

# CSM Insights Report



2024

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# Key Findings

To give you a taste of what to expect when you read the report, some incredible insights we discovered included:

# 83%

of CSMs still use basic tools like Excel every day.

# 71%

of CSMs didn't change jobs in 2023, but 78% expect to take on a new role this year.

# 18%

of CSMs have seen their workload double due to restructuring and layoffs.

This is just the tip of the iceberg, though, so read on to get the inside scoop on the real state of Customer Success from CS professionals.



# Introduction

## 2023 was not a great year...

A 'perfect storm' of factors combined to do serious damage to the global economy.

As a result, VC capital dried up, and ambitious SaaS companies everywhere had to learn to 'do more with less' and operate profitably.

The knock-on effect of this hit Customer Success harder than most, often leading to dramatic restructuring and widespread layoffs.

But, are things starting to look rosier again in 2024? Or can we expect more of the same over the next 12 months?

## Introducing the CSM Insights Report 2024

Following on from the success of our **2023 'Quiet Quitting' survey**, this year we wanted to do our own health check on the state of the CS space.

The aim is to help you discover real insights from CS professionals and consider how these trends match your own experience over the last 12 months and help influence the year ahead for you.

# About the Survey

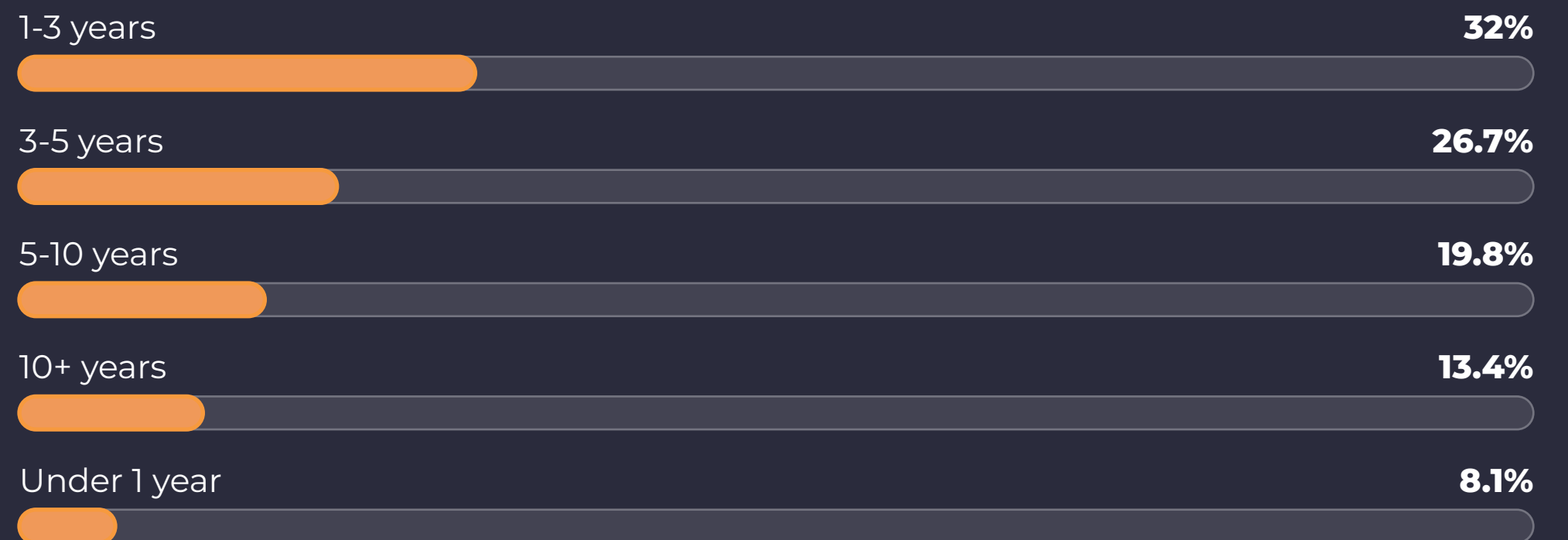
To help us understand exactly what professionals in the customer success industry are thinking, we knew it was important for us to ask a wide range of questions to capture a true sense of the current sentiment.

So, we asked 24 highly probing, yet anonymous, questions to 430 CS pros. To make the results as relevant as possible, we excluded any responses from non-CS and non-CX professionals.

We chose the questions to help us build an accurate picture of what CSMs and CS pros are really thinking. As a result, this report covers CSM role expectations, job satisfaction and salary, the state of the wider customer success sector, internal support for CS, and the prospects for changing jobs in 2024.

So, who answered? Let us give you a breakdown covering role type, experience levels, team size, company size, and location.

## How many years have you been working in CS?

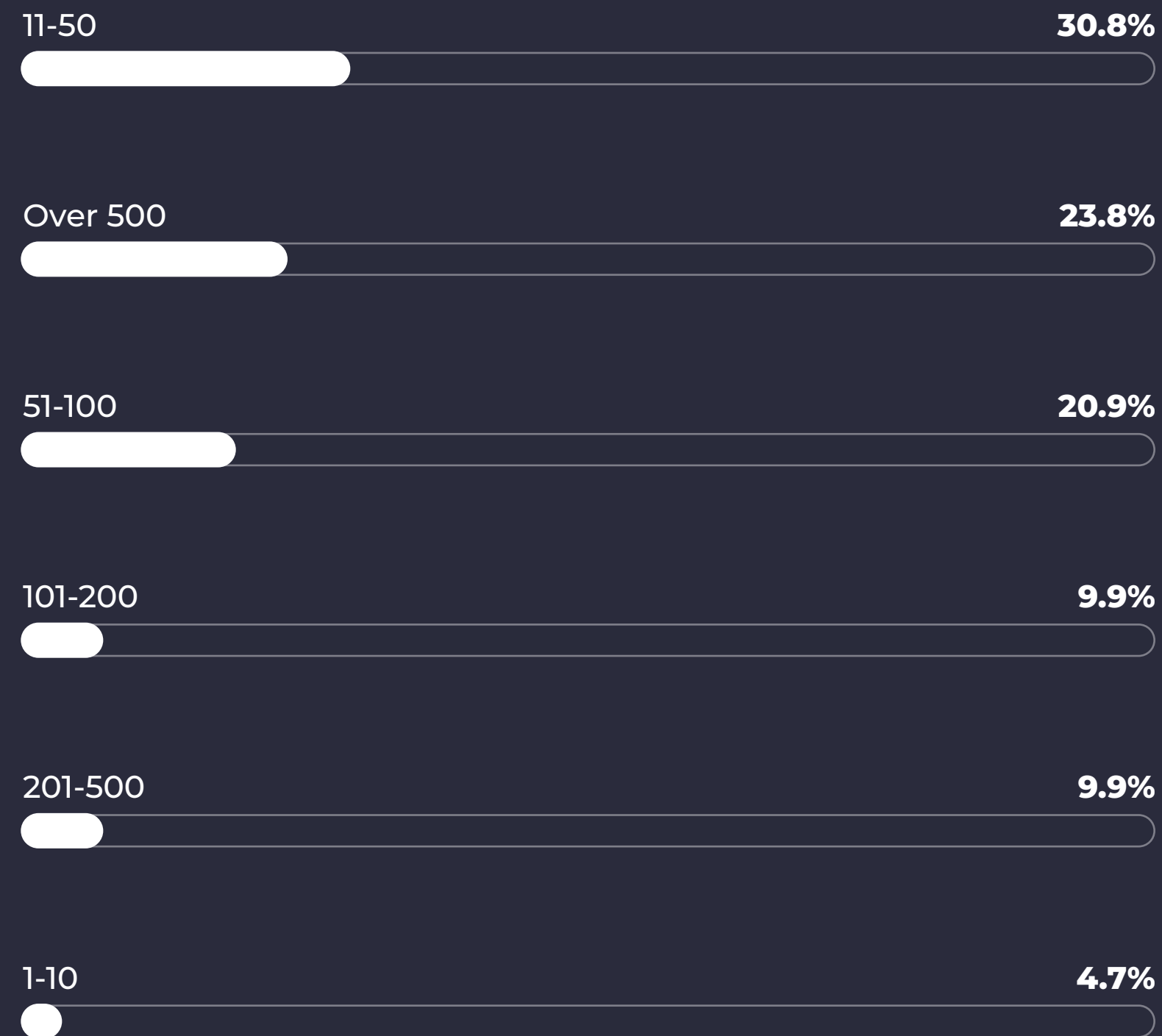


## Which of the following best describes your job function?

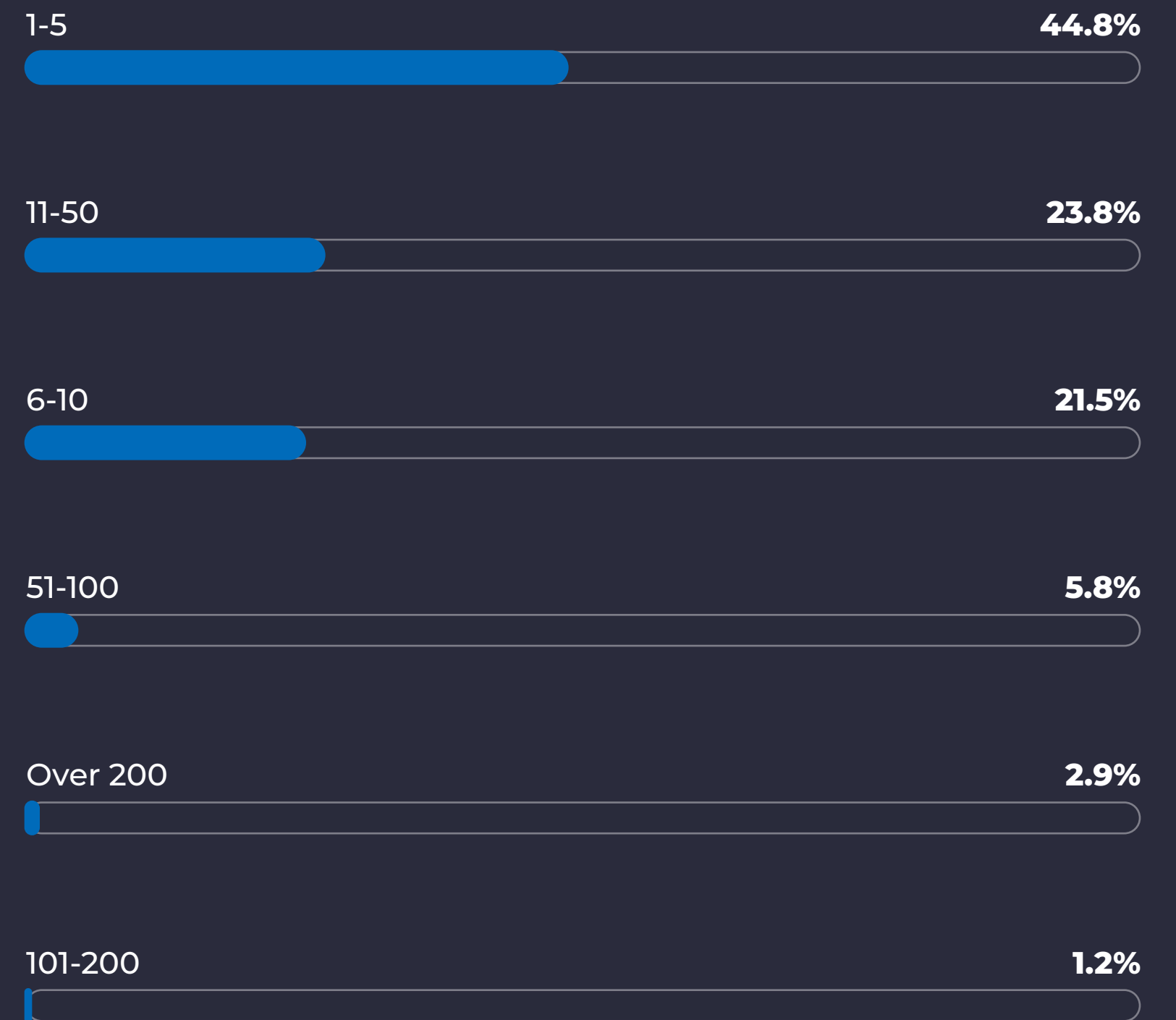


# Who answered the survey?

## Current Company Size



## Current CS Team Size (including CS, Customer Experience & Accounts)



# Where are they based?

The majority of respondents (32%) have 1-3 years of CS experience, followed by 26.7% with 3-5 years. 19.8% have 5-10 years, 13.4% have over 10 years, and 8.1% have under 1 year of experience.

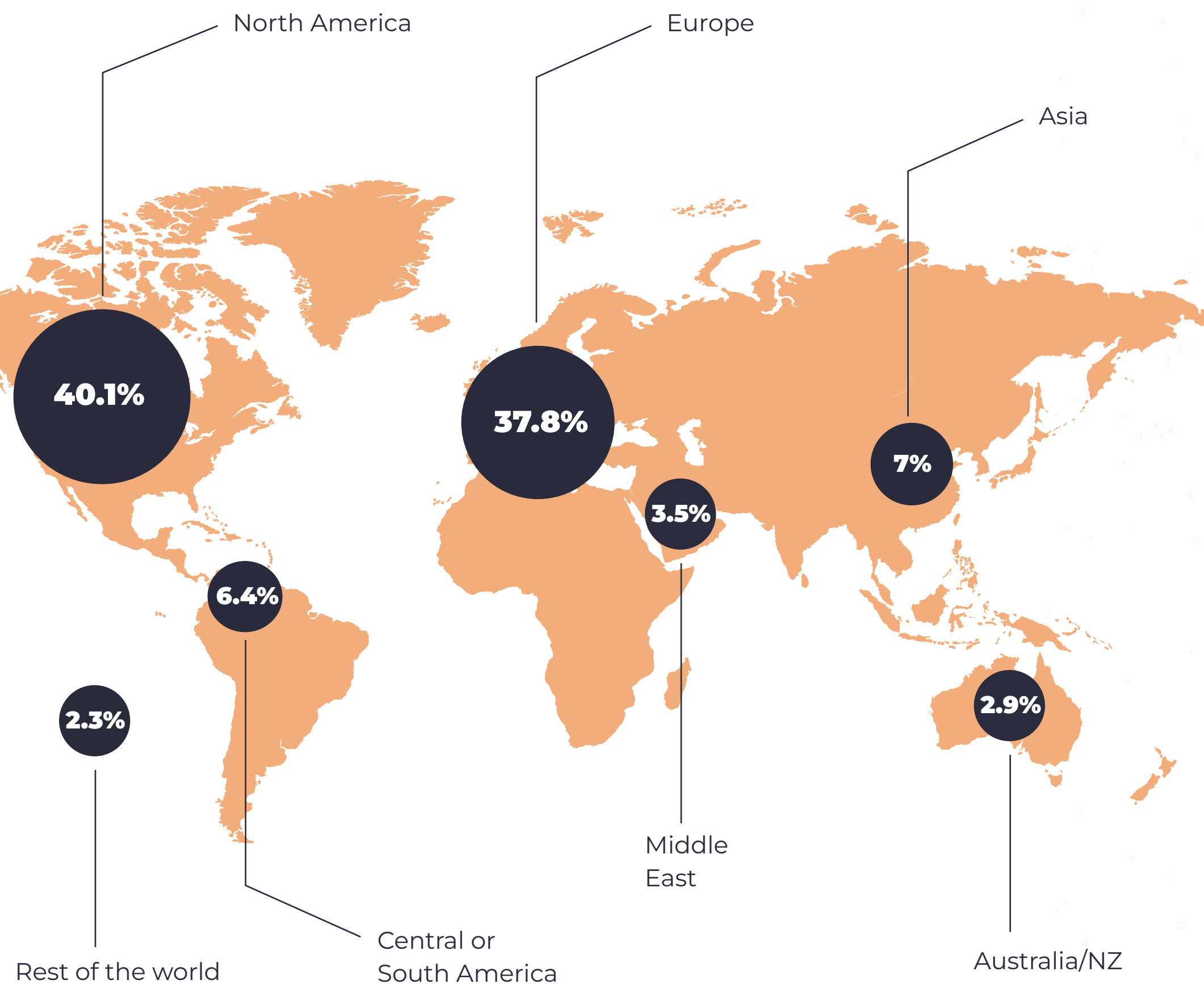
This indicates a young workforce in the CS field, with a significant portion likely still in the early stages of their career. However, the presence of individuals with over 10 years in CS shows that there is also a depth of knowledge and experience within the field as well as long-term career potential.

Most respondents are from North America (40.1%) and Europe (37.8%) - which suggests these are hubs for the CS industry. However, we also saw responses from Asia, South America, the Middle East, and Australia which may be emerging hotbeds of CS activity.

The wide variety of job titles shows how varied the CS sector is, with Customer Success Specialists (27.9%), and Managers/Team Leads (18.6%) roles proving the most popular, with an assortment of other titles making up the remaining 53.5%.

We can also see from the data that two-thirds (66.3%) of CS pros are working in teams of between 1 and 10 people, with 51.7% of respondents working in companies of less than 100 people. We can extrapolate from this that CS makes up approximately 10% of the total company headcount.

## What is their region/country?



# Is CS still the **‘Everything’** department?

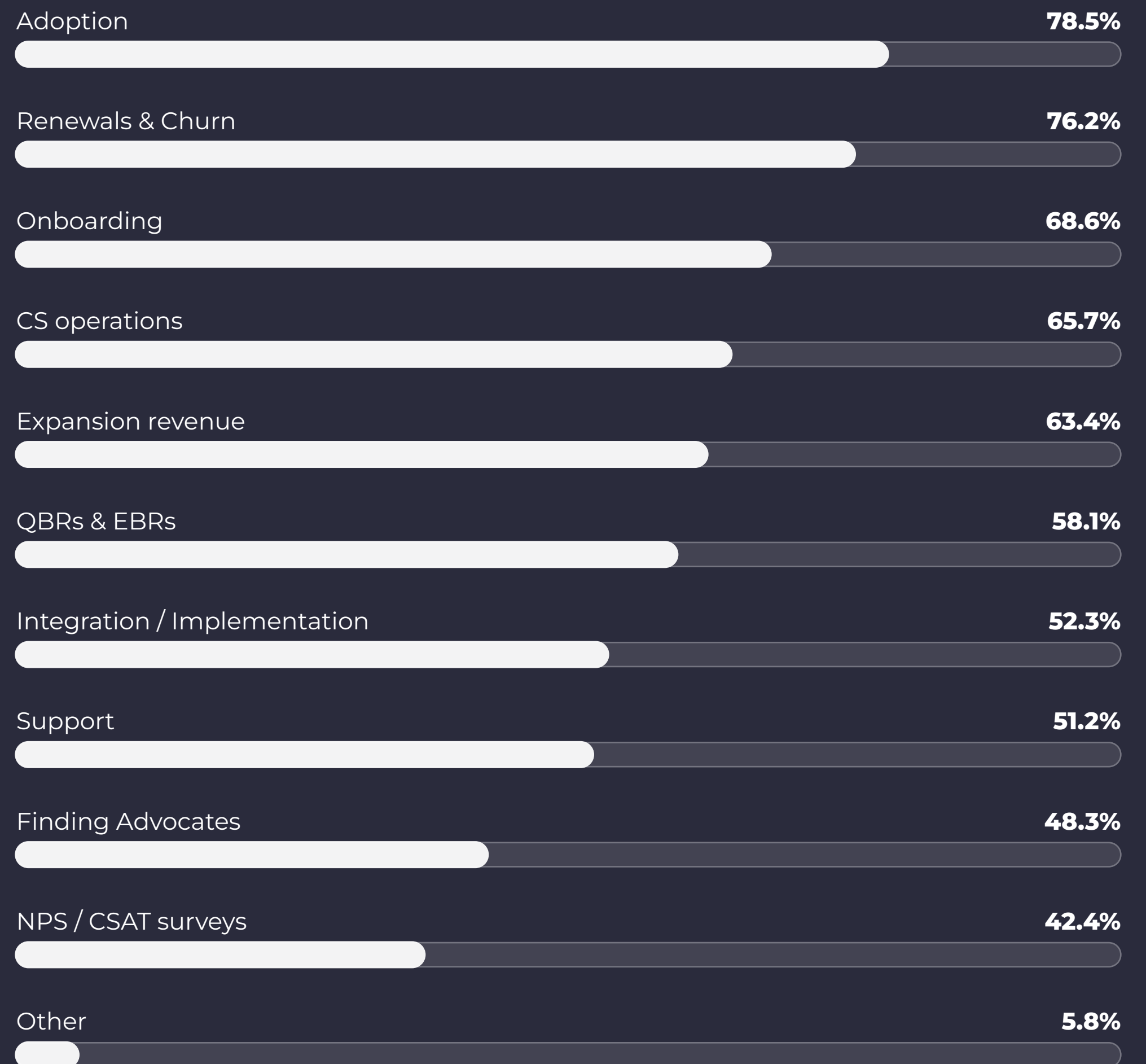
Former CS executive turned investor Rav Dhaliwal called it when he said that without a clear definition of how a CS function adds business value to customers and to its own business, it was at risk of becoming an ‘Everything Department’ that simply reacts to issues and picks up tasks that don’t fit in other teams.

Based on the survey data, we saw a huge variation in the roles and responsibilities of CSMs. However, key responsibilities shared by most respondents include Adoption (78.5%), Renewals & Churn (76.2%), and Onboarding (68.6%).

Compared to our **2023 ‘Quiet Quitting’ survey** - where we posed a similar question - **the percentage of respondents with these core responsibilities remained pretty consistent.**

However, the biggest increase we saw was for **‘Expansion Revenue’ - which shot up 11% year on year.** This could be indicative of the pressures companies are facing to increase revenue and operate profitably in challenging times.

## What are the primary responsibilities as a CSM?



# How do you know if you're the **'Everything'** department?



**Rav Dhaliwal** - Investor and former CS Executive, from **'The Everything Department'** on behalf of Scottish Equity Partners

*A simple way to make this assessment is to ask the following:*

*Is there a crisp definition of how the Customer Success function is accelerating business value for customers faster than if we simply left customers to their own devices?*

✓ *Does the Customer Success function have materially important targets that add value to both the customer's and our own business?*

✓ *Does the Customer Success function make decisions based on data?*

✓ *Does the Customer Success function have a "hard handover" from Sales?*

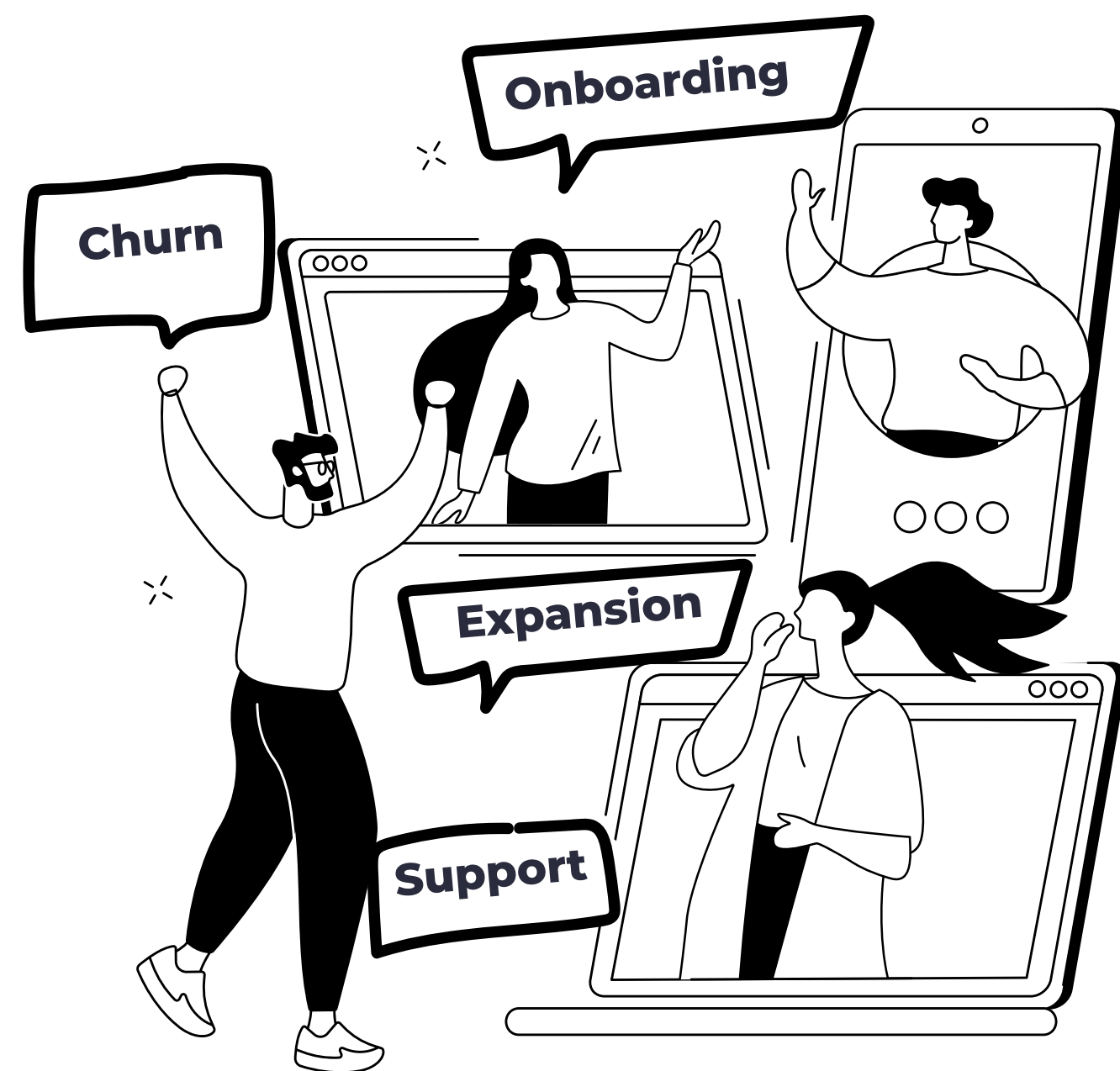
✓ *Do the Sales and Customer Success functions have any common alignment? e.g. by geography, vertical, or compensation incentives?*

✓ *Does the Customer Success function have a formal mechanism to share feedback with the Product organisation?*

*If the answer to any of these questions is "no" then it is quite likely there are core issues in the "production line" that are being worked around and obfuscated by an everything department.*

Based on the data we've seen, many CSMs appear to be spread thinly across multiple responsibilities and may be operating as part of an 'Everything Department' without realizing it.

So how can CSMs and CS leaders alike take stock and recognize if they're taking on too much and not performing optimally? Rav Dhaliwal shared this assessment framework in his article "The Everything Department".





# Are CSMs **happy** in their role?

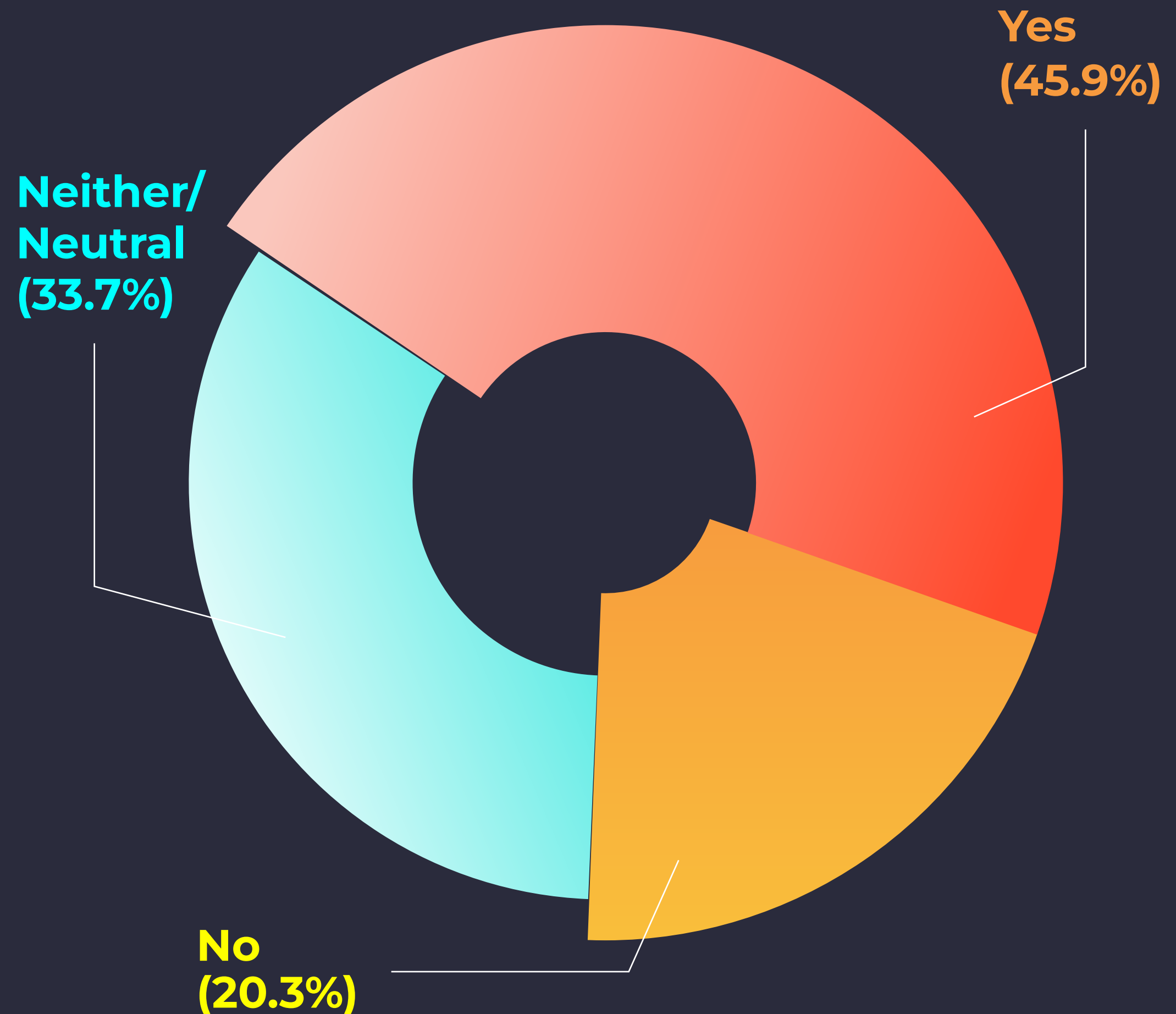
One of the key responsibilities of a CSM is to help retain customers by making sure they're happy and getting value from a product or service (Renewals & Churn was mentioned by 76.2%).

But what about the retention of CSMs? Our research found that only 46% of CS pros were happy in their role.

With 58% of CSMs measuring success in their role by customer retention rates, and 41% identifying churn rate reduction as a signal of a job well done, perhaps there's scope for customer-centric business leaders to look at their staff through a similar retention and satisfaction lens?

On the next page, we'll look in more detail at the 12 most popular ways of measuring success in a CS role.

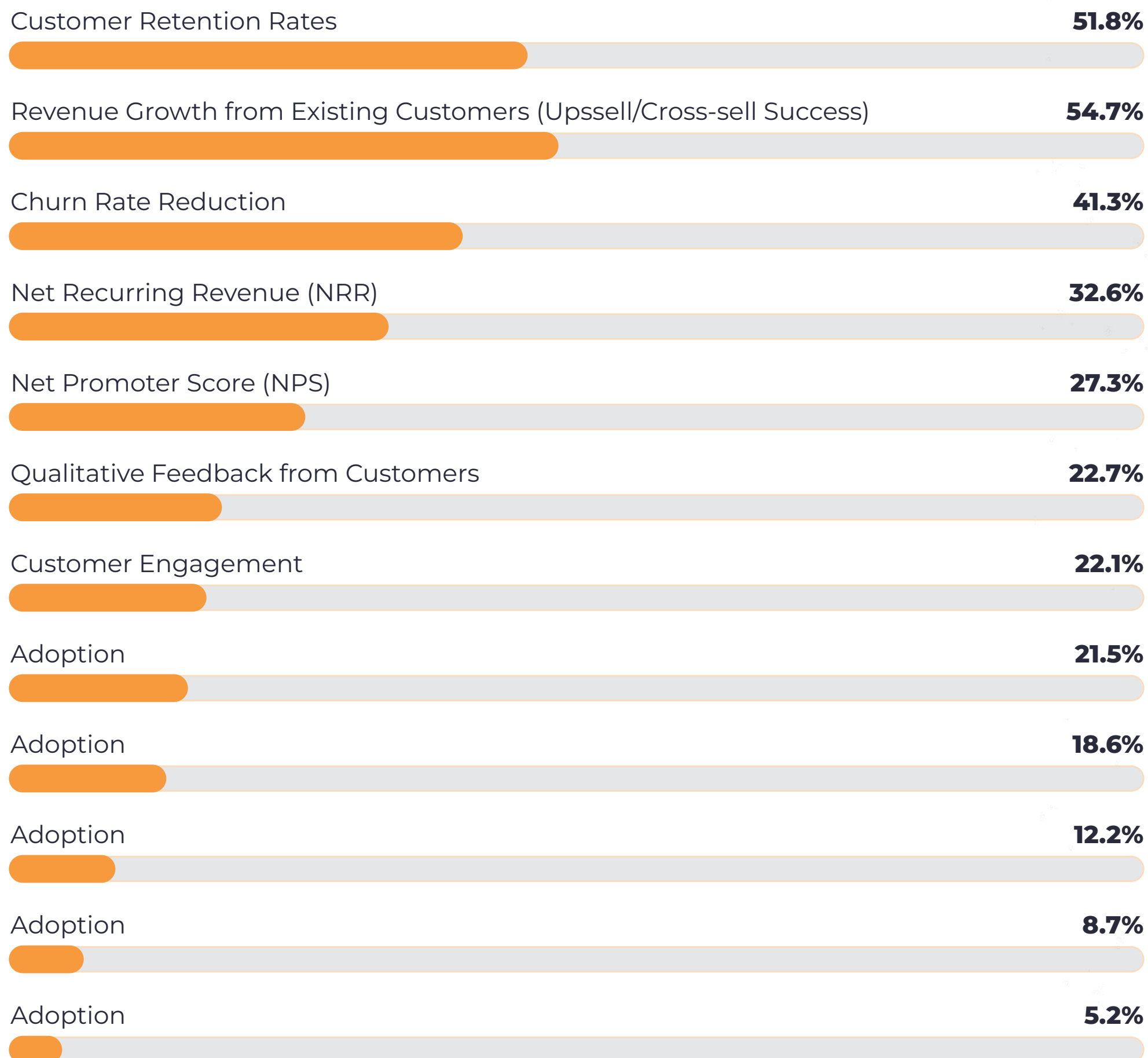
## Are you happy with your current role and responsibilities?



# How are CSMs measuring success in their role?



**Anika Zubair** - Head of CS @ Griffin



*It is critical for CS Leaders to provide CSMs with clear goals and metrics because this is critical for their customer's success. If you do not give CSMs clear goals and a plan then they will not know what to focus on and thus neither will their customers. Think of CSMs as tour guides for your customers, helping them navigate their journey with the product. Without those clear goals, it's like wandering around without a clue.*

*Clear objectives and consistent metrics provide direction and help CSMs gauge their progress effectively, ensuring they're aligned with organizational goals and driving positive customer outcomes. Success for both your customers and your company starts with a goal, but the only way to get to a goal is with a plan and the only way to track a plan is with metrics.*

*So ensure your CSMs have a goal, with a plan and metrics to track along the way and you will see not only your CSMs succeed but thus your customers as well.*

## What are your main complaints / challenges / frustrations in your current role?



# Where are the biggest complaints for CS pros about their role?

So, if CS professionals who are happy in their role are in the minority, what are some of the biggest complaints of the 54% who are explicitly unhappy, or tellingly neutral about their role?

It'll come as no surprise that the biggest anxiety amongst CS professionals is the excess workload (45%). Because CSMs are the 'last line of defense' when it comes to retaining customers, they often do whatever it takes to keep their customers happy - regardless of how much effort it takes.

A close second is 'unclear or mismatched expectations' at 42%, which when combined with 21% of respondents who indicated that 'Insufficient support from managers', and the aforementioned 'excess workload', suggests that all 3 complaints are likely to be inextricably linked and have the same root cause.

## Over 2023: Fewer Complaints, More Concerns

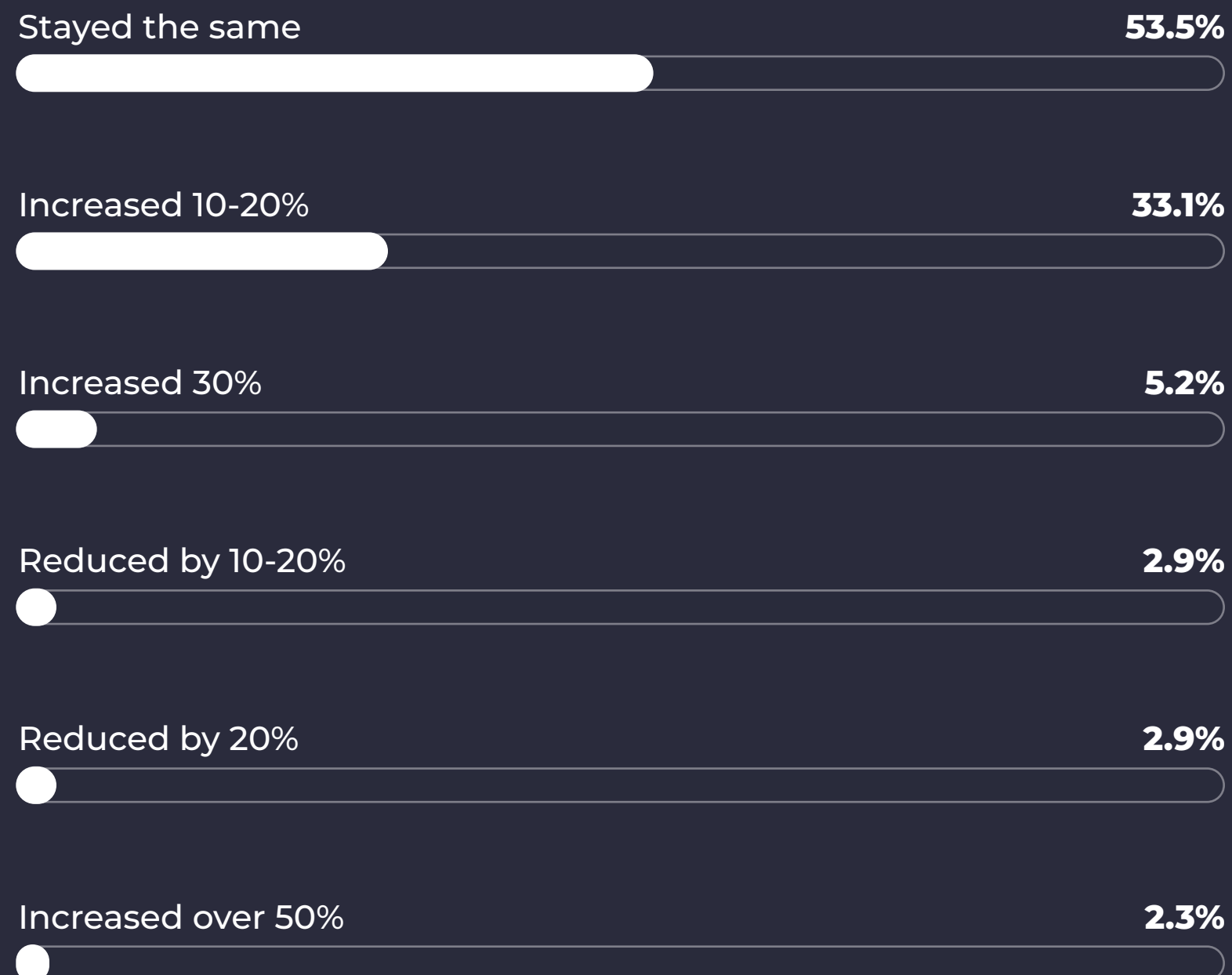
It's worth noting that in our 'Quiet Quitting' survey in 2023, these 3 reasons were also seen as key drivers of the quiet quitting movement - but at that time they received a much higher percentage of responses at 61.8%, 50.4%, and 50.4% again, respectively.

With 14.5% of respondents fearing being sacked or laid off this year, this downward trend from 2023 to 2024 is likely to be reflective of the current climate as CS pros aim to weather the current storm of economic turmoil and potentially change their attitudes as a result.

However, nearly 21% of respondents told us that 'poor compensation and a lack of benefits' was their biggest complaint about their current role - so let's take a look at salary and commission data next.

# Have CS salaries changed this year? Are CSMs earning **commission**?

## Has your salary increased or decreased over the past 12 months?

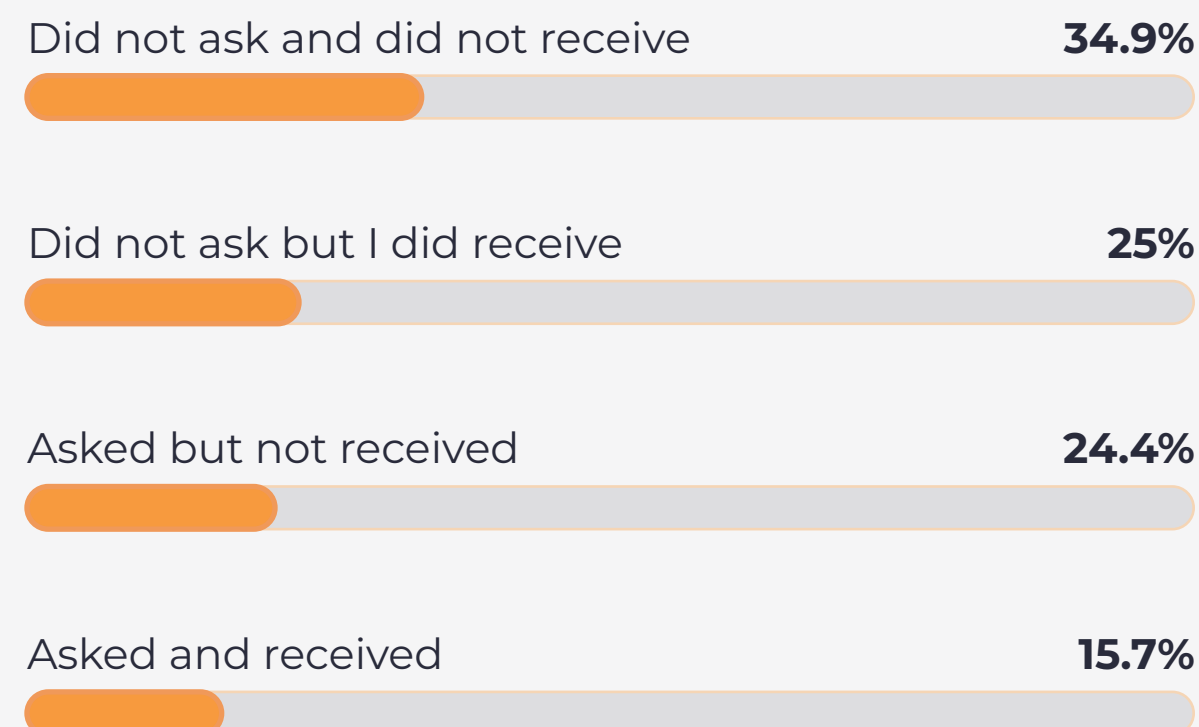


## Do you have a bonus or commission structured in relation to upselling efforts?



# Did CS pros ask for a raise?

## Have you asked for/received a raise in the past 12 months?



From looking at the survey data, it's clear that salaries in CS have remained consistent overall, with 53.5% telling us that their salary stayed the same. This may not seem bad in itself, but it is the equivalent of a pay cut in real terms against inflation.

Meanwhile, almost 6% of respondents have been unfortunate enough to experience a reduction in salary of as much as 20% - presumably the result of downsizing and cost-cutting measures.

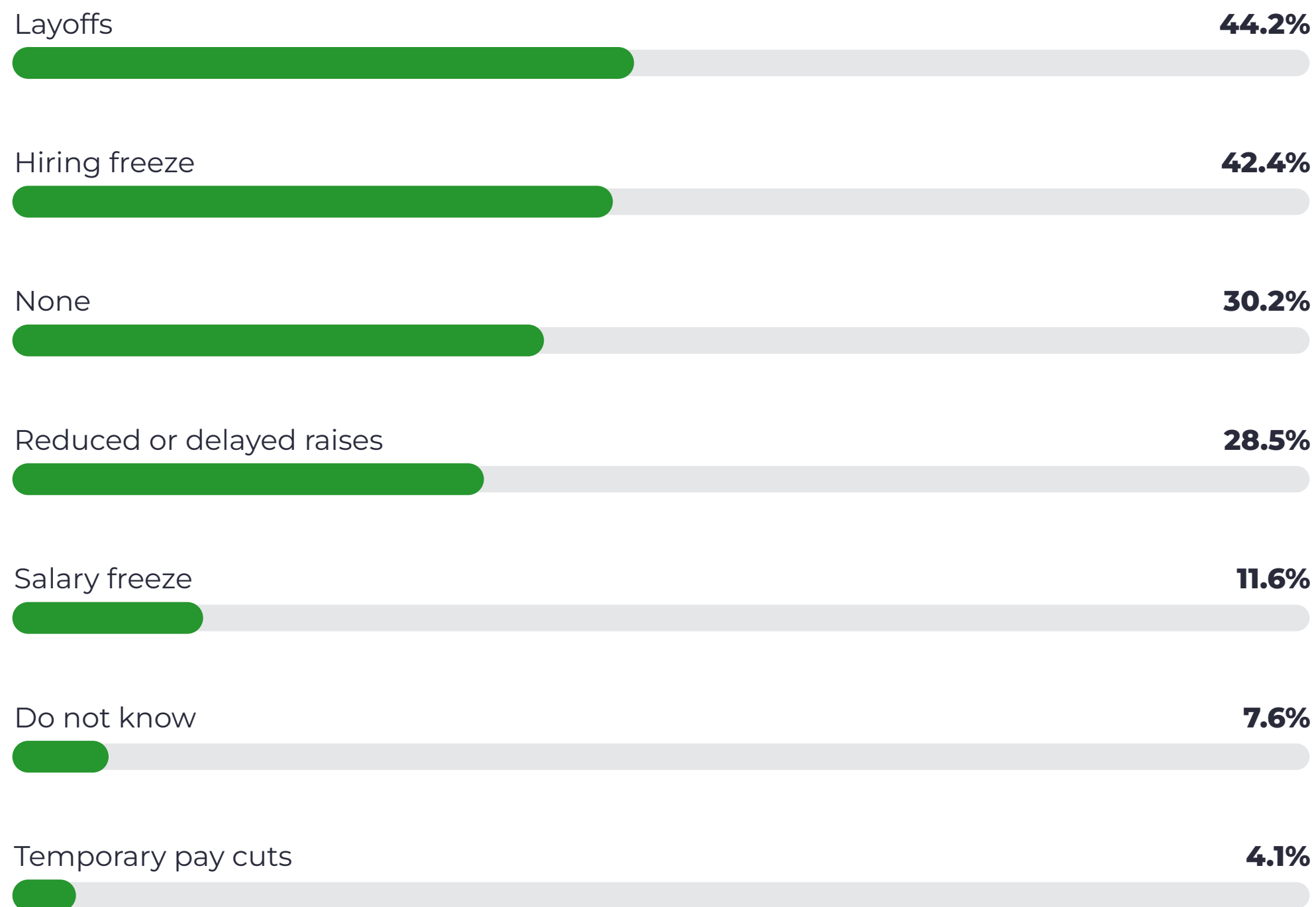
Alongside this, 40% of CS pros do not earn any kind of bonus or commission for upselling their customers, and a further 13% only receive a profit share based on overall company performance.

However, it's not all bad news. 38% of respondents have been rewarded with an increase in salary of between 10-30%. On top of this, 2.3% of respondents saw a salary increase of more than 50% in the last year. On top of this, 47% of respondents benefit from some form of commission or bonus, too.

Sometimes, though, individual CS pros may need to be more forthcoming and take control of their salary situation. A staggering 35% of the CS professionals we surveyed didn't ask for (or receive) any kind of salary raise in the last 12 months. Meanwhile, just 15.7% of people asked for a raise - and got it!

If so many of the CSMs we spoke to are unhappy in their role, yet not 'Quiet Quitting' as they were before, does this indicate turmoil in the CS space? Let's take a closer look at the state of the customer success sector.

## In the past 12 months, has your company done any of the following?



# Is Customer Success under pressure?

It's no secret that the wider tech industry is undergoing a period of substantial change. The past 12 months have seen a shift from fast growth fueled by easy VC money to a more sustainable operating model based on real revenue and profitability.

This means, unfortunately, there have been wide-scale layoffs happening across the space, with Customer Success seemingly affected more than many other spaces. The results of our survey backed this up, with 44% of respondents having experienced layoffs in their company.

On top of reducing headcount, there have been other signals this year that positive growth is stalling, with 42.4% of the people we surveyed also experiencing an overall hiring freeze and 30% seeing no change at all in headcount.

We've also seen evidence of regression in standards for salary and compensation, with 28.5% indicating they've experienced a delayed or reduced raise, 11.6% experiencing a pay freeze, and 7.6% seeing temporary pay cuts.

# How does this impact CS workloads?

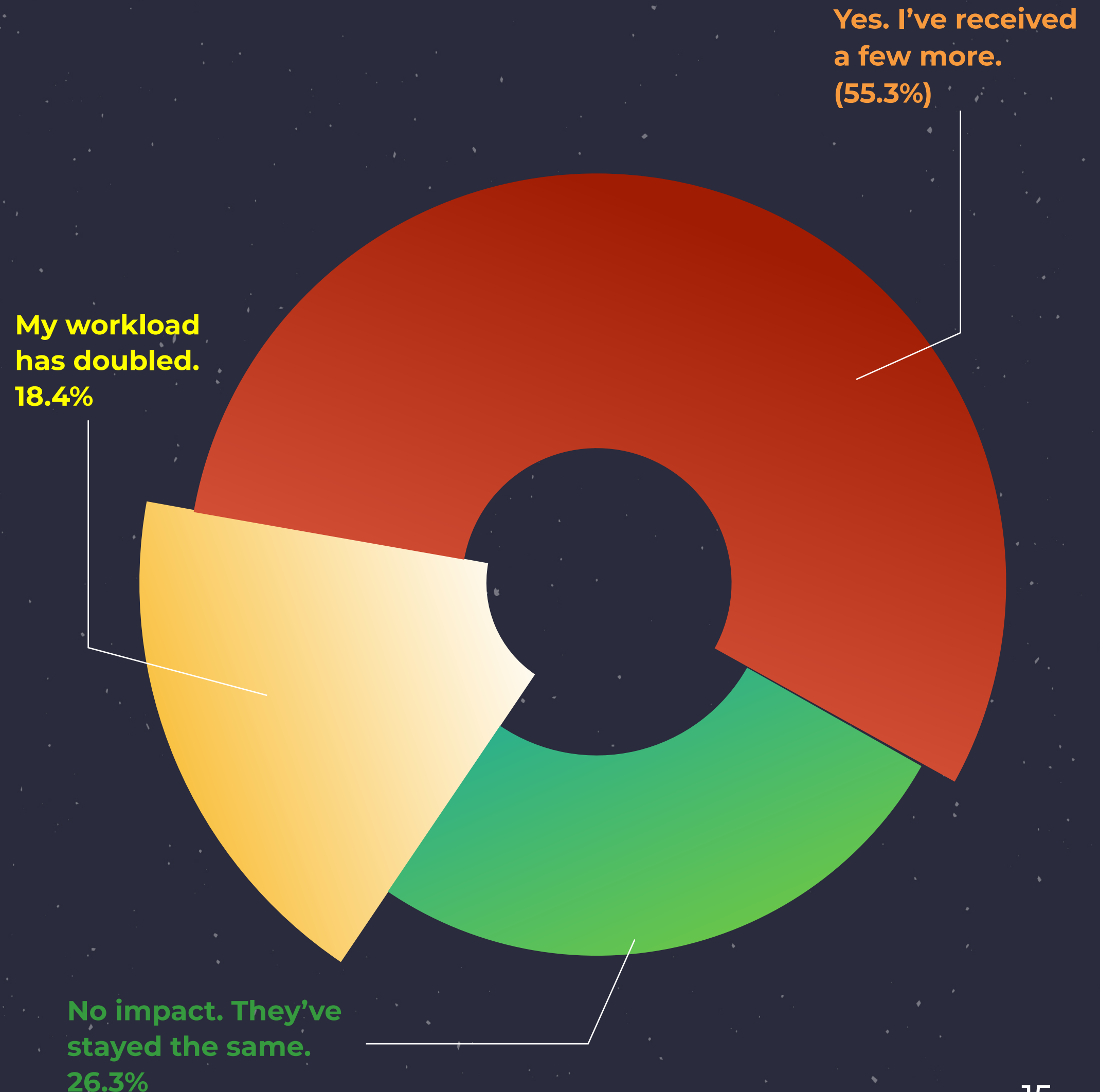
Even if there has been a reduction in headcount in CS teams - it doesn't mean the work can be reduced, too. There are still customers to serve and the stakes are higher than ever when it comes to retaining them.

We've already seen that CSMs are stretched thinner than ever with their hugely varied set of responsibilities, so how have these layoffs impacted their workloads?

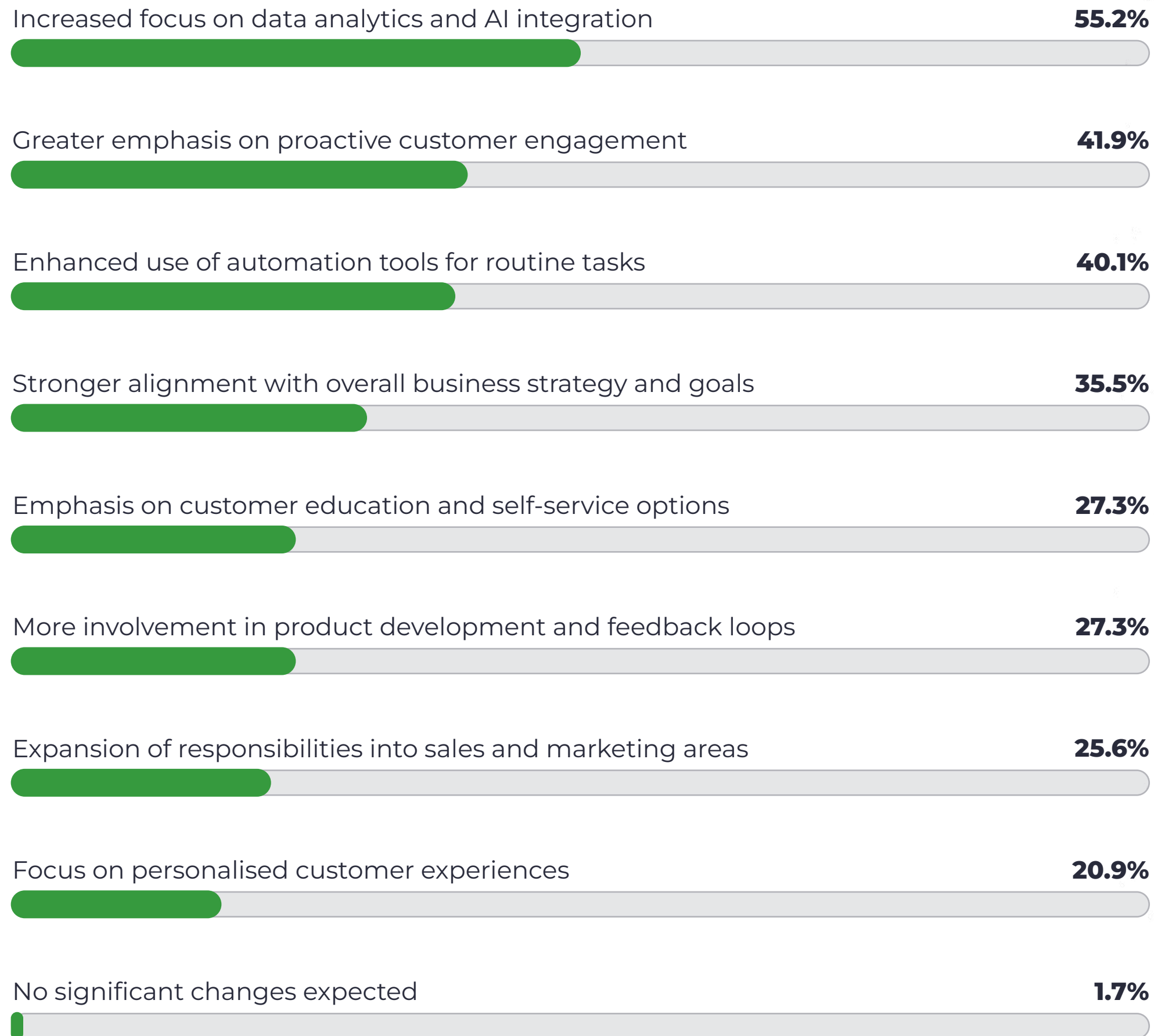
For 18% of respondents, their workload has doubled, while a further 55% have received more responsibilities as a result of headcount reduction in their department. Only 26% of people said that they have not seen any impact on their workload.

But outside of an increased workload, how else do CSMs see their roles changing in the future? Let's find out.

## Have the layoffs impacted your responsibilities?



## How do you see the CSM role changing in 2024 and beyond?



# How do CSMs see their role changing in the future?

Our survey respondents predict the changes 2024 will bring to their role and CS.

## Technology-assisted CS

The speed of innovation in technology means that tools are being released every day that can make teams more productive or efficient. 55% of respondents believe that their roles will see an increased focus on both data analytics and AI integration. Meanwhile, 40% of people expect to use more automation tools to help them complete routine tasks more quickly.

## Experience matters

With customer adoption, retention, expansion, and advocacy becoming more critical than ever to business success, it's no surprise that our survey featured several CX-related responses.

Almost 42% predict they'll see an even greater emphasis put on proactive customer engagement to help improve retention. While 27% believe they'll see an increase in customer education and self-serve options as part of a tech-touch approach to adoption. Finally, almost 21% of CS pros suggest that personalized experiences are going to be the big focus this year to help deliver value across the customer journey.



# How do CSMs see AI impacting their role?

There is a strong correlation between the way that respondents believe their roles are going to change and how AI will impact them.

For example:

- ✓ 55% say that they'll be expected to focus more on data analytics, with 46% suggesting that AI will support them in that.
- ✓ 40.6% believe there'll be a shift towards automation for routine tasks, with 40.7% envisaging AI will be part of that.
- ✓ 41.9% state that the role will move more towards proactive customer engagement, with 40.7% expecting AI to help them with personalized customer interactions.

**If CS pros are predicting these changes - do they feel they're getting the internal support to help them adapt? The next section of the survey looks at internal support for Customer Success.**

## How do you see AI impacting your role?



# Expert Insights



**Irina Vatafu** - Head of Customer Success at Custify

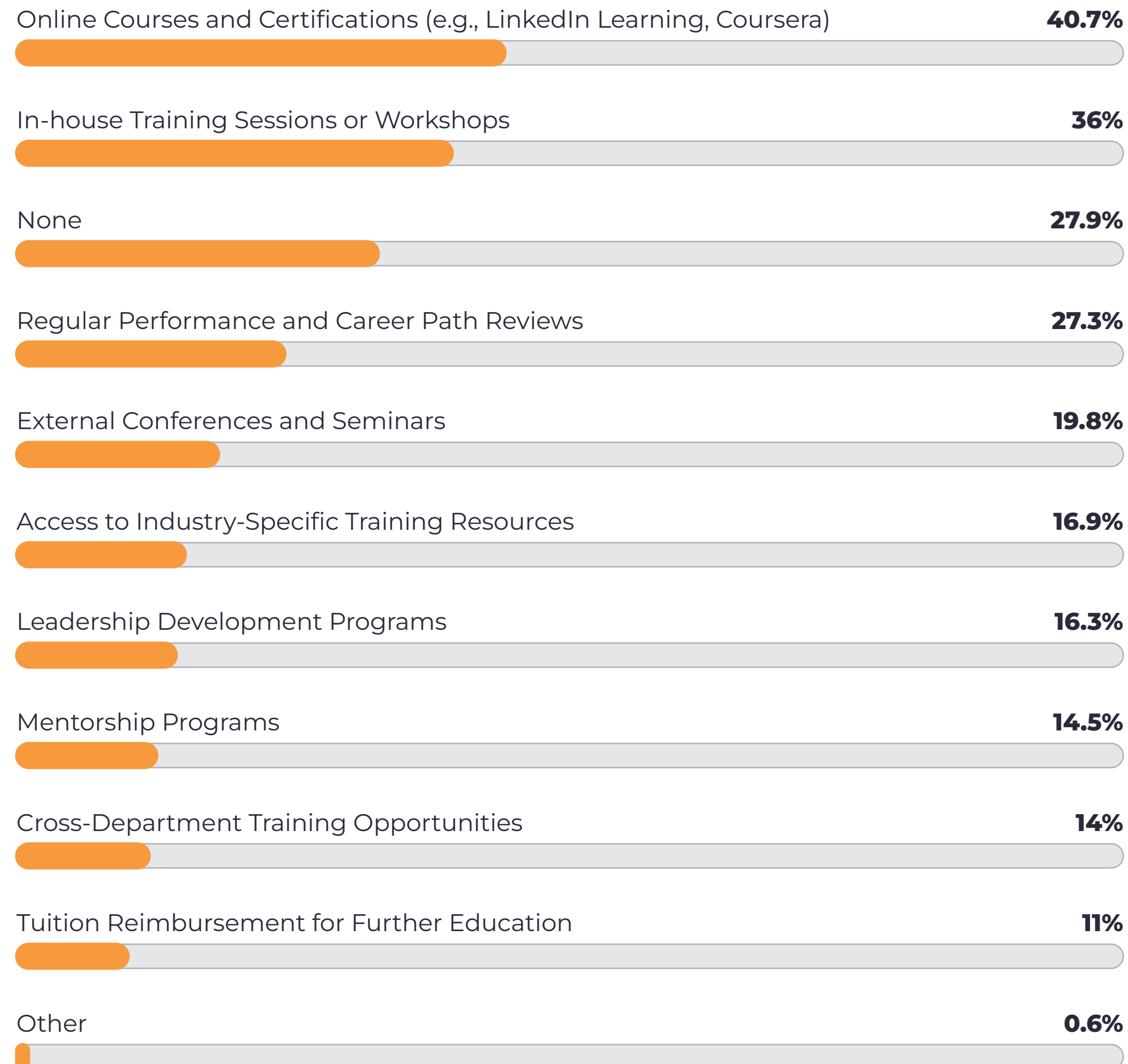
*Since we launched Custify back in 2017 we've seen Customer Success become an increasingly essential part of B2B companies worldwide.*

*In that time it's become clear that CSMs take on heavy workloads in a bid to do everything they can to retain and expand their customers. However, the most successful CSMs are made infinitely more efficient and productive by having access to the right tools for the job - software like Custify for example.*

*Our 2024 survey shows us that CS teams are under ever-increasing pressure to secure long-term relationships with customers, while also contributing to other areas of the business at the same time - often with a reduced number of colleagues due to layoffs and restructuring.*

*This means if business leaders want to ensure the ongoing success of their own CS teams, then they need to consider how they can 'do more with less' for the foreseeable future, by investing in tools that will help their CS teams to thrive.*

## What kind of professional development opportunities does your company offer?



# Are CSMs getting the professional development they deserve?

For teams to improve their performance over time, nothing beats combining on-the-job experience with professional development.

So, imagine our surprise when **28% of respondents said their company provided no professional development opportunities at all for them last year.**

When you compare this to just 8% of CS pros who haven't taken advantage of professional development opportunities when offered - it's clear there is a supply and demand mismatch.

# Are CSMs taking advantage of development opportunities?

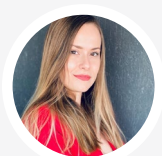
On top of this, only 35.5% of CS professionals are regularly and frequently taking advantage of the professional development opportunities that are available to them.

So, what can companies do to increase the uptake of professional development amongst their customer success teams?



As leaders in the CS software space, it's concerning to see that just over a third of our professionals are regularly engaging in development opportunities. Reflecting on my own experience, I've found that offering personalized coaching sessions and access to industry-specific workshops can be incredibly effective.

To drive uptake, let's foster a culture where learning is celebrated, provide tangible incentives, and lead by example by actively participating in these opportunities ourselves.



**Irina Vatafu**, Head of CS at Custify

## If your company does offer professional development opportunities how often do you take advantage of them?



# Are CSMs being given the right tools for the job?

The survey reveals a notable trend: while 85.5% of Customer Success (CS) professionals regularly use general communication tools like Slack and Microsoft Teams, **only 36% utilize dedicated CS software**. This gap underscores a reliance on versatile, non-specialized tools despite the specialized needs of CS activities. The high use of Excel/Google Sheets (83.1%) and CRM software (77.9%) further indicates a preference for familiar, multipurpose solutions over CS-specific platforms.

This scenario suggests a few key insights:

Firstly, there's a significant opportunity for greater adoption of dedicated CS tools, which could enhance efficiency and outcomes in CS operations. The reasons for the current reliance on general-purpose tools may include budget constraints, satisfaction with existing solutions, or a lack of awareness of the benefits of specialized CS software.

To bridge this gap, there's a need for education on the specific advantages of CS platforms, emphasizing their role in streamlining customer lifecycle management and improving customer retention.

Encouraging the shift towards specialized CS tools requires demonstrating their value proposition clearly and aligning them with the everyday needs and budget realities of CS professionals.

## What tools and software do you regularly use in CS activities?



# Why CSMs need a dedicated tool

Only 36% of people asked are currently using CS software - like Custify. But why is a Customer Success Platform such an important tool for CSMs?

Our recent **eBook** outlined 6 ways to use a CSP to improve the customer journey and save CSMs a considerable amount of time each week, including;

**Transforming Handovers** - switching from manual to digital processes to make sure every handoff is a consistently great experience for your customers.

**Streamlining QBRs** - turning them from dread 'time-sapping' activity into an easily managed and highly informative session with your customers.

**Improving Communication** - helping your CSMs to communicate in an effective and timely manner with your customers whilst also saving time.

**Personalizing CX** - to make sure that your customers are only receiving the right communication and information relevant to them and their needs.

**Leveraging Data** - understanding how you can make better use of your customer data from within a centralized 360-degree view of your customers.

**Time-saving Automation** - making the most of automation features to make sure that manual, repetitive tasks are put on auto-pilot.

By using CS software, CSMs will be able to claim back hours of time from 'busy work' each week, so they can focus their time on 'moving the needle' for their customers instead.



[Download Now](#)

# Does your CEO support CS?

From listening to our survey respondents, it's clear that only two-thirds of CEOs in 2024 actually 'get' Customer Success and the impact it can make on revenue.

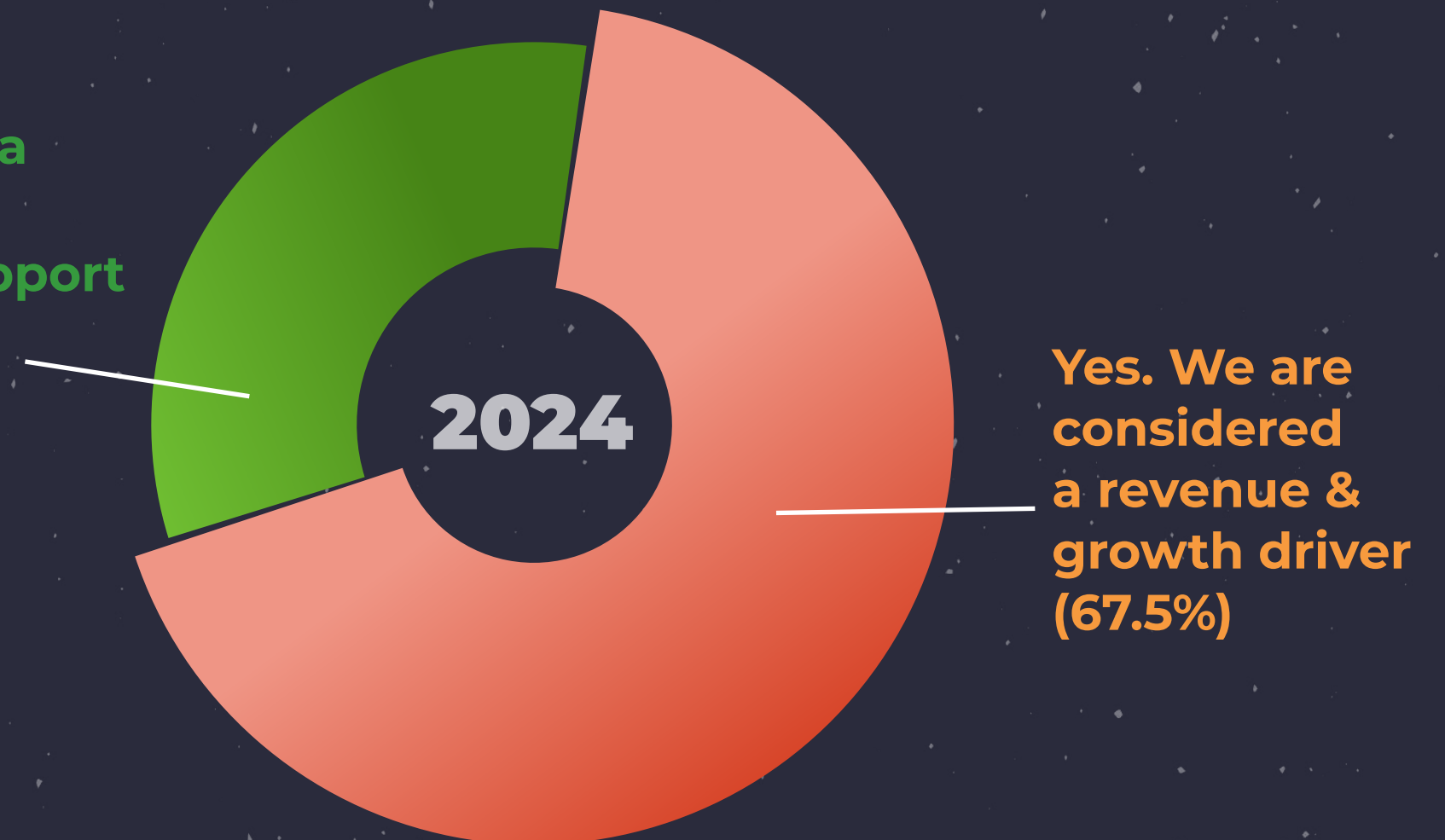
This is because we found that **33% of people believed their company viewed Customer Success as little more than 'fancy support' and a cost center to the business.**

Comparing this against results for a similar question we asked in 2023, we can see that the perception has shifted with 12.6% more respondents (28.95% to 32.6%) now believing CS is seen as a cost center.

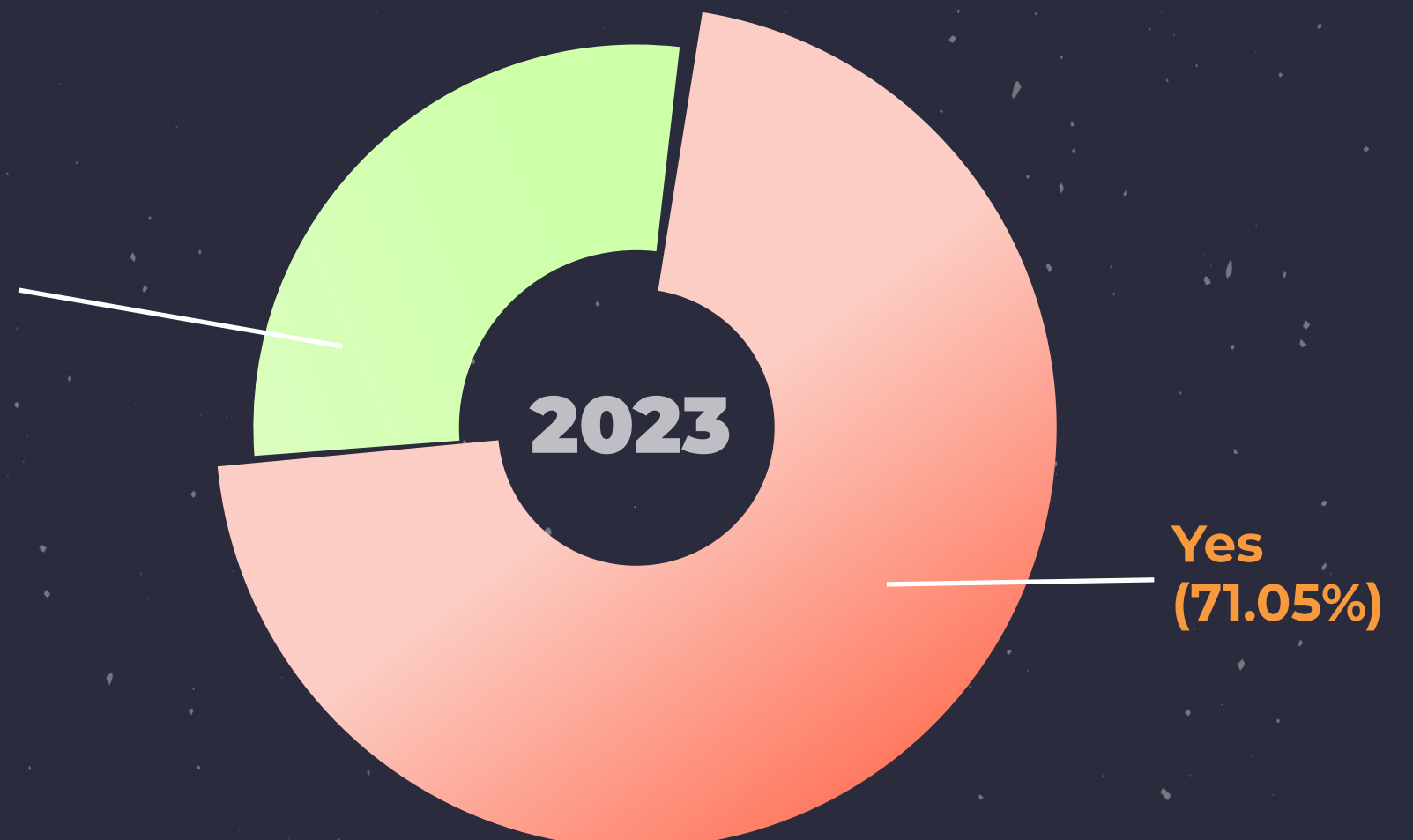
This suggest that Customer Success is still struggling to prove return on investment, this is then further compounded by ongoing layoffs, budget cuts, and overall business uncertainty.

## Do you think your company / CEO views CS as a revenue driver or more as a fancy support?

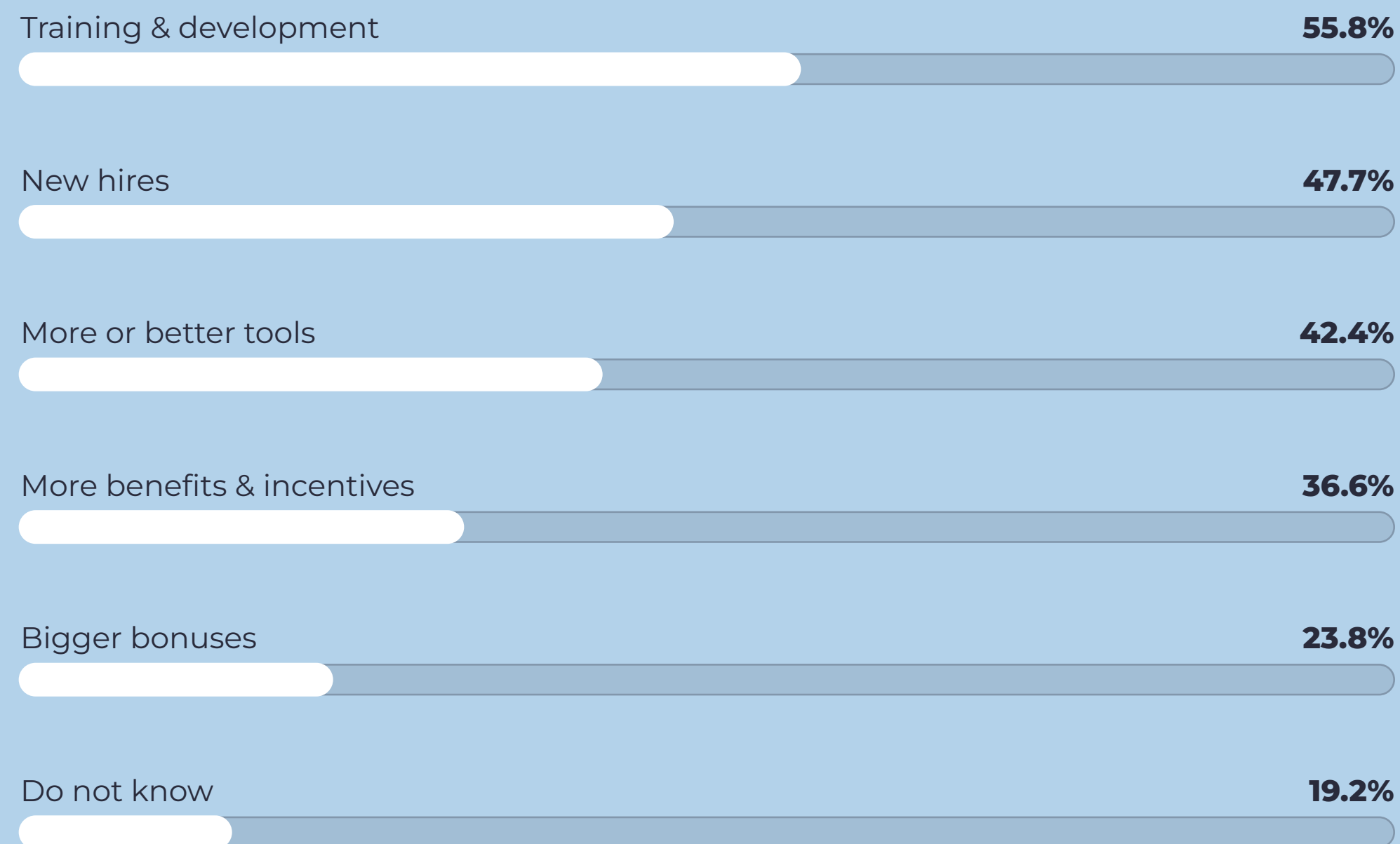
No. We are considered a cost center, same as support (32.6%)



No (28.95%)



## What are your job expectations in 2024 related to your CEO and company?



# Will your CEO invest in CS?

However, there are also encouraging signs for the year ahead, too.

The survey results also indicated that CS professionals expect their companies to double down on investment into, and support of, customer success in the year ahead.

Their expectations for 2024 include;

- ✓ More training and development (~56%)
- ✓ More hires (~48%)
- ✓ Bigger bonuses (~24%)

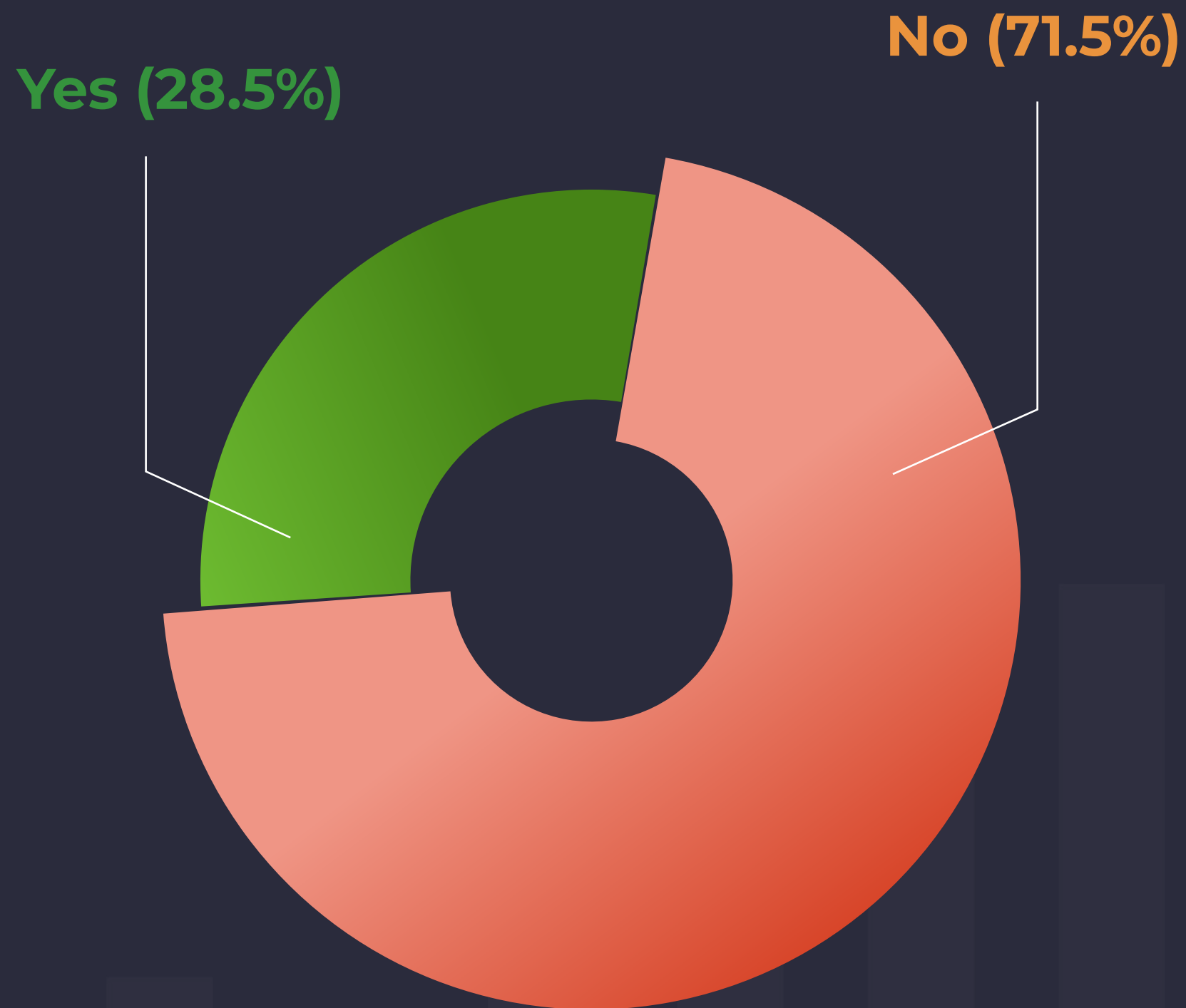
This suggests that while more CEOs currently view Customer Success as a cost centre, many others are still prepared to deploy capital into CS in order to retain CSMs and better serve their customers.

But what happens when those expectations aren't met - will CS professionals look to change jobs? Let's find out.

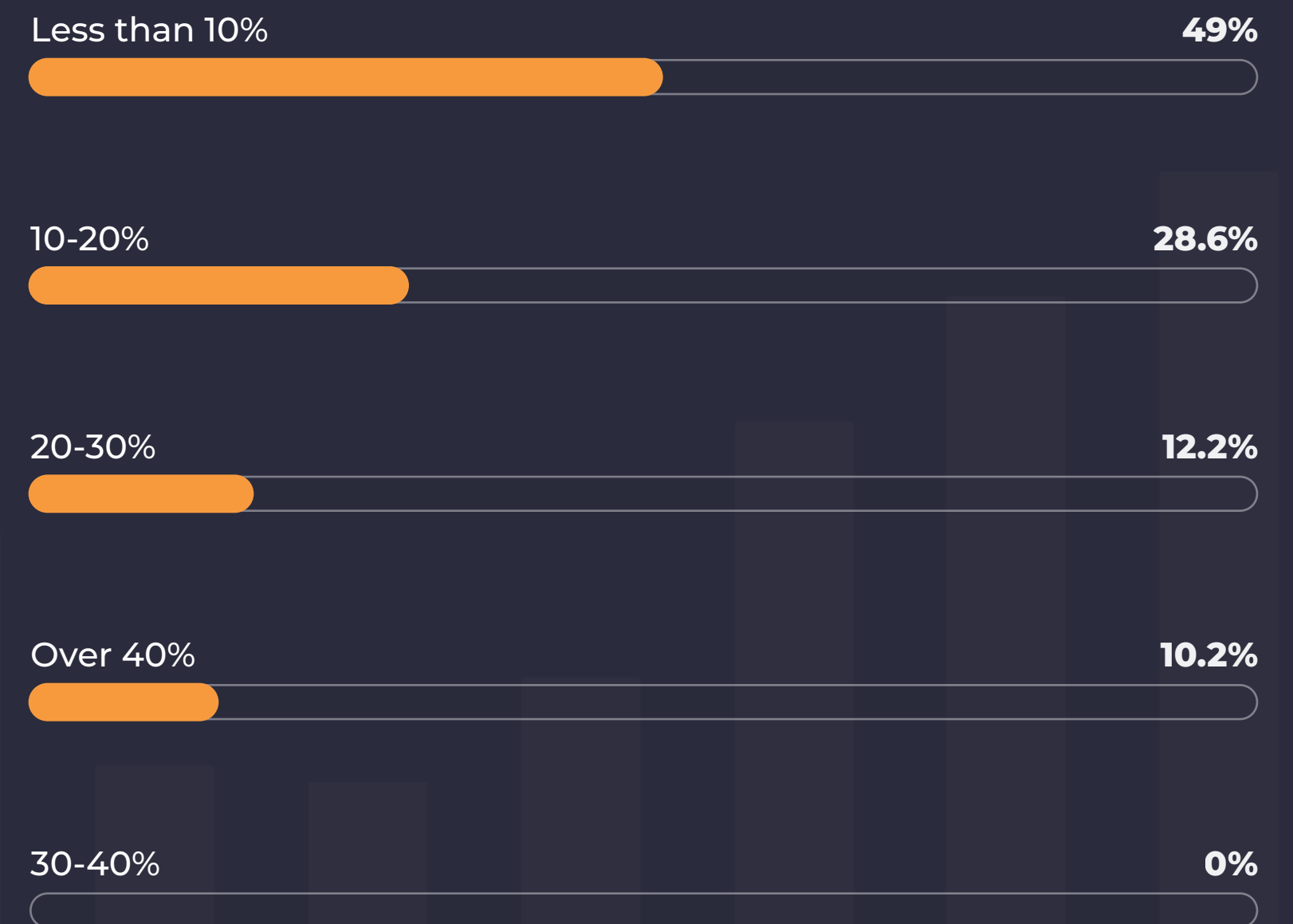


# Did CS professionals change jobs last year?

Have you chaged jobs in the last 12 months?



When you changed jobs, how much did your compensation increase?



# Are CS professionals changing jobs in 2024?

The data clearly shows that while 71% of CS professionals chose not to change job in 2023, 78% of them expect to change roles this year - with 18% of the moves already underway or anticipated to happen in the next 30 days!

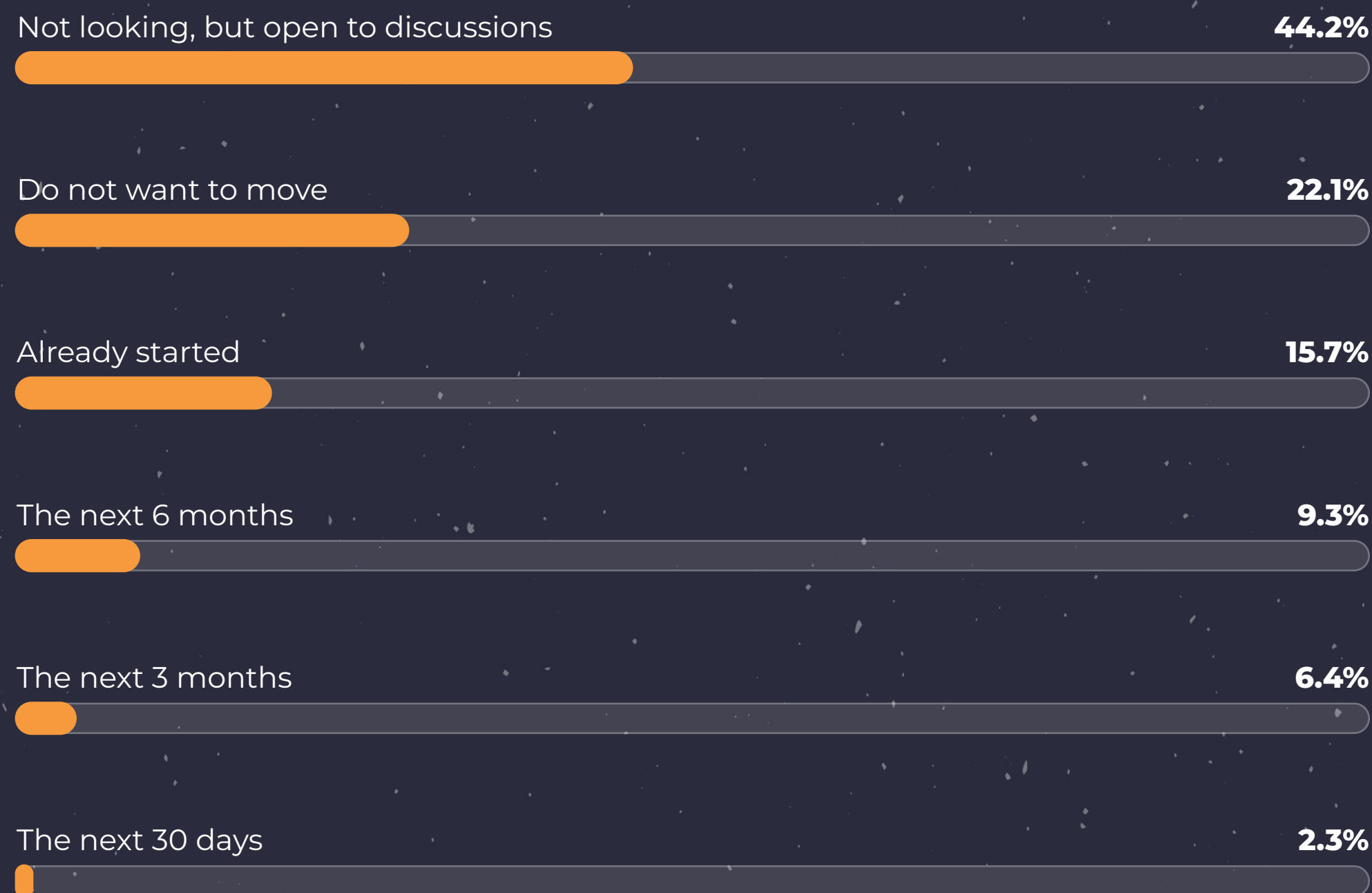
This optimism comes after a difficult year for Customer Success and reinforces the notion that there are still plenty of opportunities out there for high calibre CS pros.

The interesting thing to note, however, is that of the people who have moved jobs already, **a staggering 49% moved for less than a 10% raise.**

This underlines the idea that business leaders should be doing more to support the CS function in their business and create an environment that people want to stay in - as the motivation to move clearly wasn't purely financial.

So what does the job market look like for Customer Success professionals in 2024? We asked a CS-focused recruiter to give us their insights.

## Are you planning to quit or switch jobs?



# Expert Insights



**Alan Fecamp** - Director of Customer Success & Post-Sale at [Zeren Global](#).

*We're expecting an improved hiring market in CS compared to 2024 but proceed with caution during the first six months of the year. Expect more redundancies as early-stage companies run out of cash and shutter.*

*Whilst there does seem to be a meaningful shift in sentiment from companies and investors, this is weighted towards H2 and it's likely we will experience a slower market for a while longer.*

*In addition, job seekers should approach the market with a realistic view of salaries to remain competitive against a busy background of active job seekers.*

*Revenue ownership in CS is high on the list of desired attributes, and those who can evidence and articulate how they positively impacted a company's top-line and bottom-line revenue will have a clear advantage in the market, particularly in leadership positions.*

**Almost half of all CS professionals are unhappy in their current role.**

**45%**

of them say it's due to excess workload.

A further

**28%**

cite a lack of dedicated CS tool as a major frustration.

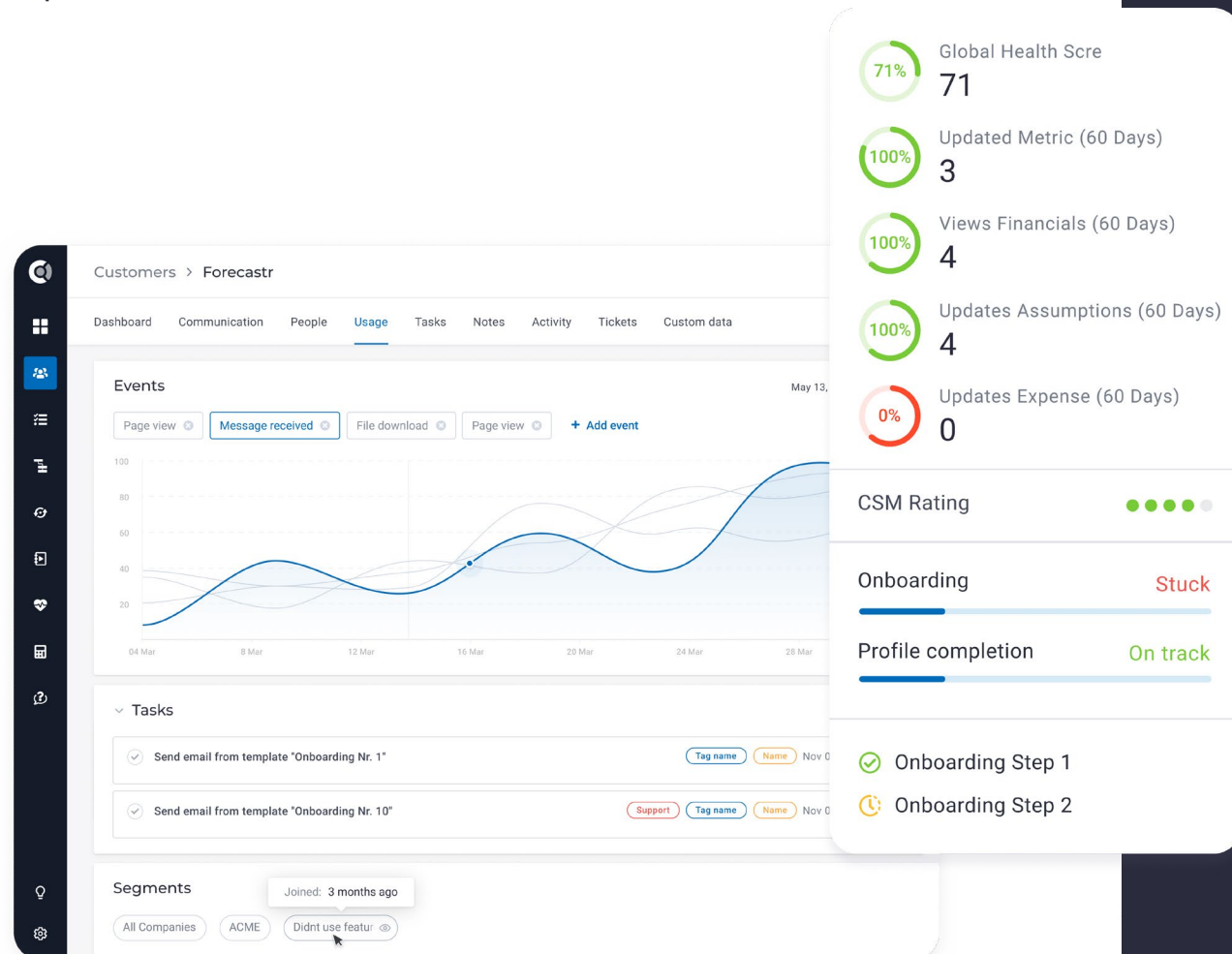
**Isn't it time you considered how a Customer Success Platform - like Custify - could transform employee morale and boost productivity?**

## About Custify

Custify helps SaaS businesses better meet customers' needs, reduce churn and increase lifetime value.

Aside from usage insights, it also gathers data from various systems like CRM, support or billing automatically and presents all relevant customer success KPIs and client interactions in an easy-to-understand dashboard. For low-touch workflows, it has a sophisticated automation engine that's been shown to reduce average CSM workload by up to 50%.

It's time to empower your customer success team to create best-in-class customer experiences and scale.



## Final thoughts



**Irina Vatafu** - Head of Customer Success at Custify

*We conducted this 'Customer Success Uncovered' survey to shine a light on the current state of the CS space in 2024.*

*I hope that many of you will feel relieved to know that the issues you're facing in your own CS organizations are being felt right across the sector - you're not alone.*

*One of the biggest takeaways for me is discovering the divide between companies who 'get' Customer Success and those who don't - and what that means for CSMs in terms of resources, expectations, and opportunities.*

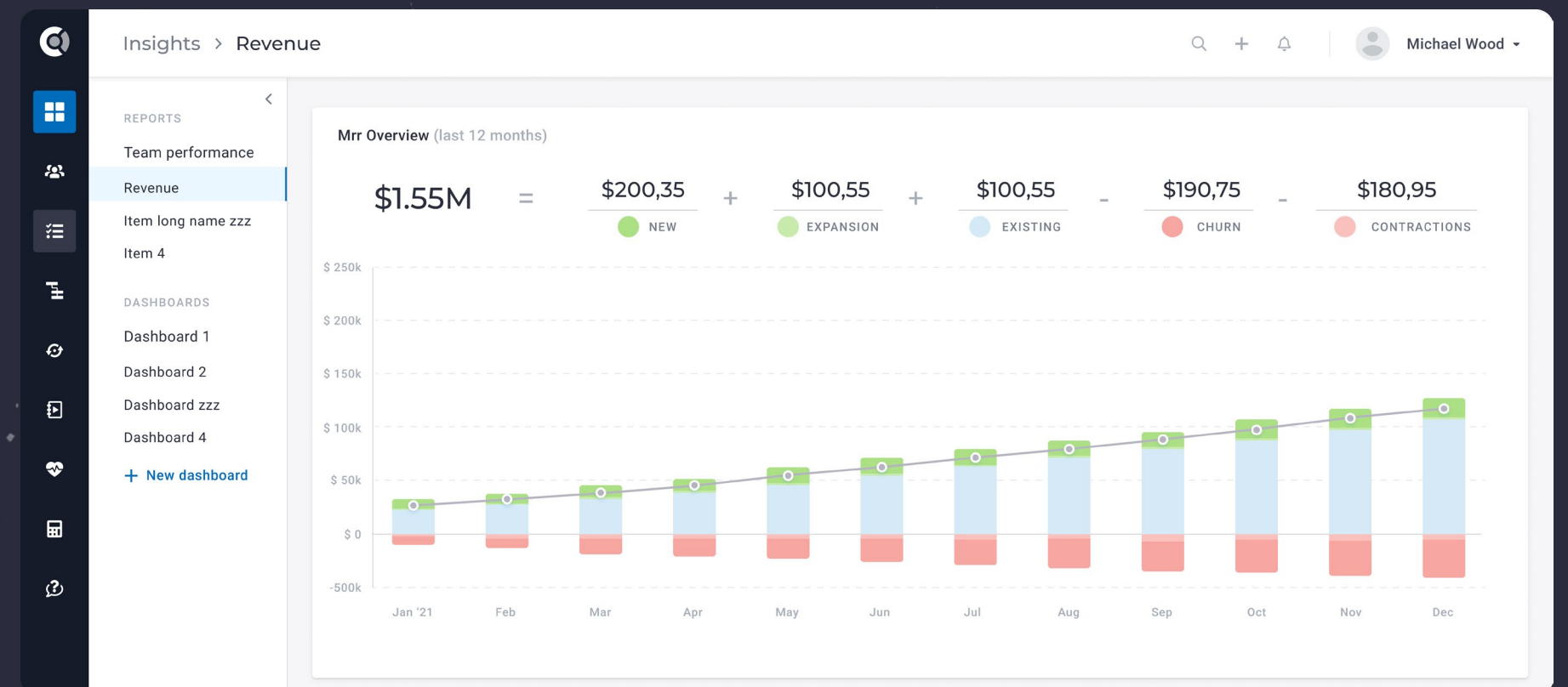
*On behalf of myself and the Custify team, we hope you enjoyed the results of this year's survey and look forward to sharing the results of the 2025 survey with you to see how things compare.*

# Make your CSMs more efficient with Custify

What if you could solve all your CS problems as well as ensure product adoption, reduce churn, and identify upsell opportunities all in one easy-to-use platform?

Well, with Custify, now you can.

- ✓ Streamline your processes and improve efficiency
- ✓ Proactively manage your customers
- ✓ Centralize all your customer data
- ✓ Auto-set tasks and track CSM performance
- ✓ Understand your customer's health at a glance
- ✓ Get predictive insights and analytics
- ✓ Integrate and connect with all your favourite tools



Get in touch for a free demo

