JULIAN MERCER

CHIEF OF STAFF

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PROFESSIONAL SUMMARY

Chief of Staff with 9+ years in strategy, operations, and executive support at Stripe, Airbnb, Bain, and Deloitte. Runs the operating rhythm for senior leaders, drives cross-functional initiatives to completion, and prepares clear decisions for the board.

PROFESSIONAL EXPERIENCE

Chief of Staff to the Chief Operating Officer Jan 2023 - Present
Stripe, San Francisco, CA

- Run the operating cadence for a 1,100-person operations organisation, including weekly staff meetings, monthly business reviews, and quarterly planning.
- Drive annual planning with Finance and function heads, aligning 9 teams on goals, headcount, and a $90M operating budget across teams.
- Lead six cross-functional initiatives from scoping to launch, including a support-tooling consolidation that saved $3.2M a year across teams.
- Prepare board and executive materials each quarter, framing decisions, trade-offs, and risks in concise memos reviewed with Finance and Legal before circulation.

Senior Strategy and Operations Manager Aug 2020 - Dec 2022
Airbnb, San Francisco, CA

- Led strategy and operations projects for the host community team, supporting a program serving more than 600,000 hosts across 40 countries with Product and Finance.
- Built a business case for a revised host-support model, reducing average resolution time 19% after a three-market pilot.
- Analysed operating data with SQL and Excel to size opportunities and test assumptions, informing a $12M investment recommendation approved by the executive team.
- Coached two analysts on structuring problems, writing memos, and presenting recommendations to senior leaders, with both promoted within two years.

Consultant Jul 2018 - Jul 2020
Bain & Company, Boston, MA

- Developed a cost-reduction analysis for a software client, identifying 11% savings in non-labour operating expenses and sequencing the changes by effort and impact.
- Synthesised interview and survey findings into steering-committee presentations for client senior leaders, with clear next steps and owners for each finding.
- Managed workstream timelines and deliverables with a four-person team, finishing projects on schedule and within scope.

Business Analyst Aug 2017 - Jun 2018
Deloitte, Chicago, IL

- Built financial models and market-sizing analyses for two consumer clients, presenting assumptions and sensitivities to engagement partners.
- Prepared weekly status decks and issue logs for a 12-person transformation team, keeping owners and deadlines visible to client sponsors.

CORE SKILLS

Executive operating cadence | Strategic planning | Cross-functional leadership | Board materials | Initiative management | Financial planning | Business case development | OKR tracking | Stakeholder alignment | Executive communication | SQL and Excel | Change management | Meeting design | Problem structuring

EDUCATION

MBA, Harvard Business School, Boston, MA

CERTIFICATIONS

Project Management Professional (PMP)