

Case Study 1: PayPal India Domestic Payments Pause

In 2020, PayPal paused all domestic payments in India — Indian buyers could no longer pay Indian merchants in INR. The moment this was announced, our support volume spiked by 25% because merchants and customers were confused about what still worked and what didn't.

I took ownership and did two things:

First, proactive outreach — I pulled impacted merchant data from our systems and ran a targeted email campaign explaining exactly what changed. I also worked closely with the Product team to align messaging.

Second, root-cause fix — I noticed customers were still trying to pay Indian merchants in non-INR currencies as a workaround, which kept failing. Instead of just handling tickets, I drove the creation of a dedicated India developer portal and community page that clearly explained what was still supported — international payments were fine, only domestic INR was paused.

Result: Support contacts dropped by 20% within one quarter. I turned a reactive support crisis into a proactive education initiative that scaled across the merchant base.

Case Study 2: MID Mapping — Global Payment Failure Recovery

When Royal Air Jordanian went live with PayPal, all buyer payments started failing. On the surface it looked like a card issue, but when my team dug deeper, we found the root cause was a missing Merchant ID (MID) mapping for Jordan.

The bigger discovery was that this wasn't just a Jordan problem — we found the same MID gap existed across **9,500+ merchants globally**, silently causing internal declines worth **\$389K per day**.

I coordinated with the payments engineering team to fix it in two phases — first for airline merchants using MCC-based flagging, then a broader fix across all merchant types. The rollout took about a month.

Result: We recovered **\$142M annually** in previously declining transactions. For the Middle East alone, that was **\$50M**. For Qatar Airways specifically, we eliminated \$3.4M in failed transactions and improved their approval rate by 3%.

What made this impactful was that it started as one merchant's go-live issue, but because we didn't stop at the surface fix, we uncovered and resolved a systemic platform problem affecting thousands of merchants worldwide.

Why these two together work well:

Case Study 1 shows **operational leadership** — stakeholder communication, proactive merchant education, and reducing support friction at scale.

Case Study 2 shows **technical depth** — root-cause analysis, cross-functional coordination with engineering, and massive revenue recovery with clear numbers.

Together, they tell Rahul: *"I can handle both the people side and the technical side of complex problems, and I don't stop at the surface fix."*