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Implementing Product Management at a Startup

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"Helping leaders get more from their teams"

Give me a call so we can get started!

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"Where do I start?"

Sell the benefits

Define your scope

Add to (and subtract from) the model

Define terms

Decide what you're not going to do (right now)

Sanity Check

Product Management Triad

Director, Product Strategy

Business Case	Positioning	Marketing Plan

Distinctive Competence	Market Sizing	Pricing	Sales Process	Customer Acquisition
Market Research	Product Performance	Buy, Build or Partner	Market Requirements	Customer Retention
Market Problems	Operational Metrics	Product Portfolio	Product Roadmap	Launch Plan

Market Analysis	Quantitative Analysis	Product Strategy	Product Planning	Program Strategy	Sales Readiness	Channel Support
Technology Assessment	Win/Loss Analysis	Innovation	User Personas	Buyer Personas	Channel Training	Presentations & Demos
Competitive Analysis			Use Scenarios	Success Stories	Collateral & Sales Tools	"Special" Calls
			Release Milestones	Thought Leaders	White Papers	Event Support
				Lead Generation	Competitive Write-Up	Answer Desk

Technical Product Manager

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As defined by www.pragmaticmarketing.com

Product Marketing Manager

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Our
Product Management

4 Sept 2009 jf, tc

	Business Case	Positioning	Marketing Plan

| Distinctive Competence | Market Sizing | Pricing | Sales Process | Customer Acquisition | Prof Svcs |

| Market Research | Product Performance | Direct or Partner | Market Requirements | Customer Retention | | Technical Acct Mgt |

| Market Problems | Operational Metrics | Product Portfolio | Product Roadmap | Launch Plan | | Int. Product Training |

Market Analysis	Quantitative Analysis	Product Strategy	Product Planning	Program Strategy	Sales Readiness	Channel Support
Technology Assessment	Win/Loss Analysis	Innovation	User Personas	Buyer Personas	Channel Training	Presentations & Demos
Competitive Analysis		SME team (R&D)	Use Scenarios	Success Stories	Collateral & SalesTools	"Special" Calls
			Release Milestones	Thought Leaders	White Papers	Event Support
			Product Design (UI)	Lead Generation	Competitive Write-Up	Answer Desk
			Product Testing (QA)			

Legend

Jill (Prod Mgt)	Tom (Products)	Bob (Strategy)
Desai (Sales)	Ramit (Tech Acct Mgt)	Unknown (Other)

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Products (1)

Area	Ownership	Definition	Notes	Sept-Dec Plan
Distinctive Competence	Products	Articulate the organizations unique ability to deliver value to the customer while differentiating itself from competitive offerings.		
Launch Plan	Products		Make sure that Marcom, Pricing, demo are all ready, sales support tools available as we approach ship date	Bi-weekly launch meetings with the leadership team.
Market problems	Products	Become an expert on the market and problems by interviewing customers and potential customers. Look for unsolved urgent and pervasive problems for which people will pay to solve.	Where is the customer "pain"?	Attend customer visits and schedule conference calls with influencers to collect information
Market Requirements	Products	Functional, performance, constraint, 3rd party interface, security	Things which constrain the design. Requirement="what" or "problem" Specification="how" or "solution"	Based on feedback from customer meetings, will define requirements
Market research	Products	Stay on top of industry trends, gather expert opinions, quantitative market data for different market segments	Get a market mood ring	Develop a plan about how to grow this.

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Products (2)

Area	Ownership	Definition	Notes	Sept-Dec Plan
Operational Metrics	Products	Look at internal measurements to determine how the product impacts company operations. Look for areas which may affect profitability; includes life cycle, quality, customer support, marketing and sales support	Next steps are very tactical – need to take some steps back and look at the whole picture.	Operations scorecard, work with TAM to manage delivery dates for existing customers.
Product Portfolio	Products	Manage group of products and services which meet market needs. Assess viability of portfolio and how its components contribute to corporate strategy and distinctive competence. Manage portfolio like a product with business case, positioning, marketing plan, etc		No activity planned
Product Roadmap	Products	Create product roadmaps illustrating the vision for the product - a plan, not a commitment		Revise the product roadmap based on customer feedback
SME Team (R&D)	Products	CS definition - Technical research, mining "information" from data. Includes detailed knowledge of technology, and some business rules, but not "business value" associated with these rules.		Document business rules, establish test cases for tests, manage testing for new module.

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Product Management (1)

Area	Ownership	Definition	Notes	Sept-Dec Plan
Competetive analysis	Product Mgt	SWOT		Leverage Maria to maintain the competitive intelligence document
Innovation	Product Mgt	Observe the problem, brainstorm, prototype, build - know distinctive competence, leverage it, start small	Adding new types to the actual product (e.g. SMS, Radius	Consider integration of industry tools
Internal Product training	Product Mgt	Creation of materials for and providing training to CIG / TAM so that they can train the clients		Training Materials being created for three session class starting Oct. 1
Product Design (UI)	Product Mgt	User touch points, data analysis, identification of reports needed and how they are presented		Ongoing as new reports are being created
Product Testing (QA)	Product Mgt	Assurance that product passes QA standards - User Acceptance Testing from raw data to published reports		SQL DB and GUI testing ongoing; Raw to Report testing beginning with RC30

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Product Management (2)

Area	Ownership	Definition	Notes	Sept-Dec Plan
Release Milestones	Product Mgt	Planning which features appear in which release, setting the schedule for product releases		Release schedule planned/posted through Q1
Technology assessment	Product Mgt	Investigate different technologies inside and outside your organization and consider how to apply them to solve market problems	Compare "us" to "them" from a technical perspective Does this "box" include "game-changing" technology assessment (e.g. Netezza, etc)? If so, we need to work collaboratively on this.	
Use Scenarios	Product Mgt	How do clients use the product to solve their business problems		
User Personas	Product Mgt	Who are the users (roles) and what business problems do they have?	User advocate	In Progress

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Sales

Area	Ownership	Definition	Notes	Sept-Dec Plan
Buyer Personas	Sales	Describe each of the buyer personas who have an impact on the sales process, profiling attitudes, motivations, technology knowledge, business responsibilities, success metrics. Include each persona's preferences for researching new ideas and sourcing new vendor solutions.	We do this informally everyday as we decide who to meet with and how to get a deal done.	No plan to implement a formal process. This is covered as part of lead generation and customer acquisition.
Customer Acquisition	Sales	Process of going fro m an initial meeting to a demo to trial to a formal contract.	Integral part of what we do today.	Focus will be initial meetings, demos and limited trials.
Lead Generation	Sales	Determine potential customers based on market verticals and geography. Target audience is a finite universe and fairly well known.	Integral part of what we do today.	Continue to meet with as many existing or new customers as we can schedule and support.
Success Stories	Sales	Develop case studies and customer examples.	Part of what we do today.	Probably nothing unless the BETA has early results we can use.

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Strategy

Area	Ownership	Definition	Notes	Sept-Dec Plan
Direct or Partner	Strategy	Decide whether we go direct or partner for each deal.	We prefer to go direct	Continue to have this as part of our acquisition process
Competitive Write-up	Strategy	Analysis of competitive landscape	Generally a fairly difficult task since we can really on rely on customer wed sites with limited real user knowledge	Best efforts to determine what are current customers are using and gain as much information as we can. Lisa and TAM are creating a report on what our customers currently use
Market Sizing	Strategy	Universe of potential customers based on geographic location and verticals (wireless, wireline, cable, IXC, etc)		Currently no plan for a formal analysis
Marketing Plan	Strategy	Collateral, web site, press releases, sales materials		Joe is point and will continue to execute the existing marketing plan
Positioning	Strategy	Product differentiation and explanation of our value to prospective customers.		Initial materials developed, constantly fine tune based on meetings and feedback

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Strategy

Area	Ownership	Definition	Notes	Sept-Dec Plan
Professional Services	Strategy	Primarily focused on product implementation and customization.		Will create a more detailed set of service offerings as part of the BETA trial.
Sales Process	Strategy	For our definitions this is the same as customer acquisition.	Fairly well defined process.	Will modify as needed as part of the BETA.
White Papers	Strategy	Industry issues, industry trend report on what is being done to address those issues	On going process as we see a need.	Nothing else planned at the moment.
Win/Loss Analysis	Strategy	Understand why recent evaluators of the product did/did not buy. Don't expect sales channel to do this. Listen to negative feedback and document for analysis.	Will primarily focus on the losses. Assuming we can we try and get this feedback whenever we lose a deal.	As needed.

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CIG / TAM

Area	Ownership	Definition	Notes	Sept-Dec Plan
"Special" calls	TAM	Proof of concept, initial demo, early discussions	Established process	As needed.
Answer desk	TAM	Support/helpdesk for clients using the products	Established process	Will support the BETA and any other demo access we provide
Customer Retention	TAM	Pre and post-sales relationship management . Demos, application access, training, Q/A, etc.	Established process	As needed and will constantly look to improve the customer experience
Event Support	TAM	Trade shows, conferences		TBD, but nothing planned currently
Presentation and demos	TAM	Client visits, new feature demonstration, sales call support	Established process	Training and then support customer meeting as required
Technical Acct Mgt	TAM	Life cycle management of the customer from initial meeting to demo, to trial , implementation, on going support and identifying product feature enhancements.	"I was looking at your data and I found some things which might interest you" or "what are some problems that our tool does not solve for you?"	Continually train, focus and improve on our overall TAM capabilities

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Other

Area	Ownership	Definition	Notes	Sept-Dec Plan
Business case	Other	Objective analysis of potential opportunity to provide a basis for investment. Articulate what you learned in the marked. Quantify the risk, including a financial model.	Need to define the discipline about identification and quantification of potential business opportunities - see pragmatic marketing materials for ideas	
Pricing	Other	Establish a pricing model, schedule, guidelines and procedures	Value to customer, discount tiers, what to include "in the box" See pragmatic marketing materials for more info	
Product performance	Other	Monitor and analyze how well the product is performing including profitability, actual to planned revenue and market share.		
Channel Training	Other	Training for the sales process - how to sell the product		
Collateral and Sales tools	Other	Collateral to help sell the products	Prod Mgt contributes to this - supplying the details for slicks, etc	
Thought Leaders	Other		A person who has "the recognition from the outside world that the company deeply understands its business, the needs of its customers, and the broader marketplace in which it operates." Elise Bauer http://elise.com/web/a/be_a_thought_leader.php	

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Process

- "New feature request" - ticket system
  - Track requests
  - Tag to a release

- Defined PM workflow (13 Steps)
  - Ticket "Reviewed" to
  - Ticket "Closed"

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Positives

- Shared vision of what we were going to do - and not do

- Implemented defined, repeatable processes for managing the "idea to market" workflow

- Replaced "roadmap by gut feel"

- Increased sales wins significantly

- Decreased rework through structured QA process

- Series of releases launched on schedule

Results:

- Product Management team very satisfied

- Development team very satisfied

- Team cohesion increased

- Confusion decreased

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"Experiences"

- Did not baseline the current process to document inefficiencies and costs

- Did not clearly define the scope of what constituted Product Management - what leadership wanted was someone to project manage "getting new features in, and getting a release out" but didn't want to commit to a program of Product Management

- Did not "sell the benefits" or "celebrate successes" with leadership

- Did not share enough of the challenges along the path

Perceptions:

- "Too bureaucratic"

- "Too expensive"

- "You say 'no' too much"

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