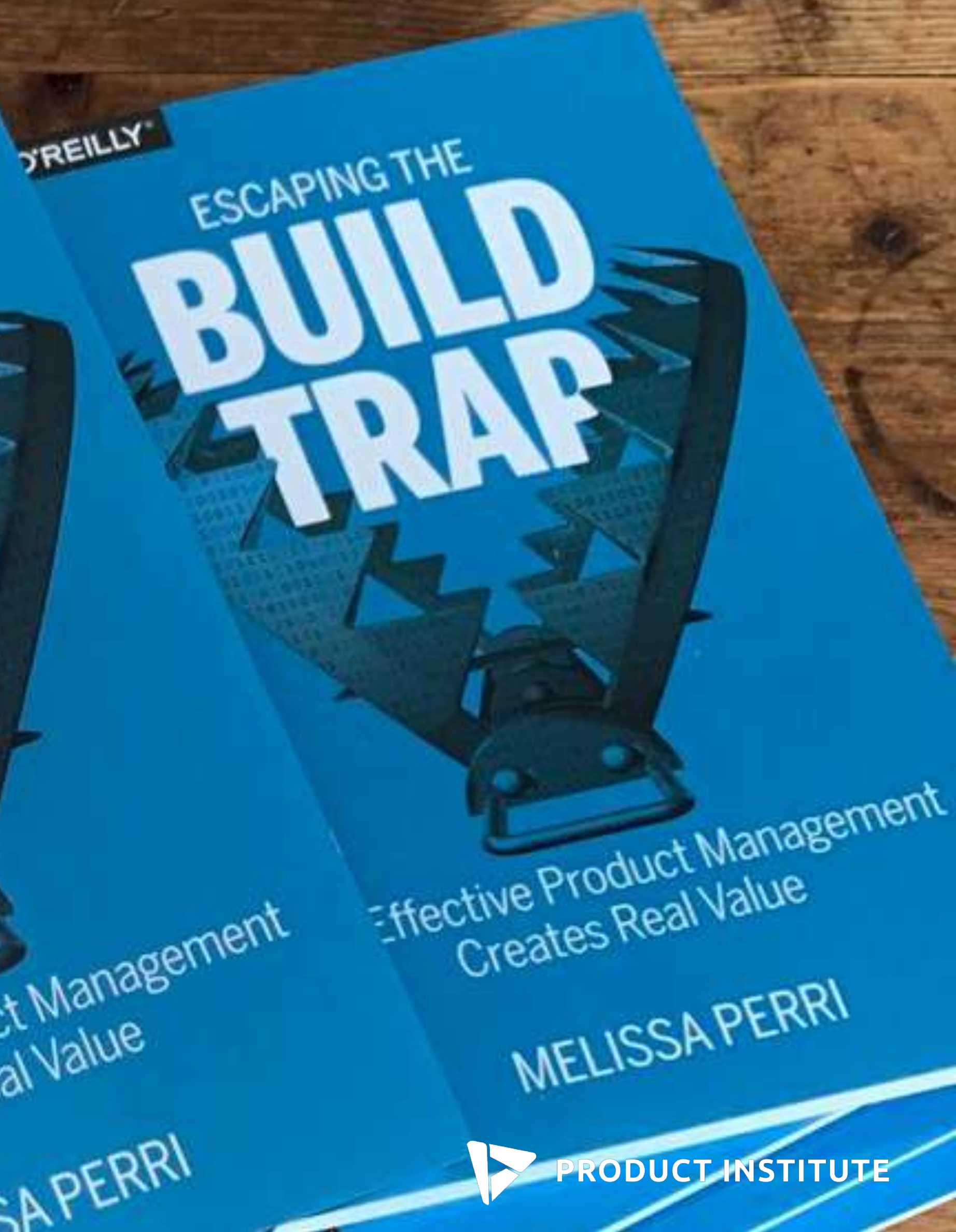
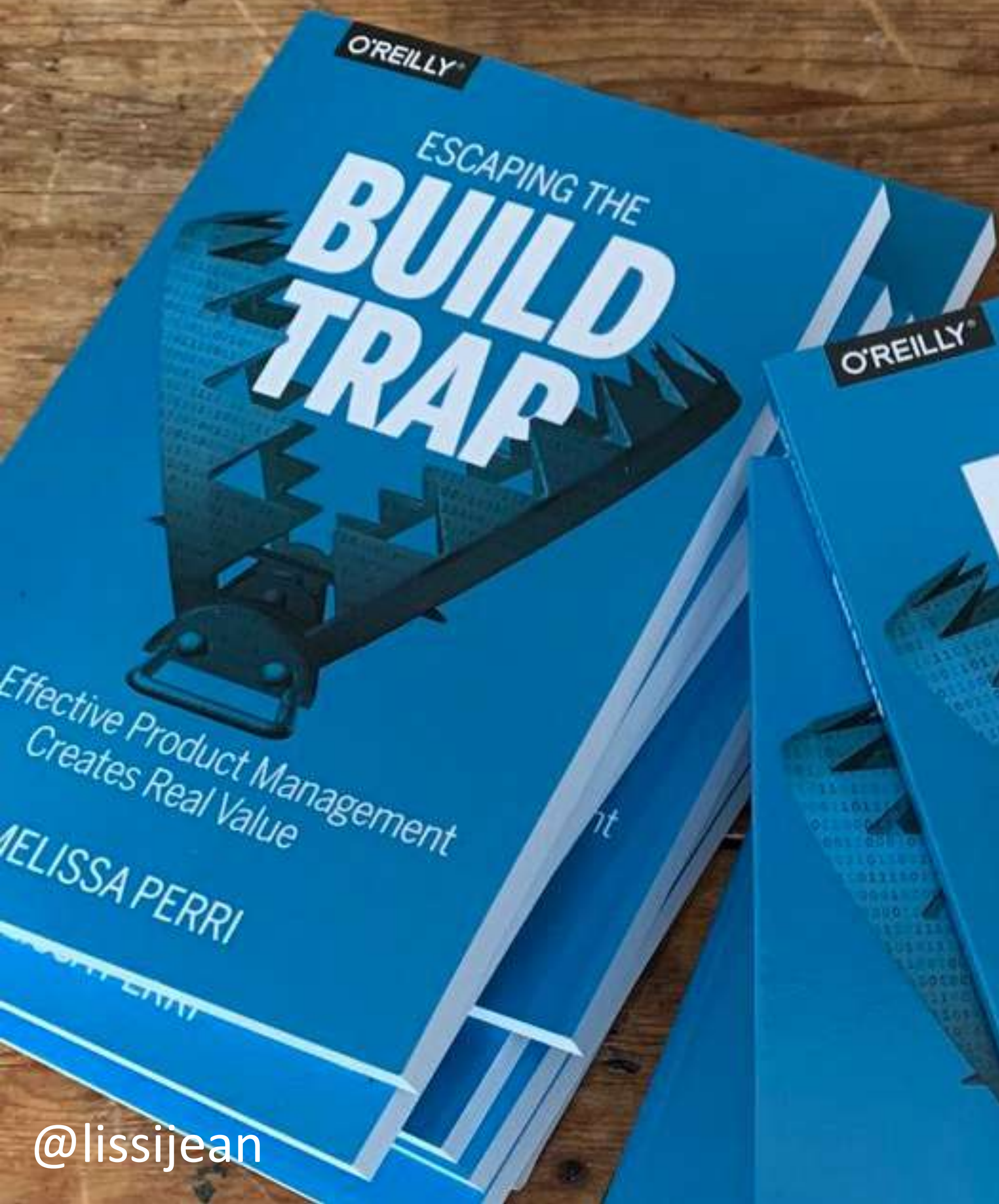


# Beyond the Build Trap: Becoming Truly Product-Led

Melissa Perri  
CEO of Product Institute  
[@lissijean](#)



@lissijean

## Define the Problem

## Discover Solutions

## Deliver Right Solution

Quantify Opportunity

Define Personas

User Research

Data Analysis

Competitive Analysis

MVP Testing

Rapid Prototyping

Usability Testing

Usage Metrics

Beta Testing

Story Mapping

Backlog Prioritization

UX Design

Goal Setting & Iteration

Go to Market Strategy

# DEAR MELISSA

an AMA episode of the **PRODUCT THINKING** podcast



**ANSWERING YOUR MOST ASKED QUESTIONS OF  
2022**

@lissijean



PRODUCT INSTITUTE

# PRODUCT- LED?!

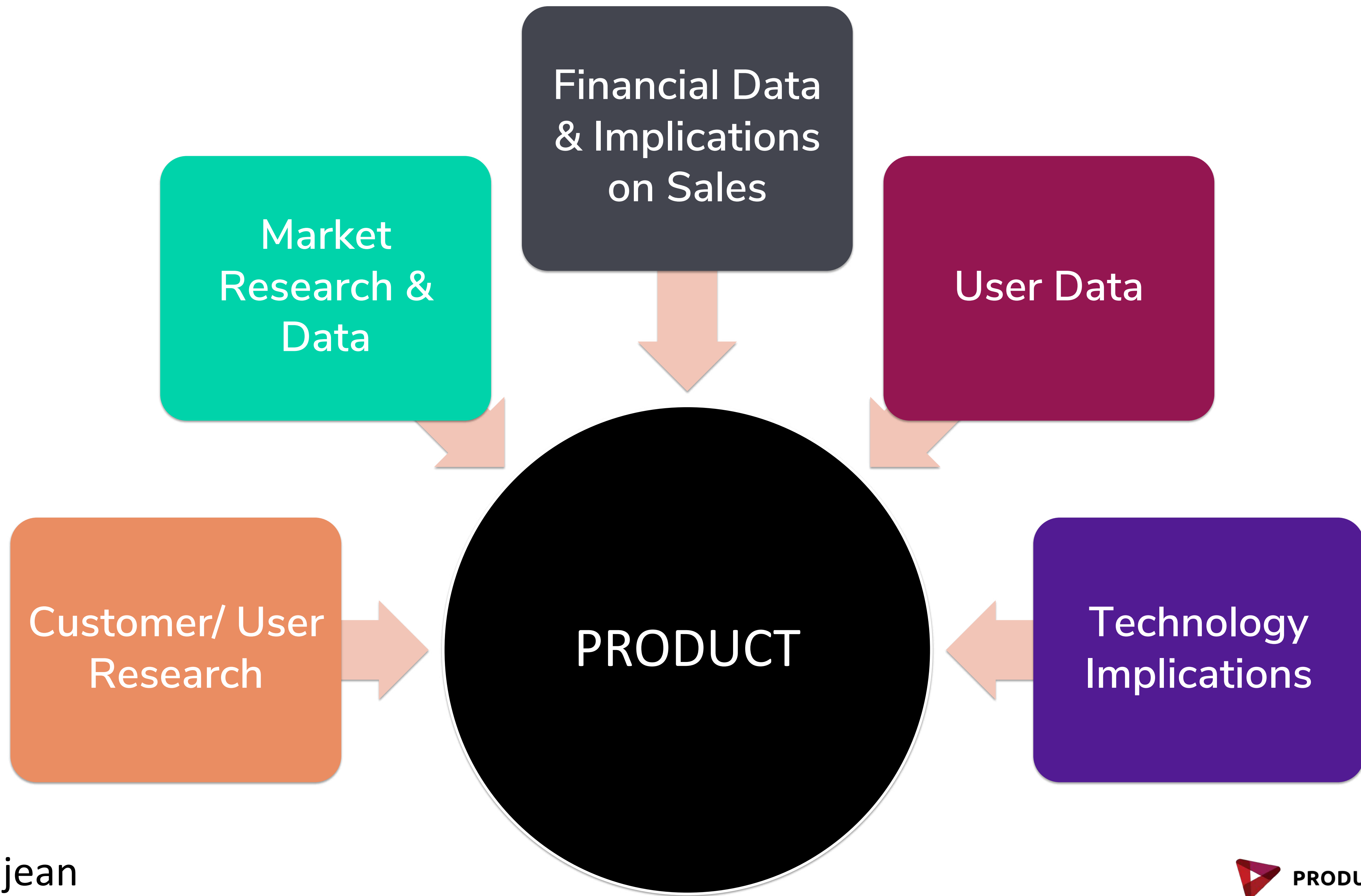
@lissijean

# PRODUCT MANAGEMENT RULES EVERYTHING!



**THE  
PRODUCT  
LEADS OUR  
GROWTH**







WE ARE GOOD AT  
WORKING SMALL,  
BUT NOT  
THINKING BIG.



“While national cultures are based on deeply held values, organizational cultures are more concerned with **practices**. The repetition of those **practices** or **behaviors** within a workplace help to define the organization’s culture.” – TD.org

## Define the Problem

Quantify Opportunity

Define Personas

User Research

Data Analysis

Competitive Analysis

## Discover Solutions

MVP Testing

Rapid Prototyping

Usability Testing

Usage Metrics

Beta Testing

## Deliver Right Solution

Story Mapping

Backlog Prioritization

UX Design

Goal Setting & Iteration

Go to Market Strategy















Lack of knowledge.



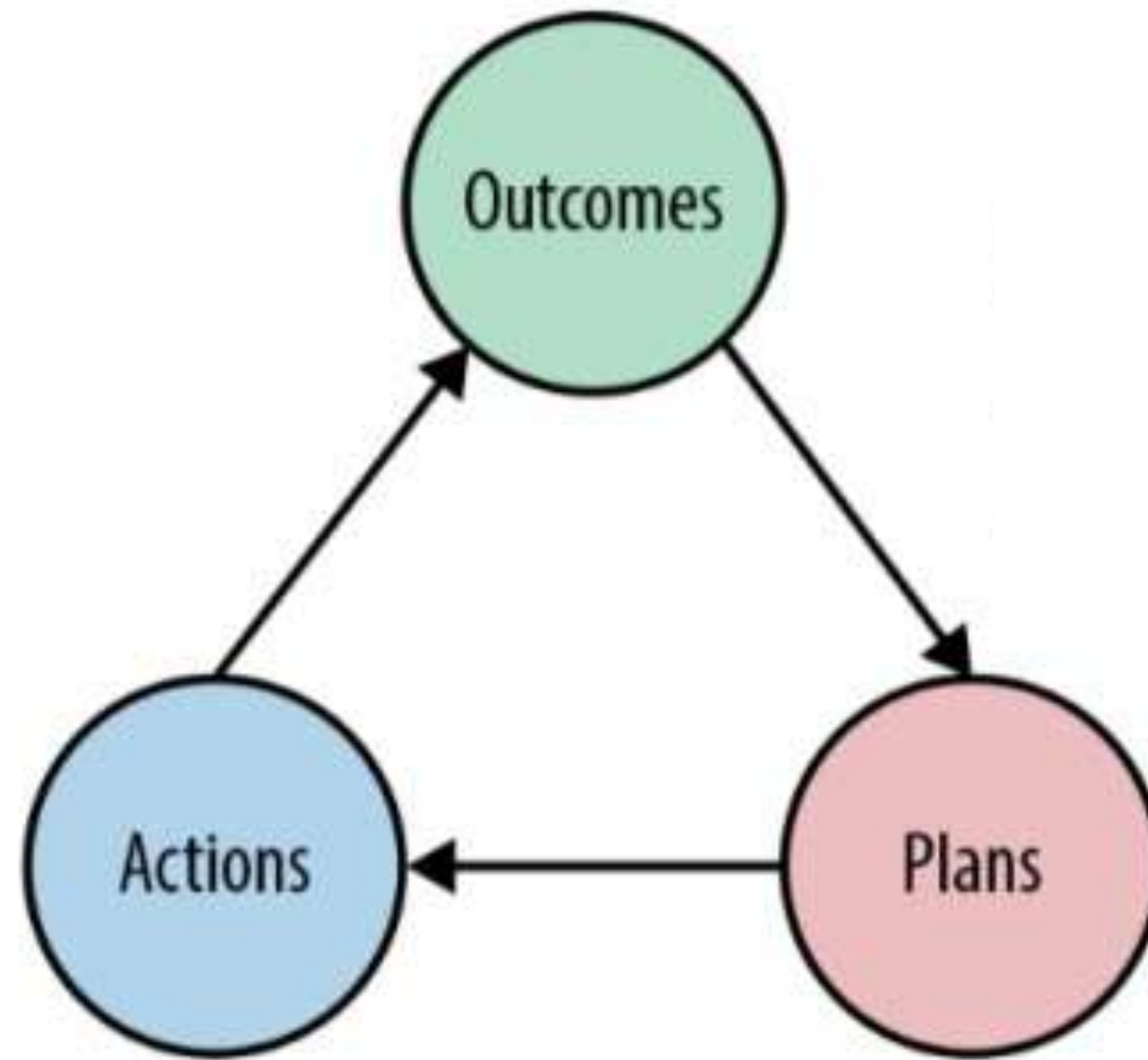
Lack of control.

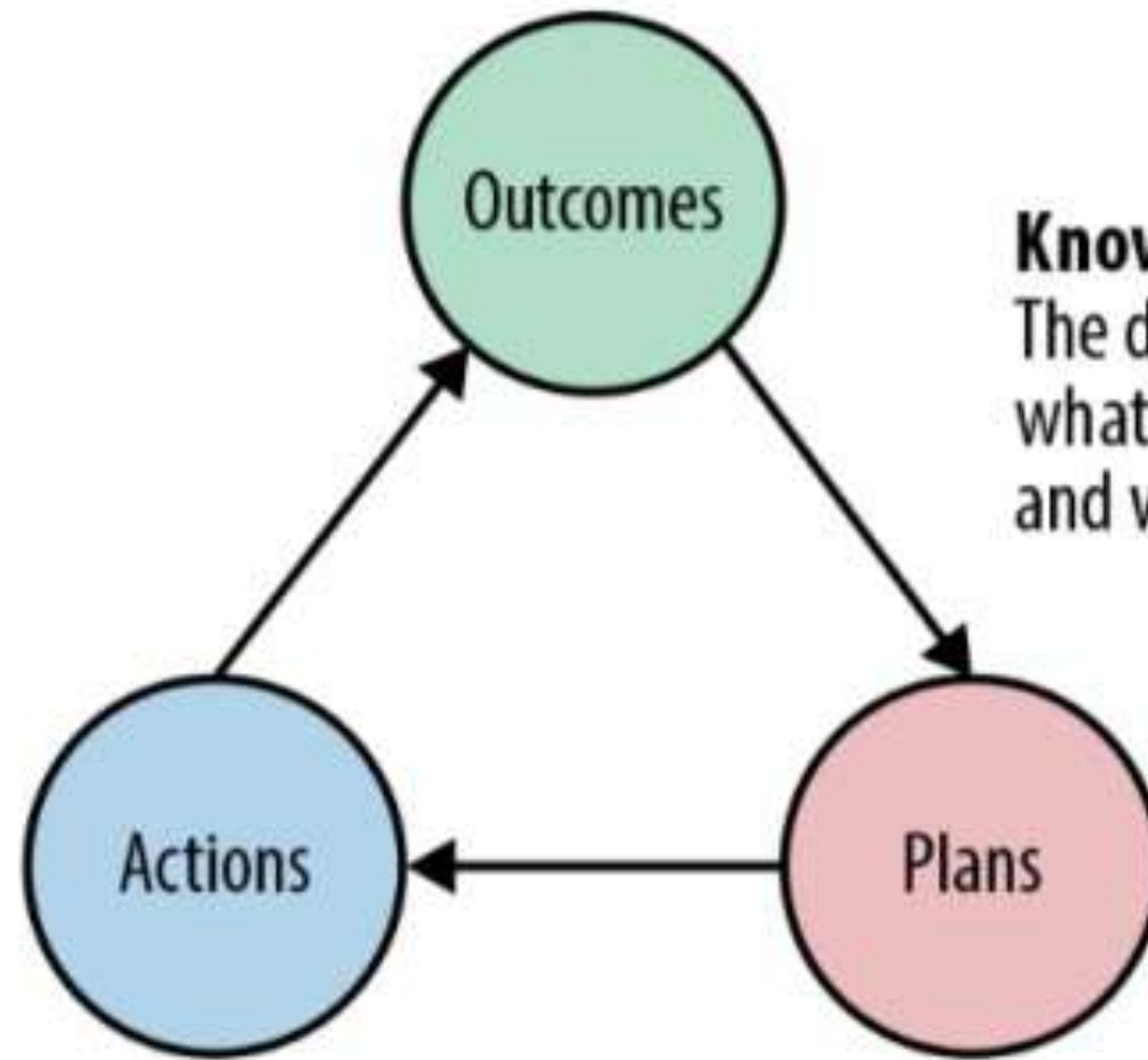
**PRODUCT  
STRATEGY**

**PRODUCT  
OPERATIONS**

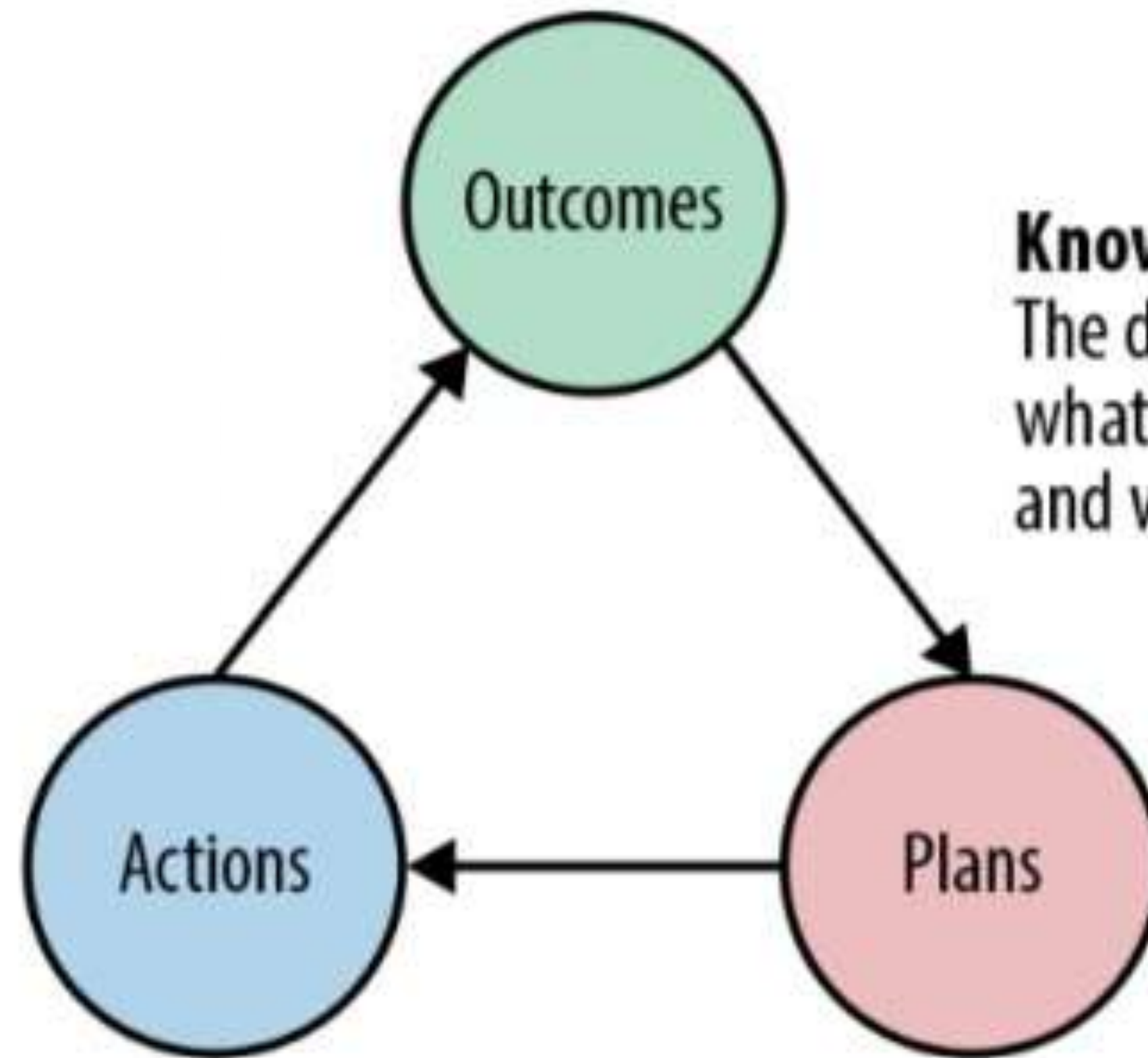






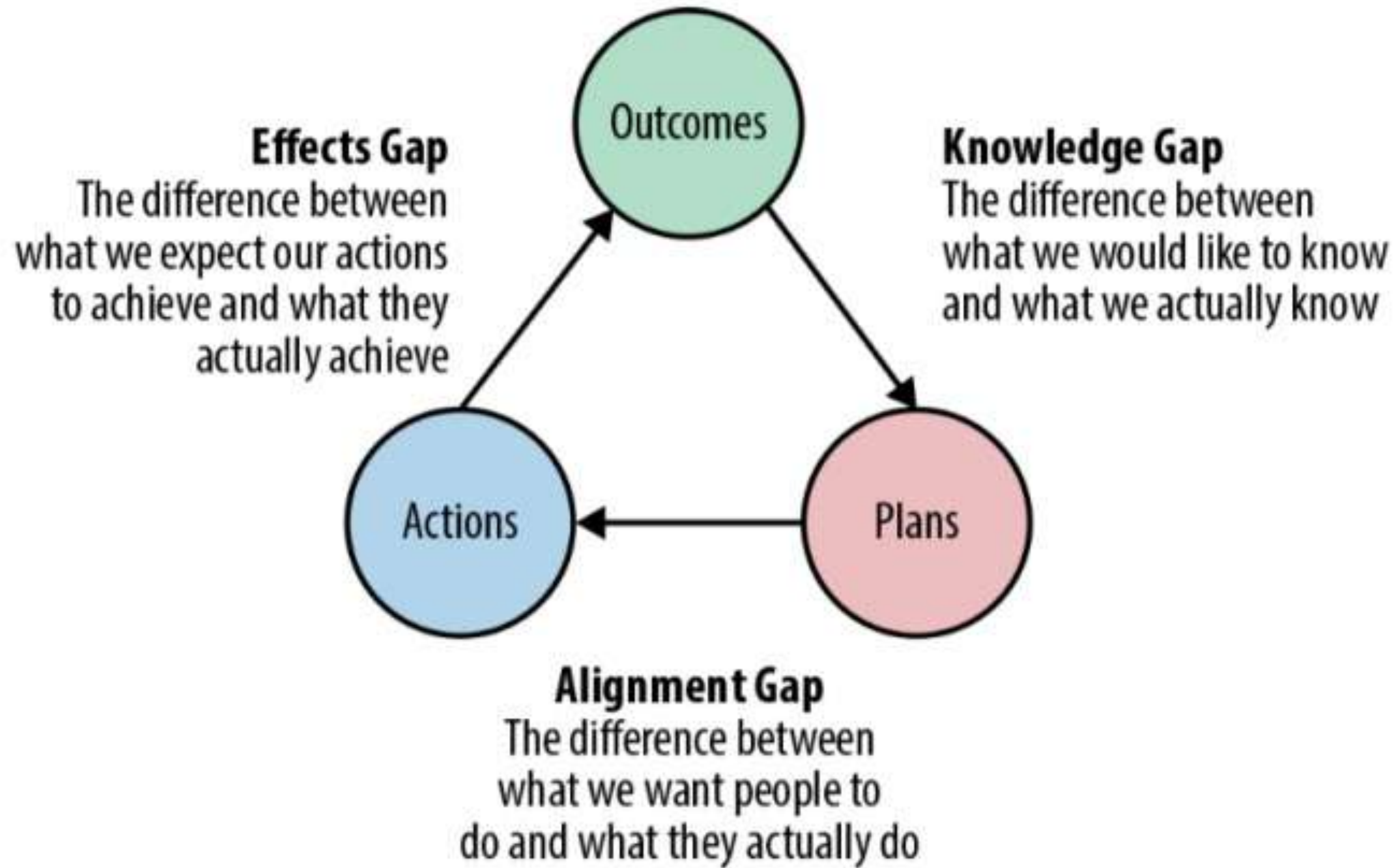


**Knowledge Gap**  
The difference between  
what we would like to know  
and what we actually know



**Knowledge Gap**  
The difference between what we would like to know and what we actually know

**Alignment Gap**  
The difference between what we want people to do and what they actually do







#APBIO

 PRODUCT INSTITUTE 

**COMPANY VISION**

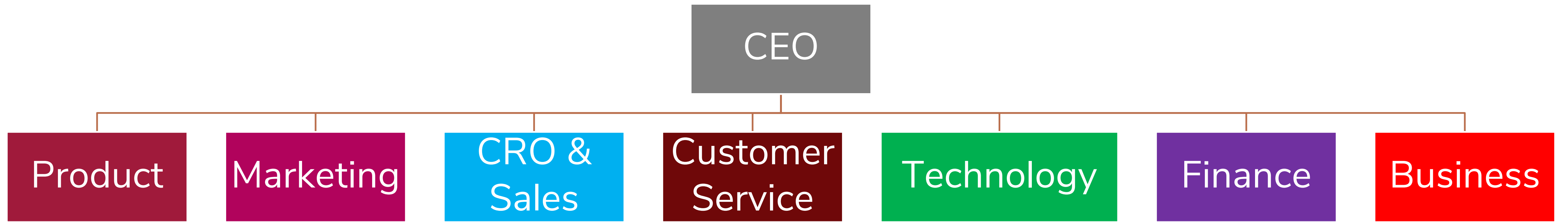


**SOLUTIONS**



# STRATEGY LAYERS

Company Vision	What do we want to be in 5-10 years? Value for customers, position in market, what our business looks like	CEO & Senior Leadership	3 – 5 Years
Company Strategic Intent	What business <b>challenges</b> are standing in our way of reaching our vision?	Senior leadership (CEO-1)	1 – 3 Years
Product Strategy & Initiatives	What <b>problems</b> can we address to reach the portfolio vision and reach those business challenges in individual products?	VPs & Directors	6 – 12 Months
Options	What are the different <b>solutions</b> I can create address those problems to reach our goals?	Product dev teams	3 – 6 Months





**PRODUCT = BUSINESS**

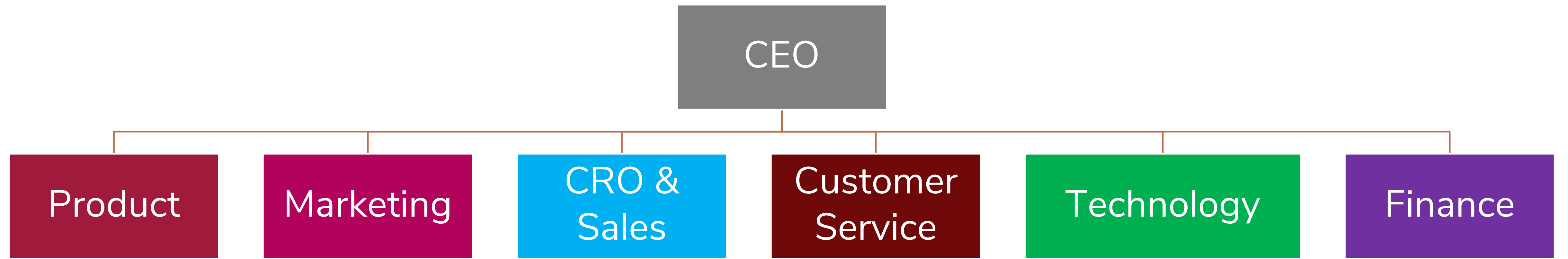
MARKETING

PRODUCT &  
DESIGN

SALES

TECH



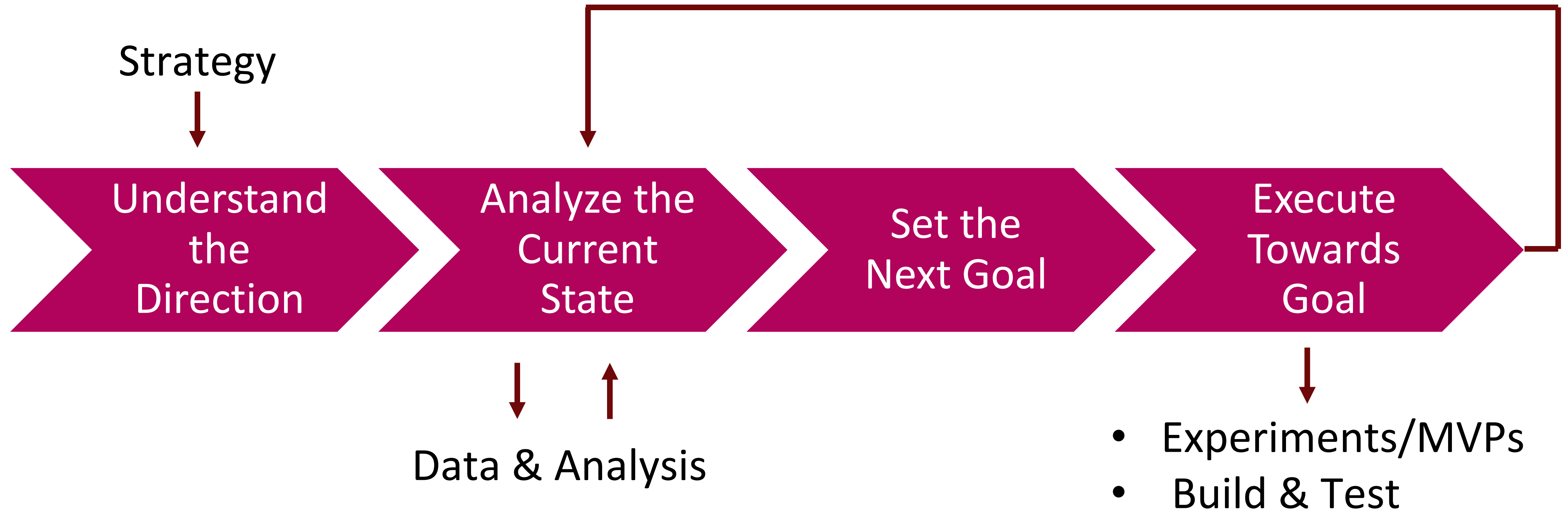


## Strategic Intent

1. Increase retention in the small & medium business
2. Move upmarket into the Enterprise

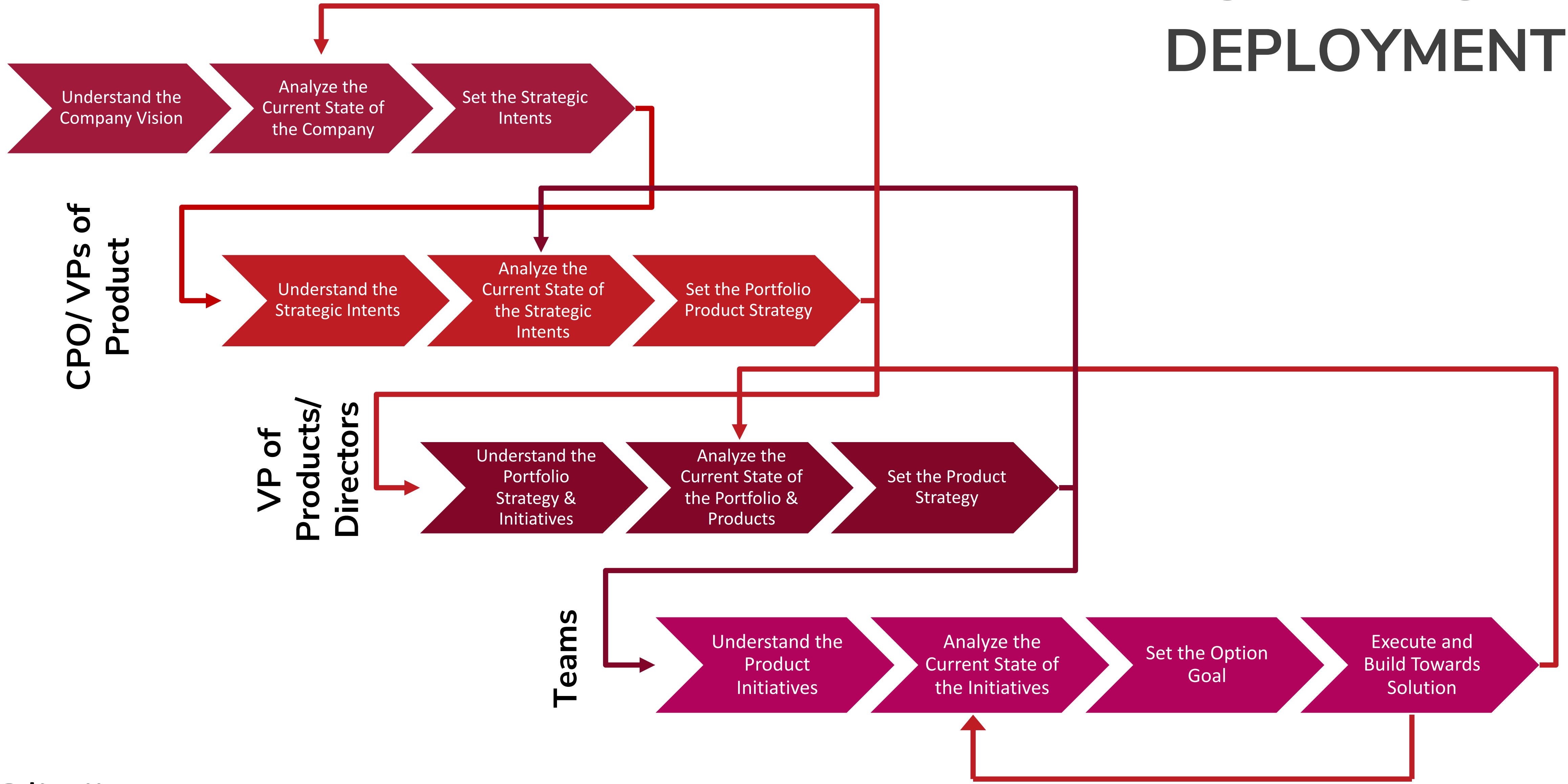


# PRODUCT KATA



# STRATEGY DEPLOYMENT

Executives



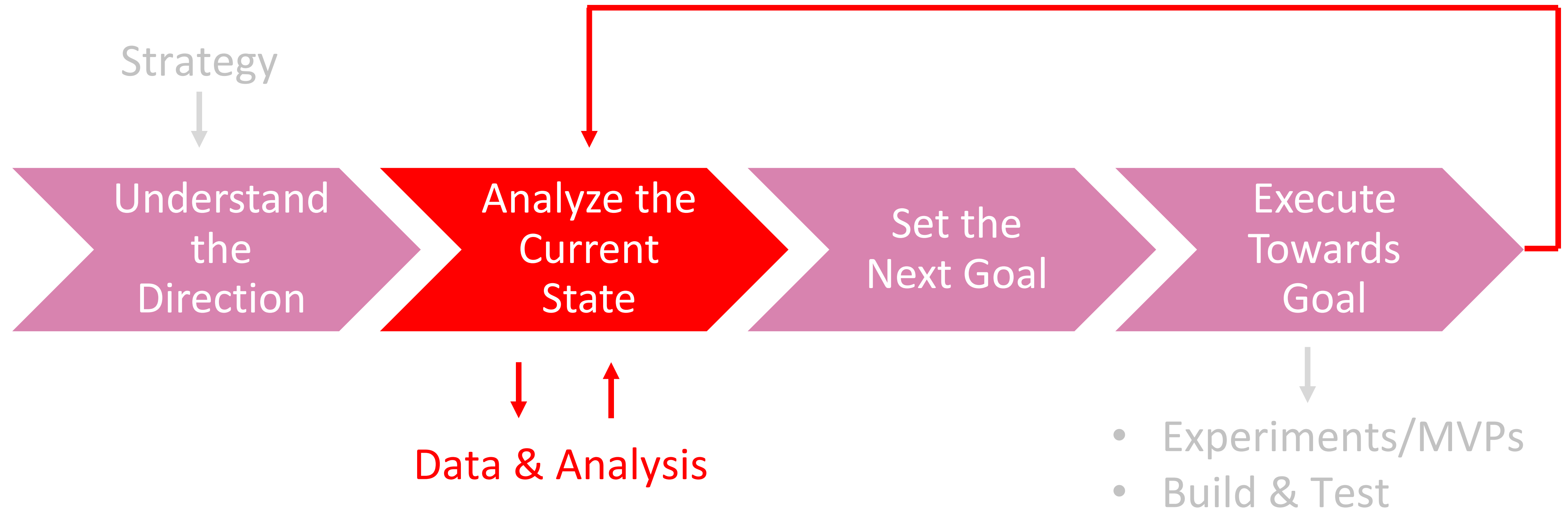
CPO/VPs of Product

VP of Products/  
Directors

Teams



# PRODUCT KATA





# THESE COMPANIES DO PRODUCT OPERATIONS

**stripe**

 pendo

 athenahealth

**ATB** Financial™

sam's club 

 **Airtable**

 **shopify**

 outsystems

 **Calendly**

 **twilio**

 **Amplitude**

 **Forsta**

**CentralReach**

 **PayPal**

# PRODUCT OPERATIONS



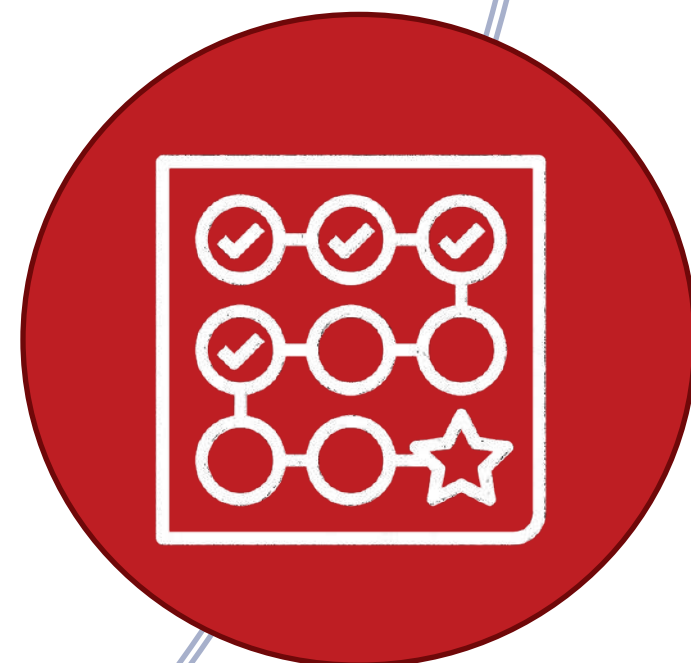
**Business  
Data & Insights**

Collection and analysis of internal data for strategy creation and monitoring



**Customer and  
Market Insights**

Facilitation and aggregation of external research



**Process and  
Governance**

Scaling PM value with consistent cross-functional practices and frameworks

- Finance
- Business Units/  
Sales

Financial  
Data &  
Implications  
on Sales

User Data

- Data Analysts

Technology  
Implications

- Technology  
Teams

- GTM Team
- Product  
Marketing
- Strategy  
Research

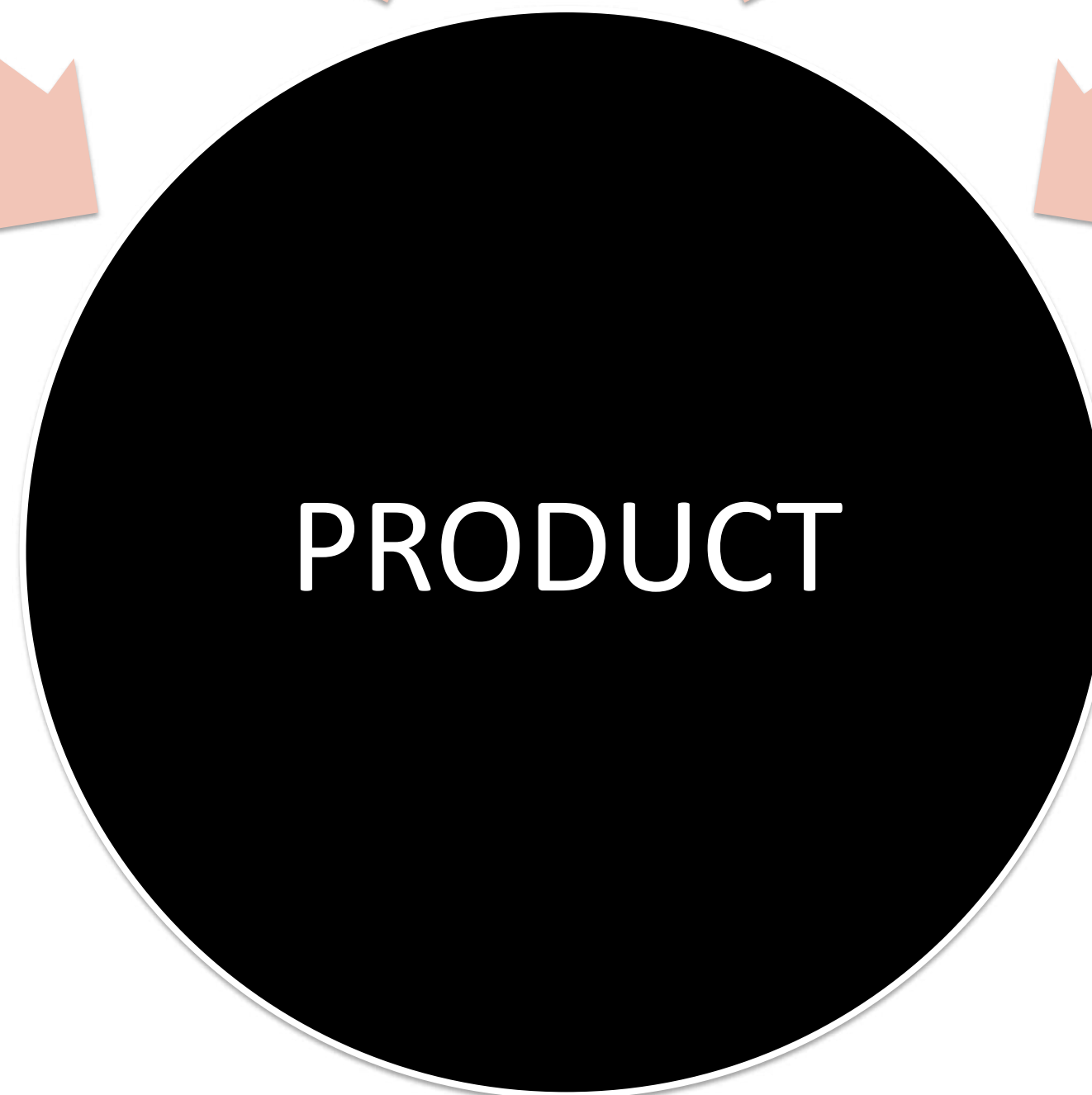
Market  
Research &  
Data

- Compliance  
Teams
- Legal

Customer/  
User  
Research

Compliance/  
Legal

- UX Team
- User Research
- Sales
- Customer  
Support
- Account Mgmt





# UX RESEARCH



Jen Cardello



- What do people need?
- How do they solve their problems now?
- How well do the experiences solve the problems?
- Why are people acting the way they do?
- How can we improve our experience?



- What are the unmet needs in the market?
- How big is the TAM? SAM?
- How do our solutions meet the needs? Can we develop new ones?

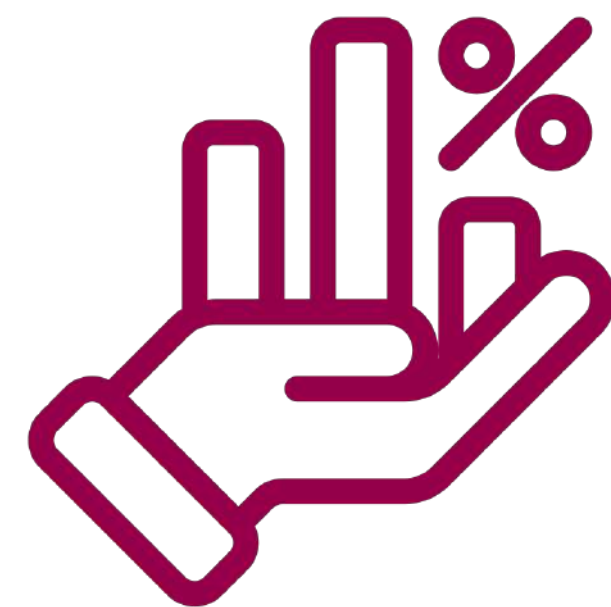
## STRATEGIC RESEARCH



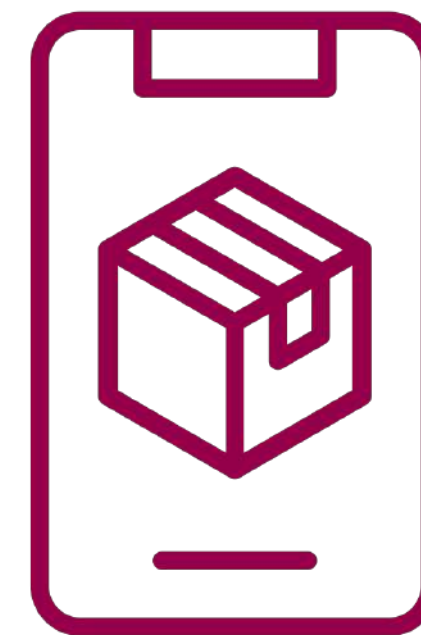
**Christine Itwaru**



@lissijean

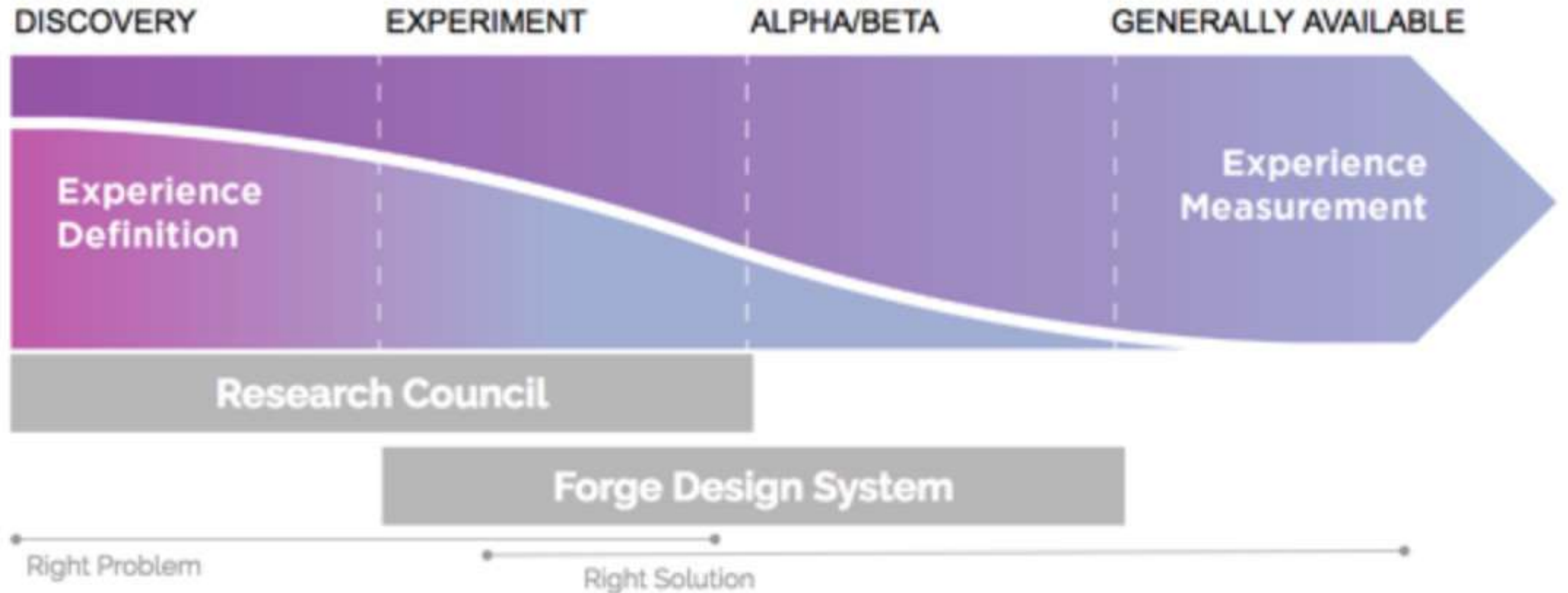


SALES



PRODUCT

# DesignOps Systems & athenahealth's Product Development Lifecycle



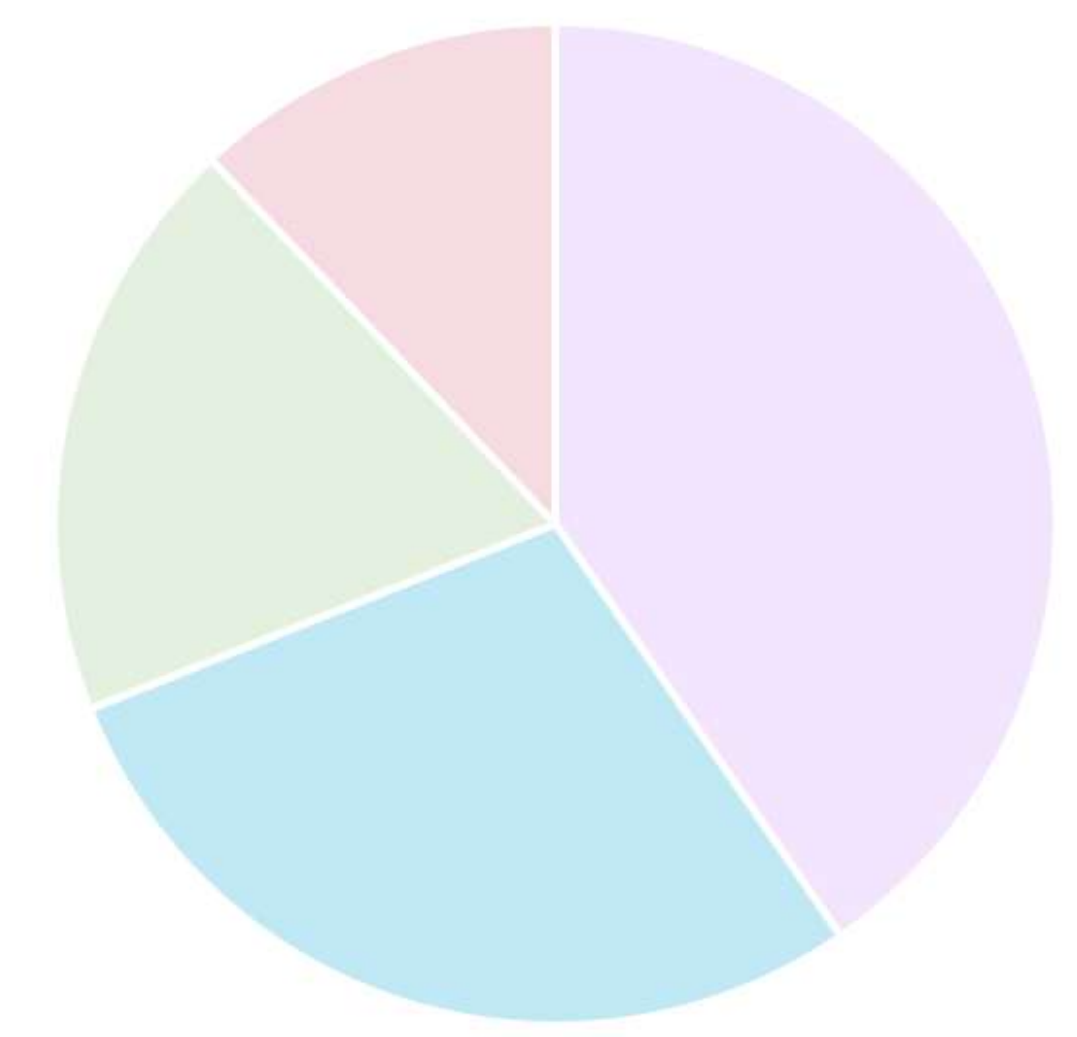
For example: Sales cannot begin selling a solution until it reaches a certain stage in the product development cycle

Group by  
OKR



Title	Product	OKR	Quarter
▼ Increase Engagement (24)			
● Dynamic	Medicare Adv...	Increase Eng...	
● API Integration	Medicare Adv...	Increase Eng...	Q1 2022
● AI decisioning drives adoption in larger market	Oscar for Bus...	Increase Eng...	Next
● Mobile experience update	Oscar for Bus...	Increase Eng...	2022 Q2
● New Search Window	Medicare Adv...	Increase Eng...	Q1 2022
● New portal feature	Oscar for Bus...	Increase Eng...	Q1 2022
● New Feature For Bill Module	Individuals & ...	Increase Eng...	Q1 2022
● Mobile update	Individuals & ...	Increase Eng...	2022 Q3
● New Feature	Individuals & ...	Increase Eng...	2022 Q2
● Customize fiscal year	Individuals & ...	Increase Eng...	2022 Q2
● customer request portal	Providers	Increase Eng...	
● customize calendar year	Oscar for Bus...	Increase Eng...	

▼ Planned + Confirmed Allocation (2022/04/25 - 2022/10/10) ?



OKR	Target (%)	Planned (%)	Planned (weeks)
● Increase Engagement	35%	40.36%	134
● Grow core market	10%	28.61%	95
● Invest in the Future	30%	18.98%	63
● Reduce Fraud Losses	25%	12.05%	40
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>332</b>

## J Increase Engagement



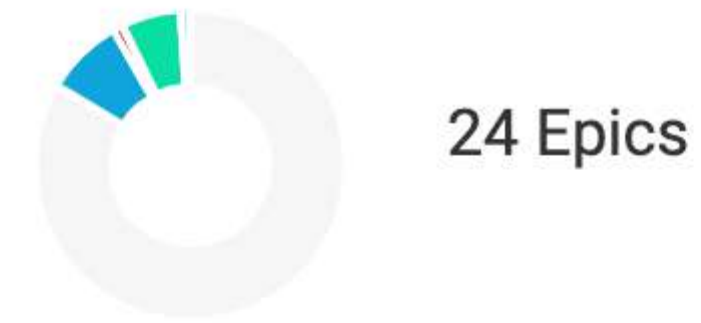
73.3%

OKR Progress

18.4%

Epic Progress

DAU / MAU 30-Day MA



## B Invest in the Future

33.3%

OKR Progress

8.4%

Epic Progress

User Validated New Concepts Per...



## C Grow core market

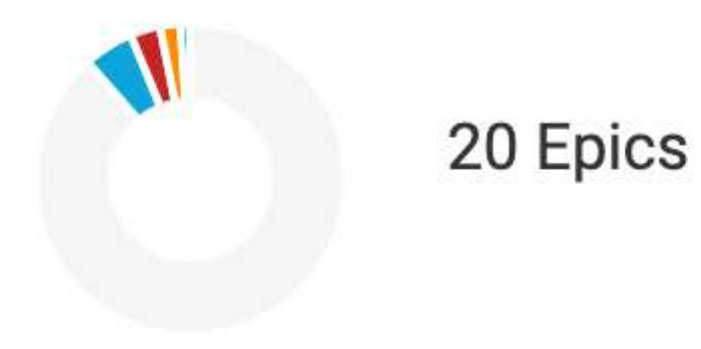
93.3%

OKR Progress

14.6%

Epic Progress

Margin Improvements



## B Reduce Fraud Losses

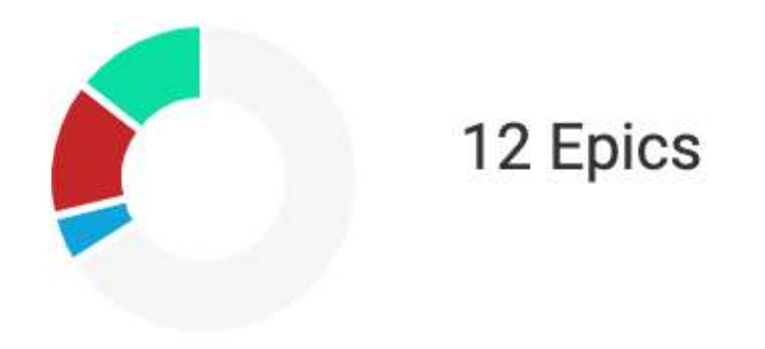
4.0%

OKR Progress

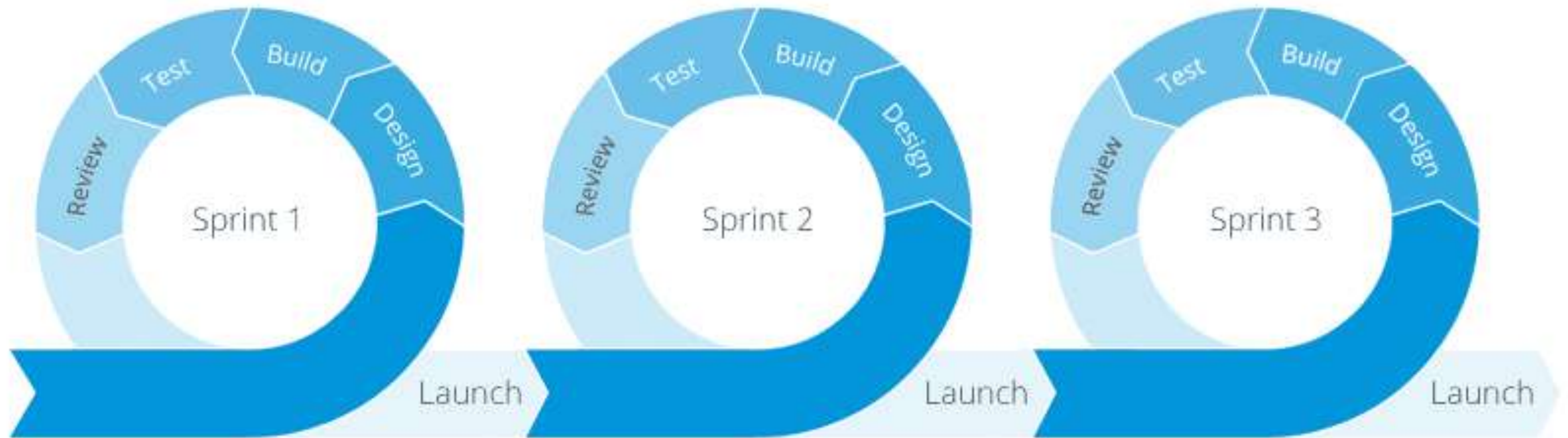
35.7%

Epic Progress

Charge Back Rate



# AGILE CADENCES



# DAILY/WEEKLY

Company Vision	What do we want to be in 5-10 years? Value for customers, position in market, what our business looks like	CEO & Senior Leadership	3 – 5 Years
Company Strategic Intent	What business <b>challenges</b> are standing in our way of reaching our vision?	Senior leadership (CEO-1)	1 – 3 Years
Product Portfolio Strategy & Initiatives	What <b>problems</b> can we address to tackle the strategic intents from a product portfolio perspective?	Chief Product Officer & VPs	1-3 Years
Product Strategy & Initiatives	What <b>problems</b> can we address to reach the portfolio vision and reach those business challenges in individual products?	VPs & Directors	6 – 12 Months
Options	What are the different <b>solutions</b> I can create address those problems to reach our goals?	Product dev teams	3 – 6 Months

# MONTHLY

Company Vision	What do we want to be in 5-10 years? Value for customers, position in market, what our business looks like	CEO & Senior Leadership	3 – 5 Years
Company Strategic Intent	What business <b>challenges</b> are standing in our way of reaching our vision?	Senior leadership (CEO-1)	1 – 3 Years
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# QUARTERLY

Company Vision	What do we want to be in 5-10 years? Value for customers, position in market, what our business looks like	CEO & Senior Leadership	3 – 5 Years
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Options	What are the different <b>solutions</b> I can create address those problems to reach our goals?	Product dev teams	3 – 6 Months

# QUARTERLY & YEARLY REVIEWS

Company Vision	What do we want to be in 5-10 years? Value for customers, position in market, what our business looks like	CEO & Senior Leadership	3 – 5 Years
Company Strategic Intent	What business <b>challenges</b> are standing in our way of reaching our vision?	Senior leadership (CEO-1)	1 – 3 Years
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# Standardize Templates That Are Helpful

## STRATEGY MEMO

2-3 pages describing the opportunity and how it will be captured (strategic intents)

## OKR REPORTING

A group of intended outcomes and associated metrics for tracking them that cascade through the organization (similar to cascading SMART goals)

## GO-TO-MARKET DOCS

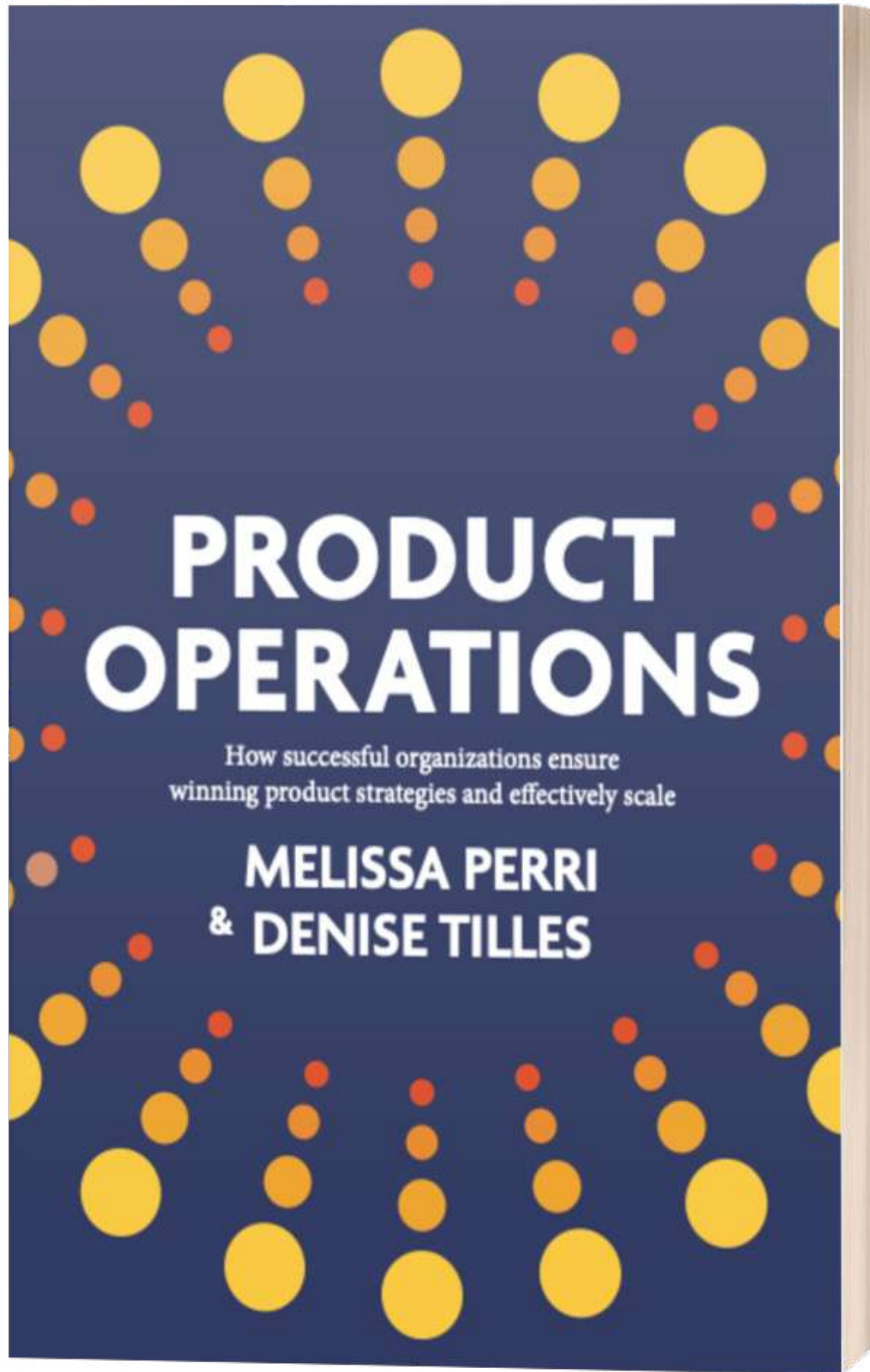
Document how we plan to launch the product, train the users, and make sure we're targeting the right people on launch across various teams.

## ROADMAPS

Visual explanation of the strategic intents and how each of them creates company value

A group of people's hands are stacked together in a circle on a wooden table. The hands are wearing various colored sleeves: brown, pink, black, and grey. In the background, there are several papers with charts and graphs, and a laptop is visible on the right side. The text is overlaid on a dark red semi-transparent rectangle in the center of the image.

**Better communication and collaboration.  
Better strategies and business outcomes.  
Better product launches.  
Better onboarding of Product Managers.**



COMING SOON!  
**PRODUCTOPERATIONS.COM**

@lissijean



Lack of knowledge.



Lack of control.

# EMPATHY

What are your  
**practices and behaviors?**





Grab the slides from here:  
[produxlabs.com/beyond](https://produxlabs.com/beyond)

 CPO ACCELERATOR

 PRODUCT INSTITUTE

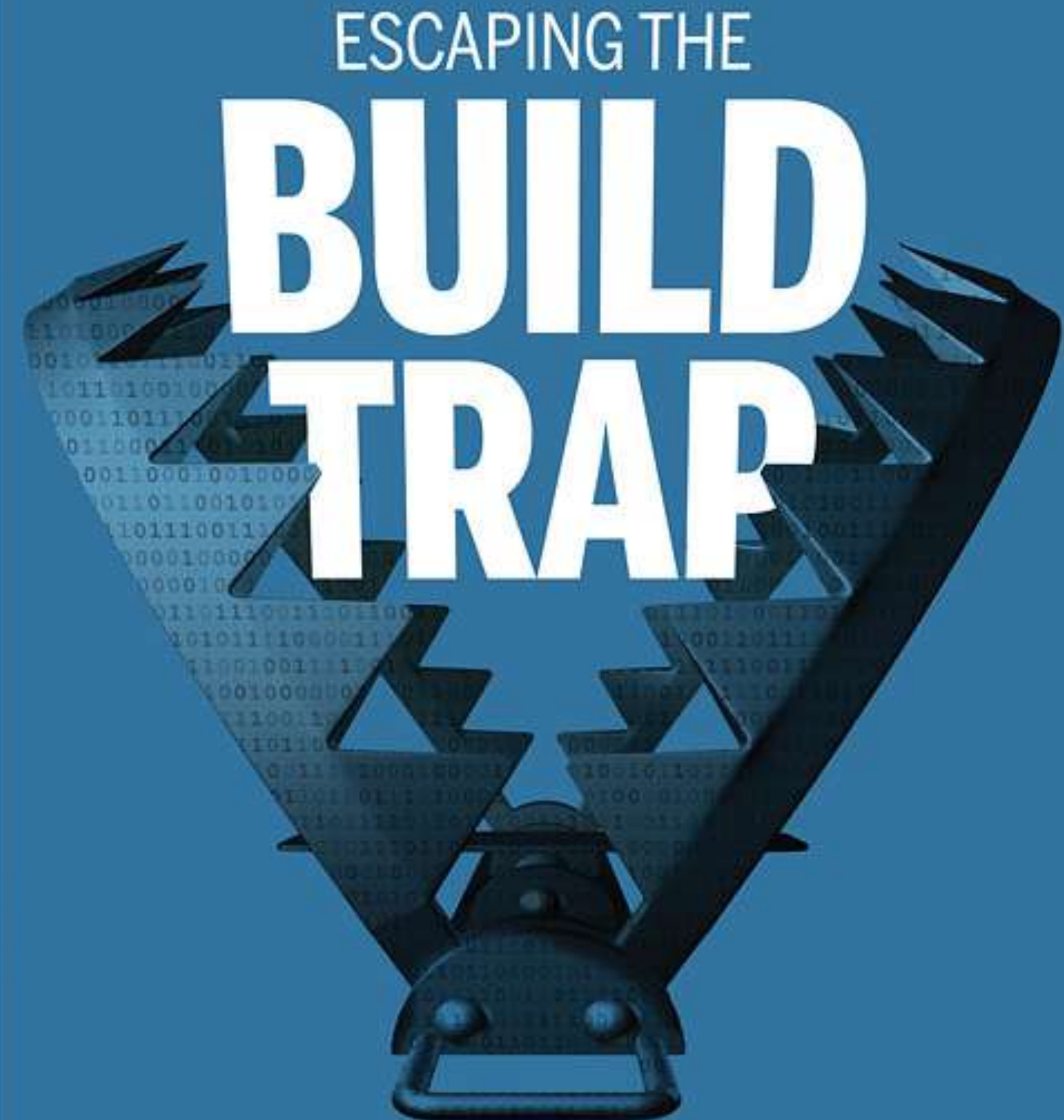
[PRODUXLABS.COM](https://produxlabs.com)



**PRODUCT  
THINKING**

*with Melissa Perri*

O'REILLY™



How Effective Product Management  
Creates Real Value

MELISSA PERRI