ScaleUp by the Numbers:

2023 Post-Sales GTM Report

P

Insight Partners' unparalleled access to software ScaleUp data and business context powers actionable insights for revenue leaders

Use the **2023 Post-Sales GTM Report** to evaluate your company's post-sales maturity and set operational and fiscal goals based on your current ARR, GTM motion, ASP mix, and customer count.

Find data and insights related to:

- Onboarding & Implementation
- Professional Services
- Technical Success
- Customer Success
- Partner Success
- Account Management
- Renewals
- Customer Support
- CS Operations
- Customer Education
- Customer Marketing
- ….and more

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3

Word of Caution ⚠️

The information presented in this report is derived from median, self-reported data collected in 2023 across Insight's diverse portfolio of companies. It's crucial to understand the following:

No One-Size-Fits-All: The insights highlighted in this report may not be universally applicable. What proves beneficial or relevant for one business might not necessarily align with the needs or circumstances of another.

Not Benchmarks or Targets: The data presented represents aggregated trends and should be interpreted as such.
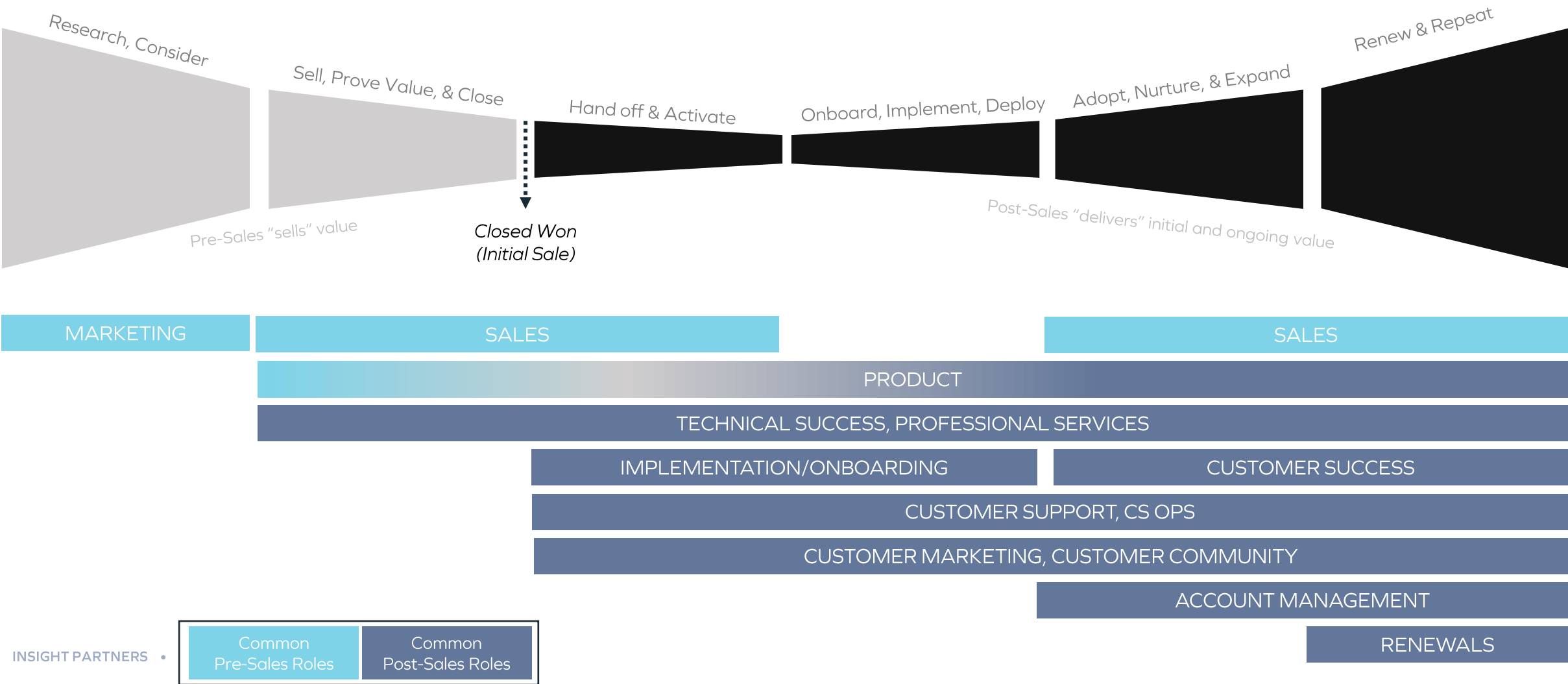
Seek Expert Guidance: For tailored business guidance, or to discuss appropriate targets and benchmarks, we recommend consulting with your Board of Directors or reaching out to the Onsite team at Insight.

Use this data as a starting point, not an endpoint, in your strategic considerations.

Deconstructing "Post-Sales" activities and owners

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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.

Research, Consider

Sell, Prove Value, & Close

Hand off & Activate

Onboard, Implement, Deploy

Adopt, Nurture, & Expand

Renew & Repeat

Pre-Sales "sells" value

Closed Won (Initial Sale)

Post-Sales "delivers" initial and ongoing value

MARKETING

SALES

SALES

PRODUCT

TECHNICAL SUCCESS, PROFESSIONAL SERVICES

IMPLEMENTATION/ONBOARDING

CUSTOMER SUCCESS

CUSTOMER SUPPORT, CS OPS

CUSTOMER MARKETING, CUSTOMER COMMUNITY

ACCOUNT MANAGEMENT

RENEWALS

Common Pre-Sales Roles | Common Post-Sales Roles

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

2023 post-sales trends and performance data have been analyzed and provided across multiple dimensions and bands as outlined below.

STAGE	AVG. ASP	CUSTOMER COUNT	GTM STRATEGY
EARLY *$0-10M* *$10-30M* **GROWTH** *$30-50M* *$50-100M* **LATE** *>$100M*	*<$10k* *$10-25k* *$25-50k* *$50-100k* *$100-200k* *$200-500k* *>$500k*	*<100* *100-500* *500-2000* *>2000*	*Product-Led[1]* *Hybrid[2]* *Sales-Led*
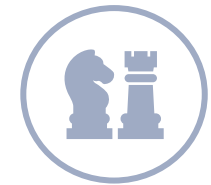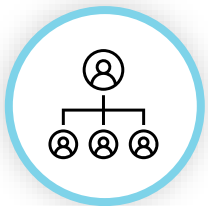
1) PLG involves leveraging a company's product as the primary means of acquiring, activating, and retaining customers.
2) Hybrid companies acquire, activate, and retain customers through a combination of PLG and sales-led or assisted tactics.

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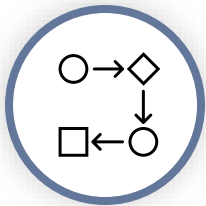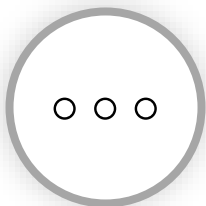
EXECUTIVE SUMMARY

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Businesses are still trying to nail the fundamentals when it comes to understanding customer journeys – the stakes have only gotten higher with the advent of Generative AI.

REBECCA LIU-DOYLE, MANAGING DIRECTOR, INSIGHT PARTNERS

The best companies understand the expansion potential of a customer when they land the initial deal and show up with a plan to unlock that additional growth.

"

THOMAS KRANE, MANAGING DIRECTOR, INSIGHT PARTNERS

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Capturing the zeitgeist of

2023

layoffs
expansion
monetization cogs
consolidation
right-sizing
offshoring
downsell
plg
profitability
genai
cac
nrr
outsourcing
documentation
scaled
gnr
margins
ttv
efficiency
cost-cutting
churn
customer
disciplined
outcomes

Declining growth rates and efficiency guardrails have placed immense pressure on post-sales teams

Since the last release of this report, *the global macroeconomic outlook has changed dramatically.* Many companies have shifted their resources from offense to defense.

Geopolitical uncertainty, rising interest rates, and an inflationary pressures have driven up costs and softened markets, forcing companies to conserve cash, raise prices, rationalize spend, and slow down hiring.

Investor risk-appetite has decreased, favoring companies with stable retention, greater capital efficiency, strong unit economics, and positive margins.

These trends have forced founders and ScaleUps to course correct and return to core growth principles. Today's SaaS leaders need to nail and scale the fundamentals.

As Alexander Graham Bell famously said, "when one door closes, another opens; but we often look so long and so regretfully upon the closed door that we do not see the one which has opened for us." Instead of grieving the loss of pandemic-era growth and capital availability, ScaleUps should embrace the opportunities that lie ahead, especially with the release of Generative AI. Many of the world's most ingenious ideas and companies spawned in periods of great constriction and affliction.

Stop selling to customers that are going to churn and never pay CAC back

Once you determine who your least retentive customers are, move on (it's okay if it takes you a few renewal cycles to figure this out).

Redirect your sales efforts towards prospects and existing customers whose pain points and needs you can truly solve – these customers are more likely to do business with you long-term and bring in referrals.

Selling to ICP customers reduces the cost to acquire new business overtime, accelerates CAC payback, prevents churn, focuses your product roadmap, maximizes resource allocation, improves profit margins, and reduces burnout across your delivery teams.

Customers that might be a poor fit today could potentially be a strong fit in the future as market conditions change and your products and services mature. Don't sour your reputation and miss out on future potential revenue.

1

Engineer value, not features

If you want recurring revenue, create recurring value for your customers.

Stop leading conversations with your prospects and customers around features. Instead, drive organic growth by aligning your GTM strategy and product roadmap around your customers' desired outcomes and unmet business needs.

Insight recommends conducting a formal customer value gap analysis (VGA) annually to routinely expose blind spots and keep the "customer" in customer success.

2

Create a single source of customer truth by reducing data gaps, siloes, and knowledge sprawl

Customer intelligence and context live in too many places without a single institutional address. This makes it virtually impossible to generate a holistic view of the customer, effectively manage risk, and identify expansion opportunities.

While Generative AI will make information centralization and retrieval easier over time, it will not solve for underlying data gaps and accuracy issues. Companies need clear data governance policies with defined data management roles and responsibilities.

Data scalability and knowledge management are critical to driving innovation, company-wide productivity, and timely customer service.

3

Shift to a "harmonized engagement" model

Harmonized engagement challenges the status quo. It calls for a unified, cross-functional approach where every department, team, and touchpoint are attuned to the customer's frequency.

Most customer operations and communications are managed in siloes. Marketing, Sales, Product, and Customer Success often follow disjointed approaches that cannibalize progress and result in poor communication and missed opportunities. This stalls growth.

Instead of adding to the noise, what if we synchronized our interactions across teams and ensured every customer interaction was meaningful and purposeful?

4

Pay off your process debt to improve NRR and GRR efficiency

Shockingly, one-fifth of companies do not have any documented processes – this is akin to constructing a building without any blueprints. That wouldn't make for a very secure structure, would it?

Similarly, without documented processes for routine post-sales activities, companies are establishing shaky foundations for growth and hindering their ability to leverage technology to scale.

Ironically, while most companies assigned more expansion responsibility to their post-sales teams over the past 18 months, 81% of companies still do not have a documented expansion process.

Don't make the mistake of assuming additional headcount and tech spend will enable you to scale; the opposite is often true. Without robust processes in place, the addition of new employees and systems can lead to amplified inefficiencies and diminishing productivity gains.

5

Don't ignore GRR and logo retention

During the pandemic-era of growth, many ScaleUps fell for the iceberg illusion. They saw NRR as the tip of the iceberg – a hallmark of growth and success. Yet, beneath the surface, the large mass of GRR and logo retention was melting away, unseen.

Don't sacrifice GRR and logo retention to increase NRR – you will miss opportunities to address root-cause issues and course-correct wrong turns.

GRR is the clearest indication of customer value realization. From an investor's balcony, high GRR signals revenue predictability and product-market fit.

Logo retention measures the stability of your overall customer-base and potential for future expansion. Decreases in logo retention may signal competitive disruption, friction in your customer operations, or macroeconomic tension.

6

Make it easy for your customers to do business with you and use your products

Reduce customer effort – it shouldn't take a PhD to understand how to buy, use, and pay for your products and services or work with your teams.

Businesses are looking for simple solutions that make their lives easier and generate significant time and cost savings. Give customers the keys to their cars as soon as possible; don't make them wait around or expect them to help assemble the engine.

SaaS implementations remain complex and lengthy – why is this acceptable?

Clarity in simplicity; simplicity in clarity. To boost expansion and renewal rates, deliver seamless experiences to your customers.

7

Earn the right to monetize your services, then monetize

Historically, implementation, customer success, technical support, and customer education teams have been viewed as non-commercial activities and therefore cost centers or COGS.

While every company will incur delivery costs to achieve strong growth and retention outcomes, there are strategic ways to offset those costs to protect your margins and scale your operations.

Best-in-class software companies tier their offerings and charge for valuable services, generating incremental ARR that often neutralizes costs.

For example, charging 30-40% of your customers for higher tiers of customer support can yield an incremental 6-8% in ARR.

Monetizing services isn't just about the bottom line; it's about maintaining a quality standard, driving stickiness and adoption, and delivering ongoing value.

8

Understand and monitor the unit economics of service delivery and retention

Unit economics provide a holistic view of a company's health and growth potential. They allow investors to project how profitable a company may be in the future before investing.

Companies that do not measure or track their cost-to-serve with sufficient granularity across their key segments and personas can't clearly pinpoint losses and protect revenue. They often struggle to maintain positive margins and strategically allocate their resources.

With a clear view into the unit costs of customer service delivery, ScaleUps can continuously improve their retention strategies, tweak their processes, and address challenges associated with serving low-margin customers. Low-margin customers are not typically worth acquiring, especially if they churn at a higher rate.

As you enter annual planning season, be sure to evaluate what it is costing your business to retain and renew every dollar of existing revenue.

9

Ensure retention accountability is shared across departments with a joint focus on leading indicators

To protect revenue, inform product strategy, and identify new logo and expansion opportunities, it's critical that product, marketing, sales, and post-sales teams align on shared leading retention KPIs such as:

- Time-to-first-value
- Deployment length
- Onboarding and Support CSAT/CES
- User adoption
- Stakeholder engagement (breadth, depth, recency, & frequency)
- # verified outcomes last 3 months
- Time-to-first-upsell
- Product NPS
- # of implemented products

Shared retention accountability results in accelerated value realization for customers which propels the revenue flywheel.
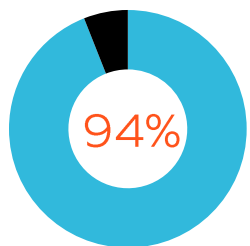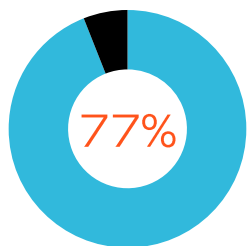
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Post-sales org design across Insight's portfolio

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HEADCOUNT

**52%** of companies increased or did not significantly change their post-sales headcount

94% of companies have dedicated Customer Success coverage

77% of companies have account management, covered through either AM, TAM or PAM roles.

Avg. # of Customers per Post-Sales IC[1] by ARR

Post-sales orgs become more efficient as they scale

ARR	Value
<$10M ARR	11
$10-30M ARR	20
$30-50M ARR	35
$50-100M ARR	63
>$100M ARR	94
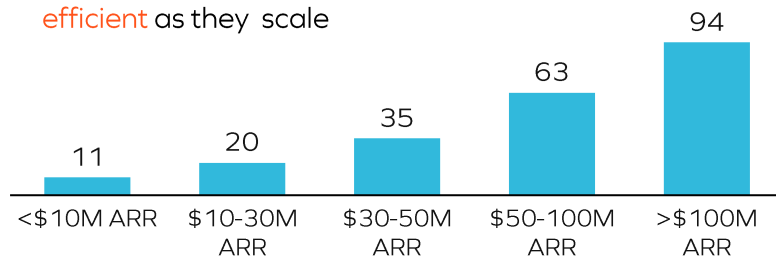
OWNERSHIP

Customer Success teams are taking on more post-sales responsibility

2021 → **2023**

14% → 25%
of companies reported CS as primary owner of Expansion

28% → 38%
of companies reported CS as primary owner of Onboarding/Implementation

35% → 53%
of companies reported CS as primary owner of Renewals

2% → 12%
of companies reported CS as primary owner of Support

SUPPORT MODEL

Legend: Swarming | Hybrid | Tiered | No Support Org

	<$10M ARR	$10-30M ARR	$30-50M ARR	$50-100M ARR	>$100M ARR
Tiered	38%	55%	64%	61%	72%
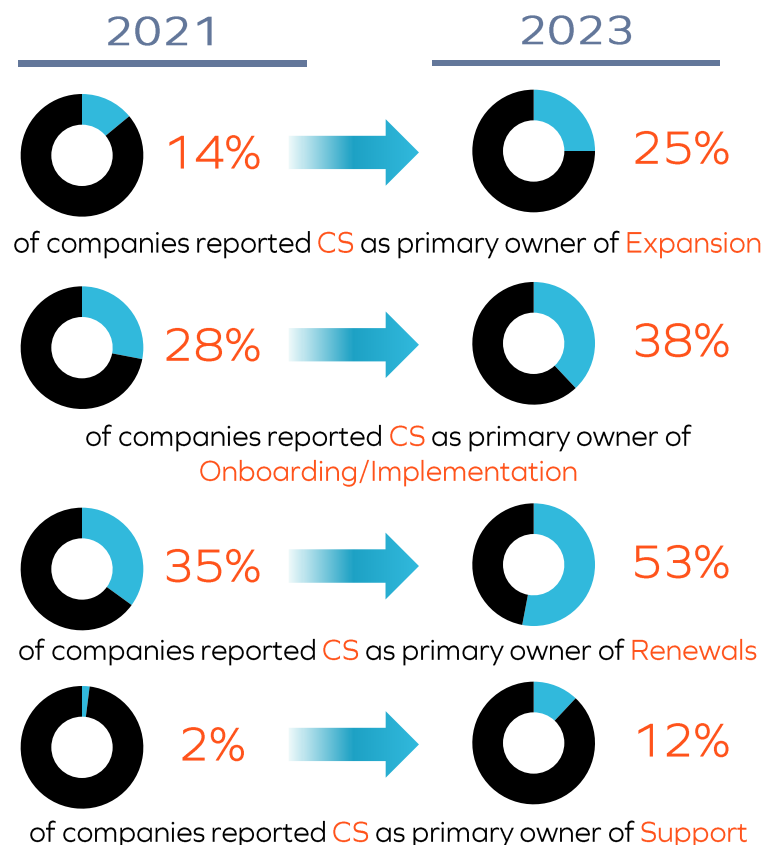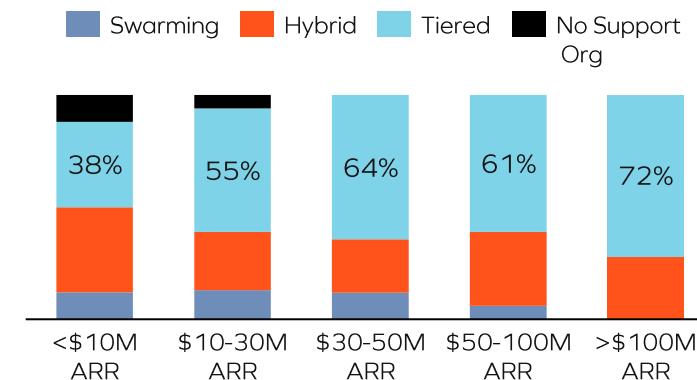
56% of companies adopt a tiered support model. Earlier stage companies are more likely to adopt hybrid and swarming support models.

CS OPS

Do not have CS Ops	CS	RevOps	Sales	Finance
39%	36%	19%	1%	5%

At early stages, companies rely on RevOps and Sales for post-sales ops support. As companies reach growth stage (>$30M ARR), dedicated CS ops become more prevalent.

1) Post-sales IC (Individual contributor) Total excludes sales reps, SEs and Contracted Resources
* 2021 numbers are based on data from the 2021 Post-Sales Survey.

Post-sales efficiency across Insight's portfolio

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BUDGETS & ARR COVERAGE

70% of companies have increased or kept their post-sales budgets the same in 2023

2021	2023
$2.8M	$4.0M

Avg. revenue managed per AM increased 49%

2021	2023
$2.2M	$3.1M

Avg. revenue managed per CSM increased 40%

EFFICIENCY LEVERS

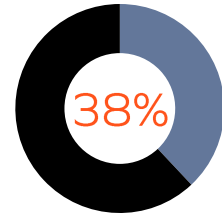Primary levers used to drive post-sales efficiency include
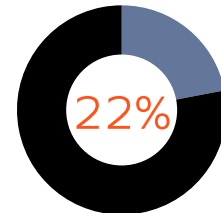
1. Tech & Automation
2. Knowledgebase & Documentation

While 40% of companies use tech & automation as the primary lever, 41% of companies do not use any CS software.

PARTNERS & OUTSOURCING

38% of companies are using partners to support implementation/adoption.

22% of companies are outsourcing Customer Support.

2021	2023
11%	71%

60% more companies >$100M ARR are outsourcing Customer Support
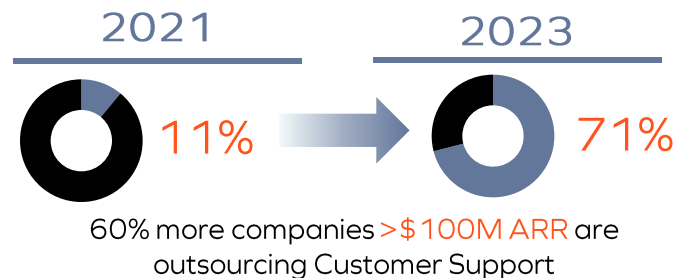
MONETIZATION

% of companies that charge for the following :
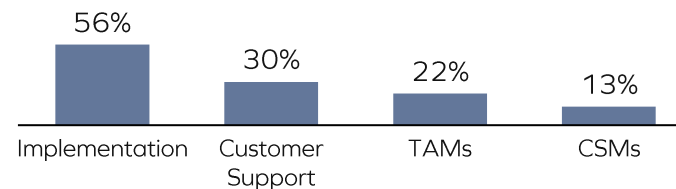
- Implementation: 56%
- Customer Support: 30%
- TAMs: 22%
- CSMs: 13%

GENAI ADOPTION

Adopting	Exploring	Not considering
52%	22%	26%

Usage by Post-Sales Headcount reduction

0 to 5% | 6 to 10% | 11 to 15% | >15% | No significant change in headcount | Increased Post-Sales headcount
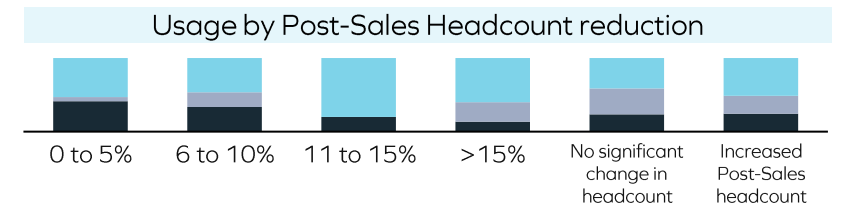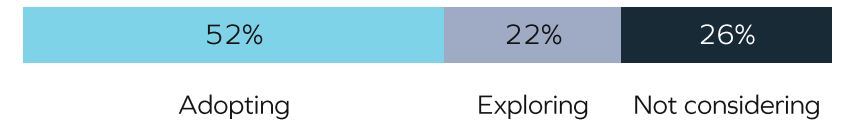
Most common GenAI use cases include…

1. Workflow Automation
2. Content Generation
3. Customer Service

15% of companies are building home grown GenAI solutions. Many companies are also using:

1. OpenAI
2. GenAI functionality in existing tech stack
3. Emerging tools

OpenAI
ChatGPT
zendesk
servicenow
Microsoft 365 Copilot
AI-WRITER
ASK AI
staircase

* 2021 numbers are based on data from the 2021 Post-Sales survey.

Post-sales performance across Insight's portfolio

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PROCESS DOCUMENTATION

% of companies that have a documented process for the following activities

- Onboarding — 86%
- QBRs — 71%
- Renewals — 68%
- Pipeline/ Forecasting — 60%
- Support Case Mgmt. — 57%
- Expansion — 19%

NPS

How did companies perform on NPS in 2022?

- Bottom Quartile 24
- Median 44
- Top Quartile 68
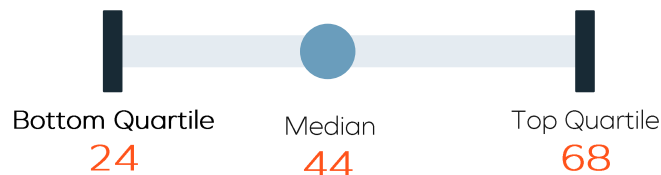
SUPPORT

Monthly support ticket volume by ARR

Legend: >5000 | 1001-5000 | 501-1000 | 101-500 | 0-100

Categories: <$10M ARR | $10-30M ARR | $30-50M ARR | $50-100M ARR | >$100M ARR
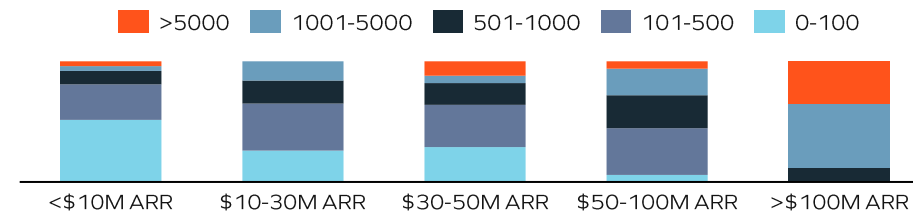
EXPANSION

240 median # of days from initial deal close to first expansion event

Median Days to First Upsell by ASP

- <$10K — 68
- $10-25K — 95
- $25-50K — 365
- $50-100K — 203
- $100-200K — 305
- $200-500K — 360
- >$500K — 360
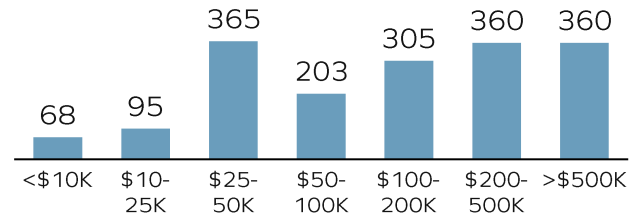
RENEWALS

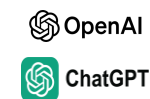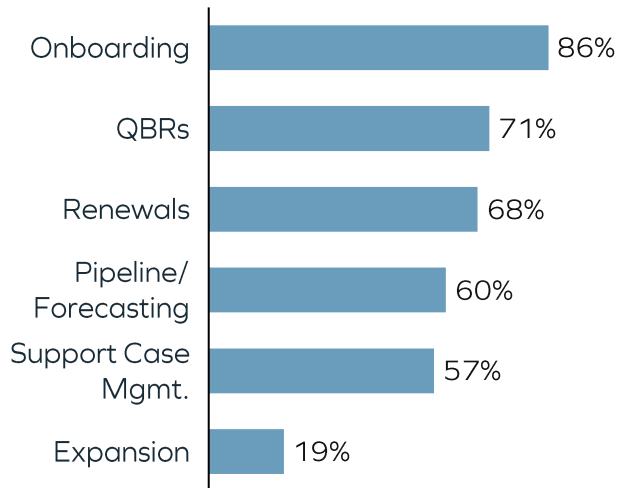**87%** median 2023 projected renewal rate

Projected Renewal Rates by Company ARR

Legend: 80% or below | 80%-90% | 90%-100%

Categories: <$30M ARR | $30-50M ARR | >$50M ARR
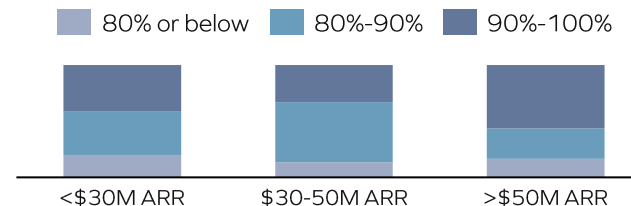
PERFORMANCE INDICATORS

Top Customer Health Metrics

1. Usage and Adoption
2. Customer Engagement & Satisfaction
3. Value and ROI Delivery

Top ProServ KPIs

26% of ProServ teams are not tracking any KPIs

1. # days to go-live
2. Implementation backlog

93% of companies do NOT heavily weigh Deployment/Onboarding success in their core customer health methodology

ONBOARDING

43% of companies complete less than half of their implementations in 90 days

Implementations Completed in 90 Days

- None — 5%
- Less than Half — 38%
- More than Half — 48%
- All — 9%

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METHODOLOGY

Purpose & Scope

Insight Partners' post-sales survey captures relevant metrics by ScaleUp stage[1] and go-to-market motion[2] to help our companies scale for growth. In 2023, data was self-reported by 110 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?

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.

4 SUPPLEMENTAL DATA

Additional data and insights have been included from both our 2023 Sales KPI and 2022 CFO reports.

Analyzed Demographics

Post-Sales Survey Respondent Demographics (n=110)

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[1]	Average Contract Length

POST-SALES ORG DESIGN
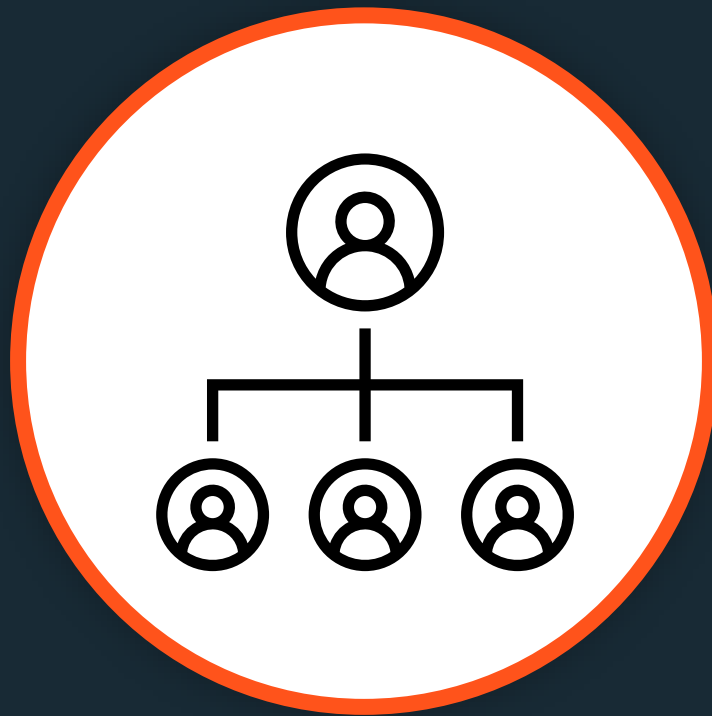
Companies continue to view customer success as mission-critical and invest in post-sales operations to drive GRR and NRR

1 53% of companies increased or did not significantly change their post-sales headcount

2 In 2023, 25% of companies reported CS as the primary owner of *expansion* vs 14% of companies in 2021

3 In 2023, 53% of companies reported CS as the primary owner of *renewals* vs 35% of companies in 2021

4 In 2023, 38% of companies reported CS as the primary owner of *onboarding and implementation* vs 28% of companies in 2021

5 77% of companies have headcount allocated to account management, partner account management, and/or technical account management

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   Who does customer success operations report to?

4   What are common post-sales staffing ratios?

5   What are the most common customer support models?

6   To what extent were post-sales teams impacted by reductions in force (RIFs) over the past year?

7   Which post-sales roles were most impacted by RIFs over the past year?

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?

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| 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. This approach minimizes the number of customer handoffs and simplifies customer communication.

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. It is important to weigh the potential costs, risks, and tradeoffs associated with either approach.

Required for the job

Technical Skills or Domain Knowledge

Acquired on the job

Generalist
(Full Lifecycle CSM)

Specialist
(Single Stage CSM)

Role Profile
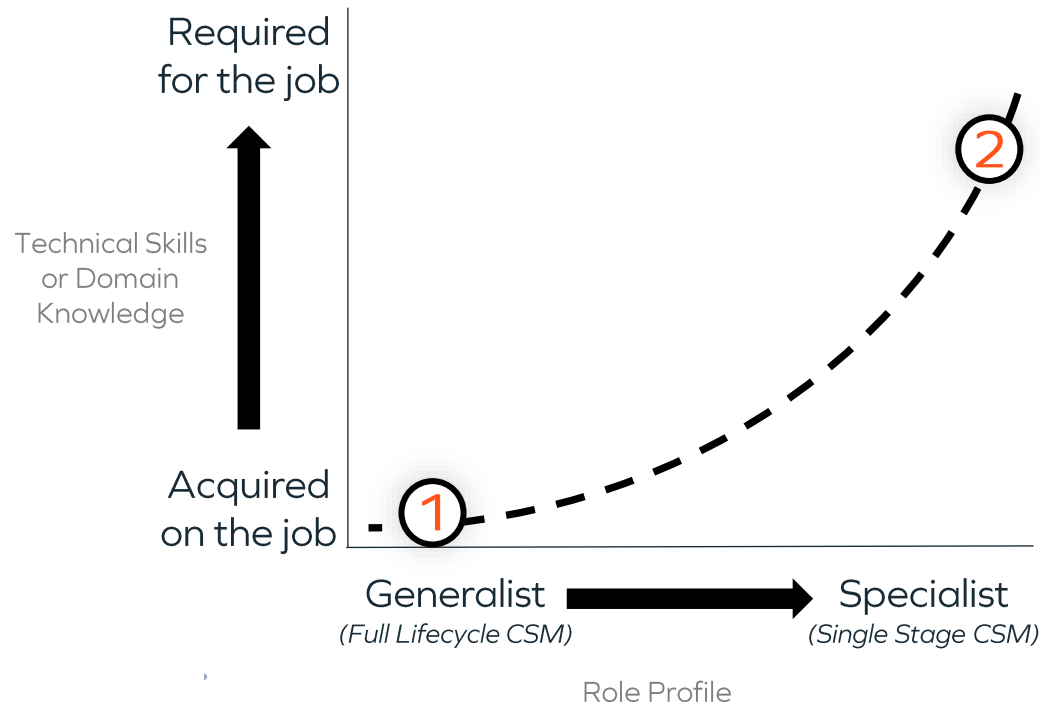
1 Attributes associated with **Generalist** roles[1]

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

2 Attributes associated with **Specialist** roles[1]

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

1) Trends / observations; not hard, fixed rules

How to interpret the following data

Who is the primary owner of onboarding and implementation?

This represents the unique post-sales role/responsibility under discussion

	Owner								Total N
	Onboarding/ Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
ARR									
$0-10M	19%	4%	54%	0%	0%	15%	0%	7%	n = 26
$10-30M	26%	16%	39%	3%	3%	6%	3%	3%	n = 31
$30-50M	24%						0%	12%	n = 17
$50-100M	39%	28%		0%		0%		0%	n = 18
> $100M	41%	18%						0%	n = 17
ASP									
< $10K	29%	7%	43%	0%	0%	0%	0%	21%	n = 14
$10-25K	27%	20%	40%	7%	0%	0%	0%	7%	n = 15
$25-50K	29%	14%	43%	0%	0%	7%	0%	7%	n = 14
$50-100K	34%	21%	21%	0%	0%	21%	3%	0%	n = 29
$100-200K	20%	15%	50%	0%	5%	10%	0%	0%	n = 20
$200-500K	27%	27%	45%	0%	0%	0%	0%	0%	n = 11
> $500K	29%	14%	43%	0%	0%	14%	0%	0%	n = 7
Customer Count									
	26%	6%	52%	0%	3%	13%	0%	0%	n = 31
	23%	20%	37%	0%	0%	13%	0%	7%	n = 30
	23%	32%	27%	5%	0%	9%	5%	0%	n = 22
	41%	15%	33%	0%	0%	0%	0%	11%	n = 27
Sales Motion									
	33%	0%	33%	0%	0%	0%	0%	33%	n = 3
	20%	24%	36%	4%	0%	4%	0%	12%	n = 25
	30%	16%	39%	0%	1%	11%	1%	1%	n = 82

How to interpret the following data

INSIGHT PARTNERS

Who is the primary owner of onboarding and implementation?

	Owner								Total N
	Onboarding/ Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
ARR									
$0-10M	19%	4%	54%	0%	0%	15%	0%	7%	n = 26
$10-30M	26%	16%	39%	3%	3%	6%	3%	3%	n = 31
$30-50M	24%	24%	24%	0%	0%	18%	0%	12%	n = 17
$50-100M	39%	28%	28%	0%	0%	6%	0%	0%	n = 18
> $100M	41%	18%	41%	0%	0%	0%	0%	0%	n = 17
ASP									
< $10K	29%	7%	43%	0%	0%	0%	0%	21%	n = 14
$10-25K	27%	20%	40%	7%	0%	0%	0%	7%	n = 15
$25-50K	29%	14%	43%	0%	0%	7%	0%	7%	n = 14
$50-100K	34%					21%	3%	0%	n = 29
$100-200K	20%	15%	50%	0%	5%	10%	0%	0%	n = 20
$200-500K	27%		45%	0%	0%	0%	0%	0%	n = 11
> $500K	29%	14%	43%	0%	0%	14%	0%	0%	n = 7
Customer Count									
<100	26%	6%	52%	0%	3%	13%	0%	0%	n = 31
100-500	23%	20%	37%	0%	0%	13%	0%	7%	n = 30
500-2K	23%	32%	27%	5%	0%	9%	5%	0%	n = 22
>2K	41%	15%	33%	0%	0%	0%	0%	11%	n = 27
Sales Motion									
Product-Led	33%	0%	33%	0%	0%	0%	0%	33%	n = 3
Hybrid B2B	20%	24%	36%	4%	0%	4%	0%	12%	n = 25
Sales-Led	30%	16%	39%	0%	1%	11%	1%	1%	n = 82

Rows represent unique company attributes

How to interpret the following data

INSIGHT
PARTNERS

Who is the primary owner of onboarding and implementation?

	Owner								Total N
	Onboarding/ Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
ARR									
$0-10M	19%	4%	54%	0%	0%	15%	0%	7%	n = 26
$10-30M	26%	16%	39%	3%	3%	6%	3%	3%	n = 31
$30-50M	24%	24%	24%	0%	0%	18%	0%	12%	n = 17
$50-100M	39%	28%	28%	0%	0%	6%	0%	0%	n = 18
> $100M	41%	18%	41%	0%	0%	0%	0%	0%	n = 17
ASP									
< $10K	29%	7%	43%	0%	0%	0%	0%	21%	n = 14
$10-25K	27%	20%	40%	7%	0%	0%	0%	7%	n = 15
$25-50K	29%	14%	50%	0%	0%	0%	0%	7%	n = 14
$50-100K	34%	21%	21%	0%	0%	21%	3%	0%	n = 29
$100-200K	20%	15%	50%	0%	5%	10%	0%	0%	n = 20
$200-500K	27%	27%	45%	0%	0%	0%	0%	0%	n = 11
> $500K	29%	14%	43%	0%	0%	14%	0%	0%	n = 7
Customer Count									
<100	26%	6%	52%	0%	3%	13%	0%	0%	n = 31
100-500	23%	20%	37%	0%	0%	0%	0%	7%	n = 30
500-2K	23%	32%	27%	0%	0%	0%	0%	0%	n = 22
>2K	41%	15%	33%	0%	0%	0%	0%	11%	n = 27
Sales Motion									
Product-Led	33%	0%	33%	0%	0%	0%	0%	33%	n = 3
Hybrid B2B	20%	24%	36%	4%	0%	4%	0%	12%	n = 25
Sales-Led	30%	16%	39%	0%	1%	11%	1%	1%	n = 82

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.

How to interpret the following data

Who is the primary owner of onboarding and implementation?

	Owner								Total N
	Onboarding/ Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
ARR									
$0-10M	19%	4%	54%	0%	0%	15%	0%	7%	n = 26
$10-30M	26%	16%	39%	3%	3%	6%	3%	3%	n = 31
$30-50M	24%	24%	24%	0%	0%	18%	0%	12%	n = 17
$50-100M	39%	28%	28%	0%	0%	6%	0%	0%	n = 18
> $100M	41%	18%	41%	0%	0%	0%	0%	0%	n = 17
ASP									
< $10K	29%	7%	43%	0%	0%	0%	0%	21%	n = 14
$10-25K	27%	20%	40%	7%	0%	0%	0%	7%	n = 15
$25-50K	29%	14%					0%	7%	n = 14
$50-100K	34%	21%	21%	0%	0%	21%	3%	0%	n = 29
$100-200K							0%	0%	n = 20
$200-500K	27%	27%	45%	0%	0%	0%	0%	0%	n = 11
> $500K	29%	14%	43%	0%	0%	14%	0%	0%	n = 7
Customer Count									
<100	26%	6%	52%	0%	3%	13%	0%	0%	n = 31
100-500	23%	20%	37%	0%	0%	13%	0%	7%	n = 30
500-2K	23%	32%	27%	5%	0%	9%	5%	0%	n = 22
>2K	41%	15%	33%	0%	0%	0%	0%	11%	n = 27
Sales Motion									
Product-Led	33%	0%	33%	0%	0%	0%	0%	33%	n = 3
Hybrid B2B	20%	24%	36%	4%	0%	4%	0%	12%	n = 25
Sales-Led	30%	16%	39%	0%	1%	11%	1%	1%	n = 82

Totals represent the **number of respondents in each characteristic band**

INSIGHT PARTNERS

How to interpret the following data

Who is the primary owner of onboarding and implementation?

	Owner								Total N
	Onboarding/ Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
ARR									
$0-10M	19%	4%	54%	0%	0%	15%	0%	7%	n = 26
$10-30M	26%	16%		3%	3%	6%	3%	3%	n = 31
$30-50M	24%	24%	24%	0%	0%	18%	0%	12%	n = 17
$50-100M	39%	28%	28%	0%	0%	6%	0%	0%	n = 18
> $100M				0%	0%	0%			n = 17
ASP									
< $10K	20%	7%	43%	0%					14
$10-25K	27%	20%	40%	7%	0%		0%	7%	n = 15
$25-50K									14
$50-100K	34%	21%	21%	0%	0%	21%	3%	0%	n = 29
$100-200K	20%	15%		0%				0%	n = 20
$200-500K	27%	27%	4%	0%	0%	0%	0%	0%	n = 11
> $500K	29%	14%	43%	0%	0%	14%	0%		n = 7
Customer Count									
<100	26%	6%	52%	0%	3%	13%	0%	0%	n = 31
100-500	23%	20%	37%	0%	0%	13%	0%	7%	n = 30
500-2K	23%	32%	27%	5%	0%	9%	5%	0%	n = 22
>2K	41%	15%	33%	0%	0%	0%	0%	11%	n = 27
Sales Motion									
Product-Led	33%	0%	33%	0%	0%	0%	0%	33%	n = 3
Hybrid B2B	20%	24%	36%	4%	0%	4%	0%	12%	n = 25
Sales-Led	30%	16%	39%	0%	1%	11%	1%	1%	n = 82

These figures represent the **portion of respondents whose corresponding team** (i.e., the column) **owns that responsibility**. In the highlighted example above, 54% of respondents have Customer Success team owning Onboarding / Implementation

POST-SALES ORG DESIGN
Ownership

Who is the primary owner of onboarding and implementation?

INSIGHT PARTNERS

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

Onboarding/implementation is predominantly managed by either Customer Success (38%), a dedicated Onboarding / Implementation team (28%), or Professional Services (17%).

Within a company, ownership may vary by segment. For example, a dedicated Onboarding/Implementation team might own onboarding for Enterprise customers while Customer Success may own onboarding for SMB customers.

Sales — 1%
Other — 5%
Technical Success — 9%
Customer Success Operations — 1%
Customer Support — 1%
Onboarding/ Implementation — 28%
Professional Services — 17%
Customer Success — 38%

(n = 110)

Who is the primary owner of onboarding and implementation?

	Owner								Total N
	Onboarding/ Implementation	Professional Services	Customer Success	Customer Support	CS Ops	Technical Success	Sales	Other	
ARR									
$0-10M	19%	4%	54%	0%	0%	15%	0%	8%	n = 26
$10-30M	26%	16%	39%	3%	3%	7%	3%	3%	n = 31
$30-50M	24%	24%	24%	0%	0%	17%	0%	11%	n = 17
$50-100M	39%	28%	28%	0%	0%	5%	0%	0%	n = 18
> $100M	39%	22%	39%	0%	0%	0%	0%	0%	n = 17
ASP									
< $10K	29%	7%	43%	0%	0%	0%	0%	21%	n = 14
$10-25K	26%	20%	40%	7%	0%	0%	0%	7%	n = 15
$25-50K	29%	14%	43%	0%	0%	7%	0%	7%	n = 14
$50-100K	34%	21%	21%	0%	0%	21%	3%	0%	n = 29
$100-200K	20%	15%	50%	0%	5%	10%	0%	0%	n = 20
$200-500K	27%	27%	46%	0%	0%	0%	0%	0%	n = 11
> $500K	29%	14%	43%	0%	0%	14%	0%	0%	n = 7
Customer Count									
<100	26%	6%	52%	0%	3%	13%	0%	0%	n = 31
100-500	23%	20%	37%	0%	0%	13%	0%	7%	n = 30
500-2K	22%	32%	27%	5%	0%	9%	5%	0%	n = 22
>2K	41%	15%	33%	0%	0%	0%	0%	11%	n = 27
Sales Motion									
Product-Led	33.3%	0%	33.3%	0%	0%	0%	0%	33.3%	n = 3
Hybrid B2B	20%	24%	36%	4%	0%	4%	0%	12%	n = 25
Sales-Led	31%	16%	39%	0%	1%	11%	1%	1%	n = 82

Who is the primary owner of customer support?

INSIGHT
PARTNERS

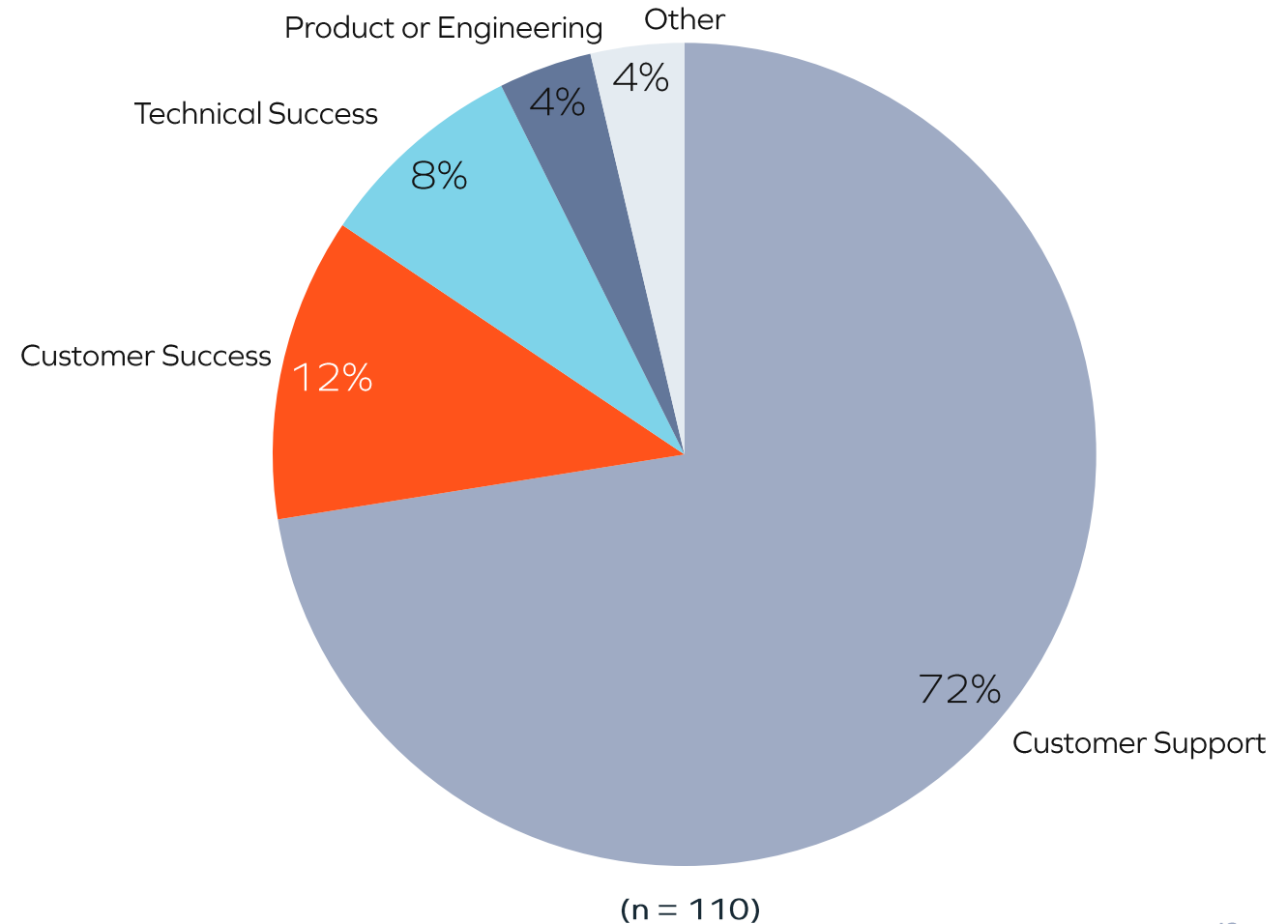| Onboarding / Implementation | Customer Support | Adoption | Health Tracking | Expansion | Renewals |

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

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** (72%).

Customer success is more likely to own support in earlier stage companies or in companies with <100 customers.

Product or Engineering

Other

Technical Success

4%

4%

Customer Success

8%

12%

72%

Customer Support

(n = 110)

Who is the primary owner of customer support?

INSIGHT PARTNERS

	Owner					Total N
	Customer Support	Customer Success	Technical Success	Product or Engineering	Other	
ARR						
$0-10M	46%	31%	11%	8%	4%	n = 26
$10-30M	71%	13%	10%	3%	3%	n = 31
$30-50M	65%	0%	12%	6%	17%	n = 17
$50-100M	100%	0%	0%	0%	0%	n = 18
> $100M	88%	6%	6%	0%	0%	n = 18
ASP						
< $10K	79%	0%	14%	0%	7%	n = 14
$10-25K	80%	13%	0%	0%	7%	n = 15
$25-50K	65%	14%	14%	7%	0%	n = 14
$50-100K	76%	11%	7%	3%	3%	n = 29
$100-200K	75%	5%	10%	5%	5%	n = 20
$200-500K	73%	18%	0%	0%	9%	n = 11
> $500K	29%	43%	14%	14%	0%	n = 7
Customer Count						
<100	45%	32%	10%	10%	3%	n = 31
100-500	74%	10%	10%	3%	3%	n = 30
500-2K	95%	0%	0%	0%	5%	n = 22
>2K	82%	0%	11%	0%	7%	n = 27
Sales Motion						
Product-Led	67%	0%	0%	0%	33%	n = 3
Hybrid B2B	80%	8%	8%	0%	4%	n = 25
Sales-Led	70%	13%	8%	5%	4%	n = 82

Who is the primary owner of customer adoption?

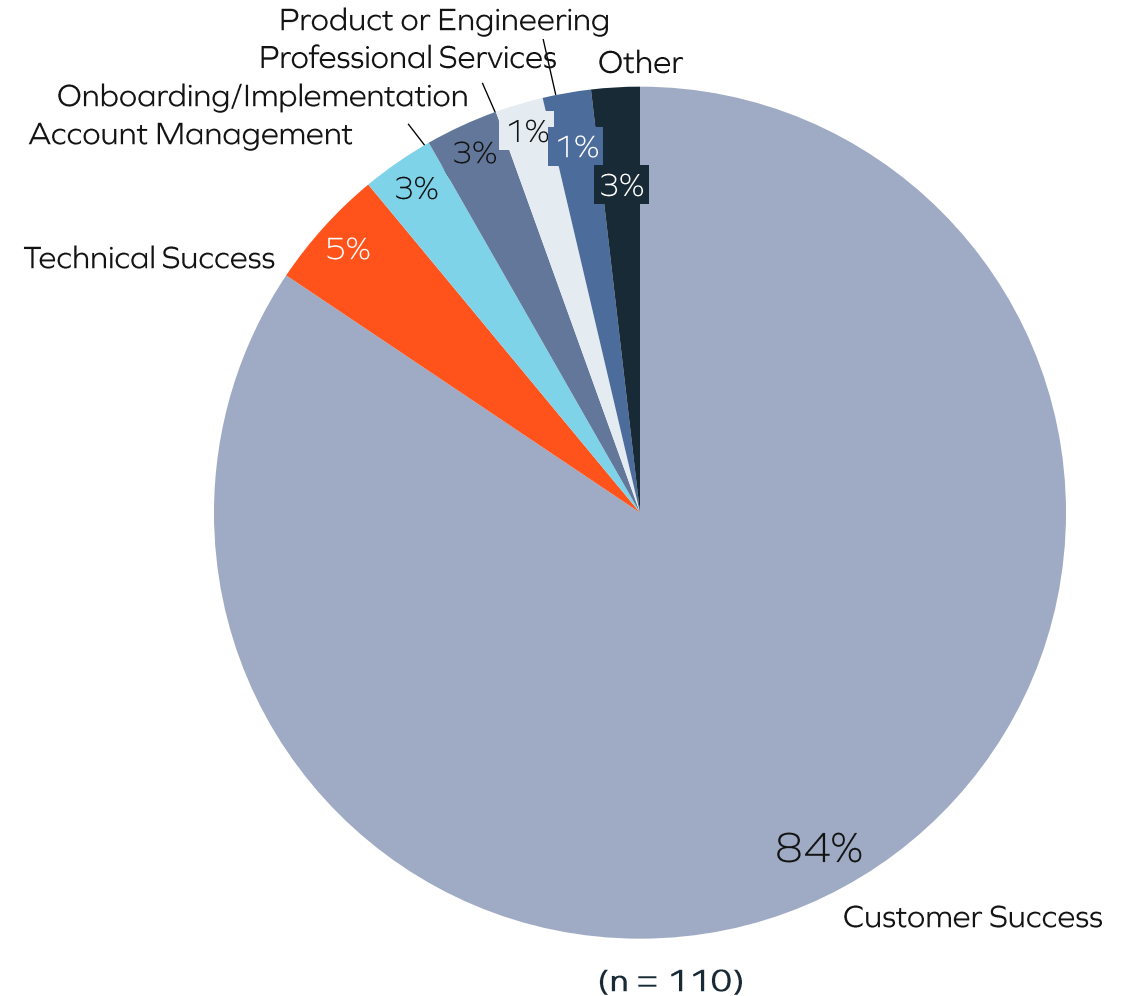| Onboarding / Implementation | Customer Support | Adoption | Health Tracking | Expansion | Renewals |

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 (84%) across the Insight portfolio.

Pie chart segments:
- Product or Engineering
- Professional Services — 1%
- Onboarding/Implementation — 3%
- Account Management — 3%
- Other — 1%
- 3%
- Technical Success — 5%
- Customer Success — 84%

(n = 110)

Who is the primary owner of customer adoption?

INSIGHT PARTNERS

	Owner							Total N
	Customer Success	Technical Success	Account Management	Onboarding/ Implementation	Professional Services	Product or Engineering	Other	
ARR								
$0-10M	84%	8%	0%	4%	0%	0%	4%	n = 26
$10-30M	91%	0%	3%	3%	0%	0%	3%	n = 31
$30-50M	64%	12%	6%	6%	0%	12%	0%	n = 17
$50-100M	88%	6%	0%	0%	6%	0%	0%	n = 18
> $100M	82%	0%	6%	0%	6%	0%	6%	n = 18
ASP								
< $10K	65%	0%	14%	0%	0%	14%	7%	n = 14
$10-25K	93%	0%	0%	0%	0%	0%	7%	n = 15
$25-50K	93%	0%	0%	7%	0%	0%	0%	n = 14
$50-100K	83%	7%	0%	3%	7%	0%	0%	n = 29
$100-200K	80%	15%	5%	0%	0%	0%	0%	n = 20
$200-500K	82%	0%	0%	9%	0%	0%	9%	n = 11
> $500K	100%	0%	0%	0%	0%	0%	0%	n = 7
Customer Count								
<100	87%	7%	0%	3%	0%	0%	3%	n = 31
100-500	77%	10%	3%	7%	0%	0%	3%	n = 30
500-2K	100%	0%	0%	0%	0%	0%	0%	n = 22
>2K	75%	0%	7%	0%	7%	7%	4%	n = 27
Sales Motion								
Product-Led	67%	0%	0%	0%	0%	33%	0%	n = 3
Hybrid B2B	84%	0%	8%	0%	4%	4%	0%	n = 25
Sales-Led	84%	6%	1%	4%	1%	0%	4%	n = 82

Who is the primary owner of customer health tracking?

INSIGHT PARTNERS

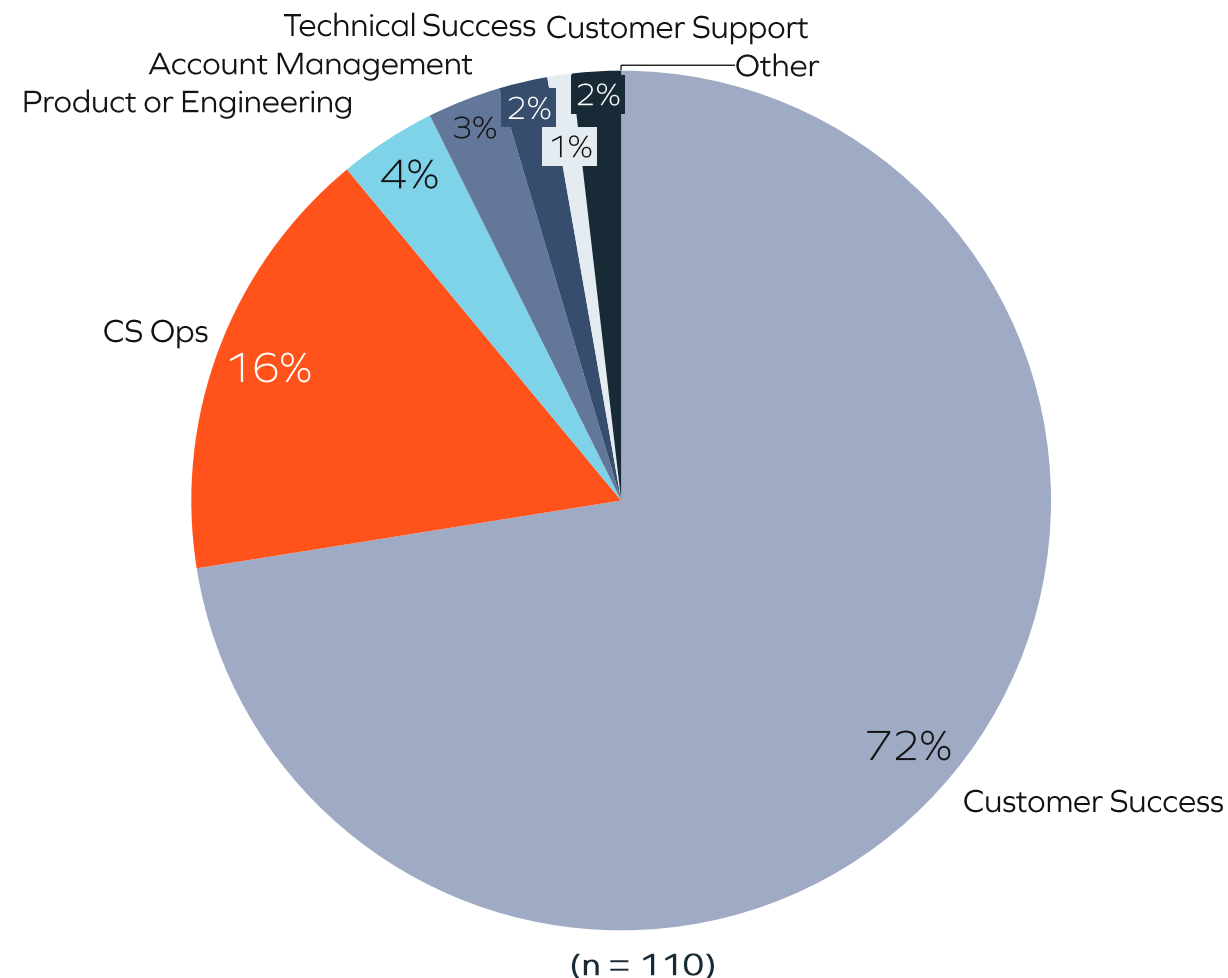| Onboarding / Implementation	Customer Support	Adoption	**Health Tracking**	Expansion	Renewals

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 (72%).

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

Many later-stage companies hire dedicated CS Ops 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.

Technical Success Customer Support
Account Management   Other
Product or Engineering

2%
3%
4%
1%
2%

CS Ops

16%

72%

Customer Success

(n = 110)

Who is the primary owner of customer health tracking?

INSIGHT PARTNERS

	Owner							Total N
	Customer Success	CS Ops	Product or Engineering	Account Management	Technical Success	Customer Support	Other	
ARR								
$0-10M	88%	12%	0%	0%	0%	0%	0%	n = 26
$10-30M	71%	13%	7%	3%	0%	0%	6%	n = 31
$30-50M	64%	12%	12%	0%	12%	0%	0%	n = 17
$50-100M	72%	22%	0%	0%	0%	6%	0%	n = 18
> $100M	56%	28%	0%	11%	0%	0%	5%	n = 18
ASP								
< $10K	43%	14%	22%	7%	0%	0%	14%	n = 14
$10-25K	73%	27%	0%	0%	0%	0%	0%	n = 15
$25-50K	86%	14%	0%	0%	0%	0%	0%	n = 14
$50-100K	66%	22%	3%	3%	3%	3%	0%	n = 29
$100-200K	80%	15%	0%	0%	5%	0%	0%	n = 20
$200-500K	82%	9%	0%	0%	0%	0%	9%	n = 11
> $500K	86%	0%	0%	14%	0%	0%	0%	n = 7
Customer Count								
<100	87%	10%	0%	0%	0%	0%	3%	n = 31
100-500	70%	10%	3%	7%	7%	3%	0%	n = 30
500-2K	73%	27%	0%	0%	0%	0%	0%	n = 22
>2K	56%	22%	11%	4%	0%	0%	7%	n = 27
Sales Motion								
Product-Led	67%	0%	33%	0%	0%	0%	0%	n = 3
Hybrid B2B	80%	8%	8%	0%	4%	0%	0%	n = 25
Sales-Led	69%	20%	1%	4%	1%	1%	4%	n = 82

Who is the primary owner of expansion?

INSIGHT PARTNERS

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

Expansion involves any cross-sell or upsell that occurs after the initial sale within the existing customer base. Across the Insight portfolio, Sales (51%) is the primary expansion owner, followed by Customer Success (25%), and Account Management (22%).

Other
2%

Account Management
22%

51% Sales

25%

Customer Success

(n = 110)

Who is the primary owner of expansion?

INSIGHT PARTNERS
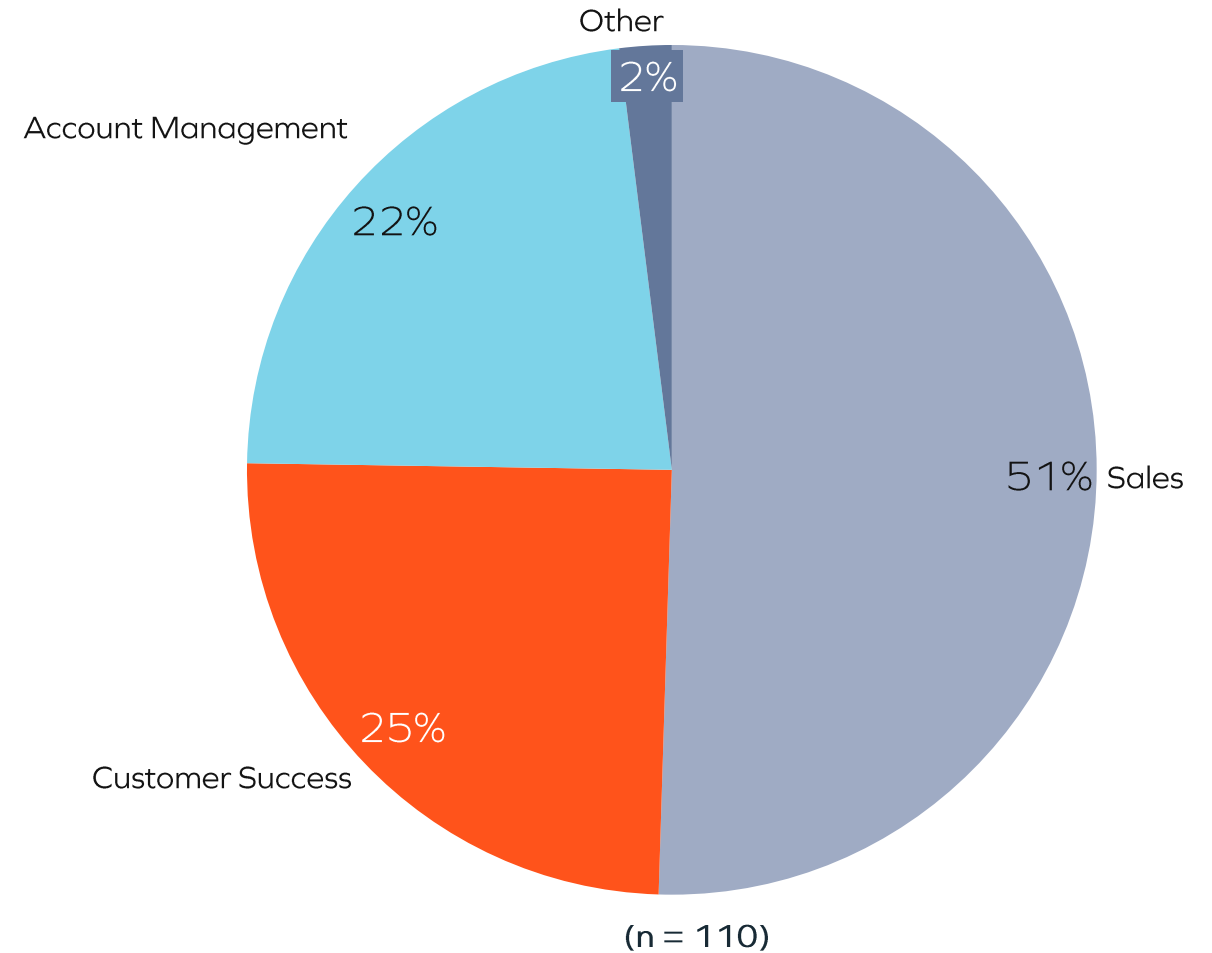
	Owner				Total N
	Sales	Customer Success	Account Management	Other	
ARR					
$0-10M	54%	31%	15%	0%	n = 26
$10-30M	32%	45%	20%	3%	n = 31
$30-50M	59%	12%	29%	0%	n = 17
$50-100M	61%	17%	22%	0%	n = 18
> $100M	61%	0%	33%	6%	n = 18
ASP					
< $10K	35%	29%	29%	7%	n = 14
$10-25K	20%	60%	20%	0%	n = 15
$25-50K	93%	7%	0%	0%	n = 14
$50-100K	48%	21%	31%	10%	n = 29
$100-200K	50%	15%	35%	0%	n = 20
$200-500K	73%	9%	18%	0%	n = 11
> $500K	43%	43%	0%	14%	n = 7
Customer Count					
<100	52%	29%	19%	0%	n = 31
100-500	50%	27%	20%	3%	n = 30
500-2K	59%	18%	23%	0%	n = 22
>2K	44%	22%	30%	4%	n = 27
Sales Motion					
Product-Led	67%	33%	0%	0%	n = 3
Hybrid B2B	28%	28%	40%	4%	n = 25
Sales-Led	58%	23%	18%	1%	n = 82

Who is the primary owner of expansion?

INSIGHT
PARTNERS

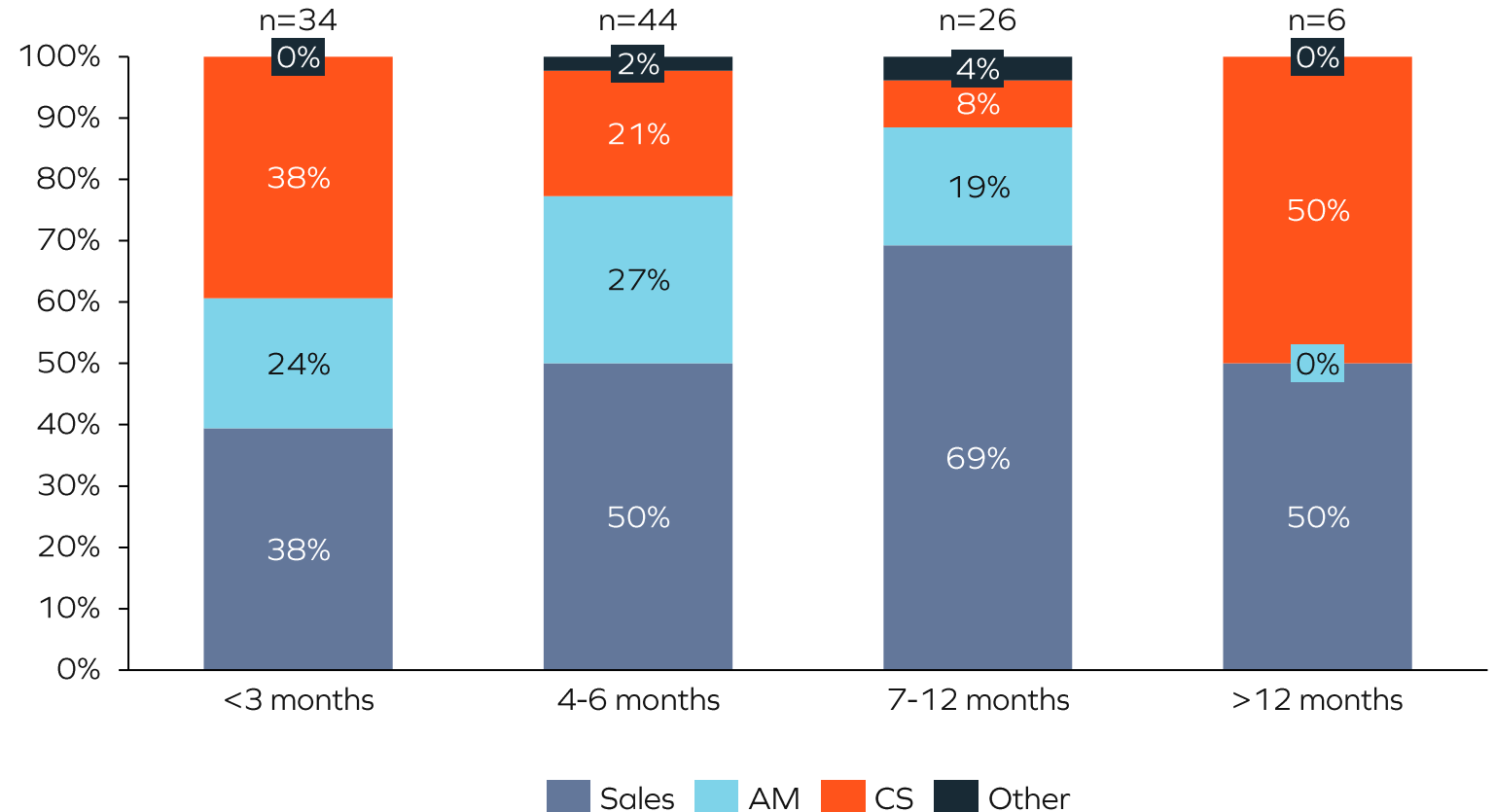| Onboarding / Implementation	Customer Support	Adoption	Health Tracking	Expansion	Renewals

While expansion ownership still resides predominantly within Sales or Account Management, Customer Success is increasingly
taking on more expansion responsibility.

For example, Customer Success ownership of expansion jumped from 18% to 38% from 2022 to 2023 for companies with sales cycles < 3 months.

Primary expansion owner by sales cycle length

n=34
n=44
n=26
n=6

	<3 months	4-6 months	7-12 months	>12 months
Other	0%	2%	4%	0%
CS	38%	21%	8%	50%
AM	24%	27%	19%	0%
Sales	38%	50%	69%	50%

Sales   AM   CS   Other

Who is the primary owner of renewals?

INSIGHT
PARTNERS

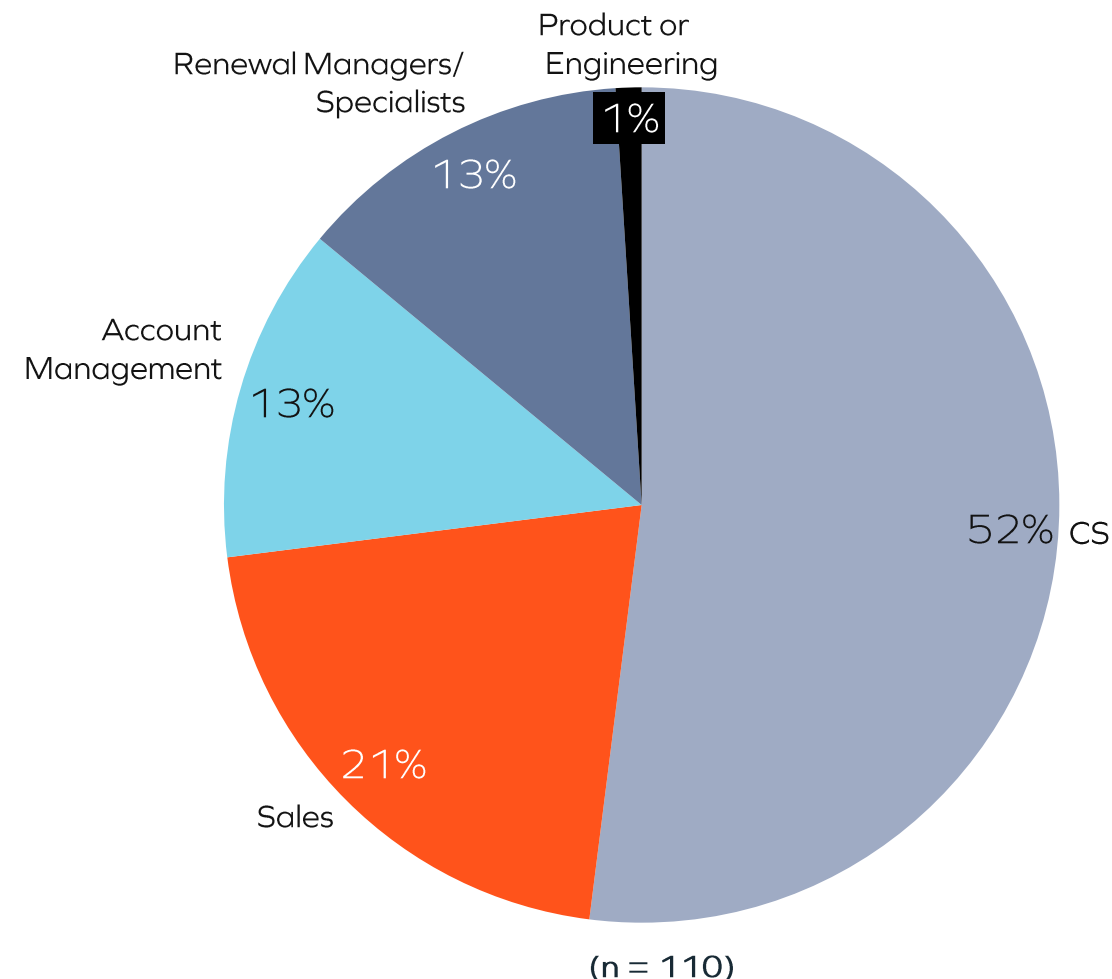| Onboarding / Implementation	Customer Support	Adoption	Health Tracking	Expansion	Renewals

Renewals management is an essential part of a company's retention strategy. Driving early, on-time, and multi-year renewals that grow in contract value are core pillars of a sound renewals strategy.

This year, Customer Success has a greater share of renewals responsibility (52%, up from 35%) while Account Management renewal ownership has decreased (13%, down from 21%).

A specialized Renewals team enables Sales, Customer Success, and Account Management teams to focus on core sales, expansion, and customer adoption activities. While some Renewals teams are highly strategic, most are lower-cost resources with limited selling skills. These teams often engage Sales or Account Management on complex or competitive renewals.

Renewal Managers/ Specialists

Product or Engineering

1%

13%

Account Management

13%

52% CS

21%

Sales

(n = 110)

51

Who is the primary owner of renewals?

INSIGHT PARTNERS

	Owner					Total N
	Customer Success	Sales	Account Management	Renewal Managers or Specialists	Product or Engineering	
ARR						
$0-10M	69%	23%	8%	0%	0%	n = 26
$10-30M	71%	23%	6%	0%	0%	n = 31
$30-50M	41%	23%	18%	12%	6%	n = 17
$50-100M	44%	17%	11%	28%	0%	n = 18
> $100M	17%	17%	27%	39%	0%	n = 18
ASP						
< $10K	51%	14%	14%	14%	7%	n = 14
$10-25K	87%	0%	13%	0%	0%	n = 15
$25-50K	64%	22%	0%	14%	0%	n = 14
$50-100K	51%	14%	14%	21%	0%	n = 29
$100-200K	45%	25%	25%	5%	0%	n = 20
$200-500K	27%	55%	9%	9%	0%	n = 11
> $500K	29%	42%	0%	29%	0%	n = 7
Customer Count						
<100	55%	35%	10%	0%	0%	n = 31
100-500	60%	23%	7%	10%	0%	n = 30
500-2K	55%	9%	13%	23%	0%	n = 22
>2K	41%	11%	22%	22%	4%	n = 27
Sales Motion						
Product-Led	33.3%	33.3%	0%	0%	33.3%	n = 3
Hybrid B2B	52%	4%	24%	20%	0%	n = 25
Sales-Led	54%	25%	10%	11%	0%	n = 82

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

INSIGHT PARTNERS

	Headcount														Median Total Headcount
	Implementation / Onboarding	Pro Serv	Customer Success	TAM	AM	Renewal Manager / Specialist	Customer Support	Customer Education	Community	CS Ops	Customer Marketing	PAM	PSM	Contracted Resources	
ARR															
$0-10M	14%	8%	34%	12%	4%	0%	15%	2%	1%	2%	4%	2%	0%	2%	9
$10-30M	10%	9%	33%	7%	4%	0%	19%	3%	1%	2%	8%	2%	1%	1%	23
$30-50M	10%	8%	27%	9%	4%	1%	27%	2%	1%	3%	2%	3%	1%	2%	39
$50-100M	6%	10%	29%	7%	3%	2%	22%	4%	1%	1%	7%	3%	0%	5%	81
> $100M	5%	17%	20%	7%	4%	3%	29%	2%	0%	2%	2%	3%	1%	5%	273
ASP															
< $10K	4%	3%	22%	4%	6%	4%	36%	2%	1%	3%	4%	4%	2%	5%	35
$10-25K	8%	6%	34%	4%	4%	1%	32%	5%	0%	1%	3%	1%	0%	1%	26
$25-50K	14%	13%	26%	12%	1%	1%	18%	2%	1%	2%	4%	2%	1%	3%	24
$50-100K	10%	11%	35%	6%	4%	1%	18%	2%	0%	2%	5%	2%	1%	4%	34
$100-200K	11%	10%	26%	14%	7%	1%	14%	3%	1%	3%	3%	4%	0%	3%	61
$200-500K	15%	15%	35%	6%	2%	0%	21%	2%	0%	1%	2%	0%	0%	1%	39
> $500K	2%	17%	20%	15%	2%	1%	17%	3%	0%	0%	21%	1%	0%	1%	36
Customer Count															
<100	17%	9%	34%	10%	4%	0%	13%	1%	0%	2%	8%	1%	0%	1%	12
100-500	9%	11%	29%	12%	4%	1%	19%	4%	1%	2%	3%	2%	0%	4%	37
500-2K	5%	12%	34%	7%	3%	1%	20%	3%	1%	2%	6%	3%	1%	2%	58
>2K	6%	9%	21%	4%	5%	3%	34%	2%	1%	2%	4%	4%	1%	4%	96
Sales Motion															
Product-Led	5%	0%	7%	2%	2%	5%	52%	3%	2%	2%	4%	6%	0%	10%	49
Hybrid B2B	5%	6%	29%	8%	7%	2%	24%	3%	1%	2%	5%	3%	1%	4%	30
Sales-Led	11%	12%	31%	9%	3%	1%	20%	2%	0%	2%	5%	2%	0%	2%	36

POST-SALES ORG DESIGN
Coverage

Summary of post-sales coverage across the Insight portfolio

52% Implementation/ Onboarding	**48%** Professional Services	**94%** Customer Success	**49%** Technical Account Management
33% Account Management	**25%** Renewals Mgr/ Specialist	**81%** Customer Support	**48%** Customer Education
23% Customer Community	**51%** Customer Success Operations	**52%** Customer Marketing	**40%** Partner Account Manager
15% Partner Success Manager	**64%** Solution Engineer	**100%** Sales Rep	**25%** Contracted Resources

What percentage of Insight portfolio companies have dedicated headcount coverage for each post-sales function?

What does Implementation/Onboarding[1] coverage look like across the Insight portfolio?

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
4	5	5	7	12

n = | 11 | 13 | 10 | 10 | 13

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
4	5	5	7	9	12	13

n = | 7 | 8 | 6 | 16 | 12 | 6 | 2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
5	7	8	12

n = | 15 | 12 | 12 | 18

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
4	5	9

n = | 2 | 13 | 42

52% of portfolio companies have dedicated Implementation/Onboarding headcount

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; N for each category refers to the number of responses with nonzero headcount.

What does Professional Services[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
3	4	7	17	47

n = 7   11   9   10   16

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
4	6	12	15	18	9	30

n = 5   6   5   17   9   9   2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
4	7	18	34

n = 8   16   13   16

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
No companies have Professional Services coverage	9	12

n = 0   10   43

48%

of portfolio companies have dedicated Professional Services headcount

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; N for each category refers to the number of responses with nonzero headcount.

What does Customer Success[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
3	6	10	25	34

n = 25   29   14   17   18

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
9	6	5	8	9	10	7

n = 13   15   13   28   18   10   6

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
3	7	18	20

n = 28   27   22   26

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
5	8	8

n = 2   24   77
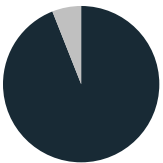
94% of portfolio companies have dedicated Customer Success headcount

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; N for each category refers to the number of responses with nonzero headcount.

What does Technical Account Management[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
2	5	7	9	12

n = 13   11   9   9   12

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
3	3	4	6	7	5	14

n = 7   6   9   13   13   4   2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
2	4	7	11

n = 11   16   14   13

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
8	6	5
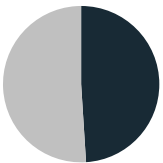
n = 1   14   39

49%

of portfolio companies have dedicated Technical Account Management headcount

KEY CONSIDERATIONS

Consider TAM coverage if your customers have complex technical requirements and integration needs, your product has a steep learning curve, you're experiencing churn that could be mitigated by offering customers stronger technical guidance, or if competitors offer a comparable service that may be setting you back. While TAMs can add significant value and increase CLTV, they come at a cost. It is essential to weigh the potential benefits (e.g., increased retention, lower TTV) against the costs of hiring, training, and maintaining a TAM team.

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does Account Management[1] coverage look like across the Insight portfolio?

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	4	5	7	15

n = 6, 9, 7, 6, 8

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
3	6	6	5	8	4	7

n = 5, 6, 2, 10, 8, 4, 1

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
1	5	7	6

n = 9, 9, 6, 12

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
2	5	5

n = 2, 10, 24

33%
of portfolio companies have dedicated Account Management headcount
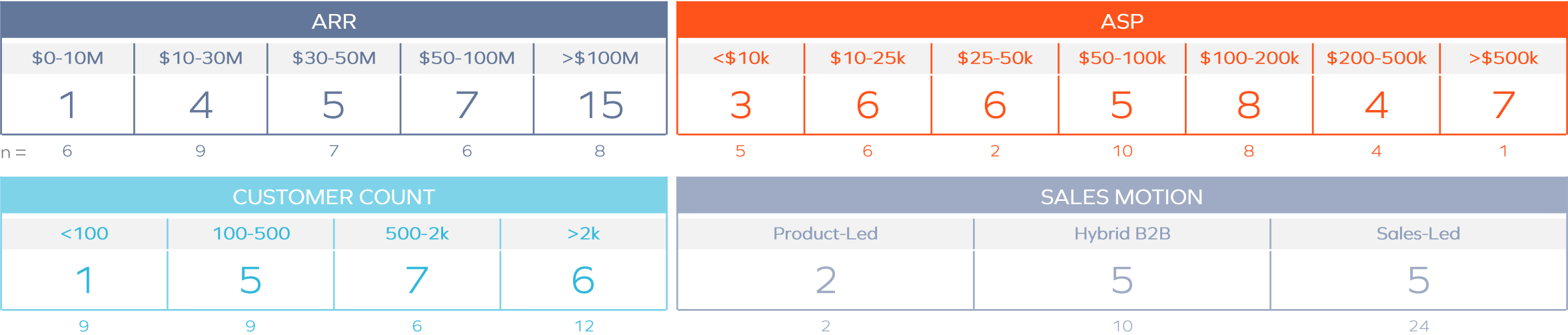
KEY CONSIDERATIONS

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; N for each category refers to the number of responses with nonzero headcount.

What does Renewal Manager/Specialist[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	2	2	3	9

n =   1   1   5   9   12

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
6	6	5	5	2	2	3

     4   2   2   10   6   2   2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
No companies with Renewal Manager/Specialists	2	3	10

     0   8   9   11

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
6	4	5

     1   8   19

25%

of portfolio companies have dedicated Renewals Manager/Specialist headcount

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; N for each category refers to the number of responses with nonzero headcount.

What does Customer Support[1] coverage look like across the Insight portfolio?

INSIGHT
PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
2	7	10	13	69

n = 14   23   17   17   18

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
15	8	5	9	12	8	23

13   14   9   24   15   10   4

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
2	8	11	26

15   26   22   26

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
15	9	9

3   23   63

81%

of portfolio companies have dedicated Customer Support headcount

KEY CONSIDERATIONS

Customer Support coverage generally increases as ARR and customer count 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; N for each category refers to the number of responses with nonzero headcount.

What does Customer Education[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	2	2	3	7
n = 3	13	7	16	14

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
2	3	3	2	5	2	4
7	9	4	14	11	5	3

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
2	3	5	7
4	16	16	17

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
2	2	3
2	16	35

48%

of portfolio companies have dedicated Customer Education coverage

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; N for each category refers to the number of responses with nonzero headcount.

What does Customer Community[1] coverage look like across the Insight portfolio?

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	1	1	1	2

n = 3   4   5   6   7

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
1	1	1	2	1	No companies have Community coverage	1

6   3   3   5   7   0   1

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
1	1	2	2

2   5   8   10

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
1	1	1

2   7   16

23%

of portfolio companies have dedicated Customer Community coverage
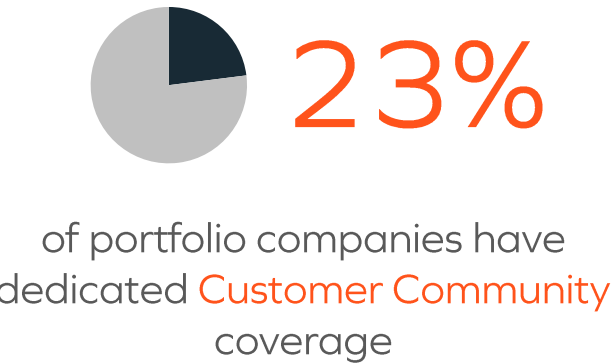
KEY CONSIDERATIONS

While Community has become more mainstream in SaaS, 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; N for each category refers to the number of responses with nonzero headcount.

What does Customer Success Operations[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	1	2	2	4

n = 5 / 13 / 12 / 11 / 15

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
2	1	1	1	3	1	3

n = 9 / 7 / 5 / 17 / 12 / 5 / 1

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
1	1	2	4

n = 8 / 13 / 16 / 19

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
2	2	2

n = 2 / 12 / 42

51%

of portfolio companies have dedicated Customer Success Operations coverage

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 11:1.

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. Insight recommends investing early in CS ops (typically when a company hits ~20M in ARR) to proactively lay the groundwork for future growth.

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does Customer Marketing[1] coverage look like across the Insight portfolio?

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	1	1	3	4

n = 9   14   9   11   14

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
3	2	1	3	1	1	1

10   7   7   14   11   5   3

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
1	1	3	3

10   15   12   20

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
3	2	2

2   18   37

52%

of portfolio companies have dedicated Customer Marketing coverage

KEY CONSIDERATIONS

Customer Marketing may report to Marketing, Product, or Customer Success. The primary objective of customer marketing is to drive product evangelism, adoption, and expansion. 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 and generating sales leads.

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does Partner Account Manager[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	1	2	3	6
n = 3	9	9	10	13

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
3	1	4	2	2	2	5
8	5	4	12	11	2	2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
1	2	6	4
4	13	9	18

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
9	3	2
1	15	28

40%

of portfolio companies have dedicated Partner Account Manager coverage

KEY CONSIDERATIONS

PAMs drive desired outcomes across partners in compliance to their partner program. The decision to hire PAMs should be based on the strategic importance of partners to a company's growth, the complexity of managing partner relationships, the potential revenue impact, demand for partner support, and the broader competitive landscape. PAMs can work with partners pre-sales as well as post sales. Additionally, PAMs play a crucial role in gathering partner feedback to shape the partner program, improving rules of engagement with GTM teams, driving partner enablement, and enhancing product roadmap and differentiation in the market.

What does Partner Success Manager[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	1	2	1	3
n = 2	3	3	1	8

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
3	No companies have PSM coverage	1	1	2	No companies have PSM coverage	1
5	0	2	6	3	0	1

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
1	2	1	4
1	3	5	8

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
No companies have PSM coverage	3	1
0	5	12

15%
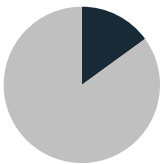
of portfolio companies have dedicated Partner Success Manager coverage

KEY CONSIDERATIONS

PSMs ensure the ongoing success and health of partners post-sale. Not all companies need to hire PSMs, especially if their partner program is nascent or they already have PAMs. While PAMs typically focus on the go-to-market business with partners, PSMs ensure embedded partners (that deploy and onboard customers and/or provide managed services), have access to ongoing enablement and support and continue to deliver strong outcomes to customers.

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does Solutions Engineer[1] coverage look like across the Insight portfolio?

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	5	7	14	16

n = 13   18   11   14   14

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
3	4	3	7	8	5	6

7   10   9   21   13   8   2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
2	7	10	11

16   20   17   17

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
4	10	12

1   15   54
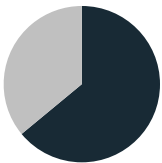
64% of portfolio companies have dedicated Solutions Engineer coverage

KEY CONSIDERATIONS

Solutions Engineers provide technical expertise during the sales process to demonstrate product value, customize solutions, and address complex prospect challenges. SE coverage is dependent on several factors including deal and product complexity, deal volume, sales cycle length, product portfolio mix, and GTM strategy. SEs often bridge the gap between pre-sales and post-sales teams to ensure customers' technical requirements are understood clearly and addressed effectively.

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does Sales Rep[1] coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
4	8	17	33	74

n = 26   31   16   18   18

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
12	15	10	16	15	8	9

14   15   14   29   20   11   7

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
4	16	30	22

31   30   22   27

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
7	16	12

3   25   82

100%
of portfolio companies have dedicated Sales Rep coverage

KEY CONSIDERATIONS

Sales rep coverage and post-sales coverage should be strategically aligned to ensure a scalable and consistent customer experience. The balance and collaboration between the two directly impact customer satisfaction, retention, and overall company growth.

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does Contracted Resource coverage look like across the Insight portfolio?

INSIGHT PARTNERS

ARR				
$0-10M	$10-30M	$30-50M	$50-100M	>$100M
1	3	6	3	18

n = 4   4   2   7   10

ASP						
<$10k	$10-25k	$25-50k	$50-100k	$100-200k	$200-500k	>$500k
20	2	3	15	3	3	4

4   3   3   7   6   2   2

CUSTOMER COUNT			
<100	100-500	500-2k	>2k
2	4	13	15

4   9   6   8

SALES MOTION		
Product-Led	Hybrid B2B	Sales-Led
10	4	4

1   7   19

25%

of portfolio companies have Contracted Resource coverage

KEY CONSIDERATIONS

"Contracted resources" are individuals or teams hired on a contractual basis rather than as permanent, full-time employees. Contractors can be brought on board for specific projects or periods of peak demand, offering flexibility in scaling up or down. Contractors often provide specialized skills or expertise that might not be required on an ongoing basis (ex. technical, legal, industry, etc).

1) Responses above reflect median headcount values; N for each category refers to the number of responses with nonzero headcount.

What does AM/PAM/TAM[1] coverage look like across the Insight portfolio?

INSIGHT
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33% of portfolio companies have dedicated Account Management coverage

40% of portfolio companies have dedicated Partner Account Management coverage

49% of portfolio companies have dedicated Technical Account Management coverage

Account Management typically involves driving expansion of existing accounts (upsell, cross-sell). Companies might structure their account management teams differently based on their product complexity, customer base, industry, and GTM motion. For example, TAMs are more prevalent in industries such as DevOps and Cybersecurity.

77% of companies have dedicated AM, PAM, and/or TAM coverage.

Some companies might not have dedicated AMs and instead choose to assign such responsibilities to sellers or CSMs.

POST-SALES ORG DESIGN
Staffing Ratios

Summary of post-sales staffing ratios across the Insight portfolio

Direct Reports to Manager Ratio

| 6:1 Customer Success | 5:1 Account Management | 8:1 Customer Support | 6:1 Professional Services |

Interconnected Roles

| 11:1 CSM to CS Ops | 7:1 CSM to Customer Training/Education | 2:1 Customer Support to CSMs |

| 2:1 Sales Reps to CSMs | 3:1 Sales Engineers to TAMs | 9:1 Customer Support to TAMs | 1:1 PS + Onboarding to Sales Reps |
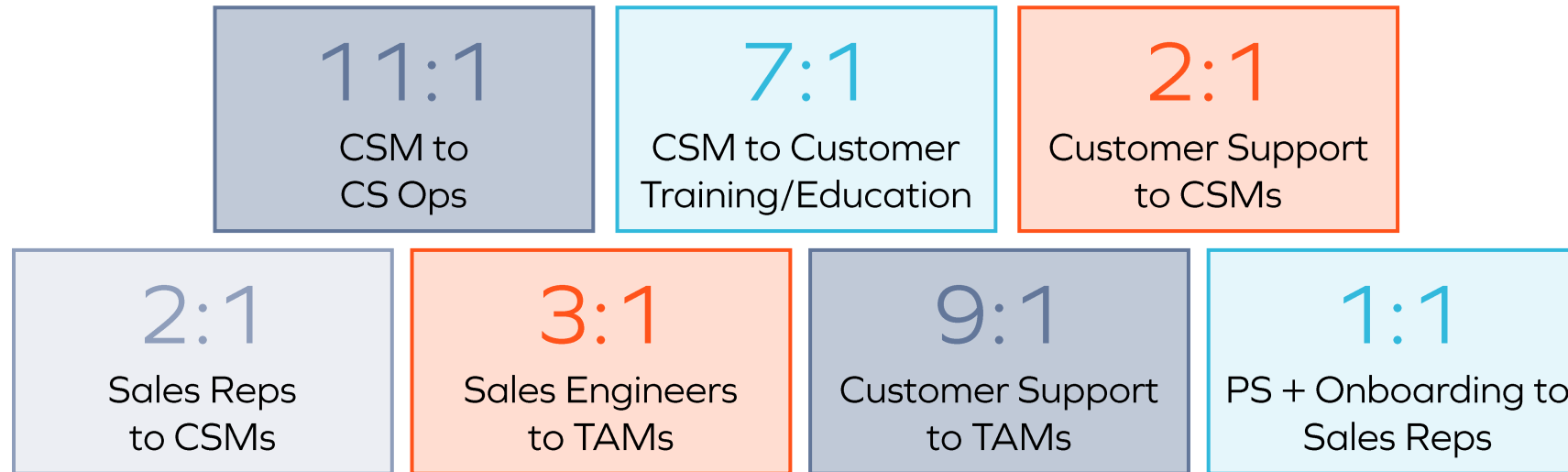
What is the **average span of control** for each post-sales function?

What are common post-sales staffing ratios?

Direct Reports–to-Manager Ratio: Customer Success[1]

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

- 10 : 1
- 9 : 1
- 8 : 1
- 7 : 1
- 6 : 1
- 5 : 1
- 4 : 1
- 3 : 1
- 2 : 1
- 1 : 1
- 0 : 1

<$10M (n=22): 4:1 / 3:1 / 2:1
$10-30M (n=25): 5:1 / 4:1 / 3:1
$30-50M (n=14): 5:1 / 4:1 / 3:1
$50-100M (n=17): 6:1 / 5:1 / 4:1
>$100M (n=18): 9:1 / 7:1 / 5:1

ARR Band

By Customer Count

Direct Reports : Manager

- 10 : 1
- 9 : 1
- 8 : 1
- 7 : 1
- 6 : 1
- 5 : 1
- 4 : 1
- 3 : 1
- 2 : 1
- 1 : 1
- 0 : 1

<100 (n=24): 4:1 / 3:1 / 2:1
100-500 (n=26): 6:1 / 5:1 / 3:1
500-2K (n=21): 5:1 / 5:1 / 3:1
>2K (n=25): 9:1 / 5:1 / 4:1

Customer Count

Legend:
- 75th Percentile
- Median
- 25th Percentile
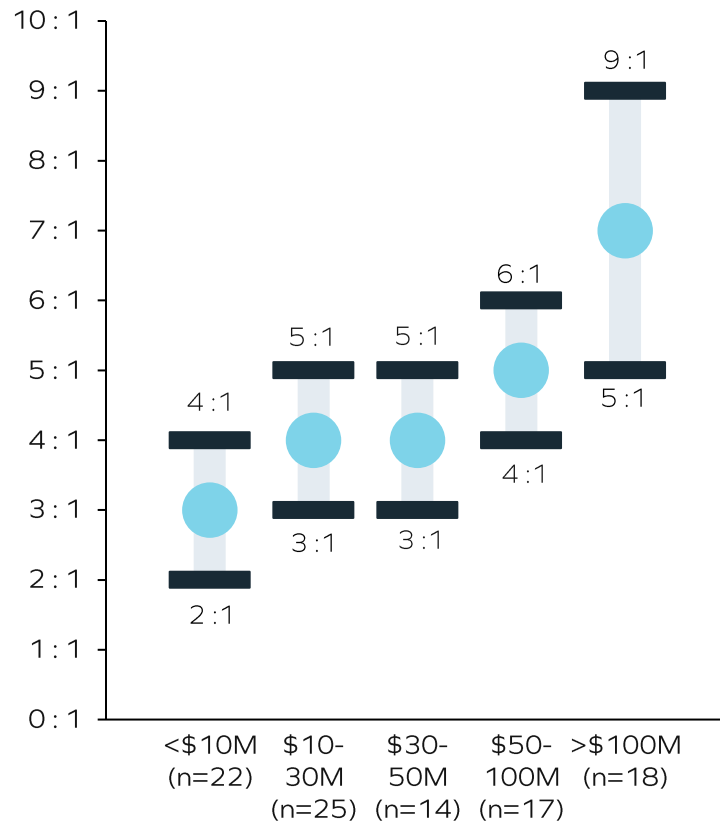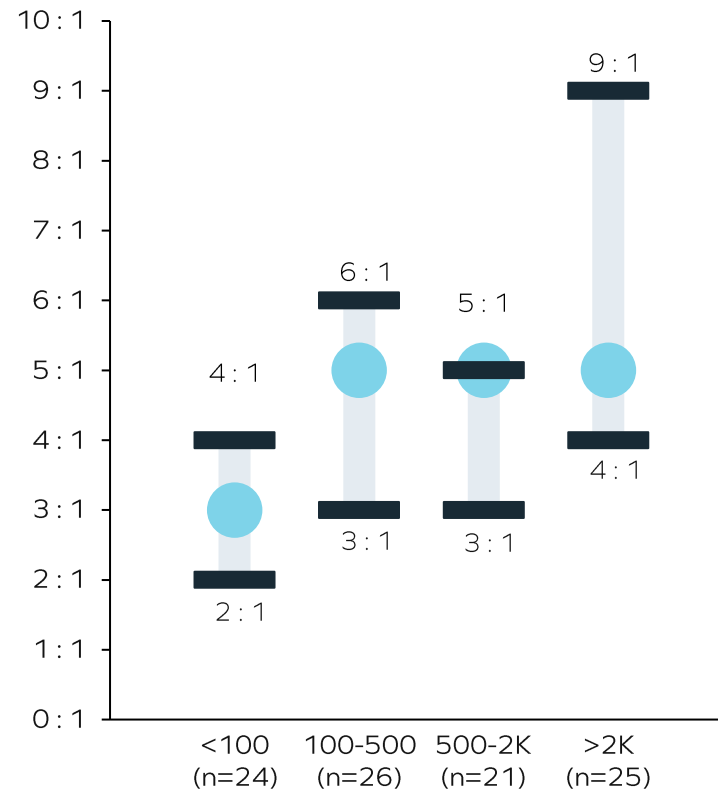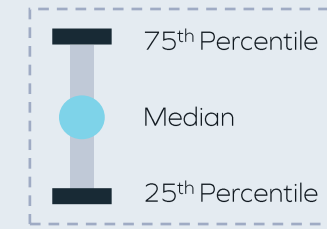
6: 1 is the average number of Customer Success direct reports per manager

INSIGHT PARTNERS

What are common post-sales staffing ratios?

Direct Reports–to-Manager Ratio: Account Management[1]

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?*

75th Percentile

Median

25th Percentile

By ARR Band

Direct Reports : Manager
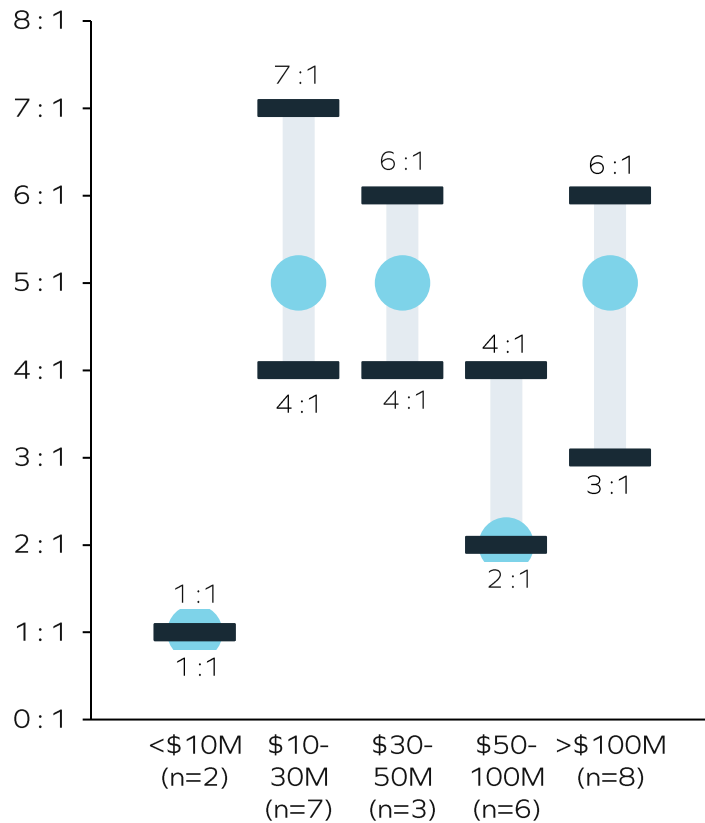
ARR Band

By Customer Count

Direct Reports : Manager
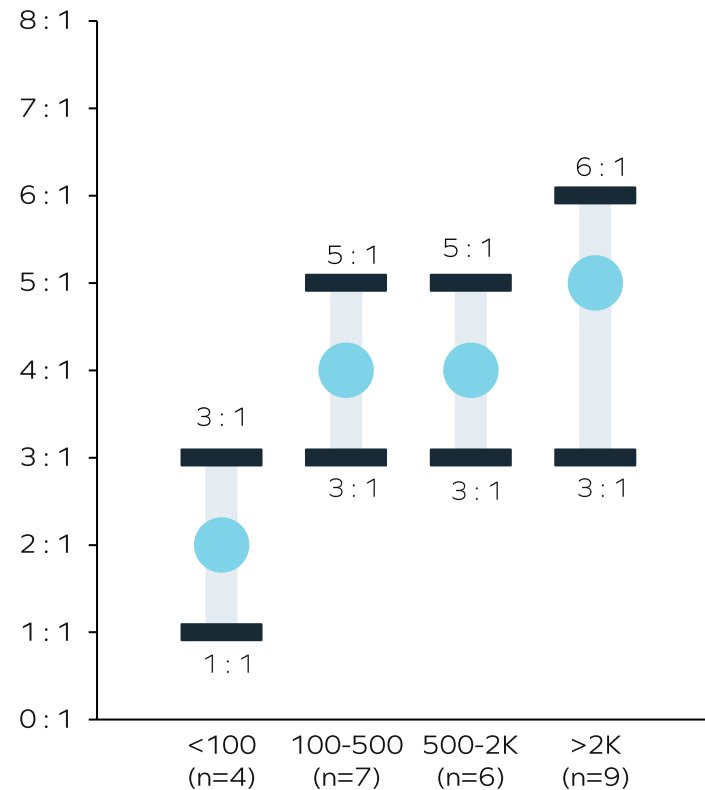
Customer Count
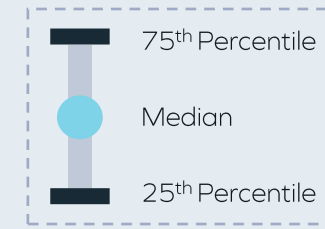
5 : 1

is the average number of Account Management direct reports per manager

What are common post-sales staffing ratios?

Direct Reports–to-Manager Ratio: Professional Services[1]

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

6 : 1	5 : 1	4 : 1	8 : 1	8 : 1
4 : 1	4 : 1	3 : 1	4 : 1	5 : 1
<$10M (n=3)	$10-30M (n=9)	$30-50M (n=7)	$50-100M (n=10)	>$100M (n=16)

ARR Band

By Customer Count

Direct Reports : Manager

5 : 1	8 : 1	5 : 1	7 : 1
4 : 1	4 : 1	3 : 1	4 : 1
<100 (n=5)	100-500 (n=12)	500-2K (n=12)	>2K (n=16)

Customer Count

Legend:
- 75th Percentile
- Median
- 25th Percentile
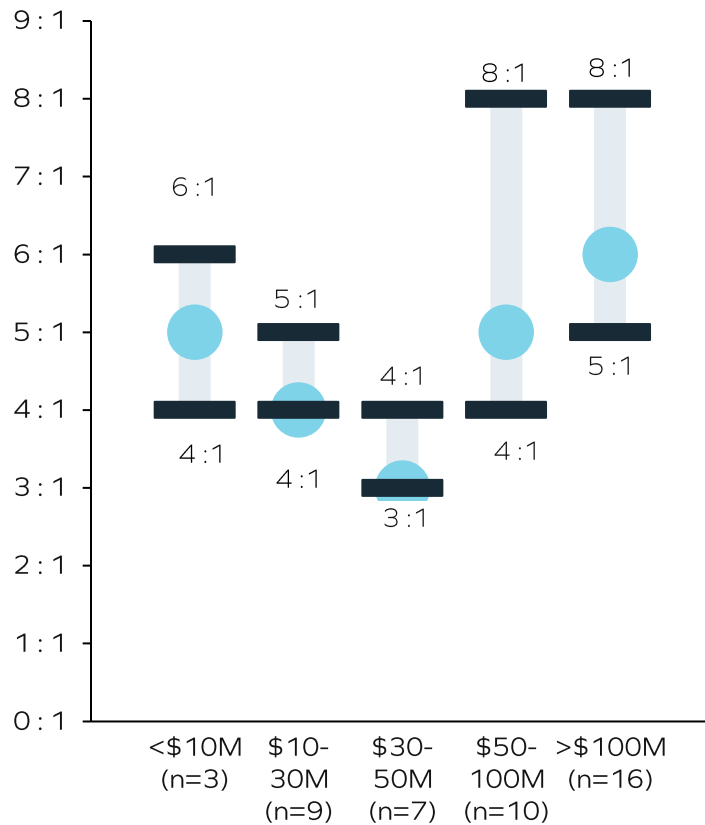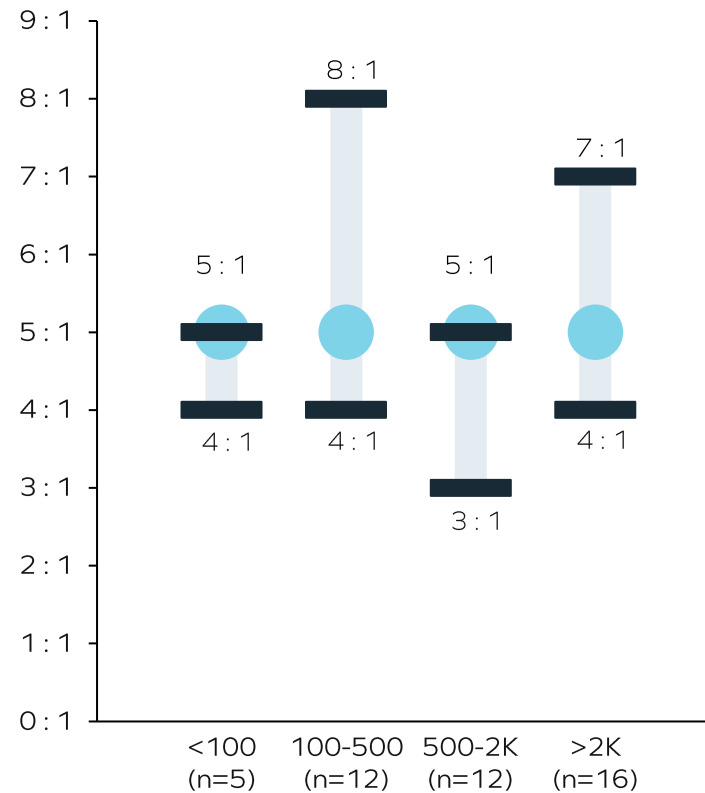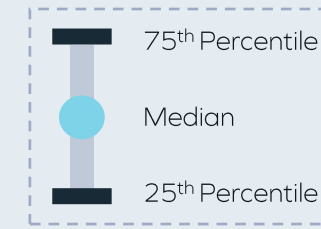
6 : 1 is the average number of Professional Services direct reports per manager

INSIGHT
PARTNERS

What are common post-sales staffing ratios?

Direct Reports–to-Manager Ratio: Customer Support[1]

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?*

INSIGHT
PARTNERS

75th Percentile

Median

25th Percentile

By ARR Band

Direct Reports : Manager
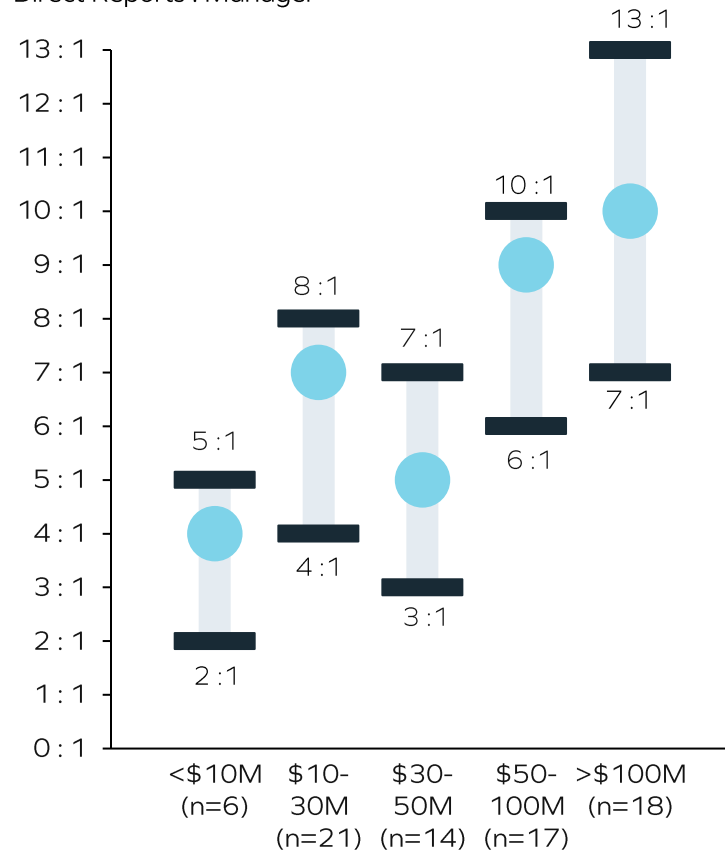
ARR Band

By Customer Count

Direct Reports : Manager
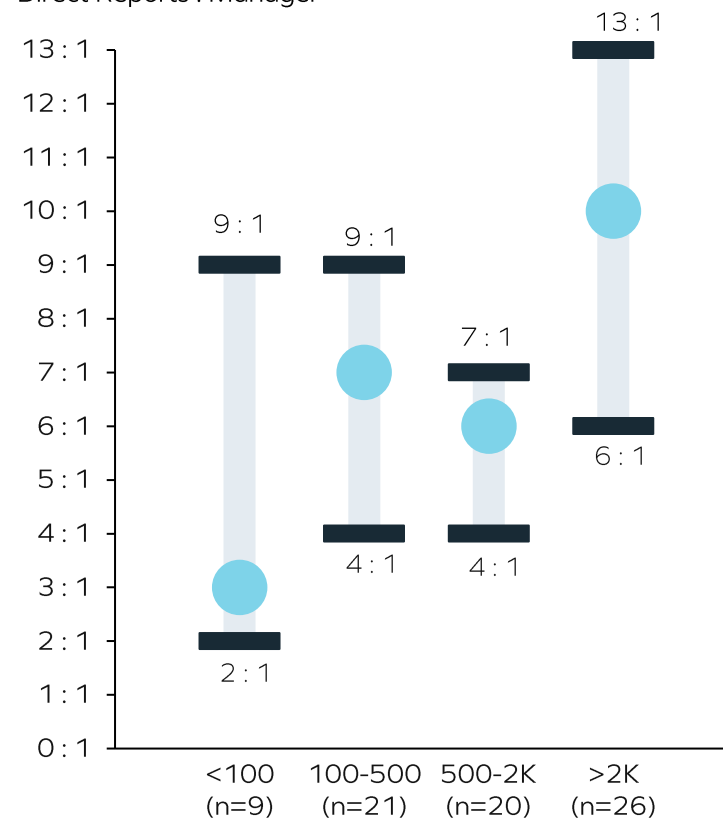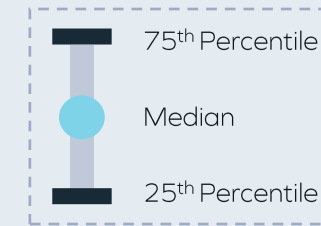
Customer Count

8 : 1

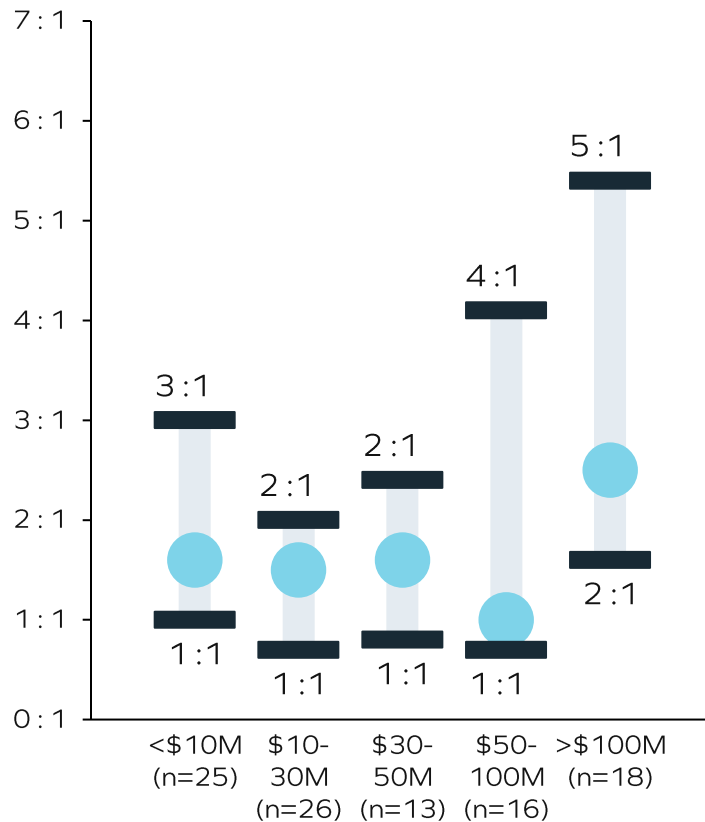is the average number of Customer Support direct reports per manager

What are common post-sales staffing ratios?

Interconnected Roles: CSMs to CS Ops[1]

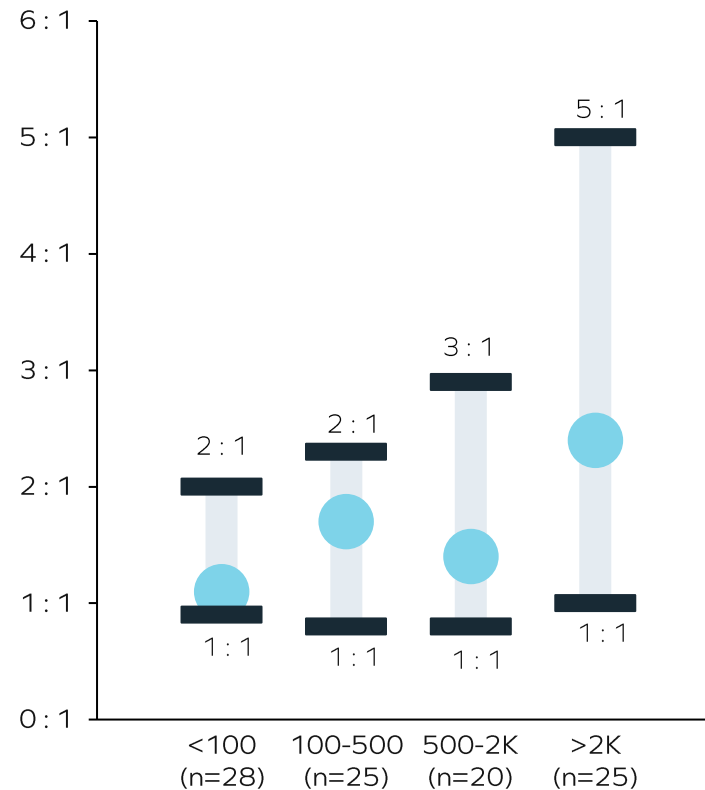**Questions:** *How many individual contributors do you have serving in each of the following roles?*

Legend:
- 75th Percentile
- Median
- 25th Percentile

By ARR Band

CSMs : CS Ops

ARR Band	75th	Median	25th
<$10M (n=5)	5 : 1	4 : 1	3 : 1
$10-30M (n=13)	13 : 1	10 : 1	4 : 1
$30-50M (n=10)	12 : 1	9 : 1	7 : 1
$50-100M (n=8)	16 : 1	11 : 1	6 : 1
>$100M (n=15)	15 : 1	11 : 1	7 : 1

ARR Band

By Customer Count

CSMs : CS Ops

Customer Count	75th	Median	25th
<100 (n=8)	9 : 1	3 : 1	2 : 1
100-500 (n=12)	9 : 1	7 : 1	4 : 1
500-2K (n=16)	7 : 1	6 : 1	4 : 1
>2K (n=18)	13 : 1	10 : 1	6 : 1
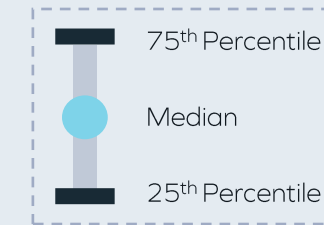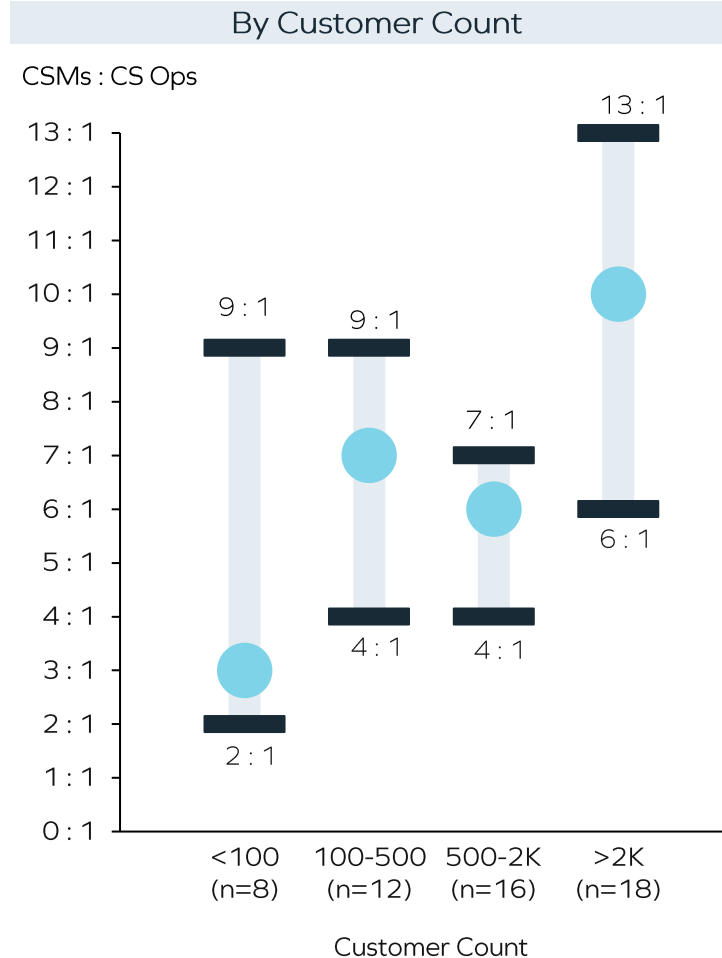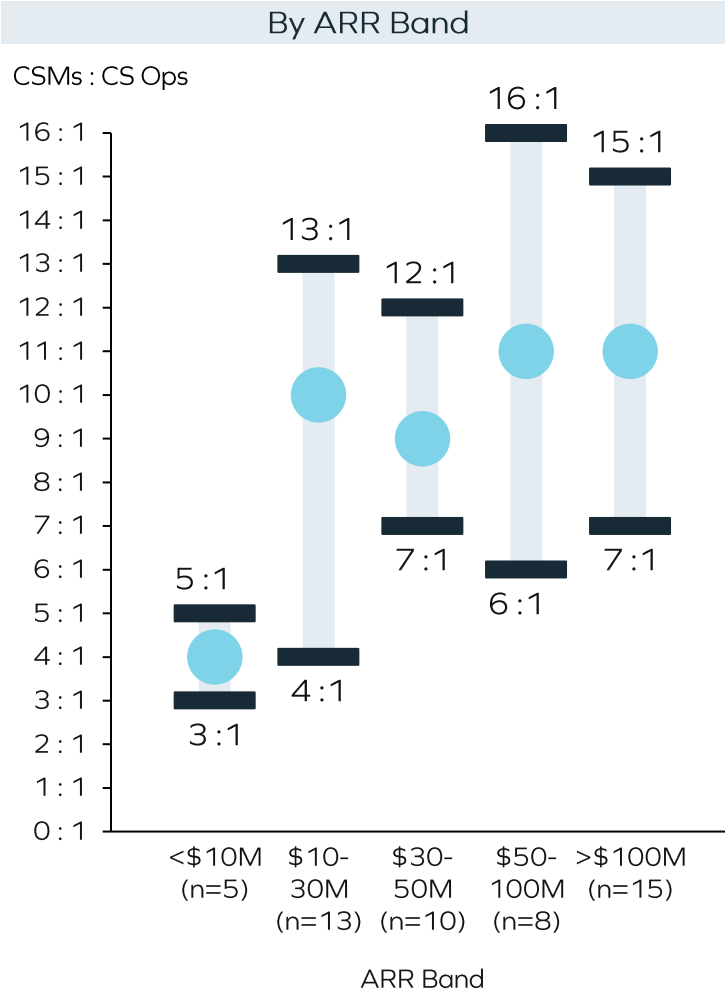
Customer Count

11 : 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.

What are common post-sales staffing ratios?

Interconnected Roles: CSMs to Customer Training/Education Resources[1]

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

By ARR Band

CSMs : Customer Training/Education Resources

ARR Band
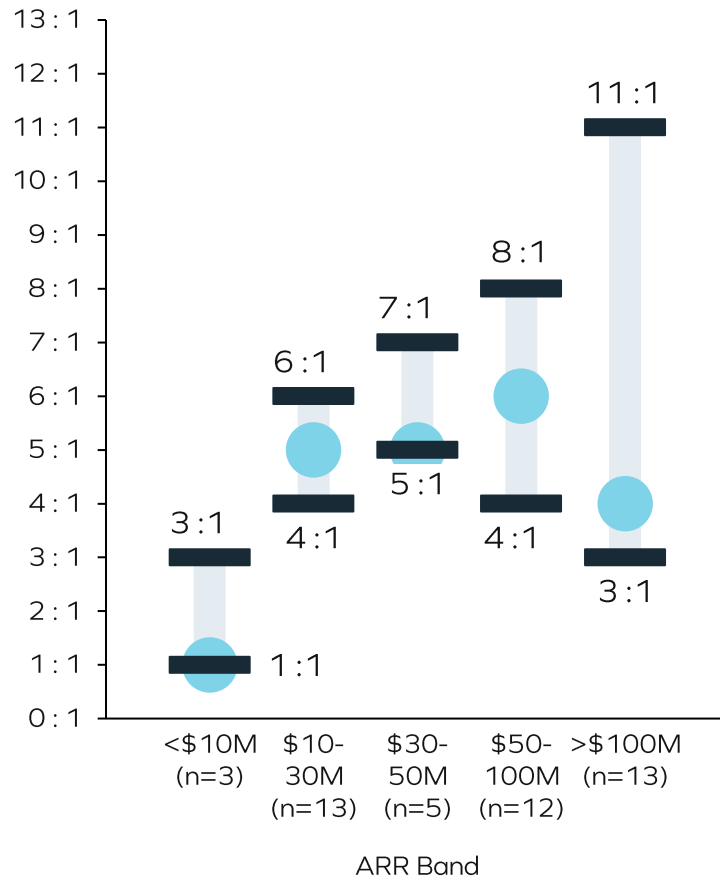
By Customer Count

CSMs : Customer Training/Education Resources

Customer Count

75th Percentile

Median

25th Percentile

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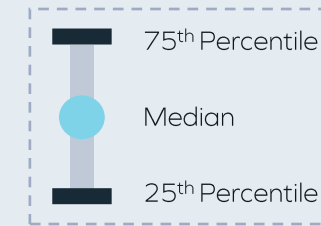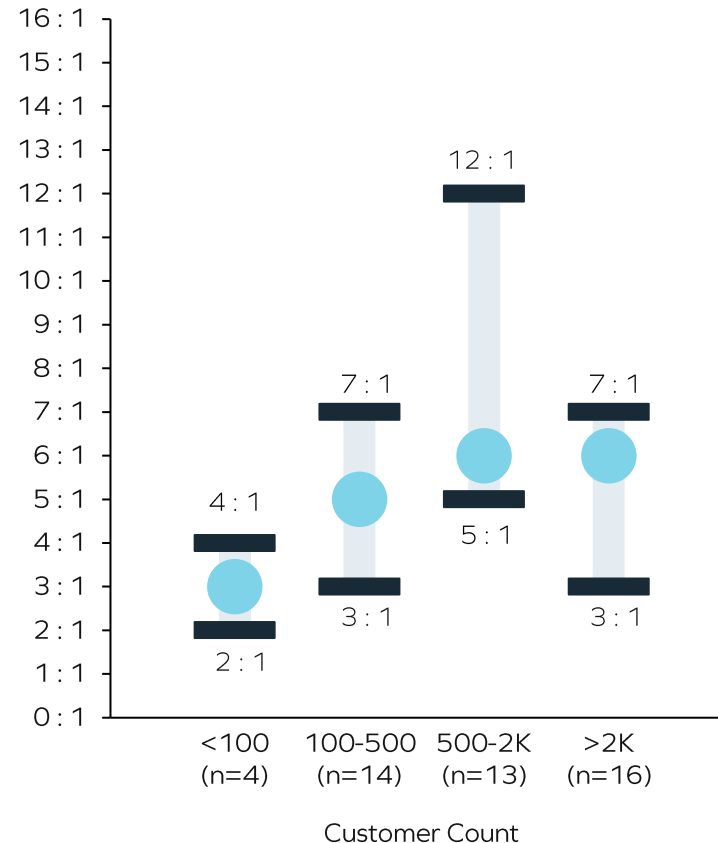
7 : 1

is the average number of CSMs to Customer 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)

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?*

Legend:
- 75th Percentile
- Median
- 25th Percentile

INSIGHT PARTNERS

By ARR Band

Customer Support : CSMs

- <$10M (n=15): 75th = 1:1, Median = 1:1, 25th = 1:1
- $10-30M (n=22): 75th = 2:1, Median = 1:1, 25th = 0:1
- $30-50M (n=14): 75th = 1:1, Median = 1:1, 25th = 0:1
- $50-100M (n=16): 75th = 2:1, Median ≈ 1:1, 25th = 0:1
- >$100M (n=14): 75th = 2:1, Median = 1:1, 25th = 1:1

ARR Band

By Customer Count

Customer Support : CSMs

- <100 (n=14): 75th = 1:1, Median ≈ 1:1, 25th = 0:1
- 100-500 (n=23): 75th = 1:1, Median = 1:1, 25th = 0:1
- 500-2K (n=22): 75th = 1:1, Median ≈ 1:1, 25th = 0:1
- >2K (n=25): 75th = 4:1, Median ≈ 1.5:1, 25th = 1:1

Customer Count

2 : 1
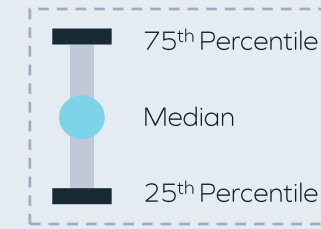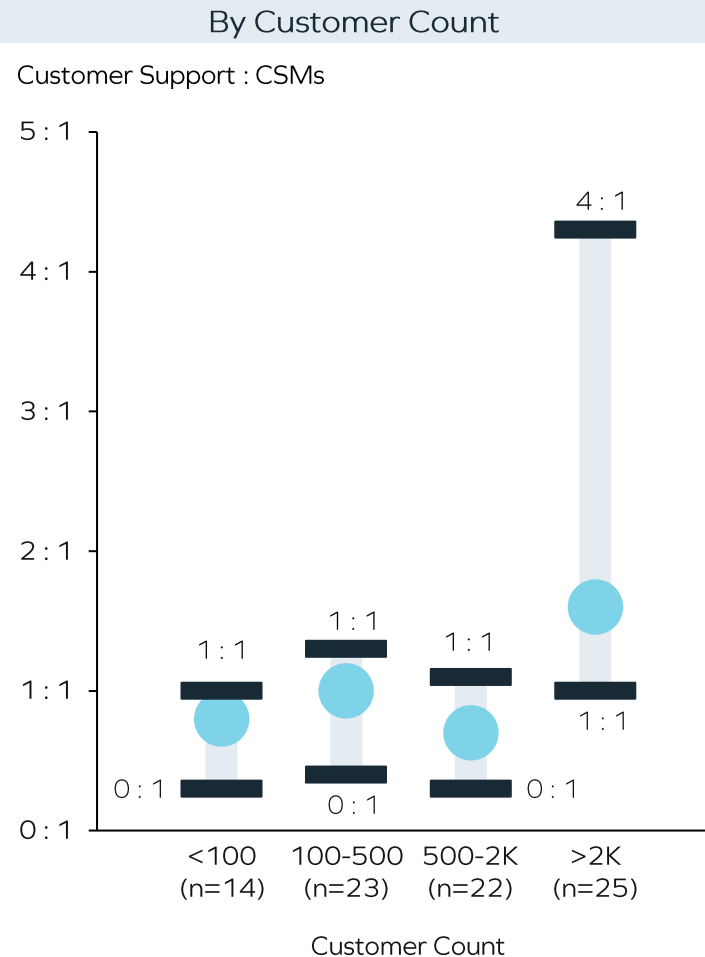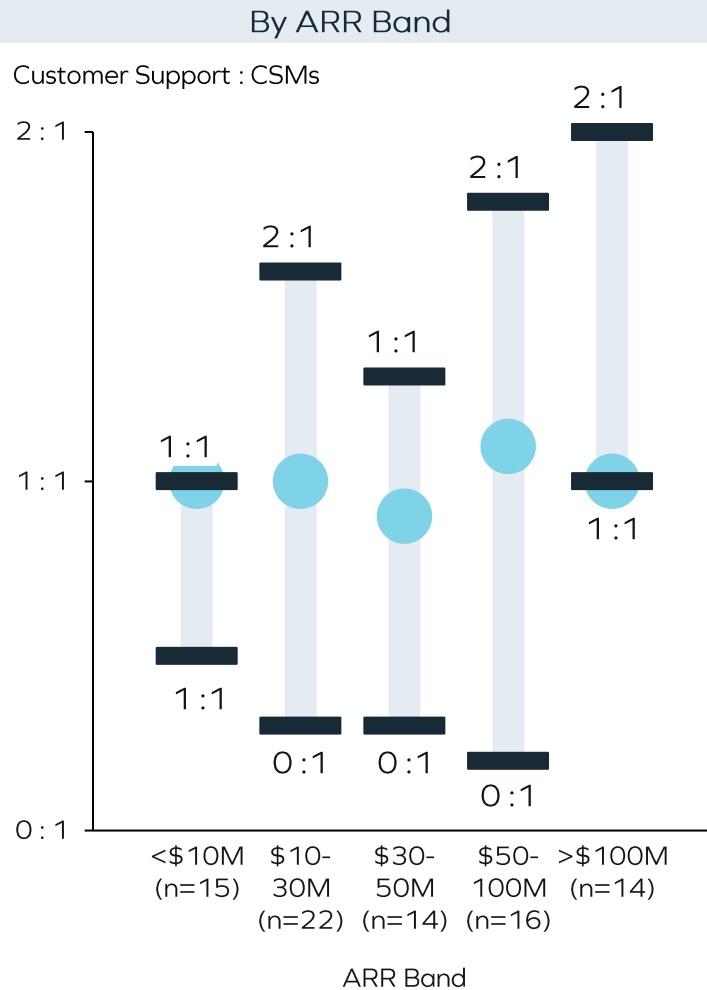
is the average number of Customer Support reps to CSMs

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?

Interconnected Roles: Sales Reps to CSMs[1]

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

By ARR Band

Sales Reps : CSMs

ARR Band

By Customer Count

Sales Reps : CSMs

Customer Count

75th Percentile

Median

25th Percentile

INSIGHT
PARTNERS

2 : 1
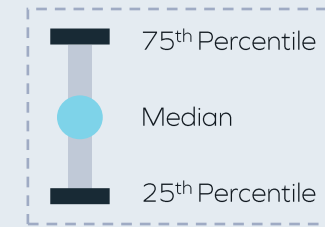
is the average number of Sales Reps to CSMs

HOW ARE THESE ROLES INTERCONNECTED?

Sales reps and CSMs work in tandem: the former sells (and re-sells) the promise and the latter delivers on it, creating a recurring revenue cycle.

What are common post-sales staffing ratios?

Interconnected Roles: Solutions Engineers to Technical Account Managers[1]

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

By ARR Band

Solutions Engineers: TAM

ARR Band

By Customer Count

Solutions Engineers: TAM

Customer Count

Legend:
- 75th Percentile
- Median
- 25th Percentile
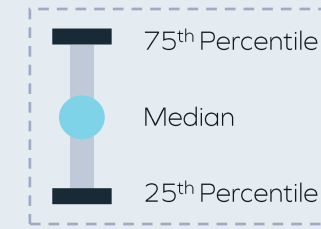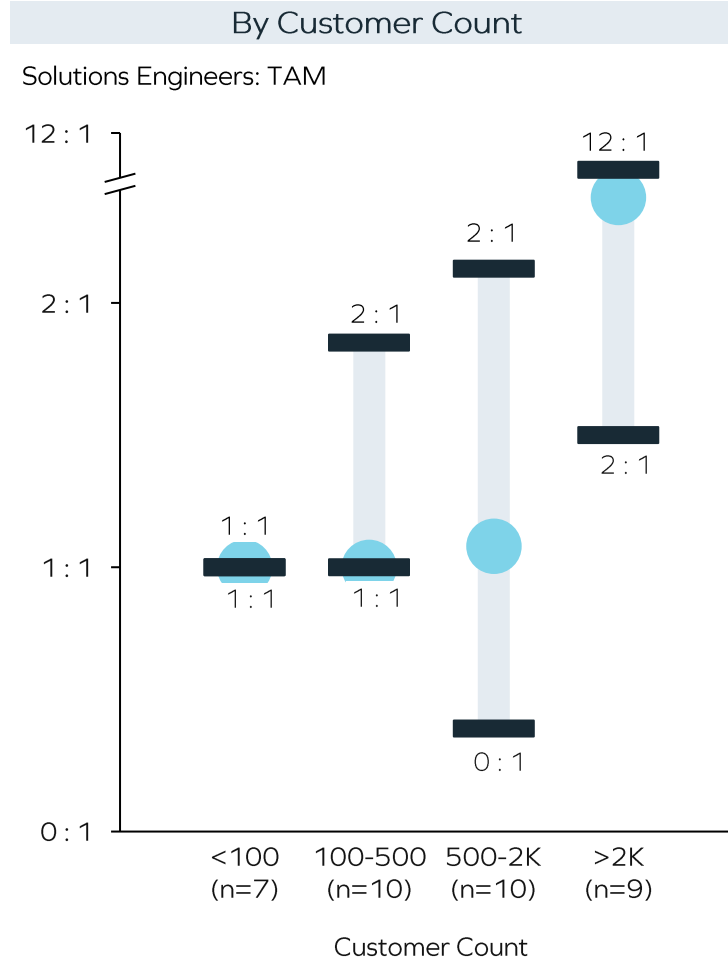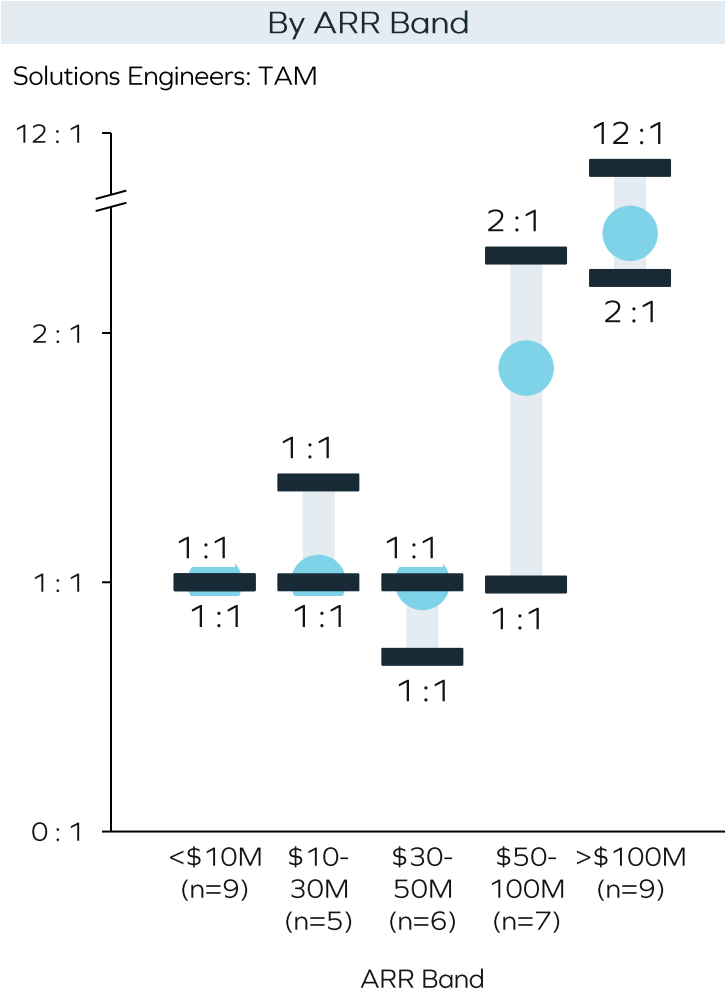
3 : 1

is the average number of Solutions Engineers to Technical Account Managers

HOW ARE THESE ROLES INTERCONNECTED?

Solutions engineers focus on initial technical feasibility and customization while TAMs ensure sustained fit, value, and adaptability for customers.

INSIGHT PARTNERS

What are common post-sales staffing ratios?

Interconnected Roles: Customer Support to Technical Account Managers[1]

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

INSIGHT
PARTNERS

75th Percentile

Median

25th Percentile

By ARR Band

Customer Support: TAM

30 :1
6 :1

3 :1
2 :1
3 :1
3 :1
1 :1
0 :1
1 :1
1 :1

| | <$10M (n=8) | $10-30M (n=8) | $30-50M (n=9) | $50-100M (n=8) | >$100M (n=11) |

ARR Band

By Customer Count

Customer Support: TAM

29 : 1

8 : 1
2 : 1
4 : 1
2 : 1
1 : 1
1 : 1
1 : 1
1 : 1

| | <100 (n=5) | 100-500 (n=13) | 500-2K (n=14) | >2K (n=12) |
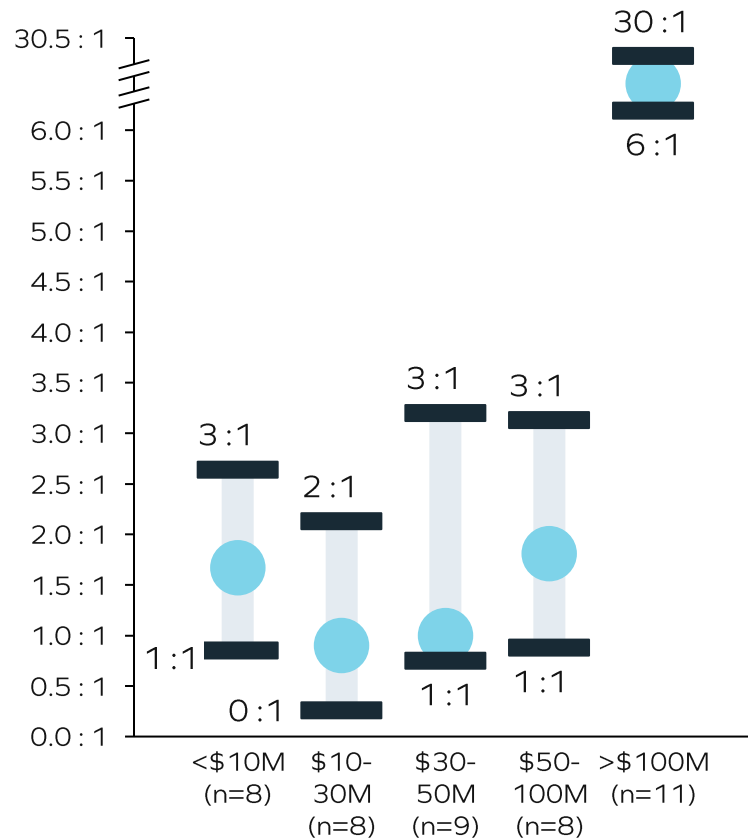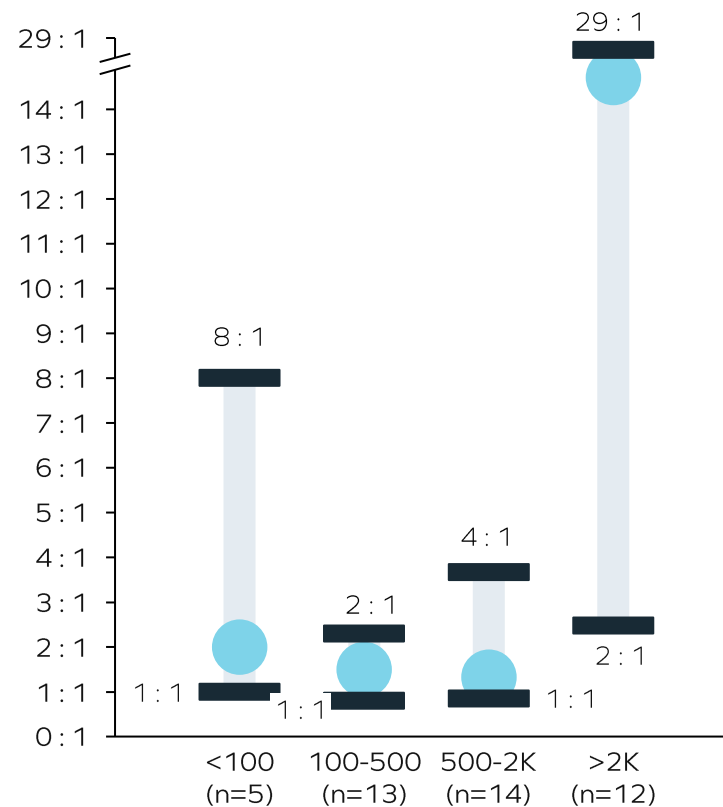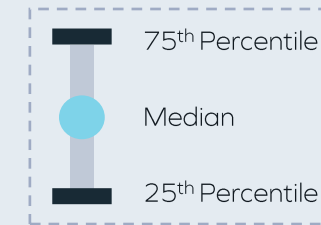
Customer Count

9 : 1

is the average number of Customer Support Resources to Technical Account Managers

HOW ARE THESE ROLES INTERCONNECTED?

The feedback loop between Customer Support Reps and Technical Account Managers ensures that immediate customer concerns are integrated into long-term account strategies.

What are common post-sales staffing ratios?

Interconnected Roles: (Professional Services + Onboarding) to Sales Reps

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

By ARR Band

(ProServ + Onboarding) to Sales Reps
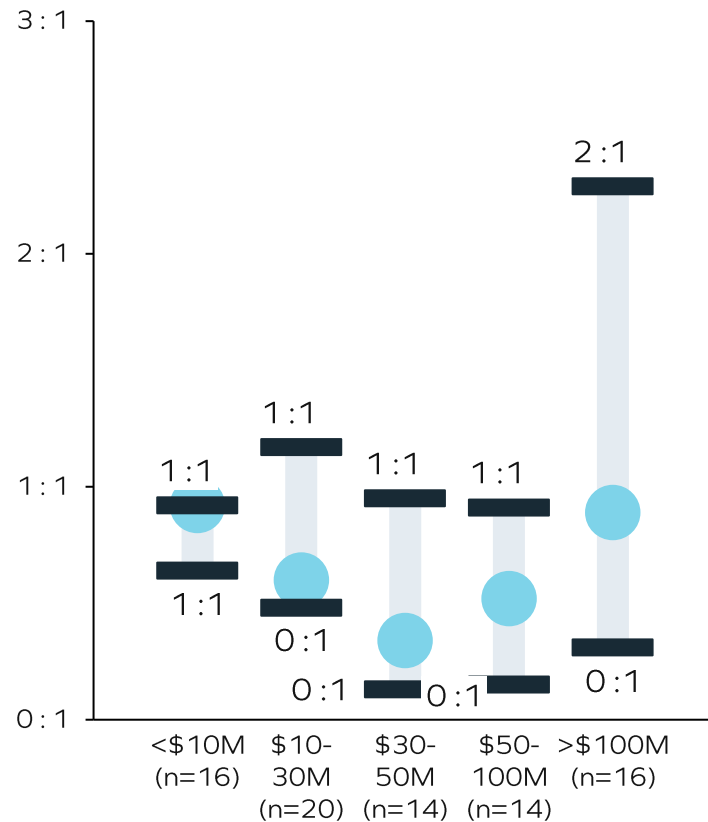
ARR Band

By Customer Count

(ProServ + Onboarding) to Sales Reps

Customer Count

INSIGHT PARTNERS

75th Percentile

Median

25th Percentile

1 : 1
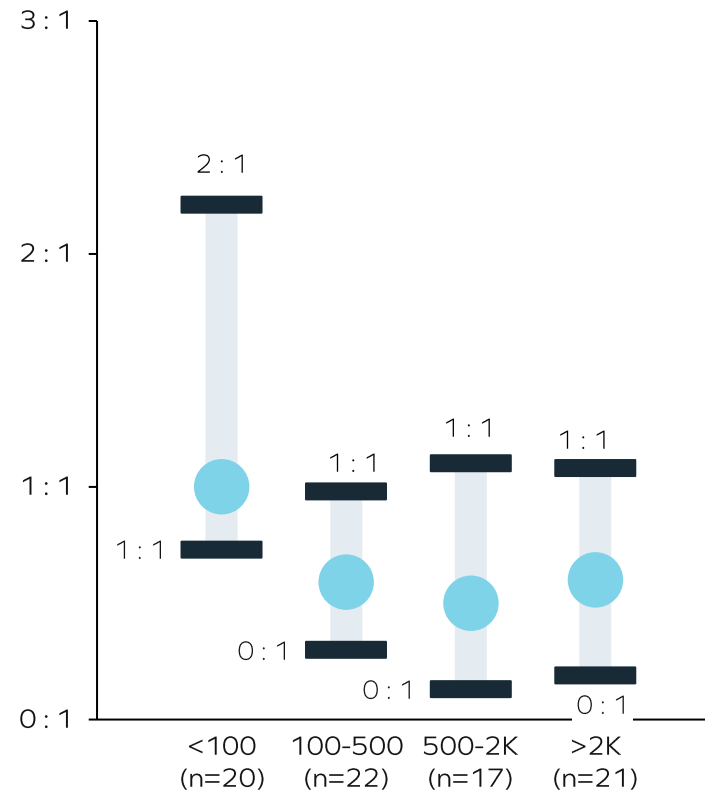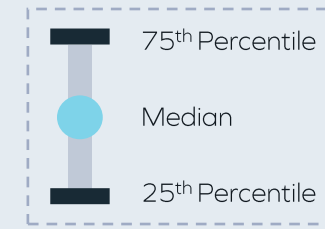
is the average number of ProServ + Onboarding resources to Sales Reps

HOW ARE THESE ROLES INTERCONNECTED?

Sales reps and Professional Services/Onboarding Reps work in tandem to close new business and ensure customers have a smooth transition from purchase to utilization.

What are common post-sales staffing ratios?

INSIGHT
PARTNERS

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?*

■ <$10M (n=26) ■ $10-30M (n=31) ■ $30-50M (n=17) ■ $50-100M (n=18) ■ >$100M (n=18)
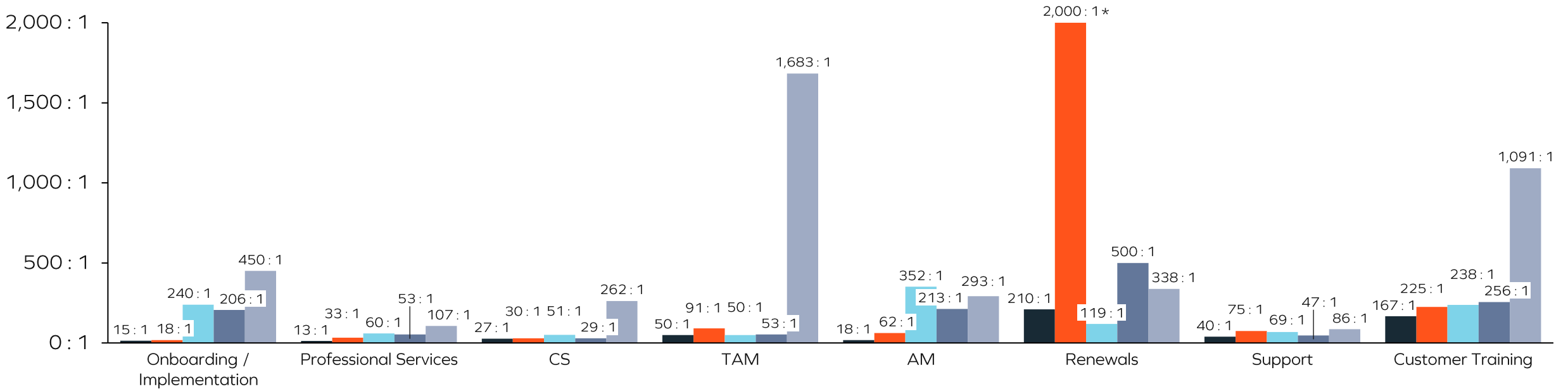
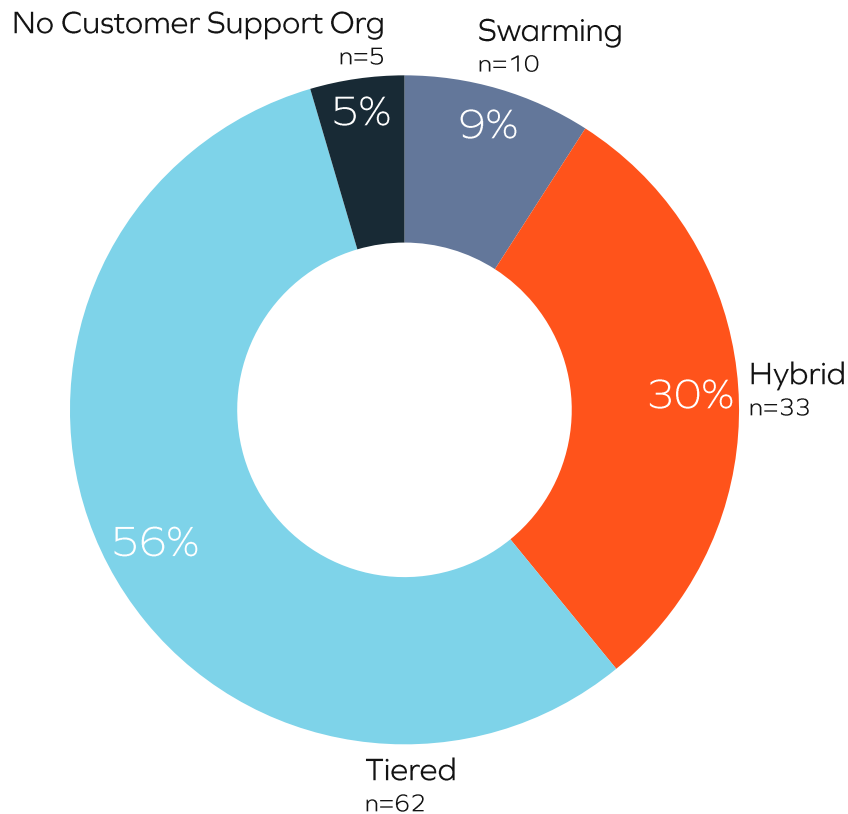The ratio of customers to FTEs typically increases as a company scales and becomes more efficient.

Renewals and Customer Training are scaling functions that help companies reduce their customer 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.

What are common post-sales staffing ratios?

INSIGHT PARTNERS

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?*

Legend:
- ■ <$10M (n=27)
- ■ $10-30M (n=31)
- ■ $30-50M (n=17)
- ■ $50-100M (n=18)
- ■ >$100M (n=17)

Chart data (Median Number of Customers Per Individual Contributor):

Community: 50:1, 840:1, 2,110:1, 650:1, 3,667:1
CS Ops: 55:1, 457:1, 500:1, 460:1, 2,000:1
Customer Marketing: 50:1, 179:1, 400:1, 83:1, 1,416:1
PAM: 35:1, 130:1, 300:1, 152:1, 1,700:1
PSM: 262:1, 1,900:1, 800:1, 1,000:1, 2,100:1
SE: 55:1, 37:1, 43:1, 73:1, 426:1
Sales Reps: 13:1, 15:1, 22:1, 23:1, 76:1
Contracted Resource: 45:1, 40:1, 1,538:1, 100:1, 415:1
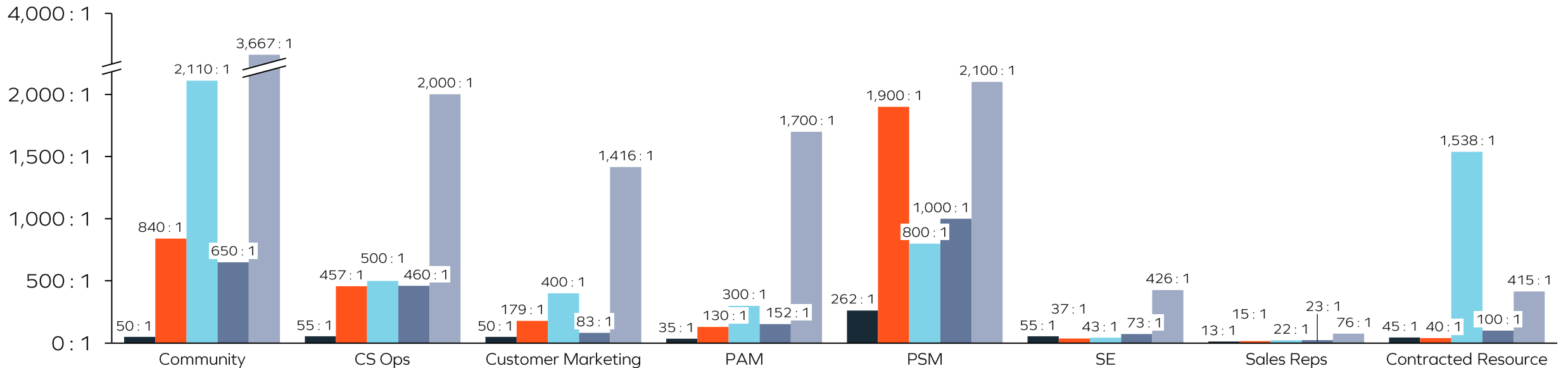
The ratio of customers to FTEs typically increases as a company scales and becomes more efficient.

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.

What customer support models are companies adopting across the Insight portfolio?

INSIGHT PARTNERS

Customer Support Model: Tiered vs. Swarming

Questions: *Which of the following best describes your customer support model?*

Overall

- No Customer Support Org n=5 — 5%
- Swarming n=10 — 9%
- Hybrid n=33 — 30%
- Tiered n=62 — 56%

By ARR Band

	<$10M (n=27)	$10-30M (n=31)	$30-50M (n=17)	$50-100M (n=18)	>$100M (n=17)
No Support Org	12%	6%			
Tiered	38%	55%	64%	61%	72%
Hybrid	38%	26%	24%	33%	28%
Swarming	12%	13%	12%	6%	

*Refer to appendix for support model definitions

Who does Customer Success Operations report to?

INSIGHT
PARTNERS
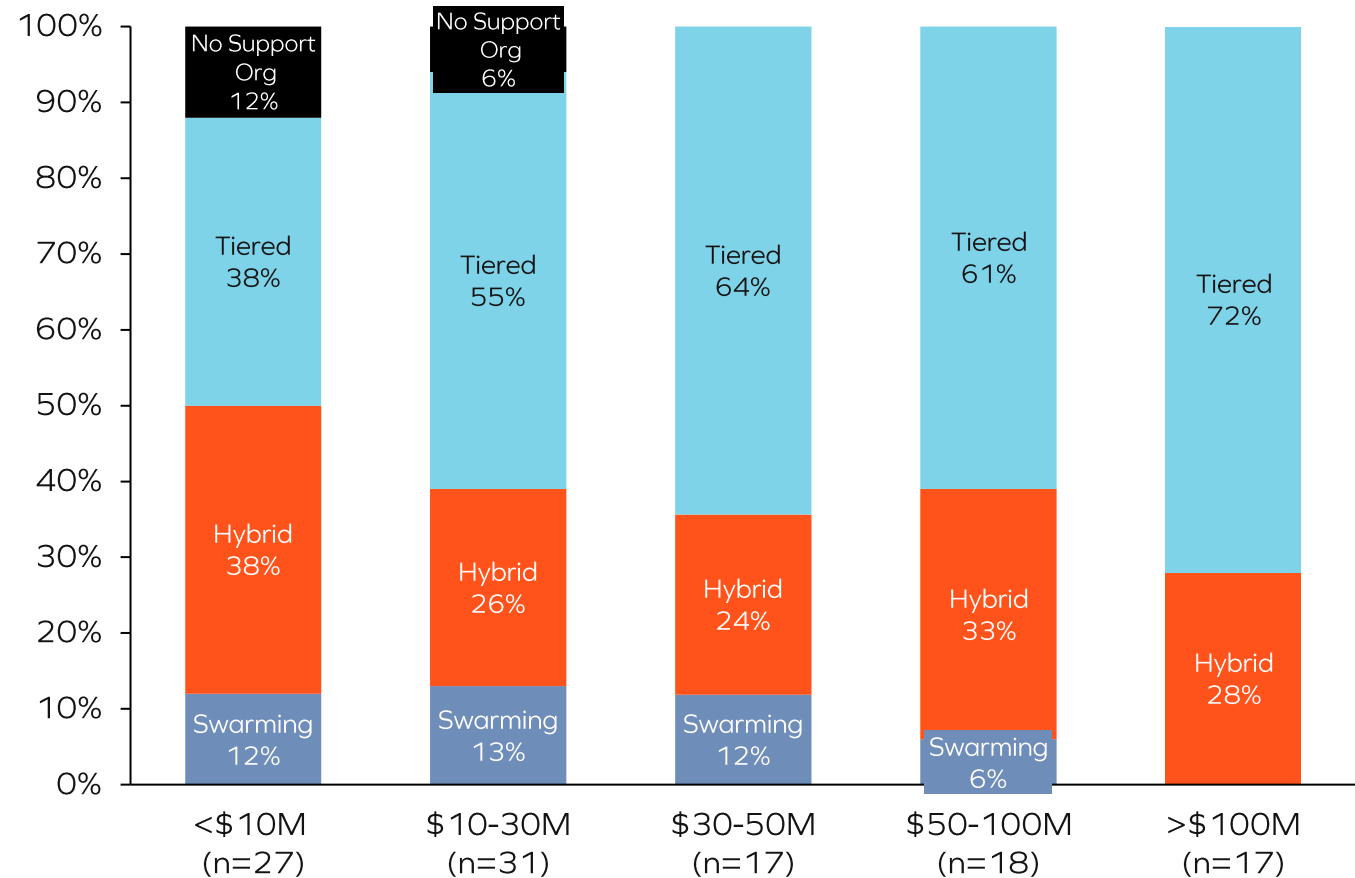
CS Ops varies by stage

Questions: *Who does Customer Success Operations report to?*

Stage	CS Ops Focus	Reporting Structure
Early (0-30M ARR)	Setting up basic processes, selecting initial tools, closely monitoring customer feedback, and creating early data infrastructure.	CS ops might not exist as a distinct role. Instead, the responsibilities might be shared among the CS team or even the founders. Typically reports to the Head of CS or the CEO.
Growth (30-100M ARR)	As the customer base grows, there's a need for more structured processes and advanced tools. CS Ops will work on scaling processes, integrating tools, and ensuring that the CS team can handle a larger volume of customers without compromising on service quality.	As the company grows and the CS team expands, the need for a dedicated CS Ops role or team becomes more evident. At this stage, CS Ops might report to the VP of Customer Success or Chief Customer Officer.
Late (100M+ ARR)	At this stage, the emphasis is on optimization and efficiency. CS Ops delves deep into analytics, forecasts potential churn, identifies upsell and cross-sell opportunities, and works on strategic initiatives to maximize efficiency and growth.	In larger organizations, there might be a full-fledged CS Ops team. This team could report to the Chief Customer Officer or even have its own leadership, like a Director of Customer Success Operations.

Sales 5%
Finance 1%
Revenue Ops 19%
Do not have CS Ops 39%
Customer Success 36%

(N=110)

Who does Customer Success Operations report to?

INSIGHT PARTNERS
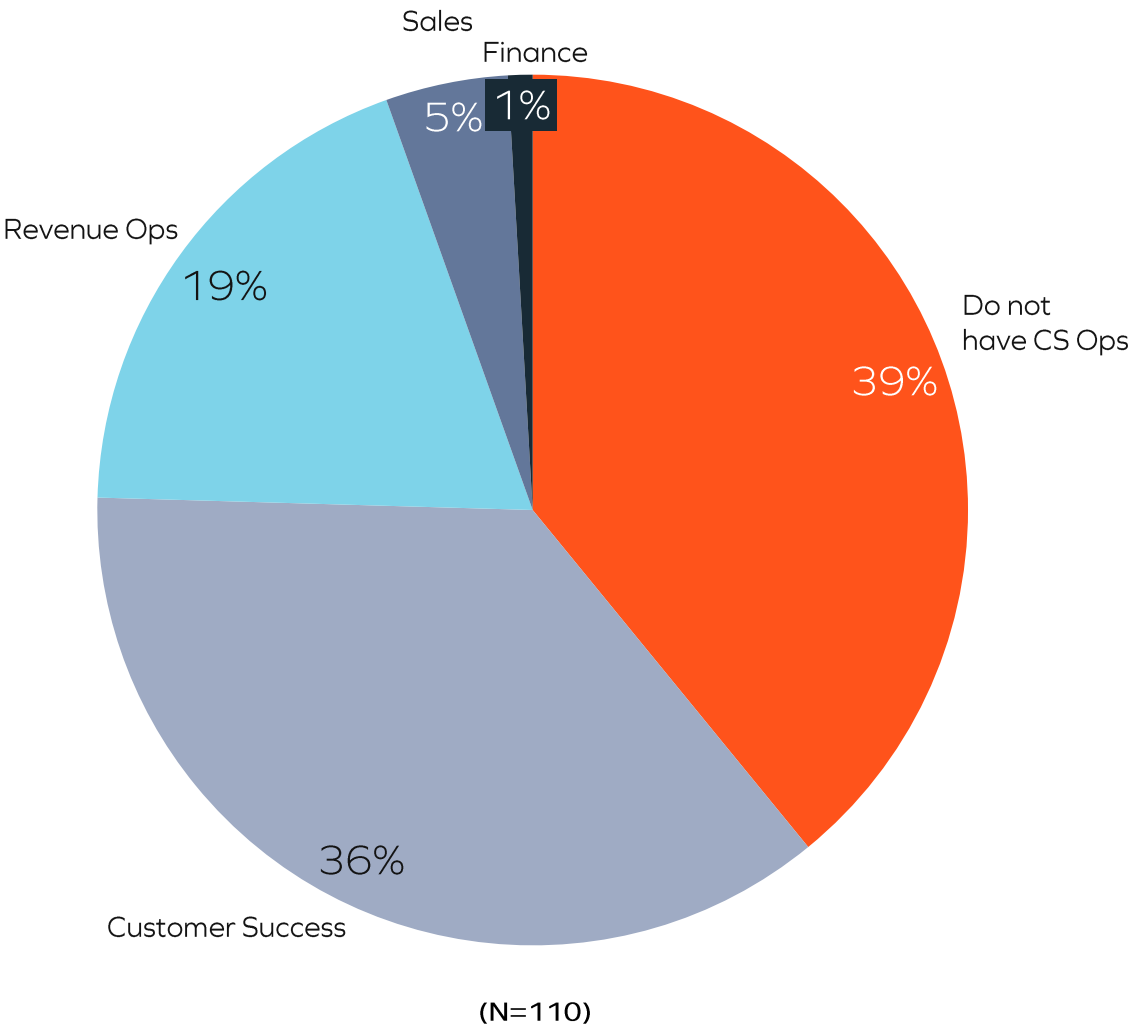
	Customer Success	Revenue Operations	Sales	Finance	We do not have CS Ops	Total N
ARR						
$0-10M	19%	7%	7%	0%	67%	n = 27
$10-30M	29%	26%	6%	0%	39%	n = 31
$30-50M	53%	12%	0%	0%	35%	n = 17
$50-100M	28%	39%	0%	6%	28%	n = 18
> $100M	71%	12%	6%	0%	12%	n = 17
ASP						
< $10K	43%	14%	0%	0%	43%	n = 14
$10-25K	40%	20%	0%	0%	40%	n = 15
$25-50K	36%	14%	0%	0%	50%	n = 14
$50-100K	28%	38%	7%	0%	28%	n = 29
$100-200K	50%	15%	10%	0%	25%	n = 20
$200-500K	45%	0%	0%	9%	45%	n = 11
> $500K	0%	0%	14%	0%	86%	n = 7
Customer Count						
<100	26%	6%	6%	0%	61%	n = 31
100-500	30%	20%	10%	0%	40%	n = 30
500-2K	36%	36%	0%	5%	23%	n = 22
>2K	56%	19%	0%	0%	26%	n = 27
Sales Motion						
Product-Led Growth	67%	0%	0%	0%	33%	n = 3
Hybrid B2B	36%	16%	0%	0%	48%	n = 25
Sales-Led Growth	35%	21%	6%	1%	37%	n = 82

Over the last year, how has post-sales headcount changed?

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Post-Sales Headcount Trends

(N=110)

Category	Value
Headcount Increased	37%
Headcount didn't significantly change	15%
Reduced by 0 to 5%	15%
Reduced by 6 to 10%	14%
Reduced by 11 to 15%	5%
Reduced by >15%	14%

52%
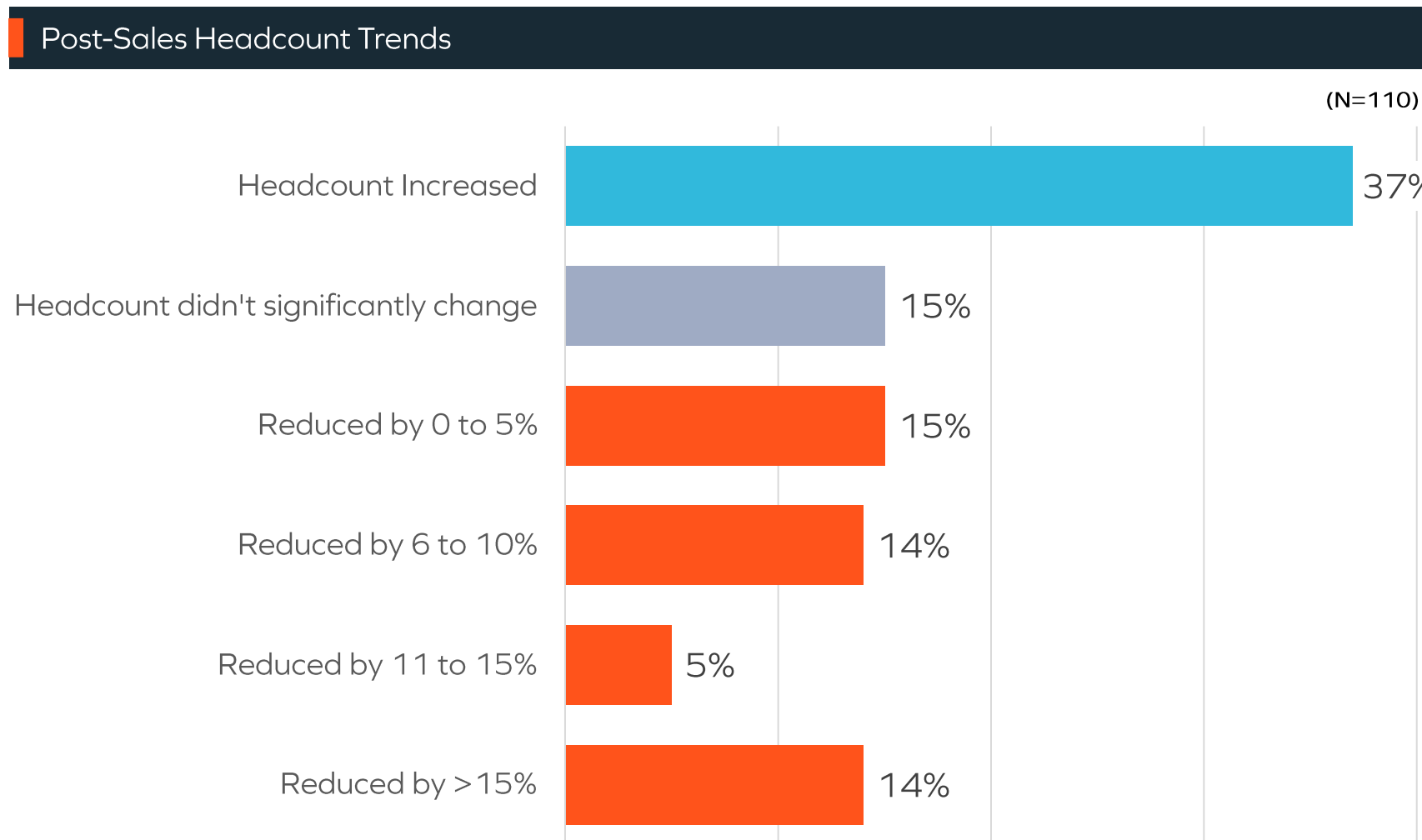
of companies increased or did not significantly change their post-sales headcount

Over the last year, how has post-sales headcount changed?

INSIGHT
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	0 to 5% reduction	6 to 10% reduction	11 to 15% reduction	>15% reduction	Didn't significantly change	Post-sales headcount increased	Total N
ARR							
$0-10M	11%	7%	4%	11%	30%	37%	n = 27
$10-30M	13%	10%	6%	19%	6%	45%	n = 31
$30-50M	12%	6%	6%	12%	6%	59%	n = 17
$50-100M	11%	22%	6%	11%	22%	28%	n = 18
> $100M	35%	29%	0%	12%	12%	12%	n = 17
ASP							
< $10K	21%	7%	7%	7%	14%	43%	n = 14
$10-25K	7%	0%	0%	13%	33%	47%	n = 15
$25-50K	36%	7%	0%	7%	21%	29%	n = 14
$50-100K	10%	21%	3%	14%	17%	34%	n = 29
$100-200K	15%	15%	10%	15%	5%	40%	n = 20
$200-500K	9%	27%	9%	27%	0%	27%	n = 11
> $500K	14%	14%	0%	14%	14%	43%	n = 7
Customer Count							
<100	13%	13%	3%	23%	16%	32%	n = 31
100-500	13%	13%	3%	7%	20%	43%	n = 30
500-2K	9%	18%	9%	14%	14%	36%	n = 22
>2K	26%	11%	4%	11%	11%	37%	n = 27
Sales Motion							
Product-Led Growth	0%	0%	0%	0%	0%	100%	n = 3
Hybrid B2B	16%	12%	4%	20%	12%	36%	n = 25
Sales-Led Growth	16%	15%	5%	12%	17%	35%	n = 82

POST-SALES EFFICIENCY
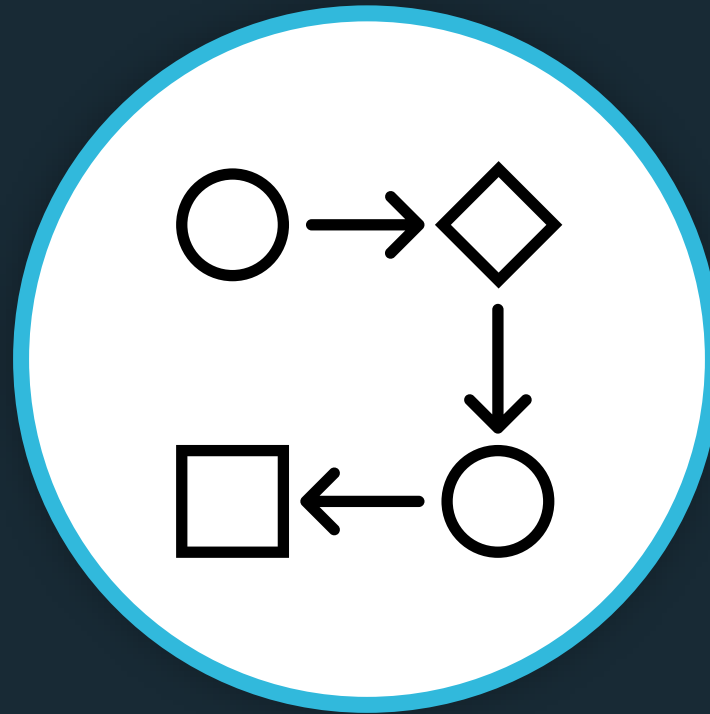
In 2023, "efficient growth" became a repetitive refrain in boardroom and management discussions

1. 70% of companies increased or kept their post-sales budgets the same in 2023 compared to 2022

2. AMs are managing 49% more revenue in 2023 while CSMs are managing 40% more revenue in 2023 vs 2021

3. 71% of 100M+ ARR companies are outsourcing Customer Support in 2023 compared to 11% in 2021

4. 74% of companies are exploring or adopting GenAI

5. While 40% of companies are leveraging tech and automation as the primary means to drive post-sales efficiency, 41% still do not use any CS software

How efficiently are companies operating their post-sales organizations?

Common Post-Sales Org Design Questions

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

2 What percentage of your customer support team is currently outsourced?

3 By segment, how many accounts and how much revenue does a typical CSM, AM, TAM, and Renewal Manager manage?

4 What are the primary levers being used to drive post-sales efficiency?

5 How much did post-sales budgets change from FY22 to FY23?

6 What GenAI use cases and technologies are companies using, exploring, or implementing right now?

7 Do companies charge for post-sales services? If so, how do they charge?

8 Are companies using software for different post-sales functions?

Post-sales efficiency is the concept of delivering repeatable value to customers under recognized resource constraints. Insight's companies leverage a combination of pricing, 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?

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INCREASE "ABOVE THE LINE" GROSS MARGINS

A strong 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:

Monitor Implementation Costs & Charge for Premium Tiers	Implementation should be a breakeven cost for companies that don't charge implementation fees. For companies that do charge, margins should hover around 30-40%. Consider selling implementation services to customer segments that can support a concierge approach.
Align Service to the LTV of Customer Segments	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.
Leverage Partners	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.
Optimize Customer Training Delivery	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.
Offshore or Outsource Customer Support, Charge for Premium Tiers	Companies should consider outsourcing or offshoring customer support when (1) they seek to reduce operational costs without compromising on service quality, (2) they want to focus on their core business functions and rely on external expertise for support tasks, and (3) they aim to provide 24/7 support or cater to a global audience with region-specific expertise. Offset costs by charging for premium support tiers.
Explore GenAI	Reduce the amount of time your support and implementation teams are spending on non-value added, routine tasks that can be eliminated or minimized by new GenAI capabilities.

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

How can companies improve post-sales efficiency?

INSIGHT PARTNERS

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

Track Retention & Upsell Costs	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.
Track Time	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.
Monitor Customer Health	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.
Start a Voice of the Customer (VoC) program	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.
Boost Customer Marketing & Advocacy to Accelerate your Expansion Pipeline	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. 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.
Align and Integrate Operations	Cohesive integration across sales, marketing, product, and customer success eliminates siloed operations, optimizes resource allocation, and accelerates growth.
Institutionalize Knowledge and Be Custodians of Process	Ensure best practices and learnings are documented and shared so that critical knowledge and expertise isn't lost when employees move into other roles or leave the organization.

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.
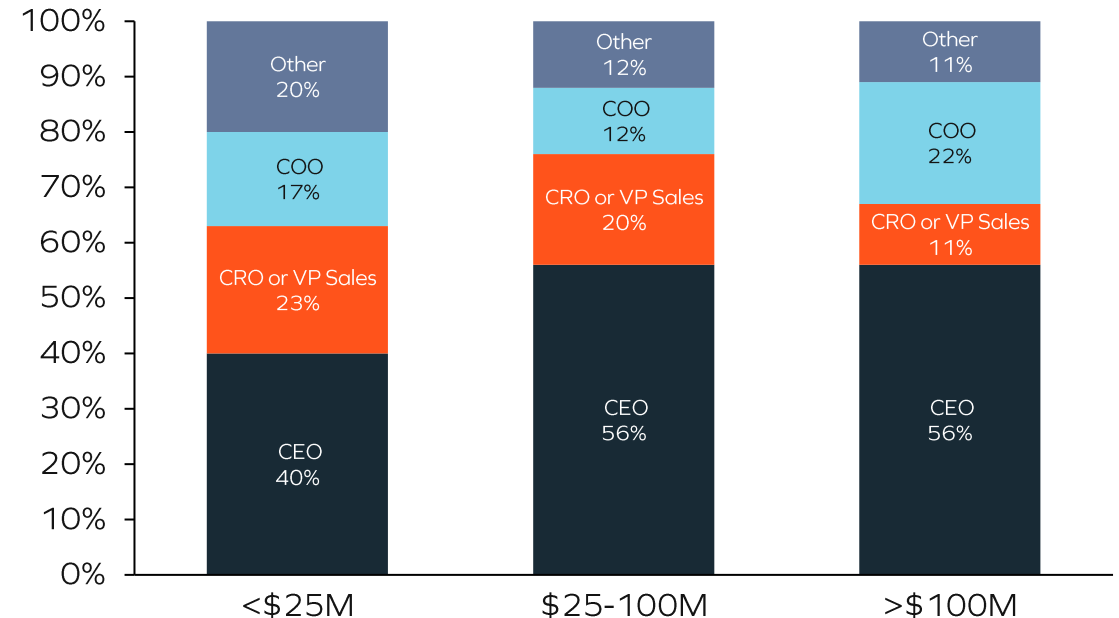
1 Responsibility

	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

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

2 Department[1]

CS Reporting Lines by Company ARR

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.

NRR efficiency matters; CRC to drive NRR is just as important to track as CAC is for LTV and bookings

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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.

Most Efficient → Least Efficient (vertical arrow)

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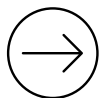
→ *Expansion is a more efficient path to growth because it is not associated with high acquisition costs. As companies scale, Expansion Revenue as a % of Total Revenue should increase. However, building an efficient NRR motion takes time. Early-growth companies focused on product development and market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

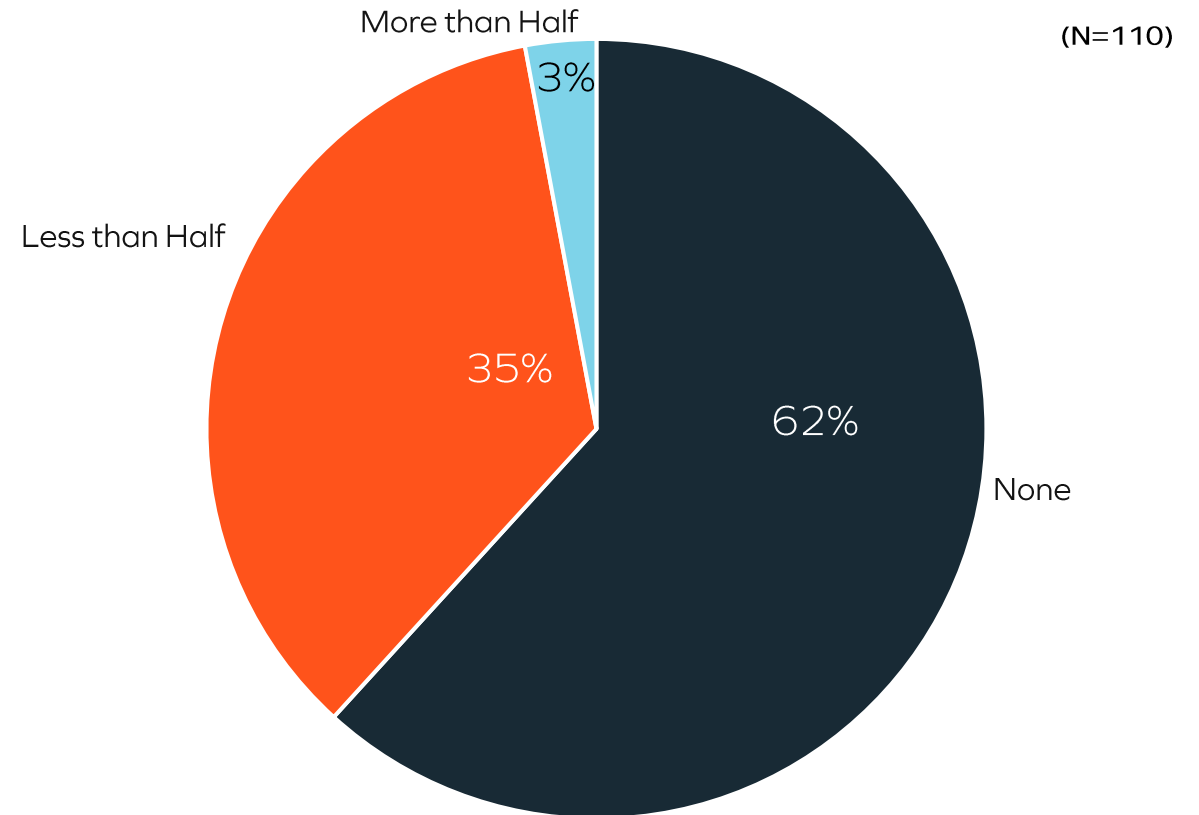# To what extent are companies leveraging partners for implementation?

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38%

of companies are using partners to support implementation and adoption.

Complexity of systems & data integrations, use case development, and/or integration into business process workflow often drive the need to partner with system integrators (SIs) or value add resellers (VARs).

Time-to-value and adoption are key metrics to consider when evaluating the need for services partners. Pure-play products often do not need SI partners.

% of implementations managed by external partners

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

(N=110)

More than Half
3%

Less than Half
35%

62%
None

What percentage of your customer support team is currently outsourced?

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% of companies outsourcing any portion of Customer Support

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

22%

of companies outsource a portion of customer support, **up 10% compared to last year**.

The most substantial shift is for >$100M companies, with **71% outsourced today vs. 11% in 2021.**

Legend:
- No (light blue)
- Yes (dark blue)

Chart data:

Revenue band	No	Yes
$0-10M (n = 27)	96%	4%
$10-30M (n = 31)	87%	13%
$30-50M (n = 17)	88%	12%
$50-100M (n = 18)	72%	28%
>$100M (n = 17)	29%	71%
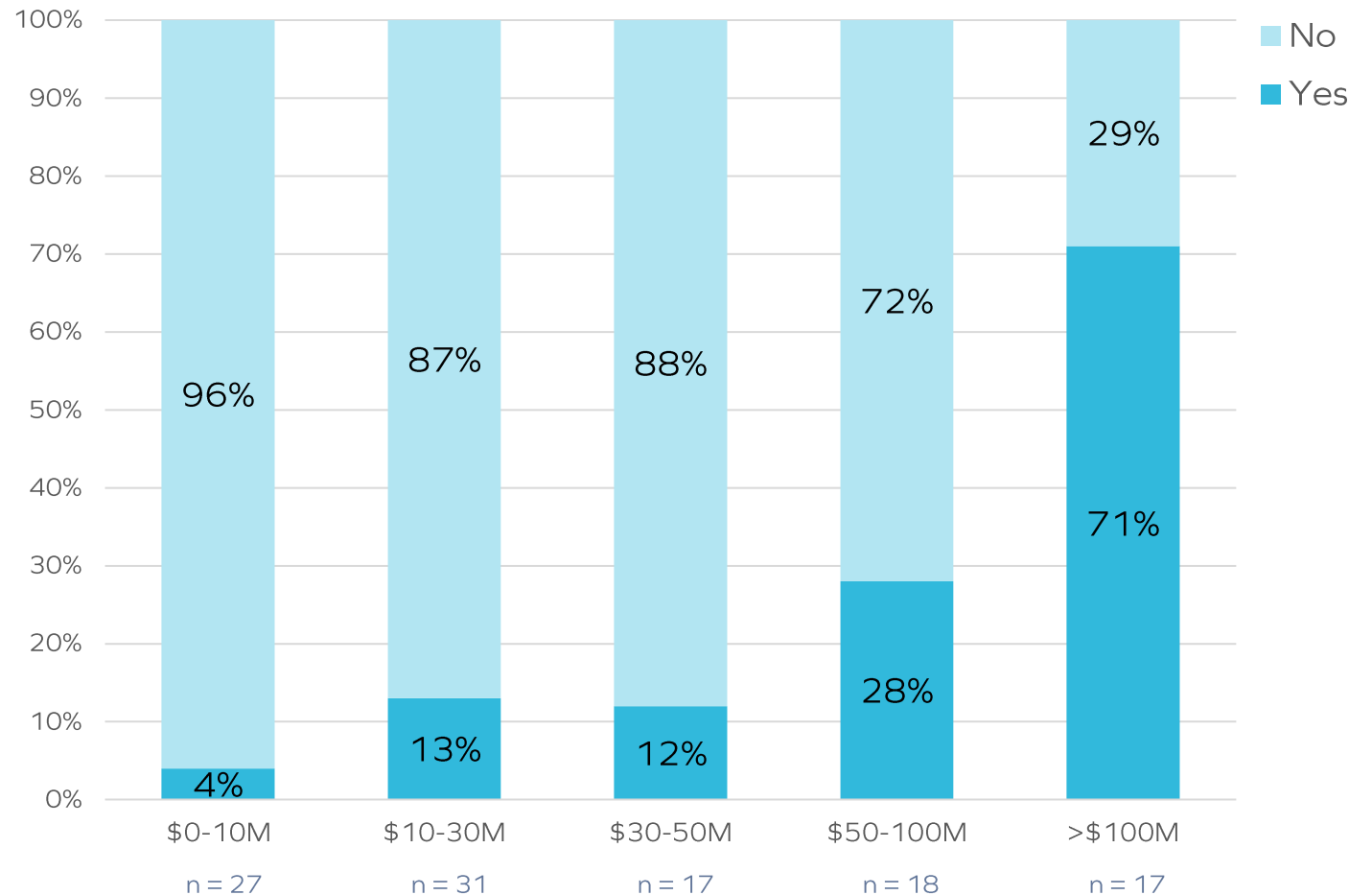
How many accounts and how much revenue do AMs, CSMs, TAMs, and RMs typically manage?

Average AM, CSM, TAM, RM portfolio by segment

Question: *How many accounts and how much recurring revenue does a typical AM, CSM, TAM, and Renewals Manager manage?*

	AM		CSM		TAM		Renewals Manager (RM)	
	Number of Accounts per AM	ARR Managed per AM	Number of Accounts per CSM	ARR Managed per CSM	Number of Accounts per TAM	ARR Managed per TAM	Number of Accounts per RM	ARR Managed per RM
VSB	379	$3.8M	545	$1.9M	40	$2.0M	1,228	$10.3M
SMB	123	$3.7M	285	$2.6M	40	$1.9M	254	$4.8M
Mid-Market	60	$4.4M	50	$3.2M	20	$5.0M	116	$9.8M
Enterprise	18	$4.7M	24	$4.3M	11	$2.4M	65	$10.9M
Do not segment	404	$3.9M	67	$3.3M	20	$2.1M	138	$9.1M

AMs are managing **49% more revenue** while CSMs are managing **40% more revenue** in 2023 vs 2021.

* AM, CSM, TAM, and RM capacity vary based on a company's GTM strategy and org structure. Portfolio size is heavily influenced by factors such as functional responsibility, stage of growth, engagement model, retention objectives, etc.

** n for all roles is reflected in the org design section and not included here

What is the primary lever being used to drive post-sales efficiency?

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	What is the primary lever you are using to drive post-sales efficiency?								Total
	Tech & Automation	Knowledgebase & Documentation	Headcount Reduction	Collapsing Roles	Monetizing Services, CS, or Support	Outsourcing	GenAI	Tech Consolidation	
Overall	40%	21%	13%	10%	10%	3%	2%	1%	n = 110
ARR									
$0-10M	30%	22%	7%	22%	15%	0%	0%	4%	n = 27
$10-$30M	42%	23%	16%	6%	6%	6%	0%	0%	n = 31
$30-$50M	53%	12%	12%	6%	12%	0%	6%	0%	n = 17
$50-$100M	44%	28%	11%	6%	11%	0%	0%	0%	n = 18
>$100M	35%	18%	18%	6%	6%	12%	6%	0%	n = 17

Regardless of revenue size, companies are driving post-sales efficiency primarily through 1) Tech & Automation and 2) Knowledgebase & Documentation. Early-stage companies (< 10M ARR) are more likely to collapse roles.

How much did post-sales budgets change from 2022 to 2023?

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% change in post-sales budget from FY22 to FY23

Question: *From FY22 to FY23, by what percentage (if any) did your post-sales budget change?*

(N=110)

70%
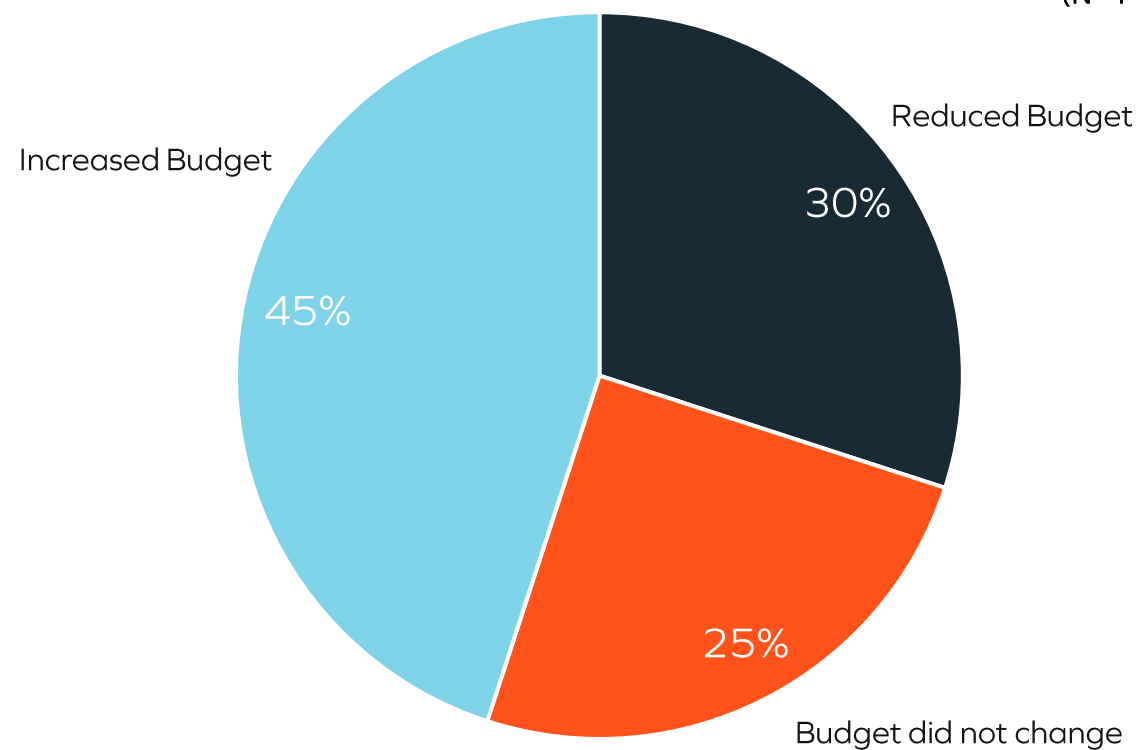
of companies increased or kept their post-sales budgets the same in 2023 vs 2022

Reduced Budget

Increased Budget

30%

45%

25%

Budget did not change

To what extent are companies leveraging GenAI?

INSIGHT PARTNERS

Adopting Exploring Not Using or Considering

52%

of companies are
adopting GenAI

22%

of companies are
exploring GenAI

GenAI usage vs Company ARR

61%	52%	41%	50%	50%
12%	25%	18%	33%	22%
27%	23%	41%	17%	28%
$0-10M (n=26)	$10-30M (n=31)	$30-50M (n=17)	$50-100M (n=18)	> $100M (n=18)
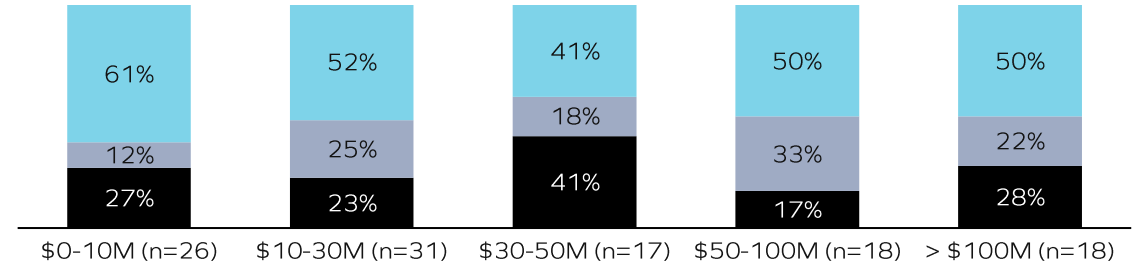
GenAI usage vs total post-sales headcount

39%	72%	46%	48%	40%	59%
11%		25%	28%	40%	8%
50%	20%	29%	24%	20%	33%
	8%				
<10 (n=18)	10-25 (n=25)	25-50 (n=24)	50-100 (n=21)	100-250 (n=10)	250+ (n=12)
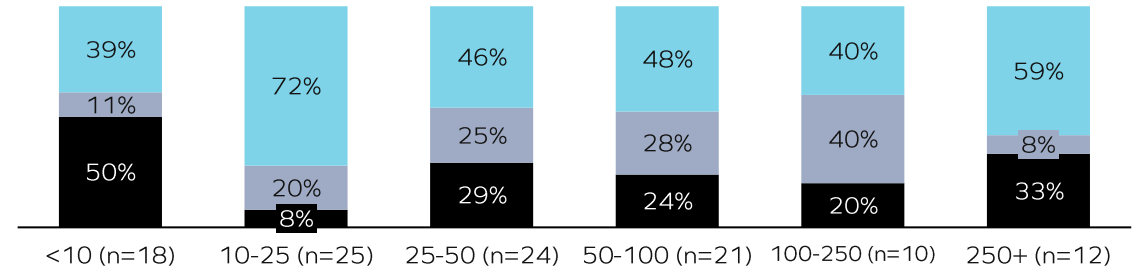
GenAI usage vs 2023 headcount reduction

53%	47%	80%	60%	41%	52%
6%	20%		27%	35%	24%
41%	33%	20% / 0%	13%	24%	24%
0 to 5% (n=17)	6 to 10% (n=15)	11 to 15% (n=5)	>15% (n=15)	No significant change in headcount (n=17)	Increased Post-Sales headcount (n=41)
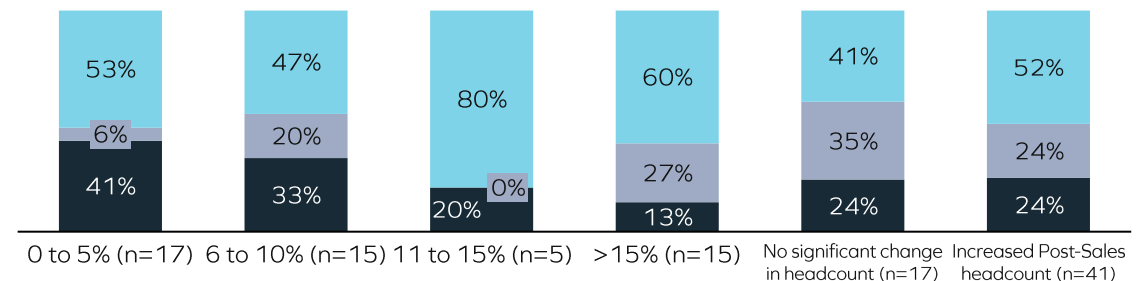
What GenAI use cases are companies implementing or exploring?

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Legend: ■ <$10M (n=26)　■ $10-30M (n=31)　■ $30-50M (n=17)　■ $50-100M (n=18)　■ >$100M (n=18)

Customer Service

- 8%
- 13%
- 24%
- 11%
- 17%
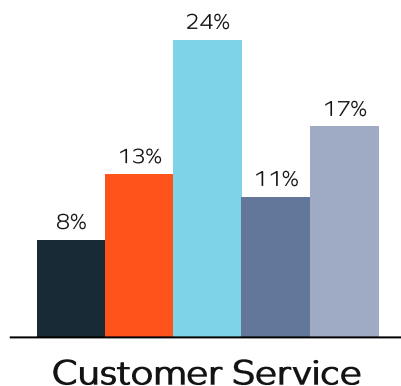
Example Customer Service Use Cases:

- AI driven responses to customer questions
- Customer support chatbots
- Self-serve support

Internal Knowledge Management

- 12%
- 13%
- 0%
- 22%
- 17%
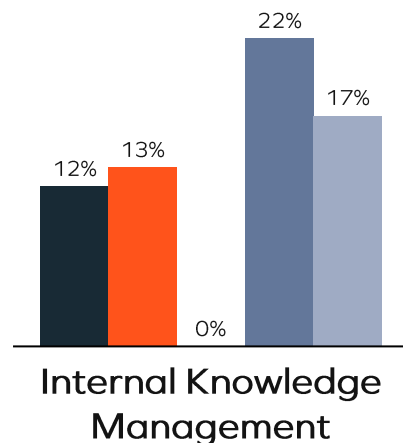
Example Internal Knowledge Mgmt Use Cases:

- Sourcing answers from internal knowledgebase for internal use
- Organizing internal knowledge/data

Workflow Automation

- 23%
- 26%
- 35%
- 11%
- 28%
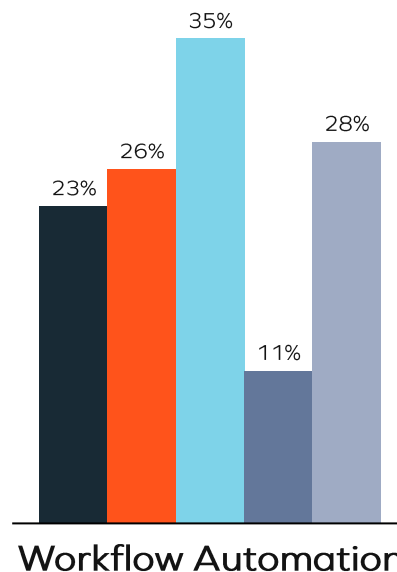
Example Workflow Automation Use Cases:

- Proactive client updates
- Call summarization
- Standardizing chat communication
- Sentiment based call routing

Content Generation

- 15%
- 23%
- 18%
- 11%
- 22%
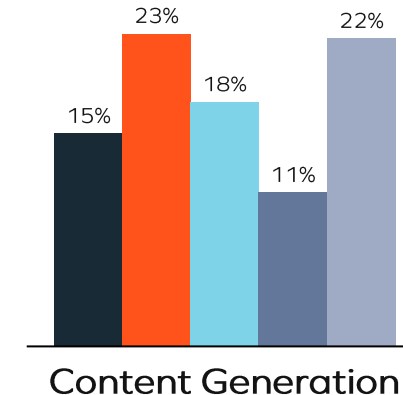
Example Content Generation Use Cases:

- Drafting emails & marketing messaging
- Creating social media posts
- Generating user guides and documentation
- Code generation

Product Enhancements

- 8%
- 6%
- 6%
- 0%
- 6%
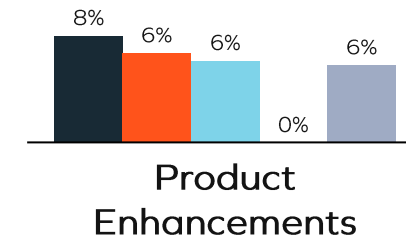
Example Product Enhancements Use Cases:

- Integration with enterprise browsers
- AI-powered search in products and customer communities
- AI integration in product offering

What GenAI technologies are companies actively exploring, trialing, or using?

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15% of companies are building homegrown solutions

"We have a home-grown LLM (leveraging OpenAI). It will ultimately power questions in the customer community and be offered as an in-app assistant."

"We are leveraging our own GenAI product to find answers to questions from our documentation and training."

"We are using our own ChatGPT solution to understand account health and CS activity."

"We are grounding our internal GPT-4 instance on our knowledgebase to create a useful support bot."

74% companies are exploring, trialing, or using these GenAI tools

Question: *What GenAI technologies are you actively using, exploring or experimenting with?*
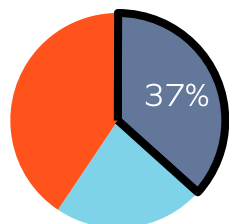
37% are using OpenAI

37%

OpenAI tools are used most commonly – namely ChatGPT 3.5 or ChatGPT 4.

OpenAI **ChatGPT**
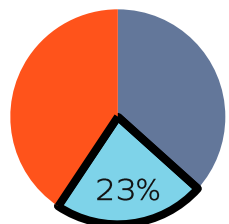
23% are using newly released GenAI capabilities across their existing CS tech stack

23%

Many CS solutions have released GenAI capabilities through native additions or integrations with OpenAI.

zendesk · Azure · einstein · Gainsight · servicenow · CHURNZERO · Microsoft 365 Copilot · GitHub Copilot
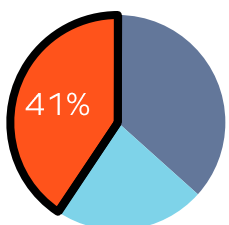
41% are using other emerging GenAI technologies[1]

41%

Many new GenAI tools have been released with relevance to CS. Most tools are used by one or two portfolio companies and have yet to emerge as market leaders.

WINN.AI · CHORUS · capacity® · staircase · setsail · AI-WRITER · tabnine · ada · HelpHub · LEVITY · ASK AI · pramata®

Do companies charge for implementation? If so, how are they charging?

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(n=110)

Bar chart:
- Yes: 36%
- Yes, Only Certain Tiers: 20%
- No: 34%
- NA / Don't have this function: 10%

ARR	Yes	Yes, Only Certain Tiers	No	NA/We don't have this function	Total
$0-10M	30%	30%	30%	10%	n = 27
$10-$30M	35%	16%	35%	14%	n = 31
$30-$50M	23%	12%	53%	12%	n = 17
$50-$100M	61%	0%	33%	6%	n = 18
>$100M	35%	41%	18%	6%	n = 17

56% of companies charge for implementation. Of those charging, **97%** charge a one-time fee.

Many companies offer implementation tiers and charge based on the complexity and effort required. Assigning a monetary value to implementation reinforces its criticality and can be used as a negotiation lever.

Do companies charge for customer support? If so, how are they charging?

INSIGHT PARTNERS

(n=110)

ARR	Yes	Yes, Only Certain Tiers	No	NA/We don't have this function	Total
$0-10M	3%	19%	67%	11%	n = 27
$10-$30M	10%	23%	65%	2%	n = 31
$30-$50M	7%	29%	65%	0%	n = 17
$50-$100M	6%	11%	83%	0%	n = 18
>$100M	24%	24%	52%	0%	n = 17

30% of companies charge for Customer Support. Of those charging, **97%** charge a recurring fee.

Many companies monetize premium support tiers by charging an additional 10-25% on top of subscription fees. This funds additional investment to improve and scale support operations.

Do companies charge for CSMs? If so, how are they charging?

INSIGHT
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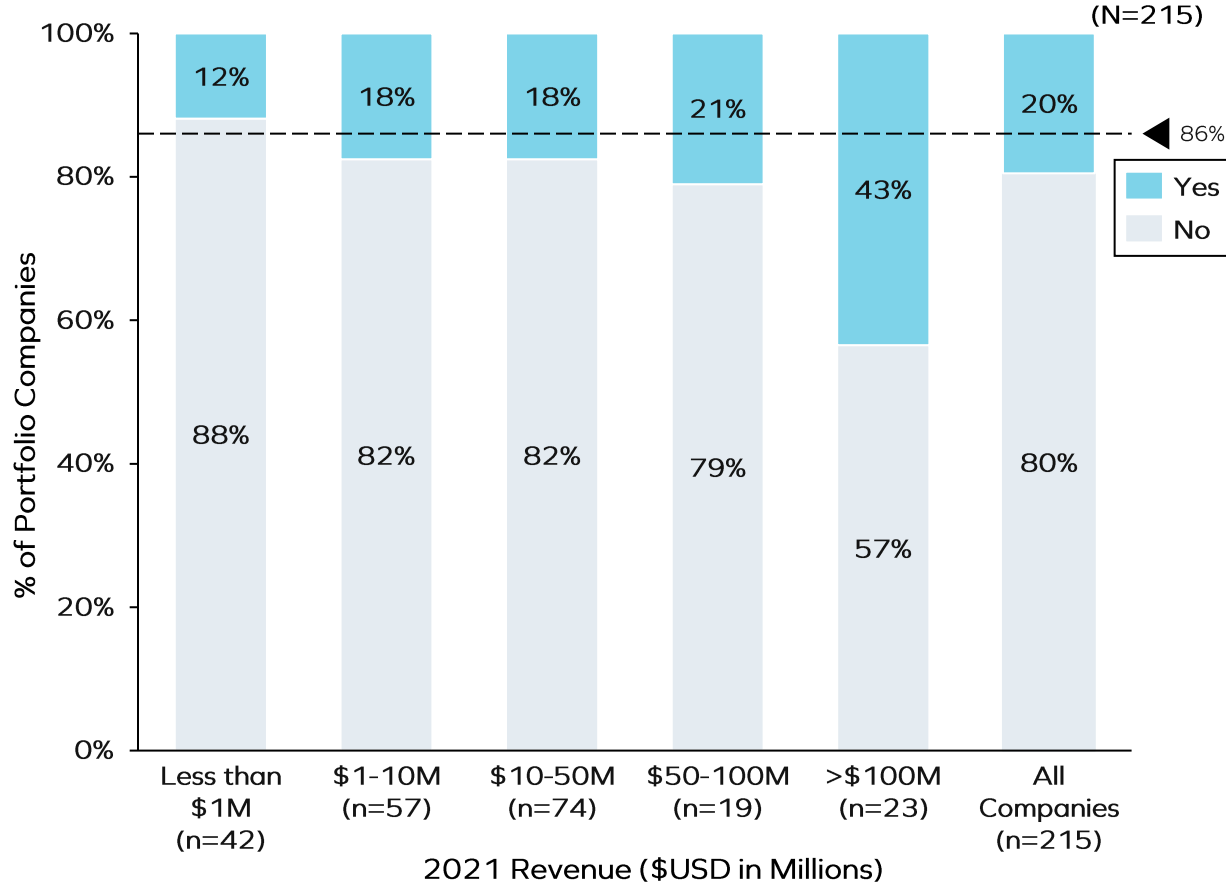*Question: Do you charge for CSMs? If you charge, is it a one-time or recurring charge to the customer?*

(n=110)
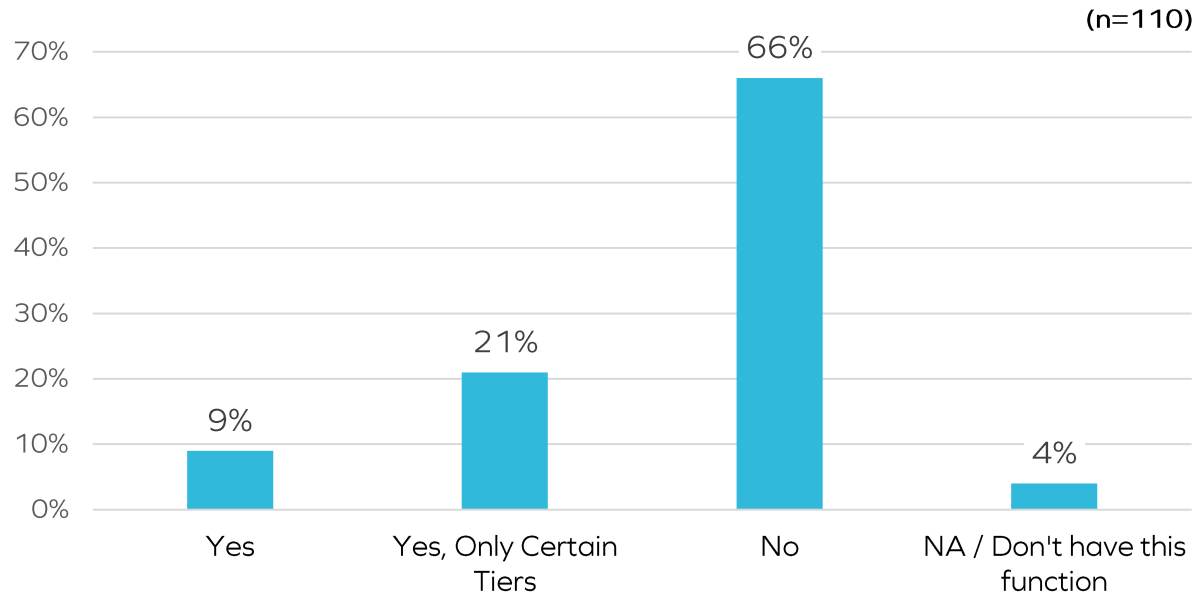
	Yes	Yes, Only Certain Tiers	No	NA/We don't have this function	Total
ARR					
$0-10M	3%	19%	74%	4%	n = 27
$10-$30M	7%	6%	87%	0%	n = 31
$30-$50M	0%	12%	82%	6%	n = 17
$50-$100M	6%	0%	89%	6%	n = 18
>$100M	0%	6%	94%	0%	n = 17
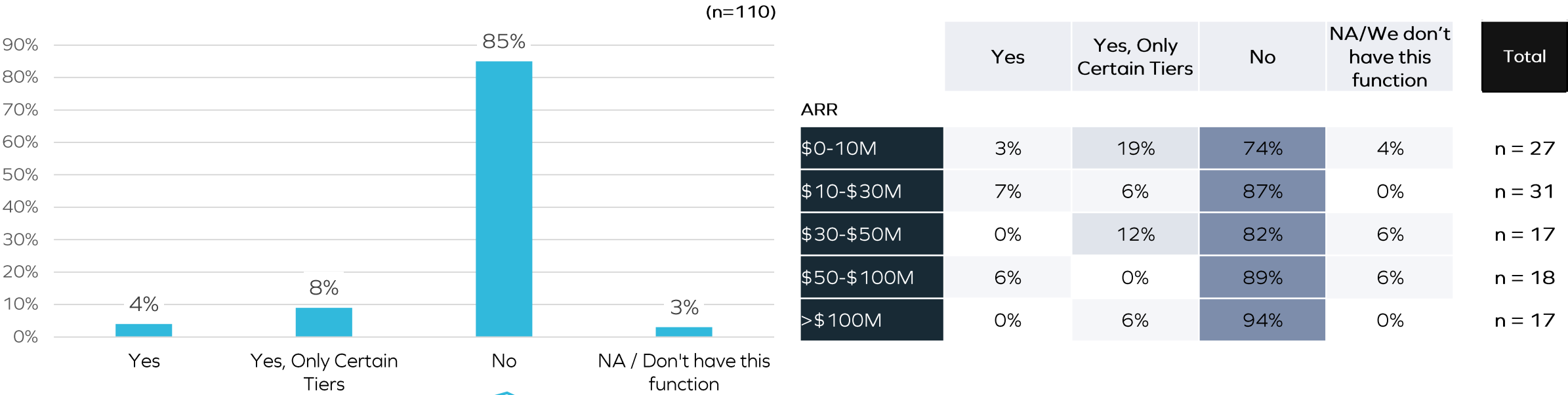
12% of companies charge for CSMs. Of those charging, 79% charge a recurring fee.

Charging for CSMs is a strategic decision that depends on a company's market, business model, retention KPIs, value proposition, and product maturity. Companies often charge for CSMs as a percentage of customers' total contract value.

Do companies charge for Technical Account Managers? If so, how are they charging?

INSIGHT PARTNERS

Question: Do you charge for technical account managers? If you charge, is it a one-time or recurring charge to the customer?

(n=110)

ARR	Yes	Yes, Only Certain Tiers	No	NA/We don't have this function	Total
$0-10M	4%	12%	42%	42%	n = 27
$10-$30M	16%	3%	42%	39%	n = 31
$30-$50M	24%	0%	35%	41%	n = 17
$50-$100M	22%	0%	44%	33%	n = 18
>$100M	56%	6%	22%	17%	n = 17

Bar chart values:
- Yes: 22%
- Yes, Only Certain Tiers: 5%
- No: 38%
- NA / Don't have this function: 35%
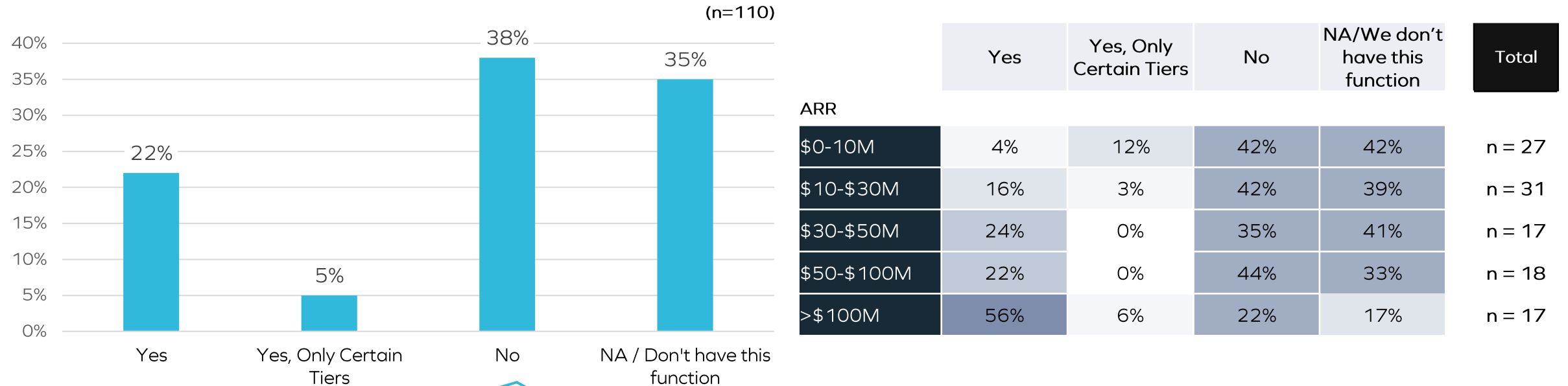
22% of companies charge for Technical Account Managers. Of those charging, 90% charge a recurring fee.

TAMs typically delve deeper into the technical aspects of a product or service, ensuring that solutions align with a client's infrastructure and business needs. Evaluate the technical value your TAMs bring to your customers to determine if their services command a premium. Many companies only offer TAMs to premium tiers of customers.

Are companies using customer/user community software?

INSIGHT PARTNERS

Do you use customer or user community software?

(N=215)

% of Portfolio Companies

Less than $1M (n=42)	12% Yes / 88% No
$1-10M (n=57)	18% Yes / 82% No
$10-50M (n=74)	18% Yes / 82% No
$50-100M (n=19)	21% Yes / 79% No
>$100M (n=23)	43% Yes / 57% No
All Companies (n=215)	20% Yes / 80% No

86% (dashed line marker)

2021 Revenue ($USD in Millions)

What customer or user community software are you using?
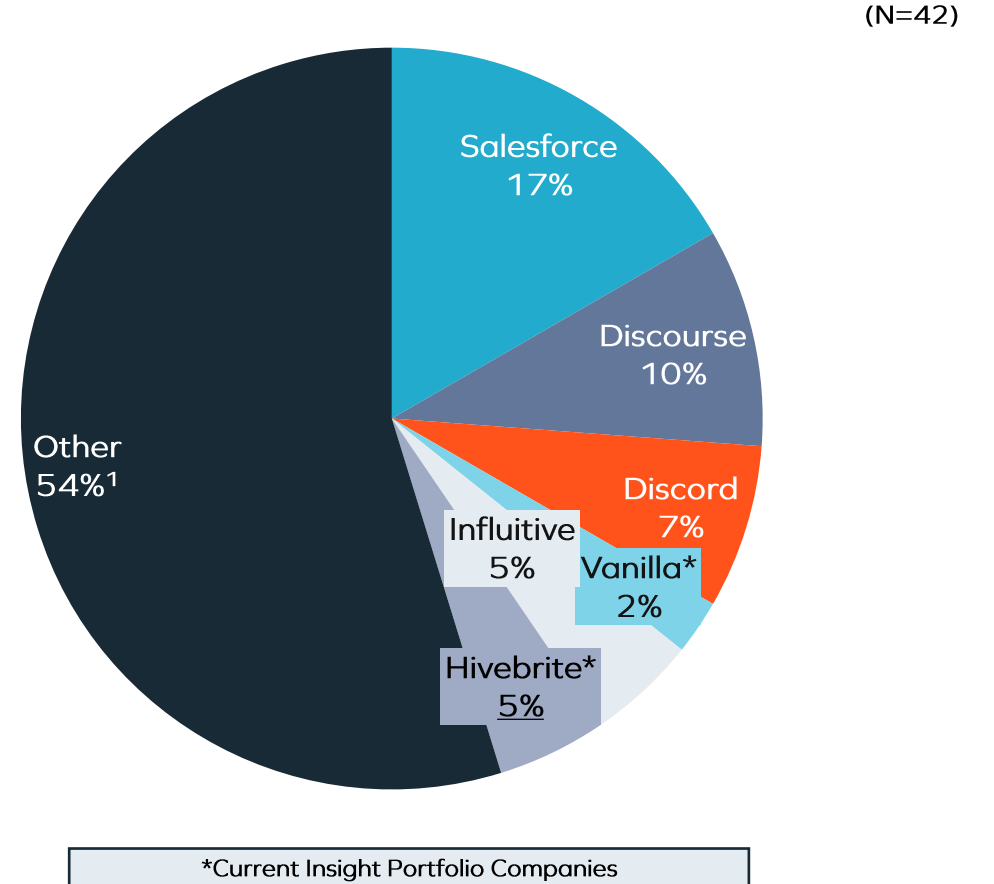
(N=42)

- Salesforce 17%
- Discourse 10%
- Discord 7%
- Vanilla* 2%
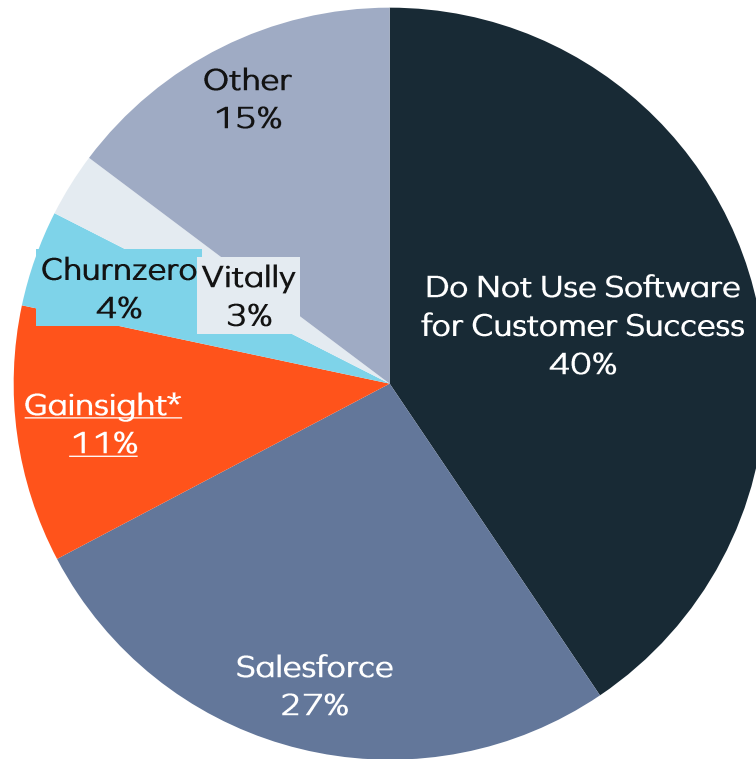- Influitive 5%
- Hivebrite* 5%
- Other 54%[1]

*Current Insight Portfolio Companies

Data sourced from Insight Partners' 2022 CFO Survey. Findings represent calendar year 2022.
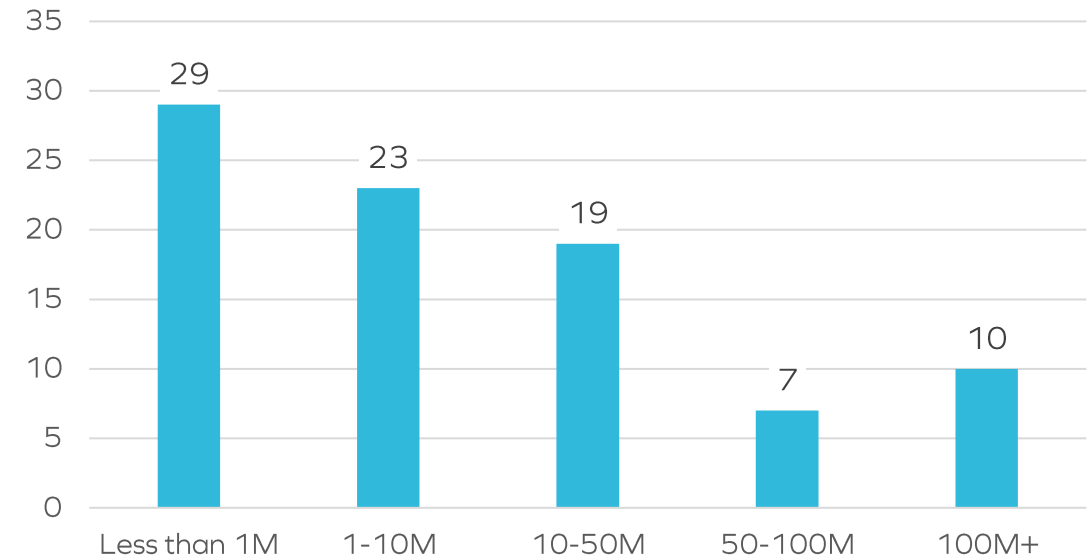
Are companies using software for implementation, onboarding, or Professional Services?

INSIGHT PARTNERS

Do you use software for customer implementation, onboarding, or Professional Services management and delivery?

(N=215)

% of Portfolio Companies

- Software (n=182): No 71%, Yes 29%
- Other (n=33): No 97%, Yes 3%
- All Companies (n=215): No 75%, Yes 25%

Legend: Yes / No
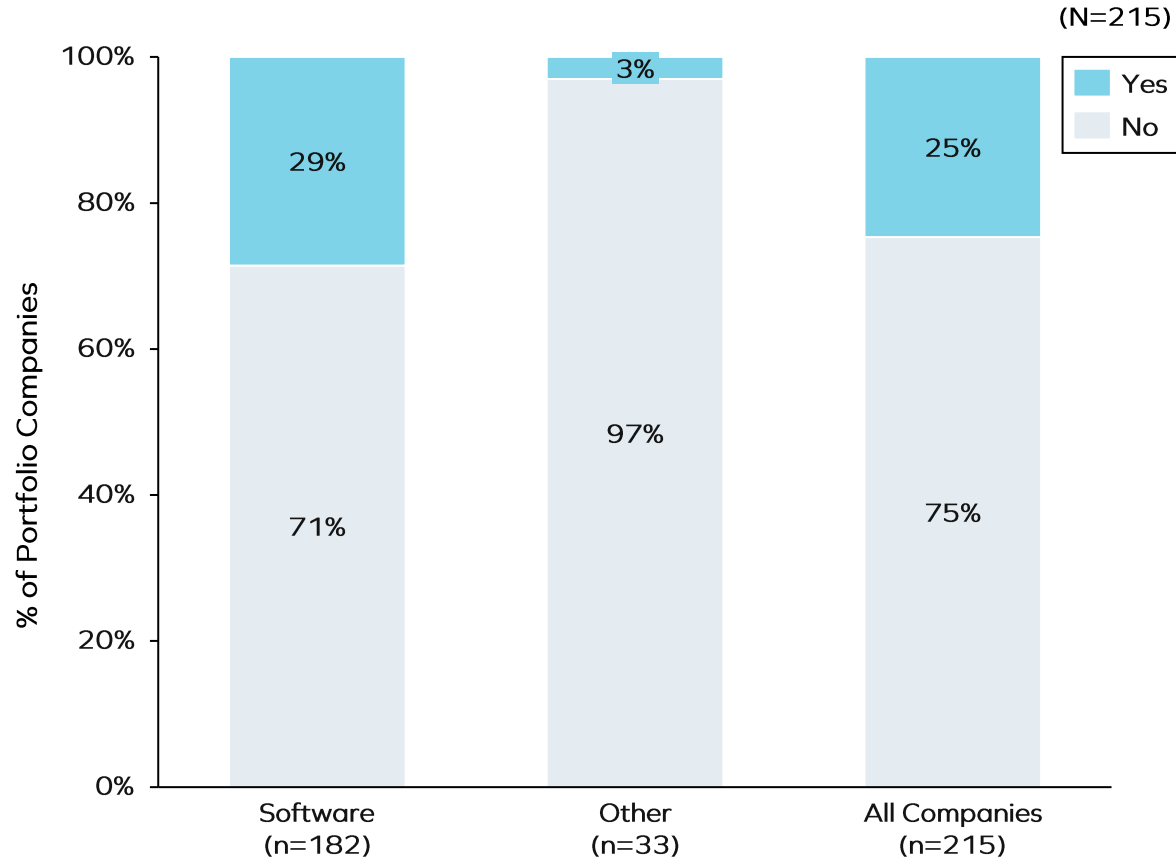
What software do you use for customer implementation, onboarding, or Professional Services management and delivery?

(N=53)

- Netsuite 13%
- Salesforce 8%
- MavenLink 9%
- FinancialForce 8%
- Harvest 6%
- Monday.com* 6%
- Other 50%[1]

*Current Insight Portfolio Companies

[1] 27 responses across 20 unique software solutions
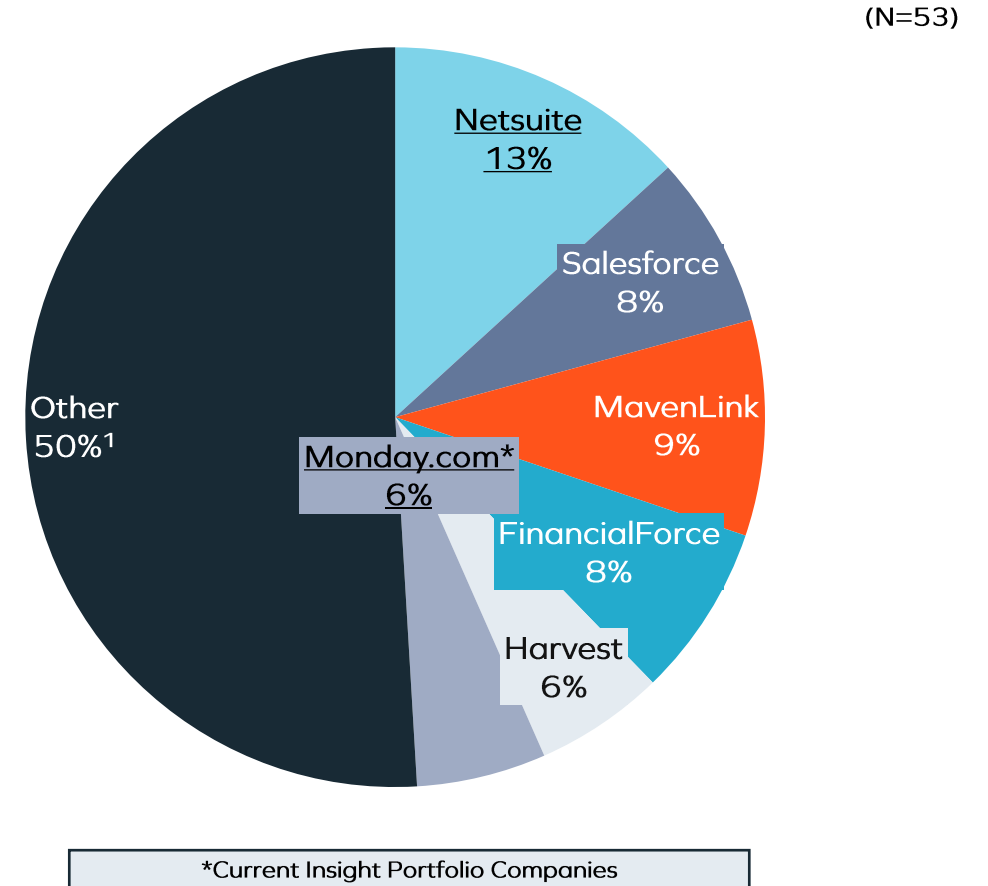
How are companies using learning and development software?

INSIGHT PARTNERS

Do you use learning and development software?

(N=227)

Legend:
- Yes (teal)
- No (light gray)

Y-axis: % of Portfolio Companies

Revenue	No	Yes
Less than $1M (n=44)	89%	11%
$1M-10M (n=56)	54%	46%
$10-50M (n=81)	42%	58%
$50-100M (n=19)	32%	68%
>$100M (n=27)	19%	81%

X-axis: 2021 Revenue ($USD in Millions)
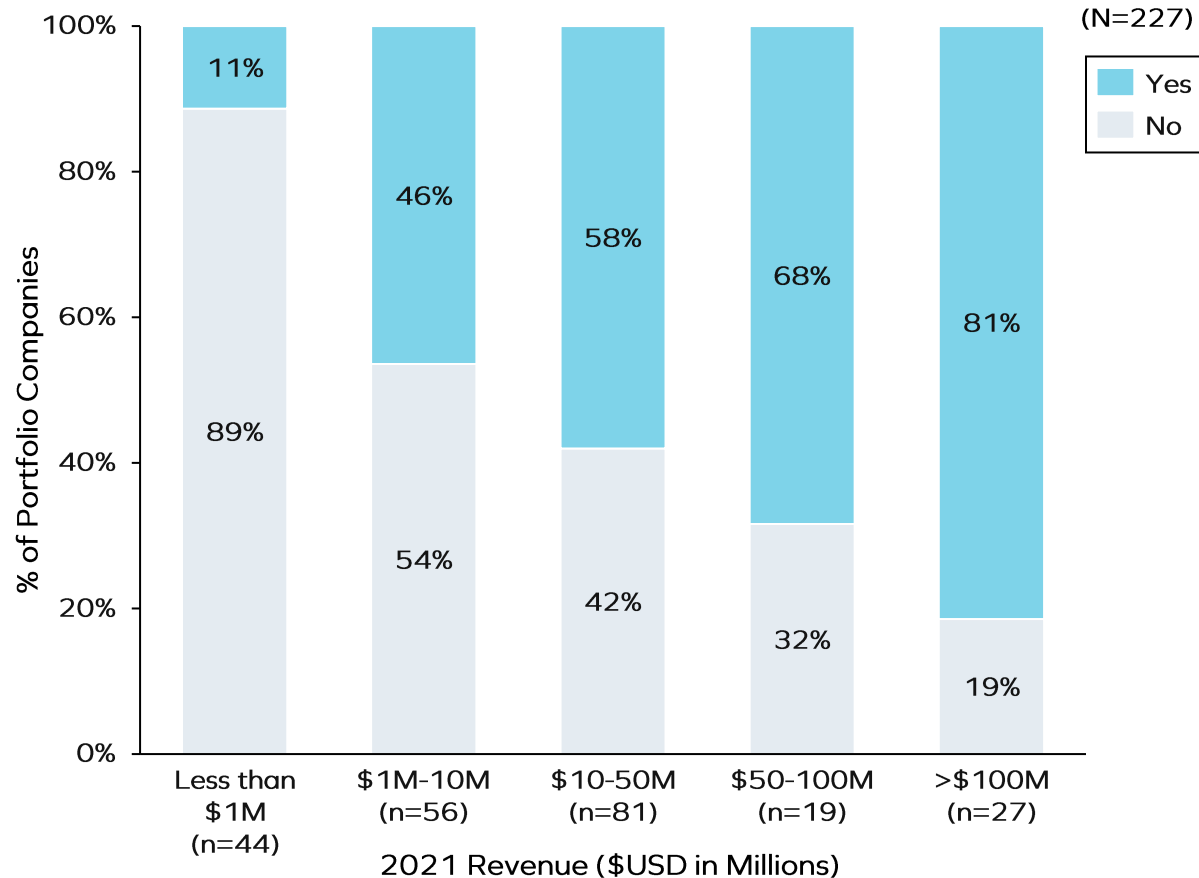
What learning and development software do you use?
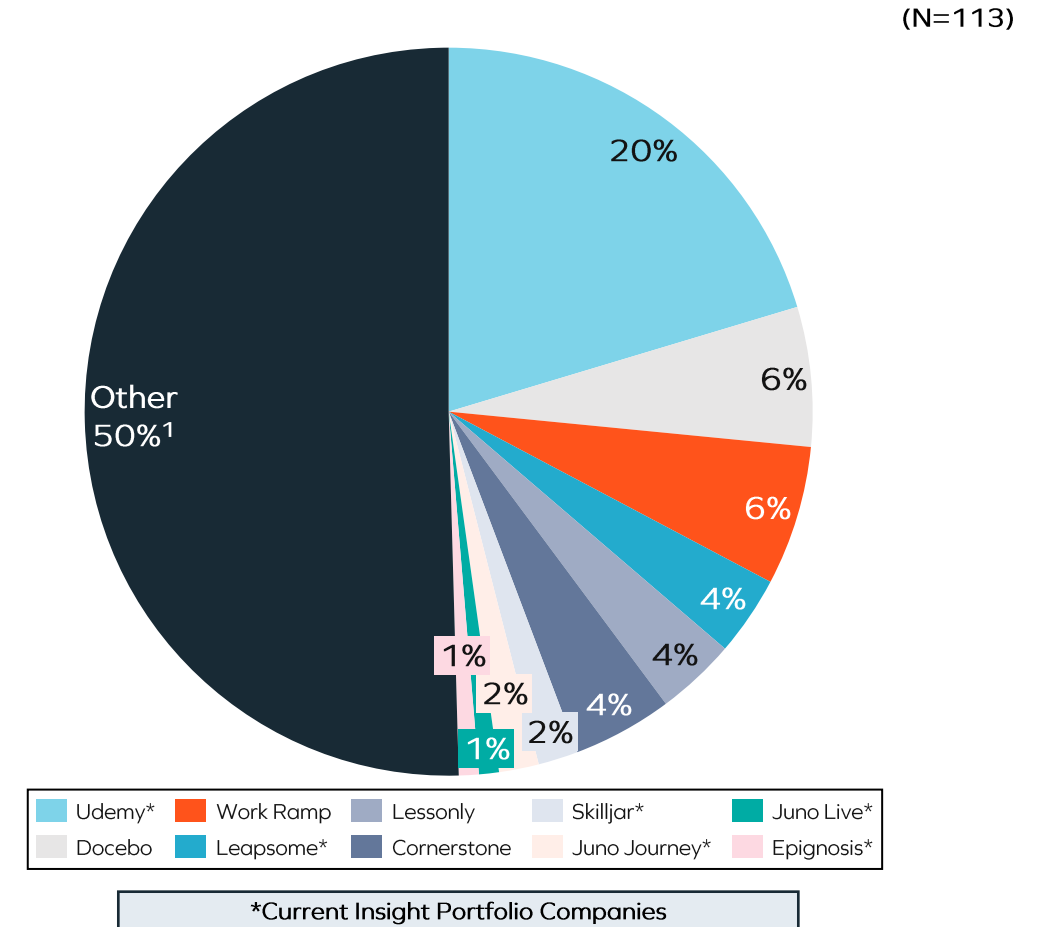
(N=113)

Pie chart:
- Other 50%[1]
- Udemy* 20%
- Docebo 6%
- Work Ramp 6%
- Leapsome* 4%
- Cornerstone 4%
- Lessonly 4%
- Skilljar* 2%
- Juno Journey* 2%
- Juno Live* 1%
- Epignosis* 1%

Legend:
- Udemy*
- Docebo
- Work Ramp
- Leapsome*
- Lessonly
- Cornerstone
- Skilljar*
- Juno Journey*
- Juno Live*
- Epignosis*

*Current Insight Portfolio Companies

Data sourced from Insight Partners' 2022 CFO Survey. Findings represent calendar year 2022.

[1]56 responses comprised of 44 unique learning and development management systems

Are companies using customer success software?

INSIGHT PARTNERS

What customer success software do you use?

(N=217)

Do Not Use Software for Customer Success 40%

Other 15%

Churnzero 4%

Vitally 3%

Gainsight* 11%

Salesforce 27%

*Current Insight Portfolio Companies

ARR distribution of companies not using CS software

ARR	Count
Less than 1M	29
1-10M	23
10-50M	19
50-100M	7
100M+	10

41% of portfolio companies do not use any customer success software.

As expected, these are primarily early-stage companies. 60% of respondents not using CS software are < $10M in ARR.

Data sourced from Insight Partners' 2022 CFO Survey. Findings represent calendar year 2022.

Are companies using customer support software?

INSIGHT
PARTNERS

What customer support software do you use?

19%

of companies do not use any customer support software
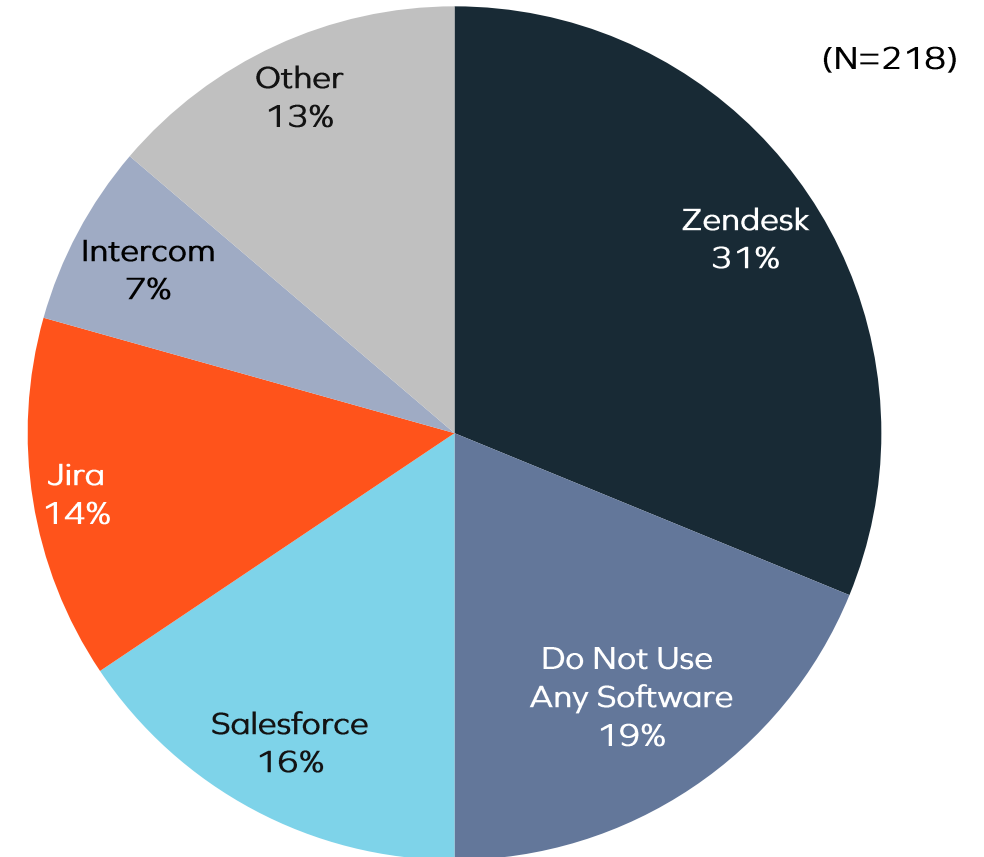
(N=218)

Other
13%

Intercom
7%

Zendesk
31%

Jira
14%

Salesforce
16%

Do Not Use
Any Software
19%

Data sourced from Insight Partners' 2022 CFO Survey. Findings represent calendar year 2022.

POST-SALES PERFORMANCE

Post-sales teams continue to struggle with codifying process, tracking meaningful metrics, and aligning on shared KPIs

1 21% of companies do not have any documented post-sales processes

2 While companies leaned heavily on expansion for 2023 bookings, 81% of companies do not have a documented expansion process

3 26% of Professional Service teams are not tracking any KPIs

4 43% of companies are struggling to complete implementations in < 90 days

5 93% of companies are not factoring in customer onboarding and implementation KPIs into their customer health scores

How are companies and post-sales teams performing?

Key Post-Sales Performance Questions

1. What does retention performance look like across the Insight portfolio?

2. What renewal rate projections are companies making for 2023?

3. How long does it take companies to drive first-time upsells?

4. To what extent do companies have documented post-sales processes?

5. What professional services KPIs are companies tracking?

6. What percentage of implementations are completed within 90 days?

7. How did companies perform on NPS in 2022?

8. What key metrics do companies rely on to track customer health?

9. What is the average monthly support ticket volume across the Insight portfolio?

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.

What was TTM gross revenue retention in 2022?

(2022 Starting ARR – Downsell ARR – Churn ARR) / Starting ARR

Gross revenue retention (GRR) is a metric that measures the percentage of revenue retained from existing customers over a specific period, excluding any new revenue from upsells, cross-sells, or new customer acquisitions. It takes into account contractions (downgrades) and churn (cancellations).

Tracking GRR by ASP provides granular insights into customer behavior across different price points and allows for more informed decision-making (ex. pricing, forecasting, resource allocation, etc).
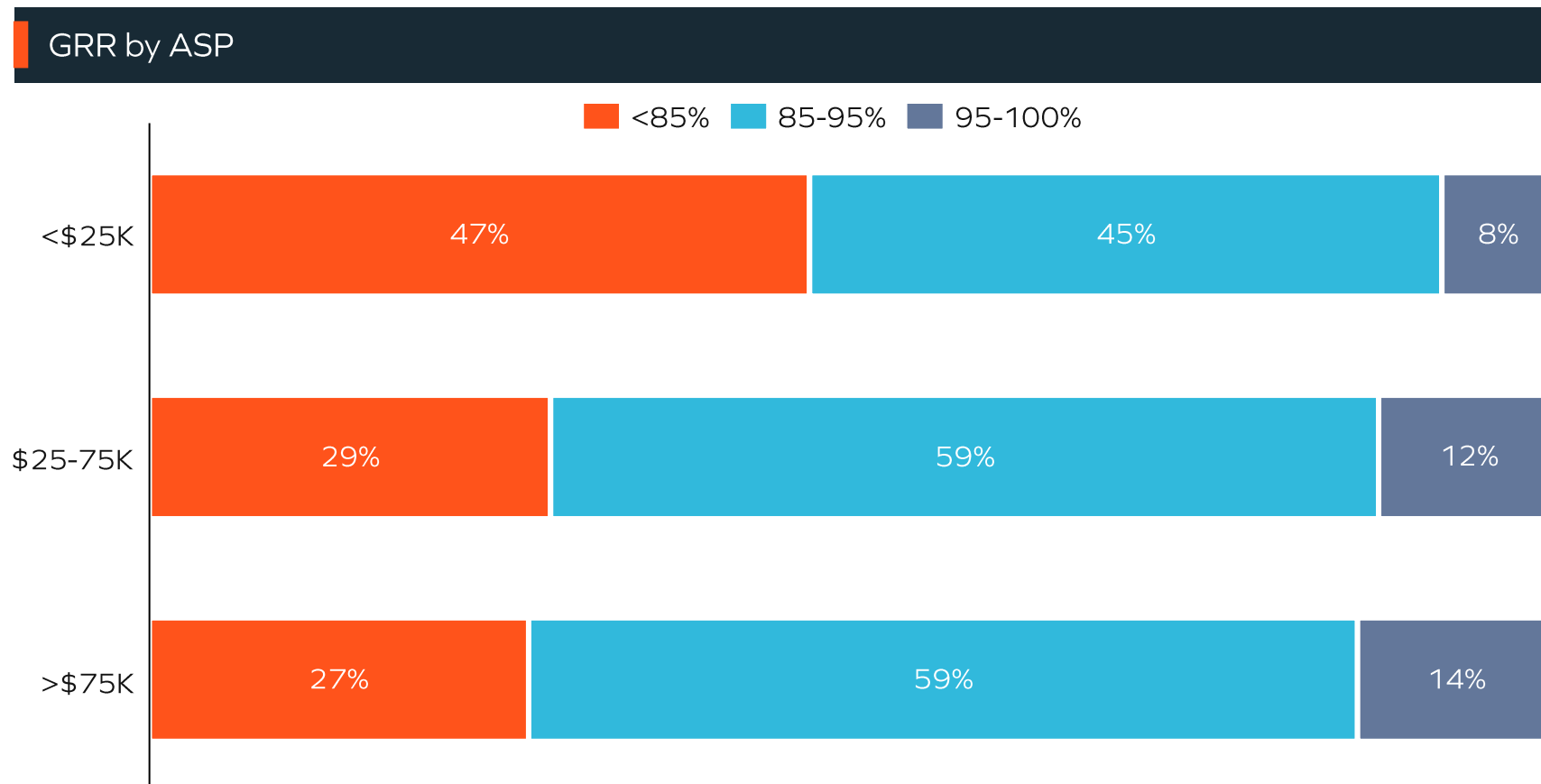
GRR by ASP

Legend: ■ <85%   ■ 85-95%   ■ 95-100%

| ASP	<85%	85-95%	95-100%
<$25K	47%	45%	8%
$25-75K	29%	59%	12%
>$75K	27%	59%	14%

Data sourced from Insight Partners' 2023 Sales KPI Report. All data is for calendar year 2022 and self-reported quarterly.

What was TTM net revenue retention in 2022?

(2022 Starting ARR + Expansion ARR – Downsell ARR – Churn ARR) / Starting ARR

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Net revenue retention measures the percentage of revenue retained from existing customers over a specific period, taking into account contractions (downgrades), churn (cancellations), and expansions (upsells, cross-sells). It captures both gains and losses.

Tracking NRR by ASP provides insights into the health and growth potential of each segment.

Higher ASP segments tend to be associated with higher rates of NRR.
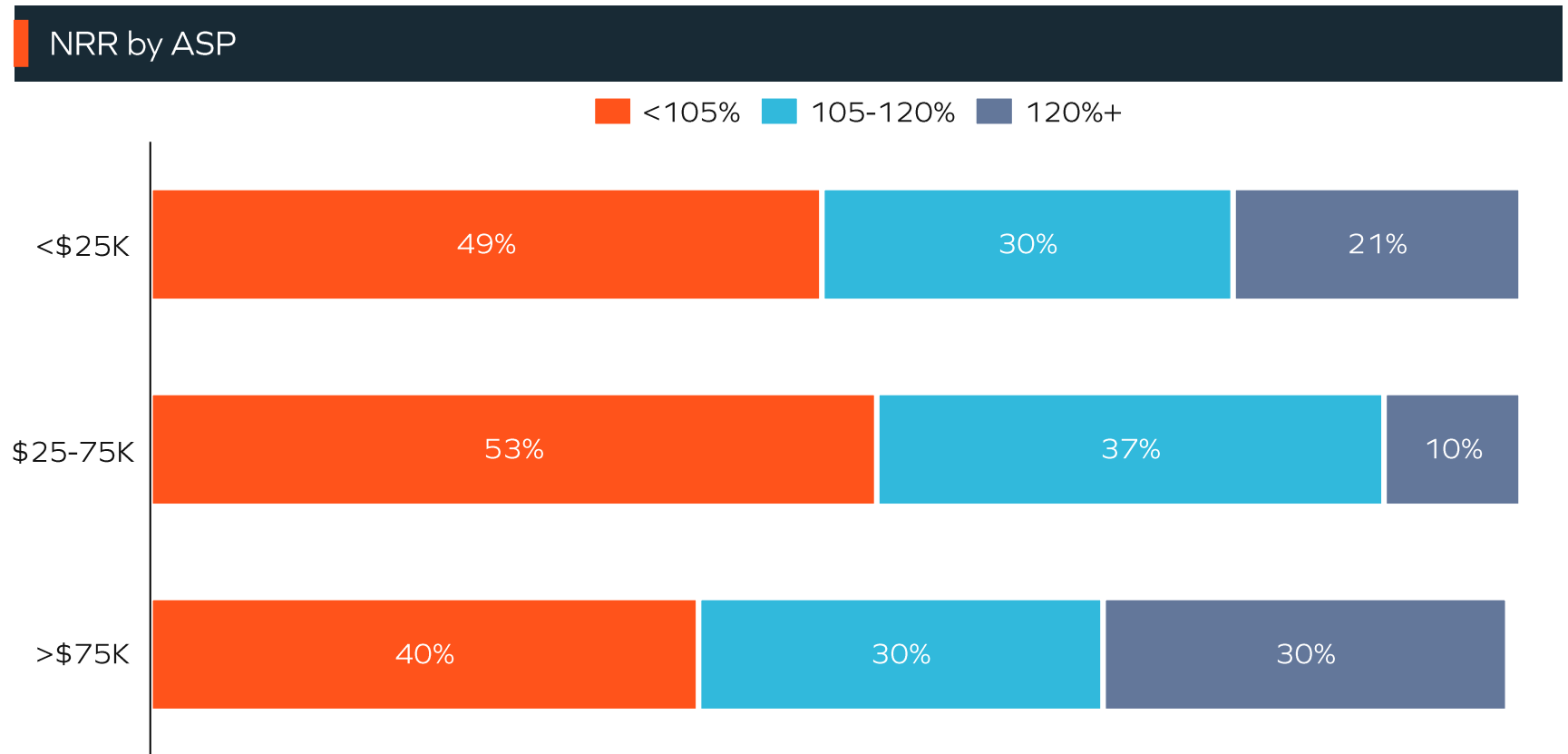
NRR by ASP

Legend: ■ <105%   ■ 105-120%   ■ 120%+

ASP	<105%	105-120%	120%+
<$25K	49%	30%	21%
$25-75K	53%	37%	10%
>$75K	40%	30%	30%

Data sourced from Insight Partners' 2023 Sales KPI Report. All data is for calendar year 2022 and self-reported quarterly.

What was NRR and GRR (by company size) in 2022?

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NRR and GRR by Company Size (ARR)

Best-in-class performance for companies with a consultative sales motion is 120%+ NRR and 95%+ GRR.

Best-in-class performance for companies with a transactional or solution sales motion is 105%+ NRR and 85%+ GRR.
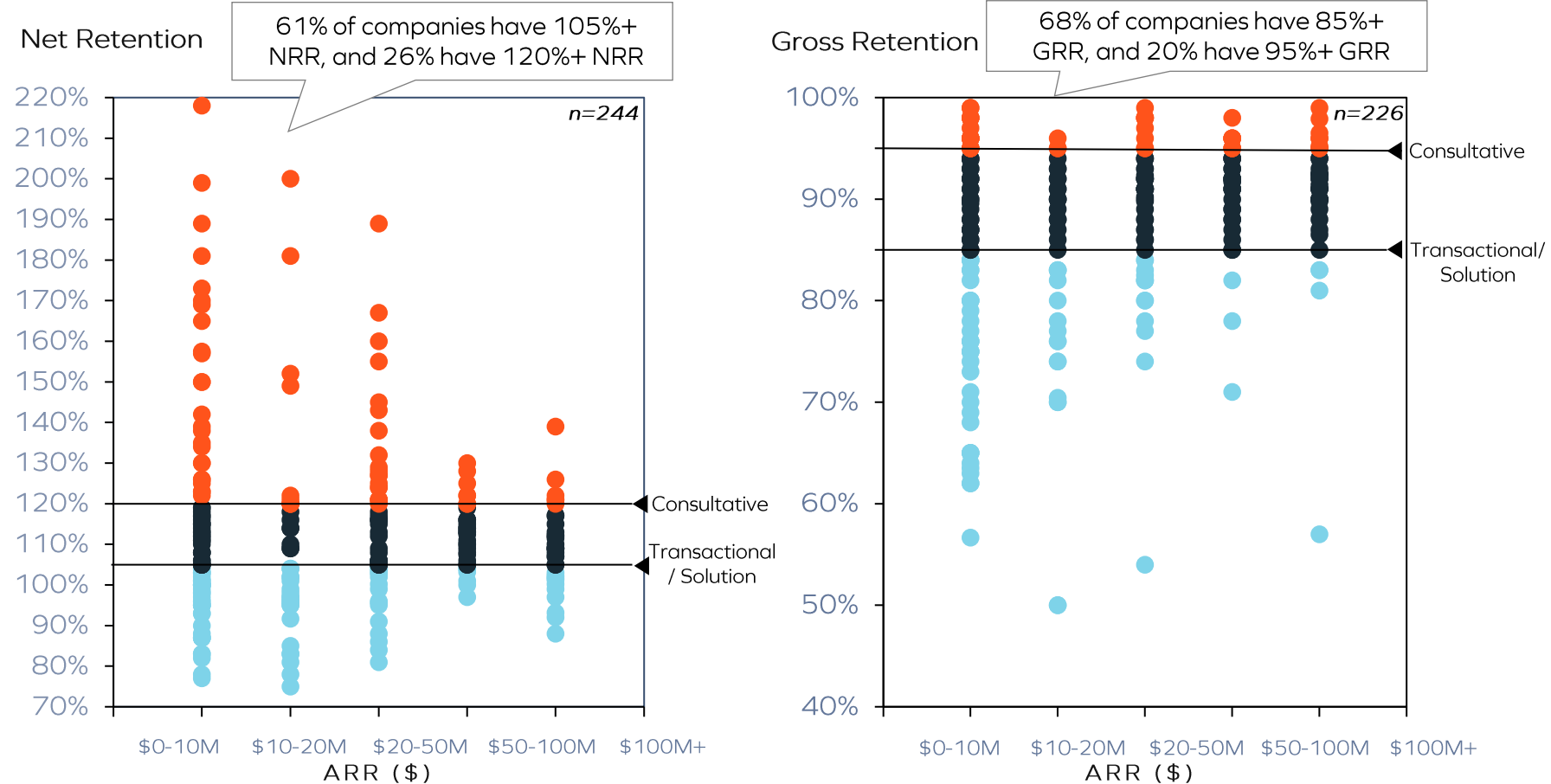
Net Retention

61% of companies have 105%+ NRR, and 26% have 120%+ NRR

n=244

220%
210%
200%
190%
180%
170%
160%
150%
140%
130%
120% — Consultative
110%
105% — Transactional / Solution
100%
90%
80%
70%

$0-10M $10-20M $20-50M $50-100M $100M+

ARR ($)

Gross Retention

68% of companies have 85%+ GRR, and 20% have 95%+ GRR

n=226

100%

90%

95% — Consultative

85% — Transactional/ Solution

80%

70%

60%

50%

40%

$0-10M $10-20M $20-50M $50-100M $100M+

ARR ($)

Data sourced from Insight Partners' 2023 Sales KPI Report. All data is for calendar year 2022 and self-reported quarterly.

2022 NRR vs. CAC Payback Performance

INSIGHT PARTNERS

NRR vs CAC payback period

Net revenue retention and CAC payback period are critical measures of GTM effectiveness and valuation.

Best-in-class companies focused on consultative sales have 120%+ net retention and <18 months CAC payback, while best-in-class companies with transactional or solution sales motions have 105%+ net retention and <12 months CAC payback.


Net Retention

Transactional /Solution   Consultative

N=212

CAC Payback Months
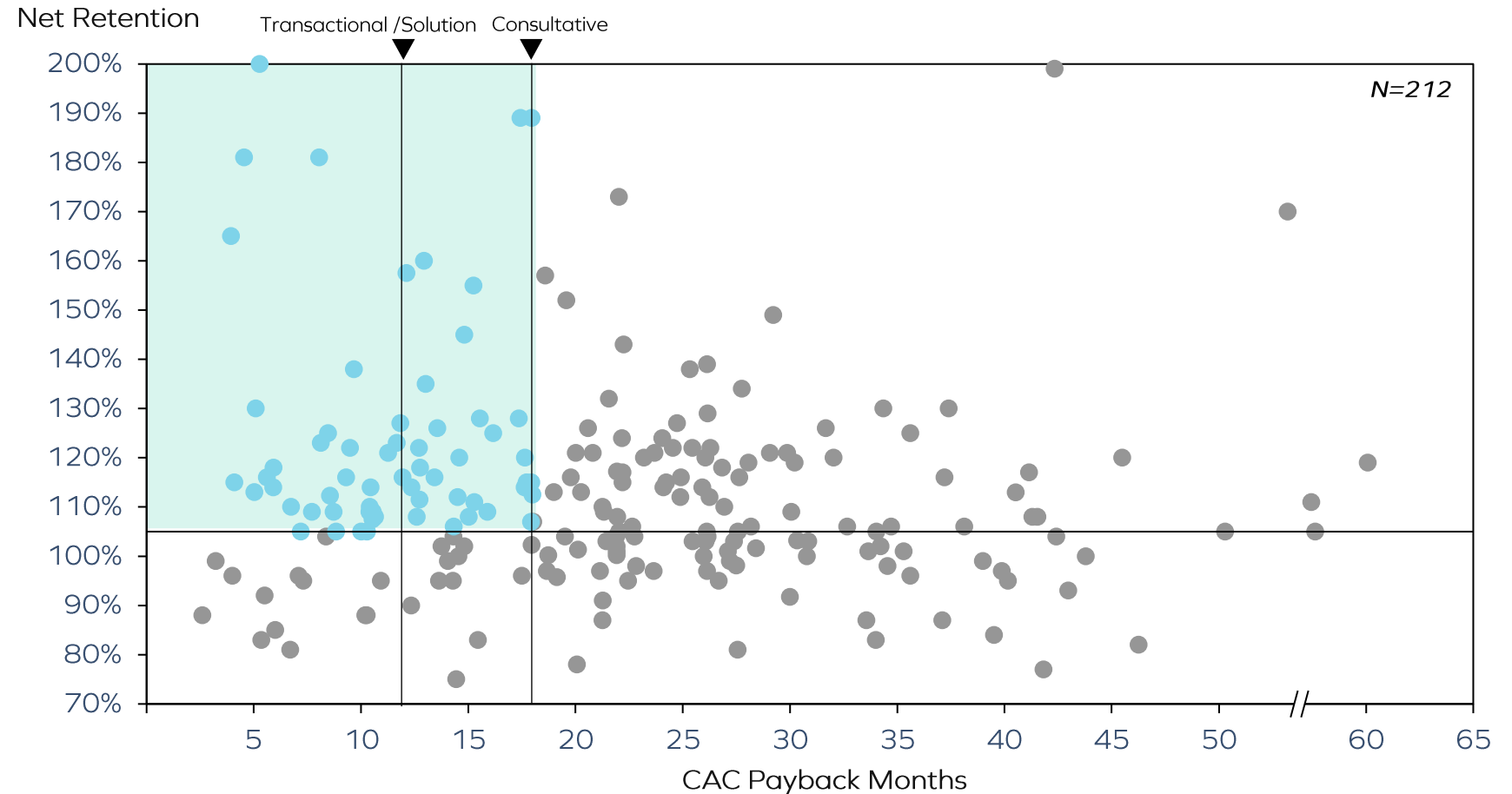
2022 GRR vs. CAC Payback Performance

INSIGHT PARTNERS

GRR vs CAC payback period

A high GRR indicates that a company is effectively retaining its existing customers which makes it easier to pay back CAC.

Best-in-class companies focused on consultative sales have 95%+ gross retention and <18 months CAC payback, while best-in-class companies with transactional or solution sales motions have 85%+ gross retention and <12 months CAC payback.

Gross Retention

Transactional / Solution

Consultative

N=195

CAC Payback Months
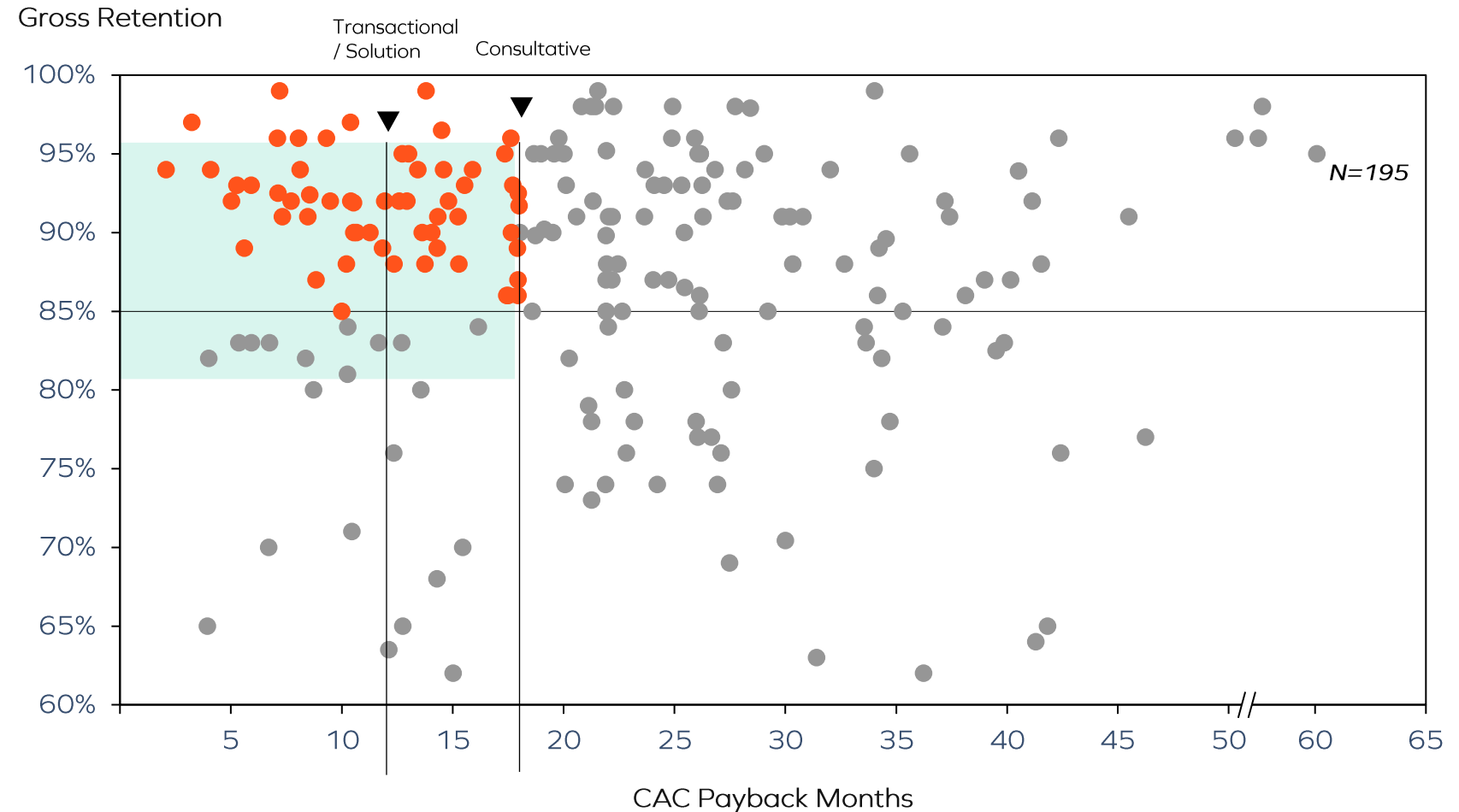
What was Annual Revenue Churn in 2022?

Churned ARR / Starting ARR

INSIGHT
PARTNERS

Annual revenue churn measures the percentage of revenue lost from existing customers over a one-year period due solely to cancellations (it does not include the impact of downsells).

Understanding the churn behaviors of different ASP segments allows companies to tailor their retention strategies, refine pricing, guide product development and feature prioritization, and fine-tune marketing, sales, and CS operations.

Annual revenue churn by ASP

Churn Rate
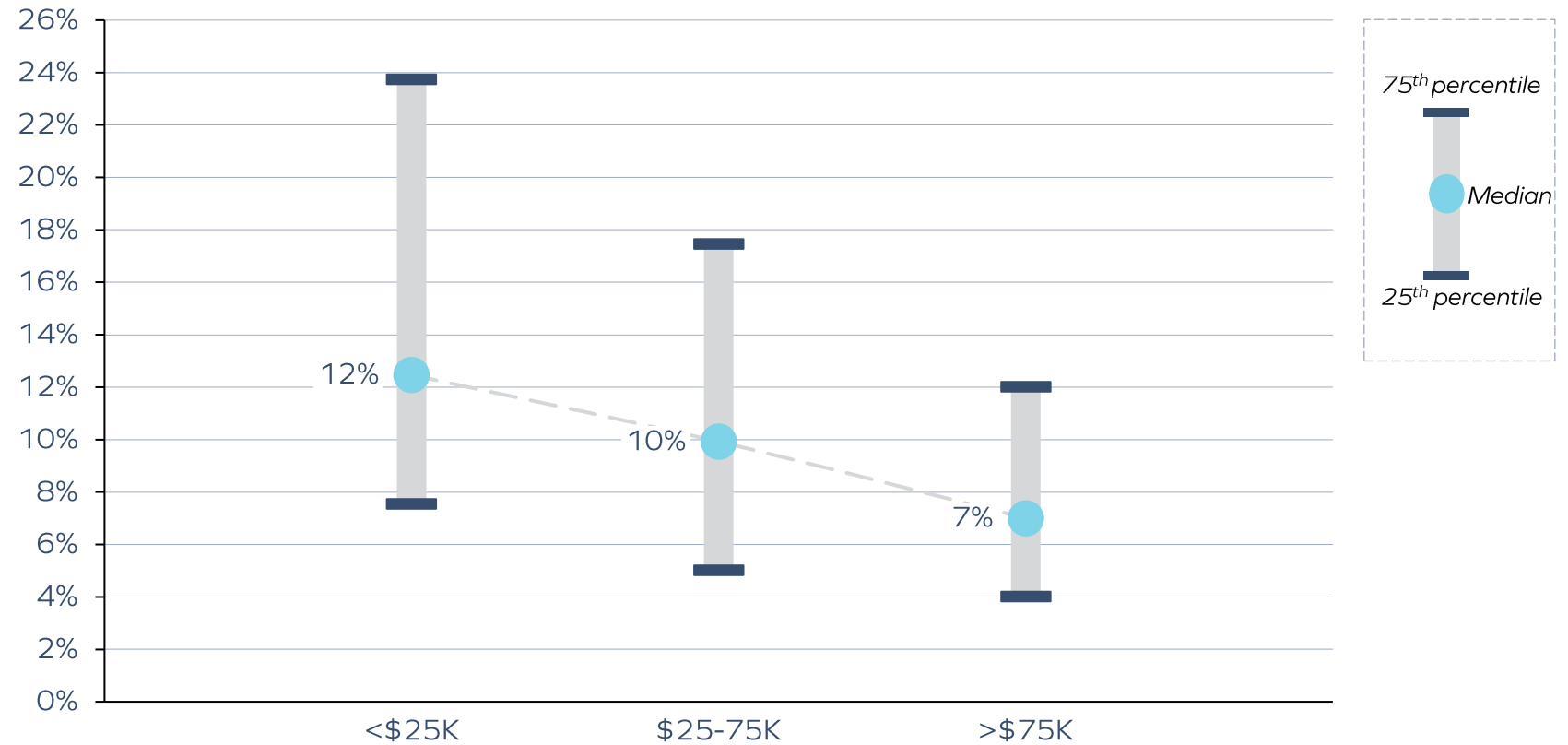
75th percentile

Median

25th percentile

26%
24%
22%
20%
18%
16%
14%
12% 12%
10% 10%
8%
7%
6%
4%
2%
0%

<$25K $25-75K   >$75K

What renewal projections are companies making for 2023?

INSIGHT PARTNERS

2023 projected renewal rates[1]

Legend: 80% or below | 80%-90% | 90%-100%
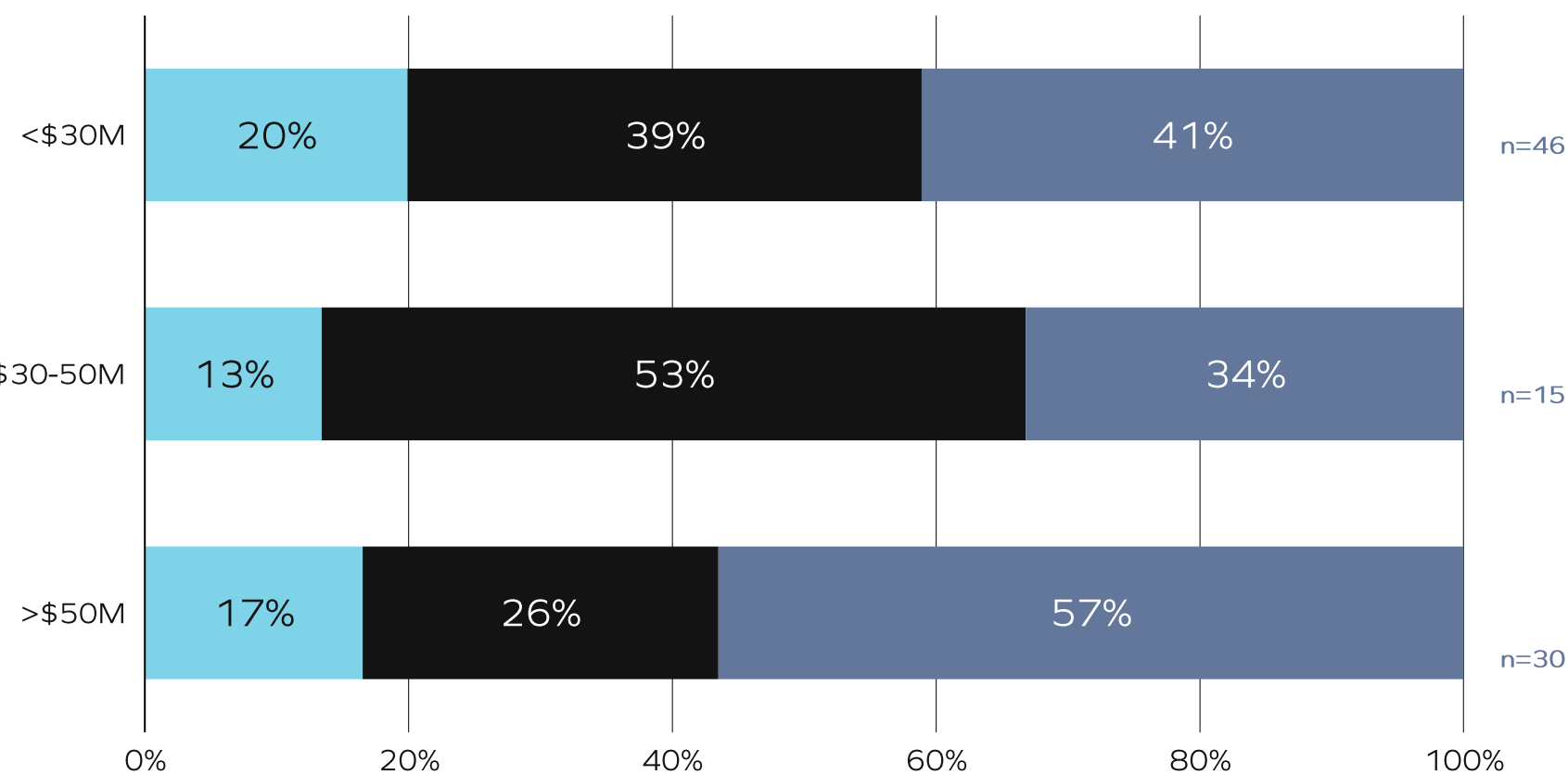
While the economic downturn is impacting renewal rates, companies continue to focus their efforts to target renewal rates > 90% by refining their ICP, addressing product gaps, doubling down on Customer Success to prevent churn, improving lead to cash processes, and aligning renewal engagement and incentives across GTM teams.

Category	80% or below	80%-90%	90%-100%	n
<$30M	20%	39%	41%	n=46
$30-50M	13%	53%	34%	n=15
>$50M	17%	26%	57%	n=30

0%   20%   40%   60%   80%   100%

1) Renewal Rate definition: Total Renewal $ Won / Total $ Available to Renew (does not include upsell or cross-sell)

How long does it take companies to drive first-time upsells?

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Why is it critical to track and monitor TTFU?

Revenue Forecasting

By understanding how long it typically takes customers to upgrade or make an additional purchase, businesses can forecast revenue more accurately.

CSAT & Product Fit

A shorter TTFU might signal strong product fit and indicate that customers quickly see the value in more advanced features or services.

Expansion Strategy

Knowing when customers are likely to upgrade can help companies refine their expansion strategies and build repeatable plays.

Sales + Mktg Impact

If TTFU is decreasing, it might be an indication that sales and marketing strategies are effectively communicating the value of upgrades or additional features.

Churn Prevention

If TTFU is increasing, it might be a warning sign of potential churn. Long TTFU is typically associated with longer deployment cycles and low adoption.

Operational Fine-tuning

Visibility into TTFU allows teams to fine tune their operations and improve resource allocation.

Median time-to-first-upsell (days)

Question: What is your average first time to upsell in days? "Time to First Upsell" (TTFU) refers to the number of days from a customer's original contract start date to their first expansion event.

Days

ASP	Days	n
<$10k	68	n=4
$10-25k	95	n=4
$25-50k	365	n=5
$50-100k	203	n=10
$100-200k	305	n=10
$200-500k	360	n=3
>$500k	360	n=3

ASP

128
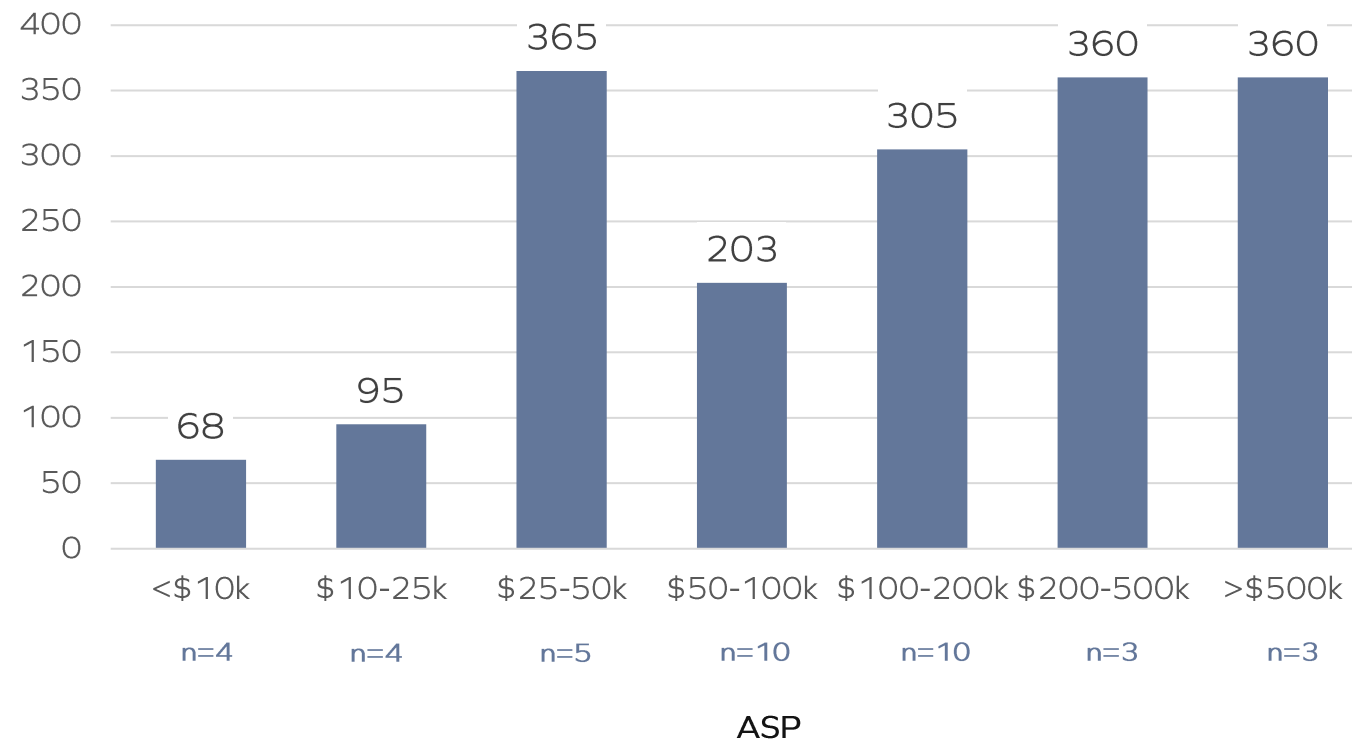
To what extent do companies have documented post-sales processes?

INSIGHT PARTNERS

Do you have a *documented process* for any of the activities below? Check all that apply.																
	Onboarding	Quarterly Business Reviews (QBRs)	Renewals	Pipeline & Forecasting	Handoffs	Support Case Mgmt	Customer Health	Churn/ At-Risk Mgmt	Digital CS	Adoption	Customer Marketing	Stakeholder Engagement	Community	Expansion	Reference Mgmt	No documented processes for these topics
Overall	86%	71%	68%	60%	59%	57%	57%	56%	52%	44%	38%	24%	22%	19%	18%	21% (n = 110)
ARR																
$0-10M	81%	67%	40%	67%	59%	44%	41%	30%	48%	19%	26%	15%	11%	11%	7%	15% (n = 27)
$10-$30M	90%	77%	82%	52%	52%	45%	58%	58%	48%	52%	39%	32%	19%	13%	13%	13% (n = 31)
$30-$50M	82%	59%	70%	41%	59%	53%	59%	71%	53%	59%	59%	29%	29%	24%	18%	18% (n = 17)
$50-$100M	94%	78%	77%	72%	72%	78%	67%	72%	72%	50%	50%	22%	28%	17%	33%	33% (n = 18)
>$100M	82%	71%	80%	71%	59%	82%	71%	65%	41%	47%	24%	18%	29%	41%	29%	35% (n = 17)

In today's macro-environment, a surprising 21% of post-sales organizations operate without documented processes. Establishing clear processes reduces guesswork across an organization and is vital to scaling, ramping new hires, delivering a consistent customer experience, enabling effective internal communication and collaboration, and accelerating customer outcomes.

What Professional Services KPIs are companies tracking?

INSIGHT PARTNERS

Top tracked Professional Services KPIs

**Question**: *Does your Professional Services team track any of the following KPIs? Check all that apply.*
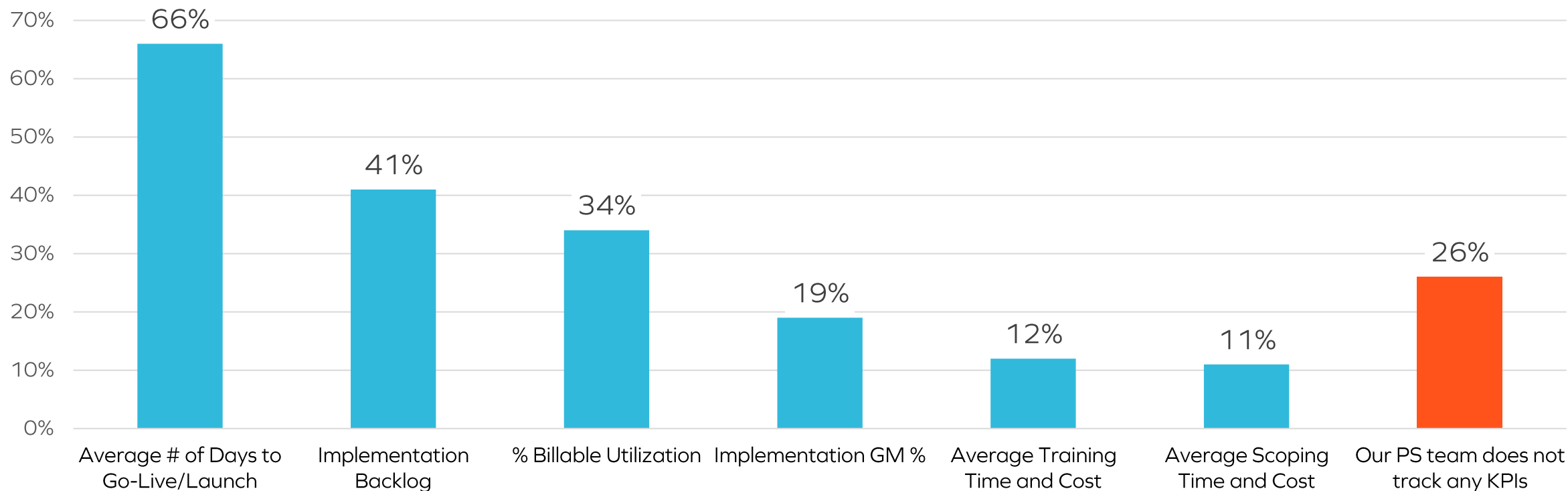
26% of Professional Services teams are not tracking any KPIs today

What percentage of implementations are completed within 90 days?

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PARTNERS

Count of portfolio companies vs # implementations completed in 90 days

Question: *What percentage of your implementations are completed within 90 days?*
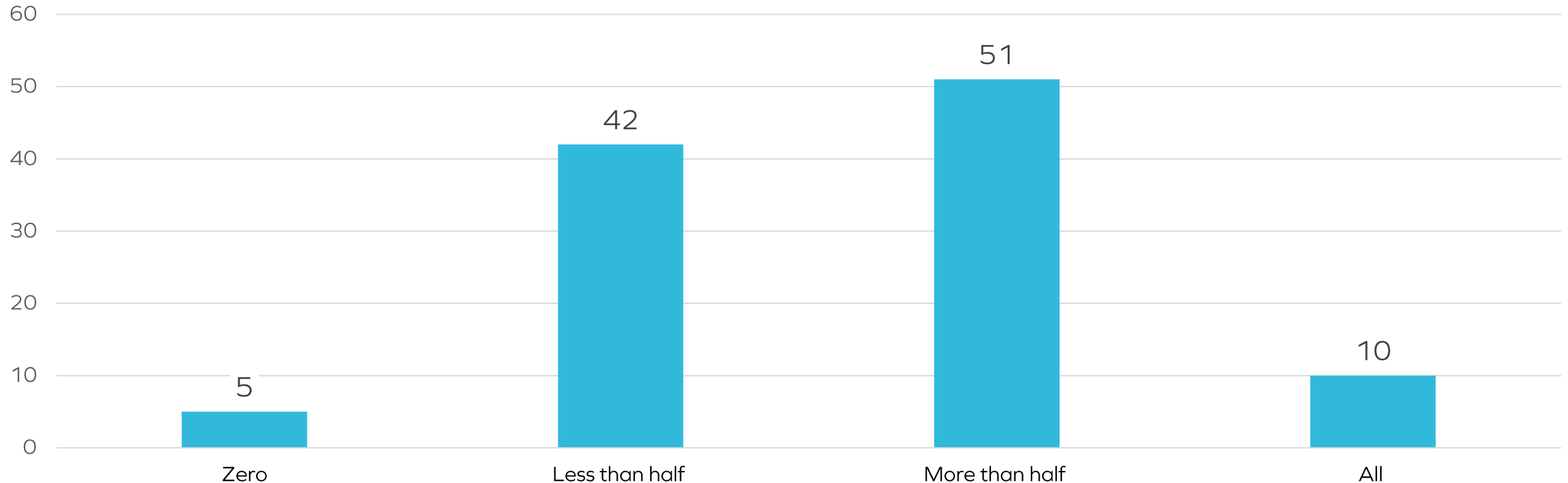
43% of companies **complete less than half** of their implementations **within 90 days.**

How did companies perform on NPS in 2022?

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PARTNERS

2022 NPS score distribution

Question: *What was your average NPS score in 2022?*

75th percentile
Median
25th percentile

Excellent
(70+)

Great
(30 to 70)

Average
(0 to 30)

Needs Improvement
(-100 to 0)

$0-10M
n=20

$10-30M
n=24

$30-50M
n=15

$50-100M
n=15

>$100M
n=16
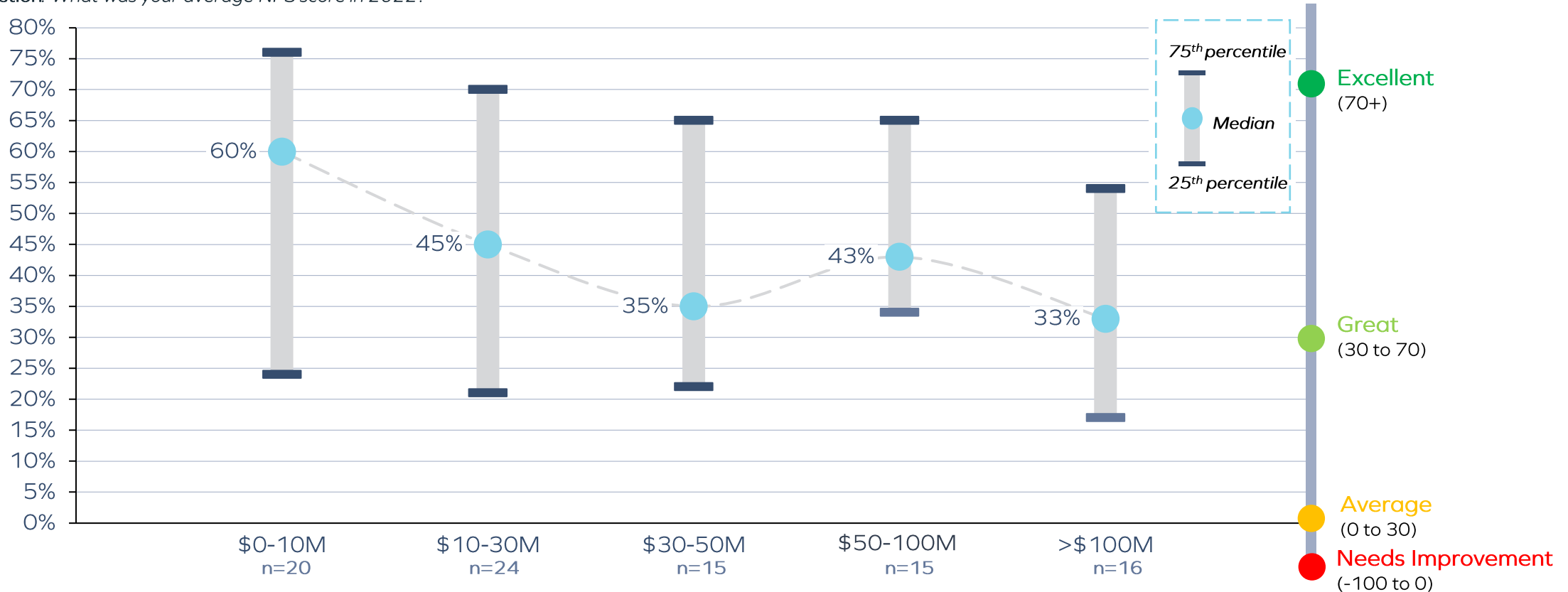
The overall median NPS in 2022 was 44, with the top quartile at 68.

Keep in mind that NPS survey design, rollout, and analysis for B2C customers differs from B2B customers who go through a significantly longer and more complex buying and implementation cycle involving multiple and diverse stakeholders.

What key customer health metrics are companies tracking?

INSIGHT PARTNERS

Most common customer health metrics

Question: *List and rank the top 3 metrics influencing your customer health score methodology today.*
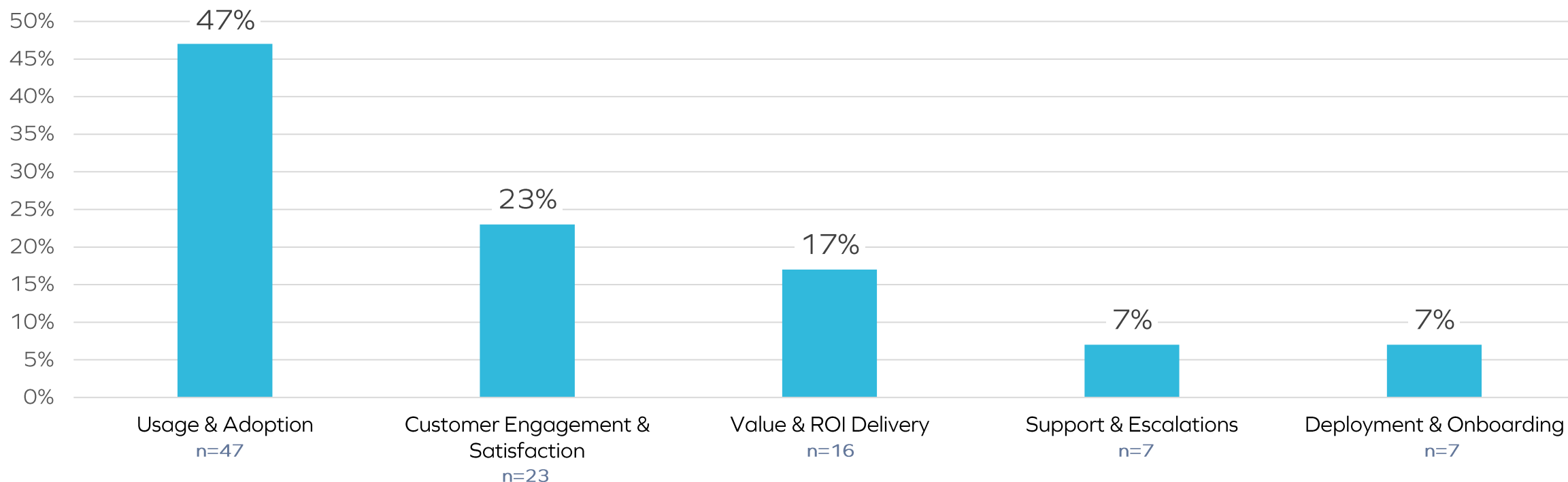
More post-sales orgs should be incorporating deployment and onboarding metrics into their core health score methodology. Onboarding acts as the first touchpoint post-sale, setting the tone for the entire customer journey – it lays the groundwork for strong adoption, expansion, and renewal.

What is the average monthly support ticket volume across the Insight portfolio?

INSIGHT PARTNERS

Average monthly support ticket volume vs company ARR

Question: *What is your average monthly customer support ticket volume?*

Legend:
- >5000
- 1001-5000
- 501-1000
- 101-500
- 0-100

ARR	0-100	101-500	501-1000	1001-5000	>5000
$0-10M (n = 27)	52%	30%	10%	4%	4%
$10-30M (n = 31)	26%	39%	19%	16%	
$30-50M (n = 17)	29%	35%	18%	6%	12%
$50-100M (n = 18)	5%	39%	28%	22%	6%
>$100M (n = 17)			12%	53%	35%
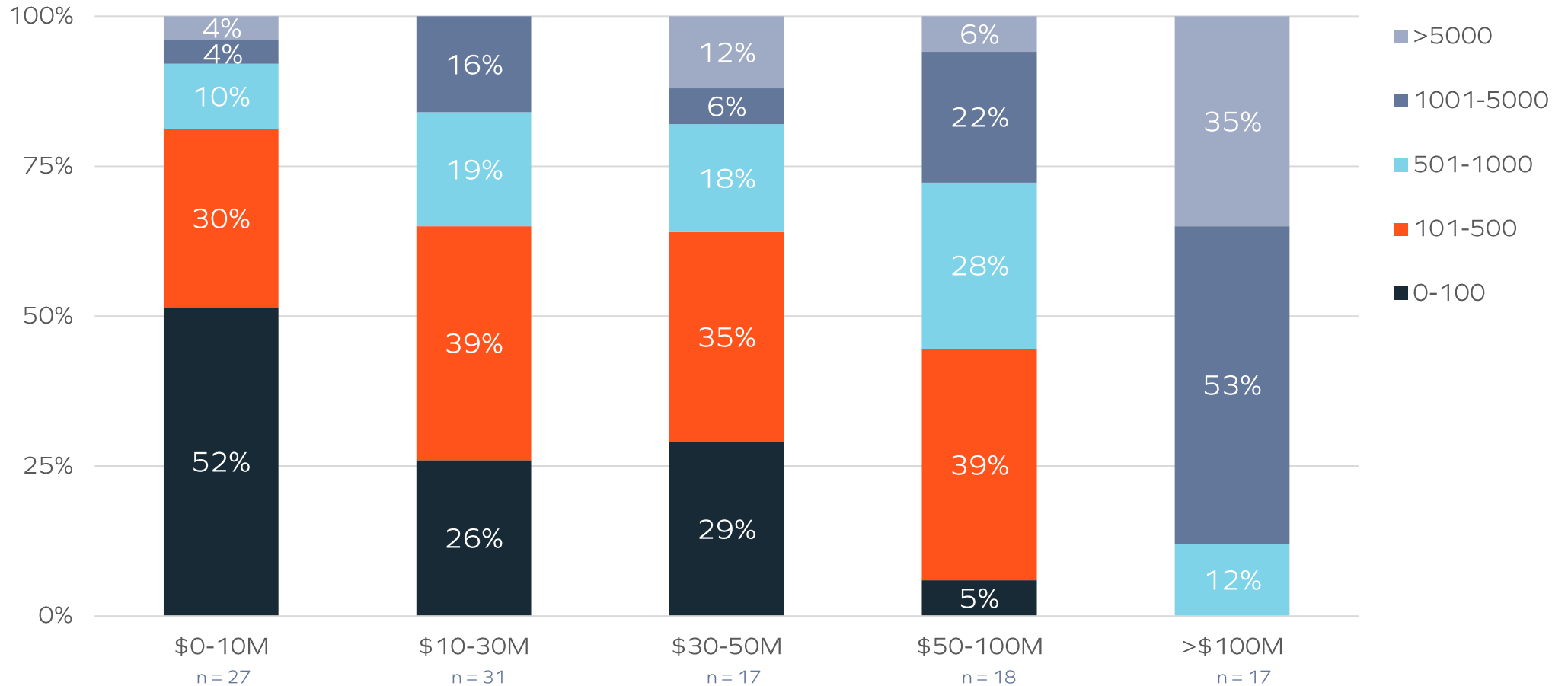
APPENDIX
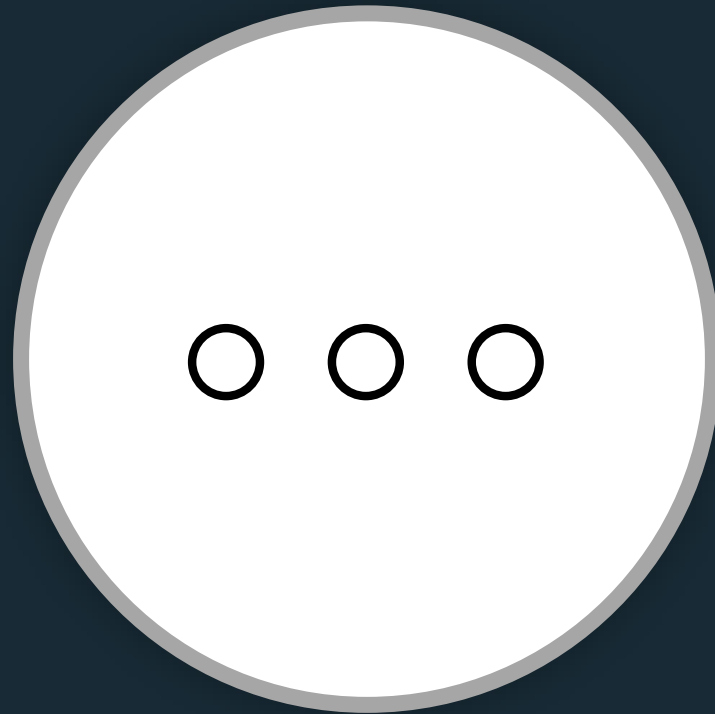
2023 Post-Sales GTM Report: We Want Your Feedback

Do you 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=110)

Sales Motion

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

Product-Led Growth
n=3

Hybrid B2B
n=25

3%

22%

75%

Sales-Led Growth
n=82
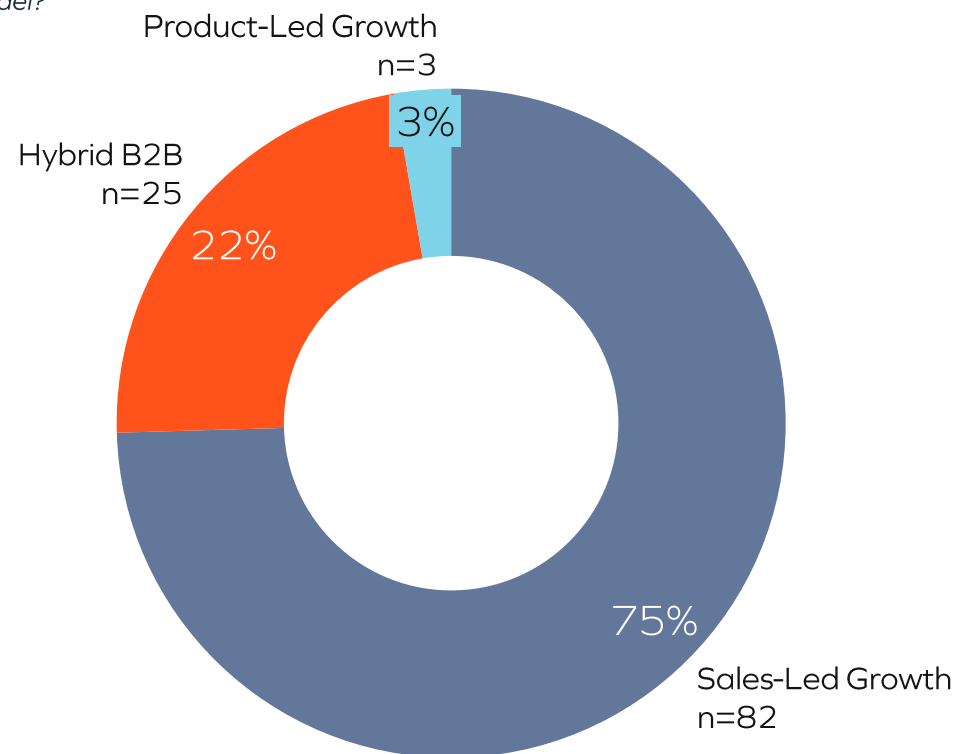
ARR

Question: *What ARR range does your company fall into?*

>$100M
n=18

<$10M
n=26

16%

24%

$50-100M
n=18

16%

29%

$10-30M
n=31

15%

$30-50M
n=17
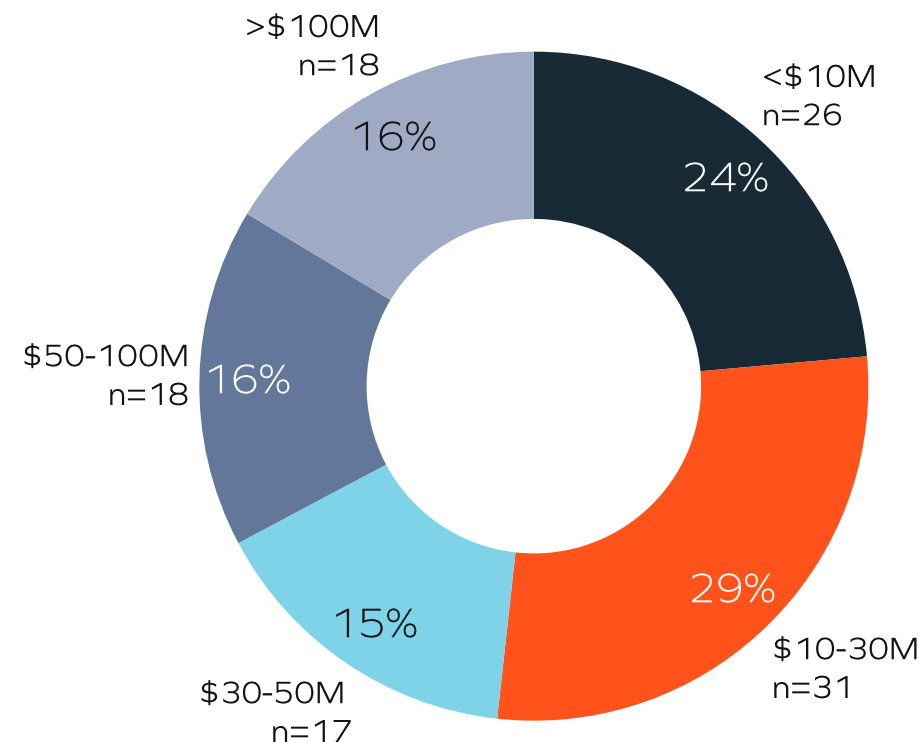
Survey Demographics: Customer Count, ASP

Post-Sales GTM Survey Respondent Demographics (n=110)

Customer Count

Question: *How many customers do you have today?*

>2K
n=27
25%

<100
n=31
28%

500-2K
n=22
20%

100-500
n=30
27%
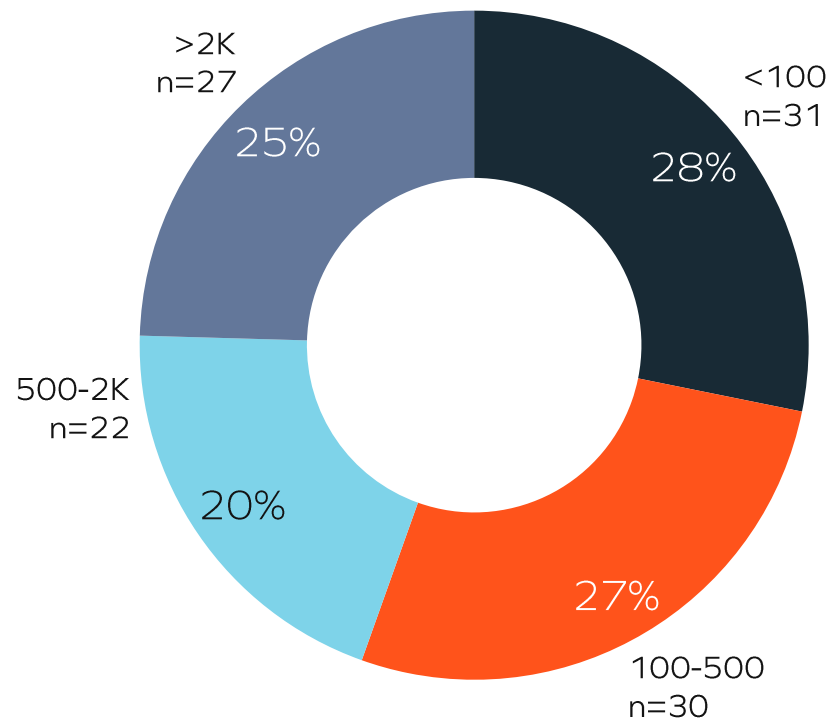
ASP

Question: *What is your average selling price in USD of your primary segment?*

>$500K
n=7
6%

<$10K
n=14
13%

$200-500K
n=11
10%

$10-25K
n=15
14%

$100-200K
n=20
18%

$25-50K
n=14
13%

$50-100K
N=29
26%
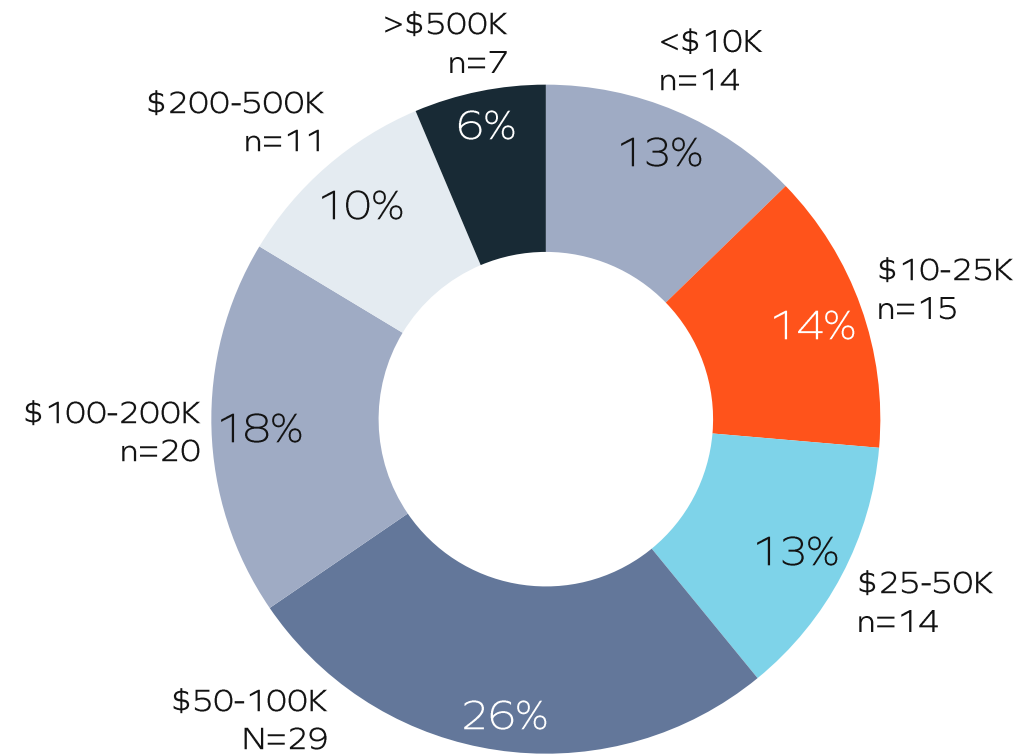
Survey Demographics: Primary Customer Segment, Number of Products

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Post-Sales GTM Survey Respondent Demographics (n=110)

Primary Customer Segment

Question: *Which segment represents the greatest share of ARR?*

Do not segment
n=9
8%

VSB
n=15
14%

SMB
n=7
6%

MM
n=21
19%

Enterprise
n=58
53%
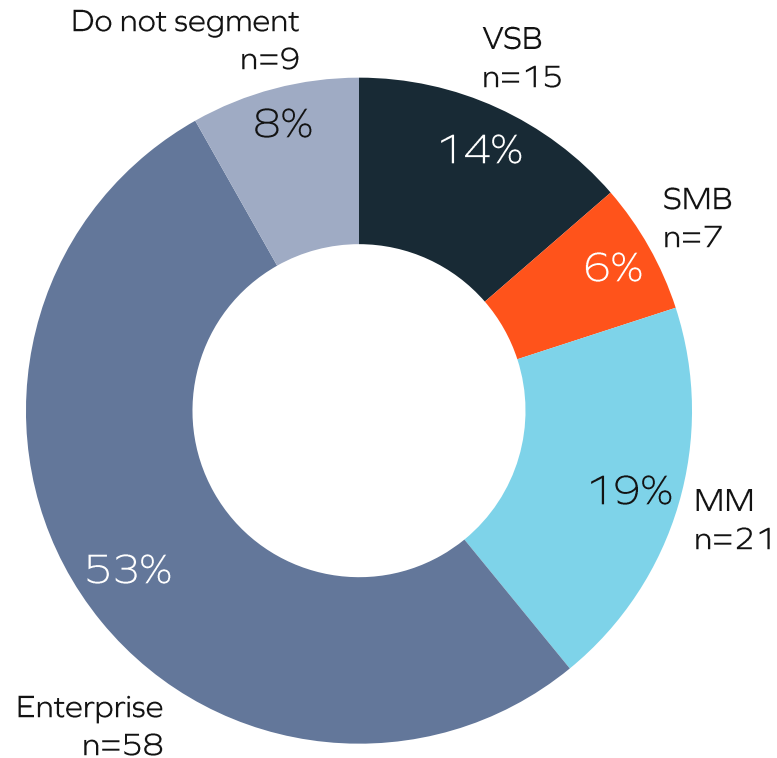
Number of Products

Question: *How many unique products does your company offer?*

Three or More Products
n=49
45%

One Product
n=35
31%

Two Products
n=26
24%
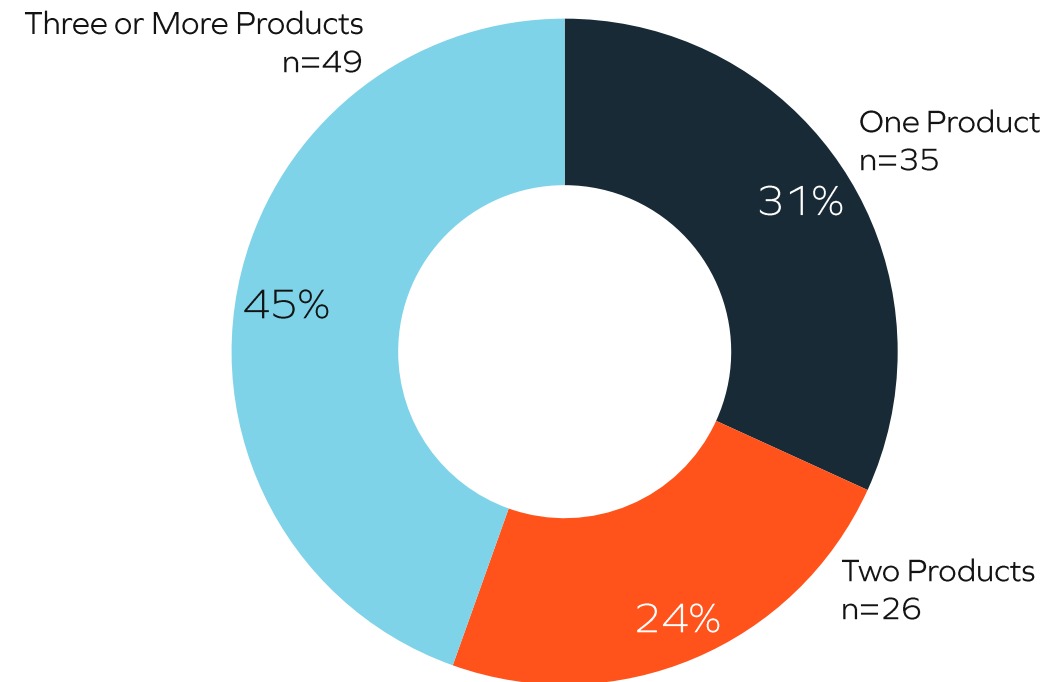
Survey Demographics: Average Sales Cycle, Primary Region

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Post-Sales GTM Survey Respondent Demographics (n=110)

Average Sales Cycle

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

>12 months n=6 — 5%
<1 month n=4 — 4%
1-3 months n=30 — 27%
7-12 months n=26 — 24%
4-6 months n=44 — 40%
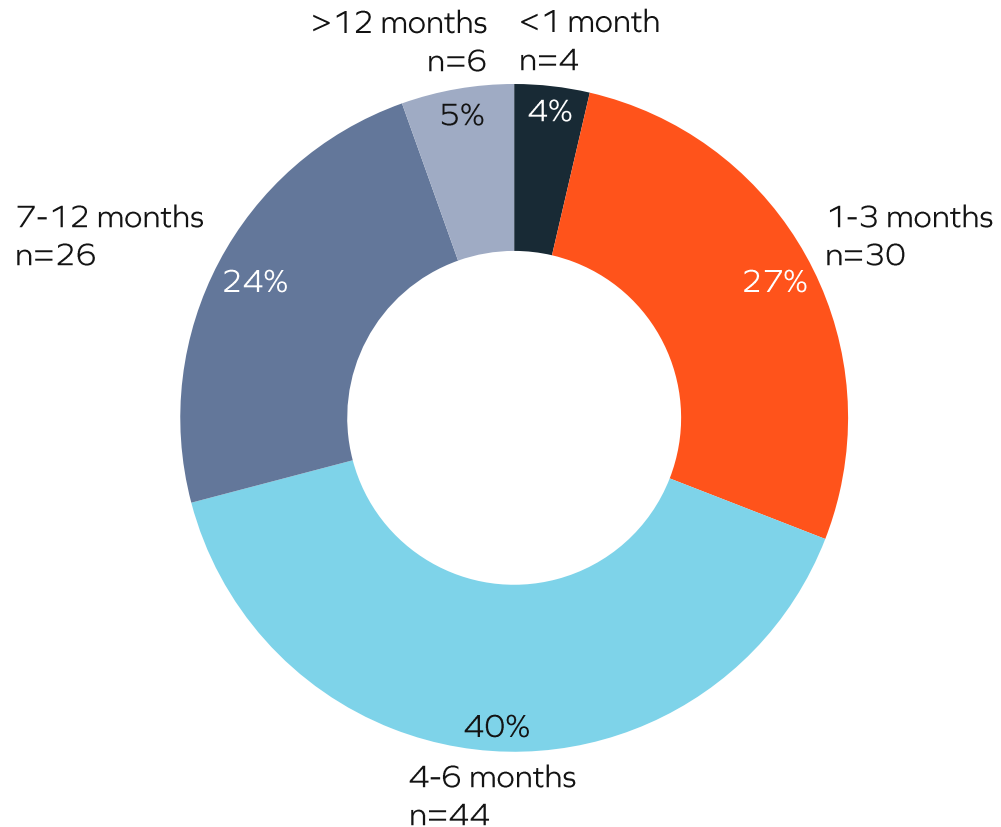
Primary Region

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

APAC n=1 — 2%
EMEA n=10 — 18%
North America n=46 — 80%
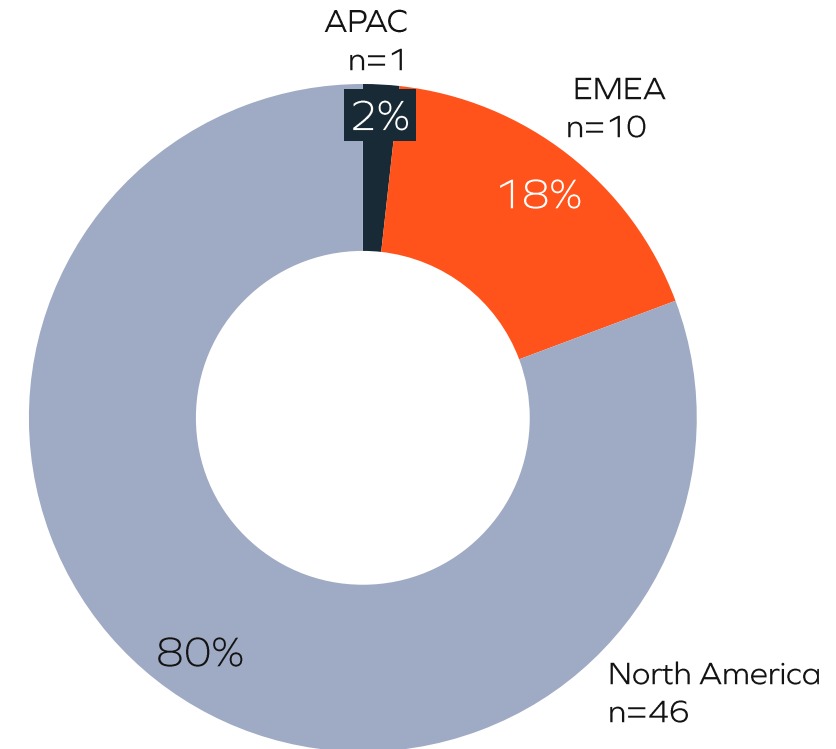
Survey Demographics: On-Prem vs. Cloud, Average Contract Length

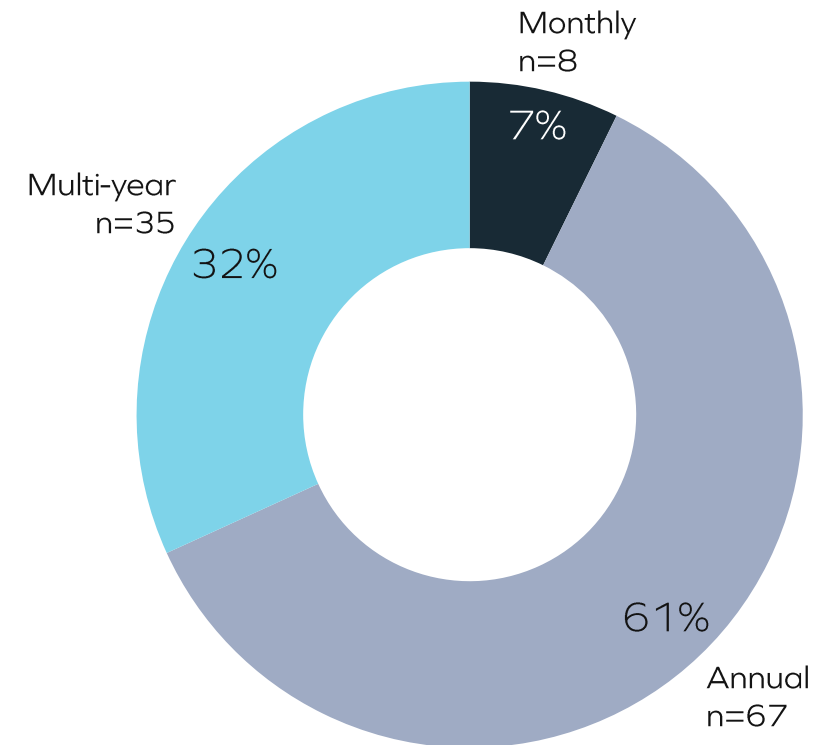## Post-Sales GTM Survey Respondent Demographics (n=110)

On-Prem vs. Cloud[1]

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%.*

On-Prem
n=20

18%

Cloud
n=90

82%
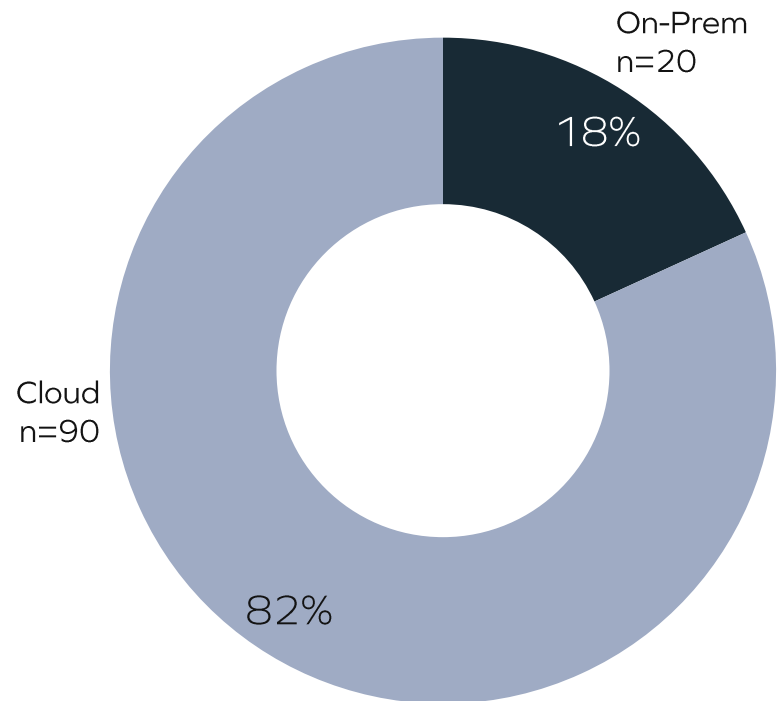
Average Contract Length

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

Monthly
n=8

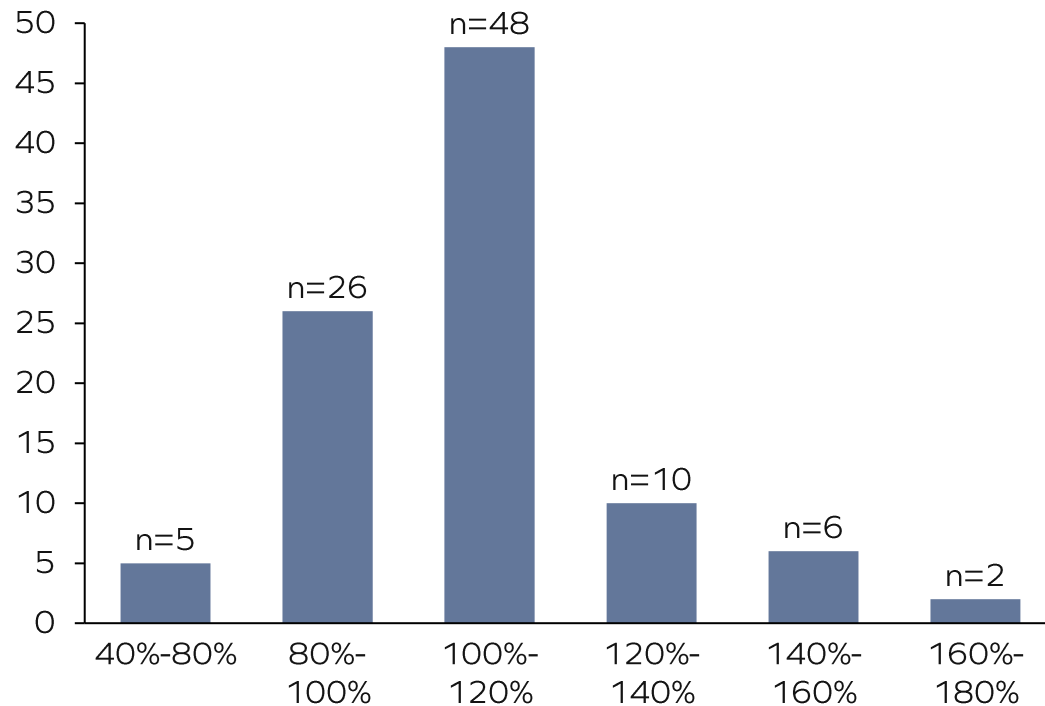7%

Multi-year
n=35

32%

61%

Annual
n=67

Survey Demographics: NRR and GRR Performance

Post-Sales GTM Survey Respondent Demographics (n=110)
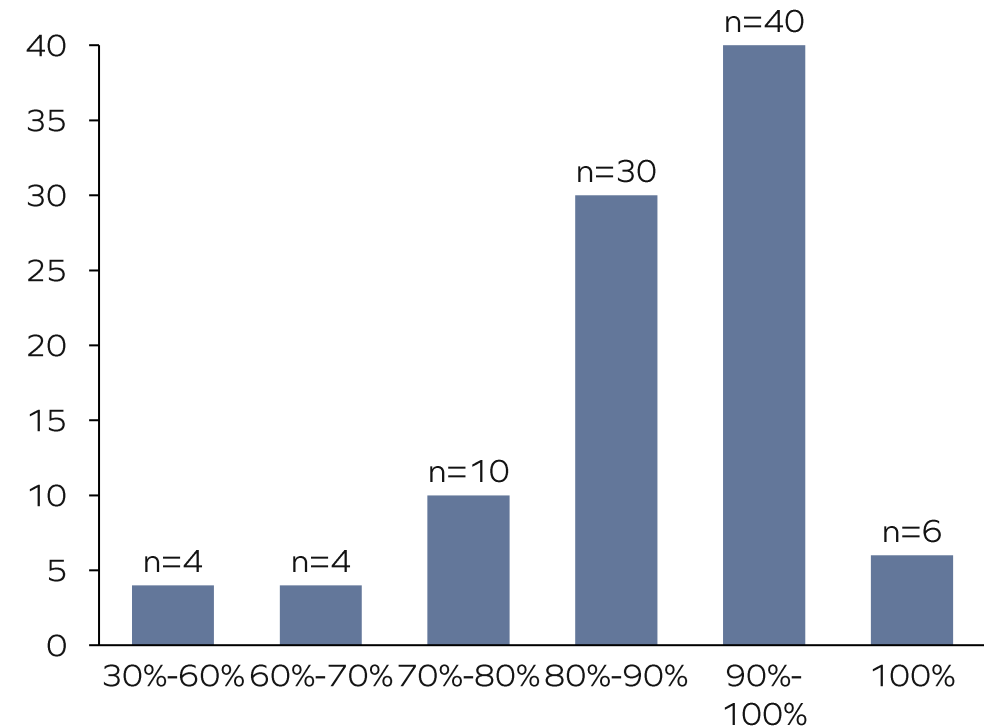
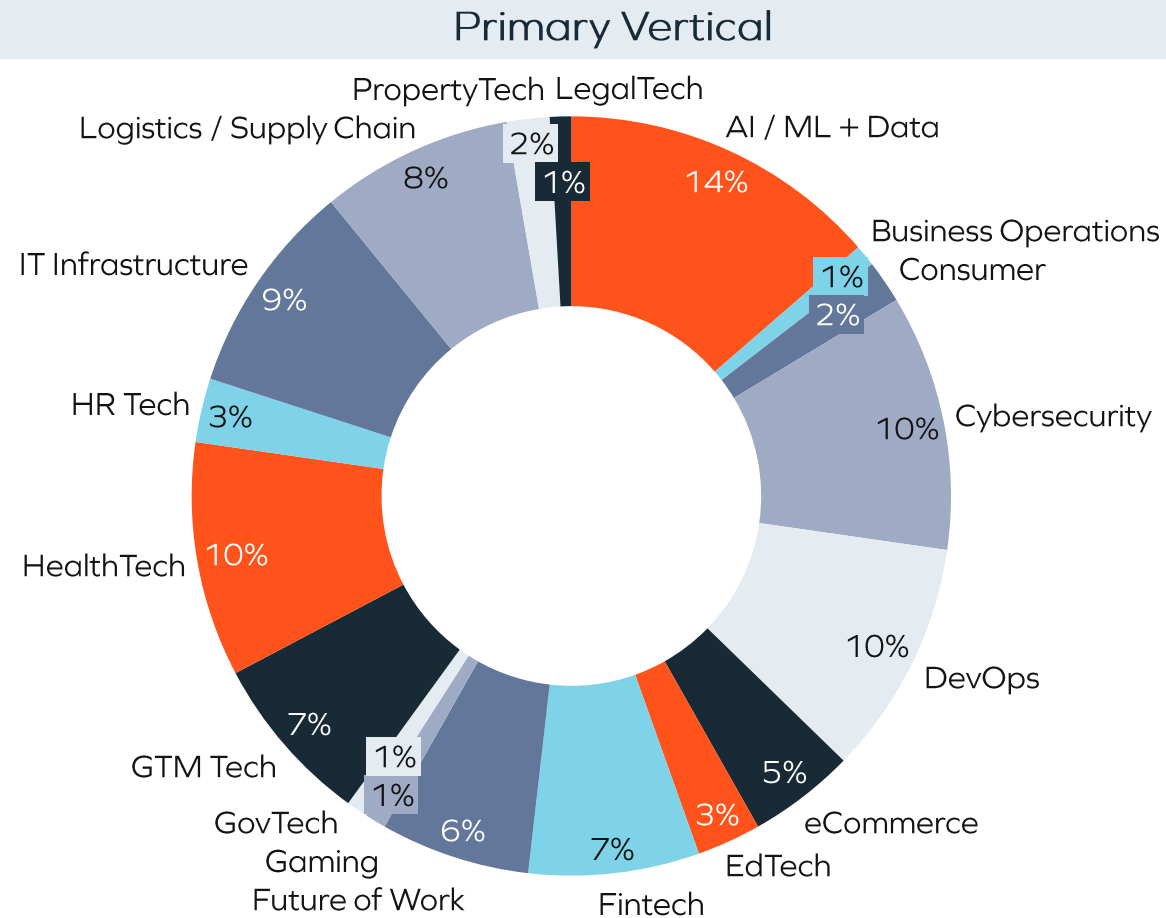### NRR (n=97)

NRR of surveyed companies as of 3/31/2022
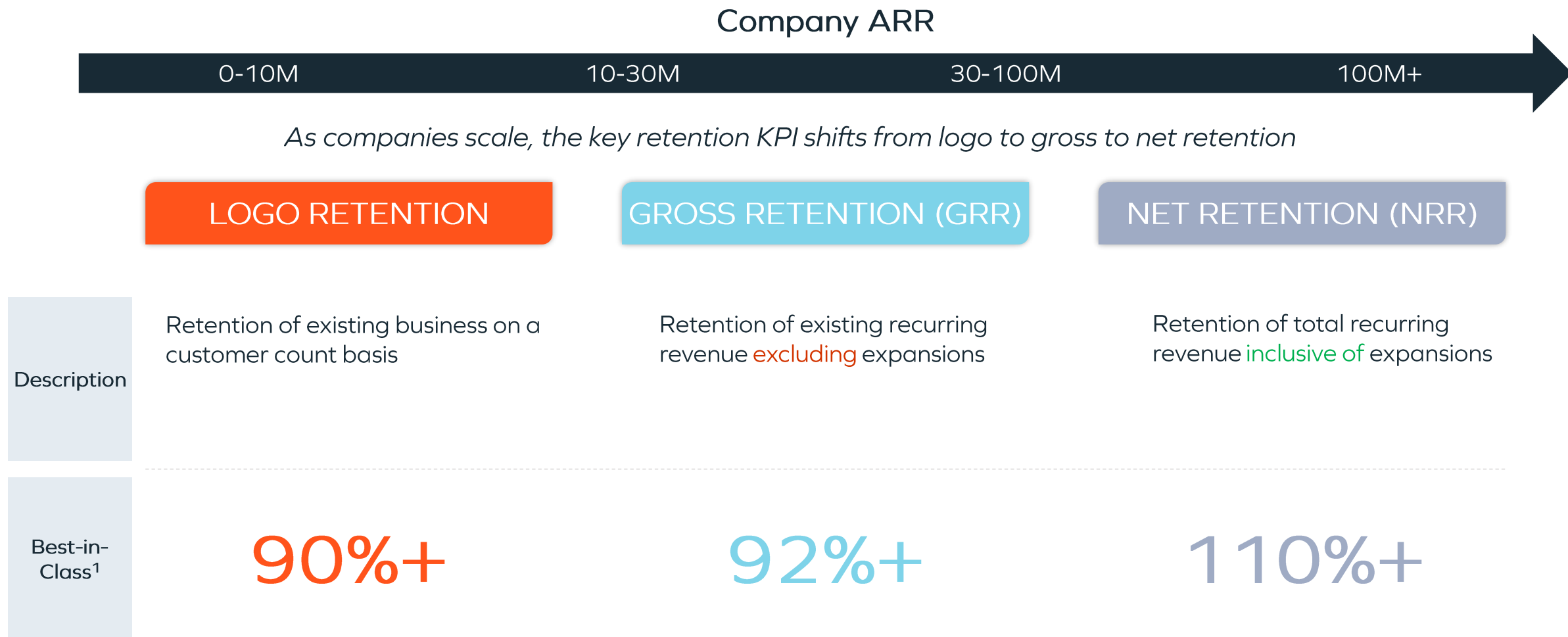

GRR (n=94)

GRR of surveyed companies as of 3/31/2022

Survey Demographics: Software Vertical

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Post-Sales GTM Survey Respondent Demographics (n=110)

Primary Vertical

Retention focus shifts as companies mature

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[1]	90%+	92%+	110%+

APPENDIX

Post-Sales Definitions: Roles

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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.
Partner Account Managers	Developing and maintaining relationships with partners, driving mutual growth and success, and ensuring effective collaboration to achieve business objectives.
Partner Success Managers	For companies with >50% revenue sourced by partners (and desire to grow partner revenue), PSMs have resources, metrics and playbooks dedicated to partner journey, adoption, usage, retention, ability to renew, etc.
Sales Reps	Responsible for selling products and/or services to customers by understanding their needs and requirements, negotiating pricing and contract terms, addressing concerns or objections, and ultimately close deals to generate revenue.
Solutions Engineers	Technical expert who primarily supports the sales team by demonstrating how a product or solution meets customer requirements and providing technical guidance during the sales process.
Contracted Resources	Any non-employee providing services to the business.

Post-Sales Definitions: Metrics

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

Common Customer Support models

	Tiered Model	Collaborative (Swarming)
Overview	More traditional model where tickets escalate through different tiers with different owners assigned depending on level of complexity. Each tier has its own set of skills, responsibilities, and expertise	Team-based approach where all members collaborate to resolve tickets together. One individual manages the ticket throughout the case lifecycle, regardless of issue priority or complexity, and brings in specialists to help diagnose and resolve the issues
Org Structure	Hierarchical, with clear ownership and responsibilities	Flat, team-based
In which scenarios does this work well?	✓ Very large customer service teams ✓ High amount of frequent and/or similar inbound tickets ✓ Process-oriented, hierarchical culture	✓ Smaller team size ✓ Complex issues requiring collaboration and specific expertise ✓ Technical products that require significant cross-functional collaboration

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sales@insightpartners.com