

**Blackblot® - Product Management Expertise™**



# **Blackblot Official Curriculum™**

**Blackblot® - Product Management Expertise™**



# **Building a New Product Management Organization**

*Delivered by Leon Malalel*

————— (16-17) 18-19 September 2013, Zurich, Switzerland —————

# **PRODUCT MANAGEMENT FESTIVAL**

★ *Defining the future of product management* ★

# About You

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# Introduction

# Practice of Product Management



# Background

- The role of a product manager is challenging, complex, and often misunderstood.
- The process of fixing or building a new product management organization is even more complex and sensitive.
- Failure to build an effective product management organization strongly diminishes the chances for marketplace success.



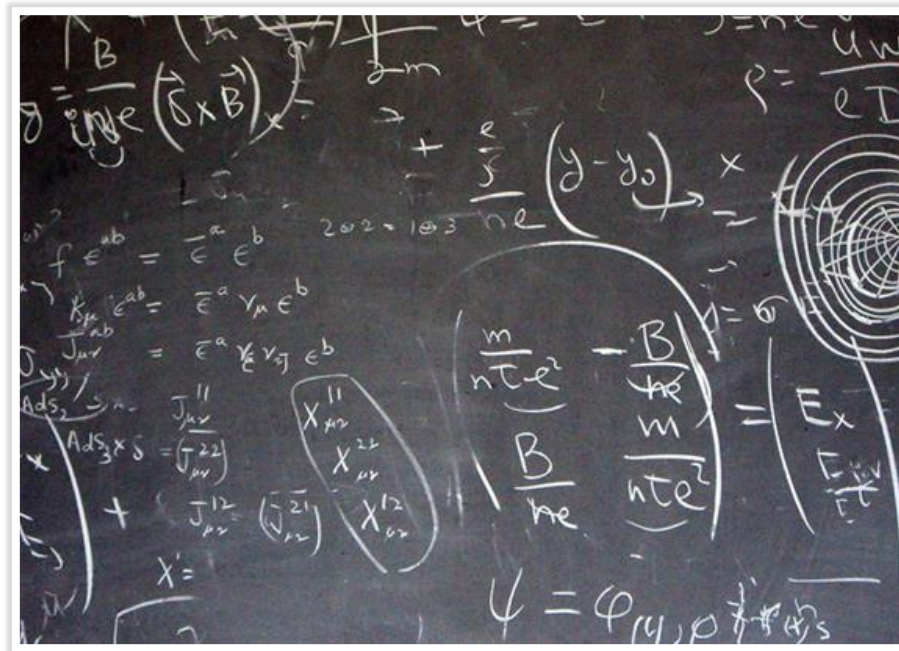
# Challenges in Product Management

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- Role definition
- No definitive methodology
- Lack of uniform work tools
- Managing tasks and processes
- Choice of product delivery strategies
- Relationships with other departments

# Seminar Description

This session explores the process of building a product management organization and focuses on the key steps to an efficient product management implementation process.





# Agenda

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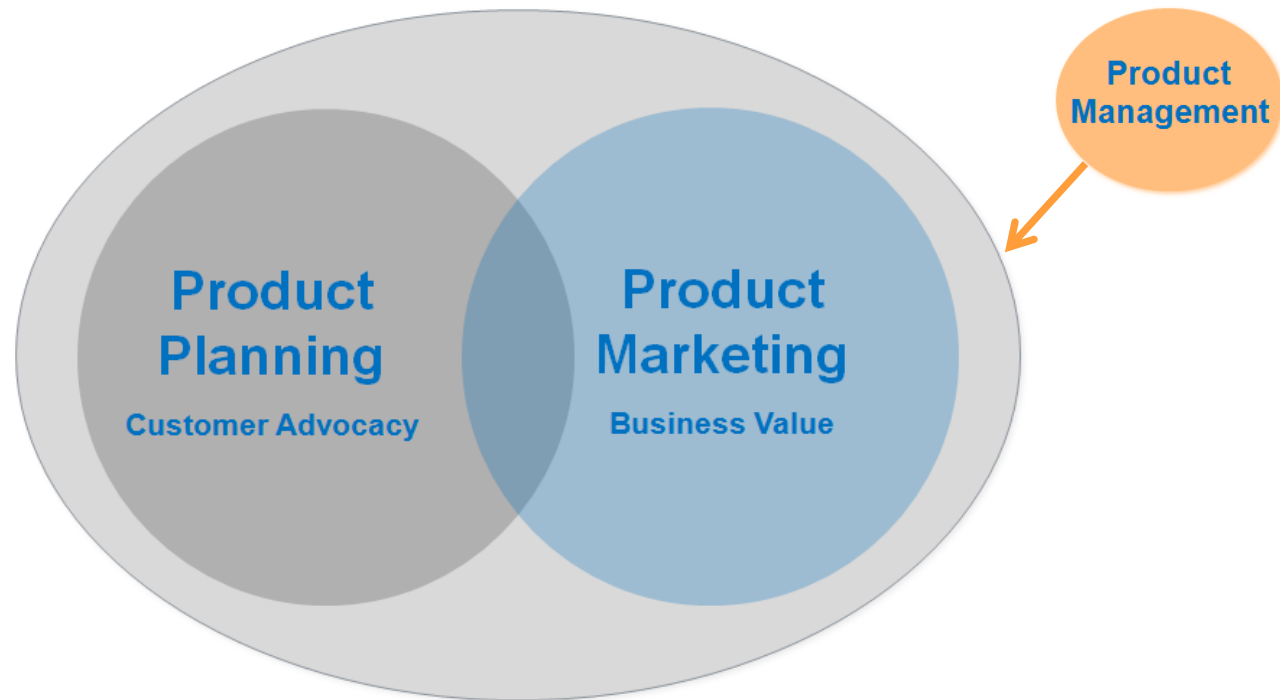
- Introduction
- Definitions
- Product Management Methodology
- Team Building
- Processes and Tools
- Summary



# Definitions

# Definitions

**Product Management** – occupational domain which contains two professional disciplines: product planning and product marketing.



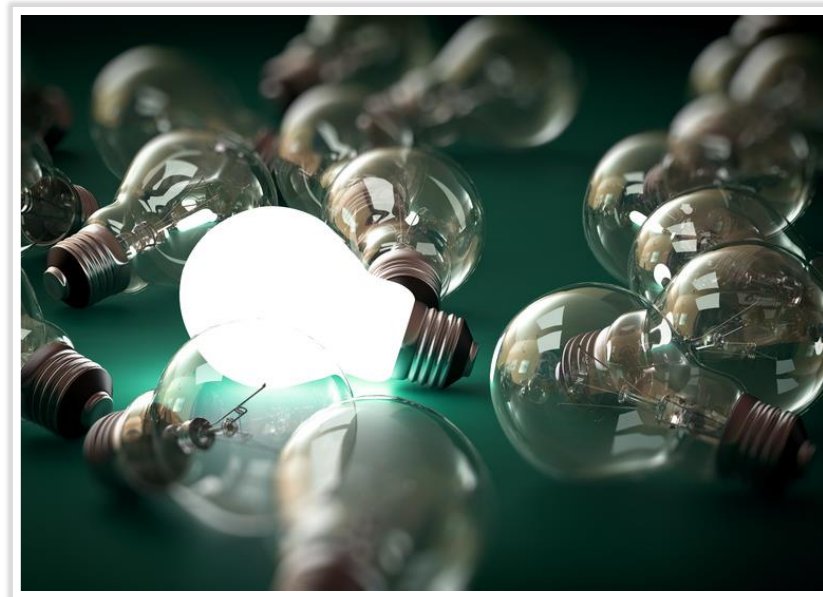
# Definitions

**Product Planning** – ongoing process of identifying and articulating market requirements that define a product's feature set.



# Definitions

**Product Marketing** – outbound activities aimed at generating product awareness, differentiation and demand.



# PMTK Product Management Team Model

## Sales Engineer

Advocacy  
Expert

## Product Planner

Market  
Expert



## MarCom Manager

Media  
Expert

## Product Marketer

Marketing  
Expert

# Blackblot Product Management Team Model

<b>Role</b>	<b>Responsibility</b>	<b>Goal</b>
Product Planner (strategic role)	Identify and articulate market requirements	Satisfied product buyers and users
Product Marketer (strategic role)	Generate awareness, differentiation and demand	Satisfied sales force
Sales Engineer (tactical role)	Outbound product-centric activities, i.e., pre-sale support and product demos	Customer knowledge of product value and functionality
MarCom Manager (tactical role)	Conception and copywriting of all collateral material	Consistent image and visual positioning in the target market
Director of Products (strategic role)	Balancing corporate goals with long-term market trends and opportunities	Successful formulation & execution of market and product strategies

# Building a New Product Management Organization

## Three Main Phases

- Methodology selection



- Team building



- Processes and tools







# **Product Management Methodology**

# Product Management Methodology

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## The Importance of Having a Product Management Methodology

- Clear workflow of implementation.
- Ensures execution of all fundamental tasks.
- Reduces the risk of failure.
- Improves competitiveness.
- Increases the probability of product success.

# Product Management Methodology

## Fundamentals of a Methodology

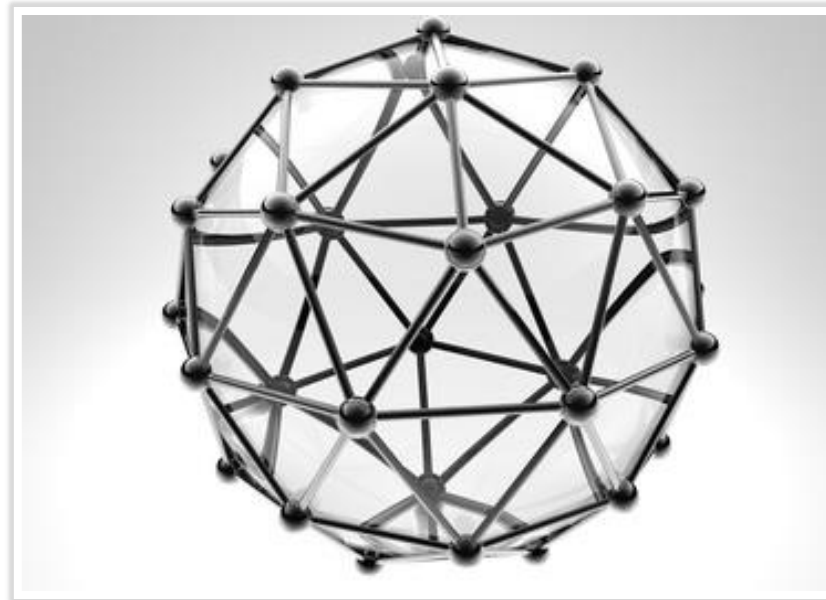
- Consistency
- Holism
- Practicality



# Product Management Methodology

## Consistency

Relations between the various propositions in the methodology are all true at the same time.



# Product Management Methodology

## Holism (complete)

All its tenets exist and it fully describes all the internal components within the discipline.



# Product Management Methodology

## Practicality

Definitively explains and describes the actual activities that are necessary to obtain the desired results.



# Past Experiences



**DIY (do it yourself) Product Management**  
**Telecommunication Software Provider**





# **Team Building**



# The Challenge

## Building the Team Correctly

- Role and responsibilities.
- Organizational placement.
- Fits the company culture.
- Minimal internal resistance.



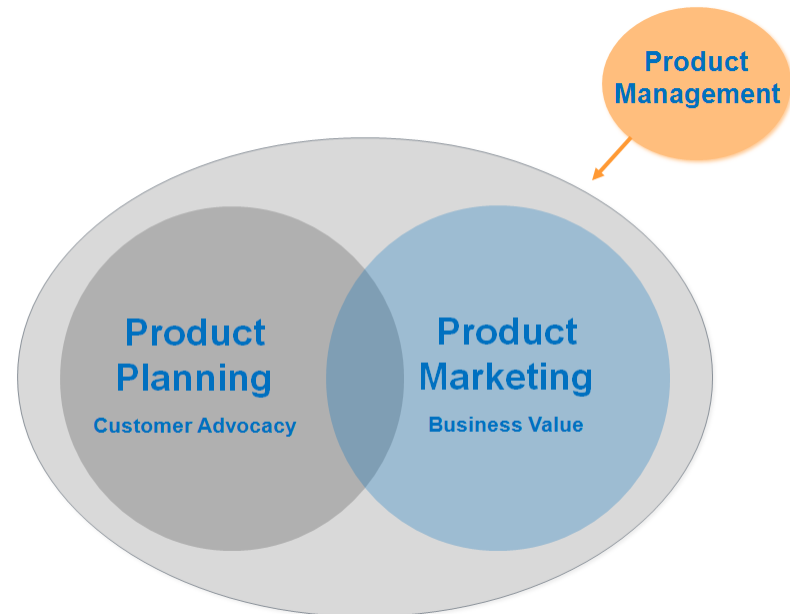
# Product Management Team

## Roles definition:

- Product Planning, Product Marketing.

## Responsibilities:

- What is included and what is not.



# Product Planner and Product Marketer Profiles

Parameters	Product Planner	Product Marketer
Alias	Product manager.	Product marketing manager.
Expertise Type	Domain expertise.	Functional expertise.
Expertise Focus	Market expert.	Marketing expert.
Essential Function	Identify and articulate market requirements.	Evaluate market opportunities and plan/guide marketing efforts.
Professional Goal	Satisfied product buyers and users.	Satisfied sales force.
Primary Deliverables	Market Requirements Document.	Business Case, Market Plan.
Support Deliverables	Roadmap, Pricing Model.	Value Documents, Positioning.
Internal Interfaces	Engineering, Product Marketing, Sales.	Sales, MarCom, Corporate Marketing.
External Interfaces	Customers.	Vendors.
Education	Undergraduate (diverse).	Graduate (often MBA degree).
Mindset	Formalized, deterministic.	Conceptual, probabilistic.

# Director of Products

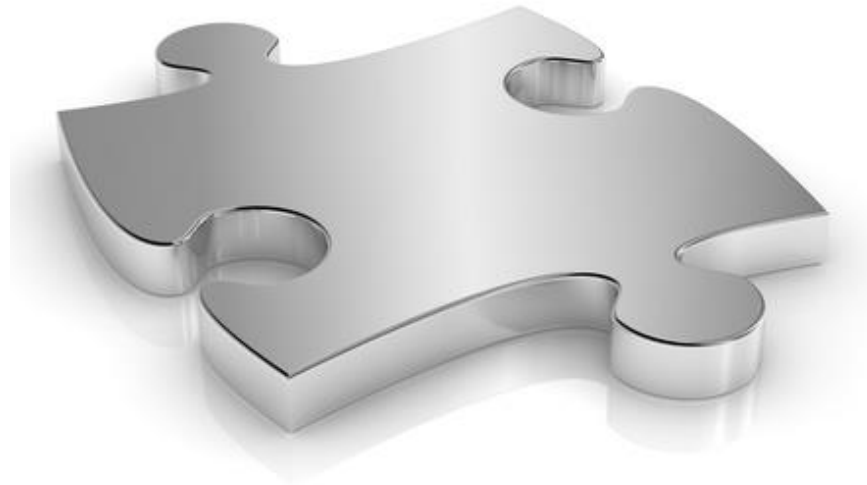
<b>Parameters</b>	<b>Director of Products</b>
<b>Alias</b>	Director of Product Management.
<b>Expertise Type</b>	Functional and domain expertise.
<b>Expertise Focus</b>	Strategy and process expert.
<b>Essential Function</b>	Lead the product management team by providing overall product vision, product and market strategies, and team management.
<b>Professional Goal</b>	<ul style="list-style-type: none"><li>• Continuously guide the successful formulation and execution of the product and market strategies.</li><li>• Achieve better consistency in the internal application of the product management discipline.</li></ul>
<b>Primary Deliverables</b>	Business Case, Market Plan, Market Requirements Document.
<b>Support Deliverables</b>	Product Launch Plan, Value Documents.
<b>Internal Interfaces</b>	Sales, MarCom, Corporate Marketing, Engineering.
<b>External Interfaces</b>	Customers, Partners.
<b>Education</b>	Graduate degree (BA, but very often an MBA degree).
<b>Mindset</b>	Conceptual, formalized, creative.

# Past Experiences



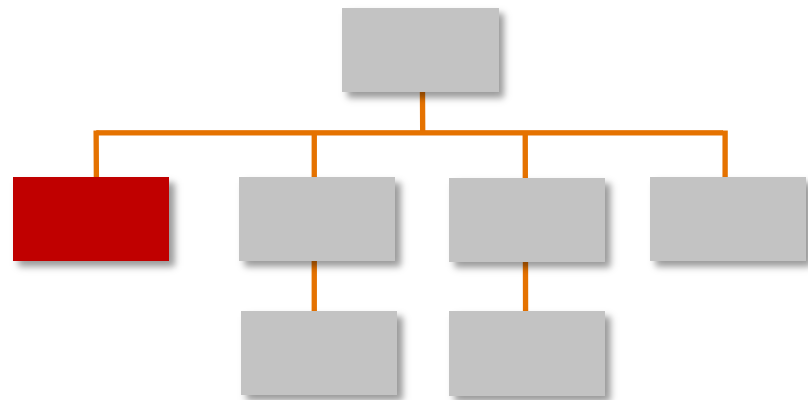
## Vertical vs. Horizontal Dilemma

## Digital Learning Software Platform Vendor

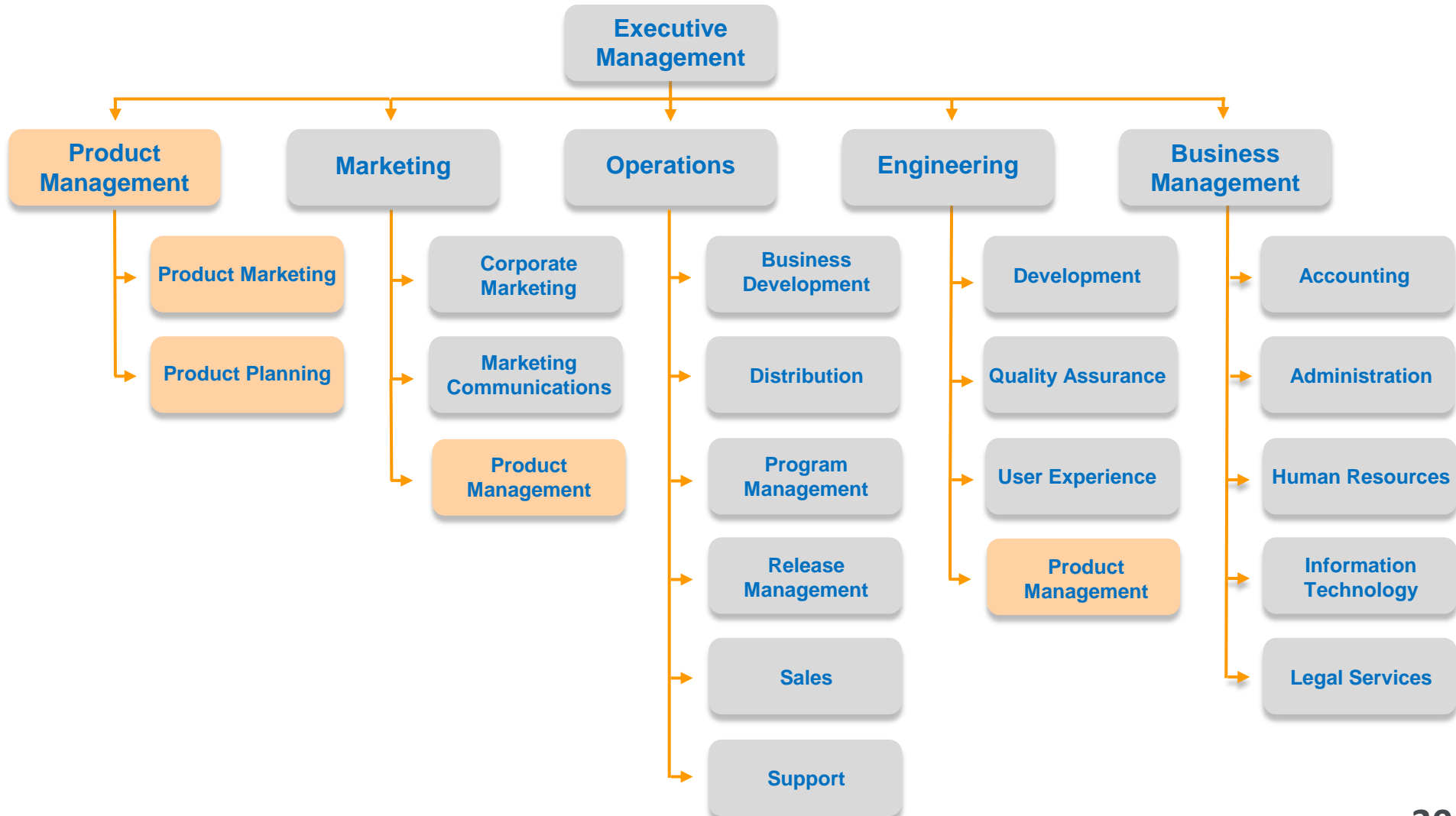


# Organizational Changes

- A complex and sensitive activity.
- Failure will result in:
  - Confusion within roles and responsibilities.
  - Lack of coordination among functions.
  - Overlap or oversight syndrome.
  - Unnecessary complexity, stress, and conflicts.
- Plan carefully.



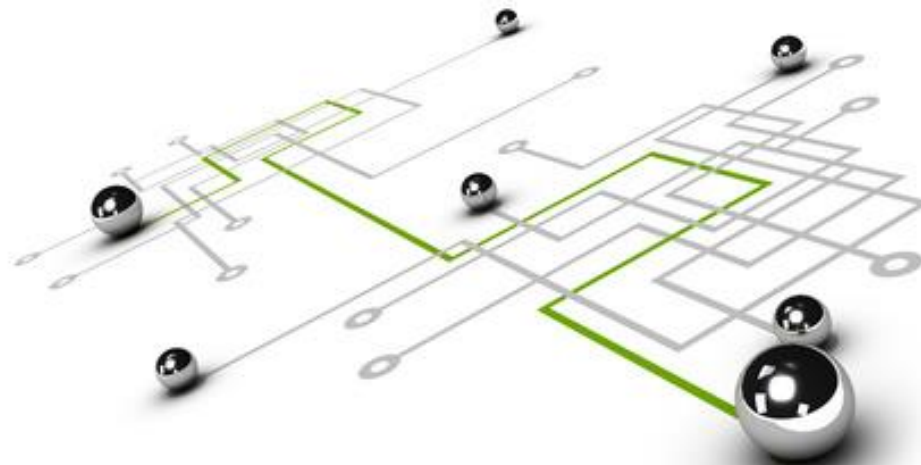
# Organizational Placement



# Past Experiences



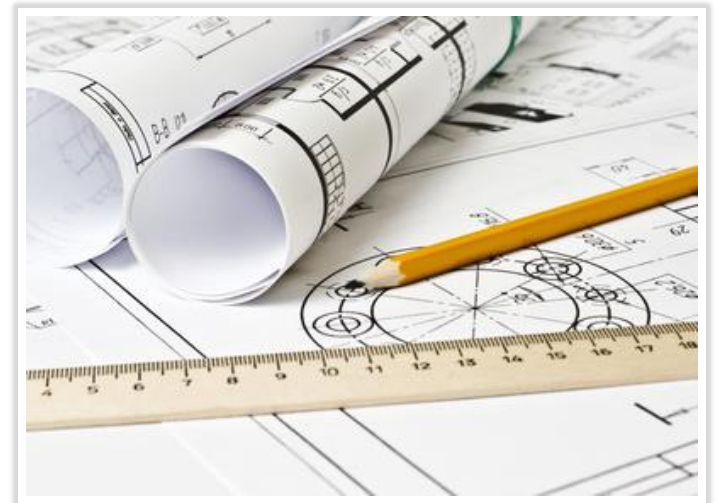
## Divide and Conquer Organizational Conflict Worker Attendance Software Vendor





# Dealing with Resistance

- Choose the optimal sponsor.
- Offer added-value to the company.
- Map all product management activities.
- Create a baseline to measure success.



# Past Experiences



## Did We Fail or Succeed? – Endless Debate Medical Devices Vendor





# **Processes and Tools**

# PMTK Action Model *(the processes)*

## Product Management Phases



1. Examine opportunities to serve the market.
2. Describe market problems and needs.
3. Define solutions to market problems.
4. Formulate the market approach.
5. Build solutions that solve market problems.
6. Prepare market tactics and MarCom activities.
7. Deliver value and build competitive advantage.
8. Sales channels support and product revisions.

# PMTK Action Model *(the processes)*

R E S E A R C H	▼ Product Planning ▼				L E A R N I N G
	<i>Describe market problems and needs</i>	<i>Define solutions to market problems</i>	<i>Build solutions that solve market problems</i>	<i>Sales channels support and product revisions</i>	
	<b>Planning</b> ▶	<b>Definition</b> ▶	<b>Development</b> ▶	<b>Maintenance</b> ▶	
	<b>Evaluation</b> ▶	<b>Strategy</b> ▶	<b>Readiness</b> ▶	<b>Execution</b> ▶	
	<i>Examine opportunities to serve the market</i>	<i>Formulate the market approach</i>	<i>Prepare market tactics and MarCom activities</i>	<i>Deliver value and build competitive advantage</i>	
▲ Product Marketing ▲					

## Product Management Phases

1. **Examine opportunities to serve the market.**
2. **Describe market problems and needs.**
3. **Define solutions to market problems.**
4. **Formulate the market approach.**
5. **Build solutions that solve market problems.**
6. **Prepare market tactics and MarCom activities.**
7. **Deliver value and build competitive advantage.**
8. **Sales channels support and product revisions.**



# PMTK Templates *(the tools)*

- Comprehensive set of product planning and product marketing work templates:
  - Documents (Business Case, MRD, PRD,...)
- Presentations.
- Evaluation and measurement .



# Performance Evaluation

- On-going process for continuous improvement.
- Once a year evaluate the overall PM process.
  - Based on the product management methodology KPIs.
- Results will show:
  - Level of implementation success.
  - Needed adjustments.



# On-Going Maintenance

- Conduct internal and external satisfaction survey.
- Listen to the organization and the customers.
- Modify and adapt to changes:
  - New markets.
  - New types of products.
  - New business strategies.
  - New development methodologies (Agile,...).







# Summary

# Key Lessons

- Building a product management team is a business, cultural and organizational change.
- The new PM team must fit the company and business culture.
- Employing a product management methodology is crucial.
- PM team requires on-going evaluation and measurement.
- Organizational placement is a key success factor.

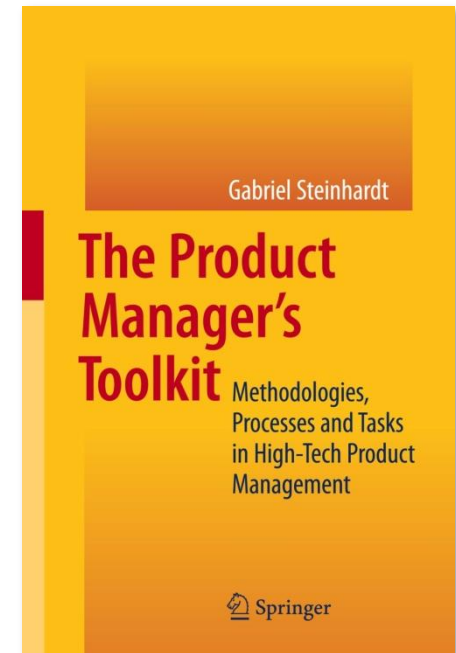


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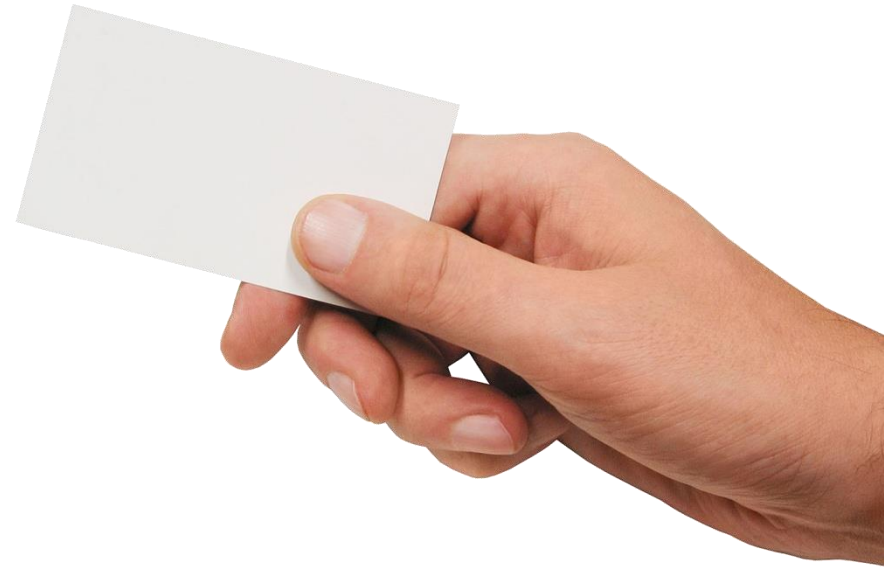
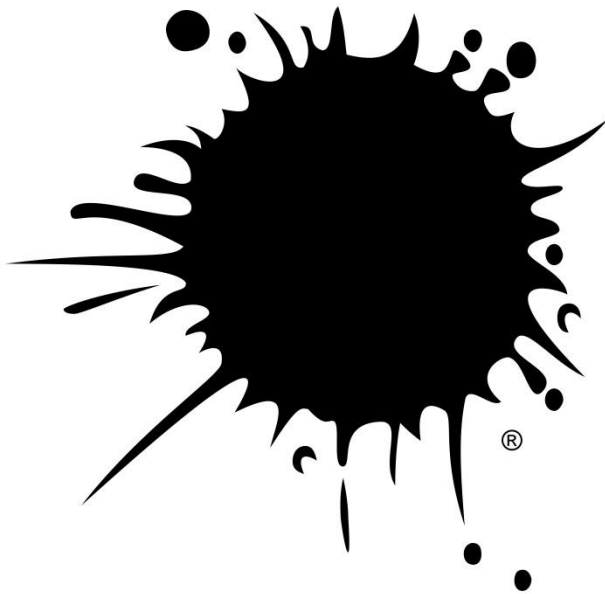
# Blackblot Products and Services



# Blackblot - Product Management Expertise™

Please contact us with questions and comments!

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**Thank You**



**END**

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