

Product domain transformation (Wave 2)

Client National telecommunications operator
Role Product Domain Architect
Period 2024-09 — 2025-03

CONTEXT

The carrier's original product domain was designed for a simple telecom business: a linear catalogue with straightforward offers. As it entered eHealth, FinTech, and Cloud, this architecture became a bottleneck — Product Managers could not add offerings quickly, no support for partner products, rigid pricing, no multi-source catalogue compilation. The strategic question was tactical-vs-structural.

APPROACH

Framed product management as a strategic capability. Separated Product (atomic offering), Offer (market-specific packaging), Bundle (customer-purchasable combination), and Catalog (view including partner products). Designed a flexible capability model — partner self-service onboarding, dynamic bundling, rule-based pricing, multi-channel catalogue. Initiated vendor selection for Catalog and Marketplace platforms aligned to the new architecture.

OUTCOME

Restructured the product-domain architecture of a national telecommunications operator on a return engagement, enabling the carrier to manage a multi-service marketplace — partner-product integration, flexible bundling, dynamic pricing, multi-channel catalogue.

- Architectural clarity: shared vocabulary across business and technical teams.
- Partner ecosystem enabled: self-service onboarding shifted the carrier from "operator-services only" to "operator-managed marketplace."
- Procurement foundation: vendor evaluation on architectural fit, not feature checklists.

KEY RESULT

Restructured National telecommunications operator's product-domain architecture (Product / Offer / Bundle / Catalog separation, flexible capability model, vendor-selection process launched) — enabled the operator's move from telecom-only catalogue to multi-service marketplace including partner products.