

LAURA DEGERATU

Senior Product Manager — 6.5 years across B2B and B2C SaaS

Case Study 1: Shaping Product Strategy

limehome — Additional Services Platform (Senior Product Manager)

Context

limehome is a tech-enabled aparthotel operator running 100+ properties across Europe. Guests could book add-on services, parking, early check-in, luggage storage, and breakfast, but these had grown organically as four disconnected products with no shared infrastructure and no commercial logic behind them.

The Problem

- Parking ran through a Make automation with no product ownership.
- Early check-in existed only as an MVP.
- Luggage storage was handled entirely manually by on-site and support teams.
- Breakfast had not been built as a bookable service at all.
- No one owned the commercial case for any of it — pricing, availability, and revenue potential were unmanaged.

How the Strategy Was Built

The plan started with an in-depth look at where the company wanted this part of the business to go, what customers had told us through feedback and complaints, and what stakeholders on the ground, the teams actually managing services at each property, needed in terms of information and process for a service to function properly on-site.

From there I worked backwards from a “perfect world” end state defined across three separate segments rather than one: the business, the end user booking the service, and the stakeholders responsible for delivering it on the ground. Optimizing for only the business case or only the customer experience tends to produce a plan that looks good on paper and breaks the first time it meets an actual property; treating operations as a third constituency with its own definition of success was what kept the plan realistic.

I secured buy-in on that direction before going further, then broke the end state down into the concrete milestones needed to get there. I brought developers in early to understand technical feasibility and get a broad estimate of scope and approach, before finalizing the sequence, so the roadmap reflected what was actually buildable rather than getting renegotiated later. The resulting 3-year plan moved the services from a manual state, saving information, turning services on property by property, measuring revenue by hand, toward an automated one, with milestones set at month 1, month 3, month 6, and years 1, 2, and 3, so each stage produced real signal before the next investment was made.

What I Did

I built a 3-year strategy from scratch for this product area, starting with a EUR value measurement model that quantified the revenue impact of each service and each potential product change, so decisions could be prioritized by commercial impact rather than instinct. I used this model to secure management buy-in for multi-year investment in a unified, in-house solution rather than continuing to patch four disconnected tools.

Delivery required aligning teams that had never worked from a shared plan for this area: operations teams had to gather and verify service information per property, including site visits for parking; customer support needed new processes for the services moving from manual to self-serve; and the channels team needed to adjust how services were surfaced and sold. I sequenced the rollout by which services drove the most search visibility, so the highest-leverage work shipped first.

The product also moved from a support-only booking flow to a 0-to-1 self-serve mobile experience inside the limehome app, letting guests discover and book services directly rather than requesting them through customer support.

Outcome

+15%

Increase in booked services within the first 6 months

Beyond the direct lift, the project turned an unmanaged, fragmented area of the product into a unified platform with clear ownership, a commercial model, and a roadmap the business could continue to invest in.