

MEHDI SOLIMAN

VP / Product Leader · Human-first · AI Product Strategy · Angel investor

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SUMMARY

Product leader with 12+ years in B2B SaaS. Helped scale PayFit from under \$10M ARR to a **\$2.1B unicorn** and profitability (employee ~#100), leading product teams of **10+ direct reports**. I build products that **feel human**, and I'm focused on **AI product strategy**: what changes when agents join people as users. I've also run three businesses of my own (two restaurants, one fruit-and-veg shop), which keeps me honest about what customers actually pay for.

EXPERIENCE

PayFit · Paris

Product Director · Sept 2018 → Jan 2026

People & leadership

- Led product teams of **10+ direct reports** across multiple squads, **coaching first and managing second**.
- Grew the people: promoted **3 PMs junior → senior**, a **Senior PM → Group PM**, and a **senior designer → Design Director**. Also coached product people beyond my own team.
- Ran most of the product recruiting as PayFit scaled from **~100 people**, hiring PMs and designers to build the org.

0 → Scale

- Built PayFit's third plan (HR+) from scratch; scaled **0 → €15M+ ARR and 3,000+ customers** (initial ~€2M ARR in 1.5 years).
- Acting PM owning end-to-end: discovery/prioritisation, PMF, pricing/packaging, GTM. Tight loop with marketing, sales, and support.
- Shipped 3 products (1:1s, Performance Reviews, Goals/OKRs) across FR/UK/ES.
- Designed self-serve setup and clear states to make the right action the easy one. Reduced time-to-value and support load.
- Instrumented usage (events, funnels, cohorts) to guide roadmap; improved activation quality and feature stickiness.
- Ran lean experiments with 10 power users on feature development, onboarding, pricing and value messaging; iterated fast with a bias for action.
- Balanced speed and reliability: incremental releases, guardrails, and live feedback to protect user trust.

Product-Led Growth

- Self-serve acquisition model: since May 22, prospects can sign end-to-end without sales. Treated the website as a product and aligned content, pricing, and flows to conversion.
- Freemium access: since Jul 25 prospects can use PayFit without contract and mandat. Early result: **+5 pts CVR** vs classic funnel, PLG now **~30% of new acquisitions, +10% MQL**.
- Ongoing: fraud and "zombie account" controls; feature unlocks to cut time-to-value; activation instrumentation (events, funnels, cohorts).

Expand

- Billing model redesign: from per-payslip to contract-based to support HCR and multi-contract accounts (pricing/package alignment, data model, migration, reconciliation, reporting).
- Salary payments via bank connections: scaled a flagship feature enabling salary payments without SEPA. Impact: **>€1B processed** since Dec 2020; **~€50M/month**. Focus on reliability, coverage, and clear status/alerts.
- Integrations & API: **+60 integrations; 16k activated; 82% adoption**. Shipped a public API and partner onboarding standards.

Synthesio (acquired by Ipsos) · Paris · Jul 2013 → Sep 2018

Product Manager · Jul 2014 → Sep 2018

- Complete dashboards redesign → **client churn -20%**.
- Owned lifecycle across +3 modules: definition, user interviews, specs, training, iteration.
- Rebuilt products to remove technical debt; sunset one end-of-life module.
- Quarterly roadmaps to enterprise accounts; tight feedback loops with customers.

Apprentice Software Developer · Mar 2013 → Jul 2014

Spotylynx · Paris · Apr 2012 → Feb 2013

Apprentice Software Developer

SKILLS

- **Product Strategy** · vision, product trajectory, roadmap, positioning
- **Leadership & coaching** · building and managing product teams, hiring, mentoring, growing PMs and designers
- **AI Product Strategy** · AI-native / AI-first thinking, building for people and agents
- **Product craft** · discovery, prioritization, delivery, design, prototyping
- **Communication** · clear trade-offs, crisp product updates, keynote-level presentations
- **Data & impact** · event tracking, funnels/cohorts, KPI/ROI dashboards, north star

EDUCATION

- Master MAGE · Université Paris 1 Panthéon-Sorbonne · 2012-2015
- DUT Informatique · Université Paris Descartes (Paris V) · 2010-2012
- Languages: French (native), English (fluent)