

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

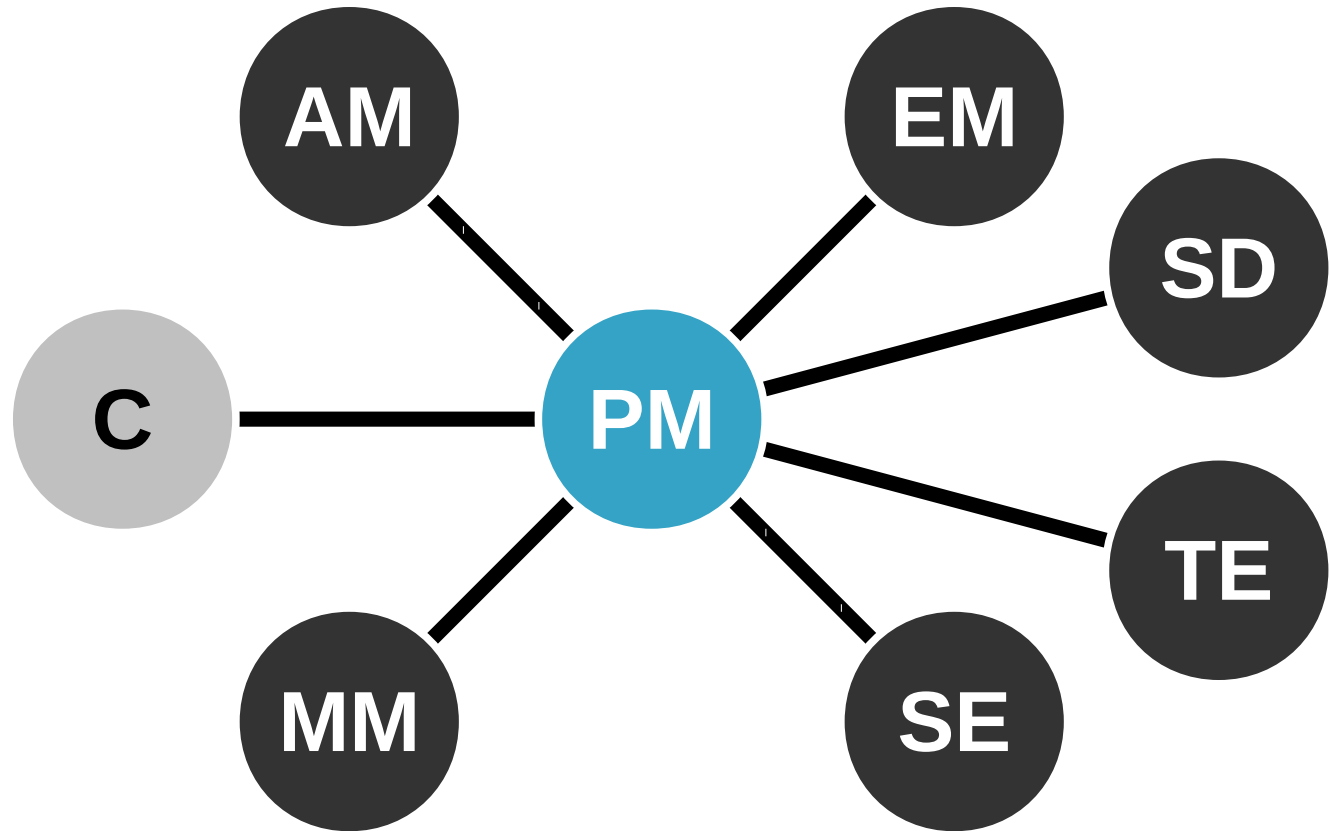
- Definition of product vision
- Economic rationale (business plan)
- Strategic positioning within portfolio
- Specification and prioritization of features
- Mapping of features into releases into time

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

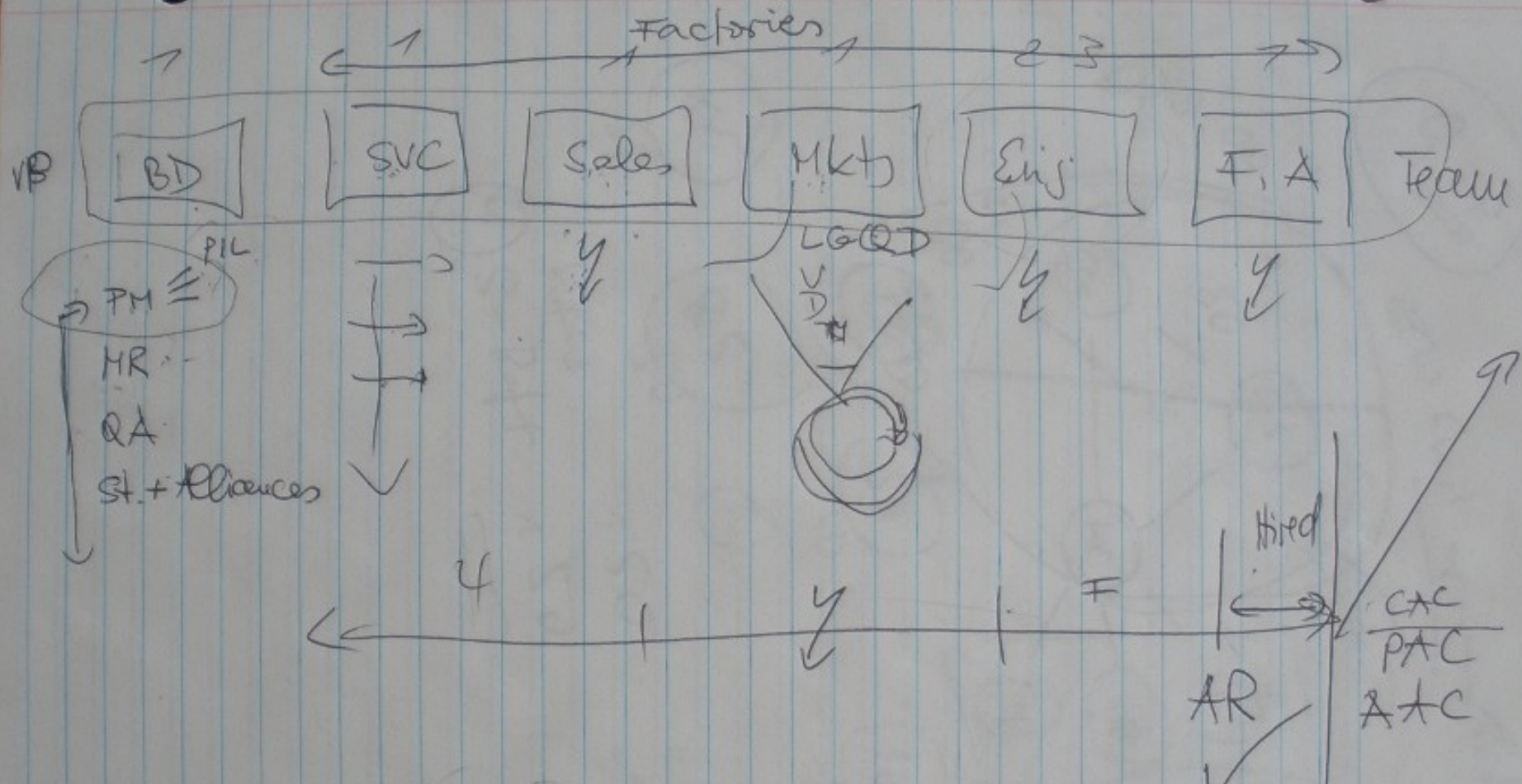
UX Designer vs. Product Manager

- 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	
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CEO



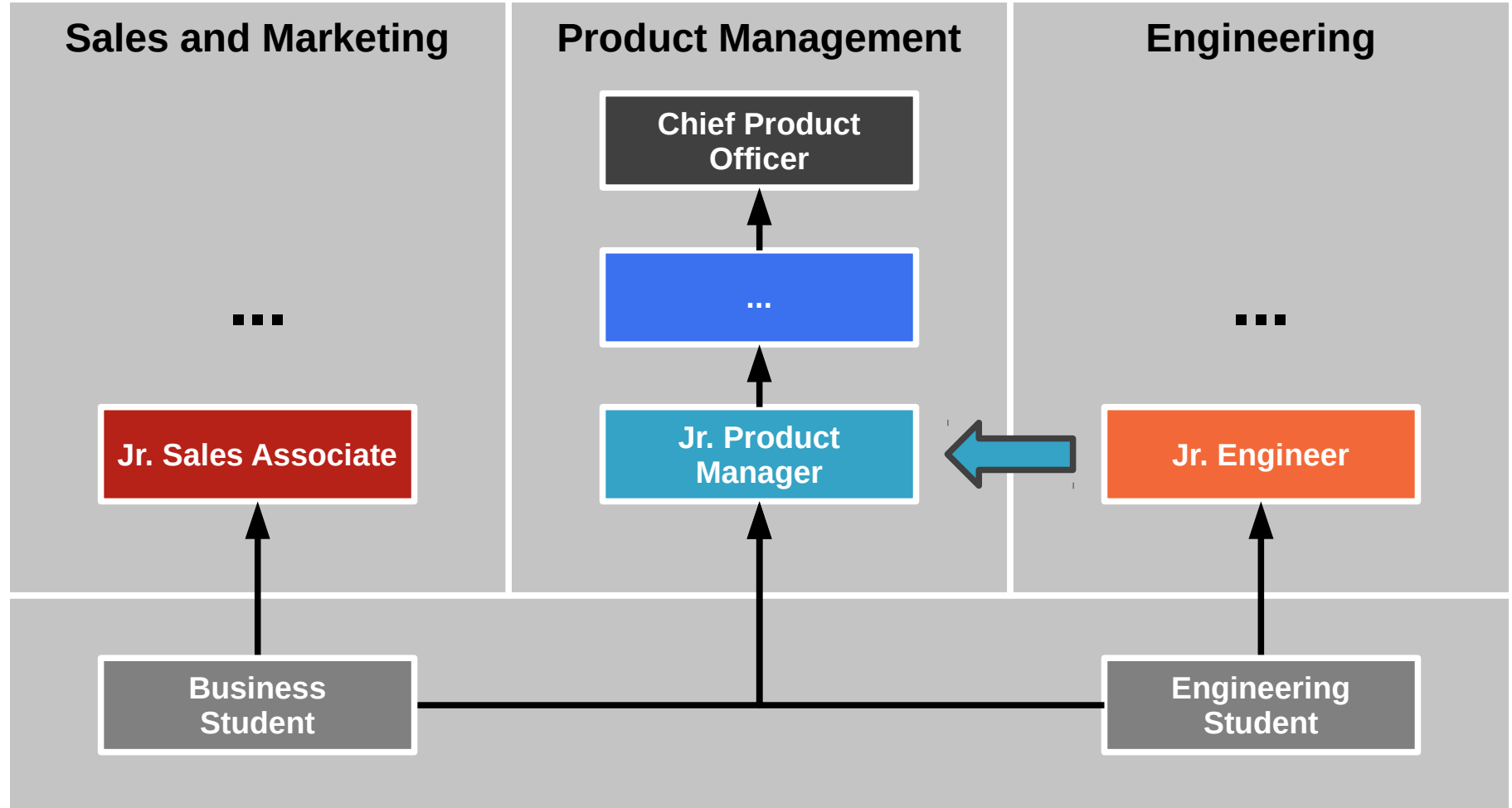
The Role of the Product Manager

- 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
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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		

PLANNING
Positioning
Buying Process
Buyer Personas
User Personas
Requirements
Use Scenarios
Stakeholder Communications

PROGRAMS
Marketing Plan
Customer Acquisition
Customer Retention
Program Effectiveness
Launch Plan
Thought Leadership
Lead Generation
Referrals & References

READINESS	SUPPORT
Sales Process	Presentations & Demos
Collateral	"Special" Calls
Sales Tools	Event Support
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Technical

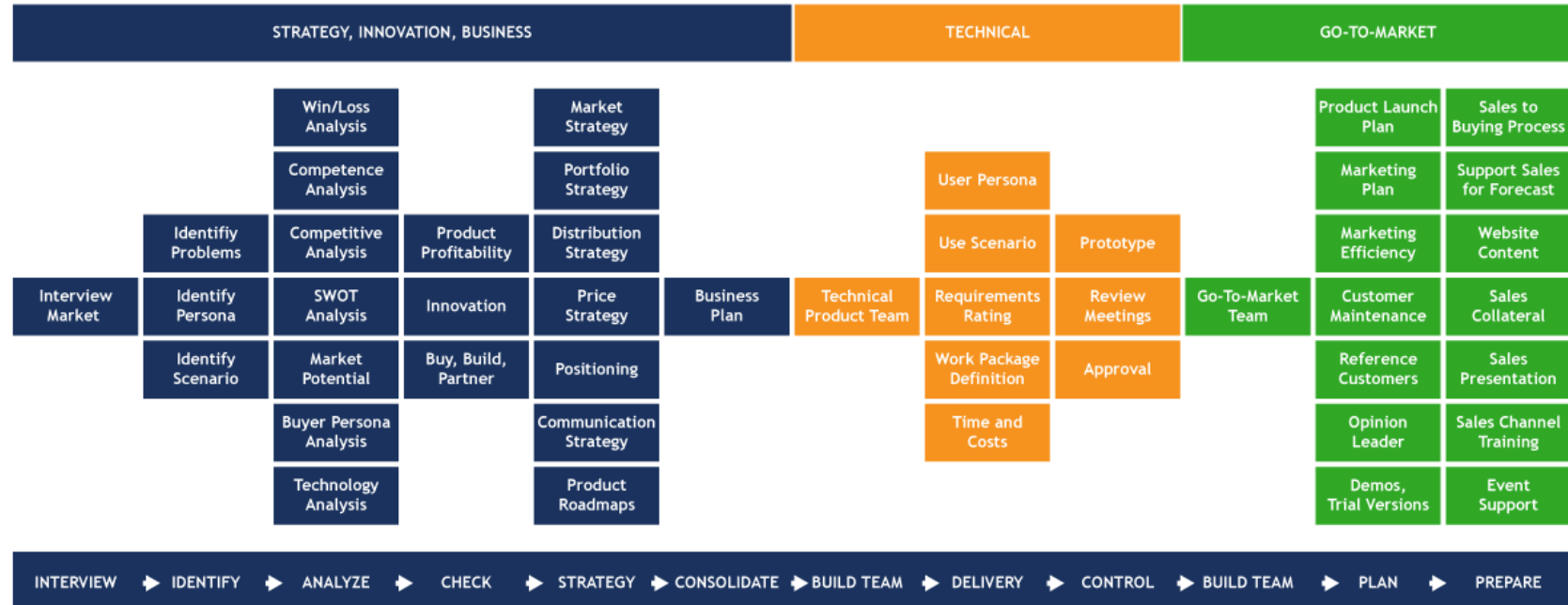
EXECUTION



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Open Product Management Workflow™

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



Open Product Management Workflow™

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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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