

RAY SVITLA

Fractional CMO / Growth, Narrative & Operating Systems

Lisbon, Portugal

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PROFILE

Belarusian founder and strategist working across growth, brand, community and human-governed AI workflows. I help complex products and small teams turn scattered activity into a clearer story, usable marketing and a working operating rhythm.

SELECTED WORK

Stay / MW Expat

Aug 2025 – present

FRACTIONAL CMO · INSURANCE / EXPAT SERVICES

Rolled out the new Stay brand and built a Slack-native, human-governed operating layer for marketing and CRM.

- Connected campaign work, HubSpot, content, search, lifecycle communication and reporting into approval-gated workflows.
- **660 webinar registrations** across four events; organic clicks grew **532 → 2,141** between the first and final 60-day GSC windows.

AI Mindset

Jun 2025 – Feb 2026

FRACTIONAL CMO · AI EDUCATION

Built the visual, communications and community system around premium AI-learning labs.

- Developed programme identity, launch and webinar formats, YouTube packaging, email and Telegram lifecycle, member community and recurring formats.
- Paid cohort enrolment moved **85 → 100 → 150**; personally led **23 live programme and community events**.

404 Embassy

2024 – present

CONVENING, EDITORIAL & WRITING

Conceived and led public formats on diaspora infrastructure, digital sovereignty and emerging institutions.

- Owned thesis, programming, partnerships, production, moderation, visual language and distribution across London, Lisbon, Berlin, Cyprus, Dubai and Singapore.
- Built rooms with Vitalik Buterin, Lou Kerner, Patri Friedman, Kimberly Adams and Mark Lutter; **700+ programme attendees**.

EARLIER WORK

WAKA

2020 – 2022

FOUNDER · TELEGRAM-NATIVE SOCIAL PRODUCT

Built creator-led distribution for a social and dating product. Creators made rooms and quizzes for their own audiences, then shared resulting profit 50/50.

- **100k registrations · 200 rooms created / ~50 active · \$220k angel funding + \$80k growth grants** from EBRD and NEAR Protocol.
- Ran product, audience mechanics, growth, partnerships and fundraising through the build in Kyiv until the full-scale invasion stopped the next phase.

BDC Consulting

2016 – 2020

STRATEGIST · RESEARCH-LED B2B COMMUNICATIONS

One of the first three people in the company. Worked across agency promotion, senior-client discovery, strategy and internal delivery teams.

- Turned original research into commercial trust: **7 studies** generated **80+ earned-media publications**.
- Selected client work: Blockchain.com, Bybit and BixBit. Supported client crowdfund investment campaigns that collectively raised **\$25m**.

Belarus civic work

2020

INDEPENDENT CAMPAIGN & DESIGN WORK

Crowdfunded and designed a new national coat of arms during the 2020 protests; contributed marketing work around Valery Tsepkalo's presidential campaign.

WRITING

2025 · Foreign Policy Centre, *From paperwork to digital protocols: how exile rewrites citizenship*

2027 · forthcoming book chapter on Ivan Illich and AI

WHAT I DO

Brand and GTM systems · lifecycle and CRM · research to distribution · community formats · founder-led narrative · marketing operations · human-governed AI workflows

EDUCATION & FELLOWSHIPS

2025 · John Smith Trust Fellow

2019 · Executive MBA, Kozminski University

2015 · Creative Strategy Diploma, IKRA School

MORE PROOF

Detailed cases, evidence boundaries and selected public work: **svit.la**