

# 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

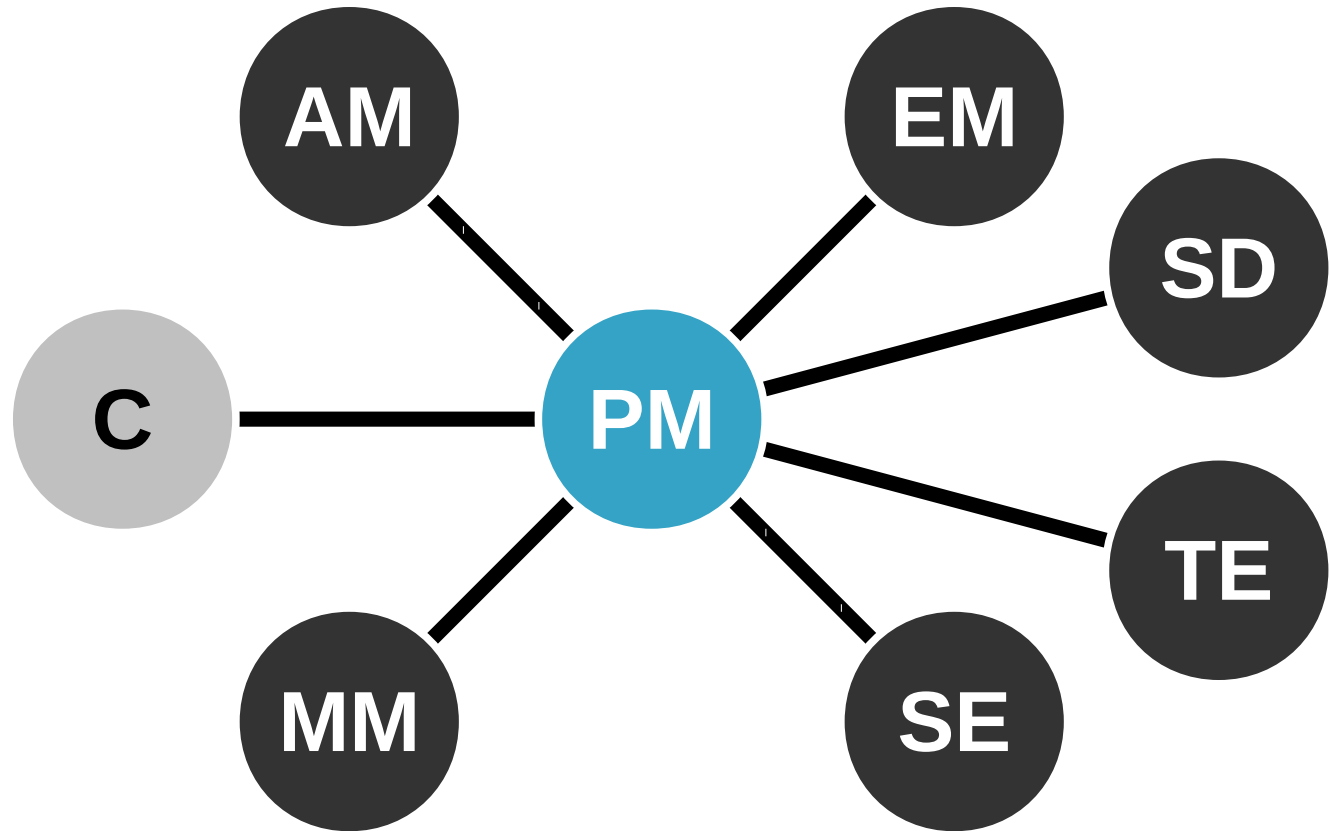
# Communication with Stakeholders

- 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

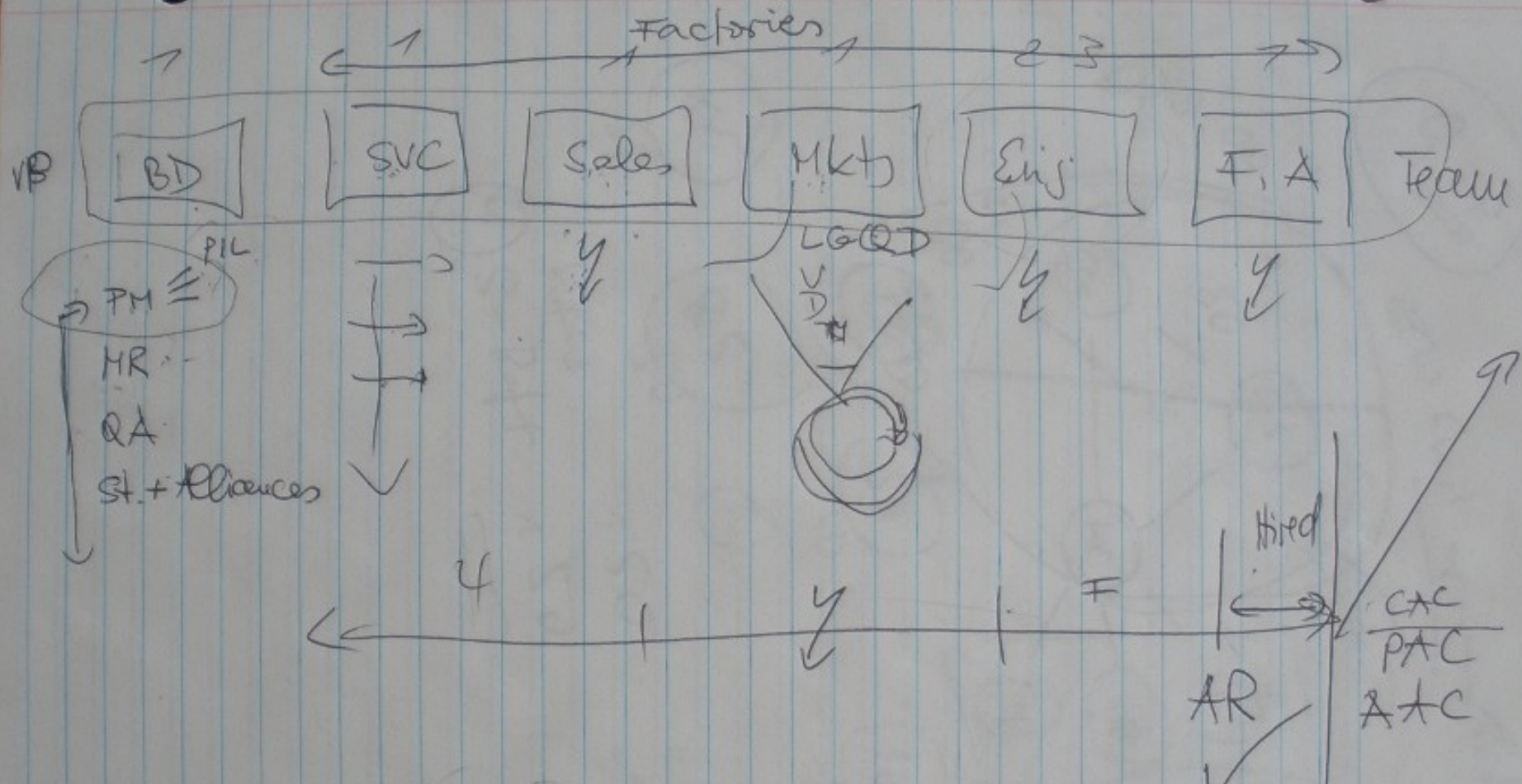
- User experience designer
  - Conceives user experience, includes
    - Information visualization
    - Interaction design
- Product manager
  - Provides the functional input for UX design
  - May be manager (superior) of UX designer

# Product Management within a Product Firm

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



CEO



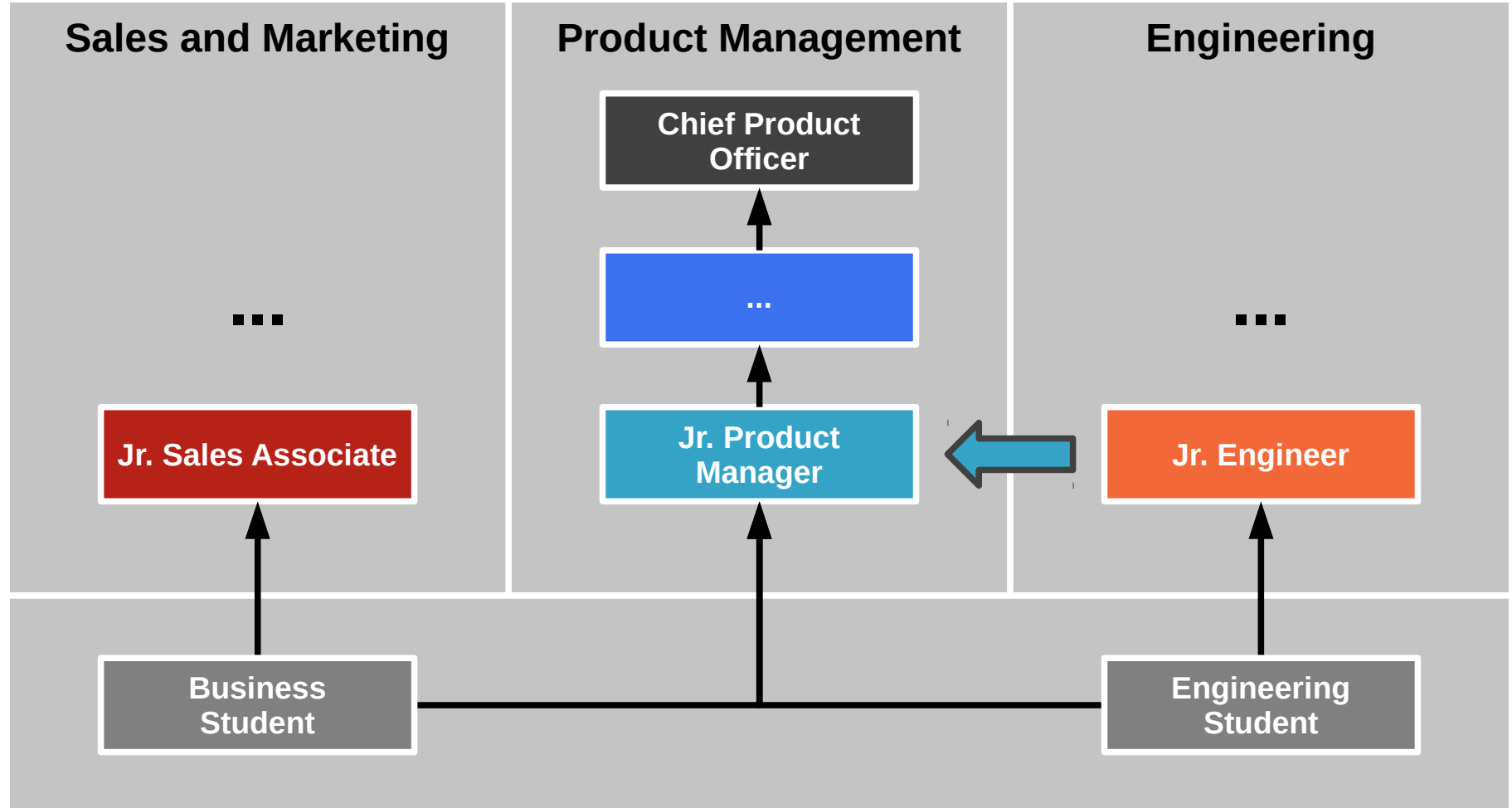
# The Role of the Product Manager

- 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

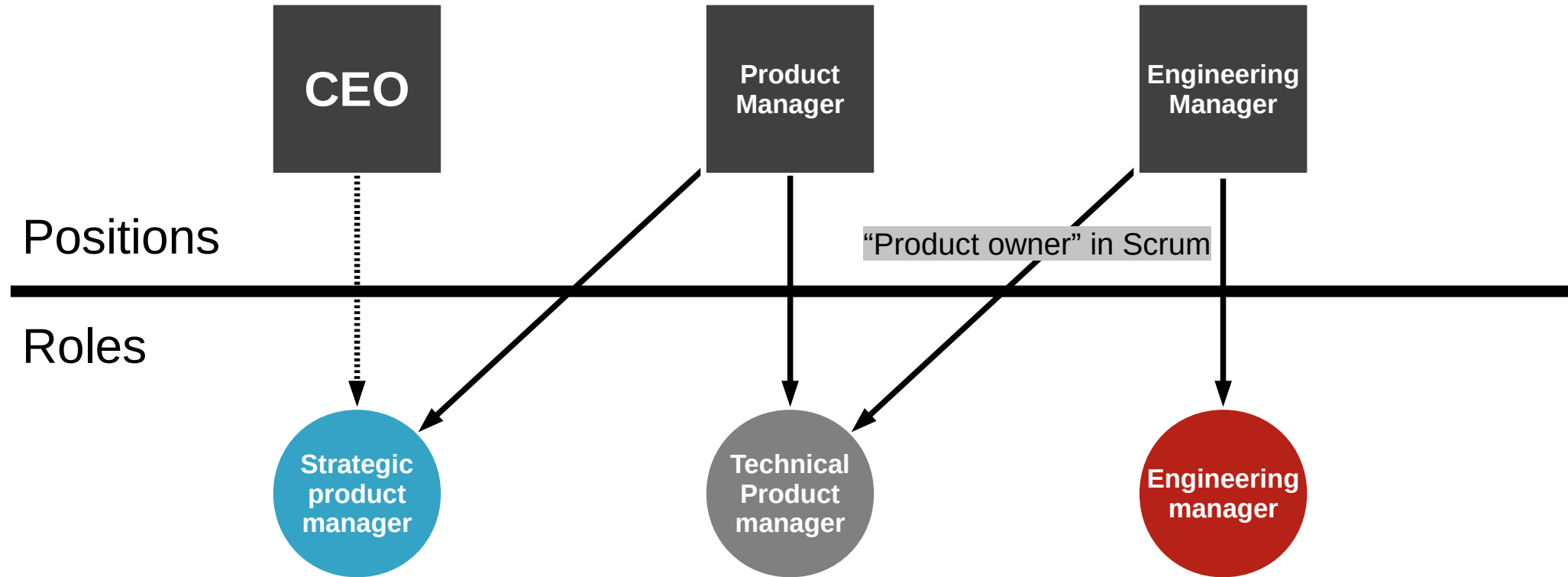
# Product Management Careers



# Functions of Product Management

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

# Roles vs. Positions



# 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™

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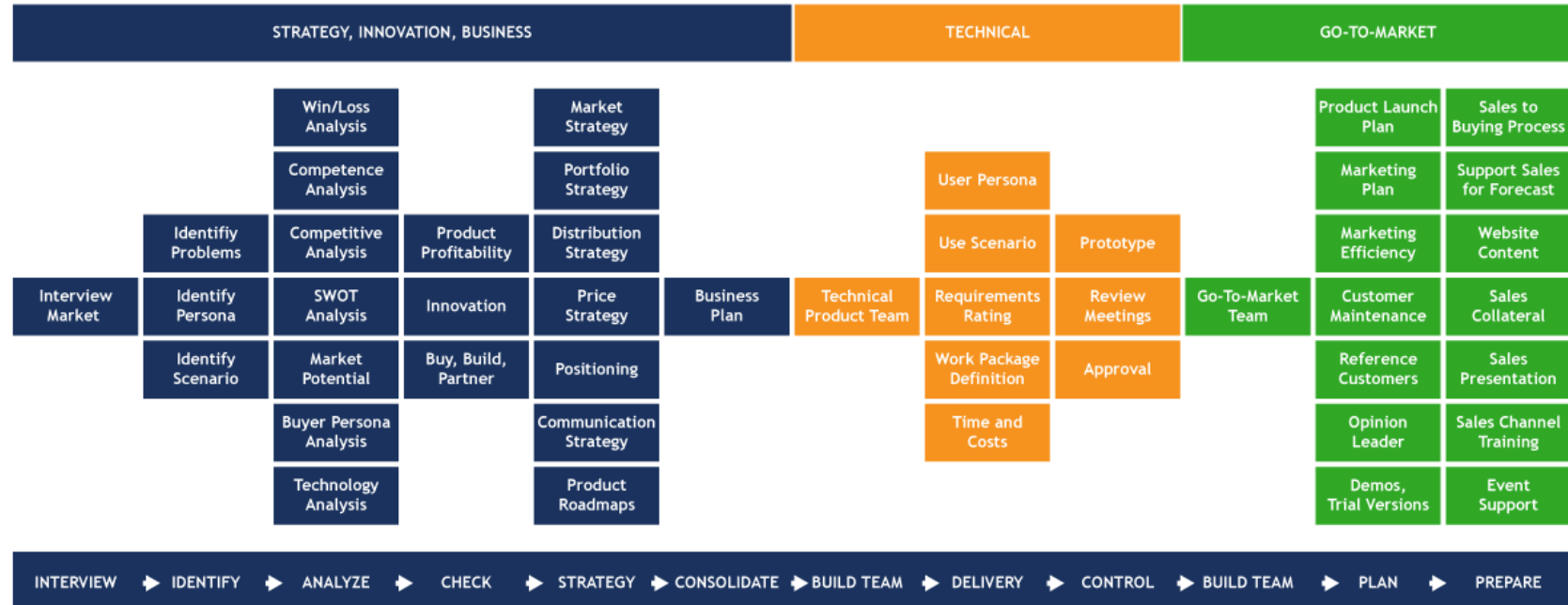


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# Open Product Management Workflow™

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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