Product Management at a large enterprise with a vast geographic spread – a reality check

- Digital Product Management
- Large Enterprise 2.0
- Geo Model for Scale

IPM Reference # : 15-01-2958
About us

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Vinod Subramanian

Management graduate with hands on work experience in Product Management, Digital Transformation, Project/Program Management, Business Analysis, Management Consulting, Strategic Venture Engagements, and Leading Corporate Technology Innovation initiatives. Has helped to build digital products in Retail, Insurance quote aggregator & usage based insurance platforms.

Excited about startup & intrapreneurship. Champion Product Mindset. Worked in Agile, XP, Scrum & combination of these – Xtreme Agile. Hands on experience working with global & collocated teams.

LinkedIn

Saravanan Kattabomman


Engineering Degree in Electronics and Communication and a Post Graduate Degree in Management.

LinkedIn
Digital Product Management

HELP CUSTOMERS
SOLVE THEIR PROBLEMS

KPI

VALIDATE ASSUMPTIONS

PRIORITIZE & ACCELERATE
VALUE DELIVERY

INFLUENTIAL LEADERSHIP

USER CENTRIC

PIVOT / PERSEVERE

MANAGING
STAKEHOLDERS

WORKING SOFTWARE PRODUCT
A great product manager has the brain of an engineer, the heart of a designer, and the speech of a diplomat.

– Deep Nishar

The value is in what gets used, not in what gets built.

- Kris Gale
**What is a Large Enterprise 2.0? (In this context)**

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<table>
<thead>
<tr>
<th>BEING DIGITAL</th>
<th>GOING GLOBAL</th>
<th>OPERATE AS ONE</th>
</tr>
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<tbody>
<tr>
<td>Embracing startup culture</td>
<td>Main business is not selling software, but they are product companies</td>
<td>Digital products are built to deliver business value</td>
</tr>
<tr>
<td>Many years into existence = legacy systems</td>
<td>Focus on Digitization &amp; Digitalization</td>
<td>Wide geographic presence</td>
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_E.g. Manufacturing, oil & Gas, Banking, Insurance etc._

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So who is the customer in a Large Enterprise 2.0?

Customers

- Internal
- External

Business Units

- End Users

Partners

- End Users

E.g.: Commercial
- Defense
- Services

E.g.: Suppliers
- Government
- Airlines

B2B

B2C

B2B2C
Digital Product Management – (Large Enterprise 2.0 Context)

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STRATEGIC
- Vision & Leadership
- Themes & Value Streams
- Problem Identification & Definition
- Lean Funding
- Outcome Focus

EXCELLENCE
- Discovery & Framing
- Minimum Viable Product
- KPI/Metrics
- Being & Doing Agile
- Build – Measure – Learn Cycle

ENABLEMENT
- Communities of Practice
- Education
- People Transformation
- Sustained Practices
- Geo Model

Value Articulation
Product Backlog
Product Mindset
Product Roadmap
Working Product
Transformed Org
Geo Model – What & Why?

New Market Opportunities

Digital Talent & Skills

Leveraging Scale to Transform Business

Distributed teams working on Digital Products
High level of engagement between and within the teams
Deliver value through Aggregated team outcomes
Geo Model – Product Management @ Large Enterprise 2.0

PROXIMITY — Scale of Business Operations

ACCESSABILITY — Scale of Technology Operations

PM INFANCY

PM MATURITY
Geo Model – Product Management @ Large Enterprise 2.0

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PM MATURITY

DEFINED
A centralized PM capability that is co-located with the business and limited technology teams

ACCESSABILITY

PROXIMITY

INITIAL
A well co-located team of Business, PM & Technology Teams

Scale of Business Operations

Scale of Technology Operations

HIGH

LOW

PM INFANCY
Geo Model – Product Management @ Large Enterprise 2.0

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Scale of Business Operations

HIGH

PROXIMITY

MANAGED
A co-located team of PM & Technology with limited access to Business & Users

ACCESSIBILITY

LOW

Scale of Technology Operations

HIGH

PM MATURITY

OPTIMIZED
A federal and empowered PM capability that is co-located with Technology Teams and has high access to Business & Users

PM INFANCY
Geo Model – Product Management @ Large Enterprise 2.0

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** DEFINED **
A centralized PM capability that is co-located with the business and limited technology teams

** OPTIMIZED **
A federal and empowered PM capability that is co-located with Technology Teams and has high access to Business & Users

** INITIAL **
A well co-located team of Business, PM & Technology Teams

** MANAGED **
A co-located team of PM & Technology with limited access to Business & Users
**Focus area**
Independently build outcomes and integrated to other outcomes

**Ceremonies**
Independent ceremonies by teams such as planning, daily stand ups, retro, demo + cross team PM connect for continuous integrations

**Stakeholder Management**
(Transactional to Trusted Advisor)
- Review roadmap & Prioritization (Once in 2-4 weeks)
- Business connect & flow downs (Once in 4-6 weeks)
- Review backlog & execute (1 – 2 weeks)
- Demo (1 - 2 weeks)
- Retro (1 - 2 weeks)
- End User Interaction (1 – 2 times a month)

**KPI/Metrics**
Facilitate to identify, implement & measure outcome based product KPIs with respective stakeholders

**Product Manager**
Dedicated by outcome teams
**Focus area**
Independently build outcomes and integrated to other outcomes

**Ceremonies**
Independent ceremonies by teams such as planning, daily stand ups, retro, demo + cross team PM connect for continuous integrations

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**KPI/Metrics**
Facilitate to identify, implement & measure outcome based product KPIs with respective stakeholders

**Product Manager**
Grouped by capability teams
Product Management –
a key driver of digital transformation
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PRODUCT MANAGEMENT

DIGITAL TRANSFORMATION

- User Centric
- Automation
- AI / ML
- AR / VR
- IoT
- Analytics
- Cloud
- Mobility
- Blockchain
- Lean
- KPI
- Build-Measure-Learn
- Chatbot
- Outcome Focused
- Being Agile
- Product Mindset

PRODUCT MANAGEMENT

BUILDING A DIGITAL TRANSFORMATION MACHINE

- Agile
- Outcome-focused
- User-centric
- Automation
- Integration with AI/ML
- AR/VR experiences
- IoT connectivity
- Analytics
- Cloud-based services
- Mobility solutions
- Blockchain for secure transactions
- Lean methodologies
What else we can answer for you?

Q&A
Thank You

Vinod Subramanian
Saravanan Kattabomman
Additional Reference Materials
Product Management in Geo Model

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- Vision, Outcome Focus
- Leadership & Change
- Stakeholder Management
- User Research
- Product Roadmap
- Product Backlog
- Iterative
- KPI
- Product Management
## Product Management @ Geo Model

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### Key Parameters

<table>
<thead>
<tr>
<th></th>
<th>Scenario 1</th>
<th>Scenario 2</th>
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<tr>
<td><strong>Business Team</strong></td>
<td>Not in the same location</td>
<td>Not in the same location</td>
</tr>
<tr>
<td><strong>Product roadmap</strong></td>
<td>Shared</td>
<td>Shared</td>
</tr>
<tr>
<td><strong>Product backlog</strong></td>
<td>Independent</td>
<td>Shared</td>
</tr>
<tr>
<td><strong>No of product Teams</strong></td>
<td>2 or more</td>
<td>2 or more</td>
</tr>
<tr>
<td><strong>Focus Area</strong></td>
<td>Independently build outcomes and integrated to other outcomes</td>
<td>Independently build fraction of an outcome and integrate them to deliver value</td>
</tr>
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<td><strong>Ceremonies</strong></td>
<td>Independent ceremonies by teams such as planning, daily stand ups, retro, demo + cross team PM connect for continuous integrations</td>
<td>Integrated ceremonies between teams such as planning, daily stand ups, retro, demo + cross location PM connects to align priorities, dependencies &amp; continuous Integrations</td>
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<td><strong>Product Manager</strong></td>
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