ADVISORY & FRACTIONAL ENGAGEMENTS

Ampeer

An operating partner for the inflection points.

Fractional leadership, post-merger integration, and ongoing technology judgment for founder-led and PE-backed vertical SaaS.

> I don't advise from the outside. I built a vertical SaaS company to $10M ARR, took it through a strategic investment from Vista, then *spent five years on the buyer's side – integrating three acquisitions across two companies and running the businesses afterward*, through a recapitalization at a reported ~$500M valuation. The judgment being sold was **earned as an operator, not observed as a consultant.**

WHEN TO BRING ME IN

The work clusters at the moments a permanent hire can't be justified.

At an inflection point there's a burst of senior technical work – an integration to run, a team that's outgrown its leadership, a decision that can't be un-made. It's real, it's short, and it rarely justifies adding to headcount. That's the shape Ampeer is built for: an experienced operator against the burst, who steps back when it's done.

Post-close integration

A deal has signed and someone has to run the acquired product, keep the team, and fold it in – without stalling the roadmap.

A leadership gap

The founder is still the technical bottleneck, or a CTO seat is open, and the company needs CTO-level judgment now – not a nine-month search.

PMF-to-scale

The architecture and the team that reached product-market fit are starting to buckle under the growth the plan assumes.

A high-stakes call

Build vs. buy, a re-platform, a payments or AI decision the board is about to fund and no one has independently pressure-tested.

Independent by design

No vendor relationships, no implementation revenue, no referral fees. Recommendations are made solely in the client's interest – including "don't do this," and "you don't need me for that."

One operator, not a bench

You work with the person who did the work, using automation to remove the parts that don't require judgment – never junior staff learning on your engagement, and never a tool standing in for the judgment you're hiring.

What Ampeer doesn't sell: software development, staff augmentation, outsourced engineering, managed IT, or systems integration. These occasionally touch an engagement; none of them are the business.

THE ENGAGEMENTS

Three ways to bring me in.

Clients enter at any point and hand over as much responsibility as the moment calls for. Most start light and deepen only if it makes sense – depth of engagement shouldn't outrun depth of relationship.

M&A Integration & Post-Merger Leadership

INTERIM OR RETAINER

Protects the value the deal was priced on. Someone to actually run the acquired business after close – the part the diligence report never covers.

WHAT IT IS	Hands-on ownership of the messy months after signing: staff communication and retention, rebranding, folding the product and data into the platform, and holding the P&L for the acquired line while the core roadmap keeps moving.
WHO IT'S FOR	Acquirers and PE-backed platforms rolling up smaller competitors, where the value case depends on a clean, fast integration and the existing team is already at capacity.
SHAPE	A defined interim commitment or an ongoing retainer for the integration window – direct accountability for outcomes, not a set of recommendations.

Fractional CTO

EMBEDDED / ONGOING

Restores delivery predictability, with a leader accountable for results. Embedded technology leadership without a full-time hire – on the team, not outside it.

WHAT IT IS	Roadmap ownership, engineering leadership and delivery oversight, hiring and mentoring, product-engineering alignment, and transaction support – on the executive team, accountable for organizational outcomes.
WHO IT'S FOR	Companies that have outgrown their engineering leadership, or where growth, enterprise expansion, or a transaction has raised the stakes past what the current team has navigated before.
SHAPE	Ongoing monthly commitment with defined days. Taken selectively – meaningful technical change takes a full quarter to show.

Executive Advisory

ADVISORY RETAINER

Turns a decision you keep circling into a board-ready one. CTO-level judgment on call, without embedding.

WHAT IT IS	A recurring relationship – monthly or quarterly – covering technology and product strategy, org design, AI strategy, vendor and build-vs-buy calls, board prep, and coaching a first-time technical leader.
WHO IT'S FOR	Founders and CEOs who don't need a CTO but want CTO-level judgment available – often the natural follow-on once a roadmap surfaces that now has to be executed.
SHAPE	A standing retainer, priced on responsibility and access rather than hours logged.

TRACK RECORD

Built it, scaled it – then integrated three acquisitions.

Roughly fifteen years building vertical SaaS for the SMB market, across the full capital stack: venture-backed founder, PE-owned operator, post-acquisition integration leader, and a recapitalization at a reported ~$500M valuation. The vertical was hospitality; the problems that recur – complex operations, integrated payments, acquisition integration, reliability at scale, and the founder-as-bottleneck – are not specific to it.

2013	Co-founded **Gather**, an event-management platform for restaurants and venues. Led product and engineering; scaled to **$10M ARR** and ~**110 people**. Raised a **$2.5M Series A** from Storm Ventures and Ludlow Ventures.
2017	Took a **strategic investment from Vista Equity Partners** – diligenced by the same firm whose diligence methodology I later used to run acquisitions. **Enlightened Hospitality Investments** (Danny Meyer's growth fund) joined the board in 2019.
2020	Gather merged with **Tripleseat**. As **VP of Engineering** and then **General Manager**, helped grow ARR from **$20M to $60M+** and the engineering team from 10 to 25. Took the platform to **SOC 2** and **PCI** at **99.99% uptime**, and built payments into a profit center.
2023–25	GM across three acquired business lines – **EventUp, Attendease, and Merri** – owning post-acquisition integration and P&L for each. **General Atlantic** took a majority stake in 2023 at a reported **~$500M valuation**.

Both sides of the table

Diligenced by Vista in 2017; ran the technical diligence on the EventUp acquisition; then ran two more acquired divisions for years after their deals closed.

The feedback loop advisors can't have

A diligence firm delivers a report and leaves. I stayed – so I know what the report caught, what it missed, and what surfaced in year two instead.

Enterprise-ready at scale

SOC 2, PCI, and 99.99% uptime on a platform serving tens of thousands of venues – hardened QA, API access, supportability, and onboarding.

Payments as a business, not a feature

Turned payments into a profit center through processor economics, attach-rate growth, and take-rate improvement – the hidden business inside vertical SaaS.

An experienced operator against the burst of work – scoped to the moment, and gone when it's done.

The fastest way to start is a short conversation about the specific situation, and I'll come back with a scoped way to help. No drawn-out sales process.

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PRINCIPAL
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