

Tom Dulz

Head of Delivery & Operations | Programme, Portfolio & PMO Leadership | Ecommerce & AI Delivery

Wrocław, Poland

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PROFILE

Delivery and operations leader with around 11 years in B2B/IT and professional-services delivery, including roughly 6 years in senior leadership, currently Head of Delivery & Operations at ROIROI. Runs programmes, portfolios and delivery organisations for tech and ecommerce businesses: owns the delivery portfolio P&L, leads the PMO (methodology, governance and tooling) and mentors a team of Project Managers. Brings a finance-grade foundation (CIMA, former Product Controller at Credit Suisse) to P&L ownership, forecasting and risk management. Delivers end to end across ecommerce, cloud, AI, key systems migrations and full IT transformation, and runs AI audits and AI process implementation, including agentic work: where it removes real effort, what it costs to run, and the operating rules that keep it in place. Lecturer in Operational Management at the European School of Economics in Milan, author of "Take Your Time Back", and host of a podcast on what AI changes inside working teams. Certified PRINCE2, SAFe, Scrum, ITIL, Lean Six Sigma Master Black Belt, AWS, Azure and Anthropic Claude. Open to fully remote, contractor / B2B engagements: end-to-end delivery, AI inside the business, or operational consulting.

CORE SKILLS

Programme & Portfolio Delivery · PMO Leadership & Governance · Delivery P&L, Margin & Burn-Rate Management · Billable Utilisation & Resourcing · Ecommerce Delivery (Shopify, Centra, Headless) · Cloud, Systems Migration & IT Transformation · AI Audits & Agentic Process Implementation · Operational Management & Process Auditing · Client & Stakeholder Management · Team Leadership & Mentoring · Risk & Compliance (ISO 9001/27001) · Continuous Improvement & Lean Six Sigma

SELECTED ACHIEVEMENTS

- Own the delivery portfolio P&L at ROIROI, reporting profitability, margin, burn-rate and billable utilisation to executive leadership.
- Standardised delivery methodology, governance and tooling across the entire ROIROI delivery portfolio.
- Managed the ORM Europe delivery portfolio P&L at Paragon DCX (~£5M/month, ~£60M/year) for profitable growth aligned to company investment decisions.
- Built a CI Coordinator structure and Operational Reporting Framework across Xylem Europe Shared Services (100+ people, 11 workstreams, multiple countries).
- Drove continuous improvement across a 210-person XL Catlin office, with a recognised step change in the centre's productivity.

PROFESSIONAL EXPERIENCE

Head of Delivery & Operations | ROIROI

Jul 2024 – Present | Wrocław / Remote

- Own the delivery portfolio P&L: report profitability, margin, burn-rate and billable utilisation to executive leadership and run monthly reviews against KPIs and Health Indicators.
- Lead the PMO: delivery methodology, governance, tooling and OKR cadence standardised across the portfolio.
- Manage and mentor a team of Project Managers: recruitment, onboarding, performance management and career progression.
- Act as final escalation point alongside sales, client services and technical teams on solutioning, cross-sell and resourcing.
- Set differentiated utilisation targets by role, tying resource allocation to priority and merit.
- Manage key delivery and technology partners, and bring AI and automation into delivery operations and reporting.

Senior Project Manager | ROIROI

Jan 2024 – Jun 2024 | Wrocław / Remote

- Delivered multiple complex headless Centra and Shopify eCommerce projects end to end for top Swedish fashion and beauty brands.
- Led cross-functional teams (developers, designers, testers); managed resourcing and JIRA-based delivery; acted as primary client contact and eCommerce consultant.

Head of Delivery & Operations | Paragon DCX (ORM Europe)

Nov 2019 – Jan 2024 | Wrocław, Poland · portfolio ~£5M/month (~£60M/year)

- Managed the P&L for the ORM Europe delivery portfolio for profitable growth aligned to company investment decisions and forecasts.
- Led the delivery function across a portfolio of technology projects; redesigned operations and ways of working for a lean, effective operating model.
- Owned delivery, regulatory and compliance risk, including ISO 9001 and ISO 27001.
- Supported new-business sales; mentored delivery and quality teams toward a product mindset.

Digital Projects Delivery Manager | Paragon DCX

Mar 2018 – Nov 2019 | Wrocław, Poland

- Defined, structured and managed a portfolio of digital projects; controlled budgets, scope and quality to protect profitability.
- Grew new business with account teams; forecast resourcing; single point of contact for escalations across an AWS/Azure, .NET/Node.js, Angular/React stack.

Continuous Improvement Manager | Xylem Inc.

Apr 2017 – Mar 2018 | Wrocław, Poland

- Led continuous-improvement projects across Europe Shared Services (100+ people, 11 workstreams); built a CI Coordinator structure and Operational Reporting Framework.
- Supervised RPA and process-optimisation work feeding into the reporting framework.

Service Delivery Manager | XL Catlin (AXA XL)

Jun 2014 – Mar 2017 | Wrocław, Poland

- Ran service delivery across around 35 staff covering Global AP, Claims, Expense and Legal Entity Reporting: SLA reporting, escalations and SAP process improvements.
- Supervised continuous improvement across a 210-person office.

Early Career, Finance & Shared Services (2008–2014)

Credit Suisse (Product Controller) · XL Catlin (Senior Finance Team Member) · UPS Supply Chain Solutions (Junior Accountant) · Bank Millennium (Wealth Management Advisor) · Efect Doradztwo Finansowe (Financial Advisor). Progressive roles in financial reporting, reconciliations and client advisory before moving into service delivery and operations leadership.

TEACHING, WRITING & PODCAST

- Lecturer, Operational Management | European School of Economics, Milan (taught in English): how work moves through an organisation, where it stalls, and what to measure.
- Author, "Take Your Time Back: 3 simple steps to find the time to do what you truly love" (Amazon).
- Host, AI podcast on YouTube: practical episodes on prompting, AI delegation and what AI changes inside a working team.

CERTIFICATIONS

AI: Anthropic Claude AI 101 · Anthropic Introduction to Model Context Protocol (MCP)

Cloud & Data: Microsoft Certified: Azure Fundamentals (AZ-900), Azure AI Fundamentals (AI-900), Azure Data Fundamentals (DP-900), Security, Compliance and Identity Fundamentals (SC-900) · AWS Certified Cloud Practitioner

Delivery & Agile: Certified SAFe® Practitioner · PRINCE2 Foundation · Agile Project Management (APMG) · ITIL Foundation · Scrum Master Practitioner

Process, Quality & Commerce: Lean Six Sigma Master Black Belt (LCS, Cardiff University) · ISTQB CTFL · CIMA Certificate in Global Business Services · eCommerce Shopify Certification (Shopify Academy)

EDUCATION

SGH Warsaw School of Economics, Postgraduate Diploma, Blockchain: Business, Law & Technology (2022–2023)

Wrocław University of Economics and Business, MA Finance & Accounting (2010–2012); BA International Economic Relations (2007–2010)

CIMA, Diploma in Management Accounting (2015)

LANGUAGES

English (C2, Proficient) · Polish (Native) · German (A1, Berlitz)