

Benjamin Payet

CHIEF PRODUCT OFFICER

Enterprise B2B SaaS · AI-powered products that turn unstructured data into business answers

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8-figure ARR owned	4B / month unstructured data points	Days → hours analyst turnaround	€1M+ enterprise deals closed
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PROFILE

Nine years in enterprise B2B SaaS, five as CPO of an **8-figure ARR platform** that turns 4 billion unstructured data points a month into business answers. Took the portfolio from keyword-based tooling to AI-native, rebuilt the experience end to end after tracing lost enterprise deals to usability, and drove double-digit growth while cutting the data-cost base. Has shipped both classical ML and generative AI to production, and is fluent with data science teams. Now **co-leading the Ipsos AI Factory** alongside the Synthesio portfolio.

SKILLS

Product	Strategy and vision · Roadmap prioritisation · Zero to one · Go-to-market · Pricing
AI & data	Unstructured data · NLP · Computer vision · Generative AI and agents · RAG
Design & UX	UX strategy · Design and research leadership · Usability for non-technical users
Leadership	Board and exec reporting · Org design · Hiring product and design · Hands-on delivery

EXPERIENCE

Ipsos Synthesio

Jul 2019 – Present

Enterprise SaaS for consumer and market intelligence · Fortune 500 client base

Chief Product Officer · Jan 2022 – Present

- **Simplification (UX).** Traced lost enterprise RFPs to ease of use, won board budget, and ran the rebuild end to end: external UX task force, permanent researcher hired in-house, prototype validation, then a year of continuous increments rather than one release. Now in commercial activation.
- **Simplification (AI).** Reset the portfolio from expert-only query syntax to natural language, and shipped the company's first AI agent plus five generative capabilities: analyst turnaround from days to hours, a measured 20% gain at clients including L'Oréal. Built the first LLM evaluation practice.
- **Profitability.** Led the data-cost workstream on a €4M annual sourcing envelope: cut consumption on the biggest contract by two thirds, retendered the second, and ended four others.
- **Growth.** Led the shift from social listening to multi-domain intelligence: one platform across social, search, and ratings and reviews, plus a production MCP server opening a headless channel to decision-makers who never log in. ARR up double digits, deals above €1M.
- **Team.** Built and now run a nine-person product organisation across four squads, spanning product management, design, product marketing, and product ops.

Senior Product Manager · Jul 2019 – Dec 2021

- Opened a new market by integrating Ipsos survey data into the platform, growing it to 25% of MRR.
- Built the feedback tooling that raised training-data quality for the NLP enrichment pipeline, and products that surface emerging trends without a predefined query.

Ipsos Group

2026 – Present

Concurrent group mandate alongside the Synthesio CPO role

Co-Lead (Product), AI Factory

- **Mandate.** Product co-lead, with a technology counterpart, of the group's build capability for client-facing AI agents, replacing labour-intensive, human-delivered methodology with automated intelligence products. Endorsed by the board as the group's principal growth bet.
- **Scope and org build.** Own the commercial workstream, one of three, covering the client-facing offer rather than internal tooling. Defined the squad model and role architecture (AI architect, lead data scientist, data and full-stack engineering, SRE), authored the specifications, and now lead recruitment of the founding team.

Quorum

Jul 2018 – Jul 2019

15-person GovTech startup · political and government intelligence

Product Manager

- **Zero to one.** Inherited a set of ML algorithms that were not yet a product and turned them into a platform: CRM-style web app, ranking and prioritisation models, native mobile apps. Sold the first enterprise partnerships to major political parties in France, then expanded internationally.

EY

Sep 2017 – Jun 2018

Advisory · information systems transformation

Project Management Officer

- Coordinated the rollout of a centralised information system across Agromousquetaires, a major French food group, unifying reporting and methodology group-wide.

TEACHING & SPEAKING

Guest Lecturer, AI Product Strategy

Institut Mines-Télécom Business School

Speaker, Gen AI Days Paris (2023)

Alongside speakers from Meta, GitHub, and Carrefour

LANGUAGES

French (native) · English (fluent)

EDUCATION

MSc, Information Systems Engineering

Toulouse 1 University · 2012 – 2015

Computer Science

Lyon 1 University · 2010 – 2012

SIDE BUILDS

Solo projects, shipped end to end: a kitesurf rental marketplace, an automated greenhouse monitoring system, and a Burgundy wine tasting app.