

EXECUTIVE LEADERS

The pressure on retention has never been higher. Boards are asking different questions: not what churned last quarter, but what the plan is to protect NRR in the next two. The executives who are shaping the answer are restructuring around outcomes, deploying AI across the post-sales lifecycle, and rethinking what customer success is actually for. Pulse Europe 2026 is where those leaders share what that shift looks like in practice.

THE KIND OF CONVERSATIONS YOU WILL BE IN THE ROOM FOR

Retention as a board-level conversation

Most CS organisations measure adoption, health, and activity and still cannot answer the so what question. How to build a value framework that connects CS outcomes to the numbers that matter to the rest of the business.

The build vs. buy decision

Enterprise customers are asking a question they did not ask two years ago: should we keep buying this, or can we build it ourselves? What that question means for post-sales leaders responsible for retention — and how to lead through it.

Rethinking the long tail

For most organisations, the majority of customers receive no meaningful human attention. How the most forward-thinking post-sales leaders are addressing that gap — not through cheaper labour, but through AI-native approaches that treat every customer like your best customer.

What agentic AI actually changes

The majority of CS teams have adopted AI. Most are not seeing it in their retention numbers. The problem is that AI is being layered onto workflows that were never designed for it. What redesigning first actually looks like in practice.

Cross-functional ownership of retention

Retention does not come from a single playbook anymore. It comes from getting every touchpoint right — how the team is structured, how AI scales engagement, and how leaders bring their people through the change. What that looks like when it is working.

Leading through the pressure

The honest conversation about what it feels like to lead a post-sales organisation right now — the fear, the pace of change, and how the executives doing it well are making decisions without a clear map.

YOU LEAVE PULSE EUROPE WITH

— A value framework that connects CS outcomes to the numbers the rest of the business is measured on

— A framework for building cross-functional ownership of retention across your leadership team

— A clearer view of where AI changes the post-sales motion — and where redesigning the workflow matters more than adding the tool

— Peer conversations with post-sales executives navigating the same pressure at companies comparable in scale and complexity to yours

AN EVENT WORTH COMING BACK TO: 78% OF PULSE ATTENDEES RETURN THE FOLLOWING YEAR, AND THE AVERAGE ATTENDEE LEAVES WITH SIX NEW PROFESSIONAL RELATIONSHIPS.

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