

Mohamad Rashad

SENIOR PRODUCT MANAGER · TECHNICAL · PRODUCT STRATEGY & DELIVERY



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Summary

Senior Product Manager with **20+ years in software** and **7+ years owning digital products end-to-end**. I began my career as an engineer and grew into product leadership as I discovered my greatest impact came from deciding *what to build and for whom* — not just how to build it. That origin is my edge: I specify products with the credibility of someone who has built and operated them, while negotiating scope, sequencing value, and aligning stakeholders like a commercial product leader.

"I kept gravitating toward the "why" and "what" questions — until it made more sense to own them outright than to keep handing specs to someone else."

I have owned the full lifecycle across **B2B SaaS, e-commerce, ERP, and internal platforms** — from customer discovery and market validation, through MVP scoping and roadmap planning, to launch, iteration, and growth. I pair formal governance (PRINCE2, ITIL®4) with modern product practice (discovery, RICE prioritization, OKRs, Scrum) to make delivery predictable and innovation sustainable.

Career arc: Engineer & Systems Leader (1997–2017) → Independent Product Builder & Consultant (2017–2020) → Product Manager (2020–2023) → Product Strategy Consultant (2023–2024) → Senior Product Manager (2024–present).
A deliberate, gradual move into product — not a rebrand.

Focus areas: Product strategy & vision · Customer discovery · Roadmap & backlog ownership · MVP definition · Go-to-market · Stakeholder & client management · Metrics & experimentation · Cross-functional team leadership.

Core Competencies

Product Craft

- Product strategy, vision, and long-term roadmap planning
- Continuous discovery: customer interviews, jobs-to-be-done, problem framing
- MVP definition and phased rollout strategy
- Prioritization: RICE, MoSCoW, Kano, cost-of-delay
- Backlog grooming, user-story mapping, release planning, technical-debt management

Technical Product Ownership

- Architecture literacy: microservices, containers, CI/CD, cloud-native (AWS/Azure/GCP)
- Translates commercial requirements into technical specs and crisp acceptance criteria
- Evaluates build-vs-buy, scalability, reliability (SLAs), and security trade-offs
- Stack fluency (Node.js, Go, PHP/Laravel) for credible engineering conversations

Go-to-Market & Growth

- Competitive analysis, positioning, and value-proposition design
- Retention, churn, LTV, and activation-funnel analysis
- Launch readiness, beta programs, and sales enablement

Leadership & Governance

- Cross-functional squad leadership; managing up to C-level, out to clients
- Stakeholder expectation negotiation
- OKR / KPI definition and performance management
- PRINCE2 governance layered with Agile / Scrum execution

Professional Experience

JAN 2025 —
PRESENT

Senior Product Manager

MKA Trading — Istanbul, Türkiye

Own the product direction of the company's internal ERP — a custom trading platform that runs an import/export **brokerage**: matching buyers to suppliers across trade deals, with no inventory of its own.

- **Deal-Lifecycle Ownership:** Own the roadmap and delivery of the internal system that runs every trade end-to-end — buyer inquiry and supplier sourcing, purchase & sales orders, shipment and container tracking, customs and trade documentation, invoicing, and broker commissions. The platform is the single source of truth for the deal, not a back-office tool.
- **Buyer-Supplier Matching:** Instrumented the deal pipeline so traders can match buyer demand to supplier supply across active deals — which inquiries can be fulfilled, by whom, and at what margin — instead of working deals out of inboxes and chat.
- **Discovery → Roadmap:** Ran continuous discovery with traders and the operations/finance teams to find the highest-friction steps in the deal lifecycle, translating them into a prioritized roadmap that serves the full trade cycle.
- **Trade & Shipment Visibility:** Introduced structured shipment and container tracking that replaced scattered spreadsheets and emails with a single system-driven view, giving traders real-time visibility over in-transit goods across active deals.
- **Commissions & Trade Documentation:** Tightened the brokerage's revenue and compliance backbone — commission calculation and settlement, plus trade documentation (letters of credit, bills of lading, customs paperwork) — moving them from manual, error-prone handling into structured, auditable workflows.
- **Scalable Deal Throughput:** Moved the deal lifecycle off spreadsheets and chat so the brokerage can run far more concurrent trades without adding headcount — every buyer inquiry, shipment, and settlement tracked end-to-end in one system.

MAY 2024 —
DEC 2024

Senior Product Manager *(Project-Based Contract)*

Mercury Training — Istanbul, Türkiye

Owned the product direction of the group's core business system — a custom **mini-ERP** (well beyond a CRM) built on Laravel/PHP that runs day-to-day operations for **Mercury Training and its 3 sister companies** (a small-business group of 4 entities). Drove its ongoing evolution: enhancing existing modules, closing capability gaps, and modernizing how the platform is delivered and supported as the group scales.

- **Module Delivery:** Inherited a working platform and took ownership of its forward roadmap — upgrading existing modules and shipping new ones. Owned core capabilities across **CRM** (lead & customer management), **project & program management** (course/program delivery, scheduling, resource booking), and **operations** (enrollment, learner records, cross-company reporting dashboard) — finance and invoicing owned by a separate function.
- **Discovery → Prioritization:** Ran targeted discovery with operators across departments and **all 4 group entities** to surface the highest-impact gaps, translating them into a prioritized roadmap that addressed the bulk of shared use-cases.
- **Multi-Entity Ownership:** Served as the single product owner for the platform across **all 4 group entities** — each running its own dedicated instance — standardizing the core model while tailoring each deployment to that company's distinct workflows. Replaced fragmented spreadsheets, email, and a basic CRM with a structured system per entity.
- **Cross-Functional Bridge:** Act as the primary bridge between business stakeholders and the engineering squad — converting operational goals and user feedback into epics, user stories, and acceptance criteria.
- **Release Governance:** Introduced a release quality-gate that blends ITIL service-management discipline with agile sprints, materially reducing critical post-launch defects and raising user confidence in every update.
- **Operational Impact:** Replaced days of manual, spreadsheet-driven operational work with same-day, system-driven processes across customer, project, and operational workflows — the kind of unglamorous, high-leverage change that makes a small group actually scalable.

NOV 2023 —
APR 2024

Product Strategy Consultant

Freelance — Istanbul, Türkiye

Engaged as interim Product Lead by startups and SMEs to sharpen product-market fit and improve development ROI.

- **Product Turnaround:** Revived a stalled ERP product by re-mapping the user journey and ruthlessly cutting scope; the relaunched product lifted organizational efficiency ~35% and removed a large share of operational friction.
- **Cost-to-Serve Reduction:** Led architecture reviews for multiple clients that cut long-run cloud maintenance cost ~25%, reallocating budget from infrastructure to feature development.
- **Delivery as a Differentiator:** Introduced CI/CD and automated testing as a *product capability* clients could sell to their own customers, shortening time-to-market ~20%.
- **Team Enablement:** Mentored client engineering teams on Agile rituals and testing culture, increasing self-sufficiency ~50% and reducing consultancy dependency.

JAN 2022 —
OCT 2023

Technical Product Manager Kayisoft — Istanbul, Türkiye

Owned product direction and engineering execution for high-growth B2C and B2B applications — the role where product thinking and technical depth fully converged.

- **Engagement-Driven Roadmap:** Re-prioritized the roadmap around UX improvements, **nearly doubling user engagement** and growing e-commerce sales **~50%** following the redesign.
- **Reliability as a Product Promise:** Defined **99.9% availability** as a core product commitment for enterprise clients and delivered it via a Kubernetes migration — directly enabling major enterprise tender wins.
- **Velocity as a Growth Lever:** Cut feature release cycles by 75% by standing up a DevOps culture (CI/CD via Jenkins), letting the product respond to user feedback in near real time and reducing manual effort **~90%**.
- **Strategic Sequencing:** Managed the backlog so that **95% of major initiatives shipped on time** while explicitly trading off new features against critical technical debt.
- **Outcome Alignment:** Introduced OKRs across the squad, lifting team productivity **~30%** and ensuring every engineer understood the *why* behind their work.

SEP 2020 —
DEC 2021

Product Manager OptimumTek — Istanbul, Türkiye

Managed a portfolio of concurrent software products as primary Product Owner — accountable to stakeholders for scope, quality, and reporting; led a squad of 7 developers.

- **Governed Product Delivery:** Built a structured delivery framework on PRINCE2, achieving an **85% success rate** measured against scope, budget, and stakeholder satisfaction.
- **Quality in "Done":** Embedded testing **early in the delivery cycle** (within the Definition of Done) rather than as a late-stage gate, reducing post-release defect rates **~60%** and lowering support load and churn.
- **Capacity & Mentorship:** Led and mentored 7 developers, restructuring sprint planning and workload distribution to raise delivery velocity **~40%**.
- **Faster Time-to-Market:** Streamlined the engineering → QA → release flow, accelerating product release timelines **~30%** and giving sales shorter implementation promises to close against.
- **Change Management:** Instituted change-control protocols that improved operational efficiency **~25%** and made product updates predictable and non-disruptive for end users.

OCT 2017 —
AUG 2020

Independent Product Builder & Consultant Freelance — Istanbul, Türkiye

Operated as a fractional product builder across the jewelry, tourism, hosting, and publishing industries — taking digital products from concept to launch. *This was my pivot into product: owning discovery, scoping, build, and launch end-to-end.*

- **ERP Product (Jewelry):** Ran discovery with the operations team to map inventory flows, then designed and shipped a custom ERP — **+40% operational efficiency** and **+30% inventory accuracy**.
- **E-commerce Retention (Hosting):** Built a self-service-focused e-commerce platform that lifted customer retention **~50%** and grew sales **~35%**.
- **Tourism SaaS:** Shipped a guest-management SaaS for a tourism agency — **+30% booking efficiency** and **+15% guest-satisfaction scores**.
- **Content Platform (Publishing):** Introduced a headless CMS architecture (Svelte + CMS), speeding content publishing **~20%** with no added headcount.
- **Web Performance (Publishing):** Built plugins and add-ons that improved site effectiveness **~25%** and cut page-load times **~20%**.

AUG 1997 —
SEP 2017

Engineering & Systems Leadership

Multi-Employer Foundation — Egypt & Bahrain

A ~20-year, multi-employer career spanning software development, systems and network engineering, and IT service leadership — the foundation that taught me to *build, operate, and improve* complex systems end-to-end before moving into product.

- **Built & Shipped Software (Early Career):** Started as a software developer building applications and internal tools — first-hand experience of the full build lifecycle I now govern from the product side.
- **Systems & Network Engineering:** Owned the design, security, and stability of multi-platform environments (Linux & Windows); led network and infrastructure upgrades that delivered ~25% efficiency gains and ~30% less downtime.
- **Internal Product & Service Ownership:** Acted as the de-facto product owner for IT service delivery and internal tooling — defining what internal stakeholders needed, sequencing improvements, and sustaining a **95% customer-satisfaction rating**.
- **Data & Performance:** Optimized database systems for ~40% faster execution, keeping the platforms underlying business operations performant under load.
- **Enablement at Scale:** Designed and delivered curricula that trained **200+ IT professionals**, treating organizational capability as a product to be continuously upgraded.

Selected Products & Outcomes

PRODUCT	DOMAIN	OUTCOME
Import/export brokerage ERP (internal business system)	INTERNAL / ERP	Own product direction of the internal system running a live import/export brokerage — matching buyers to suppliers across deals, covering purchase & sales orders, shipment & container tracking, customs/trade documentation, invoicing, and commissions; replaced spreadsheet/email workflows with a single system-driven view.
Group-wide mini-ERP (core business system)	INTERNAL / GROUP	Owned evolution of a Laravel/PHP system serving Mercury + 3 sister companies — ran 4 independent deployments (one per group entity); shipped core modules spanning CRM, project & program management, and operations (enrollment, scheduling, resource booking, learner records, reporting).
High-availability B2C/B2B platform	E-COMMERCE	Engagement nearly doubled, sales +~50%; enterprise tenders won on a 99.9% SLA.
Jewelry ERP	OPS / ERP	+40% efficiency, +30% inventory accuracy.
Hosting e-commerce platform	RETENTION / GROWTH	+50% retention, +35% sales.
Tourism guest-management SaaS	SAAS	+30% booking efficiency, +15% CSAT.
Portfolio of concurrent software products	MULTI-PRODUCT	85% delivery success rate (PRINCE2); 60% fewer post-release defects.

Product Toolkit

STRATEGY	RICE · MoSCoW · Kano · jobs-to-be-done · cost-of-delay · opportunity scoring
DISCOVERY	Customer interviews · usability testing · competitive teardowns · persona & journey mapping
DELIVERY	Scrum · Kanban · sprint/release planning · OKRs · Definition-of-Done · PRINCE2 · ITIL®4
ANALYTICS	Activation/retention funnels · NPS · CSAT · SLA / SLO tracking
COLLAB	PRDs · user stories · acceptance criteria · roadmapping · stakeholder reporting
TECHNICAL	Node.js · Go · PHP/Laravel · microservices · Docker · Kubernetes · CI/CD · AWS / Azure / GCP

Certifications

- **Certified ScrumMaster® (CSM)**

Agile Product Management

- **ITIL® 4 Foundation**

Service Strategy & Operations

- **Microsoft Certified Systems Engineer (MCSE)**

Systems Expertise · 2000

- **PRINCE2® Foundation**

Project & Product Governance

- **Certified Linux Professional (CLP)**

Technical Credibility

Professional Development

- **Product Strategy & Continuous Discovery** — applied study of RICE, Kano, and discovery habits
- **Microservices Architecture (25 hrs)** — architectural trade-offs for planning product scalability
- **Cloud Computing Fundamentals (25 hrs)** — cross-platform (AWS, Azure, GCP) for informed infrastructure decisions
- **Agile Leadership (15 hrs)** — leading high-performing product teams and a culture of iteration
- **Software Architecture Design (20 hrs)** — patterns for maintainable, long-lifecycle products
- **SCRUM Agile Development (24 hrs)** — Scrum as a team collaboration tool for product delivery