

Przemyslaw Zakoscielny

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PRODUCT & TECHNOLOGY / OPERATIONS EXECUTIVE (SaaS / TECH)

Technology and operations executive with 15+ years of experience scaling SaaS and IoT platforms, building high-performing teams, and transforming organizations from startup phase to international, multi-market operations.

Proven track record in:

- Scaling SaaS platforms from early-stage to global footprint
- Building and leading cross-functional organizations (50+ FTE)
- Driving operational excellence, revenue growth, and product-market alignment
- Translating strategy into execution across Product, Engineering, Customer Success, and Revenue Operations
- Acting as executive partner to CEO and board in strategic planning and growth

Led transformation of a cloud-based IoT SaaS platform from **300 to ~1000 customers across 22 countries**, contributing to growth toward **multi-million EUR revenues**.

Currently leading AI and cybersecurity transformation, positioning the organization for next-generation SaaS growth and enterprise-grade compliance.

CORE COMPETENCIES

- SaaS Operations & Scaling
 - Product & Engineering Leadership
 - Go-To-Market Alignment
 - Organizational Design & Leadership Development
 - P&L, Budgeting & Forecasting
 - Data-Driven Decision Making
 - AI Strategy & Implementation (SaaS / IoT)
 - Cybersecurity & Compliance (ISO 27001, NIS2, CRA)
 - International Expansion
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PROFESSIONAL EXPERIENCE

Managing Director / Head of Product & Technology (INFRAPORT SaaS Platform)

vonRoll Infratec AG | 2026 – Present

Executive leader responsible for full operational oversight of SaaS business (Product, Engineering, Delivery, and Operations), acting as key interface between global strategy and execution.

Key Achievements:

- Own end-to-end operations of cloud-native IoT SaaS platform supporting critical infrastructure clients globally
- Align product, engineering, and commercial strategy to drive scalability and recurring revenue growth
- Partner with global stakeholders to ensure execution against strategic and financial targets
- Drive platform evolution toward **data-centric, interoperable ecosystem strategy**, shifting value from software to **data ownership, analytics, and services**

AI Transformation & Product Innovation

- **Lead company-wide AI transformation**, embedding AI across product, engineering, and operations, resulting in:
 - ~**10–20% improvement in engineering productivity** through AI-assisted development workflows
 - Reduced time-to-delivery for features and releases via automation and intelligent tooling
 - Establishment of **AI-powered analytics and predictive capabilities** within SaaS IoT platform
- Define and execute roadmap positioning AI as a **core product differentiator**, enabling:
 - New monetization streams (data-driven services, analytics layers)
 - Increased platform stickiness and customer lifetime value

Cybersecurity, Compliance & Risk Management

- **Lead enterprise-wide cybersecurity and compliance program**, preparing organization for:
 - ISO 27001 certification
 - NIS2 and Cyber Resilience Act (CRA) compliance
- Establish security as a **strategic business enabler**, resulting in:
 - Readiness for **enterprise and regulated customers (critical infrastructure sector)**
 - Reduced organizational risk exposure
 - Strengthened positioning in high-trust, compliance-driven markets
- Implement **secure-by-design development practices**, governance frameworks, and risk management processes across product and engineering

Director of Software Engineering / Site Leader

vonRoll Infratec AG | 2019 – 2026

Promoted into dual executive role combining engineering leadership, operational management, and business scaling.

Operational Leadership & Scaling

- Built and scaled organization from **3** → **40+ employees**, establishing full operational structure (HR, Finance, Legal, Delivery)
 - Transformed startup unit into **independent business division within a 1000+ employee international group**
 - Managed daily operations, budgeting, financial planning, and reporting
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SaaS Growth & Product Scaling

- Scaled INFRAPORT SaaS platform:
 - **300** → **~1000 customers**
 - **1** → **22 countries**
 - Introduced **data-driven product management and KPI-based decision-making**
 - Led transition to scalable architecture and agile delivery model
 - **Introduced AI-driven development ecosystem**, enabling:
 - Faster delivery cycles and improved engineering efficiency
 - Increased automation and reduced operational bottlenecks
 - Foundation for AI-enabled product capabilities
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Go-To-Market & Revenue Operations

- Partnered with Sales & Marketing to improve go-to-market effectiveness
- Contributed to **pricing strategy and business model design at board level**
- Supported transition toward **recurring revenue and service-based monetization models**

Strategic Planning & Execution

- Co-created and executed **3-year operating plans at division level (board responsibility)**
 - Led strategic transformation:
 - From operational optimization → **technology-driven growth and innovation**
 - From product-centric → **platform + data + services model**
 - From local → **international expansion engine**
 - Contributed to strategic initiatives including:
 - Product portfolio optimization and positioning
 - Recurring revenue growth strategy
 - Technology-led differentiation vs commodity competition
 - IPO-readiness mindset (governance, reporting, scalability)
 - **Integrated cybersecurity into strategic roadmap**, ensuring:
 - Alignment with EU regulatory landscape (NIS2, CRA)
 - Readiness for enterprise clients and regulated markets
 - Increased competitiveness in large-scale deployments
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Leadership & Culture

- Built and mentored leadership layer (Engineering Managers, Product roles)
 - Introduced ownership culture, agile practices, and performance management
 - Led cross-functional teams across engineering, R&D, and product
 - **Drove adoption of AI and cybersecurity across organization**, embedding both into:
 - Product strategy
 - Engineering standards
 - Leadership mindset and company culture
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Software Engineering Manager / Team Lead

vonRoll Infratec AG | 2019 – 2023

- Built and led engineering teams (up to 25 people)
 - Established SDLC processes improving delivery quality and predictability
 - Managed cross-functional IoT projects (hardware + software integration)
 - Translated business requirements into scalable technical solutions
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Earlier Career (Akamai, HSBC, BBH, Founder)

- 10+ years in software engineering and product development
- Experience with enterprise platforms, fintech systems, and SaaS onboarding flows
- Founder of software agency delivering international digital projects

STRATEGIC ACHIEVEMENTS

- Designed and executed **multi-year transformation strategy** toward:
 - SaaS + services + data monetization model
 - AI-enabled product evolution
 - International growth and expansion
- Contributed to scaling business toward:
 - **~20M EUR+ revenue and strong EBIT growth**
 - Long-term target: **50M EUR revenue / 20–25% EBITDA**
- Defined **platform and data strategy**:
 - Open ecosystem vs closed SaaS model
 - Data ownership and analytics as core value driver
- Implemented **customer-centric service model**, including:
 - Support ticketing systems
 - Real-time tracking and transparency
 - Scalable service operations
- Contributed to **IPO-readiness and governance improvements**, including:
 - Reporting transparency
 - Professionalized management structures
 - Strategic M&A and consolidation thinking

EDUCATION

MSc, Applied Computer Science
AGH University of Kraków

LANGUAGES

Polish (Native)
English (Professional)