UNIVERSITY of VIRGINIA | DARDEN SCHOOL of BUSINESS

Digital Product Management

WEEK 1

You, the Product Manager

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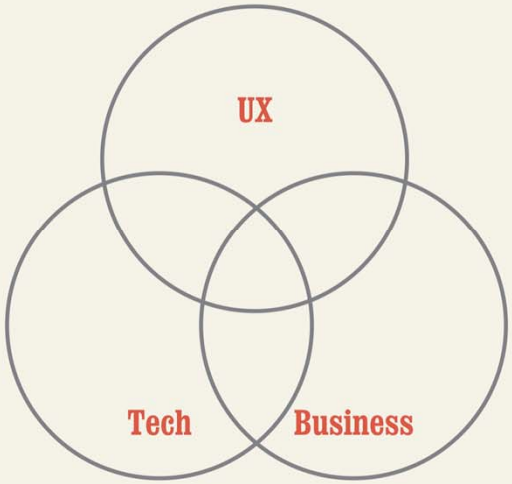
YOU, THE PRODUCT MANAGER



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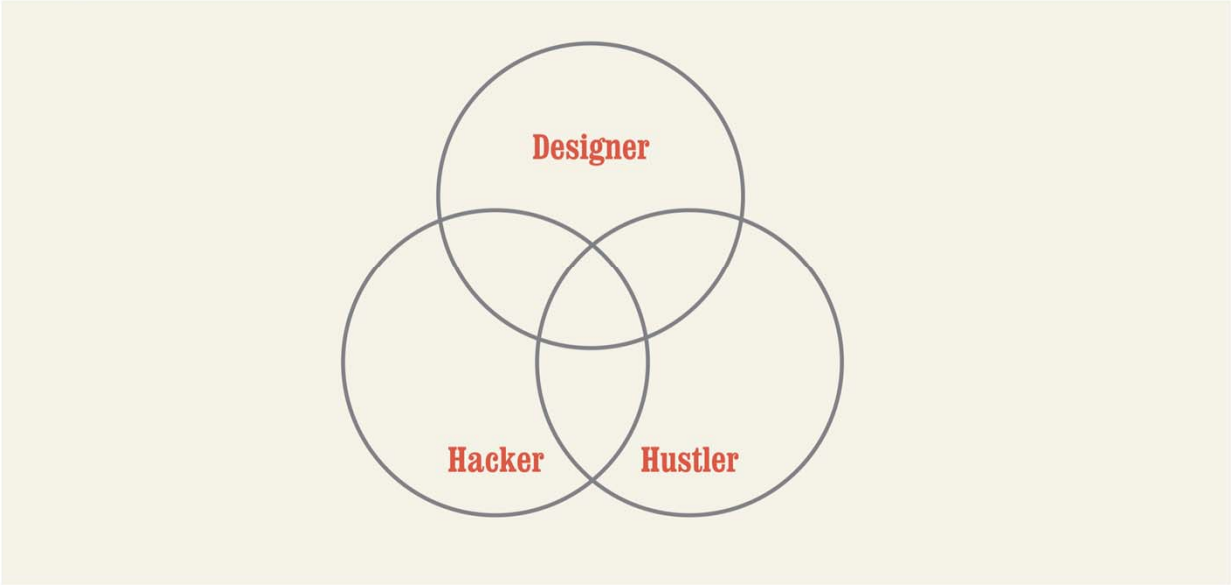
YOU, THE PRODUCT MANAGER



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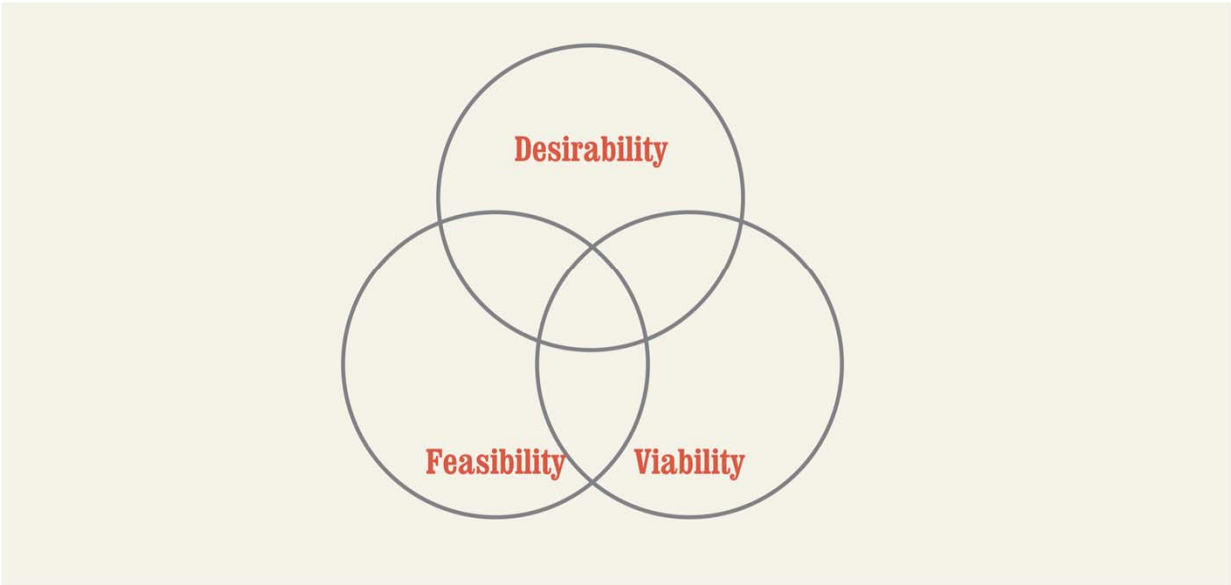
YOU, THE PRODUCT MANAGER



Source: IDEO's Human-Centered Design Toolkit

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YOU, THE PRODUCT MANAGER

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YOU, THE PRODUCT MANAGER

Product Mgmt. == {Desirability, Feasibility, Viability}

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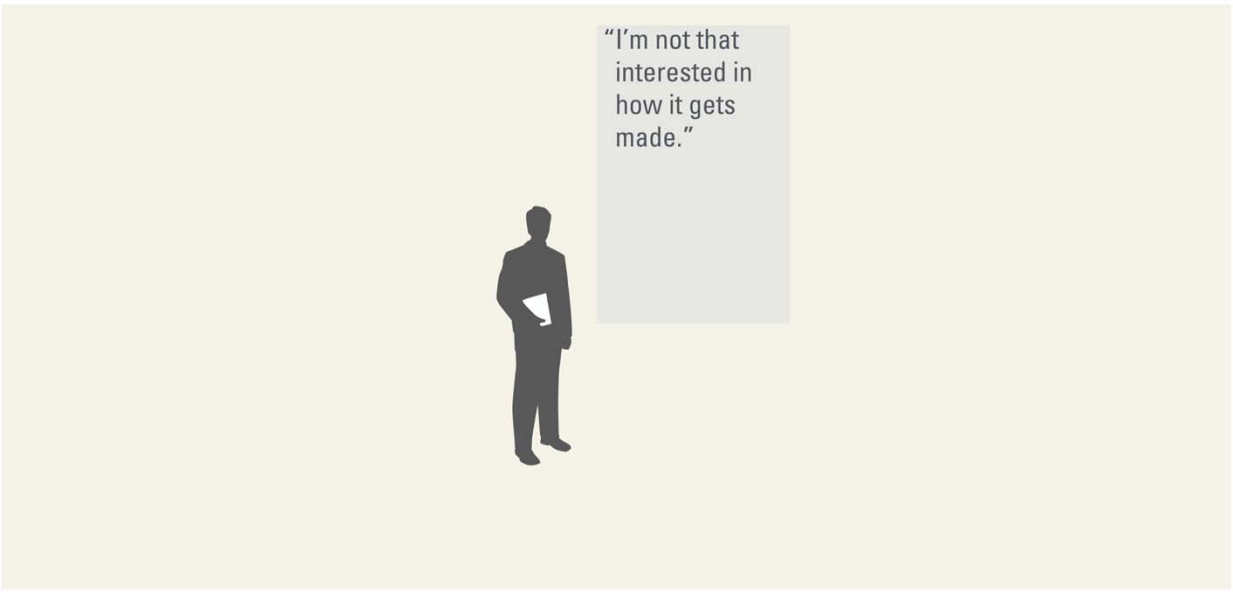
IS PRODUCT MANAGEMENT RIGHT FOR YOU?



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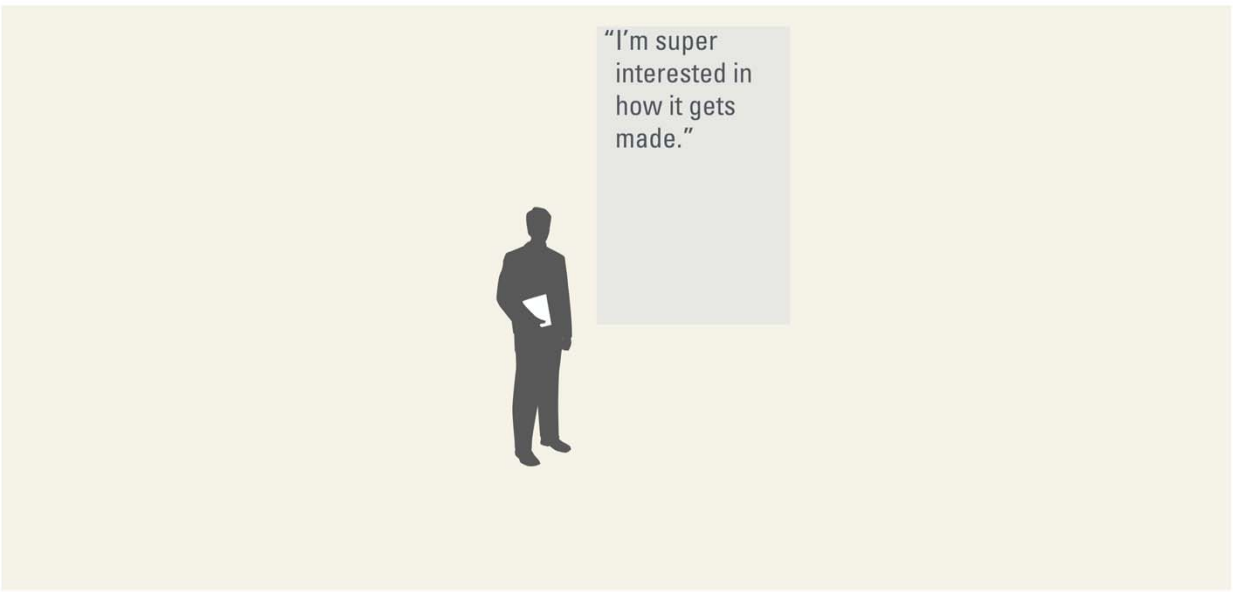

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IS PRODUCT MANAGEMENT RIGHT FOR YOU?

"I just want to know more about the user."

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IS PRODUCT MANAGEMENT RIGHT FOR YOU?

"Just tell me what I need to do."

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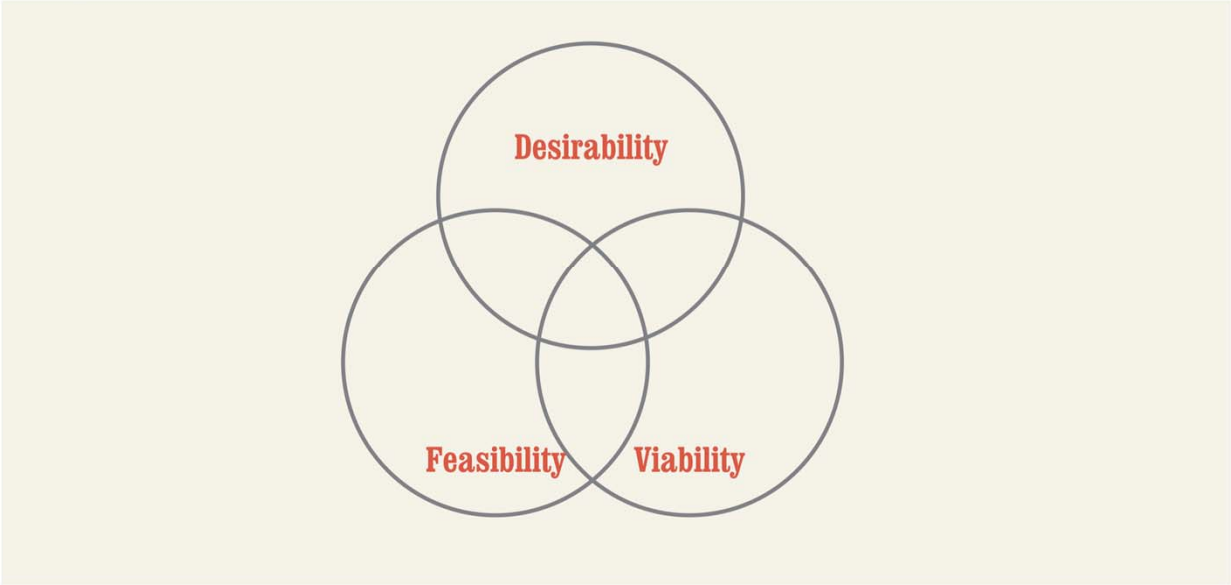
YOU, THE PRODUCT MANAGER



Source: IDEO's Human-Centered Design Toolkit

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Why is a product never a product?

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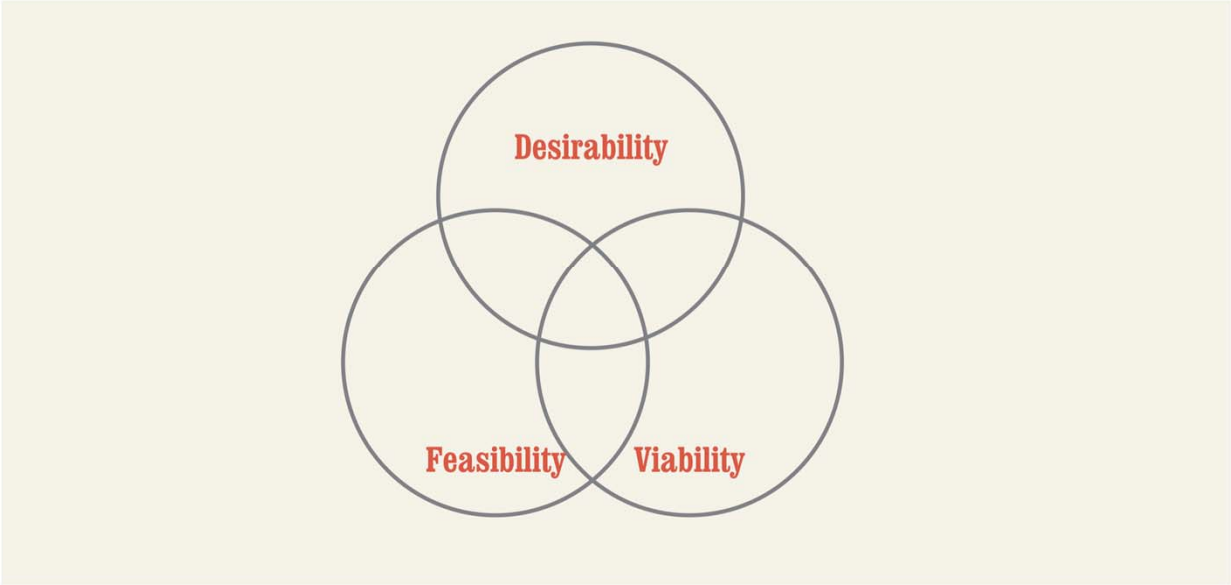
WHAT DO YOU MEAN BY 'PRODUCT'?



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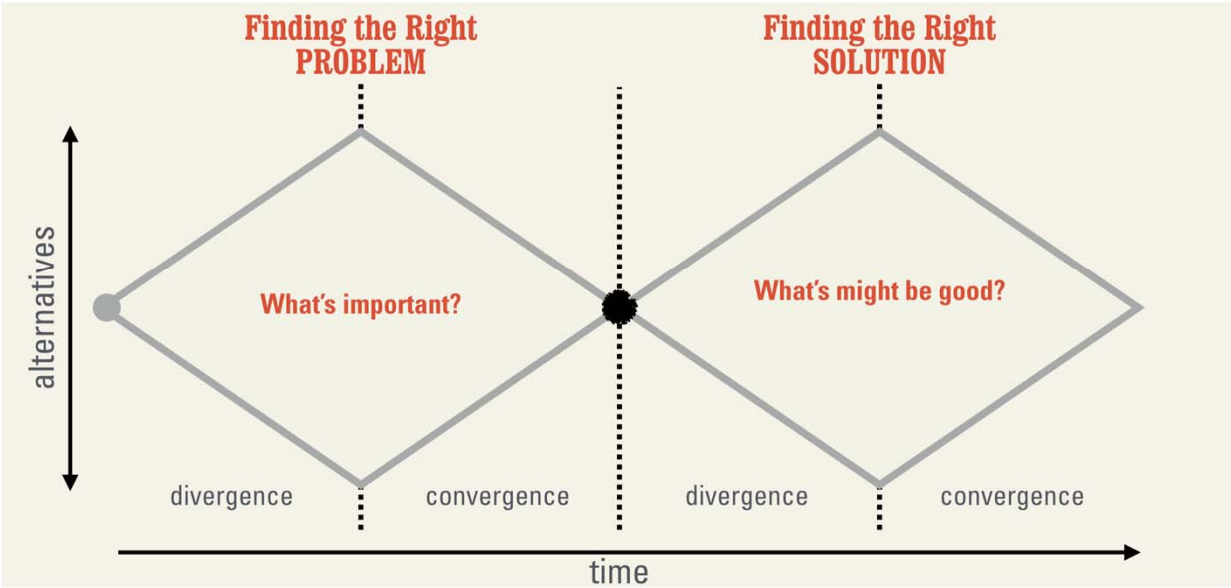
NOT THE PRODUCT, NOT EVEN THE SOLUTION!



Source: adapted from 'The Design of Everyday Things'

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IDEA!

THE TALKING BICYCLE COMPASS!

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SCALE FRIENDLY VS. INNOVATION FRIENDLY

Scale Friendly

Innovation Friendly

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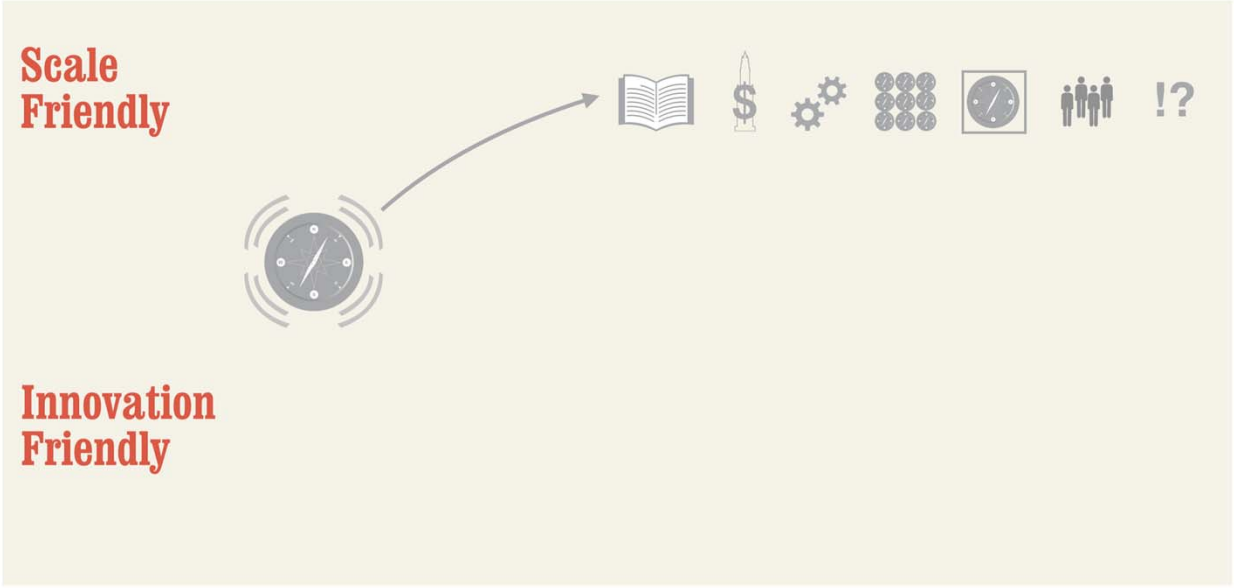
SCALE FRIENDLY VS. INNOVATION FRIENDLY



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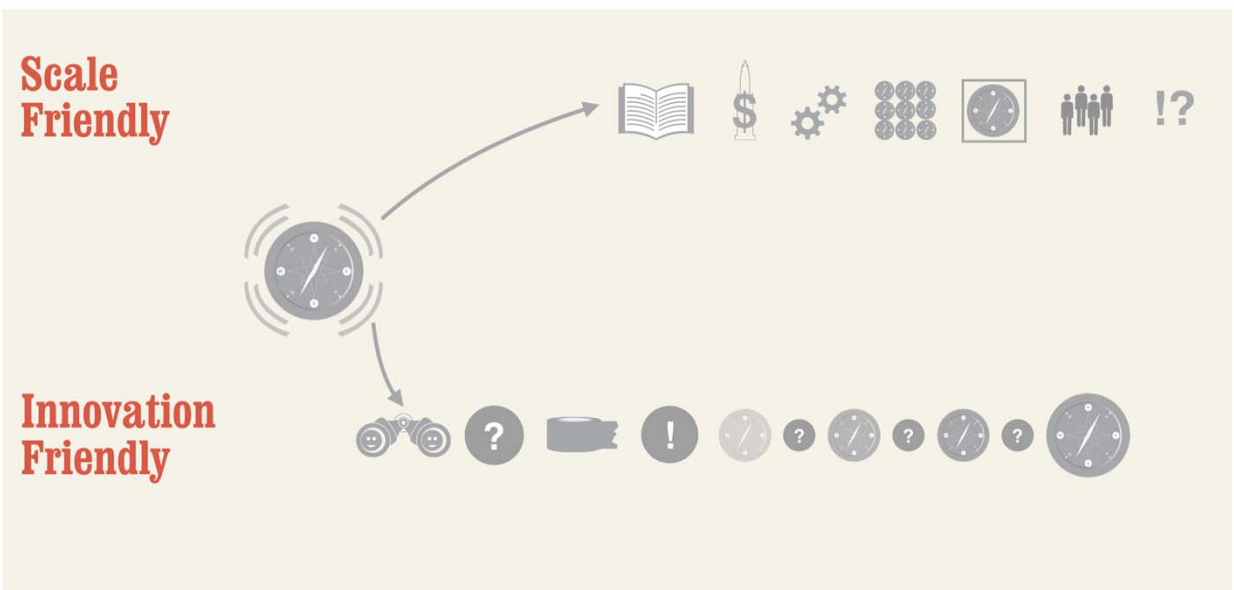
SCALE FRIENDLY VS. INNOVATION FRIENDLY



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THE SOLUTION

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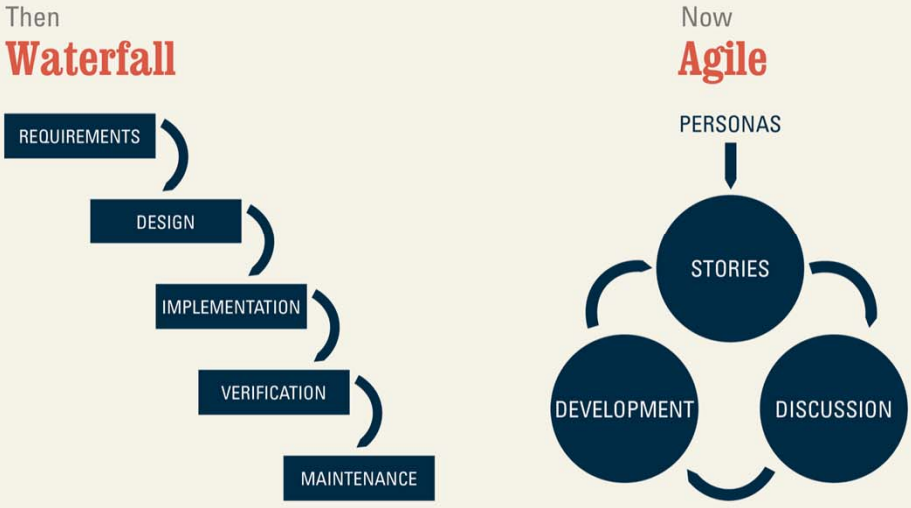
WORKING ON IT



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You and Your Customer

YOU & YOUR CUSTOMER

Source: IDEO's Human-Centered Design Toolkit

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YOU & YOUR CUSTOMER

Data Science
What can we infer against questions of interest?
How do we act on the results?

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YOU & YOUR CUSTOMER

Data Science
What can we infer against questions of interest?
How do we act on the results?

Project Management
How does our team work together against our objectives?

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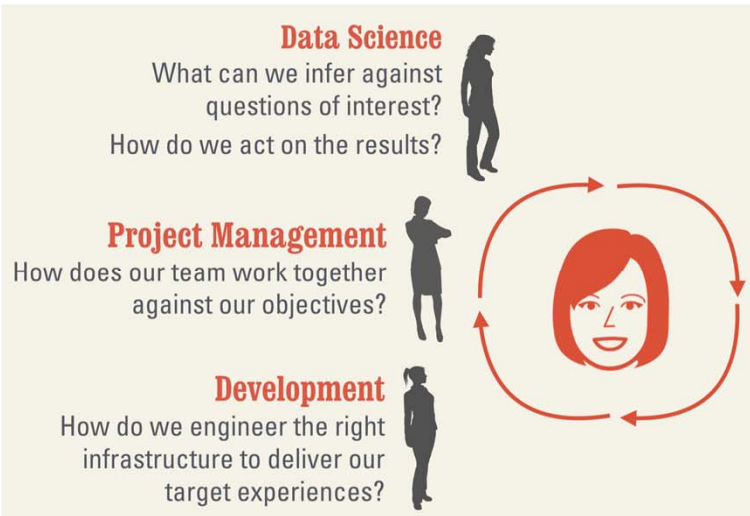
YOU & YOUR CUSTOMER



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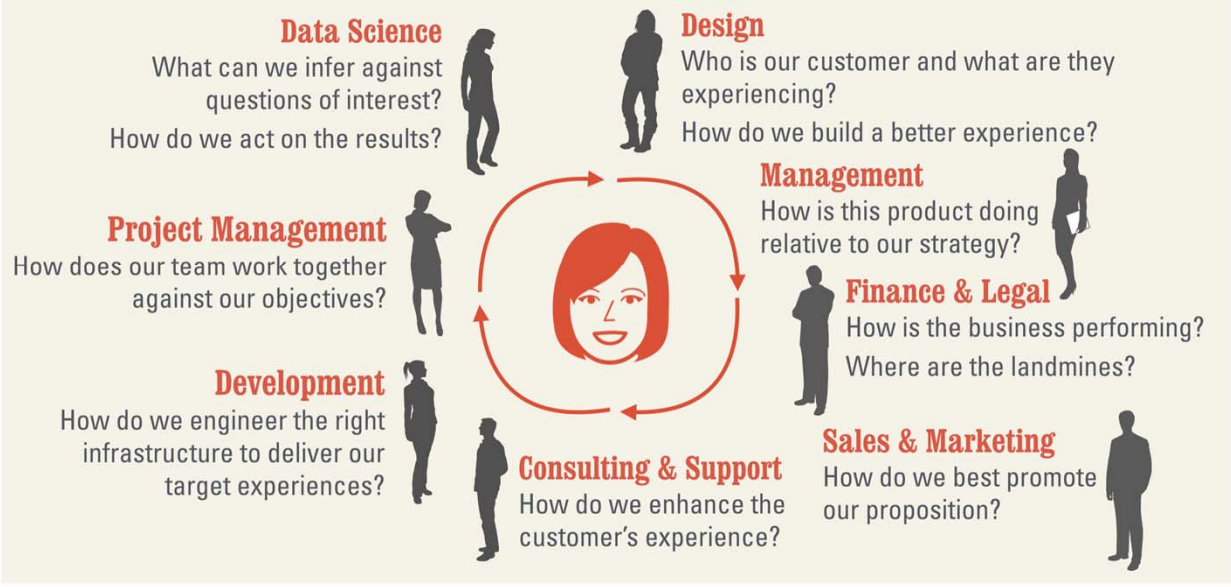

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PRODUCT MANAGEMENT COURSE
WEEK 1
YOU AND YOUR DESIGN TEAM

Alex Cowan

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You and Your Design Team

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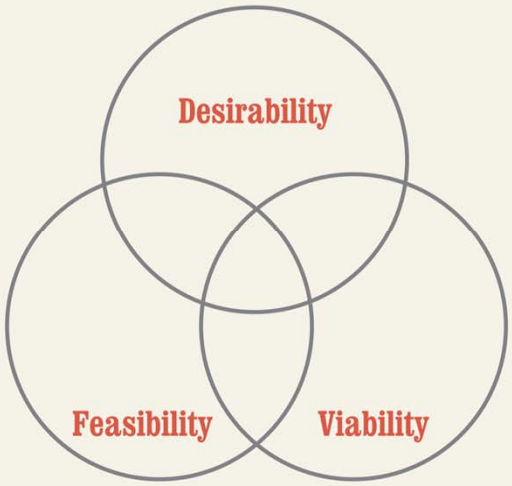
YOU & YOUR DESIGN TEAM



Source: IDEO's Human-Centered Design Toolkit

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YOU & YOUR DESIGN TEAM

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YOU & YOUR DESIGN TEAM

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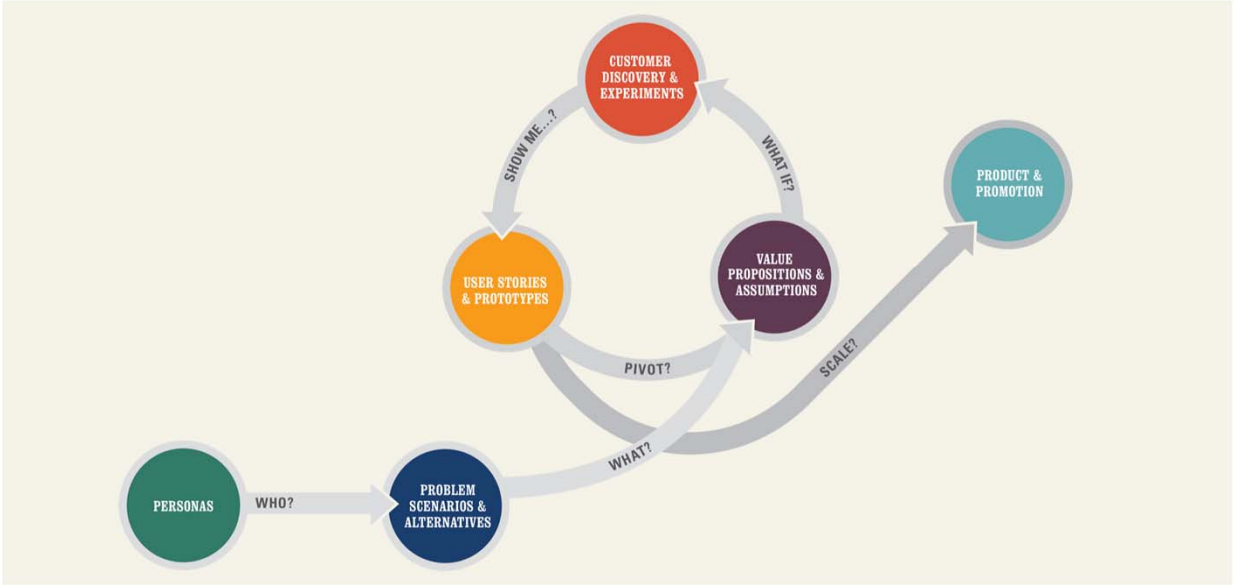
THE VENTURE YOU DESIGN



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You and Your Development Team

YOU & YOUR DEVELOPMENT TEAM

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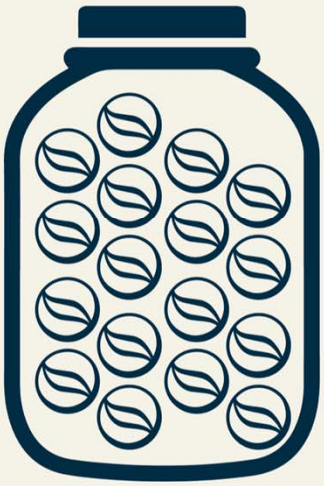

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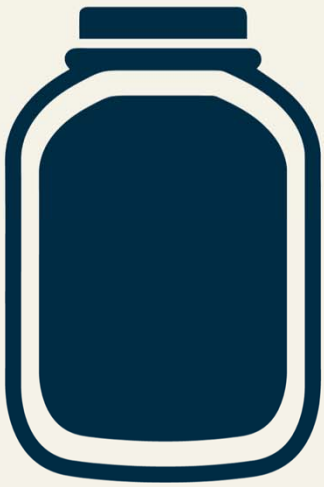
YOU & YOUR DEVELOPMENT TEAM



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Product Manager vs. Product Owner

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PROJECT MANAGER VS. PRODUCT OWNER

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HOW IS THE PRODUCT OWNER ROLE PERFORMING?

Are there a lot of surprises?

Are there a lot of questions from dev.?

How robust is the design process?

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SHOULD THE PRODUCT MANAGER BE THE PRODUCT OWNER?

How is the Product Owner role performing?

What are the options?

Where is the team, business going to get the most value from you, the product manager?

How might you work in small batches so you can experiment?

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What Is Data Science?

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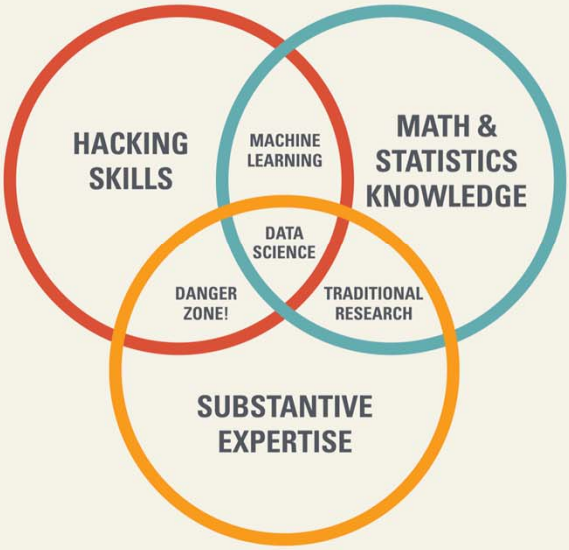
YOU & YOUR DATA SCIENCE TEAM



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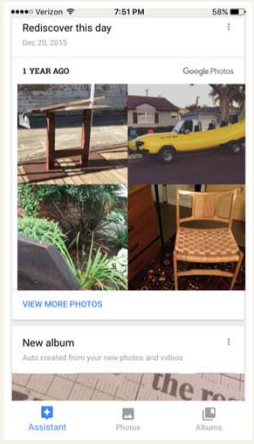
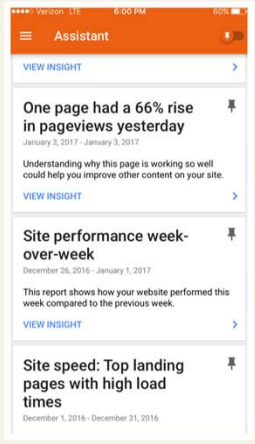
A SMALL STEP FOR DATA SCIENCE, A GIANT STEP FOR UX



Google Photos



Google Analytics

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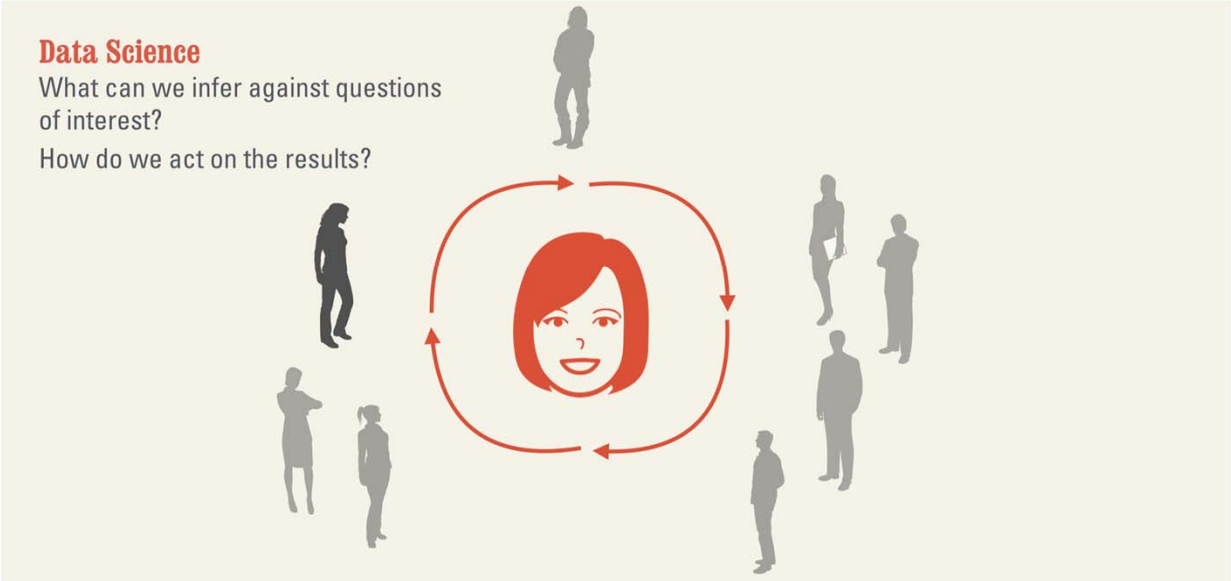
You and Your Data Science Team

YOU & YOUR DATA SCIENCE TEAM



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YOU & YOUR DATA SCIENCE TEAM

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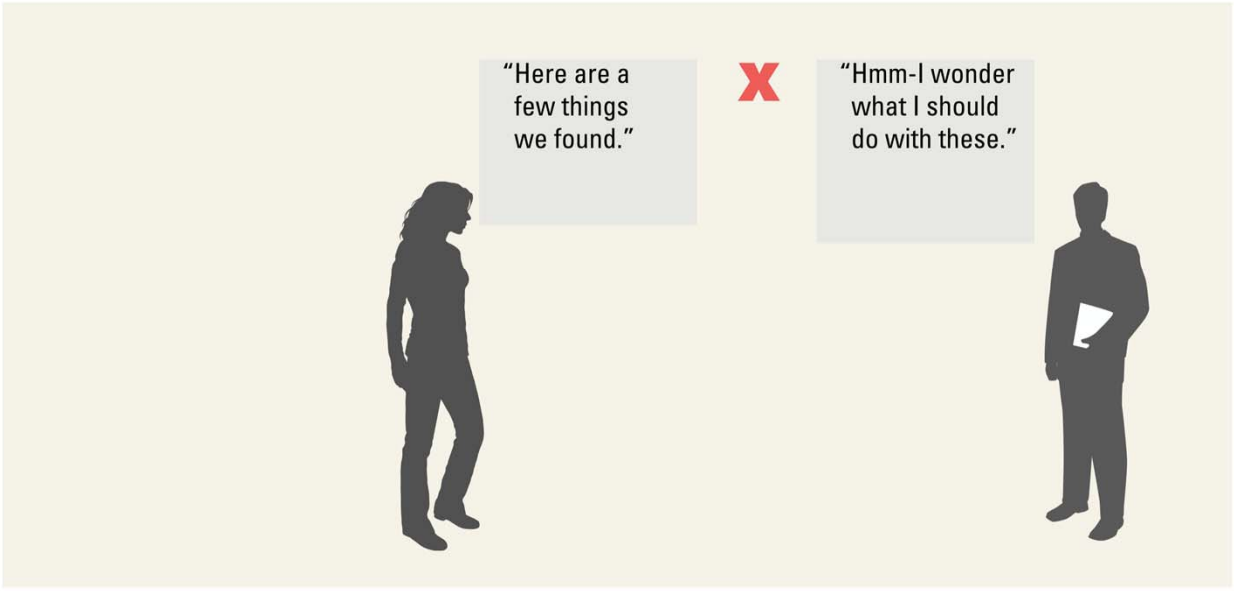

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YOU & YOUR DATA SCIENCE TEAM

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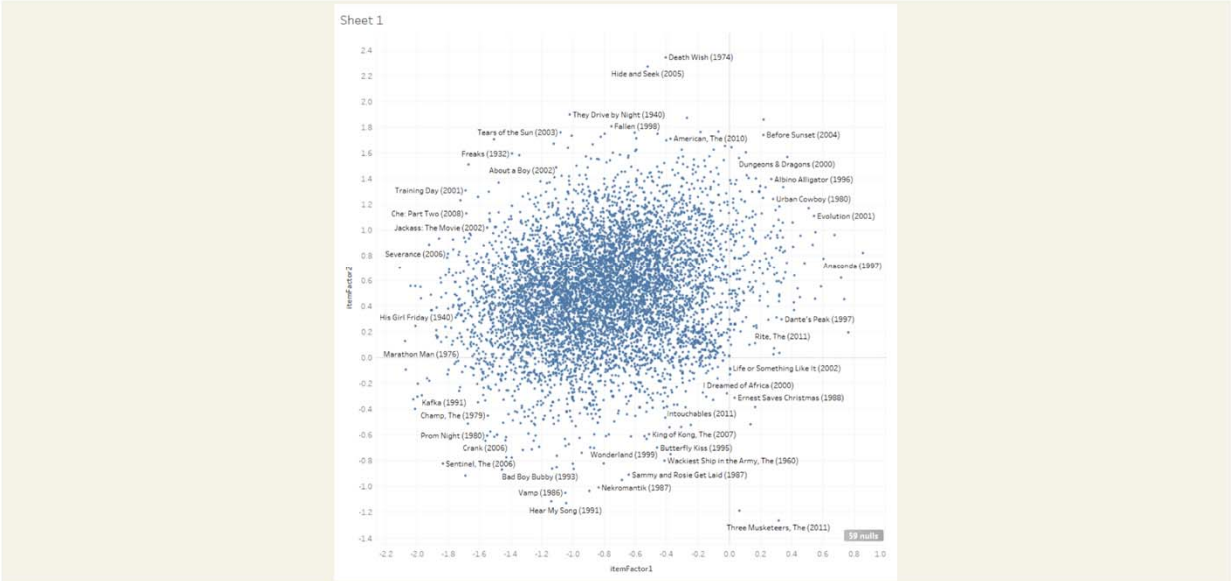

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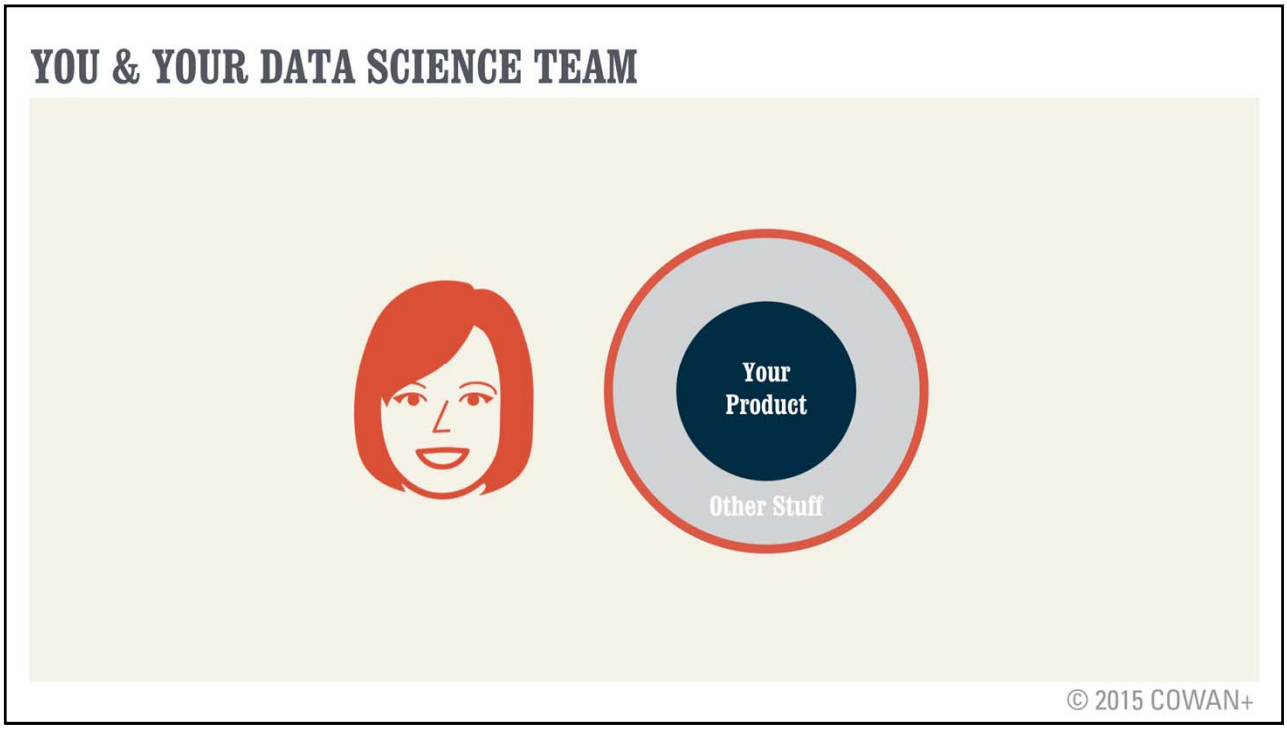

Meet Enable Quiz, Our Startup Company Example

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STARTUP: ENABLE QUIZ

POSITIONING STATEMENT

For hiring managers who need to evaluate technical talent, Enable Quiz is a talent assessment system that allows for quick and easy assessment of topical understanding in key engineering topics. Unlike formal certifications or ad hoc questions, our product allows for lightweight but consistent assessments of technical talent.

STARTUP: ENABLE QUIZ

PROBLEM AREA

Problem: Most firms that hire engineers/technicians don't have a systematic way to screen for core skills, leading to hires that are a bad fit for everyone.

Alternative: Check references, ask a few probing questions during the interview.

Value Proposition: Systematically, objectively screen candidates, leading to fewer interview sessions and more good hires.

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You and Your Consulting and/or Support Team

YOU & YOUR CONSULTING, SUPPORT TEAMS

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THE SOLUTION

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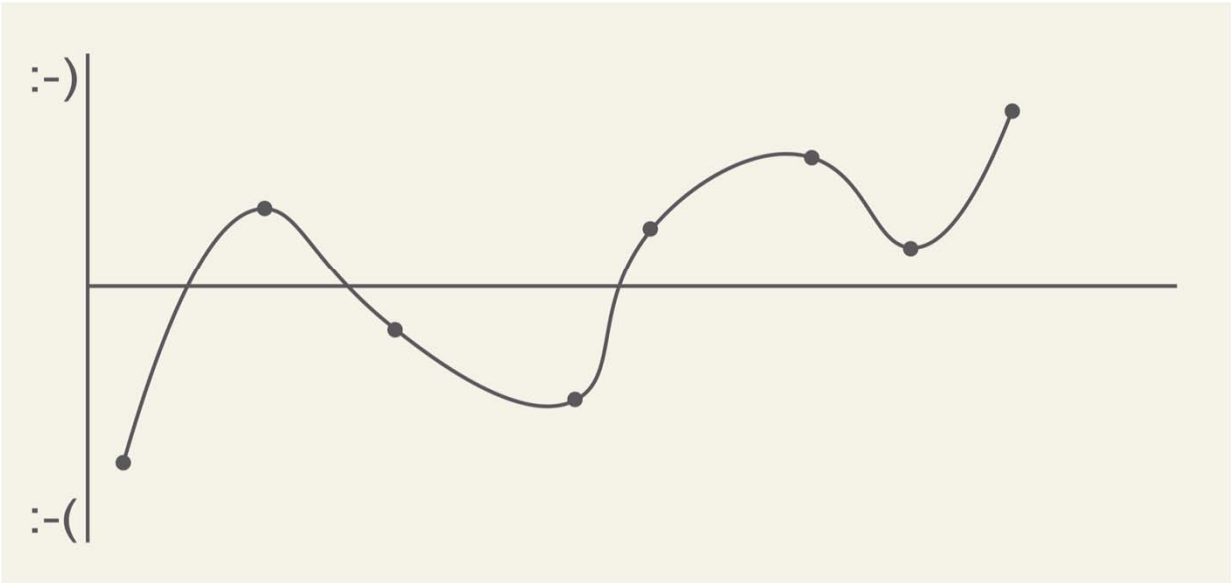
THE CUSTOMER JOURNEY



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YOU & YOUR CONSULTING TEAM

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YOU & YOUR SUPPORT TEAM

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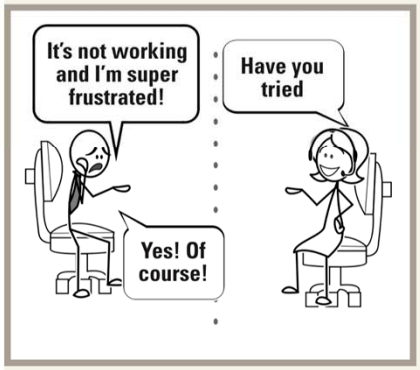
STORYBOARDING AIDAOR-ENABLE QUIZ



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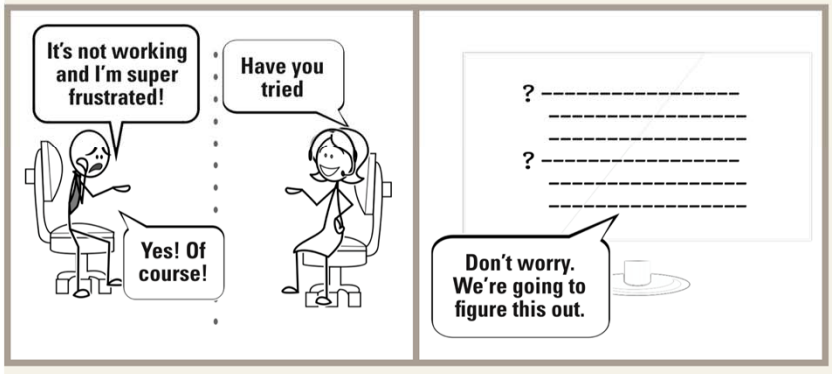
STORYBOARDING AIDAOR-ENABLE QUIZ



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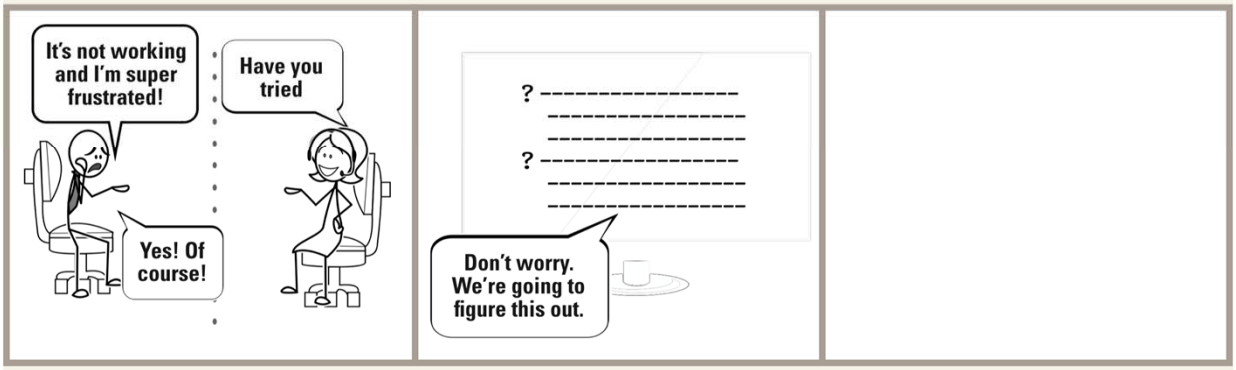

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YOU & YOUR CONSULTING, SUPPORT TEAMS

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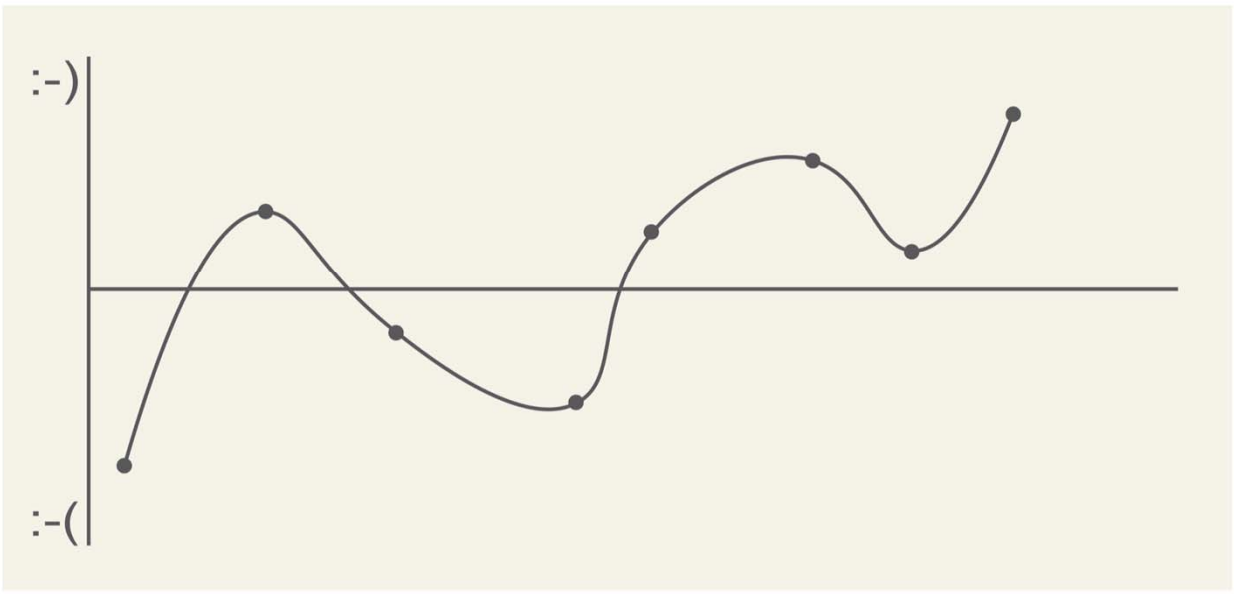
Focal Tool:
The Customer Journey



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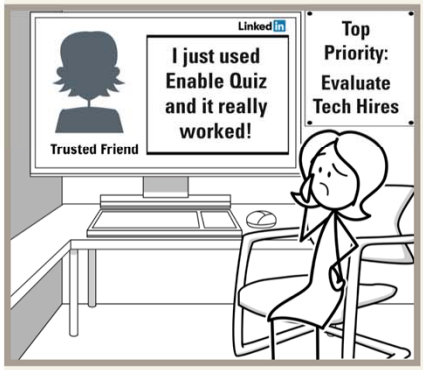
STORYBOARDING AIDAOR-ENABLE QUIZ

ATTENTION



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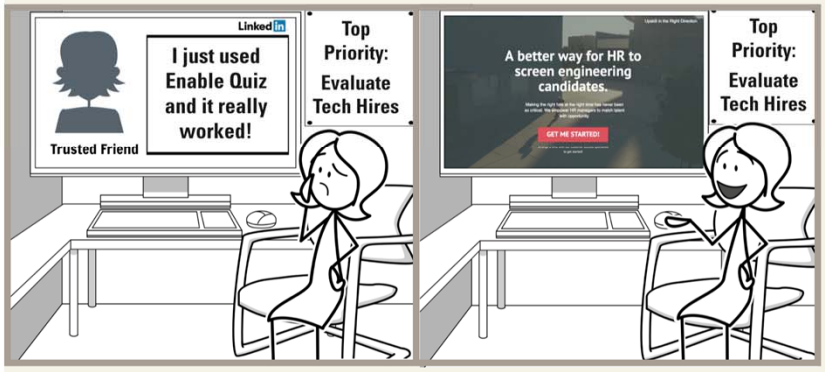
STORYBOARDING AIDAOR-ENABLE QUIZ

ATTENTION

INTEREST



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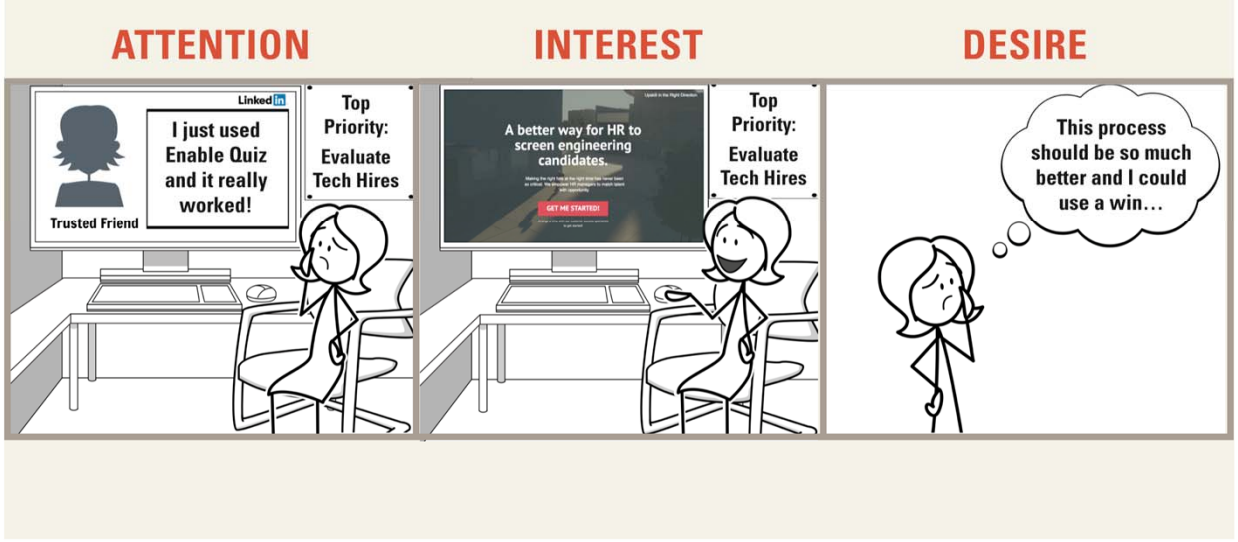

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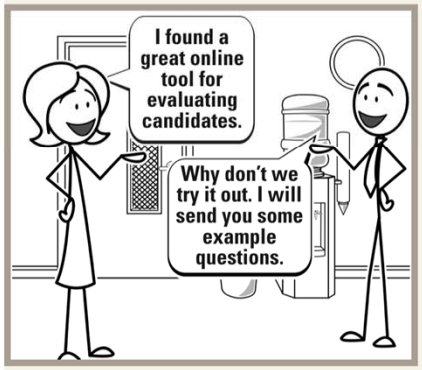

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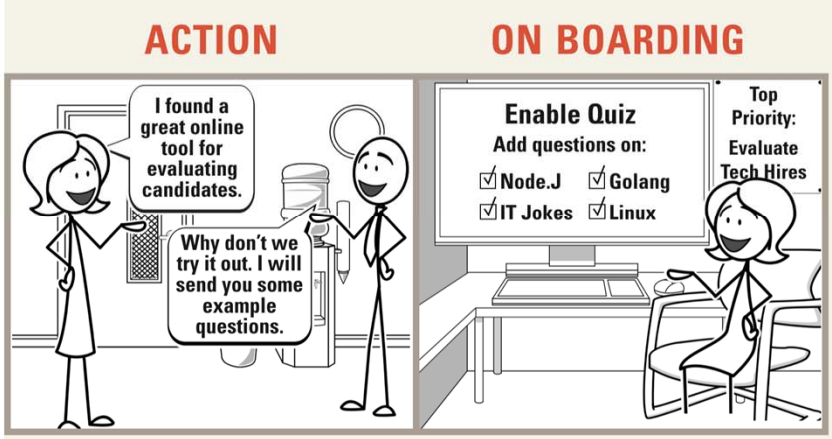

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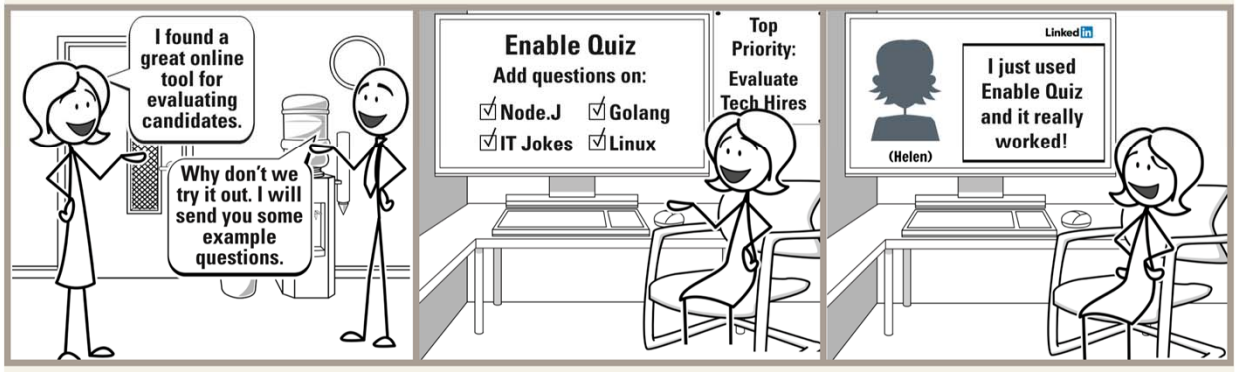
STORYBOARDING AIDAOR-ENABLE QUIZ



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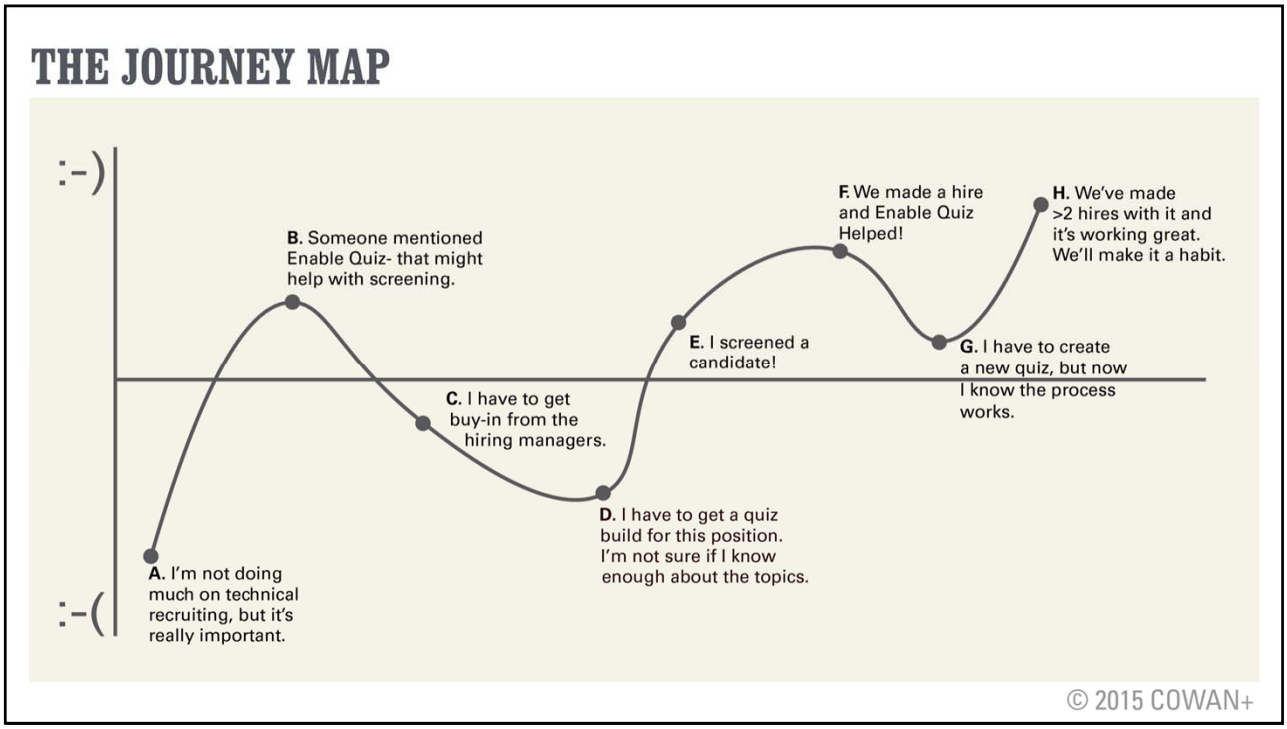

You and Your Sales and Marketing Team

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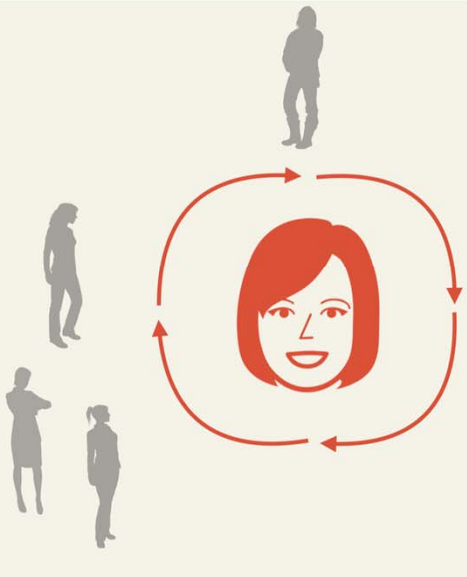
YOU & YOUR SALES & MARKETING TEAM



Sales & Marketing
How do we best promote our proposition?

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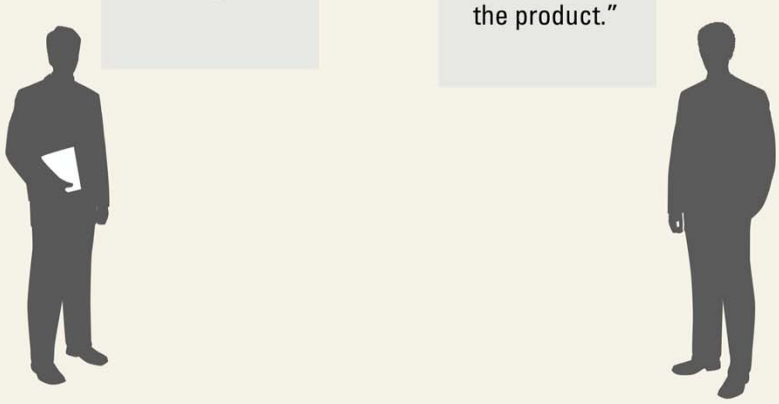
YOU & YOUR MARKETING TEAM



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WHAT IS MARKETING?

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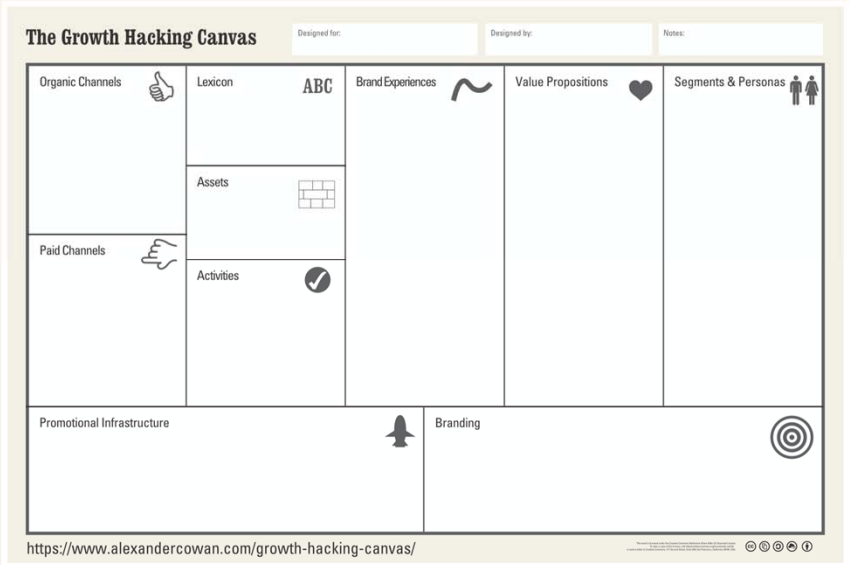
AN AGILE PERSPECTIVE: THE GROWTH HACKING CANVAS



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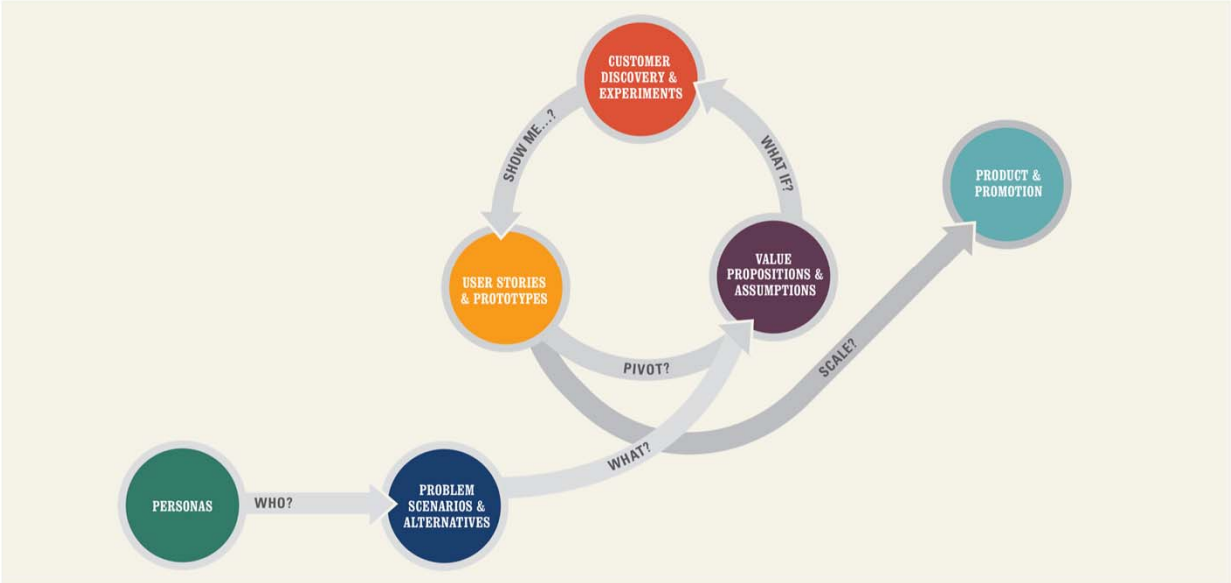
THE VENTURE YOU DESIGN



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INTERDISCIPLINARY COLLABORATION VIA PERSONAS

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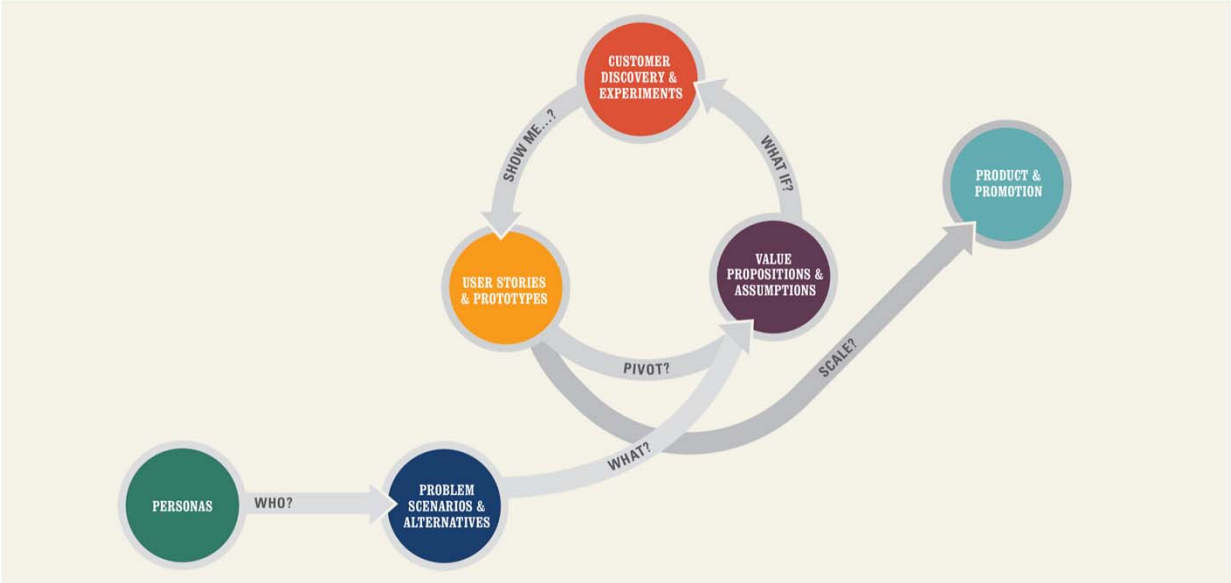
THE VENTURE YOU DESIGN



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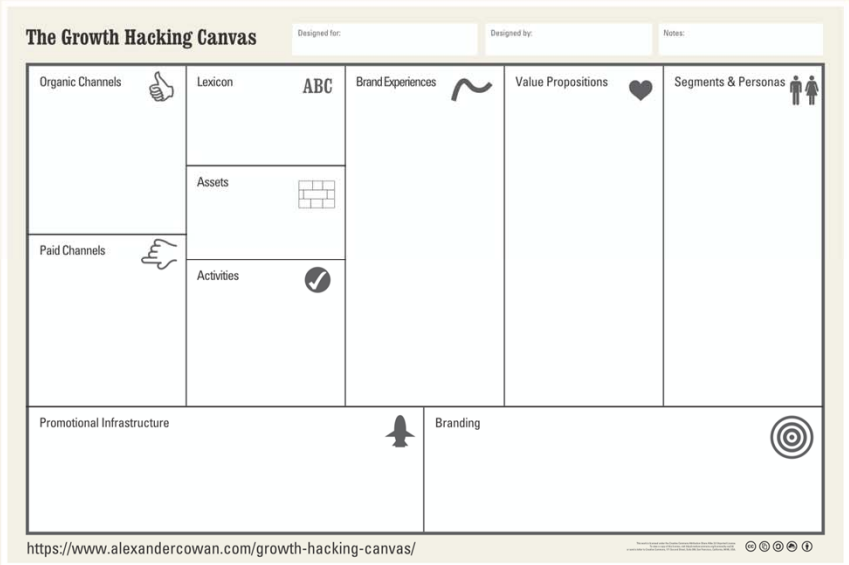
AN AGILE PERSPECTIVE: THE GROWTH HACKING CANVAS



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YOU & YOUR SALES TEAM

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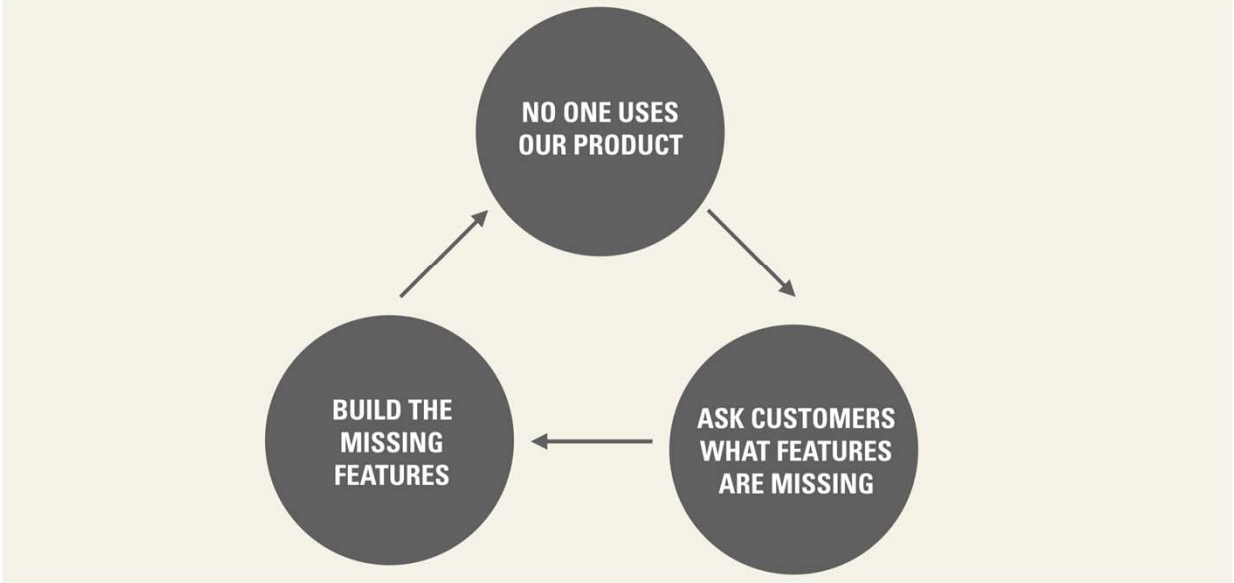
AVOIDING THE 'PRODUCT DEATH CYCLE'



PDC Source: David J. Bland

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YOUR BEST SALESPERSON

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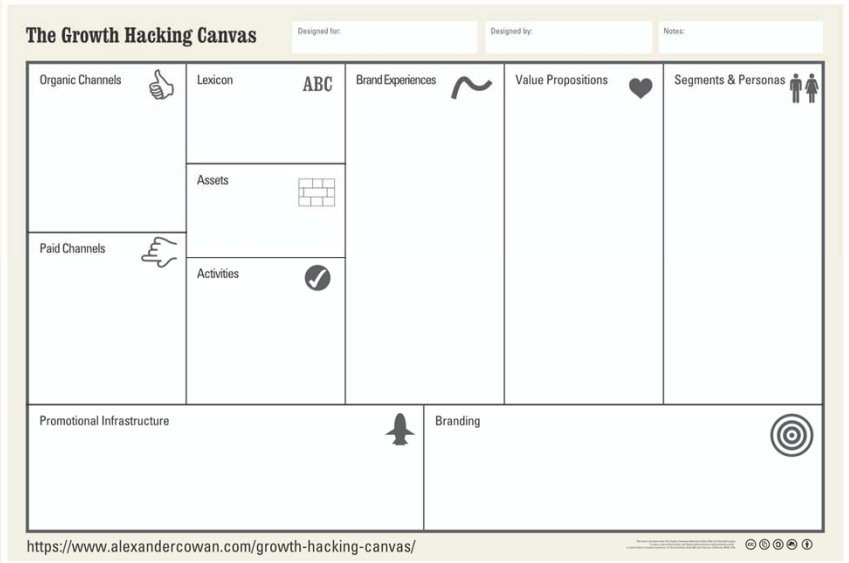
AN AGILE PERSPECTIVE: THE GROWTH HACKING CANVAS



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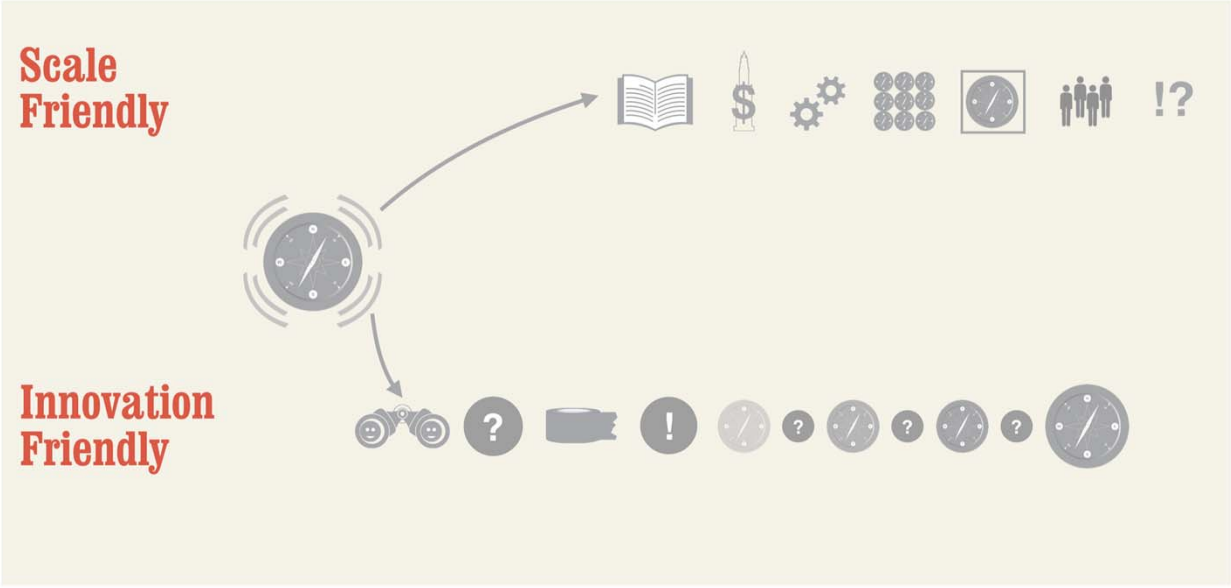
SCALE FRIENDLY VS. INNOVATION FRIENDLY



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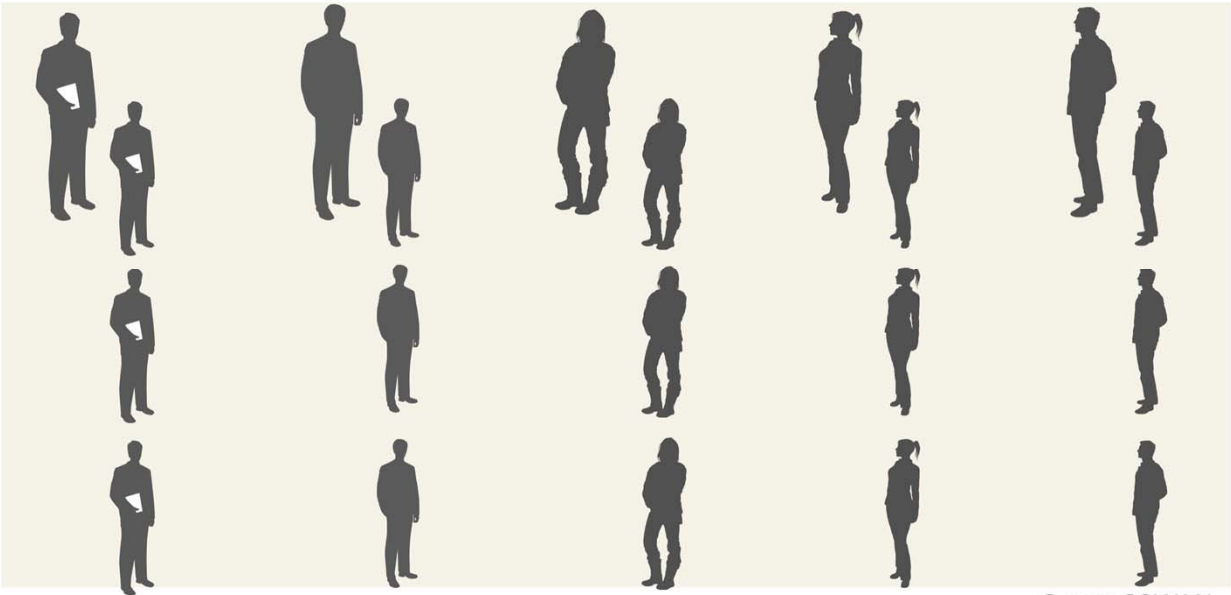
THE FAILURE OF SILOS



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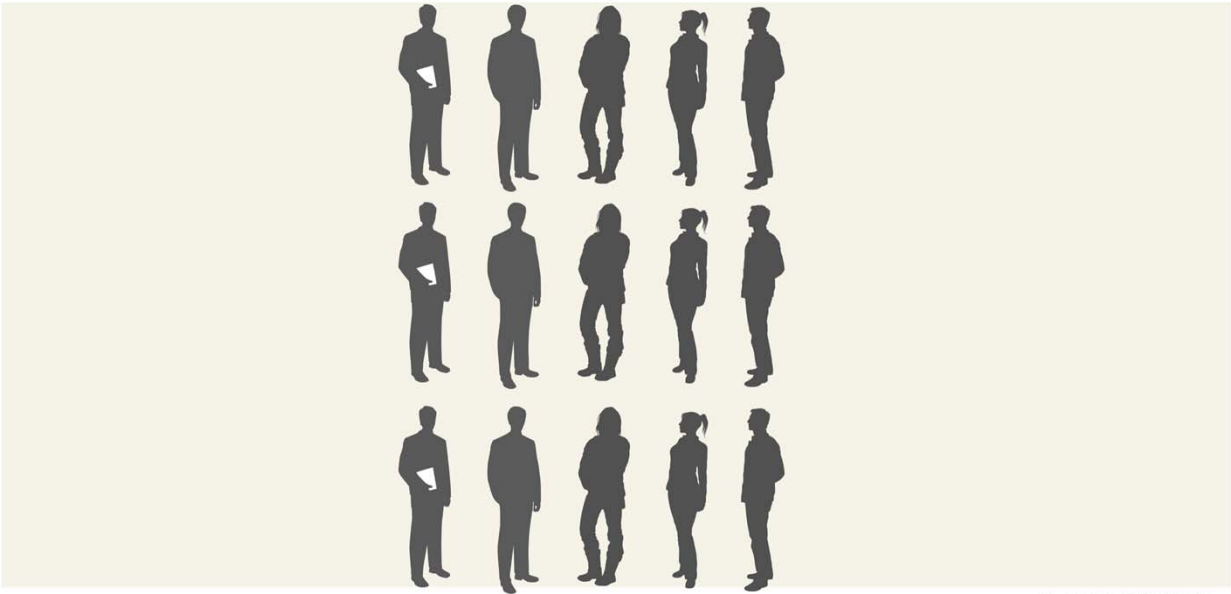
THE POWER OF INTERDISCIPLINARY (AGILE) TEAMS



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You and Your Finance/ Accounting and Legal Teams

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YOU & YOUR FINANCE & LEGAL TEAM

Finance & Legal
How is the business performing?
Where are the landmines?

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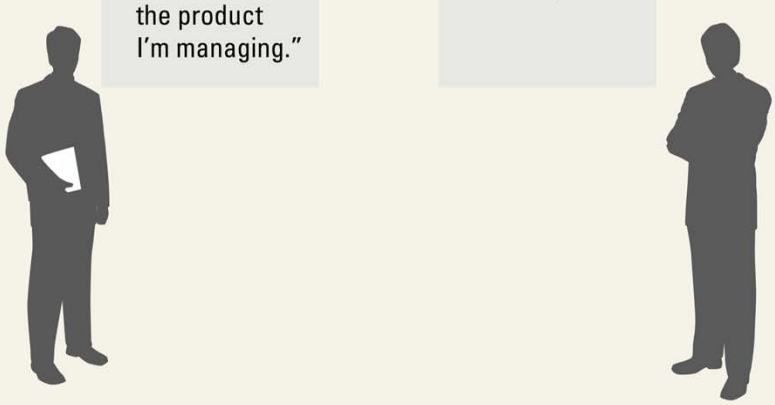
YOU & YOUR FINANCE TEAM

"I can't understand the profitability of the product I'm managing."

X

"Well, this is the way it's set up in the system."



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YOU & YOUR FINANCE TEAM

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ACCRUAL VS. CASH

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MANAGERIAL VS. FINANCIAL

Managerial

Financial

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YOU & YOUR LEGAL TEAM

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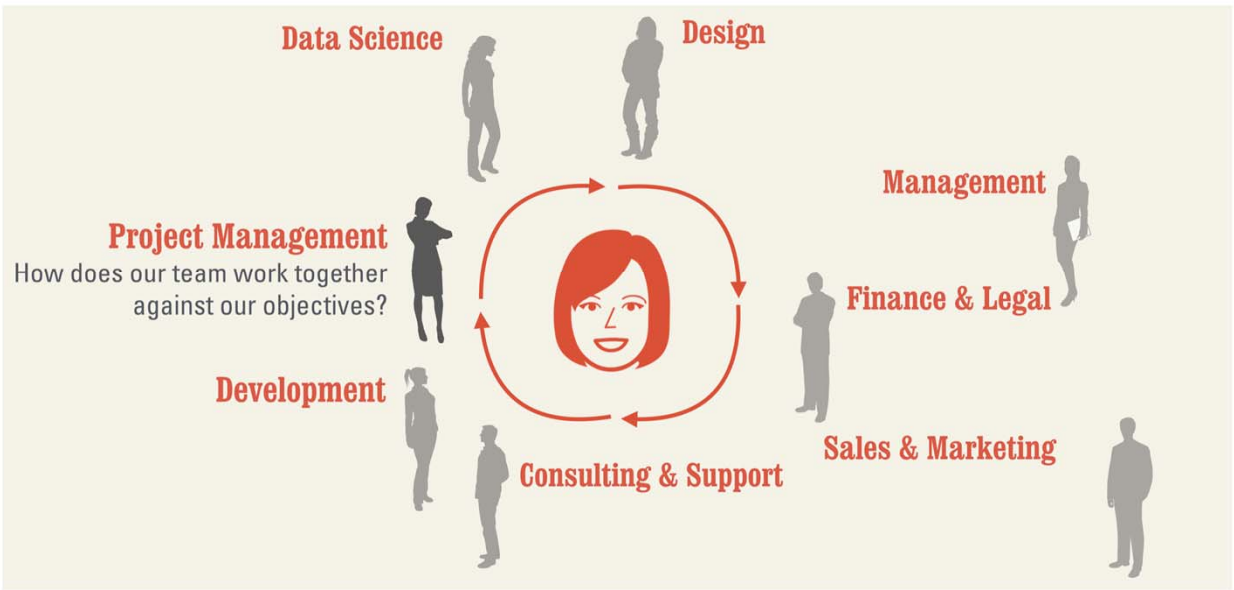
You and Your Project Manager



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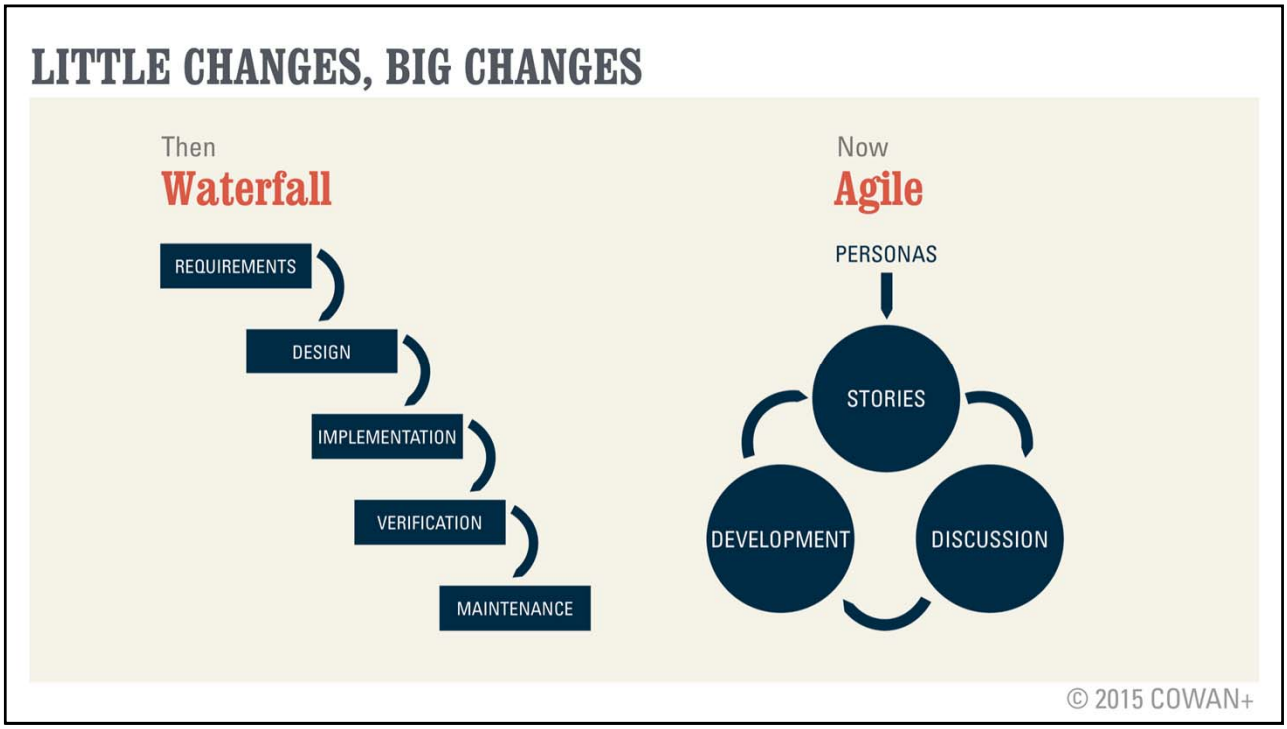

You and Your Management Team

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YOU & YOUR MANAGEMENT TEAM

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YOU & YOUR MANAGEMENT TEAM

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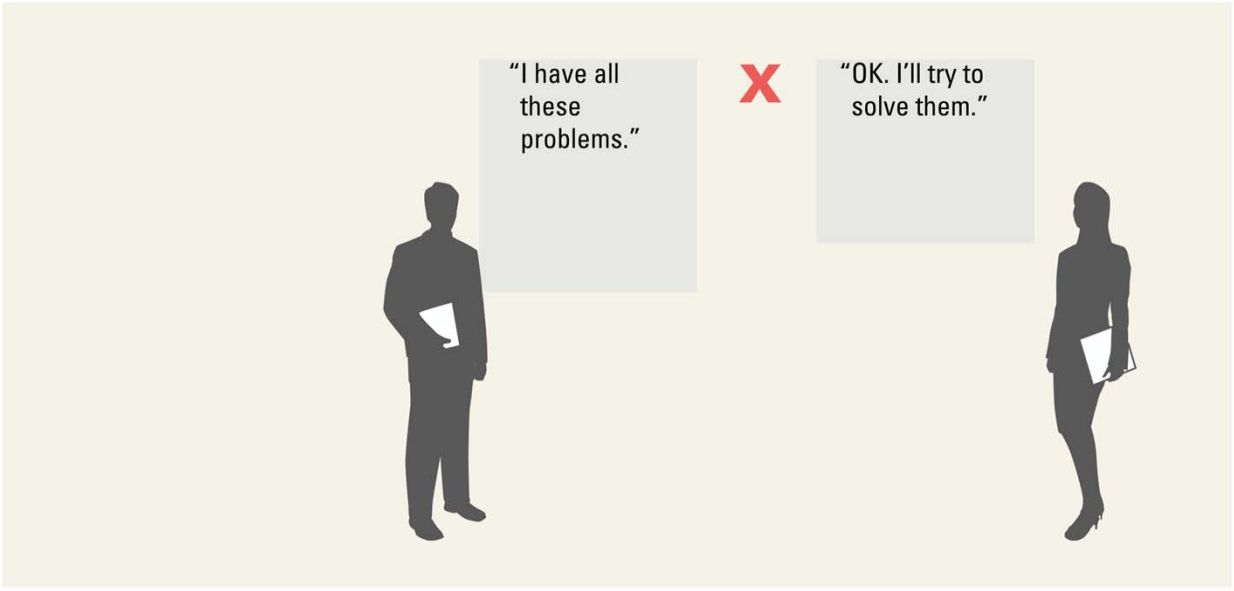
YOU & YOUR MANAGEMENT TEAM

YOU & YOUR MANAGEMENT TEAM



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Week 1 Takeaways

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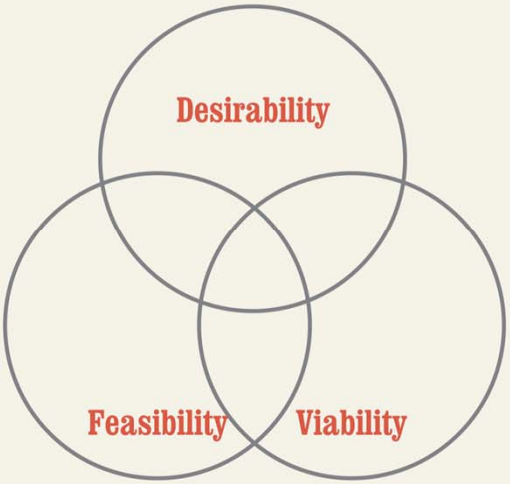
YOU, THE PRODUCT MANAGER



Source: IDEO's Human-Centered Design Toolkit

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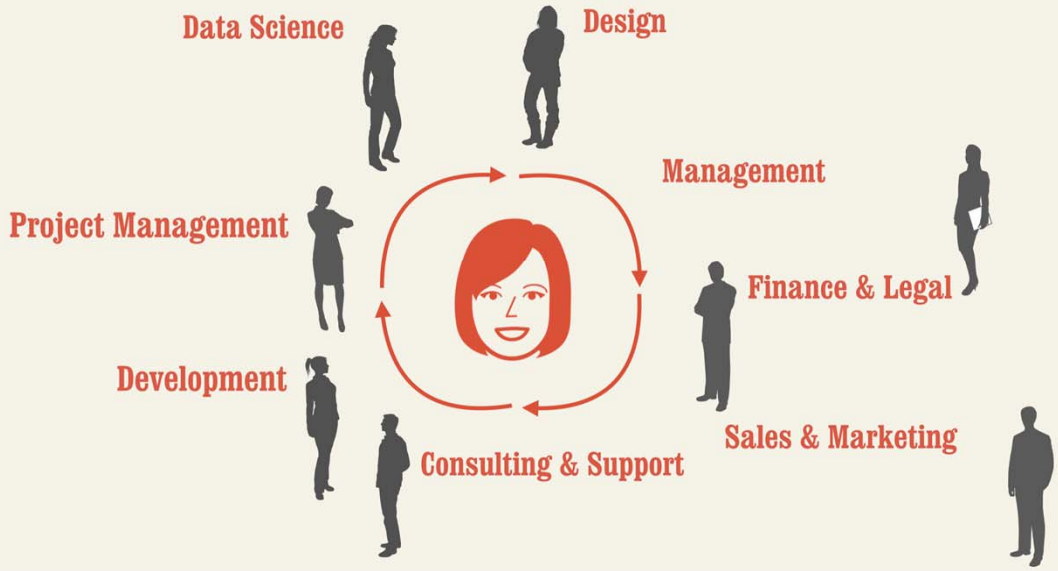
YOU & YOUR TEAM



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