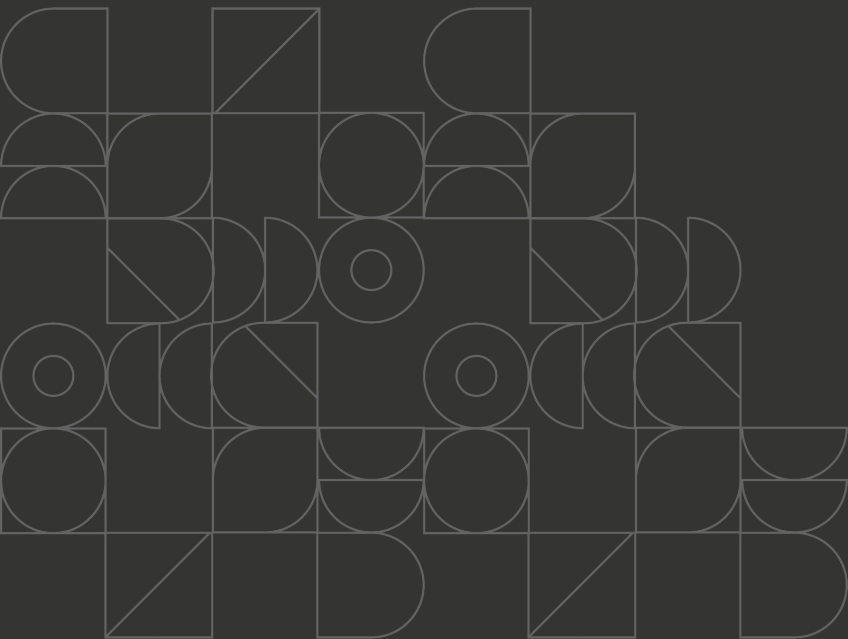


# Leading a product team through fast-paced product launches

Product School | Jun 8 2023



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she/her

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Head of Product

# Agenda

- Launch MVP
- Different kinds of launches
- Different kinds of products
- Making fast launches more sustainable

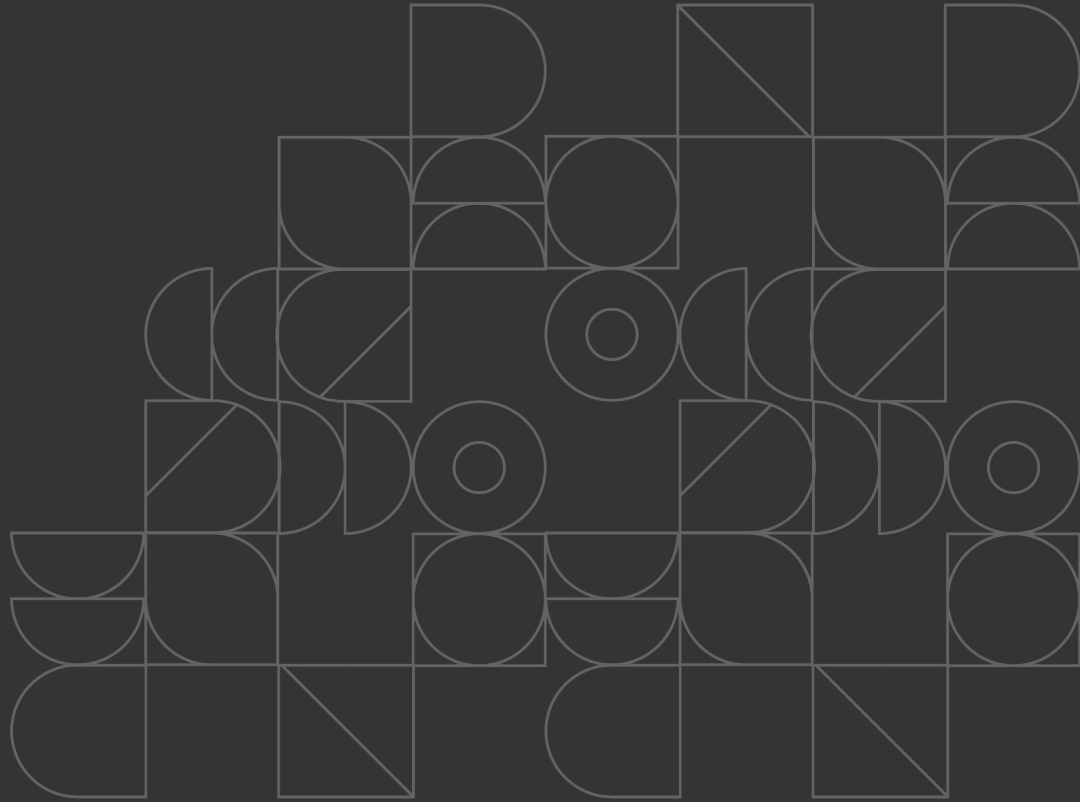


# Moving quickly

- Want to be able to quickly react to new opportunities
- Product should not be a blocker
- Being able to launch in months → weeks → days
- Focus on the launches that matter



**Launch MVP**



# What is a launch?

- A feature or new functionality is introduced
- Current functionality changes
- Typically public



# Launch MVP

- 1 Functionality works as expected → Tests
- 2 The user is aware of the launch → Changelog
- 3 The user understands the feature is supported → Launch phase



# 1 Tests

## **Quality assurance**

Testing before a feature release

E.g., Functional testing, usability testing



## **Continuous testing**

Automated testing when changes are made

E.g., Unit testing, integration testing



## 2 Changelog

*You've got a new feature!*



# When do you need a changelog?

*Do I need a changelog? Spoiler alert: you're probably here because the answer is yes.*

You need a changelog:

- If a user does the exact same thing today than they did yesterday, but the outcome is different from yesterday
- If the user is able to do something with Tailscale they weren't able to do yesterday



# Changelog entries

## Good

- Clarity on dates or version numbers
- Specific user problems
- Link to documentation

## Bad

- Changes this month
- “Bug fixes”
- No documentation / changelog is serving as documentation



### 3 Launch phases

- Terminology
- Availability
- Support expectations
- Terms of service



# Launch phases vs. MVP

- Not the same
- Set a standard and stick to it



# Launch checklists

	Alpha	Beta	GA
Eng	• Tests	• ...	• ...
	• ...	• ...	• ...
Marketing	n/a	For all launches	
		• Changelog	
		For Tier 2	
		• Blog post	
		For Tier 1	
		• Landing page	
		• ...	

Tests

Monitoring

Alerting

Scalability testing

Audit logs

IAM

Webhooks

API

CLI

“Beta” label

Documentation

Changelog

Features page

Pricing page

# Templates & intake forms

**Title:**  
**Author:**  
**Date:**  
**Permalink:** [tailscale.com/blog/a](https://tailscale.com/blog/a)

## Project status:

Not Started ▾ Draft  
Not Started ▾ Review  
Not Started ▾ Edit  
Not Started ▾ Graphics  
Not Started ▾ Publish

Stage and publish a blog post in [go/datocms](https://go.datocms). Make sure to include a [go/social-graphic](https://go/social-graphic).

## Summary

One or two paragraphs to include on the [tailscale.com/blog](https://tailscale.com/blog) page. These can be the first few paragraphs of the blog post, or a short summary. Aim for 250-750 characters.

## Issue: Changelog

Publish a changelog entry on [tailscale.com/changelog](https://tailscale.com/changelog). If this doesn't look right, [choose another](#)



Publish changelog:

Ensure that you add a title to this issue!

### Changelog kind

Which kind of release is being announced?

- ☐ Client release (e.g., 1.38.2)
- ☐ Service release (e.g., Funnel GA)
- ☐ Other (e.g., VS Code Extension)

### Changelog details

What is the changelog announcing? Include release stage (alpha, beta, GA) if the changelog kind is service

### Release date

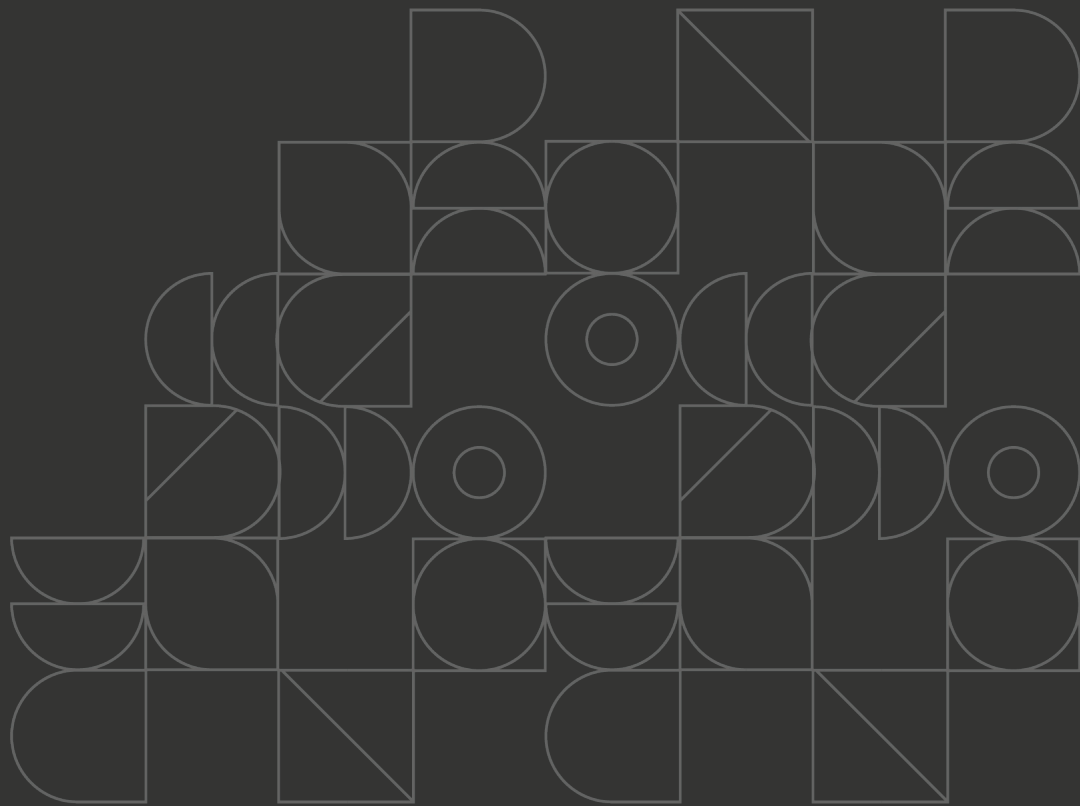
What is the expected publish date for the changelog?

2023-12-31

### Additional context

Share any links to information that provides additional context. Note that some links, are not always permanent.

# Kinds of launches



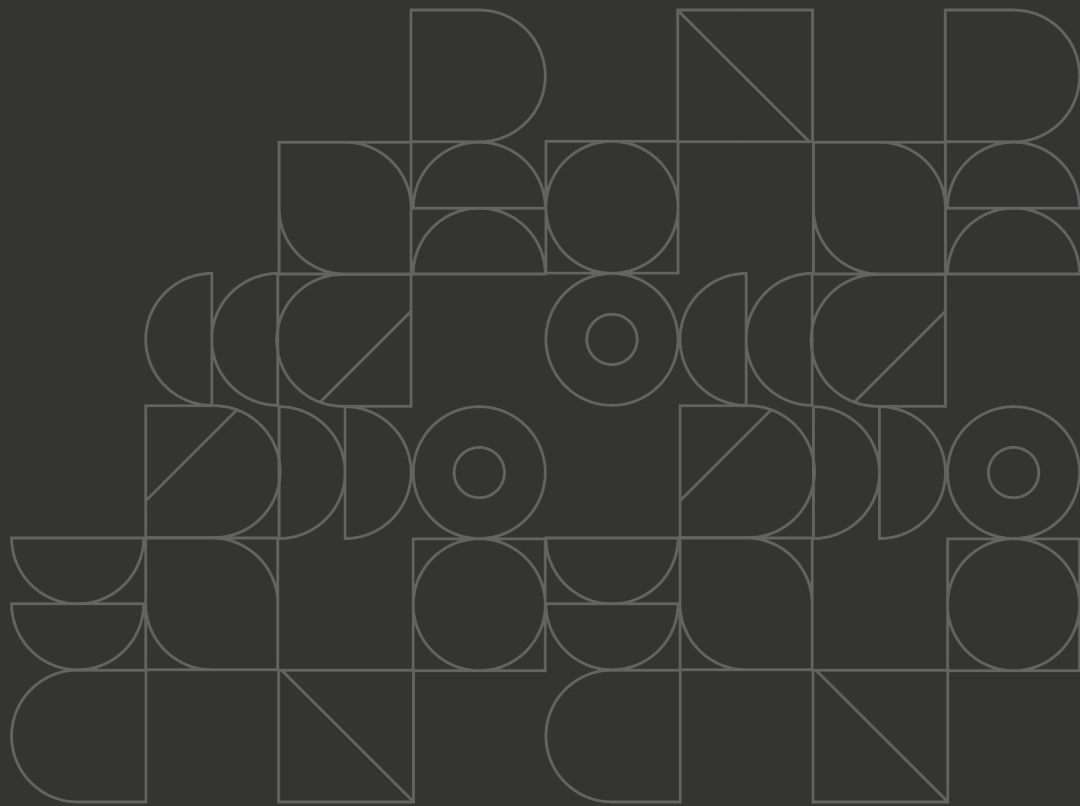


# Kinds of launches

- Changes to: web UI, desktop/ mobile apps, backend
- Understand how these rollouts differ - you might not be able to control timing
- Determine when something 'launches'
- Define the backend changes you consider user-facing



# Kinds of products



# Kinds of products

- B2B vs B2C
- Consumers can be delighted
- Consumers might still want to know
- Regulated industries



# Notifying B2B customers of changes

- Changelog
- Change policy
- Automated updates
- Clearly defined security guarantees
- Trusted testers

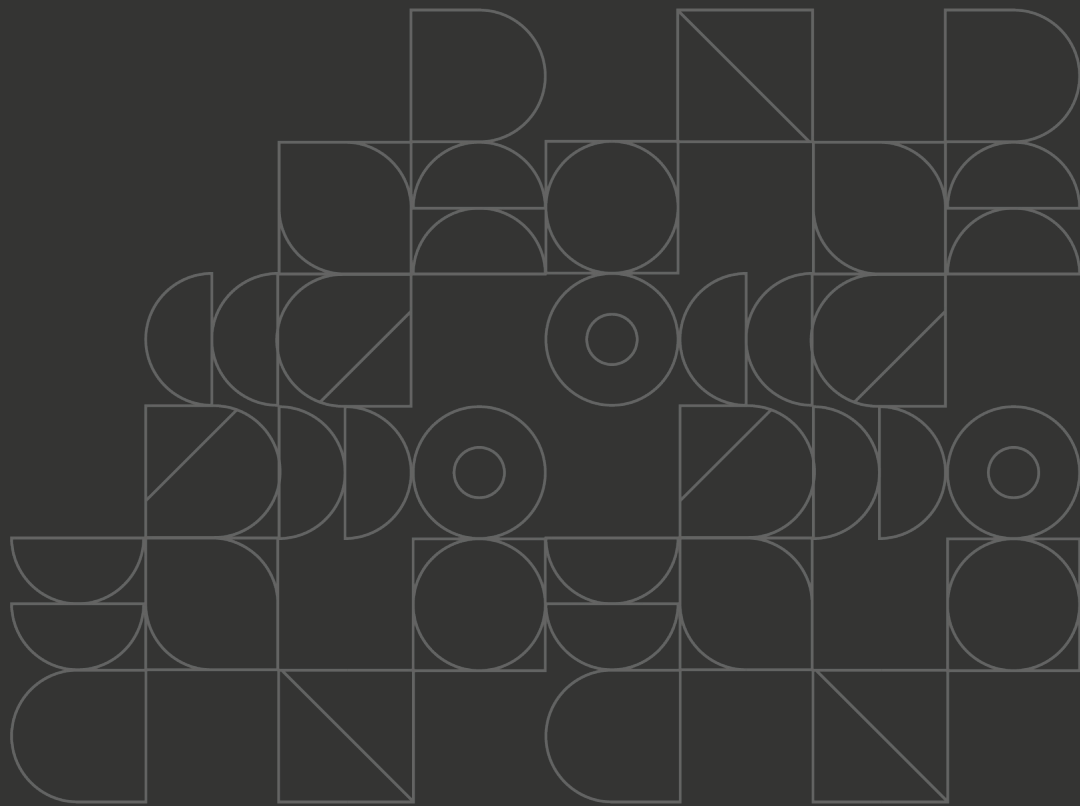


# Figure out how to do experimentation

- Not the same for B2B and B2C
- Apps: TestFlight
- Web: A/B testing
- Get feedback earlier



Moving quickly,  
more easily



# Communication internally

- Single place with status
- Regular updates
- Clear and consistent
- OVER COMMUNICATE



# Make things easily editable

- Your job as a PM is to unblock things
- Make it easy to edit docs, write blog posts





# Engineering building blocks

- Testing
- Monitoring
- Refactoring / readability



# Prioritization

- Point people at the right problems to work on
- Maintain a backlog



# Recap

- A launch is any change that is user-facing
- Launches need: tests, changelog entries, and clearly defined support
- Different product surfaces launch differently
- Different users have different needs
- Over communicate internally

