

SAHIL SAPRA

Charlotte, NC 28273 | (216) 848-7236 | sahilsapra391@gmail.com | sahilsapra.com | [LinkedIn](#) | [GitHub](#)

PRODUCT MANAGER | DEVELOPER INFRASTRUCTURE, OBSERVABILITY & PRODUCT STRATEGY

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Vercel Hiring Team

I am applying for the Product Manager, Observability role. The line in the posting I keep returning to is defining what Vercel builds natively versus where it makes Datadog, Sentry, Grafana, Honeycomb and New Relic work seamlessly. That call is the one I have actually had to make, and it is usually less about capability than about which surface a customer will keep open at 2am.

The clearest technical example I have is a set of enterprise timeouts on a legacy monolithic aviation platform at CAMP Systems. Consensus in the room said buy more infrastructure. I instrumented request-level timing instead, found synchronous retrieval paths and no caching, and argued it was an architecture problem rather than a capacity one. I then owned the product side of the move to domain-driven microservices in Java, Spring Boot, TypeScript and Angular, with reusable REST APIs, caching and lazy loading aimed at the hot paths. Data retrieval latency dropped 68%, the timeouts stopped, and it cost less than the hardware everyone wanted to buy. Engineers argued with me on the merits rather than around me, which is the working relationship I want.

On the integrate half, I owned the integration surface for FBO360 and connected four accounting platforms and two loyalty programs into the product, which is where I learned that a good integration is a product decision with a support cost attached, not a checkbox. On data, I do not wait on an analyst. I write my own Snowflake SQL, built seven Tableau dashboards across four customer-facing applications that surfaced usage patterns and cut attrition 28%, and replaced 25 separate weekly revenue emails to a top-two account's CEO with one PowerBI digest, verifying every figure against raw data before it reached an executive inbox.

Consumption pricing is not new ground for me either. At SpecHawk, the agentic QA platform I founded, I designed the credit-based usage pricing architecture, and earlier I built a LaunchDarkly API web application in Cursor that consolidated seats and cut team OPEX 7% because the metered spend was not matching the workflow. SpecHawk is agent-facing developer tooling with a CLI and GitHub integration, and Next.js and Vercel are already in the stack I ship on.

Where I am thinner is depth inside an APM or monitoring vendor. I have used New Relic and CloudWatch as an operator, not owned an ingest pipeline, and the economics of cardinality, sampling and retention at your scale are something I would be learning from your engineers in the first quarter rather than bringing on day one. What I would bring immediately is the ability to sit with a slow request and reason about why, and the habit of saying out loud what a roadmap decision costs before someone asks.

Sincerely,
[Sahil Sapra](#)