



**Patrick Gregory**

Director of Product



**MOBIALS INC.**

**PRODUCT  
GROWTH  
FOR  
STARTUPS**

**ENGINEERS  
DEVELOPERS  
TECHNOLOGY**

**SALES  
MARKETING  
SUPPORT**



WHERE  
DOES YOUR  
PRODUCT STRATEGY  
COME FROM?



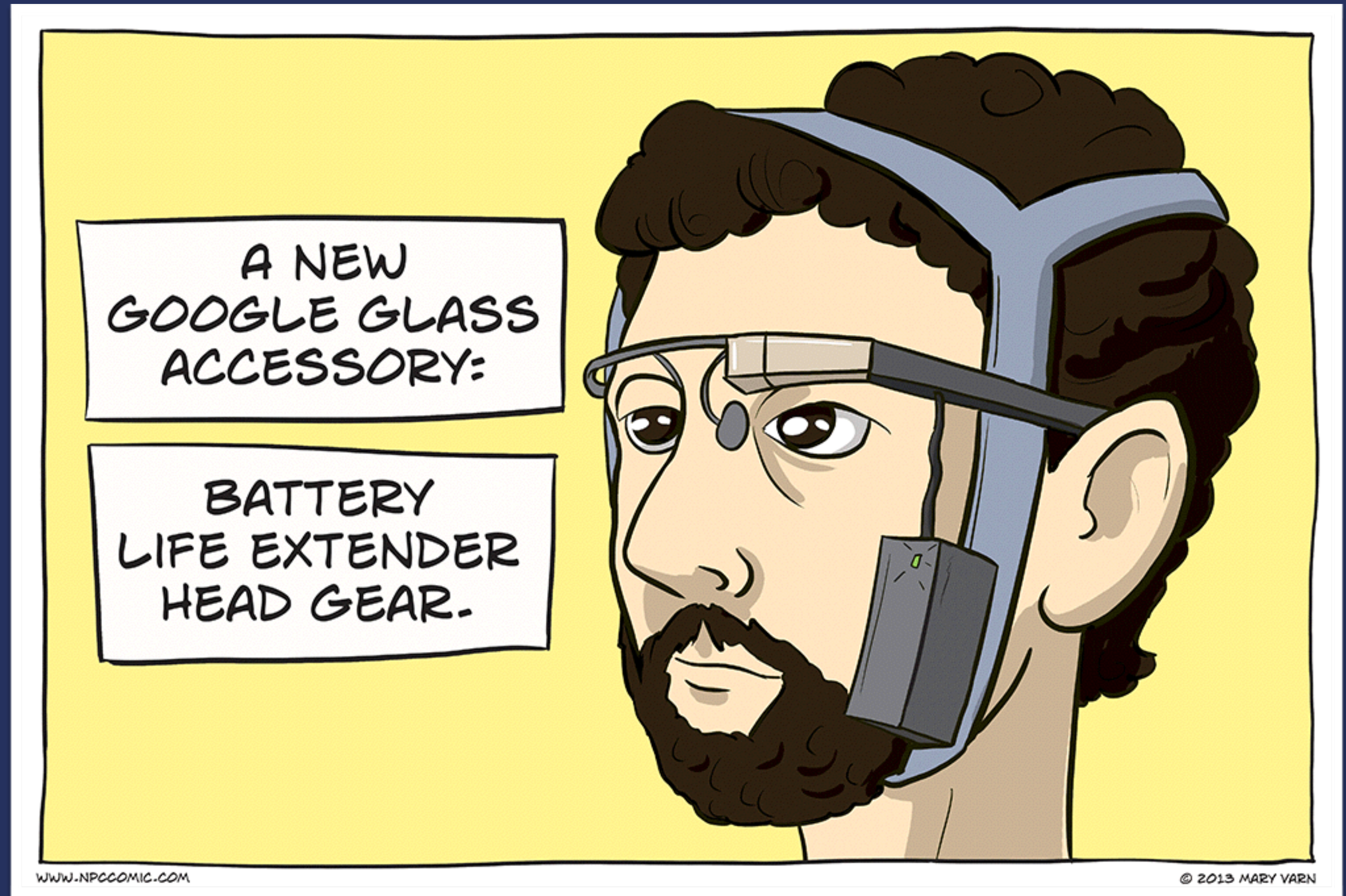
**Sales-led**



**Product strategy is driven by Sales**



**Technology-led**



**Product strategy is driven by Engineering**



**Visionary-led**



**You are not Steve Jobs!**

Source: Watterson, Andrew. (2013). "[We are a product-led company](#)" Asana Blog

Source: Perri, Melissa. (2018). "Escaping the Build Trap"

WHAT IS THE  
ALTERNATIVE?





**Product-led**



**1) PEOPLE**

**2) PROCESS**

**3) SYSTEMS**

**4) DATA**

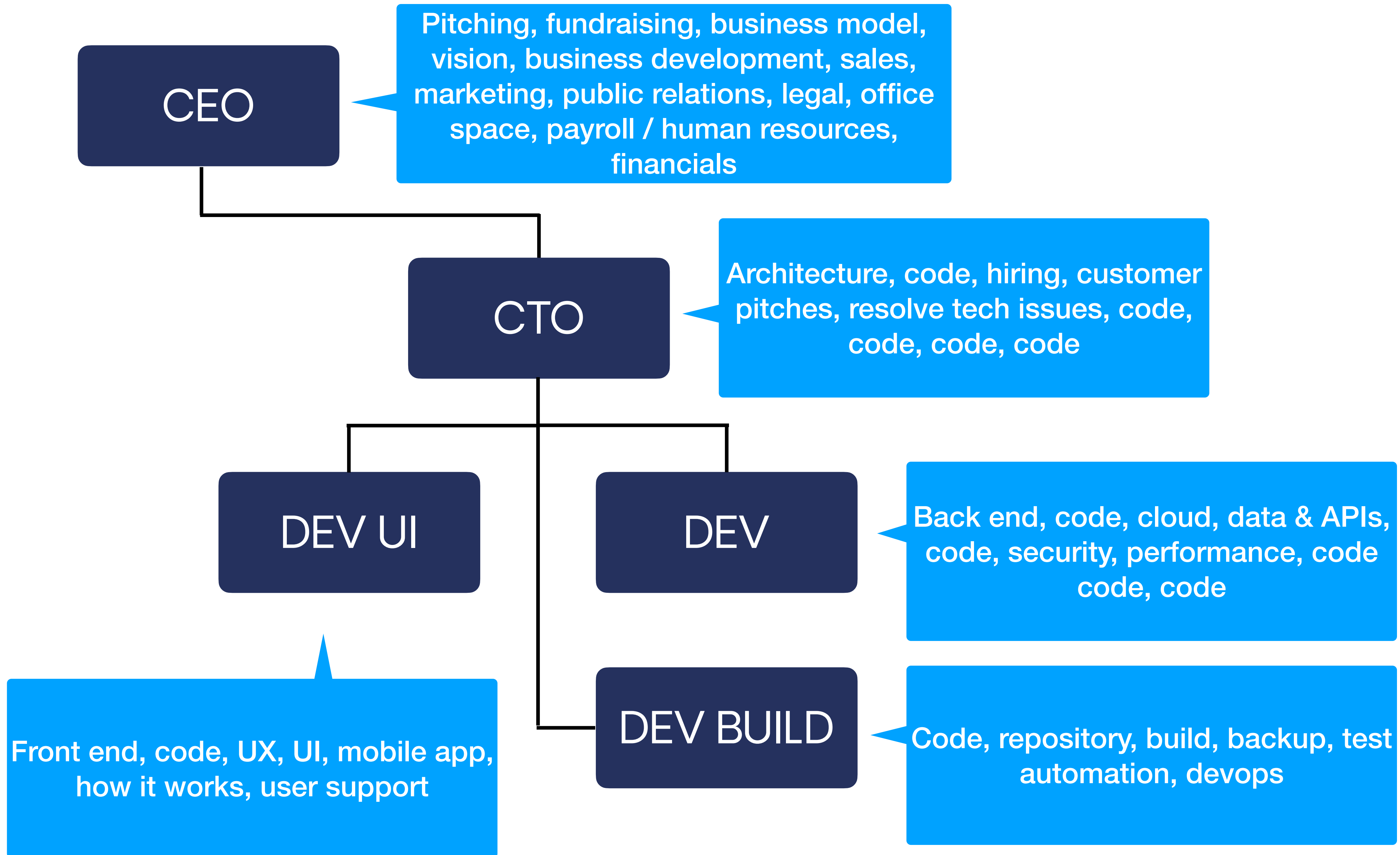
# PEOPLE





**WE CAN PRODUCT**

**MANAGE OURSELVES**



# PROBLEMS AT SCALE



Modern problems require modern solutions

**HIRE A DEDICATED  
PRODUCT MANAGER**

**SCHOOL YOURSELF IN  
THE PRODUCT MINDSET**

In the beginning...



**Product Manager**  
(likely a CEO or Founder)



**Product Designer**



**Developer**





imgflip.com



**Product Manager**

## **Full-stack skillset:**

- Your Product Owner / Expert
- Project Manager
- Business Analyst
- Scrum Master
- Everything else!!! 😊  
(Sales, Marketing, Design, Development, Data, Blah, Blah, Blah)



## Product Manager



**Steven Sinofsky** ✓

@stevesi



As a product manager you don't decide things, you make sure the best decisions are actually made with all the right people with follow-through.

♥ 1,283 4:47 PM - Dec 21, 2017



💬 383 people are talking about this





**Product Designer**

## **Full-stack skillset:**

- Graphic Design
- User Experience Design & Research
- UI & Interaction Design
- Information Architecture
- Motion Design for UI



**Developers**

## **Full-stack skillset:**

- Front-end Development
- Back-end Development
- Data Architect
- Mobile Development
- Quality Assurance Development



**Product Manager**  
(Founder)



**Product Designer**



**Developer**  
(CTO?)

# Startup

(0-10 people)

1 Product Team

Responsible for building the first iteration of the entire product

# PEOPLE



## Early Stage

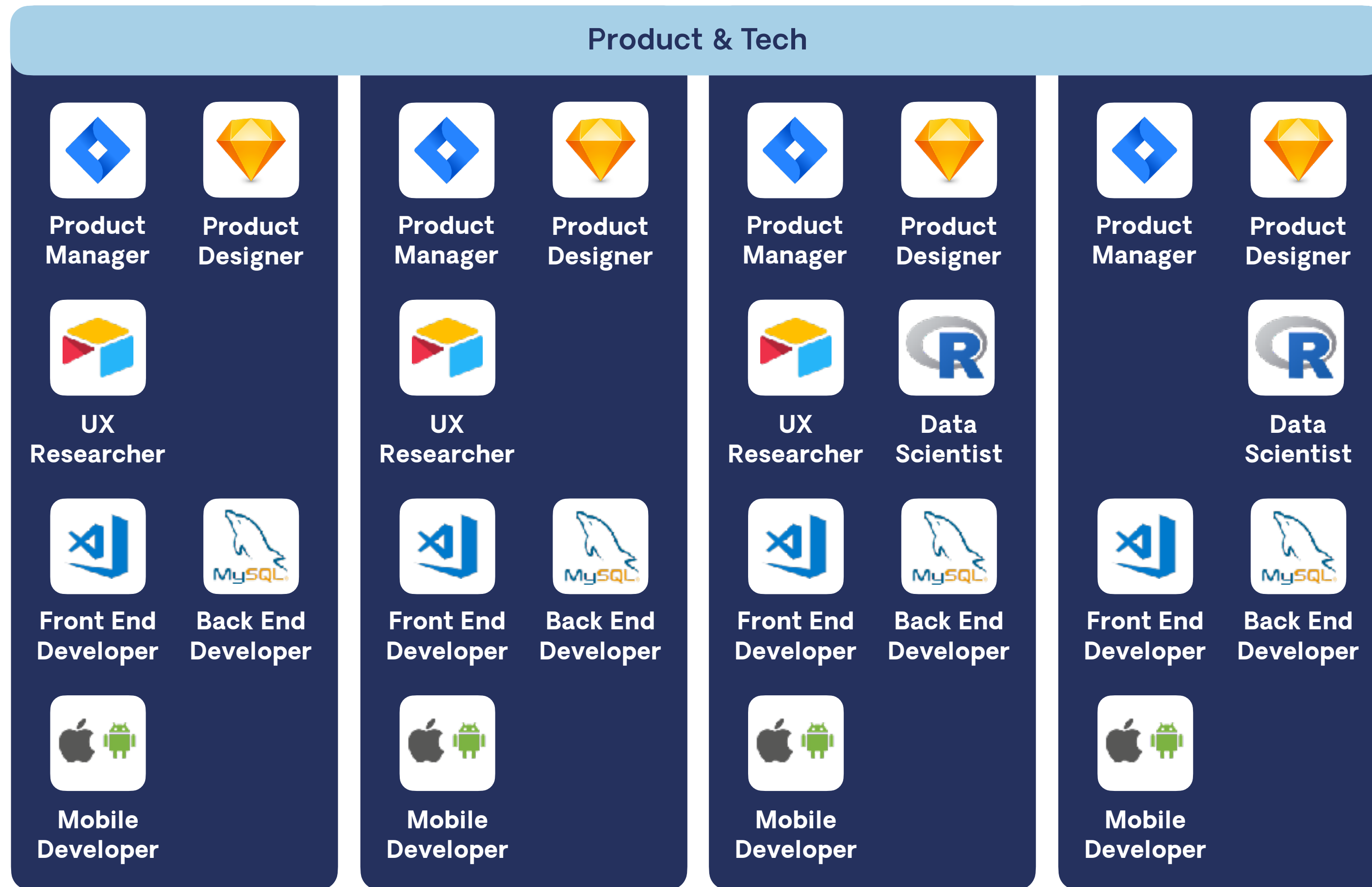
(10-50 people)

2-3 Product Teams

Product Department (possibly some shared roles between teams)

Each team is responsible for managing multiple user-flows, value streams or features. (flows could be related to the end consumer or to business users in a B2B product company.)

# PEOPLE

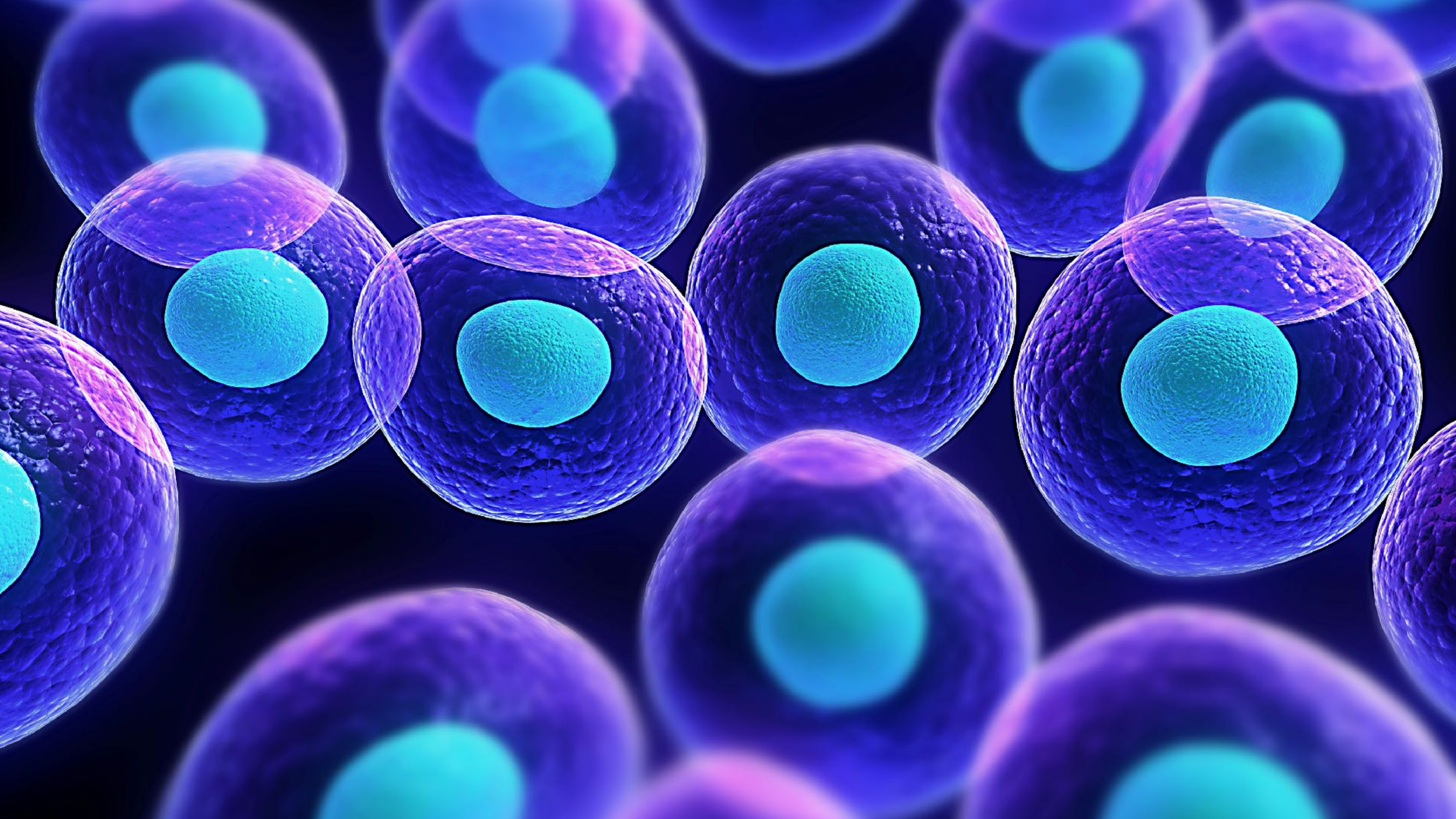


## Growth Stage

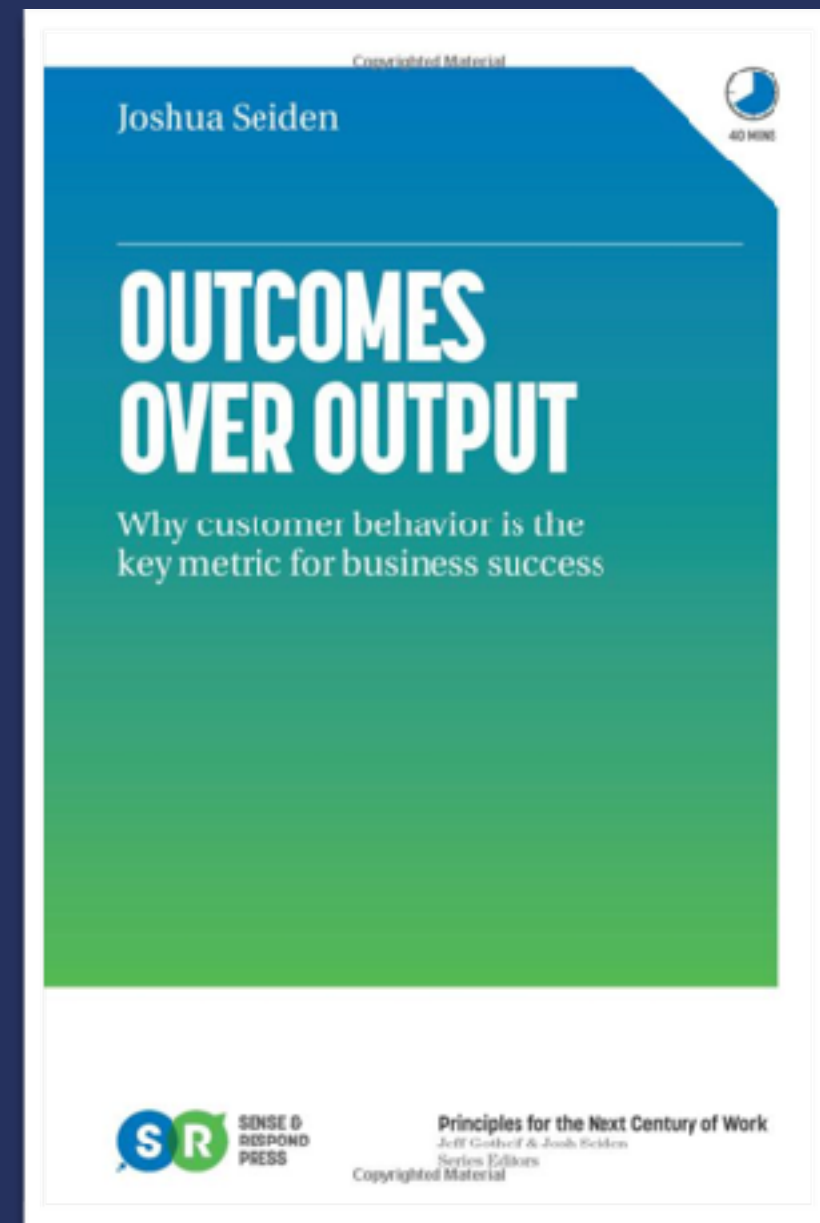
(50-150 people)

Multiple product teams, supporting multiple business lines, value streams or features of one large product





# Product strategy is driven by a Product Department



**Outcomes Over Output**  
Joshua Seiden



**Outcomes over output mindset**

**Customer value = business value**

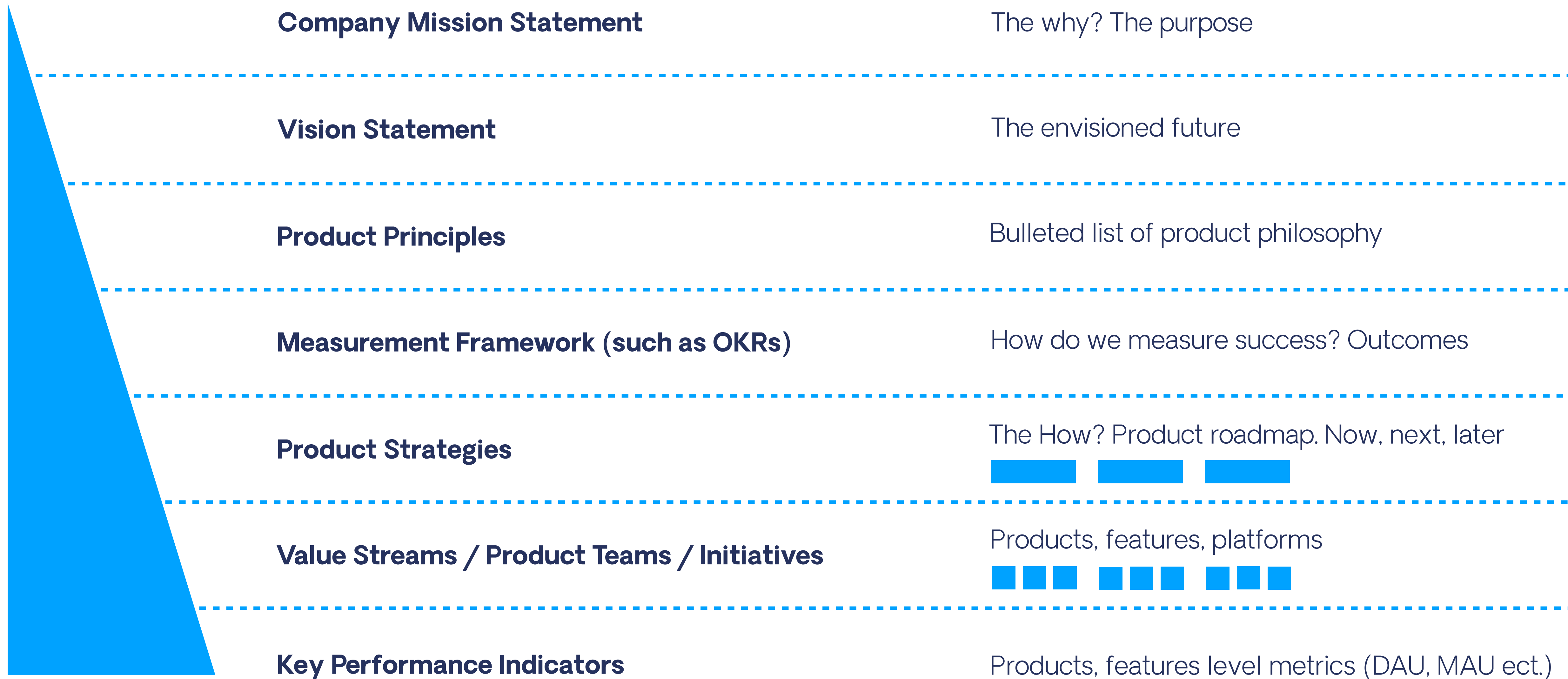
**Hypothesize and experiment**

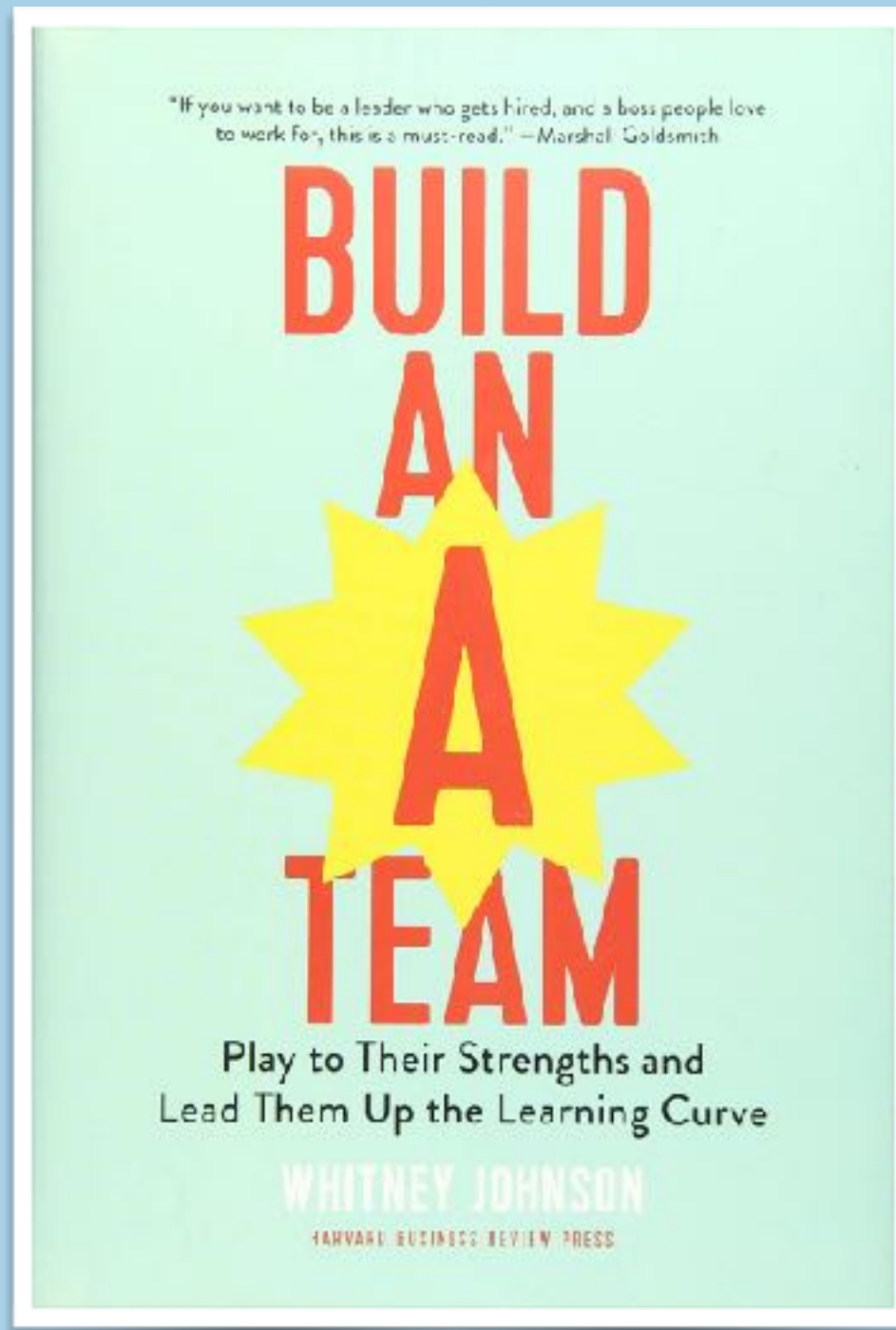
Source: Watterson, Andrew. (2013). "We are a product-led company" Asana Blog

Source: Perri, Melissa. (2018). "Escaping the Build Trap"

Source: Seiden, Joshua. (2019). "Outcomes Over Output".

## Create a compelling product vision & strategy



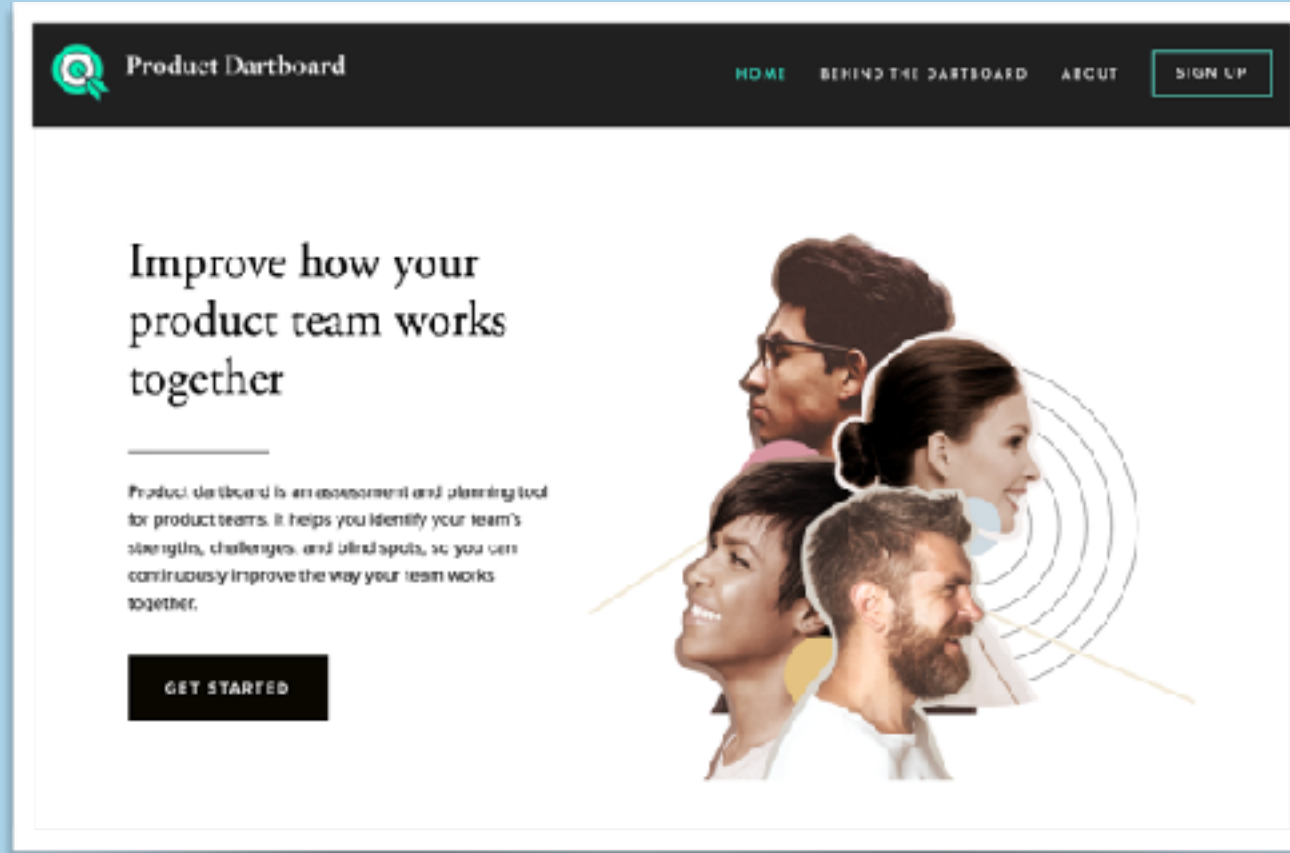


**Building an A team**  
Whitney Johnson

## A culture of continuous learning

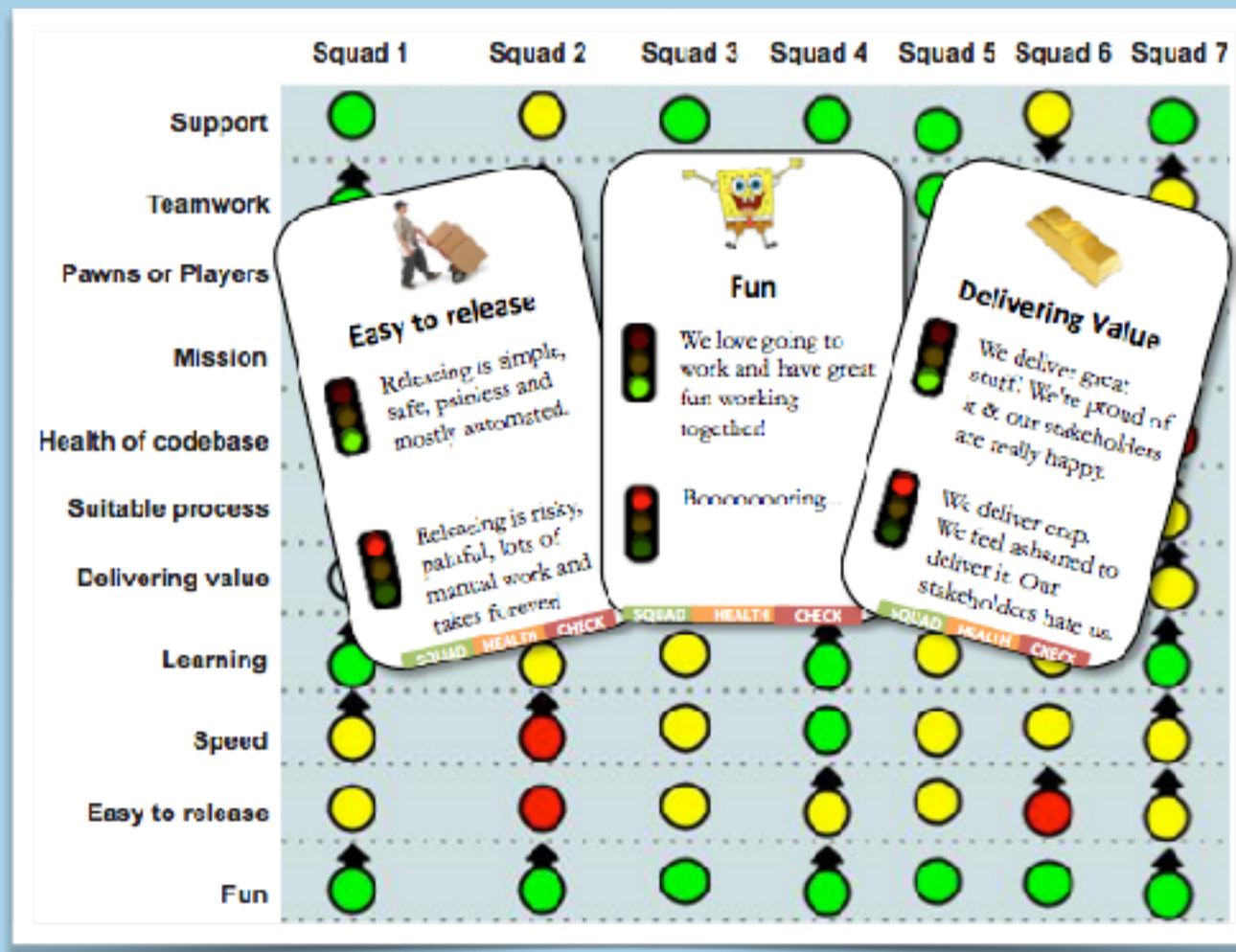
- Partner with or hire people who are passionate, continuous learners
- Encourage learning together as a team in order to build shared understanding and the ability to wear multiple hats
- You never know what you'll be called on to take charge of as your company scales

# PEOPLE



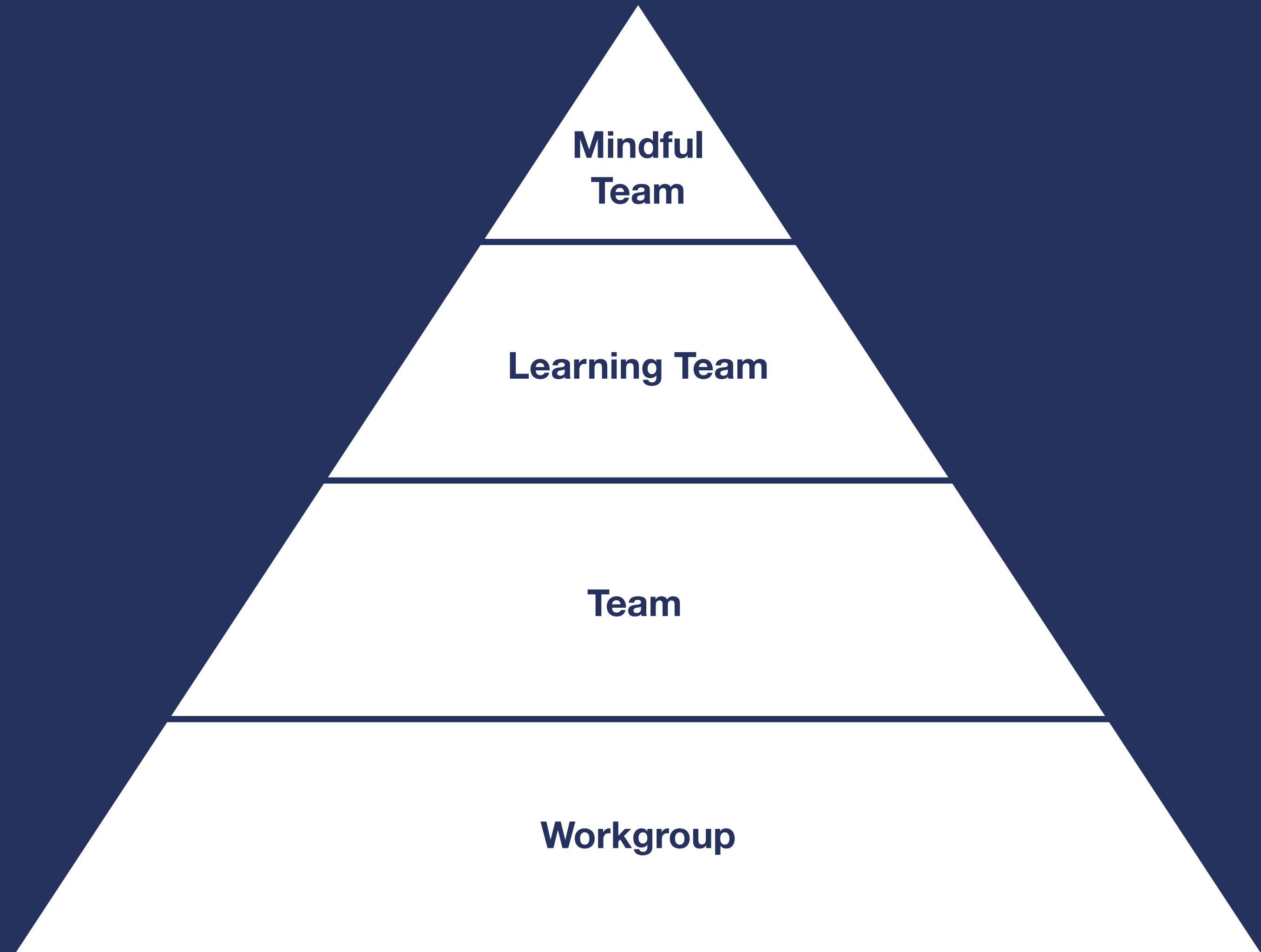
Carbon Five Dartboard

<https://productdartboard.com>



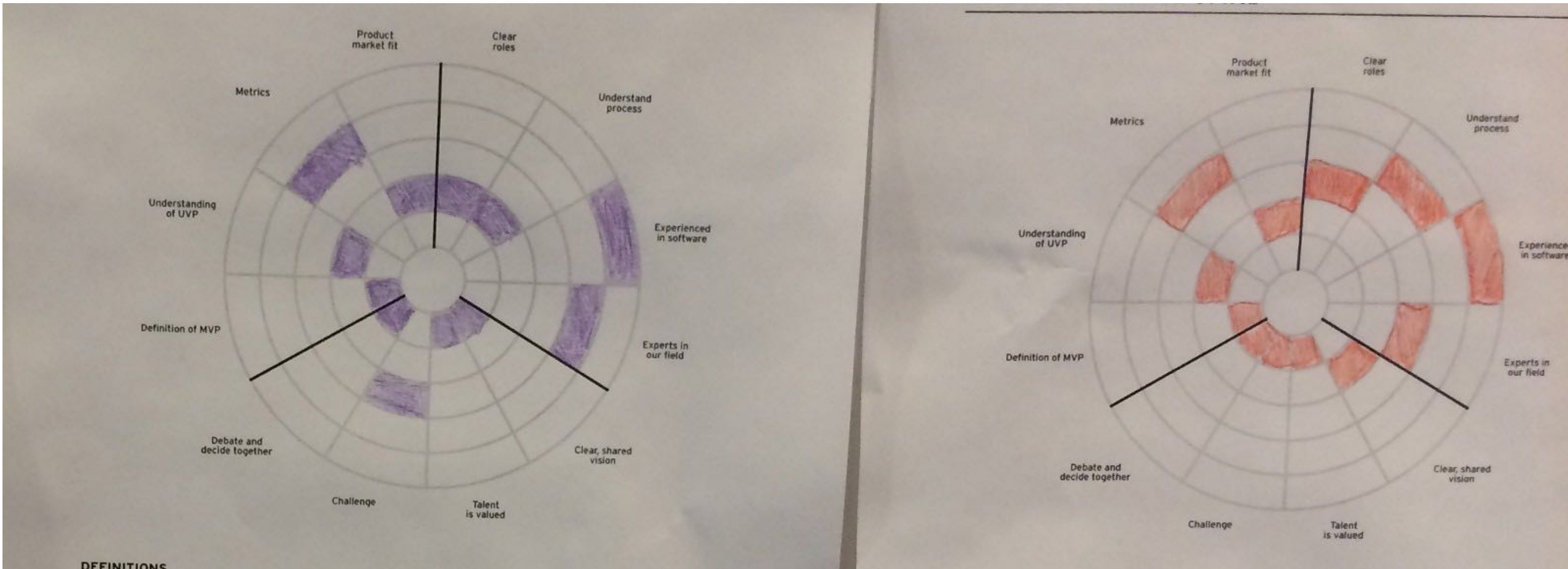
Spotify Health Check

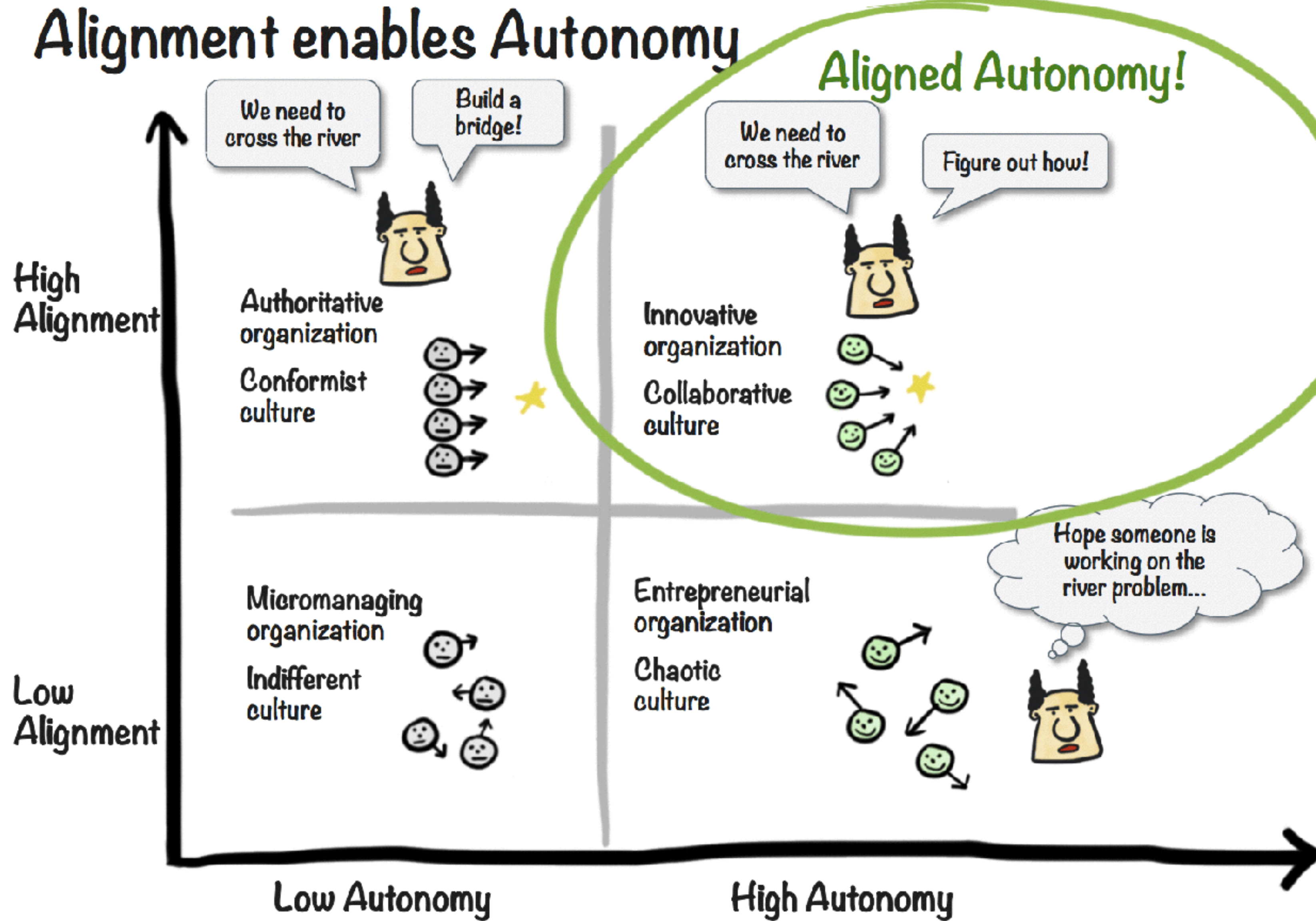
Spotify Labs



## Team health strategy

## Carbon Five Dartboard





Henrik Kniberg

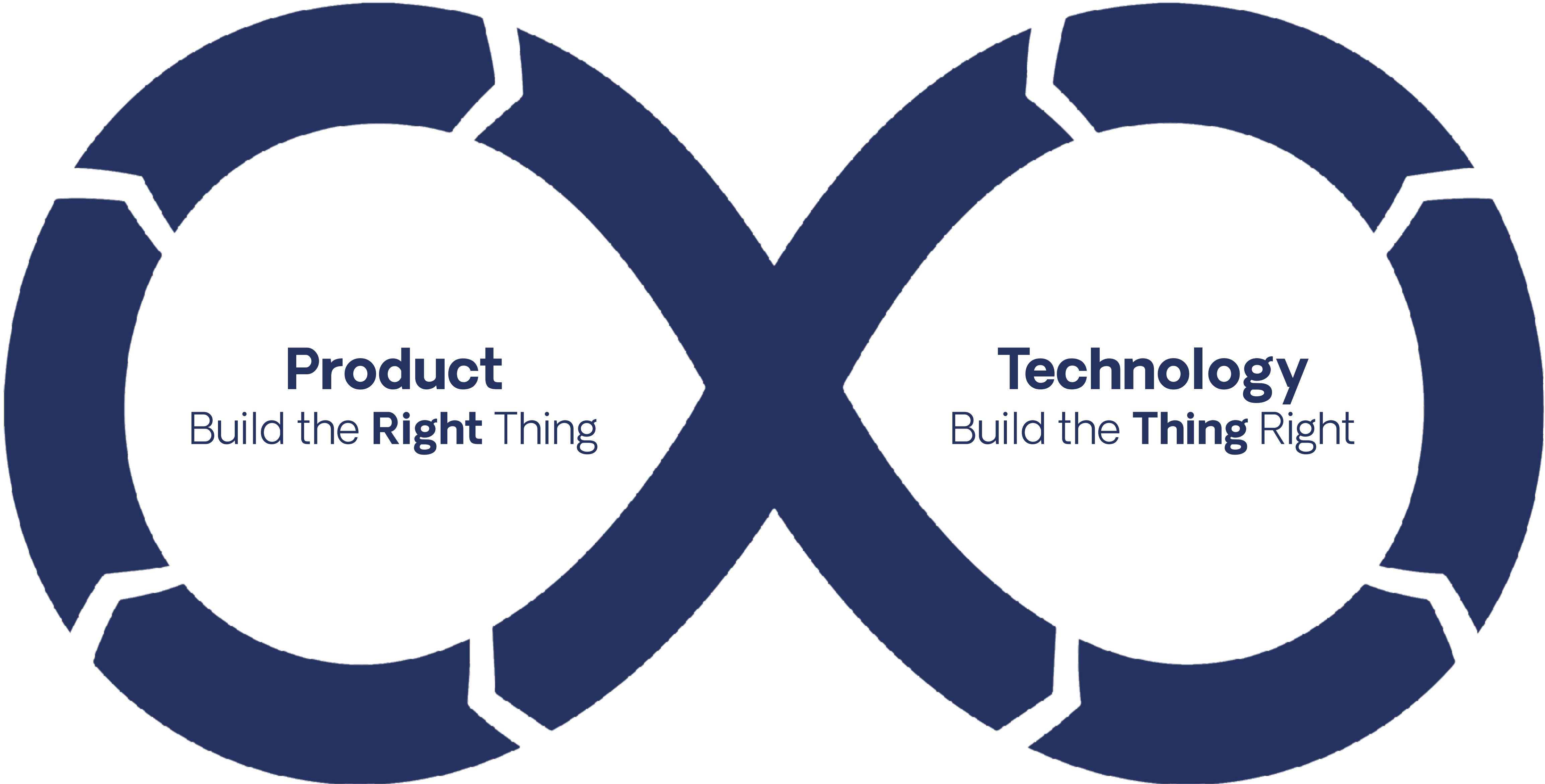
**1) PEOPLE**

**2) PROCESS**

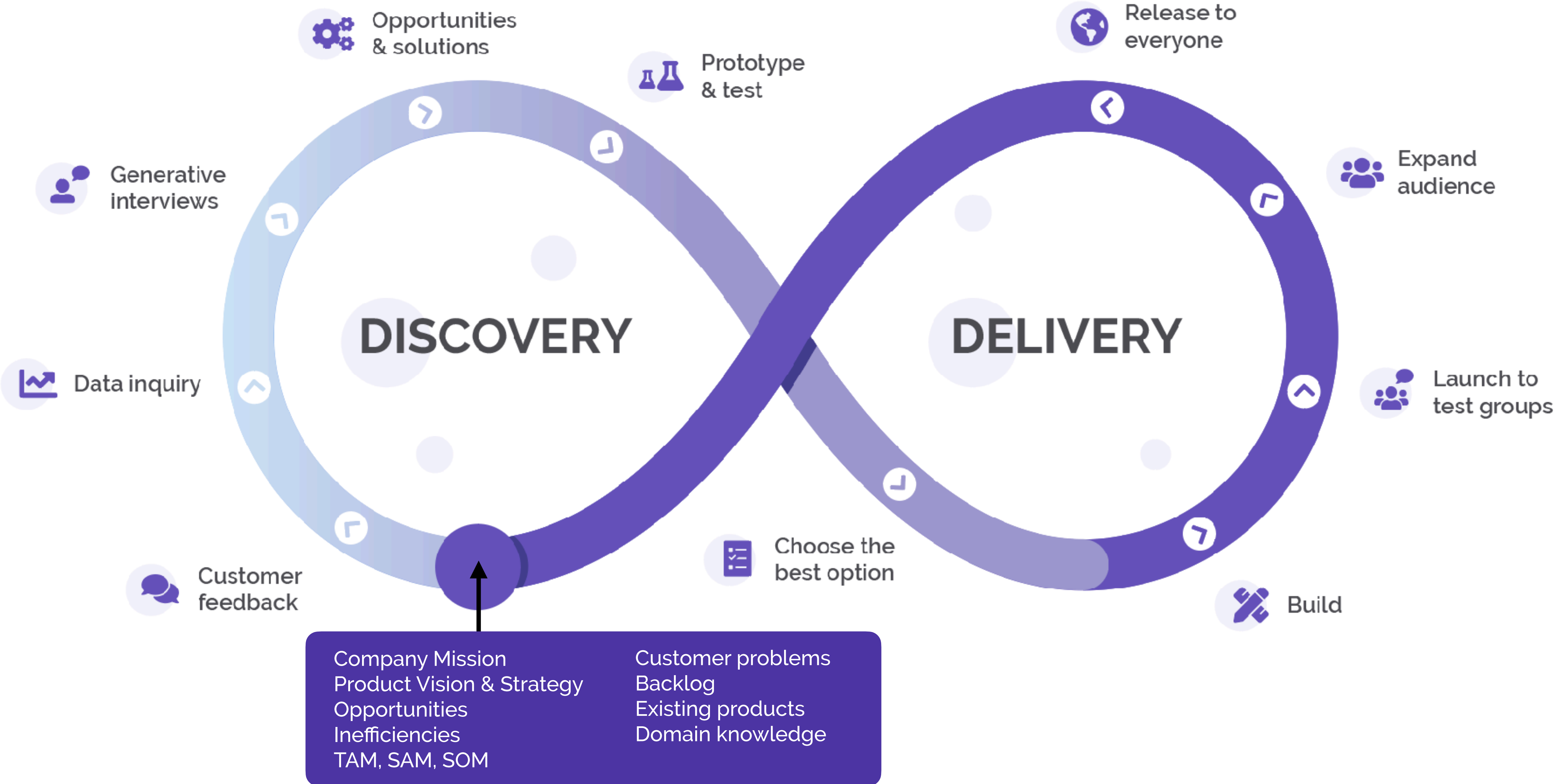
**3) SYSTEMS**

**4) DATA**





# PROCESS



PROCESS

# FRAMEWORKS!

# PROCESS

## **Alignment**

How do we stay aligned with our business goals?

## **Measurement**

How do we measure success?

## **Discovery**

How do we determine the right thing to build?

## **Delivery**

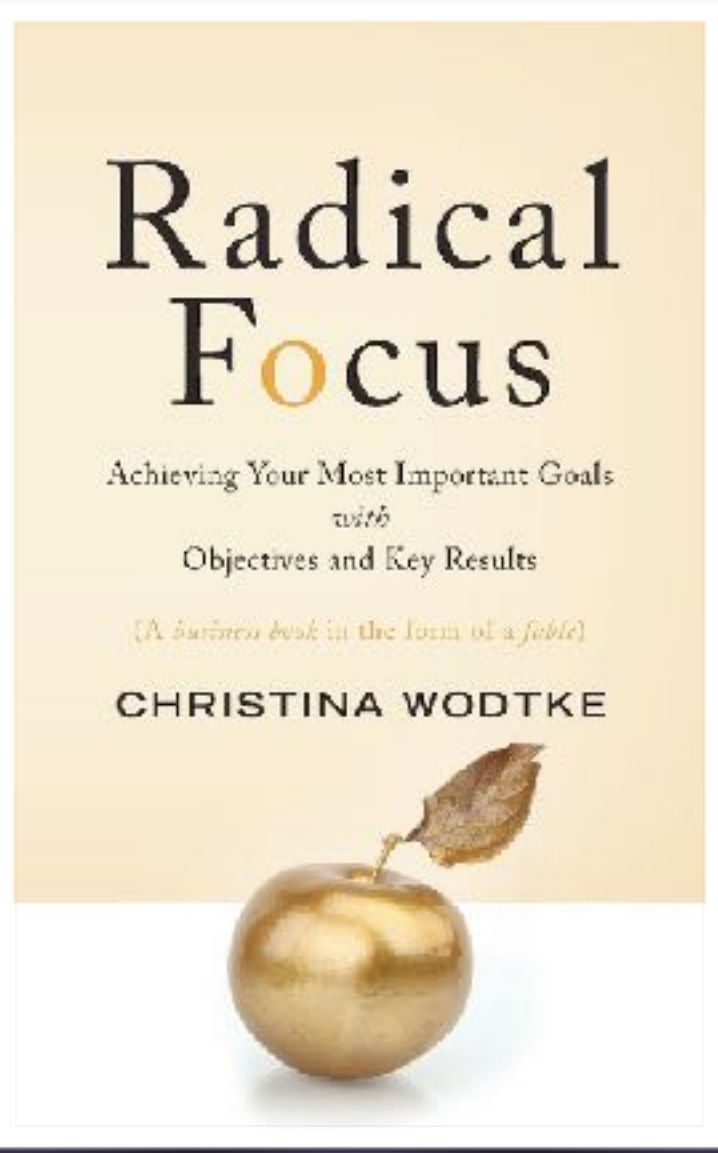
How do we continuously deliver value?

## **Prioritization**

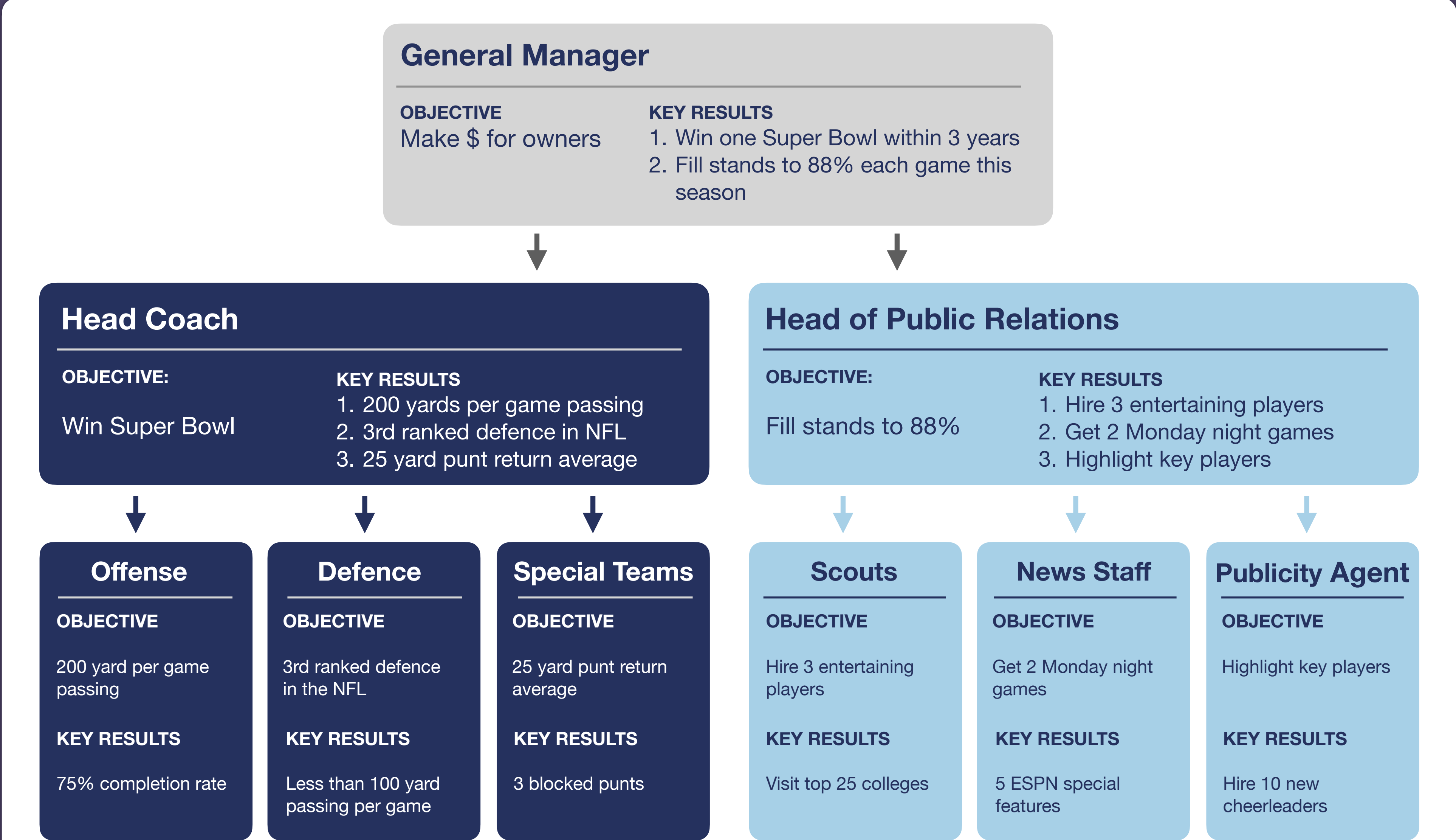
How do we prioritize what is most important?

# PROCESS

## Alignment Framework: Objectives and Key Results (OKR)



Radical Focus  
Christina Wodtke



Source: Lee, Kevan. "All About OKRs." 2016. Trello Blog.

## Alignment Framework: Objectives and Key Results (OKR)

### How to write an OKR example:

The Objective is an aspirational statement

**OBJECTIVE:**  
Create an awesome customer experience

Key Results are always measurable and focused on achieving business outcomes or changes in customer behaviour (not outputs of features to be released)

**KEY RESULTS:**

- Improve Customer Satisfaction Score from X to Y
- Increase Repurchase Rate from X to Y
- Maintain Customer Acquisition Cost under X

NOTE:  
Helps to use “from X to Y”

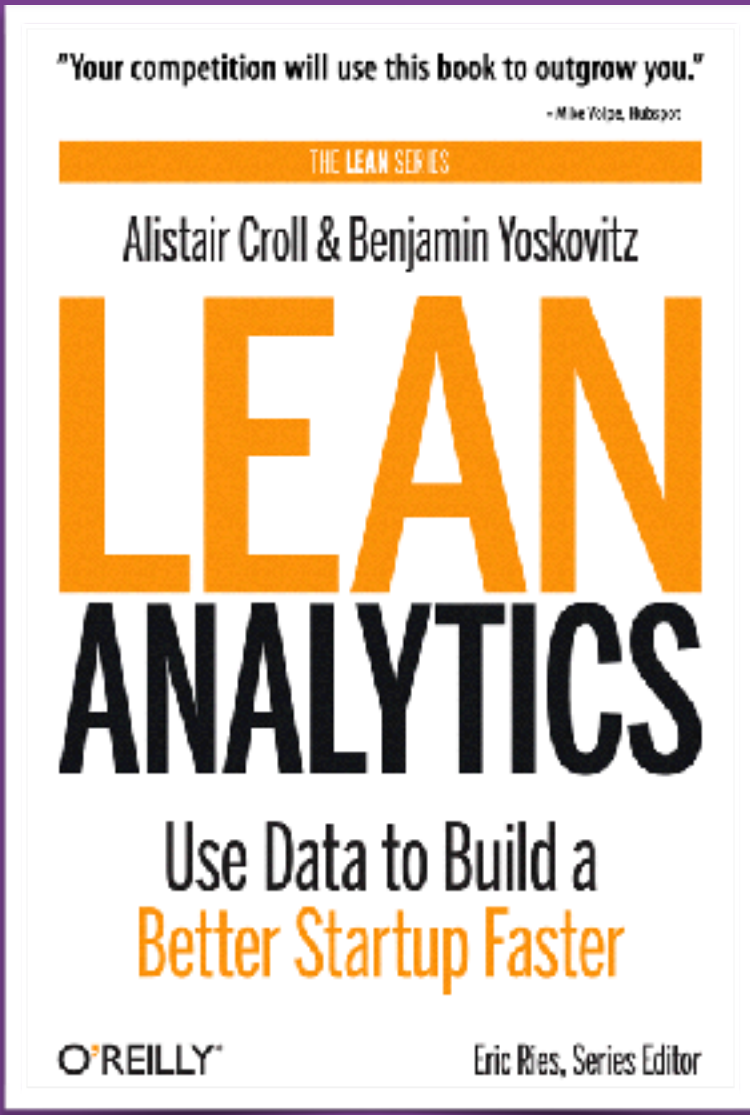
Activities are the lists of output or things you are going to do to move the Key Results

**ACTIVITIES:**

- Launch feature X
- Redesign the customer journey for X
- Run 3 new experiments
- Develop a new customer engagement metric

# PROCESS

## Measurement Framework: AARRR: Pirate Metrics



**Lean Analytics**  
Alistair Croll & Benjamin Yoskovitz



Metrics/Framework	Product Stages		
	Prototype	MVP	Production
Surveys/Customer feedback	✓	✓	✓
HEART		✓	✓
AARRR		✓	✓
MRR		✓	✓
CAC		✓	✓
LTV			✓
CCR			✓
ROI			✓
DAU			✓
MAU			✓
Stickiness			✓
NPS			✓
Churn			✓
North Star metric			✓
Innovative			✓

Source: Croll, Alistair & Benjamin Yoskovitz. "Lean Analytics".



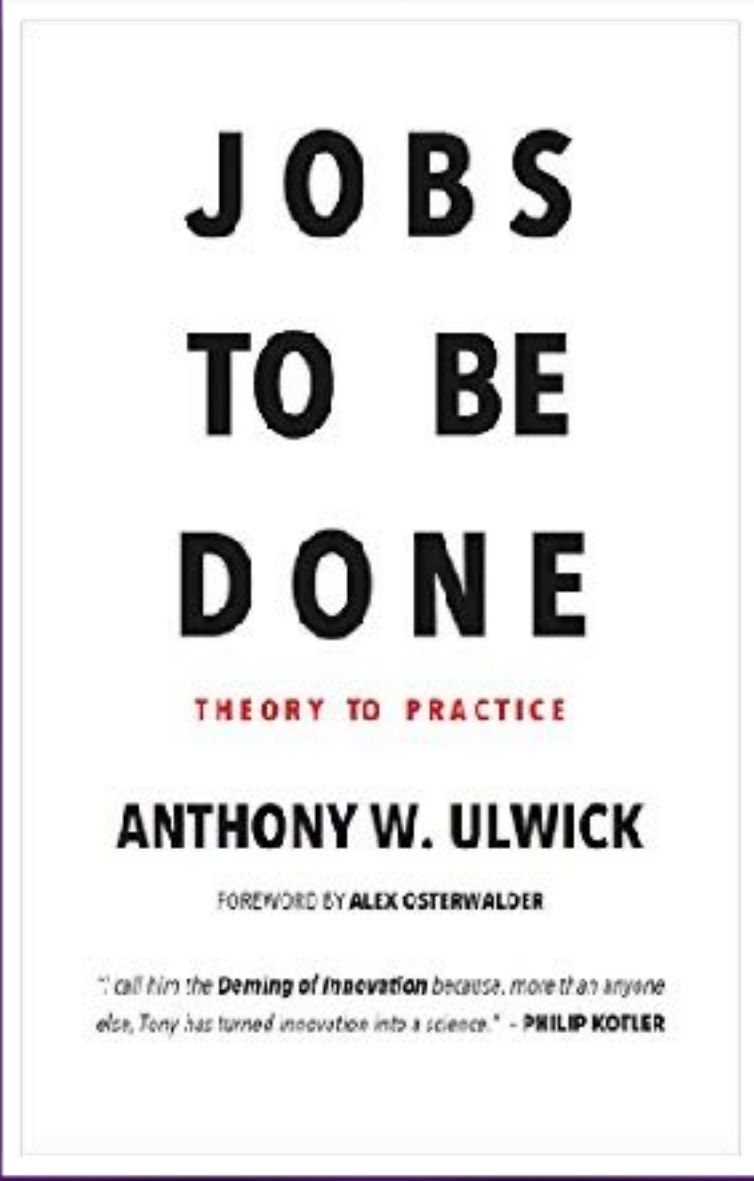


PROCESS

DISCOVERY



## Discovery Framework: Jobs to be Done

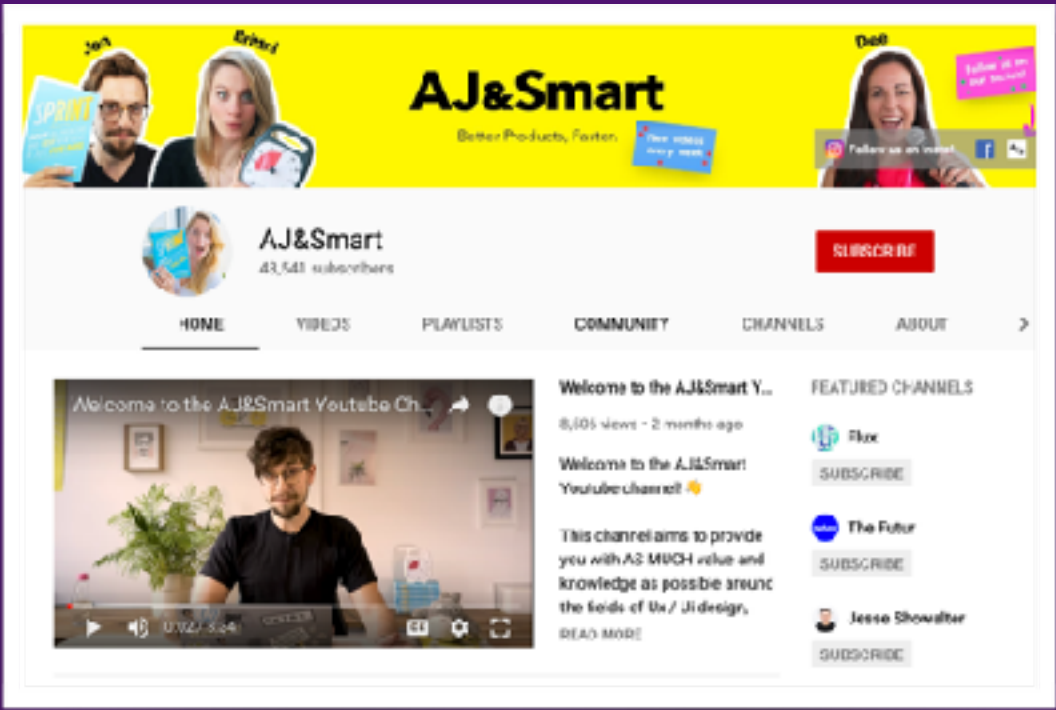


Jobs To Be Done  
Tony Ulwick

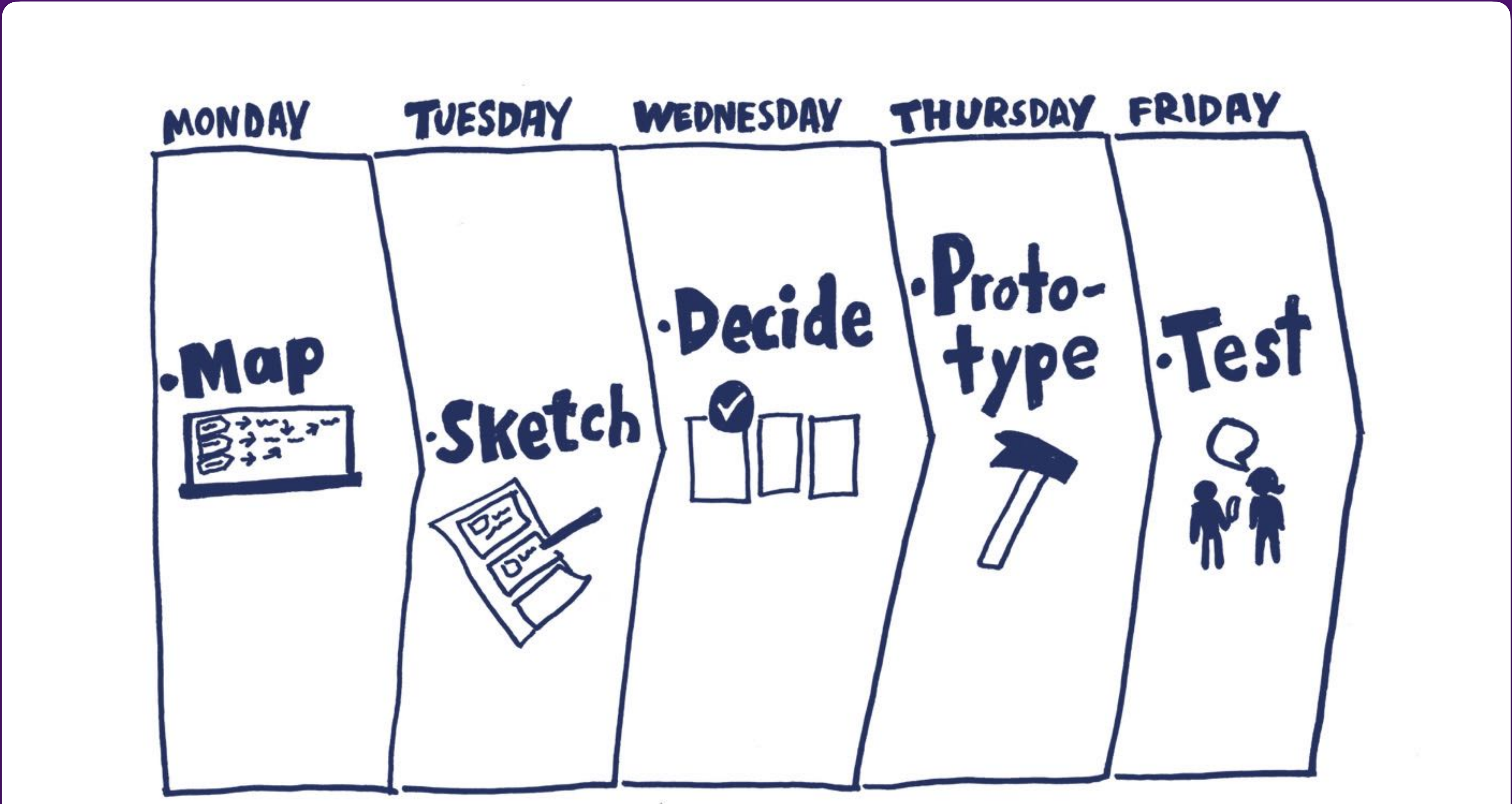


# PROCESS

## Discovery Framework: Design Sprint



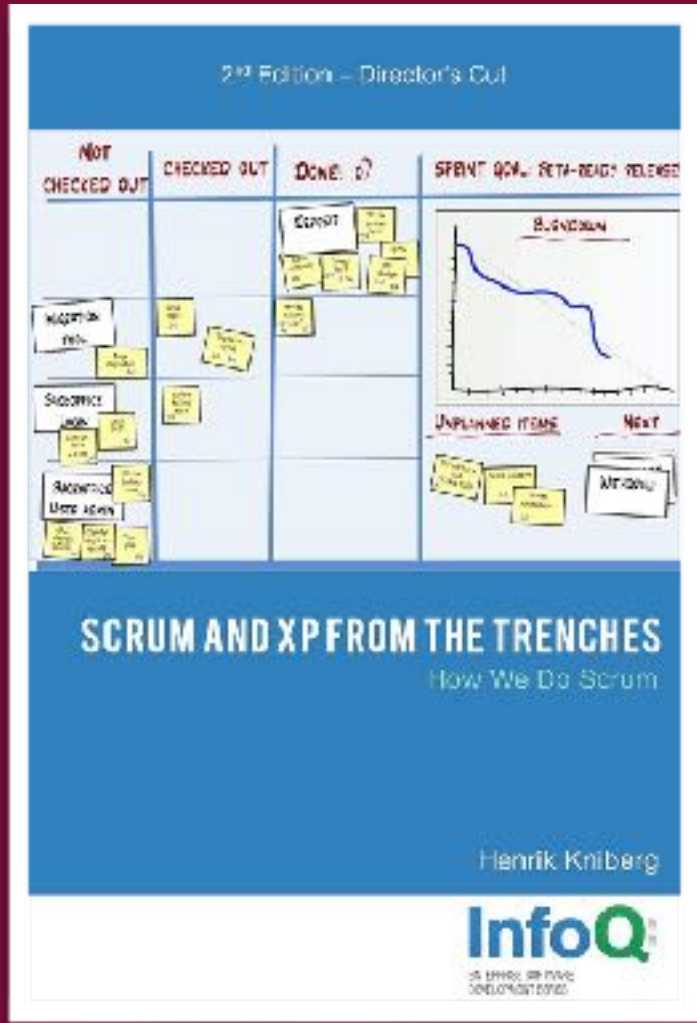
AJ&Smart on Youtube



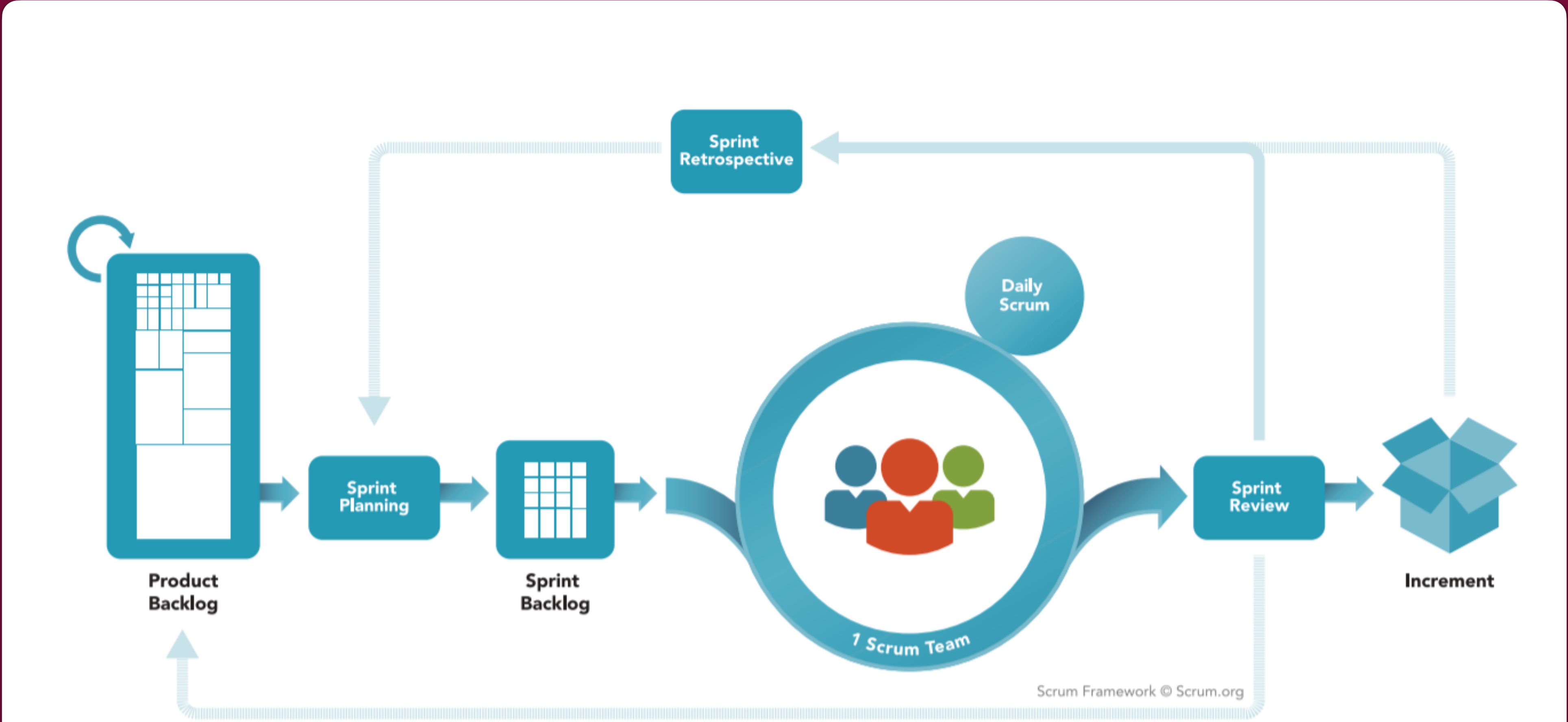
Source: Fitzgerald, Miles. "Spotify: What We Learned About Sprints". 2016. Medium

# PROCESS

## Delivery Framework: SCRUM

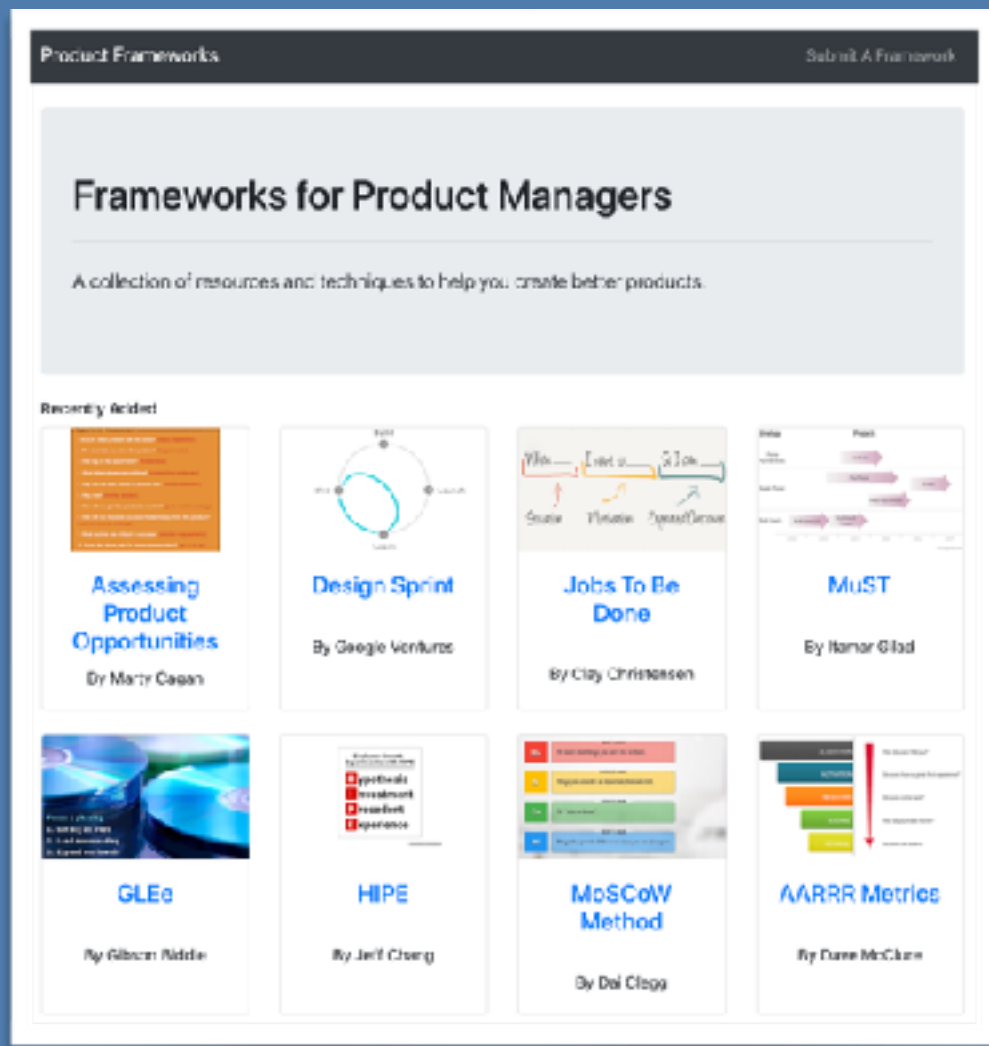


Scrum and XP from the Trenches  
Henrik Kniberg

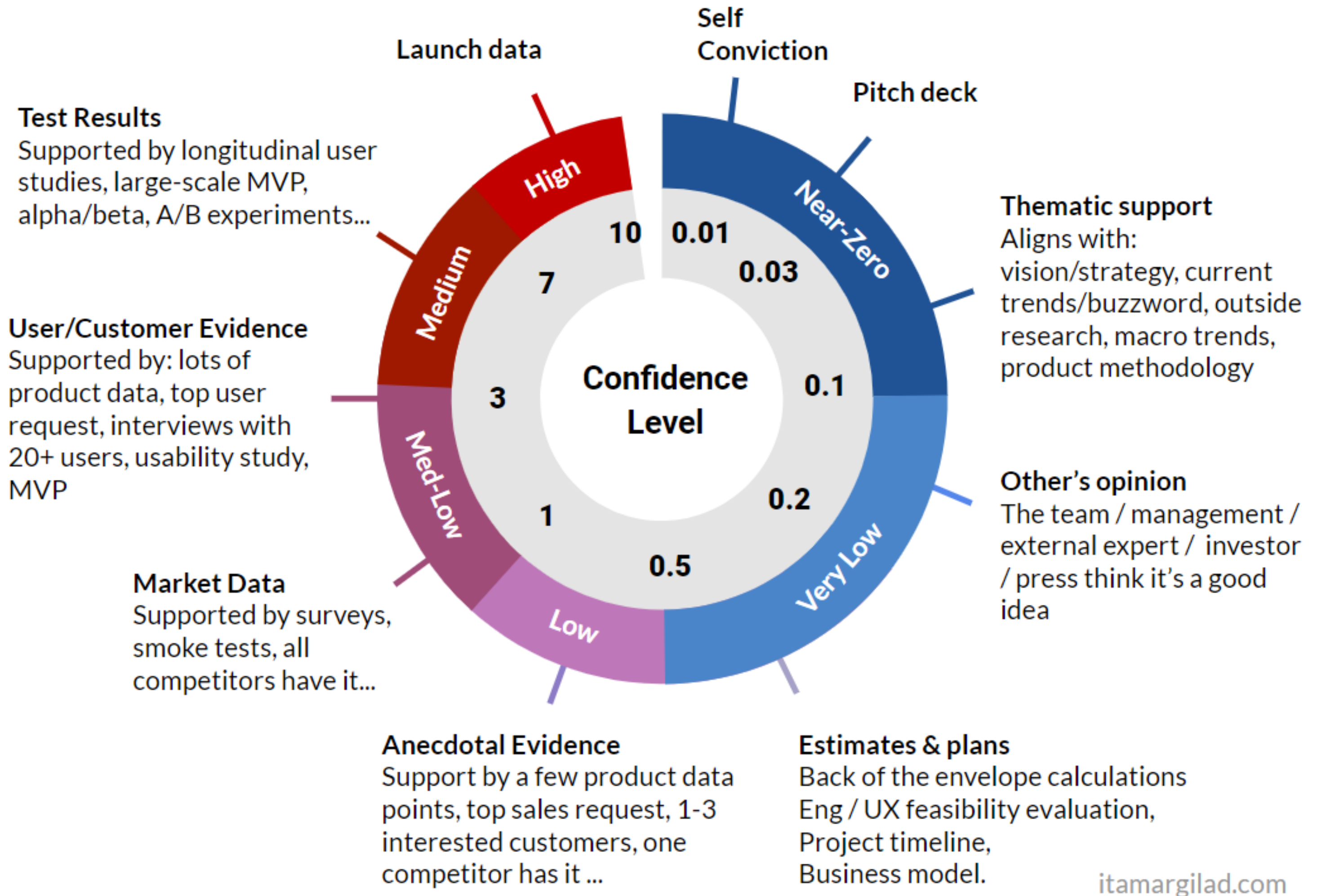


Source: Scrum.org "What is SCRUM?"

## Prioritization Framework: Impact, Ease, Confidence



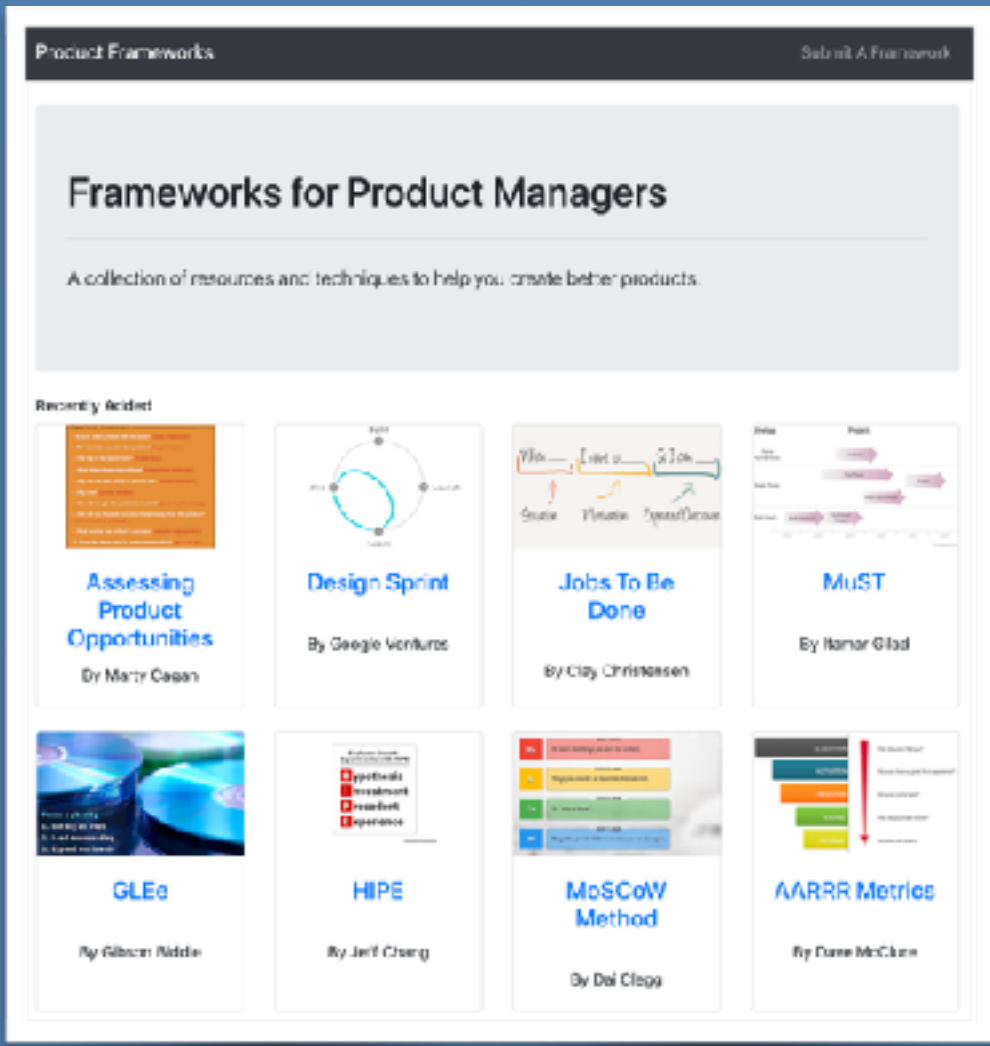
**Product Frameworks**  
product-frameworks.com



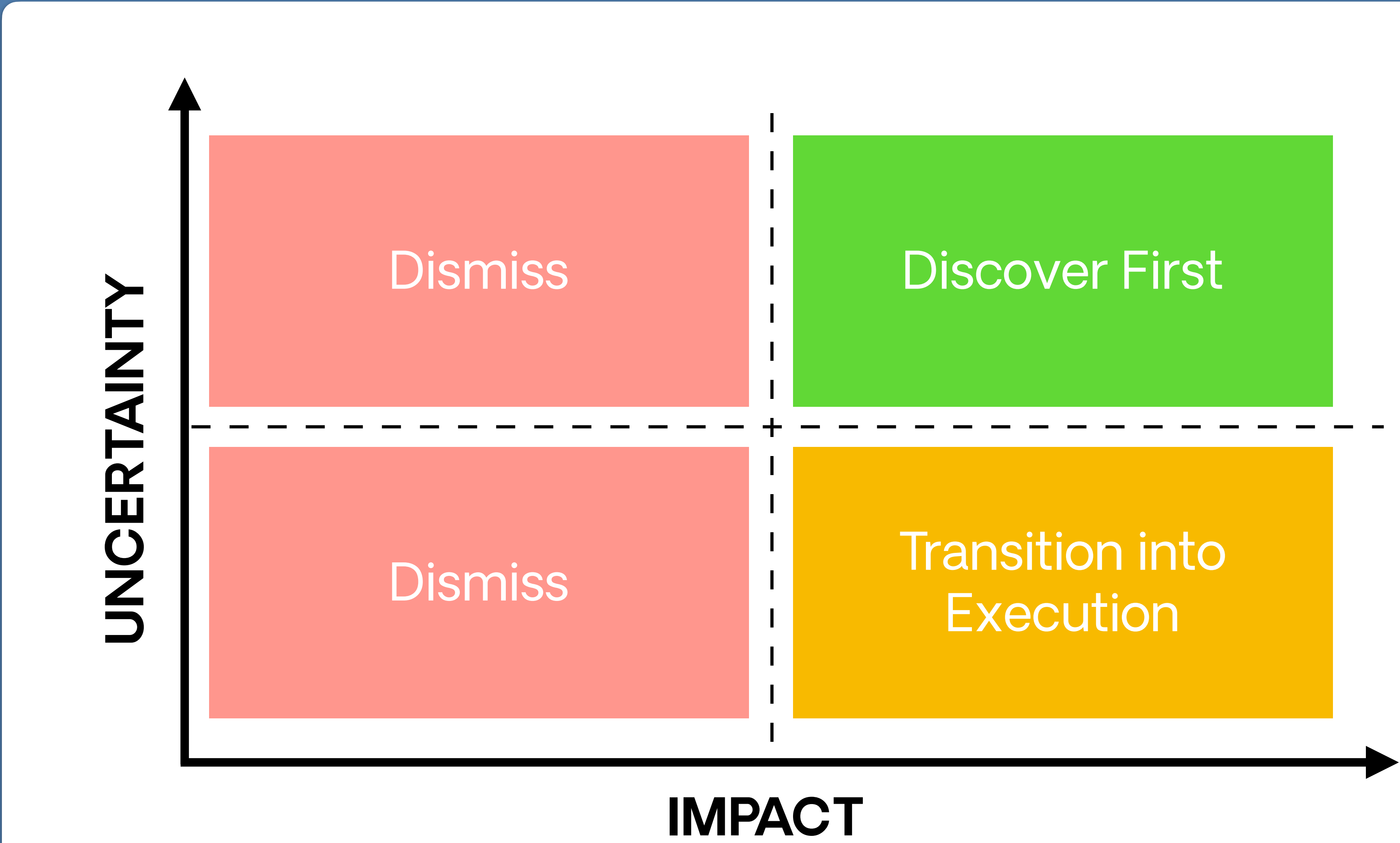
itamargilad.com

# PROCESS

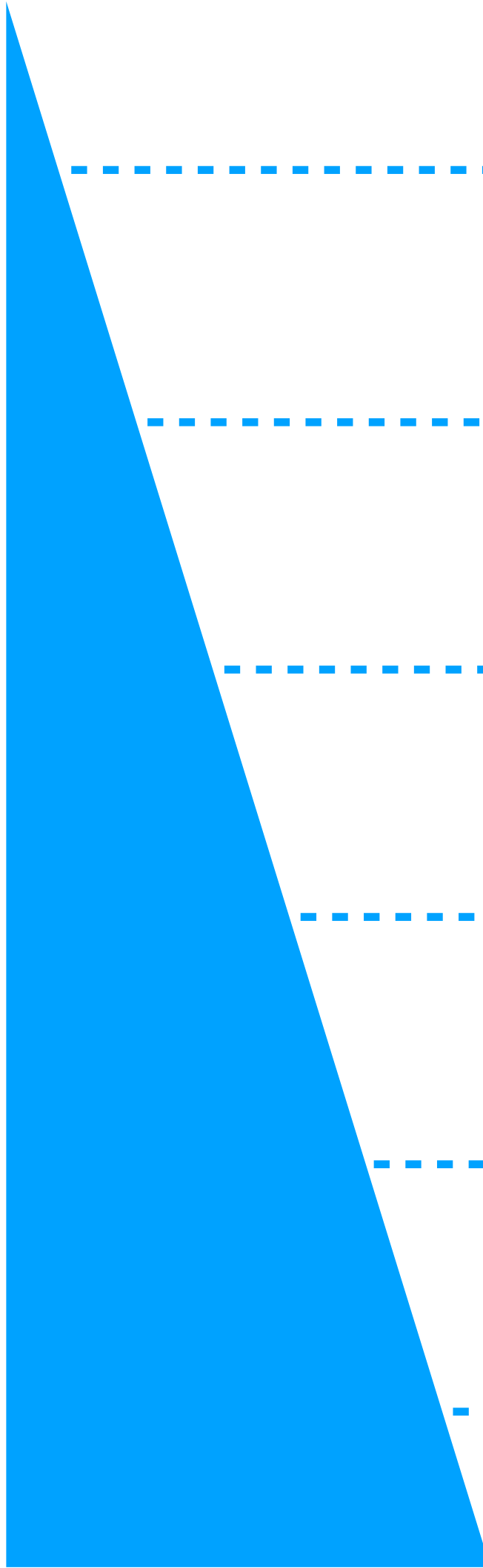
**Prioritization Technique:** Always tackle the riskiest assumptions first



Product Frameworks  
product-frameworks.com



# Create a compelling product vision & strategy



**Company Mission Statement**

The why? The purpose

**Vision Statement**

The envisioned future

**Product Principles**

Bulleted list of product philosophy

**Measurement Framework (such as OKRs)**

How do we measure success? Outcomes

**Product Strategies**

The How? Product roadmap. Now, next, later



**Value Streams / Product Teams / Initiatives**

Products, features, platforms



**Key Performance Indicators**

Products, features level metrics (DAU, MAU ect.)

## Product Vision

FOR { target customer }  
WHO { statement of need or opportunity }  
THE { product name } IS A { product category }  
THAT { key benefit, reason to buy }  
UNLIKE { primary competitive alternative }  
OUR PRODUCT { statement of primary differentiation }

VISION TEMPLATE



## Product Principles

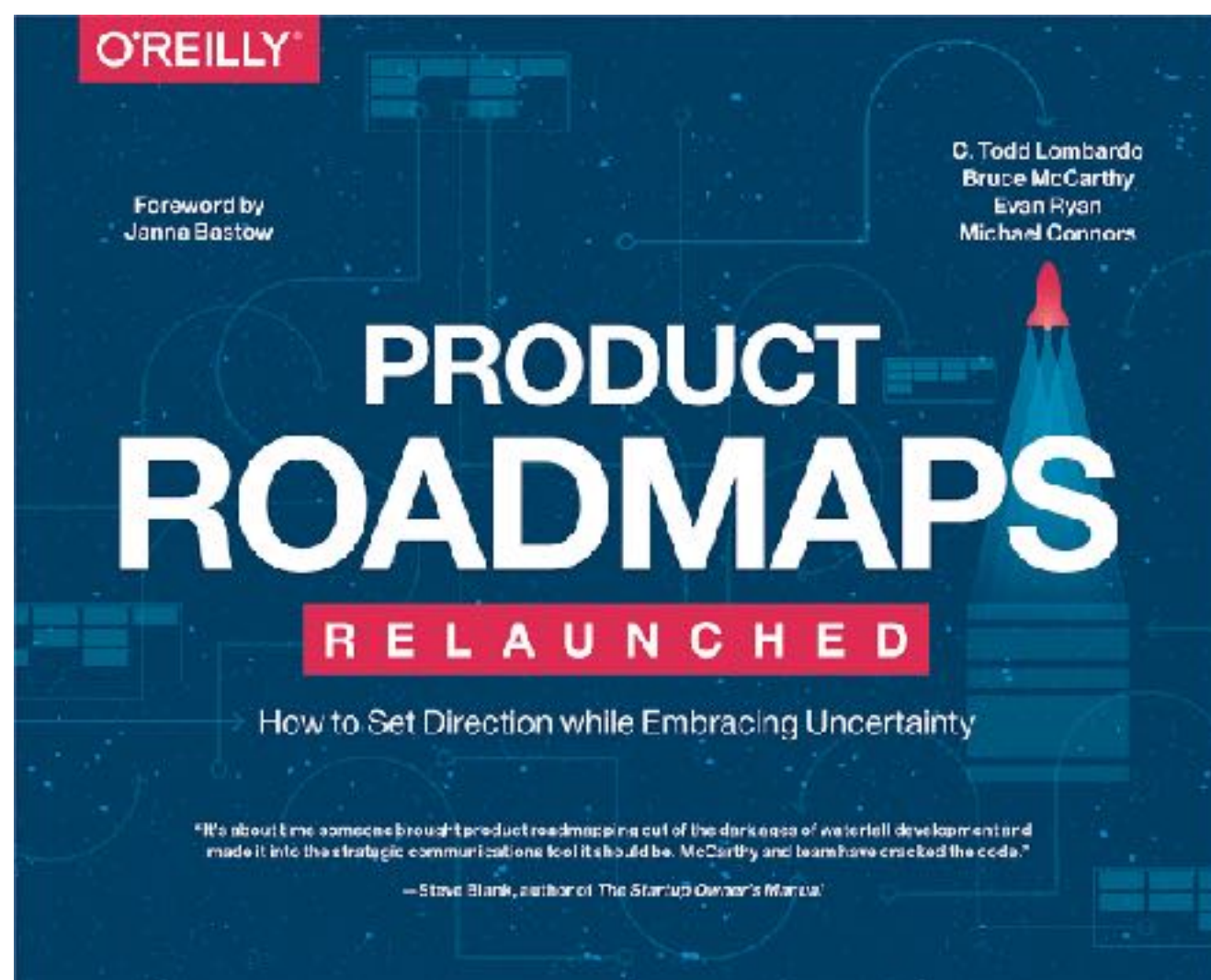
### Intercom's Product Principles



**INTERCOM**

- Be secure by design
- Solve known — and unknown — user problems, seamlessly
- Be self-explanatory
- Integrate and interoperate
- Engage and inspire users
- Make money

## Product Strategy



Product Roadmaps Relunched  
C. Todd Lombardo

### Product Vision

Our garden hose exists to help American consumers pursue the perfect landscapes they so seem to crave. The product vision directly reflects this in compact form, providing an effective framing for everything that comes after.

### Timeframes

Our garden hose roadmap provides for wide half- and whole-year timeframes to ensure the team has the latitude to explore the best ways to solve customer problems.

### Themes

The key problems customers face when watering their landscapes form the themes in the timetable at the heart of the roadmap

**THE WOMBATTER Hose**

**PRODUCT VISION**  
Perfecting American lawns and landscapes by perfecting water delivery

	H1'17	H2'17	2018	Future
<b>Indestructible Hose</b> Objectives: • Increase unit sales • Decrease number of returns • Decrease overall defects		<b>Delicate Flower Management</b> Objective: • Double ASP	<b>Putting Green Evenness for Lawns</b>	<b>Infinite Extensibility</b>
		<b>Severe Weather Handling</b> Objective: • NE Expansion	<b>Extended Reach</b>	<b>Fertilizer Delivery</b>

Updated 3/30/17, subject to change without notice.

### Business Objectives

Each garden hose theme has one or a few objectives, each of them measuring the business improvement hoped for from solving the customer problems expressed in the theme.

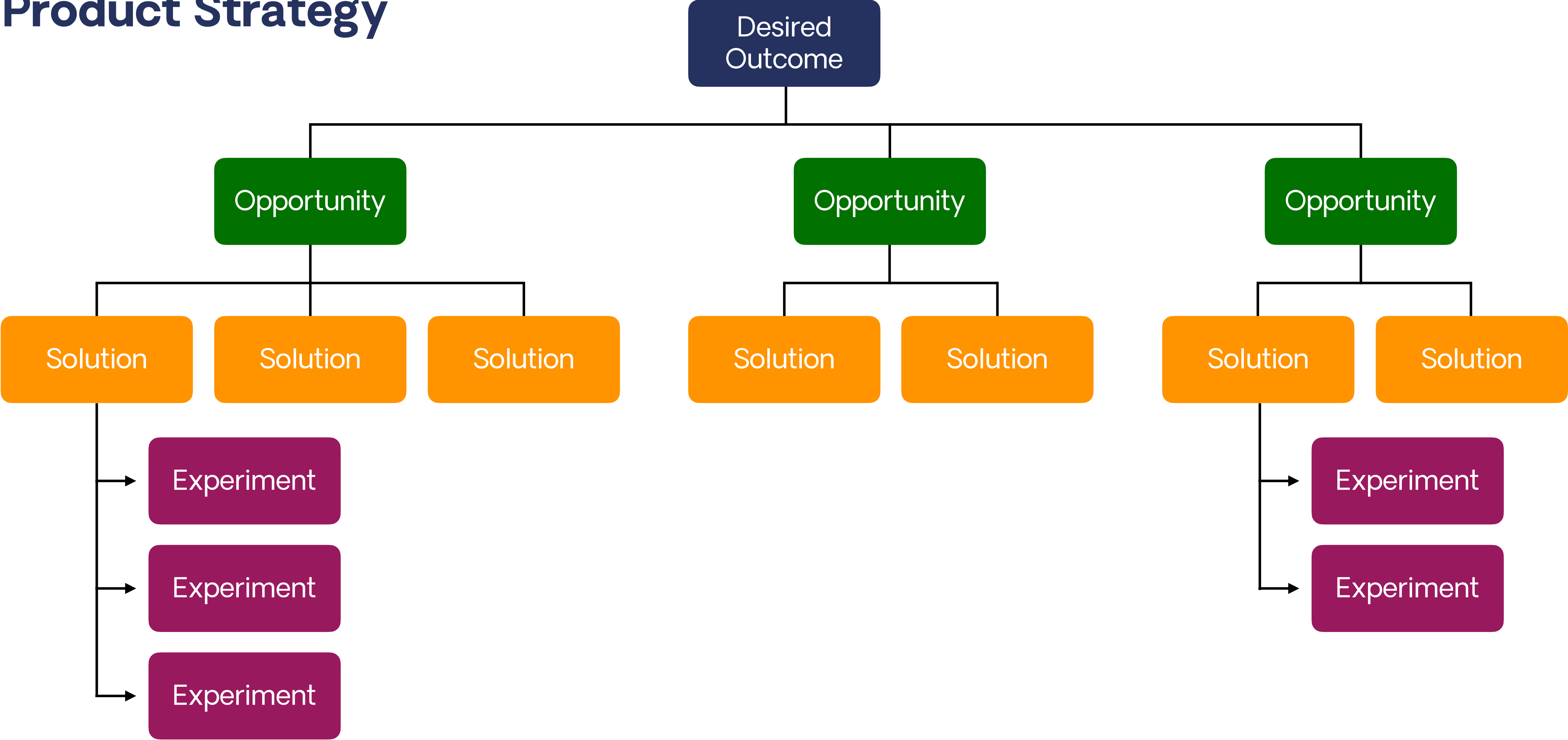
### Disclaimer

A simple date and "subject to change" notification at the bottom of the timetable is sufficient for the limited audience of this roadmap.

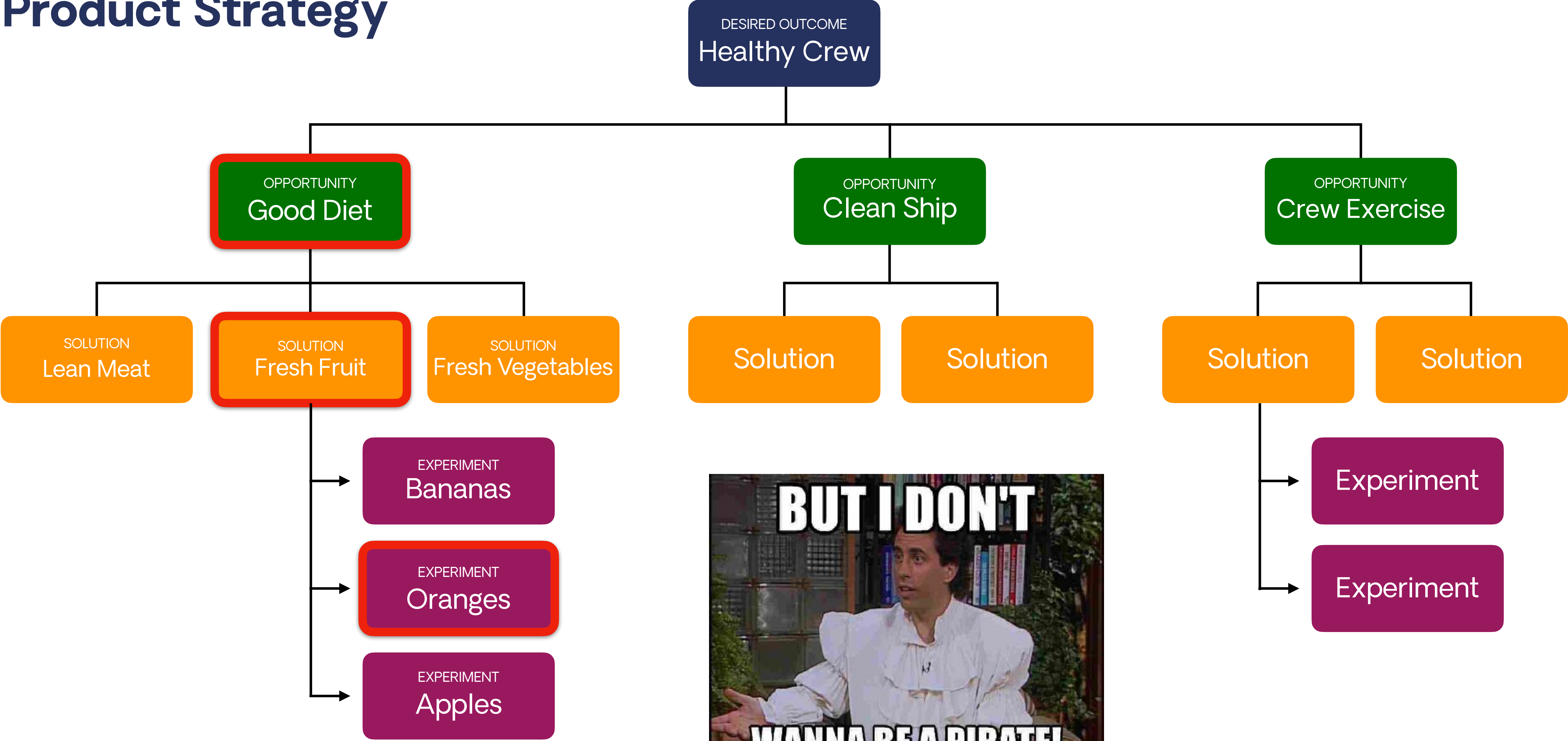
# YOUR PRODUCT ROADMAP IS NOT A RELEASE PLAN!

More detail to less detail

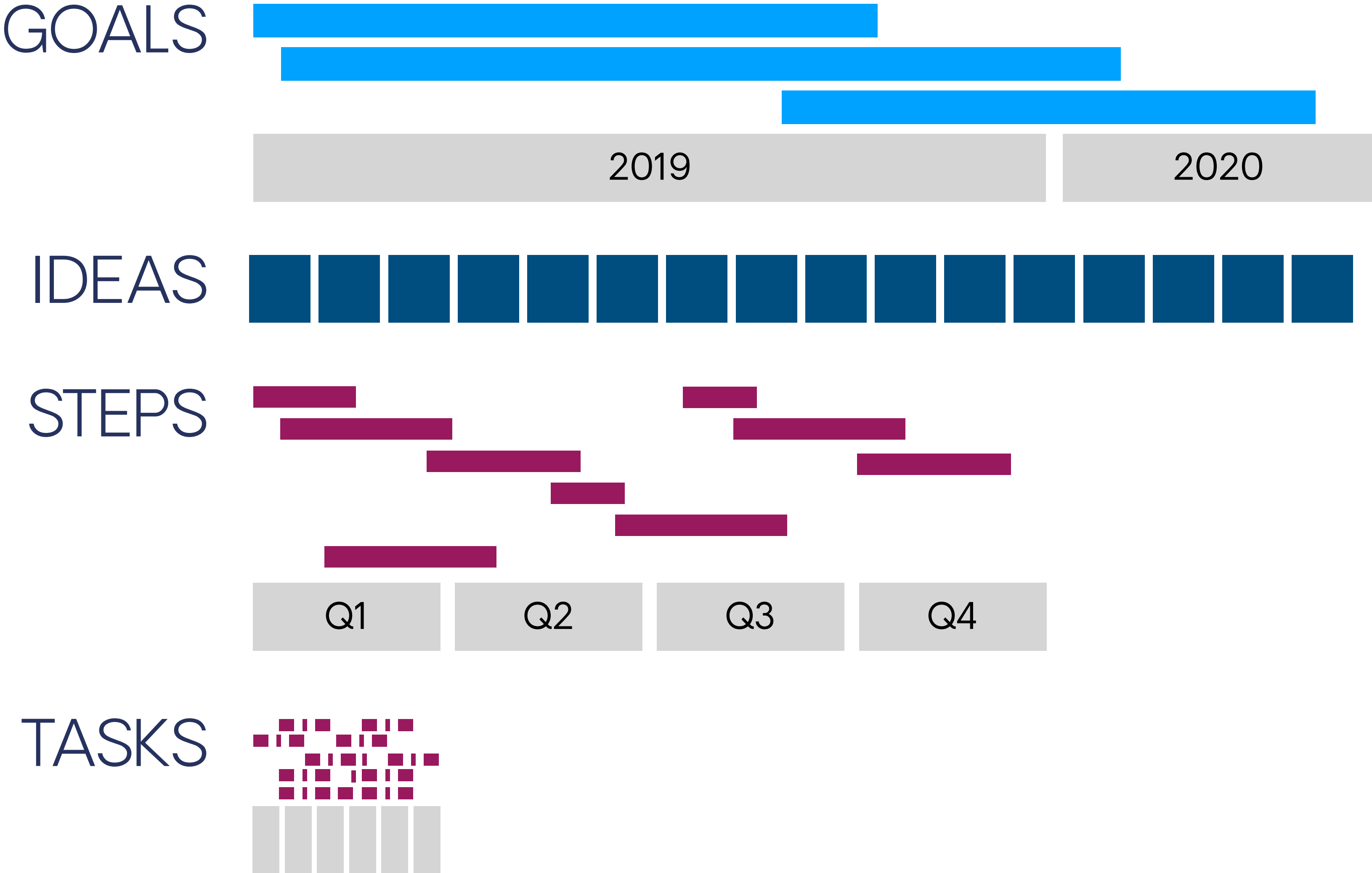
# Product Strategy



# Product Strategy



# Product Strategy - GIST Planning



# RITUALS!

# PROCESS

## Weekly

**Monday**  
Planning meeting

**Daily**  
Standup

**Friday**  
Demo Day

**Bi-weekly**  
Team Health Check

## Quarterly

**Quarterly meeting**  
Review previous objectives

**Quarterly meeting**  
Set current quarter objectives

**Quarterly meeting**  
Quarterly retrospective

**Celebrate!**

## Annually

**Annual meeting**  
Set high-level company objectives

**1) PEOPLE**

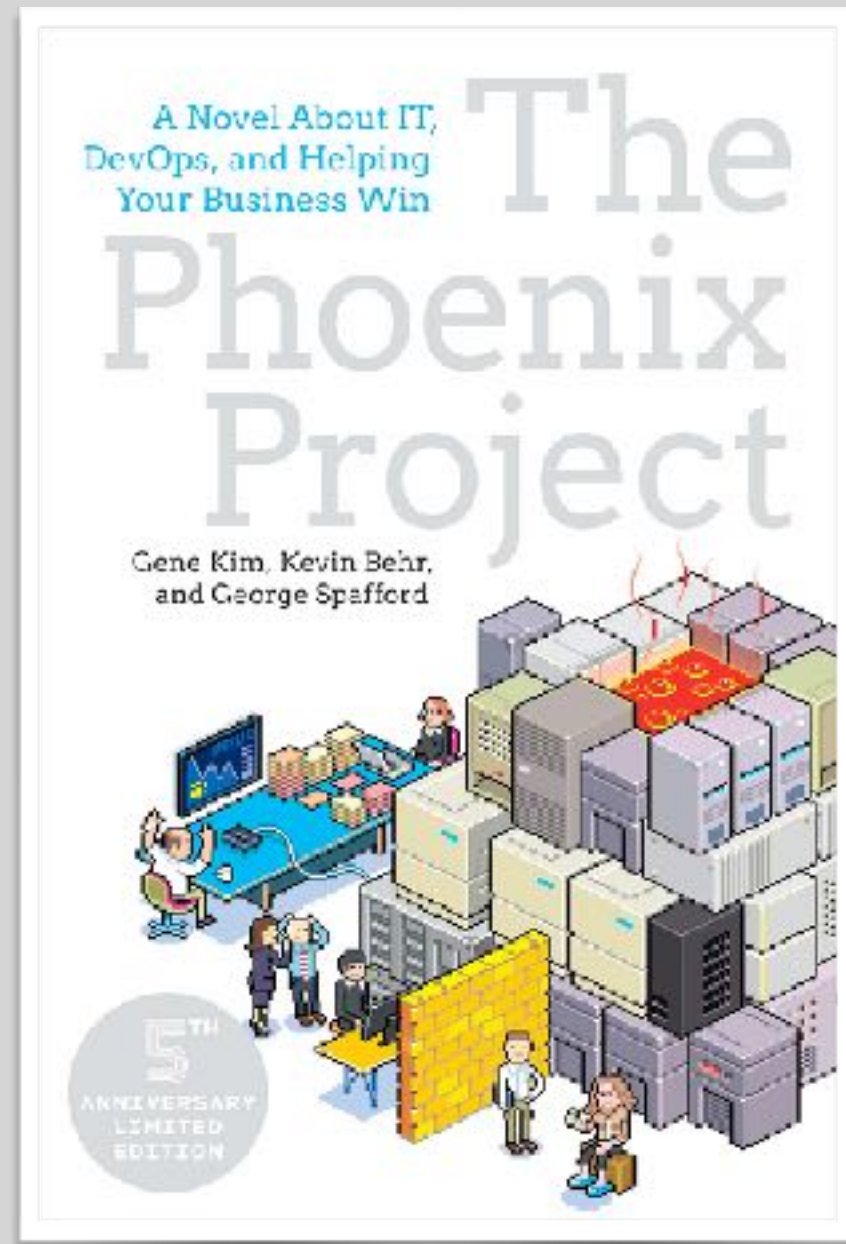
**2) PROCESS**

**3) SYSTEMS**

**4) DATA**



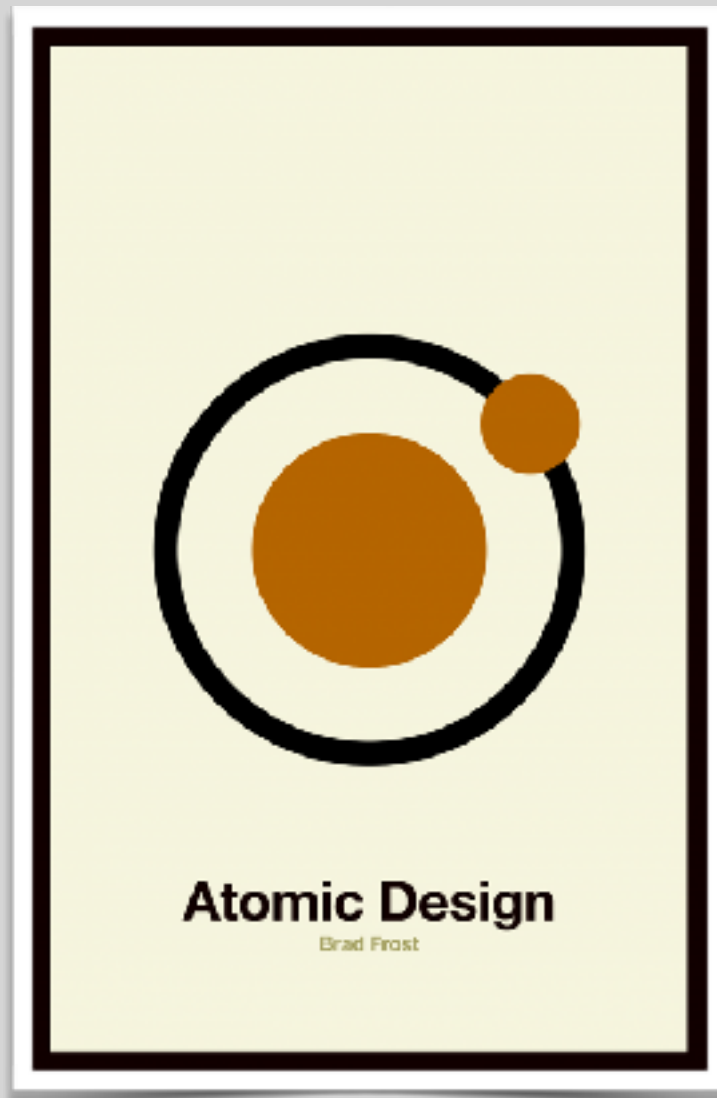
## DevOps



**The Phoenix Project**  
Gene Kim, Kevin Behr and  
George Spafford

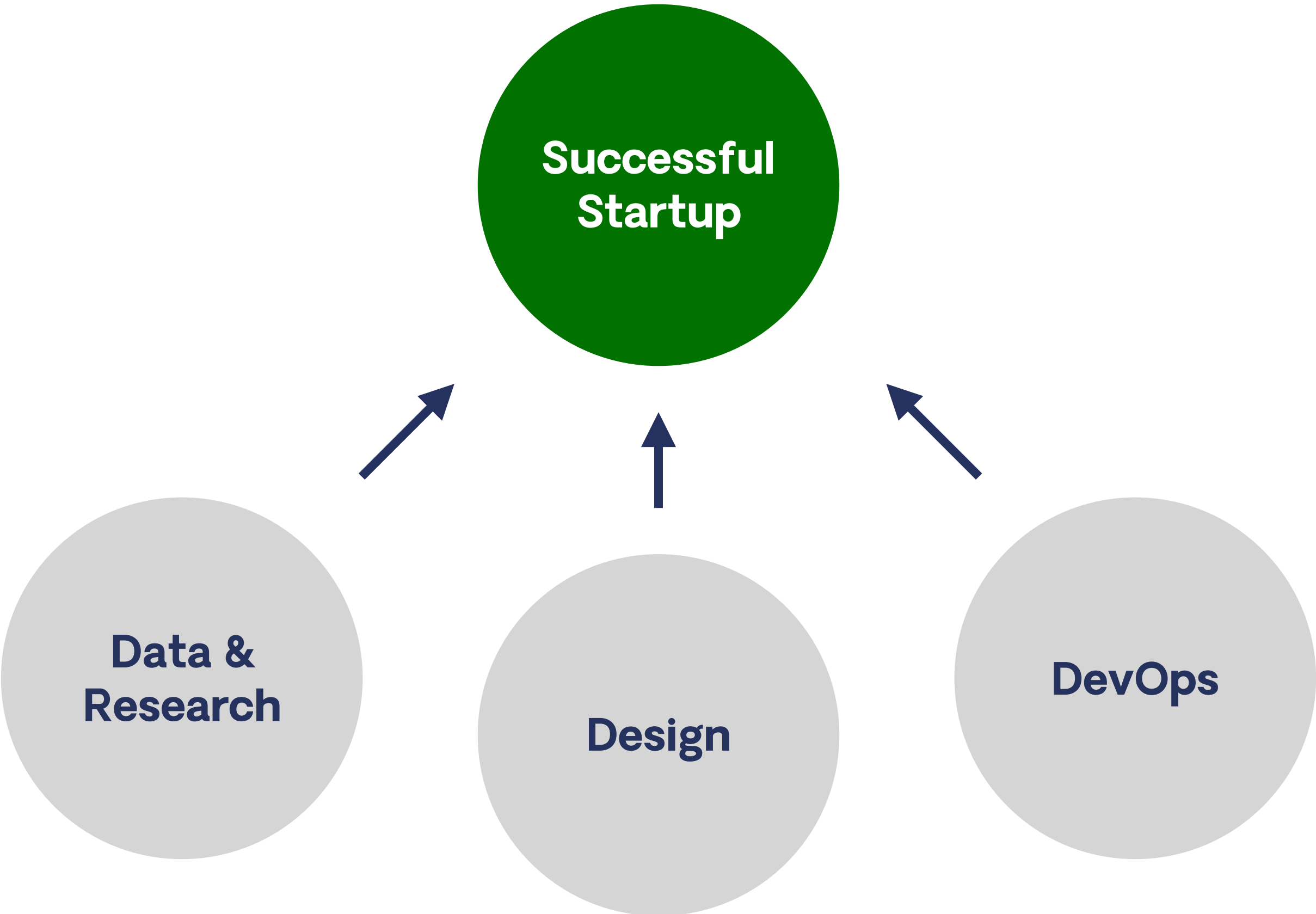
- Decoupled system architecture
- Cloud computing
- Server-less frameworks
- APIs
- Continuous delivery
- Code management
- Security monitoring and testing
- System performance testing and monitoring
- Automated QA testing to reduce waste

## Design System



**Atomic Design**  
Brad Frost

- Standardization of design elements
- Efficient front-end development
- Improved user experience through consistency
- Reduces waste in the design process
- Allows for faster product iterations
- Improves onboarding for new designers
- Design is communicated concisely (internally and externally)



## Data and Research

- Focus on getting fast actionable quantitative feedback from real users/customers
- Form a customer advisory group of early reference customers
- Market research and competitive analysis
- Pick 2-3 North Star Metrics or KPIs that represent the overall health of your product for quantitative feedback (Don't waste time measuring everything early on)
- Bootstrap and configure modern, inexpensive BI tools such as Redash (if possible) early on as this is harder to scale later and will help to demonstrate product success

TO

SUMMARIZE...

**Adopt a product-led  
mindset if you cannot  
afford to hire a  
dedicated Product  
Manager**

**Understand the size of  
the prize with market  
research and analysis**

**Understand your  
customer's met and  
unmet needs**



**Know your competition**

**Document a thoughtful,  
compelling product  
vision & strategy**

**Develop a data-driven  
product culture**

**Clearly articulate and  
document your goals  
and objectives**

**Focus on solving to  
outcomes instead of  
output**

Empower your team to  
build the **right** thing and  
build the **thing** right.

**Use frameworks to help  
guide your company as  
it scales.**

**Test, test and test again**



**Have fun along the way!**



**Patrick Gregory**

Director of Product



**MOBIALS INC.**

THANK  
YOU!

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