PRAGMATIC | live

The Transformational Power of the Market

PRAGMATIC MARKETING

Paul Young: Instructor, Pragmatic Marketing
@ptyoung

webinar series

About the Presenter

Paul Young

15 years Executive-level experience in product management and marketing; managed teams in startups and Fortune 50 companies

Founder of ProductCamp Austin (productcampaustin.org)

Pragmatic Marketing Instructor since 2010

Agenda

- **Webinar Objectives**
  - Learn how our alumni have connected with their markets and achieved significant results for their organizations
  - Learn how becoming the voice of the market can propel you into positions of leadership, advance your career, and increase your scope of responsibility
  - How to avoid the biggest traps that people fall into when trying to become the voice of their market

Kevin

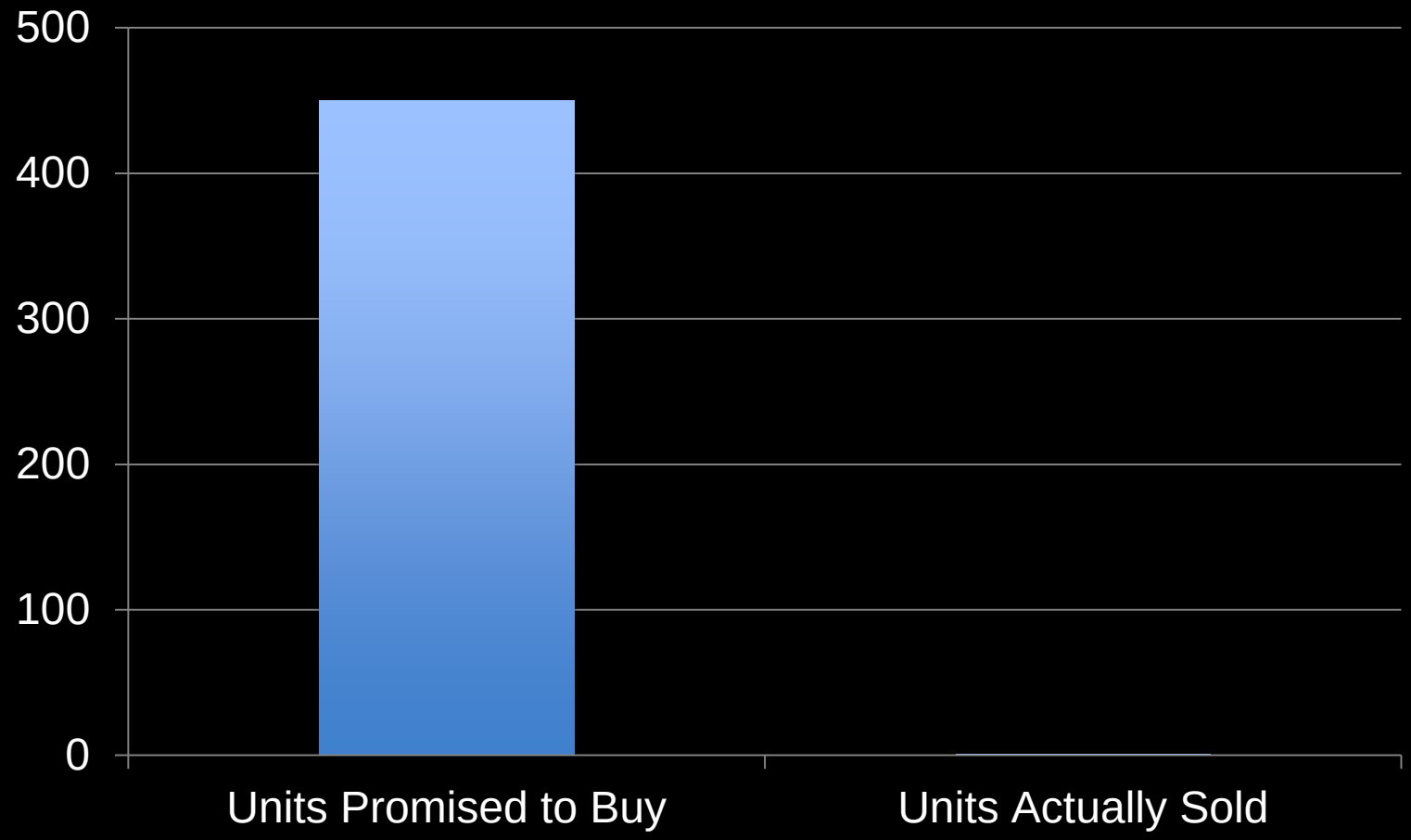
Kill a Product…
Get Promoted?

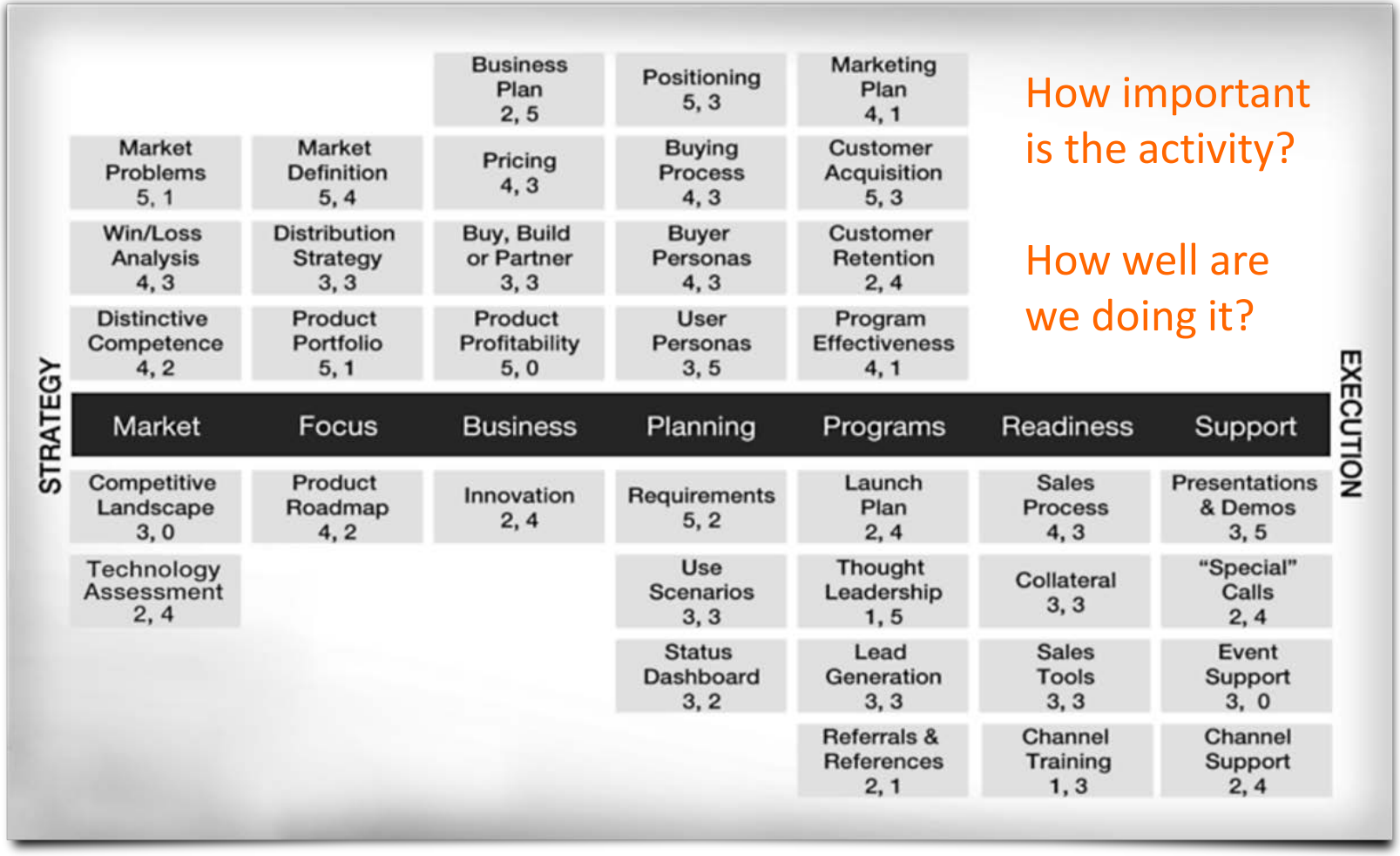
Kevin

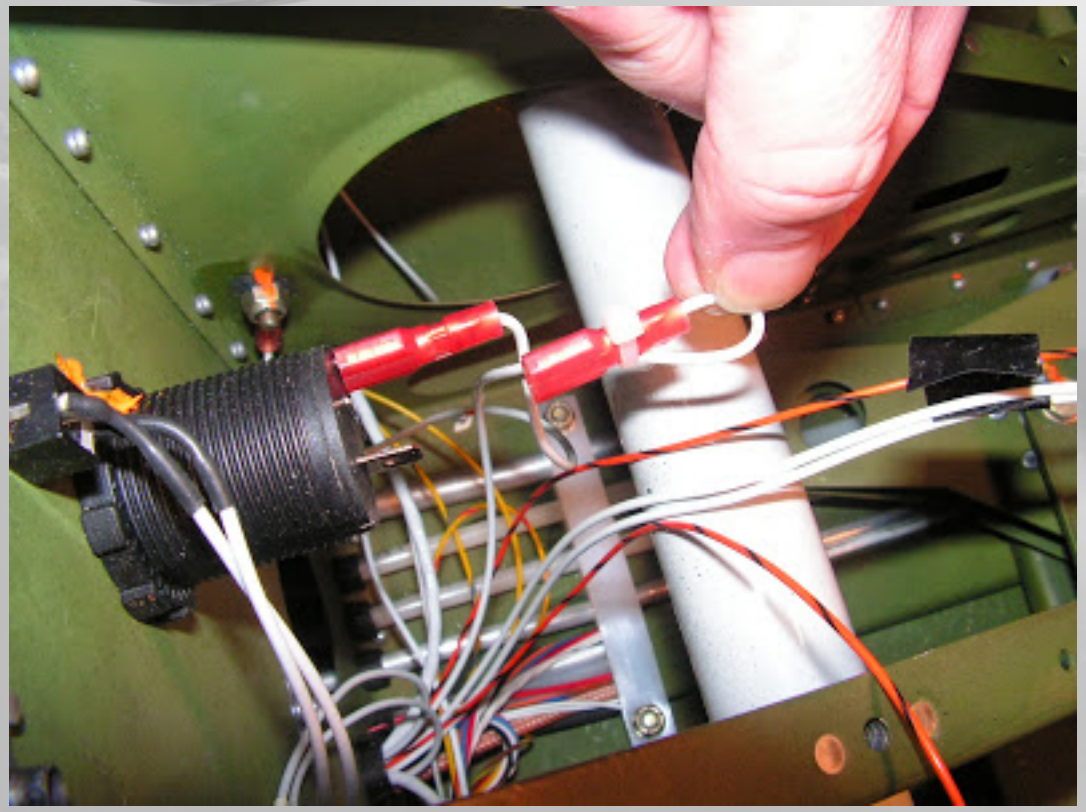
- Started as an engineer
- Found the roadmap driven by the founder’s vision, not the market
- Started to research market driven techniques

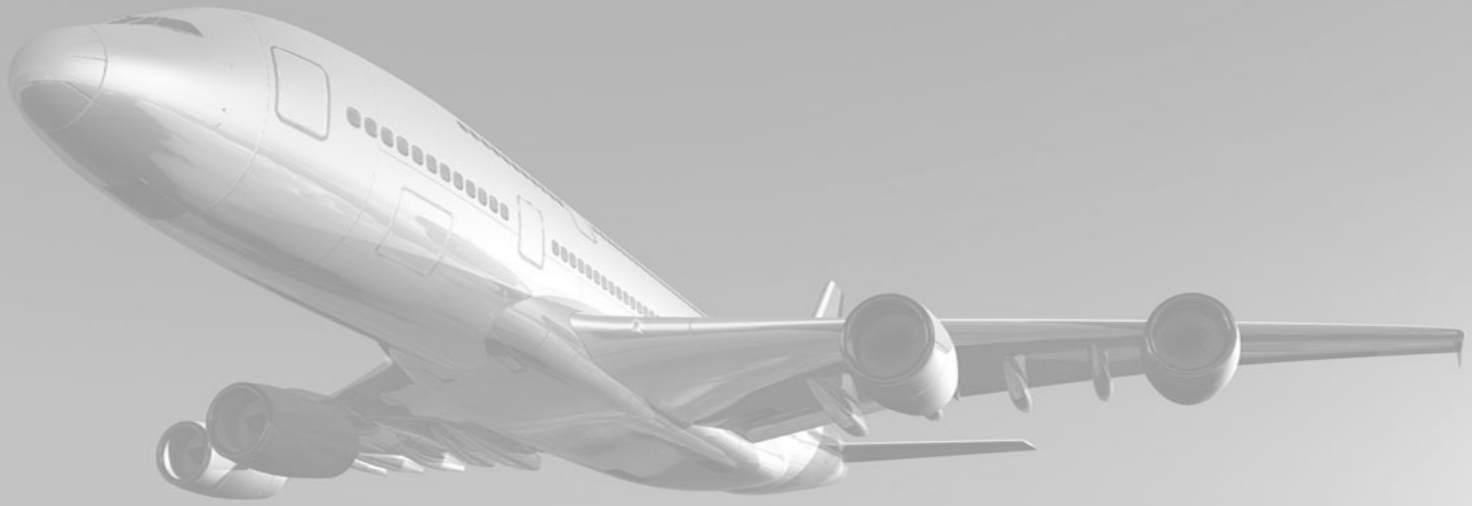
“Build this new product and we will buy **hundreds** of units!”

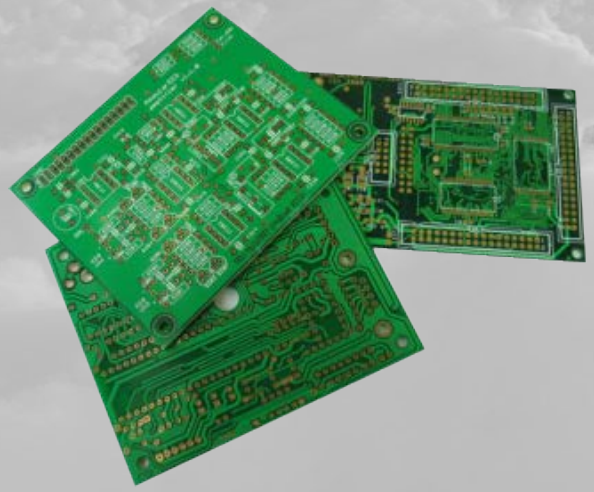
– Big Customer


500
400
300
200
100
0
Units Promised to Buy
Units Actually Sold


STRATEGY
EXECUTION
Market
Focus
Business
Planning
Programs
Readiness
Support
Market Problems 5, 1
Market Definition 5, 4
Business Plan 2, 5
Pricing 4, 3
Positioning 5, 3
Buying Process 4, 3
Marketing Plan 4, 1
Customer Acquisition 5, 3
Win/Loss Analysis 4, 3
Distribution Strategy 3, 3
Buy, Build or Partner 3, 3
Buyer Personas 4, 3
Customer Retention 2, 4
Distinctive Competence 4, 2
Product Portfolio 5, 1
Product Profitability 5, 0
User Personas 3, 5
Program Effectiveness 4, 1
Competitive Landscape 3, 0
Product Roadmap 4, 2
Innovation 2, 4
Requirements 5, 2
Launch Plan 2, 4
Sales Process 4, 3
Presentations & Demos 3, 5
Technology Assessment 2, 4
Use Scenarios 3, 3
Thought Leadership 1, 5
Collateral 3, 3
"Special" Calls 2, 4
Status Dashboard 3, 2
Lead Generation 3, 3
Sales Tools 3, 3
Event Support 3, 0
Referrals & References 2, 1
Channel Training 1, 3
Channel Support 2, 4
How important is the activity?
How well are we doing it?







KRYLON
INDOOR/OUTDOOR
FLAT
BLACK
Exceptionally Smooth
and Durable Paint

Kevin

- Company has embraced market data
- “Engineering really appreciates the tradeoffs between speed and market accuracy.”
- In 18 months, he now runs product management and marketing company-wide!

“When I decided to do my masters in engineering I did so knowing that I wouldn’t always be a technical engineer. I didn’t know what I would be – I thought maybe a manager, technical sales, or most likely, an entrepreneur – but for now I think that it might end up being a **Product Manager**. I think I might have finally found what I want to be when I grow up.”

Lessons Learned - Kevin

- Using market data doesn’t just mean building the right things; it means NOT building the wrong things
- Re-use code, designs, and simple parts for prototyping to do ACID tests
- Expose peers and executives to market data to make them partners in decision making

Joyce

Demonstrate ROI for buyer personas

Solve problems for user personas

“You’ve moved us from ‘copywriting’ to ‘telling great stories.’ We can’t wait to use this.”

– Sales Leader

Joyce

storiedup

TRANSFORMING THOUGHTS INTO CURATED STORIES

Lessons Learned - Joyce

- Knowing the market isn't the exclusive domain of any one team – marketing roles need it too!
- Market knowledge is a prerequisite for good positioning
- Adding market knowledge to your entrepreneurial spirit can drive success

Mark

The Lighthouse

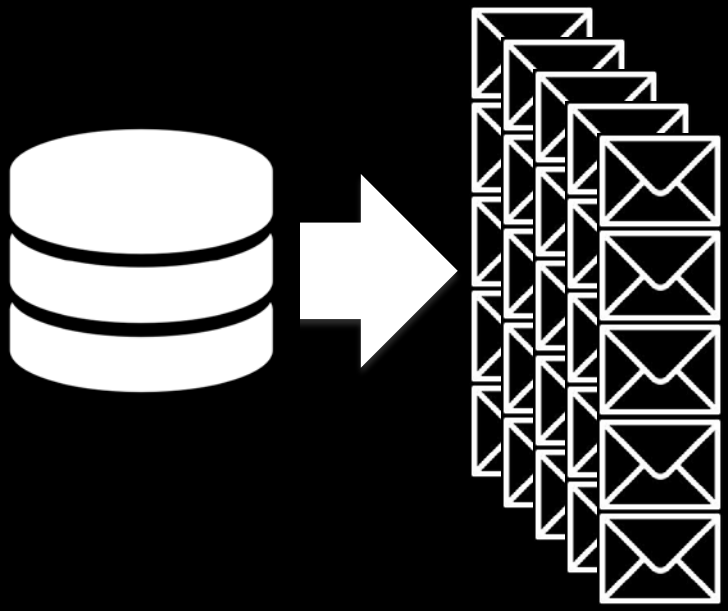
Mark

- Started as “Product Leader”
- Mid-sized company specializing in solving problems in the IP and legal industry
- Sells cloud-based SaaS and premise based software for law firms and corporations

- “Cowboy coding”
- Inside-out roadmap
- Product downtime

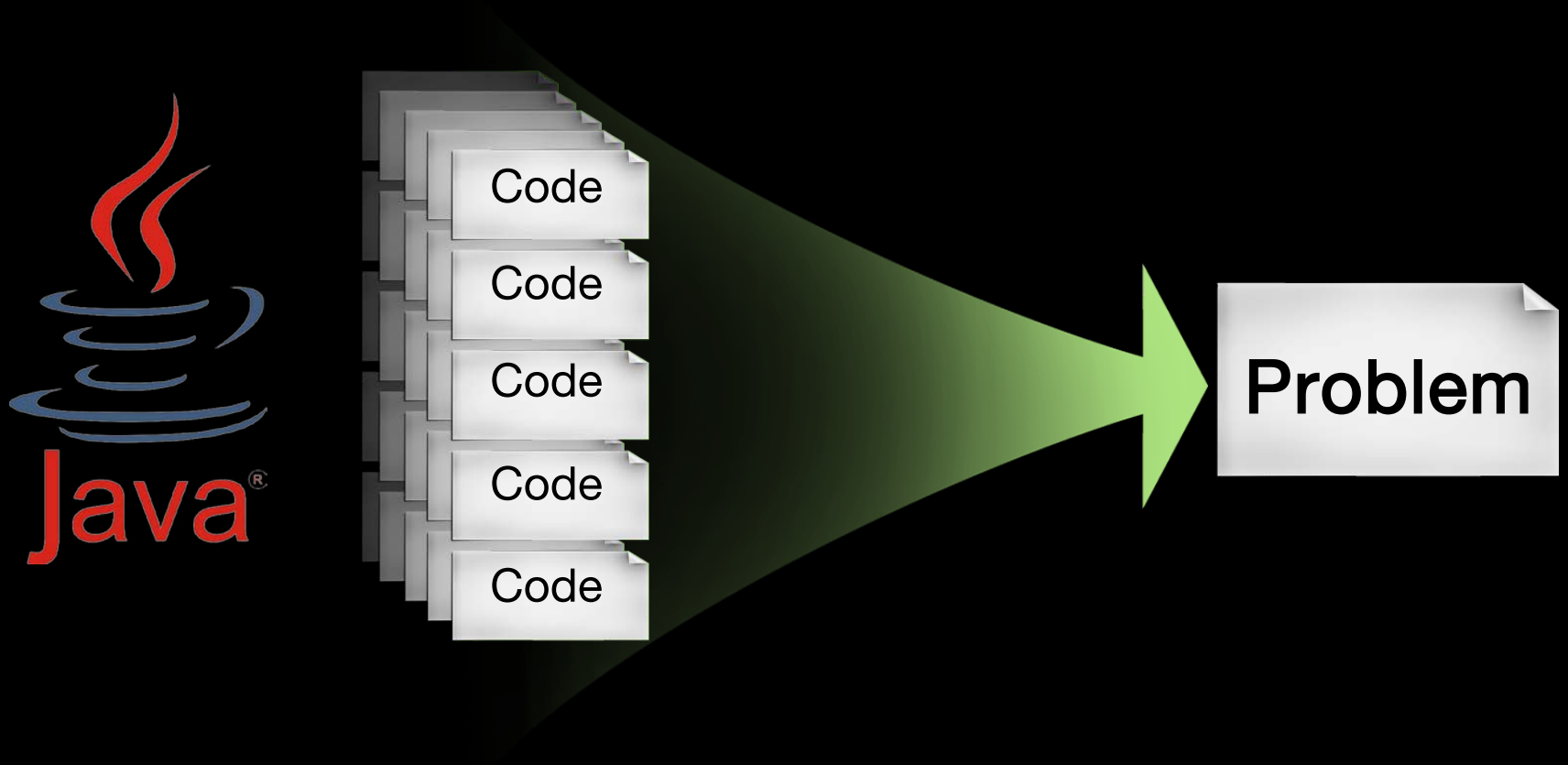
Scrum
Alliance®

NIHITO



“Hi, this is Mark from Acme. I’m the Director of Product Management and am looking for your feedback on our upcoming roadmap. I’d love to talk with you *anytime in the next two weeks*.

- “Yes!”
- “Let’s do Tuesday @noon!”
- “Next Thursday is open for me…”


Java®
Code
Code
Code
Code
Code
Problem

Mark

- Introduced a new product based on market data
- Became a key differentiator against the competition
- Promoted to Director, responsible for four products and a team of over 20 people

Lessons Learned - Mark

- Engineers value market knowledge too, incorporate it into their Agile processes
- Market research doesn’t have to be expensive
- Understanding the problem the customer is really trying to solve can lead to new products

Kamal
The Disruptor

POPCORN
BEVERAGE
POTATO
FROZEN DINNER
FRESH VEGETABLE
FROZEN VEGETABLE
PIZZA
SOUP
REHEAT
POWER
COOK
TIMER
COOK BY WEIGHT
DEFROST BY WEIGHT
SPEED DEFROST
1 2 3
4 5 6
7 8 9
CLOCK
0
STOP/ RESET
EXPRESS
START
MINUTE PLUS

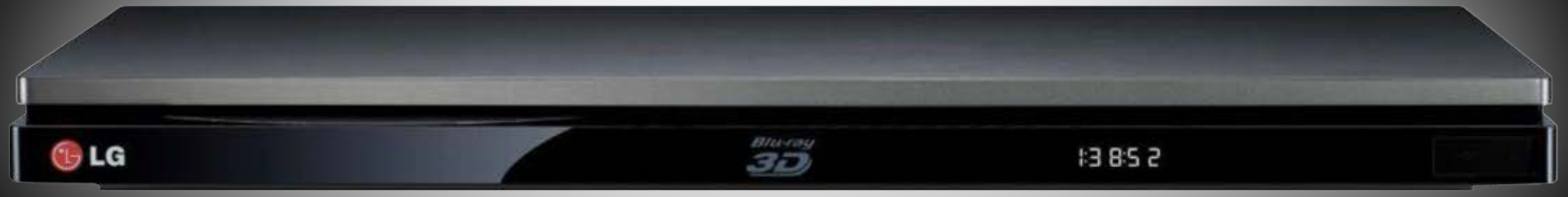
Lead (Pb)	<1000 ppm
Mercury (Hg)	<100 ppm
Cadmium (Cd)	<100 ppm
Hexavalent Chromium (Cr VI)	<1000 ppm
Polybrominated Biphenyls (PBB)	<1000 ppm
Polybrominated Diphenyl Ethers (PBDE)	<1000 ppm

Took too long

Too expensive

Testing things we already know are compliant

2014 Model



2015 Model

LG
Blu-ray
3D

USRobotics®

A Division of UNICOM® Global

Kamal

- Disrupted the testing and certification industry
- Business model eventually copied by all major competitors
- Kamal was recruited out by a new company (twice!) with an expanded role each time

Lessons Learned - Kamal

- The key to market disruption is market knowledge
- Learning about the market isn't just for incremental features, it can also lead to new distribution strategies

“I’m unsure *how* to listen to the market!”

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- Follow Mark’s lead, 3 calls per week
- Read, learn, get trained!

“I’m unsure *how* to listen to the market!”

“I’m overwhelmed with routine meetings and emails.”

- Follow Mark’s lead, 3 calls per week
- Read, learn, get trained!

“I’m unsure *how* to listen to the market!”	• Follow Mark’s lead, 3 calls per week • Read, learn, get trained!
“I’m overwhelmed with routine meetings and emails.”	• Re-evaluate calendar • Train your replacement • Just say “no.”

“I’m unsure *how* to listen to the market!”	• Follow Mark’s lead, 3 calls per week • Read, learn, get trained!
“I’m overwhelmed with routine meetings and emails.”	• Re-evaluate calendar • Train your replacement • Just say “no.”
“My role definition prevents me from accessing the market.”	

“I’m unsure *how* to listen to the market!”	• Follow Mark’s lead, 3 calls per week • Read, learn, get trained!
“I’m overwhelmed with routine meetings and emails.”	• Re-evaluate calendar • Train your replacement • Just say “no.”
“My role definition prevents me from accessing the market.”	• Champion the use of market data with your executive team • Start small, show value, grow from there

“I have no budget for travel!”

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- Re-use trips already occurring
- Visit with local customers and potentials
- Use the phone

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“My life is consumed with tactical, day-to-day firefighting.”

“I have no budget for travel!”

- Re-use trips already occurring
- Visit with local customers and potentials
- Use the phone

“My life is consumed with tactical, day-to-day firefighting.”

- It’s on you to say no
- Don’t be a professional firefighter
- Try a one-week experiment

Q&A

#YearOfTheMarket

More Information

- Contacts

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@ptyoung

Thank you for attending!

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