

PRODUCT MARKETING • SELECTED WORK

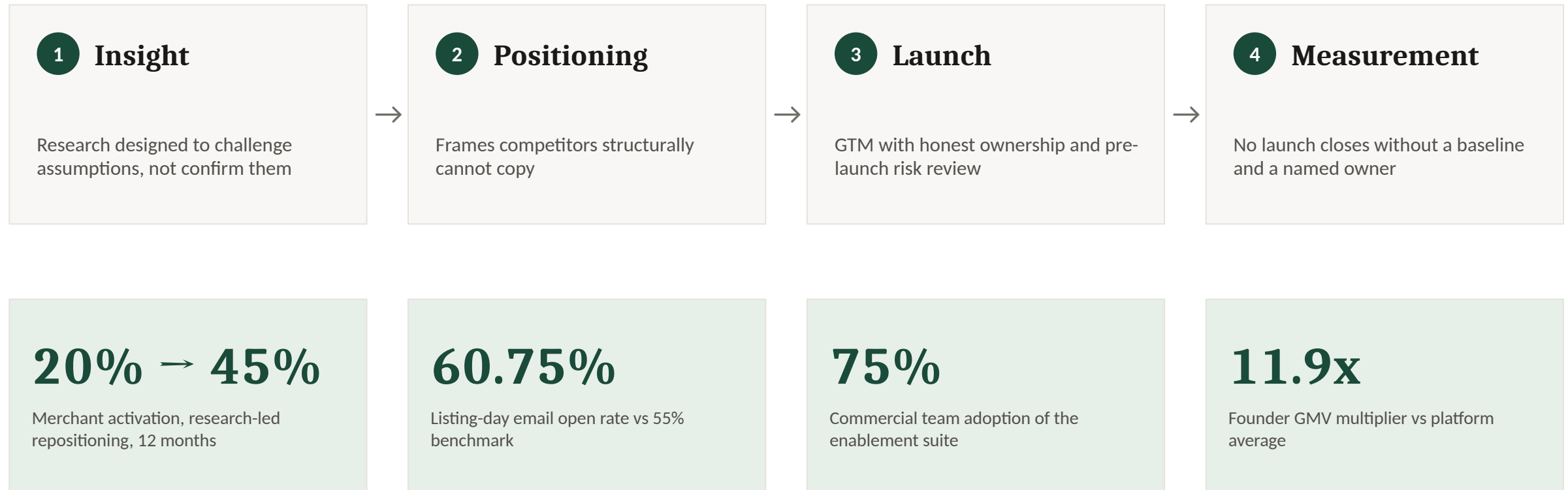
Solomon Salako

Positioning, launches and GTM at a NASDAQ-listed fintech - as sole marketer.

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Insight into positioning. Positioning into revenue.



Five competitors. One identical message.

Benchmarked the five major cashback players across positioning, messaging and acquisition mechanics. Every one led with cashback rate. Competing there is a race to the bottom against platforms with bigger networks and more leverage.

- The market's implicit assumption: WeShop must win on rate
- The intelligence finding: rate-led positioning is a commodity frame; equity ownership was buried or absent everywhere
- The opportunity: change the comparison, not the rate

WHAT EVERYONE WAS SAYING

"Highest cashback rates"

"More cashback, every time"

"Cash back at top stores"

"Real cash back, real savings"

"Get more cash back"

Five brands, one message: rate.

Not a better cashback. A different category.

Repositioned WeShop on equity ownership: shopping builds shares in a listed company. The frame makes rate comparison irrelevant - you cannot compare ownership to a percentage - and competitors could not copy it without changing their business model.

- Built battlecards and objection handlers around the frame - the sequence reframes before the rate comparison can be made
- Became the default commercial narrative: partner acquisition, merchant onboarding, press, and the listing story itself
- The equity framing that ran in Forbes at the listing was a direct output of this work

75%

Commercial team adoption of the battlecard and frame

5 / 5

Competitors benchmarked; none could follow the frame

1 narrative

From merchant pitch to NASDAQ listing press, one story

A first-of-its-kind launch, under SEC constraint.

Two audiences at once - retail investors and existing users - inside SEC compliance rules that limited what could be said, when, and how. No playbook existed. Sole marketer; Legal and Compliance accountable for regulatory claims.

1 Pre-launch

Momentum and education: teaser sequence to the consumer base, investor briefing packs, embargoed press groundwork

2 Listing day

Coordinated activation across eight channels: email, push, in-app, press, social, community, partner, UGC - daily cadence, per-channel compliance sign-off

3 Post-launch

Convert users into informed holders: nurture explainers, social-proof loop, shareholder FAQ and CS templates

Above-benchmark reach on the day it mattered most.

60.75%

Listing-day email open rate vs 55% benchmark

400%+

Share-price surge in listing week

4,580

Organic UGC posts as users shared their ownership story

Forbes

Earned media anchored on the equity-ownership frame

What I learned

“Compliance constraints are a forcing function for clarity. Every sentence we could not say pushed the work toward what could be said more precisely - the best-performing creative was the simplest.”

Research designed to break the hypothesis, not confirm it.

The commercial team believed low merchant activation was a fraud-prevention concern, and our positioning leaned into security. Before committing a GTM to that assumption, I designed 15 structured interviews with active and lapsed merchants to stress-test it.

- Interview guide avoided leading questions; space for objections to surface unprompted
- The fraud hypothesis barely appeared
- What surfaced consistently: attribution confidence - merchants could not justify the spend to their own finance teams because they could not see what WeShop drove

ASSUMED

“Merchants want fraud prevention messaging”

FOUND

“Merchants want attribution confidence - proof that transactions are tracked and commissions arrive”

15 structured interviews • fashion, beauty, travel, home

The insight rebuilt positioning, enablement and the roadmap.

- Rebuilt merchant onboarding and pitch around attribution transparency - how transactions are tracked and paid, not security or network size
- Rewrote battlecards and objection handlers around the real objection, not the assumed one
- Took the findings to Product: transaction verification elevated to the Q2 roadmap - closing the gap between promise and product

“The most dangerous assumption in positioning is the one everyone agrees on.”

20% → 45%

Merchant activation over 12 months

+15%

Renewal-rate improvement post-repositioning

Q2 roadmap

Transaction verification prioritised from the research

Judgment before launch. AI in production, governed.

The flaws that never shipped

- Segmentation platform UAT: caught a logic-precedence flaw that would have collapsed targeted segments into near-full-list sends
- Advocate programme review: flagged MLM/FCA classification risk, a reward-threshold discrepancy, and unvalidated economics - all pre-launch
- Contacts feature: privacy guardrails and a no-dark-patterns rule set before a single user saw it

Applied AI, with governance

- 6-layer CRM intelligence system in production - CEO uses it daily; replaced 36+ manual actions per email send
- Human-in-the-loop model: every recommendation reviewed before action
- One of four seats on the company AI Safety Committee, alongside the CEO, CTO and Head of Data
- Framed accurately: architect and governor of applied AI, not an ML engineer

The first 90 days

DAYS 1-30

Listen and map

Customer and win/loss calls, field ride-alongs, data audit. Map the stakeholder lanes and the current positioning against live competitor messaging.

DAYS 31-60

Baseline and frame

Agree the metrics that matter and baseline them. Draft the positioning hypothesis and pressure-test it with sales and product - research designed to challenge it, not confirm it.

DAYS 61-90

One visible win

Ship one high-leverage piece end to end - a launch, a repositioned asset, an enablement suite - with a recorded baseline and a named measurement owner.

THE SHORT VERSION

Insight into positioning. Positioning into revenue.

20% → 45%

activation

75%

enablement adoption

60.75%

listing-day open rate

11.9x

GMV multiplier

Full case studies, artefacts and SQL proofs: solomonsalako.com

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