

Shailendra Kumar

FRACTIONAL CPTO / CTO | PRODUCT + TECHNOLOGY LEADERSHIP

London, UK · 22+ years · 2–3 days per week · skumar@level9pm.com · [linkedin.com/in/skumarmba](https://www.linkedin.com/in/skumarmba)

Profile

Engineer turned product executive at Meta (WhatsApp), J.P. Morgan, PayPal and UBS. 22+ years across architecture, data platforms, SaaS, AI and engineering leadership. I work fractionally with founders and boards to connect product strategy, technology decisions and measurable delivery.

Fractional CPTO focus

- Technology strategy, architecture roadmaps, build-vs-buy and legacy modernisation.
- Data platforms, APIs, AI/ML delivery, privacy, security and governance.
- Engineering organisation design, hiring, vendor oversight and delivery cadence.

Current engagements

Fractional CPO — InvoTools | 2026–present

- Product strategy, roadmap and commercialisation for a post-purchase agentic commerce product (APPP).

Founder — Level9AI | 2026–present

- AI consultancy delivering agentic automation, lead-to-revenue systems and prototype-to-production AI for UK and EU SMEs.

Selected leadership

Product Lead — WhatsApp (Meta) | 2023–2026

- Led Click-to-WhatsApp Ads signals and monetisation work, with privacy-first governance across seven teams; contributed to 6× growth to \$3.5B+ annual revenue.
- Led four integrity squads against scraping, scripted attacks and scams; launched Lists, Labels and Orders for 200M+ businesses, increasing engagement 4×.
- Automated an approximately 11K-labels/day manual process, saving \$3.3M annual OPEX; integrity changes raised attacker cost approximately 100×.

Senior Product Manager — Meta | 2022–2023

- Led video strategy across Facebook, Messenger and Instagram (12M weekly active users, 25% weekly retention); launched Facebook Classes and closed it based on retention data.

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

- Turned the free DataQuery tool for 1,600 institutional clients into an \$8M+ ARR SaaS business in about 18 months; won 12 enterprise clients.
- Led 50+ engineers and four PMs across APIs, AI-driven search and data; delivered metering, SSO, role-based access and audit capabilities.

VP Product Management — UK fintech startup | 2019–2020

- Launched SaaS MVP in five months (50K users), supported Series A, and grew the product team from 0 to 40+, hiring and coaching six PMs.

Lead Product Manager — PayPal (APAC) | 2018–2019

- Led four PM squads on SMB signup, KYC and activation: retention rose from 50% to 65% with 20% year-on-year regional growth. Launched the Business Debit Mastercard in the UK and EU; active spend rose 15%.

Director of Product Development — UBS | 2014–2018

- Built the Evidence Lab data platform and defined architecture and build-vs-buy direction; scaled the organisation from 12 to 60+ globally, including seven PMs, supporting a #7 to #1 IB Equity Research ranking.
- Previously at UBS (2011–2014), built cross-asset client revenue data infrastructure and modernised legacy systems.

Earlier engineering & entrepreneurship

- Sapient (2008–2010): led a 25-person onshore/offshore team; saved £6M consolidating five legacy commodity-trading platforms.
- Katera (2006–2008): shipped analytics and BI products supporting \$2M in new deals; introduced Scrum, improving quality 20% and productivity 15%.
- PeerMe (2004–2006): co-founded a video-calling startup, raised \$5M+, built a 50+ person team and reached 200K+ users.
- GE (2001–2004): software engineering; earlier technical and delivery work for banks.

Education

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