

SAHIL SAPRA

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Harvey Hiring Team

Re: Senior Product Manager, Command Center

I am applying for the Senior Product Manager role on Command Center. The closest thing I have built to an operational control surface is the LaunchDarkly web application I wrote at CAMP Systems. Their dashboard was flag-centric and our workflow was release-centric, so nobody on the team could answer what was switched on for which customer right now without opening five tabs. I built it against the LaunchDarkly API in Cursor, consolidated the seats we were paying for, and cut team OPEX 7%. The part I took away was not the savings. It was that an internal control product only earns its keep when the person operating it can see the state and change it in the same place, and that the wider LaunchDarkly rollout I drove, which raised release frequency 400%, only stuck once I stopped shipping my own mental model and watched real users attempt the real task.

The usage and adoption half of your charter is where most of my measured work sits. I built seven Tableau dashboards on Snowflake SQL data modeled across four customer-facing applications, and the usage patterns they surfaced were specific enough to act on: customer attrition dropped 28%. For our second-largest account, 25 airport locations, the CEO was receiving 25 separate weekly revenue emails from his managers, so I built a dynamic PowerBI digest with cumulative revenue and per-location drill-down and verified every figure against raw Snowflake before it reached him. At enterprise scale, I owned the roadmap that moved 75 enterprise customers off competing platforms onto TFBO Next-Gen with zero operational downtime and 104% YoY ARR growth two years running. That meant working the engineering trade-offs myself, including tracing enterprise timeouts on our legacy monolith to synchronous retrieval with no caching rather than to capacity, which is what consensus said, and the domain-driven rewrite that followed cut data retrieval latency 68%.

One gap you should hear from me rather than infer. I have not owned identity plumbing as a product surface. SSO, SCIM and RBAC are things I have worked next to rather than shipped, so I would be learning those requirements from your security and IT stakeholders and your customers rather than from memory. What I do bring is a habit of claiming the operational problem nobody has assigned, then being honest about it when the first version misses. I am in Charlotte and authorized to work in the United States without sponsorship, and I can start immediately. I would welcome the chance to talk. Thank you for your consideration.

Sincerely,

Sahil Sapra