

Tom Rowson

Head of Product / Product Executive (B2B SaaS)

Sheffield, UK - Remote-first

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Profile

Product executive with 10+ years' experience leading B2B SaaS products from 0→1 and through scale, primarily in startup and scale-up environments.

Accountable for product strategy, commercial outcomes, and cross-functional delivery across complex, regulated, and technically demanding domains (energy, infrastructure, analytics, developer platforms).

Known for building product functions, aligning leadership around clear strategy, and turning ambiguous problem spaces into marketable products with paying customers. Background in UX and research informs decision-making, but primary focus is business impact, growth, and execution.

Most recently operating in a de facto CPO capacity for a startup relaunch, owning product strategy, pricing, and delivery end-to-end.

Core strengths

Product Strategy & Portfolio Ownership · 0→1 Product Creation · B2B SaaS & Enterprise

Commercial & Go-to-Market Enablement · Product-Led Growth · Pricing & Packaging

Cross-Functional Leadership (Engineering, Design, Sales, Marketing)

Startup & Scale-up Environments · Regulated & Asset-Heavy Industries

UX-informed Decision Making · Executive & Investor Stakeholder Management

Career Highlights

- **Led creation and launch of three enterprise B2B SaaS products from concept to paying customers**, including one delivered to market in under 10 months with a lean team.
- **Owned products whose success directly contributed to company acquisition**; products remain in active use years later.
- **Built and led product and UX functions**, hiring and managing senior staff and embedding modern product practices across organisations.
- **Drove shifts from consultancy- and sales-led models toward scalable product-led growth**, improving marketability and sales efficiency.

Experience

Head of Product (CPO Remit) - Octanise

Jan 2025 - Present | B2B SaaS | Energy / ESG | Startup relaunch

Executive remit: Full executive ownership of product strategy, commercial model, and delivery for a phoenix-stage startup launching a new enterprise energy management platform.

Accountability & impact:

- Acted as **de facto CPO** for the organisation, reporting directly to founders and investors and owning all product-led decisions affecting commercial viability.
- Took product from **blank-page concept to enterprise-grade SaaS with paying customers in under 10 months**, operating in a lean, high-ambiguity environment.

- Defined and owned **product vision, roadmap, and portfolio strategy**, balancing short-term revenue needs with long-term platform direction.
- Established **pricing, packaging, and positioning**, supporting early sales conversations and customer acquisition.
- Led discovery with commercial property owners and stakeholders to validate problem space, ensure regulatory relevance, and prioritise roadmap investment.
- Built foundational **product operating model**, including discovery practices, delivery cadence, and cross-functional collaboration.
- Contributed beyond product to ensure company viability, including **go-to-market support, brand, website, hiring, and investor communication**.

Independent Product Consultant -

Jul 2024 - Jan 2025

Advised early-stage and established organisations on product strategy, positioning, and experience design while evaluating next permanent role.

Clients included organisations in professional services and health-related sectors.

Head of UX – Tyk Technologies

Aug 2022 - Jun 2024 | Series B B2B SaaS | Developer Platform

Mandate: Increase product saleability and adoption by strengthening product strategy, discovery, and user experience in a technically complex platform.

Impact:

- Created a **unified product vision** supported by research, enabling product managers to make clearer strategic trade-offs.
- Supported **product-led growth** by reducing friction in trials and key user journeys, improving conversion to PQL.
- Reduced delivery cost and cycle time through a modern design system, cutting high-fidelity prototyping effort by ~75%.
- Improved enterprise credibility through standards-based features; represented the company publicly at industry conferences.

Director of UX / UI – Arcadis Gen (Now Arcadis Intelligence)

Jul 2021 - Aug 2022 | B2B / B2B2C | Regulated Enterprise

Mandate: Establish a UX function to unify a fragmented product portfolio across a rapidly scaling, acquisition-driven organisation.

Impact:

- Built and led Gen's **first UX function**, supporting multiple products across regulated industries.
- Improved **market and procurement access** by raising accessibility compliance to WCAG AA across the portfolio.
- Simplified high-value user journeys to improve sales demonstrations and stakeholder confidence.
- Oversaw test strategy alongside delivery teams, significantly increasing automated test coverage and perceived product quality.

Product Manager – Arcadis Gen

Jan 2020 - Jul 2021

Product: AppliedInsight – enterprise low-code analytics and optimisation platform.

Impact:

- **Led 0→1 creation** of a low-code SaaS platform, enabling the business to transition from consultancy delivery to scalable product revenue.
- Created a **marketplace model** to package and sell analytics algorithms as applications, reducing sales friction.
- Hired and managed additional product and engineering capacity; supported scaled planning across **12 development teams**.

Analyst → Product Manager – SEAMS Ltd

2008 - 2020

Progressed from analyst to internal consultant to **founding Product Manager** for an enterprise analytics platform using machine learning for asset investment decision-making.

- Owned product strategy, design, and delivery from first principles.
- Extensive enterprise customer engagement and RFP/RFQ support.
- Product success directly contributed to **acquisition by a multinational organisation**.

Education

- MSc Nanotechnology, Universities of Sheffield and Leeds (shared programme of study)
- BSc (Dual Hons), Physics and Astronomy, University of Sheffield