

A photograph of two men in business suits, one with glasses, looking intently at a screen. The image is slightly blurred and serves as a background for the title text.

WORLD-CLASS PRODUCT MANAGEMENT

Ralf Hendrik Kleb and Dr. Martin Möhrle

**RE-DEFINING THE PRODUCT MANAGEMENT FUNCTION –
Experiential approaches to make your product management world class.**

Frankfurt, January 2019

CHANGE LEADERS

RE-DEFINING THE PRODUCT MANAGEMENT FUNCTION

Experiential approaches to make your product management world class.



Dr. Martin Möhrle
Strategy, Organisation & People

THE FUTURE ROLE OF A PRODUCT MANAGER

Many companies are either engineering or sales driven. Their product managers are either technologists focusing on technological solutions or business-oriented maximizing specific sales metrics. While both archetypes might be equally successful in their business, many CEOs see the need to review and redesign their product management function in the light of our digital world.



Ralf Hendrik Kleb
Co-Founder & Managing Partner



CHANGELEADERS help to shape the future product management function with a lot of experience in marketing, a fresh mind and a tailor-made mix of classic and agile methods.



We support the transformation with best practices information and maturity models, co-creation workshops, assessments, coachings and powerful experiential learning programs.

RE-DEFINING THE PRODUCT MANAGEMENT FUNCTION

Experiential approaches to make your product management world class.

The product managers of the future need to think like the CEO of the product. They are the glue that bind many functions that touch product engineering, design, sales, marketing, operations, finance, legal, and others. Their role is expanding due to the growing importance of data analytics, an increased focus on customer experience design, and the evolution of product development processes and methods.



INCREASING SPEED & COMPLEXITY

Today product managers work on two speeds, they coordinate the mid-term product road map based on their long-term product vision, as well as the increasing number of short-term feature releases. While many products are becoming simpler for customers, product life cycles, frequent releases of new product features, related service offerings, multiple sales channels, dynamic pricing strategies, and branding are becoming more complex.



INCREASING IMPORTANCE OF DATA ANALYTICS

As the definition of a product today includes the entire user experience around the product, as well as the value chain in which the product competes, the product manager has to have broad functional knowledge and influence to shape product decisions. Due to the growing dominance of data in decision making, data analytics skills are critical to make effective use of the treasure trove of internal and external data.

RE-DEFINING THE PRODUCT MANAGEMENT FUNCTION

Key capability areas for the assessment & development of product managers.



CUSTOMER FOCUS

Ability to design customer-centric research and experiences throughout customer decision processes.



TECHNICAL SKILLS

Ability to deeply understand technology trends, define road maps and manage the product development life cycle.



MARKET ORIENTATION

Ability to deeply understand market structures, developments, driving forces and competitive strategies.



PEOPLE SKILLS

Ability to lead cross-functional teams, communicate with diverse stakeholder groups and drive cross-organizational change.



STRATEGY ALIGNMENT

Ability to align product strategy with business strategy, and track key performance indicators and financial metrics.



INNOVATION CULTURE

Ability to create an agile test-and-learn culture and innovation environment offering enriching career opportunities for talents.

DEVELOPING A WORLD-CLASS PRODUCT MANAGEMENT

Getting Started: Redefining the Product Management Function

AS-IS-ANALYSIS	BEST PRACTICES RESEARCH	TO-BE-DESIGN / CO-CREATION SPRINTS		
<ul style="list-style-type: none"> Current business model Evolution of business model (likely version) Overall organizational structure Key processes and interfaces (e.g. engineering, sales, ...) Current product management practices and capabilities <ul style="list-style-type: none"> PM roles & responsibilities PM process governance PM ownership PM interfaces PM metrics PM tools PM capabilities/profiles (education/career background of PM team) Initial condensation, evaluation potential of status quo 	<ul style="list-style-type: none"> Screening of a great variety of sources on best or poor PM practices (research, cases, news, think tanks, foundations, reports etc.) Covering B2C as well as B2B Factor out <ul style="list-style-type: none"> PM maturity model best/worst practices trends possibly conduct vs content Possible and probable foci: <ul style="list-style-type: none"> process governance/ownership and interfaces digitalization trends market intelligence and customer experientials segmentation and B2B influencer marketing managing the product/brand roadmap commercialization (P&L) Distillation of key findings within extant knowledge 	DAY 1 <ul style="list-style-type: none"> Establish small/effective PM teams Each team working on parallel co-creation sprints Plenum: Key-note on world-class product management (key findings of best practice research) Sprint 1: Benchmark/evaluate present practices with identified best practices <ul style="list-style-type: none"> Structures and processes PM roles & responsibilities PM metrics PM skills PM competencies PM tools Wrap-up of individual evaluation session results Plenum discussion 	DAY 2 <ul style="list-style-type: none"> Sprint 2: Production of a new, creative, precise – possibly disruptive – but certainly innovative blueprint of a customized world-class PM, entailing detailed information on <ul style="list-style-type: none"> Structures and processes PM roles & responsibilities PM metrics PM skills PM competencies PM tools Evaluation session results for each team/participant Plenum discussion 	DAY 3 <ul style="list-style-type: none"> Final Sprint 3: Define measures for a broadly supported best of breed solution <ul style="list-style-type: none"> Structures and processes PM roles & responsibilities PM metrics PM skills PM competencies PM tools PM monitoring Plenum discussion: evaluation and prioritization of the defined measures by <ul style="list-style-type: none"> investment/time effort expected impact (ROI) Wrap-up of session results Presentation of results to CEO/CMO/management team

POWERFUL EXPERIENTIAL LEARNING PROGRAM FOR PRODUCT MANAGERS

Complete Strategic Marketing Experience Based on Lectures & Simulations (Markstrat)

INTRODUCTION	DAY 1	DAY 2	DAY 3	DAY 4
<p>Markstrat is the most demanding and realistic marketing simulation worldwide.</p> <p>With 2-5 days of running time, Markstrat provides the complete strategic marketing experience for marketing professionals.</p> <p>Pick the industry: different software versions feature vocabulary, market and industry settings that are adapted to</p> <ul style="list-style-type: none"> ▪ B2C-Durable Goods, ▪ B2C-Consumer Goods, or ▪ B2B Situations. <p>Put into practice:</p> <ul style="list-style-type: none"> ▪ Manage established and emerging markets ▪ Conduct market and competitor analysis ▪ Essential marketing tools ▪ Research and development projects ▪ Product portfolio and launches ▪ Sales and distribution strategies 	<p><i>Welcome & Lecture</i> UNDERSTANDING MARKETING</p>	<p><i>Lecture</i> SEGMENTATION & TARGETING STRATEGY</p>	<p><i>Lecture</i> PRICING STRATEGY</p>	<p><i>Lecture</i> DIGITAL STRATEGY</p>
	<p><i>Break</i></p>	<p><i>Break</i></p>	<p><i>Break</i></p>	<p><i>Break</i></p>
	<p><i>Introduction Lecture</i> THE MARKSTRAT CHALLENGE</p>	<p>Decision Round 3 Markstrat Simulation Debrief</p>	<p><i>Lecture</i> COMMUNICATION STRATEGY</p>	<p><i>Workgroup Simulation</i> Decision Round 8</p>
	<p><i>Workgroup Simulation</i> Decision Round 1</p>	<p><i>Workgroup Exercise</i> 3-Year Strategic Plan</p>	<p><i>Workgroup Simulation</i> Decision Round 5</p>	<p><i>Lunch</i></p>
	<p><i>Lunch</i></p>	<p><i>Lunch</i></p>	<p><i>Lunch</i></p>	<p><i>Lecture</i> STRATEGIC MARKETING PLANNING</p>
	<p><i>Lecture</i> POSITIONING AND R&D</p>	<p><i>Lecture</i> POSITIONING STRATEGY</p>	<p><i>Lecture</i> PORTFOLIO MANAGEMENT BRICK & MORTAR VS WWW</p>	<p><i>Break</i></p>
	<p><i>Break</i></p>	<p><i>Break</i></p>	<p>Decision Round 6 Markstrat Simulation Debrief</p>	<p><i>Workgroup Exercise</i> Prepare Team Presentation</p>
	<p><i>Workgroup Simulation</i> Decision Round 2</p>	<p><i>Workgroup</i> Introduction to Planning Tool Simulation Decision Round 4</p>	<p><i>Break</i></p>	<p><i>Workgroup Exercise</i> Presentation to Shareholders</p>
		<p><i>Lecture</i> PRODUCT STRATEGY</p>	<p><i>Workgroup Simulation</i> Decision Round 7</p>	<p>Final Debrief & Program Conclusion</p>

SUGGESTED APPROACH, TIME FRAME AND COSTS

Project Example

BEST PRACTICES & CO-CREATION SPRINTS

As-Is-Analysis

Approach: Analysis of strategy papers, organization charts, role/job descriptions, process descriptions etc. complemented by interviews with selected stakeholders.
Time Frame: 1 week

Best Practices Research

Approach: Screening of a great variety of data on best or poor PM practices. Distillation of key findings as input for change and innovation process co-creation sprints.
Time Frame: 2 weeks

To-Be-Design / Co-Creation Sprints

Approach: Facilitation of 5 PM teams working on 3 parallel co-creation sprints, including benchmarking/challenging, innovative blueprint design and proposal of concrete measures.
Time Frame: 1 week

Lumpsum Fee: 39,000 Euro

Fee per PM: 1,500 Euro

STRATEGIC MARKETING EXPERIENCE

Set-up of Simulation Software

Approach: Set-up of Markstrat software, i.e. industry selection, team configuration, participants access etc. Program information, user manual, preparatory readings.
Time Frame: 1-2 weeks

Lectures & Simulations

Approach: Experiential learning program putting marketing concepts into practice. Markstrat is the most demanding and realistic marketing simulation worldwide, used at almost all major business schools around the world, providing the complete strategic marketing experience for marketing professionals through a simulation of up to 12 years.
Time Frame: 1 week

Lumpsum Fee: 29,000 Euro (incl. license fees for 25 PMs)

Fee per PM: 1,160 Euro

The above fees do not include the costs for travelling, offsite event accommodation and VAT.

POSSIBLE TIME FRAME

Project Example

CO-CREATION DESIGN

As-Is-Analysis



Best Practices Research



To-Be-Design/
5 Co-Creation Sprints



EXPERIENTIAL LEARNING

System Set-up &
Participants' Preparation



Lectures & Simulations



CHANGELEADERS' CONSULTANTS WITH MARKETING & SALES BACKGROUND



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CHANGELEADERS **MISSION**

Energizing Transformation & Change

Shaping The Future - Inspiring People - Moving Organizations

We want to contribute to driving innovations and improvements forward. Our clients are all those who want to change something in their organizations and are interested in sustainable, future-oriented solutions - whether in corporate, divisional or regional management or in specialist areas such as development, operations, procurement, sales, finance, IT and human resources.

We accompany our clients not only in dynamic growth phases, but also in difficult merger and restructuring situations. We contribute our experience from working with global players, large multinationals and hidden champions as well as with start-ups, medium-sized companies and public sector organisations.

Most of our customer projects have an international reach. And in many cases, our internationally experienced consultants or long-standing network partners also support local implementation on site.

WE SHAPE THE FUTURE

Together with our customers, we develop visions and align business models, strategies, organizations, processes and systems with a view to the future.

WE MOVE PEOPLE AND ORGANISATIONS

The focus is on people with their ideas, skills, potential and needs as well as their interaction within the framework of modern work organisation.

CHANGELEADERS CONSULTING PORTFOLIO

Energizing Transformation & Change



PROFILE

- BUSINESS MODEL INNOVATION
- STRATEGY & MISSION PROCESSES
- AGILE BUSINESS STEERING WITH OKR
- WORLD-CLASS PRODUCT MANAGEMENT
- B2B SALES OPTIMIZATION

- AGILE ORGANIZATION DEVELOPMENT
- JOB ARCHITECTURE DESIGN
- JOB CATALOGUE OPTIMIZATION
- JOB FAMILY CONCEPT DESIGN
- JOB LEVELING INNOVATION



- DIGITAL TRANSFORMATION
- DIGITAL TALENT SOLUTIONS
- OKR SOFTWARE & TOOLS
- ENTERPRISE GAMIFICATION
- HR-IT SYSTEMS SELECTION & IMPLEMENTATION SUPPORT
- HR GOES CLOUD

- DIGITAL LEADERSHIP
- LEADERSHIP EFFECTIVENESS
- DECODING CAREER LANDSCAPE
- SKILL MANAGEMENT
- CHANGE AGENT CERTIFICATION
- CHANGE COACHING
- MY TALENT CANVAS
- TALENT EXPERIENCE RADAR
- HR RISK MANAGEMENT

- CHANGE COMMUNICATION
- INTERNAL/HR COMMUNICATION
- EMPLOYER BRANDING

- Established in 2018
- Team of renowned thought leaders and experts in their professional disciplines
- Well-rehearsed team working together in different set-ups since many years
- Most of our projects have an international scope
- Many of our consultants work on projects abroad - globally

CHANGE LEADERS

CHANGELEADERS **STYLE**

Energizing Transformation & Change



HOLISTIC VIEW

Experts with proven strategy, organizational, HR, communications & digital expertise



INTERNATIONAL EXPERIENCE

Worldwide deployment of highly experienced professionals with global leadership and project responsibility



DOER MENTALITY

Entrepreneurial focus on sustainable results in growth, merger and restructuring phases



INNOVATIVE SPIRIT

Solution-oriented Game Changer with great passion for innovation and desire for digital future



BEST PRACTICE RESEARCH

Evidence-based work based on trend analyses, smart practices and scientific findings



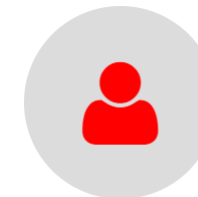
SMART METHODS-MIX

Intelligent combination of agile and classic methods with digital and analog collaboration formats



PERFORMANCE PARTNERSHIP

Excellence, diversity, transparency, trust and appreciation in internal and external cooperation



PEOPLE FIRST

Managers and employees at the center of digital transformation and agile organizational development

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