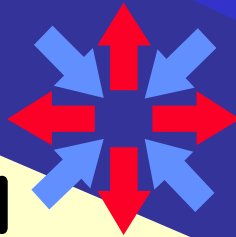


Successful Transitions: Product, Models, Positioning, and Everything Else

PMM Forum

16 May 2002



**Digital
Thinking Inc.**

**Don B. Jarrell
President**

don@DigitalThinkingInc.com

Basics: “Product”

“Anything you can get a customer to pay for on a predictable basis.”

Noel Capon
Chair, Marketing Division
Columbia Business School



Basics: “Product”



“An artifact of the truth
of the promise of the
brand.”

Watts Wacker
CEO, FirstMatter
Futurist and an original mentor
of FastCompany Magazine

Basics: Product Manager Ideals

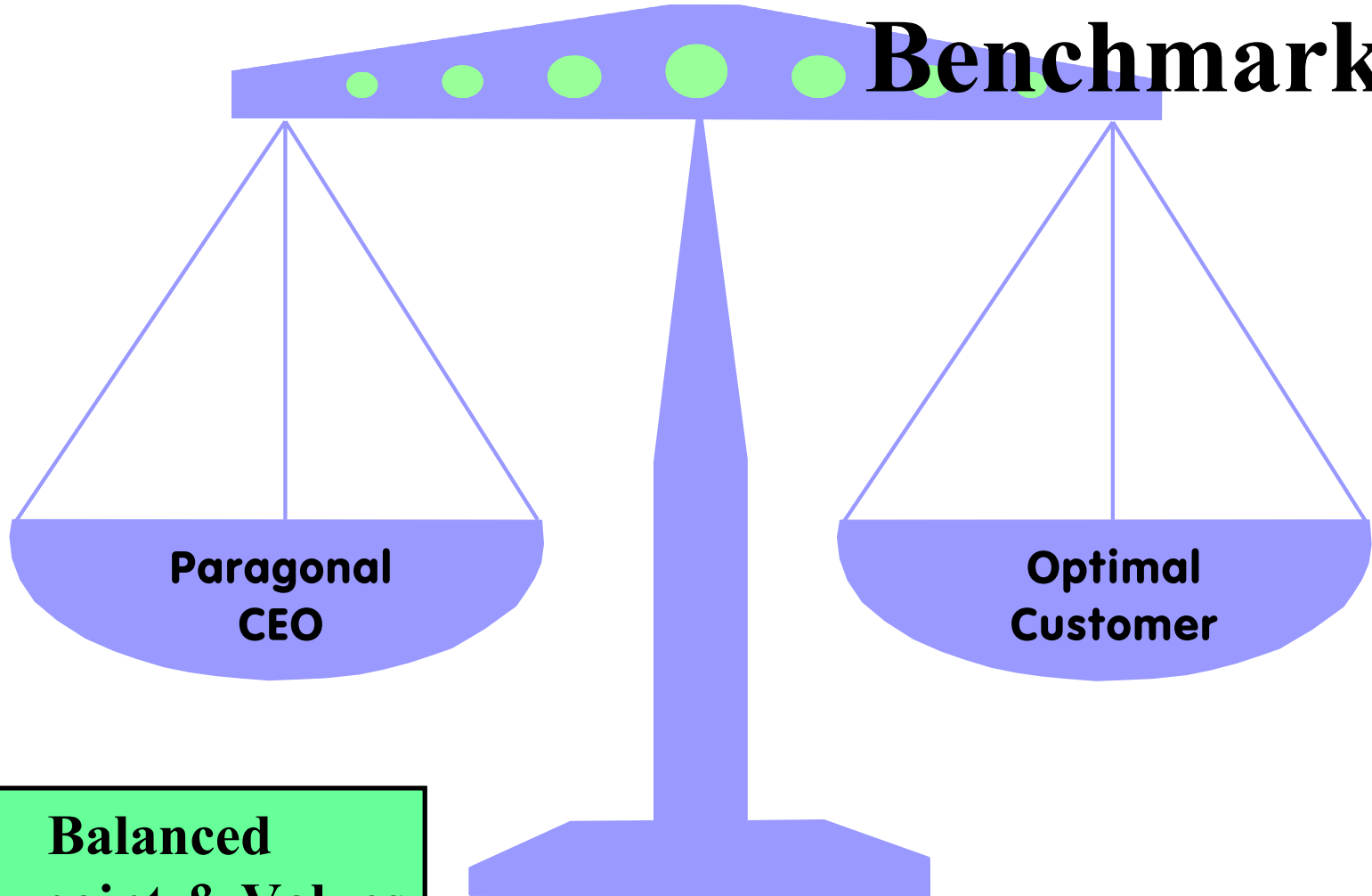
Is

- Aware of everything
- Communicating with everybody
- Master Negotiator
- Arbiter of issues and conflicts

Is Not

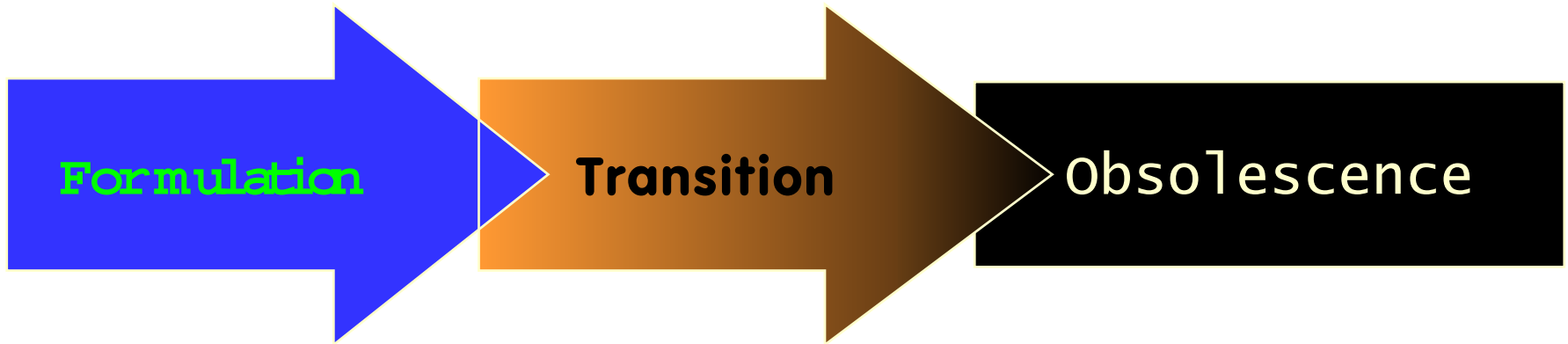
- The leading technical expert on the product
- Actively involved in development
- Operating on a strict control basis

Basics: Benchmark



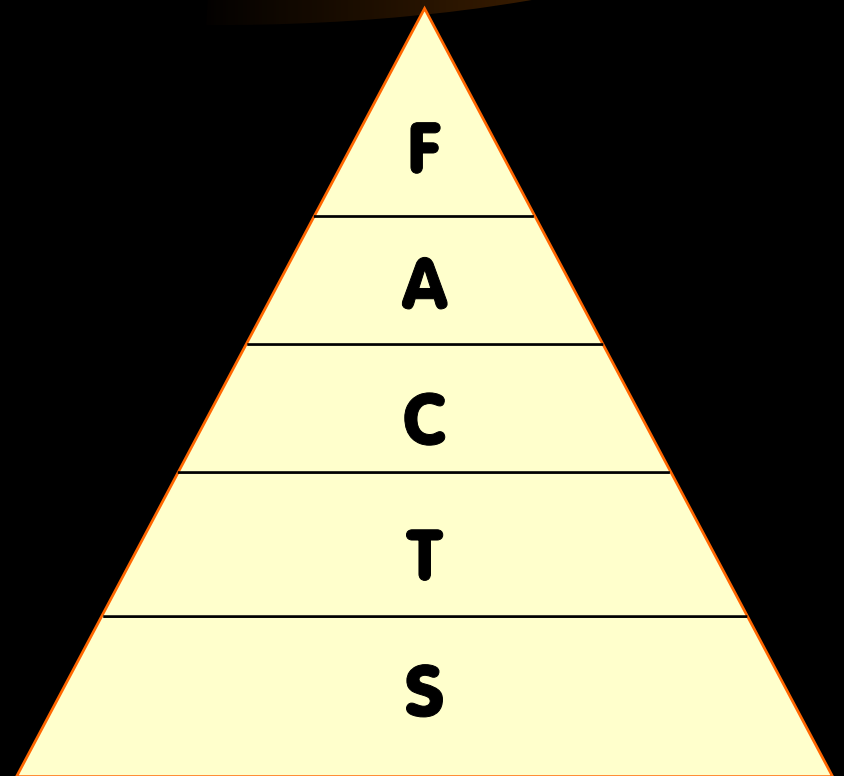
**Balanced
Viewpoint & Values**

Basics: Phases of Product



Formulating Sustainable Product Lines/Brands

- Build bottom-up from a solid base of understanding and priority - the FACTS pyramid
 - Science
 - Technology
 - Concept
 - Architecture
 - Features



Creating Market

Fiction

F

A

C

T

S

the story
that creates market and mindshare

You must know the difference

Fiction is NOT falsehood

Fiction, like a Crichton novel,
uses a base in FACTS but goes
beyond to excite and create the
intended thoughts



Biz Model: Culture & Perception ?

Developer

“Project”

Technology

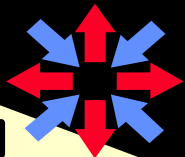
Customer

“Solution”

High-Level Engineering Expertise

Expensive

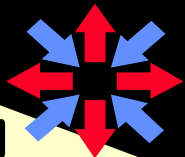
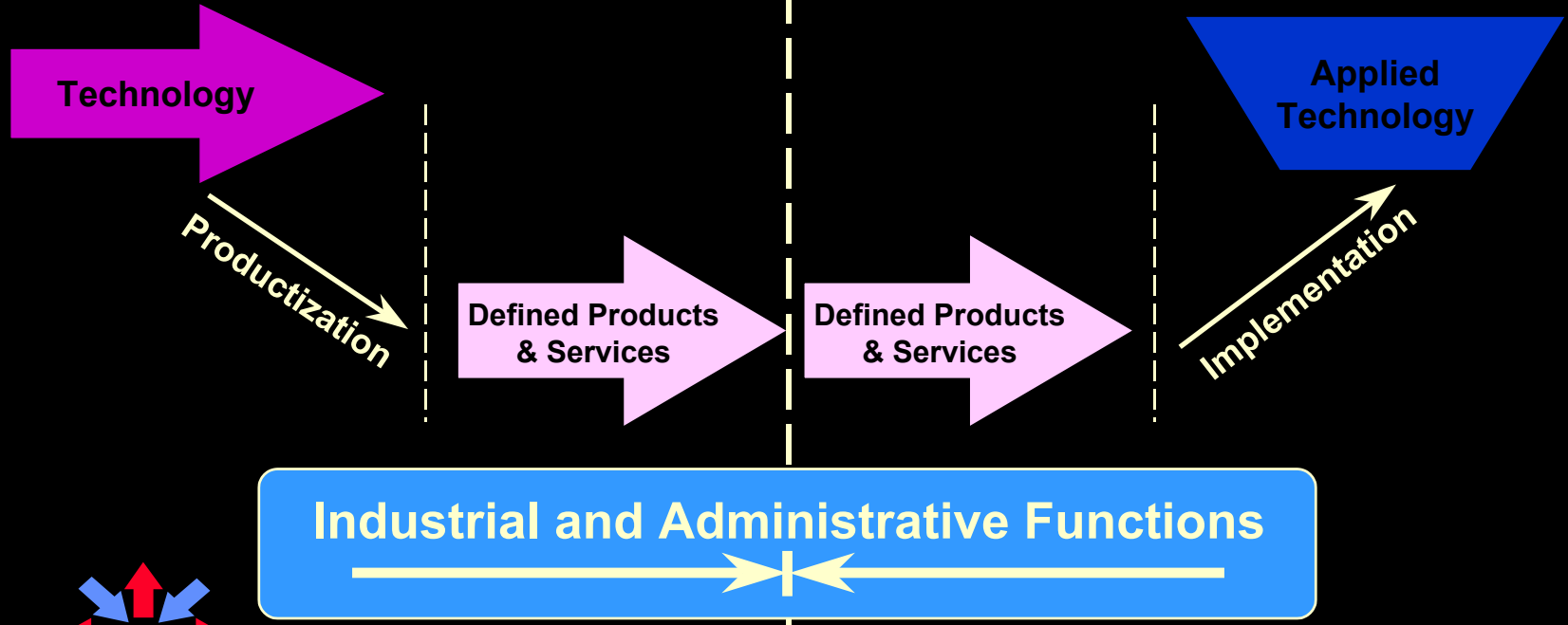
Risky



*More Effective;
Less Expensive*

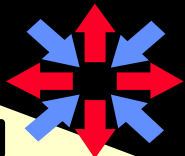
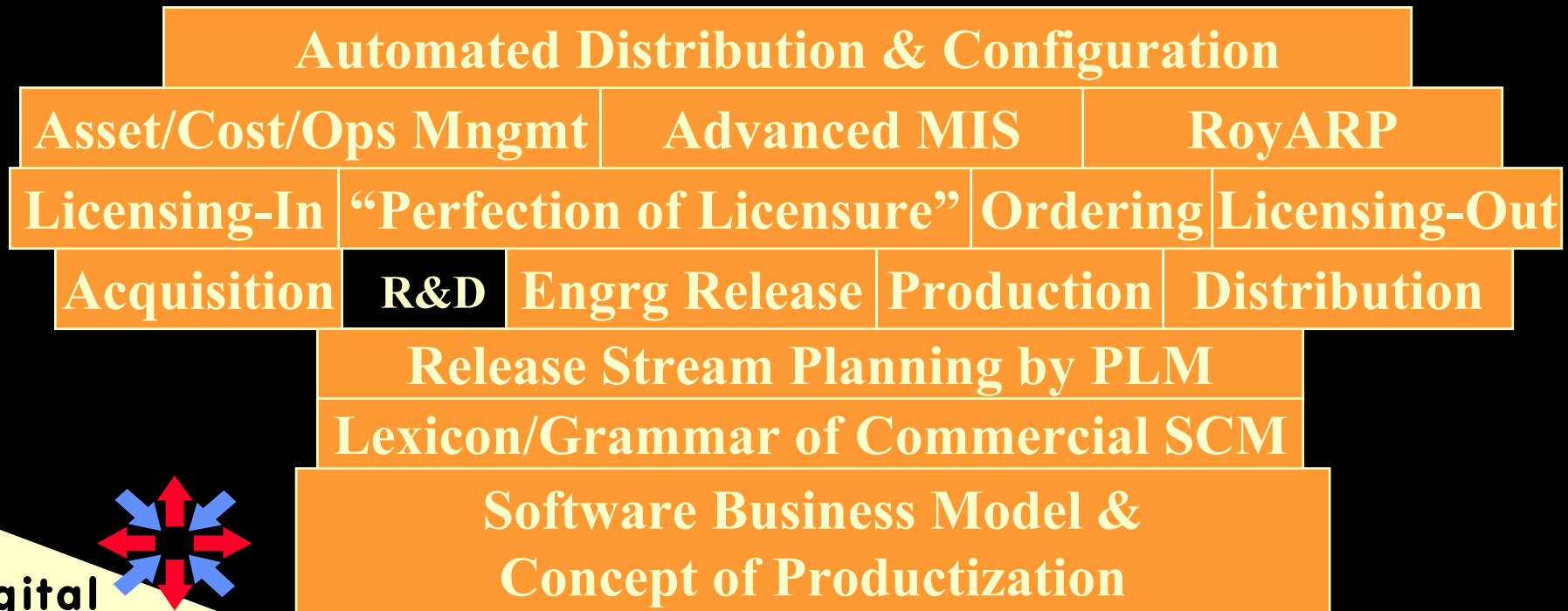
Developer

Customer



Software Business Framework

All blocks in SBM framework are interrelated and must be built upon a solid SCM scheme



How to Cover Everything: 360° x 360° x 360° Connections

Rotational view of
interactions in three
intersecting planes

- Customer Experience Cycle
- Enterprise/Organization
- Forces at Work

{ Insert Imagination Here }



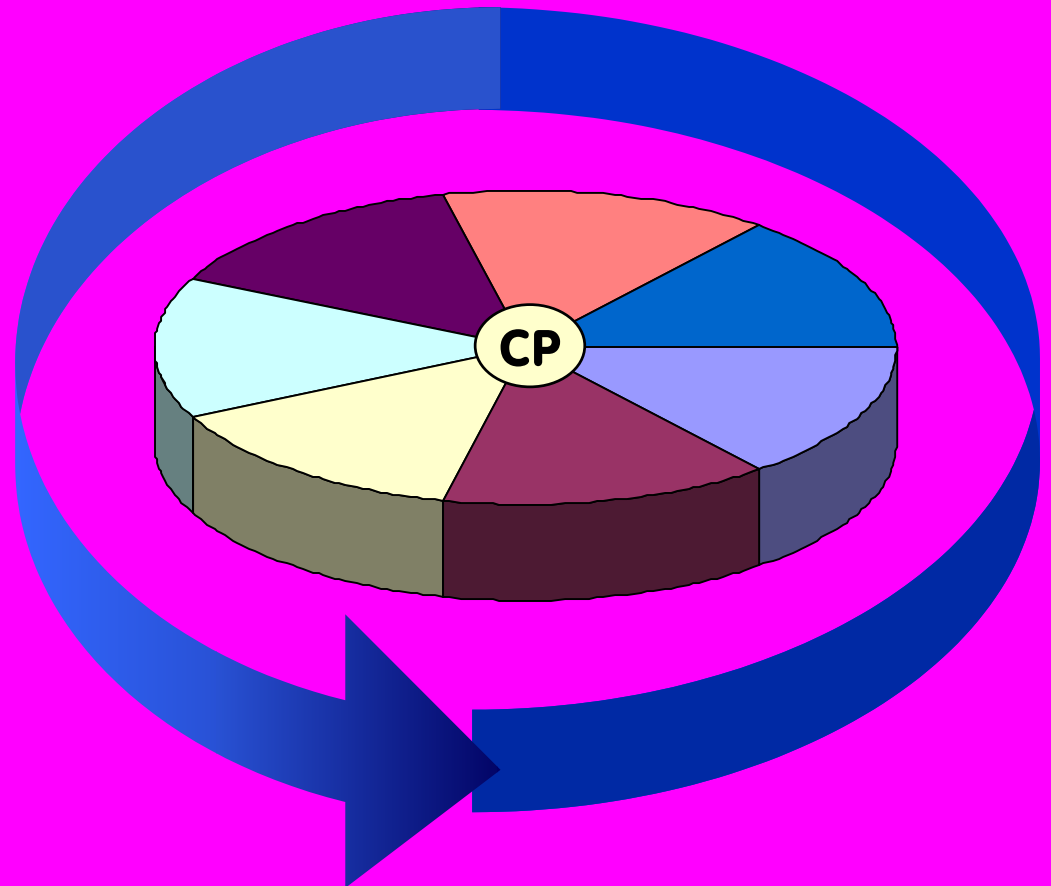
Customer Experience Cycle

- Contact
- Introduction, Learning & Decision
- Sales Mechanics
- Waiting & Delivery
- Initial Experience
- Service and Support
- Upgrade/Replacement/Removal

Centering Perspective:

80% Customer

20% CEO



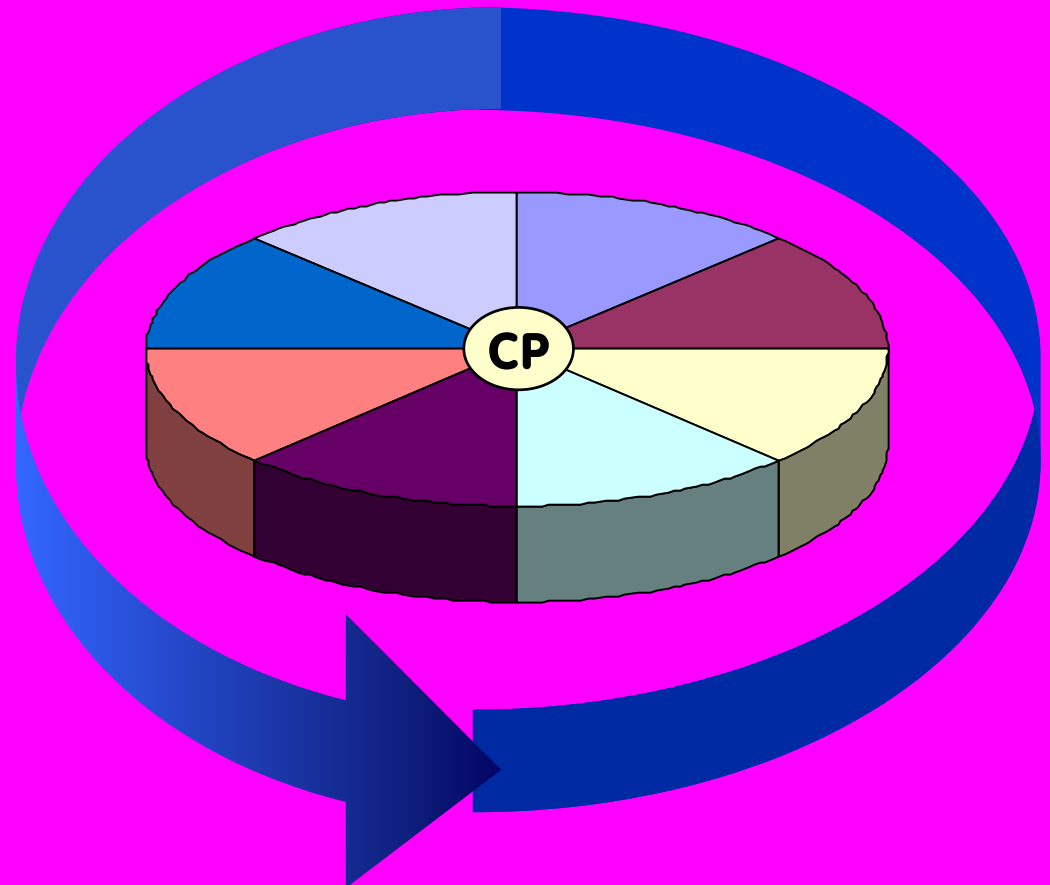
Organization/Enterprise

- Development/Engineering
- Marketing/Marcom
- Procurement
- Finance
- Human Resources
- Manufacturing
- Service/Support
- Sales

Centering Perspective:

80% CEO

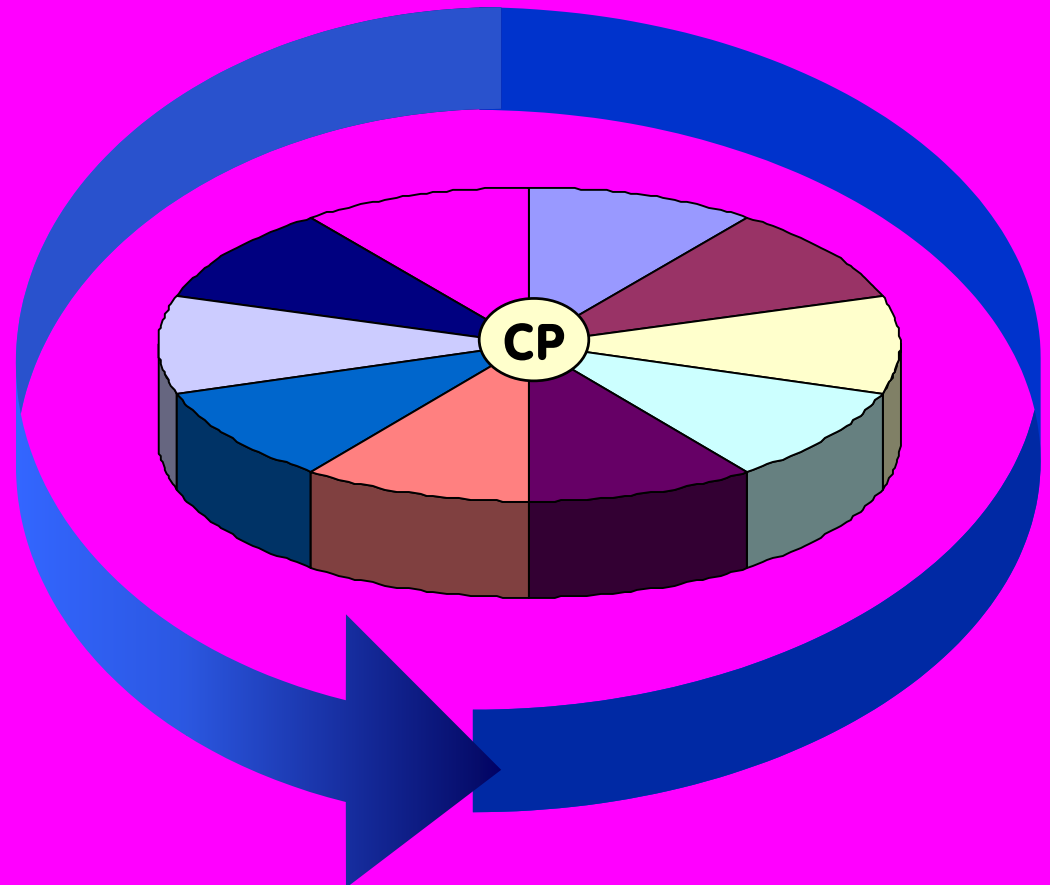
20% Customer



Forces at Work

- External Economy
- Internal Economics
- Corporate PR/Perception
- Corporate Culture
- Competition
- Alliances
- Competition's Alliances
- War
- Transcendence
- Cornerstones of Life

Centering Perspective:
50/50 Overall
Varies by element



(Brief) Case Studies

- A.STR Engineering
- FreeDSL
- Alcatel USA
- Dell



Now, it's your turn ...



Q & A

Don@DigitalThinkingInc.com

Take-aways

- PdMgr job is much broader than product, development process or technology – don't get fixated
- Growth is the constant transition
- Prepare for prudent transitions in formulation, ongoing PdM, and attention to the fundamentals
- Respect the FACTS pyramid
- Work so your brand – and you – outlive your product

