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THE POSITIONING

AI-First Product Operations Executive Who Turns Chaos Into Revenue

I build operating systems for product organizations, the infrastructure, governance, and AI-powered automation that lets product teams ship faster, scale smarter, and deliver measurable business outcomes. I don't just manage products. I architect the frameworks that make entire portfolios profitable. What makes me different: Most product leaders either know products OR operations. I do both, with deep technical fluency in AI, cloud architecture, and DevOps that lets me bridge strategy and execution without translation layers. I've scaled teams from 15 to 100+, migrated 500+ channels saving \$5M annually, and consistently delivered 30-40% efficiency gains through automation and governance.

My superpower: I make complex, multi-stakeholder environments predictable. Global teams, distributed systems, multi-million dollar migrations, I create clarity, align incentives, and drive execution even when nothing's in your favor.

WHAT I DELIVER

Revenue Growth Through Product Excellence

70% subscriber growth in 6 months (ViX) | \$5M+ annual cost savings through channel migration | 40% infrastructure cost reduction while scaling capacity.

Team Performance & Operational Maturity

Scaled cross-functional teams from startup to 100+ (engineers + PMs) | 30% improvement in on-time delivery through SDLC + AI automation | Built product operations frameworks from zero across B2B and B2C portfolios

AI & Automation Leadership

Reduced contract errors 60% with GenAI-powered legal workflow automation | 50% faster PRD/TDD creation through internal GenAI tooling | Pioneered AI governance frameworks for enterprise compliance (SOX, GDPR, SOC 2)

WHERE I'VE DONE IT

THE PMO TEAM | Senior Director, Product and Technology | Remote | March 2025 – Present

Brought in to architect product operations infrastructure for multi-client portfolio company. Building the operating system, SDLC standards, governance, AI automation, portfolio dashboards that lets client teams scale without adding headcount.

The Work:

- Built GenAI contract management app reducing legal errors 60% (Vibe Coding + AI agents)
- Deployed internal GenAI tools cutting PRD/design cycles 50%, directly accelerating delivery
- Architected portfolio operating system improving on-time delivery 30% across 10+ concurrent initiatives
- Own cloud migration + AI automation program: 40% infrastructure cost reduction, 25% adoption increase
- Manage 15-person delivery org (5 PMs, 10 engineers) while partnering with C-suite stakeholders
- Building B2C apps for clients using Lovable, Replit, Figma, MVP to production in weeks

- Negotiate vendor contracts using performance scorecards to optimize spend and accountability

Why it matters: Clients don't hire us to manage projects. They hire us to install operating leverage, systems that make their product orgs predictable, scalable, and profitable.

ViX (TELEVISA-UNIVISION) | Senior Director, Product Management | Doral, FL | June 2021 – January 2025
Led product operations for a global streaming platform serving US and LATAM markets. Managed 100+ cross-functional team members (engineers, PMs) through hypergrowth, post-acquisition integration, and IPO-readiness transformation.

The Numbers:

- 70% subscriber growth in 6 months through subscription funnel optimization, KPI dashboards, and release governance
- \$5M annual savings migrating 500+ FAST channels with 20% compliance improvement
- 20% infrastructure cost reduction via DevOps optimization while supporting high-traffic streaming
- 30% MoM feature delivery improvement through agile methodologies and product tooling
- Scaled teams to 80+ engineers and 20 PMs across distributed timezones

The Work:

- Owned end-to-end product strategy and execution for livestreaming platform and digital services
- Built multi-product roadmaps, backlog prioritization, and release planning driven by KPIs
- Championed DevOps adoption: automated CI/CD, release management, defect tracking for continuous delivery
- Established governance frameworks under SOX-like rigor preparing org for IPO maturity standards
- Architected real-time dashboards (JIRA, Smartsheet, Miro, Asana, ServiceNOW, Monday) for initiative tracking and exec reporting
- Directed workforce planning, capacity modeling, vendor onboarding for cross-project resource efficiency
- Represented organization at industry summits and vendor strategy sessions

The Reality: Post-acquisition chaos with distributed teams, legacy systems, and shifting priorities. Delivered predictable outcomes by building governance without bureaucracy.

UNIVISION | Director, Video Engineering and Product | Doral, FL | June 2018 – June 2021

Owned technical product delivery for iOS, Android, Roku, and Amazon Fire TV platforms serving millions of concurrent users.

The Impact:

- 25% user engagement increase standardizing product and delivery workflows
- 30% cost savings modernizing security and identity infrastructure while reducing operational risk
- Accelerated time-to-market through cross-functional alignment (design, product, engineering)

The Work: Built the delivery machine that took fragmented platform teams and made them ship as one unit, predictable, fast, and customer-focused.

FUSION MEDIA | Director, Video Engineering and Operations | New York, NY | March 2017 – June 2018

Led cloud product strategy and AWS/GCP migrations for digital media properties as a joint venture between Univision and ABC News.

The Numbers:

- 30% operational cost reduction through cloud migration and infrastructure optimization

- 25% downtime reduction integrating ITIL and SDLC best practices

The Work: Vendor selection, platform integration, and operational transformation for media and streaming products.

VERIZON MEDIA | Senior Operations Product Manager | San Jose, CA | December 2014 – March 2017
Managed 24/7 operations and platform reliability for consumer digital products for live digital platform called “Go90”.

The Impact:

- 40% operational efficiency improvement
- 60% customer satisfaction increase
- Led product delivery processes, sprint planning, and cross-team coordination

HOW I THINK

Technical Foundation

Cloud & Infrastructure: AWS, GCP, Azure, Oracle | DevOps, CI/CD, DevSecOps | API architecture (REST, GraphQL, OAuth, JWT, Apigee) | Distributed systems, cloud-native architecture | Video streaming, OTT platforms (Roku, Samsung TV, FireTV, TIGO, Playstation, YouTube.)

AI & Automation: GenAI strategy and implementation | Agentic AI workflows | ML integration | Prompt engineering | AI governance and compliance

Delivery & Operations: Agile (Scrum, Kanban, SAFe) | ITIL | Lean Six Sigma | SDLC management | Resource allocation and capacity modeling | KPI dashboards and executive reporting

Governance & Compliance: SOX, ISO, SOC 2, GDPR, HIPAA | Audit readiness | Security and cybersecurity management | IT risk management

Strategic Capabilities

Product strategy and roadmapping | Technical product management | Product operations at scale | Portfolio and program management | SaaS and platform products | Go-to-market strategy (GTM) | 0-1 product development | Cross-functional team leadership | Single-threaded ownership

Execution Tools

Collaboration & PM: Atlassian suite (JIRA, Confluence), Asana, Miro, Smartsheet, Lucidchart, Figma, Salesforce, ServiceNow, Microsoft 365, Google Workspace, Slack, Zoom, Notion, SAP 4

AI Tools: Claude, ChatGPT, Perplexity, Gemini, n8n, Lovable, Replit, Visual Studio, Xcode

Monitoring & Analytics: Datadog, New Relic, Looker, Tableau, Comscore, Conviva, Statsig, Optimizely

E-commerce & Design: Shopify, Stripe, Figma, WiX, OpenCart, WordPress, BrightSpot

CREDENTIALS

Miami Dade College | Bachelor's Degree, Computer Engineering

Stanford University | Advanced Program, Project and Program Management

Florida Atlantic University | Certification, Lean Six Sigma, Agile and SAFe Methodologies

Recent Certifications (2020-2025):

Agentic AI | Generative AI | Product Management | Agile Project Management | Decision-Making Strategies | Jira Cloud | Business AI

THE PROOF POINTS

- Delivered enterprise cloud migrations with 40% cost reduction and 25% technology adoption increase
 - Managed \$5M+ cost-saving FAST-channel migration improving compliance 20%
 - Led subscription growth initiatives delivering 70% increase in 6 months
 - Maintained 100% client retention through superior delivery, governance, and stakeholder engagement
 - Scaled distributed teams across US, LATAM, EMEA, APAC with strong async execution
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LANGUAGES & REACH

English (Native) | Spanish (Native) | Portuguese (Beginner)

Global team management experience across US coasts, Latin America, Europe, and Asia-Pacific

WHY COMPANIES HIRE ME

You're scaling fast. Your product org is underwater. Features ship late. Teams are misaligned. Costs are ballooning. You need someone who can install the operating system, the governance, automation, and frameworks that makes your product organization predictable and profitable.

That's what I do. I don't just fill a seat. I architect the infrastructure that makes product teams scale without chaos.

Full recommendations available at: [linkedin.com/in/morenocesar/details/recommendations](https://www.linkedin.com/in/morenocesar/details/recommendations)