

CASE STUDY · 03

B2B SAAS · SOUTH AFRICA

How a B2B SaaS business shifted from an unsustainable mid-market model to enterprise and grew revenue 150% in 12 months.

SECTOR	B2B SaaS · South Africa
STAGE	Post-product-market fit, scaling from mid-market to enterprise
MARKETS	South Africa with UK expansion

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Scaling into enterprise while the mid-market model was creating costs the business could not sustain.

There was friction across the sales, development and customer functions. The development team was overloaded — carrying new client implementations, support tickets and product maintenance simultaneously. The sales team was not converting the right clients, and when they did, what was committed in sales and what was scoped for implementation were not aligned.

Without a formalised customer function, there were gaps in knowledge and process that clients could feel directly.

The management team took a step back and assessed where the commercial problem actually sat.

When the management team assessed the numbers, the picture came into focus. Mid-market clients were demanding, expensive to service, lower volume, and created implementation complexity that exposed gaps in our own processes. Enterprise clients were also demanding — but differently. Larger budgets, very high volumes and requirements that pushed the product to stay market-leading.

It was the only model that was commercially viable and scalable. Once the direction was set, the sales, development and customer teams all needed to adapt to support it.

"The most revealing moment was not the customer function gap. It was what we found when we looked at the development team's workload — carrying implementations, tickets and maintenance simultaneously, mostly on email. In a SaaS business, that should not be happening. Finding that was the moment the whole picture came into focus."

Nine things, built in the right order for effective scale.

- 01** Built the business strategy for the enterprise pivot — commercials, resource planning across one, three and five years, and a product roadmap as the foundation for deliberate growth.
- 02** Built and shared a product roadmap with enterprise clients that changed the nature of the conversations and illustrated the business's growth trajectory.
- 03** Embedded a Business Analyst and Engineer with deep product knowledge into the sales process — closing the gap between what was committed in sales and what was scoped for implementation.
- 04** Established high-level strategic sessions with enterprise clients to align the product roadmap with their needs — making those relationships the driver of product development and growth into new markets.
- 05** Rolled out a company-wide initiative over three months to train everyone to deliver effective product demos and answer key questions confidently.
- 06** Built the customer function from the ground up — onboarding, retention framework, engagement model and voice-of-customer processes feeding back into the product team.
- 07** Split the development team into two: one for client delivery and support, one for product development — focusing capacity and skill sets where each was most effective.
- 08** Built a robust ticketing system to replace email-based client management, enabling the team to meet SLAs and track where service time was going.
- 09** Developed a customer strategy and customer-based marketing approach to support retention and deepen existing relationships as the business scaled.

WHAT CHANGED

From two unsustainable models to a clear commercial focus and the operational structure to execute it.

The development team was restructured into two focused groups — client delivery and product. The product roadmap became client-aligned and industry-aligned. Sales, delivery and client management were aligned for the first time. Service costs became measurable and manageable as part of CLTV.

Dev team

restructured and focused

Product

roadmap aligned with enterprise clients

150%

revenue growth in 12 months

UK GTM

successfully launched

FIND OUT WHERE YOUR GAP SITS

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