

PATRICIA BAYONA BULTÓ

Product & Design Leader

Building product systems from scratch — with a business degree, a founder's P&L instinct, and a researcher's understanding of users. I connect strategy, design and technology into products that actually ship.

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Spain · Full Remote

Portfolio: <https://patriciabayonabulto.com/>

EXPERIENCE

VP of UX & Product Manager · LINK Mobility

2021 – Present

Oslo-listed CPaaS · ~700 employees · 18 countries · NOK 7bn revenue · 50,000+ customers · 20bn+ messages/year · competing with Twilio and Sinch

Promoted to VP of UX in 2022 · one year after joining · whilst retaining full PM responsibilities

Led product vision and UX simultaneously across two distinct scopes within one of Europe's largest CPaaS platforms. Operated through two major organisational restructurings, remaining one of two PMs retained after a company-wide reset.

Product Manager — MyLINK Portal

- Defined the long-term product vision for MyLINK Portal through a founding Blueprint that unified strategy across 50+ legacy products; the document remains the organisation's north star reference to this day.
- Launched MyLINK Portal in 6 European markets (Norway, Denmark, Finland, Sweden, Spain, Global Sales) reaching 12,900+ unique users, 8min 41s average session and 14% bounce rate.
- Designed and drove a soft migration strategy — my proposal — that successfully sunset 10+ legacy products; migration completion rates of 91–100% in Nordic markets.
- Defined go-to-market playbooks for each market, training sales, support and product teams across countries and time zones.
- Managed full roadmap prioritisation, sprint planning and stakeholder communication up to C-1 level, presenting quarterly at all-hands events across all local markets.
- Introduced UX-led dashboard redesign informed by real user data, reducing support dependency and improving developer self-service.

VP of UX — Group

- Built and scaled the UX team (up to 5 people across Macedonia, Germany and Norway); managed hiring, performance reviews, salary reviews and offsites.
- Designed and maintained the company-wide design system in Figma, adopted across multiple product teams and local solutions.
- Created the UX Operating Model — defining how research, design, validation and delivery work together across PM, Tech and UX — preventing rework and accelerating delivery.
- Led UX research across SMS, WhatsApp, RCS, Email, Viber and Multichannel products; coached PMs on research methods, increasing research adoption org-wide.
- Championed the value of UX internally against engineering-first culture, establishing UX as a strategic function with a direct line to roadmap decisions.
- Owned website UX and developer experience in parallel with core product responsibilities, with no additional resource.
- Founded and led an internal AI Learning Hub within the UX team, defining a structured curriculum across three tracks (AI product design, AI-augmented UX practice, AI-aware product management) to build team capability for AI-integrated ways of working.
- Led the definition and beta launch of an AI-assisted message composer feature within the portal, in collaboration with an external AI partner.
- Actively integrated AI tools across the full product workflow: requirements writing and review, stakeholder communication, workshop facilitation, user research synthesis, and team development — meaningfully reducing cycle times across discovery and delivery.

Co-Founder & COO · Alqua

2017 – 2021

MarTech & Big Data firm · Alqua Cloud (proprietary Social Media & market intelligence SaaS) + Alqua Digital (consulting/agency) · clients incl. Mercedes-Benz, Santander, Danone, Unilever, AVIS, BBC · Madrid, Barcelona, London, Mexico City · grew from 2 to 40+ employees · ~1.1M€ annual revenue

- Defined and executed the product strategy for Alqua Cloud, a proprietary Big Data and Social Media intelligence SaaS platform, from MVP through multiple iterations over 4 years.
- Scaled the platform database from 5,000 to 7 million property listings, managing the full product, operations and commercial cycle.
- Conducted 300+ user interviews across 4 years; translated qualitative insights into product iterations that drove 80% customer retention.
- Grew the company from 2 to 40+ direct employees across product, engineering, sales, consulting and customer success — managing all hiring, onboarding and team structure from scratch.
- Managed full P&L, cashflow and financial reporting across two business divisions — giving every product decision an economic feasibility lens that most PMs never develop.
- Raised 2M€+ in capital across multiple rounds including ENISA, ICO and private investors; prepared and presented to board and investor meetings.
- Executed a full strategic pivot during COVID-19: transitioned the tech team to consulting services and redesigned the product as a modular tool for new market conditions.

Intern — Strategy & Product Launching · Sybilla

May – Sep 2015

National Award of Fashion 2015 · Retail industry

SKILLS & TOOLS

Product Roadmapping · Prioritisation · Sprint Planning · OKRs · QBRs · Go-to-Market · Stakeholder Management

UX & Research User Interviews · Double Diamond · Figma · Prototyping · Usability Testing · Data Analytics

Tools Jira · Confluence · Hotjar · Plausible · Google Analytics · Notion · Miro

Tech Literacy HTML · CSS · MySQL · PHP (functional) · API concepts · CPaaS architecture

AI Tools ChatGPT · Claude · Notion AI · AI-assisted research synthesis · AI for requirements, communication & team development

Business P&L Management · Fundraising · Agile / Scrum / Kanban · Cross-cultural Team Leadership

EDUCATION

Master in International Management (MIM) · ESSEC Business School + Universidad Pontificia de Comillas

2016 – 2017

Ranked #3 in class · Pursued in English

B.A., Business Administration (E-2) · Comillas — ICADE Business School

2012 – 2016

Financial specialisation · Exchange semester at Copenhagen Business School (CBS), 2014

Bilingual Education · Kensington School

1999 – 2012

LANGUAGES

Spanish Native · **English** Proficient — Cambridge CPE (C) · TOEFL 91 · **French** Intermediate — DELF B1

PERSONAL

Abstract painter with an independent online art business · Startup advisor (Borkenleg.com, Screenbie.com) · Kitesurfer based in Southern Spain.