PRODUCT LEADERSHIP DOSSIER

Four bets under uncertainty, and how they went.

An async read for a founder or board ahead of a final conversation – the method first, the numbers as proof.

I build consumer and platform products at scale and turn one-off launches into repeatable systems. This document is deliberately short: three operating principles, four cases that prove them, and one page on how I scale the organisation around the product.

Every figure is real; company details are anonymised where confidentiality or IP require it.

+150%	30→70%	27M
Cross-sell, rebuilt checkout · 4 EU markets	Insurance conversion · continuous discovery	MAU, +10% NPS · money-back guarantee

How I decide

Boards don't buy features; they buy how you make decisions under uncertainty. Three principles hold across every case that follows.

01 **Metrics lie on their own.**

I read the quantitative alongside direct observation. On Lastminute, a funnel that looked healthy was hiding an “infinite loader” where users quietly gave up; pairing the data with the lived experience recovered +10% completion.

02 **Bet end-to-end when the bottleneck is systemic.**

Local, market-by-market optimisation is often an elegant way of avoiding the real decision. When the problem spans the whole loop, I redesign the whole loop — as with the four-market checkout rebuild.

03 **Discovery before build; stop early when the answer is no.**

Continuous discovery (Teresa Torres) — opportunity trees, interviews, a validated MVP before production code. And the discipline to pause a bet on judgment rather than sunk cost.

The bets

Four decisions, each written as problem → hypothesis → bet → result — including one I chose to pause, because knowing when to stop is part of the job.

01 Lastminute.com — Checkout & post-sales

+150%

TRAVEL-TECH · 4 EU MARKETS · CPO

PROBLEM

Checkout and post-sales were fragmented across four countries; cross-sell was flat and customer-care volumes high.

HYPOTHESIS

The bottleneck was systemic, not local — optimising per market would only move it.

BET

An end-to-end platform redesign with a single shopper view (CDP) and weekly experimentation across the whole loop.

RESULT

+150% upsell & cross-sell, −40% post-sale contacts, live in four markets.

> *When the problem is systemic, the right bet is wide. Local wins postpone the decision.*

02 Facile.it — Insurance funnel

30→70%

INSURANCE · CONTINUOUS DISCOVERY

PROBLEM

Conversion was stuck at 30% with heavy drop-off; the assumed culprit was price.

HYPOTHESIS

Discovery pointed at need discovery, not price, as the real constraint.

BET

Four targeted iterations on an opportunity-solution tree rather than a single big redesign.

RESULT

70% conversion, +7pt traffic to results, a pet-insurance line validated from zero.

> *Naming the true bottleneck is most of the work; the redesign is the easy part.*

03 STARFISH — AI industrial automation

−60–80%

DEEP-TECH · NO-CODE + ALGORAND · CPO

PROBLEM

Biogas plants carried high operating costs and reactive, inefficient maintenance.

HYPOTHESIS

A reusable platform would beat a vertical tool if the maintenance pattern repeats across plants.

BET

An AI no-code platform, piloted on a real plant within six months, designed for fleet reuse.

RESULT

Capex cut 60–80% with immediate time-to-value and a repeatable rollout pattern.

> *Platform-over-feature is a strategic call, not a technical one — made when the pattern recurs.*

04 Algorand × Banca d'Italia — BTP tokenisation

<3s

DEEP-TECH · REGULATED FINANCE · FAIL-FAST

PROBLEM

Tokenised sovereign bonds needed regulator trust to exist at all — time-to-market was not the constraint.

HYPOTHESIS

Here, governance co-design would create more value than speed.

BET

Co-design governance with Banca d'Italia; prove sub-3-second settlement in test, then decide on scope.

RESULT

Settlement proven in <3s; scope deliberately paused on judgment rather than pushed to launch.

> *Knowing when to stop is an executive skill, not a failure. I bring both the go and the no-go.*

Scaling the organisation

A CPO spends more time building the team than the product. How I've structured product orgs, and what it produced.

28/40/27	+30%	3 → 1 mo
Cross-functional product orgs led and restructured — Lastminute, Zalando, Facile.it.	Collaboration and innovation from Spotify-style autonomous pods with full ownership.	Product cycle compressed by cutting the Figma phase for 7-day AI prototyping loops (Loquis).

Autonomous, cross-functional pods with real authority: speed comes from ownership, not control.

IN ONE LINE

I turn 0→1 launches into repeatable 1→n playbooks — and I know which bets to stop.

Available for CPO / VP Product mandates and board advisory. The fastest next step is a 45-minute conversation on a problem you're facing now — I'll come with a first-principles read, not a pitch.

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