

TOM MEESE

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Product Leader | Enterprise and Developer Products

20+ years building enterprise and developer products, from zero-to-one launches to platform rebuilds and turnarounds. Five zero-to-one launches across managed services, APIs, data products, and hosted platforms, including a multi-cloud database service that contributed to company growth from \$18M to \$75M+ ARR. Led teams of Directors of Product at Aerospike and Janrain.

CAREER HIGHLIGHTS

- **Product team leadership:** Led Directors of Product at Janrain (3, covering ecosystem integrations, customer dashboard, and APIs) and Aerospike (2, covering ACMS and DBaaS). Owned roadmaps, go-to-market, and planning cycles, and coordinated dependencies with the CPO and peer PMs across the core platform.
- **Aerospike Cloud Managed Service (ACMS):** Identified the opportunity, secured board investment, and launched a bring-your-own-cloud service on AWS, GCP, and Azure, sequenced to customer demand. Repackaged instance types and pricing when early customers came in with smaller workloads than expected. Contributed to company growth from \$18M to \$75M+ ARR.
- **Developer and API Products:** Launched Janrain's Configuration API (CAPI), cutting average deployment from 180 to 45 days and becoming a key driver of enterprise sales. Took over a stalled two-year DBaaS project at Aerospike, refocused it on developers, and launched in 12 months with a product-led motion (Pendo, trial-to-paid optimization).
- **Data Products and Customer Metrics:** Built Janrain Affinity, an ML data product (k-means clustering, collaborative filtering) that increased NRR 20% through expansions. At Aerospike, built the Customer Value Drivers dashboard, which put customer KPIs at the center of roadmap and prioritization decisions company-wide.

EXPERIENCE

Principal | Fractional Product & AI Systems May 2024 – Present

Independent Consulting Portland, OR

- Building production AI systems for clients using Spec-Driven Development: engagements start with a full system specification and ship with evaluation frameworks and guardrails.
- Systems in production include a multi-agent job search platform, a RAG pipeline for unstructured knowledge retrieval, a customer-facing LLM evaluation framework, a specification-driven development toolchain (GitHub Speckit), and a mobile-first event discovery application for a virtual e-sports platform.
- Developed AI adoption roadmaps for clients navigating AI experimentation to production — including context/data governance strategy and local vs. cloud model tradeoffs.

VP Cloud Product & Operations (VP Cloud Services & Operations) 2018 – 2024

Aerospike Mountain View, CA (Remote)

Head of Product, Cloud Services, Customer Success, Professional Services, Support, and Education

- Directly managed 2 Director-level PMs covering ACMS and DBaaS product lines. Owned the roadmap for both workstreams and coordinated dependencies with the CPO and 3 peer PMs across core database and ecosystem — a flat structure by design to maintain direct visibility across all product decisions.
- Identified managed cloud database service as the next product opportunity; secured executive and board alignment, built the 50-person global delivery org, owned the product roadmap, and launched a bring-your-own-cloud service across AWS, GCP, and Azure — contributed to company growth from \$18M to \$75M+ ARR.
- Built the Customer Value Drivers dashboard — an internal operational analytics layer that made customer experience KPIs the north star for every function in the business. When a metric crossed its threshold, it triggered focused roadmap investment and cross-functional response.
- Led PLG motion for Aerospike Cloud (DBaaS): implemented Pendo for behavioral analytics, optimized the free trial-to-paid conversion funnel, and built the self-serve operational model.
- Owned \$33M annual cloud budget across AWS, GCP, and Azure supporting enterprise customers including a top-tier brokerage, a global credit bureau, and the world's largest fantasy sports platform.
- Built Aerospike Academy: 25 courses and 500+ videos covering database fundamentals, cloud deployment, and developer tooling.

VP Enterprise Services 2016 – 2018

ProKarma Portland, OR

- Rebuilt the enterprise services delivery org: standardized engagement models, improved utilization and margin, and expanded delivery capability for a global footwear and apparel client, a global energy company, and a pharma company.
- Led S&OP implementation — created a monthly operating cadence connecting resource planning, revenue forecasting, and project delivery health in a single review.
- Managed vendor scorecard program: structured performance reviews against SLA, quality, and cost targets across a portfolio of delivery partners.

VP Cloud Product & Operations (SVP Global Operations) 2013 – 2016

Janrain Portland, OR

Head of Product, Professional Services, Customer Success, Support, and Platform Operations

- Managed 3 Directors of Product responsible for ecosystem integrations, customer dashboard, and APIs. Built the product delivery operating model: sprint cadences, roadmap reviews, and cross-functional rituals connecting product, engineering, and customer success.
- Conceived and built a cross-brand consumer affinity data product: applied k-means clustering and collaborative filtering to identity graph data across a portfolio of consumer brands to produce a cross-brand affinity index enabling enterprise personalization at scale.
- Productized the Configuration API (CAPI) as a standalone public API for enterprise developers and reduced average customer deployment cycle from 180 days to 45 days.
- Rebuilt the SaaS platform for stability: paused new features for six months to rebuild five critical microservices, cutting service disruptions from 18 to 2 in a year and reaching 99.99% uptime.
- Reset the delivery org that helped enable a Series D round: standardized delivery methodology, created career paths for a team of 11 (8 TPMs, 3 PMs), and implemented Gainsight for customer health visibility.
- Owned \$20M annual budget across professional services, customer success, support, and platform operations.

President & GM 2003 – 2012

Axian Portland, OR

Sr. Technical Staff (Embedded Software / Capital Equipment) 2003 – 2006

Founder, Web Services & Data Analytics Practice / President & GM 2006 – 2012

- Identified web services and data analytics as the next opportunity when the embedded market eroded. Built the practice from zero, grew revenue from \$3M to \$10M, and became President & GM.
- Delivered full product builds for Pacific Northwest clients, including Nike, Portland General Electric, school districts, and enterprise technology companies, with teams of up to 30 spanning product management, project management, business analysis, UX, front-end and back-end engineering, and QA.

Enterprise Product Manager 2000 – 2003

Equilibrium Portland, OR

- Owned the product roadmap for Media Rich, Equilibrium's hosted service — built from the ground up as a multi-tenant platform from an existing desktop product. This was a zero-to-one build in the pre-SaaS era: the architecture, pricing model, and onboarding flows all had to be invented.

Program Manager, Web ISV Program 1997 – 2000

Intel Portland, OR

- Ran a program identifying and recruiting web content ISVs whose tools could be optimized to take advantage of Intel's latest 32-bit microprocessor instructions — turning software performance gains into a hardware upsell message.

EDUCATION

B.S. Computer Science | Portland State University

TECHNICAL & DOMAIN EXPERTISE

Product Leadership: Product roadmap ownership, PM team management, zero-to-one builds, PLG (Pendo), API productization, developer platforms, AI-assisted product workflows

Data & AI: k-means clustering, collaborative filtering, RAG pipelines, LLM evaluation frameworks, agentic workflows, Spec-Driven Development

Cloud: AWS, GCP (GKE, Compute Engine, Cloud Storage), Azure, multi-cloud architecture, DBaaS, Managed Service

Operations: Budget ownership (\$33M cloud, \$20M Janrain), S&OP, Gainsight, Jira, Confluence, cross-functional delivery