MYOB AccountRight

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MYOB AccountRight: SDL & SMMS Strategy

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MYOB AccountRight: SDL & SMMS Strategy

Introduction

MYOB is a long-standing provider of accounting and business-management software for SMEs. Its portfolio spans cloud products and the legacy AccountRight (AR) line, which historically offered a desktop client with cloud connectivity. Despite ongoing modernisation toward fully cloud-based delivery, AR carries a legacy/desktop schema in the market - often summarised in external reviews as "outdated," "clunky," or "not user-friendly." Because much of this conversation occurs on third-party platforms (e.g., Reddit, G2, Trustpilot), MYOB has limited direct control over the message and must treat these arenas as part of the service and communications ecosystem rather than purely promotional channels.

From a service perspective, the core issue is a perception–experience gap during value-in-use. Prospective and current users frequently encounter friction at high-salience touchpoints - search, trial, and AR - cloud migration - where effort and uncertainty are most visible. When these moments are not scaffolded effectively, negative word-of-mouth compounds and deters trials, even as underlying functionality improves. Internally, this suggests opportunities to mobilise operant resources (staff know-how, migration playbooks, partner accountants) and to blueprint the end-to-end experience so that backstage fixes become on-stage value for customers.

From a social perspective, the challenge is not solved by one-way promotion. In our course terms, MYOB needs a Social Media Marketing Strategy (SMMS) that emphasises Monitoring (systematic listening and response across external forums) and Social CRM (integrating social data with customer records to co-create solutions). Within the DI-T-O process (Drivers - Inputs - Throughputs - Outputs), MYOB should treat review sites as throughputs that shape engagement outcomes (sentiment, referrals, knowledge) as much as conversions.

This report applies Service-Dominant Logic (SDL) and SMMS to diagnose the problem and design a coordinated solution: (1) reduce migration and early-use friction by re-engineering the service system (value co-creation); and (2) operationalise a monitor - fix - prove loop on external platforms to align perceptions with the improved experience.

Theory 1: Service-Dominant Logic (SDL) and application to MYOB

Concise synthesis

SDL reframes competitive advantage around operant resources - specialised skills and knowledge - rather than "things" (operand resources). Value is co-created in use by the firm, customers, and partners; firms do not embed value in products, they make value propositions that invite participation. In SDL, every actor is a resource integrator within a value network (Carrillo et al., 2019). These ideas are codified in the foundational premises (FPs): FP1 (applied skills/knowledge as the unit of exchange), FP4 (knowledge as the source of advantage), FP6 (the customer is always a co-creator of value), FP7 (the enterprise can only make value propositions), and FP9 (organizations integrate micro-specialised competences into complex services). SDL also stresses collaborative competence as a primary determinant of advantage and highlights the role of information technology in enabling integration across the value network (de Silva & Cardoso, 2025). Finally, SDL prioritises service (process) over goods, positioning all firms and customers as service integrators.

SDL Value Co-Creation tailored to MYOB AR illustrates the three core actor groups - Customer, MYOB, Accountant/Partner - each contributing operant resources (e.g., staff know-how, implementation playbooks, domain expertise) (Figure 1). Arrows converge on Value Co-Creation, signalling that competitive advantage depends on how effectively MYOB integrates and applies these resources with customers and partners, not just on shipping a product. This is consistent with SDL's emphasis on applied knowledge, resource integration, and customer co-creation.
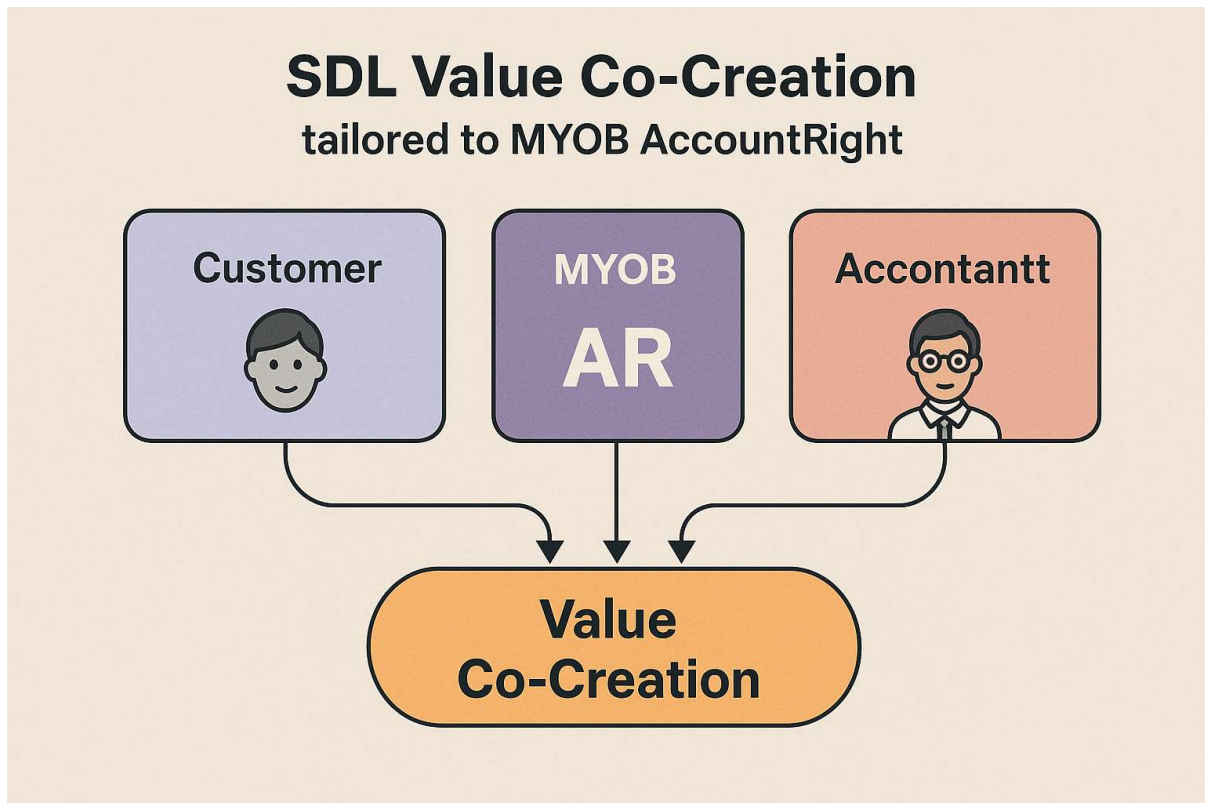
Figure 1: SDL Value Co-Creation tailored to MYOB AccountRight

Implications for MYOB's AR→Cloud Transition

Reposition the offer as outcomes (value-in-use), not artefacts: In market communication and onboarding, shift the promise from "desktop vs cloud" to service outcomes customers care about (e.g., faster period close, lower effort, fewer migration errors). This aligns with FP6–FP7: value is realised in use and firms make value propositions that connect price to experience (Lami, 2025).

Treat customers and partners as operant resources: Recruit partner accountants and advanced users into co-production during migration (scripts, templates, test datasets). Provide adjustable participation levels so customers can self-serve or use concierge help - consistent with SDL's proposition that co-production opportunities matched to desired involvement enhance experience and advantage.

Service-blueprint the AR→cloud journey (Figure 3): SDL recommends process mapping / service blueprinting to remove waste (time/effort), eliminate failure points, and

make backstage fixes visible as on-stage value. Use the canonical lanes - customer actions, on-stage employee actions, backstage actions, support processes - to localise friction (e.g., data import, chart-of-accounts mapping, permissions). Instrument each lane with time-to-complete and error metrics so improvements are evidenced in value-in-use.
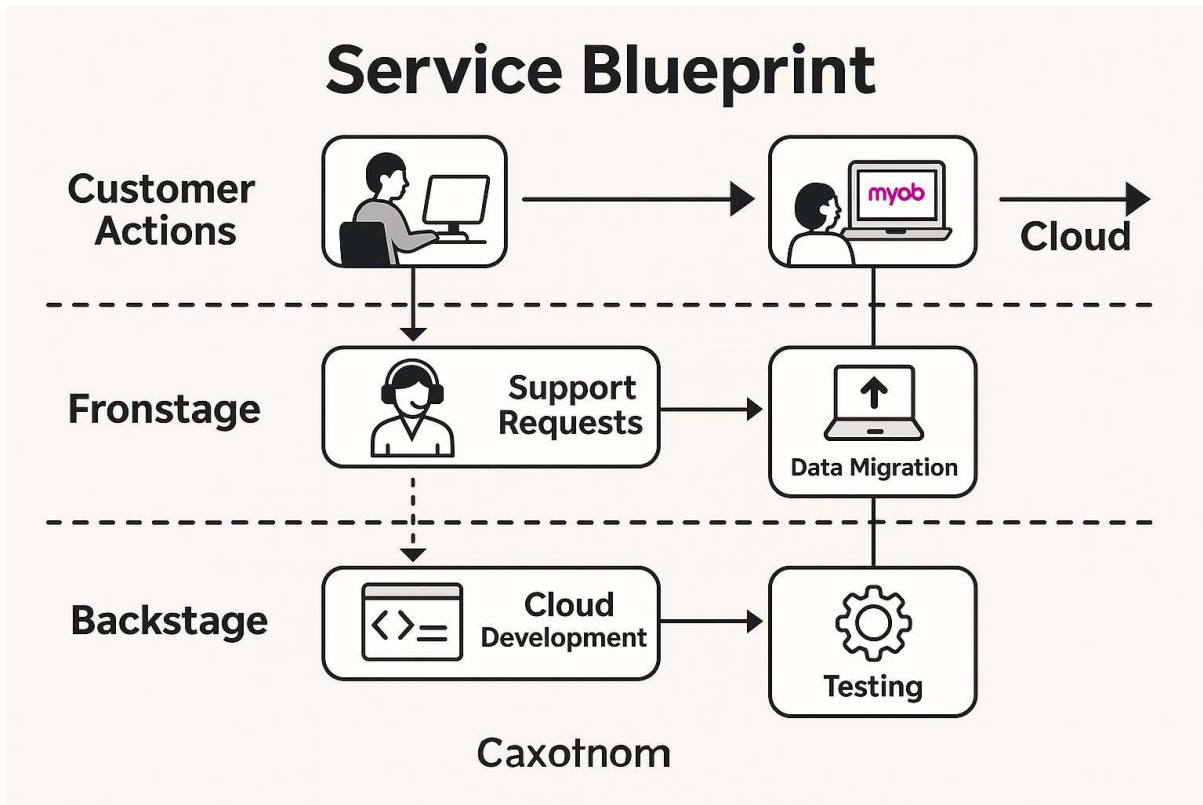

Figure 2: Service-blueprint the AR→cloud journey

Empower employees as operant resources: Build migration "playbooks" and CEM (customer experience management) capabilities; coach support/success managers as servant-leaders who unlock customer value. SDL argues that treating employees as operant resources creates innovation and superior service.

Invest in collaborative competence + IT as integration glue: Stand up shared telemetry for migration steps (product + success + partners) and run joint "fault-finding" sprints. SDL identifies collaborative competence and information technology as pivotal for absorbing knowledge from customers/partners and adapting quickly - crucial to close the perception–experience gap.

Make value propositions participative: Where feasible, pilot risk-sharing elements (e.g., migration-success guarantees tied to agreed outcome metrics). SDL links co-produced value propositions and risk-based pricing to stronger collaboration and perceived fairness.

Why SDL Fits this Case

The brand problem is not merely messaging; it is value-in-use failing to be experienced and then echoed on third-party forums. SDL directs attention to the service system (resources, roles, interactions) that produces experience. By blueprinting the AR→cloud journey, engaging accountants/customers as co-producers, and enabling employees with knowledge assets, MYOB can reduce migration effort, accelerate time-to-value, and generate credible proof points that later feed the social strategy. In SDL terms, MYOB competes by applying and integrating operant resources better than alternatives, making stronger value propositions and turning improved processes into customer-validated outcomes.

Theory 2 - Social Media Marketing Strategy (SMMS) and application to MYOB

Concise synthesis

Social Media Marketing Strategy treats brand meaning and adoption as outcomes of customer engagement created across networked arenas. The strategy is designed and executed through the DI-T-O process—Drivers, Inputs, Throughputs, Outputs. Drivers state why the firm acts, either to address problems already visible in the market or to create new value. Inputs combine firm engagement initiatives (task-based materials that lower effort and experiential activities that invite participation) with customer social media behaviours (consuming, contributing, creating). Throughputs describe how information travels and gains credibility through social connectedness and two-way interaction. Outputs are engagement outcomes—changes in sentiment, referrals, knowledge creation and, ultimately, trial and

adoption. SMMS therefore shifts attention from one-way promotion to a system that learns with customers and proves value where judgements are formed (Nemati & Weber, 2022).

The figure 2, Social Media Marketing Strategy (Discover – Influence - Monitoring/Social CRM - DI-T-O), visualises how SMMS is operationalised for a perception problem like MYOB's. "Discover" captures market listening and audit work that surfaces the language users employ to describe AccountRight and where those conversations occur. "Influence" represents the firm's evidence-first interventions that help people interpret what they discover: short walkthroughs, before/after clips, and links to migration assistance. Below that, the two strategy tiles emphasise Monitoring and Social CRM as the primary levers. Monitoring formalises the listening–response loop on external forums such as Reddit, G2 and Trustpilot, ensuring issues are acknowledged and followed through in-thread. Social CRM connects those interactions to customer records so teams can follow up, invite users to migration clinics or design councils, and close the loop publicly when fixes ship (Alt & Reinhold, 2020). The base label, "DI-T-O framework," signals that these activities are not ad hoc; they flow from drivers, through inputs, into the throughput layer of network interaction,

and culminate in measurable engagement outputs.

Figure 3: Social Media Marketing Strategy (DI-T-O with Monitoring and Social CRM

Application to MYOB

For MYOB, the immediate driver is to correct the legacy/desktop schema that dominates third-party commentary while making the improved cloud experience visible and verifiable. In the "Discover" phase, MYOB audits the review ecosystem to code the top pain points in users' own words—usability, migration friction, dated interface—and maps the subreddits, G2 categories and Trustpilot threads where undecided SMEs lurk. Moving to "Influence," the firm produces task-based artefacts that reduce uncertainty at trial and

migration: three-minute clips of the new flow, micro-guides that show common conversions, and "you asked, we fixed" posts that tie a specific complaint to a shipped change. These are complemented by experiential initiatives such as live "Migration Clinics" and short AMAs with product leads so prospects can ask questions and observe competence directly.

Monitoring then becomes the day-to-day engine. MYOB participates in the same threads where doubts arise, replies with a concise diagnosis or workaround, and returns post-release to show the fix with a timestamped link or clip. Responses are written in the vocabulary discovered earlier to maximise relevance for searchers. Social CRM ensures these interactions are captured: when users consent, identities are linked to records, invitations are sent to clinics or beta tests, and follow-ups are scheduled so outcomes can be verified. Partner accountants and power users—credible hubs and weak ties—are invited to co-author short proofs or to host walkthroughs that demonstrate the new cloud experience in real work. Because their networks overlap with undecided SMEs, their posts carry interpretive weight that corporate assertions cannot match.

The outputs the programme seeks are engagement outcomes that indicate value-in-use is becoming visible. Non-transactional signals include edited reviews, helpful-votes on resolved threads, peer referrals into clinics and user-generated how-tos. Transactional signals include trial starts, assisted migrations and shorter time-to-first-value. Governance reviews these DI-T-O metrics monthly to translate Monitoring insights into backlog priorities and to ensure Social CRM follow-ups are completed. Over time, the evidence base grows in the very places where prospects decide, and the narrative shifts from "clunky desktop" to "guided, low-effort cloud."

Why SMMS Fits this Case

MYOB's perception gap is created largely outside owned channels, so success depends on shaping interpretation within third-party networks rather than broadcasting

messages from afar. The figure 3 clarifies that SMMS achieves this by discovering how the conversation works, influencing it with proof instead of slogans, and sustaining a Monitoring-plus-Social-CRM loop that turns conversation into collaboration. By running this cycle against the DI-T-O backbone, MYOB converts improved service into cumulative, peer-validated signals that prospects trust—allowing perception to converge with the true, modernised AccountRight experience.

Recommendation

To resolve the legacy/desktop schema and the perception–experience gap, MYOB should integrate Service-Dominant Logic and Social Media Marketing Strategy into one operating rhythm that converts improved service into credible, peer-validated signals. The SDL lens focuses internal effort on value-in-use; the SMMS lens ensures those improvements are discovered, discussed and evidenced in the arenas where prospects decide.

Begin by reframing the offer around outcomes rather than artefacts. Replace "desktop versus cloud" messaging with value propositions that promise less effort, fewer errors and faster period close, expressed in the language customers use in reviews. Blueprint the AR→cloud journey to expose failure points at search, trial and migration, then redesign the on-stage and backstage actions that produce friction. Treat employees and partner accountants as operant resources: publish migration playbooks, stand up a concierge desk for complex conversions, and equip success managers to coach users through first-use moments that disproportionately shape word-of-mouth. This SDL work must be instrumented with time-to-first-value, migration error rate and task-completion measures so improvements can be evidenced, not asserted.

Run that service work through an SMMS engine. Use "Discover" to audit Reddit, G2 and Trustpilot and to code pain points in users' own words. In "Influence," translate the fixes produced by blueprinting into short, task-based artefacts—before/after clips of the new flow,

three-step micro-guides, and plain-language release notes that map directly to the coded themes. Then operate a continuous Monitoring loop in the same threads where doubts originate: acknowledge issues, attach workarounds or links to the new flow, and return post-release to show the change. Where users consent, connect these interactions to Social CRM so follow-ups, invitations to migration clinics and design councils, and satisfaction checks are scheduled and completed (Naung, 2024). This integration ensures listening creates learning and learning becomes public proof.

Make partners the amplifier. Recruit accountants and power users as co-producers of proof content and as hosts of live "Migration Clinics." Their role in the value network gives them interpretive authority with undecided SMEs, allowing MYOB's evidence to diffuse through hubs and weak ties that prospects trust more than corporate channels. Provide them with curated scripts, annotated datasets and a direct escalation route into engineering so their sessions double as discovery for the product team.

Institutionalise a visible "You asked, we fixed" loop. Each month, publish a concise post that quotes the original complaint in its native forum, links to the shipped change, and reports outcome metrics gathered from blueprint instrumentation. Encourage posters to verify the change and update their reviews; follow through via Social CRM when they do. Over time, this creates a searchable trail of resolved issues that reframes the narrative from "clunky desktop" to "guided, low-effort cloud."

Finally, govern the system with DI-T-O metrics. Review non-transactional engagement (review edits, helpful-votes, peer referrals, user-generated guides) alongside transactional outcomes (trial starts, assisted migrations, time-to-first-value). Use these measures to prioritise the service backlog, to refine the monitoring playbook and to recognise employees and partners who unlock value-in-use. When SDL's co-creation work and

SMMS's listening-and-response loop run in concert, perception converges with reality and the improved cloud experience becomes both easier to achieve and easier to believe.

Conclusion

MYOB's brand challenge is ultimately a value-in-use and engagement problem. By applying **SDL**, the firm re-engineers the AR→cloud journey so customers, employees, and partners co-create outcomes that matter—less effort, fewer errors, faster close. By applying **SMMS**, those improvements are *discovered, discussed, and evidenced* in the third-party arenas shaping judgement, via a disciplined **monitor → fix → prove** loop integrated with Social CRM. Governed by DI-T-O metrics (review edits, helpful-votes, trial and migration performance), this combined approach converts service improvements into credible peer signals, closes the perception–experience gap, and rebuilds MYOB's reputation around a modern, low-friction cloud experience.

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