

# PRODUCT MANAGEMENT

chidi afulezi

aKoma

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## **INTRODUCTION TO PRODUCT MANAGEMENT**

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## **LEARNING OBJECTIVES**

- Outline course goals and expectations.
- Describe the role of product management and the multiple responsibilities of a Product Manager.
- Contrast what makes a good PM and what makes a bad PM.

Amplify Graduation  
April 8th, 2017



# what's up?

## I am Chidi Afulezi

- ▶ product guy. maker. teacher
- ▶ alum of AT&T, Sony Music, Time Warner
- ▶ co-founder - aKoma, product consultant
- ▶ been referred to as a “why master”

# CLASSROOM EXPECTATIONS

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**ASK  
QUESTIONS**

Chances are someone else in the room has the same question.



**CONTRIBUTE  
CONSTRUCTIVELY**

The classroom is a safe space. Be open-minded with your thinking, accept feedback, and remember there are no bad ideas!



**WORK HARD**

You get out what you put in. The more effort you put into the class, the better your outcome will be.



**TALK TO US!**

Product Managers depend on feedback. This class is no different.

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# **WELCOME TO PRODUCT MANAGEMENT**

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## **INTROS**

- Your name
- Your role
- What is a product that you can't live without (software, physical product)?
- What problem does it solve for you?
- What makes it such a kickass product?

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**PRODUCT MANAGEMENT/PRODUCT MANAGERS**

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# **PRODUCT MANAGEMENT & PRODUCT MANAGERS**

# WHAT IS A PRODUCT MANAGER?

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S T A N F O R D  
T E C H N O L O G Y  
V E N T U R E S P R O G R A M

**Mark Pincus**

CEO, Zynga

**Bing Gordon**

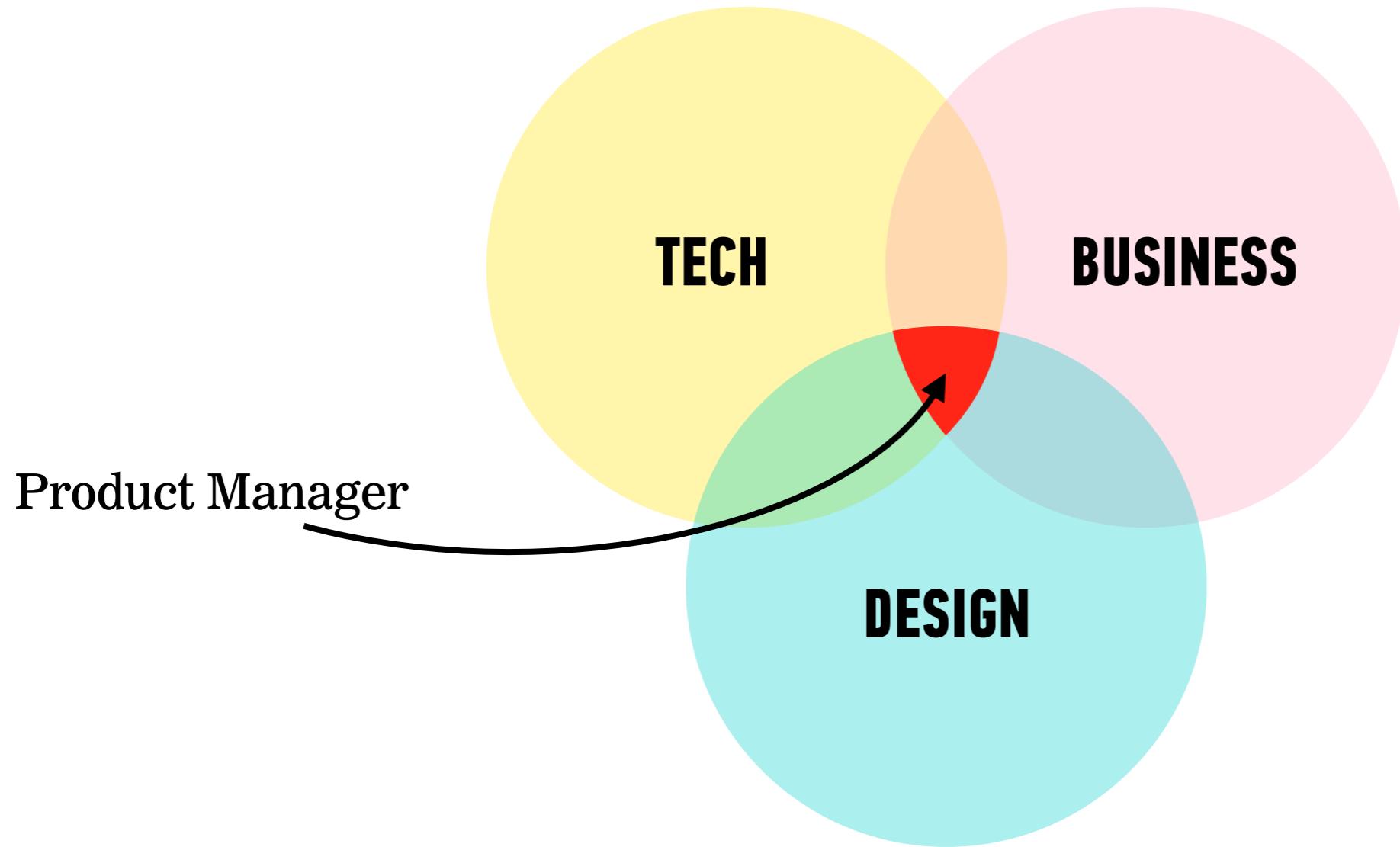
Partner, KPCB

*October 28, 2009*

# WHAT IS A PRODUCT MANAGER?

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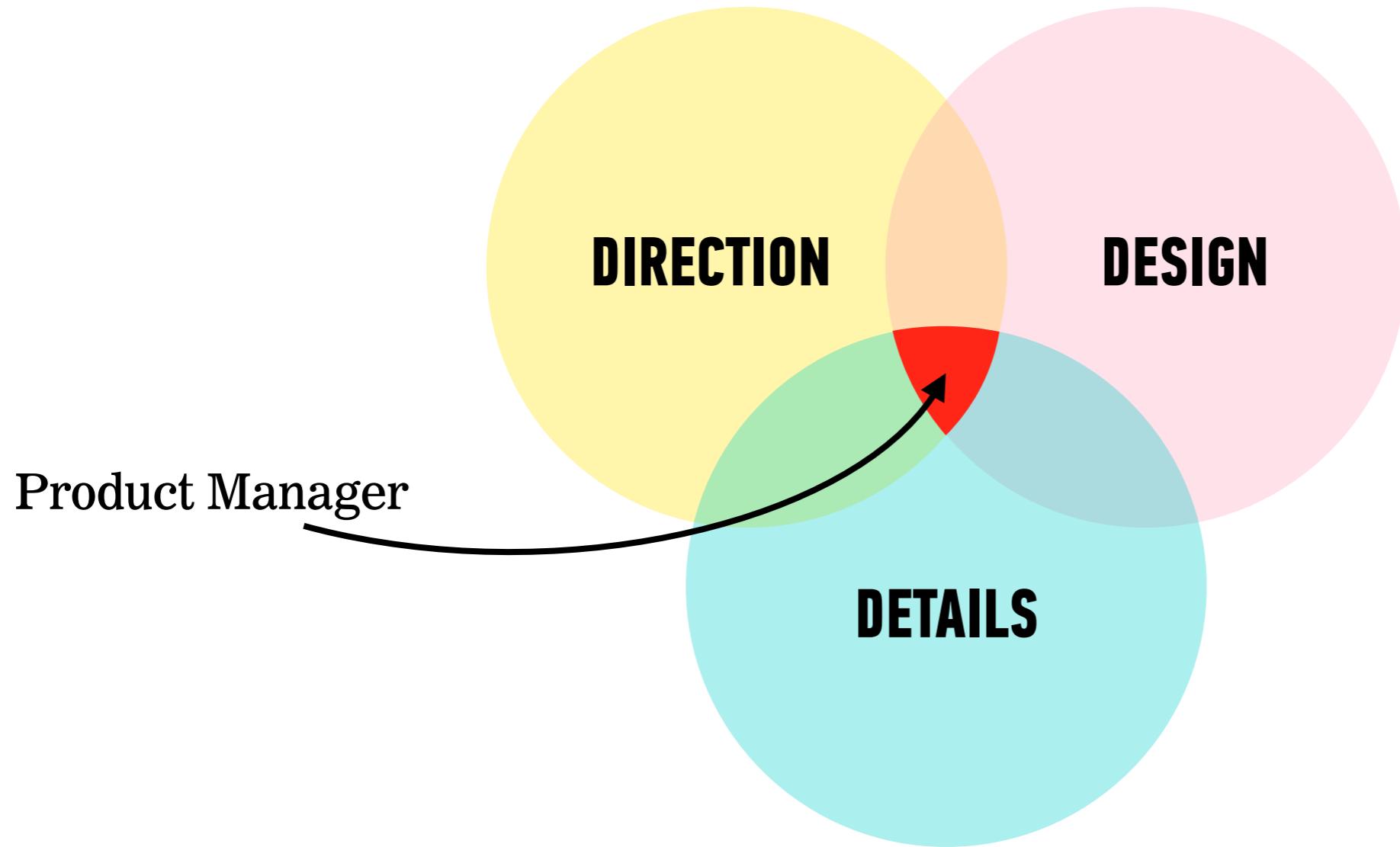
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# WHAT IS A PRODUCT MANAGER?

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# **WHAT IS A PRODUCT?**

# PRODUCT MANAGEMENT

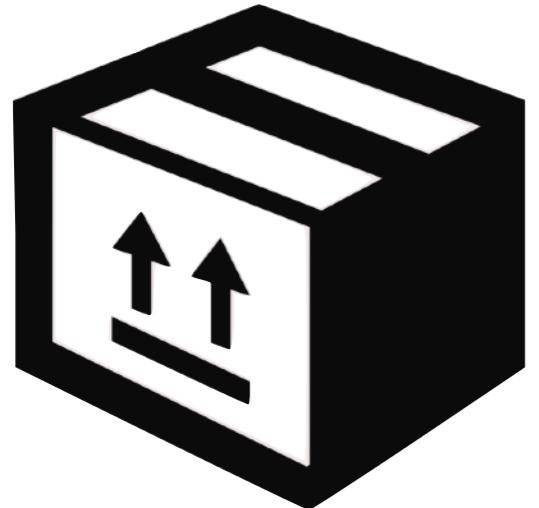


**A PRODUCT IS A  
SOLUTION TO A  
PROBLEM SHARED  
BY MANY PEOPLE/  
COMPANIES.**

# PRODUCT MANAGEMENT

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**Product**



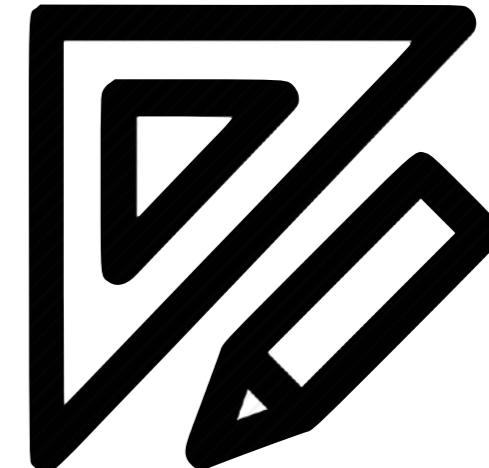
**Many customers**

**Internal Tool**



**No customers**

**Custom Software**



**One customer**

## PRODUCT MANAGEMENT

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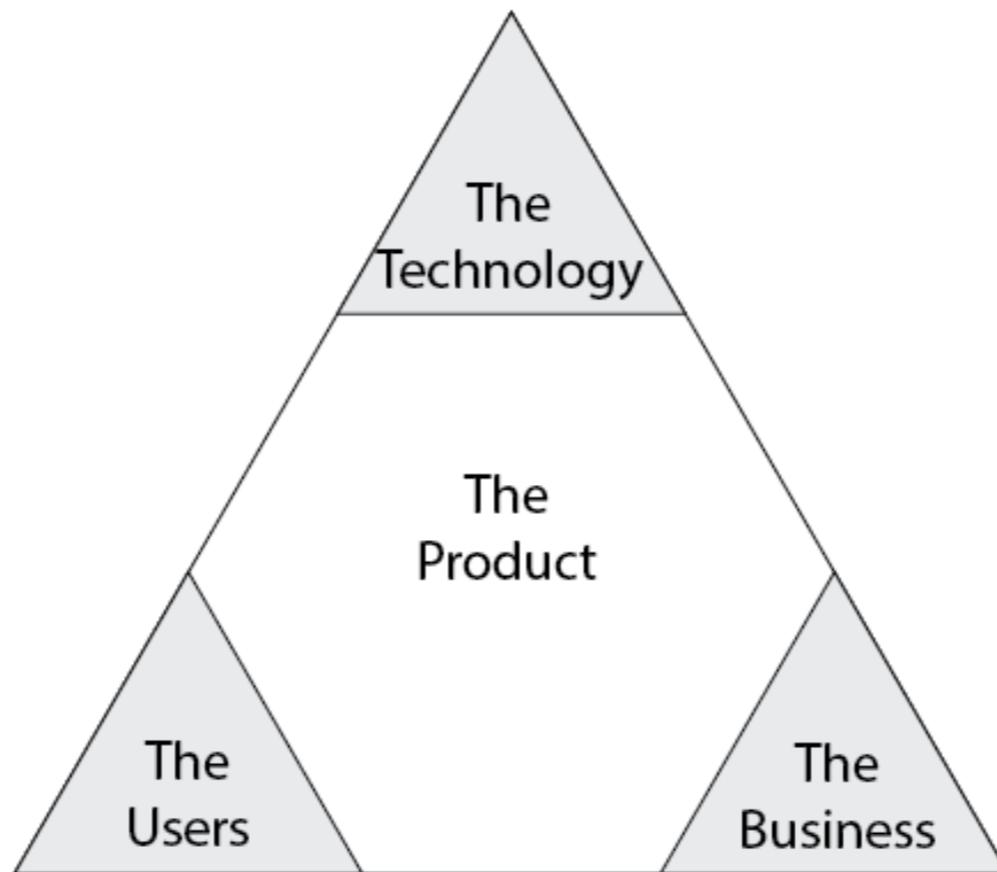
# DEVELOPING A PM 'EYE'

To critique a product, ask:

1. What is this product 'trying to do'? (business)
2. How well does it do it? (tech)
3. Does the design of the product, processes and team(s) facilitate or hinder this? (UX)



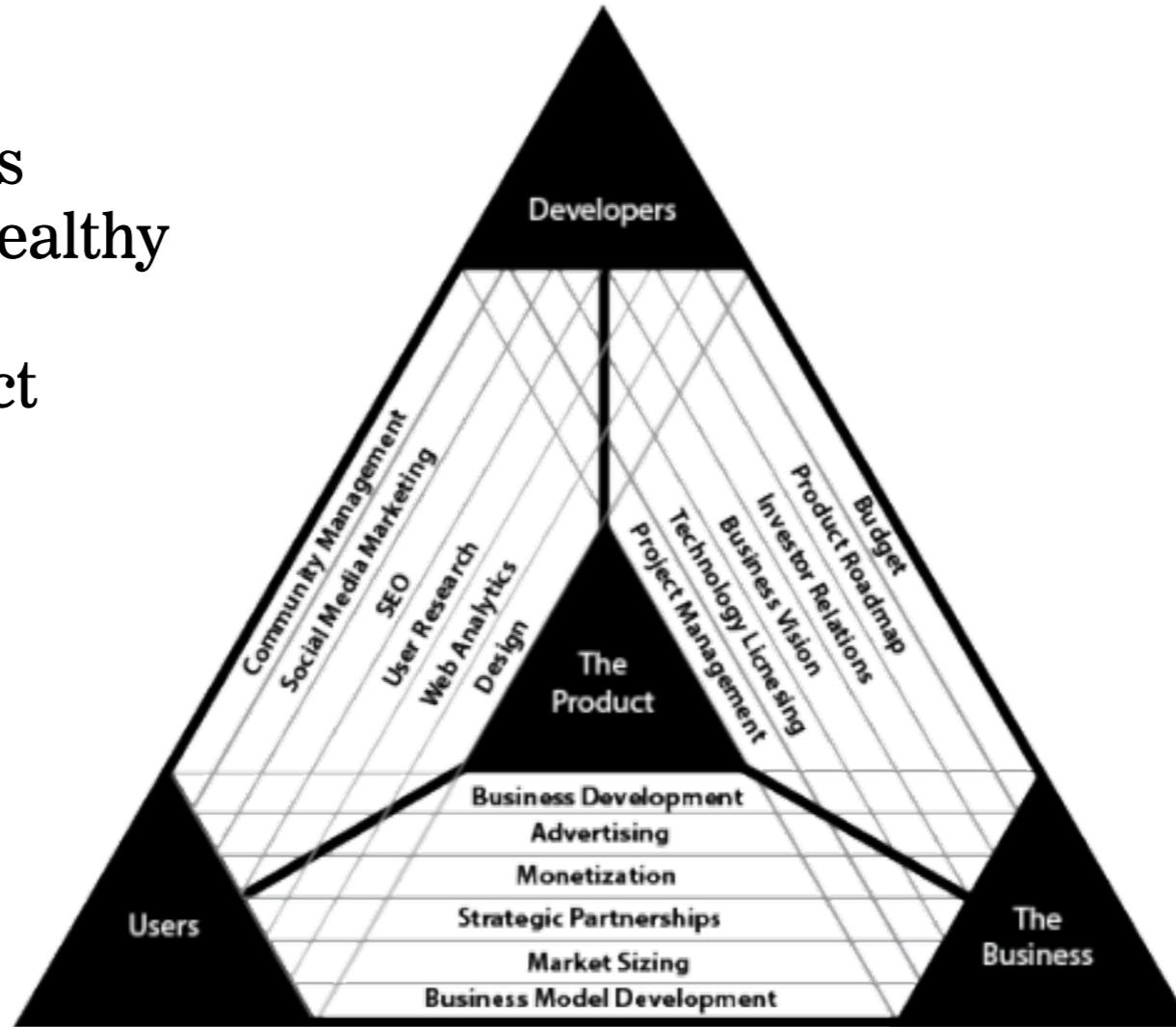
# THE PRODUCT TRIANGLE



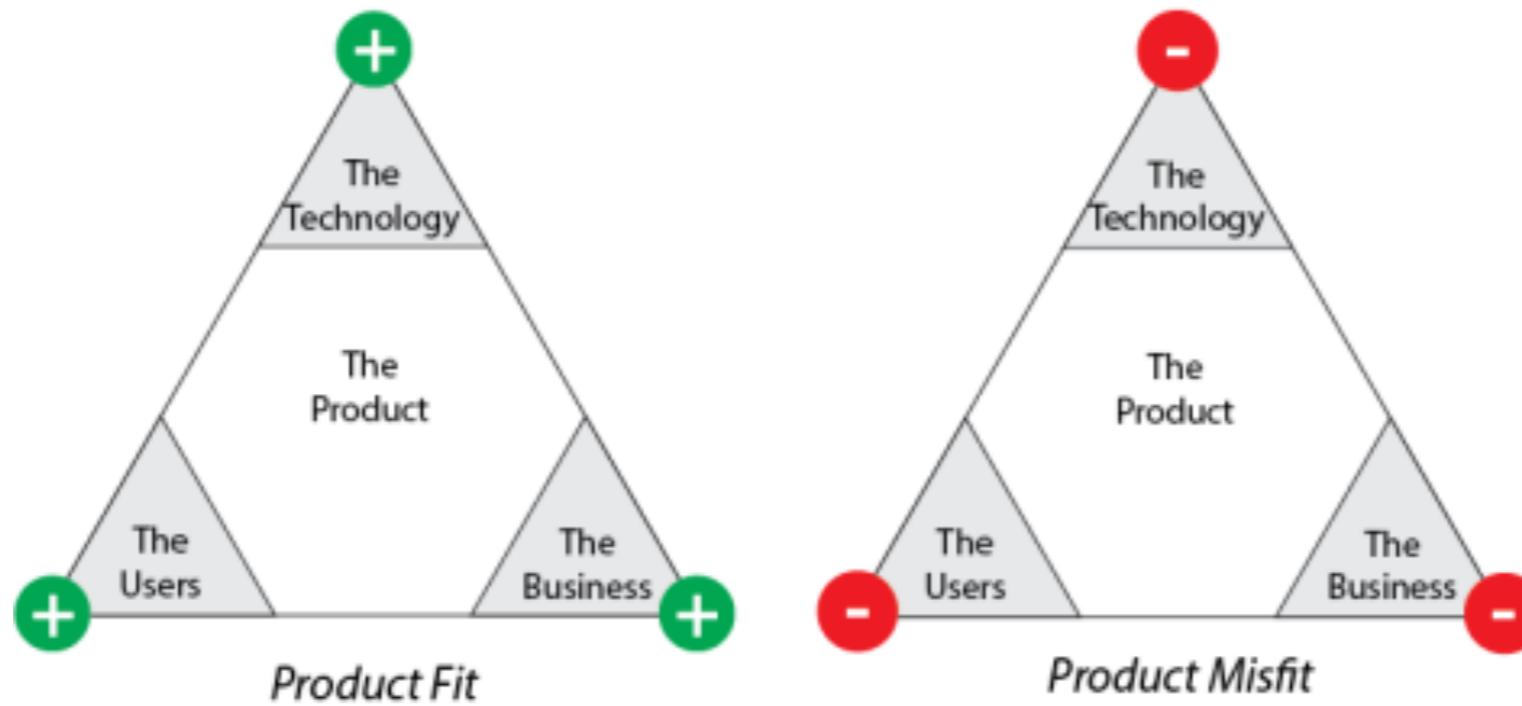
*from Dan Schmidt's Visual Vocabulary for Product*

# THE PRODUCT TRIANGLE

A product manager is responsible for the healthy functioning of all the regions in the product network.

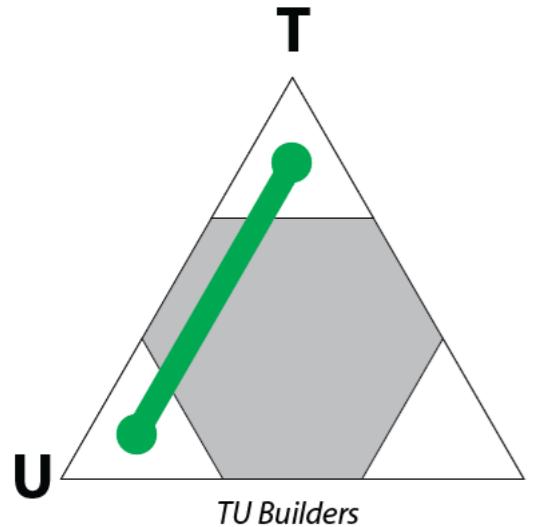


# PRODUCT MANAGER MANAGES PRODUCT FIT

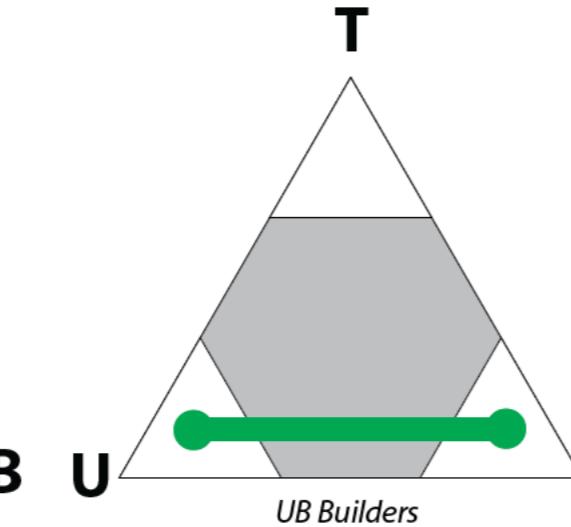


*from Dan Schmidt's Visual Vocabulary for Product*

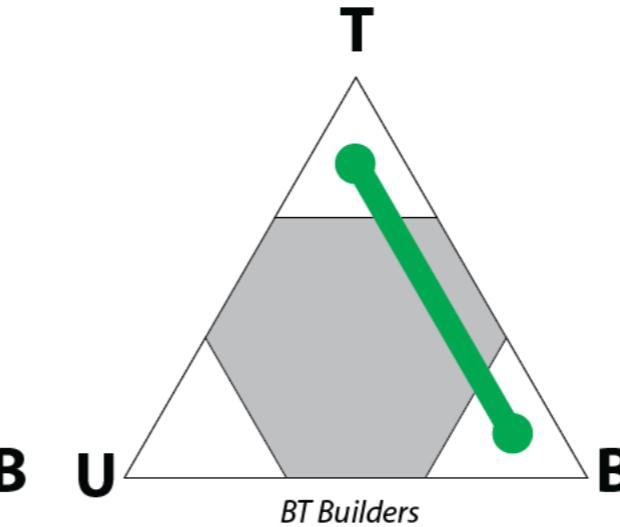
# MANAGING THE PRODUCT AS A HOLISTIC SYSTEM



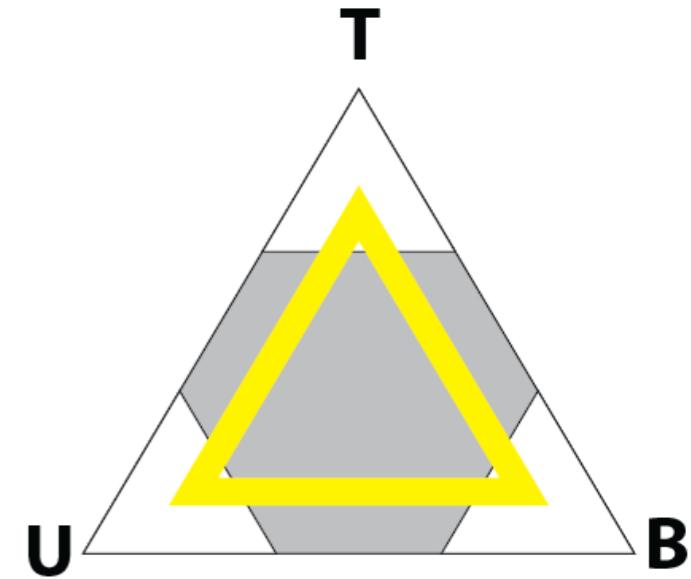
build connection b/w product tech and mental model of users  
- designers, UI/UX



convert user engagement with product into value for company  
- sales, bus dev

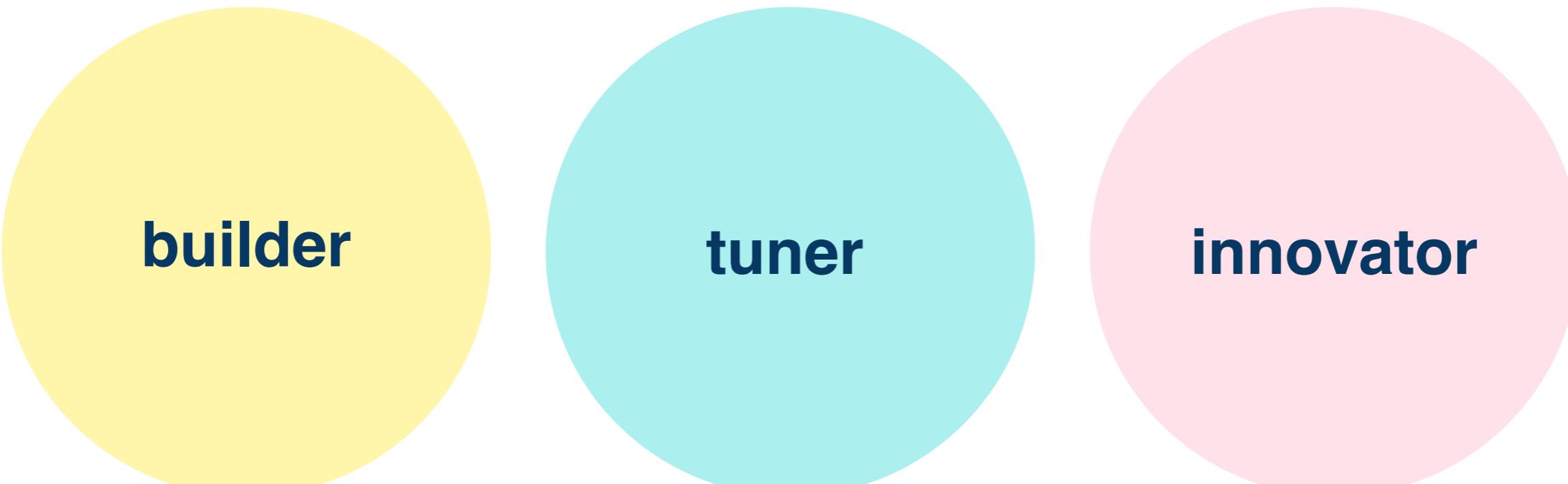


coordinate/dictate allocation of funds and efforts. Design and communicate vision.  
- CEO, product, project management



Primary value is understanding how all three vertices relate as a holistic system.  
- CEO, product

# 18 what kind of product person?



**builder**

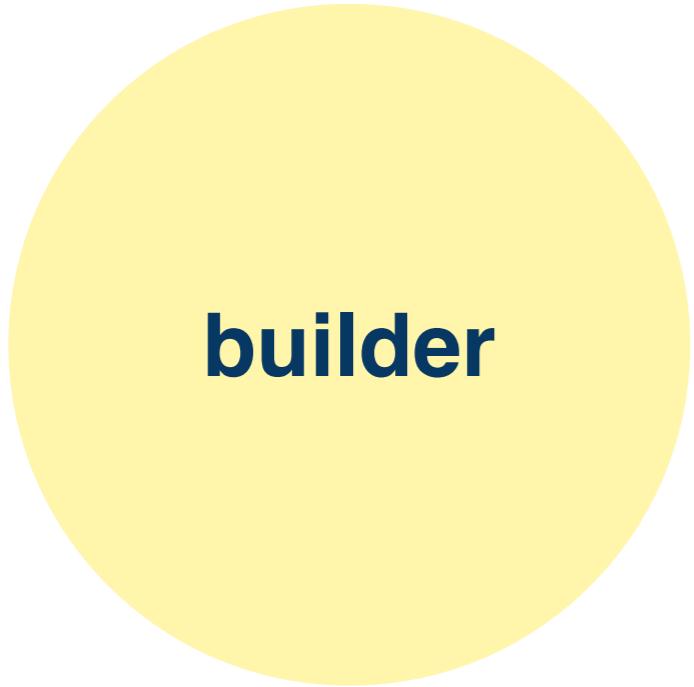
**tuner**

**innovator**

*Sachin Rekhi's "3 Types of Product Managers"*

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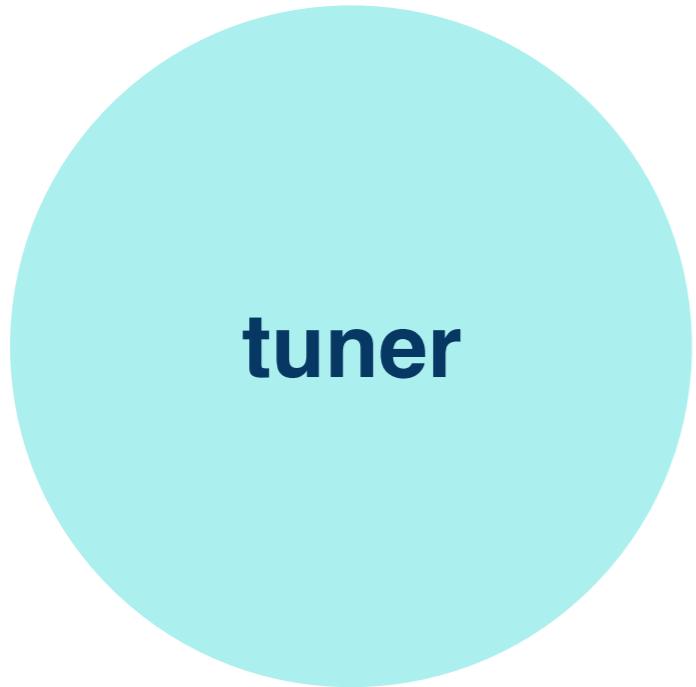
## what kind of product person?



- **classic product manager**
- **super powers include:**
  - **strong user focus**
  - **constant UX**
  - **product never done**
  - **love bringing products to life**

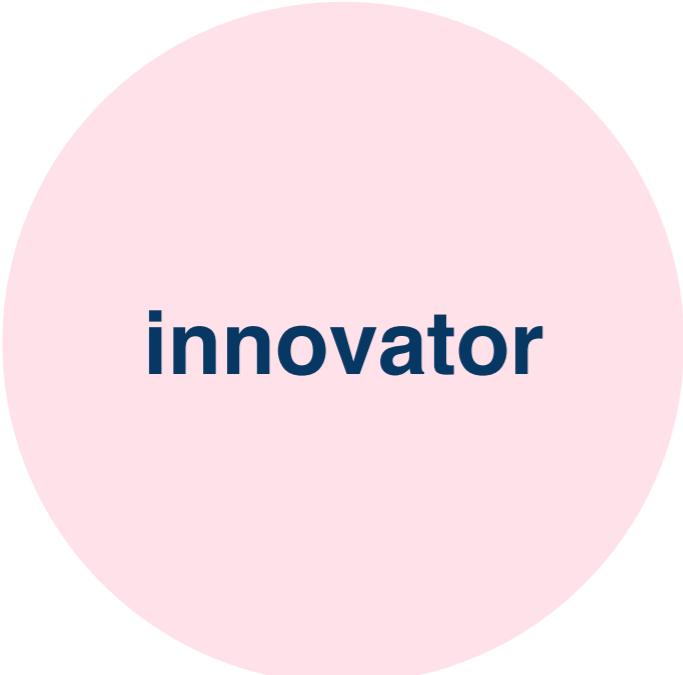
# 20

## what kind of product person?



- unwavering focus on a specific north star metric
- supers powers include:
  - analytical ninja
  - run kickass tests
  - move the needle

## what kind of product person?



innovator

- **find product market fit for new products**
- **super powers include:**
  - **truth seekers**
  - **strong combo of product intuition, personal conviction, customer validation**

**Always good to first have  
experience at least as a  
builder before attempting to  
take on the innovator PM role**

## PRODUCT MANAGEMENT

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# DEVELOPING A PM 'EYE'

Spanx



What made it a great product? Lets give it a go:

- Business
- Tech
- UX Design

Plenty of epic fails abound ...



# WHAT IS A PRODUCT MANAGER?

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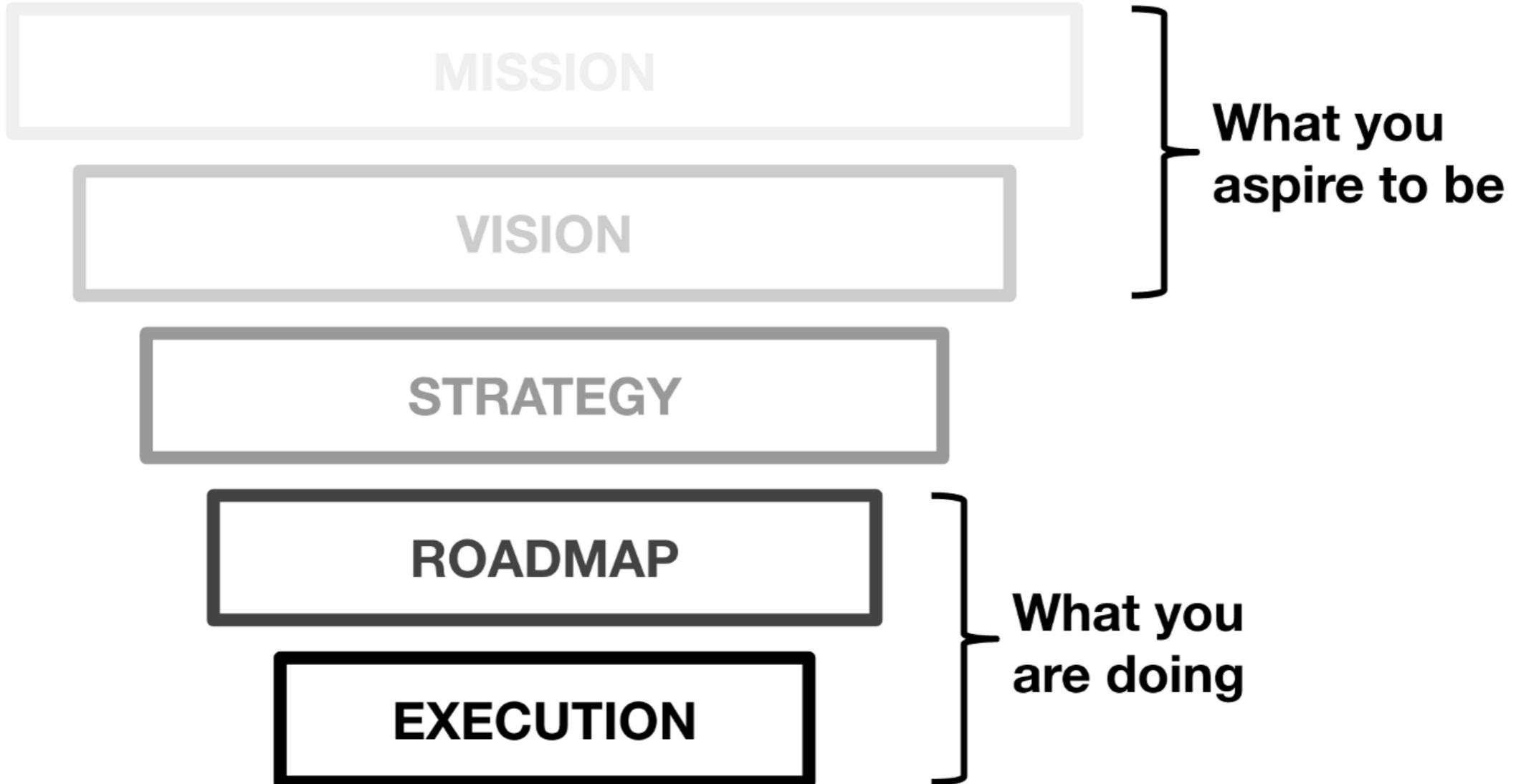


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## **PRODUCT MANAGEMENT AND PRODUCT MANAGERS**

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**PRODUCT MANAGEMENT IS A  
BUSINESS STRATEGY ROLE.**



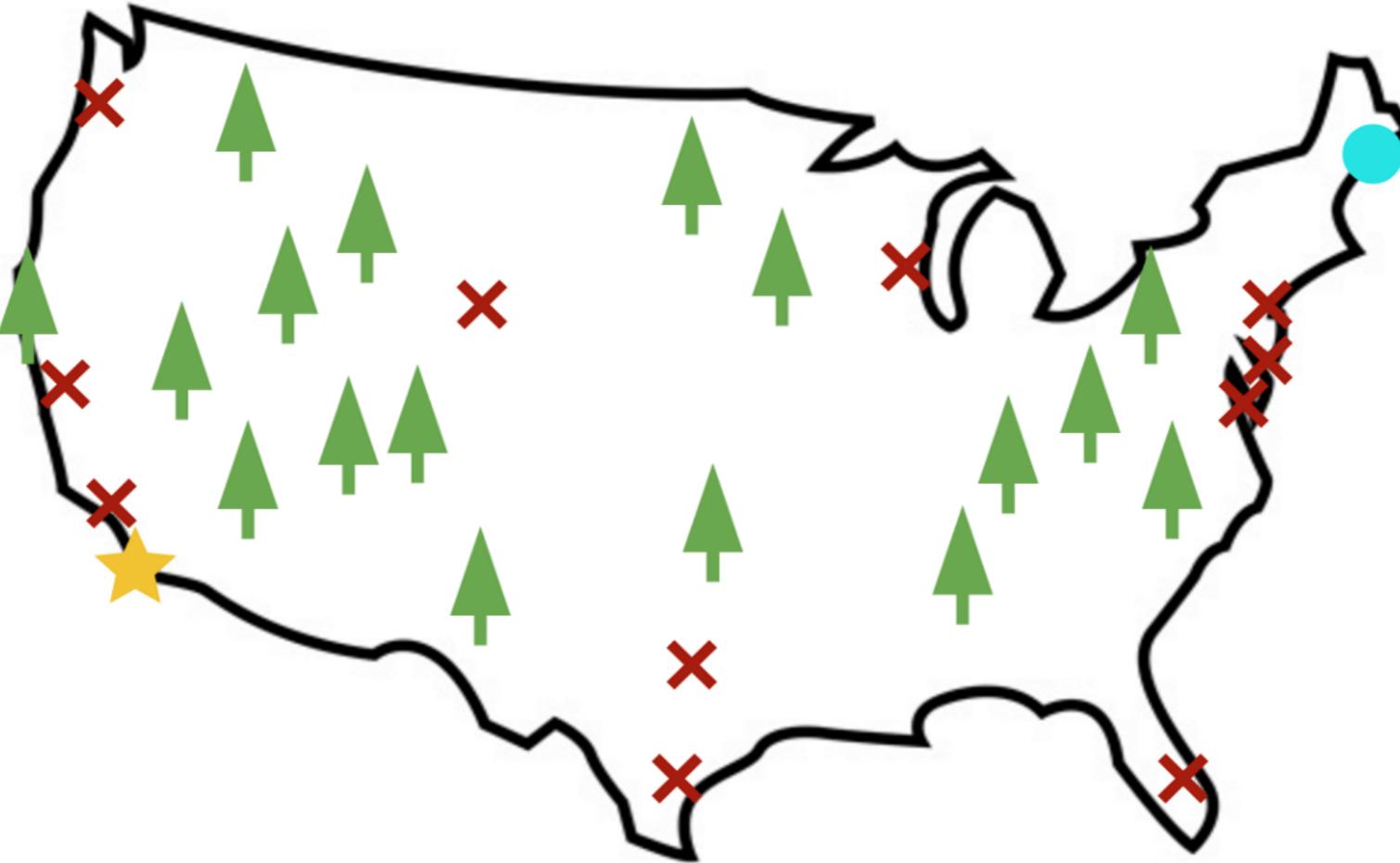
*WTF is Strategy - Vince Law*



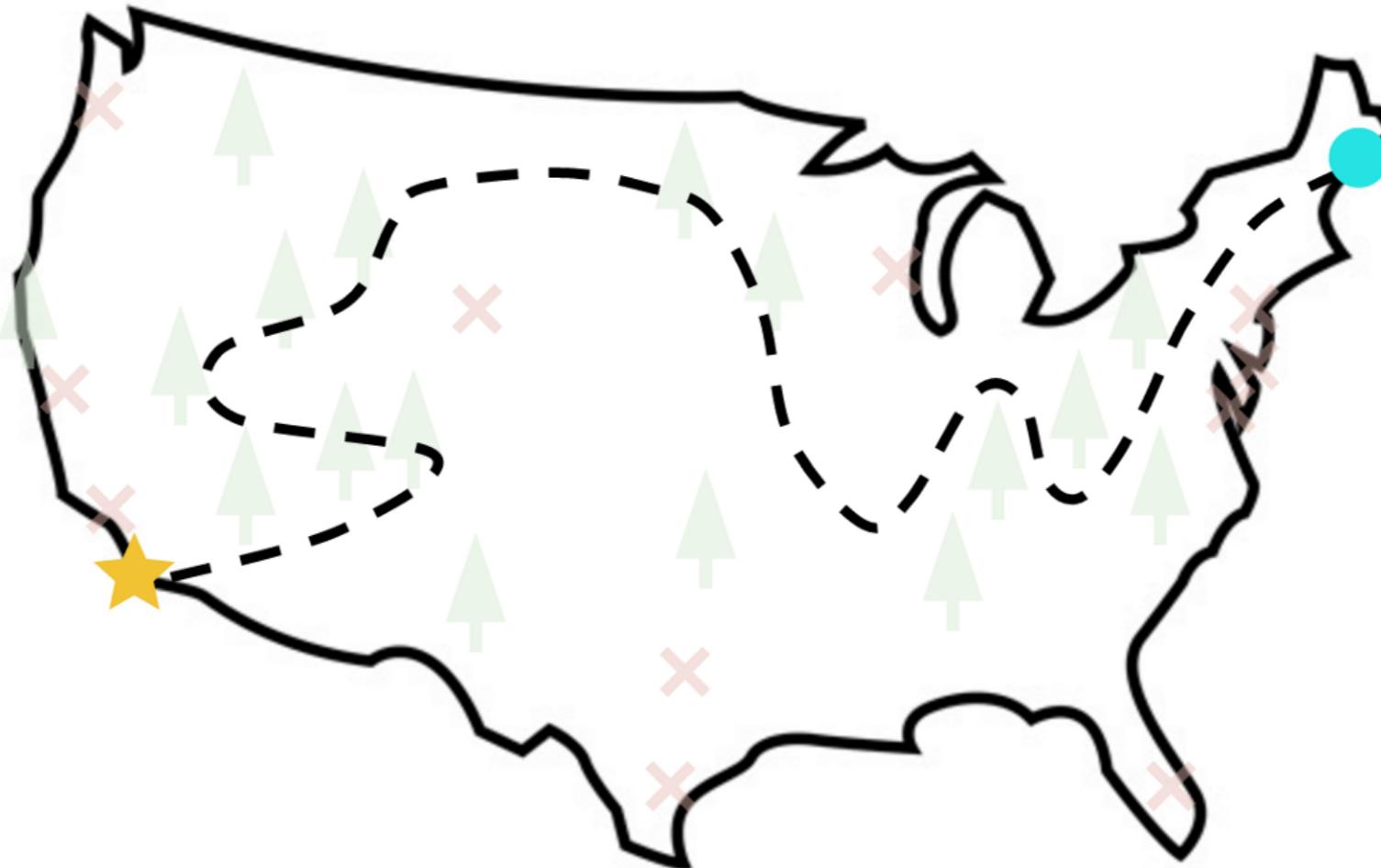
**Mission:** Road trip across the continental US from the Atlantic Ocean to the Pacific Ocean.



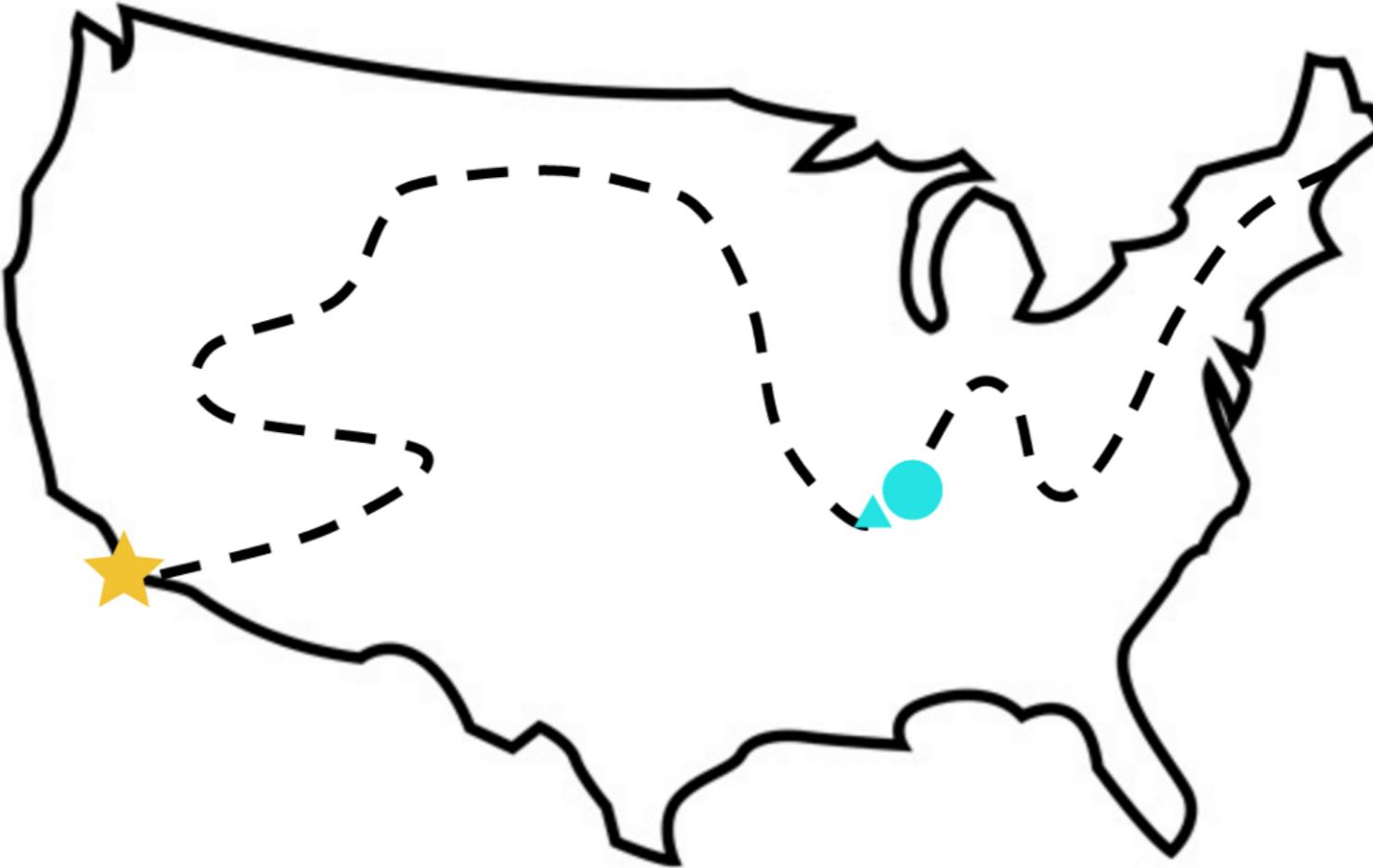
**Vision:** Drive a Subaru Forester from Portland, Maine to San Diego, California.



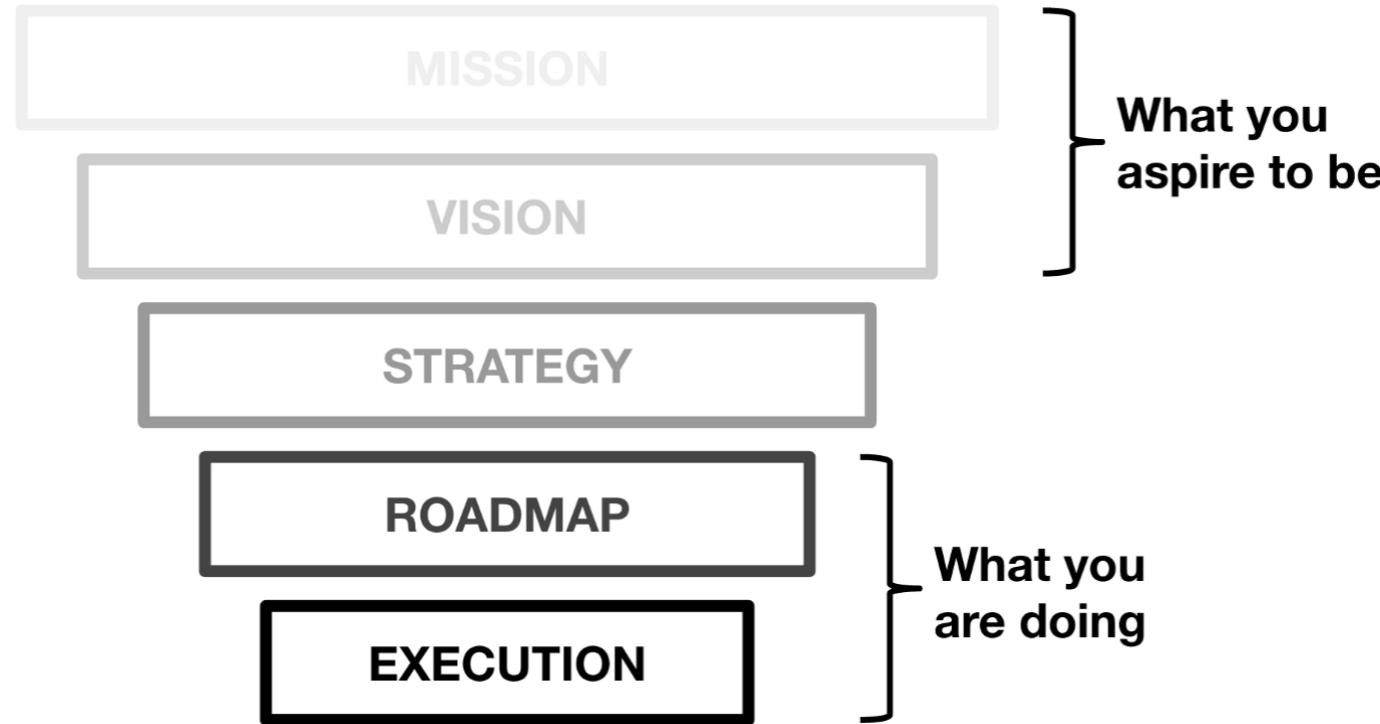
**Strategy:** Design a route that minimizes time in large cities and maximizes time around national parks. If possible, also try to save time and gas with the most direct route.



**Roadmap:** This is your turn-by-turn direction map, the literal map for your road trip route.



**Execution:** This is the actual drive for the road trip.



As a PM, you must have alignment and visibility into mission of the company, and vision for the product

**in summary, product  
management is not**

- backlog administration**
- design by committee**

# product management must

- ensure business outcome
- collaborate intensely
- provide leadership

# **PRODUCT MANAGEMENT VS PRODUCT MARKETING**

**PRODUCT MANAGEMENT VS  
PROJECT MANAGEMENT**

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## **PRODUCT MANAGEMENT AND PRODUCT MANAGERS**

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**A PRODUCT MANAGER IS**

**A PRODUCT MANAGER IS NOT**

# **PRODUCT MANAGEMENT AND PRODUCT MANAGERS**

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## **A PRODUCT MANAGER IS**

The mini CEO(?)

Big picture thinker

Detail oriented

Technical

Expert on market

Voice of customers

A Leader

Jack-of-all trades

## **A PRODUCT MANAGER IS NOT**

A project manager

A developer

A gopher

Customer support

Scapegoat

The boss

An order taker

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## **PRODUCT MANAGEMENT AND PRODUCT MANAGERS**

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**YOU DO NOT NEED TO BE  
TECHNICAL TO BE A  
PRODUCT MANAGER  
(but it doesn't hurt...)**

# PRODUCT DEVELOPMENT PROCESS

chidi afulezi  
co-founder, aKoma

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## **PRODUCT DEVELOPMENT CYCLE**

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## **LEARNING OBJECTIVES**

- Describe product development process and the role of the PM in each phase
- Explain why problem oriented cultures are better than solution oriented ones
- Explain what a hypothesis is and how it relates to the problem statement
- Explain how product & project risks can have impact.

"A few years ago, users of Internet services began to realize that when an online service is free, you're not the customer. You're the product."

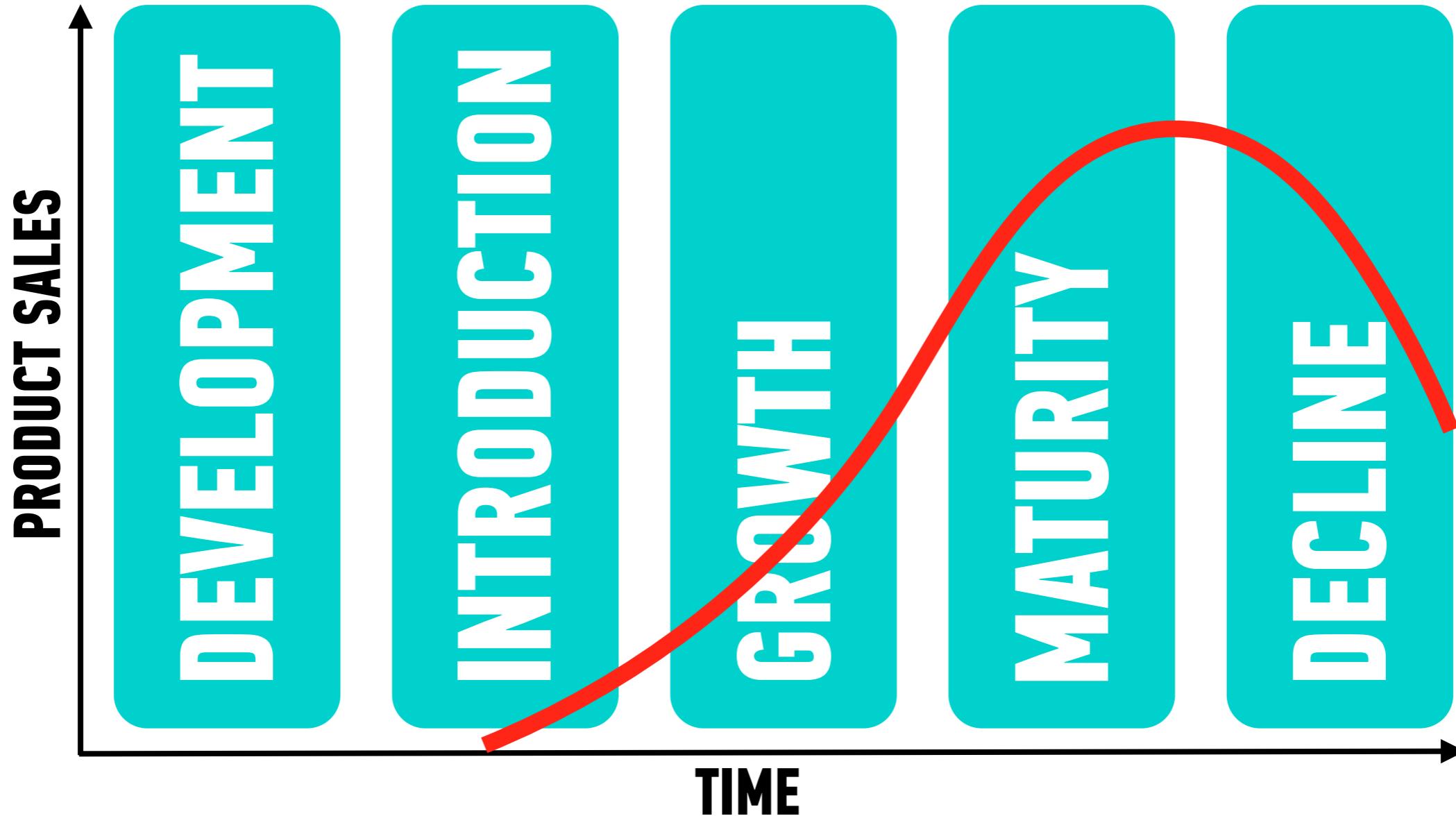
- *Tim Cook, CEO of APPLE*

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**PRODUCT DEVELOPMENT CYCLE**

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# PRODUCT LIFE CYCLE



## EXERCISE

### KEY OBJECTIVE(S)

As a class, we'll analyze where companies/product fall on product life cycle.

### TIMING

- 5 min 1. Draw the product life cycle curve on the whiteboard label its respective sections: introduction, growth, maturity, and decline.
- 10 min 2. Place companies/products (on post its) on the right part of the curve corresponding to their stage.

### DELIVERABLE

Chart with companies/product to the right at their respective stages of the product life cycle.

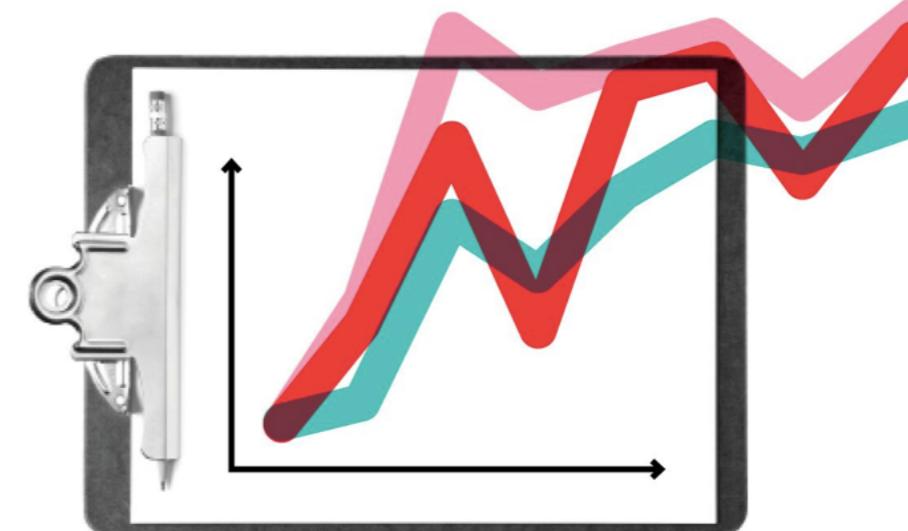
- MySpace
- Mercedes
- Yahoo
- Twitter
- Wall Street Journal
- FourSquare
- LinkedIn
- Beats by Dre
- Sony Music
- WordPress
- iPod
- Vimeo
- Apple
- Gmail
- Slack
- Amazon
- Android
- Turner Broadcasting
- Facebook
- Netflix
- WhatsApp

## PRODUCT DEVELOPMENT CYCLE

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If you want a successful & scalable business, it's got to be a repeatable process.”

- Frank Bria



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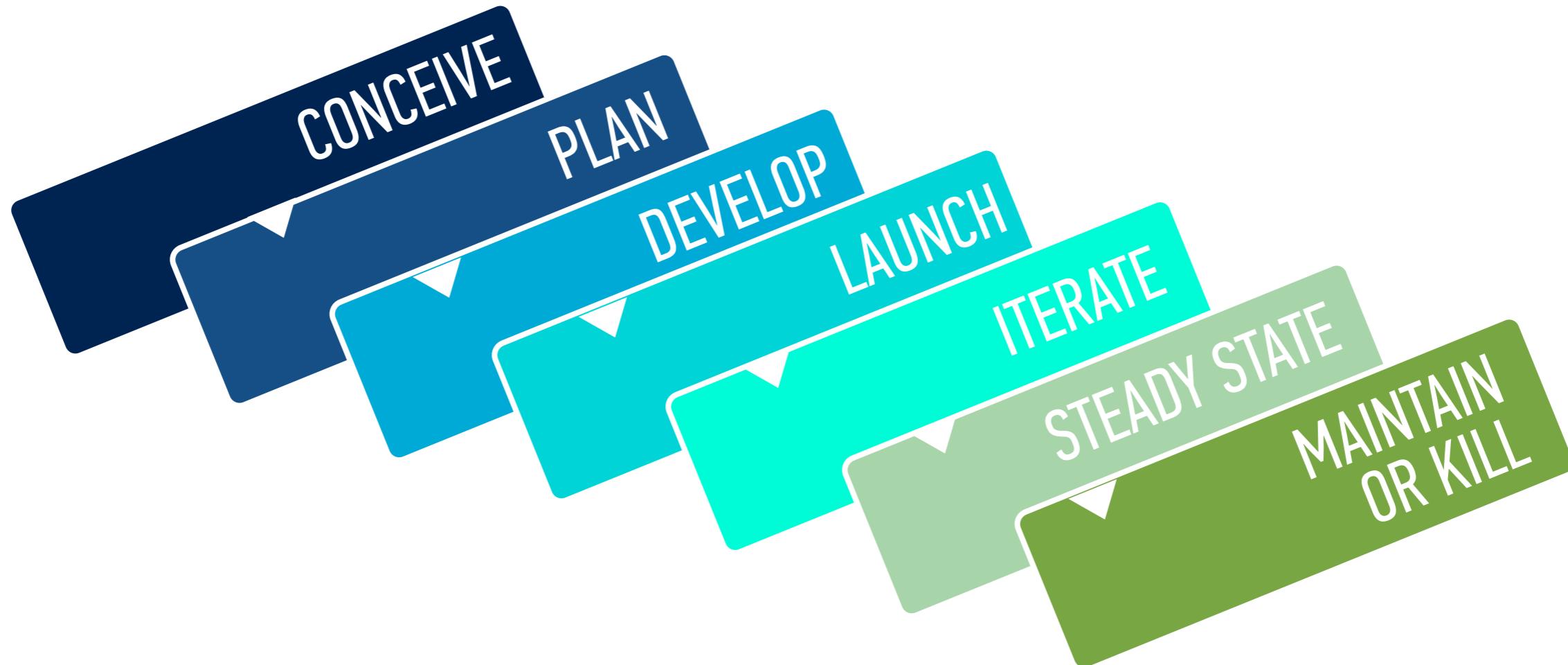
**PRODUCT DEVELOPMENT CYCLE**

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# PRODUCT DEVELOPMENT CYCLE

# PRODUCT DEVELOPMENT CYCLE

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## **PRODUCT DEVELOPMENT CYCLE**

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# **CONCEIVE**

# **PROBLEMS ARE EVERYWHERE**

# **IT'S YOUR JOB TO FIND THEM**



# problems not solutions

**having the ability to reject most feature requests, is a very important aspect of product**

**solution first culture is hard**

**ideas and feature requests  
are not a bad thing**

**but much better to get input  
in terms of problems to  
solve**

**solution first culture is hard**

**product is viewed a set of  
features**

**solution first culture is hard**

**solutions and ideas are  
usually half baked**

**solution first culture is hard**

**solutions are outdated**

**problems are much cooler!**

**the goal is to create a product mindset where stakeholders come up with problems as opposed to ready made ideas and solutions**

# problem case

- develop problem statement
- understand the scenario
- determine if valuable problem to solve

# problem case

- develop a problem statement
  - *5 Whys*

# problem case

- so what, so what, so what's  
the scenario?

# problem case

- is this a valuable problem  
for us to solve?

# problem case

- develop problem statement
- understand the scenario
- determine if valuable problem to solve

PROBLEM WE'RE SOLVING:

WHO WE'RE SOLVING IT FOR:

BUSINESS GOALS:

WHAT WE KNOW:

PROS:

CONS:

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## **PRODUCT DEVELOPMENT CYCLE: CONCEIVE**

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### **PROBLEM**

“I can never find a cab when I need one.”

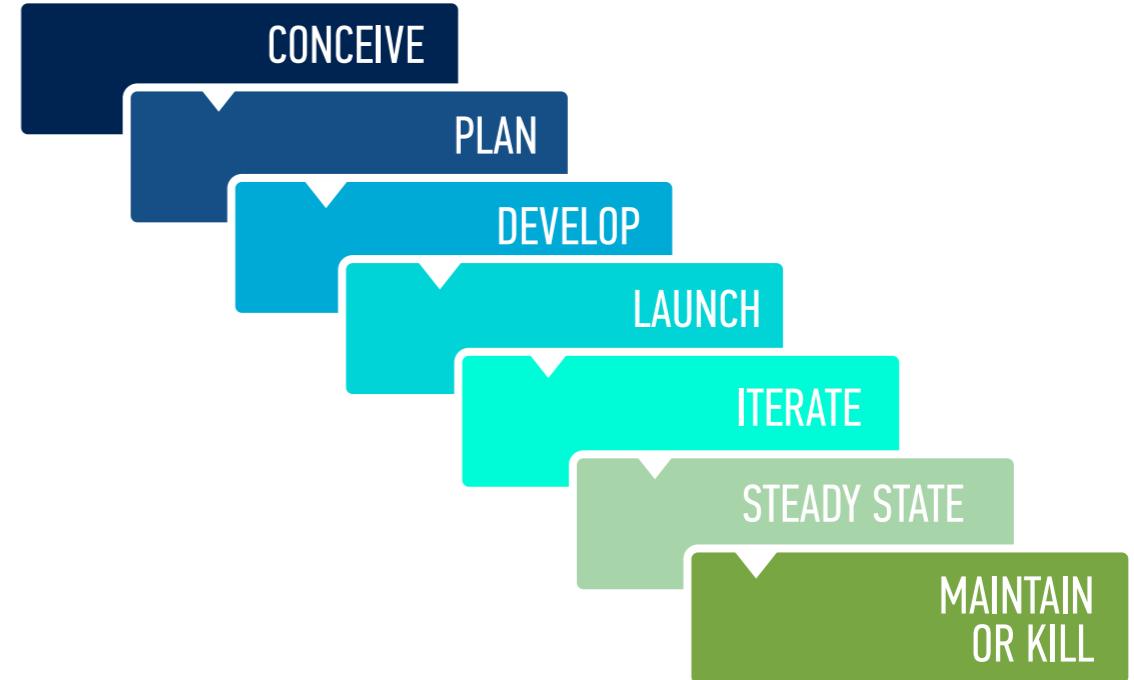
### **HYPOTHESIS**

If customers could reliably schedule a ride from their phone, they would no longer hail a cab from the street.

## PRODUCT DEVELOPMENT CYCLE: PLAN

# PLAN: VALIDATE YOUR HYPOTHESIS

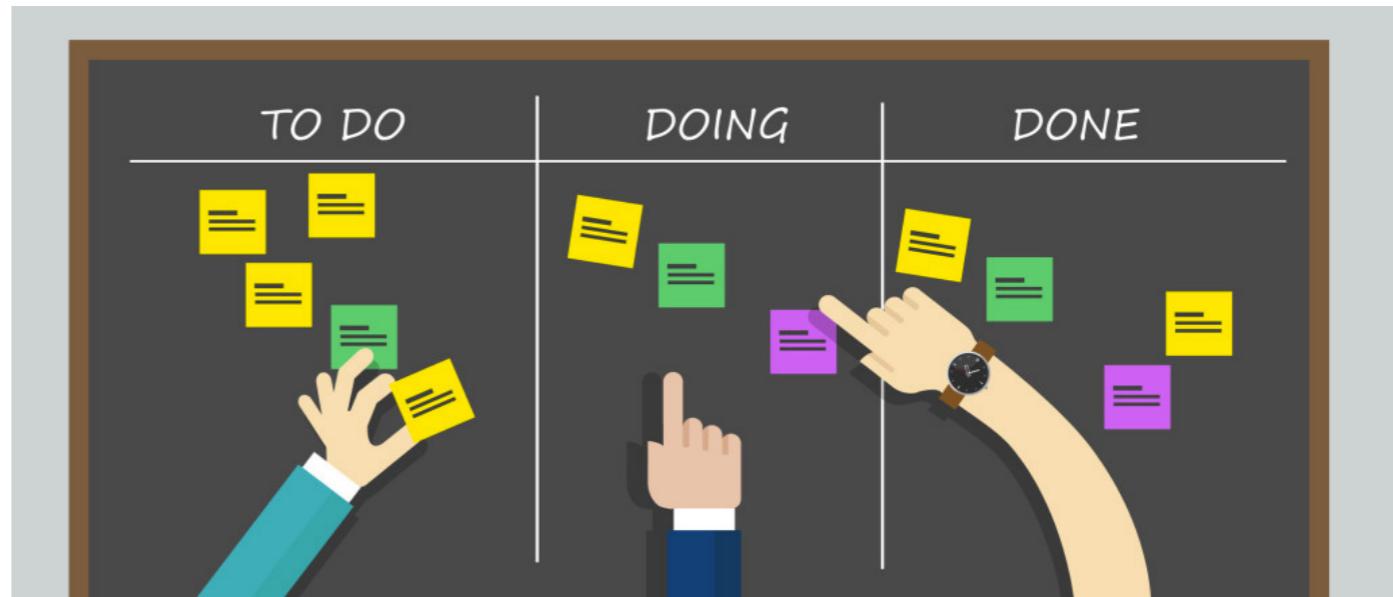
- How painful is this problem?
- How many people have this problem?
- What resources are required in order to solve this problem?



## PRODUCT DEVELOPMENT CYCLE

# DEVELOP

- Determine priority (what specific features will be build)
- Define requirements
- Design/Build/Test



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# PRODUCT DEVELOPMENT CYCLE - LAUNCH

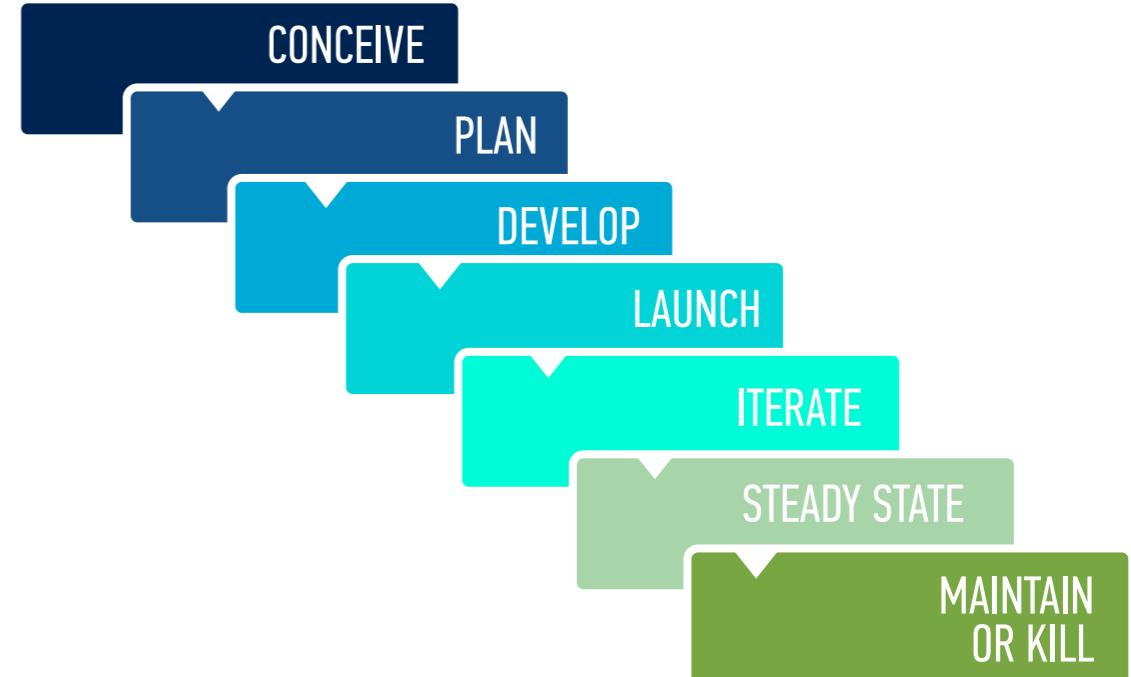
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## PRODUCT DEVELOPMENT CYCLE - ITERATE

# ITERATE

- Is our hypothesis true or false?
- Gather feedback from customers.
- Test and optimize performance.
- Continue to improve and look for signs of Product/Market Fit



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## PRODUCT DEVELOPMENT CYCLE - ITERATE

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Product/Market fit means being in **good** market with a product that can satisfy that market.

-Marc Andreessen

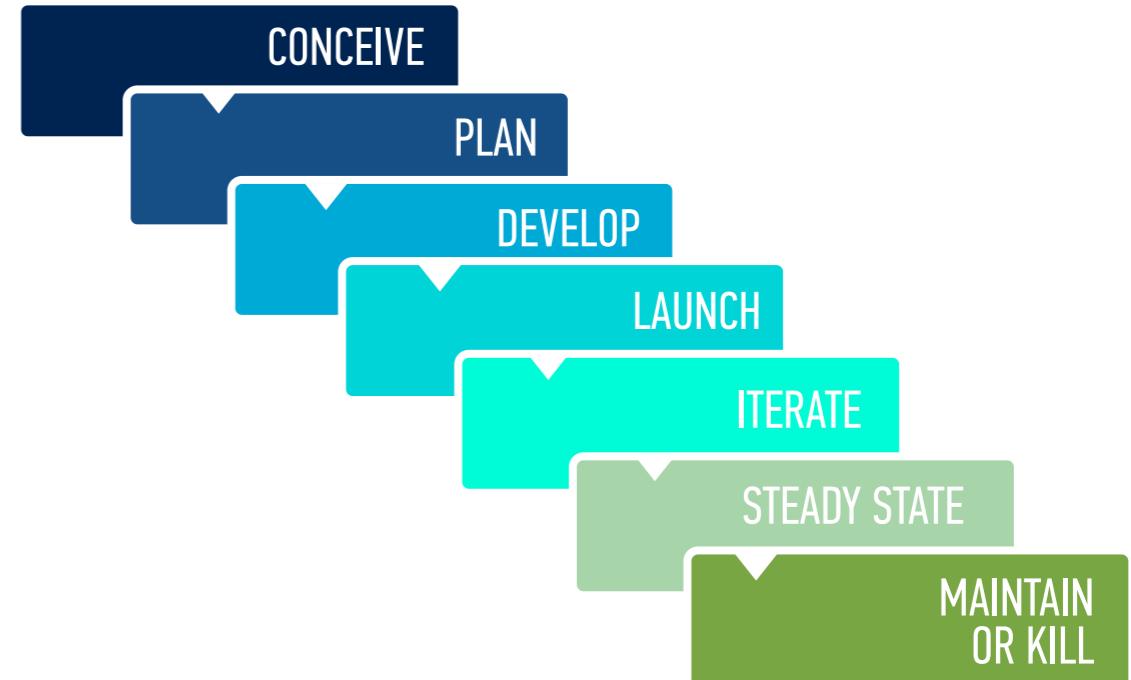
If you have to ask whether you have Product/Market fit, the answer is simple: **you don't.”**

-Eric Ries, The Lean Startup

## PRODUCT DEVELOPMENT CYCLE

# STEADY STATE

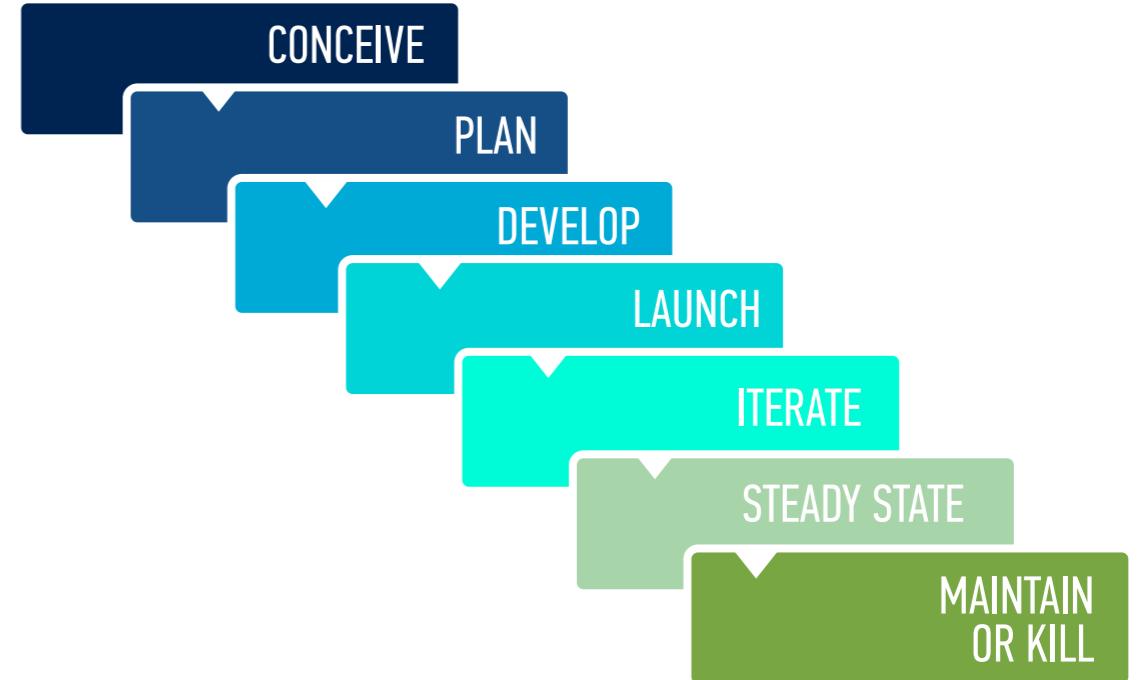
- Collect Metrics - KPIs
- Analyze & Optimize ROI
- Support Marketing & Sales Efforts
- Continue to improve product and work through backlog



## PRODUCT DEVELOPMENT CYCLE

# MAINTAIN OR KILL

- Maintain
  - Freeze feature-set and manage revenue levels.
  - Resolve bugs and make light improvements
- Sunset
  - Establish EOL Plan
  - Retrospective



# CLASS ACTIVITY: 99 PROBLEMS

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**DIRECTIONS** 15 mins

1. Examine the broad problem of people in the States wanting to send money to their families outside of the US seamlessly and quickly
2. Brainstorm 10-15 specific problems that these folks will come across when attempting to send money from the States to other countries



**EXERCISE**

*You should move past the obvious ones quickly and start thinking about more specific or isolated issues. The goal is to be as exhaustive as possible.*

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**DELIVERABLE**

A list of problems that may be affecting people who want to send money abroad

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**PRODUCT DEVELOPMENT CYCLE**

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# **PRODUCT AND PROJECT RISK**

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## **PRODUCT AND PROJECT RISK**

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**PRODUCT MANAGERS MUST  
UNDERSTAND **RISK** AND FIND WAYS  
TO REDUCE IT.**

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## **PRODUCT AND PROJECT RISK**

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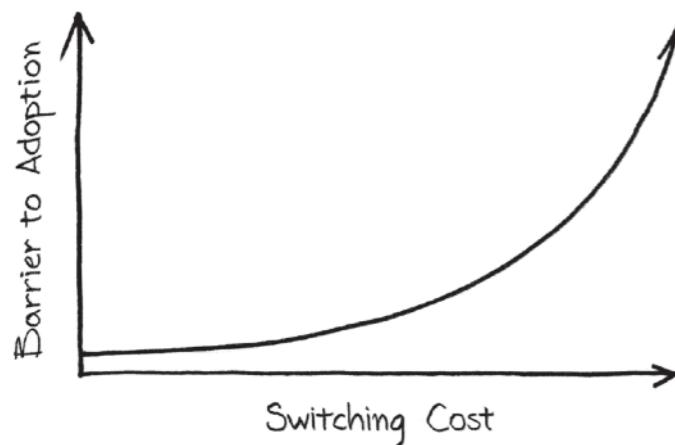
### **PRODUCT RISK**

“Product risk is the possibility that the system or software might fail to satisfy or fulfill some reasonable expectation of the customer, user, or stakeholder.”

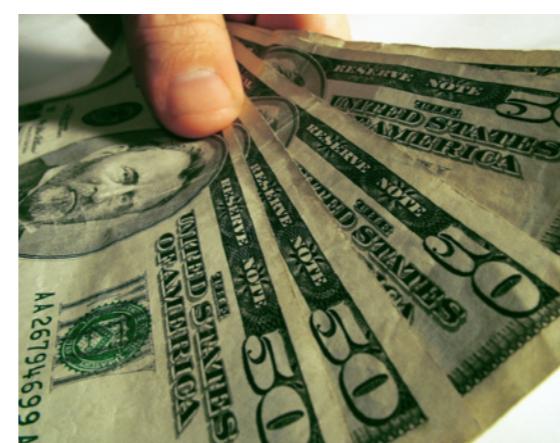
# PRODUCT AND PROJECT RISK

## CUSTOMER RISK

### SWITCHING COST



### BUYING POWER



### INTEREST



*"Your content is protected by  
copyright laws and a complete  
lack of interest."*

## PRODUCT AND PROJECT RISK

### COMPETITIVE RISK

- Are other businesses entering or leaving this area?
- Do you or your competitors have an unfair resource advantage?



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## **PRODUCT AND PROJECT RISK**

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### **MARKET RISK**

**Market Size-** Is the market for this problem large enough to warrant the investment required to solve the problem. Is the market getting smaller or likely to shrink?

**Investment Risk-** If investment is required, are investors currently funding similar projects or others in the industry?

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## **PRODUCT AND PROJECT RISK**

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## **PROJECT RISK**

“Project risk is an uncertain event or condition that, if it occurs, has an effect on at least one project objective.”

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## **PRODUCT AND PROJECT RISK**

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### **PROJECT RISK**

**Resource Risk-** Do you have the required people, tools, or services needed to complete the project?

**Dependencies-** Are you reliant on the completion of other projects in order to execute?

**Stakeholder Risk-** Do you have support of key participants in your organization required to move forward?

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**PRODUCT DEVELOPMENT CYCLE**

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# CONCLUSION

## CONCLUSION

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- The Product Development Cycle is highly repeatable and applied to almost all problems you can solve with products.
- The Product Manager's role evolves within each stage.
- Product-Market fit is achieved when the right solution is created for the right market.
- The Product Manager must be aware of and work to minimize risk.

# CUSTOMER DEVELOPMENT

chidi afulezi  
badass product guy

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## FINDING AND INTERVIEWING USERS

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## LEARNING OBJECTIVES

- Understand the customer development process
- Identify target users for your project.
- Formulate research goals and user interview questions.
- Execute user interview techniques.

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**FINDING AND INTERVIEW USERS**

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# CUSTOMER DEVELOPMENT

# 85

“should we do it?” vs. “can we do it?”

## should we do It?

is there customer acceptance for the problem we are trying to solve? can we build a value proposition and business model that's scalable? can we prove it?

## can we do it?

can we build the technology, product or service? will it be difficult, costly, or near impossible to produce the solution we have envisioned?

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## **CUSTOMER DEVELOPMENT**

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**WHY DO COMPANIES FAIL?**

**WHY ARE FEATURES NOT SUCCESSFUL?**

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**CUSTOMER DEVELOPMENT**

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**HOW DO WE KNOW IF A  
PROBLEM IS WORTH  
SOLVING?**

## INTRODUCTION TO CUSTOMER DEVELOPMENT

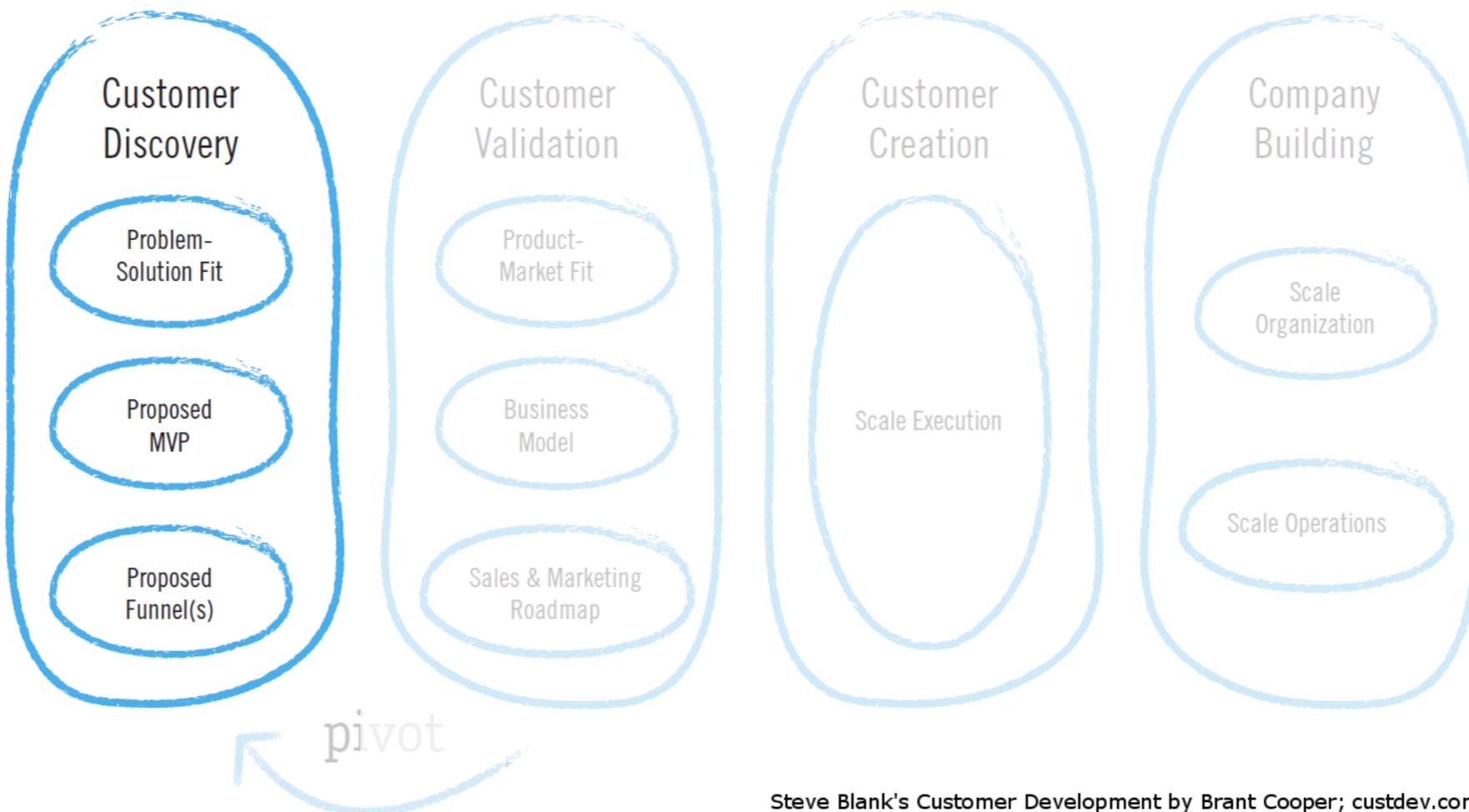
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# Customer Development

Frequent interactions  
and iterations with  
potential or  
prospective  
customers to build the  
best products.

## INTRODUCTION TO CUSTOMER DEVELOPMENT

# Customer Development



Steve Blank's Customer Development by Brant Cooper; [custdev.com](http://custdev.com)

# INTRODUCTION TO CUSTOMER DEVELOPMENT

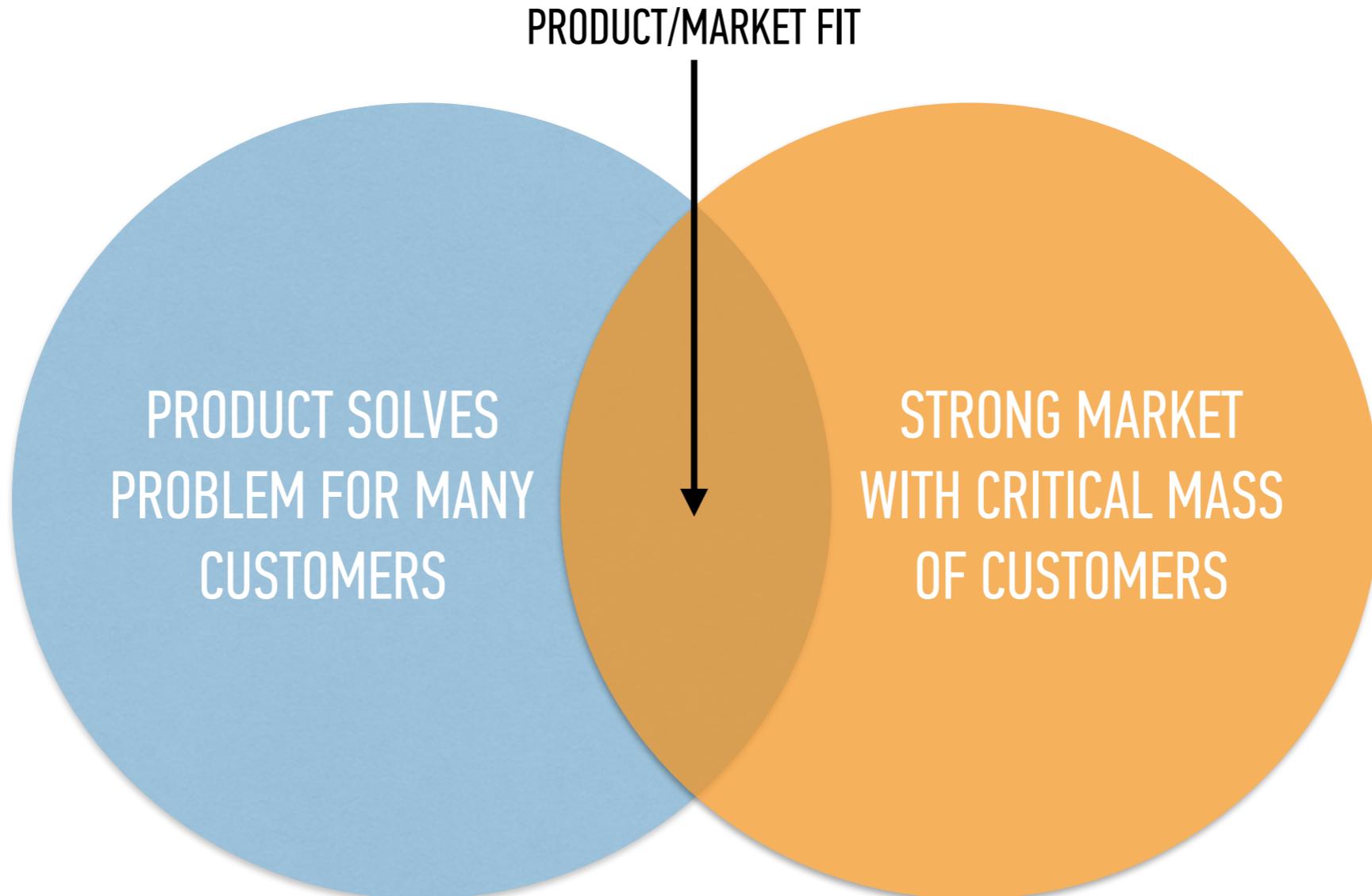
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# CUSTOMER DEVELOPMENT

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## CUSTOMER DEVELOPMENT

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“Product/market fit means being in a good market with a product that can satisfy that market.”

-Marc Andreessen  
General Partner, Andreessen Horowitz  
Co-Founder, Netscape

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**CUSTOMER DEVELOPMENT**

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# FINDING USERS FOR YOUR PRODUCT

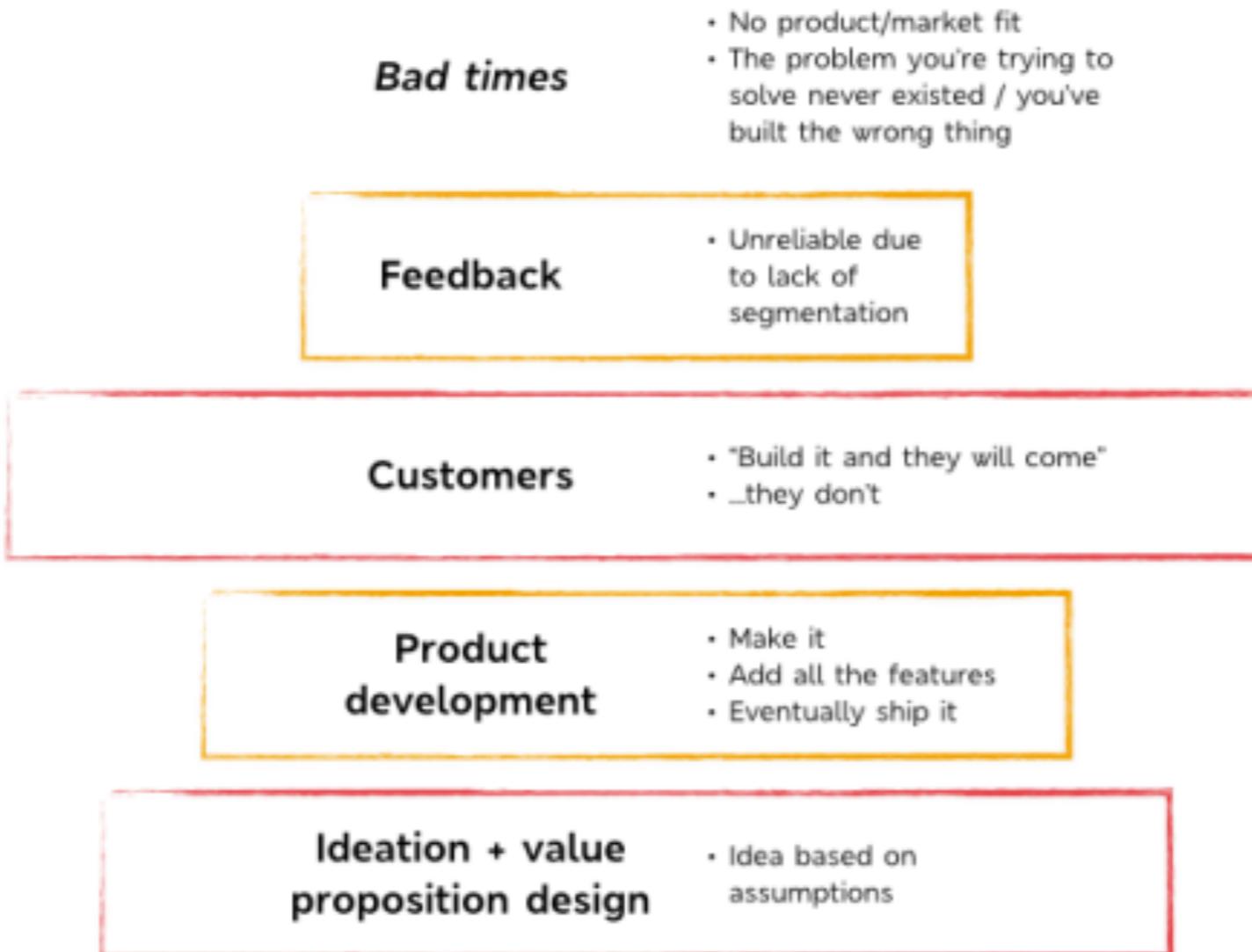
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## **FINDING YOUR CUSTOMER**

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# **WHY DO WE BUILD PRODUCTS?**

# NOT SO CUSTOMER CENTRIC APPROACH



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## FINDING YOUR CUSTOMER

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**“IF WE BUILD IT, THEY WILL COME”**

**HELL, NO!!**

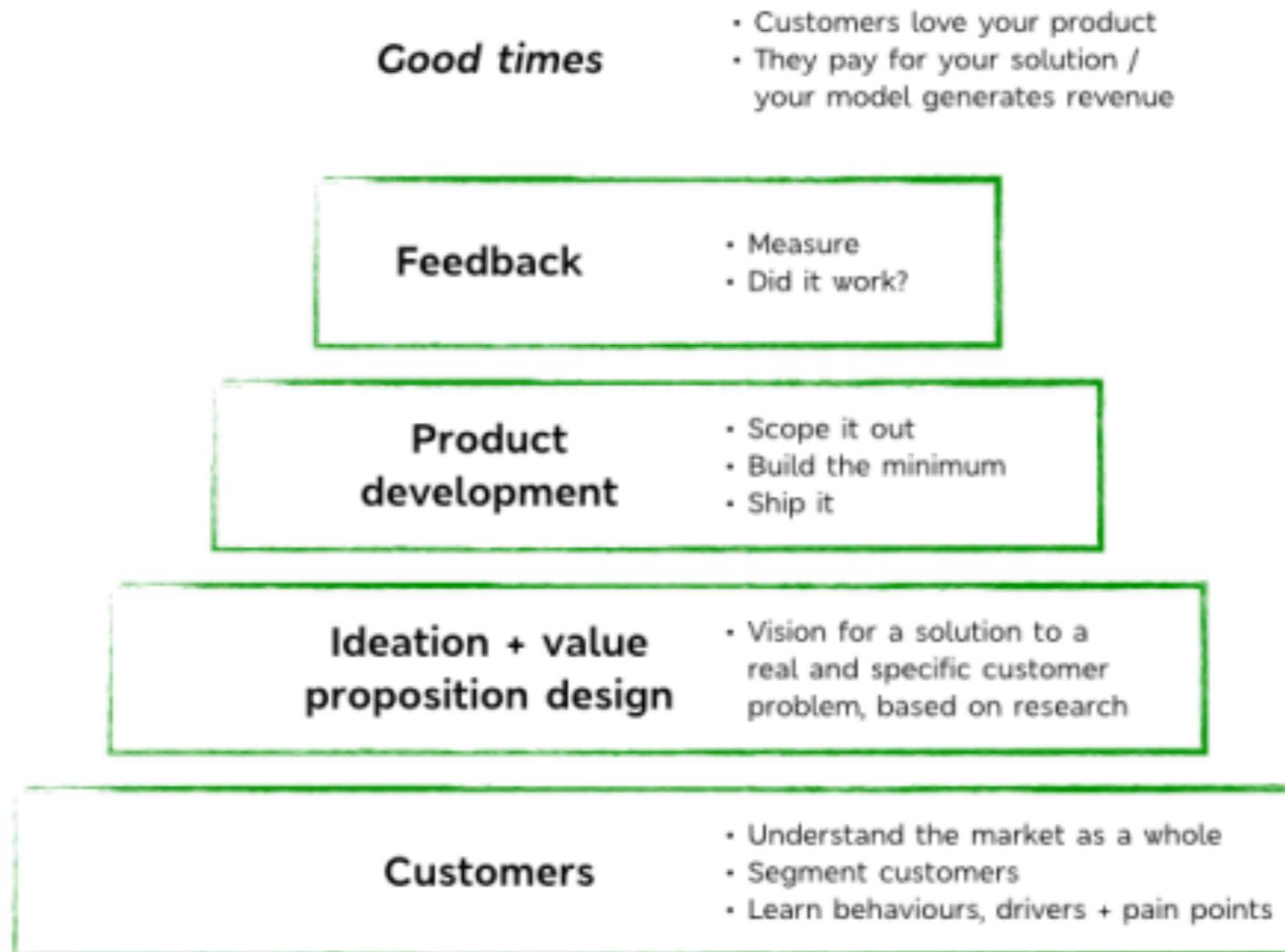
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## FINDING YOUR CUSTOMER

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**YOUR CUSTOMER IS  
SOMEONE WHO HAS THE  
PROBLEM  
YOU ARE SOLVING.**

# CUSTOMER CENTRIC APPROACH



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## FINDING YOUR CUSTOMER

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**GET OUT OF  
THE BUILDING**

## FINDING YOUR CUSTOMER

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# WHERE DO I FIND MY CUSTOMERS?

Think about where your potential customer would experience the problem. Go there.



AT THE OFFICE



PARKING AT A  
MALL



WRITING AN  
EMAIL



WHILE ON THE  
GO



GROCERY  
SHOPPING

## FINDING YOUR CUSTOMER

# FIND USERS SPEAKING ABOUT THE TOPIC ONLINE EX: WINE DELIVERY APP



Quora

Ask or Search Quora

Ask Question

Food in San Diego Delivery Delivery Service San Diego, CA +2

Is there a delivery service in San Diego that delivers wine?

Request Follow 1 Comment Share Downvote

This is a screenshot of a Quora search results page. The search term "Food in San Diego" is visible at the top. Below it, a question is displayed: "Is there a delivery service in San Diego that delivers wine?". The page shows standard Quora interaction buttons: Request, Follow, Comment, Share, and Downvote.

WINE

hot new rising controversial top gilded wiki promoted

\*\*Monthly Wine Challenge - June 2016 Tasting Notes Post!!\*\*  
submitted 9 days ago by pbrooks19 [Wino] - announcement  
10 comments share

Free Talk Friday (self.wine)  
submitted 17 hours ago by CondorKhan [M] - announcement  
9 comments share

Storing Wine (self.wine)  
submitted 8 hours ago by BK1986  
7 comments share

Where to buy a wine key with a non-serrated blade? (self.wine)  
submitted 8 hours ago by MyNameRhymesWithTank  
14 comments share

This is a screenshot of a Reddit 'WINE' subreddit page. The sidebar features sorting options: hot, new, rising, controversial, top, gilded, wiki, and promoted. Several posts are listed, each with a small Reddit logo and some text. The first post is highlighted with a green banner at the top: "\*\*Monthly Wine Challenge - June 2016 Tasting Notes Post!!\*\*". Other visible posts include "Free Talk Friday" and "Where to buy a wine key with a non-serrated blade?".

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## **FINDING YOUR CUSTOMER**

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# **LET'S FIND THESE CUSTOMERS ON THE INTERNET:**

- People concerned with managing their pet's health.
- People that need help with a household chore.
- People traveling internationally for the first time.
- High School math teachers
- Real Estate agents in New York
- Payroll Managers

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**INTERVIEWS**

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# **INTERVIEW TACTICS AND BEST PRACTICES**

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## **INTERVIEW TACTICS**

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**INTERVIEW QUESTIONS  
SHOULD BE BASED ON  
OUR ASSUMPTIONS**

## INTERVIEW TACTICS

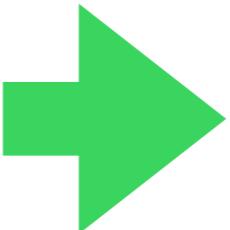
---



# RESEARCH TOPIC: OFFLINE ACCESS

### Assumption

“Users would be more likely to stream music on a mobile device if they did not have to utilize their data.”



### Hypothesis

“If users did not have to use their data to stream media from their mobile device, then they will be willing to pay a premium for that service.”

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## FINDING YOUR CUSTOMER

---

# QUESTIONS SHOULD TEST YOUR HYPOTHESIS

- What type of data package do you have on your phone?
- How frequently do you exceed your phone data limit?
- How do you feel when you've exceeded your monthly data limit?
- Have you ever not done anything on your phone because of your data limit?

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## **INTERVIEWING USERS**

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**NOT ALL QUESTIONS  
ARE CREATED EQUAL.**

---

## INTERVIEWING USERS

---

**ARE YOU A PRODUCT MANAGER?**

**CLOSED QUESTION**

**WHAT DO YOU DO FOR A LIVING?**

**OPEN QUESTION**



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## INTERVIEWING USERS

---

**AVOID INSERTING  
BIAS IN YOUR  
QUESTIONS.**

## INTERVIEWING USERS

---

### POSITIVE BIAS



Wouldn't it be great if...?

### NEGATIVE BIAS



Are you frustrated when...?

### NEUTRAL BIAS



How do you feel when...?

---

## FINDING YOUR CUSTOMER

---

THE GOLDEN RULE OF INTERVIEWS

CUSTOMERS CANNOT  
PREDICT THE  
FUTURE.

## INTERVIEWING USERS

---



*“If I had asked people  
what they wanted  
they would have said:  
‘Faster horses.’”*

*-Henry Ford*

## INTERVIEWING USERS

---

*“It’s really hard to design products by focus groups. A lot of times, people don’t know what they want until you show it to them.”*

*-Steve Jobs*



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## INTERVIEWING USERS

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# USER INTERVIEW BEST PRACTICES

- Be an active listener.
- Interview in-person
- Ask permission to record the interview
- Have questions prepared ahead of time.
- Be respectful of time.
- Pair up if possible

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## CHECK

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“Do you like to use free  
weights at the gym?”



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## CHECK

---

“Do you like to use free weights at the gym?”



“What types of equipment do you like to use at the gym?”



---

## CHECK

---

“How many times **do**  
**you plan** to go to the  
gym this year?”



---

## CHECK

---

“How many times **do**  
**you plan** to go to the  
gym this year?”



“Describe your gym  
schedule last year.”



---

## CHECK

---

“Would you say cardio classes are a better workout than weight lifting?”



---

## CHECK

---

“Would you say cardio classes are a better workout than weight lifting?”



“What type of exercise gives you the best workout?”



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## **GUIDED PRACTICE**

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# **CREATING INTERVIEW QUESTIONS**

# INTERVIEWING USERS

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## WHO ARE MY USERS?

Are they businesses? Consumers?

Parents? Siblings? Friends?

Demographics?

## WHAT ARE THEIR HABITS?

Are they already sharing photos  
on social media?

Do they create content or just  
share?

## WHERE ARE THEY ACCESSING FROM?

Mobile or Desktop?

Where do they spend time?

## WHEN DO THEY NEED YOUR PRODUCT?

Is it a time of day?

During a big moment in their  
child's life?

## WHY DO THEY NEED YOUR PRODUCT?

Do other products not meet those  
needs?

Do other products exist to fit  
their needs?

## HOW DO THEY ACCESS YOUR PRODUCT?

One time download?

Web App? iPhone app?

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**CUSTOMER INTERVIEWS**

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# **INDEPENDENT PRACTICE: PRACTICE INTERVIEWING**

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## INTERVIEWING USERS

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# CUSTOMER INTERVIEW SCRIPT

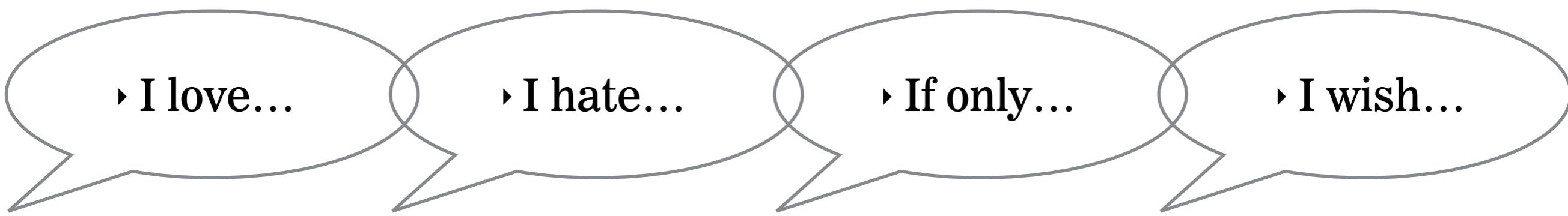
- › What is the hardest part about <pain point context>?
- › Can you tell me about the last time that happened?
- › So why was that hard or difficult?
- › What kinds of solutions have you used to address that issue?
- › What don't you like about those solutions?

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# INSERT CHAPTER TITLE

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four phrases that unlock great product ideas



‣ I love...

‣ I hate...

‣ If only...

‣ I wish...

# ACTIVITY: CUSTOMER INTERVIEWS

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## DIRECTIONS (20 MINUTES)

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1. Get together in groups of 2.
2. Interview your partner using the interview script (7 mins).  
Take notes throughout the interview.
3. Get feedback on your interview execution (2mins).
4. Switch roles.
5. Identify Key Takeaways from interviewing your customer

## DELIVERABLE

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Interview Notes and Takeaways  
Feedback from your partner

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## **WRAP-UP**

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# **DEBRIEF**

- What went well in the interview?
- What could be improved upon?
- How did it feel to be the interviewee?
- How did it feel to be the interviewer?
- Did the questions ultimately help move towards the research goal?

---

**TITLE**

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# Q&A