

Moitaz Alvariño

Senior / Lead Product Manager · Ex-Vodafone

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SUMMARY

Product Manager with 8 years taking products from discovery to launch across 21 markets. I prioritise by estimated financial impact and market share against sales forecasts, own the business case and P&L, and align engineering, legal, sales and marketing.

My background in research, brand strategy and go-to-market means I know how a product is positioned, sold and launched, not only built. Most recently Lead Product Manager at VOIS (Vodafone), across 7 European markets with 6 direct reports and up to 30 people.

EXPERIENCE

Lead Product Manager, CyberHub & CyberAnalytics | Vodafone (VOIS) | 01/2026 – 07/2026

- Led CyberHub, a B2B SaaS cybersecurity platform for SMEs built on API integrations, across **7 Vodafone markets; launched in Albania** and delivered technical launch readiness for Ireland.
- Built the long-term roadmap and ran prioritisation with OpCos, IT and delivery, ranking initiatives by **estimated business value**, impact and effort.
- Introduced a **unified measurement framework** for CyberAnalytics, linking usage and consumption metrics to business KPIs.
- Managed **6 direct reports** (2 PMs, 2 POs, 2 Scrum Masters) and **up to 30 people** across global hubs, plus team budget and configuration.

Senior Product Manager | Independent Consultant (self-employed) | 09/2019 – 12/2025

Interim and implant PM for multinationals in mobility, retail, fintech, insurance and telecom (client results under NDA). Led teams of up to 20 people and external suppliers; built proposals with scope and budget.

- Rolled out a membership and loyalty programme **live in all 3 countries** for a leading sports retailer, owning P&L per market and tracking adoption, repeat purchase and attributed revenue; the rollout left a reusable framework for future launches. [Case study ↗](#)
- Launched an EV support site with a trip planner **across 5 markets** and trained sales and call centre teams, **reducing customer complaints and confusion** about EV use. [Case study ↗](#)
- Validated a new car rental bundle (pricing, insurance, extras, conditions and cancellation terms) across web, app, call centres and branches before launch, **cutting pricing discrepancies, contact centre escalations and manual corrections**. [Case study ↗](#)
- Built a **worldwide CX dashboard** linking customer metrics to financial and operational KPIs, giving CX, operations and marketing one shared view to prioritise pain points faster. [Case study ↗](#)
- Led discovery after analytics showed a conversion drop on a fashion e-commerce product page: validated the assumptions behind it, found that **page load time, not the redesign**, was the main cause, and set the next steps for the product and the customer experience. [Case study ↗](#)

Product Manager | Garaje de Ideas | 02/2021 – 07/2021

- Designed a digital savings product for a microfinance group in **3 LATAM markets**, delivering a **user-validated prototype ready for development** and a white-label version for 3 brands. [Case study ↗](#)
- Co-created a senior health insurance product, ending in a **legally and financially feasible concept validated with users** and a feature prioritisation matrix. [Case study ↗](#)
- Built a bank–energy alliance that delivered **3 ideas ready for development**, quick wins implemented (loyalty programme, POS) and a joint roadmap. [Case study ↗](#)

EARLIER EXPERIENCE

Researcher & Brand Strategist Manager | Comuniza | 09/2021 – 07/2022

- Research and brand strategy for the launch of an online cooking school and the brand architecture of a large Brazilian group; **built commercial proposals and mentored 2 juniors**.

Programme Director & Technical Manager | Posso | 07/2020 – 07/2022

- Designed the online learning operation end to end (platforms, communication flows, enrolment and onboarding), **reducing costs** while **improving efficiency and interaction**.

Lecturer, Market & User Research and Design Thinking | LCI Education | 02/2021 – 07/2022

- Taught research methods and design thinking; mentored students on real company cases, from research to business case.

Business Transformation Strategist Manager | WHY Transformation | 02/2020 – 10/2021

- Turned consumer research into product and brand development and **launched a purpose-driven frozen food business**; built proposals with pricing and **led 2 junior strategists**.

Researcher & Strategic Planner | September | 03/2020 – 02/2021

- **Go-to-market for consumer launches**: end-to-end point-of-sale and multichannel coverage for a spirits launch, a multichannel activation plan for a beer, and a parking offer launch campaign for a mobility company in the EMEA region.

Researcher & Brand Experience Strategist | Padre Group | 02/2020 – 02/2021

- **Repositioned a premium beverage brand around new social trends**; **defined brand positioning** for a city and a bank product.

Brand Experience Specialist | Messer&Faden | 03/2018 – 10/2019

- Research to guide investment and brand positioning decisions in renewable energy, real estate and education.

EDUCATION

Bachelor of Design (Product, UX/UI, Graphics) — Francisco de Vitoria University, 2014–2019

Brand Management Master — Branzai, 2018

Gamification and Transmedia Narratives Master — IEBS, 2018–2019

Master in Counselling (Gestalt): coaching and team dynamics — INENKA Group, 2025–2026

Strategize Like a Futurist — Hyper Island, 2025

Purpose Driven Innovation — Trend Watching Academy, 2025

Product Owner: Product Purpose & Strategy · Product Assumption Validation — Skillsoft, 2026

SKILLS

A/B Testing · Agile / Scrum · Backlog Management · Cross-functional Leadership · Customer Experience (CX) · Customer Journeys · Data-driven Decision Making · Experimentation · Go-to-Market · KPIs & Measurement Frameworks · Multi-market Launch · OKRs · P&L & Business Case · People Management (6 Direct Reports) · Pricing & Packaging · Prioritisation by Financial Impact · Product Analytics · Product Discovery · Product Lifecycle Management · Product Roadmap · Product Strategy · Qualitative & Quantitative Research · Revenue Forecasting · Sales Enablement · Stakeholder Management (Legal, Sales, Marketing, Engineering) · User Research · User Stories & PRDs · Voice of Customer

LANGUAGES

Spanish (Native) · English (C1) · French (B1) · Italian (B1) · German (A1) · Chinese (HSK 1)

TOOLS

Amplitude · ChatGPT · Claude Code · Confluence · Figma · Google Analytics · Google Sheets · Hotjar · Jira · Looker Studio · Maze · Medallia · Metabase · Miro · Optimal Workshop · Qlik · Qualtrics · Tableau · UserTesting · UserZoom

MARKETS

21 markets: Albania, Australia, Brazil, Bulgaria, Colombia, Czech Republic, Denmark, Dominican Republic, France, Germany, Ghana, Greece, Ireland, Japan, Mexico, Peru, Portugal, Romania, Spain, Tunisia, United States

SELECTED CLIENTS

Banco Santander · Bancolombia · BBVA · Colliers · Decathlon · DrSmile · Empark · Europcar · Ferrer · Four Seasons · Fundación BBVA · ISDIN · Madrid City Council · Nationale-Nederlanden · Nequi · Paradores · RACE · Repsol · Sprinter · Stradivarius · Vodafone

TESTIMONIALS

“I had the opportunity to work with Moitaz on a digital banking product design project. Not only is she a great professional, approaching the research, conceptualisation and strategy phases with elegance and care, but she is also a great person.”

External Team Member — Bank Product

“Moitaz has an innate organisational ability. She is able to successfully complete multiple tasks with favourable results despite deadline pressure. She has not only managed the project, but has always ensured its success by coordinating until handover.”

Company Director — Administration

References available on request. Case studies: moitaz.com/projects