

Align the Organization with Strategic Product Management

January 4, 2006
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Portfolio strategy matrix

	Existing Products	New Options	New Technology	New Products
Existing Customers				
Competitors' Customers				
New Customers				
New Markets				

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Plot key initiatives

	Existing Products	New Options	New Technology	New Products
Existing Customers	today	?	?	?
Competitors' Customers	?	?	?	?
New Customers	?	?	?	?
New Markets	?	?	?	?

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Is everyone aligned?

	Existing Products	New Options	New Technology	New Products
Existing Customers	Dev PM	Sales	Dev PM	Execs
Competitors' Customers	Sales	Marketing	Sales	
New Customers	PM		Marketing	PM
New Markets	Sales	Sales	Dev	Marketing Execs

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Vital few versus compelling many

	Existing Products	New Options	New Technology	New Products
Existing Customers				
Competitors' Customers				
New Customers				
New Markets				

What's missing?

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Portfolio strategy matrix

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Common Challenges

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Existing markets

- Distracted by new markets before penetrating existing markets
- Challenging a market leader to a drag race without enough resources
- Market opportunity not big enough
- Assuming existing markets are ready for innovations

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New technology

- Existing customers
 - ▶ Takes too long to make products backward compatible
 - ▶ Customers don't move on your time schedule
 - ▶ Technology doesn't provide incremental revenue
- New customers
 - ▶ Don't always need everything existing customers need
 - ▶ Some "requirements" are buying criteria, not using criteria
- Over engineered compared to value delivered

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New markets

- Sometimes deal-driven
- Existing products don't always fit new markets
- Existing sales channel can't always sell into new markets
- New product in a new market is riskiest

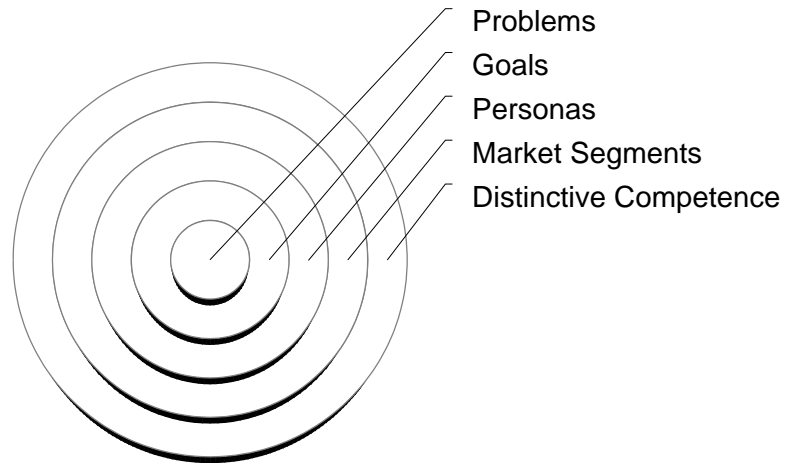
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Alignment Requires Choices

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Market focus drives product strategy



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For each initiative

- What problem does it solve for the market?
 - ▶ Urgent
 - ▶ Pervasive
 - ▶ Willing to pay
- What is the scope to build it?
- How will you market it?
- How will you sell it?

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Product strategy driven by the market

	Existing Products	New Options	New Technology	New Products
Existing Customers				
Competitors' Customers				
New Customers				
New Markets				

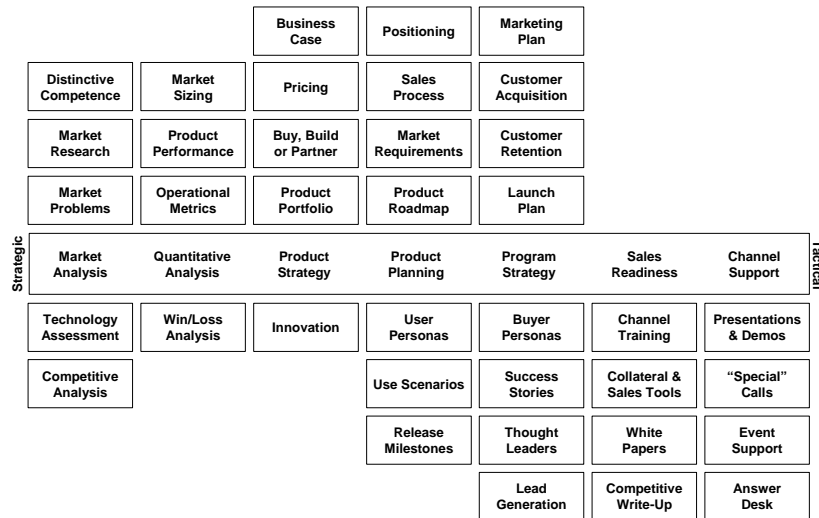
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What it takes from you to drive strategy

- Leadership
- Market facts
- Facilitation skills
- Excellent communication skills
- Ability to execute
- Confidence
- Courage

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Live the grid



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