

Why the modern CHRO must bridge the gap between employees and customers

Drive value for customers.



FROM THE US

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HR has long been viewed as a back-office function – focused on hiring, retention, compliance and culture—but today’s forward-looking people leaders are proving that the department has much more to offer than filling open positions and running payroll. With its unique vantage-point across the entire organization, HR can be a powerful growth driver for the organization’s bottom line, capable of uncovering and activating new ways to deliver value to customers that often go unnoticed by busy sales or product teams.

The reason is simple: HR sits at the intersection of people, process and knowledge, overseeing training programs that sharpen employee expertise, onboarding modules that transfer critical knowledge, and development initiatives

that prepare future leaders. These assets are often designed with an internal focus, but many of them hold value far beyond the walls of the organization. With the right strategy, HR can repurpose these resources into offerings that strengthen customer relationships and drive business growth.

MINING VALUE FROM EXISTING ASSETS

One of the simplest, yet most overlooked, ways HR can contribute to customer success is by looking inward and auditing its own materials. Training content, onboarding modules, leadership development programs; all of these resources represent a significant investment of time and expertise. According to LinkedIn’s 2025 Workplace Learning Report, companies spend an average of \$1,280 per employee on training every year, much of it highly specialized. Repurposing these existing materials for external audiences can create new opportunities to build stronger relationships with customers and support their long-term success.

This is something we tested first-hand at apexanalytix by transforming our internal training into a client-facing education platform. What began as employee enablement evolved into a product that our customers can now use to improve their own operations and drive their own success. This not only resulted in significant time savings and reduced support ticket volume but also deepened client relationships, as customers gained greater confidence and capability in using our solutions.

CLOSING GAPS ACROSS THE BUSINESS

Customer value opportunities rarely sit in silos, which is why HR is well-positioned to bridge the gap. By partnering with other business



functions, including sales or product, HR can identify areas where customers may struggle after purchase or lack access to knowledge that could unlock additional value. HR’s expertise in instructional design and scalable training can help fill this gap through customer education programs, certifications, or advanced workshops.

The payoff can be significant: companies with mature customer education functions see an average revenue increase of 8% compared to those that don’t.

SPOTTING UNDERUTILIZED EXPERTISE

HR’s visibility across the organization also makes it uniquely equipped to identify pockets of expertise that can create value for customers, from compliance and regulatory insights to operational best practices. Last year, a Deloitte study found that 70% of executives believe skills within their workforce are underutilized. HR can surface these hidden assets – whether that be compliance experts, supply chain strategists, or data analysts—and leverage them to drive customer success through consulting, advisory services, or premium add-ons.

BUILDING THE BUSINESS CASE

Gaining executive buy-in is critical for any HR-led initiative that aims to drive business growth and customer success, and it starts

with demonstrating tangible impact. HR leaders should clearly connect proposed programs to measurable business outcomes, whether that’s reducing customer churn, increasing upsell opportunities, improving client retention, or even creating entirely new service lines. This requires more than anecdotal evidence; use data wherever possible. For example, show how repurposed training materials could shorten a client onboarding cycle, increase adoption of a product, or improve customer satisfaction scores.

THE OPPORTUNITY AHEAD

The future of HR should not just be about supporting employees, as it has historically been, but about fueling business growth. HR is at an inflection point, and people leaders who seize this moment will transform their function from support to strategy. By rethinking training assets, building cross-functional partnerships, and surfacing hidden expertise, HR can become an engine of new business opportunities.

More than culture carriers or compliance guardians, HR is poised to be a growth catalyst for organizations. The companies that empower HR to fuel customer success won’t just elevate the function, they’ll set the pace for the next era of business growth. ■

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