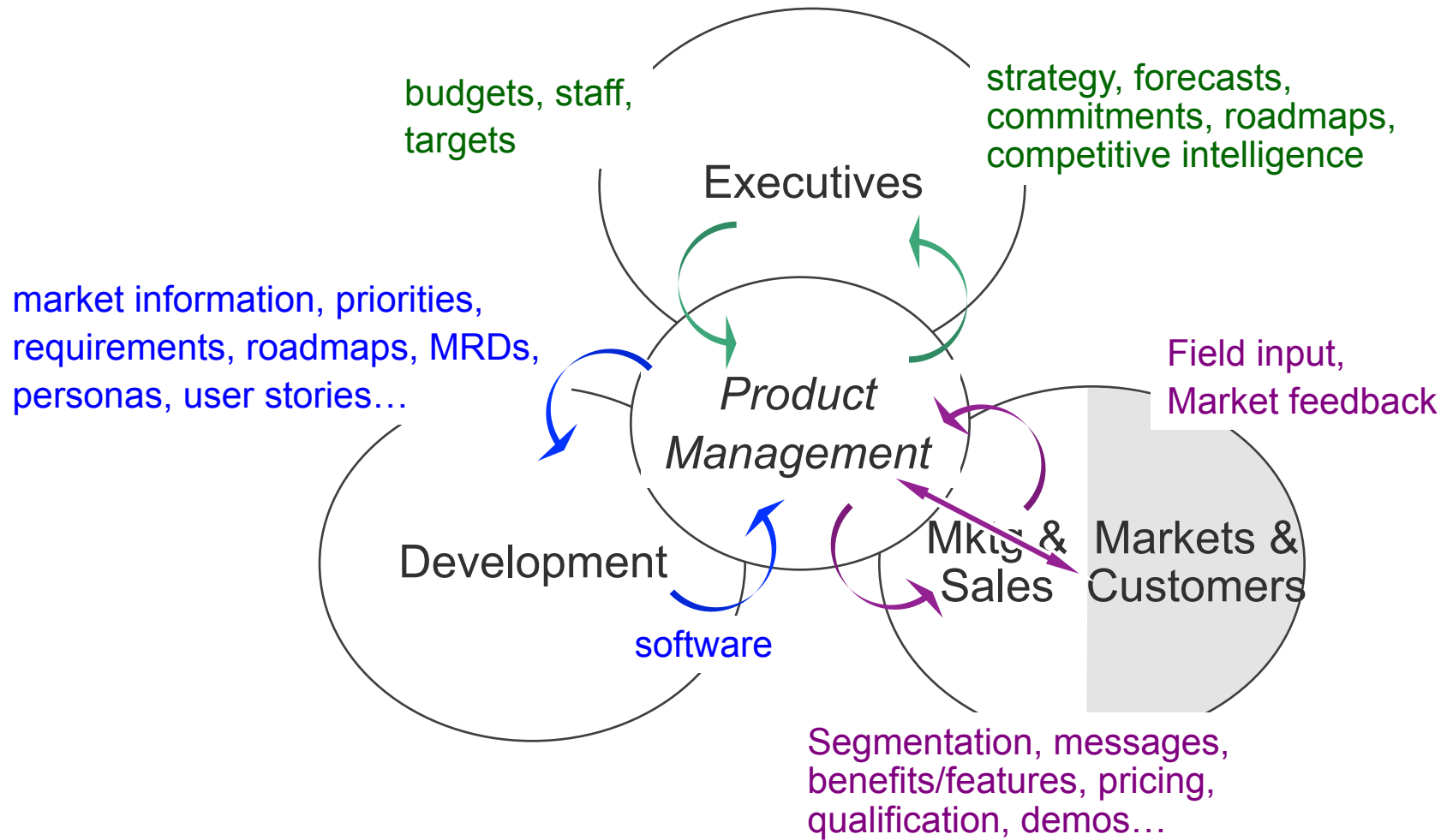# What Does a Product Manager Do?

Rich Mironov
StartUP Product Talks
16 May 2012

What Does a Product Manager Do?

budgets, staff, targets

strategy, forecasts, commitments, roadmaps, competitive intelligence

Executives

market information, priorities, requirements, roadmaps, MRDs, personas, user stories…

Product Management

Field input, Market feedback

Development

Mktg & Sales

Markets & Customers

software

Segmentation, messages, benefits/features, pricing, qualification, demos…

Product Mgmt Planning Horizons
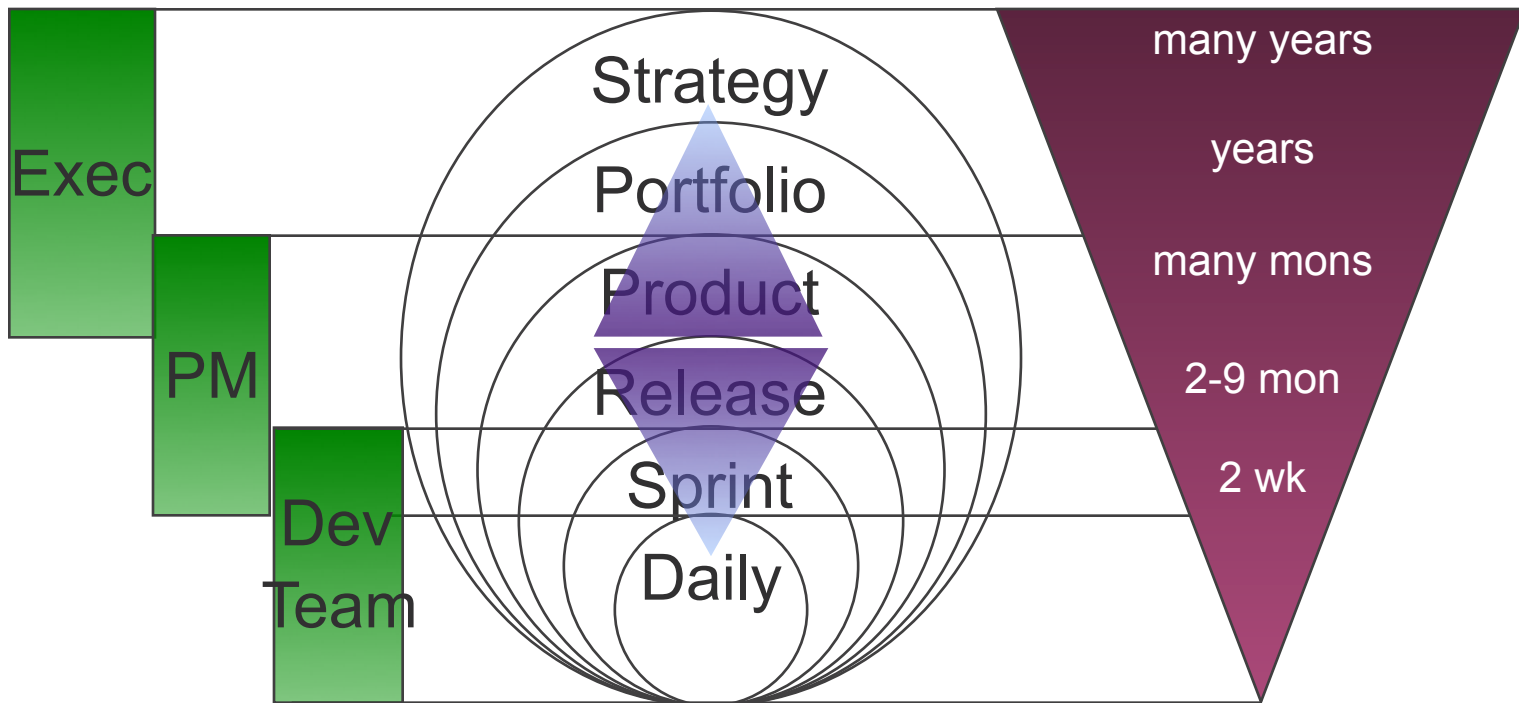
Pragmatic Marketing® Framework

MIRONOV CONSULTING

Dir, Prod Strategy

Prod Mktg Mgr

Market	Strategy	Business	Planning	Programs	Readiness	Support
		Business Plan	Positioning	Marketing Plan		
Market Problems	Market Definition	Pricing	Buying Process	Customer Acquisition		
Win/Loss Analysis	Distribution Strategy	Buy, Build or Partner	Buyer Personas	Customer Retention		
Distinctive Competence	Product Portfolio	Product Profitability	User Personas	Program Effectiveness		

Market	Strategy	Business	Planning	Programs	Readiness	Support
Competitive Landscape	Product Roadmap	Innovation	Require-ments	Launch Plan	Sales Process	Presentations & Demos
Technology Assessment			Use Scenarios	Thought Leadership	Collateral	"Special" Calls
			Status Dashboard	Lead Generation	Sales Tools	Event Support
				Referrals & References	Channel Training	Channel Support

Tech Prod Mgr

Disjoint Communities

Product Managers

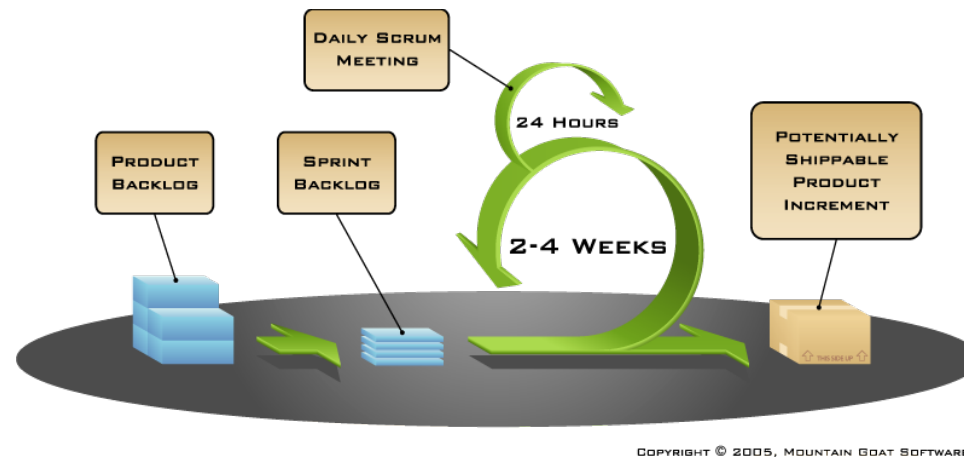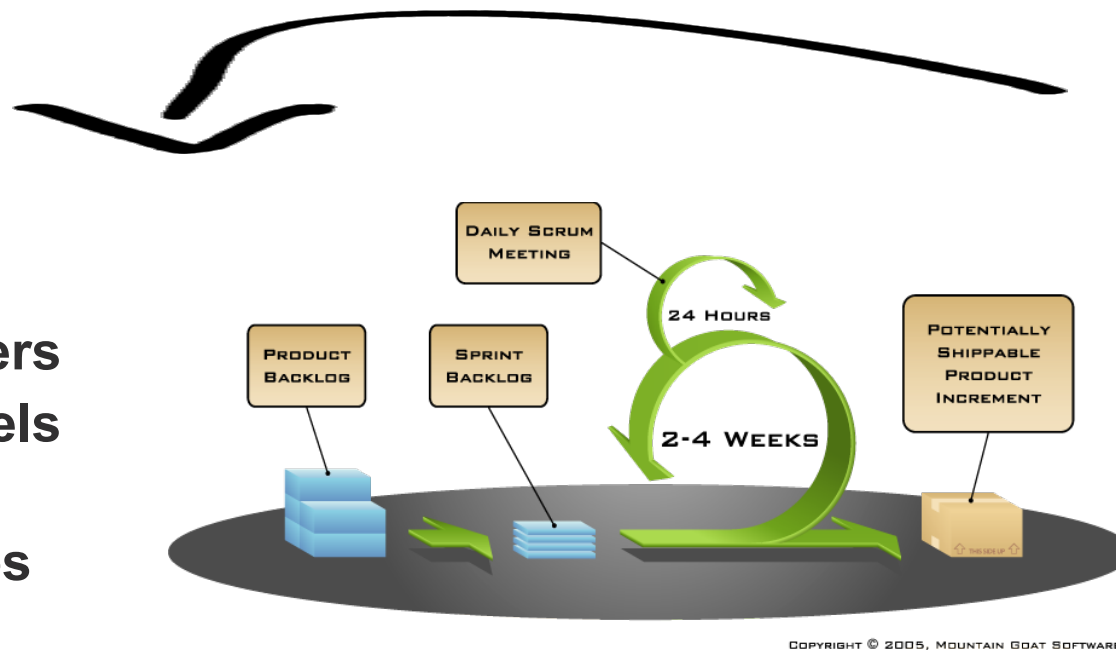**Agile Community**
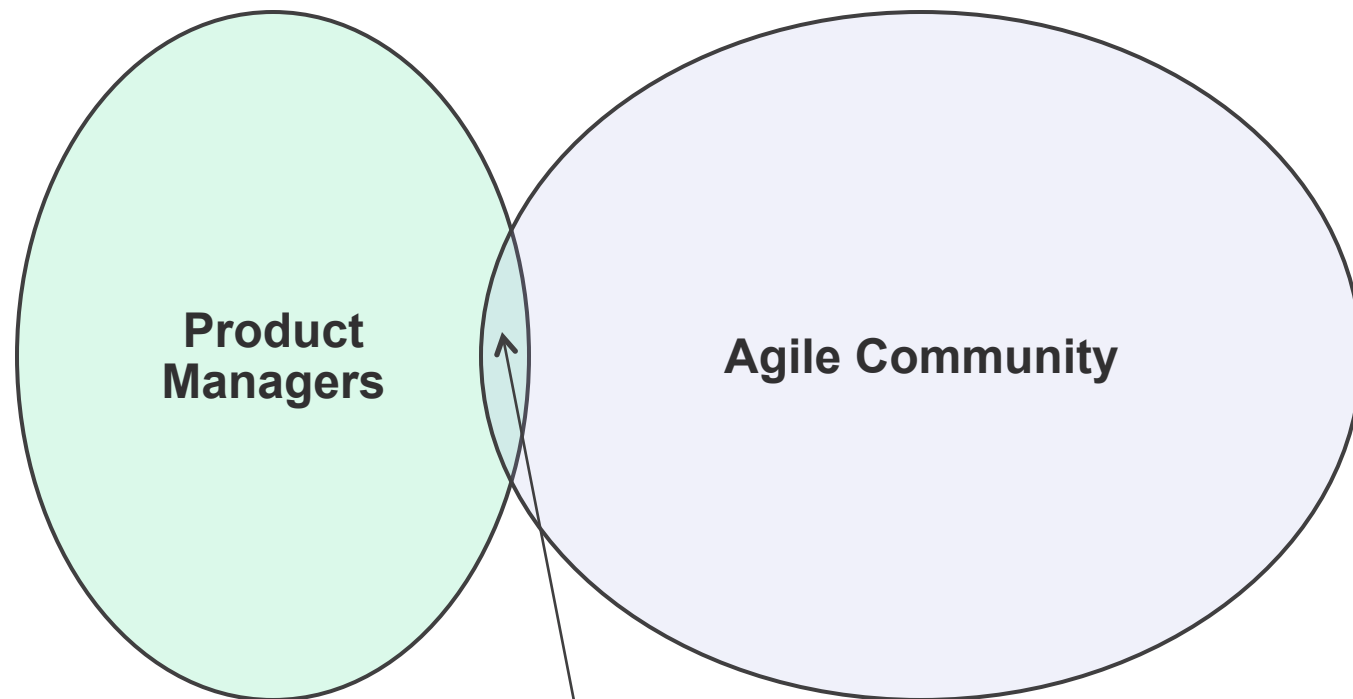
Still nearly empty, very lonely

Agile's Inner Loop (Development)

After: Mike Cohn

Agile's Strategic Outer Loop (PM)

•**Markets**
•**Customers**
•**Biz Models**
•**Strategy**
•**Portfolios**
•**Funding**

DAILY SCRUM MEETING

24 Hours

2-4 WEEKS

PRODUCT BACKLOG

SPRINT BACKLOG

POTENTIALLY SHIPPABLE PRODUCT INCREMENT

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•**Customers**
•**Sales**
•**Marketing**
•**Support**
•**Upgrades**
•**EOL/EOS**

Product Owner's Calendar

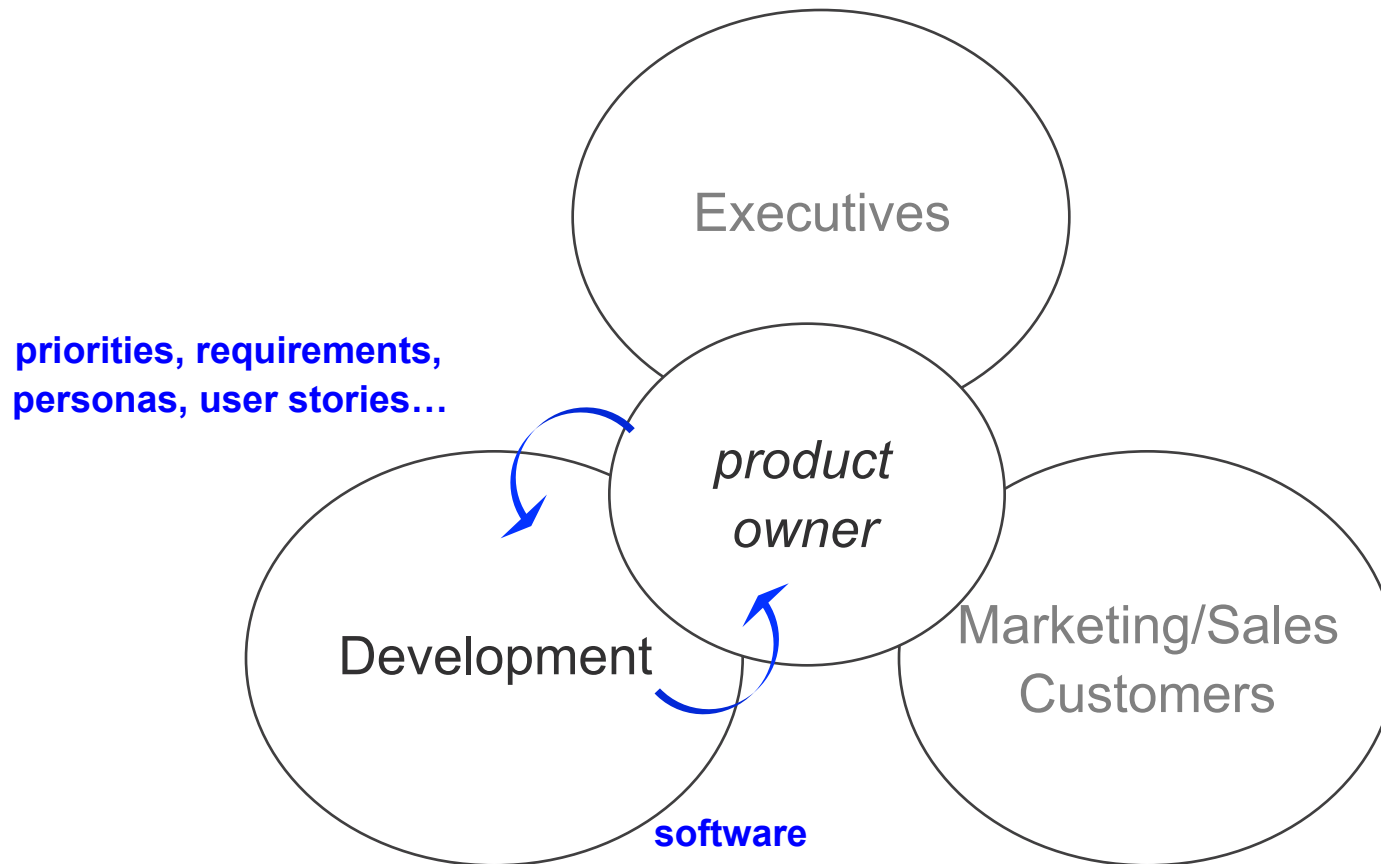| 1	2	3	4	5
Stand-up	Stand-up	Stand-up	Stand-up	Stand-up
Iteration Planning: Stories		Identify features for next iteration	Requirements meetings	Requirements meetings
Iteration Planning: Tasks		Conceptual model/arch - future iterations		
Assist with design	Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories
Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests
Update current reqs/stories	Update current reqs/stories	Update current reqs/stories	Update current reqs/stories	Update current reqs/stories

6	7	8	9	10
Stand-up	Stand-up	Stand-up	Stand-up	Stand-up
New stories, reqs for next iteration	GUI prototypes for next iteration	Help write tests	Get gross-level estimates next iteration	
Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories	Updates to reqs, rankings based on demo.
Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Demo/Review
Update reqs/stories	Update reqs/stories	Update reqs/stories	Update reqs/stories	Retrospective

Borrowed from Catherine Connor, Rally

Activity Legend	
	Team
	Future Iteration
	Current Iteration
	Past Iteration

"small p" product owner

priorities, requirements, personas, user stories…

Executives

product owner

Development

Marketing/Sales Customers

software

www.mironov.com

Product Owner Failure Modes

Solo Product Owner fails the market if…

- **Weak on market realities**
  - Pricing, packaging, selling, upgrades, service models, discounting, competitive dynamics
- **Missing from outbound teams: Marketing, Sales, Support**
- **Trades off company-wide strategy for product features**
- ***Confuses showcase customers with broader market***

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Product Manager Failure Modes

Solo Product Manager fails the agile team if…

- Part-timer, not engaged with team
- Lack of detail on stories
- Stale backlog
- Handwaving and bluster
- Best of intentions, but pulled in too many directions
- *"Build what I meant"*

www.mironov.com

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# About Rich Mironov

- **Veteran product manager/exec/strategist**
  - **Organizing product organizations**
  - **Business models, pricing, agile**
  - ***"What do customers want?"***
- **5 startups, including as CEO/founder**
- **Author of *"The Art of Product Management"* and Product Bytes blog**
- **Founded Product Camp, chaired first product stage at annual Agile conference**
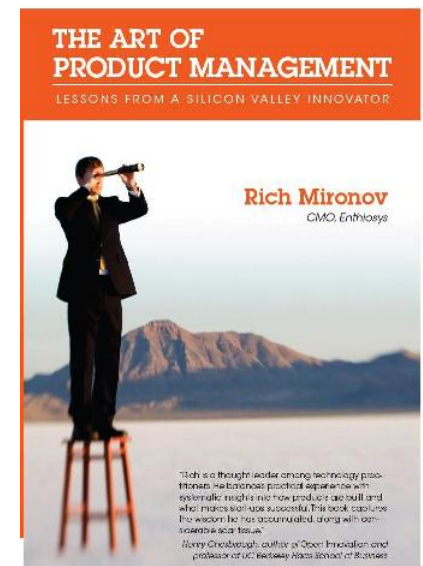
PO/PM Organizational Map

GM - VP PM - VP Eng/CTO

Product Management Organization

product owners

more market-focused ←————————————→ more technical
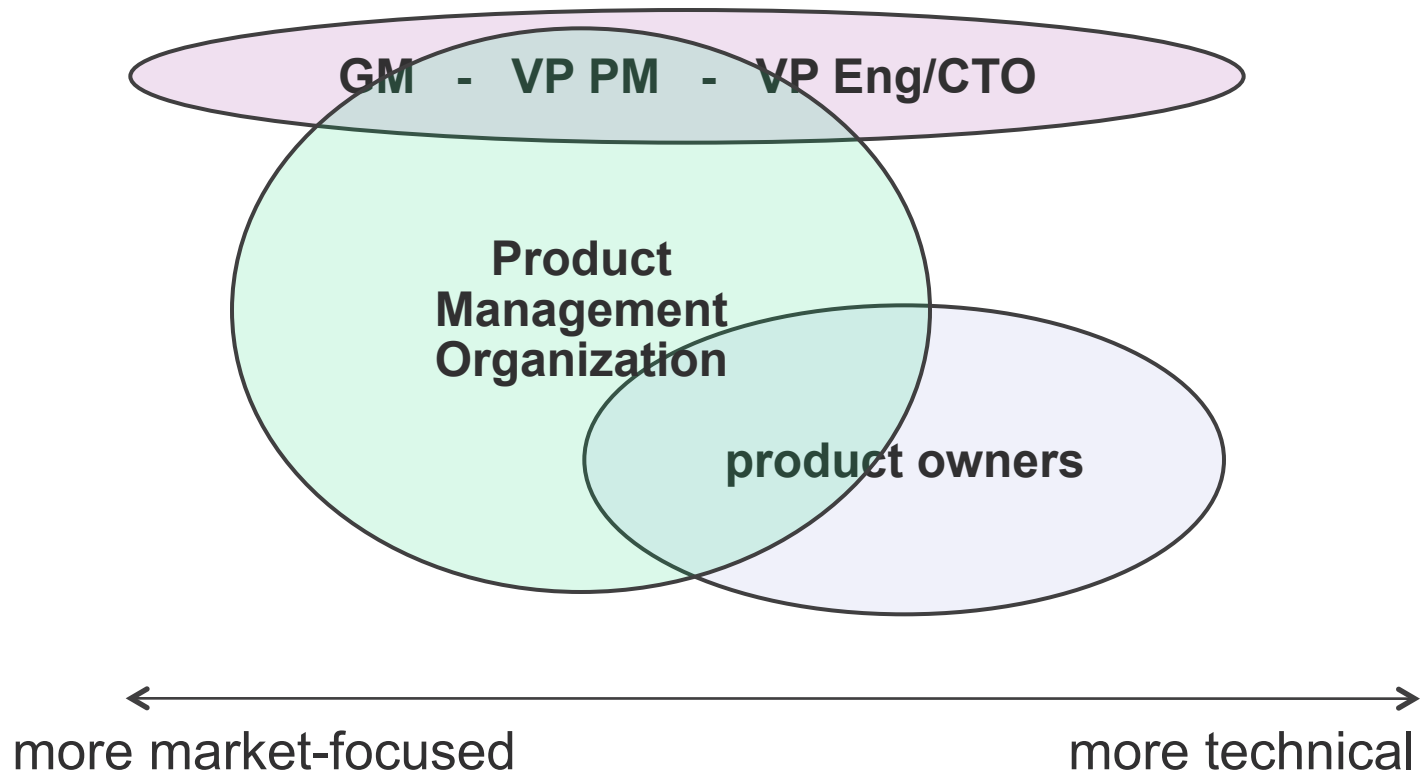
One Problem, Two Viewpoints

Two sides of the problem:

- **Product Managers tasked with what to build (and when)**
  - ◆ Not-so-secretly worries about delivery, quality, completeness
- **Project/Program Managers tasked with how to deliver**
  - ◆ Not-so-secretly worries about market success