Strategic Role of Product Management

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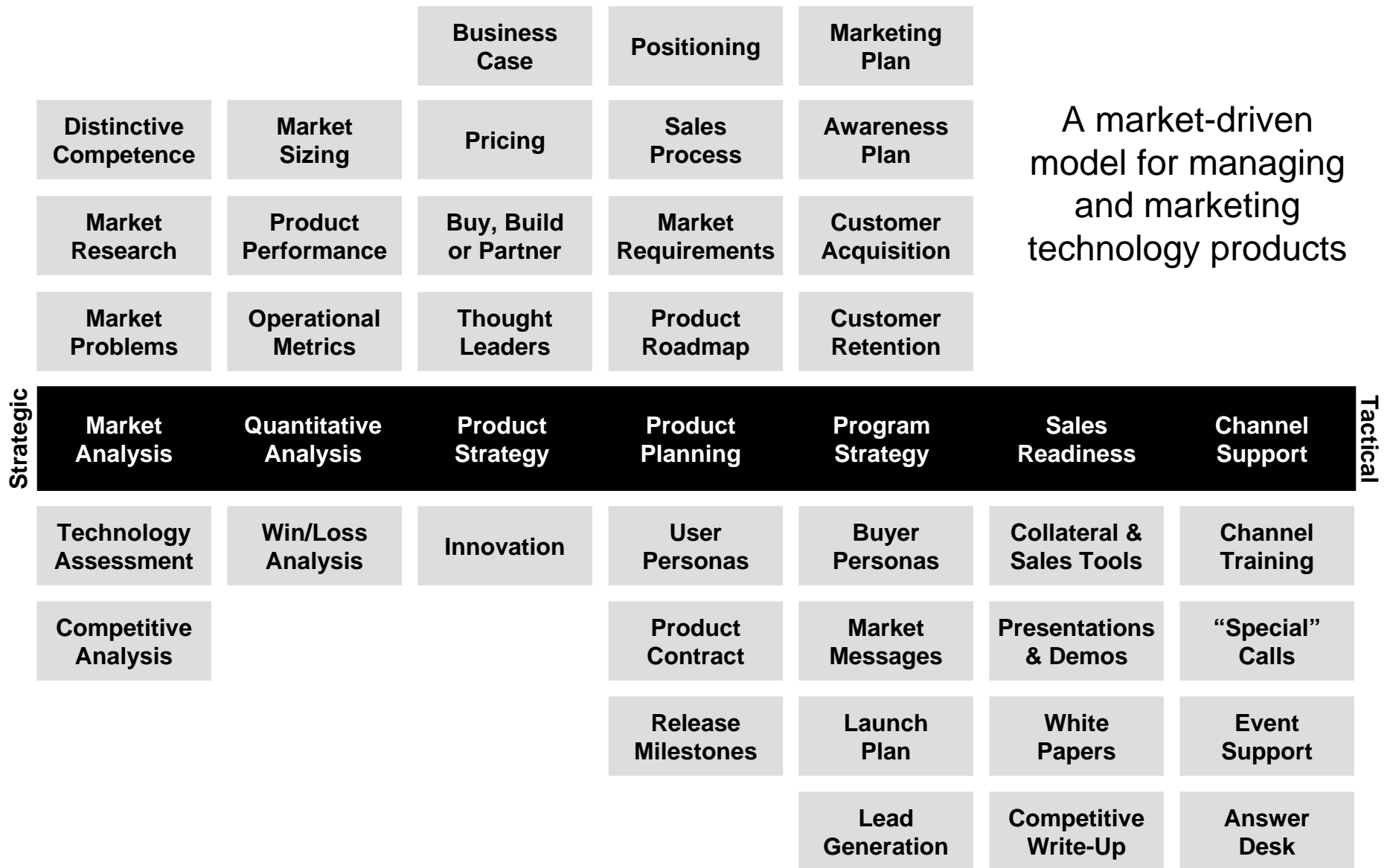
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- We are recognized experts in technology product management and product marketing
- We specialize in training and consulting
- Since 1993, we have trained over 25,000 people at thousands of companies
- Pragmatic Marketing certification program available

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12 Entrepreneuring, Inc.
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AEgis Technologies Group, Inc.
Aether Systems, Inc.
Affinnova, Inc.
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ChannelPoint, Inc.
ChannelWave
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CheckFree Corporation
CheckFree Investment Services
Checkpoint Software
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Claritas, Inc.
Clarus Corporation
Class Software Solutions, Ltd.
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CMI-Competitive Solutions, Inc.
CMS Information Services, Inc.
CMS/Data Corp.
CNT
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CommercialWare, Inc.
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Comverse Network Systems
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Concept Five Technologies
Conceptual Systems
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Concerto Software, Inc.
Concord Communications
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Connected Corporation
ConnectSouth Communications, Inc.
ConneXt, Inc.
Consilient, Inc.
Consilium, Inc.
Consist International, Inc.
Constellar Corp.
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Consul Risk Management,
Content Technologies, Inc.

Pragmatic Marketing® Framework

A market-driven model for managing and marketing technology products

Strategic						Tactical
		Business Case	Positioning	Marketing Plan		
Distinctive Competence	Market Sizing	Pricing	Sales Process	Awareness Plan		
Market Research	Product Performance	Buy, Build or Partner	Market Requirements	Customer Acquisition		
Market Problems	Operational Metrics	Thought Leaders	Product Roadmap	Customer Retention		
Market Analysis	**Quantitative Analysis**	**Product Strategy**	**Product Planning**	**Program Strategy**	**Sales Readiness**	**Channel Support**
Technology Assessment	Win/Loss Analysis	Innovation	User Personas	Buyer Personas	Collateral & Sales Tools	Channel Training
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			Release Milestones	Launch Plan	White Papers	Event Support
				Lead Generation	Competitive Write-Up	Answer Desk

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What we hear from executives

- We are missing our targets
  - ▶ Development can't ship on schedule
  - ▶ Sales can't sell profitably
  - ▶ Marketing can't communicate our value
- There is too much fighting among the groups
- What value does Product Management deliver?

What we hear from product managers

- Give me access to customers
- Tell us the strategy so that we can focus on what is important
- A clear understanding of the role of Product Management is sorely needed
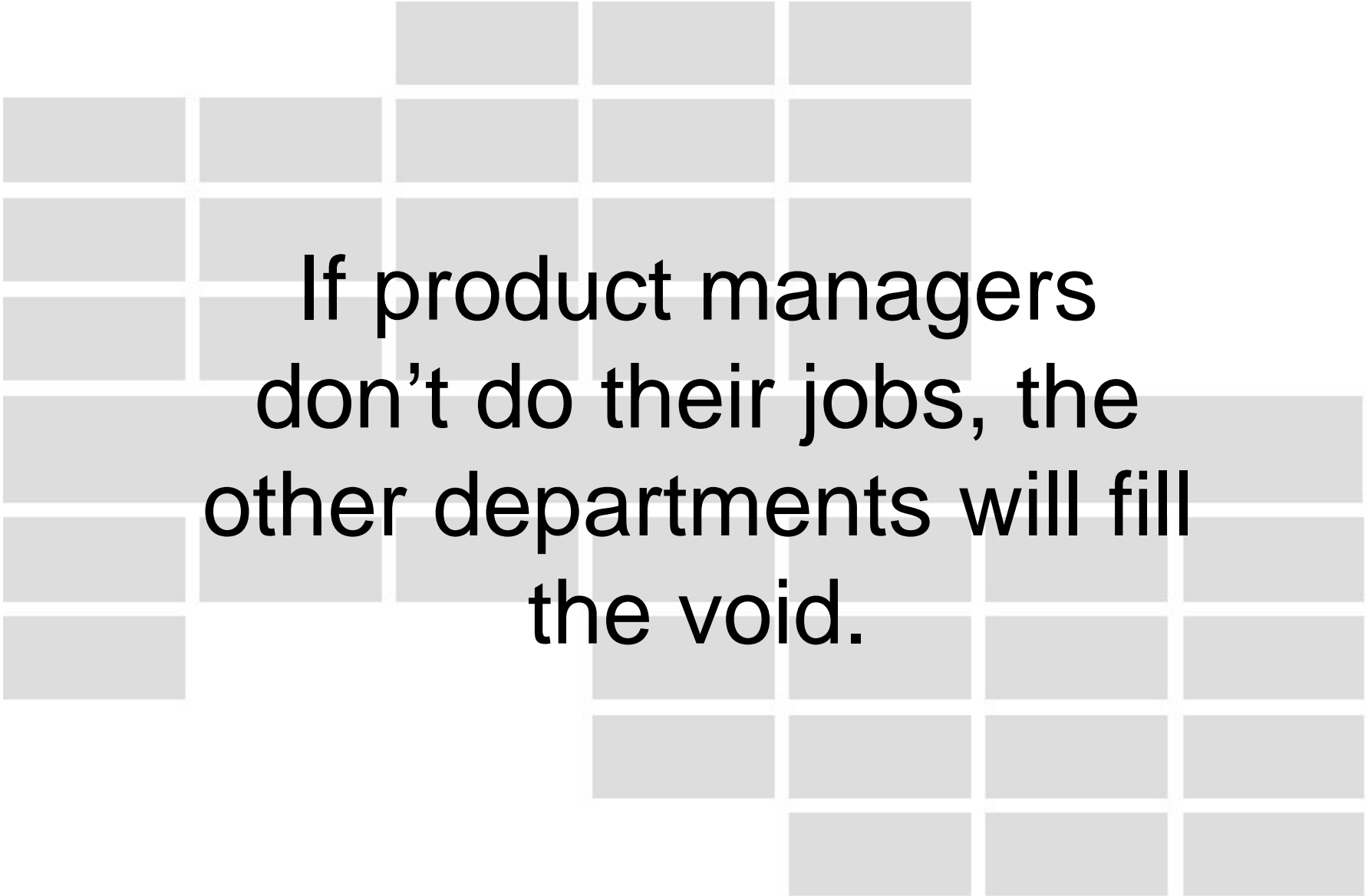
Responsibilities

- What are the lines between Product Management and…
  - ▶ Development & Services
  - ▶ Marketing Communications
  - ▶ Sales Channel

Marcom

Product Mgmt

Dev　　　**Sales**

The new P's

Problem .... Product Management
finds and quantifies the problem

Product .... Development & Services
solve the problem

Promotion .... Marketing Communications
communicates the solution

Placement .... Sales Channel
sells it profitably
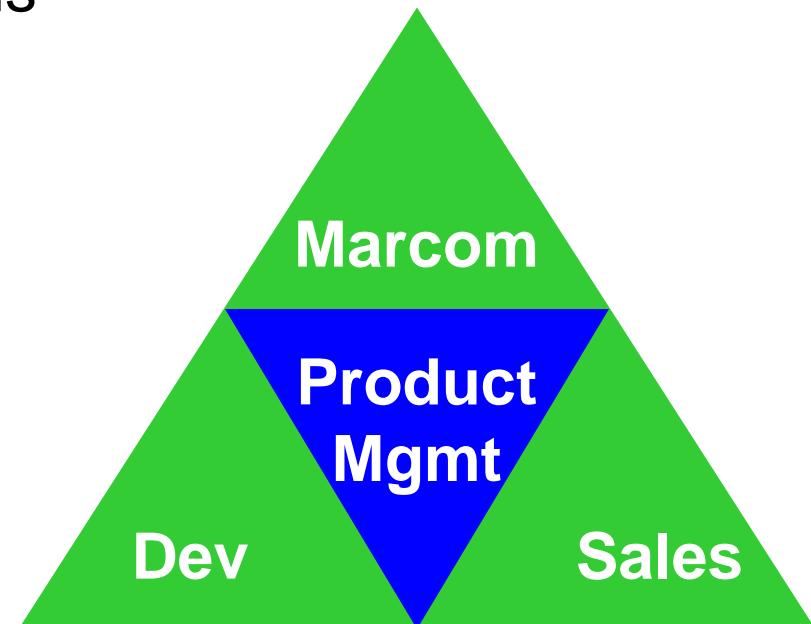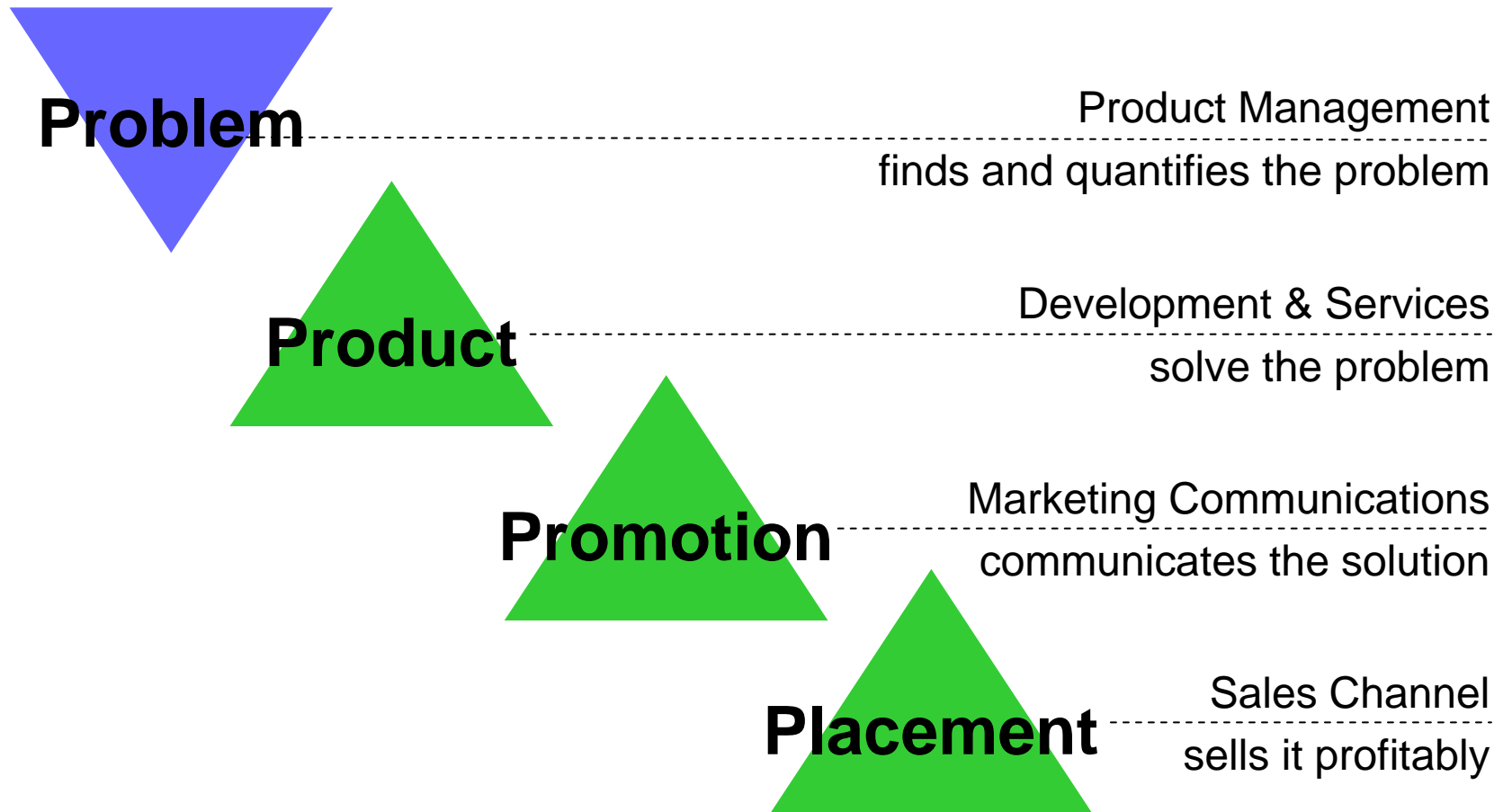
If product managers don't do their jobs, the other departments will fill the void.

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An outside-in
approach increases
the likelihood of
product success.

Strategic $\longleftrightarrow$ Tactical

Less
Technical

| Market Analysis | Quantitative Analysis | Product Strategy | Product Planning | Program Strategy | Sales Readiness | Channel Support |

Strategic | | | | | | | | Tactical

More
Technical

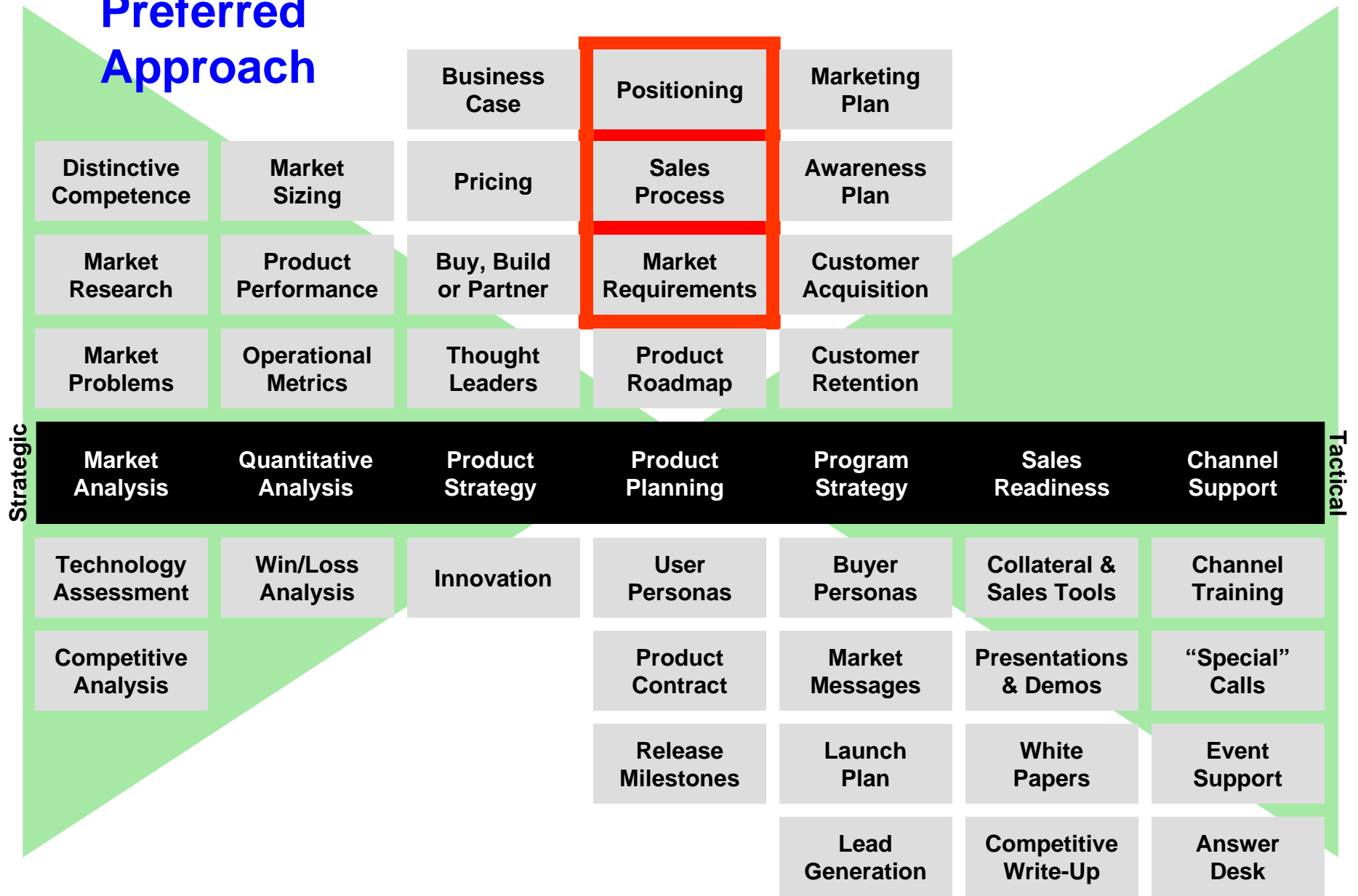| Strategic							Tactical
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Typical approach

Strategic

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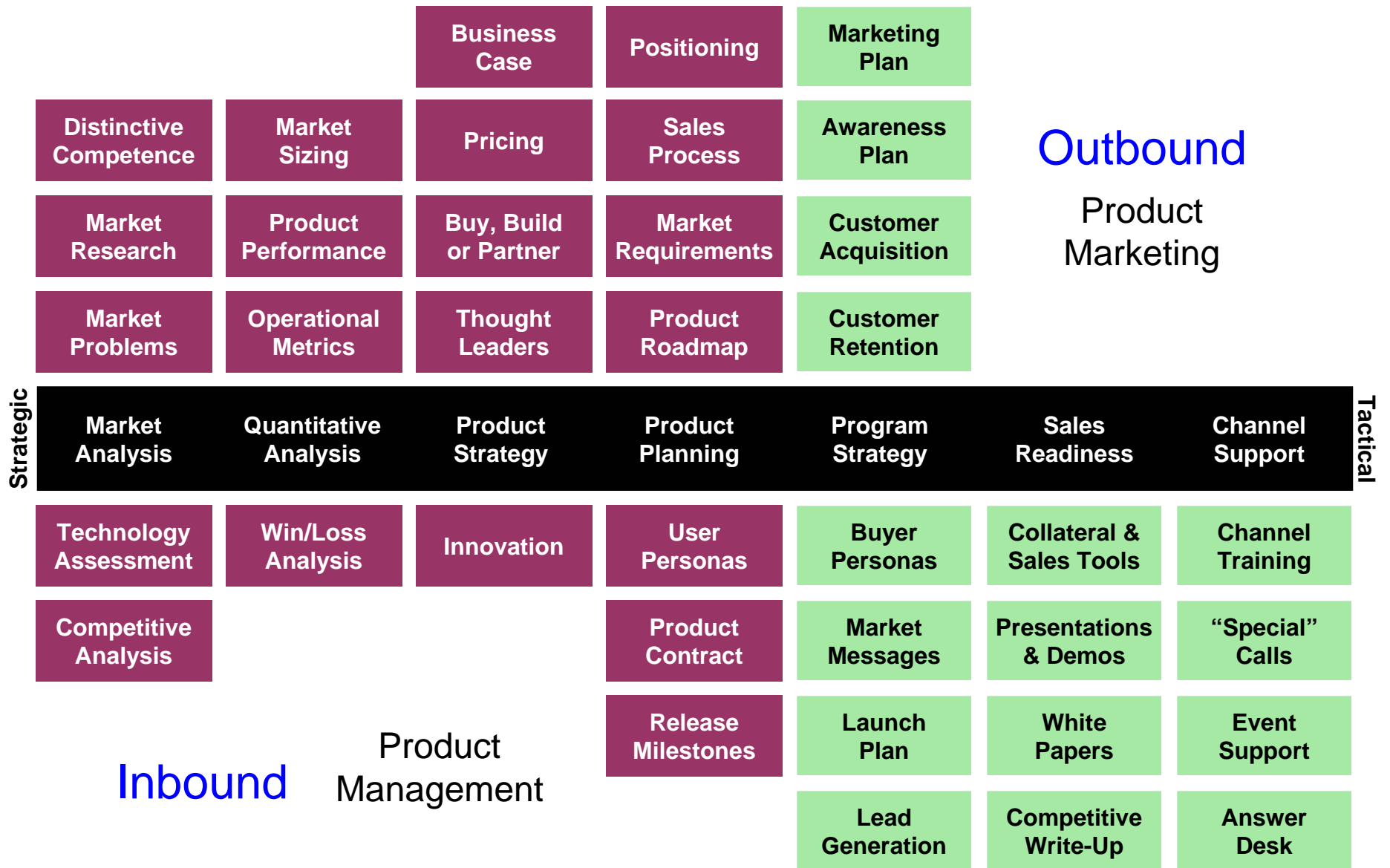| Market Analysis	Quantitative Analysis	Product Strategy	Product Planning	Program Strategy	Sales Readiness	Channel Support
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Tactical

"

Kristen Lippincott, Curator,

National Maritime Museum, Greenwich, England

There's a difference between being busy and being productive.

"

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Strategic — Tactical

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Preferred Approach

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Strategic — Tactical

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Legend:
- Practical Product Management
- Requirements That Work
- Effective Marketing Programs

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Markets and Business

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Product and Technology

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Outbound — Product Marketing

Inbound — Product Management

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Marcom

Product Strategy

				Marcom
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Product Management

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Product management triad

Director,
Product Strategy

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Technical Product Manager

Product Marketing

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Gap analysis example

How important is the activity to our company?

How well are we doing it?

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Market Research 9,2	Product Performance 8,3	Buy, Build or Partner 9,7	Market Requirements 9,1	Customer Acquisition 7,1		
Market Problems 10,1	Operational Metrics 8,1	Thought Leaders 7,3	Product Roadmap 9,5	Customer Retention 7,3		

Strategic / **Tactical**

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Pragmatic Marketing® Framework

A market-driven model for managing and marketing technology products

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