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Google gTech Hiring Team

Re: Product Manager, Operations Solutions, gTech

This role is an internal product, so the most useful thing I can tell you about myself is how I once built one badly. At CAMP Systems I drove enterprise-wide adoption of LaunchDarkly to decouple deployment from release. The first rollout was built around my own mental model of how releases ought to work, and adoption stalled. The feedback was blunt: I had shipped my tool, not their tool. So I sat with the engineers who actually cut releases, watched where they got stuck, rebuilt the workflow around that friction, and feature release frequency went up 400%. I have not shipped an internal tool since without watching a real user attempt the real task first.

Most of my last two years was operations tooling for people whose day job is operations. I owned the migration of 75 enterprise customers from competing FBO platforms onto TFBO Next-Gen. Onboarding a single customer took over two weeks of manual ETL, which across 75 customers is roughly three years, so the program as scoped was not deliverable. Instead of asking for headcount I mapped the onboarding workflow end to end and drove automation of the data injection behind it, moving capacity to three customers a day. All 75 migrated with zero operational downtime on a platform change none of them chose, and ARR grew 104% year over year two years running. That is the shape of work this posting describes: a vague, messy operational problem turned into something with a sequence and a date.

Working with engineering on infrastructure design is where I am most comfortable. When enterprise customers started hitting timeouts, the consensus answer was more infrastructure. I traced request-level timing instead, found synchronous retrieval paths and no caching, and worked with engineering on a domain-driven microservices design 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 infrastructure route. I also read data myself rather than waiting for a report, having come into product from a business intelligence seat where I engineered seven Tableau dashboards over Snowflake SQL that uncovered usage patterns and cut customer attrition 28%.

Two things stated plainly. I have never worked inside a support-and-services organization at Google's scale, so how gTech's operations teams are actually structured is something I would be learning from you rather than bringing on day one. And my most recent work leans AI-heavy, at SpecHawk and on a retrieval-grounded test case generator at CAMP, which is not what this role is about; I am applying because the operations tooling half of my job is the part I have done most and liked best. I have four years of product and analyst experience against your three-year minimum, I work in the United States without sponsorship now and in the future, and I am willing to relocate to Irvine or Sunnyvale. Thank you for your consideration.

Sincerely,

Sahil Sapra