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**Personal Profile**

Joe is a highly commercial digital product and technology leader with proven expertise in ecommerce, customer experience and data. Successful in high growth or transformation environments and on innovation/whitespace initiatives, typically in global Tier 1, PE-backed and startup organisations. A strongly execution-focused individual, the CV shows particular strengths in the product discovery, design thinking and the go-to-market. The role variety demonstrates Joe’s flexibility, rapid learning in new contexts and a preference for complex, challenging and dynamic situations. The leadership characteristics emphasised are an entrepreneurial, outcome-focused orientation, combined with innovative, strategic thinking. A wide variety of product management experiences gained across both B2C and B2B spanning marketplaces, fintech, logistics, healthcare, automotive and publishing.

**Highlights**

* Interim CPO for a pre-revenue FinTech 500k user app. Built revenue streams, transformed conversion, addressed negative profitability drivers, and established a professional product management capability, Agile development practices and a clear roadmap.
* Reporting to the CEO of a £1.5bn private equity backed traditional parcel delivery business, designed and initiated a transformation of the organisation into a customer-centric, digitally enabled multi-sided marketplace powered by data and cloud/SaaS technologies, with a successful ecommerce website and consumer app (8m downloads)
* Ran all B2B ecommerce and customer facing products across 100+ markets in a FTSE 100 multinational undergoing a digital transformation, including leading c-level sponsored £25m+ global platform initiatives
* Founder of an innovative automotive marketplace, leading it to a multi-million pound valuation, contracting with partners such as Toyota, Suzuki and Inchcape, and establishing a 250,000 Facebook following prior to a positive exit
* Interim Group MD leading the transformation of a plateau’ing owner-managed ecommerce SaaS and services business, with 150+ staff in five countries, client sales of £100m+ growing 15% YoY, and customers such as Next, Dyson, Sports Direct, BMW & Canon.
* Headed a multi-million pound consulting practice for a specialist digital agency leading engagements including a new ecommerce site for Halfords, Agile coaching at Argos, user experience design for Homebase, persona & proposition strategy for Debenhams and a wide variety of other digital and customer experience projects
* A digital thought leader, wrote a regular column in Internet Retailing and pieces in other retail publications, and chaired workstreams at various industry conferences as well as public speaking at eCommerce events
* Transitioned from a product leader to a commercial leader at eBay, running several ecommerce areas, including managing the UK’s 3rd largest category (Automotive), and leading a 13 sales person team with a £200m target working with multi-category retailers such as John Lewis and Argos, FMCG giants such as Unilever and P&G and fashion specialists such as Arcadia and Supergroup.
* Within the Reuters Innovation Incubator, designed, developed and launched a new B2B social networking product
* Hired by a consortium of the 8 UK national newspapers, designed and led the development of the UK’s first online newspaper PDF product, with a supporting production system and an overseas 24x7 operational infrastructure
* Founded my own social network in 2001. Raised seed capital, built the product, grew revenues, attracted 30,000 members through online marketing, achieved significant Google presence and was featured in the Financial Times and Sunday Times

**Work Experience**

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| **HyperJar** | **Chief Product Officer (Interim)** | **May 2023 – October 2023** |
| Joined a multi-award winning pre-revenue App based FinTech to support the co-founders in the transformation to a scalable, professional product-led organisation. Redesigned the funnel raising conversion by 25 points. Addressed poor unit economics with a plan to exit deeply unprofitable customer types and app features. Launched new revenue focused functionality to drive £15m in sales in year one. Restructured the product management, design & development areas. Introduced a squad model, Agile best practices, a North Star/OKR framework and clear product roadmap, and appropriate dashboards & metrics to drive an efficient delivery function and a performance culture. Created research capabilities that undertook focus groups, a customer panel, survey best practices and the building of a UX testing platform. | | |
| **Evri (fka Hermes)** | **Chief Product Officer** | **May 2022 - Jan 2023** |
| Reporting to the CEO of the UK’s largest dedicated parcel delivery firm engaging 3m customers daily. Joined to drive the PE-backed transformation of the £1.5bn business into a customer-centric, digitally-enabled marketplace. Built a product org of 15 squads in three tribes plus a central UX team and a distinct horizon 3 innovation squad. Streamlined the org structure and hired & exited key personnel, landed clear strategy and OKRs for each product tribe, established persistent development teams and enhanced Agile working practices, personally engaged with the UK’s largest retail clients to re-define the service model, and launched a number of app and data initiatives as part of a new product roadmap for the 8m app users. | | |
| **Glaxosmithkline PLC** | **Senior Director, Customer Product** | **Mar 2020 – May 2022** |
| Responsible for all customer facing product management across 170 markets globally, including a £25m+ re-platform initiative to deliver £100m+ net revenue annually, digital customer experience innovations to drive NPS and lower cost-to-serve, AI and data analytics solutions, and sales capability enhancements for 4,000 sales reps. Leading 40 FTEs in product management & UX and 50+ external resources (Accenture, PWC, Cognizant and Microsoft). Key contributor to the B2B digital transformation initiatives and the carve-out from GSK of the consumer health business prior to IPO due mid 2022. Integral to building a customer-obsessed, Agile devops organisation with a product mindset. | | |
| **Autofixa.com** | **Co-founder and Chief Product Officer** | **May 2017 – July 2019** |
| Founded an automotive parts marketplace start-up, raising £500k+ seed-funding. Used in-house and outsourced developers to build the site (a Magento & LAMP solution on AWS) offering 15m+ products online from 15 automotive brands, partnering with top 5 dealer groups (eg Inchcape, Vertu) and global car manufacturers (eg Toyota, Suzuki). Grew social media presence of 250k followers, an SEO footprint of 1.5m pages on Google delivering 10k visitors monthly (including 60% international), managed all content, performance, referral and retention marketing activities and led the business to a £2.3m valuation prior to my successful exit. | | |
| **Pentagon Group** | **Group Managing Director (interim)** | **May 2016 – May 2017** |
| Full P&L responsibility for 150+ staff in five countries providing eCommerce SaaS platform and consulting service. Directly responsible for customer propositions, SaaS development, professional services, sales & marketing and business operations. Grew clients’ ecommerce sales to £100m+, up 15% YoY, and fundamentally transformed the business’ strategic planning, HR, DevOps, quality assurance, customer service and direct sales functions through people initiatives, process re-engineering and new technologies. Personally led the acquisition of key new retail and manufacturing clients (Next, Dyson, Canon, Bic). Consolidated one division, exited one line of business, executed one major re-organisation and several major change programmes. Renegotiated the company’s largest supplier contract and saved 40%. Established international sales partnerships to initiate Eastern Europe expansion. | | |
| **Engine Group LLP** | **Partner, Retail Digital Transformation** | **July 2013 – May 2016** |
| One of the five executive directors, I led the digital consulting practice within the UK’s largest independent marketing services firm, focused on digital transformation and customer experience in the retail sector. Supported organisations on their digital strategy, design and delivery. I personally led the work for Homebase, Argos, New Look, Halfords, Maplins, Debenhams, Avis, Avon, Twinings and Goodwood plus others under NDA. These projects spanned multichannel strategy, proposition development, customer experience design (including roadmapping, wireframing & UX), fulfilment proposition development & implementation, content strategy and PIM/DAM requirements definition, change management, Agile coaching and information architecture (including search). | | |
| **eBay Corp** | **Head of Customer Acquisition** | **Jun 2007 - July 2013** |
| Accountable for all of eBay UK’s new merchant acquisitions, from Enterprise level clients to SMBs. Led a 13 person direct sales division accountable for securing £200m of contracts from 80+ key retail partnerships, typically securing £5m deals at C-level. Delivered 111% of 2012 target. Personally led the engagement with brands such as Argos, Superdry, BMW, Dyson and many more and deployed the sales, marketing and online & email promotions processes and merchandising plans that delivered 40% growth in Germany and 105% in UK in 2012 from this segment. Product responsibility for the Motors category. Consolidated the platform and rationalised the outsourced solutions. Launched a new selling flow to increase completion rates by 10%. | | |

**Prior product management experience 1991 - 2007**

* Product Innovation Lead (Contract), Thomson Reuters, 2006-2007
* Product Development Director, Newspaper Licensing Agency 2004-2006
* Founder of a social network 2001-2004
* Director of Product Management, Dun & Bradstreet, 1993-2001
* Product Manager, Euromoney Institutional Investor, 1991-1993
* Full Stack Developer, T Meyer Associates, 1988-1991

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**Education**

**Masters in Business Administration, Kingston University**

Part Time, Feb 2000 – Feb 2002. Graduated with Distinction

**Interests & Activities**

Four times Ironman, Samaritans volunteer, former static trapeze artist, Trustee director of The Circus Space charity, Trustee of the Hampton Pool charity, occasional speaker at Kingston and Cranfield Universities.