

# **The Marketing Side of Agile:** **10 Secrets for Success**

Silicon Valley Product Management Association  
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## Ronald Brown Bio

- Packaged-goods marketing skills from Nestle, BBDO and J. Walter Thompson (Account Management)
  - “Incubators of business creativity”
- High-tech hardware and software experience at Wyse Technology (VP Corporate Marketing)
  - “Use the value chain to great strategic advantage”

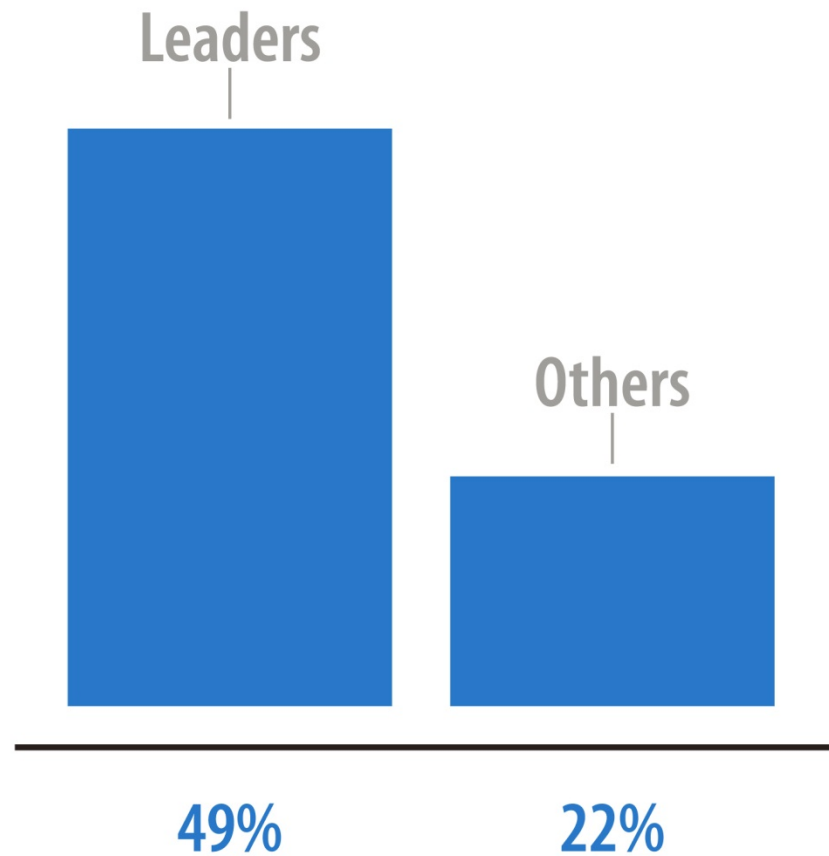
## Ronald Brown Bio

- Internet and general management experience at eFax.com (President)
  - “Won with message strength and user simplicity”
- Currently CEO of United Keys, Inc.
  - “PC keyboards waiting to be monetized”
- Also CEO of Brown & Company LLC, a new products consultancy
  - “Improve team innovation skills and develop new product ideas”

**Through it All, the Customer Has Remained King**

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# At the Best Performing Firms, 49% of Sales Come From New Products



## Failure Rates

- 50 years ago, most products were successful
- 20 years ago, failure rates were around 50%
- Today, failure rates are above 70%
- Things are getting worse, not better

**Globally, Firms Are Wasting Hundreds of  
Billions of Dollars Annually**

# **What Do Leaders Do That the Rest of Us Don't?**



# Meeting With Engineers

- Agile Development Team
  - Incorporate customer feedback regularly
    - #1 on the Manifesto
- Converting input to features is easier said than done
  - Customers are fickle, don't know what's possible
  - That's where marketing comes in
- “Do you have any marketing training?”
  - “No”

# **Anticipate. The Architecture of Small Team Innovation and Product Success**

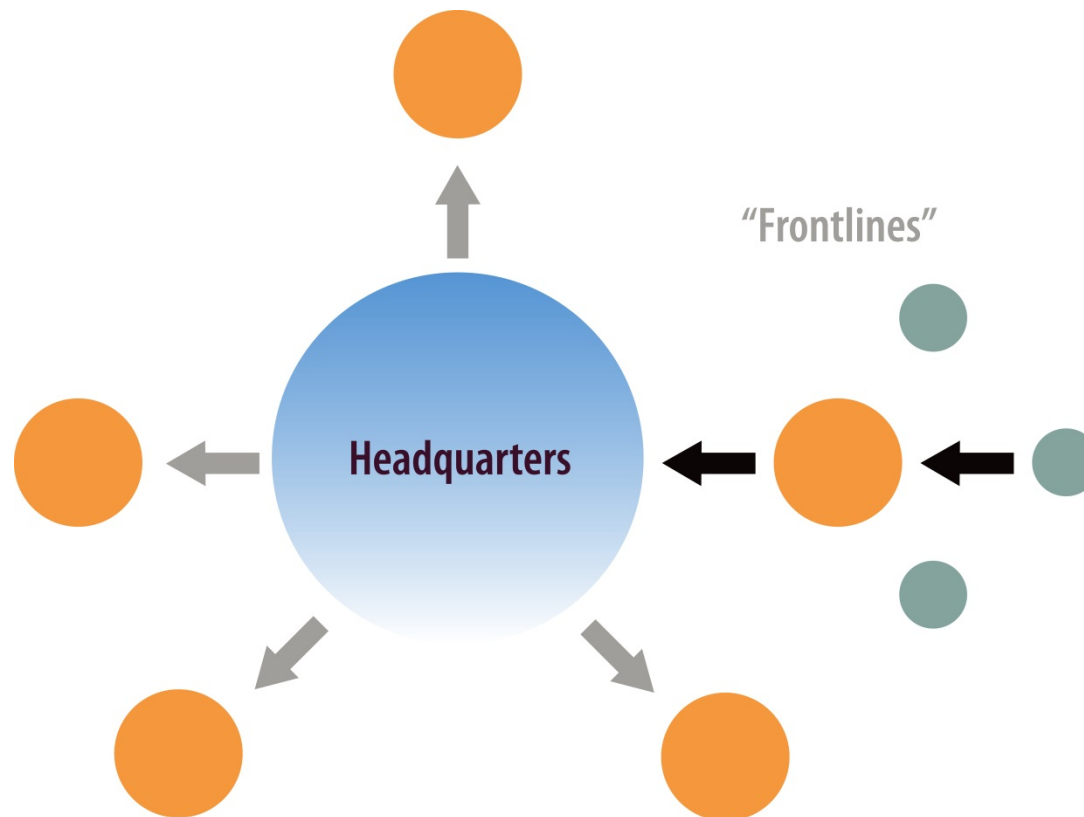
- 60 years of industry research
- Interviews with developers and management at leading companies
- Available at Amazon, iTunes, Barnes & Noble, and Kobo



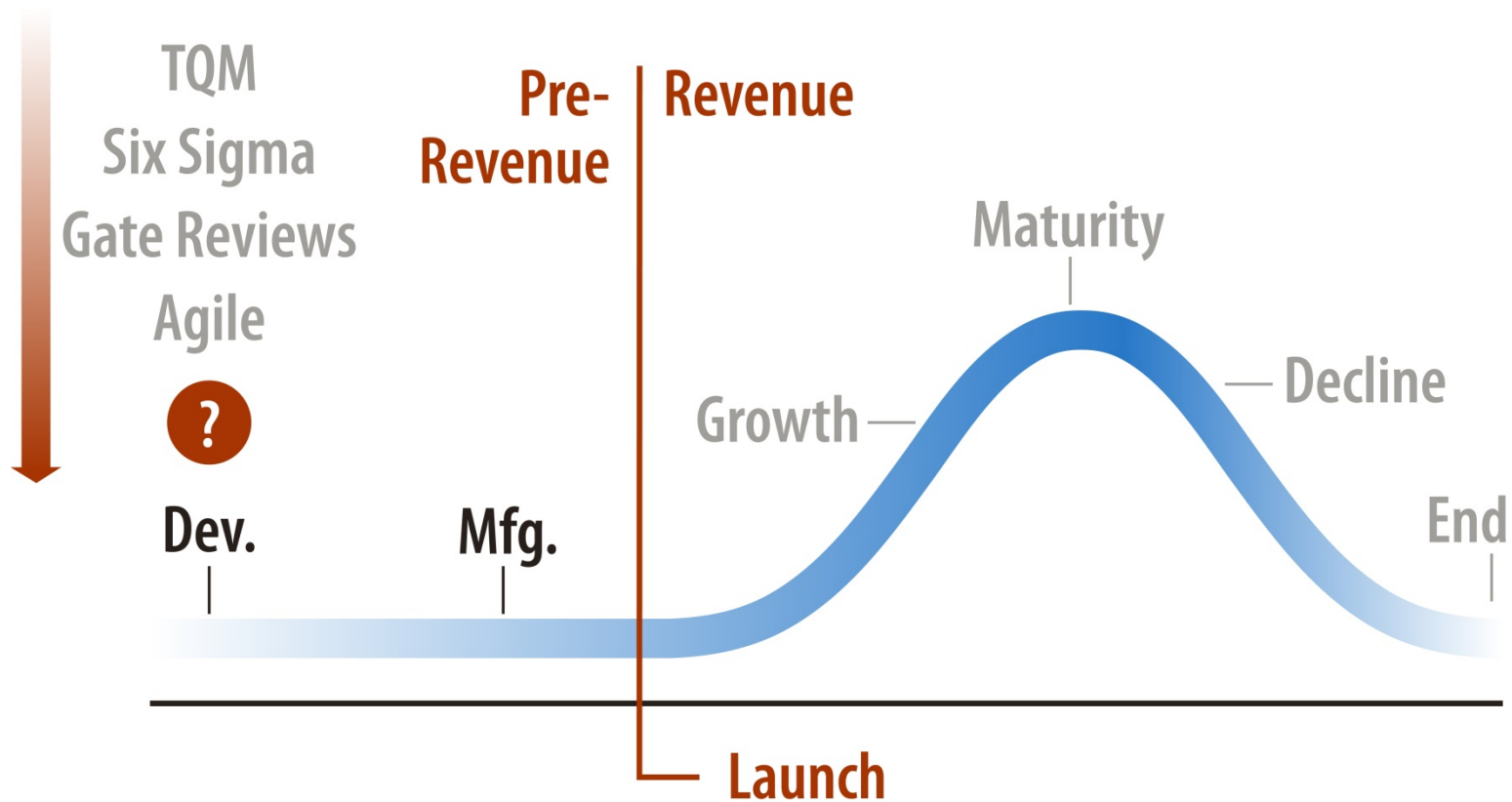
# **#1. Make Entrepreneurial Teams the Focal Point of Their Strategy**

- Slow development time #1 obstacle to innovation
- Problem: inflexible linear development processes
- Steadily, “Waterfall” is giving way to Agile
  1. Faster times to market
  2. Reduced risk
  3. Less late-stage rework
- “Small, cross-functional groups that are empowered to make decisions”

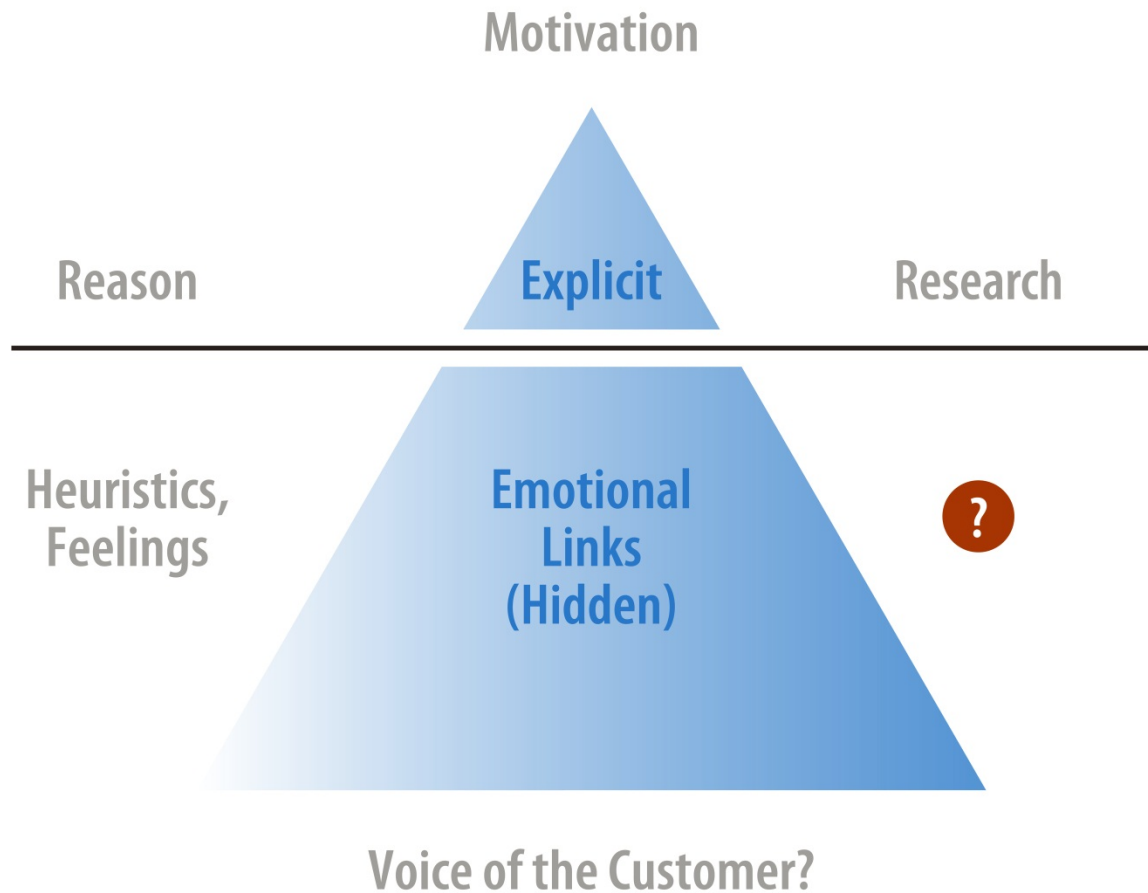
## #2. Push Decision Making to the “Edges” of the Organization



# #3. Employ Development Techniques Tailored for the “Fuzzy” Front-End



# #4. Commit to Customer Immersion and Problem Detection Techniques



# Customer Immersion

- Social Anthropology
- Customer Immersion
- Living with real people
  - P&G: “Living it Up”
  - Sales +85% in 7 years
- Most valuable skill: you’ll start thinking like your customers
- You will be able to **Anticipate** their needs

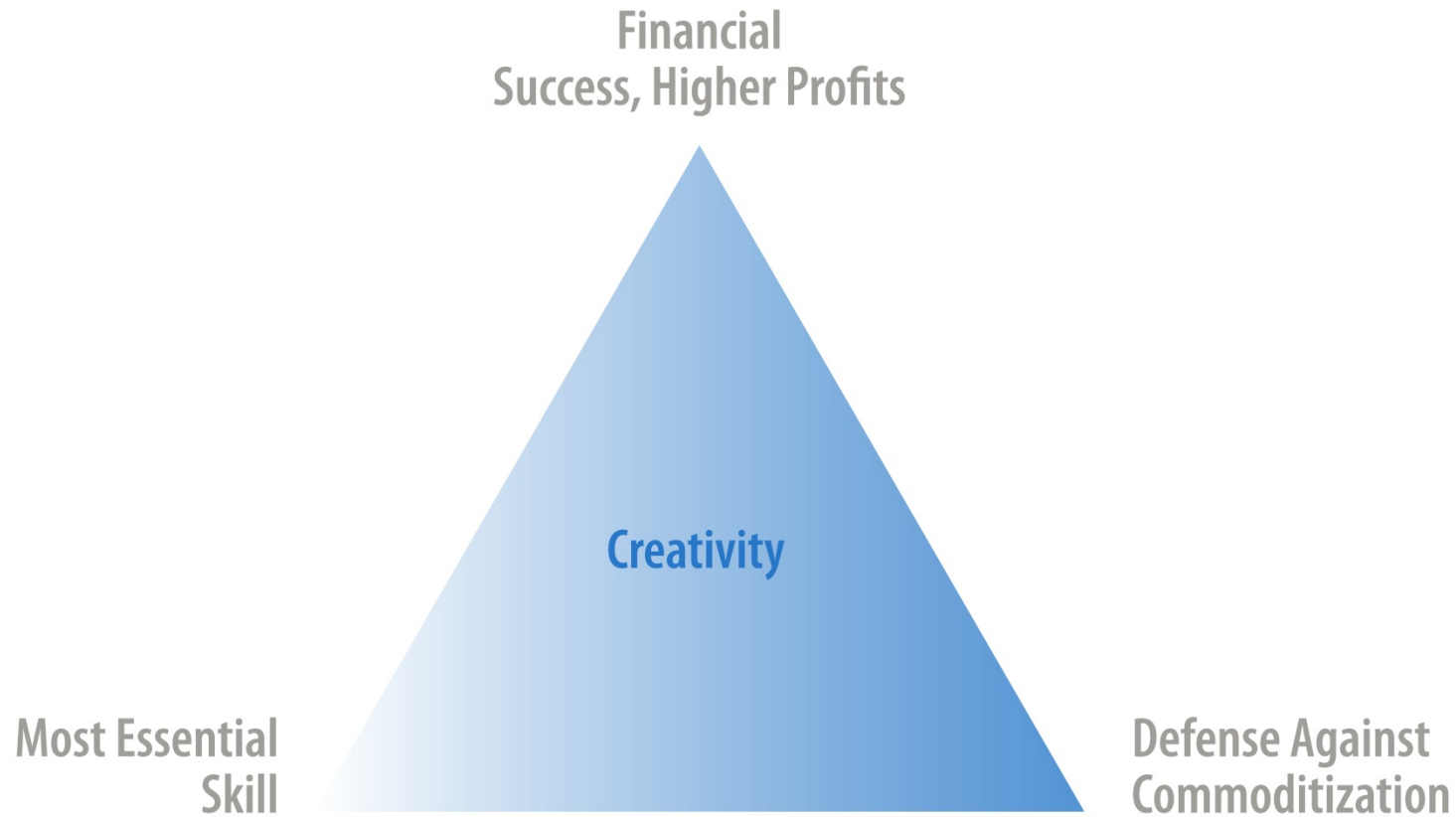


# Problem Detection

- Aspirin or vitamin?
- Leading companies solve Important Problems
  - Urgency + relevancy
  - “Screaming baby”
- Problem Detection Study
- Ideal for Agile teams



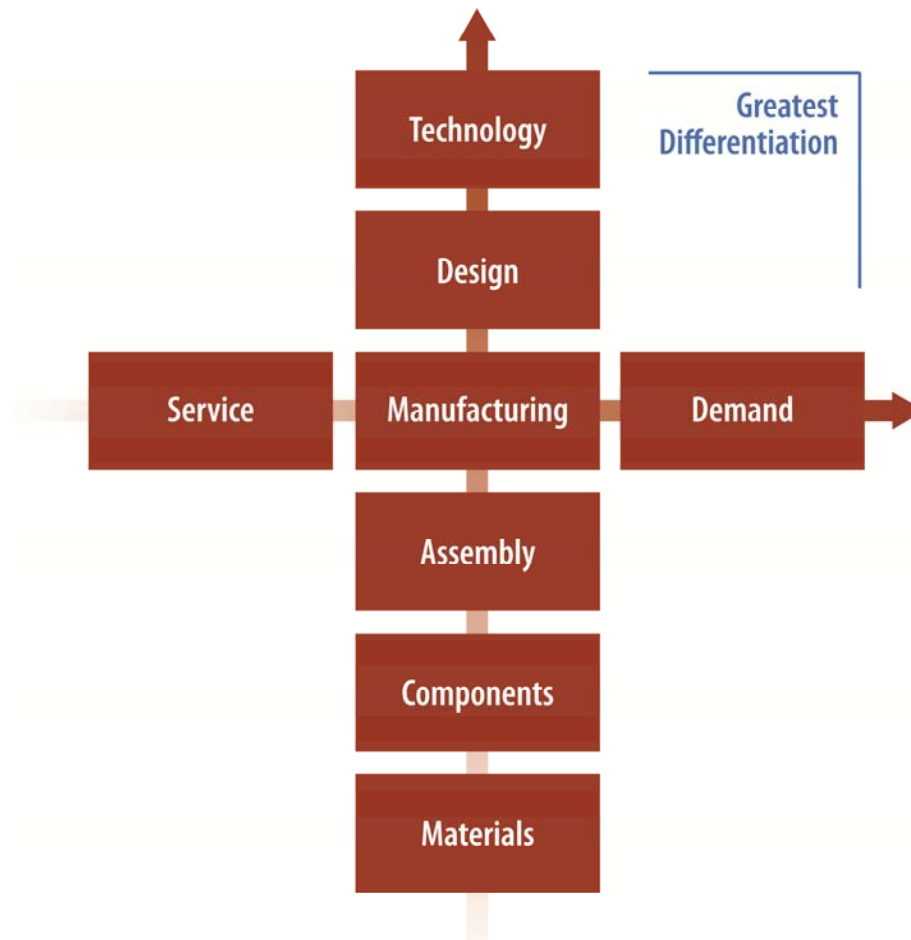
# #5. Develop Creative Problem-Solving Skills at All Levels



# #1 Need

- 1,500 CEOs, 60 countries, 33 industries
  - Creativity is #1 need
    - Ahead of rigor, management discipline, integrity, vision
- Why? Global complexity and commoditization
- Creativity is the overarching strategic imperative for surviving and thriving in coming decades

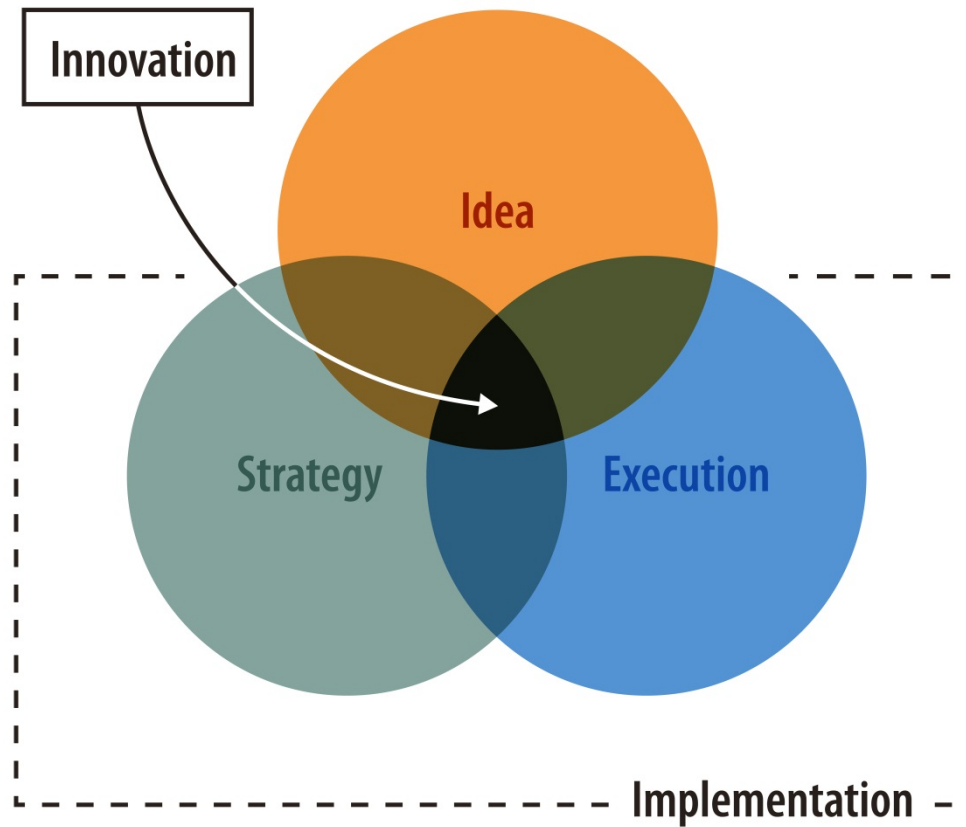
# #6. Generate Meaningful Ideas From the Entire Value Chain



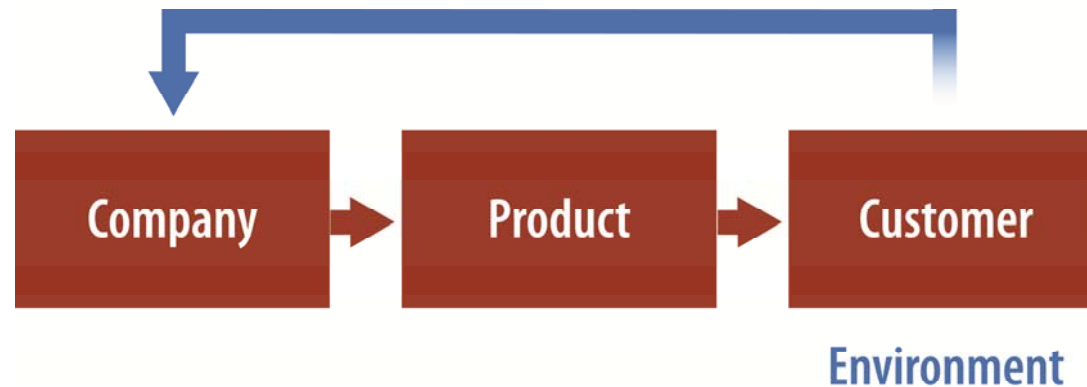
## **#7. Emphasize Superior Implementation Throughout the Organization**

- Innovation is one of three drivers of growth
  - But generally disappointed
- Why?
  - We concentrate too heavily on ideas
- Innovation is a process, deliberate and structured
- We don't like the term implementation
  - What a huge mistake
  - Main reason for product failure

# Innovation Structure



## #8. Utilize Business Models for Strategic Planning



- Transaction level value creation
- Analyzed for financial impact and customer value
- Meant to evolve, play “what if?”

# Surprise!

- Also designed to generate stories
- Stories are what customers buy
  - Fuel for word of mouth communications
- Business models fail when:
  - Narrative (story) doesn't make sense
  - Numbers (P&L) don't add up

## **#9. Recognize the Importance of Precise Messaging**

- #1 reason for failure: nothing unique
  - Differentiation is “tip of arrow”
  - Value proposition seals the deal
- Positioning
  - Limited mental space
  - “Position” against existing solutions
  - Presentation has to be razor-sharp
    - Repeated often



# Special Formula

- Unique Selling Proposition (USP)
  1. Tangible Benefit
  2. Differentiates
  3. Motivates large audience to act
- Tangible = experience through senses
  - Easier to sell

# Strategic Positioning Statement

- Additional elements
  1. Target Audience
  2. Reason Why
  3. Brand Character
- Formula: Target + USP + Reason Why + Brand = SPS
- Tough to select one benefit
- Reason Why = Proof and “Drama”

## **#10. Measure and Track Key Decisions**

- Feedback enables continuous improvement and “repeatability”
- Powerful competitive advantages
- Processes:
  - React quickly
  - Reduce mistakes
  - Accelerate start and completion of projects

# Simple Audit



# Summary

1. Entrepreneurial teams
2. Push decisions to the “edges”
3. Development for “fuzzy” front-end
4. Customer immersion and problem detection
5. Creative problem solving skills

## Summary

6. Ideas from the entire value chain
7. Superior implementation
8. Business models
9. Precise messaging
10. Measure and track

## Q/A: 15 Minutes



- *Anticipate. The Architecture of Small Team Innovation and Product Success*
- Ebooks: Amazon, iTunes, Kobo, Barnes & Noble