
Elena Zykova

Product Manager | B2B2C Marketplace, FinTech & HRTech | P&L, Product Analytics & Regulated Digital Products

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Right to work in the UK

Professional Summary

Product Manager with 5+ years of product ownership across B2B2C marketplaces, FinTech, HRTech, telecom and digital self-service products. Owned the roadmap and end-to-end delivery of a regulated gig-work marketplace across Web, iOS and Android, growing it to 80K app installs, 3–4K unique daily active users, 250 business customers, 18K monthly completed shifts and RUB 921M (£8.6M) annual GMV. Led a 9-person cross-functional team and coordinated B2C and B2B product delivery with Engineering, Design, QA, DevOps, Legal, Cyber Security, Marketing, Customer Support and Account Management. Experienced in product discovery, funnel optimisation, SQL-led analytics, unit economics, P&L, stakeholder management and regulated product delivery.

Core Skills

- Product strategy, product discovery, roadmaps, backlog prioritisation and product lifecycle management
- B2B2C marketplace product management, supply-demand balance, liquidity and shift completion metrics
- P&L ownership, unit economics, GMV, CAC, conversion, activation, retention and product KPIs
- Product analytics, SQL (PostgreSQL), funnel analysis, event tracking, dashboards and metric trees
- Customer research, user interviews, JTBD, UX research, customer journey mapping and hypothesis validation
- Cross-functional leadership, stakeholder management, Agile delivery and end-to-end product delivery
- Regulated product delivery: identity verification, compliance workflows, payments, payouts, tax-related processes, personal data and security constraints
- AI-enabled product discovery, GenAI prototyping, workflow automation and AI-assisted customer insight
- Tools: Jira, Confluence, Figma, Miro, Notion, Superset, Tableau, Power BI, Oracle BI, Google Analytics, AppMetrica, Yandex Metrica, Postman, REST APIs

Professional Experience

Product Manager, B2B2C Gig Marketplace

**KDV Group — internal startup Apibank | HRTech / FinTech / Marketplace |
Remote from London
May 2024 – Apr 2026**

Owned the B2C product roadmap and end-to-end delivery of a regulated B2B2C marketplace connecting retail companies and FMCG factories with gig workers for shift-based work. The product covered matching, identity verification, authentication, agreements and documentation, tax-related workflows, payments and payouts to workers.

- Owned the B2C roadmap and end-to-end delivery across Web, iOS and Android, operating in 30+ cities and serving approximately 1,500 retail shops and FMCG factories across Russia.
- Grew the marketplace to 80K app installs, 3–4K unique daily active users, 250 business customers and 18K completed shifts per month, maintaining a 76% shift closing rate.
- Delivered RUB 921M annual (£8.6M) GMV through a two-sided marketplace connecting retail employers and gig workers.
- Led a 9-person cross-functional product team: 2 frontend engineers, 2 backend engineers, 2 UX/UI designers, 1 system analyst and 2 QA specialists.
- Coordinated weekly delivery and prioritisation with the B2B product team, Engineering, QA, DevOps, Legal, Cyber Security, Design, Marketing, Customer Support and Account Management; ran monthly product demos.
- Owned P&L, unit economics and product performance reporting, using marketplace, conversion, supply-demand and operational metrics to guide roadmap decisions.
- Achieved organic B2C growth with zero CAC for worker acquisition, while tracking and reducing B2B customer acquisition cost month over month.
- Delivered a regulated onboarding experience covering identity checks, employment documentation, tax status, payments setup and compliance constraints across multiple employment-status journeys.

Selected impact: registration funnel redesign

- Identified registration as the key constraint on gig-worker supply after building funnel analytics and reviewing drop-off data in AppMetrica.
- Combined quantitative analysis with support tickets, app-store reviews and user interviews; benchmarked registration journeys across nine competitors.
- Identified friction across personal-data entry, document upload, employment-status selection, tax-authority partner linking, status confirmation and access to support.
- Defined and prioritised improvements within tax, security, personal-data, legacy-technology and budget constraints, including clearer copy, progressive form design, progress indicators, contextual support and simplified data entry.

- Increased completed gig-worker registration conversion from 52% to 75%, reduced registration-related support contacts by 30% and contributed to growth in GMV and revenue.

AI and analytics initiatives

- Led discovery, business validation and prototype testing for two AI-enabled analytics initiatives: AI-powered customer support analytics and AI-powered sales conversation analytics.
- Defined user problems, data requirements, success metrics and workflow-integration opportunities with commercial and operational stakeholders.
- Evaluated practical GenAI applications for customer insight, workflow optimisation and product discovery.
- Built the product analytics ecosystem from zero, including event taxonomy, metric tree, KPI framework and a Superset dashboard with approximately 60 charts supporting product and operational decisions.

Product CX & UX Research Analyst

SizDev Agency — consultancy for banks, technology companies and startups
Dec 2021 – Dec 2022

- Conducted qualitative and quantitative customer research for digital banking products serving 80M+ retail customers.
- Validated 60+ business and product hypotheses to support product strategy, service design and customer journey improvements.
- Produced five executive research reports for senior stakeholders, influencing customer journey redesign and digital product improvements.
- Developed customer journey maps, JTBD analyses, UX artefacts and prioritised recommendations for cross-functional product teams.

Business Innovation Data Analyst

Korus Consulting — business process automation, EDI and SaaS
Jun 2020 – Sep 2021

- Supported 16 Product Managers with product discovery, market research, competitive analysis and evidence-based prioritisation.
- Delivered 34 competitive analyses and validated 50+ business and product hypotheses through customer research and market analysis.
- Conducted UX and workflow audits of an EDI platform, resulting in 15 product improvements entering development backlogs.

Product & Process Innovation Manager

ER-Telecom Holding / Dom.ru — telecommunications
Oct 2016 – Mar 2020

Led product development for a customer self-service portal serving 1M+ monthly active users across broadband, TV, telephony, tariffs and value-added services.

- Owned product changes supporting new services, tariff updates, customer lifecycle communications and digital self-service journeys.
- Built the unit-economics case and commercial rationale for an automated marketing communications programme, enabling implementation of a recommendation engine that predicted request likelihood and triggered targeted offers.
- Doubled website conversion to new-customer service requests through targeted recommendations and optimised customer journeys.
- Measured growth in digital self-service adoption and reduction in call-centre contacts.
- Led enterprise process redesign across 22,000 employees and 58 regional branches, documenting As-Is / To-Be processes and supporting Oracle BI implementation.
- Designed KPI frameworks with 39 KPIs across seven HR functions, introducing standardised workforce reporting and executive dashboards in Power BI.

Earlier Experience

Web Project Manager & Analyst — Marketing Mix Digital Agency | 2015–2016

Managed 4+ digital marketing and website projects, optimised Google Ads and Yandex Direct campaigns, and analysed conversion funnels to improve digital performance.

Programme Coordinator, Culture — District Administration, Perm Region | 2012–2014

Coordinated 19 cultural institutions, introduced centralised communication and reporting processes, and supported operational planning across distributed organisations.

Customer Retention Specialist & Network Operations Coordinator — ER-Telecom Holding | 2011–2012

Managed customer retention cases, coordinated technical teams and supported regional broadband operations.

Education & Development

- **Master's Degree, Political Science** — Perm State University, 2006–2012
- **HR Management** — Higher School of Economics, 2013
- **UX/UI Design** — New City College Hackney, London, 2023–2024
- **HTML Specialist** — HTML Academy, 2015

Languages

- **English:** professional working proficiency; experienced in stakeholder communication, product documentation, research and cross-functional collaboration
- **Russian:** native

Awards

- **Robert Bosch Foundation International Youth Programme** — selected through a competitive application process, Duisburg, Germany, 2011