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Strategic ops · Function-builder · 0→1

15 years standing up new functions and business units inside growing companies.

SUMMARY

Deep experience standing up functions (0-to-1) and scaling organizations (1-to-100). Collaborative, cross-functional leader known for building high-performing teams of super-generalists.

EXPERIENCE

Founder & Principal

2022 – Present

Garden Labs · gardenlabs.xyz

Boutique strategy, operations & BD advisory for emerging-tech companies (AI, blockchain, stablecoins, zero knowledge). Engagements range from standing up new business units and go-to-market motions, to embedded operating support for execs and cross-functional teams, to board, advisory, and leadership-coaching work. Selected projects:

Financial infrastructure company (120 FTE · 10.3M users)

- Function-building: supported 0→1 and 1→10 for a new Enterprise unit — stood up market development, growth operations, and forward-deployed engineering.
- Facilitated end-to-end enterprise sales & solutioning process across BD, Eng, Product, and Enterprise for a new partner segment.

Fortune 500 fintech — Global Payment Network

- E2E strategy and operations for ecosystem efforts surrounding stablecoin — planning and day-to-day management of builder-focused partnerships, campaigns, and programs.
- Special projects on-demand for the BU; each started with a problem statement and concluded with a validated, fully operational solution.

Data infrastructure / ZK platform (40 FTE · \$140M raised)

- Direct advisory to CEO, COO, and CPO on market research, customer development, and partner development.
- Embedded with the cross-functional team to manage the OKR process; advisory support to hire a CFO and clean up finance.

Payments startup (8 FTE · \$5M raised)

- Hands-on support to secure a bank partnership and rebuild financial models.

Private equity firm (mid-market)

- Developed custom Generative AI training and delivered it to a room of 40 portfolio-co CEOs and management teams.

Publicly traded food delivery marketplace (\$10B market cap)

- Developed and facilitated the annual offsite for the Research Lab leadership team; follow-on 1:1 coaching for key team members.

Mobile point-of-sale startup (12 FTE · Series A)

- Direct advisory to CEO and management team on strategic ops, including support to hire and onboard a COO. Advisory Board member.

VP, Business Operations & Strategy

2021 – 2022

Dapper Labs

First strategy/ops exec hire; stood up four corporate functions during hyper-growth (150 → 600 FTE).

- Stood up four corporate functions from scratch — Business Operations, Corporate Strategy, Program Management, and Corporate Development.

- Closed 3 acquisitions in the first 90 days in role and stood up a new business unit; partnered with Finance and Legal M&A leads to design a more efficient end-to-end M&A process.
- Led development and rollout of a new quarterly goal-setting process; established key metrics and operating rhythms across business lines.
- Partnered with company leadership to reshape company structure — better aligning business units and functions with corporate strategy during rapid scaling.
- Drove executive team cadences ensuring alignment and information flow between Product, Engineering, and functions; assisted with key exec hires (CFO, CHRO).
- After the 2022 crypto market implosion, supported the restructuring of Dapper Labs and shifted into an advisory role.

Director, Business Operations — Blockchain, Crypto & Digital Currency

2020 – 2021

PayPal

Employee #1 in PayPal's Crypto BU; led operationalization end-to-end from Day 1 to scaled org.

- Alongside the CEO, owned full operational standup and scale-up — budget, P&L, hiring, M&A integration, regulatory program, partnerships, and operating practices.
- Managed the crypto merchant services vertical and built the commercial and underwriting playbook alongside Legal and Compliance.
- Oversaw hiring as the unit scaled from 1 to 10 to 100+ FTE; defined culture and org values and embedded them in day-to-day operations.
- Drove development of insights into emerging focus areas — including NFTs and creator-economy use cases — to fuel the next horizon of growth.

Global Business Development — Emerging Business Lead

2019 – 2020

PayPal

Incubation-stage GM supporting definition, validation, and operational setup of new business units.

- One of two GMs standing up PayPal's new business unit in China; directly accountable for extending the global payouts business into China; ran China leadership operating rhythms through transition to the China CEO.
- Established the crypto payment-services vertical — owned sales pipeline and ran all cross-functional rhythms across Compliance, Bank Partnerships, Pricing, and Sales — making PayPal a payment partner-of-choice for crypto wallets and exchanges.
- Led in-market user research in LATAM and Africa to inform future cryptocurrency use cases.

Strategy & Business Operations Roles (selected)

2011 – 2018

PayPal

Multiple roles across People, Next-Gen Commerce, the eBay separation, and PayPal's Technology Leadership Program.

- **De-facto COO, People function (2015 – 2018).** Partnered with PayPal's first CHRO to rebuild the HR function; acted as strategy lead for a complex pivot of a 300-person organization across a 20,000+ person company. Built and coached a team of super-generalists to do the work.
- **Strategy Lead, Next-Gen Commerce (2016).** Hand-picked to lead strategy for a product incubation team focused on the future of commerce; defined and validated social and contextual commerce use cases across global product and business teams.
- **PayPal / eBay separation core team.** Program-managed a critical product and technology workstream tied to Day-1 legal requirements; ran all cross-functional, cross-org, and internal/external rhythms through Nasdaq listing on July 20, 2015.
- **Technology Leadership Program (2013 – 2014).** Designed four builder rotations: founded PayPal's Open Source Program Office under the CTO; moved to the UK as Chief of Staff to the StubHub International GM through the Music launch across Europe; ran 0→1 product discovery for a new data insights platform.
- **Innovation team (2011 – 2013).** Pushed the bounds of payments — supported scan-to-pay QR codes and mobile RFID payments. Discovered Bitcoin.

EARLIER EXPERIENCE

D2C & E-Commerce — Family business

2010 – 2011

Residential window manufacturing

- Built and ran the D2C / e-commerce channel for the family business; discovered online payments and decided that's where I wanted to focus.

First BD hire

2010 – 2011

Augmented-reality-for-e-commerce startup

- Discovered emerging tech during my MBA, cold-reached the founder, secured a BD role, and moved to LA to throw myself into it.

Music festival producer · booking agent · artist manager

2005 – 2010

Live events — Los Angeles

- Scaled multi-stage festival audiences from ~4,000 to 28,000+; promoted ~300 hip-hop shows across LA.
- Funded MBA through concert production. Went from concert booking and production novice to multi-stage festival production in roughly a year.

ADVISORY, ANGEL INVESTING & TEAMS THRIVE

Teams Thrive — Co-Founder & Managing Partner

- Venture-backed startup coaching practice focused on team-building and leadership development. Clients include Transposit (Sutter Hill, Series B) and Permutive (EQT Ventures, Series B).

Angel Investing

- Angel investor in 30+ seed / pre-seed technology startups; ongoing advisor on team-building, strategy, and operations.

Advisory & Board Roles

- Advisory Board Member, Goodfynd (2023 – Present).
- Advisor, Mina Foundation (2022 – 2025).

Writing

- First Round Review: [The Silent Killer of Your Operating Practice: Fear](#).
- First Round Review: [Should You "Rent" an Exec for Your Startup? A Fractional COO Weighs In](#).
- [Amanda Thinks](#) — newsletter on the practical reality of strategy and ops at startups (2,000+ subscribers).

EDUCATION

- MBA, Entrepreneurship & Marketing — University of California, Riverside & Los Angeles.
- B.S., Business Administration — University of California, Riverside.