



Teo Zanella

Fractional & Interim CPO / CTO / Chief AI Officer · 20+ years across tech and digital health

I help healthcare and mission-driven teams set product direction, bring AI into the product and how it is built, and scale sustainably.

Hands-on across product, design, engineering, and AI, with LLMs deployed in regulated clinical and operational settings.

More than anything, I like to work on interesting, impactful problems with good people.

WHERE I HELP

Company, product & commercial strategy

- North star to a roadmap a team can ship
- Product-market fit; pricing & packaging across B2B2C, B2B, B2C
- Operating-model design and interim leadership

AI product & development transformation

- AI in the product and the build, off the shelf or custom
- Vendor and model evaluation; deployment in regulated settings
- Our own AI orchestration & context-management system, z-os.ai

Scaling org & growth

- Margins, unit economics, R&D turnarounds
- Hiring and restructuring teams that ship
- Across countries and cultures

SELECTED IMPACT, OVER 20 YEARS

<p>15x</p> <p>Revenue & patients scaled in two years, gross margin doubled to 50%+</p> <p>As CPTO, across health companies</p>	<p>10x</p> <p>Faster patient access, lead time cut from months to days</p> <p>As CPTO, across health companies</p>
<p>~40M</p> <p>Members reached with a new virtual-care marketplace</p> <p>Fortune 10 health plan</p>	<p>0 → \$XXXM</p> <p>ARR built from zero, on a platform supporting \$1B+/yr in healthcare spend</p> <p>Health-benefits platform, early hire</p>