Tom Dugan

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PROFILE

Results-driven Enterprise B2B SaaS Product Management leader with 15+ years of experience and a relentless commitment to unlocking team potential through fostering a culture of creativity, collaboration, and celebration. Proven track record in building, coaching, and developing high-performing product teams with in-depth knowledge of product strategy and product management frameworks. Successful in crafting compelling product vision, developing product roadmaps, and launching software, data, machine learning, and Artificial Intelligence (AI) products that drive customer value and yield substantial business results. Adept at leading empowered cross-functional teams of product, Ux, Data and Engineering who focus on developing customer empathy and understanding of customer needs to deliver customer-centric technology solutions. Skilled in steering senior executives and business leaders to formulate strategies, align priorities, and execute operational plans. Dedicated to developing individuals into future leaders through ensuring continuous professional growth and development.

Core Competencies: Team Management and Leadership • Professional Development • Product Vision • Strategic Planning and Analysis • Product Roadmap Creation • Change Management • Product Discovery • Product Delivery • Go-to-Market Strategy • Customer Experience • Agile Methodologies • Key Performance Indicators (KPIs) • Artificial Intelligence (AI)

CAREER HISTORY

CHARLESTON PRODUCT GROUP   **January 2024 — Present**
Founder and Practice Leader, Product Management
Founded consulting firm focused on helping organizations elevate their product management practice through clear product vision, customer driven strategies and a culture of collaboration. Keen focus on team culture, professional development, and the craft of product to create products customers love- including discovery, experimentation, design, and delivery.

BHG FINANCIAL   **September 2021 — December 2023**
Vice President, Product Management
Spearheaded the development and execution of technology product vision for all financial services solutions, elevating marketing, sales, credit and customer success strategies to create exceptional customer experiences. Drove technology execution for analytics, AI and machine learning products focused on driving scale through marketing automation, customer acquisition, product pricing, automated underwriting, resource modeling, fraud identification and business performance predictions. Led processes to identify, evaluate, and determine funding for roadmap initiatives including coordination of stakeholder approval, delivering presentations to executive leadership, and aligning leadership priorities to drive funding for roadmap initiatives. Orchestrated dynamic team of 30, including directors, product managers, and product owners responsible for full product lifecycle including business case development, discovery, test & learn, business requirements, design, delivery, and commercialization within operational functions across the organization.

- Achieved remarkable 50% surge in monthly sales, scaling from $250M to $375M, through strategic product roadmap implementation which included new automated customer engagement capabilities and roll-out of an all-new CMS.
- Pioneered origination of $1.7B in loans, concurrently achieving 20% efficiency gain in sales by transforming lending origination technology onto Salesforce-powered platform.
- Propelled business growth by generating $50M in new monthly lending volume through establishment of innovative strategic marketing and lead aggregation channels.
- Elevated employee engagement scores by 25%, instigating impactful initiatives such as career development plans, collaborative communities, formal mentorship, and a culture fostering customer-centric excellence, innovation, and celebration.
- Revamped product team's operational model, introducing transparent data-driven management system with focus on cross-functional stakeholder prioritization, product roadmaps, and enhanced visibility into product delivery timelines.

BENEFITFOCUS   **November 2006 — August 2021**
Vice President, Business Strategy, June 2019 – August 2021
Strategized, developed, and guided senior executive team in formulating enterprise-wide business strategy, fostering alignment of priorities, and uncovering novel growth prospects. Formulated and led execution of comprehensive strategic initiatives to drive organizational growth and market positioning. Developed, implemented, and aligned high-impact business

strategies with company's strategic objectives. Directed cross-functional teams in data analysis, competitive analysis, and financial modeling to develop strategic opportunities and guide decision-making processes.

- Facilitated $80M private equity preferred stock investment, steering senior management team through diligence program.
- Engineered 2x surge in profitability and $20M boost in free cash flow by navigating senior management team through strategic business plan restructuring in response to challenges posed by pandemic.

Vice President, Product Management, June 2017 — June 2019
Steered enterprise B2B SaaS product vision crafting customer-centric software, analytics, machine learning and AI technology product roadmaps. Nurtured and guided career growth of high-performing team of product managers and product owners, fostering Agile execution and product delivery through product design and engineering. Managed strategic initiatives to lead development and optimization of high-impact technology products. Directed cross-functional teams through entire product lifecycle, from conceptualization to market launch. Formulated and executed visionary product roadmaps aligned with overarching organizational goals, leveraging comprehensive market analysis and customer feedback. Applied data-driven insights to inform and shape product strategies, perpetually refining approaches for maximum impact. Orchestrated VOC program including customer communities and executive advisory boards to drive market insight and inform product strategy.

- Doubled annual revenue from $130M to $295M by strategically executing roadmap to fuel substantial customer growth.
- Designed, developed, and launched four innovative software and Data/ML products, increasing annual revenue by $40M+.
- Drove revenue boost of over $30M through business model innovation and launch of new platform marketplace product.
- Recognized as "Top 20 HR Technology Innovator" by Employee Benefit News and Employee Benefit Advisor Journal readers for demonstrating commitment to pioneering advancements in field.

Director, Product Management, June 2015 — June 2017
Guided enterprise software technology product vision and meticulously executed customer-centric product roadmaps. Pivoted on agile design and development methodologies to drive cross-functional prioritization and efficient utilization of engineering resources. Headed and guided cross-functional teams through complete product lifecycle, from conceptualization to market launch with customers and operational functions. Cultivated strong relationships with customers and internal stakeholders translating business requirements into actionable product features.

- Automated 99% previously manual data exchange practices by rolling out product roadmap improvements and effectively streamlining operational efficiency.
- Pioneered comprehensive build-out and transformation of product management team, expanding from four product managers to dynamic team of 35, comprising product managers, product owners, and portfolio managers.
- Realized 28% YoY revenue growth by transitioning product from "custom build" to "market-driven", launching "Voice of the Customer" programs, including customer executive advisory boards and crowdsourced customer-driven ideas.

Enterprise Architect, Technology Products, June 2014 – June 2015
Technology Product Manager, January 2009 – June 2014
Manager, Customer Operations, November 2006 – January 2009

IBM   **August 2004 — November 2006**
Enterprise Resource Planning Consultant, Public Sector

EDUCATION

Bachelor of Science in Economics, College of Charleston, Charleston, SC

CERTIFICATIONS

How to Create Products Customers Love, Silicon Valley Product Group
AI Product Management Specialization, Duke University Pratt School of Engineering
Machine Learning for Product Managers, Duke University Pratt School of Engineering
AWS Cloud Practitioner, Amazon
Product Management, Pragmatic Institute