



Product Management 101

Section 6: Course wrap-up

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Product Management 101

We'll talk about...

- 7 big themes
- Keep learning

Purpose of product management

Manage the full lifecycle of products/services to...

- Create exceptional customer value
- Generate long-term competitive advantage
- Deliver year-after-year profitability

*Our job: to delight
customers in hard-to-copy,
margin-enhancing ways*

*Gibson Biddle
Former VP of Product at Netflix*



The work of product management



7 big themes...

- 1 To have impact, we need to find **the right balance** between the strategic and tactical



It's easy to get out-of-balance!

- Project management
- Product support
- Sales support
- Agile processes
- Cleaning up all the product messes (product janitor)

Finding the path to greater impact

Going big



More here

Say “yes” and lean in

- Deep customer understanding
- Market and competitive analysis
- Product strategy
- New product discovery & concept testing
- Product analytics
- Pricing
- Search for growth



Less here

Gently say “no”

- Project management
- Extensive product support
- Getting buried in Agile processes
- Deep engineering support
- Extensive sales support

7 big themes...

2 It's starts with the **customer**



- “What is?”
- Understand their needs, joys, pains, motivations, hopes
- Firsthand knowledge



Without a solid understanding of customers, as a product manager, you really don't have much



You can significantly up your game by spending time to truly understand your customers

Big themes

7 big themes...

- 3 Product **vision, objectives,** and **strategy** matter



- How the world will be a better place if we succeed
- How will we get there
- How will we know

Use to guide and motivate a product team

7 big themes...

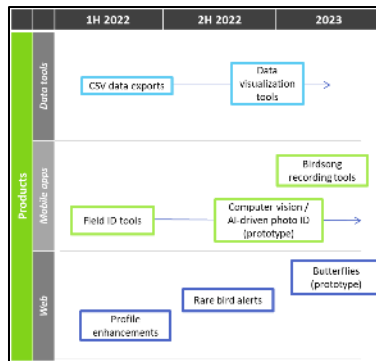
- 4 Our development teams will never, ever, ever be big enough. We need to **prioritize**



- Key job of product managers (and company leaders)
- Saying “no” to many things
- Saying “yes” to a few things

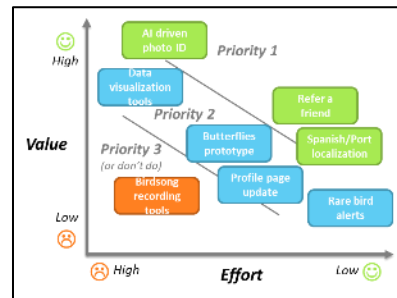
7 big themes...

4 Our development teams will never, ever, ever be big enough. We need to **prioritize**



OKRs for Q3		Score
Objective 1: Increase the number of new active users		
Key results	>80% of first-time users submit a second bird checklist	
	5 users successfully use an AI-driven photo identification prototype	
Objective 2: Increase the usage of eBird's data by university researchers		
Key results	>1000 CSV data downloads	
	>30 academic articles published	
Objective 3: Expand user base in countries with high bird diversity but low eBird usage (target: Peru, Ecuador, Brazil)		
Key results	Launch Spanish and Portuguese versions of Android/iOS apps	
	>100 "friend" referrals in target countries	

1 Development categories >	2 Big impact items	Client enhancement requests	Support & bug fixes	Technical debt
2 Percent of dev time >>	60%	15%	10%	15%
3 Items	AI-driven photo ID prototype Data visualization tools Rare bird alerts Profile page upgrade	Add data category for Stanford Country population tracking for EU Hotspot location bug Graphic issue with Chinese fonts	Map color error (profile page) Hotspot location bug Reduce time for video upload Regional cloud hosting	Restructure photo database Reduce time for video upload Regional cloud hosting

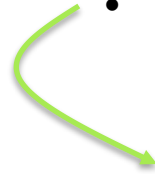


7 big themes...

- 5 If we want innovation, we need to be *lean*, *fast*, and *experimental*



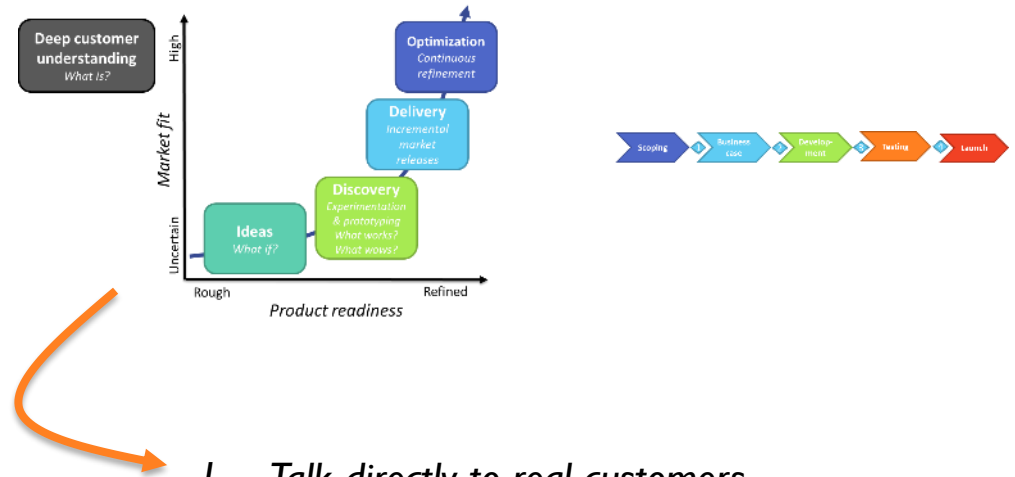
- Grounded by deep customer insight (“what is?”)
- Diverse team collaboration (“what if?”)
- Attitude of humility
- Build our way forward (“what works?” “what wows?”)



Ordinary teams can find extraordinary innovation

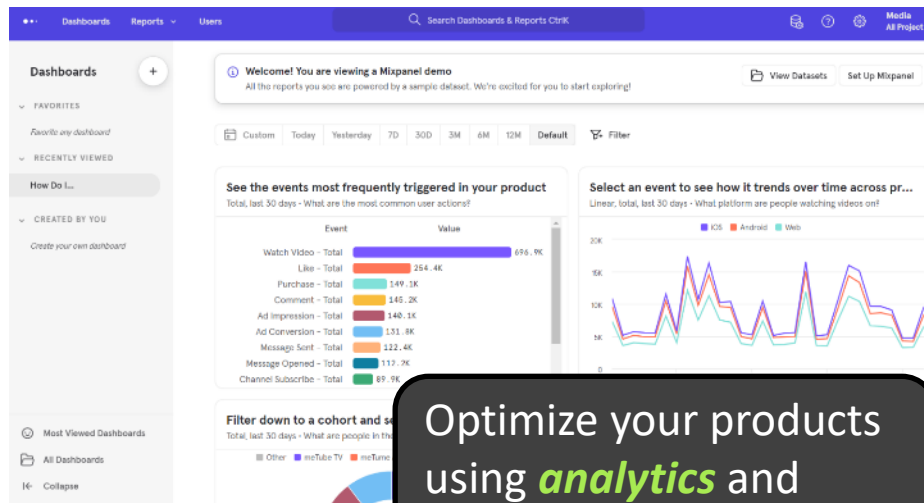
7 big themes...

- 5 If we want innovation, we need to be *lean*, *fast*, and *experimental*



7 big themes...

- 5 If we want innovation, we need to be *lean*, *fast*, and *experimental*



Optimize your products using *analytics* and *experimentation*

7 big themes...

6 **Marketing** and **sales** teams are critical partners to find market success



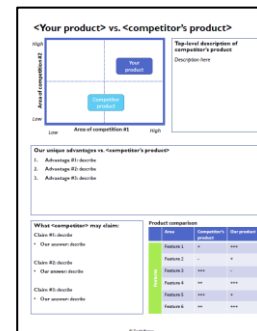
- Share your target customers, product value, benefits, and competitive advantages
- Train and support your sales team, and get the “view from the field”

6 **Marketing** and **sales** teams are critical partners to find market success

The diagram illustrates the relationship between four groups: CEo's, Safety managers, Compliance managers, and Drivers. CEo's (top left) are represented by a dashed oval and focus on "Reduce my fleet operating costs" and "Avoid costly lawsuits". Safety managers (top right) are represented by a blue dashed oval and focus on "Save lives" and "Reduce collisions". Compliance managers (bottom right) are represented by a green dashed oval and focus on "Reduce drowsy driving" and "Avoid fines". Drivers (bottom left) are represented by an orange dashed oval and focus on "Decrease log errors" and "Easy to use for new drivers". Arrows indicate the flow of influence: from CEo's to Safety managers (labeled "Avoid costly lawsuits"), from Safety managers to Compliance managers (labeled "Reduce collisions"), from Compliance managers to Drivers (labeled "Avoid fines"), and from Drivers to CEo's (labeled "Decrease log errors"). There are also arrows from CEo's to Compliance managers (labeled "Less time correcting logs") and from Safety managers to Drivers (labeled "Reduce drowsy driving").

[illegible]

Sales enablement tools		
	Type	Description
This tool can:	Target customers and needs	Identify the primary and secondary target customers, and specify their key needs, preferences, and buying behaviors.
	Benefit focus	Identify the primary and secondary benefits that your product provides.
	Key features and technical details	Identify the key features and technical details of your product.
	Value propositions	Describe a value proposition of your product for training and selling with arguments.
	Proving promises	Describe your pricing plan to sales reps, including the pricing and discounts pricing can be offered by the salesperson or agent.
Don't forget to:	Track back	Create a timeline of data for sales reps to track customer behavior and your product performance. A marketing funnel can create goals, and also help sales reps track customer behavior.
	Customer stories	Identify the key customer stories that your product provides, and provide a timeline of data for sales reps to track customer behavior.
	Win/losses	Identify the key win/losses, and provide a timeline of data for sales reps to track customer behavior.
	Other	Identify the key other factors that your product provides, and provide a timeline of data for sales reps to track customer behavior.
	Return-on-investment (ROI)	Track the return-on-investment (ROI) of your product to sales reps, including the pricing and discounts pricing can be offered by the salesperson or agent.
This tool can:	Competitive advantage	Identify the competitive advantage of your product, and provide a timeline of data for sales reps to track customer behavior.
	Q&A frequently asked questions	Identify the key Q&A frequently asked questions, and provide a timeline of data for sales reps to track customer behavior.
	Other	Identify the key other factors that your product provides, and provide a timeline of data for sales reps to track customer behavior.
	How to sell and best practices	Identify the key how to sell and best practices, and provide a timeline of data for sales reps to track customer behavior.
	Other	Identify the key other factors that your product provides, and provide a timeline of data for sales reps to track customer behavior.



7 big themes...

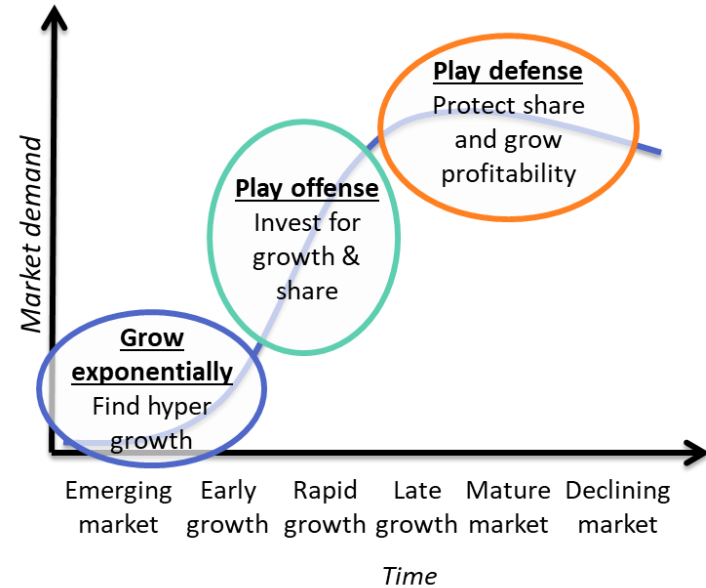
7 We want **growth!**



- Revenue, profit, market share
- We can find growth even for long-established products
- Some companies can find “product-led growth”
 - Many companies can incorporate some of the best practices

7 big themes...

7 We want **growth!**



7 big themes...

7 We want *growth!*





Keep learning!

*Product management is
rapidly evolving*

Learn inside and outside
your company

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Join a **product group**, like your local ProductTank meetup

Join **webinars**

- 280 Group
- Product Beats Tuesday webinars

Read **blogs** & watch **videos**

- Rich Mironov, Marty Cagan, Teresa Torres, others

Get **experience**

- Focus on the innovation chain...
 - customer insight >> new ideas
 - >> testing product concepts



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Product management...

We are gifted with *influential positions!*

We can have a *strong impact* on our products and companies

- Innovate, refine, and evolve our products
- Steal market share from our competitors, month-by-month
- Set up our products, our teams, our companies – for long-term success

Product management 101

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