

GORDON LANGMANN

CUSTOMER SUCCESS & OPERATIONS LEADER

B2B SAAS | SCALE-UP | INTERNATIONAL

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Cologne Region, Germany > Normandy, France from H1 2026



SUMMARY

Strategic Customer Success leader with proven expertise building and scaling high-performing CS organizations from SMB to enterprise level. Track record of 120%+ NRR and 30% churn reduction through data-driven strategies, health scoring, and structured playbooks. Experienced leading multifunctional teams including Professional Services, technical teams, and support operations in fast-paced startup environments.

Deep domain expertise in global ecommerce, payments and subscriptions: 11 years at Digital River partnering with brands of any size to maximize their global ecommerce sales (new and recurring) 360 degrees, from acquisition to retention, delivering products, services, features, integrations, consultancy and best-practices. Covering marketing services and strategies, product improvements, partnerships, compliance, tax, fraud and more. Experienced in regulated, compliance-sensitive environments requiring strong data governance and customer trust.

Combines strategic clarity with hands-on operational execution. Strongest with enterprise and mid-market accounts requiring consultative engagement, while successfully implementing tech-touch strategies and automations for high-volume SMB segments. Analytical leader who translates data into actionable insights for customer health and retention.

EXPERIENCE

Vice President Customer Success

03/2024 - 08/2025

Finion Capital GmbH, a Sport Alliance Company

Hamburg, Germany

Led end-to-end customer lifecycle strategy and operations at BaFin-regulated Finion Capital, expanding mission across complete Sport Alliance Group (Magiline, Perfect Gym, Finion Capital, Finion FairPay) through an 18-month engagement.

- **Designed and executed organizational restructuring** of 33 FTE customer-facing organization at Finion, creating dedicated Customer Success function where none existed, then expanded to integrate Sport Alliance Group's global customer operations, creating unified structure with 6 team leads managing specialized teams across B2B/B2C segments, geographies (Germany, Austria, Poland, Australia, EMEA), and customer lifecycle stages.
- **Launched data-driven proactive Customer Success function from scratch** for 2,500+ SMB fitness studios and 8,000 SaaS clients, implementing health scoring, segmentation, predictive churn signals and analytics-driven strategies that reduced churn by 30% and identified opportunity. Selected and implemented PlanHat as CS platform for unified customer data, health scoring, and automated workflows..
- **Designed digital-touch customer success model** for 2,500+ SMB accounts including self-service resources, proactive digital outreach and in-app guidance, while maintaining high-touch engagement and structured EBRs for enterprise accounts..
- **Led multifunctional teams** including data analytics and technical resources, establishing standardized playbooks, onboarding processes, and service delivery metrics across support and success functions.

General Manager DigRiv

01/2022 - 10/2023

Digital River Inc.

Cologne, Germany

Created and led complete business unit spin-off from Digital River (Merchant of Record platform), reporting directly to CEO, managing distributed customer-facing teams across US, UK, Ireland, Germany, and Taiwan, with outsourced delivery partners in India and Philippines. Built standalone operation managing legacy SaaS and subscription business for 12 strategic enterprise clients with continued compliance, payments, and tax management responsibilities across 200+ markets.

- **Full P&L responsibility** for a global enterprise client portfolio representing \$80M ARR and owner of all client-facing teams from onboarding to renewal (30 FTE).
- **Led geographically distributed teams** across multiple time zones, establishing communication cadences, regional empowerment frameworks, and performance management systems that maintained alignment while enabling local decision-making.
- **Managed complex enterprise migrations and escalations**, maintaining C-level relationships and ensuring strategic account retention.
- **Exceeded forecast by 20%** in the first year while boosting client satisfaction with an NPS lift of +20, establishing a trend.
- **Implemented CRM optimization** using Salesforce for lifecycle tracking and performance analytics.

STRENGTHS

CS Strategy, Organizational Design & Operations

Proven ability to build scalable CS organizations integrating implementation, professional services, and support into unified customer-facing operations. Experience stabilizing and scaling operations in high-growth environments while improving service delivery metrics. Expert in standardizing processes across markets while enabling regional adaptation and breaking down silos for seamless customer experience.

Team Leadership & Development

Proven track record building and coaching high-performing distributed teams across time zones (EU, US, Asia, LATAM, Australia). Experience leading multifunctional teams including technical resources, Professional Services, and support operations. Focus on empowering team leads and establishing clear accountability. Multiple mentees have advanced to Director and VP roles.

Revenue Growth & Retention

Data-driven approach to churn reduction, NRR optimization, and expansion. Track record of 120%+ NRR and 30% churn reduction through strategic initiatives. Full ownership of post-sale revenue including renewals, upsell, cross-sell, and expansion across enterprise and SMB segments. Expert in structured Executive Business Reviews articulating ROI and value realization.

Startup & Scale-up Environments

Extensive experience in fast-paced, high-growth companies from early stage through scale. Comfortable with ambiguity, rapid change, and building infrastructure while maintaining momentum. Track record across B2B SaaS, FinTech, and regulated environments. Strong ability to create stability and process without slowing down innovation or growth velocity.

EXPERIENCE

Vice President Customer Success (EMEA) 2017 - 2021
Digital River GmbH Cologne, Germany

Regional VP owning Enterprise, Mid-Market & European SMB operations as Consulting and Solutions Leader for B2B and B2C commerce. Ownership of strategic global clients like Lenovo, Sony, Sennheiser, Avast, Kaspersky and 2,000+ SMB clients.

- **Built and scaled EMEA Customer Success** operations managing strategic enterprise accounts (Lenovo, Sony, Sennheiser, Avast, Kaspersky) and mid-market portfolio, plus oversight of 2,000+ SMB clients through digital-touch playbooks. Led team of 22 including 2 regional leads, 1 SMB lead and ICs across segments.
- **Partnered with enterprise and mid-market e-commerce clients** on ecommerce sales optimization, advising on checkout improvements, payment methods, fraud prevention transparency, and compliance messaging - critical factors in reducing cart abandonment and building consumer confidence in online transactions.
- **Delivered consultative compliance guidance** (PCI-DSS, GDPR, tax/VAT, fraud prevention) to enterprise accounts selling to hundreds of thousands of consumers. For mid-market and SMB clients, positioned Digital River's compliance capabilities as key value proposition across 200+ markets.
- **Developed and mentored regional team leads** and high-performing Customer Success Managers, establishing coaching frameworks and career progression paths. Multiple direct reports have advanced to VP-level roles at other organizations.
- **Leveraged analytics, relations and client revenue performance data** to identify expansion opportunities, partnering with Product on improvements while maintaining executive relationships with complex global accounts.
- **Achieved over 120% Net Revenue Retention** by owning all expansion and renewal revenue across the EMEA portfolio. Identified and closed more than \$5 million in upsell and expansion opportunities annually through partnership building, consulting, and usage-based expansion playbooks, directly contributing to regional growth targets.

Director Roles 2012 - 2017
Digital River GmbH Cologne, Germany

Progressive advancement through Director positions (Account Management, Client Marketing & Operations) building enterprise customer success capabilities across Continental Europe.

- **Scaled B2B customer success and account management** across Continental Europe (DE & RU offices), driving revenue growth, retention, and operational excellence for enterprise and mid-market clients.
- **Scaled ownership across SMB, mid-market, and enterprise segments** (2000+ SMB clients), introducing accountability structures, scalable digital-touch processes for high-volume SMB management, and specialized programs including client incubator and billable professional services—transforming underperforming segment into profitable growth driver.
- **Built and led high-performing teams**, restructuring practices to exceed revenue targets and win President's Club (top 5% globally) for two consecutive years.
- **Developed and executed GTM and customer success strategies**, launching a new global SMB business model and optimizing onboarding, adoption, and revenue growth to expand market share.
- **Owned end-to-end customer relationships**, delivering consultative solutions and data-driven strategies to increase retention, expansion, and customer satisfaction for enterprise clients.

Senior Consultant & Account Manager, International 2011 - 2012
nexum AG Cologne, Germany

Head of Marketing 2004 - 2010
European Society of Cardiology, ESC Biot, France

SECTOR EXPERTISE

Regulated Financial Services ·
Payments & Fraud Prevention · B2B SaaS ·
Subscriptions · SMB & Mid-Market at Scale ·
International Markets ·
Scale-up Environments ·
Enterprise Software · FinTech · SportTech ·
E-commerce & Logistics · SportTech ·
Professional Services Delivery · Tech-Touch ·
Digital Customer Engagement ·
Data Analytics · Customer Intelligence ·
Compliance-Heavy SaaS

LANGUAGES



EDUCATION

AI Strategies for Business Transformation
Kellogg School of Management (currently enrolled, finishing in January 2026), Northwestern University, USA

Masters in International Technical Communications, (Dual Engineering / Communications Degree)
Flensburg University of Applied Science, Germany

Bachelor of Technology
Swinburne University of Technology, Australia

Certified Coach Level 1 (ICF)
Innerlife, South Africa