

WHEN THE TAIL WAGS THE DOG!

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John Mansour



ZIGZAG Marketing™
HIGH TECH PRODUCT MANAGEMENT



How Does It Happen?





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!

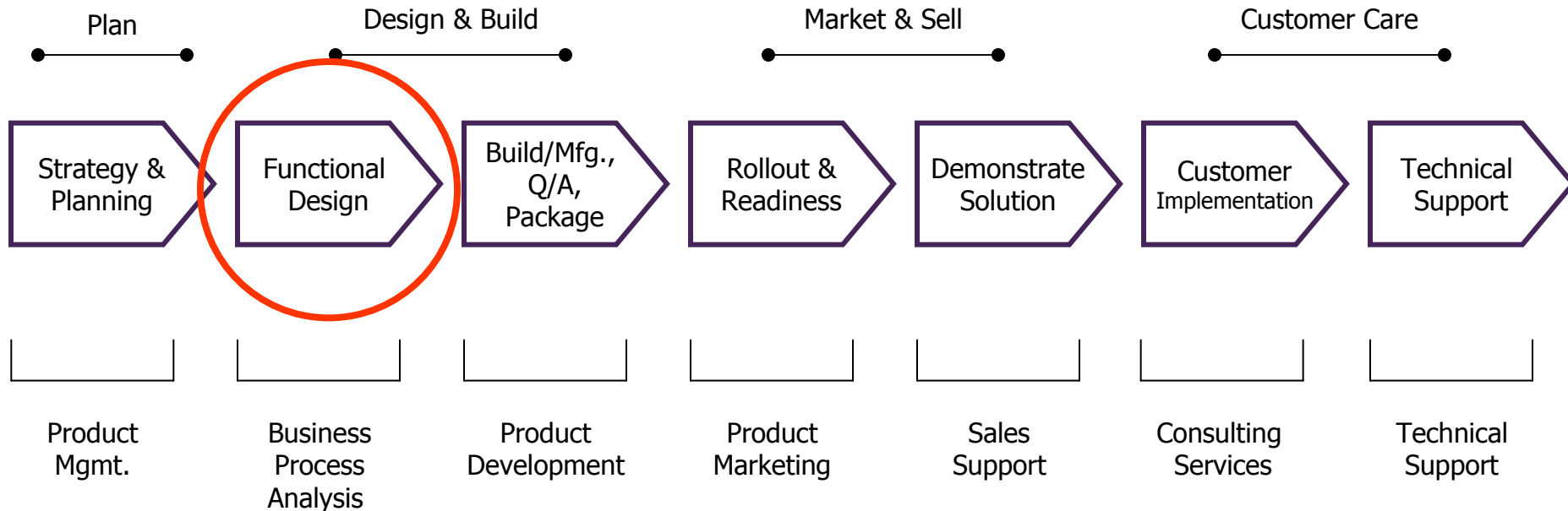
1. BALANCE YOUR TEAM



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A Balanced Product Team





Headcount Vs. Roles

1 Person – 4 Roles



GOOD LUCK!

Strategy &
Planning

Functional
Design

Build/Mfg.,
Q/A,
Package

Rollout &
Readiness

Demonstrate
Solution

Customer
Implementation

Technical
Support



Headcount Vs. Roles

2 People – 4 Roles
option 1



Strategy &
Planning

Functional
Design

Build/Mfg.,
Q/A,
Package

Rollout &
Readiness

Demonstrate
Solution

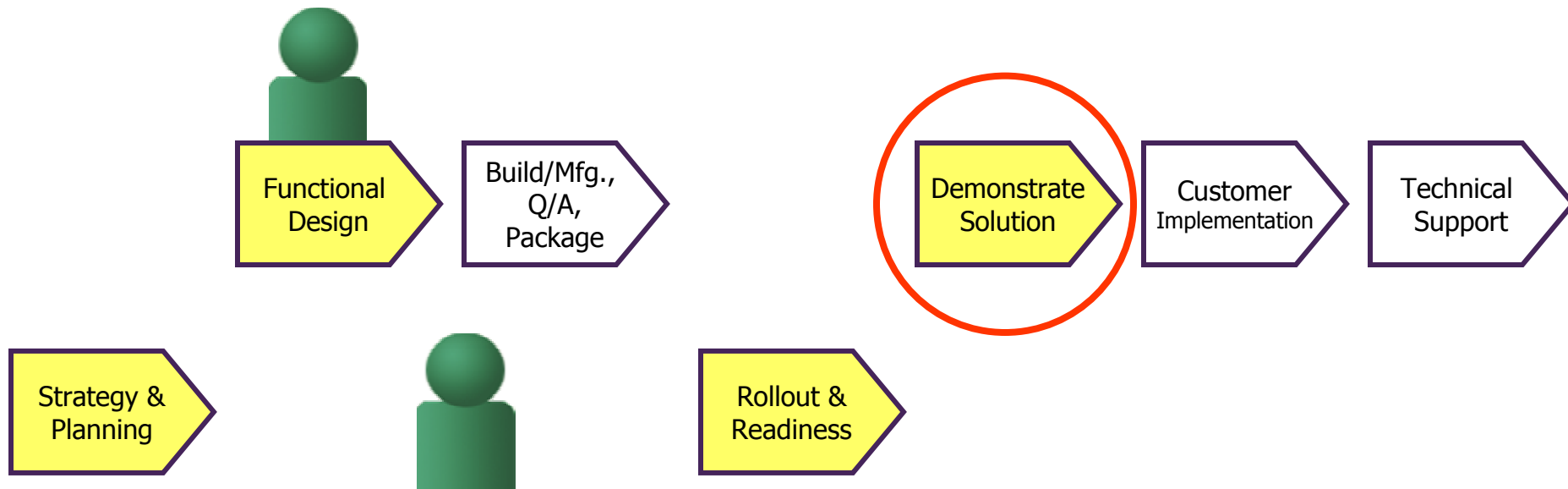
Customer
Implementation

Technical
Support



Headcount Vs. Roles

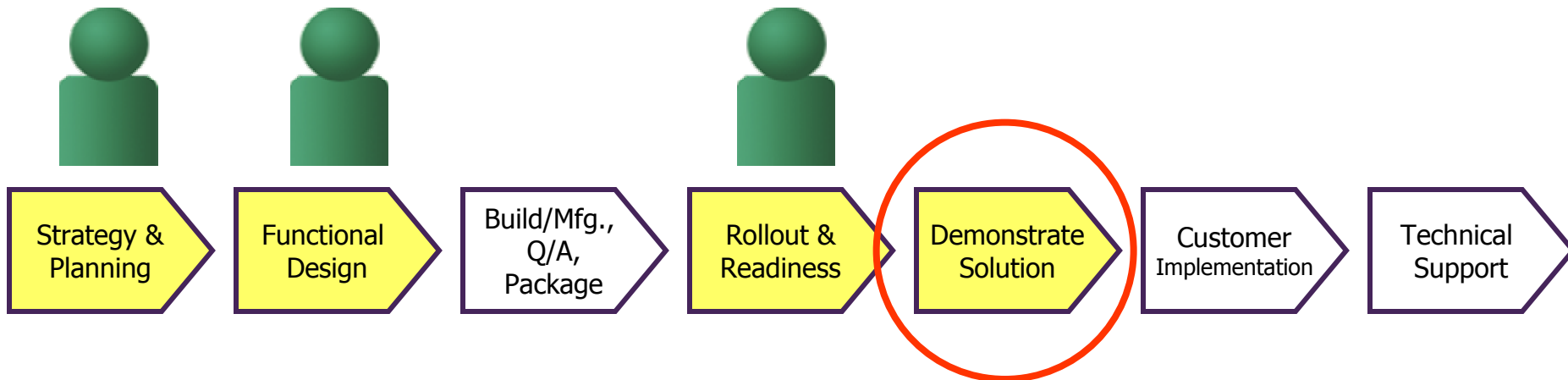
2 People – 4 Roles
option 2





Headcount Vs. Roles

3 People – 4 Roles

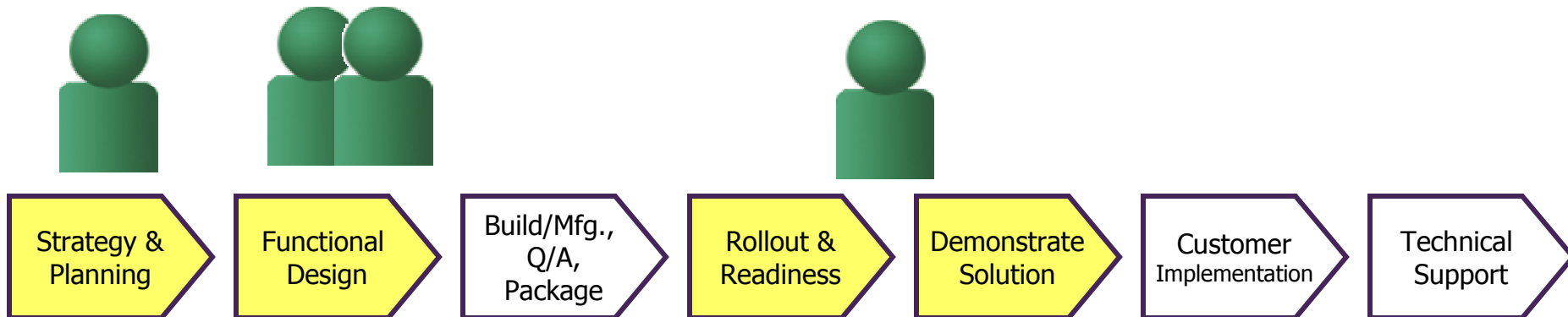




Headcount Vs. Roles

4 People – 4 Roles

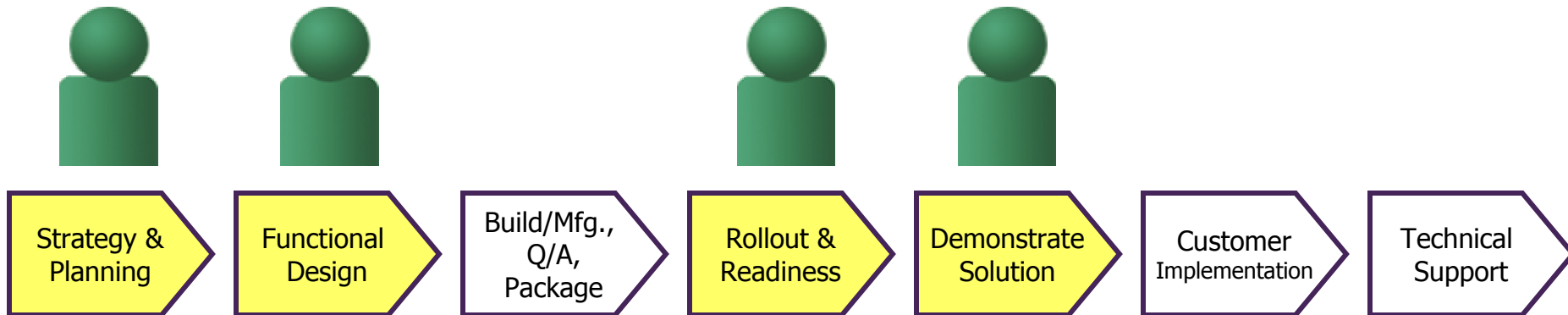
Early Stage Product/Company





Headcount Vs. Roles

4 People – 4 Roles
Mature Product/Company



WHEN THE TAIL WAGS THE DOG!

2. SPREAD THE KNOWLEDGE



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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



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Strategy & Vacation

MAPQUEST.





Typical Strategy

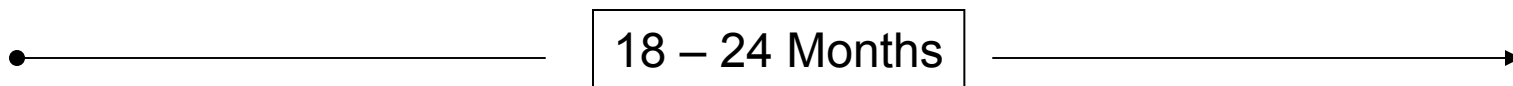
Release 2

Release 3

Release 4



Comprehensive Strategy



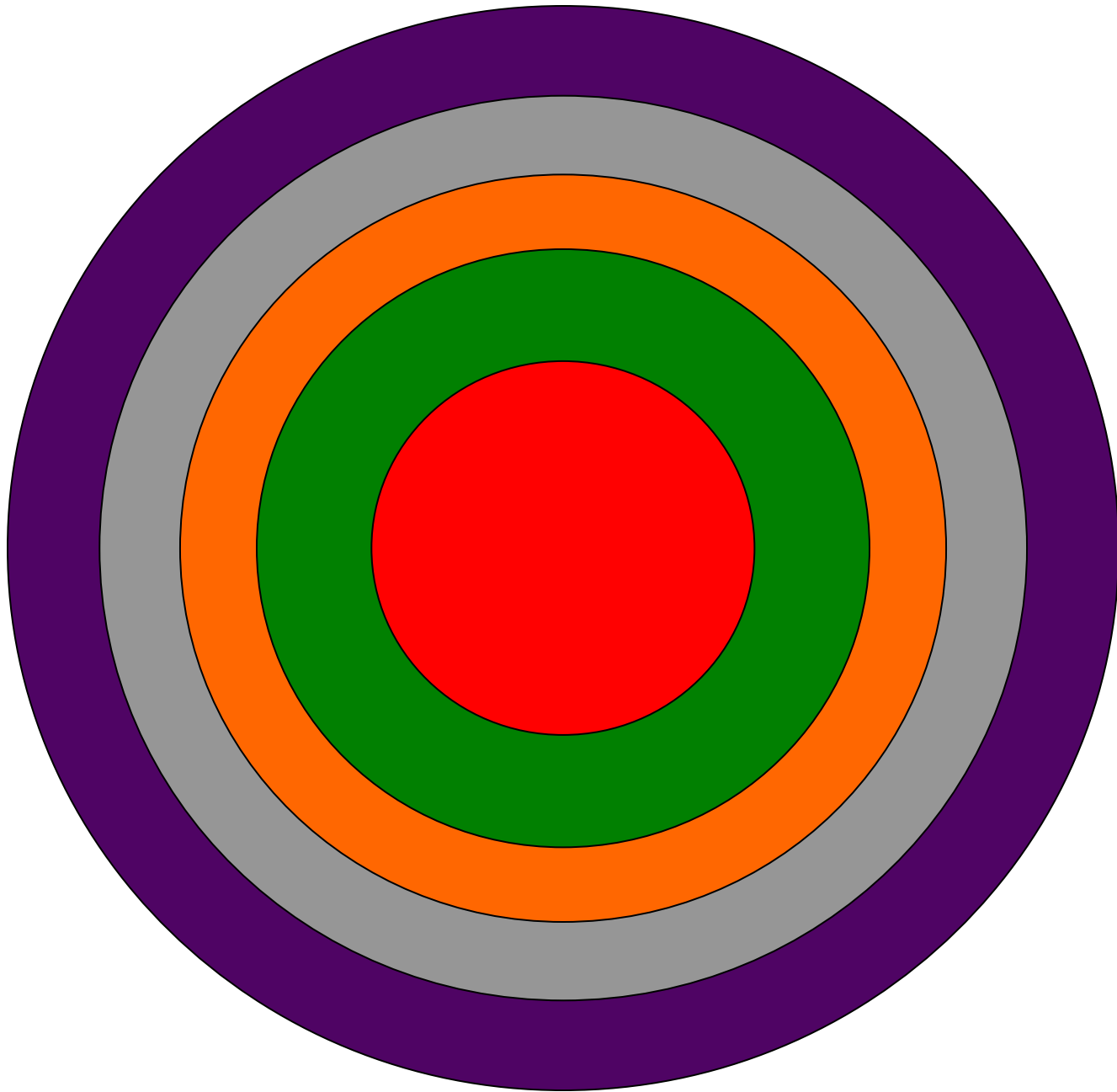
WHEN THE TAIL WAGS THE DOG!

4. FENCE THE SALES FORCE



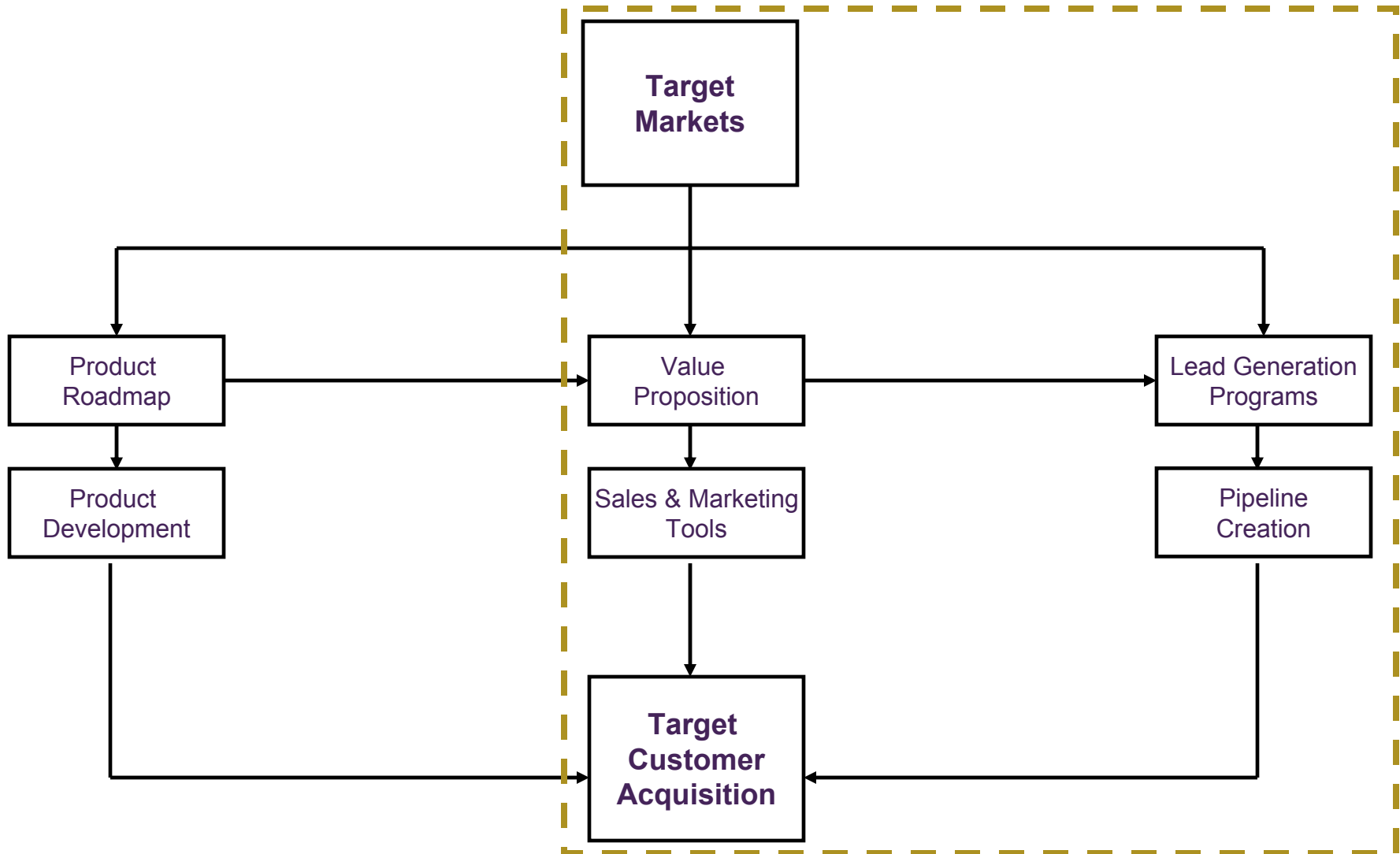
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FENCE THE SALES FORCE





One Direction For All



WHEN THE TAIL WAGS THE DOG!

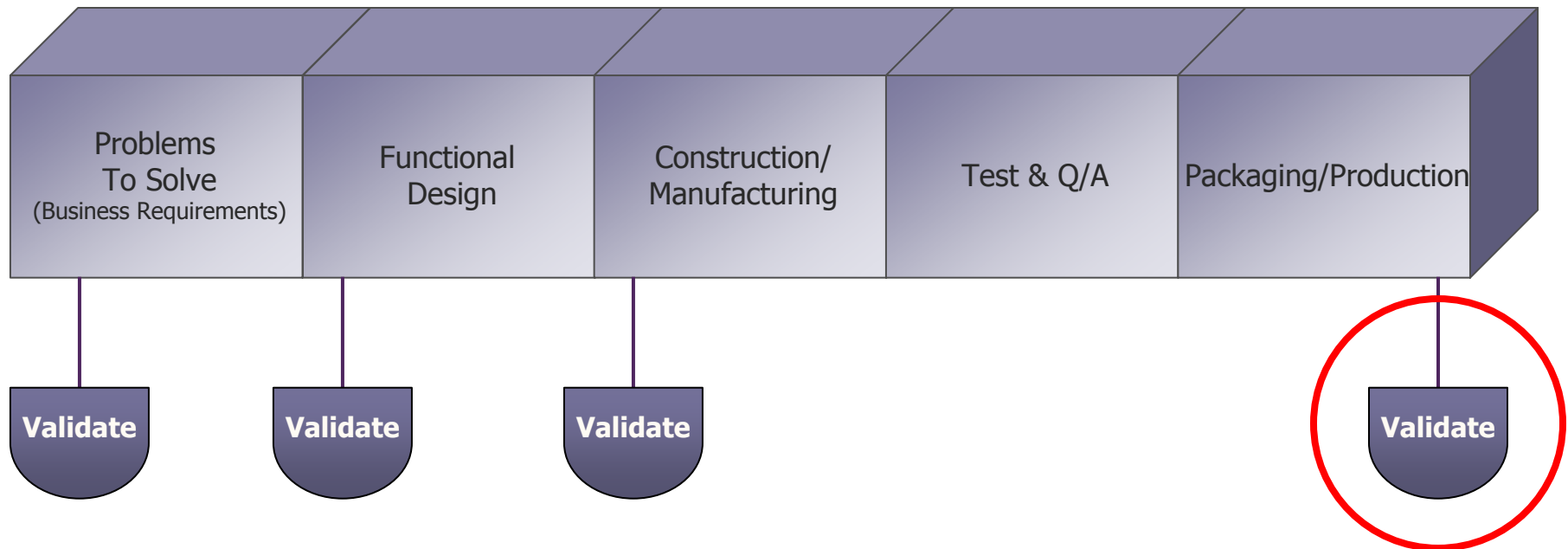
5. VALIDATE EARLY & OFTEN



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Validation Points





USA TODAY • MONDAY, DECEMBER 31, 2001 • 31

When the devil is in the

When companies rush or ignore consumers, products can flop

By Jim 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 pile on too many options. Companies, having invested millions in an idea, stick with faulty designs rather than write off their investments. And products are being rushed to market faster — shortening design times for companies who don't want to be late to market.

More and more gadgets

Technology is leading to a flood of new



Confusing: The Konica e-mini 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.

► **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 idea is presented to a consumer focus group with about 24 members. Their reactions, such as whether the product seems useful, are reviewed

by men. So his firm chose a large handle to fit a man's grip. On a sweltering August day, Cogliandro assembled 22 men and women at an ice-skating rink. Ice shavings were dumped outside. The consumers were asked to try the shovel.

Listening to their comments, Cogliandro learned women did most of the

man behavior, such as a psychologist, who could advise against frustrating control features, says Lorraine Justice, director of Georgia Tech's industrial design program.

Moreover, teams often lack industrial designers early in the process. They create a product's outer shell. Good designers can persuade engineers to move around interior components so outside control buttons can be better positioned.

Also, teams made up entirely of company employees can be too narrow-minded to fully develop a good idea. Or they may be too timid to kill a bad one — especially if it was suggested by the CEO or other high-level executive, says Anthony Warren, director of the Farrell Center for Entrepreneurship at Penn State.

► **Technology runs amok.** Cheaper electronics mean designers can combine many features in a single product. That leads to gizmos such as cellphones that also access the Internet, have calendars, address books and video-game players.



Feature overload: The dashboard of the new BMW 7 Series rates as a bad design because it has too many features.

BMW iDrive

ates the dashboard of the new BMW 7 Series as an example of bad design because, he says, it has too many features. There are so many, *AutoWeek* magazine says, that company executives can't agree on the total. It quotes a company design chief saying there are "700 to 800."

Many big corporations are guilty of overdesign. "Companies, even major ones like Microsoft and Hewlett-Packard, still goof," Cogliandro says.

Strength to say 'no'

Industry accounts for nearly 70% of the \$230 billion spent annually on U.S. research and development, the National Science Foundation says. Some of the biggest R&D spenders are tech companies. For example, Intel will pour about \$4 billion into R&D this year — equal to 16% of its projected 2001 revenue.

The tech industry has another big role in the design process. Superfast computers have sped up the design cycle. That is because engineers can produce models on computers in months that once took years when built by hand.

Warren, at Penn State, helped design cellphones in the early 1980s. It took 2½ years or more to design one. Now the process takes less than a year. In the auto industry, cars can be designed in less than three years — half the time it took 10 years ago, Cogliandro says.

Sometimes, the problem with faulty designs is that no one wants to say no to a



BMW 7 Series

**iDrive? No, you
drive, while I
fiddle with the
controller**

By Andrew
Bornhop • Photos by Ron
Perry June 2002



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

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SUPPLIER INTELLIGENCE
ORGANIZATIONAL INTELLIGENCE
CUSTOMER INTELLIGENCE
INTELLIGENCE PLATFORM

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

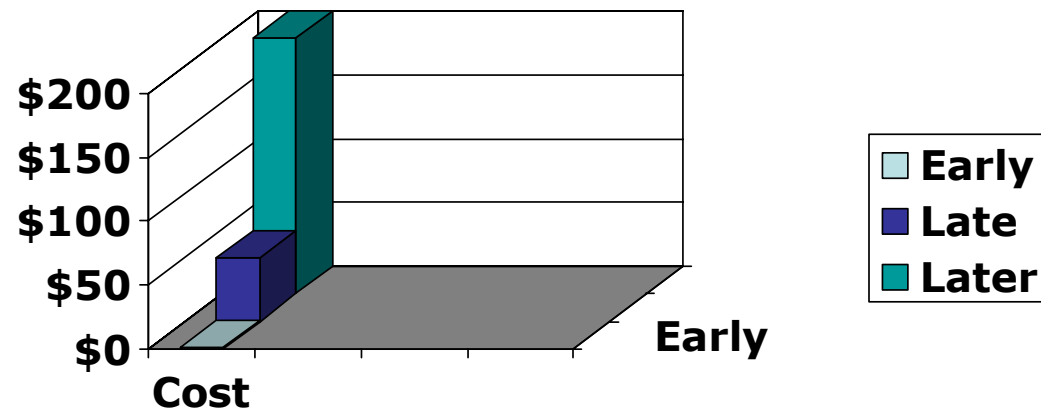
The Power to Know. | 



\$1 Now = \$200 Later

➤ Cost of design changes

- 50x – 200x



WHEN THE TAIL WAGS THE DOG!

6. COMMUNICATE IN PLAIN SIMPLE ENGLISH



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Good Message








No Message


Should
we
change
our
color?


So not brown.



Too much like a grape.


Not so pretty in pink.


Imagine this outside your office. We can't.


Um...ummm, no.

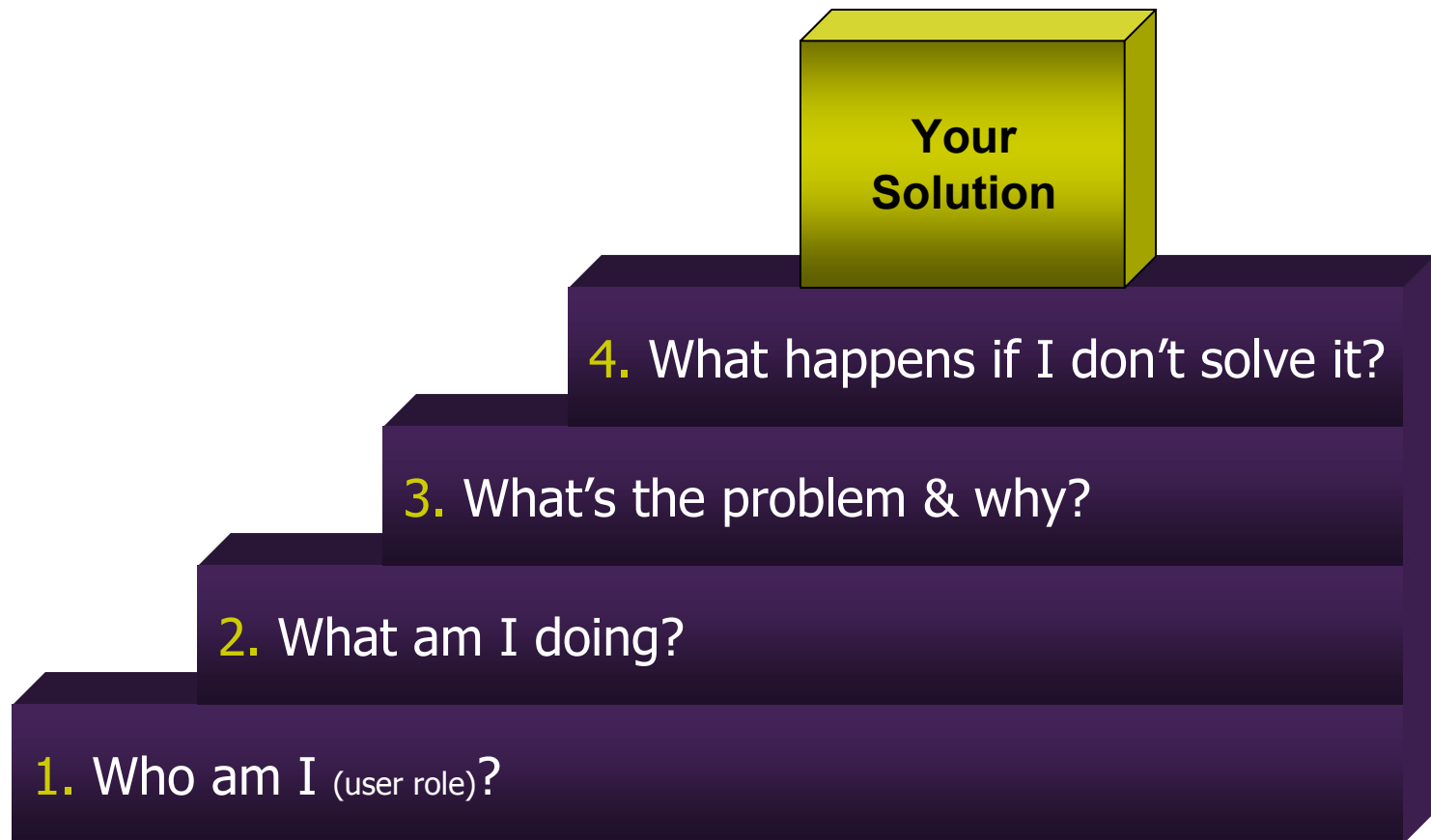
One of our competitors has. Purple and orange for air, purple and green for the ground system it's piecing together. But, UPS has the only fully integrated air and ground system. One pickup, one driver, one seamless information network. So we're sticking with one color. Which suits us just fine.


ups.com

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Before Any Feature...PAIN



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John Mansour



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ZIGZAG Methodology





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