

SHAILENDRA KUMAR

Fractional Product Leader | Product Strategy, Teams, Monetisation & Scale

London, UK · Fractional / Interim / Advisory · Series A-D & SMEs · 2-3 days a week · 22+ years
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SUMMARY

Product executive and founder with 22+ years turning product strategy into commercially successful products and scalable product organisations. Experience across **Meta (WhatsApp)**, **J.P. Morgan**, **PayPal** and **UBS**, plus founding and scaling startups. Delivered **\$8M+ ARR SaaS**, contributed to **\$3.5B+ annual revenue**, launched 0→1 products and built product organisations from **0→40+**.

I work fractionally, 2-3 days a week, with Series A-D startups and SMEs that need product leadership: clarifying strategy, accelerating PMF, improving monetisation, and building the product team and OKR operating cadence needed to scale.

FRACTIONAL FOCUS

- **Product strategy & prioritisation:** translate founder vision into focused, outcome-driven roadmaps
- **0→1 & PMF:** move from proposition and prototype to validated, commercial product
- **Monetisation:** pricing, packaging and commercialisation for B2B, fintech and platform products
- **Product organisation:** team design, hiring, coaching and operating cadence
- **Metrics & execution:** discovery, OKRs and metrics that make progress and trade-offs visible

CURRENT ENGAGEMENTS

Fractional Chief Product Officer — InvoTools | 2026-present

- Own product vision, strategy and roadmap, plus pricing, target-market selection, positioning and brand building, for a post-purchase agentic commerce product (Autonomous Post-Purchase Protocols).

Founder & CEO — Level9AI | 2026-present | level9ai.com

- AI Product and Solutioning startup delivering agentic automation for smart buildings, lead-to-revenue systems and AI Product Practice for UK and EU SMEs.

LEADERSHIP HIGHLIGHTS

Product Lead — Meta / WhatsApp | 2022-2026

- Led privacy-first measurement and monetisation work across 7 teams, contributing to Click-to-WhatsApp growth to **\$3.5B+ annual revenue**.
- Led 4 integrity squads and launched business products including Lists, Labels and Orders for **200M+ businesses**.
- Led video strategy across Facebook, Messenger and Instagram; **12M WAU / 25% weekly retention**.

Executive Director of Product — J.P. Morgan | 2020-2022

- Turned DataQuery from a free client tool into an **\$8M+ ARR SaaS** business in ~18 months; 1,600 institutional clients, 0→12 enterprise clients and 92% year-one renewal.
- Led **50+ engineers and 4 PMs** across API, AI-driven search/recommendations and data products.

VP Product Management — UK FinTech | 2019-2020

- Launched SaaS MVP in **5 months**, reaching 50K users and supporting the Series A raise.
- Scaled product from **0→40+**, hiring and coaching 6 PMs and installing an OKR-driven operating model.

Lead Product Manager — PayPal | 2018-2019

- Led 4 PM squads across SMB signup, KYC onboarding and activation; improved retention **50%→65%** and delivered 20% YoY regional growth.
- Launched Business Debit Mastercard in UK/EU; active spend increased **15%**.

Director of Product Development — UBS | 2014-2018

- Defined five-year strategy, secured **\$20M+ investment** and scaled organisation **12→60+ globally**, including 7 PMs.
- Moved UBS from **#7→#1** in IB Equity Research through Research Tech and CRM product strategy.

Co-founder & MD — PeerMe | 2004-2006

- Founded a video-calling startup: raised **\$5M+**, built a 50+ person team, reached **200K+ users** and signed 3 partnerships generating \$2.5M services revenue.

CORE STRENGTHS

Product strategy & prioritisation · 0→1 & PMF · Pricing, packaging & monetisation · Product organisation design & hiring · OKRs, metrics & execution · Executive and board communication · Regulated and privacy-first products · AI-enabled products

EDUCATION

MBA, Distinction — London Business School · M.Tech — IIIT Bangalore (GE Scholarship) · B.E. — Anna University (Gold Medal, 1st Rank) · Six Sigma Green Belt