

REFERRAL BRIEF

WHO TO SEND MY WAY.

I rebuild product organisations in scale-ups. Roles, ownership, how decisions get made, and how the leadership team and the product team agree on what good looks like. I start with a paid diagnostic, I fix the operating model with the team, and I leave someone in-house doing the job better than I did it.



WHO IT IS FOR

SIZE	STAGE	BUYER	WHERE
50 to 250 people Product and engineering together: 20 to 60	Founder-led or PE-owned Past product-market fit, scaling, and the way of working stopped scaling with it	CEO, CPO or CTO Sometimes a board member or a PE operating partner who has lost patience	Europe and Israel Germany, UK, Netherlands, Nordics, Ireland, Tel Aviv

HOW THE WORK RUNS

01

Diagnostic

Four weeks. Interviews across product, engineering, sales and the leadership team, then one honest presentation of what is actually in the way. It stands on its own.

Fixed price

Four weeks, no follow-on commitment

02

Rebuild

Two to three months. Roles and responsibilities, discovery separated from delivery, an outcome-based roadmap, and a decision cadence the leadership team actually keeps.

03

Handover

Someone in-house takes it over, and I go. That is the point of the engagement, not the end of it. Plenty of companies stop after the diagnostic, and that is a fine outcome.

“I’ve had the pleasure of seeing Felix lead product teams across two portfolio companies. He made a strong positive impact in both instances, and I wouldn’t hesitate to work with him again.”

Michael Treskow · Partner, Eight Roads Ventures

THE SENTENCES THAT MAKE MY EAR RING.

If you hear one of these, that is the moment to think of me. Not the polite version - the frustrated one, usually said in passing.

01 The founder's grip

"Our development function is too slow."
 "We build things that don't make any sense."
 "We have hired three product directors in two years and none of them worked out."

02 The owner wants a different number

"We want to change the multiple."
 "The investors keep asking why the roadmap slips, and I don't have a good answer."
 "We need a credible product story before the next round."

03 The AI mandate that went nowhere

"I've got way more PRs, but the amount of features is the same. I'm solving more bugs, and the quality in production is the same."
 "We put AI everywhere and nothing got faster."
 "AI just moved the bottleneck somewhere else."

04 Growth broke something

"We had to turn the marketing off."
 "We went from 20 to 120 people and nobody knows who decides what any more."
 "Everything needs three meetings now."

The shape underneath all four: **something changed, and the way the company decides what to build did not change with it.** People who are merely unhappy do not buy. People facing a discontinuity do.

WHEN NOT TO SEND SOMEONE MY WAY

- Fewer than about 40 people. There is no product organisation yet to rebuild
- A company that already has a lot of product managers with nothing much to do. They will read that as a headcount problem and will not buy help against it
- Anyone looking for a permanent hire. I am not that, and I say so in the first ten minutes
- Anyone looking for training or a workshop. I work on the operating model, not the curriculum

WHERE THIS COMES FROM

Two CPO roles in European scale-ups, Fuse Universal and Decibel, the latter through to its acquisition by Medallia. Then VP Product and Digital Suite lead at Medallia, growing it to close to \$100M ARR. Most recently Head of Emerging Products at Globalization Partners, where the contractor product grew more than 600% in two years. Before that AOL, eBay Europe, and co-founder of bellicon.

IF YOU WANT TO MAKE THE INTRODUCTION

"I know someone who rebuilds product organisations in scale-ups. He spent twenty years doing it as CPO and VP Product, and now does it from the outside - a four-week paid diagnostic first, then he fixes the operating model with the team and hands it to someone in-house. Worth half an hour if the way you decide what to build has stopped keeping up with the company. Shall I connect you?"

And if you would rather check with me first: send me the company name, and nothing happens without your okay.