



The State of Customer Success 2025

**How AI, Organizational Alignment,
and Metrics Are Redefining
Customer Success**

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Overview

The State of Customer Success 2025 reveals a rapidly transforming field with exciting opportunities and critical challenges. This ebook examines three key trends and challenges shaping Customer Success:

AI **The Rise of Artificial Intelligence (AI):**

AI is a beacon of hope with its potential to revolutionize Customer Success. Despite the low adoption, organizations are encouraged to embrace AI across all customer segments. This will unlock its full potential for personalized and proactive support, paving the way for a brighter future in Customer Success.



Increased Organizational Chaos:

Customer Success departments face ongoing structural changes, often driven by trends rather than research-backed best practices. These changes include inconsistent naming conventions, role consolidation, misalignment under sales, and departmental mergers. These changes can hinder efficiency and profitability.



Evolving Metrics:

Traditional metrics like Net Promoter Score (NPS) are giving way to more holistic measures such as the KORE Score. This shift in focus towards [the KORE Score](#) and the increasing prominence of adoption framework metrics is a crucial development. Customer Success leaders must understand and adapt to these changes for future success and be better positioned to make predictions with greater accuracy.

This report thoroughly explores these trends, providing insights and recommendations for customer success leaders to navigate the evolving landscape and achieve optimal outcomes in 2025.

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Customer Success: 2024 Year in Review

The year 2024 in customer success was fraught with many business challenges. With tight budgets and a deep desire to control costs, customer success departments watched other companies (as well as their own) discuss budget reductions, streamline organizational ownership, and gaze at the art of the possible with artificial intelligence (AI). This 'art of the possible' refers to the myriad of ways AI can enhance customer success, from predictive analytics that can identify at-risk customers to chatbots that can provide instant support, revolutionizing how customer success is delivered.

The business challenges in 2024 reverted to the challenges of years past. For many years, customer success showed signs of a maturing department on the block with growing focus and attention on metrics, key performance indicators (KPIs), and health score variables. However, due to the chaos of global economies and challenging budgets, customer success focus reverted to the basics to ensure that the foundations of charters, segmentation, and funding were correctly done. The significant focus was [charter alignment](#) and the proper handshake between customer success and the sales organization.



Preparing Customer Success for 2025 – Top Three Challenges

The top three challenges facing customer success in 2025 are front and center:

1 **Artificial Intelligence**
Integration Into Customer Success

2 **Organizational Chaos**
Realignments and Combining Departments

3 **Ever-changing Metrics**
A Shift to Direct Focus

Challenge #1

Artificial Intelligence: Integration Into Customer Success

Starting with artificial intelligence, 2024 research showed that nearly 60% of customer success organizations did not invest in it (Figure 1). The outliers were companies with one billion in revenue or more. Those companies made more AI investments than companies with smaller annual revenues.

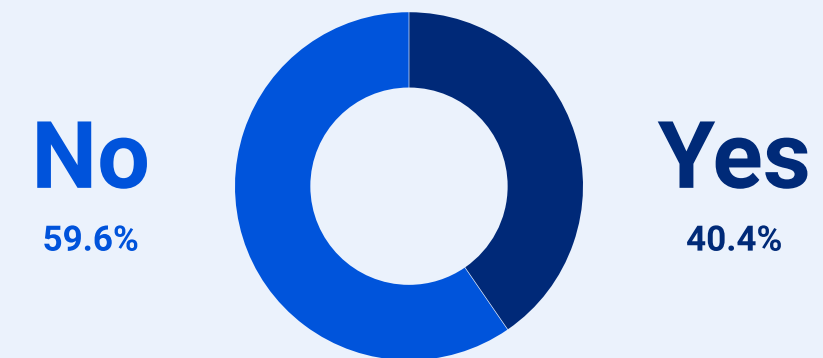


Figure 1: CS Organizations That Have Deployed AI in Customer Success Management Operations

However, in 2025, customer success organizations will be more inclined to leverage artificial intelligence to help with customer engagements in all segments (high, medium, and low), with a greater focus on the long tail of low touch and digital touch. Additionally, the need to analyze customer adoption and provide internal teams with signal liquidity will drive more successful customer organizations to embrace AI.

Organizations embracing artificial intelligence will be front runners in creating a more customized and enhanced customer experience. Late but not forgotten are those companies that allocated budget for the fiscal year 2025, and will be making great strides to help support their customer success managers by [leveraging AI to engage customers](#) along their journey digitally.

TSIA believes that the 40% of companies that invested in AI will increase substantially in 2025 as more than 50% of customer success executives plan to deploy new AI technologies within the following year.

Challenge #2

Organizational Chaos: Realignments and Combining Departments

The second main challenge of 2025 will be organizational chaos in customer success. It is rampant and real. Utilizing research and data from TSIA shows where [customer success organizations](#) should reside and where the organization is the most profitable. However, many organizations continue to make uninformed decisions that impact the bottom line.

Additionally, companies will continue to try to capitalize on naming conventions of [customer success and customer experience](#), without realizing the differences between these two distinctively different organizations. Companies will continue using these naming conventions to re-label their customer support, training, and sales departments without the proper charter alignments and distinctive motions of proactive adoption engagement.

It is anticipated that in 2025, companies will experiment with merging or consolidating departments like customer success with customer support, sales, professional services, and solution engineering. Their goal is to create a cost-effective team of customer success engagement professionals. However, these experiments may lead to creating what we call 'unicorn positions', roles that are not scalable and often cost more than typical customer success personnel. These positions, expected to be in high demand due to their unique skill sets, will drive up internal costs, potentially negating the cost-saving benefits of departmental mergers.

Lastly, because customer success departments are now responsible for the commercial charters of expansion and retention, we anticipate customer success will report into sales organizations instead of Chief Customer Officers.

In our [Maximizing Your Customer Success Team](#) Research Journey in 2024, we saw that 66% of the industry believed their organization was questioning the value of customer success due to confusion about where customer success aligns within the organization. When we asked where "SHOULD" customer success align, nearly 60% of the industry believed it should align with the Chief Customer Officer (Figure 2).

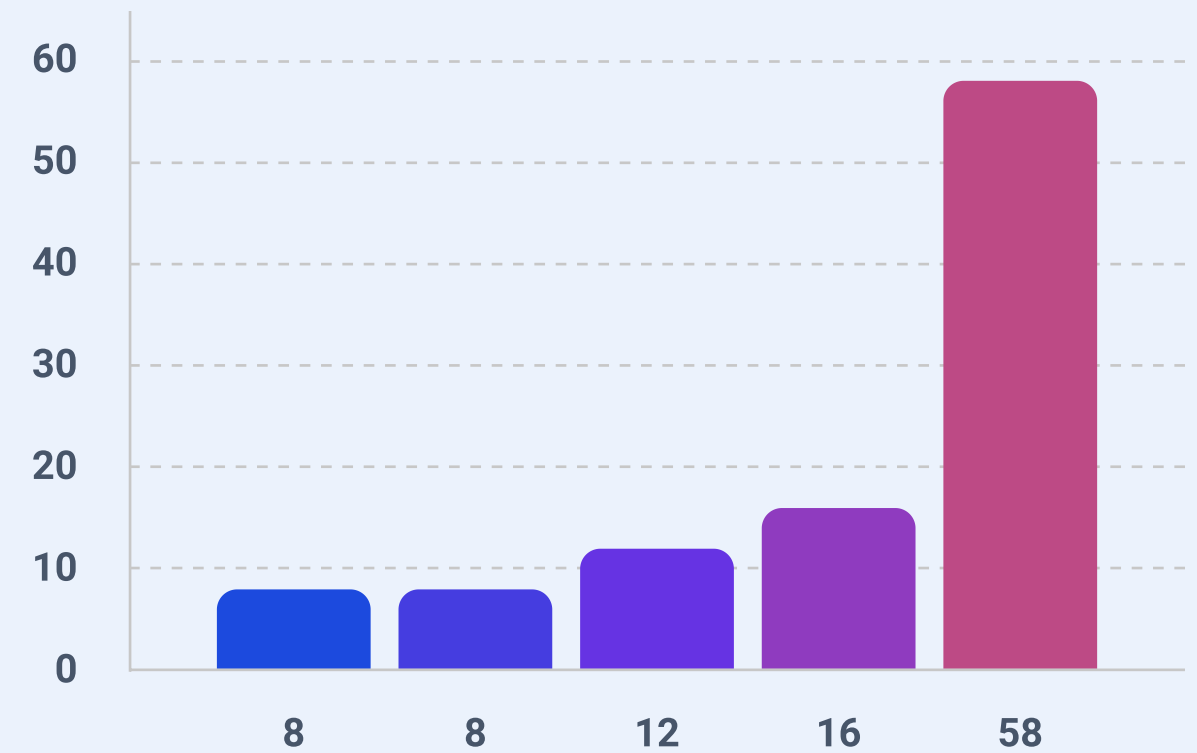


Figure 2: CS Organizations That Have Deployed AI in Customer Success Management Operations

Based on this alignment, empirical evidence and decisive data show which companies will grow revenue. Unfortunately, many organizations are making decisions not based on research and intelligence, but instead on their points of view. As a result, 2025 will continue to see organized chaos in where customer success resides—and which departments are merged with it.

Challenge #3

Ever-changing Metrics: A Shift to Direct Focus

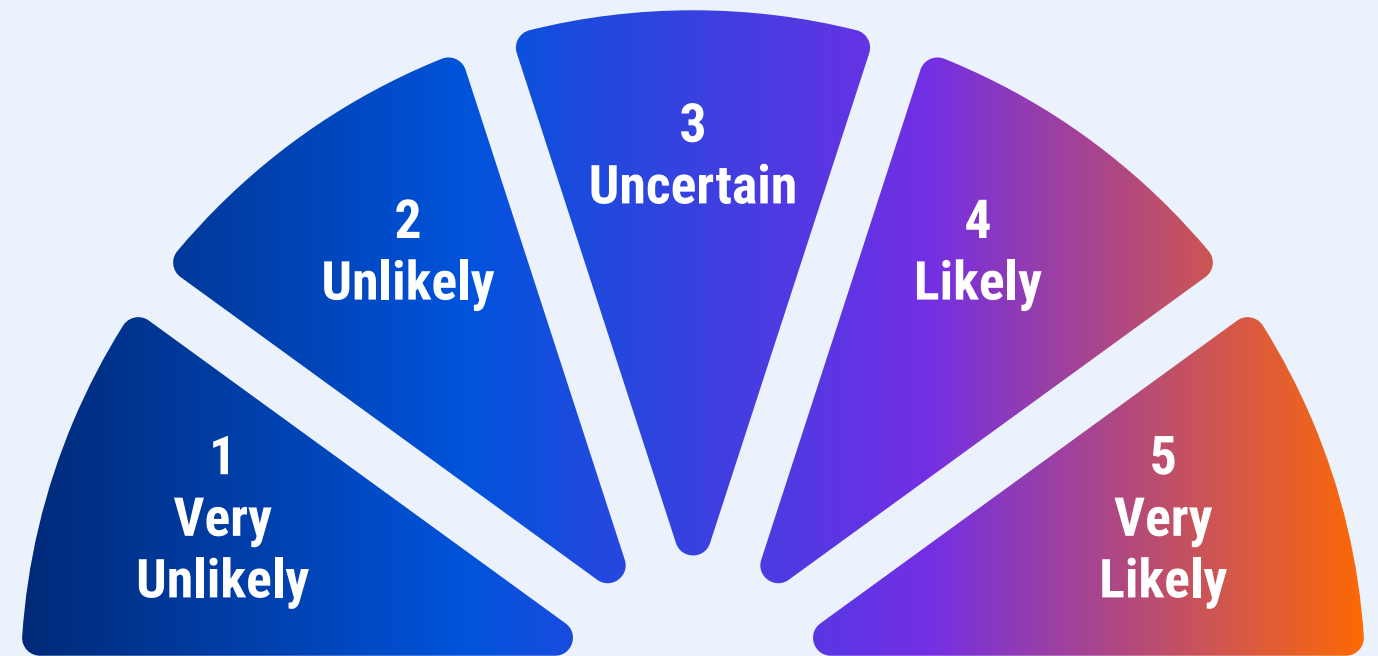
The third and final challenge of 2025 will reveal **transitioning metrics** in customer success. The two primary metrics that will take shape in 2025 will be adoption metrics and the Voice of the Customer (VoC) metric called KORE Score.

In 2024, TSIA benchmarking data showed that adoption framework telemetry surged to its highest level at 38%. While that is not a common practice, we have observed a significant increase of 6%, coupled with the strong demand signal from the industry, requesting TSIA's [Adoption Framework Advisory Block](#) to help organizations build their adoption frameworks.

TSIA acknowledged the industry is nascent with identifying the right adoption metrics and that the vast majority are utilizing low adoption metrics, such as who is using your technology and how much. These are essentially consumption metrics. However, the industry has a long way to go in including adoption metrics that will be more predictive in nature or value and outcome-focused. More maturity is needed here, and customer success and product management must collaborate to develop these metrics.

Lastly, TSIA launched a new VoC (Voice of the Customer) metric called KORE Score. We discuss this in our blog, [NPS versus KORE: Why the KORE Score Is the Future Metric of Customer Success](#). This framework launched in February 2024 and was presented enthusiastically at the TSIA Envision Conference in October. TSIA believes that the KORE Score will quickly become the preferred metric for customer success organizations, especially those interested in answering questions about their customers receiving value and achieving their desired outcomes.

TSIA's Five-Point KORE Score Scale





Top Improvements in Customer Success

We see customer success organizations gain positive momentum and maturity in developing success plans. Specifically, companies have recognized that bringing internal sales information from account plans into success plans is not the appropriate approach. With the growth of customer success platforms, these technology companies have also helped inform and mature the customer success industry.

Additionally, we are seeing more significant improvements in [journey map creation](#). Approximately four years ago, customer success organizations built their journey maps in a vacuum without including their customers or partners. We are seeing great maturity from customer success organizations performing a 2.0 on their journey maps, and now including customers and partners to get a stronger outside-in perspective.

Lastly, internal training across customer success organizations has improved. There are direct correlations between a lack of internal training and attrition. [Retaining top talent](#) is paramount in a time of economic challenges. We have seen many organizations make the right investments in training their employees in customer success management.

Customer Success Trends for 2025

What are the top trends in customer success for 2025? While nobody has a crystal ball that reveals everything, at TSIA, we are fortunate to have a significant amount of data that tells a compelling story. As a result, we anticipate these will be the top trends for 2025 in customer success:

- 1 Over-Compensating Customer Success Management (CSM) Teams
- 2 Digital-Led Customer Success Engagements
- 3 Fight for Ownership of Customer Data

Trend #1: Over-Compensating Customer Success Management (CSM) Teams

Our benchmark data research shows that many companies currently, and will continue, to overpay their [customer success management](#) teams due to organizational confusion about where to align customer success. Placing customer success under sales executives or Chief Revenue Officers usually means an inflated base salary and inflated variable bonus. Due to this organizational chaos, we will likely see compensation for customer success resources exceed the industry average and median.

Trend #2: Digital-Led Customer Success Engagements

With the growth of AI and scalable solutions, [digital-led customer success engagements](#) will transcend all segments, including high-touch, medium-touch, and low-touch. The focus will no longer be on the digital and low-touch segments, but on how companies can leverage more self-service portals, app guidance, and workflow automation to scale customer experiences more effectively and efficiently.

Trend #3: Fight for Ownership of Customer Data

The domino effect of the growing and increasing technology stacks used and owned by customer success will prevent an inter-departmental struggle for customer data ownership. The more significant challenge for many organizations is that multiple applications and systems with customer data are owned across various departments.

Innovative companies are already consolidating these technologies under the umbrella of customer success so that [customer data](#) can be owned and mined by customer success operations departments. For many years, we have seen that the Chief Customer Officers of many companies are dual-hatted as the Chief Technology Officers, who have great control over the technologies that are leveraged to touch customers and reduce reliance on live support and engagement.



Recommendations for Customer Success in 2025

First, [invest in artificial intelligence for customer success](#). Don't be the company that waits. Your competition has already invested, and if they create a more efficient and positive customer experience, your organization will be at a significant risk. Additionally, leverage AI to remove mundane and repetitive tasks, allowing CSMs to focus on high-value customer activities. It is a win-win scenario for your organization.

Second, [TSIA organizational alignment research](#) should be used before deciding how and where to align customer success. TSIA can tell you with significant data how much your company will profit or lose based on where you place customer success.

Third, if NPS provides value and you can run your business off that metric and be within 1-3% accuracy of your forecasts, keep it. If not, leverage TSIA's KORE Score by reading [The KORE Score Framework - The Slow Death of Net Promoter Score and the Rise of KORE Score](#) and [KORE Committee Framework - Best Practices for Building an Executive Oversight Committee](#). TSIA is available through our inquiry service or [advisory blocks](#) to help your organization navigate the development of a voice of the customer metric to help better run your business and be situationally aware of your brand in the marketplace.

The State of Customer Success 2025

As we look ahead to 2025, Customer Success is at a pivotal crossroads, with challenges and opportunities more intertwined than ever. The rapid [rise of artificial intelligence](#), the ongoing organizational chaos, and the evolution of success metrics signal a transformative era that demands bold innovation and steadfast discipline. For Customer Success leaders, this is a time to recalibrate strategies, prioritize investments, and align teams around the metrics and technologies that drive meaningful results.

Success in 2025 will not come from simply reacting to trends, but proactively shaping them. Organizations embracing AI to enhance customer engagement, leverage data-driven decision-making, and strategically align their Customer Success charters will be better positioned to thrive in an increasingly complex landscape. The evolution from traditional metrics like NPS, to holistic frameworks like the KORE Score, underscores the need for forward-thinking approaches that focus on delivering tangible value and customer outcomes.

The road ahead has its challenges. Organizational alignment remains a pressing challenge, as does navigating the proliferation of technologies and the fight for customer data ownership. However, with a clear vision and the right tools, these challenges can be transformed into opportunities to drive efficiency, customer satisfaction, and long-term growth.

At TSIA, we remain committed to providing the research, insights, and guidance you need to navigate this journey. By leveraging our advisory services, [research frameworks](#), and industry expertise, you can ensure that your organization is prepared for the future and positioned to lead it.

Customer Success in 2025 is a story yet to be written. Let's make it one of resilience, innovation, and growth.



Make smart decisions.™

TSIA (Technology & Services Industry Association) is dedicated to helping technology and services organizations large and small grow and advance in the technology industry. Find out how you can achieve success, too.

Have questions? [Let us know.](#)

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