

Mirko Grewing

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VP / Director, Customer Success & Delivery Transformation

Customer Success and Delivery executive with 20+ years in enterprise SaaS, professional services, and regulated financial-services environments. Led €20M+ portfolios, 120-person teams, and complex tier-1 banking and wealth-management transformations across EMEA. Specialist in programme recovery, delivery governance, executive stakeholder management, and scaling services organisations through structured operating models.

Recognised for restoring control in politically sensitive delivery environments, rebuilding confidence with CIO / COO-level stakeholders, and creating the governance, cadence, and delivery discipline needed to move strategic programmes from escalation back to predictable execution. Brings pragmatic AI and automation fluency as a differentiator, improving requirements quality, delivery consistency, and operational leverage without losing human accountability.

EXECUTIVE VALUE PROPOSITION

- **Customer Success and delivery leadership:** Leads multi-region delivery organisations, strategic accounts, and enterprise implementation portfolios for complex SaaS platforms in regulated environments.
- **Programme recovery:** Re-baselines scope, cost, timelines, governance, and executive communication for distressed programmes where client confidence and commercial viability are at risk.
- **Services scaling:** Builds repeatable operating models, delivery-lead networks, escalation frameworks, readiness standards, and executive reporting cadences across distributed teams.
- **AI-enabled delivery improvement:** Applies automation and agentic workflows pragmatically to improve requirements capture, backlog readiness, test planning, documentation, and delivery predictability.

CORE SKILLS

Customer Success Leadership · VP Delivery · VP Professional Services · Delivery Transformation · Programme Recovery · Strategic Account Governance · Executive Escalation Management · P&L / Portfolio Ownership · Professional Services Scaling · Delivery Governance · Risk Management · Operating Model Design · Requirements Discipline · Backlog Quality · Definition of Ready / Done · Cross-functional Leadership · SaaS & Cloud Platforms · Financial Services & Banking · Regulated Enterprise Delivery · Multilingual EMEA Leadership

PROFESSIONAL EXPERIENCE

Backbase — Delivery Director, Strategic Accounts, Europe

Jun 2023 - Present · Florence, Italy / Remote

- Own end-to-end delivery accountability for complex and sensitive enterprise programmes across 30+ tier-1 banking and wealth-management institutions, serving as escalation counterpart to client CIO / COO-level stakeholders.
- Recover distressed programmes by re-baselining scope, cost, and timeline; negotiate high six-figure commercial adjustments while protecting delivery viability and long-term client relationships.
- Introduce structured delivery governance, including Definitions of Ready and Done, standardised work-tracking frameworks, executive reporting cadences, and clearer decision rights in politically sensitive environments.
- Serve as cross-functional delivery leader across EMEA, India, and LATAM, coordinating professional services, engineering, product, and regional resources to meet contractual commitments in regulated financial services.

- Rebuild client and internal confidence by creating evidence-based delivery conversations, clarifying accountability, improving status transparency, and reducing ambiguity around scope, risk, and delivery readiness.
- Shape pragmatic adoption of AI and automation in delivery workflows, including requirements capture, backlog generation, test planning, acceptance-criteria validation, and delivery-planning support.

Backbase — Delivery Director, Customer Success, UK & Ireland → Europe

Jan 2020 - May 2023 · London, UK / Hybrid

- Scaled UK & Ireland delivery operations from £2M to £6M in regional revenue, representing 200% growth, while leading 60+ professionals.
- Stepped up as de facto Regional VP during rapid company expansion, directing strategic operations and a €20M+ portfolio across 30+ tier-1 financial institutions in EMEA, India, and LATAM.
- Supervised 120+ people across multiple geographies, managing delivery budgets exceeding £18M and contributing to scaling European operations to €20M+ annual revenues.
- Defined governance models, risk-management frameworks, escalation processes, and delivery cadences for strategic accounts, helping achieve 12-15% year-on-year growth through operational excellence.
- Built and mentored a network of delivery leads across the European hub, driving a culture of accountability, transparency, client focus, and structured execution.
- Improved consistency across delivery teams by standardising core operating practices, strengthening backlog discipline, clarifying readiness expectations, and creating reusable governance mechanisms.

Backbase — Delivery Manager to Delivery Lead, Customer Success, UK & Ireland

Nov 2015 - Dec 2019 · London, UK

- Built and scaled the UK & Ireland delivery team from startup stage to 60+ professionals.
- Established agile delivery processes, improved delivery discipline, and drove 12% year-on-year revenue growth through efficiency gains and stronger execution.
- Created foundations for repeatable implementation delivery, including improved team structure, clearer responsibilities, and stronger delivery governance.

Tigerspike — Senior Delivery Lead

Oct 2014 - Oct 2015 · London, UK

- Led complex web and mobile delivery for global clients, coordinating multidisciplinary teams across product, design, engineering, and client stakeholders.
- Established department-wide agile delivery practices, improving consistency and delivery control across client engagements.

Lumata — Business Analyst & Project Manager → Programme Manager

Jul 2012 - Oct 2014 · Milan, Italy → Madrid, Spain

- Progressed from delivering telco projects and building cross-functional teams in Milan to managing tier-1 mobile operator programmes across 4+ countries with €2M+ revenue in Madrid.
- Managed complex stakeholder environments across multiple geographies, bridging client expectations, technical constraints, and delivery execution.

Earlier Career

Random Research — Head of Operations · Rome, Italy · 2010 - 2012

Pit Stop Services — Head of Operations · Rome, Italy · 2005 - 2010

Portatili — Strategic Advisor · Rome, Italy · 2003 - 2005

SELECTED TRANSFORMATION THEMES

- **Programme recovery and executive confidence:** Translate distressed delivery situations into structured recovery plans based on scope control, evidence, readiness, risk, and clear decision points.
- **Services scaling and operating model design:** Scale delivery organisations through repeatable governance, clearer accountability, delivery-lead networks, executive reporting cadences, and standardised delivery artefacts.
- **AI-enabled delivery improvement:** Apply AI and automation to improve requirements quality, backlog readiness, delivery planning, test preparation, documentation, and knowledge reuse while maintaining human accountability.

EDUCATION

University of Rome “Tor Vergata” · MA in Archaeology · 110/110 cum laude · Rome, Italy

LANGUAGES

English · Native proficiency | Italian · Native | Spanish · Professional working proficiency