

PRODUCT SUPERPOWER ASSESSMENT

BEFORE YOU START (INSTRUCTIONS)

- Number of words in each answer (max. 400 words)
- ❖ Answer only in box presented under each question
- Add graphs, research charts, etc within the answer box if required. Do not attach any new files to the doc. No hyperlinks as well
- All questions are mandatory
- Plagiarism will be checked, please ensure that all answers are not copied from web and are original content. No reference or sources are required
- ❖ Please convert the file to PDF and upload on Box (Link here) Once all questions are answered
- File name: <Full Name>_ PSA.pdf
- ❖ Deadline to submit your answer before 15 Jan 2023 11:59 PM
- ❖ Do not discuss, share, or take help from others, give the assessment with honesty

All the best!

Question 1:

Publicis Sapient is starting a new engagement with a new client in SEA launching a new theme park-Wonder-maze. Wonder-maze aims to be No1 Theme Park in SEA by year 2030. PS team is defining Digital Roadmap which includes launching a website, mobile app & OTA distribution network. To quickly launch & test the market, PS is developing an MVP mobile app allowing guests to view & book theme-park tour. PS Team is adhering to PS How principles & framework for product definition & strategy.

a) Which stages of PS How can be leveraged for Wonder-maze briefly explaining each step/activity during those stages.

Apply PS How- Value acceleration methods

SHAPE - Value Proposition

- Provide digital service by designing a website & mobile app which gives flexible access to view & book the tickets through the app.
- Currently, most of the theme parks follow the traditional way to book tickets at the counter which leads to long queues and less transparency on the services. Implement OTA distribution model in the app which offers more visibility, a multitude of products that can be booked together and even packaged.
- The global brands are switching towards Asian countries due to the high population and connectivity. Develop bigger customer base.
- To start with and test the market, focus on launching the mobile app as an MVP.
- In 2017, attendance at the top amusement & theme parks in the Asia Pacific region grew at an average of 5.5% and SEA is a significant contributor of this growth. Aims to increase the market share and overall engagement of customers.
- Wonder-maze aims to be No1 Theme Park in SEA by year 2030.

INCUBATE - Provide Solution, plan & prioritize

- Week 1- Plan, mobilize & embed the team: Check for the team readiness in terms of resources, skill set, availability etc. Build a plan for the team structure & train them.
- Week 2-3- Understand the feasibility & viability of the solution: The entire team must be aware of the theme park application solution. Team should be able to check the feasibility for developing the app.
- Week 3-4- Run workshops & synthesize information/research. Find out the pain points and come up with blueprints: During the PI planning, the entire engineering team should discuss the product vision, perform research on how to build the application by gathering all the information from the stakeholders.
- Week 4-6- Prioritization & business case development: Mobile app will be prioritized first as part of MVP. OTA distribution network will be included to focus more on smooth booking of theme park tour and get more customer base.
- Week 7- Roadmap & mixed solution backlog development: Include some of the MVP features like booking tour with basic, advanced, and premium packages which offers wide range of offers like food, goodies, discounts etc.

BUILD

- The blueprint of the MVP mobile app should be completed.
- Story backlog should be prepared.
- Sprint planning should be completed.
- Technical architecture solution should be prepared.
- Execution of Sprints.

b) If you have had similar experience in your previous / current engagements, share your learnings on how this was achieved. If you haven't had any experience, then how would you implement this in your future projects?
In the early days of my career, I was part of a team developing iOS apps.
Problem - There was no process followed to analyze the given value pools & propositions. Strategize, prioritize the solution and work in a specific manner. Everything was ad-hoc and this led to a bad performance of the app.
Solutions - Since the Hunt & Shape stages were already performed by the stakeholders, we as a team started with Incubate & Build stages where the team provided solution, plan & prioritize the backlog, and followed some of the agile processes to structure the development tasks. This helped us to achieve our product vision with better performance of the app.

Question 2:

Decathlon, world's largest sports goods retailer is an existing client with PS for many years. Decathlon team wishes to explore & expand to health & wellness foods.

Decathlon team is looking for insights on health food Industry & market trends. Being a pioneer in sports goods, they also need to ensure it is not a Fad and aligns with their existing product offerings adding value to current market share.

- a) Share your research findings & if PS suggest a case of change to Decathlon, identify value propositions.
 - i. Initiating the opportunity
 - 1. Collaborate with Decathlon to identify the business need that resonate for further discussion.
 - 2. Decathlon team wishes to explore & expand to health & wellness foods. They are looking for insights on health food Industry & market trends.

ii. Market Research

- 1. Currently, Decathlon is into only sporting goods retail globally.
- 2. None of its direct competitors globally have started their service in health & wellness food. But there are a few indirect competitors who are into health & wellness food segments- (Whole Foods market, Sprouts Farmers market etc.)
- 3. In India, Decathlon has started blogs on health & wellness related concerns.
- 4. In India, there are potential competitors like Cult-Eat Fit- all about healthy, honest & wholesome food, made with real ingredients.

iii. Value Definition

- 1. PS cares about identifying the value which includes effectiveness, agility, time, variability & uncertainty.
- 2. Considering the main business of Decathlon, we need to introduce health & wellness food in an iterative way to ensure it is not a fad and aligns with their existing product offerings adding value to current market share.

iv. Customer Development

- 1. Embrace customer empathy- As a PM, to find out if we are building the right product, this step is very important where we do continuous & iterative communication with our customers so we can come up with ideas, hypothesis, get feedback and adapt in our product.
- 2. Validation Interview
 - a. This interview is run in a scientific way where we have our theory (idea) made for health & wellness food feature and we want to test it out.
 - b. We try to be as objective as we can when describing our ideas to customers.
 - c. We see if they talk about this concern on their own.
 - d. We look for insights, talk about their interest towards using our new product through Decathlon and see if this suits the needs of our users (Desirability), how can we use technology to deliver this in a better or less expensive way (Feasibility) and how can we build a sustainable business model (Viability).
- 3. Provide better quality food & in eco-friendly manner which will attract the customers.

v. Value Propositions

- 1. Develop an iterative agile plan to introduce health & wellness food sector to start with India region (As the customers are exposed to & shown interest for health & wellness blog) first for real & sustainable change that grows for their customers.
- 2. Introduce the Nutrition food section in their website & mobile app, which provides organic food, plat-based food, meal plans curated for health & wellness concerns.
- 3. The meal plans can be customized for customers based on their concerns guided by renowned nutritionists.
- 4. These meals can be ordered for delivering to the customers through delivery partners.

- 5. In the Decathlon shops, customers can get suggestions from health experts & nutritionists on varied health & wellness food.
- 6. In the shop, create a new space for health & wellness food products like protein drinks, multivitamins, health drinks, natural food like sprouts, green leafy juices etc.
- vi. Design Thinking-
 - 1. With the required team (BA/PO, PM, Market research, Development, QA, Operations, Design, User Research), we bring business & technology together, create and test solutions based on the user needs we have received from the interview.
 - 2. The team will prioritize the features & start with building the prototypes.
 - 3. Forward flow diagram:



b) If you have had similar experience in your previous / current engagements, share your learnings on how this was achieved. If you haven't had any experience, then how would you implement this in your future projects?

In my current project- Tesco- Transport & Tracking, we wanted to explore on introducing "Click & Collect" option.

- Tesco followed the above-mentioned process to implement.
- On delivering iteratively & focusing on 1 store type at a time, we were able to successfully launch this feature.

Question 3:

PS recently bagged a digital transformation project for Client X. The client suffers from inconsistencies across all regional and country sites. Complicating matters, the underlying platforms are also different, preventing the company from achieving economies of scale. The client is looking for a consistent experience globally to make a stronger brand presence and shorter lead times when building new web sites globally, so that it can more quickly address competitive threats and cater to changing consumer preferences.

In addition to the above piece of work, PS has also bagged the Managed Services project to provide 24/7 support the legacy platforms for Client X.

a) Which project management framework would you use for each of these two projects? Elaborate why do you recommend using the given project management framework?

Project 1:

- I would recommend to you use Agile Scrum project management framework to address the complications & inconsistencies faced by Client X globally.
- Agile is an iterative continuous improvement approach to PM & software development that helps in delivering value faster. Instead of betting everything on a "big bang" launch, agile delivers work in small but consumable increments.
- Since in this project we have a lot of uncertainties & complexity, and the client is looking for a consistence experience globally to make stronger brand presence to achieve economies of scale in a short time we follow the agile manifesto where there will be limited focusing on individuals & interactions over process and tools, working software over documentation, customer collaboration over contract negotiation and responding to change over following the plan.
- Since the client is spread across and to ensure the global experience is consistent, the stakeholders & developers must work together daily throughout the project.
- The team should follow the Scrum rituals (Stand up, backlog refinement, sprint planning, demo, retro etc.) of each sprint of 2 weeks where the team delivers working software frequently.
- The team would be self-organizing in prioritizing the work and ensure that the most important issues are delivered first.
- This methodology will provide a flexible approach to quickly solve the competitive threats and cater to changing consumer preferences.

Project 2:

- For this we can use Kanban Agile framework which will focus on visualizing the workflow, helps in reducing the usual agile processes & rituals.
- Since in this project we must give 24/7 support and address the issues immediately and resolve within the same day, Agile Scrum will not work as it releases the features iteratively in every 2 weeks.
- In Kanban, all the issues are represented by cards on a board, team will pick them on priority basis and work on them. The board will have 3 columns (To Do, In-progress, and Done).
- Kanban is flexible to manage tasks, where the support can be provided in a timely manner as this does not involve any change requests from clients which will affect the flow of work.

of my previous organizations, a new project on SEO tool was planned where in the initial stage there was ject management framework decided. Lot of ad-hoc tasks were assigned, and team was not trained, no process followed, not organized which led to chaos and not delivering value to the product. This introduced the entire organization to Agile framework. The team was first trained and slowly we adapted this process and started delivering value to clients. The team became self-organized and understood the business goal which helped to build a successful product.

Question 4:

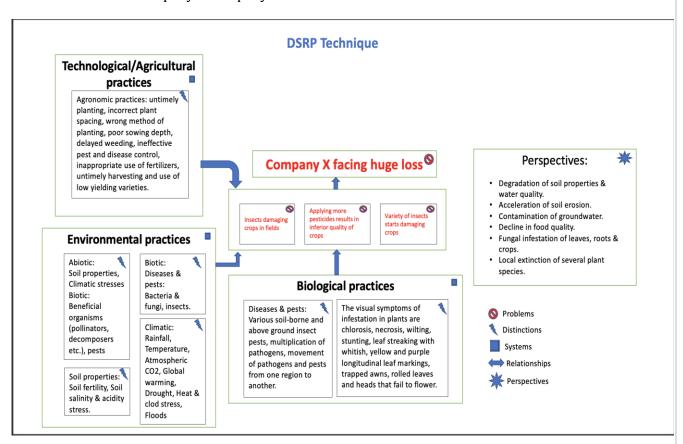
Insects are damaging crops in the fields in the state of Haryana in India and due to this a direct farm to table provider company is facing huge losses. They have tried multiple solutions like applying more pesticides but that results in inferior quality of crop and eventually a different variety of insects starts damaging the crops.

Use your knowledge of system thinking to solve this problem.

a) Explain how you would approach this issue.

Superpower- Strategic & System Thinking

- a. Applying DSRP technique to solve this issue:
- b. Direct farm to table company = Company X



- d. System Thinking for solving the problem:
 - Observe the world
 - Build a mental model (DSRP technique)
 - Test the model
 - Get feedback

c.

Evolve mental model

b) If you have had similar experience in your previous / current engagements, share your learnings on how this was achieved. If you haven't had any experience, then how would you implement this in your future projects?

In one of my previous organization projects, there was a situation where it used to gather raw data from 3^{rd} party APIs for many models created.

- After developing the models, they were tested individually, and they gave correct results.
- Once all the models were integrated and tested, the output scores were calculated wrong.
- The team just looked at and modified the algorithms for each model but still there was not luck.
- Using system thinking and getting to the surface of the problem, the team was able to find out the root cause that the main concern was in the raw data fetched as response from each 3rd party APIs.
- By implementing schema validation step for each API after fetching the response then proceeding with the next steps, we were able to get the expected scores.

Question 5:

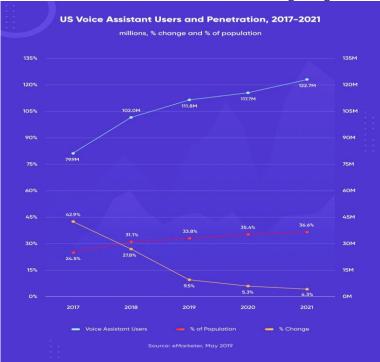
You're working with Gypsy, online retailer in North America for the past 2 years as a key product member. Over the years, PS Team has helped them launch new website & mobile app improving online conversion rapidly. From your Industry experience in online retail, you see new opportunity (Voice search) for Gypsy in next year. This can be converted as additional work from PS perspective.

a) Briefly explain your next steps to convert this opportunity to next level

As a Product Manager, below are the steps to propose a potential solution for Voice Search feature which seems like a good opportunity for Gypsy in the future:

Market research:

Marketers believe "voice search" is the next big thing in the digital marketing world!



- 51% of people who shop via voice use it to research products.
- Nearly 5.5 million US adults make purchases with their smart speakers regularly.
- The global speech and voice recognition market is projected to grow from \$11.21 billion in 2022 to \$49.79 billion by 2029 at a CAGR of 23.7% in forecast period.

Factors leading this industry to constant growth:

- The design & development of voice search technology has provided a user interface that is easy to access for all age groups, which has acquired a large user base.
- With more tech giants like Amazon, Apple, Google, Samsung, and Microsoft all getting on board with Voice assistant technology in the mainstream, Voice Search has been a trustworthy digital marketing trend.
- In addition to that, the speed and convenience of searching by voice, as compared to typing, is unmatched.

Competitor Analysis:

Amazon	Integrated with Alexa which uses natural language to find products, place, & track orders.
Walmart	Integrated with Google Assistant to search products, make purchases, reorder items.
Target, Best Buy, Home Depot, Lowe's	Integrated with Google Assistant & Amazon Alexa which allows to search for products, check prices, add items to cart.

Business case:

- A more personalized shopping experience- suggest additional products that match customers preferences. As a result, customers would be able to order the products they want in a matter of seconds, which might encourage them to shop more frequently and purchase more items. This will increase the customer base.
- Easier to gather feedback- Implementing voice search to collect user feedbacks, reviews & ratings which will be quick and easy and will gain more positive reviews.
- Voice search rankings can drive more traffic- Google's unique algorithm ensures that users receive the best results possible when using voice search. Voice search increases traffic to your page, boosting your brand's reputation and trustworthiness even further.
- Better search results- Machine learning algorithms can be used to improve the voice search searching based on the customer's search history and browsing behaviour. This will increase the sales rate as well eventually.
- Competitive advantage- Implementing the voice search in other features (Feedback, recommendations) other than what the competitors have done, will increase in customer acquisition and retention.

Design & Development:

- User Interface- Simple & intuitive, to easily initiate a voice search by clicking on the microphone icon in all the features wherever its needed. The results should be clear and meet the user's expectations.
- Voice recognition algorithms- provide accurate results for the customer's queries. Should handle multiple languages, accents & styles.
- NLP- should extract entities & relationships from queries and match them to products in the catalogue.
- Virtual assistance integration- Will integrate with Google Assistant.
- Error handling, Security & Privacy- The system should comply with these aspects as well.

Share customer feedback on Voice search feature in retail apps:

- Positive- Convenience, Accuracy, Integration, Accessibility etc.
- Negative- Limited functionality, Privacy concerns, Inaccuracy etc.

Beta test with small customer group:

Test this feature with the ideal customer group to gather their feedback and identify the concerns to address before the actual launch.

b) If you have had similar experience in your previous / current engagements, share your learnings on how this was achieved. If you haven't had any experience, then how would you implement this in your future projects?

I have not had this kind of experience in my current or earlier projects, but I would pitch my ideas strategically following the above approach and keeping below mentioned things in my mind:

- Understanding and analysing the agenda-Importance of the idea, how would everyone view this idea, how long would the execution of this idea take? etc.
- I would prepare a business plan for this idea with all the homework done and present this to respective audience inside & outside the organization.
- Be prepared to answer questions or concerns to the stakeholders about the feature, cost, timeline etc.

Question 6:

Your marketing team is expecting a data report in a specific format that they have been used to working with for long with the legacy system. The new product provides out-of-the box reporting with similar data, but the format is not in line with what the marketing team is used to working with and are insisting on having the same format. As per the engineering team they can generate the custom reports in the expected format, but it will require lot of effort and with every product version upgrade the custom report's compatibility with the upgraded version needs to be checked for any impact.

- a) How do you go about figuring the best path forward?
 - As a Product Manager, serving leadership plays a vital role here where he/she needs to bring the marketing & engineering team for a meeting to discuss these conflicts on the new reporting product and come to common terms.
 - Clear vision, internal goals should be brought on the table. PM should provide context for the meeting, share the agenda to talk about the needs of marketing team with the resources and limitations of engineering team.
 - Since the report consists of a lot of data, it would be good to include the Data Analytics team as well where they will help in analyzing the data by digging deep, guiding on the data governance which aligns with the business truth.
 - Since the marketing team is using the old reporting format with legacy system, they can be trained on the new reporting format.
 - Considering the complexity in the new product where the custom report's compatibility needs to be checked for every version upgrade, things just get difficult for others to understand and adapt. The marketing team's daily critical reports get disrupted.
 - All the teams can do some research and agree on a generic dashboard creation to implement in this new product where the marketing team can apply few filters on that and get their reports customized easily as per their needs.
 - This will reduce the impact on engineering resources and will help the marketing team as well. The cost also will be reduced.
 - Based on the feedback received by marketing team after the first phase, the engineering team can improve and rollout iteratively.

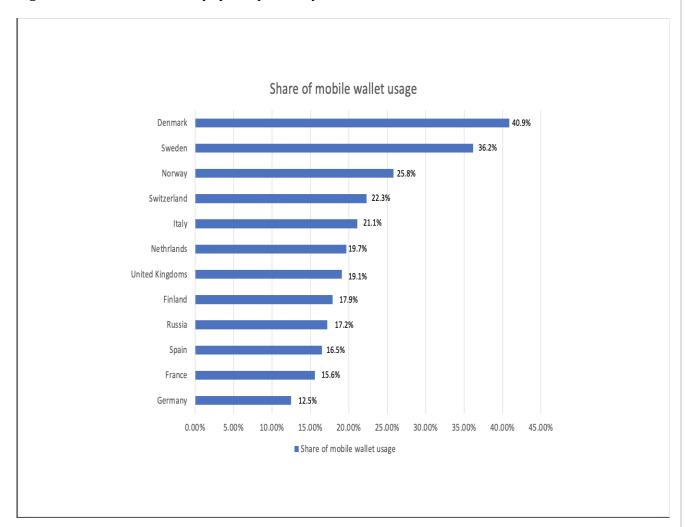
Thus, taking the business needs & goals into consideration, we can come to this above-mentioned decision.

- b) If you have had similar experience in your previous / current engagements, share your learnings on how this was achieved. If you haven't had any experience, then how would you implement this in your future projects?
 - In my earlier project of SEO tool product, initially the reports were generated in excel formats and the SEO team would use them daily. Then the engineering team upgraded to an advanced reporting capability, but the format of the reports was different from what the SEO team used. They insisted on having the same format as before, but the engineering team said that recreating the reports to old format would be costly & time consuming.
 - Following the above-mentioned path, the PM arranged a meeting for both the teams and discussed the concerns and decided to implement dashboards instead of custom reports.
 - The SEO team was trained on using these dashboards. On top of these dashboards, when the filters applied the team would get the desired reports and eventually through couple of phases, this issue got resolved.

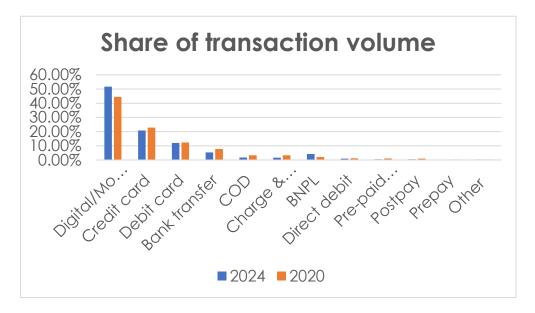
Question 7:

Penge is digital bank based in Europe with more than 500k account holders. They currently offer online banking, personal financing solutions & mobile banking. Penge has partnered with PS to launch a digital wallet. They also aim to reduce customer call cost and launch a chatbot.

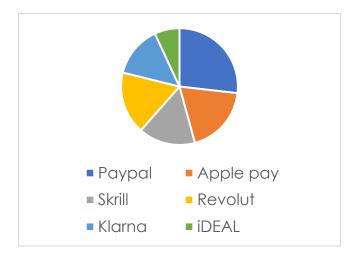
- a) Use any Data visualization tool to create compelling story for Digital Wallets in Europe, e.g.:
 - Digital wallets share by country in Europe.
 - Top players
 - Usage by demographics, contextual or behavioral data
 - Current issues or problems by users
 - In the last three years, the transaction value of European digital and mobile payments increased by over 30%.
 - By 2023, it is set to reach more than 700 million.
 - Digital wallets share varies widely by Europe country, 2019:



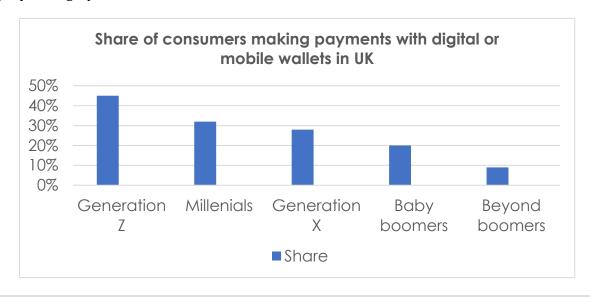
• Share of selected payment methods as a percentage of total ecommerce transaction volume worldwide in 2020, with forecast to 2024:



• Top digital wallet players in Europe



• Usage by demographics, contextual or behavioral data:



• Behavioral data:

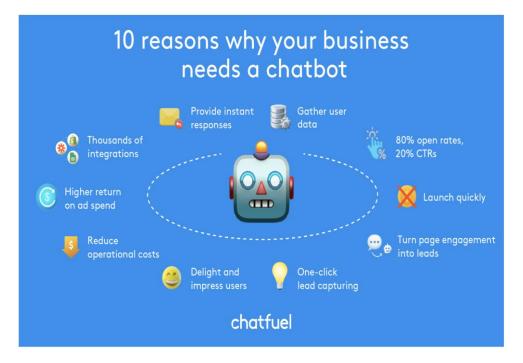




- Current issues & problems by users:
 - i. Lack of buy-in from key parties and EU citizens (Trust issues)
 - ii. A wallet ecosystem that is not commercially sustainable
 - iii. Technical immaturity & an over complex solution
 - iv. Legal incompatibility with existing regulations
 - v. Some of the digital wallets are linked to specific banks or mobile operators which can limit the usage.

b) Share new technology or solutions/vendors who can be leveraged to quickly launch a chatbot.

Solutions & technology used to implement chatbot in the Penge digital mobile app:



Strategy for creating chatbot:

Audience:

• Target for the regular users who are ideal customers to connect with them in a relatable & useful way where the chatbot can help in answering their common questions which will reduce the no. of calls to the support team, which in turn reduces the cost.

Key intents:

- For the start, keeping the quick launch in mind, we will be implementing simpler chatbots based on preset, Q&A scripts, where users respond by selecting buttons instead of typing themselves. This can still make a major impact on a business.
- The intents must be outlined and communicated to show an audience that this chatbot can do "some things" but not "all things."
- Based on the feedback & performance, we'll be upgrading the chatbot to AI, NLP or Voice-Activation technology based with more options as they are future of chatbots.

Technology platform:

With a myriad of chatbot platforms out there, we've narrowed down to few chatbot building platforms like:

- WotNot- A no-code chatbot builder, you can easily build bots using the drag and drop interface, from scratch, or use any of their pre-existing templates to quickly customize and go live.
- Drift Chatbot- Engages people immediately on the website with wide range of integrations, allows real-time conversations, answers questions quickly with Drift Automation.
- Landbot.io, Dialogflow etc.

Development:

- Develop the chatbot with selected technology platform with the Penge digital mobile app with necessary requirements.
- Release this feature first for few ideal customers and do a beta testing and gather all the feedbacks.

• Improve the chatbot in an iterative way based on the feedbacks & inputs received and monitor the performance.

Question 8:

FlyT is a Low-cost carrier based in North America & one of the most premier client with PS. PS has been helping them to launch new digital capabilities every year. FlyT already have a website, mobile app. In 2023, FlyT is planning to invest in the following capabilities for both website & mobile app

Value Pools	Capabilities	KPIs
Content	Scalable Pages Creation across website & mobile app	
	White label microsites	
Personalization	Personalized booking engine	
	Personalized Upsell/Cross sell	
Loyalty	Targeted Loyalty Offers	
	Loyalty tier conversion	
Merchandizing	In flight merchandizing offers	
	Airport merchandizing	

a) Please define KPIs for each of the capabilities shared in the above table.

Value Pools	Capabilities	KPIs
Content	 Scalable Pages Creation across website & mobile app White label microsites 	 Performance of the scalable pages to increase the views by 30% YoY. The SEO scores of the pages to increase by 20% YoY. White label to increase the visibility by 50% YoY. No. of bookings to increase by 40% YoY.
Personalization	 Personalized booking engine Personalized Upsell/Cross sell 	 Improvement in the booking completion time. Increase the user satisfaction for happy feedback. Increase in customer base by 30% YoY. 80% customer retention.
Loyalty	Targeted Loyalty Offers Loyalty tier conversion	 80% E2E journey completion. 30% retention contributing to 80% loyalty usage. Aiming to have an NPS above 7 by year end. Able to find out the accurate customer group with this targeted loyalty offers. Forecasted 10% increases in revenue YoY.

		No. of customers to upgrade their loyalty tiers should increase by 20% YoY.
Merchandizing	 In flight merchandizing offers Airport merchandizing 	 25% quarterly sale of merchandizing. Aim to have a better customer satisfaction to find out if FlyT is meeting their needs.

c) Pick any 2 value pools to share top Epics & feature names along with high-level sprint plan for any 1 feature for go live

Value pool 1- Loyalty

Epic 1- Targeted Loyalty Offers

Features:

- Customized loyalty offers- Provide tailor made offers to each customer based on their personal choice & past bookings.
- A/B testing- Provide with different types of offers at the same time to a bunch of customers to find out which offer is used more.
- Performance testing- Test and improve the performance of the system as and when the customer base increases using the targeted loyalty offers.
- Integration with other systems- Test the E2E customer journey of this feature with other existing systems.

Epic 2- Loyalty tier conversion

Features:

- Tracking the NPS- With offering the loyalty offers which has above features, customers will get personalized loyalty conversions and with their recommendations for using this airline we should be able to get an NPS.
- Real time tier conversion- With the customer's real time engagement and booking details, the system should be able to curate the loyalty tier conversion plan.

Value pool 2- Merchandizing

Epic 1- In flight merchandizing offers

Features:

- Purchase through mobile app- Customers should be able to order their mobile apps before boarding.
- Customized merchandize products- Based on the customers booking history orders, offer different options of merchandize.
- Integration with other systems- Test the E2E customer journey of this feature with other existing systems.

Epic 2- Airport merchandizing

Features:

- Seasonal merchandise- The airport to provide seasonal merchandise based on the occasions, products availability, and clearance sale.
- Increase in sale- Provide customers with multiple offers based on certain aspects like no. of bookings in a year, type of loyalty tier, booking history etc.

Sprint planning for epic- Targeted Loyalty Offers

Epic	Targeted loyalty Offers
Sprint duration	2 weeks
	4 developers; 2 QAs;
	2 UI designers; 1 Solution
Team Memebers	Architect
Team capacity	40 hrs each/Sprint
Sprint 1	
Feature	Customized loyalty offers
Do some POC on how to build models.	
Create some mockups for the UI.	
Build the database for storing & managing the customer data.	
Plan the architecture for the development tasks.	
Build the automation framework	
Develop the customized loyalty offer section.	
Sprint 2	
Feature	A/B testing
Discuss on the varied loyalty offer options and the models.	
POC on how to do implement A/B testing.	
Build multiple UI pages for the same feature with a defined ratio.	
Use a A/B testing tool to track the responses.	
Continue with automation	
Sprint 3	
Feature	Performance testing
Generate adequate amount of customer data in the database.	Terrormance testing
Test for different set of customer data iteratively with maximum load.	
Develop a scaling model to handle the performance of the system when	
the customer base increases in real time.	
the customer suse moreuses in real time.	
Sprint 4	
Feature	Integration with other systems
E2E regression automation sutite should be developed by QA.	
Execute the test suite multiple times in all the environments to make	
sure this new feature works well with other systems and nothing is	
breaking or impacted.	
Acceptance testing to be done by the Product Owners & stakeholders.	
Any high priority imporvements needs to be addressed and update the	
feature.	
A final feature demo should be given to the enitre team, product owners	
& stakeholders.	
Prepare for the beta release.	