# 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


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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

# Main Questions (re: Products)

1. **What?**
   **What should we be doing?**
2. **Why?**
   **Why should we be doing it?**
3. **When?**
   **When is the time for doing it?**


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# Video From “The Pentagon Wars” [1]

## The Bradley Vehicle

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

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


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# 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


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# 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


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# 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


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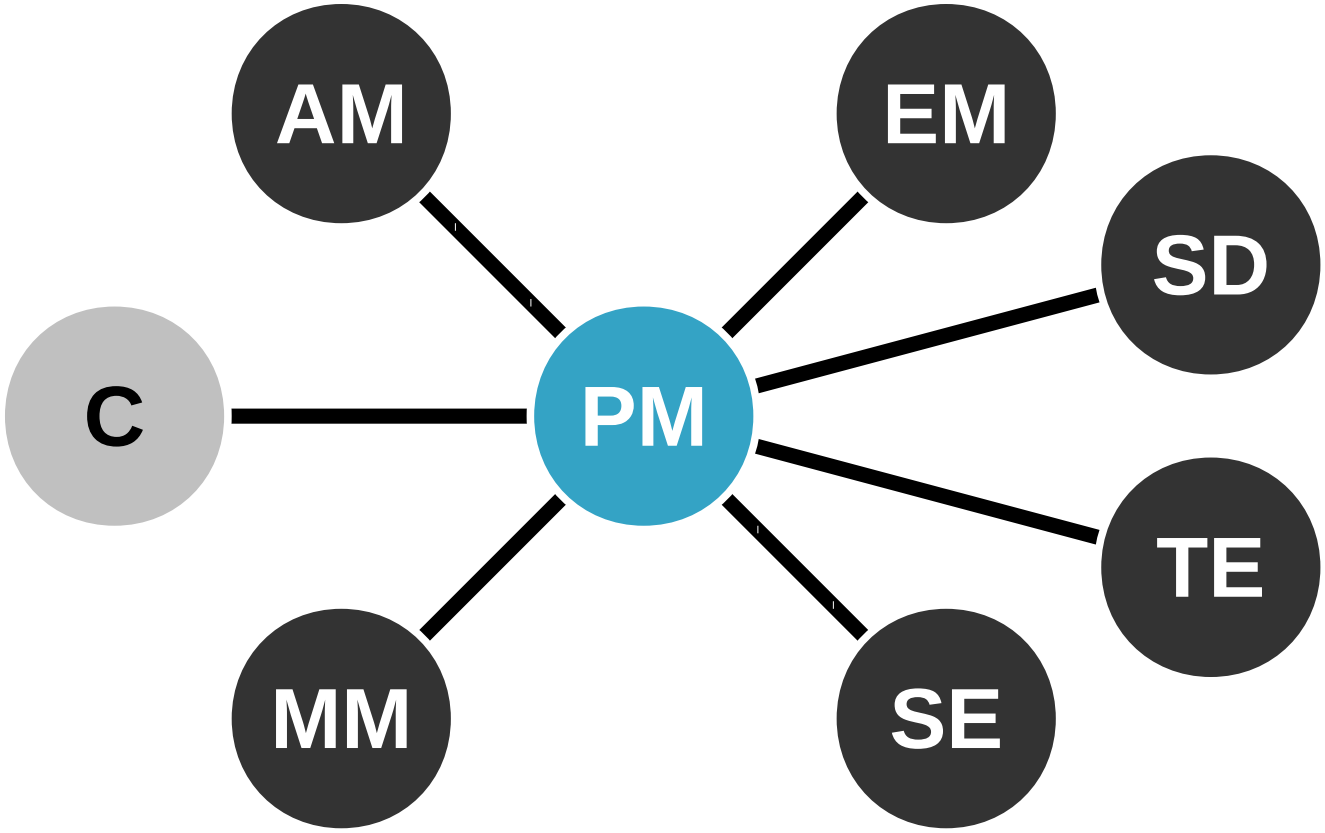
# Product Manager in Context

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





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# Product Management vs …

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


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# Marketing vs. Product Manager

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


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# 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


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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


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# 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


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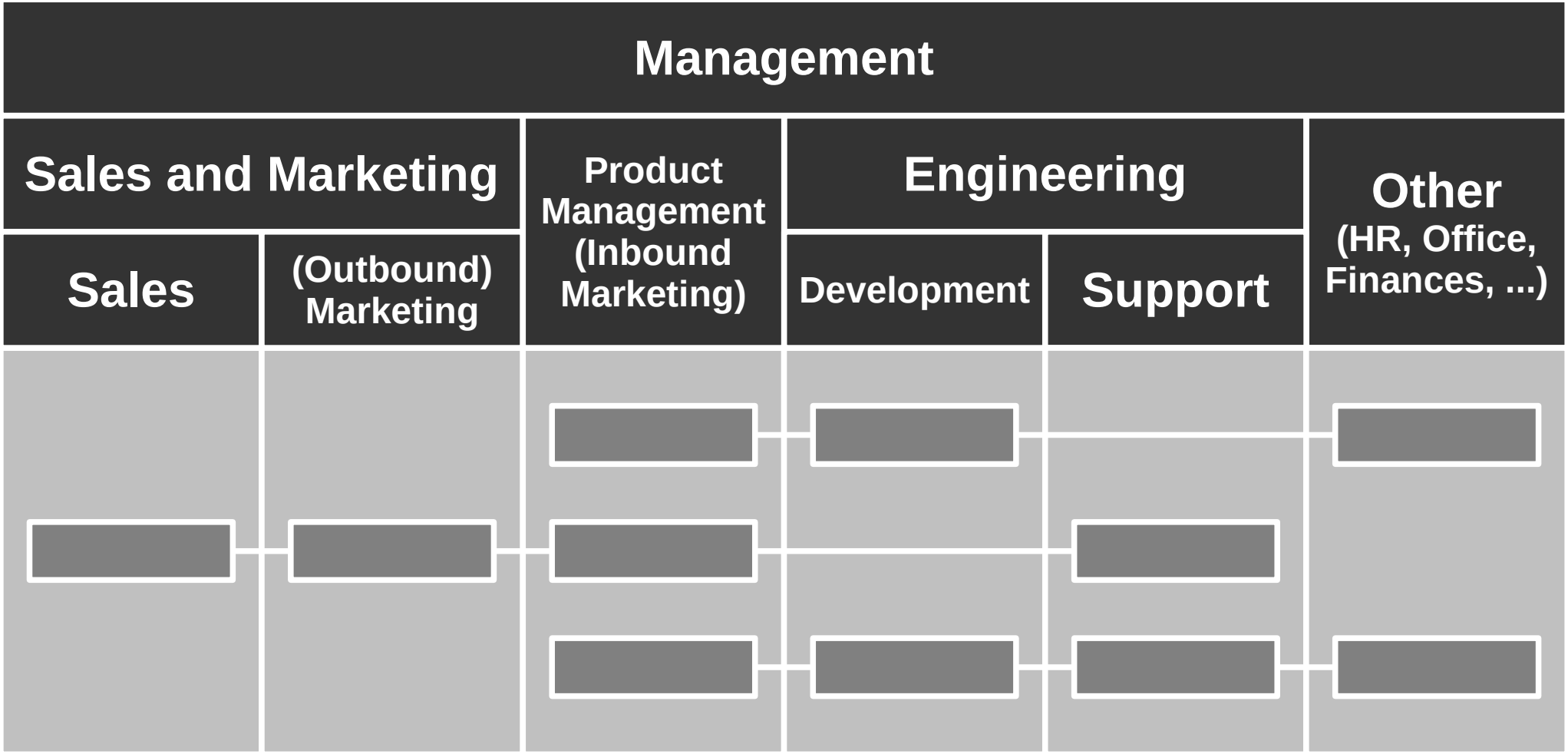
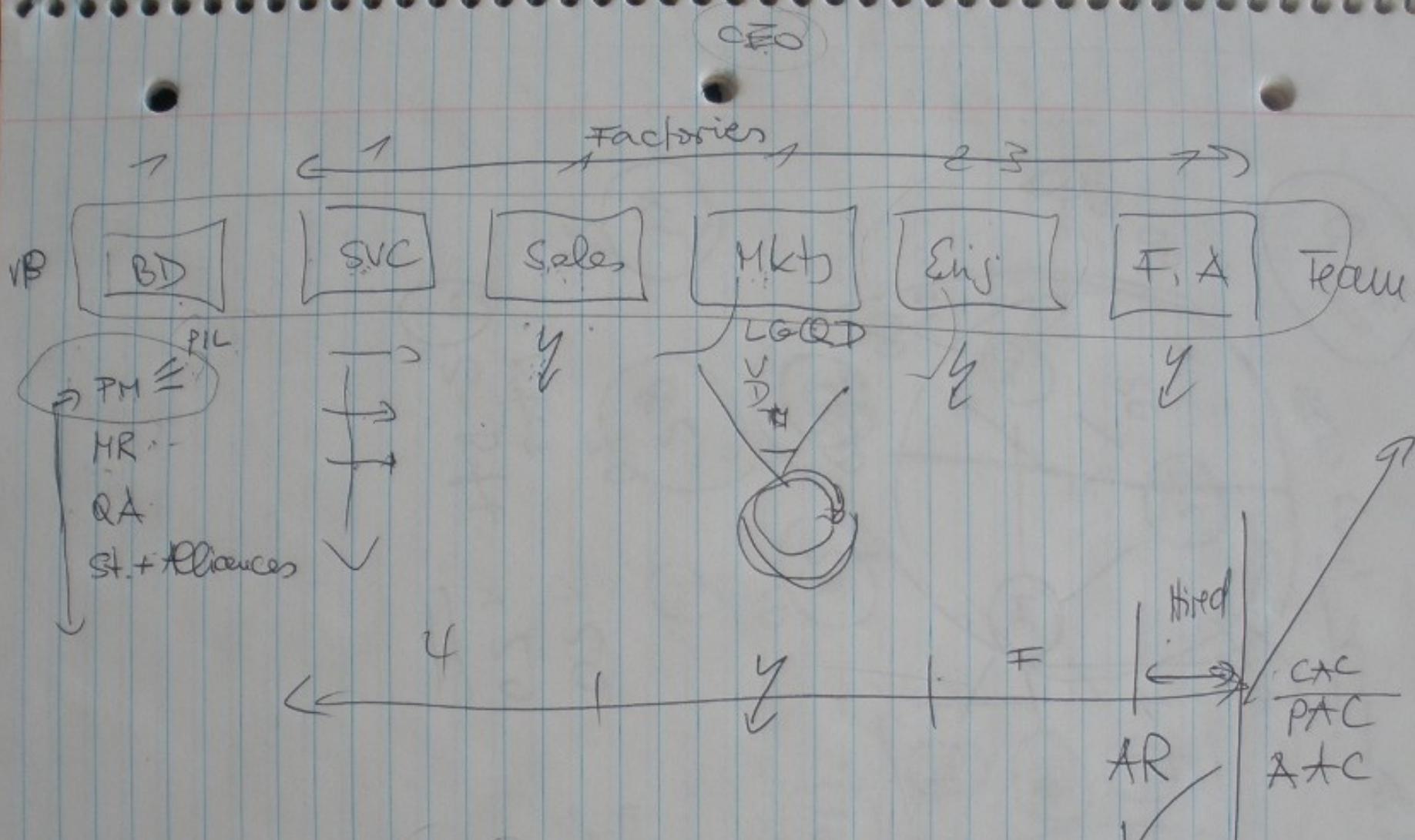
# Product Management within a Product Firm




CEO
Factories
1
2 3
VP
BD
SVC
Sales
Mktg
Engg
F. A
Team
PIL
PM
HR
QA
St. + Allowances
LGCD
VD
Hired
CAC
PAC
AAC
AR

# 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~~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# 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


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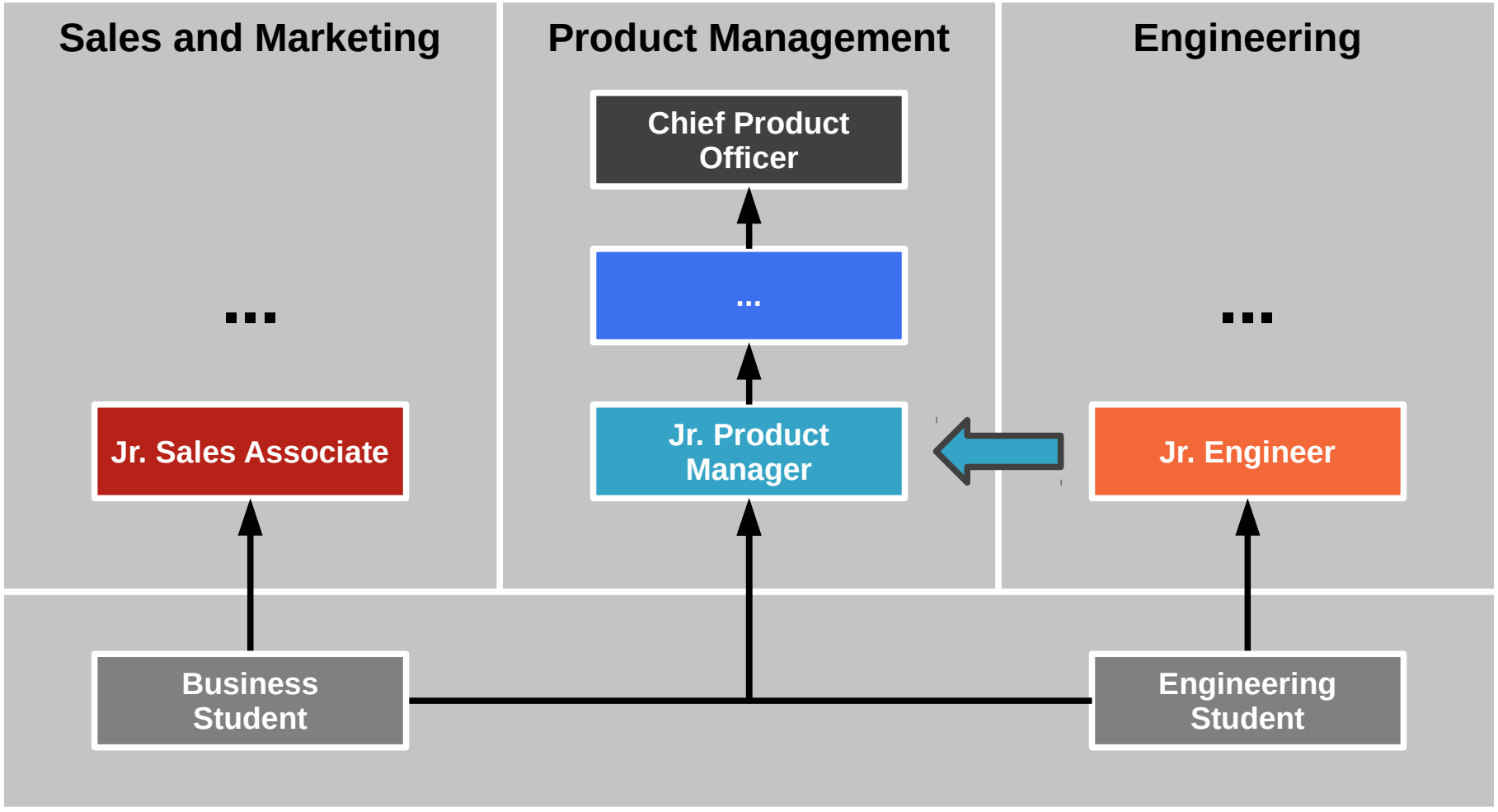
# Product Management Careers



# 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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# Pragmatic Marketing Framework™

The market-driven model for managing and marketing technology products

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# Pragmatic Marketing Framework™

Strategic

Technical

The market-driven model for managing and marketing technology products

STRATEGY

EXECUTION

| | | | | | | |
|---|---|---|---|---|---|---|
| | | 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 |

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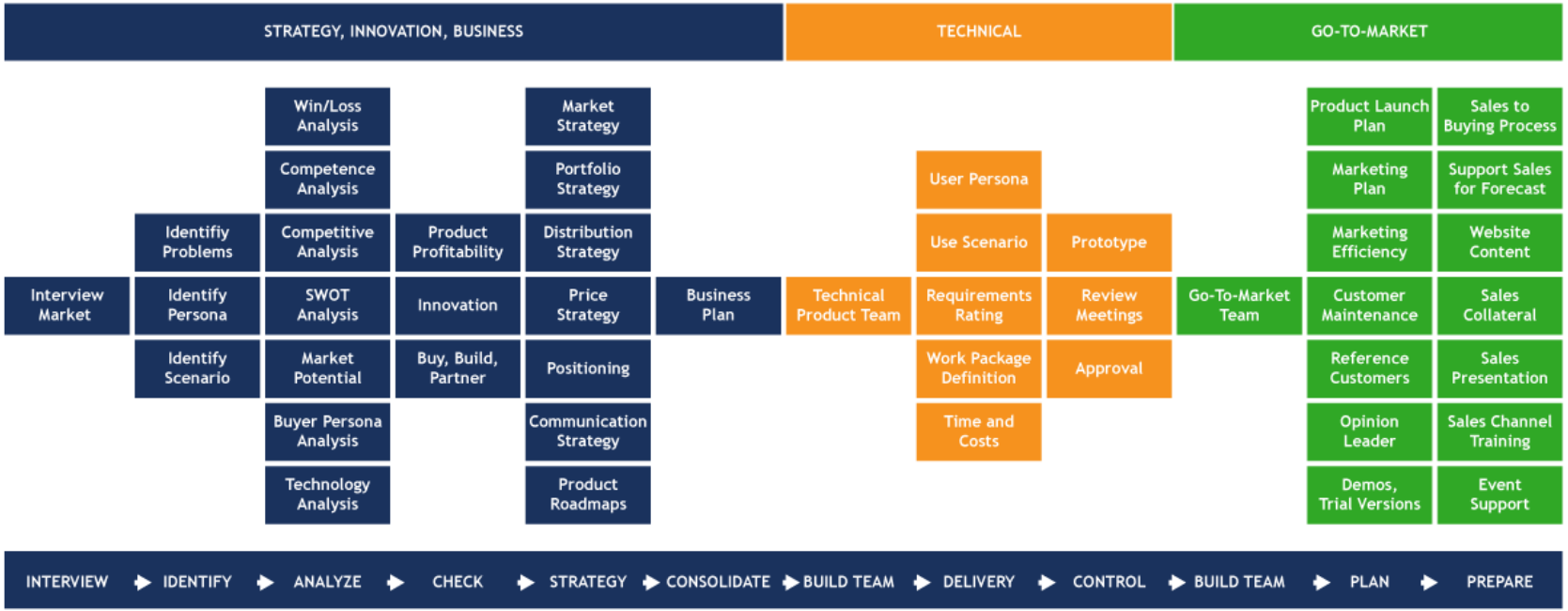
# Open Product Management Workflow™

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


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# Thank you! Questions?

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