

JOSEPH R. ROSS

Chief Product Officer — B2B SaaS, Data Products & AI

Oxford, MI · 248.285.2821 · joe@productdetroit.com · [linkedin.com/in/josephrross](https://www.linkedin.com/in/josephrross) · ProductDetroit.com

PROFESSIONAL OVERVIEW

Executive product management leader and **two-time founding CPO** with 30+ years building and scaling B2B SaaS and data (DaaS) businesses — from founding-stage start-ups and successful exits, to a Fortune 5 publicly traded enterprise, to high-growth PE-backed SaaS companies. Known for building world-class product teams, shipping award-winning AI-driven innovation since well before the current wave, turning proprietary data into recurring revenue, partnering with boards and C-suites to create enterprise value, and driving measurable revenue growth.

PROFESSIONAL EXPERIENCE

Product Detroit LLC

2023 — PRESENT · OXFORD, MI

Founder & Principal

Product Leadership Advisory · PE-Backed B2B SaaS · AI Product Strategy & AI-Native SDLC

- Advise PE-backed B2B SaaS companies on standing up product functions post-investment, AI product strategy and monetization, and AI-native SDLC transformation.
- Build production software solo on an AI-native SDLC — AI-assisted design, agentic coding, continuous deployment — with a public build log at ProductDetroit.com/building.

BS&A Software

2024 — 2026 · LANSING, MI

Chief Product Officer | Interim Chief Revenue Officer (H1 2025)

Serent Capital PE-Backed · Government ERP (Municipal) · SaaS, Data Products & Payments · Founder-Led Company

REVENUE GROWTH & EBITDA EXPANSION

- More than doubled total company revenue and quadrupled EBITDA** over 2.5 years — well ahead of the Serent investment thesis; drove double-digit Cloud SaaS ARR growth with high net revenue retention and gross retention above 95%.
- Joined as founding CPO after a major private-equity investment into a long-established, founder-led company with no formal product function; built the entire discipline from the ground up — team, governance, tooling stack, operating model, and PM playbook within six months.
- Established a dedicated platform function delivering cross-portfolio building blocks — shared services, AI enablement, and integration infrastructure — consumed by every product team across the suite.
- Hired and developed the company's first dedicated product managers; established a Customer Advisory Board, in-app discovery surveys, and the first formal customer feedback engine — driving record participation and a meaningful reduction in detractor rates.
- Drove product investments that made the cloud SaaS product clearly better than the legacy on-premise offering — accelerating customer adoption, scaling the live cloud base, and improving implementation margin and cost-to-serve.

DATA PRODUCTS & DAAS MONETIZATION

- Owned a data-as-a-service business built on property tax and assessing data generated inside the SaaS platform — sold per record to consumers and businesses to power their own workflows, and scaled into a **multi-million-dollar recurring revenue stream**.
- Defined the strategy to expose that data through an AI agent interface and shift monetization from per-record transactions toward predictable recurring subscription revenue.

AI STRATEGY & PRODUCT INNOVATION

- Designed and delivered the company's first AI product strategy and monetization framework — a three-lane investment model (resident engagement, back-office automation, analytics & reporting) that became the **board-level AI roadmap**.
- Shipped the company's first AI-powered customer features, including invoice-entry automation, conversational reporting, and a citizen-service chatbot delivered through a strategic partnership.
- Designed an **AI-native SDLC** with the CTO and drove AI coding-tool adoption across seven engineering teams from **19% to 58% in three months — a 49% velocity gain** on a large brownfield codebase; embedded an AI-generated persona catalog into the lifecycle to ground roadmap prioritization.
- Launched an AI support assistant in production with strong CSAT and a meaningful reduction in support cases.

BOARD-LEVEL STRATEGY & VALUE CREATION

- Co-authored and presented a multi-year strategic and financial plan at the company's annual strategy offsite; developed a five-pillar value-creation framework that anchored the long-range plan.
- Co-presented state-of-the-market and competitive-landscape analysis to the board; helped define a multi-state expansion strategy and the new-logo bookings engine complementing the existing migration motion.

M&A INTEGRATION & PAYMENTS

- Supported the Serent acquisition of Boyce Systems and led the product integration with the CTO — delivering a viable cloud product at feature parity within three months; defined contract, pricing, and migration strategy and brought IT integration in under budget.
- Co-led — with the Head of Payments and CTO — the launch and scaling of the company's **first native integrated payments product**, from inception to broad municipal adoption and substantial annual processing volume at strong contribution margin, establishing payments as a core growth engine.
- BS&A named to the **GovTech 100** in back-to-back years (2025 & 2026) under product leadership — the industry's premier recognition for companies most likely to impact the government technology market.

WorkForce Software

2016 — 2023 · LIVONIA, MI

VP, Global Product Management → Chief Product Officer (2021)

PE-Backed · Enterprise Workforce Management SaaS · 1,100 Enterprise Customers · 6.3M Active Users · 85+ Countries

- Brought in by the new CEO following Insight Partners' investment to create and lead the company's first product management practice as the founder exited — building the team, governance, and operating model from scratch; promoted to CPO in January 2021.
- Led global product strategy and roadmap for the enterprise workforce management portfolio; oversaw product investments that roughly **doubled ARR from ~\$68M to ~\$150M** through significant market challenges, including the global pandemic.
- Launched machine-learning and AI products years ahead of the current AI wave** — a demand-forecasting engine driving labor scheduling from historical demand (largest deployment at Walmart, several million dollars in annual revenue), and a mobile, chatbot-driven return-to-work screening solution launched during COVID (adopted by a large hospital system, several hundred thousand dollars in annual upsell).
- Created a platform organization providing shared capabilities across the portfolio — rules engine, integrations, and common services consumed by all product lines — and led multi-platform mobile development for business- and consumer-facing solutions serving 6.3M active users.
- Drove product investments that contributed directly to WorkForce Software's acquisition by **ADP in 2024 for \$1.2 billion in cash** — one of the largest enterprise HCM acquisitions of the year; participated in investor roadshows, executive meetings, and due diligence across two market processes, including the recapitalization that brought Evergreen Coast Capital in alongside Insight Partners.

- Built and managed a high-performing global product and UX design organization of ~30 professionals, with strategic leadership of user research and design; earned Comparably recognition as one of the world's Best Product & Design Departments (2022), alongside Microsoft and Amazon.
- Built a global template catalog (developed via user-story mapping) that reduced enterprise implementation effort **~50%**; managed the Strategic Customer Advisory Board and launched a customer ideas portal that crowdsourced enhancements from the install base, improving net retention.
- Expanded the portfolio through M&A — supported the acquisition and integration of Workplace (UK), bringing its team, culture, and products in-house; and led the build/buy/partner evaluation behind acquiring FoKo Retail (Canada), integrating its employee-experience products and founding CEO into the product organization.
- **Awards:** Comparably Top-Tier Product & Design Dept. (2022) · Gold Stevie, Innovation of the Year (2022) · BIG Innovation Award (2023) · Stevie HR Technology Provider of the Year (2022) · Info-Tech WFM Leader, 5x consecutively.

McKesson Corporation

2006 — 2016 · LIVONIA, MI

Director, Product Management & Innovation

Fortune 5 Publicly Traded · Healthcare Technology · Pharmacy Systems, POS, Mobile, Payments & Data Products

- Held P&L responsibility for a **~\$56M** pharmacy-systems product line spanning POS, mobile, and payment processing; delivered double-digit annual growth — **doubling revenue and tripling EBITDA** contribution.
- Built a data-as-a-service business on anonymized prescription-fill data, licensed per record to pharmaceutical manufacturers — a multi-million-dollar recurring business created from data the core pharmacy systems already produced.
- Took the same data asset to market a second way as a medication-adherence SaaS offering sold to pharmacies to increase insurance reimbursement — a second multi-million-dollar recurring business from a single data set.
- Launched one of the first mobile applications McKesson ever shipped — a prescription-delivery solution with **integrated payments for patient co-pay**, wired directly into the dispensing system rather than running alongside it; extended the core pharmacy platform onto a mobile surface and put payment capture at the point of delivery.
- Captured ~25% retail pharmacy market share through cloud, mobile POS, and payment-processing investment; sunset a 35-year-old product line while retaining ~70% of the customer base.
- Built an account-management function that improved NPS and retention; led the Per-Se Technologies integration into McKesson Pharmacy Systems, migrating its on-premise products and customers to cloud; cultivated ISV partnerships to extend the ecosystem.

Ideal Technology Solutions · LDMI · Talk America

1994 — 2006 · SOUTHFIELD, MI

Employee #4 → Product Manager

Start-Up · Application Services, Telecommunications & Technology · Three companies, three roll-ups

- Joined Ideal Technology Solutions as **employee #4** in 1994 and grew into product management as the company scaled from PCs and LANs into WANs, a Detroit data center, and application services — an early precursor to SaaS — becoming one of Michigan's fastest-growing companies.
- Built a **\$10M business** and shifted the revenue mix from roughly 80% one-time project work to 80% recurring in about five years.
- Launched collaboration application services with DOW Chemical as first customer; ran Detroit data-center hosting and managed security services with General Motors as largest account; certified as an ANX automotive-extranet provider alongside AT&T, Bell Canada, and Sprint.
- Held P&L responsibility for a **~\$12M** commercial-data segment at Talk America; created and managed the SMB commercial data portfolio, coordinated a major OSS migration, and directed business development and contract negotiations for wholesale and resale offerings.

Further Experience: Co-Founder, Pulse Detroit and Firebird Tavern (2005–2015) — Detroit, MI

CORE EXPERTISE

SaaS Product Strategy & Roadmap · AI Product Development & Strategy · Data Products & DaaS Monetization · Data Licensing & Analytics · Revenue Acceleration · P&L Management · Portfolio Management · Go-to-Market Strategy · Team Building & Coaching · OKRs & Product Governance · Customer Advisory Boards · M&A Integration · Board Presentations · PE-Backed High-Growth · Agile / AI-Native SDLC · User Research · Market Segmentation & TAM Analysis · Analyst Relations · Build / Buy / Partner · Budgeting & Forecasting · Geographic Expansion Strategy · Payments & Monetization

EDUCATION

Bachelor of Arts, Political Science · Oakland University, Rochester, MI | Language & History · Stockholm University, Stockholm, Sweden

CERTIFICATIONS & RECOGNITION

Practical Product Management & Requirements That Work (Pragmatic Marketing) · CPO Accelerator Training (Insight Partners & Shelley Perry) · Global Institute for Leadership Development (GILD) · Strategic Selling (Miller Heiman) · Finalist, McKesson President's Award for Top Performers, two consecutive years · Selected for McKesson's Leaders Teaching Leaders high-potential program · Board of Trustees, Boys & Girls Clubs of South Oakland & Macomb Counties · Professional Mentor, ADPLIST (adplist.org/mentors/joe-ross)