

Sam Meurs

Fractional & interim CTO, B2B SaaS transformation

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Summary

I'm at my best on transformation work: building from zero, or fixing what's broken. I need something to work towards, and I'm always looking for that next 1% improvement. Steady state isn't where I'm useful.

15+ years in B2B SaaS, mostly startups. I cofounded Kosy Office and **ran it through to acquisition** by Kumospace. At Responsum I took over an engineering organisation that was expensive and slow, turned it around, and stopped the churn.

"Sam was able to give me very deep insights in a very short amount of time. He speaks clearly from a place of genuine experience, doesn't sugarcoat and tells it like it is."

Sam Van Herck, via GrowthMentor

Longer write-ups of this work, including what didn't go to plan, are at pucco.be.

How I work

Fractional CTO	Ongoing, 1 to 3 days a week, alongside your founders.
Interim CTO	Full time, 3 to 9 months. Through a turnaround, a fundraise, or the gap before a permanent hire. I'll help you hire my replacement.
Advisory	Pre-seed and seed strategy, build vs buy, hiring, due diligence.
Permanent	Also open to the right full-time CTO role if that's what you need.
Availability	Immediate. I'm currently fractional CTO at Responsum. I take on a small number of clients at a time, so I can be useful to each of them.

What I have done

- Engineering spend **down 33%**, from €1.2M to €800K, while headcount went **up 57%**. Cost per engineer fell 58%, from roughly €171k to €73k. Most of it was consultancy. One straight-out-of-school consultant billing €800 a day was replaced by a senior at €650.
- Net revenue retention from **an estimated 85% to a measured 102%**. Customers were leaving angrily and nobody was tracking retention when I arrived. I started measuring it, then kept stability at the top of the roadmap until the number moved.
- **10 hires in 18 months**, 1 person kept from the team I inherited, **100% offer accept rate**. Roughly one in three doesn't work out, and I make sure that surfaces in the first few weeks.
- One rebuild had been running for 9 months and was maybe half finished. **We shipped it in 4** and it was better in almost every way.
- **Doubled average deal size** by specialising for a higher end niche.
- The AI roadmap secured **Flemish government R&D funding (VLAIO)** and made a large refactor affordable. We shipped an **MCP server**. Our team uses it to build customer-matched demos, and customers can plug into it directly. We also shipped an AI companion in the product.

Also worth knowing

AI in practice	I wire observability and product data into the AI loop so it diagnoses against live telemetry instead of in the abstract. That pays off most in performance work and bugfixing. I also build the instructions, skills and scripts that make the tooling enforce process. Output then stays reliable across the team, instead of depending on who's driving.
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Hiring	I hire directly, without agencies, and negotiate terms myself. I know the consultancy and freelance markets, and I have a network I can call on. Realistically, two to three months gets me one or two good hires .
Sales	Not a sales specialist, but I understand how the commercial side works better than most CTOs. Where pipeline breaks, how SDR to AE hand-offs work, what closes a deal.
What I don't do	Not a data or ML engineer. I get the concepts but have never shipped Python or a trained model. On mobile, only PhoneGap and React Native. I'd hire for either.
A call I got wrong	Kosy ended in an acquisition rather than the outcome we were aiming at. I had picked a cofounder who wanted a unicorn, while I wanted to make remote work better.

Experience

CTO, Responsum, 2023-now (3y)

All-in-one privacy platform, G2 High Performer in EMEA. **120+ customers, 100k+ users**. I own engineering and product, and about half the company reports to me, including the ops manager. GDPR, SOC2 and ISO27001 block enterprise deals, and getting past them is part of the job. I joined full-time in 2023, then proposed cutting my own hours, first to 80% and then to fractional in 2026.

CTO & Cofounder, Kosy Office, 2020-2023 (3y)

Seed funded virtual office for remote teams, peaking at 150 concurrent users. I built the MVP, found a cofounder, hired and led a remote team. I architected the hard part, **real-time spatial audio over WebRTC** in a browser.

Head of Software Engineering, Beeples, Nov 2018 - Jul 2020

Workforce planning SaaS. I led a mobile rework, and a hosting migration that **cut infra costs by 40%**. I also kept a large pile of legacy tech debt from stalling delivery.

Head of Software Engineering, Twikit, Jan 2016 - Nov 2018

3D personalisation from front-end to printer, for customers such as BMW. Joined as the third developer and ended up running **three teams with two leads reporting to me**. The 3D team was struggling and I was asked to take it on. I found whoever understood the work best, gave him most of the leadership, and coached him. The team was **working again within two weeks**.

Before that, full-stack developer at iChoosr and Vente-Exclusive.com (2 million emails a day), founder of Backseat, and web developer at Foreach (2010-2015).

Technologies & frameworks

Core	TypeScript, React, Node.js, OpenAPI, microservices, CQRS, WebRTC. Claude, MCP, agents, N8N.
Platform	AWS (Lambda, ECS, RDS, API Gateway, VPC, S3, CloudFront), Postgres, MySQL, Mongo, Redis, queues, Docker, Terraform, CI/CD
Observability & QA	Datadog, Grafana, Loki, Mixpanel, Playwright, HubSpot
Security	GDPR, SOC2, ISO27001, SSO (SAML, OIDC, SCIM)

Education & references

Bachelor in IT, Application Development. KdG Hogeschool 2007-2010, passed with distinction. References available on request, including several of the people I hired.