Gainsight

The Customer Success Index

2025

When we published our first Customer Success Index report in 2022, the world looked a lot different. We were still navigating COVID-19, AI was in movies and not meetings (looking at you, notetakers), and Customer Success (CS) was just stepping into the spotlight. We'd earned a seat at the table, but we hadn't yet solidified how CS demonstrates its worth.

Fast forward to today, and we're in the midst of a necessary redefinition of CS. One focused on outcomes over activity, ROI over effort, and predictability over perception.

That shift shows up in this year's data:

CS is becoming more intelligent (with room to grow): AI adoption among CS teams is edging up (52% vs 44% last year) as teams become more comfortable with the technology and infrastructures grow stronger. Still, many teams are only adopting productivity-oriented use cases, and only beginning to explore higher-value applications like churn prediction and sentiment analysis. There's room to grow, especially with agentic AI designed for high-volume workflows like renewals and onboarding.

Digital is officially a core strategy, not just a "segment": Digital isn't just for early adopters anymore. As the need for efficiency and repeatability grows, companies are embracing automation and self-service as the most scalable and consistent way to serve customers across segments. As a result, companies are investing in digital tools like learning management systems (LMS), customer portals, and communities.

CS teams are shifting from measuring activity to measuring outcomes: The move away from activity metrics to outcome-based metrics reflects a fundamental shift in how companies define CS value. Companies are now measuring CS teams on what matters and what they can directly control: reducing churn, product adoption, and customer ROI.

Let's dig into what the data reveals.

Brent Krempges
Chief Customer Officer,
Gainsight

Key Trends Shaping Customer Success

We're investing in AI, but not using it well (yet)

We're still early in the AI journey for CS, though the technology is already reshaping how teams operate. Today 59% of CS teams are investing in AI tools, and 64%: (a 28% YoY increase) see it as having a significant strategic impact on their organization. That said, barriers like a lack of internal expertise and output reliability are slowing progress. With most teams still sticking primarily to productivity use cases, there's huge potential for deeper value uses to drive adoption and impact like we're seeing in other go-to-market (GTM) organizations like Marketing and Sales.

Digital continues to rise

While CS will always depend on human relationships and teammates, economic pressures are pushing many teams to rethink how they scale. Teams trying to manage costs without sacrificing quality are turning to digital and AI to maintain customer experiences. As a result, 50% of respondents are increasing their investment in digital programs, with the biggest increases in Customer Success Platforms (CSP) to automate CS processes and learning management systems (LMS) to deliver learning at scale.

CS responsibilities are recentering on customer outcomes

Customer Success teams are getting clearer about where they invest resources and where CS teams should focus. It's no longer about meeting or activity volume. Instead, the focus is on reducing customer churn (91%), increasing product adoption (88%), and achieving customer outcomes (87%). As more and more CS teams report to Revenue leaders and get measured on hard numbers, better tracking and alignment to outcomes and ROI is key.
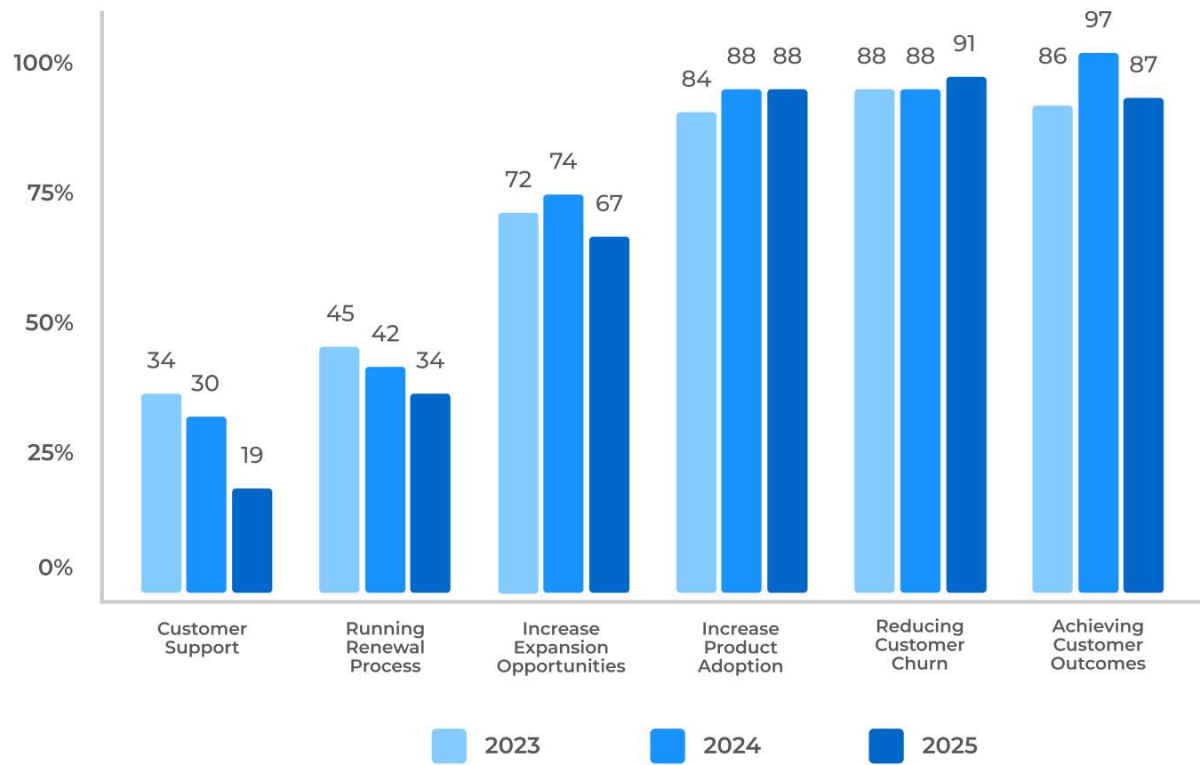
Metrics are evolving, with regional differences in GRR adoption

As CS teams' focus shifts, so do the metrics they measure. Gross Revenue Retention (GRR) has surged as a key revenue metric since 2023—increasing from 45% to 62%—while Net Revenue Retention (NRR) has declined as a primary measure. We're also seeing Customer Success Qualified Leads (CSQLs) gain more traction as a primary non-revenue metric, signalling that CS is defining its role around keeping and growing customer ARR.

CS Industry Evolution
Churn, Adoption and Outcomes Are the BIG 3

Customer Success - Primary Responsibilities

Chart data — bar values by category (2023, 2024, 2025):

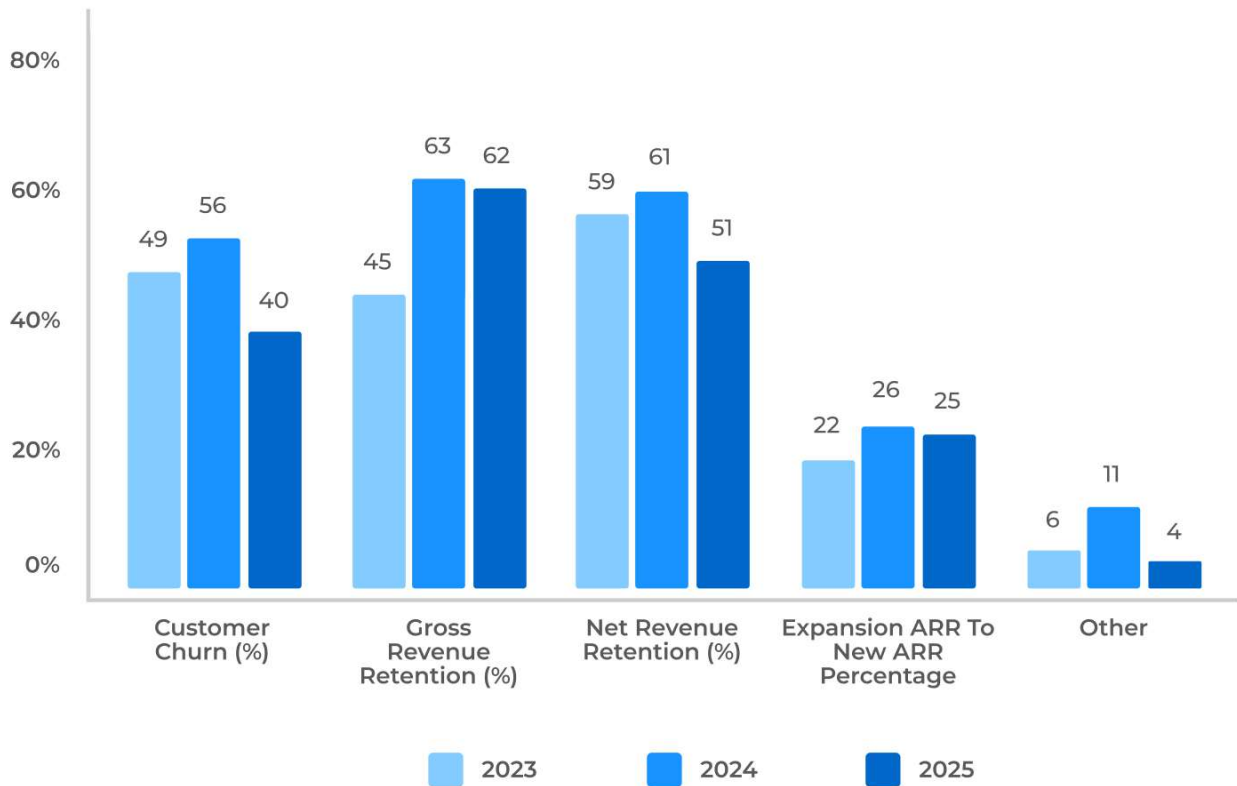| Category	2023	2024	2025
Customer Support	34	30	19
Running Renewal Process	45	42	34
Increase Expansion Opportunities	72	74	67
Increase Product Adoption	84	88	88
Reducing Customer Churn	88	88	91
Achieving Customer Outcomes	86	97	87

Brent's Breakdown

This is the chart I'd show anyone who still thinks CS is just a reactive support team. The data makes it clear: today's CS teams are responsible for driving outcomes, not just delivering service.

In 2025, the top three primary responsibilities are: reducing customer churn, achieving customer outcomes, and increasing product adoption. What's equally notable is what's declining: just 19% of teams see customer support as a primary responsibility. We've seen this trend unfold over the last decade, and the 11% drop YoY shows we may be close to fully handing support back to dedicated teams for good.

Worth noting is a slight dip in primary ownership of renewals and expansion YoY. The data here shows that frontline teams have declining formal ownership of these motions. Yet, executives consistently report increasing strategic accountability for them. Our recent CxO Summit survey of CCOs and CXOs reflected holistic accountability for renewals and expansion on the rise, with renewal ownership as high as 52% for some organizations.

The Growing Emphasis On GRR In Customer Success

CS - Primary Revenue Metrics Utilized

Legend: 2023, 2024, 2025

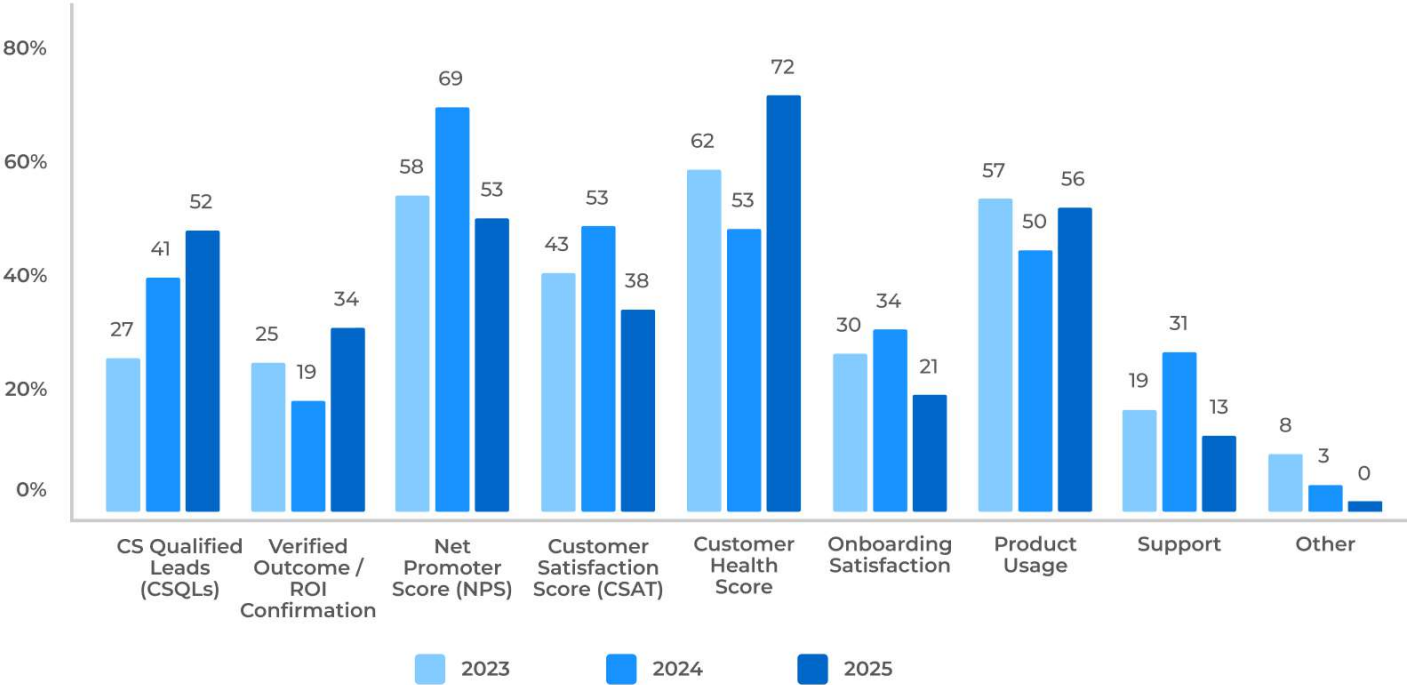| Metric	2023	2024	2025
Customer Churn (%)	49	56	40
Gross Revenue Retention (%)	45	63	62
Net Revenue Retention (%)	59	61	51
Expansion ARR To New ARR Percentage	22	26	25
Other	6	11	4

Brent's Breakdown

A few years ago, the only metric we would talk about, at least at the board level, was NRR. The data shows a clear shift in how CS orgs are measuring their impact. In 2025, Gross Revenue Retention (GRR), which isolates customer retention without expansion, climbed from 45% in 2023 to 62%, making it the most widely used metric.

CSQLs Are Becoming a Critical Non-Revenue Metric for CS

CS - Primary Non-Revenue Metrics Utilized

Bar chart showing CS Primary Non-Revenue Metrics Utilized, comparing 2023, 2024, and 2025:

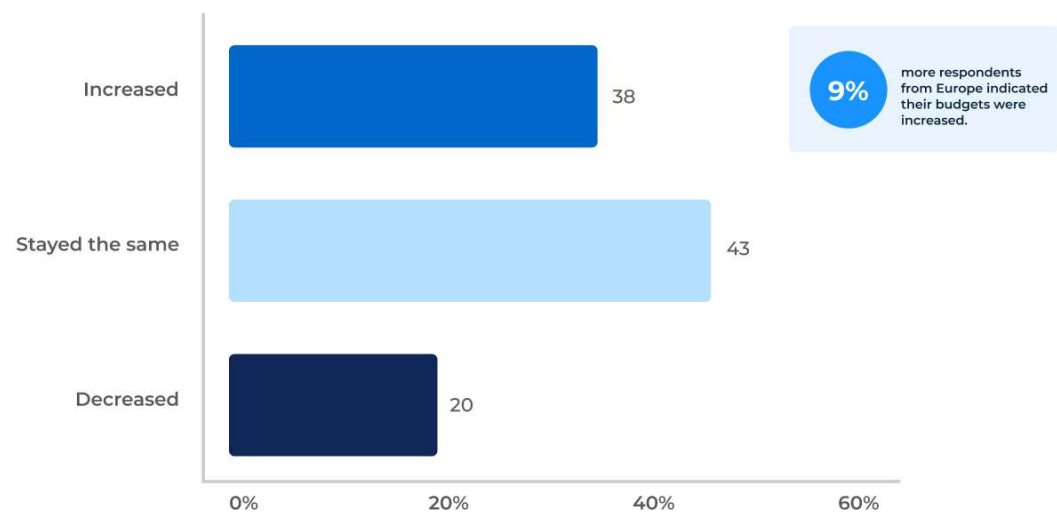| Metric	2023	2024	2025
CS Qualified Leads (CSQLs)	27	41	52
Verified Outcome / ROI Confirmation	25	19	34
Net Promoter Score (NPS)	58	69	53
Customer Satisfaction Score (CSAT)	43	53	38
Customer Health Score	62	53	72
Onboarding Satisfaction	30	34	21
Product Usage	57	50	56
Support	19	31	13
Other	8	3	0

Brent's Breakdown

The non-revenue metrics CS teams track are evolving, too. Customer Success Qualified Leads (CSQLs), for example, are on the rise, with 52% of teams now measuring them, up from 27% in 2023.

If CS teams are not formally tracking CSQLs, they risk underreporting one of their biggest areas of value as revenue drivers.
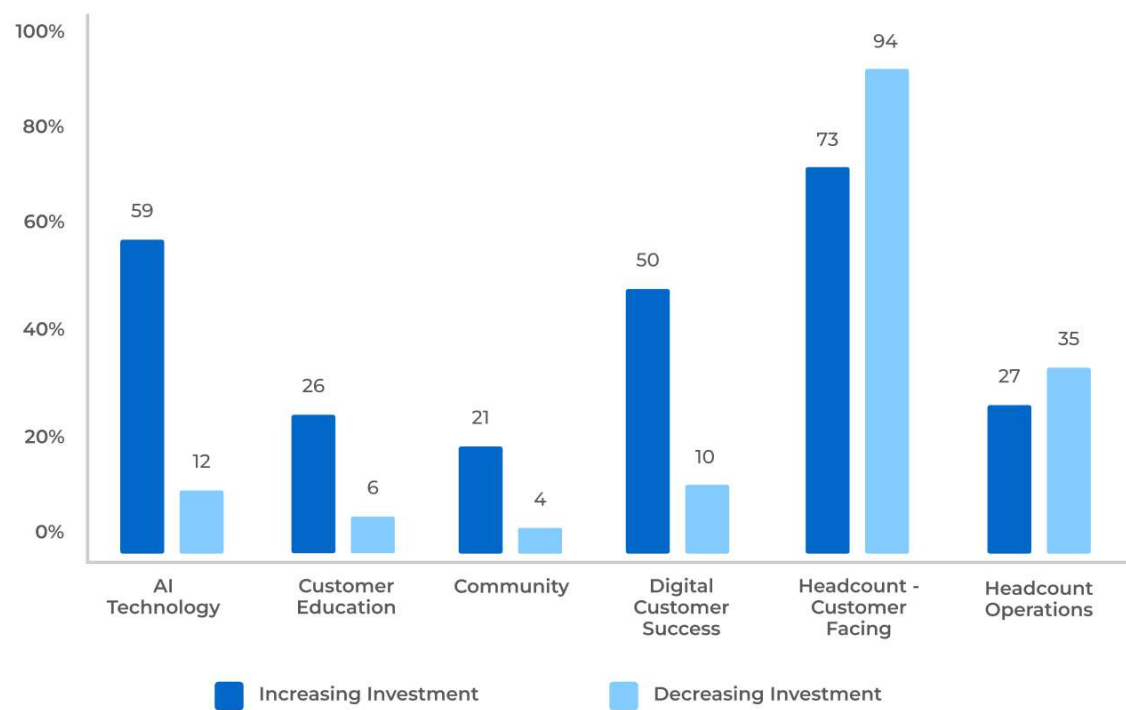
Meanwhile, we're seeing a decline in Net Promoter Score (NPS) as a primary non-revenue metric, which tracks with what we're hearing: NPS tells you how customers feel at a single point in time, but doesn't effectively capture regular, day-to-day sentiment necessary to hone in on customer risk earlier. With more advanced AI-powered tools, CS teams can better predict churn, surface risk, identify upsell potential, and ultimately become less reliant on lagging insights.

Where CS Teams Are Spending and Why It Matters Now
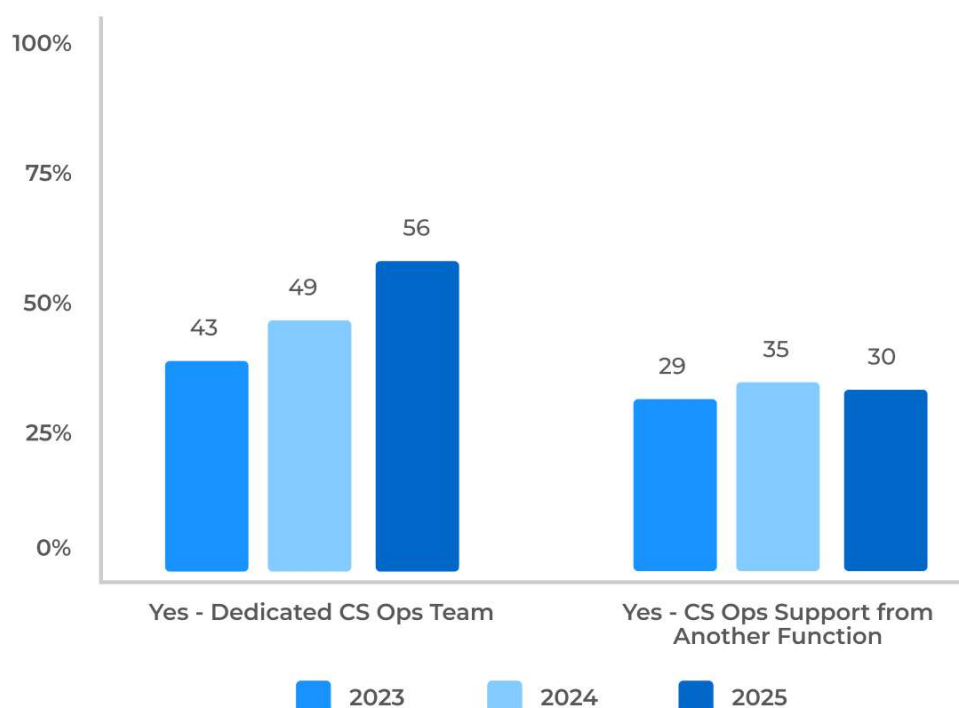
CS Investment Change From Last Year

Increased — 38
Stayed the same — 43
Decreased — 20

9% more respondents from Europe indicated their budgets were increased.

Increasing vs. Decreasing CS Investments

Category	Increasing Investment	Decreasing Investment
AI Technology	59	12
Customer Education	26	6
Community	21	4
Digital Customer Success	50	10
Headcount - Customer Facing	73	94
Headcount Operations	27	35

■ Increasing Investment   ■ Decreasing Investment

Where CS Teams Are Spending and Why It Matters Now

Organizations with CS Ops Resources Established
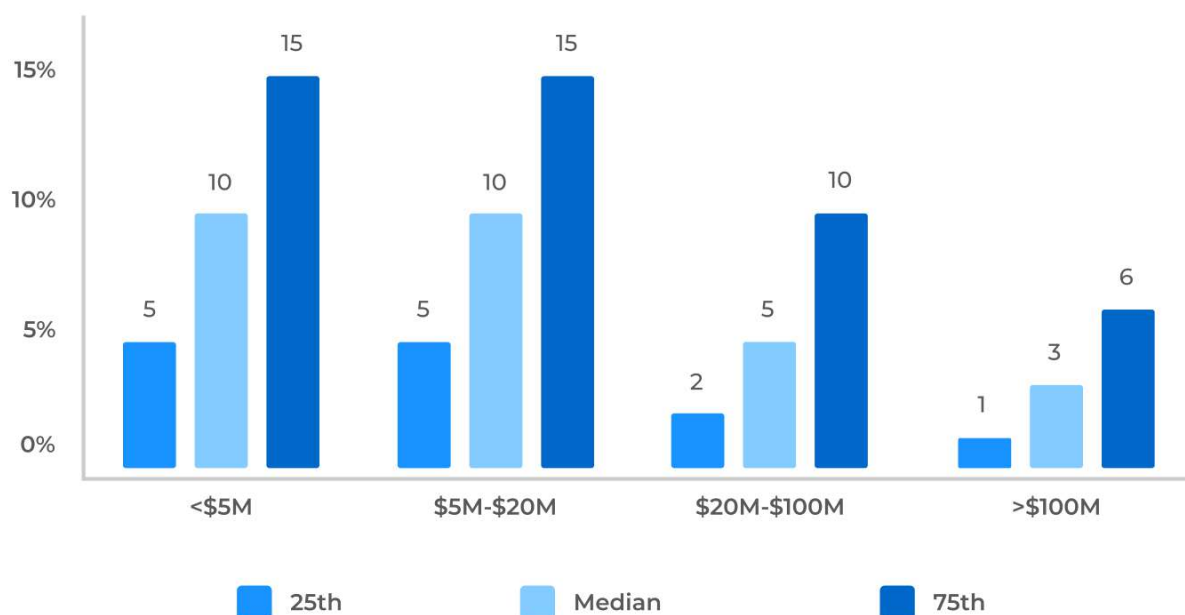

Brent's Breakdown

We're at a critical inflection point. For teams increasing their budgets, headcount remains the top priority at 73%, but 59% are also investing in AI and 50% in Digital CS. This shows teams aren't just adding people, but also actively thinking about how to build the infrastructure to scale smarter. That includes dedicated CS Ops teams to support these programs, which continue to grow. In fact, 27% of teams increasing investment are putting more into CS Ops, reflecting the need to support both human-led and tech-enabled programs with operational rigor.

For teams decreasing investments, the story flips: 94% are cutting customer-facing headcount and 35% are cutting CS Ops, but they're far less likely to cut the tools that help them scale. Just 12% are cutting AI investments, and just 10% are reducing digital spend.

The message is clear: you can't solve today's challenges only with headcount or only with tools. It's not one or the other. Success needs the right mix and the teams that'll succeed will be the ones that invest in the right combination of people, AI, and digital.

Scaling Impact Without Scaling Spend

CS Expenses % of Total Revenue

25th · Median · 75th

Brent's Breakdown

This chart tells a powerful story about efficiency. As companies scale, the percentage of revenue invested in CS declines, from 10% for companies under $5M in revenue to a median of 3% for companies over $100M. Yet CS responsibilities haven't shrunk. In most organizations, they've expanded. Teams remain accountable for outcomes, retention, and adoption across a larger and more complex customer base.
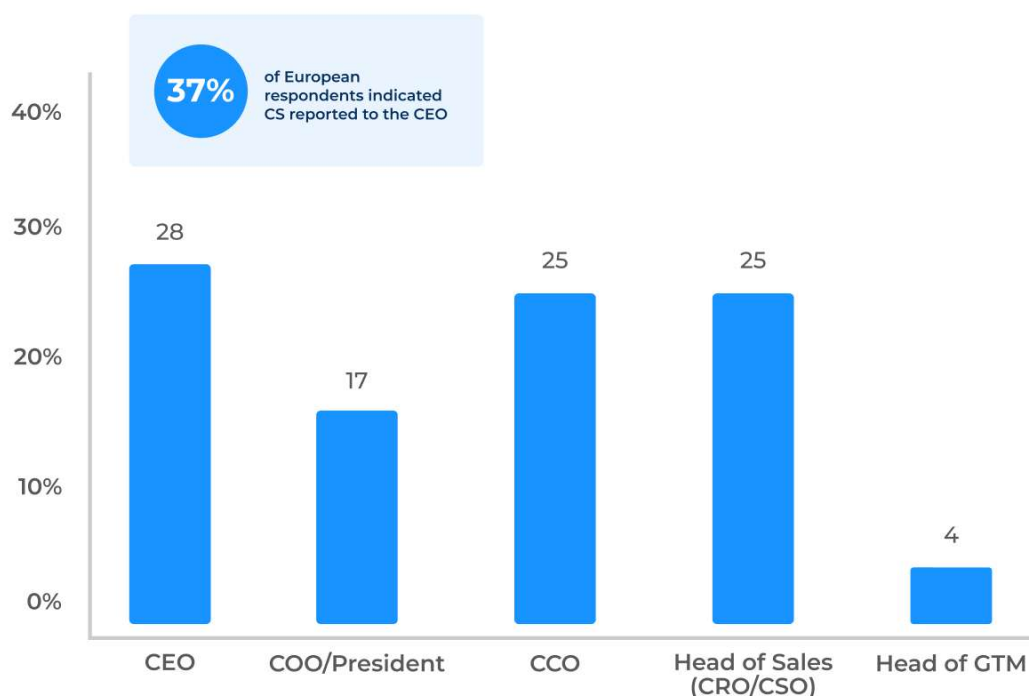
So, how are they delivering more impact with a smaller share of revenue?

The answer shows up across the trends in this report: Digital CS, AI-powered automation, and greater operational maturity. Rather than scaling through headcount alone, companies are investing in infrastructure that allows them to serve more customers per dollar invested.

The teams succeeding in this environment aren't cutting their way to efficiency. They're building it through better tools, smarter processes, and workflows designed to scale.

Where CS Sits in Most Organizations

Customer Success Org Reporting Structure

37% of European respondents indicated CS reported to the CEO

Category	Value
CEO	28
COO/President	17
CCO	25
Head of Sales (CRO/CSO)	25
Head of GTM	4

Brent's Breakdown

As organizations mature, where Customer Success sits within the org chart naturally evolves. When we broke this data down by ARR, a clear pattern emerged: larger companies are far more likely to have an established CCO (35% of companies over $50M versus 3-4% under $20M), which has long signaled a maturing function with strategic importance. Either via a dedicated CCO or by reporting directly to the C-suite, this data validates the visibility and influence that CS has in most organizations.

What this year's data also shows is a continued shift toward CS teams reporting into a CRO or head of sales (25% globally), underscoring that CS is increasingly viewed for its direct role in supporting the revenue function through retention and expansion. In emerging organizations, we're also seeing the rise of the Head of Go-To-Market role, further cementing that CS will remain tightly aligned with Sales and Marketing as part of an integrated GTM motion.

Why CS Should Sit In GTM

Marilee Bear
CRO, Gainsight

When evaluating where Customer Success should live within your org chart, the best question to ask is: "What do you want Customer Success to own?" If CS is accountable for retention, expansion, and customer outcomes, the reporting line becomes far more clear. When responsibilities directly shape revenue performance, aligning CS within the revenue organization is a natural fit. This approach creates tighter coordination, clearer accountability, and a more connected customer lifecycle.

The shift toward revenue ownership

Five years ago, most CS organizations reported to the CEO, CCO, or COO, reflecting their role as an operational function focused primarily on customer satisfaction and retention. While that's still true in many companies today, we're seeing a shift: more CS teams now report to the CRO and are being held directly accountable for renewals and expansion.

This shift represents a mindset change in how boards and executives view CS and think about growth. With new business acquisition becoming more challenging and costly, companies are placing more emphasis on the growth potential within their existing customer base—and reporting to the CRO brings those motions together and positions CS as a key driver of retention, expansion, and lifecycle value.

The opportunities and considerations of CS reporting to the CRO:

Opportunities and key advantages

- Direct connection to revenue strategy and planning
- Stronger alignment with Sales and Account teams on account transitions and expansion
- Greater visibility into pipeline and forecasting
- More seamless collaboration across the full customer lifecycle

Risks and considerations

- Pressure to prioritize short-term revenue over long-term success
- Risk of misalignment if CRO incentives are focused only on new business
- Possibility of CS becoming overly transactional rather than strategic partners focused on outcomes

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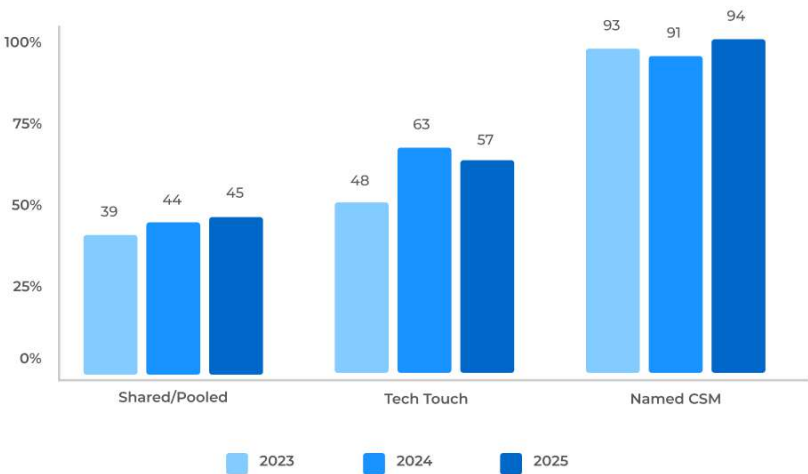
How to make CRO alignment successful

If your CS organization reports to a CRO—or is moving that direction—here's my advice:

1. **Define your charter:** Be clear on whether your team owns GRR, NRR, or both. Align on definitions and success metrics early to avoid confusion down the line.

2. **Balance revenue metrics with customer outcomes:** Yes, measure GRR and NRR, but also customer health, product adoption, and confirmation that customers achieved the business outcomes defined at kickoff. These leading indicators drive the lagging revenue numbers, so ensure you capture these metrics in integrated systems and dashboards that align teams. When everyone views the same customer data, you eliminate silos and create real accountability.

3. **Protect the customer advocate role:** One of CS's greatest strengths is being the voice of the customer internally. Don't lose that in the pursuit of revenue. The best CS teams drive outcomes and revenue—and still advocate for what customers need.

4. **Build alignment with Sales, but maintain your identity:** You're partners, not subordinates. Your job skills, goals, and success metrics differ—and that's a good thing. High-performing teams win together when each brings its unique value to the relationship.

The bottom line

The trend of CS reporting to the CRO reflects the maturation of Customer Success as a strategic, revenue-generating function. Embrace it, but don't lose sight of what makes CS indispensable: helping customers achieve meaningful outcomes. When CS drives customer value, revenue follows.

CS Delivery Models Utilized

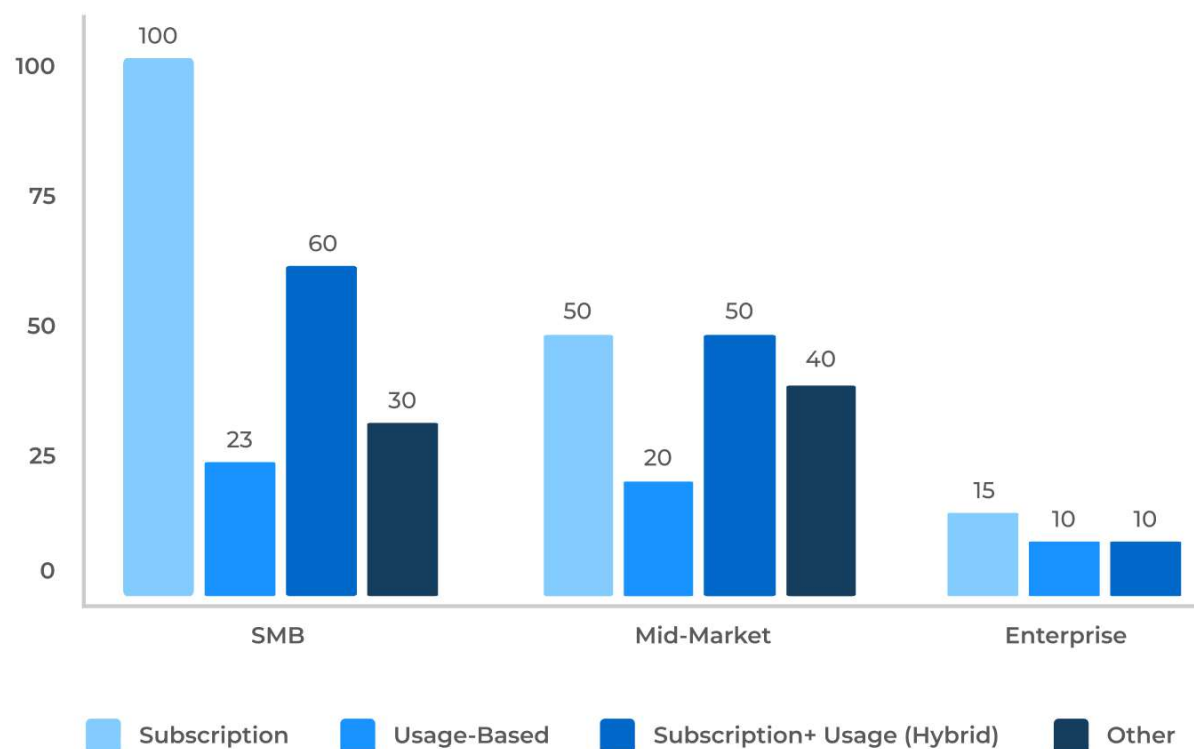|	Shared/Pooled	Tech Touch	Named CSM
2023	39	48	93
2024	44	63	91
2025	45	57	94

Legend: 2023, 2024, 2025

Brent's Breakdown

Delivery models remain steady across CS motions. While digital and AI investment is on the rise, Named CSMs remain the anchor of CS delivery, holding strong at 94%. After a sharp jump in 2024, Tech Touch has now stabilized at a higher baseline. Shared/Pooled models continue their gradual rise as teams look for ways to support larger books of business without adding headcount.

Where CS Sits in Most Organizations

Average Accounts Per CSM by Licensing Model

Legend: Subscription | Usage-Based | Subscription+ Usage (Hybrid) | Other
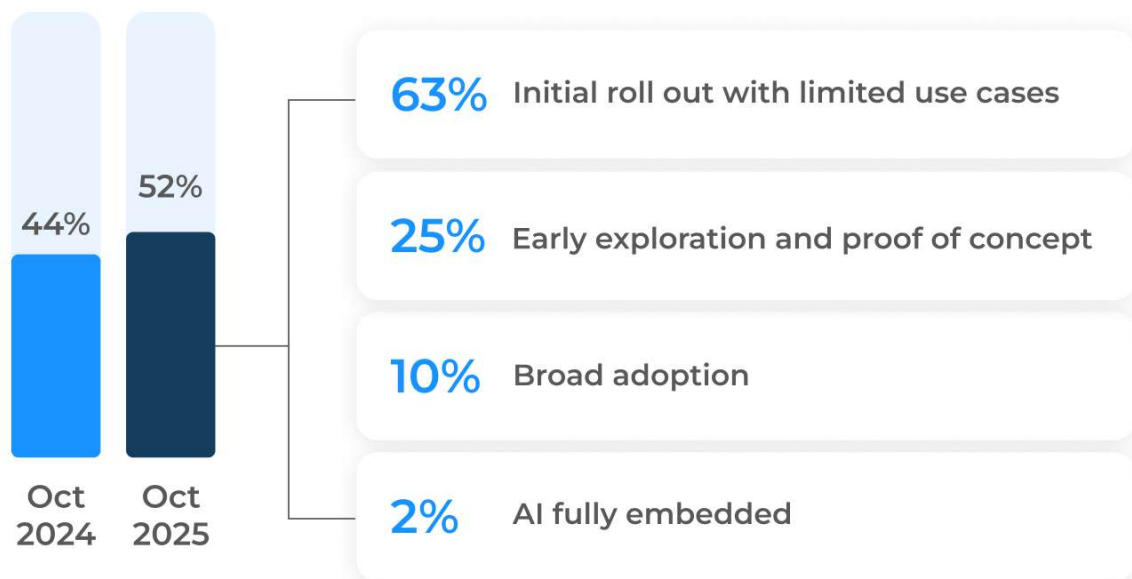
Brent's Breakdown

No matter what delivery model you use, how you price your product often drives account ratios and capacity. Traditional subscription-based SaaS ranges from 100 accounts per CSM in the SMB to 15 per CSM in the Enterprise, a logical shift in capacity across customer types.

Interestingly, this same step function isn't seen in other models like usage-based pricing. For CS, usage-based models introduce more unpredictability in how much attention certain customers will need. As a result, CSMs have to stay much closer to what's happening and watch for unexpected usage or adoption shifts among customers which limits the accounts they can successfully cover.

State of AI in CS
How AI Is Reshaping Customer Success

AI in Customer Success

44% Oct 2024

52% Oct 2025

63% Initial roll out with limited use cases

25% Early exploration and proof of concept

10% Broad adoption

2% AI fully embedded

Brent's Breakdown

The question that's still top of everyone's mind: where does AI fit in Customer Success? According to our CS Index report, the industry still isn't sure.
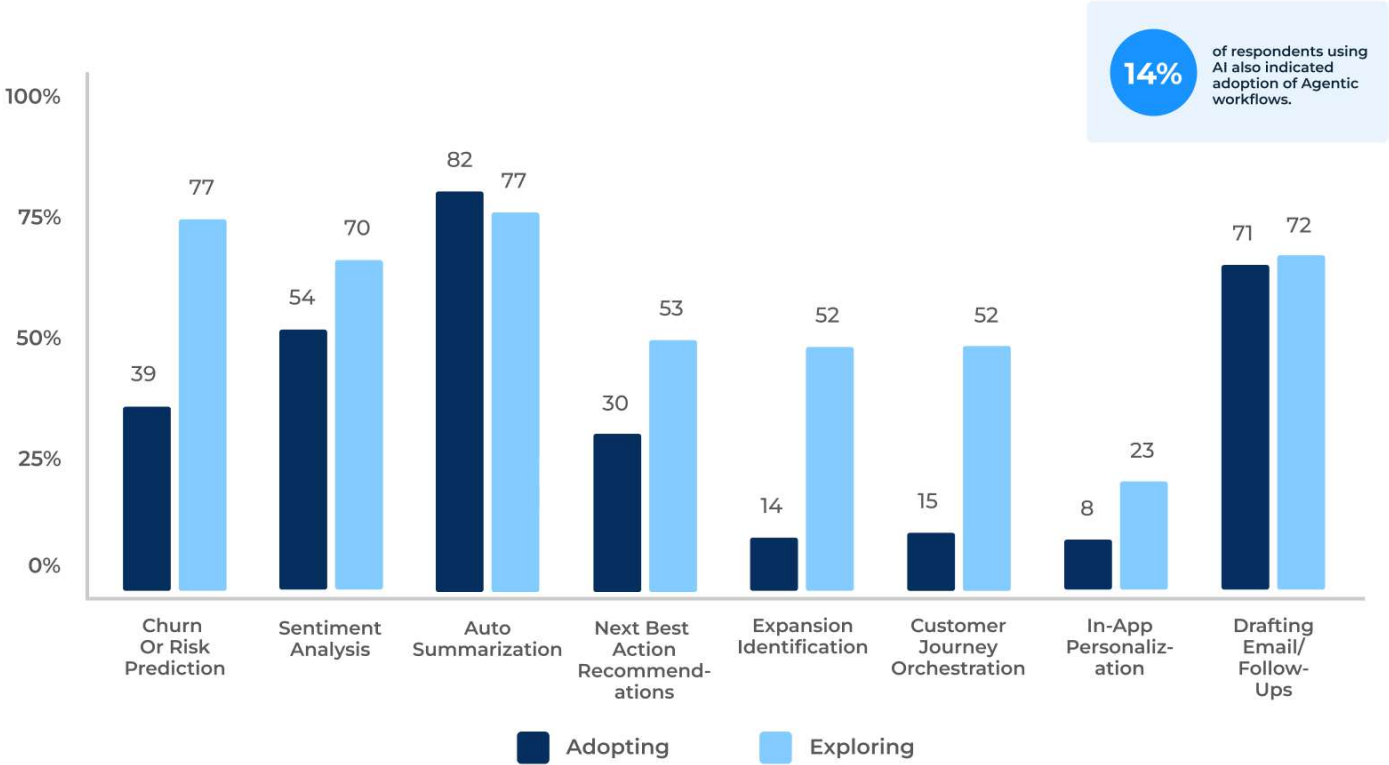
While AI adoption is up 8% YoY, hitting 52% in 2025, it still trails other GTM teams by a significant margin. According to Benchmarkit data from other studies they've conducted this year with Scale Venture Partners, 81% of Marketing teams and 69% of Sales teams have adopted AI. In other words, CS teams are progressing, but not at the pace of their peers.

That doesn't mean CS is ignoring AI. Roughly two-thirds of companies (64%) expect AI to have a significant impact on their overall CS strategy, up dramatically from just 28% last year. This tells us the teams have seen what's possible, but are perhaps stuck in the change management phase.

The takeaway is clear: if you're not thinking about AI's role in your CS strategy, it's time to start. The gap between teams leveraging AI strategically and those still evaluating it is widening fast.

The AI Use Cases CS Teams Are Betting On

AI Use Cases Adopting vs. Exploring

14% of respondents using AI also indicated adoption of Agentic workflows.

Chart data (Adopting / Exploring):
- Churn Or Risk Prediction: 39 / 77
- Sentiment Analysis: 54 / 70
- Auto Summarization: 82 / 77
- Next Best Action Recommendations: 30 / 53
- Expansion Identification: 14 / 52
- Customer Journey Orchestration: 15 / 52
- In-App Personalization: 8 / 23
- Drafting Email/Follow-Ups: 71 / 72

Legend: ■ Adopting ■ Exploring

Brent's Breakdown

The reality is that most CS teams are leaning into proven, high-ROI AI use cases that save them time: 82% are adopting AI for auto summarization and 71% for drafting emails and follow-ups.
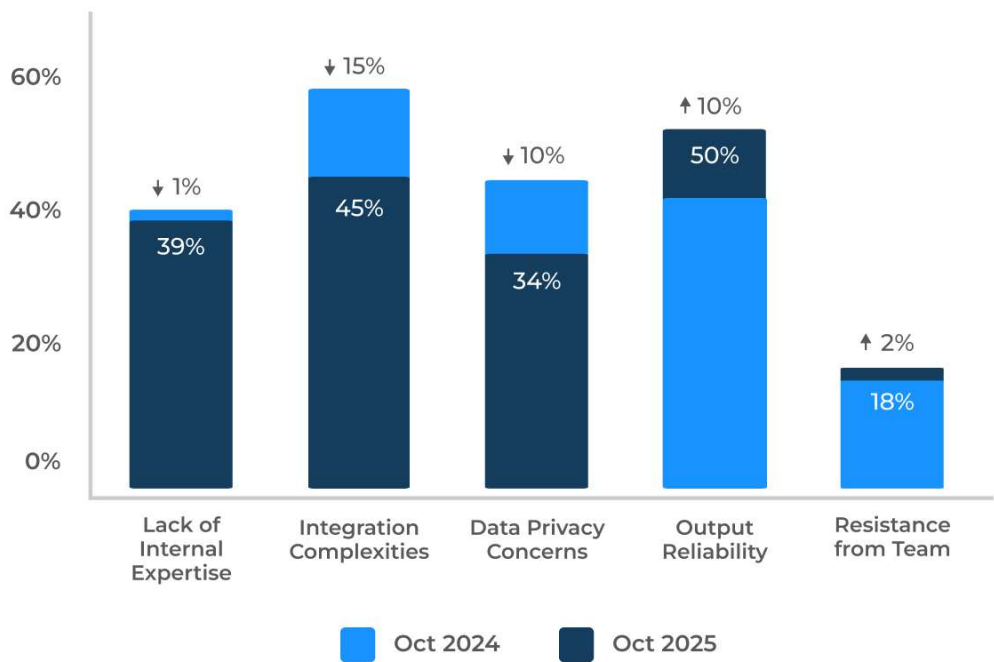
But we're starting to see a shift. Teams are now exploring more strategic use cases such as churn prediction (77%), sentiment analysis (70%), and expansion identification (52%). These capabilities will reshape how CS teams prioritize accounts, spot risks, and surface opportunities long before a human would.

To us, it's clear why this evolution is gradual. The CS function is inherently human, and teams want to ensure AI supports, not replaces, relationship-building and strategic judgment. But as AI becomes increasingly capable of detecting churn risks months earlier than traditional health scores and spotting expansion signals sooner, the opportunity grows.

For AI to reach its full potential, leaders will need to move beyond these comfort-zone productivity use cases and begin experimenting with AI to inform the strategic decisions that ultimately drive retention and revenue.

Gainsight

Expertise in AI Remains a Barrier

The Biggest Barriers Influencing AI Adoption

Bar chart data:

Barrier	Value	Change
Lack of Internal Expertise	39%	↓ 1%
Integration Complexities	45%	↓ 15%
Data Privacy Concerns	34%	↓ 10%
Output Reliability	50%	↑ 10%
Resistance from Team	18%	↑ 2%

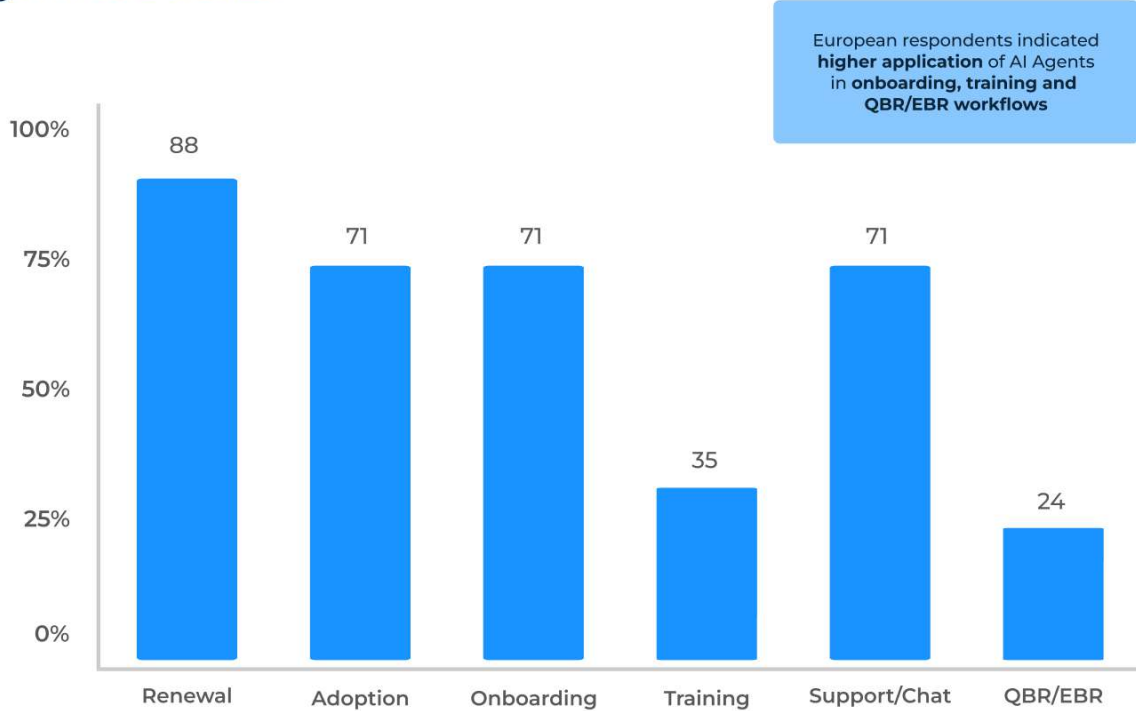Legend: ■ Oct 2024 ■ Oct 2025

Brent's Breakdown

Last year, the top barriers to AI adoption in CS were integration complexity and data privacy. This year, those technical challenges have diminished significantly, with integration complexity declining by 15% as a reported barrier.

On the flip side, output reliability concerns have gone up 10% YoY. The last year of 'AI slop' (poor outputs, hallucinations and inaccurate outputs) we've all experienced has reduced trust in some cases in AI altogether. Part of the reason behind poor AI performance? Internal expertise remains low, and in fact increased YoY.

It hasn't been easy to build expertise for CS teams. The last year has seen over 20 different new AI models (GPT versions, Claude releases, etc.) launched, not to mention products and features, making it tough for CS teams to keep up and lean in. For teams looking to improve AI skillsets and accelerate adoption, focus on prescriptive training, leveraging AI to solve core business needs, and establishing operations around AI deployment and rollout.

The AI Agent Use Cases Gaining the Most Traction

AI Agent Use Cases

European respondents indicated **higher application** of AI Agents in **onboarding, training and QBR/EBR workflows**

Category	Value
Renewal	88
Adoption	71
Onboarding	71
Training	35
Support/Chat	71
QBR/EBR	24

(Bar chart, y-axis 0% to 100%)

Brent's Breakdown

AI agents are still in the early stages of adoption and less than 5% of all respondents in our survey have deployed them. But among those early adopters, a few key use cases are emerging.

Agents that drive renewals (88%) are the most common, often used to reach long-tail customers that don't have the same level of human coverage. Meanwhile, a focus on onboarding (71%) and adoption agents (77%) shows companies are investing in lifecycle engagement strategies where consistency and scale matter most.

My prediction: within two years, AI agents will handle onboarding for long-tail accounts and low-touch renewals. The companies experimenting now will be the ones who'll have working, refined systems and have moved on to more strategic deployments.

Evolving AI in Customer Success:

From Predictive AI to Generative AI and Now Augmentation and Autonomous Agents

Prem Parameswaran
CTO, Gainsight

The AI conversation in Customer Success has shifted from "Should we use AI?" to "How autonomous should our AI be?" In just a few years, we've moved from simple predictive insights to generative tools—and now we're starting to see fully autonomous AI Agents that actually do the work.

Today, however, the highest AI adoption rates are still in use cases that help CSMs and other teams work faster and with more precision:

- Summarizing customer calls and surfacing key action items
- Drafting follow-up emails based on meeting notes or transcripts
- Flagging at-risk accounts based on usage patterns and sentiment signals
- Delivering account summaries for executives

In these applications, AI acts as a partner that does the heavy lifting on research, analysis, and customer communications so humans can stay focused on complex and higher-value interactions.

And it's working, with CS teams reporting clear, measurable ROI from these productivity-driven applications:

Call summaries save 15-20 minutes per call

Meeting prep saves 40 minutes per day per CSM

Health score calculation with AI is more predictive, with 95% forecast accuracy

At-risk accounts caught three months earlier on average

AI Agents: Treat Every Customer Like Your Best Customer

The real transformation is happening with AI agents—systems that make it possible to deliver consistent engagement and coverage across the entire account base, from the highest-value customers to the underserved long tail. This is already happening through a blend of augmentation agents and autonomous agents:
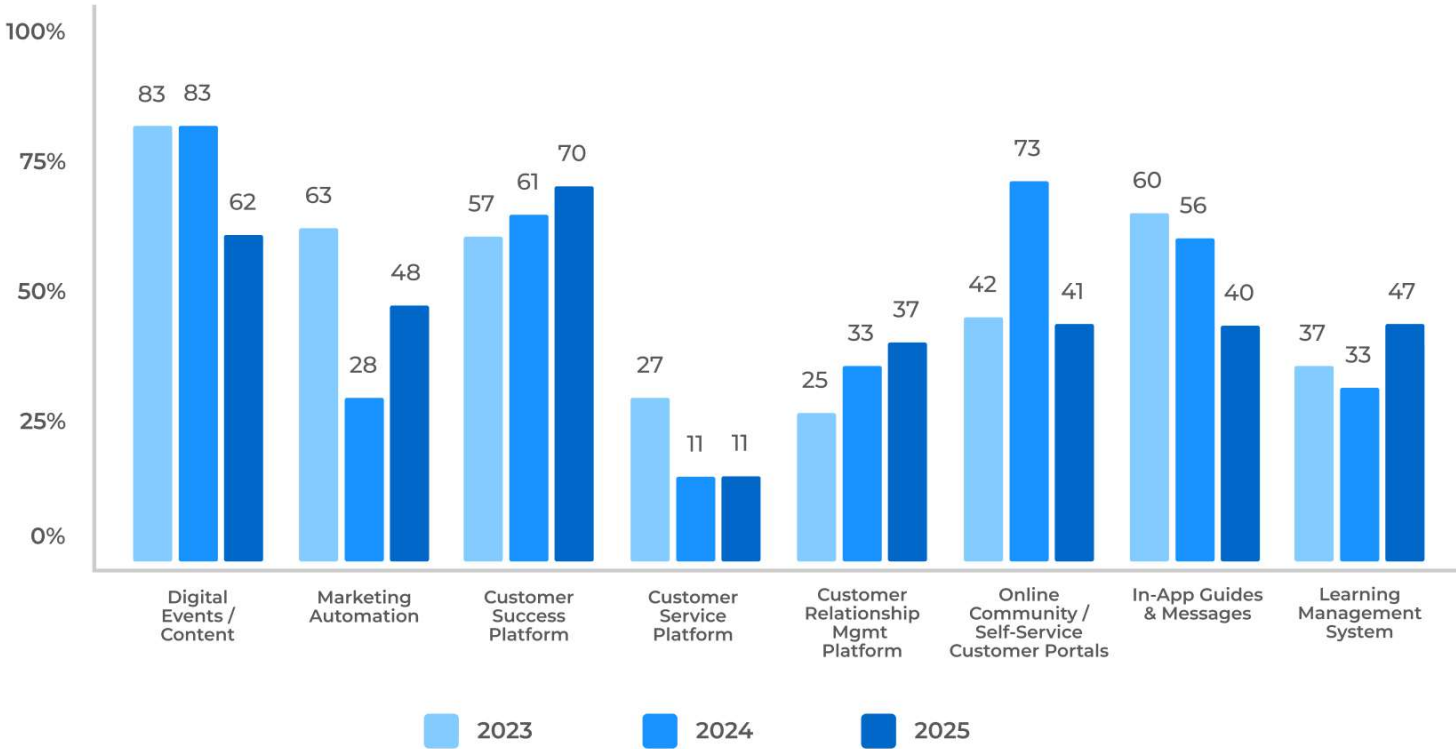
- **Augmentation agents** extend human capacity by continuously monitoring customer signals such as engagement, sentiment, stakeholder changes and adoption trends. They help teams prioritize risk, expansion opportunities, and relationship gaps without manual analysis.
- **Autonomous agents** work independently by executing onboarding, adoption, and renewal workflows end-to-end with guardrails and oversight, meaning even low-touch customers can get meaningful, scalable engagement they otherwise wouldn't receive consistently.

In short, augmentation agents supercharge your team while autonomous agents do the work for you. CS programs are already standardizing the use of efficiency-driven AI applications today, but the real inflection point comes from AI agents that help you treat every customer like your best customer, regardless of size, segment, or assigned resources.

Automation and Scale with Digital
Digital Is Now Mainstream

Digital Adoption and Engagement Tools in Use

Bar chart with values:

- Digital Events / Content: 2023 = 83, 2024 = 83, 2025 = 62
- Marketing Automation: 2023 = 63, 2024 = 28, 2025 = 48
- Customer Success Platform: 2023 = 57, 2024 = 61, 2025 = 70
- Customer Service Platform: 2023 = 27, 2024 = 11, 2025 = 11
- Customer Relationship Mgmt Platform: 2023 = 25, 2024 = 33, 2025 = 37
- Online Community / Self-Service Customer Portals: 2023 = 42, 2024 = 73, 2025 = 41
- In-App Guides & Messages: 2023 = 60, 2024 = 56, 2025 = 40
- Learning Management System: 2023 = 37, 2024 = 33, 2025 = 47
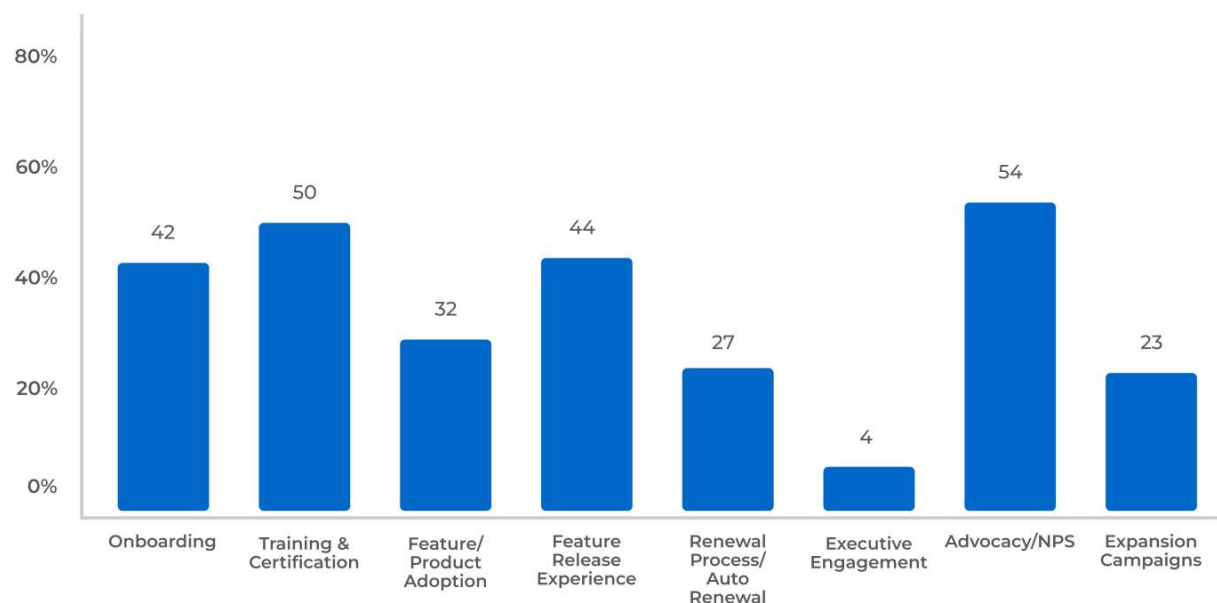
Legend: 2023, 2024, 2025

Brent's Breakdown

It's not just AI and agents that help us scale. Digital automation remains a key investment, with the biggest increases this year around Customer Success Platforms (CSP), where teams are investing in automating CS motions at an operational level (think: automating email cadences and triggering in-app engagements), and Learning Management Systems (LMS) that scale training to a 1:many format. This year we measured Community and Customer Portal adoption separately for the first time, but the data was normalized for YoY comparison. A majority of respondents adopting these channels reported using both as part of a unified digital experience.

The most surprising shift? A year-over-year decline in digital events and content. Teams are seeing that creating content is only part of the equation. The real value comes from delivering it in ways customers consistently engage with, including community, learning, and personalized in-product experiences.

Digital CS Delivers Efficiency and Coverage Across the Lifecycle

Programs Utilized in Digital CS Approach

Bar chart values:
- Onboarding: 42
- Training & Certification: 50
- Feature/Product Adoption: 32
- Feature Release Experience: 44
- Renewal Process/Auto Renewal: 27
- Executive Engagement: 4
- Advocacy/NPS: 54
- Expansion Campaigns: 23

Brent's Breakdown

When we look at how teams are putting Digital CS into practice, it's clear that digital fits best where 1:many motions are common. Training and advocacy/NPS rank highly, where executive engagement, expansion and renewals rank lower. That tracks, since these motions typically require a stronger human touch.

What's also interesting about the data this year is the clear regional patterns that have emerged. Europe digitizes more of the customer journey than their North American counterparts, especially in onboarding and feature adoption.

Why? Two key reasons:

1. Many European companies started their CS journey later, when digital was already embedded in CS. European teams didn't have to reverse-engineer their motions. Instead, digital was the default from day one.
2. Most European teams and customers are geographically distributed. Scaling across languages and countries is difficult to sustain with human-centric motions, but well suited to digital programs that can localize and personalize at scale.

Where Customer Success Goes From Here

For as long as I have worked in software, it's been clear that Customer Success sits at the center of how modern companies grow. My time at Gainsight has only strengthened that conviction. At its core, CS exists to ensure that customers achieve their desired outcomes, and that mission has never been more vital. The data in this year's CS Index reinforces a clear truth: Customer Success has matured into a strategic discipline that drives durable, long-term growth. Its influence is now fundamental to the future of business.

We're at a pivotal moment for Customer Success. On one side, organizations are expanding the CS charter and tying it more directly to revenue, retention, and enterprise value. On the flip side, CS leaders face increasing pressure to scale while demonstrating more measurable impact.

At the same time, advances in artificial intelligence and autonomous agents are reshaping how CS operates. Let me be clear. This technology isn't about replacing people. It's about extending human capability by elevating relationships and strategic guidance, while relying on digital and AI to streamline the customer journey. This evolution is no longer optional. It is both a competitive necessity and an explicit customer expectation.

As I reflect on this research, three imperatives emerge for post-sales leaders:

1. **Adopt AI with strategic precision.** The initial rush to deploy AI is now giving way to a more discerning phase focused on deploying AI effectively. Begin with targeted, high-value use cases, prove impact, and build sustainable workflows. The organizations that outperform will not be those that adopt AI universally, but those that adopt it intentionally and scale it with discipline.
2. **Treat CS Operations as essential infrastructure.** Modern CS depends on high-quality data, advanced automation, and repeatable processes. CS Operations provides the foundation on which these capabilities sit. If you don't have dedicated CS Operations resources, this should become one of your highest-priority investments.
3. **Measure CS on outcomes it can truly influence.** CS creates its greatest impact when it's evaluated on controllable levers, such as customer outcomes, adoption, retention, and churn. While expansion is increasingly part of the CS charter, aligning metrics to areas under CS control creates clarity, accelerates performance, and strengthens cross-functional alignment.

For more than a decade, this community has demonstrated that CS is indispensable. We now have the opportunity to show that it can scale, drive revenue, and evolve with the market, all while keeping customers and their outcomes at the center of the enterprise.

CS has never been more important, and its future has never been more promising.

Chuck Ganapathi
CEO, Gainsight

METHODOLOGY

Gainsight, in partnership with Benchmarkit, conducted research September through October 2025 to benchmark: Customer Success organizational structure; measurements; digital channels and AI in Customer Success; and key performance indicators, including NPS and NRR.

We surveyed more than 400 companies globally across a wide range of company sizes, Annual Contract Values, industry segments, and geographic locations. Participants included every level of management, including C-level executives, SVPs, VPs, and Directors, both in and outside the Customer Success organization.