

# Leveraging Operations

Readying Your Organization to Maximize Product Management

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AIPMM Conference - Boston

November 10th, 2006





# Exploring the **Function** of Product Management

- Product Management is:
  - An enterprise information management function
  - A value proposition articulator
  - Multi-stakeholder facilitator
  - Strategy to delivery coordinator
  - Client and partner advocate
- The **Function** of Product Management:
  - Is not just the product manager
    - Includes the chain up to the CEO
    - Includes the left & right aspects of all departments
  - Spans responsibilities and participation across the whole organization
    - Is both tactical and strategic
    - Requires programs to effectively coordinate and launch products into the marketplace

**“Can you get the information, and then once you have it – can you do anything with it?”**



# Exploring the **Function** of Product Management

- Observed Challenges:
  - We don't know what's required to create an effective PLM process
  - Engaging stakeholders is a lengthy process
  - We aren't spending enough time doing the right things
  - Aligning of process to keep up with the changes in the organization
  - Information is simply not there
- Ideally Product Management Purpose **Would Be:**
  - A synthesis function from the market/field
  - Creator of balanced roadmaps showing ROI
  - Coordinator with development/delivery and distribution (sales, PS, BD, etc..)
  - Articulating value propositions to all stakeholders
  - Time spent out in the market/field gathering critical information
  - Time spent internally on innovation and renovation strategies

**“With all distractions aside, what value are you adding?”**



# Exploring the **Operations** of Product Management

- How to Execute the Operations
  - Not everyone can be PMM52 aligned with large operations
  - The function of product management is the same regardless of size
- To Complement The Product Management Solutions
  - Definitions the deliverables/activities of product mgmt/mktg
  - Effective steps to establish strategy and deliver to the market
  - The goals of general product managers and how they react
  - Enterprise tools to automate the information management process
- We Need to “Bark up the Right Tree and Chase the Right Squirrels”
  - Understand motivation of peers
  - Rally around the leadership of central strategy
  - Change as the company grows
  - Shift responsibilities based on priorities

**“What am I in control of, and what is out of my control?”**





# Agenda

- What is The Role Today?
  - Product management responsibilities
  - Product management function responsibilities
  - Typical distractions and draw of time
- 5 Key Operational Distractions
  - Impact of operations
  - How this impacts product management
  - How to deal with the distractions
- Summary
  - Add value
  - Focus on taming the distractions



# The Function of Product Management

- Quotes
  - “Product management becomes what it reports to”
  - “By the time a decision is made, the information upon which it was based, has changed.” †
  - “How do I measure you?”
  - “Why is implementing such an easy idea so difficult to deliver?”
  - “This is really about making everyone 70% happy”
  - “I have no clue how product management came to their conclusions!”
-  At one point or another, many often find themselves wondering how their actions ultimately tie back to the health of the business.
-  Taking a step back, what are the: what, why, how, who, when and where of product management. What can product managers really be assessed on?



# Product Manager Traditional Functions

## PRIMARY FUNCTIONS

## TYPICAL HIDDEN DRAWS

Market analysis summary	Win-loss analysis
Identification of new market opportunity	Sales tools
Market test; gaps, defining what the product is NOT	<i>Focusing product to be more reusable and sticky</i>
Articulation/facilitation of product roadmap±	<ul style="list-style-type: none"><li>• Product Strategy Process (PSP)</li><li>• Product Implementation Process (PIP)</li><li>• External Program Management (EPM)</li><li>• Product Lifecycle Management (PLM)</li></ul> ±
Facilitation of needs/requirements	Client trips turn into deep pre-sales
Preview of plan	Pre-sales support
Launch plans	Education & documentation Services & support drain
Internal delivery coordination	RFI/RFPs, contracting



# Product Management **Function**, Functions

## PRIMARY FUNCTIONS

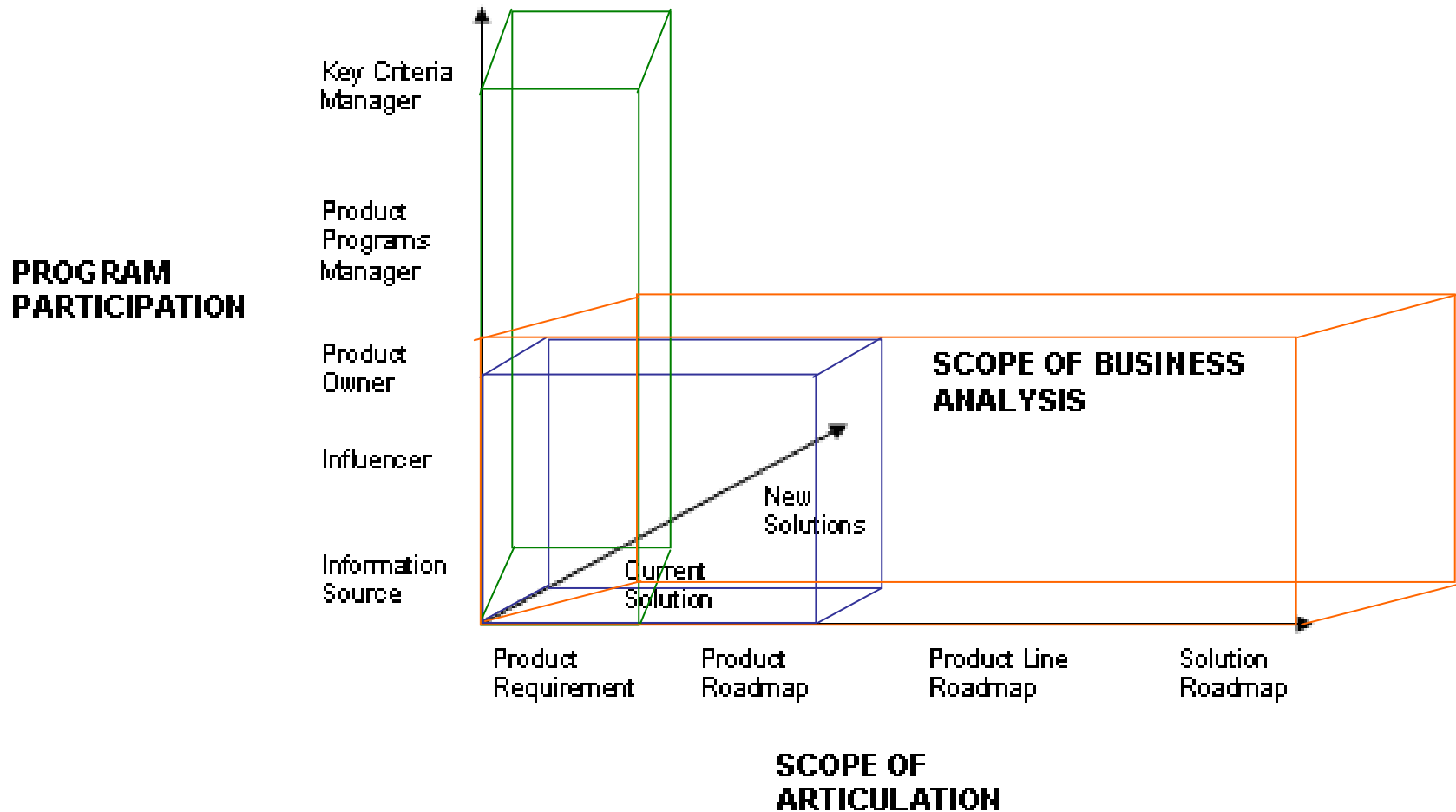
## TYPICAL HIDDEN DRAWS

Assess impact of company strategy on product programs	Determination of key company state monikers
Articulation of current solutions map / What the solution is NOT	Formation of solutions map
<b>Investigations of new solutions/markets</b>	Assessment of incremental resource impact of new functionality
Articulation of how company dynamics change the solutions roadmap	Defense of why solutions roadmap changes from period to period
Defense as product roadmap changes	Formation of solutions map
Determine profitability of the product(s)	Operational monitoring





# Where Does Product Management Fit?



! What is the scope of the product management function and how is it distracted?



# Distraction #1 : Shifting Languages

- Product Management Re-Examined
  - Key is to broaden innovation and ensure that customer pool is grown
  - The company through all experiences creates and leverages knowledge
  - The product management function aids in knowledge transformation
    - Experts in taking tacit knowledge across stakeholders and making it explicit
    - Drive structure value/capital leveraging human capital and innovation capital
    - Distracted by customer capital and process capital value creation

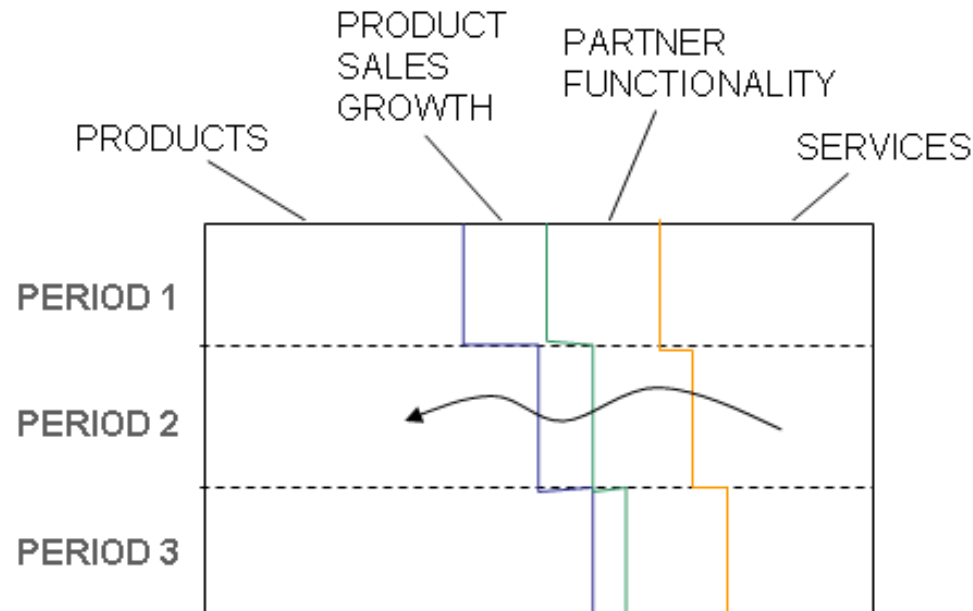


! How is information shared consistently – people have different visions



# Distraction #2 : Establishing Solution Map

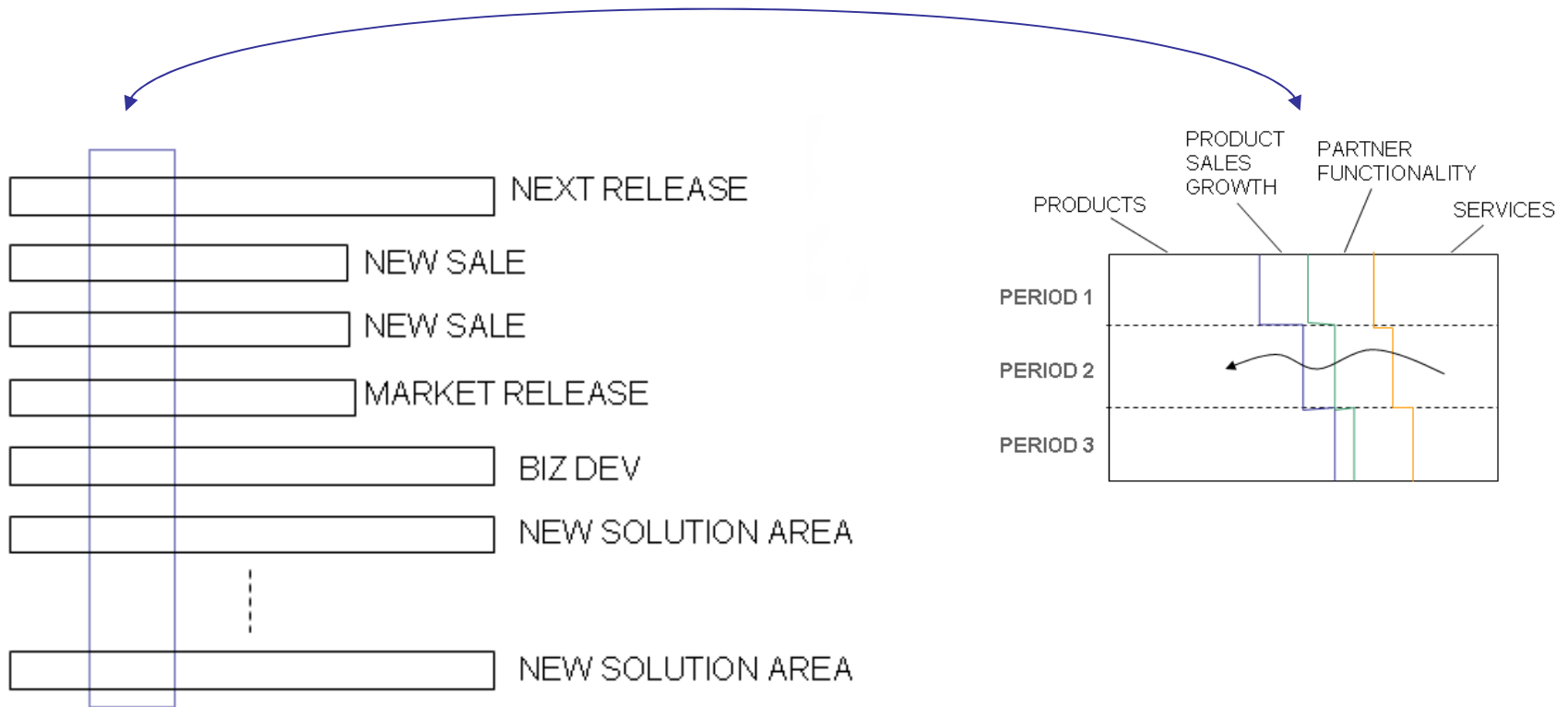
- The Solution Roadmap is a Fundamental Starting Point
  - What is the longer term strategy around unifying elements of the organization?
  - The solution roadmap articulates the strategy



! But who is executing these growth programs



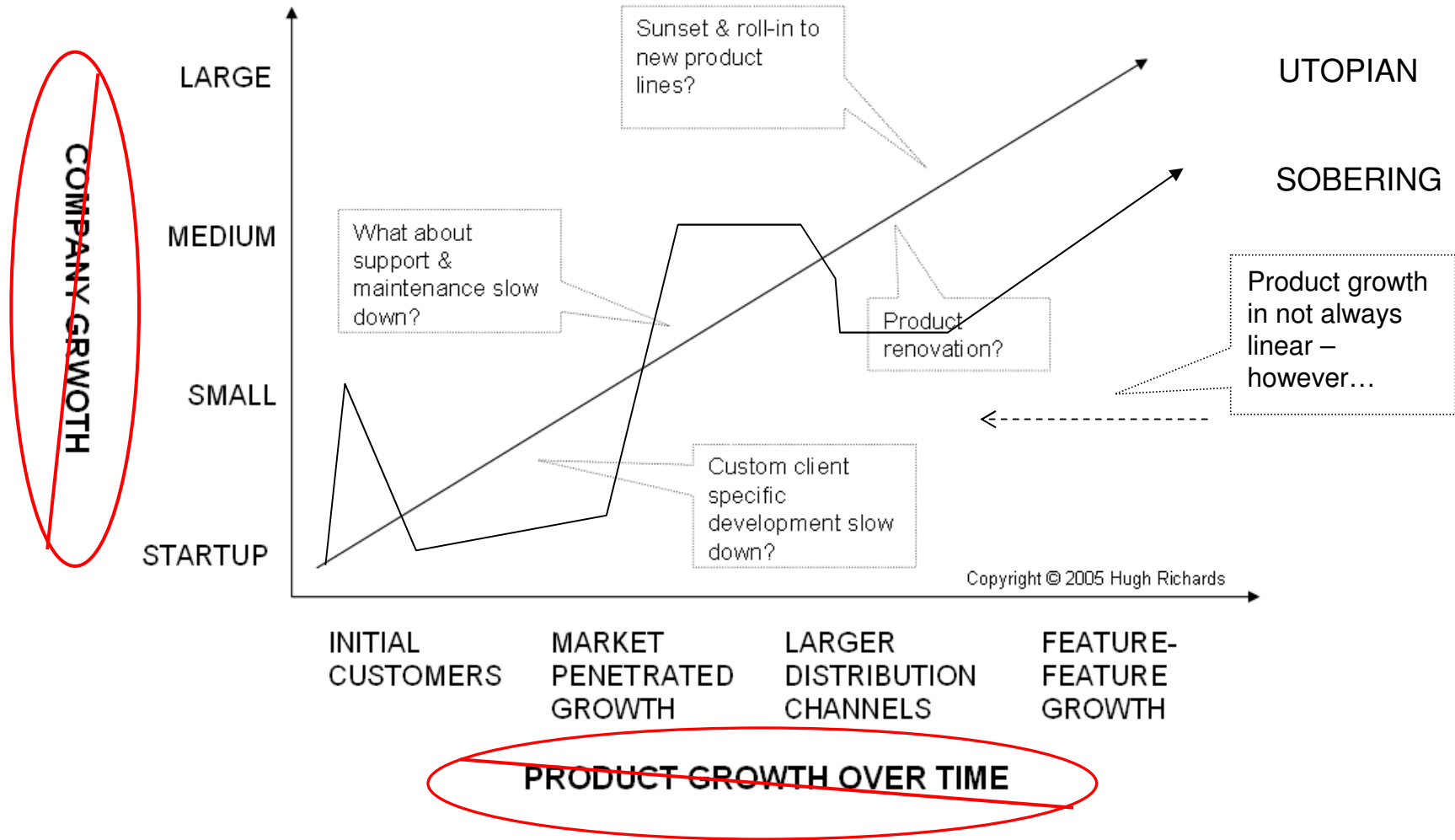
# Distraction #3 : Inconsistent Programs



The consistency across programs lies with intent – the product management function is ideally suited to lead



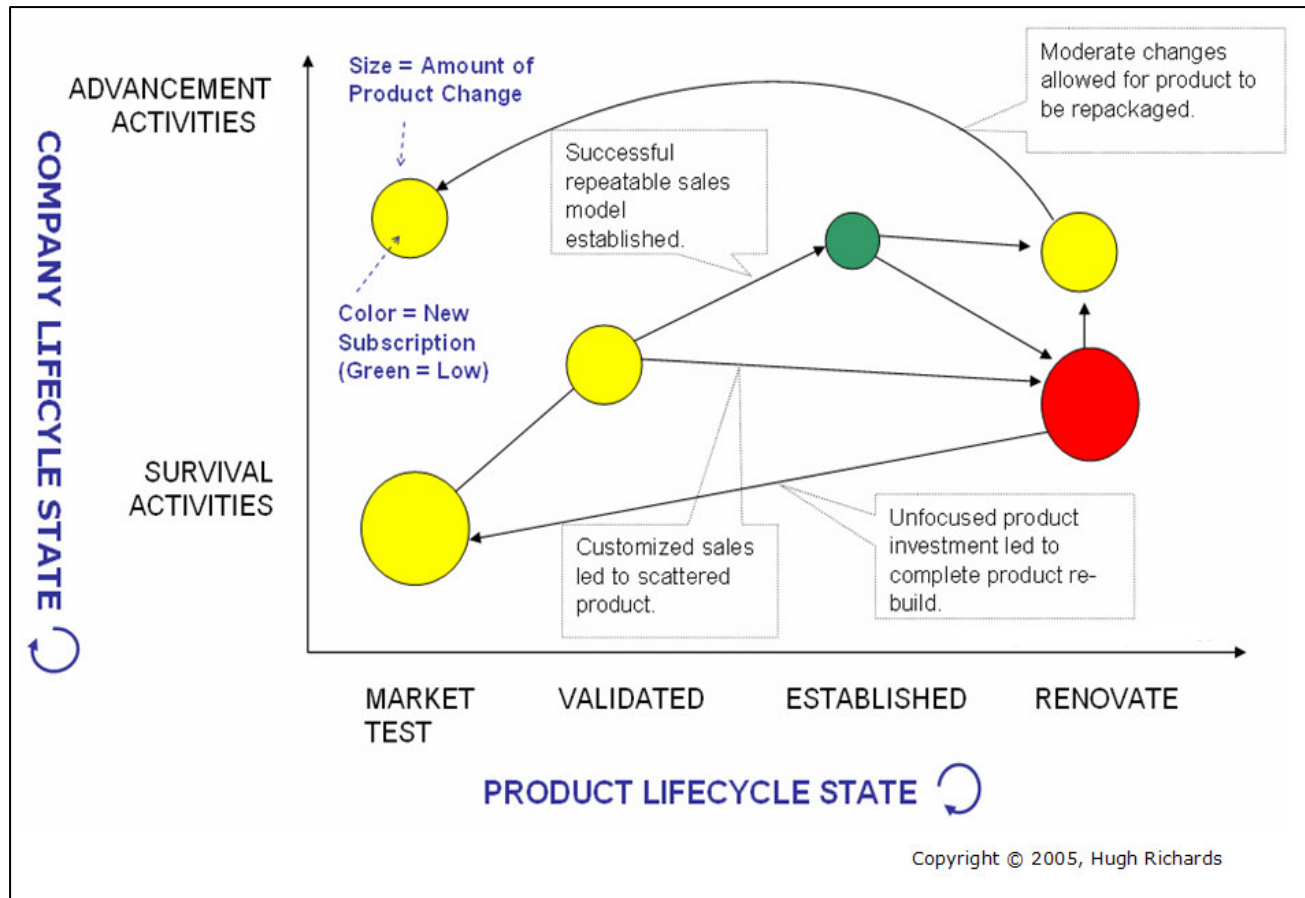
# Distraction #4 : Changing Priorities and Motivation



Cross company activities don't always go to plan and priorities change



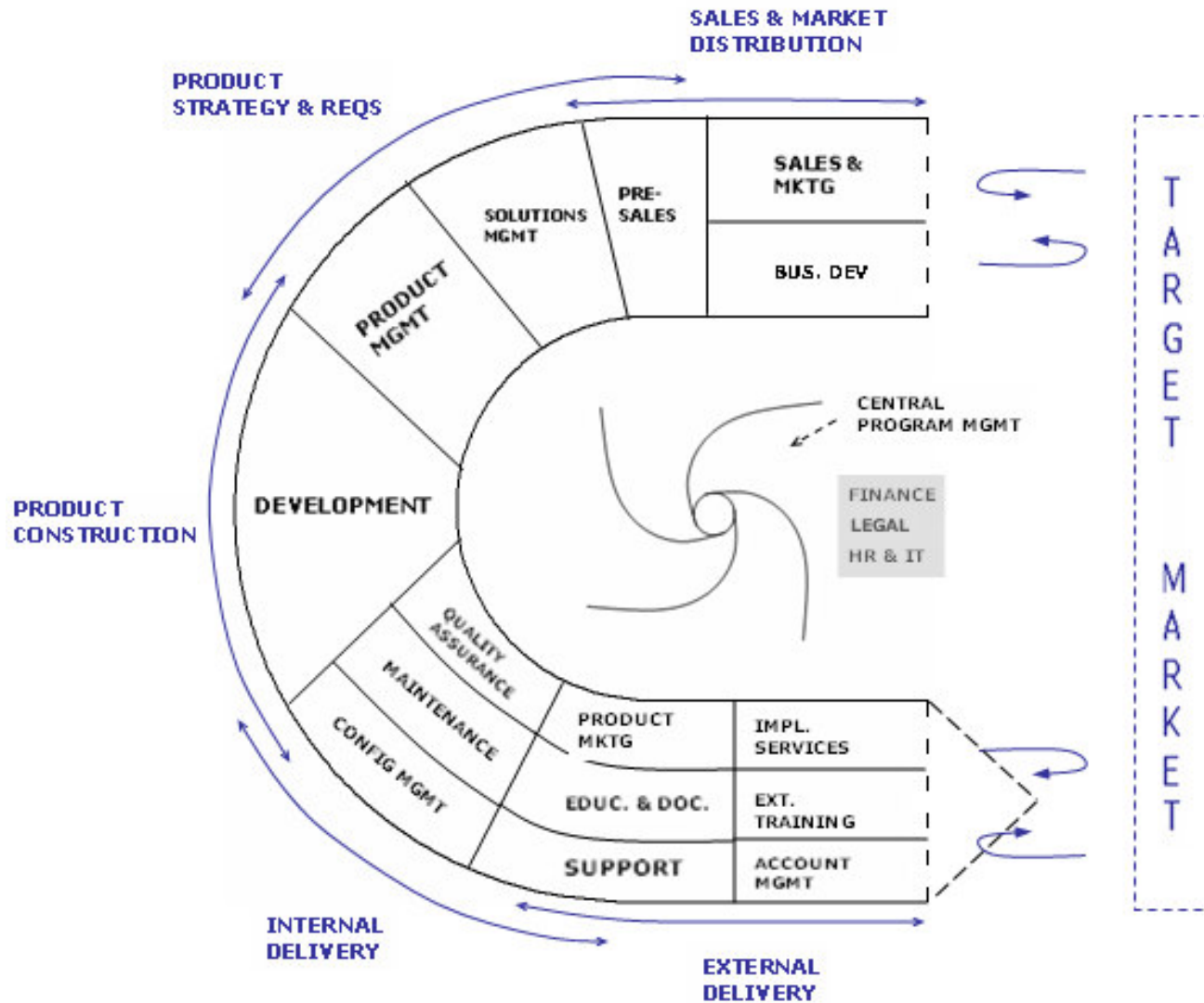
# Distraction #4 : Changing Priorities and Motivation



- ! Company state determines the behavior of the product management function across roles and stakeholders during the roadmap process<sup>±</sup>

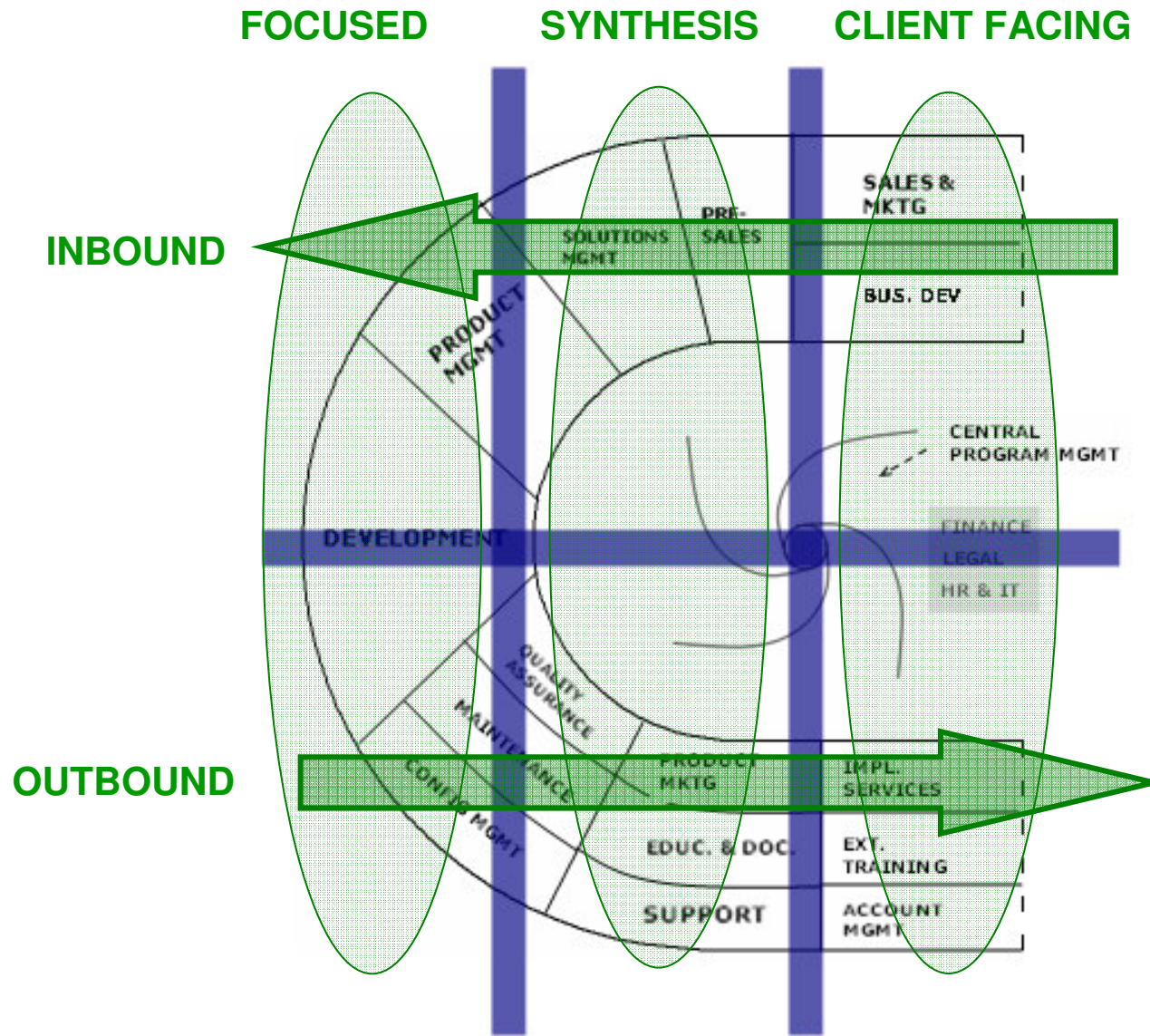


# Distraction #5: Role Clarity and Workflows





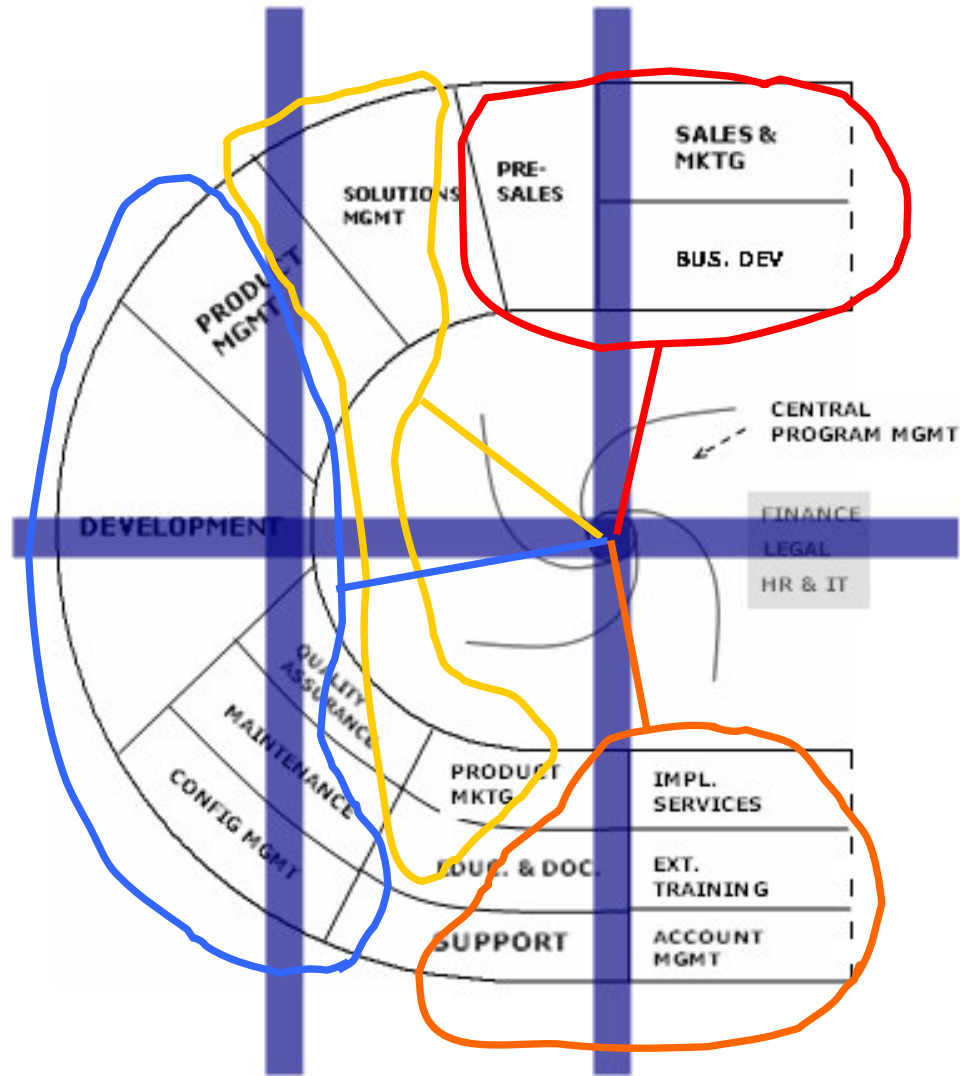
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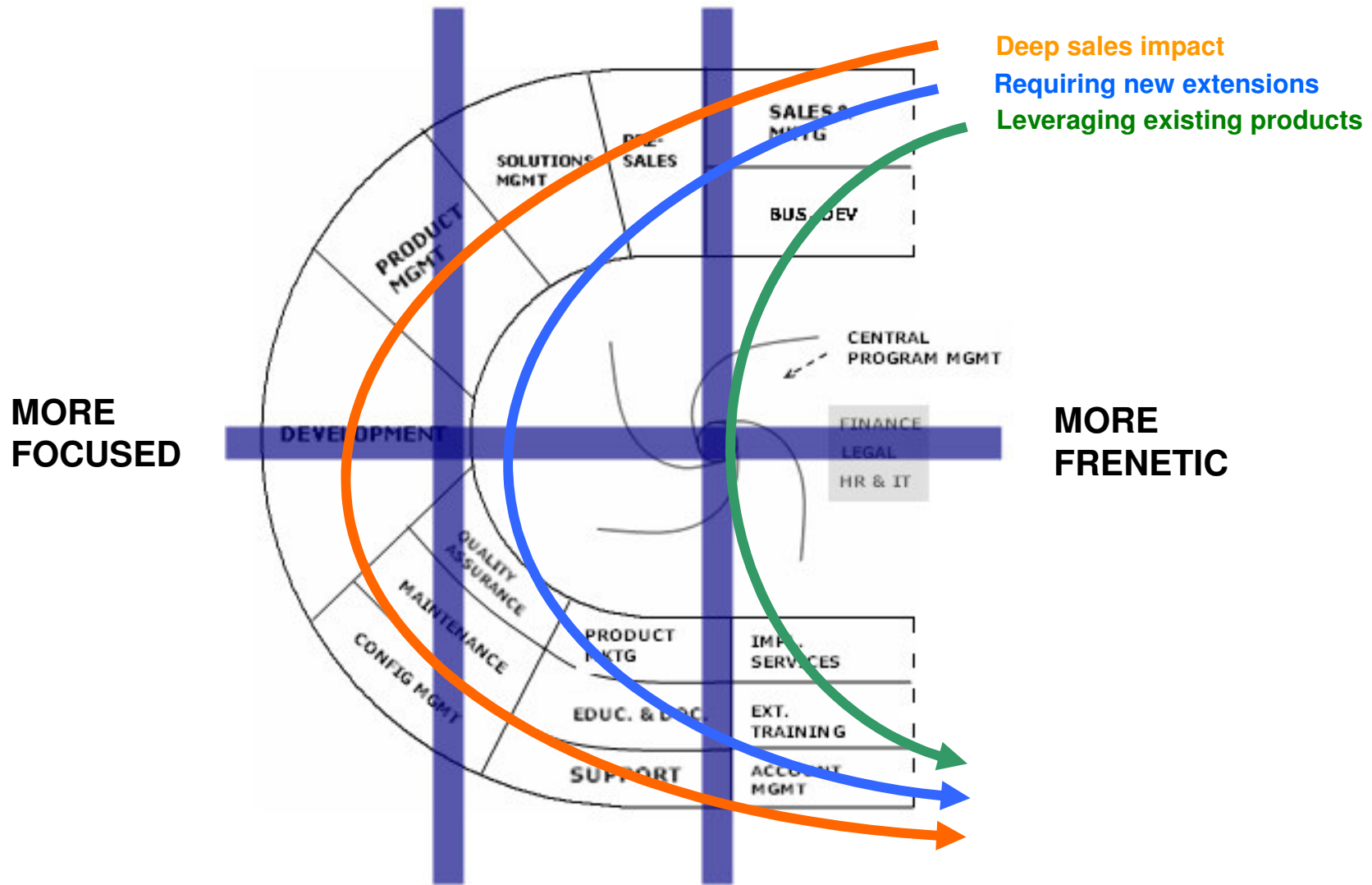


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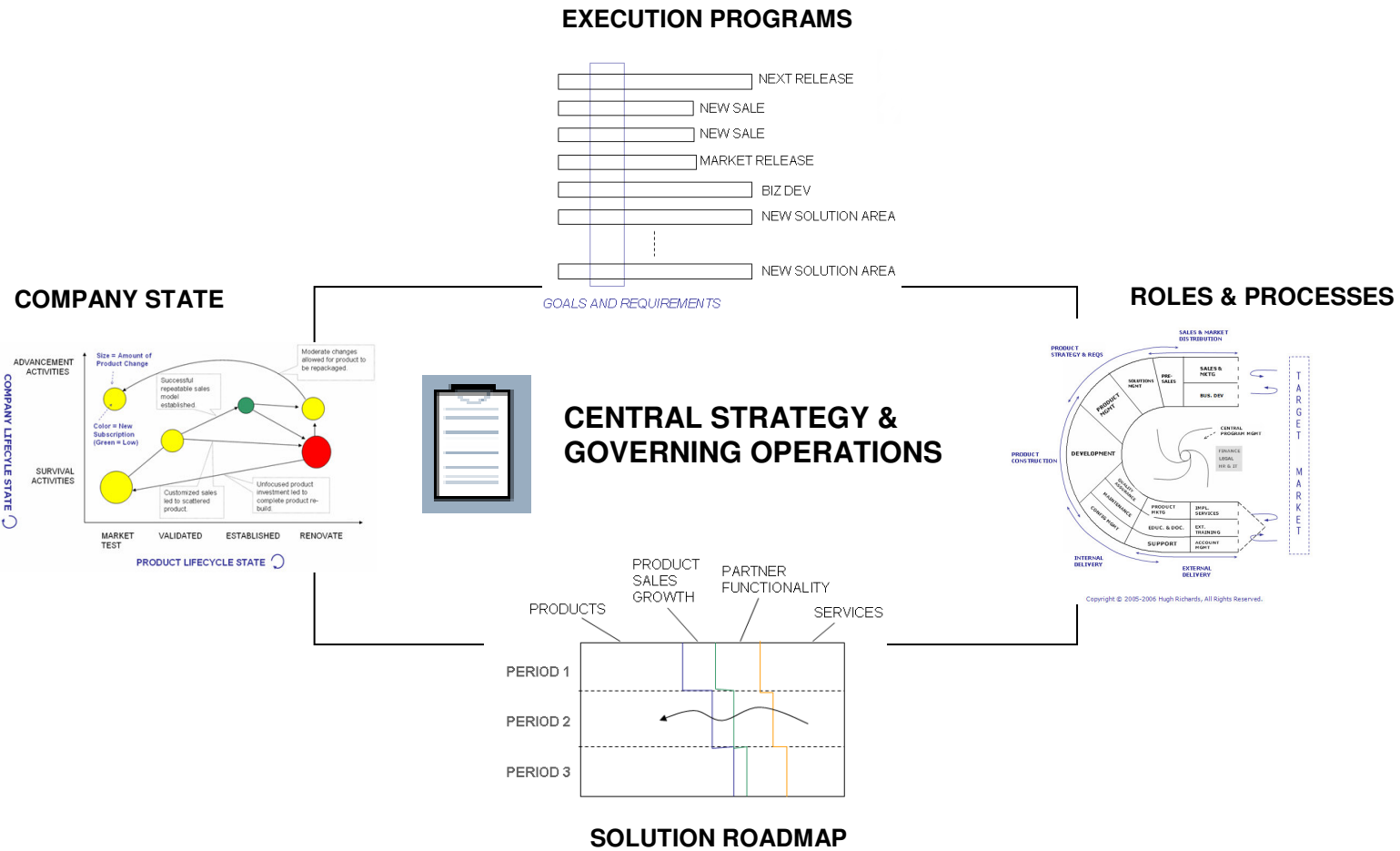


# Distraction #5: Role Clarity and Workflows





# Birds Eye View of Necessary Operations



If not defined/in place, you are inadvertently asking individuals to create or influence these steps/processes; ahead of traditional product management items.



# Summary

- The Product Management Function is Spread Across the Company
  - Increases value while balancing primary and secondary responsibilities
  - Identifies key deliverables amongst the changing company landscape
  - Any Product Manager must be able to answer the what, how, who, when and where of their job
- The Company Must Set Product Management Up for Success
  - Articulate missing workflows that will drive risk/change into proposed plans
  - Determine overlap of role in the organization
  - Tame the 5 operational distractions
- Why?
  - Increase efficiencies in a competitive marketplace
  - Ensure that the company gets to listen more to clients, partners and those working with them
  - Maximize scope and intent around innovation – without it you're merely surviving



# References

- ‡ *Paradox of Strategic Planning™* © Stewart Borie, 2005, All Rights Reserved
- † Roos & Roos, Edvinsson, and Dragonetti (1998) Intellectual Capital. New York University Press
- ± Transparent ROI, Hugh Richards – for further information please see [www.featureplan.com/communities](http://www.featureplan.com/communities), past web'n'rs February 2006

# Questions?

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