WHEN THE TAIL WAGS THE DOG!

John Mansour
How Does It Happen?

PM Responsibilities

Development Problems

Customer Urgency

RFP’s & Demos

Partner Opportunity

Sales Issues

Marketing Fire Drills

Product Manager
Taking Control

1. Balance your team
2. Spread the knowledge
3. Have a complete strategy
4. Fence the sales force
5. Validate early and often
6. Communicate in plain simple English
WHEN THE TAIL WAGS THE DOG!

1. BALANCE YOUR TEAM
A Balanced Product Team

Plan

Strategy & Planning

Design & Build

Functional Design

Build/Mfg., Q/A, Package

Market & Sell

Rollout & Readiness

Demonstrate Solution

Customer Care

Customer Implementation

Technical Support

Product Mgmt.

Business Process Analysis

Product Development

Product Marketing

Sales Support

Consulting Services

Technical Support
Headcount Vs. Roles

1 Person – 4 Roles

GOOD LUCK!
Headcount Vs. Roles

2 People – 4 Roles

option 1

Headcount Vs. Roles

2 People – 4 Roles
option 2
BALANCE YOUR TEAM

Headcount Vs. Roles

3 People – 4 Roles

Headcount Vs. Roles

4 People – 4 Roles
Early Stage Product/Company

BALANCE YOUR TEAM
Headcount Vs. Roles

**4 People – 4 Roles**
Mature Product/Company

- Strategy & Planning
- Functional Design
- Build/Mfg., Q/A, Package
- Rollout & Readiness
- Demonstrate Solution
- Customer Implementation
- Technical Support
2. SPREAD THE KNOWLEDGE
SPREAD THE KNOWLEDGE

Internal Training

Sales & MARCOM

Seminar Demo

Pre-Sales & Product Marketing

Seminar Demo  Customer Training

Services & Support

Seminar Demo  Product Certification
WHEN THE TAIL WAGS THE DOG!

3. HAVE A COMPLETE STRATEGY
HAVE A COMPLETE STRATEGY

Strategy & Vacation

MAPQUEST

Cityguide.com

USA TODAY

Weather

Expedia.com
HAVE A COMPLETE STRATEGY

Typical Strategy

Release 2

Release 3

Release 4
Comprehensive Strategy

HAVE A COMPLETE STRATEGY

- Corporate Objectives - Vision
- Market Analysis & Profiles
- S.W.O.T.
- Competition
- Technology
- Packaging
- Product Roadmap
- Strategic Alliances
- Go-to-market Strategy
- Pricing & Bundling
- Organizational Keys to Success
- ROI
- Approval & Communication

18 – 24 Months
4. FENCE THE SALES FORCE
One Direction For All

Target Markets

Product Roadmap

Product Development

Value Proposition

Sales & Marketing Tools

Lead Generation Programs

Pipeline Creation

Target Customer Acquisition
WHEN THE TAIL WAGS THE DOG!

5. VALIDATE EARLY & OFTEN
Validation Points

- Problems To Solve (Business Requirements)
- Functional Design
- Construction/Manufacturing
- Test & Q/A
- Packaging/Production

 VALIDATE EARLY & OFTEN

Validate
Validate
Validate
Validate
Validate
When the devil is in the design

When companies rush or ignore consumers, products can flop

By Jen Hopkins
USA Today

SAN FRANCISCO — In the recent history of bad product design, some examples are real standouts.

An automobile dashboard with so many functions that even the carmaker doesn't know how many there are.

How about a combination camera, MP3 player, Web cam and audio recorder that one reviewer called a “mini-disaster.”

Then there was the Internet-access appliance, designed for kitchen countertops, that was so heavy the owner's manual advised caution on picking it up.

These are just a few of the recently introduced tech products that reviewers panned for having crummy designs. And they won't be the last. That's because many companies still use old-fashioned product-development strategies. Too often, innovation is dominated by engineers who don't get enough input from consumers.

Cheap electronics tempt designers to pluck too many options. Companies, having invested millions in a project, stick with faulty designs rather than walk off their investments. And products are being rushed to market faster — shortening design times for companies that don't want to be late to market.

More and more gadgets

Technology is leading to a flood of new products and features, the latest trend in tech development. The idea is to present a consumer-focused group with about 34 members. Their reactions, such as whether the product fits their needs, are noted.

Consumers are ignored. In the best cases, a company's product-development team turns to consumers when a new product is just being discussed. The less fortunate cases, a company's product-development team turns to consumers when a new product is just being discussed. The idea is presented to a consumer-focused group with about 34 members. Their reactions, such as whether the product fits their needs, are noted.

Confusing The Konica e-mill M digital camera and MP3 player could be an example of a gadget with too many functions. Marketers don't know how to market it, and consumers don't know what it does.

Feature overload: The dashboard of the new BMW 7 Series rates among the most complex in the business. "It's like going inside a space ship," says one consumer. "There are so many features, it's almost as if they are just throwing them in to see if people will use them."

Usually, consumers will use only a few of the features and won't use the others.

BMW iDrive

BMW’s iDrive system is a dashboard that incorporates a touch-screen display that can be used to control various functions of the car. It is designed to simplify the use of the car's various features and make it easier for drivers to use them while driving.

BMW's iDrive system includes a touch-screen display, voice recognition, and a variety of other features that allow drivers to control various functions of the car using a single interface. It is designed to be intuitive and easy to use, making it a popular choice among car buyers. Additionally, BMW's iDrive system is compatible with a variety of mobile devices, allowing drivers to control their phone's features from the car's dashboard.

BMW's iDrive system has been praised for its innovative design and ease of use, and has helped to establish BMW as a leader in the field of advanced automotive technology.
iDrive? No, you drive, while I fiddle with the controller

By Andrew Bornhop • Photos by Ron Perry June 2002
VALIDATE EARLY & OFTEN

MLB.com knows the power of SAS® software...

How does MLB.com™ give fans the ultimate baseball experience?

Allan H. "Bud" Selig, Commissioner of Major League Baseball

Millions of fans. Thirty teams. One passion. And 24/7 access to it all through MLB.com. At the official site of Major League Baseball, fans can experience baseball in a whole new way—from live ballgames to stats in real time, from history to fantasy, across the league or by connecting to individual club sites. MLB.com is the richest, deepest source of original baseball news and highlights on the Internet. SAS is proud to provide the state-of-the-art data management, predictive analytics and marketing automation software that’s helping Major League Baseball enrich the interactive experience for the hundreds of millions of visitors who make MLB.com such a big hit. To find out more about SAS, visit our Web site or call toll free 1 866 887 1363.

www.sas.com/mlb

The Power to Know.
$1 \text{ Now } = $200 \text{ Later}

Cost of design changes

- $50x - 200x$
6. COMMUNICATE IN PLAIN SIMPLE ENGLISH
Good Message

Don't leave your financial history by the curb...

What’s in your garbage could trash your credit rating
No Message

Should we change our color?

One of our competitors has purple and orange for air, purple and green for the ground system. It’s piecing together. But, UPS has the only fully integrated air and ground system. One pickup, one delivery, one seamless information network. So we’re sticking with one color. Which suits us just fine.
Before Any Feature...PAIN

1. Who am I (user role)?
2. What am I doing?
3. What’s the problem & why?
4. What happens if I don’t solve it?

Your Solution
WHEN THE TAIL WAGS THE DOG!

John Mansour
ZIGZAG Methodology

1. Building A Balanced Team
2. Quantitative Market Analysis
3. Product Strategy
4. Release Planning
5. Handoff To Development
6. Define Value Anchors
7. Field Readiness & Rollout
8. Product Launch
9. Marketing Programs
10. Cross Organizational Planning
Upcoming Workshops

- How To Lead With Product Management
  - San Jose, CA January 25-26
  - $995 per person

- How To Create Powerful Product Demos
  - San Jose, CA January 27th
  - $695 per person
  - www.zigzagmarketing.com/registration.asp
Onsite Workshops

- Priced for any size group
- Topics of choice
- Focus on creating deliverables
The ZIGZAG Difference

- Faster time-to-benefit
  - Hands-on practice repetitions
- Concepts applied to your products in the classroom