

Antoine Berthaud

Senior Product Manager · Growth, PLG & B2B SaaS

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📍 Nantes, France

🚀 15 years in digital · 10 in Product Management

🎯 Open to Senior / Lead PM roles · B2B SaaS · Nantes, hybrid or remote

Senior Product Manager, **10 years in product**, in **B2B SaaS** (AB Tasty, Everydens) and enterprise settings (SNCF Connect & Tech), **engineer by training**, with four years on the technical side before product. My specialty: **growth** for SaaS products, from onboarding to self-serve monetization. At AB Tasty, I lead the shift from a Sales-Led to a **hybrid model**: business case and roadmap with leadership, two PMs led, a self-serve funnel shipped behind a feature flag. I decide with data (**SQL**, **Metabase**, **Mixpanel**) as much as with user interviews.



+15%

Activation rate (AB Tasty)

-20%

Time-to-Value (AB Tasty)

-50%

Entry time (Everydens)

+100%

Conversion rate, ticket retrieval (SNCF Connect)

🔄 What defines me

Problem first

No feature without a quantified user problem.

- Discovery every week: interviews and user tests.
- When interviews are impossible, in a station in the middle of an epidemic, I go get the signal elsewhere: a daily extraction of tweets.

Data decides

Intuition starts the test, data validates it.

- I build my own dashboards: churn, retention, activation, Time-to-Value.
- An external benchmark before investing: that's what showed our activation was falling behind.

Small first, then big

Continuous learning on the way to Product-Market Fit.

- A "Fail Fast" culture with short delivery cycles.
- Delivery in steps rather than a big bang, and progressive rollout when the risk is high.

Leadership

PMs and teams to move forward, a course held with leadership.

- Two PMs led on AB Tasty's self-serve workflow: splitting the plan, scoping trade-offs.
- Elected lead of SNCF's 100+ people Product Management community, re-elected for a second term; mentoring 2 to 3 people.
- Business case and roadmap carried to leadership; squads of up to 15 developers.

Experience



AB Tasty

Nantes, France

1,000+ client organizations · 5,000 monthly active users · €50M ARR

TOTAL
3 years

Senior Growth Product Manager

May 2025 — Present · 1 year 4 months

Mission: open the platform to self-serve alongside enterprise sales, within AB Tasty's Growth pillar (Experience Optimization SaaS: A/B Testing, Personalization). International team, English as the working language.

KEY ACHIEVEMENTS

- ❑ **Self-serve funnel shipped to production behind a feature flag**, ready to launch: public sign-up, limited freemium, Hyperline billing scoped end to end (payments, subscriptions, feature access by plan). Launch put on hold after AB Tasty's merger with VWO.
- ❑ **Business case and roadmap for the hybrid model carried to leadership**: moving from a 100% Sales-Led model to one where large accounts stay with Sales and everyone else signs up and pays on their own.
- ❑ **Led 2 Product Managers** on the workstream: splitting the plan, scoping trade-offs, overall consistency.

 **Methodology** — Scrum  **Team** — 4 developers, 1 tech lead, 1 QA, 1 Product Designer

Product Manager

Sep 2023 — May 2025 · 1 year 8 months

Mission: the "Product eXperience" of the Experience Optimization platform (A/B Testing, Personalization): onboarding, activation, retention.

KEY ACHIEVEMENTS

- ❑ **+15% activation rate, -20% Time-to-Value**: a qualification engine at sign-up, then a **personalized onboarding** for each user profile.
- ❑ **Mandatory 2FA rolled out to 100% of the user base** in successive waves, paced so Customer Success Managers could support their clients: no activity loss, near-zero support impact.
- ❑ **Churn, retention, activation and Time-to-Value tracked automatically**: built the product data infrastructure (SQL, Metabase, Mixpanel).
- ❑ **Product vision refocused on retention and engagement**: "Make our users fall in love with our product, repeatedly".

 **Methodology** — Scrum  **Team** — 3 developers, 1 tech lead, 1 QA, 1 Product Designer



Everydens

Nantes, France

Product Manager

Apr 2022 — Sep 2023 · 1 year 5 months

Mission: the "Execution" module (waybills, trains of 30+ wagons) of a SaaS platform for managing and tracking rail freight, serving the modal shift from road to rail. English as the working language with the team.

KEY ACHIEVEMENTS

- ❑ **-50% entry time, +20% user satisfaction**: technical and functional rework of the entry module, secured with leadership and delivered incrementally, **MVP shipped in under 2 months**.
- ❑ **User adoption and data reliability as the module roadmap's priorities**: transport entry, waybill validation, real-time tracking.

- ❑ **User research and UI/UX mockups done on my own** (Hotjar, Heap) before a Product Designer joined the team.

🔗 **Methodology** — Scrum 👥 **Team** — 4 developers, 1 QA, later 1 Product Designer



SNCF Connect & Tech

Nantes, France

TOTAL

7 years 3 months

Product Manager

Sep 2020 — Apr 2022 · 1 year 7 months

Mission: the online store generator for transport tickets (Transilien, TER), then in parallel, from October 2021 to April 2022, the Prêt à Voyager health-pass platform (up to **40,000 visitors a day**), where travelers self-checked their health pass and ticket during Covid-19.

KEY ACHIEVEMENTS

- ❑ **+100% conversion rate** on the first step of ticket retrieval on Prêt à Voyager: journey reworked from traveler feedback collected on Twitter (daily extraction via Zapier), platform rebuilt in-house.
- ❑ **A shared product mission and vision** for the online-store stakeholders and the marketing team, formalized and communicated.
- ❑ **2021 strategy held by OKRs**: delivery roadmap, backlog prioritization, discovery relaunched (user surveys, mining the available data).

🔗 **Methodology** — Scrum, Kanban

👥 **Team** — 3 developers, 1 Scrum Master, 1 Delivery Manager (stores) · 4 developers, 1 Engineering Manager (Prêt à Voyager)

Junior Product Manager

Aug 2016 — Sep 2020 · 4 years 1 month

Mission: digitizing B2B group-ticket sales (SNCF sales staff, travel agencies), where I had been test lead on the consumer side, then the web services (APIs) distributing regional (TER) and urban tickets to the sales channels.

KEY ACHIEVEMENTS

- ❑ **From business need to delivery**: workshops and high-level sizing with business teams, roadmap and Story Mapping, User Stories and BDD scenarios, acceptance of delivered features.
- ❑ **Elected lead of the company's Product Management community of practice, 100+ people**: first to hold the role, re-elected for a second term (2 × 5 months). Practice insights, workshops, mentoring 2 to 3 people.

🔗 **Methodology** — Scrum

👥 **Team** — Up to 15 developers, 2 Product Managers, 1 QA, 1 Scrum Master, 1 Delivery Manager

QA

Jan 2015 — Aug 2016 · 1 year 7 months



Eurogiciel · Sigma Informatique · Virage Group

Nantes, France

Java developer, then functional analyst (IT consulting)

Feb 2011 — Jan 2015 · 3 years 11 months

Four years on the technical side before moving into Product Management.

KEY ACHIEVEMENTS

- Development (Java), functional analysis and specification writing for clients such as Thales Alenia Space and several major retail chains (Gileco / E.Leclerc group).
- Project management (planning, dashboards) and QA/testing.



Methodology — V-Model, Scrum



Team — Up to 5 people depending on the engagement

Skills

GROWTH & STRATEGY

Product-Led Growth

Self-serve monetization

Onboarding & activation

Retention

A/B testing & experimentation

Product Strategy

OKR

Roadmapping

Prioritization

DISCOVERY & DATA

Discovery

User Research

Product Analytics

SQL

Metabase

Mixpanel

Segment

LEADERSHIP

Stakeholder Management

Cross-functional Leadership

Mentoring & Coaching

DELIVERY

Agile / Scrum

User Stories & Backlog

Story Mapping

BDD

Feature Flagging / Progressive Rollout

Product Ownership

Project Management

Functional Analysis

TECHNICAL

APIs & integrations

LLM integration (Gemini API)

Generative AI

EVERYDAY TOOLS Jira · ProductBoard · Figma · Miro · Zapier · Flagship · Akeneo · Postman · Looker Studio · Matomo · Hotjar · Heap

Education, languages & certifications

EDUCATION

Engineering Degree, Computer Systems, Software & Networks

Polytech Nantes · 2006 – 2011

LANGUAGES

French Native

English Fluent · working language since 2022 (TOEIC 925/990)

CERTIFICATIONS

AB Tasty — Fundamentals Certificate

Internal certification on mastering the AB Tasty platform (Experience Optimization: A/B Testing, Personalization).

Side projects

Tour de Growth

A free growth check-up tool (AARRR framework), designed and launched to size up a growth strategy in three minutes. In plain language rather than jargon, it shows where it already holds up and where it doesn't yet. The in-depth mode runs on the Gemini API.

[View project →](#) [View case study →](#)

LINKEDIN RECOMMENDATION

“Antoine is a caring, committed and demanding product manager, driven by real enthusiasm. He knows how to structure his team's collaboration time intelligently and loves bringing out the best in each person. I can only recommend him to strengthen an ambitious, collaborative team.”



Alix Paoli

CX Designer at Decathlon · Former colleague at AB Tasty