

know it

Närhet. Kunskap. Engagemang.

Know IT Technology Management

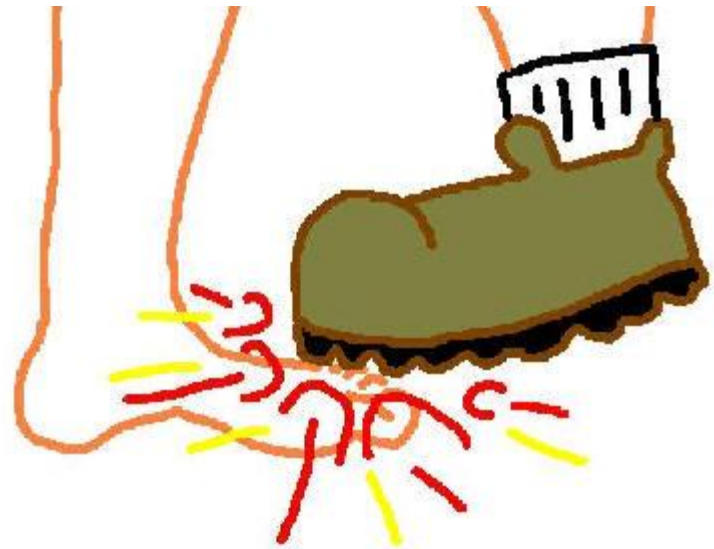
Product Management 2.0 – A Process of Learning

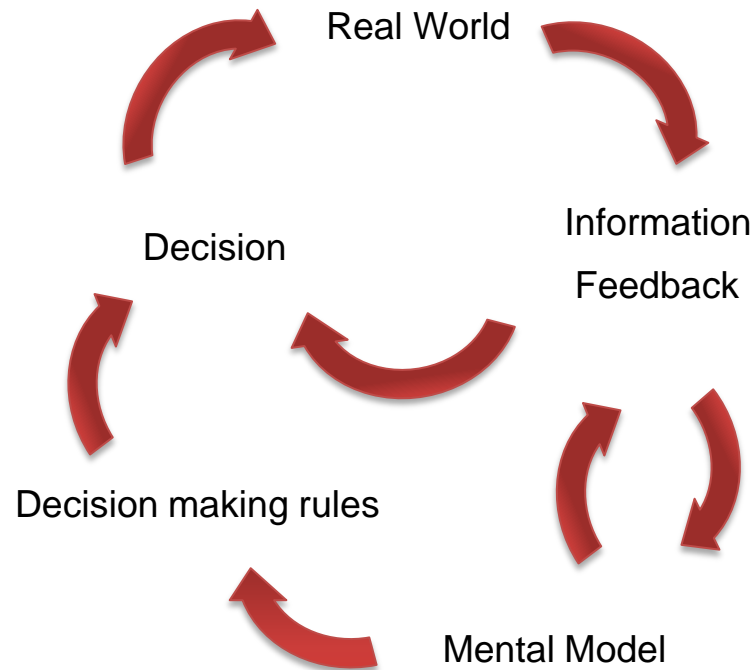
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Agenda

- Strategy and Funding
- Program Mgmt
- Requirements Mgmt





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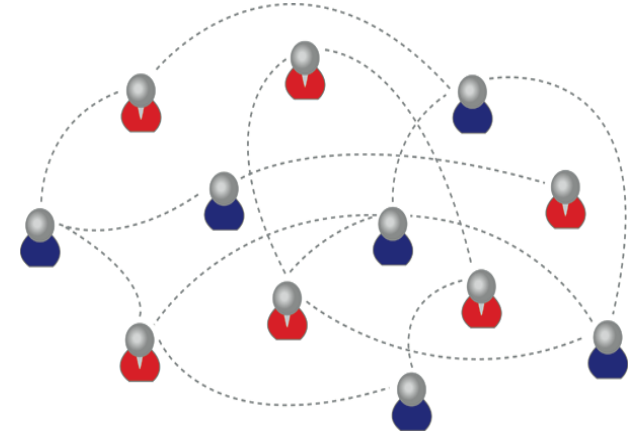
Disruptive change

4 Mental Models of Innovation

Business as usual



Let's fire all the managers



80/20



Continuous innovation as the bottom line

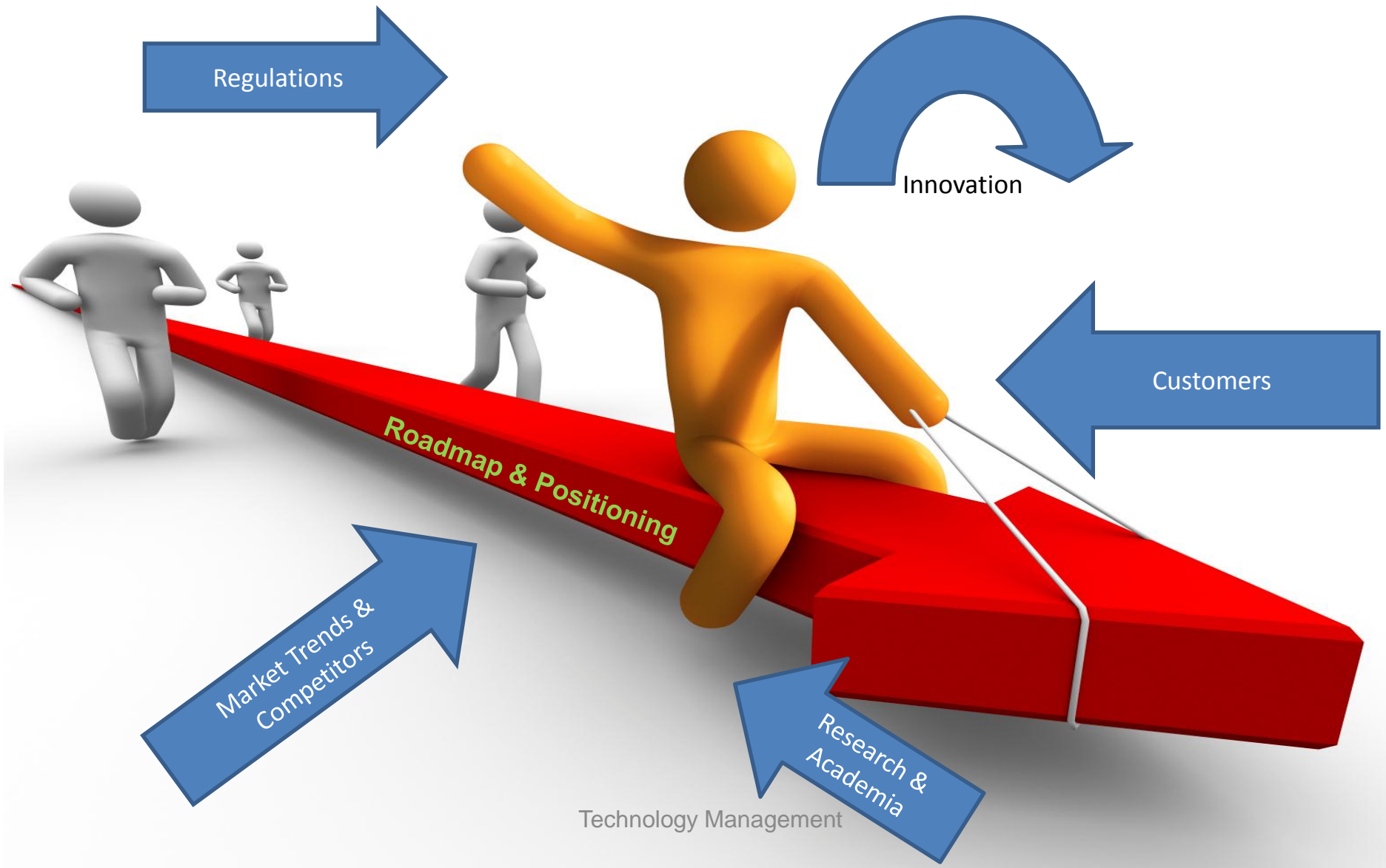


Technology Management

Based on: Gary Hamel "What Matters Now"

Agility?

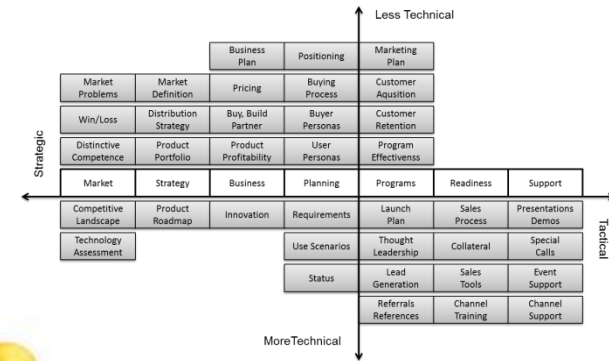
Product Manager



Product Managers are assumed to be omniscient and telepathic



Always present for the team



Always out in the field

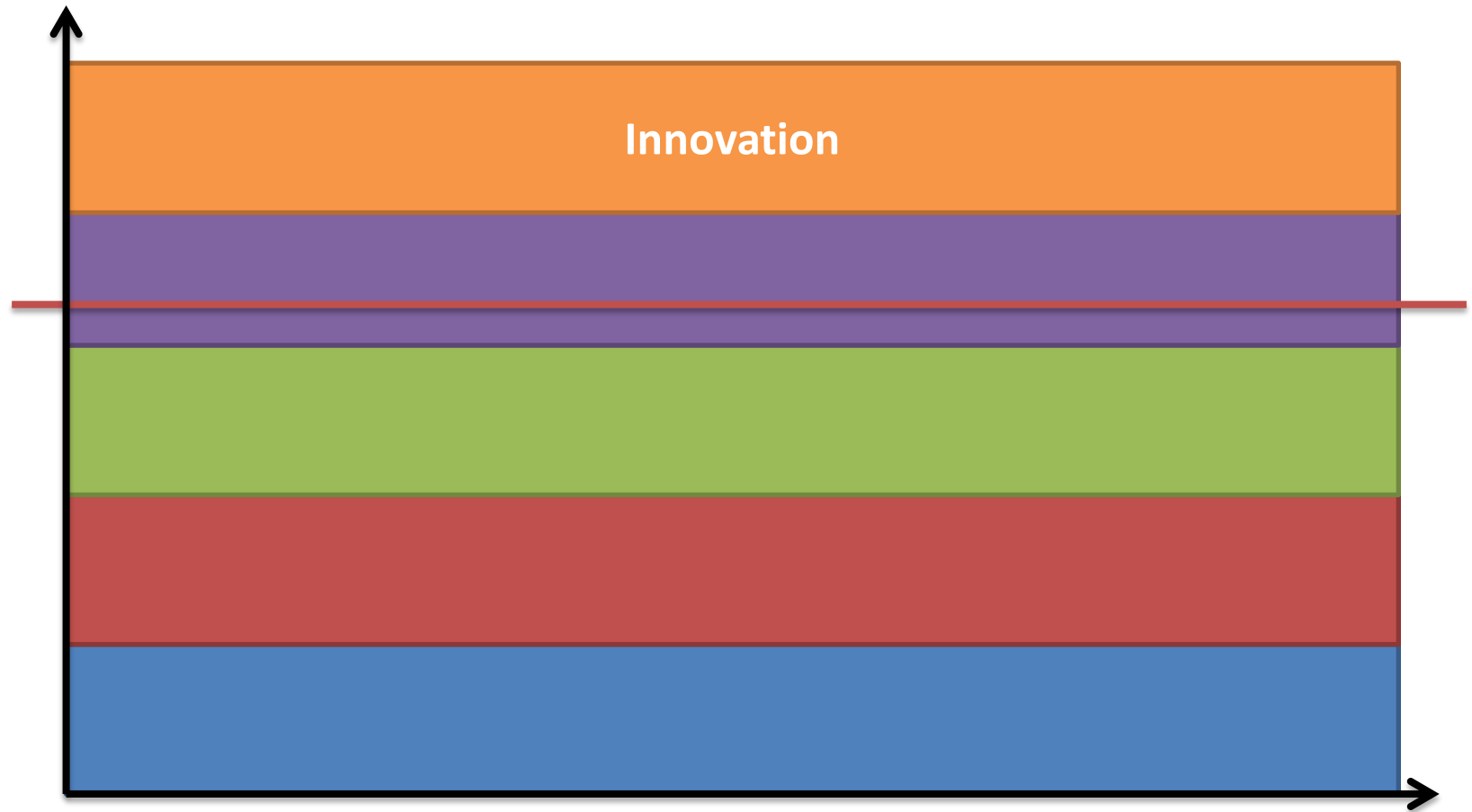


Technology Management

Reality: Strategy by Laundry Lists



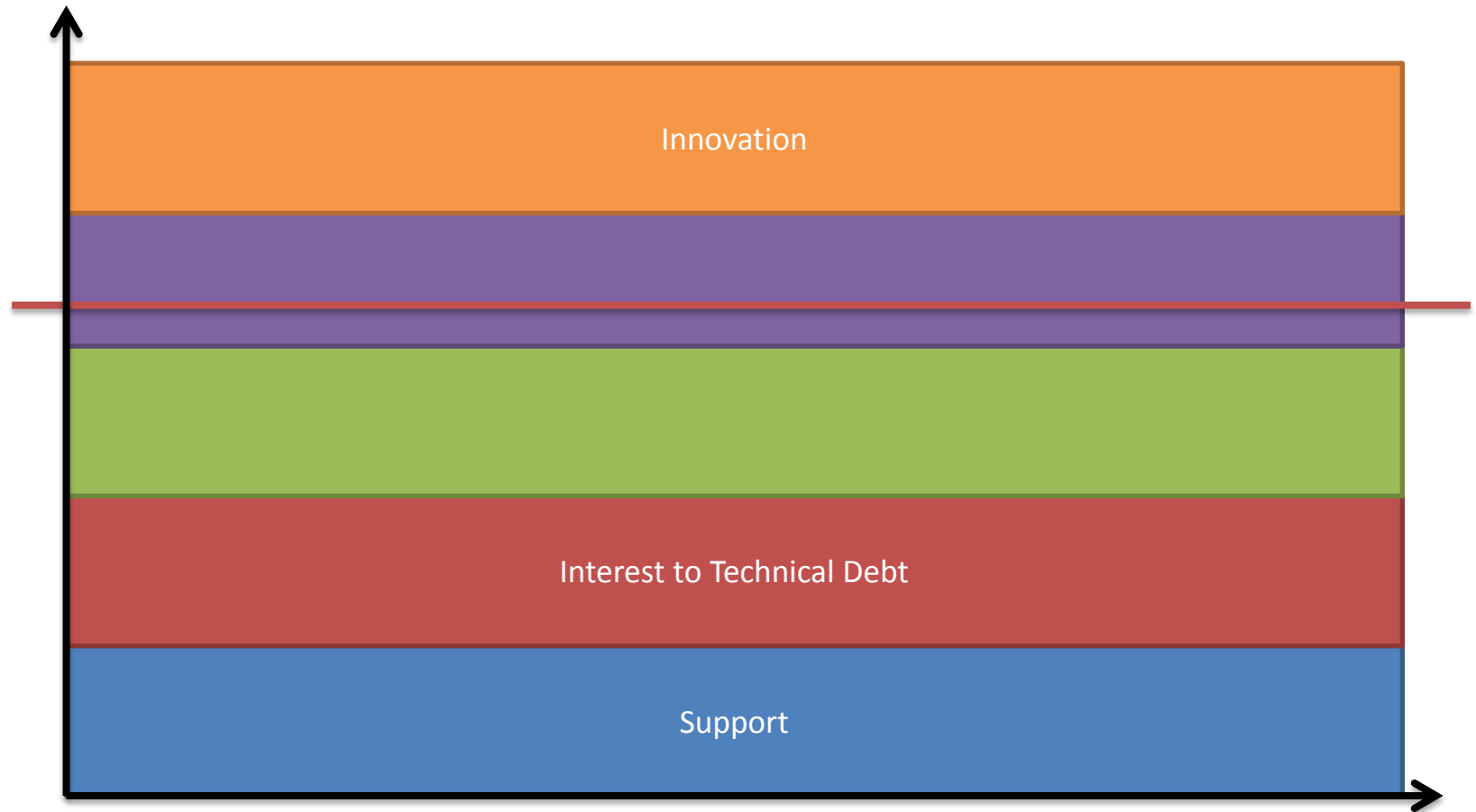
Reality: Wishful Thinking



Technology Management

Product Mgmt 2.0

Waste Eats Value



Technology Management

The Biggest Waste— Unused Features

64% of features are typically never used

Standish Group CHAOS report 2006



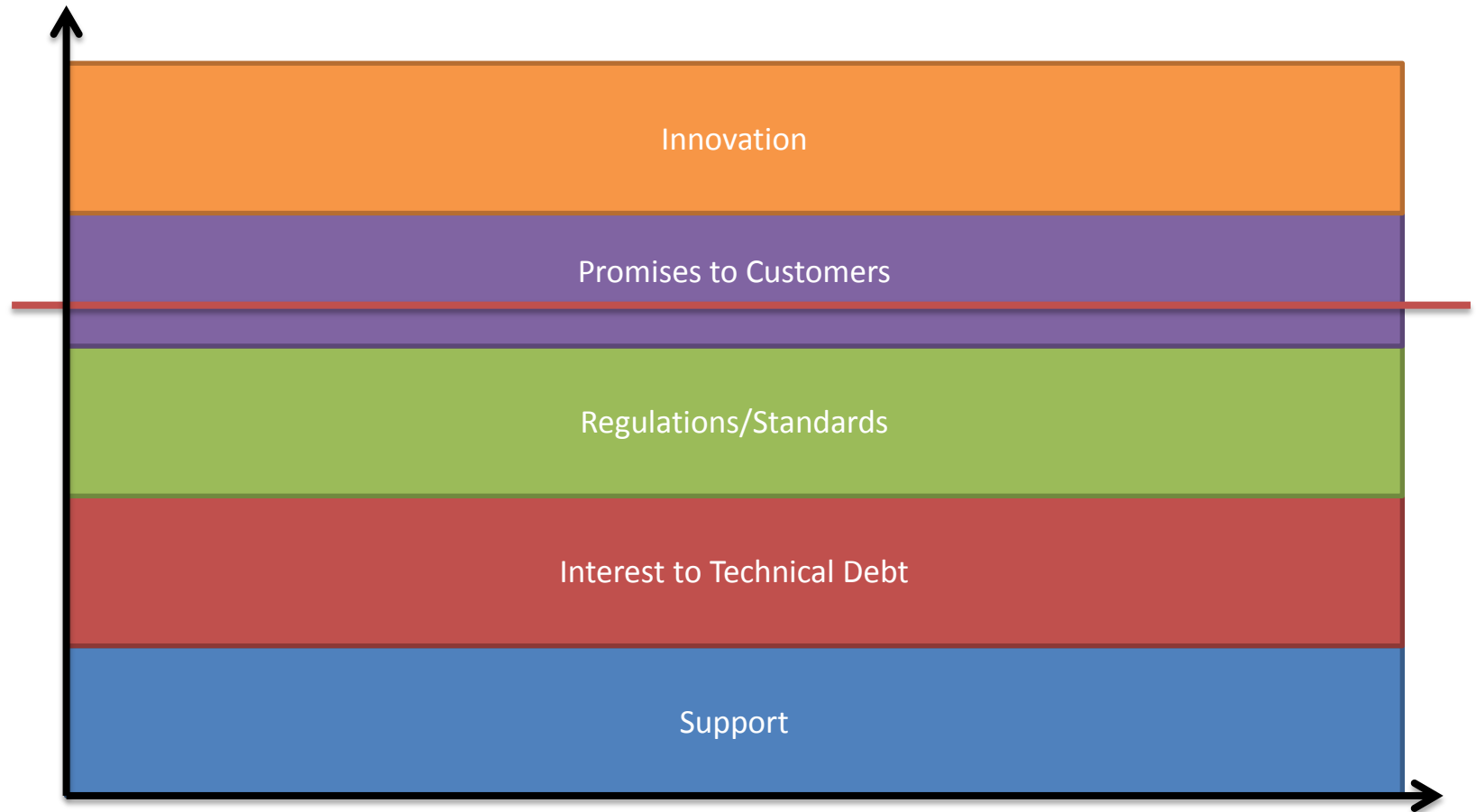
**You have 64% of
your development
capacity available to
understand what
you really should
do!**

Most Requirements are just Design done by Amateurs

“The worst scenario I can imagine is when we allow real customers, users, and our own salespeople to dictate ‘functions and features’ to the developers, carefully disguised as ‘customer requirements’. Maybe conveyed by our product owners. If you go slightly below the surface of these false ‘requirements’ (‘means’, not ‘ends’), you will immediately find that they are not really requirements. They are really bad amateur design for the ‘real’ requirements....”

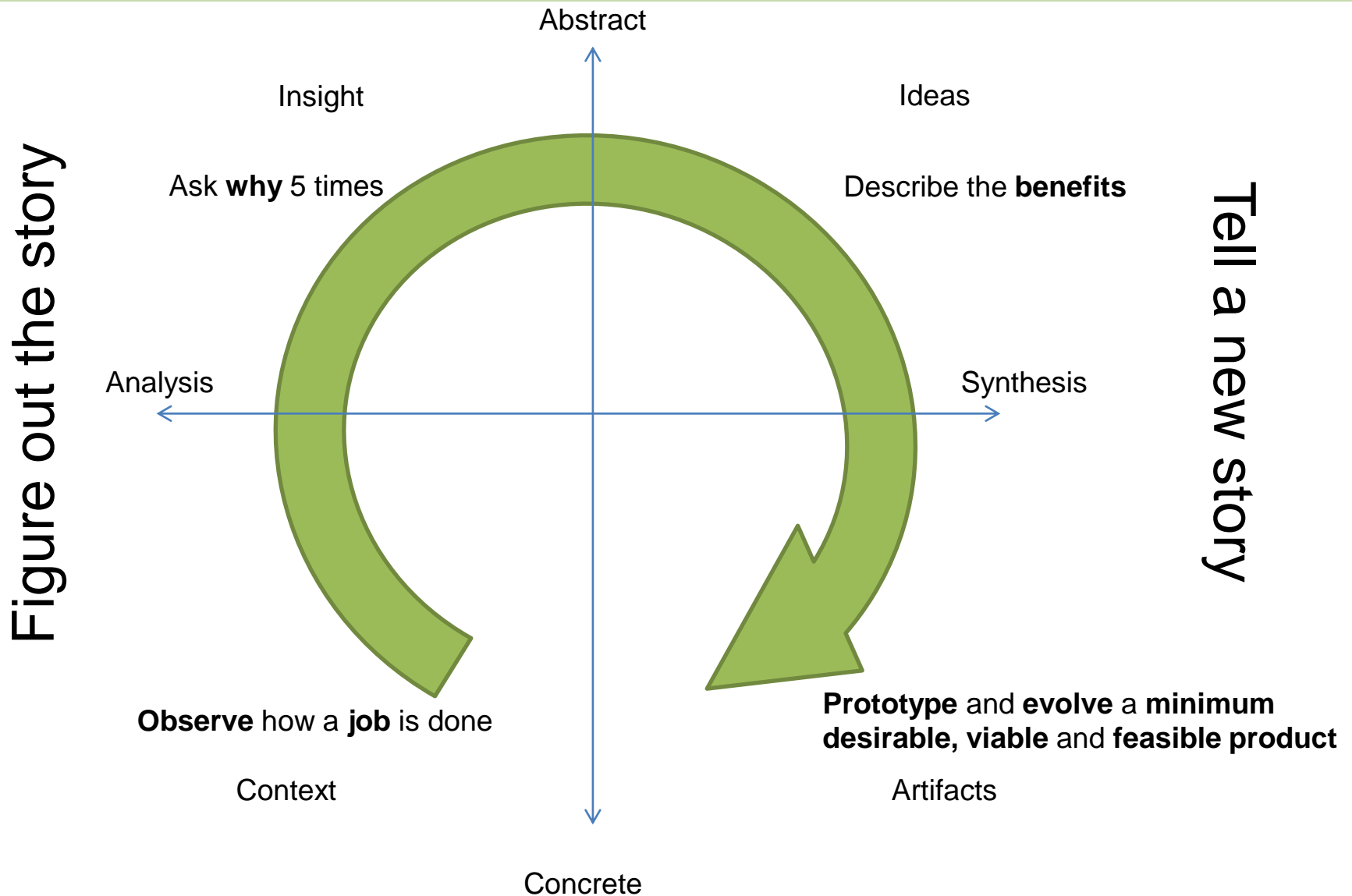
- Tom Gilb

Waste Eats Value



Technology Management

Customer Insight Driven – Not Customer Driven



Entrepreneurial Product Leader

Behind every brilliant product is a leader with:

- Great empathy for the customer
- Insight into what is technically possible
- The ability to see what is essential and what is incidental

“Innovation is saying ‘no’ to 1,000 things.”

- Steve Jobs



Think Products, Not Projects

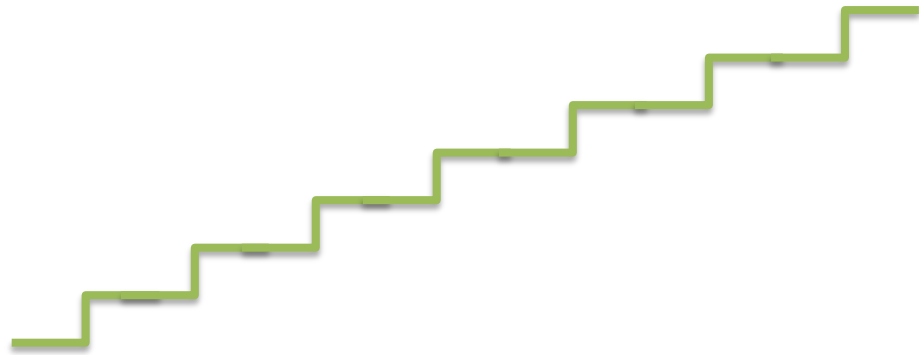
Projects have an end – successful software does not

- Up-front funding
- Scope fixed
- Success = cost, schedule, scope

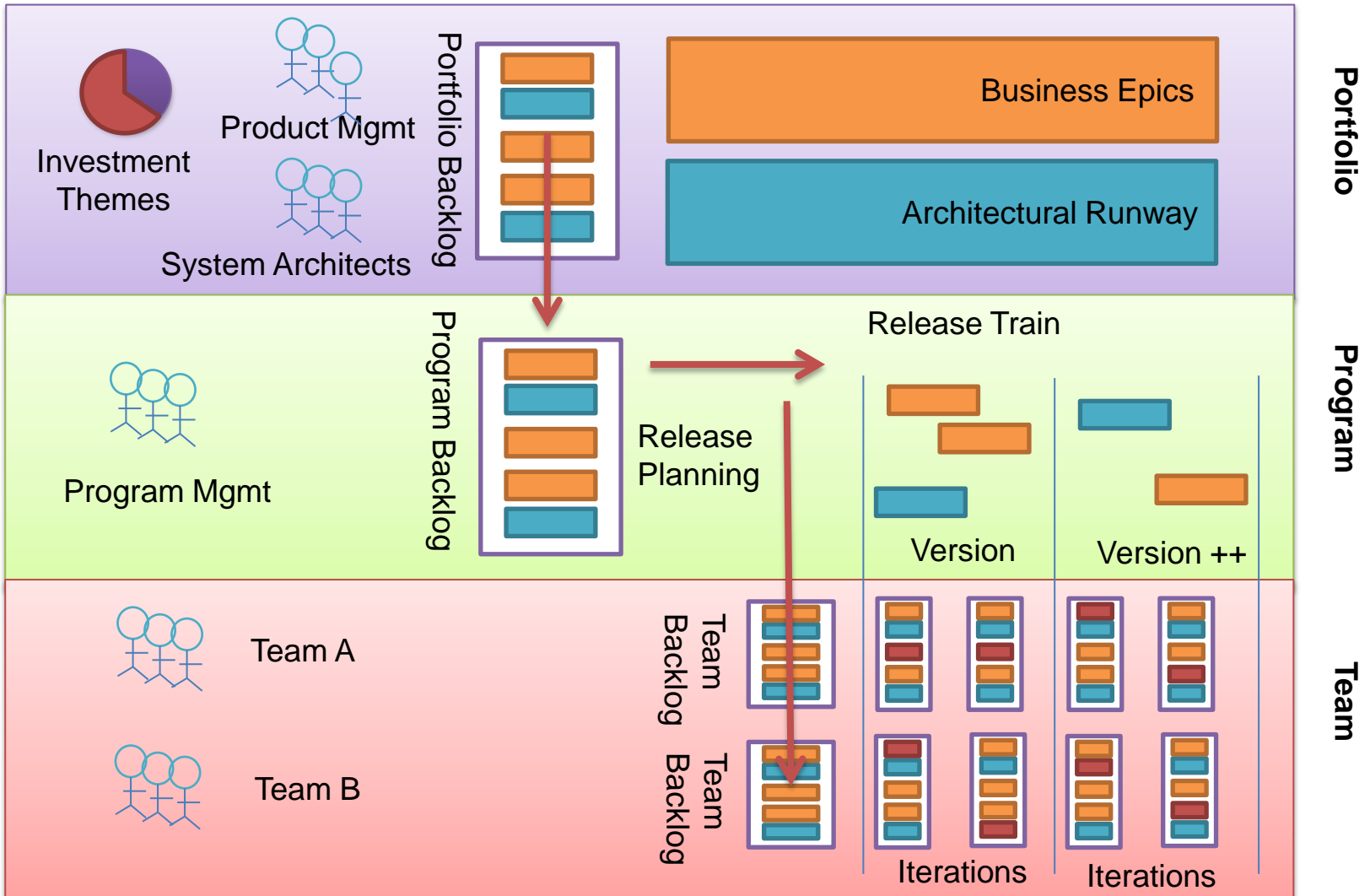


Successful Products don't end – Team stays with the Product

- Incremental funding
- Scope evolves
- Success = profit/marketshare



Product Development Framework



Summary – Product Mgmt 2.0

- Strategy and Funding
 - Disturbing Innovation => Continuous Innovation
 - Economic Value (NPV) => Customer Value (e.g. Net Promoter Score)
- Program Mgmt
 - Capacity => Flow
- Requirements Mgmt
 - Requirements => Design Thinking

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