



INSPIRED

HOW TO CREATE TECH
PRODUCTS CUSTOMERS LOVE


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PART 1

LESSONS FROM TOP TECH COMPANIES

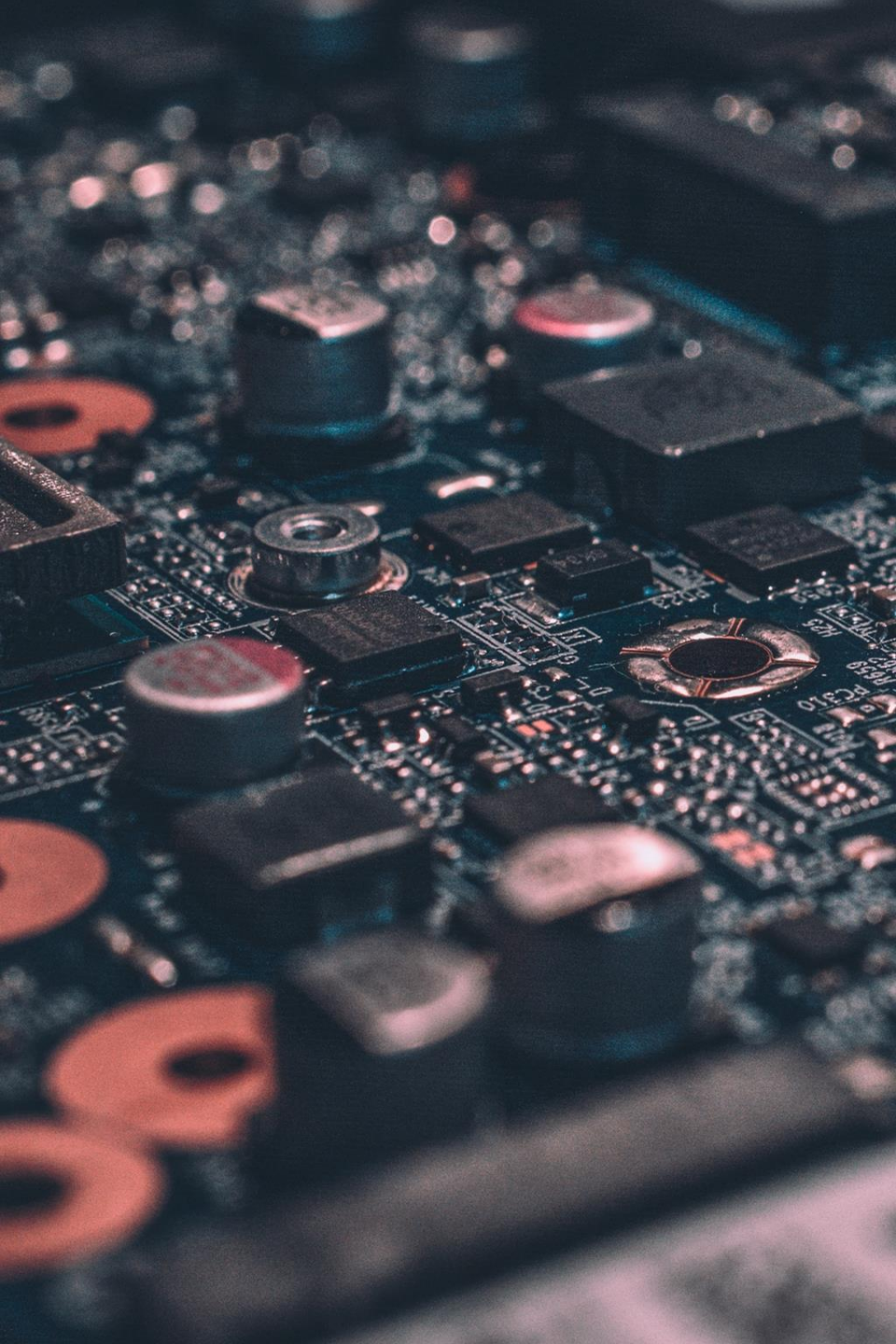


- 1. What went wrong with Hewlett Packard's Artificial Intelligence product? Why do you think that was?**
- 2. At your company, who decides what product we should build?**
- 3. How do they decide which products to build? What inputs, prioritization, measurements, or other factors are involved?**
- 4. How do they know if we are building something useful?**
- 5. Regarding how your company creates products, is there a gap between the "state of the art" and the "state of the practice"?**



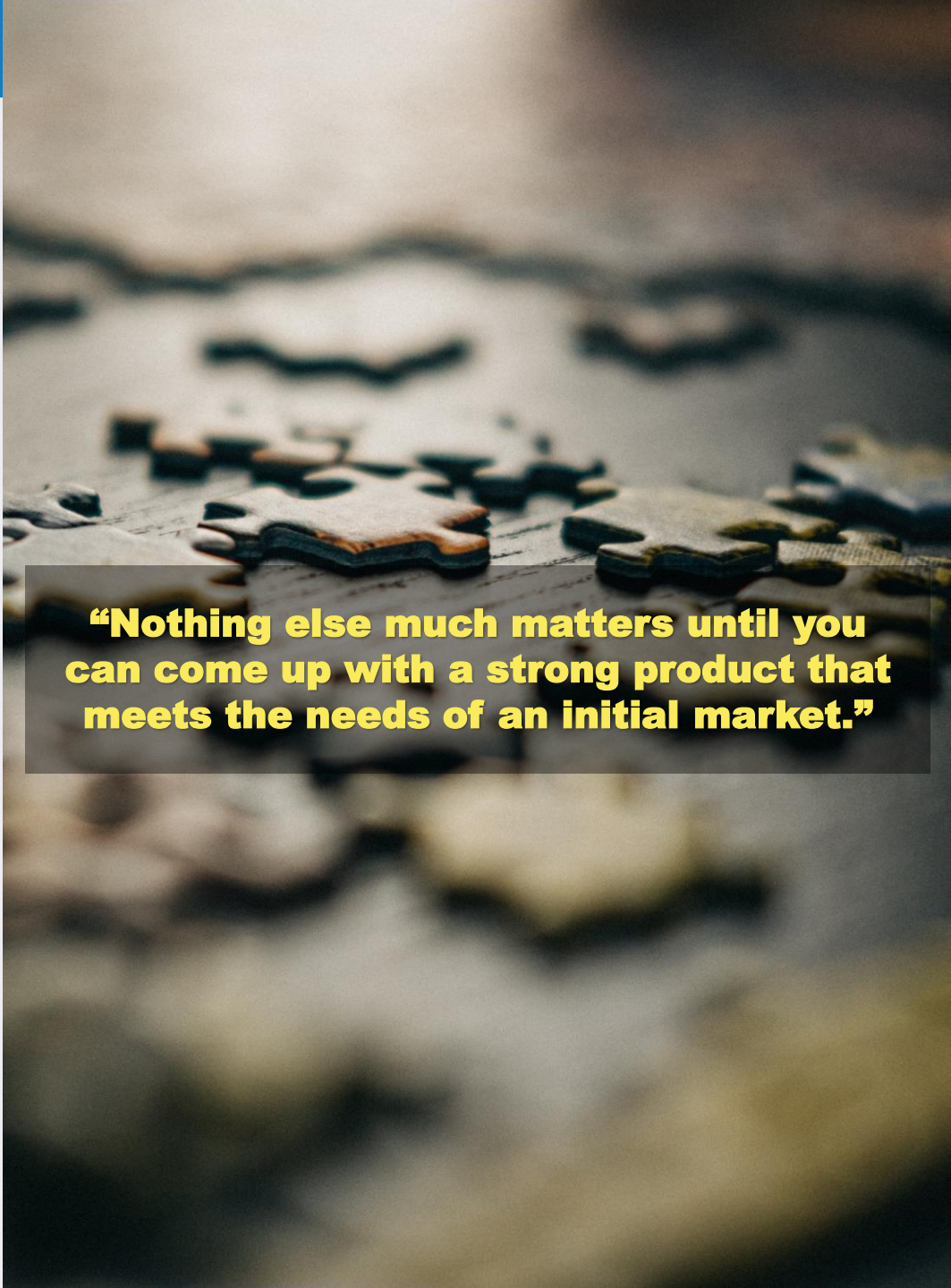
"It doesn't matter how good your engineering team is if they are not given something worthwhile to build."

- 1. What is the role of a product manager?**
- 2. How is it different from design, engineering, marketing, or project management?**
- 3. Do you agree that product management is more than a full-time job? Why or why not?**
- 4. Do you agree with the team structure outlined? (1 Product Manager, 2-10 engineers, 1 designer)**



- 1. How does product management for technology-powered products differ from other products such as consumer packaged goods?**
 - Time to market
 - Margins
 - Market size
 - Sales Volume
 - Sales Channels
 - Sales Cycle
- 2. What are the unique challenges of a technology-powered product, service, or experience?**
- 3. Do you agree that “most products today are transforming into technology-powered products, and the companies that don’t realize this are being rapidly disrupted”?**

1. How would you define a startup?
2. What are some of the limitations faced by startups?
3. What are some of the opportunities for a startup?
4. Why is product/market fit critical to a startup?
5. What is an example of a company you know of that is a startup?

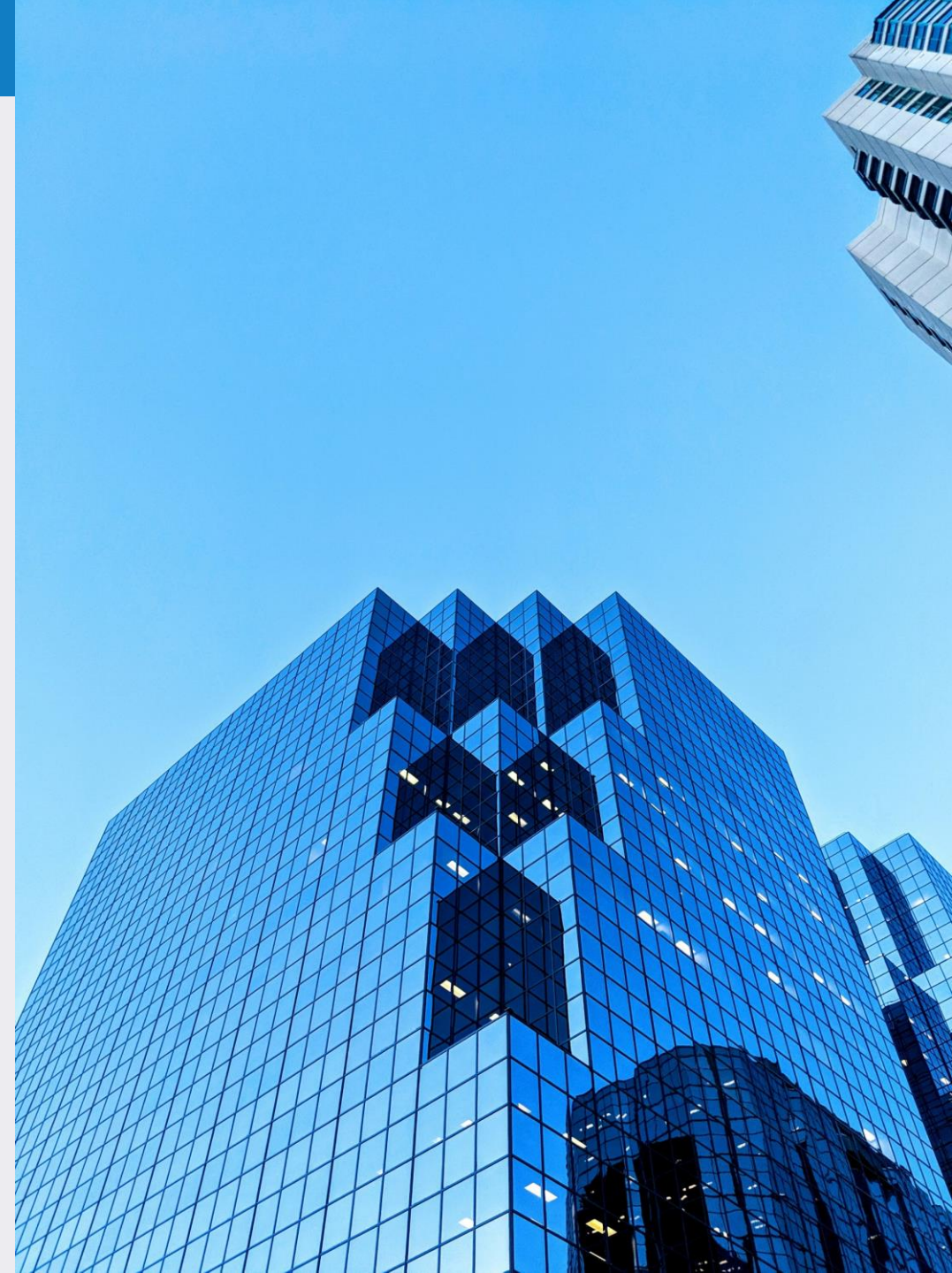


“Nothing else much matters until you can come up with a strong product that meets the needs of an initial market.”




- 1. Why might growing and scaling a company be as challenging as finding initial product/market fit?**
- 2. In what ways might a company shifting from the startup stage to the growth stage need to change? Areas to consider include:**
 - Marketing
 - Human Resources
 - Leadership
 - Technology
 - Product
 - Operations
- 3. What is an example of a growth-stage company?**

- 1. Why is consistent product innovation the biggest challenge for enterprise companies?**
- 2. What is the risk for an enterprise company if they primarily tweak and optimize an existing product?**
- 3. What might keep an enterprise company from pursuing new product innovation?**
- 4. What stage is your company at (Startup, Growth, Enterprise)?**



- 1. What new products have you seen fail, and why do you think that happened?**
- 2. What are the challenges with a sequential, top-down approach to new product development?**

A photograph of a large, ancient tree with thick, gnarled roots that spread out across the ground. The tree is the central focus of the right side of the slide. The roots are dark brown and have a rough, textured surface. The background shows more trees and green foliage, suggesting a forest setting.

“In the majority of companies...[top-down, sequentially] is essentially how they work...Yet these same companies consistently complain about the lack of innovation and the very long time it takes to make it from idea to customers' hands.

- 1. What is the difference between an Agile Process and Agile Principle?**
- 2. When creating a new product, why might you want to tackle these risks first?**
 - Value Risk**
 - Usability Risk**
 - Feasibility Risk**
 - Business Viability**
- 3. Why can a collaborative approach over a sequential, top-down approach be more effective for new product development?**