

Jon Lawrence

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ENTERPRISE SaaS PRODUCT & COMMERCIAL EXECUTIVE

Senior product and commercial executive with 25 years of P&L accountability across enterprise vertical SaaS portfolios in procurement, healthcare, retail, hospitality, and supply chain — driving revenue growth, pricing and monetization strategy, and go-to-market execution for Fortune 500, federal, and public sector buyers across global operations. Technical fluency in platform and API architecture, reflected in two issued U.S. patents, grounds product strategy in engineering reality rather than roadmap theater. Deep practitioner of customer-led commercial strategy with full P&L accountability across product, sales, and services — identifying where to compete and how to win through scaled discovery, rapid prototyping, and structured validation before committing engineering capital. Proven record reallocating R&D capital, modernizing legacy portfolios to cloud architectures, and driving AI-led product transformation tied to ARR expansion and margin improvement, including organization-wide agentic workflow deployment and measurable productivity gains. Trusted advisor to Boards and PE sponsors, translating complex technology strategy, regulatory compliance requirements, and multi-market operating constraints into clear, actionable growth narratives.

PE SPONSOR & PORTFOLIO TRACK RECORD

Four distinct ownership structures across 25 years — from founder-led, pre-institutional platforms to \$200MM+ multi-geography portfolios — spanning turnarounds, AI-native operating model builds, and M&A integration, with successful exits on three of four engagements.

Company	Sponsor	Portfolio Profile	Mandate	Outcome
JAGGAER	Vista Equity Partners (Flagship Fund)	Multi-core procurement SaaS · \$40MM R&D governance · 3 geographies (commercial, U.S. state/local gov't, higher ed, EU public sector)	AI operating model transformation from zero; R&D portfolio reprioritization	100% GenAI adoption across 37-person org; 20–40% productivity gains in 90 days; ~20% of R&D capital redeployed
CBORD	Roper Technologies (NASDAQ: ROP)	\$200MM B2B SaaS · healthcare, higher education, senior living · 25-person product org	Portfolio rationalization; cloud migration; M&A integration (\$1.5B Transact/CBORD merger)	>10% YoY organic ARR growth; 4,000+ SKUs rationalized to under 200; successful M&A exit
Oversight Systems	Luminate Capital Partners	~\$20MM ARR · AI-driven compliance analytics · 16 federal agencies plus Fortune 500 accounts	Built product management discipline from founder-led stage; FedRAMP support	>25% ARR growth in one year; successful exit to TCV
RedPrairie	Francisco Partners → New Mountain Capital	\$100MM retail supply chain portfolio · full P&L across product, sales, and services	Pricing model transformation (license to subscription/ARR); platform modernization	40% revenue growth; 2 of top 10 U.S. retailers won; successful sequential exits

AREAS OF EXPERTISE

Private Equity Value Creation | P&L Management & Commercial Accountability | Pricing, Packaging & Monetization Strategy | AI-Driven Operating Model & Team Enablement | API & Platform Architecture Strategy | AI Commercialization & Agentic Workflow Deployment | Cloud Modernization & Platform Refactoring | Healthcare & Public Sector SaaS | FedRAMP & StateRAMP Compliance Programs | Vertical SaaS Growth Strategy | R&D Capital Allocation & Investment Prioritization | Revenue-Linked Roadmap Prioritization | ARR Growth, Net Retention & Margin Expansion | M&A Strategy, Diligence & Integration | Go-to-Market Strategy & Sales Enablement

PROFESSIONAL EXPERIENCE

REGISTA (formerly JWL Innovation Strategies, LLC), Cumming, GA
Principal — AI-Driven Product & Operating Model Advisory

11/2024 – Present

Advising vertical SaaS companies on product strategy and operating model design.

JAGGAER, Raleigh, NC

03/2025 – 03/2026

Vista Equity Partners Flagship Fund

Chief Product Officer

Owned \$40MM R&D investment governance and commercial roadmap for a multi-core procurement SaaS platform serving commercial enterprises, U.S. state and local government, public higher education, and EU public sector across three geographies. Built the organization's AI transformation capability from zero — establishing the operating model, governance, and commercialization discipline that now define how the product organization ships AI-native capability, in an environment where no employees were previously authorized to use AI tools.

- **AI Operating Model Transformation:** Designed and operationalized a staged AI transformation roadmap (assistant → co-pilot → autonomous workflows), embedding AI into core procurement workflows while driving 100% GenAI adoption across the 37-person product organization — delivering 20–40% productivity gains within 90 days through structured AI workflows in customer discovery, requirements development, accelerated prototyping, and backlog management.
- **Process Automation at Scale:** Sponsored an autonomous translation workflow that replaced \$300K/year in outsourced localization across 26 languages — a proof-of-concept delivering a new language for under \$100 against a \$127K manual baseline, moved to full production within a single release cycle with no added headcount. Built autonomous AI agents monitoring EU legislative and procurement policy changes, surfacing six compliance-impacting regulatory changes eight months ahead of enforcement deadlines and eliminating two planned FTE hires — demonstrating a repeatable model for AI-driven regulatory change detection embedded directly into compliance workflows.
- **Investment Prioritization & Portfolio Governance:** Led cross-functional reprioritization of R&D investment across three core platforms, reversing a multi-year integration strategy by eliminating high-cost/low-value initiatives and redeploying ~20% of R&D capital within six months toward targeted manufacturing growth segments aligned to customer value — improving engineering velocity, sharpening ICP alignment, and strengthening customer retention sentiment.
- **AI Commercialization & GTM Validation:** Built a structured program to rapidly experiment, validate, and commercialize AI-driven capability — converting early-access design partners into paying customers, expanding from 2 to 11 engaged partners within 30 days, with full commercial conversion and 6 presenting validated use cases at the annual user conference.

CBORD, Duluth, GA

07/2021 – 10/2024

Roper Technologies (NASDAQ: ROP) Portfolio Company — Successful M&A Exit

VP, Product Strategy

Led product strategy, commercial growth planning, and portfolio rationalization for a \$200MM B2B SaaS portfolio serving healthcare systems, higher education, and senior living — owning \$20MM R&D investment and a 25-person product organization across two major platforms. Served as named executive sponsor for two years, leading monthly and quarterly executive cadence that stabilized and expanded the strategic relationship with the largest integrated managed care consortium in the U.S.

- **Cloud Migration & Platform Modernization:** Owned the roadmap and business case for transitioning legacy on-premise platforms to secure SaaS architecture across thousands of healthcare and higher education locations — prioritizing which capabilities moved first and building the organizational case for a multi-year investment that Engineering then architected and executed.
- **M&A Integration & Portfolio Strategy:** Led the product workstream on the \$1.5B Transact/CBORD merger — due diligence, integration planning, and post-merger product strategy — shaping which capabilities carried forward, consolidated, or were retired across the combined platform.
- **Portfolio & Margin Optimization:** Designed and executed a multi-year growth strategy driving >10% YoY organic ARR growth through quantified ROI modeling and disciplined capital allocation; rationalized 4,000+ SKUs to under 200, simplifying pricing and sharpening margin across the portfolio.
- **Channel Strategy & Technical GTM Integration:** Designed and executed a partner/channel growth strategy with major foodservice distributors including Sysco — building a white-label distribution model with supporting technical integrations for real-time ordering, receiving, and inventory management that expanded addressable market and accelerated deal velocity.

- **Regulatory Compliance Infrastructure:** Sponsored StateRAMP authorization for the Online Transaction Processing platform and led FedRAMP investment evaluation for federal market entry, partnering with Security and Infrastructure leadership on certification path and commercial trade-offs.

Oversight Systems, Atlanta, GA

07/2019 – 06/2021

Luminate Capital Partners, Successful Exit to TCV — ~\$20MM ARR business

Vice President, Product Management

Built the product management discipline and commercial roadmap within a founder-led, AI-driven compliance analytics platform serving 16 federal agencies, including the Department of Veterans Affairs, and Fortune 500 commercial customers.

- **AI Platform Product Strategy:** Owned product roadmap and commercial packaging for the platform's core AI-driven spend auditing and detection capability, partnering with Data Science, Engineering, and a third-party AI provider to translate model output into customer-facing value — the foundation the COVID-response procurement product line was later built on.
- **Technical Partnership & Regulatory Architecture:** Supported FedRAMP certification with the platform listed on the FedRAMP Marketplace, partnering directly with Security and Engineering on the architectural and product tradeoffs required to operate credibly in a FedRAMP-governed environment.
- **Portfolio Expansion & Revenue Diversification:** Led product response to COVID-driven revenue contraction with two strategic bets — a white-label SaaS offering extending distribution through a major channel partnership, and a new procurement product line built on existing platform data to detect spend leakage — driving >25% ARR growth in one year.
- **Delivery Accountability & Operating Rigor:** Introduced a measurable "say:do" delivery ratio exceeding 95%, building the accountability structure and forecasting discipline that materially improved execution predictability and stakeholder confidence.

NCR Corporation, NCR Hospitality, Atlanta, GA

10/2012 – 06/2019

\$600MM division of NCR (NYSE: VYX) — Now NCR Voyix

Executive Director (2016–2019); Senior Director, Product Marketing & Solution Management (2012–2016)

- **Commercial Enablement & Pricing Strategy:** Built and led the product marketing and sales enablement function across SMB and Enterprise channels for the nation's leading hospitality solutions provider — developing competitive positioning, battle cards, commercial playbooks, and pricing frameworks that drove adoption across a cost-sensitive SMB segment and enterprise accounts, sustaining mid-90s GRR and strong NRR through value-based selling narratives.
- **R&D Investment Thesis:** Secured a 50% increase in software development funding, directing ~\$60MM in R&D capital toward cloud SaaS architecture and a 3-year product strategy centered on consumer engagement, supported by 20+ strategic technology partnerships.

RedPrairie, Inc., Alpharetta, GA (now Blue Yonder)

05/2000 – 09/2012

Startup BlueCube Software sold to Francisco Partners with subsequent successful exit to New Mountain Capital

Vice President, Retail Solutions (2009–2012); Progressive leadership roles (2000–2009)

Held full P&L accountability for a \$100MM Retail Supply Chain portfolio across product strategy, sales, and global services — driving 40% revenue growth and securing 2 of the top 10 U.S. retailers and the largest UK grocer (>\$10MM ARR).

- **Pricing Model Innovation:** Pioneered the transition from one-time license and services revenue to subscription/ARR pricing models, requiring deliberate alignment across sales, services, and finance to prevent functional silos from optimizing against each other. Partnered directly with the CFO to build shared economic models demonstrating long-term margin advantages, securing cross-functional buy-in without mandating change.
- **Platform Modernization & Margin Protection:** Led portfolio-wide technology debt remediation requiring customer migration across the installed base, demanding cross-functional partnership with sales and services teams. Built value-based selling frameworks that reframed the migration as an improved customer experience, protecting margin while accelerating new sales pipeline.

EDUCATION & PATENTS

Education: B.S., Cornell University Patents: U.S. Patents 10,115,094 and 11,126,984