



Shapping Technology from a Product Management Perspective

Berna Salkaya

Agenda

- Who am I?
- Hepsiburada with Numbers
- The Starting Point for Companies
- Who is Product Manager?
- Suggestions
- Questions & Answers



Hello, I am Berna!

This is my way of spending 168 hours = a week



hepsiburada

Platform&Catalog Product Director, Head of Product Management

Education

- Mathematical Engineering B.S degree, YTÜ

Experience

- 14 years with different companies and titles



TÜRKİYE'NİN HEPSİBURADA'SI DÜNYA TEKNOLOJİ BORSASINDA

Bugün Hepsiburada olarak NASDAQ'ta
yer alan ilk ve tek Türk şirketi olduk.

hepsiburada

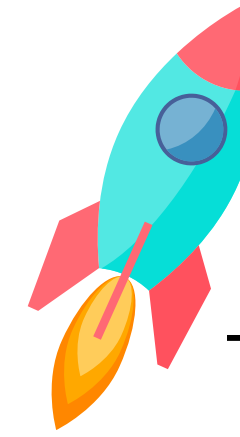


hepsiburada



Our Vision

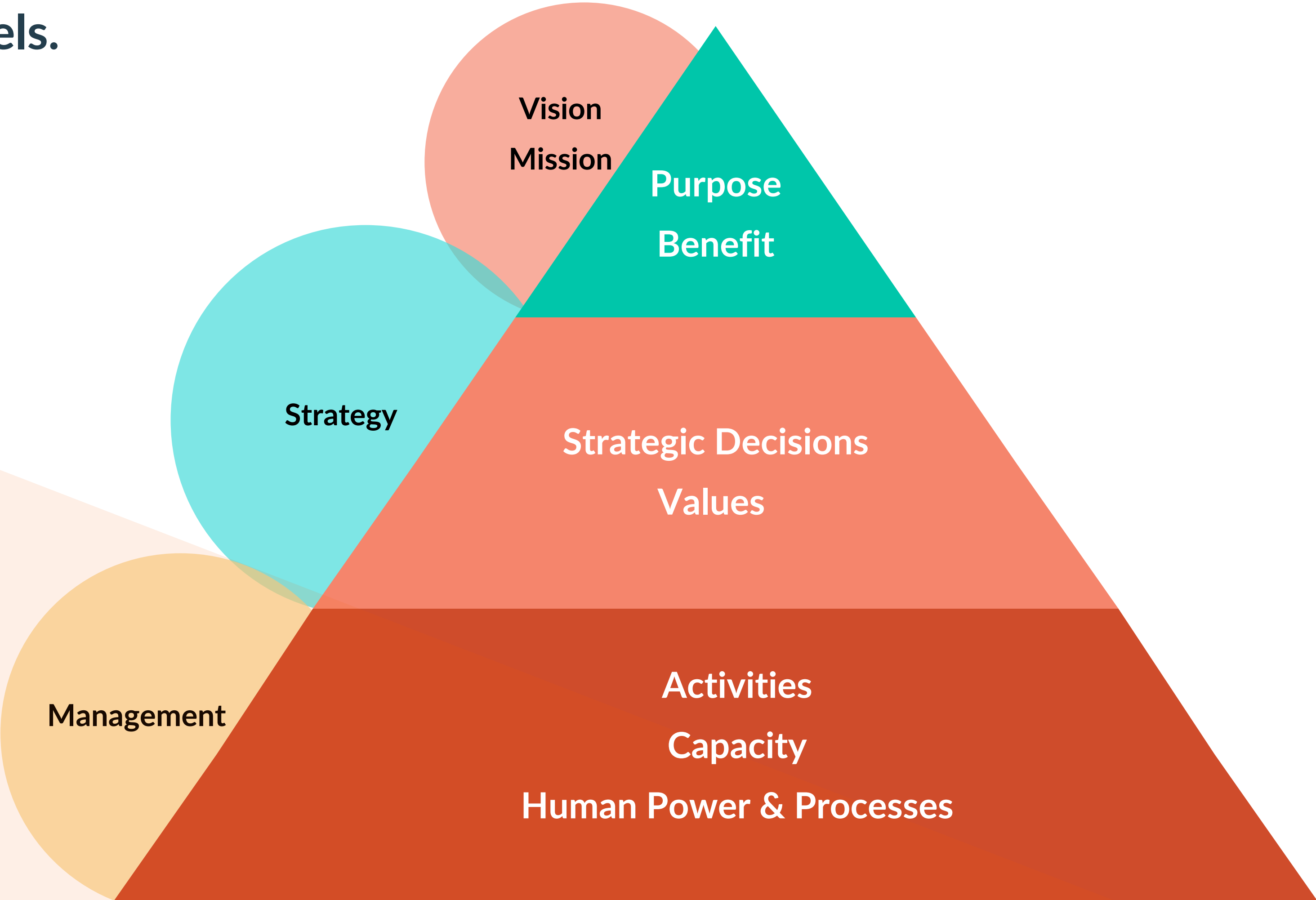
To lead the digitalization of commerce in Türkiye



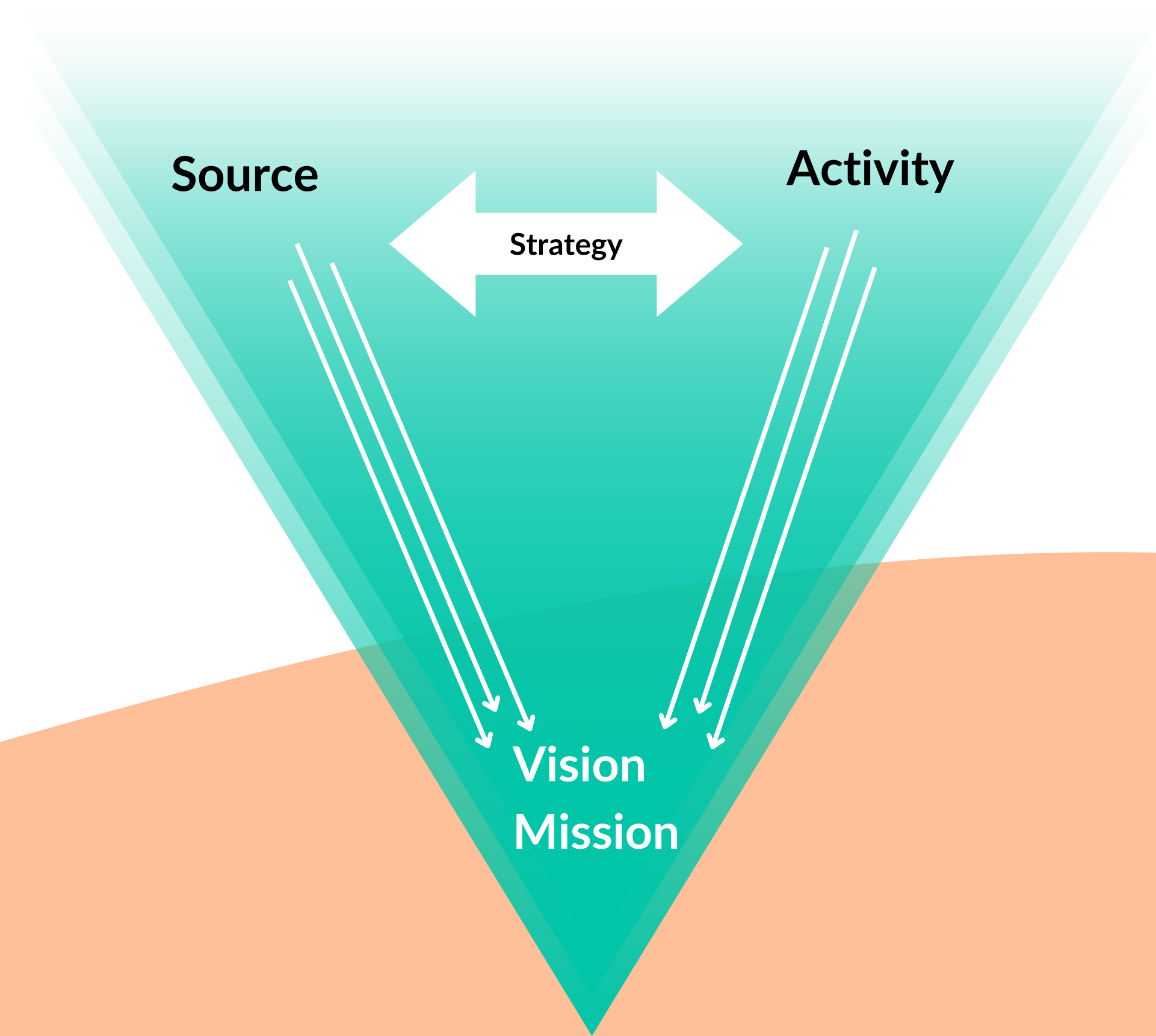
Our Mission

To be a trustworthy, innovative, and sincere companion in people's daily lives, and to make every member of our community feel that "We're glad you're here, Hepsiburada."

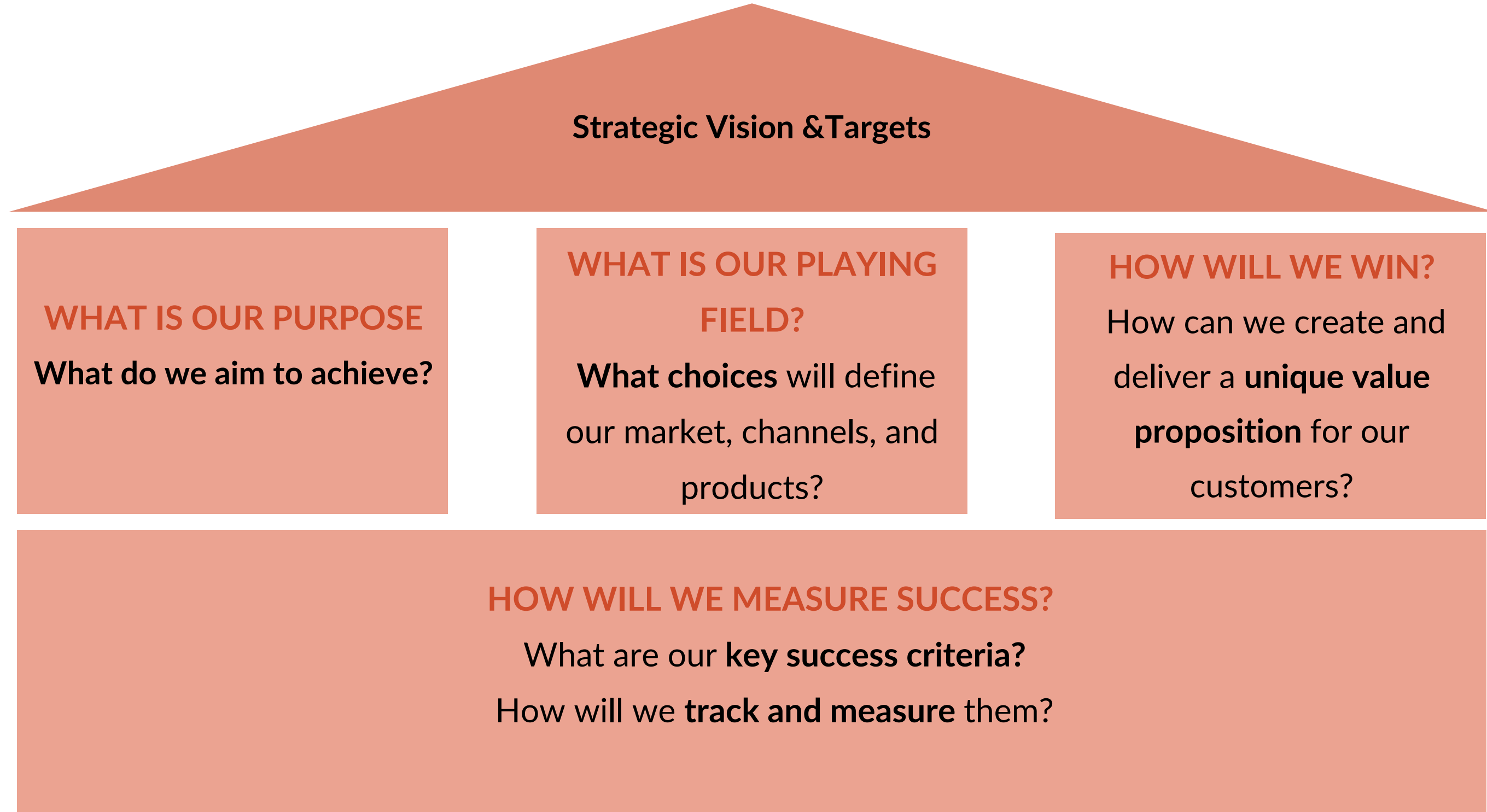
Organizations are examined at three fundamental levels.



**Strategy is the key that
connects vision and execution.**



Strategic Planing & Execution Steps



Hepsiburada 2024 Year-End Snapshot

- Active Customers: 12.2 Million
- Active Merchants: >100K
- Revenue: 57 Billion
- Total Product Assortment: 297.5 Million
- Visits in November: > 500 Million
- Number of Orders: 131.5Million
- NPS: 74

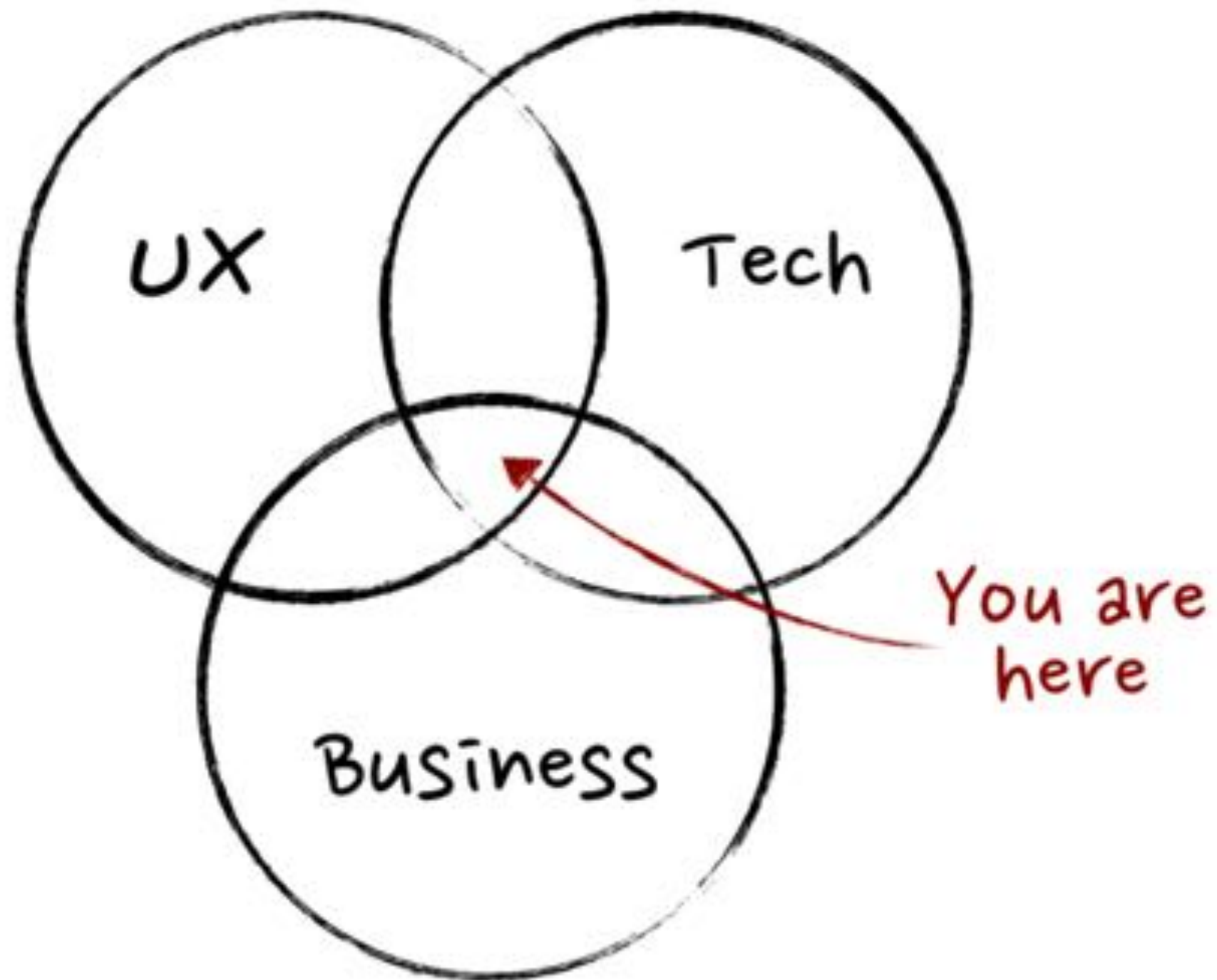
What this numbers mean?

With over 12 million customers and 100 K merchants, Hepsiburada operates one of the most complex digital ecosystems in the region,

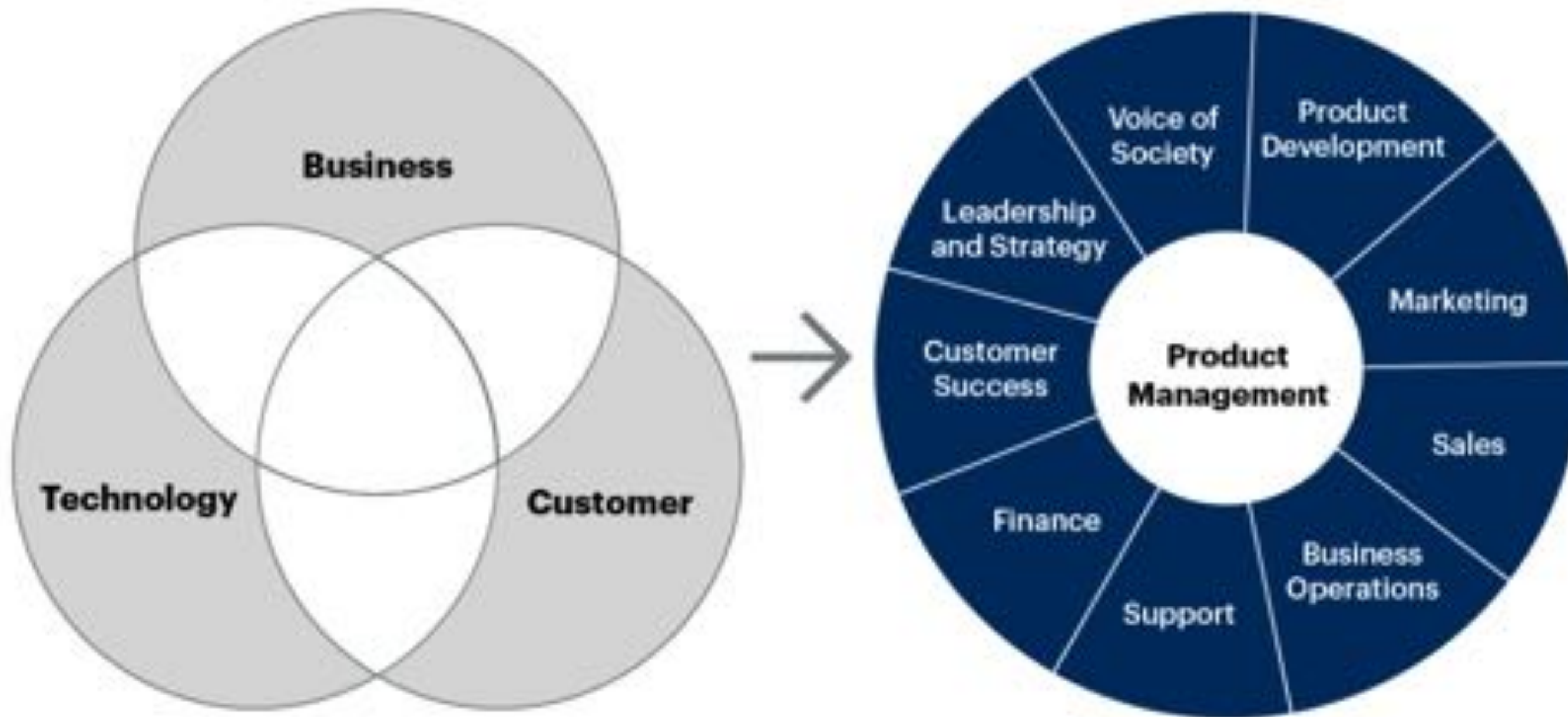
where every_product_decision impacts millions of experiences daily.

Who is Product Manager?

Who is Product Manager?



The Evolution of Product Management



Let's start with an example..

“Our product images have low quality — we need to start uploading higher-quality visuals.”

before you take action, let's pause for a moment...

as a Product Manager, what would you ask yourself?

How will this rule affect other parts of the system?

Can all sellers meet
the new image
requirements?

If not, will fewer
products go live?

Will customers
see fewer results,
leading to lower
conversion rates
and revenue?

But even before that...

Is this really
the right
problem to
solve?

Have we
tested it, or are
we just
assuming?

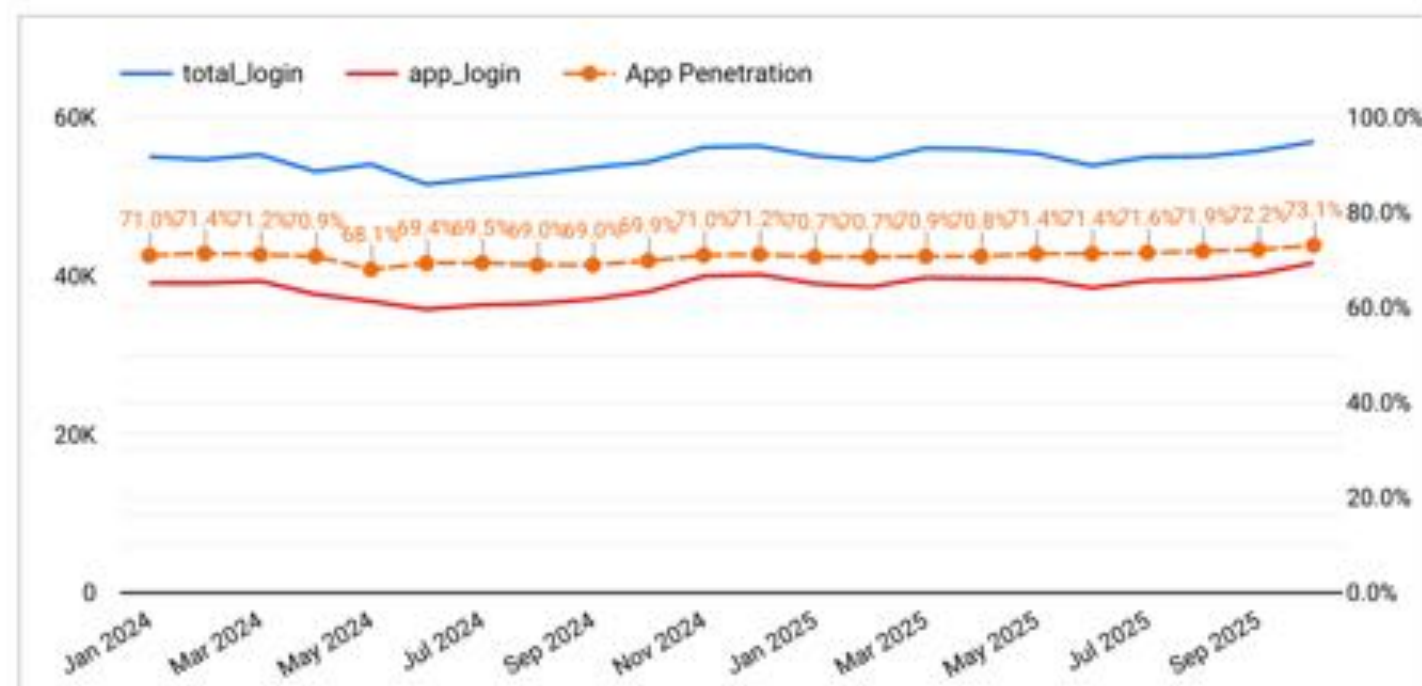
Do we have
any data to
prove it ?

Could
customers care
more about
price or
delivery speed
instead?

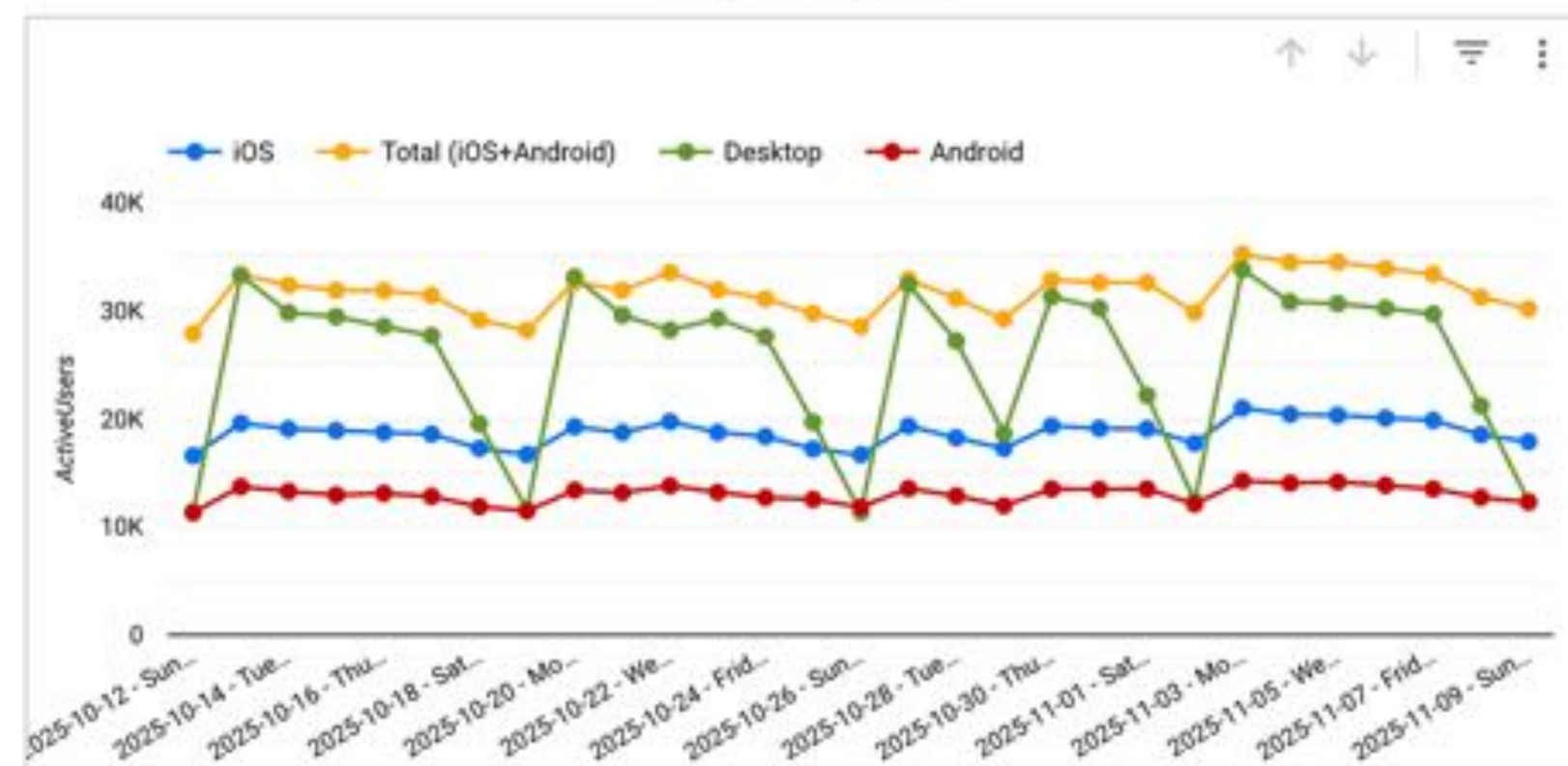
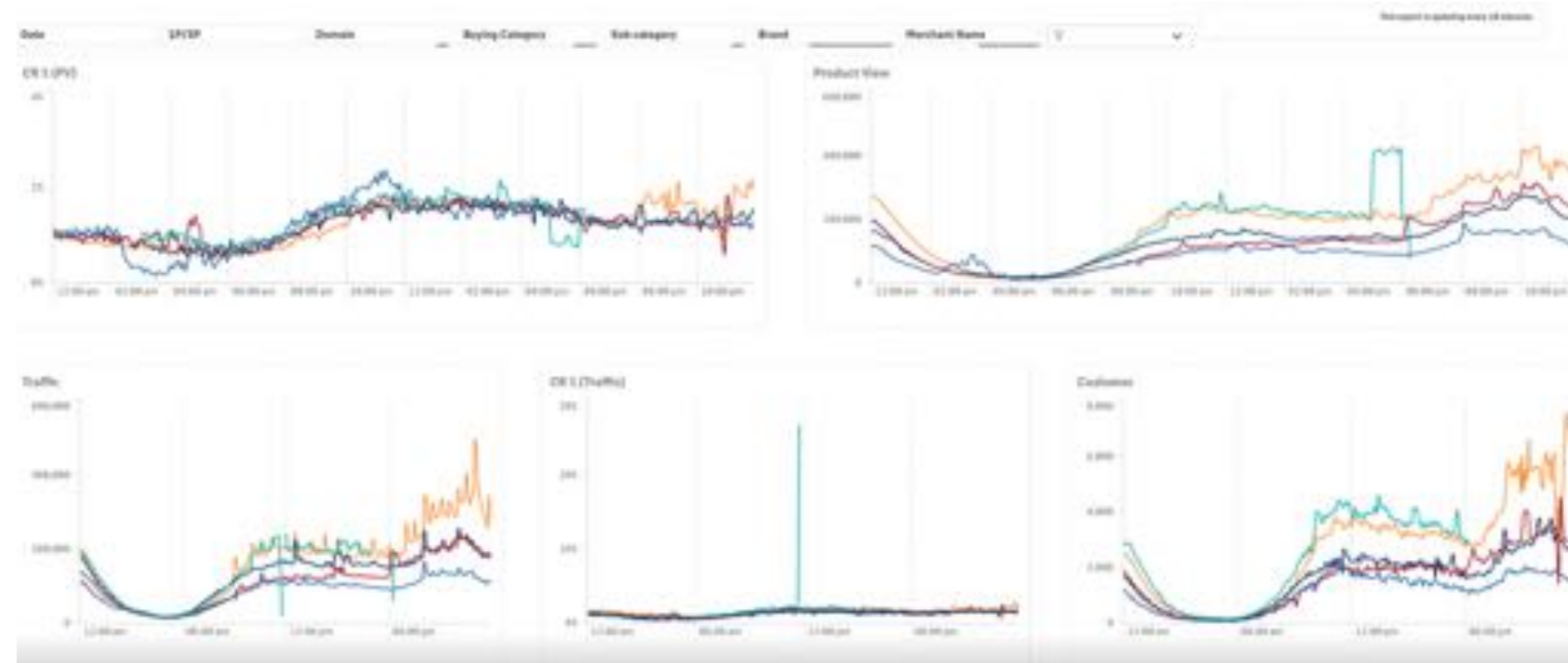
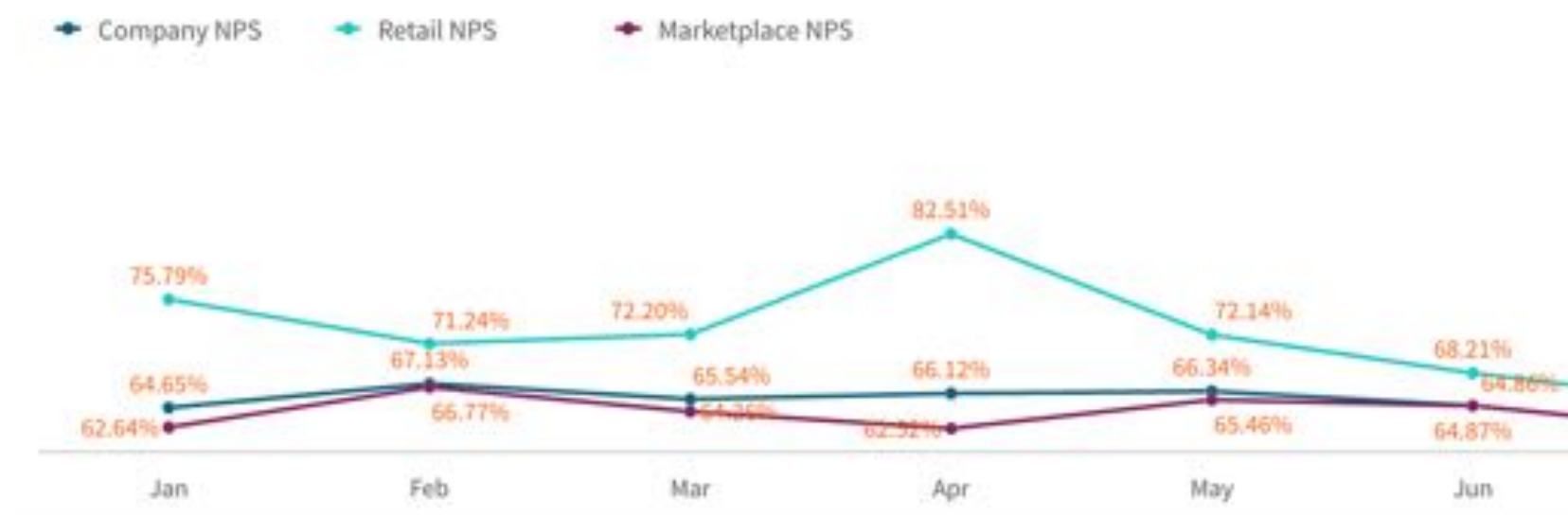
Data Analysis – Finding the Truth in Numbers

“A Product Manager doesn’t assume, they validate.”

Data Analysis – Finding the Truth in Numbers



* L1M Sold App Using Merchant / L1M Sold Merchant



*“You can’t control what you don’t measure;
and you can’t manage what you can’t
control.”*

Benchmarking – Learning from the Market

“Good PMs don’t reinvent the wheel, they learn from what already works.”

Benchmarking – Learning from the Market

How do other
marketplaces handle
this?

What are Amazon
or Trendyol's image
rules?

What's the
industry best
practice?

Product Shaping – Turning Insights into a Clear Proposal

“A Product Manager connects data, business goals, and user needs to shape a product that truly makes impact.”

Combine data and insights to clearly define what problem you're solving, why it matters, and what hypothesis you'll test to prove it.

*“If we improve image quality standards, customers will trust the product more and **conversion** will increase by 3%.”*

“Good PMs write things down, not to add bureaucracy, but to bring alignment.”

Product Requirements Document (PRD) – Example

Product / Feature Name: Image Quality Improvement for Marketplace Products

Objective / Problem Statement: Customer trust and conversion may be negatively affected by low-quality product images. We aim to improve image standards to enhance product discovery and conversion rates.

Background & Insights

- 17% of product pages have low-resolution or blurry images.
- A/B tests show that high-quality visuals increase CTR by +9% and CR by +4%.
- Benchmark: Amazon and Trendyol both require ≥ 1000px main images.

Hypothesis

If we increase the minimum image resolution from 600px to 1000px, customers will perceive products as more reliable and conversion will rise by 3%.

Scope / Key Requirements

#	Requirement	Priority	Owner
1	Define new image resolution rule (≥1000px)	High	Product
2	Update image validation service	High	Tech
3	Notify sellers through Merchant Dashboard	Medium	Ops / Comms
4	Monitor conversion impact via analytics dashboard	High	Data

Success Metrics

Metric	Target	Baseline
Conversion Rate (CR)	+3%	5.2%
Image Validation Error Rate	<5%	14%
Seller Compliance	90%+ within 2 months	70%

Risks & Mitigation

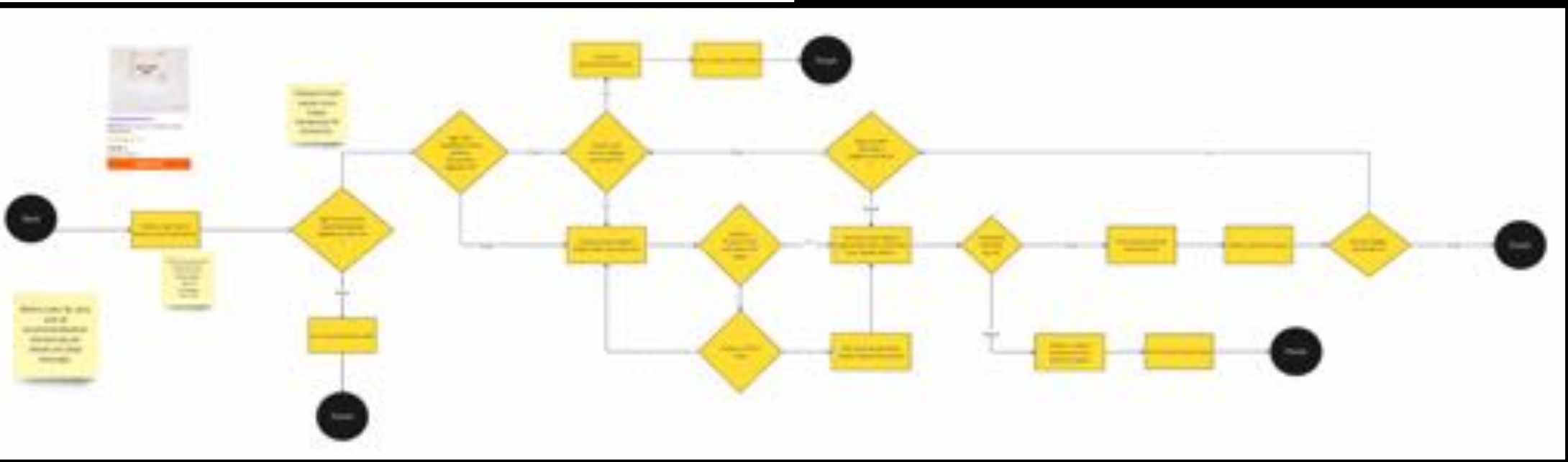
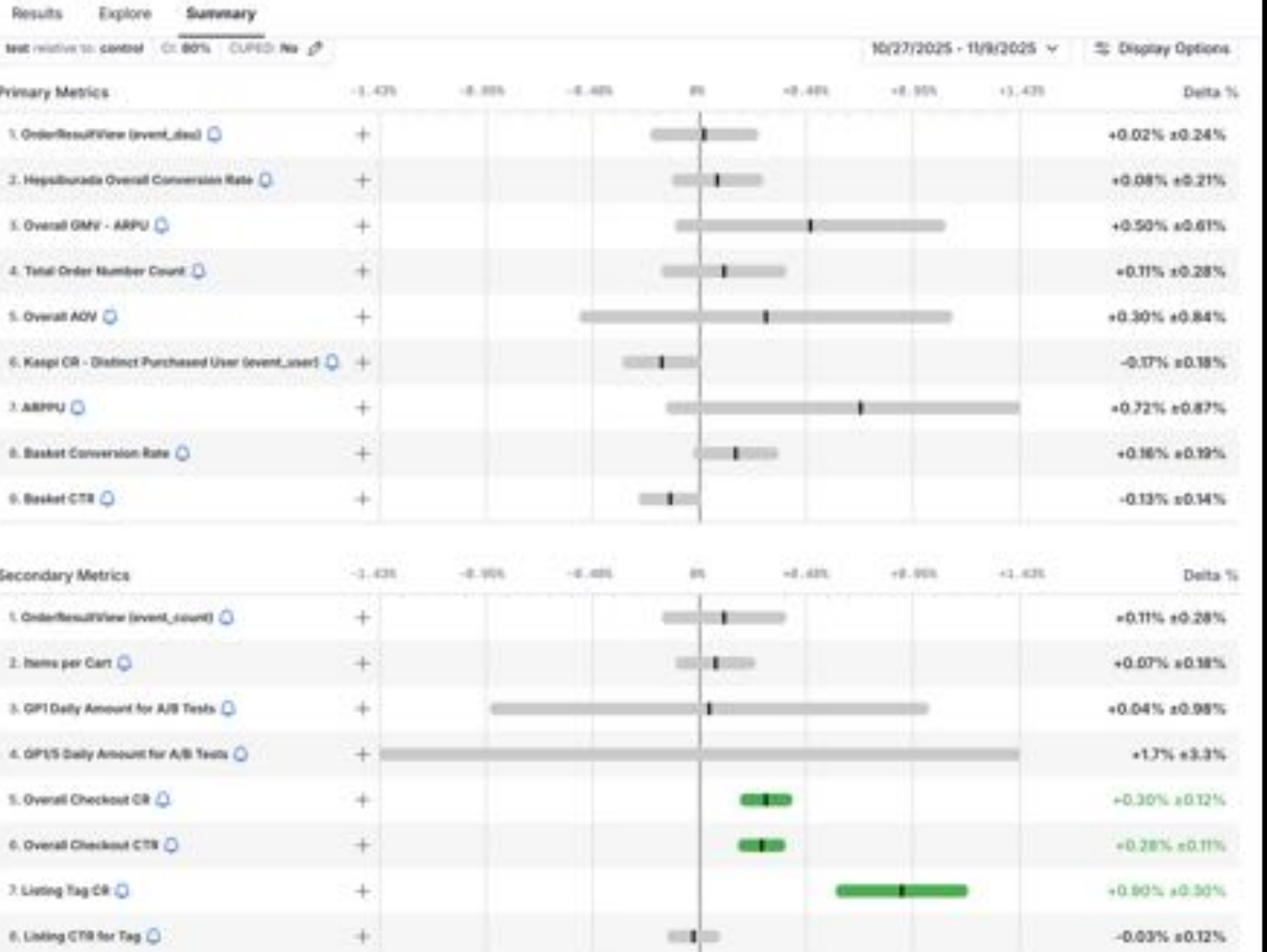
Risk	Impact	Mitigation
Sellers may fail to meet new resolution standards	High	Provide auto-resize tool + training
Upload delays due to larger file sizes	Medium	Optimize compression logic
Short-term SKU drop	Medium	Rollout by category (phased launch)

Timeline (Example)

Phase	Timeline	Deliverable
Analysis & Design	Week 1–2	Validation rules, data check
Development	Week 3–5	Backend & UI changes
Pilot Rollout	Week 6	Test with 1 category
Full Launch	Week 8	Global enforcement
Review & Iteration	Week 10	KPI measurement

Notes

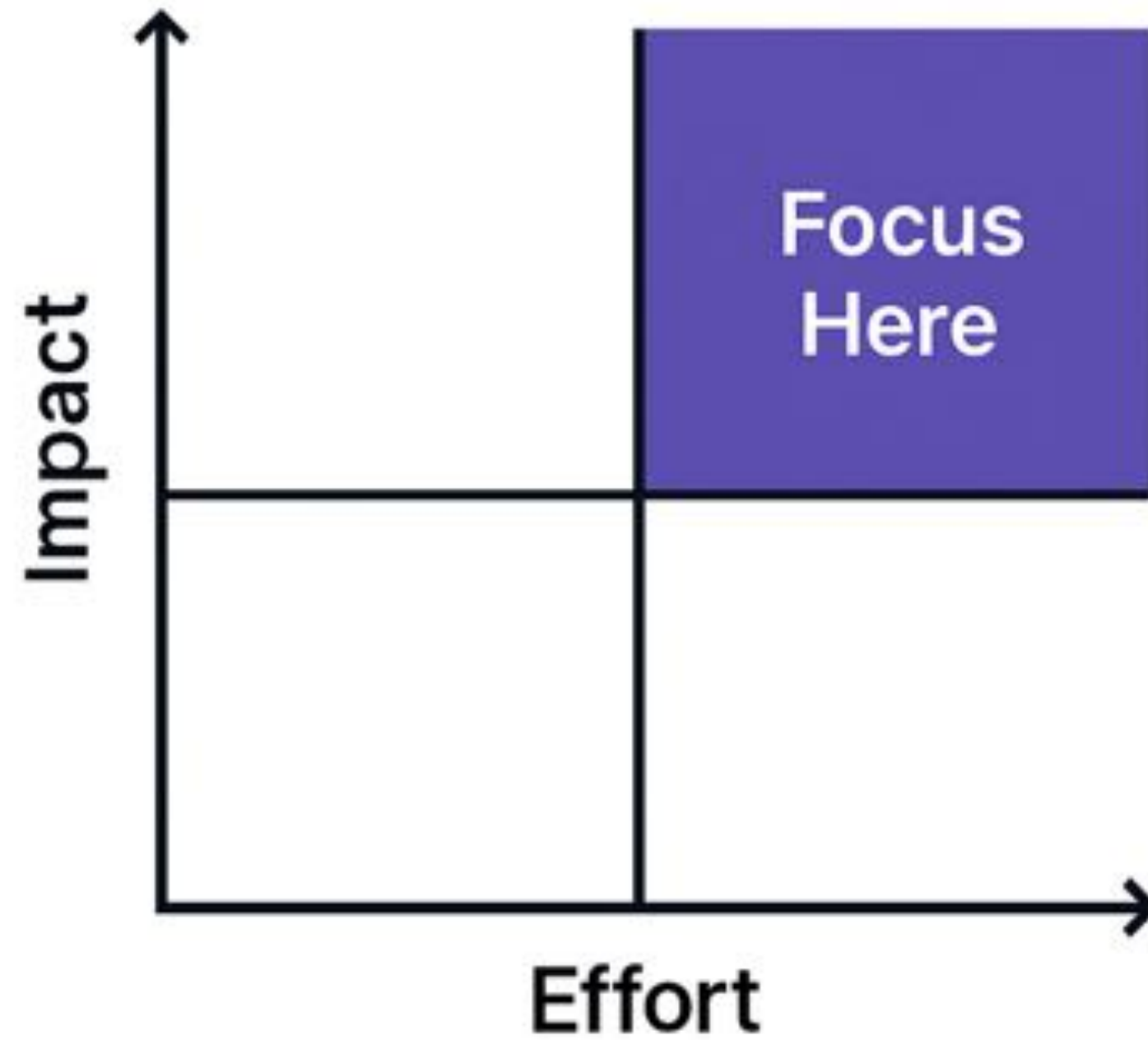
- Post-launch feedback loop with sellers via NPS
- Continuous A/B testing for image quality vs. conversion impact.



From Ideas to Impact: Deciding What Comes First

“A Product Manager can’t do everything at once, so they decide what creates the biggest value fastest.”

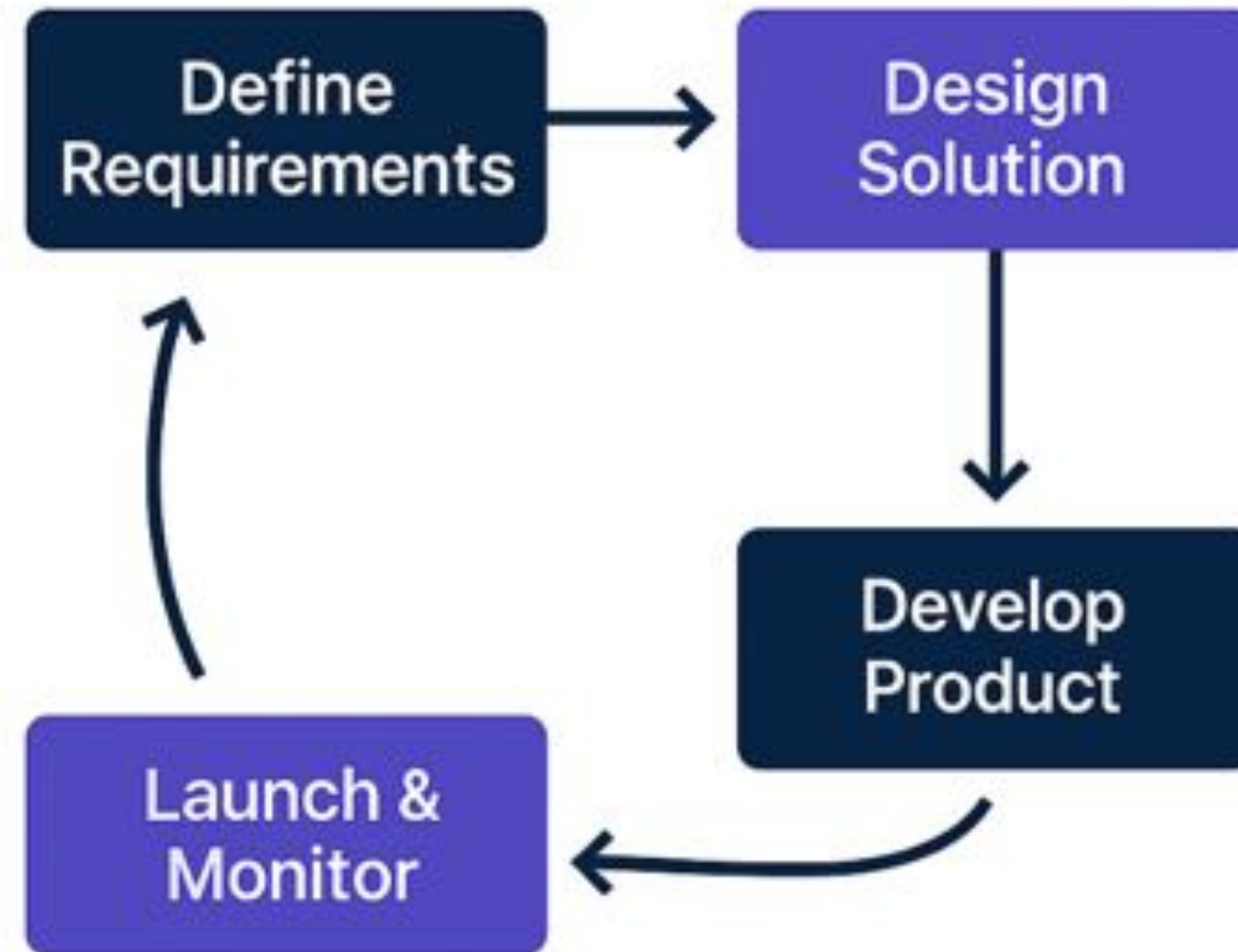
Impact vs Effort Matrix



Build with Tech & Design Teams – Turning Ideas into Reality

“Once you know which ideas matter most and when to build them that’s when the real collaboration begins with Tech and Design teams.”

Product Lifecycle Development



Feedback & Iteration – Listening, Learning, Evolving

“Products aren’t one-time projects – they live, learn, and grow.”

- *After launch, measure results and collect feedback.*
- *Analyze user behavior, NPS comments, and support tickets.*
- *Decide: what worked, what didn't, and what to improve next.*

“A good Product Manager doesn’t just deliver features.

*They design a learning loop — from data to decision,
from decision to feedback, and back again.”*

What qualities do you think a Product Manager should have?

INSIDE THE MIND OF A PRODUCT MANAGER

COMMUNICATION 40%



Conductor - Must keep the entire team on track
Motivational Speaker - Must convince & motivate team to work together on one vision
Diplomat - Negotiate & coordinate with different departments for a product release
Smooth Talker - Tactfully communicate progress to higher ups, can turn a roadblock into an insight or even an opportunity

DESIGN 20%



User Advocate - Understands what motivates certain actions of the users.
Sketch Artist - Can take his/her vision and creates an accurate mockup

ENGINEERING 20%



Code Whisperer - Has technical skill or can translate features into developer lingo
Manager - Runs SCRUM meetings and/or assigns work to engineers

BUSINESS ACUMEN 20%

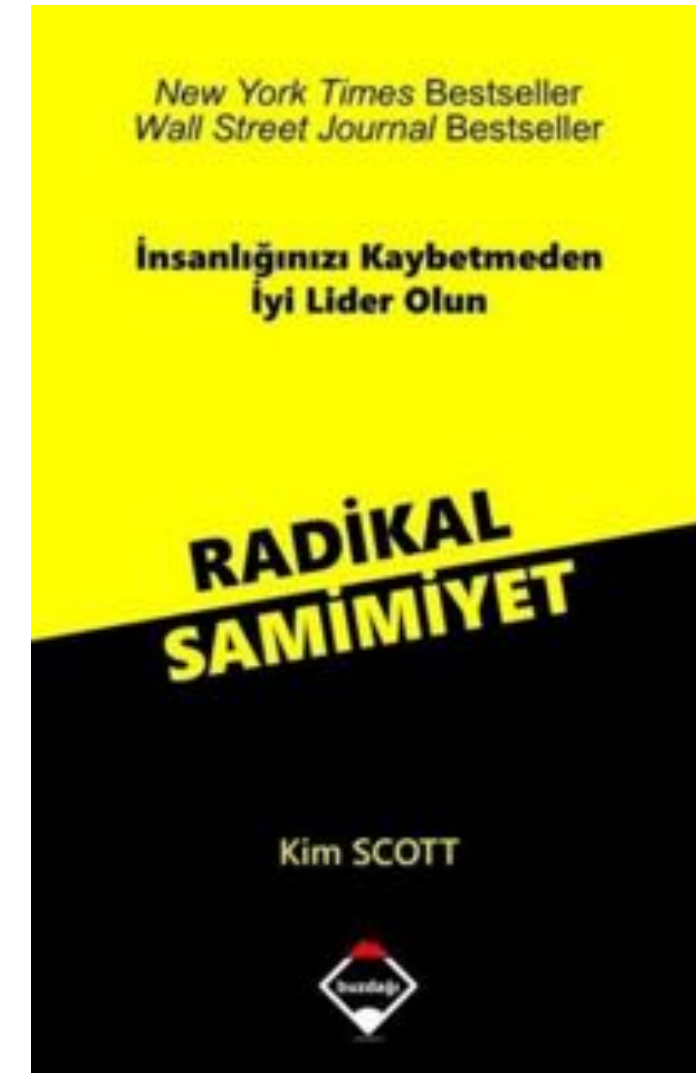


Market Tester - Measures the success of a new product or feature and decides either to scrap it or expand it
Online Marketer - Has a plan to launch products to the market and knows how to get early adopters.



Books & Movies That Shaped My Thinking

Because growth doesnt only happen at work..



Medium

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PRODUCT
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Questions & Answers



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Glossary: Speak the Product Manager's Language

- **NPS (Net Promoter Score):** Measures customer loyalty by asking: “How likely are you to recommend us to a friend?” Ranges from -100 to +100.
- **Retention:** The percentage of users who continue using your product over time. Shows how well you keep customers.
- **Churn Rate:** The percentage of customers who stop using your product within a given time period.
- **Conversion Rate (CR):** The ratio of users who take a desired action — e.g., purchase, signup — out of total visitors.
- **RICE Framework:** A prioritization method: $\text{Reach} \times \text{Impact} \times \text{Confidence} \div \text{Effort} \rightarrow$ helps decide what to build first.
- **MoSCoW Method:** Prioritization tool: Must have, Should have, Could have, Won't have (for now).
- **Impact & Effort Matrix:** A 2×2 grid used to decide priorities: focus on high impact, low effort initiatives first.
- **OKR (Objectives & Key Results):** Goal-setting framework combining what you want to achieve and how you'll measure success.
- **Agile:** A flexible way of working that delivers products iteratively, learning and adapting quickly.
- **Sprint:** A short (usually 1–2 week) time-boxed cycle where the team builds, tests, and delivers specific tasks.
- **Backlog:** A prioritized list of features, bugs, and tasks waiting to be developed.
- **Roadmap:** A visual plan that shows what will be built and when — aligning teams on priorities and timing. It's not just a feature list, but a strategic timeline that connects the product vision to execution.
- **North Star Metric (NSM):** The single metric that best captures your product's long-term value for customers.
- **MVP (Minimum Viable Product):** The smallest version of a product that delivers value and helps validate an idea quickly.
- **A/B Test:** An experiment comparing two versions (A and B) to see which performs better.