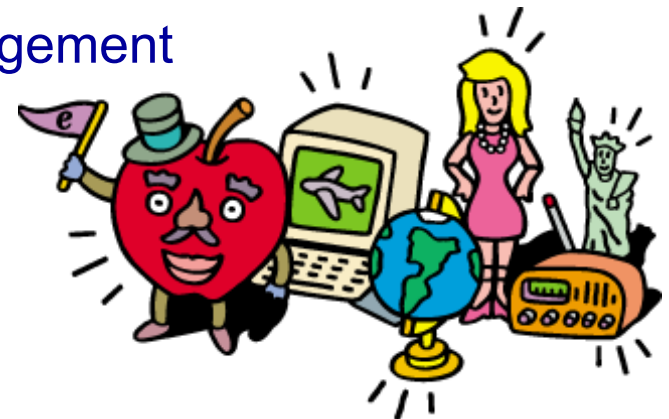




Product Management as a Service Organization

Judy Kirkpatrick
VP, Global Product Management
March 2004



Agenda

- What Does “Service Organization” Mean at eBay?
- The PDA Organization
- Where Product “fits” at eBay
- The Product Development Process
- Product and Design Principles
- What We’ve Accomplished

Definition of Service

Main Entry: **ser·vice**

Pronunciation: 's&r-v&s

Function: *noun*

a : the work performed by one that serves <good *service*>

b : HELP, USE, BENEFIT <glad to be of *service*>

c : contribution to the welfare of others

©Meriam-Webster

Whom Does PM “Service” at eBay?

- Product Strategy and Vision
- Our eBay Community
 - Buyers
 - Sellers
- Our eBay Business Partners
 - U.S.
 - International
 - PayPal
- Our Cross-Functional Partners
 - Trust and Safety
 - Billing and Collections
 - Customer Support

The Four Types of Service Businesses

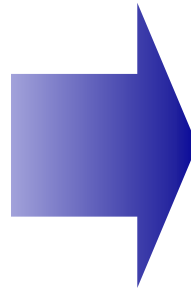
| | | <i>Service Task</i> | |
|-------------------------|------------|------------------------|------------------------|
| | | Routinized | Knowledge |
| <i>Service Delivery</i> | Integrated | Service Factory | Service Shop |
| | Decoupled | Service Store | Service Complex |

eBay PM as a Service Complex

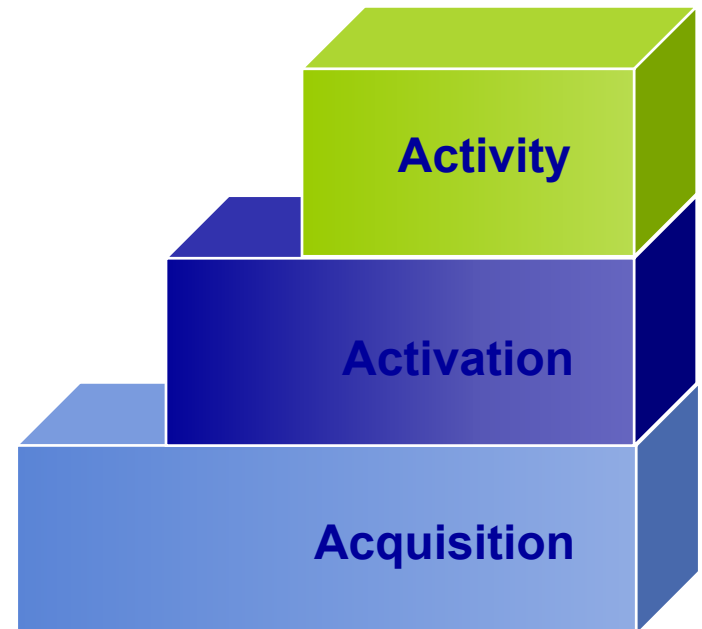
- We provide a broad range of customized, knowledge-based services that are delivered by various team members
- We must be flexible and adaptable to respond to varying business and community needs
- We add value through innovation and expertise, so creativity and initiative are critical
- Interactions with our community and business partners are close, very personal and very intense
- Our “clients” want to deal with specialists whom they know and trust

Key levers for achieving “AAA” growth

Key Growth Levers



“AAA”




Delivering Excellent Service at eBay

- Base decisions based on what the customer wants and expects.
- Think and act in terms of the entire customer experience.
- Continuously improve all parts of the customer experience.

Checkout/Multi-Item Payments

Before



[home](#) | [my eBay](#) | [site map](#) | [sign in](#)

[Browse](#) | [Sell](#) | [Services](#) | [Search](#) | [Help](#) | [Community](#)

Checkout: Shipping & Payment Information

1 Shipping & Payment

2 Submit Payment

Payment method

COD (cash on delivery)

Ship to

ALS Test
2145 Hamilton Ave
San Jose, CA 95125 , USA
[Change shipping address](#)

| Item | Price | Qty | Subtotal |
|--|----------------------------|-----|---------------|
| Auction With BIN Enabled - Sales Record #4030963134 | \$6.00 | 1 | \$6.00 |
| U.S. Shipping and handling | | | \$1.00 |
| Shipping insurance (optional) | add \$1.00 | -- | -- |
| Sales tax (1.000% in CA) | | | \$0.06 |
| Estimated Total | | | \$7.06 |

[Not ready to pay the estimated total?](#)
You can [ask the seller for the total](#) or [edit the total above](#).

Payment instructions

Seller says:
Payment instructions not specified by seller.

Note: The seller has not provided a payment address for this item. If you plan to mail payment to the seller, you may want to request this address from the seller.

Message to seller
(optional)

[Continue >](#)

Review your address and payment information, then click the **Continue** button below. Your address and payment information will be emailed to the seller and you. [Learn more](#).

You should not put credit card numbers or other confidential numbers into this box as this message will be sent to the seller via email.

[Announcements](#) | [Register](#) | [Safe Trading Tips](#) | [Policies](#) | [Feedback Forum](#) | [About eBay](#)

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After



[home](#) | [pay](#) | [register](#) | [sign in](#) | [services](#) | [site map](#) | [help](#)

[Browse](#) | [Search](#) | [Sell](#) | [My eBay](#) | [Community](#) | Powered By IBM

Review and Combine Your Purchases

[Need Help?](#)

You have purchased a number of items from **smpro_us_user**. You can now combine these purchases into a single payment. When you are ready to pay, click the **Continue** button below.

Review shipping address

Seller should ship to:

ALS Test
2145 Hamilton Ave
San Jose, CA, 95125
United States
[Change shipping address](#)

Review payment details

| Select | Item # | Item Title | Qty. | Price | Subtotal |
|-------------------------------------|------------|---|------|------------|------------|
| <input checked="" type="checkbox"/> | 4035173076 | test LD fee for sm pro user | 1 | US \$10.00 | US \$10.00 |
| <input checked="" type="checkbox"/> | 4035159678 | test search by email | 1 | US \$5.00 | US \$5.00 |
| <input checked="" type="checkbox"/> | 4035171984 | multiple fixed price item for smpro | 1 | US \$1.00 | US \$1.00 |

Don't see an item you purchased from this seller? [Learn more](#).

Subtotal: US \$16.00

Shipping and handling: US \$0.00

Shipping insurance: (not offered) --

Other discounts (-) or charges (+):
(seller discounts, services, etc.)

Total: US \$16.00
[recalculate](#)

Please make sure the amounts above are correct.
Not sure how much to pay? [Request total from seller](#)

Payment instructions:

test

Select a payment method (seller accepts the following)
For fast, secure online payment with your credit card or bank account, use [PayPal](#) -- it's **free**.

☒ **PayPal** 
[The safe way to pay online. Learn more.](#) (siteid=0,partnerid=2)

☐ Money order/Cashiers check
☐ Personal check
☐ COD (cash on delivery)

[Continue >](#)

[Pay for your PayPal purchases from all sellers](#)

[Announcements](#) | [Register](#) | [Security Center](#) | [Policies](#) | [Feedback Forum](#) | [About eBay](#)

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9

Delivering Excellent Service at eBay

- Base decisions based on what the customer wants and expects.
- Think and act in terms of the entire customer experience.
- Continuously improve all parts of the customer experience.
- Avoid failing your customers twice.
- Empower members to “co-produce” their own experiences.
- Create and sustain a strong mission and vision.

Global PM's Vision and Mission

■ Vision

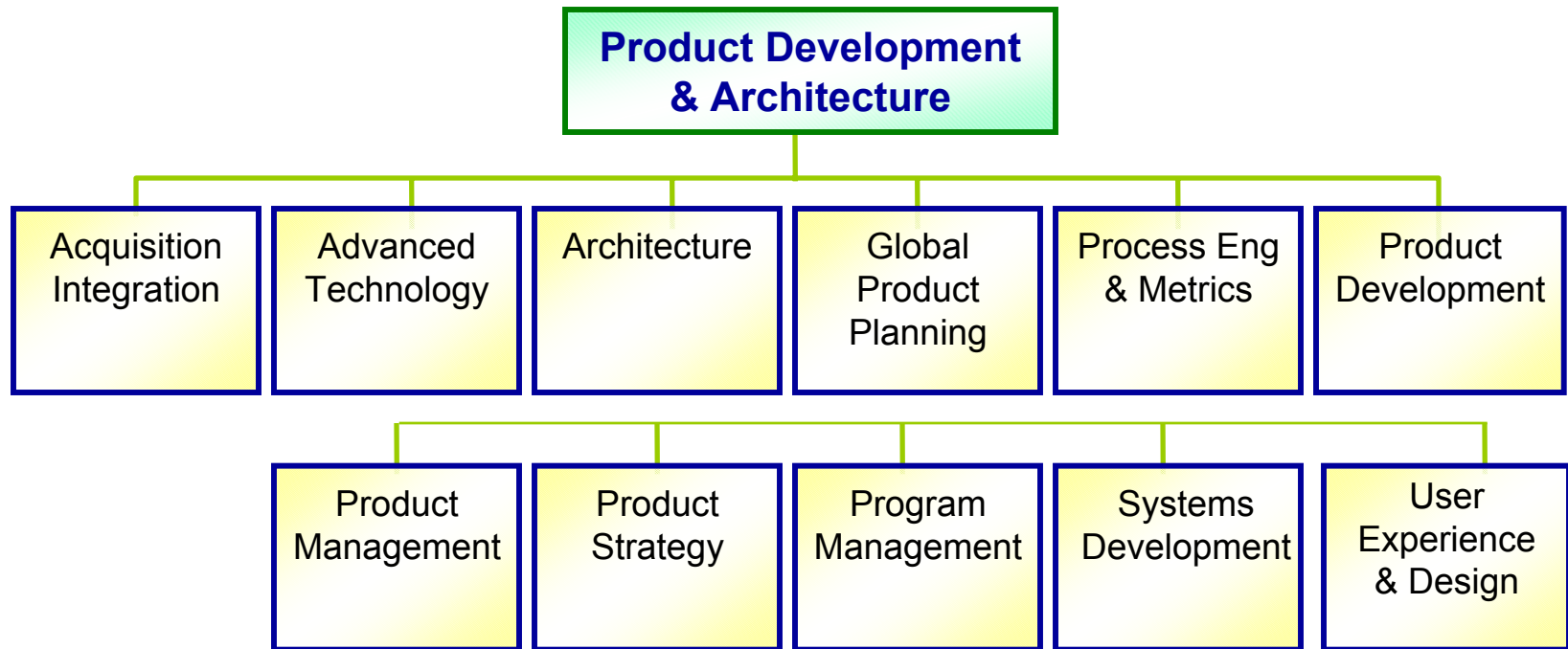
- We enable eBay's Global Economic Opportunity
- We empower eBay's Community to reach higher levels of success
- We provide a world-class core-competency to eBay's business

■ Mission

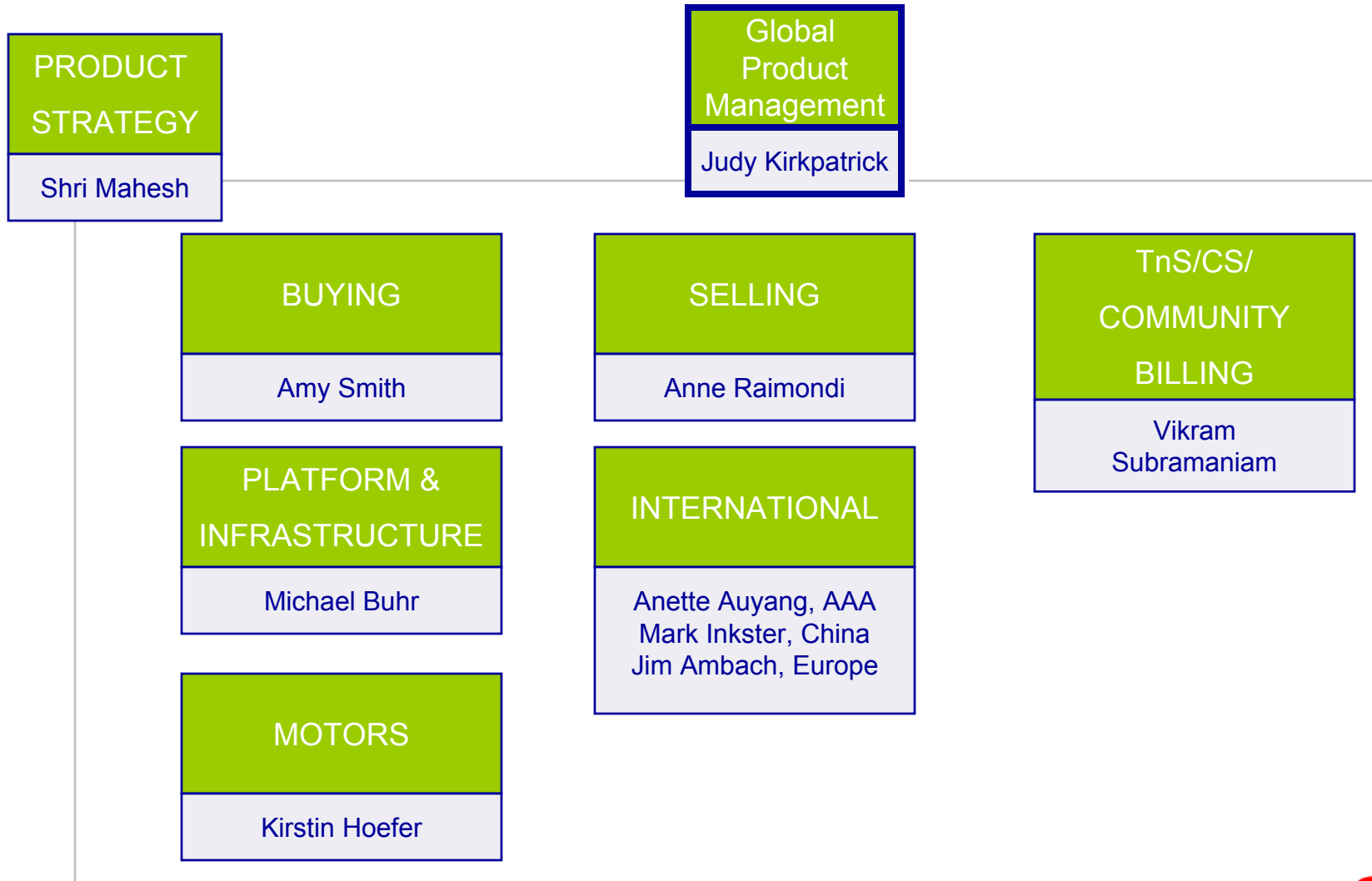
We design and build the people's most efficient and abundant marketplace.

- We own and drive product vision and strategy and partner in business strategy
- We translate business and Community needs to product requirements, while providing thought leadership, community advocacy and scalability to our global product platform
- We deliver innovative world-class products that grow eBay's global business, making significant daily contributions to our Community and eBay's success through our seamless execution.

PDA | Product Development Architecture



Global Product Management Areas



Where the Product organization “fits”



eBay product principles

- It's about buying and selling
- Growth is essential
- Level playing field
- Think globally, solve locally
- Create the “operating system” for global e-commerce
- Data driven decisions
- Satisfy the business, the user and the Community
- Deliver world class quality, quickly and efficiently
- Follow all design principles
- Enable open and safe trading
- Stay true to the brand
- Evolution not revolution

View Item/Bidding



[\(to seller\)](#)
[\(to bidder\)](#)

If you are the seller
or a high bidder -
[now what?](#)

Currently **\$22.50**
Quantity **1**
Time left **Auction has ended.**

Started Mar-01-02 17:43:04 PST
Ends Mar-08-02 17:43:04 PST

Seller (Rating) [ifchesnas@aol.com \(1205\)](#) ★

[view comments in seller's Feedback Profile](#) | [view seller's other auctions](#) | [ask seller a question](#) | [Checkout summary](#)

[xafallstar1892x \(69\)](#) ★ 🕶

Payment **Money Order/Cashiers Checks. Personal Checks. See item description for payment methods accepted**

First bid **\$2.99**
of bids **12** [bid history](#)
Location **CT**
Country/Region **USA/Hartford**
[mail this auction to a friend](#)
[request a gift alert](#)

Before

After

Mem Chc Stanford Univ Palo Alto CA Postcard

Item number: 2219105458

You are signed in

[Watch this item](#) (track it in My eBay)



[Go to larger picture](#)

Starting bid: **US \$2.25**

[Place Bid >](#)

Time left: **5 days 18 hours**
7-day listing
Ends Jan-25-04 13:50:23 PST

[Add to Calendar](#)

History: [0 bids](#)

Location: **Centennial, Colorado**
United States /Denver

Seller information

[drbduck](#) ([376](#) ★)

Feedback Score: 376
Positive Feedback: 100%
Member since Mar-01-99 in United States

[Read feedback comments](#)

[Ask seller a question](#)

[View seller's other items](#)

PayPal Buyer Protection Offered
[See coverage and eligibility](#)

Stores & Store Builder

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[categories](#) | [regions](#) | [themes](#) | [stores](#)

[Add to My Favorite Stores List](#)

Joe's eBay Network Store

[Customer Service](#) | [About Us](#) | [What Every Collection Needs](#) | [Special Offers](#) | [Catalog Quick Orders](#)

[Joe's eBay Network Store > All Categories](#)

Joe's eBay Network Store Search

Joe's eBay Network Store Categories

[Store home](#)
[Football](#) (41)
[Dramas](#) (10)
[Comedies](#) (105)
[Independent](#) (86)
[Sci-Fi](#) (21)
[Horror](#) (54)
[International](#) (208)
[Romantic Comedies](#) (9)
[Classics](#) (23)

Items in all categories

View: [All Items](#) | [Buy It Now only](#) | [Auctions only](#)

| Picture | Item Title | Price | Bids | Time Left |
|---------|---|----------|----------------------------|--------------|
| | Wilson Pre-broken in Glove Golden Glove Series | \$319.00 | Buy It Now | Jun-20 12:56 |
| | Customizable Red Wing CCM Jersey | \$260.00 | Buy It Now | Jun-19 15:35 |
| | All inclusive Yoga Kit | \$220.00 | Buy It Now | Jun-19 12:26 |
| | Spectrum - Wilson Regulation Size Basketball | \$188.00 | Buy It Now | Jun-19 15:35 |
| | Ridell Youth Football Helmet Size 5 | \$220.00 | Buy It Now | Jun-19 12:26 |
| | Nexed Hi-Lo Chasis Vectore Rollerhockey Skates Size 9.5 | \$260.00 | Buy It Now | Jun-19 15:35 |
| | Ridell Men's Dominator Shoulder Pads | \$220.00 | Buy It Now | Jun-19 12:26 |

[1](#) | [2](#) | [3](#) | [4](#) | [5](#) | [6](#) | [7](#) | [8](#) | [9](#) | [10](#) | ... [Next >](#)

page 1 of 53

These items are not verified by eBay; [save at empty](#)

Updated: Jul-08 07:10:50 PDT

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Maintained by: [MJAir23](#) (4612) [Power Seller](#) [eStores](#)
 part of the [eBay Stores NETWORK](#) [Back to eBay.com](#) [Edit My Store](#)

Store Builder

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[Browse](#) | [Search](#) | [Sell](#) | [My eBay](#) | [Community](#)

[categories](#) | [regions](#) | [themes](#) | [stores](#)

Build Your Store: Select Theme

[Select Theme](#) | [Provide Basic Information](#) | [Review & Subscribe](#)

If all of your Store's pages will appear with the Predefined or Customizable theme you select below. You'll be able to edit the theme, or change to a different one, at any time. All themes provide space for your logo unless otherwise noted. Learn more about [selecting a theme](#).

Store Themes (Click on a thumbnail to see a larger version)

| | | | |
|--|---|--|--|
| Flowerbox (Predefined Theme) Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left | Flowerbox - Orange Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left | Flowerbox - Green Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left | Flowerbox - Purple Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left |
| Squares (Predefined Theme) Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left | Squares - Blue Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left | Squares - Red Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left | Squares - Green Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left |
| Curves (Predefined Theme) Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top | Curves - Fuchsia Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top | Curves - Gold Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top | Curves - Blue Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top |
| Metallic (Predefined Theme) Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top | Metallic - Silver Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top | Metallic - Bronze Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top | Metallic - Blue Includes: - Store name - Space for optional logo - Store description not shown - Custom links on top |
| Classic Layout (Early Customizable Theme) Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left or top | Classic Left Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left or top | Classic Top Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left or top | |
| Minimal Window Layout (Early Customizable Theme) Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left or top | Minimal Left Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left or top | Minimal Top Includes: - Store name - Space for optional logo - Store description not shown - Custom links on left or top | |

[Continue](#) | [Cancel](#)

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[categories](#) | [regions](#) | [themes](#) | [stores](#)

Build Your Store: Provide Basic Information

[1 Select Theme](#) | [2 Provide Basic Information](#) | [3 Review & Subscribe](#)

Enter your Store's name, description, and logo below. You'll be able to change them at any time.

Store Name and Description

Your Store's Web site address will be based on your Store name. Learn more about [picking your Store](#).

Store name

35 characters maximum

Describe what you sell and what your Store is all about. Your description will be shown when buyers search for Stores on eBay. You can also optimize your description to help your Store appear in Internet search engines. Learn more about [describing your Store](#).

Store description

300 characters maximum

Store Logo

Graphic size is 310 x 90 pixels. Other sizes will be automatically resized to fit these dimensions. Learn more about [including your logo](#).

☒ Use a predefined logo:
 Antiques & Arts
 Books
 Business & Office
 Clothing & Accessories
 Coins

☐ Upload a logo using Picture Manager
 [Browse](#) | [Preview](#)

☐ Use my own logo located at the following URL:
 http:// [Preview](#)

☐ Do not display a logo

[Continue >](#) | [Back](#) | [Cancel](#)

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UED | Roles and Responsibilities

UI Design

- Design User Interaction
- Design Information Architecture
- Design Information Flow

Creative Design

- Create visual style guide
- Design visual interface
- Concept and design creative solutions for marketing material

Usability Engineering

- Champion the user
- Inform user-centered design
- Provide holistic site assessment

Content Management

- Champion usability through content
- Provide editorial guidelines
- Establish content processes

Prototyping

- Build high-fidelity prototypes
- Develop UED productivity tools
- Provide technical consultation

eBay design principles

- It's about buying and selling
- Know your customer
- Keep things simple
- Don't make the user work
- Be consistent
- Provide a well lit path
- Do not divert users
- Performance by design
- Optimize for the 80%
- Make it personal
- Help should be helpful
- Think globally
- Evolution not revolution
- Build trust
- Stay true to the brand
- Design for the future
- See the forest and the trees
- The user has the last word

Merchandising



[home](#) | [pay](#) | [sign out](#) | [services](#) | [site map](#) | [help](#) ?

[Browse](#) | [Search](#) | [Sell](#) | [My eBay](#) | [Community](#)

Powered By 

[Back to My eBay](#) | Listed in category: [Consumer Electronics](#) > [PDAs/Handheld PCs](#) > [Handheld Units](#)

PALM Zire 71 Handheld PDA

Item number: 3076731259

You are signed in

This item is being tracked in [My eBay](#)

 You are the current high bidder

Important: Another user may still outbid you, so check this item again before it ends. eBay will send you an email if you're outbid.

Current bid: US \$1.00

Your maximum bid: **US \$1.00**

How do you check the status of this item? Use [My eBay](#), a convenient feature that keeps track of all your buying activities.

How does bidding work? eBay automatically bids on your behalf up to your maximum bid. If the item ends for less than your maximum, that's all you'll have to pay. [See example.](#)

See More Great Items from this seller!



[HP Pavilion a362n Minitower, P4 3GHz, 160GB](#)

US \$660.00





[HP Pavilion a362n Minitower, P4 3GHz, 160GB](#)

US \$600.00





[HP Pavilion a362n Minitower, P4 3GHz, 160GB](#)

US \$596.01





[HP Pavilion a342n Minitower, P4 2.6GHz, 120GB](#)

US \$560.00



[View this seller's other items](#) 



20

Sell Your Item (SYI)

Sell Your Item: Provide Pictures & Item Details

1. [Category](#) 2. [Title & Description](#) 3. **Pictures & Details** 4. [Payment & Shipping](#) 5. [Review & Submit](#)

Title
San Francisco Giants tickets

Pricing and duration

Starting price *
\$
Bidding will begin at your [starting price](#).

Reserve price (\$ fee varies)
No reserve price. [Add](#)

Buy It Now price (\$0.05)
Requires a feedback rating of 10+ or [ID Verify](#).
Learn more about [Buy It Now](#).

Quantity
1
Not eligible for [multiple item](#) listings.

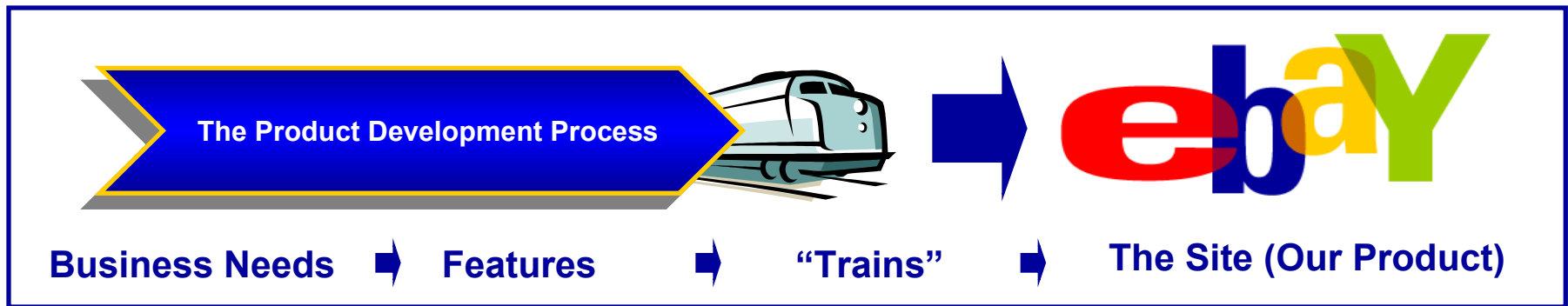
Duration *

[1-day](#) requires a feedback rating of 10+ or [ID Verify](#).

Private auction
No private auction. [Add](#)

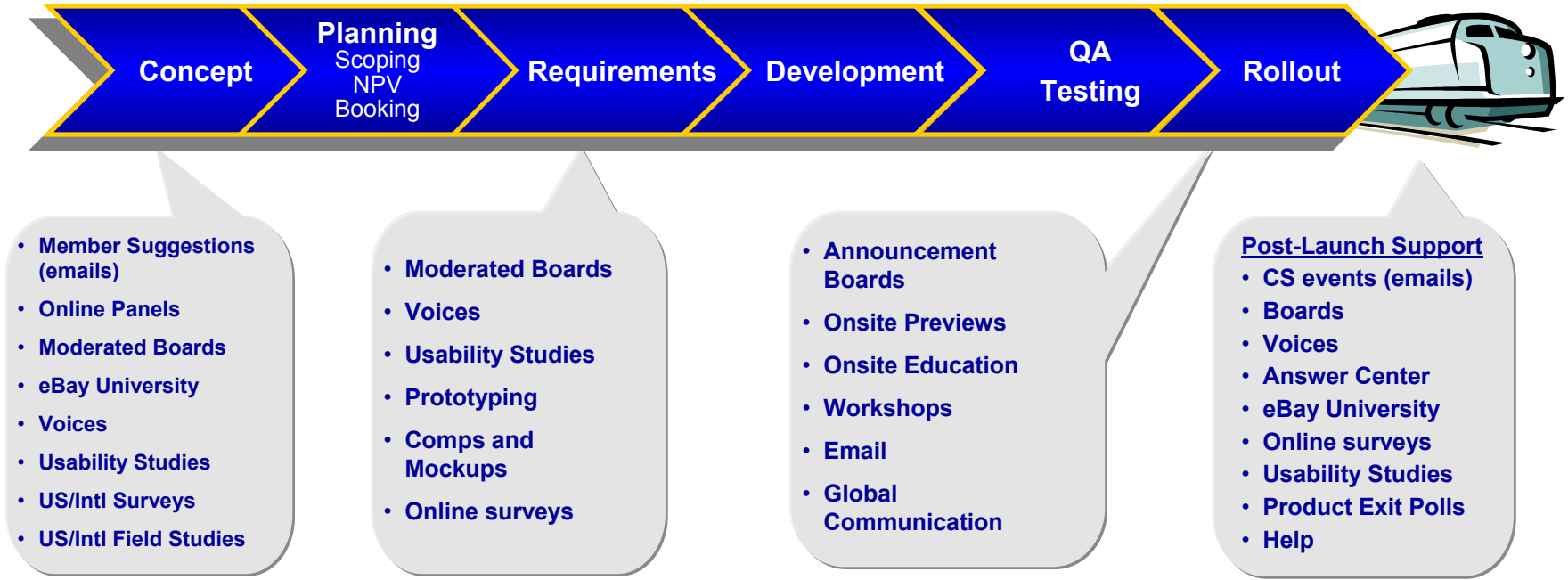
Start time
☒ Start listing when submitted
☐ Schedule start time (\$0.10) Pacific Time
Learn more about [scheduled listings](#).

The Product Development Process



- We look at the site as a product. We are constantly enhancing it to make it better. We call these enhancements “features”.
- Multiple features get bundled together into software releases that are rolled to the site each week. We call these releases “trains”.
- After features launch, we assess their success by tracking their affect on key metrics.


Community Involvement



- We also engage our Community throughout our product lifecycle.

My eBay

My eBay



Hello, **matrix_man** (321 ★) **me**

I ♥ eBay [Free trial](#)
[Free gift](#)

My eBay Views

- [My Summary](#)
- [All Buying](#)
 - [Watching](#) (13)
 - [Bidding](#) (5)
 - [Won](#) (10)
 - [Didn't Win](#) (3)
- [All Selling](#)
 - [Scheduled](#) (3)
 - [Selling](#) (5)
 - [Sold](#) (45)
 - [Unsold](#) (3)
- [All Favorites](#)
 - [Searches](#)
 - [Sellers](#)
 - [Categories](#)
- [My Account](#)
 - [Personal Information](#)
 - [eBay Preferences](#)
 - [Feedback](#)

My Summary

[Customize Summary](#)

► [Go back](#) to the original My eBay.
During this beta program, we are interested in [hearing your feedback](#).

💡 Protect Yourself From Spoof Emails -- [Learn How](#)

Buying Reminders

💰 I need to pay for [3 items](#).

💰 I've been outbid on [2 items](#).

★ I need to leave feedback for [8 items](#).

👤 I've received a Second Chance Offer for [1 item](#).

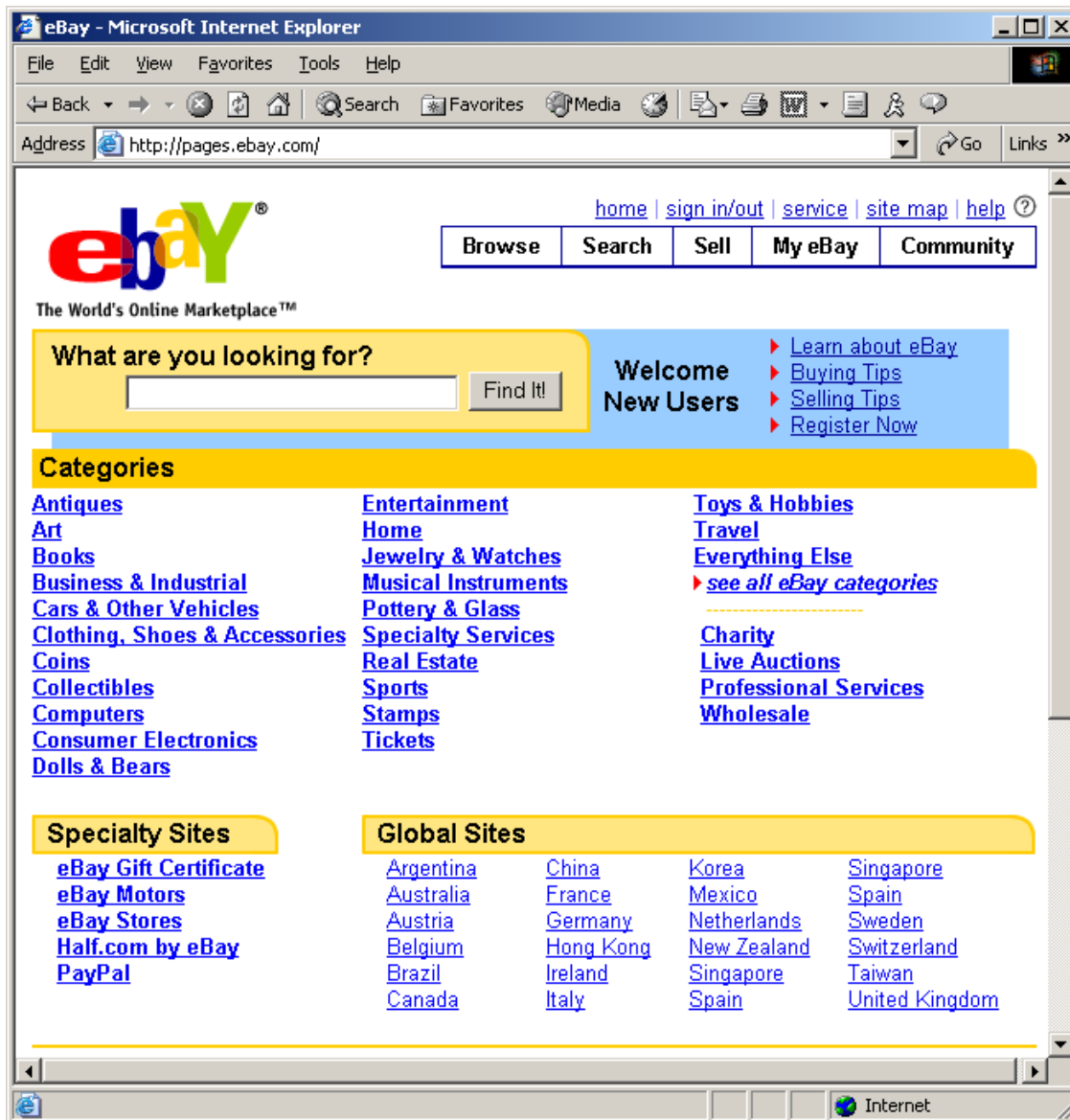
🕒 [1 item](#) I'm watching is ending today.

🕒 [1 item](#) I'm bidding on is ending today.

| | | |
|------------|---------------|----|
| Won Totals | last 24 hours | Go |
| # of items | 12 | |
| Amount | \$95.62 | |

Selling Reminders

Thousands of features & functions...



Major Site Functions

- Registration
- Buying
- Search
- Browsing/Categories
- Selling
- My eBay
- Stores
- Checkout/Payment
- Multi-Item Payment
- Feedback
- Merchandising
- Formats: Bid, BIN, Ad

Other Tools

- Selling Manager
- Turbo Lister
- TnS & CS Tools

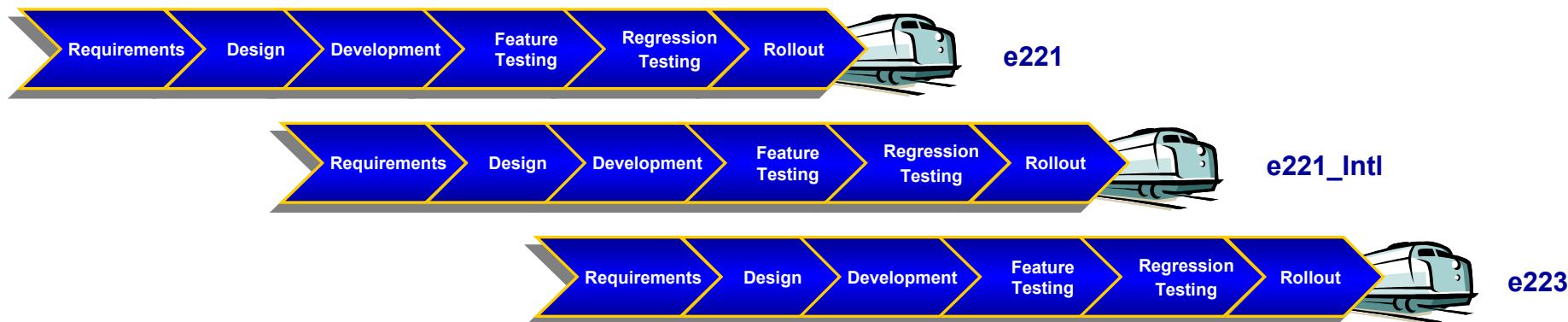
How The Process Works



The BUs have a business objective to meet:

- ⇒ BUs discuss idea with PM, they vet the idea and the BU writes a Business Requirements Document (BRD).
 - ⇒ PM translates the BRD into a scope request with high level requirements outlined
 - ⇒ Technology scopes the project
 - ⇒ BUs develop the business justification (NPV) and priority of the project, and work with the Product Council to get it approved based on company priorities.
 - ⇒ Product Planning works with development to ensure development resources are available to work on the project. After this is confirmed the project (feature) is “booked”.
 - ⇒ PM writes a Product Requirements Document (PRD) detailing product functionality
 - ⇒ User Experience Design (UED) creates user interface prototypes, graphics, and conducts usability testing.
 - ⇒ Development and architecture create the technical design and code the feature.
 - ⇒ QA tests the feature
 - ⇒ The feature is rolled out to the site
 - ⇒ Receive user feedback and react
 - ⇒ Assess success to original metrics and NPV

Some Key Statistics of Our Process



- Trains release every week -- alternating between US and international every other week. Our average train is 60,000 lines of code.
- With ~7 US (core) trains releasing per quarter, our throughput is roughly a half million lines of code per quarter (not including international).
- The total site is about 5 million lines of code. (In comparison, Microsoft Windows NT 3.1 was 4 million lines of code.)
- This code supports over 90 million registered users from more than 200 countries, doing business on 20+ internationalized sites. On a daily basis, we support 700 million page views and \$70 million in business transactions (Gross Merchandise Sales, GMS).
- Even with this significant volume, our quality statistics are quite good: open production bugs are only a few hundred (>5 sigma), our site availability is 99.93%, and our customer support emails due to system issues is about 2% of our total volume.

Another Key Metric: Train Seats



- Each “Train” at eBay has a specific amount of capacity on it – train seats. Train seats reflect the amount of *development effort* associated with each train.
- Train seats also help communicate the quarterly development capacity of the Product organization.
- Train seats are a commitment to the business – they are not just effort spent, but rather effort “earned”.
- To determine the cost of a train seat, eBay bundles in the effort required by non-development resources such as product management, usability testing, QA and project management.

What we've accomplished

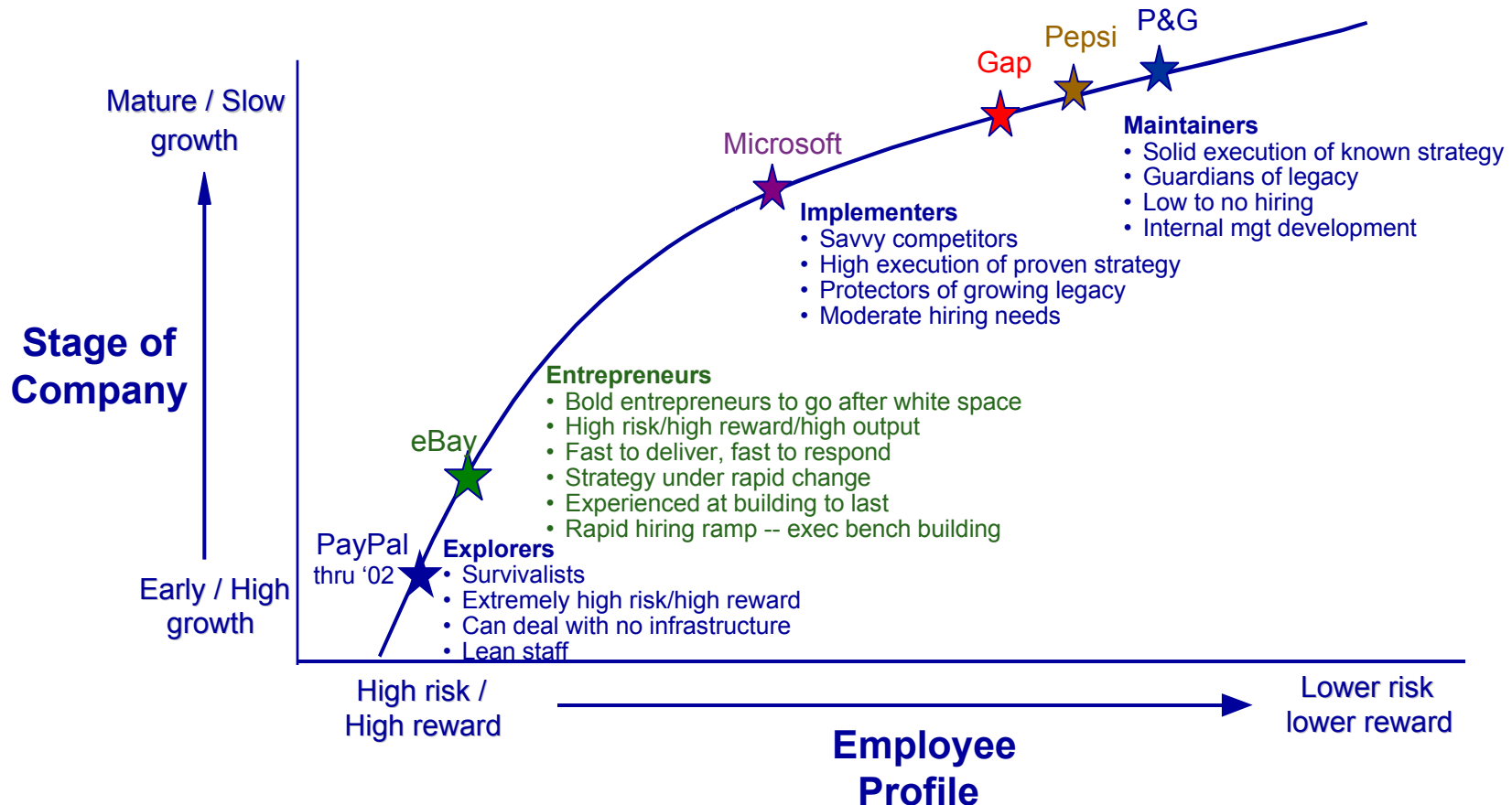
| In a typical day... | June 1999 | Dec 2003 | Growth |
|--------------------------|-----------|----------|--------|
| Outbound e-mails | 1.0+ M | 21 M | 21x |
| Searches | 6.5 M | 120 M | 18x |
| Peak Network utilization | 268 Mbps | 7.8 Gbps | 17x |
| Total Registered Users* | 6 M | 93 M | 15x |
| Page views | 54 M | 700 M | 13x |
| Net Revenue Per Day | \$532 K | \$6.4 M | 12x |
| GMS Per Day | \$6.5 M | \$70 M | 10x |
| Bids | 0.9 M | 6.3 M | 7x |
| Listings | 532 K | 3 M | 6x |
| Availability | ~97% | 99.93% | 3% |
| Developers | 40 | 300 | 8x |
| Train Seats Per Quarter | 40 | 1,120 | 28x |
| Web Service API calls | 0 | 13 M | NA |

1. Scalability
2. Availability
3. Productivity
4. Capacity
5. Platform

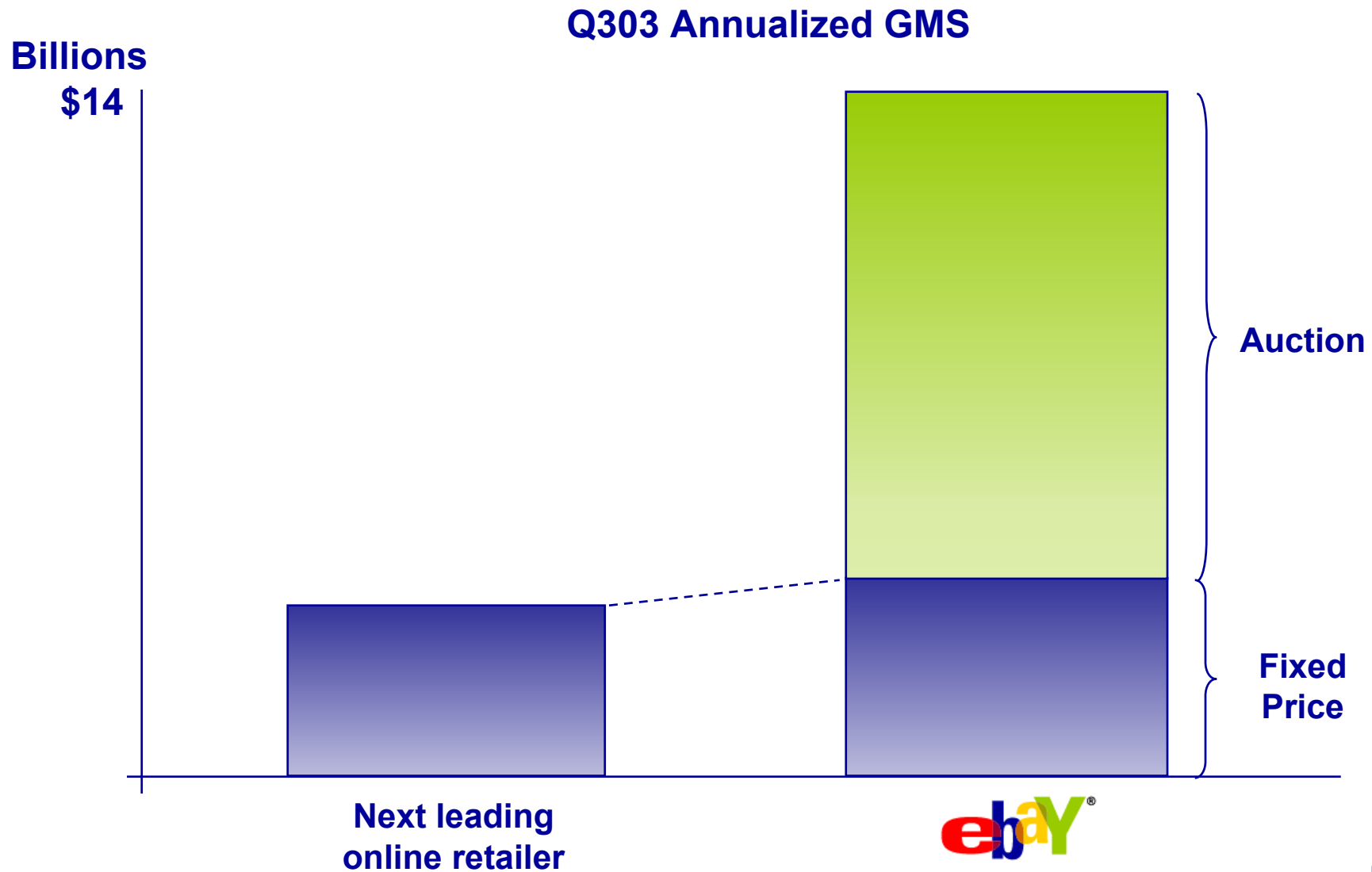
* Total registered uses is the cumulative total, not per day or quarter.

Yet, Still Early Stage of eBay's Growth

eBay is a young, exciting company. It has infinite opportunities which create an unpredictable, rapidly changing environment. eBay's employees are driven and excited about changing the world. They work hard and strive to capitalize on the many opportunities the company has to grow.

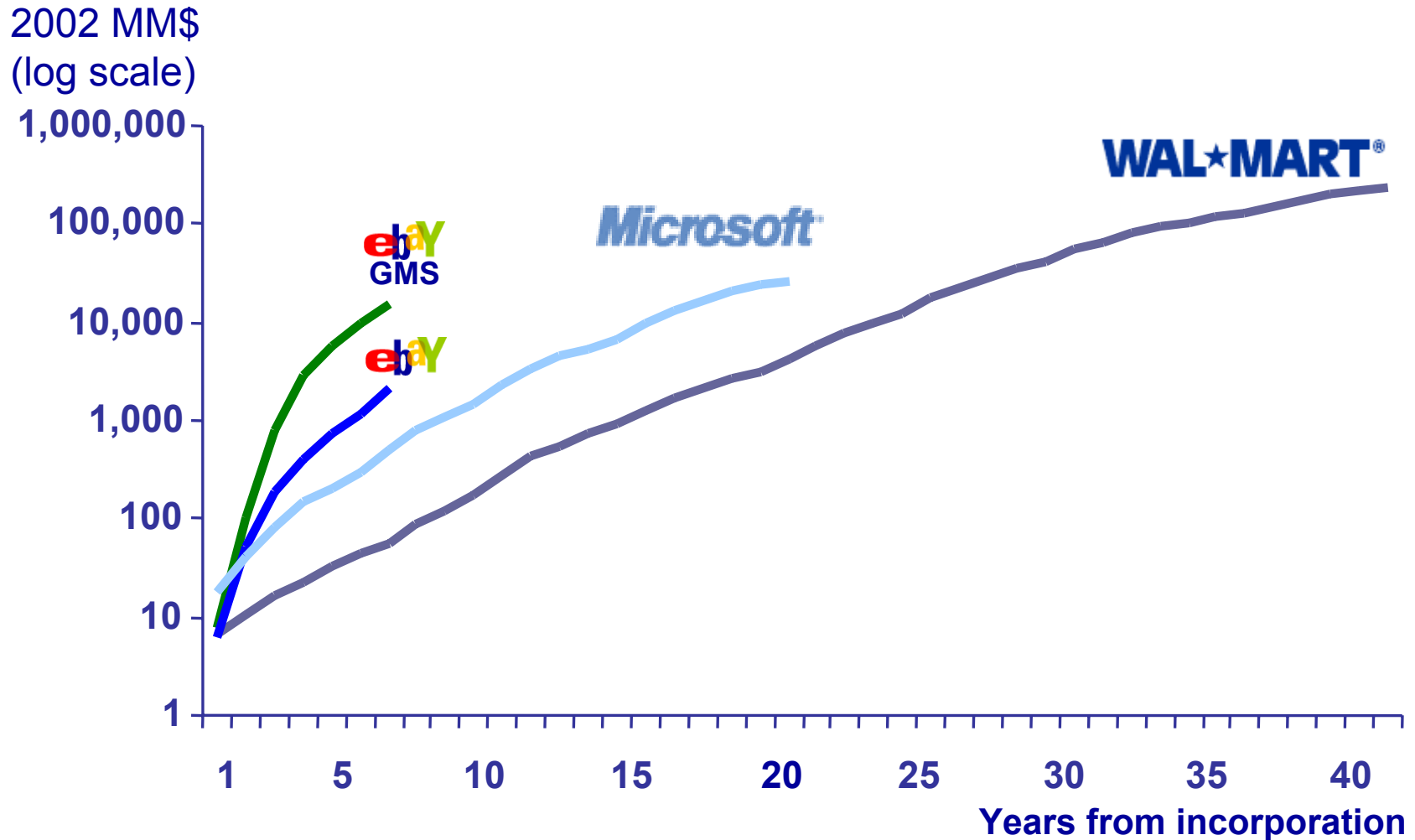


Relative gross merchandise sales – US



Source: eBay Inc. estimate

Outpacing Leading Growth Companies



(1) Sales and GMS adjusted to 2002

(2) Source: eBay; Company Filings; US Department of Commerce Deflators



Thank You!

