



## Issue

You've been appointed as the Product Manager for Malltina, an e-commerce platform that facilitates international shopping for Iranians. While Malltina has been successful in attracting users, there is a pressing need to enhance customer engagement and retention. Your objective is to propose a feature or enhancement that will not only increase customer loyalty but also drive repeat usage of the platform. Outline your plan for developing and launching this feature.

# The Golden Circle

### WHAT

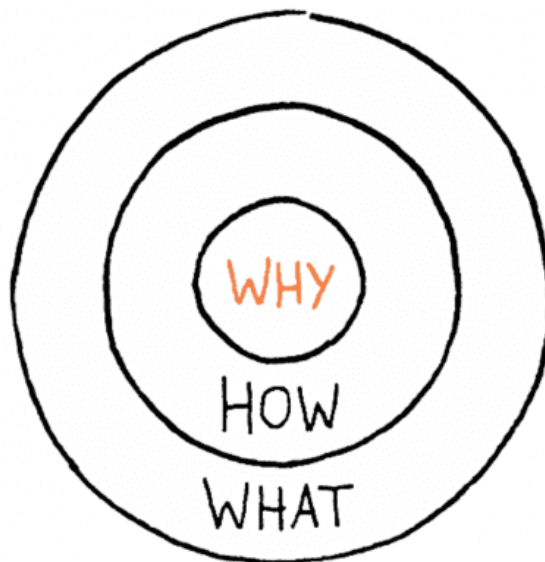
Every organization on the planet knows WHAT they do. These are products they sell or the services

### HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

### WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



We need to gather the data & knowledge about why part of this critical issue.

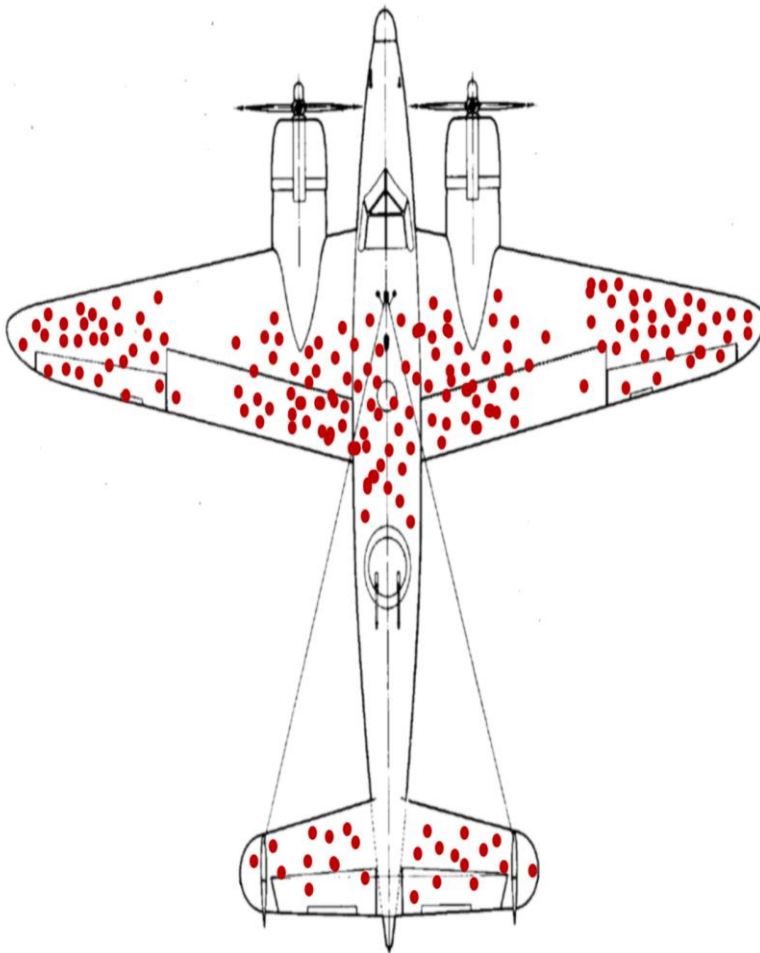
My role as a product manager in team is to gather data and probable PBIs. So, I should know about this issue.

If it's a new critical issue, I should gather more data about it.

## Considering the issue

The product manager mindset involves being skeptical of customer data, understanding its limitations and biases. It requires looking beyond the data and considering the broader context and potential information gaps. A product manager should aim to have a comprehensive understanding of the product and its users, using both quantitative and qualitative insights to make informed decisions. They should be open to different perspectives and think creatively to find opportunities for improvement.

The product manager mindset involves thoroughly analyzing and understanding customer data by clustering and segmenting it based on various dimensions such as product value propositions, RFM, and geo polygon. This approach is like a search algorithm, where the goal is to identify the root cause of issues within a large dataset. Additionally, the mindset recognizes that there may be multiple problems to solve for each metric and that one improvement may not address all issues.



## Think out of box

Product manager mindset involves generating a range of ideas and conducting research and development to address similar problems. This includes finding other similar products, providing popular solutions to customers, improving user experience and interface, and more. The product manager mindset is focused on continuously seeking ways to enhance the product based on customer data analysis and understanding.

Some of the possible considerations and actions for launching a new product or feature that can impact various metrics related to customer behavior and satisfaction. The considerations and actions include:

- Choosing one primary metric to focus on and aligning the product or feature goals with it, while also monitoring other secondary metrics that can provide additional insights or feedback.
- Collaborating with different teams and stakeholders to define, track, and report the metrics using appropriate tools and dashboards, and ensuring that the product or feature has the necessary instrumentation to collect the data.
- Partnering with the pricing team to conduct a competitive analysis and determine the optimal pricing strategy for the product or feature, whether it is a standalone item or an add-on option.
- Partnering with the customer billing team to implement the necessary features or settings to enable or disable the product or feature for customers and ensuring that the billing process is smooth and transparent.

## Question 1

**Problem Assessment:** Begin by identifying the specific challenges and pain points related to customer engagement and retention on Malltina. What data or metrics would you examine to assess the current state of engagement and retention?

To identify & assess the current state of engagement and retention challenges and pain points related to customer engagement and retention on Malltina, I would examine the following data or metrics to understand status of our product:

- User engagement metrics such as daily active users, time spent on the platform, and frequency of purchases.
- Customer repeat purchase rate: Customer repeat purchase rate is a metric that measures the percentage of customers who make multiple purchases from a business over a specific period. It indicates the loyalty and satisfaction of customers, as well as the effectiveness of a company's marketing and customer retention strategies.
- Customer churn rate: This is the percentage of customers who stop using the platform over a given period. A high churn rate indicates low customer loyalty and satisfaction.
- Customer feedback and reviews: This is the qualitative data collected from customers through surveys, ratings, comments, and testimonials. This data can reveal the reasons behind customer satisfaction or dissatisfaction, as well as their needs and expectations.
- Analysis of user behavior data, including click-through rates, conversion rates, and cart abandonment rates
- NPS stands for Net Promoter Score in the product realm. It is a metric used to measure customer loyalty and satisfaction towards a specific product or brand.
- Customer lifetime value (CLV): This is the total revenue generated by a customer over their entire relationship with the platform. A low CLV indicates low customer retention and repeat usage.

## Question 2

User Research: Describe your approach to gathering user feedback and conducting research to understand the needs and preferences of Malltina's customers. How would you ensure that your proposed feature aligns with user expectations?

To gather user feedback and understand the needs and preferences of Malltina's customers to ensure that new feature aligns with user expectations, I would employ the following approach:

One way is by analyzing the user behavior data, such as running queries and using analytical tools like WebEngage, Analytics, etc.

- User journeys: Analyze user behavior data to understand patterns and identify areas for improvement.

The other way is by reviewing the tickets and comments on social media, stores, and direct communication with the users, such as surveys or interviews.

- User engagement: Engage with users through social media channels or online communities to gather real-time feedback and address their concerns.
- Online surveys: I would design and distribute online surveys to a representative sample of customers using tools such as Google Forms or SurveyMonkey. The surveys would include both closed-ended and open-ended questions to collect quantitative and qualitative data on customer satisfaction, preferences, expectations, and suggestions.
- User interviews: I would conduct user interviews with a selected group of customers using tools such as Zoom or Skype. The interviews would be semi-structured and follow a guide that covers topics such as customer goals, challenges, pain points, motivations, behaviors, and opinions regarding the platform.
- Support team: Collaborate with customer support teams to gather insights from customer interactions and common issues faced by users.

## Continuation of question 2

User Research: Describe your approach to gathering user feedback and conducting research to understand the needs and preferences of Malltina's customers. How would you ensure that your proposed feature aligns with user expectations?

To ensure that my proposed feature aligns with user expectations, I would use the following methods:

- User testing(Usability test): I would conduct user testing sessions with a selected group of customers using tools such as UserTesting or Lookback. The user testing sessions would involve asking customers to perform specific tasks on the platform and observing their actions, reactions, and feedback. The user testing sessions would help me evaluate the usability and functionality of the platform from the user's perspective.
- A/B testing , also known as split testing, is a method used in the product realm to compare two different versions of a product or feature to determine which one performs better. It is typically used to test changes in design, user interface, functionality, or pricing to see which version leads to higher user engagement, conversions, or overall satisfaction.

Product backlog items for new feature needs this journey to be aligned by our user expectations:

- ☐ User personas: I would create user personas based on the data collected from user research. User personas are fictional representations of typical customers that describe their demographics, characteristics, goals, needs, preferences, and pain points. User personas would help me empathize with the users and design the feature according to their needs.
- ☐ User stories: I would create user stories based on the user personas. User stories are short descriptions of how users would use the feature to achieve their goals or solve their problems. User stories would help me define the scope and requirements of the feature from the user's perspective.
- ☐ User feedback: I would solicit user feedback throughout the development process using tools such as InVision or Figma. I would create prototypes or mockups of the feature and share them with users for feedback. I would also conduct usability tests with users to evaluate how they interact with the feature and how it meets their expectations

### Question 3

**Proposed Feature:** Outline the feature or enhancement you would introduce to improve customer engagement and retention on Malltina. Be specific about its functionality, how it addresses the identified challenges, and how it adds value to users.

The feature that I would introduce to improve customer engagement and retention on Malltina is a personalized recommendation system. This feature would provide customers with customized suggestions for products that match their preferences, needs, and interests based on their browsing history, purchase history, ratings, reviews, and other data. The functionality of this feature would include:

- A recommendation engine that uses machine learning algorithms to analyze customer data and generate relevant product recommendations.
- A recommendation interface that displays product recommendations in various formats such as banners, pop-ups, emails, etc.
- A feedback mechanism that allows customers to rate or review the products they purchase, or view based on their satisfaction level.

This feature would address the identified challenges and pain points related to customer engagement and retention by:

- Increasing customer satisfaction by providing them with products that suit their tastes and needs.
- Increasing customer loyalty by creating a personalized shopping experience that makes them feel valued and understood.
- Increasing customer retention by encouraging them to explore more products and discover new items that they might like or need.
- Increasing customer repeat usage by reminding them of products that they have viewed or purchased before or products that are similar or complementary to them.

This feature would add value to users by:

- Saving them time and effort by reducing the need to search for products manually or compare different options.
- Enhancing their decision making by providing them with relevant information and reviews about the products.
- Increasing their satisfaction and trust by providing them with products that match their expectations and preferences.
- Increasing their enjoyment and engagement by providing them with products that spark their interest and curiosity.



## Question 4

**Development Plan:** Provide an overview of the development process for the proposed feature. How would you collaborate with the development team to ensure a seamless and timely implementation? Are there any technical considerations to take into account?

The development process for the proposed feature would follow these steps:

- Define the scope and requirements of the feature based on the user stories and feedback.
- Design the architecture and interface of the feature using tools such as Figma or Sketch.
- Develop the feature using agile methodologies and tools such as Jira or Trello to manage the tasks, sprints, and collaboration.
- Test the feature using automated and manual testing tools such as Selenium or Postman to ensure its functionality, performance, and security.
- Deploy the feature using continuous integration and delivery tools such as Jenkins or GitHub Actions to ensure a smooth and timely implementation.

To collaborate with the development team, I would use the following methods:

- Communicate regularly with the team using tools such as Slack or Microsoft Teams to share updates, feedback, and issues.
- Conduct daily stand-up meetings with the team to review the progress, challenges, and plans for each sprint.
- Conduct regular reviews and demos with the team to evaluate the quality and usability of the feature and incorporate feedback and suggestions.
- Conduct retrospectives with the team at the end of each sprint to reflect on the achievements, learnings, and improvements for the next sprint.

Some technical considerations to consider are:

- The compatibility and integration of the feature with the existing platform and systems.
- The scalability and reliability of the feature to handle large volumes of data and requests.
- The security and privacy of the feature to protect customer data and prevent unauthorized access or attacks.

## Question 5

**User Testing:** Explain your strategy for user testing of the new feature. What metrics or KPIs would you use to measure its effectiveness during testing, and how would you incorporate user feedback into the development process?

User Testing: The strategy for user testing of the new feature would include:

- Selecting a representative sample of customers who have agreed to participate in user testing using tools such as SurveyMonkey or Typeform.
- Creating a test plan that defines the objectives, scenarios, tasks, metrics, and feedback methods for user testing using tools such as TestRail or TestLodge.
- Conducting user testing sessions with customers using tools such as UserTesting or Lookback. The user testing sessions would involve asking customers to use the feature on the platform and observing their actions, reactions, and feedback.
- Analyzing the user testing data using tools such as Google Analytics or Mixpanel. The user testing data would include quantitative metrics such as completion rate, success rate, error rate, time on task, etc. and qualitative metrics such as satisfaction rate, ease of use, usefulness, etc.
- Incorporating user feedback into the development process using tools such as InVision or Figma. The user feedback would include suggestions, comments, ratings, reviews, etc. that can help improve the feature.

Some metrics or KPIs that I would use to measure the effectiveness of the feature during testing are:

- **Completion rate:** This is the percentage of customers who complete a given task using the feature. A high completion rate indicates that the feature is easy to use and functional.
- **Success rate:** This is the percentage of customers who achieve their desired outcome using the feature. A high success rate indicates that the feature is useful and valuable.
- **Error rate:** This is the percentage of customers who encounter an error or problem while using the feature. A low error rate indicates that the feature is reliable and secure.
- **Time on task:** This is the average time that customers spend on a given task using the feature. A low time on task indicates that the feature is efficient and fast.
- **Satisfaction rate:** This is the percentage of customers who express satisfaction with their experience using the feature. A high satisfaction rate indicates that the feature is enjoyable and engaging.

## Question 6

Marketing and Communication: Describe the marketing and communication plan for the feature's launch. How would you create awareness among existing users and encourage them to use the feature? What channels and strategies would you employ?

Marketing and Communication: The marketing and communication plan for the feature's launch would include:

- Creating a landing page for the feature that explains its benefits, functionality, and how to use it. The landing page would also include testimonials from customers who have used the feature and experienced positive results.
- Sending an email campaign to existing users that announces the launch of the feature and invites them to try it out. The email campaign would also include a link to the landing page and a special offer or incentive for using the feature.
- Posting social media content on platforms such as Instagram, Facebook, and Twitter that showcases the feature and its value proposition. The social media content would also include hashtags, images, videos, and user-generated content to increase engagement and reach.
- Creating a blog post or a video that provides a detailed overview of the feature and how it works. The blog post or video would also include tips, best practices, and use cases for using the feature effectively.
- Launching a referral program that rewards users for inviting their friends and family to use the feature. The referral program would also increase word-of-mouth marketing and customer acquisition.

## Question 7

**Measurement and Success:** Define the key performance indicators (KPIs) you would use to measure the success of the feature in terms of improving customer engagement and retention. How would you evaluate its impact on Malltina's overall business goals?

**Measurement and Success:** The key performance indicators (KPIs) that I would use to measure the success of the feature in terms of improving customer engagement and retention are:

- **Recommendation rate:** This is the percentage of customers who use the feature to view or purchase recommended products. A high recommendation rate indicates that the feature is providing relevant and valuable suggestions to customers.
- **Repeat purchase rate:** This is the percentage of customers who make more than one purchase using the feature. A high repeat purchase rate indicates that the feature is driving repeat usage and loyalty among customers.
- **Customer retention rate:** This is the percentage of customers who continue to use the platform after using the feature. A high customer retention rate indicates that the feature is enhancing customer satisfaction and reducing churn.
- **Net promoter score (NPS):** This is a measure of customer loyalty and advocacy based on how likely they are to recommend the platform or the feature to others. A high NPS indicates that customers are satisfied with their experience and willing to promote it.

To evaluate the impact of the feature on Malltina's overall business goals, I would use the following methods:

- Conducting a cost-benefit analysis that compares the costs of developing and maintaining the feature with the benefits of increasing customer engagement and retention.
- Conducting an A/B test that compares the performance of customers who use the feature with those who do not use it in terms of key metrics such as revenue, conversion, retention, etc.
- Conducting a cohort analysis that tracks the behavior and outcomes of different groups of customers who use the feature over time.

## Question 8

**Long-Term Strategy:** Discuss how this proposed feature fits into Malltina's long-term strategy for customer engagement and retention. How would you ensure that customer loyalty continues to grow over time?

**Long-Term Strategy:** The proposed feature fits into Malltina's long-term strategy for customer engagement and retention by:

- Providing a competitive advantage over other e-commerce platforms that do not offer personalized recommendations or offer generic or irrelevant suggestions.
- Creating a loyal customer base that trusts Malltina as their preferred shopping destination and source of information for international products.
- Increasing customer lifetime value by increasing their frequency, recency, and number of purchases on Malltina.
- Enhancing customer advocacy by increasing their likelihood to refer others to Malltina or share their positive experiences on social media.

To ensure that customer loyalty continues to grow over time, I would use the following methods:

- Updating and improving the feature regularly based on user feedback, data analysis, market trends, and technological advancements.
- Segmenting and targeting customers based on their preferences, needs, behaviors, and feedback to provide them with more personalized and relevant recommendations.
- Creating loyalty programs or gamification elements that reward customers for using the feature or achieving certain milestones or goals.



## Summary

At last, I want to thank you for letting me engage with your product problems.

I tried a lot to cover most ways and solutions that I could find with R&D and having lots of time thinking.

I know probably I'm not giving you the right answer without testing and collecting data.

Probably I should investigate more about problem and having better solutions.

I'm very open to hear from you about different solutions that I think useful.

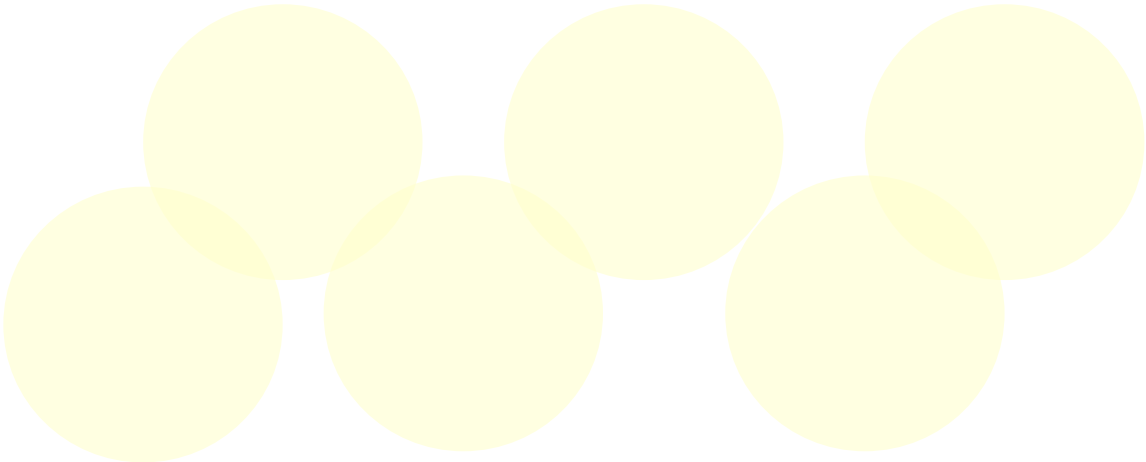
We could test multiple scenarios for having the right answer.

If it is necessary to discuss more about each solution, I'm ready and appreciate to talk with you.

Your sincerely

Amir Daryaei

2023-09-18



**Thanks to  
reading my  
thoughts  
about these  
problems.**

