

Luis Salas

Head of Product & Delivery · AdTech, MarTech & Digital Commerce

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PROFILE

The problems worth solving rarely come with a clean brief. I have built that muscle across McKinsey client engagements deploying adtech and martech stacks inside regulated industries, a B2B SaaS startup scaled from zero to 400K users, and a bootstrap platform I designed and launched solo. Across all three, the pattern is consistent: translate complex requirements into structured product plans, coordinate delivery across engineering and cross-functional teams, and ship things that produce measurable commercial outcomes. I work best where structure is still being defined and the gap between strategy and execution needs closing.

CORE COMPETENCIES

PRODUCT & DELIVERY	ADTECH, MARTECH & GROWTH	TOOLS & METHODS
Product Lifecycle Management	AdTech & MarTech Deployment	Agile / Scrum · Kanban
Roadmap Definition & Prioritisation	Campaign Analytics & Attribution	User Research & Discovery
Cross-functional Delivery Leadership	Conversion Optimisation & Experimentation	Figma · JIRA · Monday.com
API Design & Integration (SaaS)	Data Modelling & Financial Analysis	Braze · GA4 · Salesforce · Segment

EXPERIENCE

Founder · Una (preuna.com)

May 2025 – Present | Europe, Remote

Bootstrap digital platform helping Baby Boomers and Gen X navigate life after 60 through practical guides, community, and trusted assistance. Built and operated solo, running in parallel with Raketech from May 2025.

- Built the full product stack solo: Next.js/React on Vercel, Contentful CMS, automated email and CRM flows via MailerLite and HubSpot, Mixpanel for product analytics, agentic content workflow, and end-to-end analytics setup.
- Grew an engaged subscriber base across four European markets (UK, Ireland, Netherlands, Germany), validating demand for an assisted-living support service bootstrapped with no external funding.
- Roadmap covers community features, vetted helper services, and deeper personalisation for an underserved demographic with significant EU growth potential.

CRM & Conversion Strategy Manager · Raketech Group

Oct 2023 – Oct 2025 | Portugal / Malta

Publicly listed performance marketing company in regulated markets. Built the CRM and conversion function from scratch across 8 products (3 Asia, 4 EU, 1 US), each with approximately 125K users, across Telco, Travel, and E-commerce verticals.

- Designed and launched a CRM operating model from zero: campaign taxonomy, audience segmentation, communication flows, and frequency governance across 8 products, executing an average of 6 campaigns per week across Acquisition, Activation, Revenue, and Retention objectives using Braze, achieving approximately 80% user retention.
- Owned a structured experimentation backlog using VWO and GA4, running iterative test-and-learn cycles that produced a 205% uplift in conversion through evidence-based product and channel decisions.
- Designed KPI governance frameworks and performance dashboards in Google Analytics and Data Studio tracking cost efficiency, channel ROI, and initiative performance, giving commercial and product teams faster signal on investment priorities.
- Produced market sizing analyses, opportunity briefs, and ROI models that translated raw data into board-ready narratives, directly informing product positioning and commercial prioritisation.

Independent Consultant

Feb 2023 – Present | Europe, Remote

Digital product and transformation advisory to early-stage and SME clients across Europe.

- Advised early-stage and SME clients across EU on digital product strategy, go-to-market sequencing, and martech stack selection, working across edtech, retail, and professional services.
- Delivered end-to-end engagements covering product discovery, roadmap definition, and delivery structuring, typically as the sole external resource embedded alongside founding or growth-stage teams.

Head of Product · KIMO — B2B Edtech SaaS

Dec 2021 – Jan 2023 | Netherlands

Early-stage B2B SaaS startup. Led product across Web, iOS, and Android with a multi-functional distributed team of 15+ covering backend, frontend, and design.

- Owned the full product lifecycle: defined vision and roadmap, wrote user stories and acceptance criteria, ran sprint ceremonies, and maintained delivery cadence across engineers and designers spanning three platforms.

- Scaled the platform to 400K users with a 16% DAU/MAU ratio, and built a weekly live learning programme averaging 400+ participants per session, establishing product-led community as a core retention and growth lever.
- Engaged directly in API design and integration decisions, assessing trade-offs alongside engineers to ensure requirements were technically grounded and feasible.
- Developed investor-facing product narratives and roadmap communications that kept leadership aligned without slowing the team down.

2020–2021 · Relocated from Latin America to Europe; established residency before resuming career.

Digital Expert & Engagement Lead · McKinsey Digital Labs

Aug 2018 – Oct 2020 | Americas

McKinsey Digital Labs embeds expert practitioners inside client organisations to design, build, and transfer digital capabilities — distinct from traditional strategy consulting.

- Led each engagement in two phases: strategy and advisory covering business case, product roadmap, and financial modelling, then delivery lead post-greenlight forming and running cross-functional teams as Product Owner and Scrum Master throughout.
- Developed transaction cost models, ROI frameworks, and investment business cases for financial institutions navigating card scheme economics, digital acquisition, and core banking modernisation.
- Deployed adtech and martech capabilities across Google Marketing Platform, Google Ads, Meta Ads, Adobe Analytics, Salesforce, HubSpot, Segment, Mixpanel, GA4, Amplitude, and Sprinklr, building the stack, running campaigns, and structuring knowledge transfer for post-engagement independence.
- Produced 40+ transformation roadmaps across payments, lending, and digital banking, translating technical architecture and commercial strategy into structured narratives for C-suite and product teams.

Head of Digital Sales & Card Portfolio · BAC Credomatic

Jun 2013 – Mar 2018 | Costa Rica

One of Central America's largest card-issuing banks, operating across Visa, Mastercard, and Amex networks.

- Managed card portfolio economics end-to-end: tracked interchange costs, scheme fees, and cost-per-acquisition across Visa, Mastercard, and Amex, translating transaction-level data into commercial decisions and investment priorities.
- Built the bank's first digital payments product from zero: defined requirements, coordinated delivery across IT, Risk, Compliance, and Marketing, and scaled it to 30% of total annual card acquisition volume within a PCI-DSS compliant infrastructure.
- Ran co-marketing programmes with Visa, Mastercard, and Amex, delivering 80% growth in card sales, 310% web uplift, and 288% mobile uplift through channel-specific campaigns and acquirer-aligned incentive structures.
- Operated paid and owned digital channels across Google Ads, Meta Ads, Google Analytics, and Adobe Analytics; built customer segmentation and lifecycle targeting models using Oracle Siebel CRM and core banking data to optimise acquisition cost and portfolio profitability.

EDUCATION & LANGUAGES

Master's in Business Communications · Universidad Latina

2012

Bachelor's in Marketing & Advertising · Universidad Latina

2007

Languages: Spanish (Native) · English (Fluent, C2) · Romanian (Intermediate, B1) · German (Basic, A2)