ANDREA G. MULLIGAN

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Customer Success | Post-Sales & Net Revenue Retention (NRR/NDR) Executive

Transformation-focused Chief Customer Officer with 20+ years taking reactive, under-structured post-sales organizations in PE-backed B2B SaaS and rebuilding them into outcome-driven, commercially oriented retention engines. Proven track record delivering 95%+ GRR and 107–110% NRR/NDR through PE ownership and successful exit — with the playbooks, tiered service models, and accountability structures to show for it.

Professional Experience

Sophity Partners **2026 - Present**

Founder, and CEO

Advisory engagements with growth-stage B2B SaaS companies on post-sale strategy, undertaken while pursuing full-time CCO/COO/CRO operating roles. Helping growth-staged B2B SaaS companies make CS the most defensible revenue line in their business by aligning the post-sale motion to what actually secures GRR and drives NRR/NDR.

- Built the Outcome-Readiness Assessment (ORA), a diagnostic framework that identifies where a B2B SaaS company's post-sale motion is putting GRR and NRR/NDR at risk, and apply with clients to build Outcome Readiness Roadmaps that shift CS from an advocacy function to an accountable, outcome-owning function.
- Built the AI Revenue Risk Assessment (ARRA), a framework that helps B2B SaaS GTM teams use AI to surface efficiency gains, revenue risk, and expansion opportunity across the post-sale motion.
- Built an Enterprise SaaS Customer 360 AI Prototype: Engineered a full-stack "Single Pane of Glass" React/TypeScript support dashboard that dynamically integrates live Customer telemetry, commercial contracts, and ticket histories; architected an Anthropic AI pipeline that contextually ingests this multidimensional account data to stream real-time, high-empathy triage playbooks, demonstrating automated capabilities for churn mitigation, expansion routing, and complex root-cause isolation.

Zmags, Inc. dba Fastr **2025-2026**

Chief Customer Officer

Recruited to assess and restructure Client Services at PE-backed Fastr during a turnaround. Oversaw pre- and post-sale Solutions Engineering, Professional Services, and Customer Success.

- Conducted a comprehensive diagnostic of the Technical Services organization, delivering a dual-path roadmap: A remediation plan and a strategic wind-down recommendation — providing the leadership team with clear options and a defensible path forward.
- Led integration of Fastr's acquired Technical Consulting practice into the core Client Services organization (untouched since acquisition prior to my arrival) aligning service offerings, staffing/role definitions, and operational reporting into a single model.
- Architected an AI-powered CSM enablement framework, building a suite of tools to elevate CSMs from reactive support roles to strategic client advisors — including risk identification, account health assessment, and expansion signal detection.
- Designed and developed three AI-driven client assessment offerings (ADA, UCP, SEO/GEO) to reposition Professional Services as a strategic partner and generate incremental services revenue; led full build-out through near-deployment.

Paytronix Systems, Inc. **2020 - 2025**

Chief Customer Officer

Recruited to lead the transition of PE-backed Paytronix Client Services from scrappy, startup organization to one that can scale to support a $100 million business. Member of the Executive Leadership team responsible for partnering in defining and executing the multi-year strategy that led Paytronix to a successful exit in November 2024.

- Achieved Gross Revenue Retention (GRR) of 95% or higher year-over-year. Achieved Net Revenue Retention of 107 - 110% throughout tenure.
- Built a scalable Technical Support organization by modernizing platforms and integrating offshore resources, enabling 24/7 coverage, faster responses, richer customer insights, and higher satisfaction (4.6 of 5) with improved efficiency.
- Leveraged upgraded support infrastructure to launch a Premium Support offering, generating new recurring revenue with 7% attach rate on new 2024 contracts, monetizing differentiated service and reinforcing customer value.
- Directed the creation of Paytronix's first Knowledge Management & Learning function, reducing cost of service by $500k+ year by achieving 25% support case deflection, eliminating 170 hours/month of consultant-led custom training, boosting productivity and reducing time spent searching for information while supporting customers.
- Built and scaled a Voice of the Customer program to surface actionable insights, driving CSAT above 4.6/5, positive NPS, and informing key product and support decisions.
- Designed segmentation strategies and engagement models tailored to customer size and business goals, ensuring proactive, personalized approach to value realization, supporting 2x growth in CARR (Committed Annual Revenue) from 2021 - 2024.
- Built a highly predictable Bookings-to-ARR model and scaled customer implementation capacity from $3.2MM to $12MM in launched ARR per quarter (275% growth), directly enabling company revenue recognition and reducing time-to-value for enterprise clients.
- Scaled Client Services with new org design, key roles, and leadership development, enhancing customer experience, investing in top talent, and reducing voluntary attrition from >25% to within the first year <15% through high-growth.
- Built repeatable delivery frameworks and services packages to manage complex, multi-product implementations across diverse customer segments (SMB, Mid-Market, Enterprise), supporting customer portfolios of varying maturity and reducing Time to Launch by 40-60%..
- Implemented Professional Services Automation (PSA), including time tracking, for better resource planning and departmental management, resulting in a 30% decrease in time to launch.
- Championed M&A Phase 1 Value Creation Plan (VCP) achievement and integration b aligning Paytronix Client Services Offerings to The Access Group (TAG) offerings, adopting TAG revenue forecasting models, driving AI adoption for efficiency.
- Pioneered Generative AI via Paytronix's ChatGPT and Claude.ai to build CSM playbooks and self-service prototypes, intelligent automation prototypes, and enhance support analytics and customer sentiment insights, which boosted speed, consistency, and strategic decision-making.

Pica9, Inc. **2017 - 2020**

Vice President, Customer Success

Recruited to lead Customer Success for an early stage, SaaS startup. Responsible for building the foundation for a scalable Client Services practice. Member of the Executive Leadership team with Board-level exposure and responsibility to work with partners on the Leadership team to define business and growth strategy.

- Built and led Customer Success strategies that consistently delivered revenue retention rates exceeding 90%, safeguarding recurring revenue streams.
- Directed a cross-functional team of Customer Success, Professional Services, and Support leaders to optimize customer experience and operational scalability during key growth phases.

- Designed and institutionalized a scalable Delivery Framework that accelerated customer time-to-value and enhanced implementation efficiency, supporting rapid business growth.
- Partnered with the CEO to redefine the Customer Success function to include expanded account management responsibilities, driving increased cross-sell and upsell opportunities and maximizing customer lifetime value.

Sophity LLC **2014 - 2017**

Founder & CEO

Founded and bootstrapped Sophity based on personal experience with the lack of available solutions designed to assist Customer Success/Professional Services leaders in driving a customer-focused, profitable business. Drove the business vision to address market needs in a changing, SaaS-driven environment. Oversaw all aspects of Sales, Marketing, Product Management, and investor outreach.

Veracode, Inc. **2012-2014**

Senior Director, Worldwide Services

Recruited to take the Veracode Services practice to the next level in its maturity. Managed 3 global groups, encompassing 23 program managers, 8 Application Security Consultants, and 12 Manual Penetration Testers – the monetized arm of Customer Success. Identified challenges and drove partnership with Sales Leadership (VP, CRO) to make significant improvements in the Services/Sales relationship, resulting in improved pre- and post-sales partnering and reduced Services turnover by 10%. Over-achievement of Services, Revenue targets by 35% and grew Services business by 50% in less than 2 years.

Compuware Corporation / Gomez, Inc. **2006 to 2012**

Gomez Inc., a SaaS business, enabled companies to test & improve their Web application performance. Gomez sold to Compuware for 6X revenue multiple while in the latter stage of IPO process.

Americas Solution Delivery Group Practice Director (North, South, Latin Americas) (2011 – 2012)

Promoted in April 2011 to manage the P&L and 55-person team for a $17 million consulting practice encompassing both on-premise and Software-as-a-Services (SaaS) solutions. Ensured 100% renewal rates on all product subscription contracts for Services' customers compared to 95-98% for the Gomez customer base and 2x product contract growth rates over those of non-Services customers. Increased, and positive 25% P&L as a result.

Director, Professional Services, SaaS Business Unit (Gomez, 2006 – 2011)

Recruited to build Consulting Practice within a SaaS business model priced on a consumption/usage-based model. Ensured 100% renewal rates on all consumption/usage-based product subscription contracts and 2x product contract growth rates over those of non-Services customers for Services' customers. Increased annual PS sales from $150,000 to $3,000,000 while delivering a nearly 25% gross services margin. Identified and implemented changes to the Professional Services sales process resulting in an increased average deal size 10x to over $40,000 with many over $100,000. Served as an extension of the Sales organization in closing more than $3 million per year in additional product bookings through key project delivery for enterprise accounts.

Board / Speaking

- Member, Women's Leadership Council, City Year Boston (volunteer/philanthropic)
- Presenter, Customer Success Roundtables
- Guest Lecturer, Tufts University

Education

Masters in Business Administration, Marketing, Carroll School of Management at Boston College

BS in Industrial Technology, Graphic Arts Technology & Business Administration, Fitchburg State College, Magna Cum Laude