

Ross McNaughton

Building products that make complex experiences feel effortless.

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EXECUTIVE PROFILE

Product leader with 10+ years' experience turning regulatory, technical and commercial complexity into consumer products that are simpler for customers and clearer for teams. I have led web and native app products across eight regulated markets, spanning onboarding, identity, authentication, account recovery and mobile gaming.

I am at my best where the challenge is broader than a roadmap: setting product direction, building strong product practice, connecting customer behaviour to commercial outcomes and giving Product Managers and Product Owners the context to make better decisions.

10+ YEARS IN PRODUCT	8 REGULATED MARKETS	30% → 76% REGISTRATION → KYC	40+ NATIVE CASINO APPS
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SELECTED IMPACT

- Transformed Brazil's regulated onboarding and KYC journey, increasing registration-to-KYC completion from 30% to 76% while maintaining regulatory controls.
- Led product strategy and delivery across Entain's portfolio of 40+ native casino apps and 10 major brands, improving login-to-first-game time by 16 seconds and average session duration by 20%.
- Reframed authentication measurement around player behaviour, separating genuine friction from expected outcomes and abandonment to support confident rollout from 10% to 60% of UK traffic.
- Delivered approximately £3M commercial uplift through redesign of the UK affordability journey using clearer customer segmentation and product thinking.
- Led and coached Product Managers and Product Owners across five engineering teams, strengthening discovery, prioritisation and stakeholder decision-making.

PRODUCT LEADERSHIP

Create clarity from ambiguity · Set strategy around customer and commercial outcomes · Build product teams and raise product maturity

Lead across Product, Design, Engineering, Commercial and Compliance · Make trade-offs visible · Use evidence to challenge assumptions

HOW I LEAD

"I don't expect good product people to wait for me to give them the answer. My job is to make the problem clear, give them the right context and help them make great decisions."

That means raising the floor of the whole product team: stronger problem framing, clearer outcomes, better evidence and enough autonomy for good people to move without waiting for permission.

Lottoland · Product Manager · Core Player

2025 - Present

REGISTRATION · KYC · IDENTITY · AUTHENTICATION · ACCOUNT RECOVERY

- Set product direction across the Core Player domain, supporting 4M+ customers and complex customer journeys across regulated international markets.
- Transformed Brazil's regulated onboarding journey, moving to a local identity provider and redesigning the experience around customer behaviour, increasing registration-to-KYC completion from 30% to 76%.
- Shaped authentication and passwordless login strategy across web and native experiences, using FullStory and product analytics to distinguish friction, abandonment and expected regulatory outcomes.
- Created shared strategic pillars across Product, Engineering and Delivery, improving prioritisation and making trade-offs clearer to senior stakeholders.
- Developed and coached Product Managers and Product Owners across five engineering teams, raising the quality of discovery, user stories, ceremonies and stakeholder conversations.
- Partnered with executive, market, Compliance, UX and Engineering leaders to balance customer trust, regulatory obligations and commercial growth.

Entain · Senior Product Manager · Casino Apps

2021 - 2025

NATIVE MOBILE · PORTFOLIO STRATEGY · CONSUMER GROWTH

- Owned product strategy and delivery across 40+ iOS and Android casino apps spanning 10 major brands and multiple regulated markets.
- Improved the native experience and operating model together: 16 seconds faster from login to first game, 20% longer average sessions and repeatable integration sprints delivering 50 new games at a time.
- Expanded the native casino portfolio across regulated US states, partnering across Product, Design, Engineering, Commercial and Casino to balance customer experience with portfolio scale and speed to market.
- Turned native apps into stronger growth channels through improved discovery, recently played experiences, personalisation and performance.

Entain · Product Manager · Poker

2017 - 2021

MOBILE EXPERIENCE · INNOVATION · CUSTOMER ENGAGEMENT

- Conceptualised and launched an industry-first portrait-mode poker experience, making mobile play more accessible and intuitive.
- Integrated blackjack into poker tournament downtime, increasing cross-sell GGR by 80%.
- Improved App Store rating from 3.2 to 4.5 through structured customer feedback, UX improvement and roadmap prioritisation.
- Delivered a cross-platform HTML5 poker client, expanding product accessibility across devices and emerging markets.

bwin.party / GVC · Earlier Product Roles

Earlier career

DIGITAL PRODUCT DELIVERY · CUSTOMER EXPERIENCE · AGILE TEAMS

- Built the foundations of a product career across customer-facing gaming platforms, progressing through product delivery and product management roles in Gibraltar.

EDUCATION

BSc (Hons) Business Computing (2:1)

Leeds Metropolitan University

EXPERTISE

Product strategy · Team leadership · Product discovery · Regulated growth · Native mobile
Onboarding & KYC · Identity & authentication · Customer insight · Portfolio strategy · Executive stakeholder management