

Customer Success for Tooling

Aleksandr Podkhaliuzin, JetBrains

My evolution

- Music (Piano, Classical Guitar)

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- Mathematics

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- Software Engineering

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- **Business Development**

My evolution

- Music (Piano, Classical Guitar)
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- 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

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- Data Analytics

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- Customer

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- 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



IntelliJ Marketplace: Issues

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

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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

<https://www.jetbrains.com/lp/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>
- 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?