Iain McNeill

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I build commercially focused product teams, particularly in growth businesses across B2B, B2C and Marketplaces. This means tailoring customer/data driven best-practice and operating models, plus the latest AI opportunities, so that teams can make better decisions, faster. I've done this across seed to FTSE50; I specialise in scale-up.

Product is a commercial function; we drive commercial value through the lens of the customer.

PeopleProcessProduct Ltd - Director - 05.22 to Present

Interim and fractional CPO providing both strategic leadership plus hands-on tactical delivery across seed, growth-stage and enterprise businesses.

Highlights

- **HealthTech / PE-backed scale-up:** As Interim CPO at Ultimate Performance, defined a 3-year digital strategy post-acquisition and introduced delivery discipline across Product, Design, and Engineering.
- **FTSE & enterprise clients (Centrica, Informa Tech)**: Embedded product-led thinking and experimentation frameworks in legacy environments, accelerating decision-making and improving ROI.
- **Startups & coaching**: Supported founders and emerging product leaders with strategic alignment, commercial viability, execution efficiency plus ongoing product validation and experimentation.
- **B2C marketplace startup (Cherrypick / ex-Monzo COO)**: Established product foundations and leadership coaching models.

Career Break - 12.21 to 04.22

- Time out after the successful sale of Busuu to Chegg.

Busuu - Chief Product Officer - 11.20 to 11.21

- High growth EdTech providing B2C and B2B/SaaS services. Scaled the Product, Design and Research functions across the UK and Spain.
- Created the first Digital Product Strategy in support of retention based on qual and quant insights. Focused on growth hacking strategies to increase free trial takeup, plus trial to paid conversion.
- Created and grew a successful B2B Product function and a new commercial 1:1 live learning proposition.
- Focus on LTV:CAC, increasing revenue + 20% and gross profit +30%.

Gousto - VP Digital Product - 11.18 to 11.20

"A data company that loves food"

- Led a cross functional business operating model transformation, pivoting from project/output to product/outcome, including dramatically evolving the OKR process. Digital Product moved from an execution function to be the heart of our business, delivering growth of 100% YOY revenue and scaling from 2 - 25 across product, design and analytics.
- Introduced experimentation for both optimisation and validation, best practice dual track discovery and User Research.
- Built Product Management, Product Design and Product Analytics from a small team of just POs to a multi-tribe model.

Photobox - Head of eCommerce Product - 06.17 to 11.18

- Led the digital Product team, growing to 10 Product Managers and BAs across web, app and internal systems.
- Accountable for the largest programme in the business; optimising a new in-house platform for growth.
- Guided the development of a new native app business model for acquisition, bypassing legacy architecture issues.

Pact Coffee - Chief Product Officer - 03.16 to 06.17

"Pact's vision is to make coffee a force for good by changing the lives of farmers, workers and their communities"

- Joined as the third member of the exec team in a small B2C start-up with the COO and CEO, then pivoted the business to B2B while managing Opex reduction.
- Created a highly functioning team of 15 across Product Management, Software Engineering, Customer Service, Retention Marketing, BI, Analytics, and UX/UI after a large restructure.

notonthehighstreet.com - Product Director - 08.14 to 03.16
notonthehighstreet.com - Head of Product Management - 06.13 to 08.14

- A marketplace connecting 1000s of small businesses to consumers. Owned both B2B and B2C.
- Built a team from 3 Product Managers to 15+ including UX/UI, Research, Optimisation and eCommerce.
- Created and grew Web Analytics from scratch, increasing transactional value by £1.5M in the first year.

Betfair - eCommerce Product Manager (Payments) - 07.10 to 06.13

- A betting marketplace allowing customers to trade against each other.
- Responsible for £1.7 Billion deposits via 15 Million financial transactions, improving conversion and localisation.

Credit Market Analysis (Chicago Mercantile Exchange) - Product Manager - 05.09 to 07.10

CMA is a leading provider of credit derivative pricing information to investment banks and hedge funds.
- Introduced agile principles and scrum processes into a waterfall environment.
- Launched flagship new product through the company's first experience of deep qualitative research.

Serverside Group Ltd - Product Manager / Snr Software Engineer - 09.04 to 05.09

Bank Technology News "Top Ten Technology Company to Watch" (2006)
- Delivered innovative Marketing B2B services for both retail banks and the payment card industry.
- Full product lifecycle from opportunity discovery to delivery and ongoing support.
- Managed the successful introduction of the scrum agile development methodology to the team.

Infographics Ltd - Software Developer - 05.04 to 09.04

- C# Developer - created new business flow management software features for process automation.

CodaOctopus Ltd - Software Developer - 08.20 to 05.04

- Marine 3D sonar imaging technology development, plus leading the migration from Unix to Linux.

Defence Evaluation & Research Agency - Software Developer - 09.99 to 08.00

- Designed new mathematical survivability 3D modelling for marine structure analysis.

Education
University of Edinburgh - Physics BSc (Hons) 2:1