



INSPIRED

HOW TO CREATE TECH
PRODUCTS CUSTOMERS LOVE

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PART 1

LESSONS FROM TOP TECH COMPANIES

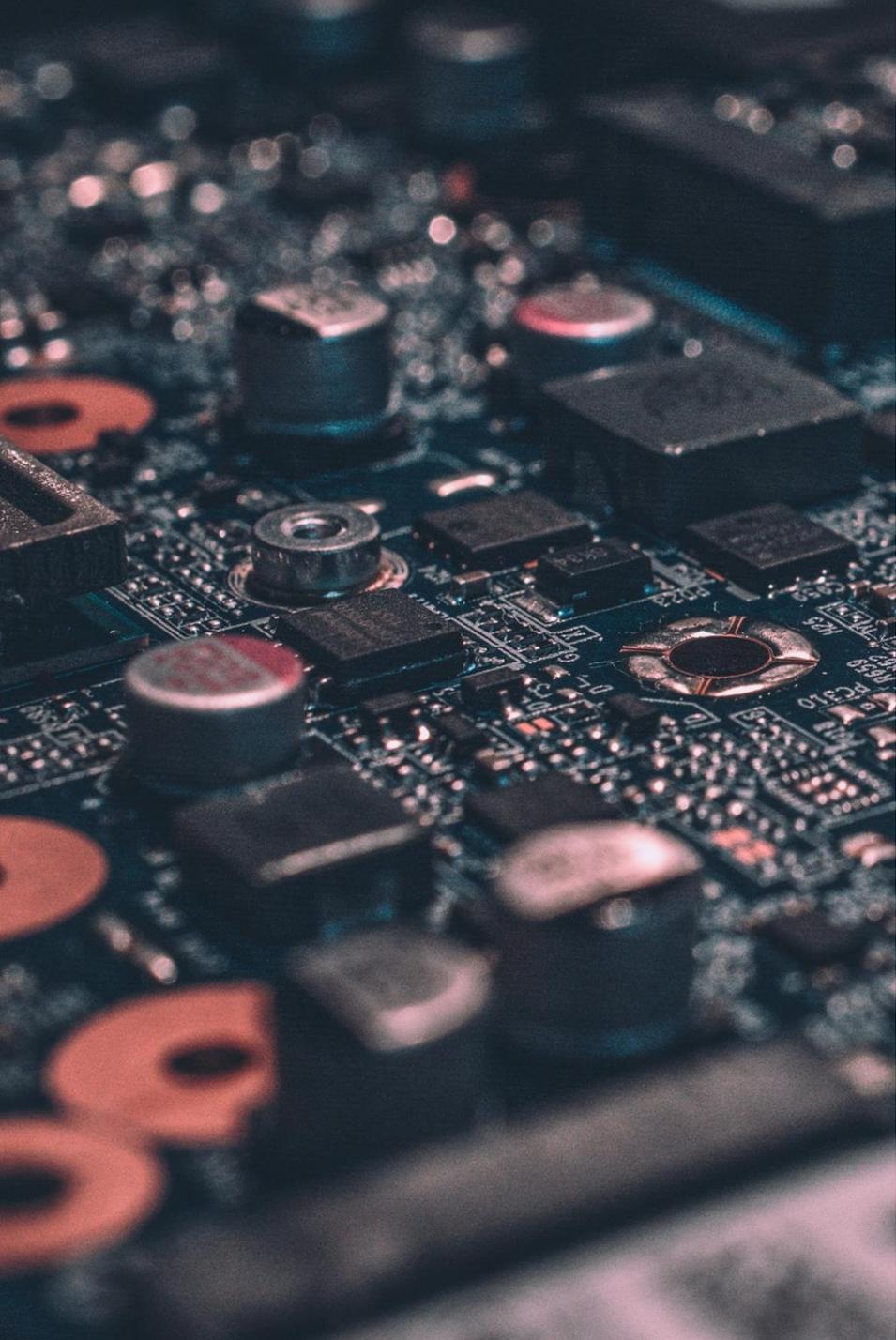


- 1. What went wrong with Hewlett Packard's Artificial Intelligence product? Why do you think that was?**
- 2. At your company, who decides what product we should build?**
- 3. How do they decide which products to build? What inputs, prioritization, measurements, or other factors are involved?**
- 4. 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"?**



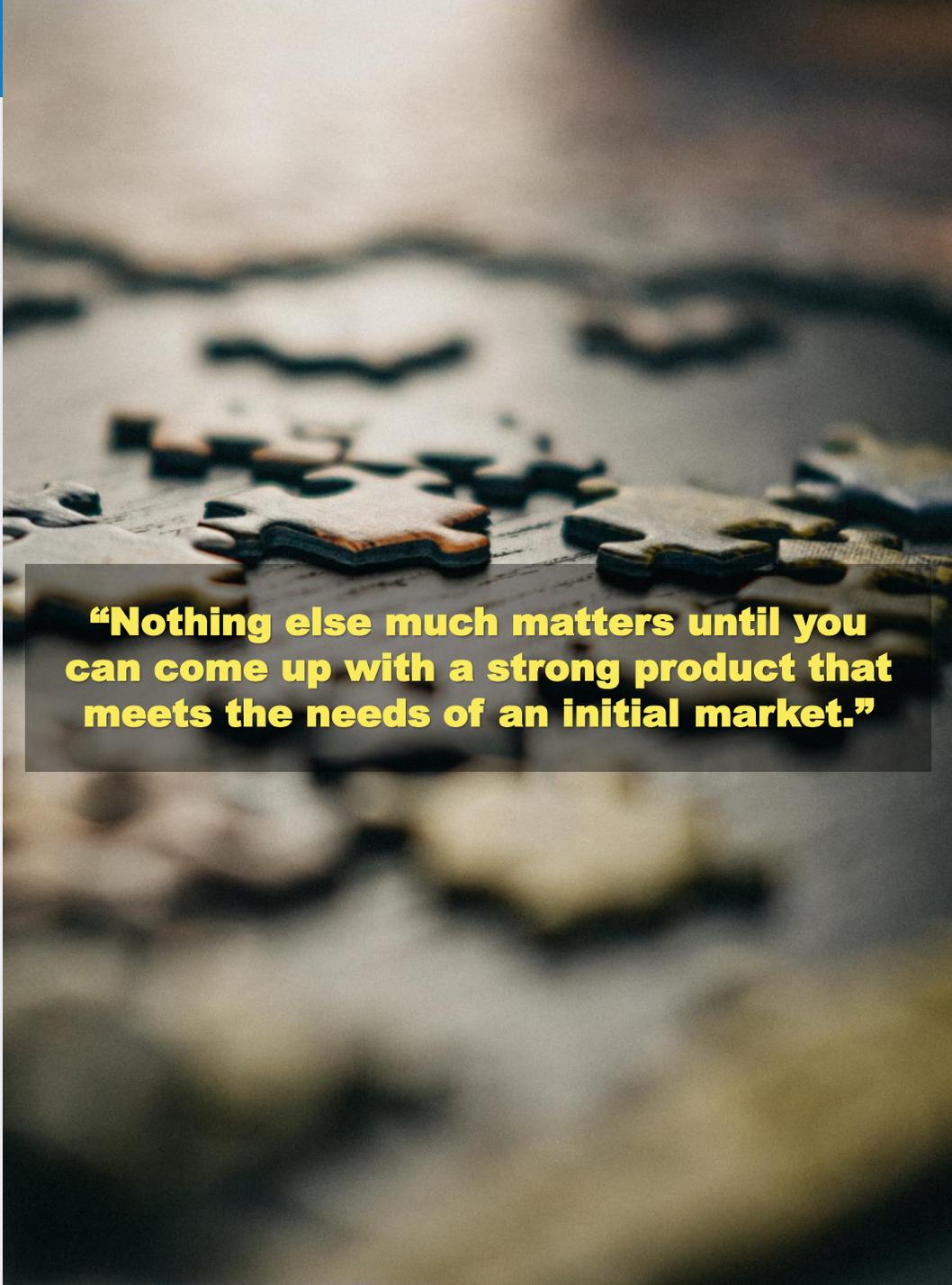
"It doesn't matter how good your engineering team is if they are not given something worthwhile to build."

- 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?**

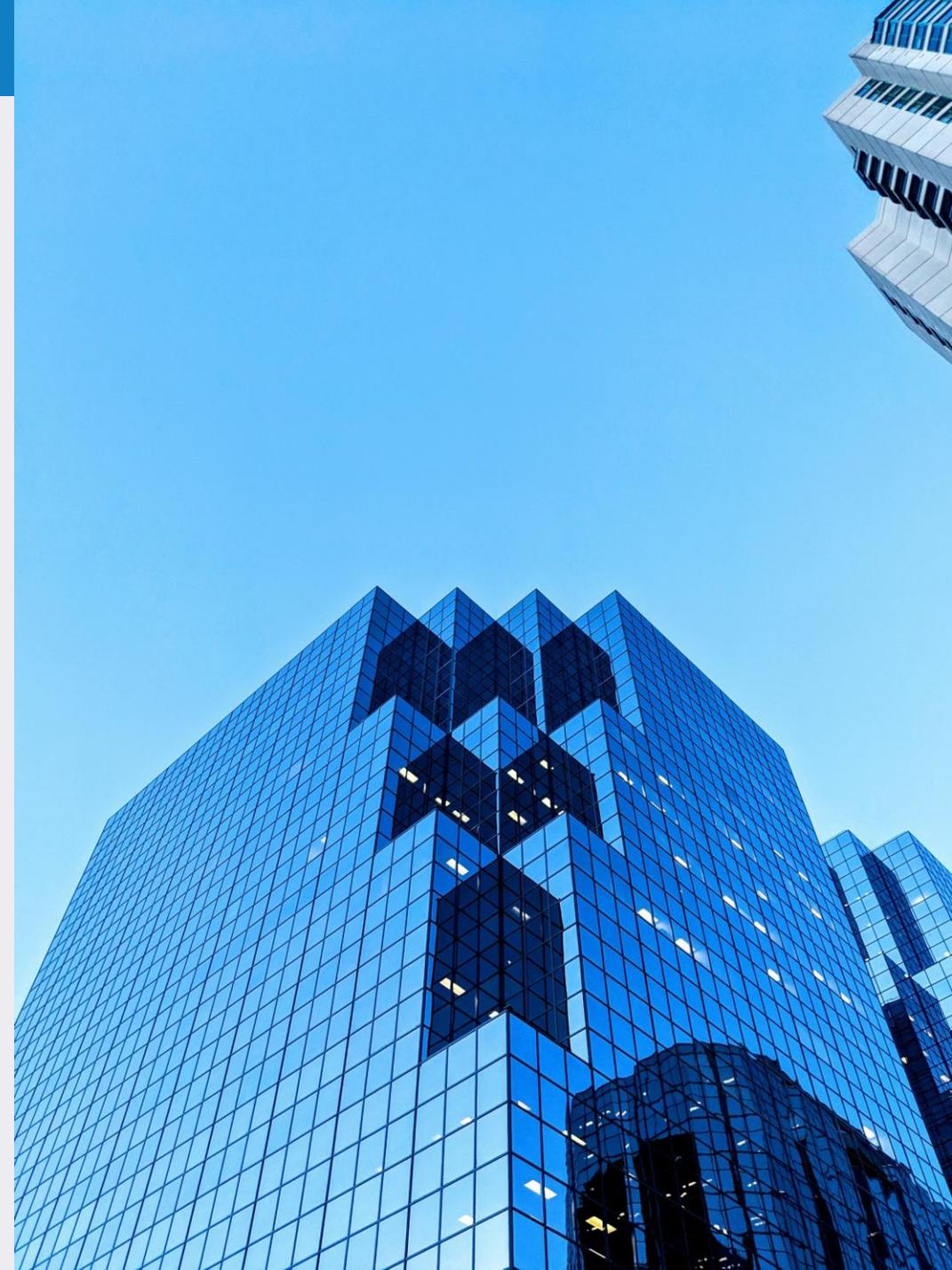


“Nothing else much matters until you can come up with a strong product that meets the needs of an initial market.”

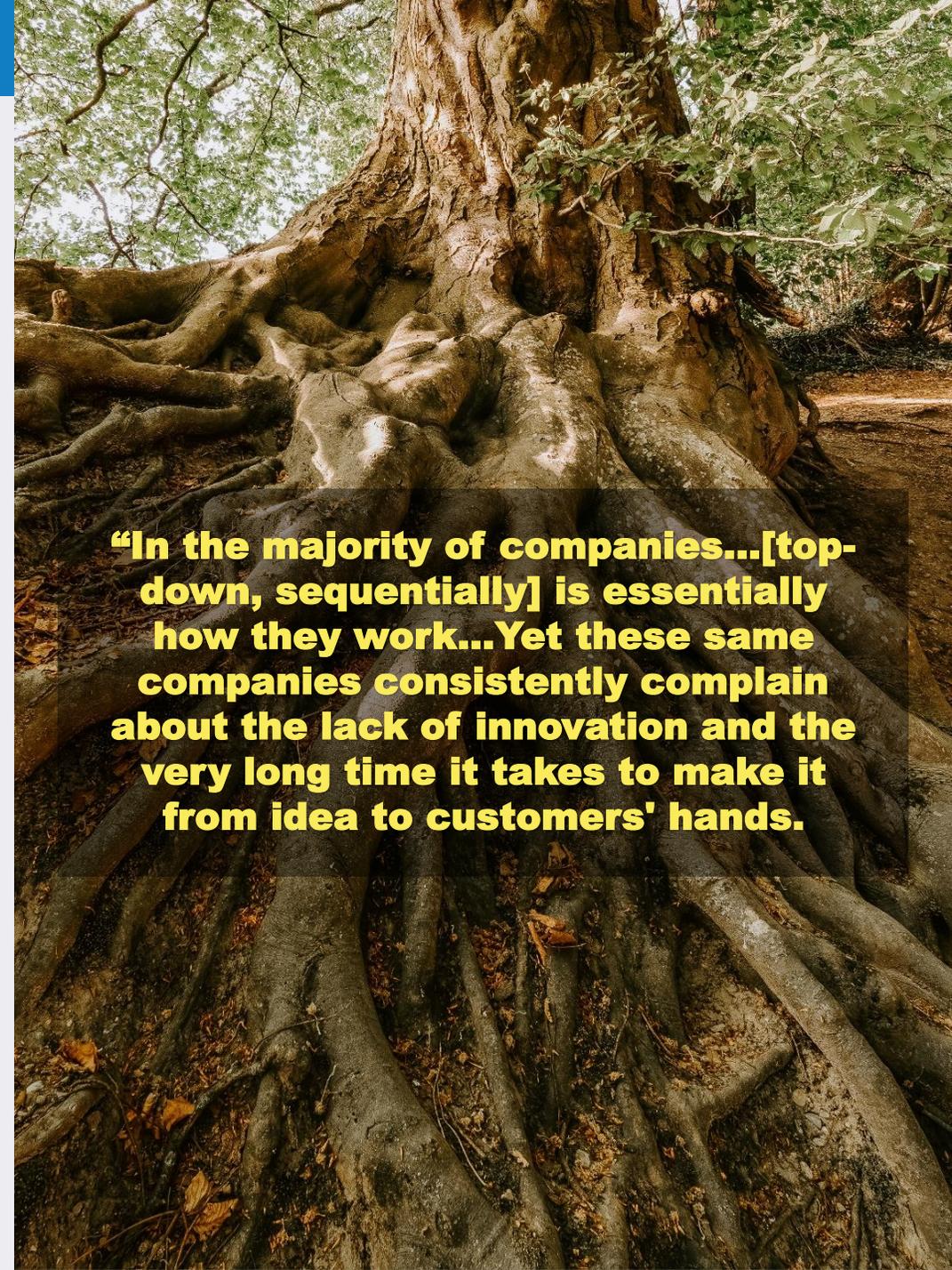


- 1. Why might growing and scaling a company be as challenging as finding initial product/market fit?**
- 2. In what ways might a company shifting from the startup stage to the growth stage need to change? Areas to consider include:**
 - Marketing
 - Human Resources
 - Leadership
 - Technology
 - Product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



“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?**