

Strategic Product, AI & Growth Leader

PROFILE

Strategic Product leader with 10+ years' experience shaping product strategy, commercial propositions, AI-enabled operating models and organisational change across consultancy and product businesses.

Currently Head of Product at hedgehog lab, where I've helped move Product from a delivery-aligned function into a more strategic and commercial capability. That work includes a new client proposition forecast to generate **>£2.5m in new revenue over three years**, an operating-model redesign that now sees **70%+ of Product Manager time spent on strategic work**, and leading the Product team through an acquisition that **doubled its size while retaining every key person**.

My strongest work sits at the intersection of Product, strategy, AI and growth. I help organisations make better decisions, identify where value can be created, and rethink how teams operate as execution gets faster and cheaper.

SELECTED CLIENTS

Under Armour Santander 1st Central AJ Bell Riviera Travel Information Security Forum
 A2Dominion

CORE STRENGTHS



EXPERIENCE

Head of Product — hedgehog lab

Feb 2023 – Present

Lead Product across hedgehog lab, working across product strategy, AI-enabled transformation, propositions, organisational design, capability building and commercial growth.

- Co-created the **Discover, Launch and Run** commercial architecture and the **Product Producer** model, shifting senior Product away from traditional Product Owner and backlog responsibilities and towards strategy, validation, delivery and growth. **80% of engagements now follow this model**.
- Led the commercial proposition developed with **1st Central**, a new insurance product forecast conservatively to generate **>£2.5m in new premium revenue over three years**.
- Helped reshape hedgehog lab's operating model for the AI era, moving towards leaner, AI-enabled ways of working built around rapid validation, proof and scalable investment. This shifted Product Manager utilisation from **60–80% tactical delivery work to 70%+ strategic work**.
- Led early AI-powered marketing work with **Under Armour**, among the first engagements of its kind in the agency, helping establish hedgehog lab's early AI credentials in a market that now accounts for **more than 60% of company revenue**.
- Led the Product function through the acquisition and integration of **Netsells**, **doubling the team size** while **retaining all key people** and creating a single Product organisation across both businesses.
- Built and shipped internal AI tools and ProductOps infrastructure, using hands-on experimentation to influence wider AI adoption and business direction.
- Worked on additional strategic engagements including AI operations infrastructure for the **Information Security Forum** and digital and app product strategy for **Riviera Travel**.
- Partner with Commercial, Design, Engineering and senior leadership on strategic opportunities, bids and propositions, while building Product capability through coaching, delegation and clearer standards.

Product Lead — hedgehog lab

Jul 2022 – Feb 2023

Moved into the Product Lead role to strengthen Product capability and ways of working across the consultancy.

- Introduced clearer Product and delivery approaches, improving alignment across Product, Design and Engineering.
- Coached and developed Product Managers, creating stronger ownership and capability across client engagements.
- Helped move Product towards a more strategic role within the consultancy.

Senior Product Manager — FinancialForce

Mar 2022 – Jun 2022

Short-term role on Professional Services Cloud, focused on performance, scalability and enterprise product challenges for customers including PwC, before returning to hedgehog lab as Product Lead.

- Developed product strategies supporting large enterprise customers.
- Worked across Product, Engineering and Design to prioritise customer, commercial and platform needs.

Senior Product Manager — hedgehog lab

Nov 2021 – Feb 2022

Worked across client engagements to strengthen Product capability and improve how teams operated.

- Restructured the Product and delivery framework, improving team effectiveness and alignment with client objectives.
- Coached and mentored Product Managers across client engagements, strengthening ownership and capability.
- Used data to improve delivery practices and project performance.

Head of Product — Pebble

Jul 2020 – Nov 2021

Led Product for a portfolio of financial management and fundraising products used by more than 1,000 UK schools.

- Set Product vision and strategy across the portfolio.
- Led discovery and development of new products and propositions.
- Connected customer insight, commercial priorities and delivery into clearer product direction.
- Improved Product operating practices and team effectiveness.

Head of Strategy — Eduprise

Aug 2018 – Jul 2020

Led strategy across an education technology business, focused on growth, market positioning and product-market fit.

- Defined growth strategies to strengthen market positioning and revenue.
- Led strategic pivots in response to market and customer evidence.
- Worked across Product, Commercial and leadership to sharpen company direction.

Product Manager — Pebble

Aug 2015 – Aug 2018

- Managed products from discovery through launch and iteration.
- Introduced more structured Product ways of working.
- Worked directly with customers and cross-functional teams to improve product direction.
- Launched product capabilities that contributed to revenue growth.

THE PUNK PM

Founder and writer, exploring Product leadership, AI, judgement, strategy and the human side of building products.

AI commoditising execution

Product as strategic capability

Decision quality

Work redesign

Consultancies in the AI era

PRODUCT COMMUNITY & WRITING

Relaunched **ProductTank Newcastle**, helping strengthen the Product community in the North East.

Previously spent around **10 years as a freelance music journalist**, writing for **NME** and **Dazed & Confused**. That background still shapes how I think about narrative, positioning and helping people understand why something matters.

EDUCATION

Liverpool John Moores University. BA Media & Cultural Studies.