

DAN DALTON

PRODUCT EXECUTIVE

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Product executive with 15 years across product, design and product marketing. A proven track record of setting the strategy and building the teams that drive step-change growth. I lead from the front, creating high-performing, mission-driven teams that consistently over-deliver.

SELECTED RESULTS

2	Businesses acquired where I built the product function.
\$1m–\$5m	Product-line revenue in 18 months, at 129% net revenue retention.
\$5m–\$10m	ARR in six months on an acquired US product line.
4–22%	Free-to-paid conversion on the small-business package.

EXPERIENCE

Sage

DEC 2024 – PRESENT

Director of Product Management · £150m ARR HR and payroll portfolio, UK and North America. Team of 10.

- Doubled ARR of an acquired North American product line from \$5m to \$10m within six months by redefining its product strategy and go-to-market.
- Leading Sage's partnership with Anthropic, embedding AI into product management and software development workflows at enterprise scale.
- Took free-to-paid conversion on the small-business package from 4% to 22% through PLG activation and monetisation redesign, and opened a new platform revenue line through developer-network monetisation.
- Set the planning and OKR model now adopted across Sage's product functions.

Flock

MAR 2023 – DEC 2024

Head of Product & Design · Product management, design and product marketing. InsurTech. Five directs. · Acquired by Admiral

- Inherited a one-PM team; rebuilt it into a full product, design and product marketing function of five. All retained through acquisition.
- Raised telematics hardware install rate 30% in six months via self-serve onboarding and automation.
- Established a continuous discovery and quarterly planning cadence, giving the organisation strategic clarity and a consistent execution rhythm.
- Owned the full proposition set across internal trading platforms, customer-facing SaaS and connected hardware, plus vendor strategy and negotiation for strategic data and hardware suppliers.

Pento

MAY 2022 – MAR 2023

Head of Product & Design · Product, design and product marketing, reporting to the CEO. Five directs, team of eight. · Acquired by HiBob

- Narrowed the product strategy to go deep on UK payroll rather than broad across regions, making the business valuable to a strategic partner and positioning it for acquisition by HiBob.
- Cut customer onboarding time 50% through automation, delivering a 10% increase in sales conversion.
- Shifted the company to data-informed prioritisation through product analytics and in-app messaging, delivering 3× adoption of new features.

Pendo

JUN 2020 – MAR 2022

Director of Product Management · Qualitative portfolio: Listen, Sentiment and Roadmaps. Team of three.

- Created Pendo Listen, unifying a set of disconnected qualitative features into a coherent product line, with a vision spanning Listen and Act.
- Launched Pendo's first AI-driven offering, synthesising qualitative customer data at scale.
- Conceived and delivered Pendo Roadmaps, and set its product-led growth strategy.
- Grew Pendo Feedback, run as a standalone product line, from \$1m to \$5m in 18 months at 129% net revenue retention.

EARLIER CAREER 2010 – 2020

SaleCycle, Head of Product & UX, 2017–2020 · Capita, Product Management Consultant, 2016–2017 · Turnitin, Product Manager, 2016 · Hewlett Packard Enterprise, Senior Project Manager & Product Owner, 2010–2016

INDUSTRY PROFILE

SPEAKING Mind the Product London 2026 · Product World keynote · 7× Product-Led Alliance featured keynote · Product School · The Product Experience

<https://dandaltontpm.xyz> · Public record. Same figures as the Career page.