



Optimal Product Management and Product Marketing™

Strategy

Essentials for building long term competitive advantage
Brian Lawley, CEO & Founder, 280 Group

Housekeeping


- Slides: email contact@280group.com
- Interactive session
- Giveaways
 - Product Management LifeCycle Toolkit™
 - One copy of each book





Agenda

About

- Strategy Definition & Examples
 - Seven Phase LifeCycle and Strategy
 - Tools & Techniques
 - Q&A
 - Drawing
- 

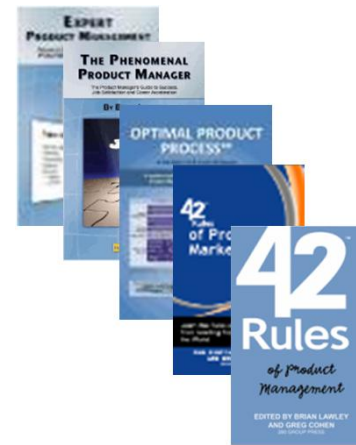
Brian Lawley

- Background

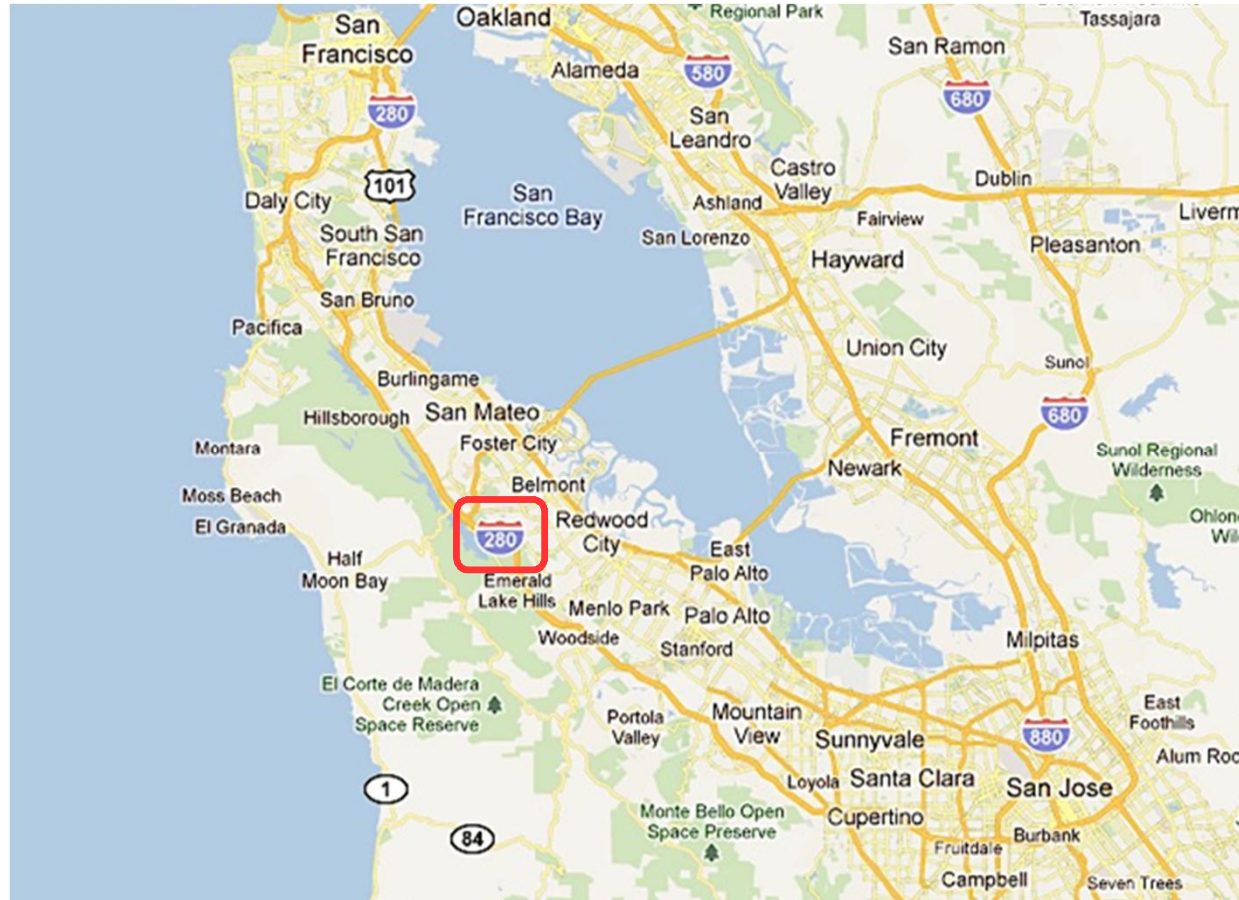
- >25 years of PM/PMM experience
- 280 Group LLC President & Founder
- Whistle Communications Director of Product Management
- Symantec Director of Java and C++ tools
- Apple Computer Senior Product Manager, MacOS
- Claris Corporation (FileMaker, Inc.) Marketing Specialist
- Digidesign, Inc. (division of Avid) Manager Sales & Marketing

- Awards, Honors, etc.

- Former President Silicon Valley Product Management Association
- AIPMM Product Management Excellence Award – Thought Leadership
- CNBC's World Business Review
- Silicon Valley Business Report
- Silicon Valley Business Journal
- Author of five best-selling books
 - Optimal Product Process
 - 42 Rules of Product Management
 - Expert Product Management
 - The Phenomenal Product Manager
 - 42 Rules of Product Marketing
- Writing: SD Forum, Softletter, Optimal PM Blog/newsletter, SVPMA



Why The 280 Group?





***Helping companies deliver products that delight their
customers and produce massive profits™***

Assessment – Training – Certification – Consulting – Contractors – Templates – Mentoring – Books





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What is strategy?

Merriam Webster

strat·e·gy  *noun* \-jē\

plural **strat·e·gies**

Definition of STRATEGY

2 **a** : a careful plan or method

Dictionary.com

strat·e·gy  [strat-i-jee]  [Show IPA](#)

noun, plural strat·e·gies.

4. a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result: *a strategy for getting ahead in the world.*

What is strategy?

- Operational effectiveness is not strategy
 - Necessary but not sufficient
- Creating a unique and valuable position
 - Involving different sets of activities
- Strategy requires trade-offs
 - Choosing what not to do
- “Fit” among a company’s activities

Source: “What is Strategy” Porter, M (1996, Nov-Dec) Harvard Business Review

Examples

- Razors and blades
- Land grab
- Low cost provider
- Premium brand & price
- First mover advantage





Agenda

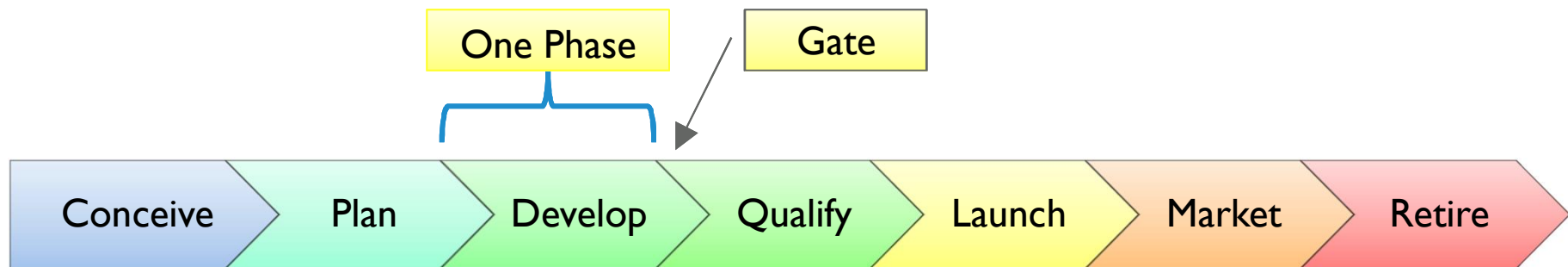
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Seven Phase LifeCycle™

- Phase: Stage in the product lifecycle
- Gate: Critical decision point ending a phase, and starting the next
- Product LifeCycle: phases from conceive to retire



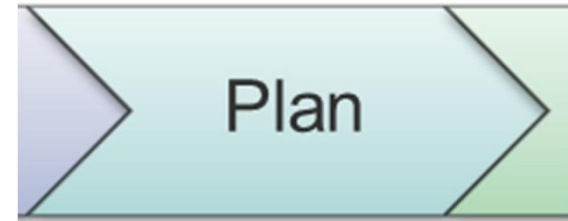
Conceive Phase

- Brainstorm
- Generate ideas
- Prioritize
- Choose



Plan Phase

- Strategy
- Market Research
- Competitive Analysis
- Business Case
- Market Needs
- Product Description
- Roadmap



Develop Phase

- Engineering
- Tradeoffs
- Adjustments
 - Schedule
 - Feature
 - Plans



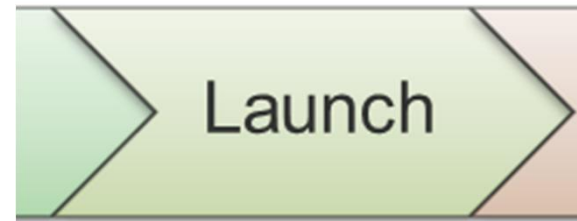
Qualify Phase

- Internal
- Beta
- Early Customer
- Minor Adjustments



Launch Phase

- Announcement
- Availability
- Exposure
- Ramp Revenues



Market Phase

- Ongoing Programs
- Measure ROI
- Optimize



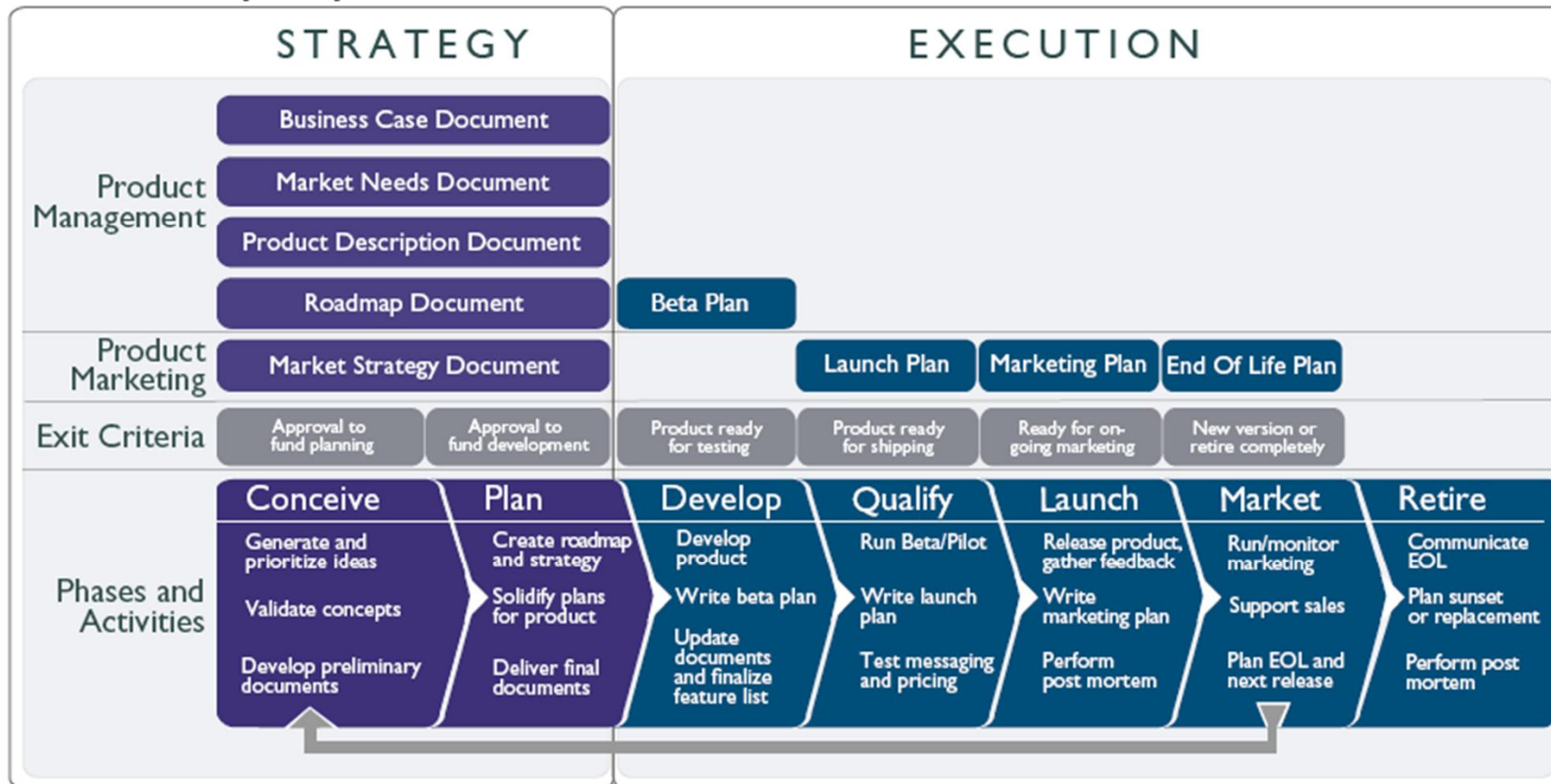
* AIPMM calls this phase Deliver

Retire Phase

- End of Life
- New Version
- Obsolescence



280 Group Optimal Product Process™

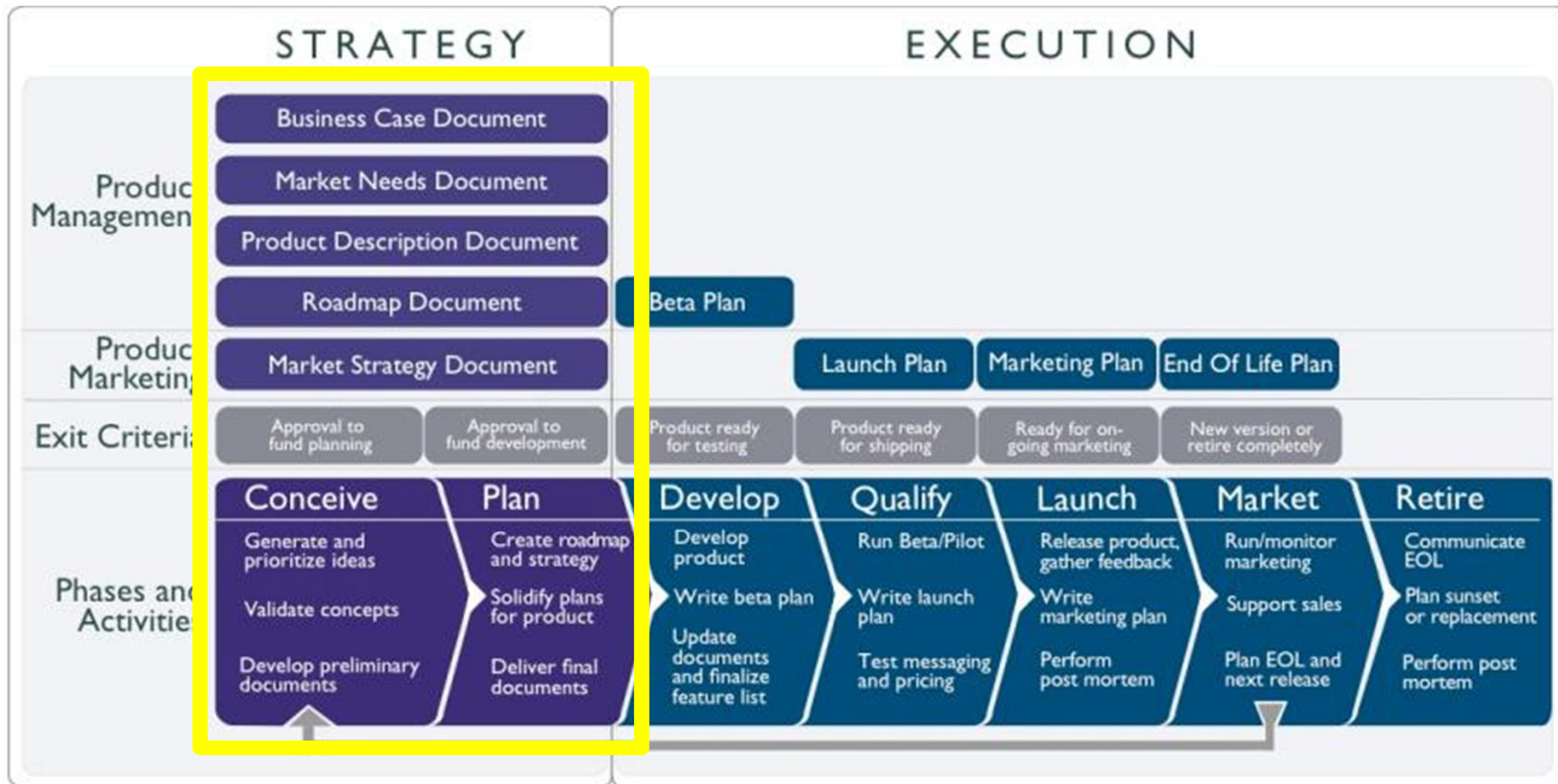


Optimal Product Process:280 Group
Conceive to Retire:AIIPMM Product Management Body of Knowledge®(ProdBOK®)

Optimal Product Process™ Templates

Document	Purpose	Description
Business Case	Evaluate opportunity	<i>Analysis of market opportunity. Reviews market landscape, competitive analysis, assumptions, risks, and cost-benefit analysis.</i>
Market Needs	State the problems	<i>Description of the market opportunity, market problem and the resulting prioritized market needs.</i>
Product Description	Describe what to build	<i>Feature level description of the whole solution, intended use, and the set of technology and delivery requirements.</i>
Market Strategy	Determine how to take the product to market	<i>Market strategy and long-term objectives, positioning and messages delivered to the target market.</i>
Roadmap	Determine long-term product goals and strategy	<i>Set of releases based on the strategy and objectives.</i>
Beta Plan	Ensure product is ready	<i>Detailed plan for real-world use to ensure it is ready to be launched, gather early customer feedback and testimonials</i>
Launch Plan	Create initial awareness & leads	<i>Strategy and tactics for achieving agreed upon goals for the product</i>
Marketing Plan	Create demand and meet revenue goals	<i>Tactics, budget, timeline and activities that will support creating leads and reaching new customers</i>
End of Life Plan	Minimize customer and profitability disruptions	<i>Plan covering how best to discontinue a product with a smooth transition, avoiding negative consequences</i>

280 Group Optimal Product Process™



Source: Conceive to Retire from AIPMM Product Management Body of Knowledge® (ProdBOK®) Version I

Key Strategy Documents

Document	Purpose
Business Case	Evaluate the (business) opportunity
Market Needs	Define the (customer) problem
Product Description	Design the (engineering) solution
Market Strategy	Determine what will generate (market) demand
Roadmap	Evolution of the product's strategy



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Strategic Management

Vision	Something clear, easy to remember, and exciting
Mission	Benefits provided to the customer in pursuit of the vision
Strategies	The way the mission will be accomplished
Objectives	Measurement of progress towards the vision
Tactics	Tasks and plans of how to accomplish the objective
Culture & Values	What are the organization's values and culture

Strategic Management: 280 Group

- Vision
 - Delighted customers, massively profitable companies
- Mission
 - Provide world's best consultants, contractors, training, templates, books and tools to help customers to define, launch and market great products
- Strategy
 - Staff of world's experts
 - World's best, most up-to-date, practical, flexible and highly effective training and methodology
 - Massively market to create a loyal and enthusiastic fan base and a new worldwide standard.

Pricing Strategy

	High Price	Medium Price	Low Price
High Quality	Premium Strategy	High-value Strategy	Superb-value Strategy
Medium Quality	Over-charging Strategy	Average Strategy	Good-Value Strategy
Low Quality	Rip-off Strategy	False-economy Strategy	Economy Strategy

Source: Kotler, Marketing Management

Porter's Generic Strategies

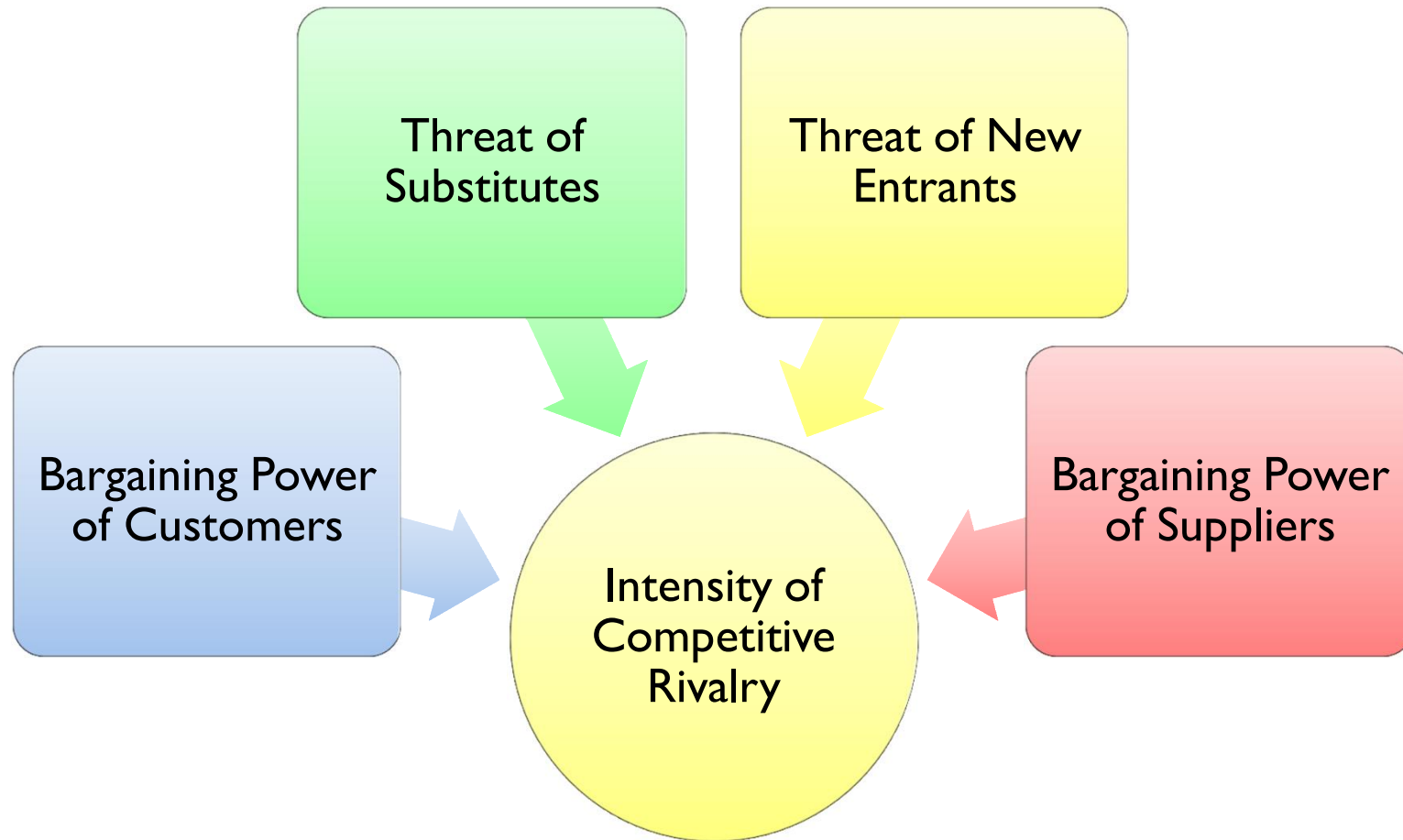
		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Scope	Broad Target	Cost Leadership	Differentiation
	Narrow Target	Segmentation (niche) Strategies	
		Cost Focus	Differentiation Focus

Source: M. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, 1980

Kotler's Strategies

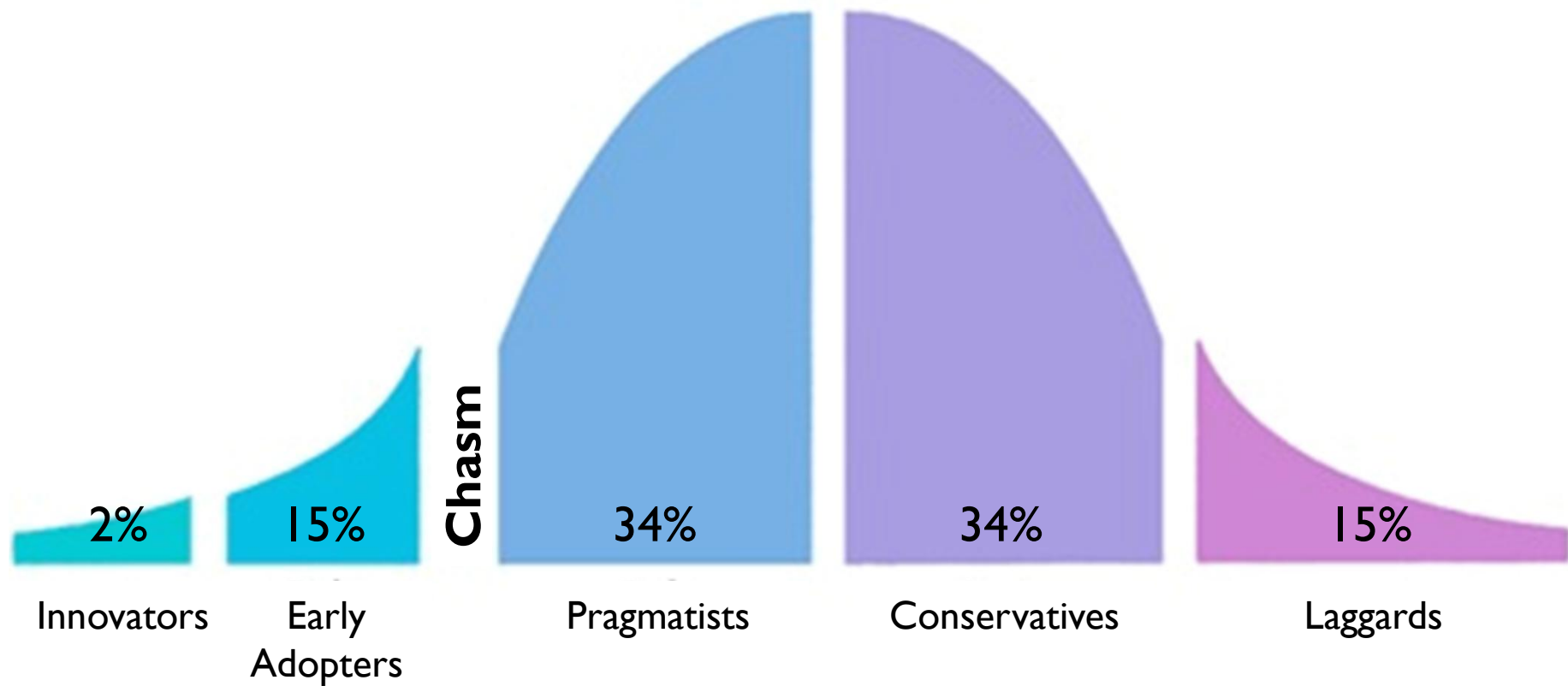
- Market Leader
 - Creates new products, new/more usages, new markets
- Market Challenger
 - Attacks with discounting, proliferation, improved services, cost reduction, advertising
- Market Follower
 - Product imitator
- Market Nicher
 - Product or market specialist

Porter's Five Forces



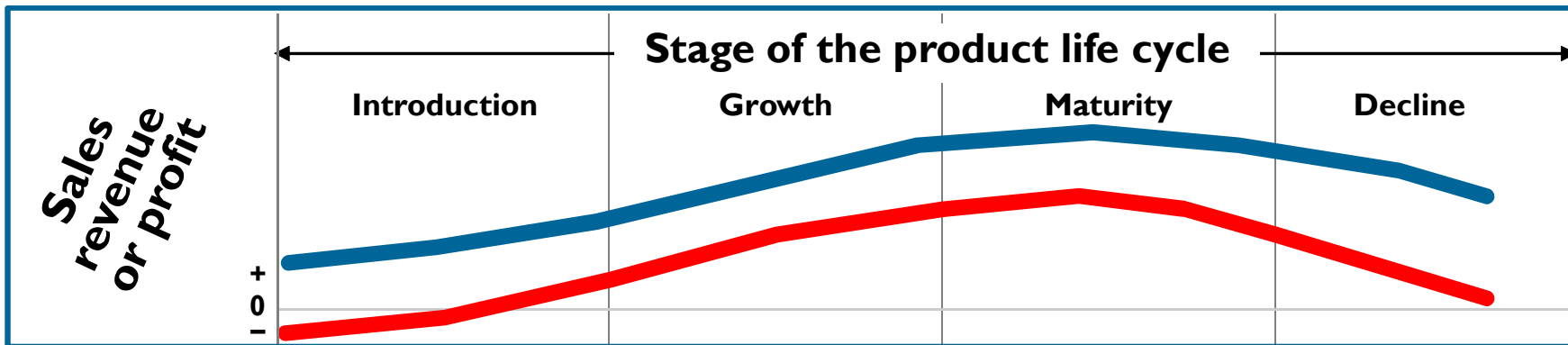
Source: Porter, M.E. "How Competitive Forces Shape Strategy" Harvard business Review, March/April 1979

Adoption of Innovation



Source: Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers by G Moore (1991)

Product Life Cycle



Marketing objective	Gain Awareness	Stress differentiation	Maintain brand loyalty	Harvest and deletion
Competition	None	Growing	Many	Reduced
Product	One	More versions	Full product line	Best sellers
Price	Skimming or penetration	Gain share, deal	Defend share, profit	Stay profitable
Promotion	Inform, educate	Stress competitive differences	Reminder oriented	Minimal promotion
Place (distribution)	Limited	More outlets	Maximum outlets	Fewer outlets



Product-Market Expansion Grid

	Existing Products	New Products
Existing Markets	Market Penetration (low risk)	Product Development (medium risk)
New Markets	Market Development (medium risk)	Diversification (high risk)

Source: Igor Ansoff, "Strategies for Diversification" Harvard Business Review 1957

Boston Consulting Group Matrix



GE-McKinsey Matrix

		Business Unit Strength		
		High	Medium	Low
Industry Attractiveness	High	Investment and Growth	Selective Growth	Selectivity
	Medium	Selective Growth	Selectivity	Harvest or Divest
	Low	Selectivity	Harvest or Divest	Divest



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280 Group Website Resources

Product Management & Product Marketing Resource Central

Welcome to Resource Central, a place to help you be more productive and effective at your job.
Please take advantage of all of the free resources on this page – they are here for to make things easier for you!
We would really appreciate it if you told your colleagues about this and sent them the URL.
And don't forget to check out our consulting, training and templates!

 Profession	 Careers	 Books	 Productivity & Learning
Optimal Product Management Blog	Product Management Job listing Sites	 42 Rules of Product Management	White Papers
Product Management Manifesto	Product Management Job Descriptions		Product Management Webinars
Product Management Surveys	Training	 Expert Product Management	Free Templates
Optimal Product Management Newsletter	Certifications		Product Management Software
Product Management Associations	280 PM LinkedIn Group (over 23k members!)	 The Phenomenal Product Manager	Marketing Resources Directory
Lean Product Management Book		 Agile Excellence for Product Managers	

Wrap Up

- Question & Answer
- Giveaways!
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Thank You!

If there is anything I can do for you... contact@280group.com