



Philip Cummins

Senior Product Leader

15+ years building products that drive commercial impact

B2B & B2C | SAAS & CLOUD | PLATFORM & API | AI & EMERGING TECH
VISION • EXECUTION • COMMERCIAL IMPACT

Executive Product Leadership Portfolio

Product Leadership Profile

Senior product leader with 15+ years building and scaling digital products.

Currently Product Lead at Vodafone Business. Launched Vodafone's first-ever self-serve B2B digital marketplace from zero, while holding full P&L accountability across SaaS, IaaS, PaaS, Cybersecurity, and Managed Services. Previously at Huawei, scaled the AppGallery mobile platform to 300% MAU growth across multiple global markets.

One of a small number of product leaders combining platform, AI, cybersecurity, SaaS, digital channels, and global operations experience in a single career.



Product Strategy & Leadership

- Product vision & portfolio strategy
- P&L ownership & commercial growth
- Roadmap governance & prioritisation
- Board & ELT stakeholder engagement



Platform & Technical Product

- Marketplace & platform ownership
- API ecosystems & developer infrastructure
- AI-powered product development
- B2B SaaS & cloud products



Commercial & GTM

- Go-to-market execution (B2B & B2C)
- Pricing strategy & modelling
- Partner & channel development
- Player-coach people management

Leadership Philosophy

"Great product teams are built through clarity of vision, honesty about tradeoffs, and a culture where the best idea wins — regardless of where it comes from."

I combine strategic vision with hands-on execution. I own roadmaps, P&Ls, and teams that ship. I work at both the leadership and the delivery layer — building the operating systems that let great teams move fast, and the culture where honest product thinking flourishes.

Clarity

I believe the most valuable product skill is making complex tradeoffs legible to engineers, to executives, and to customers. Clear thinking produces clear roadmaps.

Ownership

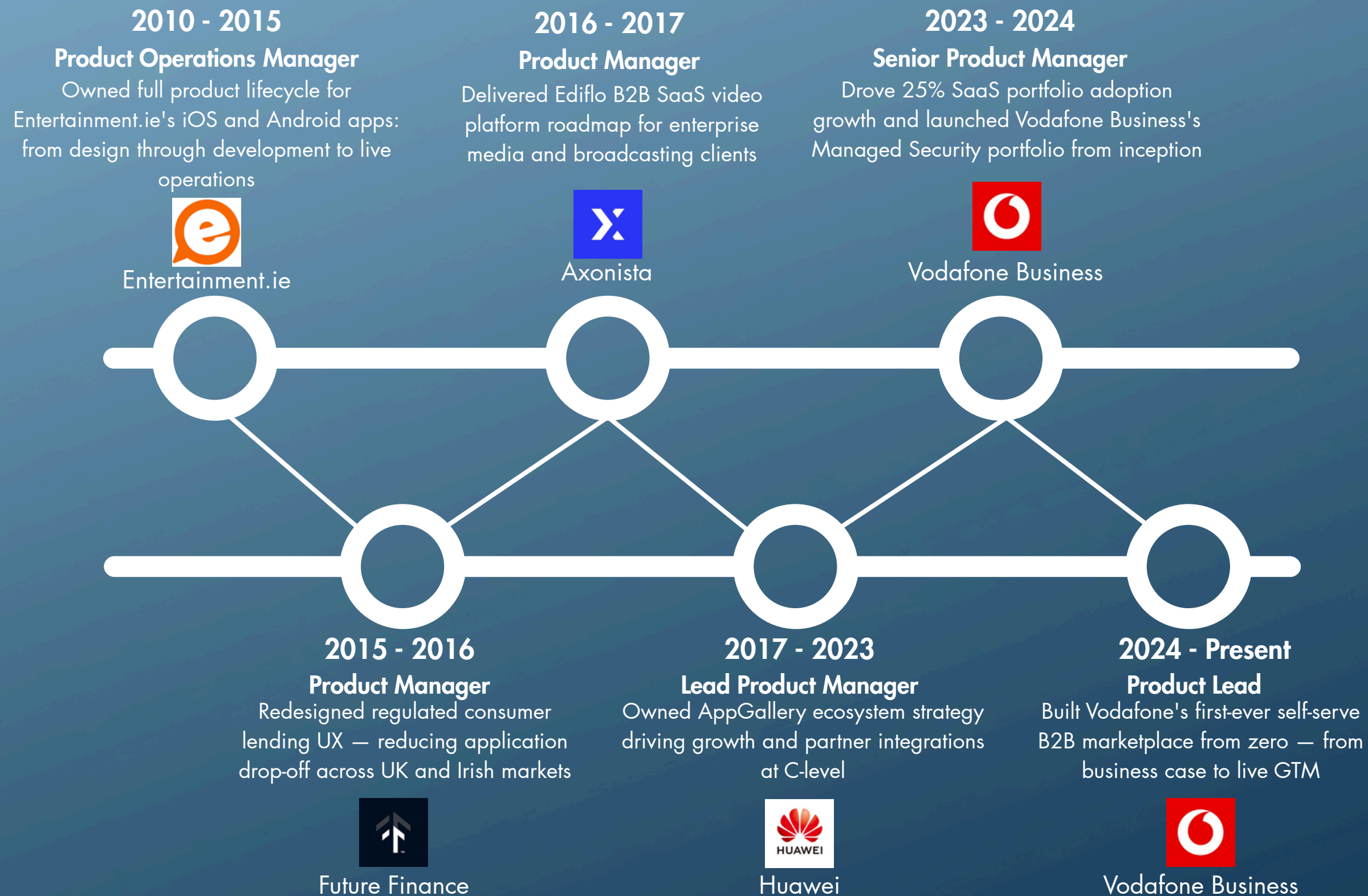
I hold myself and my teams accountable to outcomes, not output. Shipping features is easy. Shipping things that move the metric — and knowing why — is the job.

People

I invest deeply in the product managers I lead. I coach, challenge, and create the conditions where people do the best work of their careers.

Career Journey

Career progression across B2B SaaS, enterprise telco, developer ecosystems, platform products, cybersecurity, AI, and FinTech



Commercial Impact

Product leadership across SaaS, AI, cloud platforms and digital transformation

Multi-Million €

Annual Portfolio
Ownership

30%

YoY Active User
Growth Across
20+ Markets

15+

Years of Product
Leadership

20+

Global Markets
Managed

First-of-Its-Kind

Built Vodafone's First
Self-Serve B2B
Marketplace

300%

Huawei
AppGallery MAU
Growth

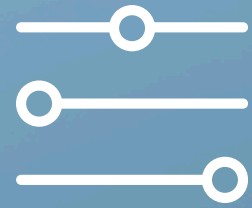
AI Transformation

Led Microsoft
Copilot Commercial
Launch Strategy

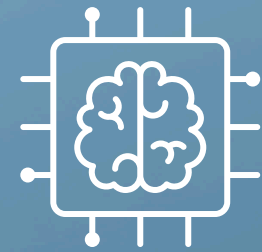
25%

Microsoft SaaS
Portfolio Adoption
Growth

Core Expertise



Platform Strategy
& Roadmap



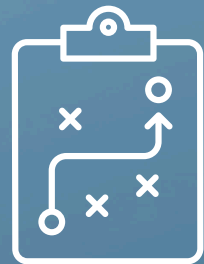
AI Product Strategy &
Enablement



Enterprise SaaS & Cloud
Products



API Ecosystems & Developer
Platforms



Commercial Product
Strategy



Growth &
Monetisation



Product Leadership &
Mentorship



FinTech &
Regulated Platforms



Global Product
Operations



Product Delivery
Leadership



Outcome-Driven Product
Management



Product Operating Model
Design

Signature Products and Platforms

Launched From Zero

Vodafone Business Marketplace

Built from zero. Vodafone's first-ever self-serve B2B digital channel for products and services. Full lifecycle: business case through GTM.

AI Product

Microsoft Copilot GTM

Led commercial launch — GTM approach, pricing architecture, and sales enablement programme.

Global Platform

Huawei AppGallery (20+Markets)

Owned platform roadmap across global markets. 300% MAU uplift. Built API/SDK frameworks adopted as ecosystem standard.

Cybersecurity

AI-Powered SOC & SIEM

End-to-end ownership of AI-powered SOC, SIEM, Managed Firewall (Palo Alto, Fortinet), Endpoint Protection (Lookout, InTune, Defender, Trend Micro).

Cloud Services

Azure Cloud & M365 Managed Services

Designed and launched Managed Services for Microsoft 365 — moving Vodafone Business from reseller to service partner. Defined service catalogue, commercial model, and delivery framework.

Developer Platform

Developer Growth Toolkit (Huawei)

Initiated developer research programmes identifying onboarding and retention friction. Outputs fed directly into the Developer Growth Toolkit: the standard partner onboarding model.

Building High-Performance Product Teams



Coaching.

I work directly alongside PMs in live roadmap decisions, discovery sessions, and stakeholder presentations — helping them develop both the craft and the confidence to make great product calls independently.



Culture

I build environments where evidence beats seniority, where customer problems are taken seriously, and where honest disagreement is encouraged. Good product cultures are designed, not assumed.



Execution

I create the operational consistency that makes great work repeatable: OKR-driven rituals, clear backlog governance, sprint cadences with real accountability, and portfolio reporting that tells the truth.

What Matters to Me

I believe strong product cultures are built through clarity, accountability, and genuine investment in people



Customer Truth

Every roadmap decision should be traceable back to a real customer need or a clear commercial outcome. I don't build features — I solve problems.



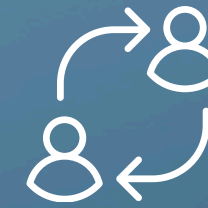
Team Development

The best product teams let data and customer insight win the argument, not seniority. I build the research and metrics practice that makes this possible.



Execution Discipline

Execution without discipline is just activity. I build the operating rhythms, delivery frameworks, and quality gates that turn good intentions into shipped products and measurable commercial outcomes.



Collaboration

The best commercial environments are built through openness, alignment, and shared ownership



Commercial Impact

Strategy without commercial grounding is just storytelling. I connect every roadmap decision to revenue, margin, or retention — and I hold myself accountable to those outcomes.

My Approach to New Leadership Roles



Understand

Learn the business, understand the customer, absorb the product's current state, and map the team's strengths and gaps. Ask more questions than I answer. The first 30 days are for listening.



Align

Create clarity around priorities, success metrics, and the product operating model. Establish OKR-driven rhythms. Make the roadmap visible and the decision-making criteria explicit and shared.



Deliver

Drive execution with pace and discipline — maintaining discovery quality, delivery consistency, and commercial focus. Build the culture and the systems that make great work repeatable at scale.

Professional Development & Certifications

Sustained investment across product leadership, AI strategy, agile delivery, and people management

Leadership & Management

In Progress

Level 7 Diploma in Leadership & Management



Institute of Leadership & Management

Executive-level qualification in strategic leadership, organisational design, and senior management practice.

Product Management

Complete

Certified Product Manager (CPM)

Certified Innovation Leader (CIL)



The Association of International Product Marketing and Management

Practitioner Certificate in Digital Product Management

Practitioner Certificate in Business Analysis



BCS | The Chartered Institute for IT

AI & Emerging Technology

In Progress

AI: Implications for Business Strategy



MIT Sloan Executive Education

Generative AI Foundations



MIT Horizon

Formal AI strategy and technical foundations training, applied to enterprise product leadership and commercial AI deployment

Agile & Delivery

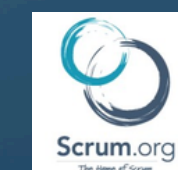
Complete

Professional Scrum Master I & II (PSM I & II)

Professional Scrum Product Owner I & II (PSPO I & II)

Professional Agile Leadership (PAL I)

Professional Agile Leadership – Evidence Based Management (PAL – EBM)



Scrum.org

Comprehensive Scrum.org accreditation spanning delivery, product ownership, team leadership, and organisational agility – underpinning the operating models and delivery frameworks applied across every product role.

Let's Connect



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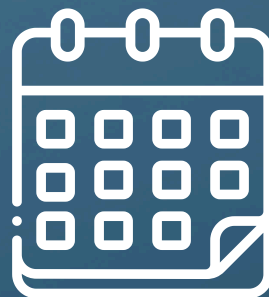
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VISION • EXECUTION • COMMERCIAL IMPACT

The most meaningful product work sits at the intersection of
ambition, execution, and scale

If you're building something ambitious, I'd like to hear about it



Let's connect on
LinkedIn



Book a
conversation



Scan the QR code for
my business card



Email me