Introductions

- **Chair:** Peter Ganza, Product Manager, Ryma Technology Solutions Inc.
- **Panelists:**
  - Robin Lowry, VP of Product Management, Ryma Technology Solutions Inc.
  - Hugh K. Richards, Vice President, Products, Quadrus Financial Technologies Inc.
  - Lee Garrison, VP of Marketing, Xenos Group.
Session Overview

- Our panel will explore what works well for them in the day-to-day tools they use and the processes they have implemented, some successes... and some war stories too

- There will be a chance to get interactive and ask questions at the end of the presentation
A process is a methodology that is developed to replace the old ways and to guide corporate activity year after year. It is not a special guest. It is not temporary. It is not to be tolerated for a while and then abandoned.

— Thomas H. Berry, *Managing the Total Quality Transformation*
7 Goals of a New Product Process

- **Goal #1:** Quality of Execution
- **Goal #2:** Sharper Focus, Better Prioritization
- **Goal #3:** Fast-Paced Parallel Processing
- **Goal #4:** A True Cross-functional Team Approach
- **Goal #5:** A Strong Market Orientation with Voice of the Customer Built In
- **Goal #6:** Better Homework Up-Front
- **Goal #7:** Products with Competitive Advantage
Product Management Process

• Starts with the type of company you work for...
  – Technology-driven company
  – Sales-driven company
  – Market-driven company
• Product Manager’s primary role is to serve as the “voice of the customer”
  – Responsible for the “4P’s”
  – Includes indirect management and cooperation with other members of various groups
Product Manager’s day to day work revolves around executing four main tasks:

- Developing the market requirements document
- Managing the product feature list
- Coordinating activities of different functional groups
- Participating in and/or running the launch and post-launch marketing activities for a product.
Product Management Process

• **Goal of this work is to:**
  - Ensure a market-driven “whole” product offering
  - Establish competitive and profitable pricing models
  - Ensure the existence and support of product distribution
  - Create effective marketing promotions that generate revenue
Methodologies for creating a Product Management Process

- Pragmatic Marketing: Practical Product Management
- ZIGZAG Marketing: 10-step Methodology
- Blackblot: Product Manager's Toolkit
- Life Cycle Strategies: High Performance Product Management
- Product Development Institute: Stage-Gate Process

... and many others!
Tools for Supporting a Product Management Process

- **Microsoft** - Word, Excel, Visio, Project, etc.
- **PM Focused Tools:**
  - Ryma Technology Solutions - FeaturePlan
  - Deadline Software - ProductCompass
  - Accept Software - Accept Planner
- **Development Focused Tools:**
  - Borland - CaliberRM
  - IBM/Rational - RequisitePro
Panel Introduction
Robin Lowry
VP of Product Management

- Montreal based company
- Founded in 2000
- First company to deliver a collaborative tool specifically designed to support product managers
- Based on Pragmatic Marketing framework
- Over 1000 users of FeaturePlan across different market segments
Robin Lowry
VP of Product Management

- Three product managers
- One software product manager
- Two professional services product managers
Ryma’s Product Management Process

- **Pragmatic Marketing Framework**
  - Support from Management
  - Define roles and responsibilities
  - Define boundaries of product management
  - Acquire Stakeholder buy-in
  - Begin implementation with PM department
  - Built a product to support the process

- **Challenges**
  - Hiring process minded people
Ryma’s Product Management Process

- Describe what tools you are using to support your process (pros and cons):
  - Word, PowerPoint, Excel, Email, Paper
  - Collaborative Enterprise Product Management Platform: FeaturePlan
  - Unlimited development resources
Ryma’s Lessons Learned...

• For success, a process must be clear to all stakeholders, broken down into manageable areas and implemented one area at a time
QFTI is a fast growing, international software solutions provider
- Financial services - risk management marketplace
- 40+ employees, global offices, headquartered in Canada
- Selling to fast paced, global derivatives risk management and trading markets

Uses an operational based product management approach to balance out sales and market drivers
- 3+ product managers with strong sales, development, and delivery teams

Established ’99 - with go to market strategy launched once technology was established in ’02/03
General Challenges

• Market penetration driven requirements
  - Maintaining the general product road-map
  - Time varying requirement sets
  - Marquis prospects and accelerated development phases

• Need for product management process that satisfies traditional stakeholder approach, but with a necessity of satisfying rapid sales growth
  - Establishing a road-map, while getting traction with a 4-segment product line required very flexible and adaptive processes
  - Balancing out solution, offering vs. component sales
  - In 2 years, have penetrated top international banking institutions and corporates

• Effective communication and establishment of process driven prioritization was required
Required Processes & Information Pools

• Understanding 5 interconnected product-centric information processes
  - Product strategy process: devising & review
  - Product implementation process: creating
  - Sales & services programs: pitch to delivery
  - Product lifecycle management: tracking
  - The central operations that drive them

• Deliverables
  - Tight feedback loops are required to reduce reactivity to volatile (volume & varying rate), but essential market feedback
  - Sales, pre-sales, solution, contracting, post-sales, and support channels; each have their own information deliverables – the key is knowing how to listen, participate and where to look
  - Understanding the multiple hats worn by any individual is fundamental

“Where does the time go?”
Process Information Tools/ Sources

- **Product Strategy**
  - **Word**
    - Strategic plan; ROI draws on requirement pool estimates (**FeaturePlan**)
    - Top down / high-level feature presentment
  - **Excel**
    - Product roadmap (new and add-on product feature pick-list)
    - Feature sub-coverage/ detailed communication
- **Product Implementation**
  - **FeaturePlan**: starting point for establishing scope from strategy/ PLM processes
  - QA & bug tracking/reporting **system**
  - **Document mgmt/** requirement tool (in addition to FeaturePlan)
- **Sales & Services Programs**
  - Sales pipeline management: **CRM, XL, Other**
  - Pre-sales solution scope, gaps, project initiation: **XL, Word, CRM**
  - Contracting processes: services plan, product gaps, legal; **Word, Excel, Project**
  - Post sales & support: **support ticket systems, CRM, Word, Project**
- **PLM**
  - Drawing and presentment of cross-product requirements pool that allows each of step to feed / be-fed with, status of product(s): **FeaturePlan**
  - Getting all habitual communication media/ processes aligned is critical to not losing valuable data; re-keying if necessary
Main Observations

• **PLM is a full time stewardship process**
  - To get all data aligned, sized, rolled into a state useful to product strategy ROI or equiv processes
  - It is often easier to spot information dynamics with less people and higher volatility of data

• **Any product manager must understand the operations driving the information flow**
  - This is often unknown, and an unknown black-hole to product mhrs merely wanting to follow product marketing processes
  - Operational information communication is often at the root of many politics

• **Time dependent product requirements pooling is a key issue to ROI pre-analysis**

  Email: hugh_richards@usa.net
Lee Garrison
VP of Marketing

- Xenos Group - the data to e-content company
- Origins in AFP/META transformation
- Evolving a consulting business into products
- The introduction of Product Management
The “Pre-Pragmatic” Process

- Sales-driven product development and marketing
- Product direction driven by customer enhancements and bug fixes
- Building for individual customers, not markets
Building a “Pragmatic” Approach

- Taking time to gather data and be market-driven
- Keeping Sales and the CFO off your back
- Executive support from the top
- Socializing the concepts and vocabulary
- Reinforcement
  - Lunch & learns, reference resources, go to experts
Current Challenges

- Data collection is a messy business
- Changing sales urgency is a cultural shift
- Walking the tightrope
  - Strategic Firefighting
  - Paying today’s bills
  - Finding time... not a big budget
The Utopian Process

- The company is the product management team
- PM spends 50% of time market sensing as mentor and guide
- The corporate knowledgebase as single view and core asset
- Culture contributes and uses it as a learning organization
- Individual contributors understand key problem statements
- Building the market model
The Tools We Use

- CRM, SFA and the islands of data
- The lowest common denominator
  - MS Office, the Product Management Edition
- The manual analysis process
- Quality depends on people and how they use it
Eating Our Own Dogfood

- Transforming data for a unified single view
- Indexed, searchable data for quantitative analysis
- Decision support and an intelligent tool
Lessons Learned

- Building your own (HGS)
  - The Sitraka PM Site
    - db with catalog and metadata, yet another island of data
  - Blogging and Wikis
    - searchable, common views but no metadata or intelligence

- The role of data
  - Critical mass of data but the decision is still up to you

- Building the market model
  - Use tools for modeling users and new spaces
  - Communicate, communicate, communicate.
Open Question Period

For any additional information, email pm@rymatech.com