



Client Success & Retention

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Client Success is responsible for revenue retention



$$\text{SaaS Dollar Churn \%} = \frac{\text{Reductions* in ASF \$ during FY}}{\text{Beginning of FY live ASF \$}}$$

Reductions*:

- Non-renewals
- Renewals at lower price/ASF
- Reductions in price/ASF during contract period





Indicators of client value & retention

Leading Indicators

- **Overall Client Satisfaction (CSAT)**
 - up 14% YoY

Business Outcomes

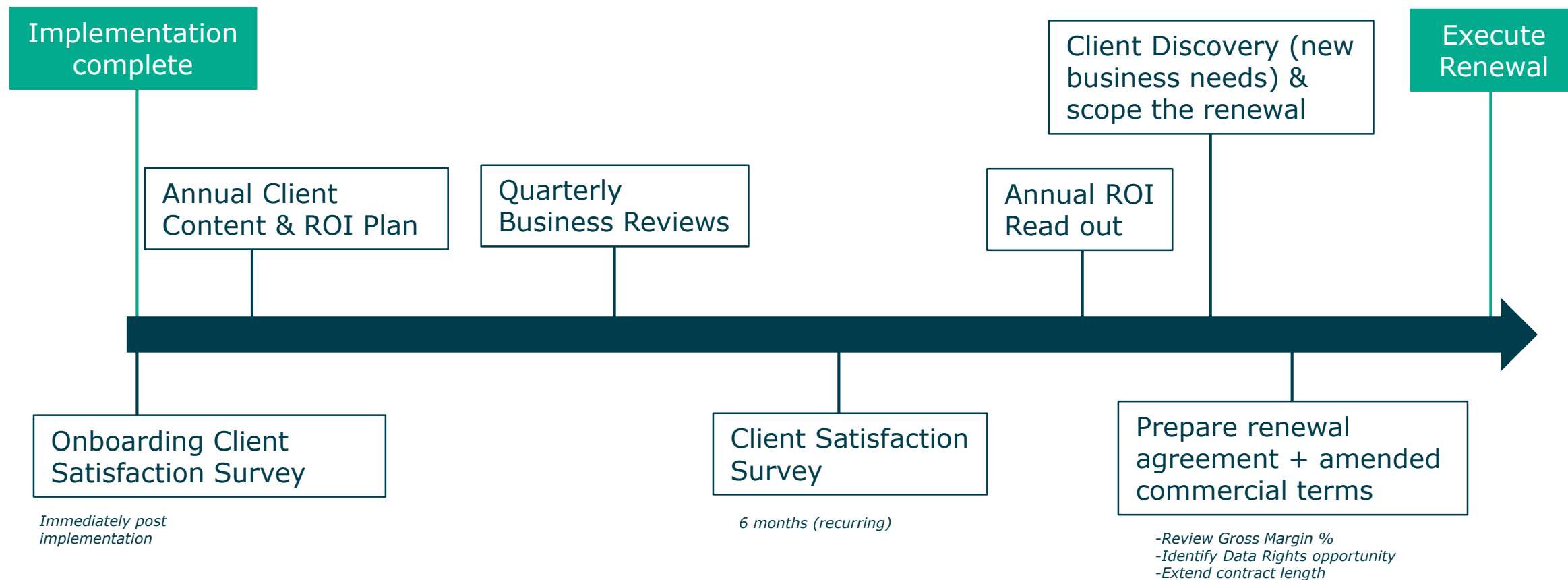
- **Dollar Churn**
 - ~10% YoY improvement

Operating Efficiency

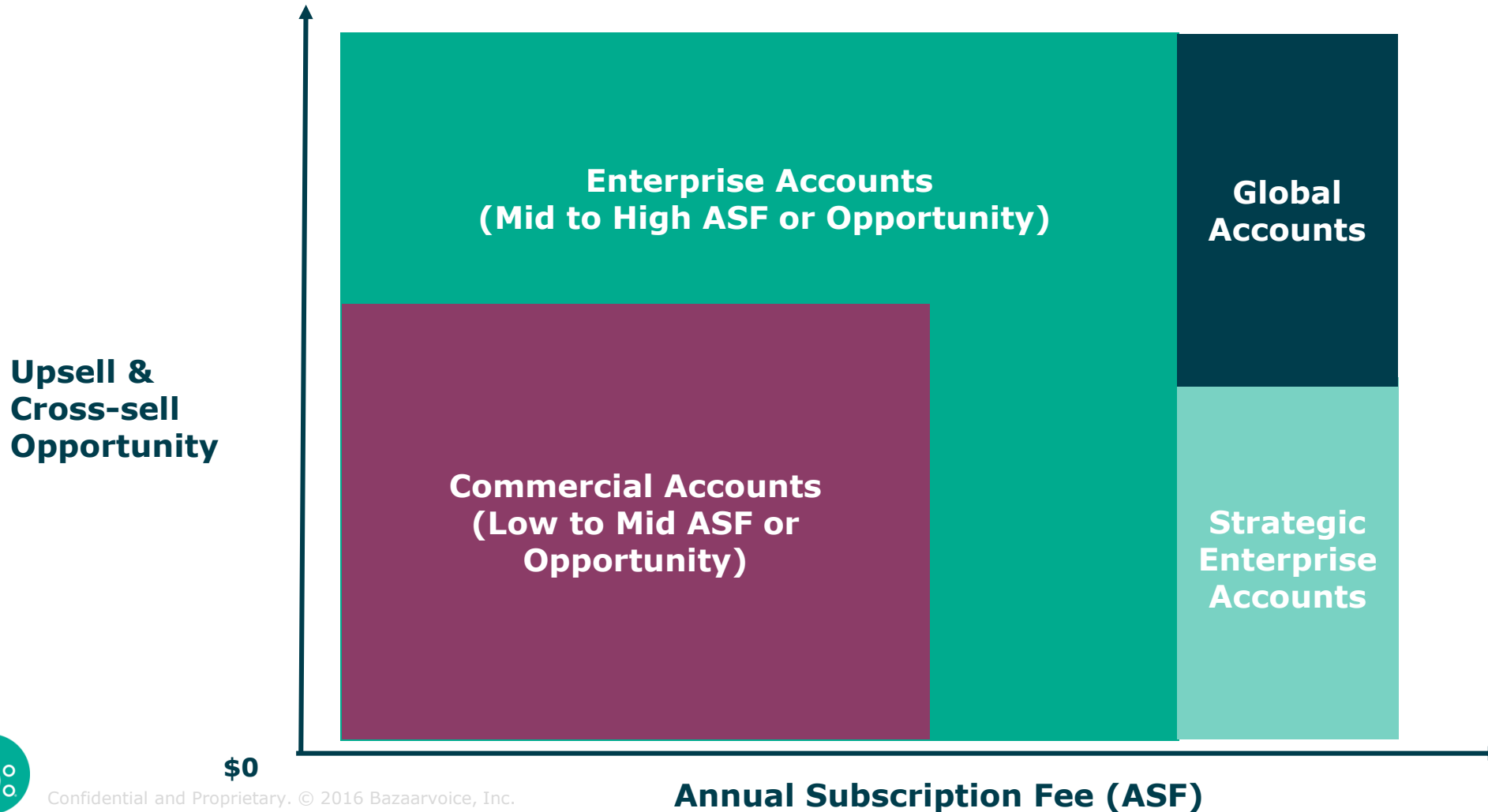
- **Client Success Headcount – 12% reduction YoY**



Client lifecycle + renewal process



Client Success is organized around the client





Brand vs. Retailer retention dynamics

Retail Clients

- Strategic anchors of the network
- CGC viewed as required capability
- Sees BV as a technology solution
- Lower Churn
- Higher cost to serve

Brand Clients

- Providers of content into the network
- CGC viewed as more discretionary
- Sees BV as a content, data, & insights solution
- Higher Churn (Lower for “Network Brands”)
- Lower cost to serve



Client engagement models



Strategic Enterprise

Commercial



Account Director

100% Net Bookings

-Owns account management, renewals, & upsells



Client Success Director

50% Churn / 50% Net Bookings

-Owns account management



Renewals Sales Director

100% Churn

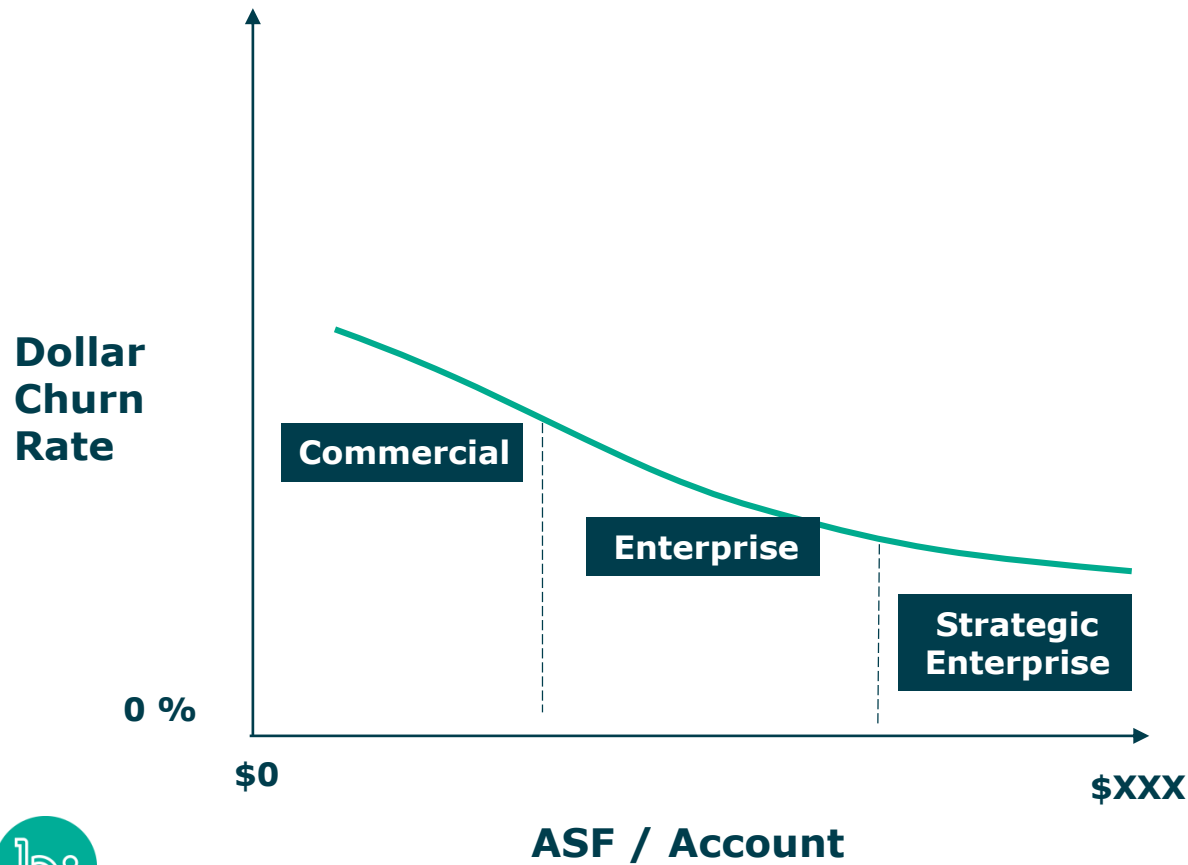
-Owns renewal (Inside model)



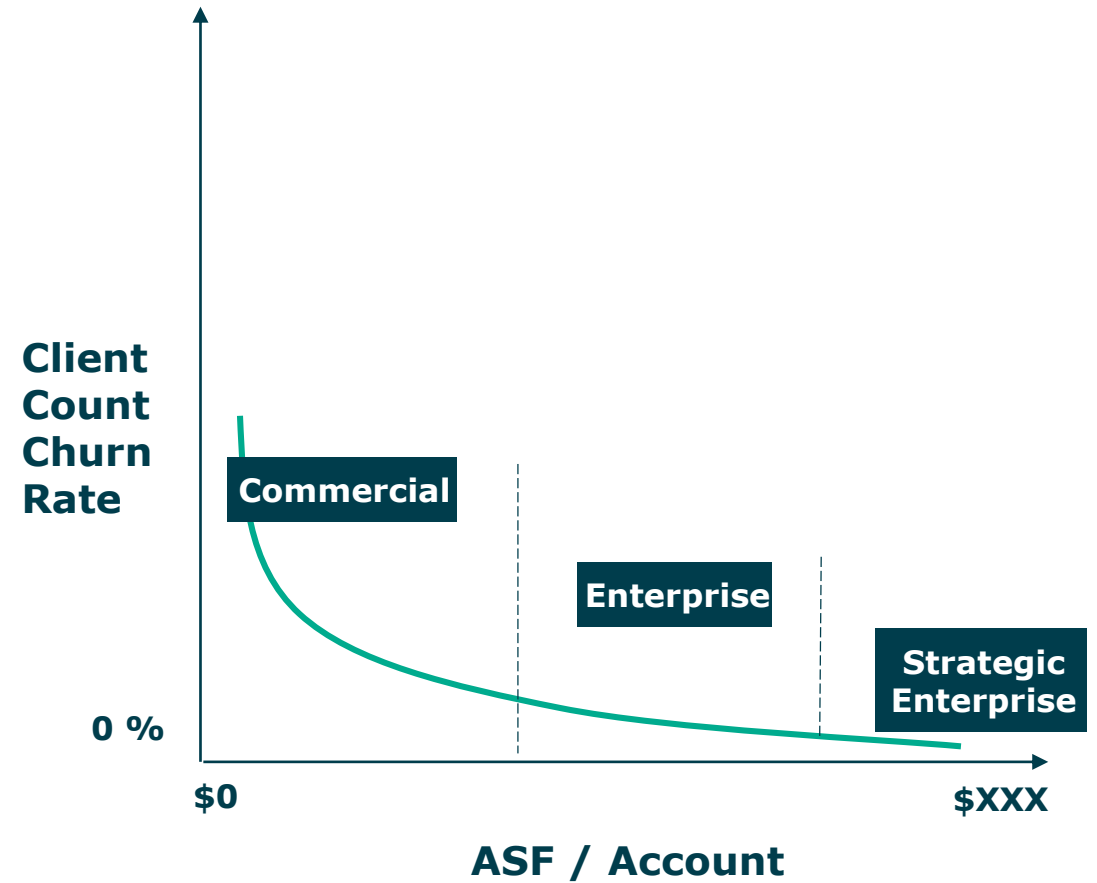
Lowest churn with strategic enterprise clients



Dollar Churn %



Client Churn %



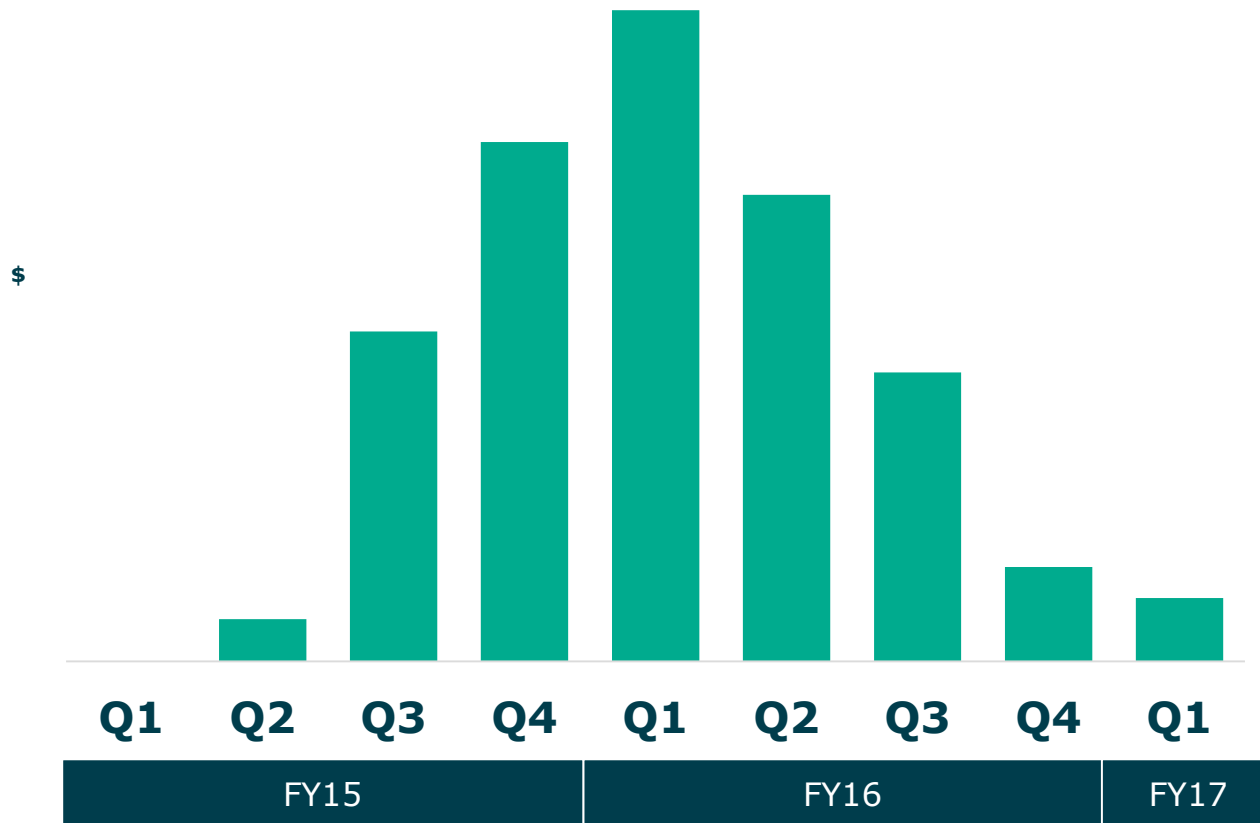
Focusing on multi-year contracts

>50%

Of the revenue from our top 100 clients
are on multi-year agreements



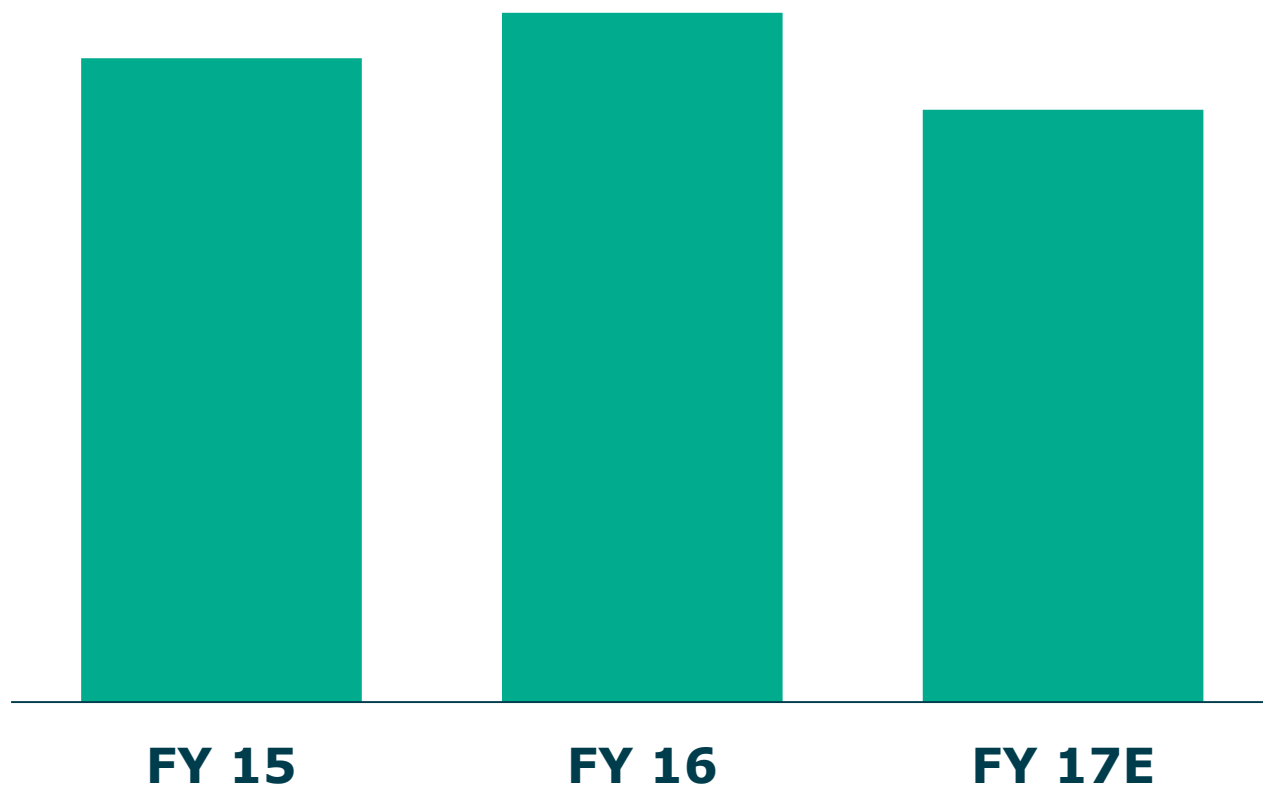
Elevated dollar churn in FY15 & FY16 from divestiture



- Most of churn from price downticks
- To date lost <5% of our clients
- Q1 FY17 <10% of total churn



Dollar churn trending towards improvement of ~10% in FY17



Higher Churn Segments in FY17 include:

- BV Local
- Small business
- Asia-Pacific





Summary

- Client success methodology & segmentation is working
- CSAT is on the rise
- Dollar churn is improving
- Churn is lowest with our largest and most strategic clients
- Key clients are increasingly committing to multi-year terms

