

Shaili Pankaj

Product-Led Leader · ex-Chief Growth Officer

London (relocating from Zurich) | shaili.pankaj@gmail.com | +41 (0)76395 2618 | [LinkedIn](#) | [Github](#)

PROFESSIONAL SUMMARY

Product-led growth leader with a decade building and rebuilding revenue engines in SaaS and marketplace businesses. As Chief Growth Officer at Doodle, led an 18-person organisation across product growth, marketing, brand, lifecycle and support, and grew subscription revenue 4x from \$2M to \$8M in two years. That shift moved the business from ad-based to subscription and from sales-led to product-led, and it was delivered almost entirely through product, SEO, CRM and lifecycle rather than paid spend. Earlier, as Director of Growth, lifted subscription conversion 400% in six months and built the company's experimentation engine from zero to 100+ tests a year. Ships AI in production rather than in theory: agentic support workflows that cut resolution time 75% and saved \$300K a year. Cambridge MEng, INSEAD MBA.

CORE COMPETENCIES

Growth engine: Product-Led Growth · Full-funnel ownership from traffic to renewal · Activation and onboarding · Free-to-paid conversion · Retention and churn · Expansion revenue · Experimentation at scale

Monetisation: Pricing and packaging · Paywall design · Plan architecture · Subscription business models · Ad-to-subscription transition · ICP definition · P&L ownership

Data & experimentation: A/B testing · GrowthBook · Google Optimize · Amplitude · Google Analytics · SQL · Funnel and cohort analysis · Event tracking and KPI definition

AI: Production AI in product and CX · Agentic workflows · ML-driven personalisation · AI community building

Leadership: Building cross-functional organisations across product, marketing, brand, lifecycle and CX · Line-managing managers · International and distributed teams · Board and C-level communication and presentation

PROFESSIONAL EXPERIENCE

Doodle - Zurich, Switzerland

Global SaaS business; millions of users; helping B2B & B2C users in scheduling, ~90 employees.

Chief Growth Officer

Jul 2023-Nov 2025

- Led an **18-person organisation** across product growth, marketing, brand, **lifecycle** and customer support (international, remote, line-managing managers in every function), and held the growth P&L.
- Grew SaaS subscription revenue **4x, from \$2M to \$8M in two years**, leading the shift from an ad-based model to subscriptions while sustaining ad revenue, and helped bring the company to profitability. **Delivered almost entirely through product, SEO, CRM and lifecycle rather than paid acquisition.**
- Led the company's AI adoption: production support automation cut resolution time **75%** and saved **\$300K a year** while holding CSAT at 80%; ML-driven personalised lifecycle journeys lifted new-user activation **15%** and NPS **10%**.
- Repositioned the company from "find a time to meet" to "own your time and grow your business" as the core value proposition began commoditising against AI assistants: identified freelancers and small businesses as the highest-value segment from data and research, rebuilt vision, messaging and go-to-market around them, and aligned the organisation on one strategy; visitor-to-signup conversion **+5%**.
- Built behaviour-based retention on a leading indicator: users of multiple meeting types renewed at **85%** while single-type users churned far more, so drove multi-type adoption with context-triggered in-app and email nudges; a pre-renewal CRM flow added **2%** to the renewal rate and involuntary-churn recovery brought back **~1.5%** of churned users within 10 days.
- Defined a new ICP and AI-enabled product strategy, both board-approved, lifting first-year revenue **10%**; ICP-aligned partnerships added a further **5%** in six months.

Director of Growth

Oct 2021-Jun 2023

- Built the **Product Growth team and function from scratch** (2 direct reports and a 5-person squad), with broad ownership from day one.
- Increased subscription conversion **400% in six months** through experimentation across features, the user journey and pricing.

- Launched **monthly plans alongside annual** end-to-end with engineering, billing, finance and design, validated with a three-price-point A/B test and a full year of cohort tracking on retention and NPS: subscription conversion doubled and **MRR grew 260%**.
- Moved the company from sales-led to **product-led**, replacing the sales motion with self-service and automation: subscription conversion **+10%** and **\$500K** less sales overhead.
- Built Doodle's **first experimentation engine from zero**, starting on Google Optimize and migrating to GrowthBook, and scaled it to **100+ experiments a year** with board and company-wide buy-in, alongside the event-tracking foundation in Amplitude and Google Analytics; trained every PM and designer on hypothesis design and impact measurement.
- Mapped the full funnel from traffic to renewal on joining and built the missing instrumentation with data and engineering; found **60% of signups never created a meeting**, then lifted the product's core job (meetings created with at least one participant) from **70% to 78%** with a preview feature A/B tested across three variants.

Gett - London, UK

B2B corporate-transport SaaS and B2C taxi marketplace; UK, Israel, Russia. Progressed from Lead Regional Manager to Global Head of Retention & Growth, B2B.

Lead Regional Mgr → Global Head of Retention & Growth, B2B · Feb 2018 – May 2021

- Built a global customer-success and growth motion across **three markets**, growing existing-account revenue **15%** and retention **12%** while preserving local-market relevance; automated B2B sales and account workflows in Salesforce and Braze, raising team efficiency **50%**.
- Led the **end-to-end rebuild and launch of Gett's web platform** through a rebrand and business-model transition, spanning brand, design, engineering, marketing and SEO, lifting visits **25%** in three months and cutting landing-page creation from two days to a few hours.
- Ran UK marketplace operations across **nine cities** (driver supply, rider demand, dynamic pricing, incentives) and launched a new city, Bristol, in **two weeks** by onboarding 150 drivers on a limited budget.

Amazon (Prime Video) - London, UK

Senior Program Manager, Amazon Channels

Jan 2017-Jan 2018

- Launched Amazon Channels across the UK and Germany, managing **81 content-provider relationships** (ITV, NBC, RTL, Discovery).
- Raised **content availability 10%** by simplifying partner onboarding, automating delivery and quality checks, and giving partners SQL-driven self-service reporting.

Schlumberger Ltd - Scotland, Italy, UAE

Engineering, quality and training roles in a 108,000-person, \$48B organisation.

Completions Instructor · Field Quality Champion · Completions Field Engineer

Oct 2007 – Jul 2015

- Cut quality and safety incidents **64%** across Continental Europe with new equipment standards, training and change management; delivered an 8-well, **\$20M** project with a 30-person team across four countries.
- Saved a client **\$8M** through process improvement and led the Quality Steering Committee for a 140-person training centre. Best Instructor 2014 (1 of 80); Master Trainer (1 of 7).

EDUCATION

INSEAD - MBA, Class of July 2016. Venture competition semi-finalist

France | 2015-2016

University of Cambridge - MEng & BA, Engineering

UK | 2003-2007

CONFERENCE SPEAKER

Product-Led Summit, Amsterdam, 2024: Adopting a freemium model - How to transform your business whilst balancing customer-centricity and revenue growth

Product Management Festival, Zürich, 2024: Unleashing Employee Potential: A Data-Driven Approach to Supercharge Growth

OTHER

AI practice: Co-founder, [AI Jam](#) (AI Builders Community in Zurich); active building with Lovable, Claude, and Cursor

Languages: English (Native), Hindi (Native), German (B2), Italian (B2), French (B2)

Personal Interests: [Improv Theatre](#), hiking, skiing, snowshoeing, Kathak Classical dance

Shaili Pankaj

shaili.pankaj@gmail.com | +41 (0)76395 2618 | Sargans, Switzerland