

Daria Vedernikova

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ABOUT

Senior product leader with **12+ years** of experience building new products and transforming complex product areas. I have built a **€15M ARR** digital business from scratch, led product strategy for a **33M-subscriber** ecosystem, and rebuilt a data-heavy B2B platform under evolving EU regulation. Currently building an AI-native consumer product hands-on, owning model selection, prompt architecture, ranking logic, evaluation, and delivery. Strongest at turning ambiguous opportunities into clear product strategies, commercially viable products, and measurable outcomes.

WORKING EXPERIENCE

Interim Head of Product, ReSource

May 2025 – Present | EU technology startup | Critical-minerals traceability and ESG compliance under EU regulation | Amsterdam Area

- Owned strategy and roadmap for the product area: redefined a rigid blockchain traceability tool into a flexible compliance platform aligned to shifting **EU regulation**, where clients see their material flows and supply chain gaps and approve every change.
- Brought development in-house, **cutting costs 3x**, and led a full platform rebuild from the ground up.
- Delivered a **zero-churn migration** of every customer to the new platform.

Founder, InsideOut

December 2025 – Present | Own venture, part-time | AI-native personalized city guide, built solo | Amsterdam

- Building an **AI-native product solo**, no engineering team: LLMs turn each traveler's picks, days, and free-text preferences into a personalized guide, composed from a hand-curated base of places.
- Designed the **prompt systems** behind it, from the personalization engine to an **AI pipeline that writes every venue description in one consistent editorial voice**.
- Own the **full AI stack**: model choice, prompt design, the ranking logic behind each guide, and how it reaches the user.

Sabbatical and relocation to Amsterdam

2024 – 2025 | Relocated to Amsterdam

- Founded **MIRE**, a small-batch fermentation studio in Amsterdam (kombucha and water kefir), still running today.

Head of Product Strategy, Yandex Plus

August 2022 – January 2024 | 33M subscribers across CIS and MENA | Media subscription bundling streaming, cashback, and cross-service benefits | Moscow

- Owned product strategy and retention for the ecosystem; repositioned the value proposition from premium content to ecosystem membership through a content crisis.
- Built a **value-creation model** with tier-based monetization, projected to grow **ARPU 1.5x**; set pricing and packaging across benefits.
- Co-created with data scientists an ML retention model ("happiness index", 70 logistic regressions), adopted as the company's primary framework for product investment.
- Launched a new paid add-on, taken up by **2M subscribers** and lifting paid-option adoption **37%**.

Head of SME Department, MTS

May 2019 – August 2022 | Russia's largest telecom | 70M+ customers | Moscow

- Built MTS's **B2B business for SMEs** from scratch: the first fully digital sales channel, **350,000+ customers**, **€15M+ ARR**.
- Led a **13-product portfolio** built on in-house products and partner/ecosystem integrations, including a **freemium SaaS** collaboration platform that reached **204K MAU** in a year.
- Set product strategy, pricing, and packaging across the portfolio, including a **reverse-trial** self-serve model; 5-year plan targeting **30% market share**.
- Led product and marketing teams; product managers owned individual products.

Head of Digital Products Department, VEON LTD (Beeline brand)

June 2017 – May 2019 | Global digital operator | 217M customers | Listed on NASDAQ and Euronext Amsterdam

- Pitched and secured funding for a new **31-person in-house mobile development team**, built from scratch.
- Led the relaunch of the flagship **B2C app at 20M monthly active users**.
- Launched an **ML-powered recommendation marketplace** on operator data and partner offers, the first of its kind on Russian telecom data.

New Business Director & Partner, Digital Agencies

2012 – 2017 | TWICE Agency (own venture, co-founded), then Future Action Agency (within one of Russia's largest ad groups) | Moscow

- Co-founded a boutique digital agency serving brand and marketing teams: **50%+ YoY revenue growth** over three years; clients included Google, Red Bull, Johnson & Johnson, Heineken, PepsiCo.
- Drove **250% YoY growth** at the second agency to **top-3 in Russia's digital segment**; grew clients from 6 to 17 in year one.

EDUCATION & DEVELOPMENT

The AI Awakening: Implications for the Economy and Society, Stanford University, 2024

Sustainable Business Strategy, Harvard Business School, 2022

Big Data and Digital Marketing, Yale School of Management, 2017

Master's in Marketing, Moscow State University of Printing Arts, 2013

LANGUAGES

English: Fluent | **Russian:** Native