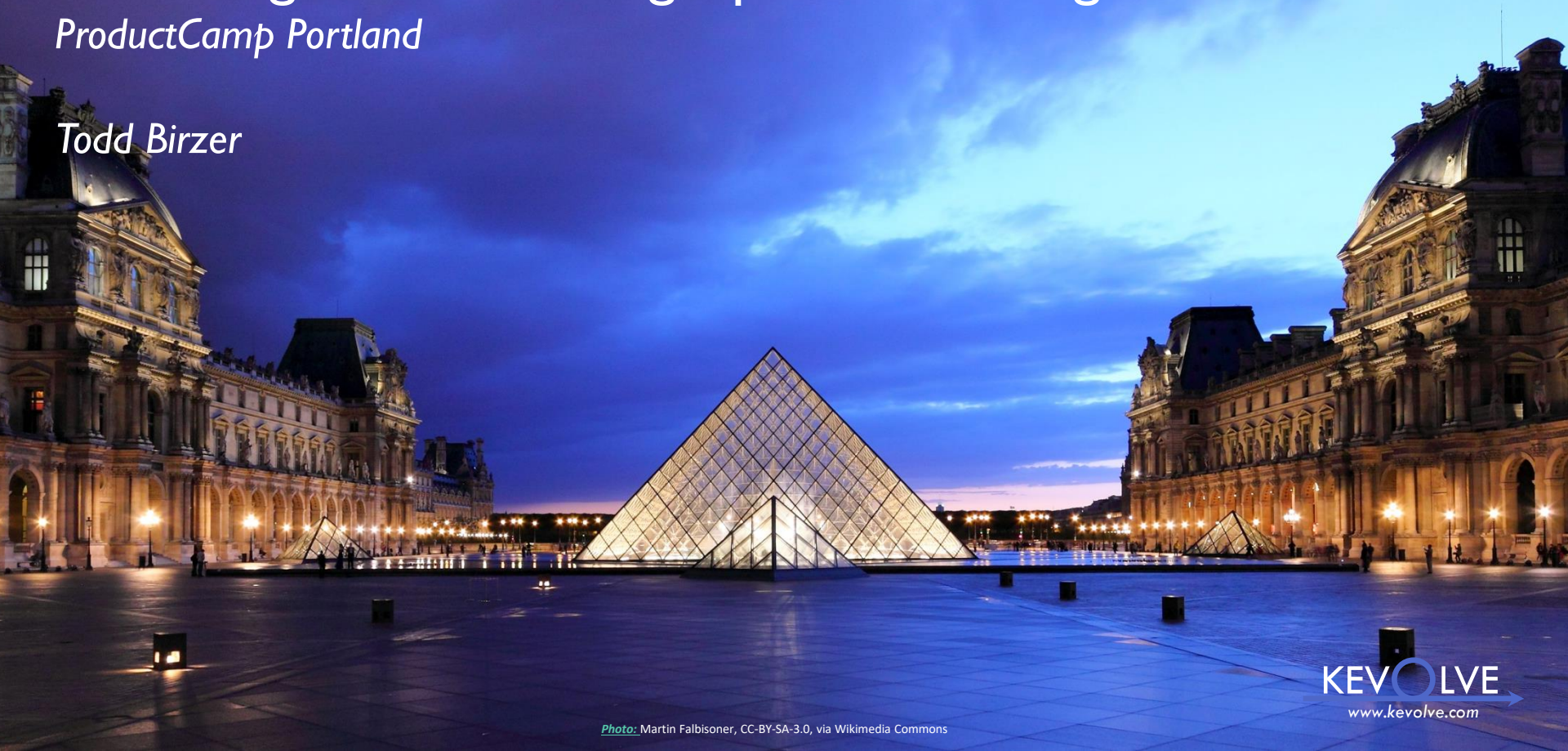


Becoming a more strategic product manager

ProductCamp Portland

Todd Birzer

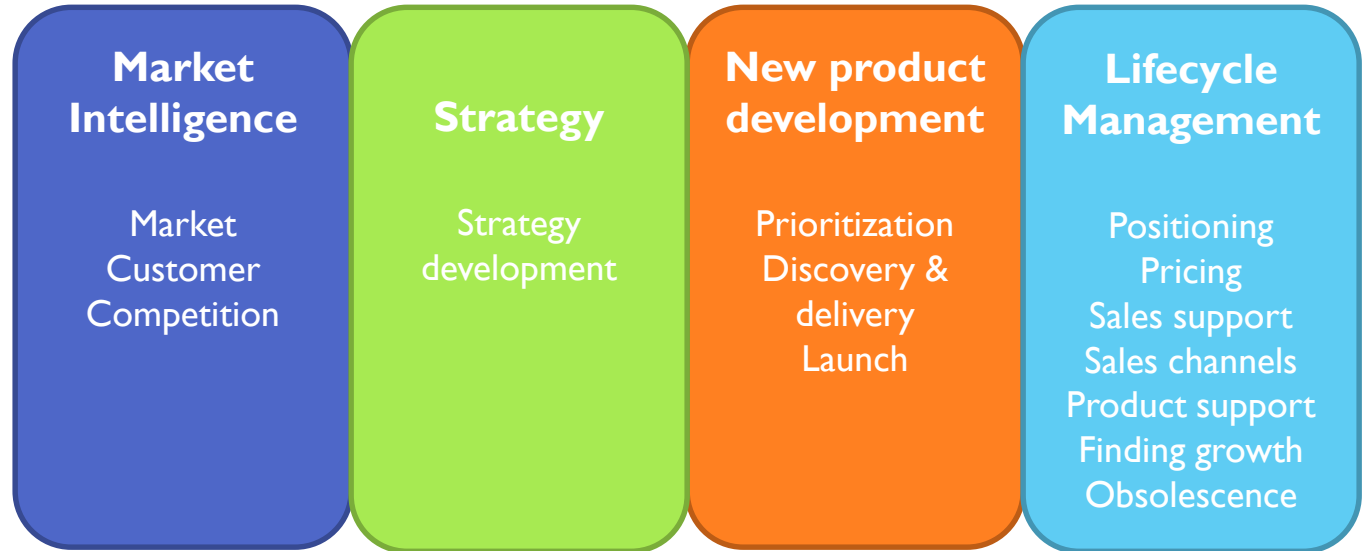


Purpose of product management

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

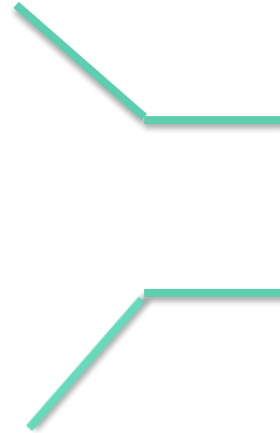
- Create exceptional customer value
- Generate long-term competitive advantage
- Deliver year-after-year profitability

The work of product management



Where we come from...

Engineering / R&D
Product owner
Program manager
Market development
Sales
Client services team
Product support
MBA



Product
management

Engineering / R&D
Product owner
Program manager
Market development
Sales
Client services team
Product support
MBA



Product management

Market Intelligence

Market
Customer
Competition

Strategy

Strategy
development

New product development

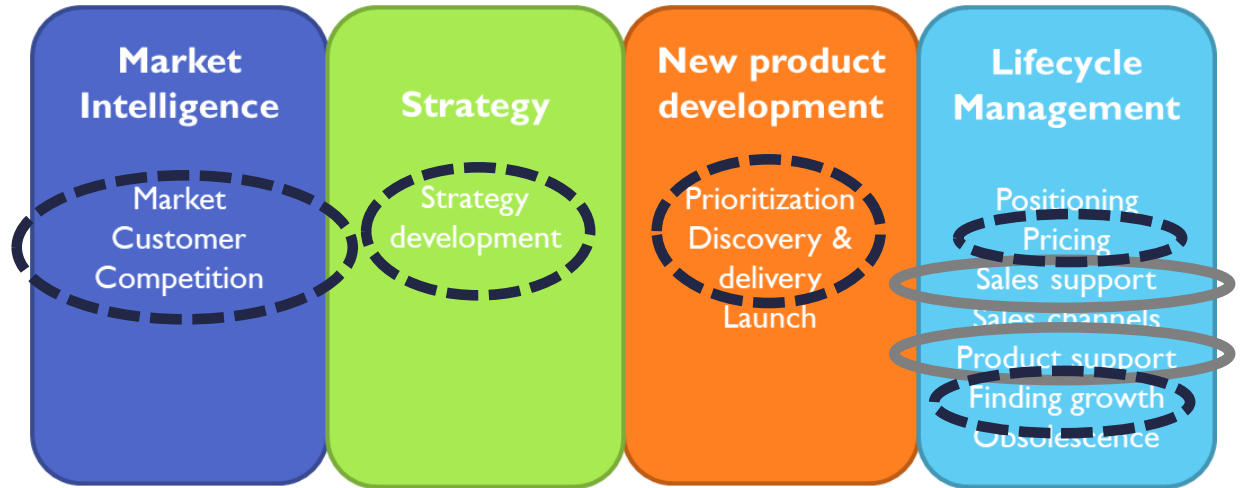
Prioritization
Discovery &
delivery
Launch


Lifecycle Management


Positioning
Pricing
Sales support
Sales channels
Product support
Finding growth
Obsolescence

Engineering / R&D
Product owner
Program manager
Market development
Sales
Client services team
Product support
MBA

Product management



 Tactical areas that typically get overinvested

 Strategic areas that get underinvested

What to say “no” to

Our product management special sauce:

- Deep analytical and intuitive understanding of customers and markets
- Infused with our product vision and strategy
- Know how to steer product development toward customer delight and competitive advantage
- Passionate about customer success

If we are getting asked to do things that don't require our special sauce, we should ***gently say “no”***

| What did you do over the past two weeks? List your actions in each category | | |
|--|---|---|
| Strategic | Tactical (core) | Tactical (non-core) |
| <p>Strategic elements of your product management work</p> <p>Examples: market, customer and competitive analysis, strategy development, prioritizing development efforts, pricing, finding growth for your products</p> | <p>Core to your job and requiring a product manager's "special sauce"</p> <p>Examples: competitive monitoring, working with our development teams to define new products and features, launch planning, pricing implementation, product obsolescence</p> | <p>Non-core to your job, and not requiring a product manager's unique skills and perspective</p> <p>Examples: program and project management, technical support, extensive sales support</p> |
| <p><i>Action 1</i></p> <p><i>Action 2</i></p> <p><i>Action 3</i></p> | <p><i>Action 1</i></p> <p><i>Action 2</i></p> <p><i>Action 3</i></p> | <p><i>Action 1</i></p> <p><i>Action 2</i></p> <p><i>Action 3</i></p> |

Potential "no" candidates

What to say “no” to

Three “no” candidates

- 1** Program and project management
 - Recommendation: consult with your team, and politely pass this work to someone else
- 2** Product support
 - Recommendation: Get your support channels fully trained and self-sufficient. Tough tech support issues should get escalated to engineering
- 3** Sales support
 - Train your sales teams on how to position and sell your product. Arm them with sales tools. Join sales calls for firsthand experience. Say no to more extensive sales work

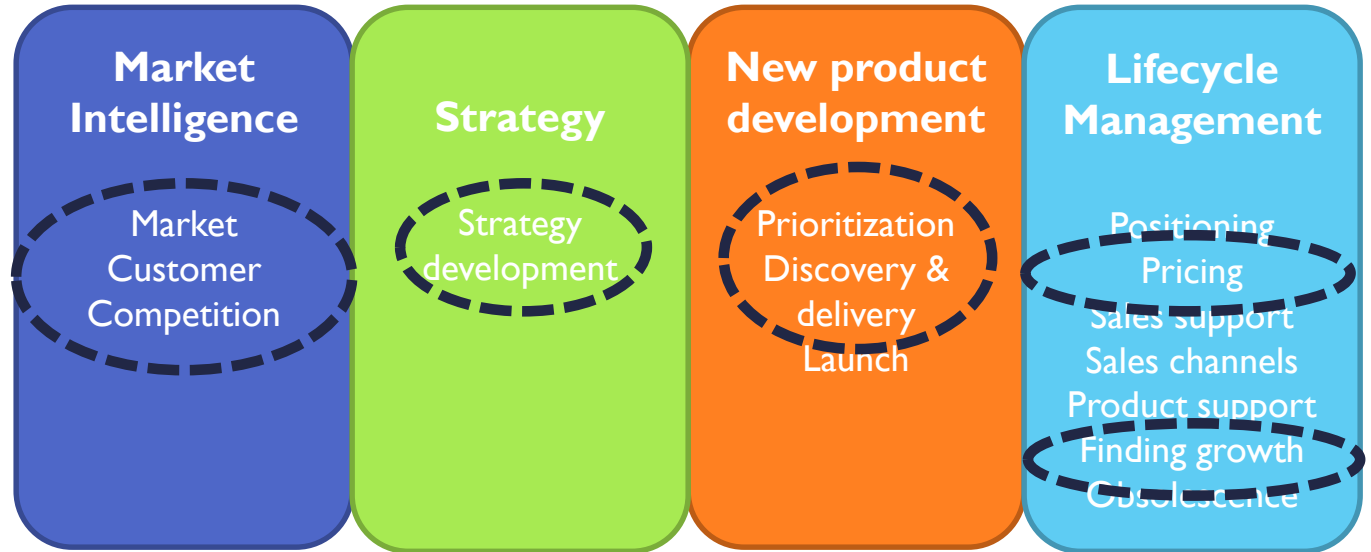
What to say “no” to

Saying “no” is tough - we don’t have organizational authority to make unilateral decisions

Use your **political savvy**, work with your teams, identify non-core tactical jobs, and **gradually step back**

Find a **visible, impactful, strategic area** to pursue (such as a “discovery & delivery” process) and use this as a reason to pass non-core tactical jobs to others

Saying “yes” to the strategic



Saying “yes” to the strategic

- 1 **Customer analysis** and ethnographic research
- 2 **Competitive analysis** and disruptive technology
- 3 **Strategy development:** vision, objectives and strategy
- 4 **Prioritization** of development efforts using OKRs and development buckets
- 5 **Discovery & delivery** with your engineering lead and UX/UI person
- 6 Systematic **pricing** analysis and experimentation
- 7 **Finding growth**

Resources

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www.linkedin.com/in/toddbirzer

Udemy (udemy.com)



Product Management 101

★★★★☆ 4.3 (1,107) 4 hours Beginner

Learn to become a more strategic **product** manager - and have a greater impact on your company and your **products**. | By Todd Birzer

Highbrow (gohighbrow.com)



BECOMING A MORE STRATEGIC PRODUCT MANAGER

Product management—done right—should span a healthy mix of the tactical and strategic. However, too many...



Ebook

Becoming a more strategic product manager

Send me an email:
todd@kevolve.com

Product Management 101

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