

ICP as a System

Static Document to Active GTM Layer in Clay



ICP

Pawel Nical, Co-founder of RevTech

MAVEN LIGHTNING LESSON · 30 SEP 2026 · rev.tech 



MAVEN LIGHTNING LESSON · 30 SEP 2026

clay



Maven

Part of the Clay x Maven GTM Series

What will our ICP actually
impact downstream?

Why do you think ICP is needed in companies?

- ☐ A Qualifying accounts in the CRM
 - ☐ B Building targeted outbound lists
 - ☐ C Routing inbound leads
 - ☐ D Something else: tell us in the chat
-



Pawel Nical

Co-founder at RevTech, Clay Solutions Partner

I've spent over 10 years working in-house and as an advisor, with teams from startups to enterprise.

10+ years in RevOps leadership and advisory

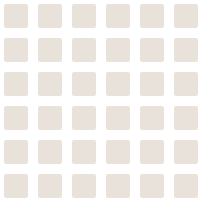
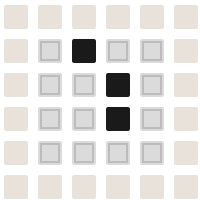
25+ B2B companies advised on ICP, GTM and RevOps

100+ GTM practitioners trained and mentored through the RevTech Accelerator and the Clay community

COMPANIES I WORKED WITH

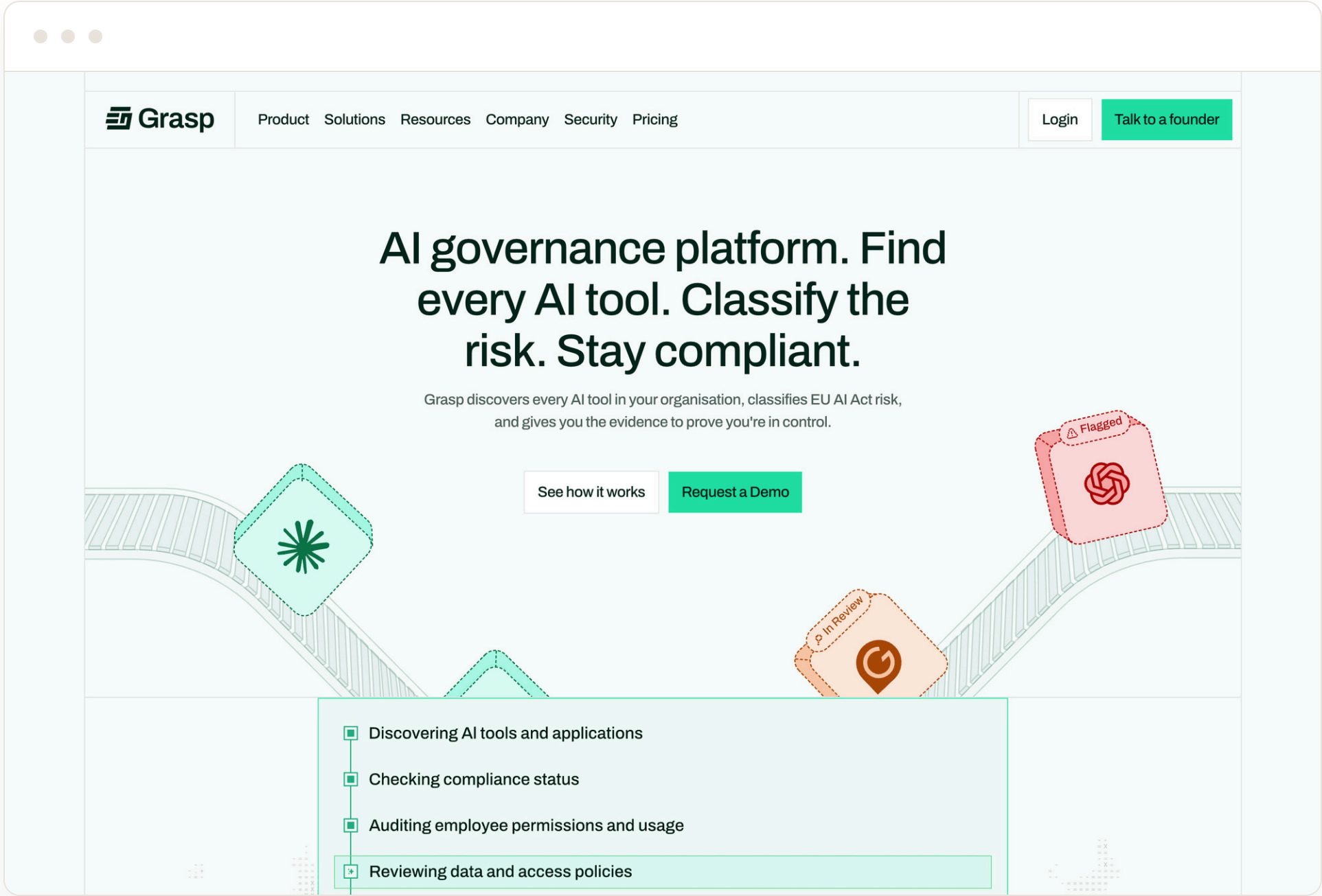


Agenda

1	Start with the end in mind	0-2 MIN	
2	What an ICP is and isn't	2-7 MIN	
3	Why ICP as a static document fails	7-11 MIN	
4	Live case study: an ICP built in Clay Qualification gates subtract · Signals rank · Tiers route	11-41 MIN	
5	Today was one layer of the system	41-45 MIN	

- 1 Why are we mapping our ICP, and why now?
- 2 What do we want it to impact across the business?
- 3 What problems are we solving with it?

Jerry and Ruben, co-founders of Grasp



An AI governance platform: find every AI tool, classify the risk, stay compliant.



Jerry van der Horst



Ruben Altena

Building ICP as a system together, earlier this year

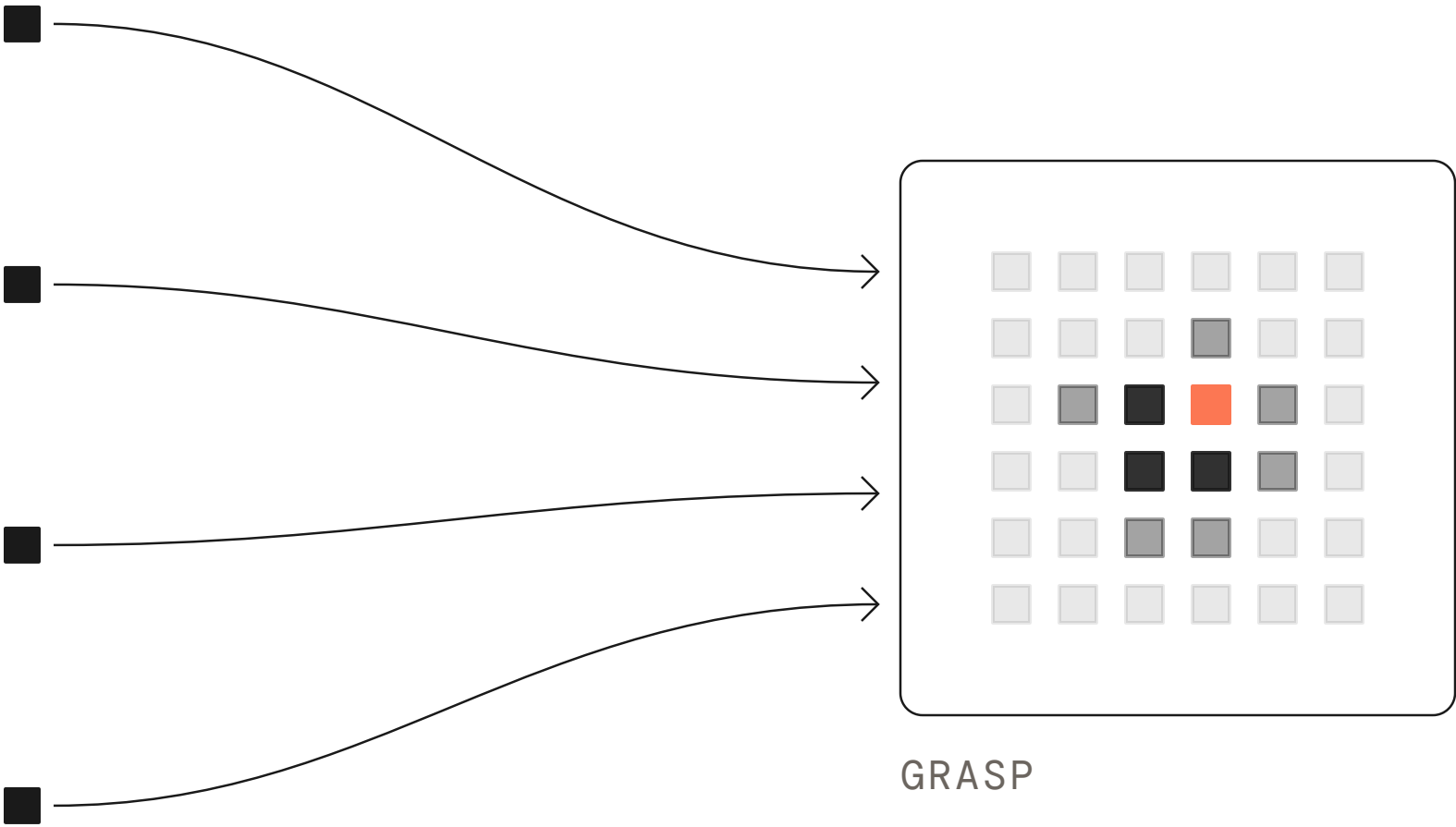
What Grasp needed the ICP for

A focused account list for outbound

The right person at each company

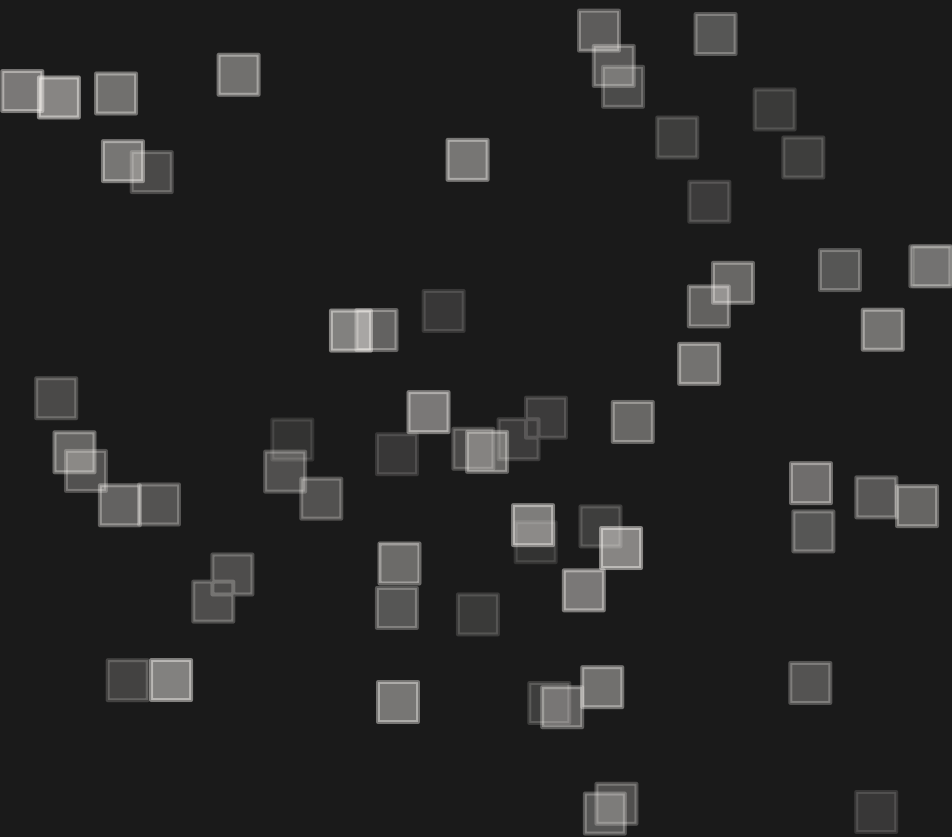
Prioritizing who to reach out to first

Why you, why now: a strong opener



Strategy is the input, the system is where the rules run, and execution is the output.

WHAT COMES IN

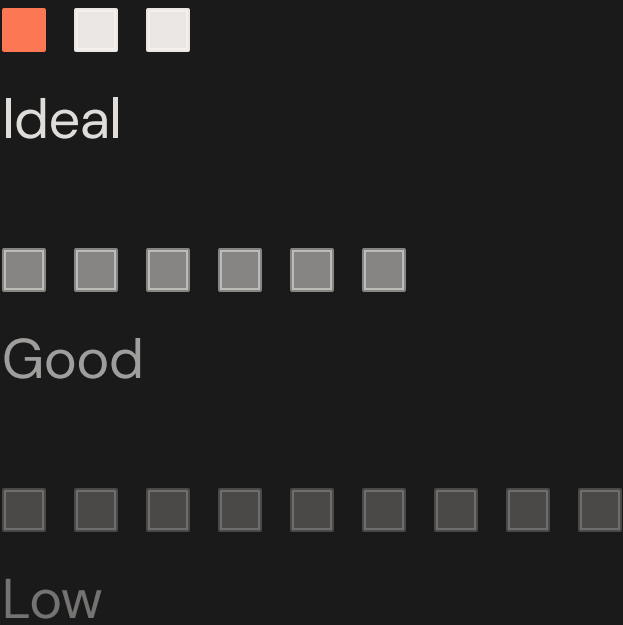


Everyone reaching out to different companies.
No clarity on what to prioritize.

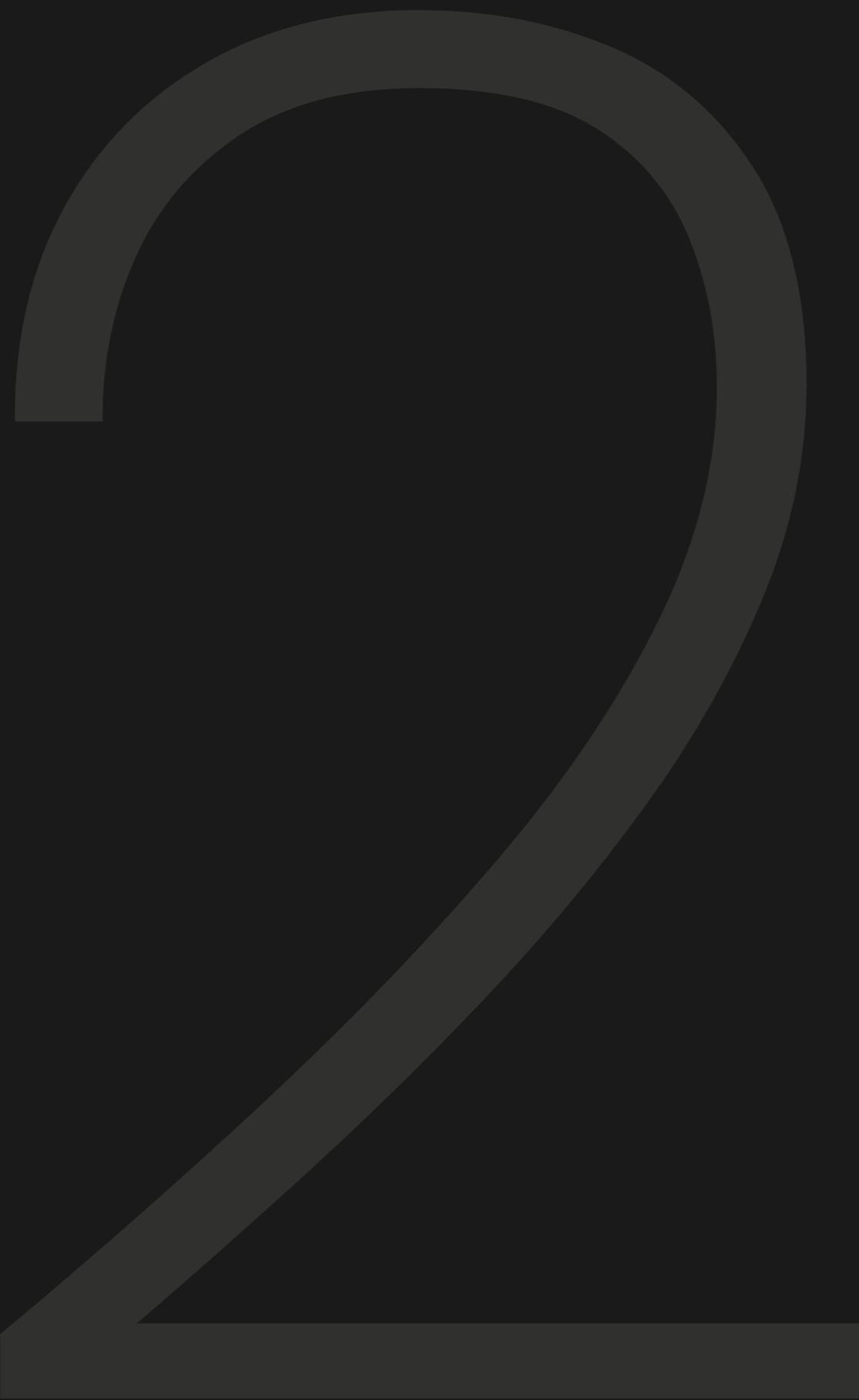
THE SYSTEM



WHAT COMES OUT



Clear priority on what to focus on,
and what not to.



SECTION 2 · 2-7 MIN

- What an ICP is and isn't

Is it an ICP or a market segment?

HR tech companies with a B2B product,
VC-backed at Series A to B, in Europe,
with a team of 50 to 250 people.

-
- ☐ A ICP
 - ☐ B Market segment
-

Is it an ICP or a market segment?

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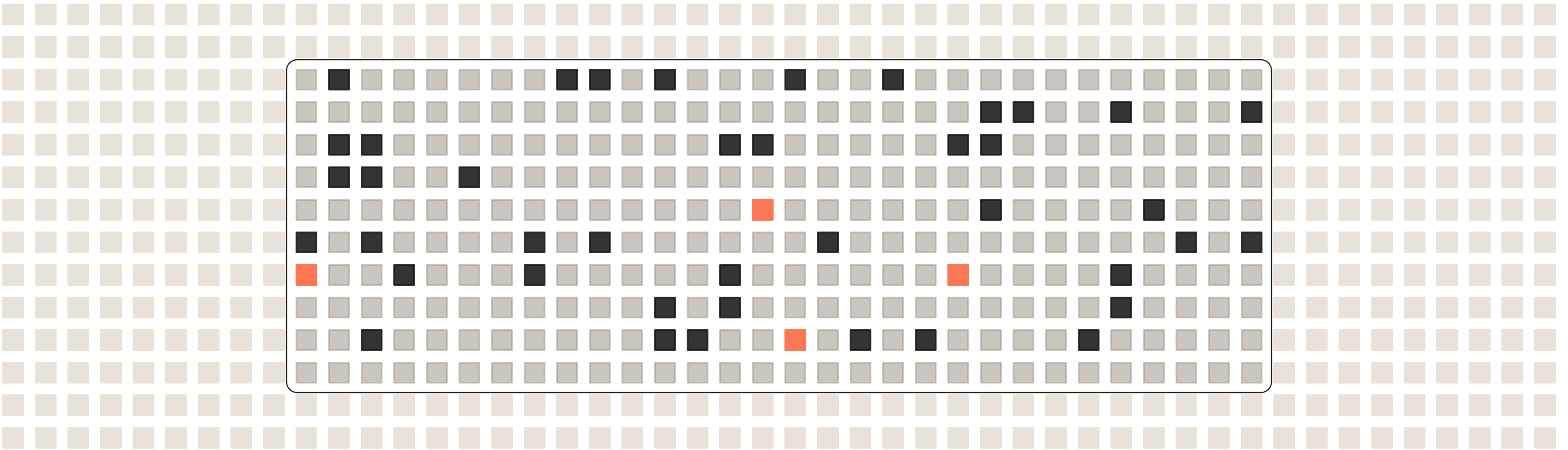
Industry
Funding stage · Region
Size

All of this is firmographics.
This is a market segment, not an ICP.

Do you have an ICP
or a market segment?

The ICP lives inside a segment

Firmographics draw the segment. Signals find the ICP inside it.



■ The market ■ Segment: firmographics ■ ICP: relevance, why you ■ Act now: urgency, why now

10–20%

of your best customers
within a market segment

A firmographic list is a market segment.

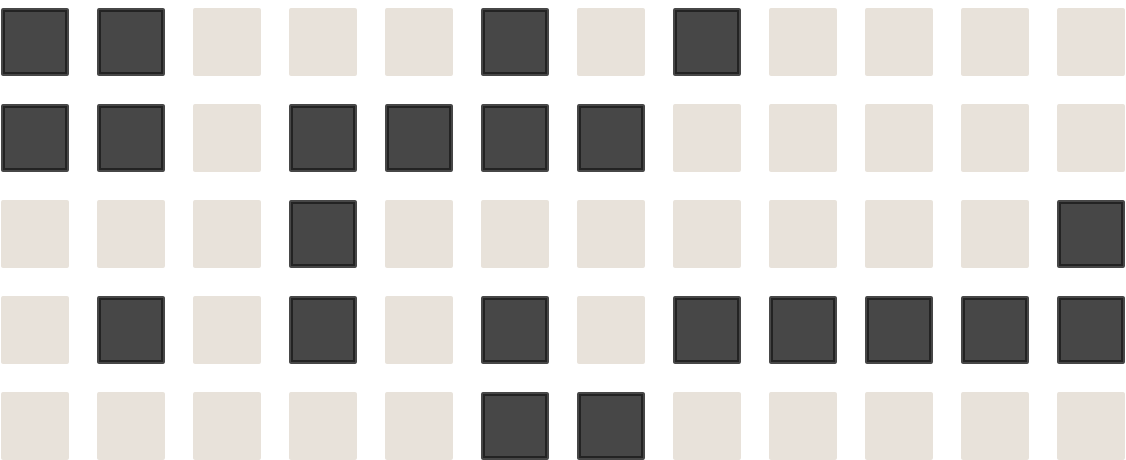
The ICP is the profile of the best 10–20% of customers within it.

Think of it as the **Pareto principle** applied to prioritization:
the 10–20% of customers that generate the most value.

Signals answer two questions

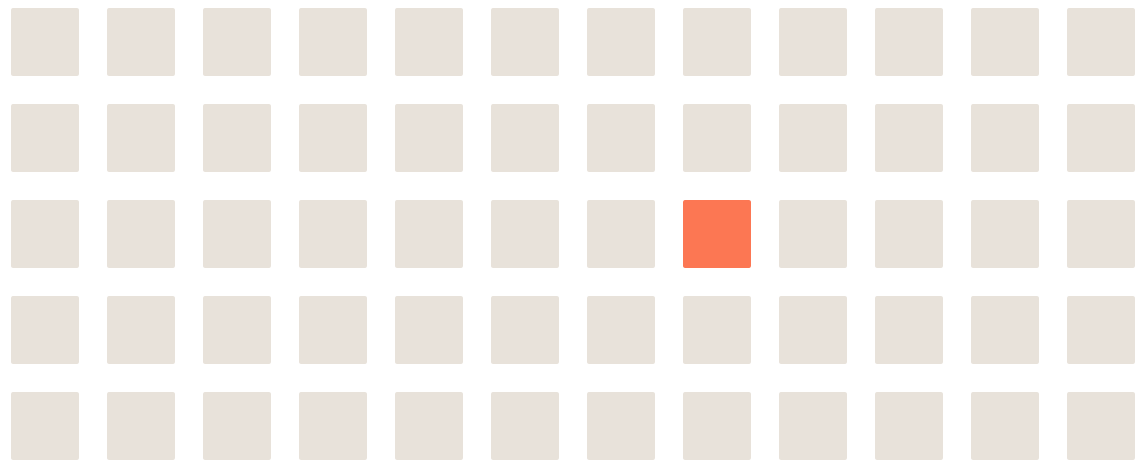
Why you

RELEVANCE



Why now

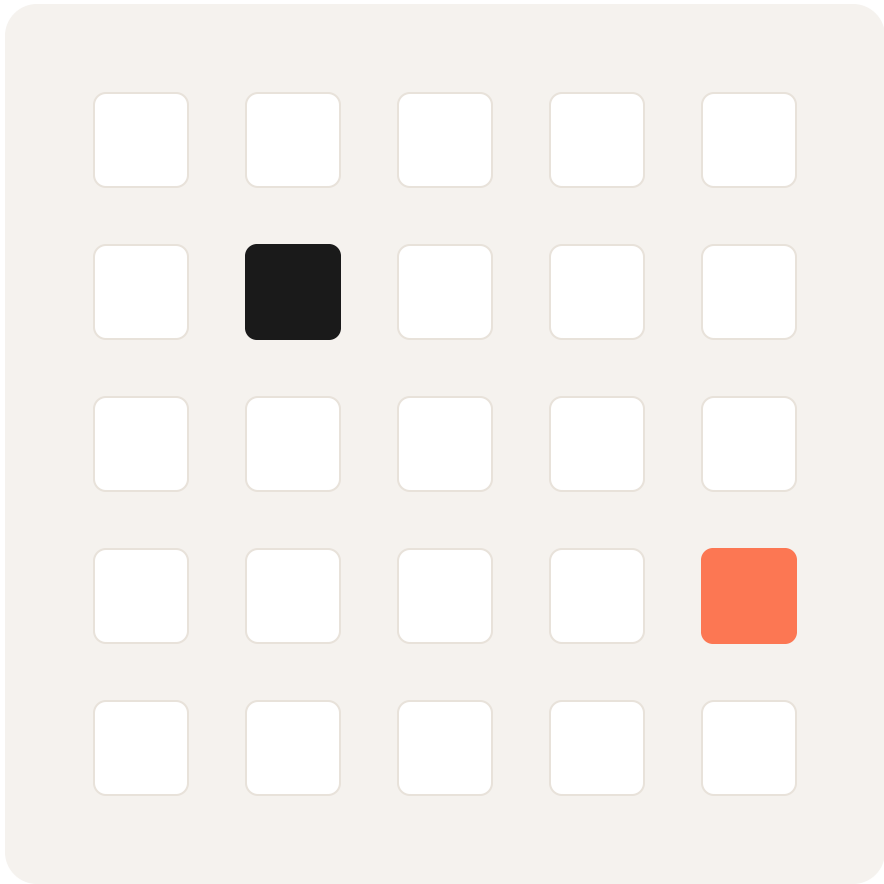
URGENCY



In B2B you sell to two buyers at once

The company and the person inside it. In B2C they are the same person.

B2B · two buyers



Ideal company profile
what kind of company buys

Ideal persona profile
who inside it decides,
and who can champion you

Your ICP needs both halves

B2C · one buyer



The person
is the buyer and
the one who decides

The ICP is one profile



SECTION 3 · 7-11 MIN

- Why ICP as a static document fails



Most teams have an ICP on paper,
and it rarely reaches the market.

Where does your ICP live today in your business?

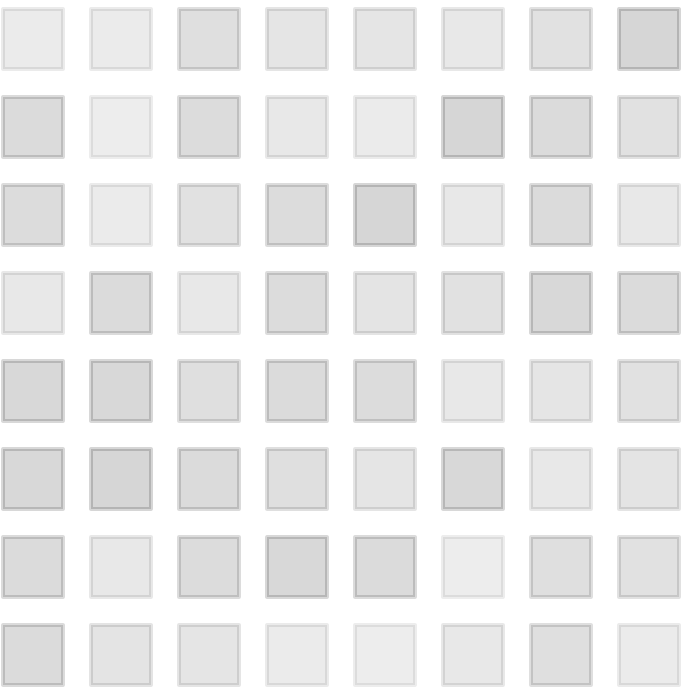
- ☐ A No clear ICP
 - ☐ B Somewhat clear but not documented
 - ☐ C Clear and documented
 - ☐ D Activated in the system that runs it
-

Where does your ICP live today?

How much your ICP focuses the business and its GTM teams

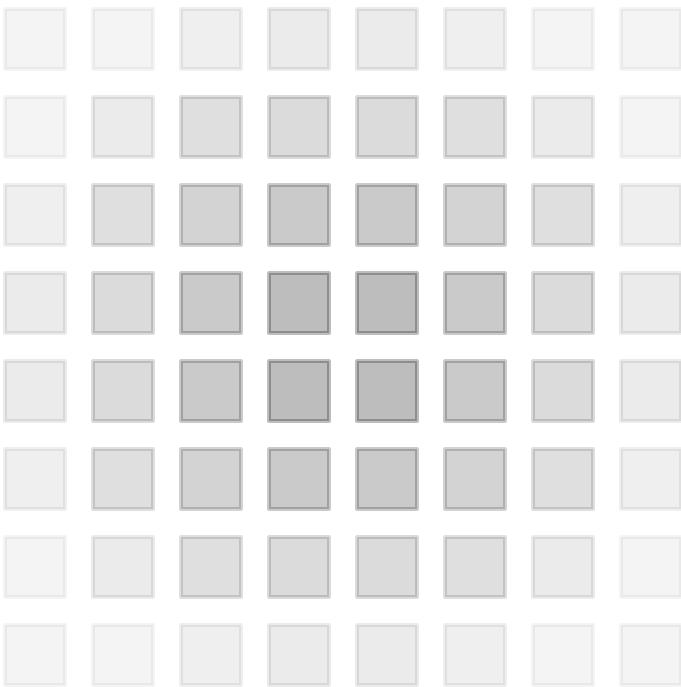
STAGE 0

No clear ICP



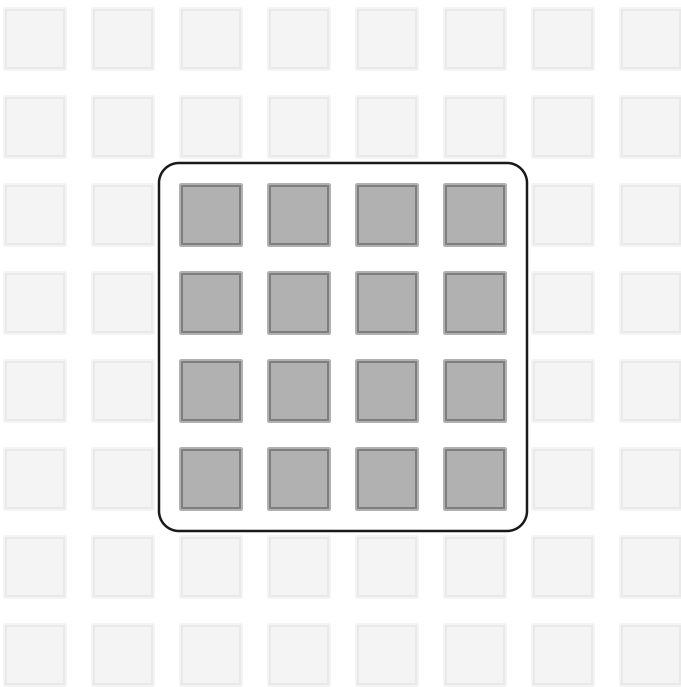
STAGE 1

Somewhat clear,
but not documented



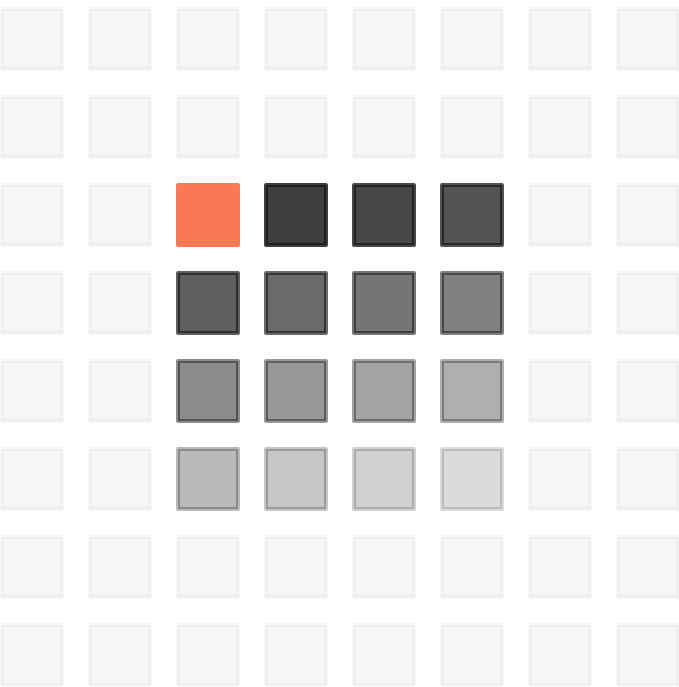
STAGE 2

Clear and documented,
but not actionable



STAGE 3

Activated in the system
that runs it



No focus

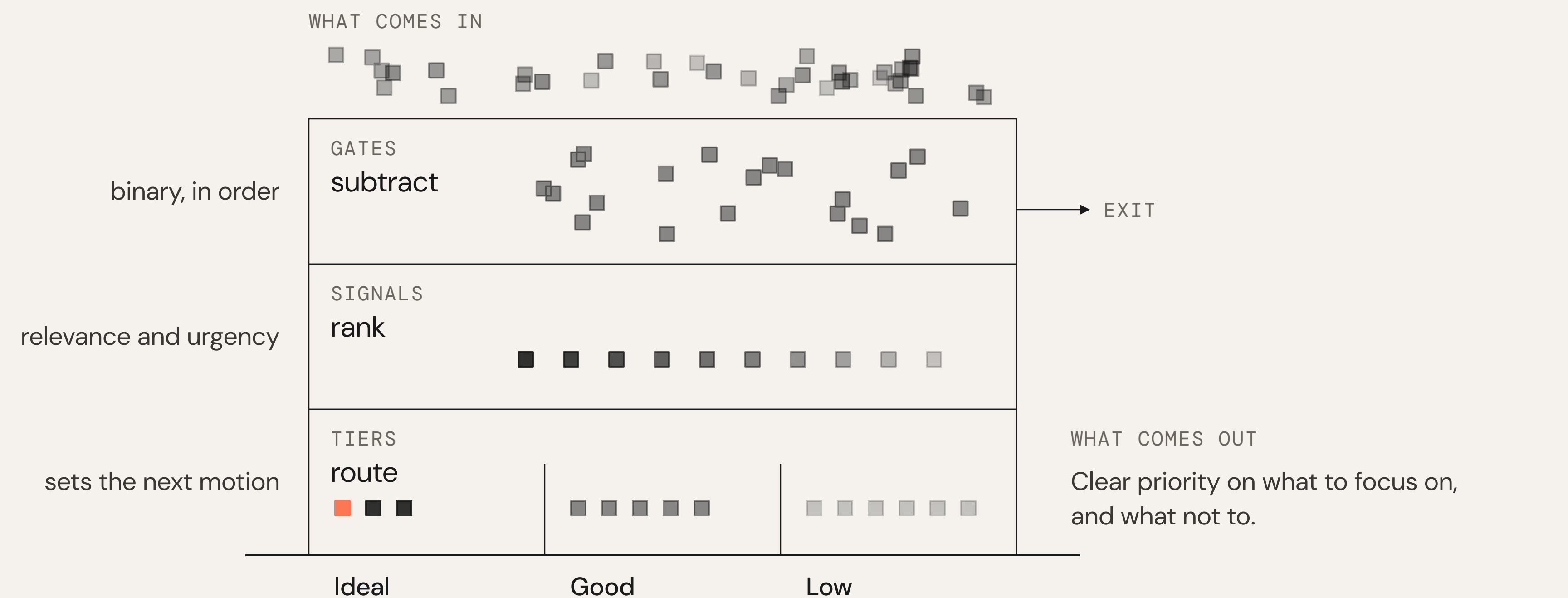
Some focus

Documented focus

Active focus

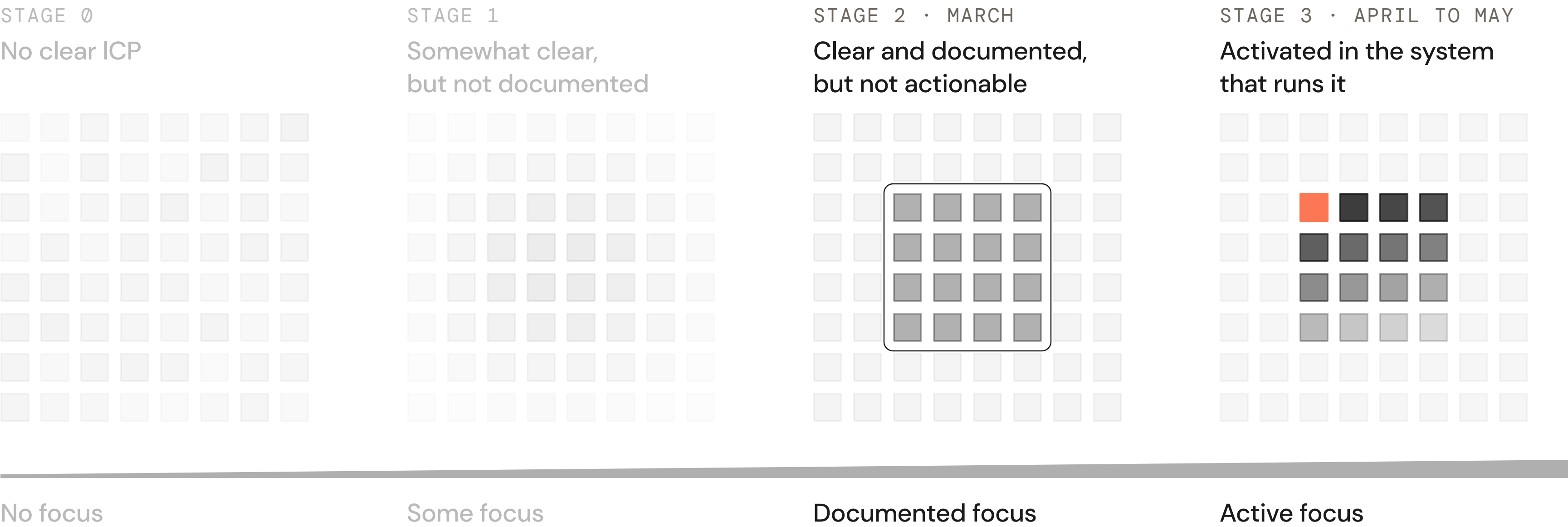
You cannot run a go-to-market
process through a document.

Gates subtract, signals rank, tiers route



Grasp came in at stage 2

Documented in March. Running in Clay by May.



Jerry and Ruben had a document better than most.

2. Primary Buying Signals

These are the signals that indicate a company is likely to have the pain Grasp solves right now. Ranked by strength — how strongly the signal predicts buying interest and urgency.

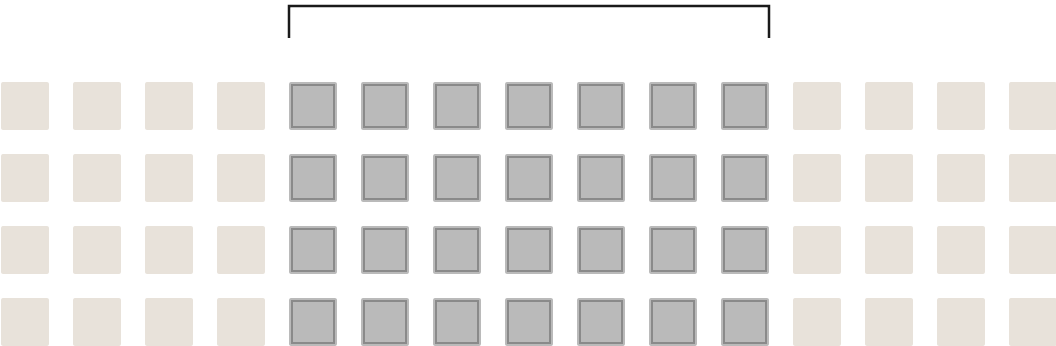
SIGNAL	STRENGTH	WHY IT MATTERS	HOW TO DETECT
CISO or Head of Security present	Very High	Signals that security and compliance is an executive-level priority. This person is your champion — they own the budget and feel the pain daily.	LinkedIn job title search. Clay enrichment on leadership team. Filter for CISO, VP Security, Head of Information Security, Head of Compliance.
Currently pursuing or renewing certification (SOC 2, ISO 27001)	Very High	Active certification process = hard deadline = urgency. They need tooling to support the process. This is the strongest "why now" signal.	Trust pages on company website (SOC 2, ISO 27001 badges). Clay SOC 2 checker. Job postings mentioning compliance projects. Press releases about certification.
ISO 42001 activity New	Very High	ISO 42001 is the AI-specific management standard. Any company researching, pursuing, or publishing about this norm is directly in Grasp's target zone — this is not	Google alerts for company name + ISO 42001. LinkedIn post monitoring. Job postings mentioning AI management standards. Trust pages.

What they wanted was for their go-to-market motions to run through it.

Grasp went from a document to a system in two months

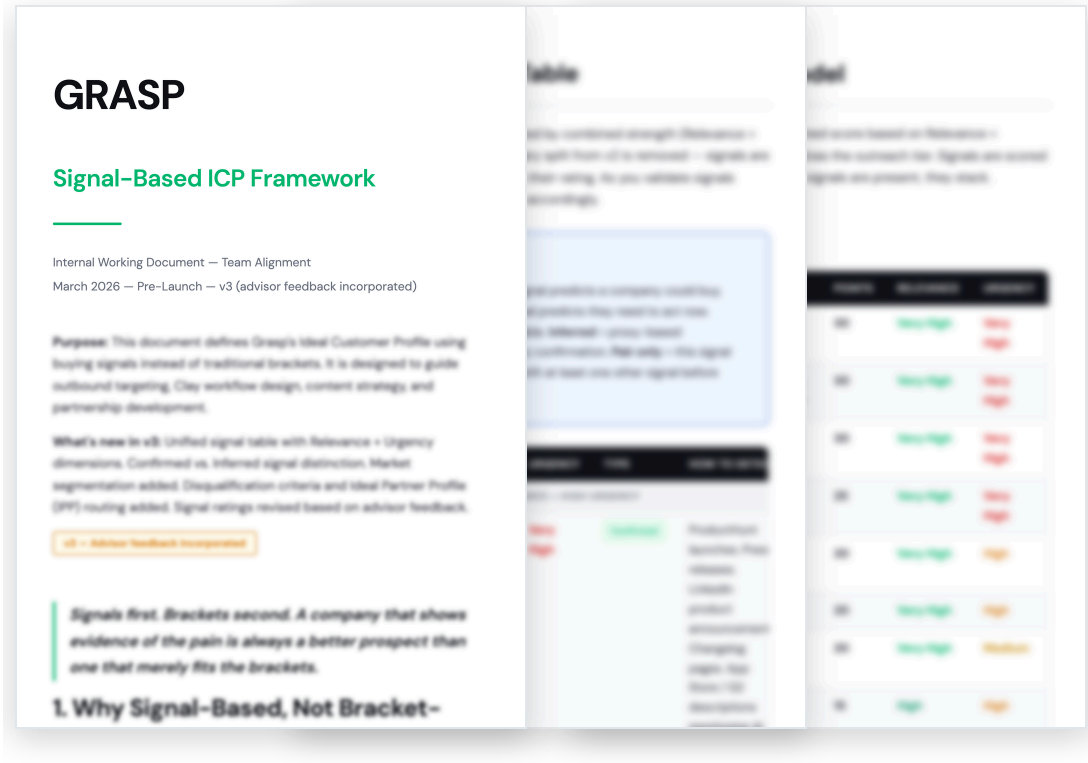
Jerry and Ruben on the same four stages, January to May 2026

STAGE 1 · JANUARY



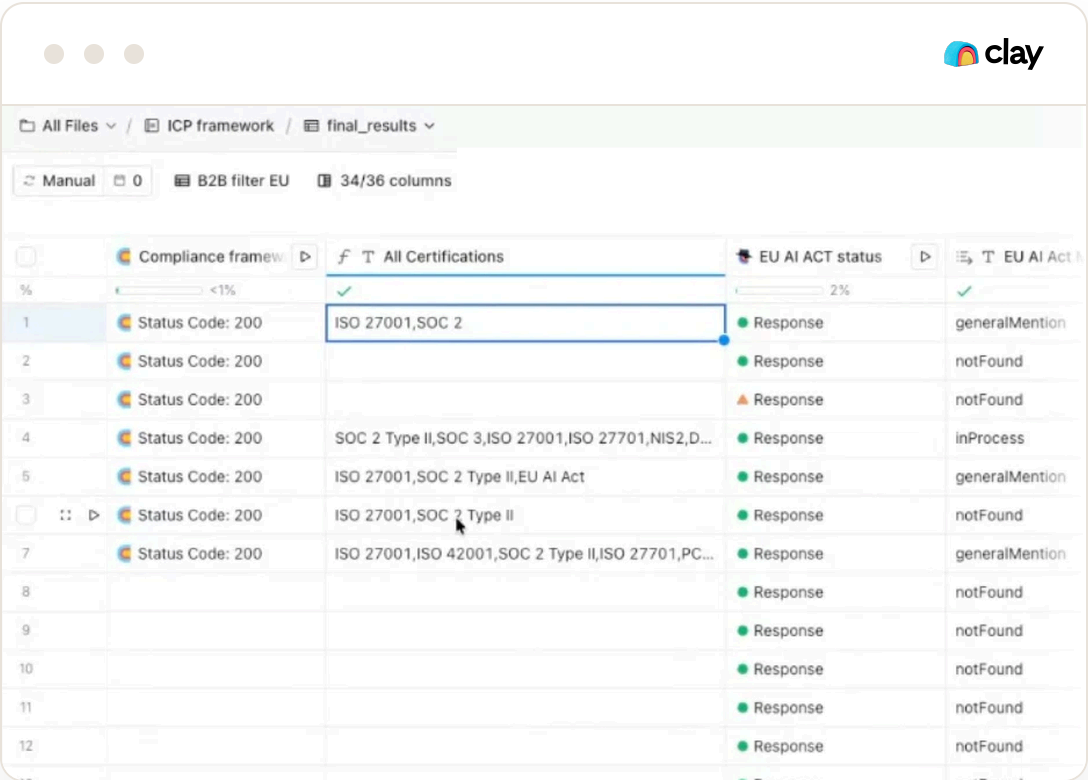
A bracket: SaaS, Europe, 100+ people

STAGE 2 · MARCH



Their v2, then v3: relevance and urgency

STAGE 3 · APRIL TO MAY



ICP system in Clay, scoring and tiering

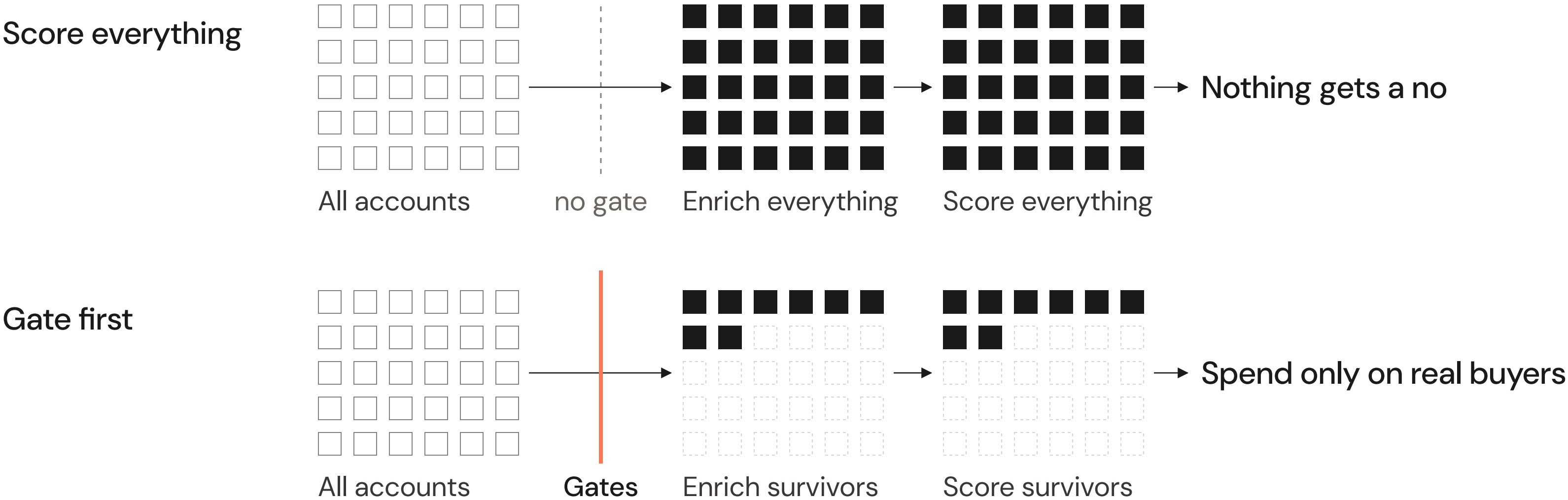


SECTION 4 · 11-26 MIN

- Live case study:
an ICP built in Clay

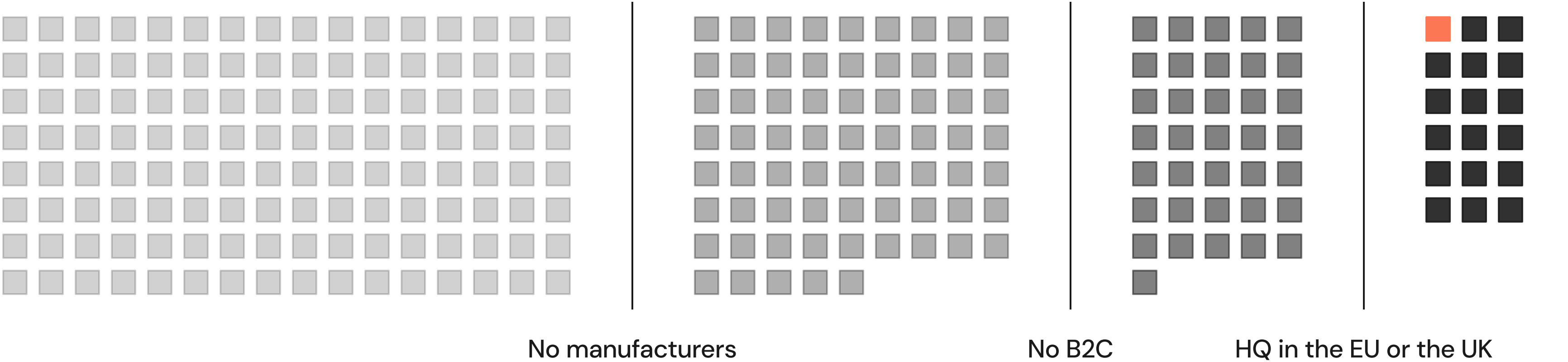
Qualification gates subtract

Without a gate, everything gets enriched and nothing gets a no



Qualification gates are binary;
scoring is a range.

No manufacturers, then no B2C, then HQ in the EU or the UK, starting with the Netherlands.





Let's jump into Clay

- Gates
- Enrichment
- Scoring
- Tiers

Where	T revenueModel	does not contain	manufacturing	T incomeStream	T industry
And	T clientFocus	not equal to	B2C		
+ Add filter + Add filter group X Clear filters					
51-200		B2B, enterprise		commission, subscriptions...	enterprise
51-200		B2B		subscription-based, with s...	legal, enter
501-1000	€291—436m	B2B		subscription, accounts rec...	fintech, ent
501-1000 people	€15—22m	B2B		commission	fintech
51-200	€1—2m	B2B		charging for the use of its ...	marketing
51-200 people		B2B		subscription	education,
501-1000	€400m	B2B		subscription	fintech, ent
201-500	€56m	B2B		subscription	media, ente
201-500	€9.6b	B2B		subscription	enterprise
51-200	€20—30m	B2B		long-term leases for data ...	hosting, res
51-200 people	€120—180m	B2B		subscription	health, hea
51-200 people	€10—15m	B2B, B2C		commission, subscription	marketing,
51-200 people		B2B, large enterp		charging fees for their rec...	jobs recruit
51-200	€13—19m	B2C, Direct-to-c		subscription	media, mar
51-200 people	€24—36m	B2B, B2C		Monthly subscription fees,...	wellness be
51-200	€76—114m	B2B, B2C		subscription	sports, ent
51-200	€18—26m	B2C, B2B		commission	food, energ
51-200 people		B2B		subscription service for its...	health, hea
51-200	€55—82m	B2B		subscription	food; enter
				subscription, free for healt...	health



SECTION 4 · 26-41 MIN

- Live case study:
an ICP built in Clay

Signals rank · Tiers route

Most of the list leaves before a single enrichment runs

Illustrative numbers. The proportions vary by business, the shape does not.

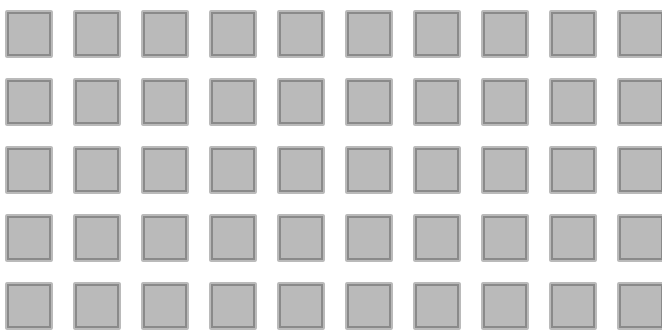
1,000

420

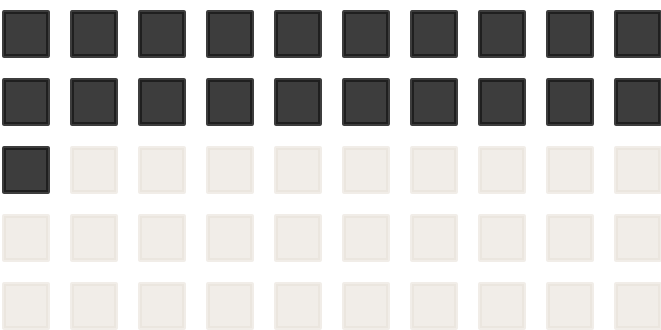
260

260

Starting list



After gate 1



After gate 2



Enriched and scored

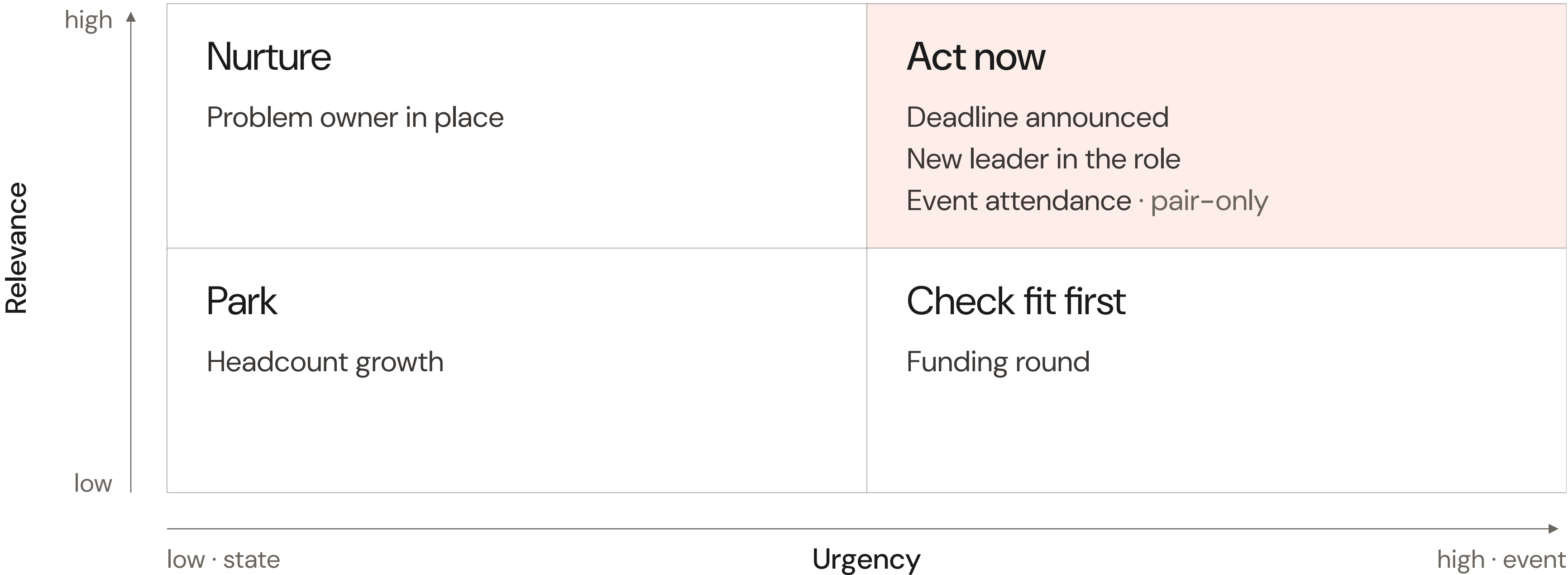


ENRICHMENT STARTS HERE

Relevance advances conversion.
Urgency advances velocity.

Relevance advances conversion.

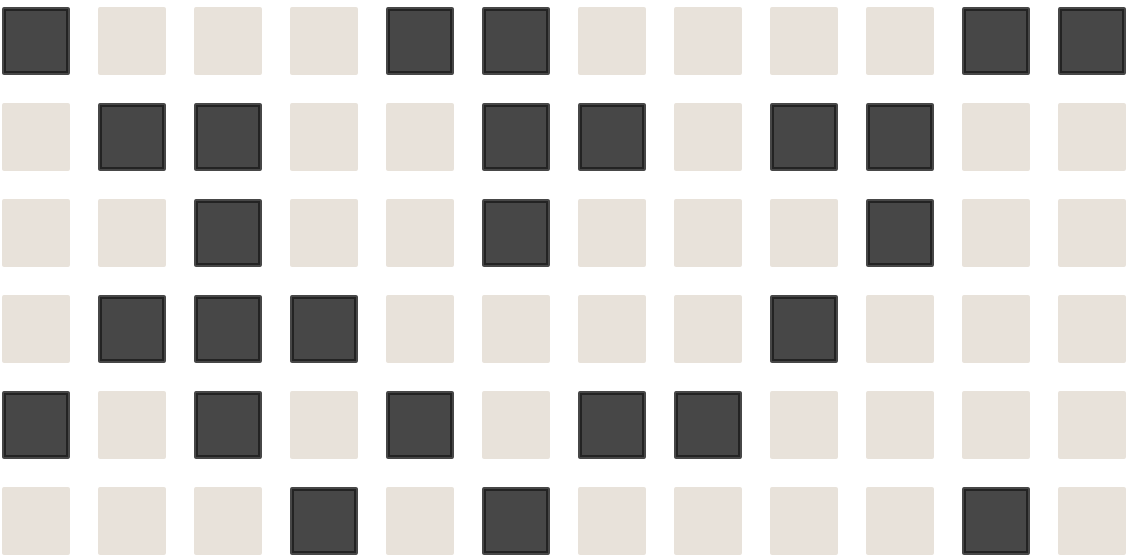
Urgency advances velocity.



RELEVANCE

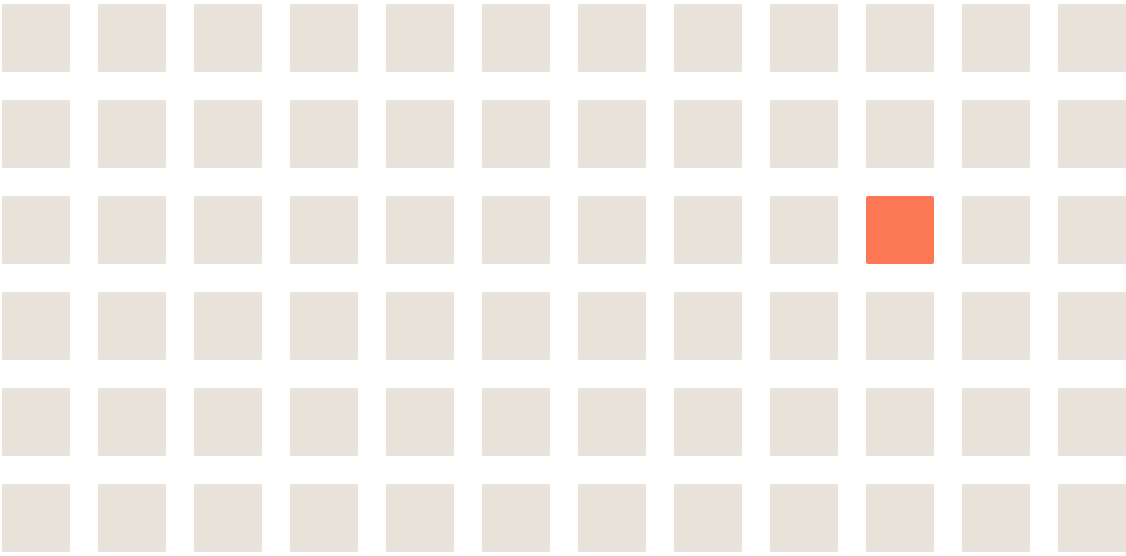
A CISO in place

but they could have a CISO for years without buying.



URGENCY

A certification deadline or an AI launch





Let's jump into Clay

- Gates
- Enrichment
- Scoring
- Tiers

All Certifications

EU AI ACT status

EU AI Act Mention T

ISO 27001,SOC 2	Response	generalMention
	Response	notFound
	Response	notFound
SOC 2 Type II,SOC 3,ISO 27001,ISO 27701,NIS2,D...	Response	inProcess
ISO 27001,SOC 2 Type II,EU AI Act	Response	generalMention
ISO 27001,SOC 2 Type II	Response	notFound
ISO 27001,ISO 42001,SOC 2 Type II,ISO 27701,PC...	Response	generalMention
	Response	notFound
SOC 2 Type II,SOC 2	Response	notFound
SOC 2 Type II,ISO 27001,SOC 2	Response	notFound

GenerateConfigure

Use case

Web research (Claygent)

Model

OpenAI > GPT 5.4 Nano

Account

Clay-managed OpenAI account

Search accounts...

Clay-managed OpenAI account

OpenAI Key

+ Add account

current open vacancies related to security and/or compliance on a company's hiring/careers pages. You will use the provided main input to identify the company and locate its careers or jobs pages, then extract relevant open roles and key details. Return only information that is explicitly present on the pages you visit.

#OBJECTIVE#

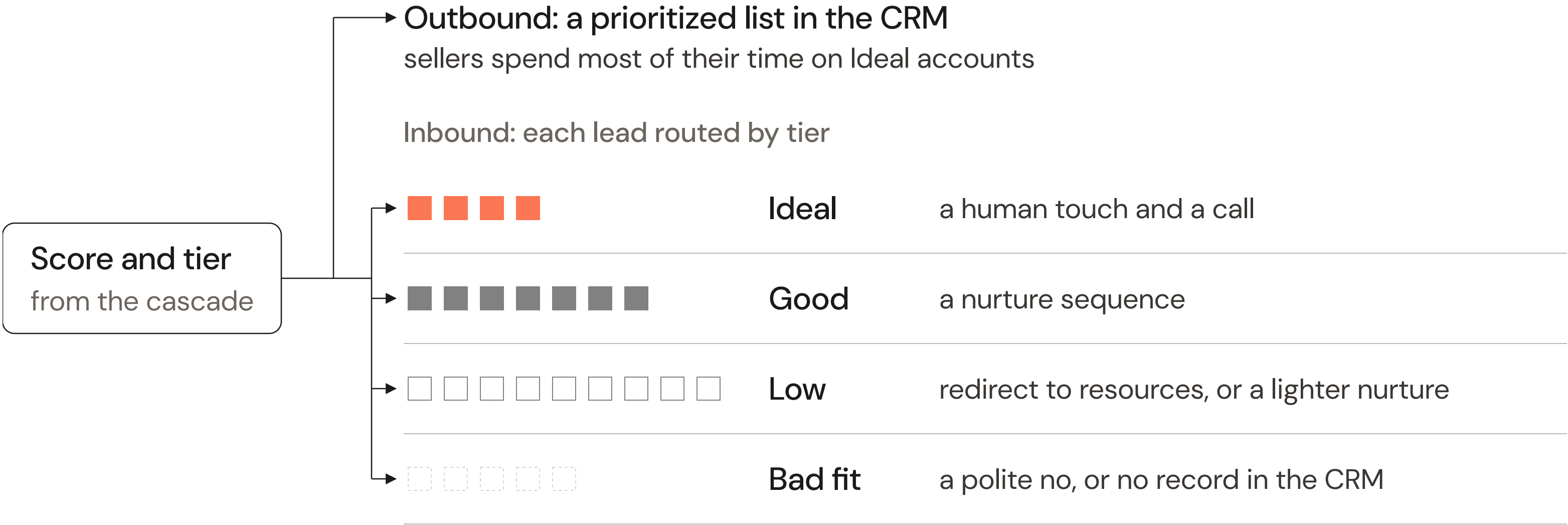
Find and extract open job postings for security, and/or AI Governance and/or compliance roles from the company's hiring/careers pages using the main input, and output structured results.

1 / row

Save

The tier decides where your limited time goes

Prioritize like an investor: the most time goes where the return is highest.



Prioritization is the point.

Every business has limited resources,
so treat time like an investment.

SECTION 5 · 41-45 MIN

- Today was one layer of the system

Grasp's V1 scores people into tiers, and the same scoring can be reused for their inbound.

clay

All Files / ICP framework / final_results

Manual 0 B2B filter EU 34/36 columns

	Compliance framework	All Certifications	EU AI ACT status	EU AI Act
%	<1%	✓	2%	✓
1	Status Code: 200	ISO 27001,SOC 2	Response	generalMention
2	Status Code: 200		Response	notFound
3	Status Code: 200		Response	notFound
4	Status Code: 200	SOC 2 Type II,SOC 3,ISO 27001,ISO 27701,NIS2,D...	Response	inProcess
5	Status Code: 200	ISO 27001,SOC 2 Type II,EU AI Act	Response	generalMention
	Status Code: 200	ISO 27001,SOC 2 Type II	Response	notFound
7	Status Code: 200	ISO 27001,ISO 42001,SOC 2 Type II,ISO 27701,PC...	Response	generalMention
8			Response	notFound
9			Response	notFound

The urgency idea came out of Jerry's own notes on signals with hard deadlines.

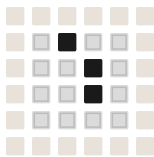
What we didn't cover

- ☐ Routed
- ☐ What ideal means to you
- ☐ Emotional vs rational impact
- ☐ The persona cascade
- ☐ Scoring weights

Here's what we just covered

What would you like to know more about?

- 1 Start with the end in mind
- 2 What an ICP is and isn't
- 3 Why ICP as a static document fails
- 4 Live case study: an ICP built in Clay
Qualification gates subtract · Signals rank · Tiers route
- 5 Today was one layer of the system



Want to go deeper? A one-day workshop on Maven is planned for Q4.

Today was one layer.

Join below to build it into a system.

Maven

Next: a one-day deep-dive workshop on Maven, planned for Q4



maven.com/pawel-nical

RevTech/academy

Next: a six-week live program, starting in October



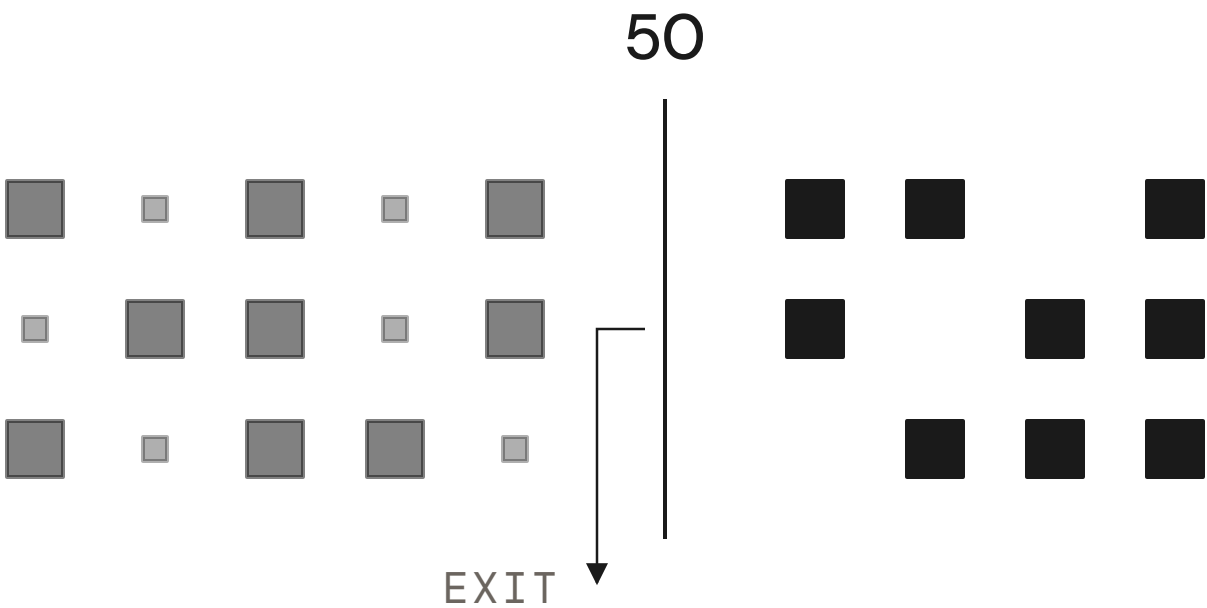
rev.tech/academy

■ Appendix

Headcount can be a gate and a signal at once

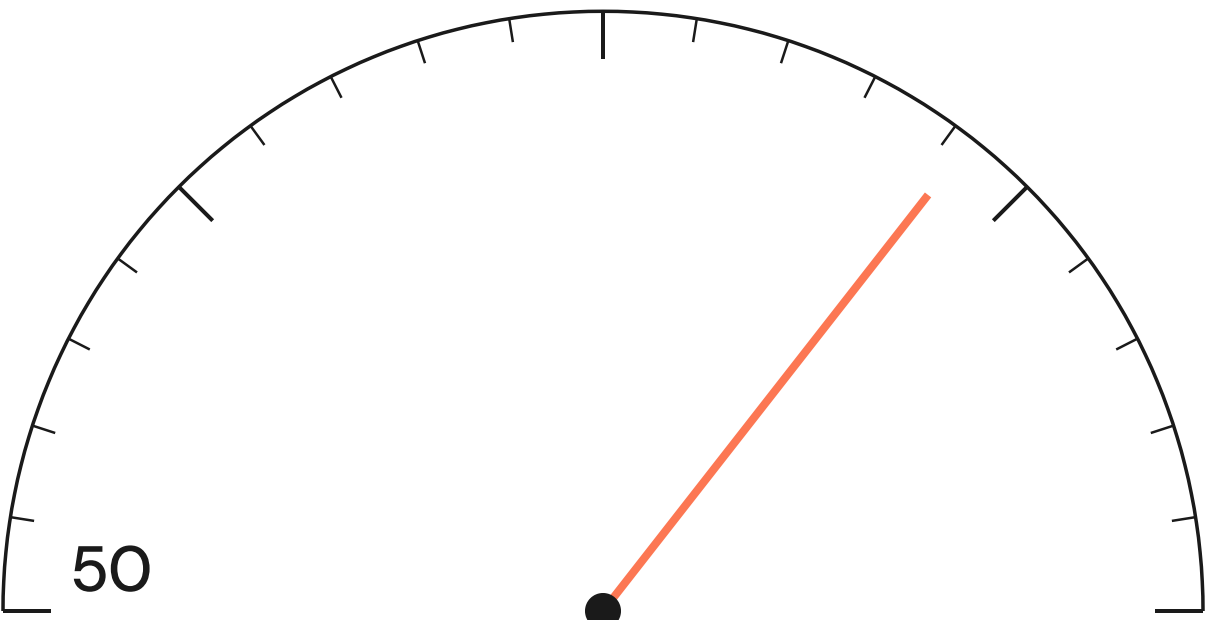
Example floor at 50 employees: below it the gate says no, above it a bigger team scores higher.

GATES



Under 50 employees
the gate says no

SIGNALS



50 employees and up
a bigger team adds to the score

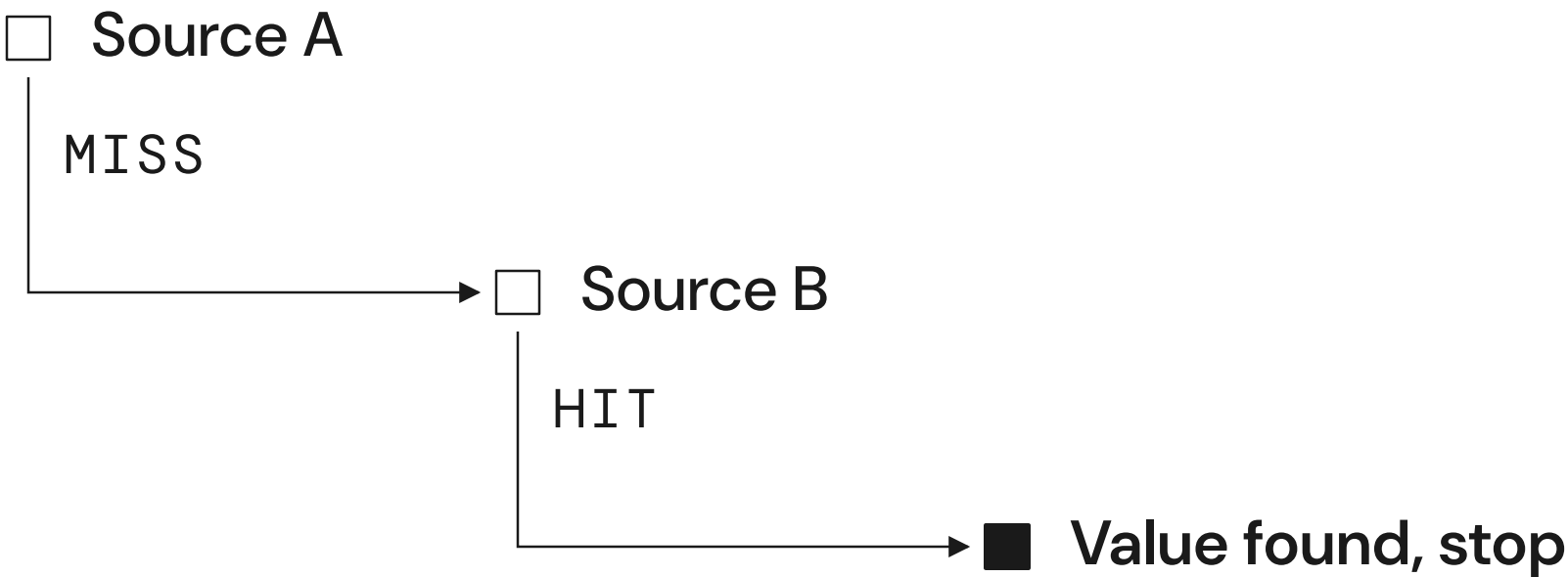
Enrichment stops on the first hit.

Qualification stops on the first miss.

Same waterfall shape, opposite logic

Enrichment

OR CHAIN



Qualification

AND CHAIN

