



Head of Merchant Strategy & Insights

Reports to: Director of Operations

Manages: 1 x Junior CS role and Part-time Data analyst

Location: Flexible

Type: Full-time

Salary: Dependent on experience level (£55k - £65k + Bonus)



Role Summary

We're hiring a **Head of Merchant Strategy & Insights** role to lead how Pepper drives ROI, grows MRR, and retains its merchant base.

This is a role for someone ready to **own the strategy and do the work** - building the frameworks, insights, and relationships that help every merchant get more value from Pepper all **underpinned by data**.

Our merchants are our most valuable asset, and this role is about making sure they *feel it*: that Pepper drives revenue, loyalty, and marketing success for their business.

♥ Why Join Pepper

Pepper is the digital loyalty and ordering platform trusted by the UK's leading hospitality brands.

We're now evolving into a marketing engine for operators - connecting loyalty, ordering, payments, and customer data into one powerful platform and our long-term growth depends on how well we grow and retain our existing merchants.

You'll have the opportunity to design how we manage, measure, and elevate merchant success - combining data, storytelling, and strategy to make Pepper indispensable.

Role Purpose

You'll lead Customer Success at Pepper - balancing **relationship management, data-driven insight, and commercial growth**.

This is not a support or project management role. It's about helping merchants **unlock the full value** of Pepper, spotting growth opportunities, and building the playbooks and processes that keep churn low and expansion high.

You'll segment our merchants, design proactive engagement plans, and make sure Pepper's team tells the story of ROI in every conversation.

What Success Looks Like

- Pepper merchants see **measurable commercial value** and deeper loyalty outcomes.
 - Churn is reduced through proactive insight and engagement.
 - We have a **clear segmentation framework** - knowing who needs what, when, and why.
 - Upsell opportunities are identified and acted on, driving measurable NRR growth.
 - Customer Success becomes a **storytelling and data hub** - combining usage insights with commercial messaging that shapes merchant strategy.
 - Merchants continue to view Pepper as a **strategic partner**, not just a tech provider as we scale.
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Key Responsibilities

Strategy & Leadership

- Build and lead the **Customer Success strategy**, including segmentation, retention, and growth models.
- Define Pepper's **merchant success framework** - how we measure impact, communicate value, and act on data.

- Work cross-functionally with Sales, Product, and Marketing to align feedback loops and improve merchant experience.
- Own reporting on **churn, NRR, and health metrics**, driving insight-led decisions.

Relationship & Storytelling

- Act as a **strategic advisor** to key merchants - understanding their business goals and showing how Pepper drives them.
- Turn data and results into compelling **stories and case studies** that demonstrate ROI.
- Build and maintain **executive relationships** with top merchants.



Revenue & Retention

- Identify and execute **upsell and cross-sell opportunities** across Pepper's solutions.
- Lead QBRs and business reviews that show value delivered and next steps.
- Forecast renewal risk and intervene early to protect revenue.



Process & Delivery

- Create and implement scalable **onboarding and success playbooks**.
- Collaborate with Product and Support to close the feedback loop and drive adoption.
- Establish best-practice processes for **tracking merchant health** and triggering action.



Ideal Profile

- 5+ years in **Customer Success, Account Management, or Growth roles** within B2B SaaS or hospitality tech.
- Commercially minded - understands how to link **product usage, data, and revenue**.

- Strong **storyteller** who can turn insights into clear narratives and recommendations.
- **Analytical and data-driven**, able to build dashboards, spot trends, and drive process improvements.
- Confident presenting to senior stakeholders and translating complex insights into action.
- Takes real **ownership of their space**, with a builder's mindset and genuine pride in the impact they create.

KPIs

Category	Target	Measure
 Gross Retention Rate	≥95%	Merchant revenue retained
 Net Revenue Retention (NRR)	≥115%	Upsell + cross-sell impact
 Churn Rate	≤5% quarterly	By merchant count and value
 QBR Coverage	100% of Tier 1s quarterly	Strategic review completion
 Merchant Health Scores	90%+ tracked	Adoption + engagement metrics
 Upsell Revenue	£XX/month	Across existing and new products

 Case Studies (working with Marketing)	1 per quarter	From success stories and measurable ROI
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