

JULIAN MERCER

DIRECTOR OF PRODUCT MANAGEMENT

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PROFESSIONAL SUMMARY

Director of Product Management with 13+ years leading multi-product portfolios and product organizations through growth, platform change, and market expansion. Converts company strategy into accountable bets, develops product leaders, and balances revenue, customer value, and technical health.

PROFESSIONAL EXPERIENCE

Director of Product Management ServiceNow, Santa Clara, CA

Jun 2021 - Present

- Set strategy for a \$310M workflow portfolio across five product lines, increasing subscription revenue 19% year over year.
- Led six product managers and four cross-functional groups through portfolio planning, reducing unfunded roadmap carryover 42%.
- Reallocated \$18M in annual investment using customer value, adoption, technical risk, and commercial return.
- Established executive outcome reviews that increased major-bet decisions made on schedule from 64% to 91%.
- Sponsored platform consolidation across 11 workflows, lowering annual engineering maintenance cost \$6.4M.
- Developed three senior product managers into group leadership roles through quarterly growth plans and operating ownership.
- Represented the portfolio in annual company planning, connecting market choices to capacity, revenue, and technical investment trade-offs.

Group Product Manager Workday, Pleasanton, CA

Apr 2017 - May 2021

- Managed a team of four PMs across analytics and planning products serving 7,200 enterprise customers.
- Launched an integrated planning suite that reached \$74M in annual recurring revenue within two years.
- Built market and pricing strategy with Sales and Finance, increasing enterprise expansion win rate 13 points.
- Introduced product operations and decision logs that cut cross-team dependency delays 31%.
- Established customer advisory sessions that connected roadmap trade-offs to renewal and expansion priorities.
- Created succession and hiring plans that filled two critical leadership gaps without disrupting committed launches.

Senior Product Manager Oracle, Redwood Shores, CA

Jul 2013 - Mar 2017

- Led cloud migration strategy for financial reporting used by 2,400 customers, reaching 68% adoption in 18 months.
- Combined advisory boards and telemetry into a roadmap that improved renewal intent 10 points.
- Established launch and adoption reviews that gave leaders consistent evidence across product lines.

CORE SKILLS

Portfolio strategy | Product leadership | People management | Investment allocation | Executive communication | Product operations | Market strategy | Pricing | Platform strategy | Organizational design | P&L management | Customer advisory boards | Roadmapping | Talent development

CERTIFICATIONS

Reforge Product Leadership | Pragmatic Institute Foundations

EDUCATION

M.B.A., University of California, Berkeley, Berkeley, CA