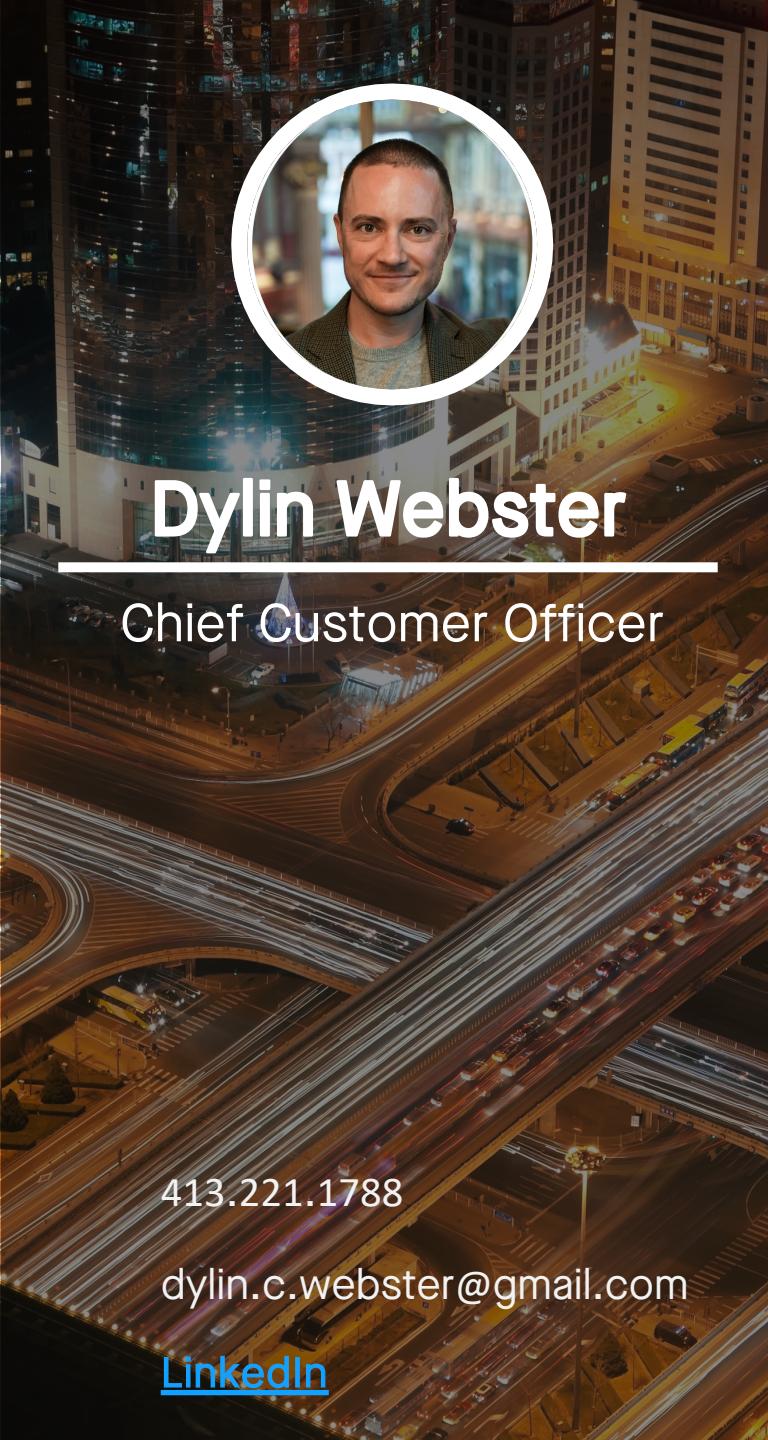




Dylin Webster

Strategic technology executive with 15 years of leadership experience building, growing, and transforming high-performance teams from Series-B through acquisition and high-growth stages.

Chief Customer Officer



Dylin Webster

Chief Customer Officer

413.221.1788

dylin.c.webster@gmail.com

[LinkedIn](#)

Global Head of Success & Services

Scope & Experience

- Ownership of all post-sale customer engagement
- \$770m in RUM
- 32,000 global customers
- 700 resources across 10 countries:
 - Customer Success
 - Professional Services
 - Premium Support
 - Technical Consultants
 - Content
 - Operations

Core Competencies

- Collaboration
- Decision Making Quality
- Strategic Mindset
- Driving Vision & Purpose
- Managing Complexity
- Developing Talent
- Instilling Trust



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Global Head of Success & Services: KPIs

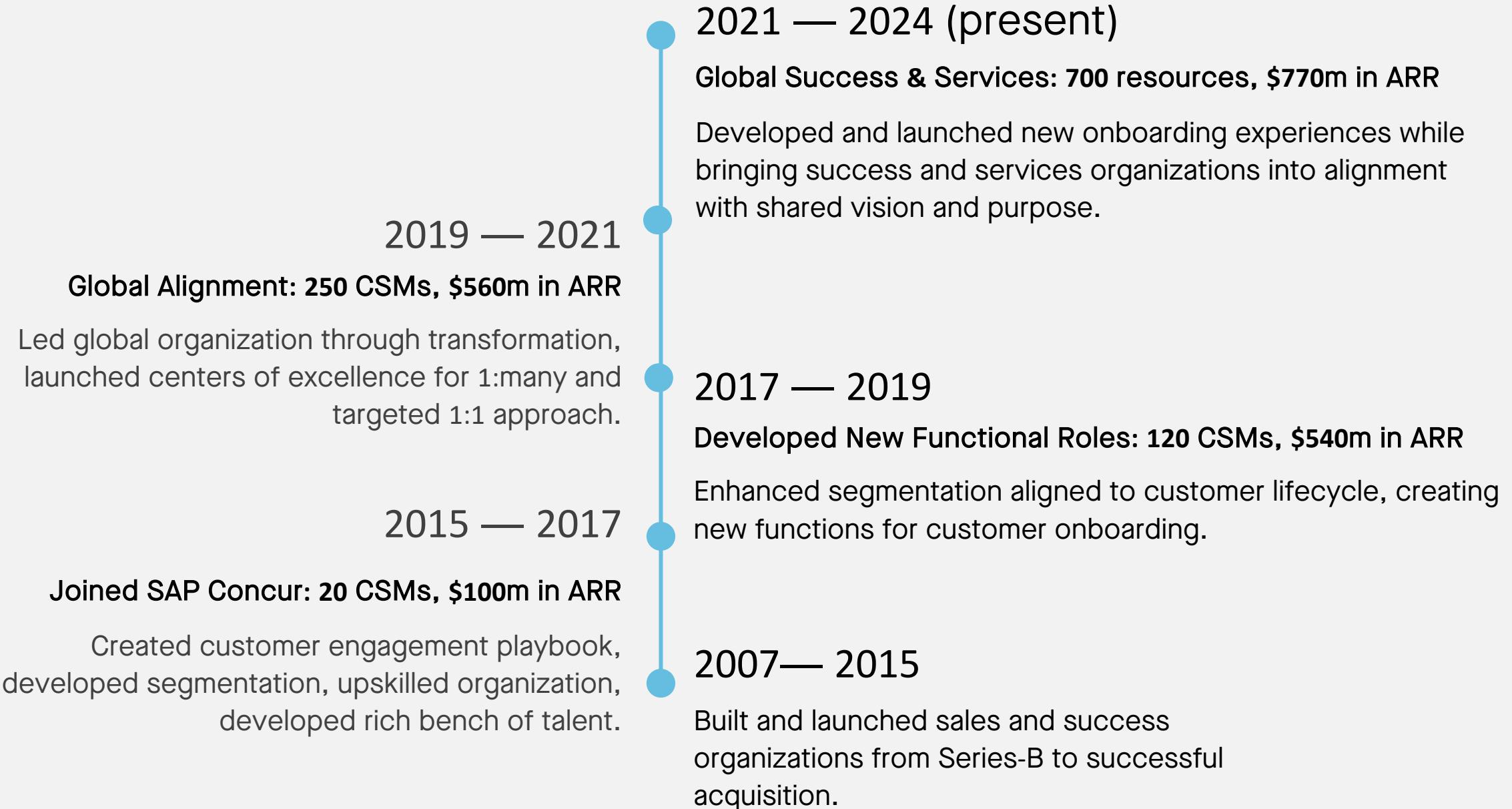
Revenue Performance

- 110% Net Revenue Retention
- 97.2% Logo Retention
 - 99.2% - ENT
 - 96.4% - SMB
- 90.1% Gross Retention
 - 88.9% - ENT
 - 92.7% - SMB

Operational Excellence

- **Leadership Trust +12** over SAP
- **19% increase** in customer engagement
- **43% reduction** in hours to implement while generating **90+ CSAT**
- Built and launched new product:
 - \$29m in ARR
 - Account penetration from 14% to 42% in 4 quarters

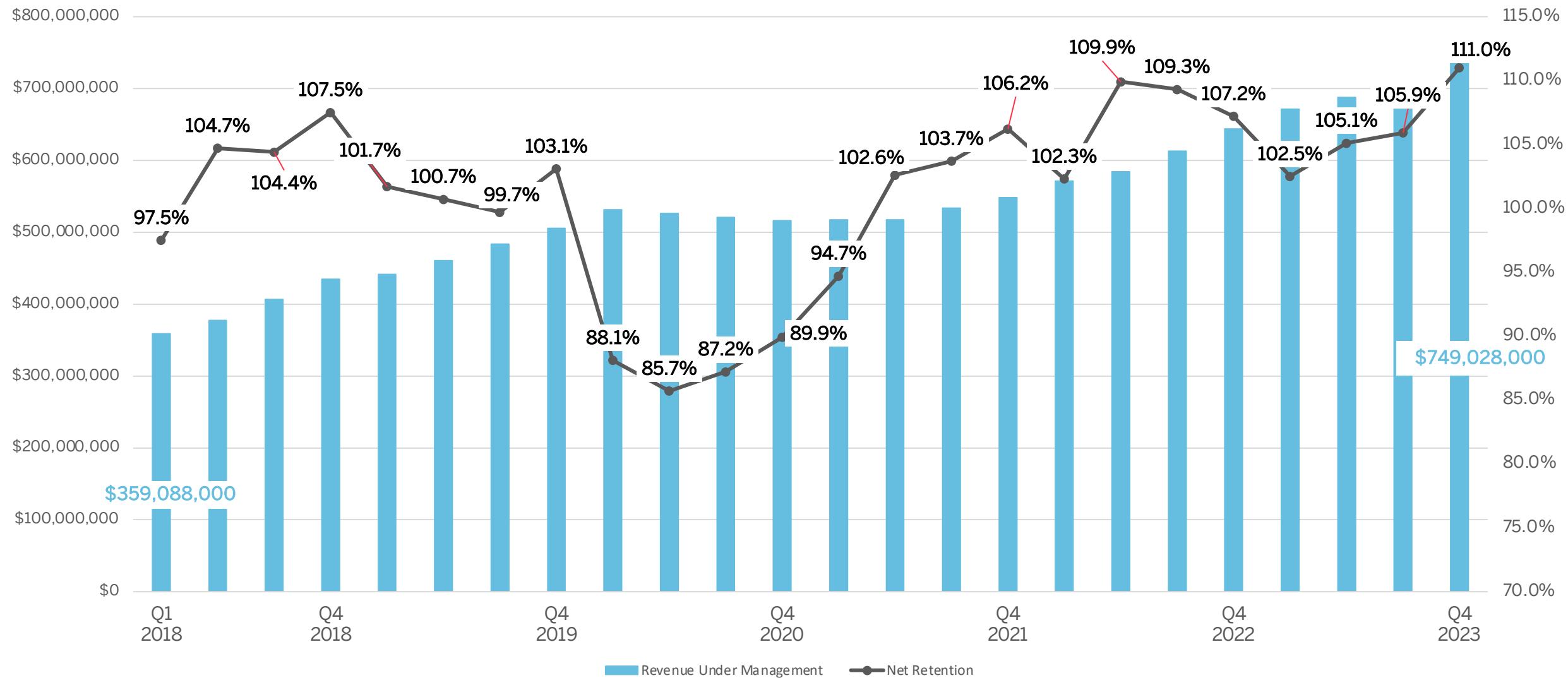
Relevant Experience



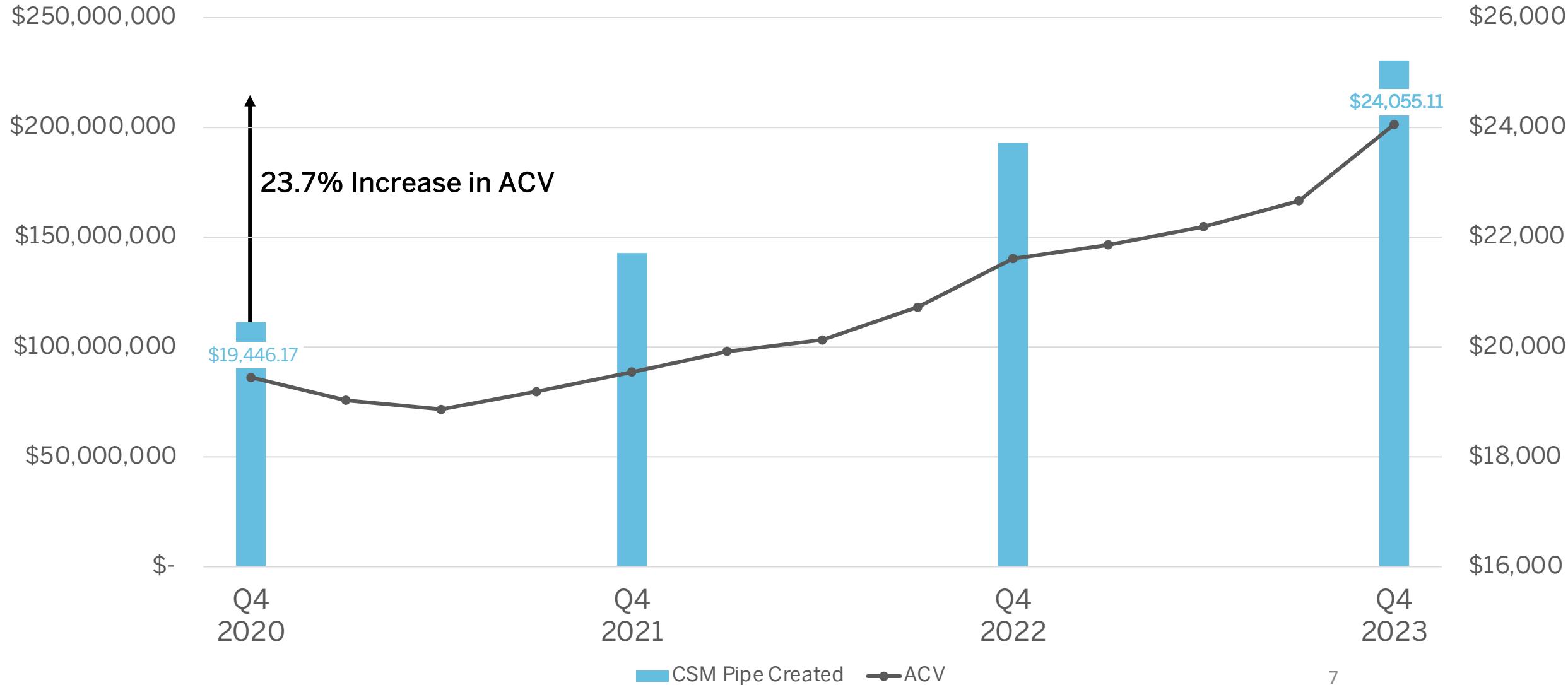
Key Performance Indicators & Trends



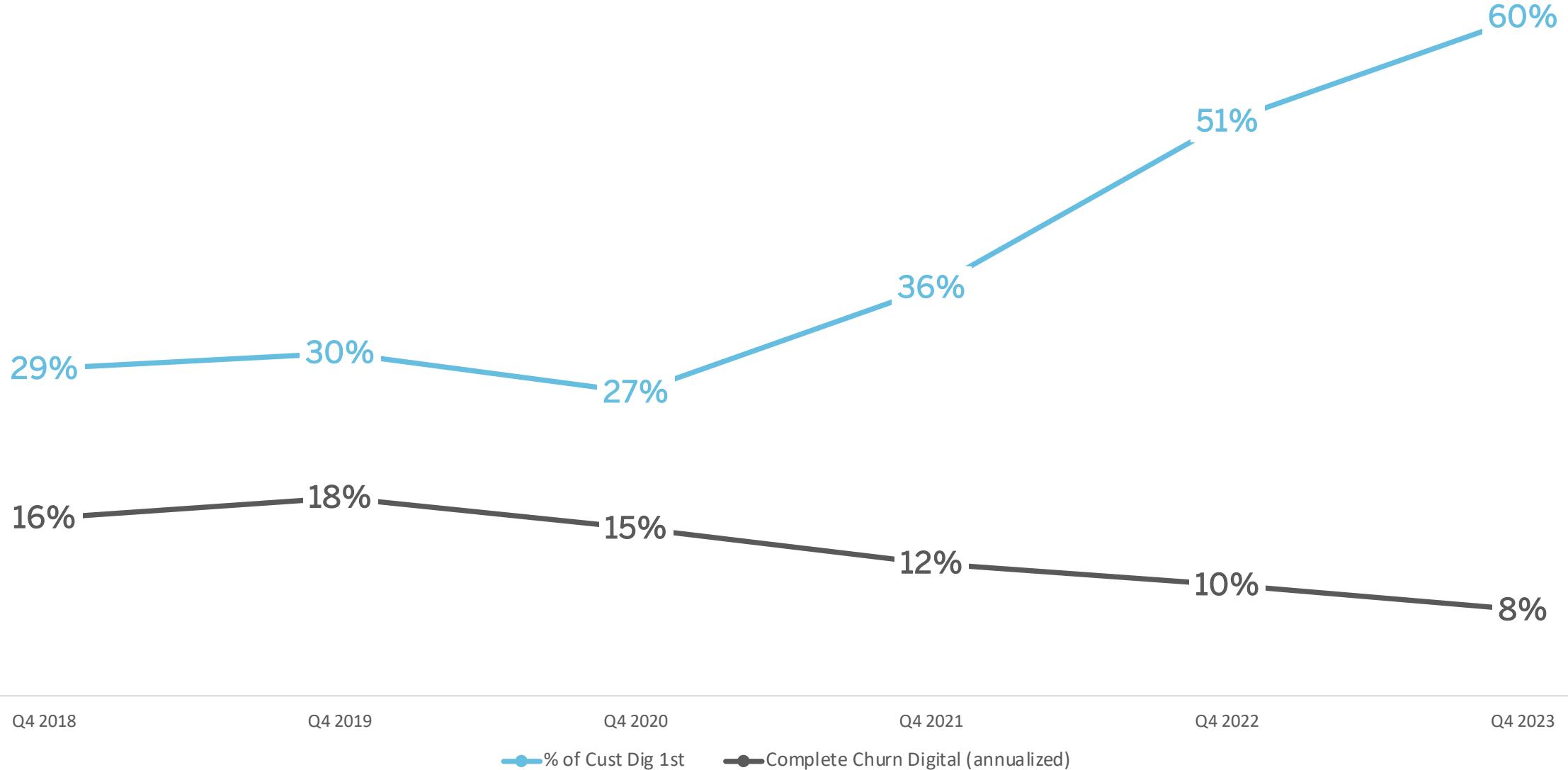
Net Revenue Retention & RUM



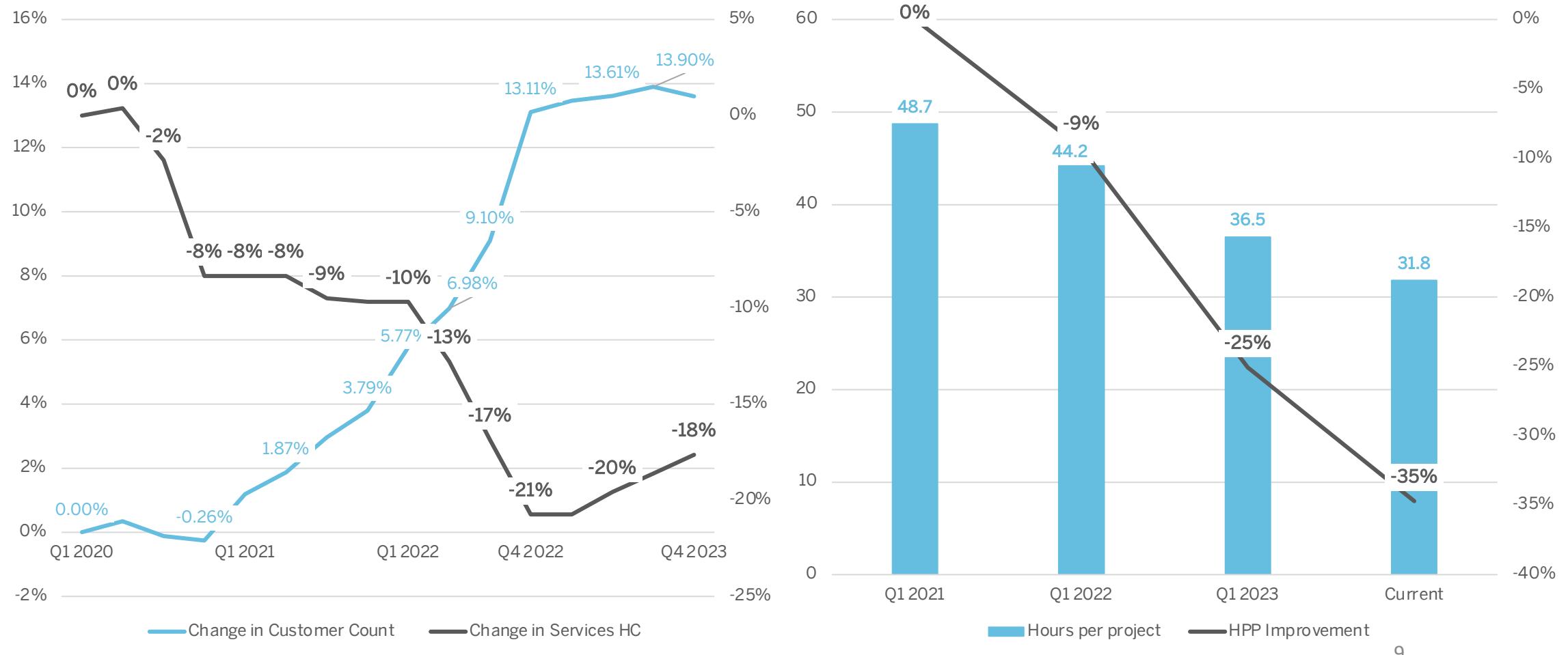
Land & Expand: Increasing Average Customer Value



Building Scale in Customer Engagement



Building Scale in Customer Onboarding



A wide-angle photograph of a mountainous landscape at sunset. The foreground is covered in lush green grass. In the middle ground, several ridges of mountains are visible, their peaks partially obscured by the setting sun. The sky is filled with clouds that are bathed in the warm, orange glow of the sunset, transitioning into cooler blues and purples at the top. The overall atmosphere is serene and majestic.

Case Study: DEI

Improving Racial & Ethnic Diversity in CS

Challenge

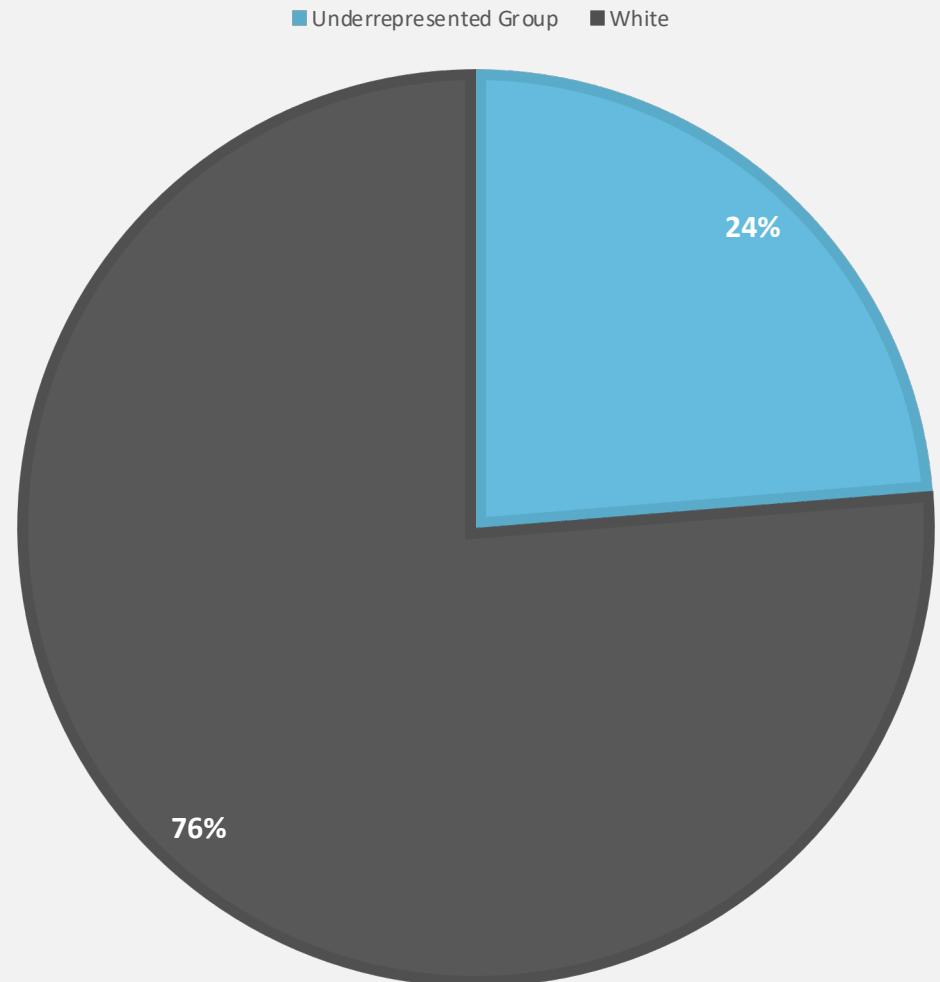
- Lacked racial and ethnic diversity in our front-line and leadership roles
- No buy-in from talent acquisition
- Limited candidate pipeline, heavily reliant on referrals
- Unstructured interview and hiring process

Solution

- Partnered with D&I lead
- Evaluated entire hiring process from sourcing candidates through offer
- Launched recruiting events in partnership with ENGs
- Implemented new interview guidance and trained hiring managers

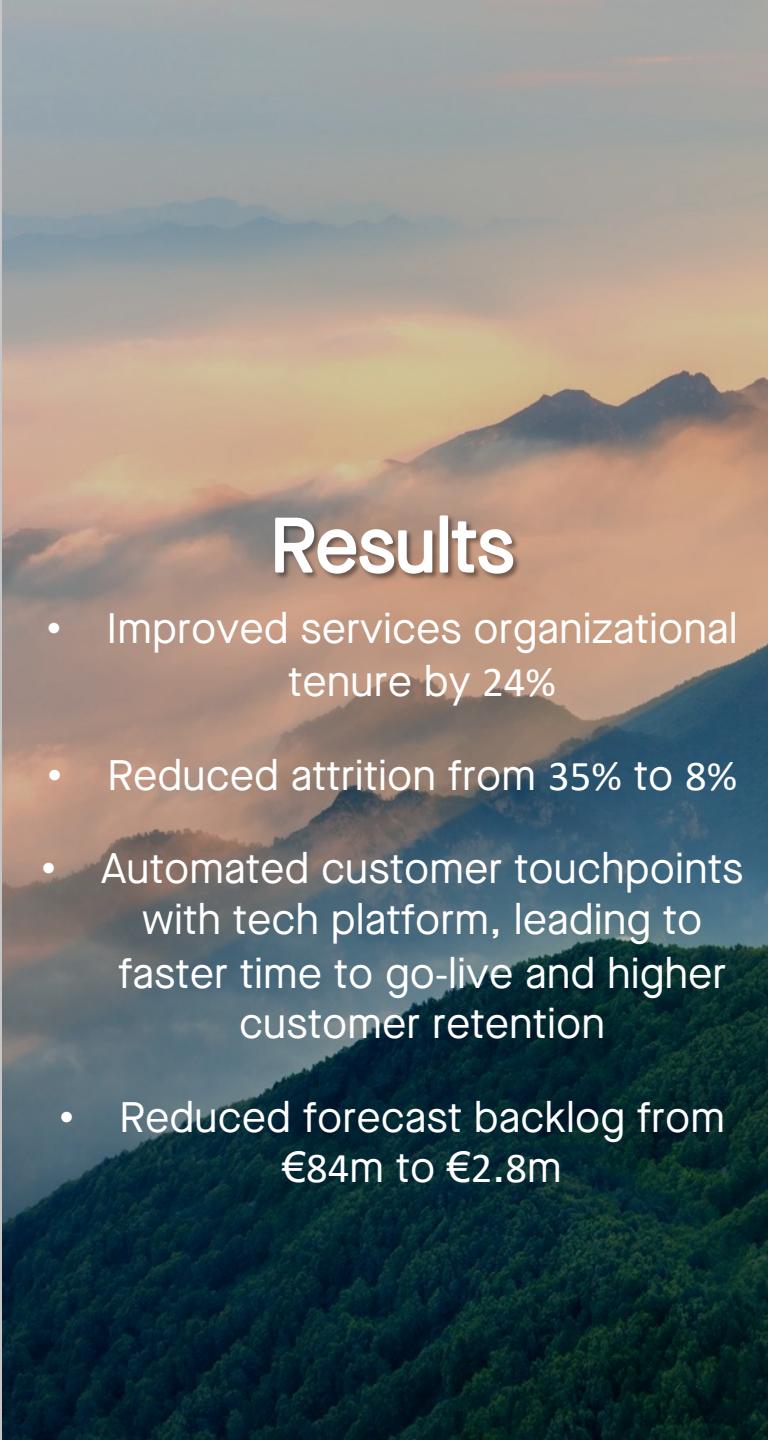
Results

- Improved front-line racial and ethnic diversity from 14% to 24%
- Improved leadership from 11% to 19%
- 53% women in leadership



A photograph of a dense forest. Sunlight filters through the thick canopy of green leaves, creating bright rays and shadows on the dark trunks and the forest floor. The scene is peaceful and natural.

Case Study: Strategic Influence



Results

- Improved services organizational tenure by 24%
- Reduced attrition from 35% to 8%
- Automated customer touchpoints with tech platform, leading to faster time to go-live and higher customer retention
- Reduced forecast backlog from €84m to €2.8m

Case Study: Attrition in Services & Impact on Revenue

Problem Statement

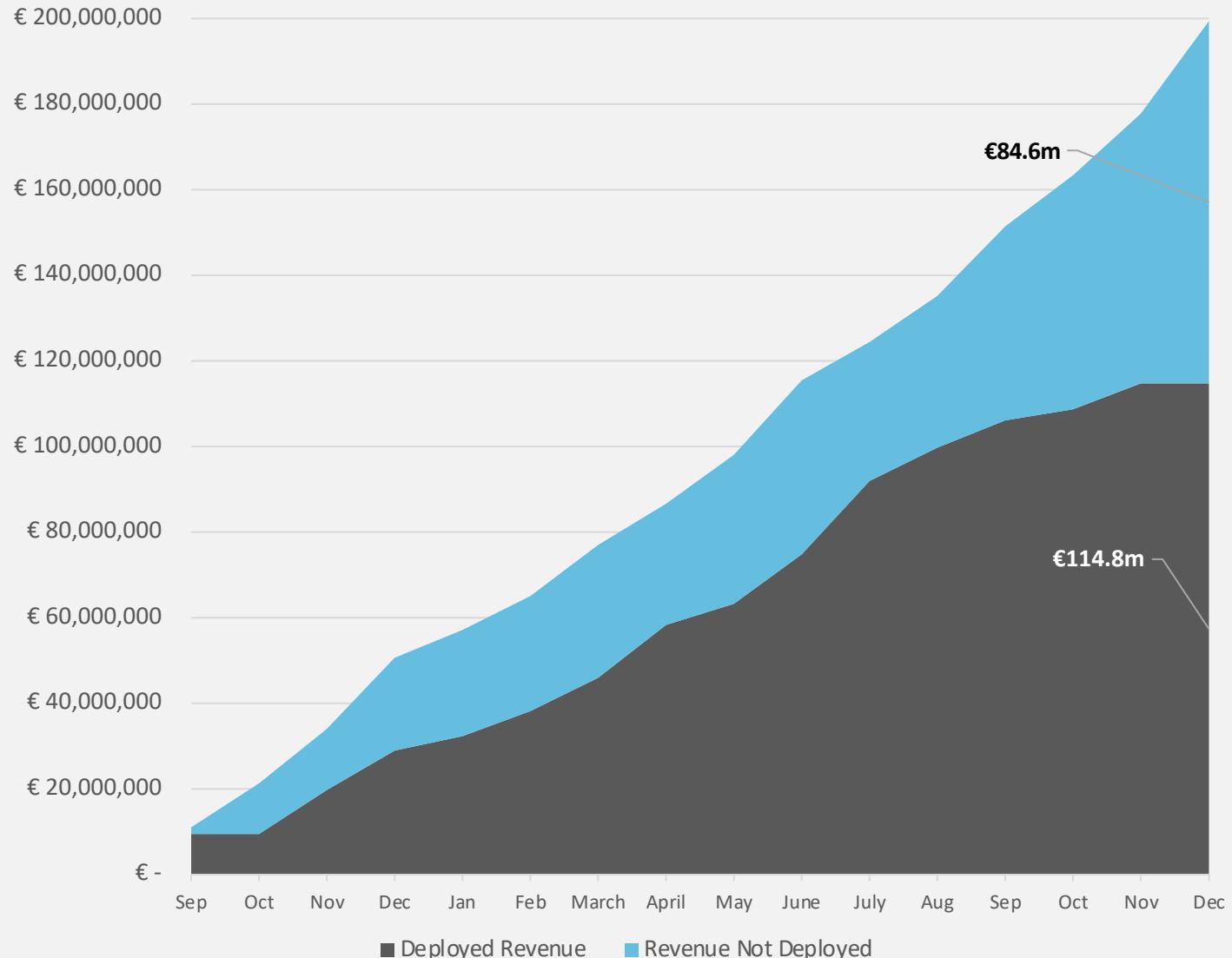
- Attrition increased in all markets due to compensation misalignment externally and within SAP
- Low-cost markets saw highest attrition at nearly 40%
- Global hiring policy restricted to internal hires only
- Compensation was not competitive internally, therefore no success to backfill
- Loss of talent and tenure created risk in deploying customer revenue

Solution in Phases

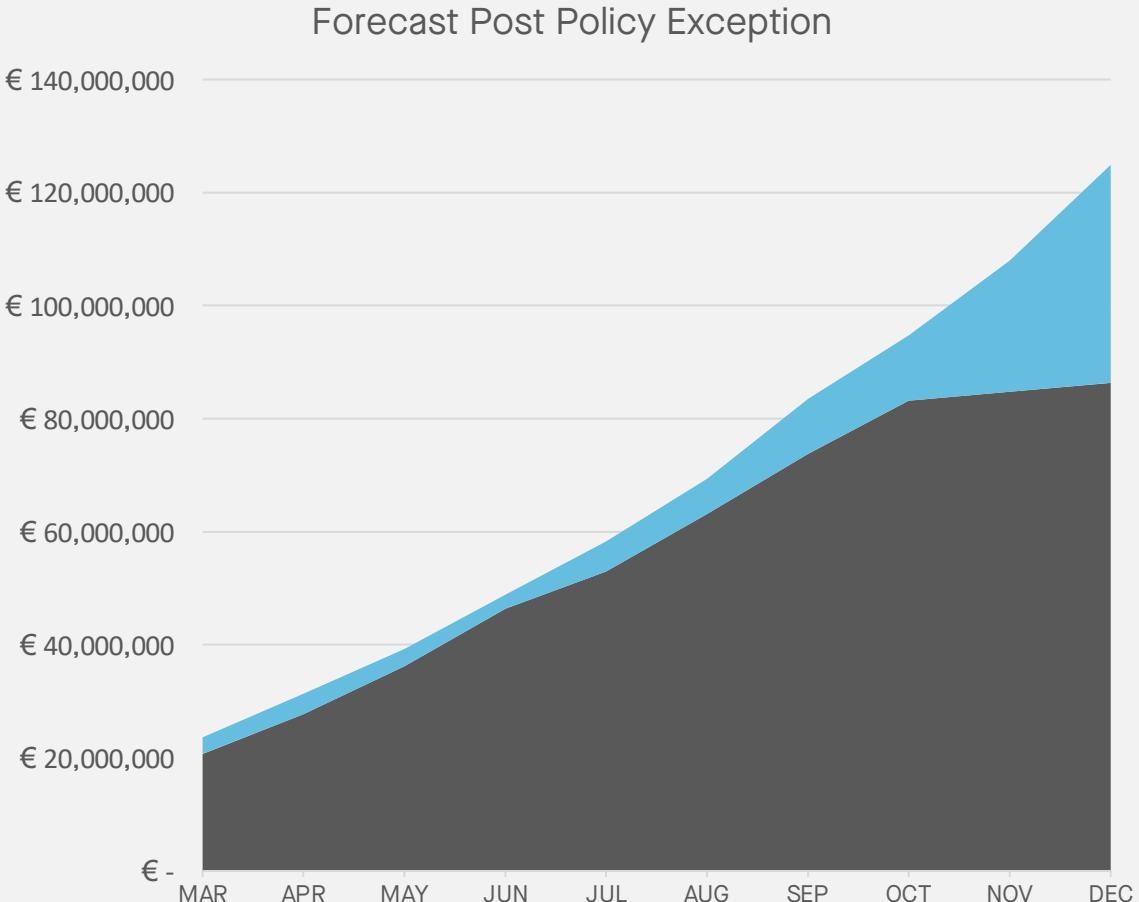
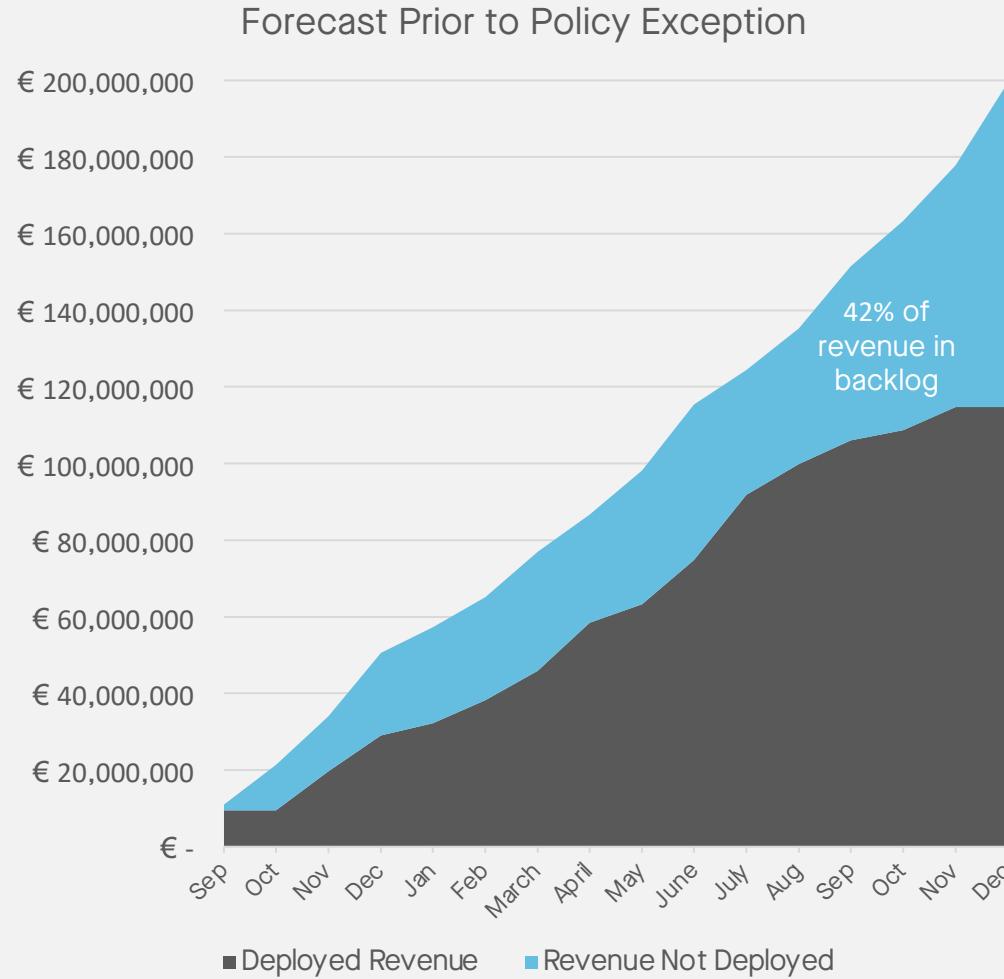
- Built phased business case to executive team and board
- Hiring exception to hire externally
- Leverage the [Good Jobs](#) methodology: invest in compensation and the operational model
- Secured funding for phased compensation strategy
- Secured seven figure technology investment to drive operational outcomes

Initial Business Case to Board

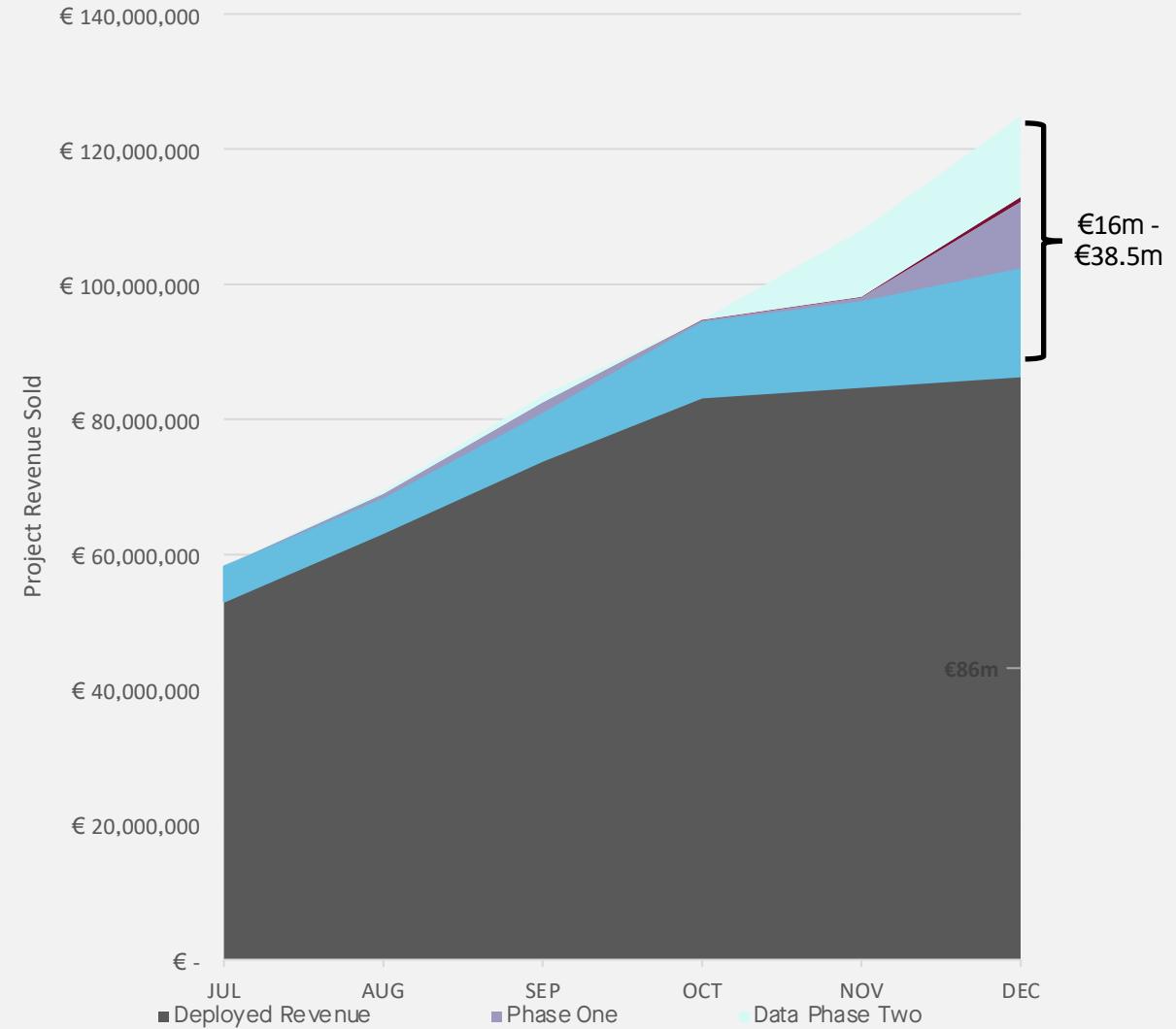
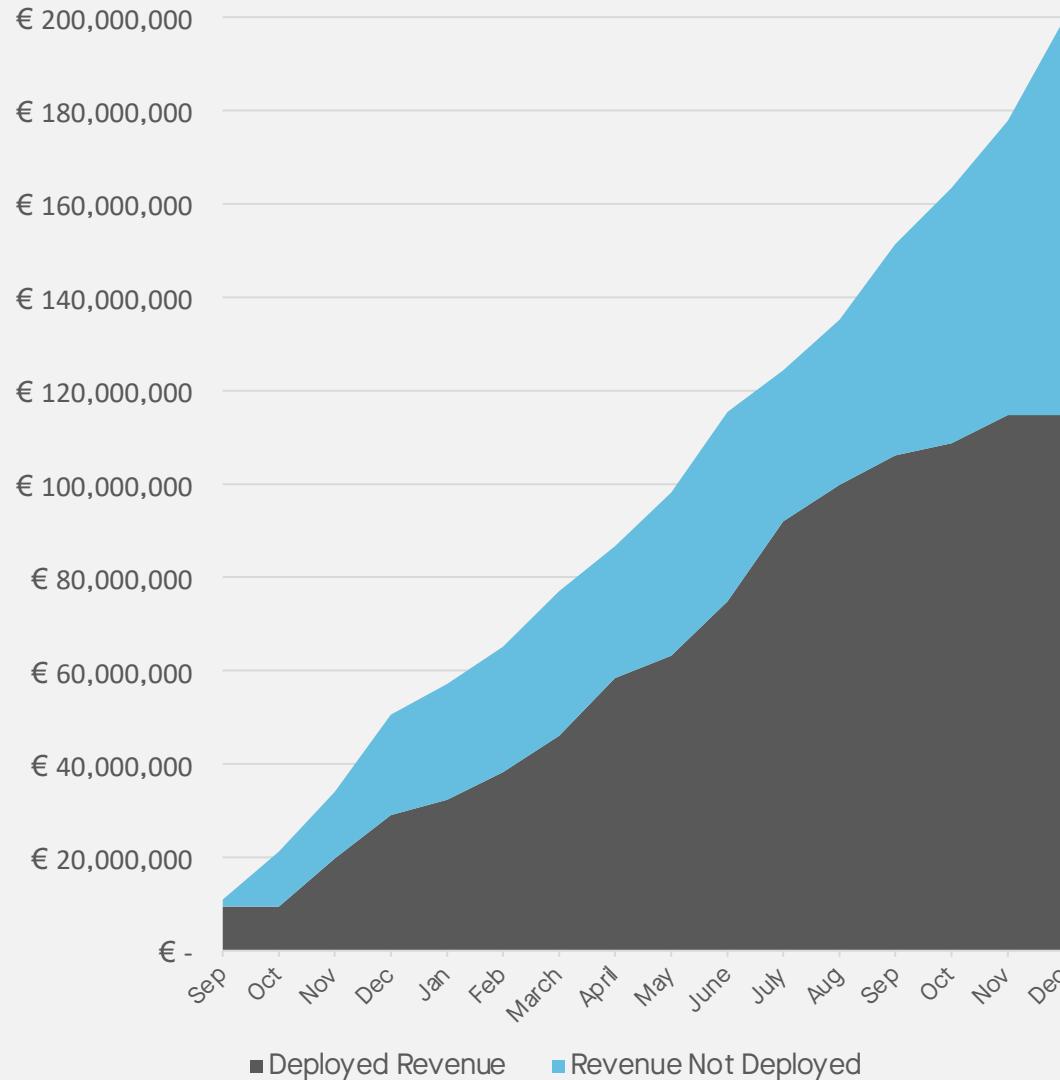
- Tasked with >16k projects/quarter
- 12.2% of workforce lost YTD with no backfill
 - Salary misalignment
 - Hiring policy constraints
- If we maintain status quo:
 - €21.6m in backlog by EOY
 - €84.6m by Dec '23
 - Represents ~11% of overall RUM & 42% of revenue sold in period
 - Implementations *start 6.2 months after sale*
- Based on previous backlogs, we expect:
 - €10m+ increased churn
 - €5.5m in CMs



Revenue Backlog Projections Pre- and Post-Hiring Externally

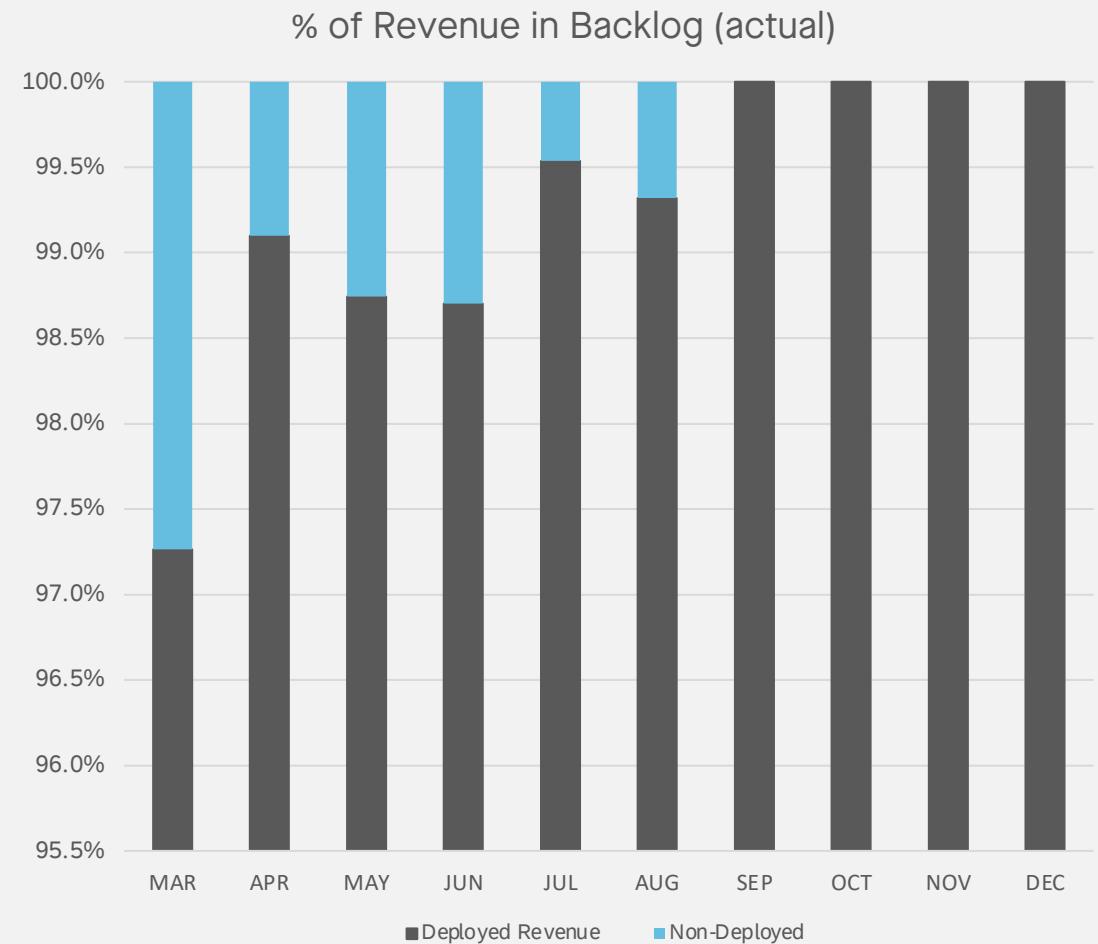


Technology investment further reduces projected backlog to 17%



Final outcome

- Successfully mitigated majority of backlog
- Backlog high-point: 2.8% of rev sold
- Zero backlog in Q4
 - External hiring approval
 - Investment in compensation, which reduced attrition
 - Investment in technology platform to drive efficiency
- For additional efficiency data, see slide 9





Cross-Functional
Collaboration

Partnership Outcomes

1. Customer Adoption
2. Pipeline
3. Renew & Expand
4. Customer References



Sales & Success Partnership

Approach

Define Shared Success

Understand KPIs for each team

How do our actions support or hinder each other's success?

Establish common goals and vision

Partnerships at Each Level

Partnerships within segments

Align leaders between orgs: communication, collaboration

AEs and CSMs joint territory planning

Roles & Engagement

CS engagement model built in collaboration and consultation with sales (see Appendix)

Measurable and defined

RACI model for ambiguous tasks

Example: Partnership Framework



Partnership Outcomes

1. Pipeline
2. Revenue Generation
3. Customer Advocacy



Marketing & Success Partnership

Results by the Numbers: 2022

- Launched 34 virtual events
- Engaged 72% of customers
- Generated \$31m in pipeline
- Built In-Product Tours:
 - 303 Tours
 - Viewed 100k times

Co-Developed Assets

The image displays three screenshots of SAP Concur co-developed assets:

- SAP Concur Client Admin Training Series Webinar:** A slide titled "Client Admin Training Series Webinar: Top things to know coming out of implementation". It features a photo of a person in a headset, the names Travis Cahill, Cate Everett, and Nick Schaefer, and a list of items to check off under "Under Your Information".
- SAP Concur Initial Login Checklist:** A checklist titled "SAP Concur Initial Login Checklist" with sections for "Under Your Information" and "Under Travel Settings (if applicable)". It includes a note about government-issued IDs and travel preferences.
- SAP Concur Client Admin Training Series Dashboard:** A dashboard titled "Client Admin Training Series" showing a video call with a participant, a "User Connection Partners" section featuring logos for Hertz, Uber, lyft, and Expedia, and a "Ground Transportation" section with a map of a highway.



Brent LaBathé

SAP Concur Global Head of Sales (2019 – Dec 2022)

“

Dylin is a great example of someone who embodies a great deal of depth and breadth of understanding. Not only of their functional area, but also other areas of the business, which makes partnering with them easy and frequent. They are flexible in their approach, open to understanding, and committed to following through in a way that creates harmony between our teams in a unified GTM focus.



Mari-Frances Bentvelzen

SAP Concur Business Head and GM

“

Dylin personifies what excellent cross-functional teamwork should look like. Dylin clearly sees the importance and intersectionality of how working together helps drive success across organizations. Dylin has always leaned into seeking to understand what is important to cross functional teams and then tying that to outcomes-based success for all. They are always flexible in their approach and commit to the follow through, which in turn has earned Dylin a high level of trust throughout the organization.



Thank you

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