

Melchior Larere

Product · Operations · Entrepreneurship

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Nine years across product, operations and entrepreneurship. Product Manager for industrial software: I own the most-used product of a B2B platform used by manufacturers in 43 countries, and shipped its 0 to 1 replacement with full ownership from discovery to migration. Four years in service operations before that, and a company of my own run in parallel the whole way.

EXPERIENCE

Fabriq Jul 2022 to now
Paris · B2B SaaS for industrial continuous improvement. Joined at 25 employees, now 110.

- Product Manager** Nov 2024 to now
- Shipped a form product 0 to 1 (builder, scheduler, mobile execution) to replace the legacy one: **2.2M forms** a year, **180 features**. Total ownership: program management, discovery, delivery, migration. Two teams, **twelve engineers**.
 - Own the platform's most-used product, **80,000 daily users** across 43 countries: grew usage **70% in two years** and added **€1.5M ARR** through new features.
 - Owned the AI transformation of product operations: agentic workflows for data collection and analysis, documentation updates and formatting. Saves **up to 10 hours a week per PM**, reinvested in discovery to raise product quality.
 - Designed and implemented the 3F Fabriq Feedback Framework, a scalable way to create signal from customer feedback. Adopted company-wide.
 - Run continuous discovery through customer interviews, factory immersion and design partnerships, and settle roadmap trade-offs with the executive committee.
 - Ship production code alongside the engineers: **42 pull requests** merged into production.

- Customer Success Manager** Jul 2022 to Nov 2024
- Managed a portfolio of **30 enterprise accounts across 90 factories in 24 countries**.
 - Expanded portfolio revenue by roughly a quarter through upsell, and launched the platform in 30 new plants.

- Bumblebeats · Founder and CEO** Sep 2019 to Mar 2026
Paris · Musical events and logistics. Run in parallel with studies and full-time roles throughout.
- Built and ran a **15-person** events business, bootstrapped to a **30% EBITDA** margin.
 - Delivered **20 events a year** to more than **10,000 attendees**.
 - Handed over the CEO seat in March 2026.

- Cajoo · Customer Success Manager** Aug 2021 to Jul 2022
Paris · Quick-commerce startup, acquired by Flink in 2022.
- Scaled support for a hypergrowth marketplace: **22-second median first response, 92% CSAT**, up to 200 disputes a day.
 - Owned the response tooling and drove customer data into product and operations fixes.

- Safran Aerosystems** Apr 2017 to Dec 2019
Plaisir and Greater Paris · Aircraft spare parts, maintenance and aftermarket support.
- Customer Account Manager**, Sep 2018 to Dec 2019. Contract and service-level execution for Airbus, Dassault Aviation, Lufthansa, Boeing and the French Army.
 - Claim Manager**, Sep 2017 to Sep 2018, after a reverse-logistics internship. Cleared a **twelve-month claim backlog down to three months** with a structured problem-solving method.

EDUCATION

- Advanced Diploma, Abbey Road Institute.** Music production and sound engineering, Paris. 2020 to 2021
- DUT, Mechanical and Manufacturing Engineering.** Lille University. 2016 to 2018
- TOEIC, Listening and Reading.** 960 / 990. 2022
- Finance and markets.** Self-study: venture capital, angel investing, equity markets, macroeconomics and M&A.

SKILLS

- Product.** Continuous discovery, jobs-to-be-done research, specification, prioritisation, migration planning.
- Operations.** Service operations at scale, process standardisation, budget ownership, vendor negotiation, logistics.
- Communication.** Public keynotes, roadmap trade-offs with executives, design partnerships with enterprise customers.
- Data.** SQL at warehouse scale (Snowflake, Metabase), product analytics (Mixpanel).
- Engineering.** Ships production code (Vue, Django, TypeScript). Agents: Claude Code, MCP servers, eval loops.
- Prototyping.** Figma, Figma Make, Claude, Lovable.