JULIAN MERCER

STRATEGY AND OPERATIONS MANAGER

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PROFESSIONAL SUMMARY

Strategy and Operations Manager with 12+ years in consulting and technology operations. Builds annual plans, runs business analyses, and leads cross-functional programs that turn strategy into measurable operating results and clear executive decisions.

PROFESSIONAL EXPERIENCE

Senior Manager, Strategy and Operations Jan 2022 - Present
Dell Technologies, Round Rock, TX

- Lead the annual operating plan for a $1.4B services business, aligning goals and budgets across five functions.
- Run a portfolio of six strategic programs and report progress to the executive team each month.
- Built a margin model that guided a pricing and bundling change adding about 1.8 points of gross margin.
- Created a monthly operating review pack that brought sales, margin, and headcount metrics into one view and cut preparation time by two days.
- Manage a team of four analysts and set their priorities around the highest-value business questions.
- Prepare board materials and quarterly business reviews that shaped two investment decisions, with analysis checked against finance before each meeting.

Strategy and Operations Manager Mar 2019 - Dec 2021

- Led a cost reduction program across support operations that delivered $9M in annual savings over two years.
- Analysed customer churn and service data to recommend a retention plan that cut churn by 2.5 points.
- Designed operating metrics and a monthly review cadence that 12 regional teams adopted, replacing several one-off reports with a single shared view.
- Built the business case for a tooling investment and tracked benefits after launch, which came in at 110% of the plan in the first year.
- Coordinated the integration of two acquired service teams, completing the process move on schedule.

Senior Consultant Jul 2014 - Feb 2019
Deloitte, Austin, TX

- Delivered strategy and operations engagements for technology and consumer clients, building the analysis behind recommendations.
- Created market sizing and competitor models that supported two clients entering new segments.
- Led a workstream of three consultants on an operating model redesign that cut handoffs between teams.
- Presented findings to client executives and agreed on implementation steps, owners, and timelines that were then tracked in monthly steering meetings.
- Developed a hiring and onboarding playbook for a client operations team that shortened the time to productivity for new hires by three weeks.

CORE SKILLS

Strategic planning | Business analysis | Operating model design | Annual planning | Program management | Financial modeling | Market sizing | Executive reporting | Process improvement | Change management | OKRs | Cross-functional leadership | SQL | Tableau | Excel

EDUCATION

B.B.A. in Management, University of Texas at Austin McCombs School of Business, Austin, TX

CERTIFICATIONS

Project Management Professional (PMP) | Lean Six Sigma Green Belt | Tableau Desktop Specialist