

CPO — Customer Growth, Data & AI

Profile

Product leader with experience in revenue growth and retention through customer growth, CRM/CVM, data platforms and AI automation. I build products where the customer base, ML/AI and the customer journey translate into measurable P&L impact: CLTV growth, lower cost-to-serve and faster time-to-market. Managed portfolios serving customer bases of up to 54M, teams of up to 120 people and annual budgets of RUB 500M+. I can defend strategy and investment cases before C-level executives and boards, make build-vs-buy decisions through TTV, TCO and risk, and then drive platform adoption across the business.

Core Competencies

- Portfolio strategy, P&L, customer growth, CLTV and retention
- Data platforms: CDP/MDM/Feature Store; build vs buy
- CRM/CVM: segmentation, contact policy, uplift, Next Best Action
- AI in service and SDLC: RAG, self-service, copilots, impact metrics
- Discovery: CustDev, A/B tests, unit economics, HADI growth cycles
- C-level stakeholder management: IT, data, legal, security, vendors

Experience

Chief Product Officer, Customer Platforms & Customer Care

SOGAZ · Unified Customer Profile, customer care and AI/self-service as a foundation for service, sales and personalization

May 2025 —
June 2026

30M active customers · team of 10 · budget of approximately RUB 30M/year

- Launched a subscription-based insurance line: the first contract has been signed; the new line has the potential to generate approximately RUB 2B in additional revenue. Built the platform and business processes in one month instead of a monolithic solution.
- Launched a Unified Customer Profile / golden record: production-grade MDM in 3 months versus the planned 1.5 years. Consolidated customer context for sales, service, the mobile app and personalization; duplicate individual customer records fell from 40% to 7% in 30 days.
- Expanded the addressable communications base by more than 10x through a unified consent service and CV-based processing of the archive. The potential incremental revenue from communications is approximately RUB 100M.
- Implemented local LLM tools in the SDLC within a secure perimeter; development speed for customer stories increased by an average of 3x, from one month to one week.
- Rebuilt customer care: self-service 15% → 45%+, FCR 36% → 55%, Service Level 40% → 70%, cost per interaction -30%, function payroll costs -27%.
Launched an LLM/RAG chatbot, smart IVR and an operator AI copilot.

Chief Product Officer, Customer Data & CVM

Beeline · Customer-data product portfolio for CLTV growth, personalisation and data-quality management. 54M customers · team of up to 120 · budget of RUB 500M+/year · 200+ internal consumers

October 2022 —
December 2024

- Managed Unified Customer Profile, Feature Store, Analytical Profile, data quality and contact policy. Launched a unified profile for the entire customer base from approximately 200 sources; around 50 product teams completed actual migration to the platform.
- Cut approximately 10M monthly communications without revenue loss; uplift in target segments reached up to +46%. Reduced overdue debt by 36% through better contactability enabled by the golden record.
- Defended buy decisions for MDM and the API layer through TTV/TCO/risk; saved up to one year of MDM development and about six months on the API layer. Moved delivery to cross-functional domain teams: release cycles from 2–3 months to 2–3 weeks.
- Implemented CLTV as an end-to-end decision-making logic and KPI: from segmentation

and campaigns to product-portfolio prioritization. Established Feature Store as a standalone product: 2,500+ ML features, DS/ML model TTM from 1–2 months to 3–4 days; 10–15 models in progress simultaneously instead of a few.

CVM & Customer Experience Director

Simple / SimpleWine · CRM revenue, loyalty, lifecycle, partner channels, customer analytics and service
Approximately 300K active B2C customers · team of up to 23 · CRM budget of RUB 12–15M/year

March 2021 —
September 2022

- Built the CRM function from scratch: Mindbox, a unified profile, LTV/churn/promo-sensitivity analytics, ROMI and incremental revenue. CRM contribution from zero to 15% of revenue in the first year and 23–25% in the second.
- Relaunched the loyalty programme and VIP-segment management: retention across the B2C base rose from 53% to 55% YoY; retention in key tiers increased by up to +20% / +50%.
- Launched a partner channel that brought up to 20% of new customers. Stopped a politically significant but unprofitable partnership with SberSpasibo after a pilot and unit-economics review.
- Automated service and reactivation: an AI voice bot generated +15% footfall in wine stores versus live calling; a Telegram bot reduced support workload for order-status queries by 20%.

Head of CRM, Loyalty & Customer Service

Sephora / Ile de Beaute · Customer retention and omnichannel experience during network transformation.
Approximately 500K customers · team of up to 15 · CRM impact area: up to 25% of network turnover

February 2019 —
March 2021

- Built CRM, loyalty and customer analytics during the migration of Ile de Beaute to Sephora; retention increased by +15% in the first year and up to +20% YoY, FCR doubled, NPS increased by 4 p.p.
- The only person in the region to defend a local Mindbox CDP and Sailplay loyalty engine before HQ in Paris instead of the HQ solution; gave the business the speed for local integrations and mechanism development.
- Through CustDev, retained the highest-value segment during rebranding by returning brand consultants to priority stores. Omnichannel customers increased by 6 p.p.

Early Experience

Account Director / de facto General Manager, Russia | LOYALME | 2014–2019

De facto managed a CRM/loyalty agency: revenue ×6–10, client base 1 → 22, team 3 → 25. Led sales, delivery, P&L, HR and legal operations; the SaaS platform was sold with source code to overseas partners.

1999–2013 — technical and product foundation.

Developer → Head of Technical Department; then B2B2C Medtronic, e-commerce at IRSOL (+14% sales from personalisation; the customer base accounted for 51% of turnover) and OR1 GTM at Karl Storz: a 3-year plan defended before HQ, pipeline and pilots.

Tech & Tools

SQL, Python, PostgreSQL, ClickHouse, Tarantool, Apache Airflow/Spark, Power BI, Qlik, Mindbox, Bloomreach, Siebel, MDM HFLabs, Asterisk, Smart IVR, Langflow, Pinecone, REST API, Jira/Confluence.