

ICONIQ

The AI Adoption Index

May 2026

Why This Index Matters

AI adoption is quickly becoming a core determinant of company performance, not just a productivity tool or a set of experiments. The companies that win with AI are treating it as a **systematic capability** across product, R&D, go-to-market, and operations, with clear ownership and measurable progress over time.

This framework is designed to:

- **Create visibility** into how AI is actually being adopted across the business, not just what's being piloted
- **Put a stake in the ground on measurement.** While AI impact can be difficult to quantify precisely, not measuring it at all is a bigger risk. This index forces explicit thinking about where AI is expected to drive outcomes and how progress will be assessed over time
- **Separate signal from noise** by focusing on a small set of repeatable, outcome-oriented metrics
- **Enable board-level discussion** that goes beyond “we’re using AI” to *where it’s driving value, where it’s stalled, and what needs to change*
- **Track progress over time**, making AI adoption something the company deliberately compounds quarter over quarter

How To Use This Template

To balance **clarity** at the board level with rigor in **execution**, the framework is structured in two layers:

- **Summary:** This view is intentionally lightweight and focused on enabling a high-quality board discussion on whether AI is moving the business forward and where attention is needed, without getting lost in operational detail
- **Functional Detail:** The R&D, S&M, CS, and G&A pages go deeper into tactical inputs and leading indicators that functional leaders can directly influence. These metrics are designed to:
 - Drive accountability and prioritization within each function
 - Surface where adoption is stalling versus accelerating
 - Connect day-to-day execution to the outcomes reflected in the Summary framework

Practical Guidance:

- **Update quarterly** as part of standard board materials or operating department reviews
- **Focus on trends, not perfection.** Early quarters may be directional or estimated. Consistency over time matters more than precision
- **Select and commit to a small and relevant subset of metrics that best represent AI's intended impact on your business.** This template intentionally includes a menu of potential AI impact and adoption metrics, rather than a single prescribed definition of success.

Summary: Are we winning with AI, externally and internally?

| | | 2024 | 2025 | 2026 Plan | PRIOR QTR | THIS QTR | COMMENTARY |
|------------------------------|---|------|------|-----------|-----------|----------|------------|
| AI Product Success | % Revenue from AI Products <i>% Pipeline Influenced by AI Features (if no standalone product)</i> | | | | | | |
| | AI Product Revenue YoY Growth Rate | | | | | | |
| | % Customers Adopting AI Products | | | | | | |
| | % Customers Paying for AI Products | | | | | | |
| | Competitive Differentiation Driven by AI Products (Management Self-Score, 1-5) | | | | | | |
| Internal AI Adoption | ARR or Revenue per FTE | | | | | | |
| | Total Employees | | | | | | |
| | % WAUs of AI Tools <i>Please choose mission critical tool (e.g. ChatGPT, Claude, newly approved priority tool for org)</i> | | | | | | |
| | Internal AI Maturity (Management Self-Score, 1-5) | | | | | | |
| Additional Commentary | | | | | | | |

Product & Engineering

| | 2024 | 2025 | 2026 Plan | PRIOR QTR | THIS QTR | COMMENTARY |
|---|------|------|-----------|-----------|----------|------------|
| % committed code that is AI-generated | | | | | | |
| Avg token spend per developer | | | | | | |
| Average number of code commits per developer | | | | | | |
| Total number of developers | | | | | | |
| R&D as a % of Revenue | | | | | | |
| % R&D team actively using AI Tools <i>Please choose mission critical tool within function (e.g. Claude Code, Cursor)</i> | | | | | | |
| Additional Areas of AI Impact (example metrics below) <ul style="list-style-type: none"> • Number of agents in production • AI-driven time savings (dev hours / week, PM hours / week) • Median PRD cycle time (approval → GA) • Average number of team members per development pod | | | | | | |

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|--------------------------|--|
| Additional Commentary | |
|--------------------------|--|

Sales

| | 2024 | 2025 | 2026 Plan | PRIOR QTR | THIS QTR | COMMENTARY |
|--|------|------|-----------|-----------|----------|------------|
| Number of new deal meetings per month per AE | | | | | | |
| Net New ARR per AE | | | | | | |
| Conversion Rate Uplift from AI <ul style="list-style-type: none"> • Win rate vs non-AI deals or campaigns • % AI-driven attach rate (% of new deals that include AI feature or SKU) | | | | | | |
| % sales employees actively using AI (e.g., training, prospecting) <i>Please choose mission critical tool (e.g. Clay, ChatGPT)</i> | | | | | | |
| AI Impact (example metrics below) <ul style="list-style-type: none"> • Sales cycle reduction • Average quota attainment | | | | | | |
| Additional Commentary | | | | | | |

Marketing

| | 2024 | 2025 | 2026 Plan | PRIOR QTR | THIS QTR | COMMENTARY |
|---|------|------|-----------|-----------|----------|------------|
| % marketing campaigns leveraging AI | | | | | | |
| <p>AEO Penetration <i>(example metrics below)</i></p> <ul style="list-style-type: none"> • % of mentions in AI-generated search results • AI referred traffic as a % of total inbound • AEO vs SEO traffic split | | | | | | |
| Total number of marketing employees | | | | | | |
| Marketing as a % of Revenue | | | | | | |
| <p>% marketing employees actively using AI (e.g., training, prospecting)</p> <p><i>Please choose mission critical tool (e.g. Writer, ChatGPT)</i></p> | | | | | | |
| <p>AI Impact (example metrics below)</p> <ul style="list-style-type: none"> • Number of campaigns / marketing employee • Marketing-sourced pipeline | | | | | | |
| Additional Commentary | | | | | | |

Customer Success

| | 2024 | 2025 | 2026 Plan | PRIOR QTR | THIS QTR | COMMENTARY |
|---|------|------|-----------|-----------|----------|------------|
| % AI-driven customer resolutions | | | | | | |
| Net revenue retention | | | | | | |
| \$ ARR per CSM | | | | | | |
| Total number of customer support employees | | | | | | |
| % CS employees actively using AI <i>Please choose mission critical tool (e.g. ChatGPT)</i> | | | | | | |
| CSAT/NPS Improvement | | | | | | |

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| Additional Commentary | |
|--------------------------|--|

G&A

| | 2024 | 2025 | 2026 Plan | PRIOR QTR | THIS QTR | COMMENTARY |
|--|------|------|-----------|-----------|----------|------------|
| % open roles with AI-relevant skills | | | | | | |
| Total hours or cost savings across org (if tracked) | | | | | | |
| G&A as a % of Revenue | | | | | | |
| % G&A employees actively using AI <i>Please choose mission critical tool (e.g. ChatGPT, Claude)</i> | | | | | | |
| AI Impact (example metrics below) <ul style="list-style-type: none"> • Forecast accuracy improvement with AI • Time to close reduction • Candidate sourcing / time to hire • Outside legal spend | | | | | | |
| Additional Commentary | | | | | | |