

# Churn Taxonomy Reference Guide

Classification reference for CSM and Sales - use alongside ChurnZero

Riferimento di classificazione per Customer Success Manager e Sales.

Da usare in **ChurnZero** (line item > Churn Classification - Primary and Secondary Causes) o in **Salesforce** (line item > Churn Information) - Salesforce scrive su ChurnZero (sincronizzazione unidirezionale).

Per ogni prodotto in churn, almeno una classificazione Primary completa e obbligatoria prima della chiusura.

LE PAGINE SEGUENTI CONTENGONO LA LOGICA DI CLASSIFICAZIONE E TUTTI I DETAIL REASON CODE.

**Mandatory:** for each churning product, select at least one complete classification (Category + Churn Reason + Detail Reason Code) before closure. Enter it in **ChurnZero** (line item > Churn Classification - Primary and Secondary Causes) or in **Salesforce** (line item > Churn Information) - Salesforce writes to ChurnZero (one-way sync).

#### COME CLASSIFICARE

## Classificazione a tre livelli

### LIVELLO 1

#### Category

L'area principale responsabile del churn. 7 categorie in totale.

*es. Product, Customer Relationship, Pricing & Value*

### LIVELLO 2

#### Churn Reason

Una sotto-area che raggruppa Detail Reason Code correlati.

*es. Lack of Integrations, Support Issues, Pricing*

### LIVELLO 3

#### Detail Reason Code

La causa principale specifica. Pre-classificata come Internal o External. Completa sempre il campo Extended Information.

*es. Integration Failure, Slow Support Response, Price Too High vs ROI*

#### INTERNAL VS EXTERNAL

### INTERNAL

#### Causato da MotorK

Churn attribuibile a un errore, gap o comportamento di MotorK. La maggior parte dei Detail Reason Code e Internal.

**Piu cause Internal possono coesistere nello stesso churn.**

### EXTERNAL

#### Al di fuori del controllo di MotorK

Churn causato da fattori al di fuori del controllo di MotorK. MotorK ha eseguito correttamente.

**Se selezioni un codice External, e' atteso che sia l'unico motivo.**

## Primary, Secondary & Contributing

**PRIMARY**

### Primary Churn Reason

Obbligatoria per ogni prodotto in churn. La causa necessaria. Ancorati alle parole del cliente nel notice formale, nel meeting Gong o nella BCK note.

"Se questo problema non fosse esistito, il cliente avrebbe rinnovato?"

**SECONDARY**

### Secondary Churn Reason

Opzionale. Un secondo fattore che avrebbe causato danno serio anche senza il primary.

"Questo problema avrebbe causato un danno significativo anche senza il primary?"

**CONTRIBUTING FACTORS**

### Contributing Factor 1 & 2

Opzionale. Tutto ciò che emerge dall'account ma non abbastanza autonomo. Fino a due per prodotto.

Tutto ciò che emerge dall'account ma non abbastanza forte da stare da solo.

**CAMPO LOCATIONS**

### Dove trovare i campi

CAMPO	DOVE	
<b>Primary</b>	Salesforce + ChurnZero	<b>Obbligatorio</b>
<b>Secondary</b>	Salesforce + ChurnZero	Opzionale
<b>Contributing 1 &amp; 2</b>	CZ: Churn Classification - Contributing Factors	Opzionale
<b>Extended Info</b>	CZ: Churn Classification - Primary and Secondary Causes	Opzionale*

\*Obbligatorio for Primary & Secondary when present. Salesforce scrive Primary e Secondary su ChurnZero (sincronizzazione unidirezionale).

CATEGORY 1

## Billing

Finance & Back Office

REASON COMPANY CHANGE		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Billing Entity Change</b> <span>EXTERNAL</span> The customer's legal entity changed - e.g. merger, acquisition, or corporate restructuring - requiring a new contract. MotorK is not at fault.	Group brings own billing structure; M&A with entity name change	<b>External - expect sole reason</b>
REASON CONSISTENT BILLING ISSUES		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>MotorK Invoicing</b> <span>INTERNAL</span> Recurring errors in MotorK invoices: wrong amounts, delays, misapplied credits. Creates distrust and payment disputes.	Invoice dispute; finance team complaints; repeated billing corrections	All products

# Product

Product · Engineering · Delivery

REASON UNDELIVERED		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<p><b>Onboarding Too Slow</b> <span>INTERNAL</span></p> <p>Onboarding phase failed to meet expectations - either go-live was delayed or required training was not delivered on time. Both delay and missing early training fall under this code. Use Extended Information to specify which factor(s) applied.</p>	<p>SLA on go-live exceeded; training not delivered during onboarding window; customer lost momentum</p>	<p>0-90 days from signature</p>
<p><b>Go-Live Beyond Agreed Timeline</b> <span>INTERNAL</span></p> <p>Go-live date not met relative to expectations set during delivery - whether contractual or communicated informally. Note: responsibility may be shared with the client (e.g. slow data provision, delayed approvals). Always detail the exact causes in the Extended Information field of the churn.</p>	<p>Delivery milestone missed; shared responsibility possible - document causes in Extended Information</p>	<p>Pre Go-Live</p>
REASON LACK OF INTEGRATIONS		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<p><b>Integration Failure</b> <span>INTERNAL</span></p> <p>Failed integration with DMS, OEM APIs, or third-party systems. Data sync broken, manual workarounds required.</p>	<p>Data sync broken; manual workarounds required</p>	<p>WebSpark · LeadSpark · StockSpark</p>
<p><b>Data Migration Errors</b> <span>INTERNAL</span></p> <p>Data migrated incorrectly or partially lost. Trust broken early; data integrity compromised.</p>	<p>Trust broken early; data integrity compromised</p>	<p>Onboarding phase</p>
<p><b>Competitor: Native System Integration</b> <span>INTERNAL</span></p> <p>Competitor has out-of-the-box integration with OEM or essential systems (DMS, etc.) that MotorK lacks. Integration advantage is decisive.</p>	<p>Competitor chosen specifically for DMS/OEM native integration</p>	<p>StockSpark · AdSpark · WebSpark</p>
<p><b>3rd Party Failure</b> <span>EXTERNAL</span></p> <p>Integration failed due to a third-party (non-MotorK) system or provider. MotorK's side functioned correctly. This includes both technical failures (outage, API change) and non-technical ones such as poor collaboration or excessively long response times from the partner.</p>	<p>Partner outage, API change, poor collaboration, or long partner response times - outside MotorK's control</p>	<p><b>External - expect sole reason</b></p>
REASON PRODUCT FEATURE NOT WORKING		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<p><b>Feature Gap</b> <span>INTERNAL</span></p> <p>Expected functionality is not present in the product. Log the specific missing module.</p>	<p>Log specific feature name and business impact</p>	<p>All products</p>
<p><b>Poor UX / Usability</b> <span>INTERNAL</span></p> <p>Interface is difficult, unintuitive, or creates high training burden. Low adoption.</p>	<p>High support ticket volume on UX; low adoption rates</p>	<p>All products</p>
<p><b>Competitor: Better Product</b> <span>INTERNAL</span></p> <p>Competitor offers features MotorK lacks. Log competitor name + specific gap.</p>	<p>Log competitor name + specific gap for Product team</p>	<p>All - log case by case</p>
REASON LACK OF TRAINING		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<p><b>Insufficient Training</b> <span>INTERNAL</span></p> <p>Dealer team does not know how to use the product adequately. Use Extended Information to specify: (a) whether all contracted training was delivered and proved insufficient for the client, or (b) whether training was partially or fully not delivered, leaving the customer at a disadvantage. The distinction matters for Delivery and CS accountability.</p>	<p>Low login frequency; high support tickets; "we never learned how" - specify in Extended Information if training was fully or partially delivered</p>	<p>Post Go-Live 0-30 days</p>

REASON OVERALL PRODUCT PERFORMANCE ISSUE		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Bug / Instability</b> <span>INTERNAL</span> Recurring technical errors, crashes, or unexpected behaviour. Reproducible or reported defects.	Open bug tickets; reproducible defects	All products
<b>Performance / Speed</b> <span>INTERNAL</span> Slow loading times, unacceptable latency. UX degradation due to response time.	Load time complaints; UX degradation	WebSpark · LeadSpark
<b>No ROI Demonstrated</b> <span>INTERNAL</span> Product does not generate measurable value - MotorK never showed concrete results. No data-driven QBR; value invisible to customer.	"I do not see the results" - no data-driven QBR ever held	PredictSpark · FidSpark · CallSpark
<b>Mobile App Issues</b> <span>INTERNAL</span> Mobile app broken, missing key workflows, or absent entirely.	Key workflows unavailable on mobile; app crashes	LeadSpark · StockSpark
<b>Product Unavailability / Downtime</b> <span>INTERNAL</span> Frequent or prolonged service interruptions. SLA impacted, customer cannot operate.	SLA breached; customer cannot operate during business hours	WebSpark · LeadSpark · StockSpark

REASON CROSS-PRODUCT IMPACT		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Cross-Product Dissatisfaction Spillover</b> <span>INTERNAL</span> Churn triggered by dissatisfaction with another MotorK product, resulting in loss of trust in the overall MotorK ecosystem.	Dissatisfaction with Product A triggers churn of Product B	All products
<b>Add-on Churned Due to Main Product Churn</b> <span>INTERNAL</span> Add-on or secondary product churned as a direct consequence of the main product churning - not due to standalone dissatisfaction. The examples below are illustrative only; apply the logic to any add-on or secondary product that has no independent reason to churn.	e.g. StockSpark App churns because StockSpark churns; cookie widget churns because WebSpark churns - apply logic to any dependent product	Add-ons · Secondary products

REASON DEPRECATED MOTORK PRODUCT		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Product Deprecated</b> <span>INTERNAL</span> MotorK has discontinued or sunset this product. The product is being phased out - either replaced by a newer solution or discontinued.	Product announced as end-of-life by MotorK	Add-ons · Secondary products
<b>Forced Migration (Legacy)</b> <span>INTERNAL</span> Customer is on a legacy version being sunset. Migration to new stack was not smooth or accepted.	Legacy platform sunset; customer unwilling or unable to migrate	Legacy products

# Contractual Changes

Finance & Back Office - Legal

REASON COMPANY CLOSURE		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Dealer Closed, POS Closure</b> <span>EXTERNAL</span> Bankruptcy, retirement, or ceased operations. Dealer permanently closes down.	Family-owned dealership closing; market crisis; retirement	<a href="#">External - expect sole reason</a>

  

REASON PRODUCT CHANGE		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Re-contractualization</b> <span>INTERNAL</span> Customer re-contracts under different terms - e.g. switching product tier or bundle - resulting in a churn of the original contract.	Customer downscales or restructures contract; bundle change	All products

  

REASON DEALERSHIP NETWORK EXIT		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Market / Regulatory</b> <span>EXTERNAL</span> Regulatory change, market exit, or franchise loss forces the churn. This also applies when a MotorK product does not comply with country-specific regulations (e.g. GDPR, local data residency, or sectoral rules), making continued use legally or commercially impossible for the dealer.	Dealer loses OEM licence; market exit; local regulation change; MotorK product non-compliant with country-specific rules	<a href="#">External - expect sole reason</a>

  

REASON SERVICE DISCONTINUE		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Dealer Discontinued Product Line</b> <span>EXTERNAL</span> Dealer voluntarily exits a specific business line, making the product irrelevant for that activity.	Dealer closes rental division; exits fleet management; discontinues a product segment the tool was purchased for	<a href="#">External - expect sole reason</a>

  

REASON COMPANY ACQUISITION		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>M&amp;A / Ownership Change</b> <span>EXTERNAL</span> Dealer acquired by a group imposing different software. New owner brings own tech stack.	Group acquisition; merger; new owner imposes group CRM/DWS	<a href="#">External - expect sole reason</a>

# Agreements

Finance & Back Office - CS - Legal

REASON NATURAL CLOSURE - MOTORK ISSUE		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Contract Inflexibility</b> <span style="color: red; border: 1px solid red; padding: 2px;">INTERNAL</span> Contract does not allow necessary adjustments. Customer needs to downsize, restructure, or modify payment terms but MotorK's contractual conditions are rigid - including inflexible payment schedules or inability to adapt instalment frequency.	Downsize request refused; volume locked; inflexible payment terms or instalment schedule	All products
<b>SLA Breach</b> <span style="color: red; border: 1px solid red; padding: 2px;">INTERNAL</span> MotorK violated contracted service levels. A contractual obligation was not met.	Contractual SLA missed; customer exercises exit clause	All products

  

REASON NATURAL CLOSURE - CUSTOMER ISSUE (CONTRACT REACHED NATURAL END OF TERM)		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Customer Regulatory Constraint</b> <span style="color: blue; border: 1px solid blue; padding: 2px;">EXTERNAL</span> Customer faces regulatory pressure preventing continuation of the contract. Not MotorK's fault.	GDPR ruling; country-specific regulation blocking product use	<span style="color: blue;">External - expect sole reason</span>
<b>Customer Insolvency / Financial Distress</b> <span style="color: blue; border: 1px solid blue; padding: 2px;">EXTERNAL</span> Customer is insolvent or in severe financial distress. No budget to continue regardless of product value.	Bankruptcy filing; receivership; verified severe financial distress	<span style="color: blue;">External - expect sole reason</span>

  

REASON NO TACIT RENEWAL		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Non-recurring Product</b> <span style="color: blue; border: 1px solid blue; padding: 2px;">EXTERNAL</span> Product was sold as a one-time or project-based engagement, not a recurring subscription. No renewal was expected.	One-time implementation or campaign; no recurring contract	<span style="color: blue;">External - expect sole reason</span>

# Customer Relationship

Customer Success · Support

REASON SALES SUPPORT		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>CSM Not Proactive</b> <span>INTERNAL</span> Only reactive contact; no proactive outreach. Customer feels unsupported between problems.	"We had not spoken in months" - S2+ with no touchpoint > 60 days	Full customer lifetime
<b>No QBR / Business Review</b> <span>INTERNAL</span> No formal results review ever held. Value never demonstrated; relationship never deepened.	S2+ account with zero QBRs in full contract history	Full customer lifetime
<b>Stakeholder Not Managed</b> <span>INTERNAL</span> Contact change at dealer not caught; new contact not onboarded. New decision-maker has no relationship with MotorK.	Churn following turnover of client contact; new champion not identified	Full customer lifetime
<b>Renewal Handled Too Late</b> <span>INTERNAL</span> Renewal discussed less than 30 days before expiry. No runway to negotiate or address concerns.	"I have already signed with someone else" - renewal conversation started too late	Renewal phase
<b>High CSM Turnover</b> <span>INTERNAL</span> Customer changed CSM multiple times. Lost relational continuity; trust must be rebuilt repeatedly.	"I do not know who my contact is" - 3+ CSM changes in 12 months	Full customer lifetime
<b>No Post-Sale Follow-Up</b> <span>INTERNAL</span> No proper Sales-to-CSM handover after signing. Sales should introduce the assigned CSM to the customer shortly after contract signature - if this step is skipped, the customer starts without a named contact and MotorK's ownership is never established. Primary accountability: Sales.	Churn within first 6 months; customer reports no point of contact post-signature; no formal Sales-CSM introduction made	0-90 days from signature

REASON SUPPORT ISSUES		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Slow Support Response</b> <span>INTERNAL</span> Tickets not handled within SLA; long response times. Perceived abandonment; escalation to churn.	Support SLA missed; customer escalates to CSM or management	Full customer lifetime
<b>Issue Not Resolved</b> <span>INTERNAL</span> Open problem for weeks/months without resolution. Chronic frustration; trust erosion.	Same ticket re-opened multiple times; issue open > 30 days	Full customer lifetime
<b>Competitor: Better Support / Service</b> <span>INTERNAL</span> Competitor has local CSMs, faster response times, or higher perceived reactivity.	Customer mentions competitor CSM model or response speed during exit conversation	All products

## Pricing & Value

CS · Finance · Sales

REASON PRICING		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Price Too High vs ROI</b> <span>INTERNAL</span> Customer does not perceive enough value for the cost. Value gap: cost outweighs perceived benefit.	Low NPS + "too expensive" + regular usage - value not communicated	All products
<b>Hidden Costs / Unexpected Add-Ons</b> <span>INTERNAL</span> Extras not disclosed at signing. Surprise billing erodes trust.	Invoice dispute; surprise at renewal; "I did not know this was extra"	All products
<b>Usage Too Low to Justify Cost</b> <span>INTERNAL</span> Customer does not use the product enough. Low adoption making cost feel unjustifiable.	Login frequency below threshold for 60+ days; low feature activation	All products
<b>Competitor: Better Price</b> <span>INTERNAL</span> Competitor made a more competitive offer. Log competitor name + price delta.	Log competitor name + price delta for Sales/Finance review	All - log case by case
<b>Discount Withdrawn</b> <span>INTERNAL</span> Previous discount not renewed; increase felt as punitive. Customer perceives penalty for loyalty.	Churn at renewal with new full price; customer references previous discount	All products
<b>Price Increase</b> <span>INTERNAL</span> MotorK applied a price increase not accepted by the customer.	Customer refuses renewal after price increase notification	All products

  

REASON MIS-SELL / EXPECTATION GAP		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Oversold Expectations</b> <span>INTERNAL</span> Sales promised non-existent features or unrealistic timelines. Gap between sold promise and delivered product.	"They told me I could do X" - low NPS from Month 1	0-6 months from signature
<b>Wrong Product Sold</b> <span>INTERNAL</span> Customer had different needs; product was not a fit. Discovery was insufficient or misrepresented.	"It does not do what I need" - low usage from day one	0-6 months from signature
<b>Use Case Mismatch</b> <span>INTERNAL</span> Product exists but not for this dealer type or market. Product scope does not match the customer's workflow.	"It does not fit our process" - product used in unintended context	0-6 months from signature

## HQ & External Decisions

External - no MotorK root cause

REASON HQ DECISION		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Group / Owner Decision</b> <span>EXTERNAL</span> A decision imposed at group or ownership level - not by the individual dealer. The dealer has no autonomy in the choice. Covers acquisition, merger, and any situation where the group/ HQ mandates a different technology or vendor.	Group mandate after acquisition; new ownership imposes group CRM/DWS; HQ technology standardisation	<a href="#">External - expect sole reason</a>
<b>OEM Mandate</b> <span>EXTERNAL</span> OEM mandates a specific platform. Dealer has no choice regardless of satisfaction with MotorK.	OEM mandatory platform rollout; country-specific OEM programme	<a href="#">External - expect sole reason</a>
<b>Genuine Budget Cut</b> <span>EXTERNAL</span> Verified financial hardship at group level, unrelated to perceived value of the product. Often driven by broader automotive market conditions (e.g. market downturn, OEM production cuts, electrification transition costs) rather than dissatisfaction with MotorK.	Automotive market downturn; OEM cuts impacting dealer revenue; structural group-level cost reduction	<a href="#">External - expect sole reason</a>

REASON VOLUNTARY DOWNSIZING		
DETAIL REASON CODE	DESCRIPTION / WHEN TO USE	SIGNAL / PRODUCTS
<b>Less Rooftops Needed</b> <span>EXTERNAL</span> Dealer network voluntarily downsizes - closes branches or reduces footprint. Fewer sites need the product.	Dealer closes branches; network reduction programme	<a href="#">External - expect sole reason</a>
<b>Less Licenses Needed</b> <span>EXTERNAL</span> Dealer retains all rooftops but needs fewer seats/licences - headcount reduction or restructuring.	Headcount reduction; team restructuring reduces licence need	<a href="#">External - expect sole reason</a>