

James J Senecal

CUSTOMER SUCCESS & REVENUE RETENTION EXECUTIVE

BOARD & GOVERNANCE EXPERIENCE PROFILE



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BOARD VALUE PROPOSITION

James J. Senecal brings a board-relevant perspective at the intersection of customer and revenue governance, SaaS scale, technology, talent, and transformation. Across growth-stage and enterprise environments, he has led global organizations accountable for \$300M ARR, 2,800+ customers, 105 team members, and multi-million-dollar budgets. His experience helps boards and advisory groups connect customer health, operating-model readiness, human capital, technology investments, 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	+380 bps GRR	24 qtrs sales growth
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BOARD-RELEVANT GOVERNANCE EXPERIENCE

STRATEGY & ENTERPRISE VALUE Tests whether growth strategy is supported by scalable coverage, operating capacity, customer value, and cross-functional execution. Brings an enterprise perspective that balances customer, revenue, product, people, and cost priorities.	CUSTOMER & REVENUE RISK OVERSIGHT Uses retention, renewal, adoption, engagement, NPS, health scoring, and executive sponsorship as leading indicators of risk. Converts customer signals into portfolio visibility, forecasting, prioritization, and management accountability.
FINANCIAL STEWARDSHIP & RESOURCE ALLOCATION Managed global Customer Success and Sales Support budgets, including an Americas presales budget of up to \$18M. Improved coverage efficiency by 20%, supported 10% customer-base growth, and delivered 3% annual Customer Success budget savings.	M&A, TRANSFORMATION & INTEGRATION Aligned customer-facing teams through merger integration and organizational change by standardizing roles, processes, engagement models, decision rights, and communications while protecting customer continuity and trust.
HUMAN CAPITAL, CULTURE & SUCCESSION Built and coached diverse teams across the Americas, EMEA, and APAC. Redesigned roles, training, compensation, and performance systems; increased job satisfaction by 15% while maintaining clear accountability and service standards.	TECHNOLOGY, PRODUCT & OPERATIONAL RISK Brings deep enterprise software, solution architecture, automation, high availability, disaster recovery, and ServiceNow ecosystem experience. Translates complex technical choices into business outcomes, adoption risk, resilience, and customer impact.

GOVERNANCE DIFFERENTIATORS

OPERATOR'S JUDGMENT Understands where strategy, incentives, systems, and execution break down.	CUSTOMER / REVENUE LENS Connects customer outcomes and renewal risk to enterprise value.	CANDOR WITH EMPATHY Challenges constructively while maintaining trust and accountability.	MISSION-DRIVEN DISCIPLINE Brings preparation, resilience, ethics, and service-oriented leadership.
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BOARDROOM CONTRIBUTION PROFILE

The governance questions, committee lenses, and strategic mandates where James can add immediate value.

SELECTED GOVERNANCE IMPACT

PORTFOLIO & REVENUE OVERSIGHT Creates disciplined visibility into risk, renewal timing, customer value, executive engagement, and resource priorities. EVIDENCE: Managed and renewed \$300M ARR across 2,800+ customers; increased GRR by 380 basis points and customer satisfaction by 16% within nine months.	OPERATING MODEL & CONTROL ENVIRONMENT Builds clear segmentation, coverage, role architecture, reporting, governance cadence, compensation, and capacity planning so strategy can be executed consistently. EVIDENCE: Designed a global Customer Success operating model for a pre-Series B SaaS provider and established CSM coverage across the Americas, EMEA, and APAC.
TRANSFORMATION & CHANGE ASSURANCE Focuses governance on decision rights, stakeholder alignment, communication, customer continuity, and measurable adoption during periods of rapid change. EVIDENCE: Aligned Customer Success teams through merger integration and organizational change while preserving service continuity and customer trust.	EXECUTIVE INFLUENCE & COMMERCIAL ALIGNMENT Connects technical credibility, customer insight, and commercial judgment to strengthen management decisions, alliances, and go-to-market execution. EVIDENCE: Influenced 24 consecutive quarters of significant sales growth, shortened the proof-of-concept cycle by two weeks, and helped generate three corporate partnerships.

COMMITTEE & ADVISORY ALIGNMENT

STRATEGY, GROWTH & CUSTOMER Customer economics, retention, renewals, segmentation, market execution, customer advocacy, and scalable growth.	TECHNOLOGY, PRODUCT & RISK Enterprise software, automation, product adoption, technology-to-value translation, operational resilience, and customer-impact risk.
HUMAN CAPITAL & COMPENSATION Executive and leadership development, organizational design, performance management, role clarity, incentives, culture, and succession readiness.	M&A, TRANSFORMATION & INTEGRATION Customer continuity, integration governance, operating-model alignment, stakeholder communication, decision rights, and change adoption.

QUESTIONS JAMES HELPS BOARDS ASK

• Are customer health and renewal signals visible early enough to influence decisions? • Is the growth strategy supported by the right operating model, capacity, and leadership depth? • Are incentives and metrics reinforcing durable customer and enterprise value?	• During M&A or transformation, are customer continuity, talent, and execution risks explicitly governed? • Are technology and product investments translating into measurable adoption and business outcomes? • Does management have clear decision rights, accountability, and an effective operating cadence?
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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. • Boards seeking a stronger customer, retention, and recurring-revenue perspective.	• Companies navigating M&A integration, transformation, or global operating-model change. • Enterprise software, automation, quality engineering, ServiceNow ecosystem, resilience, or infrastructure businesses. • Mission-driven and veteran-support organizations valuing disciplined, service-oriented governance.
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BOARD POSITIONING

<i>James brings the customer and revenue lens boards need: 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.</i>
