

TOM WOODS

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SUMMARY

An outcome-focused product and commercial leader with a track record of building revenue, teams, products and processes from scratch to scale. Nine years at Cord, operating at founder level across product, growth, sales, customer success and marketing. Grew the business from zero to £8M ARR. Comfortable leading strategy and executing directly. Motivated by delivering user and revenue outcomes.

WORK EXPERIENCE

cord, London · AI · B2B SaaS · B2C · Marketplace

Jun '17 - Present (9 years)

Joined as the first hire with zero customers and zero revenue. Built systems and teams across product, sales, customer success and marketing to scale to 800+ customers, 500k users and 50 employees. Navigated a significant market contraction and rebuilt the business around AI and automation.

Roles & Progression:

CPO & Chief of Staff

July '21 – Present

Head of Customer Experience

July '19 - July '21

Head of Growth

Jun '17 - July '19

Product

Took product from a CEO-led function to a structured, outcome-driven operation, building the methodology, driving the features that moved the key metrics, and leading the AI strategy as the business matured.

- **Product Strategy & Ownership:** *Owned & defined product strategy, vision, OKRs and sprint process. Scaled product and tech team from 3 to 15 across engineering, design and data.*
- **Discovery & Experimentation:** *Ran structured quarterly discovery cycles: user interviews, competitor & data analysis. Set outcome metrics for all features to enable effective iteration.*
- **Product Market Fit:** *Implemented Sean Ellis's PMF measurement framework to diagnose the core ICP & value offering, which defined the product roadmap for 2-3 years.*
- **AI Product Strategy:** *Doubled candidate message acceptance rate by building a new agentic AI experience incorporating semantic search, a relevance-weighted matching/recommendations engine, AI summaries and AI-drafted outreach messages*
- **Application Experience:** *Increased application response rate from 50% to 90% with an Inbox Zero experience incorporating response rate visibility, gamification mechanics and AI templating*
- **Customer Growth:** *Increased outbound-to-demo conversion rate by 30% with a self-serve demo tool that enabled personalised product links with pre-populated candidate results*
- **User Growth:** *Owned product-led user growth as cord grew to 500K users. Built job alert and referral systems to drive growth in recommendations and returning users*

Company Building & Operations

- **Strategic projects:** Functioned as Chief of Staff to the CEO. Trusted to lead the highest priority large, cross-functional initiatives, including international expansion, pricing iterations, positioning changes, AI automation/cost reduction & acquisition strategy
- **Operating Cadence:** Built the company-wide operating structure from scratch. Replaced ad hoc management with a system that cascaded annual milestones into quarterly objectives, sprint-level key results and individual accountability, with full visibility across a team of 50 people
- **Leadership:** Designed & ran leadership meetings, fortnightly all-hands and quarterly offsites. Identified agenda, managed pre-read preparation, facilitated strategic decisions
- **Internal AI automation:** Owned internal AI-led restructure. Ran company-wide AI sprints focused on internal automations and cost reductions. Cut ~£300k in annual outsourced costs.

Growth, Revenue & Commercial

- **Pricing:** Led a two-year pricing overhaul across three iterations. Increased: Avg MRR of customer from £575 to £780, annual commitment rate from 10% to 30%, avg LTV from ~£3,500 to ~£7,000
- **US Expansion:** Led all market research, product strategy and GTM for the New York launch. Reached \$500K ARR within six months.
- **AI GTM Automation:** Built AI automated sales workflows for outreach using Claude, Clay, Apify, Hubspot, Zapier, Smartleads & Loops. Enabled team to reach out to 200 leads per day within 24 hours.
- **Commercial Growth:** Joined with zero revenue; personally closed the first £20K MRR. Hired and scaled an early sales team. Continued to own high-value deals throughout tenure.
- **Agency Offering:** Designed product, pricing and go-to-market for cord's agency offering. Personally closed £900k in LTV to date.

Customer Experience & Retention

- **Churn Reduction:** Diagnosed churn as an activation problem. Defined the Product Adoption Indicator metric, ran a 3-month cross-functional programme. Reduced churn by 30%.
- **Product Adoption:** Built two-stage outcome-focused onboarding, in-product tour and Green/Amber/Red zone system with automated CS interventions. Adoption increased by 33%.
- **User Feedback:** Owned and conducted hundreds of user interviews to better understand customer problems. Translated feedback to product requirements & roadmap.
- **Team:** Scaled & managed the CS team from 1 to 5 people.

Marketing & Brand

- **Positioning:** Defined cord's product and brand positioning and tone of voice.
- **Social Proof:** Built an automated system generating 3,000+ Trustpilot reviews at 4.7 stars; collected 160+ video testimonials from customers.
- **Events:** Designed and hosted CordLive virtual flagship event: 10 company speakers, 800 attendees
- **Brand:** Quarterly UK Tech Hiring Rankings campaign generated ~500K organic LinkedIn impressions per campaign, with thousands of shares from cord users

- **Webinars & Newsletter:** Designed, marketed and hosted webinars with ~100+ B2B registrations and 60+ attendees; wrote newsletter distributed to 15,000 talent managers and 250,000 engineers
- **Team:** Managed a 3-person Marketing Team.

Oho Group, London

August '13 - Jun '17 (4 years)

Roles & Progression:

Principal Consultant

Jan 2017 – Jun '17

Senior Consultant

July 2015- Dec 2016

Consultant

Aug 2013- June 2015

Achievements:

- *Built a new division from the ground up as founding consultant; grew to £600k GP annually with 75% personally generated*
- *Responsible for business development and delivery: Secured new accounts, responsible for £250K+ in company income*
- *Ranked #1 consultant for revenue generated a 40-person company (2016); Awarded Consultant of the Year 2014 & 2015*

EDUCATION

BA (hons) History, University College London,

October 2010-June 2013

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A-Level, Marling Sixth Form, Stroud, Gloucestershire

September 2007- June 2009

A- History, A- English Literature, A- Philosophy

GCSE's, Marling Grammar School, Stroud, Gloucestershire

September 2002- June 2007

5 A*'s, 7A's, 2 B's

Interests

Passionate about sport and fitness. Captained football teams and played regional-level basketball until multiple knee surgeries got in the way. Now a keen (albeit mostly static) weightlifter.