Acquia Services Customer Journey Map

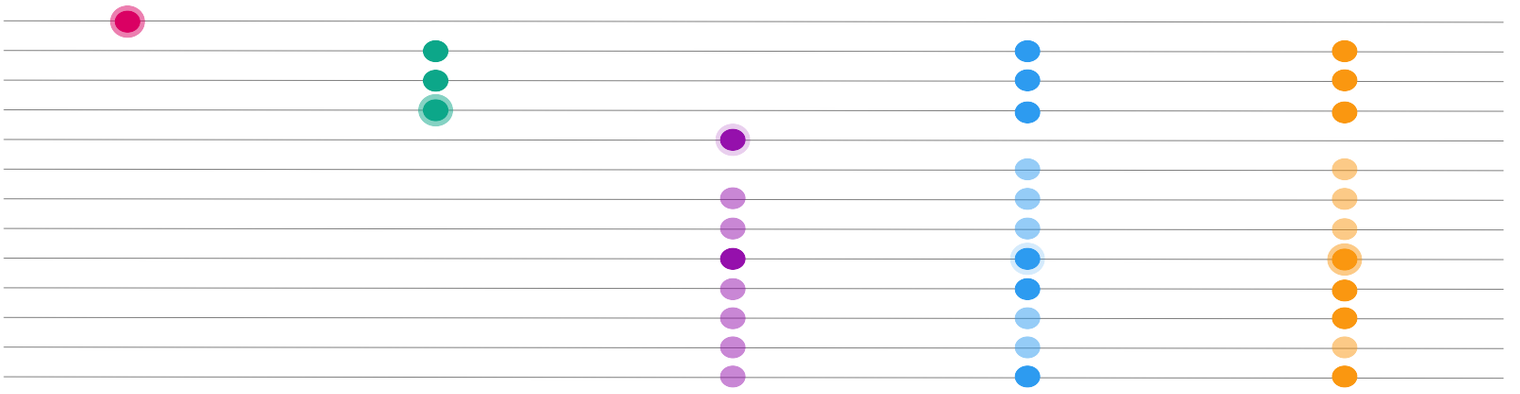
Map Symbols

- Paid Engagement
- Will become a paid engagement
- Temporary/allotted hours/ project based engagement

	Discovery/Selection	Onboarding	Setup	Usage	Grow
CUSTOMER GOALS	MARKET SOLUTION	DESIRED CUTOMER OUTCOMES	BUILD SOLUTION	ACHIEVE RESULTS	REMOVE BARRIERS
PROCESS	• Seek solution(s) to their problem • Talks to a Sales Advisor • Sales talks with customer about DCO's	• Customer selects products that solve the problems they are looking to solve • Meets with a CSM if a high paying customer, an AM or AE • Selects paid services such as a TAM • If the customer does not use Drupal, they will not be offered a TAM service	• Customer meets with IC who matches desired customer outcomes with what can be built for the customer • A timeline and roadmap is built • Customer receives a lot of one on one handholding from IC and TAM	• Reunites with CSM, etc. • Meets MCC and leaves IC relationship • Customer uses product and comes across unique problems and uses cases • Has several points of contacts for different specialties and expertise	• Customer determines if they will renew if barriers to reaching their day to day goals are removed timely and well based on their desired customer outcomes set early on
		Cross Solution Collaboration	Cross Solution Collaboration	Cross Solution Collaboration	Cross Solution Collaboration

Department Touchpoints

Sales Advisor
Account Manager
Account Executive
Customer Success Manager
Implementation Consultant
Professional Services (Content Cloud)
Marketing Services Consultant (DAM)
Marketing Cloud Consultant (CDP)
Support
Named TAM (ACP)
Team TAM (ACP)
Global TAM (ACP)
Technical Architect (CDP)



CUSTOMER QUOTES

- Acquia Community and DAM CX Journey interviews
- 2022 Customer Feedback Survey

"I mean the TAM arrangement helps because I sort of feel like I have, you know, there's sort of a built in like security net, right? Like, I can't get too far out of control before I can just sort of ask someone and be like, I can't figure this out" -

"The first contract included TAM as an extra line item and moving into our second contract, I was thinking that we may not need that cause of our continued use of Third and Grove. So it was good that it was, sort of bundled in and not treated as an extra anymore to know that there are some people that know us a little bit deeper level than the general support pool and support resources"-

"However, we will find that there are peaks and troughs when it comes to the communication, because we'll ask questions via the service portal raising tickets and also directly via emails. So it's a very interesting one because it won't just necessarily be the TAM, it'll be our Account Manager, but also our, I can't remember the title of his role" -

"You know, the, the general likelihood is that I will, if I can't find the information myself, I'll raise a TAM request and then the TAM is at least aware of my query and you know, where I'm trying to go"
1

"I would like to see more one-on-one support on a regular basis once the implementation phase is over" - **2022 DAM Customer Feedback Survey**

"I wish we could meet again with our onboarding specialist whenever there are new releases or additions" - **2022 DAM Customer Feedback Survey**

PAIN POINTS

Service Offerings Conflict with Internal Processes

- "Clarify the service and tiers for customers in sales and support docs"
- "So it actually is kind of common to have to level set with customers that are just coming onto the TAM program because sales may have told them certain things that aren't quite true or like how the engagement is"
- The white papers for the TAM service state they are there to work alongside the Acquia Support Team.

Setting Customer Expectations

- "Expectation setting - roles should be clearly defined during the customer onboarding"
- "We do not a very good job of explaining the difference between our different levels of TAM services. Often customers will come into Team TAM with Named TAM expectations at Team TAM prices"

Service Tickets and Trust

- "One of the things that's more of a challenge is TAM being the middleman. So a TAM has frequent and direct contact with the customer. Sometimes we are the customers really only connection into Acquia because we talk to them the most"
- "So support has had a lot of challenges with switching to the new ticketing system that we have that isn't even that new anymore. And so there's some bugs in the ticketing system where certain alerts don't work and it's easier to just like lose tickets"
- "Well the customer said this and then we have to pass it on to product, the product says this and we have to pass it back to the customer cuz the product and engineering side don't normally interface directly with customers"
- "Some customers are very reliant on the actual person that has been assigned as their TAM and that TAM isn't available 24/7"
- "We will sometimes play liaison between support and the customer or quarterback those questions"
- "Using cloud.acquia.com to support marketing cloud customers is the single most confusing and inefficient way for CDP users to contact Support. It's awful"

Re-Setting Boundaries and Expectations

- "The challenges are is understanding where MCC tasks begin and end and what an MCC doesn't do"
- "So some customers think that TAMs are kind of more like dedicated support, which kind of needs to be remediated. Like we have to reset expectations around how they use TAM versus Support"
- "I'll work beside the Support person kind of behind the scenes providing context, providing, you know, sometimes the solutions. But, I deliberately don't want to position myself as white glove support"

Product Expertise and Documentation

- "The biggest blocker to providing streamlined services to customers are our own products. They require a lot of specialized knowledge to understand and use and our customers are less likely to have those experts on hand because the industry has shifting the training toward javascript and away from PHP"
- "We don't have any documentation about how to do that. We have a lot more unsuccessful projects than we do successful ones. So the challenges as team is to try to help guide the customer's developer team through something you've never done before"
- "In my experience, it's kind of a mixture of finding them answers to specific questions. You know, how does this product work? How do we get this thing to work? This is broken, what do we do to fix it? And some of that is finding answers. Some of that is finding documentation and pointing them in the right direction"

OPPORTUNITIES

Align the Sales Advisor and Internal Teams with New Customer Facing Documents

1. Clarify the service through all phases of the customer relationship, from sales to the intro and start of service, and reinforced throughout the project lifecycle.
2. Clarify the service and tiers for customers in sales and support docs.
3. Clarify marketing pushes such as webinars, white papers, etc.
4. Specifically around the TAM service, offerings, we improve our white papers, public facing documentation and internal documentation to more clearly show the Strategic Value of TAM services, and include case studies where we share information about how TAMs have helped customers through various stages of their project life cycles.

Create Clear Onboarding Documents

Match the Service Role to the Problem to be Solved

1. "Guide" that links valuable Acquia services with customer maturity phases/stages.
2. Checklist early on with the customer and define value each position brings to achieve goals and DCO's.
3. Build relationships across teams early on.
4. Bring TAM or other Drupal SME into the early project planning part, before build starts.
5. An effective onboarding program for internal teams. If we do not equip our teams, the individuals to understand their role, the roles of others then they will be unable to communicate this to customers.
6. Maybe have multiple TAMs working on newly onboarded accounts for first few months. That way we might end up with a more uniform way of serving accounts.
7. Present to a customers in an "MCC kickoff/welcome" call a deck that outlines specifically where we add value and what our role and responsibilities are.
1. Build in all TAM as an entitlement (like CSM). So we choose which TAM offering to give to customers, not just what they feel like paying.
2. Not selling the cheapest option to make the sell - sell the products & services really needed.
3. Deliver PS services/solutions based on problem to solve, not by cloud or product so that the customer can effectively answer what is my strategic vision for my digital landscape.
4. Are we big enough to create teams by industry/expertise and these teams work across clouds?
5. Big change, but less reliance on individual TAMs on each account. Maybe a main TAM to direct comms, but bring in various TAM SMEs depending on need.
6. Better alignment of specific customers' needs with the skills/experience of specific TAMs. Customers needs evolve, maybe we should consider reshuffling TAMs between accounts more frequently.
7. Center the customer need at the heart of offerings, not billable hours over all else.
8. Offer similiar PS services across cloud driven by budget, DCOs, offering a FS like implementation for Site Studio, not just all Quick Start. Feels like we play in either very cost conscious or custom hi dollar -- is there a middle ground?

Improve Service Tickets and Self-Service Tools to Build Trust with Support

1. Improve the tools we use to provide our service at scale.
2. If we had better tooling internally, and we could allow either for some customer self service tooling, or better tools for Self Service.
3. More self-service functionality in the product.
4. Streamline communication methods for customers. Make TAM Request submission process clear and easy.
5. Support induction for all CDP customers.
6. Improve the Support system forms: Add prompts, for example.
7. Provide in-app Support - chat and be able to raise tickets from the UI.
8. Support portal where customers can input requests for anything.
9. A customer does not want to triage their own issues. One point of entry and we triage.
10. One of our areas of opportunity is we want to figure out how to make the MCCs more involved in the implementation. PS should still own it.

Clarify Roles and Maintain Boundaries

Consider a Single Point of Contact

1. High turnover of CSMs on CDP accounts has meant that CSMs have not had time to form relationships or add value (EMEA) - don't keep reassigning CSMs.
2. Put clearer bounds around Named TAM, Team TAM and Support.
3. Better definition and differentiation CSM (free support to help towards success) and paid PS engagements.
4. Consistent behaviour - We should all try and play within our boundaries and collaborate with each other to do so.
5. Partner with the CSM to ensure customer understands which person to reach out to for what.
6. Greater clarity in MCC scope allowing the customer to understand the offering better.
7. CSMs should be marketing cloud CSMs - they should have basic knowledge of the products and what customers are trying to achieve with the products
8. More clearly grid out the roles/ and value to customer in for each group
9. A program manager that represents the customer across clouds (multi-cloud customer) to support customer in all of their services/products and the order to best execute.
10. Provide a clear, single point of contact (CSM or Account Owner).

Documentation to Build Product Expertise for Internal Teams and Customers

1. Check lists that give clear direction of the required steps/processes needed to perform routine tasks.
2. Post documentation publicly about TAM scope that we can reference.
3. We should also develop project check-in templates where we can offer best practices for common project stages, and fill in ideas for how the TAM can help.
4. Build some guided templates for common TAM conversations to help TAM and also help with the other initiative around desired customer outcomes.
5. Improve use of meeting notes and use of agendas to capture progress toward customer business goals for the application.
6. Allow customers to understand where they are at any given point (project status/progress, maturity).

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