Software.Process.Management
software processes that fit your business needs

Der Software Produktmanager

Das unbekannte Wesen

Gerald Heller
RE Days, München
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Agenda

- SPM by example
  - Titles, responsibilities, job offerings
- Surveys about existing practice
- SPM variations
- SPM defined
- RE specific product management activities
- Available education
- The path to a professional discipline

Titles

- Product manager
- Software product manager
- Technical product manager
- Solution manager
- *… your company specific title …*

Awareness

Google (09/2010)

"software product manager“	1.060.000 results
"software product manager“ “offer”	265.000 results
"software product manager“ “jobs”	446.000 results

Job Responsibilities

Ihre Aufgaben:

- Weiterentwicklung und Betreuung bestehender E-Commerce- und AdSales-Produkte, z.B. Leadengines, CPC und CPO Produkte in den Service Bereichen rund um die Immobiliensuche (z. B. Finanzierung und Umzug);
- Erstellung von Produktkonzepten, Fachkonzepten für die IT Entwicklung und Umsetzung;
- Markt- und Potentialanalyse;
- Erfolgskontrolle und Steuerung mit Hilfe unterschiedlicher Statistiktools sowie CMS-Pflege.

Aufgaben

- Entwicklung von Konzepten und Systemlösungen in Bereichen " Energiehandel, Portfoliomanagement, Management der Energiewirtschaftlichen Daten, Marktkommunikation, Energiewirtschaftlichen Prognosen"
- Unterstützung von Vertriebsaktivitäten
- Senior Consulting bei Kundenprojekten
- Entwicklung von neuen Produktideen und Marktanalysen
- Unterstützung von Softwareentwicklung im Zuge der Realisierung von neuen Produkten

Job Responsibilities ..

Ihre Aufgaben:

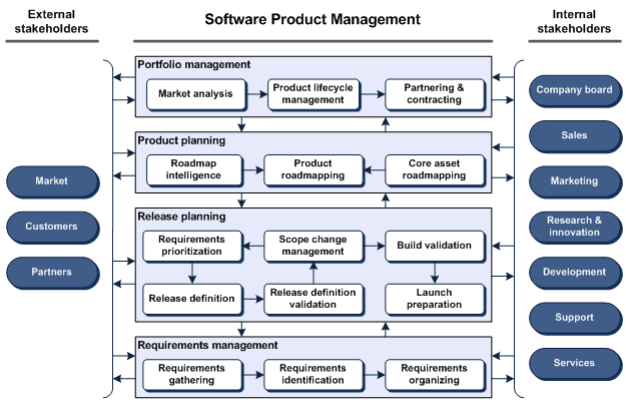
- Strategische und operative Planung der Weiterentwicklung der Lösungsplattform
- Planung und Koordination der Entwicklung / Weiterentwicklung der Software Produkte
- Erstellung der Produktplanung "Software Produkte" und Abstimmung mit internen Bereichen
- Unterstützung des Vertriebs bei der Konzeption und Präsentation von Angeboten für Software Produkte
- Produktpräsentation bei Kunden
- Markt- und Wettbewerbsbeobachtungen sowie Bewertung von Wettbewerbsprodukten
- Erstellung von Produktdokumentationen
- Durchführung interner Schulungen und Sicherstellung des Know-how Transfers
- Entwicklung und Kontrolle der Einhaltung von Standards für Lösungssysteme
- Verantwortlich für die Optimierung der Produktqualität
- Unterstützung interner Bereiche (IT Architekturboard, QA, Produktmanagement Daten)

Job Responsibilities ….

Responsibilities:

- Defining product vision and future direction
- Understanding and analyzing user needs
- Researching markets and competitors
- Working with engineers to define products
- Building and launching new products and features

SPM Competence Model



University Utrecht, SPM competence model 2010

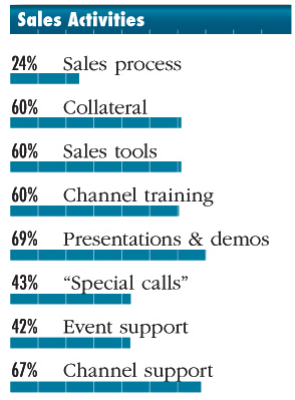
Reality Check

Where do product managers spent most of their time?

- Managing requirements?
- Competitive Analysis?
- Planning?
- Customer visits?
- Escalations?
- Operational work?

Top Five Named Activities in 2009

- 80 % Product roadmap
- 79 % Requirements
- 75 % Competitive landscape
- 72 % Market problems
- 72 % Business plan
- 71 % Positioning
- 69 % Presentations & demos



Source: Pragmatic Marketing Survey 2009

Product Managers Top 5 Inbound Tasks

By frequency

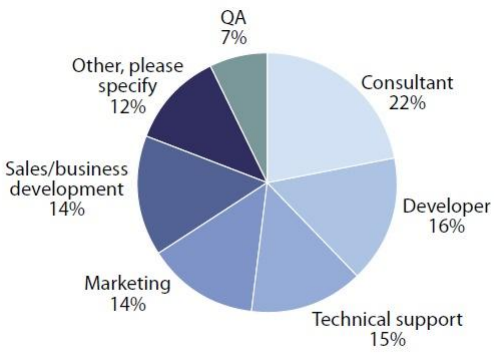
- Evangelize your product
- Research market trends
- Understand technical possibilities and limitations
- Ensure company readiness
- Complete steps needed for productization

By importance

- Evangelize your product
- Research market trends
- Review enhancement requests
- Research the competition
- Capture customer requirements

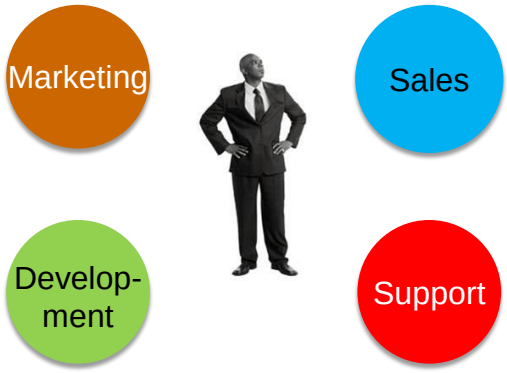
Source: Forrester Research 2008
"Product managers work on the wrong things"

Product Management Starting Points



Source: Forrester Research 2008
"Product managers work on the wrong things"

Product Manager



Product Manager Joe

Product Manager Ben

Identity

- Somewhere between
  - Marketing manager
  - Business analyst
  - Requirements analyst
  - Architect
  - Project manager
  - Product owner (Scrum)

Software Product Management

- Software product management (SPM)

  SPM is defined as the management of a software product over its life cycle with the objective of generating the biggest possible value to the business

ISPMB, certified-spm.org, 2010

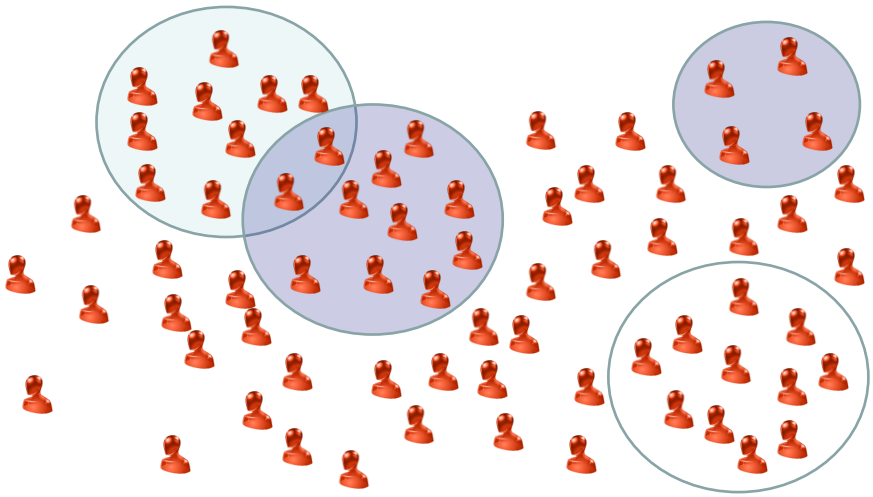
Product Manager Characterization

- Has business responsibility for the product
  "*acts as the mini CEO for the product*"
- Knows the market and customers
- Plans and manages the product over several releases
- Is responsible for
  - Roadmap
  - Release planning
  - Requirements
- Coordinates all stakeholders

SPM Specific RE/RM Activities

- Business alignment
- Portfolio alignment
- **Market requirements**
- **User characterization - Personas**
- **Roadmapping**
- RE for several releases
- Release planning

Markets and Customers



Market Segmentation

- Segmentation helps to focus on
  - Specific problems
  - Smaller target groups
- Segmentation may uncover market niches

Persona

- „Persona“ as a concept, groups users **and** provides an „individual“ touch:

  Name, face, work context, preferences
  concerns, typical work flow
- Requirements are attached to Personas
- Upfront prioritization of Personas supports an efficient requirements prioritization process

Alan Cooper, *The inmates are running the asylum*

Roadmap

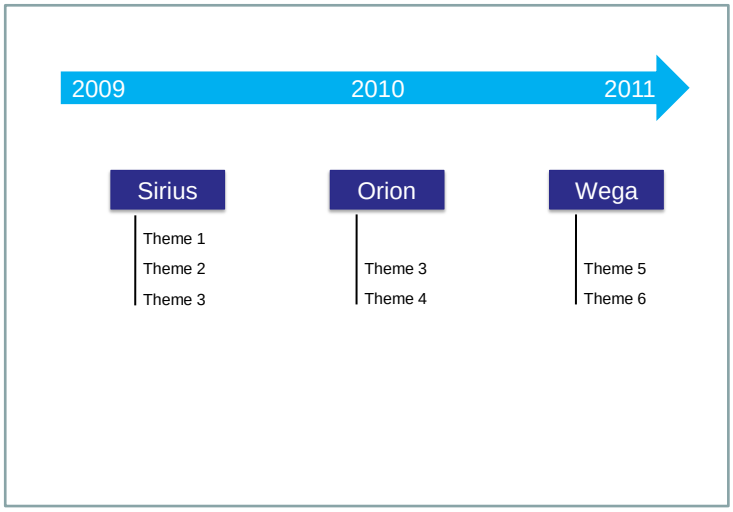
A roadmap is a document that provides a layout of the product releases to come over a time frame of three to five year

B. Regnell and S. Brinkkemper, “Market-Driven Requirements Engineering for Software Products”, Engineering and Managing Software Requirements, A. Aurum and C. Wohlin (eds.), Berlin, Germany, Springer Verlag, 2005, pp 287-308

The primary purpose of a roadmap is

Communication

External Roadmap

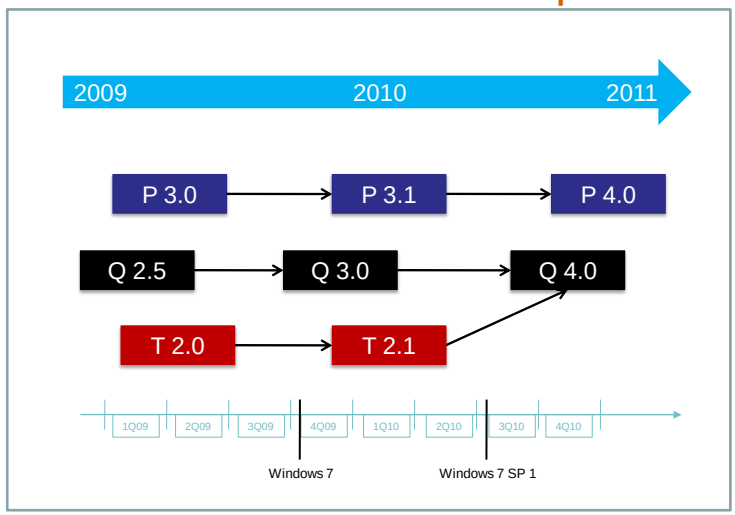


Example iPod

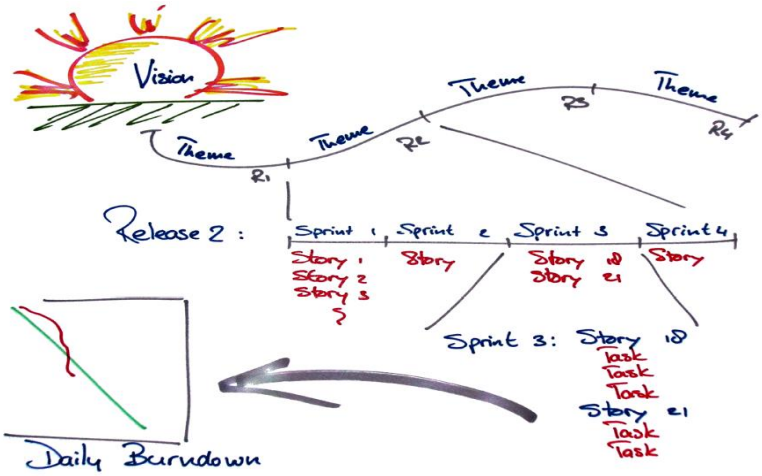
Retrospective example: iPod®

	Gen 1	Gen 2	Gen 3	Gen 4	Gen 4 v2	Gen 5
Date	Oct 2001	Jul 2002	Apr 2003	Jul 2004	Oct 2004	Oct 2005
Songs (GB)	1,000 (5G)	4,000 (20G)	7,500 (30G)	10,000 (40G)	15,000 (60G)	15,000 (60G)
Market	Macintosh Faithful	Windows Power User	Windows	Lower Price	Photo	Video
Theme	Listen to favorite music anywhere	Listen to favorite music anywhere	Listen to favorite music anywhere	Listen to favorite music anywhere	View photos anywhere	Watch videos anywhere
Windows Support		Partner w/ Music-match	✓	✓	✓	✓
USB			Partial	✓	✓	✓
Color					✓	✓
Video						✓

Portfolio roadmap

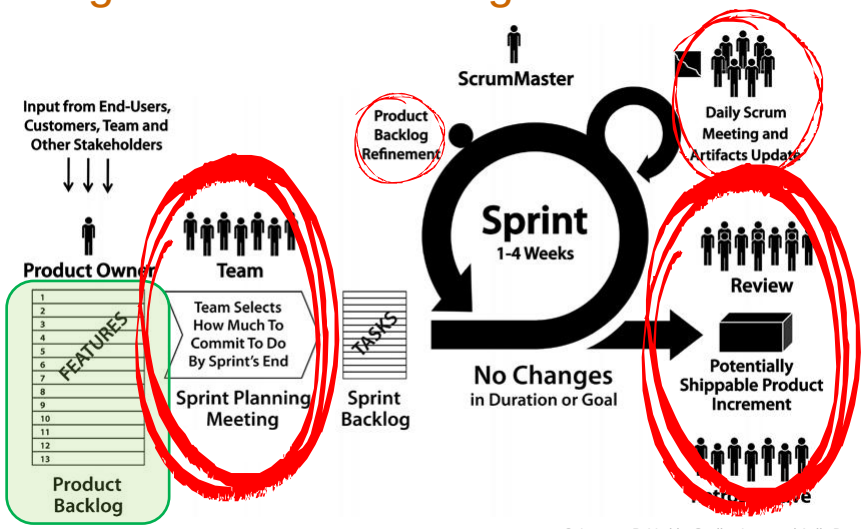


Agile Roadmap



"Scaling Agile Processes: Five Levels of Planning" by Hubert Smits, Rally Software, May 2007

Agile Product Management - Scrum



C. Larman, B. Vodde. Scaling Lean and Agile Development. Pearson Education, 2009.

Product Management and Development

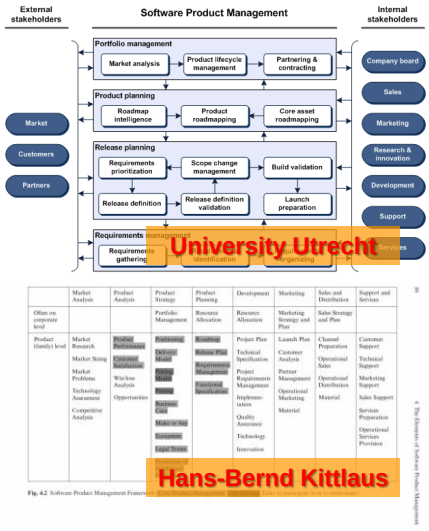
What problem are we trying to solve?

One of the biggest challenges today for product managers is clarifying the role of Product Management. In software companies, this is especially challenging as Development teams are adopting more agile or iterative development methodologies to meet the increased demands to develop more code faster.

Where does Product Management end and Development begin?

Barbara Nelson and Stacey Mentzel, eXtreme Product Management, 2006

Approaches to Product Management



University Utrecht

Pragmatic Marketing

Hans-Bernd Kittlaus

ZigZag Marketing

What Is Needed

- Clear description of responsibilities and associated activities
- Professional education
- Career path

Based on sound RE practices

International Software Product Management Board

http://certified-spm.org

SPM Reference Framework

- The ISPMB will establish a standard framework for software product management, which will
  - help to understand current practice
  - help to identify gaps of current practice
  - guide in the transformation to a professional software product management discipline

Solution Approach

- SPM body of knowledge (SPMBoK)
  - Glossary
  - Syllabus
  - Framework
- Curriculum
- Certification program

ISPMB

International Software Product Management Board (ISPMB)

Open group of universities and companies with strong interest in Software Product Management

Sjaak Brinkkemper
Christof Ebert
Samuel Fricker
Tony Gorschek
Rainer Grau
Gerald Heller
Hans-Bernd Kittlaus
Inge van de Weerd

http://certified-spm.org

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Blogs
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http://agileQC.net