

AYAX LABOMBARDA UGARTE

Product Owner · Product-Led Growth & Operations

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Madrid, Spain.

SKILLS

Product-Led Growth (PLG)

Activation & conversion funnels

Onboarding & lifecycle email (Brevo / Resend)

Product analytics (PostHog / Mixpanel)

A/B testing

AARRR · retention & LTV

Backlog prioritization (RICE / ICE)

Agile (Shape-Up / Scrumban)

Specs (SRS / BRD) & user stories

REST APIs & Webhooks

Internal tooling (Vercel / Clerk / Postgres)

Workflow automation (Zapier / ClickUp)

Business metrics (KPIs / OKRs)

Web3, tokenization & MiCA

LANGUAGES

English (advanced)

Spanish (native)

CERTIFICATIONS

Business Management and Administration

Agile Project Management

Admin Certificate of Completion ClickUp

Product Management & Data Analytics (Mixpanel)

PROFILE

Hands-on Product Owner with 6+ years across SaaS, fintech and Web3. I take products from the problem to what ships: **activation and conversion funnels**, **onboarding and lifecycle email**, and the path from self-serve to paid, measured in PostHog and Mixpanel. Technical enough to build internal tools myself and get into the details with engineering.

> **Focus:** Activation & conversion funnels · Onboarding & lifecycle email · Self-serve to paid upgrade paths · Product analytics & A/B testing

WORK EXPERIENCE

Head of Business Operations & Product Lead

Hashi AI, Remote (Argentina) / September 2024 - Current

*Remote AI SaaS (voice cloning and avatarization) with a distributed team across LATAM. Led the pivot from a manual agency model to **self-serve SaaS**.*

- Led the transition from a manual agency model to **Product-Led Growth**, with automated acquisition funnels and conversion campaigns aimed at product-market fit and break-even.
- Ran discovery, **A/B tests** and activation, retention and payment analysis in **PostHog** and Meta Business, keeping Figma designs and the shipped implementation in sync.
- Built the **lifecycle email** tooling: onboarding and activation emails sent through **Brevo and Resend**, with open and click webhooks feeding per-template metrics.
- Hands-on with the stack: shipped internal tools myself, including a **CRM with MRR and receivables tracking** and the email tool, on Vercel, Clerk and Postgres.
- Designed a unified operating system (ClickUp + Discord + Zapier) that cut **bottlenecks by 40%**, and ran decisions on **quarterly OKRs** and weekly metrics across CEO, Tech and Operations.

Independent Consultant · Web3 Product & Operations

Remote (Spain) / April 2026 - Current

*Client: a **crypto-asset service provider (CASP)** authorised under MiCA in Spain, in institutional custody.*

- Led the **due diligence of institutional custody vendors**: eight decision criteria, structured questionnaires and an end-to-end PoC on a production workspace across seven blockchain ecosystems.
- Turned the findings into a **board decision** with a 26-page report and an executive summary: the PoC candidate was dropped and the entity moved to two custodians.
- Wrote reusable operating procedures and **15+ guides** for non-technical teams.

Technical Product Owner

Metlabs Blockchain, Remote (Spain) / January 2025 - November 2025

Software Factory specialized in Web3 and Fintech solutions. Led functional definition and delivery for a portfolio of 8 products in one year, up to 4 at a time.

- Built the backlog under **ICE/RICE** frameworks and consolidated discovery into specialized documentation (**SRS & BRD**) and execution roadmaps.
- Deployed a hybrid operating framework (**Scrumban/Shape-Up**) from Figma prototyping to the development environment, with **+30% delivery speed** through AI and peer review protocols.
- Technical supervision of critical integrations (APIs and Webhooks) and **KYC/KYB/AML** compliance protocols, ensuring third-party interoperability with core business logic.
- Product architecture for **tokenization (RWA, Utility & Security Tokens)**, including real-world energy and real-estate assets, resolving critical stakeholder dependencies.

Founder & Product Manager

InnovatioWB, Remote / February 2020 - February 2023

*Web3 venture builder and consultancy. Full **0-to-1** lifecycle of a decentralized crowdfunding platform.*

- **$300,000+ in non-dilutive funding (grants)** by drafting winning technical and product proposals, ranking **#1 globally** in Cardano Catalyst by ADA voted in support by the community.
- Defined the **Smart Contract** logic and functional architecture of the platform, which facilitated **~$200,000** in funding for third-party projects.
- Governance and blockchain ecosystem relations: translating the needs of a global community of investors and developers into product specifications.

KEY ACHIEVEMENTS

50+ Clients/Products Delivered
Over 50 satisfied clients in custom software development and product consultancy.

6x Web3 Grant Winner
Awarded over $300,000 USD to develop multiple projects and products within Web3 ecosystems.

Proprietary Product Launched
A B2C crowdfunding marketplace on Cardano.

Product Culture Implementation
Agile transformation of teams through the implementation of a product culture.