Product:
Philosophy, Roles & Responsibilities

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Product Philosophy

phi·los·o·phy
fəˈläsəfē/   **a set of ideas about how to do something or how to live**

- Product Management starts and ends with the **customer**
  - Solve customer problems and product concepts and prioritization will be clear

- Product Managers must **own** their products
  - Clear and accountable ownership of products is paramount in driving new product sales and decreasing customer churn
  - Product managers are held to the forecasts included in their business cases and are a critical measure of product success

- Effective Product Development requires **process and discipline**
  - Product Developers need a clear, repeatable product development process to advance a product requirement to product readiness and manage the internal teams
  - A clear process must be communicated across the business to set proper expectations while consistently delivering quality products

- Reporting, **Reporting**, Reporting
  - Regular visibility into product performance including new product sales volume, new product unit volume, product ARPU, sold to bill breakage, trouble ticket volumes, trouble ticket types and customer churn are crucial in managing the lifecycle of any product

Roles & Responsibilities

- **Product Management vs. Product Development**

  - Both roles align activities performed by cross-functional team with strategic objectives

  - Both roles require strong influential and collaborative skills to guide critical decisions

  - Both roles orchestrate key activities and manage key deliverables

What is Product Management?

1 • Organizational function throughout product lifecycle

2 • Proactive planning of products

**3** • Aligns cross-functional teams to create and support a product

4 • External Looking

Product Management Role

Executives
- Budgets
- Staff
- Forecasts
- Timelines
- Strategy

Sales & Marketing
- Segmentation
- Pricing
- Qualification
- Demos
- Commissions

Development
- Business Requirements
- Processes
- Roadmaps
- User Stories
- Personas

Customers & Markets
- Analysts Input
- Customer Feedback
- Agent Input
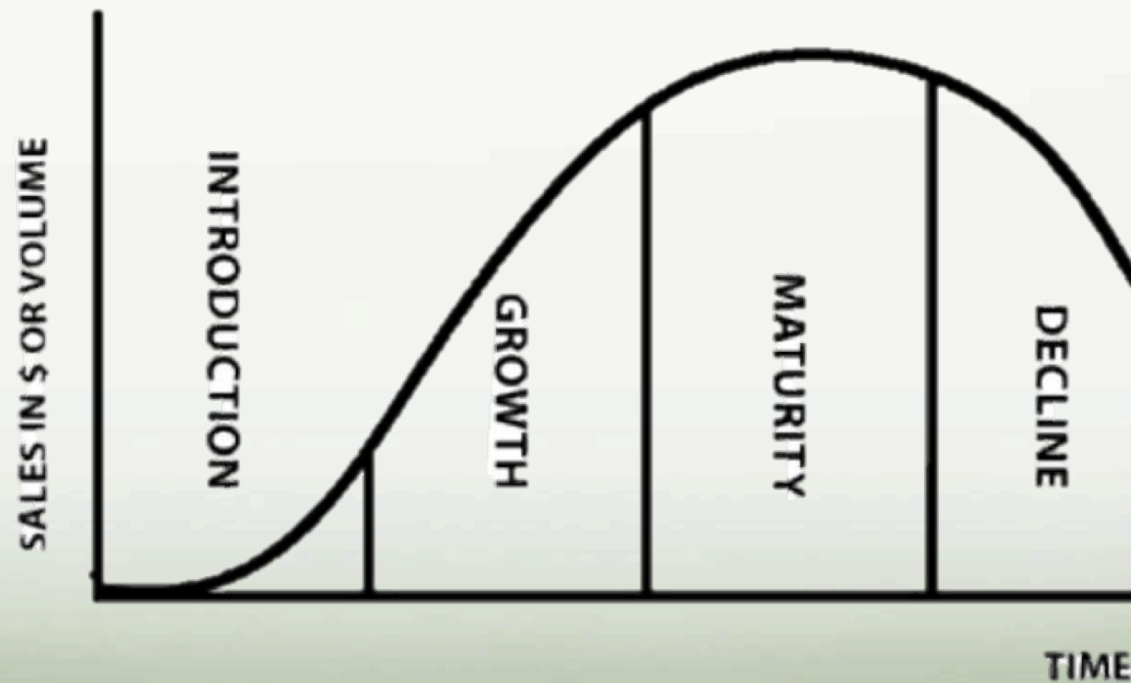- Competitive Insights

Product Management

Product Managers

- Product Manager is responsible for the overall and continuous success of a product. Once the product is built and the Product Developer moves on, the Product Manager remains throughout the ENTIRE product lifecycle.

- Product Managers focus on the "what" more than the "how"—they take a long-term view, and decide what direction the product should go based on customer needs. They are with the product from the beginning to the end.

- In short, Product Managers aim to **solve customer problems**, **maximize value** and **create new revenue** streams.

- Here are some tasks of a Product Manager:
  - Gather and prioritize product and customer requirements
  - Define the product vision
  - Work with sales and marketing to ensure revenue and customer satisfaction goals are met
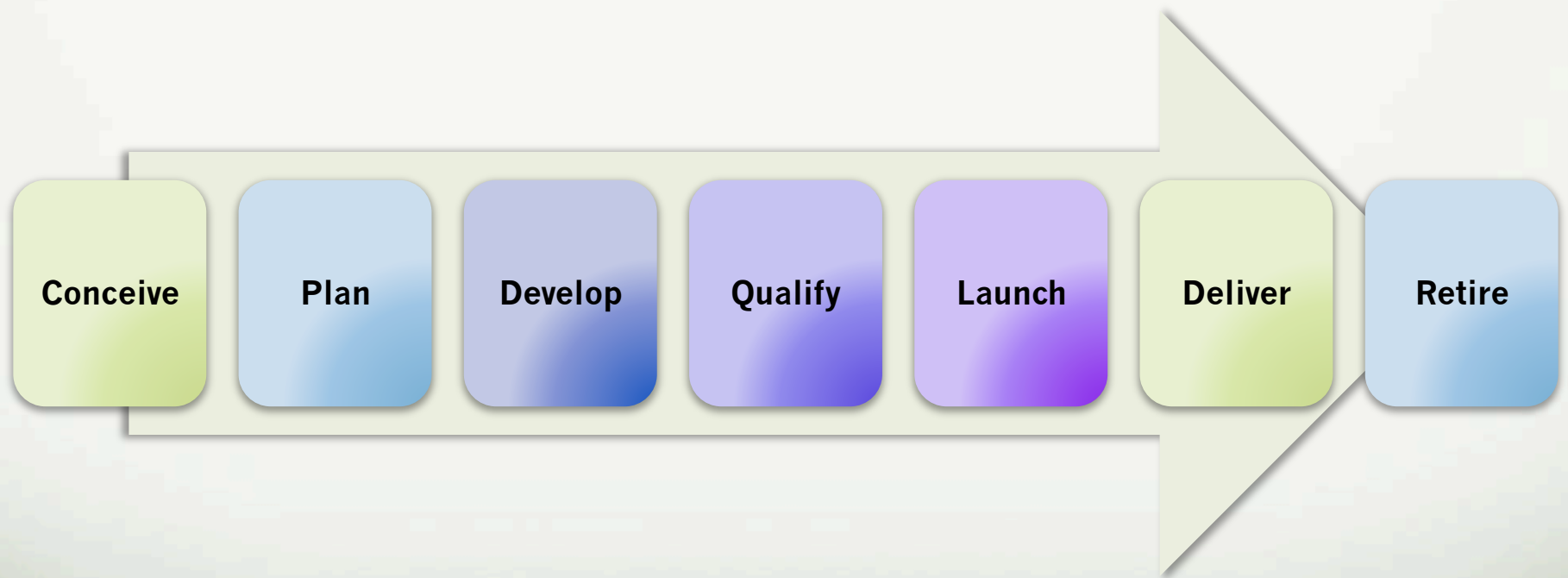

Customer / Product (Value) / Business / Market
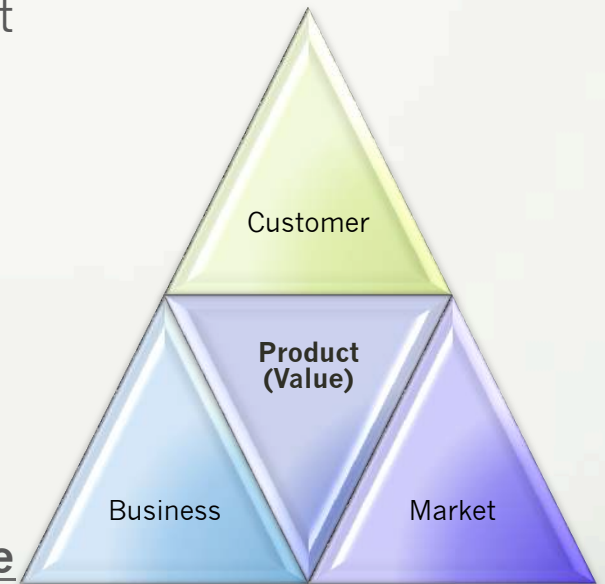
Product Management Lifecycle

- Stages from introduction to retirement / withdrawal

Product Management Gates

Conceive	Plan	Develop	Qualify	Launch	Deliver	Retire

Good Product Managers...

- Focus on customers

- Know the product, the market and the competition really well

- Is the CEO of the product

- Takes responsibility of all aspects of the product

- Manages him/herself based on the products performance in the market

- Takes responsibility for devising and executing a winning plan

- Manages the team and not every detail of everyone's work

- Create materials to support the day to day operations

- Focus on delivering value not just matching the competition

- Disciplined, maintain schedules and follow process

Bad Product Managers...

- Make decisions on intuition, no customer input

- Not the CEO of the product

- Lack communication skills and cannot effectively communicate their requirements to peer organizations

- Spends time putting out fires and complains about being swamped with questions and interruptions

- Focus on features

- Are confused on how to position their products

- Want to be told what to do

- Don't adhere to process or schedules

- Don't take responsibility and often blame others

What is Product Development?

1
- Organizational function of planning, organizing, securing and managed resources

2
- Applies processes and knowledge over time

3
- Aligns cross-functional teams to complete projects

4
- Internal Looking

Product Developers

- A Product Developer is responsible for the successful delivery of a project within a specific deadline and budget. They manage the development of the product by aligning available resources and managing issues and risks.

- One of the most difficult tasks for a Product Developer is managing the scope of the project. They must balance time, cost, and quality—for example, if the deadline is shortened, they must either increase costs or reduce the scope in order to maintain quality. In short, Product Developers aim to **maximize quality** and minimize risk.

- So, what kinds of tasks might a Product Developers work on?
  - Build a product
  - Add new features to a product
  - Manage a team of designers and developers, and track their work.
  - Keep the project on time and in budget with giving transparency to the client. Who in often times is the Product Manager type-role in application development.
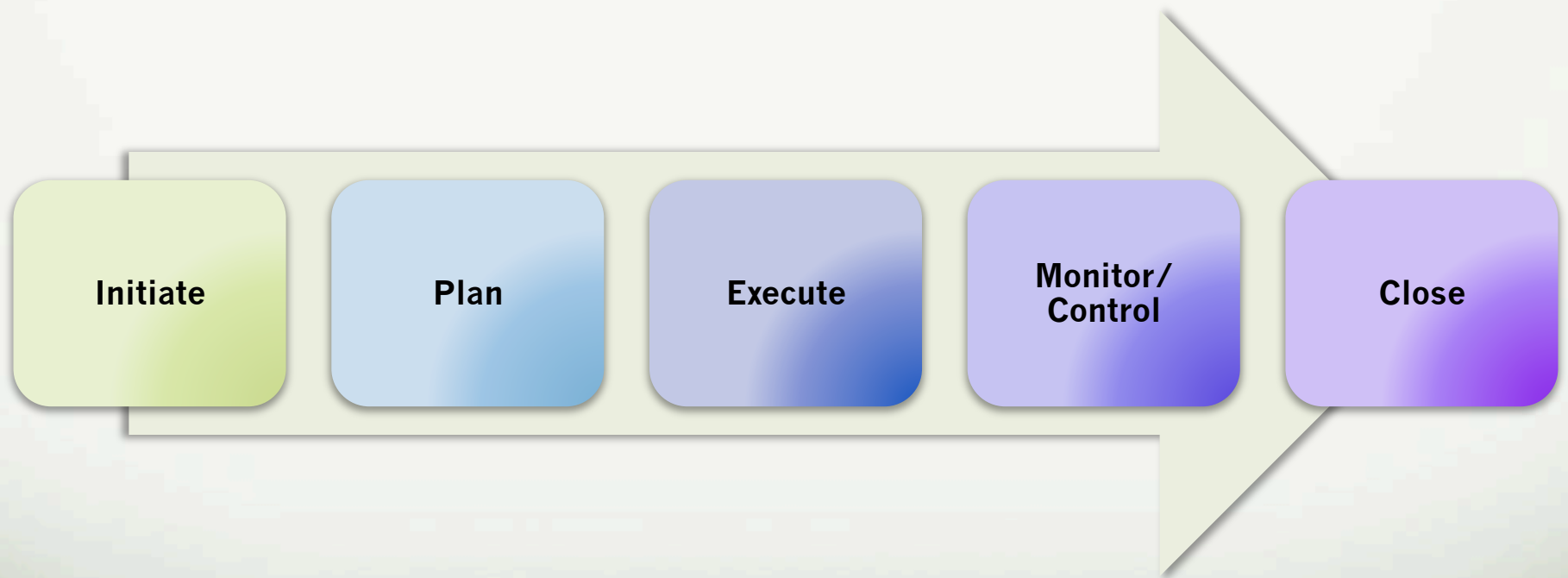 - Use a variety of project management tools to accomplish their task
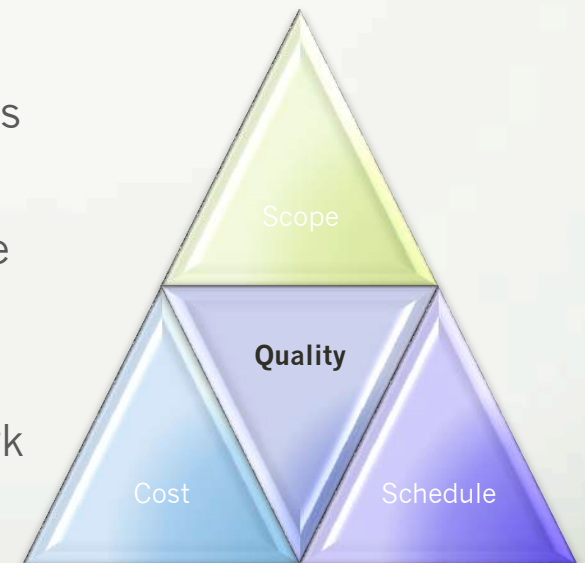
Product Development Lifecycle

- Stages from initiation to closing

Product Development Gates
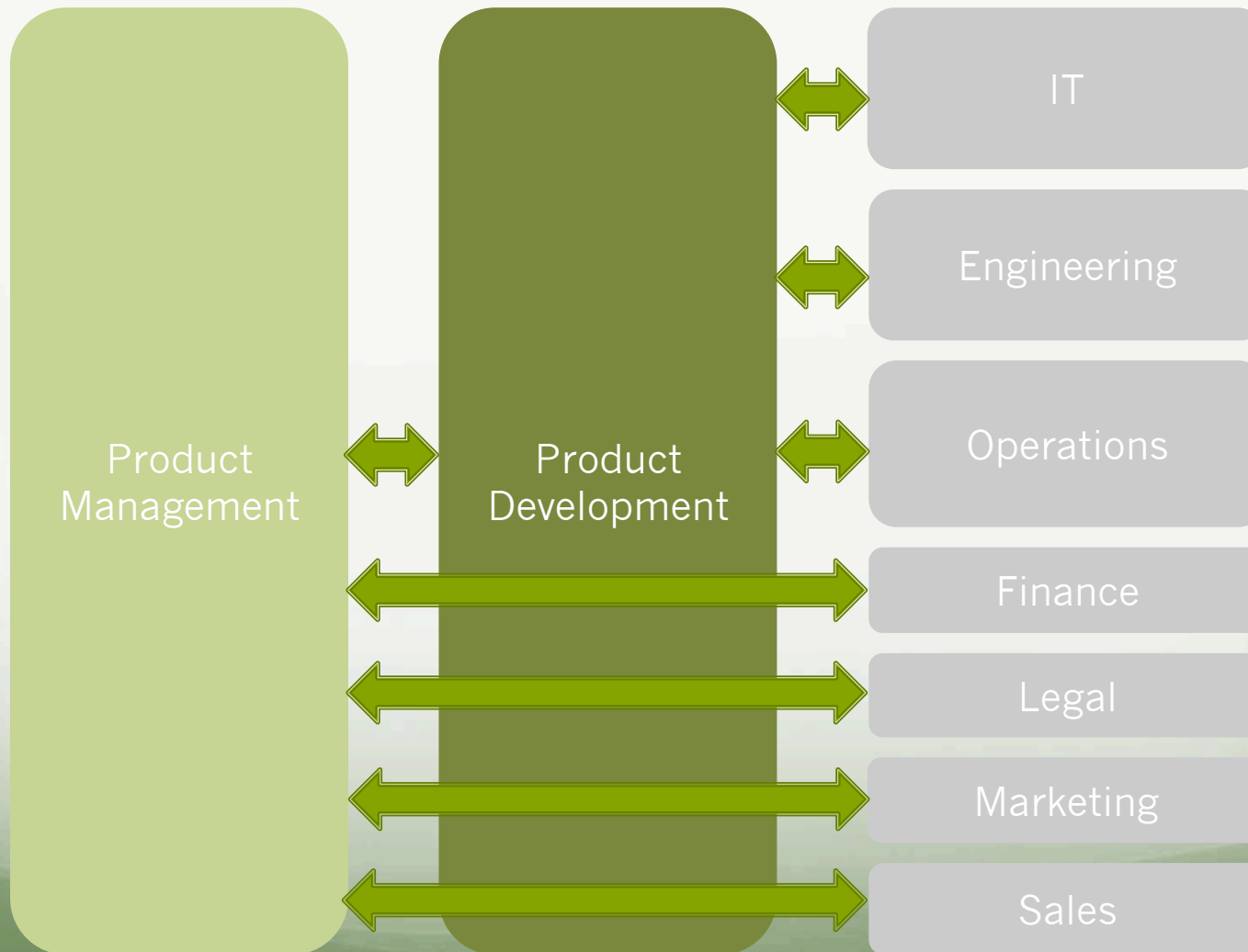
| Initiate | Plan | Execute | Monitor/Control | Close |

Good Product Developers…

- Are a sponge of knowledge for all aspects related to their work
- Ask lots of questions early to avoid confusion
- Drive discussions for clarity
- Know their projects
- Build relationships with stakeholders
- Leverage strengths of the stakeholder team
- Are diligent and prepare for their next project
- Leverage past experiences to alleviate roadblocks
- Define a measurable plan of attack
- Anticipate project needs
- Communicate to all stakeholders clearly and regularly
- Encourage a culture of continual improvement

Bad Product Developers...

- Exclude team members
- Have no interest in learning from their stakeholder team
- Wait for deliverables
- Assume they will be updated and are not inquisitive
- Get hung up in the past, pointing fingers and placing blame
- Enter projects without research or a plan
- Do not follow a designed process, rather choose ad-hoc each time
- Don't require documentation, therefore do not completely understand the requirements
- Dictate vs. ask
- Compromise quality to deliver and do not iterate their process

Role Interaction

Product Management ↔ Product Development ↔ IT

Engineering

Operations

Finance

Legal

Marketing

Sales

Comparison of Key Deliverables

Product Management

- ✓ Product Knowledge Base
- ✓ Competitive Analysis
- ✓ Product Portfolio Analysis
- ✓ Market Strategy Plan
- ✓ Market Requirements Doc
- ✓ Product Requirements Doc
- ✓ Product Business Case
- ✓ Product Roadmap
- ✓ Beta Plan
- ✓ Launch Plan
- ✓ Marketing Plan
- ✓ End of Life Pan

Product Development

- ✓ Project Knowledge Base
- ✓ Project Charter
- ✓ Project Management Plan
- ✓ Work Breakdown Structure
- ✓ Feasibility Study
- ✓ Communications Plan
- ✓ Procurement Plan
- ✓ Process Documentation
- ✓ Quality Assurance Plan
- ✓ Risk Management Plan
- ✓ Status Reports
- ✓ Lessons Learned

Questions?