# Product Manager Feature Walk Through Example

*How cross-functional product managers deliver a unified customer outcome*

**Summary:** In enterprise software, no single product manager owns the full customer journey. This document illustrates how four specialized PMs: SKU, Analytics, Outbound, and Feature coordinated to enable an enterprise customer's expansion from one site to two sites, delivering a consistent end-to-end experience across the customer's new two-site deployment. It shows the benefit of walking through the customer journey together, the early customer validation carried out by the Outbound PM, and a launch readiness summary that supports the PM group's recommendation to leadership.

## 1. Scenario Overview

This document describes a representative scenario in which an enterprise customer is expanding from one site to two sites, and four product management domains must coordinate to make that expansion successful. The customer's operational continuity depends on consistent data and workflow behavior across both of their sites from the moment the second site is enabled. The table below summarizes the key dimensions of this scenario.

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|---|---|
| **Product Context** | **Enterprise software platform serving large B2B customers** |
| **Deployment Model** | The customer's two-site deployment: the customer's first site (already live) and the customer's second site (newly enabled as part of this feature) |

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|---|---|
| **Product Context** | **Enterprise software platform serving large B2B customers** |
| **Goal** | Enable the customer to operate from two sites. And to experience consistent, accurate data and workflows from both of their sites from day one of the second site being live |
| **Core Challenge** | Multiple PM domains must stay coordinated so that the customer's second site is fully consistent with their first from the customer's perspective on day one |

> ⓘ **Why This Matters**
>
> When an enterprise customer expands from one site to two sites, even a brief misalignment between PM domains, such as a data consistency gap between the customer's two sites or incomplete reporting coverage, can produce a customer-visible incident on the day the second site goes live. The purpose of this collaboration model is to eliminate those gaps through deliberate coordination before that date.

## 2. Participating Product Managers

The following four PM roles each own a distinct domain. Their responsibilities and interdependencies are summarized below.

| Role | Owner Area | Primary Responsibility | Key Dependency |
|---|---|---|---|
| **SKU PM** | Product catalog & second-site enablement | Enables the customer's second site to serve consistent product data | Coordinates with Feature PM on rollout for the customer's second site |
| **Analytics PM** | Data pipelines & reporting | Ensures the customer's report is accurate and complete regardless of which of the customer's two sites served the order | Works with SKU PM to confirm product data is consistent across the customer's two sites |

| Role | Owner Area | Primary Responsibility | Key Dependency |
|---|---|---|---|
| **Outbound PM** | Notifications & customer validation | • Prepares the early customer invitation and brings it to the group walkthrough for review<br>• sends the invite to early customers once confirmed<br>• collects their feedback on the feature | Coordinates with the PM group to ensure the invitation accurately reflects the feature before it goes to customers |
| **Feature PM** | Rollout coordination | • Coordinates the sequence in which the customer's second site is enabled<br>• manages readiness across the PM group ahead of the second-site go-live | Coordinates with all PMs to confirm readiness before the customer's second site is enabled |

## 3. Use Case Flow — Normal Path

The following sequence describes the end-to-end customer experience once both of the customer's sites are live and operating normally. PM accountability is noted in parentheses:

a. **Customer places an order** — The customer selects items and completes checkout on the platform. Product information displayed is accurate and current across both of the customer's sites. *(Second-site catalog: SKU PM)*

b. **Customer receives a confirmation** — After placing an order, the customer receives a confirmation email and, if they have a connected integration, a webhook notification. *(Notifications: Outbound PM)*

c. **Customer's report reflects the order accurately** — The customer's admin dashboard shows a complete, accurate view of their order regardless of which site served the transaction. *(Report accuracy: Analytics PM)*

d. **Customer experiences continuity across their two sites** — If the customer's traffic is routed from their first site to their second site, the customer does not notice. Their session and order state are preserved. *(Continuity across the customer's two sites: SKU PM + all PMs)*

e. **Customer can get an accurate status update if something goes wrong** — If the customer contacts support, the run-the-business customer support teams handle the escalation. The PM group's prior work — the joint walkthrough and the runbook they contributed to — is what enables support teams to resolve the customer's issue without needing to escalate to PMs. *(Support team enablement: all PMs, pre-launch)*

> **✓ Normal Path Success Criteria**
>
> All five steps complete without errors; product data is consistent across the customer's two sites; the customer receives a confirmation; and the order appears accurately in the customer's reporting dashboard.

## 4. Failure Case

> **⚠ Failure Scenario: Site A Temporarily Unavailable**
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> The customer's first site becomes temporarily unavailable. The customer's traffic is automatically routed to their second site. Each PM domain faces a distinct risk during this window: risks that the PM group identified and mitigated before the second site was enabled.

| Failure Point | Impact | PM Owner | Mitigation |
|---|---|---|---|
| **Customer's second site serving stale product data** | Customer sees incorrect product information when routed to their second site | SKU PM | Product data consistency across the customer's two sites verified before second-site go-live |
| **Report data incomplete or inaccurate** | Customer's dashboard shows gaps or wrong order data after being routed to their second site | Analytics PM | Analytics PM confirms report accuracy across both of the customer's sites before second-site go-live |

**Recovery Protocol**

When the customer has an issue, the run-the-business customer support teams handle the escalation (not the PM group). The PM group's role is to monitor whether support teams can handle the escalation through normal paths without needing PM involvement. The runbook the PM group contributed to before launch is what equips support teams to resolve issues at the customer's two sites without escalating to PMs.

## 5. Early Walkthrough Steps

Based on the use cases, PMs walked through the customer's experience together. All four PMs traced the end-to-end customer experience step by step

a. **Align on the data model for the customer's two-site deployment** — SKU PM shared how product data is structured and served across both of the customer's sites. All PMs confirmed their systems behave correctly when the customer is served from either of their sites.

b. **Confirm report accuracy jointly** — Analytics PM demonstrated the customer's reporting view to the full group. PMs confirmed together that the report is accurate and complete regardless of which of the customer's two sites handled the order.

c. **Outbound PM brings the customer invitation to the group for review** — The Outbound PM prepares the invitation that will go to early customers and presents it during the walkthrough session. The group reviews it together and confirms it accurately describes the feature — what it does, what the customer will experience, and what they are being asked to try. This review happens before the invite is sent; the walkthrough is the checkpoint.

d. **Outbound PM sends the invite; early customers try the feature and give feedback** — With the invitation confirmed by the group, the Outbound PM sends it to a small set of existing customers. These customers try an early version of the feature. Their feedback is positive — the

experience is clear and meets their expectations. This feedback is collected and carried into the launch readiness review.

e. **Simulate a transition between the customer's two sites** — All PMs traced the customer experience through a scenario in which the customer's traffic moves from their first site to their second site, identifying any gaps in data, reporting, or notification behavior before go-live.

f. **Draft the runbook for support teams** — Each PM contributed their section, written to equip customer support teams to handle escalations involving the customer's two-site deployment. The runbook describes what the customer experiences during an incident and what steps restore their view to accurate and consistent, so that support teams can resolve issues without escalating to the PM group.

## 6. Key Findings

The following findings emerged from walkthroughs, tabletop simulations, and pre-development alignment sessions conducted across all four PM domains.

- **The joint walkthrough surfaced gaps that isolated review missed.** When PMs traced the customer journey together rather than reviewing their own domains in parallel, they identified two handoff assumptions that would have caused data inconsistency at launch. Both were resolved before go-live.
- **Report accuracy required a joint confirmation step, not just individual testing.** Each PM's system tested correctly in isolation. It was only when Analytics PM demonstrated the full reporting view to the group that a cross-site data gap became visible. The walkthrough made this possible.
- **Early customer feedback confirmed the feature experience before broad launch.** The Outbound PM brought the customer invitation to the group walkthrough, where it was reviewed and aligned to the feature. Once confirmed, the invite went to a small set of existing customers who tried an early version. Their feedback was good; the experience was clear and

consistent with what the feature was designed to do. Carrying that feedback into the launch readiness review gave leadership a concrete signal, not just a PM group opinion.

- **Enabling the customer's second site is a precondition, not a tunable parameter.** The SKU PM's work to make the customer's second site consistent with their first needed to be complete before any other PM could validate their domain. Sequencing this first in the walkthrough prevented downstream confusion.
- **The support team runbook surfaces who owns what at the seams.** Most potential incident failures involving the customer's two-site deployment lived at the boundary between two PM domains. Writing the runbook together revealed these boundary gaps and produced clearer escalation paths for support teams to follow without PM involvement.

## 7. Launch Readiness Summary

This summary reflects what the PM group validated together and supports the group's recommendation to leadership. Individual team readiness is managed separately. Early customer feedback is a required gate.  The PM group does not make a launch recommendation until that feedback has been received and reviewed. All other items represent joint validation activities that inform the recommendation.

| # | What the PM group validated together | What we found | Remaining risk |
|---|---|---|---|
| 1 | The end-to-end customer journey was walked through jointly by all four PMs | Two cross-domain data assumptions were identified and resolved before go-live | None |
| 2 | Product data consistency across the customer's two sites was verified | Data is consistent; the customer's second site serves the same product state as their first site | None |
| 3 | Report accuracy was confirmed jointly across both of the customer's sites | Customer dashboard is accurate and complete regardless of which of the customer's two sites handled the order | None |

| # | What the PM group validated together | What we found | Remaining risk |
|---|---|---|---|
| 4 | **[Required gate]** Early customers were invited (invitation reviewed by the group), tried the early feature version, and provided feedback | Feedback was positive — customers found the experience clear and consistent with the feature | Validation was with existing customers only; net-new customers not yet validated |
| 5 | A transition between the customer's two sites was simulated and traced from the customer's perspective | Customer experience is continuous across both of their sites; no data gaps or notification issues observed | None |
| 6 | Support team runbook drafted covering failure scenarios across the customer's two-site deployment | Runbook is complete; support teams can handle escalations involving both of the customer's sites without needing to escalate to the PM group | |