AHMAD | PRODUCT OWNER

SpareSeat

Help members book with confidence and give operators control over their workspace.

Product vision

Make coworking simple to plan and reliable to use. Members should be able to choose a suitable desk or room, understand the price and arrive knowing their reservation is confirmed. Operators should be able to manage availability and respond to changes without keeping separate versions of the schedule.

SpareSeat brings these needs into one booking service. Members can compare spaces, find their reservations and manage changes. When plans change, the demo also lets them offer a booking to someone else or join a waiting list for occupied space.

Why this product

Members need answers before they travel: Is there space? Does the room fit the meeting? What will it cost? Is the booking confirmed? Operators need the same schedule to reflect closures, payments and changes.

The next step is to find out which booking problems matter most to members and operators, and whether SpareSeat gives them a reason to change how they book.

Product goals

Goal	What it means for the product
Make booking independent	Members can compare suitable spaces, understand the full price and confirm a visit without asking staff to complete the booking.
Give operators control	The workspace schedule reflects available resources, agreed bookings and closures. Staff can resolve a problem and explain the outcome.
Help members manage changes	Members can find or cancel a reservation. Handoff and waiting lists provide additional options; both work in the demo and have lower priority than dependable booking.

Begin with one coworking business and one location. This keeps member support and operator feedback close to the product decisions, while the team learns which parts of the service provide lasting value.

What success looks like

Members trust their booking, return when they need space and need less assistance. Operators spend less time answering routine questions or correcting reservations. Handoff and waiting lists are useful when they help a member obtain usable space without adding confusion. We will assess these outcomes through task observation, booking records and staff feedback; the numerical targets are starting assumptions to review after testing.

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PRODUCT DISCOVERY

Research and target users

The target customer is a coworking operator; members and meeting organizers use the service to book space.

The proposed fit is a location where staff repeatedly answer availability, price or booking-change questions. Published competitor information confirms the category and its alternatives; it does not establish this operator's need or willingness to switch. Interviews and usability sessions remain planned. [1-8]

User group	Situation and need	Good result
Independent or occasional member	Needs space for a particular visit; may not know the layout or prices.	Chooses a suitable desk, understands the total and books without reassurance from staff.
Regular member or small team	Returns often and sometimes changes plans with colleagues.	Quickly finds availability and current bookings, then manages a change clearly.
Meeting organizer	Needs the right capacity and equipment at a fixed time.	Confirms a suitable room and understands the cost before paying.
Coworking operator	Manages availability, member questions, closures and disputes.	Keeps inventory accurate and resolves problems with a clear record and member outcome.

These working personas will be refined through member and operator interviews.

Research that changes a decision

Method	What to investigate	Decision
6 member interviews	Two occasional members, two regular/team members and two organizers. Reconstruct the last booking and change of plan: tools, friction, workaround and consequence.	Which booking problem deserves the highest priority.
2 operator interviews	Walk through recent bookings, cancellations and closures. With permission, review anonymized examples and staff time. Ask what would justify switching.	Buyer fit, operating scope and pilot value.
10 observed booking tasks	Include desk selection, a room with an equipment need and unavailable choices. Record help, mistakes and understanding of the result.	Which labels, information and steps to improve.

Ahmad and Dana record: user group, observed behavior, frequency, consequence and evidence. Separate observation from interpretation. For each important finding, record the product decision, reason and what would change it.

Discovery is sufficient to plan delivery when the team has a named target operator, a problem supported by real examples and an agreed scope. This small qualitative sample guides choices; it does not estimate the whole market.

MARKET AND CUSTOMER NEEDS

Competitive analysis

Coworking and workplace booking serve different customers.

Coworking operators buy reservation, membership and billing tools; members book through portals or apps. Workplace buyers focus on employee coordination through existing work tools. Both expect accurate availability, but paid visits and internal office use create different needs. [1-8]

Competitor	How people use it	Trade-off or opportunity
OfficeRnD Flex Coworking operators [1, 2]	Members book desks and rooms through member tools. Operators combine inventory, memberships, billing and payments in a broader management platform.	Broad coverage supports business administration. A single-site buyer must decide how much of that scope is needed. Our opportunity is to make the daily booking decision and its follow-up easy to understand.
Nexudus Coworking operators [3, 4]	Customers browse resources in calendar, floor-plan and other views, then book and pay. Guest booking reduces the need for an account on occasional visits.	Guest access favors convenience; account-based access supports a continuing booking relationship. SpareSeat uses accounts for ownership and returning visits, accepting the extra sign-up step.
Officely Workplace teams [5]	Employees book within Slack or Teams, see colleagues' plans and use check-in controls. Adoption fits organizations already using those channels.	Booking within existing tools removes a step for employees. Independent coworking visitors have a different entry point; SpareSeat provides its own member account and booking interface.
desk.ly Workplace teams [6]	Members join a specific-desk or any-desk waiting list. When a desk frees up, the documented flow books it automatically and emails confirmation.	Automatic allocation is convenient but does not ask the member to reconfirm their need. SpareSeat offers a response window, giving the member control while requiring timely action.
deskbird Workplace teams [7, 8]	Employees choose desks on floor plans and book rooms with calendar connections, booking rules and check-in or automatic-release controls.	Attendance-based release handles no-shows. SpareSeat's voluntary handoff addresses known changes before the visit; it relies on the owner acting and is a different route to freeing space.

What SpareSeat addresses

The opportunity is the work between finding availability and managing a changed plan. SpareSeat combines the schedule, space selection and My bookings, with working handoff and waiting-list flows in the demo. Members can decide whether an offered booking still fits. The emphasis is clear ownership and an informed response when plans change.

Initial reach: one operator and 10-20 invited members. Recruit through that location rather than assume a market-wide audience. After measuring adoption, estimate expansion from suitable operators in the chosen area and their active members. Research is needed before assigning a market-size figure. The trade-offs above are product analysis of the cited capabilities.

USER EXPERIENCE

The member and operator journey

Start with account access, then help the member choose, confirm and manage the right space.

Step	Member action and expected experience
1 Sign up or sign in	A new member selects Create account and enters their details. A returning member signs in or uses account recovery. Explain invalid details clearly and open the member's schedule after successful access.
2 Find a suitable space	Choose a date, time and desk or room. Compare the list and seat map, then check amenities, room capacity and equipment. If no space matches, change the search or join a suitable waiting list.
3 Review the booking	Show the resource, date, location time, duration, full price and cancellation terms together. Let the member correct a choice before continuing.
4 Complete checkout	Show confirmation only when the reservation and payment outcome agree. A decline offers a retry; a pending result offers a status check. Checkout in the demo uses test payments.
5 Find or change a reservation	Open My bookings to review the details and locate the space. Cancellation explains the financial outcome before confirmation. A failed request retains the correct booking status.
6 Offer an unused booking	The current owner chooses a recipient or the public waiting list. The recipient can accept or decline within the displayed time. The result clearly shows who now owns the reservation or whether the space reopened.
7 Wait for availability	Join or leave a waiting list and see the current position. When an offer arrives, review the space, time and deadline before accepting or passing. The member should understand that joining is not a confirmed booking.

Operator journey

Sign in with operator access, review the schedule and maintain space information. To close a resource or change a reservation, identify affected members, choose an appropriate alternative or cancellation, record the reason and communicate the outcome. Existing agreements remain visible so staff can explain a change.

Validate understanding

Ask a member to create an account, book for a specific visit and explain the chosen space, time, price and cancellation outcome. Check whether a waiting member understands an offer and whether a handoff owner understands the result. Ask the operator to resolve a closure without losing the booking history.

The demo is the walkthrough artifact. Handoff and waiting lists are available supporting features; direct booking remains the primary journey.

DELIVERY ASSUMPTIONS

Team capacity and estimation

Ahmad owns the product decisions. The other roles are assumed staffing for delivery after the individual internship project.

Person	Responsibility	Weekly hours
Ahmad Product Owner	Research direction, priorities, policy decisions, acceptance and pilot review.	20 gross 12 planned
Rami Backend developer	Access, saved booking rules and payments; integrates whole flows with Tarek.	40 gross 24 planned
Tarek Frontend developer	Member/operator screens, clear states and accessible interactions.	40 gross 24 planned
Dana Product designer	Task flows, user sessions and usability review; testing is shared by the team.	20 gross 12 planned

Each week, reserve 20% of gross time for coordination and 20% for learning, fixes and rework. Planned work includes integration and acceptance checks. This leaves **72 team hours per week**, or **144 per two-week sprint**; 96 sprint hours are developer time. Product and design hours do not add coding capacity. Recalculate for leave or support demands.

Story point scale

Points	Size and reference example
1	One familiar preparation task: a repeatable review scenario.
2	Small change using an agreed pattern: contact details and the help route.
3	Bounded improvement: wording and checks across confirmation states.
4	Several coordinated checks: pilot measures and sample reconciliation.
5	Complete flow with exceptions: profile validation and verified contact changes.
8	Connected flow with substantial uncertainty: access, booking or payment integration.

Most product stories use 5 or 8 for connected flows and uncertainty. Profile is 5 because changes require validation and contact verification. Points estimate remaining work, not original demo effort or hours. Handoff and waiting-list review are smaller because both features already work in the demo.

Starting forecast

Sprint 1: 26 points. Sprint 2: 26 points. Sprint 3: 26 points. Use a provisional 27-point planning limit per sprint: 26 points selected leave 1 point unallocated in each sprint. This is a starting forecast, not measured velocity or proof of available hours. Before selection, each developer checks the work against their 48 planned sprint hours. Re-estimate prototype reuse; split work larger than 8 into testable outcomes. Count only accepted points, then reforecast from results and actual availability.

PRODUCT PRIORITIES

Prioritized backlog

Priority explains importance; points estimate effort; planning status shows whether work is included.

High: essential to the booking service. **Medium:** improves the experience or supports changes of plan. Handoff and waiting lists are nice-to-have features with Medium priority. Planned means selected for review or delivery, not necessarily unbuilt. S1-S3 indicate sprints. Detailed stories S01-S08 are on pages 9-12; S09-S10 are summarized in Sprint 3. B07 is split: booking operations B07a (5 points) in Sprint 2; access restrictions B07b (3) in Sprint 3.

Feature and purpose	Priority	Points	Status	Sprint
B01 Account access Create, verify, sign in and recover access.	High	8	Planned	1
B02 Find suitable space Compare availability, map and room suitability.	High	8	Planned	1
B03 Review reservation Understand time, terms and total before paying.	High	8	Planned	2
B04 Payment and refunds Match money, reservation and refund outcomes.	High	8	Planned	2
B05 My bookings Find, locate and cancel a reservation.	High	5	Planned	2
B06 Workspace setup Keep resources, rates and hours accurate.	High	8	Planned	1
B07 Operator controls Resolve closures, booking issues and access.	High	8	Planned	2 / 3
B08 Profile Keep contact details and preferences current.	Medium	5	Planned	3
B09 Pilot measures Record outcomes and reconcile reports.	High	4	Planned	3
B10 Usability validation Observe 10 tasks and retest blocking fixes.	High	5	Planned	3
B11 Help route Make the correct support contact easy to find.	High	2	Planned	1
B12 Review scenario Provide consistent member/operator demo data.	Medium	1	Planned	3
B13 Confirmation clarity Improve wording based on observed confusion.	Medium	3	Planned	3
B14 Handoff / S09 - available in demo Review ownership, consent and offer results.	Medium	2	Planned	3
B15 Waiting list / S10 - available in demo Review join/leave, position, offers and expiry.	Medium	3	Planned	3

Total: 78 points. High priority 64; medium 14. Reliable booking takes precedence over profile and wording improvements. Handoff/waiting estimates cover review of working demo flows; new delivery channels or financial changes require separate estimation. Multi-location support, memberships and integrations are **not planned** in these sprints.

DELIVERY PLAN

Sprint 1 and Sprint 2

Two weeks per sprint. B = backlog; S = story. *Used = cumulative planned points; Left = unallocated points against a provisional limit of 27. All rows are planned, not completed.

Sprint 1 - choose a suitable space

Goal: members can access an account and choose an appropriate space. **Entry:** agree resource details, access roles and the target booking problem.

B / S link	Work and acceptance check	Priority	Pts	Used*	Left*
B06 / S06	**Workspace setup.** Saved spaces, prices and hours appear correctly to members. Invalid entries show what to fix.	High	8	8	19
B01 / S01	**Account access.** A member can register, verify, sign in and recover access; another member cannot open their account.	High	8	16	11
B02 / S02	**Find space.** List and map show the same availability; room capacity and equipment are visible. Requires B06.	High	8	24	3
B11 / S01, S04, S05	**Help route.** Members can find the agreed support contact from account access. Reuse this route in Sprint 2 booking/payment screens.	High	2	26	1

Plan: 26 of 27 points (96%); 1 point unallocated. **Accepted when:** account access, space selection and the help route work, and the linked story checks pass. Ahmad reviews with Dana.

Sprint 2 - run the core booking service

Goal: members can pay and manage bookings; operators can resolve closures and booking changes. **Entry:** Sprint 1 accepted; payment access and booking terms agreed.

B / S link	Work and acceptance check	Priority	Pts	Used*	Left*
B03 / S03	**Review booking.** Show time, full price and terms; block conflicts before payment. Requires B01, B02, B06.	High	8	8	19
B04 / S04	**Payment/refunds.** Payment confirms one booking; retries never double-charge. Declines and refund progress are clear. Requires B03.	High	8	16	11
B05 / S05	**My bookings.** A member can find and cancel their booking; the cancellation and refund amount are clear. Requires B03, B04.	High	5	21	6
B07a / S07	**Booking operations.** Close/reopen space, reassign or cancel affected bookings and explain the result. Pass S07 checks 1-4 and 6. Requires B01, B03-B06.	High	5	26	1

Plan: 26 of 27 points (96%); 1 point unallocated. **Accepted when:** booking, cancellation, refunds and operator changes pass their checks, including failures and support access. Ahmad reviews with test payments. B07a earns 5 points; the remaining 3 are B07b in Sprint 3.

DELIVERY PLAN

Sprint 3 and capacity

Review supporting features and confirm the service is ready for a pilot.

Sprint 3 - supporting features and pilot checks

Goal: review handoff/waiting lists and complete pilot checks. **Entry:** core booking and operator changes accepted; test participants and measurement definitions agreed.

B / S link	Work and acceptance check	Priority	Pts	Used*	Left*
B07b / S07	**Access restrictions.** Pass S07 check 5: block new bookings without losing existing paid reservations. Requires B07a.	High	3	3	24
B09 / S01-S07	**Pilot measures.** Sample records match scorecard totals. Requires B03-B05, B07a.	High	4	7	20
B08 / S08	**Profile.** Details persist; verify a new email before use and block others from editing. Requires B01.	Medium	5	12	15
B14 / S09	**Handoff.** As a member, offer an unused booking. Check consent, the new owner and expired offers. Requires B05, B07a.	Medium	2	14	13
B15 / S10	**Waiting list.** As a member, wait for space. Check join/leave, position and offer acceptance/expiry. Requires B02, B05.	Medium	3	17	10
B12 / S01, S02, S06	**Review scenario.** Prepare repeatable demo accounts/spaces for B10. Requires B01, B02, B06.	Medium	1	18	9
B10 / S01-S08	**Usability checks.** Observe 10 booking tasks; record help/errors and retest fixes. Requires reviewed flows, B09, B12.	High	5	23	4
B13 / S03-S05	**Confirmation clarity.** Correct confusing booking messages; repeat affected checks. Requires B10.	Medium	3	26	1

Plan: 26 of 27 points (96%); 1 point unallocated. Handoff/waiting lists remain working nice-to-have features with Medium priority. **Accepted when:** row checks pass and blocking usability issues are fixed. Ahmad and the operator decide whether to pilot.

Capacity across the three sprints

Overall: 78 of 81 provisional points planned (96%); 3 points unallocated across the plan. Reforecast after each sprint from accepted work and actual availability.

Time per sprint: 240 gross hours = 48 coordination + 48 learning/rework reserve + 144 planned (96 developer; 48 product/design). Record actual hours during delivery; points are not hours.

Ownership and acceptance

Rami + Tarek: deliver and demonstrate flows. **Dana:** reviews usability and leads B10. **Ahmad:** owns priorities, measures and acceptance; agrees support ownership with the operator. Linked stories add no extra points.

Done: demonstrate each row and pass its story checks. Count only work accepted by Ahmad. B07a + B07b total 8 points; S07 is complete when both pass. If core work slips, move Medium-priority work first and delay the pilot if essential outcomes remain incomplete.

DETAILED USER STORIES

Access an account and choose space

Stories S01-S08 follow the same order as core backlog items B01-B08.

S01 Access my account

B01 | High priority | 8 points | Sprint 1 | Dependencies: agreed access roles

As a member planning a visit, I want to create an account and return to it reliably so that my reservations remain available only to me and authorized staff.

1. Given valid details and a new email, registration creates one member account, explains verification and preserves the chosen visit where possible. Duplicate or invalid details cannot create another account.
2. A valid verification link confirms the address once. Expired links give a resend route; an unverified account cannot complete a paid reservation.
3. Correct sign-in restores access to the member's bookings. Failed sign-in gives a clear correction or recovery path without exposing another person's details.
4. Recovery uses a single-use, expiring link to the verified address. A successful reset invalidates the old password and prior sessions while preserving reservations.
5. After sign-out, protected pages cannot expose personal bookings. Members cannot promote themselves to operator access.

Acceptance evidence: Demonstrate a new account, duplicate email, expired link, failed sign-in, successful recovery and sign-out. Check with two unrelated member accounts and one operator.

S02 Find a suitable desk or room

B02 | High priority | 8 points | Sprint 1 | Dependency: B06

As a member choosing where to work, I want to compare spaces available for my visit so that I can select a desk or room that fits my needs before committing.

1. For a valid date and time, list and map show the same resource availability, with bookable and unavailable states explained in text as well as visually.
2. The member can filter by resource type and inspect amenities. Room information includes capacity and equipment; a request above capacity cannot proceed with that room.
3. Selecting a resource preserves the date and time and reveals its rate and relevant details. Changing the time refreshes availability.
4. When no option matches, explain why and offer another time or resource choice. Unrelated member names and meeting details are not exposed.

Acceptance evidence: Compare desk and room choices in both views, an unsuitable room, a closure and a no-results search. Verify phone and keyboard navigation.

DETAILED USER STORIES

Review and pay with confidence

The review and payment stories share one booking outcome, but each has a clear boundary.

S03 Review my reservation

B03 | High priority | 8 points | Sprint 2 | Dependencies: B01, B02, B06

As a member ready to book, I want to review the space, time, price and terms together so that I know exactly what I am agreeing to purchase.

1. Review shows resource, location, date, start and end time, location timezone, duration, currency, total charges and cancellation terms before payment.
2. Invalid times, closed hours, unsuitable capacity or a conflicting reservation prevent continuation and explain what the member can change.
3. The member can edit the selection and see a recalculated quote. A changed price or term requires review again before payment.
4. A selected space is not described as confirmed until the payment and reservation result is known. If another member obtains the slot, explain the outcome and offer another choice.
5. Two people attempting the same resource and overlapping time can never receive conflicting confirmations. Duplicate clicks return the same attempt result.

Acceptance evidence: Show a desk and room review, corrected times, changed rate and two competing attempts. Ahmad checks the information a member must understand before paying.

S04 Pay once and understand a refund

B04 | High priority | 8 points | Sprint 2 | Dependency: B03 and agreed operator payment policy

As a paying member, I want the charge and reservation to agree so that I can trust the confirmation and understand money returned after cancellation.

1. Successful payment produces one matching confirmed booking and receipt with amount, currency, reference and resource details.
2. A declined payment creates no confirmed booking and gives a clear retry path. A repeated submission or delayed response does not create a second charge.
3. An uncertain outcome is shown as pending with a status-check route. If money is collected without a valid booking, the member and operator can see the reversal or refund resolution.
4. An approved cancellation uses the terms recorded for that booking. Show refund amount and status; a requested refund must not appear completed until confirmed.
5. Failed refunds remain visible to the operator for follow-up. Payment records exclude sensitive card details from normal product reports.

Acceptance evidence: Reconcile provider test records with success, decline, retry, interrupted response, lost availability and refund cases. Use a hosted provider flow; re-estimate if the integration exceeds this bounded scope.

DETAILED USER STORIES

Manage bookings and maintain inventory

Member confidence depends on a clear personal record and accurate workspace information.

S05 Manage my reservation

B05 | High priority | 5 points | Sprint 2 | Dependencies: B03, B04

As a member whose plans may change, I want to find and manage my bookings so that I know where to go and can cancel with an understood result.

1. My bookings shows only the member's own reservations, with upcoming bookings in time order and past or cancelled bookings separately accessible.
2. Each reservation shows the resource, date, time, status, price and reference. Locate opens the relevant place on the map; help is available from the details.
3. Before cancellation, show the applicable terms and refund outcome. The member can keep the booking or explicitly confirm cancellation.
4. Successful cancellation marks the reservation cancelled, releases the sellable time and shows the resulting refund status. Repeated cancellation cannot trigger another refund.
5. If the request fails, retain the correct booking state and explain how to retry or ask for help. Another member cannot view or cancel the booking.

Acceptance evidence: Demonstrate upcoming, past and cancelled records, Locate, cancellation with and without a refund, repeated cancellation and an unrelated member account. Financial execution is accepted under S04.

S06 Keep the workspace accurate

B06 | High priority | 8 points | Sprint 1 | Dependency: agreed inventory and operator role

As an operator managing one location, I want to maintain spaces, rates and opening hours so that members can book what I can actually provide.

1. Only an authorized operator can add or edit resources, descriptions, desk amenities, room capacity, equipment, positive rates and opening hours.
2. Required or invalid values explain what must be corrected. The operator can preview the member-facing result before confirming a change.
3. Saved changes appear consistently in list, map and booking review for future purchases. Existing reservations retain their agreed price and terms.
4. A proposed change that affects an existing reservation shows the affected bookings and requires resolution; it cannot silently remove the member's reservation.
5. Saved inventory survives a new session. Operator changes record who acted and when, so staff can explain the current offer.

Acceptance evidence: Add a desk and room, correct an invalid rate, change opening hours and compare a new quote with an existing reservation. Check that a member cannot edit inventory.

DETAILED USER STORIES

Run the workspace and keep details current

Operational controls protect the agreed booking; profile changes make returning use easier.

S07 Resolve a workspace issue

B07a / B07b | High priority | 8 points total | Sprint 2: 5; Sprint 3: 3 | Dependencies: B01, B03-B06

As an operator handling a closure or booking problem, I want to make an explained change so that the workspace schedule stays accurate and affected members know what happens next.

1. Only an operator can block a resource or change another member's reservation. Each action needs a reason and records the actor, time and previous and new outcome.
2. A block prevents overlapping new bookings. If reservations already exist, show them and require an agreed alternative or cancellation before completing the closure.
3. A replacement resource must fit the time, capacity and equipment needs. Show any price difference for agreement before confirming the change.
4. Cancellation retains the booking history and uses the approved financial outcome. The member sees the change in My bookings and receives the agreed booking-change notice.
5. **Sprint 3 (B07b):** Restricting a member's access prevents new bookings and ends active access as agreed, but does not silently delete paid reservations. Show those bookings to the operator for explicit resolution.
6. Reopening makes the resolved time available again. Members cannot perform these actions through another screen or direct request.

Acceptance evidence: Demonstrate a free-time block, an occupied-time closure, a valid reassignment, cancellation and access restriction. Review member-visible changes and the operator history.

S08 Keep my profile current

B08 | Medium priority | 5 points | Sprint 3 | Dependency: B01

As a returning member, I want to update my contact details and notice preferences so that the service uses accurate information and respects my choices.

1. The member can edit their own name and permitted preferences. Invalid values show a correction; valid changes persist after sign-out and return.
2. A replacement email must be valid, unused and verified before becoming the sign-in or recovery address. The previous verified address remains active until the change completes.
3. The member cannot change their role, workspace permissions or another member's profile.
4. Optional notices can be changed independently of essential booking and account messages. Explain that distinction beside the preference.
5. A failed save leaves the prior details intact and provides a retry path. Existing bookings remain attached to the same account.

Acceptance evidence: Check saved fields, invalid or duplicate email, an expired verification link, unsuccessful save and attempts to alter protected details.

PILOT SCORECARD

How we will measure success

The figures below are starting targets and calculation examples set for the product. They have not been validated through user testing and may change after testing.

Measure	Calculation and target	Record and review
M01 Independent booking	Correct tasks completed without help / 10 assigned tasks. Correct space, time and understood price are required. **Target: 9/10 = 90%.**	Dana records task, user group, help and errors. Ahmad reviews failures; fix and repeat affected checks. Small-study evidence, not a population claim.
M02 Booking completion	Reviewed attempts confirming within 24 hours / attempts first reaching review in the cohort. **Example: 36/50 = 72%.**	Capture attempt ID, review time, type, payment and confirmation. Deduplicate retries; allow 24-hour follow-up. Show pending/late results separately. Baseline before target.
M03 Repeat booking	Members with a second paid, non-cancelled booking within 28 days / members with a full 28-day follow-up from their first qualifying booking. **Example: 12/30 = 40%.**	Keep member ID, confirmation and cancellation times; assess status at reporting cutoff. Review mature cohorts, separating regular and occasional users. Baseline before target.
M04 Staff effort	All booking-help/correction minutes / confirmed bookings. Include help on failed attempts. **300/100 = 3 min; 240/100 = 2.4 min: 20% reduction.**	Operator logs task, reason and minutes. Ahmad compares equivalent operating cycles and checks volume and desk/room mix. Target: 20% reduction.
M05 Booked capacity	Confirmed, non-cancelled resource hours / sellable hours in the same period. Remove closures; count each interval once. **120/200 = 60%.**	Keep historical availability, closures and booking changes. Separate desks, rooms and temporary holds. Review weekly; bookings do not establish attendance.
M06 Trust	Count conflicting confirmations, unauthorized changes, duplicate charges and unresolved payment/refund mismatches. **Target: zero critical incidents.**	Operator and Ahmad reconcile booking/provider records and support reports daily. Report affected bookings and incident age; pause new paid bookings for a critical incident.

Make the evidence usable

B09 provides agreed definitions and a simple report or export. Use stable member, attempt, booking and resource IDs; record timestamps and outcome changes. Exclude demo/staff tests, use the location timezone and show No data for zero denominators. Do not record card details in reports.

Review completion and staff effort after each comparable operating cycle; investigate the failed step and member explanation before changing the product. Review repeat use only when cohorts mature. For the working handoff and waiting-list flows, also review accepted offers, expired offers and members left without suitable space.

PRODUCT DIRECTION AND DELIVERY

Roadmap and launch

Deliver the core service, test its value with members, then decide where to invest.

Stage	Outcome and scope	How the team contributes	Decision to advance
Discovery Before delivery	Confirm the operator, member problem and reason to switch. Agree one-location scope and measures.	**Ahmad + Dana:** interviews. **Operator:** resources and terms. **Rami + Tarek:** assess demo reuse and delivery unknowns.	Approve scope when real examples support the need, terms are agreed and the team can estimate delivery.
Sprint 1 Access and selection **26 points**	Members access an account, choose suitable space and find help. Inventory is accurate. **B01, B02, B06, B11**	**Rami:** account/resource rules. **Tarek:** access and browsing. **Dana:** task flow. **Ahmad:** scope/support owner.	Accept access and selection. Confirm payment-provider access and booking policies before Sprint 2.
Sprint 2 Core booking service **26 points**	Members review, pay and cancel. Operators close space and resolve affected bookings. **B03-B05, B07a**	**Rami:** booking/payment rules. **Tarek:** checkout/operations. **Dana:** price and status clarity. **Ahmad:** policy and acceptance.	Approve after booking, failed payment, refund and closure checks pass. Unfinished core work comes first in Sprint 3.
Sprint 3 Pilot readiness **26 points**	Review Medium-priority handoff/waiting; complete profile, access restrictions, measures and testing. **B07b, B08-B10, B12-B15**	**Rami + Tarek:** flows/reports. **Dana:** 10 tasks and retesting. **Ahmad + operator:** review evidence and pilot readiness.	Pilot only if essential checks pass, payment records agree, support is ready and no blocking issues remain.
Controlled pilot One location	Invite 10-20 members; provide guidance. Record completion, repeat use, staff effort and incidents.	**Operator:** invite and support. **Ahmad:** outcome review. **Dana:** member feedback. **Rami + Tarek:** priority fixes.	Continue, improve or pause using the scorecard (page 13). Revisit targets against actual results.
Improve and grow After pilot	Reduce booking failures and staff assistance first. Then assess memberships, integrations or another location.	**Ahmad:** compare value/effort. **Dana + operator:** test needs. **Rami + Tarek:** estimate the selected options.	Invest further when repeat use, manageable support and evidence of added demand justify it.

How Ahmad manages the plan

Allocate people: per two-week sprint, plan 144 team hours: Rami 48, Tarek 48, Dana 24, Ahmad 24. Product/design reviews run alongside delivery. Each 26-point plan leaves 1 point unallocated; points are not hours. Agree pilot/growth staffing after delivery reviews.

Replan at each review: use accepted work, availability and feedback to update the backlog and forecast. Defer Medium-priority work before delaying core booking work. Launch depends on readiness, not merely finishing Sprint 3.

Control launch: Ahmad and the operator confirm resources, prices, terms, support and handoff consent/payment rules. A critical booking, privacy or payment incident pauses new paid bookings; resolve it while supporting existing reservations.

WORKING METHOD

Research and AI use

I used Codex to support product research and planning, and as the frontend and backend developer for the SpareSeat demo.

My role was to define the product problem, choose the priorities and guide the experience. Codex helped turn that direction into a working demo and structured supporting material. I reviewed the output, identified changes and asked for revisions where the experience or explanation did not match the product goals.

Area	How Codex contributed	My product responsibility
Research and competition	Helped locate official product information, organize comparisons and explore trade-offs.	Choose relevant competitors and distinguish sourced capabilities from assumptions about user needs.
Vision and planning	Helped refine the vision, backlog, user stories, estimates and sprint structure.	Set the goals and priorities; assess whether the plan reflects the intended member and operator experience.
Frontend development	Built the demo screens and interactions from product direction, including the schedule, bookings, handoff and waiting-list experiences.	Guide the flow, information hierarchy and clarity of actions; request changes after reviewing the demo.
Backend development	Implemented the demo's booking behavior, account flows, saved state and supporting logic.	Define expected outcomes and exception rules, then review the demonstrated behavior.
Metrics and documentation	Helped organize calculations, roadmap, launch planning and the written submission.	Choose useful success measures, explain trade-offs and keep the document focused on product decisions.

AI accelerated the work and helped explore options. Product priorities and judgments remain my responsibility. The demo supports evaluation of the experience; user research and testing will determine which assumptions and targets should change.

Research sources

[1] OfficeRnD Flex overview

[2] OfficeRnD Flex booking guidance

[3] Nexudus coworking overview

[4] Nexudus making bookings

[5] Officely desk booking

[6] desk.ly waiting-list guidance

[7] deskbird desk booking

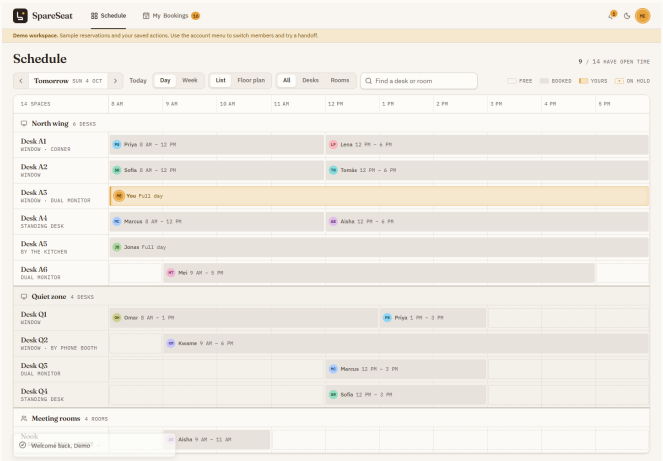
[8] deskbird room booking

The comparison uses official product and help pages. Interviews and usability sessions are planned; no user findings or market-size estimates are presented as measured results.

PRODUCT WALKTHROUGH

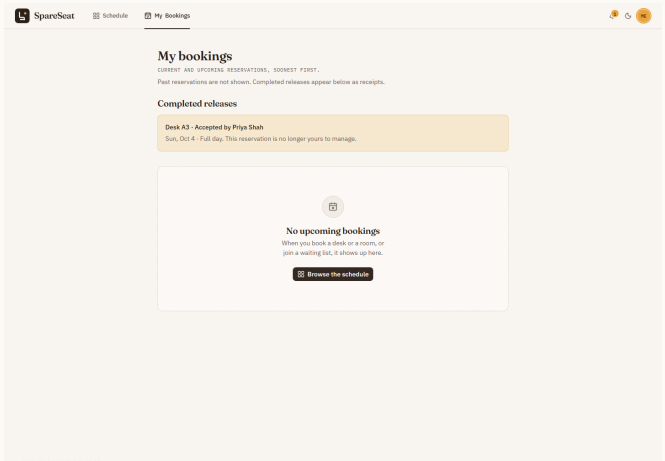
The SpareSeat demo

The demo brings the member booking experience, handoff, waiting lists and operator reporting together. Explore the member and operator flows.



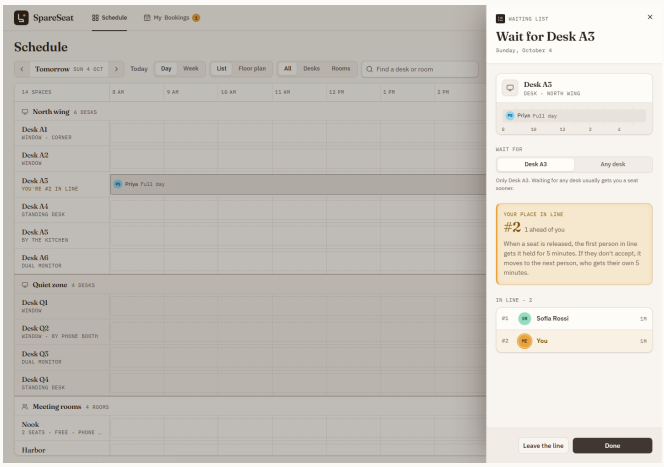
A Schedule

The member compares spaces and time. This supports discussion of the core booking journey.



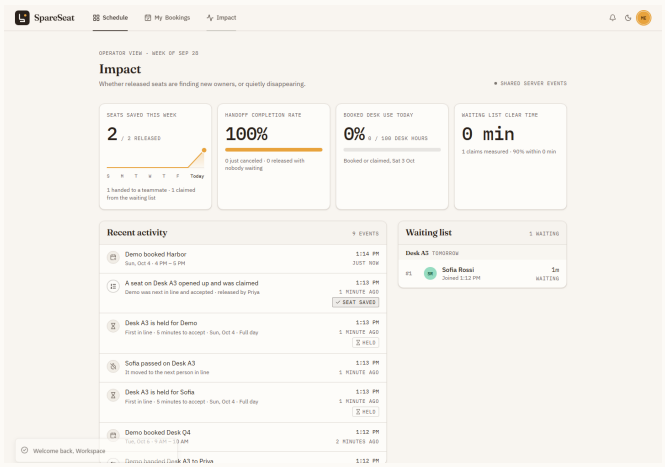
B Completed release

Working handoff flow: the recipient and completed ownership change are shown clearly.



C Waiting list

Working waiting-list flow: a member can see the selected space and current position.



D Impact

Demo activity and example figures. Product targets will be reviewed after user testing.

Use the demo to walk through choosing a space, managing a booking and handling a change of plan. Handoff and waiting lists are available supporting features. Review these journeys with members and operators to identify where the service needs to be clearer.