



**"Please note that these files may not be up to date. However, the questions will help you understand the exam format and typical question patterns."**

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## Question: 1

Which key industry trend explains the need for companies to invest in a Customer Success practice and Customer Success Manager role?

- A. Service organizations must evolve from a “break fix” business model to proactive and pre-emptive services that help prevent problems for customers before they arise and accelerate solution adoption. The CSM advises and professional services team on the best services to position.
- B. IT budgets are shifting to line of business decision makers who want to understand the business outcomes from technology investments before they purchase. The CSM supports sales with use cases and testimonials for proposed solutions.
- C. IT is increasingly adopting new consumption models. In a subscription economy, customers can cancel subscriptions if business value and tangible outcomes are not realized. The CSM ensures that the customer’s business outcomes are achieved with the shortest time to value.
- D. The accelerated pace of innovation in the era of the Internet of Things confuses many customers. A CSM helps sales position the right technologies that will accelerate success for their business.

**Answer: C**

### Explanation:

The correct answer is C, which highlights the shift towards subscription models in IT and the role of the Customer Success Manager (CSM) in ensuring customers achieve their business outcomes and realize value from their subscriptions. This trend is a key driver for companies to invest in Customer Success practices and roles, as the ongoing satisfaction and perceived value are critical in a subscription economy where customers have the flexibility to cancel services that do not meet their expectations

## Question: 2

Which list of components of a Customer Success Quarterly Success Review is common?

- A. results from prior quarter, product roadmap, proposed marketing new products, and confirm goals for the next quarter
- B. results from prior quarter, agreed actions completed, benchmarking with the market, and confirm goals for next quarter
- C. results from prior quarter, services delivered, issues and open services cases, and confirm goals for next quarter
- D. results from prior quarter, cover roadmap and promote new products, and confirm goals for next quarter

**Answer: B**

### Explanation:

The most common components of a Customer Success Quarterly Success Review include the results from the prior quarter, agreed actions that have been completed, benchmarking with the market, and confirmation of goals for the next quarter. This approach ensures that the review is focused on measurable outcomes and continuous improvement, aligning with best practices in customer success management

## Question: 3

Which definition of customer success is true?

- A. It is the business methodology of ensuring that customers achieve their expected and unexpected outcomes while using your product or service.
- B. It is a business methodology for increasing recurring revenues by minimizing the risk of churn while driving adoption and expansion.
- C. It is the business methodology of ensuring that customers are always on the latest software releases and subscription contracts so that they can focus on the core business activities that make them successful.
- D. It is a measure of the Net Promoter Score that results from a disciplined engagement of sales, services, marketing, and customer success teams working seamlessly to deliver a positive experience for the customer.

**Answer: A**

**Explanation:**

The true definition of customer success is A, which states that it is the business methodology of ensuring customers achieve their expected and unexpected outcomes while using your product or service. This encompasses the holistic approach of customer success to ensure customers find value in the product or service, beyond just the anticipated results

#### **Question: 4**

Which statement describes the difference between customer success and customer sales?

- A. Customer sales is about selling solutions to meet business needs. Customer success is about getting customers to utilize those solutions to get the value they intended.
- B. Customer sales is about getting customers to utilize their solutions to get the value they intended. Customer success is about making sure the customer deploys the solution within an effective timeline.

C. Customer sales is about getting customers to utilize their solutions to get the value they intended.

Customer success is about expanding the customer's portfolio.

D. Customer sales is about selling solutions to meet business needs. Customer success is about finding product opportunities for sales as the customer utilizes their current solution.

**Answer: A**

**Explanation:**

The difference between customer success and customer sales is accurately described in A. Customer sales focuses on selling solutions to meet business needs, while customer success is about ensuring that customers utilize those solutions to get the value they intended. This highlights the proactive role of customer success in driving value realization for the customer

**Question: 5**

Which two outcomes are the primary goals when introducing the customer to Customer Success? (Choose two.)

A. completion of customer training

B. identification of customer business outcomes

C. review of product roadmap

D. scheduling of Quarterly Success Review

E. alignment of key stakeholders

**Answer: B, E**

**Explanation:**

The primary goals when introducing the customer to Customer Success are B, the identification of customer business outcomes, and E, the alignment of key stakeholders. These outcomes ensure that the customer success efforts are aligned with the customer's business objectives and that all relevant parties are engaged in the success plan1.

### **Question: 6**

Which type of KPI is of the most interest to Customer Success?

- A. business KPIs that define progress to the Business Outcome
- B. sales KPIs for revenue generation
- C. IT services KPIs for operations
- D. OPEX KPIs that define the operational costs of the company

### **Answer: A**

Explanation:

The type of KPI that is of most interest to Customer Success is A, business KPIs that define progress to the Business Outcome. These KPIs are crucial for tracking the effectiveness of customer success initiatives in achieving the desired business results for the customer

### **Question: 7**

What is a key driver that is creating the need for customer success?

- A. financial resources

- B. subscription economy
- C. advanced specializations
- D. portfolio management

**Answer: B**

**Explanation:**

The key driver creating the need for customer success is B, the subscription economy. In a subscription-based business model, the ongoing satisfaction and retention of customers are paramount, necessitating a dedicated focus on customer success to ensure continuous value delivery and renewal

**Question: 8**

Why should a customer's success be documented?

- A. to establish KPIs that measure success
- B. to document roles and responsibilities for project management
- C. to provide awareness of the value achieved by the solution
- D. to provide expansion opportunities for the sales team

**Answer: C**

**Explanation:**

Documenting a customer's success is crucial for providing awareness of the value achieved by the solution. This documentation helps in recognizing the benefits and outcomes that the customer has realized through the solution, which is essential for validating the investment and encouraging continued engagement

### Question: 9

What is the main objective of customer success?

- A. customer's return on investment
- B. known and unknown features of product and solutions
- C. customer's reduction of risk
- D. outcomes customers are trying to achieve

**Answer: D**

**Explanation:**

The main objective of customer success is to ensure that customers achieve the outcomes they are trying to reach with the product or service. This focus on outcomes ensures that the customer success initiatives are aligned with the customer's goals and objectives

### Question: 10

What is the value proposition of customer success for customers?

- A. incremental rewards
- B. business vision support
- C. technical assistance prioritization
- D. external publicity

**Answer: B**

**Explanation:**

The value proposition of customer success for customers lies in supporting their business vision. Customer success helps customers to realize their business objectives and ensures that the solutions provided align with their strategic direction

### **Question: 11**

Your customer's business outcome is to drive employee efficiencies. Which key metrics measure this outcome?

- A. increase in new subscribers or increase in end users
- B. number of incidents reported or number of compliance issues
- C. reduction in headcount or operational support costs
- D. customer and employee feedback
- E. number of activities completed or increase in direct time

**Answer: C, D**

**Explanation:**

The key metrics that measure the outcome of driving employee efficiencies are C, the reduction in headcount or operational support costs, and D, customer and employee feedback. These metrics directly reflect the efficiency gains in the workforce and the perceived impact of the solutions on the employees' productivity

## Question: 12

What is the financial implication of churn?

- A. loss of revenue
- B. increased production
- C. reduced product utilization
- D. contract expansion

**Answer: A**

**Explanation:**

A financial implication of churn is A, the loss of revenue. When customers discontinue their subscriptions or stop doing business with a company, it directly impacts the company's revenue streams, making churn a critical financial concern

Reference: <https://www.clientsuccess.com/blog/true-cost-customer-churn-part-1/>

## Question: 13

Which activity reduces the risk of churn?

- A. expanding the customer footprint
- B. lowering the service level
- C. providing a discount on renewal

D. educating on product features

**Answer: A**

**Explanation:**

Expanding the customer footprint involves increasing the adoption of services or products within the existing customer base. This can lead to a deeper integration of the supplier's offerings into the customer's operations, making the customer more reliant on these services and less likely to churn..

**Question: 14**

A large university has deployed a new IT solution designed to improve the overall student and staff experience. Which approach will best measure success?

- A. Administer twice-yearly student and staff surveys with two question related to IT
- B. Measure the number of complaints raised by students
- C. Use a combination of tailored surveys and IT tools-based metrics
- D. Implement staff Super Users to provide feedback

**Answer: C**

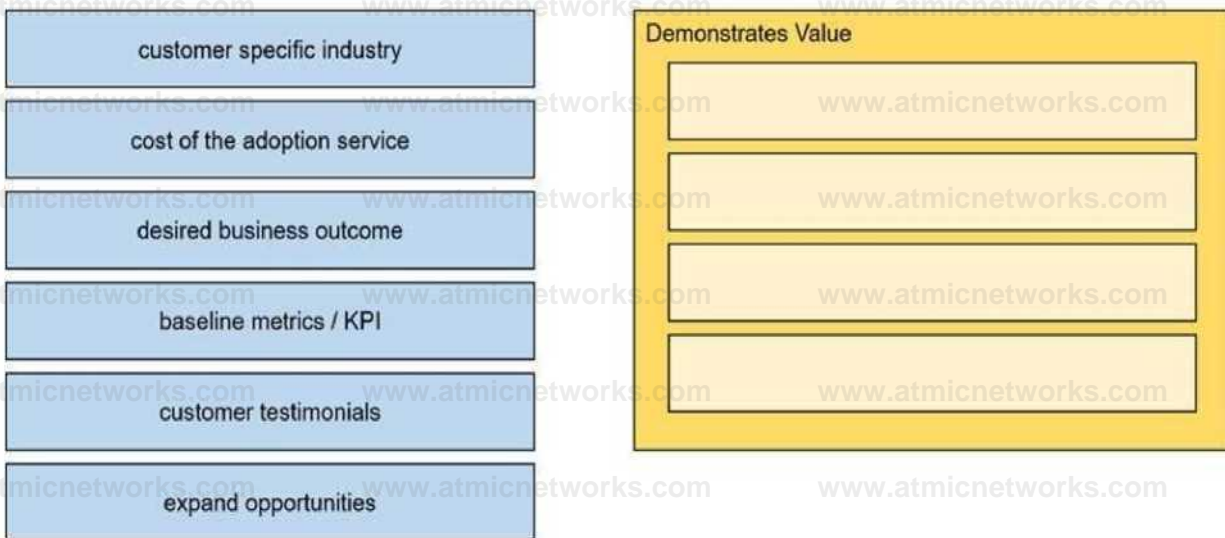
**Explanation:**

Using a combination of tailored surveys and IT tools-based metrics allows for a comprehensive assessment of the new IT solution's impact. Surveys provide qualitative insights into user satisfaction, while metrics offer quantitative data on usage and performance.

## Question: 15

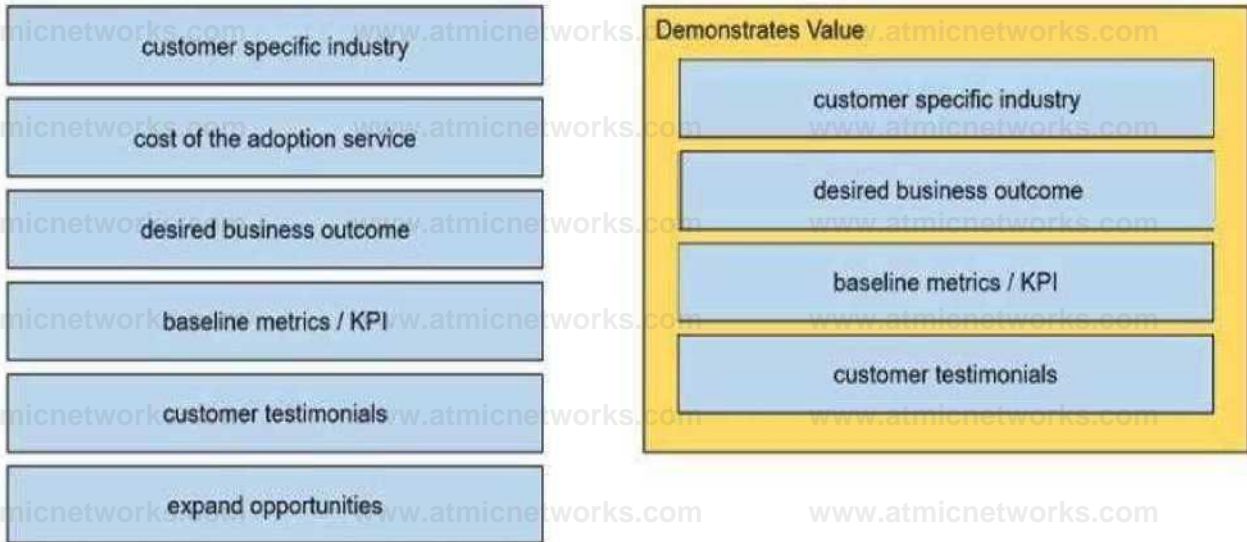
DRAG DROP

An external customer case study is being created. Drag and drop the contents which show value from the left onto the right. Not all content choices are used.



**Answer:**

Explanation:



### Question: 16

Which Customer Success activity is critical from the supplier perspective?

- A. identifying opportunities for sales expansion
- B. driving full adoption of the company's technology across all supported solutions
- C. ensuring the customer has a success plan and is achieving each milestone in a timely manner
- D. listening carefully to the customer's feedback and taking actions so the company's solutions can be improved

**Answer: B**

Explanation:

Driving full adoption of the company's technology across all supported solutions ensures that customers are utilizing the product to its fullest extent, which is critical for demonstrating value and fostering long-term customer relationships.

### Question: 17

What is a lagging indicator of the customer achieving the value proposition?

- A. product deployment
- B. contract renewal
- C. decrease in the number of problem reports
- D. movement to evaluate stage

**Answer: B**

Explanation:

Contract renewal is a lagging indicator of customer value realization because it typically occurs after the customer has experienced the full benefits of the product or service and decides to continue the relationship.

### Question: 18

Which analysis model is used to better understand the customer business environment?

A. dashboard

B. SWOT

C. renewal contract

D. RACI

**Answer: B**

**Explanation:**

A SWOT analysis helps in understanding the strengths, weaknesses, opportunities, and threats related to a customer's business environment, providing insights that can be used to tailor customer SUCCESS strategies. Reference: 1

### **Question: 19**

What is a financial implication of churn?

A. increase in service level

B. decrease in subscription

C. expansion of contract

D. decrease in discounts

**Answer: B**

**Explanation:**

: A decrease in subscription is a direct financial implication of churn, as it represents a loss of recurring revenue from customers who discontinue their service.

## Question: 20

What is an objective of the Customer Success Manager?

- A. make decisions on behalf of the customer to reduce time to value
- B. train customers to ensure they understand the full capabilities of the solution
- C. help customers recognize the self-service model
- D. solve customer problems to attain business outcomes

**Answer: D**

**Explanation:**

The objective of a Customer Success Manager is to solve customer problems to attain business outcomes. This involves understanding the customer's business goals and ensuring that the solutions provided are effectively addressing their needs.

## Question: 21

What is a lagging indicator?

- A. increase in the number of trained users
- B. adoption of a product
- C. development of a new product
- D. increase in the net promoter score

**Answer: D**

**Explanation:**

A lagging indicator is a metric that reflects the success or failure after an event has occurred. In the context of customer success, an increase in the net promoter score (NPS) is a lagging indicator because it measures customer sentiment after they have experienced the product or service.

### **Question: 22**

Which metric is used to determine how much should be spent to acquire a customer?

- A. ACV
- B. MRR
- C. LTV
- D. ATR

**Answer: C**

**Explanation:**

The metric used to determine how much should be spent to acquire a customer is the Lifetime Value (LTV). LTV helps businesses understand the long-term value of a customer, which is crucial for determining the investment in customer acquisition.

### **Question: 23**

In an onboarding session, introductions to new stakeholders were made, new KPIs were collated, and desired use cases were discussed. Which step does the Customer Success Manager take next?

- A. Document the session, stakeholder interests, and metrics for leadership
- B. Create a success plan to be reviewed with the customer at the next review meeting
- C. Provide technical configuration for development
- D. Discuss new opportunities and new products to purchase

**Answer: A**

**Explanation:**

After an onboarding session, the next step for a Customer Success Manager is to document the session, including stakeholder interests and metrics, for leadership. This ensures that there is a record of what was discussed and agreed upon, which can be referenced in future interactions and strategy planning.

**Question: 24**

Which of these is included in a success plan?

- A. confidential customer information
- B. customer business outcomes
- C. customer HR processes
- D. services COST

**Answer: B**

**Explanation:**

A success plan includes customer business outcomes. These are the goals that the customer aims to achieve with the product or service, and the success plan is designed to outline the steps and strategies to reach

these outcomes.

**Question: 25**

DRAG DROP

Drag and drop three valid elements of a success plan from the left to the right. Not all options are used.

Select and Place:

**business outcomes**

**confidential customer information**

**customer financial statements**

**detailed training plan**

**key initiatives**

**QSR review dates**

**valid element of a success plan**

**valid element of a success plan**

**valid element of a success plan**

**Answer:**

**Explanation:**



**Question: 26**

In which stage of the Customer Lifecycle does the Success Plan get updated for the first time?

- A. Onboard
- B. Use
- C. Adopt
- D. Implement

**Answer: A**

Explanation:

The Success Plan is typically updated for the first time during the Onboard stage of the Customer Lifecycle. This is when the initial engagement with the customer begins, and the groundwork for the customer's success with the product or service is laid out.

### Question: 27

What is the customer success objective of a Quarterly Success Review?

- A. Evaluate renewal contract.
- B. Introduce new products and services.
- C. Align work effort to outcomes.
- D. Create a success plan.

**Answer: C**

Explanation:

The customer success objective of a Quarterly Success Review is to align work effort to outcomes. This involves reviewing the efforts made during the quarter and ensuring they are in line with the desired business outcomes.

### Question: 28

Which task drives advocacy with customer stakeholders?

- A. creating a stakeholder map

- B. creating a Customer Success Plan
- C. creating technical documentation
- D. creating a success story

**Answer: D**

**Explanation:**

Creating a success story drives advocacy with customer stakeholders. Success stories showcase the value delivered to the customer and can inspire and influence other stakeholders.

## **Question: 29**

What is a Quarterly Success Review?

- A. gap analysis that focuses on the state of the customer's current architecture
- B. new success plan that focuses on the upcoming goals for the customer
- C. conversation that outlines the key initiatives that are agreed upon in the success plan
- D. technical analysis that outlines the implementation plan and adoption barriers

**Answer: C**

**Explanation:**

A Quarterly Success Review is a conversation that outlines the key initiatives that are agreed upon in the success plan. It is an opportunity to review progress against the success plan and make any necessary adjustments.

### Question: 30

What is the best reason for documenting your customer's success?

- A. To provide awareness of the value achieved by the customer's purchased solution
- B. To establish KPI's that measure the success of your company's business
- C. To document roles and responsibilities for your project management
- D. To provide expansion opportunities for your sales team

**Answer: A**

Explanation:

The best reason for documenting your customer's success is to provide awareness of the value achieved by the customer's purchased solution. This documentation helps demonstrate the impact of the solution on the customer's business.

### Question: 31

What is the term for the gap between the features and functions that customers purchase and the features and functions that they use?

- A. capability gap
- B. financial gap
- C. consumption gap
- D. organizational gap

**Answer: C**

Explanation:

The term for the gap between the features and functions that customers purchase and the features and functions that they use is consumption gap. This gap can indicate areas where customers may need additional support or training to fully utilize their purchase.

Reference: <https://www.customersuccessmanager.com/blogs/the-consumption-gap>

### Question: 32

Which method is directly associated with evaluating a customer outcome?

- A. milestones
- B. key performance indicators
- C. metrics
- D. benchmarks

**Answer: B**

Explanation:

Key performance indicators (KPIs) are directly associated with evaluating a customer outcome because they are quantifiable measures used to gauge the performance over time in terms of meeting strategic and operational goals. KPIs are crucial for assessing whether a company is on track to achieve its desired outcomes. Reference: Cisco Customer Success Manager documentation

### Question: 33

The customer wants to reduce their exposure to security events. Which business outcome is critical to the company's success?

- A. risk management
- B. market growth
- C. sustainability
- D. cost efficiency

**Answer: A**

#### Explanation:

Risk management is critical to reducing exposure to security events. It involves identifying, assessing, and controlling threats to an organization's capital and earnings. Effective risk management ensures that the company can navigate security challenges successfully. Reference: Cisco Customer Success Manager documentation<sup>1</sup>.

### Question: 34

The customer wants to increase their market share and protect brands reputation. Which two business outcomes are critical to the company's success? (Choose two.)

- A. risk management
- B. credibility
- C. business growth
- D. cost efficiency

E. sustainability

**Answer: A, B**

**Explanation:**

To increase market share and protect the brand's reputation, risk management and credibility are essential. Risk management helps in mitigating potential threats that can affect market share, while credibility establishes trust with customers and stakeholders, which is vital for brand reputation. Reference: Cisco Customer Success Manager documentation1.

**Question: 35**

The customer plans to relocate to a new building in the existing area to reduce cost. The company wants to retain talent through this transition. Which two business outcomes are critical to the company's success? (Choose two.)

- A. risk management
- B. employee satisfaction
- C. cost efficiency
- D. credibility
- E. sustainability

**Answer: B, C**

**Explanation:**

Employee satisfaction is critical when relocating to ensure talent retention during the transition. Cost efficiency is also essential as the relocation aims to reduce costs. Both outcomes support the company's success during such a significant change. Reference: Cisco Customer Success Manager documentation1.

### **Question: 36**

Which type of information should be captured during the first customer engagement?

- A. cases escalated to technical support
- B. expansion opportunities
- C. customer's desired outcomes
- D. stakeholder map

**Answer: C**

**Explanation:**

During the first customer engagement, capturing the customer's desired outcomes is essential. This information helps in understanding the customer's expectations and goals, which guides the subsequent actions and strategies for customer success. Reference: Cisco Customer Success Manager documentation

### **Question: 37**

Refer to the exhibit.

Task	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6
Project Task 1	R	A	C	A	I	A

What is the problem with this RACI example?

- A. Every task should have four people consulted.
- B. No one has multiple roles.
- C. More stakeholders should be involved.
- D. Too many people are accountable for this task.

**Answer: D**

**Explanation:**

In a RACI chart, which stands for Responsible, Accountable, Consulted, and Informed, the best practice is to have only one person accountable for each task to ensure clear ownership and avoid confusion. The image shows that three different stakeholders (Stakeholders 2, 4, and 6) are marked as accountable ('A') for Project Task 1, which is not recommended as it can lead to accountability issues and dilute the clarity of who is ultimately answerable for the task's completion. Reference: [Best practices in project management and RACI chart guidelines.](#)

### Question: 38

Which definition of a use case is true?

- A. comparison of the marketing description of what a product does to the customer's experience
- B. list of actions or event steps that a customer uses

C. list of actions or event steps that typically defines the interactions between a role and a system to achieve a goal

D. list of instructions that customer uses for their software

**Answer: C**

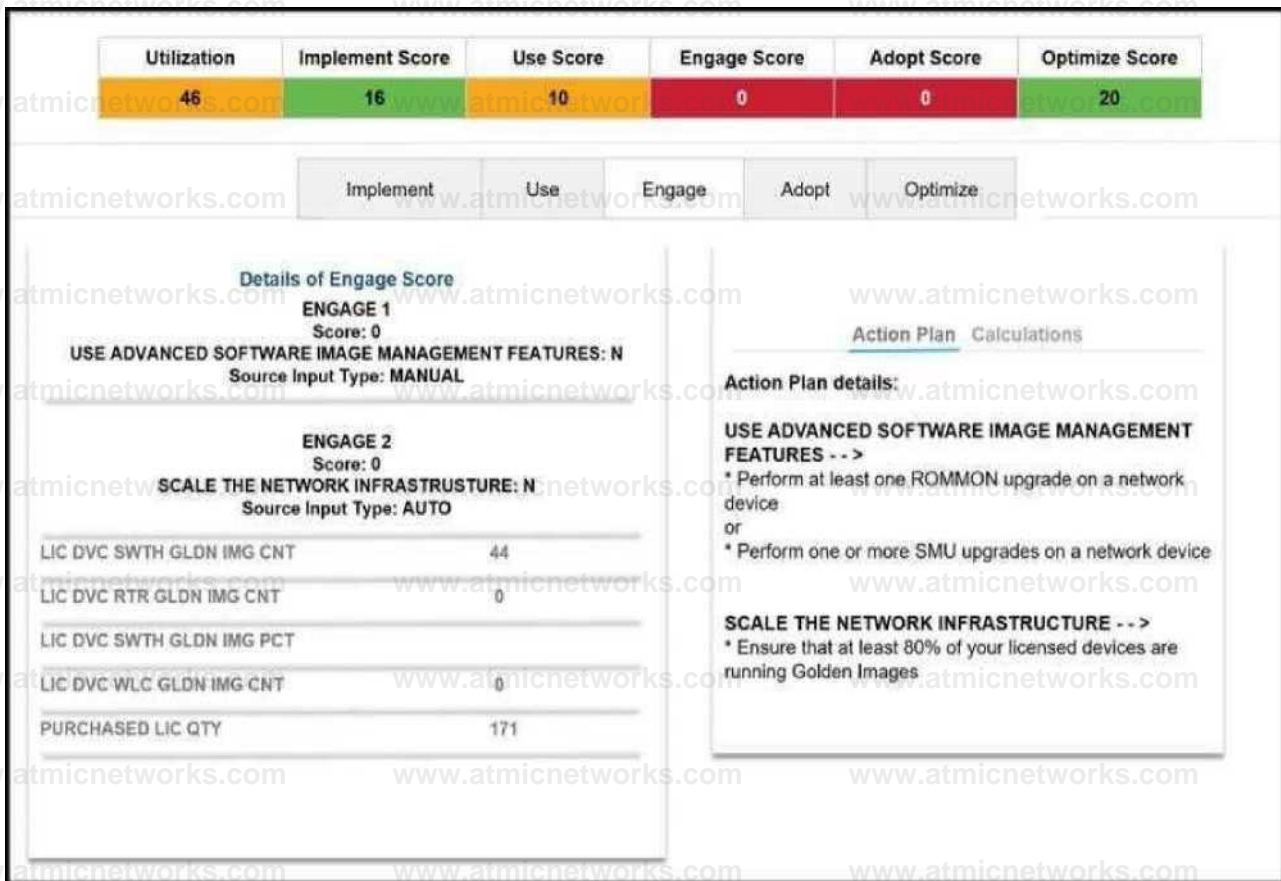
**Explanation:**

A use case is a description of a system's behavior as it responds to a request that originates from outside of that system. In other words, a use case defines the interactions between external actors

and the system to accomplish a goal. The actors can be human users, other systems, or hardware devices. Each use case provides one or more scenarios that convey how the system should interact with the actors to achieve a specific business objective. Reference: Cisco Customer Success Manager documentation<sup>1</sup>, and additional insights on use cases and their importance in outlining and executing a roadmap for achieving success<sup>2</sup>.

**Question: 39**

Refer to the exhibit.



What does this health score indicate?

- A. The customer is unlikely to renew this license.
- B. The customer is unlikely to advocate for this product.
- C. The customer needs to consume more of this product.
- D. The customer needs to purchase more licenses.

**Answer: A**

**Explanation:**

The health score in the exhibit indicates low engagement and utilization of the product's features, as evidenced by the low scores in key areas such as Utilization, Implementation, Use, Engage, Adopt, and Optimize. Specifically, the zero scores in Engage and Adopt suggest that the customer is not fully leveraging the product, which is a strong indicator of low satisfaction or perceived value. This can lead to a higher likelihood of the customer not renewing

their license. Reference: Best practices in customer success management and health score interpretation.

### Question: 40

Which element evaluates a customer outcome?

- A. key performance indicators
- B. milestones
- C. metrics
- D. benchmarks

**Answer: A**

Explanation:

Key Performance Indicators (KPIs) are the metrics that evaluate whether a customer's outcomes are being met.

They are used to measure the success of an organization in achieving its business objectives and are directly linked to the customer outcomes. Reference: Cisco Customer Success Manager documentation<sup>1</sup>.

### Question: 41

Which action should be taken when new company leadership is forcing a competitor's solution?

- A. Recheck the value realized by the current solution.
- B. Demonstrate how the current solution is a lower-cost solution than competitors.
- C. Hold an executive briefing to evaluate risks of the proposed solution.
- D. Tell the new leadership about the long-standing relationship between two companies.

**Answer: C**

**Explanation:**

When new company leadership is considering a competitor's solution, it is important to hold an executive briefing to evaluate the risks associated with the proposed solution. This action allows for a strategic discussion on the implications of switching solutions and ensures that the leadership is fully informed about the potential impact on the company's operations and goals. Reference: Cisco Customer Success Manager documentation<sup>1</sup>.

**Question: 42**

Refer to the exhibit.

# Account Baseline

Success Priorities	Solution	Stage and health						
		Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
Drive cost down while improving operational efficiencies	Products	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product A	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product B	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product C	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product D	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product E	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product F	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize
	Product G	Purchase	Onboard	Implement	Use	Engage	Adopt	Optimize

Based on the stage and health reflected, what must be the first priority of the success plan?

- A. Design and propose a discount on product G.
- B. Contact and collaborate with the individuals involved in the onboarding of product E.
- C. Offer and encourage the opportunity for the customer to participate in a success story for product F.
- D. Identify and document barriers that impact product C.

**Answer: D**

**Explanation:**

The exhibit shows that Product C is facing critical issues in the 'Implement' stage, as indicated by the red box, and at-risk conditions in the 'Use' stage, as shown by the orange box. These indicators suggest that there are significant

barriers preventing the successful implementation and use of Product C. Therefore, the first priority must be to identify and document these barriers to develop a plan to overcome them and ensure the product's success. Reference: Best practices in customer success management and product lifecycle management.

### Question: 43

What is the purpose of targeted use cases?

- A. They highlight the product differentiation from a competitor.
- B. They define how a solution is applied to enable a desired outcome.
- C. They function without the purchase of additional services.
- D. They provide customers with ways to take advantage of additional features.

**Answer: B**

Explanation:

Targeted use cases are specific scenarios that illustrate how a product or service can be used to achieve a particular goal or solve a specific problem. They help customers understand the practical application of a solution and how it can lead to the desired outcome<sup>1</sup>.

### Question: 44

How can Customer Success Plan tracking drive additional license purchases?

- A. The Success Plan tracks the mean time to failure of the solution.
- B. The Success Plan tracks the number of threats blocked and benchmarks it against the previous year.
- C. The Success Plan tracks gains in user productivity and communicates this back to the business.

D. The Success Plan tracks the number of technical support cases opened.

**Answer: C**

Explanation:

Customer Success Plan tracking can drive additional license purchases by demonstrating the value the solution provides through increased user productivity. When gains in productivity are tracked and communicated, it can justify the investment in additional licenses.

**Question: 45**

Which two activities support Customer Success planning? (Choose two.)

- A. service ticket tracking
- B. adoption barrier identification
- C. quality control
- D. service delivery program management
- E. KPI tracking

**Answer: B, E**

Explanation:

Identifying barriers to adoption is crucial for developing strategies to overcome them and ensure successful implementation of the solution. Tracking Key Performance Indicators (KPIs) helps in measuring the success of the

Customer Success planning and in making informed decisions3.

### Question: 46

What is a common indicator of customer health?

- A. number of services purchased
- B. number of licenses purchased
- C. customer satisfaction metric
- D. amount of money spent on the solution

**Answer: C**

Explanation:

A common indicator of customer health is the customer satisfaction metric. It reflects the level of satisfaction customers have with a product or service, which is a key indicator of their overall health and likelihood to continue using and recommending the solution4.

### Question: 47

Which stakeholder works directly with the customer executives to ensure that their business outcomes are aligned with and achieved using purchased solutions?

- A. Renewals Manager

- B. Product Sales Specialist
- C. Account Manager
- D. Customer Success Manager

**Answer: D**

**Explanation:**

The Customer Success Manager works directly with customer executives to ensure that their business outcomes are aligned with and achieved using purchased solutions. They play a pivotal role in guiding customers to realize the full value of their investments.

### **Question: 48**

The customer purchased a solution with a specific use case in mind but has not yet expressed interest in additional use cases. Which two actions gain their commitment to add use cases? (Choose two.)

- A. Identify target outcomes based on known challenges to demonstrate how a new use case could help achieve them.
- B. Recognize tools that compete with the expansion opportunity and offer discounts to switch.
- C. Conduct a discovery session to uncover their additional pain points.
- D. Provide additional training on the current use case to drive adoption.
- E. Present case studies that outline the benefits they achieved and highlight compelling metrics.

**Answer: A, C**

**Explanation:**

To gain commitment for additional use cases, it is effective to identify target outcomes that address known challenges and demonstrate how new use cases can help achieve them. Additionally, conducting a discovery session to uncover additional pain points can reveal opportunities for further use cases

### Question: 49

What is a purpose of a customer stakeholder map?

- A. to create a communication plan
- B. to build a product roadmap
- C. to establish a training plan
- D. to identify the critical elements of customer culture

**Answer: A**

Explanation:

The purpose of a customer stakeholder map is to create a communication plan that outlines how to engage with various stakeholders. It helps in understanding their influence, interests, and the dynamics between them, which is essential for effective communication and relationship management.

### Question: 50

A Customer Success Manager is creating an adoption campaign for a customer. Where should the campaign focus to identify expand opportunities?

- A. Increase solution discount.

- B. Identify workshops that could optimize performance.
- C. Explore additional use cases to achieve business outcomes.
- D. Confirm all required items have been purchased.

**Answer: C**

**Explanation:**

An adoption campaign should focus on exploring additional use cases to achieve business outcomes. By identifying new ways the solution can be used, the campaign can highlight the versatility and added value of the product, leading to opportunities for expansion.

### **Question: 51**

How does the Customer Success Manager identify the product and solutions purchased by a customer?

- A. Baseline products and solutions with the account team
- B. Check sales for the customer pipeline to record products and solutions
- C. Tour facility with the customer to catalog products and solutions
- D. Review statement of work to archive products and solutions mentioned

**Answer: A**

**Explanation:**

A Customer Success Manager (CSM) identifies the products and solutions purchased by a customer by baselining them with the account team. This involves reviewing the account history, understanding the customer's current

product usage, and aligning with the sales and account team to ensure a comprehensive understanding of the customer's portfolio<sup>1</sup>.

### Question: 52

How should a Customer Success Manager resolve a customer's skill gap for a new product?

- A. Allow the customer time to initiate action to address skill gaps on their terms
- B. Create a blog post to publish on the company's engineering community website
- C. Deliver skills required by role with associated training for the product
- D. Email a technical material link to customer stakeholders

**Answer: C**

Explanation:

To resolve a customer's skill gap for a new product, a CSM should deliver the skills required by role with associated training for the product. This approach ensures that the customer's team is equipped with the necessary knowledge and skills to effectively use the new product, leading to better adoption and utilization<sup>2</sup>.

### Question: 53

Which two elements are used to track and measure as key performance indicators? (Choose two.)

- A. lagging
- B. learning

C. scoping

D. leading

E. strategizing

**Answer: A, D**

**Explanation:**

Lagging and leading elements are used to track and measure as key performance indicators (KPIs). Lagging indicators reflect past performance, while leading indicators predict future performance. Together, they provide a comprehensive view of an organization's progress towards its goals<sup>34</sup>.

### **Question: 54**

Your client, the Director of IT Policy and Governance of Easternbank, has just informed you that the CIO is dissatisfied with the current level of utilization of the collaboration solution that was deployed 3 months ago. The client has requested a meeting to improve the situation. Which reports are critical to the success of the meeting?

A. number of users registered, bandwidth utilization, number of training sessions user joined

B. number of users registered, service logs, number of users

C. number of users registered, number of meetings user initiated, number of meetings user joined

D. network utilization, number of meetings user initiated, number of users

**Answer: C**

**Explanation:**

The critical reports for the meeting with the Director of IT Policy and Governance to address the CIO's dissatisfaction would include the number of users registered, the number of meetings user initiated, and the number of meetings user joined. These reports will provide insights into user engagement and utilization of the collaboration solution.

**Question: 55**

What are two barriers of adoption in an organization? (Choose two.)

- A. new product sales motion
- B. lack of knowledge on solution
- C. organizational announcements
- D. implementation issues
- E. hiring practices

**Answer: B, D**

**Explanation:**

Two barriers to adoption in an organization are a lack of knowledge on the solution and implementation issues. These barriers can prevent successful adoption as they hinder users' ability to understand and effectively use the new technology, and they can cause delays or problems during the rollout of the solution.

## Question: 56

Which statement describes an end user adoption barrier?

- A. There are insufficient licenses for additional staff from a newly acquired company to use the solution.
- B. The CIO insists on conducting training for all heads of department before deploying the new Collaboration solution.
- C. The budget is insufficient to implement the solution for a new branch of the business.
- D. Staff refuses to change their habits and continues to use a noncompliant social media application to conduct business communications.

**Answer: D**

Explanation:

This statement describes an end user adoption barrier related to behavioral resistance. When staff members are accustomed to certain tools or workflows, they may resist transitioning to new solutions, especially if they perceive the new solution as less convenient or less effective than their established habits

Reference: <https://useriq.com/user-adoption-barriers/>

## Question: 57

Customer A has 120,000 employees and a meeting booking system that is 20 years old. It provides a personalized service that arranges all aspects of video conference meeting. This service includes 21 staff people globally.

Customer A has invested in a video conferencing solution. Their desired outcome is to create a cost-savings, self-serve approach to achieve business innovation through face-to-face communications. Which two main barriers to adoption does the customer face? (Choose two.)

- A. technical barrier
- B. cultural barrier
- C. process barrier
- D. product barrier

- E. cost barrier

**Answer: B, C**

**Explanation:**

Customer A faces cultural and process barriers to adoption. The cultural barrier arises from the employees' long-standing familiarity with the personalized service, which may make them resistant to a self-serve model. The process barrier is related to the established procedures and routines around the old meeting booking system, which employees may find challenging to change

### **Question: 58**

Which sources should be used to uncover customer barriers?

- A. data, health score, intuition
- B. conservation, data, health score
- C. observation, conversation, data
- D. intuition, observation, data

**Answer: C**

**Explanation:**

To uncover customer barriers, it is essential to use a combination of observation, conversation, and data. Observation allows for understanding customer behavior in context, conversation provides direct feedback and insights from customers, and data offers quantitative evidence of customer interactions and experiences

**Question: 59**

Who does a Customer Success Manager work with to overcome a technical solution adoption barrier encountered by a customer?

- A. Customer Success Specialist
- B. Technical Engineer
- C. Sales Engineer
- D. Solutions Product Manager

**Answer: B**

**Explanation:**

A Customer Success Manager would work with a Technical Engineer to overcome a technical solution adoption barrier encountered by a customer. Technical Engineers have the expertise to address technical challenges and can provide the necessary support to resolve issues that hinder adoption

**Question: 60**

A customer purchased 500 licenses for its cloud-based collaboration solution. During a customer meeting, they

complain to the Customer Success

Manager that they cannot verify who and how the licenses are being used. Which two types of adoption barriers are occurring? (Choose two.)

- A. process
- B. people
- C. tools
- D. platform
- E. application

**Answer: A, C**

Explanation:

The adoption barriers occurring here are related to process and tools. The process barrier may involve inadequate procedures or systems for tracking license usage. The tools barrier suggests that there may be a lack of appropriate software or mechanisms to monitor and verify how the licenses are being utilized.

### Question: 61

Which action should a Customer Success Manager take to identify and remove barriers when a customer moves from the Implement to the Use stage in the lifecycle?

- A. Provide break-fix support for technical problems experienced or observed by the customer.
- B. Provide a detailed cost structure for the management team.
- C. Provide training content to address current and existing barriers.

D. Provide direct and in-depth technical expertise upon customer request.

**Answer: C**

Explanation:

When a customer moves from the Implement to the Use stage in the lifecycle, it is crucial for a Customer Success Manager to provide training content that addresses both current and existing barriers. This action ensures that the customer's team is equipped with the necessary knowledge and skills to effectively use the product, leading to better adoption and utilization<sup>1</sup>.

### **Question: 62**

During the past few months, the Customer Success Manager has been working on adoption sessions with all Network Security Staff from Company

ABC. They had significant progress in how administrators are using the solution, implementing best practices, and reducing by half the time they spend performing a repetitive task. However, in a recent conversation, upper management questioned the renewal of the solution subscription. Which barrier must the CSM overcome?

- A. data
- B. operational
- C. business
- D. technical

**Answer: C**

Explanation:

The barrier that the Customer Success Manager must overcome when upper management questions the renewal of the solution subscription is a business barrier. Despite the progress made by the Network Security Staff in using the solution, the CSM needs to demonstrate the business value and ROI of the solution to the upper management to justify the renewal.

**Question: 63**

Refer to the exhibit.





Implement      Use      Engage      Adopt      Optimize

Which action must be taken by Customer Success Manager

Details of Engage Score  
**ENGAGE 1**  
 Score: 0  
**VIEW THE PLUG AND PLAY PAGE: N**  
 Source Input Type: AUTO  
 DAYSPNPPGVWCNT013      0

**ENGAGE 2**  
 Score: 7  
**VIEW INVENTORY PAGE: Y**  
 Source Input Type: AUTO  
 DAYSINVPGVWCNT013      1

**ENGAGE 3**  
 Score: 0  
**SCALE THE NETWORK INFRASTRUSTURE : N**  
 Source Input Type: AUTO  
 PNPPROVISIONED DEVICE COUNT      0  
 PURCHASED LIC QTY      1869  
 PNP PROVISIONED STATE PCT      0

Action Plan Calculations

Action Plan details:

**VIEW THE PLUG AND PLAY PAGE - - >**

\* View the 'Plug and Play' page bi-weekly

**VIEW THE INVENTORY PAGE - - >**

• View the 'Inventory' page bi-weekly

**SCALE THE NETWORK INFRASTRUCTURE - - >**

' Ensure that at least 80% of your licensed devices show as 'Provisioned' under Plug and Play

- A. Recommend expansion opportunities.
- B. Review the financial index.
- C. Develop a customer testimonial.
- D. Identify the adoption barriers.

**Answer: D**

Explanation:

The Customer Success Manager must identify the adoption barriers. The dashboard indicates areas where the engagement scores are low, which suggests that there are obstacles preventing the customer from fully utilizing and benefiting from the product. Identifying these barriers is the first step towards developing a strategy to increase adoption and customer success.

**Question: 64**

What are two barriers to adoption within an organization? (Choose two.)

- A. solution implemented by partner
- B. agile development model
- C. inadequate knowledge and skills
- D. centralized IT organization
- E. organizational silos

**Answer: C, E**

**Explanation:**

Two barriers to adoption within an organization are inadequate knowledge and skills, and organizational silos. Inadequate knowledge and skills refer to the lack of necessary training or expertise among employees to effectively use a new solution. Organizational silos occur when different departments or groups within an organization do not share information or collaborate effectively, which can hinder the adoption of new solutions across the organization

**Question: 65**

The executive team decided to purchase 500 licenses to reduce costs and replace the existing solution, which has been in place for the last 10 years. The end-users were not consulted. Three months into the project, reports show the consumption analytics indicate a high usage of the old system and only 75 licenses active in the new software. Which two adoption barriers must be investigated? (Choose two.)

- A. business misalignment
- B. purchase policy process
- C. lack of communication
- D. lack of common features
- E. limited telemetry

**Answer: A, C**

**Explanation:**

The two adoption barriers that must be investigated are business misalignment and lack of communication. Business misalignment occurs when the new solution does not align with the current business processes or goals. Lack of communication refers to the failure to inform or involve end-users in the decision-making process, leading to resistance or non-use of the new software<sup>34</sup>.

**Question: 66**

During the delivery of a security solution, adoption barriers were identified. Those barriers were addressed, and the customer's business goals are now fulfilled. The customer is pleased with their solution and shares this experience in blogs and social media.

a. In which stage is the customer?

- A. Adoption
- B. Optimize
- C. Expand
- D. Advocate

**Answer: D**

**Explanation:**

The customer is in the Advocate stage. After the adoption barriers were addressed and the customer's business goals were fulfilled, the customer's satisfaction led them to share their positive experience with the solution in blogs and social media, advocating for the product.

### Question: 67

What are two examples of leveraging data to identify a customer barrier? (Choose two.)

- A. evaluating feedback from the customer operations team
- B. providing training recommendations
- C. reviewing installed base details
- D. consulting the health index
- E. noting change in customer executive team

**Answer: A, D**

Explanation:

Two examples of leveraging data to identify a customer barrier are evaluating feedback from the customer operations team and consulting the health index. Feedback from the operations team can provide insights into operational challenges, while the health index can indicate areas where the customer may be struggling with the solution

### Question: 68

Which type of analytics has telemetry that shows the customer's use of the software and defines what has happened to date?

- A. descriptive
- B. diagnostic
- C. prescriptive

D. predictive

**Answer: A**

**Explanation:**

The type of analytics that has telemetry showing the customer's use of the software and defines what has happened to date is descriptive analytics. Descriptive analytics focuses on summarizing past events and behaviors, providing a historical view of usage and interactions

**Question: 69**

What is the best method to measure customer consumption of technology?

- A. telemetry and analytics
- B. recurring revenue management
- C. enterprise CRM and incident management
- D. content management

**Answer: A**

**Explanation:**

The best method to measure customer consumption of technology is through telemetry and analytics.

Telemetry involves the automatic recording and transmission of data from remote or inaccessible sources to an IT system in a different location for monitoring and analysis. Analytics is the systematic computational analysis of data or statistics. Together, they provide a comprehensive view of how customers are using technology

## Question: 70

How are operating expenses (OpEx) different from capital expenses (CapEx)?

- A. OpEx are investments a company pays for up-front, while CapEx are the on-going costs to run a business.
- B. OpEx includes software licenses with contracts that have user rights in perpetuity, while CapEx includes software services that are easily reconfigured.
- C. OpEx is expenses for the day-to-day operation of a business, while CapEx is investments in assets.
- D. OpEx has depreciation, while there is no deprecation with CapEx.

**Answer: C**

Explanation:

Operating expenses (OpEx) are the costs for the day-to-day operation of a business, such as rent, utilities, and payroll. Capital expenses (CapEx), on the other hand, are investments in assets that will benefit the business over a longer period, such as equipment or property<sup>2</sup>.

## Question: 71

A customer complains about the number of times they must explain their problems and ask different team members to find a solution. How can this issue be avoided?

- A. Share the company's organizational chart with the support team.
- B. Provide customers with relevant use cases for the purchased solution.
- C. Ensure that the customer knows the point of contact for product training.
- D. Clarify roles and responsibilities with the stakeholders.

**Answer: D**

**Explanation:**

To avoid the issue of a customer having to explain their problems multiple times to different team members, it is essential to clarify roles and responsibilities with the stakeholders. This ensures that there is a clear understanding of who is responsible for what, and the customer knows exactly whom to contact for each issue

**Question: 72**

What is a business adoption barrier?

- A. solution is not implemented
- B. customer lacks technical knowledge
- C. services are unpurchased
- D. lack of customer stakeholder

**Answer: D**

**Explanation:**

A business adoption barrier can be the lack of a customer stakeholder. This refers to the absence of an advocate within the customer's organization who supports the adoption of the solution and can drive internal change

**Question: 73**

What is a technical adoption barrier?

- A. lack of integration with other products
- B. underutilization of licenses
- C. untrained customer user group
- D. customer not measuring product value

**Answer: A**

**Explanation:**

A technical adoption barrier is the lack of integration with other products. This barrier occurs when the new technology does not easily integrate with the customer's existing systems, causing difficulties in adoption.

**Question: 74**

The customer has a new leadership team that expresses concern over the lack of adoption of a purchased solution. Which two activities must the Customer Success Manager initiate to mitigate this risk? (Choose two.)

- A. Create a new Health Index dashboard with the Sales team.
- B. Evaluate the customer's expertise in managing the purchased solution.
- C. Examine solution pricing with the Renewals Manager.
- D. Schedule Quarterly Business Review with the new leadership team.
- E. Review the original business case and reassess desired outcomes with the new leadership team.

**Answer: D, E**

**Explanation:**

To mitigate the risk of lack of adoption with a new leadership team, the Customer Success Manager must schedule a Quarterly Business Review with the new leadership team and review the original business case to reassess desired outcomes with them. These activities ensure alignment on expectations and provide an opportunity to address any concerns the new leadership may have.

### **Question: 75**

Which factor delays time to value?

- A. unreviewed Success Plan
- B. unpaid invoice
- C. loss of project sponsor
- D. negative Net Promoter Score

**Answer: C**

**Explanation:**

The loss of a project sponsor can significantly delay time to value. A project sponsor provides the necessary support, resources, and advocacy for a project within an organization. Without a sponsor, projects can face delays due to lack of direction, resources, and organizational support.

### **Question: 76**

In which lifecycle stage would a lack of skilled resources be identified as a barrier?

- A. sales proof of concept
- B. late-stage adoption
- C. early-stage adoption
- D. solution renewal

**Answer: C**

**Explanation:**

A lack of skilled resources would typically be identified as a barrier in the early-stage adoption of a lifecycle.

This is when the initial implementation and user training occur, and the need for skilled resources is critical to ensure successful adoption

**Question: 77**

What is the barrier type when end-users are having difficulties understanding the features and functionalities of the new solution?

- A. technical
- B. business
- C. operational
- D. corporate culture

**Answer: A**

**Explanation:**

When end-users have difficulties understanding the features and functionalities of the new solution, it is

considered a technical barrier. This type of barrier relates to the complexity or usability of the solution itself, which can hinder users' ability to effectively engage with it

### Question: 78

What are the sources used to identify barriers?

- A. customer, product, usage
- B. people, plan, process
- C. success plan, tools, training
- D. people, process, tools

**Answer: D**

Explanation:

The sources used to identify barriers include people, process, and tools. People refer to the stakeholders involved, process refers to the workflows and procedures in place, and tools refer to the technologies and resources available to support the customer success efforts

### Question: 79

The customer has a new leadership team that expresses concern over the lack of adoption of a purchased solution. Which two activities must the Customer Success Manager initiate to mitigate this risk? (Choose two.)

- A. Review the original sales proposal with the sales team.
- B. Evaluate the customer's expertise in managing the purchased solution.

- C. Offer discounts on new products to gain the interest of the new leadership.
- D. Address and resolve all technical issues.
- E. Review the original business case and reassess desired outcomes with the new leadership

**Answer: D, E**

**Explanation:**

To mitigate the risk of lack of adoption with a new leadership team, the Customer Success Manager must address and resolve all technical issues that may be hindering adoption and review the original business case to reassess desired outcomes with the new leadership. These activities ensure that any obstacles to successful adoption are removed and that the new leadership's goals and expectations are aligned with the solution's capabilities

**Question: 80**

Which outcome is the best that a Customer Success Manager can achieve for a customer?

- A. adoption of all the licenses and features the customer purchased leading to expansion to improve the customer's business
- B. full adoption of all the technologies the customer purchased
- C. removing barriers so the customer achieves the fastest time to value possible from the solution they purchased
- D. ensuring the customers deployment teams and end users are trained and ready to adopt the technology

**Answer: C**

**Explanation:**

The best outcome a Customer Success Manager can achieve for a customer is removing barriers so the customer achieves the fastest time to value possible from the solution they purchased. This ensures that the customer quickly realizes the benefits of their investment, leading to higher satisfaction and the potential for further expansion

**Question: 81**

Which expense is an operating expense (OPEX)?

- A. payroll
- B. computer equipment
- C. software
- D. office improvements

**Answer: A**

**Explanation:**

Payroll is considered an operating expense (OPEX) because it is a cost incurred in the normal course of business operations. Operating expenses include day-to-day costs such as rent, equipment, marketing, payroll, insurance, and funds allocated for research and development

**Question: 82**

A customer's renewal is due in the next 6 months. Analytical data has been provided to the Customer Success Manager that shows customer usage

over the last 12 months. Which two additional pieces of information are important prior to a meeting with the customer to discuss their adoption journey prior to the renewal? (Choose two.)

- A. customer annual report and quarterly business reviews
- B. sales account plan
- C. detailed contract inventory
- D. questions to validate the interpreted analytical data
- E. support tickets reports and diagnostic information

**Answer: A, E**

**Explanation:**

Prior to a meeting with the customer to discuss their adoption journey before the renewal, it's important to have the customer annual report and quarterly business reviews to understand the overall business health and past performance. Additionally, support tickets reports and diagnostic information are crucial to identify any issues the customer has faced and how they were resolved, which can inform the discussion on adoption and potential improvements

**Question: 83**

Which item should the Customer Success Manager focus on to enable the adoption of a software solution?

- A. KPI that will be improved by the new product solution
- B. current existing products that are being displaced by the solution
- C. current configuration guide of the product solution
- D. product use case that will achieve the desired outcome

**Answer: D**

**Explanation:**

The Customer Success Manager should focus on the product use case that will achieve the desired outcome. This involves understanding how the software solution can be applied to enable the customer's specific business goals and providing guidance on how to leverage the product to meet those objectives

Reference: <https://sixteenventures.com/improve-adoption>

**Question: 84**

Which two actions should the Customer Success Manager take throughout the quarter to support their customer? (Choose two.)

- A. No action is necessary as long as the health index is green
- B. Observe the online image of the customer
- C. Review and update the success plan for ongoing activities
- D. Manage the service issues and escalations
- E. Join the sales and marketing strategy meetings

**Answer: C, D**

**Explanation:**

Throughout the quarter, the Customer Success Manager should review and update the success plan for ongoing activities to ensure that it remains aligned with the customer's changing needs and goals. Additionally, managing service issues and escalations is crucial to support the customer by addressing any

challenges promptly and effectively

### Question: 85

A customer is coming up for renewal in 180 days for three solutions. One of the solutions has not been fully enabled. The other two solutions are in regular use in production. How should the Customer Success Manager address the one solution that has not been fully enabled?

- A. Contact the services team and request that they reach out to the customer and address the solution
- B. Make the renewals manager aware that the one solution is not fully implemented
- C. Investigate why the customer has not enabled the solution and work with the sales and renewals teams to address the issue
- D. No action is needed because the customer will likely renew, and the issue can be addressed after the renewal

**Answer: C**

Explanation:

The Customer Success Manager should investigate why the customer has not fully enabled one of the solutions and work with the sales and renewals teams to address the issue. This proactive approach can help uncover any barriers to full adoption and ensure that the customer sees the full value of the solution before the renewal deadline

### Question: 86

The Customer Success Manager notices that their customer has delayed going into production. Which action does the Customer Success Manager consider?

- A. Suggest that the customer replace their existing staff
- B. Provide the customer with a chargeable deployment service
- C. Re-enforce the time to value of the solution
- D. Give the customer a discount on a future purchase

**Answer: C**

**Explanation:**

The Customer Success Manager should consider re-enforcing the time to value of the solution. This involves communicating the benefits and potential impact of the solution on the customer's business operations and objectives, emphasizing how timely deployment can lead to quicker realization of these benefits.

### **Question: 87**

You are a Customer Success Manager and have just been assigned a strategic new account. Which course of action is the best to help you prepare for the first customer introduction meeting?

- A. Engage with the account team to understand the expansion opportunities
- B. Perform a deep analysis of all the sales orders to the past 24 months
- C. Build an understanding of your customer's business and market trends and priorities
- D. Speak the internal contacts to understand the customer sentiment and outstanding escalations

**Answer: C**

**Explanation:**

The best course of action to prepare for the first customer introduction meeting is to build an understanding of the customer's business, market trends, and priorities. This knowledge will enable the Customer Success Manager to have a meaningful conversation with the customer, aligning the discussion with the customer's strategic goals and industry context.

## Question: 88

A customer has finalized all of their solution planning and will be deploying it over the next two weeks. As the customer Success Manager, what is the next logical step to focus on for the customer's lifecycle journey?

- A. Quarterly Success Review build and delivery
- B. service introduction to confirm that they know how to submit service issues at the go live
- C. initial user group identified and their use cases confirmed
- D. customer's stakeholders and their business outcomes
- E. additional features that will align with the business outcomes

**Answer: D**

**Explanation:**

The next logical step to focus on for the customer's lifecycle journey, after finalizing all solution planning and before deployment, is the customer's stakeholders and their business outcomes. Understanding the stakeholders' expectations and desired outcomes will guide the deployment process and ensure that it aligns with the customer's strategic objectives.

## Question: 89

Throughout the customer lifecycle, opportunities can occur that lead to customers becoming advocates for the Customer Success Manager's company. Which two opportunities can lead to advocacy? (Choose two.)

- A. moments of success when the customer acknowledges progress
- B. successful contract renewal
- C. green health scores over intermittent time periods

D. continuing results based on unexpected value

E. results that are not measurable

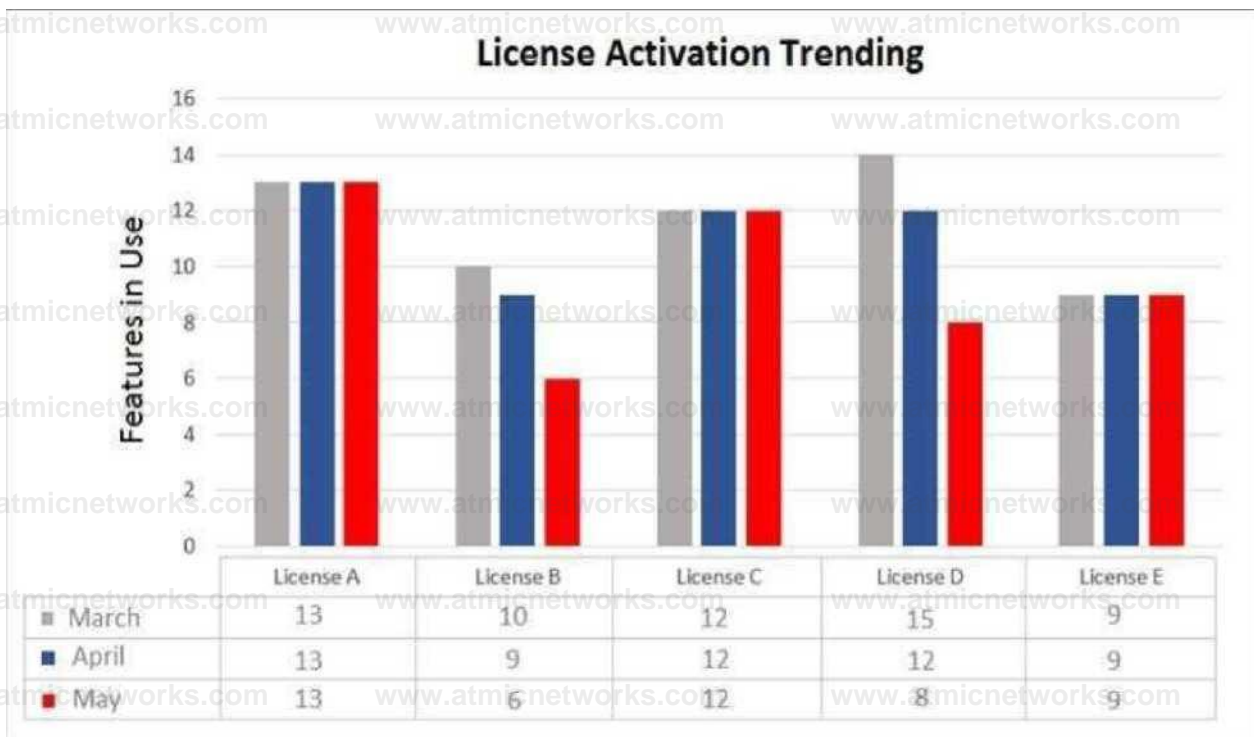
**Answer: A, D**

Explanation:

Opportunities that can lead to customers becoming advocates include moments of success when the customer acknowledges progress and continuing results based on unexpected value. These instances demonstrate the tangible benefits of the solution and can inspire customers to share their positive experiences with others, leading to advocacy.

### Question: 90

Refer to the exhibit.



Which initial action does a Customer Success Manager take?

- A. Run analysis on all the license types used by the customer on all platforms
- B. Share the report with the customer point of contact for license types B and D and determine CAUSES
- C. Provide trending information on license types B and D and share with all stakeholders
- D. Inform the Sales Account Manager to position a new version of licenses types B and D with additional features

**Answer: B**

**Explanation:**

The initial action a Customer Success Manager should take is to share the report with the customer point of contact for license types B and D to determine the causes of the usage trends. The bar graph indicates a decline in the use of these license types, which could suggest issues with adoption or satisfaction. Understanding the reasons behind these trends is crucial for addressing any potential problems and improving customer success.

**Question: 91**

A Customer Success Manager must deliver high touch customer success experience. Which customer engagement model must be used?

- A. Utilize a digital engagement so all your customers experience the touch of customer success
- B. Utilize people to focus on the elite customers for a 1:1 or 1:few onsite customer success experience
- C. Utilize the service team to form a larger internal team to lead the engagement
- D. Utilize people to focus your customers in a 1:many customer success experience

**Answer: B**

**Explanation:**

A high touch customer success experience is characterized by personalized and customized support, often involving regular one-on-one meetings with a dedicated customer success manager<sup>12</sup>. This model focuses on providing elite customers with a tailored experience that addresses their specific needs and challenges, ensuring they receive the highest level of service.

**Question: 94**

A customer informs their Customer Success Manager that they are not realizing the savings expected with their technology solution. The Customer Success Manager acknowledges the concern and takes ownership. Which action does the Customer Success Manager take first?

- A. Engage the service delivery manager and request two days of free consultation for the customer
- B. Communicate to the technical customer center and request that an expert contact the customer to discuss the purchased solution
- C. Escalate the situation to your manager and request a customer visit to understand concerns and expectations
- D. Check the account health report, review the expected outcomes in the success plan, and set up an internal meeting with the account team to discuss next steps

**Answer: D**

**Explanation:**

The first action the Customer Success Manager should take is to check the account health report and review the expected outcomes in the success plan. This will provide insights into where the customer's expectations may not be met. Following this, setting up an internal meeting with the account team to discuss next steps is crucial for developing a strategy to address the customer's concerns.

**Question: 95**

Which two metrics are used by Customer Success Managers to measure customer success? (Choose two.)

- A. help desk data
- B. health score
- C. risk management
- D. telemetry
- E. training surveys

**Answer: B, D**

**Explanation:**

Customer Success Managers often use health scores and telemetry as metrics to measure customer success. Health scores provide a quick overview of the customer's overall status, while telemetry data offers detailed insights into product usage and engagement.

### Question: 96

Which tool is used by Customer Success Manager to establish cross-functional alignment, ensure efficient execution and communication across a project team, and facilitate stakeholder management?

- A. KPIs
- B. Health Index Report
- C. RACI
- D. Stakeholder Map

**Answer: C**

**Explanation:**

The RACI tool is used by Customer Success Managers to establish cross-functional alignment, ensure efficient execution and communication across a project team, and facilitate stakeholder management. RACI stands for Responsible, Accountable, Consulted, and Informed, and it helps clarify roles and responsibilities within a project.

### Question: 97

A customer's call center unexpectedly moved from in-person to remote operations and discovered that agents could no longer record their calls. The customer escalates this problem to their Customer Success Manager and requests a resolution. The Customer Success Manager recognizes that the customer is using collaboration products with outdated software. What is the first step of the mitigation plan?

- A. Evaluate the availability of resources to work on the problem.

- B. Engage a specialist to identify a technical solution or workaround.
- C. Conduct an assessment of the business impact of the problem.
- D. Establish a timeline of when a solution must be in place.

**Answer: B**

Explanation:

The first step in the mitigation plan should be to engage a specialist to identify a technical solution or workaround. This is because the problem is technical in nature, and a specialist would be best equipped to quickly find a solution that allows the call center agents to resume recording calls.

### Question: 98

Which role within a Customer Success organization acts as a single contact point for a customer across multiple technologies?

- A. Delivery Team
- B. Customer Success Manager
- C. Account Manager
- D. Customer Success Specialist

**Answer: B**

Explanation:

The role within a Customer Success organization that acts as a single contact point for a customer across multiple technologies is the Customer Success Manager. They are responsible for overseeing the customer's journey with the company's products and ensuring they achieve their desired outcomes.

### Question: 99

A client deployed a new collaboration solution six months ago. Utilization telemetry indicates only 60% of activated users are engaging with the solution. Which two actions should the Customer Success Manager recommend to the client? (Choose two.)

- A. Have marketing write a blog post about the new solution.
- B. Encourage the customer to purchase updated endpoints.
- C. Block all alternative chat and video collaboration systems.
- D. Conduct a survey to determine which collaboration solutions users are using.
- E. Advertise additional user training sessions throughout the organization.

**Answer: D, E**

### Explanation:

The Customer Success Manager should recommend conducting a survey to determine which collaboration solutions users are using to understand why there is a gap in engagement. Additionally, advertising additional user training sessions throughout the organization can help increase the utilization rate by ensuring users are aware of and know how to use the new solution.

### Question: 100

A customer does not feel they have received value from a software solution, and the 3-year contract is expiring in 60 days. The customer is hesitant to continue spending money and is considering other alternatives. Which stakeholder is responsible for ensuring that the customer realizes value from solutions

coming up for renewal?

- A. Product Sales Specialist
- B. Renewals Manager
- C. Account Manager
- D. Customer Success Manager

**Answer: D**

**Explanation:**

The stakeholder responsible for ensuring that the customer realizes value from solutions coming up for renewal is the Customer Success Manager. Their role is to work closely with the customer to ensure they are achieving their desired outcomes with the solution and to address any concerns that may affect the renewal decision.

### **Question: 101**

What is the first step a Customer Success Manager should take to identify why the solution was purchased?

- A. Engage with the customer.
- B. Review the bill of materials.
- C. Collaborate with the sales team.
- D. Evaluate the Customer Success Plan.

**Answer: A**

**Explanation:**

The first step a Customer Success Manager should take is to engage with the customer to understand their needs, goals, and the reasons they chose the solution. This direct engagement provides valuable insights that inform the Customer Success Plan and ensure alignment with the customer's objectives. Reference: Best practices in customer success management emphasize the importance of customer engagement as the foundation for understanding the purpose behind a purchase.

**Question: 102**

The customer wants to improve operational expenditure and reduce the CO2 footprint of the organization.

Which two business outcomes are critical to the company's success? (Choose two.)

- A. sustainability
- B. credibility
- C. time to market
- D. business growth
- E. cost efficiency

**Answer: A, E**

**Explanation:**

Improving operational expenditure and reducing the CO2 footprint are directly related to sustainability and cost efficiency. Sustainability focuses on long-term environmental impact, while cost efficiency relates to reducing expenses, both of which are critical to the company's success in this context. Reference: Sustainability and cost management literature that aligns with organizational goals for reducing

operational costs and environmental impact.

### Question: 103

You notice a decline over time in your customer's usage of your product. Which action do you consider?

- A. Tell the customer a new solution will soon be available
- B. Carefully tell the customer to get more people to use your product
- C. Re-assess the customer's business process and outline the capability of the solution
- D. Show the customer a comparison of the solution versus the competition

**Answer: C**

#### Explanation:

When noticing a decline in product usage, it's important to re-assess the customer's business process and ensure that the capabilities of the solution are well-aligned with their needs. This may involve identifying any changes in the customer's operations or uncovering new challenges they are facing. Reference: Customer success strategies that focus on aligning product capabilities with evolving business processes.

### Question: 104

Which two actions are critical when communicating with executives? (Choose two.)

- A. Keep services as a primary topic
- B. Focus on the value achieved
- C. Incorporate the sales team's plan
- D. Target executive priorities

E. Focus on technical details

**Answer: B, D**

**Explanation:**

When communicating with executives, it's critical to focus on the value achieved by the solution and how it aligns with executive priorities. Executives are interested in how the solution contributes to the company's strategic goals and overall success. Reference: Executive communication guidelines that prioritize value demonstration and alignment with leadership objectives.

**Question: 105**

Which two results of a successful customer onboarding stage are the most important? (Choose two.)

- A. organization chart discussed
- B. account relationships identified
- C. desired business outcomes discussed
- D. stakeholders identified
- E. network diagrams discussed

**Answer: C, D**

Explanation:

The most important results of a successful customer onboarding stage include discussing the desired business outcomes and identifying stakeholders. These elements ensure that the solution is aligned with the customer's goals and that all relevant parties are engaged from the beginning. Reference: Onboarding best practices that emphasize the importance of goal alignment and stakeholder engagement.

### Question: 106

DRAG DROP

The customer wants to increase the utilization of their video conferencing system. Drag and drop the actions from the left into the correct sequence on the right.

Baseline the current usage

Update the success plan with status

Investigate the current barrier to utilization

step 1

step 2

step 3

step 4

**Answer:**

Explanation:

Baseline the current usage

Investigate the current barrier to utilization

Set a goal to achieve

Update the success plan with status

### Question: 107

What is the purpose of capturing moments of success with a customer?

- A. recognizing the value of the engagement
- B. validating deployment of the solution
- C. expanding the purchased solution
- D. renewing the contract and subscription

**Answer: A**

Explanation:

Capturing moments of success with a customer serves to recognize and celebrate the value of the engagement, reinforcing the positive impact of the solution and strengthening the relationship. Reference: Best practices in customer success management emphasize the importance of recognizing and documenting key achievements and milestones in the customer journey.

### Question: 108

Which perspectives are covered in a balanced scorecard?

- A. customer, employee, partner, risk
- B. business process, customer, financial, learning, growth
- C. competition, culture, financial, IT systems
- D. business outcomes, customer, employee, risk

**Answer: B**

Explanation:

A balanced scorecard covers perspectives on business process, customer, financial, and learning and growth to provide a comprehensive view of an organization's performance. Reference: The Balanced Scorecard framework, which is widely used in strategic management to evaluate the overall performance of an organization across multiple dimensions.

### Question: 109

Which action should a Customer Success Manager take when the product utilization score is not improving?

- A. Conduct customer interviews to understand current adoption barriers and develop a solution plan.

- B. Engage the sales team to upsell the solution and offer options and product diversity to the customer.
- C. Review the support case history to identify product quality or customer education issues.
- D. Contact the product operations team to review the telemetry and offer insights to the customer.

**Answer: A**

**Explanation:**

When the product utilization score is not improving, a Customer Success Manager should conduct customer interviews to understand the barriers to adoption and develop a plan to address them. Reference: Customer success strategies that focus on aligning product capabilities with evolving business processes.

### **Question: 110**

As a Customer Success Manager, what is the most important metric to uncover during onboarding?

- A. cost
- B. value
- C. benefit
- D. customer relationship

**Answer: B**

**Explanation:**

During onboarding, the most important metric for a Customer Success Manager to uncover is the value that the customer expects to derive from the solution. Reference: Onboarding best practices that emphasize the

importance of understanding and delivering value to the customer.

### Question: 111

On which two objectives should communication with customer executives focus? (Choose two.)

- A. return on investment
- B. product improvement
- C. new sales
- D. user training
- E. time to value

**Answer: A, E**

Explanation:

Communication with customer executives should focus on the return on investment and the time to value, as these objectives are typically top priorities for executive-level stakeholders. Reference:

Executive communication guidelines that prioritize value demonstration and alignment with leadership objectives.

### Question: 112

What is the order of the key elements of process improvement for Customer Success?

- A. measure, define, analyze, control, improve

- B. define, measure, analyze, improve, control
- C. define, analyze, measure, improve, control
- D. analyze, define, measure, control, improve

**Answer: B**

**Explanation:**

The order of the key elements of process improvement for Customer Success is to define, measure, analyze, improve, and then control to ensure continuous improvement and sustainability of the changes made.

Reference: The DMAIC (Define, Measure, Analyze, Improve, Control) process improvement cycle, which is a data-driven improvement cycle used for improving, optimizing, and stabilizing business processes and designs.

### **Question: 113**

A Customer Success Manager was assigned a strategic new account. Which action prepares them for the customer introduction meeting?

- A. Engage with the account team to understand the expansion opportunities.
- B. Perform a deep analysis of all the sales orders to the past 24 months.
- C. Document customer's current technical escalations.
- D. Speak the internal contacts to understand the customer's priorities and sentiment.

**Answer: D**

**Explanation:**

To prepare for a customer introduction meeting, it is essential to understand the customer's current situation, including their priorities and sentiment towards the engagement. This can be achieved by speaking with

internal contacts who have interacted with the customer, as they can provide firsthand insights into the customer's expectations and experiences. Reference: Customer Success best practices suggest that understanding the customer's perspective is crucial for effective engagement and aligning the success plan with their business objectives.

### **Question: 114**

A customer is concerned that a lot of data is presented during quarterly business reviews, but not many insights. Which action resolves this issue?

- A. Provide the customer with access to the raw data to enable them to develop their own insights.
- B. Appoint a customer representative to review the data and give specific suggestions.
- C. Explain the limitations of the available reports and offer options to provide input to develop new reports.
- D. Agree on a set of metrics and share the results and trend lines with recommendations for improvement.

**Answer: D**

**Explanation:**

To address the customer's concern about the lack of insights during quarterly business reviews, it is important to focus on actionable metrics. By agreeing on a set of relevant metrics and sharing the results along with trend lines, the Customer Success Manager can provide meaningful insights and recommendations that can lead to improvements in the customer's business processes or solution utilization. Reference: The practice of using data-driven insights to inform business decisions is a key component of Customer Success, ensuring that reviews are not just data presentations but strategic discussions that drive value.

### **Question: 115**

From a Customer Success perspective, which reason to monitor your customer's health is the most important?

- A. It provides the opportunity to address any changes in the customer's experience or actions around the solution
- B. It allows the customer to identify unused licenses so they can be addressed via a service improvement plan
- C. Understanding your customer's health directly enables renewals
- D. It gives the customer valuable insight so they can automatically renew critical on time

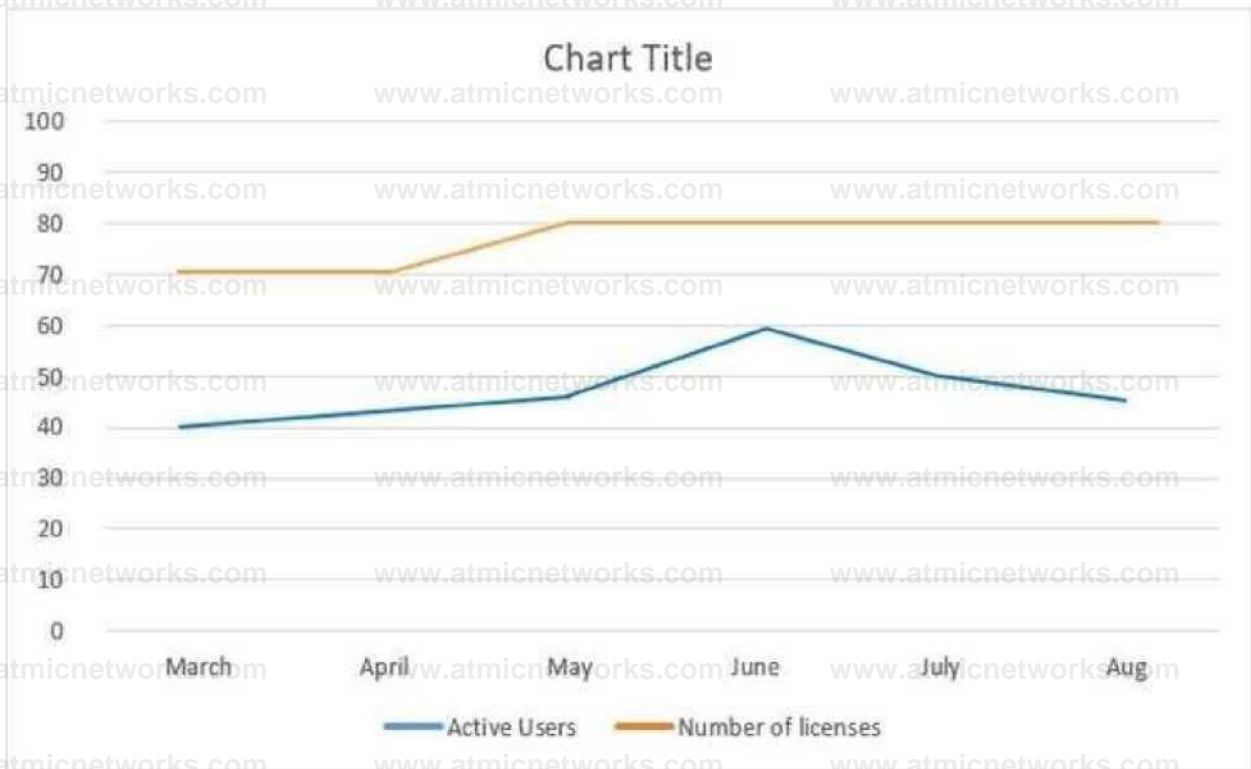
**Answer: A**

**Explanation:**

Monitoring a customer's health is crucial because it allows the Customer Success Manager to proactively identify and address any changes in the customer's experience or interactions with the solution. This proactive approach can lead to improved customer satisfaction, solution optimization, and ultimately, successful renewals. Reference: The concept of customer health monitoring is a fundamental aspect of Customer Success, enabling early intervention and continuous improvement to enhance the customer experience and support long-term success.

**Question: 116**

Refer to the exhibit.



The graph shows a customer with a software product and highlights the number of paid-for licenses (shown with the orange line) and the number of users actively using the product (shown with the blue line). Which statement about the customer is true?

- A. The customer has a high probability to renew and will include an expanded opportunity
- B. The customer's usage is too low to correctly measure the chance of their retention
- C. The customer has increased usage, which shows a strong indicator of renewal
- D. The customer's usage has seen a recent decline and the chance of them churning will be higher

**Answer: D**

**Explanation:**

The graph indicates that while the number of licenses purchased by the customer has remained constant, the number of active users has significantly declined after a peak in June. This suggests that the customer's

engagement with the product is decreasing, which could lead to a higher risk of churn as the value perceived from the product diminishes. Reference: Customer engagement and retention strategies often highlight the importance of monitoring active usage as a key indicator of customer satisfaction and likelihood of renewal.

### **Question: 117**

The Chief Information Officer (CIO) of a bank and their vendor have a significant disagreement over the value of the work that was delivered the past two years under the existing managed-services contract. The contract renewal process was delayed for over three months, with considerable risk to both parties. Which best practice will help prevent this type of disagreement?

- A. Adopt a lifecycle approach with a proactive review of service performance against KPIs.
- B. Have the CSM define how value should be measured at the end of the contract period.
- C. Engage a third-party mediator to develop contract goals and evaluate the objectives at regular intervals.
- D. Have the CIO define a clear IT strategy and implement the suggestions immediately.

### **Answer: A**

#### **Explanation:**

Adopting a lifecycle approach with proactive reviews of service performance against predefined KPIs can help prevent disagreements over the value of delivered work. This approach ensures that both parties have a clear understanding of the expected outcomes and can address any issues before they escalate into significant disagreements.

### **Question: 118**

From a Customer Success perspective, why should the customer's health be monitored?

- A. to provide the opportunity to address any changes in the customer's experience around the solution
- B. to identify unused licenses so they can be addressed via a service improvement plan
- C. to directly enable renewals
- D. to give the customer valuable insight so they can automatically renew critical services on time

**Answer: A**

**Explanation:**

Monitoring the customer's health is important from a Customer Success perspective because it provides the opportunity to proactively address any changes in the customer's experience or interactions with the solution. This proactive approach can lead to improved customer satisfaction and successful solution adoption.

**Question: 119**

Which two outcomes are expansion opportunities within customer success? (Choose two.)

- A. expansion of solution features
- B. renewal of solution subscription
- C. purchase of a new solution
- D. deployment of solution
- E. expansion of solution services

**Answer: A, E**

**Explanation:**

Expansion opportunities within customer success include the expansion of solution features and services.

These opportunities arise when customers see the value in adding more features or services to their existing solutions to enhance their capabilities or meet additional business needs. Reference: Strategies for identifying and capitalizing on opportunities to expand the scope of solutions provided to customers, leading to increased value and customer satisfaction.

### Question: 120

In which two ways can an adoption campaign identify expansion opportunities? (Choose two.)

- A. The adoption campaign provides notifications of new feature releases.
- B. The adoption campaign surveys all end users for product feedback.
- C. The adoption campaign notifies customers of a critical bug.
- D. The adoption campaign provides free trial licenses for feature upgrades.
- E. The adoption campaign provides free user training.

**Answer: A, D**

Explanation:

An adoption campaign can identify expansion opportunities by notifying customers of new feature releases and providing free trial licenses for feature upgrades. These actions can encourage customers to explore additional functionalities and potentially adopt them, leading to expansion. Reference: Adoption campaign strategies that aim to increase customer engagement with new features and upgrades, potentially leading to expanded use of the solution.

### Question: 121

What are two examples of expand opportunities? (Choose two.)

- A. providing solution optimization services

- B. adding headcount to manage solution by the customer
- C. training on existing features
- D. hosting an executive review
- E. increasing license count

**Answer: A, E**

**Explanation:**

Examples of expand opportunities include providing solution optimization services to enhance the customer's use of the product and increasing the license count to accommodate more users or **additional functionalities**.

### **Question: 122**

What is a type of expansion opportunity?

- A. additional user groups
- B. positive customer sentiment
- C. strong stakeholder communication
- D. using latest release versions

**Answer: A**

**Explanation:**

A type of expansion opportunity is the addition of user groups. This can occur when a solution is adopted by new departments or teams within the customer's organization, leading to an increased number of users and potentially more licenses or services required.

### Question: 123

Which two actions are in adoption campaign? (Choose two.)

- A. messaging to users on best practice approaches to their solution
- B. messaging to stakeholders on new product releases
- C. messaging to stakeholders on the new features of their solution
- D. survey sent to all end users
- E. renewal reminder to stakeholders

**Answer: A, C**

**Explanation:**

Adoption campaigns typically include actions such as messaging users about best practices for their solutions to encourage proper and effective use, and informing stakeholders about new features that could enhance their solution's value. Reference: Cisco Customer Success Manager documentation and best practices in adoption campaigns emphasize the importance of educating users and stakeholders to drive solution adoption and utilization.

### Question: 124

Which two steps in the customer lifecycle approach are owned by the sales and marketing team? (Choose

two.)

- A. Experience
- B. Evaluation
- C. Awareness
- D. Deployment
- E. Adoption

**Answer: B, C**

Explanation:

The sales and marketing team are primarily responsible for the Evaluation and Awareness stages in the customer lifecycle approach. These stages involve attracting potential customers and helping them assess the company's offerings. Reference: The customer lifecycle approach as outlined in Cisco Customer Success Manager documentation, which assigns specific roles to the sales and marketing team in the early stages of the customer journey.

### **Question: 125**

The customer wants to increase the number of services in their portfolio and improve the time to launch these services. Which two business outcomes are appropriate? (Choose two.)

- A. cost efficiency
- B. employee satisfaction
- C. time to market
- D. business growth
- E. sustainability

**Answer: C, D**

Explanation:

For a customer aiming to increase services and improve launch times, the appropriate business outcomes are time to market and business growth. These outcomes focus on the efficiency of service deployment and the expansion of the customer's service offerings. Reference: Business strategy literature that correlates the improvement of service deployment times with the acceleration of time to market and the potential for business growth.

### Question: 126

A customer wants to deploy new technology. The Customer Success Manager is concerned the customer is not ready to adopt the solution. Which steps with the Project and Operations teams ensure a successful adoption?

- A. Conduct an end-user assessment, determine gaps, and suggest appropriate training for all users of the new technology.
- B. Assign internal resources to develop and deliver training to the customer's IT staff to ensure the project is successful.
- C. Complete a knowledge assessment of the Project and Operations teams, determine gaps, and develop a training plan.
- D. Research the best training available for this new technology and ensure as many IT staff as possible attend the training.

**Answer: A**

Explanation:

To ensure successful adoption of new technology, it is crucial to assess end-user readiness, identify any skill

gaps, and provide targeted training. This ensures that all users are equipped to utilize the new technology effectively. Reference: Adoption frameworks within Cisco Customer Success Manager documentation that recommend assessing end-user capabilities and providing training to bridge any gaps.

### **Question: 127**

Which element of the renewal risk analysis is associated with a customer's requests to maintain existing pricing?

- A. customer budget
- B. adoption barriers
- C. value realization
- D. competitive differentiation

**Answer: A**

**Explanation:**

When a customer requests to maintain existing pricing during renewal risk analysis, it is typically associated with their budget constraints. The customer's budget dictates their ability to spend and is a key consideration in renewal negotiations. Reference: Renewal risk analysis strategies that consider the customer's budget as a primary factor when they request to maintain or reduce costs.

### **Question: 128**

Which scenario represents a use case expand opportunity?

- A. usage KPIs are on target entering the fourth quarter
- B. supplementary training sessions are organized on existing features
- C. solution management team adds headcount
- D. endpoint security solution extended to cover data center servers in addition to laptops

**Answer: D**

**Explanation:**

Expanding an endpoint security solution to cover additional assets like data center servers represents a use case expansion opportunity. This scenario indicates that the customer is extending the scope of their current solution to cover more of their infrastructure. Reference: Expansion opportunity identification techniques that look for scenarios where the application of a solution is broadened to new areas within the customer's environment.

### **Question: 129**

As part of the Customer Success Manager role, success stories and references are valuable in showcasing the value of the product. If a customer has a privacy policy that precludes them from public sharing, which action helps to mitigate any concerns?

- A. Talk to senior management to explain the benefits of success story creations.
- B. Explain that this is a role metric that is needed to satisfy quotas.
- C. Make the story for internal use only.
- D. Offer the customer free products or services as an incentive.

**Answer: C**

**Explanation:**

If a customer's privacy policy prevents public sharing, the Customer Success Manager can create a success story for internal use only. This allows the organization to document and learn from the customer's experience without violating their privacy policy. Reference: Cisco Customer Success Manager best practices suggest respecting customer privacy while still capturing valuable insights from their experiences.

### Question: 130

Which activity should happen after successful customer value realization?

- A. Publish a case study that presents the customer success story.
- B. Identify lessons learned and see how the engagement time can be shortened.
- C. Fully engage in a feature planning session for the future.
- D. Review usage, potential roadblocks, and bottlenecks to product engagement.

**Answer: B**

**Explanation:**

After successful customer value realization, it is important to identify lessons learned and explore ways to shorten engagement time for future projects. This helps in refining the process and delivering value more efficiently. Reference: Continuous improvement processes within the Customer Success framework emphasize learning from each engagement to enhance future performance.

### Question: 131

Which two Customer Success approaches should a Customer Success Manager provide for their customers that face stalled implementation? (Choose two.)

- A. Sell additional training to the customer.
- B. Introduce new features that have been recently enabled within the product.

C. Review priorities from the Success Plan with customer leadership.

D. Offer upfront discounts and secure the business for as many years as possible.

E. Determine if there has been a change in resourcing or stakeholders.

**Answer: C, E**

**Explanation:**

For customers facing stalled implementation, the Customer Success Manager should review the priorities outlined in the Success Plan with customer leadership and determine if there have been any changes in resourcing or stakeholders that may be affecting the implementation. Reference: The Cisco Customer Success Manager's approach to addressing stalled implementations includes ensuring alignment with the Success Plan and assessing any changes in the customer's organization that may impact the project.

**Question: 132**

What is a leading indicator of adoption in the healthscore?

A. renewal

B. integrated account plan

C. product sales

D. product quality

**Answer: D**

**Explanation:**

A leading indicator of adoption in the health score is product quality. High-quality products are more likely to be adopted by users, which is reflected in the health score. Reference: Adoption metrics and health scores often include product quality as a key factor influencing customer satisfaction and adoption rates.

### **Question: 133**

What is the financial implication of churn?

- A. reduced technology footprint
- B. increased user licensing
- C. reduced revenue
- D. increased renewal value

**Answer: C**

**Explanation:**

The financial implication of churn is reduced revenue. When customers discontinue their subscriptions or stop purchasing products, the company's revenue decreases. Reference: Financial analyses related to customer churn highlight the direct impact on revenue, emphasizing the importance of retaining customers to maintain financial stability.

### **Question: 134**

While talking to employees of a customer's front-line operations, a Customer Success Manager learns that the team is evaluating a competitive solution for an existing solution they own but use minimally. What is the next step the Customer Success Manager should take after this conversation?

- A. Host a discovery session with stakeholders to identify challenges and desired outcomes.
- B. Invites the stakeholders to attend technical training on different product use cases.
- C. Educate the operations team on the features and capabilities of the existing solution.
- D. Ensure the customer's procurement team is aware of the existing solution and its usage history.

**Answer: A**

**Explanation:**

After learning that the customer's team is evaluating a competitive solution, the Customer Success Manager should host a discovery session with stakeholders to understand their challenges and desired outcomes. This can help address any gaps in the current solution and prevent the customer from switching to a competitor.

Reference: Customer Success strategies recommend engaging with customers to understand their needs and address any dissatisfaction proactively to prevent churn.

**Question: 135**

Which two actions should be taken when a customer's usage is in decline? (Choose two.)

- A. Show the customer how the current solution compares to the offers from a competitor.
- B. Assess the capabilities of the solution against the customer's desired outcomes.
- C. Tell the customer a new solution will soon be available.
- D. Review the implementation plan with key customer leadership.
- E. Identify changes in the customer's business processes.

**Answer: B, D**

**Explanation:**

When a customer's usage is in decline, it is important to assess whether the solution still aligns with their desired outcomes and to review the implementation plan to ensure it is being executed effectively. This approach helps identify any gaps between the solution's capabilities and the customer's needs, as well as any issues in the implementation process that may be causing the decline in usage. Reference: Cisco Customer Success Manager documentation emphasizes the importance of aligning solutions with customer outcomes and regularly reviewing implementation plans to ensure success.

### Question: 136

Refer to the exhibit.

Customer Name	Health Index	Utilization Score	Quality Score	Sentiment Score	Financial Score
Company A	44	29	59	55	61
Company B	72	72	72	64	60
Company C	51	41	41	83	67

Which action should the Customer Success Manager take to improve the health index of Company B?

- A. Analyze annual recurring revenue growth and reduce renewal risks associated with technology.
- B. Perform a marketing campaign and design a roadmap of new products.
- C. Provide recommendations for training and offer scripts for learning products.
- D. Observe the net promoter scores and how likely the customer is to create a success story.

**Answer: C**

Explanation:

To improve the health index of Company B, which has lower scores in Sentiment Score compared to its Health Index, the Customer Success Manager should focus on enhancing the customer's experience and satisfaction with the product. Providing training and learning resources can help improve product knowledge and proficiency, which can positively impact the sentiment score. Reference: The Cisco Customer Success Manager's role includes offering training and educational resources to improve customer satisfaction and product adoption, as indicated in the Cisco Customer Success Manager documentation.

### **Question: 137**

At which lifecycle stage does the Customer Success Manager identify the solution purchased?

- A. Onboard
- B. Purchase
- C. Implement
- D. Select

**Answer: B**

**Explanation:**

The Customer Success Manager identifies the solution purchased during the Purchase stage of the lifecycle. This is when the transaction is completed, and the details of the purchase are finalized, including the specific solutions that the customer has bought. Reference: The lifecycle stages of customer engagement typically include the Purchase stage as a key phase where the details of the transaction are recorded and acknowledged.

### **Question: 138**

What are two customer advantages of purchasing subscription licenses? (Choose two.)

- A. It enables software providers to control customer consumption.
- B. The customer can discontinue the subscription if value is not realized.
- C. It provides the customer with a pay per use model.
- D. It creates high aftermarket resale value.
- E. Software maintenance is offered through a separate contract.

**Answer: B, C**

**Explanation:**

Two customer advantages of purchasing subscription licenses are the flexibility to discontinue the subscription if the value is not realized (Option B), which minimizes the financial risk for the customer, and the pay per use model (Option C), which allows customers to pay only for what they use, providing cost efficiency and scalability. Reference: Subscription licensing models are designed to offer flexibility and cost-effectiveness, allowing customers to adjust their usage and costs according to their needs and the value they perceive from the software.

**Question: 139**

Refer to the exhibit.

Task	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6
Project						

What is the concern for a Customer Success Manager within this task of the RACI matrix?

- A. Lack of sufficient expertise with minimal consulting stakeholders engaged.
- B. Running the risk of under communicating with too few stakeholders involved.
- C. It is difficult to get a consensus or agreement with the number of roles accountable.
- D. Too many people are responsible, which leaves no clear leader.

**Answer: D**

**Explanation:**

The concern for a Customer Success Manager within this task of the RACI matrix is that having too many people responsible can lead to confusion and a lack of clear leadership. In a RACI matrix, it is best practice to have only one person accountable for a task to ensure clear ownership and accountability. Multiple people marked as accountable could result in a diffusion of responsibility and inefficiency. Reference: The RACI matrix is a tool used to clarify roles and responsibilities in project management. It is important to have clear, singular accountability for each task to ensure effective execution and decision-making.

### **Question: 140**

A customer has six technical support cases open that are related to user connectivity that have negatively impacted the customer health scores for

product quality and customer sentiment. After the Customer Success Manager assesses the business impact, which action creates a mitigation plan?

- A. Offer the customer a discount because of their problems.
- B. Request a meeting with customer executives.
- C. Establish a timeline of when a solution must be in place.
- D. Ensure the escalation to technical specialists.

## Answer: D

### Explanation:

When faced with technical support cases that negatively impact customer health scores, the Customer Success Manager should prioritize resolving the underlying issues. Ensuring the escalation to technical specialists is a critical action that facilitates a focused approach to diagnosing and resolving the connectivity problems. Technical specialists have the expertise to delve into the specifics of the cases and work towards a timely and effective resolution. Reference: Best practices in customer success management emphasize the importance of addressing product quality issues promptly and efficiently, leveraging the expertise of technical specialists to restore customer confidence and sentiment.

### Question: 141

Refer to the exhibit.

Customer Name	Health Index	Utilization Score	Quality Score	Sentiment Score	Financial Score
Company A	44	29	59	55	61
Company B	72	72	72	64	60
Company C	51	41	41	83	67

Which action should the Customer Success Manager take to improve the health index of Company A?

- A. Analyze annual recurring revenue growth, renewal rates of other products, and timeliness of bill pay.
- B. Observe net promoter scores and how likely the customer is to recommend the products to someone else.
- C. Provide recommendations for training or suggest new features based on data analysis.
- D. Perform a marketing campaign and share the roadmap of new products.

**Answer: C**

**Explanation:**

To improve the health index of Company A, the Customer Success Manager should focus on the areas where the scores are low. Given that Company A has a low Utilization Score, providing recommendations for training could help increase product usage. Additionally, suggesting new features that align with the company's needs, based on data analysis, could enhance the perceived value of the product and improve the Health Index. Reference: Cisco Customer Success Manager documentation and best practices recommend focusing on training and feature adoption as key strategies for improving customer health scores and overall satisfaction.

**Question: 142**

Who confirms the use cases targeted in a Customer Success Plan?

- A. primary customer stakeholder
- B. account team sales lead
- C. customer enterprise architect
- D. Customer Success Manager

**Answer: D**

**Explanation:**

The Customer Success Manager is responsible for confirming the use cases targeted in a Customer Success Plan. They work closely with the customer to understand their needs and ensure that the plan aligns with the customer's goals and the capabilities of the solution<sup>1</sup>.

### Question: 143

What should be the primary source of information about a customer's current adoption barriers?

- A. current industry trends
- B. insight from the account team
- C. bill of materials
- D. customer strategic goals

**Answer: D**

**Explanation:**

The primary source of information about a customer's current adoption barriers should be the customer's strategic goals. Understanding these goals helps identify where the solution may not be meeting the customer's needs, which can lead to adoption barriers

### Question: 144

What is the value proposition of customer success for customers?

- A. reduction of risk
- B. reduced time to value
- C. expansion opportunities
- D. impacting business outcomes

**Answer: B**

**Explanation:**

The value proposition of customer success for customers is the reduced time to value. Customer success initiatives aim to help customers achieve their desired outcomes faster and more efficiently, thereby reducing the time it takes for them to realize value from their investment<sup>1</sup>.

### **Question: 145**

What are two adoption barriers? (Choose two.)

- A. gaps in the account baseline
- B. unused customer success support
- C. lack of resources
- D. loss of project sponsor
- E. lack of expansion

**Answer: C, D**

**Explanation:**

Two common adoption barriers are a lack of resources and the loss of a project sponsor. Both can significantly impede the adoption process; lack of resources can prevent proper implementation and use, while the loss of a project sponsor can lead to a lack of support and momentum<sup>1</sup>.

### Question: 146

Which topics must be covered during a Quarterly Success Review to ensure that outcomes are achieved?

- A. the success plan, the agreed priorities, and the planned outcomes
- B. technical support cases in flight and support options
- C. stakeholder mapping and planned training sessions
- D. upcoming contract renewal and expansion opportunities

**Answer: A**

Explanation:

During a Quarterly Success Review, it is critical to cover the success plan, the agreed priorities, and the planned outcomes.

These topics ensure that the review is focused on assessing progress towards achieving the desired outcomes as outlined in the success plan1.

### Question: 147

What is the role of a subject matter expert in the Customer Success process?

- A. accelerates customer value realization
- B. challenges the status quo
- C. drives adoption
- D. shares industry trends

**Answer: A**

**Explanation:**

The role of a subject matter expert in the Customer Success process is to accelerate customer value realization. They provide deep knowledge and expertise that can help customers better understand and utilize the solution, thereby achieving value more quickly<sup>1</sup>.

### **Question: 148**

What are two expectations of the Quarterly Success Review? (Choose two.)

- A. Consider upgrades to support existing solutions.
- B. Track key performance indicators or milestones.
- C. Offer additional license purchases.
- D. Align with customer's critical business objectives.
- E. Negotiate the level of discount in a solution expansion.

**Answer: B, D**

**Explanation:**

Two expectations of the Quarterly Success Review are to track key performance indicators or milestones and to align with the customer's critical business objectives. These expectations ensure that the review is focused on measurable progress and alignment with the customer's strategic goals<sup>1</sup>.

### **Question: 149**

What are the two expected outcomes of the customer onboard stage? (Choose two.)

- A. opportunities for advocacy shared
- B. stakeholders identified
- C. business outcomes with KPI metrics identified
- D. training sessions for end users planned
- E. network diagrams provided

**Answer: BC**

**Explanation:**

The expected outcomes of the customer onboard stage include identifying stakeholders who will be involved in or affected by the implementation of the solution, and defining the business outcomes along with the Key Performance Indicators (KPIs) that will be used to measure success. These steps are crucial for setting clear expectations and for tracking progress towards achieving the desired results. Reference: Cisco Customer Success Manager documentation, which outlines the onboarding process and the importance of stakeholder engagement and outcome definition.

**Question: 150**

Which two components of Key Performance Indicators contribute to customer value achievement? (Choose two.)

- A. quality of service performance data
- B. increased hours of operation
- C. speed to resolution of service requests
- D. customer sentiment
- E. upgrading to the latest version of the software

**Answer: A, C**

**Explanation:**

Components of Key Performance Indicators that contribute to customer value achievement include the quality of service performance data, which reflects the reliability and effectiveness of the service, and the speed to resolution of service requests, which impacts customer satisfaction and trust in the service provider. Both are critical for demonstrating the value delivered to the customer. Reference: Best practices in customer success management emphasize the importance of service quality and efficient resolution of issues as key drivers of customer value and satisfaction.

**Question: 151**

A customer recently reached the Use Stage for Network Provisioning and Operations in the Data Center Network solution domain. Which action should be recommended?

- A. Overview the security of the purchased solution and policy best practices.
- B. Learn the solution concepts.
- C. Become familiar with the fundamentals of the purchased solution.
- D. Understand the architecture of the purchased solution.

**Answer: D**

**Explanation:**

When a customer reaches the Use Stage for Network Provisioning and Operations in the Data Center Network solution domain, the recommended action is to understand the architecture of the purchased solution. This understanding is crucial as it allows the customer to fully utilize the features and capabilities of the solution, ensuring they can optimize their network operations effectively. It also enables them to identify areas where they can improve efficiency and performance, which is essential for

achieving the desired outcomes from their investment in the technology.

**Reference:**

- Cisco's official page on Customer Success Manager certification<sup>1</sup>.
- Lifecycle Advantage blog by Cisco, highlighting the importance of overcoming adoption barriers and helping customers progress through the lifecycle journey<sup>2</sup>.
- CSM Exam Overview on Cisco Learning Network, which outlines the knowledge and skills tested in the exam

**Question: 152**

What is a goal of the Quarterly Success Review?

- A. negotiation of discount levels associated with solution expansion
- B. product expansion to demonstrate customer loyalty
- C. alignment of priorities and outcomes while celebrating accomplishments
- D. identification of new areas of growth and sales

**Answer: C**

**Explanation:**

The goal of the Quarterly Success Review is the alignment of priorities and outcomes while celebrating accomplishments. This regular review is a strategic meeting that allows both the customer and the organization to ensure that they are aligned in terms of business priorities and desired outcomes. It's also an opportunity to recognize and celebrate the successes and milestones achieved, which can be motivating and reinforce the value of the investment in the solutions provided.

**Reference:**

- Cisco's official page on Customer Success Manager certification<sup>2</sup>.
- Skilljar blog on scaling Customer Success with Quarterly Business Reviews<sup>3</sup>.

### Question: 153

Which two actions are critical when communicating with customer executives? (Choose two.)

- A. Communicate the sales team's plan.
- B. Focus on technical details.
- C. Sell the latest service offerings.
- D. Target executive priorities.
- E. Focus on the value.

**Answer: DE**

#### Explanation:

The two critical actions when communicating with customer executives are targeting executive priorities and focusing on the value. When engaging with executives, it's essential to align the conversation with their strategic priorities and demonstrate how the solutions or services can help achieve those priorities. Additionally, emphasizing the value that the services or products will bring to their business is crucial. This approach helps in establishing a connection with the executives' business objectives and showcases the direct benefits of the offerings.

#### Reference:

- Cisco's official page on Customer Success Manager certification<sup>1</sup>.

- Cisco Customer Success Manager (DTCSM) course details<sup>2</sup>.
- Cisco blog on breaking down silos to unlock the full potential of Customer Success<sup>3</sup>.

## Question: 154

Which sources are used to identify customer barriers?

- A. consumption data, customer budgeting process, customer sentiment
- B. sales forecasting, data, health score
- C. executive insight, help desk summaries, upcoming marketing releases
- D. industry observations, Annual Recurring Revenue, utilization reports

## Answer: A

### Explanation:

The sources used to identify customer barriers include consumption data, customer budgeting process, and customer sentiment. These sources provide insights into how customers are using the product or service, their budgetary constraints, and their feelings towards the product or service. This information is critical for identifying any obstacles that might prevent customers from fully utilizing and gaining value from their purchases. By analyzing these aspects, Customer Success Managers can develop strategies to overcome these barriers and ensure customers are achieving their desired outcomes.

### Reference:

- Cisco's official page on Customer Success Manager certification<sup>1</sup>.
- Cisco Customer Success Manager v2 exam topics, which outline the knowledge and skills tested in the exam<sup>2</sup>.

- Test Prep Training on 820-605 CSM – Customer Success Manager3.

## Question: 155

What is a goal of the Quarterly Success Review?

- A. negotiation of discount levels associated with solution expansion
- B. product expansion to demonstrate customer loyalty
- C. alignment of priorities and outcomes while celebrating accomplishments
- D. identification of new areas of growth and sales

**Answer: C**

### Explanation:

The goal of the Quarterly Success Review is to align priorities and outcomes while celebrating accomplishments. This review serves as a strategic session that ensures both the customer and the organization are on the same page regarding business objectives and the progress towards achieving them. It's also an opportunity to acknowledge and celebrate the milestones and successes along the way, reinforcing the partnership and the value derived from the services or products provided.

### Reference:

Cisco's official page on Customer Success Manager certification2.

- Skilljar blog on scaling Customer Success with Quarterly Business Reviews3.

## Question: 156

What is the desired outcome for a Customer Success Manager to achieve for a customer?

- A. facilitating the adoption of all the licenses and features the customer purchased leading to expansion to improve the customers' business
- B. removing barriers so the customer achieves the fastest time to value possible from the purchased solution
- C. providing the organization with a level of oversight of customer spending so the customer has budget visibility
- D. maintaining software and hardware contracts so the customer maintains up-to-date versions of their products

**Answer: B**

### Explanation:

The desired outcome for a Customer Success Manager (CSM) to achieve for a customer is removing barriers so the customer achieves the fastest time to value possible from the purchased solution. This aligns with the CSM's role in ensuring that customers can quickly and effectively realize the value of their investment, which is critical in a subscription-based economy where ongoing customer satisfaction is essential for retention and continued revenue streams. The CSM's focus is on facilitating customer adoption and usage, identifying and overcoming adoption barriers, and helping customers achieve their business outcomes efficiently.

### Reference:

Cisco's official page on Customer Success Manager certification<sup>1</sup>.

Cisco Learning Network's article on Cisco Customer Success Manager Specialist<sup>2</sup>.

## Question: 157

Which action does a Customer Success Manager take when the customer has technical questions at an onsite Quarterly Review meeting?

A. Modify the meeting agenda and call in a technical resource.

B. Request the customer to open a support case.

C. Answer the questions as best they can and plan an onsite follow-up training.

D. Identify potential adoption challenges related to technical questions and schedule a meeting to address these questions.

**Answer: D**

**Explanation:**

When a customer has technical questions at an onsite Quarterly Review meeting, the appropriate action for a Customer Success Manager (CSM) is to identify potential adoption challenges related to the technical questions and schedule a meeting to address these questions. This approach ensures that the customer's concerns are acknowledged and that a dedicated session is arranged to provide thorough answers and solutions. It also allows the CSM to prepare adequately and involve the necessary technical resources to address the customer's needs effectively.