

Rodrigo Maroto Merino

CONSUMER SERVICES DIGITAL BUSINESS | E-COMMERCE, DIGITAL PRODUCT AND GROWTH EXECUTIVE

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rodrigo.consumerserviceshub.com | Alicante, Spain | Willing to relocate worldwide | EU work authorisation

PROFESSIONAL SUMMARY

Commercial executive with 15+ years in e-commerce, digital product and growth for consumer services businesses across Europe, LATAM and Southeast Asia, spanning airlines, hospitality and consumer finance. Owned digital P&Ls from **EUR 50M to USD 800M**, built three e-commerce functions from scratch, and repeatedly converted underperforming direct channels into profitable subscription and ancillary-driven businesses, prioritising by impact on revenue, margin and unit economics.

CORE COMPETENCIES

- Digital P&L Management
- Business Turnaround and EBITDA Growth
- Direct Channel and E-commerce Strategy
- Subscription, Retention and LTV
- CRO and A/B Testing
- Digital Product Management
- Loyalty and Ancillary Revenue
- AI in Commercial Operations

WORK EXPERIENCE

Spring Hotels Group January 2026 - Present

Chief E-commerce Officer

Hotel group in South Tenerife. Direct channel generates over EUR 50M, equal to 40% of total group P&L. Reports to the CEO.
Alicante, Spain (remote)

- Created the group's e-commerce and digital strategy function from zero, internalising a previously outsourced function and defining channel governance, performance frameworks and the digital product roadmap across web, app and contact centre.
- Cut departmental operating cost by **23%** without touching revenue, by rebuilding creative production on AI (Claude, Magnific); built a company-wide knowledge base for GEO and SEO visibility, employees and customer service.
- Merged e-commerce and contact centre into a single digital operations unit, introducing SLAs and Six Sigma-aligned processes and improving service response efficiency with no commercial disruption.
- Leading the digital workstream of the Spring Hotels and Mare Nostrum Resorts merger: unified dual-brand architecture, platform migration plan and stakeholder alignment across both organisations.

Consumer Services Hub September 2024 - December 2025

Fractional E-commerce and Product Director (Consultant)

Independent advisory practice for airlines and high-growth consumer service companies on direct channel, product and data architecture.
Alicante, Spain (remote)

- Led the digital product agenda for PLAY Airlines, raising look-to-book conversion by up to **12%** through targeted booking flow and UX interventions.
- Designed and implemented the analytics and CDP stack (Mixpanel, Twilio Segment), reaching over 95% data accuracy, and scaled A/B testing on AB Tasty, enabling continuous experimentation and automated lifecycle marketing.
- Architected the strategic framework for PLAY Airlines' loyalty programme and advised FLYR on loyalty monetisation, retention modelling and client-facing product positioning.

CTOS Data Systems January 2022 - July 2024

General Manager, E-commerce and Product B2C

Largest credit reporting agency in Malaysia. Full P&L ownership of the direct-to-consumer fintech business unit.
Kuala Lumpur, Malaysia

- Grew D2C revenue **+52% year on year** while holding gross margin above 70%, scaling the unit from 2 people to 14 specialists.

- Pivoted the commercial model from one-off transactions to digital subscriptions, replicating the model built at Experian and converting volatile revenue into predictable recurring income.
- Opened access to 26 million potential customers through a distribution partnership with Touch 'n Go Wallet and built an affiliate acquisition network, materially reducing blended CAC.
- Deployed lifecycle marketing automation (MoEngage), orchestrating communication tailored to each user profile and cluster, improving subscription sales by **21%**.
- Embedded AI-driven personalisation that used each customer's credit profile to deliver tailored financial recommendations, lifting engagement and activation.

Experian

May 2020 - January 2022

Vice President, E-commerce and Product B2C

Global credit bureau and data services group. Led the turnaround and scaling of the regional direct-to-consumer digital business.

Bogotá, Colombia

- Delivered **+67% revenue growth** and **+385% EBITDA growth** year on year by repositioning the product portfolio and commercial model.
- Scaled the KYC-compliant user base to 8 million and paying subscribers to 160,000+, with integrated product, technology, growth and operations teams of 38 FTEs.
- Reduced subscription churn from 28% to 18% through cohort analytics, rebuilt payment recovery, new premium tiers and personalised lifecycle campaigns, materially increasing LTV.

Avianca Airlines

May 2018 - April 2020

Head of E-commerce and Digital Channel B2C

Flagship carrier of Colombia and one of the largest airline groups in Latin America. Direct P&L responsibility for USD 800M in annual digital revenue.

Bogotá, Colombia

- Grew digital revenue **+14% year on year** and expanded digital share of total sales by 1.6 percentage points.
- Improved look-to-book conversion by **30%** globally through a full redesign of the booking and servicing experience, after fixing the channel basics first.
- Built and led the CRO, UX and product function (6 product managers, 4 UX/UI designers, 14-person CRO and analytics team) and owned the digital roadmap with C-level and board stakeholders.
- Implemented Branded Fares across the direct channel to grow ancillary and merchandising revenue, and integrated multi-currency payment gateways to capture international demand without friction.
- Migrated legacy infrastructure to an API-driven architecture, deploying Adobe Experience Manager and rebuilding booking flows on Amadeus.

Room Mate Hotels

August 2017 - March 2018

Head of E-commerce B2C

International boutique hotel and apartment group. Owned direct channel acquisition, conversion and retention.

Madrid, Spain

- Led the replatforming and front-end overhaul of the corporate website, driving **+19% year-on-year direct booking revenue**.
- Built a conversion-optimised landing page ecosystem for Be Mate Apartments, generating 400+ qualified property owner leads in 7 days.

Iberia Express (International Airlines Group)

January 2013 - June 2017

E-commerce Product Owner

Short and medium-haul low-cost carrier of the Iberia Group.

Madrid, Spain

- Led the build and launch of the new multilingual iberiaexpress.com from scratch, delivered in 9 months, producing **+15% conversion** and **+33% ticket sales growth** within two years.
- Product owner of the Club Express loyalty programme, taking it from MVP to 2 million registered members.
- Delivered a technical SEO strategy through migration that lifted organic acquisition +25%; embedded continuous experimentation (SiteSpect) and contributed to the first e-commerce ecosystem for LEVEL Airlines (IAG).

UI/UX Designer

Madrid, Spain

- Interface and experience design for the GO! Chat mobile ecosystem on iOS and Android; reduced app weight by 40% to improve load time and retention.

Tactilapp

December 2010 - February 2012

Cofounder

Valladolid, Spain

- Co-led a mobile product studio; launched native apps exceeding 100,000 downloads and delivered mobile work for DDB and enterprise clients.

EDUCATION

Master's Degree, Digital Product Management The Hero Camp	2016 - 2017
Executive Entrepreneurship Programme Banco Santander	2011 - 2012
Bachelor, Graphic Design and Multimedia (HND Level 5) IE University	2008 - 2011

CERTIFICATIONS

Claude 101	Anthropic Claude Academy	2026
Certified Scrum Product Owner (CSPO)	Scrum Alliance	2018
Six Sigma Process Optimisation	CTOS Development Programme	2024

AWARDS & HONORS

National Award for Best Corporate Website	Día de Internet	2016
Instituto Franklin Branding Award		
Customer Engagement Excellence Award		
SOL Bronze Award		

SKILLS

Languages: Spanish (native), English (C1)

Business and P&L: Digital P&L management, business turnaround, unit economics, EBITDA improvement, dynamic pricing, ancillary revenue and merchandising, subscription business models, omnichannel distribution, post-merger integration, Six Sigma, C-level and board stakeholder management

Product and experimentation: Digital product management, product roadmapping, A/B testing, conversion rate optimisation (CRO), UX, KPI frameworks, Agile and Scrum (CSPO)

Growth and retention: Growth and performance marketing (SEO, SEM, paid social), Generative Engine Optimisation (GEO), customer lifecycle, churn reduction, LTV, CAC, loyalty programmes, marketing automation, affiliate and partnership channels

Data, AI and technology: Product analytics, cohort analysis, customer data platforms, AI-driven personalisation, knowledge management, API-driven architecture, payments and checkout

Platforms: Amadeus, Navitaire, Salesforce Marketing and Service Cloud, MoEngage, Mixpanel, Adobe Real-Time CDP, Twilio Segment, Google Analytics, Power BI, Adobe Target, SiteSpect, AB Tasty, Adobe Experience Manager, Figma, Claude, ChatGPT, Gemini