

Product Manager Case Study

Context

You are a product manager for a large e-commerce unicorn, managing the merchant side of the business and services.

Your Team

3 backend engineers

2 frontend engineers

1 product designer

2 QA engineers

Your team practices agile, with 2 week sprints and a release every 3 sprints.

Business Requirements

Create a feature highlighting the best performing product

Create a feature highlighting user purchase data

Task

Prepare

1. A design brief for the design team
2. Detailed PRD for the engineering team
3. Delivery plan for the stakeholders
4. Conduct a product requirements walkthrough with the head of product and engineering manager

Assumptions

There is already a basic dashboard set up to show business intelligence data

Merchants only operate in one currency

Output 1

Design Brief

Design Brief (Sales data feature for Merchants)

Background

Merchants on our e-commerce platform currently have access to a dashboard that gives them information about their sales performance on a monthly basis. We have been receiving requests to include two additional pieces of information that our merchants are interested in but are currently not available.

1. The best performing product of the target month
2. Purchases made by individual users in their store

Problem Statements

1. I am a merchant using the e-commerce platform. I am trying to optimize the offerings in my store and conduct more effective marketing to existing and new customers. But I am not able to do this efficiently because the current system only gives me aggregate data, which is not sufficient for me to plan for either of these needs. This makes me feel frustrated that I am not able to fully realise engagement with my customers on this platform, and hesitant to commit more resources to selling using this e-commerce platform.

Goals

- Merchant is able to access a feature on the iPhone and Android Unicorn seller center that shows them the top performing item for the current month, as well as top performing item for all previous months that the store has been open.
- Merchant is able to see a list of users that have made purchases at their e-store, sortable by revenue for the month and total lifetime spend.
- Merchant should be able to further inspect each user and see their purchase history.

Non Goals

- Optimizing the e-store's prices and offerings for the customer.

Hypothesis:

If we enable the user to access this data, then an increase in user engagement with the platform will lead to an increase in listings and total sales volume on our platform. Based on past

launches, it is expected that this feature will increase aggregate listings by 20%, and total sales volume by 5-10%.

Press Release Narrative

Unicorn seller center rolls out enhanced business analytics features to help merchants optimize sales and increase engagement with customers

Unicorn is pleased to announce enhancements to the merchant seller center that will allow merchants to easily identify high performing products on the Unicorn platform, and better understand customer buying patterns. As product selection and user volume at e-stores has grown over the years, many merchants have been requesting a simple way to identify strong products and frequent buyers in their e-stores. These new features will streamline this process, and allow merchants to focus on optimizing their store's offerings to further drive engagement and sales to customers.

Sally Lee, a merchant on the platform selling gifts and electronics, has already increased her sales by 20% by leveraging these new features. "Now that I can see my strongest products and identify my biggest customers at a glance, I can focus on them and increase the competitiveness of my store on the platform."

This feature is now live on seller centers in the iPhone and Android app. Merchants can access this feature by simply logging into the Unicorn app, opening the seller center, and selecting "Best Performing Product" in the sidebar menu.

Rough Scoping & Timeline

Version 1.0 will include basic features that highlight the most popular product every month in an e-store, and allow merchants to view a user's purchase history from their store. In later versions, this can be extended to include top products, show product trends, and automatically recommend offers that can be extended to users to encourage them to make purchases.

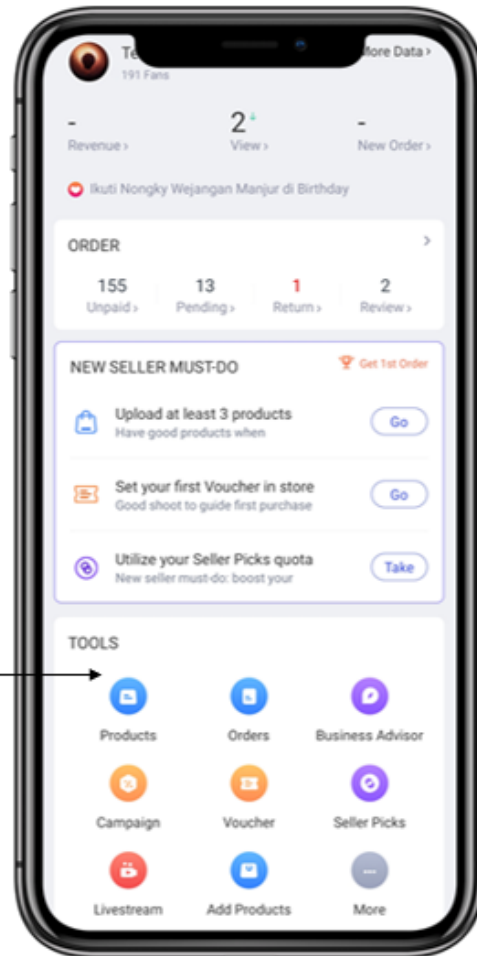
Version 1.0 can be tested and delivered for the iPhone and Android platform within 1 release cycle of 6 2-week sprints. As the feature just requires the addition of an extra page to the existing app, it should not interfere with existing functionality or require major redesigns.

The feature will be made available to users within our Premium Merchant's program for beta testing and feedback, and if feedback is positive, we aim to make it generally available within another 1-2 release cycles.

Concept Mocks

Current main page

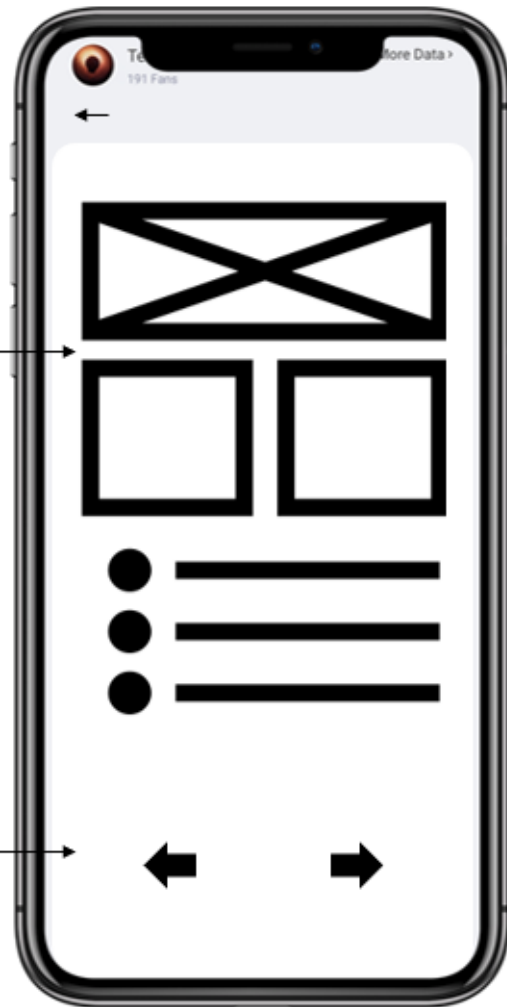
- 1 Add icon for "Bestseller"
- 2 Add icon for "Customer Data"



New "Bestseller" page

- 1 Best selling product in month

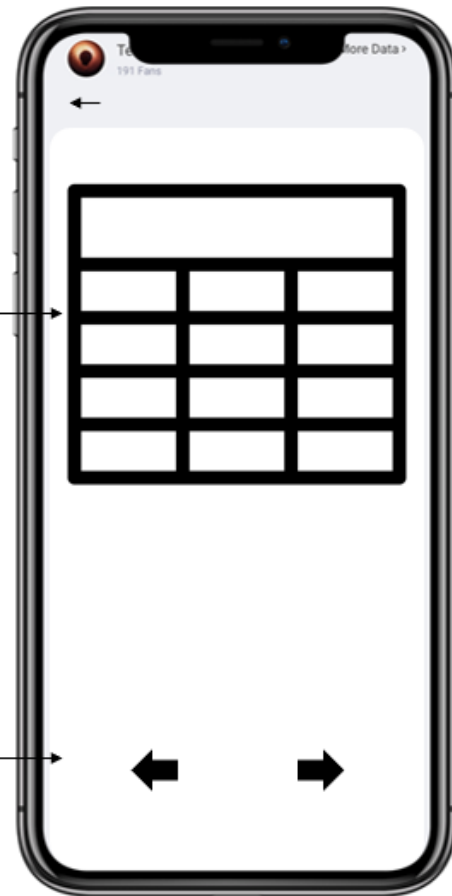
- 2 Prompt to swipe for more months



New "Customer Data" page
Customer overview view

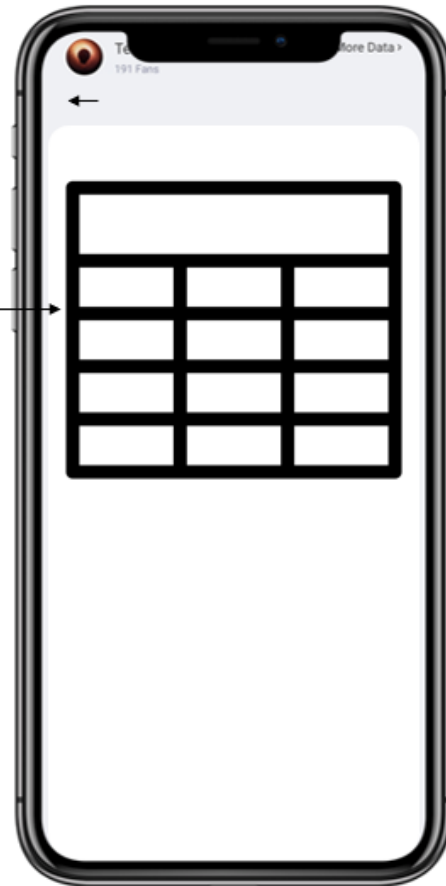
1 List of customers
in month

2 Prompt to swipe for
more months



New "Customer Data" page
Individual customer page

- 1** Customer purchase history



Output 2: PRD

Sales Data Feature for Merchants

Implementing most popular item and user sales data feature for iOS and Android

Team: Unicorn App Team

Contributors: PM, Designer, FE Engineer, BE Engineer

Resources: Designs, Analytics, Notes

Status: **Draft** / [Problem Review](#) / [Solution Review](#) / [Launch Review](#) / [Launched](#)

Last Updated: Thursday, Nov 25, 2021

Table Of Contents

1. Problem Alignment
 - a. [High Level Approach](#)
 - b. [Goals](#)
 - c. [Non-Goals](#)
 2. Solution Alignment
 - a. [Key Features](#)
 - b. [Key Flows](#)
 - c. [Key Logic](#)
 3. Launch Plan
 - a. [Key Milestones](#)
 - b. [Operational Checklist](#)
 4. Appendix
 - a. [Changelog](#)
 - b. [Open Questions](#)
 - c. [FAQs](#)
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Problem Alignment

Merchants on our e-commerce platform currently have access to a dashboard that gives them information about their sales performance on a monthly basis. We have been receiving requests to include two additional pieces of information that our merchants are interested in but are currently not available.

1. The best performing product of the target month
2. Purchases made by individual users in their store

Having this information will allow merchants to better position their e-store, and convert the traffic coming through into sales.

High Level Approach

Add a new page to the current Unicorn Seller Center app that highlights the top performing item.

Add a new page that shows sales history by user.

Add a new page that shows user purchase history.

Note: Made assumption that sales breakdown for each listing on the e-store is already available and does not need to be built.

Goals

1. Deploy new page in app that shows merchants the top performing item for the current month, as well as top performing item for all previous months that the store has been open
2. Deploy new page in app that shows merchants a list of users that have made purchases at their e-store, including quantity purchased in that month and customer lifetime spend
3. And for each user, merchant should be able to further inspect each user and see their detailed purchase history
25-30% of merchants that this feature is rolled out to should engage with this feature for at least 2 hours on a weekly basis
4. Merchants should feel that the feature helps them with planning on how to optimize their e-stores and plan engagements with existing and potential customers
5. Aggregate listings for merchants using this feature should increase by 20%, and sales volume from 5-10% after 3-6 months (based on past launches of similar features)

Non-goals

1. We do not plan to provide or suggest optimizations for the merchant's e-store
2. This is because this requires data analytics capabilities that we currently do not have the resources available to support

REVIEWER	TEAM/ROLE	STATUS
Adam	Engineering	Signed off
Bob	Design	Signed off

Solution Alignment

Key Features

Plan of record

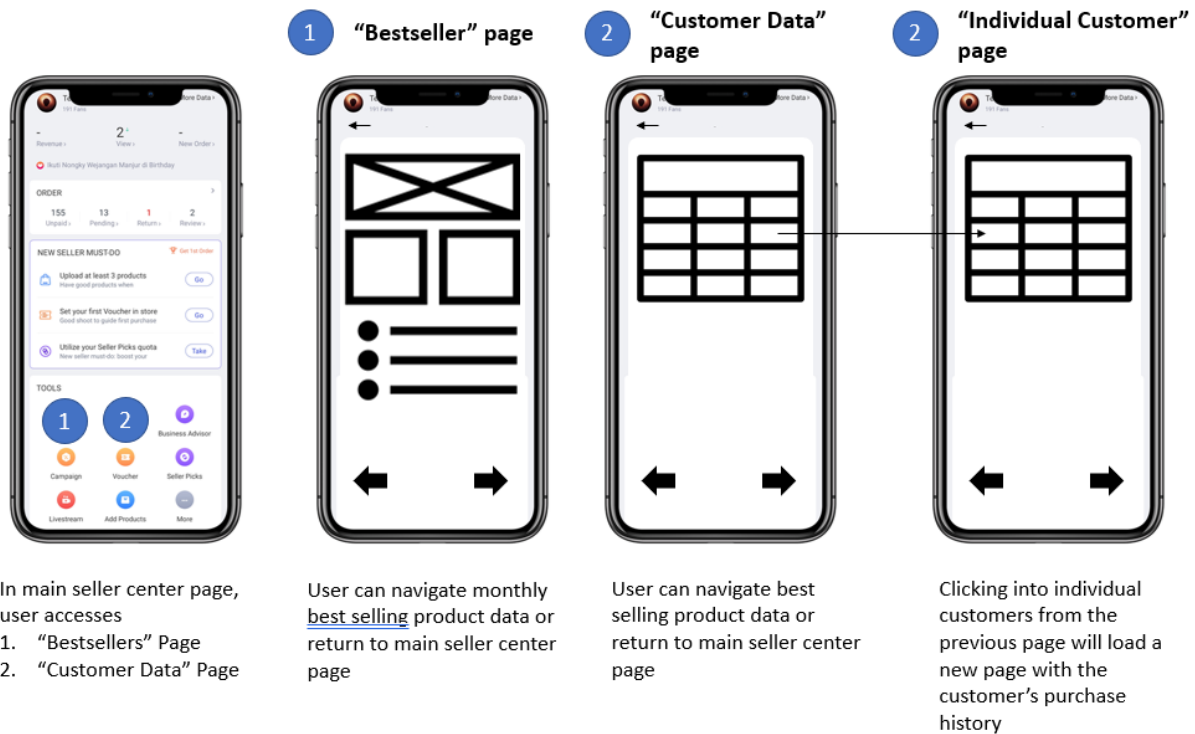
1. User should be able to trigger a function that accesses the e-store's sales records and displays the item that has generated the most revenue for each calendar month since inception.
2. User should be able to trigger a function that will display a list of customers that to behave made purchases at their e-store for each calendar month since inception.
 - a. This function should also display the monthly spend for each of these customers, as well as the lifetime value of the customer.
 - b. A sub-function should allow the user to sort the above values
3. User should be able to trigger a function that will display the purchase history of a particular customer to the user's e-shop.
 - a. This function should allow the user to sort the results as well.

See mockup in Key Flows for more details on what should be displayed to the user

Future considerations

1. Users can access different views of the data and more filter functions than the ones currently made available right now

Key Flows



Key Logic

1. Best performing item should be calculated as item that has generated the most revenue on a calendar month basis
 - a. If e-shop has had no customers, show a message saying "No sales made yet this month"
2. The monthly spend for each customer should be calculated on a calendar month basis
3. The lifetime value of each customer is the total amount spent at the e-store to date

REVIEWER	TEAM/ROLE	STATUS
Adam	Engineering	Signed off
Bob	Design	Signed off

Launch Plan

Key Milestones

TARGET DATE	MILESTONE	DESCRIPTION	EXIT CRITERIA
1 sprint before release	● Pilot	Internal testing with employees only	No P0 or P1 bugs on a rolling 7-day basis
1 month after release	● Beta	Early cohort of 200 customers	At least 50 users spend 2 hours per week engaging with this feature
2 months after release	● Early Access	Customers who opt-into the new feature	50% of sampled users give feedback that feature is useful and have experienced uplift in sales
3 months after release	● Launch	All customers in current markets	Measure and monitor increase in listings and sales volume

Operational Checklist

TEAM	RELATED WORK STREAM	Y/N	ACTION (if yes)
Analytics	Do you need additional tracking?	Y	Work with analytics team on logging
Sales	Do you need sales enablement materials?	N	-
Marketing	Does this feature require marketing outreach?	Y	Work with marketing team on messaging
Customer Success	Do you need to update support content or training?	Y	Work with customer success team on updates to self-help and documentation
Product Marketing	Do you need a GTM plan? (e.g. pricing, packaging, positioning,	N	-
Partners	Will this impact any external partners?	N	-
Globalization	Are you launching in multiple countries?	Y	Work with language localization team
Risk	Does this expose a risk vector?	N	-
Legal	Are there potential legal ramifications?	N	-

Appendix

Changelog

DATE	DESCRIPTION

Open Questions

Open questions and answers will be recorded here.

FAQs

Answers to frequently asked questions will be recorded here.