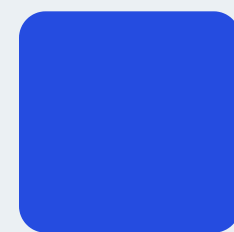# Is your Customer Success team prepared to scale?

Level 3 - Leader

Level 3 - Leader

Description Overview:
Leader organizations know the importance of clean customer data, CSM support is somewhat proactive, and CS is easily able to identify churn risks. Customer data is somewhat enriched, and Customer Success processes are defined, documented, and repeatable.

Suggested Areas for Improvement:

Focus area 1:
Empower new hires with repeatable playbooks.

Focus area 2:
Prioritize operationalizing customer data. Consider implementing a Customer Success platform (CSP) to trigger CS processes and workflows based on your customer data — including product events, account and user traits, total users at an account, etc.

Focus area 3:
Expand automation processes for identifying expansion and advocacy opportunities, including trigger and action criteria. 'Chain' workflows for more complex automation.

Focus area 4
Break up your customer health score model into multiple health scores for each customer segment and stage of the customer lifecycle, and establish customer advocacy initiatives. Standardize best practices for more predictable results.

Customer Success is increasingly important for B2B companies as more businesses shift the focus of their Go-To-Market (GTM) strategy from traditional top-down sales to retention, expansion, and Customer Experience (CX). Accordingly, Customer Success departments are increasingly viewed as growth- and revenue-drivers by executives, board members, and investors.

This maturity assessment helps Customer Success leaders and executives understand where the market stands regarding operational maturity and benchmark against industry peers.

Gartner Peer Insights and Vitally surveyed 100 leaders who are deeply familiar with their organization's Customer Success (CS) workflows, processes, customer data, and the CS technology stack to understand the varying maturity levels of automation and standardization of CS and support teams across different companies.

Level 4 - Trailblazer: heavily leverage automation and have operationalized customer data in order to drive business growth and enhance visibility for their customers and across teams.

Level 3 - Leader: know the importance of clean customer data, CSM support is somewhat proactive, and CS is easily able to identify churn risks. Customer data is somewhat enriched, and CS processes are defined, documented, and repeatable.

Level 2 - Explorer: working to scale CS efforts as their team and customer base continue to grow. Customer segments are continuing to develop.

Level 1 - Pilot: just getting started with building out their CS organization. Customer Success Manager (CSM) support is generally reactive, and CS processes are ad-hoc.

The overall average automation and standardization maturity of the companies surveyed is 2.34 out of 4.

Our Respondents by the Numbers

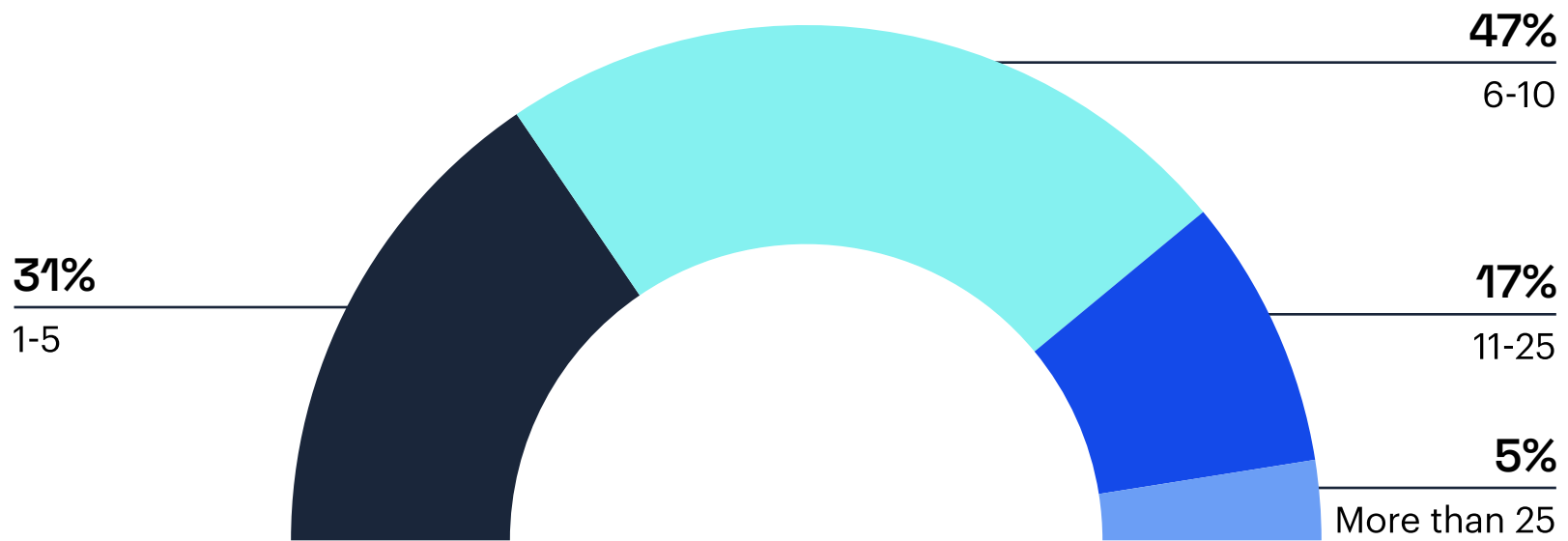Three-quarters (75%) of respondents service between 101 and 10,000 active customer accounts.

How many active customer accounts do you have?

11% More than 10,000
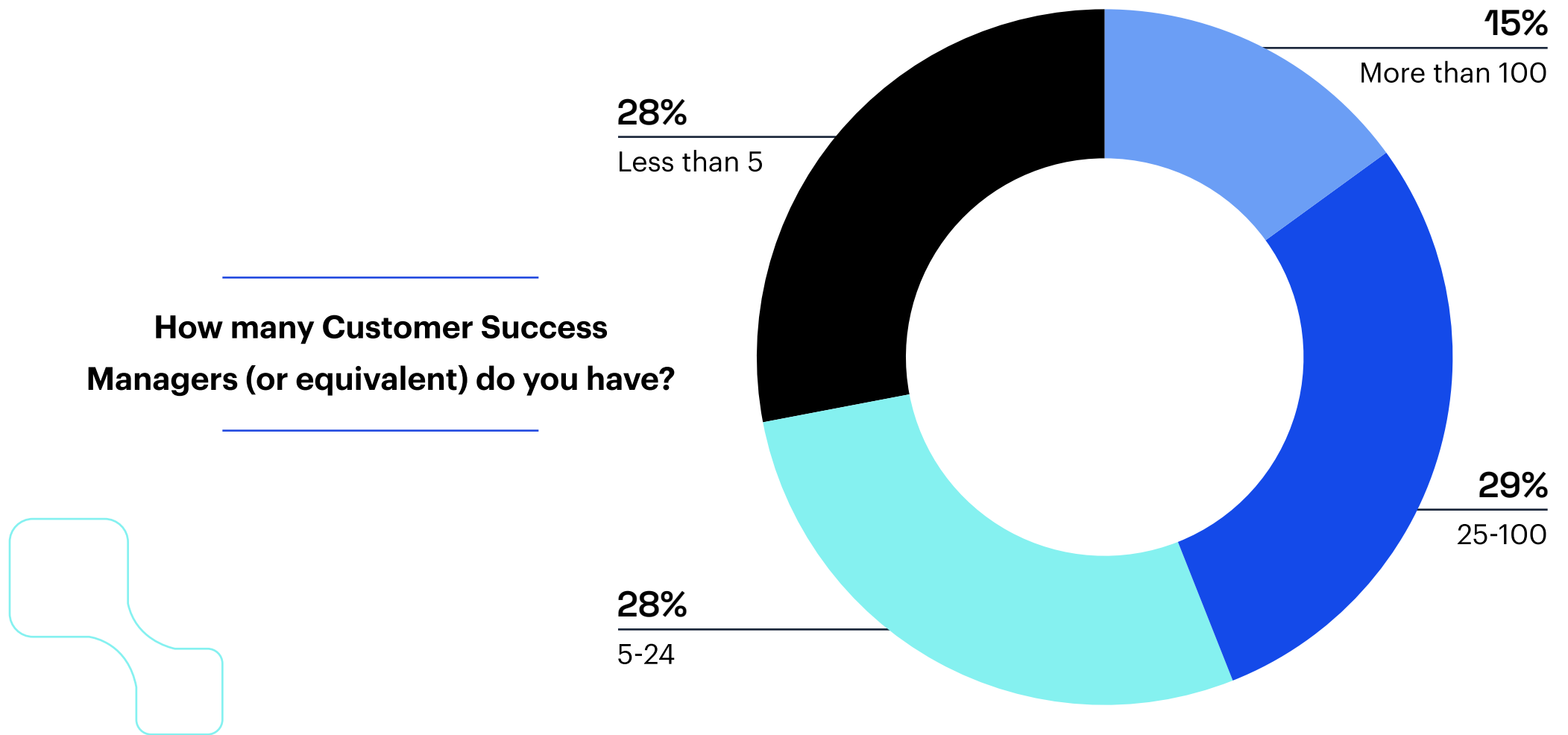
14% 1-100

37% 1001-10,000

38% 101-1000
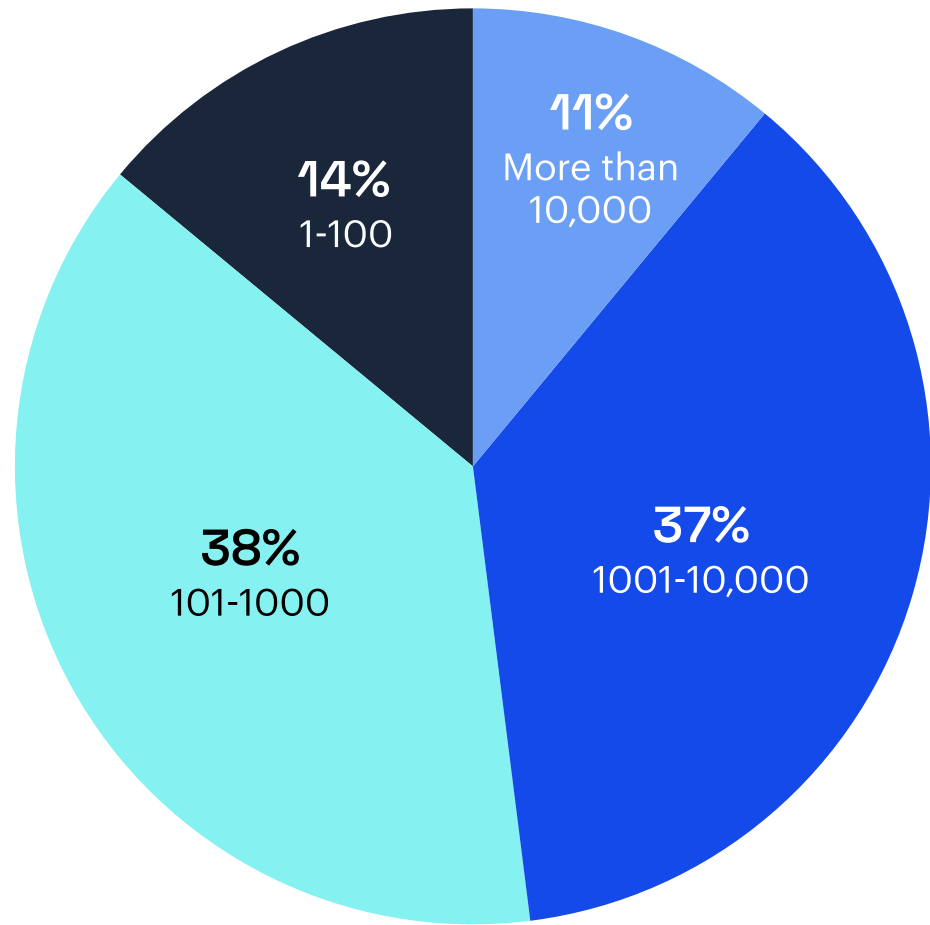
69% have more than 6 users per customer account.

On average, how many individual users are there per customer account?

47% 6-10

31% 1-5

17% 11-25

5% More than 25

The majority (56%) have less than 25 CSMs at their company.

How many Customer Success Managers (or equivalent) do you have?

15%
More than 100

28%
Less than 5

29%
25-100

28%
5-24

Almost two-thirds (63%) of respondents use a mid-touch CS model where they provide both digital engagement and designated CS associates as needed to their customers.

What is your organization's primary Customer Success model?

High-touch Customer Success - Customers receive personalized and customized support with a Customer Success Manager
22%

Mid-touch Customer Success - Customers receive digital engagement and the use of designated Customer Success associates as needed.
63%

Low-touch Customer Success - Also called "tech-touch." Customers receive digital engagement and the use of non-designated Customer Success associates as needed
11%

A combination of two or more of the above models.
4%

The majority of the customer lifecycle is only somewhat automated

Worryingly, 28% of leaders reported their CS and Support teams are spending more than 10 hours on an account per month.

On average, how many hours do Customer Success and Support personnel spend with an account per month?

7%
More than 20 hours

21%
11-20 hours

19%
6-10 hours

53%
5 or less hours
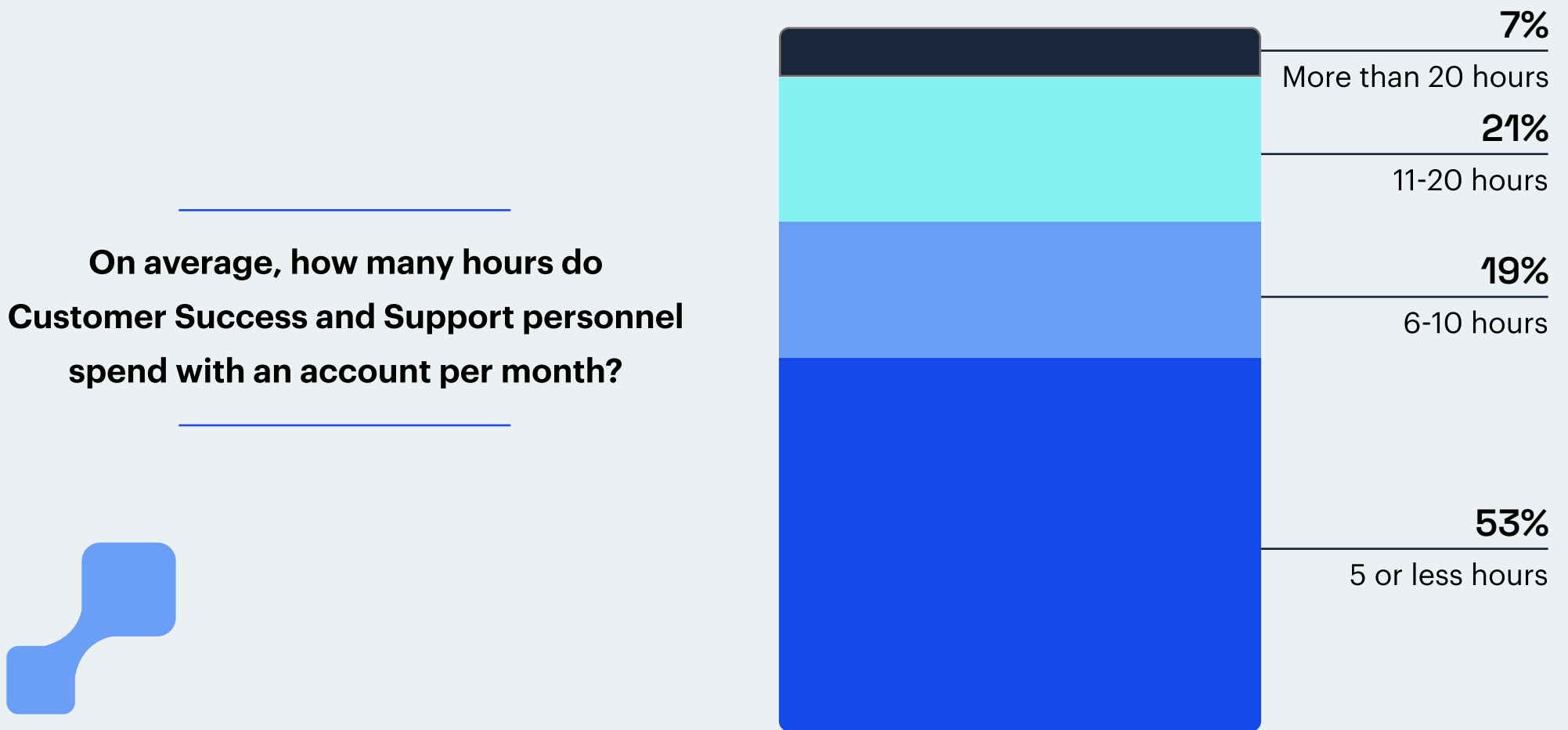
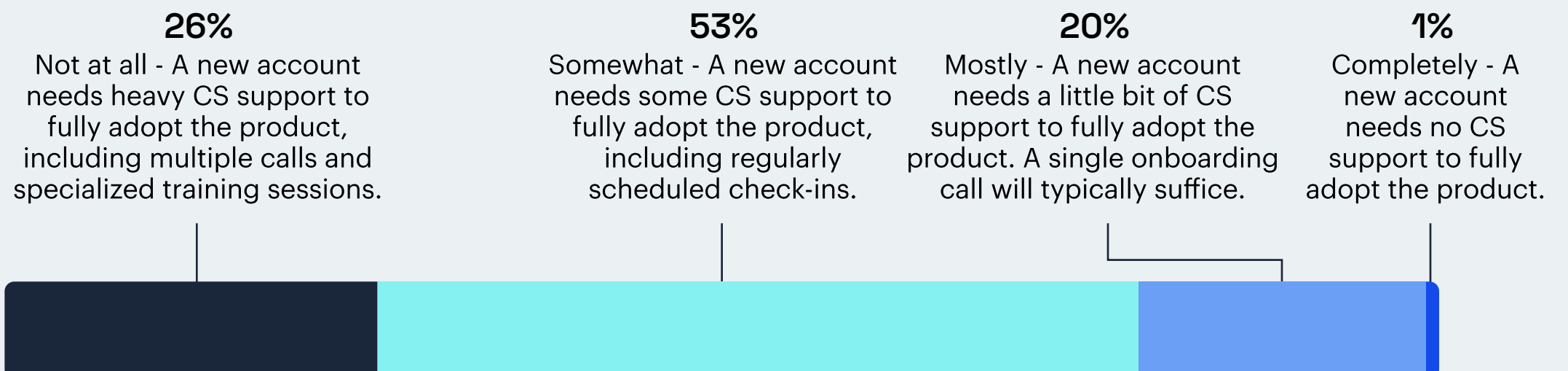More than half (53%) of leaders feel their CS interactions are somewhat automated during the onboarding stage of the customer lifecycle and the accounts need regularly scheduled check-ins. Meanwhile, only 1% reported that CS support is unnecessary for a new account to fully adopt the product.

How automated are Customer Success (CS) interactions during the ONBOARDING or equivalent stage of the customer lifecycle?

26%
Not at all - A new account needs heavy CS support to fully adopt the product, including multiple calls and specialized training sessions.

53%
Somewhat - A new account needs some CS support to fully adopt the product, including regularly scheduled check-ins.

20%
Mostly - A new account needs a little bit of CS support to fully adopt the product. A single onboarding call will typically suffice.

1%
Completely - A new account needs no CS support to fully adopt the product.

45% of respondents reported that their customers need some CS support and training sessions to get each new user up and running in their product.
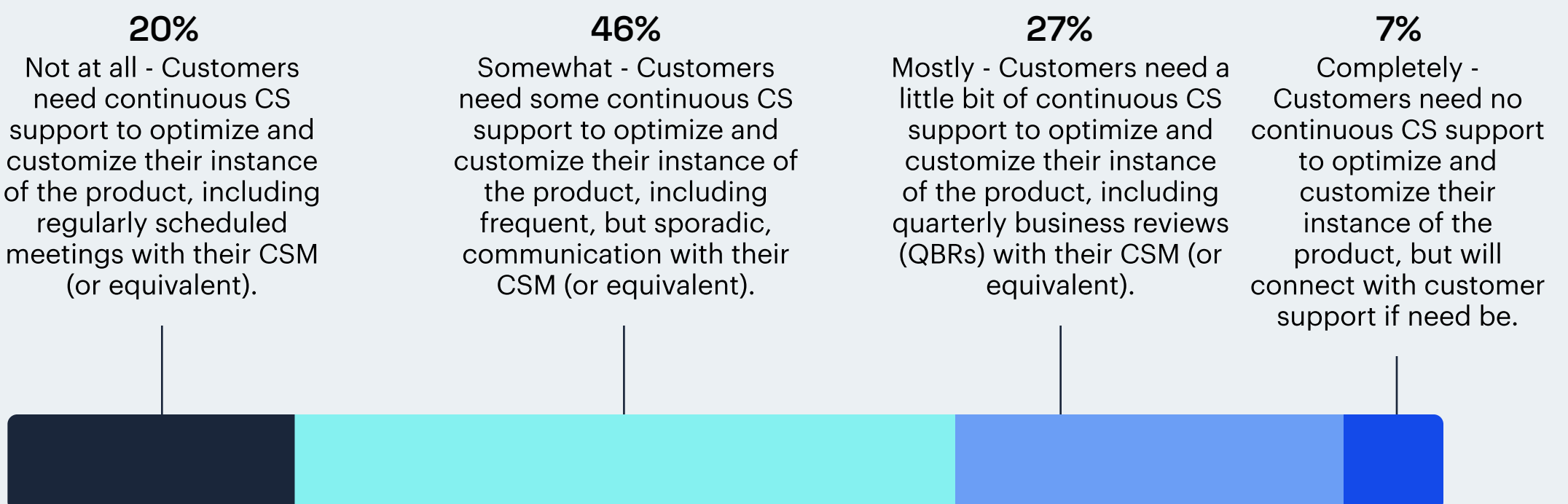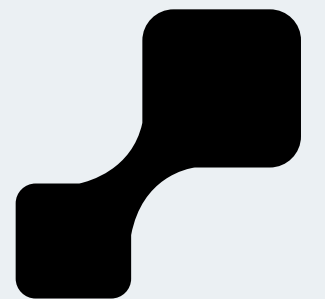
How automated are Customer Success (CS) interactions during the ADOPTION or equivalent stage of the customer lifecycle?

24%
Not at all - Customers need heavy CS support to get each new user up and running in the product, including specialized training sessions for new users.

45%
Somewhat - Customers need some CS support to get each new user up and running in the product, including training sessions for new users.

27%
Mostly - Customers need a little bit of CS support to get each new user up and running in the product. An explainer guide/video/ document will suffice.

4%
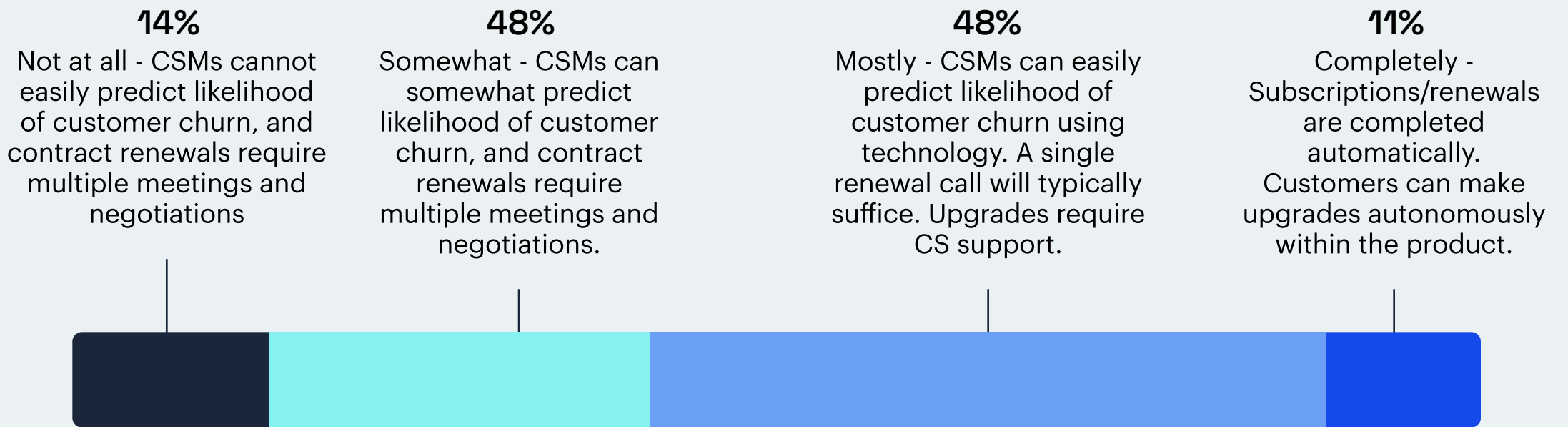Completely - A new user needs no CS support to get up and running in the product.

Similarly, 46% are somewhat automated in the maturity stage of the customer lifecycle; Customers need continuous CS support, including frequent communication with their CSM. Only 7% of respondents say their customers are fully autonomous while optimizing and customizing their instance of the product.

How automated are Customer Success (CS) interactions during the MATURITY or equivalent stage of the customer lifecycle?

20%
Not at all - Customers need continuous CS support to optimize and customize their instance of the product, including regularly scheduled meetings with their CSM (or equivalent).

46%
Somewhat - Customers need some continuous CS support to optimize and customize their instance of the product, including frequent, but sporadic, communication with their CSM (or equivalent).

27%
Mostly - Customers need a little bit of continuous CS support to optimize and customize their instance of the product, including quarterly business reviews (QBRs) with their CSM (or equivalent).

7%
Completely - Customers need no continuous CS support to optimize and customize their instance of the product, but will connect with customer support if need be.

As for the renewal stage of the customer lifecycle, almost half (48%) say their CSMs can easily predict the likelihood of customer churn and only need one renewal call.

How automated are Customer Success (CS) interactions during the RENEWAL or equivalent stage of the customer lifecycle?

14%
Not at all - CSMs cannot easily predict likelihood of customer churn, and contract renewals require multiple meetings and negotiations

48%
Somewhat - CSMs can somewhat predict likelihood of customer churn, and contract renewals require multiple meetings and negotiations.

48%
Mostly - CSMs can easily predict likelihood of customer churn using technology. A single renewal call will typically suffice. Upgrades require CS support.

11%
Completely - Subscriptions/renewals are completed automatically. Customers can make upgrades autonomously within the product.

A lack of institutional knowledge: CS processes and documentation are not centralized or uniform

Most organizations (87%) do not have completely robust and centralized CS documentation and enablement for CS team training and education.

10%
Not at all - CS documentation and enablement are mostly non-existent.

13%
Completely - CS documentation and enablement are robust and centralized.

How standardized is Customer Success (CS) Team Training and Education?

30%
Somewhat - CS documentation and enablement exist but are not centralized.

47%
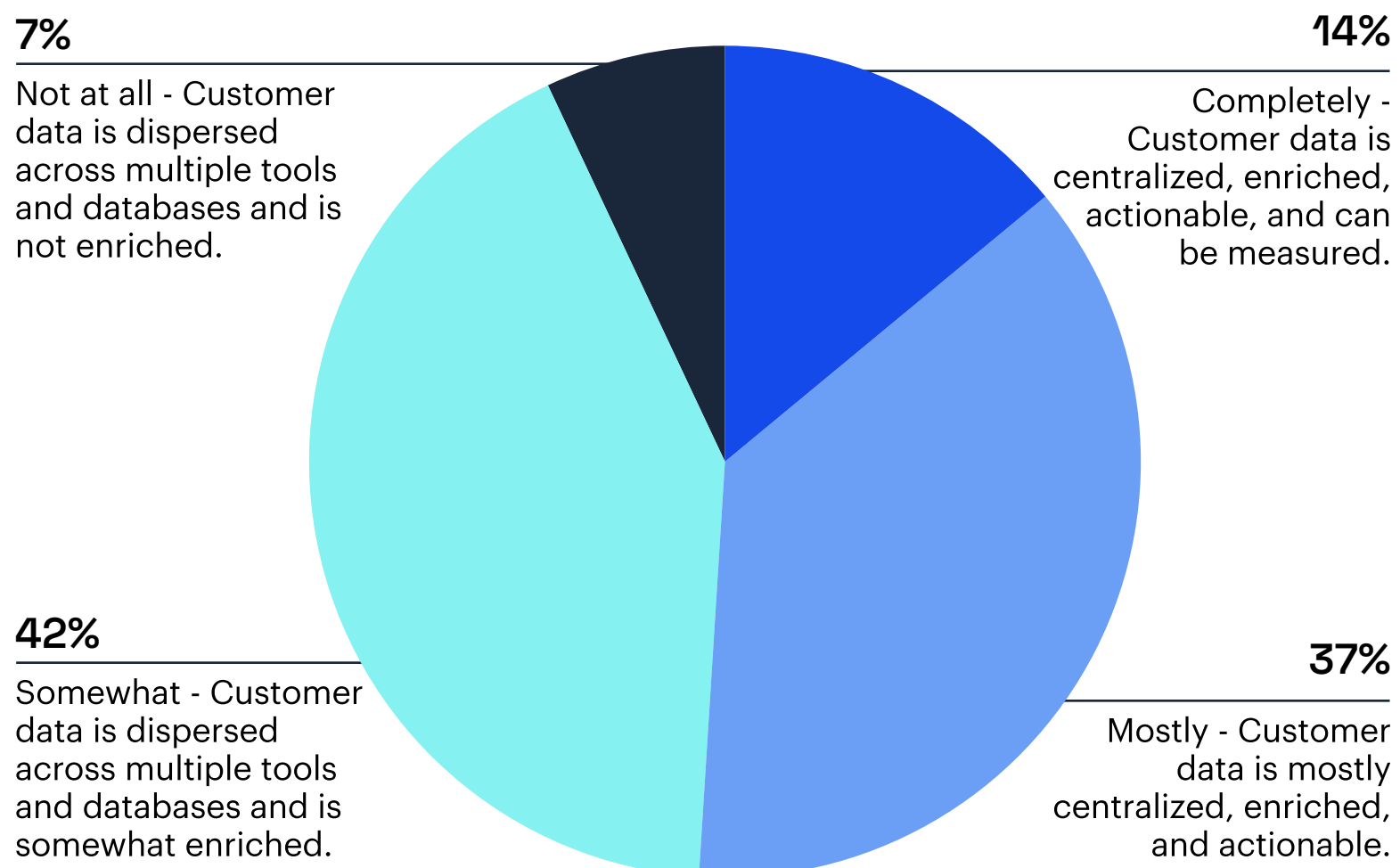Mostly - CS documentation and enablement are somewhat centralized.
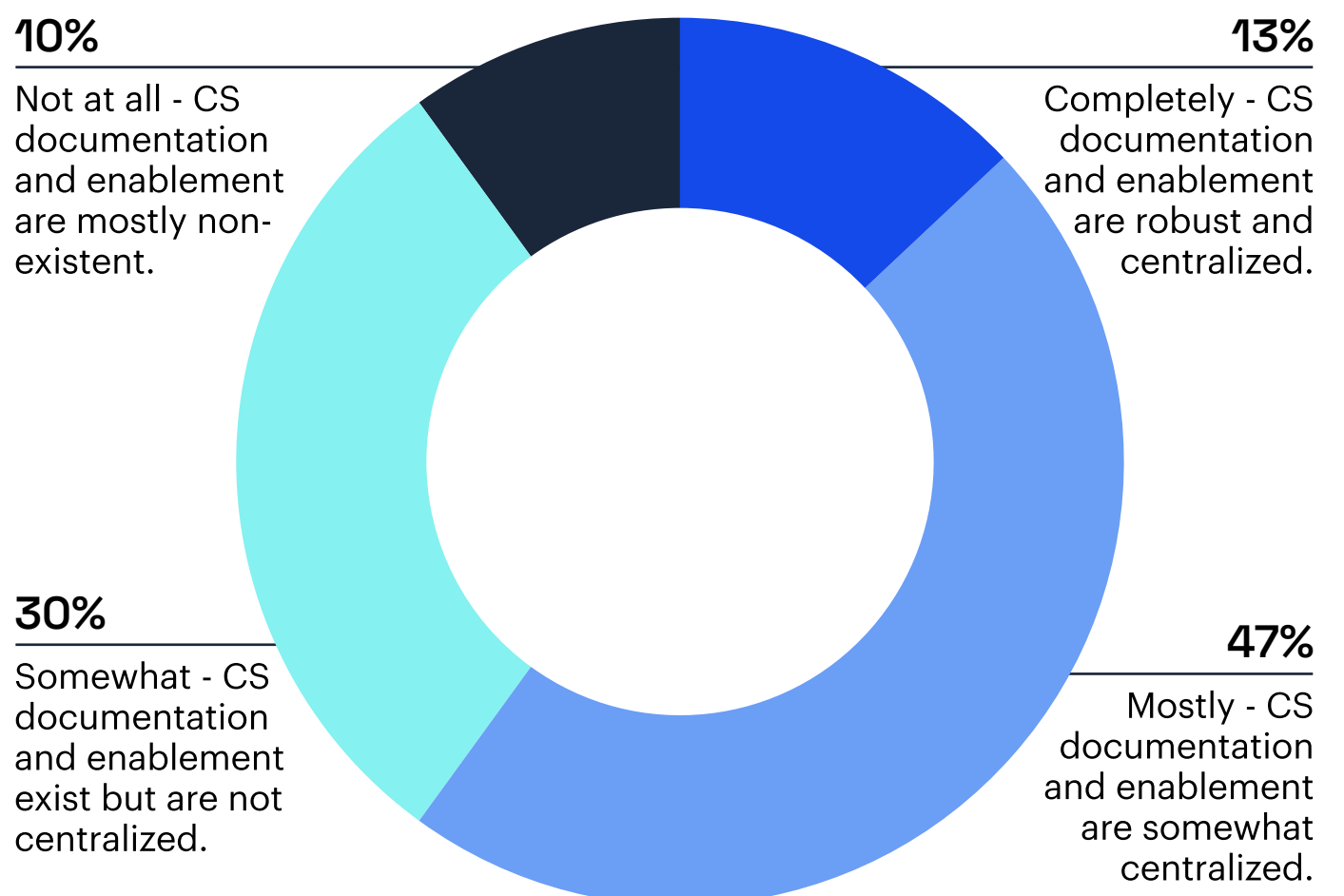
Likewise, only 9% of leaders reported that their CS processes/workflows are repeatable at scale.

To what degree do Customer Success team members leverage standardized processes and workflows in their day-to-day operations?

37%
Somewhat - Customer Success processes/workflows are somewhat repeatable.

32%
Mostly - Customer Success processes/ workflows are mostly repeatable.

22%
Not at all - Customer Success processes/ workflows are not at all repeatable.

9%
Completely - Customer Success processes/ workflows are repeatable at scale.
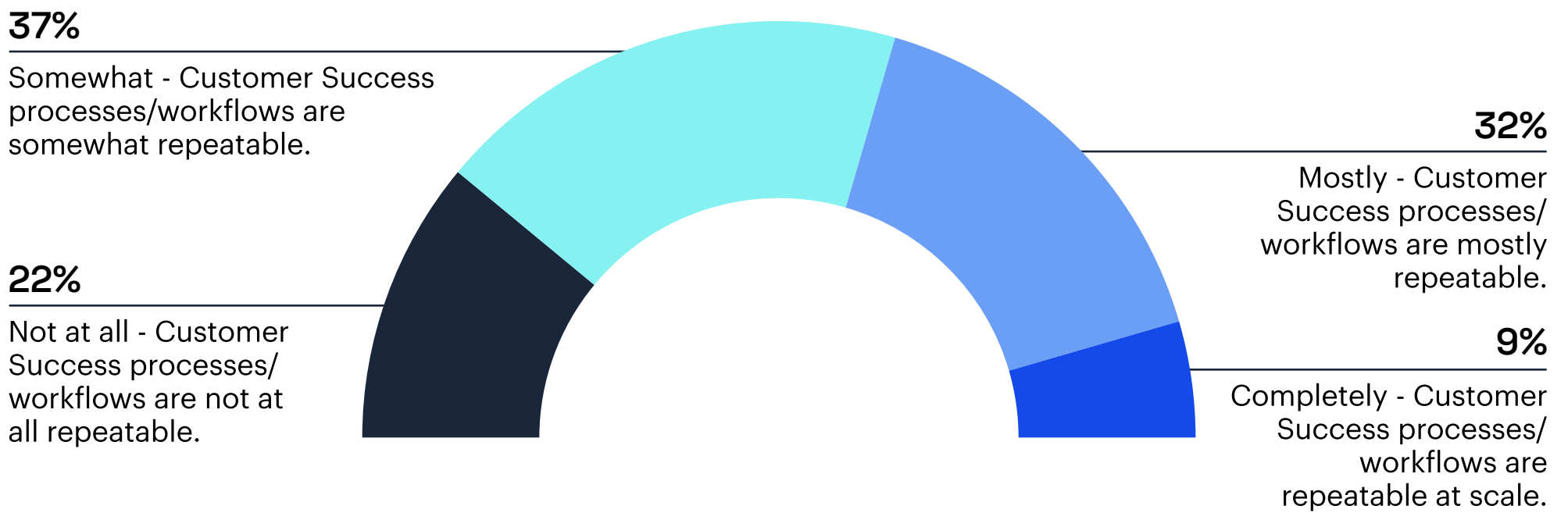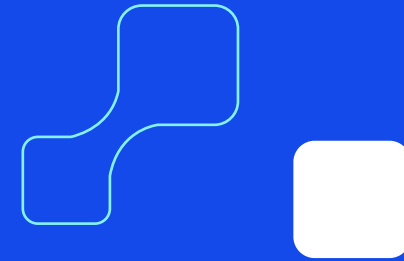
14% of respondents say their customer data is centralized, enriched, actionable, and measurable, whereas 79% say their customer data is somewhat or mostly enriched and centralized.

How unified is your Customer data?

7%
Not at all - Customer data is dispersed across multiple tools and databases and is not enriched.

14%
Completely - Customer data is centralized, enriched, actionable, and can be measured.

42%
Somewhat - Customer data is dispersed across multiple tools and databases and is somewhat enriched.

37%
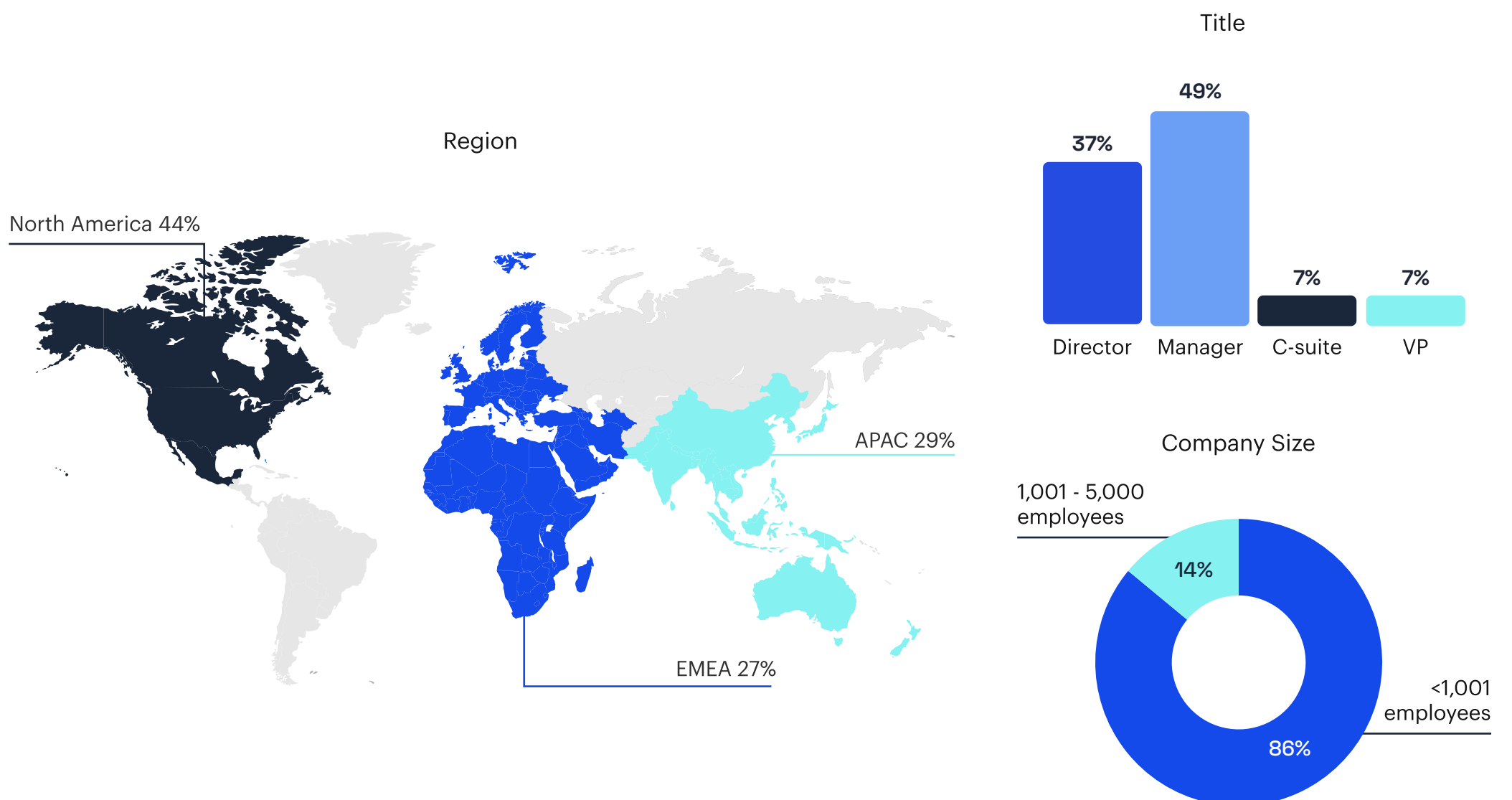Mostly - Customer data is mostly centralized, enriched, and actionable.

Now that you know where your organization falls when it comes to Customer Success maturity, learn how leading Customer Success teams at Productboard, Customer.io, Segment, Zapier, and more, leveled-up their CS automation, project management, reporting, and health scores with Vitally.

Request a Demo today.

Respondent Breakdown

Region

North America 44%

APAC 29%

EMEA 27%

Title

37% Director
49% Manager
7% C-suite
7% VP

Company Size

1,001 - 5,000 employees

14%

86%

<1,001 employees

Gartner.