

November Event with Barabara Nelson

Product Roadmaps

by Greg Cohen

The SVPMA was glad to welcome back Barbara Nelson of Pragmatic Marketing to speak at the November event on *Product Roadmaps*. Product roadmaps are a topic at the core of product management and often poorly understood. Pulling from her 21 years of software industry experience and as a Pragmatic Marketing Instructor, Barbara covered everything from why product management should build roadmaps to how to design one.

Building the roadmap serves multiple purposes. It gives internal and external audiences a product vision of the future. It reduces short-term mistakes, and it helps customers integrate your product plan into their long-term strategy. Even without these benefits, the actual process of building the roadmap serves to focus a product manager's and organization's thinking. Barbara shared a quote from educator and writer, Laurence J. Peter: *"If you don't know where*

you are going, you will probably end up some place else." A roadmap can help ensure you end up where you want to go.

The product manager is the owner of the roadmap. Sometimes this can be a challenge when the executive doesn't want to give up control. But the product manager must take the responsibility. She brings the market expertise to the process from time spent outside the office with customers. She leads the cross-functional team to formulate what goes in the roadmap: a necessary step in developing organizational buy-in. Once these steps are completed, the product manager owns documenting the roadmap and defining what gets communicated to external groups such as partners and customers. Finally, the product manager is responsible for

Continued on page 7

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Inside this issue

Letter from the President
page 2

Interview with Joel Spolsky
page 4

December Holiday Social
page 9

Book Review
page 10

and More

Insider Thinking

by Rich Mironov, reprinted with permission
from *Product Bytes*

Product managers and other product champions spend a lot of their time driving internal processes and decisions - the daily incremental struggle for progress on pricing, packaging, release schedules, upgrade policies and other bits of the production puzzle. This relentless motivation is indispensable, the tech equivalent of keeping the trains running on time. PMs should also be spending time with customers, refreshing their sense of needs and marketplaces.

It's easy to get stuck at headquarters, chairing meetings and shepherding action items. Being important is habit-forming. In fact, the more you drive as product champion, the easier it is to be shackled with additional internal responsibilities. Too long without a road trip, though, and you can lose that visceral sense of customer reactions. I call this problem "insider thinking:" losing touch with external success by over-focusing on the details of delivery processes.

I'm recently back from a road trip to customers and industry press - the best way to combat insider thinking. The trip called

Continued on page 6

Letter from the President

Dear SVPMA Members,

As another busy year draws to a close, I'd like to take this opportunity to highlight some of the reasons we can all be proud of the SVPMA's progress in the past year and signpost some exciting things ahead.

As I'm sure you would agree, this has been a year of many successes for the SVPMA. With your support, we've restructured the membership model to one of annual membership. I want to thank each of you who have signed up as an SVPMA annual member for your commitment to the organization. The SVPMA couldn't be what it is today without the loyalty and dedication that you show to both this organization and to the profession of product management.

This year, we also started a brand new bi-monthly workshop series on Saturday mornings to respond to your requests for more in-depth, hands on sessions.

SVPMA is a non-profit association for Product Managers in Silicon Valley and around the San Francisco Bay area.

Our mission is

- To provide a forum to share day-to-day experiences and insights in Product Management
- To create a safe network of peers
- To promote research and education in Product Management

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

The workshops have been a great success with several excellent sessions, including:

- *Plan Your Career and Market Yourself*, Barbara Nelson, Pragmatic Marketing
- *Managing Requirements and Collaborative Product Definition*, Jonathan Miller, Truereq Technology
- *Voice of the Customer*, Stan Baginskis, PRTM

We've also continued to bring you high quality speakers and networking opportunities at our regular monthly Wednesday night meetings. We've had some fantastic sessions throughout the year including:

- *Creativity in Product Management* - Marissa Mayer, Google
- *Financial Tools for Product Managers* - Dan Miller, Digital Impact
- *Turbo Charging Your Sales Team* David Hickman, TIBCO
- *Leadership in Product Management* - Ivan Chong, Informatica
- *Applying the Chasm Group Model to PM* - Paul Wiefels, Chasm Group
- *How to Segment a Market and Determine Price Points* - Robin Purohit, Veritas
- *The Importance of Customer Focus* - Geoffrey Huckleberry, Instill
- *Product Roadmaps, A Practical Guide for PMs* - Barbara Nelson, Pragmatic Marketing

In 2003, the SVPMA also became officially incorporated as a 501(c)(3) non-profit organization, dedicated to serving the needs of Product Managers in the Bay Area. This was a huge step for us, after many years of growing from a small grass roots group to an organization representing several hundred members and delivering more than 18 events each year. Despite the costs, time and efforts involved in becoming a non-profit, I believe this official status goes a long way towards demonstrating the SVPMA's commitment to Product Managers and that, with your support, the organization will continue to prosper.

In the New Year, we're planning to have many more excellent speakers and workshop sessions, covering a wide range of relevant and interesting topics. We're also planning to increase our support from sponsors so that we can continue to provide you with the same level of services and resources without needing to increase the annual membership costs. In addition, we'll be improving our efforts in marketing the SVPMA to reach a wider spectrum of Product

Continued on next page

Letter From the President from page two

Managers in the Bay Area who could benefit from the resources we provide.

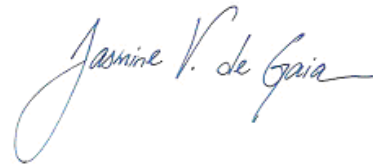
I think you'll agree with me that the SVPMA Board of Directors has done an amazing job over the past year in building and growing this organization. We're proud of the product management resources that we're able to provide to you from our monthly events to our newsletters and the extensive information on our website. I want to take a moment now to introduce you to the team behind the SVPMA - it is because of their dedication that the organization is what it is today. The members of the SVPMA board are:

Ivan Chalif - Web (ivan@svpma.org)
Greg Cohen - Newsletter (greg@svpma.org)
Sarah Cooper & Mark Harnett - Marketing (sarah@svpma.org and mark@svpma.org)
Sachin Gangupantula - Business Development (Sachin@svpma.org)
Jamie O'Halloran - Workshops (Jamie@svpma.org)
Gautam Patil - Events (Gautam@svpma.org)
Anar Taori & Simon Peel - Membership (anar@svpma.org and simon@svpma.org)

Ray Stendall - Finance (ray@svpma.org)
Bill Kong and Laura Lukitsch - Board Members Emeritus

Please join me in thanking these dedicated individuals the next time you see them at an SVPMA event. We also always welcome ideas, suggestions and volunteers, so please feel free to share your thoughts with any one of us.

Wishing you and your families a happy new year,



Jasmine de Gaia
President, SVPMA
jasmine@svpma.org

A WIDE-SCREEN, FLAT-PANEL view across the length and breadth of the business atmosphere in **India**.

| | | | |
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An Interview with Joel Spolsky

by Greg Cohen

Last issue **SVPMA.ORG News** reviewed Joel Spolsky's book *User Interface Design for Programs*. In addition to writing, Joel is the founder of Fog Creek Software in New York City. We had a chance to catch-up with Joel over the holidays and speak to him on a varied set of issues topical to product management.

SVPMA: What software products, other than your own, do you think best exemplify great and poor usability?

Joel: It's hard to point fingers. Different applications get different things right, and the term "usability" doesn't make sense unless you take it in the context of the target audience. I was shocked when I heard people claiming that Adobe Photoshop was the paradigm of usability, because I can never get it to do the simplest thing. But that's because I don't understand how it's trying to work. For people who do understand it, it's highly usable. This doesn't surprise me: as I say in my book, a program is usable when the user model corresponds to the program model. Without knowing who the user is, you can't decide if something is usable or not.

Here's one recent example of a good UI. I was quite impressed with how easy it was to create a CD with Windows XP. You drag some files onto the CD drive, OK. Now, there's a limitation of the hardware that you don't want to burn the CD right then, because if you have a lot of files to write, it's better to burn them all at once. What XP does is it puts them in a little box that says **"Files Ready to Be Written to the CD."** with a button that says **Write These Files to CD**. It's really completely intuitive and vastly simpler than the old Adaptec user interface.

Here's an example of a bad UI: almost everything Microsoft does to change Word for Windows in the last six years seems to have been of the form, "gosh, you wrote X, you must mean Y!" So not only do I have to correct all my own typing mistakes, I have to correct changes that Microsoft made to my own work. They call it Intellisense... I call it "unexpected" and if it's not what I expected, the program model is not conforming to the user model, and it's not easy to use. Even the supposedly useful stuff -- changing teh to the -- annoys me because by the time I've typed teh I've noticed my mistake and am already backing up to correct it, but Word has corrected it for me, and it just adds to the general frustration of using a "slippery" user interface where things you've done are not respected.

SVPMA: What advice would you give product managers on working more effectively with engineering?

Joel: Engineers are very meritocratic. They will work well with product managers whom they respect on a technical level. Unfairly, they will not necessarily appreciate the skills that a good product manager has (maybe it's UI design, maybe it's management, maybe it's tact) and will tend to dismiss anyone who doesn't share their code skills as "clueless."

This means working with engineers can be difficult for product managers who aren't highly technical. You might be able to get away with just being really smart. But lacking smarts or technical aptitude, the engineers will tend to tune you out.

OK, so you're not very smart, and you're not highly technical, but you have to work with engineers. What do you do then? The best suggestion I can come up with is to interact with the engineers as if *they* were in charge of product management, and you were merely the "person in charge of correlating the information on what the users want." They will be happy to have someone else who can go talk to users for them; they don't have good interpersonal skills and they don't like things that take them away from coding. Instead of saying, "I'm going to write the spec and you're going to implement it," say, "Management insists on a spec. Let me write it for you so that you don't have to waste any time on it." Now suddenly they see the value in product managers: you do all those irritating talk-to-the-user write-the-spec "bureaucratic" things they don't want to do. Of course, the next step is to use your position to manipulate engineers into doing the right thing, but once you're writing the spec and "talking to the users" that should be easy.

SVPMA: Your company Fog Creek Software publishes a bug tracking system called FogBUGZ. What inspired you to make improvements in this area?

Joel: Existing bug tracking software was generally created by programmers who thought in terms of what they *could* do rather than what they *should* do. We spent a lot of time looking very closely at the sociology of software development to create a system that would actually improve the process, when used with real people in real teams. We very deliberately avoided things that we knew had sociological problems.

Continued on page 6

SVPMA Workshop Report

The Workshop series continues to pickup momentum. The third workshop, delivered by Barbara Nelson of Pragmatic Marketing, produced an engaging and interactive session. The group discussed the Pragmatic Marketing® Framework and the importance of becoming a skilled messenger of the market. In breakout sessions, participants evaluated their career goals and skill gaps against the framework. The presentations will be posted on the SVPMA website. Many thanks to Barbara for coming out on a Saturday morning to conduct such a thoughtful and valuable workshop.

January 2004 Workshop

In January, we will be bring you a workshop on ***Revenue Rocket - increasing product success with partners***. The speaker, John Addison, will share six powerful strategies to increase your products success using partner channels. John Addison, is President of OPTIMARK Inc. and author of the book *Revenue Rocket: New Strategies for Selling with Partners*.

We are excited to continue to bring you great speakers and presenters on topic - that will help you succeed in you careers as Product Management and Marketing professionals. Thanks to all who helped develop and make our workshop series a success. We look forward to your attendance, participation and feedback in the future. Z

ON THE MOVE

If you or a product manager you know has recently been promoted or started a new job, please email the SVPMA at OnTheMove@svpma.org .



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Managing product requirements is becoming an increasingly complex task. Product Managers face a growing set of requirement inputs. Employees, Partners and Customers require greater access to product data while at the same time increasing competition and more informed consumers are demanding better products.

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Active participation amongst a cross-functional team leads to better decision-making. Leading analysts, management consultants and business leaders agree that successful product management requires a keen focus on product requirements and the ability to solicit input from the entire extended enterprise. truerreq is a straightforward way to organize product data, provide easy access to product information and a forum that inspires active participation in the requirements definition process.

Interview with Joel Spolsky from page 4

For example, a common feature request we hear (and our competitors hear, too) is to create a simple report that ranks programmers based on the number of bugs in their code, or the rate at which they fix bugs.

Our competitors think, "OK, gosh, SELECT COUNT(*) FROM, yeah, that's easy," and they add the feature.

We think, "If you did that, then programmers are going to try to reduce their bug counts. After all, that's *why* you're measuring their bug counts, to get them down. But simply measuring bug counts does not in itself reduce the number of bugs in code: reducing the number of bugs in code is quite difficult and nothing in a bug tracking package is going to accomplish that. Instead, what will happen is every time a tester reports a bug, it's going to become an argument. The programmer will say, 'that's not a bug, it's a feature.' He'll spend his time arguing about whether or not it's a bug rather than fixing it. The testers will get timid about reporting bugs if they're not totally sure -- after all, they don't want to be responsible for a programmer getting punished! Programmers and testers will make 'side deals' to fix bugs: 'If I fix this today, please don't

put it in the bug database.' And when all is said and done, the only thing that will go down is the number of bugs *you keep track of*, not the number of bugs in the code, losing all the benefits of bug tracking." So we refuse to implement the feature. Our attitude means we lose a few unenlightened customers, but it's worth it, because the customers we have get real value out of the product and spread the word.

SVPMA: What are your thoughts on off-shoring development and what do you see as the pros and cons of this trend?

Joel: Off-shoring is really outsourcing, and it's not going to work because outsourcing doesn't work. If software is mission critical to your organization, you can't afford the loss of control that outsourcing produces. Too much bandwidth is required between software developers and the other business functions to do it successfully across company boundaries, or across ten time zones, or across languages. Companies that treat software developers as interchangeable cogs and try to get the lowest cost cogs on the planet are not going to produce very good software. Z

Insider Thinking from page one

to mind some oft-seen examples (with products and markets changed to protect the guilty).

Packaging by Organization

You're bringing out a new database product that sometimes needs a separately delivered device driver. *Why is it separate?* Internally, you have a very rational explanation about... divisional revenue recognition and how the Networking Drivers group needs to track shipments to justify its effort. Or uncoordinated release schedules. Or the terms of a restrictive license agreement. Or having a common set of part numbers across all divisions. Or because changing a software bill-of-materials takes months of political infighting.

Within days, Customer Support is getting calls from customers who can't install your latest release. Most callers have ignored a README and several product bulletins explaining that updated network drivers are required, and must be ordered separately. Even worse, the sales force keeps submitting new orders without the specially discounted driver package ("DP8410-db-linux") that they've been briefed on.

Insider thinking has you steamed: "What more can I do to educate customers about the need for supplemental driver packages? RTFM!" Outsiders have a simpler view, though: "*How could you ship me something that doesn't work?*" Your company's organizational problems are of no interest to paying customers, so should never be part of your packaging strategy.

Parents will be whispering obscenities next week as they try to assemble holiday gifts for their children. Including a 20-cent Allen wrench with the bicycle kit might be helpful. Or a sticker that reads "nearly-impossible-to-find batteries not included."

Cost-Based Pricing

Prospects will compare your prices to the competition, and ask why yours is higher. (Somehow, it always is.) Good answers are about customer value: extended support, saved time, more features, ROI, customer endorsements, or product integration.

Your insider thinking is showing, though, if your prices are justified by inputs. Customers rarely care if you have more expensive engineers on the team, or headquarters is demanding profitability, or you signed

Continued on page 8

November Event with Barbara Nelwon from page one

updating the roadmap when market conditions inevitably change.

Barbara offered a few cautions: if there is a large customer requiring custom work. The services group should handle this. You do not want to limit future growth through endless cycles of customization. The roadmap is a plan not a commitment. Therefore, do not accept any contracts with the roadmap attached. Also, assume your competition will see your roadmap.

Even with a roadmap, the sales channel can still be a source of problems. They will often sell futures as features. Even worse, they may do this in the wrong target market. The product manager must get sales refocused on the right target market. Development offers a different but equal challenge because the delivery dates and content have a high level of uncertainty. If the development cycle far exceeds the sales cycle, it might be preferable to break the releases into smaller chunks.

The roadmap process starts with getting out of the office and understanding the market. The product manager needs to speak with customers, evaluators, and potential customers. The next steps are to quantify the problem and assess whether it is urgent and pervasive, because these are the best problems to solve. Finally, determine what the whole solution looks like and whether this will require partnering or working with third party products? The product manager is the messenger of the market and can take this information to share with others in the company. Barbara advises that it is best to be very deliberate with the segments of the market you are pursuing and focus whole releases around a segment rather than dribbling out a few features for each segment on every release.

There are two other important elements of building a roadmap: establishing your competitive strategy and researching the technology landscape. To establish your competitive strategy, identify segments that you can dominate and that leverage your organizations “distinctive competence.” Add to this, interviews you have conducted of technology reviewers to gauge adoption of standards and look at emerging technologies and how these could be applied to your market.

Synthesize all this market research. Review it with an internal cross-functional team. Then validate it with trusted partners, followed by trusted customers and potential customers.

The roadmap itself should communicate five basic facts:

1. Who - market segments
2. Why - business problem
3. What - product requirements
4. How - technology
5. When - time

The communication should be at a high level. The features should be tied to the problem being addressed. The dates should be conservative, represented by quarter and half year. Although there are not many examples available, figure 1 shows a sample template.

Product Roadmap

| | Year 1 | | | | Year 2 | | Year 3 | and |
|---------------------|--------|----|----|----|--------|----|--------|--------|
| | Q1 | Q2 | Q3 | Q4 | 1h | 2h | | beyond |
| Project | | | | | | | | |
| Market Forces | | | | | | | | |
| Market Segment | | | | | | | | |
| Major Feature | | | | | | | | |
| Client | | | | | | | | |
| Server/Architecture | | | | | | | | |
| Platform | | | | | | | | |

For more information, contact: <author> at <email>

This document contains forward-looking statements based on current expectations, forecasts and assumptions of the Company that involve risks and uncertainties. Forward looking statements are subject to risks and uncertainties associated with the Company's business that could cause actual results to vary materially from those stated or implied by such forward-looking statements.

Figure 1: Product Roadmap Template

Insider Thinking from page 6

an unfavorable license agreement with Microsoft. Don't mention that you're using outdated memory boards, or that Purchasing forgot to buy in bulk.

[For instance, Apple iPods are priced by song capacity, not at 35% above cost-of-goods. Likewise, we choose heart surgeons based on reputation and referral, not on least cost per valve replacement or their Porsche payments.]

Decide internally if you can compete, behind closed doors. Chain an MBA or two to spreadsheets until you understand break-even and ROI for each new project before launching the latest teen-targeted PDA or Wi-Fi clearinghouse. Once the decision is made, though, start pitching customer value- and hide the insider thinking.

Talking to Yourself

At a trade show, random attendees ask what your company does. Pulling out your cue card, you recite something about the "dominant OEM vendor of mid-market, cross-platform storage optimization algorithms." After a few dumbfounded looks, you try again with "our software helps squeeze more data onto disk drives."

What happened? You've dragged out a complex internal positioning statement, painfully built by a marketing-engineering committee. Motivated by the best insider thinking, PM spent months drawing competitive matrices to show Gartner Group how your start-up is slightly better positioned than your VC-backed arch-enemies.

Unfortunately, most customers have never heard of you or your competitors. They don't care if you focus on the mid-market or that your archival only runs on Windows. There's not a single meaningful word in this positioning mumbo. Spending some time with prospects (alongside the sales team) reduces your jargon level and refreshes your customer vocabulary.

Inside the Beltway

National politics is an extreme case of insider thinking: sometimes news and decisions from Washington DC are inexplicable to folks half a continent away. The internal complications of political decision-making and fundraising can result in odd or contradictory outcomes. We often refer to career politicians and lobbyists as "inside the Beltway" that circles Washington and its near suburbs, and their art-of-the-possible solutions as "inside the Beltway thinking." Here's to being an Outsider with only the market to answer to.

Fake Comparisons

We've all reverse-engineered competitive matrices to look good. These are the familiar checklists of features and benefits that prove we outshine the other guys. (They have a similar matrix that outscores us.) Often, we reach too far.

These fake comparisons don't award any check marks to the competition, and include obviously silly advantages. ("Day and night operation" for flashlights comes to mind.) Choked with insider thinking, they insult the customer. Smart customers will have several versions and judge you on your helpfulness. *[Even if you forget, competitors will mention that your hardware failed FCC radio testing or is suspected of causing blindness.]*

Online ROI calculators suffer a similar fate. We've trained customers to view these very skeptically, especially when the expected savings is impossible to measure. You may be more helpful to prospects by providing the elements and assumptions needed for a custom cost justification - rather than jumping to unexplainably great results.

Hoping for naïve customers is insider thinking. Providing customers with relevant, meaningful product comparisons helps them through the selling cycle. Coincidentally, this is also good marketing.

Sound Bytes

Stuck at headquarters, it's easy to forget customer realities and needs. Great PMs know that internal goals and criteria are only one part of a successful product. Frequent escapes to talk with live customers are essential to remind us of what's important. Z

Rich Mironov has worked with technology companies in Silicon Valley since 1981. He is the principal of Mironov Consulting and is now VP Marketing at AirMagnet.

LETTER TO THE EDITOR

Do you have an issue you would like to share with the membership, feedback on a presentation or article, or suggestions for the newsletter? Let us know. Please email all comments to letters@svpma.org.

SVPMA Appoints New Director of Marketing

The SVPMA announces the appointment of Sarah Lynne Cooper to the board of directors as the Director of Marketing. She is responsible for achieving SVPMA goals and objectives through management of all outbound marketing strategy and delivery. She has close to 10 years of high-tech marketing experience that spans product management, product marketing, and marketing communications. Sarah is a Strategic Marketing Manager at Verisity Design, Inc., an EDA company that provides Verification Process Automation solutions. Previously, Sarah has held various marketing positions, including Product Marketing Manager at Cadence Design Systems, and Marketing Communications Manager in Technical Marketing at The MathWorks. Sarah has a passion for marketing and has a successful track record taking new product concepts to market and managing product life cycles. Sarah has participated in numerous product management and marketing training courses and holds a BS in Business Administration, Marketing Major, from the University of Hartford. Z

"Meetings tend to be held either to share information or to solve problems. For the first sort, Roger Neill of Synetics advocates asking everyone to say at the end what they think they have heard, and correcting their accounts if they are wrong. With problem-solving, the aim should not be just braining storming but paying proper attention to putting solutions into practice. He also thinks it is wise to ask people what they liked about the things they heard; criticism usually comes unasked. Pessimism, skepticism and challenge all cause trouble."

From Think before you meet, The Economist, October 25th - 31st, 2003

December Holiday Networking Social



Thank you to everyone who came out to the Blue ChalkCafe to enjoy good food and cheer!

BOOK REVIEW
Execution: the Discipline of Getting Things Done
by Larry Bossidy and Ram Charan
Review by Greg Cohen

How do you make a company perform to the capabilities of its talented and hardworking employees? Larry Bossidy and Ram Charan answer that question in their best selling book *Execution: The Discipline of Getting Things Done*. They present a systematic method for tying together the operations, strategy, and people processes.

Larry Bossidy worked at GE for 34 years before becoming the turnaround CEO of Allied Signal and later Honeywell International. Ram Charan is an advisor to CEO and senior executives. They note that strategies often fail because of poor execution. Either the organization is not capable of pulling them off or the leaders have misjudged the challenges in the business environment.

Early on in the book, the authors dispel the myth that execution is the tactical side of business: "Tactics are central to execution, but execution is not tactics. Execution is fundamental to strategy and has to shape it. No worthwhile strategy can be planned without taking into account the organization's ability to execute it. If you're talking about the smaller specifics of getting things done, call the process implementation, or sweating the details, or whatever you want to. But don't confuse execution with tactics."

Bossidy and Charan go on to write that "Execution is a systematic process of rigorously discussing hows and whats, questioning, tenaciously following through, and ensuring accountability. It includes making assumptions about the business environment, assessing the organization's capability, linking strategy to operations and the people who are going to implement the strategy, synchronizing those people and their various disciplines, and linking rewards to outcomes. It also includes mechanisms for changing assumptions as the environment changes and upgrading the company's capabilities to meet the challenge of an ambitious strategy. In its most fundamental sense, execution is a systematic way of exposing reality and acting on it."

Every company practices the people, strategy, and operations process, but too often they sit separate from one another and robust dialogue does not occur to ensure they are aligned, that people have agreed on the commitments and will be accountable for the results.

The leader is responsible for these three processes and cannot delegate them. Further, the leader must set the tone for the dialogue in the organization. "How people talk to each other absolutely determines how well the organization will function." Dialogue should be candid and based in reality. You have a problem if it is politicized, stilted, fragmented, or about protecting oneself.

The leader's most important job is selecting and appraising people. This job should never be delegated. Bossidy usually spends 20% of his time on this task, but has needed to spend upwards of 40% when implementing an execution culture within a company. Do you spend that much time evaluating and working with your people?

In many ways, Bossidy is a practitioner of the Socratic method. He asks questions that get his managers to think in ways they never have before. He then diligently follows-up. After every meeting, he sends the manager a note summarizing their discussion and next steps. Lastly, he holds his managers accountable for the actions and results to which they agreed.

Execution is at a higher level than most books that are reviewed in this newsletter. Much of the process has to be driven from the C-level. But the ideas set forth are thought provoking and can be applied to ones own organization, management and staff. The book is well worth the read. Z

As we expand the newsletter, the SVPMA is looking for contributing authors. If you have an idea for an article or would like to be part of the editorial staff, please email newsletter@svpma.org

Saturday January 17th 8:30 am to Noon

Wyndham Hotel, Sunnyvale

Revenue Rocket - Increase Product Success with Partners



The success or failure of a new product is often determined by strategic partners and distribution channels. Nokia sells 200 million cell phones through partners. LeapFrog, a global leader in educational toys, grew 10-fold in 3 years selling almost exclusively through partners. Technology giants Microsoft, Intel, and Cisco protect their market dominance by selling through complex global distribution channels.

Presenter John Addison will share six powerful strategies to increase your products success using partner channels. You will work with three foundations to Partner excellence (3 P's): a portfolio of product and partners, planning of channels, and Partner Relationship Management (PRM). You will also learn how to continually improve channels and maintain Partner excellence (3M's): mindshare and five stages of increasing loyalty, marketing to make it easy for partners to promote your products, and money - the true partner motivator.

Workshop agenda includes:

- o **Six Strategies for channel partner success presentation**
- o **Identify the market dominance model for your product**
- o **Build a Revenue Rocket to increase product revenue**

Continental Breakfast will be served

Event location: Wyndham Hotel, 1300 Chesapeake Terrace, Sunnyvale, CA 408-747-0999

8:30am Registration/Networking/breakfast

9:00am Workshop

Noon Wrap-up/Networking

Pre-Registration (before January 14)

SVPMA Members \$25

Non-SVPMA Members \$40

Event Day Registration

SVPMA Members \$35

Non-SVPMA Members \$50

More information & Registration: <http://www.svpma.org/workshop.htm>

About John Addison

John Addison, as president of OPTIMARK Inc, has devoted the last 11 years to helping corporations improve their sales channel strategy and achieve partner excellence. Mr. Addison's workshops and speeches are popular in the Americas, Europe and Asia. Prior to consulting and workshops, Mr. Addison was an area channel manager for Sun Microsystems. In 3 years he led a sales team to 300% annual growth from \$4 to \$110 million. In addition, John Addison teaches product marketing and channel marketing courses at UCSC Extension. Mr. Addison is a graduate of U.C. Irvine, where he also taught.

<http://optimarkworks.com>

Here is what thought leaders say about John Addison

"The Technology Adoption Life Cycle is famous for wreaking havoc on partner and channel relationships. John Addison knows the ins and outs of this problem very well and his analysis and recommendations are a must read for any marketing executive in the high tech sector."

Geoffrey Moore

Author, Crossing the Chasm, Inside the Tornado, Living on the Fault Line