# When Your Company Pivots, What Do You Still Owe Your Customers?

Product strategy changes; customer commitments still need an owner.

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Your next chapter doesn't erase the promises your customers paid for.

SaaS and AI companies get plenty of advice to experiment, pivot quickly, and rethink their products as AI changes what's possible.

But what happens to the customers who bought into your original promise?

They committed budget, trained teams, changed workflows, and staked their credibility on choosing you.

Your new direction may make perfect sense for your business. For theirs, it may mean unexpected work, cost, and risk.

I'm not suggesting companies should maintain every product forever. Sometimes the original business model no longer works. Sometimes a new approach delivers a better outcome for the customer.

But "we need to move faster" doesn't settle what happens to the people already relying on you.

- Do you keep supporting what they bought?
- Do you invest in moving them to something better?
- Do you give them a reasonable path to leave?
- And who absorbs the cost of that transition?

These decisions deserve the same executive attention as the pivot itself. Customer Success and Support need a voice before the decision, along with the resources to help customers through it.

To me, the real test is whether you can explain the change honestly to a customer who has very little to gain from it, and offer them a fair choice.

When your company changes direction, what do you still owe the customers who trusted the original promise?

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