

# WHAT A PRODUCT MANAGER DOES

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*And How You Could End Up in Jail Doing It*





# LINCOLN STEFFENS

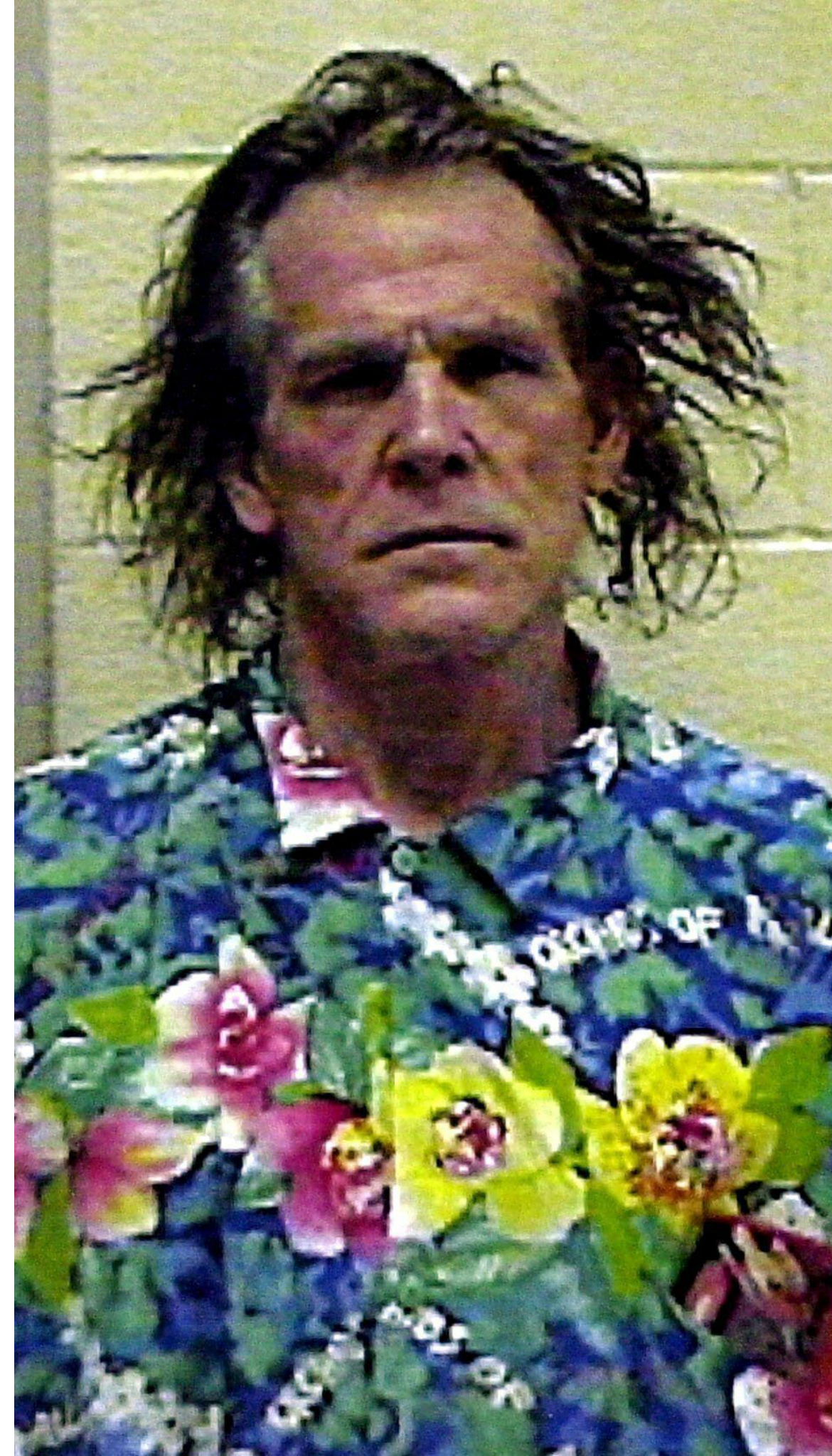
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- 15+ Years in Product Management
- Large and Small Companies
- B2B
- Small and Enterprise Products
- Started Own Franchise



# MY MUGSHOT

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# WHAT IS THE PURPOSE OF BUSINESS?

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We solve  
problems







**WHERE DO WE COME FROM?**

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**CEO OF THE SOLUTION**





“

Communication is the Most  
Important Skill Any Leader Can Have

*-Richard Branson*





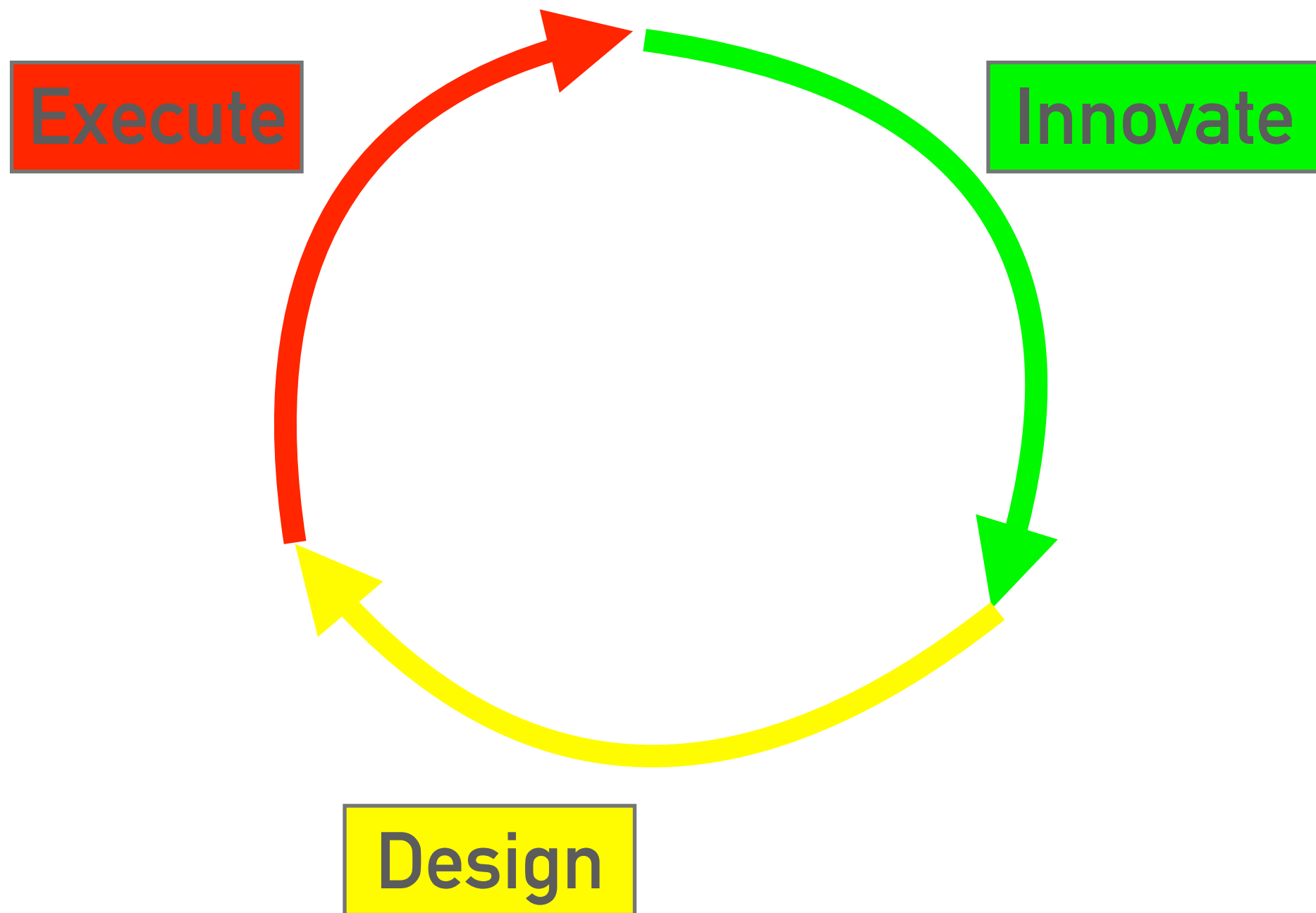
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Product management drives the vision, strategy, design, and execution of the product.

*-Sachin Rekhi*

*Former Director of Product, LinkedIn*





“

Innovation is “the introduction of something new.”

-Merriam-Webster.com



*iPhone*





*Model T*

“

When Henry Ford made cheap, reliable cars, people said, ‘Nah, what’s wrong with a horse?’ That was a huge bet he made, and it worked

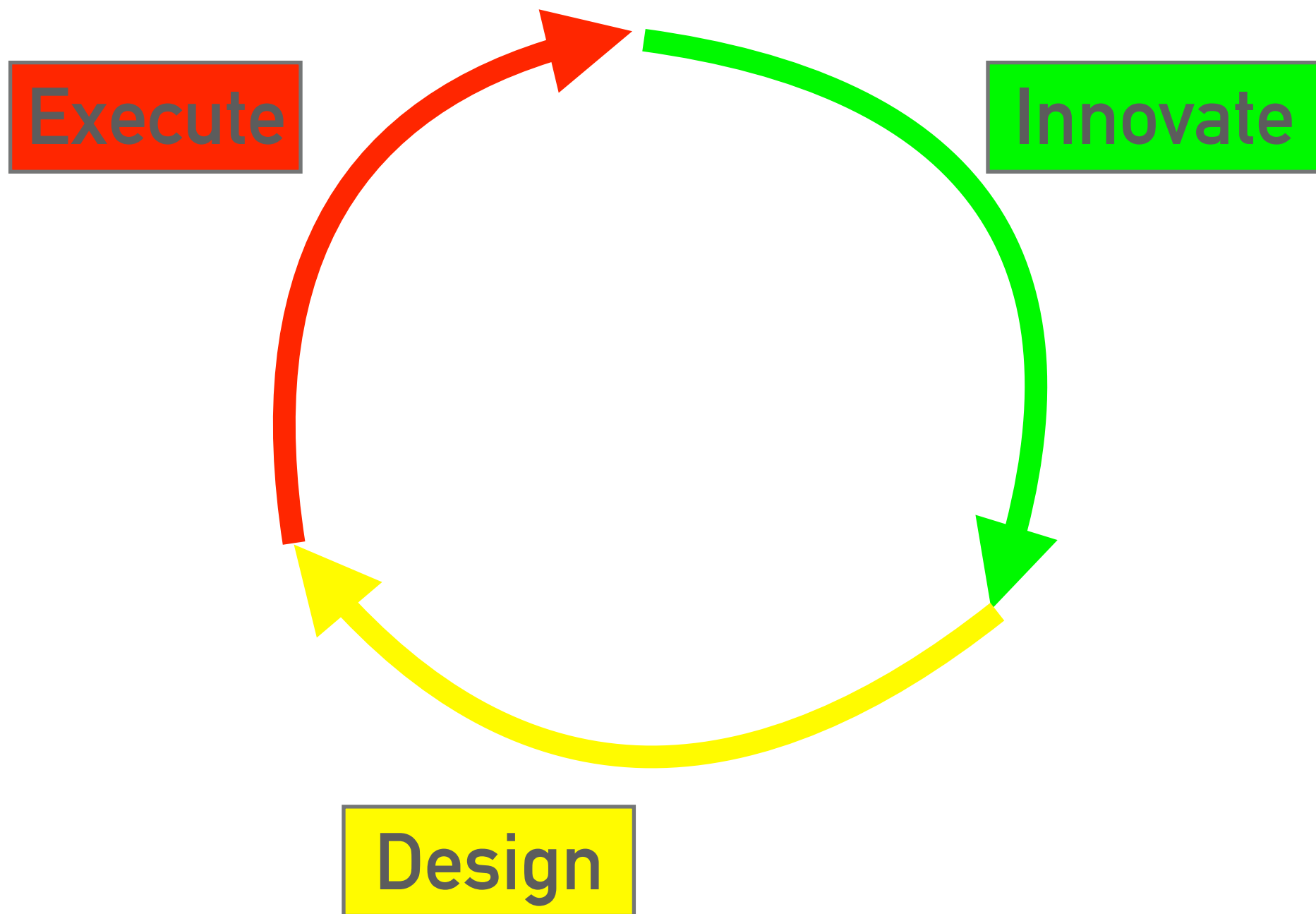
*-Elon Musk*

# INNOVATION

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- Define the Problem
- Focus the Solution
- Define the Market
  - Market Size
  - SWOT Analysis of competitors
- What is the “Something New?”





“

Be stubborn on vision, but flexible on details.

*-Jeff Bezos*



# DESIGN

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- How does it solve the problem?
  - What does the customer actually care about?
- Who is the ideal customer?
- What is the Minimum Viable Product?
- Build or Buy
  - How to interact with current systems?
  - How it fits in with current products?
- Properly define the user experience
- Figure out Key Performance Indices
- Branding

# TROPICANA

.....

- 2009 Repackage
- Emphasis on Orange
- Emphasis on Freshness
- Emphasis on Health



Old



New





# The power to be your best no matter what you do best



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The power to be your best

# Sorry, no beige.



Think different.

# Uber

## UBER

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- Part of New Ad Campaign
  - Moving Forward
- Easier to See
- Simpler
- New Culture



“

People will find the money for what they want.

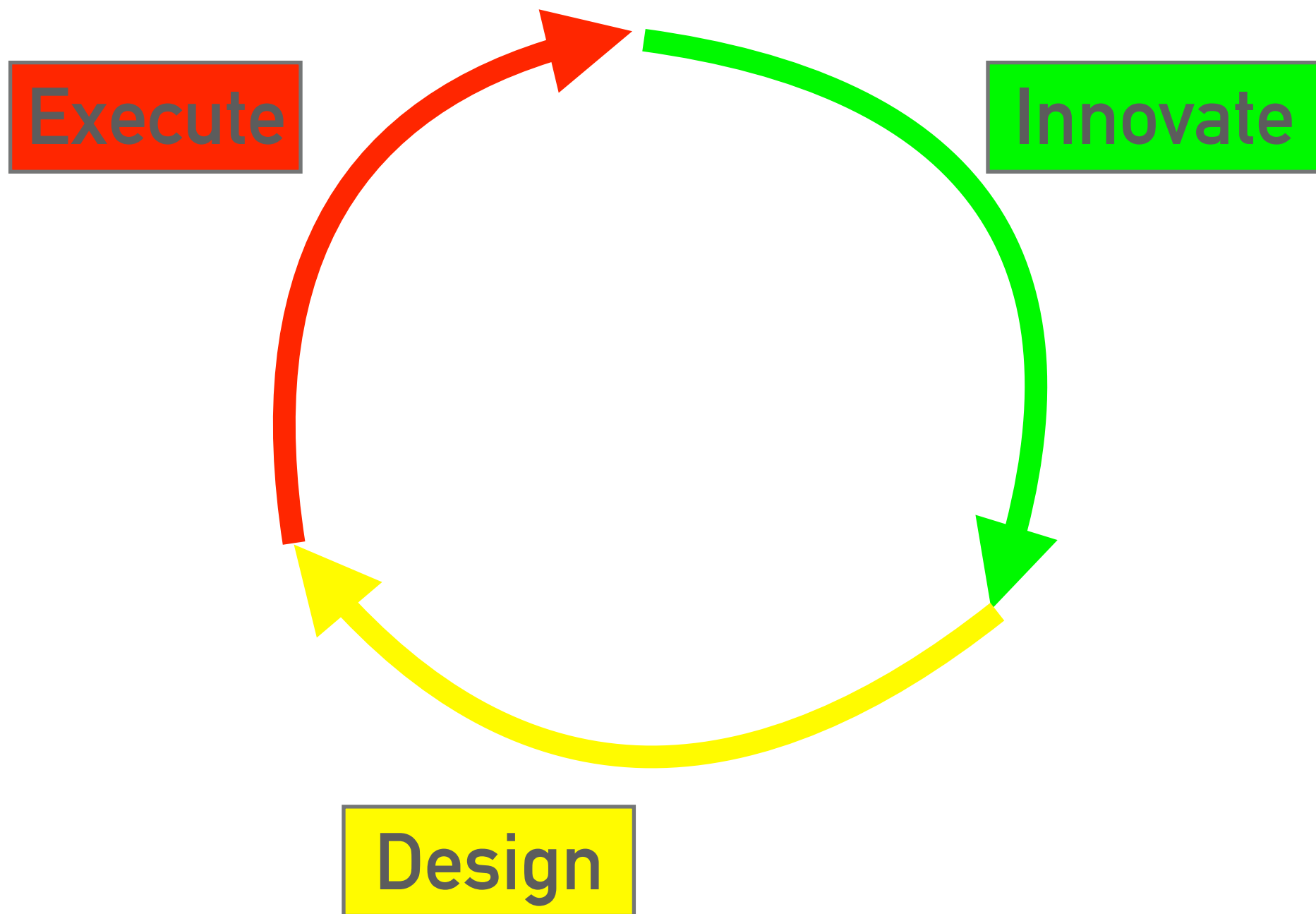
*-Dale Furtwengler*

# PRICING

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- Pricing Strategy
  - One-time
  - Monthly Recurring
- Many Different Models
  - Market Based
    - Can have multiple prices based on location
  - Value
    - Figure out market price and determine the premium to charge for your particular value
  - Cost Plus





# EXECUTE

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- Revisit Goals
  - Realistic
  - Achieve Desired Profit
  - Review Attach Rate
- Training
  - Webinar
  - Automated
  - Face-to-Face
- Results!

# EXECUTE – GO TO MARKET STRATEGY

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- Sales Channels - Call center, Feet on the street, Account managers, Technical sales
- Content - Value Proposition
  - How does your product solve the problem?
- Website Update
  - Customer/Prospect Data Collection
  - Follow-Up Plan
  - Buy Flow
  - Links from the Main Page and Complementary Product Pages
- Search Engine Optimization
  - Can it be found?
  - Is it at the top of the list?
  - Organic and paid search engine results page?

**THE BEST PLACE TO HIDE A DEAD  
BODY**

**IS PAGE TWO OF THE GOOGLE  
SEARCH RESULTS**





# CONTENT

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- Collateral / Brochures
- White Papers
- Blogs
- Media Releases
- Social Media
  - Social Newsrooms
  - Employee Shares/Retweets



## MAJOR LIFE EVENTS

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- Going to College
- Moving to a New Town
- Getting Married
  - New type of coffee
- New House
  - Different cereal
- Divorce
  - New beer
- Having a Baby

# EXECUTION – SALES

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- Sales
  - Incentives
  - Commissions
  - Quotas
- Sales Support
  - Large Account Support
  - Custom Pricing
  - Custom Packaging

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The skilled art of bringing third grade mathematics to the sales force

*-Marc Bowers*



# PROMOTIONS

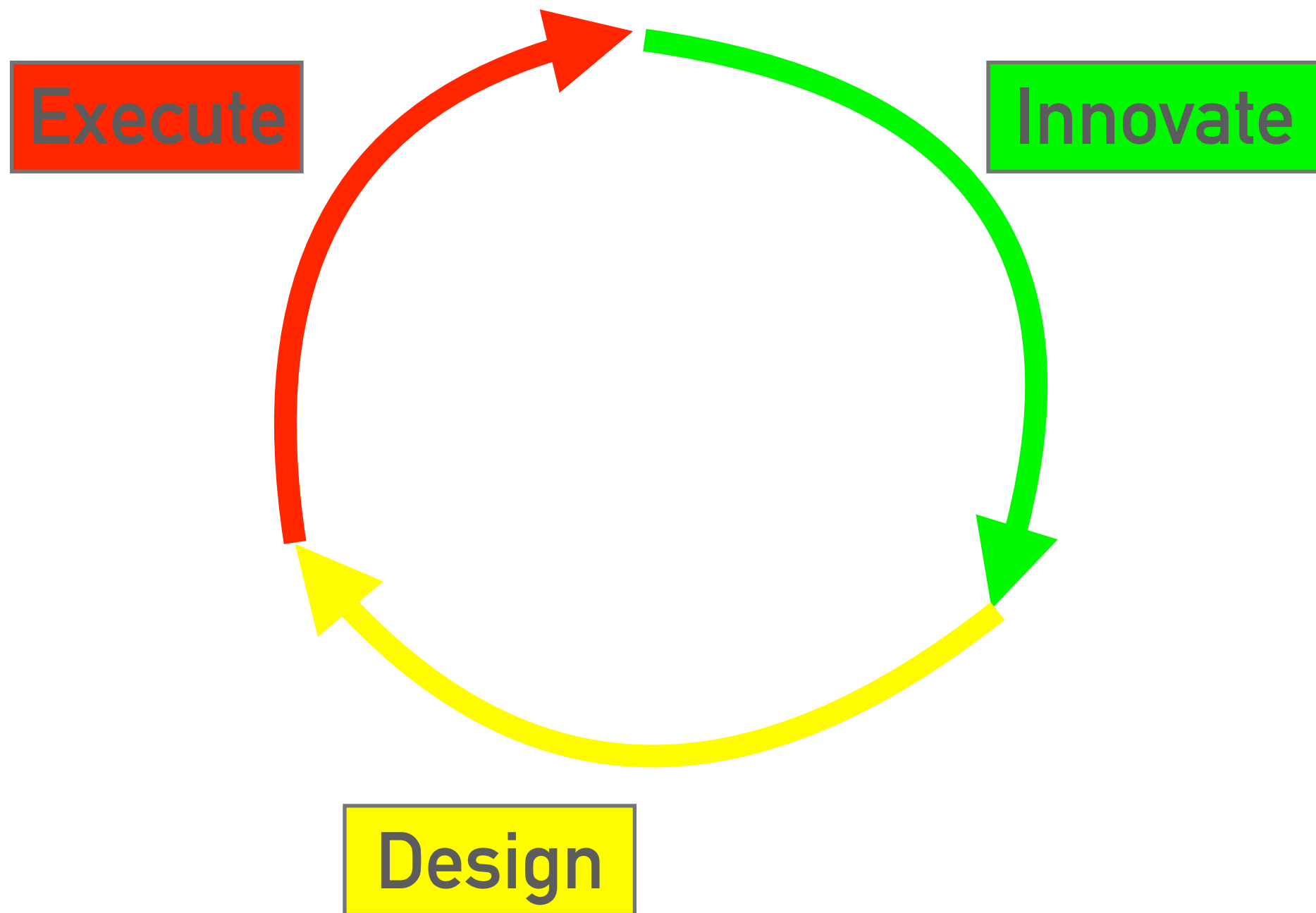
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- Discounts
  - Coupons
  - Sales
- Prizes / Gift Cards
- Bundles
- Advertisements

# VOICE OF THE CUSTOMER

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- Web Chat
- Email
- Support Teams
- Sales
- Customer Visits



# ORGANIZATION STRUCTURES



# AT&T ORGANIZATION STRUCTURE

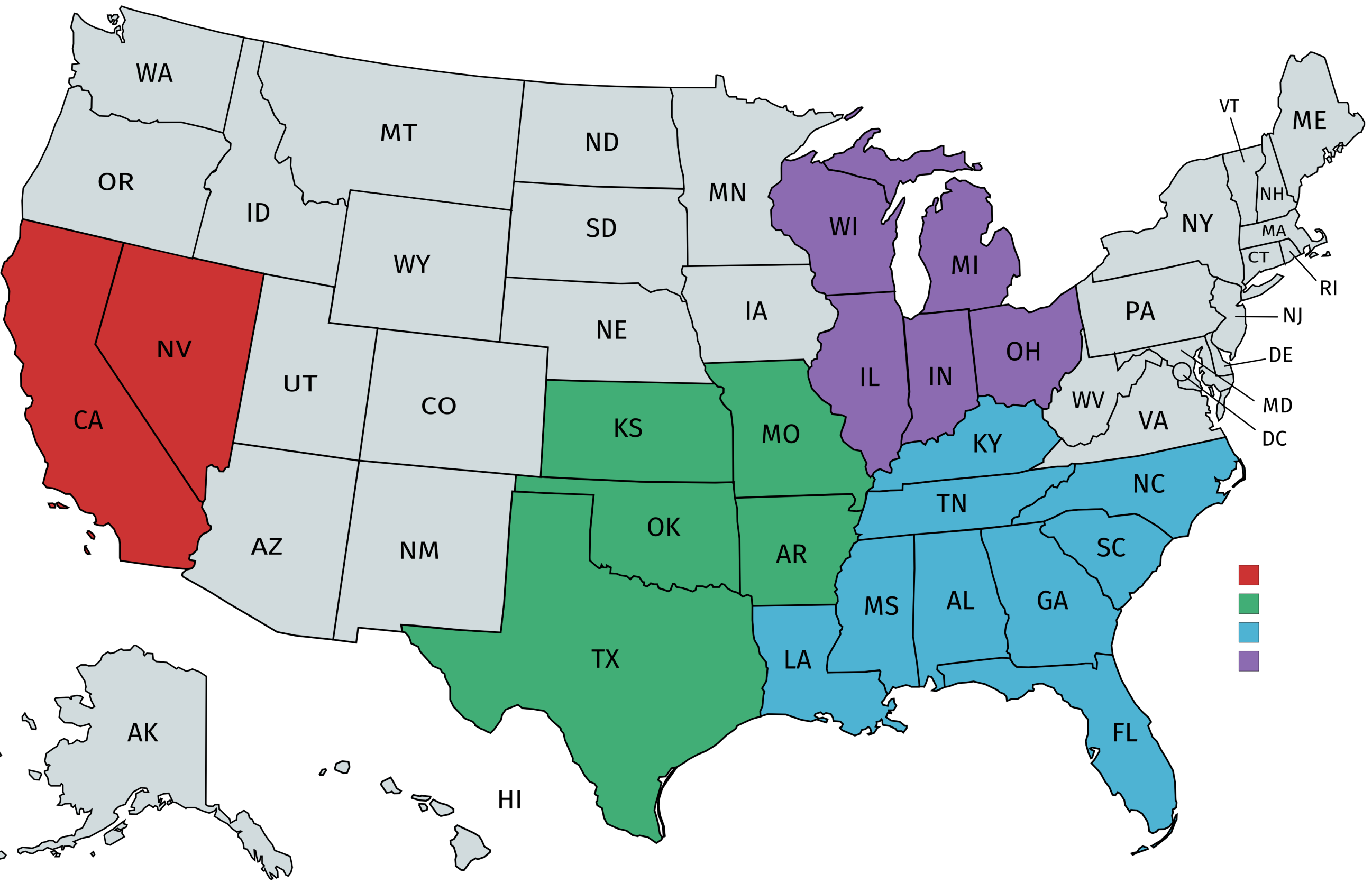
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- Very Top Heavy
  - VP, AVP, Director, Product Manager
- Grouped by Large Customer Type
  - Consumer, Business, Wholesale
- Grouped by Product Type
  - Voice, Data, Services

# GENERAL ORGANIZATION

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Consumer	Business		Wholesale
	Enterprise	Small Business	
Voice Data Services	Voice Data Services	Voice Data Services	Voice Data Services



# ORGANIZATIONAL STRUCTURE

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Google	Amazon	Facebook	Microsoft	AT&T
Associate Product Manager		Rotational Product Manger		
Product Manager (3 levels)	Product Manager (2 levels)	Product Manager (4 levels)	Program Manager (4 levels)	Product Manager
Senior Product Manager			Senior Program Manager	
Group Product Manager	Principal Product Manager		Principal Program Manager	
Director	Director	Director	Partner	Director

**THANK YOU!**