

Panoramic Team

Project Summary

Panoramic Team is a Spanish technology company that undertook a strategic expansion into the Mexican market. The project required a complete soft landing process while addressing legislative, cultural, technical, and business-model challenges. In parallel, the company aimed to validate its product through early-stage government and institutional pilots, including RPA-based initiatives.

The engagement combined market entry strategy, product validation, security assessment, and operational setup to ensure the solution was viable, secure, and aligned with institutional requirements before a full-scale launch.

Objectives

- Execute a controlled soft landing from Spain to Mexico
- Validate the product for government and institutional use
- Adapt the business model to the Mexican market
- Reduce technical, security, and regulatory risks before launch
- Build a local operational and commercial foundation

Initial Ecosystem

- Product under development with limited real-world validation
- Expansion into a new country with different legal and cultural dynamics
- Multiple stakeholders with diverse professional backgrounds
- Early intent to engage with government and institutional clients
- No local team or operational structure in Mexico

Key Challenges

- Legislative and regulatory differences between Spain and Mexico
- Cultural and operational gaps affecting execution speed
- Product launched prematurely without sufficient security validation
- Divergent strategic visions among company partners
- Inconsistencies between technical claims and actual system readiness
- High requirements for security and reliability due to government use cases

Solution Approach

- Led the soft landing strategy and execution, achieving market entry in under four months
- Directed an initial RPA pilot for institutional and government-related analysis
- Conducted technical audits and security assessments, including pentesting
- Identified critical security gaps that prevented a safe market launch
- Facilitated executive alignment and redefined the product roadmap
- Supported the recruitment and setup of a local team in Mexico for design, administration, and commercial operations
- Validated business intelligence outputs and refined data models

Scope of Work & Role

I acted as the lead responsible for market entry strategy, product validation, and technical governance.

My role included directing pilots, validating technical claims, conducting security and risk assessments, aligning stakeholders, and redefining the roadmap to ensure the product met institutional and government-level standards.

I also coordinated cross-border teams and supported the establishment of local operational capabilities in Mexico.

Final Deliverables & Outcome

- Successful soft landing and operational presence in Mexico within 3–4 months
- Validated and corrected product roadmap aligned with security and market requirements
- Completed technical audits and pentesting with identified and resolved risks
- Product deemed suitable for institutional and government engagements
- Local team established to support ongoing operations and commercial growth