

**Paper**

**Healthy Product Culture |**

**A productive environment for  
productive PM's**

# Creating a Healthy Product Culture

## Introduction

Through the many years of working with different companies, it is amazing how many people say the product sells itself. This attitude towards product culture can be dangerous in isolation.

The truth in many cases is:

- The solution has cost far more than it had to, because they didn't truly understand their market needs, so compensated by building everything a customer wants.
- Had no control on costs and this means no control on profit
- The price was normally too low, as no understanding of the competition or value was understood
- The product was not used to its full potential, so customers didn't understand the true benefit!
- The business doesn't understand the value of the solution, so direction of where the business is going is organic, with no true vision.

Game changers

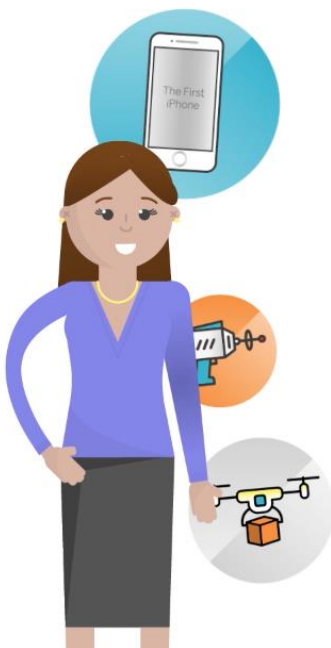
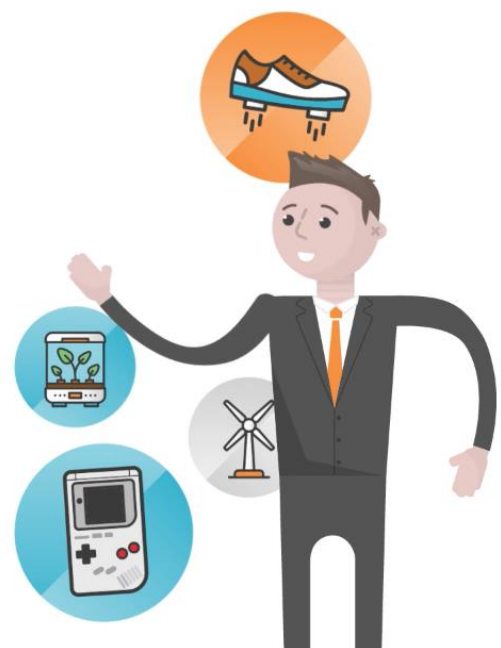


Table stakes



Bad ideas



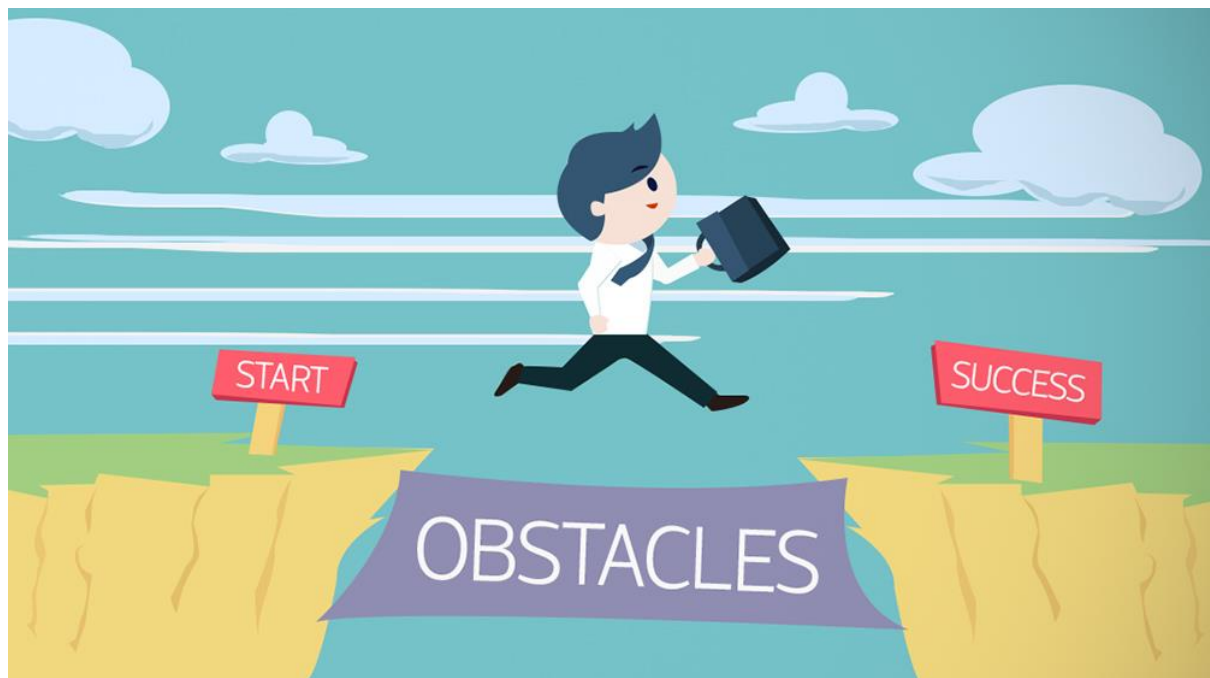
# Creating a Healthy Product Culture

## How Product Managers Help Product Culture

A company with a distinct lack of focused product management may fall into the issues mentioned above.

This is where Product managers are able to add value to a company, driving the commercial success of a product and leading the cross functional teams to deliver a solution that meets the needs of customers and drive the greatest growth for the business. It is an important organisational role that:

- Sets the Vision and Strategy for the business solutions.
- Communicates the roadmap to all those involved.
- Defines the feature definition for a product or product line.
- The position may also include marketing, forecasting, and profit and loss (P&L) responsibilities. In many ways, the role of a product manager is similar in concept to a CEO of a solution.



# Creating a Healthy Product Culture

## What do PM's Actually Do?

As a Product Manager, or a CEO of a solution, it is your responsibility to provide the company with complete transparency with regards to any information that surrounds your product! That includes; market needs, customer values, pricing strategies, competitors, risks, P&L forecast... and a lot more! Anything that informs decisions about investment of time, resources and money!

Product managers provide the deep product expertise needed to lead the organisation and make strategic product decisions. They analyse market and competitive conditions, laying out a product vision that is differentiated and delivers unique value based on customer needs.

The role spans many activities from strategic to tactical and provides important cross-functional leadership most notably between engineering, marketing, sales, and support teams.

The product manager is the person responsible for defining the Why? When and What? of the product that the engineering team builds. This means they lead cross-functional teams from a product's conception all the way through to its launch.



## Critical Product Management Skills

As part of understanding the product management role, it's important to be aware of the key skills a complete product manager should possess in order to execute their responsibilities to a high standard.

At Tarigo we have created a framework that matches critical PM skills and actions with specific areas of our unique product management process. With organisation at the pinnacle of any product management team, we have organised the product role fully, giving you a detailed workflow process that can be applied to any product in order to maximise product success.

There are a few core skills that any great product manager should be able to demonstrate and will have to exhibit at some point in their career.

Firstly - there are a few fundamentals that any PM will come across:

- Cross-team working - the ability to handle, talk to, work with and organise the workload for all the teams involved in making a product a reality.
- Communication, using influence and communicating across disciplines. As the product manager use your expert knowledge of the product, market and customers to influence key decisions made and relay consistent messaging across all teams involved, using your ability to communicate with multiple teams in their respective languages.
- Presenting, anything from brand new product ideas to in-life management and updates. The key is in repetition, present as much as possible to get the practice needed to be engaging and present in a style that keeps everyone interested and listening.



# Creating a Healthy Product Culture

- Time management. organizing your time is key in any role and as a product manager striking the right balance between short term tactical work and long-term strategic planning is vital. As well as being able to plan and organise work for other product team members and development, marketing, sales teams etc.
- Breadth of knowledge. Do you have a basic understanding of code? A wide experience with CRM software's and roadmap generation? Understand how to sell to a customer and to an engineer/developer? Experience with reporting and statistical analysis? There is plenty more but, as a product manager you will probably come across all of these things at some point, so having that understanding early or at least knowing what to learn can help massively.

Take a look at some more specific PM skills below and how we align them with a product management process that spans the lifecycle of a product, starting with the idea and ending with product retirement and replacement with all the major steps along the way!



	DIRECT	DISCOVER	DEFINE		DELIVER	DRIVE
Mega Trend Analysis	Idea Assessment	Product Plan	Product Requirements	Launch Plan	Product Plan Review	
Market Problems	Idea Validation	Pricing	User Journeys	Life-cycle Management	Revenue Tracking	
Competitor Assessment	Opportunity Sizing	Product Financials	Personas	Messaging	Marginal Gain	
Win/Loss Analysis	Portfolio Fit	Channel Strategy	User Stories	Channel Readiness	Win/Loss Analysis	
Capability Review	Idea Prioritisation	Build Strategy	Product Positioning	Metrics	Replacement Strategy	
Strategy Alingment	Value Propositions	Portfolio Growth	Brand Management	Organisational Readiness	Strategic Marketing	
Vision Road-map	Product Road-map	Voice of Customer	Market Sizing	Program Support	Market Analytics	
Cross Function Support						
Stakeholder Communication						

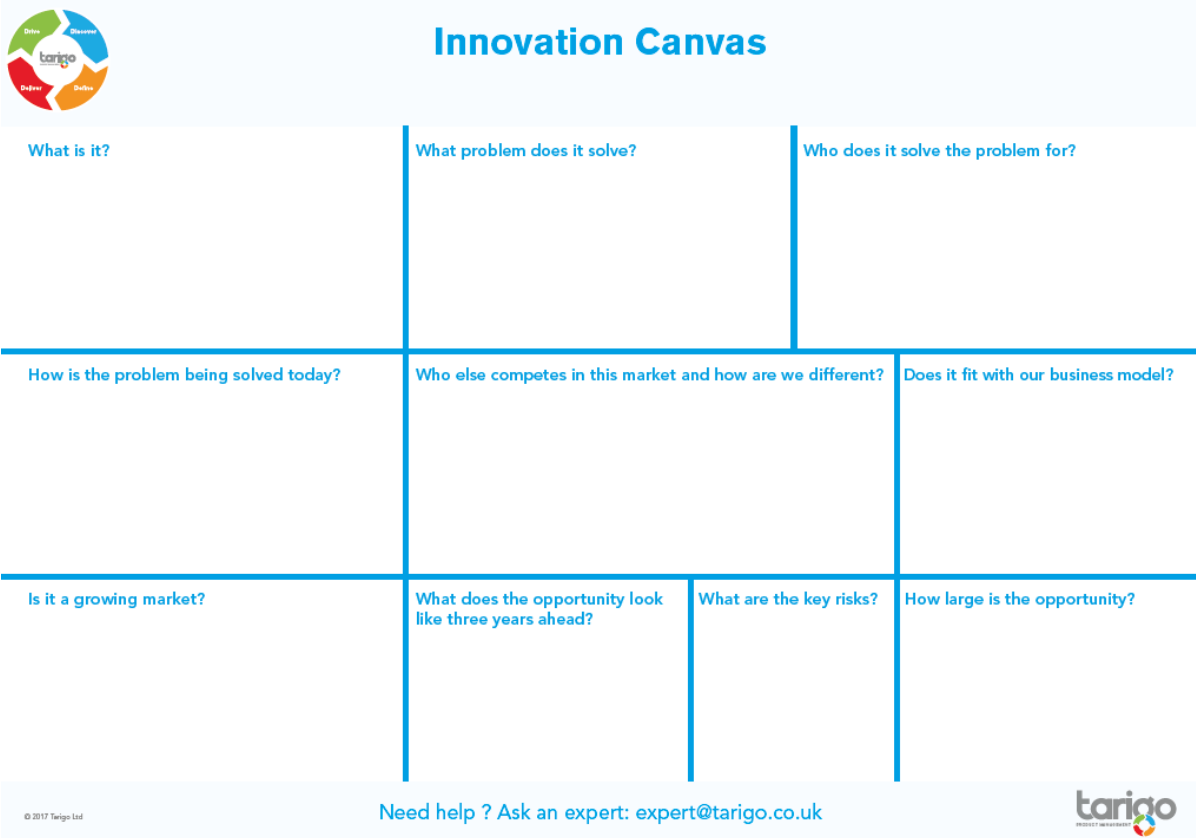
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## Common product Management Tools



Another branch of a healthy product culture is clear and easy access to information capture and information logging. Having access to the right tools can make a lot of small but time-consuming tasks much easier to manage, and consistency within a discipline makes for better communication and reduces the chance of information and tasks being missed!

So, let's take a look at a few key product management tools:

- Concept canvas, or innovation canvas
- Profit and loss forecast
- Win/loss report
- Competitor analysis
- Road mapping (Visionary/Product/Technical/Megatrends)
- Wireframing and design tools
- Market readiness and launch checklist



The Innovation Canvas is a strategic tool for product development, structured as a grid of questions. It is titled "Innovation Canvas" and features the Tarigo logo in the top left corner. The canvas is divided into several sections by blue lines, each containing a specific question. At the bottom, there is a footer with the Tarigo logo, the text "© 2017 Tarigo Ltd", and a contact email: "Need help ? Ask an expert: expert@tarigo.co.uk".

	<b>Innovation Canvas</b>		
What is it?	What problem does it solve?	Who does it solve the problem for?	
How is the problem being solved today?	Who else competes in this market and how are we different?	Does it fit with our business model?	
Is it a growing market?	What does the opportunity look like three years ahead?	What are the key risks?	How large is the opportunity?
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## Conclusion

In order to create a healthy product culture within your company there are three key things to consider and have in place!

1. Understand and define the product management role across the company.
2. Employ the use of a standardized product management process framework.
3. Have the product team communicate regularly with all aspects of the company.

With these three points in place, a product team will produce consistent and transparent work that helps all teams understand what they need to about the product as well as maintaining momentum with any and all ideas whilst managing these ideas with the PM filter, to cut through the noise. A well-defined product management role also means that's PM's will find more time to work effectively instead of firefighting issues that fall into a grey area between; PM and sales person, PM and developer, PM and Marketing.

