



Dylín Webster

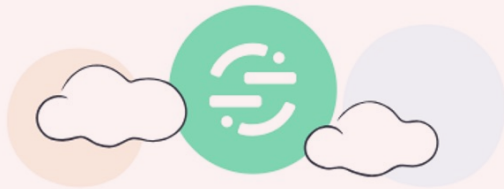
Strategic technology executive with 15 years of leadership experience building, growing, and transforming high-performance teams from Series-B through acquisition and high-growth stages.

Twilio Post-Sale VP Search



Dylin Webster

VP, Worldwide Customer &
Partner Success



413.221.1788

dylin.c.webster@gmail.com

[LinkedIn](#)

Global Head of Success & Services

Scope & Experience

- Ownership of all post-sale customer engagement
- \$750m in RUM
- 32,000 global customers
- 700 resources across 10 countries:
 - Customer Success
 - Professional Services
 - Premium Support
 - Technical Consultants
 - Content
 - Operations

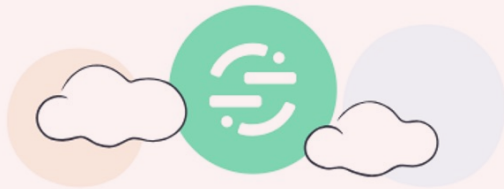
Core Competencies

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



Dylin Webster

VP, Worldwide Customer &
Partner Success



413.221.1788

dylin.c.webster@gmail.com

[LinkedIn](#)

Global Head of Success & Services: KPIs

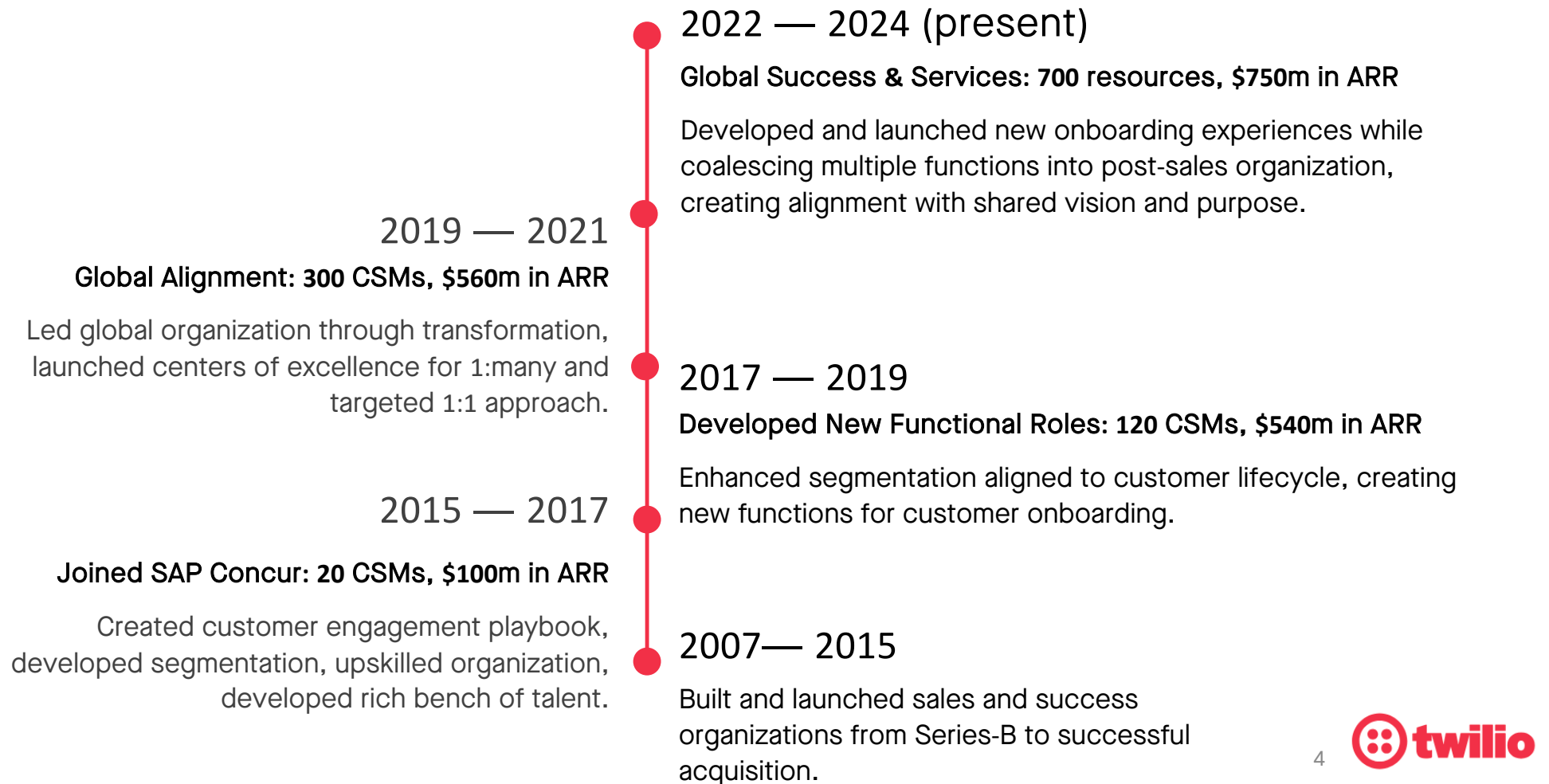
Revenue Performance

- 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 Discipline

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

Relevant Experience

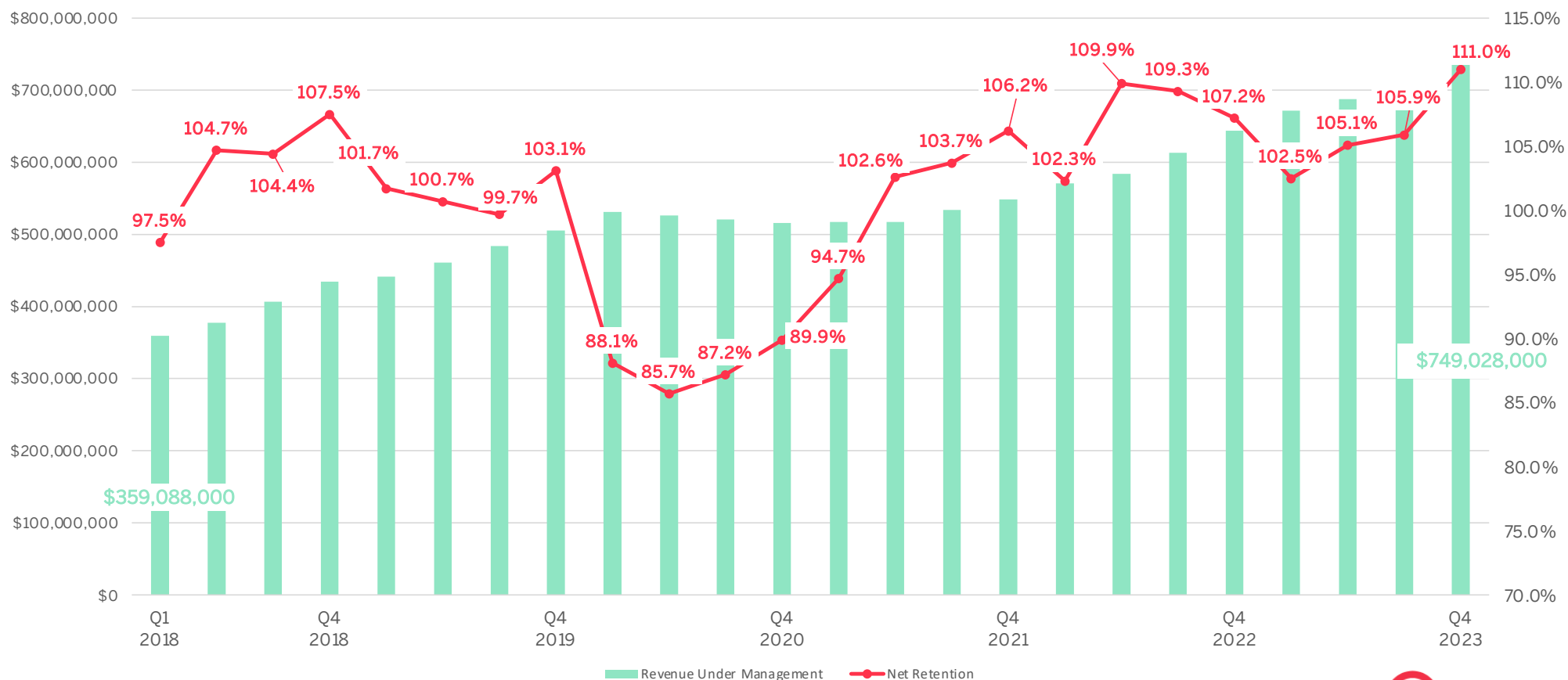




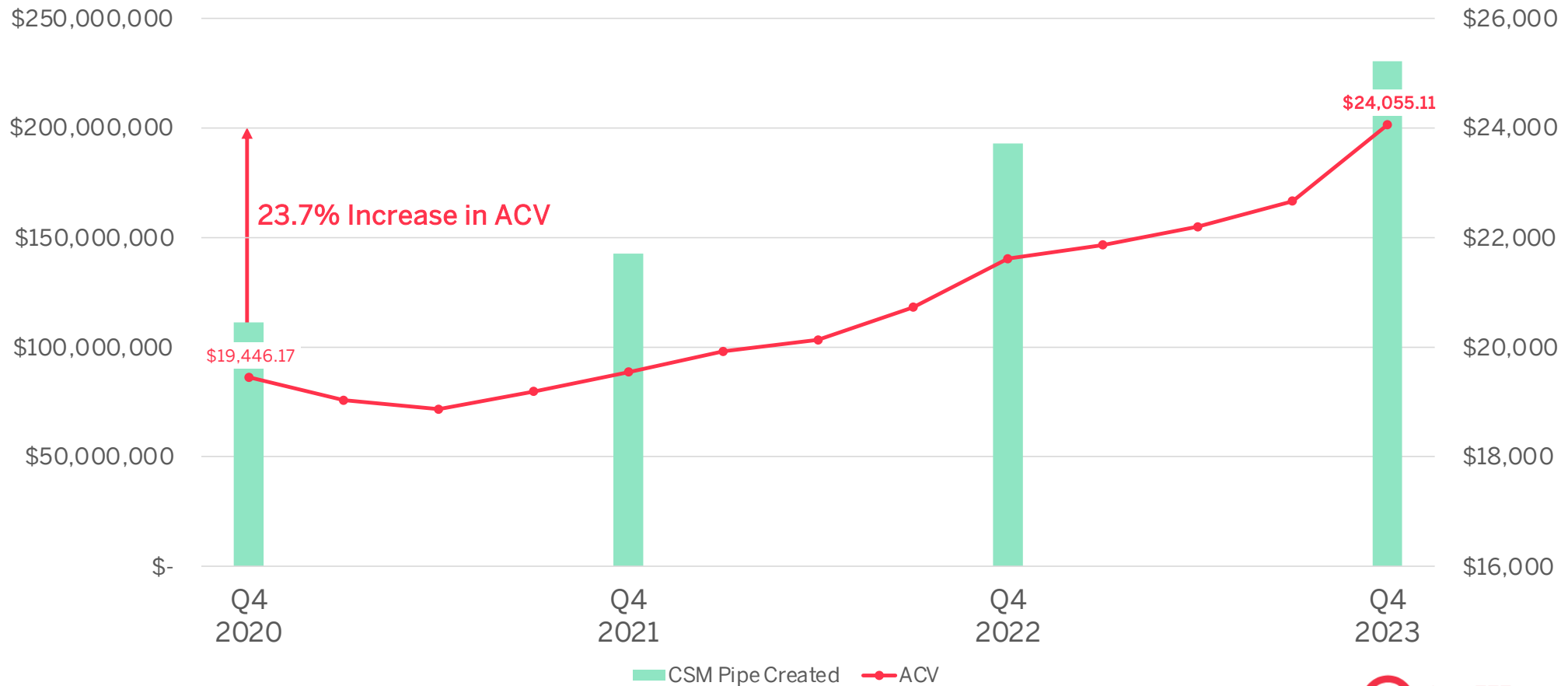
The illustration features a woman with glasses and a bun, pointing towards a central green circle containing a stylized 'S' icon. This central hub is connected to four green lines that branch out to the right, each ending in a purple circle. Above and below the central hub are two purple rectangular boxes, each containing a circular profile picture of a person and three horizontal lines representing text. These boxes are connected to a green circular arrow icon, suggesting a cycle or process. The background is a solid light pink color.

Key Performance Indicators & Trends

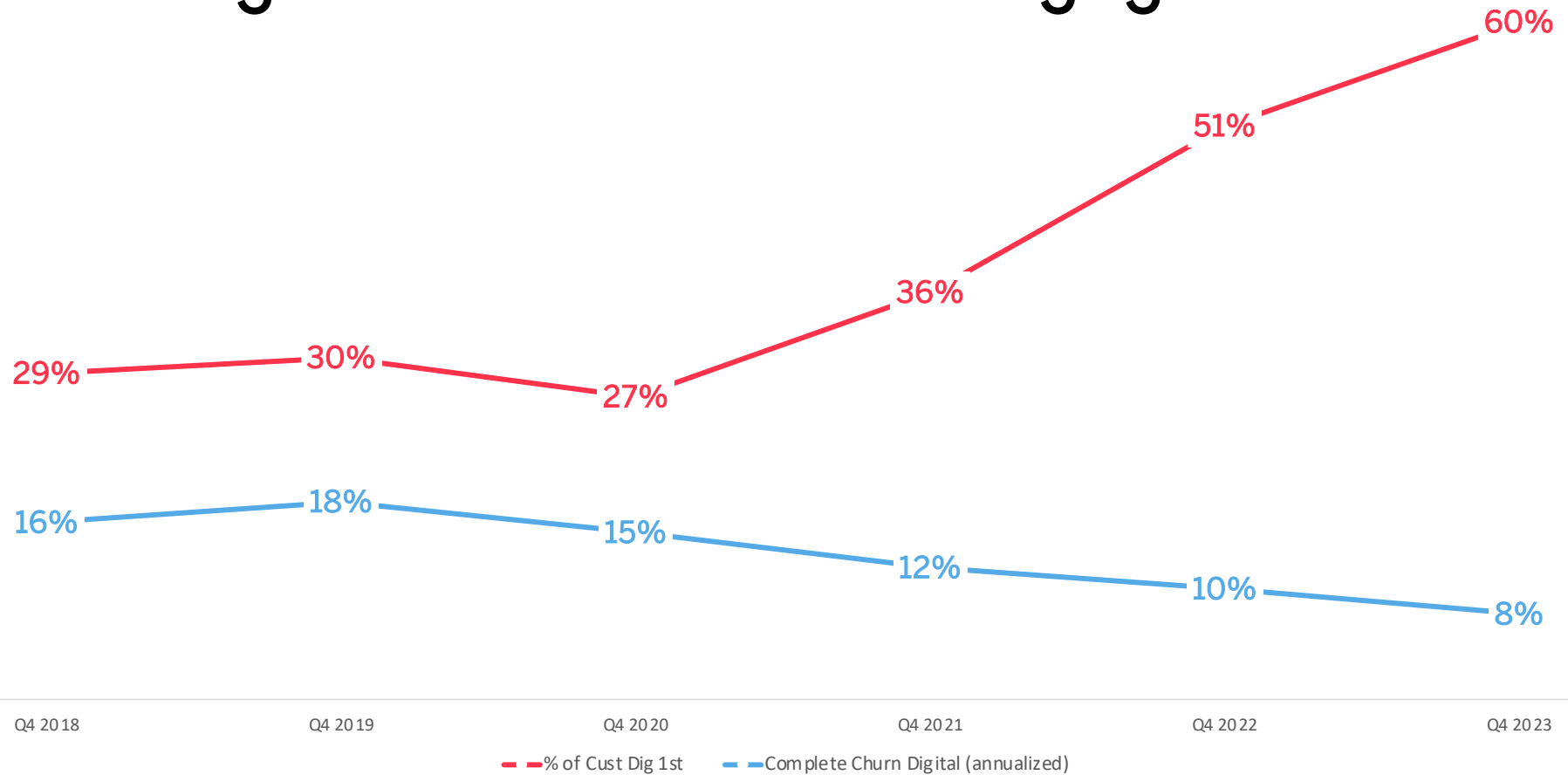
Net Revenue Retention & RUM



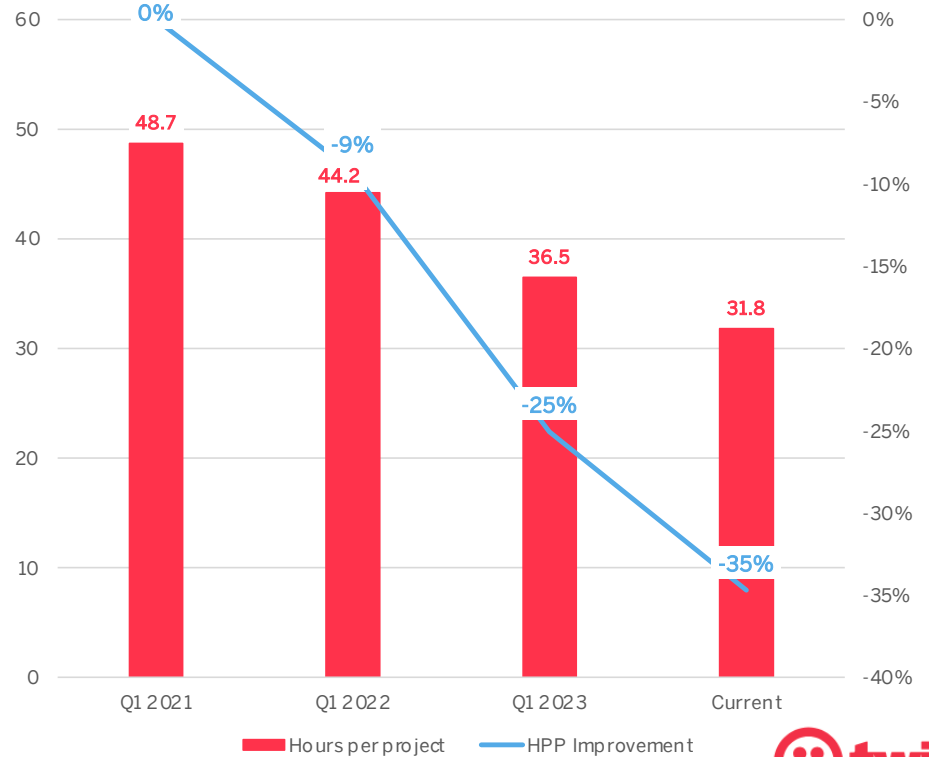
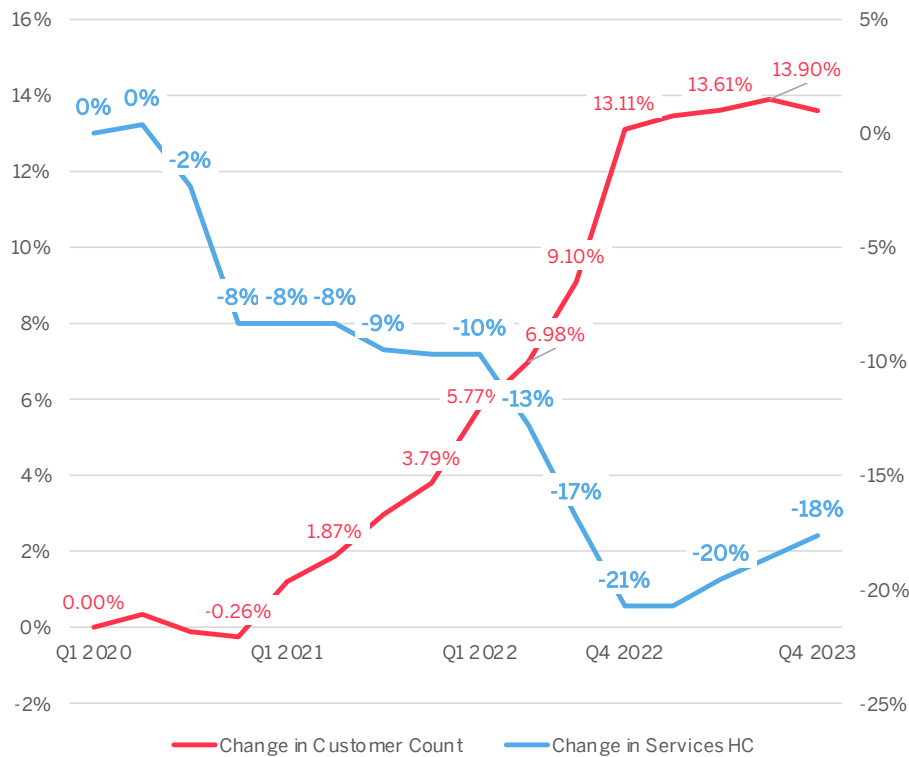
Land & Expand: Increasing Average Customer Value



Building Scale in Customer Engagement



Building Scale in Customer Onboarding



Case Study: DEI



Improving Racial & Ethnic Diversity in CS

Challenge

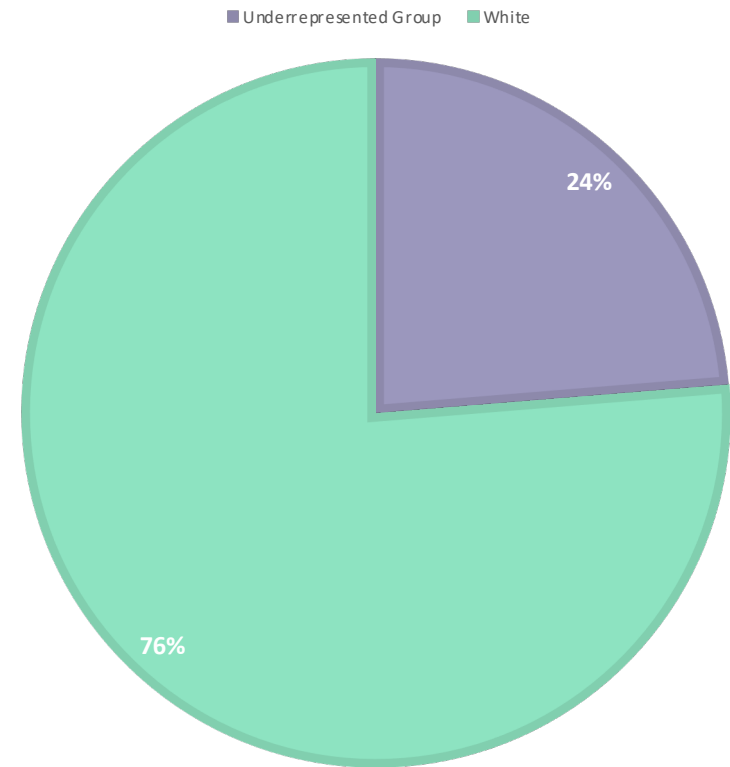
- Lacked racial and ethnic diversity in our front-line and leadership roles
- No buy-in from talent acquisition
- Limited candidate pipeline, heavily reliant on referrals
- Unstructured interview and hiring process

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



An illustration of a woman with dark hair in a bun and glasses, wearing a green shirt, pointing her right hand towards a central green circle. The background is a light pink color. The central green circle contains a white icon of a person with a plus sign. Four green lines radiate from this central circle, each ending in a small purple circle. Above the central circle, there are two purple rectangular boxes, each containing a small circular portrait of a person and three horizontal lines. These boxes are connected by a green line that forms a loop with a circular arrow icon. Below the central circle, there are two more purple rectangular boxes, each containing a small circular portrait of a person and three horizontal lines. These boxes are also connected by a green line that forms a loop with a circular arrow icon. The text "Case Study: Strategic Influence" is written in white, bold, sans-serif font across the middle of the image.

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

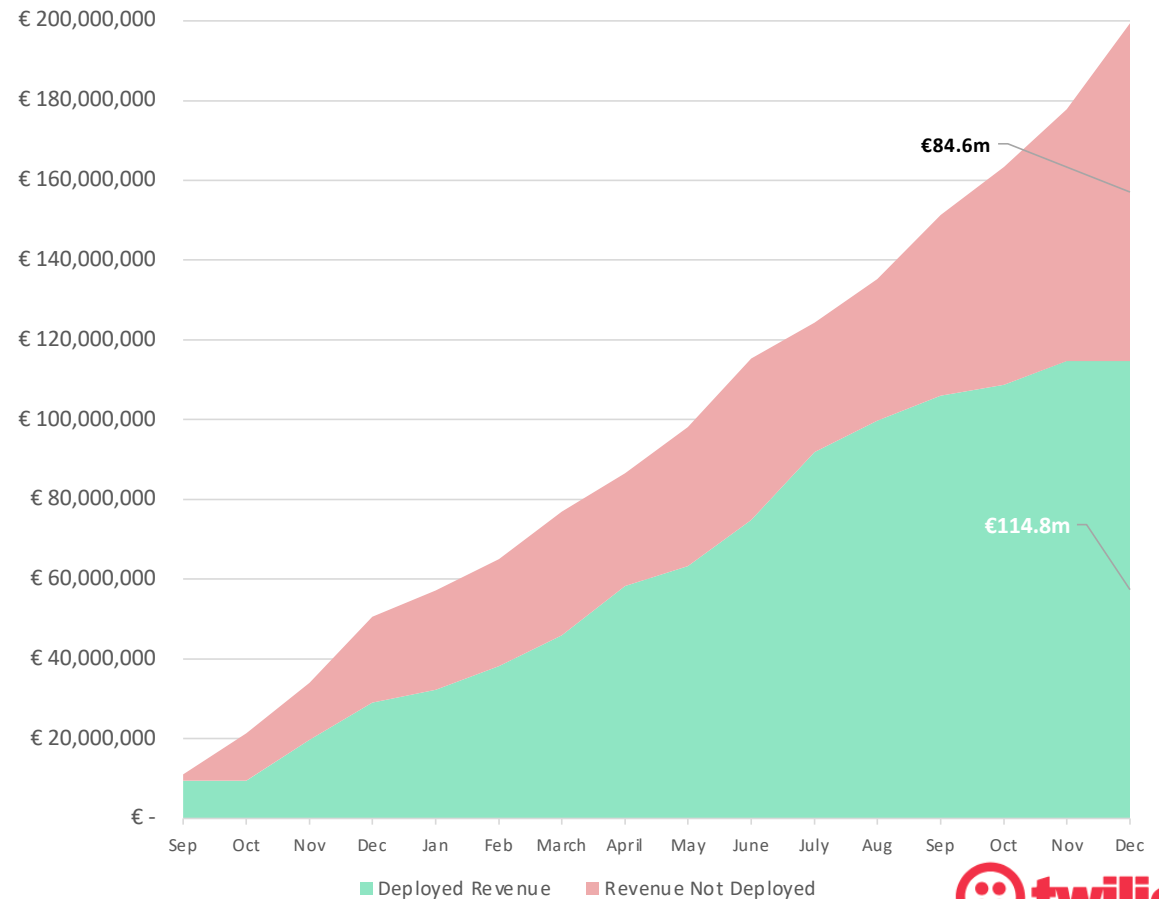
- Attrition increased in all markets due to compensation misalignment externally and within SAP
- Low-cost markets saw highest attrition at nearly 40%
- Global hiring policy restricted to internal hires only
- Compensation was not competitive internally, therefore no success to backfill
- Loss of talent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

Solution in Phases

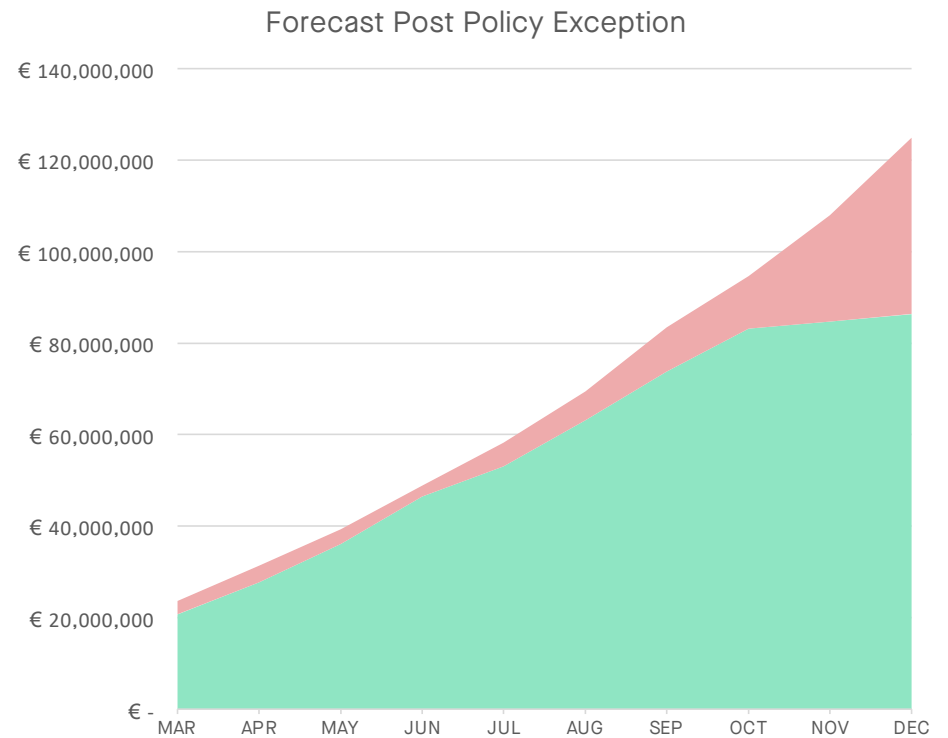
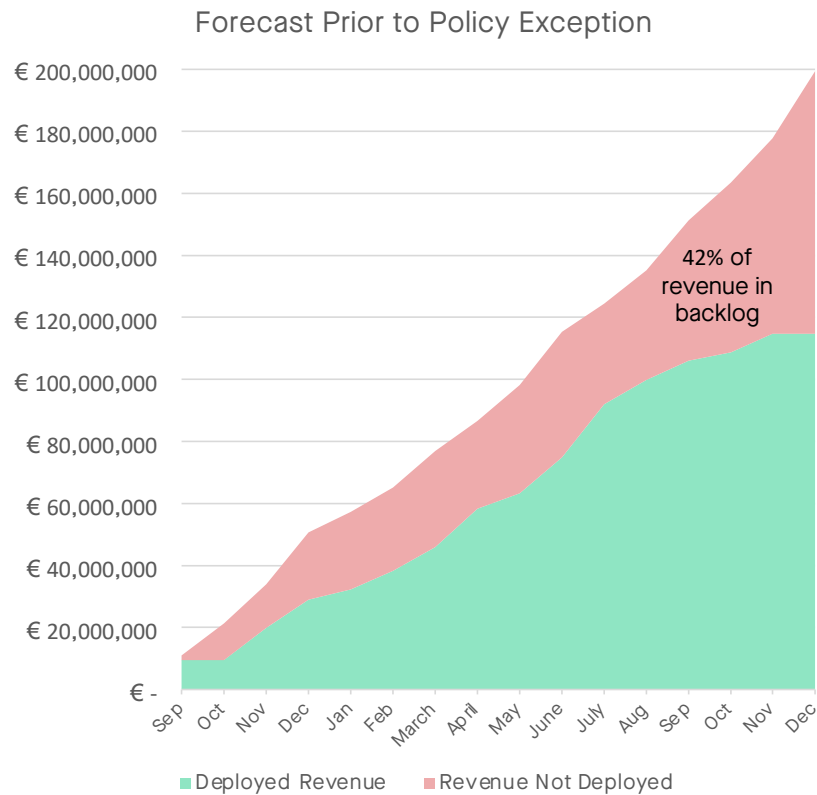
- Built phased business case to executive team and board
- Hiring exception to hire externally
- Leverage the [Good Jobs](#) methodology: invest in compensation and the operational model
- Secured funding for phased compensation strategy
- Secured seven figure technology investment to drive operational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

Initial Business Case to Board

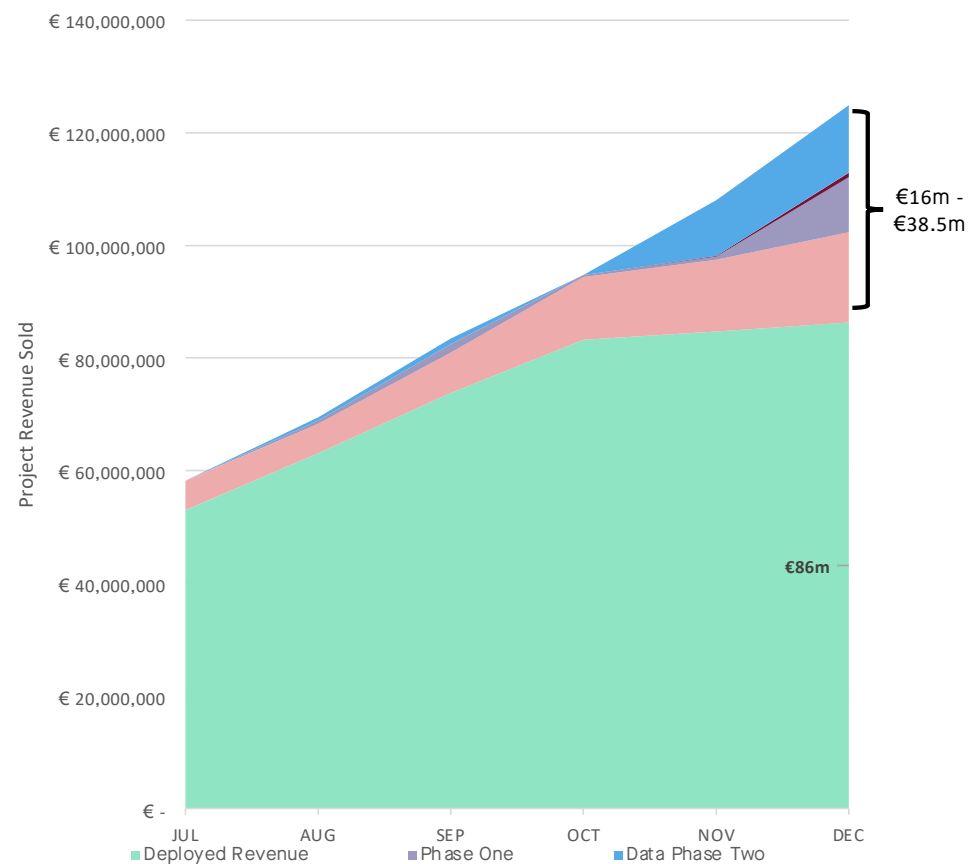
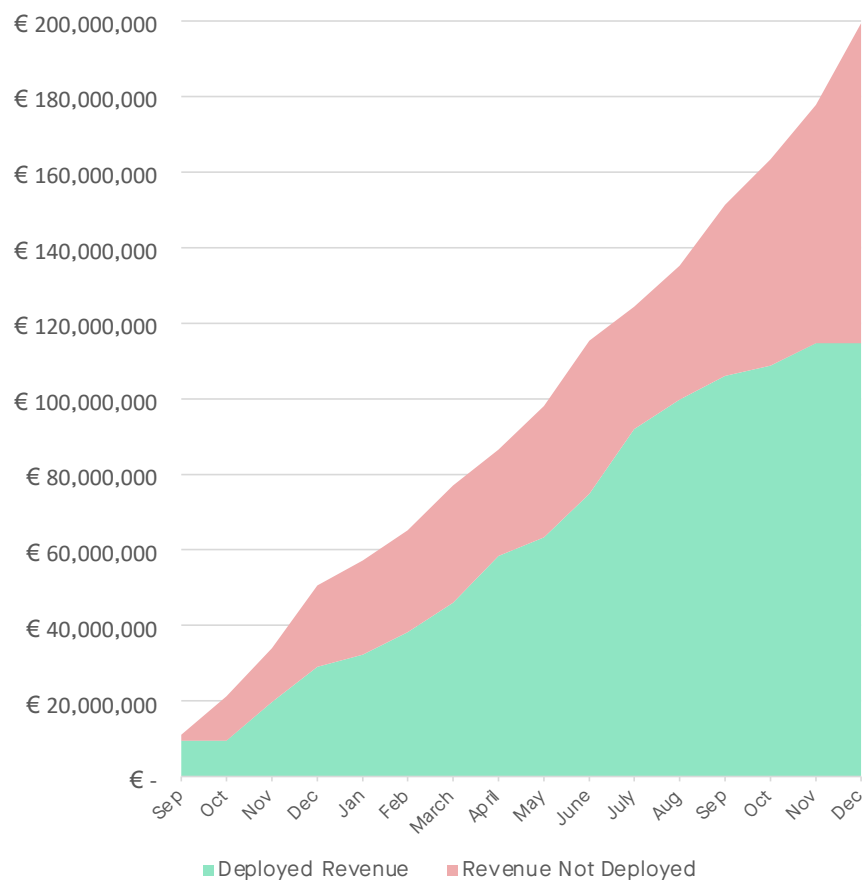
- Tasked with >16k projects/quarter
- 12.2% of workforce lost YTD with no backfill
 - Salary misalignment
 - Hiring policy constraints
- If we maintain status quo:
 - €21.6m in backlog by EOY
 - €84.6m by Dec '23
 - Represents ~11% of overall RUM & 42% of revenue sold in period
 - Implementations *start 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

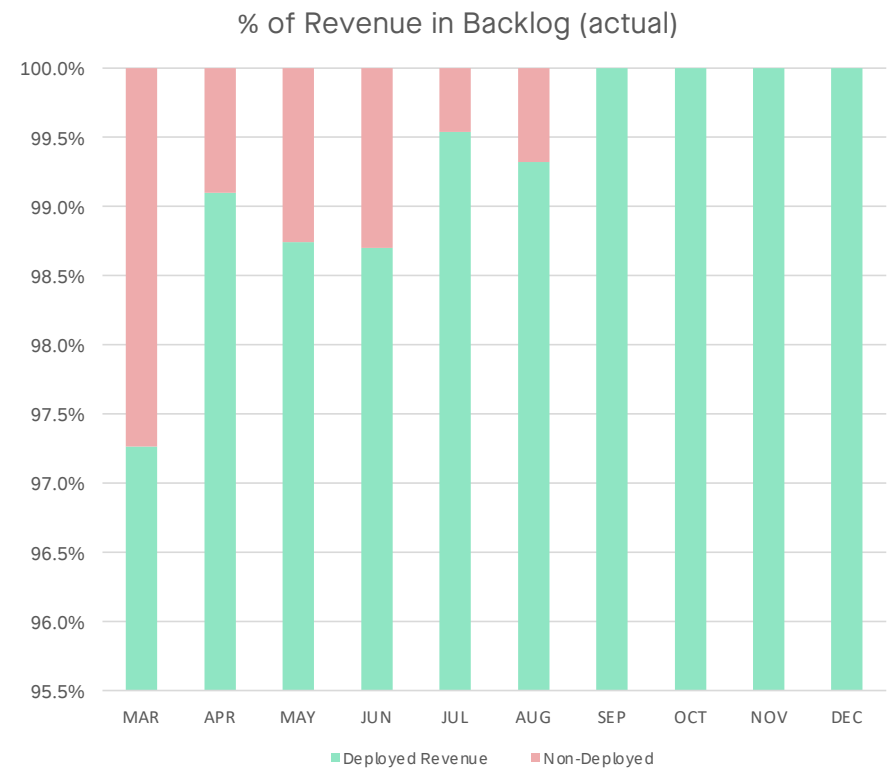


Technology investment further reduces projected backlog to 17%



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



Successful Partnerships 2021 Guidelines



This information is designed to help CSMs and CSEs reach **mutual success** through structured, consistent communication, effective territory management, and results driven 1:1s.

Partnership Outcomes

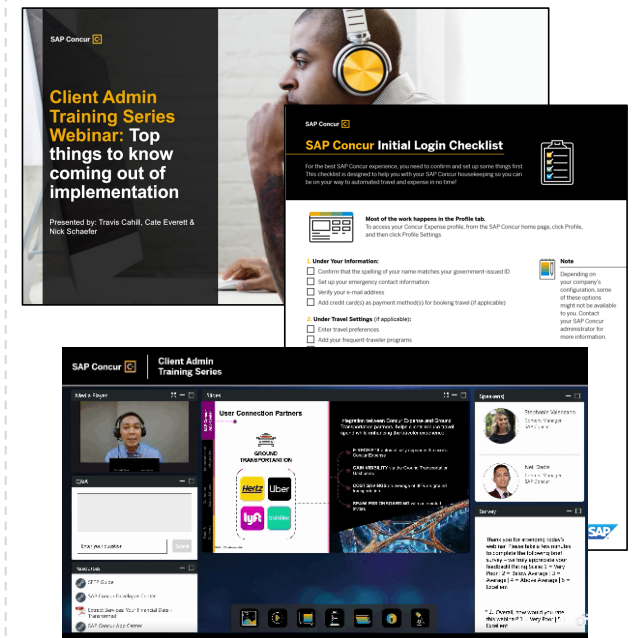
1. Pipeline
2. Revenue Generation
3. Customer Advocacy

Marketing & Success Partnership

Results by the Numbers: 2023

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

Co-Developed Assets



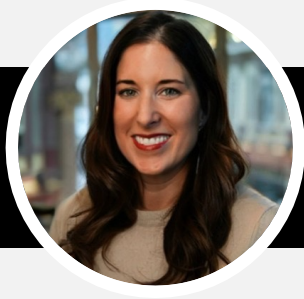


Brent LaBathe

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 through Q1 2023



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

🏠 Houston, TX

📞 413.221.1788

✉️ dylin.c.webster@gmail.com