

ScaleUp By-the-Numbers:

# 2022 Post-Sales GTM Report

**INSIGHT**  
PARTNERS



This document was created by **Insight Onsite**, a committed **team of operators** deploying our unique capabilities to guide our portfolio companies to success. As experts in the B2B SaaS space, we understand the specific competencies required for you to succeed.

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context powers  
actionable insights  
for revenue leaders.

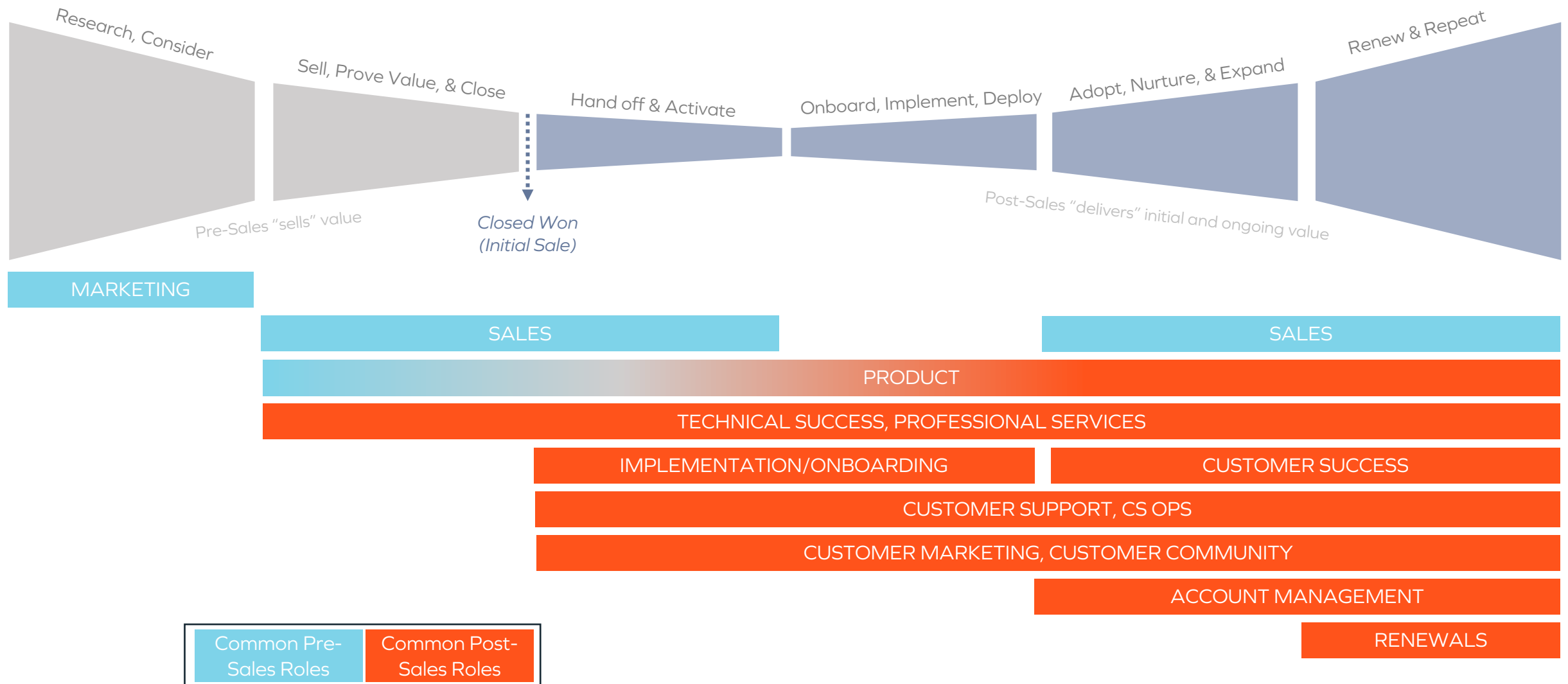
This **2022 Post-Sales GTM Report** covers the most frequently requested metrics by

- Sales
- Professional Services
- Customer Success
- Account Management
- Customer Support

executives and leaders across the Insight Portfolio. Data was collected in 2021 and hence metrics should be considered lagging.

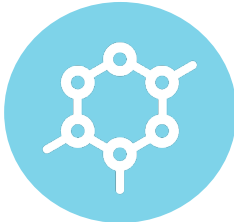
# Deconstructing "Post-Sales" activities and owners

In a subscription business, the sale doesn't end at Closed Won. In this report, we define "Post-Sales" as the set of activities from the point of initial customer acquisition through contract renewal. Ownership of post-sales activities varies by company, so common post-sales owners are highlighted below in orange.



Extract relevant insights by comparing your business to companies with similar attributes

**BY GTM STRATEGY**



*Sales-Led Growth*

*Product-Led Growth*

*Hybrid*

**BY STAGE**

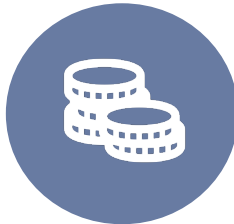


*Early (\$0-30M ARR)*

*Growth (\$30-100M)*

*Late (>\$100M)*

**BY AVERAGE ASP**



*Transactional sale: <\$25K*

*Solution sale: \$25K-100K*

*Consultative sale: >\$100K*



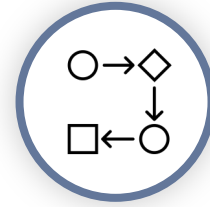
**Note:** The trends in this report should be used as guideposts rather than targets or model inputs.

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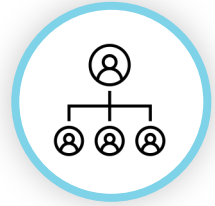
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METHODOLOGY



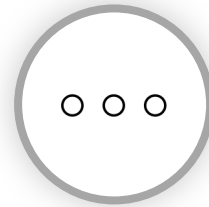
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# EXECUTIVE SUMMARY





If a company focuses on understanding what customers need and delivering it, revenue growth and a high market valuation will follow.

**BILL MCDERMOTT, CEO, SERVICENOW**

Companies that invest early in Customer Success are more likely to exceed net dollar retention benchmarks.

**JEFF LIEBERMAN, MANAGING DIRECTOR, INSIGHT PARTNERS**





## The measurable impact of post-sales operations has led to an increase in post-sales investment

- In recent years, dedicated post-sales teams have driven considerable NRR growth for software companies, creating a massive upsurge in demand for post-sales talent.
- Valuations of high NRR businesses outpace NRR laggards, resulting in broad tech ecosystem acceptance of the ROI of early Customer Success (Post-Sales) investment.
- This mindset shift has translated into increased investment in Customer Success for early/Series A companies as well as progressive harmonization of pre-sales and post-sales business activity and discourse. CS is no longer perceived as a stand-alone firefighting department or the sole voice of the customer. CS, also referred to as “CX” (customer experience), is maturing into a core GTM strategy with shared C-suite ownership.
- SaaS companies are re-orbiting their values, products, services, and GTM operations to *center around customers and users*. Leaders are adopting new strategies to deliver ongoing customer value at scale, reduce customer expansion costs, and accelerate growth.

1

### GRR & NRR

#### CS METRICS

Gross Revenue Retention and Net Revenue Retention, (sometimes referred to as net dollar retention), are key SaaS valuation metrics. Companies with >95% GRR for enterprise sales and >110% NRR continue to outperform their peers.

2

### CS Investment

#### WORKFLOW / PROCESS INVESTMENT

Companies with a Sales-led GTM motion are investing at initial revenue stages to lay the foundation for future growth through customer retention & upsell. Investment includes teams to drive implementation, usage, and ensure value realization.

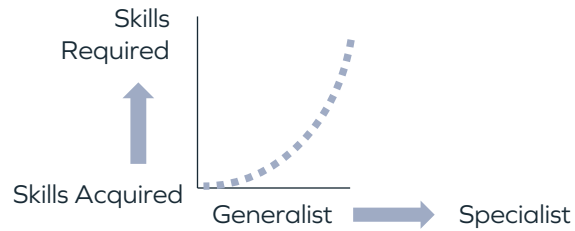
#### PRODUCT INVESTMENT

Companies with a Product-led Growth strategy are oriented towards CS from the get-go, led by product value.

However, even in SLG companies, product teams can support retention by creating in-app self-service, adoption, and expansion capabilities that reduce user reliance on human support and intervention. Product value-creation strategies are more scalable, helping companies achieve best-in-class GRR and NRR performance.

# Summary: Post-sales org design across Insight's ScaleUp companies

**1** How do companies designate post-sales roles and responsibilities?



As ScaleUps cross ~\$30M in ARR, roles take on increased specialization

**2** What influences post-sales staffing needs?

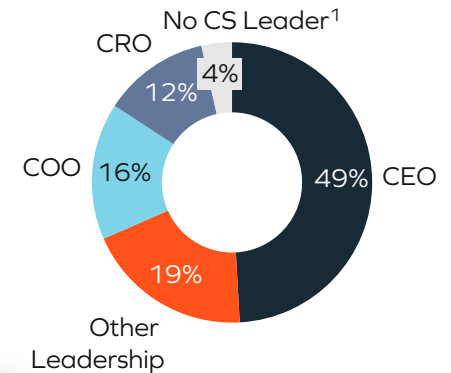


**3** What is the typical span of manager control?

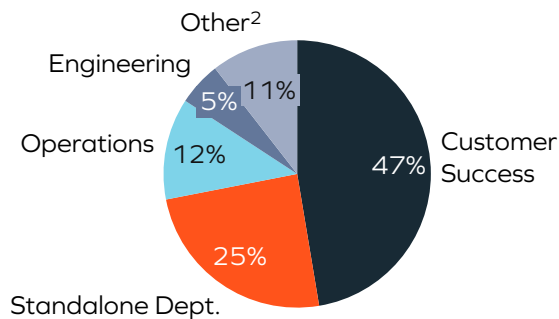
**5-8 : 1**

typical range of post-sales direct reports to managers regardless of company size

**4** Who does CS report to?



**5** Where does Customer Support live?



**6** What is Customer Support typically responsible for?



**7** Which companies operate call centers?

Companies with 2 or more products

Companies with <\$100M in ARR

**8** How do companies capture customer sentiment?

Most companies capture customer sentiment using:



(in order of most to least likely)

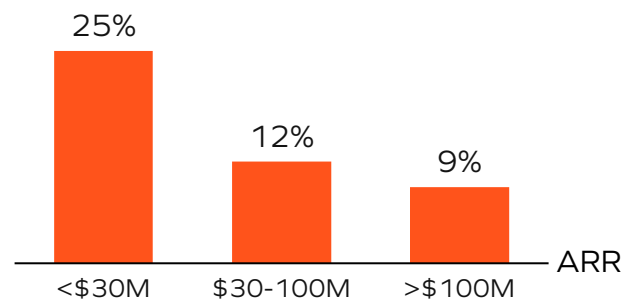
1) No CS Leader indicates that the company does not currently have a Head of CS; 2) Executive Business Reviews; 2) 'Other' includes Innovation, Product, Professional Services, Sales, and All Other

# Summary: Post-sales **efficiency** across Insight's ScaleUp companies

**1** How do companies track and report on post-sales costs?

Since there is no universal GAAP standard for reporting on post-sales costs, **companies don't adhere to a single model**. What matters is **tracking your costs in a uniform and consistent manner** (aligned to your business model) to enable accurate unit economics and gross margin reporting.

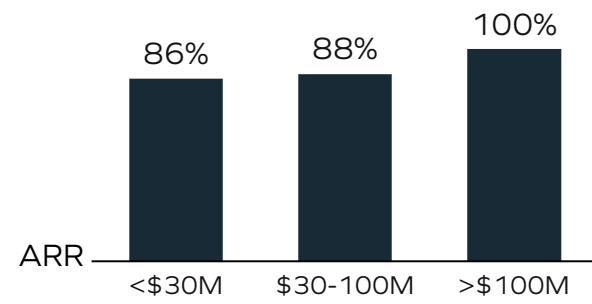
**2** To what extent are companies leveraging implementation partners?



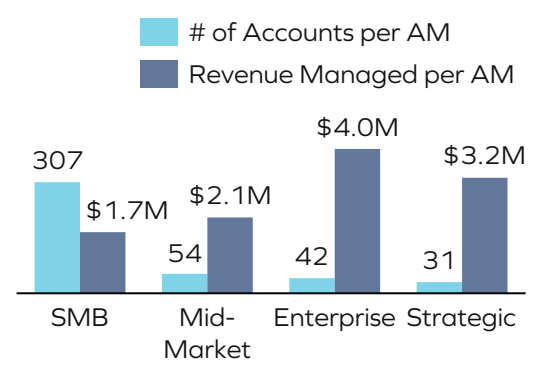
**3** Are companies outsourcing any portion of customer support?

**12%** of respondents outsource some portion of customer support

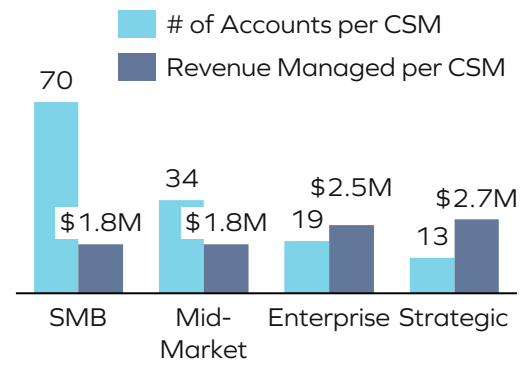
**4** What percent of companies segment their customers?



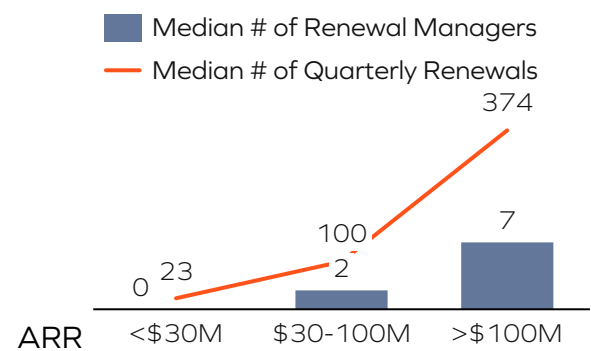
**5** Average book of business for an Account Manager



**6** Average book of business for a Customer Success Manager



**7** When do companies invest in a dedicated renewals function?



\*Accounts managed and revenue managed are dependent on the responsibility of the role (Cross-sell, Upsell, Renewals, Adoption, Onboarding).

# Summary: Post-sales performance across Insight's ScaleUp companies

**1** How did COVID-19 impact retention?

COVID-19 was responsible for 30% of terminations in 2020...



... and 5% of terminations in 2021

**2** How long does it take companies to implement customers?

~30-90 days

Hybrid environments typically take longer to implement than on-prem or cloud

**3** Which departments are measured on net revenue retention?

Most likely to be measured on NRR:



**4** Which departments are measured on gross revenue retention?

Most likely to be measured on GRR:

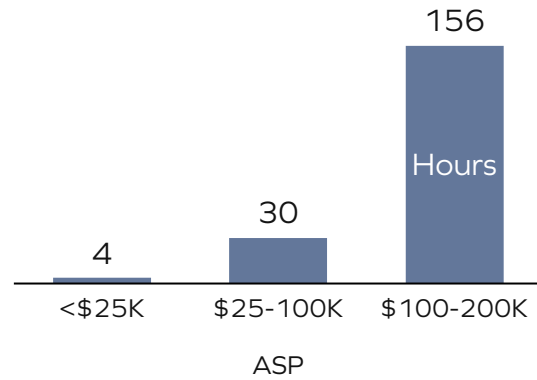


**5** How many hours does Support take to RESPOND to a new case?

~1-3 hours

Median response time does not vary by product ASP

**6** How many hours does Support take to RESOLVE a new case?



**7** How do companies measure time-to-value?



**8** What is the average first-time-to-value<sup>1</sup>?

~60-90 days

Time-to-value (milestone or notable business outcome) does not vary by product ASP

1) Time-to-value represents the time it takes a user or customer to achieve a notable milestone or business outcome

# METHODOLOGY



## Purpose & Scope

Insight Partners' **annual post-sales survey** captures relevant metrics by scaleup stage<sup>1</sup> and go-to-market motion<sup>2</sup> to help our companies scale for growth. In 2021, data was self-reported by 57 Insight portfolio companies.

This year's findings are categorized under three major themes:

### 1 ORG DESIGN

How are portfolio companies structuring their post-sales organizations?

### 2 EFFICIENCY

How efficient are portfolio companies' post-sales teams?

### 3 PERFORMANCE

How are Insight portfolio companies measuring against key performance indicators?

1) Scale up stage is represented by company size (2020 Ending ARR)

2) GTM motion – either SMB, Mid-Market, or Enterprise is represented by Avg. Selling Price

# Methodology

Insight Partners adopts rigorous survey design, data gathering, validation, and analysis methods to provide actionable results to portfolio companies.

The year-long process involves:

## 1 DATA CAPTURE

A year-long needs assessment is conducted to define the scope of the survey.

Leaders across all post-sales functions are called upon to inform the final survey scope.

## 2 DATA VALIDATION

Logic checks are embedded directly in the survey to minimize data entry errors.

Upon submission, survey responses are manually validated by Insight analysts to produce high-fidelity data.

## 3 DATA ANALYSIS

Data analysis goes through several stages of review to deliver high-quality insights to Insight portfolio companies.

## Analyzed Demographics

Post-Sales Survey Respondent Demographics (n=57)

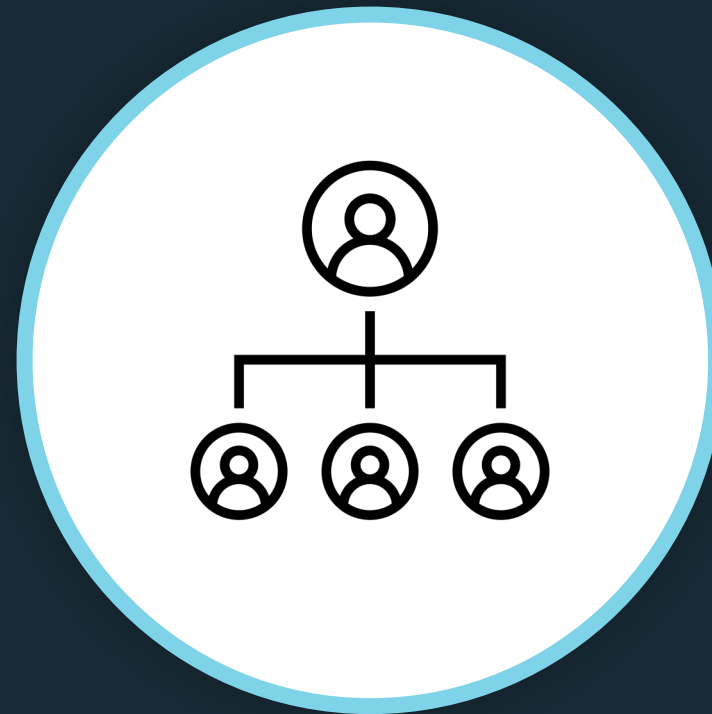
Responses were segmented and analyzed across several key parameters:

GTM Model	ARR
Customer Count	ASP
Primary Customer Segment	Number of Products
Average Sales Cycle	Primary Region
On-Prem vs. Cloud <sup>1</sup>	Average Contract Length

1) On-Prem defined as 75% or greater of customers on-prem, Cloud defined as 75% or greater of customers in cloud, all else is hybrid



# POST-SALES ORG DESIGN



## How do companies structure their post-sales organizations?

### Common Post-Sales Org Design Questions

- 1 How do Insight companies designate post-sales roles and responsibilities?
- 2 What does post-sales coverage typically look like across the Insight portfolio?
- 3 What are common post-sales staffing ratios?
- 4 Who does CS report to?
- 5 Where does Customer Support live?
- 6 What is Customer Support typically responsible for?
- 7 What types of companies operate call centers?
- 8 How do Insight companies capture customer sentiment?

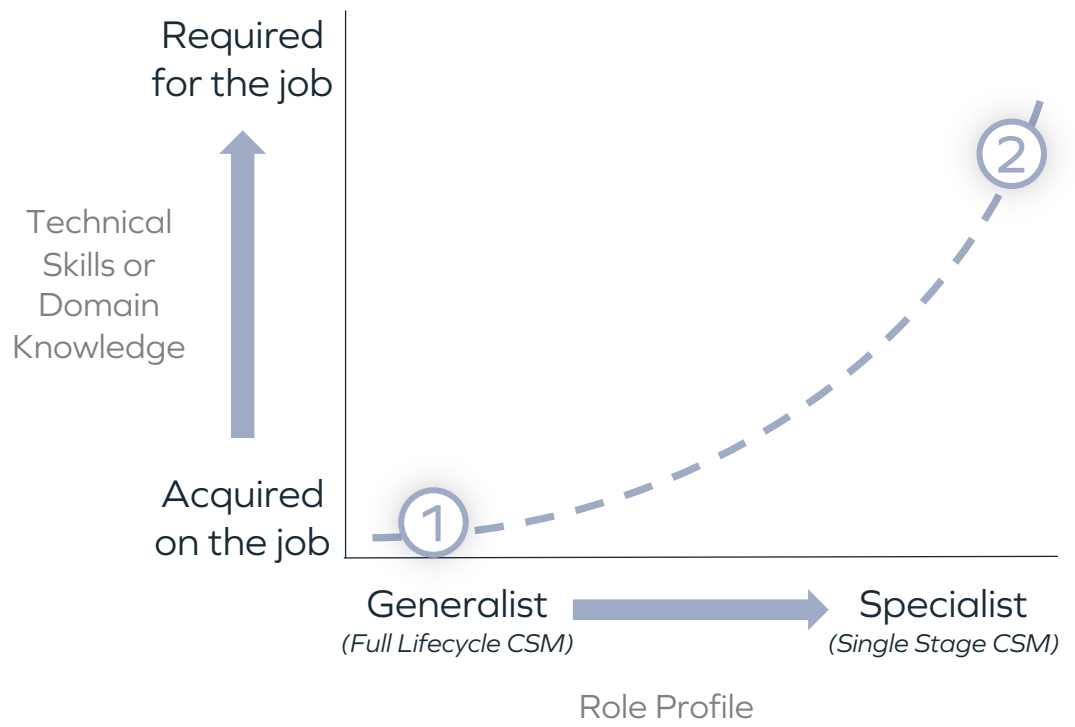
Post-sales org design is influenced by several factors including **GTM strategy, stage of growth, and retention performance**. As you compare the structure of your organization to others in the Insight portfolio, keep this context in mind.

# Who is the primary owner of the following responsibilities?

- Onboarding / Implementation
- Technical Support
- Adoption
- Health Tracking
- Expansion
- Renewals

In the early stages of a ScaleUp’s journey, post-sales teams wear several hats and cover a range of functions. For example, Customer Success may initially have a wider range of responsibilities, owning everything from onboarding to customer adoption, health tracking, expansion, and renewals.

Survey responses indicate that as ScaleUps cross ~\$30M in ARR, roles take on increased specialization with focused responsibilities. For example, a dedicated Onboarding team may emerge to focus on customer implementation and product deployment.



## 1 Attributes Associated with **Generalist** Roles<sup>1</sup>

- ✓ Earlier stage
- ✓ Shorter sales cycle
- ✓ Lower product complexity
- ✓ Lower ASP

## 2 Attributes Associated with **Specialist** Roles<sup>1</sup>

- ✓ Later stage
- ✓ Longer sales cycle
- ✓ Higher product complexity
- ✓ Higher ASP

<sup>1</sup>) Trends / observations; not hard, fixed rules

# How to interpret the following data



	Owner							Total	
	Onboarding / Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales		Other
<b>ARR</b>									
<\$30M	35%	17%	25%	18%	0%	48%	0%	4%	n = 23
\$30-100M	44%	24%	28%	0%	0%	0%	4%	0%	n = 25
>\$100M	11%	67%	0%	0%	0%	0%	0%	0%	n = 9
<b>ASP</b>									
<\$25K	25%	33%	25%	0%	0%	8%	8%	0%	n = 12
\$25-100K	48%	22%	26%	4%	0%	0%	0%	0%	n = 27
>\$100K	18%	35%	35%	0%	6%	0%	0%	6%	n = 17
<b>Customer Count</b>									
<100	36%	21%	36%	0%	0%	0%	0%	7%	n = 14
100-500	25%	19%	44%	6%	0%	6%	0%	0%	n = 16
500-2K	47%	33%	13%	0%	7%	0%	0%	0%	n = 15
>2K	33%	42%	17%	0%	0%	0%	8%	0%	n = 12
<b>Sales Motion</b>									
Product-Led Growth	40%	40%	0%	0%	0%	0%	20%	0%	n = 5
Hybrid B2B	50%	14%	29%	0%	0%	7%	0%	0%	n = 14
Sales-Led Growth	30%	32%	30%	3%	3%	0%	0%	3%	n = 37

The tabs represent the unique post-sales **role / responsibility** under discussion

Most companies that selected outside of the first 3 buckets are actively working to move onboarding/implementation out of other domains where they currently reside

# How to interpret the following data



	Owner							Total	
	Onboarding / Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales		Other
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<b>ASP</b>									
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Sales-Led Growth	30%	32%	30%	3%	3%	0%	0%	3%	n = 37

Rows represent unique **company attributes**

Most companies that selected outside of the first 3 buckets are actively working to move onboarding/implementation out of other domains where they currently reside

# How to interpret the following data



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	Onboarding / Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales		Other
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Sales-Led Growth	30%	32%	30%	5%	3%	0%	0%	3%	n = 37

Columns represent the sales or post-sales role / responsibility owner

Resources responsible for driving technical outcomes/success for customers. These resources tend to possess deep domain, platform, or data expertise.

Most companies that selected outside of the first 3 buckets are actively working to move onboarding/implementation out of other domains where they currently reside

# How to interpret the following data



	Owner								Total
	Onboarding / Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
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Sales-Led Growth	30%	32%	30%	3%	3%	0%	0%	3%	n = 37

Totals represent the number of respondents in each characteristic band

Most companies that selected outside of the first 3 buckets are actively working to move onboarding/implementation out of other domains where they currently reside

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>\$100K	27%	45%	49%	0%	5%	0%	0%	0%	n = 17
<b>Customer Count</b>									
<100	35%	21%	38%	0%	0%	0%	0%	0%	n = 14
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These figures represent the **portion of respondents whose corresponding team** (i.e., the column) **owns that responsibility**. In the highlighted example above, 17% of respondents have Professional Services teams owning Onboarding / Implementation

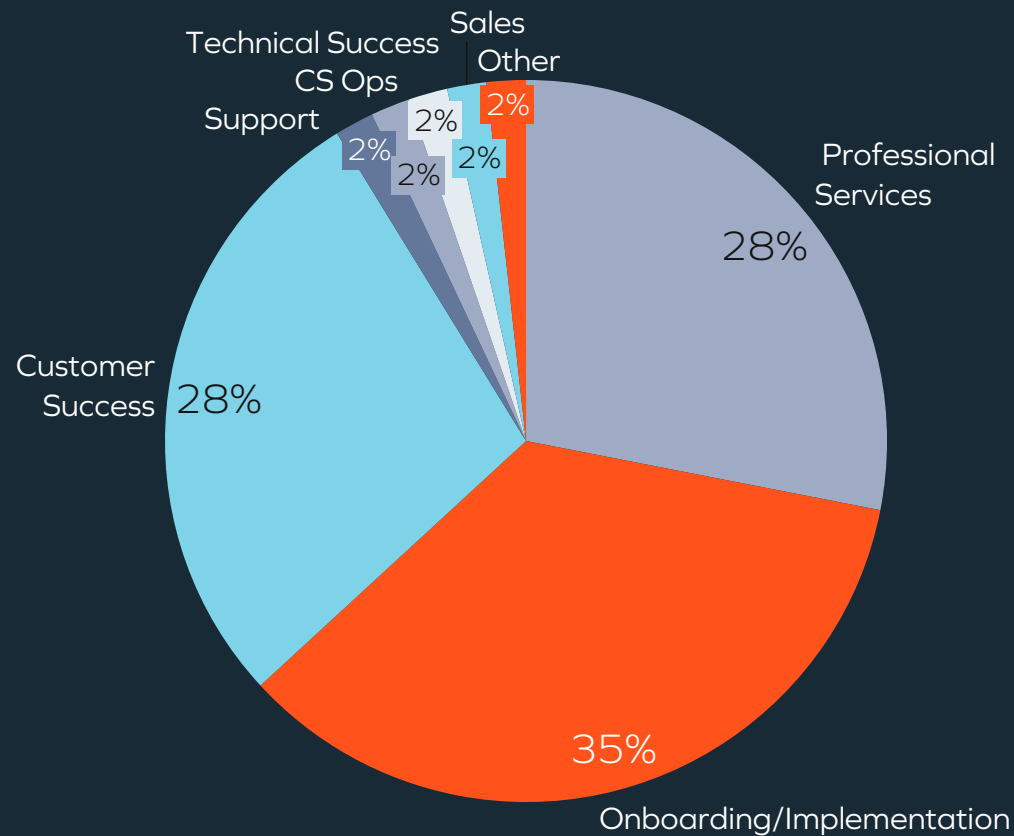
Most companies that selected outside of the first 3 buckets are actively working to move onboarding/implementation out of other domains where they currently reside



# Who is the primary owner of onboarding and implementation?

Onboarding / Implementation | Technical Support | Adoption | Health Tracking | Expansion | Renewals

Question: Who is the primary owner of onboarding/implementation?



n = 57

Onboarding/implementation is predominantly managed by either a dedicated **Onboarding/Implementation team** (36%), **Customer Success** (29%), or **Professional Services** (29%).

The subsequent slide goes into greater detail across ARR band, ASP, customer count, and sales motion.

As companies cross \$100M in ARR, onboarding ownership shifts to a dedicated Professional Services organization.

# Who is the primary owner of onboarding and implementation?



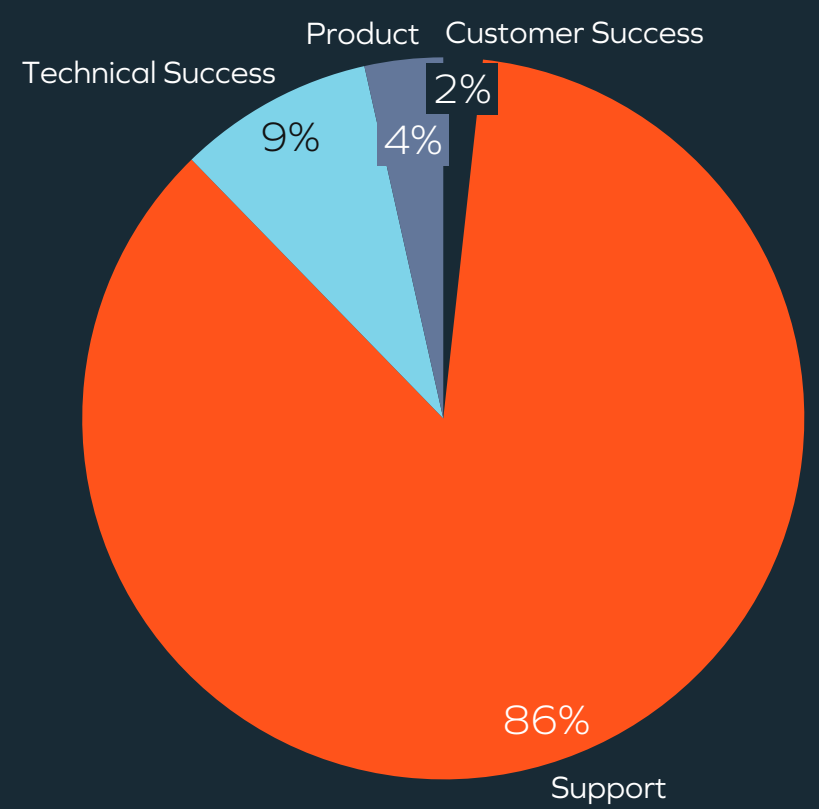
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As companies scale, they begin to form dedicated onboarding and implementation teams which later evolve into formal Professional Services organizations.

# Who is the primary owner of **technical support**?

Onboarding / Implementation | **Technical Support** | Adoption | Health Tracking | Expansion | Renewals

Question: *Who is the primary owner of technical support?*



n = 57

**Technical Support**, also known as the “break-fix” department, is responsible for addressing inbound customer inquiries, issues, and requests in a timely manner.

Technical Support typically adheres to standard service-level agreements (SLAs) that vary by issue severity to ensure customers receive a timely response and resolution.

Most Insight portfolio companies have a dedicated **Support team** (86%) that is responsible for this function.

A smaller fraction of companies (14%) assign this responsibility to other teams such as **Technical Success**, **Product / Engineering**, or **Customer Success**.

# Who is the primary owner of **technical support**?



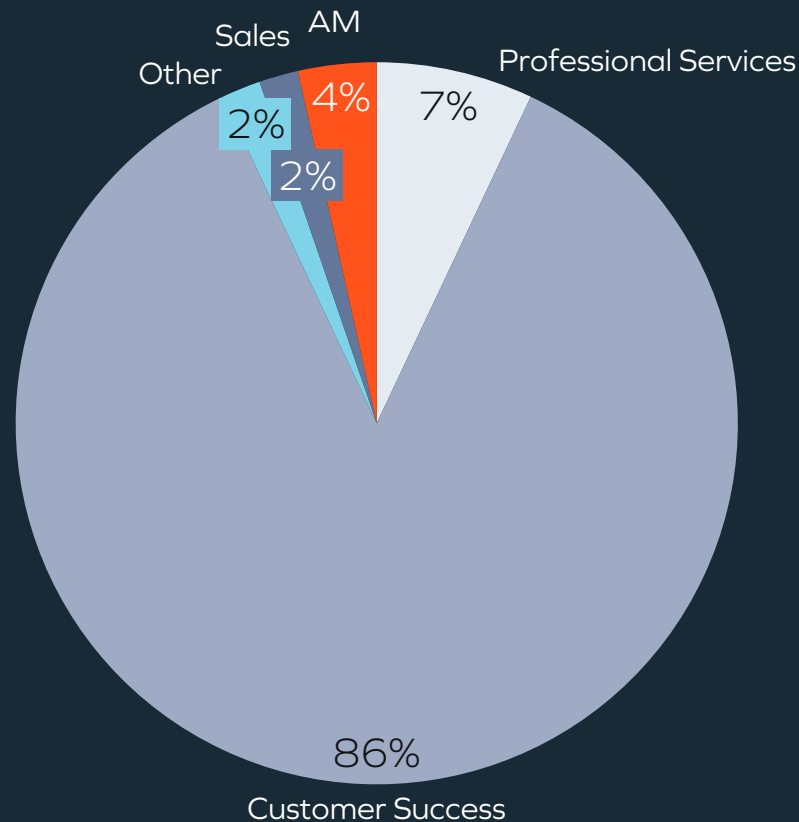
	Owner				Total
	Customer Support	Technical Success	Product or Engineering	Customer Success	
<b>ARR</b>					
<\$30M	78%	9%	9%	4%	n = 23
\$30-100M	92%	8%	0%	0%	n = 25
>\$100M	89%	11%	0%	0%	n = 9
<b>ASP</b>					
<\$25K	75%	25%	0%	0%	n = 12
\$25-100K	89%	7%	0%	4%	n = 27
>\$100K	88%	0%	12%	0%	n = 17
<b>Customer Count</b>					
<100	79%	0%	14%	7%	n = 14
100-500	88%	13%	0%	0%	n = 16
500-2K	93%	7%	0%	0%	n = 15
>2K	83%	17%	0%	0%	n = 12
<b>Sales Motion</b>					
Product-Led Growth	100%	0%	0%	0%	n = 5
Hybrid B2B	93%	7%	0%	0%	n = 14
Sales-Led Growth	81%	11%	5%	3%	n = 37

Companies typically establish dedicated Customer Support teams to ensure customers' needs are optimally addressed. Exceptions to this trend include some nascent-stage companies and companies with highly technical products or end users that may require product or engineering-level support to drive effective case resolution. Customer Success remains distinct from Customer Support to focus on value realization and adoption.

# Who is the primary owner of **customer adoption**?



Question: Who is the primary owner of adoption?



**Customer adoption** is critical to the viability and longevity of any software or subscription business. It is consistently the most reliable leading indicator of customer retention.

While customer adoption requires a company-wide strategy and cross-functional support, primary ownership should reside within a dedicated team to create a robust operative practice that can scale and drive repeatable results.

Regardless of company size, ASP, customer count, and sales motion, survey results overwhelmingly demonstrate that **Customer Success** is primarily responsible for driving customer adoption (86%) across the Insight portfolio.

n = 57

# Who is the primary owner of customer adoption?

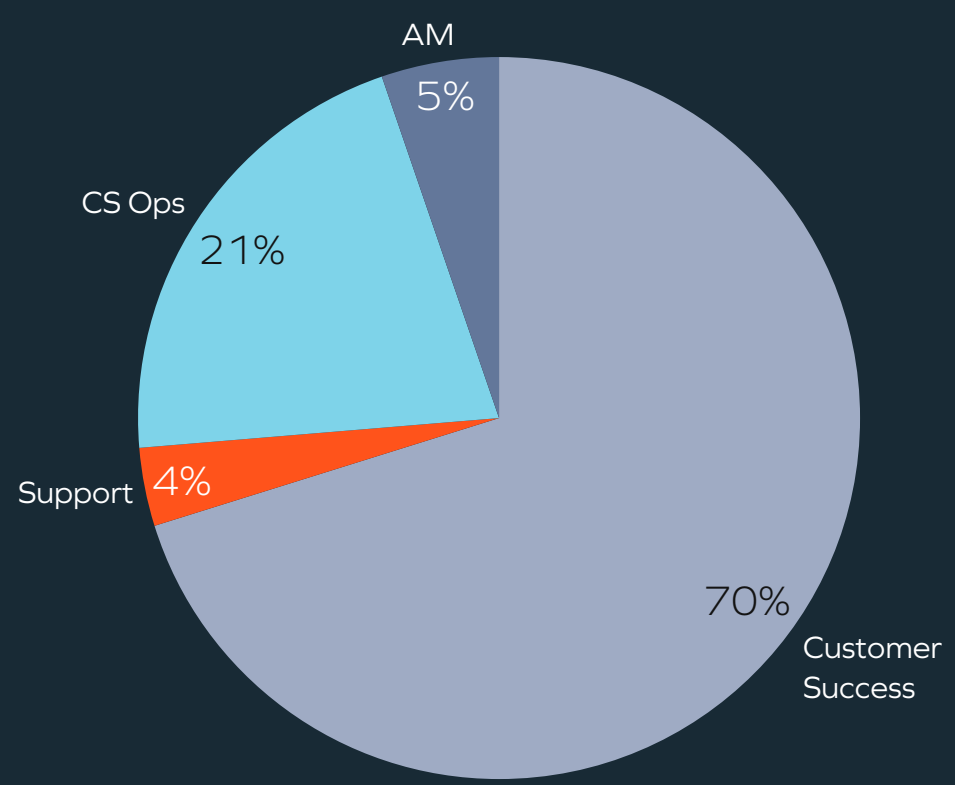
Onboarding / Implementation	Technical Support	<b>Adoption</b>	Health Tracking	Expansion	Renewals
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	Owner					Total
	Customer Success	Professional Services	Account Management	Other	Sales	
<b>ARR</b>						
<\$30M	87%	4%	0%	4%	4%	n = 23
\$30-100M	84%	12%	4%	0%	0%	n = 25
>\$100M	89%	0%	11%	0%	0%	n = 9
<b>ASP</b>						
<\$25K	75%	0%	17%	0%	8%	n = 12
\$25-100K	100%	0%	0%	0%	0%	n = 27
>\$100K	71%	24%	0%	6%	0%	n = 17
<b>Customer Count</b>						
<100	79%	14%	0%	7%	0%	n = 14
100-500	88%	6%	0%	0%	6%	n = 16
500-2K	93%	7%	0%	0%	0%	n = 15
>2K	83%	0%	17%	0%	0%	n = 12
<b>Sales Motion</b>						
Product-Led Growth	60%	20%	20%	0%	0%	n = 5
Hybrid B2B	93%	0%	0%	0%	7%	n = 14
Sales-Led Growth	89%	8%	0%	3%	0%	n = 37

# Who is the primary owner of customer health tracking?



Question: Who is the primary owner of customer health tracking?



n = 57

**Customer health tracking** involves combining usage, platform, self-reported, and observed customer data to monitor the retention of your customer base. In most cases, **Customer Success** is responsible for customer health tracking (70%).

The subsequent slide goes into greater detail across ARR band, ASP, customer count, and sales motion.

Many later-stage companies transition health tracking from CS to a dedicated **CS Ops** function (33% of later-stage companies) to mature automation and reporting capabilities while ensuring there is an aligned and consistent framework for digesting, updating, and actioning customer health data. Leaving health tracking to CSMs may not scale over time due to the subjectivity and variability of individual tracking methods.

# Who is the primary owner of customer health tracking?



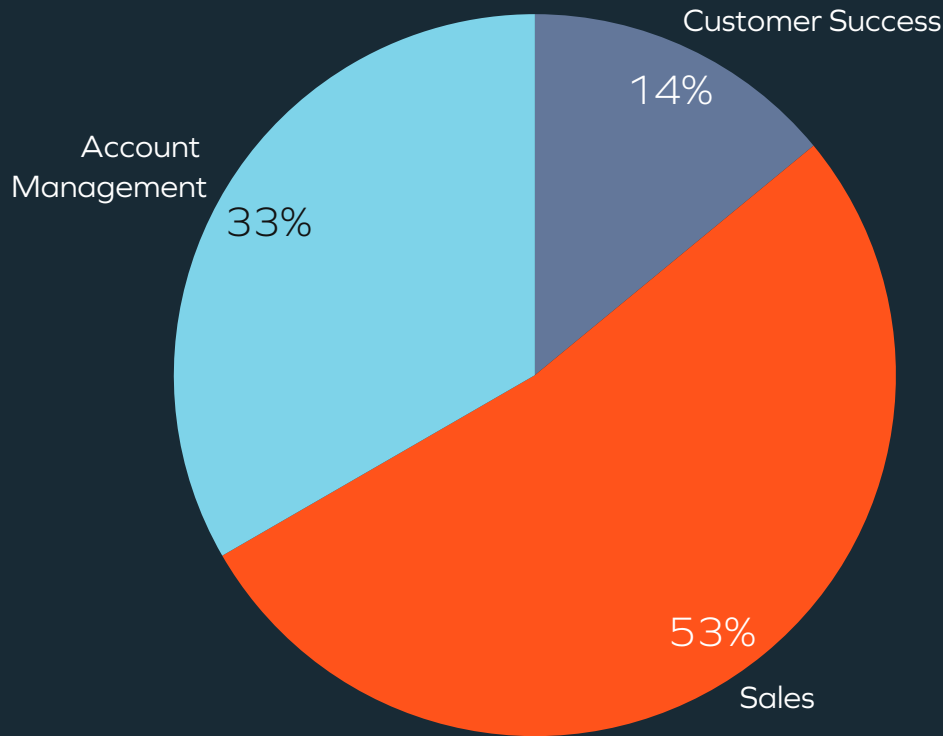
	Owner				Total
	Customer Success	CS Ops	Account Management	Customer Support	
<b>ARR</b>					
<\$30M	83%	13%	4%	0%	n = 23
\$30-100M	64%	24%	4%	8%	n = 25
>\$100M	56%	33%	11%	0%	n = 9
<b>ASP</b>					
<\$25K	67%	8%	25%	0%	n = 12
\$25-100K	74%	26%	0%	0%	n = 27
>\$100K	65%	24%	0%	12%	n = 17
<b>Customer Count</b>					
<100	79%	14%	0%	7%	n = 14
100-500	81%	13%	6%	0%	n = 16
500-2K	53%	40%	0%	7%	n = 15
>2K	67%	17%	17%	0%	n = 12
<b>Sales Motion</b>					
Product-Led Growth	80%	0%	20%	0%	n = 5
Hybrid B2B	57%	36%	7%	0%	n = 14
Sales-Led Growth	76%	19%	0%	5%	n = 37



# Who is the primary owner of expansion?

- Onboarding / Implementation
- Technical Support
- Adoption
- Health Tracking
- Expansion**
- Renewals

Question: Who is the primary owner of expansion?



n = 57

**Expansion** involves any cross-sell or upsell that occurs after the initial sale within the existing customer base. Across the Insight portfolio, **Sales** (53%) is the primary expansion owner, followed by **Account Management** (33%), and **Customer Success** (14%).

Respondents did not select any other options outside of Sales, Account Management, and Customer Success.

One notable observation is that product-led growth (PLG) companies often assign expansion ownership to an **Account Management** team (80%) since traditional sales reps are not required to close initial deals.

# Who is the primary owner of expansion?



As companies scale, Expansion transitions away from Customer Success to Sales or a dedicated Account Management team.

	Owner			Total
	Sales	Account Management	Customer Success	
<b>ARR</b>				
<\$30M	57%	22%	22%	n = 23
\$30-100M	40%	48%	12%	n = 25
>\$100M	78%	22%	0%	n = 9
<b>ASP</b>				
<\$25K	42%	25%	33%	n = 12
\$25-100K	48%	41%	11%	n = 27
>\$100K	65%	29%	6%	n = 17
<b>Customer Count</b>				
<100	86%	7%	7%	n = 14
100-500	31%	50%	19%	n = 16
500-2K	60%	27%	13%	n = 15
>2K	33%	50%	17%	n = 12
<b>Sales Motion</b>				
Product-Led Growth	20%	80%	0%	n = 5
Hybrid B2B	50%	21%	29%	n = 14
Sales-Led Growth	57%	32%	11%	n = 37

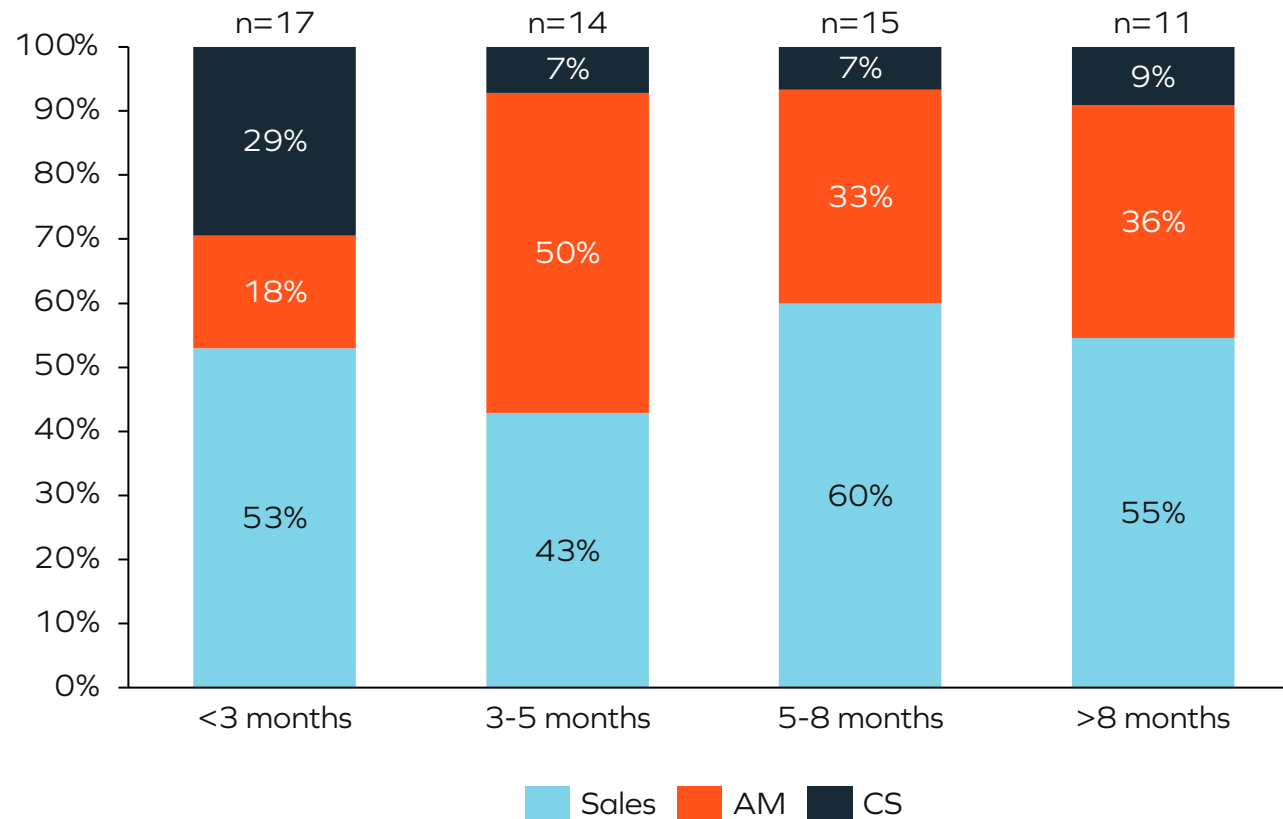
The larger the deal size, the more likely Sales owns Expansion. Companies with smaller deal sizes may have CS own smaller, transactional expansion deals.

# Who is the primary owner of expansion?



## Primary Expansion Owner by Sales Cycle Length<sup>1</sup>

Question: Who is the primary owner for the following responsibilities (Expansion)?



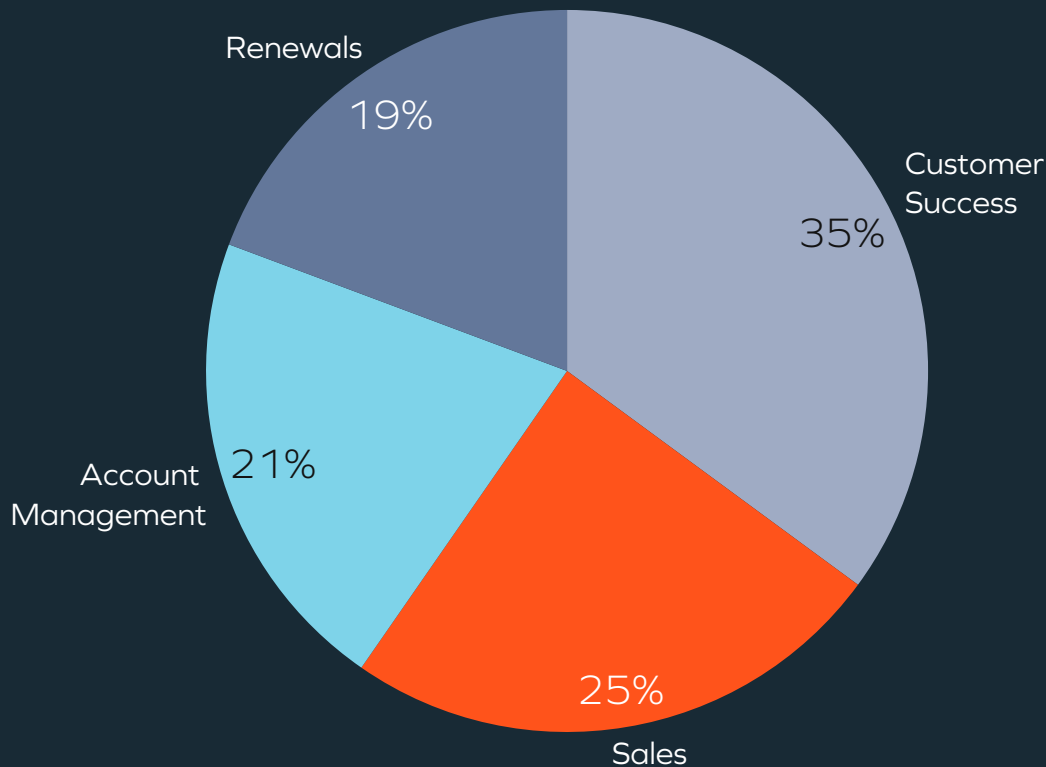
While expansion ownership predominantly resides within Sales or Account Management, companies with **shorter, transactional sales cycles** may leverage their Customer Success teams to avoid creating a dedicated AM team or distracting Sales

1) Owner option not displayed if n=0

# Who is the primary owner of renewals?



Question: Who is the primary owner of renewals?



**Renewals management** is an essential aspect of a company’s retention strategy. Driving early, on-time, and multi-year renewals that grow in contract value from one renewal cycle to the next are core pillars of a sound renewals strategy.

**Customer Success** is most likely to own renewals (35%), followed by **Sales** (25%), **Account Management** (21%), and finally a dedicated **Renewals** team (19%).

**56% of surveyed companies >\$100M in ARR** have a dedicated Renewals team. As companies scale, managing increasing renewal transaction volume becomes onerous in absence of a focused function. A specialized Renewals team enables Sales, Customer Success, and Account Management teams to focus on core sales, expansion, and customer adoption activities.

Keep in mind that renewals teams are often lower-cost resources with limited sales skills. They will often engage Sales or Account Management on complex or competitive renewals.

# Who is the primary owner of renewals?



	Owner				Total
	Customer Success	Sales	Account Management	Renewal Managers or Specialists	
<b>ARR</b>					
<\$30M	43%	39%	17%	0%	n = 23
\$30-100M	36%	16%	24%	24%	n = 25
>\$100M	11%	11%	22%	56%	n = 9
<b>ASP</b>					
<\$25K	33%	17%	25%	25%	n = 12
\$25-100K	37%	15%	22%	26%	n = 27
>\$100K	29%	47%	18%	6%	n = 17
<b>Customer Count</b>					
<100	29%	64%	7%	0%	n = 14
100-500	56%	13%	19%	13%	n = 16
500-2K	20%	13%	40%	27%	n = 15
>2K	33%	8%	17%	42%	n = 12
<b>Sales Motion</b>					
Product-Led Growth	0%	20%	40%	40%	n = 5
Hybrid B2B	43%	14%	14%	29%	n = 14
Sales-Led Growth	38%	30%	22%	11%	n = 37

Companies with a larger average selling price (ASP >\$100K) are more likely to maintain renewal ownership within Sales.

# What does post-sales **headcount** look like across the Insight portfolio?

	Headcount											Median Total Headcount
	Implementation / Onboarding	Professional Services	Customer Success	Technical Success	Account Management	Renewal Manager / Specialist	Customer Support	Customer Education	Community	CS Operations	Customer Marketing	
<b>ARR</b>												
<\$30M	7%	0%	53%	0%	0%	0%	33%	7%	0%	0%	0%	15
\$30-100M	7%	20%	22%	9%	13%	0%	26%	1%	0%	2%	0%	46
>\$100M	6%	14%	24%	4%	3%	2%	40%	3%	0%	3%	1%	169
<b>ASP</b>												
<\$25K	7%	2%	26%	4%	11%	2%	44%	1%	0%	2%	1%	41
\$25-100K	10%	13%	28%	10%	5%	0%	26%	5%	0%	3%	0%	39
>\$100K	6%	6%	32%	6%	0%	0%	38%	6%	0%	6%	0%	38
<b>Customer Count</b>												
<100	16%	0%	64%	0%	0%	0%	20%	0%	0%	0%	0%	11
100-500	0%	7%	35%	13%	4%	0%	33%	4%	0%	4%	0%	23
500-2K	11%	11%	32%	11%	1%	0%	27%	5%	0%	2%	0%	44
>2K	11%	8%	27%	8%	8%	2%	29%	4%	0%	2%	1%	106
<b>Sales Motion</b>												
Sales-Led Growth	8%	13%	33%	4%	1%	0%	33%	4%	0%	4%	0%	64
Hybrid B2B	10%	13%	36%	9%	3%	0%	23%	0%	0%	3%	3%	72
Product-Led Growth	13%	4%	12%	2%	19%	6%	38%	2%	0%	4%	0%	68

# What does **implementation/onboarding**<sup>1</sup> coverage look like across the Insight portfolio?



## KEY CONSIDERATIONS

Headcount for implementation/ onboarding is typically influenced by sales motion, partner strategy, deal mix, and sales velocity. Implementation/onboarding coverage may or may not overlap with Professional Services coverage. In incipient stages of growth, companies often do not have Professional Services teams. As they scale however, implementation/ onboarding teams may evolve into formalized Professional Services departments that offer additional value-added or managed services to support complex use cases or enterprise customers. Some companies may choose to maintain separate implementation and services teams. Review these figures alongside the reported Professional Services coverage figures for a more holistic view.

1) Responses above reflect median headcount values

# What does Professional Services<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
5	14	2	7	17	18	6	12	19	27	16	11	9

## KEY CONSIDERATIONS

Professional Services models vary considerably based on a company’s growth stage, GTM strategy, sales motion, ASP, product complexity, and product mix. Professional Services Organizations (PSOs) may be embedded (in-house), partner-supported, or partner-driven (i.e., system integrators, managed service providers, value-added resellers, etc.). Additionally, companies often scale services by leveraging offshore resources. Given these nuances, keep in mind that reported headcount values may not entirely reflect total Professional Services investment.

1) Responses above reflect median headcount values



# What does **Customer Success**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
8	12	42	11	12	8	5	8	10	17	9	15	8

## KEY CONSIDERATIONS

Keep in mind that Customer Success lacks a common and consistent definition within SaaS. Customer lifecycle roles and responsibilities vary considerably across and even within companies depending on factors such as growth stage, segmentation, sales cycle length, territory design, etc. While some CS teams own the entire post-sales customer lifecycle, others may own a specific phase (i.e., adoption) or functional lane (renewals management). For capacity planning guidance, reach out to Insight or [read our blog article](#) on this topic.

1) Responses above reflect median headcount values

# What does **Technical Success**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
4	8	15	6	7	9	5	8	10	17	6	7	11

## KEY CONSIDERATIONS

Technical Success is distinct from Customer Success and Customer Support, supporting customers from a technical perspective. This function exists in certain business environments to address the advanced technical needs of customers or end users without involving product or engineering teams. Technical Success can be instrumental in accelerating implementation times, driving a higher-quality deployment and delivery experience, faster adoption, and shorter time to market. In some cases, Technical Success Management may be offered as a subscription-based service with faster SLAs.

1) Responses above reflect median headcount values

# What does Account Management<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
4	10	21	6	10	8	2	4	8	10	6	8	13

## KEY CONSIDERATIONS

Account Management is a revenue-expansion function intended to capture whitespace within the existing install base. Account Management roles and responsibilities differ based on ARR stage, sales motion, ASP, customer segment, and customer count resulting in varying coverage models within SaaS. Typically, Account Managers own upsell and cross-sell. In certain scenarios, they may also support or own the renewal.

1) Responses above reflect median headcount values

# What does **Renewal Manager/Specialist**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
1	2	7	5	5	1	0	2	3	5	5	4	2

## KEY CONSIDERATIONS

Dedicated renewal management is not typically found in companies under \$30M in ARR or with fewer than 100 customers. This function exists to improve GRR and renewal rates while driving greater renewal efficiency. As companies scale, gains in renewal efficiency improve SaaS margins while creating significant bandwidth across GTM teams to focus on other critical revenue-maximizing activities.

1) Responses above reflect median headcount values

# What does **Customer Support**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
6	15	43	20	14	10	4	9	15	40	11	10	17

## KEY CONSIDERATIONS

Customer Support coverage generally increases as ARR and customer volume increase. In business environments with a higher ASP, Customer Support coverage may be influenced by other available service channels such as Technical Success or Managed Services.

1) Responses above reflect median headcount values

# What does **Customer Education**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
2	3	8	6	2	2	1	2	3	7	2	3	4

## KEY CONSIDERATIONS

Customer Education, also referred to as Customer or User Training, usually evolves from a partial FTE responsibility to a dedicated function as companies optimize their onboarding and adoption processes. Customer Education teams are responsible for creating training materials, designing effective training experiences, delivering training, and driving training adoption. As training operations scale, Customer Education teams may also manage a suite of learning technologies (i.e., a learning management system).

1) Responses above reflect median headcount values

# What does **Customer Community**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
1	1	3	1	2	1	0	1	1	2	1	1	1

## KEY CONSIDERATIONS

While Community has emerged as a hot topic in SaaS circles, not every company is positioned to launch a community-led motion.

Companies investing heavily in Customer Community Management tend to offer a higher degree of self-service or sell technical products mainly targeting developers.

To determine whether building and activating a community-led motion is right for you, check out the [Insight blog](#) or contact us directly.

1) Responses above reflect median headcount values

# What does **Customer Success Operations**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
1	1	5	3	1	1	1	1	2	3	1	1	2

## KEY CONSIDERATIONS

In addition to being influenced by ARR, Sales Motion, ASP, and Customer Count, CS Ops coverage is also influenced by the number of staffed CSMs. The typical ratio of CSMs to CS Ops is 10:1.

CS Ops creates a critical enablement ecosystem for CSMs. By building key processes, customer assets, and playbooks, CS Ops preserves precious CSM bandwidth to focus on customer-facing activities that drive strong retention outcomes.

1) Responses above reflect median headcount values



# What does **Customer Marketing**<sup>1</sup> coverage look like across the Insight portfolio?

ARR			ASP			Customer Count				Sales Motion		
<\$30M	\$30-100M	>\$100M	<\$25K	\$25-100K	>\$100K	<100	100-500	500-2K	>2K	Sales-Led Growth	Hybrid	Product-led Growth
1	2	3	2	2	2	1	1	2	4	2	3	4

## KEY CONSIDERATIONS

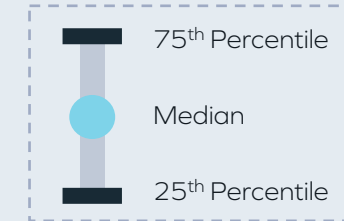
Customer Marketing may report to Marketing, Product, or Customer Success. The primary objective of customer marketing is to drive product evangelism and adoption. Through one-to-many value plays, targeted programs, and just-in-time campaigns, Customer Marketing can supplement the work of CS Ops and CSMs to penetrate the userbase and nurture multi-threaded stakeholder loyalty. Customer Marketing plays a crucial role in providing valuable risk and opportunity signals to CS Ops.

1) Responses above reflect median headcount values

# What are common post-sales staffing ratios?

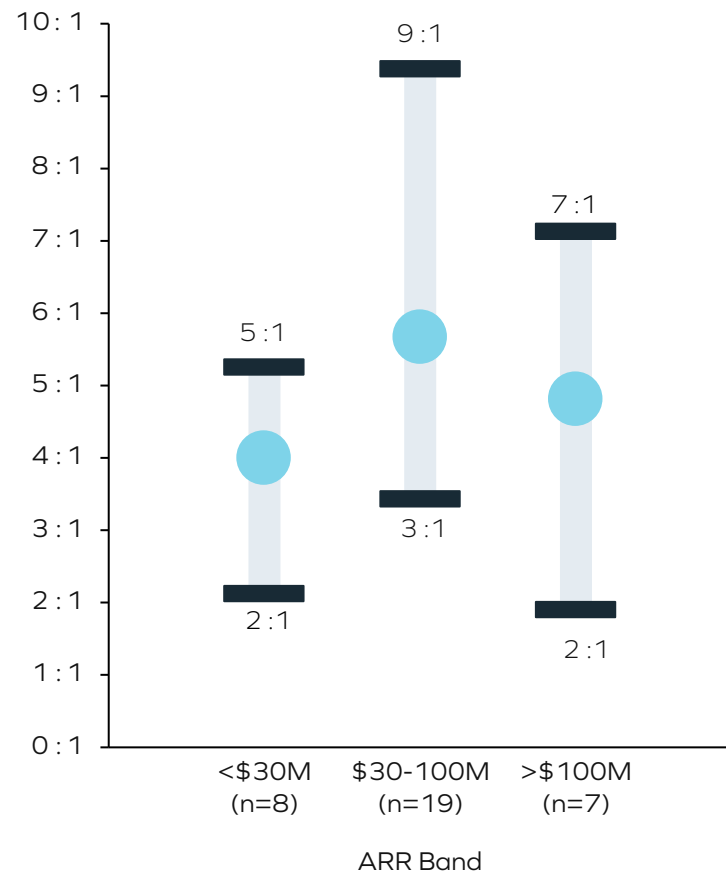
## Direct Reports-to-Manager Ratio: Professional Services<sup>1</sup>

**Questions:** How many individual contributors do you have serving in each of the following roles? How many managers do you have serving in each of the following roles?



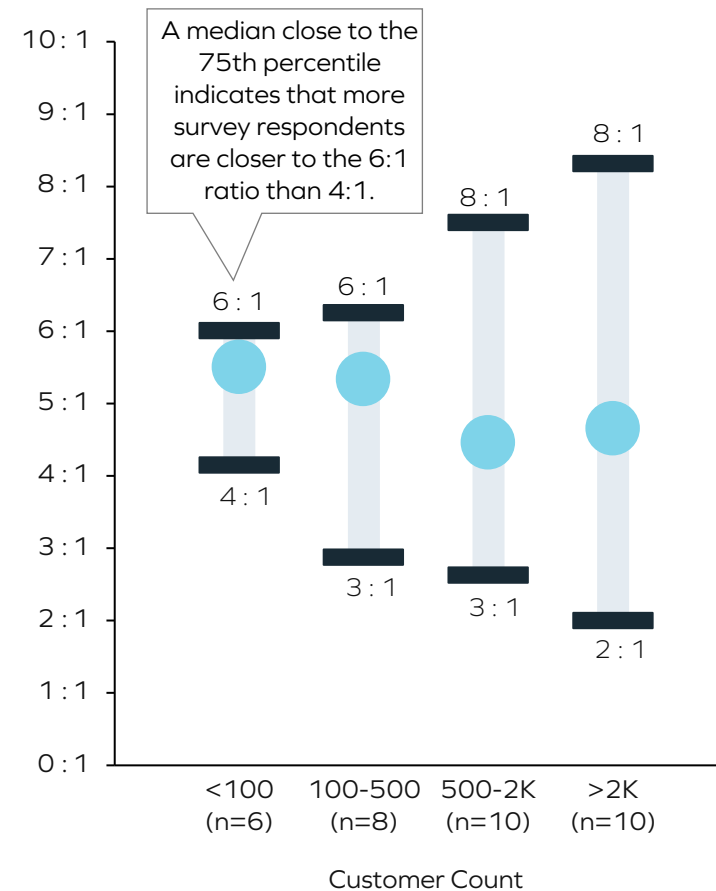
By ARR Band

Direct Reports : Manager



By Customer Count

Direct Reports : Manager



# 6 : 1

is the average number of Professional Services direct reports

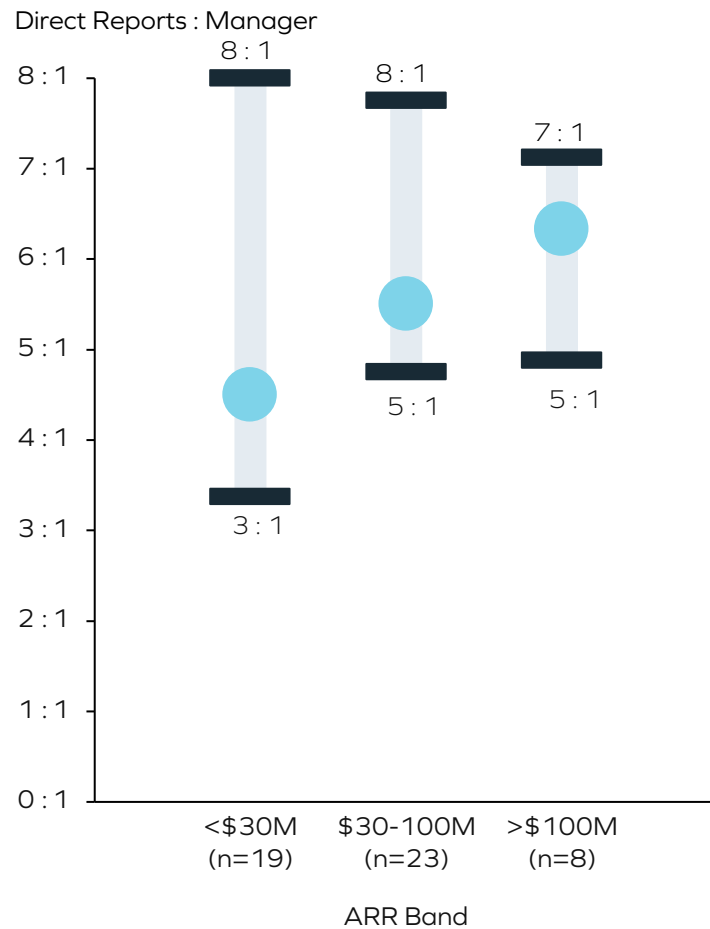
<sup>1)</sup> For companies with n>0 Direct Reports and Managers

# What are common post-sales staffing ratios?

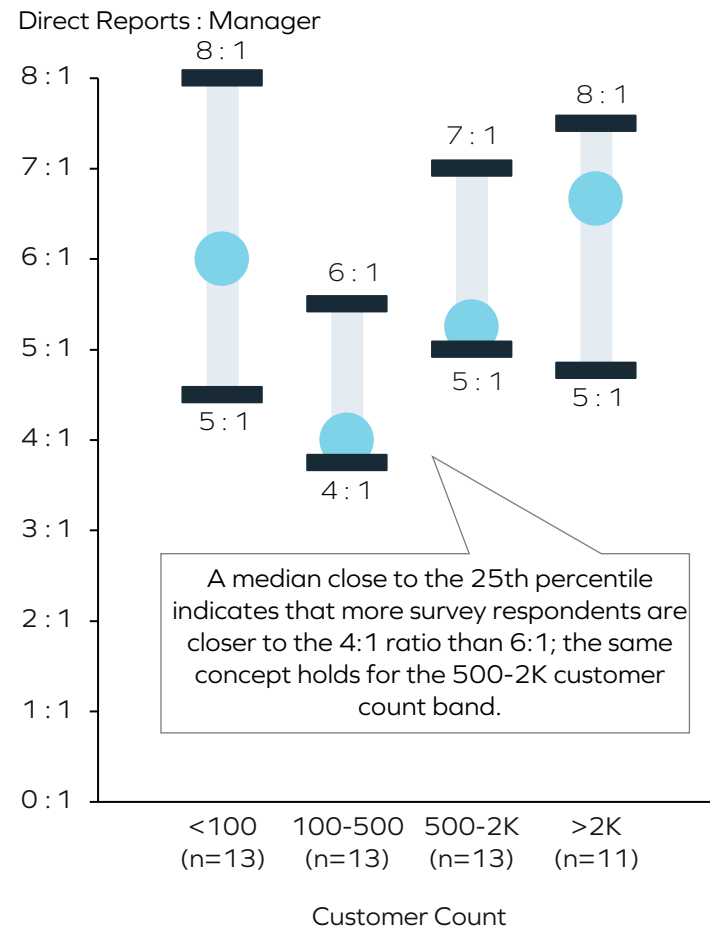
## Direct Reports-to-Manager Ratio: **Customer Success**<sup>1</sup>

**Questions:** How many individual contributors do you have serving in each of the following roles? How many managers do you have serving in each of the following roles?

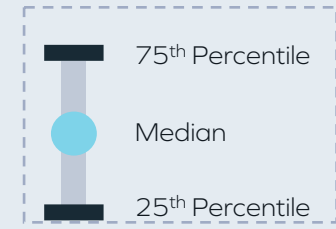
By ARR Band



By Customer Count



A median close to the 25th percentile indicates that more survey respondents are closer to the 4:1 ratio than 6:1; the same concept holds for the 500-2K customer count band.

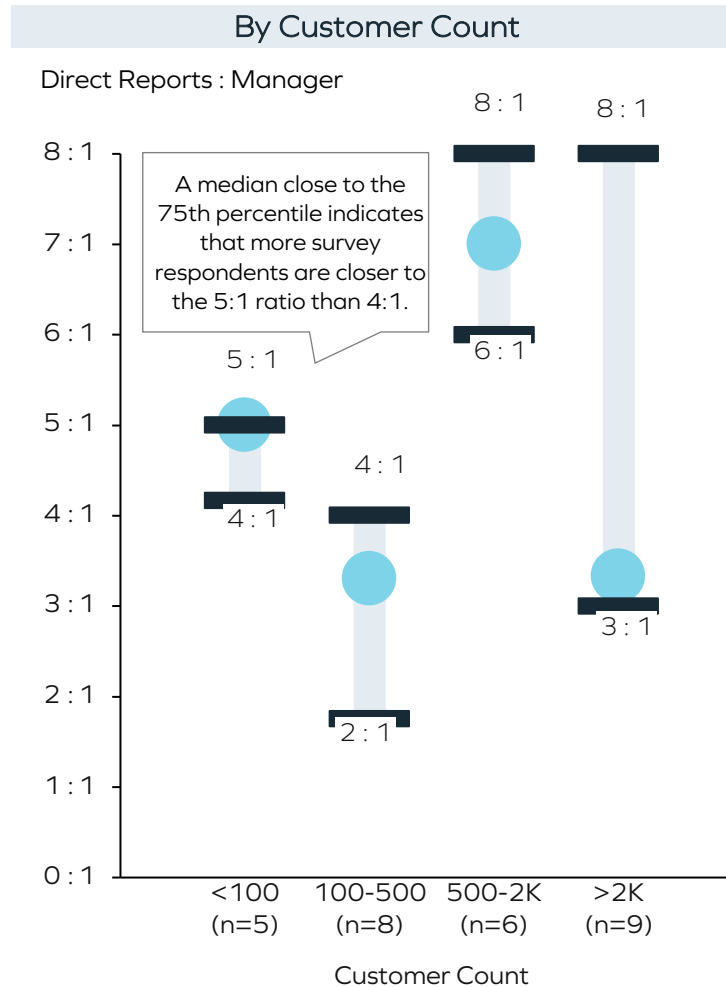
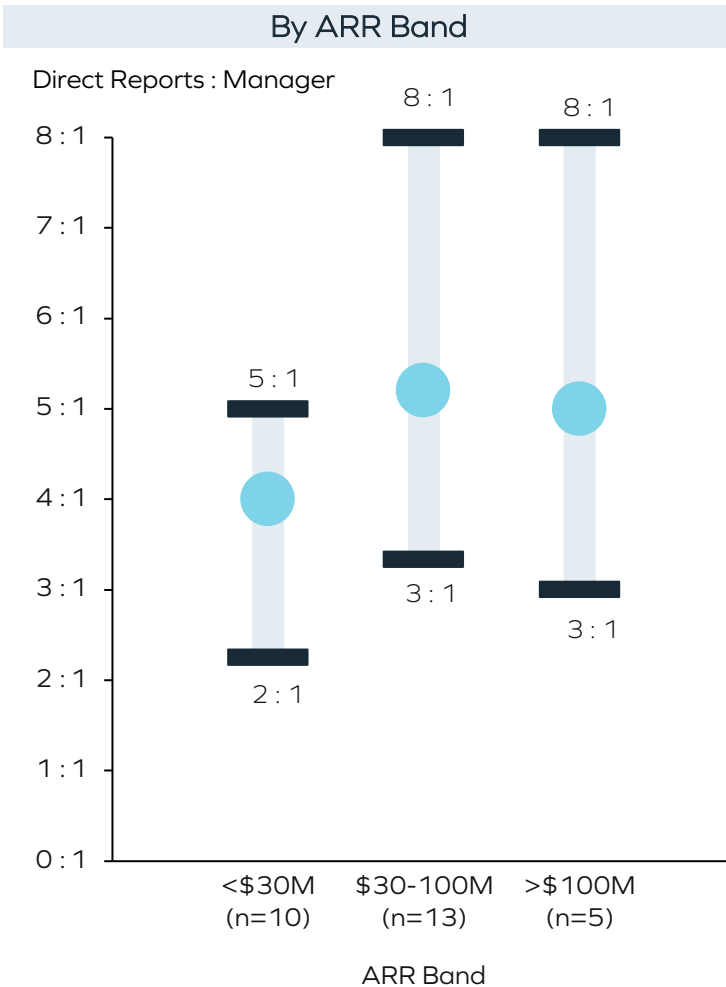
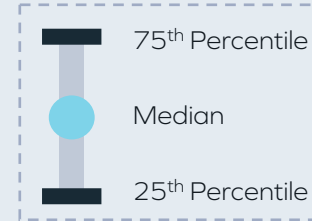


**6 : 1**  
is the average number of Customer Success direct reports to managers

# What are common post-sales staffing ratios?

## Direct Reports-to-Manager Ratio: **Account Management**<sup>1</sup>

**Questions:** How many individual contributors do you have serving in each of the following roles? How many managers do you have serving in each of the following roles?



# 5 : 1

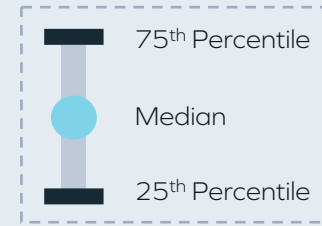
is the average number of Account Management direct reports to managers

<sup>1</sup>) For companies with n>0 Direct Reports and Managers

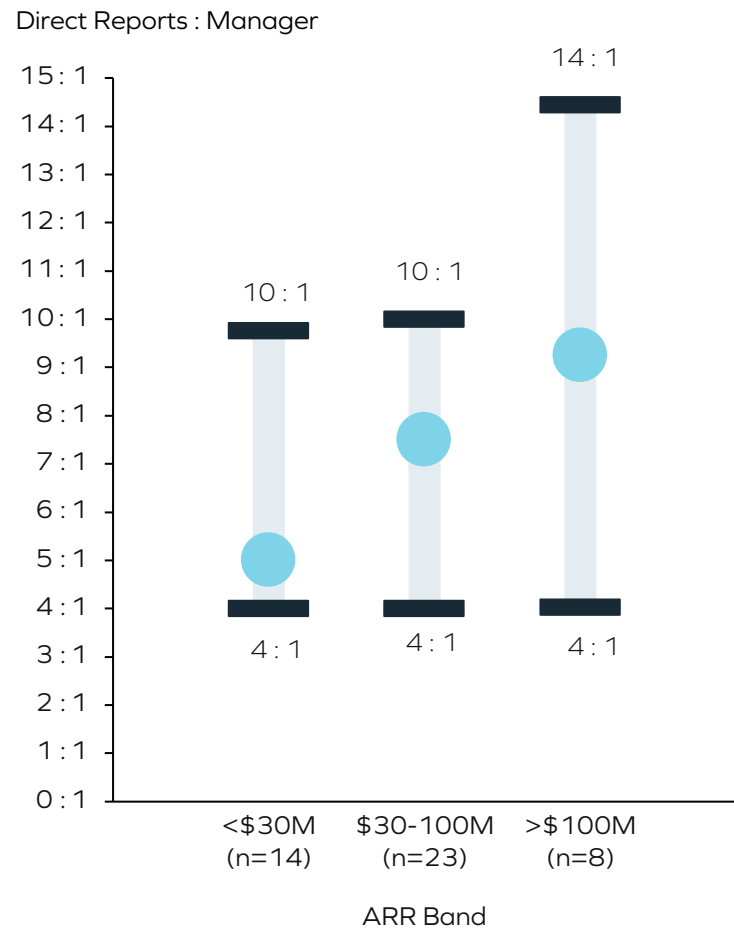
# What are common post-sales staffing ratios?

## Direct Reports-to-Manager Ratio: **Customer Support**<sup>1</sup>

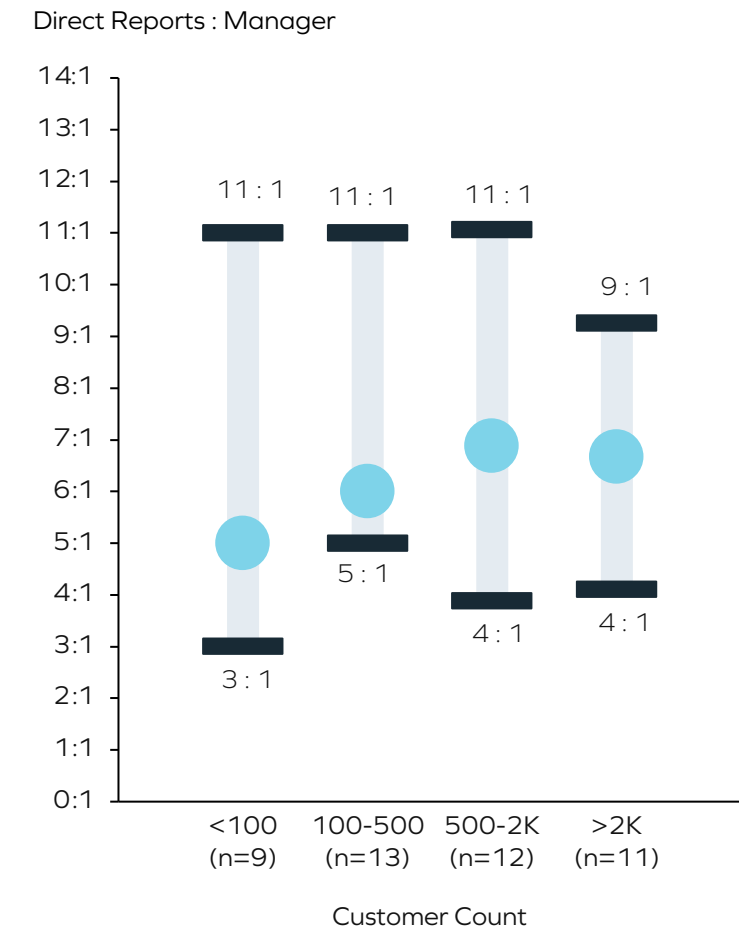
**Questions:** How many individual contributors do you have serving in each of the following roles? How many managers do you have serving in each of the following roles?



By ARR Band



By Customer Count



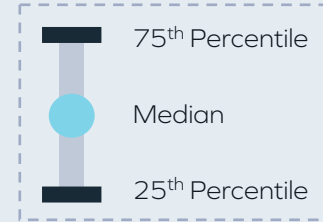
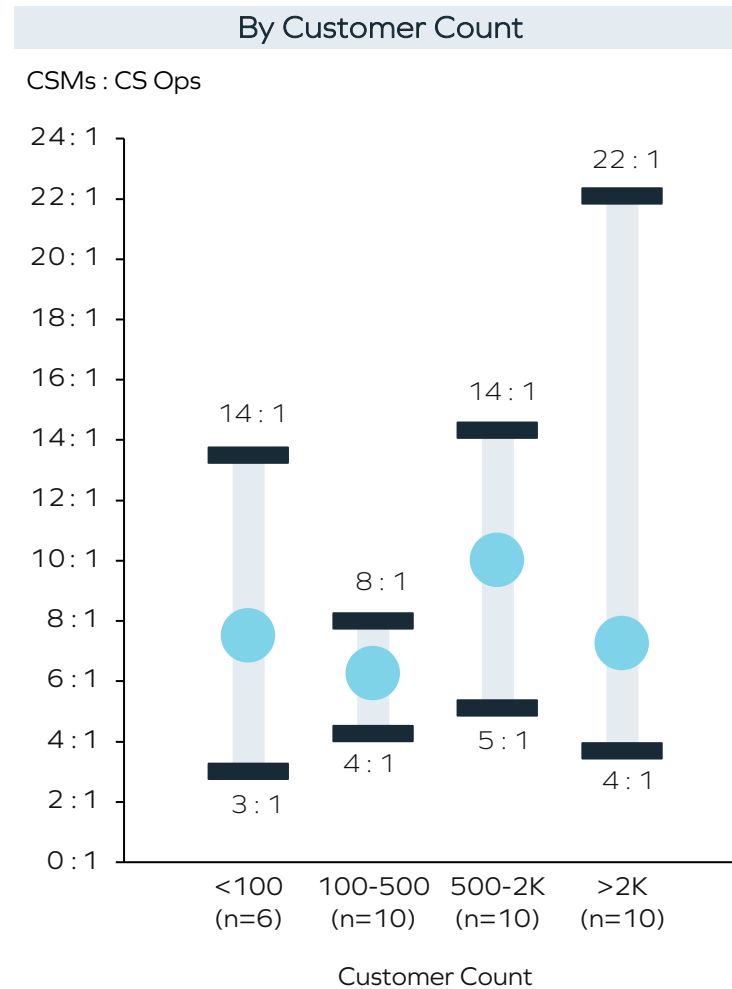
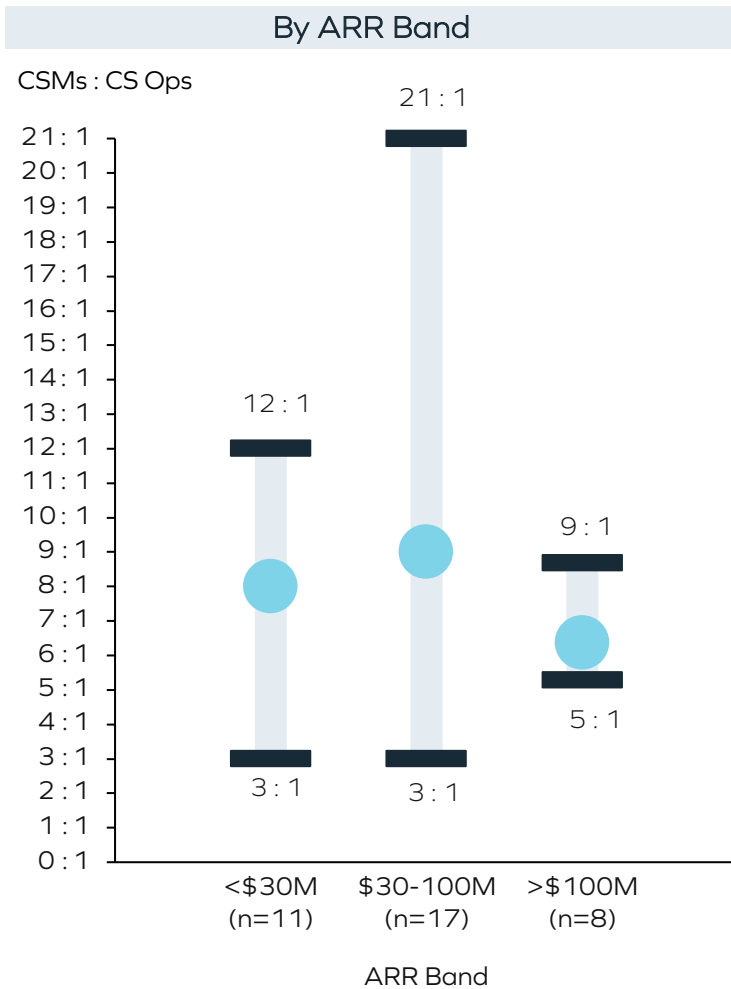
**8 : 1**  
is the average number of Customer Support direct reports to managers

1) For companies with n>0 Direct Reports and Managers

# What are common post-sales staffing ratios?

## Interconnected Roles: CSMs to CS Ops<sup>1</sup>

Questions: How many individual contributors do you have serving in each of the following roles?



**10:1**  
is the average number of CSMs to CS Ops resources

HOW ARE THESE ROLES INTERCONNECTED?

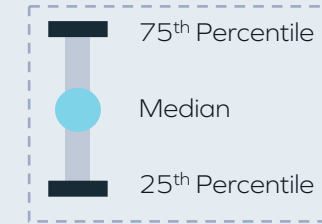
CS Ops enables CSMs to deliver repeatable outcomes to customers and focus on strategic engagement. Early CS Ops investment is critical to scaling post-sales.

1) For companies with n>0 CS Ops resources

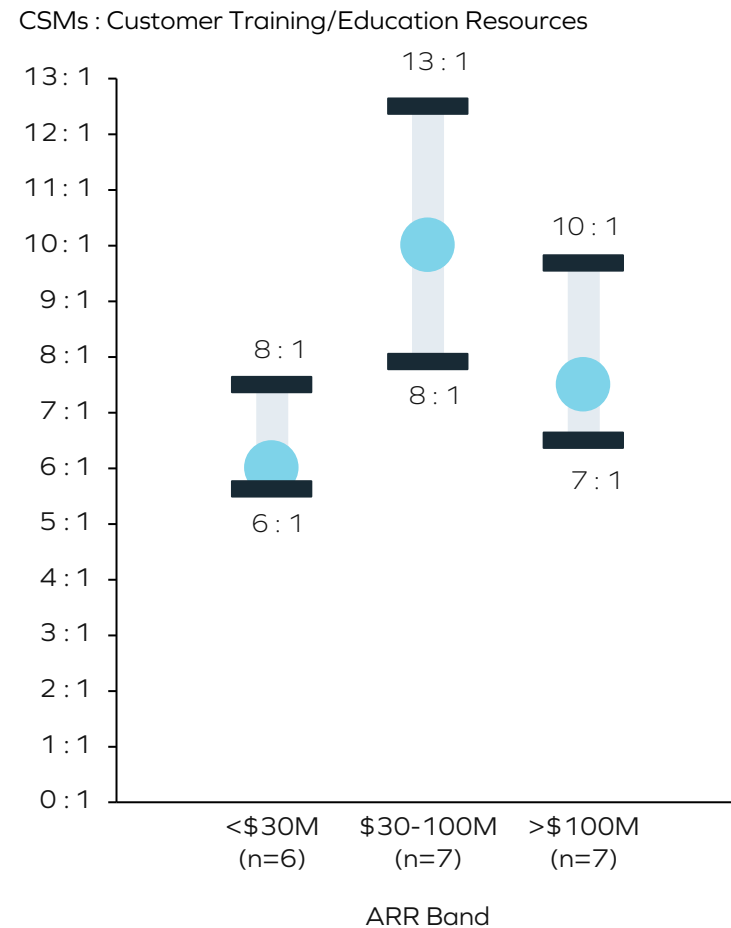
# What are common post-sales staffing ratios?

## Interconnected Roles: CSMs to Customer Training/Education Resources<sup>1</sup>

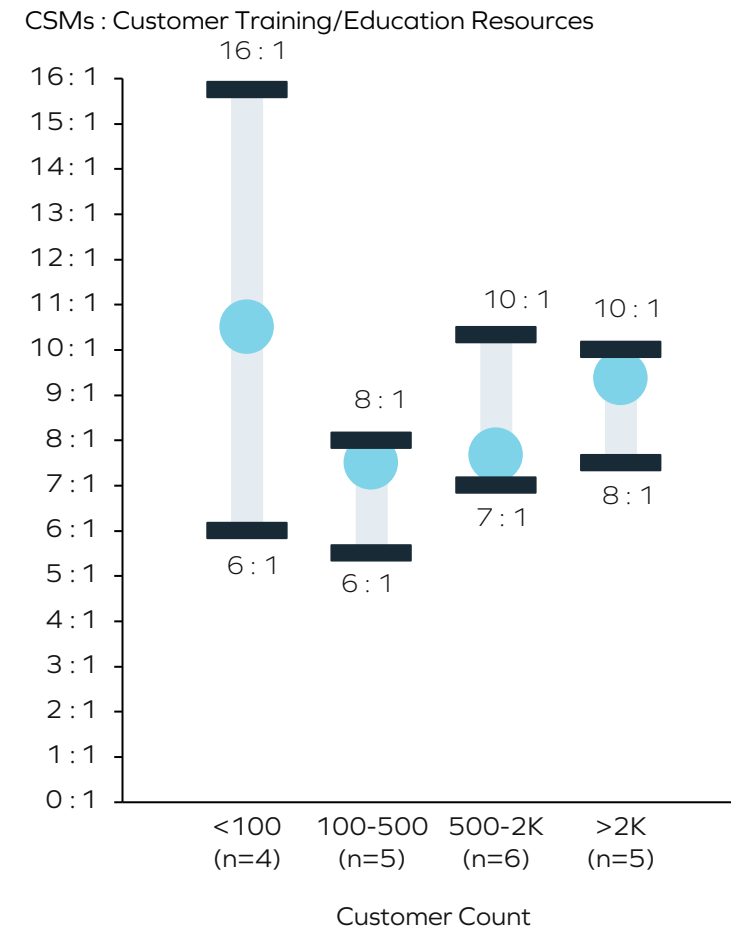
Questions: How many individual contributors do you have serving in each of the following roles?



By ARR Band



By Customer Count



# 10:1

is the average number of CSMs to Customer Training/Education resources

### HOW ARE THESE ROLES INTERCONNECTED?

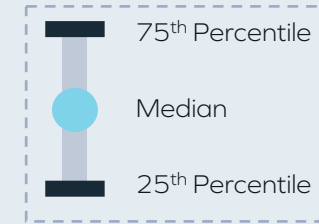
Customer Training significantly increases CSM bandwidth while standardizing product and use-case training as a company scales. Customer Trainers employ a blend of learning modalities (live, virtual, on-demand, self-paced, etc)

1) For companies with n>0 Training/Education resources

# What are common post-sales staffing ratios?

## Interconnected Roles: Support to CSMs

Questions: How many individual contributors do you have serving in each of the following roles?

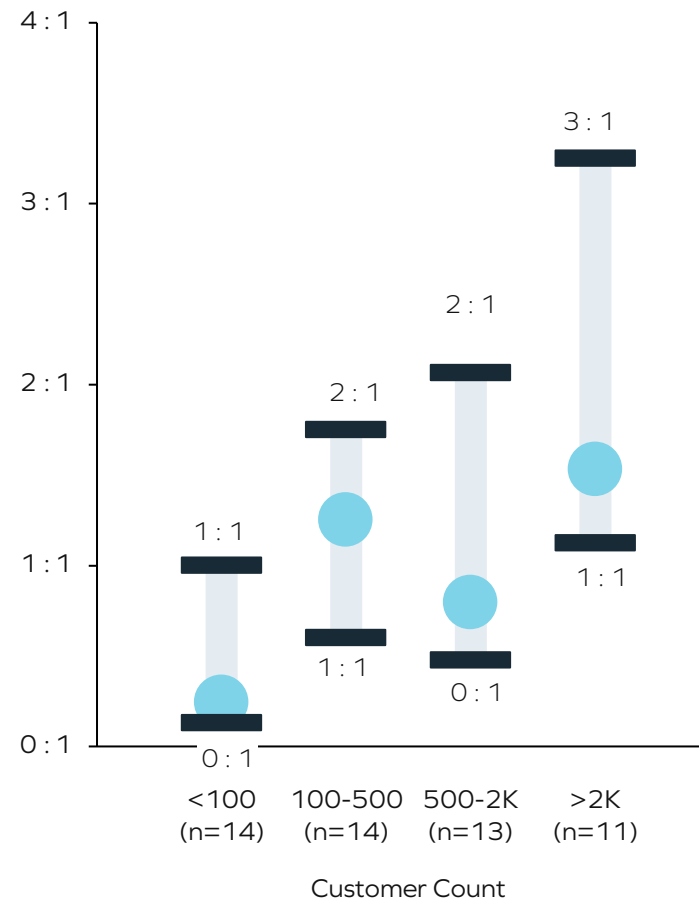
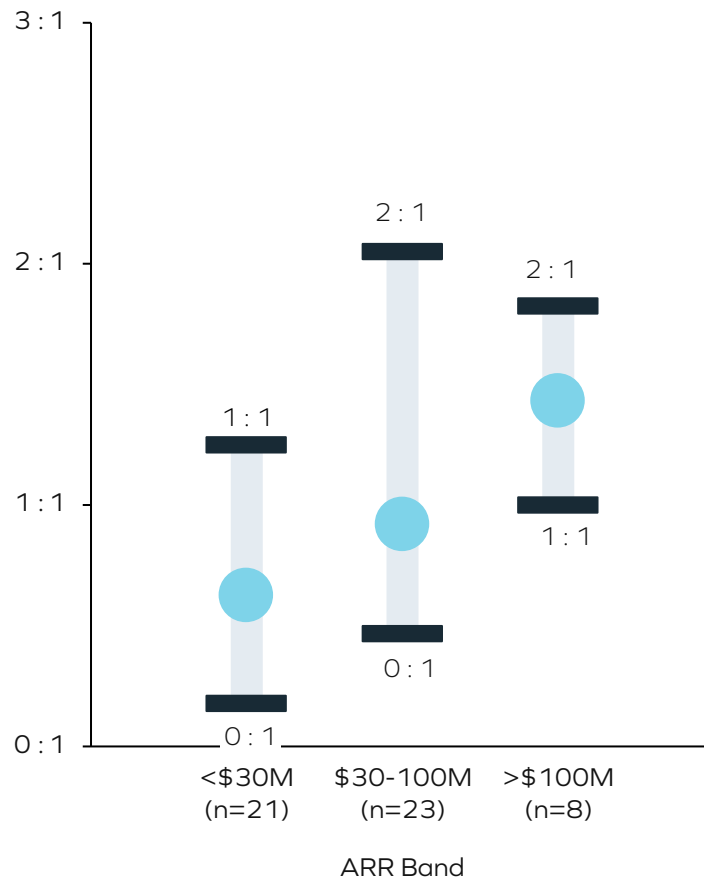


By ARR Band

By Customer Count

Support : CSMs

Support : CSMs



# 2 : 1

is the average number of Support to CSM resources

HOW ARE THESE ROLES INTERCONNECTED?

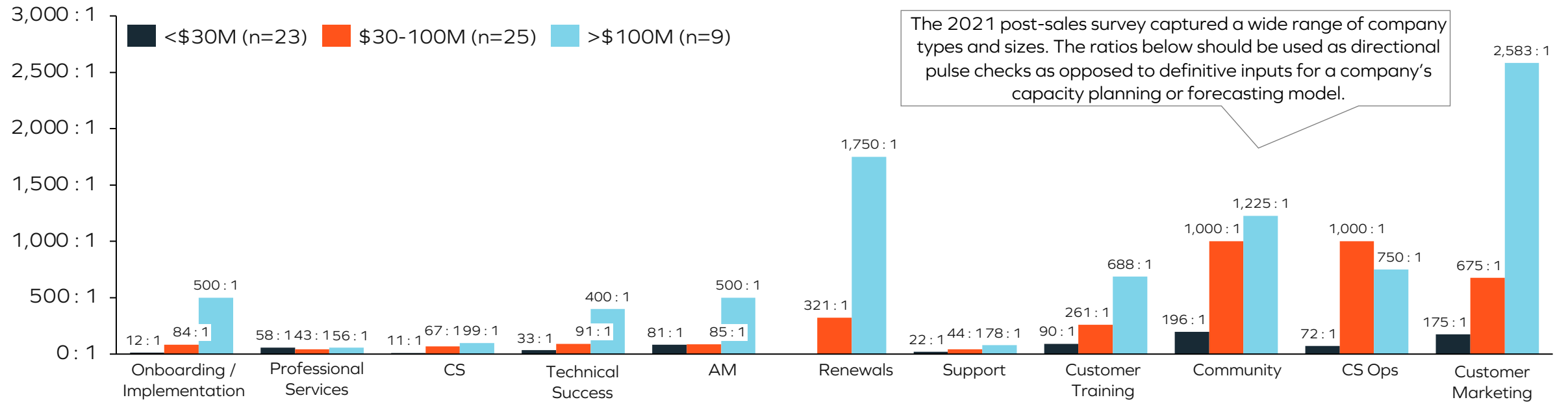
Customer Success Managers and Support Reps operate symbiotically. While CS manages handles strategic outbound customer engagement, Support primarily manages inbound break-fix & technical requests.



# What are common post-sales staffing ratios?

## Median Number of Customers Per Individual Contributor

Questions: How many customers do you have today? How many individual contributors do you have serving in each of the following roles?



Unsurprisingly, the ratio of customers to FTEs increases as a company scales and becomes more efficient.

**Renewals, Community, CS Ops, and Customer Marketing** are scaling functions that help companies reduce their customer acquisition and retention costs. Augmented by strong process and automation, these roles support a larger number of customers than other roles due to inherent one-to-many scalability.

## Who does CS report to?

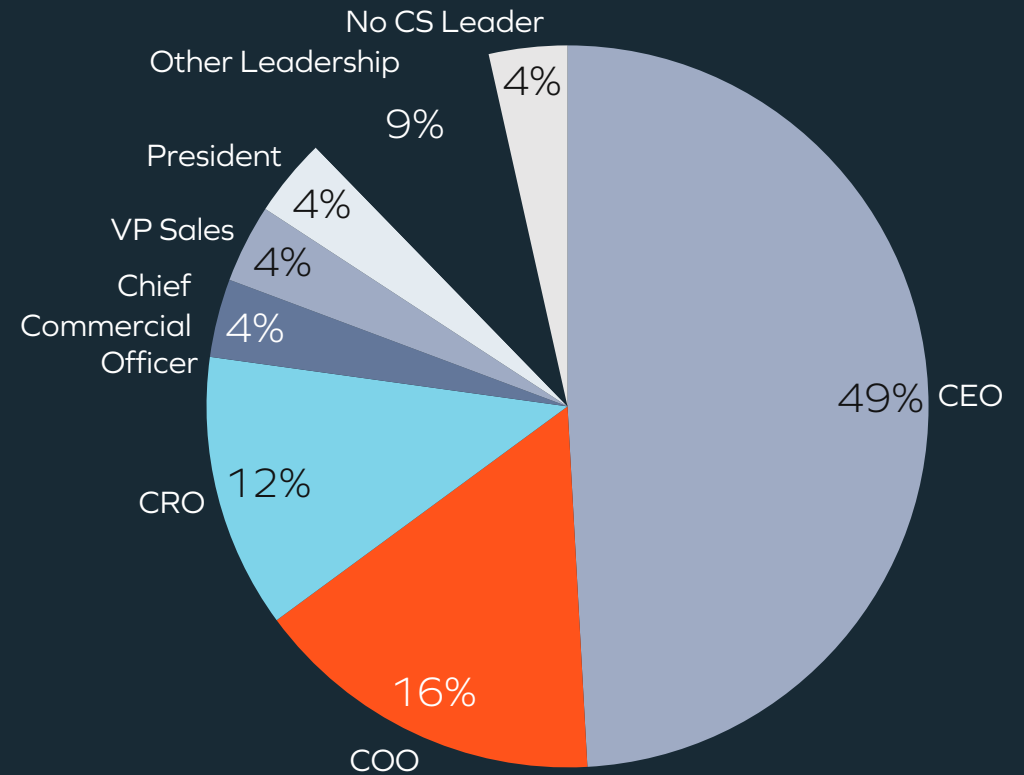
Regardless of ARR, ASP, customer count, or sales motion, Customer Success reports most frequently to the CEO (49%).

Roughly a quarter of companies align Customer Success to a COO or CRO to achieve company-specific retention objectives and reduce the number of direct CEO reports.

Leadership changes may result in interim or temporary reporting lines.

A small fraction of Insight portfolio companies have yet to hire a CS leader (4%).

Question: Who does your most senior CS leader (e.g., Chief Customer Officer, VP of CS, etc.) report to?



# Who does CS report to?

## CS Reporting Lines by ARR, ASP, Customer Count, and Sales Motion

	Who does your most senior CS leader report to?											Total	
	CEO	COO	CRO	Chief Commercial Officer	No CS Leader	VP Sales	CIO (Innov.)	President	CFO	CMO	CBO (Business)		CTO
<b>ARR</b>													
<\$30M	39%	17%	13%	0%	4%	9%	0%	4%	4%	4%	0%	4%	n = 23
\$30-100M	56%	12%	16%	4%	0%	0%	4%	4%	0%	0%	4%	0%	n = 25
>\$100M	56%	22%	0%	11%	11%	0%	0%	0%	0%	0%	0%	0%	n = 9
<b>ASP</b>													
<\$25K	50%	0%	8%	8%	17%	8%	8%	0%	0%	0%	0%	0%	n = 12
\$25-100K	52%	22%	7%	4%	0%	4%	0%	0%	0%	4%	4%	4%	n = 27
>\$100K	47%	18%	24%	0%	0%	0%	0%	6%	6%	0%	0%	0%	n = 17
<b>Customer Count</b>													
<100	43%	21%	21%	0%	0%	0%	0%	14%	0%	0%	0%	0%	n = 14
100-500	38%	6%	19%	0%	6%	13%	0%	0%	6%	0%	6%	6%	n = 16
500-2K	67%	20%	0%	7%	0%	0%	0%	0%	0%	7%	0%	0%	n = 15
>2K	50%	17%	8%	8%	8%	0%	8%	0%	0%	0%	0%	0%	n = 12
<b>Sales Motion</b>													
Product-Led Growth	40%	0%	20%	20%	0%	0%	20%	0%	0%	0%	0%	0%	n = 5
Hybrid B2B	50%	14%	14%	0%	7%	7%	0%	7%	0%	0%	0%	0%	n = 14
Sales-Led Growth	51%	19%	11%	3%	0%	3%	0%	3%	3%	3%	3%	3%	n = 37

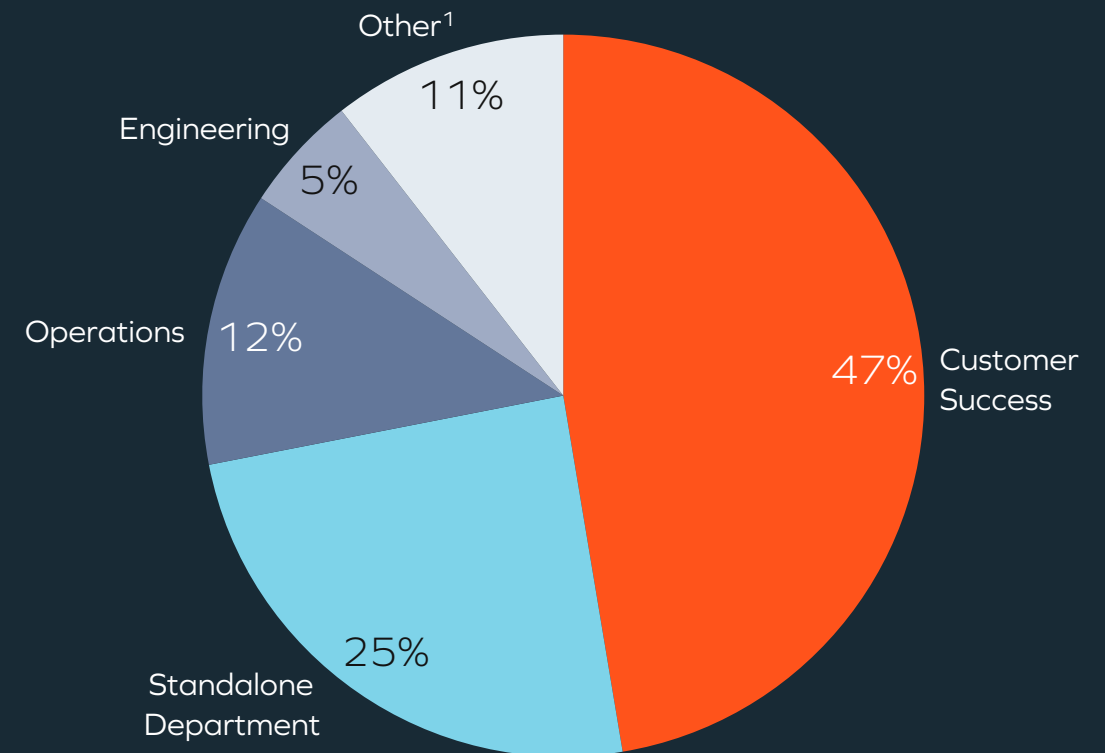
## Where does Customer Support live?

Regardless of ARR band, ASP, customer count, or sales motion, Customer Support most commonly resides within Customer Success (47%).

A quarter of companies have a standalone Support department, while a smaller fraction house Support within Engineering or another department.

1) 'Other' broken out on next page

Question: Where does Customer Support reside within your organization?



# Where does Customer Support live?

## Support Reporting Lines by ARR, ASP, Customer Count, and Sales Motion

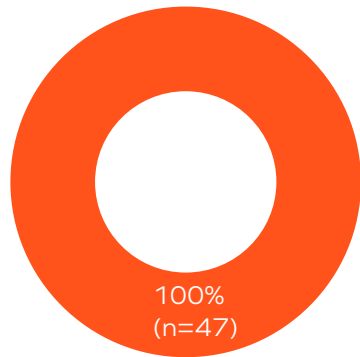
	Where does Customer Support live?							Total	
	Customer Success	Standalone Department	Operations	Engineering	Product & Innovation	Professional Services	Sales		Other
<b>ARR</b>									
<\$30M	52%	13%	17%	9%	0%	4%	4%	0%	n = 23
\$30-100M	40%	32%	8%	4%	8%	0%	0%	8%	n = 25
>\$100M	56%	33%	11%	0%	0%	0%	0%	0%	n = 9
<b>ASP</b>									
<\$25K	50%	33%	8%	0%	8%	0%	0%	0%	n = 12
\$25-100K	56%	22%	4%	7%	4%	0%	4%	4%	n = 27
>\$100K	35%	24%	29%	6%	0%	6%	0%	0%	n = 17
<b>Customer Count</b>									
<100	29%	29%	21%	7%	0%	7%	0%	7%	n = 14
100-500	63%	0%	19%	6%	6%	0%	6%	0%	n = 16
500-2K	53%	33%	0%	7%	0%	0%	0%	7%	n = 15
>2K	42%	42%	8%	0%	8%	0%	0%	0%	n = 12
<b>Sales Motion</b>									
Product-Led Growth	40%	20%	20%	0%	20%	0%	0%	0%	n = 5
Hybrid B2B	43%	29%	7%	7%	7%	0%	0%	7%	n = 14
Sales-Led Growth	51%	22%	14%	5%	0%	3%	3%	3%	n = 37

# What is Customer Support typically responsible for?

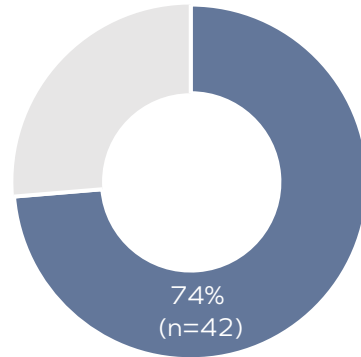
## Customer Support Responsibility

Question: Which of the following is Customer Support responsible for at your company? You may select multiple answers.

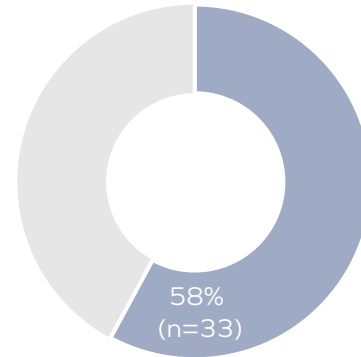
INCIDENT RESOLUTION



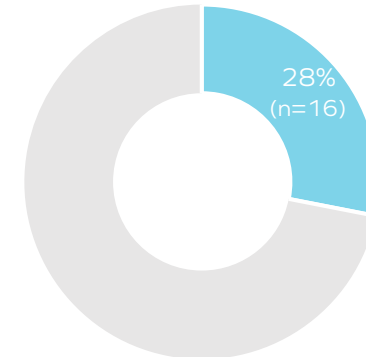
ADVANCED TROUBLESHOOTING



KNOWLEDGE-BASE / ARTICLE CREATION



LICENSE PROVISIONING



- Customer Support is responsible for **Incident Resolution** across the Insight portfolio.
- Most companies also rely on their Support team to carry out **Advanced Troubleshooting**.
- Support often owns the **Knowledge Base** and may be leveraged for **License Provisioning**.

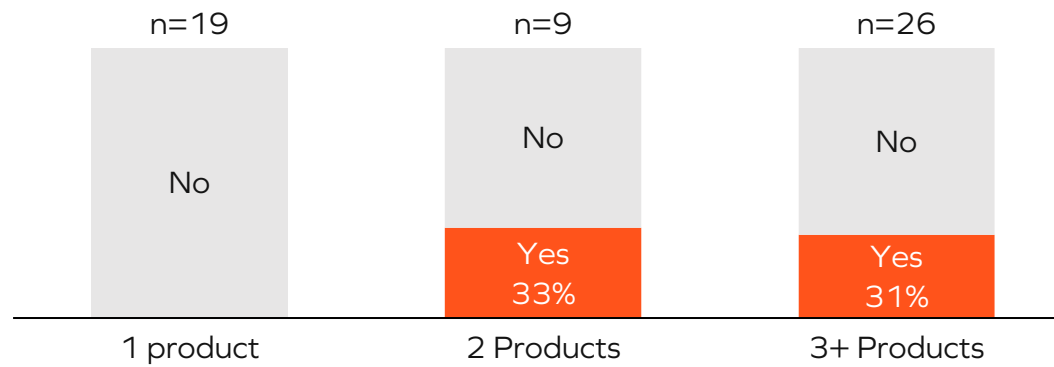
# What types of companies operate call centers?

**31%**  
of companies with 2+ products operate call centers

**26%**  
of companies with >\$30M in ARR operate call centers

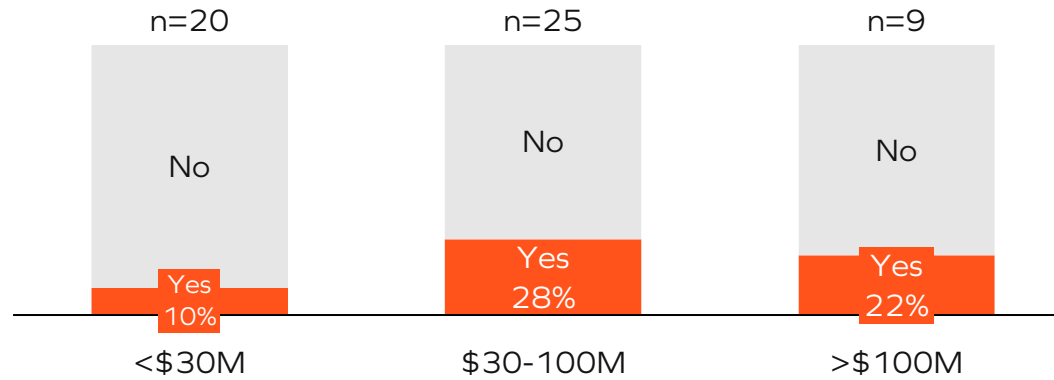
## Companies with Call Centers by Number of Products

Question: Does your company have any call centers?



## Companies with Call Centers by ARR Band

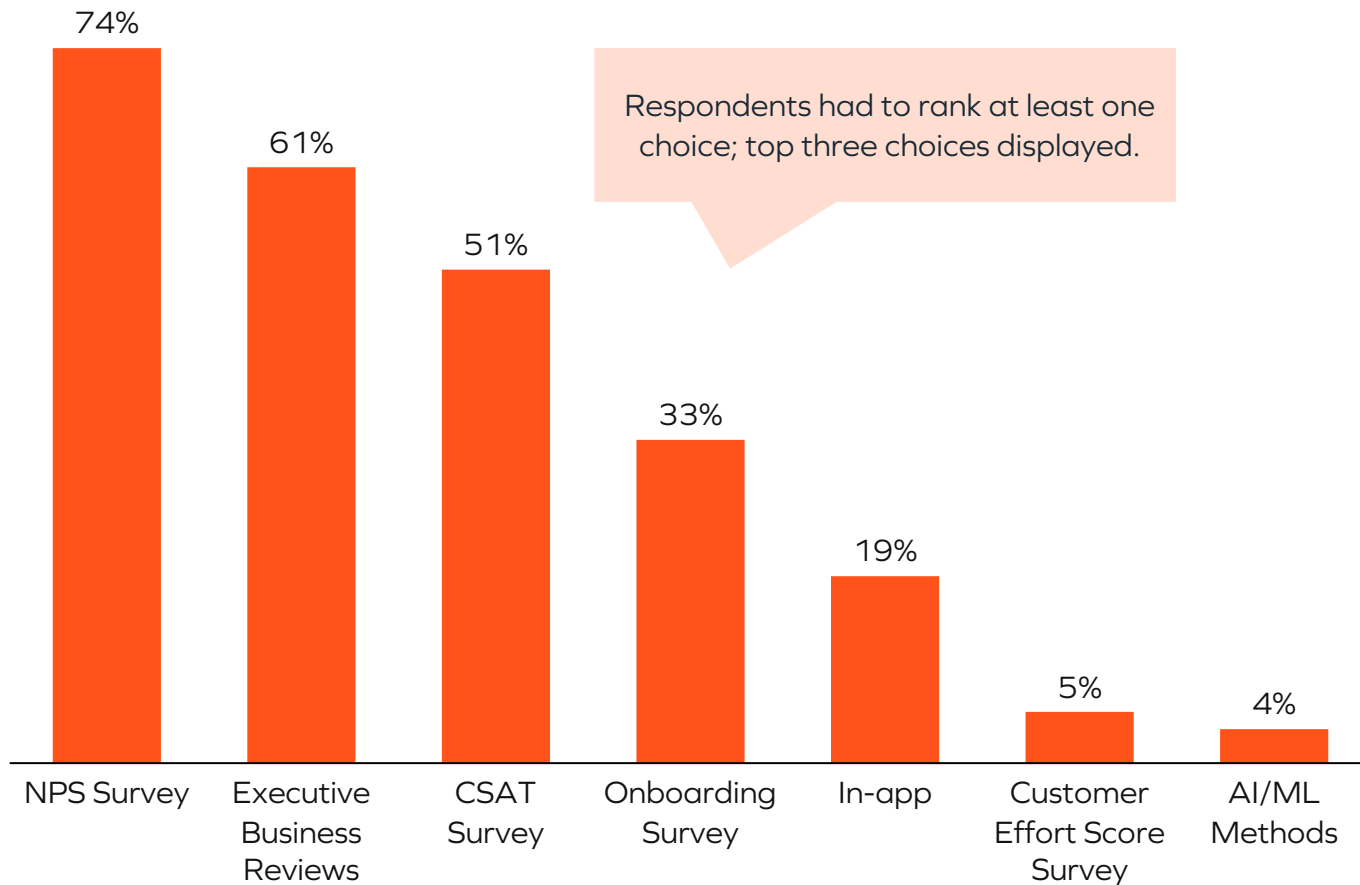
Question: Does your company have any call centers?



# How do companies capture customer sentiment?

## Top Customer Sentiment-Capturing Techniques

Question: How do you capture customer sentiment? Please drag and drop at least one method from the choices below.



74%

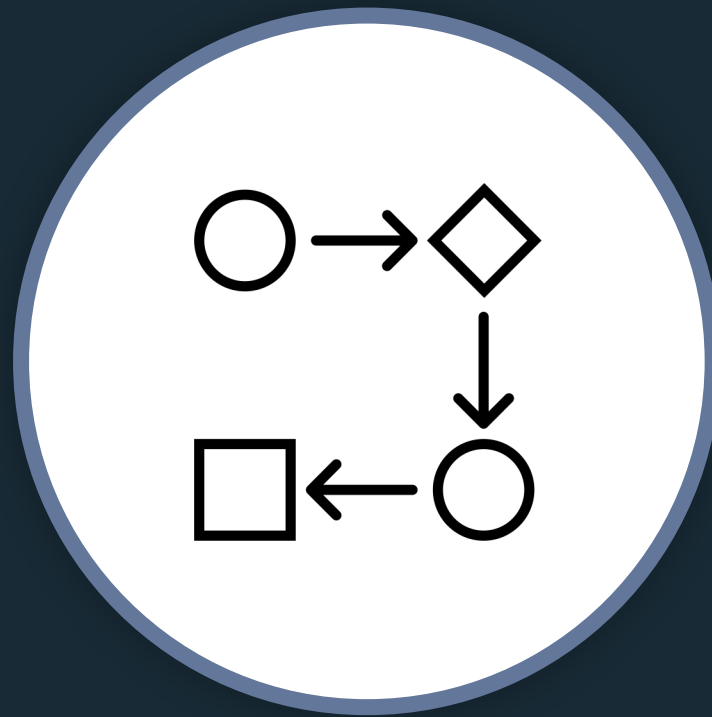
of companies use an NPS survey to capture customer sentiment

Capturing customer sentiment is critical to understanding the health of your customer & user base.

Different methods generate unique signals that can be leveraged across a business to prevent churn, improve product-market fit, and drive expansion.



# POST-SALES EFFICIENCY



## How efficiently are companies operating their post-sales organizations?

### Key Post-Sales Efficiency Questions

- 1 How do companies track and report on post-sales costs?
- 2 To what extent are companies leveraging partners for customer implementation?
- 3 Does your company outsource any portion of customer support?
- 4 What percentage of Insight companies segment their customers?
- 5 By segment, how many accounts and how much revenue does a typical CSM manage?
- 6 By segment, how many accounts and how much revenue does a typical AM manage?
- 7 What is the average number of renewals your company processes per quarter?

Post-sales efficiency is the concept of delivering repeatable value to customers under recognized resource constraints. Insight's companies leverage a combination of **process, systems, partners, outsourcing, and enablement** to scale post-sales operations and manage customer retention costs (CRC).

# Post-sales efficiency *supports* *long-term growth* *and profitability*

*Post-sales efficiency* impacts a company's valuation and durability in both private and public markets and is influenced by gross margins and customer retention/expansion costs.

Companies with sustained *strong gross margins* (>80%) are typically valued at higher multiples and are more resilient in the face of economic shocks and downturns (because they are more likely to achieve long-term profitability).

It is generally understood that services revenues are typically more expensive and difficult to scale. Ideally, companies should generate no more than 20% of revenue from services.

However, implementation service margins are not negatively correlated with valuation *per se*, particularly where margins are >40%. Strong implementations typically drive shorter time-to-value and yield better GRR outcomes.

Post-sales customer retention and expansion efforts should be tracked and understood. Lower *customer retention costs (CRC)* generally produce better long-term net margins.

# How can companies improve post-sales efficiency?

An intelligent post-sales growth strategy relies on a disciplined and balanced investment approach for both "above the line" and "below the line" activities.

Here are a few ways post-sales teams can improve gross margin performance:

## INCREASE "ABOVE THE LINE" GROSS MARGINS

<p><b>Monitor Implementation Costs &amp; Manage Capacity Utilization</b></p>	<p>Implementation should be a breakeven cost for companies that don't charge implementation fees. For companies that do generate implementation revenue, margins should hover around 30-40%. Consider selling implementation services to customer segments that can support a concierge approach.</p>
<p><b>Align Service to the LTV of Customer Segments</b></p>	<p>A full concierge onboarding and support service model is costly and cannot scale for all customer segments and ASPs. Adopt a segment-specific approach based on the average lifetime value (LTV) and growth propensity of each segment. Consider when and where customer marketing, self-service, or "ticket-deflection" programs and measures may be appropriate.</p>
<p><b>Partners/Outsourcing</b></p>	<p>It is feasible for some companies to build a complementary partner success motion. If enabled properly, partners can drive major efficiency gains by supporting a range of activities including specialized, complex, or technical implementations, premium support, and maintenance.</p>
<p><b>Optimize Customer Training Delivery</b></p>	<p>Customers require training and guidance well beyond "launch," especially as companies release new features and products. Poorly trained customers are costlier to retain and upsell than well trained customers who know how to use and get value from your product.</p> <p>How do you train hundreds or thousands of customers without hiring an army of implementation specialists or CSMs? Stand up a dedicated Customer Training function that is focused on curating training content and delivering effective learning experiences (self-paced, virtual, and in-person) that translate into increased adoption and measurable customer business outcomes. Monetize your training offerings to justify the investment and cover your costs.</p>

*As a business crosses incipient stages of growth, gross margins should stabilize.*

# How can companies improve post-sales efficiency?

Customer Retention Costs (CRC) are “below the line” retention and expansion costs that impact net margins.

CRC is influenced by a range of factors and may justifiably ebb and flow at various stages of growth.

Here are a few ways Insight portfolio companies are managing CRC:

REDUCE “BELOW THE LINE” EXPENSES	
<b>Track Retention &amp; Upsell Costs</b>	These costs are often buried in overall S&M costs and should be uniquely classified. CRC to drive NRR is just as important to track as CAC is for LTV and Bookings.
<b>Track Time</b>	Periodically have your teams track time to identify opportunities to drive better performance and increased automation. Many post-sales teams spend their time on highly manual, repetitive, or non-strategic activities that reduce their bandwidth and minimize their strategic value. For example, many CSMs and AMs find themselves mired in a series of reactive heroics, stepping out of the boundaries of their core roles to manage escalations or appease customers.
<b>Monitor Customer Health</b>	Leverage customer health data to minimize churn risk ahead of renewal cycles and nurture expansion. Empower GTM teams with valuable intel that helps them work smarter not harder.
<b>Start a Voice of the Customer (VoC) program</b>	Offer your customers a strong feedback channel to improve the customer experience. Leverage VoC data to deliver actionable insights to Product, Marketing, and Sales that continuously improve product market fit, minimize service requests and escalations, hone prospect messaging and targeting, and pinpoint both referenceable and at-risk customers. VoC programs generate critical visibility and capacity, enabling GTM teams to focus on strategic and relevant customer and operational activities.
<b>Boost Customer Marketing &amp; Advocacy to Accelerate your Expansion Pipeline</b>	<p>Double down on your customer marketing and advocacy efforts to improve your expansion pipeline and reduce your acquisition costs. One-to-many customer marketing channels (i.e., user communities, packaged guides, case studies) can boost adoption while driving product virality.</p> <p>Customer referrals and references shorten expansion and renewal cycles. However, referral and reference quality matter. Ensure your “active” advocate pool is healthy, representative of your key customer personas and segments, and capable of “influencing” prospective deals.</p>

# How should companies track and report on post-sales costs?

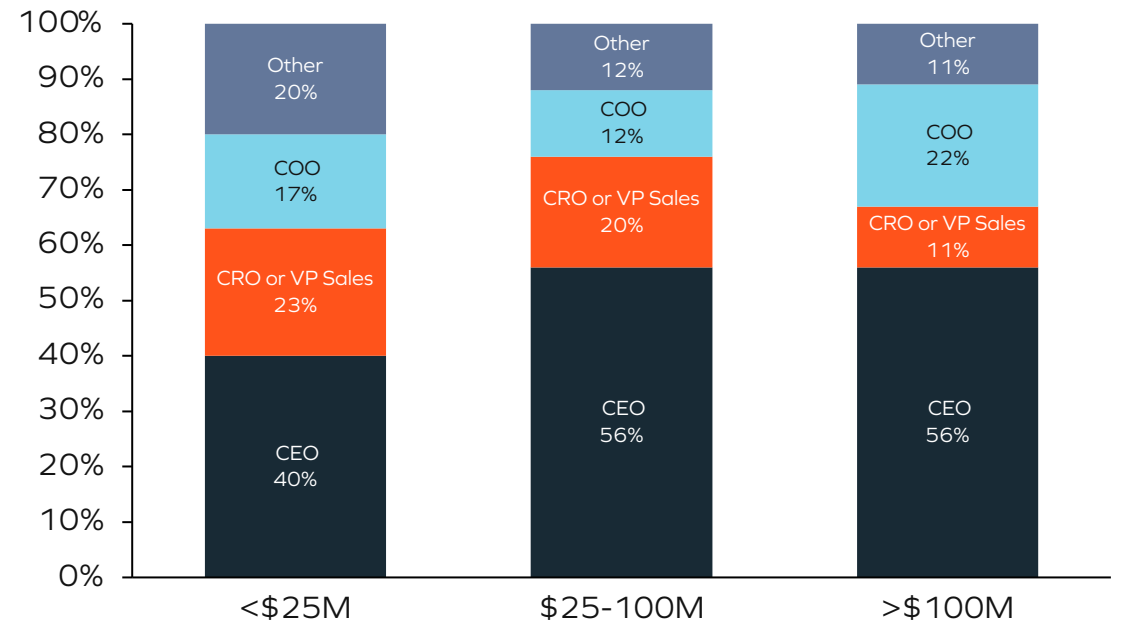
Since there is no GAAP standard for reporting post-sales costs, companies do not adhere to a single model. What matters is tracking your costs in a consistent manner (aligned to your business model) to proactively manage fluctuations and enable accurate unit economics and gross margin reporting. Many companies follow the rubric below.

## 1 Responsibility

## 2 Department<sup>1</sup>

	COGS	OPEX	Commentary
Onboarding / Implementation	✓		Typically required to deliver the product or service
Technical Support	✓		Typically required to maintain the product or service
Training	✓		Typically required to deliver or maintain the product or service
Adoption & Health Tracking	✓		Usually coupled with training and therefore allocated to COGS
Expansion		✓	Sales & marketing expense to drive upsell or cross-sell
Renewals		✓	Most expansion events are timed with renewal events and led by the same reps

CS Reporting Lines by Company ARR



Align on clear definitions and minimize changes to your accounting framework to avoid the loss of valuable trend data.

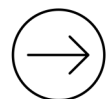
Allocate costs based on where a given function reports. Functions or responsibilities that align to the COO or CEO are often allocated to COGS while those that align to the CRO often align to OPEX.

1) 'Other' includes Chief Innovation Officer, President, CFO, CMO, Chief Business Officer, and CTO

# NRR efficiency matters over time

Not all NRR is created equal; companies expend varying levels of effort and cost to achieve high retention rates. While there is no one-size-fits-all expansion motion, some NRR paths are inherently more efficient than others.

	Expansion Motion	Primary Expansion Driver	Strategy/Approach	CRC	Guidance on Managing CRC
	Product-led Growth	Consumption (natural)	Predictable product usage growth embedded in core product use case (typically indexed to customers' revenue growth)	Very Low	Monitor your free-to-paid conversion and churn rates closely through routine cohort analyses. Optimize your conversion paths and adoption workflows accordingly to improve PQL quality. Focus on improving virality: # referrals generated by each user X (%) conversion rate.
	Product-led or Sales & CS Assisted Growth (Hybrid)	Seat/user expansion (incidental)	Seat/user growth in stable end market (typically indexed to customers' headcount growth)	Low	Reduce activation and onboarding complexity to increase adoption runway ahead of contract renewals. Combine behavior/product analytics and self-service to drive consistent value while minimizing manual outreach & support.
	Sales & CS Assisted Growth	Feature expansion (influenced)	Ongoing change management support and training required (primarily driven by CS but often supported by Sales)	Avg	Influence leading value indicators that matter to key customer personas/segments. Combine whitespace identification with marketing automation to deliver targeted campaigns and run effective plays.
	Sales-led Growth	New division, use case, product (new sell)	Strong S&M motion (i.e., Account Management) required to drive expansion. New proof-of-concept (POC) or stakeholder engagement may be required.	High	Build a compelling library of documented success stories, create a formal customer reference program, define strong rules of engagement between GTM teams, and streamline the value discovery process to shorten deal cycles.

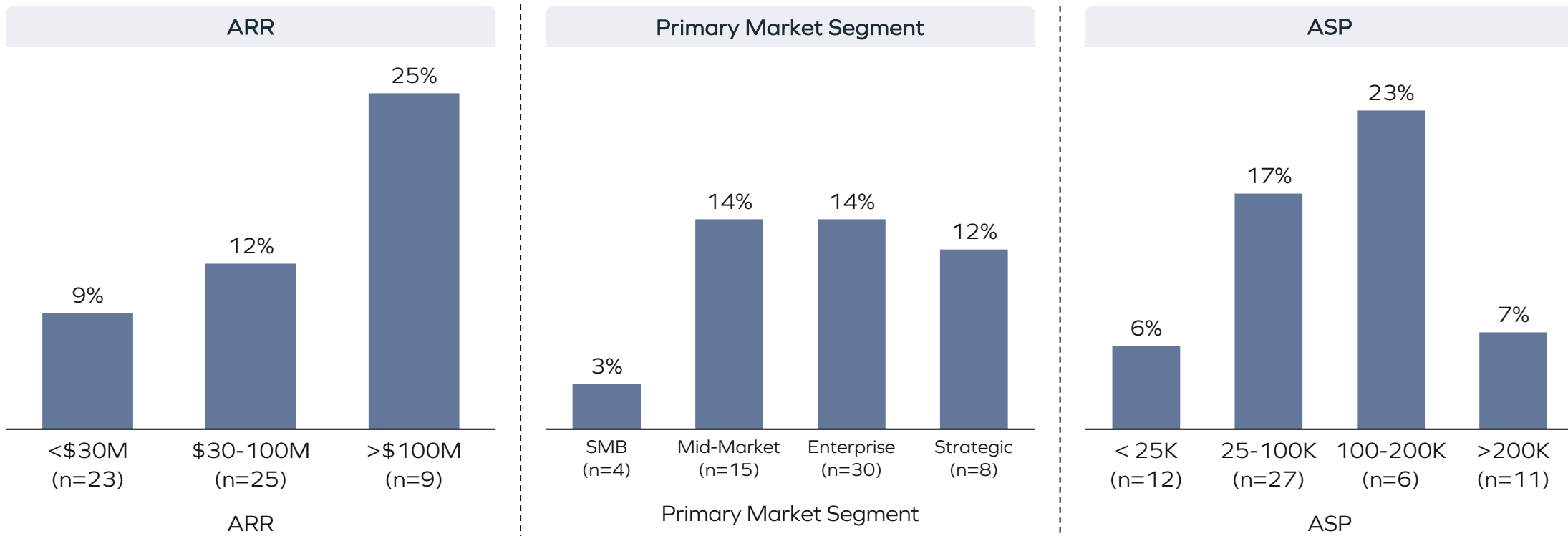


Expansion is a more efficient path to growth because it is not associated with high acquisition costs. As companies scale, Expansion Revenue as a % of Total Revenue should increase. However, building an efficient NRR motion takes time. Early-growth companies focused on product development and market fit may be less efficient than their more mature rivals or incumbents.

# To what extent are companies leveraging partners for customer implementation?

## Average percentage of implementations managed by external partners

Question: What percentage of your implementations are managed by external partners?




Survey results indicate that companies increasingly leverage partners for customer implementations as they scale.

79% of surveyed portfolio companies plan on developing a partnership program.



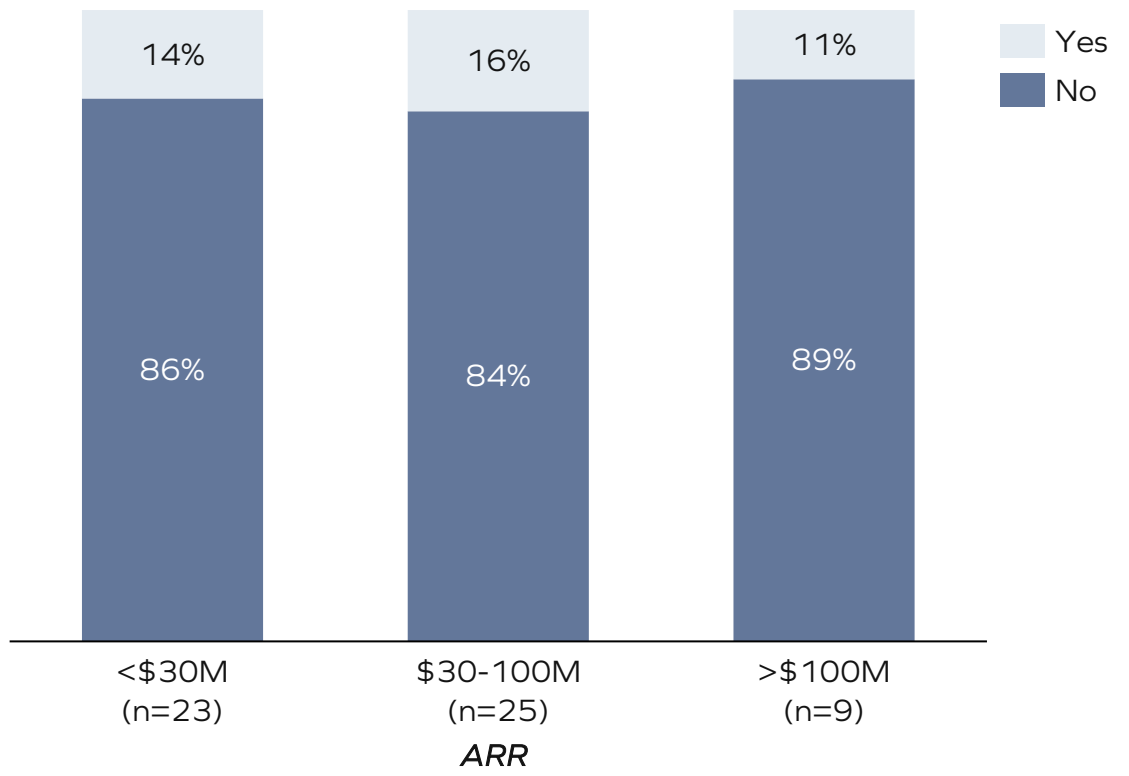
# Does your company outsource any portion of customer support?

**12%** 

of surveyed companies outsource a portion of customer support and the decision to outsource is not highly sensitive to ARR

Percentage of companies outsourcing any portion of customer support

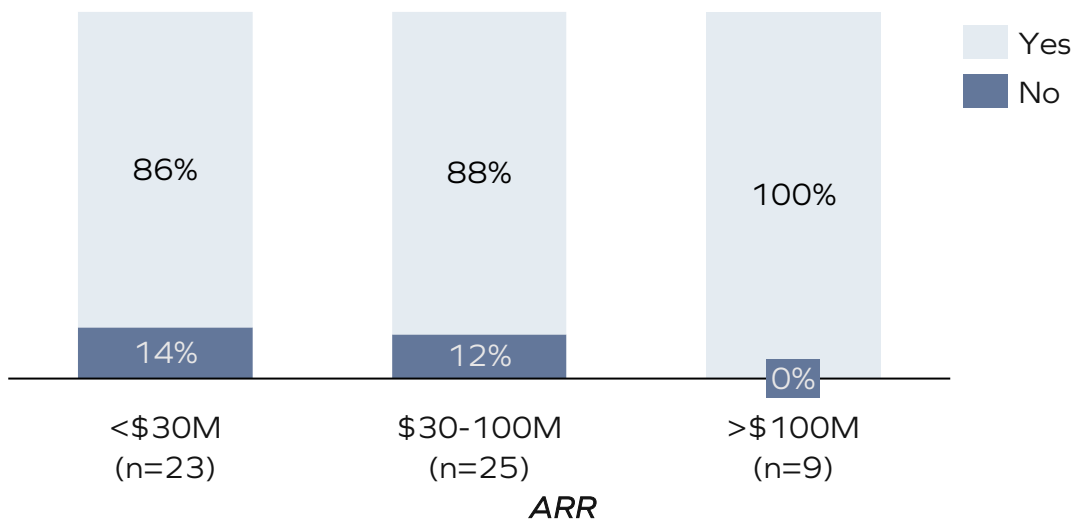
Question: Does your company outsource any portion of customer support?



# What percentage of Insight companies segment their customers?

## Percentage of companies segmenting customers by ARR

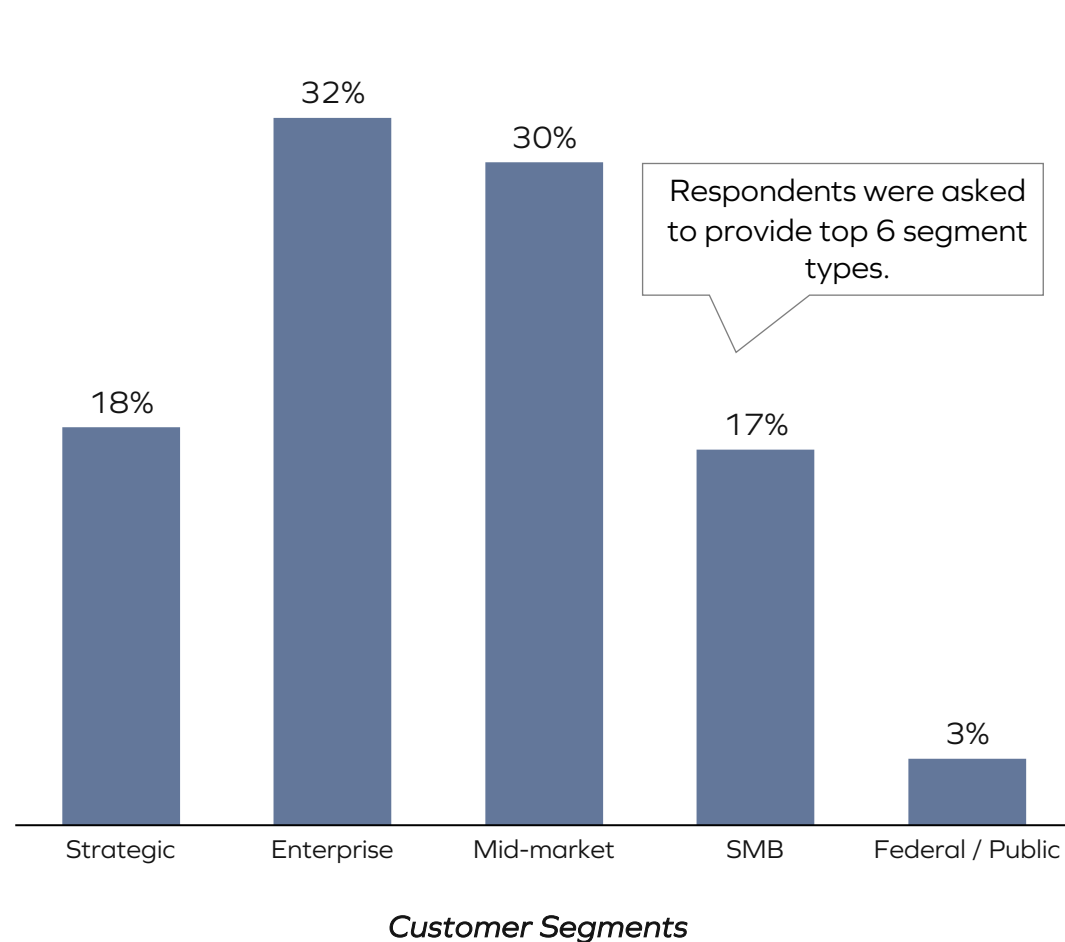
Question: Does your company tier or segment customers?



**89%** of surveyed companies tier or segment their customers

## Most common segmentation categories

Question: How do you segment your customers?



\*Segmentation cutoffs are unique to each company. Defining segmentation is an ongoing exercise for companies.

# How many accounts and how much revenue do AMs & CSMs typically manage?

## Average AM & CSM Portfolio: Account & Recurring Revenue Size by Segment

Question: How many accounts and how much revenue does a typical AM & CSM manage?

	AM		CSM	
	Number of Accounts per AM	Revenue Managed per AM	Number of Accounts per CSM	Revenue Managed per CSM
SMB	307	\$1.7M	70	\$1.8M
Mid-Market	54	\$2.1M	34	\$1.8M
Enterprise	42	\$4M	19	\$2.5M
Strategic	31	\$3.2M	13	\$2.7M

Keep in mind that AM & CSM capacity varies based on a company's GTM strategy and sales and post-sales org structure.

AM & CSM portfolio size is heavily influenced by factors such as functional responsibility, stage of growth, engagement model, retention objectives, etc.

\*Accounts managed and revenue managed are dependent on the responsibility of the role (Cross-sell, Upsell, Renewals, Adoption, Onboarding).

# When do companies invest in a dedicated renewals function?<sup>1</sup>

Renewals processed per quarter by **ARR band**

ARR	# Renewal Managers	# Quarterly Renewals	25 <sup>th</sup> Percentile (#) Quarterly Renewals	75 <sup>th</sup> Percentile (#) Quarterly Renewals
<\$30M	1	23	7	46
\$30-\$100M	2	100	20	250
>\$100M	7	374	178	2,250

Renewals processed per quarter by **reported customer count**

Customer Count	# Renewal Managers	# Quarterly Renewals	25 <sup>th</sup> Percentile (#) Quarterly Renewals	75 <sup>th</sup> Percentile (#) Quarterly Renewals
<100	0	7	4	17
100-500	2	33	20	68
500-2k	3	145	91	178
>2k	5	424	344	1,750

1) Responses reflect median values.

# POST-SALES PERFORMANCE



## How are companies measuring on key performance indicators?

### Key Post-Sales Performance Questions

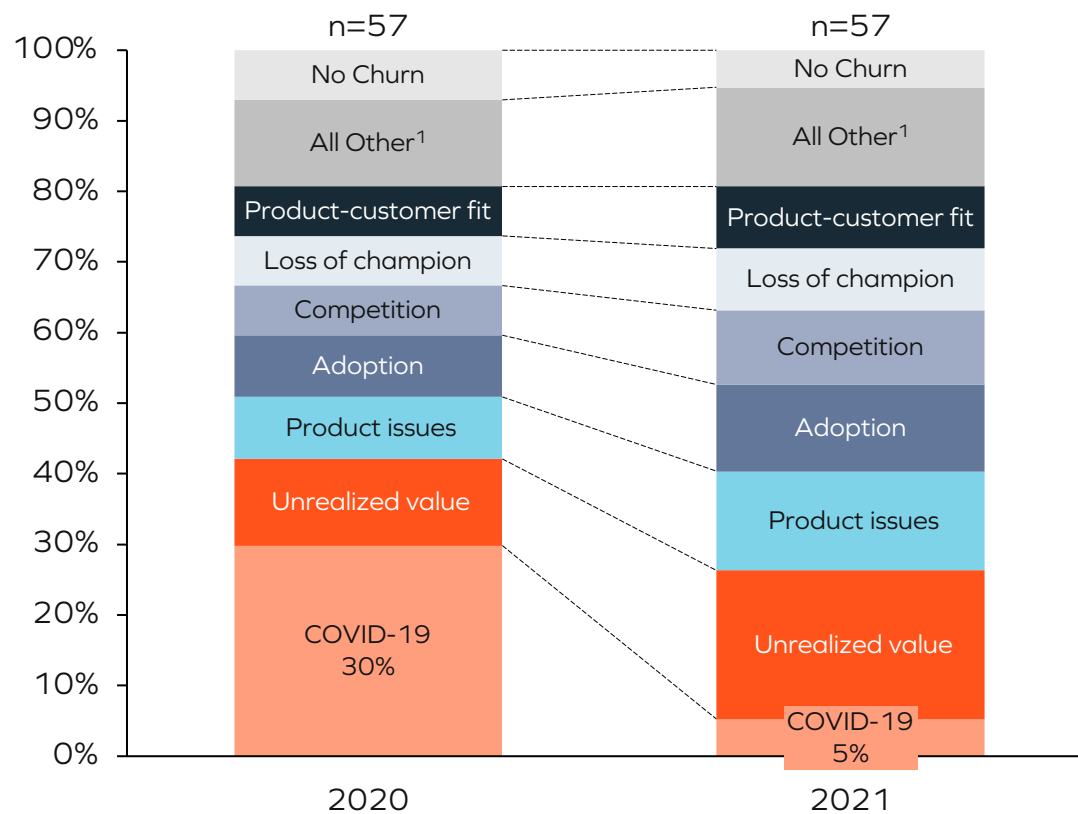
- 1 To what extent has COVID-19 impacted retention across the Insight portfolio?
- 2 How long does it take companies to implement customers?
- 3 Which departments or teams are measured on net revenue retention?
- 4 Which departments or teams are measured on gross revenue retention?
- 5 How many hours does Support typically take to respond to a new case or ticket?
- 6 How many hours does Support typically take to resolve a new case or ticket?
- 7 How do companies measure time-to-value?
- 8 What is the average time-to-value across Insight companies?

The performance of your post-sales teams should be measured against metrics that matter. Be sure to track **leading and lagging retention indicators** to mitigate churn risk and identify future opportunities for growth and improvement.

# To what extent has COVID-19 impacted **contract terminations** across the Insight portfolio?

## Main Cause of Terminations by Year

Question: What was the main cause of terminations in the following years?



**30%** of portfolio companies reported **COVID-19** as the main cause of terminations in 2020; that number fell to **5%** in 2021.

Understanding the root cause of churn is critical to shaping your post-sales strategy. The ability to analyze and isolate patterns allows teams to improve retention outcomes and optimize service delivery.

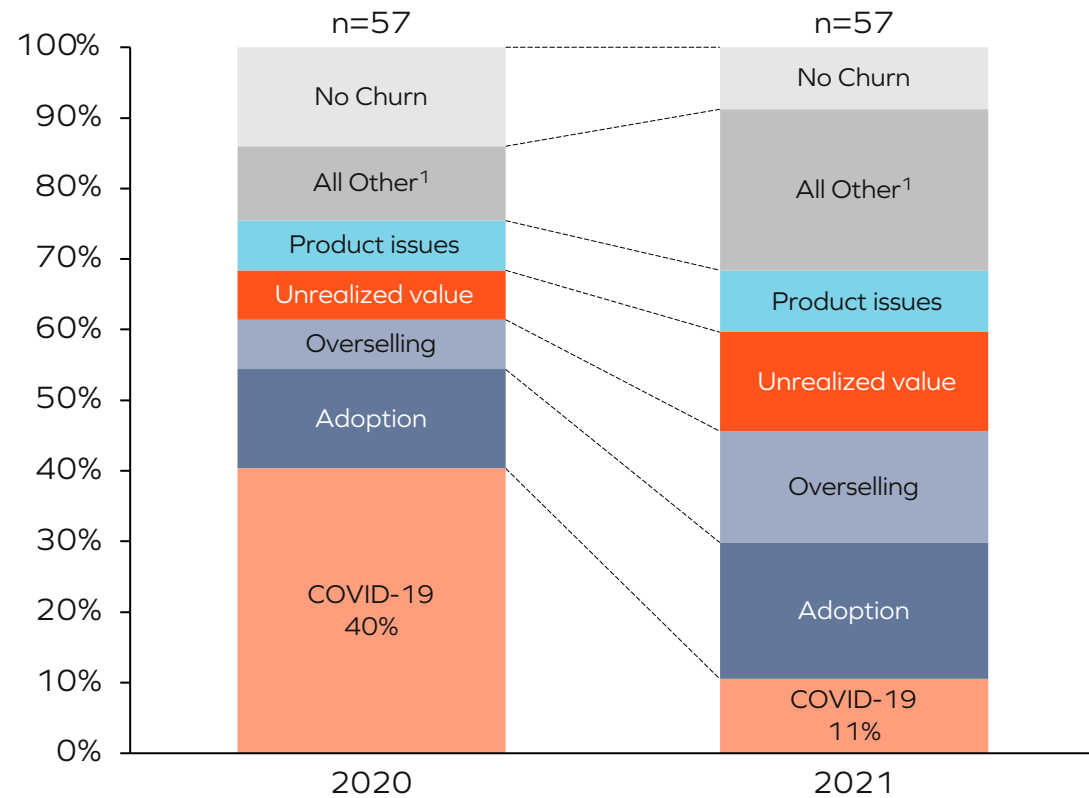
Be sure to code churn reasons with a defined master key to streamline data collection and analysis.

1) "All Other" includes single responses such as customer M&A, loss of budget, etc.

# To what extent has COVID-19 impacted **downsell** across the Insight portfolio?

## Main Cause of Downsell by Year

Question: What was the main cause of downsell in the following years?



1) "All Other" includes many single responses such as product-customer fit, loss of champion, and poor onboarding experience.

Downsell results in a lower contract value than the previous sales or renewal cycle.

**40%** of portfolio companies reported **COVID-19** as the main cause of downsell in 2020; that number fell to **11%** in 2021.



# How long does it take companies to implement customers?

ASP

Sales Motion

On-Prem vs. Cloud

## Why do implementation times matter?

Implementation lays the foundation for future customer success and growth. It is synonymous with **time-to-value (TTV)** at many companies.

The process typically involves installation, integration, data migration, and any related services that allow customers to obtain the desired features and functionality of a product.

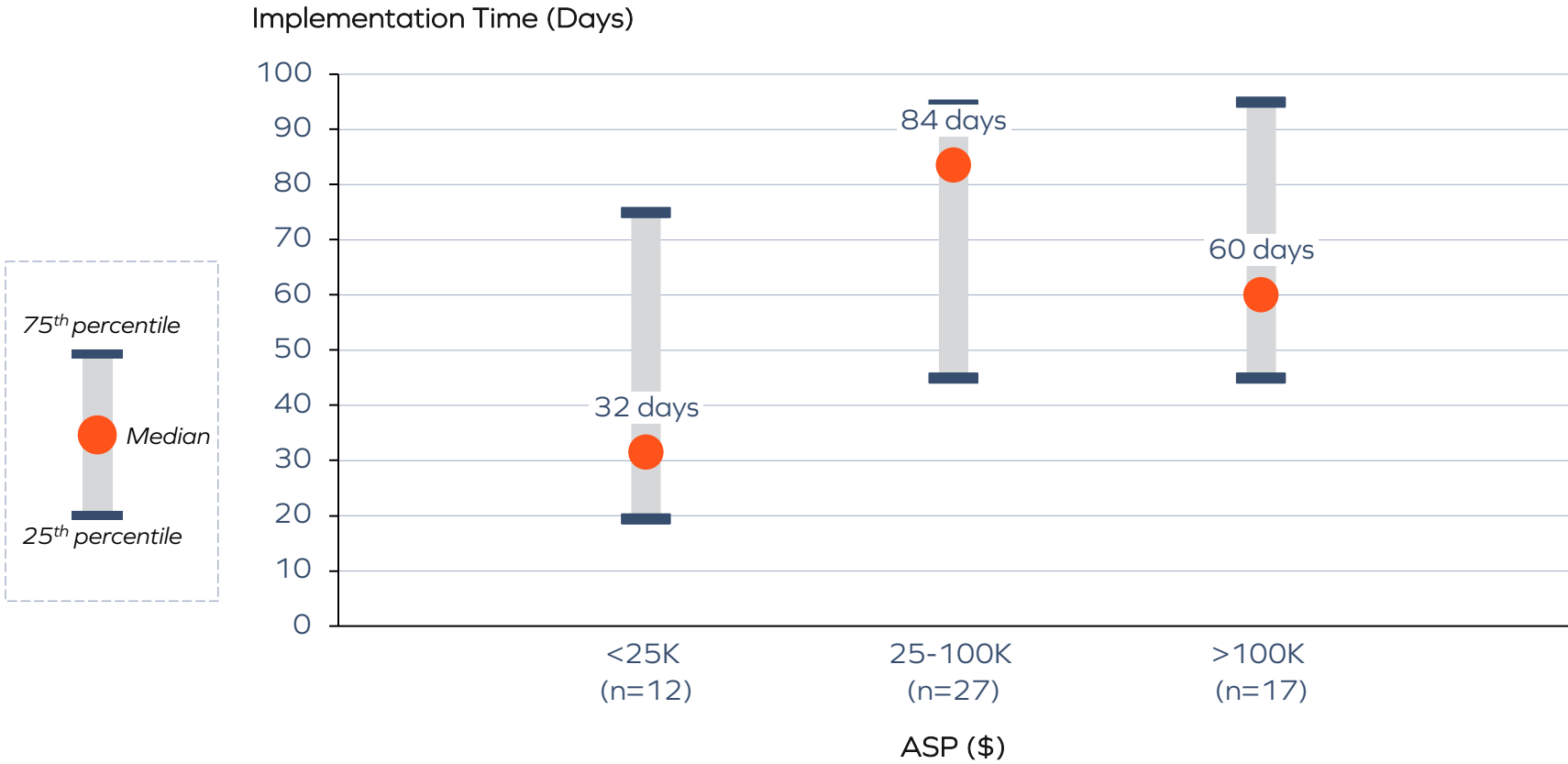
Implementation times vary based on several factors including complexity, scope, and available self-service capabilities.

Prolonged implementations can negatively impact revenue recognition and service margins while reducing adoption and expansion runway.

Implementation times should be tracked and monitored closely as they can provide early churn signals.

## Implementation Time (Days)

Question: On average, how many days does it take to implement a new customer (from deal close to launch)?



# How long does it take companies to implement customers?

ASP

Sales Motion

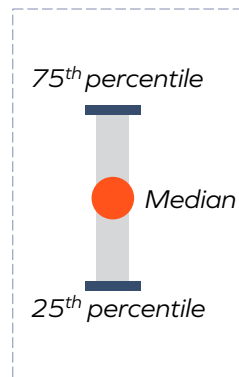
On-Prem vs. Cloud

A company's sales motion and go-to-market strategy influence how customers and users are onboarded.

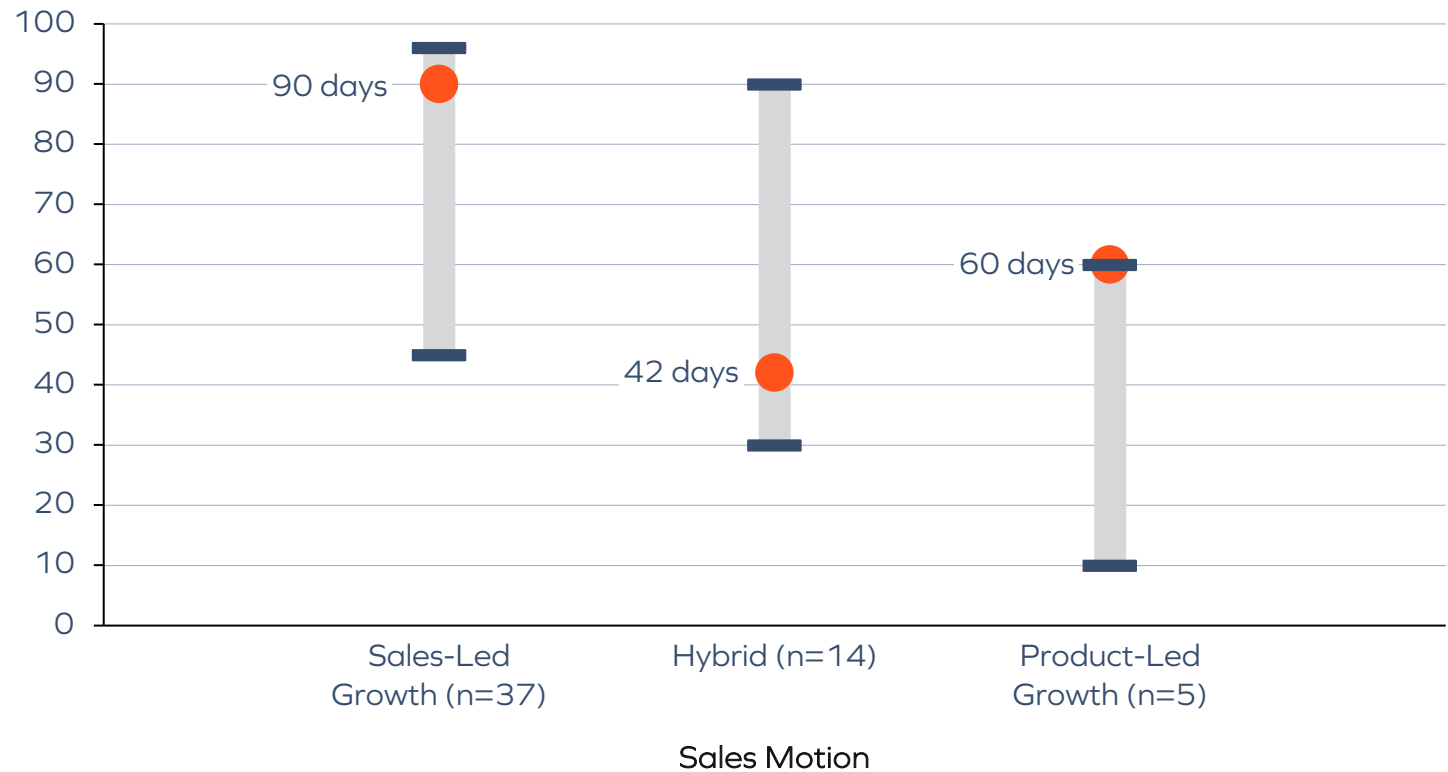
In traditional **sales-led growth**, B2B sales-led organizations, implementation responsibility tends to fall on the vendor or a vendor-assigned implementation partner.

Conversely, in **product-led growth** organizations (PLG companies), users may go through a product-led onboarding process, relying heavily on user-community support and knowledgebase content. Contextual in-product guidance and guided workflows enable users to self-navigate intuitively.

## Implementation Time (Days)



Implementation Time (Days)



# How long does it take companies to implement customers?

ASP

Sales Motion

On-Prem vs. Cloud

## What is the difference between on-prem and cloud?

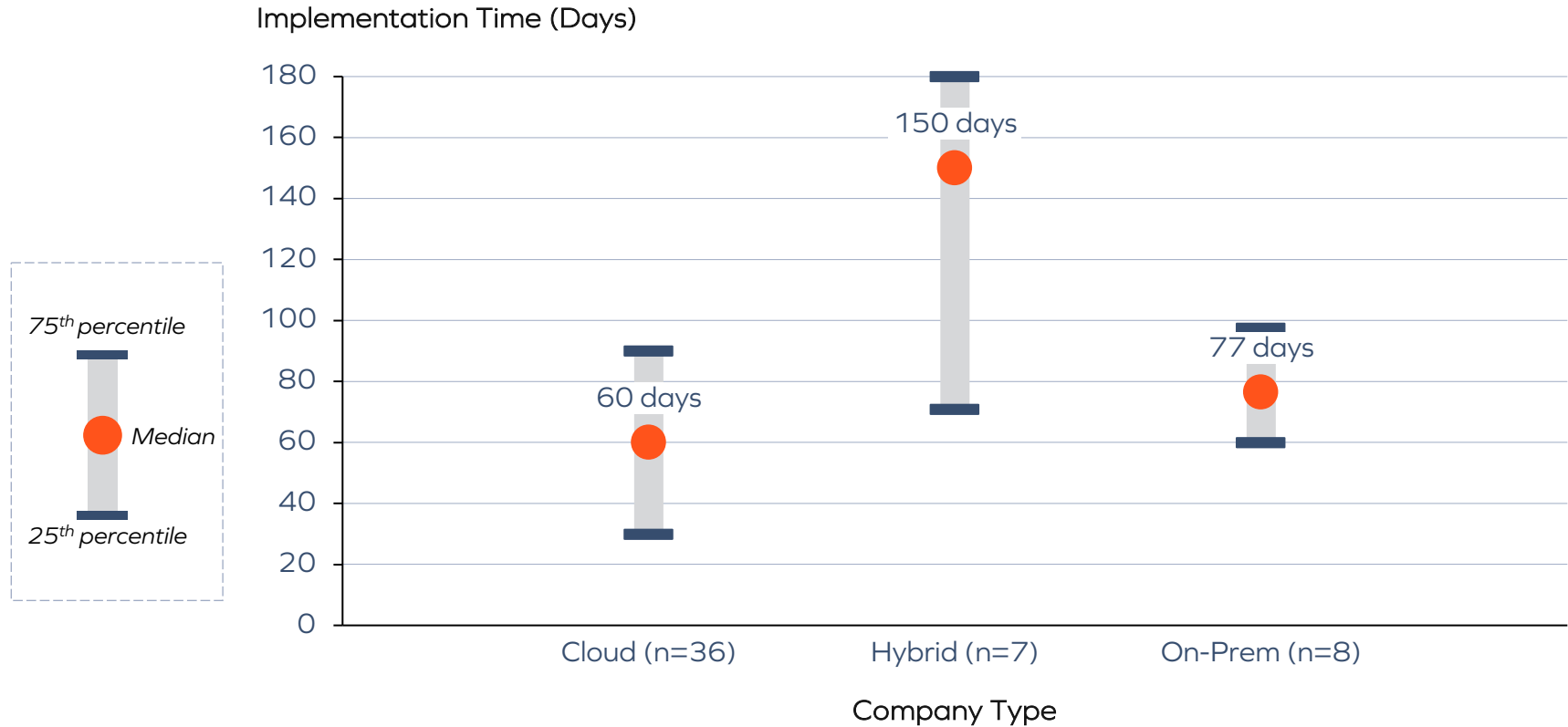
In a **cloud** environment, the vendor (third-party) owns the infrastructure and software. A customer hires a vendor to deliver infrastructure or software as-a-service and take on the burden of maintenance.

In a **hybrid** environment, there are several deployment options. For example, customers can leverage on-prem infrastructure for sensitive data or mission-critical operations and the cloud for low-security, high-volume needs.

In an **on-premises** environment, resources are typically deployed in-house within a customer's internal IT infrastructure. Software is usually installed and stored on physical devices that the customer owns.

## Implementation Time (Days)

Question: On average, how many days does it take to implement a new customer (from deal close to launch)?



# Which departments or teams are measured on net revenue retention?

## Departments Measured on NRR by ARR, ASP, Customer Count, and Sales Motion

Question: Which departments or teams are measured on net revenue retention?

Customer Success is most often measured on NRR regardless of company attribute

	Departments Measured on NRR					Total
	Customer Success	Sales	Account Management	Renewals	Technical Success <sup>1</sup>	
<b>ARR</b>						
<\$30M	46%	33%	13%	0%	2%	n = 48
\$30-100M	56%	10%	19%	4%	6%	n = 52
>\$100M	33%	33%	19%	14%	0%	n = 21
<b>ASP</b>						
<\$25K	50%	11%	28%	6%	6%	n = 18
\$25-100K	48%	25%	14%	4%	3%	n = 71
>\$100K	48%	28%	10%	3%	3%	n = 29
<b>Customer Count</b>						
<100	50%	36%	7%	0%	4%	n = 28
100-500	41%	23%	18%	5%	3%	n = 39
500-2K	54%	19%	14%	5%	5%	n = 37
>2K	47%	12%	35%	6%	0%	n = 17
<b>Sales Motion</b>						
Product-Led Growth	29%	14%	57%	0%	0%	n = 7
Hybrid B2B	59%	7%	22%	0%	7%	n = 27
Sales-Led Growth	47%	29%	12%	5%	2%	n = 86

As ASP increases, Account Management is less likely to be measured on NRR

As customer count increases, Sales is less likely to be measured on NRR

1) Implementation, Support, Training, CS Ops, and Other not shown due to low n

# Which departments or teams are measured on gross revenue retention?

## Departments Measured on GRR by ARR, ASP, Customer Count, and Sales Motion

Question: Which departments or teams are measured on gross revenue retention?

Customer Success is most likely to be measured on GRR.

	Departments Measured on GRR					Total
	Customer Success	Account Management	Sales	Renewal Management	Technical Success <sup>1</sup>	

### ARR

<\$30M	52%	11%	25%	0%	2%	n = 44
\$30-100M	67%	14%	7%	2%	7%	n = 42
>\$100M	32%	21%	21%	26%	0%	n = 19

### ASP

<\$25K	53%	29%	6%	6%	6%	n = 17
\$25-100K	52%	13%	14%	8%	5%	n = 63
>\$100K	64%	0%	36%	0%	0%	n = 22

### Customer Count

<100	54%	8%	31%	0%	4%	n = 26
100-500	57%	14%	14%	4%	0%	n = 28
500-2K	57%	9%	14%	9%	9%	n = 35
>2K	44%	38%	6%	13%	0%	n = 16

### Sales Motion

Product-Led Growth	29%	57%	14%	0%	0%	n = 7
Hybrid B2B	59%	19%	6%	0%	9%	n = 32
Sales-Led Growth	55%	8%	23%	8%	2%	n = 65

As ASP increases, Account Management is less likely to be measured on GRR and Sales is more likely.

As customer count increases, Sales is less likely to be measured on GRR.

Account Management is most likely to be measured on GRR in product-led sales motions.

1) Implementation and Other not shown due to low n

# How long does it take to respond to a new case?

ASP

Customers

**Average first-response time** is a key Support performance indicator.

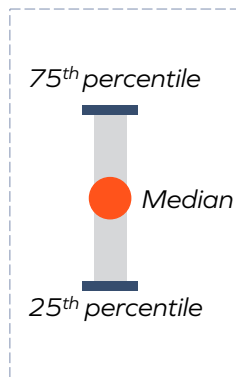
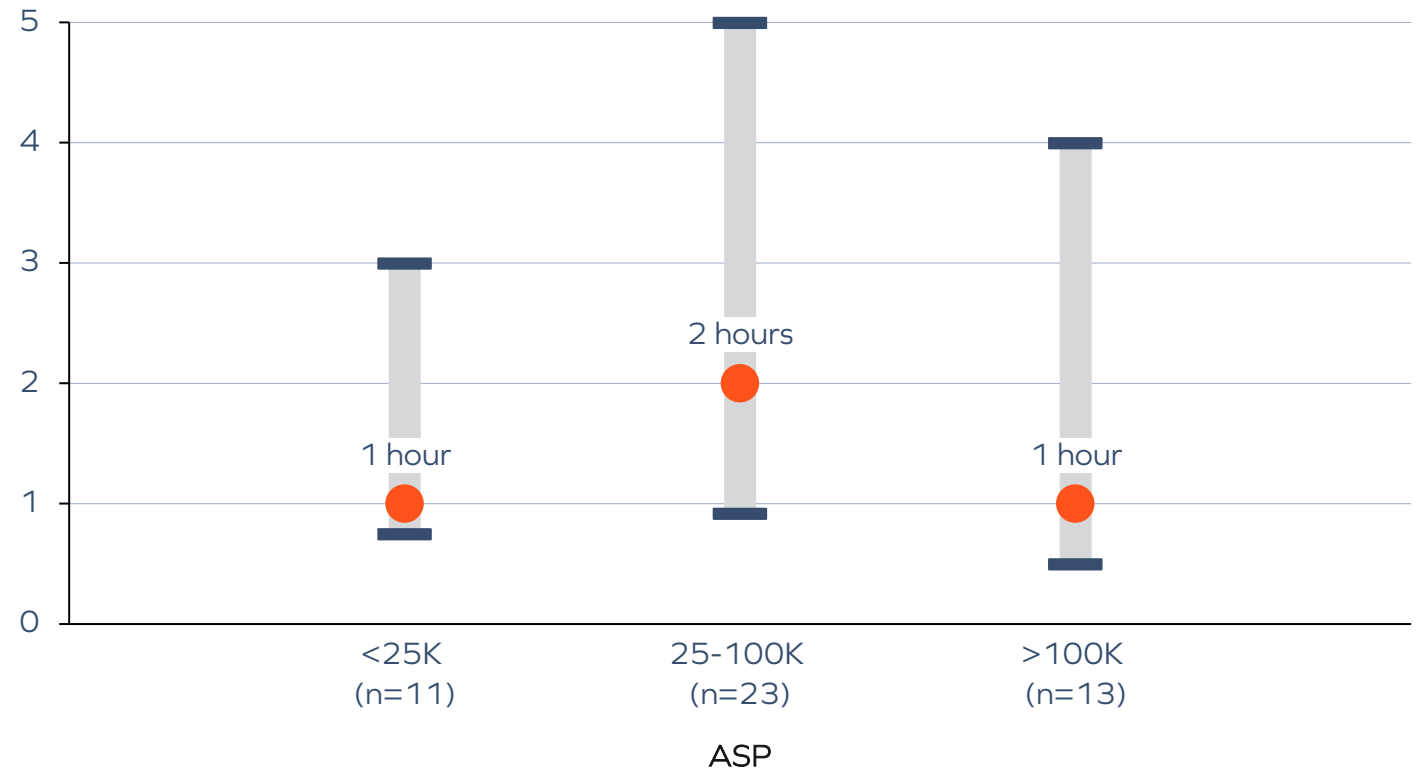
Shorter response times are correlated with higher customer satisfaction scores and fewer customer escalations.

Companies should closely monitor response times to minimize customer friction and churn risk.

## Average first-response time

*Question: How many hours does Support typically take to respond to a new case or ticket? Auto-responses do not count.*

Hours



# How long does it take to respond to a new case?

ASP

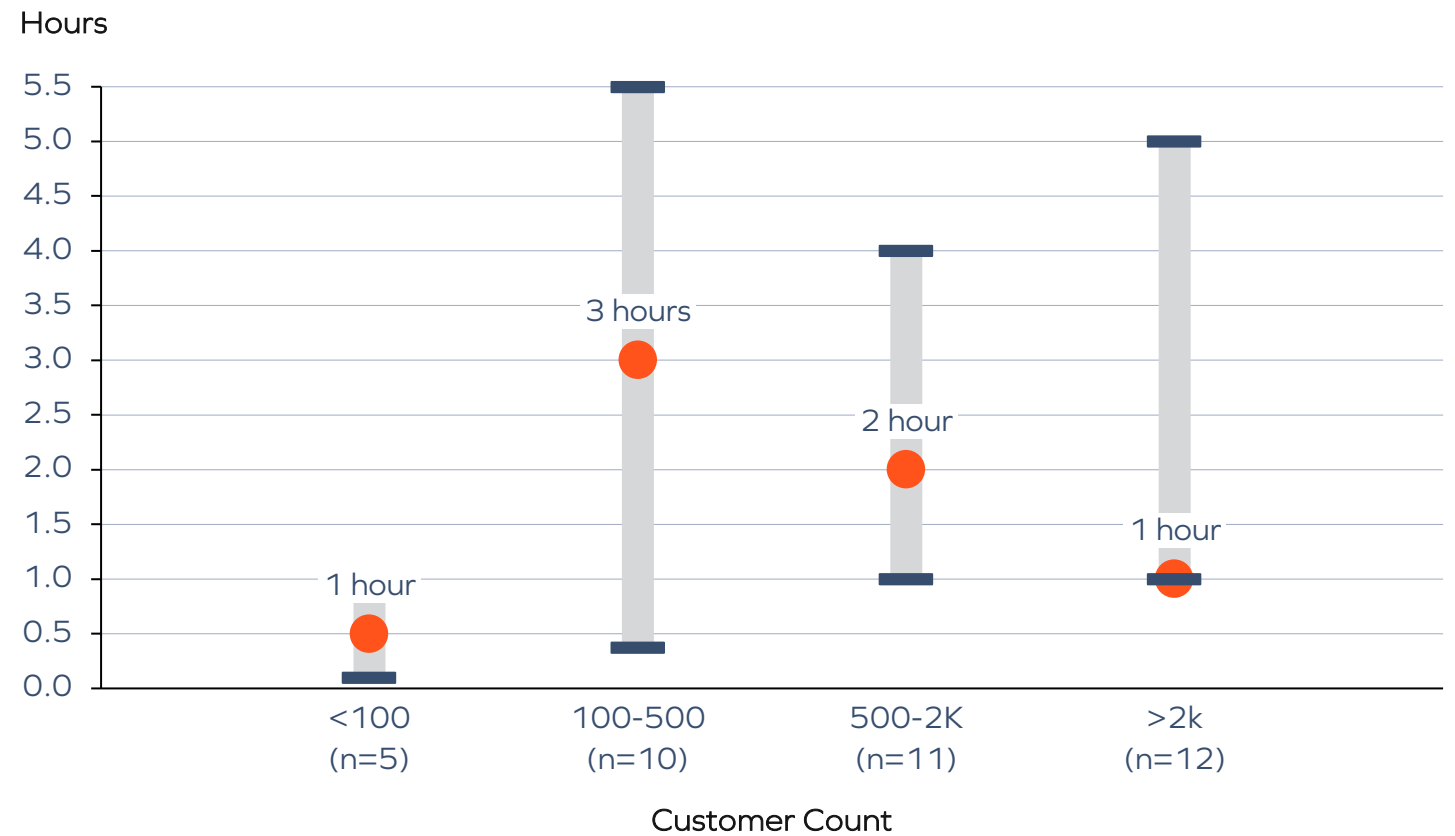
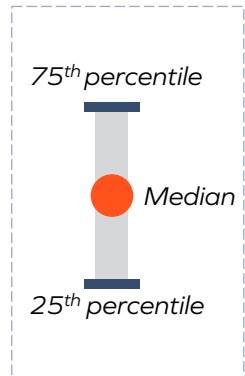
Customers

Companies should strive to maintain short **average first response times** even as their customer base grows.

Customer training and marketing programs, self-service resources, and ticket-deflection workflows are scalable approaches ScaleUps adopt to sustain healthy response times.

## Average first response time

Question: How many hours does Support typically take to respond to a new case or ticket? Auto-responses do not count.



# How long does it take to resolve to a ticket?

ASP

Customers

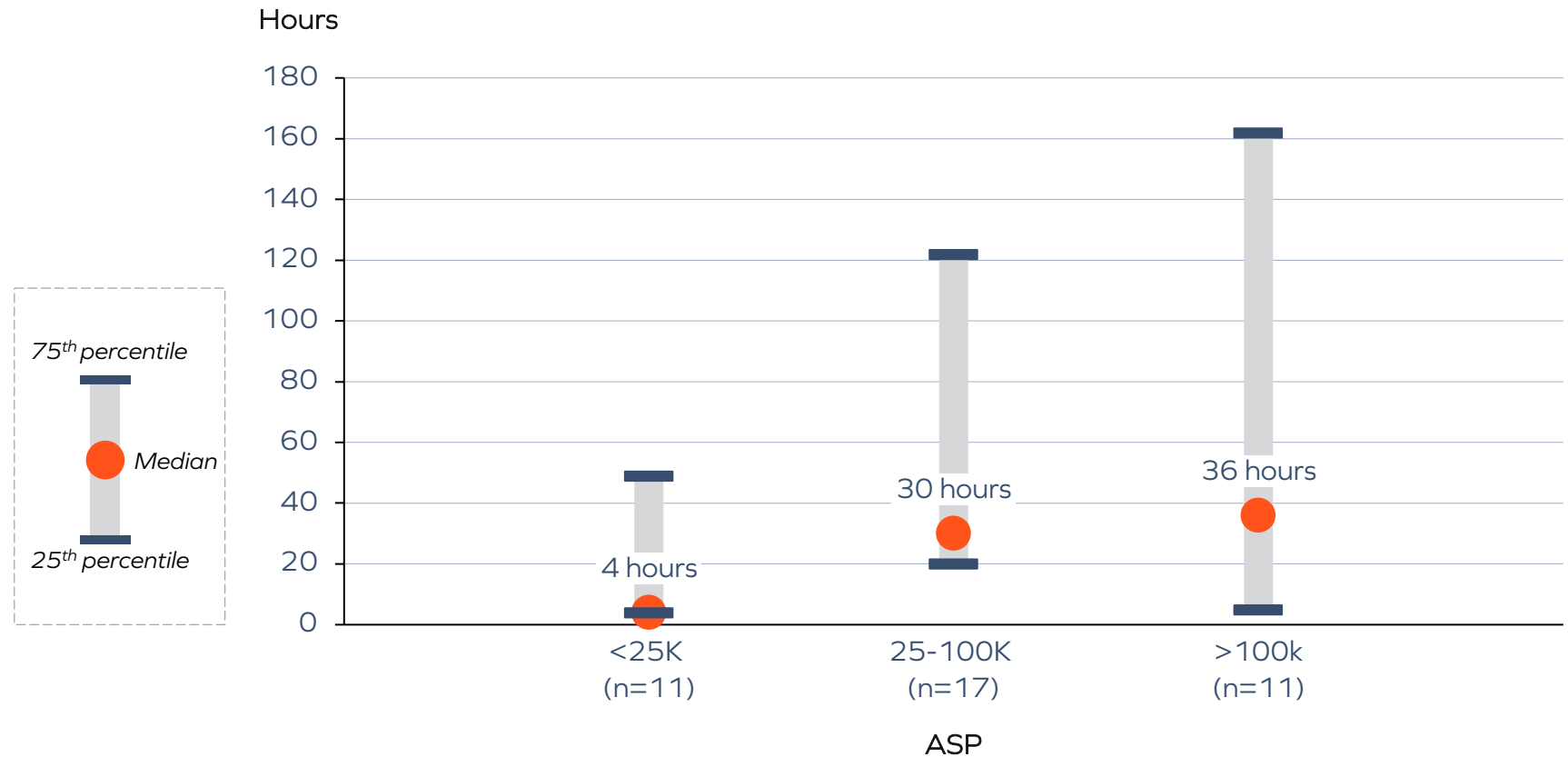
Average resolution time is a critical Support performance indicator.

While resolution times typically vary by incident type and complexity, prolonged resolution times are often symptomatic of unresolved resourcing, process, or product challenges.

Companies should closely monitor resolution times to minimize service-level agreement (SLA) breaches and retention risk.

## Average resolution time

Question: How many hours does it typically take Support to resolve a ticket?





# How long does it take to resolve to a ticket?

ASP

Customers

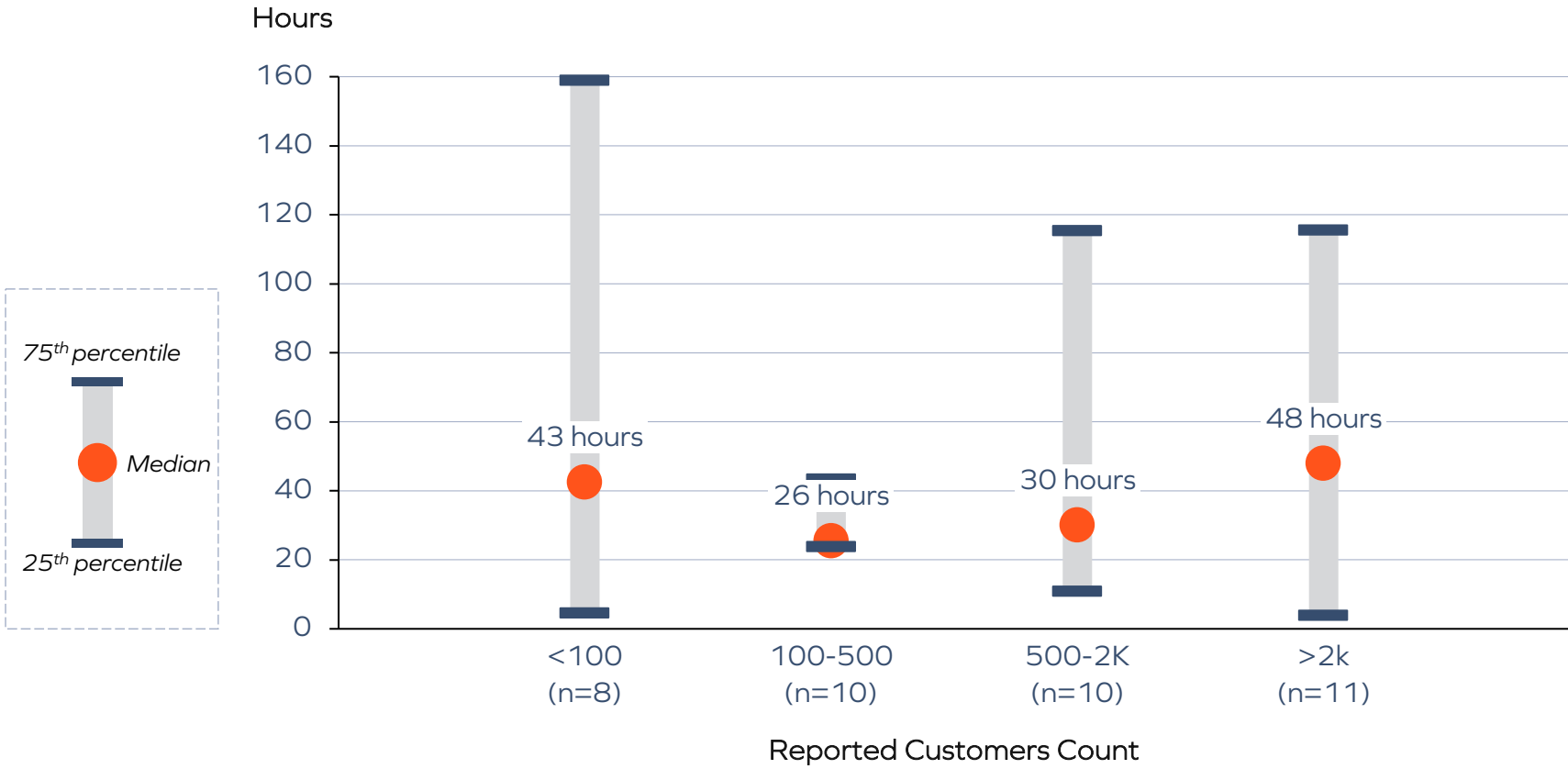
Companies should strive to maintain reasonable **average resolution times** even as their customer base grows.

Customer training and marketing programs, self-service resources, and ticket-deflection workflows are scalable approaches ScaleUps adopt to sustain healthy resolution times.

Companies should also define clear escalation paths to avoid long customer wait times.

## Average resolution time

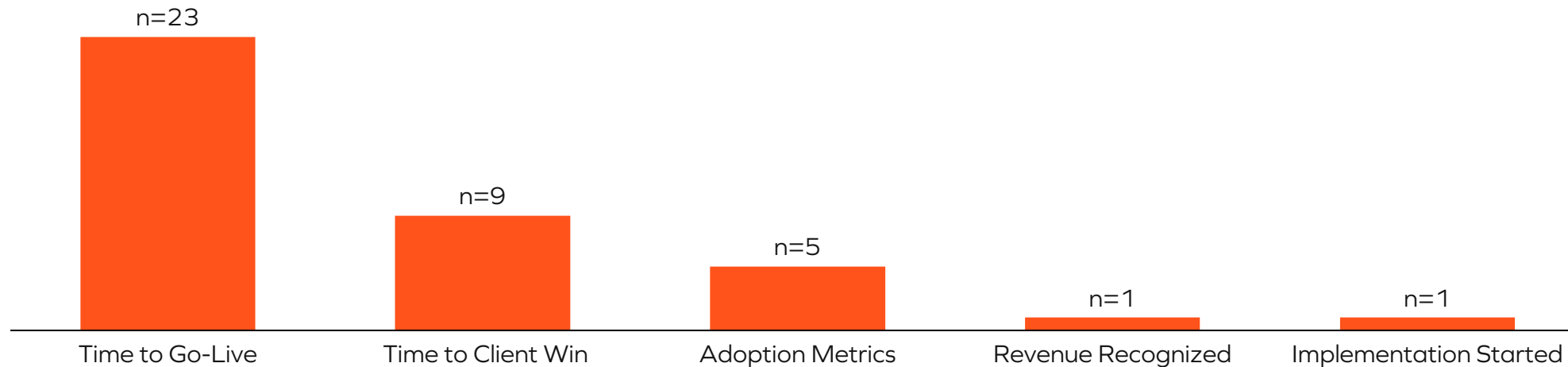
Question: How many hours does it typically take Support to resolve a ticket?



# How do companies measure time-to-value?

## Most-to-Least Common Time-to-Value Measurements<sup>1</sup>

Question: How do you measure customer time-to-value?



While there is an understandable degree of variability in time-to-value characterizations across the Insight portfolio, many companies incorporate launch/deployment times into their definition.

**Time-to-value** is an important leading indicator of retention that represents the number of hours, days, weeks, or months it takes a user or customer to achieve a notable milestone or business outcome.

<sup>1</sup>) n = number of companies who wrote in that response

# What is time-to-value?

Customer value realization is critical to driving business growth and retention. **Time-to-value** is a leading indicator that helps companies track expansion potential and churn risk.

Time-to-**FIRST**-value can be defined as the number of hours, days, weeks, or months it takes a user or customer to get a critical job done that they couldn't have done without the use of a vendor's technology or services. TTFV should occur soon after activation or product delivery.



Time-to-**ROI**-value refers to the time it takes for a vendor to deliver on a customer's core business objectives, thus justifying the initial investment. ROI-realization opens the door for renewal and further expansion.

# What is the average first time-to-value across Insight companies?

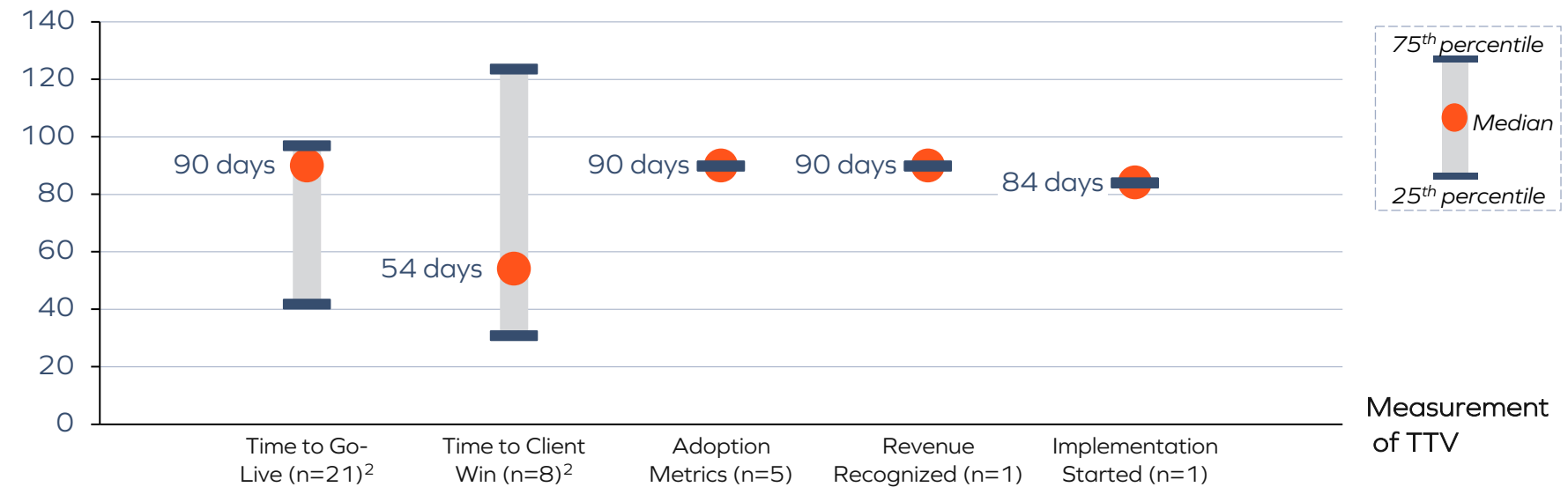
Companies do not define first time-to-value in the same way.

However, most consider go-live to be the point at which customers start realizing value. Across the board, the median first time-to-value is **2-3 months**.

## Average Customer First Time-to-Value (Days)

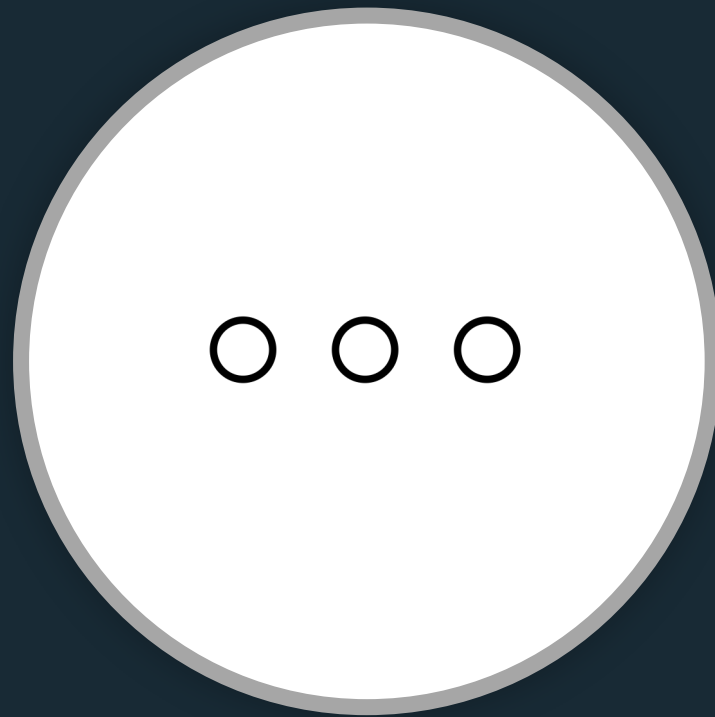
Question: *What is your average customer first time-to-value?*

Time-to-Value (Days)



Measurement of TTV

# APPENDIX



## 2022 Post-Sales GTM Report: Feedback

Have any **feedback** on this year's report or thoughts on what you'd like to see covered in the next survey?

Click on the link below to share!

[Insight Post-Sales Survey Feedback Form](#)

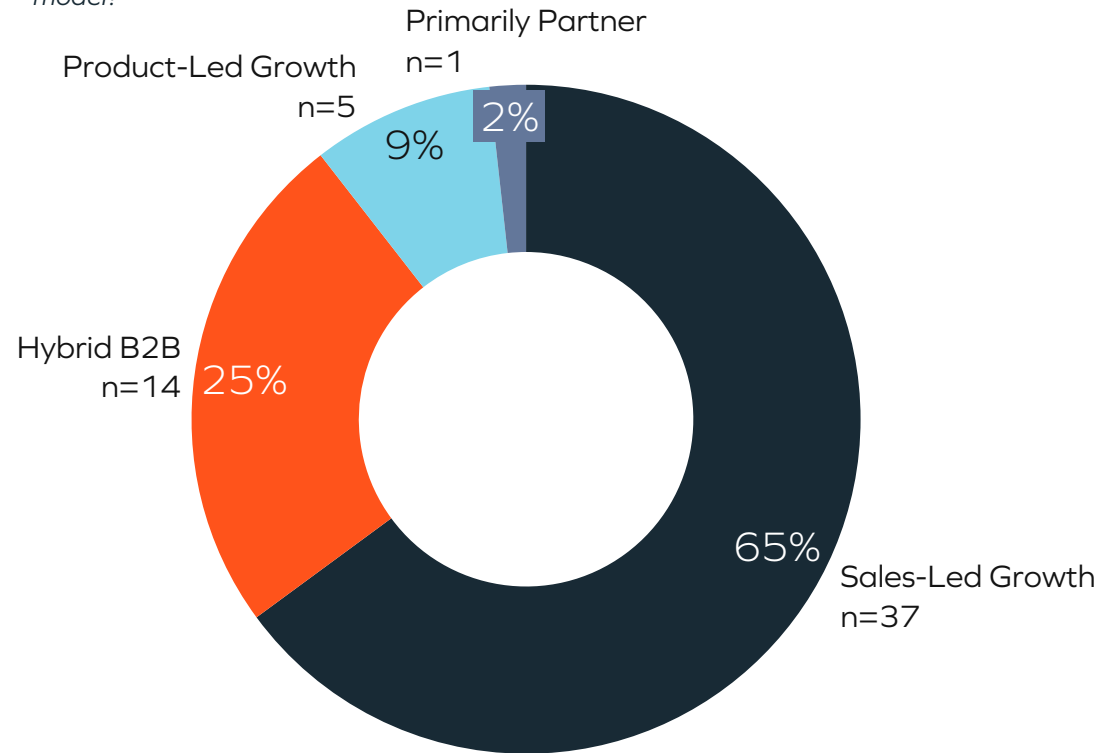


# Survey Demographics: GTM Model, ARR

## Post-Sales GTM Survey Respondent Demographics (n=57)

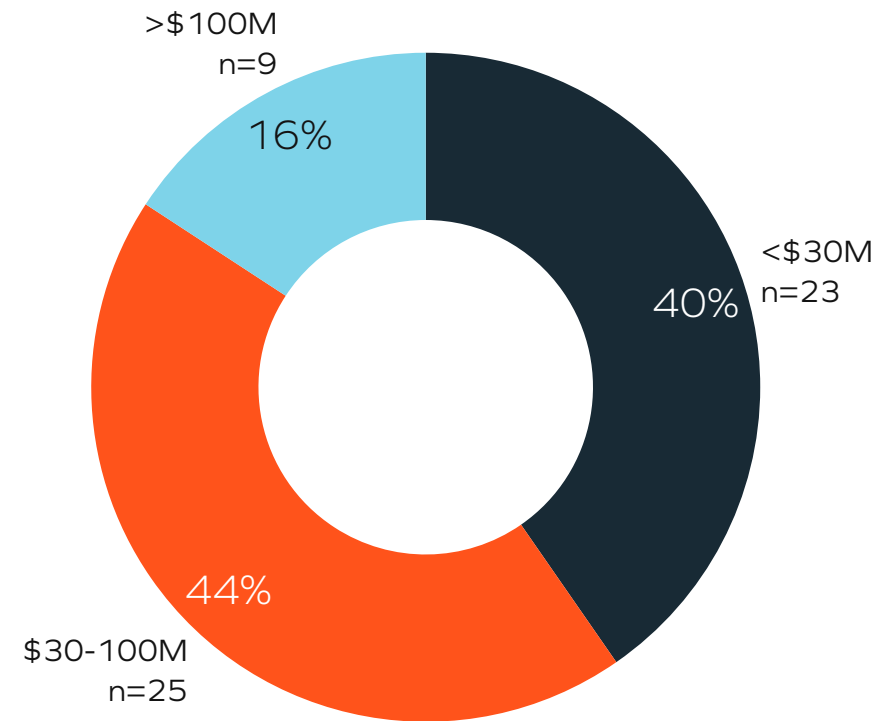
### Sales Motion

Question: Which of the following options best describes your go-to-market (GTM) model?



### ARR

Question: What ARR range does your company fall into?

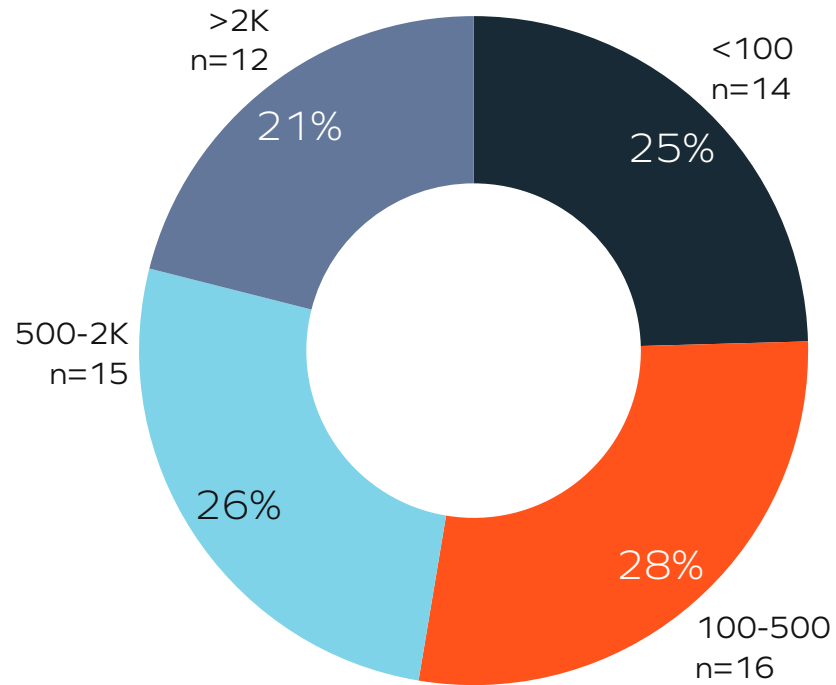


# Survey Demographics: Customer Count, ASP

Post-Sales GTM Survey Respondent Demographics (n=57)

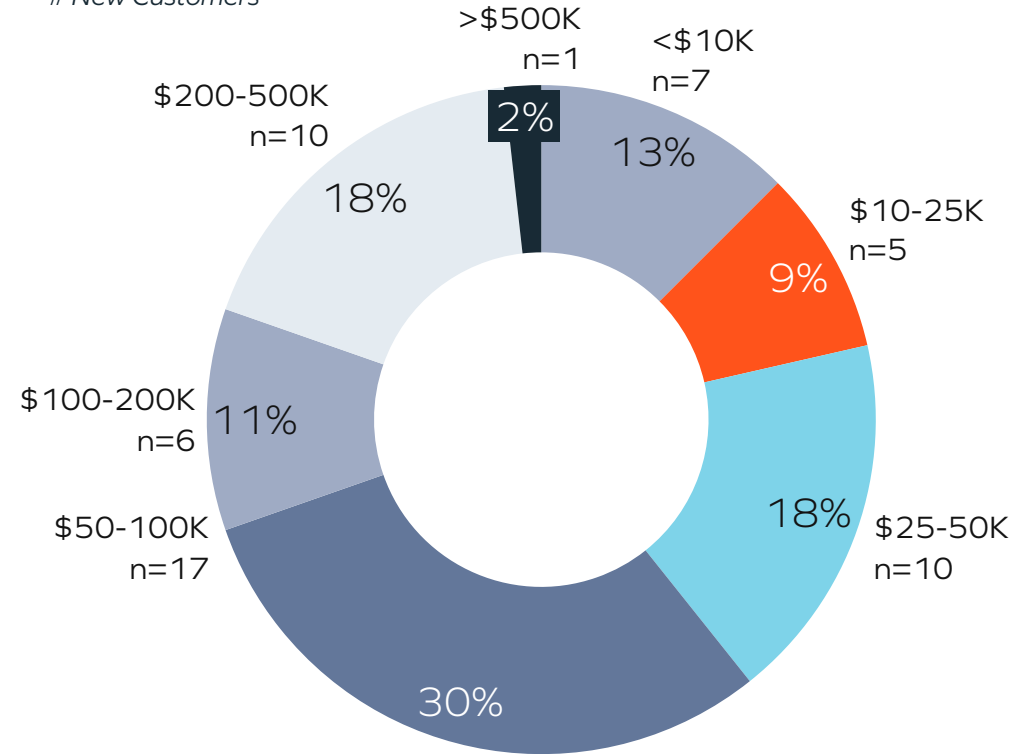
## Customer Count

Question: How many customers do you have today?



## ASP

Question: What is your average selling price in USD? ASP = 2021 New ARR/2021 # New Customers



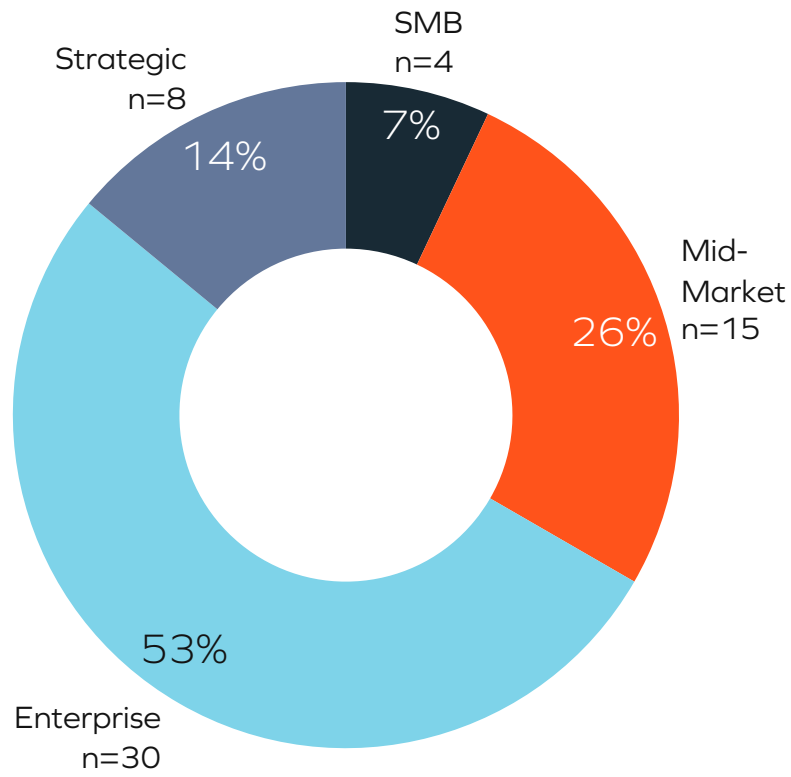


# Survey Demographics: Primary Customer Segment, Number of Products

Post-Sales GTM Survey Respondent Demographics (n=57)

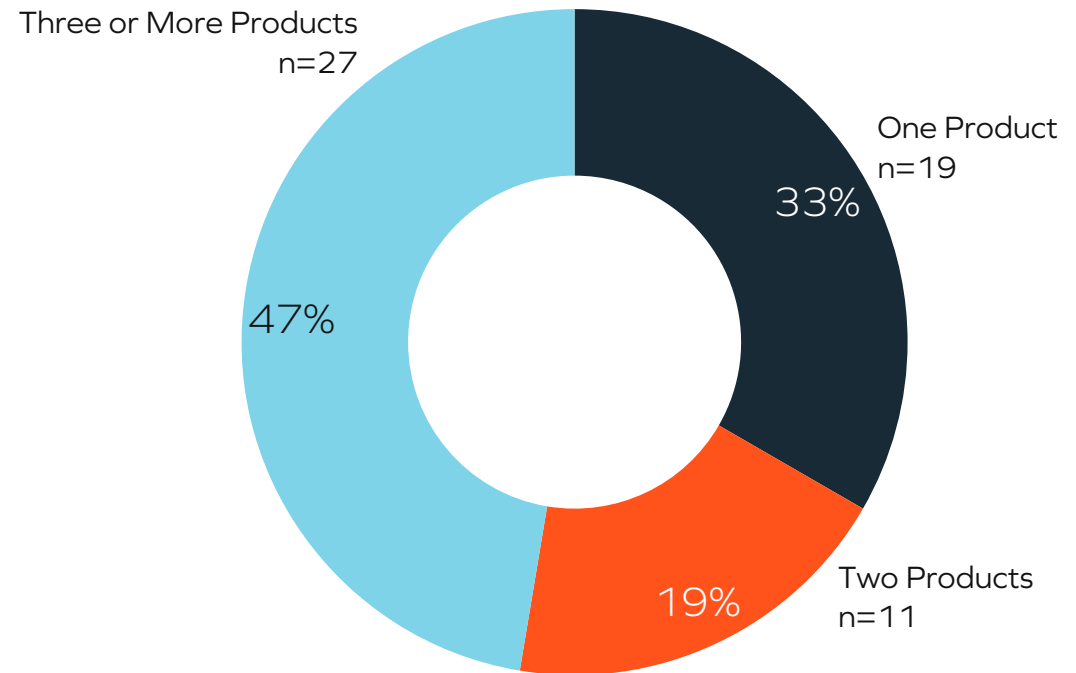
### Primary Customer Segment

Question: Which segment represents the greatest share of ARR?



### Number of Products

Question: How many unique products does your company offer?

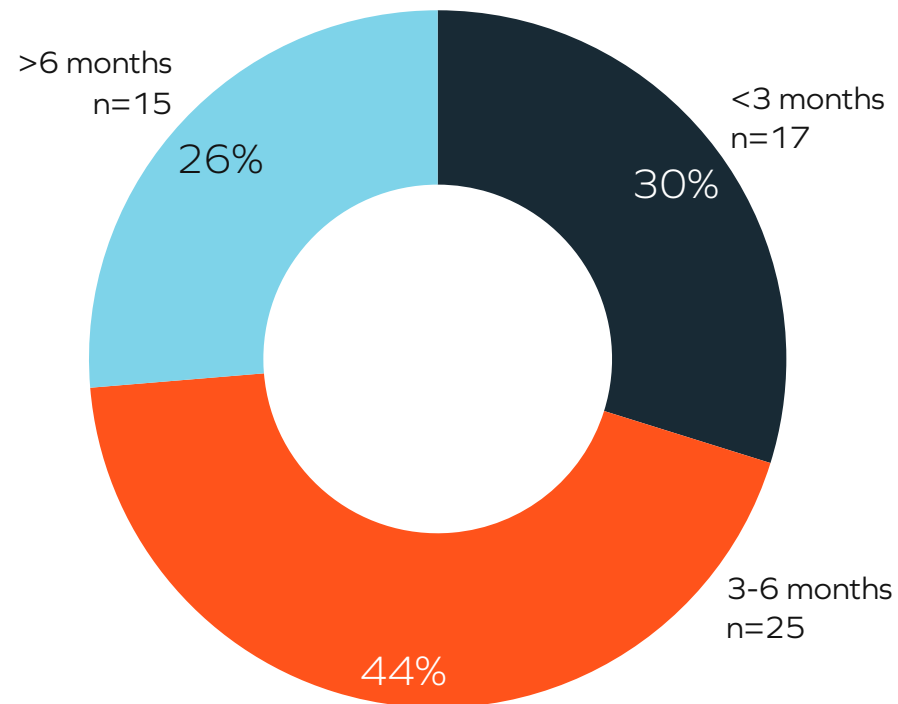


## Survey Demographics: Average Sales Cycle, Primary Region

### Post-Sales GTM Survey Respondent Demographics (n=57)

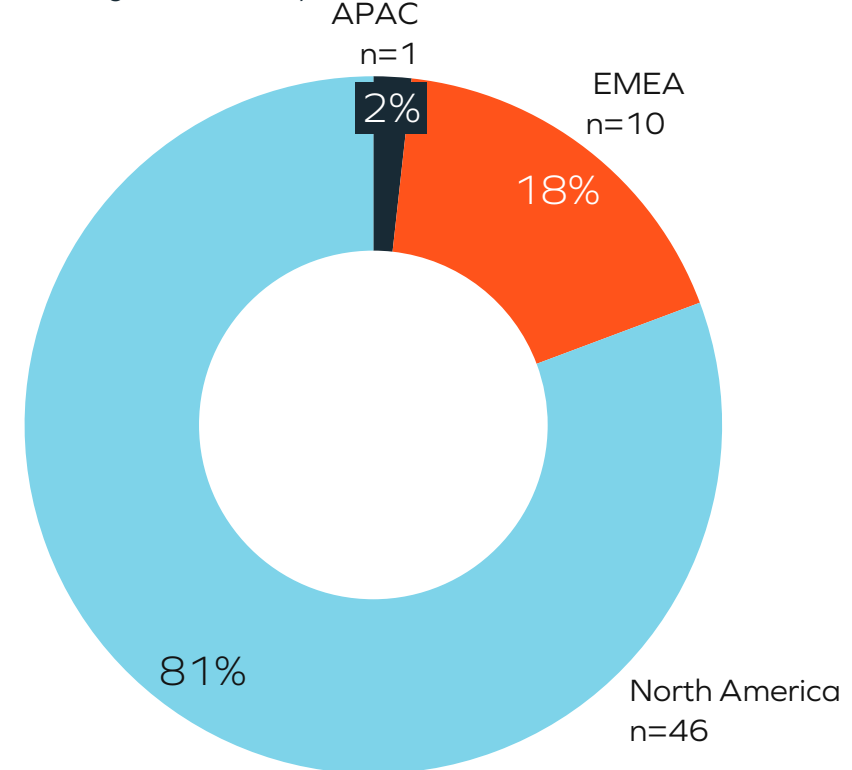
#### Average Sales Cycle

Question: What is the average length of your sales cycle in months?



#### Primary Region

Question: Which region do most of your customers come from?

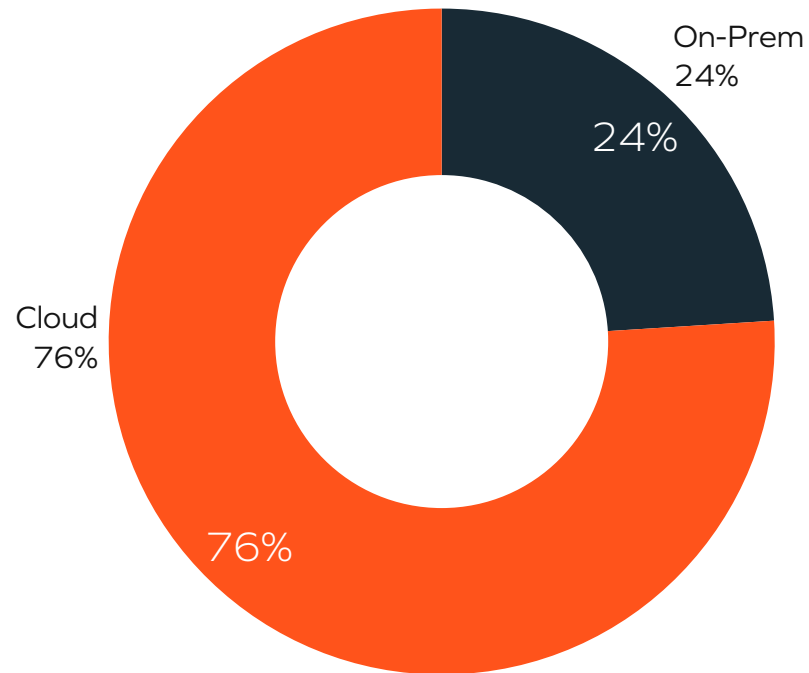


# Survey Demographics: On-Prem vs. Cloud, Average Contract Length

## Post-Sales GTM Survey Respondent Demographics (n=57)

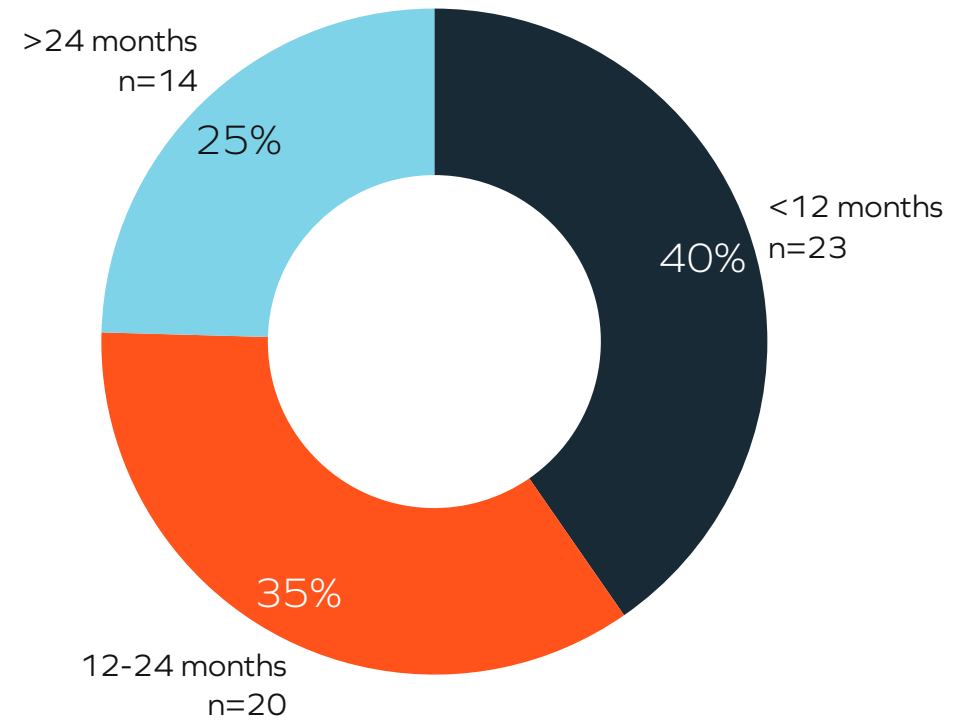
### On-Prem vs. Cloud<sup>1</sup>

**Question:** What percentage of customers are based on-premise vs. in the cloud?  
Please allocate a percentage for each group such that they total to 100%.



### Average Contract Length

**Question:** What is the average length of a customer contract in months?



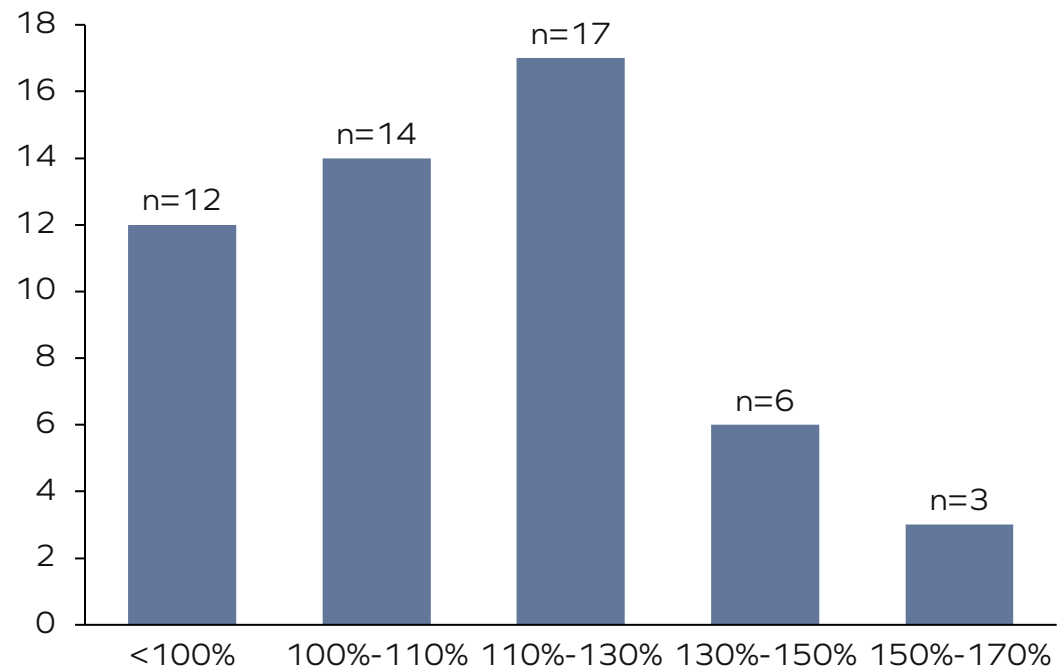
1) Overall average of percentage allocated to Cloud vs. percentage allocated to On-Prem shown

# Survey Demographics: NRR and GRR Performance

## Post-Sales GTM Survey Respondent Demographics (n=57)

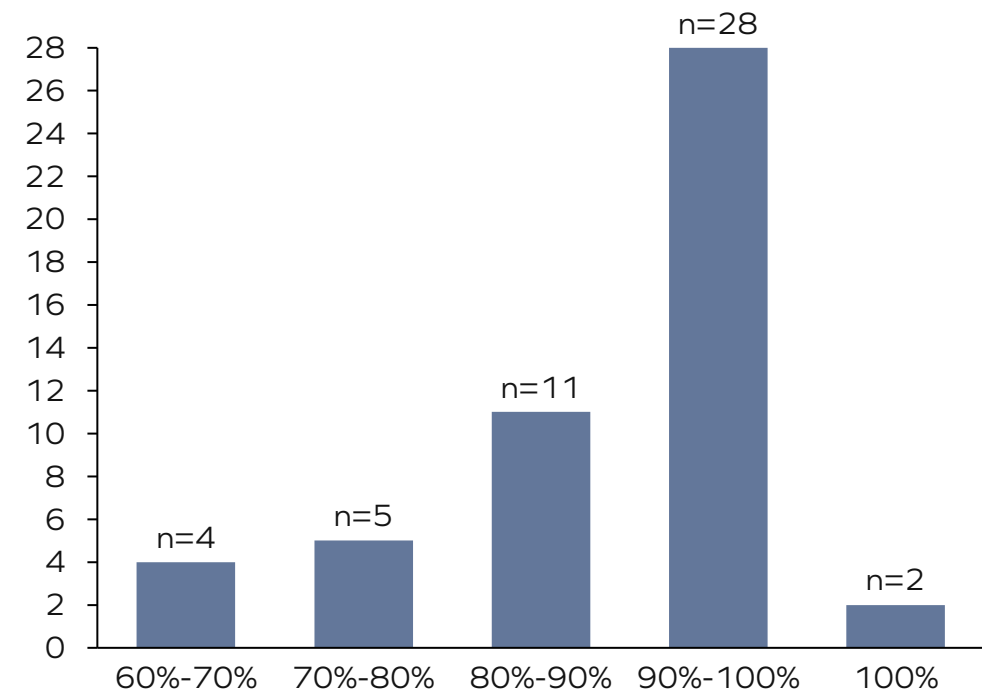
### NRR

NRR of surveyed companies as of 9/30/2021



### GRR

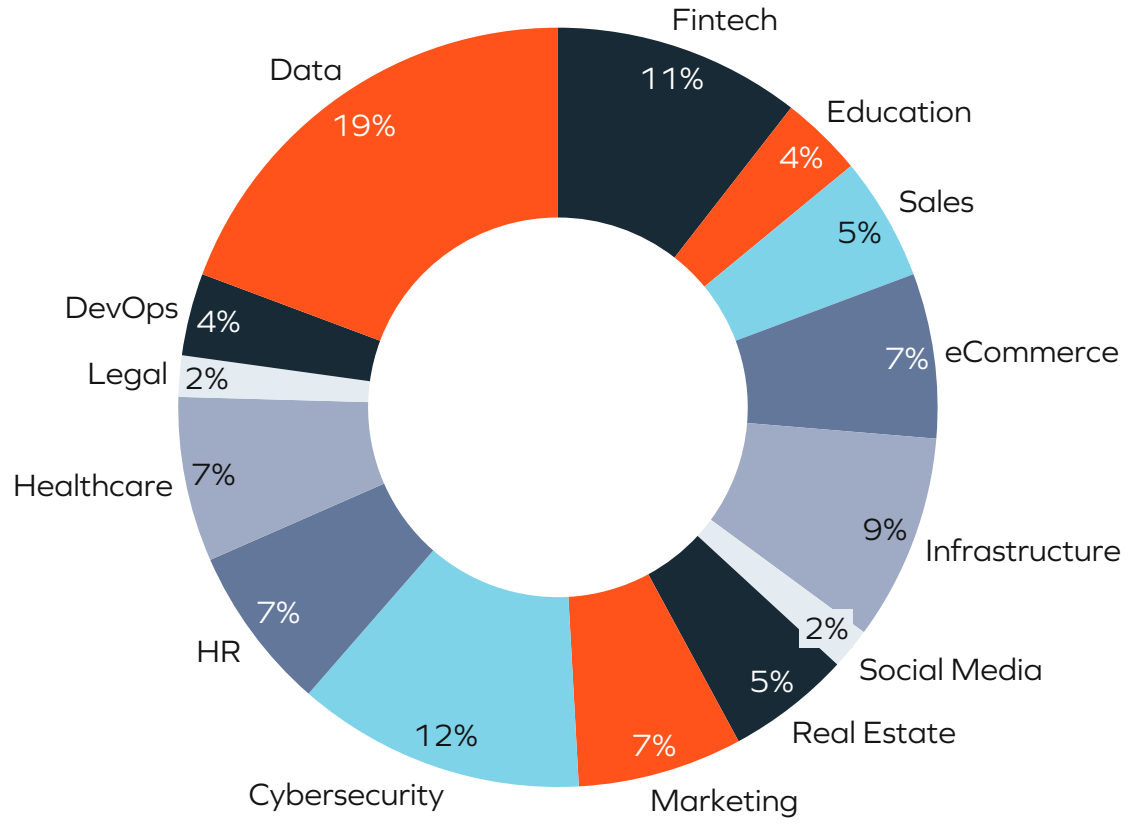
GRR of surveyed companies as of 9/30/2021



# Survey Demographics: Software Vertical

Post-Sales GTM Survey Respondent Demographics (n=57)

## Primary Vertical



Post-sales teams are measured on retention across the Insight portfolio

## Company ARR

0-10M

10-30M

30-100M

100M+

*As companies scale, the key retention KPI shifts from logo to gross to net retention*

### LOGO RETENTION

### GROSS RETENTION (GRR)

### NET RETENTION (NRR)

#### Description

Retention of existing business on a customer count basis

Retention of existing recurring revenue **excluding** expansions

Retention of total recurring revenue **inclusive of** expansions

#### Best-in-Class<sup>1</sup>

90%+

92%+

110%+

1) 'Best-in-class' here is subjective/dependent on several factors (e.g., segment, customer volume, average ACV, etc.)

## Post-Sales Definitions: Roles

Role	Definition
Implementation / Onboarding	Responsible primarily for implementing or onboarding a customer (from deal close to launch).
Professional Services	May implement & onboard a customer in addition to offering value-added services such as consulting, cloud migrations, integrations, advanced troubleshooting, etc.
Customer Success	Serve as the primary contact and trusted advisor to a customer. Primarily responsible for driving product adoption and helping customers achieve their business goals/desired outcomes.
Technical Success	Drive technical outcomes/success for customers. These resources tend to possess deep domain, platform, or data expertise.
Account Management	Own the commercial relationship with a customer, which may include a combination of upsell, cross-sell, and/or renewal.
Renewal Manager / Specialist	Primary responsibility to drive on-time renewals (may also own price increases, multi-year extensions, incidental upsells, etc.).
Customer Support	Inbound, break-fix department, responsible for resolving customer cases or tickets in a timely manner (usually operate against SLAs).
Customer Training / Education	Train, educate, and/or certify customers. Usually responsible for creating training content and managing a scalable learning program (i.e., customer university).
Customer Community	Manage a customer user community – drive strategy, enablement, and engagement.
CS Ops	Typically responsible for scaling post-sales operations and refining CS strategy. May own post-sales tech stack, capacity planning, renewal forecasting and reporting, customer health tracking, team enablement, and process automation.
Customer Marketing	Focus on both elevating and leveraging customers' experiences to improve retention and growth through one-to-many programs and campaigns, events, case studies, reference building, etc.

## Post-Sales Definitions: Metrics

Metric	Definition
<b>Implementation Time</b>	The time it takes to implement a new customer from deal close to launch
<b>Net Revenue Retention (NRR)</b>	The percent of recurring revenue retained from existing customers in a defined time period, including expansions, downsell, and terminations
<b>Gross Revenue Retention (GRR)</b>	The percent of recurring revenue retained from existing customers in a defined time period, including downsell and terminations, but excluding expansions
<b>Average First Response Time</b>	The amount of time it takes Support to respond to a new case or ticket (excluding auto-responses)
<b>Average Resolution Time</b>	The amount of time it takes Support to resolve a case or ticket
<b>Time-To-Value</b>	The amount of time it takes for customers to start seeing value from their purchase



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