

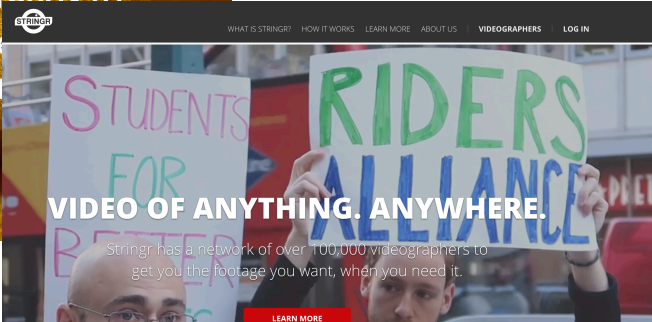
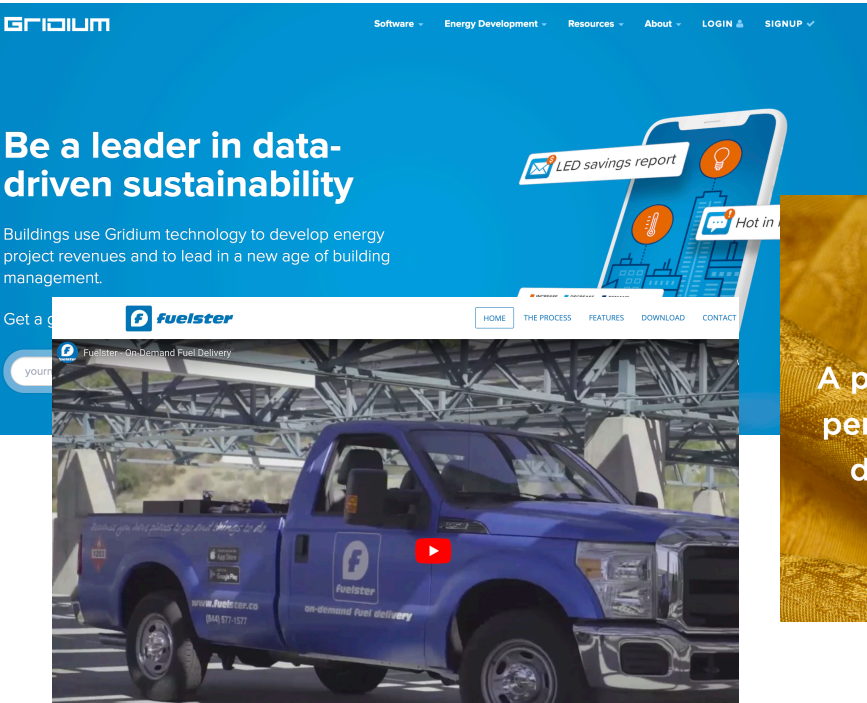
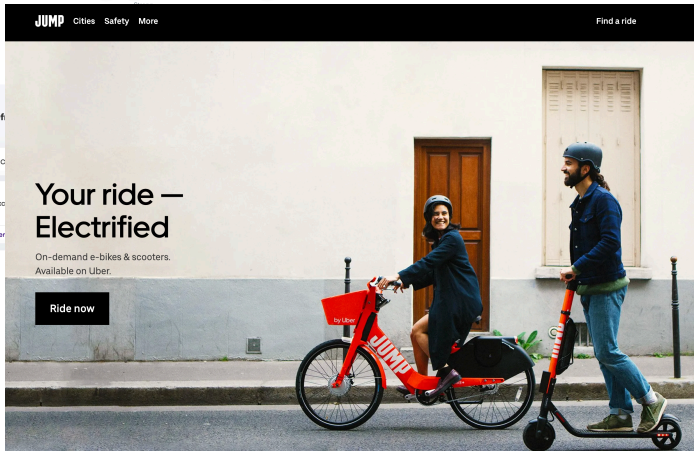
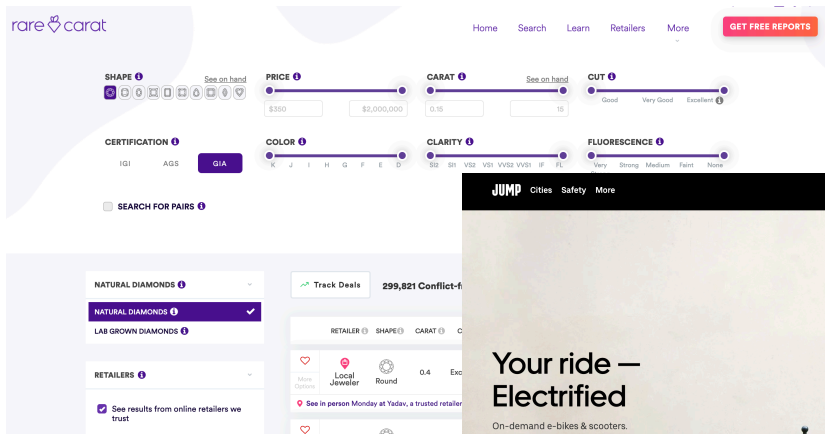
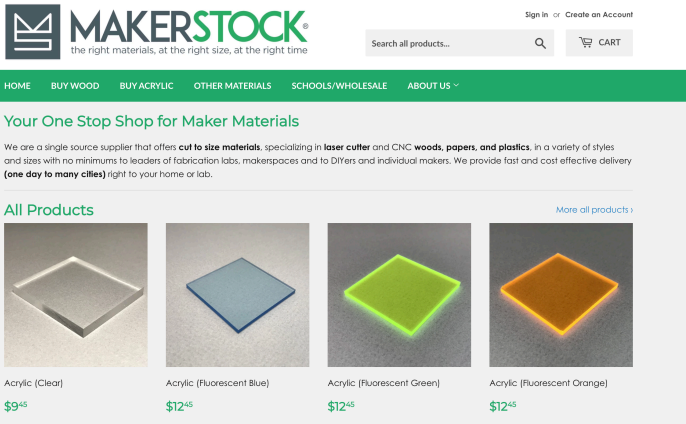


Session 1 - Intro to Product Management

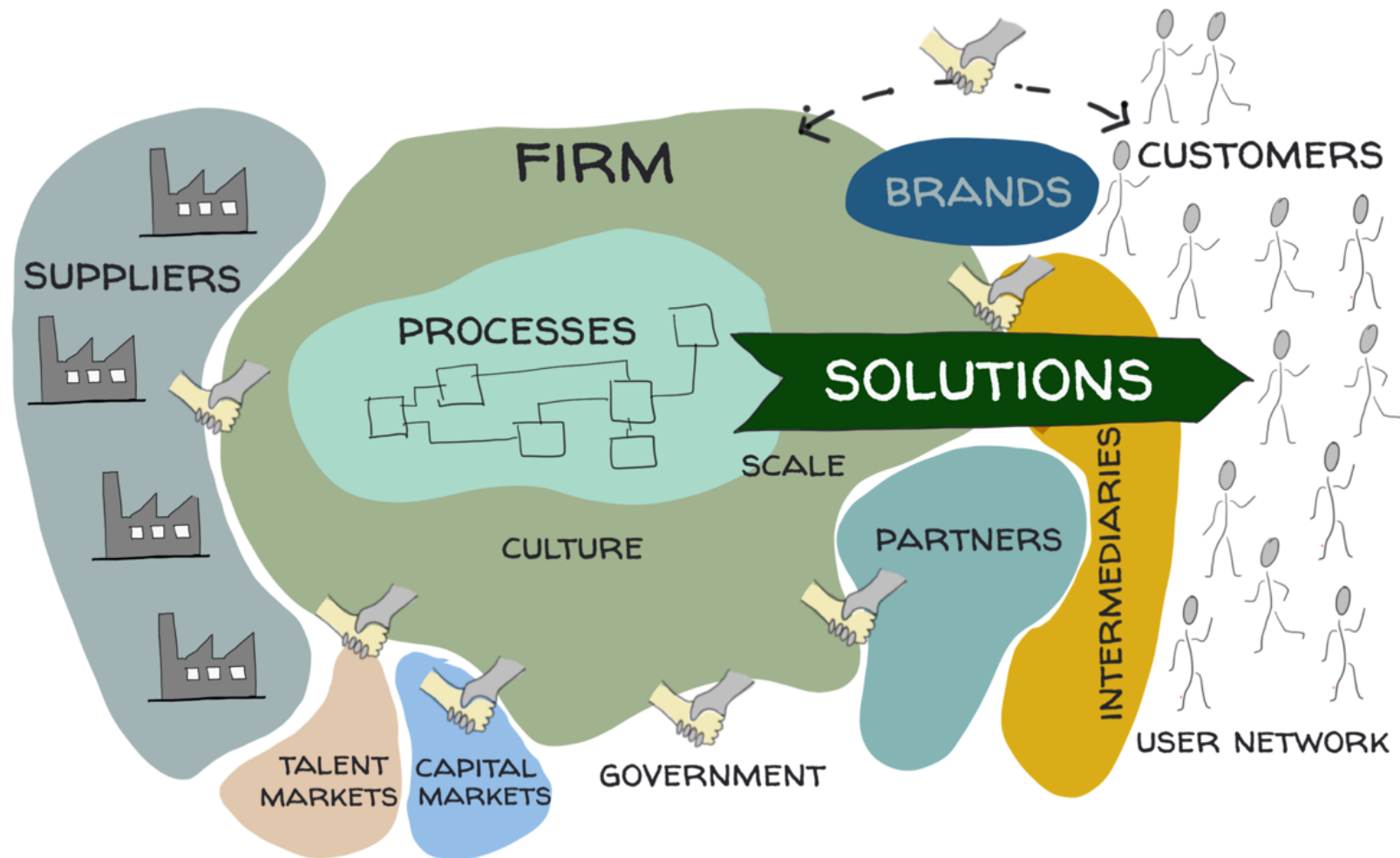
Professor Karl T. Ulrich

Vice Dean of Entrepreneurship & Innovation

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Firms are Activity Networks that Deliver *Solutions* (i.e., “Do a Job”)

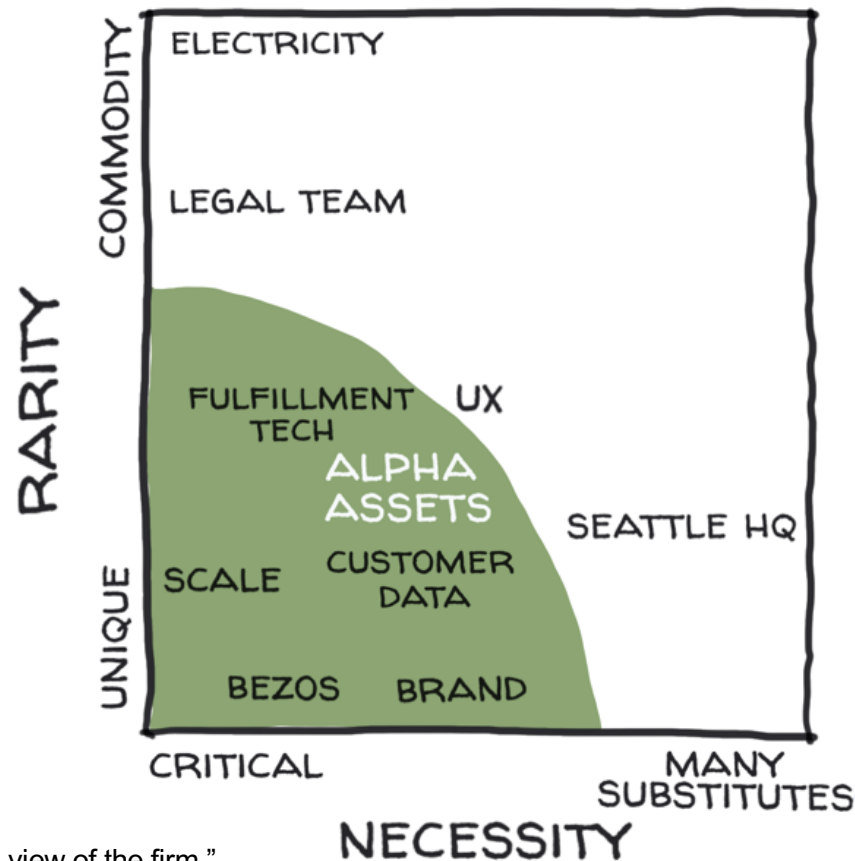


Alpha Assets: the *rare* and *necessary* resources to do the job.

Rare = How difficult would it be for a competitor to acquire the resource?

Necessary = To what extent is the resource required to do the job?
(i.e., To what extent is the resource non-substitutable?)

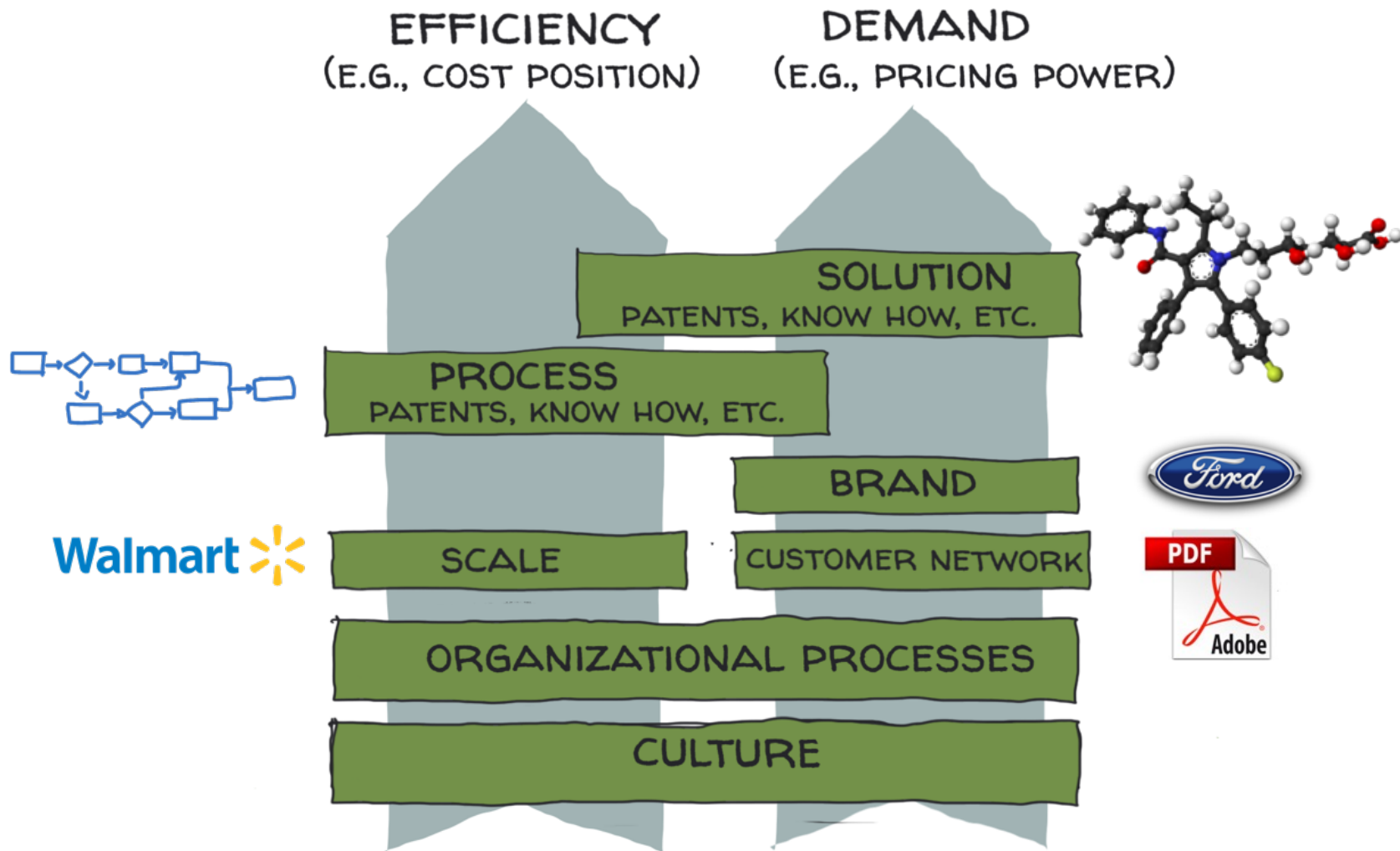
α β



amazon

More: Jay Barney. "Resource-based view of the firm."

Alpha Asset Template



BREAKOUT

1. Under what conditions can *solution* (aka *product*) be an Alpha Asset?

2. Can *Product Management* be an Alpha Asset? If so, under what conditions?

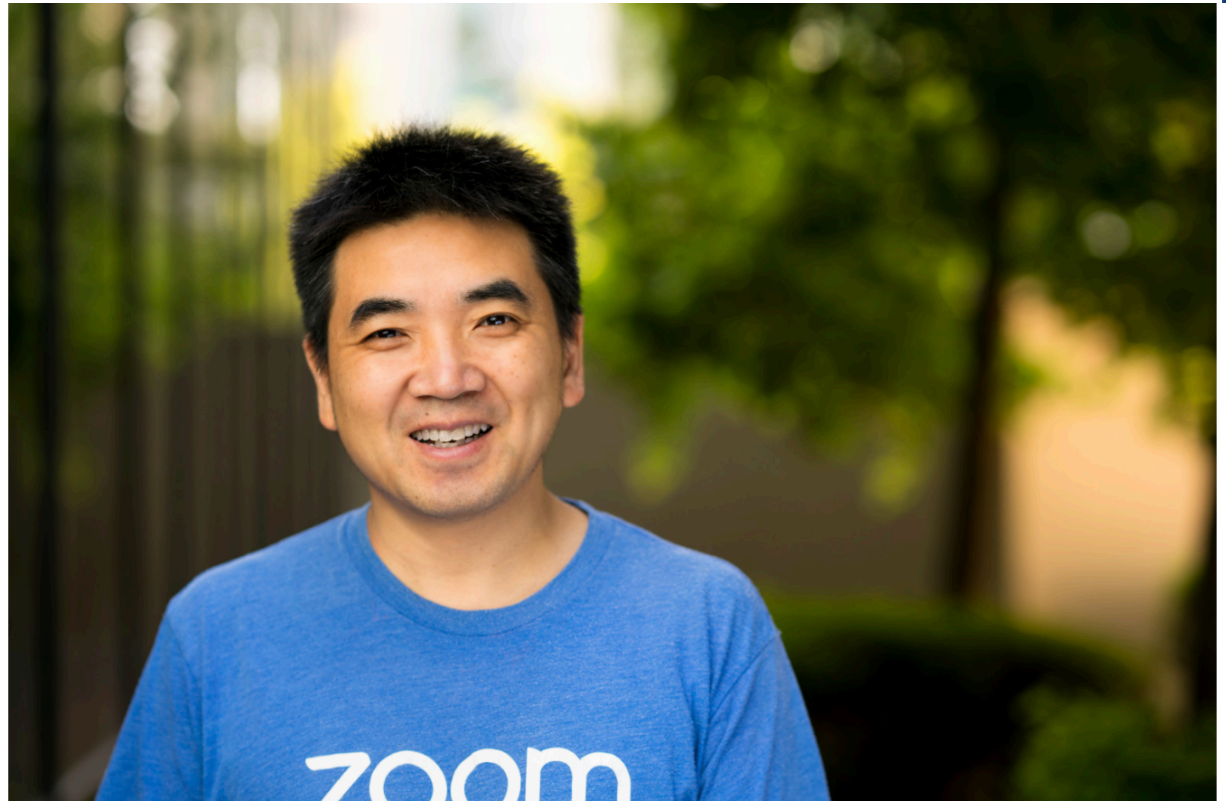
3. Why is PM such a common role in Silicon Valley?

Zoom: An IPO Done Right?

March 28, 2019 by James Stanier

[Leave a comment](#)

[Growth](#)



Eric S. Yuan, CEO of Zoom. Photo with credit to Zoom.

On March 22nd 2019, Zoom filed their S-1, the registration form in anticipation

MORE: <http://theengineeringmanager.com/growth/zoom-an-ipo-done-right/>

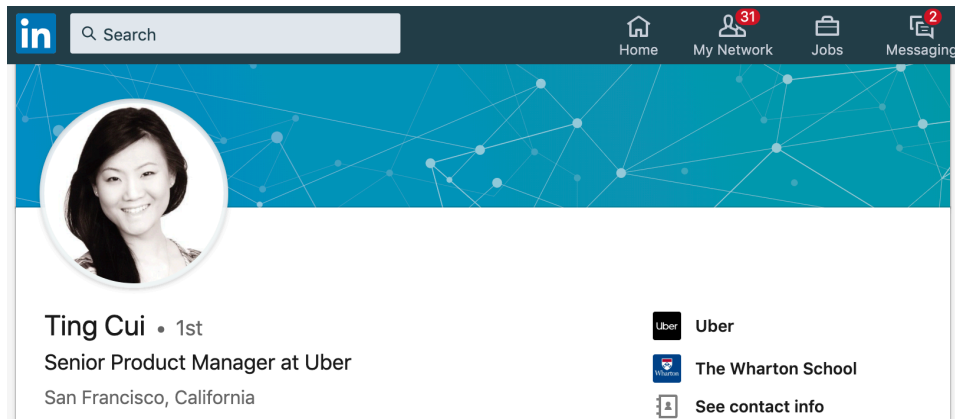
is the first time that the shares of a

company are able to be traded on a public stock market. This allows companies to

“We do it really, really f***ing good.”

Stewart Butterfield, founder *Slack*





Experience



Senior Product Manager

Uber

2018 – Present · 1 yr
San Francisco Bay Area

Startup Grind 2019 Speaker on The Future of Logistics: How Innovative Technologies Can Power Efficiencies in Dynamic, Manual Industries <https://www.startupgrind.com/conference/>



Product Lead

Udacity

2017 – 2018 · 1 yr
San Francisco Bay Area

Udacity was founded by Sebastian Thrun who started Google X. Our mission is to democratize access to higher education. We offer nanodegree programs in the latest cutting technology including self-driving car technology, robotics, artificial intelligence, deep learning, etc.

Product Lead, Flying Car + AI for Trading Nanodegree Programs

- created product vision and build 2 new teams (17 people), developed partnerships with leading employers, and launched 2 zero to one products
- Flying Car Nanodegree Program was announced at TechCrunch Disrupt 2017
- <https://techcrunch.com/2018/01/23/udacity-opens-applications-for-its-flying-car-nanodegree-program/?ncid=rss>
- AI for Trading was created in partnership with \$5B hedge fund, WorldQuant
- <https://www.finextra.com/pressarticle/74968/udacity-unveils-ai-for-trading-nanodegree-programme/wholesale> See less



Senior Product Manager

Wealthfront

2016 – 2017 · 1 yr
San Francisco Bay Area

PM, Growth & Core Experience (sign up, logged in user experience, funding methods), firm doubled from \$3.5B to \$7B AUM during this time

Launched new account linking product on 3 platforms (web, iOS, android), allowing... See more



Senior Product Manager

Amazon

2014 – 2016 · 2 yrs
San Francisco Bay Area

Prime Now (2015-2016)

2nd PM hire on 3P team, grew with team as we expanded across 3 different offices from 0-\$100M revenue. Launched Amazon's first 1hr alcohol delivery experience. Defined product vision and roadmap for Prime Now merchant products (new model that allows cust... See more

Product Manager or PM

Likely the most common role for MBA alums interested in products.

What is a *Product Manager (PM)*?

The market-facing owner of what the product is.

- Creator or guardian of the product vision.
- Interpreter and protector of the customer experience.
- Guide for the technical resources to create or improve the product.
- Prioritizer of the feature and improvement road map.
- Coordinates with marketing and sales in generating/monitoring growth.
- (Sometimes called “CEO of the Product” – but rarely has direct authority and rarely has P&L responsibility.)

“PM” is a very common title in “tech” but less so in other domains.

What is a *Product Marketing Manager (PMM)*?

Typically responsible for demand generation *assuming the product*.

- Launch
- Channel management.
- Advertising.
- Marketing communications.
- Pricing (usually joint/coordinated decision).
- Coordination with Sales function.



eBay

2 yrs 2 mos

Senior Product Marketing Manager, Geographic Expansion Team

Jul 2015 – Feb 2016 · 8 mos

San Francisco Bay Area

Led team's \$100M strategy plan to scale sales through new product opportunities. Initiated and executed customer insights study to identify key problems, outlined product requirements, and defined budgetary requirements and roadmap. Identified strategic partnerships to develop product solution to improve tracking and reduce item-not-received rate by 65%.

These canonical roles –
may overlap in practice.

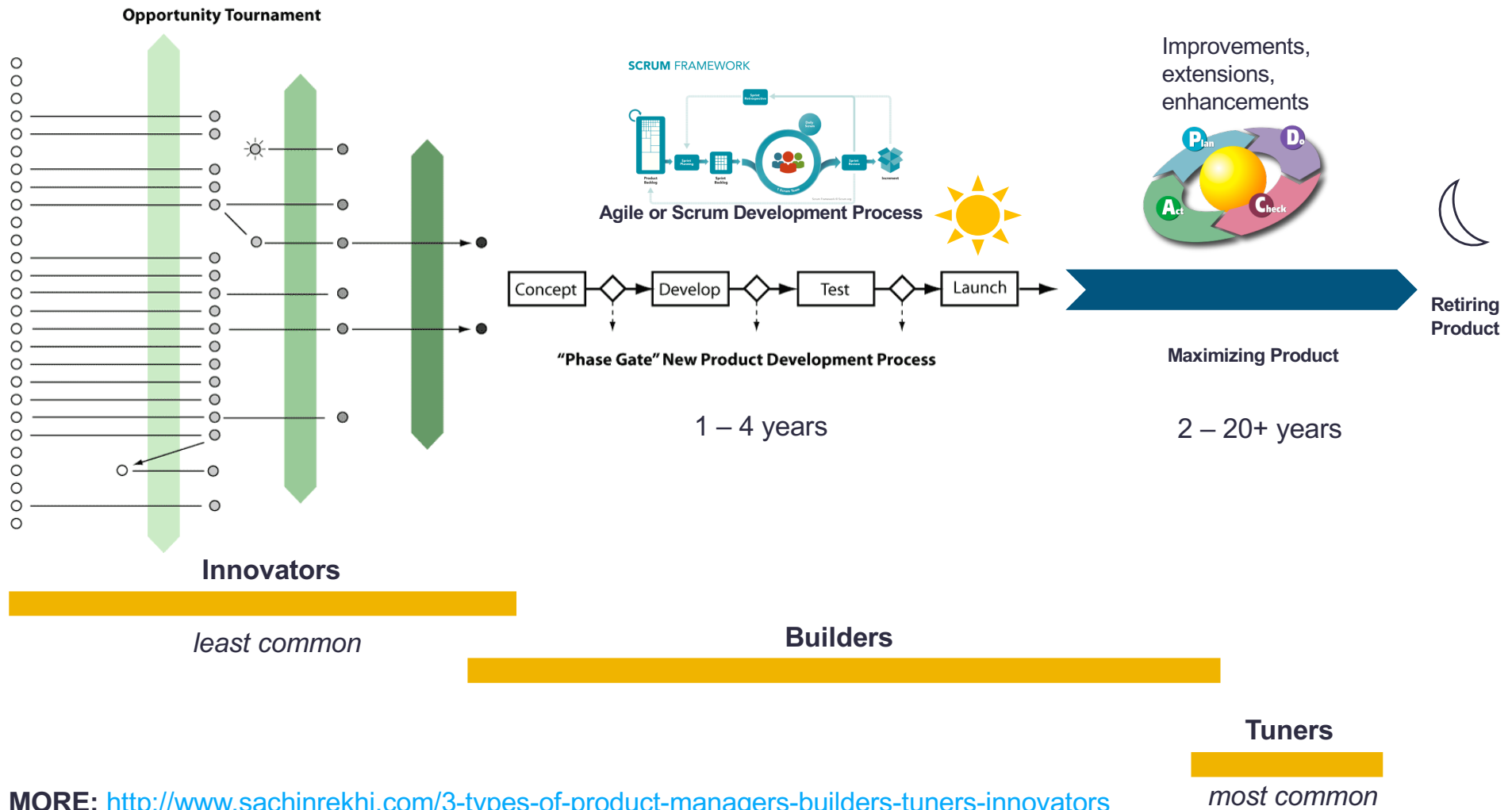


Melissa Winter • 1st

Product Marketing Manager at YouTube

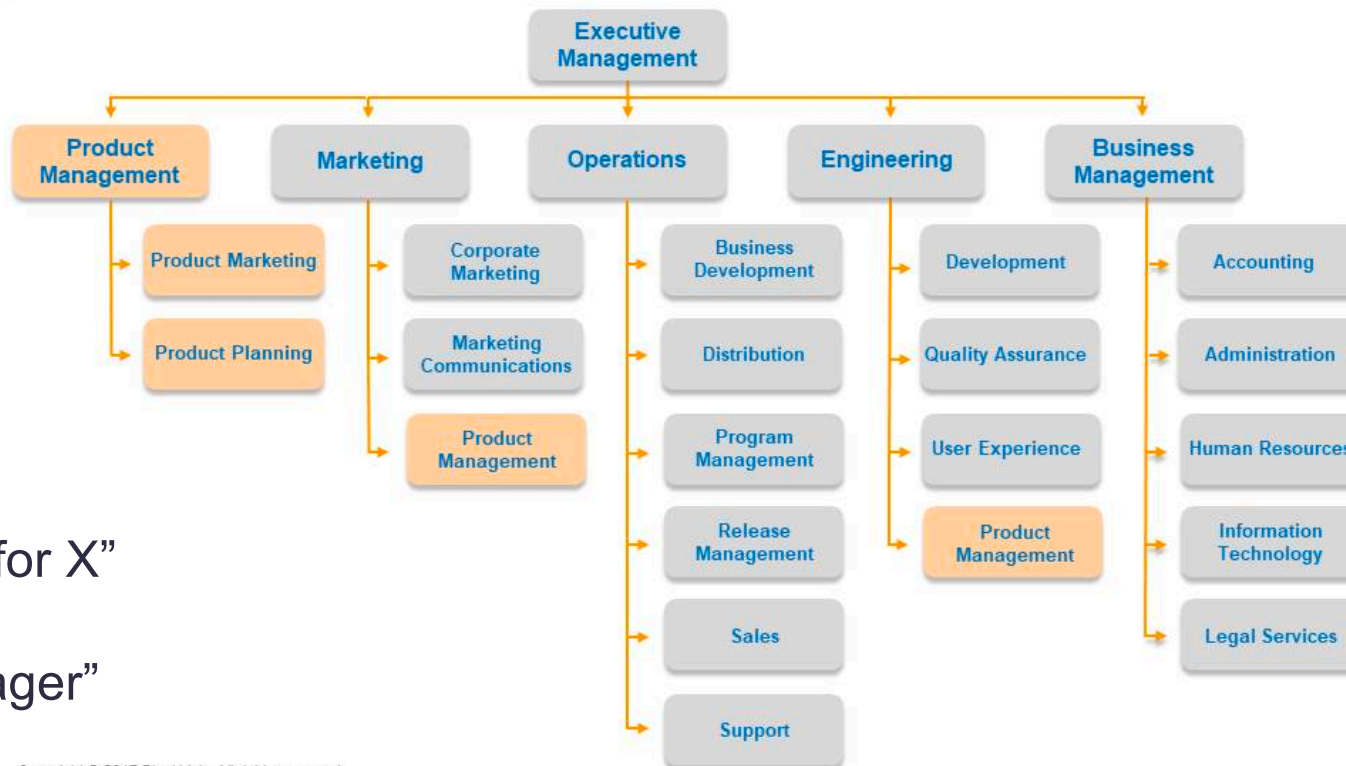
San Francisco Bay Area

Product Management Roles and the Product Lifecycle



MORE: <http://www.sachinrekhi.com/3-types-of-product-managers-builders-tuners-innovators>

PM Organizational Placement



“I run product for X”
 “VP Product”
 “Product Manager”

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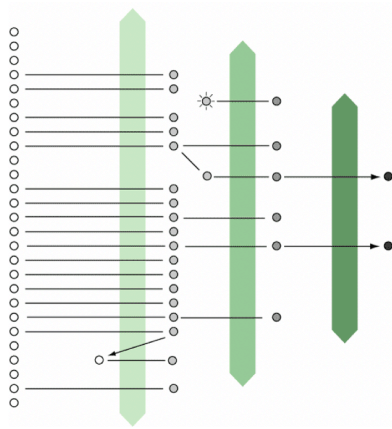
....and at least one Co-Founder of a start-up is focused on “product”

SOURCE: <https://www.blackblot.com/>

Tools and Capabilities

Innovators

Opportunity identification
Innovation tournaments
(OIDD614)



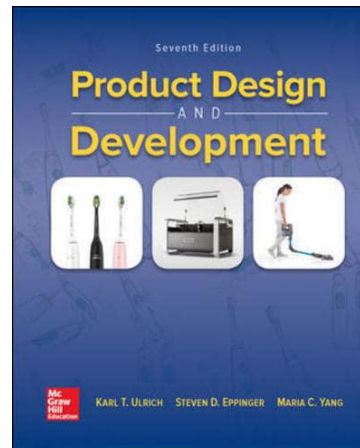
Builders

Product vision statement
Jobs analysis
5 Whys
PR FAQ

Visualization

Agile development

Product Design and Development toolkit
(e.g., needs analysis, concept generation)



Tuners

Customer feedback

Customer analytics

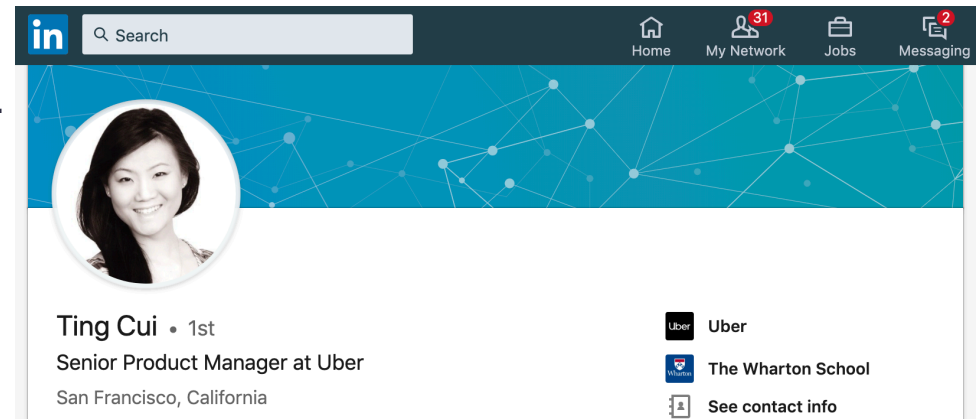
KPIs / Dashboards / Info Design

Horizon 2 innovation roadmap

Note: No reasonable textbook for most of this stuff. Best practices tend to be in Powerpoint decks, Medium articles, blog posts, and word of mouth.

Professional Capabilities Required for Product Managers

- Care about product.
- Strong sense of design and product quality.
- Focused on customers.
- Comfortable with ambiguity and lack of structure.
- Ability to influence without authority.
 - Visualization, communication skills.
 - Use of data, analysis.
 - Technical knowledge and credibility.
 - Strong interpersonal skills.



Pathways to a Product Management Role

- 1 Engineering degree – work in technical role, move into product management role in same company or industry.
- 2 Wharton Degree – recruit directly for PM roles (e.g., Amazon, Microsoft).
- 3 Work doing almost anything, then do MBA with internship or side projects related to product management – then recruit for PM (e.g., Amazon).

Note: A few companies (e.g., Google) typically only hire PMs with engineering UG and tech work experience.
- 4 Or...found or co-found a business – founders are typically the company's initial product managers.