

**August Event with Michael Sippey, SixApart
Making the Shift From Being a Packaged Software Person to Being a Hosted
Services Person**

By Imani Butler

Michael Sippey, VP Product Management / GM at SixApart provided insights from his career in product management at the August 2006 SVPMA meeting. He highlighted three key industry progressions along his professional growth as his career moved from packaged enterprise software product management, to consulting on the development of a consumer entertainment device / internet service solution, to where he is today – managing the development and marketing of a hosted blogging service. He stepped through each of these experiences describing the market environment and

the product management function in each scenario.

Mr. Sippey's packaged software experience was as a product manager for Advent Software in the early 1990's. Twelve to twenty-four month product life cycles were reasonable at that time. The job of the product manager was to "get everyone in the van". The term "get everyone in the van" refers to pulling a cross-functional team together to engage in dialogue with at least 30 prospect companies' users in their work context asking lots of questions, capturing answers, and scoring the results.

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**You're Going to Call Her What??—
What You Can Learn From Professionals
About What Not to Name the Baby**

By SB Master, President and Founder, Master-McNeil,

Many books and articles have been written about how and what to name your baby, but almost nothing about what NOT to name him or her. Yet parents choose unfortunate names every day, and their children have to live with the consequences. In this article I discuss what parents can learn from the worlds of professional naming and trademark law, where corporations pay firms such as ours large sums of money to ensure a perfect new company or product name.

Likelihood of Confusion - one of the key concerns of professional naming is to eliminate, or at least limit, the chance that the new company or product will be confused with any other. Clearly, if a company invests the time and money required to create and establish its new name, it needs to make sure that people associate that name ONLY with itself, not with some other company or product. Yet when it comes time to name a child, parents are often influenced by the current culture, and end up choosing a name which turns out to be among the most popular names of the year. Then, when the child gets to school, it turns out that their class includes Michael M., Michael A., and Michael F., Ryan W. and Ryan S., Andrew D. and Andrew R., Emily C. and Emily T., and Caitlin, Caitlyn, Kaitlyn, and Katelynn!

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Letter from the President

As we head into Fall we have some very exciting announcements about SVPMA.

First, we want to thank the folks at Accept Software, makers of Accept 360, for renewing their Platinum level sponsorship. This is Accept's second year sponsoring SVPMA, and we are grateful to have their help supporting our efforts.

Second, we are proud to announce that Ryma Technologies, makers of FeaturePlan, are our new Platinum sponsors. You'll be seeing them and our other sponsors before each event at dedicated tables near our entrance each month - please stop by and find out about their , products , offerings and solutions.

Last but not least, we are thrilled to announce we have secured Geoffrey Moore, author of "Crossing the Chasm" and "Inside the Tornado" to be our annual big event speaker. He'll be presenting at our December event. You won't want to miss it - it will be the biggest and one of the best events we've held yet.

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To learn more about the SVPMA go to
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Or email to newsletter@svpma.org

Stay tuned for details on our upcoming quarterly social event and our next workshop.

Brian Lawley
President, SVPMA

Mark your Calendars!

Upcoming SVPMA Speaker Events :

- October 4th, 2006 - - **Pacifica Group - Sridhar Ramanathan**
- November 1st, 2006 - **Symantec - Erin Hintz**
- Quarterly Networking Event- Details coming soon.
- Quarterly workshop -- Details coming soon

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Thanks to these great SVPMA volunteers!~

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July 2006 Event With Sarah Rosenbaum

Adobe Acrobat: Creating a Billion Dollar Business!

By Greg Cohen

Sarah Rosenbaum, Director of Product Management at Adobe Systems spoke at the July 2006 SVPMA Meeting about “Adobe Acrobat: Creating a Billion Dollar Business.” Sarah shared the story of Acrobat and how it evolved over 15 years from initial concept in 1991 to the ubiquitous application it is today.

Adobe was founded in 1982 by Charles Geschke and John Warnock with the idea to render graphics that would be device independent. Thus a document would look the same regardless of the device on which it was printed. This became Adobe PostScript. Acrobat answered a similar need: how to transfer files between platforms without losing the graphics and fonts. The original “idea” paper was published in 1991 by John Warnock. It took another two years to launch Acrobat in the market place. The product did not really take off until 1998 with the wide adoption of the World Wide Web. Being in a large company gave Acrobat the runway it needed to become a successful product line.

Ms. Rosenbaum then discussed the four classic P’s of marketing as they related to Acrobat:

Packaging – make it easy for the customer to understand and purchase the product. In ’93 the product was sold in three separate pieces by what the product did: Exchange, Distiller, and Network Distiller. By 1996 for version 3.0, the product was consolidated into a single package that did everything. As the market matured, Adobe segmented the market by how users used the product and now sells it in Elements, Acrobat, and Acrobat Professional.

Pricing – Adobe originally charged \$50 for the reader in 1.0. By 2.0, they were giving the reader away due to customer complaints and competition. For the version to create documents, they introduced volume licensing to win enterprise sales. Becoming entrenched in businesses was a key success factor to Acrobat’s adoption and the shift to license pricing enabled success in the enterprise market.

Placement – decide how to get the best reach most cost effectively. Packaging and pricing need to match the channel decision. Adobe used a combination of 2-tier distribution (e.g. Ingram Micro,) Direct sales, VARs, system integrators, and OEM sales.

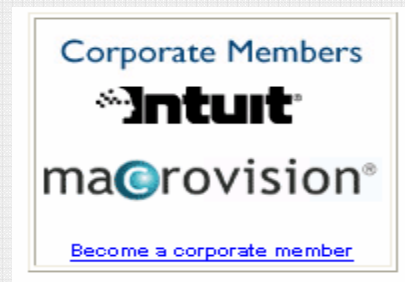
Promotion – promotion must target the user, the purchasing manager, and the IT staff. The company ran their first print advertisement for Acrobat 3.0. It was a full page ad in the Wall Street Journal. This was part of an awareness campaign that over two years helped convince IT managers to consider

Acrobat and then purchase it. Later, with Acrobat 5.0, Adobe ran their first Television spot.

Sarah finished her presentation discussing the role of product management. She advised speaking to your customers because they represent revenue and speaking to potential customers because they represent growth. Further, maintain a holistic view of the business. It is important to understand all aspects of the business. Lastly, don’t be afraid to try and fail and adjust your plan. “Nothing is exactly right the first time.” ☞

Greg Cohen is the Director of Business Development and Principal Consultant at the 280 Group and on the board of the Silicon Valley Product Management Association. He has over nine years of product management and marketing experience with a focus on application services specifically with spend analysis, business analytics, and contract management.

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Director - Membership ~mike@svpma.org

Creating Compelling Product Roadmaps part 2

(continued from the July/August SVPMA newsletter)

By Brian Lawley

In the last issue we discussed the different types of roadmaps. Next we'll talk about an eight step process for creating product roadmaps and how to prioritize requirements.

When we create product roadmaps for our clients we use an eight step process:

1. Decide the detail level & amount of time you want to spend creating the roadmap(s)
2. Assess competitive moves, market and technology trends
3. Gather & prioritize requirements
4. Decide on the timeframe that is most appropriate to use
5. Choose an organizing strategy for features
6. Build your Internal Roadmap
7. Get buy-in on the internal roadmap from your team(s) and finalize
8. Create an External Roadmap based on the internal roadmap

Explaining the entire eight step process is beyond the scope of this article (we go into it in-depth in the Product Roadmap Toolkit). However, we will discuss feature prioritization and strategies for organizing features into logical release categories.

One other thing to note: as you go through the roadmap process it is critical that you explain it to your team and engage them along the way. By doing this you'll ensure that they understand how the roadmaps were developed and also ensure that they

feel some ownership and that their opinions have been factored in. The result will be that no one will be surprised with the end results and you are much more likely to get full buy-in on the roadmap(s) you create.

Prioritizing Feature Requests

After you have gathered up a master list of all feature requests you'll need a way to logically sort through and prioritize them. The easiest method for this is to use a prioritization matrix. The matrix allows you to create categories such as revenue impact, strategic importance, customer pain level, etc. and then to assign a weighting to each one. Once you have ranked each feature using the criteria and weighting you can then sort based on total score and you get a ranked list of which features are most important.

Next month's article will discuss strategies for organizing features into logical release categories once you have prioritized them. ☞

Brian Lawley is the President of SVPMA and the 280 Group, which provides Marketing and Product Management Consulting and Contractors to help companies define, launch and market breakthrough new products. The 280 Group sells the Product Roadmap Toolkit, which includes a narrated seminar, 75 roadmap templates and prioritization matrices. For more information go to www.280group.com.

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Companies avoid this confusion problem by doing a search of existing trademarks, and avoiding names already in use. There are legal reasons for this. If Company A can prove that a Company B's name was selected to take unfair advantage of Company A's existing brand, the copycat will be in serious trouble. But the main reason is that companies want to make sure they are choosing a distinctive identity for their latest creation.

Parents can accomplish the same thing by checking the annual list of most popular baby names, compiled and made available by the U. S. Social Security Administration, at www.ssa.gov/OACT/babynames. This fantastic resource lets you check the popularity of a given name year by year, and state by state. It lets you assess most popular spellings of similar names, and shows you whether a name is moving up or down in use. Use this resource to help your child build a unique identity. Avoid the names in the top twenty-five, or even in the top fifty.

Pronunciation and Spelling Issues – The second key concern of companies is that the pronunciation and spelling of their new name be transparent; ideally, there should be one obvious way to say and spell the name. While this is not always achieved (and some companies spend millions to clarify these issues), it is usually high on the list of requirements when a company chooses a new name. Parents often do just the opposite, thinking they can achieve uniqueness by coming up with a distinctive spelling (see Caitlin, above). No, no, no—do not do this. Use your name's most popular spelling. Otherwise, you will be dooming your child to a lifetime of frustration. He or she will have to correct people, or spell out their name, again and again. If you have decided to name you son Aaron but feel it is too popular a name, spelling it as Aron, Aryn, or Arron will not help. Choose another name.

Pronunciation issues are the flip-side of unique spellings, and a similar source of potential confusing and frustration. Beware, do not introduce pronunciation ambiguities into a name through a unique spelling of it. An example would be Suzan—is this meant to be Suzanne, or Susan? If both of these are too ordinary for you, choose another name.

Corporations ensure that they do not have these problems by conducting consumer research prior to adopting their name. This is easy for parents to do, and you will have no trouble getting more input than you really need or want! To avoid emotion and personal agendas, do your research with perfect strangers in a supermarket or post office line, at a ball game, or wherever. Show someone a 3 x 5 card with one of your names on it, and ask "how would you say this?" You can also say each candidate name, and ask how people would spell it. These tests will to confirm the ease of pronunciation and dominant spelling of each name, so you can avoid serious spelling and pronunciation issues, and make the best name choice.

Made-Up Names - Sometimes companies will make up a name from scratch, such as Xerox, Kodak, or L'eggs. Trademark

attorneys like this approach, because it can minimize trademark conflicts, especially if the class of goods in which the new name will compete is very crowded. Companies like this approach if what they are doing is so new that no existing language seems relevant, or if they really, really want to stand out. Do these circumstances ever exist for a new baby? No. But some parents nonetheless feel the need to get super-creative around their baby's name, creating something no one has ever heard before.

Generally, this is not a good idea. Corporations that choose these made-up names typically spend \$50 million or more introducing their new name. This advertising effort is aimed at teaching us how to say the name, and what we're supposed to feel when we hear it. No family would ever do that. Even more importantly, several studies among teachers show that school-work identified as having been completed by a child with made-up, unusual, or difficult name tends to receive a lower mark than when the identical work is identified as having been done by a child with a more conventional name.

Historic, Family, and Foreign Names - The rationale for choosing names which are easy to pronounce and spell does not mean that you have to avoid names which are important to your family and cultural history. In fact, it is unlikely that such names will be in the top fifty, or even in the top hundred, so these names can help avoid the confusion problem. The thing to watch out for is that these names must not be so antiquated, foreign, or difficult to say and spell, that they cause the child embarrassment. While it may be difficult for parents to evaluate this, especially if the name is that of favorite Great Aunt Griselda, Great Great Grandfather Elmer, or distant cousin Siohan, do the consumer research suggested above, as a corporation would do. Check the guffaw, scowl, and tongue-tiedness quotient. If the response is overwhelmingly negative, consider dropping the name, using it as a middle name, or choosing an easier name which begins with the initial letter of the person you wish to honor.

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Want to Move Your Career Forward? Get involved!

One of the best ways to get your next great job offer or put your career on the fast track is to increase your visibility, reputation and professional network by volunteering.

The SVPMA is looking for a few key volunteers to assist in coordinating and marketing events. If you are a self starter and want to help us put on the best product management events in Silicon Valley contact us and find out how you can get involved.

Email sgrimshaw@svpma.org

Book Review

Create the Business Breakthrough You Want: Secrets and Strategies from the World's Greatest Mentors

Reviewed by Greg Cohen

Create the Business Breakthrough You Want: Secrets and Strategies from the World's Greatest Mentors is a series of short essays from 61 pundits, including Brian Tracy, Mark Hansen, Robert Allen, and SPVMA May 2006 speaker Michael Cannon. The book is broken into five sections covering Business Strategy, Leadership Development, Marketing and Sales, Personal Growth, and Wealth Building.

Brian Tracy writes about "How You Can Create an Unbeatable Business Strategy." Mr. Tracy introduces the GOSPA model, which stands for Goals, Objectives, Strategy, Plan, and Action. If you have established yourself in your career, Brian cautions that further advancement might stall as you find yourself tugged in too many directions. He recommends that you focus on the three skills that have led to your success and delegate the rest.

Kay Graham-Gilbert writes about how to "Do More with Less: Five Rules to Maximize Your Team's Performance." Her first rule is to find a good fit, which is the process of identifying employee's natural talents and placing them in roles where they can leverage those abilities. Graham-Gilbert advises to set high standards as her third rule. Your staff will rise to the challenge. Rule four is "You are what you attract." Maintain a positive attitude and correct those around you who focus on the negative by stating the truth and emphasizing the potential to move forward.

Michael Cannon presents a four step process to develop sales messaging that is focused on the buyer and gets results. Step one is to determine your prospects primary buying questions, including why they should buy your solution and why they should buy it now. Step two focuses on finding answers to the primary buying question, in particular, what your solution does to improve the customer's condition. The third step is to create compelling answers to the buying questions and step four covers deploying the messaging throughout the organization and sales tools.

Although there are too many essays to mention each, Mark Hansen discusses the importance of goal setting. John Bussack covers how to "Harness the Power of 'No' to Simplify Your Life," and Pam Woods covers "Ten Easy Organizing Steps for More Focus, Time, and Success." *Creating the Business Breakthrough You Want* covers a broad range of issues, some of which are guaranteed to get you thinking. ☞

Greg Cohen is the Director of Business Development and Principal Consultant at the 280 Group and on the board of the Silicon Valley Product Management Association. He has over nine years of product management and marketing experience with a focus on application services specifically with spend analysis, business analytics, and contract management

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Celebrity or Fashion-Influenced Names - The most popular name list usually includes several entries which can be attributed to a famous person—often from the entertainment or sports world—who was “hot” that year. For example, “Destiny” was rising in popularity anyway in the U. S., but received a big celebrity blip starting in the late 90s. From #87 in popularity in 1994, to #59 in 1996, to #38 in 1998, the name jumped to #24 in 2000 and reached its height of #22 in 2001, the year of the “Survivor” album, with three songs in the top 100. “Angelina” is another celebrity example. This name hovered in the mid-high #200s throughout the 1990s, then jumped to #162 in 2000, #95 in 2001, and #74 in 2002. “Shaquille” burst suddenly into the naming stats, rising from #743 in 1991 to #185 in 1993, and then back down again, #635 in 1996 and below 1000 after 1997. It will not be hard to calculate the likely year of birth for these thousands of girls and boys, and that is the problem with choosing a name of this kind. Today’s hero or star may be forgotten tomorrow, but these children will be forever tied to someone else’s moment of glory. Unless it is a celebrity license for a specific purpose and duration, corporations know better than to link their future to someone else’s image and name.

Commerce-Influenced Names - Which brings us to “Tiffany”—not a famous person, but a store. While apparently derived from ancient Greece, I would bet the parents who choose this name are thinking of fancy jewels in turquoise boxes from Tiffany & Company, not of ancient history. Tiffany averaged #34 in name popularity throughout the 90s, but by 1999 had dropped to #80, then #100 in 2000, #127 in 2001, and #143 in 2002. This is a healthy trend. It is not a good idea to name your child after a corporate entity, however upscale.

Name Clusters - Corporations often create a family of brands with some naming characteristic in common, such as Chevrolet’s long-time preference for car names beginning with “C” (Corvette, Corvair, Colt, Cavalier, Caprice, Calais, Corsica), or Ford’s current SUV line-up: Excursion, Expedition, Explorer, Escape. Real families often do the same thing, using the same initial letter for all their children’s names (Mary, Mark, and Michael) or one letter for all the boys, and a different letter for all the girls (David and Drew, Kate and Kristen). Sometimes, corporations will choose a naming theme, such as the “exotic locale” names for Pepperidge Farms Distinctive Cookies—Lido, Geneva, Brussels, Milano. Families do the same thing, selecting all Biblical names, or all Celtic names, for example. Sue Sally Hale, who broke the gender-barrier in the world of polo, playing in tournaments for 20 years by disguising herself as a man, chose a more unusual theme. Her girls were named Sunny, Stormie, and Dawn, and her boys Trails and Brook. These approaches work well, and can be a source of pride and fun for families, whether corporate or human.

Where the family-of-names approach can get you into trouble is when there is a specific, limited number of names in the set selected. Imagine the feelings of a son, child #3, whose two elder sisters have been named Faith and Hope. Clearly he was meant to be a girl, so the trio could be complete with baby Charity. All his life he may wonder if his parents really wanted him. Similarly, Matthew, Mark, and Luke were obviously supposed to be followed by baby John, and little Maria will figure this out sooner or later. The naming lesson here is that it is fine to choose a common thread or theme as the source of your names, but that there should be a large number of candidates within that theme, and no particular order, so that your family can gracefully adapt as children come along.

Initials and Shortened Versions of Names- When choosing a new company or product name, corporations are very careful to ensure that it is unlikely to be shortened into something embarrassing, whether that be its initials, or a shortened, nickname version of the name. It was all too easy for unhappy customers to change Allegheny Airlines to Agony Air (before their name change to U S Air); Taco Bell is too easy to change to Taco Hell. The likelihood that an obvious nickname might suggest something negative or embarrassing is something parents should also consider, and it is clear that they sometimes do; from a top 10 rank in the U. S. throughout the 1960s and 70s, “Richard” had dropped to #35 by 1991, #45 in 1996, #72 in 2001, and #77 in 2002. Presumably this fall corresponds with the rise in slang use of its nickname “Dick.”

The ability of perfectly acceptable names, in combination, to add up to something undesirable should also be considered. Paula Isabel Goss becomes P.I.G., not so good on the playground; John Adam Parker becomes J.A.P., a pejorative in several cultures; Brian Marks becomes B.M. Fancy families may also want to review the potential for problems when the initials are written in monogram format, with the surname initial in the middle. Brian Daniel Anderson’s monogram, in this format, would read B.A.D.

Conclusion-Corporations invest millions of dollars to create and establish a new name, and because of this, they cannot afford to make naming mistakes. While parents may not be investing similar amounts of cash, the choice of a name for a child is equally important. By applying the same tools and lessons as corporations, parents can avoid naming mistakes, which are costly to families and children in ways which are far more important than money.

Why not take advantage of all that corporations, corporate naming professionals, and trademark attorneys have learned about choosing names? While these rules will not tell you which name to choose, following these rules will definitely determine what NOT to name the baby

:

Rule #1 Avoid the fifty most popular names.

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Rule #2 Do not make a common name more unique by giving it an unfamiliar spelling.

Rule #3 Your selected spelling and pronunciation should be obvious; verify this by conducting market research.

Rule #4 Avoid fanciful, made-up, and otherwise difficult names.

Rule #5 Be especially cautious with historic, family, and foreign names.

Rule #6 Adopting the name of a celebrity will tie your child forever to the deeds of that person.

Rule #7 Sets of related names are fine only when the number of names in the set is unspecific.

Rule #8 Consider your name's shortened, nickname, initials, and monogram form, and avoid all negatives. ☹

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The purpose of this process is to find out the answer to four questions: (1) Is the market real? (2) How big is the market? (3) Does the product fit the market? and (4) What are the sales costs? This engagement process resulted in a solid market validation and, he highlighted, the discovery of an opportunity to solve a set problems not addressed by an existing product. Mr. Sippey attributed this to the luxury of having a long product life-cycle.

The next experience Mr. Sippey shared was his time as a consultant during the time he dubbed “Bubble 1.0,” which was characterized by big money, big teams, big hardware, and big dreams. He consulted on the development of a digital jukebox for bars and night clubs in Las Vegas. The market research context was two phased in this experience. The first phase focused on “experience architecture” of the end-user. During this phase, he and his consulting colleagues gathered requirements by observing the “day in the life of”, or in this case, “night in the life of” bar and nightclub patrons and their use of jukeboxes and other entertainment equipment. Mr. Sippey’s team research yielded some very practical but valuable input for the design of the jukebox.

The second phase of the market research focused on understanding the requirements of other points in the value chain. In the nightclub industry, distributors, not night club proprietors own and manage all of the coin-operated entertainment equipment. Thus, the distributors had a critical stake in the success or failure of the product. A product requirements document addressing the needs of only bar visitors and bar operators would have been inadequate.

Mr. Sippey noted that they employed two phases of prototyping, six weeks of non-functional prototype testing for an investor audience followed by twelve weeks of showing a functional prototype to the distributor audience. The total product life-cycle for this scenario was about nine months.

The final scenario Mr. Sippey described is today’s hosted

services model. The journey to effective hosted services product management was one laden with trial and error. He emphasized the painful growth process as he came to understand that product management in this model is not about building a product but rather iterating a service. Other key points he made were: (1) optimizing the release periodicity – every two weeks is just right for SixApart; (2) iterating between define & design, build & test, and release not serializing these steps; (3) keeping things simple – roadmap & schedule on the wiki, lightweight specs, FogBugz for issue tracking, and being willing to let troublesome features slip to the next release (which is two weeks away) instead of holding up the entire release.

Upon his final reflection of what he is doing today, Mr. Sippey noted that he is still “getting everyone into the van” and “the more things change, more things stay the same” with the exception that these things occur at a faster pace and are cheaper.

Mr. Sippey highlighted five key insights that emerged from his experiences during his journey from packaged software to hosted service:

1. If you can’t get 30 prospect meetings, you don’t have a product
2. Nothing’s better than seeing a user in context.
3. End users aren’t the only ones that matter.
4. Prove it with a prototype.
5. It’s the same old story. Is the market real? How big is the market? Does the product fit the market? What are the sales costs? ☘

Imani Butler has over 10 years of experience providing product management, program management, engineering and release management in software, Internet, wireless, and IT at companies including Novell, Netscape, and Hewlett Packard. Currently consulting, Imani became a member of SVPMA circa 2002.

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The 280 Group delivers the most comprehensive and affordable Product Management and Product Marketing training available. By taking our courses you'll learn practical skills and best practices that can help bolster your job success, put your career on the fast track and make you a highly-sought after professional.

Based on the 280 Group Product Manager's Toolkit and corresponding methodology, our training courses give you both the theory and practical application that you need to manage all phases of the product lifecycle.

		Other PM Training
Practical Application as well as Theory	Yes	No
Content Retention Tools	Yes	No
Product Manager's Toolkit for each attendee	Yes	No
Cost/person for two day course	\$950	\$1,495
Courseware specific articles	Yes	No
Structured Training Track	Yes	No
Action, Flow and Task Models	Yes	No
Seminar Action Plans	Yes	No
Seminar Glossaries	Yes	No
Process Efficiency Guidelines	Yes	No
Seminar Certificate of Completion	Yes	No

Strategic Product Management for Product Planners

Monday, Tuesday, Wednesday

Designed for inbound Product Management Professionals, this 3 day seminar includes both the Strategic Product Management seminar and the Procedural Requirements Management seminar. This is designed for anyone responsible for product definition, requirements, and managing internal product development processes with cross functional organizations. It presents effective practices that clearly identify and articulate market requirements. The outcome is a whole Market Requirements Document (MRD) that represents an intelligent commitment to customers.

Strategic Product Management for Marketers

Monday, Tuesday & Thursday

Designed for outbound Product Marketing Professionals, this 3 day course includes both the Strategic Product Management seminar and the Business and Market Planning seminar. This is designed for those responsible for developing outbound marketing plans and strategies to successfully communicate product benefits and positioning messages in the marketplace, as well as developing opportunity business cases. It provides attendees with the knowledge, skills and tools to efficiently prepare coherent business cases and marketing plans.

Interactivity & Communications

Friday

This one-day training module provides attendees with the knowledge, skills and tools to effectively communicate with diverse audiences and individuals encountered in the course of a product manager's job. Soft skills are non-technical business skills that often impact the success of development projects more than technological skills. This module explores crucial soft skills product managers need nowadays, including: how to perform a product demo, prepare a product review guide, manage meaningful analyst relations, fulfill a role in an IPO Road-Show, understand team dynamics, prepare for a product manager's job interview, market themselves in the organization, and more.

Go to www.280group.com or call 408-834-7518 for more details, course syllabuses or to sign up!

Monday 11/6	Tuesday 11/7	Wednesday 11/8	Thursday 11/9	Friday 11/10
Strategic Product Management	Strategic Product Management	Procedural Requirements Management	Business And Market Planning	Interactivity And Communications

SVPMA Members - register by Oct 1st and receive a \$200 discount!



The Product Marketing & Product Management Experts.™
Consulting, Contractors, Templates & Training