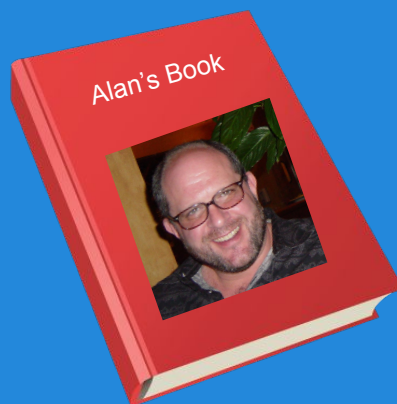


# Positioning as Product Mission Statement for SVPMA

Alan Wortman  
February 3, 2016

This is the slide where a picture  
of my book would go...



...If I had written a book...

# No book ... 30 years of experience

**Product Management Director, Logitech, Inc.**  
**Marketing Instructor, UC Berkeley Extension**

- Santa Clara MBA, Pragmatic Marketing Certified
- Product Management, Product Marketing, Industry Marketing, Regional & Channel Marketing, Business Development, Sales, Planning, Consulting

**logitech®**

**TIBCO™**

**TOSHIBA**  
Leading Innovation >>>

**Logitech®**



**IBM**

**Quantum**

**SONY**

**CREATIVE**

**MEMOREX**



**ca**  
technologies

# Logitech Harmony Remote Controls

**EVERY REMOTE  
YOU'LL EVER  
NEED**

**HARMONY® ELITE**



**Home theater control. Whole home control.**

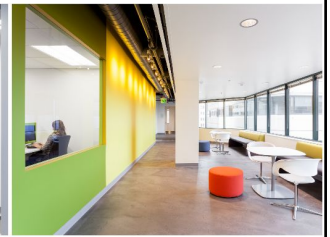
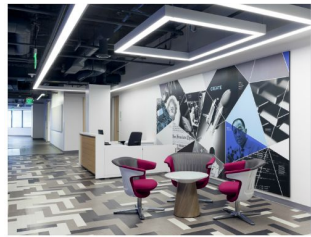
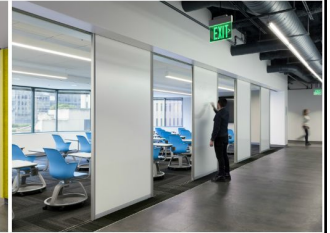
Harmony Elite is the powerful, intuitive way to control your entertainment. Harmony Elite goes beyond TV and movies. Use it to control the music from the kitchen, adjust the lights from across town, and the blinds according to the time of day.



# UC Berkeley Extension

## Introduction to High Technology Product Management and Marketing

- Certificate in Marketing program
- Technology & Innovation
- Competition & Strategy
- Product Definition & Development
- Marketing & Lead Generation
- Go-to-Market & Sales Enablement
- Pricing & Distribution
- Portfolio Management



## SVPMA's Mission

**Our mission is to provide Product Management professionals with networking, training and career acceleration opportunities. Through monthly speaker meetings, quarterly workshops and quarterly networking and social events, SVPMA helps Product Management professionals to be more effective in both day-to-day work as well as managing their overall careers.**

# Your mission tonight ?

Our mission is to provide Product Management professionals with networking, training and career acceleration opportunities. Through monthly speaker meetings, quarterly workshops and quarterly networking and social events, SVPMA helps Product Management professionals to be more effective in both day-to-day work as well as managing their overall careers.

## Show of hands...

- How many of you met someone new today?
- How many of you talked about your product?

...and...

- How many of you understood AND remember what you heard?



# How many of you have ever seen...

- an executive,
- sales-person,
- engineer,
- marketer,
- reseller,
- journalist,
- or customer



**misunderstand your product ?**



How the customer explained it



How the project leader understood it



How the engineer designed it



How the programmer wrote it



How the sales executive described it



How the project was documented



What operations installed



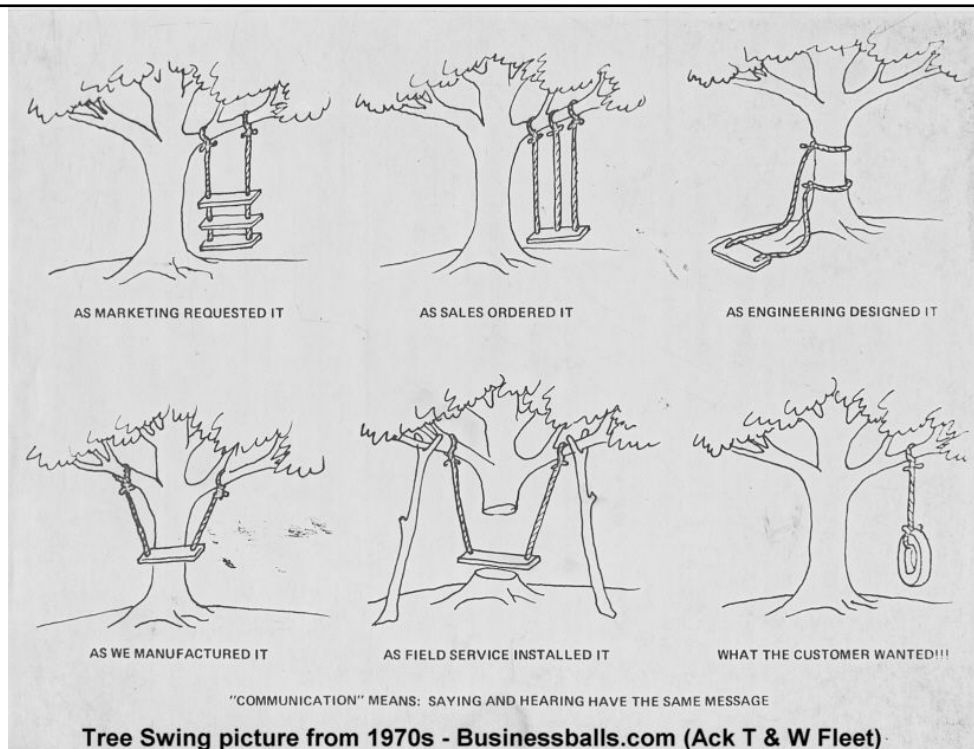
How the customer was billed



How the helpdesk supported it



What the customer really needed



**Clearly Understood  
and On Mission**





# Macintosh, the Computer for the Rest of Us



**Nintendo Wii**  
**Gaming for the whole family**

Facebook's mission is to give people the power to share and make the world more open and connected.

facebook

People use Facebook to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them.

Miracle or Method ?



# The Five Questions

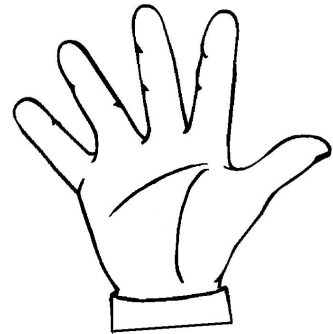
**Who is the user?**

**What is the user problem?**

**What is the product?**

**What does the product do?**

**How is the product different?**



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**The best laid  
schemes o' mice an'  
men gang aft aglay**

Robert Burns 1785

## Who is the User?

Home Theater Movie Watchers

Toshiba wanted to avoid paying royalties to Sony & Philips again.

**Created for Management,  
not for users**

**TOSHIBA**  
**HD DVD**



## What problem does it solve ?

Users wanted to record movies

2:40 Common movie length

1:00 Betamax recording time

**Didn't solve the user problem**

**B**etamax<sup>®</sup>  
**SONY**<sup>®</sup>



# What is it ?

## Google Wave

- email client?
- instant messenger?
- social media platform?

## Defies categorization



# What does it do ?

## Windows 8

Makes your computer harder to use.

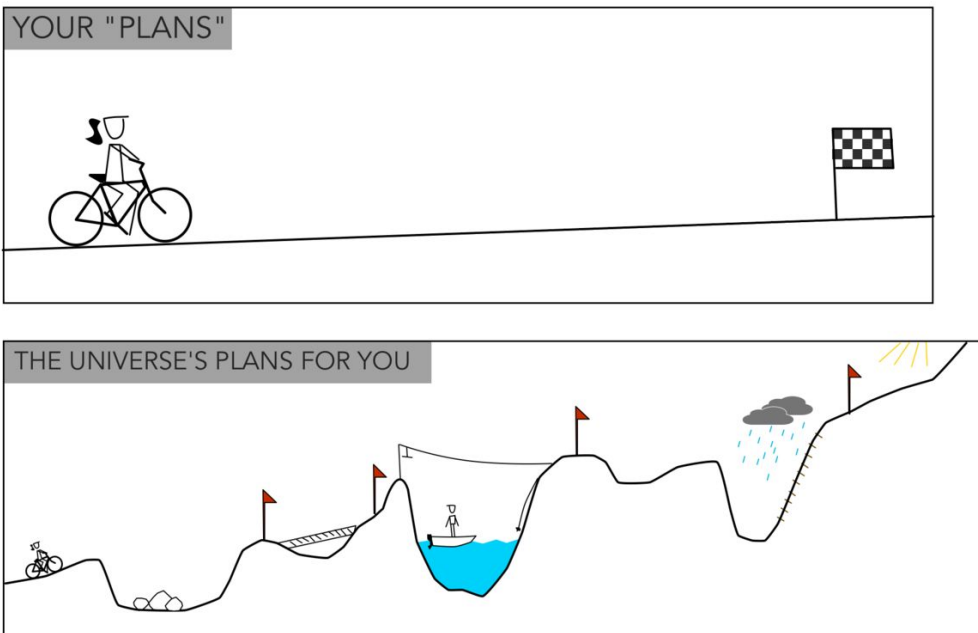


# How is it different ?

**No meaningful advantages over competition.**

Didn't add anything over Facebook.

Survives as Google's Identity Manager



DOGHOUSE DIARIES



# How do you build alignment around the product mission?

## Geoffrey Moore's Crossing the Chasm

Recommended reading →

A BUSINESSWEEK BESTSELLER

One of *Inc.* Magazine's  
Top 10 Marketing Books of All Time

# CROSSING THE CHASM

MARKETING AND SELLING  
DISRUPTIVE PRODUCTS TO  
MAINSTREAM CUSTOMERS

3RD EDITION

WITH ALL NEW EXAMPLES FROM 21ST CENTURY SUCCESS STORIES

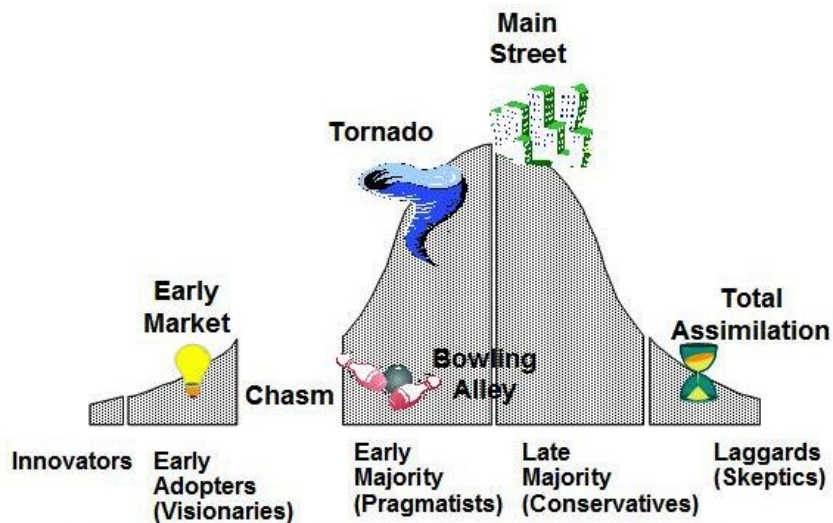
OVER ONE MILLION  
COPIES IN PRINT  
WORLDWIDE



GEOFFREY A. MOORE

Author of *Escape Velocity*

# The Technology Adoption Life Cycle



Source: Moore (2002), *Crossing the Chasm*; Wiefels (2002), *The Chasm Companion*.

# Positioning

# Positioning

“Positioning” is the marketing activity and process of identifying a market problem or opportunity, and developing a solution based on market research, segmentation and supporting data.”

Positioning is more than just a Marketing Communications Tactic!

## Positioning Statement

<b>For</b>	(Market Segment)
<b>Who</b>	(Problem Statement)
<b>The</b>	(Product Name)
<b>Is a</b>	(Describe Product)
<b>That</b>	(Explain WHAT the Product does)
<b>Unlike</b>	(Main competitor or substitute)
<b>The</b>	(Product Name) (describe benefits)



This format introduced in “Crossing the Chasm” by Geoffrey Moore  
Also called a “Vision Statement” or a “Value Proposition”

From 2001...

For Internet users who enjoy books  
Amazon.com is a retail bookseller  
that provides access to millions of books.

**amazon.com**<sup>®</sup>

Unlike traditional book retailers,  
Amazon.com provides a combination of extraordinary  
convenience, low prices, and comprehensive selection.

### Palm Pilot

- For busy professionals
- who need to stay organized
- Palm Pilot is an electronic organizer
- that synchronizes with your PC.
- Unlike other organizers,
- Palm Pilot offers reliable synchronization.





## Positioning Example -- Tesla Model S

- For **eco-conscious luxury car buyers**
- Who **want a high performance sedan with zero emissions**
- The **Tesla Model S**
- Is an **electric-powered luxury performance sedan**
- That **provides a long cruising range**
- Unlike **the big German sedans,**
- The Tesla Model S **is completely silent and uses no gasoline.**



## Use Positioning for a new release

- For Home Theater viewers
- Who want a single remote to control their entertainment and smart-home devices
- The Logitech Harmony Elite
- is a Universal Remote
- that starts activities like “Movie Night”, or “Party Music” with a single touch.
- Unlike past Harmony remotes,
- the Harmony Elite has a more ergonomic design, dedicated smart-home controls, and easier to use software.



## Positioning example



**Allen Edmonds**  
AN AMERICAN ORIGINAL

- For **the well-dressed gentleman**
- who **wants his feet to look and feel good**
- the **Allen Edmonds shoe company**
- is an **American men's shoe manufacturer**
- that **makes shoes in a variety of shapes and styles to fit any foot and match any wardrobe.**
- Unlike **other dress shoe brands,**
- **Allen Edmonds offers a Recrafting Service that restores shoes to like-new condition and adding years of useful life.**



## A listening tool as well as a telling tool...

Who is the user?

What problem does the product solve?

What is the product?

What does the product do?

How is the product different?

**Summarize other people's product explanations in the Positioning Statement format**



“I fear not the man  
who has practiced  
10,000 kicks once,  
but I fear the man  
who has practiced  
one kick 10,000  
times.”

**Write a positioning statement for your  
company or product ... or yourself**

### **Position your Company or Product**

<b>For</b>	(Market Segment)
<b>Who</b>	(Problem Statement)
<b>The</b>	(Product Name)
<b>Is a</b>	(Describe Product)
<b>That</b>	(Explain WHAT the Product does)
<b>Unlike</b>	(Main competitor or substitute)
<b>The</b>	(Product Name) (describe benefits)

**Now... turn to your neighbor...**

**Position your Company or Product**

**For** (Market Segment)  
**Who** (Problem Statement)  
**The** (Product Name)  
**Is a** (Describe Product)  
**That** (Explain WHAT the Product does)  
**Unlike** (Main competitor or substitute)  
**The** (Product Name) (describe benefits)

**Share your product positioning ?**

**Position your Company or Product**

**For** (Market Segment)  
**Who** (Problem Statement)  
**The** (Product Name)  
**Is a** (Describe Product)  
**That** (Explain WHAT the Product does)  
**Unlike** (Main competitor or substitute)  
**The** (Product Name) (describe benefits)



## Share your neighbor's positioning?

### **Position your Company or Product**

**For** (Market Segment)  
**Who** (Problem Statement)  
**The** (Product Name)  
**Is a** (Describe Product)  
**That** (Explain WHAT the Product does)  
**Unlike** (Main competitor or substitute)  
**The** (Product Name) (describe benefits)

# Positioning as Product Mission

# Crossing the Chasm Planning

## Target Market Initiative Framework A Checklist for Crossing the Chasm Planning



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Geoffrey Moore

## Begin with the end in mind...

1. Target Customer
2. Compelling Reason to Buy
3. Positioning
4. Whole Product
5. Partners & Allies
6. Sales Channel
7. Competition & Substitutes
8. Pricing
9. Next Target

## **Make Positioning your Product's Mission Statement**

- **Headline your PRD's with the Positioning Statement**
- **Enlist your best Marketing Writers to write your Positioning Statement**
- **Use the Positioning Statement whenever you introduce a product or feature to a new audience**
- **Remind people about the Positioning Statement in your presentations, communications, and documentation.**
- **Make sure key stakeholders understand, agree, remember, and repeat the Positioning Statement!**

**Thank you !**