

Case Study

Product Management Skills

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- 1) **Backlog Prioritization & Ordering**
- 2) **Product Strategy Development**
- 3) **Key PM Questions & Answers**
 - a) How to capture customer centricity?
 - b) How to enable stakeholders?
 - c) What are the challenges during product launch?
 - d) How to react to an unsatisfied customer?

1) Backlog Prioritization & Ordering

Boundary Conditions

- ▾ Sprint duration: 2 weeks
- ▾ Mean Capacity per sprint:
23 Points

Business & Customer Value Economic Value for the company and added value for the customer	Urgency & Dependency How urgently do we have to complete the task? Does the task depend on another task?
Opportunity Will this benefit us in the long run? (e.g. mitigate technical risk, save money)	Effort How many points does it take to complete the respective task?

Criteria to consider for Prioritization

Tasks in an exemplary Backlog & Notes

ID: 238	Title: Idea: Add RAW picture format processing		
Size: large	Depends on:	State: New	Label: urgent
Notes:			

ID: 229	Title: Step 3: Change also compose service API to new style		
Size: 2	Depends on: 224	State: in progress	Label:
Notes:			

ID: 237	Title: Assist customer on** with OP deployment		
Size: small	Depends on:	State: In progress	Label: presales
Notes:			

ID: 230	Title: Implement SSO for Cloud		
Size: medium	Depends on:	State: New	Label:
Notes:			

ID: 231	Title: Scaling issues on Cloud during on call		
Size: 1	Depends on:	State: New	Label:
Notes:			

ID: 234	Title: Customer request: Deploy on AWS US West		
Size: 24	Depends on:	State: New	Label: Presales, urgent, DevOps
Notes:			

Split into smaller tasks



Tasks in an exemplary Backlog & Notes

ID: 195	Title: Clean up unreadable code in tracking service		
Size: 4	Depends on:	State: New	Label: tech_debt
Notes:			

ID: 240	Title: Adjust presentation with new metrics		
Size: 1	Depends on: 239	State: New	Label: presales, urgent
Notes:			

ID: 211	Title: Bring API Management configuration into Github		
Size: 4	Depends on:	State: New	Label: tech_debt
Notes:			

ID:	222	Title: Fix processing problems for renewal negotiation in 3 months	
Size: small	Depends on:	State: New	Label: cust_success
Notes:			

ID: 223	Title: API definition upgrade (breaking!)		
Size: 4	Depends on:	State: New	Label:
Notes:			



Comments on the Tasks:

- No notes included
 - Different task types (tech debt, bugs, new features & infrastructure...)
 - large tasks (more points than 1 sprint)
 - ideas and customer requests included
 - ongoing and new tasks
 - Tasks not formulated as user stories
 - Missing size data
 - dependent items
- 

First Step: Gather more Information form key stakeholders & update backlog

Dev Team

Determine missing size data (points)
Gather more information on tasks & fill in notes
Assess the state of dependent tasks
Discuss task splitting

Business Teams

Discuss Opportunity and Business & Customer value of the specific tasks
Discuss task splitting

Assumptions

Tasks 224, 239 already completed
Necessary information gathered
Task splitting agreed

Second Step: Task Splitting

Split large tasks (epics) so that you can deliver value to the customer incrementally

New Feature

→ Agile Approach with BML Cycle (Build MVP, Evaluate with Customer, Optimize)

ID: 238	Title: Idea: Add RAW picture format processing		
Size: large	Depends on:	State: New	Label: urgent
Notes:			

New Infrastructure

→ Possibly Waterfall Approach necessary (complete necessary steps sequentially)

ID: 234	Title: Customer request: Deploy on AWS US West		
Size: 24	Depends on:	State: New	Label: Presales, urgent, DevOps
Notes:			

238 Step 1 (Validation)

238 Step 2 (1st BML Loop)

238 Step 3 (2nd BML Loop)

234 Step 1 (Validation)

234 Step 2 (Implementation)

234 Step 3 (Implementation)

Third Step: Prioritization

Possible Framework: Weighted Shortest Job First (WSJF) (Others: MOSCOW, Impact vs Effort Matrix, KANO etc.) → Rating on a scale: 1, 2, 3, 5, 8, 13, 20 to be evaluated with stakeholders (senior mgmt, dev team, sales, marketing etc.)

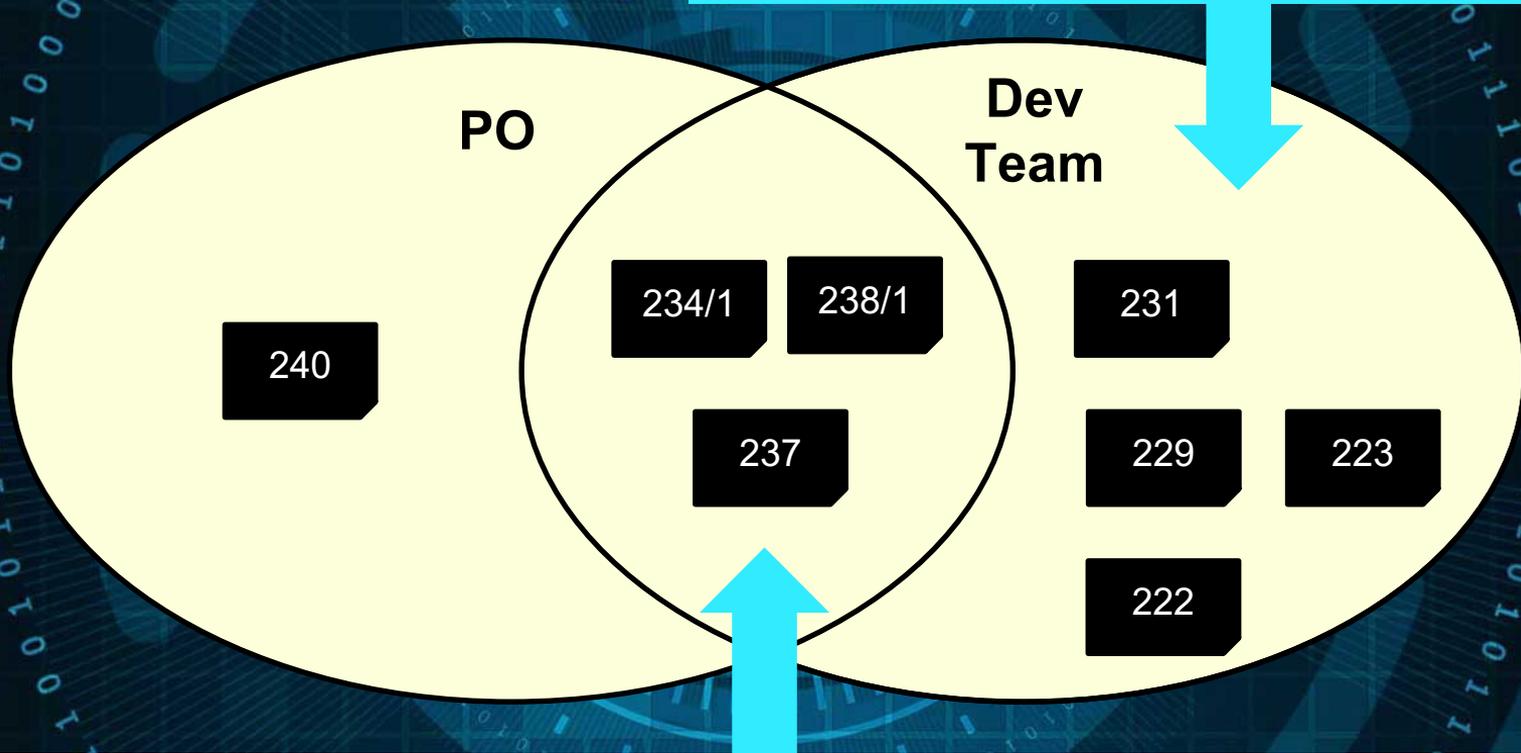
Backlog Item	Business & Customer Value	Urgency	Opportunity	Effort	WSJF
238/1	5	13	13	3	10,3
238/2	13	13	20	20	2,3
238/3	13	13	20	20	2,3
229	3	5	8	2	8
237	3	8	3	3	4,7
230	8	3	8	8	2,4
231	3	8	8	1	19
234/1	5	13	13	3	10,3
234/2	13	13	20	20	2,3
234/3	13	13	20	20	2,3
195	1	3	13	5	3,4
240	3	13	8	1	24
211	3	5	8	5	3,2
222	8	3	13	3	8
223	13	13	8	5	6,8

Fourth Step: Backlog Ordering and Sprint Definition

Backlog Item	WSJF	Points	Next Sprint
240	24	1	yes
231	19	1	yes
238/1	10,3	4 (est)	yes
234/1	10,3	4 (est)	yes
229	8	2	yes
222	8	3	yes
223	6,8	4	yes
237	4,7	2 (est)	yes
195	3,4	4	maybe
211	3,2	4	no
230	2,4	8 (est)	no
238/2	2,3	10 (est)	no
238/3	2,3	10 (est)	no
234/2	2,3	10 (est)	no
234/3	2,3	10 (est)	no

Task Involvement

PO acquires stakeholder & customer feedback and ensures necessary resources



PO provides input with market research, competitor analysis, customer development, collecting stakeholder & customer feedback etc.

brighter AI

Brighter AI, is a software company, currently focused on AI-based anonymization solutions, offering a product ahead of the competition: Deep natural anonymization (DNAT). It also has a standard product, which is blurring for anonymization.

2) Product Strategy Development

Corporate Vision

“Protect every identity in public”

Potential Corporate Goals

Reach revenue targets

Expand into new markets

Expand into new industries

Introduce new products to the market and achieve technology leadership

Improve products to provide increased customer value

Key criteria for a sound product strategy

**It must support the corporate vision and goals.
The strategy derives itself from the product vision and defines
how the vision is achieved.**

**It should ensure the differentiation of the product offering
from the competition as well as provide continuous value to
the business & customer by addressing the most promising
opportunities.**

Potential Opportunities

Markets

- New geographical markets
- New industries
- Expand in existing markets & industries
- Target a specific market niche

Products

- New features
- Feature improvements
- New infrastructure support

Customers

- Acquire an additional customer base
- Expand the existing customer base
- Focus on a specific target group

Products

Blurring for
Anonymization

VS

Deep Natural
Anonymization

- Strong competition by similar services (e.g. sightengine)
- Brighter AI is not focusing on cost leadership
- **Difficult to differentiate and compete**

- Strong Position as market leader
- Brighter AI is focusing on technology leadership
- **Opportunity to further differentiate and offer unique value to customers**

**Focus
on
DNAT**

What could the product vision for DNAT to support the corporate vision and goals and leverage the full potential by addressing the most promising opportunities while maximizing customer & business value be?

Tasks to be completed to make an informed decision and prioritize opportunities:

**Competitor analysis, market & customer
research, internal & external stakeholder
feedback, develop business cases, ...**

Assumptions:

- real time video processing offers a huge potential to **expand the customer base, address new industries & differentiate from competitors** compared to other, minor features (e.g. sharing, improved license plate support)
- Reliability of DNAT regarding anonymization is key for the customer
- Introduction specifically in markets with strict data protection regulations (EU, California, China), where customers are forced to comply
- Anonymization of sound, gait, body, text and more currently not in demand (not required by GDPR) and difficult to implement (faces and plates most important)



Focus on reliable, real-time video processing

Product Vision rtDNAT

“With real-time Deep Natural Anonymization, we brighter AI, offer a **reliable and industry-leading** video & image anonymization solution to protect the privacy of individuals in **real time** wherever **supervision** is required, and data protection is **highly valued!**”

Differentiation, Quality & Focus Strategy for rtDNAT

Primary Goals

Differentiation & Quality

1. Improve reliability & robustness of DNAT to **99.9%**
2. Enable real-time processing of video feeds with a maximum **lag of 1 ms**

Focus

3. Introduce it to public sector markets / customers (for **supervision** purposes) to achieve **10 M€ of revenue** within 3 years

Implementation of the rtDNAT Product Strategy



Reliability & robustness and **real-time processing** worked on by **deep learning team** and a **cloud/ application development team**



Introduction to **public sector customers** (police & rail operators) in existing geographical markets first to achieve **brand awareness** and **subsequent expansion** into markets with data protection regulations enabled by **marketing & sales teams**

Current **financial and resource situation** of brighter AI supports the implementation of the rtDNAT strategy within approx. **4-5 years**

Further Tasks

Draft product roadmap, gather feedback from internal & external stakeholders, define KPIs supporting the goals (customer lifetime value, monthly recurring revenue etc.), ...

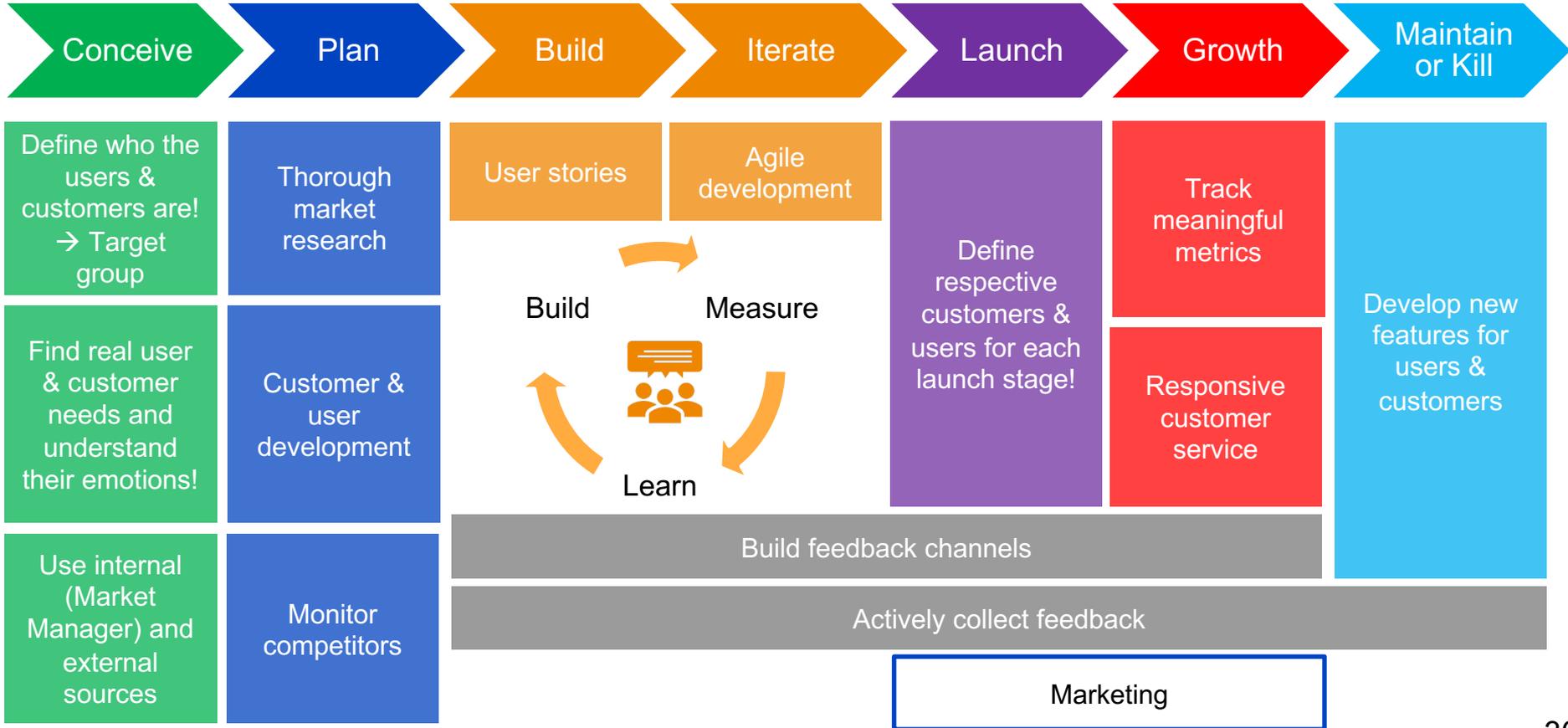
Customer Value Proposition for rtDNAT

“To comply with **local regulations** and protect the identity of individuals, our **reliable and industry-leading** video & image anonymization solution, real-time Deep Natural Anonymization, enables anonymized supervision in real time whilst **maintaining the quality** of your data!”

3) Key PM Questions & Answers

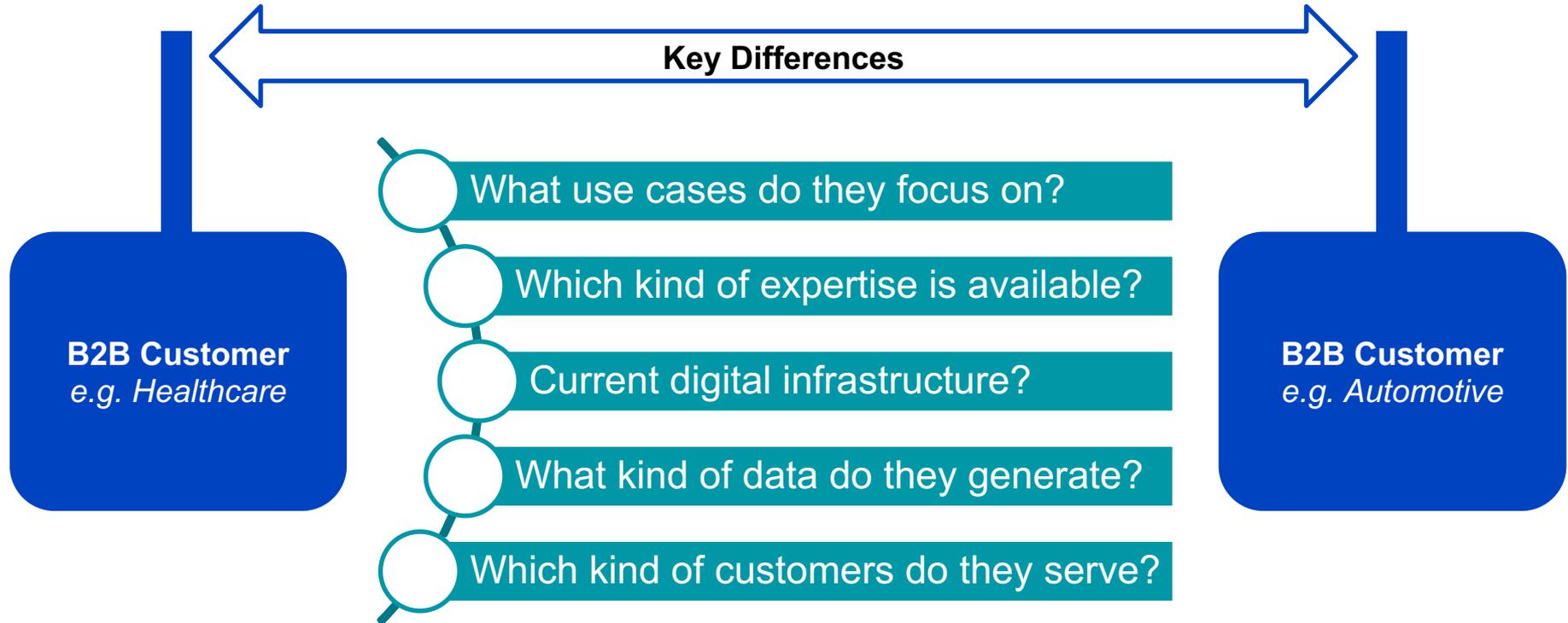
**a) How to capture
customer centricity?**

Ensure Customer Centricity



Ensure Customer Centricity

Every customer is unique and has unique needs! The solution must be tailored to the respective customer!



**b) How to enable
stakeholders?**

Stakeholder Enablement



- 1 Clear product vision & strategy
- 2 Regular Updates
- 3 Open + transparent Communication
- 4 Proper Expectation Management
- 5 Shared Product Roadmap
 - Sound strategy
 - Realistic
 - Fully supported

“A product roadmap has no value if stakeholders are not aligned in advance!”

Example: Sales Enablement



Partner with the sales team so they give the right pitch

Listen to their feedback and share yours / expectation mgmt

Always educate on new features and roadmap updates

Be responsive if questions arise

c) What are the challenges during product launch?

Challenges during Launch Phases

Company

1

Difficult Team Collaboration

Create as few obstacles as possible for the team.

→ PIM system

2

Planning

Scheduling | Accountability | Prepare for the worst

3

Delays

Plan product launch carefully and ensure resources & buffer

Customer

1

Lack of Trust & Inaction

- Gradually educate customers on their problem
- Help customers to take the first step

2

No Interest in the product

- Clearly define problem and solution
- Choose right platform to reach target audience
- Provide regular updates to keep interest

3

No Product Differentiation

- Clearly position the product with brand messaging
- Establish a unique value proposition
- Provide fast and reliable support

**d) How to react to an
unsatisfied customer?**

Customer Satisfaction

Proactive action is always better!

Support



Show the customers that you care about their problems

Quick reaction

Reliable communication (dedicated contact)

Offer modern support channels (e.g. live chat)

Involve all stakeholders

Root Cause



5 Whys

→ problem-solving tool to uncover root cause

Why are you not satisfied?

What do you expect from the product?

What is created value for you / your business?

Customer / User Training



Identify whether problem is due to lack of knowledge

Offer self-training methods (video tutorial, live remote training)

Offer on-site training at the customer's facility

Inform properly about updates / new features

Adaptation



Adjust the product offering or risk losing the customer

Provide feature roadmap

Integrate feature requests & updates

Offer discounts

Decide whether to keep the customer

Thank you!

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