

# José Pedro Massena

Product Leader · eCommerce & Marketplaces · Mobile & Connected Devices · AI-Driven Products

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Product leader with 8+ years owning product strategy and end-to-end delivery across commerce, marketplace, mobile and connected-device products, spanning 46+ markets at Nespresso, Danone and JTI. I manage PMs directly, lead cross-functional teams of 20+ engineers and designers, and drive monetisation, growth and platform strategy against board-level targets. I have led AI adoption inside a product organisation and built an AI-assisted product of my own, urbanrace.io, from problem to live.

## SELECTED IMPACT

- **Double-digit revenue uplift and +20% faster time-to-market** at Nespresso, reworking the rollout and activation model across 72 sites and 46+ markets.
- **+40% sales and +90% traffic in 6 months** launching a new B2B digital channel from scratch, owning pricing, catalogue and buyer experience.
- **70% reduction in manual operations** at Danone, leading a team of PMs through a full composable commerce transition across brands and markets.
- **0 to live product with urbanrace.io**: positioning, AI-assisted build, SEO and go-to-market, solo.

## FOUNDER PROJECTS & PRODUCT BUILDING

*Builder mindset and hands-on execution: shipped real products end to end with AI-assisted development.*

### Founder — urbanrace (urbanrace.io)

2025 – Present

Conceived, built and launched a gift-voucher commerce platform for running events using AI-assisted development. Engineered the product end to end: race discovery, purchase and redemption flows, event catalogue and email delivery logic. Grown entirely through organic SEO on core race and gifting keywords, with consistent inbound traffic and zero paid acquisition.

### Founder & Author — Product Pulse (productpulse.club)

2023 – Present

Grew a product management publication and community to ~1k members, publishing on AI's impact on product teams, UX and DTC commerce.

## PROFESSIONAL EXPERIENCE

### Global Digital Product Manager — Mobile App & Connected Devices

Nov 2024 – Present

JTI · Madrid, Spain

*Recruited to own and scale JTI's flagship connected-device product end to end: the global Ploom App (iOS/Android/PWA) for Ploom Aura devices, from pairing through engagement and regulatory compliance.*

- Define and own the end-to-end product roadmap for the global Ploom App, partnering with Commercial, Hardware and Compliance leadership to drive acquisition and long-term engagement.
- Lead cross-functional squads across Mobile, Firmware, QA, Design and Data to deliver complex features, balancing technical constraints against aggressive go-to-market timelines.
- Drove core connectivity improvements (BLE, OTA firmware), delivering a **20% increase in device pairing success** and materially reducing customer support friction.
- Established a prioritisation framework (RICE/WSJF) mapped to business KPIs and a culture of experimentation that lifted activation and retention.
- Integrated GenAI/LLM tools into product workflows, accelerating market research, data analysis and PRD creation across the team.

### Global Digital DTC Solution Manager

Aug 2023 – Oct 2024

Danone SA · Barcelona, Spain

*Recruited to lead Danone's transition to composable commerce: a defined transformation mandate, delivered across brands and markets while scaling experimentation, analytics and platform governance globally.*

- Led the global transition to a composable commerce architecture (MACH), defining a 2-year platform vision and securing buy-in from stakeholders across markets and brands.
- Led and coached a team of PMs and cross-functional stakeholders, standardising agile workflows and raising the strategic quality of their output.
- **Reduced manual operations by 70%** by spearheading the integration of Retail (POS/OMS), Merchandising and Content Ops tooling.
- Drove conversion and CSAT lifts by institutionalising global experimentation (A/B testing, CRO) and standardising the analytics stack (GA4, Looker Studio).
- Directed build-vs-buy evaluations and managed multi-platform vendors, optimising budget allocation and accelerating time-to-value.

### Adjunct Professor — Advanced & Digital Marketing

Jan 2023 – May 2024

UIC Barcelona · Barcelona, Spain · part-time, concurrent

- Designed and delivered graduate-level courses covering market research, TAM/SAM/SOM, personas/JTBD, GTM, KPIs/OKRs, A/B testing and MVP prototyping, plus hands-on labs in SEO/SEM, PPC, GA4, GTM and Looker Studio.
- Coached student teams to industry-ready outcomes, leading capstone projects from competitive analysis to full GTM plans with channel mix, budget and forecasted KPIs.

Nespresso

Nestlé Nespresso · Barcelona, Spain & Lisbon, Portugal

Feb 2017 – Jul 2023

6.5 years of progressive promotions from eCommerce operations to global product leadership across web, mobile and IoT, spanning 72 websites, 46+ markets and connected-device launches.

Global Digital Product Manager, IoT — Tribe Lead · Global Digital Product Owner, Web & Mobile

Apr 2021 – Jul 2023

- Directed agile squads across discovery and delivery, managing cross-squad dependencies and resource allocation, and aligning product OKRs directly with executive board targets.
- Reworked the product rollout and activation model, driving a **double-digit revenue uplift** and accelerating time-to-market by 20%.
- Led UX and journey optimisation for new connected machines, **reducing device pairing friction by 30%**.
- Partnered with global marketing and customer success to build automated content strategies, accelerating CS adoption by 30%.

Global eCommerce Operations Manager · B2B eCommerce Operations Manager

Feb 2017 – Apr 2021

- Scaled global eCommerce operations, delivering +5% online sales growth. Launched a new B2B digital channel from scratch, achieving **+40% sales and +90% traffic growth in 6 months**.
- Reduced checkout errors by 10% year on year and cut page load times, optimising payment gateways and fraud detection systems.

EDUCATION & CERTIFICATIONS

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|-----------------------------------------------------------------------|---------------|
| Executive MBA — EAE / Universidad de Barcelona                        | Expected 2026 |
| Professional Scrum Product Owner II & I (PSPO II, PSPO I) — Scrum.org | 2023          |
| Master in Digital Marketing — La Salle BCN                            | 2022          |
| Bachelor in Cinema, Video & Multimedia — Universidade Lusófona        | 2018          |

SKILLS

**Leadership & Strategy:** Product Vision · Roadmap Planning · Product Lifecycle Management · OKRs/KPIs · Portfolio Governance · Scaling Product Teams · Hiring & Mentorship · Stakeholder Alignment · Build-vs-Buy Strategy · Budget & Resource Allocation

**Product Craft:** Product Discovery · Market Research & Competitive Analysis · TAM/SAM/SOM · Prioritisation (RICE/WSJF) · A/B Testing · CRO · Pricing & Monetisation · GTM Planning · Release Governance · User Research · UX Collaboration

**AI & Tech:** GenAI/LLMs · AI-Assisted Prototyping · Headless/Composable Commerce (MACH) · API-First · Microservices · CI/CD · App Store Governance

**Data & Platforms:** commercetools · Magento · Salesforce Marketing Cloud · GA4 · Looker Studio · Glassbox · Optimizely · Jira · Confluence · iOS/Android/PWA · BLE Pairing · OTA Firmware

LANGUAGES

Portuguese (Native) · Spanish (Fluent) · English (Fluent)