Strategic Product Management Frameworks

Product Management & Innovation

Howard Shen - February 2017

Agenda

Intro (Who is this guy?)

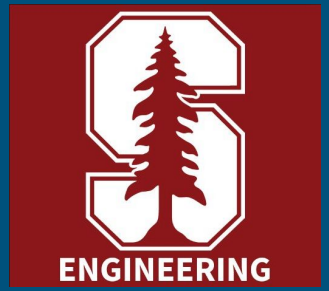
Key Frameworks

- Horizon Planning
- Technology Stacks

How to apply these frameworks

Q&A

Intro to Howard: Decades Recap in Pictures



I DON'T OFTEN TEST MY CODE
But when I do,
I DO IT IN PRODUCTION.

THE BOSTON CONSULTING GROUP

intuit

motorola
a Google company

ebay

Horizon Planning

Horizon Planning

H3 - Long term: Moonshots that disrupt the business/industry. Lots of these will fail, but you only need a few to succeed.

H2 - Medium term: Profitable in 2-4 years. Concept is proven, and now needs to scale. Need to create or take market share from other products/competitors.

H1 - Immediate term: Cash cows. ROI is very positive. These products fund innovation and big bets that have yet to start generating significant $$.

Significant Horizon differences

Horizon	Primary Metric	Development Advantage	Innovation methodology
H1	Revenue	Rich user feedback	A/B testing
H2	Usage	Market position	Business/Usage models
H3	NPS	Zero tech debt	Fail fast and Iterate

Strategies for H3 development

	intuit	motorola a Google company	ebay
H3 Responsibility	Director	VP	SVP
% of org on H3	20%	40%	95%
Advantages	Accessibility	Balance	Focus

Myths across the Horizons

H1 Myth: Innovation is not needed/possible here.

H2 Myth: Feature development is not needed to achieve scale.

H3 Myth: Moonshots are expensive - best left up to wealthy Fortune 500’s or well-funded startups.

Technology Layers

Technology Layers Overview

User Experience. What the user sees and **interacts** with. Pixels, buttons, flows, various touch points (email, etc.).

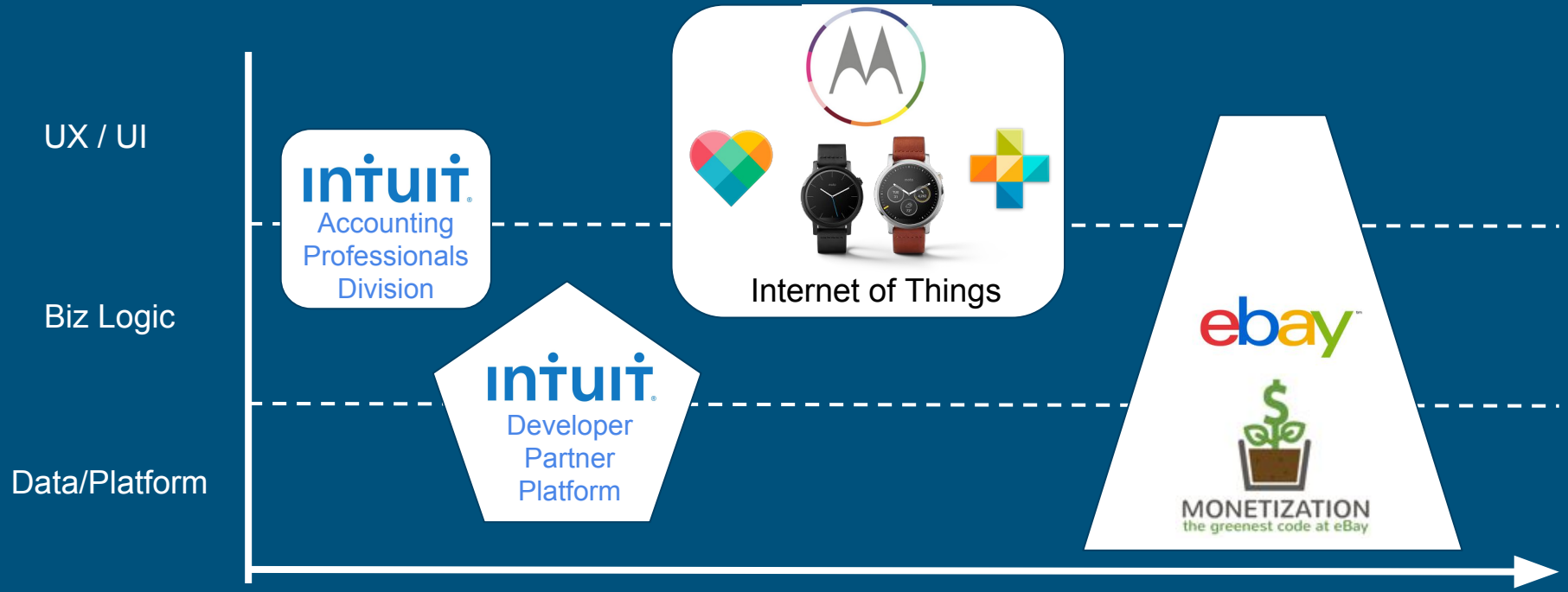
Business **Logic**. How/What data moves from one place to another. What components drop vs. listen to events.

Data / Platform. The source of data **truth**. Platform layer dictates how the data is organized/structured, and what APIs are exposed to access the data.

Indicators for each Technology Layer

Technology Layer	Closest (non-Dev) Ally	Guiding Metric	Feedback Channel
User Experience	Design	Usability	Users!
Business Logic	Prog Mgmt	Simplicity / Flexibility	Business/marketing teams
Data/Platform	Architects	Time to Market	Internal developers

My PM career across technology layers



How to apply: PM Career Strategy

Audience: Individual contributors, PM Managers, PM Peers

Assess: Where am I working now? Where do I **most like** to work? Where do I need more experience?

Ask: What are the **challenges** at each horizon and layer for your current company/group?

Adjust: Am I in the right role? Am I at the right company? Does my current team offer the right challenges to help me **grow** my career?

Technology Layers in practice

What does “end-to-end ownership” mean?

Who owns the customer experience?

What is the difference between “platform” and “infrastructure”?

Why is the answer to most interview questions, “it depends”?

Thank You

Q & A

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