# THE NEW RESPONSIBILITY OF "LEARNING" IN CUSTOMER SUCCESS AND SUPPORT

**Shane S. Smith,** Sr. Director, Learning & Support

Rapid7

# About | shane smith

# Rapid7

Rapid7 empowers organizations to prevent attacks by providing visibility into vulnerabilities and to rapidly detect compromises, respond to breaches, and correct the underlying causes of attacks.



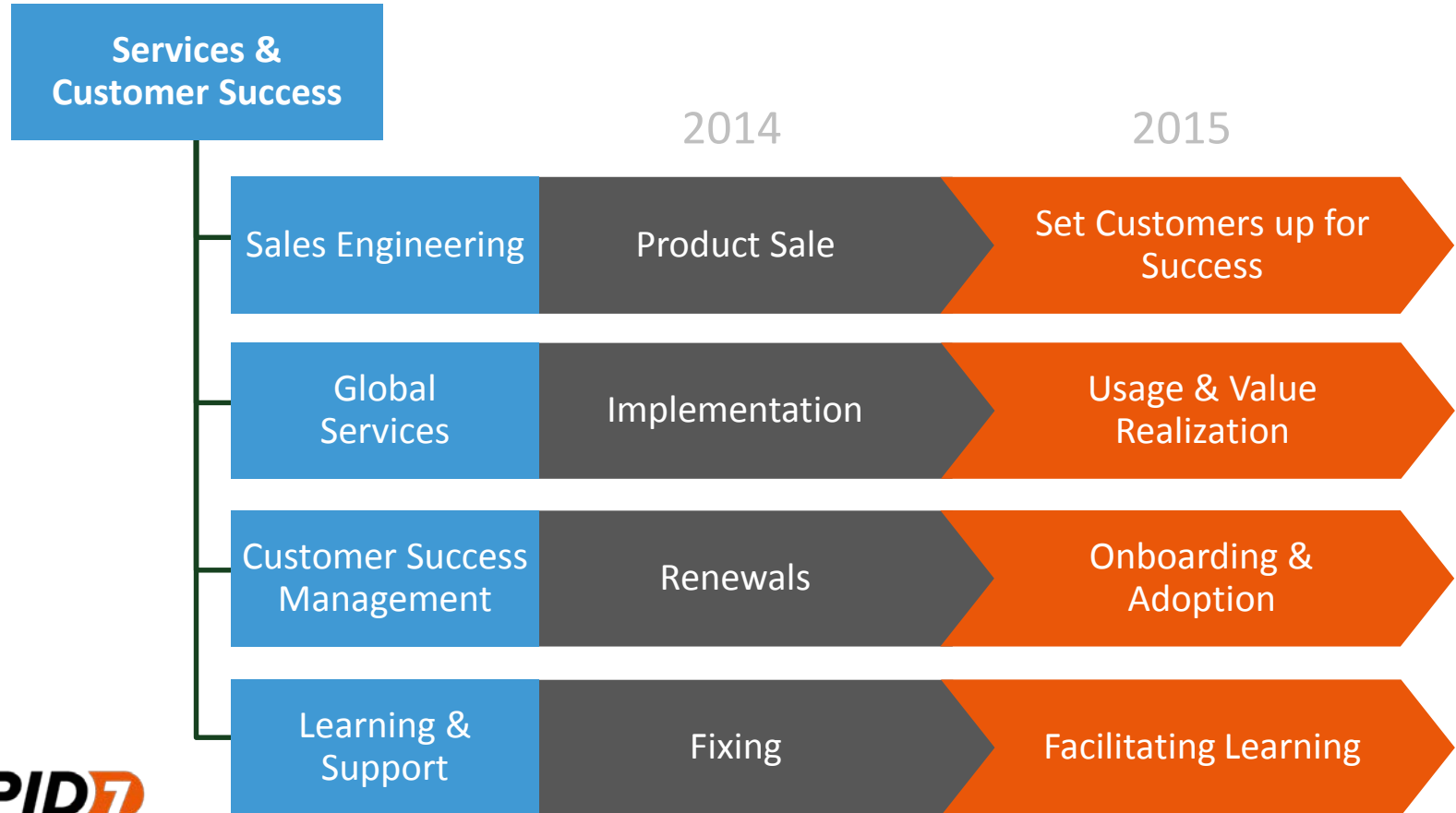**Rapid7 Initial Public Offering: Friday, July 17th, 2015**
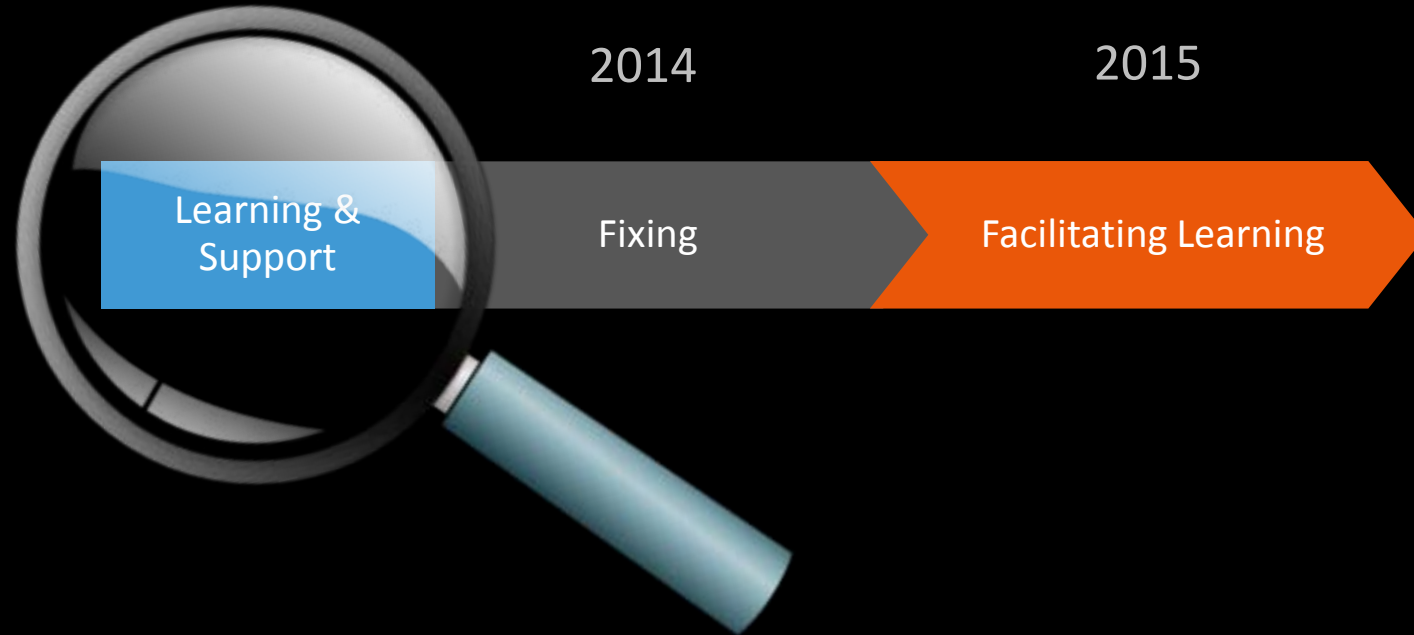
# CUSTOMER SUCCESS

THROUGH

# LEARNING & SUPPORT

# Customer Success | rapid7 perspective

# Rapid7 Evolution | organization aligned to customer success

**Services & Customer Success**

|  | 2014 | 2015 |
|---|---|---|
| Sales Engineering | Product Sale | Set Customers up for Success |
| Global Services | Implementation | Usage & Value Realization |
| Customer Success Management | Renewals | Onboarding & Adoption |
| Learning & Support | Fixing | Facilitating Learning |

**RAPID7**
LEARNING & SUPPORT

# Examining Learning & Support

2014

2015

Learning & Support

Fixing

Facilitating Learning

# Why? | land & expand is the now

**Big Deal Selling** → **Land & Expand**

**Learning & Support is the answer to "Land & Expand":**

Drive product adoption

Harvest customer perspective

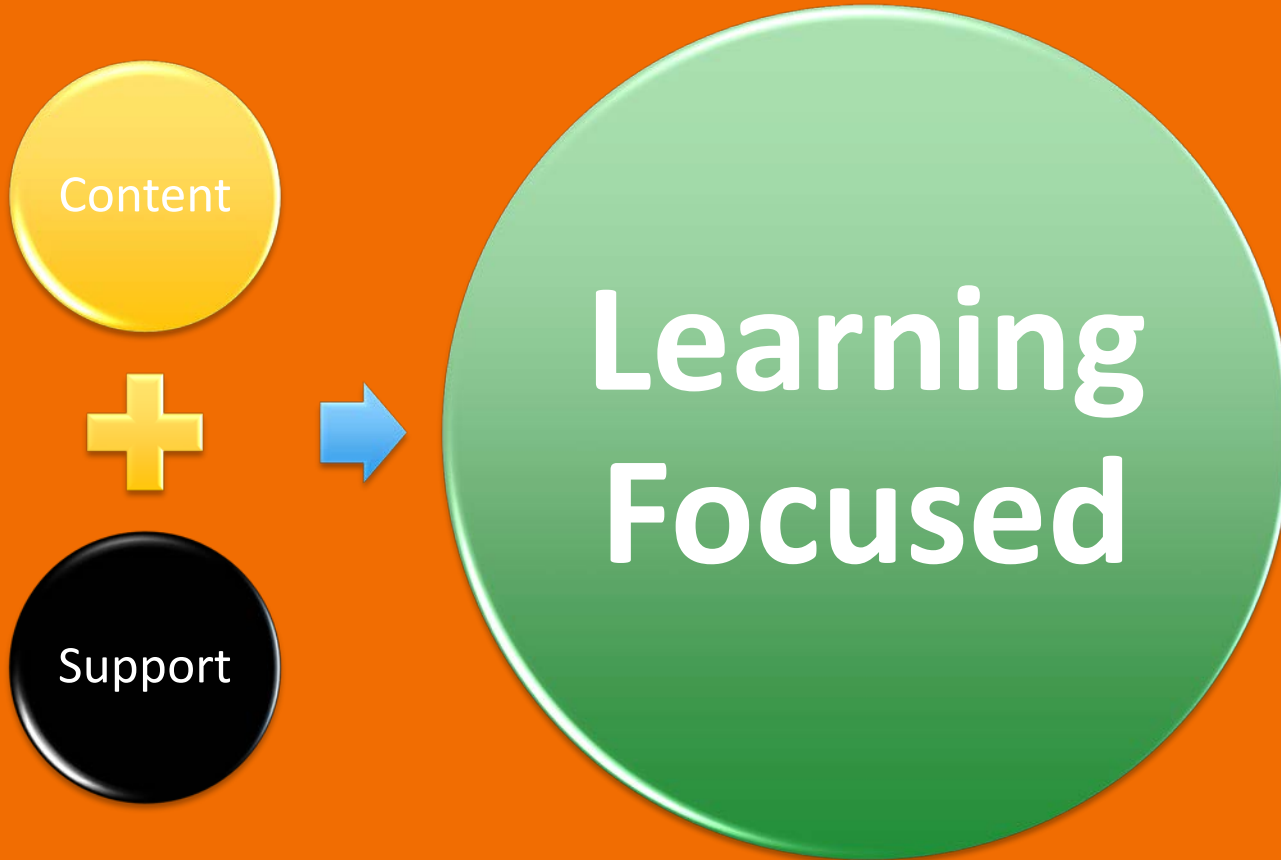Build strong customer advocacy

Achieve competitive differentiation

Discover & meet unrealized customer needs
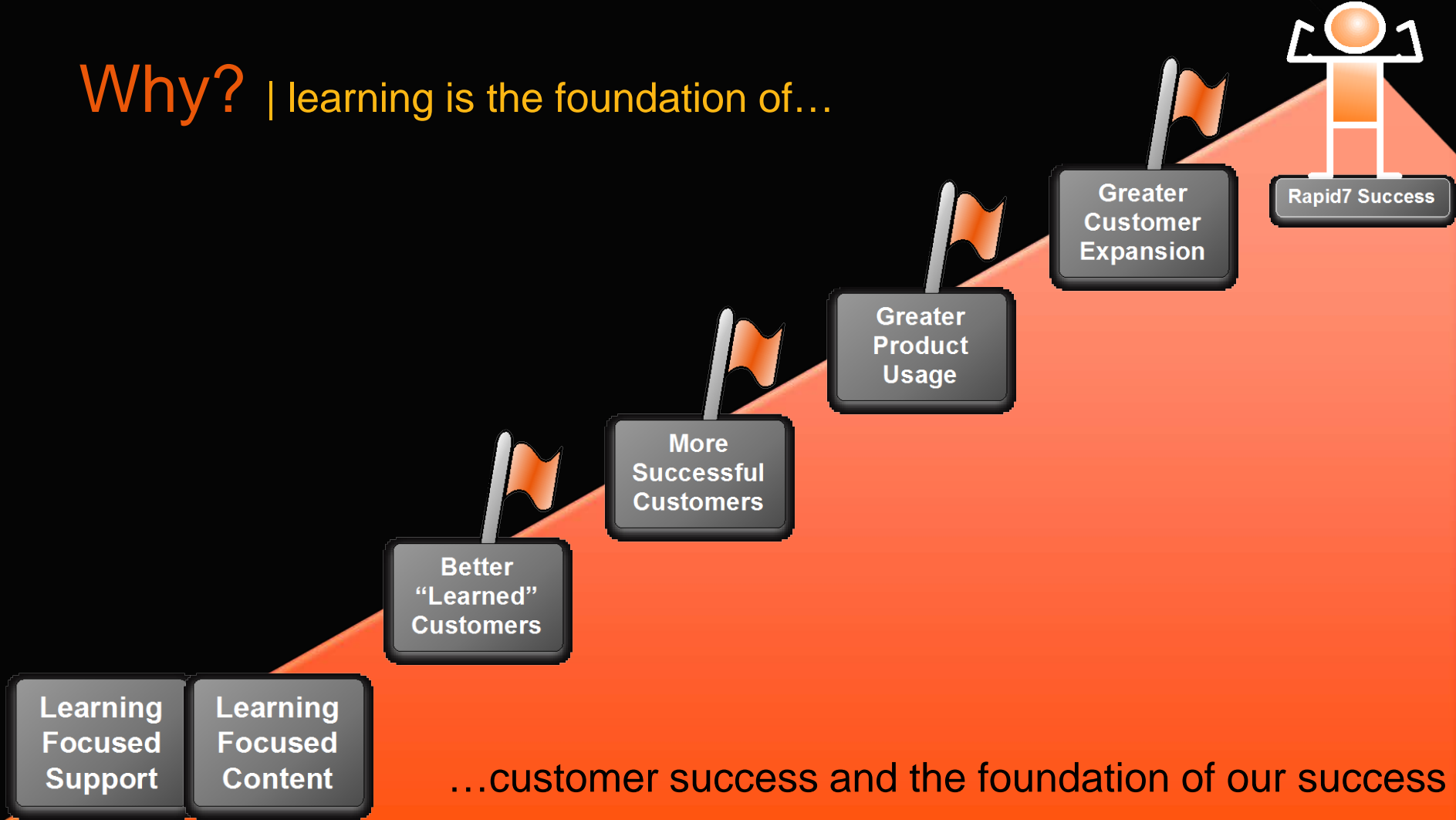
# Rapid7 Learning & Support | 2015 vision

Learning & Support drives security and product expertise by delivering impactful **learning interactions** and engaging **learning content** using applied **learning fundamentals**.

Refocus | on a new learning paradigm

Content

+

Support

➤

Learning Focused

# Why? | learning is the foundation of…

**Rapid7 Success**

Greater
Customer
Expansion

Greater
Product
Usage

More
Successful
Customers

Better
"Learned"
Customers

Learning
Focused
Support

Learning
Focused
Content

…customer success and the foundation of our success

WHAT IS

*LEARNING FOCUSED*?

Learning | similar result (sometimes) but different approach

Teaching
Instructing
Educating
Training
Telling

≠

(facilitating)
Learning

# Learning | okay, so what?

As we "grow up" our preferences to how, how well, or even **if** we decide to learn fundamentally change.

Enter the buzzwords:
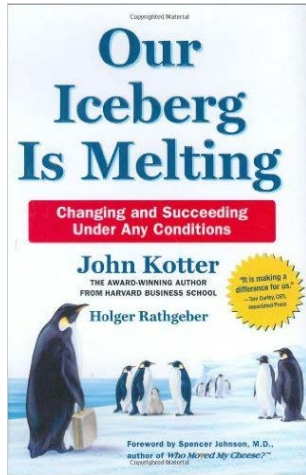Learning, Adult Learning, & Adult Education

**We have to change our approach to help our customers to learn.**

# TRANSFORMATIONAL CHALLENGES

# Hard Change | 2015

# Learning | strategy alignment

**Executive**
- Overwhelmingly strong support
- *"What do you need? Make it happen."*

**Middle Management**
- Collaborative and strong support
- *"Makes sense, let me know how we can help."*

**Line Management**
- Cautious optimism, then buy-in
- *"We have to talk this through"*

**Individual Contributors**
- Fear, uncertainty, doubt
- *"Are you CRAZY?"* CENSORED

# People | alignment to vision & purpose

**1)** We had to reinvent and socialize our vision organizationally

Learning & Support drives security and product expertise by delivering impactful **learning interactions** and engaging **learning content** using applied **learning fundamentals**.

**2)** Then we had to cement our organizational purpose

We help our customers secure their business…

by providing the best products and security knowledge in the world…

because we believe that we all deserve to be free from attackers.

# People | invitation to "opt-in"

**3)** We had MANY discussions at individual, team, and organizational levels

Rigorous, continuous reinforcement via monthly "all-hands", weekly team meetings, weekly 1:1s and MBWA. Swag, recognition, awards & kudos helped.

**4)** Finally, we had to ensure "right people are on the bus" (thanks Jim)

# Unicorn Hunting | we have a problem…

**Great Interpersonal Skills**

**Deep Technical Skills**

**…and now, Adult Education Skills**

**Security Domain Expertise**

## Unicorns Don't Exist ☹

# Learning | building new customer success skills in support…

**New Support Skills**　　　　　　　**New Approach to Content Development**
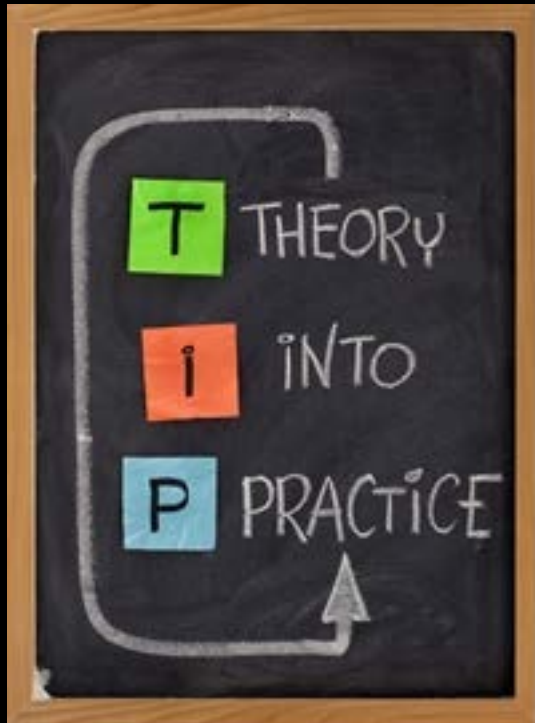
| Need to Know | Problem Centered | Motivation |
|---|---|---|
| Responds to one's question: "Why do I need to know this?" | Addresses real problems in one's "real world" context | Delivers personal benefit and outcome |

# Support Learning Learning | practicing a new paradigm…

## Support Learning Exercise Example

**Solve this Technical Support product problem…**

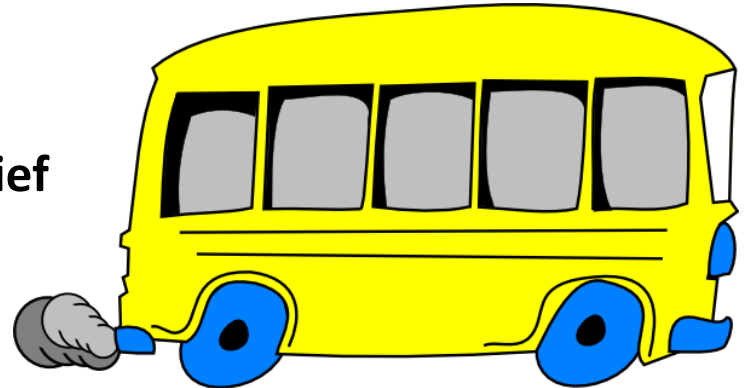*…without solving the product problem.*

**Need to Know**　　　**Problem Centered**　　　**Motivation**

# Skills | fortuitous? learning about learning

**People changes** + **Learning new Learning skills** = **Changing the tires on a moving bus**

- **Workshops, role-play**
- **Self-Directed Learning program**
- **Interactive lecture, discussion groups, debrief**

**RAPID7**
**LEARNING & SUPPORT**

# Other Challenges | faced during transition

## AMNESIA

CONTINUALLY COMMUNICATE

## SUPPORT CAPABILITY

## LEARNING CONTENT

CUSTOMER INTERVENTIONS

PUSHING CONVENTION

**Today** | learning & support drives customer success

| Learning Channel | Learning Content |
|:---:|:---:|
| ↗ CSAT | ↗ Content usage |

# The New Responsibility of "Learning" in Customer Success and Support

# Questions?

**SHANE S. SMITH**

**SENIOR DIRECTOR, LEARNING & SUPPORT**

**SHANE_SMITH@RAPID7.COM**

**+1 (310) 760-4677**