



JPC's Competitive Edge Roundtable #3

Renewals are the new acquisition

Key findings, insights and conclusions

November 2025



Introduction

Here's the uncomfortable truth: most organisations treat renewals like an administrative task. Something to tick off 90 days before a contract expires. But by then, it's often too late. One lost enterprise client can wipe out any gains from multiple new deals.

On 23 October 2025, JPC hosted our third **Competitive Edge Roundtable** to tackle exactly this challenge: **How can enterprises build renewal readiness from day one – connecting culture, data and delivery to stop revenue leaking from the bottom of the funnel?**

Hosted by **Claire Ellis** and **James Mollard**, the session brought together senior leaders from SaaS and enterprise sales, marketing, customer success, data and AI for a conversation designed to be provocative, not prescriptive. We wanted to know what actually works – and what organisations are getting wrong.

Expert voices included: **Katherine Bentley** (Head of Customer Success, Propolis), **Simon Rhind-Tutt** (Co-Founder, Relationship Audits) and **Chris Gallagher**, JPC AI Partner.

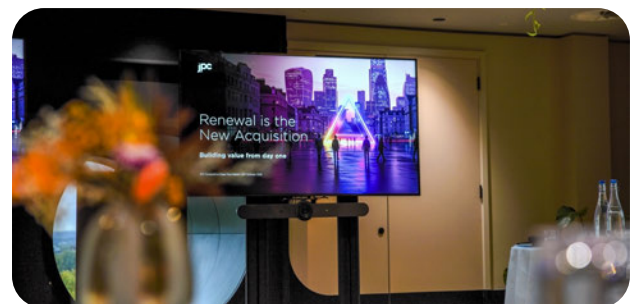
“It costs five to seven times more to acquire a new customer than to retain one.”

Forbes

“The average enterprise loses between 5.4% and 8.6% of contract value through weak post-signature management”

WorldCC & Deloitte

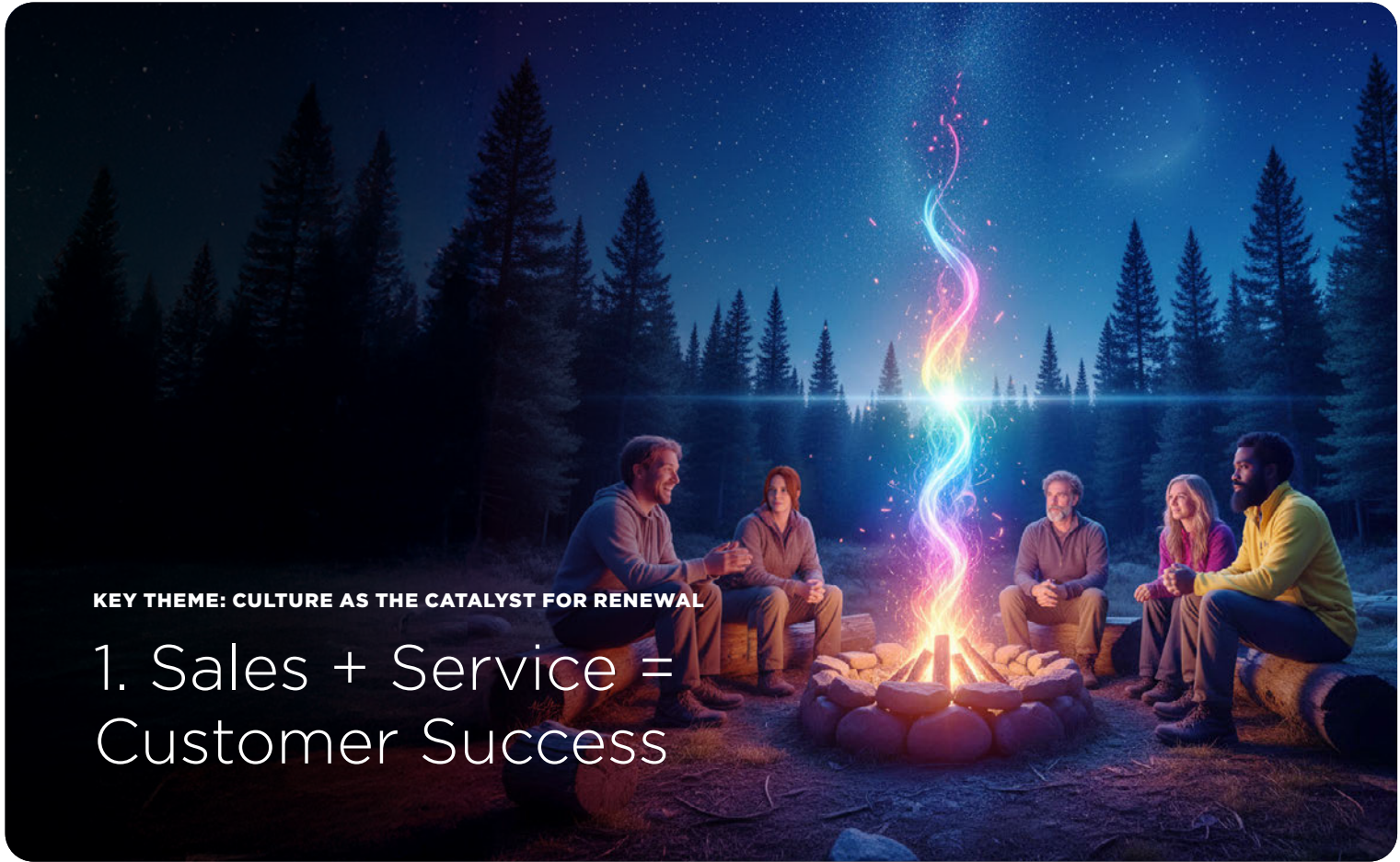
One insight kept surfacing: renewal isn't a checklist. It's a system. Culture, data and delivery must connect in a continuous rhythm of proving value – where renewal isn't a milestone you occasionally hit, but a motion that runs through everything.



Renewal starts on day one. Every quarter is a renewal opportunity.

But here's what also came out strongly: most organisations focus so much on internal systems, data and processes that they overlook the human side – the evolving pain points that never make it into a CRM field.

This guide distils the key findings – how renewal ready organisations connect culture, data and delivery to protect the value they've worked so hard to win.



KEY THEME: CULTURE AS THE CATALYST FOR RENEWAL

1. Sales + Service = Customer Success

Why it matters

Renewals happen when sales and service act as one. Yet for most enterprises, those functions still run in parallel, not partnership. Insight is captured in delivery but rarely fed back into strategy so value isn't articulated until renewal conversations begin. Customer success is the bridge. But most organisations have a Customer Success department without a Customer Success mindset.

Key challenges

- ❗ **Functional silos persist, weakening handovers and losing post-signature value.** Sales celebrates the win, marketing moves on and no one owns the success story until renewal comes around.
- ❗ **Teams prioritise systems and process over people and collaboration.** Culture and conversations are crucial, while processes and systems are secondary. Yet most organisations buy platforms before they've built alignment.
- ❗ **Customer Success exists as a department title, not an embedded mindset.** Few companies have strong alignment between Sales, Marketing and Customer Success. The function exists, but the collaboration doesn't.
- ❗ **Success stories stay hidden, leaving value unseen and uncredited.** Delivery teams achieve results but don't broadcast them – so clients often don't realise the full value because no one helps them tell that story internally.



“When success becomes everyone's KPI, renewals stop being defensive – they become the outcome.”

Katherine Bentley, Propolis

Solutions

- ✓ **Unify teams under one success narrative.** Ensure targets are customer outcome targets. Shared targets, visibility and credit make renewal inevitable.
- ✓ **Hardwire collaboration through shared KPIs.** Link daily delivery to strategic account goals so every action contributes to renewal readiness.
- ✓ **Amplify proof of value.** Ensure marketing turn delivery results into renewal stories, so the client can broadcast achievements.
- ✓ **Focus on culture first.** Systems should support human connection, not replace it; culture and conversations build the foundation that technology can scale.

Supporting statistics



“Organisations with tightly aligned sales and marketing functions enjoy 36% higher customer retention rates.”

Brainstorm Club



“Alignment across GTM functions improves retention by 36%.”

MarketingProfs



“Only 8% of companies report strong alignment between Sales, Marketing and Customer Success.”

Brainstorm Club

Theme 1: Sales + Service = Customer Success

Service responds. Success anticipates.

- Renewal happens when sales and service act as one.
- Customer Success isn't a function – it's a mindset.
- Marketing amplifies and proves value across stakeholders
- SaaS businesses do this instinctively; enterprises lag behind.

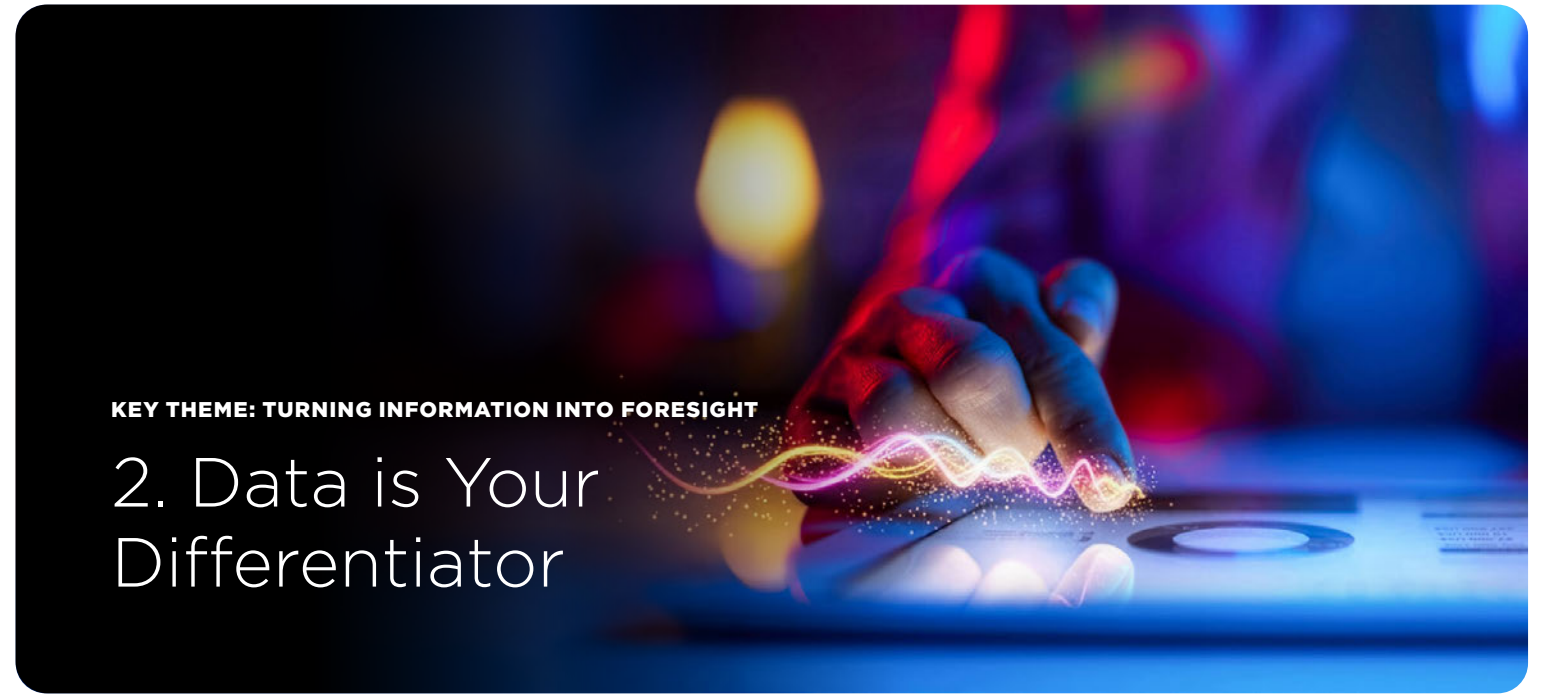
“Renewal should be an outcome, not a negotiation”

Katherine Bentley
Head of Customer Success, Propolis

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Customer Success isn't a department – it's a shared belief that value must be proven daily, not defended annually. Renewal-first cultures celebrate evolution not simply retention.



KEY THEME: TURNING INFORMATION INTO FORESIGHT

2. Data is Your Differentiator

This theme unfolded across two complementary perspectives: **Part One: The Human Data Story** with Simon Rhind-Tutt and **Part Two: The AI Advantage** with Chris Gallagher. Together, they revealed that true renewal intelligence depends on connecting emotional data with operational data – understanding how clients feel as well as how they perform.

Part One: Insight – The Human Data Story

From satisfaction to commitment

Why it matters

Most enterprises still measure satisfaction, not commitment – and that’s the gap. NPS and CSat scores look backwards not forwards.

Satisfied clients still leave. Renewal readiness is about more than the numbers – it’s about uncovering the **qualitative story**: perception, sentiment, trust and advocacy.

The Client Commitment Index® from the Relationship Audit offers a forward-looking view of renewal health rather than a rearview mirror score. It helps you find your internal ‘apostles’ – the champions who’ll fight for you when budget pressures hit.

Key challenges

- ❗ **Satisfaction data is backward-looking, offering little predictive power.** NPS measures yesterday’s sentiment, not tomorrow’s behaviour.
- ❗ **Key relationship sentiment often sits in unstructured conversations, not CRM systems.** Take note of what’s said in email threads, hallway conversations, and client workshops – the richest insights live here, not in a CRM dashboard.
- ❗ **Account teams lack frameworks to measure commitment objectively.** Without structure, renewal risk assessment relies on gut feel – and gut feel doesn’t scale.
- ❗ **Misalignment between supplier perception and customer reality.** Most clients don’t believe suppliers truly value them. That’s a relationship problem not a data one.



“The most valuable insight isn’t what customers do – it’s how they feel.”

Simon Rhind-Tutt, Relationship Audits

Solutions

- ✓ **Measure commitment, not satisfaction.** The Client Commitment Index® evaluates advocacy, intention and risk in real time to give a predictive view of renewal health.
- ✓ **Gather sentiment early and often.** Conduct qualitative ‘voice-of-the-customer’ reviews at least twice per renewal cycle to gauge emotional engagement.
- ✓ **Turn feedback into foresight.** Use these insights to map stakeholders by advocacy level and plan interventions before risk escalates.
- ✓ **Make it safe to share.** Customers are more candid when the process feels collaborative. Frame feedback as partnership, rather than audit.

Supporting statistics



“Over-promising and under-delivering by vendors was cited by 40% of buyers as the biggest barrier to conversion.”

Mixology



“62% of clients don’t believe suppliers truly value them.”

Relationship Audits

Part Two: Intelligence – The AI Advantage

Connecting data to drive renewal foresight

Why it matters

Most organisations still operate on fragmented systems – with CRM, support and finance each telling different stories. No one has the full picture, so renewal decisions get made on incomplete information.

AI is transforming how enterprises connect the dots across the customer lifecycle. But it’s only as good as the data quality beneath it. The question isn’t whether to adopt AI, it’s whether your data is ready for it.

When data is connected – not just collected – it becomes the engine of renewal intelligence: identifying risk early, uncovering opportunities, and proving impact.

Key challenges

- ❗ **Disconnected systems create tunnel vision.** Teams optimise their own metrics without seeing the whole relationship and no one connects those signals.
- ❗ **Teams prioritise volume over value – collecting more data than they can interpret.** Unstructured data such as conversations and relationships hold the most business insight but are hardest to quantify.
- ❗ **Lack of governance undermines trust in AI outputs.** Incomplete data creates distrust in AI predictions.
- ❗ **Insights rarely translate into renewal actions or narratives.** AI can flag a risk score, but someone still has to turn that into a conversation.

“The power of AI in renewals isn’t more data – it’s connected data.”

Chris Gallagher, JPC AI Partner



Solutions

- ✓ **Build a single source of truth.** Integrate across platforms to combine structured (usage, spend, performance) and unstructured data (tone, sentiment, correspondence) to form a unified renewal view.
- ✓ **Use AI to connect, not replace, human judgment.** AI flags risks early but empathy determines the right response. It should free up time for more human connection, not reduce it.
- ✓ **Focus on data integrity.** Invest in data hygiene and shared definitions to improve reliability. Ensure 'engagement' means the same thing to internal teams.
- ✓ **Visualise renewal risk and opportunity.** Use predictive scoring and dashboards to guide timely action, not replace judgement.

Supporting statistics



"AI-powered personalisation can lead to a 20-30% increase in conversion rates."

superagi.com



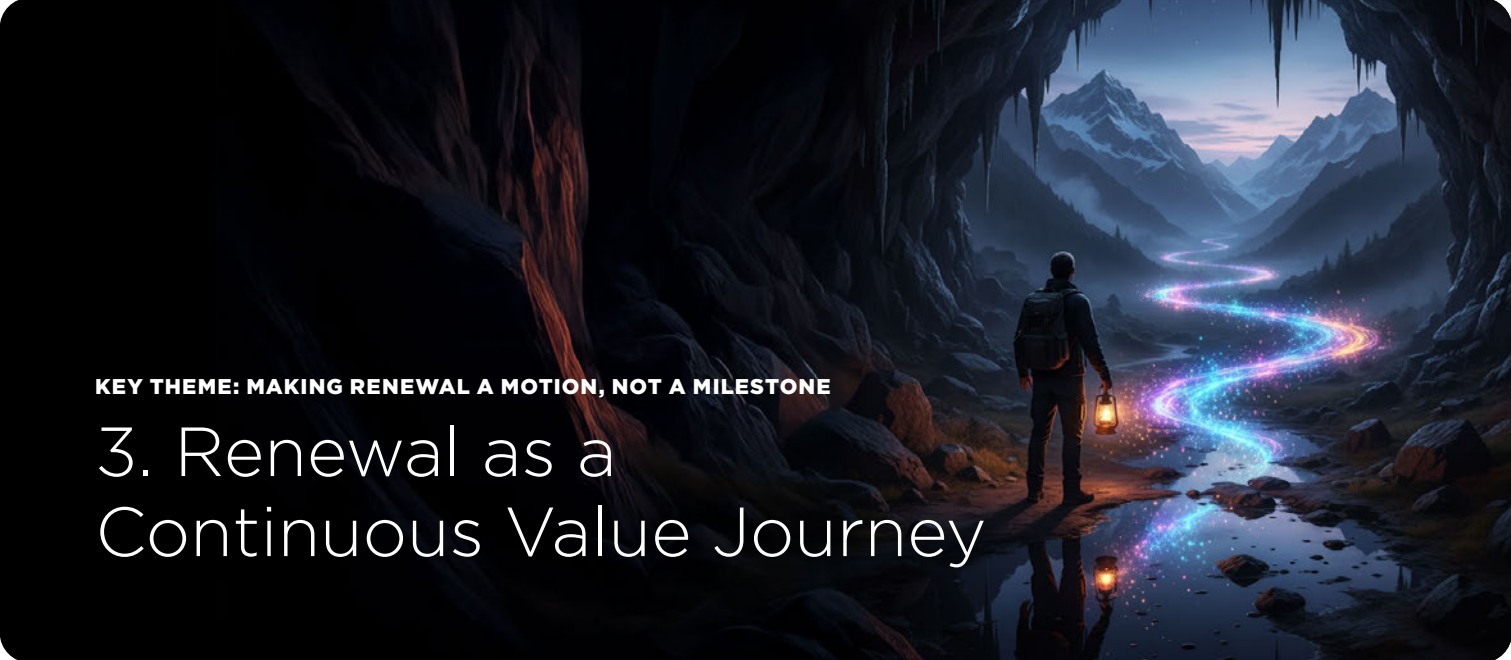
"Organisations that connect cross-functional data sources improve renewal prediction accuracy by 40%."

(JPC internal benchmark)



AI augments intuition – it doesn't replace it. When qualitative insight meets connected data, renewal readiness becomes measurable and manageable.





KEY THEME: MAKING RENEWAL A MOTION, NOT A MILESTONE

3. Renewal as a Continuous Value Journey

Why it matters

Renewal isn't a date in the calendar – it's a continuous rhythm of proving and evolving value. The strongest teams track ROI from day one, turning every success story into compounded trust so renewal conversations are continuations, not negotiations.

Key challenges

- ❗ **Renewal treated as an administrative deadline, not a strategic process.** Many organisations operate on a panic not a planning cycle leaving contract renewal to the last minute.
- ❗ **Success stories aren't consistently shared, weakening advocacy.** Delivery teams achieve brilliant outcomes that never get communicated. Clients don't realise the full impact, so value stays hidden.
- ❗ **Engagement often pauses between delivery and renewal cycles.** After go-live, contact drops. Strategic conversations become tactical check-ins. By renewal, the relationship turns transactional.
- ❗ **Teams remain trapped in reactive, firefighting cultures.** Constant reactivity prevents long-term renewal readiness.



“Every quarter is a renewal opportunity.
Success stories compound trust”

Claire Ellis, JPC

Solutions

- ✓ **Create a renewal rhythm.** Hold quarterly value reviews to track progress and sentiment, making renewal a regular conversation.
- ✓ **Turn outcomes into stories.** Use success decks, dashboards and advocacy campaigns to help customers sell your impact internally.
- ✓ **Co-create the future.** Run joint innovation and co-creation sessions to design the next phase of shared value and build the future together.
- ✓ **Adopt a renewal roadmap.** Define visible milestones and success markers linking operational delivery to renewal readiness.

Supporting statistics



“Customer acquisition costs 5-25x more than retention across all industries.”

Artisan Growth Strategies



“A well-designed Customer Success program can yield a 91% return on investment (ROI) over three years.”

Vitality

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Renewal is the
New Acquisition

Building value from day one

JPC Competitive Edge Roundtable | 23rd October 2025



Renewal is a journey, not an event. The story you tell every quarter is the renewal you'll win every year. And if you're not telling that story consistently, someone else will.



CROSS-CUTTING INSIGHTS

Strategic Enablers and Systemic Blockers Shaping Renewal-First Growth

Across every conversation, one truth emerged: renewal isn't a single function, it's a system. And its success depends on the strength of its connections.

Three themes – culture, visibility and momentum – emerged as the invisible threads linking customer experience, data discipline, and growth.

1 Culture: Alignment beats ownership

Renewal readiness starts with mindset, not metrics. When Sales, Service and Marketing share one success narrative, renewal shifts from firefight to flow.

Enabler: Shared KPIs that link commercial outcomes to customer outcomes.

Blocker: Functional silos and BAU pressures that trap teams in delivery rather than innovation.

2 Visibility: Insight over information

Data volume isn't data insight. True renewal intelligence blends human sentiment with connected systems – measuring not only what customers buy, but how they feel.

Enabler: Continuous, multi-layered insight – combining qualitative commitment data with AI-driven foresight.

Blocker: Fragmented systems, conflicting metrics, and the illusion of knowing because the dashboard looks full.

“Satisfaction tells you how happy a client is today. Commitment tells you whether they'll renew tomorrow.”

Simon Rhind-Tutt, Relationship Audits

3 Momentum: Renewal as a motion, not a milestone

Momentum is built by rhythm – quarterly value reviews, success stories shared, and co-created plans that make renewal not a negotiation but a natural continuation.

Enabler: Rolling ROI models and visible proof of progress.

Blocker: Stop-start communication and the failure to celebrate wins inside the customer's world.

The takeaway

Renewal-first growth depends on three non-negotiables:



Cultural cohesion – everyone owns success



Data visibility – insight is shared, not siloed



Operational rhythm – value is proven continuously, not reactively.

Together, they turn renewal from a calendar event into a competitive system – one that compounds value every quarter and proves partnership every day.



Critical Thinking That Shapes Future Events

From reflection to provocation

As JPC continues the Competitive Edge series, this session revealed several themes shaping our 2026 agenda and the next roundtable in January.

Key challenges

- ❗ **Unstructured data remains untapped.** Relationship intelligence still lives in conversations, not CRMs highlighting the need to prioritise meaningful engagement over.
- ❗ **The buy-vs-build debate.** The consensus: clarity of intent matters more than ownership. Build or buy AI ecosystems based on the problem you're actually trying to solve.
- ❗ **Perception gaps persist.** If 62% of clients don't believe suppliers truly value them, that's a relationship problem that won't be fixed with better dashboards.
- ❗ **The human premium is rising.** AI should create more FaceTime, not less. The best use of technology isn't replacing human interaction – it's freeing people from admin so they can build trust and co-create solutions.
- ❗ **Training AI to think critically.** As James Mollard noted 'Don't train AI to answer questions – train it to ask better ones.' The next generation of renewal intelligence won't just report outcomes, it will challenge assumptions and sharpen thinking.

Solutions and future focus

- ✅ **Humanise analytics.** Combine quantitative insight with qualitative empathy. Numbers tell you what's happening. Conversations tell you **why**.
- ✅ **Integrate renewal intelligence.** Don't let insight sit in a dashboard – connect AI outputs directly to customer storytelling and decision-making.

- ✅ **Redefine value dynamically.** Revisit client-specific success measures quarterly. What mattered at contract signature may not matter a year later.
- ✅ **Elevate curiosity.** Build teams – and technologies – that question assumptions. The best renewal conversations don't defend the past; they explore the future.

Key takeaway

- 1 **Customer Success is a shared mindset.** When sales, service and marketing collaborate, renewal becomes inevitable.
- 2 **Insight is only power when humanised.** Connect data, context and empathy for genuine renewal intelligence.
- 3 **Renewal is continuous.** Build rituals that sustain value visibility.
- 4 **AI's role is augmentation, not automation.** Use it to challenge human thinking, not replace it.
- 5 **Curiosity is the next edge.** Businesses that learn faster, question better and engage earlier will lead renewal-first growth.
- 6 **The next era of renewal will be defined by intelligent curiosity** – machines that prompt braver human thinking and teams that act with deeper understanding.



From Conversation to Competitive Edge

**A closing word from James Mollard,
our Growth and Strategy Director**

This roundtable reaffirmed a core truth JPC champions:

Winning renewals isn't about defending contracts – it's about demonstrating progress.

As budgets tighten and expectations rise, growth will belong to teams that combine data discipline with human empathy, turning every renewal into proof of partnership.

The guide captures the key insights, but impact only starts with action.

So, what will you do differently on day one of your next contract?

JPC helps ambitious enterprise organisations design and execute smarter, faster, more aligned sales strategies – from first signal to final signature. If you're:



Trying to build
renewal-first
strategies and
toolkits



Struggling to
connect sales, service
and marketing around
one customer success
narrative



Seeking to
turn data into
actionable renewal
intelligence

**We're ready to help you
FIND YOUR EDGE.**

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