Harry Wright

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Profile

I have been the entire product function at a B2B SaaS scale-up for four years - no team to inherit, no product ops, no playbook. I set the strategy, ran the discovery, made the call on what got built, and worked shoulder to shoulder with the CEO, engineers, sales and customer success to get it out and get it adopted. The three-year strategy I set took the business from services-heavy to scalable SaaS, making it more valuable as a SaaS business ahead of its acquisition in 2026.

I build things. I shipped Hive's first AI feature end to end, from the decision to use AI at all through vendor selection, security and legal review, to rollout. Outside work I build web apps for problems I personally have.

I am looking for an early-stage product role where the job is owning an area and shipping it, not managing a backlog.

Experience

Product Manager, Hive HR Oct 2022 – Present, *B2B SaaS, Employee Voice Platform*

- Sole product person in the business. Owned strategy, discovery, delivery and UX across five product areas (Surveying, Open Door, Hive Fives, Messenger, Actions), reporting directly to the CEO and acting as the product voice at the leadership table.
- Set and sold a three-year product strategy to shift Hive from a services-heavy business to a scalable SaaS platform, deciding what we stopped doing manually, what became the product, and in what order. Software's share of gross profit rose from 75% to 85%, making the business more valuable as a SaaS company ahead of its acquisition in 2026.
- Shipped Hive Actions from blank page to live feature on my own, including the call to bring in AI (AWS Bedrock, Claude). I ran vendor selection, security and legal review, and the internal rollout. Shipping an AI feature into HR data meant being specific about where the model was trusted and where it was not.
- Built regression-based key driver analysis and automated insight reporting, with no additional engineering resource. A three-week manual process now takes minutes, and the team got that time back for higher-value work.
- Ran discovery directly with operational buyers: HR, ops and leadership teams at Sunderland AFC, University of York, Travelodge and Manchester NHS. Customer conversations were a weekly habit, not a quarterly research project, and NPS stayed high throughout.
- Defined how product worked at Hive from scratch: intake, a roadmap prioritisation model weighing release value against engineering, roadmap rhythm, and the release comms that kept sales and customer success able to sell what shipped.

Go-To-Market Lead, Hive HR Mar 2022 – Oct 2022

- Built the go-to-market approach for new features in a newly created role, setting competitive positioning and messaging from scratch - working closely with product, sales and marketing stakeholders.

Customer Launch Executive, Hive HR Sep 2019 – Mar 2022

- Led customer onboarding: product launch strategy, internal comms planning and data analysis — keeping cross-functional projects on track end to end.

Product Marketing Coordinator, Volvo Group Jun 2017 – Jul 2018

- Worked alongside Product and Marketing on launches, market research and B2B/B2C campaigns, plus sales content and SEO.
- Led a UK-wide market research project feeding directly into aftermarket marketing campaigns, managing a small team through qualitative and quantitative research.

Building outside of work

- Meet in the Stands - a web app I designed and built to help Leicester Tigers supporters coordinate away days. Lifelong fan, real problem, built it rather than complained about it.
- Trained Mental Health First Aider, acting as the link between staff concerns and the senior leadership team.

Skills & Tools

Product strategy & roadmapping · Stakeholder & client management · Discovery & user research · Data-informed prioritisation · Commercial case-building · Competitive analysis · Agile cross-functional delivery · AI-assisted product development (Claude, Gemini, AWS Bedrock) · Figma · JIRA · Confluence · Miro · Postman · Google Analytics

Education

BA (Hons) Business with Marketing Management, Northumbria University

- First-class degree, including a placement year at Volvo Group UK.

A-Levels: Business Studies, Politics, Geography, Lutterworth College

Courses & Awards

- Young Enterprise Scheme: East Midlands Innovation Award
- Google Digital Garage: Fundamentals of Digital Marketing
- DMA Talent Digital Marketing Challenge
- Digital Marketing short course, York St John University & Mediaworks