



Enabling Direct Purchases: Red Hat Training & Certification

This project enabled direct online sales of Red Hat Training and Certification. It reduced partner dependency and unlocked new revenue streams.

As Product Owner, I implemented credit card payments using Cybersource and Worldpay. The system launched in India, Hong Kong, and Brazil.

The Challenge: Revenue Leakage & Complexity



Revenue Leakage

Approximately **20% of potential revenue** was lost due to partner commissions, directly impacting profitability.



Complex Purchasing Journey

Customers faced a convoluted and indirect path, making it difficult to directly buy training from the Red Hat website.



Partner Dependency Bottleneck

Sales cycles were prolonged by an over-reliance on partners, hindering direct customer engagement and a scalable global payment infrastructure.

Beyond a simple feature request:



Cross-Functional

Collaboration: Sales Ops, Finance, Order Management, Engineering.



Regional and Global

Compliance Navigating varied compliance and finance rules across countries.



UX and System Design

Ensuring seamless order creation and LMS access post-payment.



Revenue and Customer

Satisfaction Mitigating direct impact on revenue and customer trust from any failure.

My Approach: Ownership & Discovery

I embraced full ownership of the business problem, moving beyond mere requirement documentation. My initial focus was on deep discovery to uncover the root causes of the gaps, leading to a comprehensive understanding and successful project initiation.



Stakeholder Engagement

Engaged directly with **LMS users** and **internal business teams** to understand pain points, securing Director-level buy-in for project initiation.



Data Analysis

Analyzed **ServiceNow tickets** and **survey feedback** for recurring issues, clearly defining project scope, success metrics, and potential risks.



Journey Mapping

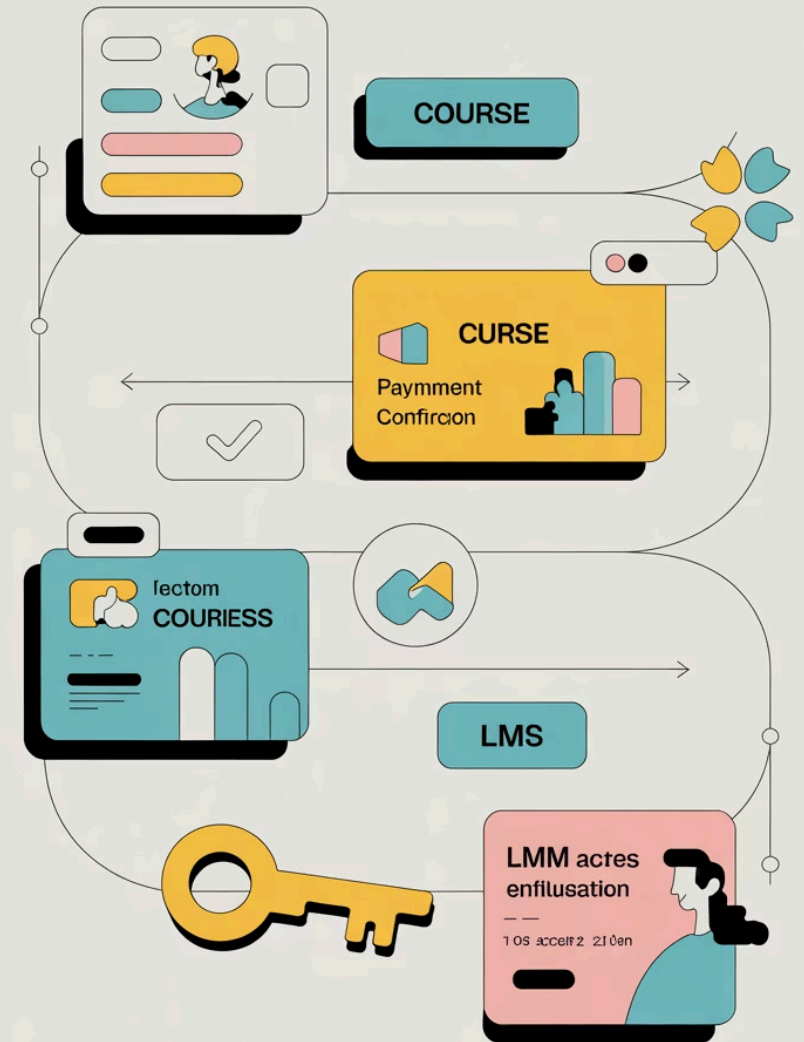
Mapped the existing purchase journey to pinpoint customer drop-off points, proactively aligning stakeholders for smooth execution.

Strategic UX & Solution Design

Recognising payments as a critical UX challenge, my efforts focused on crafting an intuitive and efficient experience.

- Designed the **end-to-end checkout flow**: course selection, secure payment, confirmation, and immediate LMS access.
- Developed **user flows and wireframes** to provide clear visual guidance and eliminate ambiguity for development teams.
- Achieved a delicate balance between a **simple customer experience, stringent compliance needs**, and complex **backend order management** and **LMS constraints**.

This clarity in design significantly accelerated engineering efforts and minimised rework.



Controlled Execution & Phased Rollout

My philosophy for execution centred on controlled deployment, ensuring efficiency and mitigating risks.

1

Execution Management

Managed the feature backlog and priorities, ensuring clear user stories and acceptance criteria. Coordinated sprint readiness and release, actively removing blockers.

2

Phased Rollout

Instead of a single global launch, I planned a strategic, phased rollout to gather learnings and reduce risk.

The rollout strategy:

- **India** - for rapid validation and initial feedback.
- **Hong Kong** - addressing moderate complexity and adapting lessons learned.
- **Brazil** - tackling highest complexity with refined processes from previous phases.

Tangible & Measurable Outcomes

This project delivered significant, quantifiable benefits, demonstrating clear ROI and strategic impact.



Revenue leakage reduced by eliminating commission costs.



Enabled direct monetization through Red Hat's official website.



Improved customer checkout experience, boosting satisfaction.



Established a robust foundation for future global expansion.



Beyond Features: My Product Ownership Philosophy

This project exemplifies my core principles as a Product Owner:



Business Problem Ownership

I commit to solving fundamental business problems, not just delivering isolated features.



Discovery & Alignment

Prioritising thorough discovery and proactive stakeholder alignment ensures foundational success.



UX & Execution Quality

A relentless focus on user experience, clarity, and the highest standards of execution.



Balanced & Scalable Delivery

Shipping solutions that strategically balance speed, risk management, and future scalability.

Ultimately, this initiative was about **unlocking revenue** by systematically **fixing a broken product experience**, far beyond merely adding payment functionality.