

# Product management 101

*Section 4: New product  
development*



Photo by [Jakob Owens](#) on [Unsplash](#)

# Product Management 101

## *Prioritization and Roadmapping*



Photo by [airfocus](#) on [Unsplash](#)





*We will talk about...*

- ***Importance*** of prioritization
- ***5 prioritization techniques*** spanning the long-term to the near-term
  - Roadmapping
  - OKRs
  - Development buckets
  - Value-effort matrix
  - User story mapping

Your development team  
will never, ever, ever be  
big enough

*Rich Mironov, the 1<sup>st</sup> law of  
software economics*



Development teams can never build as fast as  
we can dream up new things

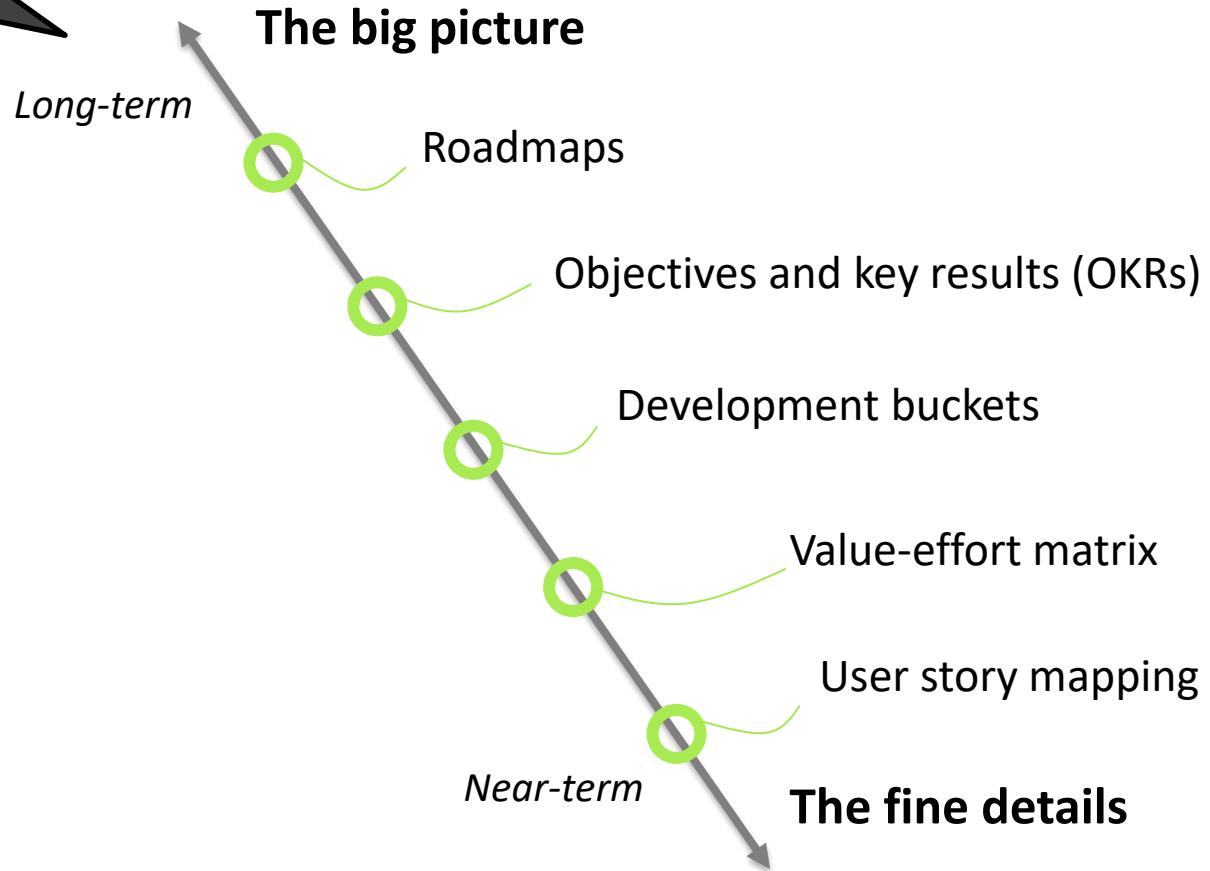
- An “**and**” world vs. an “**either/or**” world

Without ruthless prioritization, mostly the  
**wrong things** get built

- We want a few “yes’s” and many “no’s”

We need get good at **prioritization**

Guided by our product vision,  
objectives, and strategy



The Cornell Lab of Ornithology

eBird   Submit   Explore   My eBird   Science   About   News   Help

Donate   Todd Blas (Todd Blas)   Language



MY STATS WORLD

My eBird

Category	Value
Species observed	125
Complete checklists	178
Species with photos	102
Observations	393 Observations
✓ 0	Days of checklist streak
Red streak days	0 Days

Yellow-crowned Night-Heron Nyctanassa violacea © Tim White Macaulay Library eBird

# Strategic direction

*next two years*

1. Help **first-time eBird users** become regular users
2. Make eBird more useful to **scientists**
3. Expand eBird usage in **Columbia, Peru, Ecuador, and Brazil**

*Example only, not real data*

## My Stats

JAPAN – Auto-detected 

 122

Species Observed

 355

Complete Checklists  
357 Total

 112

Species with Photos  
778 Observations

 0

Species with Audio  
0 Observations

 0

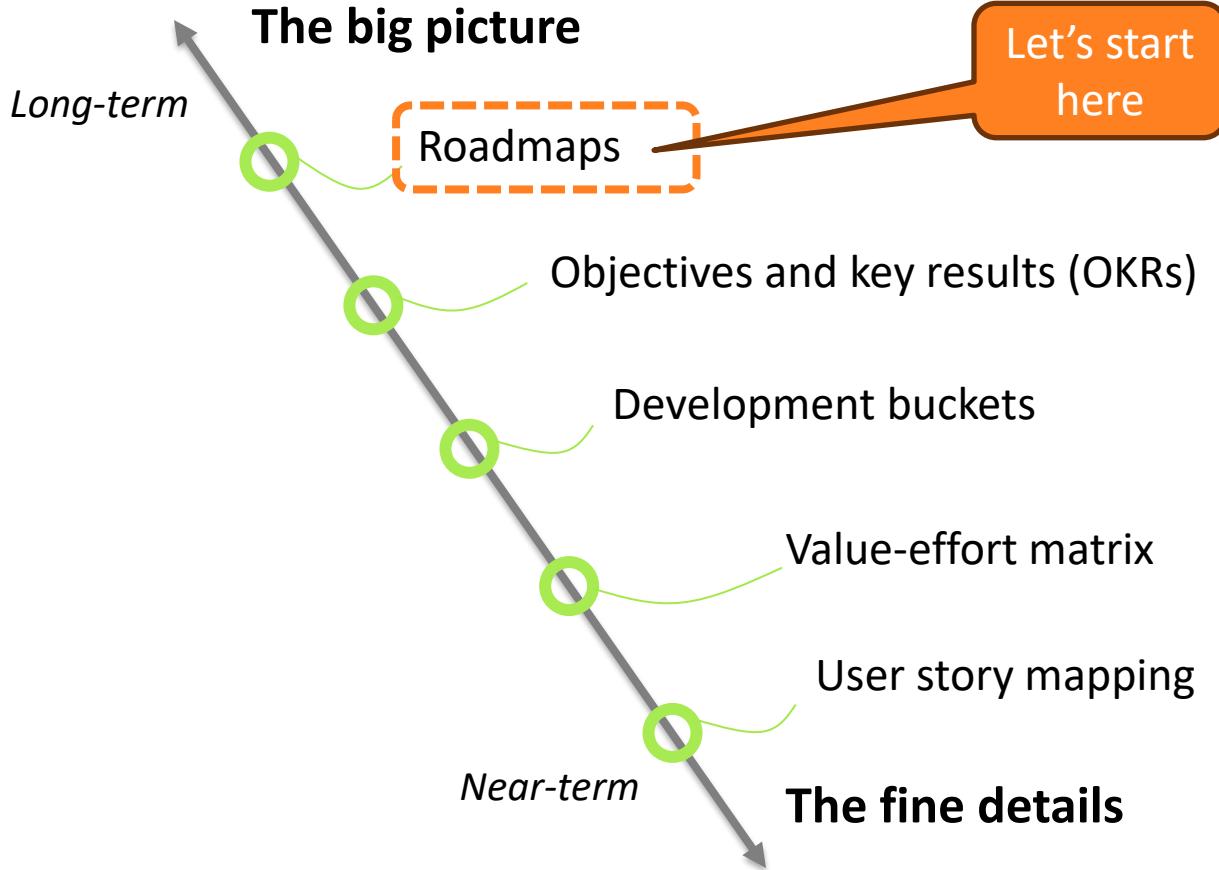
Days of Checklist Streak  
Best Streak: 5 days

[My eBird](#)



Rock Ptarmigan *Lagopus muta* © Kasia & Takashi Someya Macaulay Library | eBird

© Todd Birzer



## **What are roadmaps?**

- Time-based charts showing the planned evolution of a product or service

## Why do roadmaps?

- Help us **prioritize** and **sequence** of our major steps
- Help our execs, marketing, sales, and customer success teams **do their jobs better**
- **Build support** (and allies) for our product development work
  - Quiet the critics
  - Minimize random product requests



## Some **dangers** with roadmaps

- Can be too detailed and prescriptive
- Timelines are usually too optimistic
- Sales teams may share early roadmaps with customers



*If we keep our roadmaps high-level and linked to a strategy, they can be an effective communication and prioritization tool*



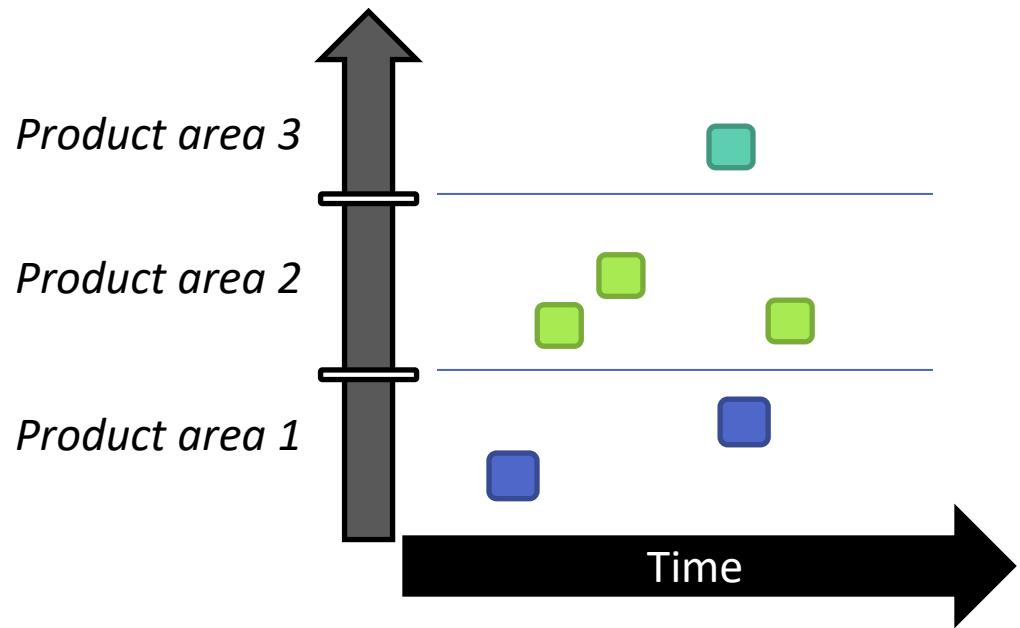
## *Roadmap styles...*

- Product area
- Technology / product / market
- Now, next, later
- Theme-based

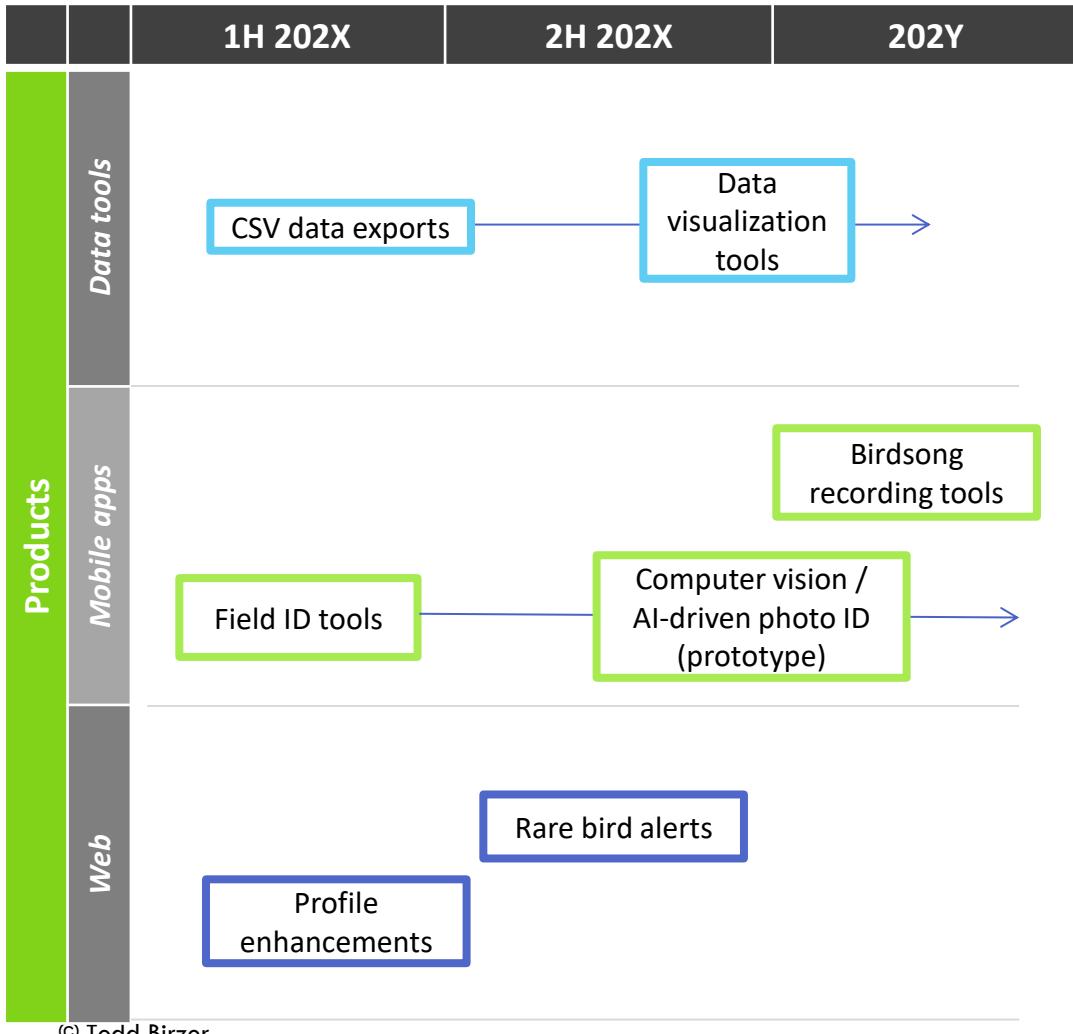


1-3 years  
*Linked to our  
strategy horizon*

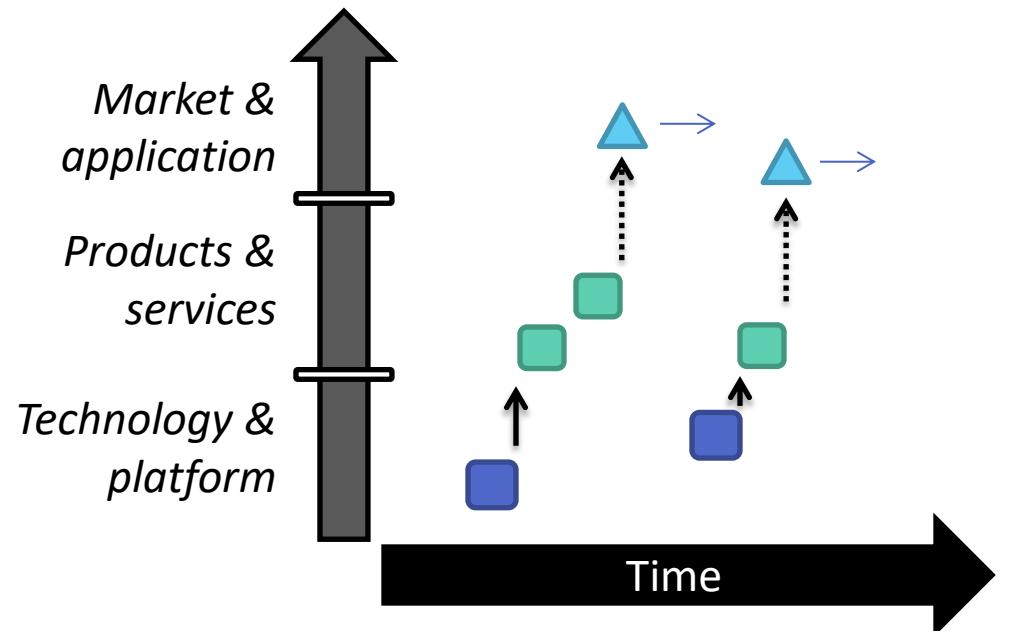




# eBird



Example only, not real data!



*Markets*

*Products/services*

*Technology platform*

Field ID tool

Photo ID tool

Field  
identification  
engine

Computer vision /  
AI-driven photo ID

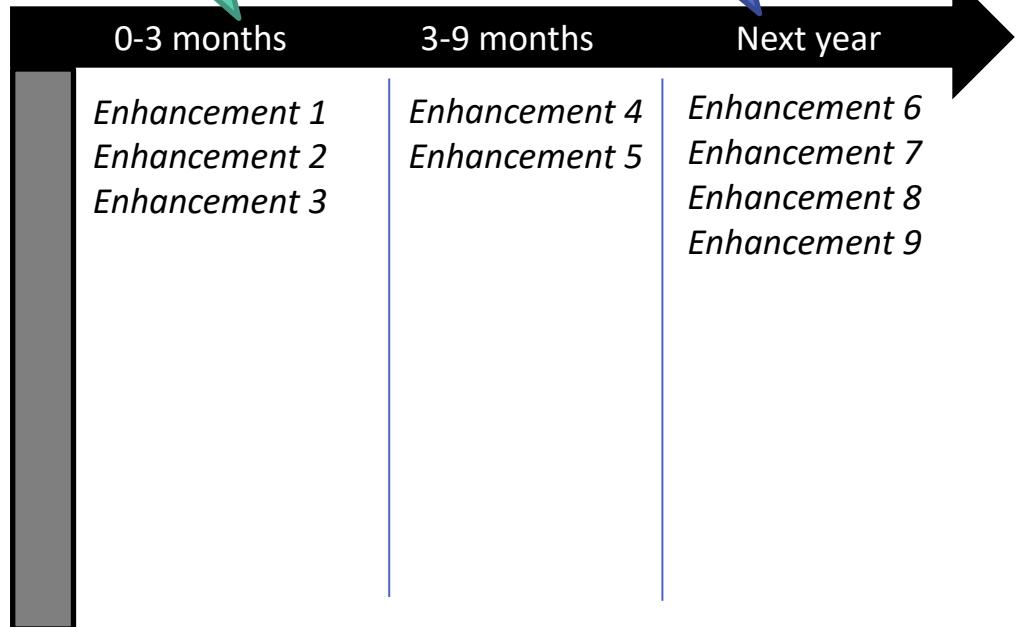
1<sup>st</sup> time  
birdwatchers



0-3 months	3-9 months	Next year
<i>Enhancement 1</i> <i>Enhancement 2</i> <i>Enhancement 3</i>	<i>Enhancement 4</i> <i>Enhancement 5</i>	<i>Enhancement 6</i> <i>Enhancement 7</i> <i>Enhancement 8</i> <i>Enhancement 9</i>

Or...now, next, later

Note: Timeline gets  
fuzzier farther out





This year (Apr-June)	This year (July-Dec)	Next year
<b>AI-driven photo identification</b> (North America, Europe, Asia, Australia)  <b>AI-driven photo identification</b> (South America)	<b>Population trend data access</b> for scientists  <b>Local bird names for South America</b>	<b>Guided walkthrough</b> for first time users  <b>Photo, video, and audio library access</b> for scientists

	<b>This year (July-Dec)</b> <i>Help first-time users</i>	<b>Next year (Jan-June)</b> <i>Make eBird more useful to scientists</i>	<b>Next year (July-Dec)</b> <i>Expand eBird usage in countries with high bird diversity</i>
<b>Description</b>	Help our first-time users have a great experience, returning for their second and third checklist	Make it easy for scientists to use our data for their research	Make eBird more attractive to birdwatchers in countries with high bird diversity, but low eBird usage (Columbia, Peru, Ecuador, and Brazil)
<b>New features, products, or services</b>	<b>Guided walkthrough</b> for first time users  <b>AI-driven photo identification</b> (North America, Europe, Asia, Australia)	<b>Photo, video, and audio library access</b> for scientists  <b>Population trend data access</b> for scientists	<b>AI-driven photo identification</b> (South America)  <b>Local bird names for South America</b>

*Example only, not real data!*

	<b>This year (July-Dec)</b> <i>Help first-time users</i>	<b>Next year (Jan-June)</b> <i>Make eBird more useful to scientists</i>	<b>Next year (July-Dec)</b> <i>Expand eBird usage in countries with high bird diversity</i>
<b>Description</b>	Help our first-time users have a great experience, returning for their second and third checklist	Make it easy for scientists to use our data for their research	Make eBird more attractive to birdwatchers in countries with high bird diversity, but low eBird usage (Columbia, Peru, Ecuador, and Brazil)
<b>New features, products, or services</b>	<b>Guided walkthrough</b> for first time users  <b>AI-driven photo identification</b> (North America, Europe, Asia, Australia)	<b>Photo, video, and audio library access</b> for scientists  <small>Photo, video, and audio library access for scientists</small>	<b>AI-driven photo identification</b> (South America)  <small>AI-driven photo identification (South America)</small>

*If we keep our roadmaps high-level and linked to a strategy, they can be an effective communication and prioritization tool*

Example only, not real data!

Custom roadmap

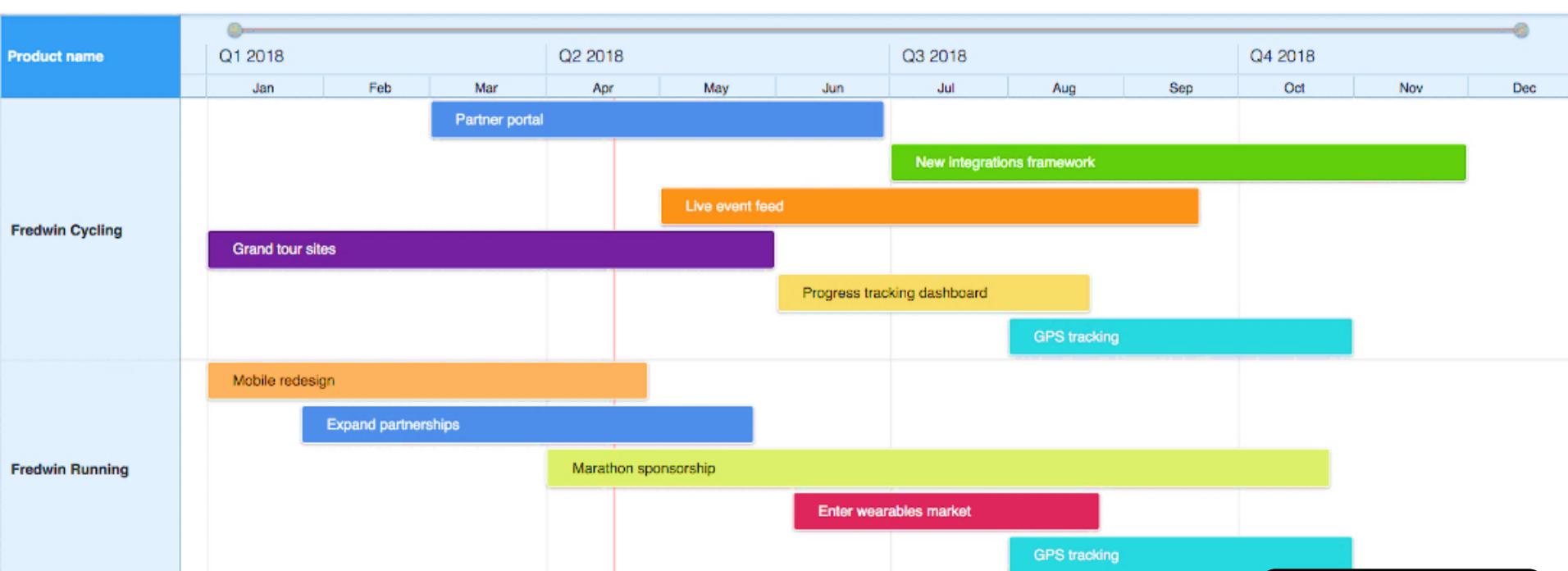
## Initiatives timeline

[Add roadmap](#)
[Views](#)
[Save](#)
[...](#)

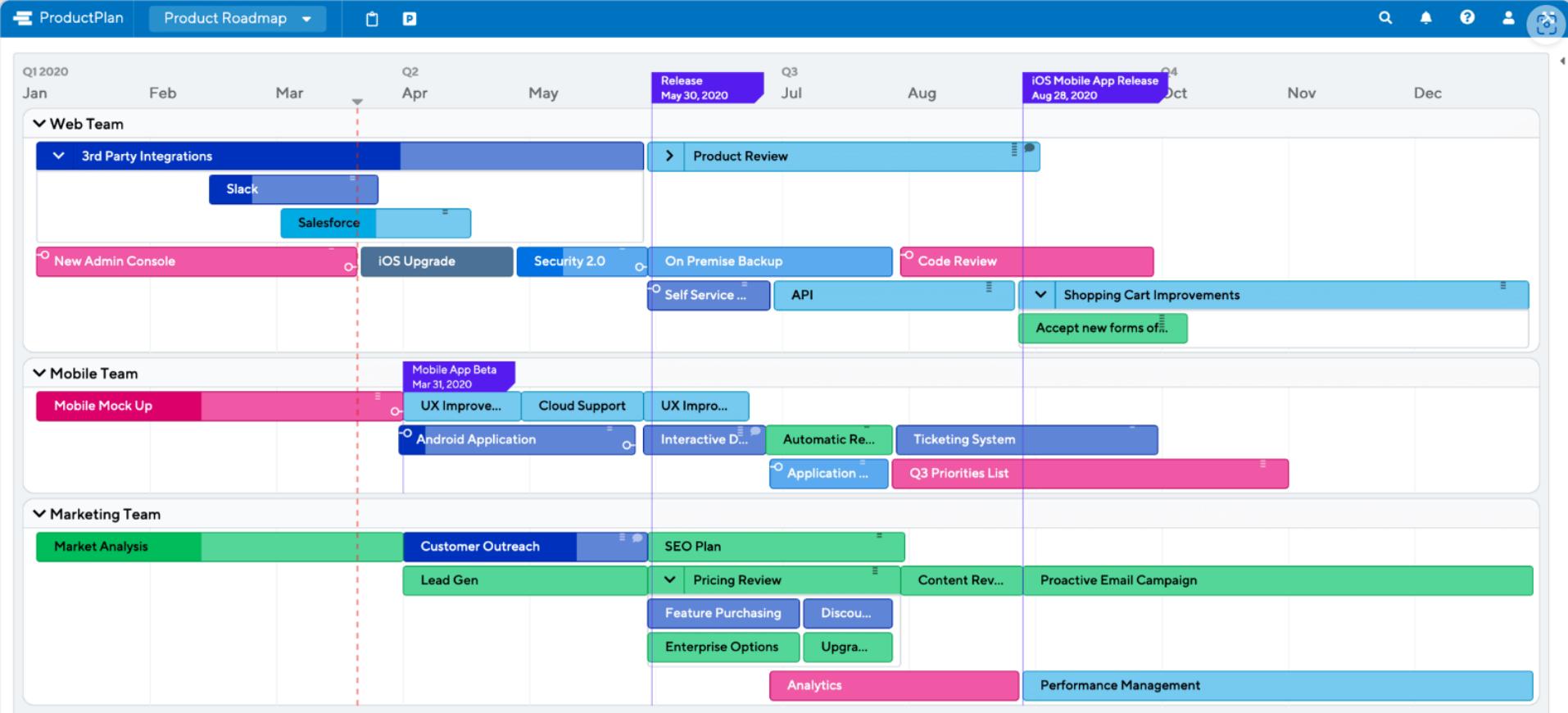

Product name: Fredwin Cycling, Fredwin Running



Initiative timeframe: 1H 2018, 2H 2018



Aha!



ProductPlan



Items

Milestones

Timeline

+ Item



## KEY DATES

Q3



Q4



Finalize Budget

Q1



System Reqs Complete

Q2

## PRODUCT LAUNCHES



IOS phone app - Beta Launch



North America - Air III Phone Launch



API Launch

## UPCOMING PRODUCTS

## AIR APP

Air App: Beta

Air V.1 Wearable

Air App Launch

1

1

1

Air Store

## AIR PLAYER

Mobile Support

Air Music Store

4

## AIR LENS

Air Phone Lens

Air 2 Lens 15mm-135mm

Air 2 Lens 15mm-55mm

## AIR II PHONE

Air II Phone Battery Case

Air 3 Phone

Air Wireless Headphones

1

## AIR VR

VR Wearable v.0.0.0

Air VR v.0.1.0 Glass

Tempo Strategic Roadmaps



# My Product

Switch product ▾

Product Canvas

Product Objectives

Product Roadmap

Documentation

Files

Discussion

Ideas

Feedback

Filters

Saved Views ▾

Completed

Roadmap

Candidates

Add a Card

Now

Market Share Revenue

## Make the product more understandable

Update the homepage to highlight the product & its new capabilities.

education marketing

3 Ideas

Internal

Next

Enterprise

## Custom Reports

A customized reporting portal, where users can specify the info they want.

reports analytics

5 Ideas

Later

Security Enterprise

## Single Sign On

Add single sign on to the app, to allow related integrations to use our logins.

login

5 Ideas

Internal

ProdPad

## Roadmap

Share Export

Status

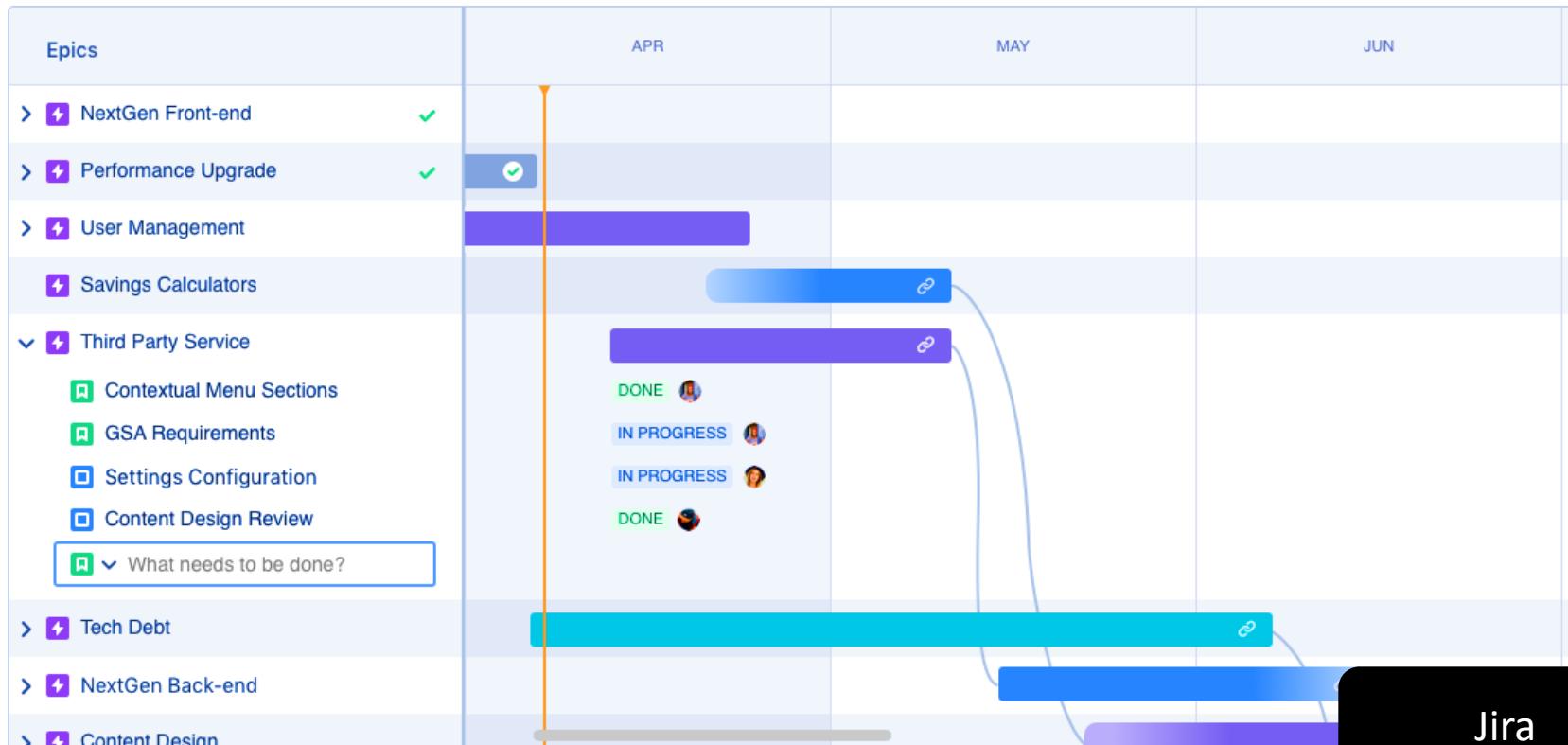


Type

Today

Views

Months



Jira

eBird

Submit Explore My eBird Science About News Help

Donations Todd Blasie (Todd Blasie) Language

MY STATS (1016)

My eBird

125 Species observed

178 Complete checklists (101 total)

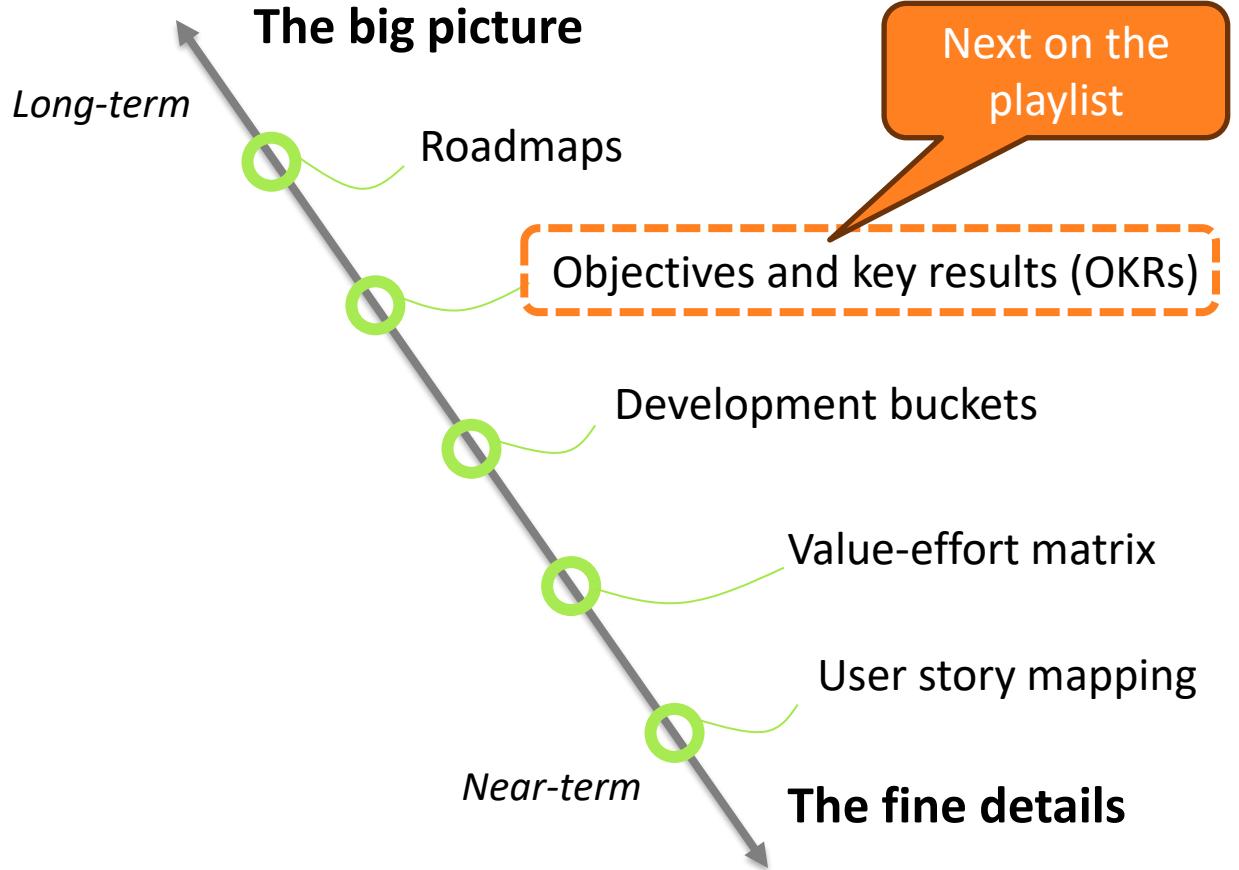
102 Species with photos (389 Observers)

0 Days of checklist streak (last streak 5 days)

Yellow-crowned Night-Heron Nyctanassa violacea © Tim White Macaulay Library eBird

## Roadmap process

1. Decide on a *roadmap style*
  - An approach that fits our business
2. Together with our *engineering leader*, create a draft roadmap for our area
  - Top-level
  - Linked to a strategy
3. *Share and align* with our product team and execs
4. Use as a tool to *make tradeoffs*
5. Update *quarterly*



Product vision, objectives, and strategy set a  
*1-3 year product path*

- With roadmaps illustrating our product evolution

Objectives and key results (OKRs) convert a big picture direction into *this quarter's goals*

OKRs are a great way to *communicate* and *instill priorities*

## OKRs

- **Objectives:** our business goals
- **Key results:** measurable outcomes



We'll do these at a *product team level* (pod or scrum team), not an individual level



## OKRs for Q2

### Objective 1: Increase the number of new active users

#### Key results

>60% of first-time users submit a second bird checklist



## OKRs for Q2

### Objective 1: Increase the number of new active users

#### Key results

>60% of first-time users submit a second bird checklist

Quarterly OKRs are  
linked to our  
***strategic direction***

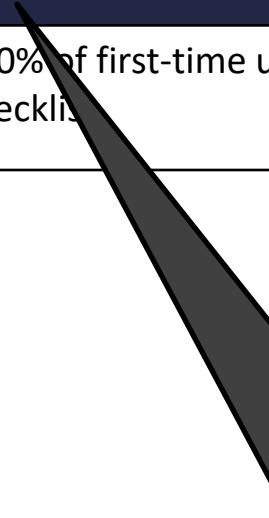


## OKRs for Q2

### Objective 1: Increase the number of new active users

Key results

>60% of first-time users submit a second bird checklist



This OKR is for our **product team** (pod / scrum team) – not for an individual



## OKRs for Q2

### Objective 1: Increase the number of new active users

Key results

>60% of first-time users submit a second bird checklist

*Preferred:* Leading indicator

*OK, but not so great:*  
Lagging indicators

### Objective 1: Increase the number of new active users

Key results

>60% of first-time users submit a second bird checklist

Note that we ***didn't***  
***specify the "how"***

Our teams will  
determine how to best  
reach our key results



## OKRs for Q2

### Objective 1: Increase the number of new active users

#### Key results

>60% of first-time users submit a second bird checklist

### 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 (Columbia, Peru, Ecuador, Brazil)

#### Key results

>100 “friend” referrals in target countries



- Home
- Plans and teams
- Metrics
- Dashboards
- Reports
- Integrations
- Alignment

Book a meeting  
Get the most out of Cascade

Upgrade to Enterprise

Invite teammates

Help

eBird star ⋮ Share

Assigned team

Product

Planner Timeline

Plan details

Reorder plan

Add focus area

Hide c

OKRs for Q2



Increase the number of new active users

Apr 01, 2024 - Jun 30, 2024

TB



>60% of first-time users submit a second bird checklist

Apr 01, 2024 - Jun 30, 2024

TB



90% of birdwatchers can successfully use an AI-driven photo identification prototype

Apr 01, 2024 - Jun 30, 2024

TB



Increase the usage of eBird's data by university researchers

Apr 01, 2024 - Jun 30, 2024

TB



© Todd Birzer

Example only, not real data!

## OKR tools

Cascade (cascade.app)

WorkBoard (workboard.com)

Jira (atlassian.com)

Perdoo (perdoo.com)

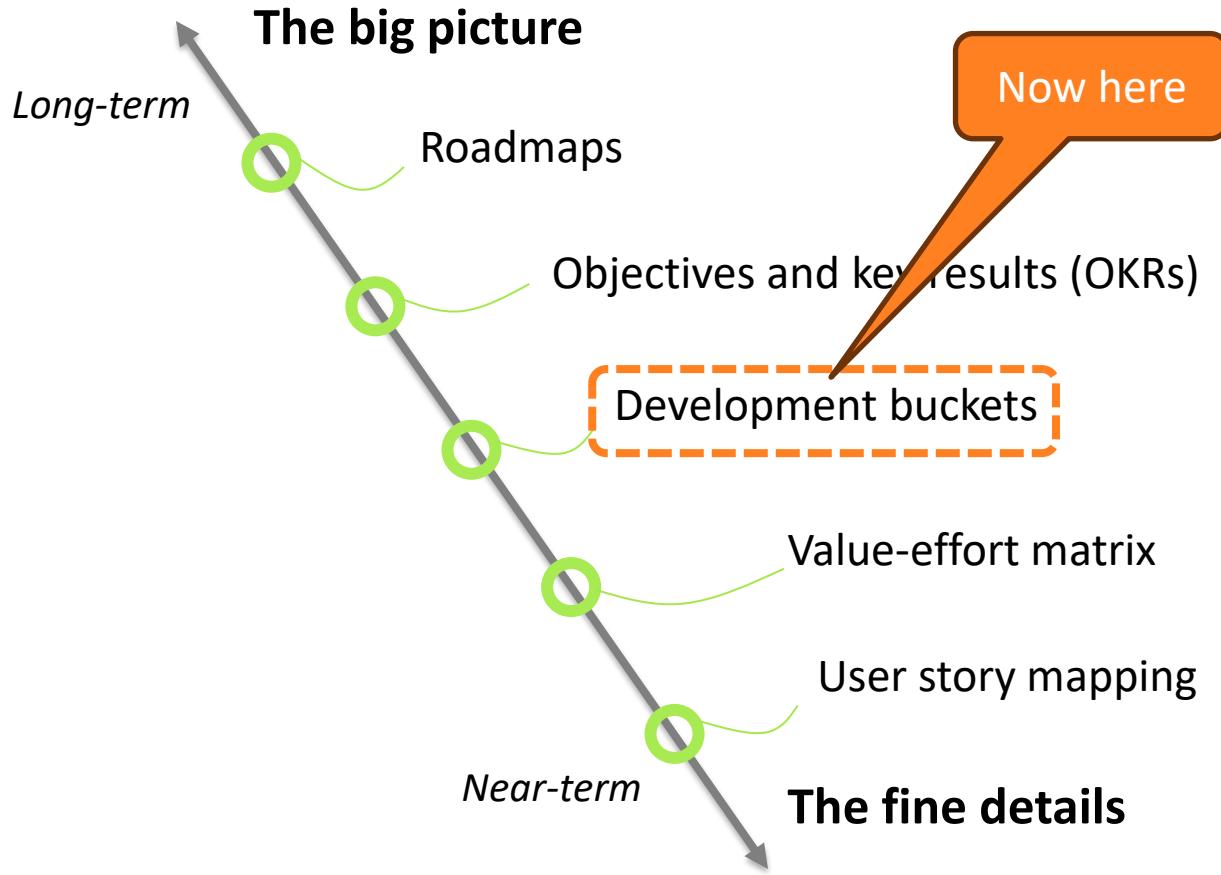
Weekdone (weekdone.com)

Peoplelogic (peoplelogic.ai)

Others...

The screenshot shows the Cascade app interface. At the top left is the Cascade logo. The top navigation bar includes the title "eBird" with a yellow star icon, a three-dot menu, and a "Share" button. On the far right of the top bar are icons for user profile, notifications, and settings. The main sidebar on the left contains links: Home, Plans and teams, Metrics, Dashboards, Reports, Integrations, Alignment, Book a meeting (highlighted in purple), Upgrade to Enterprise, Invite teammates, and Help. Below the sidebar is a purple banner with the text "Book a meeting Get the most out of Cascade". The main content area shows the "Planner" tab selected under "Assigned team Product". It displays a hierarchical OKR structure for "OKRs for Q2". The first goal is "Increase the number of new active users", which has two sub-objectives: "90% of birdwatchers can successfully use driven photo identification prototype" and "90% of first-time users submit a second checklist". The second goal is "Increase the usage of eBird's data by university research".

1. *(You + product team)* **Craft 1-2 OKRs**
  - Guided by our strategy
  - We might be given these by product leaders
  - Develop specific targets
  - Don't include the everyday, ongoing work
2. *(You + management)* **Share and align**
3. *(You + product team)* **Use the OKRs to prioritize your work**
  - Guide development plans / sprint plans
4. *(You + product team)* **Track your progress**
5. *(You + product team)* **Repeat** next quarter





With our product teams, we want to  
***focus*** our efforts

- We're doing X
- We're not doing Y

But our product teams are ***so easily distracted!***

We can budget the work  
of our engineering team  
with ***development buckets***

*Let's ask three questions...*

1

What are the **major categories** of our development work? (buckets)



**Big impact items**



**Near-term client enhancement requests**



**Support & bug fixes**



**Technical debt and stability**

*Let's ask three questions...*

2

How much **effort** are we investing in each category? (engineering time spent, agile points...)



**Big impact items**

**25%**

**Near-term client enhancement requests**

**50%**

**Support & bug fixes**

**10%**

**Technical debt and stability**

**15%**

*Let's ask three questions...*

3

**Going forward**, how much do we want to invest in each category?



**Big impact items**

25%

**Near-term client enhancement requests**

50%

**Support & bug fixes**

10%

**Technical debt and stability**

15%

*Let's ask three questions...*

3

**Going forward**, how much do we want to invest in each category?



**Big impact items**

**60%**

**Near-term client enhancement requests**

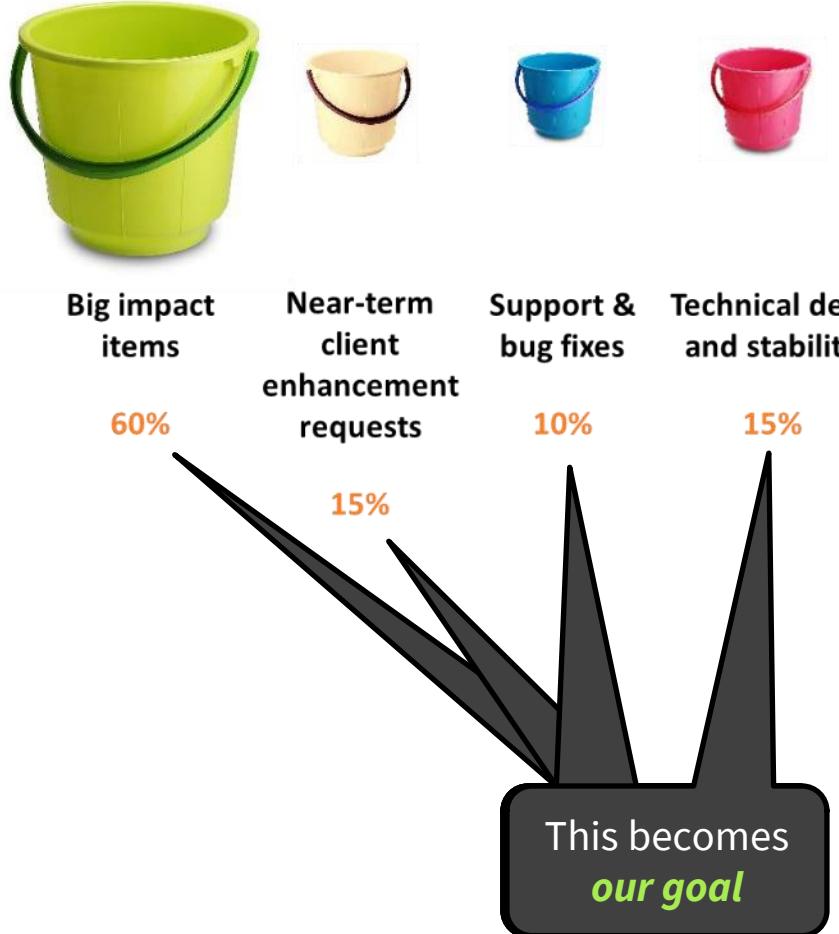
**15%**

**Support & bug fixes**

**10%**

**Technical debt and stability**

**15%**





Big impact items	Near-term client enhancement requests	Support & bug fixes	Technical debt and stability
60%	15%	10%	15%

Track this during development planning (sprint planning)

Work to **hit our targets** every quarter

Ebird  
Software

PLANNING



Timeline



Backlog



Board



Calendar



List

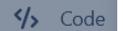


Goals

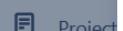


Issues

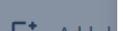
DEVELOPMENT



Code



Project



Add share

You're in a

EB-2

## AI-driven photo ID



Attach



Add a child issue



Link issue



Link goals

...

### Description

Add a description...

### Child issues

Order by

0% Done

= 12



TO DO

= 8



TO DO

EB-7 Select a photo

EB-8 Zoom in on bird

### Confluence pages



Project plan TRY TEMPLATE

Updated just now

Add a comment...

Pro tip: press M to comment

To Do

Actions

### Details

#### Assignee

Unassigned

Assign to me

#### Labels

Impact

#### Start date

None

#### Due date

None

#### Releases

#### Reporter

Today

### Project overview



Link to share

Created April 16, 2021 at 5:46 PM

Updated April 16, 2021 at 5:57 PM

Configure

We can add labels to our epics and stories

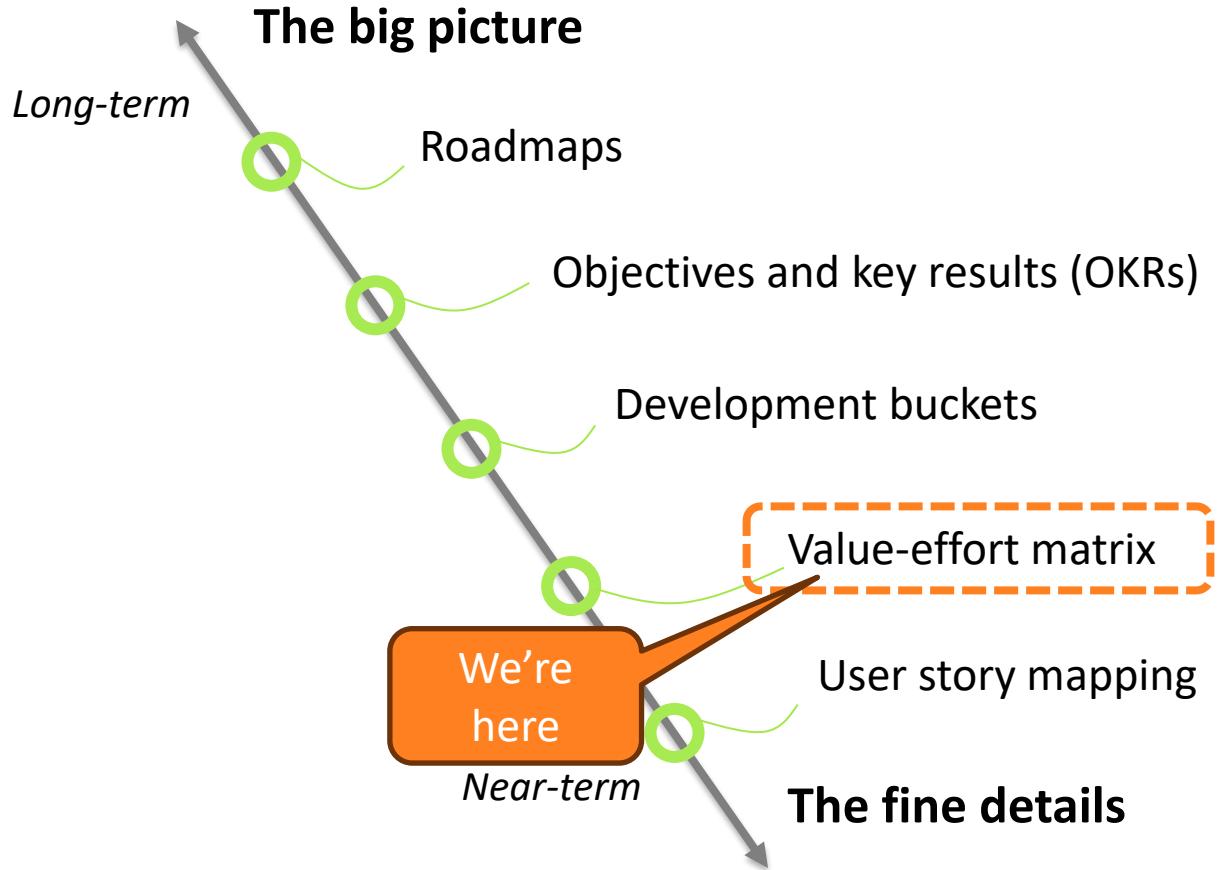


Big impact items	Near-term client enhancement requests	Support & bug fixes	Technical debt and stability
60%	15%	10%	15%

A very powerful tool!

Track this during development planning (sprint planning)

Work to **hit our targets** every quarter

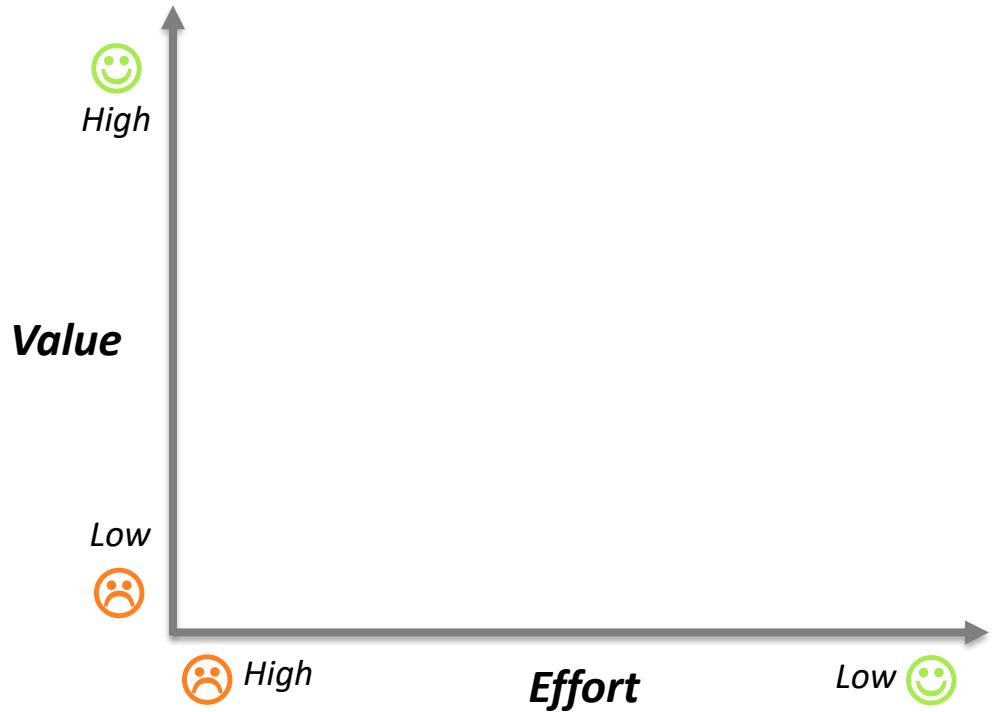


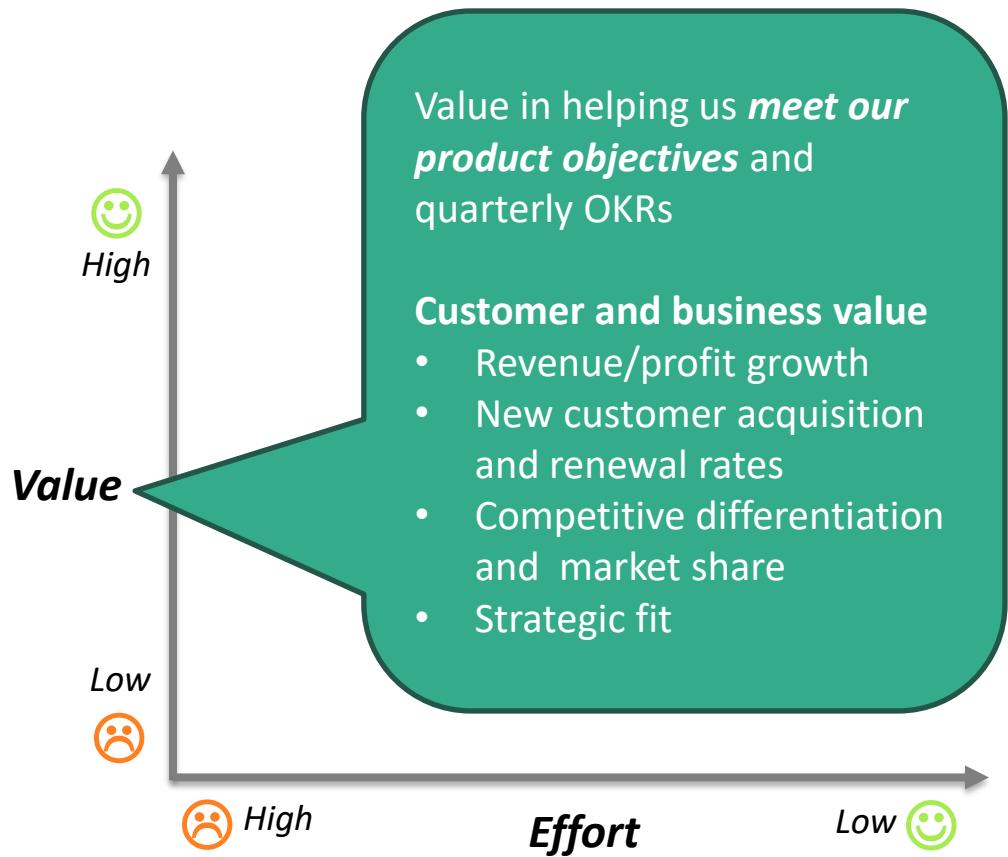
To prioritize our product development efforts, a ***value-effort matrix*** helps

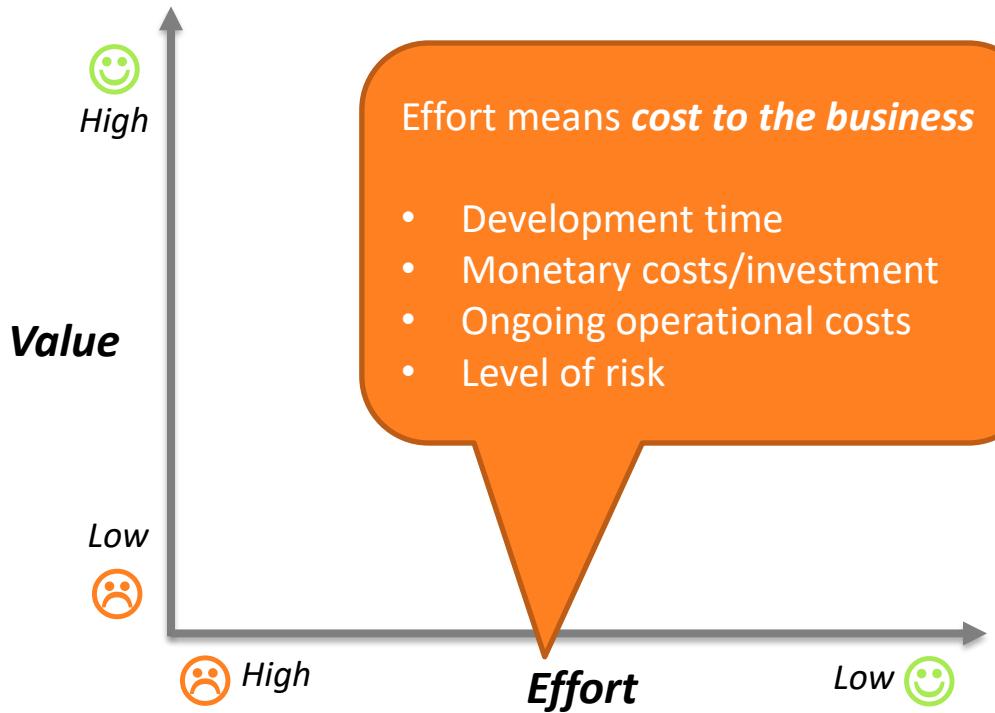
- Strategic options
- Product enhancements
- Sprint priorities (epics, stories)

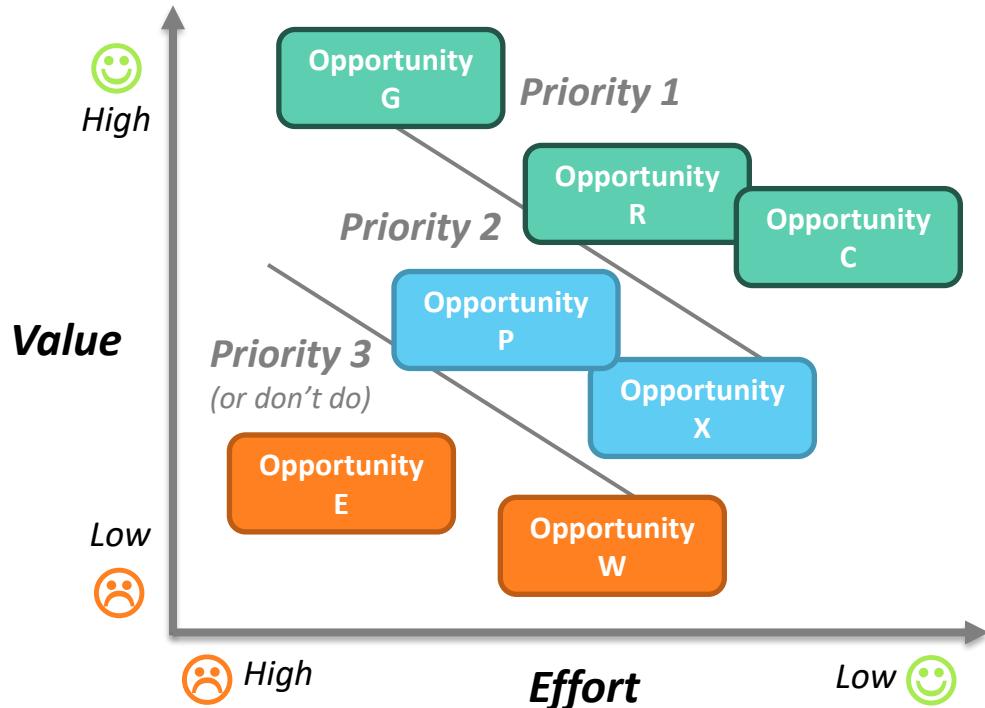
A ***lean*** prioritization approach

It's ***not rocket science***, but it's very useful

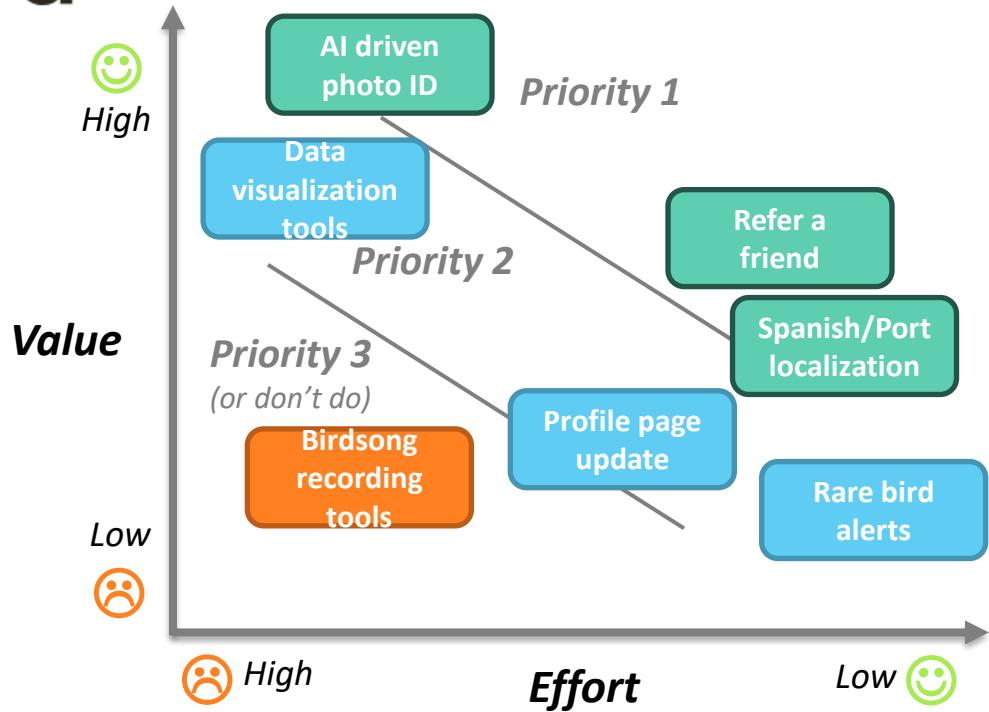








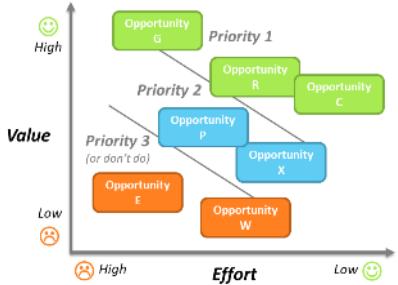
# eBird



Title	Benefit			Cost			Score
	Increase Revenue	Customer Value	Strategic Value	Implementation Effort	Operational Costs	Risk	
Birdsong recording tools	5	5	5	2	2	2	108
Spanish/Portuguese localization	2	2	5	1	1	1	96
Refer a friend	5	3	5	2	1	5	92
AI driven photo ID prototype	4	5	4	5	2	4	80
Data visualization tools	2	3	3	2	2	5	68
Butterflies (prototype)							0
Profile page upgrade							0
Rare bird alerts							0

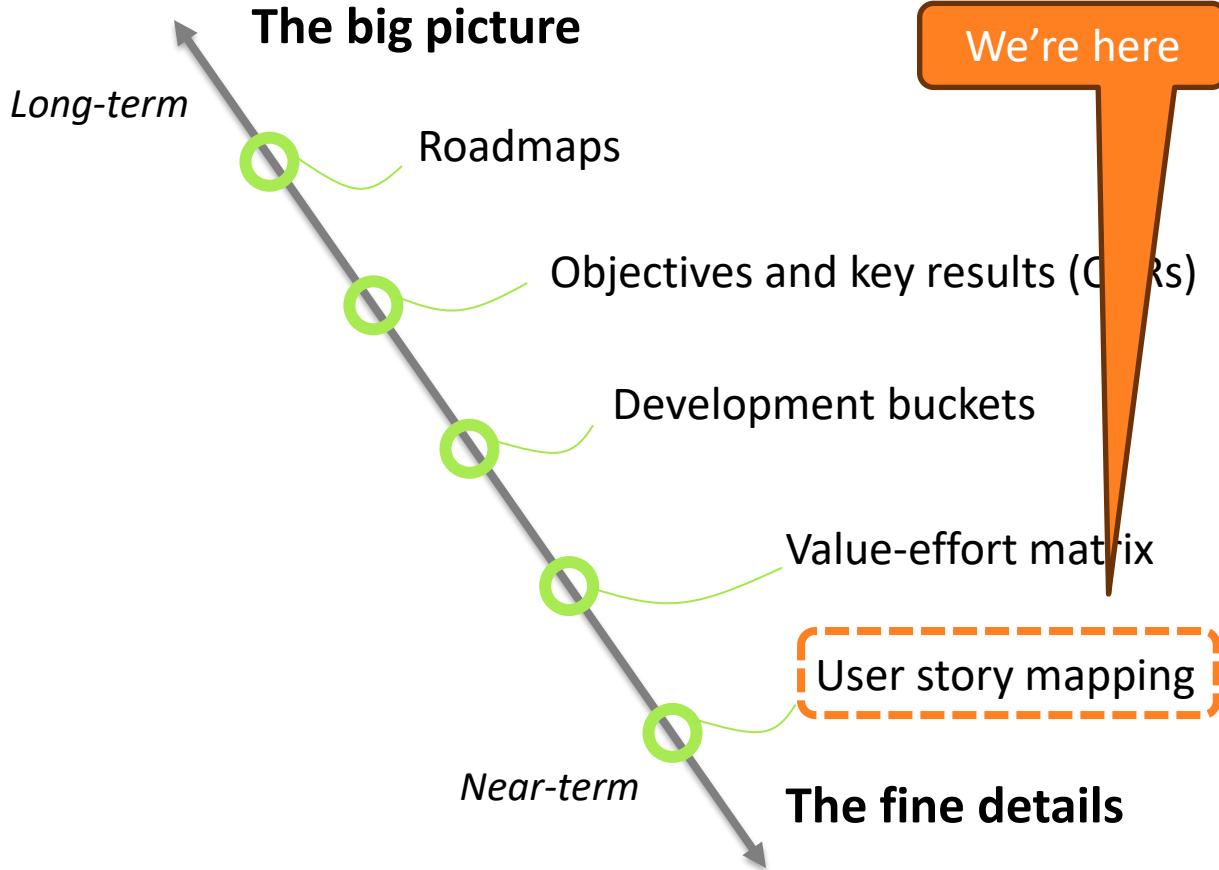
Value-effort matrix can also be *quantitative*

- ProductPlan example above



Value-effort matrix is a *lean* technique to help us get to a prioritized backlog

- If a simple chart is good enough, don't use numbers



A shorebird with brown and white plumage is perched on the edge of a large, light-colored rock. The bird is facing right. The background is a body of water with green and blue ripples.

Identify this  
bird! (from  
my photo)

Granby  
Provincial  
Park, Canada



# Merlin Bird ID

From the Cornell Lab of Ornithology

*Powered by...*  
**eBird**



*Identify this bird! (from my photo)*

Choose  
a photo

Zoom,  
orient,  
crop

Confirm  
location  
& date

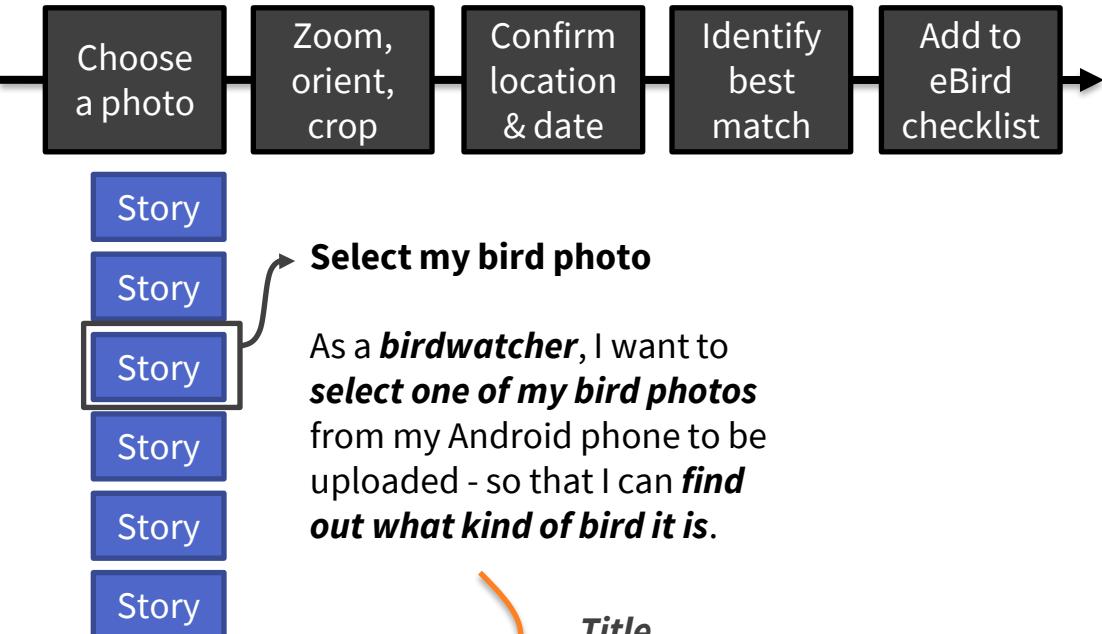
Identify  
best  
match

Add to  
eBird  
checklist





*Identify this bird! (from my photo)*



**Select my bird photo**

As a **birdwatcher**, I want to **select one of my bird photos** from my Android phone to be uploaded - so that I can **find out what kind of bird it is**.

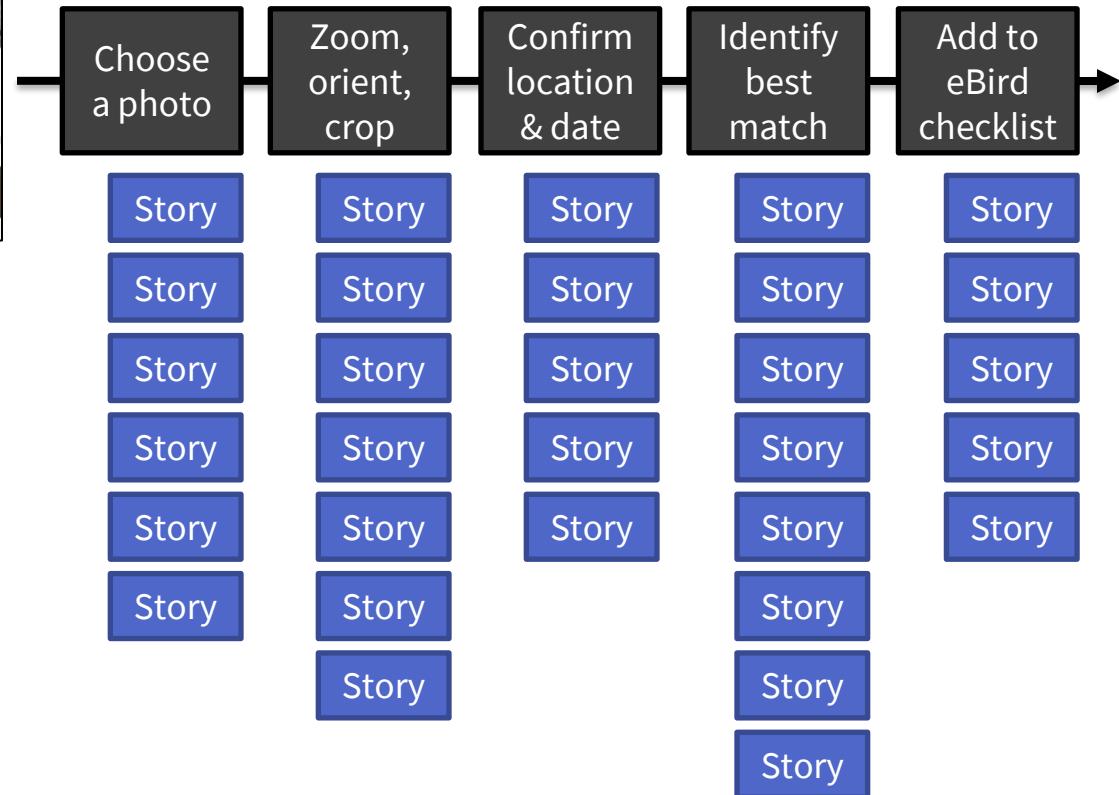
**Title**

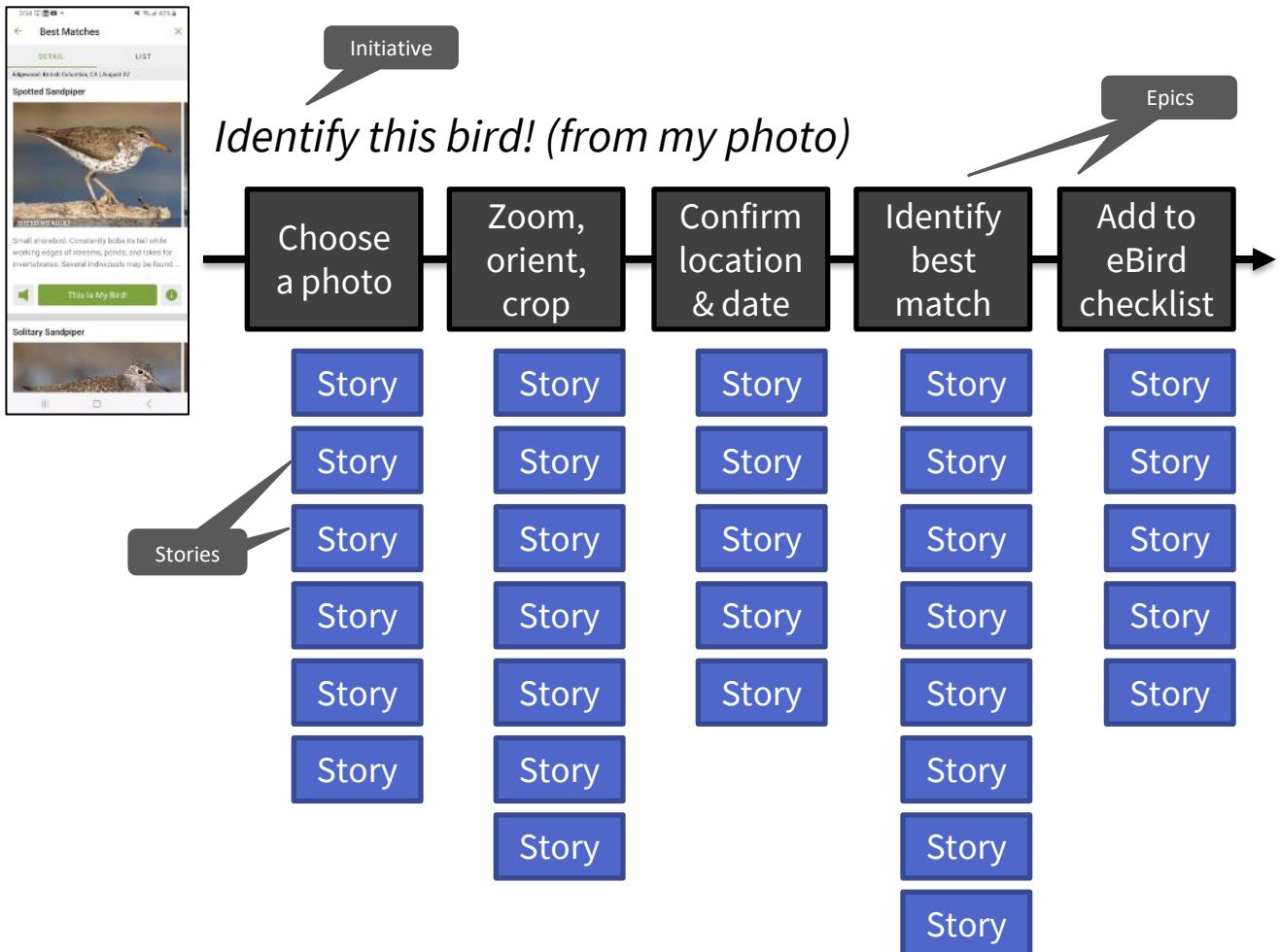


As a <type of user>, I want to <do something> so that I can <get some kind of benefit>



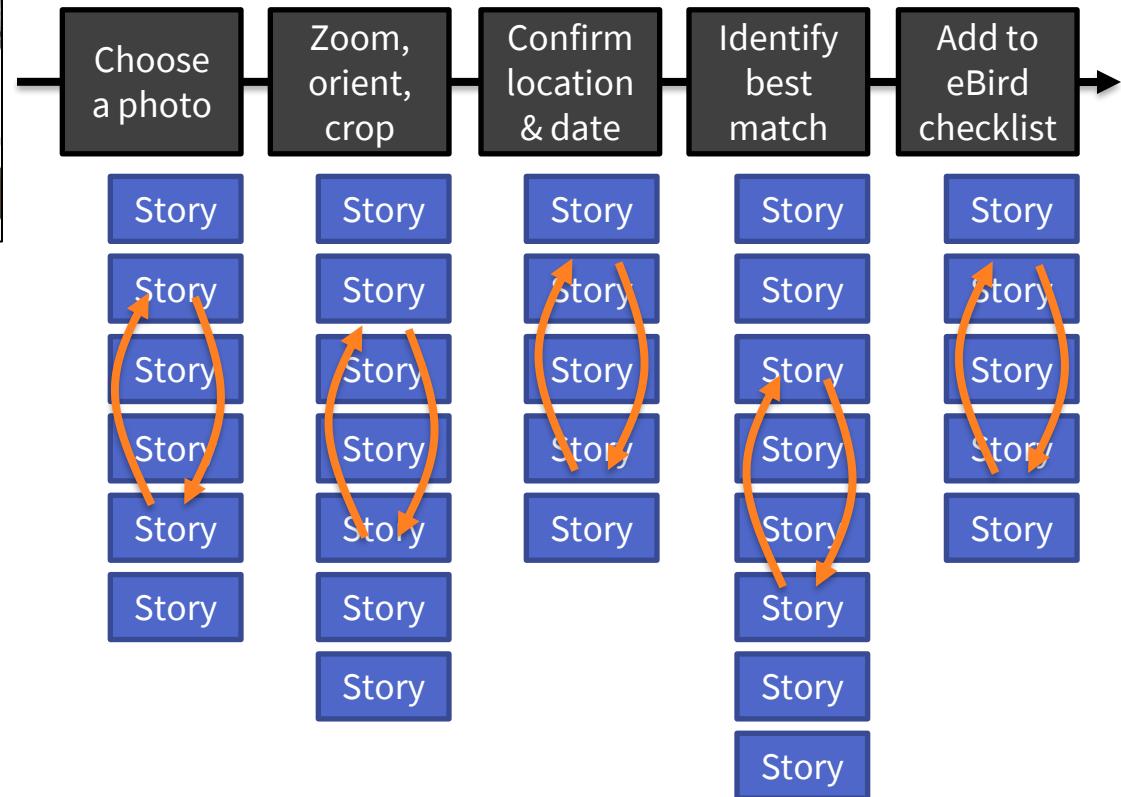
*Identify this bird! (from my photo)*





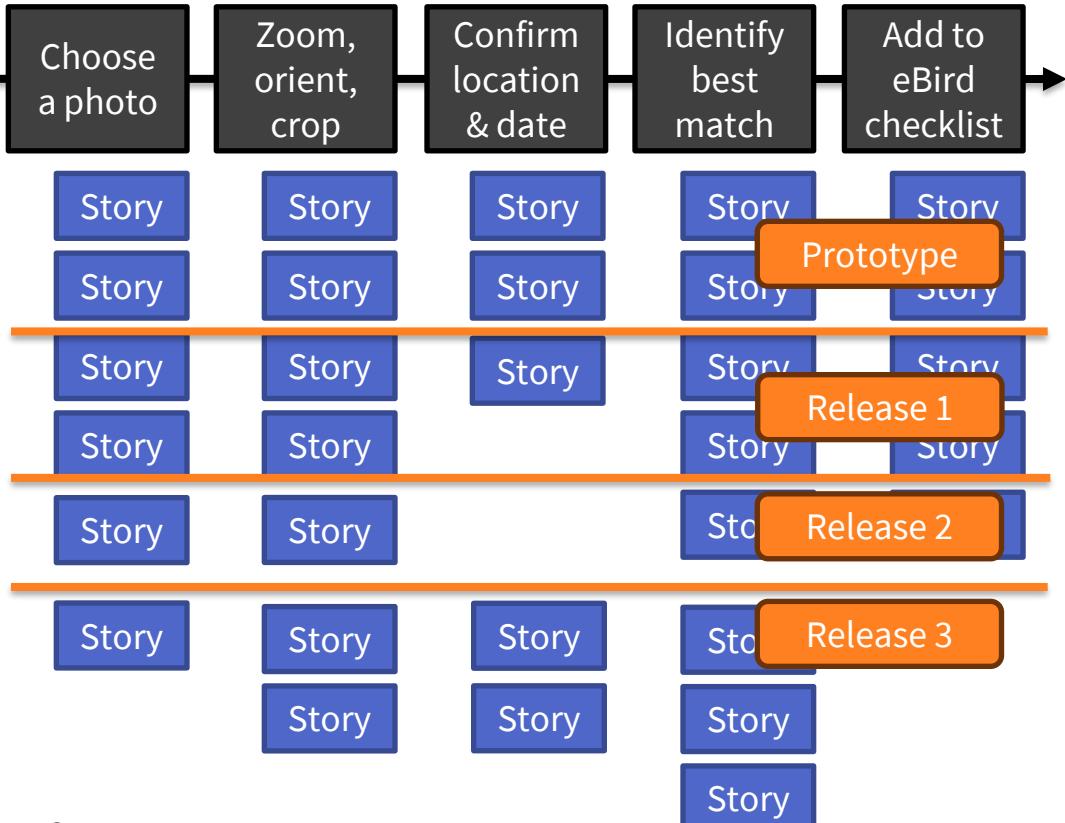


*Identify this bird! (from my photo)*





*Identify this bird! (from my photo)*



Teams In Space Program

## Story Map by Easy Agile

Filter visible issues  Saved Views Filters / 2 + Create Epic Sprint swimlanes

Pre-Flight Zero Gravity Training Book Commercial Space Travel Know Before You Go Call Delicious Space Nutrition Onboard Spacertainment Onboard Communication with Earth

TIS-133 TIS-135 TIS-132 TIS-5 TIS-4 TIS-152

**Sprint 1**

**Start Sprint** 14 0 0

1st Time Space Traveller / I want to understand what the effects Zero Gravity will have on my body TIS-136	1st Time Space Traveller / I would like to see suggested travel destinations TIS-100	Space Traveller / I want an overview of the travel route to my end destination TIS-140	Space Traveller / I want to eat 5 Star Gourmet meals on my trip to Mars TIS-144	1st Time Space Traveller / I want to watch my favourite shows during the long flight to Mars TIS-142
		1st Time Traveller / I want to know the protocol for onboard emergencies TIS-137	Space Traveller / I want to listen to my favourite audiobook during my trip to Pluto TIS-143	

**Sprint 2**

10 0 0

Space Traveller / I want to learn exercises to combat the effects of Zero Gravity TIS-138	1st Time Traveller / I want to know what I should bring on my first space trip TIS-141	Frequent Space Traveller / I would like a way to preserve food so that I can bring my favourite snacks onboard TIS-145
--	---	---

**Sprint 3**

36 0 0

1st Time Space Traveller / When I book my first trip I want to engage the Red Titan Hotel as a preferred provider TIS-112	1st Time Traveller / I would like to view a simulation of what my upcoming space travel will be like TIS-156
--	---



## Story map

[Topic of your story map]

**Tip**

Before you start mapping, consider making **Persons** or **Groups** to help you focus your work on the needs and goals of the people you serve.

### Main activities

What are the primary things a user will be able to accomplish?

[Activity]

[Activity]

[Activity]

### User journey steps

To complete each activity, what small sequential steps will a user encounter?

[Step 1]

[Step 2]

[Step 3]

[Step 4]

[Step 5]

[Step 6]

[Step 7]

[Step 8]

[Step 9]

### Release 1

To support each user journey step, what functionality should be included in a Minimum Viable Product?

"As a [person], I want to [task] so that I can [goal]"

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

### Release 2

What are the best fast-follows after the first release?

"As a [person], I want to [task] so that I can [goal]"

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

### Release 3

What functionality could be delivered

"As a [person], I want to [task] so that I can [goal]"

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]



Identify this  
bird! (from a  
photograph)

Granby  
Provincial  
Park, Canada



Solitary sandpiper  
*Tringa solitaria*



We talked about...

- ✓ **Importance** of prioritization
- ✓ **5 prioritization techniques** spanning the long-term to the near-term
  - ✓ Roadmapping
  - ✓ OKRs
  - ✓ Development buckets
  - ✓ Value-effort matrix
  - ✓ User story mapping

Your development team  
will never, ever, ever be  
big enough

*Rich Mironov, the 1<sup>st</sup> law of  
software economics*



Development teams can never build as fast as  
we can dream up new things

- An “**and**” world vs. an “**either/or**” world

Without ruthless prioritization, mostly the  
**wrong things** get built

- We want a few “yes’s” and many “no’s”

We need get good at **prioritization**



# Product management 101

*Discovery & delivery*



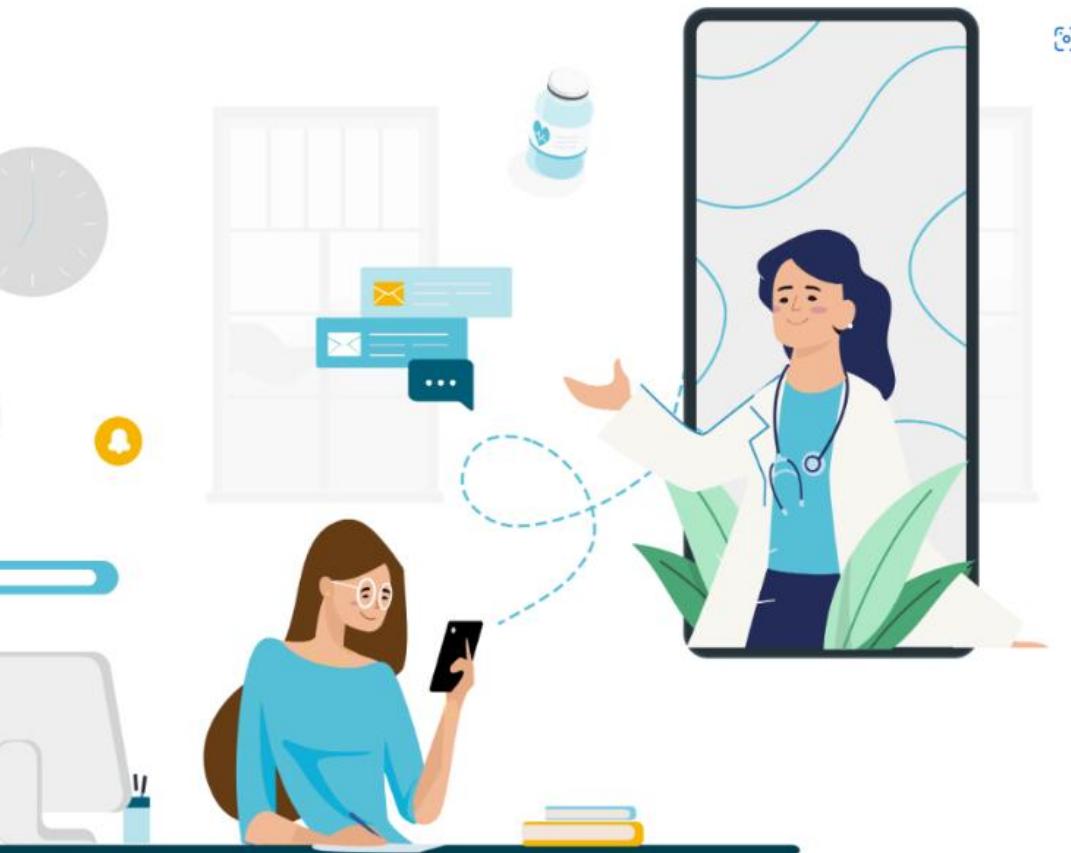


We will talk about...

- Discovery and delivery
- Stage-gates
- Product concept testing
- Product analytics

New product development

Prioritization  
Discovery &  
delivery  
Launch

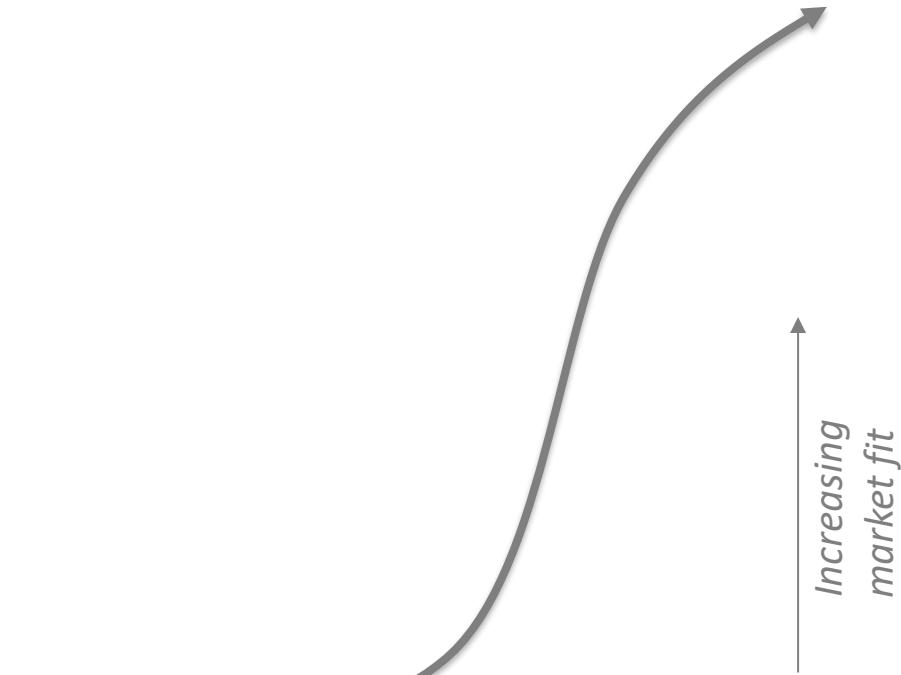


As product managers,  
we want to...

Delight customers with  
**innovative new  
products**

*We'll do this together  
with our engineers and  
product designers*

How do we  
do this?



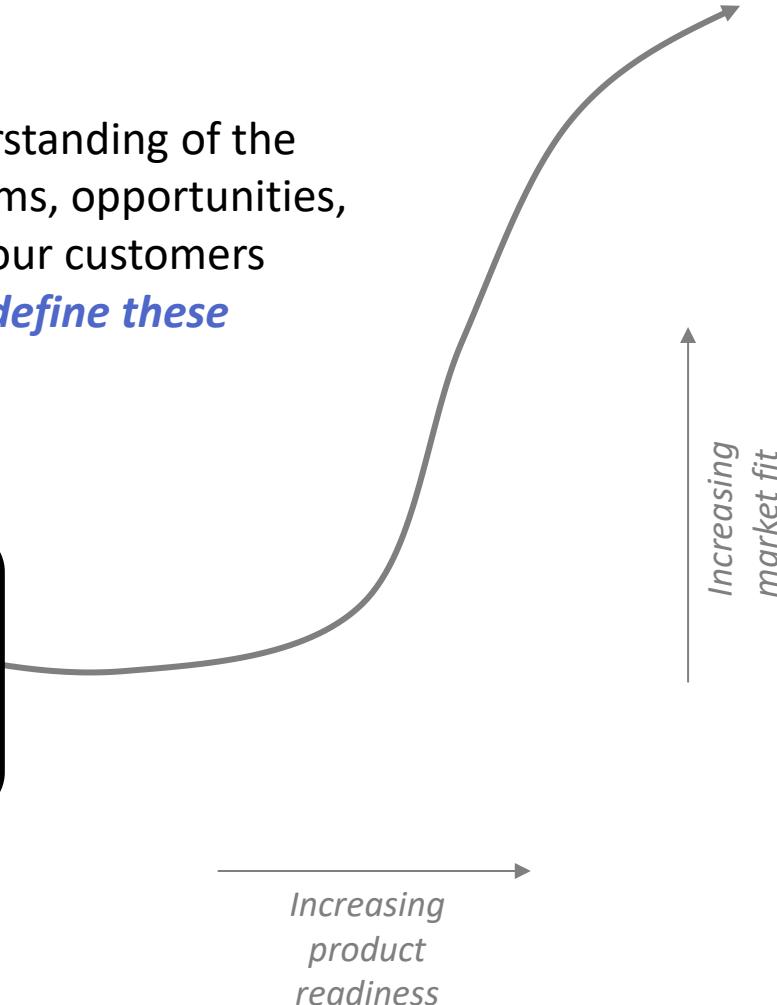
*Increasing  
product  
readiness*

*Increasing  
market fit*

Deep understanding of the  
needs, problems, opportunities,  
hopes of our customers

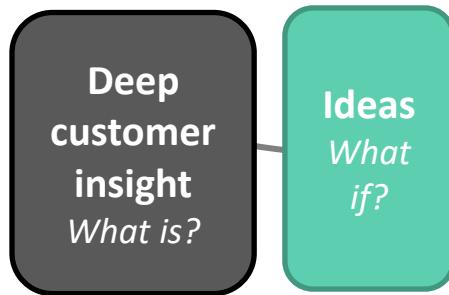
*Crisply define these*

Deep  
customer  
insight  
*What is?*



How can we answer these  
problems and opportunities  
with our products?

*Ideate and select* a small  
set to test



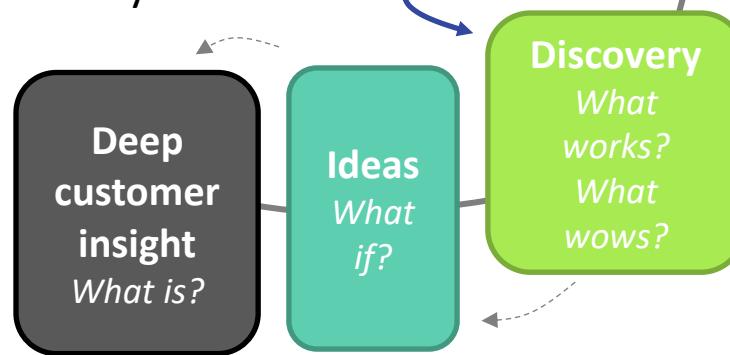
Increasing  
product  
readiness

Increasing  
market fit

Prototype and test with customers. Keep what works, discard the rest.

### *Iterate and refine*

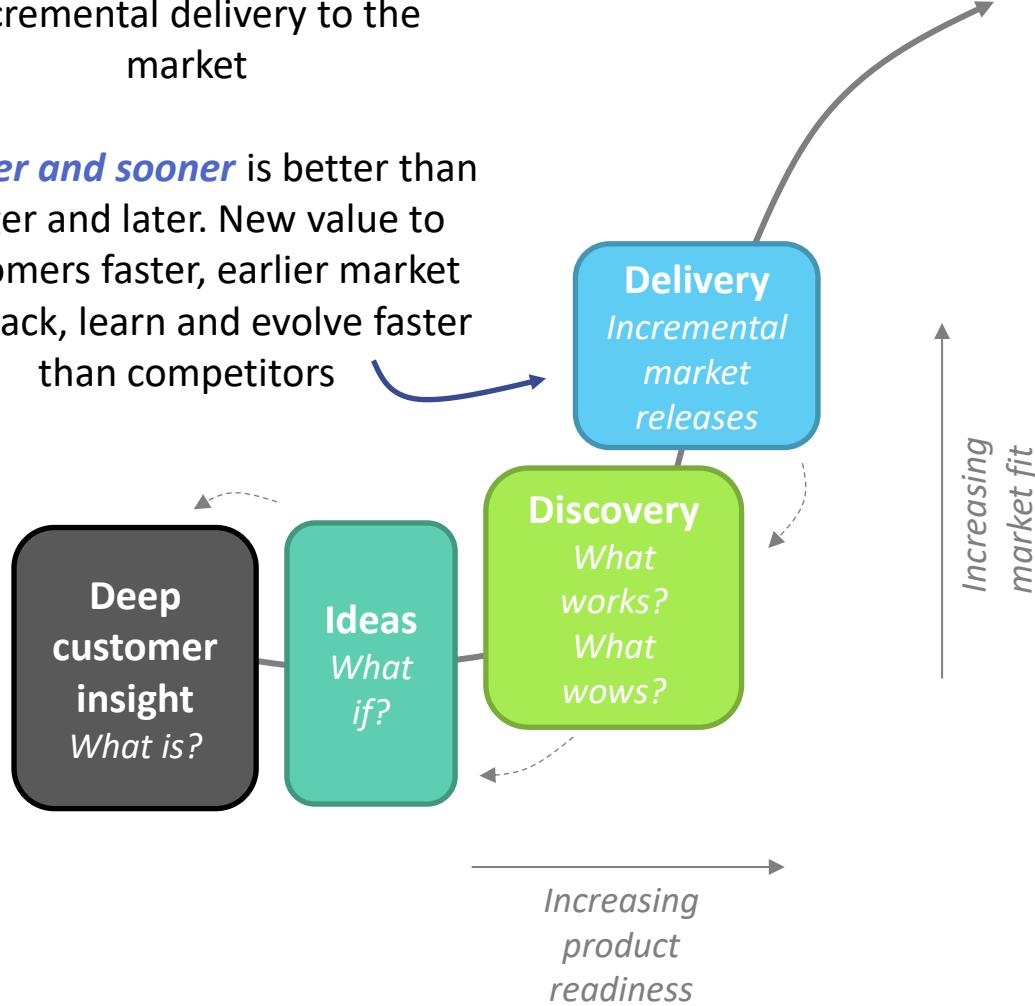
Discover reality rather than predict it  
Stay humble!



*Increasing  
product  
readiness*

## Incremental delivery to the market

*Smaller and sooner* is better than bigger and later. New value to customers faster, earlier market feedback, learn and evolve faster than competitors

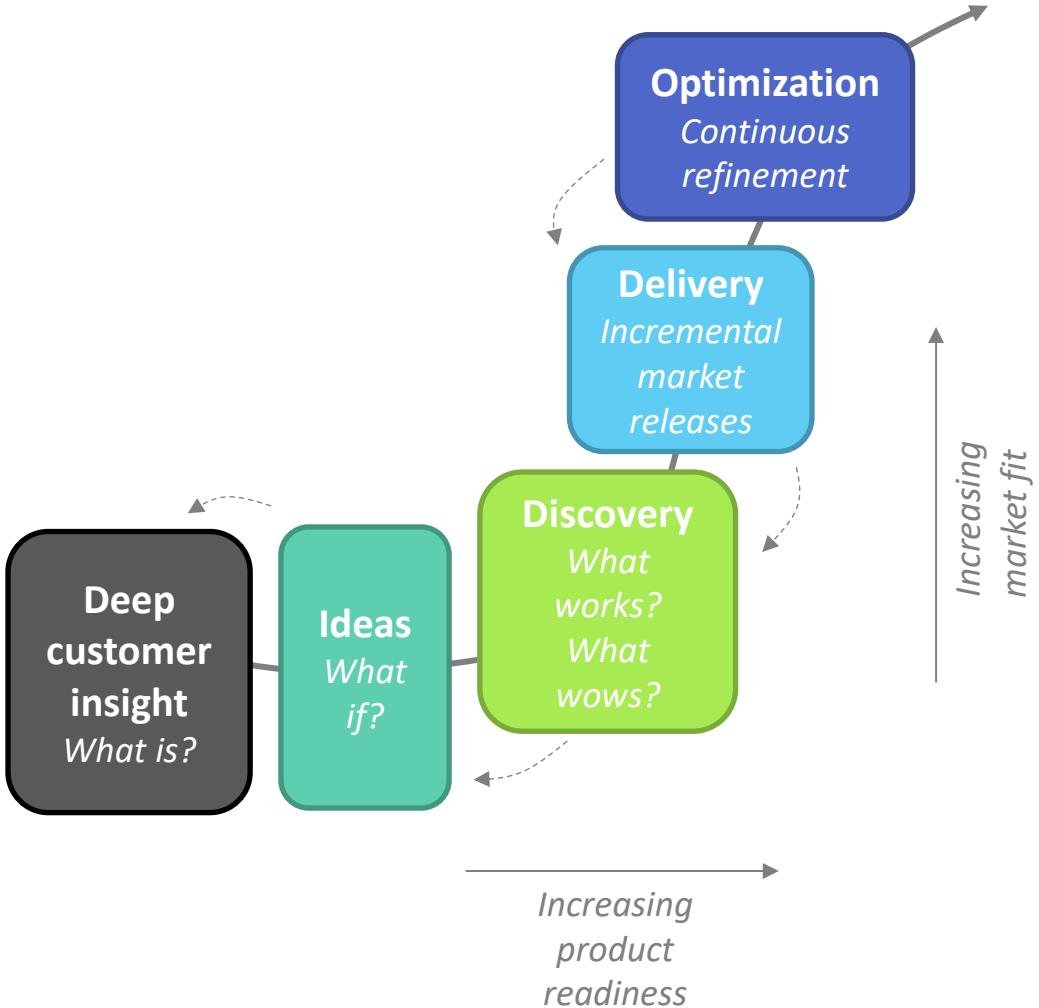


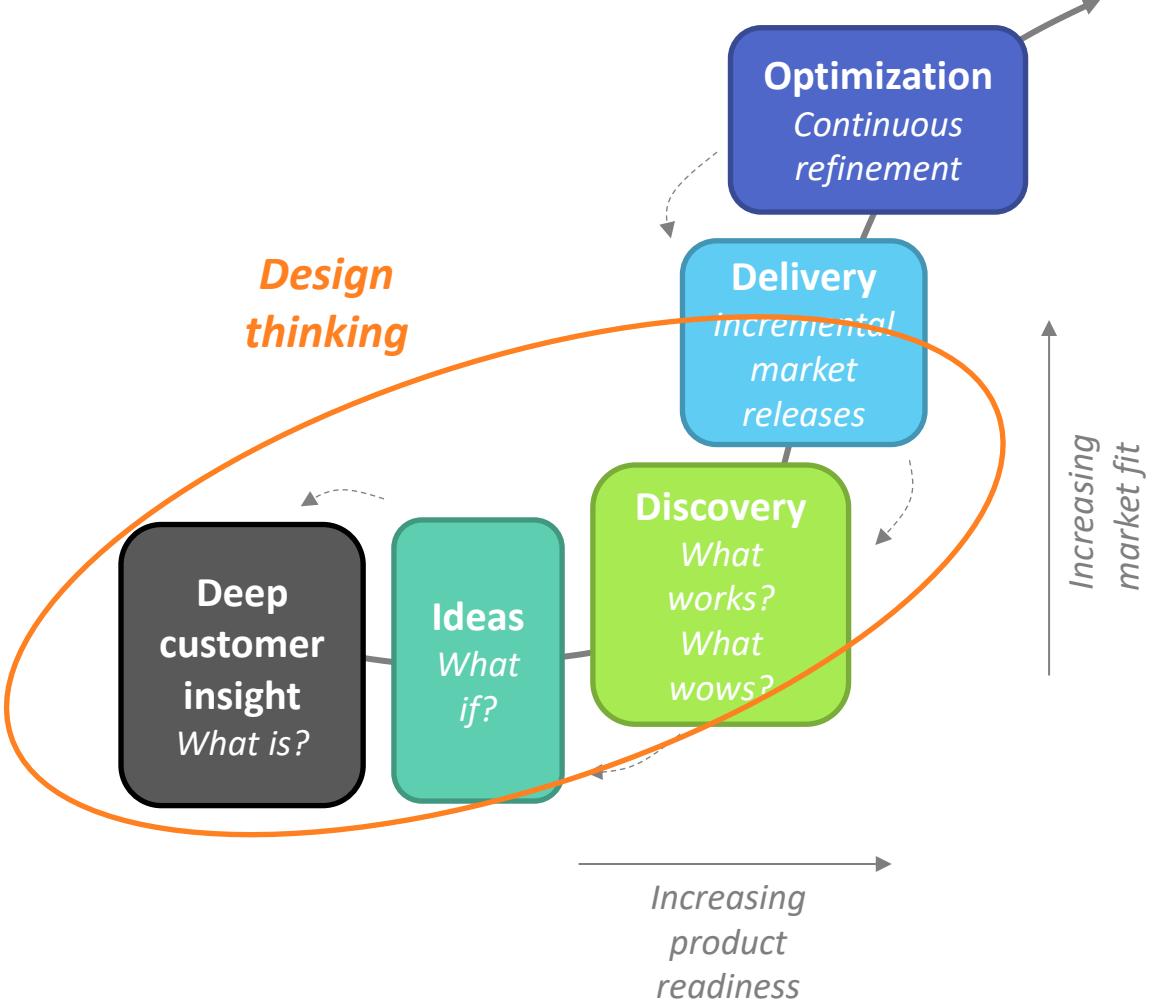
Our products are never done

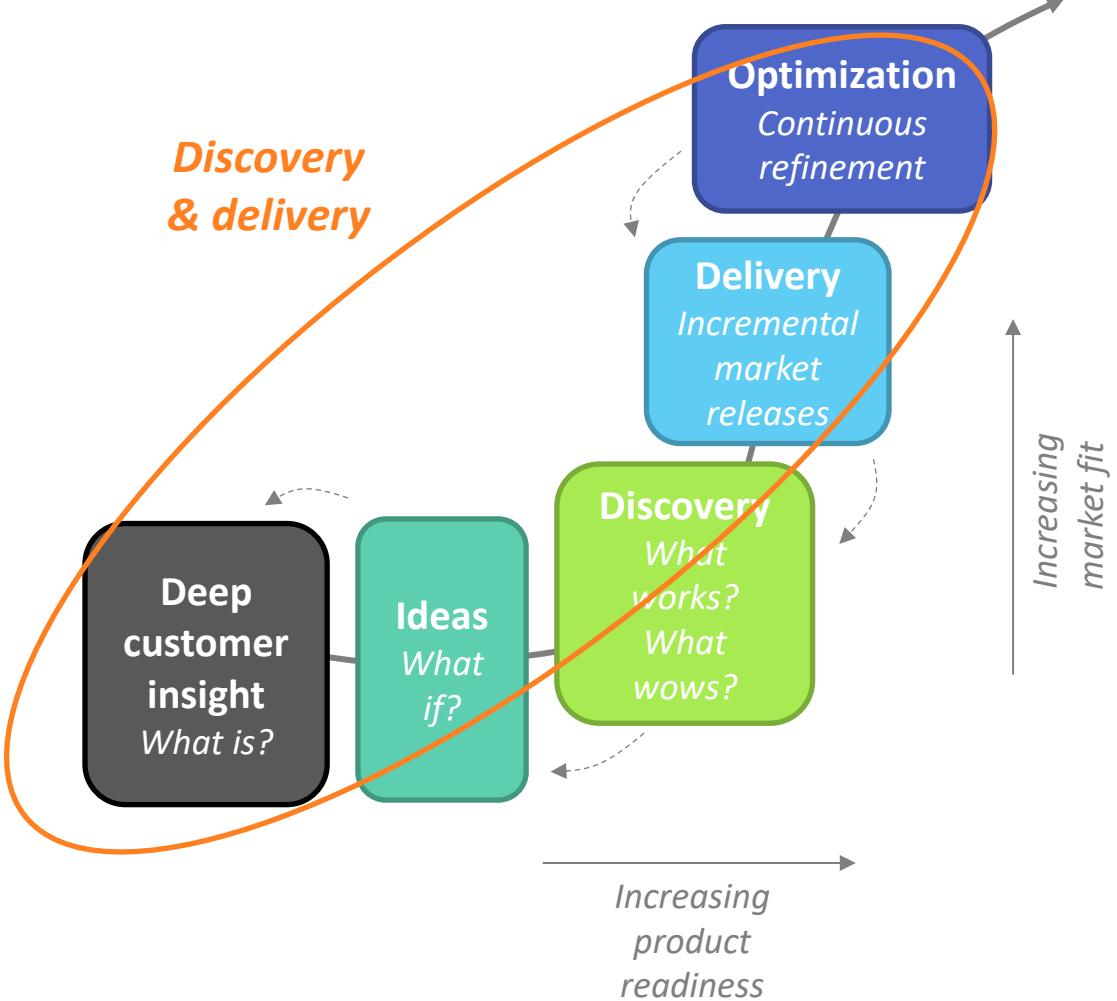
We use broad market feedback, product analytics, and experimentation to *optimize our products*

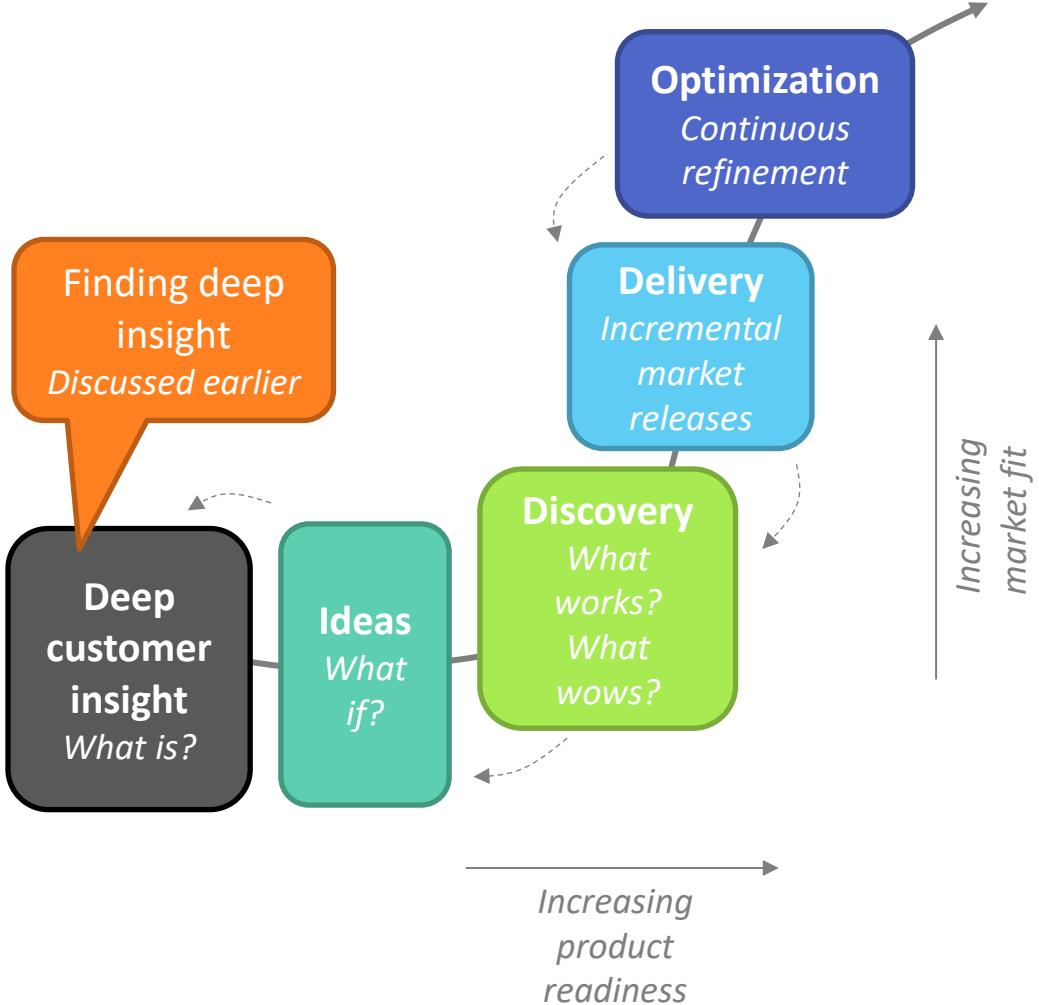
```
graph TD; A[Deep customer insight  
What is?] --> B[Ideas  
What if?]; B --> C[Discovery  
What works?  
What wows?]; C --> D[Delivery  
Incremental market releases]; D --> E[Optimization  
Continuous refinement]; E --> A; E --> F[Increasing market fit]; C --> F; D --> G[Increasing product readiness]
```

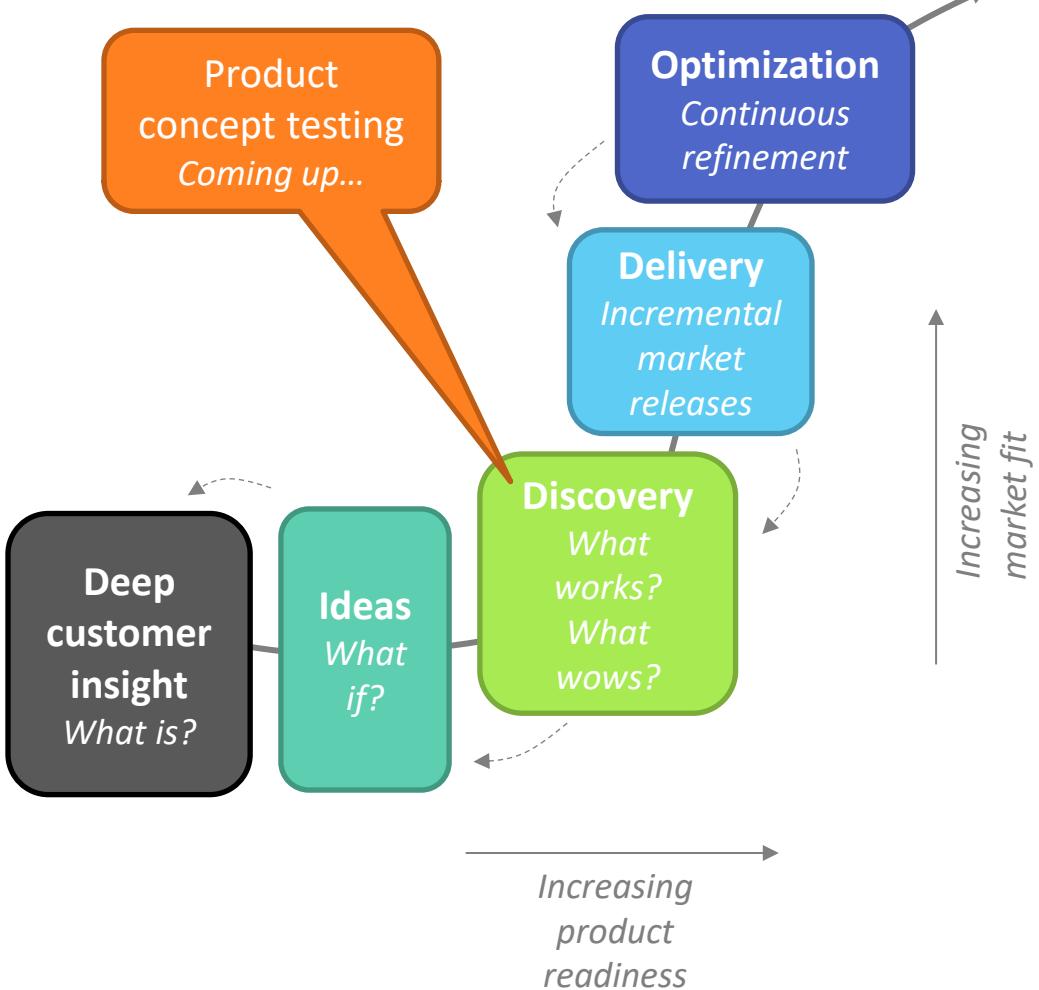
The diagram illustrates a continuous product development cycle. It starts with 'Deep customer insight' (What is?), followed by 'Ideas' (What if?), 'Discovery' (What works? What wows?), 'Delivery' (Incremental market releases), and finally 'Optimization' (Continuous refinement). Arrows indicate a clockwise flow between these stages. Additionally, there are feedback loops: one from 'Discovery' back to 'Deep customer insight', another from 'Discovery' to 'Increasing market fit', and a third from 'Delivery' to 'Increasing product readiness'. A large arrow on the right points upwards, labeled 'Increasing market fit', while a horizontal arrow at the bottom points to the right, labeled 'Increasing product readiness'.

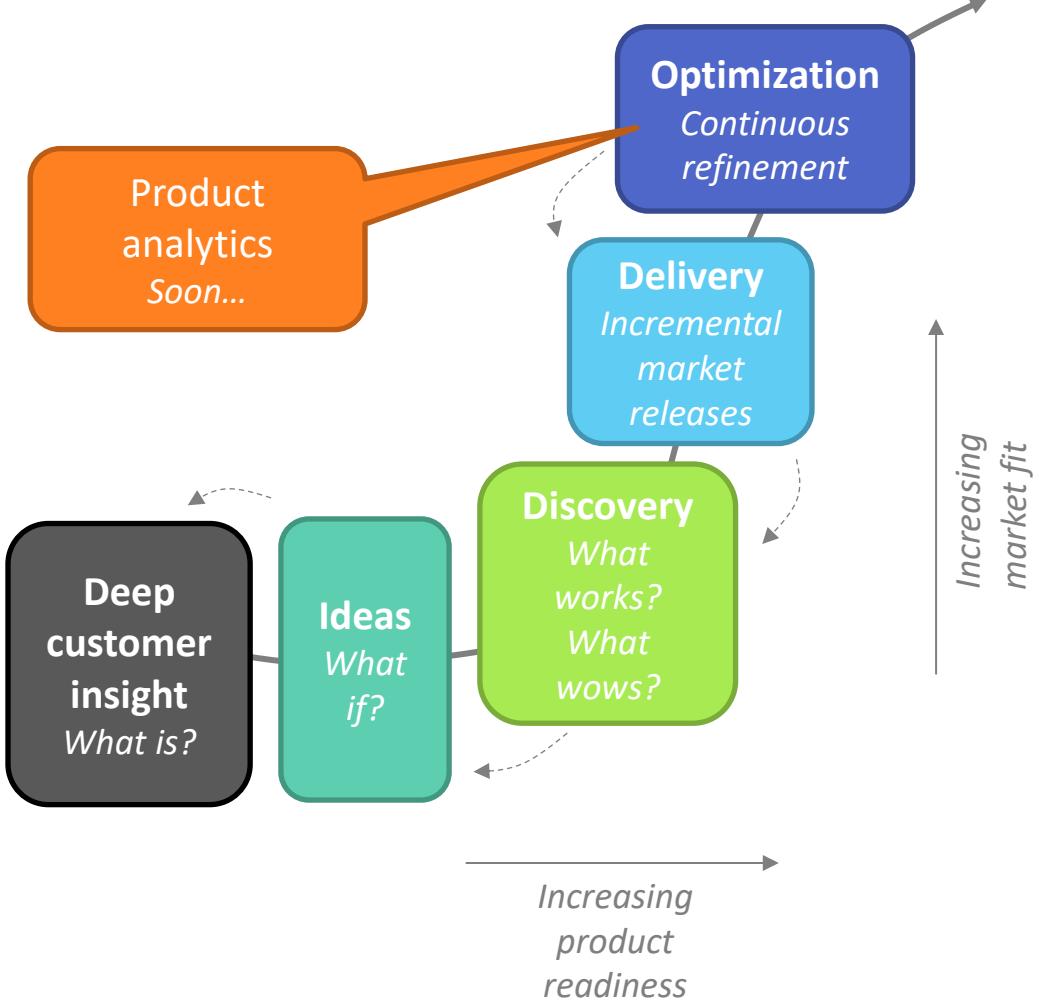








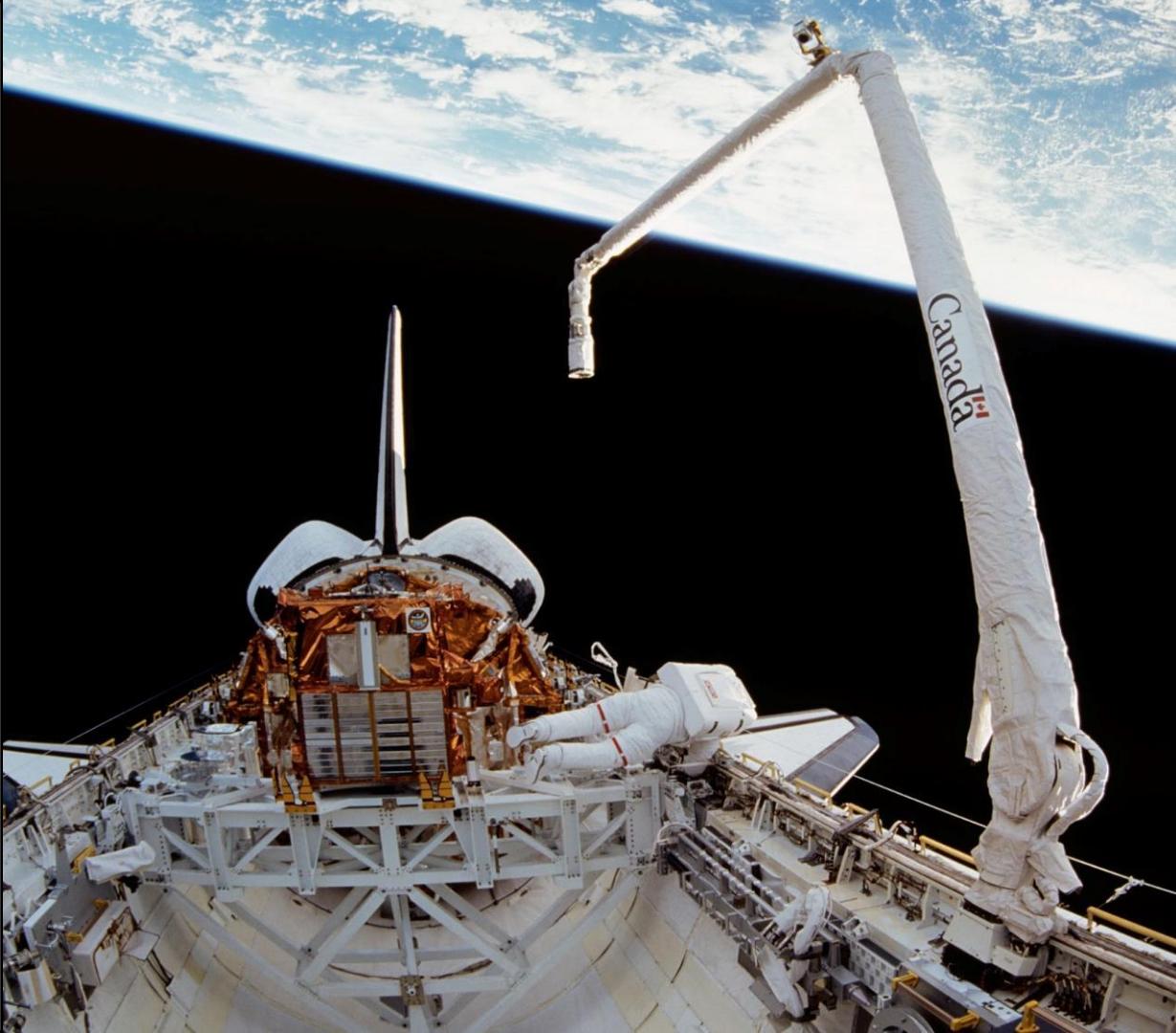






For companies worldwide, some form of a **stage-gates** process is more common than discovery & delivery

- **Stages:** Phases of a new product or service development
- **Gates:** Checkpoints where product development is reviewed, go/kill decisions are made, and next-stage funding is allocated



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SPECIMEN

CANADARM2 ET DEXTRE  
CANADARM2 AND DEXTRE

JHS2912607

Canada

JHS2912607

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27

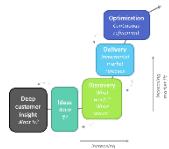
Canadarm of the space shuttle  
*On Canada's money!*



	Discovery & delivery	Stage-gates
<b>Heritage</b>	Lean, Agile, software	Waterfall, hardware
<b>Characteristics</b>	Flexible, fast, highly productive	Systematic, deliberate, can be slow
<b>Sweet spot</b>	Rapid software development <i>Low cost to correct mistakes</i>	High investment hardware development Highly regulated products <i>High cost to correct mistakes</i>
<b>Risks</b>	Poor coordination and financial risk with complex projects	Getting swamped by faster discovery & delivery competitors



Not every product team can move from stage-gates to discovery & delivery



But every product team can incorporate some of discovery & delivery's best practices

- Talk directly to real customers
- Test our product concepts
- (*Challenge*) Find ways to release incrementally

Prototype, test  
concepts

***Iterate and refine***

**Deep customer insight**  
*What is?*

**Ideas**  
*What if?*

**Discovery**  
*What works?  
What wows?*

**Optimization**  
*Continuous refinement*

**Delivery**  
*Incremental market releases*

*Increasing product readiness*

*Increasing market fit*

When testing product concepts, we are balancing a goal vs. constraints

- **Goal:** We want deep feedback on our product concepts
- **Constraints:**
  - We have limited engineering resources
  - We want to move *fast*



We'll *start simply*

- For ideas testing well, we move to more complex prototypes

[USER](#)[BUSINESS](#)[IMPACT REPORT](#)[INITIATIVES](#)[Register your business](#)[Download the app](#)

United States ▾

# LET'S FIGHT food waste TOGETHER

Food waste is a big problem, and we can be a solution. Too Good To Go is the app that lets you rescue unsold food at your favorite spots from an untimely fate.

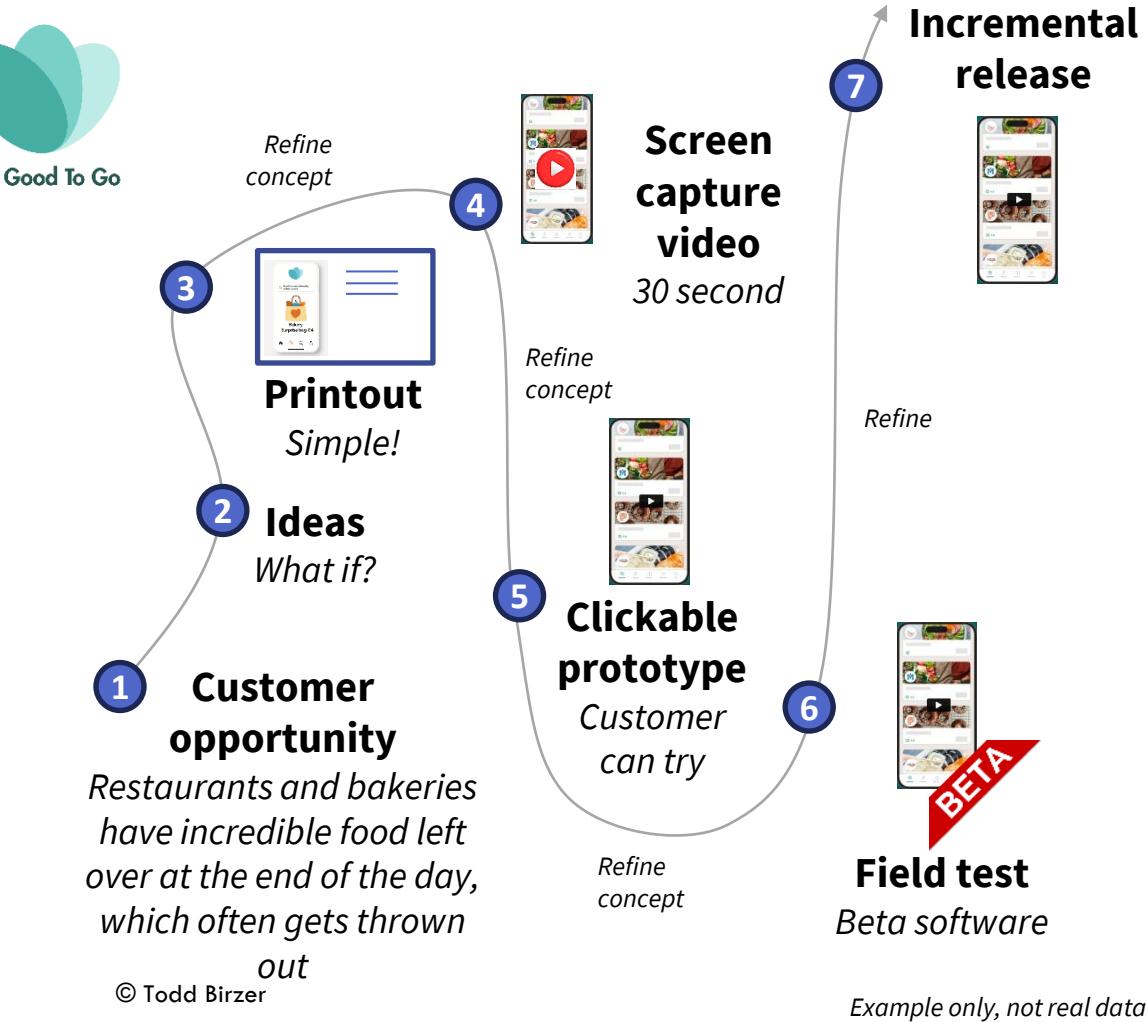
Use the app to explore stores and restaurants in your local area and save surprise bags of surplus food from going to waste at a great price.





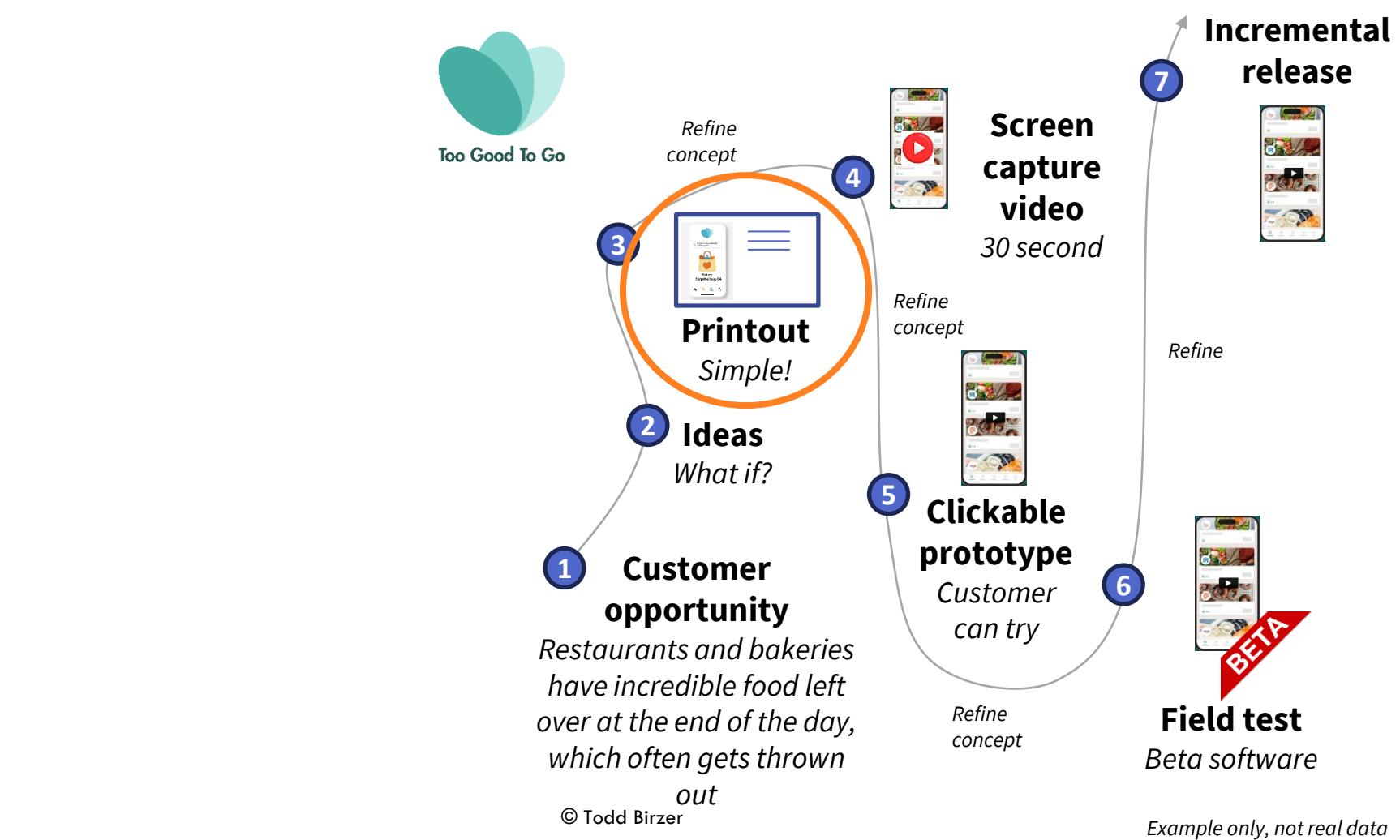


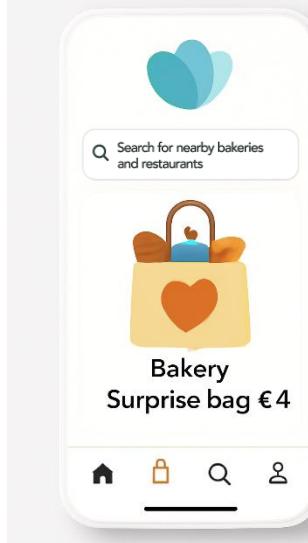
# Too Good To Go





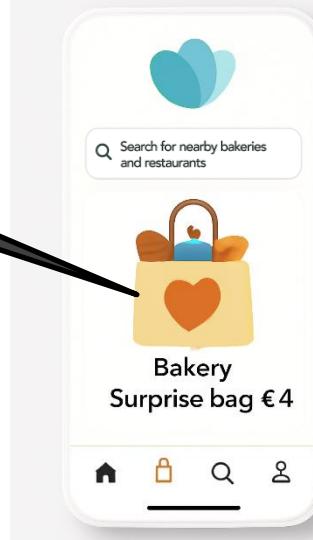
Too Good To Go





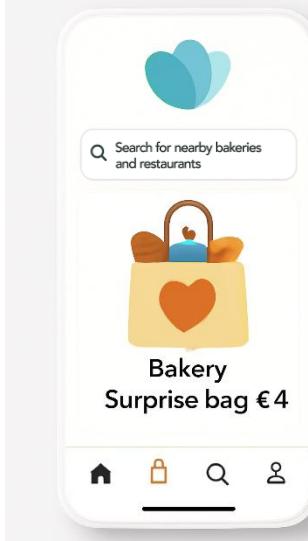
- 1 In the app, find “surprise bags” available at stores or restaurants near you
- 2 Confirm your choice, reserve your food, pay through the app
- 3 Go to the store at a specified time, pick up your food

*Simple graphics* to illustrate the concept



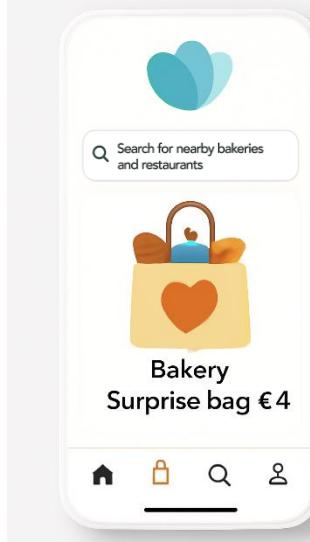
- 1 In the app, find “surprise bags” available at stores or restaurants near you
- 2 Confirm your choice, reserve your food, pay through the app
- 3 Go to the store at a specified time, pick up your food

Description is *easy to understand*



- 1 In the app, find “surprise bags” available at stores or restaurants near you
- 2 Confirm your choice, reserve your food, pay through the app
- 3 Go to the store at a specified time, pick up your food

Objectively true,  
with ***no selling***

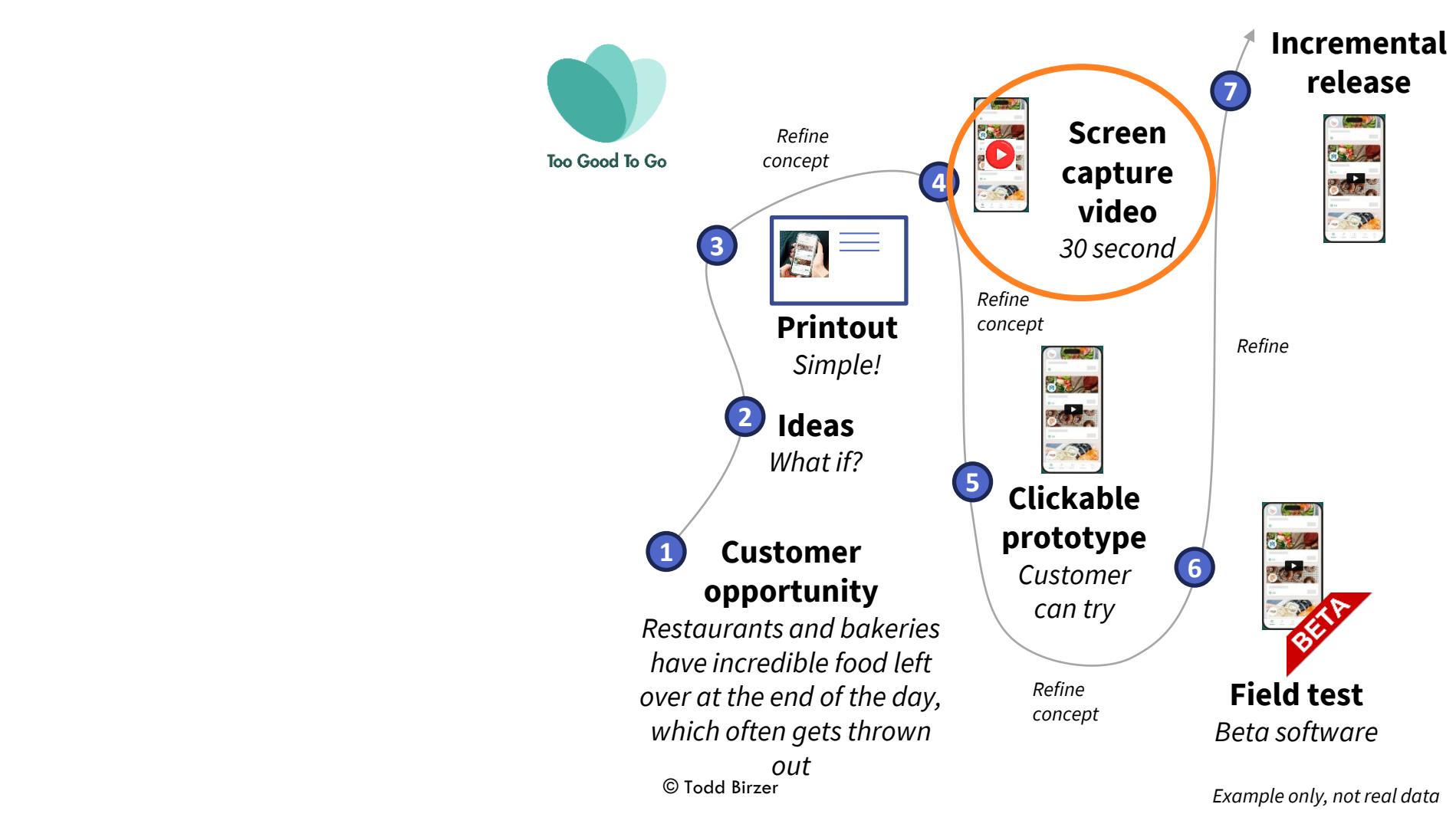


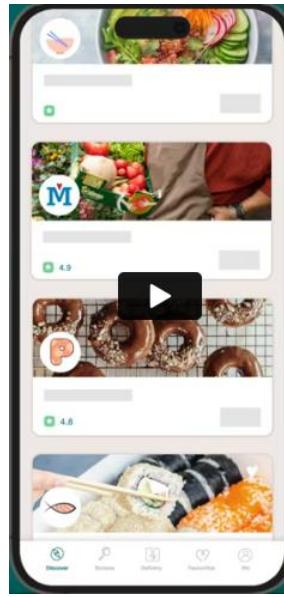
- 1 In the app, find “surprise bags” available at stores or restaurants near you
- 2 Confirm your choice, reserve your food, pay through the app
- 3 Go to the store at a specified time, pick up your food



Too Good To Go

© Todd Birzer





Figma

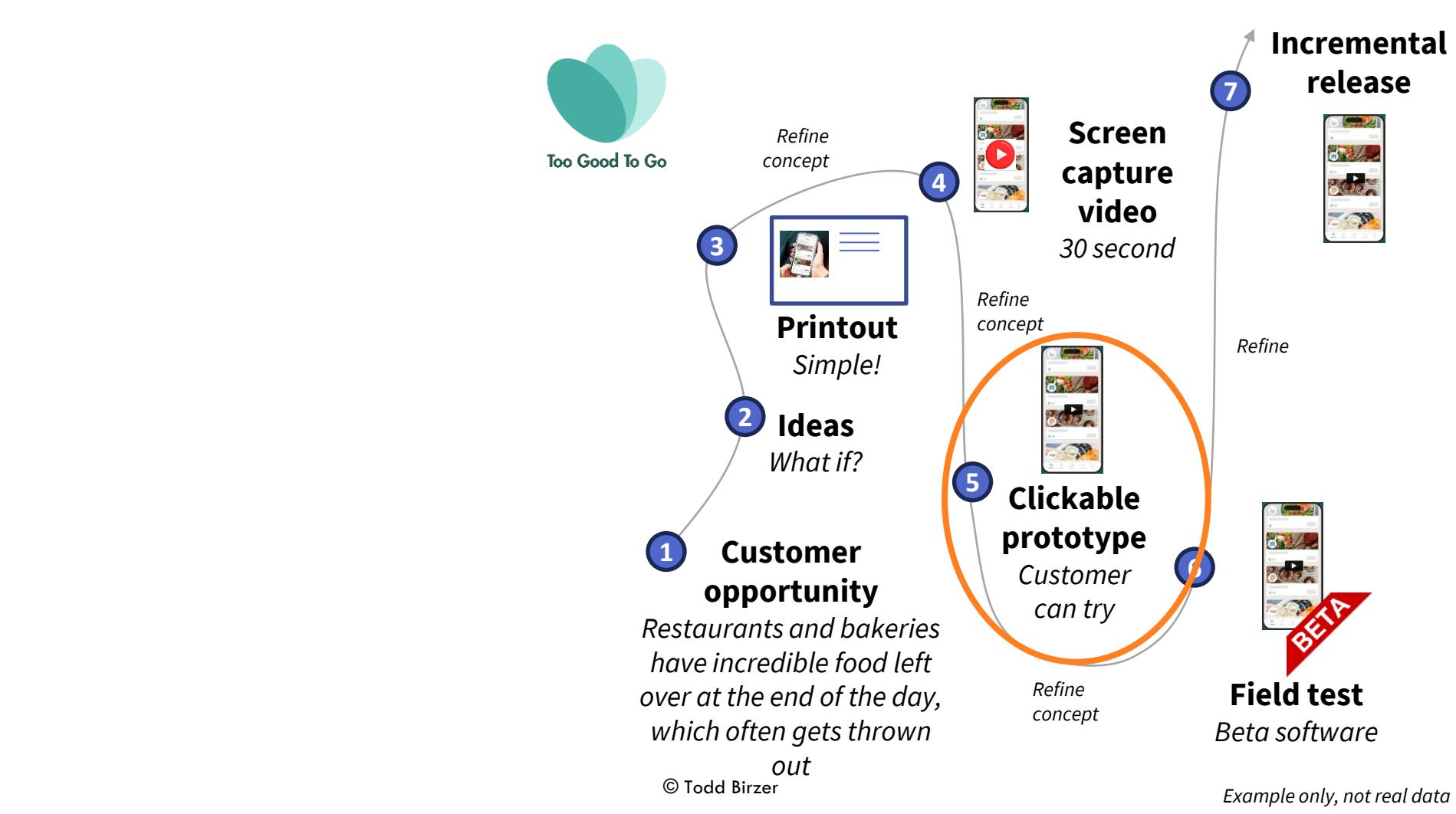
balsamiq®

miro



Too Good To Go

© Todd Birzer



# What do you want to build?

Create stunning apps & websites by chatting with AI.

Type your idea and we'll bring it to life (or /command)



or import from



Figma



Github

[Create a financial app](#)

[Design a directory website](#)

[Build a project management app](#)

[Make a landing page](#)

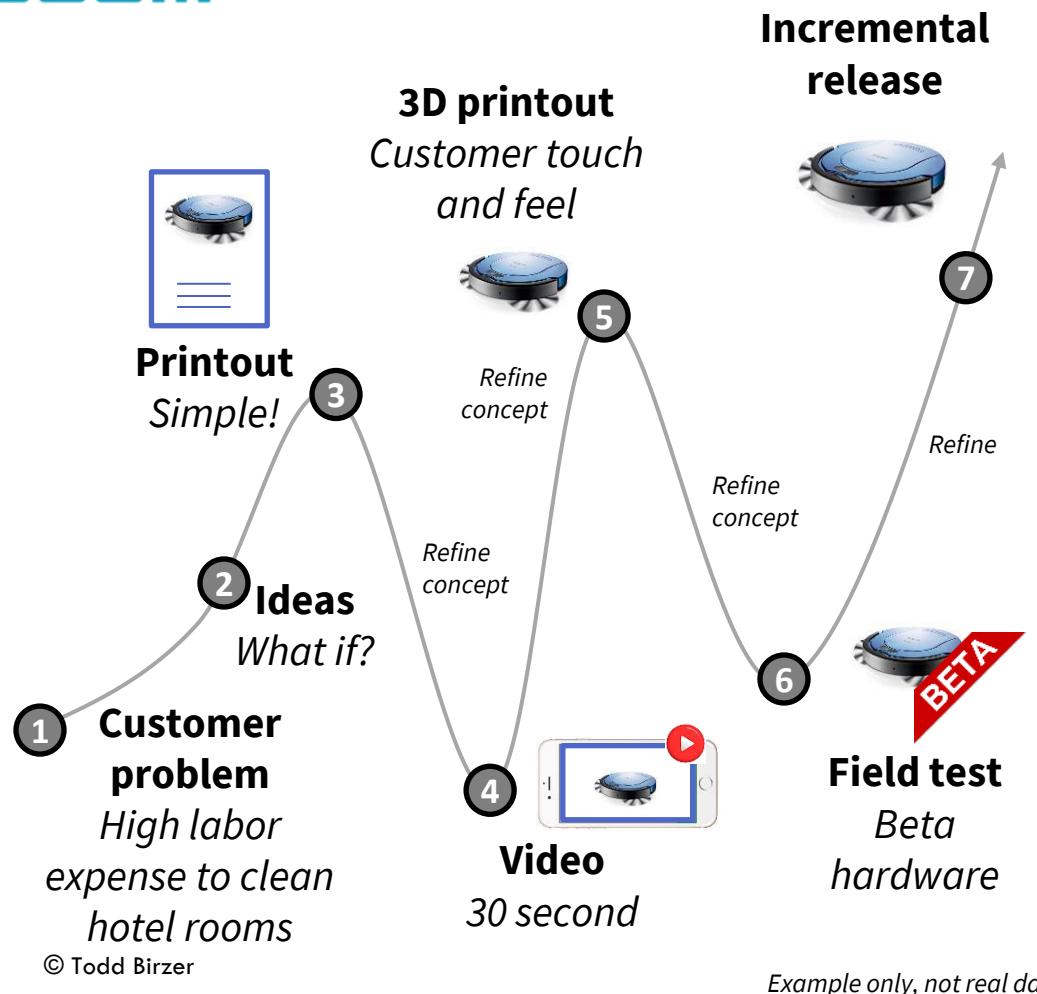
[Generate a CRM](#)

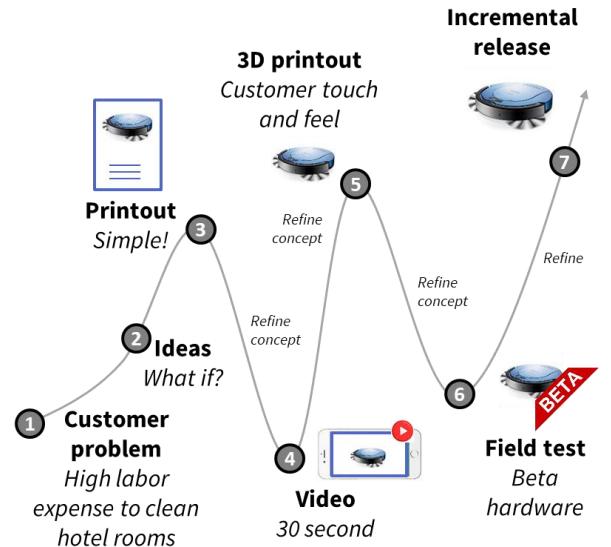
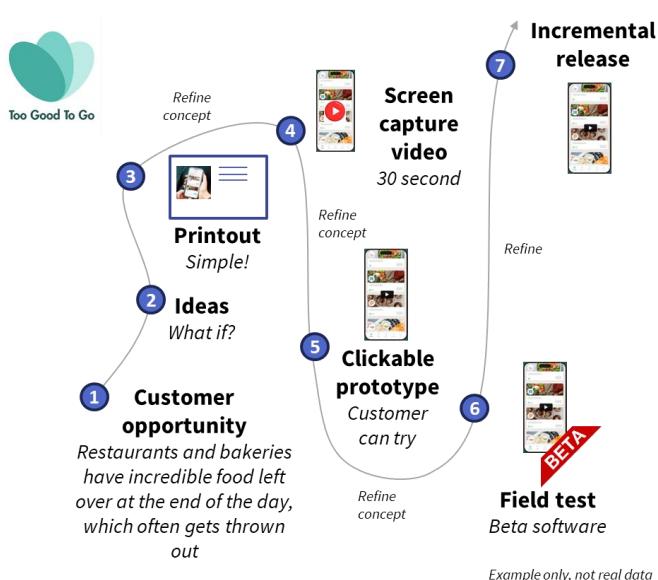
[Build a mobile app](#)



We change the way you think  
**about cleaning**

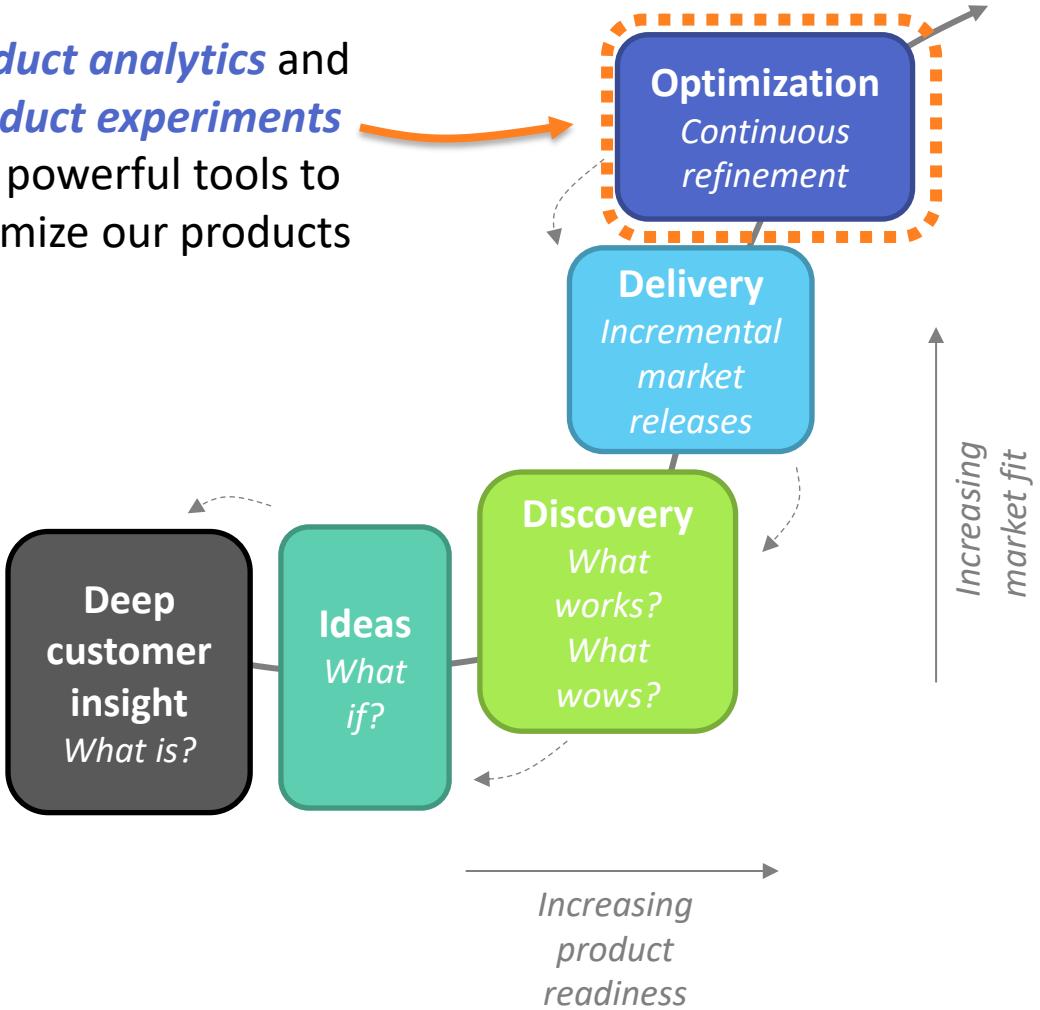
[Contact us](#)[Discover our products](#)





Start simply,  
start fast!

**Product analytics** and  
**product experiments** are powerful tools to optimize our products



## Dashboards



Welcome! You are viewing a Mixpanel demo

All the reports you see are powered by a sample dataset. We're excited for you to start exploring!

View Datasets

Set Up Mixpanel

## FAVORITES

Favorite any dashboard

## RECENTLY VIEWED

How Do I...

## CREATED BY YOU

Create your own dashboard

### See the events most frequently triggered in your product.

Total, last 30 days • What are the most common user actions?

Event	Value
Watch Video - Total	254.4K
Like - Total	149.1K
Purchase - Total	145.2K
Comment - Total	140.1K
Ad Impression - Total	131.8K
Ad Conversion - Total	122.4K
Message Sent - Total	112.2K
Message Opened - Total	89.9K
Channel Subscribe - Total	

**Product analytics** give us data on how customers engage with our products or services

- Software
- Hardware with IOT

### Filter down to a cohort and segment by a different property.

Total, last 30 days • In the United States, what is the purchase category breakdown?

Other meTube TV meTube Aca... meTube Ga... meTube Mu... Next 3



### Add a dimension to better understand each property

Total, last 30 days • In the United States, what is the purchase category breakdown?

meTube TV meTube Aca... meTube Ga... meTube Mu... Next 2



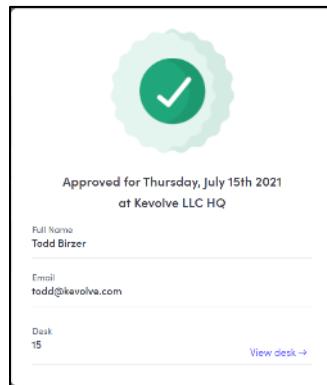


Let's assume you are a product manager at **Envoy** – a San Francisco-based startup that helps workplaces run smoothly and safely. Envoy has products for visitor management, meeting rooms, deliveries, etc.

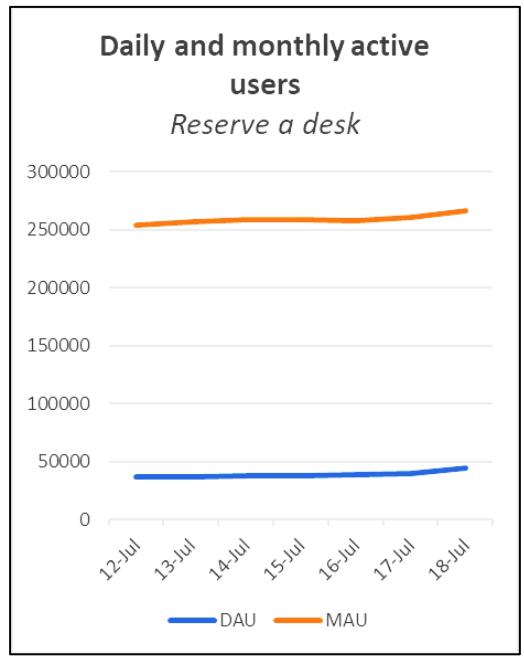
For this example, you are the product manager for their **Desks** product. Lots of companies are moving to hybrid work environments – sometimes we work in the office, sometimes we work at home, and we no longer have a dedicated desk at work. Envoy's Desk application lets people **reserve a desk** on the days that they are coming into the office

# How many users on my platform?

- Daily active users
- Monthly active users
- Focus on a “value moment”

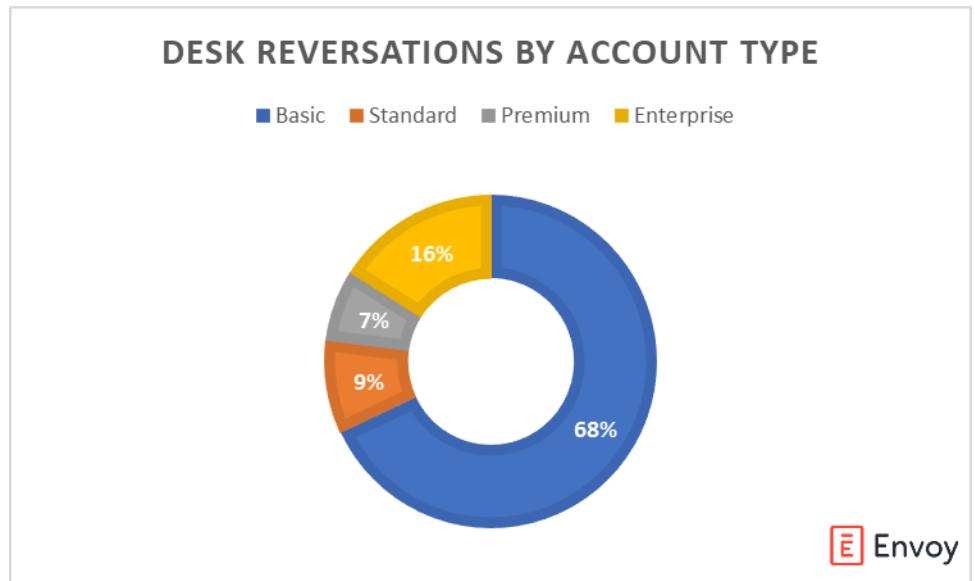


 Envoy



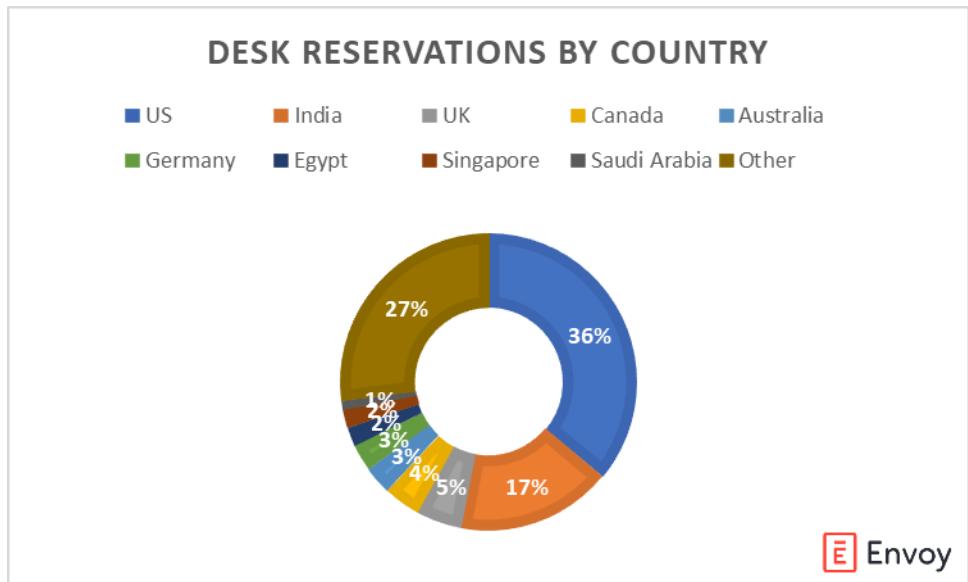
*Not real data*

# How many users by account type?



*Not real data*

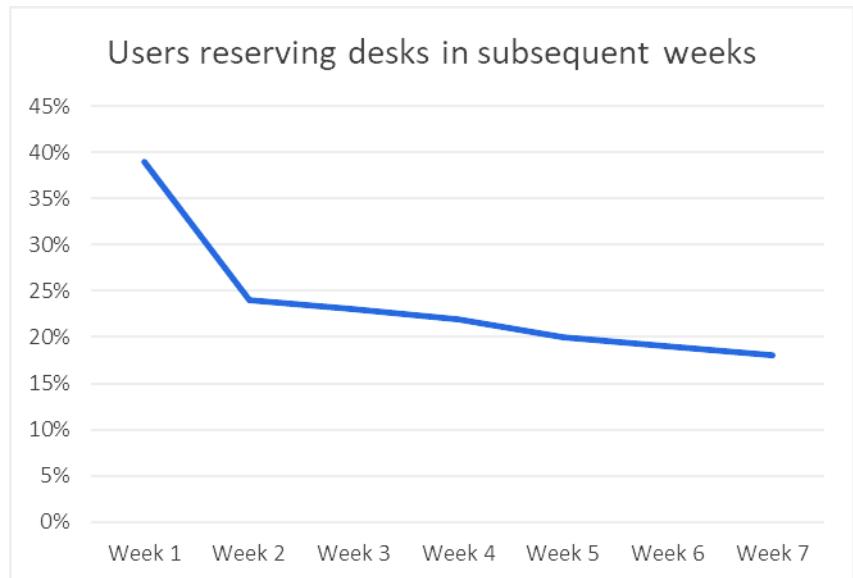
# How many users by geography?



*Not real data*

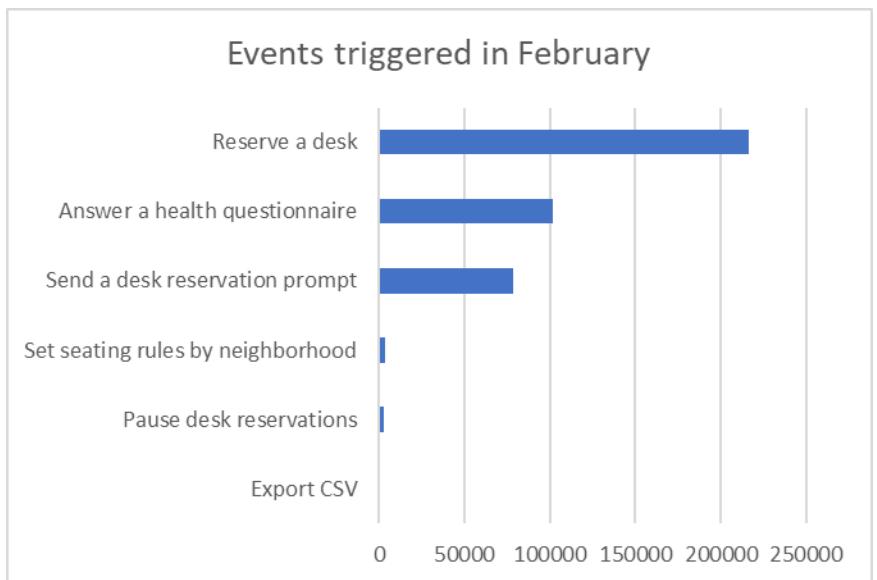
## Do users stay with us or drop off over time?

- Stickiness

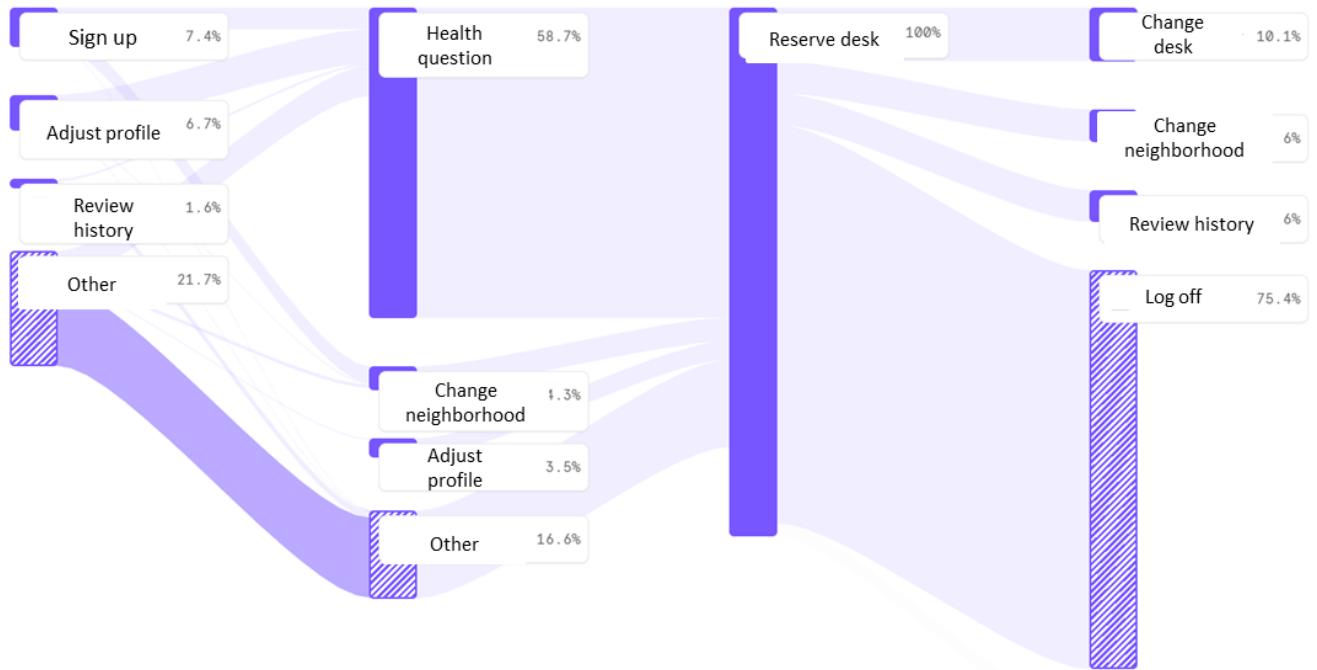


*Not real data*

## What features are being used the most?



Not real data

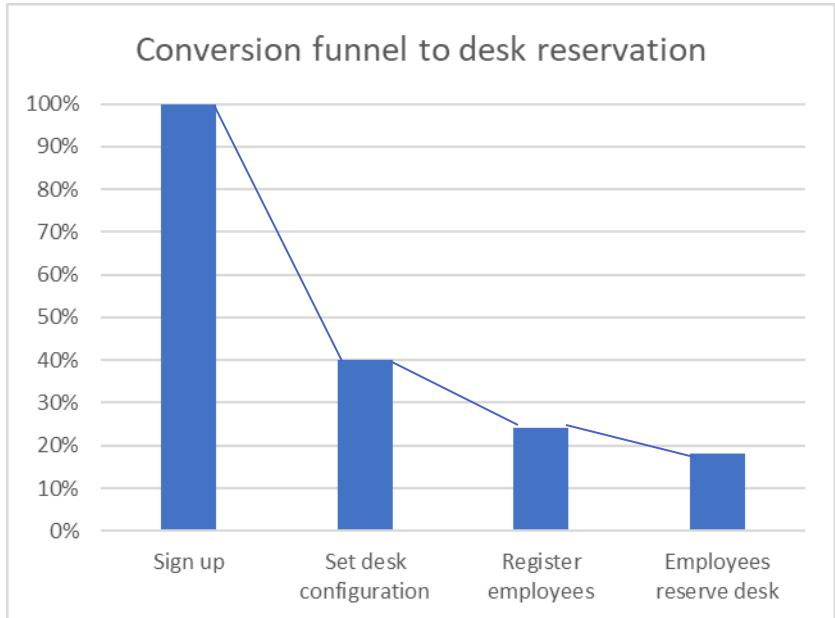


**What path are people taking to key actions?**

 Envoy  
Not real data

## What is our conversion funnel?

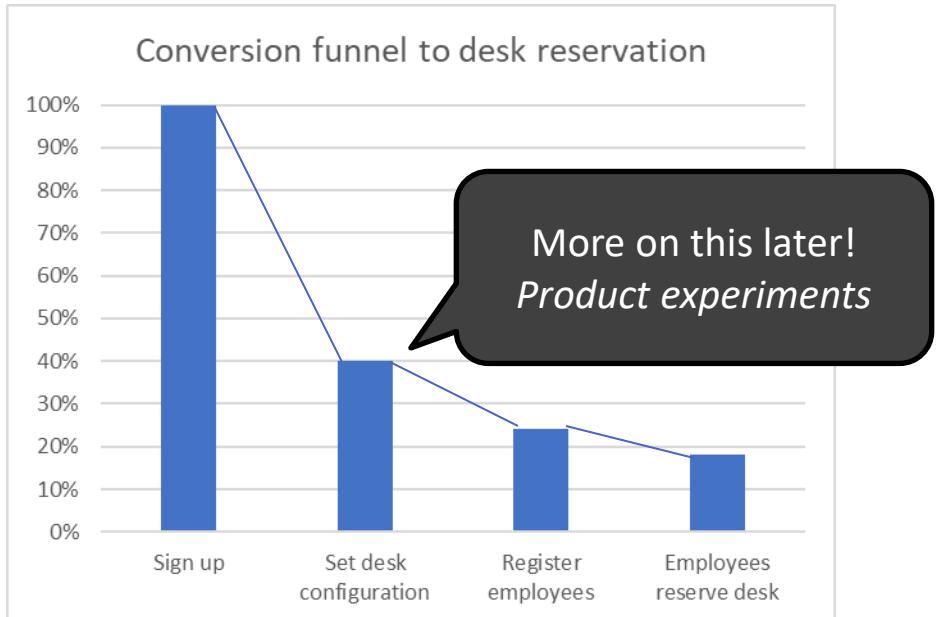
- To completion of onboarding
- To product value
- To money



*Not real data*

## What is our conversion funnel?

- To completion of onboarding
- To product value
- To money



*For businesses (B2B)...*

## **Which of my accounts are a churn risk?**

Account	Monthly recurring revenue	Days with desk reservation (last 30 weekdays)	Churn risk
Client K	\$52,000	0	Very high
Client G	\$16,000	3	Very high
Client Q	\$31,000	9	Moderate
Client Z	\$74,000	30	Low

Share with your client success team!



Envoy

*Not real data*

Custom Today Yesterday 7D 30D 3M 6M 12M XTD Default +

ⓘ Welcome! You are viewing a Mixpanel demo project

You can use any board you see with your own data.

Use this Board

# AI Company KPIs

## Core metrics

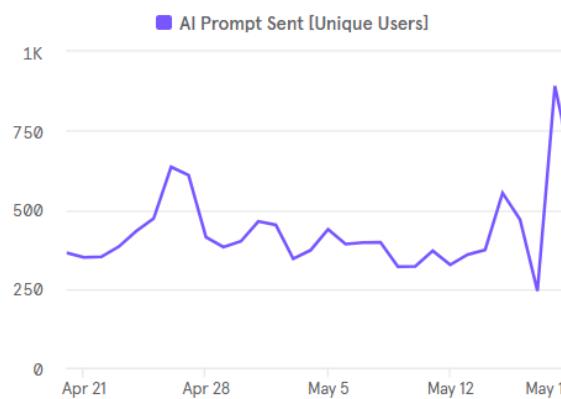
### User engagement

Monitor your agent usage to get insight into what's driving growth and answer questions like:

- How many users are interacting with my agents?
- How fast are we growing?

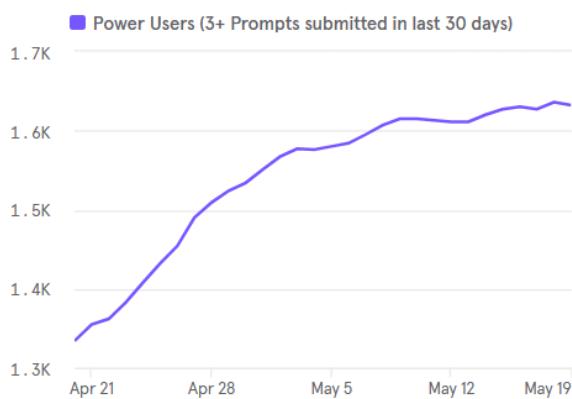
#### Total users submitting prompts

Linear, Unique, last 30 days



#### Power users submitting prompts

Linear, Unique, last 30 days • # of Users submitting 3 or ...





Mixpanel Spark AI



We **pair** our product analytics insights with our customer interview insights

**Product  
analytics →  
tools**



*Others...*



Product analytics with *hardware*...

- Not as easy as software, but extremely helpful if you have IOT modules



i-mop commercial floor scrubbers

## i-mop commercial floor scrubbers



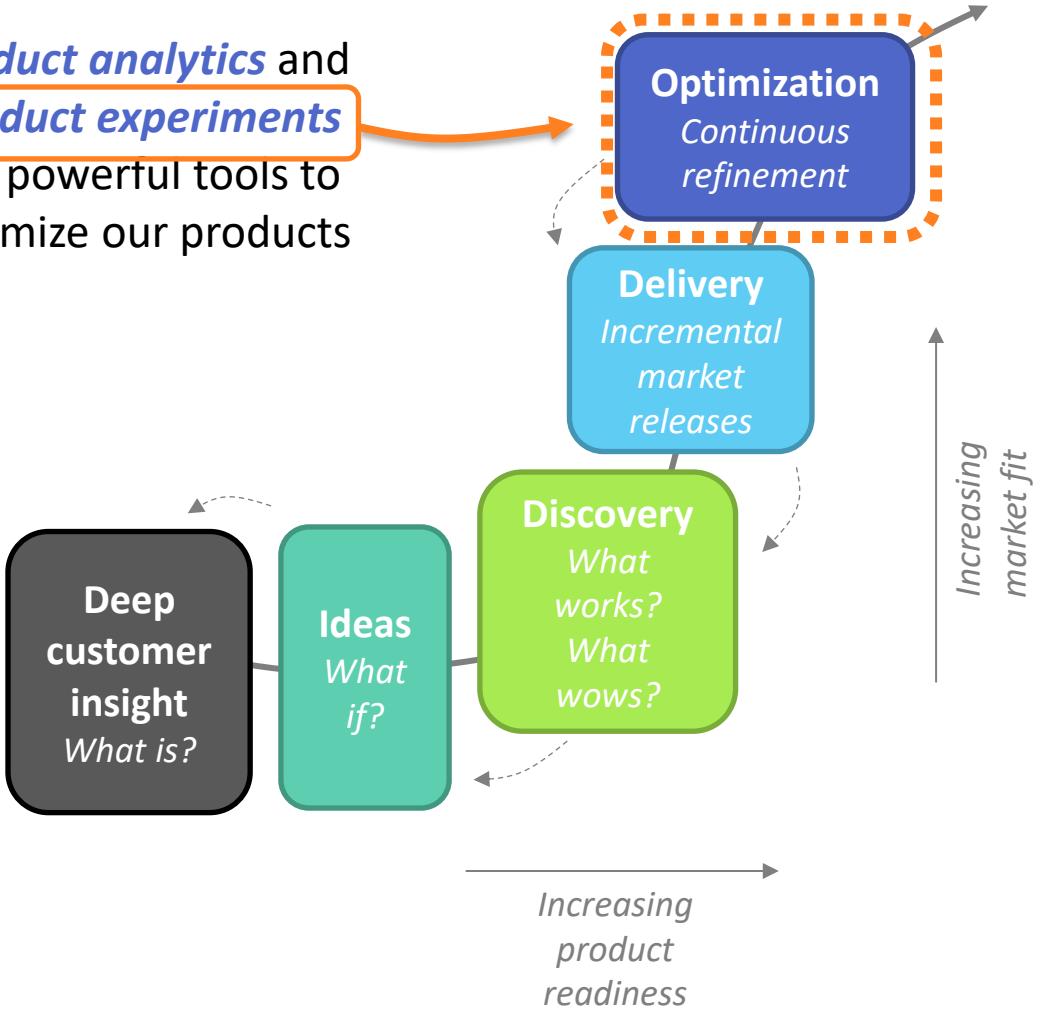
### **For you...**

- Product usage hours per day, location, on/off cycles, maintenance issues, spare parts alerts, replacement timing

### **For commercial cleaning managers...**

- Location, usage tracking, preventative maintenance alerts, longer machine life

**Product analytics and product experiments** are powerful tools to optimize our products



# Product experimentation

***Experiment*** to see what drives key metrics

- Test like a scientist
- Idea → hypothesis → experiment → conclusion → proceed or pivot
- AB tests

***Evolve*** your products quickly

- Companies like Meta, Amazon, Netflix, and Google run thousands of AB tests/year



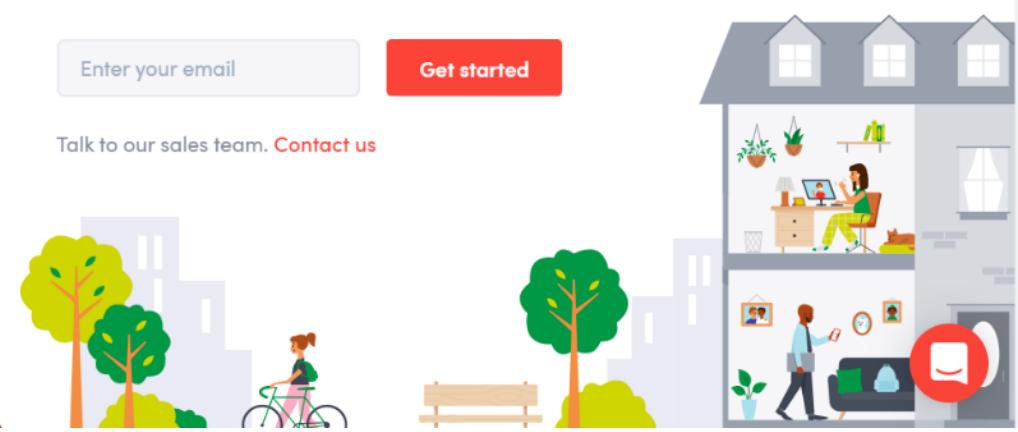
# Bring people together in a flexible workplace

Join the thousands of companies that rely on Envoy to keep hybrid workplaces running smoothly and safely, so everyone inside can thrive.

[Get started](#)

Talk to our sales team. [Contact us](#)

© Todd Birzer



# Product experimentation



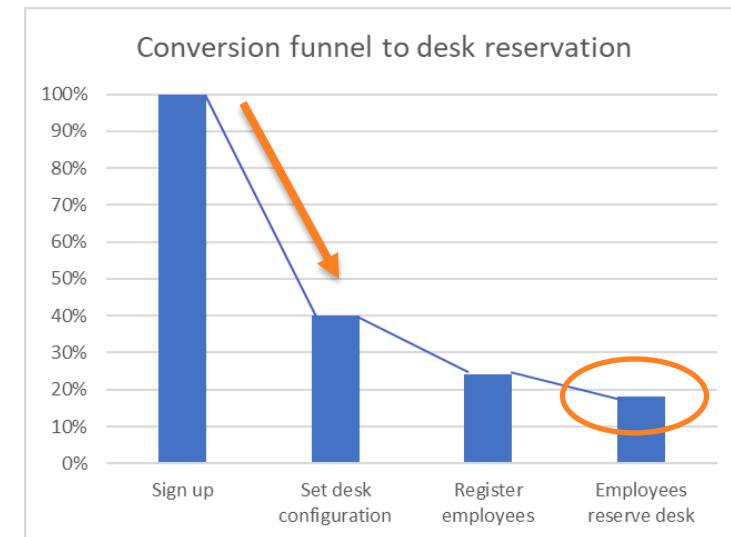
*From customer  
interviews and  
usability tests...*

Some office  
managers get  
stuck on setting  
desk  
configuration

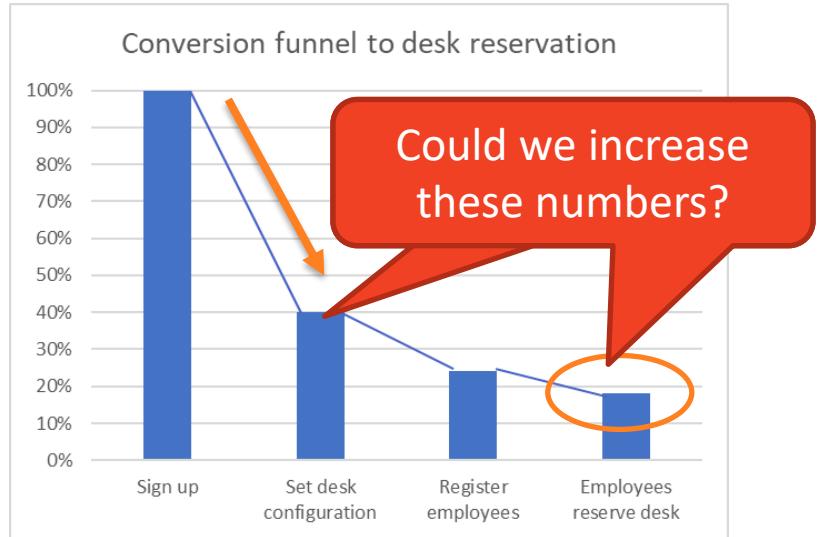
Floor 2

Product	Data science
15	16
17	18
10	11
12	13

Meeting room	Meeting room
Salmon	Sea bream

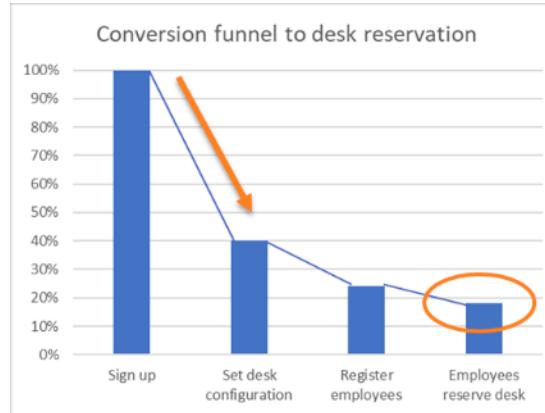


# Product experimentation



If we added a step-by-step guidance into our “set desk configuration” workflow, would it help?

# Product experimentation



***Our hypothesis:*** Based on data showing office managers struggle setting desk configuration, we believe that adding a step-by-step guidance will increase the number of companies where employees successfully reserve desks.

***We will know this is true*** if we see a +2% increase in companies where employees reserve desks.

# Product experimentation

## *Run experiment*

50% is a control group

50% sees “step-by-step guidance”\*

*...and measure the impact of the change*

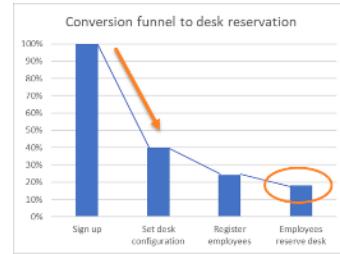
*\*Depending on the volume of traffic—and how long it takes to hit statistical significance—this may become 20% variant vs. 80% control*

# Product experimentation

When we get enough people (when we hit statistical significance), we check if we met our 2% threshold

- **Yes:** Move to step-by-step guidance for everybody
- **No:** Stay with our current approach

# Product experimentation



Use your product experiments to move **key metrics**

**Guide** your experiments with...

- Product analytics
- Customer interviews, concept testing, usability tests

Small increases in key metrics can have **big impact**

# Product experimentation

Tougher to do  Easier to do

Small B2B SaaS

Large B2B / B2C SaaS

Hardware

Highly regulated products



*If you can do it, product experimentation can be extremely powerful*

**Product  
analytics →  
tools**



*Others...*

**Experimentation  
tools**



Optimizely



*Others...*

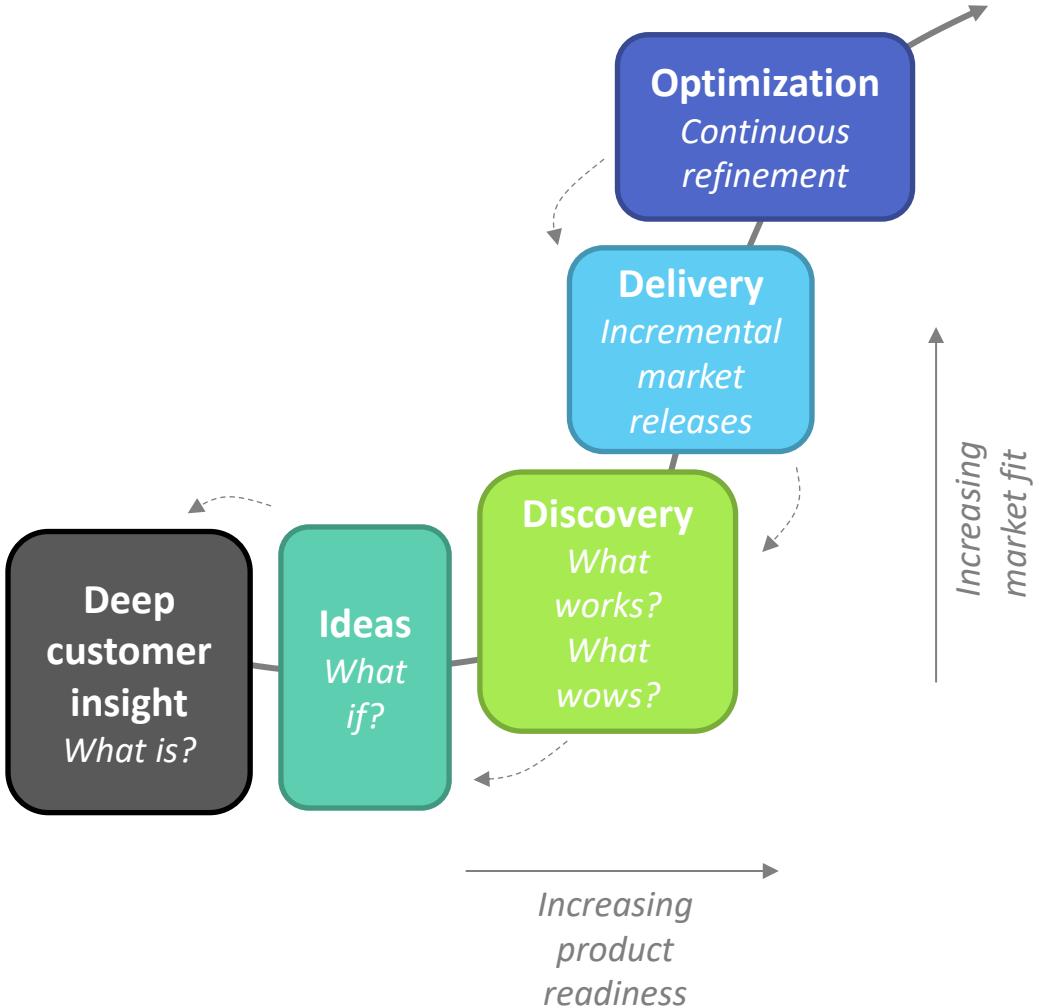


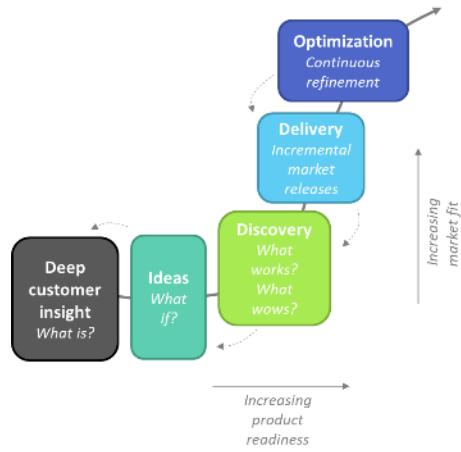
As product managers,  
we want to...

Delight customers with  
**innovative new  
products**

*We'll do this together  
with our engineers and  
product designers*

How do we  
do this?





***Lean, fast, experimental***

Innovation, customer delight,  
competitive advantage, profitability

... it all lives here

Accelerated by AI



Introducing Bolt Cloud!

# What should we build today?

Create stunning apps & websites by chatting with AI.

Tell us and we'll build it together



or import from



# Build something ❤️ Lovable

Create apps and websites by chatting with AI

Ask Lovable to create a blog about...



Public



# Turn your ideas into apps

What will you create? The possibilities are endless.

[Get suggestions](#)[Write a prompt](#)

Make me a game  
for friends in different locations  
that helps explore an enchanted world  
with hidden secrets to discover

Save progress automatically across devices

[Start building with AI ➤](#)



***Leaner, faster, more  
experimental***

Accelerated by AI



We talked about...

- ✓ Discovery and delivery
- ✓ Stage-gates
- ✓ Product concept testing
- ✓ Product analytics

A close-up photograph of a woman with long dark hair, wearing a green textured sweater. She is holding a lit sparkler in front of her face, with bright sparks flying off it. Snow is falling around her, creating a soft, glowing effect. The background is blurred.

# Product management 101

*Launch*

# The work of product management







We want **impactful launches** to...

Pull forward the sales ramp

Increase total lifetime sales

*Versus a quiet whimpering launch*

Technology companies often **underinvest** in product launches

Requires **significant upfront planning**

More than lean, Agile teams are used to

The **payoff** can be large



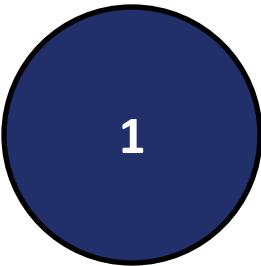
Often tied to **launch windows**

Might only be once/year

Major tradeshows or industry events

As a product manager, you might be the first to **identify an opportunity** for a major launch

# Launch priority



## Major strategic launch

*High company priority. Big news for the market, strong competitive advantages, solid revenue/profit growth potential. A “big play” for company.*



## Supporting launch

*New features, product enhancements, line extensions*

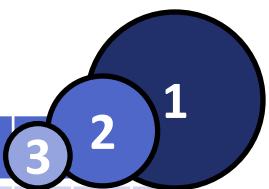


## Maintenance launch

*Bug fixes, quality improvements, cost-reductions*

# Launch deliverables

By launch priority

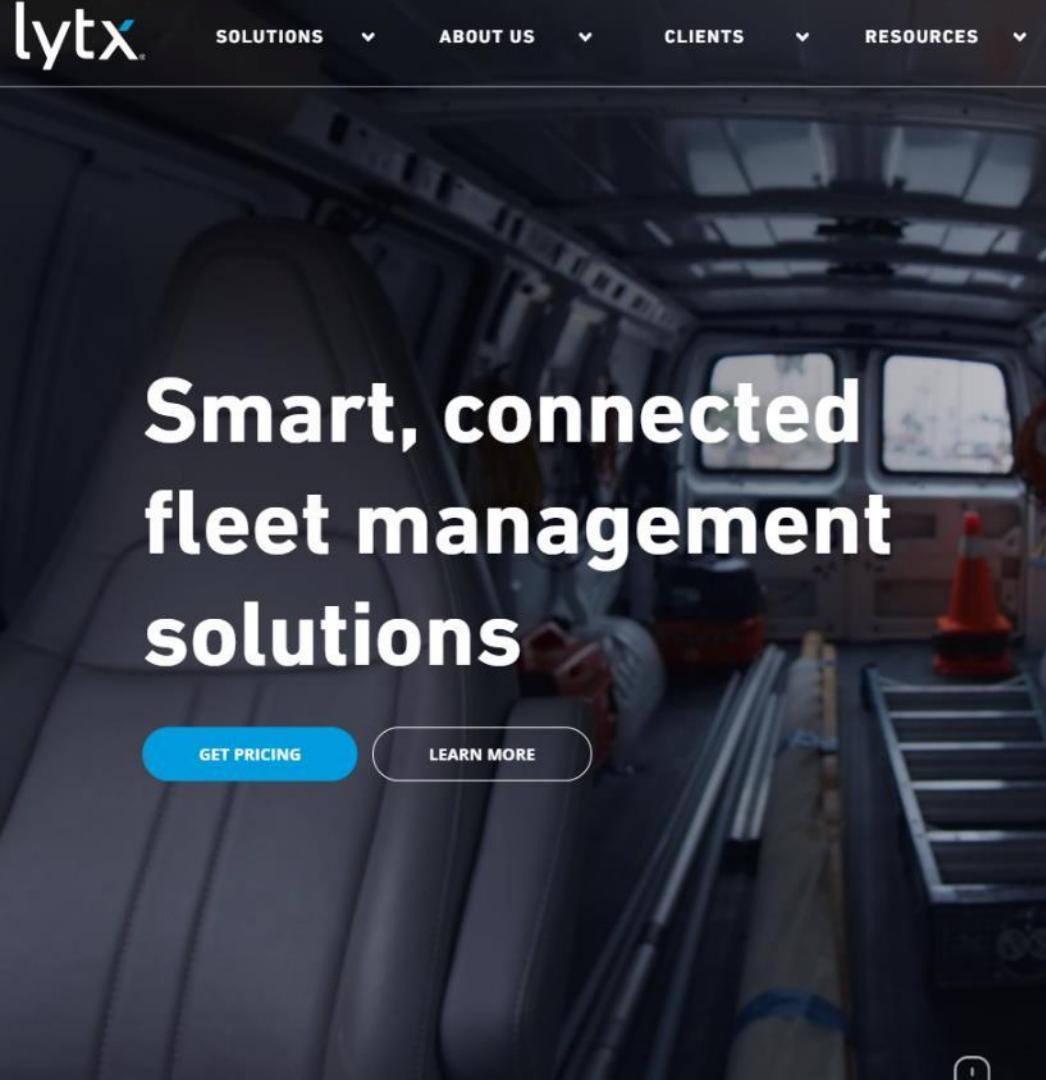


	Item			
Planning	Launch plan	◆	◆	◆
Marketing	Budget management	◆	◆	◆
Marketing	Basic marcom: Website updates, sales brochures, social media	◆	◆	◆
	Advanced marcom: launch videos, whitepapers, launch events	◆	◆	◆
	Press & key opinion leader outreach / press release	◆	◆	◆
Sales & account management	Marketing programs and promotions	◆	◆	◆
	Communication to sales reps & other internal teams	◆	◆	◆
	Communication to channel partners	◆	◆	◆
Sales & account management	Communication to clients (existing + trial)	◆	◆	◆
	Sales tools and presentations for sales teams	◆	◆	◆
	Training of sales teams on product, key benefits, how to demo, how to sell, etc.	◆	◆	◆

# Launch plan

For Priority I launches

Launch plan - outline		
1	<b>Market environment</b>	Target customers and their needs, market trends, competition
2	<b>Product</b>	Description, value proposition, competitive differentiation, pricing
3	<b>Launch planning</b>	Top level approach and timing, budget, goals & metrics
4	<b>Messaging</b>	Compelling messaging around the product benefits
5	<b>Awareness, interest, preference</b>	Guiding customers through the buyer's journey with targeted content. Launch events, social media, tradeshows, ads, marcom. Press and key opinion leaders
6	<b>Sales and channels</b>	Promotions, sales tools, demos & trials, training of sales reps and channel partners
7	<b>Technical support</b>	Training and preparation



# Smart, connected fleet management solutions

[GET PRICING](#)[LEARN MORE](#)

**Driver safety programs** for commercial trucking fleets

For **Priority 1** launches:

- American Trucking Association's MC&E show
- Use show to reach trucking executives and raise Lytx' industry profile

**Key tactics:** Launch videos, customer testimonials, press events, sales and marketing outreach to trucking execs before, during, and after show

[Office Chairs](#)

## Gesture

by Steelcase

Starting at:  
List \$1,977 USD

[BUY NOW](#)

< >

[IMAGES](#)[SPECS](#)

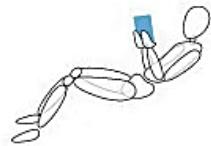
With a study of 2000 people in 11 countries, Steelcase used their **deep understanding** of the new ways people are sitting to design the Gesture chair

To launch the chair worldwide, they used this **compelling story** to get attention far beyond a normal office chair launch

**Key tactics:** Launch videos, training of sales and distribution channels, worldwide press outreach

# New product launch

*Example: Steelcase Gesture chairs*



1. The Draw



2. The Multi-Device



3. The Text



4. The Cocoon



5. The Swipe



6. The Smart Lean



7. The Trance



8. The Take It In



9. The Strunch

# New product launch

Example: Steelcase Gesture chairs

HOME PAGE TODAY'S PAPER VIDEO MOST POPULAR U.S. Edition ▾

The New York Times

Business Day Personal Tech

WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH SPORTS OPINION A

 Office 365  
HD videoconferencing / Business-class email  
Anywhere access to documents / Simplified management / Enterprise Social / Full Office

STATE OF THE ART

## Chair Pitched as Answer to New Ways We Sit on Job



PLAY VIDEO



Impactful launches drive **earlier and higher** sales

Setting **launch priorities** can focus a company's energy and resources

**Priority I** launches require upfront planning and preparation

Big impact when done well