THE BTC HANDBOOK 2021

All the best!

By Class Of 2021

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🎯	Go through recommended books & resources to understand frameworks & application. Start reading everyday to follow up on latest tech trends Make notes from books to help you do quick revision later	T-90
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📊	Prepare company level specific details based on shortlists received. Reach out to the alums from the same company to gain perspective on HR/Behavior questions Create stories around resume points and be prepared to answer anything around resume	T-20

II.   Resources

Books to read

The musts:
- BTC Handbook
- Decode and Conquer by Lewis C. Lin
- Cracking the PM Interview

If you have time:
- 164 Actual Questions and Answers (PM)
- Swipe to unlock
- Hooked by Nir Eyal

The ones that add perspective:
- Inspired by Nir Eyal
- Escaping the build trap
- Design of Everyday Things

YouTube Channels for reference

1. Exponent
2. StellarPeers

Websites to follow

Tech

- The Ken
- medium.com
- HBR
- techcrunch.com
- inc42.com
- entrackr.com
- tech.economictimes.indiatimes.com
- a16z.com

Company

- slackhq.com
- nerds.airbnb.com

Product

- blog.intercom.io
- svpg.com
- medium.com/product-love
- nirandfar.com
- mironov.com
- pmblog.quora.com
- mindtheproduct.com
- medium.com/earnest-product-management

- o [just another PM](#)
- o [product management exercises](#)

Business & General Industry

- o [The Ken –Narratives Section](#)
- o [A junior VC](#)
- o [Strategy Story](#)
- o [Feedough](#)

Podcasts:

- o TechCrunch Daily disrupts – Small 4 minute daily updates from the tech industry
- o The Product Podcast
- o Masters of Scale by Reid Hoffman
- o Product Love

Telegram/WhatsApp Channels:

- o [Product Management](#)
- o [Bullets](#)
- o [Just Another PM](#)

Twitter accounts to follow

You may follow this [curated list](#) on Twitter instead of manually following each author

- o [Hunter Walk(hunterwalk)](#)
- o [Ryan Hoover (rrhoover)](#)
- o [Josh Elman (joshelman)](#)
- o [Ryan Singer (rjs)](#)
- o [Expa (expa)](#)
- o [Jason Evanish (evanish)](#)
- o [Sean Rose (seanrose)](#)
- o [Kenton Kivestu (kivestu)](#)
- o [Ben Chestnut (benchestnut)](#)
- o [Ian McAllister (ianmcall)](#)
- o [Joe Zadah (joebot)](#)
- o [Intercom (intercom)](#)
- o [Sriram Krishnan (sriramk)](#)
- o [Michael S Galpert (msg)](#)
- o [Brian Lovin (brian_lovin)](#)
- o [Eric Ries(ericries)](#)
- o [Pete Davies (pdavies)](#)
- o [Dan Olsen (danolsen)](#)
- o [Matt Schlicht (MattPRD)](#)
- o [Ariel Seidman (aseidman)](#)
- o [Ken Norton (kennethn)](#)
- o [Sachin Rekhi (sachinrekhi)](#)
- o [Julie Zhuo (joulee)](#)

- Branden Kowitz (kowitz)
- Charles Dixon (cdixon)
- Matte Scheinker(matte)
- Andrew Chen (andrewchen)
- Garrett Camp (gc)
- Kevin Rose (kevinrose)
- Jason Shellen (shellen)
- Delighted (delighted)
- Marty Cagan (cagan)

III.   Resume Guidelines

Customizations

Look at the JD before you apply to any company. You may have to make minor changes (add/modify/delete) 2-3 points specific to each company as per their JD. This is to show a better fit with the company and the role. Few examples for customizations could be:

- B2B vs B2C focus
- Tech vs Generic PM focus
- Web apps vs Mobile apps focus

General Guidelines

- There is no fixed RAC or STAR format mandate that you need to abide by. Show impact in language of PM. Usually, you move one of these verticals of the product with your work - acquisition, engagement, revenue or customer experience.
- Any number or impact mentioned should be properly benchmarked.
- Talk in the language of a PM. Example: Designed, Shipped, Built, prototyped, user research, customer interviews, focus group discussions, stakeholder management etc.,
- While you can go technical in your resume (mentioning the technologies you have worked on), try to use the standard terminology wherever possible (Google!). Examples below

    "Reduced the Time to fix the bug" -> "Issue turnaround time"

    "Developed the 1st version of product" -> "Conceptualized MVP"

    "Improved the highest priority metric" -> "Improved the north star metric"

- For every line in your resume, ask "So what?". Prepare for 30 minutes of grilling on any point.
- Resume should be accomplishment oriented and NOT responsibility oriented.
- Don't talk about duties - translate them into wins.
- Don't put a single thing you're not proud of.
- If you have more than 4-5 years of work experience, restrict under grad section to hardly a point or 2. Keep around 75-80% space dedicated for talking about your work experience through product lens.
- Your job is to make the resume reader's job easy. So, make sure your resume could be understood by simplifying your narratives.
- Make it run by 3-4 of your friends (preferably PM aspirants) and get their feedback. Ask them the things they retain after glancing through your resume, and check if that matches with the story you want to showcase to your recruiter.
- Just having a POR is of no value addition. It is important to showcase the impact you created. POR is also usually a great place to exhibit your leadership abilities.
- DO NOT use company specific or very niche jargons. Example: MVP, SPOC – universally understood; however, project GO, internal company hackathon – might not be universally understood.

Type of numbers to put in resume

Some examples are:

- Financial (Revenue, Profit, cost)
- Operational (Examples: Reduced bug rate by x% or improved workflow throughput by y%)
- Product Performance (Improved runtime/ memory consumption of the product by x%, Increased NPS, CSAT score by x pts)
- Marketing (Increased user base by x%, reduced drop-off rate by y%, improved CTR/ CAC etc. by z%).

IV.   Type of Interview Questions/Frameworks

Preface:

This document is just a reference for PM prep, based on our experiences over the last year. Please do not consider it a source of truth and try to refer to the relevant academic material wherever possible. Ideally, it should be used as a starting point to read up more about different methods from other sources. In quite a few places, you might need supplementary material. Also, the steps provided here might be a bit excessive at times, take the chance to simplify these during interviews. Remember, clarity is important. Feel free to refer to marketing case prep books to learn how to faff, if that's what you're looking for.

For any queries, feel free to reach out to one of the undersigned.

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Special thanks for reviewing:

Sushant Magu, Jai Karkhanis, Navya Garg, Arjun Narayan, Sri Sai Ram Tangirala

Note:

Most popular type of interview questions are Design, RCA, Improve a product, metrics and favourite product questions. Be sure to practice enough of them 😊

PM Interview Questions:

1. ### **Design**
   (Could be an app, a physical product or even a program(unlikely))
   a. Clarify the business goal first, always.
   b. Take a call on whether you want to define a North Star metric (Do according to question and interview type, if it is a tech interview, then do)
   c. Use **CIRCLE-MGMS** thereafter – (Read Chapter 2 in Decode and Conquer for more details. You can find multiple examples there as well)
      i. C- Comprehend the situation
         1. 3 Ws and H – What is it, who is it for, why do they need it, how does it work. Sometimes you could ask 'Who am I' to get more context.
      ii. I - Identify the customer
         1. Focus on a single user matrix or persona
         2. 2x2 matrix
         3. Steps I and R are tied together usually, so in most cases, it might not be one after the other, but rather taken together.
         4. Often, you'll be asked to justify why you picked a particular customer segment. Try to see if you can tie that to the goal. For example, if the goal is to gain market share, and you feel young adults are the largest segment and have high adoption rates, then you go with them.
      iii. R - Report the customer needs
         1. User Story- As a <role>, I want <goal/desire> so <benefit>
         2. For stating needs, you can also go by the user journey map, especially for abstract design questions. For Eg. Design a fire alarm for blind
      iv. C – Cut, through prioritization
         1. User Story | Revenue | Cust Satisfaction | Ease of Imp | Overall
         2. Use the above criteria or tie it to the goal defined to eliminate others
      v. L- List out solutions
         1. Reversal method
         2. Attribute Method- Mix and match attributes
         3. Why method- Challenge status quo
         4. Give one Moonshot solution – Basically a solution that is wacky, but sets you apart as someone who can think creatively and out of the box. Use Buzzwords: VR, Blockchain ..etc.
      vi. E – Evaluate Trade-offs
         1. Define trade-off criteria – Basically, tie it to the goal
         2. Analyse the solution on these criteria
      vii. M – Define metrics, see if you want to elaborate upon or break down north star metrics here further (See metrics section of the doc for further info)
         1. Try to give according to goal, E.g if the goal is engagement, then start with DAU/MAU..etc.
         2. Broadly cover the main category of metrics: AARRM – Acquisition, Activation, Retention, Referral and Monetization
      viii. GTM- Make a GTM strategy with 4 Ps and STP. See sections on GTM, Pricing and New Market Entry below
      ix. Monetization – How would you monetize it. Check section on monetization frameworks below

          x. S- Summarize

                1. Product you had recommended

                2. Recap benefits to user and firm

    d. The alternative is the **BUS** method which is pretty similar; B= Business objective, U-User problems and S-Solutions (LPS- list, prioritize and summarize)

        i. https://igotanoffer.com/blogs/product-manager/product-design-questions (Great resource, has a detailed explanation of the framework with a few solved questions and multiple practice questions)

    e. **Lean Circles (UDR)** is another alternative- U = Understand the problem = C, D=Define and evaluate options = IRCLE, R= Recommend a solution = S

        i. https://blog.tryexponent.com/less-linear-approach-circles-product-design/ (A more detailed explanation, but basically the circles framework in a flatter structure)

2. Improve a product

a. FOCUS on the goal i.e., **why are we trying to improve it?** Did we see a decrease in engagement, increase in user-base? (Ask other relevant questions)

    i. (Optional) If they say yes, follow up on what they mean by engagement here, so that you can tie up your solution in a much better way to bump up the metrics.

b. Clarifying questions (some examples given below, list not exhaustive)

    i. (Ask about the app/product if you know nothing about it. Better to get it clarified now rather than later)

    ii. Which platform are we targeting to improve? (If the product is a multi-platform product. Eg. Telegram is available on phone, as a web-app and a desktop app)

    iii. Which region are we building it for?

    iv. Who are we building it for?

c. Post this, can follow through with the CIRCLES method

d. *Different phrasing, but essentially a product improvement question;* How would you reduce/decrease/remove something on something. The question might end up being a product improvement question, but you might have to go through the steps below before it becomes one.

    i. Start with understanding what that means

    ii. What is the metric that measures this. How did this metric change to become this condition.

    iii. How much has been the scale of this? Who all have been affected by this?

    iv. Across platforms?

    v. Basically, a mini RCA to shelve out the goal before pivoting into design.

3. **Guesstimates**

(Check consulting case-prep book as well, most of the learnings from there can be applied here)

    a. Memorize basic facts (Some tech guesstimate facts are given below, list is not exhaustive. Other numbers can be borrowed from consulting prep if they come in handy)

        i. Population of India, US, major metros in India

        ii. Number of FB users (Check out WhatsApp, Insta as well)

        iii. Number of YT users

        iv. Size of an image, how is 1mb..etc.

        v. Number of smartphones – India and World

        vi. Number of people with internet access- India and World

    b. Scope out the problem

        i. Scope out the problem exactly for example, if a question asks you to estimate the total number of WhatsApp messages sent in a day, you might want to check whether the interviewer is looking for WhatsApp messages only sent and received on phone, or web also?

    c. Breakdown the problem

        i. Divide the problem into multiple components, the addition or multiplication or division of which gives you the answer

        ii. State this explicitly to the interviewer i.e. give the formula you're using.

    d. Estimate

        i. Top down

        ii. Bottom up

    e. Tell the interviewer why you're wrong (i.e. what are the estimates that don't make sense)

    f. Some examples

        i. https://medium.com/stellarpeers/how-much-storage-space-do-you-need-for-google-maps-24e83a0d5436

        ii. https://www.youtube.com/watch?v=fGQDxgCS9ts&list=PLIO8daZRc7DecpoYI5T8ChbtWItgTW6m8&index=20

4. <u>Pricing</u>

(Not comprehensive, feel free to check out notes from the consulting case prep books, I also applied learnings from a Pricing elective I took)

a. Determine the business goal:
   i. Market Share – Lower price
   ii. Profit maximization – Higher price
b. Market current state and evolution – Basically examine the market
   i. Emerging/Growing Market – Can use value-based perception pricing, as customers haven't still formed an opinion on this.
   ii. Mature- Depends on business goals and product differentiation
   iii. Decline- Not sure how to do this here
c. Differentiation
   i. Highly differentiated products can justify higher prices. Cost advantage? If the company has a cost advantage over competitors, then it can justify lower prices, otherwise not.
d. Who are our target segments? How much can they pay? Goal+ market + Target Segment helps fix a pricing strategy
e. Pricing strategy to justify business goal – Check pricing models below
   i. Offensive:
      1. Price leader
      2. Low price to penetrate and grow market – Growing market
      3. Price below cost to discourage competition – Growing market
      4. Compete on price/performance – Growing to mature markets
      5. Use Promotional discounts – Growing to mature markets
   ii. Defensive
      1. Price to segment the market
      2. Premium pricing(skim the market) to maximize profit
      3. Value based pricing
      4. Bait and switch pricing
f. Pricing Models – Based on the market state, target segment and strategy, pick and choose a pricing model .
   i. Cost Based
      1. Find the total fixed costs, and variable costs per unit
      2. Set a markup above this, assuming you can sell X number of units at this price (have to do market research and price elasticity for this)
      3. This will be your price
      4. Use this to determine the breakeven quantity (optional step, more commonly used in GTM rather than pure pricing problems)
      5. *Optional*: Factor in customer acquisition costs, will help set a baseline for the costs if asked to price the referral program of a product
   ii. Value Based – *I usually use this in interviews*
      1. Find the total value we are generating for a customer – Can be how much they're saving (if it isn't monetary savings, try converting to it, for example, if a customer saves a few hours, try to calculate the time value of that money)
      2. Charge them something below this, based on business goals and pricing strategy decided above.

     a. WTP- Monthly income

     b. Savings of customer

   iii. Competitor Benchmarking

     1. Charge them somewhere close to what the competitor is charging, based on goals and pricing strategy, whether we want to go offensive or defensive

   iv. EVP – or something similar, check pricing notes – *I used this after value based, if required*

     1. Basically, a combination of competitor benchmarking and what we charge for differentiation

     2. Check how much value does the differentiation bring in, and charge them somewhere close to that much above competitors

 g. A sample question that was asked in an interview:

   https://www.productmanagementexercises.com/196 1/how-would-you-decide-on-the-price-of-amazon-prime

5. **Metrics**

    a. Two types

        i. Metric Definition - Focus on your ability to define metrics that provide clarity on the health of a **product or feature.** Sometimes might ask L0, L1 or L2 metrics. See 5.b.iv. given below.

        ii. Metric change – RCA. See RCA section below.

    b. Useful links:

        i. https://igotanoffer.com/blogs/product-manager/product-metric-interview-questions

        ii. https://www.productmanagementexercises.com/product-manager-interview-course/how-to-answer-metrics-questions

        iii. https://hackernoon.com/defining-metrics-in-product-manager-interviews-7wt30u6

        iv. https://discover.mixpanel.com/rs/461-OYV-624/images/Guidetoproductmetrics-Mixpanel.pdf - Found this link super useful to understand **L0, L1 and L2 metrics**, as well as in case comps. **Also works well with case submissions.**

    c. Use the **CGAMES** Method

        i. Clarifying questions- Ask them what the product or feature is, and what does it do, what is the scope of the said product/feature. Make sure you have a common understanding of what it is. This might help you be more specific with your metric. Ask about: (Not a mandatory step though)

            1. Lifecycle

            2. User groups

            3. Pain points

        ii. Goals – Ask what the business goal is and see if they agree. This will just help you narrow down the scope if needed.

        iii. Actions – Or basically user journey

            1. Think of all the actions the user can take in the product, in order of the way the user takes them. This will help focus and avoid metrics that are not tangible.

            2. Prioritize the important actions and ask the interviewer if you are on the right path

        iv. Primary Metric (If the interviewer asks)

            1. Start with a metric that comes as close to your business goal as possible, a metric that is used to make a stop-go decision. Make sure that it is a measurable metric.

            2. Unpack your primary metric:

                a. How does it break down into sub-metrics? (L0, L1 and L2 metrics, see 5.b.iv above for exact details. Sometimes, this might be just what they are looking for, and you don't need to go into the customer journey given below. However, do ask the interviewer this)

                b. The time frame over which to measure the metric: You may need to make a trade-off: while you would often like to understand customer behaviour over a long period, this delays your results.

       c.   Events you would need to define to calculate your metric

    3. Select supporting metrics – Might add a few other metrics to give more information

    4. Select defensive metrics: What could go wrong with your product or metric and have a direct measure of this. Similar to point vi.1 given below.

  v. Metrics – **Define metrics for each step of the customer journey.** (Do this if iv.2.a. mentioned above isn't sufficient for the question)

    1. Discuss various scenarios in each step of the journey that impact the goal of the product/feature. Explain why measuring this step is relevant to the goal or not. This is similar to iii.2 given above.

    2. Highlight metrics that quantify the user behaviours & their outcomes and estimate their impact. Think about the outcomes that you would like to see at each stage of the customer journey to achieve the feature's goal and come up with metrics that indicate if a user behaviour is helping achieve the goals or no

    3. Phases of customer journey: A customer journey usually pans out according to the steps given below but can change. *Pick and choose depending on the goal. (*Check 5.b.iv again, contains some useful sample metrics for each of the phases below)

        a. Awareness – Are users aware of the feature, how are users becoming aware of the feature(what channels)..etc.

        b. Acquisition – Action towards using the feature (sign up, login, etc.). *The metric used here should measure the size of the opportunity.*

        c. Activation – Converting acquired users into activated users. How activation is done depends on the product. In some cases, activation and acquisition is combined into the same step. Specific to feature and goal.

        d. Engagement - Specific to feature and goal. How are users using the product. Check different user touchpoints with the product as well over here. For example, there are multiple ways a user can use Facebook, they could like a post, send a message, join a group, etc.

        e. Retention - % or number of 30 day users, churn rate, % of repeat purchase users, product return rates, etc.

        f. Monetization – Some features might serve purposes other than growing revenue, while other features might have the main goal as to drive revenue.

            i.   % of paid users

           ii.   Conversion funnel- Metrics for each portion

         iii.   ARPU

         iv.   Revenue via ads

            v.   Average spending per time period

          vi.   Frequency of purchases

        g. Referral

            i.   # and % of people who refer

           ii.   % of referrals who are converted

      vi.   Evaluations – Evaluate which metrics you will prioritize
          1.   Highlight any weaknesses of said Metric as well
      vii.   Summarize- At the end so that the interviewer can see your thought process

6. **Prioritization**
   (I mostly use point c. given below)
   a. Some good links:
      i. https://foldingburritos.com/product-prioritization-techniques/
      ii. https://roadmunk.com/guides/product-prioritization-techniques-product-managers/
      iii. https://productschool.com/blog/product-management-2/prioritization-techniques-product-managers/
   b. Periodic Table Technique: X-axis- Internal to External, Y axis: Qualitative to quantitative
      i. External and Quantitative Techniques
         1. KANO Model
            a. Satisfaction vs functionality
            b. 4 Categories of features; Must-be> Performance> Attractive>Indifferent
         2. Quality Function Deployment – QFD – Focus on product features viewed from different angles, in particular, the customer and the company- decision matrix like a house
            a. What's- Wants and needs
            b. Voice of the customer- Which ones do they want from these?
            c. How's – Features, fixes, enhancements created
            d. Establish a relationship between voice of the customer and how, on a non-linear scale. Basically, each want+how combination should have a score.
            e. Generate priorities
         3. Opportunity Scoring: Expected outcome that matters
            a. We need to ask customers to score each outcome on how important it is for them and the degree to which it is satisfied on a scale of 1 to 10.
            b. Opportunity Score = Importance + Max(Importance-Satisfaction,0)
         4. Buy a feature – Get ideas of important features
      ii. External and Qualitative Features:
         1. Story mapping
            a. Horizontal axis: Usage sequence
            b. Vertical axis: Criticality
            c. Groups of related user-stories can be grouped as activities
         2. MoSCoW method
            a. Must Have
            b. Should Have
            c. Could Have
            d. Won't Have
         3. Prune the product tree
         4. Speed Boat
      iii. Internal and Quantitative Techniques
         1. Financial Analysis – New Revenue, Increased Revenue, Retained Revenue, Cost Savings

               2. NPV, IRR, Discounted Payback

               3. Ian McAllister's Framework

               4. Impact on Business Goal

               5. Value vs Risk – High Risk High Value > High Value Low Risk > High Risk Low Value > Low Value Low Risk

               6. Value vs Cost – Higher the slope, higher the priority

               7. Scorecard – Score on a bunch of parameters

               8. Theme screening

        iv. Internal and Qualitative

               1. Classification Ranking – MoSCoW but based on expert opinions instead

               2. Systemico model- 2-D grid on User Goals vs User Engagement (Core, Use, Engage, Explore), model is based on story mapping

               3. Another value mapping approach

  c. Roadmunk methods – **(I mostly use the RICE method in case submissions, and use the Value vs Effort or the RICE method while in interviews. Point 6.a.ii has the exact link with more details on the method, please read it well once)**

        i. RICE- Reach, Impact, Confidence, Effort | Score = R*I*C/E

               1. Need SMART Metrics, i.e. Specific, Measurable, Attainable, Reasonable and Time Bound

               2. Doesn't take dependencies into account

        ii. Value vs Effort – Can do a matrix, or also build a table with Value vs effort used to calculate the overall score.

        iii. Cost of Delay (Used a bit more in the real world rather than in product case prep, but good to know)

               1. What would this feature be worth if the product had it right now?

               2. How much would it be worth it if this feature gets made earlier?

               3. How much would it cost if it was made later than planned?

7. **GTM Strategy**

a. What is the goal? Is it to gain maximum market share? Or target any one customer segment? Or anything else?

b. Use of the consulting frameworks (A sample is given below. However, you might want to check out the consulting case prep book). Ideally steps i-iii given below are to collect information, and the main step is step iv, which is what you'll be judged on. So if you are actually doing this as a part of some question, you will likely have pieces of info from i-iii already.

    i. Market Opportunity?

        1. Market Size: Guesstimate- Given in 3

        2. Market Share: Give a rough estimate, and then benchmark against competitors

        3. Does it make sense to go with this much market share? Yes/No. Tie it to the goal.

    ii. Financial Viability?

        1. Profitability?

            a. Price Determination- Check Pricing – 4.f. above.

        2. Break-even time? Check if they're okay with this much time being the breakeven time?

    iii. Operational feasibility?

        1. Value Chain

            a. Production Challenges

            b. Distribution Challenges

            c. Marketing

        2. External barriers? Country, legal, etc.

    iv. Using a combination/findings from i, ii and iii above, determine the GTM:

        1. STP – Would also depend on findings from i, ii, iii above

            a. If not found from design question attached to the GTM, then segment according to goal.

            b. Otherwise if you found the segment, then figure out how to target and position. Targeting depends largely on the segment which closely meets your goal, and positioning depends on the price you calculated earlier.

        2. 4Ps- Would also depend on findings from i, ii, iii above

            a. Product – If a separate GTM question, then should be given in the question, or clarify separately. If it's a product question, then would have been clarified earlier itself

            b. Price – Comes from Pricing part above

            c. Position – Depends on price and segment, position accordingly

            d. Placement – Depends on questions. Options:

                i. E-Comm

                ii. Retail

                iii. Mom and Pop

                iv. Apps itself – like an enhancement to Swiggy would be on the app itself, etc.

    v. Summarize- Start with STP and 4Ps, then financial viability and breakeven

8. **New Market Entry**

a. What is the goal? Revenue? New user acquisition? Cross-selling?

b. Understand the company- Ask clarifying questions or just summarize and confirm

    i. Current Revenue streams

    ii. Strengths and Weaknesses

    iii. Current product mix

    iv. Current customers and how are they segmented?

    v. Current distribution channels

    vi. Financially stable?

c. To figure out which market would you enter, then:

    i. Market size - Guesstimates

    ii. Market Growth – Assumption that you can confirm

    iii. Current life-cycle of market? Emerging, Growth, Mature, Declining?

    iv. Attractive customer segments available in the market?

    v. Porter's 5 forces

        1. Barriers to entry

        2. Suppliers

        3. Buyers

        4. Competitors

        5. Substitutes

    vi. For existing firms, you also have to keep in mind that **whatever you pick has to be consistent with their overall strategy and overall goal**

    vii. Check if the company is fit with the market?

        1. Expertise

        2. Economies of scale

        3. Access to suppliers and distributors?

        4. Synergies with existing businesses

d. Ask if they want to know how to enter the market (optional)

    i. GTM, point 7 above.

    ii. Other ways:

        1. Start from scratch

        2. Joint venture

        3. M&A

    iii. Timing

    iv. Org structure

e. Summarize, say what market, why (overall goal and strategy alignment)

9. Root Cause Analysis (RCA)

(An important aspect is that you try not to get too mechanical while solving an RCA. Interviewers seem to hate that :P)

a. Define the metric (Try to ask the interviewer if you've got the definition correct)
   i. The exact definition of metric we are talking about
      1. Has the metric definition changed recently? If yes, then ask how it has changed. Has the fall been seen recently after the metric changed?
   ii. Time period over which the metric has changed – Recurring/Non-Recurring
      1. Time of the day/week also?
   iii. Characteristics of user segment impacted
      1. Device type, Android/IOS, etc.
      2. Country/Geography
      3. Heavy/low users?
   iv. Sharp or gradual decline?

b. Explore Root Causes of the change – MECE structure can be followed
   i. External, i.e. causes that are outside the firm's control
      1. Competitors – Have any competitors made any moves that could have impacted this?
      2. Any major event? Elections, Riots, Bharath Bandh, etc.
      3. Any policy change/Government/Ecosystem change
      4. Disruption? Internet services, natural disaster, etc
      5. Any dependencies, for example, Facebook mobile is dependent on the Google Keyboard, or an update to Android itself?
      6. Referrers: Example, Google had an outage, so people weren't able to find the link
         a. Access basically was made harder. Think Paytm taken out of Google App store
      7. Maybe the user habits changed? For example, due to a national health advisory
   ii. Internal, i.e. causes that are in the firm's control
      1. Data Accuracy? The metric change was measured inaccurately. The reporting tool was working correctly. Or compare it to a similar metric? Like a.i.1 mentioned above.
      2. App update? (60% of RCA's are here, and belong to step c mentioned below)
         a. Broke the product for example
         b. Degraded the product – for example, suggestive algorithm got worse
         c. Go through user journey, try to find out which part of the user journey was where the metric change occurred. That will help you narrow the update.
      3. Outage of the app?
      4. Delay in change/update?

c. Suggest at least 3 recommendations
d. Conclude

10. Monetizing a Product

a. Some useful links:
    i. https://clevertap.com/blog/app-monetization/
    ii. https://www.departmentofproduct.com/blog/product-monetization-strategies/

b. Principles to keep in mind:
    i. Complement User Experience
    ii. Think Long Term
    iii. Be Creative

c. Ways to do it:
    i. Subscriptions- How to price, check Pricing (4) above.
        1. Audience – Will they be willing to pay
        2. Value – Valuable enough to pay $X per month?
        3. Differentiation – Differentiated enough from competitors?
    ii. Paywall – The Athletic/other newspapers
    iii. Premium (see higher user engagement and loyalty) /Freemium models (need the right balance between free and paid features)
    iv. Advertising/Commercial businesses – Think IG, Farmville. In-app ads perform 11x better than normal banner ads, with 152% higher click-through rates.*
    v. Selling services
    vi. Partnerships – Think Nike and HeadSpace
    vii. In App purchases – Leverage push notifications well
    viii. Licensing? Shazam could license its tech to Google.
    ix. Commercialize existing products or tech. Think RazorPay, how they unbundled their offerings and sold each of them. Or AWS, which was started as a core product for internal use in Amazon.

11. Favourite Product and Why

    a. An article which tells some types of questions you need to be prepared for: https://hackernoon.com/the-one-pm-interview-question-you-should-rehearse-b1b87cc29e8e

    b. Structure/Things to cover in a good answer:

        i. Obviously, what is the product.

        ii. OBUS Framework

            1. Outline of the product

            2. Business Objective

            3. User Problems- Who are the users for this product? What are those user's needs?

            4. Solution - How does this product solve those needs?

                a. Explain how it does so better than competitors

                b. What trade-offs does this product make in solving those needs?

        iii. Now that a general overview is done, go to your favourite features and why.

        iv. Business model of the company – **How does it make money!**

        v. Improvements/Suggestions – Ask Goal?

        vi. Metrics used to judge the product overall- Come up with one or two unique ones if you can.

        vii. Extras

            1. Also, would be helpful if you knew the story of the product.

            2. Read the wiki page

            3. Know their CEO, HQ, what is their latest focus, stuff related to strategy

            4. Availability on different platforms, DAU, etc.

    c. Spotify – An example of suggestions mentioned above with my favourite product.

        i. Useful links:

            1. https://fourweekmba.com/spotify-business-model/

            2. https://medium.com/dissecting-music-tech/how-spotify-makes-money-business-model-ca0a71a19163

            3. https://techcrunch.com/2019/02/06/why-spotify-is-betting-big-on-podcasting/

        ii. Intro: The product is Spotify, the world's most popular music streaming app. I've been using the app for over 3 years now, averaging around 20000 minutes of music each of the years. In fact, I have it on my phone, tablet, desktop, and even installed the Alexa Spotify skill. That's how much I love it. Spotify started in 2008, with the aim of creating a two sided platform and give artists the opportunity to make a living and millions of people to enjoy it! Who uses it? Well, everyone, but mainly, young professionals and millennials, who constitute roughly 50% or more of Spotify's users. These are people who want to listen to the best quality music, a wide variety and want to be constantly surprised by discovering high quality music. They don't know what to listen to, or what they like! Spotify solves this problem beautifully! They are the best in the business of Music Discovery, and have the right balance of introducing new and keeping old songs in a playlist. They have amazing curated playlists by Spotify, but also one for each individual themselves, giving

upto 6 curated playlists by clustering on type of song. Besides this, they have playlists for moods, and occasions, and their superb UI experience just makes me feel at home. Each Friday, they also give me some amazing new music to listen to, and I could do this anywhere. While these solve user needs, they delve deeper into improving the UX, with shared sessions, crossfade and Karaoke and lyricswatch integration to really connect to the song. However they can improve and make it even better. Registrations should be done on the app, curated DJ/Concert themes can be added, playlists can be gifted, and elderly can be targeted with Radio and light hearted banter. Also to capture more millennials, introduce Comedy as well.

iii. OBUS:
1. Outline:
2. Business objective : "Our mission is to unlock the potential of human creativity—by giving a million creative artists the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it."
   a. Spotify started in 2008 as a freemium service whose aim was to create a two-sided platform that connected artists with music fans without having artists go through the traditional distribution channels and gatekeepers.
3. User and their problems: Millennials
   a. Can't keep up with the latest music
   b. Don't know what to listen to
   c. Can't find what I like
4. Solutions:
   a. Knows what I like. **Recommendation algo is their USP. They are far better than any music app out there in knowing what I want to listen to.** Keeps me engaged, always.
      i. Manged to balance introducing new songs and keep familiarity just correctly i.e. Music Discovery
      ii. Curated mixes per user, 6 playlists
      iii. Song Radios
      iv. Playlist for each mood
      v. Superb UI
   b. New songs and podcasts constantly coming out, no need to 'buy' music, e.g. new music Friday.
   c. Subscription-based streaming music service. Stream curated playlists and stations from anywhere, on any device.

iv. My favourite features
1. Shared sessions
2. Karaoke and integration with song lyrics
3. Song Radio
4. Curated playlists! Love em
5. Crossfade between songs

v. Improvements:
1. DJ/Concert/Party theme:
   a. Curated rooms with a vibe, and a live DJ
   b. Can join with friends, and leave as you please

        c.   Can send event invites as well
        d.   Super useful for tribute nights?
        e.   But also for young singers who want to live perform
        f.   Converts: Paid, with video?
    2.   Gifting playlists on occasions
    3.   For elderly- Radio and banter
        a.   Live Radio- business pivot
        b.   Banter between songs
    4.   Comedy – Business pivot

vi.   Business model:
    1.   Makes money primarily from 2 sources, *subscriptions/premium accounts (90%) and advertising (10%).*
        a.   The acquisition costs also depend on targets which can include measures such as:
        b.   the number of Premium Subscribers,
        c.   the ratio of Ad-Supported Users to Premium Subscribers,
        d.   and/or the rates of Premium Subscriber churn. Manages churn very well, keeping it at a low 7.5%.
    2.   Has 20% margins
    3.   Costs
        a.   Stream
        b.   Licensing
        c.   Platform R&D
        d.   Marketing
    4.   Might be getting into content production full time, like Netflix. Think Joe Rogan podcasts.
    5.

vii.   Metrics:
    1.   Business metrics
        a.   MAUs (monthly active users)
        b.   premium subscribers
        c.   ad-supported MAUs
        d.   premium ARPU (average revenues per user)
        e.   premium churn
        f.   content hours
    2.   Product metrics
        a.   Engagement:
            i.   Song Plays/Streams
           ii.   Podcasts/other longer things played
          iii.   Starring
          iv.   Radio Plays
           v.   Length of Session
          vi.   Creating/Sharing Playlists
         vii.   # of Spotify generated playlists users listen to
        viii.   Client/App Installs
          ix.   NSM: Amount of spent not on the app but listening
           x.   Number of new songs heard daily
          xi.   Avg # shares per user

                    xii.   # number of referrals
- b. Monetization:
    - i. Conversion rate
    - ii. Ads played
    - iii. Conversion rates per source
    - iv. Average amount of time people spend before converting
    - v. Average number of ads played before converting
    - vi. When do they run add- Ad density elasticity of listening demand per user
        1. Also time of the day, user, market, etc.
    - vii. Rate of premium users who didn't renew
    - viii. Rate of premium users who stopped Spotify completely
    - ix. Rate of return of churned users
    - x. Something to do with types of accounts
- c. Awareness:
    - i. What channels do people come to the app from?
- d. Content creators:
    - i. Average number of creators added
    - ii. Average number of songs added
    - iii. Average number of streams per creator
    - iv. Average # of followers per artist
- e. Tech metrics:
    - i. Latency
    - ii. Average data consumption

viii. General facts:
1. Valuation= $50B
2. Stock = SPOT, $310
3. CEO= Daniel Ek, VP of Product = Donna Romer
4. Spotify is the king of the freemium model. While most freemium apps see average conversion rates between 2-5%, Spotify converts an astronomical 42% of freemium users into paying subscribers.
5. 286 mil MAUs, 113 mil premium subscribers. Apple Music has 60mil premium subscribers.
6. 19% of MAU's engage with podcast content
7. As of 2017, Spotify had over 3.2 billion User-generated playlists, which generated over 500 million streams daily and accounted for approximately 36% of Spotify monthly Content Hours!
8. Problems facing Spotify:
    - a. Profitability – Not yet there due to huge costs in Licensing
    - b. Pricing- Don't have deep pockets, can't compete with discounts offered by Apple and Amazon

12. Tech Questions

a. Useful link: https://igotanoffer.com/blogs/product-manager/technical-interview-questions

b. Tech that you worked on and present in your resume. You should be able to answer basic questions about these. For example, if you have written that you worked on MongoDB, then you might be given a situation and asked whether you'd use Mongo or a relational database.

c. Basic tech questions
    i.   What is an API? How does it work.
    ii. Explain something xyz to a 5 year old. This could be Cloud, Databases, Blockchain, etc. Just try to simplify it as much as possible, and try to answer this using an analogy.
    iii. Would help to know basic SQL – Sometimes asked in certain interviews
    iv. Basic algorithms

d. System design questions
    i.   Useful YouTube links
        1. https://www.youtube.com/watch?v=NtMvNh0WFVM&ab_channel=Exponent – They have a bunch of system design videos on this channel, check them out
        2. https://www.youtube.com/watch?v=fMZMm_0ZhK4&t=2s&ab_channel=TusharRoy-CodingMadeSimple – This was another useful video I found

13. Behavioural questions

    a. What was your hardest challenge?

    b. Give me an example where you had to prioritize between 2 equally important tasks, and how you did it.

    c. Tell me about a time when you had to say no

    d. How did you influence other people, either direct reportees or colleagues to work on something they didn't want to or didn't have time for.

    e. How did you resolve a disagreement?

    f. Tell me about a time you managed multiple stakeholders

    g. Tell me your best idea. Tell me your worst idea. What did you learn from these?

    h. What was your biggest mistake?

    i. Useful links

        i. https://productschool.com/blog/product-management-2/the-ultimate-list-product-manager-interview-questions/ - Look at the top 10 list, the behavioural questions list, the Leadership and Communication questions list and General questions list

V.   Interview Experiences and Pre-Interview Cases

Preface:

 This section contains self-reported interview experiences by the class of 2021. This section is meant to be used as reference for the types of questions that are asked and variety of ways in which they can be approached. Each interview is a 2-way communication between the candidate and the interviewer, and the solutions are driven by the feedback from the interviewer. It is recommended that you try to solve each question on your own without looking at the solution. You should refer to the solution only as reference to get ideas about things that you could have included in your solution. In most questions, there is no one right answer. Additionally, make sure you follow a structured approach while solving the questions. With practice, you will be able to develop your own frameworks for each type of question.

Each interview experience is tagged for ease of search. To get to specific types of questions, use the find function of your pdf viewer for Tags described below:

Category	Tag (*Search This*)
Product Design	Design
RCA	RCA
Metrics	Metric
GTM/Market Entry	GTM
Guesstimate	Guess
Technical	Tech
Behavioural	Behav
HR	HR

Please note: Each interview experience is unique. What worked for the candidates in these interviews might not necessarily work for you too. These experiences merely serve as a guide to the kind of questions that can be expected in interviews.

Accenture Technology

Interview Experiences:

Response#1	
Company Name	Accenture Technology
Role	Technology Consulting
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Behav | Tech
Round 1	
Question Category	Behavioural; Technical
Interview Duration	~30 mins
Question-1	**Run me through your resume/ Tell me about yourself.**
Answer-1	Did what was asked.
Question-2	**Specific questions related to my work experience - mostly technical aspects of those projects and data and analytics in general. Sample question: what is the difference between hot and cold data?**
Answer-2	I was not able to answer quite a few technical questions, which I didn't brush up on. The sample question mentioned above is one such question. A lot of questions were asked on architecture design, especially using MS Azure components, based on different scenarios. (This was especially relevant since I later got to know that I was being interviewed for the Platform Advisory group.)
Interviewer Feedback	Didn't provide any specific feedback. The fact that I didn't make the cut, however, showed that there were definitely quite a few things that I could have done better.
Self-Reflection / Advice	
Comments	While I did a fair job at explaining the flow of the projects I had worked on, I should have prepared well for the core technical aspects. Different types of data, technical reasons behind choosing one platform (AWS/Azure/GCP) over the other, reasons behind choosing different components, etc. are a few questions that I should have gone through (a bit in-depth) before the interviews. P.S. Just a caveat - given the fact that I had worked on MS Azure, these questions might have been relevant for me and someone with a different work ex might not be asked these questions (Should be seen purely on a case-by-case basis)

Response#2	
Company Name	Accenture Technology
Role	Technology Consulting
Pre-assessment round?	No
No. of rounds	3
Converted	Yes

Searchable Tags	Tech | Behav | GTM | HR
Round 1	
Question Category	Technical; Behavioural
Interview Duration	30 mins
Question-1	**1st Round: Mostly about previous work experiences and mapping the same to my inclination to work for tech consulting. Questions around understanding of cloud and platform advisory, comparison across AWS and Azure**
Answer-1	-
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry; Technical; Behavioural
Interview Duration	40 mins
Question-1	**Why Accenture tech?**
Answer-1	-
Question-2	**Assume you are the consultant in a project where the client is a retail giant. The client has unstructured data in silos and is currently looking forward to the digitization journey. Can you help me with the approach to convince the client on the next steps?**
Answer-2	-
Question-3	**Few specific questions on my previous work on cloud, ML/AI** **Behavioural questions on softer aspects**
Answer-3	-
Interviewer Feedback	-
Round 3	
Question Category	HR
Interview Duration	15 mins
Question-1	**Tell me about yourself** **Questions around previous job switch** **Expectations from Accenture, short term goals** **Weakness**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#3	
Company Name	Accenture Technology
Role	Technology Consulting
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Behav | Tech | HR
Round 1	

Question Category	Behavioural; Technical
Interview Duration	45 mins
Question-1	**Tell me about yourself**
Answer-1	-
Question-2	**Picked on my work experience and asked details about each project I worked on**
Answer-2	-
Interviewer Feedback	-
Round 2	
Question Category	Technical; Behavioural
Interview Duration	40 mins
Question-1	**Tell me about yourself**
Answer-1	-
Question-2	**Details about all projects I worked for. For analytics related projects I was asked the software used, duration of data set etc**
Answer-2	-
Interviewer Feedback	-
Round 3	
Question Category	HR
Interview Duration	-
Question-1	**Why the shift from private sector to public sector in the past?**
Answer-1	-
Interviewer Feedback	He did not buy my answer and was resisting.
Self-Reflection / Advice	
Comments	There were no cases or guesstimates. It was all based on work experience. Be thorough with the work ex. They asked very minute details about the projects I worked on. There were questions about what could have been better in the project implementation. I answered these questions using the concepts I learnt at ISB. This kept the interviewer interested in the conversation.

Response#4	
Company Name	Accenture Technology
Role	Technology Consulting
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Tech | HR
Round 1	
Question Category	Technical
Interview Duration	45 minutes
Question-1	**Walk me through your resume.**

Answer-1	Walked him through my resume. He was very thorough and asked me a lot of follow up questions. Once he knew I worked on Oracle EBS, we spent around 30 minutes on questions related to the platform and the processes I was involved. He was trying to gauge how well I knew the projects I was involved in, and how easily and concisely I was able to explain those. Multiple times when I went too technical, he stopped me, and told me to be less technical and keep it a bit simpler. So had to take a step or two back and talk more about the process than the intricacies.
Question-2	**Why should we take you? You seem too technical and a software developer, and I'm not sure if you'll be a consultant where you are required to think on your feet.**
Answer-2	Answered that every role has a steep learning curve, and I just had to figure out a way to easily explain technical concepts. Pointed to my prior experience as President of the debating club in undergrad and Toastmaster experience to show that I could speak well, and just needed to work on how to simplify and explain technical details to senior ranking people when required.
Interviewer Feedback	Needed to work on my explanation skills, but was happy with my depth of knowledge. Converted the round.
Round 2	
Question Category	Behavioural
Interview Duration	10 minutes
Question-1	**Walk me through your resume.**
Answer-1	Started walking him through my resume. Midway he stops me and says that I think you have all the qualifications we need, and offers me the job. Tells me that someone from HR will be in touch.
Interviewer Feedback	-
Round 3	
Question Category	HR
Interview Duration	20 minutes
Question-1	**Why Accenture Tech?**
Answer-1	Told her I felt I was ready to step into an advisory role after spending 2.5 years as a developer. I also told her that I want to be in a position to influence, not implement decisions. Also mentioned the mobility that a career in Accenture Tech consulting would allow me.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Was pretty chill, since my resume almost completely matched the JD they posted due to prior work ex on the same tools and platforms.

ADP India Pvt. Ltd.

Interview Experiences:

Response#1	
Company Name	ADP India Pvt Ltd.
Role	Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Tech | Design | RCA | HR
Round 1	
Question Category	Tech
Interview Duration	45 Min
Question-1	Tell me something about yourself.
Answer-1	Introduced myself.
Question-2	Which unmet need in the market can you think of productizing?
Answer-2	Unmet need: Doing away with physical keys of scooters Product/Feature: Locking/unlocking an electric scooter via Fingerprint sensors
Question-3	Follow-up questions on the proposed feature were asked. Was asked to explain why this is a problem, who the target audience would be for this product, success metrics for the same. Was also asked how I would use my ISB learning to solve a problem which I had encountered in my previous job.
Answer-3	Responded with use cases to explain why this is a problem. Target audience-working millennials/Gen Z with a high WTP because they would be attracted by the cool quotient of a two-wheeler as opposed to a senior segment of the higher income group who would prefer four-wheelers. Success metrics would be precision & recall, measured through True positive/Negative, False Positive/Negative.
Interviewer Feedback	Was simultaneously interviewed by 3 interviewers. The panel was impressed and wanted to delve deeper into the feature that I proposed if they had time.
Round 2	
Question Category	Design; Tech; RCA
Interview Duration	45 Min
Question-1	What is your favourite product? How would you like to improve it?
Answer-1	Medium. Talked about the features in which I perceived a problem- how Medium was failing the writers enrolled in the Medium Partner program. Suggested that they make the Friend Link not shareable beyond one person.
Question-2	Product Design: Design a toy shelf for a kid.
Answer-2	Answered in accordance with the CIRCLES framework. Suggested that the shelf not be too high so that the child could use it without an adult's assistance. The racks would be rotatable, branching from a central pivot, allowing the child to rotate it playfully. They would be equipped with lights along their edges which would get turned on when the lights of the surroundings dim. This would appear magical to the child. the toy shelf would be smart, parents can program the DOB of the child in the in-built calendar. On the child's birthday, the shelf would wish him Happy Birthday, rendering it a humanoid appeal. The idea is to make the toy shelf appear as the child's companion instead of yet another piece of furniture in the house.

Interviewer Feedback	The interviewer appreciated the responses and moved me to the next round.
Round 3	
Question Category	HR
Interview Duration	10 min
Question-1	**Salary Negotiation**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Amazon

Interview Experiences:

Response#1	
Company Name	Amazon
Role	Pathways (Amazon's Leadership Development Programme)
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Behav | Tech
Round 1	
Question Category	Behavioural; Technical
Interview Duration	60 min
Question-1	**How would you guarantee that your delivery executive knocks at a door at exactly 7 am?**
Answer-1	-
Question-2	**Three behavioural questions based on Amazon 14 leadership principles. First two on the 'deep dive' principle. Third on 'ownership' principle. About 15 minutes each.**
Answer-2	-
Question-3	**What features will you ask your engineering team to work on specifically?**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Atlassian

Pre-Assessment Round:

Pick a software product that you like/are familiar with. Prepare a document that answers the following. Each part carries equal weight.

1. Name two things that you think is a standout smart product choice (e.g. a detail in the UI, an interaction pattern, a clever way of getting users onboard). Also name two things you'd improve. For each, explain why you picked it in 1-2 sentences.
2. For the two features that you identified as improvements, how would you explore the extent of the problem?
3. How will you prioritize between these 2 improvements? What data would you like to have, and where will you get that from?
4. Now pick the higher priority feature that you identified, and illustrate how a new feature/piece of functionality could serve as a solution. Provide notes and one or multiple mock-ups. Your answer should outline how your solution will work, what it'll look like, and (if applicable) why it would work better than the existing solution.
5. Which metric(s) would you focus on to measure the success of your feature? Explain your recommendation, and outline how the data could be collected.

Interview Experiences:

Response#1	
Company Name	Atlassian
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav | Guess | GTM | HR
Round 1	
Question Category	Product Design; Guesstimate; Behavioural
Interview Duration	50 min
Question-1	**Explain your case submission.**
Answer-1	The pre-assessment round was a case submission on your favourite product. Topics to be covered were why you use the product, 1 improvement suggestion, and metrics. I was asked a follow-up question: as the PM, design a feature to increase revenues for the product.
Question-2	**Describe your second favourite product.**
Answer-2	My second favourite product I described was Swiggy.
Question-3	**Estimate the weekly revenue of a movie theatre.**
Answer-3	The approach I took was bottom-up approach. Make sure to cover different revenue streams. Dividing them on the basis of weekday vs weekend helped.
Interviewer Feedback	The interviewer was very nice and helpful all along the interview. He was responsive to any question that I had.
Round 2	
Question Category	GTM/Market Entry; Behavioural; Product Design
Interview Duration	50 min

Question-1	**Pick a product of your choice and break down the product. Also, devise the product strategy for the product, 2-3 years down the line.**
Answer-1	Selected PhonePe and gave a product break-down of the same. Also, chalked out a strategy plan while doing competitive analysis of market and competitors in devising the product strategy that stretched 2-3 years in the future.
Question-2	**Tell me about one failure experience and what you learnt from it.**
Answer-2	I talked about an experience and focussed on the outcomes I got from the failure.
Question-3	**Describe one key skill of yours that is not there on your resume. Share an experience where you displayed the same.**
Answer-3	-
Interviewer Feedback	-
Round 3	
Question Category	Behavioural; HR
Interview Duration	45 min
Question-1	**Tell me about the most effective team you've worked in and what made it effective.**
Answer-1	Based on my experience, I answered the same. The interviewer was looking for a match with Atlassian values. Make sure to read up about Atlassian's values and think about how you could relate those to your work experience.
Question-2	**Describe an instance where there was a trade-off involved.**
Answer-2	-
Question-3	**Tell me about a time when you had to balance between business team vs project completion.**
Answer-3	The interviewer was looking again to see if I fit into their values.
Interviewer Feedback	The person taking the interview was the head of product, India for Atlassian. He was very calm and a very good listener. Thoroughly enjoyed the interview experience.
Self-Reflection / Advice	
Comments	Focus on company values and have strong product basics. Make sure you answer confidently and don't make things up. Try and be genuine; it helps!

Bharti Airtel

Interview Experiences:

Response#1	
Company Name	Bharti Airtel
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	Yes
Searchable Tags	Design | Behav | Tech
Round 1	
Question Category	Product Design; Technical; Behavioural
Interview Duration	1 hr
Question-1	**Tell me about yourself**
Answer-1	-
Question-2	**What is your favourite product and how will you add a new channel of revenue for the product**
Answer-2	-
Question-3	**How file sharing works on WhatsApp**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	I had software development experience, so I delved into technical parts of the solutions along with functional solutions which was appreciated by the interviewer.

Response#2	
Company Name	Bharti Airtel
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Behav
Round 1	
Question Category	Behavioural
Interview Duration	20 min
Question-1	**Tell me about yourself ? Tell 5 things about you which makes you a better PM than other candidates**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#3	
Company Name	Bharti Airtel
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	Yes
Searchable Tags	Design | Tech | Behav | HR
Round 1	
Question Category	Product Design; Technical; Behavioural; HR
Interview Duration	1 hr 20 min
Question-1	**Why Airtel? Why PM? Given that you have a background in API Management, what APIs would you build to integrate an SSO to Amazon prime video from Airtel DTH? Tell me the corresponding feature breakdown.**
Answer-1	Airtel is doing exciting things in Product space and is building new verticals, especially around advertising (I Did some background research here and talked about all of it) First, I asked some clarifying questions around what kind of an SSO? Asked a little more about the integration especially w.r.t what all exists on the platform already and what needs to be developed. Then broke down the entire SSO flow and explained each flow and what all work it entailed and touchpoints it had. He seemed extremely satisfied especially with the clarifying questions and the breakdown.
Question-2	**Product Design - Design an e-commerce app for old people**
Answer-2	Started with clarifying questions - Who are we? What app? Where do we plan to launch this? Any time horizon in mind and any constraints? and eventually boiled down to the fact that we have an e-commerce product but the elders are struggling to place orders on it. How can we help them? Then moved on to the customer segments and prioritized one. Explained how I was prioritizing. Then moved on to the pain points and some solutions to address these pain points. Finally talked about the metrics I'd use to measure this, and some key assumptions. Followed the circles but let the interviewer think that he was driving the conversation i.e. tried to ensure that it didn't look rehearsed.
Question-3	**Airtel's future. Why Airtel? My style as a PM as I was a PM before. How would I prioritize? Also asked what I would do if I was not given the team I want.**
Answer-3	Talked about Airtel's mission statement and also how XLabs is revolutionizing their product landscape, and how airtel is a consumer-facing company, something I wanted to move into. Also told about my strengths as a PM and my ideal attributes and talked about RICE. Finally, I told them that directly or indirectly, all Airtel products are consumer-facing and hence I wouldn't really have an objection working in various teams.
Interviewer Feedback	-
Self-Reflection / Advice	

Comments	Focus on CIRCLES for PM prep. Don't make it too obvious but show that you have a structure. Ask good, and relevant clarifying questions. Dig to the core and guide the interviewer to where you want to take them. Show your strengths wherever you can.

Response#4	
Company Name	Bharti Airtel
Role	Senior Business Manager
Pre-assessment round?	No
No. of rounds	1
Converted	Yes
Searchable Tags	Behav | HR
Round 1	
Question Category	Behavioural; HR
Interview Duration	60 min
Question-1	**Opinion on Blockchain and cryptocurrency**
Answer-1	Blockchain - a distributed database of digital records that cannot be hacked since information is not stored under any one stakeholder but members of the network themselves. Cryptocurrency: debatable credibility and security since it's not under the purview of a regulator.
Question-2	**What leadership style is required for the pandemic world?**
Answer-2	-
Question-3	**Questions were very specific to my resume.**
Answer-3	-
Interviewer Feedback	It was a great interview. Interviewers analysed my resume in depth and probed more on specific points in the resume.
Self-Reflection / Advice	
Comments	-

Blackbuck

Pre-Assessment Round:

For pre-assessment (shortlisting) round, everyone had to submit the following case:

Given that the Shippers need reliable trucks to transport their recurring loads and fleet owners need to find relevant loads at the right time and place, how can BlackBuck help match them such that they discover each other easily?

Please note that you are required to don the hat of a Product Manager and think about how BlackBuck can ensure proper match-making and discoverability.

Think on these lines: How can BlackBuck identify the following aspects (please note this is only directional and is not a comprehensive list)

- Which fleet owners are available to take a load on a real-time basis
- Identify the type of load(s) the fleet owner will be interested in or can take (Type of Load =from-to locations, which customer, which truck type is needed by the customer, etc.)
- How can BlackBuck connect fleet owner with the right shipper (or vice versa) at all times

Deliverables:

Problem Statement, approach, features that can be built on app or otherwise (Front end UI, Backend algos), success metrics.

SUBMISSION GUIDELINES:

Students are required to submit their case solutions in a document format (not exceeding 6 pages)

Interview Experiences:

Response#1	
Company Name	Blackbuck
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	GTM | Behav | Metric | Design | Tech | HR
Round 1	
Question Category	GTM/Market Entry; Product Design; Behavioural; Metrics
Interview Duration	60 Min
Question-1	**Past Experience related to Program Management**
Answer-1	Explained mainly what is written in resume, this was pretty basic
Question-2	**Come up with metrics to track the success of the program describe in Q1**
Answer-2	-
Question-3	**Design an MVP for WhatsApp's launch in India in 2008**
Answer-3	-
Interviewer Feedback	-
Round 2	
Question Category	Behavioural

Interview Duration	60 Min
Question-1	**Resume Based questions**
Answer-1	-
Question-2	**Why Product Management**
Answer-2	-
Question-3	**Puzzles: How many races are required to identify the 3 fastest horses among 5 horses when you cannot measure time**
Answer-3	-
Interviewer Feedback	-
Round 3	
Question Category	Behavioural; Technical; Metrics
Interview Duration	90 min
Question-1	**If DAU/MAU is increasing across the month what does it mean for the product**
Answer-1	DAU/MAU cannot be ever-increasing within the month as DAU/MAU is 1 on Day 1 itself. In general, an increase in DAU/MAU means could be because more people are using the product actively or because many new customers are adopting.
Question-2	**What will be you strategy for developing a 2-sided marketplace platform?**
Answer-2	-
Question-3	**Assume you're the PM at Amazon for designing the algorithm that predicts the delivery time of a particular product. What will be your major goals while designing this?**
Answer-3	Accuracy - As minimum deviation from predicted time as possible; Minimum possible time to be predicted - As minimum slack as possible; Minimum cost
Interviewer Feedback	Interviewer really liked how I handled the last question by trying to explain with the mindset of a 7 year old. He said this shows how I try to approach problems from a customer's perspective.
Round 4	
Question Category	HR
Interview Duration	-
Question-1	Why Product Management? Why Blackbuck?
Answer-1	-
Question-2	PM role at Blackbuck is an individual contributor role. Will you see it as a step down as you have led large teams in your previous work experience.
Answer-2	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Blackbuck
Role	Product Manager
Pre-assessment round?	Yes

No. of rounds	3
Converted	Yes
Searchable Tags	Guess | Design | RCA | Metric
Round 1	
Question Category	Guesstimate; RCA; Product Design
Interview Duration	90 Min
Question-1	**Estimate the number of pens sold in India in a year**
Answer-1	-
Question-2	**There has been a drop in the growth of number of rides at Uber. Identify the reason**
Answer-2	-
Question-3	**Design a fitness band for the blind**
Answer-3	-
Interviewer Feedback	-
Round 2	
Question Category	RCA
Interview Duration	50 Min
Question-1	**Blackbuck supplier app --> the subscription rate is very low (only 5%). Identify the reason**
Answer-1	On investigating, multiple numbers were given across the UI funnel. On spot calculations were required.
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Metrics
Interview Duration	90 min
Question-1	**Calculate LTV (lifetime value) of an Ola user**
Answer-1	State 3 methods of solving the chicken - egg problems for platforms. Discussion went on to OYO and its business model.
Question-2	**As a PM at Ola, what would be the top 5 metrics that you would track and why.**
Answer-2	-
Question-3	**As customer experience head at FB, which is the most important platform metrics that you would track for a new user.**
Answer-3	-
Question-4	**Design a game for 2-year old kid to teach sorting as a concept and how can parents test the kid through your product.**
Answer - 4	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Round 2 & 3 were stress rounds. I was questioned on every statement of mine. In each round, the interviewer spent good 20-25min talking just about work experience. Be ready to share it in detail. The interviews are in general more inclined to detailed metrics.

Response#3	
Company Name	Blackbuck

Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	2
Converted	No
Searchable Tags	Tech | Metric | Design
Round 1	
Question Category	Technical
Interview Duration	30 Min
Question-1	**First-round questions were all from the case we were asked to submit. Do a good job of knowing all the aspects of case and be ready to explain your thinking entirely.**
Answer-1	-
Interviewer Feedback	Very courteous and professional interviewer.
Round 2	
Question Category	Metrics; Product Design
Interview Duration	30 Min
Question-1	**You are a product Manager for Paytm. A temple trust has approached you to digitize their offering collection mechanism. You have been asked to prove the efficacy of a completely digitalized offering collection. How would you approach this problem?**
Answer-1	Think along the lines of A/B testing and how to design and run experiments. What are the different types of biases that we can encounter and how can you as a product manager mitigate many of these biases. Study up about regressions and how to assess the statistical significance of each variables. How will you identify and eliminate multi-collinearity.
Question 2	**You are asked to optimize the operation of elevators of an office building with 10 floors and just one lift. Which parameters will you measure? Which variables will you optimize for the best user experience? Once you have chosen the variable you want to optimise how will decide about positioning the elevators in its idle time so as to ensure the maximum customer satisfaction**
Answer-2	Think along the lines of how to transform this problem into real-world application. This is the problem which uber is trying to solve at its simplest form. The core variable you have to think about is how to minimise the waiting time. The rest of the problem I will let you solve using the hint I have provided
Interviewer Feedback	The interviewer was very courteous and professional. Blackbuck is one company that is obsessed with PMs who can talk about A/B testing and setting up experiments in addition to their common knowledge of a few algorithms (Commonly used problems set in the transportation industry are elevator problems and some common greedy algorithms). They asked this to a few more candidates as well.
Self-Reflection / Advice	
Comments	Stay ready. Stay sharp. Don't compare yourself to anyone else. Play to your strengths and don't panic.

Response#4	
Company Name	Blackbuck
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design | RCA | Guess
Round 1	
Question Category	Guesstimate; RCA; Product Design
Interview Duration	120 Min
Question-1	**Guesstimate the monthly sales revenue of Hero Cycles for conventional cycles in India**
Answer-1	-
Question-2	**Sales of Zomato has fallen by 20%. Why and what can be done to fix it?**
Answer-2	-
Question-3	**Design an app for people in age 16-25**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Asking clarification questions are required in any PM interview but don't overdo it.

Response#5	
Company Name	Blackbuck
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | RCA | Metric | Behav | HR| GTM |Guess
Round 1	
Question Category	Product Design; HR
Interview Duration	60 Min
Question-1	**Questions about my past work ex** **- My role** **- Metrics measured and impacted** **- Processes in the company**
Answer-1	-
Question-2	**Design an app for farmers to help them maintain tractors**
Answer-2	Asked questions to understand the goal. Suggest that the app might not be the right solution and proposed a phone-based solution. Listed possible use cases for farmers and suggested features.
Interviewer Feedback	Interviewer looked happy with the responses.
Round 2	

Question Category	Product Design; Guesstimate
Interview Duration	60 Min
Question-1	**Estimate the demand for Electric Vehicles in 2025**
Answer-1	Asked questions to narrow down the scope to demand for Electric Vehicles in the US in 2025. Followed the approach Population -> Households -> Cars per household -> purchase frequency. Took assumptions that Level 5 autonomy might be reached.
Question-2	**Which product do you use the most? How will you improve it?**
Answer-2	Picked Notion and explained in detail why I like it and what I would improve if I were a PM at Notion
Interviewer Feedback	-
Round 3	
Question Category	RCA; Metrics; GTM/Market Entry
Interview Duration	60 Min
Question-1	**Uber rides have gone down by 10%? What could be the possible reasons?**
Answer-1	Not a root cause analysis question. I was asked to list all possible reasons. Gave some 5-6 reasons - Surge, liquidity, traffic etc.
Question-2	**Explain the significance of stickiness as a metric?**
Answer-2	Explained my understanding of the metric - DAU/MAU. Took Swiggy as an example and discussed factors that could affect stickiness.
Question-3	**1. Will desi twitter "koo" be successful?** **2. Detail the algorithm that estimates the delivery date on Amazon?**
Answer-3	1. Gave my reasoning as to why koo won't be successful. Brought factors like value derived by the users in a platform. Importance of having a 2-sided network balance. 2. Listed factors like - distance, shipping hubs, availability of cargo flight, order timing, sale season, price optimization etc
Interviewer Feedback	Very impressed with the answers
Round 4	
Question Category	Behavioural
Interview Duration	60 Min
Question-1	**Why BlackBuck?**
Answer-1	-
Question-2	**Tell me 2 things about you that are not on your resume**
Answer-2	-
Interviewer Feedback	It was just a 15 min catch up
Self-Reflection / Advice	
Comments	-

Response#6	
Company Name	Blackbuck
Role	Product Manager
Pre-assessment round?	Yes

No. of rounds	1
Converted	No
Searchable Tags	Design | HR
Round 1	
Question Category	Product Design; HR
Interview Duration	60 Min
Question-1	**Walk me through your resume.**
Answer-1	Walked her through my resume. She in particular wanted to focus on a couple of projects and asked me the outcome. She also asked me about different stakeholder related challenges on those projects, and how I handled them
Question-2	**She then posed a question about how I would launch the BlackBuck app in tier 2-3 cities in India.**
Answer-2	I told her about how I'll start with a small region, and design locally according to that. This is where the interview took a turn, when she started asking me how will I find out the needs of these customers. We went into initial clarifying questions I'd ask, how I'd design the survey, how I would eliminate bias in the survey, how would I choose the initial sample size, is that sample size representative. Etc. Basically a lot to do with designing a good survey.
Question-3	**Pick a G-suite app (Made me take YouTube after I gave her 2-3 options), and tell me how you'd improve it.**
Answer-3	Clarified the goal. It was improving user experience. Divided into Heavy, medium and light users and defined these categories based on hours watched. Then sought to implement a digital wellbeing feature to reduce strain. She wanted to know how I will verify that their needs exist and how I might build the product. Talked a little bit about surveys. Finally gave 2 solutions, an auto reminder if view time exceeds a particular limit(similar to sound warning when music plays too loudly on earphones), and better theatre features and auto dimming so that strain on the eyes is reduced.
Interviewer Feedback	Told me that my survey responses were too theoretical, and not very practical and applicable. Also didn't seem convinced about my YouTube enhancements.
Self-Reflection / Advice	
Comments	-

BrowserStack

Pre-Assessment Round:

For pre-assessment round, browser stack gave the following problem statement:

BrowserStack currently provides a feature to file a bug directly onto JIRA after capturing it while testing. Redesign this feature to increase its adoption for Live Product.

Interview Experiences:

Response#1	
Company Name	BrowserStack
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | RCA | Metric
Round 1	
Question Category	Product Design
Interview Duration	60 min
Question-1	**Asked me to walk him through my resume and detailed questions around my projects and internships.**
Answer-1	Took around 4-5 minutes walking him through my resume, and took roughly 10 minutes explaining my internship. He was very tech-savvy, so I could explain my experience in greater detail, which he liked.
Question-2	**You are the CEO of a food delivery start-up that caters to only corporates. The USP of your firm is that you have 5 different continental options every day. How would you go about the product scoping and launch?**
Answer-2	Clarified at first what he was looking for, whether it is a product design, GTM, or strategy. He confirmed that he wanted all parts. Product Design - Reduced scope first to Tech parks in urban cities in India. Then designed a website and a subscription plan for employees to order, and for orders to be delivered to their desk, roughly using CIRCLES. Some cross questioning followed GTM- He asked me how would I bring this to market, whether I would do a pilot test and expand or directly expand. Didn't require a great deal of marketing knowledge, mostly logic helped. He asked me to estimate the market size as well. Strategy - How would this product compete vs the likes of Swiggy and Zomato. How would you strategize if they came with other similar offerings? So gave a couple of pointers along the lines of at desk delivery, reduced waiting time, lesser inconvenience, etc.
Interviewer Feedback	-
Round 2	
Question Category	RCA; Metrics

Interview Duration	50 min
Question-1	**Uber cancellations have increased by 10%. Give me all possible reasons.**
Answer-1	Slightly threw me off guard since he asked for all possible reasons. Thought for a second and then decided to approach it the regular way: Asked clarifying questions on location, duration, user segment, time of day, whether our measuring systems were okay, and the stage of cancellations. After getting answers to these, divided reasons into internal and external causes and gave: External reasons: Regulation changes, policy changes, Competition, Dependencies (like an update to android), some major event in the country Internal reasons: Updates(major bucket - went through user journey and gave one reason for each step), besides this quoted business changes in terms of change in compensation to drivers, how they accept bookings, min revenues, driver screening, and onboarding, and a few other reasons.
Question-2	**You're the PM in charge of WhatsApp calls. You've noticed the call drop rate by 10%. Give me all metrics you'll look at to understand if this drop is genuine and why?**
Answer-2	Gave a couple of metrics: 1. Call rating 2. Average call duration 3. Number of people on the call 4. Internet level at the time of the call Then he asked me to give all reasons possible. He also specified that he wanted to hear more technical reasons, not the general ones. I gave reasons like internet level at the time of the call, and how connection levels could affect packets (network) being transmitted. Then he asked me a couple of solutions for this, I mentioned that during low internet, auto-downloads could be stopped so that max bandwidth could be allocated for the call. I also mentioned that we could auto-connect to nearby Wifi's if possible.
Interviewer Feedback	-
Round 3	
Question Category	Metrics; Product Design
Interview Duration	50 min
Question-1	**Walk me through your resume.**
Answer-1	Walked him through my resume in 5 minutes or so. Had a basic conversation on what I did in ISB, and we talked about some of my certifications, and why it was relevant to my course at ISB (I said it complemented my learnings here).
Question-2	**How would you measure word of mouth for a digital product targeted towards companies? Give me metrics**
Answer-2	Don't remember exact metrics, but they were related to how many people from one firm are using it, the success of the referral program and something about checking which marketing channel led to the highest number of signups
Question-3	**How would you design WhatsApp Pay?**

Answer-3	Clarified that the goal was monetization. Decided to start with B2C businesses with the goal in mind. Designed a product with 3 key features: 1. Easy refunds 2. Customer support and order changes in chat 3. Additional shopping offers (think Indigo allowing you to buy extra legroom via WhatsApp chat itself)
Interviewer Feedback	Ended very late, around 11pm, so no feedback. Next day morning I received the offer.
Self-Reflection / Advice	
Comments	-

Cisco

Pre-Assessment Round:

For pre-assessment round, candidates had to submit a case study from one of the following topics:

1. How has product manager role evolved over time
2. How subscription model differs from perpetual licensing (not verbatim)
3. As a Business leader you are required to prepare a plan to convert a Software Perpetual Licensing to Subscription scheme

Interview Experiences:

Response#1	
Company Name	Cisco
Role	Product manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	No
Searchable Tags	Design | Behav | Tech | HR | Guess | RCA | GTM
Round 1	
Question Category	Guesstimate; Product Design; RCA
Interview Duration	50 min
Question-1	**Number of Cell phones sold in US**
Answer-1	I started with estimated US population and split it over income levels and assigned estimated percentage of purchase for Below Poverty Line, medium income level, and high income level group. Within Medium group and High Income group I also considered the repeat purchase with the 5% growth in economy.
Question-2	**My Favourite Product or Application and How will I improve it.**
Answer-2	I chose WhatsApp as my favourite product. As the improvement I created a design solution for identifying and restrict forwarding of fake videos and images on WhatsApp. I designed a warning and reporting option for the fake images and videos so that if a user feels that a particular forwarded message is fake, the user can report it. Once the number of reports exceed a particular number, the WhatsApp shows a warning sign with the message that has been forwarded many times.
Question-3	**My favourite food application's customer are asking for refund for food orders - do root cause analysis**
Answer-3	I tried to go through user journey after placing the order in order to funnel down to the problem. I drilled down to three reasons for asking for refund: Taste, Service, Delivery. Further drilling down in Delivery the reasons could have been: Delivery personnel, Location was far away, or commute was a problem. I figured that the delivery personnel were not delivering the items to these places because the application had made a design change. The change was that now the application was sharing the location of delivering the food after the delivery guy had accepted the order as compared to before. Hence, the delivery person used to not deliver if they did not want to deliver to the location anymore.

Interviewer Feedback	The interviewer liked how I funnelled step by step through the user journey to reach the root cause of the problem.
Round 2	
Question Category	Technical
Interview Duration	45 min
Question-1	**I was asked questions with respect to the subscription model pricing. This was derived from the case that I submitted in the pre-processing round.**
Answer-1	I chose value based pricing and gave the reasons how value based pricing is better than competitive pricing. Also, what are the challenges of value based pricing and how they can be handled.
Question-2	**There are two products - A that is an existing perpetual licensing product, and product B is a new product that is a subscription based model. If you are a CFO will you continue with perpetual model, or go ahead with launching product B. Also, if you are short on funds how will you go about convincing your CEO about investment that goes in launching the new product B.**
Answer-2	I mentioned how I will do market analysis beforehand and see what kind of customer base does the company have. Also, if I go ahead with product B, what kind of new customers can the company acquire. What will the CLV of the new customers and what kind of attrition will be cause for the existing customers of product A. How can the existing customers of product A be converted to product B. With all this analysis and numbers ready, I will go to the CEO. Also, I will analyse the growth rate of subscription model licensing in the market and see how our company can breakeven if we go ahead with this upcoming trend. The idea is to show the analytical and problem solving skills while taking the leadership decisions.
Interviewer Feedback	-
Round 3	
Question Category	GTM/Market Entry; Behavioural
Interview Duration	45 min
Question-1	**If Cisco wants to tap the new market of small and medium business that has a scope of 1Bn$, but it a new area of online business and you hypothesize that you can tap on to 100mn$ market. Will you explore this option, if yes, how will you confirm you hypothesis?**
Answer-1	I will first analyse the online industry, may be do 5 porter's analysis. Check how the competition is doing. If this a market with potential, especially because the online market has a huge potential, I will analyse how my customers will feel about shopping online. Hence, for this I will again do market analysis for my existing customers and the new customers that I can acquire. Once, the number show positive results I will go ahead with online option. Through online option I will work on approachability, accessibility, support to customers, marketing for customer acquisition through online channels, target new segment that I could not reach earlier.
Question-2	**What is the biggest challenge that a product manager faces?**

Answer-2	Most of the times product managers think that their most of the work is designing the product, but the biggest challenge for a product manager is to understand what exactly is the customers' problem that he or she is solving for. Hence, doing accurate market and customer research and creating the solution for the exact problem is the key for a successful product. The PM needs to make sure that the problem is correctly identified, if that is not done correctly, no matter how much well designed the product is, the product will not fly. Another challenge is to know when to stop the research and start building the product. Product design is an iterative process, so the team does research, creates a product prototype and goes back to understand what customer thinks about it. Hence, knowing when to stop researching and start designing is another most challenging decision that a PM has to take.
Interviewer Feedback	-
Round 4	
Question Category	HR
Interview Duration	20 min
Question-1	**Most challenging project in my career**
Answer-1	Tied it back to one of the leadership task that I did at my work and explained one of the project from my resume.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	In the placement prep, most of the time we emphasize on structure or framework of answering the questions. Even so, that is important, the key is to be creative in the answers, which is what makes you stand out from the other candidates. Also, leading the interview by making conversations with the interviewer makes the process more relaxing.

Response#2	
Company Name	Cisco
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav | HR | Metric | GTM | Guess
Round 1	
Question Category	Product Design; Behavioural; Guesstimate
Interview Duration	40 min
Question-1	**Why PM?**
Answer-1	Gave the prepared answer. This isn't a technical question
Question-2	**Guesstimate on number of YouTube viewers in Asia or Africa**
Answer-2	Clarified whether they want the approach or the answer. They said both initially. I don't remember the exact details but I gave a 4 step division I divided first on mobile and web. The most crucial step was the Broadband/internet penetration by country
Question-3	**How will you design a blockbuster movie? PM perspective**

Answer-3	I first clarified what a blockbuster is. Whether it is just profitable or something else. The interviewer clarified that it is 100cr+ earnings and profitable. Then I wanted to understand stakeholders. I listed Production house, Actors and actresses, Music/Music Director, Art Director etc. The interview asked me to focus on the Actors and Actresses bit only. I clarified that this is a small aspect, but she was fine with it. So I took a set of 4 actors and 4 actresses (leading to 16 different combinations). And then I prioritized those combinations where both the actor and actresses have had a blockbuster movie together. Then either one of the actors and actresses has had a blockbuster and lastly, those where neither of them has had a blockbuster. I wanted to go further, but the interviewer at this point was happy with my answer
Interviewer Feedback	Interview is an exchange and not a one-sided Q&A . It's important to structure and convey your thought process. I think this is what worked for me and my interviewer was also impressed with the same
Round 2	
Question Category	GTM/Market Entry;
Interview Duration	40 min
Question-1	**How will you implement a GTPM eCommerce platform for Cisco?**
Answer-1	Through clarification questions I came to understand that the interviewer was more interested in the channels through which Cisco will sell and how we can sell more through the eComm platform. The first line of reasoning for me was development of Trust in ensuring greater adoption for the platform. She asked me to look for other options as well. I went with Cisco's existing partner network to ensure traction for the platform. She was impressed with the second point. Key here was B2B business model understanding of tech companies
Question-2	**GTM for Apple vs Xiaomi in leveraging Flipkart or Amazon for launch**
Answer-2	I had to define the target audience for each of the phones and chose which is better for which one.
Interviewer Feedback	Understand the question first and then ask clarification to confirm if that understanding is in sync
Round 3	
Question Category	HR
Interview Duration	10 min
Question-1	**Interested in the offer? Any other offers etc.**
Answer-1	Usual answer
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	In the pre-assessment rounds do not write on something that you don't know. Always be thorough with your research. Don't apply frameworks blindly. They are looking at structured thinking within the framework itself

Deloitte USI

Interview Experiences:

Response#1	
Company Name	Deloitte USI
Role	Cloud Strategy Consultant
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Behav | Tech | Guess | GTM
Round 1	
Question Category	Guesstimate; Behavioural; GTM/Market Entry
Interview Duration	30 min
Question-1	**Tell me about yourself ?**
Answer-1	I started with my quick 1min background. Briefed that I come from technology background and why I decided to pursue an MBA. Talked a bit on my post ISB goals.
Question-2	**Guesstimate the number of swiggy orders within 5Km radius of ISB**
Answer-2	I started by asking clarifying few questions such as: I am considering the current covid scenario, I am considering only domestic orders etc. Next I went about explaining by dividing the income and age segments based on which I estimated the number of bachelors and families that might be ordering and scaled the number of orders per week per each of these categories.
Question-3	**30year old bank with legacy infrastructure wants to move to cloud. How would you go about helping them?**
Answer-3	I asked few clarifying questions such as: Why do they want to move, what is their market share, where is the bank located, more details on current infrastructure etc. Then I briefed on how I would do the business benefit analysis based on the type of data the applications process everyday. The interviewer was not looking for a detailed answer (I guess) so she said that she was cool with the high level answer.
Interviewer Feedback	-
Round 2	
Question Category	Technical; GTM/Market Entry
Interview Duration	50 min
Question-1	**Your client is a financial institution with 1Mn customers. The client wants to move to operate on cloud, how would you go about suggesting?**

Answer-1	I started by asking few clarifying questions: 1. Reasons why the client wants to move to cloud. 2. Where does the client operate in (customer spread across regions). 3. What is the data portfolio like. Next I went about explaining the structure by which I would analyse the situation. I would first ask for the application portfolio, dependence with other applications, infrastructure needs on cloud, identifying the tangible and intangible benefits of moving to cloud. Next, I went about performing a cost benefit analysis on the cloud migration and suggested that I would choose one of the following cloud migration strategies accordingly: Refactoring, Re-host, Re-platform, Repurchase, Retire & Retain. (These are the most common cloud migration strategies and more information on what each of them means can be easily found on the internet)
Question-2	**Could you come up with a roadmap for the same project?**
Answer-2	I went about identifying the business value vs cost per each of the applications to be moved, next told that I would bundle dependent applications together while moving. Lastly choose to save cost by selective moving and data replication. I went about identifying the business value vs cost per each of the applications to be moved, next told that I would bundle dependent applications together while moving. Lastly choose to save cost by selective moving and data replication.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	30 mins
Question-1	**I see you have so many extracurriculars in your profile, how did you manage your time through all of these?**
Answer-1	I mentioned how I was passionate about most of the activities I pursued and that's why it was easier to manage.
Question-2	**Why Consulting? Why Technology consulting? Which other roles have you applied to?**
Answer-2	I was answering this pretty honestly, I told the partner that I was only interested in Technology Consulting and Product Management and therefore I had not applied to any other roles. I also gave him my story and journey in the technology industry that drives me to work in this space.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Flipkart

Pre-Assessment Round:

Tell us of a problem with a digital product which bothers you.

How would you use technology to solve the problem?

Propose more than one potential solution (max 3)

Compare and choose the best solution for the problem

How would you measure whether the chosen solution is working?

What might be the reason for this chosen solution to fail ?

*(**Note:** Flipkart has been asking the same question since a few years.)*

Interview Experiences:

Response#1	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design | Metric
Round 1	
Question Category	Product Design; Metrics
Interview Duration	45 min
Question-1	**Favourite product**
Answer-1	Zomato. Explained on the product side and business side.
Question-2	**What improvements can be done?**
Answer-2	Described the pain points and designed solutions for those.
Question-3	**How would you measure success? If all suggested metrics are positive, what can still go wrong?**
Answer-3	Mentioned the metrics that can be tracked. Focused on business metrics that can still go wrong even if product feature metrics are high.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design

Round 1	
Question Category	Product Design
Interview Duration	60 mins
Question-1	**How do you de-clutter Quora**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#3	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Metric | RCA
Round 1	
Question Category	Metrics; RCA
Interview Duration	40 min
Question-1	**You are launching Google maps in India for the first time. How would you track the launch metrics**
Answer-1	Talked about a north star metric and then the AARM metrics
Question-2	**Usage of Google maps in Hyderabad is decreasing but it's increasing in all other cities. How would you go about figuring it out?**
Answer-2	-
Question-3	**Casio Calculators sales have been decreasing Y-o-Y. Tell us why and propose a strategy to increase the sales by 10X**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#4	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	No
Searchable Tags	RCA | GTM | Behav
Round 1	
Question Category	RCA
Interview Duration	20 min

Question-1	**Credit Cards Point Redemption has been going down**
Answer-1	We saw a fall in Nov 2020. Because people spent in Diwali in Oct, and had a lot of points but no need to spend in Nov.
Question-2	**Usage of Google maps in Hyderabad is decreasing but it's increasing in all other cities. How would you go about figuring it out?**
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry
Interview Duration	105 min
Question-1	**Flipkart wants to enter Gems & Jewellery. Should we and how? Size the market, what should we change in the Flipkart app?**
Answer-1	I was unprepared. Went on for too long. I hadn't practiced this, but had just seen a framework. I think being too guided by frameworks, and not asking some basic questions cost me this whole round.
Interviewer Feedback	Should have clarified better. Should have been more honest with the Launch no Launch analysis. Should have considered fit with the existing Flipkart business model in my answers.
Round 3	
Question Category	RCA; Behavioural
Interview Duration	50 min
Question-1	**RCA - Facebook DAU has fallen 5%.**
Answer-1	-
Question-2	**Behavioural Questions from my last job. Why Flipkart**
Answer-2	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#5	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | GTM | Guess | Behav
Round 1	
Question Category	Guesstimate
Interview Duration	60 min
Question-1	**Approximate the annual internet bandwidth at ISB across both campuses**
Answer-1	I approached this question by first approximating the potential uses a student, a teacher and staff could have on campus and then compiling them together to arrive at the final value. There are multiple ways to approach this, but remember, they're looking for your approach rather than numbers. Your numbers could be off, but you'd need to justify them.

Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	60 min
Question-1	**Flipkart wants to become the defacto leader in fashion. Create a social/community feature baked within the purchase funnel to achieve this**
Answer-1	Considerable time was spent in understanding what being a leader in fashion meant for Flipkart, further time was spent asking whether this meant the feature would be cannibalizing or leveraging Myntra. I initially went towards an influencer type solution, but the interviewer guided me back by asking whether that would match Flipkart's core customer base. In the end, we decided to take solutions oriented more towards "regular joes" and find their points of social influence, such as highlighted reviews statements, groups where a similar cohort could be bucketed and offered discounts (For eg: A gym goer values the insights of other gym goers more for gym clothes)
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	60 min
Question-1	**This round was conducted with an engineering manager. The questions were centred around the touchpoint with a tech team, which included my non negotiables for myself and my tech team & the touchpoints you would maintain with the tech team**
Answer-1	Flipkart has their own set up of principles, but answering something that you truly believe in or borrowed from the Amazon leadership principles should work fine here
Question-2	**How would you measure the quality of a PRD**
Answer-2	Get both explicit feedback when possible as well as implicit feedback, in cases where your team asks you more questions to understand what you implied in the PRD or there are delays because estimations went wrong.
Question-3	**Deeper dive into a Redis implementation that was called out in my resume**
Answer-3	Do ensure that you're well versed with all technical points of your resume for a round like this.
Interviewer Feedback	-
Round 4	
Question Category	GTM/Market Entry; Product Design
Interview Duration	60 min
Question-1	**You're a PM at YouTube. Instagram have launched reels. How do you suggest YouTube respond?**
Answer-1	As I was confused between reels and IGTV, I began by explicitly asking which one of these it was. The interviewer made me open the app up to check for myself and comment on it. After that point, it was a matter of first evaluating whether any impact has been made on YouTube as a result of this feature. Have metrics like average watch time, DAU, length of videos watched changed? Then we look at more specific metrics. Since reels are a minute long videos, how has the user segment that primarily consume short form videos been affected on YouTube? Have the numbers dropped?

Question-2	**Assume that the numbers have dropped, how do you proceed?**
Answer-2	Remember the core business goal of YouTube and Instagram are different. YouTube wants to make you spend more time watching more videos and Instagram wants you to spend more time on the platform scrolling. Reels at that point in time did not serve any ads, however, short videos on YouTube can have ads. Think on these dimensions and try to find a solution that matches the specific business problem. In the end, I took an approach for YouTube to make use of short form videos as trailers or teasers to make viewers click on longer videos or to increase stickiness
Question-3	**How do you ensure that these changes don't affect the core platform?**
Answer-3	A/B testing on the position at which these short form videos would be shown & setting up health metrics that would be under close observation
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Do not worry if you feel you screw up in the middle of an interview. Reset quickly, be back on track. Faff around to keep the interviewer hooked when you try and regain your train of thought

Response#6	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	2
Converted	No
Searchable Tags	Design | RCA
Round 1	
Question Category	RCA
Interview Duration	45 mins
Question-1	**You are the PM of a hyperlocal business at flipkart and there has been an increase in breaches. Identify the reason.**
Answer-1	Clarified - grocery business, Breaches - delivery time breaches Reason - shopkeeper wasn't keeping the items ready before arrival of the delivery person
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	45 mins
Question-1	**You are the PM at google. The usage of camera based applications has increased across cohorts except for the elderly cohort. Design an app catering to existing needs of the elderly.**
Answer-1	Clarified GOAL as Engagement and stickiness and proceeded using CIRCLES
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#7	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	2
Converted	No
Searchable Tags	Design | GTM
Round 1	
Question Category	GTM/Market Entry
Interview Duration	60 mins
Question-1	**Flipkart wants to enter the fashion segment, how will you go about it? Define your Target Segment, Market Size, Market Entry and User Acquisition Strategy**
Answer-1	Defined levers of segmentation such as age, geography, gender, income bracket Narrowed down on one segment and defined a clear goal by defining the user acquisition metric as #fashion orders per user. Defined a strategy to help users learn about fashion and simplify their decision making experience
Interviewer Feedback	Some grilling on choice of target segment and why I did not pick any other segment
Round 2	
Question Category	Product Design
Interview Duration	60 mins
Question-1	**Due to the pandemic, a lot of people have lost access to househelp. You are a PM at Google, design an app to help your users cook food at home. Define the problem, the market size of the target segment and the MVP along with a GTM strategy**
Answer-1	Applied CIRCLES but made the mistake of not narrowing down on one part of the cooking user journey to solve. Basic guesstimate for market size.
Interviewer Feedback	Narrow down the problem statement before going ahead with circles
Self-Reflection / Advice	
Comments	-

Response#8	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | GTM | Guess | Tech | Behav
Round 1	
Question Category	GTM/Market Entry;

Interview Duration	45 mins
Question-1	**If Flipkart were to enter a rental business, how would you go about it?**
Answer-1	First decide which rental business. I was asked to select the furniture rental. Then I explained the strategy part. The discussion moved to estimating the market size of furniture rental business in India.
Question-2	**Multiple questions from the resume. I was asked in detail about the product that I had built in my previous organization.**
Answer-2	Explained the role I played, challenges, new features that we added.
Interviewer Feedback	-
Round 2	
Question Category	Product Design; GTM/Market Entry
Interview Duration	60 mins
Question-1	**Consider the sudden lockdown that happened. Suppose, you are a PM at google. You have to design a product to help the people (bachelors) who were dependent on their cooks for food as cooks wont be able to come because of the sudden lockdown.**
Answer-1	Started off with the basic PM framework. But, I was suddenly stopped. The interviewer brought in additional questions related to target audience, their problems, features that will be added in the solution, challenges.
Question-2	**How would you build a recommendation system to suggest the users - "what to cook"**
Answer-2	Based on social media preferences, historical data, location, weather, time of day etc.
Question-3	**How will you market this product? How will you measure the success of this product.**
Answer-3	-
Interviewer Feedback	-
Round 3	
Question Category	Technical
Interview Duration	60 mins
Question-1	**Questions related to prior work experience. What is a PRD? What do you think happens at the backend when you add a product in the cart and click on checkout button?**
Answer-1	-
Question-2	**Name 2 things that are non-negotiable for you from the developer team.**
Answer-2	-
Question-3	**Name 2 things that you think would be non-negotiable for the developer team from you.**
Answer-3	-
Interviewer Feedback	-
Round 4	
Question Category	Behavioural
Interview Duration	60 mins
Question-1	**Strengths, weakness, 3 achievements, 3 failures**
Answer-1	-

Question-2	**Suppose your development team is working on a product with tight timelines. There is a sudden request from the business team to add a new feature in the product. How will you convince the development team to include this new feature and ensure that the deadlines are met.**
Answer-2	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Frameworks did not work at all. Its all about thinking from the basics. Be through with your resume. Take your time before answering any question. Don't panic.

Response#9	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design | Metric
Round 1	
Question Category	RCA; Product Design
Interview Duration	30 mins
Question-1	**You are PM at CASIO. The sales of the calculators have been dropping and CEO wants you to increase the sales by 10% next year. How will you do it ?**
Answer-1	RCA and Design Asked a lot of clarifying questions to the interviewer but there wasn't much of response. Had to move ahead with assumptions and was asked to hurry up in last 15 minutes of the interview
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#10	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Guess | Behav
Round 1	
Question Category	Guesstimate
Interview Duration	60 mins

Question-1	**What is the amount of Cash required in Hyderabad after Demonetization?**
Answer-1	I felt that the question was a bit vague and asked few questions to narrow down the scope. We agreed on calculating the cash required for the first month after demonetization is announced. Started with estimating the number of families in Hyderabad and then dividing into groups based on income level. Then for each subgroup calculated the monthly expenditure required for a month and add the whole to get the final answer. This question alone took 50 min to arrive at the answer. I took time and breaks in between to come up with clear structure before I go into numbers. The interviewer was very specific about the estimations I was making and asked me to justify them at every point. The answer was around INR 2000 Crore.
Question-2	**What can you do to know if your number is right?**
Answer-2	Get data on all the revenues received at the grocery stores in Hyderabad and verify if the proportion allocated to the grocery in my calculation is close to it.
Interviewer Feedback	There were 2 panellists. One was the scribe and the other was asking me questions. Both seemed quite happy with my approach to the problem.
Round 2	
Question Category	Product Design;
Interview Duration	80 mins
Question-1	**Create a social experience for Flipkart fashion**
Answer-1	Asked few questions to understand what the goal is. Came up with customer segments like fashion enthusiasts, budget-conscious customers. I wanted to choose fashion enthusiasts, but the interviewer suggested taking up budget-conscious customers. Suggest features like a group cart for purchases and groups and promotions around that to promote community shopping behaviour. The interviewer was keen on understanding the value proposition and how the user flow would look like in the app. Created a complete user flow for the feature and modified it according to the suggestions given by the interviewer.
Interviewer Feedback	-
Round 3	
Question Category	Product Design;
Interview Duration	60 mins
Question-1	**Which tech product do you use the most? and How will you improve it?**
Answer-1	Notion was my favourite product and explained why I like Notion and what would I improve if I were the product manager of Notion
Question-2	**How will you improve YouTube?**
Answer-2	Followed the framework (Based on Circles) I created for myself for improvement questions. Suggested 1. Incognito mode for watching content not generally in user watch preferences so that feed doesn't get cluttered. 2. File attachments for educational videos 3. Sequential sorting of videos related to learning a skill
Interviewer Feedback	-
Round 4	
Question Category	Behavioural
Interview Duration	60 mins

Question-1	**Lot of questions about work-ex** **- About my role** **- What I would change if I go back** **- How is my work related to PM** **- Processes followed** **- Metrics measured** **General questions** **- Biggest failure in life** **- Top 3 successes in life** **- Why Flipkart** **- Why PM**
Answer-1	-
Interviewer Feedback	It was a fun and very laidback interview. Interviews looked happy with the responses
Self-Reflection / Advice	
Comments	Learnings: Have your own structure for each type of questions. The answer does not matter as much as the approach Be confident while interviewing Ask a lot of questions, make it a conversation Take feedback and iterate your answer based on it

Response#11	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design	RCA	Guess| Tech	Behav
Round 1	
Question Category	RCA; Guesstimate
Interview Duration	60 mins
Question-1	**RCA question on drop-in LinkedIn daily active users.**
Answer-1	Started with probing questions to understand the question clearly, followed by external and internal factors. The question was pretty open and the interviewer wanted to come up with my own assumptions leading to root causes
Question-2	**GMV value of e-commerce in India**
Answer-2	Went with a top-down approach. Population having access to internet access-> active users of e-commerce -> probability of buying, so on to arrive at a value. Important to have a rationale behind selecting a particular value in guesstimates
Interviewer Feedback	The interviewer had his video off. Did not receive any feedback at the end. It was more like a stress interview, while doing guesstimate I was constantly asked to hurry up and arrive at a value. Important to be calm
Round 2	

Question Category	Technical; Behavioural
Interview Duration	60 mins
Question-1	**Functional block diagram and few questions around the working and logic behind the algorithms of the product**
Answer-1	Picked Swiggy. 3 sided market - delivery personals, customers, and restaurants. End-to-end process and algorithms/ rationale behind ex- delivery boy assignment in various scenarios and other such scenarios. Product breakdown prep would help here
Question-2	**Behavioural questions- around working with the engineering team and top business management, around managing deadlines, around handling crisis and deadlock situations in work, and a couple of other scenarios.**
Answer-2	Having previously worked in a project manager role with ample stakeholder management, they did not seem to be too difficult to answer.
Interviewer Feedback	Received positive feedback at the end of the interview. Impressed with the behavioural answers
Round 3	
Question Category	Product Design
Interview Duration	60 mins
Question-1	**Design a Flipkart e-commerce product for younger kids(age 8-15)**
Answer-1	Understand the question clearly, ask ample clarifying questions. E-commerce here could be OTT or product similar to Byjus. I was questioned the rationality of the product proposed. Understand the existing market and Flipkart unique value proposition to make the product successful.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#12	
Company Name	Flipkart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Guess
Round 1	
Question Category	Guesstimate
Interview Duration	40 mins
Question-1	**Previous experience followed by Guesstimate the market of second hand cars sold in India**

Answer-1	I started off by clarifying the time frame. The interviewer wanted the estimate for an annual basis. I assumed that we are talking about the number of cars. This was a mistake as interviewer pointed at the end that she was looking for revenue value. I then started the guesstimate by telling my overall approach. I said I will look at all the households in India and then divide them by tier 1, tier 2/3 cities and small towns. For each tier I further divided into household income categories - I am not sure if this was the best approach. For each category, I said I will look at the percentage of households who can afford cars and also who might be interested in buying one. I then said there are two possibilities - people who already have a car and looking to replace it or people buying a car for the first time. I went on to estimate the former by saying average lifespan of car is 6-7 years . So that's the replacement cycle we are looking at. Hence of all the existing car owners 1/6th will be interested in replacing the car. Then I took a proportion of those who would be interested in second-hand cars. Also came up with an estimate of the new car purchasers. My final number was quite close to the actual number of second hand cars sold every year (later on checked this), but probably the approach or my articulation could have been better.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Mistakes I think I made: I wasn't too comfortable in doing the calculation on the fly. My rough note was very cluttered and after a point I couldn't understand a few numbers I had written(when I had to add the final number) . I could have clarified my assumptions better maybe. Probably doing it on screen share with an excel could have been better as it was difficult to communicate the numbers to the interviewer verbally. You can prepare guesstimates from 'cracking the pm interviews' book. There are about 10 questions. I recommend that spend 30-40 mins in each question before looking up approach. In guesstimate questions overall approach matters a lot. Also the rough work needs to be clean so communication is easier. I recommend including this habit while practicing. Write it like you would in a real interview. Other sources to practice guesstimates are available on various preparation sites and also practice from the handbook. After practicing a few questions, try to time and see id you can increase your speed. In an interview guesstimate will last for 15-20 mins at max unless too complicated.

Freshworks

Interview Experiences:

Response#1	
Company Name	Freshworks
Role	Management Trainee (PMM + PM roles in rotation)
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav | HR
Round 1	
Question Category	Behavioural; Product Design
Interview Duration	40 min
Question-1	**Questions related to CRM industry**
Answer-1	My experience was in Salesforce Consulting, which is a competitor of Freshworks CRM product and the first 15 mins was a discussion on Salesforce, Freshworks and the CRM industry.
Question-2	**What are your top 3 favourite products? Improve one.**
Answer-2	I choose Telegram and suggested a feature for freelancers and small businesses to be able to set up meetings and reminders via the app. Spent a good amount of time on pain points and personas, and this worked in my favour. Solutioning is not the ultimate aim of the interview and through multiple PM interviews I realised that pain points and personas should be devoted the most time.
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	45 mins
Question-1	**Design Zerodha for youngsters [15-18 age bracket]**
Answer-1	Pain Points: 1. No income to invest 2. No curriculum to learn about this 3. No incentive to become financially independent I talked about introducing the app in schools, gamification through quizzes and badges and coins. Metrics would be no of questions/challenges posed by a person because that would increase user engagement and encourage retention on the product.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	25 min
Question-1	**Questions aimed to check my fitment with the firm (mostly behavioural questions like Why Freshworks, etc.)**
Answer-1	Spoke about the firm, Freshworks strategy for CRM products for large enterprises, the role, etc
Interviewer Feedback	-

Self-Reflection / Advice	
Comments	-

HiLabs

Pre-Assessment Round:

HiLabs healthcare-focused artificial Intelligence (AI) solutions automatically detects data errors without human knowledge or input. It is a rare fusion of AI, big data, and medical ontologies. HiLabs has multiple products and each product addresses multiple use cases. It offers services and products to different healthcare agencies. The applicant is expected to create a user application for the same.

It is expected that the case study consist of the following 5 slides-

1. Assumptions
2. Target Users and valid use cases (try to identify new potential users and use case as well)
3. Application user flow
4. Wireframes/Mockups of the important screens (HINT: identify user touch points. You can choose MCheck specific user flow for the mockup(s); use balasamiq for creating mockups)
5. Pricing of the product/solution: Identify the different pricing strategies and choose the best one by giving logical reason(s)/evaluation (Please use strategies that are relevant to the industry and context)

Interview Experiences:

Response#1	
Company Name	HiLabs
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Behav
Round 1	
Question Category	Behavioural
Interview Duration	50 mins
Question-1	**General behavioural questions followed by questions related to the case submission.**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	HiLabs
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	2
Converted	Yes
Searchable Tags	Behav | GTM
Round 1	

Question Category	Behavioural
Interview Duration	40 mins
Question-1	**A lot of question on the resume and past work experience and some behavioural questions.**
Answer-1	-
Interviewer Feedback	-
Round 2	
Question Category	Behavioural; GTM/Market Entry
Interview Duration	40 mins
Question-1	**Questions about my vision and why I want to be a product manager.**
Answer-1	-
Question-2	**Discussion on the case study.**
Answer-2	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Since the company is niche, try to understand the product and how it differentiates from its competitors.

Response#3	
Company Name	HiLabs
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav | HR | GTM| RCA
Round 1	
Question Category	Behavioural; HR
Interview Duration	1 hour
Question-1	**Walk me through your resume, and in between she made me deep dive into a key mistake I made and how I corrected it.**
Answer-1	Spent some time walking the interviewer through my resume. I told her an experience of inheriting a tool from someone else in my team, and about how the migration timelines I initially proposed were wrong. I then explained how I told all stakeholders that it would take longer, why it would take longer, and what benefits they could be assured of it.
Question-2	**Why do you want to move into HiLabs, especially from your previous organization which was a proper corporate in a completely different industry?**
Answer-2	Based my answer around 3 key points, Scale of projects, ownership and pace of work, and explained these in detail citing examples.
Question-3	**You've developed a product. You notice that it isn't selling. What would you do?**

Answer-3	I went about it methodically. Told her that I would look at which region it isn't selling, who are the main customers in that region, what time of the year were sales low, at which stage is the product not sold(for b2b products which typically involve a long chain of partners to sell to) and customer feedback to arrive at an answer
Interviewer Feedback	She was pretty happy, and I was through to the next round.
Round 2	
Question Category	Product Design; GTM/Market Entry
Interview Duration	1.5 hours
Question-1	**Take any idea, and let's walk through it step by step, from making it into a product, to GTM and subsequent strategy.**
Answer-1	Proposed an idea for families with elderly citizens and young kids, where they could rent-a-nanny/nurse through an app. Gave a basic jist of the idea -Nurses are hired from hospitals -They can hire for a day/week/month -Nurses/Nannies take care of everything, from changing diapers to buying medicines -one time fixed payment Then we talked about potential markets, and I proposed either old age homes or people/families living in independent societies. Decided to go with independent societies after a bit of back and forth. Then estimated the market size and the right pricing. After this, proposed a GTM strategy, including advertising campaigns. Ended this question with what metrics I would measure at what stage, and how if required, I could pivot to a different strategy based on these metrics.
Question-2	**Walk me through your case submission.**
Answer-2	Walked him through my case-submission. I had proposed an entirely new product for HiLabs, and we went back and forth on some of the suggestions and numbers involved.
Interviewer Feedback	He was pretty happy, and told me a close aide of his would take my final interview. Note: At this stage, HiLabs was still growing, so the order of rounds was not defined, whoever was free took a round and if you did well, you made it through to the next round.
Round 3	
Question Category	Product Design; RCA
Interview Duration	1 hour
Question-1	**RCA- Calculate revenue that a tool both gets from a road**
Answer-1	I decided to take a typical busy highway, from Delhi-Agra, and calculated for one tollbooth in the regular fashion. Stopped in between multiple times to check if I was going in the right direction. Solved it after a bit of back and forth..
Question-2	**Design a medical app for the Indian market, which has the USP of being a 1 stop solution for all medical issues.**

Answer-2	I first asked some clarifying questions on the goal of the app, and we decided an appropriate goal would be acquiring customers and trying to be the market leader. I then quoted multiple stakeholders and their problems in the current scenario viz. doctors, hospitals, pharmacies, insurance firms, testing labs, government and patients. After discussing all their problems, I decided to focus on patients and designed a one-stop platform for self-diagnosis, booking appointments, buying medicines and follow ups. I designed a flow chart and made a few screens on paper to show during the interview. We then talked about a few flaws in the design, and how I would circumvent those. Then I quoted a few metrics which would help measure the success of the platform
Interviewer Feedback	Pretty good. Got selected :)
Self-Reflection / Advice	
Comments	It was a really fun process, where all the interviewers offered you time and forgave if you made a few mistakes here and there. Only important thing was that I walked them through my thought process.

Honeywell

Interview Experiences:

Response#1	
Company Name	Honeywell
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	Yes
Searchable Tags	Design | Metric | Behav |HR
Round 1	
Question Category	Product Design; Metrics; Behavioural; HR
Interview Duration	40 mins
Question-1	**Design an application to connect volunteers with NGOs**
Answer-1	Started with clarifying questions to understand the objective and goal, then stated different stakeholders involved. For each type of stakeholder, identified different user personas and their pain points. Proposed an MVP solution(with 3-4 necessary features) which was a platform connecting volunteers and NGOs
Question-2	**What are the metrics to measure the success of the app? What would be the top 2 metrics?** **Devise GTM for the app.**
Answer-2	Number of app downloads, referrals, DAUs, MAUs
Question-3	**What are your key achievements? Tell me about a time you handled conflict in your team.** **What is your understanding of product manager?** **What does Honeywell do? Why do you want to join Honeywell?**
Answer-3	I will ask the engineering team to work on the algorithm to choose the user who gets to be on the camera. For this, during the initial days of the feature, I will target the customers who have huge network so that the feature can be marketed easily. Also, I will choose the customers who have large CLV, or whom I would like to acquire more. I will also ask the engineering team to work on creating the experience on coming on camera and uploading the screenshot feature seamless.
Interviewer Feedback	-
Round 2	
Question Category	HR; Behavioural
Interview Duration	40 mins
Question-1	**Why MBA? Why Product manager? Why Honeywell?**
Answer-1	-
Question-2	**What are your top achievements? How did you handle conflicts in your team?**
Answer-2	-
Question-3	**Tell me something that's not on your resume.**
Answer-3	-
Interviewer Feedback	-

Self-Reflection / Advice	
Comments	I wish I had known earlier that I need to be ready for interviews at least a month before the actual day 0. This is because the PM roles have pre assessment rounds which take up a lot of time. Start working on resume at the same time as consulting aspirants. Get multiple rounds of review done from different PMs and also from peers. Follow the timelines prepared for interview preparation. Keep yourself updated with latest tech news.

Response#2	
Company Name	Honeywell
Role	Technical Product Owner
Pre-assessment round?	No
No. of rounds	2
Converted	Yes
Searchable Tags	Design | Guess | HR | Behav
Round 1	
Question Category	Product Design; Guesstimate
Interview Duration	45 minutes
Question-1	**Estimate market size for Honeywell enterprise solutions.**
Answer-1	We won Honeywell Product Challenge, so I had an quantitative idea of Honeywell's target B2B market size. These numbers can be kept handy by visiting Honeywell's website and watching YouTube informative videos on Honeywell products. (tip: you don't need to memorize exact numbers, a broader sense of numbers helps)
Question-2	**Design a product for investment management for senior citizens. Also, discuss about the revenue model.**
Answer-2	approach: product design framework (started with clarifying questions and the objective of the product) revenue model: subscription, calculated subscription fee based on breaking even in 5 years.
Interviewer Feedback	Interviewer was supportive and gave prompts whenever I was stuck.
Round 2	
Question Category	HR; Behavioural
Interview Duration	45 mins
Question-1	**Talk about your transition through the MBA.**
Answer-1	-
Question-2	**How did you resolve conflicts in your work experience?**
Answer-2	-
Question-3	**How did you manage to get your seniors convinced about an idea/plan that you thought of?**
Answer-3	-
Interviewer Feedback	-

Self-Reflection / Advice	
Comments	Having a case group for discussing product cases really helps.

Response#3	
Company Name	Honeywell
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design |Behav	HR
Round 1	
Question Category	Product Design; Behavioural
Interview Duration	1 hour
Question-1	**Tell me about yourself. How would you handle conflict? How would evaluate tradeoffs? etc**
Answer-1	Have prepared these scenarios beforehand as part of the behavioural round prep
Question-2	**How would you create a product for the indoor air market?**
Answer-2	Clarified as to what the market meant - what is in the air? are we talking offices/schools/homes/etc approached like a design question
Interviewer Feedback	-
Round 2	
Question Category	Behavioural; HR
Interview Duration	-
Question-1	**What are top 3 things your manager will say about you? Other behavioural questions**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#4	
Company Name	Honeywell
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design	HR	GTM	Behav
Round 1	
Question Category	Product Design; GTM/Market Entry

Interview Duration	30 mins
Question-1	**Design an air purifier application.**
Answer-1	1. Time when outside air pollution is least 2. Predicting air pollution at different times 3. Collaborate with companies like Ugaoo + mask selling companies.
Question-2	**GTM for this application**
Answer-2	Interviewer was looking to enter into commercial markets. Gave example of collaborating with government and DLF office buildings.
Interviewer Feedback	Conversational interview.
Round 2	
Question Category	HR; Behavioural
Interview Duration	20 mins
Question-1	**How did you resolve conflict at your work place?**
Answer-1	-
Question-2	**What are your expectations from salary**
Answer-2	-
Question-3	**Give an example of innovation that you did at work.**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Go through the JD for Honeywell. They ask for examples of qualities written in the JD.

Response#5	
Company Name	Honeywell
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	Yes
Searchable Tags	Design | Tech| Behav | HR
Round 1	
Question Category	Product Design; Technical
Interview Duration	35 mins
Question-1	**Tell us about any about any product you have worked on.**
Answer-1	Since I had no prior product management experience, I asked the interviewer if I could talk about the product we worked on during the Honeywell case competition. The interviewer was okay.
Question-2	**If you get 3 different requests from the following:** **1. A request from sales director - major client asking for a new feature** **2. Rolling out a new product** **3. A problem being faced by existing clients on a product** **Which problem will you prioritise ? How ? Why? and What all stakeholders will you contact to solve the problems ?**

Answer-2	Explained the logic behind prioritisation, and talked about all the stakeholders involved in solving the problems.
Question-3	**If you were to present a product roadmap to the product director ? What all will you include in the presentation ?**
Answer-3	Explained the roadmap, used a bit of circles framework, potential pitfalls, market potential, monetisation etc.
Interviewer Feedback	-
Round 2	
Question Category	Behavioural; HR
Interview Duration	20 mins
Question-1	**Tell us about your workex, Why Honeywell ?**
Answer-1	-
Question-2	**What has been one of the most challenging decision you made recently?**
Answer-2	-
Question-3	**What has been your biggest takeaway from ISB ?**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	The interview was very logical and intuitive. If one is prepared well, one can easily sail through the problems given in the interview. Take Honeywell Case competition seriously. A PPI will increase your chance of converting the interview process by manyfold. So prepare well for the case competition. Strong technical knowledge and understanding of business is required apart from PM prep.

Innovacer

Interview Experiences:

Response#1	
Company Name	Innovacer
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | RCA | Behav | HR
Round 1	
Question Category	Product Design; Metrics; RCA
Interview Duration	60 minutes
Question-1	**Introduce yourself and why leaving consulting for product management?**
Answer-1	I had prepared this well. I drew synergies between PM and consultant and highlighted how I am more inclined towards PM skills
Question-2	**Name 3 most commonly used apps by you? The interviewer picked one and asked a follow-up question about what this app is doing better than the competition?**
Answer-2	I named Audible, Inshorts, and WhatsApp. The interviewer picked Audible. I then told how it is better than other apps like Google Playbooks or Strotel etc. I named three features specifically and also commented on Amazon's overall business strategy on Audible.
Question-3	**The interviewer asked me metrics around the product. She asked a follow-up RCA on if the conversion rate is dropping, how would you improve the metric.**
Answer-3	I listed down customer journey and then metrics associated with them. The interviewer had picked the conversion rate (purchase ratio of books) as dropping and asked to figure out why and suggest new features to improve the metric. I listed down pain points, solution hypothesis, validating the hypothesis, and then more metrics to confirm if my solution is working or not and then possible pitfalls. One last follow-up question was - why kindle is integrated with Goodreads while audible is not yet, both being Amazon's product. I answered about Amazon's strategy at the time as well as technical challenges of integration for audible being more than kindle at the time.
Interviewer Feedback	She seemed pretty happy with my answers. Since she was an ISB alum, we ended our interview discussing campus life and general talk around COVID.
Round 2	
Question Category	Metrics; Product Design
Interview Duration	45 minutes
Question-1	**He picked one product from my resume and grilled me around all possible questions on it. Such as what metrics If followed, GTM and launch strategy, my interactions with the engineering team regarding my product. How would I improve the product and a pitch for the CEO on my product.**
Answer-1	He repeated the above discussion with one of my consulting projects mentioned on the resume.
Interviewer Feedback	-

Round 3	
Question Category	Behavioural;
Interview Duration	60 minutes
Question-1	**1. Why PM?** **2. What differentiates you from your peers?** **3. How was your life journey and what 3 major lessons you derived that will help you to be a good leader?** **4. He picked a product from my resume and asked me what challenges I faced during inception to launch and how I mitigated those?** **5. Tell me about any conflicts with the engineering team in the previous company and how did you resolve those?** **6. How did you prioritize your features and convinced the broader team that this should be the strategy for your product.** **7. What feedback your juniors will give about you? What would they quote as your strengths?**
Answer-1	-
Interviewer Feedback	-
Round 4	
Question Category	HR
Interview Duration	25 minutes
Question-1	**General discussion around resume and my expectations from the company and job**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	My suggestion would be to prepare your resume extremely well. And prepare at least 5 favourite products and 5 products you hate.

Jio Platforms

Interview Experiences:

Response#1	
Company Name	Jio Platforms
Role	Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Metric | RCA | Guess | HR
Round 1	
Question Category	Product Design; RCA; Metrics; Guesstimate;
Interview Duration	50 min
Question-1	**How would you design a recommendation strategy?**
Answer-1	Had read about Netflix recommendation and answered based on that like a design question
Question-2	**Talking about Netflix in particular, you notice a 20% decline in usage after implementing the recommendation feature, what is the cause?**
Answer-2	Dug deep like a RCA question, answer was that default language was English for all movies. For example, even for hindi movies, the default language was English. The older generation did not know how to change the default settings and hence dropped out.
Question-3	**Guess the market share of the people who stopped using**
Answer-3	answered it like a guesstimate question
Interviewer Feedback	helpful and calm
Round 2	
Question Category	Product Design
Interview Duration	50 min
Question-1	**Design a pharma app for Indian market**
Answer-1	Answered it in CIRCLES format
Question-2	**Asked me to build a product launch strategy for a new product**
Answer-2	Answered it
Interviewer Feedback	calm
Round 3	
Question Category	HR
Interview Duration	20 min
Question-1	**compensation and location details were discussed**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Media.net

Interview Experiences:

Response#1	
Company Name	Media.net
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Guess | Tech | RCA
Round 1	
Question Category	Guesstimate; RCA; Technical
Interview Duration	60-75 mins
Question-1	**You are the PM for YouTube. Viewing time/video has decreased over the last 6 weeks.** **Do RCA on what could be the possible reasons for the same**
Answer-1	try and break down the problem into chunks. Try and cover both internal and external factors for the product. Ask sufficient clarifying questions.
Question-2	**Guesstimate the daily footfall at Jaipur airport**
Answer-2	try and break down the problem between passengers, staff, shops. Also break down btw international and domestic flights. Can add any other segment you want.. else other approaches could also work.
Question-3	Explain API to a 5 year old kid
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Media.net
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Guess | RCA | Tech | Behav | Design | Metric
Round 1	
Question Category	Guesstimate; RCA; Technical; Behavioural
Interview Duration	2 hours

Question-1	You are a PM at MakeMyTrip. You are looking for an ad flight from Delhi to Mumbai. You need to find max pay per click you will pay to Google. **Follow up question: now tell us other factors you can incorporate in the estimate**
Answer-1	Preliminary questions and assumptions: Clarified that we are talking about a search ad that comes up on Google search. Assumed no competition and ad redirects you to MMT. No cost for impression Talked about three ways to go about this: value-based, comp pricing, cost-based Took cost-based approach Pop of Delhi > age buckets > business/personal > use flights > use online booking > searches > MMT share > conversion to bookings > margin Estimated how much money made through ads and came to that as the cost. Follow up question: - order of ads - who is shown this ad - time of year - other revenue aspects > inc in CLTV + hotel bookings the interviewer had me redo the whole calculation incorporating CLTV + hotel bookings
Question-2	Q2: PM@Youtube. Drop in average viewing time even though active users is constant. What are top 10 data points to figure out why this is happening?
Answer-2	Standard RCA. Started with clarifying questions. Asked questions across 4 buckets : time, demography, competition, platform. Interviewer did not have a root cause in mind, just wanted to see my approach
Interviewer Feedback	-
Round 2	
Question Category	RCA; Product Design; Metrics; Behavioural
Interview Duration	1.5 hours
Question-1	**Tell me about yourself.** **You own a blog site that teaches music. Main source of revenue is showing ads. You get paid when user clicks. There is an increase in unpaid clicks. That is, if there were 100 clicks earlier, 80 clicks were paid. Paid clicks dropped to 40. (not all clicks are paid, basically). Figure out why paid clicks has dropped**

Answer-1	Talked about my profile and since I've been in bands this problem was thrown my way. Tried to tackle this like a standard RCA problem but this required a lot of domain knowledge. Approach: clarify > questions in time, demography, platform, competition time - happening since 1 month, steep drop only happening with my blog and not with others listed down to couple of plausible issues: talked about supply/demand bot clicks Was asked how to solve for this: remarketing recaptcha
Question-2	**PM@Swiggy. Design the dashboard for CEO**
Answer-2	I was asked to do this in 5 minutes. Did not have time for objective, swiggy vision, CEO stakeholders, etc. Jumped to sides of the platform: hungry people, rest, advertisers listed down metrics in each bucket and then prioritized based on company core goals and actionability interviewer asked me draw out how dashboard would look
Interviewer Feedback	Was educated a lot on how ad exchange, DSP works. Common issues in ad-tech.
Self-Reflection / Advice	
Comments	Read up a lot on ad-tech. Understand the nuances of problems both sides face. Be very well informed. All questions are pretty much about ads. Interviews can run very long, so build stamina. Good luck!

Response#3	
Company Name	Media.net
Role	Associate Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Design | RCA | Guess | Behav
Round 1	
Question Category	RCA; Guesstimate; Product Design
Interview Duration	1hr

Question-1	**Guesstimate the number of gates needed at Rajiv Chowk metro station in Delhi**
Answer-1	Apply littles law and ask how much time does a train halt at the station. Know how many stations are there and calculate the probability of a passenger getting off on the station to identify the number of people at the station and the rate of influx of people.
Question-2	**You are a PM at Google pay, Monthly average transactions are going down. Why?**
Answer-2	Divided possible causes into external and internal factors
Question-3	**Reduce the number of RTO (return orders) for Myntra**
Answer-3	Narrowed down on size being an common issue for RTO. Proposed AR,VR and other solutions to ensure the right size is selected by the user in the first place
Interviewer Feedback	-
Round 2	
Question Category	Product Design; Behavioural
Interview Duration	90mins
Question-1	**You are a PM at Swiggy for Recommendations, Design the recommendation engine to suggest the top 10 restaurants to a user when they open the App. How will these factors be different if it is a new user**
Answer-1	Listed all the factors and then prioritized them. Was asked why each factor was included and how it will be used
Question-2	**You are the PM at Swiggy for their App UX, design the landing page to list the Top 10 restaurants to recommend to a user?**
Answer-2	Discussions on tile layout, size, and what information to show. Also where will you place the sponsored ads and how will you place the top-recommended restaurant. It should not be on top of the list.
Question-3	**Resume based question**
Answer-3	The interviewer was checking the validity of my resume
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	1hr
Question-1	**Improve the drinking experience through technology**
Answer-1	CIRCLEs but with more focus on the user persona and pain point prioritisation
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Thinking on your feet helps a lot

Response#4	
Company Name	Media.net
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Design | Metrics | Guess

Round 1	
Question Category	Product Design; Metrics; Guesstimate
Interview Duration	50 mins
Question-1	**Build browser for children between the age of 7-14 years ?**
Answer-1	Solution : Automated Subjectwise bookmark folders
Question-2	**You have to build a new metro station in Delhi. How many gates will be there for entry/exit ?** **Gates : where user places the card/token to enter/exit the platform**
Answer-2	-
Question-3	**You are PM at Swiggy and asked to design a dashboard with 6 metrics for the CPO. Which metrics will you show and why ?**
Answer-3	Avg. delivery margin Users - DAUs/MAUs Avg. time to place an order No. of orders placed in last hour Fulfilment Rate - number of orders successfully delivered / number of orders placed
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Get comfortable with concepts such as Flow Rate (Little's Law)

Response#5	
Company Name	Media.net
Role	Associate Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Metric | RCA | Guess | Design | HR | Pricing
Round 1	
Question Category	Metrics; RCA; Guesstimate
Interview Duration	50-60 mins
Question-1	**Imagine you are PM of Urban Company. You have to design the metric dashboard for the CEO. What metrics will you track**
Answer-1	I gave at least 3-4 metrics for adoption, engagement, retention, monetisation. Gave one most important metric for each of these categories.
Question-2	**No. of sessions per user are declining in NETFLIX. Why ?**
Answer-2	Interviewer wanted me to come up with the list of all possible reasons in a structured manner. I started with scoping down the problem by asking some clarifying questions - like correctness of the metric, geography, time period, device, Drop%, Android/IOS/desktop. Then I started with the external factors that could result in a drop and the moved to the internal factors. I talked about the customer journey right from logging in to closing the session to know where the actual drop was happening.

Question-3	How many kindles are sold in a month in India.
Answer-3	-
Interviewer Feedback	-
Round 2	
Question Category	Product Design; Guesstimate; Pricing
Interview Duration	45 mins
Question-1	**Design calendar for kids**
Answer-1	Started with some Clarifying questions - Why do we want to design it. What is the goal. Then I talked about the stakeholders - Parents, teachers, School Administrations and the kids
Segmented the students based on - Pre primary, primary, Middle & High School students. Picked up the middle & High School segment as other segments are highly dependent on parents.
Described some of the tasks that student has to do in his day - waking up, homework, test prep, play time, reading time , classes. Also need to store class timings and Zoom links (considering COVID). Then I talked about some of the tasks that Parents want their children to undertake - News, Improving Vocab, Limiting time for TV/Laptop/YouTube etc.
Then described the Pain points based on aesthetics, Complexity, and Segregating school specific work. (I wasn't very satisfied with these pain points but interviewer didn't stop me or asked me to think more so went ahead with solutions)
Gave a couple of solutions - Frame hanging on a wall connected with phone through an APP. Parents should be allowed to make bookings in it. Parents can keep track of it.
Second solution was - integrating with echo dot which keeps reminding the students. Interviewer went into more details for this solution
Question-2	**How will you price your app.**
Answer-2	I started listing down the ways in which this app can create value for customers .
First I took Marginal Cost of adding new customer = 0
If app is not there, parents will have to make calls to the kids to remind them for their classes.
Students can miss out on a test per month on average. (I somehow took out the value lost on this by taking 10k/month as school fees)
Will be able to save out on care taker cost
Interviewer Feedback	Interviewer challenged my assumption of MC = 0. He asked me to consider storage costs.
Round 3	
Question Category	Product Design; RCA; HR
Interview Duration	120 mins
Question-1	**You are the PM for Skip ad feature for YouTube. There is a quarterly meeting with the stakeholders. Who all will be in the stakeholders.**

Answer-1	I started describing internal(head of product etc) and external stakeholders (Customers, content creators, Advertisers). Interviewer was interested in just internal people like developer, engineering manager, design team etc. I finally reached here. Then he asked me to list the metrics for skip ad feature. Then I was told I am PM for content creators. These content creators have thumbnails for their videos. How will you help non professional content creators create thumbnails like the professionals have. He showed me an example of YouTube of a song where an actress was in the thumbnail and not the actor. He said I can assume I have all the information. I started going into technicalities like A/B testing etc which wasn't needed, he just needed me to describe the factors like genre, drop off %, colours, gender, popularity of the image, clarity (pixels or whether the image is blurry), weather (depends on which place u are in), scenic place, celebrities etc.
Question-2	**Design an amusement park**
Answer-2	here my segmentation was basic like - family with kids, friends grp, elderly people. Interviewers asked me to pick Family with kids . _ I described the pain points - hungry kids, kids get bored in queues, parents are tired while carrying kids in hand, space crunch so kids get annoyed, tiring, uncertainty of when their turn will come.etc, finding rides. Interviewer was happy with pain points. Then I gave some solutions and described challenges and risks associated with them . like if we keep informing customers about the waiting times at each ride , people will stop buying premium passes to the par. I suggested some bid based system for rides. etc
Question-3	**Swiggy's WOW Rev/DAU is declining by 15-20%. Why**
Answer-3	-
Interviewer Feedback	Interviewer was happy with my answers
Self-Reflection / Advice	
Comments	Keep interacting with interviewer. Check if you are going in the right direction. It helped me a lot. Try to judge from the tone if interviewer wants you to change the approach

Response#6	
Company Name	Media.Net
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design	Guess	Pricing
Round 1	
Question Category	Product Design; Guesstimate
Interview Duration	1.5 hours
Question-1	**You are a manager at Yatra. What is the maximum CPC you'd be willing to pay to Google for one of your flights from Bangalore to Delhi?**

Answer-1	This is a little tricky, because it requires some basic domain knowledge of how advertising works. There are a few formulas that you can find online. After that is basic guesstimates. I was not very aware of the formulas and just tried to solve it logically, walking her through my thought process and clarifying multiple times. Arrived at an answer she was satisfied with after a few mistakes.
Question-2	**Design a dashboard for Ola's CEO. What all would you include in it?**
Answer-2	First told her 2-3 key features about the dashboard. These were - It will have both charts and data(aggregated) - It will have drill down options which once selected can show a time-series data over the past day,week,month or quarter. Then I divided the metrics/data I would have on the main screen into 5 categories -Business related (30% screen) -Tech related (30% screen) - Safety related (20% screen) - Organizational/staff related (10% screen) - Competition related (10% screen) Drew a sample board on my notebook and explained it to her using the diagram as a reference.
Interviewer Feedback	Enjoyed the interview. Got through to the next round.
Round 2	
Question Category	Product Design; Pricing
Interview Duration	1.5 hours
Question-1	**Pick any Hyperlocal app. Explain it to me and how would you improve it.**
Answer-1	Choose Swiggy, Dunzo and MyGate. He was interested in MyGate, so that is the one I chose. Clarified that the goal I first explained the app and all its current features. Then I identified various customer segments, and decided to solve the problem of returns (think Myntra/Amazon/Flipkart). Created a solution that involved minimum effort on the user end. It involved passing the parcel to a guard, the myntra delivery personnel getting an OTP (initiated by MyGate itself through an internal connection), and him submitting the OTP to the guard and receiving the parcel. He asked me a lot of cross questions on how it would work, how safe it was, how easy would it be for all parties involved, privacy issues..etc. I then made a user flow diagram explaining the overall process to him.
Question-2	**You are a product manager at Amazon. How would you price Amazon prime?**
Answer-2	Clarified that it was Prime only for deliveries and not for PrimeMusic/PrimeVideo..etc . Divided users into Heavy/medium and light users. Looked at how much these might potentially use in a year and came up with a value based pricing plan. (you can find pricing frameworks in consulting casebooks, I recommend you read it) Came up with an answer of 700Rs.
Interviewer Feedback	No feedback.
Self-Reflection / Advice	

Comments	Not sure what went wrong in this round, thought I did well. Maybe I could have gone with a safer option for Hyperlocal like Dunzo instead of MyGate

Microsoft

Pre-Assessment Round:

For pre-assessment round, everyone in a group was given the same problem statement and was required to come up with a solution within 30 min and present it to the interviewer.

There were 2 different questions given to 2 groups. Questions were as follows:

1. For a video streaming application, bridge the gaps created for the live sports events due to COVID, also mention how you will monetize this.
2. To succeed in global economy organizations, rely on geographically dispersed teams. Having a diverse workforce helps the companies compete in today's market but with teams spread across multiple time zones, employees end up working at odd hours. Plus, with this new norm of remote work, the lines between work & home is blurring. How can a Microsoft product help the users of our product achieve better work life balance? Propose your ideas and designs for the same. (You can pick one or many products for eg: Teams, Outlook, Bing, Office, ... etc.)

Interview Experiences:

Response#1	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	4 (including pre-assessment)
Converted	Yes
Searchable Tags	Design | Behav | Tech | HR
Round 1	
Question Category	Product Design
Interview Duration	50 min
Question-1	**For a video streaming application, bridge the gaps created for the live sports events due to COVID, also mention how you will monetize this.**

Answer-1	I approached it like a standard product design question. Recognized target user persona as users who are used to go for watching the live sports match in the stadiums and are also acquainted with online streaming as they would be easy to target. I targeted the gaps of experience such as tangibility, atmosphere in the stadium, live updates, chances on coming on big camera in the stadium. The interviewer said that he has no budget restrictions, so I chose to address the problem of coming on the big screen on the stadium as the gap to address. I created a subscription option for the user as I had to monetize the feature. Once the user pays for the subscription, he/she will have an option to create a watch party, these would be the people with whom the user would have ideally gone to watch the live match. The user can choose the preferred upcoming matches, the watch party will get a notification. At this time interviewer asked me to focus on only mobile devices, so during the match the user can request to be on camera. The application will randomly choose a user and request them to turn on the camera to come on the live feed. When the user approves there will be a small live feed of the user that will come on the live broadcast on the streaming application. This will replicate the experience of coming on big screen while watching the live match. The user will have an option to one button notify all the friends on the watch party to see the screen while he or she is on the camera, and will also have an option to take instant screenshot to directly share on social media apps from the live stream application.
Question-2	**Create the user journey for this feature.**
Answer-2	Subscription - pay --> create the watch party --> choose the interested matches or sports --> get notified before the match starts --> mark presence --> request to be live on camera --> once sent option to turn on the camera, accept the request --> Show excitement of being watched live by the whole country --> take screenshot, send notification to friends that you are live --> upload the screenshot on social media applications
Question-3	**What features will you ask your engineering team to work on specifically?**
Answer-3	I will ask the engineering team to work on the algorithm to choose the user who gets to be on the camera. For this, during the initial days of the feature, I will target the customers who have huge network so that the feature can be marketed easily. Also, I will choose the customers who have large CLV, or whom I would like to acquire more. I will also ask the engineering team to work on creating the experience on coming on camera and uploading the screenshot feature seamless.
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	-
Question-1	**If you are new user on a song application and you have listened to just one song, how will the application recommend the next song to you?**

Answer-1	First thing I did for this question was to ask the interviewer for his favourite song. Then I addressed the whole solution considering that was the one song we played. This helped me create relevance for my answer. I started with user based recommendation that can do neighbour and matrix based recommendation. For the algorithm I explored many factors for choosing the recommendation. This first included: Location, demography, song that was played: features of the song - duration, genre, singer, movie, number of repeats, music instruments played in the song, bass of the song, tempo of the song, keyword used to find the song, lyrics of the song, emotions behind the song. On the basis of all this, we can filter down which song was played next for the similar filters.
Question-2	**What is one drawback of the algorithm that you created?**
Answer-2	I assumed that the user would like to listen to the similar song next, but I did not consider what is the user is interested to listen to variety of songs in that session. Hence, I need to create an algorithm also for a user who might be using the application for listening to radio and would not like to listen to the songs in one mood.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural; Technical
Interview Duration	50 min
Question-1	**Define product management - what does it mean to you.**
Answer-1	Thought leadership where we discover the needs of the customers, understand the industry and create solutions that align with both; Influencing - where we need to work with cross-functional teams, utilize the resources, and work together to create the solutions; Execution - where we transform thoughts into real products.
Question-2	**What was your most challenging project and what were your learnings from it?**
Answer-2	Tied it back to one of the project that I did where I needed to manage the people expectations. In this answer I tried to share how alongside technical expertise, I have experience with people management.
Question-3	**Explain analytics to a 7 year old (this was asked as I have experience in analytics pre-ISB).**
Answer-3	I considered I was talking to my 7 year old niece. I told her that we are going to do 10 questions on addition, 10 questions on subtraction, and 10 questions on multiplication. If she scores 7/10 in addition, 10/10 in subtraction, and 8/10 in multiplication, we will plan what do next with these scores. As she scored full is subtraction - we will work on harder problems in subtraction. As she score the least in addition - we will more practice on addition problems and then will prioritize multiplication problems as she scored second highest in that category. This is what is analytics all about, you gather the data, study it, analyse it, create inferences, and then create action points based on that data.
Interviewer Feedback	Interviewer really liked how I handled the last question by trying to explain with the mindset of a 7 year old. He said this shows how I try to approach problems from a customer's perspective.
Round 4	

Question Category	HR
Interview Duration	-
Question-1	**Why would you like to join MS?**
Answer-1	I mentioned how this aligned with my goals of staying in tech-based roles and how it aligns with my career plans.
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	2 (including pre-assessment)
Converted	No
Searchable Tags	Design | Tech
Round 1	
Question Category	Product Design
Interview Duration	30 minutes
Question-1	**To succeed in global economy organizations, rely on geographically dispersed teams. Having diverse workforce helps the companies compete in today's market but with teams spread across multiple time zones, employees end up working at odd hours. Plus, with this new norm of remote work the lines between work & home is blurring. How carp Microi0ft product help the users of our product achieve better work life balance? Propose your ideas and designs for the same. (You can pick one or many products for eg: Teams, Outlook, Bing, Office, ... etc.)**
Answer-1	Introduce, 'I am on a break feature' instead of 'Do not disturb me' on teams. This answer reflects customer empathy, a key skill valued by Microsoft. Second was, meditation or mindfulness, that would help people relax at home. Other solutions were generic. The key to crack this was to come up with ideas within 30 minutes. The format of case is, they (company) gives you live case and you have 30 minutes to solve it.
Interviewer Feedback	-
Round 2	
Question Category	Tech
Interview Duration	45 - 60 minutes
Question-1	**Design a pseudo code for passenger lift operation. There are only two lifts and 30 floors in the building.**
Answer-1	The key to this question was to come up with pseudo code. Think of all the failure and success scenario for this and include them in your code. I forgot to mentions failure steps, such as when a child / pet might be stuck in door, what happens when electricity goes out, what happens when part failure happens. I did not have a technical background but still could not come up with relevant pseudo code. Also, this was stress interview, which I realized later on.

Self-Reflection / Advice	
Comments	Prepare before time. I started early but could not get into serious mode. people without coding background like me do face an issue, need to prepare extra :/

Response#3	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	2
Converted	No
Searchable Tags	Design | RCA
Round 1	
Question Category	RCA; Product Design
Interview Duration	40 minutes
Question-1	**Search time on Bing has increased by 5%, identify root cause and come up with ideas to improve it**
Answer-1	Root cause is indexing algorithm changed, hence taking more time. Ideas - 1) Contemporary news should be loaded in cache, 2) Frequent searches should be stored in cache
Interviewer Feedback	Didn't think from customer empathy angle. Liked my ideas
Round 2	
Question Category	Product Design
Interview Duration	-
Question-1	**Design music app for kids**
Answer-1	Couldn't answer what the interviewer was expecting. Emphasis was completely on scoping and very minimal on ideas
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Concentrate more on scoping for Microsoft interviews. They don't generally care about business goal and all.

Response#4	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | GTM | Behav
Round 1	
Question Category	Product Design
Interview Duration	60 minutes

Question-1	**Enhance learning experiences for online education on any platform**
Answer-1	It was a purposefully left open ended question that we had to solve independently before being asked to walk through the same with a few counter questions. I chose to increase the quality of in class discussions by giving the teacher/associates a Twitch stream like live feedback platform where they can review the interactions by person during a class as well as have indicators to view individual participation either through chats, speaking or raising hands.
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry; Business
Interview Duration	60 minutes
Question-1	**Twitter's position in the market is at a jeopardy due to the rising popularity of FB & Insta. How do they react and better monetize themselves?**
Answer-1	Focus on the business goal of the organization as well as missed opportunities. Insta and Twitter both cater to different audiences. Creating a mass market appeal to attract Instagram customers would alienate your own base & become a point of parity instead of a point of difference. My approach was to segment Twitter customers, think of their needs, such as tech, comedy, art, etc. Then looked for missed opportunities such as Clubhouse eating away tech & art Twitter's share. For monetization, we looked at opportunities like promoted posts, premium subscription based feeds to avoid people from redirecting to other platforms like Medium or Patreon
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	80 minutes
Question-1	**Create a search engine for enterprise users**
Answer-1	Keep asking questions till you understand the problem at hand. Enterprise users have much different needs to a regular searcher. They have access to data on company intranet, they would prefer to use sources that are trusted by the company while making presentations, etc. Spend time understanding the jobs to be done for an enterprise customer and try solving the problem accordingly. Think of varying teams like HR, Tech, Marketing, etc. and the ways they could make use of a search engine. My final implementation on this involved using a standard search engine with an embedded trust score metric which helps save time while doing research. The interviewer further asked me to break down the trust score metric, think about potential pitfalls and UX
Interviewer Feedback	-
Round 4	
Question Category	Behavioural
Interview Duration	60 minutes
Question-1	**Behavioural questions, including a discussion on points on my resume, why do I want to become a PM & why Microsoft**

Answer-1	When faced with behavioural questions, be prepared for a conversation rather than a scripted answer. They are looking for a future colleague they can interact with and count on. Be natural, if you approach with a scripted answer, chances are they will ask cross questions to find your natural stance. Be excited about the product you work on.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Do not shy away from asking questions. When the interviewer asks for questions, try not to ask arbit questions and try to ask questions related to the product they're working on or something you're genuinely curious about. Microsoft interviewers tend to evaluate your behavioural aspects implicitly throughout the process

Response#5	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	3
Converted	No
Searchable Tags	RCA | Design
Round 1	
Question Category	RCA
Interview Duration	55 min
Question-1	**You are a PM at Myntra and sales have been dropping for the past 3 months. Identify the reason**
Answer-1	Clarification - footwear sales. Identified multiple reasons and corresponding solutions.
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	1hour 15 min
Question-1	**Design a trainings recommendation system for an enterprise**
Answer-1	Key is to identify the user of the system first and then deep dive. Interviewer focused a lot on UI/UX. Asked for wireframes and workflows.
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	-
Question-1	**There are people who have limited amount of time to travel. Design an app to help such users optimize their travel plans.**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	

Comments	In case of MS, for both the design cases, CIRCLES framework wasn't of much help to me. Interviewers drive the conversation. They are highly focused on UI / UX and workflow.

Response#6	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav
Round 1	
Question Category	Product Design; Behavioural
Interview Duration	30 min
Question-1	**What are two things that you would want to highlight from your resume?**
Answer-1	I highlighted the following two things: > one major project that projected me as a hardworking person > My extra-curricular and career trajectory to display that I take calculated risks
Question-2	**Design an application for Museum**

	Started with clarification questions > Who are we: Museum Product Team > Is it a chain of Museum: No > Is it a specialized Museum: No > Goal: Interviewer told that we will discuss the goal after I had pointed out the stakeholders and plausible app users Pointed out the stakeholders: Visitors, Internal staff, Suppliers. Interviewer asked me to focus on Internal Staff. I further segmented Internal staff to Security staff, Admin, Back office labour & Maintenance workers, Internal Guides/Engagement staff, F&B servers At this point, I asked the goal for the application to prioritise on a particular target segment. Goal: Increase footfall in Museum I decided to focus on Security staff and Internal Guides/Engagement staff. Features for an internal guide to help make visitors' experience better (to indirectly increase footfall). With increased footfall, security staff would have more people inside the museum to manage. Hence, features for Security staff. Listed concerned needs of each segment Security: Crowd control, Visibility on actions, calling management Internal guide: Awareness of what museum item, where item is placed, details of items, visitor might ask recommendation for sections within the museum The interviewer asked me to focus on crowd control problem. Solution: Maintain map of Museum in app and display current crowd via heat map. Security camera data can be used to feed data for heat map. Security can then go to high crowded areas to manage crowd. Further, app can predict the rush at various sections based on past data and security can be actively ready to manage that.
Answer-2	The interviewer ended at this point.
Interviewer Feedback	The interviewer was guiding throughout the interview
Round 2	
Question Category	Product Design; Behavioural
Interview Duration	45 min
Question-1	**Tell me something that is not mentioned on your resume**
Answer-1	I discussed my career transitions
Question-2	**Design a product to help an individual keep up with all the communications**

	Clarifications: > Will it be an enterprise solution: Yes > Goal: Help individuals be confident that they are at the top w.r.t. their communications Restricted communication modes to Emails Stated the personas > Sole contributor > Manager Decided to focus on the manager persona because they are hugely impacted by any misses in messages Stated the concerns w.r.t. a number of emails/chats: Majorly miss in deadlines/calendar invites, not taking actions at the right time. Solution A separate section in Outlook app that has emails that are labelled. Emails can be parsed and labelled appropriately. Labels such as immediate action, visibility only (but still important) were suggested. Interviewer dived deeper into how emails will be categorized (some sort of logic) Interviewer asked me to help with the UI design of the solution. After that, I listed the metrics > No. of users actively using the new section > Emails under new section per user > Change in time spent on outlook app > #Emails manually labelled by users > No. of users that discontinued with the feature The interview ended here and the interviewer requested if I had any question
Answer-2	for him. I asked about the vision of MS Teams.
Interviewer Feedback	The interviewer really pushed for a thought-through answer
Round 3	
Question Category	Behavioural
Interview Duration	30 min
Question-1	**Why do you want to join Microsoft**
Answer-1	I talked about > People, culture, and growth mindset at Microsoft (complemented with my personal experiences to show my fit) > Microsoft as a brand and opportunities to learn & explore > My past experience and that I wanted to work at MNC
Question-2	**What is a PM?** **Talk about a project you have worked with that required tradeoff.** **Talk about a project that didn't go well**
Answer-2	For what is a PM question: A PM is an individual that helps build product or services to solve customer needs while bringing value to the business/employer

Question-3	**How will you explain the notion of a credit card to a five-year-old (I was asked this because I had worked in the payment space)**
Answer-3	-
Interviewer Feedback	The interview was more of a discussion and the interviewer just wanted to check my fit
Self-Reflection / Advice	
Comments	-

Response#7	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | RCA | Tech | Behav
Round 1	
Question Category	RCA; Behavioural
Interview Duration	45 min
Question-1	**Tell me about your work- how would you define reverse logistics? Why product management?**
Answer-1	I spoke about my experience with building operations products for solving problems using ML, had mentioned this on my resume and was asked about this.
Question-2	**RCA on drop in users on teams. How would you go about it?**
Answer-2	I followed the standard RCA framework- is this on a particular device/software/region, new rollout, duration, repeated pattern etc. The interviewer added layers - asked me how would I check the data if the engineering team is not in office etc. Very standard RCA question, with some elements of cross questioning involved. If you miss any element in the framework, accept your mistake and display a willingness to learn.
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	1 hr 10 min
Question-1	**Design a browser for travel.**
Answer-1	Asked clarifying questions and followed the standard CIRCLES framework. In my personal experience the interviewer was more keen on solutioning- we spent most of our time (50 min) on brainstorming and developing solutions. You should move to that once you are confident that the interviewer is convinced you understood the problem. Also be familiar with some MS products- helps.
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Technical
Interview Duration	1 hour 40 min

Question-1	**Talk about how you would solve for healthcare in India using technology.**
Answer-1	I asked if he wanted me to design a product, he mentioned he wanted to understand my views on the healthcare system and use of tech. Looked like a strategy question in the beginning, though it turned into design later. Talked about platform model, demand supply gap and the customer pain points (both docs and patients). Tried to design something, but he did not look very convinced.
Question-2	**What is your fav OTT platform (said hotstar for Indian shows and Netflix for international). Asked me to redesign Netflix for consumers.**
Answer-2	Followed the standard CIRCLES framework, choose the 50+ segment (underserved)- you should know why you pick which segment. He seemed convinced with some points in this question.
Interviewer Feedback	-
Round 4	
Question Category	Product Design
Interview Duration	40 min
Question-1	**Design a social network for children.**
Answer-1	Followed standard CIRCLES framework. Understand your user segment, risks or vulnerabilities in the segment and how you'd solve for that.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Product management can be very daunting for non tech folks- I am a non-tech professional. Know your background well, your strengths and identify the firms which would give you a chance to learn and grow. Do not get discouraged by any tech discussions or sessions held by any clubs (I found it to be very scary). The interviewer will know that you are not from tech, its on your resume. Just know your product thinking and design frameworks well and you should be fine. Also, there is no one size fits all for product management prep, use your own methods for preparing. Its okay to not prep in a big group, find a set of 2-3 people who you trust can help you with feedback on product cases. Do alum interviewers whenever possible. For me, alum interviews were the most helpful- did 3 from SEAL workshops and 1 from BTC. Practice well for 1 month and you should be fine.

Response#8	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	RCA | Design | Behav | HR
Round 1	
Question Category	RCA; Product Design
Interview Duration	50 minutes

Question-1	**Was asked to do an RCA about the fall in viewership on YouTube.**
Answer-1	The interviewer was not looking for a specific answer, just wanted to see whether I was exhaustive in my approach. Followed the standard RCA processes, and listed out all possible factors that could be possible in each stage(including internal and external factors). Since YT was my favourite product, I went into really small possible causes as well.
Question-2	**Was asked about how technology in 20 years would change one of my favourite products.(Nike Run Club)**
Answer-2	The interviewer did not want me to follow a framework. Being an avid runner, I proposed that in 20 years, we would be able to quantify the "runner's high" which is one of the long standing mysteries in running.
Interviewer Feedback	-
Round 2	
Question Category	RCA
Interview Duration	50 minutes
Question-1	**Was given an RCA about reduction in API responses for a company that builds APIs. There had been a drop in successful API calls.**
Answer-1	Followed standard RCA structure. However, was budged by the interviewer to approach the problem like a PM and not like a developer. She wanted to know how I would harness a cross functional team to solve the problem. Talked about how I would leverage customer support, engineering, and data science aspects of the team.
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Behavioural
Interview Duration	45 minutes
Question-1	**Was asked how Snapchat could implement features to prevent excessive screen time for its users, without causing a decline in revenues/engagement.**
Answer-1	Approached the question by looking at the goals of snapchat, and who its users are. I tried to look at the problem from two sides. 1. How can snapchat try to reduce time on the app that is not a value add to the user(mindless scrolling for example) 2. How we can help users discover the content the want quicker 3. How the app can keep users informed about their health. I came up with rough solutions for the above, but the interviewer was not really interested in the solution and was happy with how the problem had been broken down
Question-2	**Was asked to give an elevator pitch for a product on my resume to higher management, assuming that there was another parallel product which was competing for the same resources.**
Round 4	
Question Category	HR
Interview Duration	-
Question-1	**Was mostly a discussion around the role and benefits.**
Answer-1	-
Interviewer Feedback	-

Self-Reflection / Advice	
Comments	Break the problem down, and address the problem. Bring out any peripheral knowledge you might have. The final answer is the least important part of the interview

Response#9	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	3
Converted	No
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	30 mins
Question-1	**Design an app for personal health or personal finance, use crowdsourcing solutions in the app**
Answer-1	Goal was to increase adoption and engagement early on. Persona: Narrowed down to Working Bachelors, who don't have time and knowledge about sustaining a healthy lifestyle. Other personas included new parents, old people etc. Pain points and needs: Never stayed alone, relied on family for healthy diet, not a fixed routine, picking up unhealthy habits, lack of motivation Solution: User enters vitals at the start, sets goals. App clusters people with similar goals, and designs a fitness journeys that people go through as a group, keep each other motivated. Gamification as the next step to increase engagement. Metrics: DAU/WAU, session time, % journey completed, avg journey of the entire group
Interviewer Feedback	Wanted me to drill down more on personas and define needs in more detail
Round 2	
Question Category	Product Design
Interview Duration	45 mins
Question-1	**Help users stay on top of their communication**

Answer-1	The question was around improving email clutter mainly for enterprise users of Outlook. Narrowed down the scope for middle level execs at companies, who need to track progress of their team, and keep reporting to the higher management. Started by identifying the topics of most of the emails, identifying mundane tasks such as tracking team progress and reporting them daily/weekly, meetings etc. Solution was around 1. Prioritizing mails for quick referrals 2. Instant responses/ helping in curation of emails by gathering information from other Office products
Question-2	**Detailed questions on implementation of these ideas since I had a tech background**
Answer-2	-
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	60 mins
Question-1	**Design a new app focussed on Traveling**
Answer-1	Scoped down to an app that helped in planning for travellers who are looking for offbeat destinations Pain points, needs: Budget, fragmented information, experiences that only localities know about, meet like minded people during the trip, help from travel experts and people visiting the places Solution: Enter a few details, personality-related questions to create user profiles and capture their tastes, cluster like-minded travellers together, help them connect etc. Curate a repo of offbeat destinations and present them as cards for the user to select, redirect to locals/booking forums
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Be prepared to answer technical questions in detail on the solutions/recommendations that you propose

Response#10	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	2
Converted	No
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	30 mins (case solving) + 20 mins case discussion with the interviewer

Question-1	**Power of the crowd for personal health/ personal finance**
Answer-1	I opted for personal health. I opted for health over finance because I felt I could showcase better customer empathy. Also, there is no dearth of health apps and I felt I could be asked a tricky question about that by the interviewer. I designed an app for two types of people. One was for adults in the 25-45 bracket who wanted to learn how to invest and one was for parents who had kids with learning or any other disabilities. I asked the interviewer if I could pick both and was asked to go ahead. I really emphasised on customer empathy while telling him my pain points. Microsoft really stresses on that. Since the question prompt asked us to use the power of the crowd, I introduced quizzes and rewards based on posing questions to other to build network effects and encourage crowd learning. What worked well for me in this round was truly empathising with the problems I listed and not forgetting the crowdsourcing aspect of the question prompt.
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	45 minutes
Question-1	**Design a scalable healthcare solution using AI for rural audience**
Answer-1	The interviewer asked me to frame the question after looking at my resume, that mentioned an AI project in my undergrad. Asked me to pick a sector and then told me to design a solution. I talked about a cloud based neural network solution that could help detect a particular pathology after being trained. The next 10 minutes went into narrowing down on the pathology, and the rationale of why I would go with the rural over urban populace. I talked about EMR, cloud based technology and a product that also had a physical touchpoint to measure vitals. I mentioned low internet penetration in the rural areas but the interviewer stated that all rural people make TikTok videos and therefore, internet was not a problem. The interview went south from there, on tangents and I knew then that I am not proceeding beyond round 2.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#11	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	3
Converted	No
Searchable Tags	Design | GTM | Behav

Round 1	
Question Category	Strategy
Interview Duration	1 hour
Question-1	**How would you design a packaging service for Amazon**
Answer-1	I firstly mentioned I had no prior experience in this, and will try to logical work through it. He was super friendly, and said that we'll work through it together. Goal was to be the most efficient, maintain brand value of amazon and as cheap as possible. First I defined the parameters of any package- Dimensions, fragility, manufacturer packaging, gift requirements, prime member or not, multiple orders bundled together and number of pit stops before reaching its final destination. On these I said the most important are dimensions and fragility. He agreed, and he said how would I determine which is fragile item and which isn't via some parameters (Logic was that we can't manually label every item, so the automated system has to step in, and hence needed some recognizable aspects, I agreed) For fragility, I mentioned we can look at the category(eg electronics are more fragile than say cloth), price of the object, dimensions, material used, manufacturer(if they have a reputation) and ratings on previous orders. He then asked me how will I implement learning in this algorithm to enhance it. I mentioned that we can check customer reviews, number of returned orders and package route. Using this, we'll try to improve the packaging algorithm.
Interviewer Feedback	He was happy and mentioned that it was fun solving the problem together, and he didn't have any prior experience either.
Round 2	
Question Category	Product Design; Behavioural
Interview Duration	1 hour
Question-1	**Why product management and why Microsoft?**
Answer-1	Explained how I've loved tech since undergrad, and I've worked across its entire lifecycle, from research, dev, QA, release and maintenance, and how now I would like to move to a role that encompasses all of these. Also explained how I've used Microsoft Products since a long time and how I love the culture over there, and how it is the ideal next step in my journey.
Question-2	**The lockdown has caused traditional school education to be disrupted. How would you leverage MSFT tools and short videos (<1) to increase engagement.**

	Clarified that I am free to use any MSFT tool, and that engagement here really meant student engagement and not teacher engagement. I also confirmed whether he wanted the engagement to increase in-classroom, post-classroom or a hybrid scenario. After a bit of discussion, we settled on a post classroom scenario. I then narrowed down on how we can use bite-sized videos to increase learnings and accuracy while submitting assignments. He then asked me to formalize my problem statement, which I did : "Schools are noticing that students aren't submitting assignments and parents aren't able to keep track of what assignments to have. As a result, kids are not able to retain what they were taught in class." He then asked me to give 5 solutions to this problem. He wanted one moonshot solution, and a few normal ones. I gave 5 solutions after a bit of thinking: - Help teachers create video based quizzes easily - Integrate YouTube content to impart bits of information prior to quizzes - Interactive gamified animations (Students have an avatar which is a character that goes through many levels by overcoming challenges like say, a math puzzle) - MSFT partners with TikTok influencers to create small funky learning videos for younger audiences - Use AR (Eg google AR which helps you see a tiger on any surface) to teach kids He asked me to prioritize one considering with had limited time and budget. I
Answer-2	picked the first two and gave some metrics for the same.
Interviewer Feedback	He seemed happy
Round 3	
Question Category	Product Design; GTM/Market Entry
Interview Duration	40-45 minutes
Question-1	**How will you solve the problem of fake news in Facebook?**
Answer-1	First gave 4 reasons on why we should solve it: - Decrease user engagement - Safety is compromised - Monetization is affected - Biases creep in Gave 2 solutions: - First was to have a centralized committee verifying news - Based on reputation verify posts/news from selective sources - crowd sourced rating systems + warning systems which flag dubious accounts
Question-2	**How would you launch an app that answered health queries?**

	I divided health queries into 3 parts - Sickness - Illness - Fitness Then I proposed a GTM Strategy where I suggested targeting people who repeatedly fell sick but without major complications, such that they are okay if home-cure is administered. Positioned it as an app that was a better alternative than visiting a doc regularly. It was a free app. I planned to use targeted google ads, as well as contextual ads to sell this app to people.
Answer-2	Proposed a few metrics
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Should have been more technical while answering the question on Fake news.

Response#12	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	2
Converted	No
Searchable Tags	Tech | Design
Round 1	
Question Category	Technical
Interview Duration	1 hour
Question-1	**Interviewer asked about Recent regulatory update on WhatsApp. It was the policy to show if a message has been forwarded many times and who was the originator. I was then asked to suggest how would the data be stored to cater to this change.**

It was an open ended question and I had to ask a lot of probing questions to understand what the interviewer meant. It was not very clear to me. He also asked me to how I would show the entire chain of sequence of forwarded messages.

I started off by designing the data schema for storing WhatsApp messages. I remember showing 4-5 tables:
message,
 chat,
 user,
user-chat,
message-user table.

 Here message table would store the message content or media link(in case of media files) along with a unique identifier and timestamp of message creation. The user table would store the user id, name, phone number, profile picture and other user details. The chat table would store a chat id , chat name . The user-chat table would store the link between a chat and user id. Example if there was a group chat with 10 users, there would 10 entries in the chat user id table. Similarly, a message-user table would store the link between a message id and the source user id and destination chat id. I had drawn this on a paper and showed the interviewer to showcase how I believed a system like WhatsApp would be storing its information. I clarified that I was using a relational db but it could also be using a non-relation db.

Next I clarified with the interviewer if we were looking for was how WhatsApp would now have to store data given it needed to show the forwarded message origination. I first started by clarifying my understanding in the current context. Currently, when a message is forwarded, the user is allowed to forward and the message just shows a text 'forwarded' on the same to identify its a forwarded message.
In the current context when a non-forwarded message is sent an entry would be made in the message table, and message-user table where the message user table would contain message id:1; source:userid1, destination:chatid123, isforwarded: false.
When a forwarded message is sent, no new entry would be created in message table. Only a new entry would be made in the message-user table with isforwarded flag as true.
Thus in current context if we were to trace a source, one way would have been to read all entries in this table with the same message if with isforwarded flag as false. However, this would be very time consuming and O(n).

The interviewer also seemed to want me to show the entire chain of events given the most recent recipient. So, I suggested that we could use link list reversal here. We could trace back at each step who was the source and in which entry this user was a recipient. He seemed to like this approach and was waiting for me to answer this. He asked me how linked list reversal works. I wasn't asked to write code.

Then I was asked a few more follow up questions and the interview ended. I was moved to next round.

Answer-1

Interviewer Feedback	Tough guy! Very senior person at Microsoft. He was probably Group PM or Director PM. He seemed to talk very less and it seemed like a pressure round to me. I wasn't given any feedback at any time about my approach. At many places, I took pauses and revisited my approach or clarified my understanding with the interviewer. I believe I was asked a technical round due to my previous development experience. I didn't know how I had done until I was given the result.
Round 2	
Question Category	Product Design; Technical
Interview Duration	1 hour 10 mins
Question-1	**Design a travel product**
Answer-1	I used the CIRCLES method to solve this. I picked up the user segment - older people and people who suffer from disabilities. Interviewer was intrigued by the segment selection. Next I listed down pain points such as challenges with mobility, trusting new people etc. For solutions I suggested a few features and suggested Although far fetched in the future I would look at the possibility of including Virtual Reality(VR) and Augmented Reality(AR) so that the experience of such individuals who are not able to physically travel to a place is fulfilled with experiencing the same through VR or AR. However, this is where the interview started taking a downward track as the interviewer didn't seem familiar with the difference between AR and VR. We then quickly moved onto prioritization, metrics and then to the next case question.
Question-2	**Design a universal spell checker for Microsoft Word**
Answer-2	I was a bit nervous when he asked me this question because I didn't understand it at all in the first time. I asked a lot of clarifying questions. I wasn't able to understand if this was a product design question or a technical question. From what I recall, upon clarifications the interviewer told me that the spell checker should work for all languages. I suggested that the spell checker would have to happen on the client side so all the logic would reside there. Then he discussed something about the different writing scripts. This case discussion lasted for 10-15 mins. I was less hopeful based on this round that I would be moving to the next round. Result: I wasn't moved to the third round.
Interviewer Feedback	The interviewer seemed very friendly and chit-chatted in the beginning with me. He was also an ISB alum but had passed out some 10-15 years ago. He was a senior guy at Microsoft. He helped me and nudged me throughout the interview, however, I was very stuck in the second question. Sometimes certain questions are asked to reject a candidate rather than test them.
Self-Reflection / Advice	

Comments	My advice to people with prior tech experience would be to be very careful for Microsoft interviews. The interviews may vary a lot for people with technical vs non-technical backgrounds. I would suggest that you prepare all kinds of questions. The second design question that I was asked in round two was something I had never heard of or practiced something remotely similar. Also, If you are suggesting a high-tech solution involving AR/VR , blockchain etc be mindful that some of the interviewers might not be very familiar with these concepts or it might be risky as they might ask you many probing questions on this.

Response#13	
Company Name	Microsoft
Role	Program Manager (Microsoft's name for Product Managers)
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design |Tech
Round 1	
Question Category	Product Design; Technical
Interview Duration	1 hr
Question-1	**Consider Microsoft Word - earlier these products for single-user products who are editing documents individually. But now multiple users are editing the single document. What functionality you should support and not support?**
Answer-1	This was a non CIRCLES question. It was purely a technical discussion about how would I implement locks at the doc. How should I implement the lock? and various edge case scenarios to consider. I started with a target user and talked about a particular use case where collaboration is required and also broadly touched upon the pain points of multi-user collaboration. He also asked me about any new feature apart from just implementing locks at the doc level. I talked about allowing present feature in the doc like ppt and allow annotation and pointer features on the doc.
Interviewer Feedback	-
Round 2	
Question Category	Product Design; Technical
Interview Duration	1 hr 30 minutes
Question-1	**As a PM for teams, you are assigned to build a doctor patient module. how would you go about it?**

Answer-1	This was a very broad question and the interviewer expected me to scope out the question. I talked about the entire patient process and he told me to focus on the patient-doctor interaction only. He wanted to know what features I would add in the teams video. I talked about adding a live prescription section and also suggested few other features. He then told me, to focus on how would a doctor get the basic checks like temperature and pressure check done. We also had a long discussion around it. I suggested giving in-video interactive and gamified way to patients to measure such stats themselves and report on the teams module.
Question-2	**Now suppose, you have a lot of doctors on your platform how will you give discovery for patients looking for doctors.**
Answer-2	I talked about what are some filters I would give and sorting criteria. Finally, he asked me if the doctor data is huge how will I store it in the database. How should I shard my database and scale it as and when more data gets added.
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Technical
Interview Duration	2 hr
Question-1	**Design a system for offline browsing of web.**
Answer-1	This was probably the broadest question I faced. The interviewer wanted to hear every minute detail of what could be the use case for offline growing, who could be the target segment. He told me, that imagine you are a PM and exactly what instructions would you give the engineer to implement this feature. Will this feature be a plugin or extension or app on existing browsers? He questioned every point I mentioned. He did a role-play of an engineer and asked me every minute detail on my approach. He finally made me towards caching data and not go for AI/ML-based recommendation or smart download. He also made me move towards solutions where we should ask user to download pages before one goes in an offline mode. I chose the use case of flight.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	This process was one of the most hectic, yet the most interesting one I had. Since I was coming from the technical background all the interviewer asked me in-depth technical questions and was always interested in details and never a high-level overview. They were repeatedly stressing the entire problem approach rather than the solutioning. They were looking for creativity but also structure in the overall approach.

MTX Group

Interview Experiences:

Response#1	
Company Name	MTX Group
Role	Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Guess | RCA | GTM
Round 1	
Question Category	Guesstimate
Interview Duration	-
Question-1	**Estimate number of Covid vaccines required in Mumbai area**
Answer-1	Questions translated to number of people above age 45 in Mumbai, very basic guesstimate
Interviewer Feedback	-
Round 2	
Question Category	RCA
Interview Duration	40 min
Question-1	**Netflix views are going down in India**
Answer-1	Followed external, internal, customer funnel framework Reason was some Issue with Netflix originals and censorship rules Asked what factors we need to consider for releasing movies in India that were popular elsewhere
Interviewer Feedback	-
Round 3	
Question Category	RCA; GTM/Market Entry
Interview Duration	60 min
Question-1	**GTM of 1mg, what all factors to consider for launching 1mg, pricing, target customers**
Answer-1	Followed framework from stellarpeers website Talked about Marketplace concept, sellers and buyers, government regulations, risks etc
Question-2	**Myntra cart additions are going down by 3%**
Answer-2	Followed the RCA framework - External, internal, customer funnel Issue was some backend changes in the functionality of add to cart button in android phones
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	MTX Group
Role	Product Specialist

Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Guess | HR
Round 1	
Question Category	Guesstimate
Interview Duration	30 min
Question-1	**How many iPhones are there in India**
Answer-1	Took total population, segmented based on rural and urban, segmented based on income level, and always include average lifespan of the phone to divide the number
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	30 min
Question-1	**A abstract design question to build an elevator for a 3000 floor shopping mall**
Answer-1	Told that the lifts should be for 3 divisions. 1-1000, 1001-2000,2001-3000 in order to reduce waiting time. The parking level also should be on these floors for ease of access. Explained how there would be signs and boards to aid accessibility to all customers etc
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	1.5 hrs
Question-1	**Design and Identity Management Portal**
Answer-1	-
Question-2	**Build a fleet management system for truck owners**
Answer-2	-
Question-3	**Design an application to sell gardening equipment's**
Answer-3	-
Interviewer Feedback	-
Round 4	
Question Category	HR
Interview Duration	10 min
Question-1	**Compensation Expectations**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Trust in your PM prep and be diligent in the process

Myntra

Interview Experiences:

Response#1	
Company Name	Myntra
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	RCA | Guess | Design
Round 1	
Question Category	RCA
Interview Duration	40 minutes
Question-1	**For Uber, we know the queuing system at airports - rider gets assigned to the driver, but off-late our drop-off rates have increased. Here drop-off means unable to find a cab on the app and the user is dropping off from the app.**
Answer-1	I scoped out the problem, clarified each and every term of the problem and covered all aspects. The final issue was there was a spike in the driver cancellation rate.
Interviewer Feedback	-
Round 2	
Question Category	Guesstimate; Product Design
Interview Duration	1 hr
Question-1	**You are a start-up founder and want to enter the food ordering service, and there are a couple of big players in the market such as Zomato and swiggy. Estimate the monthly food order volumes after you launch the app in Hyderabad.**
Answer-1	I started from the Hyderabad population, divided by age, then propensity of order, followed by frequency of order and then share of Zomato and swiggy and then carved out how much can my new startup take. The final answer came around 2M and the interviewer was okay with the answer but all through he kept on asking questions, challenging my assumptions.
Question-2	**Favourite product and how will you improve.**
Answer-2	Standard discussions but he said to go back to the time when Netflix was going to get launched. How would I have prioritised features and launched in MVP.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Myntra
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4

Converted	Yes
Searchable Tags	Design | HR
Round 1	
Question Category	Product Design
Interview Duration	40 min
Question-1	**Tell me about your favourite product and how will you improve it.**
Answer-1	Talked about Google Maps and suggested features for improvement. Had a discussion that was built up on the answers, like metrics to track, etc
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	40 min
Question-1	**Design Swiggy for kids**
Answer-1	-
Interviewer Feedback	-
Round 3	
Question Category	HR
Interview Duration	
Question-1	**General behavioural questions around strength, weaknesses, why should we hire you, do you think you can fit in in a startup culture?**
Answer-1	-
Interviewer Feedback	-
Round 4	
Question Category	HR
Interview Duration	-
Question-1	**General discussion around interests and some situational questions like what will you do if you miss a deadline for product delivery**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Nykaa

Pre-Assessment Round:

Content Strategy at Gryffindor:

Gryffindor is the fashion & Lifestyle arm of Hogwarts Group and is the fastest-growing vertical within the group. They have over 5mn+ muggles on their magical app, and these muggles have diverse attributes in terms of gender, affordability, category preferences, and awareness of fashion.

As Gryffindor's Perfect states, our mission is to "inspire the muggles to make best fashion choices for themselves." One of the significant ways to inspire the muggles is through content.

Imagine that you are a PM(Product Magician) at Gryffindor. One day, the Prefect comes to you and suggests that we should create a product around content to inspire and engage the muggles.

Would you agree with the request (give reasons)? If yes, then how would you approach and structure this problem statement? What goal would you choose? What would be the key focus areas in the next 3-6 months? What would you de-prioritize? How would your roadmap look? How would you design experiments and measure success?

Assume you can coordinate directly with anyone in the senior magician team at Hogwarts to influence product and business strategy.

You do not have full information from outside the Hogwarts group, and we're not looking for any particular "right" answer. We want to understand how you structure an ambiguous problem, break it down into parts, prioritize and plan the execution of smaller chunks, and measure success.

The output of this could look like an 8-10 slide deck or 4-6 pages of a Word document.

Interview Experiences:

Response#1	
Company Name	Nykaa
Role	Product manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	No
Searchable Tags	Tech | Design | Behav
Round 1	
Question Category	Technical
Interview Duration	40 min
Question-1	**5 SQL questions, they wanted queries and were okay if you did not know the syntax**
Answer-1	Joins, Where clause, If else in SQL, Ranking in SQL, Groupby in SQL Link to Practice (https://sqlzoo.net/)
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	40 min
Question-1	**Design the wishlist feature for Nykaa**

Answer-1	Mostly Circles. Identified a user need where the user is not sure of what to buy and what would suit them, so a shareable wishlist feature.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	1 hr
Question-1	**Basic Behavioural questions but the questions were twisted. For eg: What do you look for in a candidate when you are recruiting?**
Answer-1	Basic Strength and weakness answers. Prepare from Cracking the PM Interview.
Question-2	**5-6 Resume Based questions**
Answer-2	Prepare a STAR format answer for every line of ur resume
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Nykaa
Role	Product manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Metric | RCA | Design | HR | Behav | Guess
Round 1	
Question Category	Metrics; RCA; Guesstimate
Interview Duration	30 min
Question-1	**How do you measure the efficacy of product page?**
Answer-1	Traffic coming on page - Organic versus Paid Clicks on CTR such as Buy Now/Add to Cart Scroll Depth Session Duration
Question-2	**Everything else remaining constant, we see that CTA clicks dropped by 15%. Why did this happen?**
Answer-2	Split into internal and external reasons. Internal reasons such as Update, UI changes etc. External reasons such as competitor, prices etc. On discussion with interviewer on each reason, finally zeroed on drop in session time by 70%. Was not able to reach why clicks on CTA declined but because I mentioned all possible reasons and explained them, interviewer was satisfied and closed the RCA.
Question-3	**How would you calculate the maximum number of people who can visit the Red Fort?**

Answer-3	I took shape approach but the interviewer wanted certain parameters which can be used as limiting constraint. The answer was gate would be limiting constraint and the number of people who can enter via gate with limits on peak time, open hours will be the answer
Interviewer Feedback	Cleared.
Round 2	
Question Category	Product Design
Interview Duration	1 hr
Question-1	**How would you solve problem such as activation on Nykaa?**
Answer-1	Clarified the meaning of activation which meant 1st time purchase. Split the customers into new users and already signed up users and then tried to solve activation issue for both of them. I created user journeys for both these type of customers and gave suggestions such as UI revamp, chat based landing page to give users what they want in first look and more marketing for signed up users. The interviewer asked for wireframes as well wherever I mentioned UI changes.
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	1 hr
Question-1	**Design a rewards or loyalty program for Nykaa?**
Answer-1	Goal - Improve stickiness Types of customers - Frequent, casual and beauty professionals Made one for frequent customers and suggested pain points such as product replenishment, new product discovery, better prices, offers and customized discounts. Solutions such as in-store mode (in app feature to guide which shelf the product is at etc.), targeted messages before product expected finish date and subscription services. Gave metrics for each.
Interviewer Feedback	-
Round 4	
Question Category	HR; Behavioural
Interview Duration	30 min
Question-1	**Product management is a lot about tech and operation management. How will you get your work done and manage conflicts?**
Answer-1	Gave examples from my past work as PM and cited people management and communication as key skills for getting work done on priority.
Question-2	**Was asked prioritization questions about a situation where bandwidth was an issue**
Answer-2	I mentioned I would prioritize basis most impact.
Question-3	**Was asked comfort level with SQL and was asked to present the deck made in pre-assessment round.**
Answer-3	I mentioned I do not know it but can catch it pretty fast being a Math post graduate. Presented deck and answered questions on it comfortably
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Be honest and give in-depth answers. Do not faff and do not make things up.

Response#3	
Company Name	Nykaa
Role	Product manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design | Tech | RCA
Round 1	
Question Category	Product Design; Technical; RCA
Interview Duration	1 hr
Question-1	**The enrolment in the nykaa loyalty programme are reducing. How do you increase the same**
Answer-1	Did root cause analysis. Mentioned all the internal factors such as marketing, convertibility terms etc., and all the external factors (competition) which can be the reason.
Question-2	**In continuation, the loyalty numbers have increased and cart value has decreased. Find out why and give suggestions to increase the same**
Answer-2	Used RCA and then CIRCLES to make suggestions
Question-3	**Asked me to code on SQL**
Answer-3	Did not answer
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Nykaa does expect the candidate to have knowledge about coding on SQL. I was asked 2 questions in the interview which required me to code

Ola Electric

Pre-Assessment Round:

AMP Electric, based in India, is building a smart scooter. Designed for a premium segment, this feature packed sporty scooter aims to provide the most seamless experience to the users.

You are the product manager in charge of the feature of accessing the scooter (unlocking and locking) the scooter.

Come up with your product plan on the feature(s) you would build for solving this use case.

Additional Info:

- The smart scooter has a console which has the capabilities of a mobile phone.
- There is a possibility to add additional hardware to the scooter, if absolutely necessary.

Guidelines:

- Solution to be answered in no more than 7 slides
- Assumptions to be made and clearly stated
- Assumptions and solutions must be realistic

Interview Experiences:

Response#1	
Company Name	Ola Electric
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	RCA | Design | Behav
Round 1	
Question Category	RCA
Interview Duration	30 minutes
Question-1	**LinkedIn DAU gone down by 5% - Identify the root cause**
Answer-1	Used the External, internal, customer funnel framework Root cause was - LinkedIn introduced fingerprint authentication and mandated it, new version of iPhone don't have fingerprint authentications, hence high end iPhone buyers are not logging in
Interviewer Feedback	-
Round 2	
Question Category	RCA; Product Design
Interview Duration	45 minutes
Question-1	**Why UPI transactions on PayTm are not more**
Answer-1	Compared how UPI transaction work on GPay and PayTm and concluded that it is difficult for users to do UPI payments on PayTM
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	20 minutes

Question-1	**Why Product Management**
Answer-1	-
Question-2	**Why Ola Electric**
Answer-2	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Pre assessment case was important - Make an aesthetically appealing PPT

Response#2	
Company Name	Ola Electric
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav | HR
Round 1	
Question Category	Product Design; Behavioural
Interview Duration	45 min
Question-1	**Introduce yourself, why product management**
Answer-1	-
Question-2	**Give a PPT walkthrough (submitted in pre-assessment round)**
Answer-2	-
Question-3	**Design an app for an amusement park**
Answer-3	Questions asked: - Type of amusement park: Disneyland type - Purpose of the app: customize the experience in the park Personas: - Kids - Parents - Adults (group of friends) - Corporates (corporate trips) Selected persona: Parents Drew out the entire customer journey and then talked about improvements at each step (forgot to specifically mention pain points but the interviewer really liked my ideas) Below are some of the app features I talked about: - 3D park view - real time queuing updated for the rides - book fast track seat based on the above updates - in-app wallet to enable payments for FnB, fast track seats etc.
Interviewer Feedback	-

Round 2	
Question Category	Product Design; Behavioural
Interview Duration	1 hour
Question-1	**Personalize user experience for a streaming service**
Answer-1	Questions: - What type of streaming service? - Spotify - Is the model ad-based or premium-based? - premium based Personas: - teenagers - young adults - people of our parents' age group Persona selected: young adults Drew out the user journey and listed down the steps where personalization is possible. Few ideas listed: - Song/playlist suggestions based on past history and current songs - realtime playlist upgrade Explained both of these separately for new and existing users: For new users: 1. user segment 2. nearest neighbour algorithm. For existing users, personalise suggestions based on type of songs/artists/playlist, timeframe of the songs, music of the song
Question-2	**Coming from a non-engineering background, what do you bring on the table. why should we hire you?**
Answer-2	-
Question-3	**Grilled on my PPT (submitted in pre-assessment round) solution and methodology**
Answer-3	-
Interviewer Feedback	-
Round 3	
Question Category	HR; Behavioural
Interview Duration	15 min
Question-1	**Introduction, why Ola, Why product management**
Answer-1	-
Question-2	**What are your plans for the next 5 years**
Answer-2	-
Question-3	**what do you expect from the role you have applied to?**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	

Comments	-

PayU

Interview Experiences:

Response#1	
Company Name	PayU
Role	Associate Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Behav | Design
Round 1	
Question Category	Product Design
Interview Duration	40 mins
Question-1	**PayPal recently exited the Indian market. What do you think about this exit?**
Answer-1	Its entry into the Indian market was too soon. The digital payment as an industry is quite nascent in India. Products PayPal provide are designed more to cater to mature markets.
Question-2	**You are part of Swiggy's executive team. Describe five areas where Swiggy can expand and why**
Answer-2	I started describing Swiggy as a three-sided platform. And that I will describe my ideas around each of these instead of an idea that needs to be built from scratch. This will allow Swiggy to have synergies between business models. 1) Working capital loans to restaurants. Swiggy has the order history of the restaurants. They can leverage this data 2) Providing raw material for the restaurants. Similar to what Zomato is trying to do. This will help ensure the quality of food. Swiggy can leverage this to get more consumers 3) Food critics social networking. Similar to the Zomato platform 4) Two-wheeler taxi services. They can leverage the large delivery workforce they have 5) Hyperlocal delivery services. They can leverage both the consumer base and the delivery workforce
Question-3	**What do you know about PayU?**
Answer-3	-
Interviewer Feedback	The interviewer was collaborative and easy to talk to.
Round 2	
Question Category	Behavioural
Interview Duration	15 mins
Question-1	**What does PayU do?**
Answer-1	In my opinion, the person was taking a stress interview. I replied with all products I was aware of. She said, "that's not what we do at PayU. You don't know a thing. Is it OK for you to bluff at this stage of the interview?" I did not stress out, kept a smiling face, and still engaged the interviewer further. I think this is why I was selected for the HR round.
Interviewer Feedback	The person had turned off the video and was very direct from the start. She was, in my opinion, trying to take a stress interview. Doing company research paid off.

Round 3	
Question Category	Behavioural
Interview Duration	1 hour
Question-1	**PayPal as an organisation is very slow to change and hence not as agile as it should be. What do you think?**
Answer-1	The person had worked as an HR with PayPal before. We had a discussion where I said PayPal is agile but it can do better. The person kept saying no it's not agile at all. The whole hour was spent discussing various departments of PayPal and their agility
Interviewer Feedback	The round was confusing, to be honest.
Self-Reflection / Advice	
Comments	Preparations help. But early preparation helps even more. One should always think on their feet in the interview. 1) Do the company research properly 2) Prepare in groups. Someone in the group should be devils advocate to help prepare for the stress interviews 3) Do not limit yourself to a single group. Get other peers to be part of your group meetings as guests. This helps stir up the unidirectional thinking process that gets developed while working in a single group 4) Keep a positive, smiling face at all times. Your attitude has a strong bias on the interview environment

Response#2	
Company Name	PayU
Role	Associate Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Metric | Tech | GTM | HR
Round 1	
Question Category	Product Design; Metrics; Technical
Interview Duration	50 mins
Question-1	**How would you reduce fraudulent activities for UPI transactions?**
Answer-1	He essentially wanted to hear product improvements for UPI apps. I assumed GPay, defined the payment cycle, and identified steps in the cycle where most people are defrauded. I recommended a few improvements such as providing a summary of payments before and after the transactions, giving options to revert the payments.
Question-2	**Design a fraud detection algo, which could be provided as an add-on service to payment apps to secure the transactions. What signals can you use from user's device as inputs to the algorithm?**

Answer-2	These questions were asked since I had a background in ML. Broadly I talked about Isolation Forest and its implementation. Idea was to provide a confidence score to the service provider as an extra input to help them decide whether to complete a transaction. Signals included call logs to check for spam calls and unknown numbers before the transactions, OTP messages, change in touchpoints and usage patterns of the app itself.
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry; Technical
Interview Duration	50 mins
Question-1	**Small discussion on Fintech industry and its growth in India**
Answer-1	Talked about building payment products for the next 100M rural customers and solutions such as neo banks for MSMEs
Question-2	**Design a GTM Strategy for launching a PayU services in Europe**
Answer-2	Followed the framework for GTM Goal: Fintech + security services Addressable market: 50 banks whose partners failed to meet the newly implemented PSD2 laws (interviewer gave an overview of the laws and these banks) Strategy revolves around increasing Awareness for PayU, Identified a few barriers to entry: Loyalty of banks, gaps in PayU solutions, different customer behaviour in EU, how to overcome them Recommendations around Product changes such as fingerprint authentication as opposed to OTP verifications in India, Pricing strategy, and Promotions for the product to top executives at the banks as well as their customers.
Interviewer Feedback	-
Round 3	
Question Category	HR
Interview Duration	30 mins
Question-1	**Generic HR questions around interests and expectations at the company**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Postman

Interview Experiences:

Response#1	
Company Name	Postman
Role	Product Manager
Pre-assessment round?	No
No. of rounds	5
Converted	No
Searchable Tags	Design | Tech | Behav
Round 1	
Question Category	Product Design; Problem Solving
Interview Duration	60 min
Question-1	**Tell me about yourself**
Answer-1	-
Question-2	**You have been hired as the traffic planning inspector by the govt. There is heavy traffic observed at a particular point in the city. How would you solve this problem and what would be your approach?**
Answer-2	Study the time, pattern, type of vehicles during the traffic. One possible solution is to design a traffic island. Then the rest of the interview was about how would you design a traffic signal and how would you estimate the time duration of each signal.
Interviewer Feedback	-
Round 2	
Question Category	Technical
Interview Duration	60 min
Question-1	**How would you explain API to a 5 year old?**
Answer-1	Explain request and response using the example of a child trying to buy an ice cream from an ice cream vendor.
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	60 mins
Question-1	**Design the dashboard for a pool of API engineers to track the performance of the API they have designed and launched. What would be the metrics your would track as a manager to measure the success of the APIs?**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	

Comments	I had five back-to-back rounds (1 hour each) continuously from 10am to 3pm. It was pretty exhausting. The panels were very friendly and guided me through the thought processes each time. The emphasis was on the way I think and how I arrive at my conclusions. The final answers were not very important. Overall, it was a good learning experience. Structure your thought process. Be ready to think out of the box. Keep the conversation going with the interviewer even if you are stuck. Tell them what you are thinking about and why you are stuck. Be pleasant.

Response#2	
Company Name	Postman
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	No
Searchable Tags	Tech |RCA | Behav | Design
Round 1	
Question Category	Analytical
Interview Duration	45 min
Question-1	**Data Driven analysis: How much should MakeMyTrip bid for an ad on Google for a flight search result : Nagpur to Hyderabad**
Answer-1	Provided with a list of data points and parameters that Google will provide MMT about the user and asked to make a data driven quantitative assessment (used recommendation principles: Collaborative [other users data] and Content[own data] based), as well as qualitative assessment of the pricing. Finally touched upon the psychological aspect in terms of the second-best bid charged in terms of clearing price by Google.
Interviewer Feedback	-
Round 2	
Question Category	RCA
Interview Duration	45 min
Question-1	**RCA: Uber DAU is dropping in the last one month. Figure out why.**
Answer-1	The type of coupons given as first few ride promotions had changed. 2 Rs. 100 off on you first two rides vs 4 Rs. 50 off on first 4 rides. Asked to explain multiple reasons behind difference in psyche of people around these similar yet different promotions.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural; Product Design
Interview Duration	45 mins
Question-1	**Engineer/Designer Empathy Round: How will you as a PM interact with engineers and designers. Describe the persona of an engineer according to you.**
Answer-1	-
Question-2	**Product Design: Design a text editor for an Engineer**
Answer-2	-

Interviewer Feedback	-
Round 4	
Question Category	Analytical
Interview Duration	45 min
Question-1	**How will you place mobile towers across a city? Assuming there already are existing towers placed.**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Whole rounded process of Postman makes you realize that you need to have well rounded empathy, from Interviewer empathy for the process to Engineer empathy when you start work.

Providence Global Healthcare

Pre-Assessment Round:

For Providence, there was an online pre-assessment where there were a few questions to answer and then a case for which the response was to be submitted then and there. It had the following types of questions broadly:

-Logical questions / Puzzles

-Questions about Machine Learning

-Case

(This is not exhaustive)

Interview Experiences:

Response#1	
Company Name	Providence Global Healthcare
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav | Tech | HR
Round 1	
Question Category	Product Design
Interview Duration	30 mins
Question-1	**Design a smart wheel chair for the elderly**
Answer-1	-
Interviewer Feedback	-
Round 2	
Question Category	Technical; Behavioural
Interview Duration	-
Question-1	**Resume based and Scenario based**
Answer-1	-
Interviewer Feedback	-
Round 3	
Question Category	HR
Interview Duration	20 mins
Question-1	**Why Providence? Why Product Management?**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Providence Global Healthcare

Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Tech | RCA | Behav
Round 1	
Question Category	RCA; Product Design
Interview Duration	40 mins
Question-1	**Root cause analysis for not meeting the expected target of increase in number of orders from senior citizens on Amazon**
Answer-1	-
Question-2	**Design features on amazon site/app to meet all the gaps uncovered in the root cause analysis given above**
Answer-2	-
Question-3	**Question on roadmap design for projects- expected full detailed answers from designing OKRs to defining timelines and measuring success using metrics.**
Answer-3	-
Interviewer Feedback	Encouraging and positive.
Round 2	
Question Category	Technical; Behavioural
Interview Duration	40 mins
Question-1	**Questions based on technologies mentioned in resume and building a team for a given project scenario(Providence Healthcare Intelligence BU)**
Answer-1	-
Question-2	**Questions on how we can leverage the upcoming technologies in the Healthcare Intelligence business unit of Providence.**
Answer-2	-
Question-3	**Basic questions on use and application of AI, ML and other upcoming tech in the context of Healthcare and Cybersecurity**
Answer-3	-
Interviewer Feedback	Positive
Round 3	
Question Category	Behavioural; HR
Interview Duration	20 mins
Question-1	**How are you a fit for providence** **What are the factors that you consider before joining any organization** **Any past work-related negative experiences** **If and why would you choose providence over other offers you might have**
Answer-1	-
Question-2	**How would you tackle a certain scenario? How would you deal with subordinates in a specific scenario and similar questions**
Answer-2	-
Interviewer Feedback	A little intimidating but positive overall
Self-Reflection / Advice	

Comments	PM prep came very handy- please prepare in advance. Prepare self-introduction in advance emphasizing on the role you are going after. While answering any questions, keep adding relatable instances from your work. (For e.g., while you were handling a team, how did you motivate them to follow the product roadmap and how did you bring each stakeholder in sync on project delivery and dependencies)

Razorpay

Interview Experiences:

Response#1	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	40 min
Question-1	**Tell me about yourself. What is your favourite product and why?**
Answer-1	Talked about Spotify
Question-2	**As revenue PM for Spotify, what would you do to increase revenues by 10% in a year? (he did not let me talk about business changes and wanted a feature)**
Answer-2	Standard design question. Talked about what Spotify is. Spotify vision. Scoped out. Approached it as a design question. This is a seemingly easy question but very tough when you actually think about it. All monetization problems with a figure are tough.
Interviewer Feedback	Just wanted features to convert users to paid users. Wanted me to rationalize how a 10% increase in revenue would come about.
Self-Reflection / Advice	
Comments	Sometimes the interviewer has an answer in mind (usually when they are junior) and want to take you towards that answer. This is a bad approach. Senior PMs are very collaborative and let you explore. I had to write 11 pain points in this interview and never reached the features really. I had some radical ideas which combined could have solved this problem but the interviewer never really let me get to them. The interviewer's answer was to create afternoon playlists/ day of the week playlists / mood based playlist. Also, bring offline content. This would improve stickiness and convert users. I tried to point to him that these features exist more or less already, and that was the end of my interview.

Response#2	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No

No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | GTM | Behav
Round 1	
Question Category	Product Design; Metrics
Interview Duration	40-45 minutes
Question-1	**You are part of NDRF(National disaster relief fund) - they are hiring you as a PM to build a disaster management application to overall help improve operational efficiency, reduce loss of life.**
Answer-1	No right answer to this. Just follow the structure and be logical with your approach and solution and you should be good to go. Also make sure to mention the north-star metric for the same.
Interviewer Feedback	-
Round 2	
Question Category	Product Design; Product Thinking
Interview Duration	60 minutes
Question-1	**Tell me about your favourite product and why you like it.** **Was asked for a follow up question to the same - You are the Engagement product head of your fav product – create a product strategy roadmap with the goal of increasing next quarter's engagement by 30%.**
Answer-1	Standard favourite product problem. Cover the basics - what is the product, why you like it, what makes it better than competitors, and suggest an improvement in the same. make sure you ask sufficient number of clarifying questions to try and get a hint of what the expectation of the interviewer is
Question-2	**You are the revenue product manager for Spotify.** **Growth teams at your heels trying to get revenue jumps from product initiatives** **Your aim is to achieve at least 20% revenue growth in the next 6 months.**
Answer-2	Gave 2-3 suggestions. Tip: Consider Spotify to be a 2-sided platform and think about increasing revenues from both sides.
Interviewer Feedback	-
Round 3	
Question Category	GTM/Market Entry; Product Strategy
Interview Duration	50 min
Question-1	**PM at Swiggy - create a strategy for Swiggy for a subscription-based offering**
Answer-1	Basically, to create/improve a product that can help push subs. Try and clarify the goals and properly segment the users. this is important to target the right set of users and also to nail the right pain points

Question-2	**In the E-comm war btw Amazon/Flipkart** **Given the circumstances of Indian Market – funding, user base, among others, give an equation that will tell me who will win the race**
Answer-2	This was a very open-ended problem focusing mainly on how you analyse market situations and use data to derive at your decisions. Try and cover as many aspects as possible - value chain, target user segment, core competencies, etc Be careful while making assumptions - make sure you can back up
Interviewer Feedback	-
Round 4	
Question Category	Product Design; GTM/Market Entry; Behavioural; Product Strategy
Interview Duration	60 min
Question-1	**Few behavioural questions such as why MBA, difference between normal engineer and product engineer. Why PM.** **One MBA learning that you would otherwise not have gotten.**
Answer-1	Prepare as many behavioural questions as possible. They can help in various different interviews
Question-2	**Should Amazon launch a Swiggy competitor**
Answer-2	This was a product strategy question. Try and cover points such as market analysis, competitors, core competencies of the company, Porter's 5 forces or PESTEL analysis. Note: this is a tentative answer.. you may choose to structure the same in whatever form you like. Also, this is not exhaustive - you can choose to add or subtract anything from the above-mentioned points.
Question-3	**You are the PM for Ola Prime Play - you must decide on whether to ramp up the service or stop it.** **How would you approach the same?**
Answer-3	Open ended problem which had a lot of to-and-fro between me and the interviewer. Had a lot of follow up questions and we dwelled deep into the analytical part of the problem
Interviewer Feedback	Interviewer was the head of product and strategy at razorpay. He was helpful yet insightful. Enjoyed the interview experience as the questions asked were slightly different from the standard product questions asked by most firms
Self-Reflection / Advice	
Comments	Try and have a section on the major industries and do industry analysis for the industries in the handbook. that will be very helpful for the coming batch!

Response#3	
Company Name	Razorpay
Role	Product Marketing Manager
Pre-assessment round?	No

No. of rounds	1
Converted	No
Searchable Tags	Guess | GTM | RCA
Round 1	
Question Category	RCA; GTM/Market Entry; Guesstimate
Interview Duration	1 hr
Question-1	**The client is a start-up that makes GPS devices. They are looking to sell the devices to schools in Delhi. How should they go about it?**
Answer-1	Clarifying questions - # competitors (answer: none), product features (answer: traditional GPS device that is placed in school buses. Parents track the bus on their phones through an app) Guesstimate as a part of this questions - # schools in Delhi Approach - GTM strategy: STP/4P; target urban schools with a large fleet size, highlighting the benefits of child safety; 4P - Pricing - % of transport fee Promotion - B2B sales; emails/newsletters to school board/principal Product - already given Distribution - individual product sale
Question-2	**Myntra witnessed an 80% drop in sales on a regular weekday. Find the root cause.**
Answer-2	Used the consumer funnel to answer the question. Looked at all External and Internal factors. External - Competition, Natural Calamities Internal - Impact across all steps of purchase (app malfunction - couldn't display products or can't add to cart, etc.), payment page not working
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#4	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | GTM | HR | Behav
Round 1	
Question Category	Product Design
Interview Duration	1 hr
Question-1	**You are a PM@ Amazon Alexa. How would you go about launching a product targeting housewives in India? He said that he does not need new product, rather an extension to the offerings already in place.**

Answer-1	I followed CIRCLES method, trying to understand and scope out target segment and geography (tier-I/ tier-II cities) Came up with ideas of cooking recipes, read me a poem, calling people, play music to set ambience of the room etc. Also talked about GTM - how will I launch it and where will I launch first.
Interviewer Feedback	He said that I approached and did the problem pretty well, but I could have mentioned how Amazon could integrate with its other services such as Audible (for reading a poem or book).
Round 2	
Question Category	Product Design; Metrics
Interview Duration	1 hr 15 min
Question-1	**You are a PM@Myntra, you want to launch trial subscription service kind of feature because high amount of refunds and return are happening How would you solve and give features to this trial subscription service to reduce the RTO rate (return to order).**
Answer-1	I was grilled end to end in this question. For any target user segment, I made for Myntra, the interviewer asked me how would I get such a user segment from my existing user base i.e. running what type of SQL queries will give out such users as output. I finally decided on the persona of Incessant shoppers but as I moved to the pain points he quickly told me to go through the details of the subscription service. I gave him Zappos type of solution, suggested priority slots. He then asked me about metrics and benchmarks and then risks.
Interviewer Feedback	-
Round 3	
Question Category	GTM/Market Entry
Interview Duration	40 min
Question-1	**Imagine you are in the growth and strategy team at BigBasket. You want to get into the offline grocery segment. The motivation is that the growth is going slow in online and being a VC funded start-up you need to show VC that you are going for new avenues.**
Answer-1	It was majorly a discussion where he wanted me to talk about every aspect of the launch, which geography I should target, what should be the positioning statement, revenue model, business objective. I followed the market entry framework by consulting folks to solve this one. Following the standard 5c and 4p kind of thing helped.
Interviewer Feedback	-
Round 4	
Question Category	HR; Product Design
Interview Duration	45 min
Question-1	**Design a better navigation algo for uber - Driver-passenger mapping algo for Uber pool.**
Answer-1	Jumped right into the algorithm parameters, talked about parameters apart from things that are already considered in the Google Maps API. We discussed about driver car speed, location of the pickup (crowdy or empty), rate of wrong turn etc.
Question-2	**Normal behavioural questions - kind of rapid-fire. asked about learnings from ISB, things that my co-workers don't like about me etc.**

Answer-2	-
Interviewer Feedback	
Self-Reflection / Advice	
Comments	I believe that interviewers were not focused on the novelty of the solutions, but they are more interested in how we are approaching the problem and covering all aspects of it and how much are we engaging with the interviewer.

Response#5	
Company Name	Razorpay
Role	Product Marketing Manager
Pre-assessment round?	No
No. of rounds	4
Converted	No
Searchable Tags	Design | GTM | HR | Behav | RCA
Round 1	
Question Category	GTM/Market Entry; Behavioural; HR
Interview Duration	-
Question-1	**Walk me through your resume (asked in detail)**
Answer-1	-
Question-2	**Salesforce has come up with another product, Smallforce at 70% rate and capped at 300 leads/month. You are given a team of 3 - Digital marketeer, Sales head, and Social Media Marketer. How would you devise the GTM for this product?**
Answer-2	-
Question-3	**Why Fintech? Why Razorpay?** **Why should we hire you?** **What questions do you have for us?**
Answer-3	-
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry; Behavioural; HR
Interview Duration	1 hr
Question-1	**What do you know about PMM role?**
Answer-1	-
Question-2	**Resume based questions:** **Why did you quite your previous job? (Was working with google before)** **5 hard skills you bring to the role and why you think they're relevant**
Answer-2	-
Interviewer Feedback	-
Round 3	
Question Category	RCA; Product Design
Interview Duration	-
Question-1	**Imagine that you're the product manager for Uber, ratings for the app have fallen across the board, how will you troubleshoot this?**

Answer-1	-
Question-2	**You're still the PM for Uber, but now you've been tasked with reducing customer wait time. How will you do this?**
Answer-2	-
Question-3	**Do you have any questions**
Answer-3	-
Interviewer Feedback	-
Round 4	
Question Category	Behavioural; HR
Interview Duration	-
Question-1	**Behavioural questions: Take me through your background** **Some questions from my resume, why I chose to major in marketing, which are my favourite subjects at ISB** **Why Razorpay, why PMM**
Answer-1	-
Question-2	**Zomato's revenue is dropping. figure out why**
Answer-2	Asked the right scoping questions and figured out it was because delivery partners were quitting left, right and centre
Question-3	**Next question was to design an incentive structure for them to make them stay, how will you train them? What promotional strategy would you use to hire them? What would be the messaging?**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#6	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design | GTM
Round 1	
Question Category	GTM/Market Entry
Interview Duration	1 hr
Question-1	**As a PM for Uber, decide if launching Uber in an African city is viable or not**
Answer-1	Use Porter's 5 forces; Ask many clarifying questions - do not assume the city to be very similar to an Indian Tier 1 city
Question-2	**-**
Interviewer Feedback	-
Round 2	
Question Category	Product Design

Interview Duration	1 hr
Question-1	**Design new features for Instagram to improve monetization**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Asking clarifying questions and not making any assumptions is a very important part of the process

Response#7	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	1 hr
Question-1	**Monetize YouTube**
Answer-1	Asked basic clarifying questions and applied circles
Interviewer Feedback	As YouTube is a 2-sided market make a careful choice of which side to pick for monetisation
Round 2	
Question Category	Product Design
Interview Duration	-
Question-1	-
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Practice CIRCLES for 2sided platforms such as Uber, Practo

Response#8	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | GTM | RCA | Behav
Round 1	
Question Category	Product Design; Metrics
Interview Duration	45 min

Question-1		**PM@Zomato; How would you design the delivery experience for street vendors?**
	Answer-1	Clarifying Questions: Can choose between delivery and dine-in or both Zomato wants to do it for growth They want to start off from Tier-1 cities Solution: 2 sided platform, hence 2 forms of consumers: 1. Zomato's customers i.e. people who want food delivered or want to dine-in 2. The street vendors who are to be on-boarded - Need to compete with restaurants on Zomato - Hence 3 major needs (Prove Quality, improve reach within city, Ensure regular income and grow business) Prioritization: Consumer prioritized = Vendors Quality validation for street vendors is the most important bit esp. during the pandemic Pain points: 1. Quality ingredients 2. Cooking process 3. Communication of quality and taste 4. Presentation 5. Consistency - Consistent experience across different users Solutions: 1. Ingredients - Source from Zomato pure, create local hubs from where these vendors can collect ingredients at low prices, Special tag on the app 2. Cooking process and Presentation - Local training, awareness drives, special coverage of exploring street food in the city on the Zomato app 3. Communication - Specific section on the app, Videos depicting the cooking process and hygiene 4. Consistency and Quality assurance - Regular checks by Zomato officials (Not Scalable, can be done initially but not long term), Crowdsourced using customer reviews which vet the food and also rate the place, Special benefits for regularly outperforming w.r.t. quality standards, Use Zomato's influencers to rate food randomly at these stalls (Scalable), Can partner with the Food Quality assurance teams in each city for regular checks (Scalable) Chose to start off with delivery experience as not a lot could be improved w.r.t. dine-in experience without significant Capex (i.e. improving seating space, utensils etc.) Risks: 1. The experience of having food near the vendor is far different from the delivered food 2. The cart value is small 3. The management of orders on the street vendor's end maybe erratic and cause bad customer experience

Interviewer Feedback	The interviewer cross-questioned me on different points. These questions helped me shape my answer a lot. I initially thought that I would offer a tech solution, but the interviewer directed towards other pain points which were more on the operations side. There was no particular feedback as such, but I thought this was a really hard interview to crack.
Round 2	
Question Category	Product Design; Metrics
Interview Duration	40 min
Question-1	**Build an alarm system for deaf and blind**
Answer-1	Clarifying Questions: Partially or Completely blind and deaf - Interviewer said up to you, I chose completely Objective - To sell more and earn profits Alarm system - Wake up, meeting reminders etc., Not an emergency or warning alarm system Solution: Customers: 1. Deaf and Blind 2. Family/Relatives of Deaf and Blind Prioritized customer: Deaf and Blind - Working in a professional setting - Needs include, reminders, waking up on time, calling for help in case of emergency Features: As the consumer is deaf and blind, thought of features by taking into consideration the fact that the consumer will have a heightened sense of touch, taste and temperature. A two-part solution with a physical clock to set alarm and other things, a band to give a sense of vibration (Touch) The interviewer then asked another variation saying vibration as an output is not an option and the user does not understand brail. Gave another solution that used an exoskeleton around to take inputs and also give outputs using pressure. The interviewer asked how would you tell the person about what gestures do what given brail is not an option to communicate with them. I answered that as our user is a working professional, they are surely using some language to communicate, and I would use that language. Finally discussed metrics and specifically how would I evaluate the SOS feature.
Interviewer Feedback	This was a relatively easy interview. There was no feedback as such, but the interviewer was happy.
Round 3	
Question Category	GTM/Market Entry
Interview Duration	50 min

Question-1	**Working with Docsapp which is an online video and call consultation platform with doctors. The customers download the app, book an appointment, and get a doctor. Their subscription fee is Rs 2000/- per year which includes unlimited consultations.** **They want to double the subscriptions/customers over the next fiscal year with the same CAC.**
Answer-1	Used consulting club's growth strategy framework to answer the question. Clarifying questions and Scoping: Asked about Company, Customer, Competition & Industry, Product (Points of difference from competition and what do consumers value) Created Ans-Off matrix to answer the question, looked at different ways to achieve it. Finally discussed metrics and risks
Interviewer Feedback	This was a stressful interview. Every aspect of the solution was checked. The interviewer also felt that as I was asking too many questions, there was less time left for solutioning. I also missed the customer churn which is a very important part of solutions. Overall, the interviewer felt that the solution was okay, and I covered most of the things but I could have been a tad bit faster.
Round 4	
Question Category	Metrics; RCA; Product Design; Behavioural
Interview Duration	1 hr
Question-1	**Top 3-4 metrics to track YouTube.**
Answer-1	Tracked DAU, Avg time spent per customer, CTR, % premium subscribers. The interviewer felt that I could have looked at the supply side as well. I differed on the opinion that the effects will then be visible on the demand-side, and we can later track it on a level 2 basis, I would not want to track it at Level 1.
Question-2	**You are at Nestaway, it has irregular customer demand for viewing properties over the day as well as over the days of the week. How would you smoothen demand and fix this problem?**
Answer-2	Looked at solutions from a Demand and Supply perspective. This was a mix of RCA and design. Additionally, looked at the user journey to find significant pain points that either push customer to visit properties on certain times of day or push them to even view a property. In other words, either incentivise customers to smoothen demand or build trust to reduce demand itself.
Question-3	**Questions around Why Razorpay, Why PM, What courses at ISB excite you, Why Fintech etc**
Answer-3	-
Interviewer Feedback	The interviewer liked my answers, I covered all the bases there were some additional inputs he gave to the answer which could have been good additions.
Self-Reflection / Advice	
Comments	-

Response#9	
Company Name	Razorpay
Role	Product Marketing Manager

Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	GTM | Behav
Round 1	
Question Category	GTM/Market Entry; Behavioural
Interview Duration	55 min
	The interview lasted an hour and was taken by a PMM. **The first 20 minutes were focussed on behavioural questions, and the questions were:** **1. Tell me about yourself (basically an elevator pitch)** **2. He then asked me to dive further into the marketing automation project I had mentioned in my previous answer and really drilled deep into various aspects of that project and how it impacted the client and it's customers.** **3. He asked me how I would go about working with smart people and how I would convince cross functional teams to run my campaign as a PMM.** **4. What is the difference between a marketing manager and a product marketing manager?** **5. Why PMM and why Razorpay?** **Once this was done, he gave me a Go-To-Market case where I was to launch a cheaper version of Salesforce, which is a SaaS based CRM tool for the Indian market. (I had a background in Salesforce implementation prior to ISB). I identified 2 user segments, prioritised one basis his feedback, and developed a positioning statement. We went over 3 iterations of the positioning statement. Post STP, he asked me for a promotional strategy, wherein I stressed upon both online and offline strategies for a market like India. He gave constant feedback which really helped. The case lasted about 35 minutes.** **Post this, he asked me if I had any questions for him. I asked a question and finally, we ended the interview. This lasted for 5 minutes.** **What helped:** **1. Industry knowledge** **2. GTM framework from Rise above the noise** **3. PMM know-how**
Question-1	**4. Having a stronghold on my resume**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#10	
Company Name	Razorpay

Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Design | Behav
Round 1	
Question Category	Product Design; Behavioural
Interview Duration	50 min
Question-1	**Razorpay PM Feb 13Th** **The interview lasted an hour and was taken by a PM** **The first 20 minutes were focussed behavioural questions, and the questions were:** **1. Tell me about yourself (basically an elevator pitch)** **2. Have you interviewed with Razorpay before?** **Yes, I had, for the PMM Role and made the mistake of admitting this. The remainder of the 20 minutes were spent only on why I would choose PM over PMM and I answered along the lines of the differences between the two and why I prefer PM, but this is where I felt the interview went south because the interviewer wasn't convinced.** **The remaining 30 minutes were a product design question. I had to design a product to conduct elections during the pandemic in India. Nothing seemed to work in the interview. Spoke of a combination of physical + software, added elements like Aadhar and Voting Card.. the usual, but by now the interview was a lost cause. The interviewer did acknowledge this was a tough question, that could not be solved in half an hour and nudged me towards a solution though.** **Tip: Urban Poor families usually have a single phone for a family of 5-6. This was an important consideration.**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#11	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Design | RCA | GTM

Round 1	
Question Category	Product Design; RCA; GTM/Market Entry
Interview Duration	50 min
Question-1	**Tell me about your favourite app? The app is facing decline in the number of monthly active users. Reason our why??**
Answer-1	Looked at by starting with some preliminary questions. How long the decline, which region, any changes with competition etc? Then moved into understanding challenge with the app. Any new app updates etc. Then looked at changes in features and any recent changes. Explored more to understand issues related to app. Understood that people were not opening the app. Moved to the notifications to understand issues there. User were not able to see the notifications and I found ad-blocker to be an issue.
Question-2	**How would you create a zoom app for a university?**
Answer-2	Ask scoping questions to understand what type of university (online/offline), region, students etc. Then looked at any challenges in terms of timelines etc Then started creating different user personas - students, prof, admins. The needs and how to solve those needs Looked at various challenges pertaining to different user segments and the ones that can be the champion of our product. Then looked at the various features that can be created for the college students and then assigned them according to priority.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Be clear about the various methods that are there. Predominantly questions in the interview are related to RCAs and product design. Focus on the steps and make it natural. Be ready to be led by the interviewer in case of any changes required.

Response#12	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	3
Converted	No
Searchable Tags	Design | Metric | RCA | GTM | Guess
Round 1	
Question Category	Product Design; Resume
Interview Duration	40 min
Question-1	**Question from CV, asked about a particular project I worked on, what could have been done better**

Answer-1	-
Question-2	**Improve Zomato**
Answer-2	Asked clarifying questions for scope. Then, followed the basic Circles method. Covered various metrics, potential pitfalls that might arise
Interviewer Feedback	-
Round 2	
Question Category	Product Design; RCA; Metrics; GTM/Market Entry; Guesstimate
Interview Duration	1.5 hr
Question-1	**The return rate in Myntra increased - RCA**
Answer-1	Followed a structured approach, understood the problem first - duration, how is return rate defined, specific to any location, any particular type of product or user et., covered all the external factors (environmental, competition, etc.) associated with the problem, then deep-dived into the internal factors that might have caused these issues
Question-2	**Improve Uber to increase the conversion from searching for a cab to actually book a cab, what are the metrics you will track**
Answer-2	Understood the problem - do we also have to consider cases where the user cancels the ride after booking, mentioned what are the potential reasons of zero conversion for a user, followed Circles approach, was questioned a lot in every step why you are taking this persona, proposed 3 solutions, covered metrics, north star metrics
Question-3	**GTM for one of the solutions, market sizing**
Answer-3	-
Interviewer Feedback	-
Round 3	
Question Category	Metrics; Strategy; Product Design
Interview Duration	1 hr
Question-1	**Swiggy has started delivering products like milk, bread. Evaluate**
Answer-1	-
Question-2	**Should they also start supplying water?**
Answer-2	-
Question-3	**You are the head of Myntra search team. What are the metrics you will track? How will you go about improving the search?**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Understanding the problem, accordingly scoping, and following a structured approach is of utmost importance.

Response#13	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes

Searchable Tags	Design | Metric | RCA | GTM
Round 1	
Question Category	Metrics; RCA
Interview Duration	55 min
Question-1	**The GMV for BigBasket has decreased. As a PM Figure out what happened?**
	I was interviewed by a senior pm . It started with talking about my experience, he was keen to know about my work at Payu given that's also do fintech. The interview was for 50-55 mins and the interviewer had divided the interview very nicely - 10 mins of intro and past experience, 30 mins first case , 10 mins second case, 5-10 mins question for him. He also told me that this is the structure he will follow so my expectations were set properly. RCA: I was asked an app I frequently use . I told Myntra and big basket. Luckily I told two since interviewer had never used Myntra. My case was based in big basket from here. Case- The GMV for big basket has decreased. As a Pm Figure out what happened. I started with clarifying the question - my understanding of GMV- that it doesn't include any returns. I asked how much it had dropped - the interviewer said- 10%. I then asked clarifying questions like since when are observing this . The interviewer said It was happening for last two weeks. I asked if we are seeing it in a particular city or geography. Other usual questions like platform, etc. It was uniformly happening across geography and platforms. Then I said the overall approach that I will look at some external reasons, internal reasons and user journey. External reasons like competitive actions were ruled out. I also told that I will look at any major event that might have happened eg suddenly bird flu etc has happened or covid has ended and people are buying from stores now. Next, I asked about the Patten in the drop. Was it a gradual drop in two weeks or sudden drop and then it was sustained? He told it's a gradual drop in two weeks. I also asked if it could be seasonal. He ruled that out. Next, as I was talking more in external I realized the interviewer was getting impatient, so I quickly moved to internal reasons. For internal I said I will break down GMV- as no. Of orders per user per day* no. Of users ordering pee day * average products per order * average price per product I think Interviewer likes this breakdown as I could gauze that from his reaction. He asked me what u mean by active users I said people who are making at least one order. I also said this could be new acquired users and repeat users.
Answer-1	Then I asked about each of these parts of my equation- If users have decreased

	- he said no. If there was any pricing change - no and no for orders per day as well. I asked about the average products per order - he said that's decreased. I asked if there was any pattern in the products. He vaguely said no specific pattern. Some categories have seen a drop. I didn't latch to this and started doing funnelling of user journey after this. I asked if users are not able to discover products e.g. have we made any changes to our search algorithm, or maybe supply of products have decreased- less sellers or less availability or product pricing changes. He ruled out supply side but seemed happy with the approach. I asked if we did any UI change e.g. changing buttons such that some items are not being added to cart . So I asked if users are actually Able to click or not. He asked what metrics you will look at. I went into details at this point. All reasons were ruled out so I was stumbling a bit at this point, but I again asked if there is any particular category of products where drop is happening. He said yea eggs, bread kind of daily needs category. I took a min and paused and said maybe users' needs have changed and they are buying from nearby store. At which he said okay how will u solve the problem. I was thinking about it and mentioned that I will build a hypothesis and validate that. E.g. maybe users are buying from bb daily - will look at that
Question-2	**As a pm at Google maps, come up with the North Star metrics for it. He wanted me to think about 5 metrics and then select one as North star.**
Answer-2	I started with clarifying the various use cases maps serve e.g. navigation, searching for a place- It's review and ratings, maps APIs used by businesses etc. Then I listed down 5 metrics and spoke about them. He said which one will u pick from these. I mentioned an engagement metric. Here he told me that while my metric is fine, my approach should have been different. He wanted to bucked metrics first - acquisition, engagement, retention, monetization etc. And then list a metric under each bucket. Then he wanted me to think about the main business goal for Google maps which would definitely not be acquisition since it already has many users. I would select engagement only from this approach as well, but he said this was a more structured way to think about NS metric. Lastly, I asked him a question and the interview ended. Result: Moved to next round
Interviewer Feedback	One of the most well-structured interviews
Round 2	
Question Category	RCA; Metrics; Product Design
Interview Duration	1 hr 15 min

Question-1	**You are a pm at Myntra and the cost of returns has gone up. How will you go about this?**
Answer-1	I asked clarifying questions and then didn't take the standard RCA approach. I mentioned the stakeholders here - users, vendor partners and delivery partners. I also talked about a persona from each. Then I started listing down probably reasons. The interviewer stopped and said let's assume she is an analytics team member and she wants me to ask for data points based on which I should solve it. I asked about specifics now. I said cost of order has two parts - cost of return per order and no of return orders. So was cost up due to some reason. She said no. Then I said okay then I will focus on no. Or returns only. She was okay with this. I said when people return products there is a reason that they select. So can she tell me what are the top 3 reasons sites currently like fitting issue, changes my mind etc. She said - #1received a wring product #2 didnt like quality #3 didn't like fitting For #1: I said post return do we verify with seller why wrong prod was shipped ? I also asked if during delivery we made mistakes. She said these were not the factors playing. I said okay do we verify post delivery if prods were actually wrong. There might be two cases here – 1)prod was marked as actually wrong but wasn't wrong 2) it was marked wrong and was wrong. She liked this approach. She said prods were marked wrong and they are actually wrong. So I asked if they were from particular sellers. She said no. I did user journey then. Asked things like discoverability, image and description issues. I asked if this reason was the first in the list of reasons when user selects this. She liked this approach as it was essentially alluding to incorrect data due to click bias. So I asked the avg click time a user takes when citing this reason vs citing any other reasons . I said my hypothesis is that users are being biased into selecting this reason and this might not be actually the correct reason since in a hurry user might want to select the first thing in the list. The interviewer liked this and said okay what will u do if this is the problem . I said I will make some ui changes and maybe play around with the list like having another dummy reason at the top. She asked me to start looking at reason #2 and #3 Now. I said for the quality issues I will check if the image is super high quality and the actual prod is not. I also said users check reviews and ratings when buying a product. So, I will check if the issue is happening on products with no reviews and ratings. Did some more super detailed analysis and finished similarly for #3. All reasons were eliminated after going in very much depth of these factors. She told me to go back to #1. I said I will check if most of such products that were being returned were from new sellers. She said yes, that would be the reason.
Question-2	**Was asked for recommendations to improve the above situation.**
Answer-2	I listed down a few improvements such as quality checks, using soft reviews etc
Interviewer Feedback	The interviewer was very detailed oriented and was looking for analytical ability. There was a lot of focus on metrics.

Round 3	
Question Category	GTM/Market Entry; Metrics
Interview Duration	1 hr 15 min
Question-1	**Should Swiggy enter the medicine delivery market. If yes, how could you recommend they enter?**
	I started off by asking clarifying questions- which geography/city would we launch in. The interviewer told to assume it's in Bangalore. Next, I asked if there were any cost constraints – the interviewer asked me to assume that there are no such cost constraints. Next, I asked if there was any specific timeframe for the launch that we were looking at in case its go decision. The Interviewer asked me to assume 6 months but also asked me a follow-up question as to why that's relevant for the go/no-go analysis. I said that this would be one of the potential constraints and hence I would like to know about them beforehand to come up with sound analysis. The interviewer appreciated this. I started with analysing the goal of swiggy for entering the market. In my view, I felt that there was a chance to expand its user base and increase the revenues especially due to covid – people are ordering medicines online and there is a need(MARKET TREND). Also, swiggy could gain a first movers advantage by entering while the market is at its nascent stage(Competitive advantage). Next, I explained how swiggy currently operates as three-sided marketplace, connecting the restaurants, delivery partners and customers. I then spoke about synergy, I said Swiggy had alot of synergy due to its existing business model of food delivery- it could utilise this to enter the market for medicine delivery. The interviewer really liked this point and asked me to think which business model would be better for medicine delivery - Inventory model or marketplace model and why. The interviewer was basically trying to check my understanding of both and if I could point out the main differences. I suggested that it should go for marketplace model since inventory model has alot of risks associated with inventory such as storing medicines at certain temperatures, additional costs due to damage or expiry and also cost of warehousing etc will need to be taken care of. By this time, things had been working in my favour and I could sense that the interview was going smoothly. I also discussed a few more main differences. I concluded this discussion by saying that swiggy could utilize its delivery partners to deliver medicines and swiggy already has technical capabilities(tech systems) built in to onboard and manage the pharmacies. Next the interviewer asked me to think of this from the pharmacy perspective. I felt a bit lost here and asked a few questions. The interviewer guided me a bit. Basically, the interviewer wanted to ask what were the pain points – so In said the pharmacy could increase its sales since only a certain no. Of folks would be visiting the stores. Onboarding on swiggy will increase its reach. I also suggested that this might decrease their costs since they might not have to store medicines on shelves etc and could use cheaper warehousing. The interviewer wanted a specific point here which I was missing and later he told
Answer-1	that he wanted me to also think about how big pharmacy companies such as

Apollo could benefit from this as currently they have to open multiple stores in a city to serve different localities. With online delivery they could have substantial savings from this.

Overall In concluded after the analysis that , Swiggy should go for it.

Interviewer asked a few more questions on this such as the main things I would consider while onboarding pharmacies and business metrics I would look at . I was moved to the next round after this.

Question-2	**The Interviewer was collaborative and helping me by giving cues and providing minor feedbacks here and there.**	
Answer-2	-	
Interviewer Feedback	-	
Round 4		
Question Category	Product Design; Metrics	
Interview Duration	1 hr	
Question-1	**Design a feature for facebook for people who can't read**	

	I asked clarifying questions on geography etc . I also clarified if can't read came from cognitive issues or uneducated folks who are unable to read. He said that the folks are uneducated and hence unable to read/write. I further asked if its because they don't understand a certain language. The interviewer asked me to assume that the users don't understand any written language. I then asked about the objective of the company from this. The interviewer asked me to take assumptions. I mentioned that I would assume its user acquisition and engagement(retention). Monetization wouldn't be the primary objective right now. Then proceeded with using CIRCLES to solve the problem. I listed down the user pain points by first talking about the user journey from signup to news feed and ability to add friends, share posts, comment on posts etc. For features, I suggested that I will use video content and the ability to listen to posts instead of reading them. I also mentioned a feature that will help to onboard users- signups using a phone call and educational videos on how they could use the platform. I was asked metrics at the end- I used the AARRR framework with a focus on acquisition and engagement. Finally the interviewer asked me a few questions on my background. I was made an FIF after this round.
Answer-1	
Interviewer Feedback	Learnings: The Interviews were very conversational. In the first round I was stopped at multiple times to ask mini questions like how you would measure active users or the fact that users are not adding to cart. There was a lot of focus on metrics in every round, not the high-level AARRR framework sort of metrics but more like capturing click data etc.
Self-Reflection / Advice	

If you are targeting Razorpay, be prepared for a very holistic interview process. Razorpay loves RCA and Metrics. Also, they usually have a GTM or business/product strategy round. The third round for all candidates who moved ahead was the business round. This was a gamechanger for a few candidates since very few people prepare well for this round.

Identify the kind of strategy questions - GTM(Go/No go decision), Launch Plan, Pricing etc questions and then solve a few cases on tryexponent , stellarpeers and the productmanagementexercises . Create your own framework by combining multiple frameworks you come across. For GTM- speaking about the business model and value chain etc especially in e-commerce company-related questions is a huge value add. P.s: The GTM framework used for product management interviews is slightly different from the consulting framework.

Comments	Finally, be confident in your interviews and be prepared with good questions for the interviewers.

Response#14	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design | RCA | Behav
Round 1	
Question Category	Product Design; RCA
Interview Duration	1 hr
Question-1	**Walk me through your resume**
Answer-1	Spent the first 10 minutes walking him through my resume.
Question-2	**How would you design a platform on Dunzo for vendors who want to give out Freebies?**

Answer-2	Clarified that this was limited to India. Then tried to identify the motivation behind why this could happen before solving, He told me that if I get the reason behind this then building a product should be easy. Identified the different stakeholders and put forward reasons from their side as to why they might need such a service. Took a little time to think, then shot some ideas. The one I was most convinced about was : "Based on the value ordered in Dunzo, Dunzo can segment customers into premium customers, middle and lower end customers. Companies can directly run tests by specifically sending premium products to these customers, which otherwise would have been tough, given then the alternative was to set up a stall outside a mall and hope some of the customers who try a free sample are premium customers. It is also easier to follow up via the app with such customers as well." He seemed convinced by the reason. Told me to skip design part of the question. Asked me if I launched in a city, would I mention this or keep the freebie a surprise. I said I would keep it a surprise and explained the reasons why.
Interviewer Feedback	He was happy. Got through to the next round.
Round 2	
Question Category	Product Design
Interview Duration	-
Question-1	**Walk me through your resume in 2 mins**
Answer-1	Walked him through my resume in 2 minutes
Question-2	**The backdrop is the floods in Uttarakhand, where there was a lot of loss of life and property. You are product consultant, hired by the NDRC(National Disaster Relief Committee) to build a solution for this. What would you do?**

	Asked clarifying questions - Is this a nationwide app? Do we have any budget constraints? Etc. He said it'll be a nationwide app with a limited budget. Clarified that the goal was to save maximum lives. We then talked about what approach would be better, a proactive or a reactive approach to the disaster. While we both concluded the proactive effort is important, it is hard to scale, so we needed to focus on a reactive approach i.e., what happens in those moments after a disaster I started by listing all stakeholders - Victims, good Samaritans, local government(Includes ambulance and police), NDRC, National government and military. I felt the most impact would be if we empowered good Samaritans, since they are the first to reach the site of an accident/disaster and if they are well equipped then they can save far more lives. I built a product along these lines identifying their 2 basic needs: correct and reliable information, and access to necessary medical equipment This is where he threw a curveball. He told me this product should function without the internet. Had to tweak my product accordingly at that stage. He also asked me a lot about how I will market and sell this app. I said it had to be tied to government promotion, and we will include local language instructions for easy understanding. He then spent some time grilling me on the scalability of the solution, and then asked for detailed metrics. I gave him L1, L2 and L3 metrics. Also mentioned how metrics related to the product can be used to assess how prepared an
Answer-2	area is in case of disaster.
Interviewer Feedback	Seemed unimpressed
Self-Reflection / Advice	
Comments	Shouldn't have gone with the good Samaritan use-case. He seemed like he wanted to hear more about an app made for the NDRC. Took the risk but failed.

Response#15	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | GTM | Behav | RCA | HR
Round 1	
Question Category	Product Design; HR; GTM/Market Entry
Interview Duration	50 min

Question-1	**Tell me about yourself followed by questions around my work experience and roles at my firm**
Answer-1	-
Question-2	**Favourite Product: List 3 most frequently used apps. (Google Photos, Spotify and Uber)** **Improve Google Photos**
Answer-2	-
Question-3	**Short GTM question: If Google were to launch a competitor to Spotify in India (Assume YT Music is absent), how will they go about it? What data can they leverage, target market etc?**
Answer-3	-
Interviewer Feedback	-
Round 2	
Question Category	Behavioural; RCA; Metrics; Product Design
Interview Duration	90 min
Question-1	**Deep dive into the CV, probing into all roles held previously. Why MBA, already had transitioned to a PM role in your previous job?**
Answer-1	-
Question-2	**Behavioural questions like: PM @ Razorpay vs PM @ Google, Client facing roles vs internal team role**
Answer-2	-
Question-3	**RCA: DAU for Instagram Reels is going down, identify the reason why? Followed by improvement of the root cause and metrics for success.**
Answer-3	Narrowed down the reason to cannibalization due to Insta stories, people are preferring short form (15 sec) vs Reels (30 sec). Since I reasoned that stories and Reels serve different purposes, asked to design short form Reels, how it will look like in the app, and metrics that I can track for success of the implementation.
Interviewer Feedback	-
Round 3	
Question Category	GTM/Market Entry
Interview Duration	50 min
Question-1	**GTM: Big Basket wants to enter the Offline retail market? Where and how will you launch stores?**
Answer-1	Ask clarifying questions on constraints on cash, type of stores. Run a pilot in Bangalore (strong base for BB). Data driven decision for locations where you can open the store, open 10 small stores vs 2 big stores. Go head on with DMart or Reliance Retail or chose other locations. Ultimately highlighted a lot of points around an Omni-channel experience that BB can provide to fetch brownie points.
Interviewer Feedback	-
Round 4	
Question Category	HR; GTM/Market Entry
Interview Duration	60 min
Question-1	**General questions around my profile and roles held**
Answer-1	-
Question-2	**GTM: Reliance want to launch airlines in India.**

Answer-2	Tried to relate it with the Southwest model, launch in Tier 2,3 cities with less air operations at dirt cheap price initially (Jio strategy). Explored synergies with other Reliance businesses and other tactical advantages that Reliance has.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Practicing frameworks while preparation may help you structure your thoughts, in the final interviews nobody expects you to follow any framework, rather try to throw you off in you go about in a robotic manner following the framework.

Response#16	
Company Name	Razorpay
Role	Product Manager
Pre-assessment round?	No
No. of rounds	2
Converted	No
Searchable Tags	Design | RCA
Round 1	
Question Category	RCA; Product Design
Interview Duration	50 min
Question-1	**Tell me about yourself?**
Answer-1	-
Question-2	**Questions from my CV. About my pervious work experience and what all I did as a Product Manager in my last job.**
Answer-2	-
Question-3	**Product Design + RCA questions - Delivery time for Swiggy needs to go down, tell me how one can go about it.**
Answer-3	Drew the flow of Swiggy's operations and figured out the places of bottlenecks from a) customer end, b) restaurant end, c) Delivery boys end. Once this was figured out, prioritised the bottle neck we would like to solve for and proposed solutions.
Interviewer Feedback	Liked the answers. Was only interested in knowing the approach.
Round 2	
Question Category	Product Design
Interview Duration	1 hr
Question-1	**Tell me about yourself?**
Answer-1	-
Question-2	**Product Design - Design an alarm clock for deaf and blind. Don't use voice commands as a solution.**
Answer-2	Solved it as a regular product design question and proposed vibrations + braille + temperature feedbacks as a solution. Needless to say, this was a complex solution and would not have been possible for everyone to use.
Interviewer Feedback	Complicated solution.
Self-Reflection / Advice	

Comments	I should have prepared the quintessential questions more. I also feel that I always rushed to the solutions part while not giving enough importance and thought to the job to be done and the needs/personas.

Servicenow

Pre-Assessment Round:

ServiceNow had sent the following case prompt:

Significance of DevOps, how that persona or role will evolve in the industry, and what processes/tools/systems will be most crucial in the future?

We will leave it open to applicants in terms of structure and content. It would be preferable to have it in PPT format.

Interview Experiences:

Response#1	
Company Name	ServiceNow
Role	Senior Product Manager
Pre-assessment round?	Yes
No. of rounds	2
Converted	Yes
Searchable Tags	Design | Metric | Behav | HR
Round 1	
Question Category	Product Design; Metrics
Interview Duration	50 mins
Question-1	**Tell me about yourself.**
Answer-1	-
Question-2	**Pick any favourite product from b2b or b2c.why do you like the product?**
Answer-2	Since ServiceNow is B2B enterprise company. I picked an enterprise software Jenkins to talk about. Spoke about what is Jenkins? Reasons why I like it: automation engine, convenient, easy plugin ecosystem, robust.
Question-3	**What do you not like about the product and how will you improve it?**
Answer-3	The answer was very tool specific about its constant updates because the tool is open source and further about console output. The interviews was more interested in knowing what is the core problem that I am trying to address. He further asked me how I will measure if these problems are really problems faced by everyone. Design metrics. Made some metrics such as updates done per month. Further he picked one of the pain areas I listed and asked me to design solutions to improve it. The focus was more on approach. I emphasised that people generally don't update the tools version as doing so can make corrupt some plugins and integrations. Thus designed a solution(in form of run compatibility check) that lets a user know if updating the tool could corrupt some existing integrations or plugins.
Interviewer Feedback	-
Round 2	
Question Category	Metrics; Behavioural; HR

Interview Duration	-
Question-1	-
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Soroco

Pre-Assessment Round:

Assume that you are a product manager at Zoom. Design a better experience for teachers using Zoom to conduct online classes.

Interview Experiences:

Response#1	
Company Name	Soroco
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	-
Question-1	**Favourite product and discussions around it.**
Answer-1	I chose Netflix and we had a long to-and-fro discussion about how to improve if I were to launch Netflix in the 90s and what improvements I would have brought today. things I dislike etc. He then asked if all OTT platforms were delivering the same content and have the same competitive advantage, how would you still differentiate Netflix. I gave various approaches and answers but somehow he was not satisfied with any of it. Finally, we came to the agreement that the buffering quality and the way intelligently Netflix auto-adjusts buffer quality can be the way to differentiate with others.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	I felt in this process, the interviewer had an answer already in mind and no matter where you go or how innovative you are in the approach, it finally has to be the answer that he has decided. It becomes quite difficult to convert such rounds.

Response#2	
Company Name	Soroco
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	Yes
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	45 mins

Question-1	**Tell me about yourself. Why do you want to get into product management? Why do you want to work at Soroco?**
Answer-1	I walked the interviewers through my profile. I explained that I enjoy building things and that I like working on intellectually stimulating work and solving new and difficult problems. Then I correlated that with the products at Soroco.
Question-2	**Tell me about your favourite product. What do you like about it the most? How would you improve the product?**
Answer-2	I talked about Samsung Pay and explained why it was better than any other payments application. I explained how the user flows were much better designed and how the company had been innovative in leveraging technologies such as MST to process card payments. Then I argued that Samsung should not have restricted the application to flagship phones.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	There were two pre-processes: 1) coding test and 2) writing PRD+mockups. Coding was very simple - basic if-else and finding remainders. PRD was an important component in the selection process. Develop strong conviction on your responses to standard questions such as the one asked to me. Keep the user flows simple and intuitive in your PRD.

Swiggy

Pre-Assessment Round:

Case 1: Swiggy Junior

Swiggy is a market leader in the online delivery space in India. It has seen tremendous growth in its early years of existence since its inception in 2014. While the majority of business is driven by urban customers looking for convenience- it has aspirations to cater to multiple customer personas thereby opening unexplored revenue streams and further its growth through these use cases.

One of the use-cases that Swiggy is evaluating Swiggy Junior, a food ordering app for 4–8 year olds. It will be a separate app with a special kid-friendly menu, linked to the main Swiggy app of a parent. The young users will be able to browse the menu, add items to the cart and send them to their parents for approval and payment.

You are one of the Product Managers in Swiggy and have been asked to evaluate the opportunity. Please create a presentation around some of the different aspects by creating a business case, key product propositions and a launch plan.

The presentation should indicatively contain (Not limited to)

1. Size of opportunity
2. Goals and Metrics that you will target as a PM
3. Key Product Proposition and differentiators - We love creative design thinking and would love to see Wireframes (pencil sketches are fine)
4. Go to market plan - How will you ensure there are no hungry kids?

Please limit your presentation to a maximum of 10 slides. You can use any format as deemed suitable. Please state your assumptions clearly and concisely, if any.

Case 2: Home Cooks

Swiggy is a market leader in the online delivery space in India. It has seen tremendous growth in its early years of existence since its inception in 2014. It focuses on food delivery for online customers from nearby restaurants. It is now looking to expand the choices available to the customers by adding the food cooked by the 'home cooks' on the platform. These 'home cooks' are people who want to put up their daily cooked home meals on the platform for sale.

You are one of the Product Managers in Swiggy and have been asked to evaluate the opportunity and whether it makes sense to venture in this segment. Please create a presentation around some of the different aspects by creating a business case, key product propositions, challenges you might come across and a launch plan.

The presentation should indicatively contain (Not limited to)

1. Size of opportunity
2. Goals and Metrics that you will target as a PM
3. Key Product Proposition and differentiators - We love creative design thinking and would love to see Wireframes (pencil sketches are fine)
4. Go to market plan - How will Home cooked meals find their way to Swiggy customers?

Please limit your presentation to a maximum of 10 slides. You can use any format as deemed suitable. Please state your assumptions clearly and concisely, if any.

Case 3: Loyalty New Case

Swiggy is a market leader in the online delivery space in India. It has seen tremendous growth in its early years of existence since its inception in 2014. It focuses on food delivery for online customers from nearby restaurants.

Food delivery is a competitive and very tough industry. It has ample competition in this segment in horizontal players like Zomato Order, Foodpanda and other vertical players like Freshmenu, Faasos etc.

Since Retention is very important for this industry, Swiggy is evaluating a loyalty program that can help it build a switching cost for its users who want to move onto other platforms for ordering.

You are one of the Product Managers in Swiggy and have been asked to evaluate the loyalty product and if it makes sense to build this in the near term. Please create a presentation around some of the different aspects by creating a business case, key product propositions, challenges, constraints you might come across and a launch plan.

The presentation should indicatively contain (Not limited to)

1. Is Loyalty important in this segment ? Business Case for a loyalty product if any
2. Key tenets/features of the Loyalty Product
3. Goals and Metrics that you will target as a PM for this product
4. Who are your potential customers who will pay for this ? If this is free, which segment of users are you going to give this product to ?
5. Can you use your existing internal resources staffing, delivery executives, restaurants or you need external partners to support this
6. Wireframes on how this feature looks like
7. Launch Plan

Please limit your presentation to a maximum of 10 slides. You can use any format as deemed suitable. Please state your assumptions clearly and concisely, if any.

Interview Experiences:

Response#1	
Company Name	Swiggy
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | RCA | Behav | HR
Round 1	
Question Category	Product Design
Interview Duration	45 min

Question-1	**Please run me through your presentation** **Problem statement - Home food is a growing category; how would you integrate home food into the Swiggy app**
Answer-1	Questions were asked on - market sizing, launch plan and metrics
Interviewer Feedback	-
Round 2	
Question Category	RCA; Metrics
Interview Duration	55 min
Question-1	**Swiggy is seeing that restaurants in a certain area are taking more time to deliver food. Can you help us figure out why?**
Answer-1	More of a discussion to point out what all can be a problem. Divided the answer into three parts - cooking, pick up from the restaurant, ride to destination, and final delivery the answer the interviewer was looking for was there is a new restaurant regulation of kitchens layout and procedures which makes it compulsory to perform certain activities before every new preparation resulting in more cooking time.
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Metrics
Interview Duration	50 min
Question-1	**What is your fav product, why is it your fav product, how would improve this product and what are the metrics you would use to verify that your improvement actually work?**
Answer-1	I spoke about Netflix and had a detailed discussion on Netflix can be improved. At the end out of the multiple improvements, I had to prioritize one solution based on impact-effort matrix and subsequently provide metrics to measure success.
Interviewer Feedback	-
Round 4	
Question Category	Behavioural; HR
Interview Duration	35 min
Question-1	**Basic discussion on expectations and reality of the product world. Random discussion about Swiggy and food-tech**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Preparation is the key for product interviews. Structures and creativity need to club together for best answers. A lot of focus is on metrics.

Thoughtspot

Interview Experiences:

Response#1	
Company Name	Thoughtspot
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Guess | GTM |Behav | Design
Round 1	
Question Category	Guesstimate; Product Strategy
Interview Duration	30 Min
Question-1	**Behavioural questions.** **Estimate number of orders placed on daily basis from Delhi on Swiggy.** **Discusses my case submission.**
Answer-1	Took a top-down approach (was only asked for approach and not an actual number)
Question-2	**Amazon and Flipkart in market. You're CEO of Flipkart and realize Amazon has overtaken you in terms of revenue. What is it you can do to regain leadership?**
Answer-2	Approached this like an RCA and utilized profitability framework. Defined revenue as product of users * orders / week* margin/order Came down to retention issue (interviewer helped me understand what retention means in e-commerce = retention is defined based on ordering, not coming back to the app) Chose retention issue as major problem Compared retention curve to industry (Amazon) to understand in which part there is an issue (say after a week, 4 weeks, etc)
Question-3	**Design a fridge for office**
Answer-3	Standard design question 1. who are we? 2. office - define office, say 50 people (small scale start-up in India) objective - want to sell pain points - fridge might not have enough space; diff temp requirements; people get each other food by mistake; difficult to find food; don't know if food still good created a fridge with a large transparent door, each employee has a "locker", one large public "locker", can check spoilage on phone
Interviewer Feedback	-
Round 2	

Question Category	GTM/Market Entry; Behavioural
Interview Duration	40 Min
Question-1	You are the CEO of Flipkart. How will you increase customer loyalty? Not doing well in metro cities. How will you win back metros?
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Times Internet

Interview Experiences:

Response#1	
Company Name	Times Internet
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Behav | Tech | Design
Round 1	
Question Category	Behavioural; Technical
Interview Duration	40 min
Question-1	**Tell me about yourself.** **What is intelligence in artificial intelligence?**
Answer-1	-
Question-2	**-**
Answer-2	-
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	-
Question-1	**Design a system to leverage fraud detection**
Answer-1	Clarify: uploaded doc in say license verification is fake or not (scoped to driving license) objective: reduce fraud algorithm: 0. assumptions 1. variables 2. model 3. goal & metrics Suggested integration in B2B setups (like RTO) Talked about user journey of RTO officer and how it would help. What the application would look like. Basic functions - approve all, reject, recheck, etc.
Interviewer Feedback	-
Round 3	
Question Category	Product Design
Interview Duration	-
Question-1	**Design Uber for blind**
Answer-1	Followed CIRCLES approach; was grilled on GTM
Interviewer Feedback	-
Round 4	

Question Category	Behavioural
Interview Duration	-
Question-1	**Behavioural questions on how you handle conflict, etc**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Turtlemint

Interview Experiences:

Response#1	
Company Name	Turtlemint
Role	Product Marketing Manager
Pre-assessment round?	No
No. of rounds	3
Converted	Yes
Searchable Tags	Behav | Guess | GTM | Metric | HR
Round 1	
Question Category	Behavioural
Interview Duration	20 Min
Question-1	Resume Based Questions
Answer-1	-
Interviewer Feedback	-
Round 2	
Question Category	Guesstimate; GTM/Market Entry
Interview Duration	45 Min
Question-1	Plan a GTM strategy for various finance-related products (insurance, micro-finance, personal wealth management, trading platforms etc)
Answer-1	-
Interviewer Feedback	-
Round 3	
Question Category	Metrics
Interview Duration	35 Min
Question-1	How would you ascertain the health of your marketing campaign?
Answer-1	-
Interviewer Feedback	-
Round 4	
Question Category	HR;
Interview Duration	-
Question-1	-
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Uber

Pre-Assessment Round:

Uber requires account holders to be at least 18 years old. Riders under 18 are only allowed to take Uber when accompanied by an account holder. However, we have heard of parents using Uber to transport their children.

Should Uber enter the under-18 transportation business?

If Uber entered the under-18 transportation business, what segment(s) of the market and use cases do you think Uber should target and why? What changes would you make to the product to address this audience, and how would you prioritize them?

Define the v1 user experience using whatever format works best for you to communicate your vision.

Interview Experiences:

Response#1	
Company Name	Uber
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	GTM | Behav
Round 1	
Question Category	Behavioural
Interview Duration	50 min
Question-1	**Talk to me about a project that you did at work**
Answer-1	Talked about a project I had ideated and implemented. The interviewer was looking for who the customer was, what was the problem, the solution, value proposition, metrics and adoption strategy.
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry
Interview Duration	70 min
Question-1	**You are a growth PM at AirBnB in India. How will you deal with Covid-19.**
Answer-1	Started by defining the AirBnb platform and the role of a growth PM. We restricted the scope to only propositions that we can target because of the covid 19 crisis.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	50 min
Question-1	**Tell in story format how you ended up in this interview talking to me.**
Answer-1	Was testing storytelling capability. Minimum 5 mins story, 2 minutes to prepare.
Question-2	**What are your main weak areas? He said he was looking for self awareness.**
Answer-2	Honest answers worked in my favour

Question-3	**Asked me to drive the rest of the interview with questions for 30 mins. I think this was evaluative as well.**
Answer-3	I asked about his personal career journey and questions beyond the role and function but in a general industry perspective.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Uber
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Behav
Round 1	
Question Category	Product Design; Behavioural; PRD
Interview Duration	45 min
Question-1	**If your stakeholders push you to include a feature in the prioritized list (which you think is not worth taking up), how would you convince them to drop it**
Answer-1	Be transparent about what you have in your roadmap. See if it aligns with OKRs. Lastly, do effort estimation, do effort vs outcome analysis and present the results to the stakeholders.
Question-2	**What is your favourite product and how would you improve it?**
Answer-2	Use frameworks for favourite product and design framework to solve this question.
Question-3	**What are the components of a PRD?**
Answer-3	Purpose and scope, from both a technical and business perspective Stakeholder identification Market assessment and target demographics Product overview and use cases Requirements, including functional requirements (e.g. what a product should do) usability requirements technical requirements (e.g. security, network, platform, integration, client) environmental requirements support requirements interaction requirements (e.g. how the product should work with other systems) Assumptions Constraints Dependencies High level workflow plans, timelines and milestones (more detail is defined through a project plan) Evaluation plan and performance metrics
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	40 min
Question-1	**What is the product you don't like and why? How would you improve it?**
Answer-1	I picked LinkedIn. Used the same framework as I did for favourite product. Used design framework for improvement
Interviewer Feedback	-

Round 3	
Question Category	Behavioural
Interview Duration	45 min
Question-1	**Your Engineering manager comes to you with a feature that the engineers are excited to work on. But, you don't have any bandwidth to take up an additional feature. How will you convince him to drop the feature?**
Answer-1	Being transparent with the EM. Show him your roadmap. I asked more questions about the feature and if there's any evidence to support that the users actually need it. Finally, checked alignment with OKRs, goals, and mission.
Question-2	**You have feature that you want to work on. How will you pitch it to the senior executives?**
Answer-2	Standard elevator pitch framework. Focus on alignment with goals, talk about benefits to the users and the company.
Question-3	**Senior executives don't want to build your feature. How will you convince them to allocate budget and time for it?**
Answer-3	Use NEGA principles. Achieve a middle ground while negotiating with stakeholders.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#3	
Company Name	Uber
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	Design | Tech | Behav | Metric
Round 1	
Question Category	Product Design; Technical
Interview Duration	30 min
Question-1	**Asked me about the technical details around my past work projects and how that product can be implemented in another industry.**
Answer-1	Work related.
Question-2	**Design a product for toddlers for play dates**
Answer-2	Started by clarifying what our proficiency as a company is and if we make tech products. Described the possible customers and identified a customer segment in both working parents families. Listed out their customer journey and identified main pain points. Picked an app based solution that will map toddlers with others taking location proximity and interests into consideration. Told some metrics I would look out for.
Interviewer Feedback	-
Round 2	

Question Category	Product Design; Metrics; Behavioural
Interview Duration	30 min
Question-1	**Asked me about a point on my resume and was asked to explain the entire process behind that project's ideation, completion and success measurement.**
Answer-1	Resume related
Question-2	**Asked me about my favourite app. Picked Canva, but he said he wasn't aware of it so asked me to pick anything he would know. Picked Instagram and was asked to improve Instagram.**
Answer-2	Went through my journey using Instagram and identified some main problems I had with it. Picked the problem of content curation wrt showing the posts of my friends and other general meme and celebrity content in the same feed. Suggested a tab on the feed to separate this content and spoke about some metrics. Was grilled on some specific metrics he was looking for and issues with the solution. We had a discussion and agreed the user needs some sort of incentive to switch from one tab to another without just switching between tabs blindly. Thought a notification symbol or new posts notification would be a good solution.
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	30 min
Question-1	**Was asked to describe the journey leading up to sitting in front of him in 6 words.** **Was asked to explain how I would convince the leadership team and what I would pitch to them as a PM,** **If a senior executive comes up to you and tells you there is an issue in his Uber app what would you do.**
Answer-1	-
Question-2	**How would you talk to the engineering team** **How would you talk to the design team**
Answer-2	-
Question-3	**Experience from work where I faced a conflict.** **What are your weaknesses/ area of improvements**
Answer-3	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Udaan

Interview Experiences:

Response#1	
Company Name	Udaan
Role	Product Manager
Pre-assessment round?	No
No. of rounds	1
Converted	No
Searchable Tags	Design | Behav | RCA
Round 1	
Question Category	Product Design; Behavioural; RCA
Interview Duration	90 min
Question-1	**Walk me through your resume (10-15 mins)**
Answer-1	I walked her through my resume. Then she asked me to pick out one particular project from the resume and give more details on it. She particularly wanted the following: 1. Problem 2. Insights 3. How did I solve it? 4. Outcome
Question-2	**Think of a hyperlocal service, say Dunzo. You work there. You've been noticing that among the smaller Kirana stores, fulfilment per 100 orders have been dropping. Can you give me an idea of all possible causes that could lead to this?**
Answer-2	I first went about asking clarifying questions. What exactly did she mean by fulfilment? Was this problem restricted to a specific region? Was it for a particular type of order (number of items/size of order or any particular item present in the order). She said it was for a particular region so I narrowed it down to one pincode. After that I identified multiple reasons for the same, and gave each of them a weightage. The reasons I said were limited SKU's, the order time might be during peak hours, the size of the order was so small that they couldn't make a profit, the order had too many discounts that they couldn't make a profit, the payment method wasn't one that they liked, and a few other region specific factors.
Question-3	**Suggest a few design modifications to solve this?**

	My answer was more of a strategic one. I suggested that orders from different customers from nearby locations could be clubbed together and passed off as one order to the kirana store. The other solutions I gave were: 1. Show a customer bundled items/suggestions to increase order size 2. Show a customer higher value items/premium brands higher up to increase order value for retailer 3. Offer discounts to retailers 4. Reward Kirana owners for multiple fulfilled orders She then asked me to design a user flow diagram for clubbing multiple orders
Answer-3	which I did.
Interviewer Feedback	Didn't get selected for the next round. I think she was looking for a design solution for a retailer PoV, which I missed.
Self-Reflection / Advice	
Comments	

Walmart

Pre-Assessment Round:

How would you increase customers' lifetime value for groceries in a predictable and cost-effective manner by strategizing and implementing omni-channel initiatives.

Interview Experiences:

Response#1	
Company Name	Walmart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Tech | Behav | GTM
Round 1	
Question Category	Product Design
Interview Duration	-
Question-1	**Design an elevator for a twin 60-story commercial building which is connected at the 30th and 40th floors.**
Answer-1	Asked for the goal and started with defining who all are the stakeholders. Interviewer was looking for an exhaustive list. Businesses renting, employees, maintenance staff, visitors, courier, building owner. Then came up with needs and pain points for all. Prioritised the pain points and gave solutions. Ended with metrics discussion for 15 mins.
Interviewer Feedback	-
Round 2	
Question Category	GTM/Market Entry
Interview Duration	50 mins
Question-1	**The CEO of Walmart has asked you to launch a digital wallet, should you?**
Answer-1	Asked what the business objective the CEO had in mind. Then treated as a market entry question. Analysed the digital wallet industry. Profit potential, competitors, geographies and company fit. We concluded that Walmart shouldn't enter the market with a generic offering like Paytm as it is not beneficial for the company. Identified the customers of Walmart. Found a segment which might need a digital wallet - the underserved who don't have a bank account or credit card in the US and EU. Defined pain points for them and devised 2 different solutions. The interviewer finally asked how would I convince the CEO of the solution I was suggesting. Answer - Identify and quantify the key metrics the solution would drive. Present to CEO using the framing of the KPIs set for the year.
Interviewer Feedback	-
Round 3	
Question Category	Technical; Behavioural
Interview Duration	50 mins
Question-1	**Design a weather API**

Answer-1	Was looking for endpoints, request, response and what the backend logic might be. I had worked with APIs so this part was very easy.
Question-2	**How would you work with developers? How frequently would you talk to them? What is your product management style? What will you do if a developer doesn't do the work you asked them? How would you handle technical debt?**
Answer-2	-
Interviewer Feedback	-
Round 4	
Question Category	Behavioural
Interview Duration	25 mins
Question-1	**Why product management? Why Walmart? Which team would you want to work in?**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#2	
Company Name	Walmart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Tech | Behavioural | GTM | HR
Round 1	
Question Category	GTM/Market Entry; Product Design
Interview Duration	35 mins
Question-1	**Which ecommerce Apps do you use? (I gave 3-4 apps. The interviewer picked Amazon and Flipkart). Which of 2 do you like and why**
Answer-1	I used the customer journey approach starting from opening the app till the post purchase part of the customer journey. I talked about UI/UX comparisons including filters used for product search and then moved on to customer service post the purchase. I didn't select one particular app but rated both the apps based on different factors
Question-2	**Flipkart wants to get into 1 hr delivery. You are hired as the PM. How would you go about it**
Answer-2	This round was a stress interviews. To all my questions, interviewer told you can go ahead with whatever you want. Couldn't scope down the problem with my clarifying questions. I went ahead with grocery delivery and gave couple of reasons to why not other categories. Talked about the competitors (grofers, BB, amazon). Talked about flipkart's current capabilities based on logistics, last mile delivery. FLipkart would need to hire more delivery personnel and rent more warehouse space. Also talked about the market size. Also talked about how COVID and lockdowns can be big factor behind the success

Interviewer Feedback	No feedback as such. He just asked me to drink water before the next round
Round 2	
Question Category	Product Design
Interview Duration	1 hr
Question-1	**Walmart wants to setup an online business for selling glasses like lenskart. How will you do it .**
Answer-1	Clarifying question - I asked if Walmart wants to evaluate entering into this market or has already decided. Interviewer asked me to assume it has already decided. I scoped down the geography to India. Asked whether only online or online/offline both. Talked about the competitors . Clarified if only reading glasses or should we take sunglasses and lenses as well. Gave the customer segments as 1. Kids watching TV & using laptop 2. IT professionals 3. People with impaired vision due to heredity 4. Elderly people. Chose IT professionals . Talked about their needs - should look good, glasses break up, dont have much time try on multiple glasses, want to change glasses every 2 years (get bored). Prioritized few features and designed the app for the same. Was asked about the success metrics at the end.
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Technical
Interview Duration	1 hr
Question-1	**Walmart is currently in its stores. It wants to get into the online grocery business. What factors will you consider. What integrations/ changes would you need**
Answer-1	Scoped down to US. Talked about the current capabilities. 10k stores in US. What is the growth potential, How will Walmart manage the delivery and warehousing. The interviewer then wanted me talk about the API that will be need. Both input and outputs of the API.
Question-2	**Asked about the different uber APIs. Asked if uber wants to get into delivery what will be the inputs to the API**
Answer-2	Talked about number of people booking, time window, delivery vehicle type and availability, booking ID, price, time slot available, vehicle information, ETA of vehicle
Interviewer Feedback	-
Round 4	
Question Category	Behavioural; Technical; HR; Product Design
Interview Duration	-
Question-1	**Asked me about my resume and my projects in details. Asked about my experience at ISB during COVID. What have learnt from it. How has it changed me as a person.**
Answer-1	-
Question-2	**Why PM. What does a PM do**
Answer-2	-
Question-3	**Which app do you use the most. I talked about WhatsApp, telegram and some shopping apps. Then he asked which of the 2 will I delete if asked to just keep one. I said delete Telegram. Interviewer told me that you need to convince someone to delete WhatsApp and keep telegram. How will I do it**

Answer-3	I started talking about network effects on WhatsApp and current adoption issues with TG. He wasn't too convinced. Then started with segment the users of TG based on their usage levels. Engaged users, inactive users & non-users. Talked about what could be the current challenges with each type of users and suggested improvements.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Ask for feedback if possible at the end. Some interviewers give and some dont. But it helps you improve and also understand how you performed in the round. Keep the interviewer engaged during the entire interview. Ask frequently if you are going the right way

Response#3	
Company Name	Walmart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design
Round 1	
Question Category	Product Design
Interview Duration	30 mins
Question-1	**Design an elevator system for a commercial building with two towers, 60 floors each, and both connected at the 30th floor**
Answer-1	Treat it as a product design question and not as a guesstimate
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Response#4	
Company Name	Walmart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	1
Converted	No
Searchable Tags	Design	GTM
Round 1	
Question Category	Product Design; GTM/Market Entry
Interview Duration	30 mins
Question-1	**Flipkart wants to enter video category (reels/tiktok). Design features for them.**

Answer-1	Divided consumers into two part-creators and consumers. Focused on creators.
Question-2	**Design the GTM for Flipkart videos.**
Answer-2	Phase1: Partnering with local channels for vernacular content. Bringing in regional influencers. Linking products worn/used by them in the video to products available on Flipkart. Interactive content like in a detective show you have chance to tell who would be the killer or the next move to keep the audience engaged and also win exciting prices. Phase 2: Go for Flipkart originals. Focus on reality TV content as it is easier to attract audience in Tier 2/3 cities where Flipkart is popular.
Interviewer Feedback	Very conversational interview.
Self-Reflection / Advice	
Comments	-

Response#5	
Company Name	Walmart
Role	Product Manager
Pre-assessment round?	Yes
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | GTM | RCA | Tech | Behav | HR
Round 1	
Question Category	Product Design; Metrics; GTM/Market Entry
Interview Duration	45 mins
Question-1	**Design an app for artists?**
Answer-1	I mentioned painting as my hobby and few activities related to dance and theatre were also mentioned on my resume, hence the interviewer asked me a question related to artist. The question was completely open-ended. The interviewer asked me to narrow down the artist definition, user segment and pain points and justify those choices. I started the answer by first defining artist, identified their pain points and then defined a target segment after prioritization. It was a social networking app with few features along the lines of clubhouse app. It was an app for both artist at different expertise levels and art seekers. At the end I did prioritization using effort vs impact framework and decided the feature for MVP product.
Question-2	**What are the success metrics for the product designed in the previous question? Go to market strategy for the same application.**
Answer-2	Used AARM framework to define the success metrics. For GTM, I first discussed briefly about the kind of product, current competition, customers of the product. I then suggested to focus on onboarding celebrity artists on the platform to increase popularity. I also suggested to advertise using Instagram art influencers and Instagram pages. Lastly I summarized the entire recommendation
Interviewer Feedback	-

Round 2	
Question Category	Product Design; RCA
Interview Duration	45 mins
Question-1	**Active users of Instagram has fallen in the last few weeks. Find the root cause and then suggest a solution**
Answer-1	Asked clarifying questions such as definition of active users, geography, time of decline etc. I then wrote the user journey and asked questions at each step to understand where the decline has happened. The final reason was certain algo changes in the kind of notifications sent to the customers. These changes increased the engagement of less active users, however, they had decreased the engagement time of a set of active users.
Question-2	**Design a feature for google maps?**
Answer-2	I designed a trip planner feature for road trips
Interviewer Feedback	-
Round 3	
Question Category	Technical
Interview Duration	1 hour 15 mins
Question-1	**Questions about cloud infrastructure, what is it, how is it better than owning servers in data centres. What is IAAS ? What is horizontal and vertical scaling; in what scenarios each of them should be done.**
Answer-1	-
Interviewer Feedback	-
Round 4	
Question Category	HR; Behavioural
Interview Duration	1 hour
Question-1	**Questions were mostly from my resume coupled with some behavioural questions such as strength and weakness;**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	Product related questions were mostly open-ended. Interviewers were keen on understanding your thought process rather than the framework you are applying. All the interviews were very conversational.

WinZo

Pre-Assessment Round:

For pre-assessment round, we were asked to make a 3 pager presentation. Following problem statement was given - WinZO is a vernacular real money social gaming platform building for Bharat.

The CEO has requested you to create a presentation on the next big game concept / existing game / game format that WinZO should allocate developer resources to.

Interview Experiences:

Response#1	
Company Name	WinZo
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	GTM | Metric | Design | Behav
Round 1	
Question Category	Product Design; Growth; Metrics
Interview Duration	50 min
Question-1	**Walk me through your case submission. Tell me about your favourite product, why do you like it?**
Answer-1	I explained the game concept I had proposed in my case solution to be included on the platform. I talked about Swiggy and the features of Health Hub, the 60-second order cancellation window at the end of placing an order.
Question-2	**Tell me what all you know about our company and our product? What are our revenue streams? Who are our competitors and what is the difference between us and them?**
Answer-2	I had researched about the company and used their product, so I was able to talk about it at length. I answered a couple of things incorrectly about their revenue streams and their direct competitors, but the interviewer was kind enough to correct me.
Question-3	**Suppose the CEO of Swiggy comes to you and asks that you have to grow the business by 50%, how would you go about it? Give me 10 metrics the CEO of Swiggy would want to track.**
Answer-3	I used the Ansoff matrix to answer about strategies to grow. For the metrics question, I segmented the business into units and tried coming up with metrics that would be important for the CEO based on the company's growth objectives (expansion or profitability). Then I listed down metrics to track the performance of individual business segments.
Interviewer Feedback	-
Round 2	
Question Category	Behavioural
Interview Duration	-
Question-1	**Can you tell me what was asked in the previous round so that we can talk about something else?**

Answer-1	I told him we discussed my case submission, my favourite product - Swiggy - and how would I grow Swiggy by 50%. He wanted to know my response to the growth question in the previous round so I explained that as well.
Question-2	**-**
Interviewer Feedback	-
Round 3	
Question Category	Behavioural
Interview Duration	50 min
Question-1	**Tell me about yourself. Why do you want to be a product manager? Why do you want to join us?**
Answer-1	-
Question-2	**What is your understanding of the role of a product manager? Where do you see yourself in the next 3 years?**
Answer-2	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Zenoti

Pre-Assessment Round:

Case 1: Drivers on Call

People who own cars occasionally need a driver when they go on a long trip or to chauffeur family around town or to take elderly for their doctor visits. For these errands, they either rely on driver recommendation from friends or use driver consultancy service that provide drivers. However, even though the consultancy is responsible for background checks there is no transparency in to it unless you ask for specifics.

The goal is to build an app (or a website) that acts like aforementioned driver consultancy and helps provide visibility into driver availability, information on each driver such as their experience, feedback from past rides, background verification and allow a customer to book a driver.

From a consumer point of view, they should be able to discover available drivers for a selected date, view availability of their preferred drivers, view cost of the booking (typically Rs 1000 per day for within city and Rs 1500 per day for outstation trips), book a driver and make payment at the end of the trip. As a bonus, provide visibility of driver whereabouts throughout the trip to the customer.

Can you build something which can make the entire experience smooth for consumer trying to book a driver?

Expectations:

- What features are needed for MVP (minimum viable product) to go to market and what additional features would help with adoption once product-market-fit is built?
- User flow diagram
- Wireframes & Prototypes

Case 2: Instagram

Instagram dropped the IGTV button late last year from their home screen because they saw only 1% of the users actually downloaded the app. IGTV has not worked well because they have limited monetization opportunities for creators and the views that they receive are not spectacular enough to incentivise content creation. Apart from that, IGTV had a lot of usability issues (vertical only video that they later removed, interrupted viewing experience between feed and IGTV). If you could go back in time and redesign this product, how would you do it?

Your deliverable:

Please turn in a 8 slide presentation which summarizes your approach along with a brief functional specification (which includes wireframes, if you are proposing to change the user flow to better communicate your idea) that outlines the functional aspect of the redesign.

Interview Experiences:

Response#1	
Company Name	Zenoti
Role	Senior Product Manager
Pre-assessment round?	Yes

No. of rounds	2
Converted	Yes
Searchable Tags	Design | GTM
Round 1	
Question Category	Product Design
Interview Duration	45 min
Question-1	**Design a product to book drivers.**
Answer-1	I started with asking clarification questions, about the company I am building for and the reason they are doing it. Interviewer mentioned that it is a company that doesn't have any earlier technology products, it is a new company that identified a need for such a product and wants to build it. I asked few other clarification questions and did user personas. He asked me to concentrate on elderly segment. I listed exhaustive list of pain points, which he liked and encouraged me to go on listing as I did. I then came up with three solutions, about which interviewer asked me to justify each one of them, by going deeper and deeper. For example, one of my solutions was that I would put only one button, with default options of booking a driver for one day, for certain distance, KYC enabled driver and so on. He asked me in detail about what all parameters would I put as default and went in detail into KYC. He asked if there is something called KYC score like credit score, then what all parameters will I consider for such a score to driver. Because one of the parameters I mentioned as "ratings given to driver by user", he probed me about how and why a user has to give ratings to a driver, without they being biased. Interview was conversational and I mentioned couple of ideas about how that can be done, and one was that, because ratings was more important to the platform as it is used in rating, initial "up/down" signal will be asked for before the payment. Then, I said, for detailed feedback, monetary/ psychological nudges would be used like giving credits for giving feedback and using psychological nudges like "70% of users like you give rating to drivers that help us serve better. Please consider giving feedback".
Interviewer Feedback	He said that he liked the way I went exhaustively about pain points, and there was in depth analysis about customer behaviour.
Round 2	
Question Category	Product Design; GTM/Market Entry
Interview Duration	45 min
Question-1	**This interview was mostly based on PPT submission we did. Case was that Instagram IGTV button was dropped from homepage real estate. If I were product manager during its launch, what differently would I have done to make it a success.**
Answer-1	I detailed him about 3 solutions that I wrote in PPT. One of the solutions involved usage of loyalty coins. He said that they are implementing similar idea, and he probed more about what exactly I mean and what could be challenges of implementing such program.

Question-2	**What is your favourite product, what improvements will you make to it and GTM**
Answer-2	I mentioned that my favourite product was Google Lens. He asked me to provide improvements of it, however, question quickly moved towards GTM, when he said, if G Lens were not a free application, has $400 to be paid for usage, then your marketing team asks you to reduce price to $170 to gain more market share, with your new feature added. What decision will you take? I asked preliminary questions about the costs associated with the app, market analysis report about what would be gain by reducing price, and subsequent ones. I understood that his intention was only to see how structured my thinking is from this question.
Interviewer Feedback	He said that he liked my innovative solutions for the case.
Self-Reflection / Advice	
Comments	-

Zestmoney

Interview Experiences:

Response#1	
Company Name	Zestmoney
Role	Product Manager
Pre-assessment round?	No
No. of rounds	4
Converted	Yes
Searchable Tags	Design | Metric | HR | Tech
Round 1	
Question Category	Product Design; Metrics; Technical
Interview Duration	75 min
Question-1	**General introduction, why PM etc**
Answer-1	-
Question-2	**You are in Facebook in 2017. You see hate speech as something that can greatly affect the platform in the coming years. How do you combat it?**
Answer-2	Began by talking about training algorithms, splitting data into training set, test set and so on. We went quite deep into it, with several follow-up questions.
Question-3	**What would you do after the AI was trained?**
Answer-3	Pilot it in small sections, to select users.
Interviewer Feedback	-
Round 2	
Question Category	Product Design
Interview Duration	30 min
Question-1	**You have to build a SpaceX clone. How would you do it?**
Answer-1	Wanted to check how I dealt with such a random, open-ended problem. Broke it down into three factors: - Business model - Research and technology - People I said if we can clone these three things, we can clone SpaceX. Also brought up regulatory aspects.
Interviewer Feedback	He really liked the fact that I brought up regulations.
Round 3	
Question Category	HR
Interview Duration	-
Question-1	Generic HR questions.
Answer-1	
Interviewer Feedback	-
Round 4	

Question Category	HR
Interview Duration	-
Question-1	**Asked me HR questions on why PM, company fit etc**
Answer-1	-
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	-

Zynga

Pre-Assessment Round:

Pick any mobile app and answer the questions given below:

How would you increase the monetisation over and above the current features by 10% (no ads, co-branding, product placement)?

Please deep dive into the feature idea with specific flows and back up the revenue upside through number-based funnel calculations

List the steps and assumptions used to arrive at the revenue increase.

Selection criteria:

- Structured thinking
- Analytical thoughtfulness of the funnel
- Creativity of the idea
- Prioritizing and clarity of thought

(Bonus points for gaming apps from Zynga)

Interview Experiences:

Response#1	
Company Name	Zynga
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	RCA | Design | Metric
Round 1	
Question Category	RCA
Interview Duration	40 min
Question-1	**Explain the submission. Why did you choose a particular customer segment? How it would evolve, what could be the potential problems?**
Answer-1	Explained the submission. Then explained why I choose the particular customer segment. Was cross-questioned on it. Mainly she was looking if I had a structure or not.
Question-2	**On the game ("Words with Friends 2") I picked for my ppt submission I was asked - "Revenue has gone down, how would you arrive at the cause"?**
Answer-2	First, deep dived into different revenue streams to try to pinpoint what has gone down. Then asked high-level questions. Checked from demand-side and then supply side. Covered the demand side well but missed one on the supply side which eventually was the cause. They ran a campaign due to which users got extra coins through which they were buying powers in the game. This has led to the decrease in revenue.

Interviewer Feedback	She gave her introduction and then asked mine. We also talked about our extracurricular as well which was informal and took the tension out of the interview. The interview was very conversational and more like a brainstorming session.
Round 2	
Question Category	Metrics
Interview Duration	90 min
Question-1	**Was asked if I play any game. I said I have played 'Poker' online. Was asked to call/create a metric that would have a high correlation with the revenue?**
Answer-1	Stated the assumptions about revenue streams. Was asked to consider only revenue earned through buying virtual chips. Told a couple of metrics such as 'average pot size', 'average of wins' etc. He questioned each and every metric. He even gave his own metric and asked me to compare it with other metrics.
Question-2	**Gave me a puzzle - "There are three numbers, (let's say 2,4,8), and they follow a rule as decided by the interviewer. You can also write 3 numbers and the interviewer will tell whether they follow the same rule or not. You need to find the rule."**
Answer-2	Analysed the given set of 3 numbers - 2,4,8 to identify the possible rule: 1. They are increasing 2. All are even 3. Squares and cubes 4. Addition of 2 and then 4 etc. Created my patterns around the above rules and asked the interviewer. The interviewer called me out to be vocal about my thoughts. Continuously explained what I was doing and more importantly why I was doing it.
Question-3	**You are the regional manager of a cat shelter. There are 8-10 city heads under your jurisdiction. These city heads are supposed to not just manage rescue and shelter but also promote the adoption of cats. Your cat shelters follow these rules:** **1. Every cat shelter has a fixed capacity that cannot be changed** **2. If someone requests you to rescue a cat, you cannot deny that request** **3. If the shelter is at full capacity and you rescue a cat then you'll have to euthanise a cat because of capacity constraints (therefore if the cat has to move out of the shelter - either it gets adopted or gets killed)** **What would be that 1 single metric that you would want to track for your city heads and by what logic would you run your operations?**

Answer-3	I explained my thought process that there are 2 things that we want our city heads to do - "Rescue as many cats as possible and increase the adoption rate of cats and have minimal euthanize rate" I took my time and then came up with a metric - "Churn rate of alive cats". This would combine how many cats are incoming and how many are moving out alive. On the second part of the question, I explained that we would euthanize the older cat as it would have a lower chance of adoption.
Interviewer Feedback	The interview was conversational. The interview was trying to grill me a bit in the start but essentially, he wanted to check my thought process.
Round 3	
Question Category	Product Design
Interview Duration	40 minutes
Question-1	**Was asked to increase usage of LinkedIn by 10x**
Answer-1	Applied CIRCLES method.
Question-2	**Create a subscription plan for a game (the benefits and the price of it)**
Answer-2	Asked what our goal is and understood the game. Created benefits around powers that would help a player win a game. For the price, calculated the minimum price through customer life cycle value.
Interviewer Feedback	The interview was very conversational. He gave me ample time to think.
Self-Reflection / Advice	
Comments	It does not matter if you are arriving at the right answer or not. It is important that you have a structure to solve problems and you are able to communicate that effectively. Always ask the interviewer for some time and then create a well-articulated structured response.

Response#2	
Company Name	Zynga
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	RCA | Metric | Design | HR
Round 1	
Question Category	RCA
Interview Duration	30 min
Question-1	**Revenue of a free to play game has been falling over a few weeks. What could be causing it?**
Answer-1	Split revenue into ARPU & Users and proceeded with the tree. Root cause was that certain gameplay elements had been changed that led to a devaluation of purchasable items.

Interviewer Feedback	-
Round 2	
Question Category	Product Design; Metrics
Interview Duration	45 min
Question-1	**Improve PUBG to increase retention**
Answer-1	I looked at the different sources of revenue and broke down the drivers for each revenue stream.
Question-2	**What are the revenue metrics you'd want to track, in order to understand and catch any issues in time? What are the possible issues that you could catch by looking at revenue metrics?**
Answer-2	-
Interviewer Feedback	I was sharing my screen and drawing out problem trees and dashboards that he seemed impressed by. He wanted to know some key metrics in detail. He was a Director of Product, and the last 15 min was him asking why I wanted to enter gaming and answering any questions about Zynga.
Round 3	
Question Category	HR
Interview Duration	15 min
Question-1	**Generic HR questions**
Answer-1	-
Interviewer Feedback	Was just highlighting why Zynga is a great place to work. The industry is set to explode, and the massive ownership and growth that a PM gets at Zynga.
Self-Reflection / Advice	
Comments	I think sharing the screen of my drawing tablet helped a lot since I was drawing things out in a very structured way.

Response#3	
Company Name	Zynga
Role	Associate Product Manager
Pre-assessment round?	Yes
No. of rounds	3
Converted	Yes
Searchable Tags	RCA	Design	Guess	Tech
Round 1	
Question Category	RCA; Product Design
Interview Duration	45 mins
Question-1	**Candy Crush's in-app purchases have gone down. How will find the root-cause and solve the issue?**
Answer-1	Use RCA framework. Check for external, internal factors, and user journey. The answer was that the app purchases went down due to an app upgrade in one of the operating systems.
Question-2	**Redesign Snakes and ladders game for hard-core gamers**

Answer-2	Focussed mostly on the behaviour, attitudes, of gamers first. Then, analysed the problems with the current snakes and ladders game. Finally proposed solutions based on the same - multiplayer games, the thrill of killing a snake by fighting with it rather than a dice roll, designing the game economy - collectibles, coins, levels.
Interviewer Feedback	-
Round 2	
Question Category	Guesstimate
Interview Duration	45 mins
Question-1	**If Swiggy had to come up with a subscription service, how would you price this service?**
Answer-1	First, defined the service. Did customer STP analysis along with competitor analysis. Then found out breakeven price based on the information given by the interviewer. The interview was mostly guided by the interviewer. So, I had little chance to follow pricing framework. I simply answered the questions that were asked.
Question-2	**Questions were based on the case study I had submitted. Zynga's case was about profitability. So, my interviewer asked me about how I came up with the numbers, questioned me on the assumptions.**
Answer-2	-
Interviewer Feedback	-
Round 3	
Question Category	Product Design; Technical
Interview Duration	1 hr
Question-1	**What's your favourite Zynga Game? How would you improve it?**
Answer-1	I chose words with friends. I explored the pain points with the game currently - you'll have to wait till the other player plays, although there's game economy through coins - it could be improved upon to create a sense of progress and achievement, improving their matching algorithm. Suggested features around the same.
Question-2	**How would you redesign the matching algorithm of words with friends?**
Answer-2	I explored the parameters which are critical for matching such as skill level, availability, previous stats, etc. Then redesigned it based on the questions asked by the interviewer. This part was mostly guided by them.
Interviewer Feedback	-
Self-Reflection / Advice	
Comments	You need to have knowledge of at least basic mobile games, game economy to be able to crack the interviews. Although all the rounds were core PM related, they were heavily based on gaming. It would help if you have played at least a few games. Rest, you have to be very thorough with frameworks. There were no behavioural questions. Only PM related questions. Very tough interviews to crack if you haven't practiced enough.

VI. Previous Handbooks and Other Resources

Below are links to the previous handbooks for additional practice and some other useful resources:

1. 2020 BTC Handbook
2. 2019 BTC Interview Handbook
3. 2019 BTC PM Handbook
4. 2019 BTC Analytics Handbook
5. 2018 BTC Interview Handbook
6. All BTC resources of class of 2021
7. Excel version of the interview experiences from this handbook

END

All the Best!

-Class of 2021