T-109.5410 Technology Management in the Telecommunications Industry

Product management

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About me

1997 Helsinki University of Technology
    R&D engineer at LM Ericsson

1997 - 1999 Product manager, Tecnomen

1999 - 2007 Nokia Networks
    Product Marketing
    Technology Marketing
    Sales

2007 – 2012 Nokia Siemens Networks
    Solution development
    Business development
    Portfolio Manager

2012 –> Aalto University
    IT project manager
    Doctoral candidate

Agenda outline

Product manager's:

- stakeholders and role

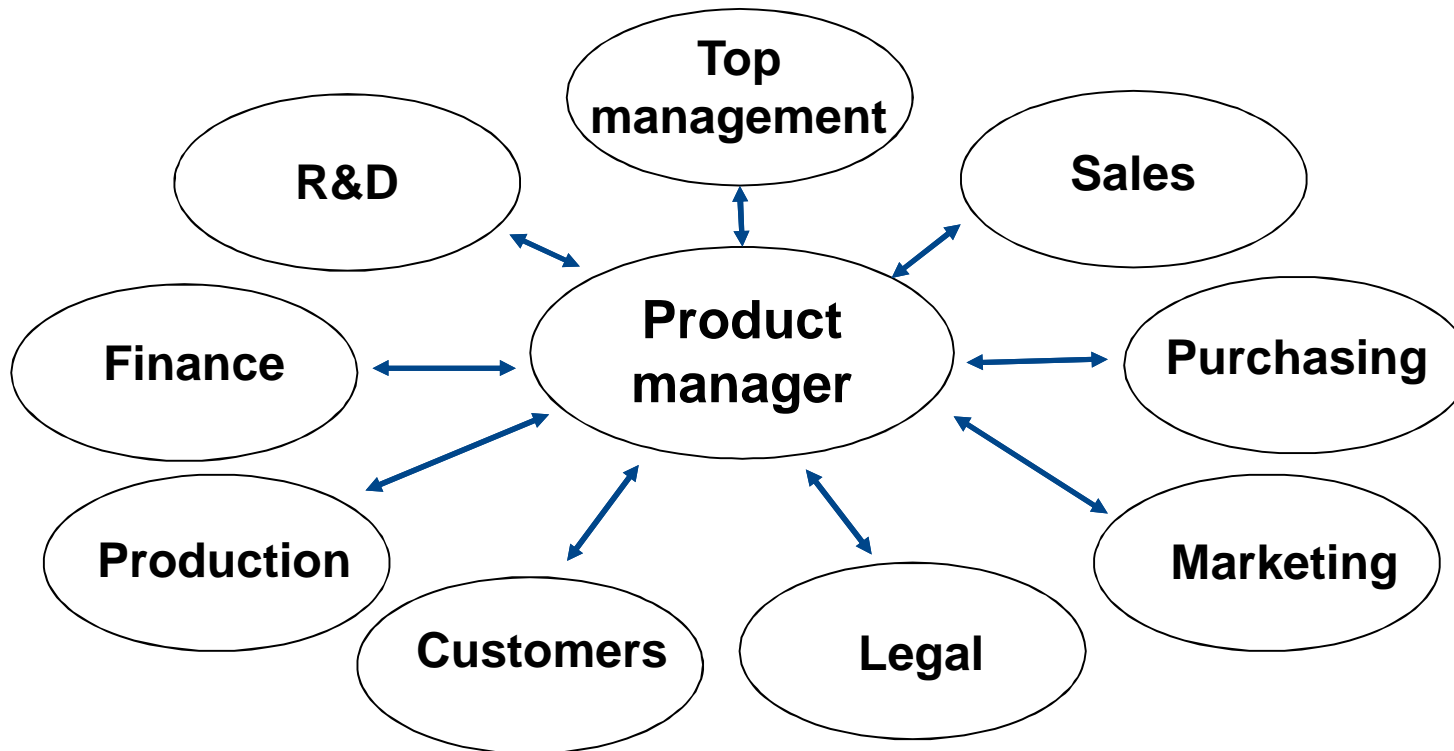**- career opportunities**

- role in (new) product process

What to learn?

You understand the product manager's role and related tasks

Imagine yourself as a product manager. With whom you would interact?

Think it for a few minutes or discuss with your pair

Product manager job and role

Product manager and top management

Top
management

Input's and expectations

- Market share target

- Profitability target

- Sales volume

- Competitiveness of the product

- Customer satisfaction for the product

- Key benefits

Results

- Market share

- New customers

- Extension deals

- Profitability

- New development

- Customer feedback

- SWOT and strategy

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Product manager and Sales

Sales

Input's and expectations

- **Sales opportunities**
- **Customer RFx**
- **Customer interaction opportunities (technology development, problems, new ideas)**

- **Competitive product**
- **Sales arguments**

Results

- **Give expert presentations**
- **Answer for the customer queries and information requests**
- **Prepare own part of the (system) tenders**
  - SOC
  - Pricing (SW&HW, services)
  - Executive summary
  - Configurations
- **Present future development roadmap**
- **Competence development**

Product manager and Purchasing

Purchasing

Input's and expectations

- **General terms for partnering**
- **Expertise help for procurement and contract creation process**

- **Expects key requirements**
- **Expects volume estimates**

Results

- **Product manager identifies product components/platforms**
- **Typical product has both SW and HW components**
- **Product can be**
  - own development
  - Partnered
  - Combination of those

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Product manager and Marketing

Marketing

Input's and expectations

- **Trade shows**
- **Marketing campaigns**
- **Corporate themes**
- **Channels**

- **Storyline**
- **Content**

Results

- **Marketing mix:**
  - Product
  - Price
  - Promotion
  - Place
- **Storyline**
- **Content for the marketing materials**
- **SWOT**

Product manager and Legal

Legal

Input's and expectations

- **Customer contract terms and conditions**

- **Export and import limitations**

- **Procurement contract terms and conditions**

- **IPR support**

Results

- **Compliance for the terms and conditions**

- **New requirements e.g. based on new business model**

Product manager and Customers   Customers

Input's and expectations

- Needs for:
  - Functionalities
  - Capacity
  - Scalability
- Ideas for new products
- Competitor's plans and situation
- Feedback for the roadmap
- Fullfillment of the need

Results

- Changes into current product structure
- Development projects for product development
- Roadmaps
- Contracts

- Do not limit to product remember the context!

Product manager and Production

Production

Input's and expectations

- Logistics costs and terms
- Delivery times
- Production capacity
- Customer demand (forecasts)

Results

- May need to prioritise customers
- Product packages
- Product configurations in sales tools to match productions
- 3rd party products to be used

Product manager and Finance

Finance

Input's and expectations

- Sales codes
- Sales volume
- Related costs
- Marging
- Pricing principles and codes

Results

- Sales codes to match production codes
- Price levels and structure. Price scaling logic.
- Input for pricing tools
- Distribution of HW, own SW and 3rd party SW
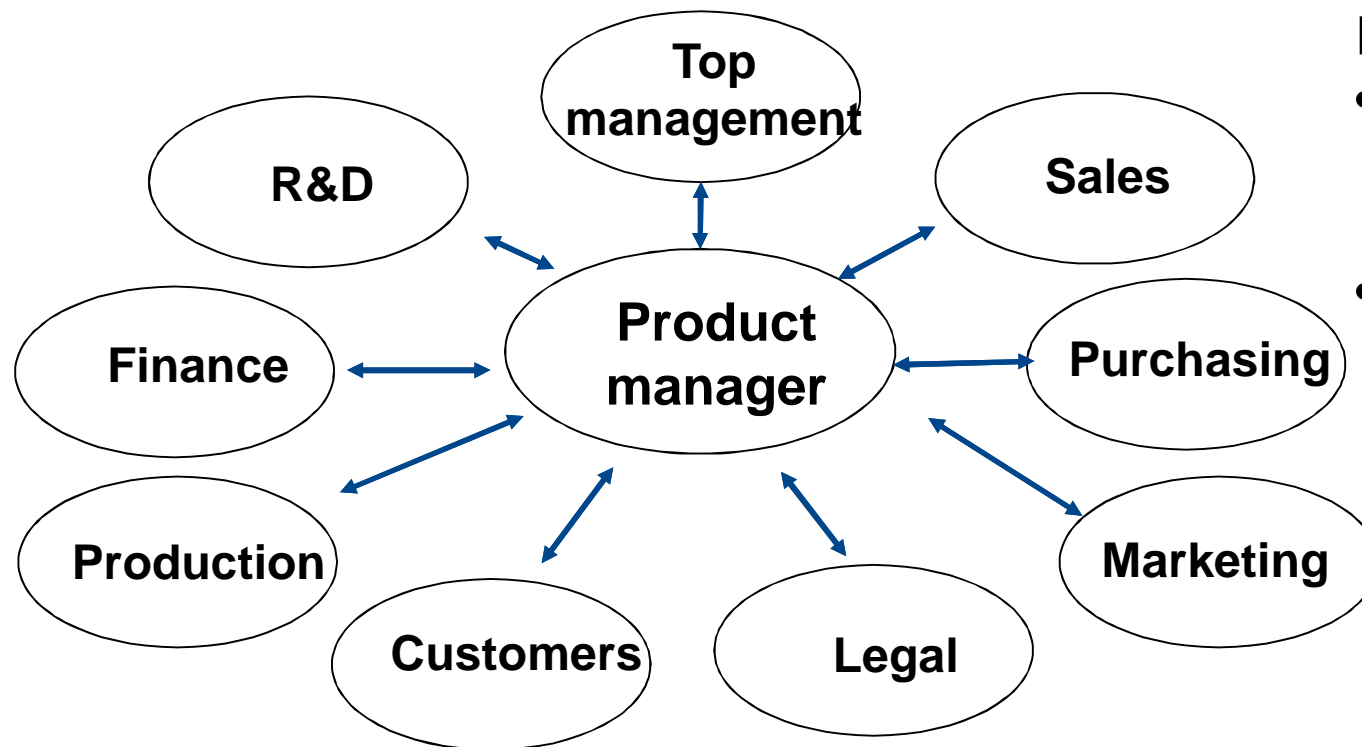
Product manager and R&D

R&D

Input's and expectations

- Resources
- Capability to develop new functionalities
- Balance between new development vs. maintenance

Results

- Business case estimations
- Prioritisation
- Release content definition
- Sales arguments and material preparation
- Pilot customer identification

- Focus on What and When not How

Product manager job and role

Key tasks differ:
- **Consumer or industrial PM**

- **Product life-cycle: new, existing, discontinuing**
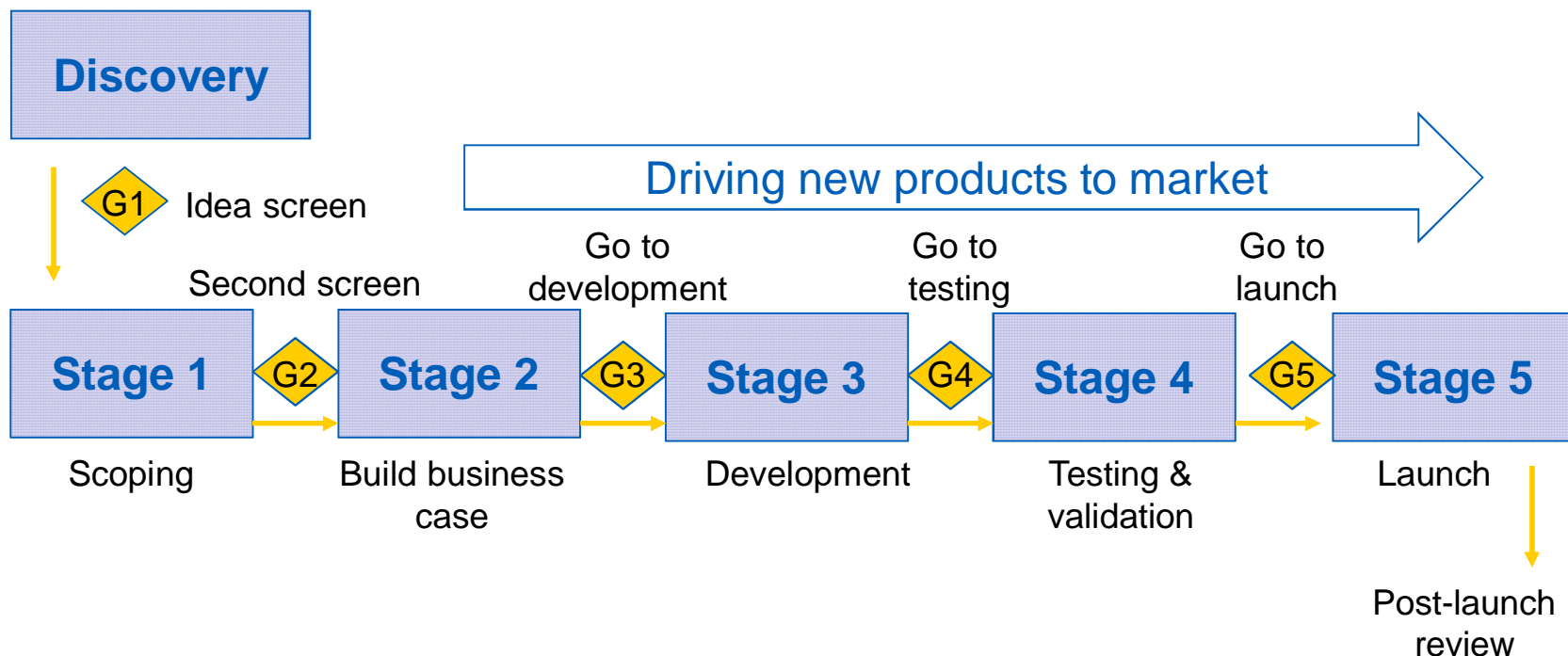
Product management pro's and con's

+ Product manager can concentrate on developing a cost-effective marketing mix for the product

+ Can react quickly to problems in the market place

+ Smaller products get also attention

+ Excellent training ground as it involves almost every area of company operations

- Creates easily frustration and conflicts. Not enough authority to carry out responsibilities effectively (scarce resources, goals)

- Told that they are mini-executives, but treated as low level co-ordinators

- May include "too much" reporting

- Expert in product, but not at real expert nor master of any function

Some discussion topics

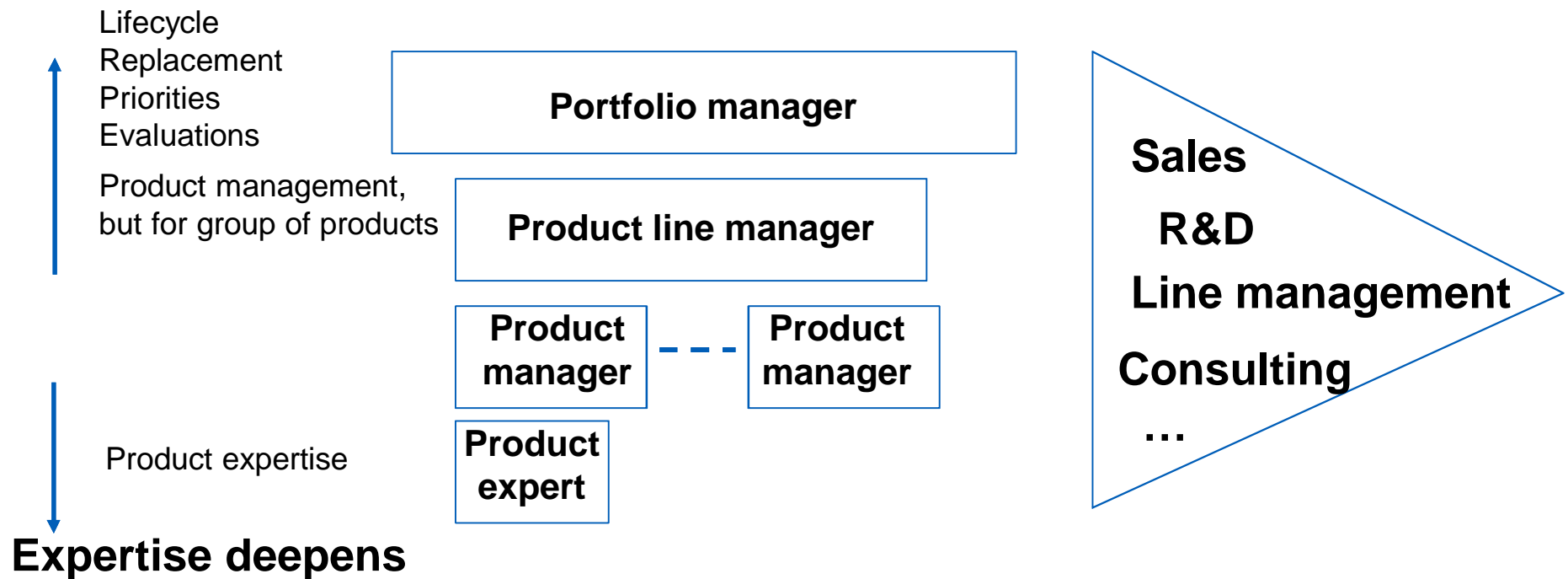*How product and project management differ. What similarities you find?*

How about product and process management what is their relation?

Overview of product idea to launch framework

Source: Stage-Gate framework by Robert Cooper

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Where product management expands?

Scope broadens

Lifecycle
Replacement
Priorities
Evaluations

Product management,
but for group of products

Product expertise

| Portfolio manager |

| Product line manager |

| Product manager | - - - | Product manager |

| Product expert |

Sales

R&D

Line management

Consulting

…

Expertise deepens

In short

Product manager analyze market data to make intelligent decisions to ensure that product meets it's expectations.

Keep in mind:

- Superior and differentiated products
- Market driven, customer focused
- Balance between market/business oriented and technical tasks
- Sharp, early and stable definitions for project and product
- Product is a good start – remember launch, market and support…

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Thank you !