DAVID JACKSON

FOUNDER & CEO
TheCustomer.Co

FOUNDING MEMBER
Customer-Led Growth Forum

Rethinking B2B ~~CS~~ SaaS

What it *really* takes

CS100SUMMIT

Your Speaker

Founder & CEO; Clicktools

Founded one of the UK's first SaaS companies in Aug 2000.

As CEO, led it through 15 years of growth and two liquidity events.

Founder & CEO; TheCustomer.Co

Coaching and consulting company focused on B2B SaaS CEOs.

Strategic advisor - SurveyVista

Founding Member; Customer-Led Growth Forum

Community-based business helping B2B SaaS CEOs understand and implement CLG

SaaS Storm Clouds

Lost jobs

2022: 93,000

2023: 191,000

2024: 86,500 (to Aug)

Crunchbase Tech Layoff Tracker

Investment collapse

Q4-21: $97.5 billions

Q1-24: $33.6 billions

Pitchbook

Increased CAC

2021: $1.58

2023: $1.85 (+19%)

Benchmarkit

Lower growth

2021: 42%

2023: 27%

Benchmarkit

Depressed valuations

Feb 21: 15.9x revenue

May 24: 7.8x revenue

BVP/Nasdaq Cloud Index

Rebalancing

The impact of growth of Rule of 40

6x

2x

Pre 2020

Now

GTM Problems

Misguided acquisition

Discounting to win

Ineffective sales process

Fragmented organisation

High churn

Unknown customer value
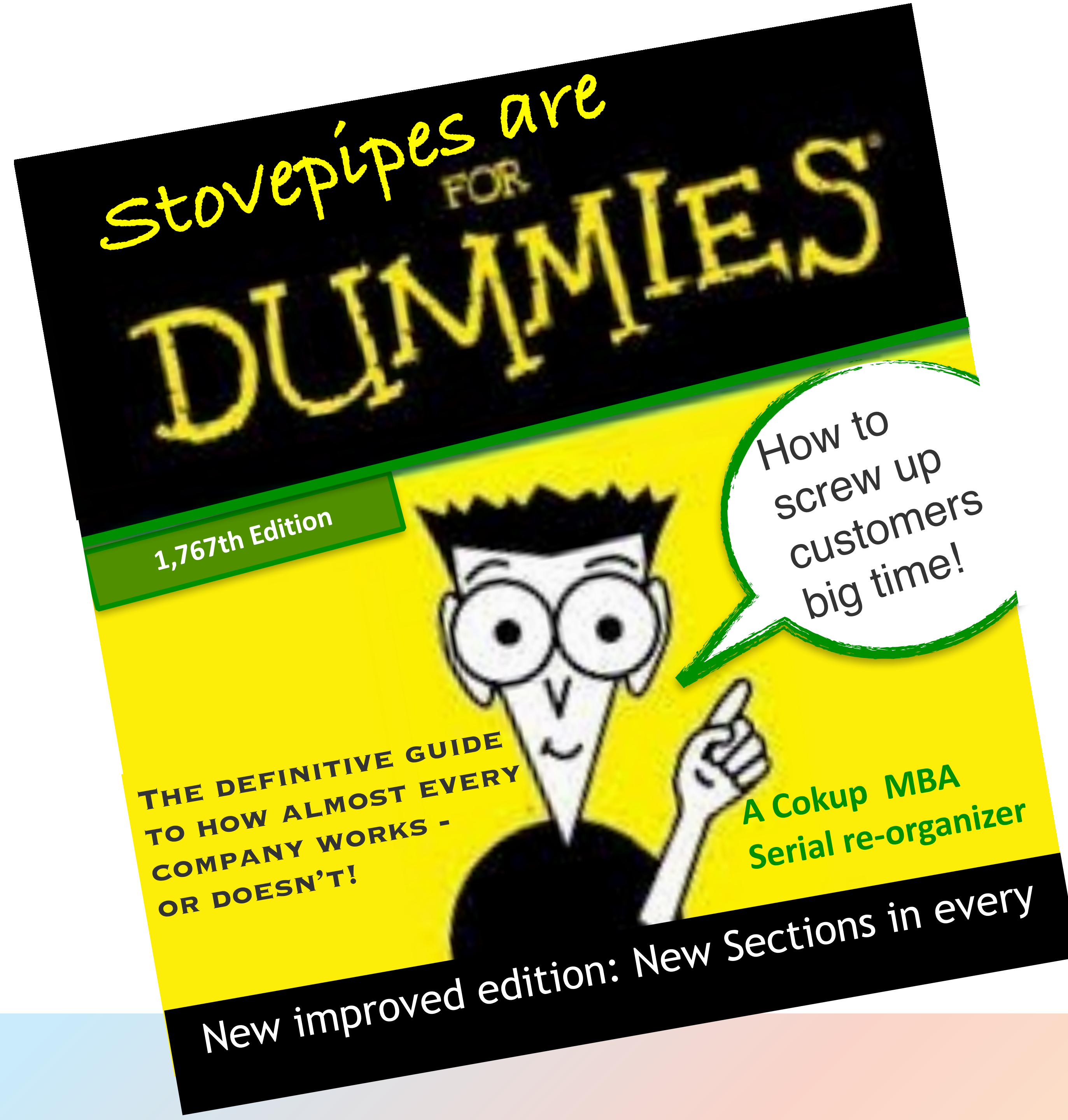
Needs a re-think, not a tweak

Start With Purpose

Deliver **measurable results** to **chosen customers** that creates **profitable revenue** for the company.
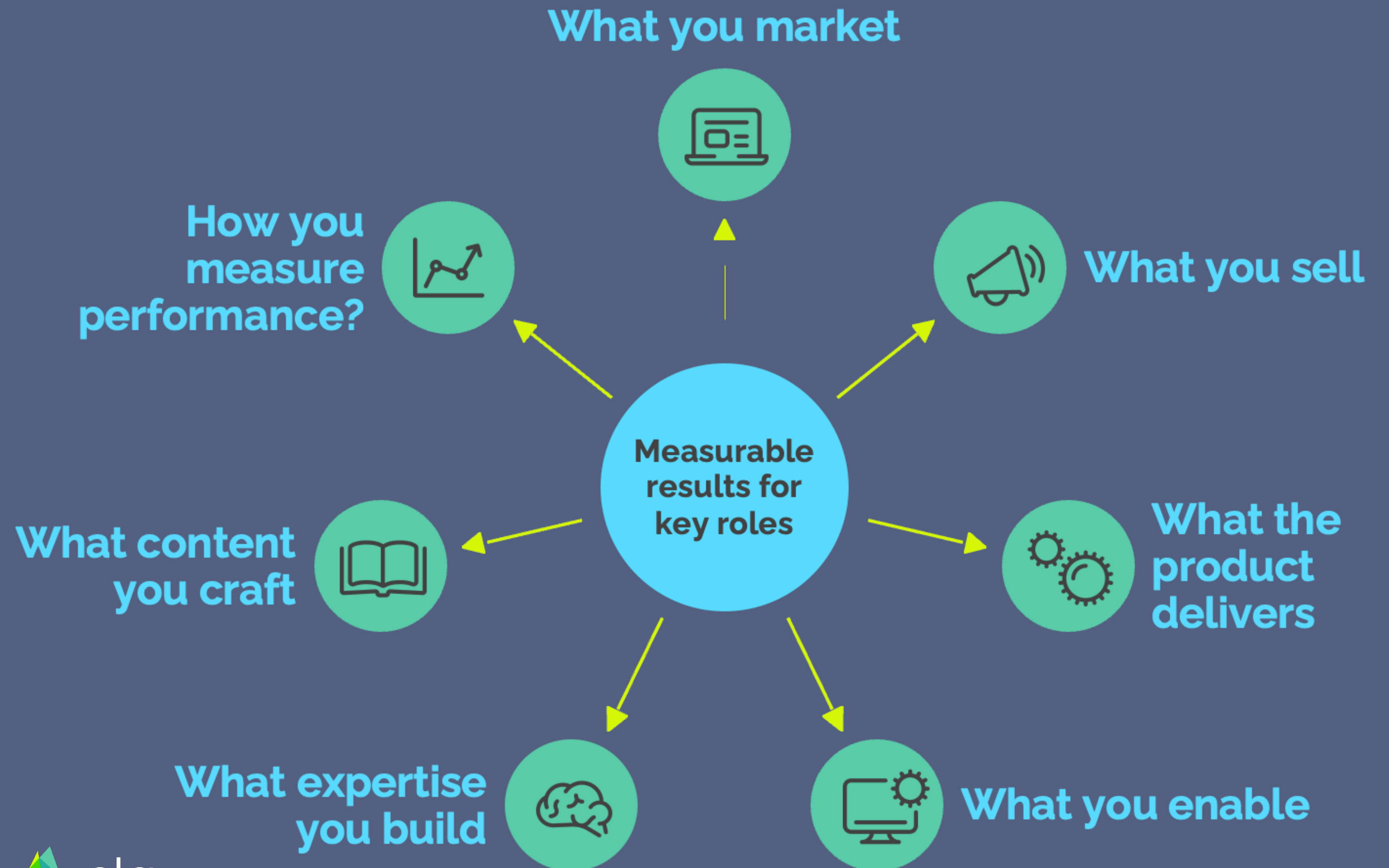
From CS to CLG

Everything an organisation does
to deliver measurable customer results

to profitably win, enable, retain and grow
its chosen customers

better than the competition.

The red thread unravelled

What you market

How you measure performance?

What you sell

Measurable results for key roles

What the product delivers

What content you craft

What expertise you build

What you enable

clg forum

Real Change

Business, not team first

Customer results focused capabilities

Joined-up frameworks

Customer *and* company metrics

Real organization design

CLG Capabilities

FOUNDATION

- 🟢 Customer results focused value proposition

- 🟣 Customer focused leadership

- 🟢 Deep customer understanding

CLG Capabilities

ENABLE

- Talent management

- Results & revenue driven roadmap

- Comprehensive, integrated data

- Integrated tech stack

- Tools & frameworks

CLG Capabilities

EXECUTE

- Outside-in-results focused lifecycle
- Results focused products
- Enable & measure customer results
- Customer & company metrics
- Revenue motions

CLG Capabilities

FOUNDATION	ENABLE	EXECUTE
🟢 Customer results focused value proposition	🟣 Talent management	🔵 Outside-in-results focused lifecycle
🟣 Customer focused leadership	⬤ Results & revenue driven roadmap	⬤ Results focused products
🟢 Deep customer understanding	🔴 Comprehensive, integrated data	🟢 Enable & measure customer results
	🔴 Integrated tech stack	🔵 Customer & company metrics
	🟡 Tools & frameworks	🟡 Revenue motions

🔵 Alignment ⬤ Product 🟡 Revenue Mgt 🟣 Leadership & Organisation ⬤ Customer Understanding 🔴 Data & Systems
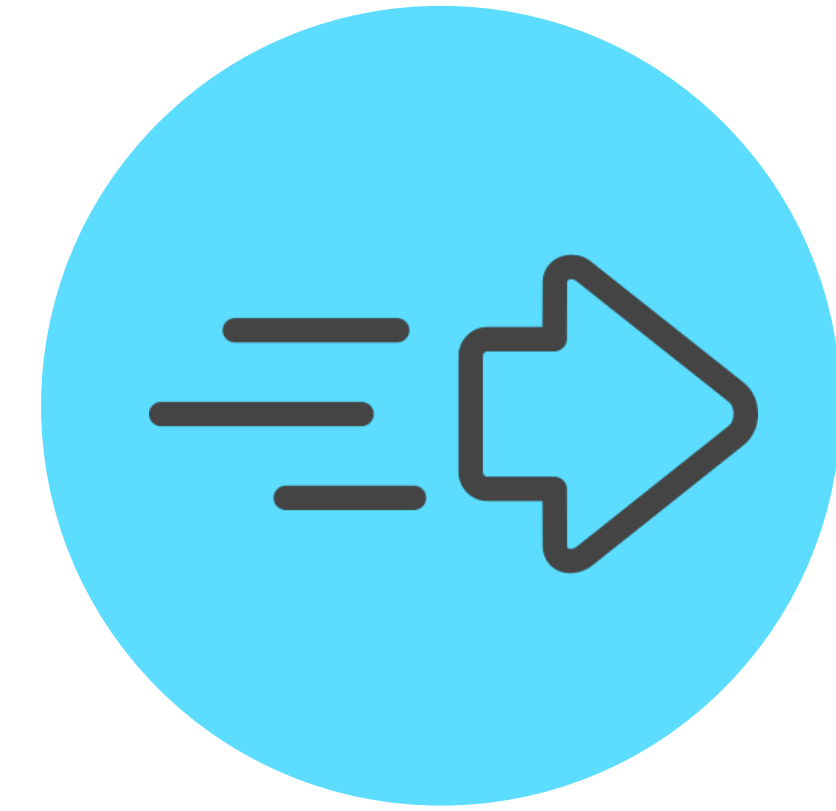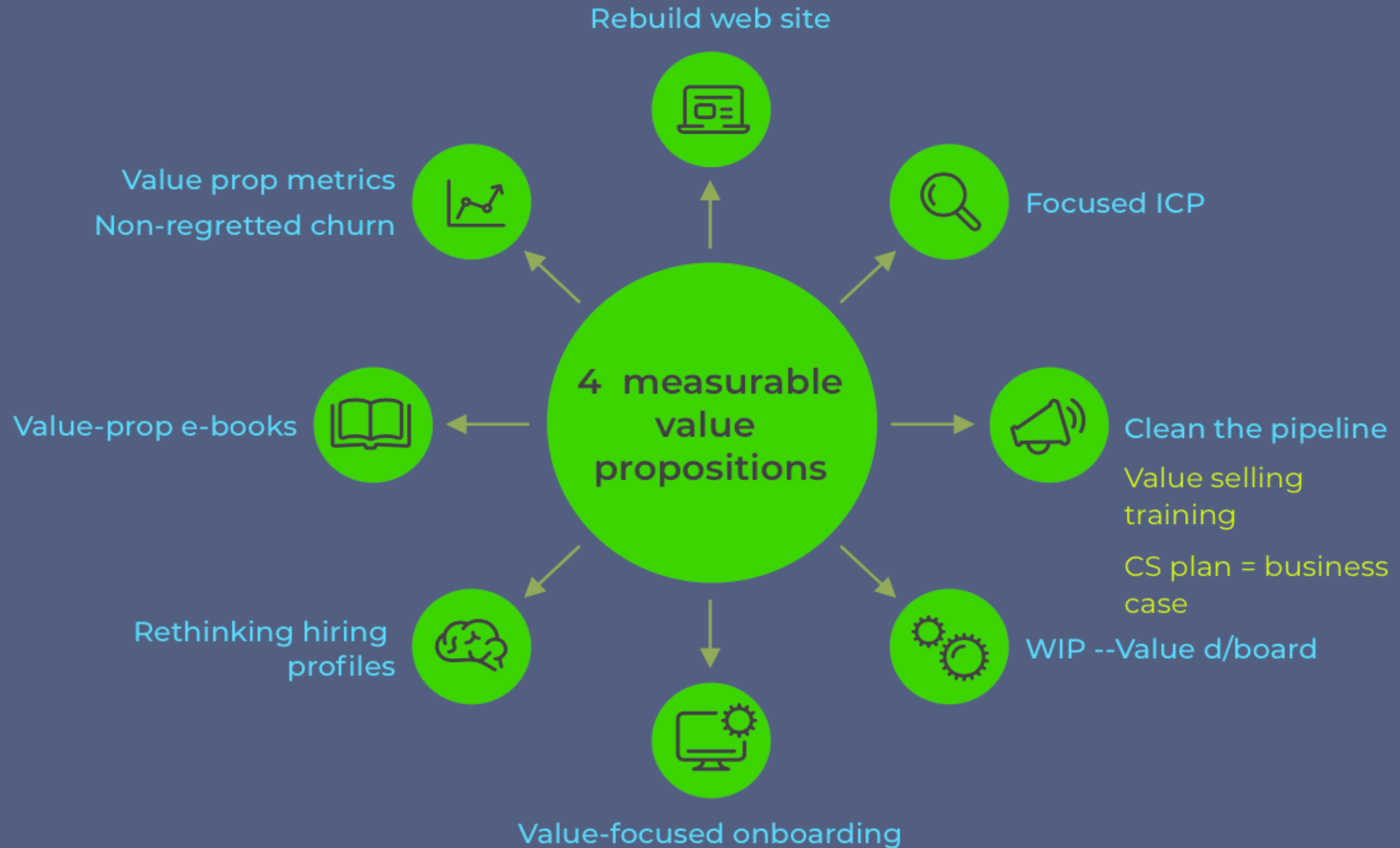
Real Payoff
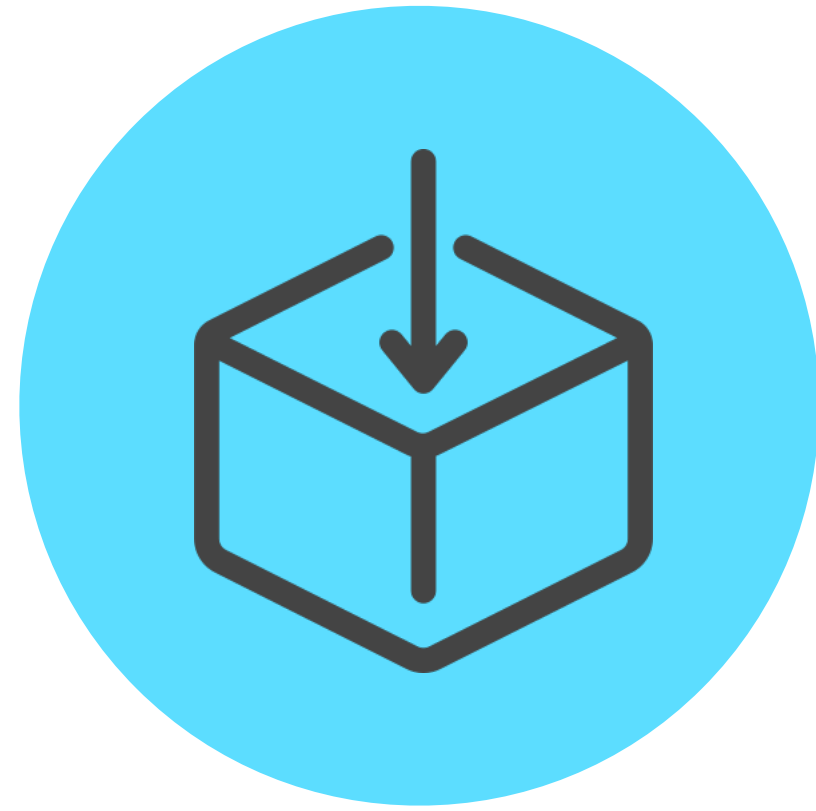
Retention

CAC

Sales velocity

Win rate

Growth

Quota attainment
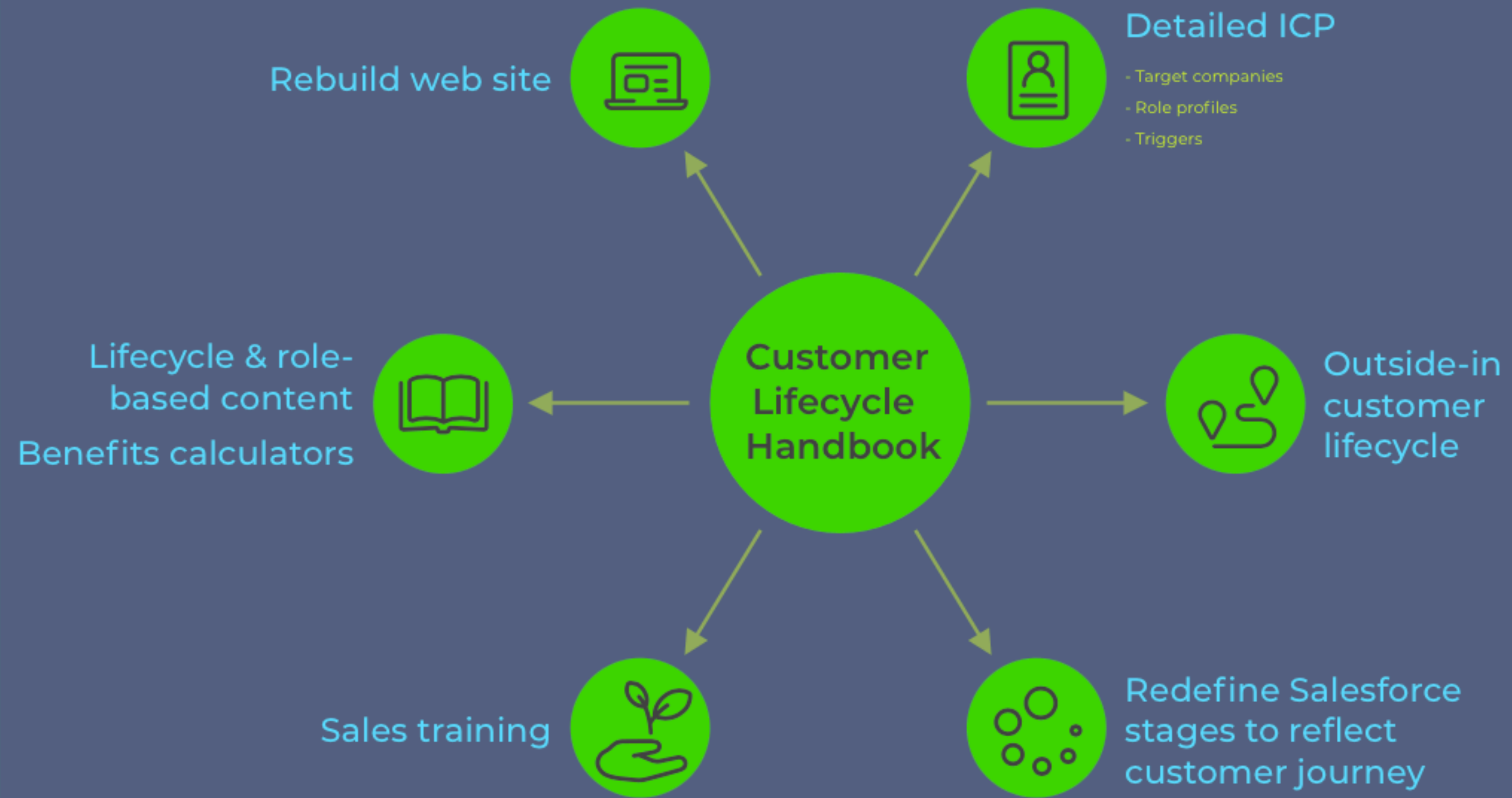
Nezasa Results

Win rate doubled

ACV x 6

NRR 126%

Pipeline value doubled

Clicktools Results

Lead:Win

+ 50%

ARR up 180%

ACV x 7

Quota attainment up 150%

Cost per lead

- 24%

In Summary

Align everything around results

Purposeful organisation design

It works!

What It Means for CS

Distributed

Capabilities embedded across the organisation

Commercial V2

Profit, not revenue focused.

Productised

Product-enabled, not digital CS

New roles

Capability focused, not generic

Thank you!

+44 7590 508757

www.clgforum.com

https://www.linkedin.com/in/davidjacksonuk/

david@thecustomer.co

CS100SUMMIT