

The one-page summary

The sections above are the thinking. This is the summary, and every line on it is tagged, so anything downstream can be traced back to a choice.

WINNING

Enterprise at 45% of ARR in a £50m business.
Enterprise NRR at or above 115%. First value in under 14 days with no service engagement.

WHERE

200 to 1000 employees, operations-heavy services. UK, DACH, Benelux. Direct only.
Not SMB self-serve, not 1000-plus, not the US, not channel.

HOW WE WIN

The only product in our category an enterprise buyer can deploy without a services engagement.

THE CRUX

C2

We can land enterprise. We cannot keep and grow it.

NRR 104% against 118% in SMB. 31 logos signed, and net new ARR flat. The onboarding model was built for a customer who never needed us.

WE WILL NOT

Promise custom development. Discount below £24k ACV. Hide a services requirement inside “onboarding”.

THE POLICY

Fix retention before buying more growth. Sales capacity flat.

RULES OUT More sellers, the US, a services team.

RULES IN The 14-day path, deployability qualification, removing the hero dependency.

THE THREE CHOICES

C1

0.35

Win the enterprise segment

C2

0.45

Keep and grow what we land

CARRIES THE CRUX

C3

0.20

Land the EU market

The weights follow the hardest thing rather than being set separately. Every measure, goal and bonus weight downstream carries one of these tags.

HOW 'C' CHOICE TAG TRAVELS

THE FOCUS	C2 · Keep and grow what we land
THE NUMBERS	Enterprise NRR. Accounts past day 14.
THE GOALS	New enterprise customers reach value on their own.
THE WORK	One weekly decision: continue, change or stop.
THE REWARDS	Company gate weighted 0.45 to C2.

One tag, five places. That is the only reason somebody can ask what are we doing about C2 and get a whole answer.

WATCH WEEKLY

Accounts past day 14 without first value.

Above 12 and we are stalling. The lag between this and the retention number is about eleven weeks, so we need to know in week two.