

The role of Product Management

TU-EV009 Introduction to Product Management

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Consumer product, Wolt

Board member, Alma media

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Product, Unity (7 years)

Product, several startups

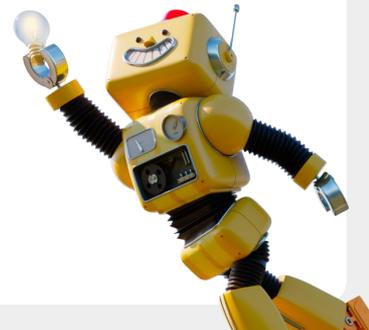


Role of a Product Manager



“When does it make sense to split Tech and product into two different teams and why? Or when does it make sense to hire the first PM?”

Startup entrepreneur, Finnish Startup Community





How would a product manager operate a hot air balloon?

“On average, the ratio of Software Engineers to full-time Product Managers is 24:1 in Europe, but 8:1 in Silicon Valley”

<https://productschool.com/blog/product-management-2/european-product-scene-cities-managers-love/>

What is a product that Product Manager manages?

Technology

Feature

User flow

**Customer
segment**

Conway's law: "Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization's communication structure."

Enable high autonomy of the teams!



Companies in different phases

Startup

Growth stage company

Enterprise company



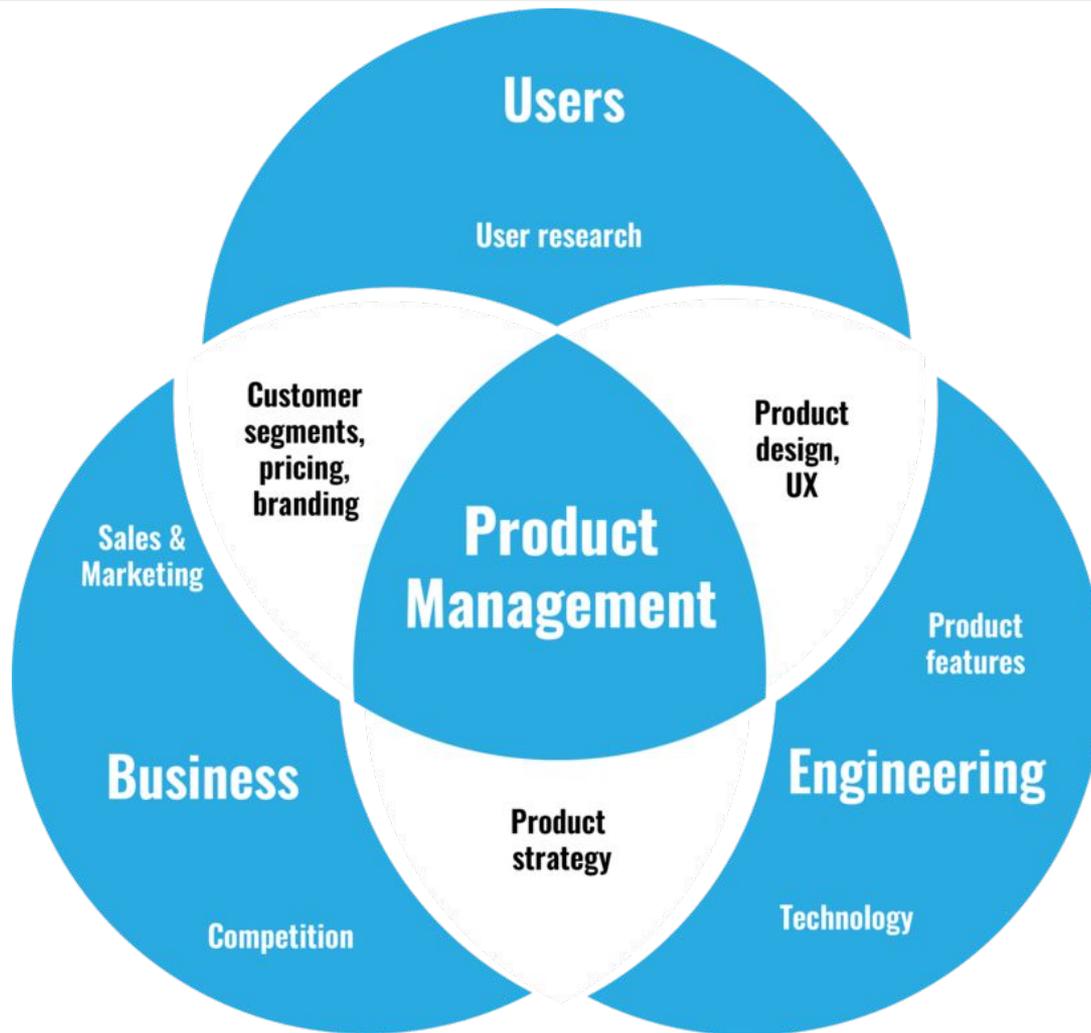
Fundamentals of product development differ

Searching for product market fit

Scaling to success

Consistent product innovation





Why - What - How

Why? Discovery

Problem space research and opportunity assessment

Who needs this most, why? How critical is it to their success?

How well positioned are we to solve and differentiate?

How might the work pay for itself and by when?

How does this align to our vision and strategy?

Responsibility split:
70% PM, 5% dev, 20% PMM, 5% UX

What? Exploration

Solution space; ideation, prototyping, validation

“Problem space” map of 90% of the needs

Which combination of potential solutions could solve the 90%

What are the risks and which prototypes validate key risks?

How might we sequence the path to completeness

Responsibility split:
45% PM, 45% dev, 5% PMM, 5% UX

How? Production

Creation of the solution with continuous validation

What is the right technical design to meet user needs?

How do we sequence and prioritize the work?

What are the critical dependencies to track?

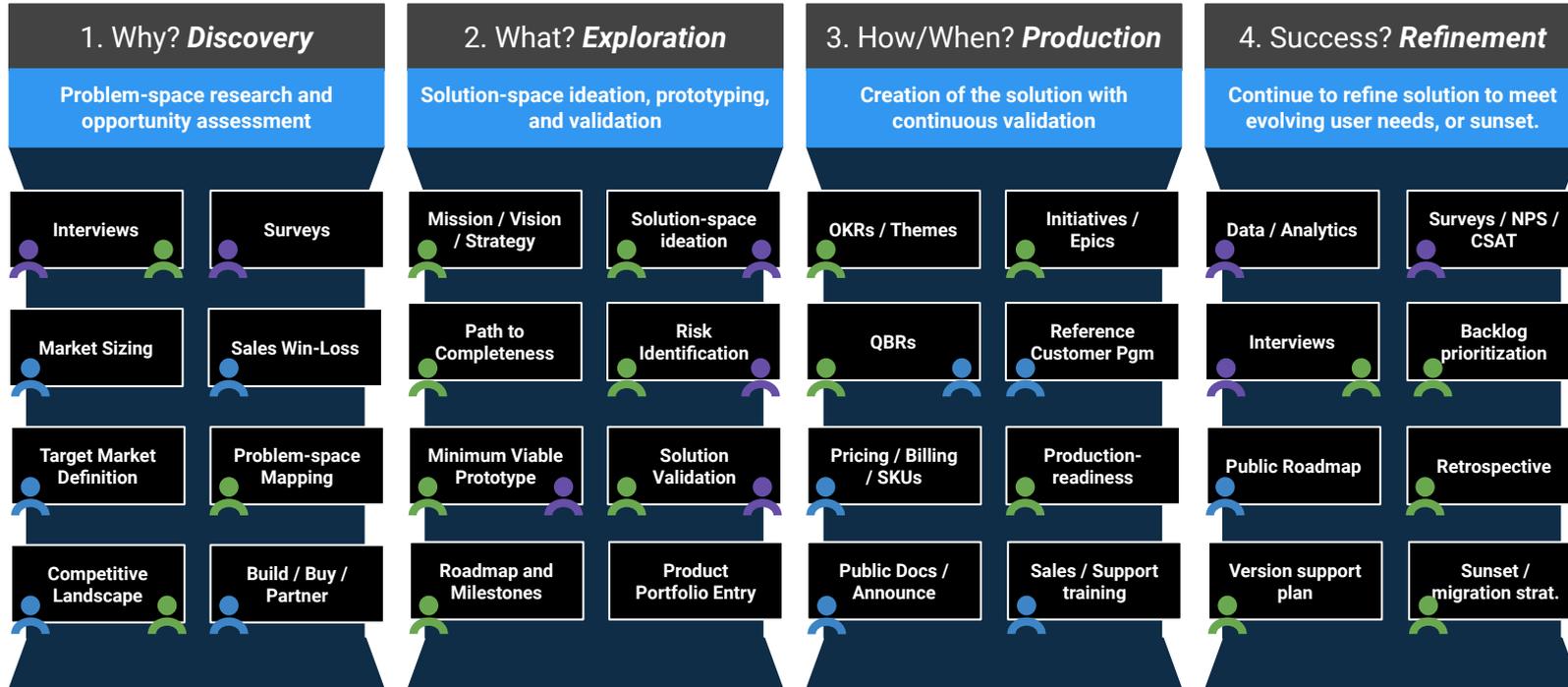
How do we continuously validate with users?

Responsibility split:
25% PM, 65% dev, 0% PMM, 10% UX

Validate success
Refine the solution



PM techniques and collaboration



Partner / Collaborator:

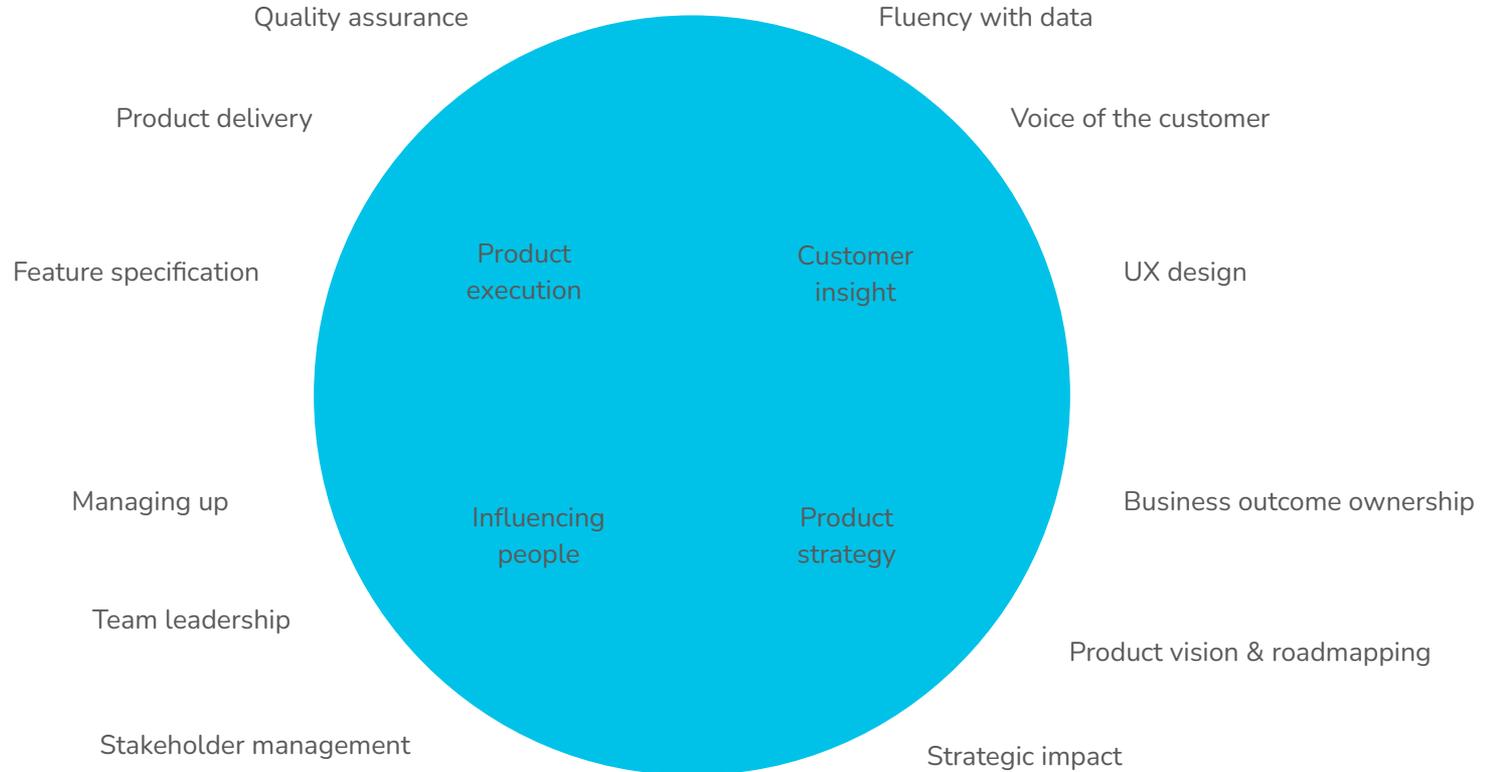




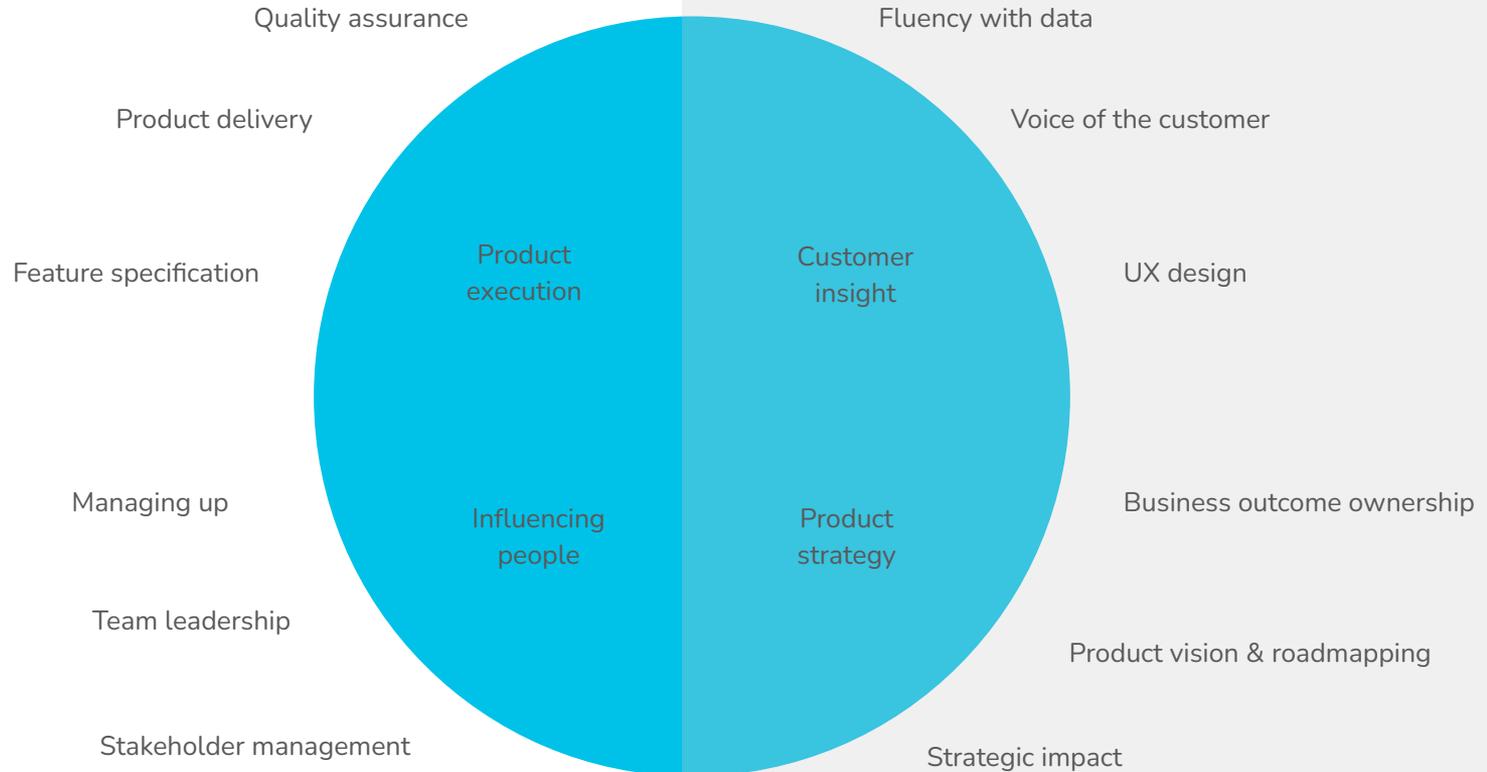
**Don't try to be a unicorn but
build your team to
become one**



Understanding your skills



Product builder Product architect



Product builder Product architect

Quality assurance

Fluency with data

Product delivery

Voice of the customer

Feature specification

Product execution

Customer insight

UX design

Product manager

Product leader

Managing up

Influencing people

Product strategy

Business outcome ownership

Team leadership

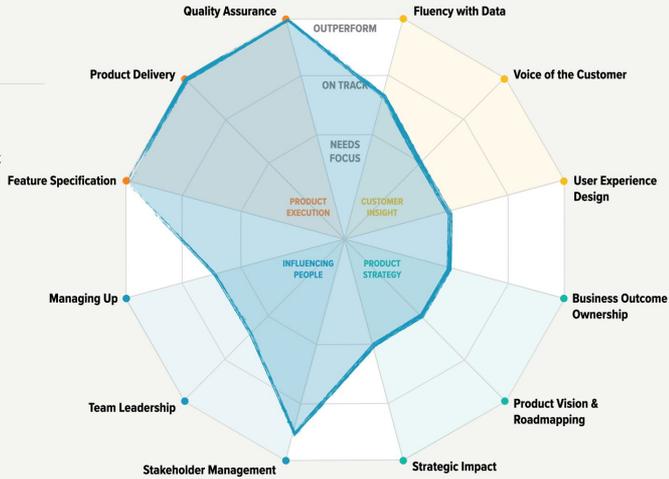
Product vision & roadmapping

Stakeholder management

Strategic impact

The Project Manager

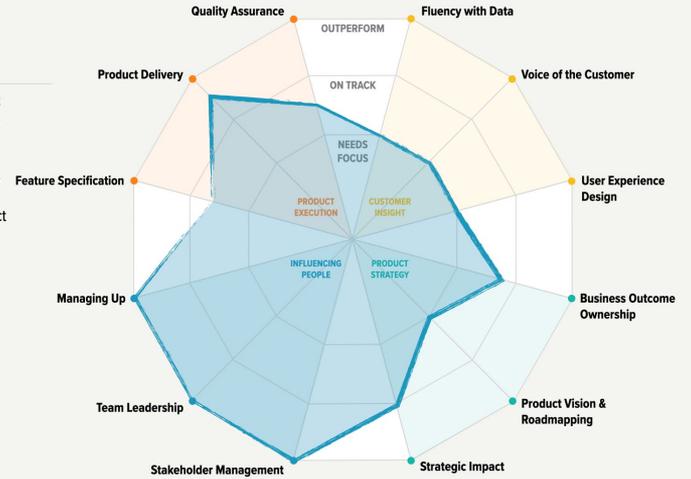
Some companies and new PMs confuse project management with product management. A good "project manager" is great at execution, but hasn't yet mastered the craft of creating products that people love and that move the needle for their company.



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The People Manager

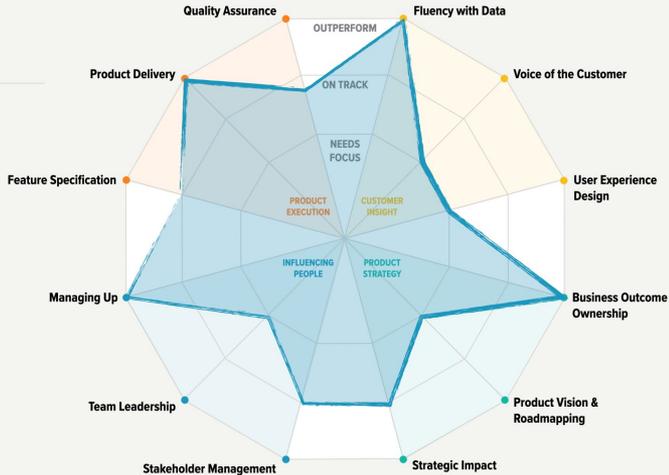
Leadership is a critical element of product management. Great people managers are able to rally teams, stakeholders, and senior leaders. They create the necessary energy to turn product aspirations into product results.



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The Growth Hacker

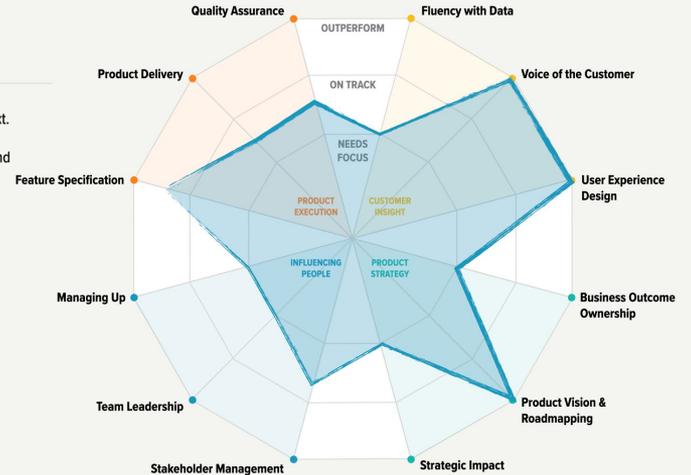
Growth-centric PMs combine speed, analytical insight, and test-driven product development to deliver measurable gains on the critical business metrics leadership cares about.



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The Product Innovator

Product innovators excel at thinking about what comes next. They have informed intuition about what customers want, and they are able to translate that into a compelling vision for the product.



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Things to remember

- The role of a product manager is **to get the product to arrive to the right destination**
- There is no one right way to split the responsibilities between product managers. **Do what is right for the customer and remember the Conway's law**
- The questions for product development: **why - what - how**
- **Don't try to be a unicorn but build your team to become one**





That's it!

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P.S. We are hiring 3 interns
Roles will be open on September 26th →
wolt.com/jobs