

# Rafał Knap



## Product Manager Regulated Digital Products & Platforms

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### ABOUT ME

Senior, tech-savvy Product Manager with 10+ years of experience building and scaling B2B2C SaaS products in highly regulated safety-critical environments, including aviation, recruitment, e-learning, and content platforms. Experienced in translating complex operational and regulatory requirements into scalable digital products. Background covers Product Strategy, Continuous Discovery, Go-To-Market execution, and full P&L ownership, with hands-on involvement in AI/LLM integrations, automation, and data-driven decision-making. Particularly effective in environments where reliability, compliance, and auditability are critical, AI is applied pragmatically to improve outcomes and reduce manual work.

### KEY COMPETENCIES

- **Product Leadership & Strategy:** Product vision and strategy definition, product value identification, data-driven decision making, product discovery, roadmap planning, OKRs, go-to-market execution, pricing strategy, portfolio management, full P&L ownership, and stakeholder management.
- **AI, Data & Regulated Products:** Design and delivery of safety-critical systems, GDPR, ISO 27001, compliant solutions, compliance-driven product design, data auditability, regulatory proof, data residency, zone-aware AI, LLMs, AI agents, Agentic Engineering, speech-to-text solutions, automated assessment systems, workflow automation, hyper-personalisation, data-driven optimisation.
- **Growth Strategy & Platform Scaling:** ARPU growth management, ecosystem consolidation, platform unification, AI marketplace development, and scalable revenue stream creation in regulated environments.
- **Analytics in Regulated Environments:** Data analysis aligned with EASA and GDPR requirements, development of grading and assessment systems that link technical metrics with NONTECHS, and competency-based training and assessment frameworks. Agile Leadership & Delivery: Leadership of cross-functional and distributed teams, Agile / Scrum / LeSS methodologies, continuous discovery, change management, SDLC governance, and 24/7 service delivery models.
- **Training & Education Platforms:** Distance-learning solutions, e-learning platforms, LMS design, training lifecycle management, and competency-based assessment systems.
- **Tools & Platforms:** JIRA, Figma, Miro, Trello, MarTech toolsets, API-first platforms, CRM integrations, HubSpot, and SLA-driven service models, PowerShell, Claude CLI, Claude Code.

### PROFESSIONAL EXPERIENCE

#### EVIONICA SP. Z O.O. – PRODUCT MANAGER & ON BEHALF OF MARKETING & CUSTOMER SUCCESS MANAGER | NOVEMBER 2022 – DECEMBER 2025 | POLAND

- Full responsibility for the commercial success of BestPilot.com, an AI-powered aviation platform for EASA-regulated flight school management and distance learning.
- Ownership of product strategy and go-to-market strategy, including consolidation of two product lines into a single scalable platform.
- Management of full P&L and ownership of product group OKRs.
- Governance of R&D processes with a focus on reliability, compliance and scalability in a safety-critical domain.
- Leadership and scaling of a product-oriented organisation of over 40 FTE (PMs, POs, UX, developers, researchers, customer success and marketing teams) working in Agile / Scrum (LeSS).
- Customer migration management and retention funnel design.
- Oversight of AI/LLM integrations supporting operational and training workflows.

#### ACHIEVEMENTS:

- Led integration of LLM (Gemini 2.5), enabling automated speech-to-text flight debriefings and training documentation, doubling documentation completion rates.
- Achieved profitability of the distance learning product group in the first year.
- Drove market share growth through joint product metrics and OKRs in subsequent years.
- Reached product maturity of BestPilot.com as comprehensive flight training management software for European flight schools, including launch of the first electronic technical logbook for general aviation and an AI-based training progress monitoring assistant.

#### EWL S.A. – PRODUCT MANAGER | MAY 2021 – OCTOBER 2022 | WARSAW, POLAND

- Led digital product development in a highly regulated recruitment environment with full GDPR compliance.
- Initiated and validated PoC and MVP initiatives for digital recruitment solutions.
- Defined and implemented Continuous Product Discovery processes using Design Thinking.

- Managed cross-functional international teams (product, UX, development, research, product support and marketing – approx. 20 FTE).
- Ownership of product P&L aligned with company OKRs.

#### ACHIEVEMENTS:

- Implemented AI-based automation for job offer matching with 100% EU GDPR compliance.
- Scaled digital recruitment products with measurable user growth.
- Led discovery and commercial implementation of a new user acquisition stream via the Viber App.
- Delivered an AI-driven employee and employer migration support platform (POIR.01.01.01-00-1042/20), budget PLN 12,109,880.

#### 180HEARTBEATS + JUNG V. MATT AGENCY – PRODUCT MANAGEMENT & DIGITAL | TRANSFORMATION DIRECTOR | JULY 2018 – FEBRUARY 2021 | POLAND / EUROP

- Built and developed agency offerings in digital and business transformation.
- Oversaw delivery of complex SaaS, mobile and platform projects across European markets.
- Managed long-term enterprise SLA contracts and full P&L responsibility.
- Built and led multidisciplinary teams operating in Agile / Scrum frameworks in Poland, Switzerland and Germany.

#### ACHIEVEMENTS:

- Delivered and supported a multi-year loyalty platform (Dakea BOSS.app) for roofers.
- Implemented large-scale digital projects for brands including CD Projekt RED, OLX, Veolia, Innogy, Google, Accenture, Raiffeisen and Pernod Ricard Travel Retail.
- Designed and launched one of the first Polish-language Google Assistant actions (“180 words”), achieving 600k users in the first year, based on Dialog Flow technology.
- Designed and delivered a 1st in UE mobile air quality map solution in cooperation with Airly.eu for Innogy brand communication “Zero Emission Future” strategy.

#### ADDITIONAL PROFESSIONAL EXPERIENCE

- Innovation Committee Member – Stowarzyszenie Komunikacji Marketingowej SAR (2019–2020)
- Head of Digital – AdComms Media & Marketing Group (2014–2018)
- CEO & Co-Founder – 24/7 digital (2011–2013)
- Co-Founder & Managing Partner – Libra Logic Software House (2009–2011)
- Senior Project Manager – McCann Erickson Polska / MRM Worldwide (2002–2009)

#### EDUCATION

##### UNIVERSITY OF WARSAW

- Master’s Degree in Marketing & Business Management
- Master’s Thesis: Digital integration of accounting and IT systems for non-profit organisations based on Microsoft Small Business Server, API and GPL solutions.

##### LANGUAGES

- Polish – Native / C2
- English – Advanced / C1
- German – Intermediate / B1

##### COURSES & CERTIFICATIONS

- Brand Transformation – House of Skills (2013)
- Scrum Product Owner (2020)
- GDPR – Biuro PIN
- Product Management Fundamentals (2021)
- Digital Transformation Expert – Digital University (2021)
- ISO 27001 – UDT CERT (06.2023)
- AI Biznes Lab Master, 3rd Edition - Mastering Claude CLI / Claude Code, Agentic Engineering (2026)

#### PUBLICATIONS

Articles published between 2011–2022: mmponline.pl, interaktywnie.com, wirtualnemedial.pl, marketing w praktyce, press.

#### HOBBIES

- Long-distance running & calisthenics,
- Multi-day family hikes (Alps, Carpathians, Bieszczady),
- Exploring flow & ikigai philosophy,
- Positive sci-fi & tech biographies,
- Building AI-powered daily routines for personal productivity.
- Co-management of the Hugo Educational Association to support the school's educational activities

#### KEYWORDS

Product Manager, Senior Product Manager, Principal Product Manager, Digital Product Manager, SaaS Product Manager, Platform Product Manager, B2B2C SaaS, Regulated Products, Highly Regulated Environments, Safety-Critical Systems, Compliance-Driven Products, Product Strategy, Product Vision, Product Roadmap, Product Discovery, Continuous Discovery, Design Thinking, Hypothesis-Driven Development, MVP, POC, Go-To-Market, GTM Strategy, Pricing Strategy, Portfolio Management, Product Lifecycle Management, SDLC, OKRs, P&L Ownership, Full P&L Responsibility, Stakeholder Management, Cross-Functional Leadership, Agile, Product Management, Scrum, LeSS, Agile Delivery, Distributed Teams, AI Product Management, AI-Driven Platforms, AI Integration, LLM Integration, Gemini 2.5, AI Agents, Workflow Automation, Speech-to-Text, Automated Assessment, Data-Driven Decision Making, Data Analytics, Data Auditability, Unstructured Data Processing, Hyper-Personalization, AI Marketplaces, Platform Unification, Ecosystem Consolidation, ADRP, Growth, Revenue Growth, SaaS Scaling, Product Scaling, User Retention, Customer Migration, Retention Funnel, Regulated SaaS, GDPR, GDPR Compliance, ISO 27001, ICAAS, Regulations, Aviation Software, Aviation Platforms, Flight School Management Systems, Distance Learning Platforms, E-Learning Platforms, LMS, Competency-Based Training, NONTECHS, Training Lifecycle Management, Aviation Training Software, Recruitment Platforms, Digital Recruitment, AI Recruitment Automation, Job Matching, Algorithms, Cross-Border Recruitment, Viber App Integration, Mobile Recruitment Solutions, MarTech, CRM Integration, API-First Platforms, SLA Management, HubSpot, Jira, Figma, Miro, Trello, UX Collaboration, Product Analytics, Change Management, PMA, Enterprise Transformation, SaaS Platforms, Mobile Applications, PWA, Enterprise Platforms, Loyalty Platforms, Voice Assistants, Google Assistant, Conversational AI, Bot, Voice Interfaces, Marketing Technology, Content Platforms, Data Residency, Regulatory Proof, Cloud Code, Reliability Engineering, Auditability, Mission-Critical Systems, Warsaw, Poland, English C1, German B1, Polish Native

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