salesperson would ask a bunch of 'discovery' questions, then mold their pitch to the prospect's unique situation. Starting in the early 2000's with the explosion of data available online, prospects gained all the power. Prospects are now able to go through entire sales cycles without ever engaging the seller in many cases. And, when they do engage the seller, their requirements are defined, their required solution is defined, and they're at the tail end of the cycle." Todd concluded that, "As a selling professional in today's world, our role is to focus on the customer: make them smarter about their business instead of focusing on our own. That requires a rep to study the prospect before ever actually engaging with the prospect. That requires our reps to have a pseudo 'eCommerce Master's Degree'. If they're not making the prospect smarter about their business, they're not adding value."

Todd's advice for today's sales leaders who want to ensure the customer is always first, is: "Teach your teams to have empathy for your targets in your selling efforts," Todd said. "In my world, I receive 20+ email requests for "a few minutes" per week, which results in a worn out delete key when it's a 'this is why we're so awesome' pitch in an email. Tell me how we can be more awesome— vand not in generalities."

"Your reps should do their homework first, and not be afraid to 'teach' someone who may already be an expert in their craft," Todd went on to say. "We were at a prospect's company recently, in a room full of retail eCommerce experts. Our sales team studied up on this prospect's consumer journey, interacting with them like one of their consumers would, and that presentation rocked their world: presenting opportunities for them they didn't know were possible."

Make sure the importance of the customer is immersed in the fabric of your company

Scott Shepherd

Vice President, Commercial Sales

alteryx

With 15 years of proven sales, leadership, marketing, strategy, business development and management experience in complex technology solutions, Scott delivers results at Alteryx through a determined work ethic and competitive fire.

Alteryx, a California-based software company, is the leading plat-form for self-service data analytics. Scott Shepherd's role is Vice President, Commercial sales, and is responsible for 3 major compo-nents of sales:

1. Driving revenue

2. Bringing on new customer logos, and

3. Creating a culture for customer loyalty and retention.

By focusing on these areas, he and his team measure their success by KPIs such as: conversion rates for trial sign-ups, marketing quali-fied leads that convert to closed business, and sales rep productivity.

For Scott, he firmly believes that customer success begins with the first prospecting call and continues through the lifecycle of the cus-tomer relationship. Setting the customer up for success from the initial engagement is critical to the success of Alteryx as well as our customer. Scott explained, "Our think big, start small, and scale quickly methodology helps us earn trust quickly while providing an opportunity to scale with customers as their needs grow."

Scott and his team interact with customers on a continual basis, and because Scott also oversees existing business along with new business for his focus on commercial sales, he is provided with the opportunity to work with customers daily. "I enjoy learning the vast

"Our think big, start small, and scale quickly methodology helps us earn trust quickly while providing an opportunity to scale with customers as their needs grow."

array of ways our customers drive value and experience success with Alteryx. The ingenuity of our modern data analysts is paving a new way in self-service data analytics," said Scott. Because of this focus on customer success across the entire company, every employee at Alteryx plays a critical role in customer success; therefore, they have frequent cross-departmental meetings (across marketing, sales, product, services, and administration) to keep all employees focused on delivering a great customer experience—no matter the department.

Another way that Alteryx ensures it is continually listening to customers is through "eCAB", its virtual Customer Advisory Board. "This group meets twice per year and is a great platform for customers to interact with their peers and provide us with suggestions on product roadmap," explained Scott. As Vice President, Commercial Sales, Scott is involved in both with the recruiting of customers as well as the execution of the program.

"We don't try and boil the ocean when it comes to our sales process. We are very intentional about setting the customer up for success by getting them started with a relatively light commitment to Alteryx. Once onboard, we help our customer's quickly build to an optimal state of growth through leveraging our engineers, customer service, and user groups to help ensure their success."

Ensuring the customer is always first throughout the sales process is important to Scott and his team. So when explaining how he and his team do this, he commented, "We don't try and boil the ocean when it comes to our sales process. We are very intentional about setting the customer up for success by getting them started with a relatively light commitment to Alteryx. Once onboard, we help our customer's quickly build to an optimal state of growth through leveraging our engineers, customer service, and user groups to help ensure their success."

Scott's advice to other sales leaders when it comes to putting customers first? "Make sure the importance of the customer is immersed in the fabric of your company," Scott emphasized. "Customer success has to be authentic and felt by the customer in every interaction with your brand. Put systems and processes in place to make sure every customer feels like they're the only customer you do business with; your interactions with them should be highly personalized."

As Scott and his team look toward 2016, Alteryx has lofty sales goals, including specific customer loyalty and retention goals. In addition, Scott and his team are focusing on new customer logos as an important way to further expand their footprint in the marketplace.

Scott concluded that, "Aligning our departments to keep the customer first through their lifecycle with Alteryx allows us to deliver an unforgettable customer experience that builds a trusted bond and customer for life. In a nutshell, we want to grow our existing customer base while aggressively adding new customers."

The only way to get the right information is to speak to your prospects and customers on a regular basis

Wes Antrobus

Director of Commercial Sales

Return Path

As Director of Commercial Sales at Return Path, Wes leads a team focused on bringing new business bookings to the organization, while keeping customers the #1 priority.

Return Path analyzes the world's largest collection of email data to show marketers how to stay connected to their audiences, strengthen their customer engagement, and protect their brands from fraud. As Director of Commercial Sales, Wes makes it a priority for his team to provide feedback to the Return Path product team on what the customer needs and wants. In addition, Wes and his team do thorough discovery to ensure the right solution is sold, all while ensuring he and his sales team understand every aspect of the product.

The Commercial Team Wes leads at Return Path is focused on bringing new business bookings to the organization. They accomplish that in two ways:

1. Having a direct relationship with the end customer, and

2. Working with the customer indirectly through one of their partners.

Wes and his team have a big role in contributing to customer success as ultimately the expectations that they set throughout the sales process are critical to ensuring the customer gets off to a good start using their products or services. "If we provide them with the wrong technology or scope out the wrong service engagement, it can lead to an unhappy customer and get them off on the wrong foot which can take a lot of time to get them back on board as a happy customer," explained Wes.

Wes actively participates in customer conversations, and in most cases his interactions with customers happen during the initial sales cycle. During an average week, Wes participates on 5-10 customer calls and is very active in more strategic sales pursuits to ensure the customer is always first throughout the process. While in those customer conversations, Wes' goal is to make sure his sales team fully understands all aspects of the customer's email program (cam-

paigns they run, frequency, as well as how they monetize, etc.), the technology they use, and the resources they have available. "As we get the full understanding of these questions, it is then our goal to provide our customers with the right technology or services to gain more visibility into their email program, help them fix any current issues, and ultimately give them a bigger return on their email marketing campaigns… and make them more money!", explained Wes.

"It is so important to understand the market and provide recommendations to your product, operations, marketing teams, (etc.) to help you sell. The only way to get the right information is to speak to your prospects and customers on a regular basis. I would also say that you really need to get into deal specifics with your sales team so they know that fully understanding the customer's needs and providing them with the right solution is of utmost importance to making our customers look like heros."

Ensuring the customer is always first throughout the sales process can sometimes be a challenge, but Wes' team overcomes this by making sure that they are properly scoping the needs of their customers and not just providing them with technology or services they don't need. His team takes responsibility for providing the right solution to make the customer successful, regardless of motives they may have to hit a certain target.

When asked what advice Wes has for other sales leaders, his answer came easily: "Sales leaders that are involved in bringing in new customers to the organization should make sure they are consistently getting involved in sales pursuits both actively and in the background," said Wes. "It is so important to understand the market and provide recommendations to your product, operations, marketing teams, (etc.) to help you sell. The only way to get the right information is to speak to your prospects and customers on a regular basis. I would also say that you really need to get into deal specifics with your sales team so they know that fully understanding the customer's needs and providing them with the right solution is of utmost importance to making our customers look like heros."

Wes' goals for 2016 include making sure that the Return Path sales team is reaching out and providing their products and services to any organization that values email as a marketing channel. For every customer that comes on board with the company's product, his goal is for them to see a huge return and make them look like heroes for deciding to do business with Return Path.

We've learned how these sales leaders are rallying their teams and making customers the heroes—now you tell us:

How does your sales organization create a culture of customer success?

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