Product Manager Guidelines

Accelerating the growth of innovative digital agriculture solutions for rural smallholder farmers requires a special focus on managing product design and development as well as ongoing product management and improvement. Strong product management has been one of the main factors of success in each of GSMA AgriTech's past engagements within the agriculture segment and is directly correlated with successful outcomes.

For this reason, The GSMA AgriTech Accelerator ("the Accelerator") requires applicants to nominate a dedicated and experienced product manager with clear KPIs aligned with organisational objectives – e.g. grow the user base by 1 million seasonally active subscribers by 31 May 2025. To enable strong product management, the GSMA is supporting applicants' investments through technical assistance and capacity building throughout the two-year engagement period. The GSMA recommends the following best practices in this regard:

- Empower the product manager with autonomy and decision-making power to enable innovation, while providing senior level oversight & support, as required
- Incentives and performance rewards tied to, and commensurate with, ambitious product KPIs and targets
- In the absence of strong product management resources within the organisation, nominate a senior manager experienced in leading complex, multi-stakeholder, revenue-generating projects

Suggested Roles and Responsibilities for the Product Manager

Applicants are advised to consider the following product management roles and responsibilities when nominating their Product Manager:

- Dedicated time allocated to services supported by the AgriTech Team
- Holds primary responsibility for achieving all KPIs, project milestones and objectives
- Has access to the C-Level service owner for regular service reviews
- Works with the GSMA Market Engagement Manager to ensure timely delivery of in-depth product iteration workshops (quarterly) and data sharing with GSMA AgriTech to support informed decision making regarding the product
- Owns the product lifecycle end-to-end and drives the cross functional team, with authority to engage key department heads within the organisation to achieve KPIs
- Manages all external stakeholders involved in the project, such as GSMA, user experience (UX) and product design consultants, content partners, agribusinesses, financial services partners, monitoring evaluation and learning partner, and other partners
- Drives the quarterly service improvement cycle adopted by the GSMA AgriTech programme, in particular:
  - Supports gathering, analysis and interpretation of data (qualitative and quantitative);
  - Drafts service improvement recommendations for C-Level approval;
  - Coordinates and leads the implementation of recommendations in all areas, e.g. technical specifications, marketing, operations, finance, etc.
- Participates in capacity-building and knowledge sharing activities provided by the GSMA AgriTech Programme

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