Customer Success for Tooling

Aleksandr Podkhaliuzin, JetBrains
My evolution

- Music (Piano, Classical Guitar)
My evolution

- Music (Piano, Classical Guitar)
- Mathematics
My evolution

- Music (Piano, Classical Guitar)
- Mathematics
- Software Engineering
My evolution

- Music (Piano, Classical Guitar)
- Mathematics
- Software Engineering
- Team Leading
My evolution

- Music (Piano, Classical Guitar)
- Mathematics
- Software Engineering
- Team Leading
- Customer Success
My evolution

- Music (Piano, Classical Guitar)
- Mathematics
- Software Engineering
- Team Leading
- Customer Success
- Business Development
My evolution

- Music (Piano, Classical Guitar)
- Mathematics
- Software Engineering
- Team Leading
- Customer Success
- Business Development
- Chinese Language…
IntelliJ IDEA’s evolution

- Dogfooding

https://www.istockphoto.com/photo/eating-our-own-dogfood-gm140406938-2941601
IntelliJ IDEA’s evolution

- Dogfooding
- Open issue tracker
IntelliJ IDEA’s evolution

- Dogfooding
- Open issue tracker
- Data Analytics
IntelliJ IDEA’s evolution

● Dogfooding
● Open issue tracker
● Data Analytics
● Customer
IntelliJ IDEA’s evolution

- Dogfooding
- Open issue tracker
- Data Analytics
- Customer
- ???

Business Basics...
B2C model

- Fast decision making
- Low customization
- Marketing / Influencers
- Technical Support
- Low price product
- UI/UX is priority

B2B model

- Slow decision making
- Highly customizable solution
- Recommendation / Word of mouth
- Customer Success
- High price product
- Efficiency (Money) is priority
Often in tooling: MIX
Example: Bosch Power Tools
Ecosystem model

https://www.istockphoto.com/photo/5g-mobile-communication-symbol-on-glass-wall-and-mirrored-building-gm1179324674-329947919
IntelliJ Marketplace: Issues

- JVM languages / Swing UI
- Not enough Business Development
- Technology-first solution
- Size-Inequality vs Competitors
- Not enough strategy
B2C model

- Fast decision making
- Low customization
- Marketing / Influencers
- Technical Support
- Low price product
- UI/UX is priority

B2B model

- Slow decision making
- Highly customizable solution
- Recommendation / Word of mouth
- Customer Success
- High price product
- Efficiency (Money) is priority
What to do?

● Customer Success Team
  ○ On the way

● Enterprise Products: Toolbox Enterprise
  ○ Highly Customizable
  ○ Efficiency
  ○ On the way

● Enterprise Services
  ○ Efficiency
  ○ Just starting

● Business Development
  ○ Ecosystem development
  ○ Planning
Customer Success Engineering


- Meet
- Talk
- Listen
- Help
- Invent
Case #1: IDE Performance
IDE Performance

- Was it known already?
  - Maybe...
- Is it simple to solve?
  - No
- Talk + Listen
  - Reduce pressure for Customer
  - Increase pressure for IntelliJ IDEA team
- Try to Help
  - Constantly look for solutions
Case #2: Bazel plugin for IntelliJ IDEA
Bazel plugin for IntelliJ IDEA

- **Was it known already?**
  - No, it’s 3%-market
- **Is it simple to solve?**
  - No
- **Talk + Listen**
  - Reduce pressure for Customer
  - Increase pressure for Google team
  - Increase pressure for IntelliJ IDEA team
- **Try to Help**
  - Business Development
  - Start the team
Case #3: Remote Development
Remote Development

- Was it known already?
  - Yes
- Is it simple to solve?
  - No
- Talk + Listen
  - Increase Customer awareness
  - Collect Enterprise Feedback
  - Answer questions about Fleet
- Try to Help
  - Pass information
  - Arrange for demos
Case #4: Toolbox Enterprise
Toolbox Enterprise

- [https://www.jetbrains.com/toolbox-enterprise](https://www.jetbrains.com/toolbox-enterprise)
- Enterprise Solution
- Single Setup Across the Company
- Analytics
Case #5: Shared Indexes
Shared Indexes

- Was it known already?
  - Yes
- Is it simple to solve?
  - No
- Talk + Listen
  - Increase Customer awareness
  - Collect Enterprise Feedback
- Try to Help
  - Help with implementation
  - Give up and evolve
Case #6: Services
Performance is bad
Customer shared analytics
Half a year: No luck
New model: we’ll look into your code
No luck: legals are slow
In a year: we are there
Tons of improvements!
Problem: It’s not scalable
Goal: Increasing probability of ???
Services + Shared Indexes + VirtusLab + TBE = Love!

- We need services
- We need to help with Shared Indexes
- We need to prove improvements with Toolbox Enterprise
- We have long-term partner with great relationships: VirtusLab

Do the chemistry, mix them all together = opportunity
Lessons

● **B2C and B2B needs just different teams working closely together**
  ○ Because of different goals
  ○ Sometimes they even have to fight for resources and attention

● **Customer Success needs to be systematic**
  ○ For smaller companies and startups it’s fine to have only CEO doing this
  ○ For the big companies, it’s department with clear process
  ○ With no irreplaceable people

● **Networking is critical**
  ○ Conferences
  ○ Word of mouth
  ○ LinkedIn
Question? Now and later

Email: alexander.podkhalyuzin@jetbrains.com
LinkedIn: https://www.linkedin.com/in/alefas/
Telegram: alefas239
WeChat: alefas239

Any Customer Success questions
Partnership with JetBrains for Services or Tooling?
Do you need any help as a JetBrains Customer?