Nicole Pennington

Customer Revenue and Post-Sales Leader for B2B SaaS, Seed to Enterprise

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Operating thesis

From first customer to growth engine. I build the post-sales foundation for B2B SaaS: onboarding, retention, renewals, expansion, and support, built as one engine that grows with your customer base.

Executive summary

That zero-to-one pattern has defined my career. Over 20 years in B2B SaaS, I have built customer success, account management, professional services, and support functions from scratch at six companies, from a NASDAQ-listed enterprise platform to a pre-revenue startup.

What I do best is bring structure to ambiguity without creating bureaucracy. I build the model, define the operating cadence, write the playbook, set the metrics, coach the team, and align Customer Success with Sales, Product, and the executive team. And because growing companies rarely fit a neat org chart, I am just as comfortable setting strategy as I am joining the customer call.

I am a builder by nature. I move fast, make decisions with incomplete data, and then put the structure in place so the team can run what we started.

96%	122%	216%	6x
Gross revenue retention	Net revenue retention	Upsell growth in 19 months	Post-sales functions built from the ground up

Selected impact

- **96% GRR and 122% NRR at a seed-stage AI SaaS company:** powered by a playbook for repeatable value attainment, predictive health scoring, and scalable AI-enabled motions.
- **Services revenue built from zero to $5M, twice:** two post-sales and services practices scaled within their first years.
- **216% upsell growth in 19 months:** driven by account tiering, forecasting discipline, deal reviews, and repeatable growth playbooks.
- **4 weeks faster time to value:** implementation methodology redesign with clearer qualification criteria and structured customer enablement.
- **+200% subscription revenue over three years at Aprimo:** a post-implementation subscription services program grown while holding a strong margin.
- **Teams built to last:** leading with empathy and clear structure, recruiting, coaching, and developing durable teams into trusted advisors who own the customer journey.

Executive experience

Mavvrik 2023 to present
VP Customer Success
AI and hybrid cloud cost management

Adthena 2021 to 2023
Director of Account Management
Search intelligence and competitive intelligence SaaS

HRMS Solutions 2020 to 2021
VP Professional Services
HCM SaaS partner, brought in to build the UKG (Ultimate Software/Kronos Group) practice

Bluewater 2016 to 2020
Director of Professional Services, PMO and Account Management
HCM and learning technology consultancy, leading the UKG (Ultimate Software) practice

Cornerstone OnDemand 2012 to 2016
Practice Lead and Enterprise Engagement Manager
Talent management SaaS; Practice Lead for Cornerstone for Salesforce and lead for enterprise implementations including United Airlines

Aprimo 2004 to 2012
Manager of Extended Services and Solution Practice Lead
Enterprise marketing software, leading post-implementation subscription services and ongoing support

Case study highlights

From zero customers to a retention engine (Mavvrik, 2023 to present)
Grew the customer base from zero to 30 active customers while achieving 96% GRR and 122% NRR in 2025. Exceptionally strong customer sentiment, high product adoption, and referenceable customer advocacy helped support two consecutive funding rounds.

Making expansion repeatable (Adthena, 2021 to 2023)
216% upsell growth in 19 months. The account team held at zero attrition over two years.

Turning services into recurring revenue (Bluewater, 2016 to 2020)
The implementation practice grew from zero to a multi-million line of business in under three years and increased annual company revenue by about 30%. The subscription offering grew roughly 5x in two years. The practice earned two partner awards from Ultimate Software: Rookie of the Year (2016) and the Strategic Alliance Innovation Award (2017).

Fixing onboarding at the source (Cornerstone OnDemand, 2012 to 2016)
Profitable within four months. Implementation-related support cases down 90%. Time to value cut by four weeks.

Customer success before it had a name (Aprimo, 2004 to 2012)
Annual subscription revenue grew 200% in three years while holding a strong margin, with a team scaled from 2 to 12 consultants.

Education and credentials

- M.S. Technology Commercialization, The University of Texas at Austin
- BBA, Management Information Systems, Texas A&M University
- Project Management Professional (PMP); Strategic Account Management, The Brooks Group
- Speaker, Chief Customer Officer Summit Austin 2026

Beyond the work

My family has been in Texas for eight generations. I live outside Austin near Lake Travis with my husband, our two kids, three dogs, and a cat. Weekends mean Hill Country air, Aggie football, movie nights, and watching my kids on the court and on the trails.

Open to full-time leadership roles (VP, Director, Head of Post-Sales, or Customer Journey Lead), fractional post-sales leadership, and a focused build of your post-sales foundation. Full case studies at www.nicolepennington.com.