

ORIOL PUEYO

Strategy and Operations | Commercial Growth, Business Performance, Programme Delivery
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SUMMARY

Strategy and operations professional with 10 years across Southeast Asia and Europe, spanning marketplace operations, strategy consulting and venture building. At foodpanda Singapore, owned a S\$217M rider function P&L and led 14 people, translating performance insights into new operating models, acquisition improvements and cross-functional programmes. Developed a model saving over S\$2.2M annually and a playbook adopted across 56 Delivery Hero markets. Previously a strategy consultant, Antler-backed founder and launch lead for Homes & Villas by Marriott across initial four markets.

EXPERIENCE

foodpanda (Delivery Hero), Singapore

Operations and Experience Lead | October 2023 – October 2026

Acting Head of Logistics | April 2025 – August 2025

Rider Operations Lead | February 2023 – October 2023

- **Owned** the S\$217M rider function P&L, planning capacity and rider pay against demand and leading 14 people, including two sub-managers.
- **Ran** Singapore logistics as Acting Head for five months after the Head of Logistics left, leading 19 people across two teams.
- **Cut** cost per order by S\$0.08, over S\$2.2M annually, with “Lite”, a fleet pricing model unique within Delivery Hero that also improved riders’ hourly earnings.
- **Took** “Lite” from idea to rollout in two months after spotting short orders going to costlier vehicles; modelled unit economics, piloted and scaled using live data.
- **Doubled** acquisition funnel conversion and lifted monthly hiring 269% by rebuilding rider acquisition and incentives.
- **Grew** active weekly riders from 8,000 to 10,500+, keeping supply aligned with demand as monthly orders rose from 1.8M to 2.3M.
- **Saved** S\$2.5M annually and halved fraud rates with a behavioural analysis framework, blocking GPS spoofing, jailbroken apps and account sharing; guided Product to a permanent fix.
- **Scaled** the fraud framework into a playbook adopted across all 56 Delivery Hero markets, with estimated annual savings of S\$20M+.
- **Led** the operational implementation of Singapore’s CPF Platform Workers Act with the CPF Board, MOM and LTA, with no existing playbook or precedent.
- **Redesigned** per-order rider payouts to calculate, deduct and remit CPF contributions, defining system requirements and testing across the rider app and back-end.
- **Aligned** Product, Engineering, Legal, Finance, Communications and Operations on the Platform Workers Act rollout.
- **Removed** the main cost barriers to joining with Pay-Later equipment and a 20% device discount negotiated with Oppo.
- **Reactivated** 1,000+ Deliveroo riders within a month of its Singapore exit, at a fraction of usual acquisition cost.
- **Improved** NPS 10 points and CSAT 20% within 12 months by redesigning the rider experience journey, tracking both monthly alongside cost-to-serve.
- **Built** and deployed a Gemini support copilot in daily use, grounded in current SOPs and historical resolutions, with an agent approving every response.
- **Reduced** the support ticket backlog 70%, from a 1,700 peak to around 500, shortening resolution times and freeing an agent for another workflow.
- **Prototyped** new propositions with front-end and back-end product teams, using surveys, focus groups and controlled rollouts to decide what to scale and what to stop.

Manifesto Growth Architects (FT Leading UK Management Consultancy), London, United Kingdom

Senior Strategy & Innovation Consultant | January 2022 – January 2023

- **Delivered** a 33% revenue lift for an AI cybersecurity company with a new go-to-market strategy.
- **Grew** revenue 50% for an academic research publisher with a new commercial model.
- **Built** a revenue strategy targeting a 4x profit increase for an international magazine publisher.
- **Designed** B2B and B2C business models, propositions and go-to-market strategies across media, AI, publishing and consumer sectors through client discovery, workshops and design-thinking sprints.
- **Recognised** as Employee of the Month twice.

Next Machina (Antler-backed), London, United Kingdom

Founder & CEO | February 2021 – January 2022

- **Built** Next Machina through Antler's venture-building programme, turning an autonomous last-mile delivery thesis of up to 85% lower costs into a company.
- **Led** problem framing, customer discovery, operating model design, unit economics and the commercial framework.
- **Raised** £12,000 pre-seed; built the business plan, financial model and investor narrative, and pitched to 40+ early-stage investors.
- **Ran** pilot and MOU discussions with Wolt, Deliveroo and other delivery platforms, structuring commercial terms and operational deployment plans for fleet rollout.
- **Closed** transparently with investors when conditional funding could not be secured: pilot MOUs remained unsigned, incumbents prioritised core operations, and hardware capex exceeded pre-seed economics.

Singularity University, London, United Kingdom

Leadership Team Member, London Chapter | March 2020 – February 2021

- **Led** the launch of Singularity University's London Chapter, building governance, programming and community.
- **Programmed** 20+ events on AI, blockchain, robotics, longevity and 3D printing, hosting researchers and operators working at the frontier of emerging technology.

Hostmaker, London, United Kingdom

Innovation & Strategy Manager | July 2018 – March 2020

- **Launched** Homes & Villas by Marriott in London, Paris, Rome and Lisbon in about six months, leading market entry.
- **Made** each launch faster by assessing market readiness, building local teams and writing launch playbooks.
- **Increased** bookings 93% and grew the portfolio 20% month-on-month on average.
- **Improved** guest satisfaction 85% and cut refunds 92%.
- **Saved** £25,000 a month, an 83% line-item cut, with a guest-delivery cost-control policy.
- **Rolled out** Zendesk as the unified ticketing system across all 9 markets.
- **Owned** the company-wide churn function, managing a team of Account Managers.
- **Led** up to 12 direct reports, reporting to the CEO of a 250-person company across 9 markets and to the COO on churn.

Unilever, London, United Kingdom

Global Assistant Brand Manager | September 2016 – July 2018

- **Launched** the 2018 Axe / Lynx body wash line from concept through commercial launch, coordinating R&D, supply chain, packaging, claims and finance.
- **Led** the 2017 Dove Intensive Repair campaign across the US and Brazil.
- **Cut** casting costs 75% with an internal casting platform that catalogued talent by attribute and enabled direct outreach, removing agency intermediation.

Internships and programmes: **VMware**, Sales Associate Intern, Cork (2015 to 2016); **Google**, BOLD Immersion, Dublin (2014).

EDUCATION & RECOGNITION

Universitat Pompeu Fabra, Barcelona, Spain

Bachelor's Degree in Business Management and Administration. President, UPF Entrepreneurship Society.

- Patent holder: methodology improving reading speed and comprehension for dyslexic readers (Spanish patent ES 151645001 A, filed at 19).
- Selected for global innovation programmes: Qatar Foundation WISE (0.7% acceptance, Doha 2016) and United Nations UNLEASH Global Innovation Lab (4% acceptance, Shenzhen 2019).

SKILLS

Strategy and commercial: Commercial strategy, Go-to-market strategy, Business models, P&L ownership, Unit economics, Pricing and incentives, Business cases

Business performance: KPI governance, Acquisition funnel analysis, Capacity and pay planning, Cost optimisation, Root cause analysis, Performance scorecards

Programme delivery: Cross-functional programmes, Business and system requirements, Product and Engineering collaboration, Pilots and rollouts, Multi-market launches and playbooks

Data, automation and tools: SQL, Advanced Excel and Google Sheets, Salesforce, Zendesk, Jira, LLM tools (Gemini, Claude, ChatGPT); built and deployed a Gemini-powered support copilot

Languages: Spanish, French and Catalan (native), English (full professional)

SELECTED PRESS & SPEAKING

- foodpanda × Singapore Traffic Police rider safety launch (Vulcan Post) · Homes & Villas by Marriott (Skift, Business Insider) · Speaker, World Innovation Summit for Education, Doha (1,500-person audience).