

Pam Dodrill

Founder & Principal, Insightful Experience LLC

United States | [LinkedIn](#) | [Substack](#)

Customer operations executive who has built and scaled post-sale teams at SaaS companies including Zapier, Zendesk, and Reputation.com. Now advises post-sale leaders on operating models and AI adoption.

EXPERIENCE

Founder & Principal Jun 2025 — Present
Insightful Experience LLC *United States*
Advise post-sale leaders at B2B SaaS companies on operating model design, cross-functional alignment, and accountability across customer stages. Teaching a public session on post-sale accountability and forecast confidence in October 2026.

Customer Experience Advisor Jun 2025 — Dec 2025
Bevel Workforce

Chief Customer Officer Aug 2023 — Jul 2024
Reputation.com *United States*
Introduced digital onboarding that cut average time to launch from 120 days to 33 days. Created a unified structure and launched the Customer Operations function for a team of 240+ people, and recruited new VPs of Customer Success and Operations.

Vice President, Customer Support and Success Oct 2018 — Dec 2021
Zapier *Remote*
Cut support hiring needs 22% relative to revenue within the first year. Introduced Customer Success, Customer Education, and sales-led functions in a PLG-driven company handling 18,000 support tickets per month, and oversaw a fully remote global team of 120+. Grew community engagement 79% and improved employee NPS 47%, with an attrition rate of 5.4%.

Vice President, Customer Growth (Sales and Success) Feb 2017 — Jun 2018
Skilljar (acq. by Gainsight) *Greater Seattle Area*
Took a team of three generalist CSMs and built separate Customer Support, Onboarding, and Customer Education functions. Built the eLearning Academy and Community from scratch, reaching 100% adoption and cutting onboarding time by 50%. Stabilized sales team performance and met quota during the Series A raise.

Vice President, Customer Success May 2014 — Jan 2016
ServiceMax *Pleasanton, California*
Built Account Management, Community, and NPS programs from the ground up. Raised NRR from 119% to 125% year over year and launched a new community platform that increased active user engagement by 200%.

Global Head of Customer Support Aug 2012 — May 2014
Zendesk *San Francisco Bay Area*
Restructured support operations, cutting time to first reply from 31 hours to 8 hours. Raised the self-service to ticket ratio from 18:1 to 55:1 and built the company's first support staffing model, which supported 100% year-over-year growth. Worked with Product and Engineering on customer-driven platform changes.

Head of Customer Success Jan 2011 — Jan 2012
Engine Yard *San Francisco Bay Area*

Enterprise Sales (Service Cloud Principal Architect) Feb 2010 — Sep 2011
Salesforce.com *Greater Seattle Area*

President and CEO Jan 2007 — Jan 2010
Customer Service Initiative *Greater Seattle Area*
Business Consultant specializing in Strategy for Customer Service and Call Center technology and operations

Global Sales and Product Marketing/Management Jan 2000 — Jan 2007
Oracle *Greater Seattle Area*

EDUCATION

York College of Pennsylvania
BS in Education/Social Science
Activities and societies: Treasurer Phi Kappa Epsilon

MIT xPRO, Sloan School of Management
AI Strategy and Leadership Program

Harvard
Agentic AI: Contextualized and Applied (2.5 week intensive)

PROJECTS

How to Manage Your Amazing Customer Service Team (ebook)

A long-form content piece, this is a resource for anyone who manages customer service reps. Written with customer service professionals with decades of experience, this guide will help leaders:

- motivate with rewards and recognition
- stay cool when understaffed and extra busy
- broaden your team's horizons with events
- keep things fresh with rotating roles
- organize support for future success
- empower your support team
- achieve transparency

How to Hire the Best Customer Service Reps (ebook)

An "end-to-end" guide designed to help customer service leaders and hiring managers find and hire the best talent. This guide offers best practices for everything from sifting through resumes, to conducting an interview, to making a final decision.

CERTIFICATIONS

Agentic AI: Contextualized and Applied 2.5 Week Intensive, Harvard Data Science Initiative Mar 2026

AI Strategy and Leadership Program: Thriving in the New World of AI, MIT Sloan School of Management Mar 2025

Fintech and the Future, The Economist Aug 2022

Stevie Award, Stevie Awards Feb 2014

Knowledge Centered Support Principles, HDI Jan 2011

Salesforce.com Administrator, Salesforce.com

Lucent Administration, Lucent Technologies

Lucent Vectoring with EAS, Lucent Technologies

Dodrill's Dojo,

SKILLS

Strategic Planning for Growth · Retention Strategies · Operational Excellence · Customer Engagement · Business Advising · Expert Advisor · Talent Strategy · Decision-Making · Interpersonal Communication · Problem Solving · Performance Metrics · Team Development · Strategic Thinking · Team Performance · Artificial Intelligence (AI) · E-Commerce · Software Implementation · Online Marketing · Executive Management · Digital Marketing · Business Strategy · Artificial Intelligence for Business · AI Strategy · Big Data · Strategic Planning · Account Management · Customer Support · Customer Loyalty · Sales Management · Customer Retention · Business-to-Business (B2B) · Leadership Development · SaaS · Change Management · Customer Service · Process Improvement · Call Center · Customer Relations · Product Management · Salesforce.com · Enterprise Software · Cloud Computing · Vendor Management · Sales Support · Customer Experience · Community and Knowledge initiatives · Knowledge Management · Social Media Integration · PaaS · Customer Education · Post-sale operating models · Onboarding · Community management · NPS · NRR retention · Support staffing · Cross-functional alignment · Agentic AI · eLearning