

Smooth Robotics

Smooth Robotics are experts in robotic welding. They are a part of Denmark's cluster for robotics automation and drones in Odense. Smooth Robotics makes it possible for their customers welding robot to work without the need for complex programming and deliver a flawless result every time.

CASE: Prepare Smooth Robotics to implement customer success management. Their goal is to make their suppliers as well as the end users as successful as possible, when using their products. This will require the mapping of customer journeys, develop processes, make interviews, and do desk research.

OVERVIEW

Company	Smooth Robotics
Location	Hollufgårdvej 31, 5260 Odense S
Contact person	Mark Kromann, COO

COMPANY PROFILE

Smooth Robotics were founded in 2017 and came from an academic environment from the University of Southern Denmark. They are rooted in Odense, Funen, where coincidentally Northern Europe's largest high-tech hub and the home of Denmark's cluster for robotics, automation and drones is located. A hub of which Smooth Robotics are an active member.

Denmark's robot cluster was built on the legacy of Odense Steel Shipyard A/S in the 1980s when the company collaborated with the local university to build robot solutions that could paint and weld. Smooth Robotics are continuing that tradition, as they strive to have a close relationship with the educational environments and have developed an easy-to-use and intuitive co-bot welding package, named the SmoothTool.

The SmoothTool helps welding robots deliver perfect results by requiring less manpower. It was developed since robotic welding has changed over the decades, and they saw an opportunity to develop software to make it as easy as possible for welders to use. SmoothTool enables the user to work without the need for complex programming and deliver a flawless result every time. It is designed to work with the world-renowned Universal Robots, as this robotic welding kit offers a safe collaborative and flexible solution for all companies of all sizes.

Smooth Robotics have previously estimated that European small and medium-sized companies spend approx. 1.8 billion DKK per year in adjusting between production series. SmoothTool is expected to be able to shorten the changeover time by up to 80%.

Their success is based on the way their products are developed. They take pride in the fact that they make robot welding as easy as using an iPhone. A welding robot never resigns - get sick - or needs vacation and the users get more work done in shorter time and it is easier to estimate total welding time.

CASE DESCRIPTION

Smooth Robotics has lofty ambitions and have many business activities on their drawing board. They are currently positioned in a transitioning phase - going from a start-up to a scale-up where new challenges

present themselves. As Smooth Robotics expand to new business areas and markets, they must ensure that its current customers are satisfied.

Smooth Robotics' business is based on sales to distributors who in turn sell Smooth Robotics' products to the end-users. To ensure that no one is left behind during the growth of Smooth Robotics, they need their current markets to keep delivering good results.

Smooth Robotics are therefore looking into implementing customer success management in order to give their distributors the best conditions to succeed. In order to achieve this Smooth Robotics has a similar need to investigate what the end-users' needs are when using the product. The results from the analyses will need to then be implemented in the appropriate departments of Smooth Robotics. Some examples could be that the marketing material needs to be adjusted, that the SmoothTool needs minor tweaks, or that the aftersales approach needs to be altered.

The objective for Smooth Robotics is to increase their product usage, upsell and increase renewals but also reduce churn.

TASKS AND EXPECTATIONS

0. Phase: Onboarding and determining overall objectives.

- 0.1. Onboarding to Smooth Robotics, their vision, values, current strategy, and generally the market and industry in which they operate.
- 0.2. Make an alignment with the team, including frequency of feedback and sparring.
- 0.3. Get an in-depth introduction to the case's challenges and the company's desired result.
- 0.4. Review the concrete tasks of the case and qualify the various phases where you weigh and prioritize the tasks according to their importance.
- 0.5. Define roles and tasks among the team, so you know internally who is responsible for which tasks/areas

1. Phase: Internal analyses – gather an overview

- 1.1 Gather insights and form an understanding of Smooth Robotics current processes when supporting distributors and end-users.
- 1.2 Desk research - Customer Success Management
 - 1.2.1 What is theory and find examples of practice.
 - 1.2.1.1 How does the results translate into the robotics industry.
 - 1.2.2 What does Smooth Robotics competitors do when it comes to customer success?
 - 1.2.3 What do companies in other business' do when it comes to customer success?

2. Phase: External analyses – how to build successful long-term relationships

- 2.1 Interview distributors
 - 2.1.1 Discover what they need in order to be successful when selling SmoothTool.
- 2.2 Interview end-users
 - 2.2.1 Discover how they can become successful in the use of the SmoothTool and what will trigger it.

- 2.3 Based on the analyses so far: Create distributor personas and end-user personas
- 2.4 Map the customer- and user-journeys and identify where Smooth Robotics naturally cross paths *or should cross paths* with their customers.

3. Phase: Implementation of customer success management

- 3.1 Develop processes that distribute the relevant knowledge and insights from distributors and end-users to Smooth Robotics' departments for whom the information is important.
- 3.2 Look into how these processes can be included in the CRM system.
- 3.3 Develop a project plan for how customer success management is implemented and present the findings to the leadership

OBJECTIVE AND DESIRED OUTCOME FOR THE COMPANY

Wanted outcome after 12 weeks:

- ✓ A Customer Success Manager.
- ✓ Processes that enable the organisation to address the needs of customers and end-users
- ✓ A project-plan to implement the discoveries made in this case.

RELEVANT AREAS OF COMPETENCE

- ✓ Customer success, customer support, sales support
- ✓ Sales, marketing, business economics, communication, project management
- ✓ Skills in qualitative methods
- ✓ Extrovert and structured
- ✓ Technicians with a commercial understanding or commercial candidates with a technical understanding.
- ✓ The language will be in English throughout the case

TALENT PROFILE

The candidates must be willing to be incorporated in a smaller company, going from start-up to scale-up. The team members will need to be ambitious, self-sufficient, and proactive. The candidate will join a company with a flat structure, where team spirit is essential to succeed. This also means that Smooth Robotics want to have the team members at their location as much as possible from 8-16 to get the company under the skin. They are actively looking for minimum one of the team members to become their new Customer Success Manager.