IRENA “IRKA” PAWLOWSKI

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Open to Relocation (Canadian & Polish Citizen) | Supplementary Documentation ironlabsco.com/mclaren

PROFESSIONAL PROFILE

Commercial technology and transformation leader with 15+ years of experience connecting business strategy, revenue models, technology architecture and AI/ML implementation. Has led programmes for Google, ING and Capgemini, SMBs and Startups combining executive-level strategic responsibility with hands-on delivery across complex, multi-system environments.

Mission-driven strategist and operator passionate about making innovation work in practice. Addresses the structural constraints behind stalled initiatives to build operating models in which teams can implement change and innovative technologies while fulfilling existing responsibilities and enabling the organisation to build and achieve category-leading systems and outcomes.

SELECTED ACHIEVEMENTS

- **Google | Commercial Technology:** Led CRM and systems transformation across 26 markets, integrating Salesforce, ML scoring and automated BI. Reduced churn 30%, marketing spend 50%, saved $520K annually and eliminated reporting work equivalent to 26 FTEs.
- **ING | Enterprise Innovation:** Designed and led an innovation programme spanning 17 departments and 100+ initiatives, establishing governance and implementation capability across 350 staff. Achieved 30% efficiency gains; selected for global rollout.
- **Livespace | Commercial & Product Transformation:** Connected pricing, segmentation and monetisation with CRM architecture, automation and ML scoring. Increased ARPA 50%, moved 30% of customers to premium tiers and achieved 100% sales acceptance.
- **BrainElem | AI & Technology Delivery:** Led product roadmaps, API integrations, AI workflows and deployment validation. Reduced vendor overhead 50% and enabled the first on-time product deployments.

CORE COMPETENCIES & SELECTED TECHNOLOGY, DATA & AI EXPERTISE

Commercial Strategy & Operating Models: Business/revenue modelling, customer economics, segmentation, pricing, monetisation, revenue operations, operating-model transformation, SaaS product strategy and implementation roadmaps.

Technology Architecture & MarTech: Systems assessment, solution architecture, APIs, integration, automation, Salesforce, HubSpot, Eloqua, Adobe Experience Cloud, Mailchimp, SAP, Oracle, Azure and custom SaaS/CMS.

Data, Analytics & AI/ML: Data architecture/governance, BI, attribution, predictive scoring, personalisation, AI workflows; SQL/BigQuery, Looker Studio, Tableau, GA4, Claude Code, Codex, Copilot, ChatGPT, Jev; knowledge graphs and retrieval (R&D).

Delivery & Governance: Cross-functional leadership, requirements definition, prototyping, solution validation, change management, capability transfer, GDPR and AML/KYC.

Workflow & Delivery Tools: GitHub, Jira, Confluence, Visio, Smartsheet, ClickUp, Monday, Zapier

PROFESSIONAL EXPERIENCE

IRONLabs | Founder and Principal Consultant

March 2016 – Present

Leads commercial technology, AI and operating-model transformation, connecting business strategy, processes, systems and data to measurable operational outcomes. Assesses current-state constraints, designs future-state operating models and technology architecture, defines integrations and automation, and leads implementation with internal teams. Develops roadmaps, governance and reporting frameworks, validates solutions and transfers capability.

Selected Engagements & Development
2024- onwards | Long term embedded engagement listed as individual positions

- **Implementation Clinics & Priority Resets | Transformation Delivery:** Leads executive workshops and implementation sprints to unblock stalled digital, innovation and AI initiatives, resolving process, technology, capacity and decision-rights constraints with internal teams and delivering measurable progress within three weeks.
- **Prelint | AI Product & Technical Workflows:** Led growth, demonstrations and international hackathon partnerships for an AI-native product-intelligence platform evaluating coding-agent pull requests against product requirements, architecture and business logic. Worked with CLI/MCP workflows, developers and enterprise stakeholders; supported a launch achieving Product Hunt Product of the Day and Week.
- **Lucent Vela | AI-Enabled Operating Model:** Redesigned a property brokerage into a luxury concierge business, aligning commercial positioning with AI-enabled onboarding and marketing workflows. Built automation using Python, Notion, Canva and CLI/MCP for property listings, image processing and content production with human approval. Transferred operations to the owner, eliminating external marketing subcontractors.
- **Project4All | MarTech Integration:** Redesigned the charity's brand and digital presence, integrating its website, WhatsApp communications, Wix donations and offline-to-online tracking into operational workflows supporting fundraising and community engagement.
- **IRONIDIO | AI Architecture R&D:** Developing model-agnostic architecture using knowledge graphs, retrieval and evaluation to preserve organisational context and decision constraints, reduce context drift and identify when human intervention is required in complex business processes.

BRAINELEM | Chief Marketing & Experience Officer (Embedded Consultant via IRONLabs)

Jan 2023 – Apr 2024 | Pre-seed Neuro-pedagogical SaaS EdTech | Monthey, Switzerland - Remote

- **Operational & Technology Leadership:** Operated as de facto COO alongside CMO responsibilities, owning product and development roadmaps and leading developer, design and UX teams across Switzerland, Poland and Singapore. Guided API integrations including SendGrid/Auth0, defined feature UX and personally tested deployments.
- **AI & Commercial Operating Systems:** Architected AI-enabled multilingual content workflows and B2B/B2C in-app onboarding supporting EU and Singapore market entry. Led company-wide audit, brand redesign and relaunch, establishing web/analytics infrastructure, sales-enablement systems and training; personally produced content in three languages.
- **Vendor & Delivery Rationalisation:** Consolidated vendors, reducing operational overhead by 50% and enabling the company's first on-time product deployments.

LIVESPACE | Chief Marketing Officer (Embedded Consultant via IRONLabs)

Dec 2020 – Oct 2022 | ScaleUp B2B SaaS CRM | Warsaw, Poland

- **Commercial Strategy & Revenue Model:** Repositioned CRM as a sales-enablement platform through customer segmentation, account analysis and offering/pricing redesign. Established the first ROI-measured performance-marketing programme, increasing ARPA by 50% and moving 30% of customers to premium tiers.
- **MarTech & Revenue Operations:** Built a six-person multidisciplinary team, aligning marketing, sales, product and customer success through shared KPIs and qualification workflows, achieving 100% sales acceptance. Migrated Sales Manago to Mailchimp and a custom Livespace CRM stack, integrating lead routing, attribution and customer lifecycle automation.
- **Platform Architecture & ML:** Led executive and product workshops for the second-generation CRM rebuild, defining feature scope, sales-process requirements, lifecycle and data architecture, segmentation and ML scoring logic. Worked with COO, CTO and Head of Product on UX/UI, development, implementation, testing and functional validation.

ING POLAND | Innovation Strategy Consultant to the CRO (Embedded Consultant via IRONLabs)

Jan 2018 – Jul 2020 | Risk Division ING Bank Śląski | Warsaw, Poland

- **Enterprise Transformation & Roadmap:** Designed and led Risk Division innovation and operating-model transformation across 17 departments and six locations. Structured 100+ initiatives into an implementation roadmap, delivering 30% efficiency gains using existing internal resources.
- **Technology, Data & Regulatory Alignment:** Led workshops with risk, analytics and ML teams to establish priorities, identify capability and architecture requirements, and develop ML scoring-model implementation strategies within regulatory and reporting constraints.
- **Governance & Internal Capability:** Implemented a proprietary transformation methodology, procedures, governance, KPIs and training to embed innovation alongside daily operations. Established the Risk Innovation League and Risk Ambassadors, engaging 60+ managers and 350 staff. Completed operational handover; recognised by ING Global Innovation Office and selected for global rollout. The methodology evolved into the IRON Method.
- **Risk Modelling Innovation:** Created the Lion's Den Risk Modelling Challenge, combining technical problem-solving and startup engagement with changes to procurement and risk procedures. Designed its repeatable operating model and transferred delivery to internal teams; now in its seventh edition.

INVESTMENT FUND (NDA) | Strategy & Transformation Consultant via IRONLabs

2018 | Financial Services

- **Commercial & Operating Model Transformation:** Advised the Board of Directors through strategic and cross-functional workshops, defining priorities, roadmaps and operating-model changes. Repositioned investment banking offerings for younger customers using internal data to inform acquisition, cross-selling and retention. Recruited and trained the marketing department and transferred redesigned processes to internal ownership.
- **Systems Integration & Data Governance:** Mapped marketing, sales and operational systems, redesigned processes and defined technology requirements, data architecture and infrastructure selection under GDPR and Polish regulations. Advised on on-premises Azure and hybrid data governance, implemented automated acquisition workflows and resolved front-/back-end financial reporting discrepancies in share quantities and valuations.

GALPERIN | Chief Marketing Officer (Embedded Consultant via IRONLabs)

Aug 2017 – Dec 2017 | Pre-seed FinTech NeoBank | Warsaw, Poland

- **Commercial Product & CX Strategy:** Led customer experience and product strategy for a mobile-first challenger bank combining financial education, gamification and behavioural personalisation. Deloitte Digital described the customer experience strategy as the "best customer experience strategy they've ever seen."
- **Data Architecture & Predictive Modelling:** Co-designed systems and data architecture with the CTO, addressing latency, data loss and privacy. Developed proprietary signal-scoring models using in-app activity, social signals and financial behaviour for pre-acquisition risk assessment, personalisation, lifecycle engagement and churn prediction.
- **Technology & Regulatory Implementation:** Led UX/UI, onboarding, MarTech selection, Leanplum analytics implementation and vendor coordination. Developed AML/KYC and GDPR frameworks with CTO/CFO, supporting the successful Lithuanian e-payment licence application.

GRID DYNAMICS | Global Corporate Marketing Director (Embedded Consultant via IRONLabs)

Jan 2017 – Aug 2017 | Cloud Microservices & Digital Transformation | San Ramon, CA & Kraków, Poland

- **Enterprise Commercial Strategy:** Repositioned enterprise technology services around business outcomes through Oracle/SAP competitive analysis, developing global GTM strategy and messaging connecting US enterprise customers with distributed engineering teams. Generated $800K in enterprise contracts within eight months, including the first marketing-sourced opportunity: an Apple iTunes real-time analytics pilot.
- **Enterprise Technology Applications:** Developed Fortune 500 customer experiences for Macy's using beacons, IoT, machine-learning search and catalogue management; advised Toys“R”Us on customer-journey and e-commerce architecture roadmaps.
- **MarTech & Technical Commercialisation:** Expanded HubSpot CMS into marketing automation and acquisition workflows. Built and trained the team, translating ML, stream processing and cloud microservices into enterprise-facing technical and commercial content.

CODEWISE | Global Marketing Director

May 2015 – Feb 2016 | Scale-up AdTech Startup | Kraków, Poland

- **Commercial & Product Portfolio Transformation:** Audited 20,000 customer accounts, identifying 2,000 paying customers and informing segmentation, product repositioning and monetisation redesign. Replaced freemium with a nurtured time-limited trial model and supported launch of a new demand-side platform.
- **Marketing Technology & Revenue Attribution:** Built a six-person marketing team and operating model. Implemented the first multi-path HubSpot CRM and automation framework, integrating acquisition, lifecycle workflows, analytics and campaign-to-revenue attribution; managed a $2M global event-marketing programme.

GOOGLE | Marketing Acquisition Operations Team Lead

May 2014 – Apr 2015 | Via EPAM | Mountain View, CA & Kraków, Poland

- **Global Commercial Technology Transformation:** Headhunted to lead CRM transformation and SME acquisition automation across 26 markets. Designed technology roadmaps, lifecycle journeys, attribution and ML lead scoring, reducing churn by 30% and marketing spend by 50%.
- **Systems Architecture & Integration:** Designed and implemented a custom SaaS lifecycle platform connecting internal databases and multiple Salesforce instances through proprietary routing and tracking

tools. Established governance, compliance and attribution controls preventing duplicate purchases, revenue leakage and workarounds, saving $520K annually.

- **BI Automation & Hands-On Delivery:** Built real-time funnel analytics dashboards, independently coding front-end components and back-end connectors while directing engineers on complex phases. Replaced weekly manual reporting and data entry equivalent to 26 FTEs.
- **Operating Model & Capability Transfer:** Built Marketing Operations capability across Europe, North America and Japan, coordinating engineering, marketing and sales teams. Established procedures, SLAs, technical documentation and training for handover; the incoming Tech Lead assessed the documentation as equivalent to Google's internal engineering standard.

CAPGEMINI | Content Marketing Lead & Strategic Consultant (BPO)

May 2012 – May 2014 | Kraków, Poland

- **SaaS Commercial Transformation:** Revitalised the acquired IBX SaaS platform through executive, sales and marketing workshops, restructuring offerings and positioning. Implemented Salesforce segmentation, lead scoring, attribution and closed-loop sales/marketing workflows, generating the business unit's first marketing-sourced, sales-accepted leads.
- **Process & Technology Architecture:** Led the BPO Content Improvement Programme, redesigning service offerings and RFI/RFP workflows. Architected and implemented a bespoke desktop CMS and operating model, consolidating 270 documents into 80 and creating a modular 500-slide library for live client tailoring. Reduced response turnaround by 70%, reduced executive dependency and trained the delivery team.
- **Enterprise Programme Delivery:** Standardised global event-marketing and sales workflows, led 100+ C-level workshops, coordinated a 36-person cross-functional team supporting enterprise accounts including DHL, and managed direct reports and programme budgets.

AMWAY BCE | Senior Marketing Communications Coordinator (Beauty EU)

Nov 2010 – May 2012 | Kraków, Poland

- **Digital Transformation & Replatforming:** Promoted to European Online and Technology Science Expert, representing marketing in e-commerce replatforming. Defined technical requirements, contributed to UX/CMS architecture and transitioned offline content operations to digital-first across Europe. Led technical training supporting systems adoption.
- **Process & Governance Redesign:** Developed brand, IP and copywriting standards across 26 markets and initiated localisation SOP and vendor-process redesign. Subsequent adoption increased marketing efficiency by 60% and improved time-to-market by 30%.

Earlier roles in Canada as Network & Programme Coordinator for Academic Networks and NGOs at the University of Ottawa from Aug 2007 – July 2009. Production Assistant at The Fulcrum Newspaper (University of Ottawa) and Art Director at The Muse Newspaper (Memorial University of Newfoundland).

SPEAKING, PUBLICATIONS, & MENTORING (Selected)

Systems of Consequence Substack (ongoing): Explores how strategy, culture, and design shape organisational outcomes (https://ironirka.substack.com/)
Oxford Inspires Conference, Said Business School (2018): Speaker on consumer mobile payments, blockchain, IoT, and AI applications in lifestyle apps. Awarded "Most Valuable Contributor."
Polish Business Analytics Summit (2018): Speaker on machine learning in business applications
Innoshare Conference (2017): Keynote speaker on SaaS marketing processes
SaaS MeetUp, Innovation Nest (2015–2017): Mentor & workshop leader on GTM and B2B sales

EDUCATION

B.A. (Hons) Linguistics, Minor in Philosophy University of Ottawa 2007
French Language Bursary Programme, Université de Moncton, 2000
Fluent: EN, FR, PL