

Alex Berdiugin

Fractional COO & Scaling Advisor

Complete Operator for Series A/B: Technical Depth + Financial Discipline + Scaling Expertise

Key Results

- 48% revenue growth in 2 years; \$4.2M to \$6.2M
- 5x engineering team scaling in 10 months (50 to 250)
- P&L ownership for \$6M+ consultancy; 85% client retention
- 8 portfolio companies to unicorn; \$2.5B+ collective raises
- 27–55 concurrent clients across SaaS, DevTools, Fintech

alex@berdiug.in | Lisbon, Portugal · Remote + international travel
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Professional Summary

Fractional executive with 5+ years leading operations at Evil Martians (product development consultancy serving high-growth tech companies), where I served as Managing Director. With a technical foundation in software development and DevOps, I help Series A/B companies unlock operational efficiency and accelerate growth globally.

Proven track record scaling companies through economic uncertainty: grew \$6M operations 48% in 2 years while optimizing pricing 36% and maintaining 85% client retention. Scaled Series A engineering teams 5x in under a year; managed portfolios of 27–55 concurrent clients across SaaS, DevTools, and Fintech.

My technical background enables architecture-aware decision-making; my financial discipline extends runway; proven ability to build scalable organizations serving everything from creator marketplaces (\$1.2B GMV) to enterprise infrastructure. I think like a founder—e.g. runway-first planning, build vs. buy tradeoffs—biased toward capital efficiency, product velocity, and sustainable scaling.

Key Achievements

Evil Martians: Managing Director, Operations & Growth (2021–2026)

Engineering Manager (2021–2022) ' Senior Engineering Manager (01/2023–06/2023) ' Managing Director (06/2023–Present)

Company Financial Performance

- Grew annual revenue 48% (\$4.2M ' \$6.2M) over 2 years while managing 30–40 engineers across 27–55 concurrent clients
- Led pricing and contract optimization: increased average billable rate 36% (\$110/hr ' \$150/hr) while maintaining 85% client retention
- Managed P&L for \$6M+ consultancy operation serving SaaS, DevTools, and Fintech sectors

Strategic Initiatives & Operations

- Oversaw portfolio supporting 8 companies from seed to unicorn status with \$2.5B+ collectively raised
- Managed direct account relationships across diverse sectors: Creator platforms, enterprise infrastructure, developer tools, blockchain, cybersecurity
- Scaled Series A client engineering team 5x (50'250 people) in 10 months

Core Competencies

1. Financial Operations & Unit Economics

- Capital efficiency optimization and runway extension
- Burn rate management and margin improvement
- Pricing strategy, rate indexing, and contract optimization
- P&L ownership and financial forecasting

2. Team Scaling & Organizational Design

- 0'250people scaling trajectories (Series A growth)
- Org structure design for stage transitions (10'50'100+ people)
- Hiring strategy, retention, and manager development
- Compensation frameworks and resource allocation

3. Technical Team Leadership

- Software development and DevOps background
- Infrastructure optimization and performance engineering

- Technical architecture decisions with business impact
- Engineering velocity and reliability improvements

4. Go-to-Market Strategy & Execution

- GTM strategy development and repeatable playbooks
- Sales process optimization and pipeline management
- Customer success operations and retention strategy
- Performance metrics and revenue operations

5. Fundraising & VC Ecosystem

- Board meeting and investor update preparation
- Data room and financial model development
- Network cultivated through Evil Martians portfolio work (Conviction, Blossom Capital, SignalFire, Heavybit, Uncork Capital)
- Portfolio relationships supporting \$2.5B+ in collective raises

Work Experience

Case Studies

[Recognize](#): Technical Systems at Scale

Employee Recognition & Engagement Platform | Series A

Challenge: Customer base growing to support 80,000-person organizations; legacy event architecture bottlenecking platform performance.

My Role: Managed account; defined technical strategy; coordinated with engineering team. Key decision: Prioritized event architecture overhaul over short-term patches; owned technical roadmap with engineering.

Results: Architected vSync Pub/Sub system processing 250k–500k jobs per day at scale. Refactored 10 years of callback-based technical debt into parallel event infrastructure. Enabled platform to serve \$3M+ ARR across 200+ enterprise customers supporting organizations with 80,000+ employees.

Business Impact: Reliable infrastructure supporting enterprise growth without constant scaling firefighting.

ClickFunnels: Operational Reliability

Sales Funnel Platform | Series B

Challenge: Growing test suite (9,000+ unit tests, 1,000+ feature tests) creating CI/CD bottlenecks and flaky test failures (~80% reliability).

My Role: Drove go/no-go on full CI reliability target (80%'100%) and E2E migration; aligned engineering on timeline and ownership.

Results: Eliminated flaky tests achieving 80% ' 100% reliability in CI pipeline. Migrated E2E test suite from JavaScript to Ruby for team consistency. Stabilized AnyCable real-time infrastructure.

Client feedback: "Team was highly responsive to our needs throughout the projects, and they met every goal we set."

Teleport: Infrastructure & Developer Experience

Privileged Access Management | Series B

Challenge: Customers needed to extend the platform; documentation and extensibility were barriers to adoption.

My Role: Account lead; drove integration roadmap and docs-as-GTM strategy; coordinated 5 integrations and Next.js docs redesign with engineering.

Results: Built 5 critical integrations (Slack, Jira, Mattermost, GitLab, PagerDuty). Redesigned docs with Next.js and Vercel positioning documentation as GTM lever. Drove hundreds of thousands of monthly views to Teleport resources.

Business Impact: Self-serve extensibility; documentation as GTM lever; reduced support burden.

Portfolio

Managed direct accounts across diverse startup ecosystems, all serving Series A/B scale companies.

- Creator Economy: Whop — \$1.2B GMV, \$150M+ annual payments; cut test suite 50% (25'12 min)
- Developer Infrastructure: Teleport, NATS, HTTPie — Enterprise-grade extensibility; documentation-as-GTM; top GitHub devtools
- Enterprise Apps: ClickFunnels, Recognize — 100% CI reliability; 250k–500k jobs/day scale
- Infrastructure & Payments: Sera — 25% infrastructure savings; real-time infrastructure optimization
- Blockchain & Web3: Blockscout — dApps marketplace; developer tooling ecosystems
- Technical Partnerships: StackBlitz DevTools — Pre-seed ' Series A; scaling to 3M+ users

Highlights

NATS (Messaging Infrastructure)

Outcome: 3x SDK performance for high-load messaging scenarios. Technical deep dive available.

HTTPie (API Testing Client)

Outcome: CLI ' web/desktop; enterprise adoption. UI/UX case study available.

Previous Experience

European FinTech (2018–2021)

Product Manager, Project Manager, Team Lead · FinTech SaaS for institutional clients

- Investment Management Platform: Built enterprise product for top-tier European financial institution; assembled and led 4-person team in 6 months; migrated Redmine to Jira; established 2-week sprints
- Customer Discovery & B2G GTM: Conducted customer development; launched 4 pilots; navigated 3–14 month B2G sales cycles

European Telecommunications (Pre-2018)

Technical Lead, Project Manager · Top-tier European telecom

- Led agile transformations at Tele2 and major Eastern European mobile operator
- Software development and DevOps experience building foundation for operational thinking

Positioning & Engagement Model

Based in Lisbon, Portugal

Available for remote engagement and international travel. Comfortable with US and European time zones; travel for key milestones and board meetings.

Expertise Area: Series A/B startups (\$1M–\$100M ARR) scaling operationally; SaaS, Developer Tools, and Fintech sectors.

Engagement Focus:

- Fractional COO role
- Strategic advisory to founders and boards
- Operational partnerships during critical growth phases (PMF ' scale, Series A ' B transitions)

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LinkedIn: <https://www.linkedin.com/in/berdee/>

X: <https://x.com/SashaBerdee> | Telegram: <https://t.me/berdee> | Email: alex@berdiug.in

Open to: Fractional COO and board-level advisory with Series A/B and VC-backed companies.