



Con Harbis

Product Marketing | Product Management

I'm a product marketing leader with 15+ years across Product Marketing and Product Management in SaaS, fintech, travel, and insurance. I sit inside product teams, shape how products go to market, and work across regions to make it land.

At Xero I spent nine years across product marketing and product management for a \$400M+ global payroll portfolio, helping drive 154% revenue growth across AU, NZ, and UK. Most recently focused on UK GTM strategy, segmentation, ICP development, and building positioning for AI features that translated technical capability into customer value.

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Location

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Key Skills

- Product Strategy
- Product Positioning and Differentiation
- Go-to-Market Execution
- Revenue Growth
- Product Roadmap Development
- Cross-Functional Leadership
- Stakeholder Management
- Multi-Market Product Management
- Customer Research

Roles and Responsibilities

○ **Mar 2022 – Apr 2026**



Xero

Senior Global Product Marketing Manager - Xero Payroll

Led global product marketing strategy across multiple regions for Xero Payroll and employee management offerings in Australia and New Zealand (Planday and Deputy partnerships), driving revenue growth and market expansion through value proposition development and cross-functional GTM leadership. The payroll platform is a \$400M+ revenue portfolio, processes \$150B+ in annual payroll for 3M+ employees globally. Key member of Payroll leadership team defining product vision and strategy, serving as primary product representative on GTM programs and owning in-product lifecycle marketing across all markets.

Responsibilities

- Develop and execute annual marketing plans to drive revenue growth and customer retention across multiple global regions.
- Lead development of Customer Value Propositions and ensure consistent positioning and messaging across Xero.
- Identify growth opportunities through research, analytics, and regional feedback to influence GTM teams and optimise execution.
- Serve as key member of Payroll leadership team, defining product vision and strategy for payroll and employee management offerings.

Achievements

- Helped grow UK product 13% YoY with activations up 18% in 6 months through quarterly experiments with GTM and Product teams.
- Led early positioning and announcement strategy for Xero's AI-powered features, translating technical capabilities into customer-facing value.
- Led UK market segmentation and ICP development, partnering with Strategy team to identify target customer cohorts and opportunity modelling that informed annual GTM strategy.
- Led Xero Payroll messaging and presence across Xerocon, regional roadshows, and industry events, including beta recruitment programmes ahead of product launches.
- Contributed to Canadian market entry evaluation as part of the new growth markets team, leading competitive and market analysis that informed the build/buy/partner decision.
- Led GTM kickoff for US market entry following confirmation of new partnership direction.
- Managed product marketing across multiple regions, adapting global strategies to local market needs and competitive dynamics.
- Influenced regional Product and GTM teams using data-driven insights from research, analytics, and customer feedback.



More details on Xero roles and responsibilities continued on Page 2

Roles and Responsibilities

Sep 2018 – Mar 2022



Xero

Global Product Marketing Manager - Xero Payroll

First and only Product Marketer for Xero Payroll globally, serving as primary voice and champion for payroll across AU, NZ and UK markets. Developed global value propositions, messaging frameworks, and GTM capabilities as key member of Payroll leadership team defining vision and strategy across all regions.

Responsibilities

- Drive product strategy, GTM execution, and cross-functional alignment for Xero's global payroll offerings.
- Develop and maintain global value propositions, positioning, and messaging frameworks across all regions.
- Lead GTM programs and product launches, creating playbooks and sales enablement materials for internal teams and partners.
- Conduct market and customer research to identify growth opportunities and inform product direction and positioning.
- Map end-to-end customer experiences using service design to improve acquisition, adoption, and retention.
- Serve as key member of Payroll leadership team, contributing to product vision and multi-year strategic planning.

Achievements

- Helped drive 154% revenue growth across AU, NZ and UK through strategic positioning and aligning product and sales teams on GTM execution.
- Launched standalone payroll product in 3 months, scaling to \$6M+ annual revenue and establishing Xero as market leader.
- Developed multi-year UK payroll strategy and secured regional leadership support for product investment roadmap needed to win in competitive market.
- Established product marketing processes and frameworks that improved how products and features were launched and communicated across the organisation.
- Created GTM playbooks and sales enablement materials across all regions, helping internal teams and partners sell and support payroll products effectively.
- Used service design to map customer experiences across AU, UK, and NZ markets, identifying opportunities to improve acquisition, adoption, and retention.

Mar 2017 – Sep 2018



Xero

Product Manager - Xero Payroll (NZ)

Led the NZ Payroll product within a global team, growing subscribers and revenue by building customer-focused roadmaps and leading cross-functional delivery. Defined the product vision and 3-year strategy through market research and stakeholder consultation, bringing together business objectives and customer needs while managing delivery using agile and lean approaches.

Responsibilities

- Drive subscriber and revenue growth for NZ Payroll, meeting business targets and delivering measurable customer value.
- Define product roadmap and strategy based on market research, customer interviews, and stakeholder consultation.
- Build and lead cross-functional teams through feature ideation, design, scoping, prioritisation, and delivery.

Achievements

- Helped drive subscribers by 80% and employees paid by 87%, directly driving revenue growth and market expansion.
- Launched Contractors feature that became the global template, closing critical gap in NZ market and establishing the experience that would roll out to all international regions.
- Aligned stakeholders across functions on shared 3-year product vision and strategy for NZ Payroll.
- Built and led cross-functional teams to deliver features from ideation through to launch.
- Conducted market research and customer interviews to inform roadmap priorities and validate product direction.



Roles and Responsibilities

Jan 2020 – Apr 2023



The Football Practice

Founder and Director

Founded and scaled a youth football coaching business delivering structured training programs for 5-12 year olds across South East Melbourne. Identified an underserved market opportunity through research and built a differentiated offering focused on age-appropriate coaching that balanced skill development, game intelligence, and player enjoyment.

Responsibilities

- Develop and deliver structured training curriculum for youth players aged 5-12 across multiple weekly sessions.
- Manage all business operations including coaching delivery, scheduling, customer service, and business development.
- Design and optimise customer experience from onboarding through ongoing parent communications and progress tracking.
- Build strategic partnerships with schools and local businesses to drive growth and market presence.
- Oversee brand identity, website, booking system, and all customer-facing touchpoints.

Achievements

- Built the business from concept to delivery - brand identity, website, curriculum, booking system, and customer experience.
- Scaled to 50+ players across 5 weekly sessions through partnerships with schools, local businesses, and targeted digital marketing.
- Designed customer journey including onboarding, parent communications, progress tracking, and feedback loops that improved retention.
- Maintained quality while scaling by capping enrollment to ensure consistent coaching and strong relationships with every child and family.
- Ran profitably for 3 years while working full-time in senior product marketing, successfully balancing both commitments.

Dec 2015 – Oct 2016



ahm Health Insurance

Digital Product Manager

Led digital transformation, guiding cross-functional teams to deliver customer-focused experiences that supported the company's digital-first strategy. Managed site features, digital experiences, and promotional campaigns while developing CRO roadmap to improve conversion and customer experience.

Responsibilities

- Lead cross-functional teams to deliver site features and digital experiences aligned with digital-first business strategy.
- Develop and execute conversion rate optimization (CRO) roadmap to improve site conversion and customer experience.
- Manage digital execution for multiple time-sensitive promotional campaigns.
- Collaborate with Digital Product Manager - Services to enhance existing members' online experience.
- Establish and optimise customer feedback tools and processes to enable data-driven decision-making.

Achievements

- Reversed declining conversion trends with 19% increase in online purchases through data-driven redesign of the purchase form.
- Drove 12-13% conversion uplift by building a "resume journey" feature for returning visitors.
- Developed and executed CRO roadmap that improved site conversion and customer experience.
- Enhanced Live Chat experience through better design and system functionality.
- Established real-time customer feedback tools that enabled data-driven decision-making.
- Improved stakeholder engagement processes, creating better clarity and cross-functional collaboration.



Roles and Responsibilities

Apr 2010 – Dec 2015



Carsales.com Ltd

Senior Product Manager

Managed product portfolio of 10 market-leading online brands, driving revenue growth, product innovation, and user experience improvements while leading cross-functional teams and aligning stakeholders across Product, UX, Marketing, Sales, and Customer Experience.

Responsibilities

- Manage product portfolio of 10 online brands, driving revenue, innovation, and user experience improvements.
- Define and deliver product roadmaps prioritised around customer pain points, business objectives, and technical constraints.
- Lead cross-functional teams through feature development, product launches, and ongoing site enhancements.
- Build and maintain stakeholder relationships across Product, UX, Marketing, Sales, and Customer Experience teams.
- Manage team of 3 across product, providing mentorship and direction within Product Management Group.

Achievements

- Launched major product releases under tight deadlines, including complete quicksales website redesign and new iOS app within 3 month timeframe.
- Led multiple website and app redevelopments across the brand portfolio, managing complex releases and stakeholder coordination.
- Drove innovation initiatives including QR Code strategy and implementation across Carsales Network apps.
- Supported SEO/SEM strategy that kept multiple brands at #1 market positions.
- Delivered product roadmaps for multiple brands, prioritising around customer pain points, business goals, and technical constraints.
- Recognised for exceptional performance with Product & Technology Monthly Award and Fast Starter Award nomination.

Sep 2007 – Apr 2010



Jetstar Airways

eCommerce Product Manager

Drove eCommerce innovation and product delivery for Jetstar's digital booking, mobile, and airport experiences, improving customer journeys and creating new revenue streams. Managed development of 13 multi-language web and mobile sites while optimising online purchase experiences and conversion across flights, hotels, cars, and insurance.

Responsibilities

- Optimise online purchase experiences and conversion across flights, hotels, cars, and insurance products.
- Manage development of 13 Jetstar multi-language web and mobile sites.
- Define online roadmaps and strategy, identifying opportunities for electronic service delivery and new technologies.
- Support end-to-end customer experiences from online booking through to airport check-in and boarding.
- Lead projects for consumer facing systems including check-in, reservations, and lounge management.

Achievements

- Managed implementation of world first SMS Boarding Pass solution into Web Check-in system.
- Launched Jetstar's first mobile websites across multiple languages, establishing mobile channel in early smartphone era.
- Created new revenue streams through flexible booking and seat selection products, directly growing ancillary revenue.
- Led major web check-in system migration into core reservation platform, the company's largest systems project, improving reliability and customer experience.
- Implemented Jetstar Holidays booking platform, expanding product offering beyond flights.
- Designed and launched first Airport Lounge management system (Gold Coast), enabling online booking and automated entry.
- Recognised for exceptional performance with Qantas Excel Awards invitation and Galaxy Program peer nomination.