

1.0 PRODUCT MANAGEMENT

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(reference “1.0 talk” in your request to connect)

background

Kapil Raina

- 15+ years in enterprise and consumer technology
- 10+ years in product management
- Launched numerous 1.0 products at brands such as VeriSign, VMware, IronKey, and various startups
- Expert in 1.0 product and new market launches

1.0 is....

- New product in new market
- New product in existing market
- Market maker (“game changer”)
- New service
- Highly risky

1.0 is not...

- New feature
- Change in product mix
- Change in pricing
- Customization
- Known market

Fundamentally a game
of managing risk.

goals

1. Test a thesis
2. Market validation
3. Market share capture

You are asking basic questions with a 1.0 launch:

- Right user problem to solve?
- Is demand creation sufficient?
- Can you leap frog competitors?

before you begin...

1. What is the ONE thing that will make product shine?
2. What if you don't launch it?
3. What are the alternatives for the user/customer?
4. Who are the parties?
 - Customer
 - User
 - Buyer
5. What are your resources?
 - Time, people, budget for testing

tools

1. Wireframes
2. PowerPoint (paper demos)
3. Prototypes (functioning demos)

techniques

1. Expert validation
2. Customer validation
 - Success is when customer adopts (buys, signs up, uses, etc..)
 - Generally not very successful
3. Agile methodology
 - Iteration is essential

reduce risk

1. Focus on hard problems

- Highest risk items – long pole
- Break it down into pieces
- Detail assumptions, not requirements
- Get your personas right (user vs customer vs decision maker)

2. Reduce 1.0 to one or two key elements

- Not what you want, but the customer needs
- Don't get distracted with bells, whistles, or engineers

tight focus

1. Tiger Team
 - Architect, UI/UX, PM, Lead Engineer
 - Keep it small, focused
 - Direct access to all resources
2. Key milestones
 - Conference, Board Meeting, Customer Visit
 - Need a forcing function
 - Meet everyday (commit internal steps/progress to each other)
3. Sit next to each other or at least keep in frequent communication
4. Need an executive (fast track) sponsor. No time to navigate an organization.

launch

1. Pre-sales must rely on you
2. Work closely with marketing to ensure the right messaging
3. Listen closely to the feedback from the field
4. Do a soft launch – try it out
5. Enterprise: don't bother with PR until you have customers or quantifiable feedback
6. Consumer: PR may be required PRIOR to launch
 - Set the expectations
 - Lead consumers to the wow factor (so they can forget the blahs)

additional topics

1. Pricing
2. Support
3. Deployment