

James J Senecal

CUSTOMER SUCCESS & REVENUE RETENTION EXECUTIVE

BOARD & GOVERNANCE EXPERIENCE PROFILE

Venice, FL | (919) 946-4441 | james.senecal@icloud.com | linkedin.com/in/jamessenecal | james-senecal.com

BOARD VALUE PROPOSITION

James J. Senecal brings a board-relevant operating perspective at the intersection of customer and revenue governance, SaaS scale, technology, human capital, and transformation. Across growth-stage and enterprise environments, he has led global organizations accountable for \$300M ARR, 2,800+ customers, 105 team members, and operating budgets up to \$18M. His experience helps boards and advisory groups connect customer health, forecast quality, operating-model readiness, AI-enabled workflows, talent, and M&A execution to durable enterprise value.

GOVERNANCE LENS: Customer and renewal signals are leading indicators of enterprise performance, risk, and value creation.

SELECTED BOARD-RELEVANT SCALE

\$300M ARR oversight	\$18M budget led	2,800+ customers	105 person team	\$3.6M at-risk ARR recovered	45% to 82% forecast accuracy
--------------------------------	----------------------------	----------------------------	---------------------------	--	--

BOARD-RELEVANT GOVERNANCE EXPERIENCE

CUSTOMER & REVENUE RISK OVERSIGHT

Uses retention, renewal, adoption, engagement, health scoring, executive sponsorship, and expansion signals as leading indicators. Retained \$7.9M at 86% GRR, generated \$2.1M in expansion opportunities, and recovered \$3.6M in at-risk ARR.

FORECASTING, CONTROLS & EXECUTIVE REPORTING

Improved renewal forecast accuracy from 45% to 82% through standardized health scoring and risk governance. Presented customer health, retention exposure, and growth forecasts to executive leadership to inform resource and investment decisions.

FINANCIAL STEWARDSHIP & RESOURCE ALLOCATION

Led an Americas presales operating budget up to \$18M; improved Customer Success coverage efficiency by 20%, enabled 10% customer-base growth, and delivered 3% annual budget savings.

HUMAN CAPITAL, CULTURE & SUCCESSION

Built and coached global teams across the Americas, EMEA, and APAC. Redesigned roles, training, compensation, and performance systems, increasing job satisfaction by 15% while maintaining accountability.

M&A, TRANSFORMATION & INTEGRATION

Aligned customer-facing teams through merger integration and organizational change by standardizing roles, processes, governance, and engagement while protecting customer continuity and trust.

TECHNOLOGY, AI & OPERATIONAL RISK

Brings enterprise software, automation, solution architecture, resilience, and ServiceNow ecosystem experience. Introduced AI-assisted account intelligence and reporting with measurable productivity and coverage gains while retaining executive accountability.

ADVISORY & COMMUNITY LEADERSHIP

Technology Advisor, St. Catherine of Siena Church & School | Nov 2013-Sep 2021. Advised the Pastor and parish and school leadership on technology operations, solution evaluation, and technology-enabled improvements.

James J Senecal

CUSTOMER SUCCESS & REVENUE RETENTION EXECUTIVE

BOARD & GOVERNANCE EXPERIENCE PROFILE - CONTINUED

Venice, FL | (919) 946-4441 | james.senecal@icloud.com | linkedin.com/in/jamessenecal | james-senecal.com

BOARDROOM CONTRIBUTION PROFILE

PORTFOLIO & REVENUE OVERSIGHT

Creates disciplined visibility into renewal timing, at-risk ARR, customer value, executive engagement, expansion potential, and resource priorities. Evidence includes \$300M ARR oversight, a 380-basis-point GRR improvement, and \$3.6M in at-risk ARR recovery.

OPERATING MODEL & CONTROL ENVIRONMENT

Builds segmentation, coverage, role architecture, health scoring, reporting, governance cadence, compensation, and capacity planning so strategy can be executed consistently.

TRANSFORMATION & CHANGE ASSURANCE

Focuses governance on decision rights, stakeholder alignment, communication, customer continuity, and measurable adoption during growth, M&A, and organizational change.

EXECUTIVE INFLUENCE & COMMERCIAL ALIGNMENT

Connects technical credibility, customer insight, and commercial judgment to management decisions, alliances, and go-to-market execution; influenced 24 consecutive quarters of sales growth and generated three partnerships.

COMMITTEE & ADVISORY ALIGNMENT

- Strategy, Growth & Customer: customer economics, retention, renewals, expansion, segmentation, advocacy, and scalable growth.
- Technology, Product & Risk: enterprise software, automation, AI governance, product adoption, resilience, and customer-impact risk.
- Human Capital & Compensation: organizational design, leadership development, incentives, culture, performance, and succession readiness.
- M&A, Transformation & Integration: customer continuity, operating-model alignment, stakeholder communication, decision rights, and adoption.

QUESTIONS JAMES HELPS BOARDS ASK

- Are customer health, renewal, expansion, and concentration signals visible early enough to influence decisions?
- Does management have a credible forecast, clear risk ownership, and a repeatable recovery process for at-risk revenue?
- Is the growth strategy supported by the right operating model, capacity, leadership depth, and incentives?
- Are AI and technology investments producing measurable customer value, productivity, and responsible operating controls?
- During M&A or transformation, are customer continuity, talent, decision rights, and execution risks explicitly governed?
- Are metrics and compensation reinforcing durable customer and enterprise value?

BEST-FIT BOARD & ADVISORY MANDATES

Growth-stage, private, or PE-backed B2B SaaS and enterprise technology companies | Organizations scaling Customer Success, Renewals, Services, or customer-facing operating models | Companies navigating M&A integration or global transformation | Enterprise automation, quality engineering, ServiceNow ecosystem, resilience, or infrastructure businesses | Mission-driven and veteran-support organizations

BOARD POSITIONING

James offers boards the customer and recurring-revenue lens of an experienced operator who can identify leading indicators of risk, test whether strategy is executable, and connect talent, technology, customer outcomes, and governance to durable enterprise value. This profile describes board-relevant operating and advisory experience and does not imply prior fiduciary board service.