

ANNA WESTON

07860675329 | awestonconsulting@gmail.com

Hands-on Product Leader and Advisor who turns complex problems and ambitious ideas into scalable products, systems and ways of working.

Brings 10+ years' experience across FinTech, SaaS, payments and marketplaces, combining product strategy, customer insight and operational thinking to bridge the gap between ideas and execution.

Practical adopter of AI and automation, using emerging technologies to accelerate delivery, prototype faster, simplify workflows and help teams focus on what creates real customer and business value.

PRODUCT, AI & TRANSFORMATION EXPERTISE

Product Strategy & Growth

Turning problems, business goals and ideas into products that deliver meaningful outcomes. Experienced across discovery, prioritisation, experimentation and connecting customer needs with business impact.

AI-Native Product Development

Using AI-native ways of working to accelerate how products are imagined, built and scaled. Hands-on experience building AI-enabled products, agents and automation workflows from concept through to production.

Automation & Operational Scale

Finding smarter ways of working by combining process redesign, automation and technology to remove friction, simplify operations and create more effective teams.

AI & Product Toolkit

Hands-on with Claude, Claude Code, n8n, Zapier, Make, Lovable, AI agents, AI-assisted development workflows, Notion, Miro and Azure DevOps.

EXPERIENCE

A Weston Consulting

Aug 2025 – Present

Fractional Product Leader & AI Transformation Consultant

Helping startups, scale-ups and enterprise teams solve complex product, growth and operational challenges through product strategy, AI adoption and smarter ways of working.

AI Product & Transformation Lead | [Novus Strategy](#)

Jan 2026 – Present

- Building an AI-enabled SaaS product from concept to production within a regulated financial environment
- Using AI-assisted development workflows to accelerate discovery, prototyping and delivery
- Partnering with CTO to define security, data governance and architecture requirements
- Extending AI agent capabilities through MCP integrations, enabling workflow automation and seamless interaction with external systems and data sources
- Leading transformation engagements across customer journeys, operational processes and data friction

Product Board Advisor (Fractional) | [Twine](#)

Aug 2025 – Present

- Advising the CEO of a global talent marketplace on product strategy, growth and operational scale
- Acting as a strategic sounding board across product, growth and marketplace challenges
- Supporting journey reviews to identify friction points and growth opportunities
- Introducing scalable product practices across discovery, prioritisation and roadmap planning
- Identifying AI and automation opportunities to reduce manual operations

Interim Product Consultant | [Sainsbury's Bank / Argos](#)

Oct 2025 – Dec 2025

- Led customer journey mapping and product design hackathons across Argos Care and insurance products, surfacing conversion blockers and digital-first opportunities across in-store, digital, and claims channels

Head of Product | [8B World](#)

May 2025 – Aug 2025

FinTech start-up providing cross-border payment solutions in emerging markets.

- Joined a fast-growing cross-border payments startup during scale-up phase to bring product structure, delivery maturity and clearer growth focus
- Led API-first payments platform development across FX, settlements, fraud, AML and local payment methods
- Embedded AI tooling into product workflows to improve discovery, requirements and delivery speed
- Introduced scalable product operating model across engineering, leadership and delivery teams
- Reduced sprint cycles from 9 weeks to 2 weeks

Product / Change, Global Business Readiness Lead | [Xplor Technologies](#) Apr 2024 – Apr 2025*Private equity-backed global scale-up specialising in SaaS and integrated payment solutions.*

- Headhunted and joined during a period of rapid global growth and acquisition, helping bring structure, scalability and alignment across products, platforms and teams
- Bridged product, engineering and operational teams to solve scaling challenges across newly acquired businesses and legacy platforms
- Led launch readiness for a new integrated SaaS and payments proposition, connecting product strategy, engineering delivery and customer adoption
- Delivered a billing transformation initiative that increased revenue by 8%
- Built global migration frameworks and AWS-enabled tooling to simplify customer transitions and accelerate platform consolidation

VP Product and Propositions Manager | [Barclaycard](#)

Apr 2022 – Apr 2024

Provides businesses with payment processing solutions for in-store and online card acceptance.

- Defined strategy for Developer Hubs, improving API documentation, integration journeys and self-service experiences for developers
- Facilitated strategic workshops across Product, Technology, Commercial and Operations to align priorities and simplify decision-making
- Led portfolio reviews to identify opportunities for simplification, investment focus and product rationalisation

Senior Product Manager / Transformation Manager | [Worldpay](#) Sep 2012 – Mar 2022*Leading global payments company offering end-to-end payment processing for SME to large multinational businesses.***Senior Product Manager**

- Owned the end-to-end product lifecycle for the FX platform, leading global engineering teams across multiple sites
- Validated product assumptions through targeted customer testing, iterating based on feedback to optimise value before full rollout
- Defined and prioritised product features using SAFe and Agile, driven by customer insights and strategic goals

Transformation Manager, eCommerce Payments and Acquiring

- Supported one of the largest transformation programmes in global payments - separating, designing and launching a new acquiring platform

EDUCATION & PROFESSIONAL DEVELOPMENT

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- BA in Classical & Archaeological Studies, University of Kent
 - Connectd: Transition to Board Advisory Programme, May 2025
 - Certified Practitioner of Human Centred Design, Luma Institute, Feb 2024
 - SAFe POPM Certified, Sep 2021
 - JLPT N5 Certification (Japanese Language Proficiency), Dec 2018