

MICHAEL CRAWLEY

CUSTOMER VALUE & RECURRING REVENUE EXECUTIVE

Customer Success | Value Realisation | Retention & Growth

To create lasting value for both business and customer, I view the entire customer relationship through two lenses.

BUSINESS LENS *How do we eliminate friction across the lifecycle to drive profitable, recurring-revenue growth?*

CUSTOMER LENS *We only earn the right to that outcome by simplifying the customer journey: removing adoption barriers and accelerating time-to-value.*

This philosophy shapes how I lead teams and measure success through customer and commercial outcomes, not activity.

PROFILE

Customer Success executive with more than a decade leading enterprise SaaS customer organisations, with a career spent shifting the conversation from adoption and health-score reporting toward demonstrated business outcomes and value realisation. As Chief Customer Officer and Head of Customer Success at SAP, built and led large-scale Customer Success organisations across ANZ spanning customer adoption, value realisation, retention, renewals and growth. Now an independent advisor helping SaaS organisations design customer lifecycle strategy, value realisation frameworks and scalable operating models.

\$900M

Cloud ARR

\$270M

Annual Renewals

>95%

GRR

+8pts

NRR Uplift

100+ days

TTV Reduction

SELECTED EXPERIENCE

Independent Advisor | Customer Success & Growth Advisor

2025 – Present

Partnering with SaaS leadership teams to strengthen customer operating models across onboarding, adoption, customer health, retention and expansion, using lifecycle diagnostics and data to identify risk, prioritise improvement and align teams around customer and commercial outcomes.

Chief Customer Officer / Head of Customer Success & Growth | SAP

2020 – 2025

Led Customer Success, renewals and post-sales growth across ANZ with a \$900M multi-cloud portfolio, and a 100+ person Customer Success organisation. Localised SAP's global Customer Value Journey framework across ANZ and APJ, shifting engagement from adoption reporting to demonstrated business outcomes. Delivered \$270M in annual renewals at >95% GRR and +8pt NRR, reduced time-to-value by 100+ days and eliminated over \$10M in shelfware.

RVP, HCM Cloud Customer Engagement | SAP SuccessFactors

2016 – 2020

Built and led the SuccessFactors ANZ Customer Engagement function from the ground up, integrating Customer Success, executive governance and commercial renewal ownership. Delivered 96.7% retention and \$3.8M in expansion revenue while growing cross-line-of-business adoption by 60%.

Senior Customer Engagement Expert | SAP SuccessFactors

2014 – 2016

Focused on customer adoption, enablement and value realisation across enterprise HCM cloud transformation, building team capability across ANZ.

CUSTOMER VALUE & RECURRING REVENUE

Customer Value Adoption • Consumption • Value Realisation • Time-to-Value • Executive Engagement

Recurring Revenue GRR • NRR • Renewals • Expansion • Customer Health • Lifecycle Governance

Operating Models Customer Lifecycle Design • Segmentation • VoC • Cross-functional Governance • CS Leadership

"Customer Success isn't about keeping customers happy — it's about helping customers become successful."