

Software Product Management

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PROD C01

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Software Product Management (Recap)

- **(Software) product**
 - A man-made physical or virtual artifact offered for sale to customers in a market
- **(Software) product management**
 - The management of a company's products (along the product life-cycle) (across the product portfolio)
- **(Software) product manager**
 - The person tasked with performing product management at a product company



What my friends think I do



What my mom thinks I do



What society thinks I do



What my colleagues think I do



What I think I do



What I actually do

1. What?

What should we be doing?

2. Why?

Why should we be doing it?

3. When?

When is the time for doing it?

The Bradley Vehicle

(10+ years in the life of a project manager)

[1] <https://youtu.be/r0op8e0LuoU>

Video Lessons

- Multiple stakeholders: Bargaining leads to suboptimal results
- Meddling stakeholders: Intervening in the tank design process
- Unclear market: From US military to foreign markets
- Cost explosion: With changing requirements, costs explode
- Inconsistent requirements: From fast and small to big with firepower
- Changing requirements: Lack of focus invalidates prior work
- Feature creep: From troop carrier to tank

Main Responsibilities

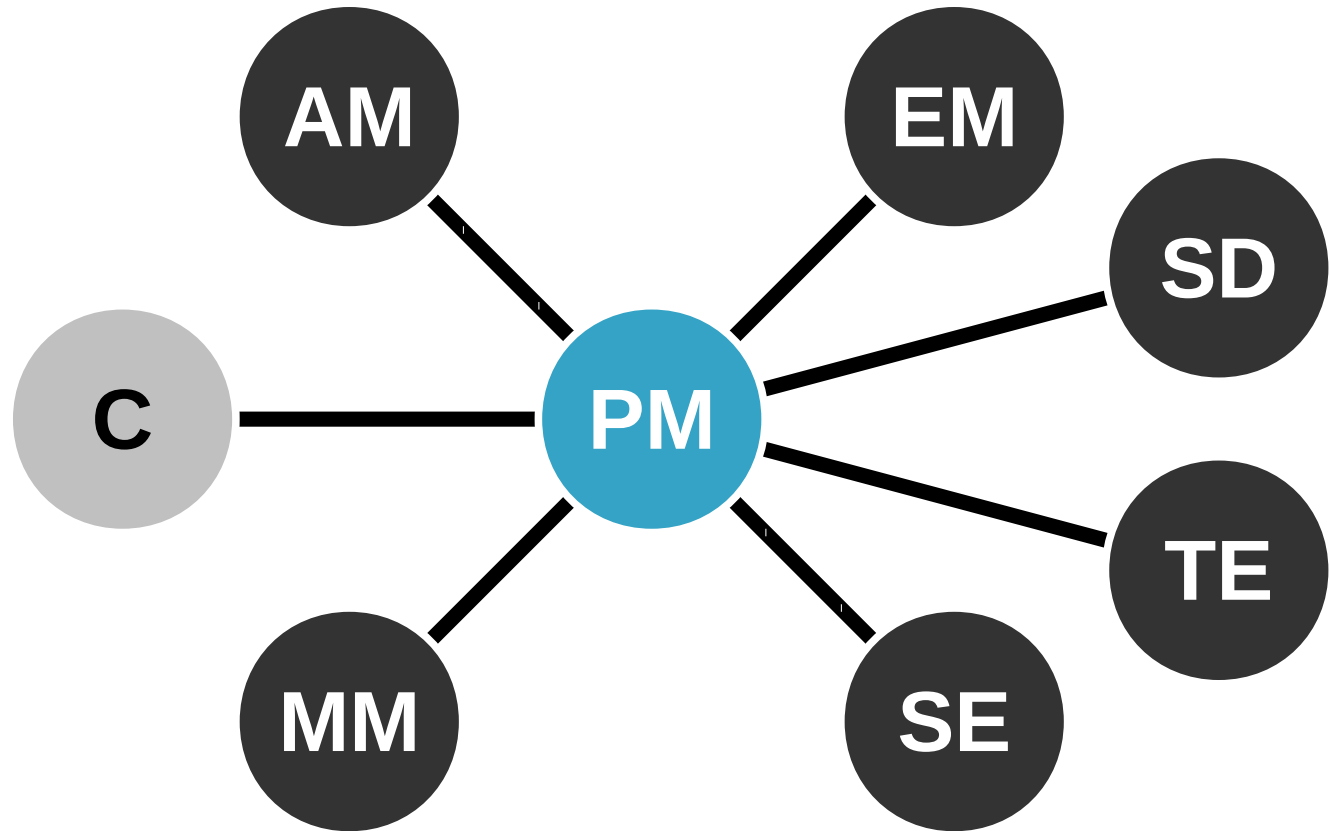
- Definition of product vision
- Economic rationale (business plan)
- Strategic positioning within portfolio
- Specification and prioritization of features
- Mapping of features into releases into time

Communication with Stakeholders

- With leadership
 - To ensure buy-in
- With marketing
 - To communicate the story to the market
- With engineering
 - To have the right product built
- With finance
 - To ensure funds don't run out
- With support
 - To ensure a whole product

Product Manager in Context

- Customer (C)
- Account Manager (AM)
- Marketing Manager (MM)
- Product Manager (PM)
- Engineering Manager (EM)
- Software Developer (SD)
- Test Engineer (TE)
- Support Engineer (SE)



- **Marketing Management**
- **Engineering Management**
- **Project Management**
- **User Experience Design**

Marketing vs. Product Manager

- Marketing manager
 - A.k.a. “outbound marketing”
 - Markets to customers
- Product manager
 - A.k.a. “inbound marketing”
 - Learns from customers

Engineering vs. Product Manager

- Engineering Manager
 - Is to realize product
 - Has 5-20 times larger staff than product manager
- Product Manager
 - Is to define product
 - Small or no staff

WHY DO WE EVEN
NEED MARKETING?
THEY JUST MAKE
EVERYTHING DUMB.



MAN, YOU'RE
RIGHT! LET'S
START A COMPANY
WHERE PRODUCTS
ARE DESIGNED,
BUILT, AND
MARKETED BY
ENGINEERS.



Introducing.

MAGNATABLET



"If the user
interface is
confusing, it's
because you're
stupid."

Project vs. Product Manager (Recap)

- Project Manager
 - Is to manage project, including people
- Product Manager
 - Typically not involved in any projects
 - May define project services as part of whole product

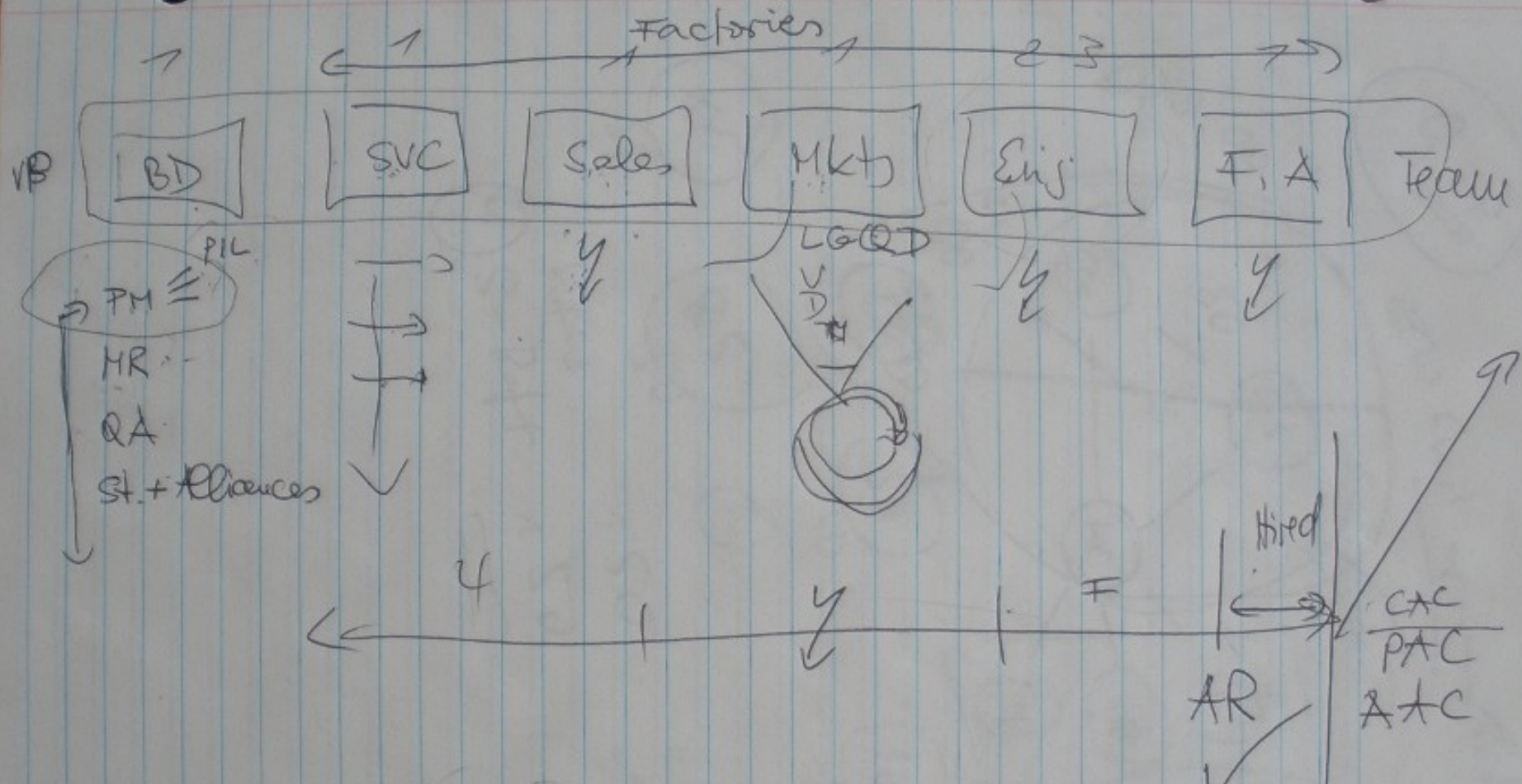
UX Designer vs. Product Manager

- User experience designer
 - Conceives user experience, includes
 - Information visualization
 - Interaction design
- Product manager
 - Provides the functional input for UX design
 - May be manager (superior) of UX designer

Product Management within a Product Firm

| Management | | | | | |
|---------------------|----------------------|---|-------------|---------|--------------------------------------|
| Sales and Marketing | | Product Management (Inbound Marketing) | Engineering | | Other (HR, Office, Finances, ...) |
| Sales | (Outbound) Marketing | | Development | Support | |
| | | | | | |
| | | | | | |
| | | | | | |

CEO



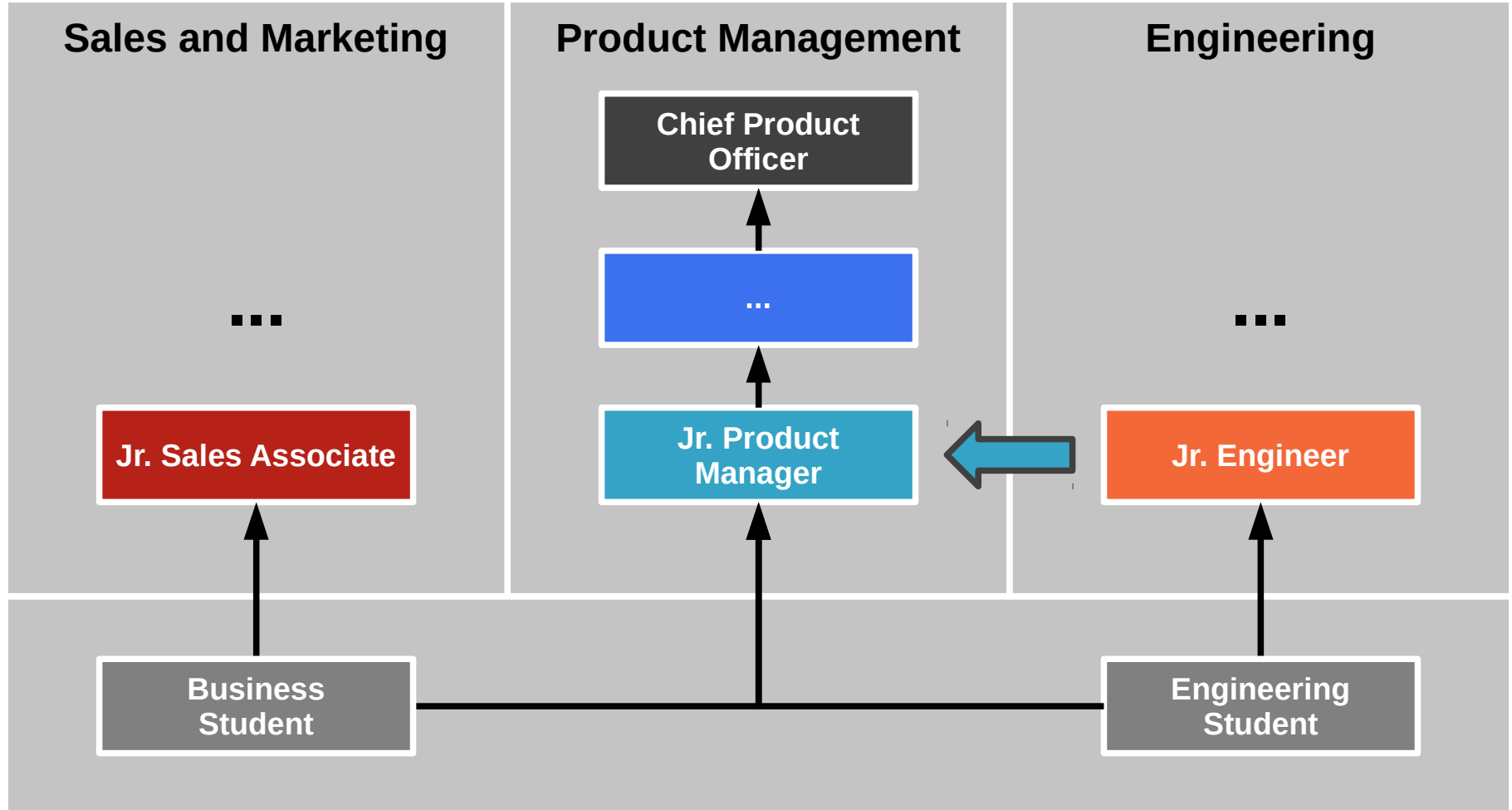
The Role of the Product Manager

- CEO of the product
 - Holds overall responsibility for the product (including revenue responsibility)
- ~~Voice of the customer~~
 - ~~Channels market requirements towards development~~

More Definitions

- Product life-cycle
 - A model of the stages that mark a product's life-time
- Product roadmap
 - A plan of the evolution over time of a product's key features
- Product portfolio
 - The group of products sold by a company and their relationships

Product Management Careers



Functions of Product Management

- **Strategic Product Management**
 - Focuses on assessing and defining the market opportunity
 - “Owns” the **Marketing Requirements Document**, which
- **Technical Product Management**
 - Focuses on defining the product and its features
 - “Owns” the **Product Requirements Document**, which

Pragmatic Marketing Framework™

The market-driven model for managing and marketing technology products

STRATEGY

| | | | | |
|--------------------------|-----------------------|-----------------------|----------------|-----------------------|
| | | Business Plan | Positioning | Marketing Plan |
| Market Problems | Market Definition | Pricing | Buying Process | Customer Acquisition |
| Win/Loss Analysis | Distribution Strategy | Buy, Build or Partner | Buyer Personas | Customer Retention |
| Distinctive Competencies | Product Portfolio | Product Profitability | User Personas | Program Effectiveness |

| MARKET | FOCUS | BUSINESS | PLANNING | PROGRAMS | READINESS | SUPPORT |
|--------|-------|----------|----------|----------|-----------|---------|
|--------|-------|----------|----------|----------|-----------|---------|

| | | | | | | |
|-----------------------|-----------------|------------|----------------------------|------------------------|------------------|-----------------------|
| Competitive Landscape | Product Roadmap | Innovation | Requirements | Launch Plan | Sales Process | Presentations & Demos |
| Asset Assessment | | | Use Scenarios | Thought Leadership | Collateral | "Special" Calls |
| | | | Stakeholder Communications | Lead Generation | Sales Tools | Event Support |
| | | | | Referrals & References | Channel Training | Channel Support |

EXECUTION



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Strategic

STRATEGY

| | | Business Plan |
|--------------------------|-----------------------|-----------------------|
| Market Problems | Market Definition | Pricing |
| Win/Loss Analysis | Distribution Strategy | Buy, Build or Partner |
| Distinctive Competencies | Product Portfolio | Product Profitability |
| MARKET | FOCUS | BUSINESS |
| Competitive Landscape | Product Roadmap | Innovation |
| Asset Assessment | | |

Positioning

Buying Process

Buyer Personas

User Personas

PLANNING

Requirements

Use Scenarios

Stakeholder Communications

Marketing Plan

Customer Acquisition

Customer Retention

Program Effectiveness

PROGRAMS

Launch Plan

Thought Leadership

Lead Generation

Referrals & References

READINESS

Sales Process

Collateral

Sales Tools

Channel Training

SUPPORT

Presentations & Demos

"Special" Calls

Event Support

Channel Support

Technical

EXECUTION

Pragmatic Marketing Framework™

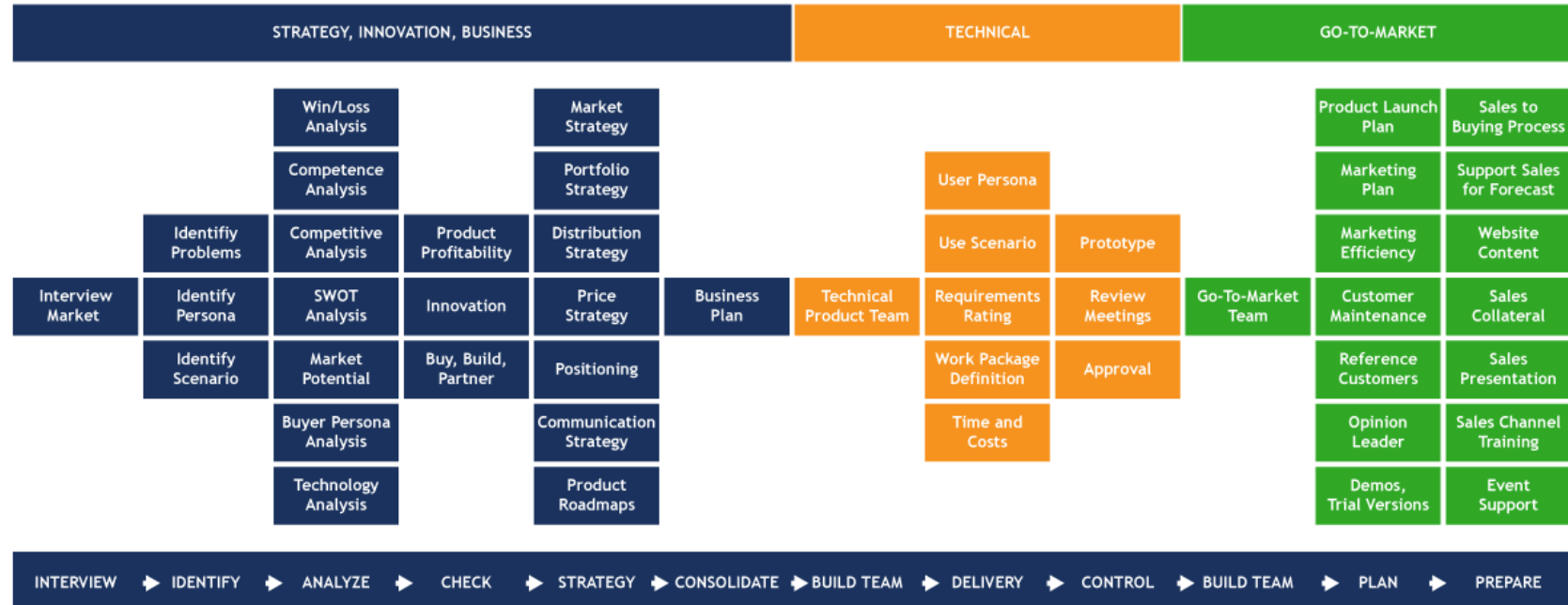
The market-driven model for managing and marketing technology products



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Open Product Management Workflow™

A market-driven step by step model
for developing and managing innovative technology products.



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Review / Summary of Session

- Product Management
 - The what, why, and when?
 - Compared with other functions
 - Within the corporate context
- Domains of product management
 - Product roadmap
 - Product life-cycle
 - Product portfolio

Thank you! Questions?

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