



Santos Pérez, MBA

Based in Barcelona

Product Strategy & Growth Lead

Driving product-market fit,
monetization & scale

santos.perez@gmail.com
+34 669 920 790
linkedin.com/in/santos-perez/

Senior business leader. Currently driving strategy definition & product-market fit for new growth lines at BCG (via Quantis), with 15 years of experience driving the full product lifecycle from ideation to commercialization.

Expert in translating corporate strategy into actionable product roadmaps and scalable go-to-market (GTM) execution. Proven track record in monetization strategy and leading cross-functional squads to launch high-growth ventures in E-commerce, Automotive, and Pharma.

Core Strengths: Corporate & Commercial Strategy, New business development, High-performing team leadership, Product lifecycle management, Roadmap prioritization, Go-To-Market strategy, Monetization & pricing strategy

Languages: Native Spanish | English (Bilingual) | French (C1) | Italian (B1) | German (A2)

Experience

BCG
(Quantis)
Berlin (DE)

JAN 2024 - CURRENT

Principal Business Strategist and Sector Lead

- Own the product vision and commercial roadmap of BCG (Quantis) Sustainability portfolio in Central Europe (DACH/Nordics); achieved product-market fit for new service lines, generating ~€2M ARR with top multinational companies from cross sectors (Fashion, Retail, I&G, Chemicals - 110% YoY Growth).
- Designed and launched new product value propositions addressing regulatory pain points; conducted user segmentation to prioritize features that accelerated adoption
- Led a team of 3 - multi-disciplinary strategy consultants & business developers.
- Led growth initiatives and defined KPIs for market expansion, successfully incubating new verticals and increasing deal velocity (representing 35% of DACH revenue)

Zalando SE
Berlin (DE)

APR 2021 - OCT 2023

New Ventures Lead, B2B

- Led an international team of 4 Sr. Commercial PMs on product discovery and opportunity assessment for Zalando's B2B unit (Zeos), focused on reaching €1B ARR business by 2025.
- Launched MVPs (Minimum Viable products) for digital sustainability services, validating hypotheses through rapid market pilots
- Established product operations workflows and aligned cross-functional stakeholders (engineering, ops, design) using OKRs to accelerate feature delivery and execution
- Defined the monetization strategy and packaging structure, leveraging competitive benchmarking and CAC analysis to optimize pricing tiers (achieving 10-15% competitive advantage)

Metalsa
Monterrey (MX)

FEB 2017 - DEC 2019

Director, Global Strategic Planning & New Business

- Strategy advisor for Business Unit President & Exec. Board (including CEO) including all Business Unit members (+400 people), led a 3-person strategy team and KPIs dashboarding
- Orchestrated the end-to-end product lifecycle for the "Smart Factory" initiative; translated high-level requirements into a technical roadmap for low-volume manufacturing of Electric Vehicles systems, resulting in a +US\$350M projected revenue line
- Screened M&A / JV opportunities (Net worth ~US\$150M), leveraging in gap / synergy creation frameworks; defined integration thesis and value capture plans
- Managed the product portfolio, utilizing prioritization frameworks to rebalance resource allocation between legacy platforms and high-growth EV innovations

Sintec
(Manag. Consulting)
Monterrey (MX)

JUL 2014 - FEB 2017
Principal, Strategy Practice

- Developed SMB business model & value proposition for Telco leader during PMI - Value in new customer segments, product portfolio and GTM strategy definition (Sales ~US\$150M 5Y)
- Defined 5-Year Strategy Plan – Organic / Inorganic growth opportunities valuation for Waste Management Leader in Mexico (Net Value: 1.2m Ton of waste ~US\$1B)
- Led high-performing cross-functional teams of 4 to 8 people; multi-disciplinary analysts & consultants locally in Mexico & LATAM for the FMCG / Retail, Telco, Pharma, Industrial, Automotive, and Waste industries (Average company size ~US\$2-3B Sales)

Pisa Farmaceutica
Mexico City (MX)

AUG 2013 - JUL 2014
Business Development Manager

- Identified market opportunities for Rx and OTC products developing potential pricing, sales forecasts & profitability assessments (Potential of US\$1.5B) for new portfolio
- Capitalized in-licensing opportunity by negotiating a 5-year contract for a US\$80M opportunity in single OTC (over-the-counter) consumer product
- Evaluated M&A potential mergers through DCF / Market Approach for 3 main deals in Vaccines (new product), Animal Health (new segment) & Pill Production (capacity)

Sintec
(Manag. Consulting)
Mexico City (MX)

JUL 2011 - JUL 2013
Operations Management Consultant (Retail & IG)

- Created New Product Development process through stage-gate methodology, reducing development time by ~35% for Case New Holland
- Conducted business process mapping & synergies evaluation for an Operational Due-Diligence (ODD) of US\$790M M&A deal for Coca-Cola in Mexico
- Revamped Go-to-market Strategy (GTM) for Coca-Cola in Venezuela & Argentina, re-engineering warehouse operations with best practice design, focused on cost optimization

Education

RSM,
Erasmus University
Rotterdam (NL)

JAN 2020 - MAR 2021
MBA - Master in Business Administration

- Dean's Honours List (Top 10%)

ESCP
Business School
Paris (FR)

JUN 2009 - APR 2011
MEB - Master in European Business

- Merit Award (Top 10%)
- Dual Degree with EGADE Business School - Specialized in International Business

Tec De Monterrey
(ITESM)
Monterrey (MX)

AUG 2004 - DEC 2008
Bachelor in Mechanical Engineering

- Minor in Industrial Engineering and Operations Management
- Outstanding score in National Evaluation Exam (CENEVAL) - Top 15%
- 6-month exchange at Arts et Metiers ParisTech - Focus in Industrial Engineering

Certifications

Product School Product Management & AI Product Management Certificates (2026)
RSM, Erasmus University Financial Accounting (2020)
Ivey Business School Fintech & APIs (2020)
Wharton (U. Penn) Strategy For Competitive Advantage (2019)
Singularity University Exponential Innovation Program (2018)

Skills

Core Competencies

- Product Lifecycle Management
- Product Discovery
- Go-To-Market (GTM)
- Monetization & Pricing
- Agile / Scrum
- Roadmap Prioritization
- MVP Validation
- A/B Testing
- Stakeholder Management

Tools

- MS Office (Advanced)
- JIRA / Confluence
- Prompt Engineering (Claude / ChatGPT)
- Tableau / SQL / PowerBI