

Effective Product Planning approach for predictable outcomes

Build the right Product. Build the Product right.



www.productleadership.com

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ABOUT THE INSTITUTE

BUSINESS SCHOOL FOR PRODUCT INNOVATORS



GLOBAL CLIENTS



BOSCH



informatica



neustar



VARIAN
medical systems



GLOBAL CAMPUSES



PES University
Bangalore, India



SF State University
San Francisco, USA



CMR University
Bangalore, India



MIT ADT University,
Pune, India

KNOWLEDGE PARTNER FOR ORGANIZATIONS IN THEIR TALENT TRANSFORMATION INITIATIVES

Topics

1. Productizing Process

- Products vs. Services, Value Management, PM & PO Roles interlock

2. Lean and Agile Product Lifecycle

- 3 Key Qs, Discovery & Validation, Iterative & Incremental, Problems & Persona, JTBD, Problem Statements

3. Effective Product Planning - Live Exercise

4. Roadmaps

**So, what's a
Product?**

What is a product?



A good or service offered by an organization which affords a bundle of benefits both objective (physical) and subjective (image) to a user

B2C : Samsung 3D Television



B2B Subjective Value: SAP Woos CIOs



“Product” Buzzwords



Product v/s Service

Product v/s Service

Magnitudes of - Inseparability, Variability



Pure
Product

Pure
Service

Project → Product Shifts

#1. SHIFT IN RISK APPETITE



"We've considered every potential risk except the risks of avoiding all risks."

- Longer ROI Cycles
- Inadequate Role Models
- Org Patience
- Investments in Market Insighting

"We've considered every potential risk except the risks of avoiding all risks."

#2. SHIFT IN MINDSET



Client
Delight

Market
Delight



Productizing Process

When you don't have good Product Management Process



Quality Code on Time!
No Customer Context

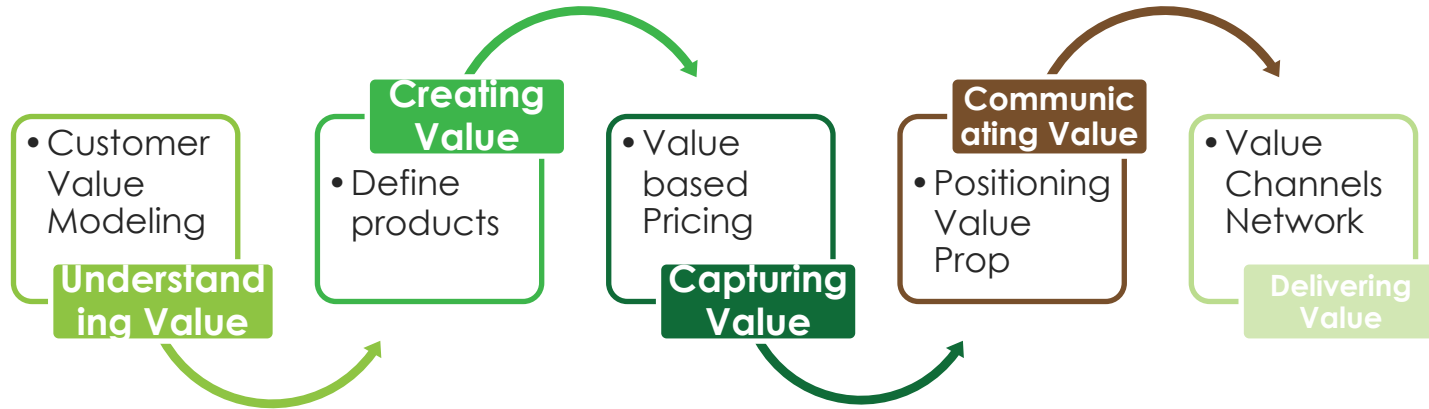


Structurally Correct but not
Usable



Over Engineering,
Lack of Prioritization

“Productizing” Process



Value Management = **Product** Management



PRODUCT LEADERSHIP COMPETENCIES



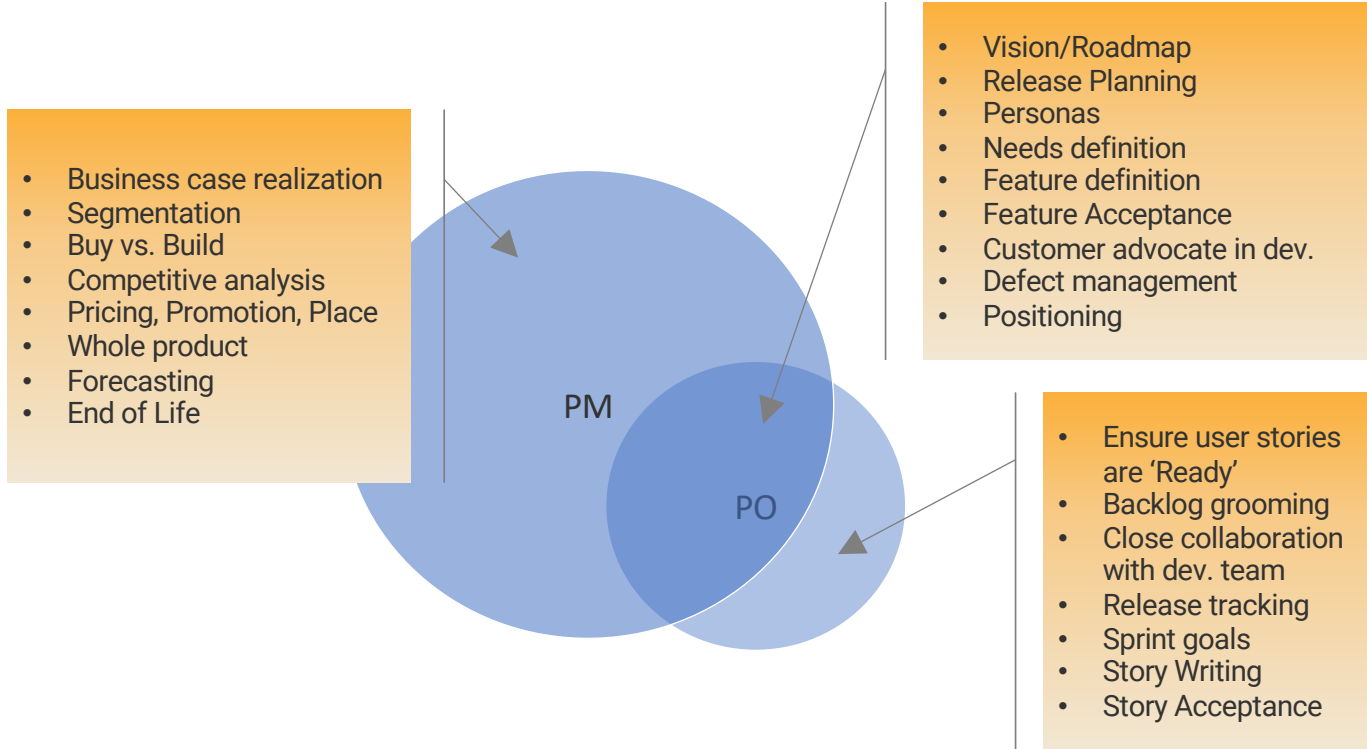
TECHNICAL PRODUCT MANAGEMENT
(Product Owner)

INBOUND PRODUCT MANAGEMENT
(Product Management)

OUTBOUND PRODUCT MANAGEMENT
(Product Marketing)

CUSTOMER CENTRIC
ENGINEERING
(Product Leader)

PM and PO Roles



Lean and Agile Product Lifecycle

Building the right Product - 3 Key Questions



Who is this
Product for?



Why do they need
it?

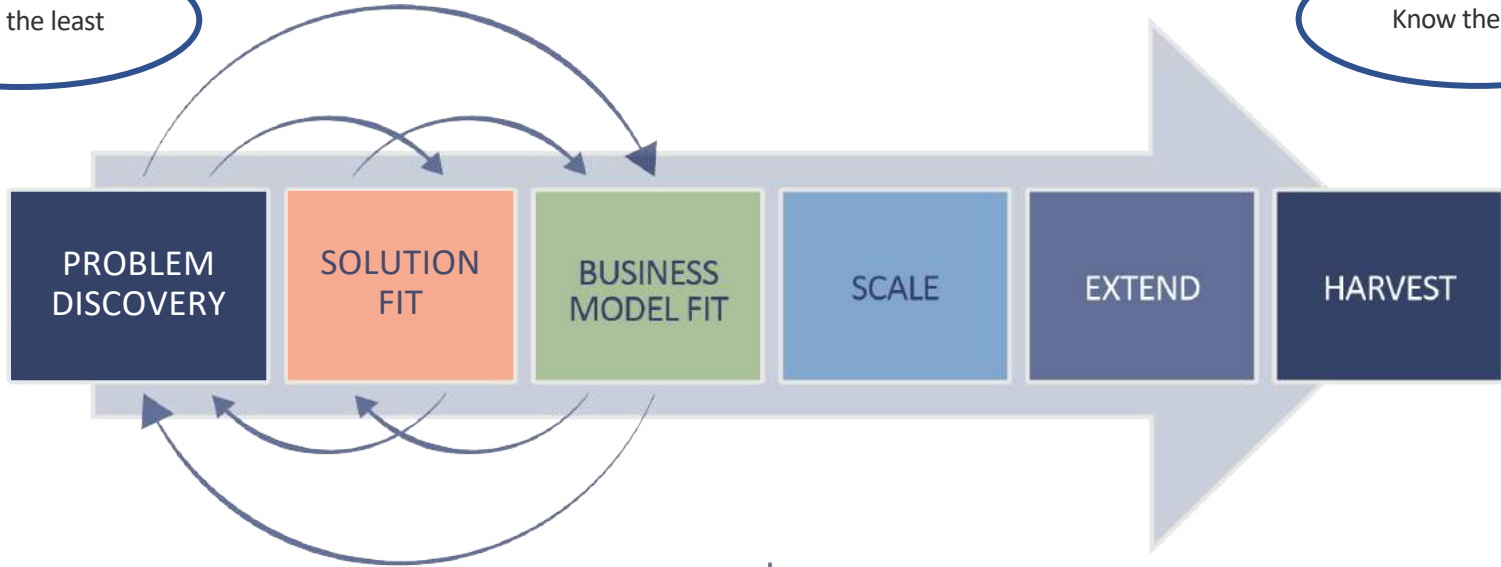


Why do they
select us?

Lean Product Lifecycle

Know the least

Know the most

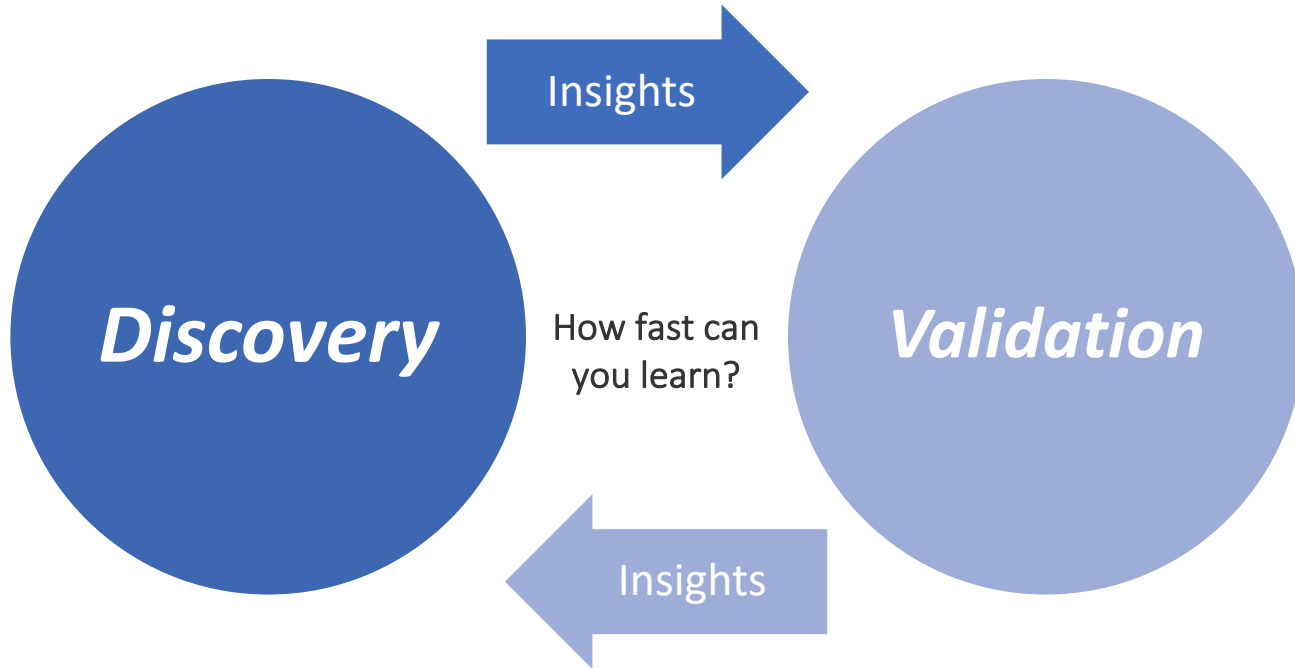


Discovery & Validation

Growth & Extraction

Basic Learning Loop

The higher our uncertainty, the greater the need to shorten the learning cycle



Iterative Development

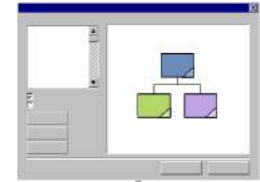
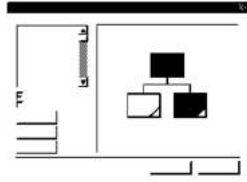
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2

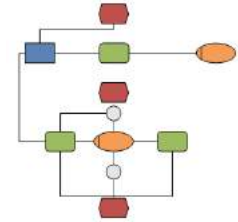
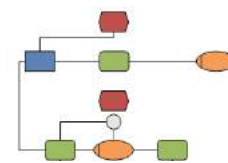
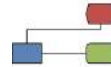
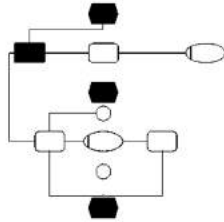
3

Release

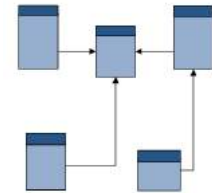
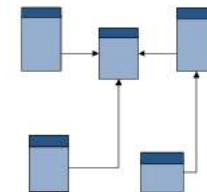
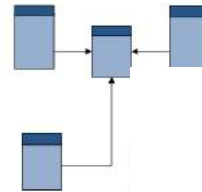
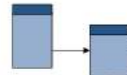
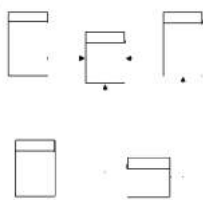
UI



Logic



Data



Incremental Development

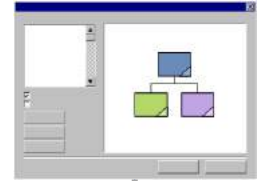
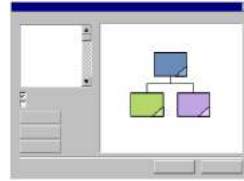
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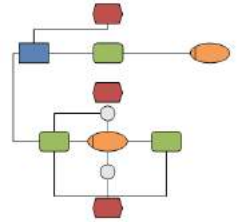
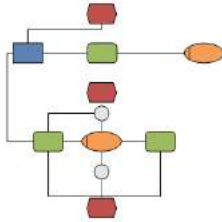
3

Release

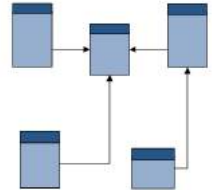
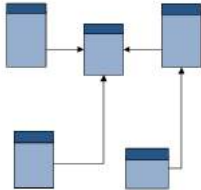
UI



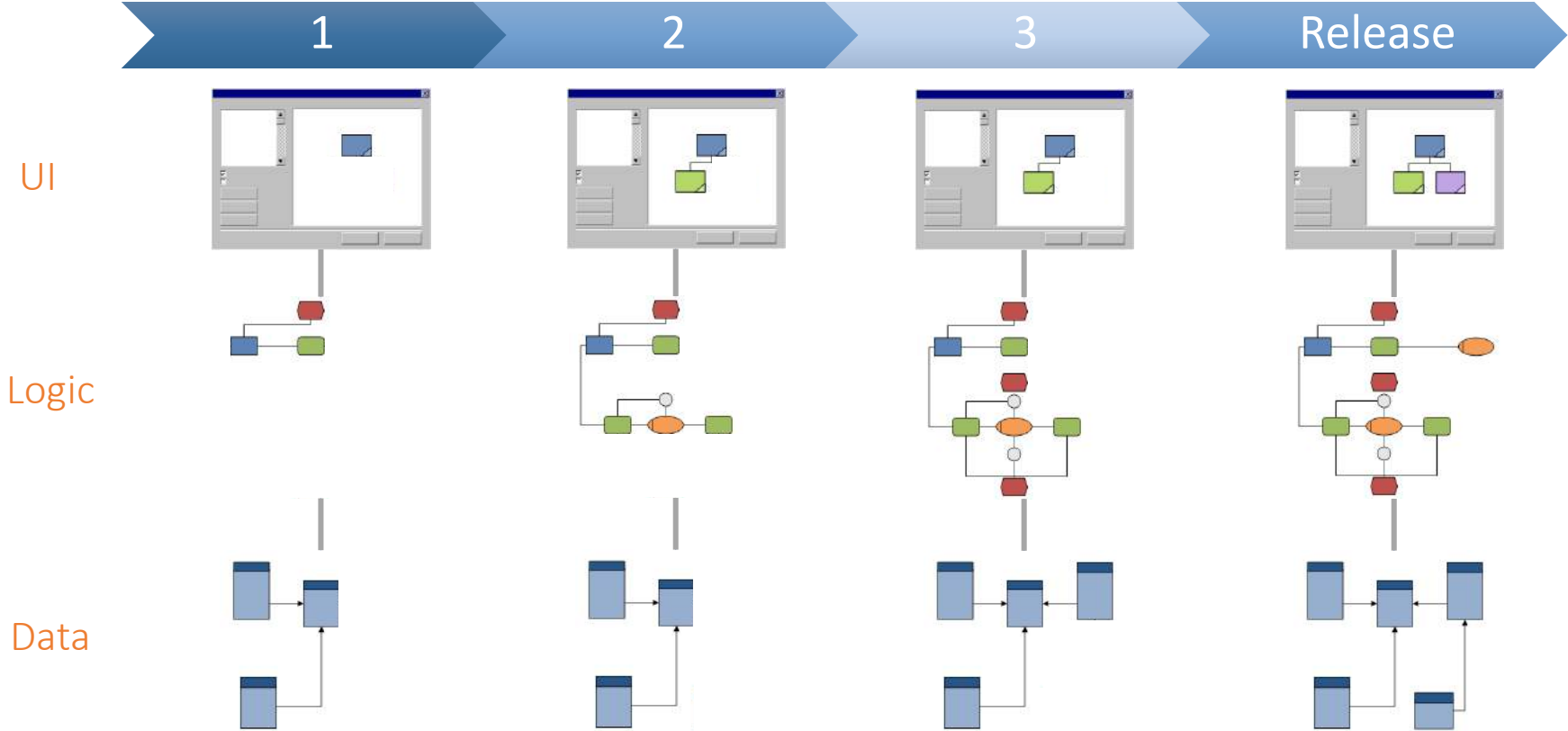
Logic



Data

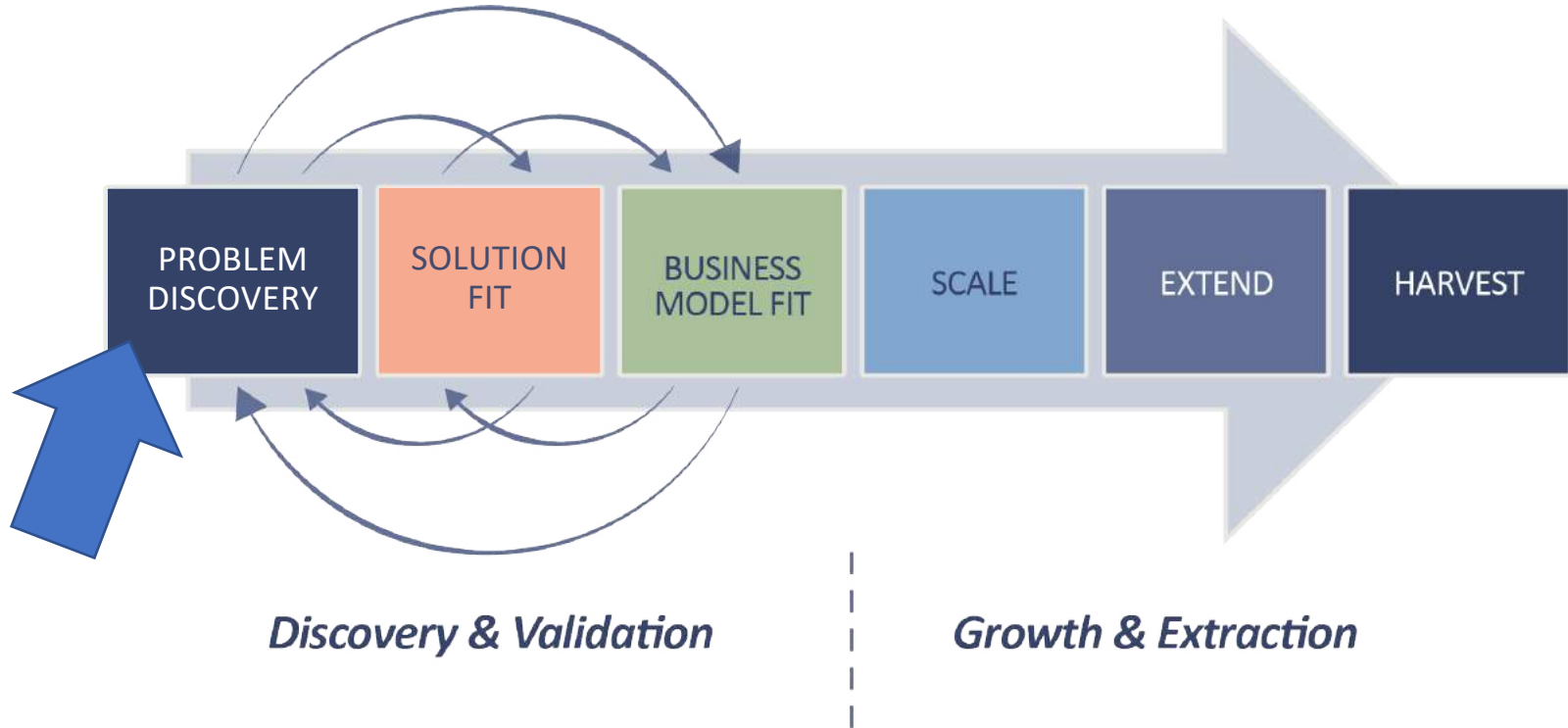


Agile is Iterative and Incremental

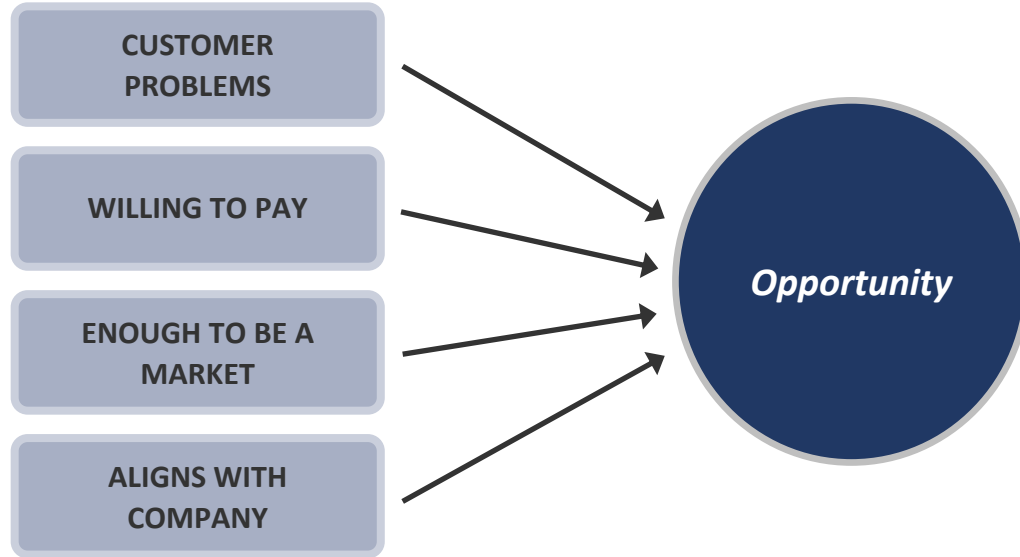


Problem Space

Lean Product Lifecycle



Is there a problem worth solving?



Problem Space

Why do people have Problems?





Users have different goals



They have different attitudes

“looks matter.”

“I want my computer to standout.”

“I want to brag to my friends about my new system.”

“Uptime is everything. If my computer’s not working, I’m not working.”

“I hate waiting for large files to process.”

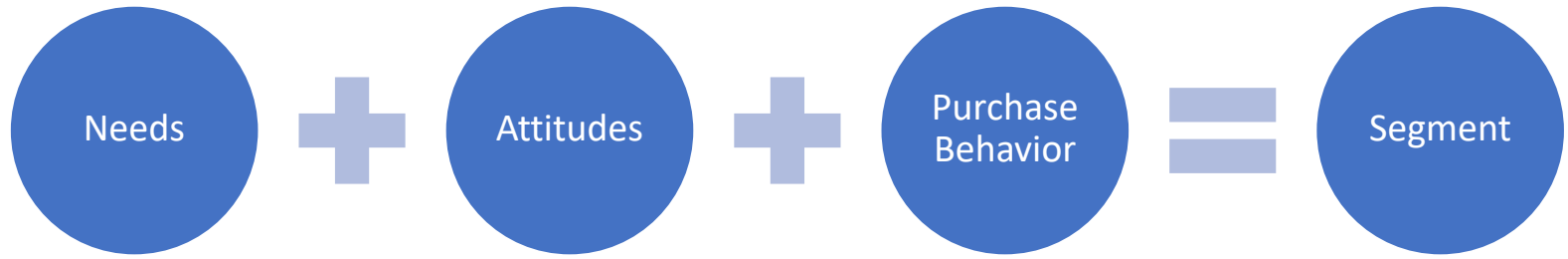
“It better be under \$1000!”

Whose Problems are we solving?

Persona

A representative icon for a segment of customers we want to serve





CUSTOMERS “HIRE” PRODUCTS

TO DO JOBS THEY NEED DONE

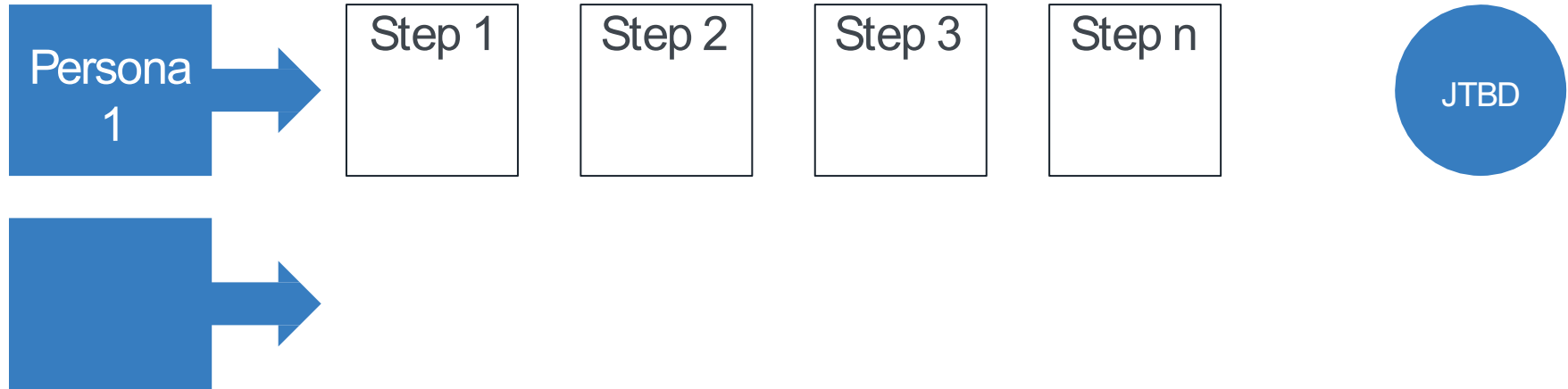


Juciero

<https://youtu.be/X1oHp-VvhDE>



Problem Journey Map



Identify pain points & emotions in the journey

Example Problem Statements

Bad

People needs podcasts to learn how to
be a product manager

Example Problem Statements

Bad

People needs podcasts to learn product management

Example Problem Statements

Bad

People needs podcasts to learn product management

Good

As a young professional looking to start a career in product management, I want a way to learn the skills needed to succeed in the role and feel prepared for a job interview

Example Problem Statements

Bad

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Good

As a young professional looking to start a career in product management, I want a way to learn the skills needed to succeed in the role and feel prepared for a job interview

Active Learning Exercise

KudozNOW

Real-time appraisal & feedback
Build an engaged and motivated organization

Reward & Appreciation System

“Employee Engagement & Employee Recognition is a 60B\$ market

“Employee Turnover costs 40-60% of Salary

“Lack of Appreciation is in the Top#5 reasons for cited for people leaving

TapMyBack, YouEarnedIt etc. have raised ~10M in VC funding recently

KudozNow - Build an MVP

Steps:

1. Persona
2. Problems (Jobs to be Done)
3. Elements of Value (EOV)
4. Prioritization
5. Requirements Management
6. Story Mapping & MVP

MVP

Grand Idea, Vision



MVP



What is an MVP?

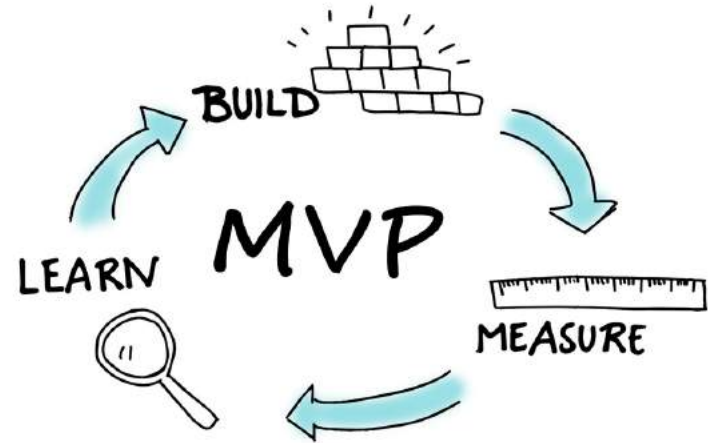
A team's effort

That brings maximum validated learning

At the minimum expense

BUT

Must be minimally valuable to customers



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WHOSE PROBLEMS ARE WE SOLVING?

- Persona
 - A representative icon for a segment of customers who one wants to focus on





Network/Security Architect: The Knowledge-Hungry Planner

"Help me connect with my vendor peers so I can learn about stuff outside of my department."

MY WORK LIFE

I'm responsible for developing network and security architectures that support my company's goals. This starts with translating requirements into a viable set of product options. I love eating up lots of networking knowledge and determining how security plays into it. At my company I am one of five subject matter experts who know a couple of vendors really well. My peers specialize in others and we collaborate more when bigger projects come along.

AGE: 41

Network/Security Architect

MY GOALS

- Scoping the projects that make the network and our team more efficient
- Being locked down well ahead of compliance audits
- Envision where we need to be in 2-3 years
- Make architectural decisions based on business priorities and drivers
- Being the recognized expert in my field

MY FRUSTRATIONS

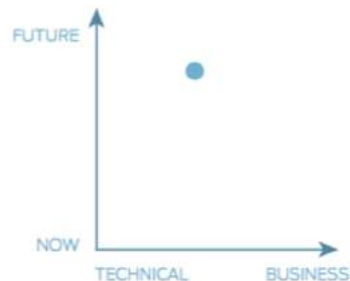
- Even small installations can mean big changes
- We've become burdened with process—things used to get done faster
- No one ever says no to projects. There's not enough prioritization
- When projects are prioritized, the ones I'm championing aren't always high on the list
- No easy way to monitor multivendor product performance across a network

MY MOTIVATIONS

- Being the go-to expert in my company/recognized in the industry
- Knowing a lot outside of my immediate area and turning varied knowledge into creative solutions
- Collaborating with peers and building my reputation among them
- Getting to touch a lot of cool technology

THE KINDS OF CONTENT I CONSUME

- Solution Briefs/Brochures
- Product Family Comparisons
- Reference Architectures
- Business Point of View



PERSONAS

- Persona
 - A representative icon for a segment of customers who one wants to focus on
- Put life in these personas with vivid details!
- Personas drive
 - Requirements Context
 - Quality Acceptance Context
 - Marketing Messages
 - Promotion/Advertisement Channels
 - Customer Acquisition Strategies



PERSONA BAG

Behaviors, Aspirations, Goals



PERSONA BUILDING

- Top 3 responsibilities & activities (JOBS)
- Top 3 obstacles and problems that interfere with success (PAINS)
- Top 3 metrics used by mgmt to measure persona's success
- Additional attributes to collect on Buyer Persona
 - What alternatives the persona believes in?
 - Where do they look for new information, ideas that will improve their job?

KudozNow: PEOPLE MANAGER



How do we characterize this persona?

KudozNow: HR LEADER



How do we characterize this
persona?

KudozNow - Build an MVP

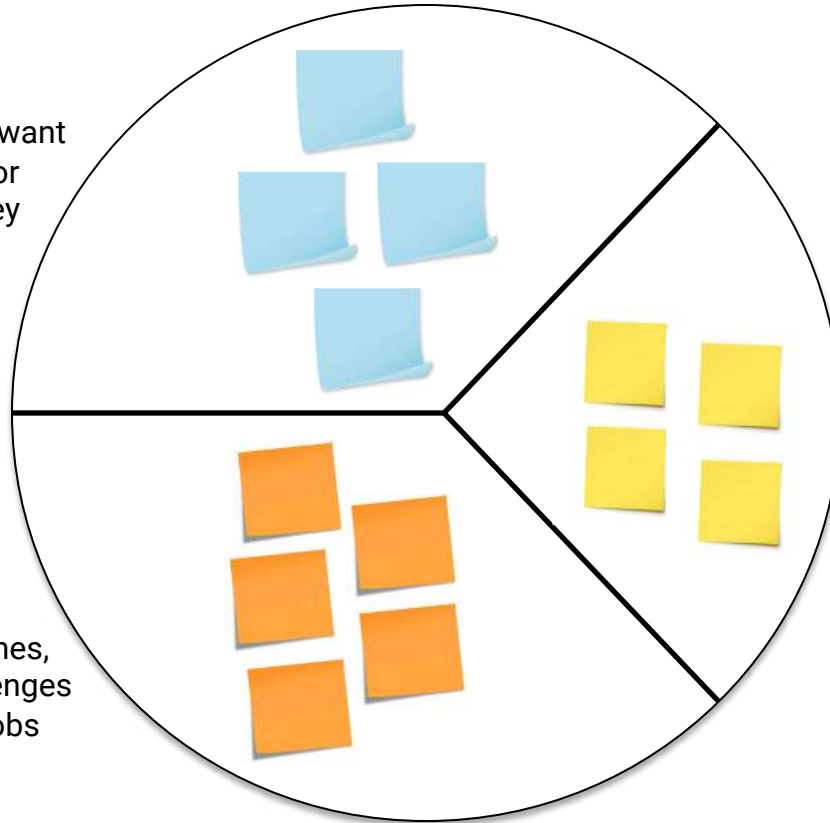
Steps:

1. Persona
2. **Problems (Jobs to be Done)**
3. Elements of Value (EOV)
4. Prioritization
5. Requirements Management
6. Story Mapping & MVP

Customer Profile Map: JTBD, PAINS & GAINS

GAINS

Outcomes customers want to achieve or benefits they seek



#JTBD

CUSTOMER JOBS

What are they trying to do?

PAINS

Bad outcomes, risks, challenges related to jobs

PEOPLE MANAGER : JOBS TO BE DONE



What is the people manager trying to get done?

HR LEADER : JOBS TO BE DONE



What is the HR leader trying to get done?

PEOPLE MANAGER : JOBS TO BE DONE



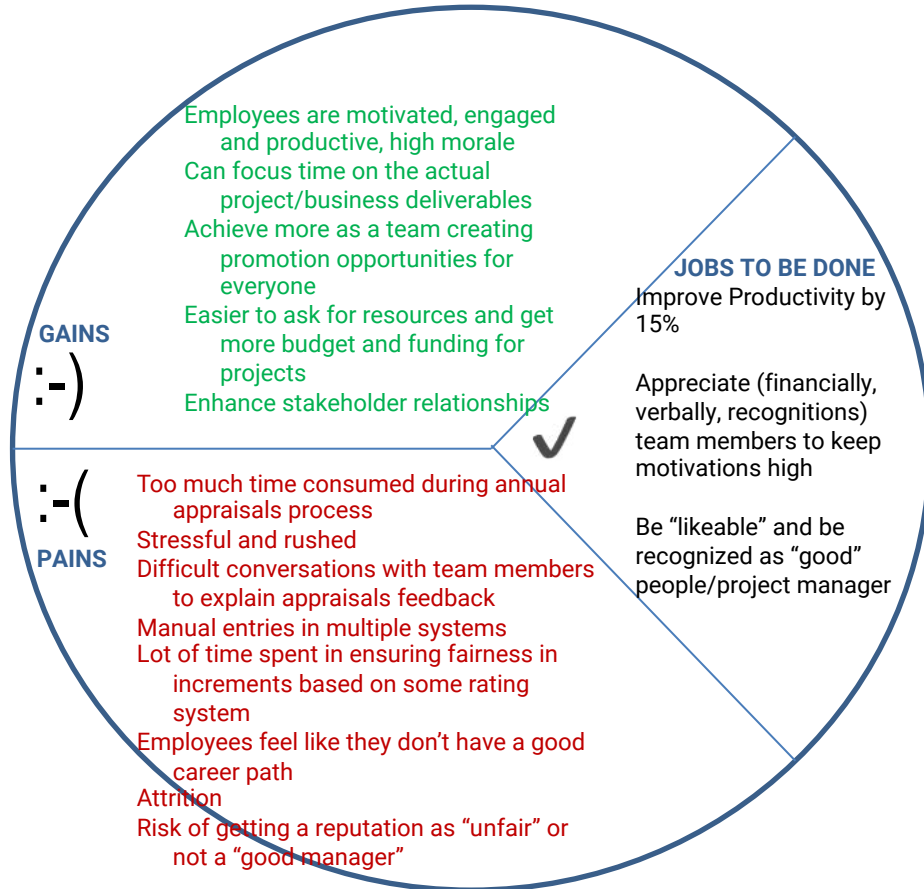
1. Improve Productivity by 15%
2. Appreciate (financially, verbally, recognitions) team members to keep motivations high
3. Be “likeable” and be recognized as “good” people/project manager
4. ...

HR LEADER : JOBS TO BE DONE



1. Reduce Attrition by 15%
2. Develop financial appreciation and motivation kickers that are highly effective for employees and efficient for budget
3. Foster an image and reputation of company as a "good employer", win the award in Top 10
4. ...

KUDOZNOW CUSTOMER PROFILE MAP : MANAGER

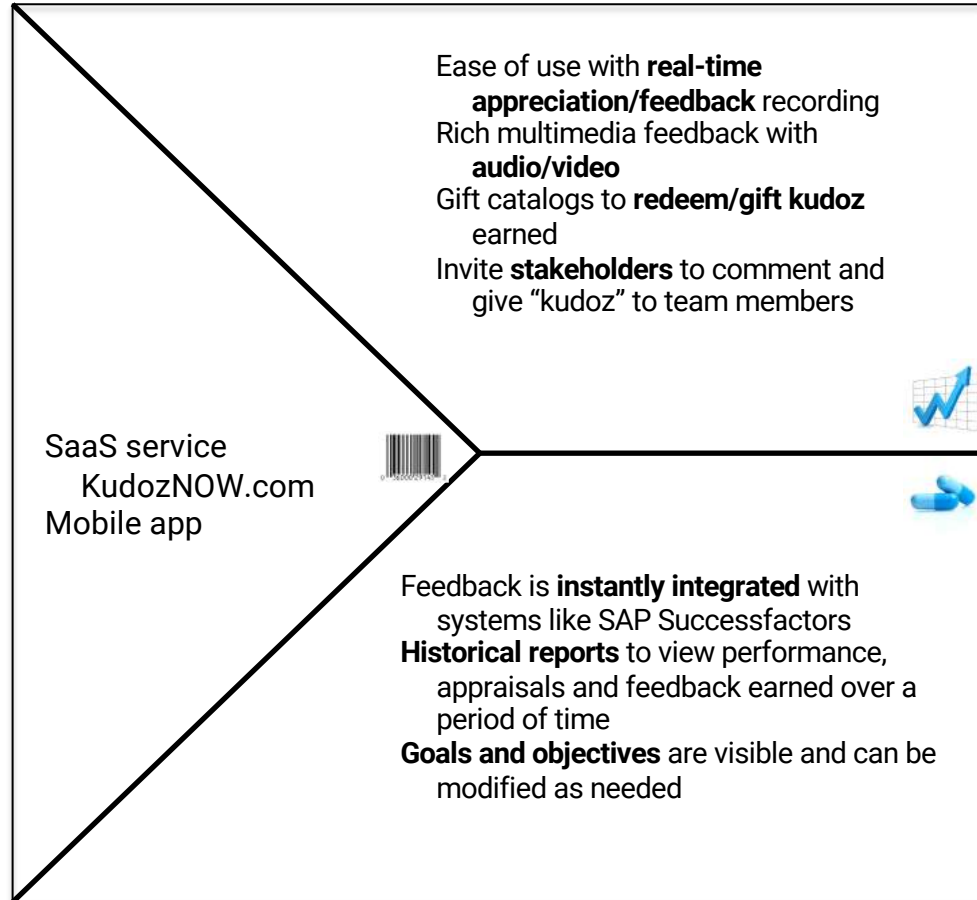


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VALUE MAP KUDOZNOW : MANAGER



ELEMENTS OF VALUE

- Pain relievers & Gain creators
- Attributes that in aggregate define a product or a service
- Attributes that different customers associate different “value” to
- Measurable
- Not just product features

Discovery of EOVs – Final Step



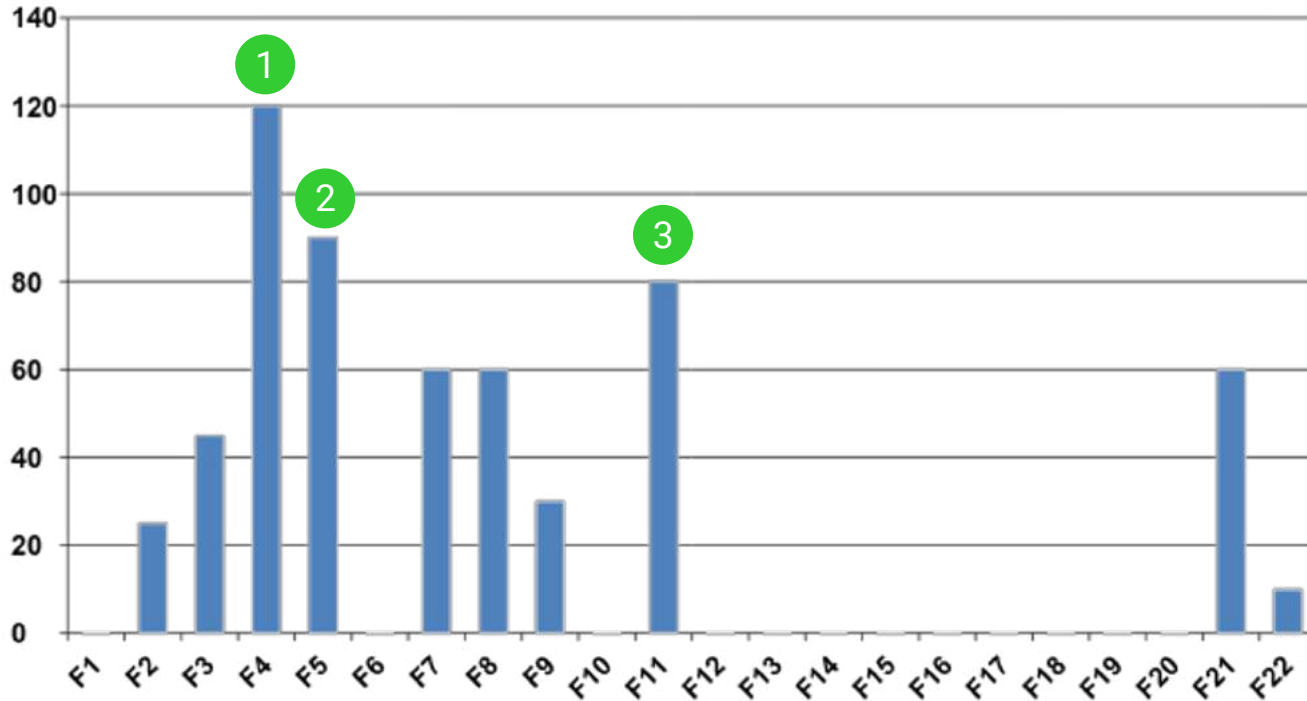
List 15-20 Elements of Value for KudozNOW

Example:

- a) Automatic Kudoz Mining from emails
- b) Reminder to give Kudoz
- c) Group Kudoz
- d) Leaderboard of Kudoz

...

Defining the MVP and Product Roadmap



KudozNow - Build an MVP

Steps:

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4. **Prioritization**
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Prioritization Techniques

1. MoSCoW
2. Custom (Business Goals)
3. \$100 Test
4. Data Informed Prioritization (RICE, ...)
5. Kano
6. ...

PRIORITIZATION ON BUSINESS GOALS

		Theme/Epic				
	Weight	Theme/Epic	Theme/Epic	Theme/Epic	Theme/Epic	Theme/Epic
Part of Strategy	10	1				1
Competitiveness	5	1		1	1	
Generates revenue in next quarter	7	1	1		1	
Total		22	7	5	12	10

VALIDATION TECHNIQUE

\$100 Test – Forced Ranking



- Key objective is to prioritize the elements of value
- Fixed \$100 to spend
- Assign value to features
 - Not less than \$20 and
 - Not more than \$35
- Must add up to \$100
- Make the customer think like a PM



100\$ TEST : KUDOZNOW

Name: _____ Email: _____

Role (circle one): Manager HR Leader Employee Other

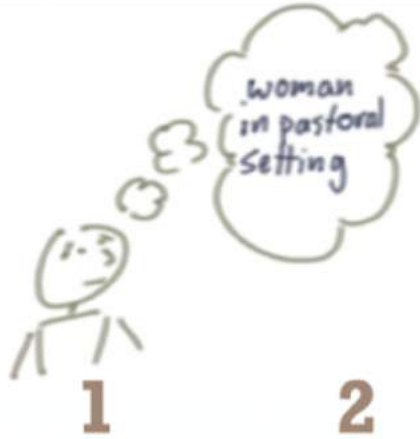
- | | |
|--|---|
| <input type="checkbox"/> Kudoz exchanged for bitcoins | <input type="checkbox"/> Skill Publishing |
| <input type="checkbox"/> Reminder to Appreciate | <input type="checkbox"/> Kudoz Mining (ex. Email thanks, WhatsApp) |
| <input type="checkbox"/> Integration with Social Networks (ex. Facebook/Linkedin) | <input type="checkbox"/> Audio Video Feedback |
| <input type="checkbox"/> Integration with Internal Portal (ex. Sharepoint, Yammer) | <input type="checkbox"/> Integration with Amazon for gift/redeeming kudoz |
| <input type="checkbox"/> Allowing Anonymous Feedback | <input type="checkbox"/> Gamifications on Recommendations (ex. Kudozbuzz) |
| <input type="checkbox"/> Allowing External Feedback (ex. Vendors, customers) | <input type="checkbox"/> App works Offline |
| <input type="checkbox"/> Negative Attributes Provisioning | <input type="checkbox"/> Enterprise Reporting |
| <input type="checkbox"/> Employee Directory Integration | <input type="checkbox"/> Integration w Appraisal Mgmt System |
| <input type="checkbox"/> Portable Kudoz (across companies) | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Group Kudoz (ex. Project teams) | |

KudozNow - Build an MVP

Steps:

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6. Story Mapping & MVP

MORE THAN ONE WAY TO GET TO MONA LISA



Iterating from vague idea to realization allows for learning and adjustment along the way.



WATERFALL → AGILE

Requirements



User Stories

MRD/PRD



Product Backlog

Project Manager



Scrum Master

“Absent”
Product Manager



“Continuously Available”
Product Owner

WHAT RESIDES IN THE PRODUCT BACKLOG

Anything that requires the team to spend time during the sprint

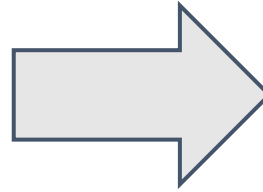
Functionality

Defects

Technical Requirements

Infrastructure Requirements

Urgent/Big Deal from Sales



Product Backlog

AGILE USER STORIES

- Independent
- Negotiable
- Valuable
- Estimable
- Small
- Testable



USER STORIES

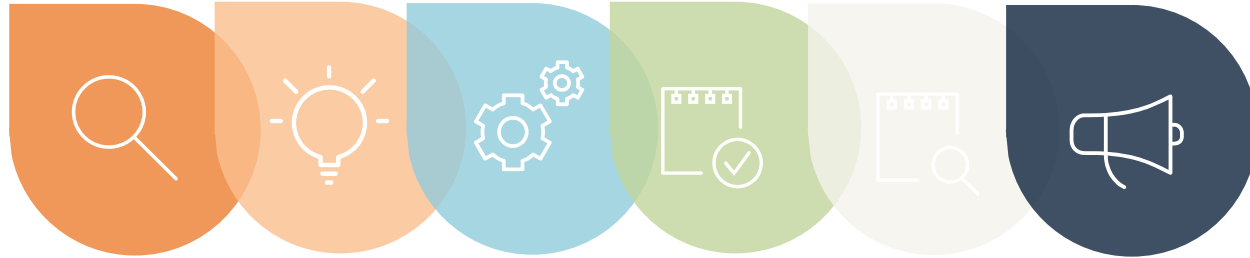
User Story Template
As a [user role]
I want to [desired feature]
so that [value/benefit]

As a user i want to search for products by product name so that i can find the product that i am looking for

As a user i want to search for products by image so that i can find the product that i am looking for

As a user i want to have advanced search for products so that i can find the product that i am looking for

TYPICAL STORY LIFECYCLE – 6Cs



Card

User Story
Unit that explains the task & goal for a given persona

Conversation

Common Understanding of Requirements with Customer Context

Construction

UX Wireframing & Developments

Confirmation

End of Sprint Acceptance by Product Owners

Consequences

Business Impact, Change in Priorities.

Collection

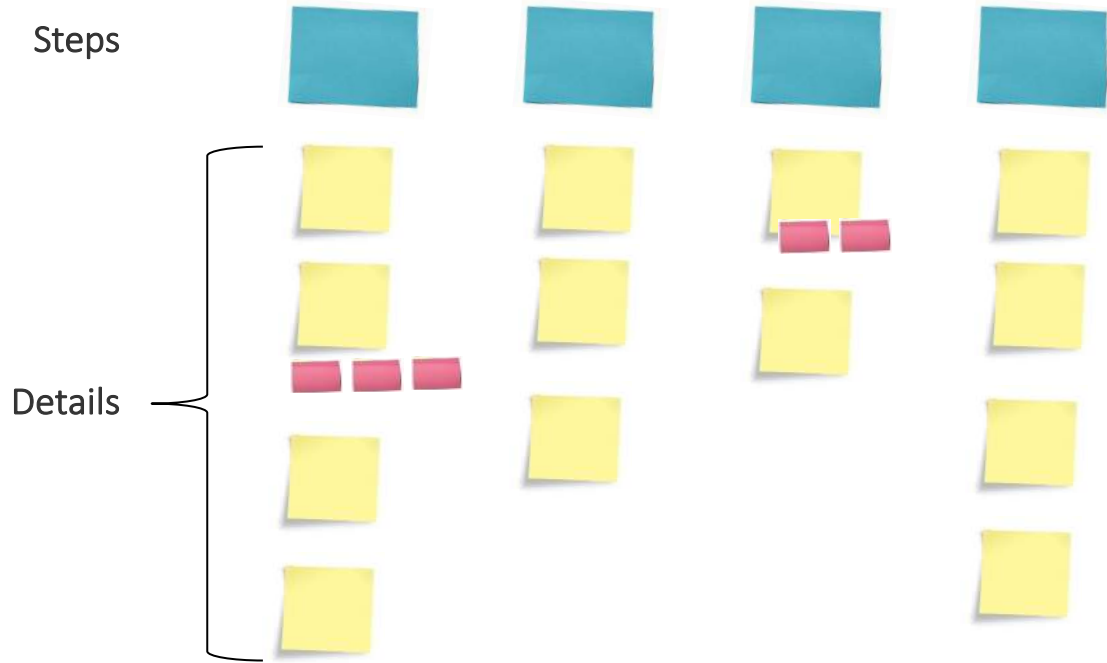
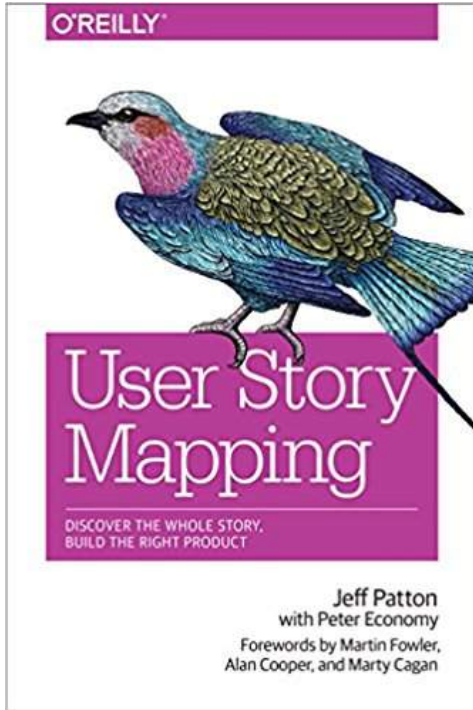
Always ready to Release!

KudozNow - Build an MVP

Steps:

1. Persona
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4. Prioritization
5. Requirements Management
6. **Story Mapping & MVP**

Map features to user's goals



Learn more at
<http://jpattonassociates.com/>

Story map elements and layout

Personas

Backbone

User Goals

User Tasks

Sub tasks

UI, other

details

First Slice

Next Slice

(Persona)
John, IT
Manager

JTBD/
User Goals:

Give Kudoz

Run Report

Redeem Kudoz

Activities/
Tasks:

(Persona)
John, IT
Manager

JTBD/
User Goals:

Give Kudoz

Activities
/Tasks:

Login

Search
Target

Select
Attributes

Award
Kudoz

Attach
Feedback

**SSO with
AD**

Direct

System

**Award
Kudoz**

**Record
Text**

LinkedIn
Login

Group

Create
New

Record
Audio

Facebook
Login

Record
Video

Google
Login

Technical Story -
Integrate with Active
Directory

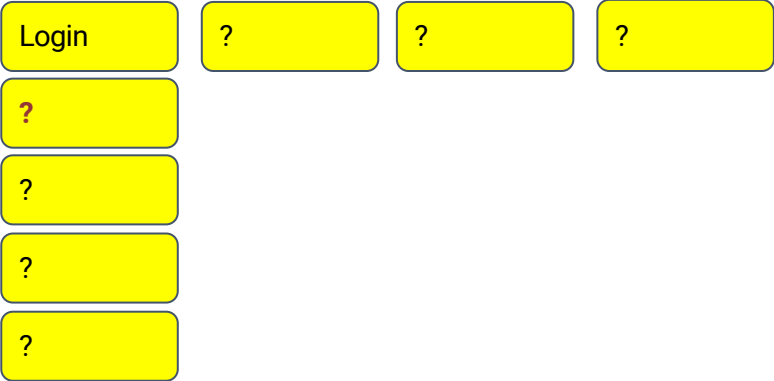
Technical Story – Integrate with
Smartphone Audio/Video API

(Persona)
John, IT
Manager

JTBD/
User Goals:

Run Report

Activities
/Tasks:

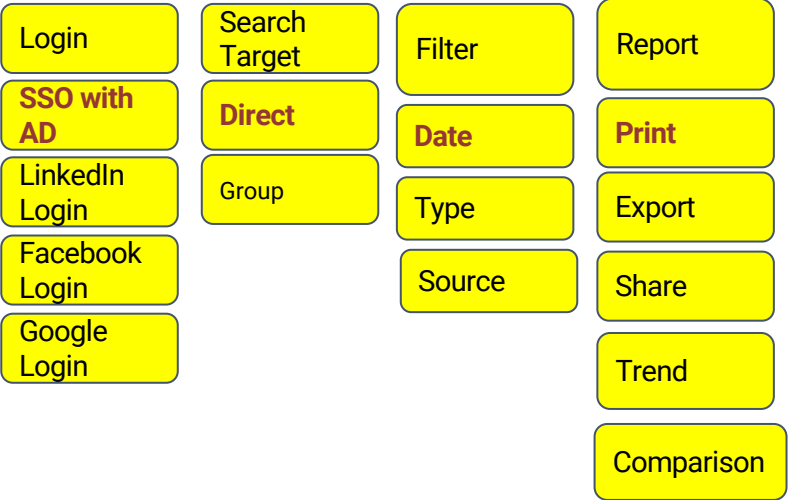


(Persona)
John, IT
Manager

JTBD/
User Goals:

Run Report

Activities
/Tasks:



Roadmaps

What is a Roadmap?

A **visual tool** to show how your **vision and business + market objectives** are realized **over time**

Roadmap Types



Product Roadmaps



Business Roadmaps

Overview of business's strategic objectives, plans. E.g. Enter new market, launch of new BU



Sales & Marketing Roadmaps

E.g. Marketing Strategy, Content Calendar



Technology Roadmaps

Align and build clarity around Technology Initiatives. E.g. IT Apps deployment)

3 Pillars of a Roadmap



Strategic Goals



(Objective)
Prioritization

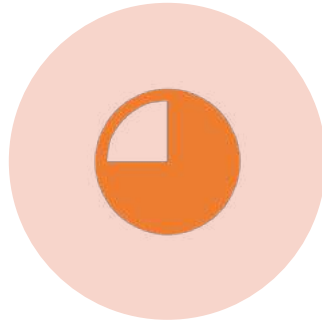


Diplomacy

My top 3 Roadmap Hazards



TRYING TO PLEASE
EVERYONE –
'FEATURE SOUP'



ARBITRARY
ESTIMATIONS OF
SCOPE & TIME



REVENUE
RECOGNITION
PROBLEM

Different Types of Product Roadmap

- Strategic Roadmap
- Release Roadmap
- Capabilities Roadmap
- Objectives Based Roadmaps
- Theme based Roadmaps

Create alignment and secure resources

BUILD THE RIGHT PRODUCT. BUILD IT RIGHT



MANAGING PROJECTS TO EXPERIENCES
Deliver for Delight, Customer Centricity



MINDSET TO SEE BIG PICTURE
Develop “end to end”
understanding



SKILLSETS TO
EXPERIMENT & LEARN
Staying Relevant

STRIVE TO BE A “CROSS FUNCTIONAL” PRODUCT LEADER