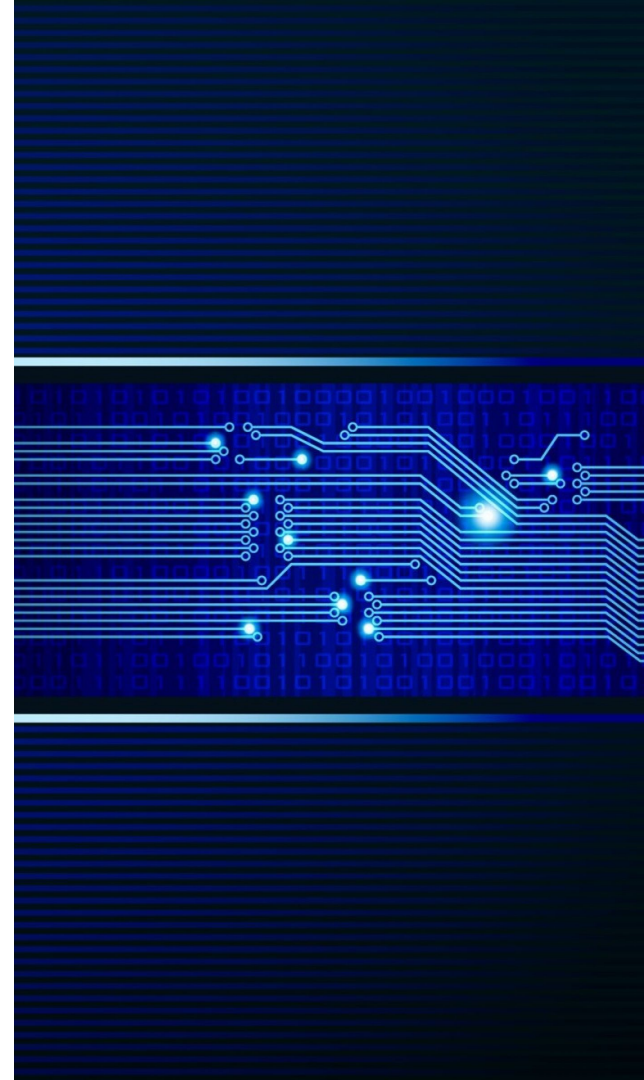# Case Study
Product Management Skills

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Munich, 27th September 2022

Content

1) **Backlog Prioritization & Ordering**

2) **Product Strategy Development**

3) **Key PM Questions & Answers**

    a) How to capture customer centricity?
    b) How to enable stakeholders?
    c) What are the challenges during product launch?
    d) How to react to an unsatisfied customer?

1) Backlog Prioritization & Ordering

Boundary Conditions

- Sprint duration: 2 weeks | 10 business days
- Mean Capacity per sprint: **23 Points**

Business & Customer Value

Economic Value for the company and added value for the customer

Urgency & Dependency

How urgently do we have to complete the task?
Does the task depend on another task?

Opportunity

Will this benefit us in the long run?
(e.g. mitigate technical risk, save money)

Effort

How many points does it take to complete the respective task?

Criteria to consider for Prioritization

Tasks in an exemplary Backlog & Notes

ID: 238	Title: Idea: Add RAW picture format processing			
Size: large	Depends on:	State: New	Label: urgent	
Notes:				

ID: 229	Title: Step 3: Change also compose service API to new style		
Size: 2	Depends on: 224	State: in progress	Label:
Notes:			

ID: 237	Title: Assist customer l on** with OP deployment		
Size: small	Depends on:	State: In progress	Label: presales
Notes:			

ID: 230	Title: Implement SSO for Cloud		
Size: medium	Depends on:	State: New	Label:
Notes:			

ID: 231	Title: Scaling issues on Cloud during on call		
Size: 1	Depends on:	State: New	Label:
Notes:			

Split into smaller tasks

ID: 234	Title: Customer request: Deploy on AWS US West		
Size: 24	Depends on:	State: New	Label: Presales, urgent, DevOps
Notes:			

Tasks in an exemplary Backlog & Notes

ID: 195	Title: Clean up unreadable code in tracking service		
Size: 4	Depends on:	State: New	Label: tech_debt
Notes:			
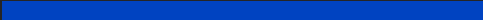
ID: 240	Title: Adjust presentation with new metrics		
Size: 1	Depends on: 239	State: New	Label: presales, urgent
Notes:			

ID: 211	Title: Bring API Management configuration into Github		
Size: 4	Depends on:	State: New	Label: tech_debt
Notes:			

ID: 222	Title: Fix processing problems for renewal negotiation in 3 months		
Size: small	Depends on:	State: New	Label: cust_success
Notes:			

ID: 223	Title: API definition upgrade (breaking!)		
Size: 4	Depends on:	State: New	Label:
Notes:			

Comments on the Tasks:

- No notes included
- Different task types (tech debt, bugs, new features & infrastructure...)
- large tasks (more points than 1 sprint)
- ideas and customer requests included
- ongoing and new tasks
- Tasks not formulated as user stories
- Missing size data
- dependent items

First Step: Gather more Information form key stakeholders & update backlog

Dev Team

Determine missing size data (points)
Gather more information on tasks & fill in notes
Assess the state of dependent tasks
Discuss task splitting

Business Teams

Discuss Opportunity and Business & Customer value of the specific tasks
Discuss task splitting

Assumptions

Tasks 224, 239 already completed
Necessary information gathered
Task splitting agreed

Second Step: Task Splitting

Split large tasks (epics) so that you can deliver value to the customer incrementally

New Feature
→ Agile Approach with BML Cycle (Build MVP, Evaluate with Customer, Optimize)

ID: 238	Title: Idea: Add RAW picture format processing		
Size: large	Depends on:	State: New	Label: urgent
Notes:			

New Infrastructure
→ Possibly Waterfall Approach necessary (complete necessary steps sequentially)

ID: 234	Title: Customer request: Deploy on AWS US West		
Size: 24	Depends on:	State: New	Label: Presales, urgent, DevOps
Notes:			

238 Step 1 (Validation)

238 Step 2 (1st BML Loop)

234 Step 1 (Validation)

234 Step 2 (Implementation)

238 Step 3 (2nd BML Loop)

234 Step 3 (Implementation)

Third Step: Prioritization

Possible Framework: Weighted Shortest Job First (WSJF) (Others: MOSCOW, Impact vs Effort Matrix, KANO etc.) → Rating on a scale: 1, 2, 3, 5, 8, 13, 20 to be evaluated with <u>stakeholders</u> (senior mgmt, dev team, sales, marketing etc.)

Backlog Item	Business & Customer Value	Urgency	Opportunity	Effort	WSJF
238/1	5	13	13	3	**10,3**
238/2	13	13	20	20	**2,3**
238/3	13	13	20	20	**2,3**
229	3	5	8	2	**8**
237	3	8	3	3	**4,7**
230	8	3	8	8	**2,4**
231	3	8	8	1	**19**
234/1	5	13	13	3	**10,3**
234/2	13	13	20	20	**2,3**
234/3	13	13	20	20	**2,3**
195	1	3	13	5	**3,4**
240	3	13	8	1	**24**
211	3	5	8	5	**3,2**
222	8	3	13	3	**8**
223	13	13	8	5	**6,8**

Fourth Step: Backlog Ordering and Sprint Definition

Backlog Item	WSJF	Points	Next Sprint
240	**24**	1	yes
231	**19**	1	yes
238/1	**10,3**	4 (est)	yes
234/1	**10,3**	4 (est)	yes
229	**8**	2	yes
222	**8**	3	yes
223	**6,8**	4	yes
237	**4,7**	2 (est)	yes
195	**3,4**	4	maybe
211	**3,2**	4	no
230	**2,4**	8 (est)	no
238/2	**2,3**	10 (est)	no
238/3	**2,3**	10 (est)	no
234/2	**2,3**	10 (est)	no
234/3	**2,3**	10 (est)	no
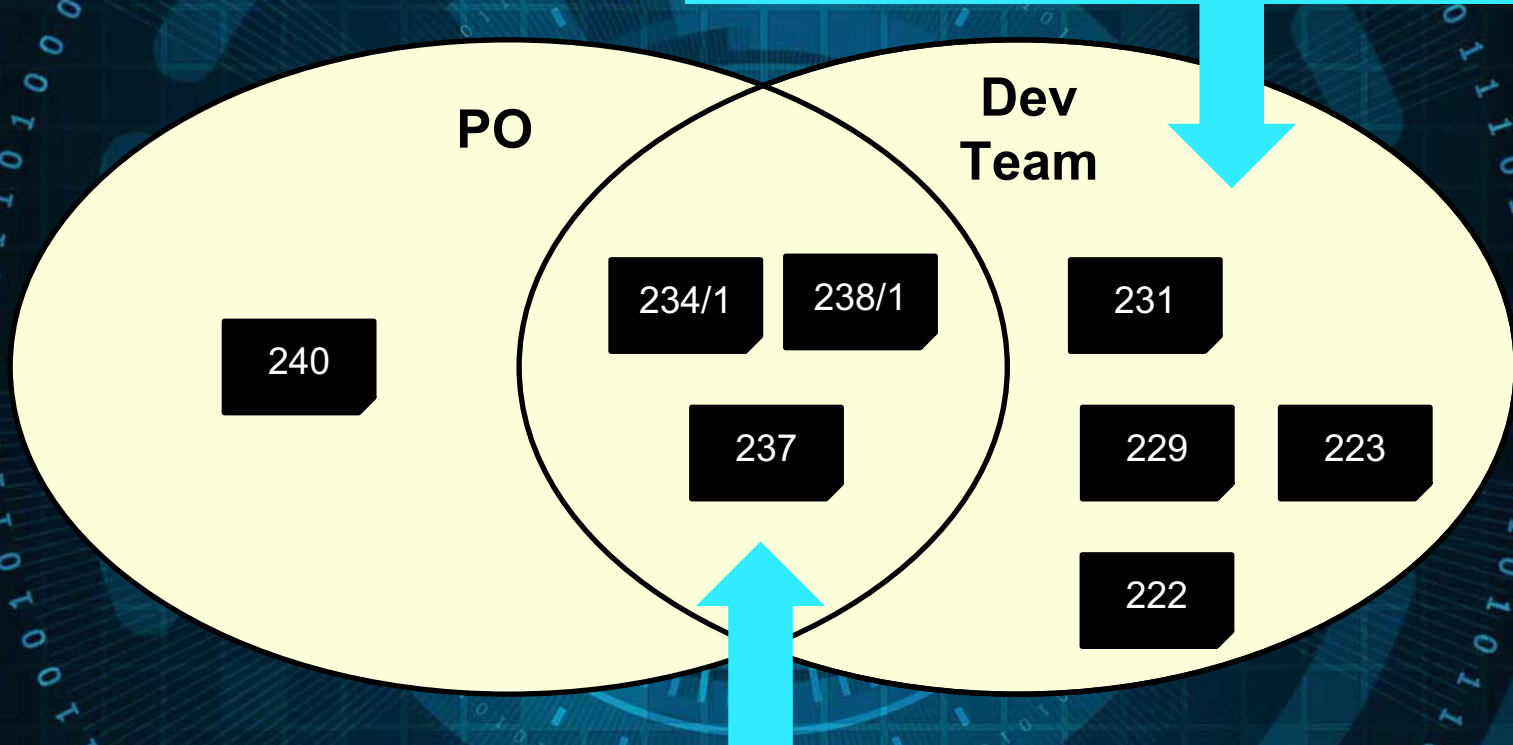
brighter AI

2) Product Strategy Development

Corporate Vision
"Protect every identity in public"

Potential Corporate Goals

| Reach revenue targets | Expand into new markets | Expand into new industries | Introduce new products to the market and achieve technology leadership | Improve products to provide increased customer value |

Key criteria for a sound product strategy

It must support the corporate vision and goals.
The strategy derives itself from the product vision and defines how the vision is achieved.

It should ensure the differentiation of the product offering from the competition as well as provide continuous value to the business & customer by addressing the most promising opportunities.

Potential Opportunities

Markets

New geographical markets
New industries
Expand in existing markets & industries
Target a specific market niche

Products

New features
Feature improvements
New infrastructure support

Customers

Acquire an additional customer base
Expand the existing customer base
Focus on a specific target group

Products

Blurring for Anonymization

VS

Deep Natural Anonymization

Focus on DNAT

- Strong competition by similar services (e.g. sightengine)
- Brighter AI is not focusing on cost leadership
→ **Difficult to differentiate and compete**

- Strong Position as market leader
- Brighter AI is focusing on technology leadership
→ **Opportunity to further differentiate and offer unique value to customers**

What could the product vision for DNAT to support the corporate vision and goals and leverage the full potential by addressing the most promising opportunities while maximizing customer & business value be?

Tasks to be completed to make an informed decision and prioritize opportunities:

Competitor analysis, market & customer research, internal & external stakeholder feedback, develop business cases, ...

Assumptions:

- real time video processing offers a huge potential to **expand the customer base, address new industries & differentiate from competitors** compared to other, minor features (e.g. sharing, improved license plate support)
- Reliability of DNAT regarding anonymization is key for the customer
- Introduction specifically in markets with strict data protection regulations (EU, California, China), where customers are forced to comply
- Anonymization of sound, gait, body, text and more currently not in demand (not required by GDPR) and difficult to implement (faces and plates most important)

Focus on reliable, real-time video processing

Product Vision rtDNAT

"With real-time Deep Natural Anonymization, we brighter AI, offer a **reliable and industry-leading** video & image anonymization solution to protect the privacy of individuals in **real time** wherever **supervision** is required, and data protection is **highly valued**!"

Differention, Quality & Focus Strategy for rtDNAT

Primary Goals

Differentiation & Quality

1. Improve reliability & robustness of DNAT **to 99.9%**
2. Enable real-time processing of video feeds with a maximum **lag of 1 ms**

Focus

3. Introduce it to public sector markets / customers (for **supervision** purposes) to achieve **10 M€ of revenue** within 3 years

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Implementation of the rtDNAT Product Strategy

➡ **Reliability & robustness** and **real-time processing** worked on by **deep learning team** and a **cloud/ application development team**
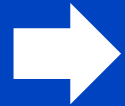
➡ Introduction to **public sector customers** (police & rail operators) in existing geographical markets first to achieve **brand awareness** and **subsequent expansion** into markets with data protection regulations enabled by **marketing & sales teams**

Current **financial and resource situation** of brighter AI supports the implementation of the rtDNAT strategy within approx. **4-5 years**

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Further Tasks

Draft product roadmap, gather feedback from internal & external stakeholders, define KPIs supporting the goals (customer lifetime value, monthly recurring revenue etc.), ...

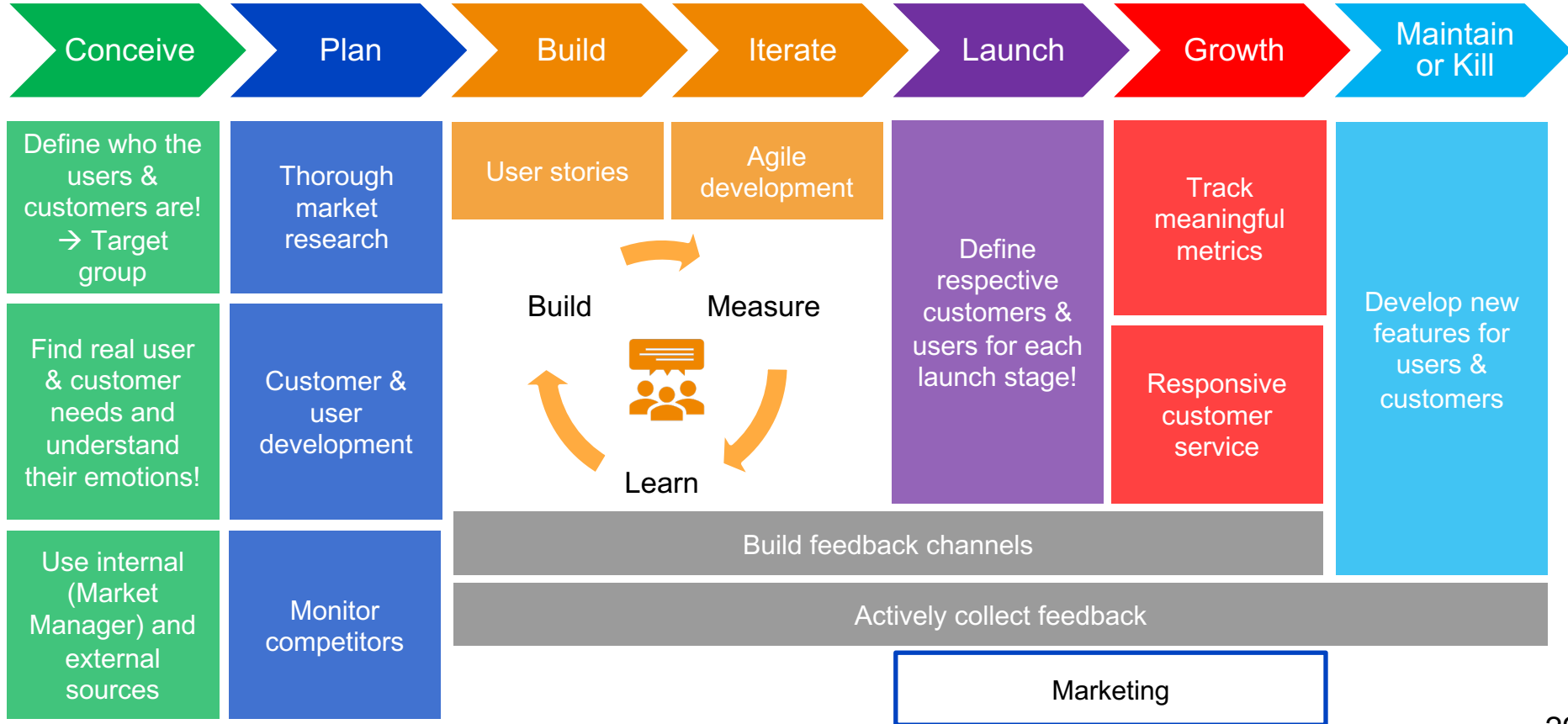# Customer Value Proposition for rtDNAT

"To comply with **local regulations** and protect the identity of individuals, our **reliable and industry-leading** video & image anonymization solution, real-time Deep Natural Anonymization, enables anonymized supervision in real time whilst **maintaining the quality** of your data!"
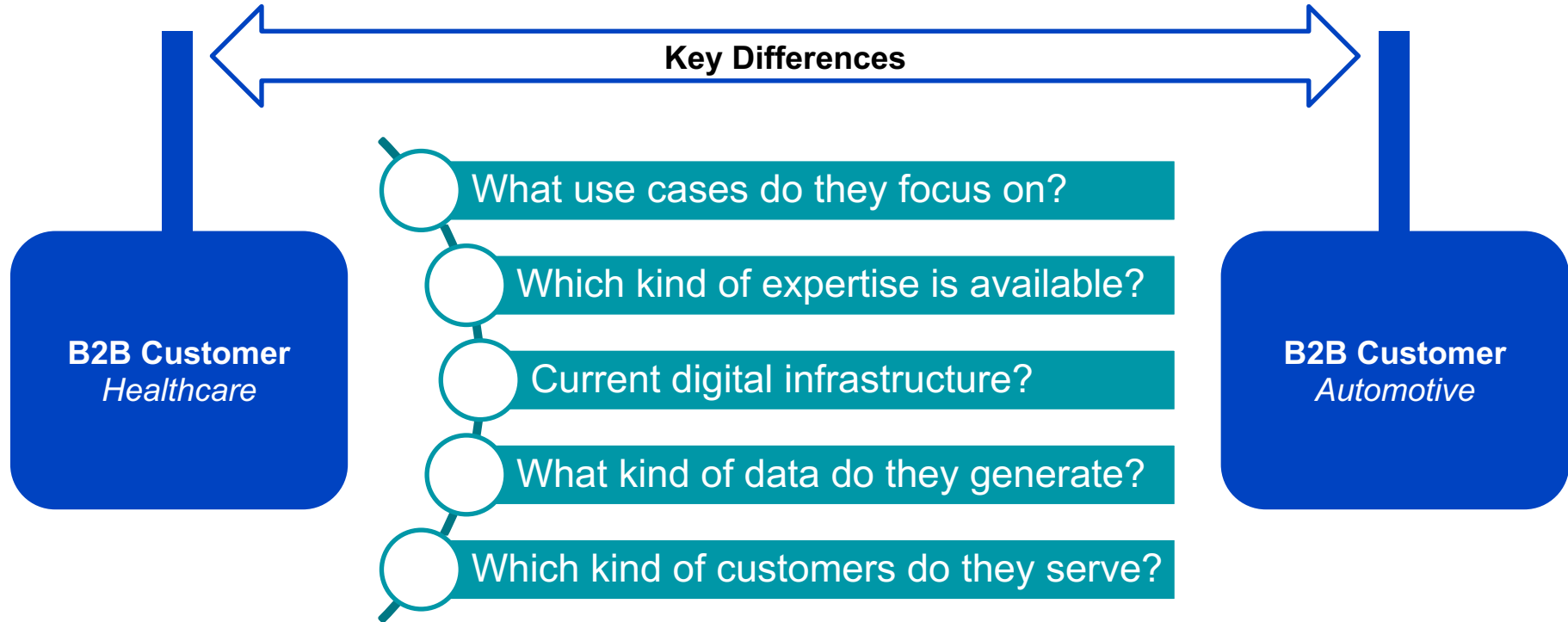
3) Key PM Questions & Answers

a) How to capture customer centricity?

Ensure Customer Centricity

Conceive → **Plan** → **Build** → **Iterate** → **Launch** → **Growth** → **Maintain or Kill**

Conceive	Plan	Build / Iterate	Launch	Growth	Maintain or Kill
Define who the users & customers are! → Target group	Thorough market research	User stories / Agile development	Define respective customers & users for each launch stage!	Track meaningful metrics	Develop new features for users & customers
Find real user & customer needs and understand their emotions!	Customer & user development	Build → Measure → Learn (cycle)		Responsive customer service	
Use internal (Market Manager) and external sources	Monitor competitors				

Build feedback channels

Actively collect feedback

Marketing

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Ensure Customer Centricity

Every customer is unique and has unique needs! The solution must be tailored to the respective customer!

Key Differences

What use cases do they focus on?

Which kind of expertise is available?

Current digital infrastructure?

What kind of data do they generate?

Which kind of customers do they serve?

B2B Customer
Healthcare

B2B Customer
Automotive

b) How to enable stakeholders?

Stakeholder Enablement

1	Clear product vision & strategy
2	Regular Updates
3	Open + transparent Communication
4	Proper Expectation Management
5	Shared Product Roadmap - Sound strategy - Realistic - Fully supported

"A product roadmap has no value if stakeholders are not aligned in advance!"

Example: Sales Enablement

Partner with the sales team so they give the right pitch

Listen to their feedback and share yours / expectation mgmt

Always educate on new features and roadmap updates

Be responsive if questions arise

c) What are the challenges during product launch?

Challenges during Launch Phases

LivaNova **OTM**

Customer

1 **Difficult Team Collaboration**
Create as few obstacles as possible for the team.
→ PIM system

1 **Lack of Trust & Inaction**
- Gradually educate customers on their problem
- Help customers to take the first step

2 **Planning**
Scheduling | Accountability | Prepare for the worst

2 **No Interest in the product**
- Clearly define problem and solution
- Choose right platform to reach target audience
- Provide regular updates to keep interest

3 **Delays**
Plan product launch carefully and ensure resources & buffer

3 **No Product Differentiation**
- Cleary position the product with brand messaging
- Establish a unique value proposition
- Provide fast and reliable support

d) How to react to an unsatisfied customer?

Customer Satisfaction

Support

Show the customers that you care about their problems

- Quick reaction
- Reliable communication (dedicated contact)
- Offer modern support channels (e.g. live chat)
- Involve all stakeholders

Root Cause

5 Whys
→ problem-solving tool to uncover root cause

- Why are you not satisfied?
- What do you expect from the product?
- What is created value for you / your business?

Customer / User Training

Identify whether problem is due to lack of knowledge

- Offer self-training methods (video tutorial, live remote training)
- Offer on-site training at the customer's facility
- Inform properly about updates / new features

Adaptation

Adjust the product offering or risk losing the customer

- Provide feature roadmap
- Integrate feature requests & updates
- Offer discounts
- Decide whether to keep the customer

Thank you!

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