



PRODUCT MASTERY PROGRAM

Strategy execution

How to execute your product strategy and roadmap



Responsibility

Head of Product

Senior PM

PM

Associate PM



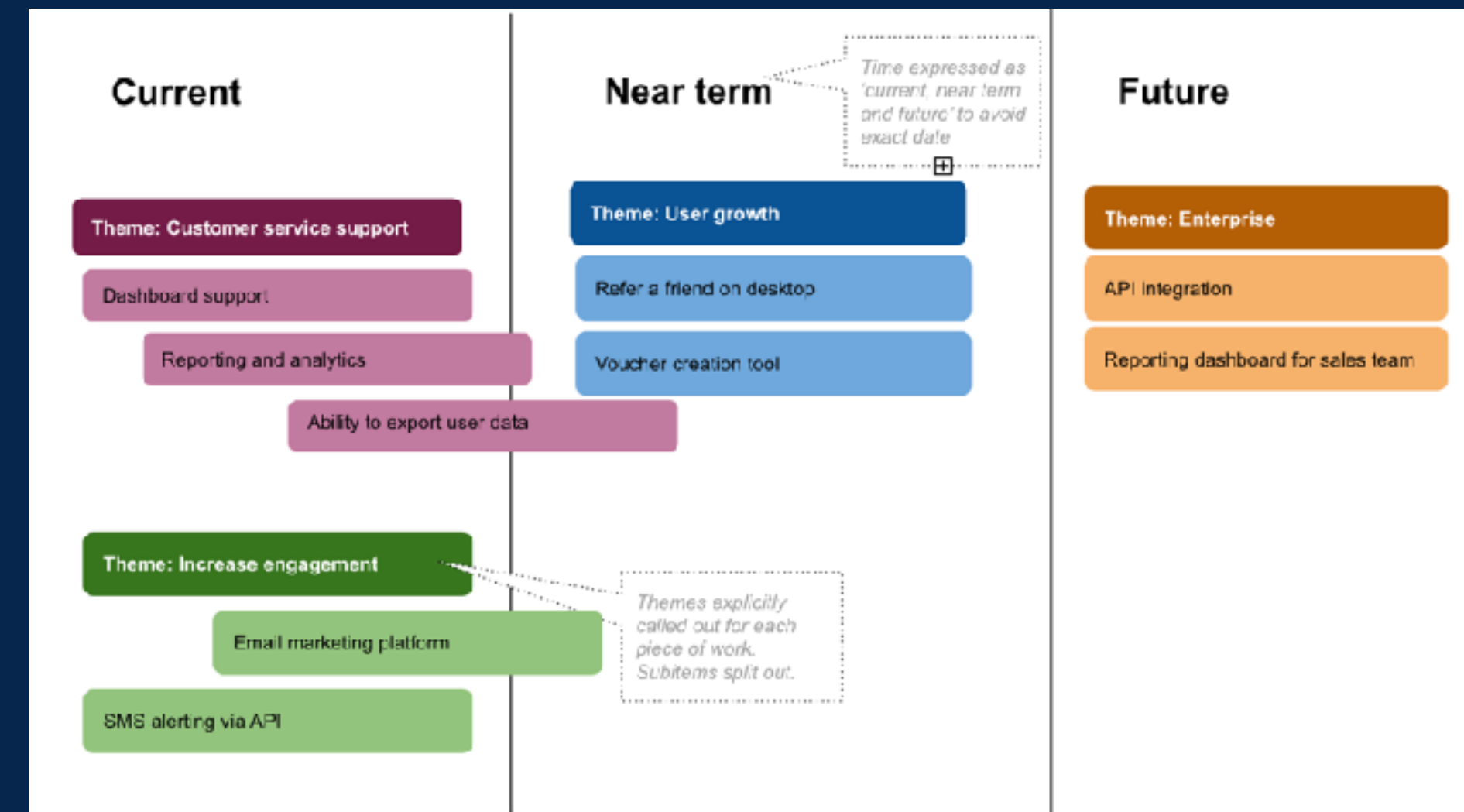
Strategy vs. Roadmap

Strategy

Value	Audience
Differentiation	KPIs

Decisions

Roadmap



Communicate priorities



Strategy validation



Finding product market fit

Startups

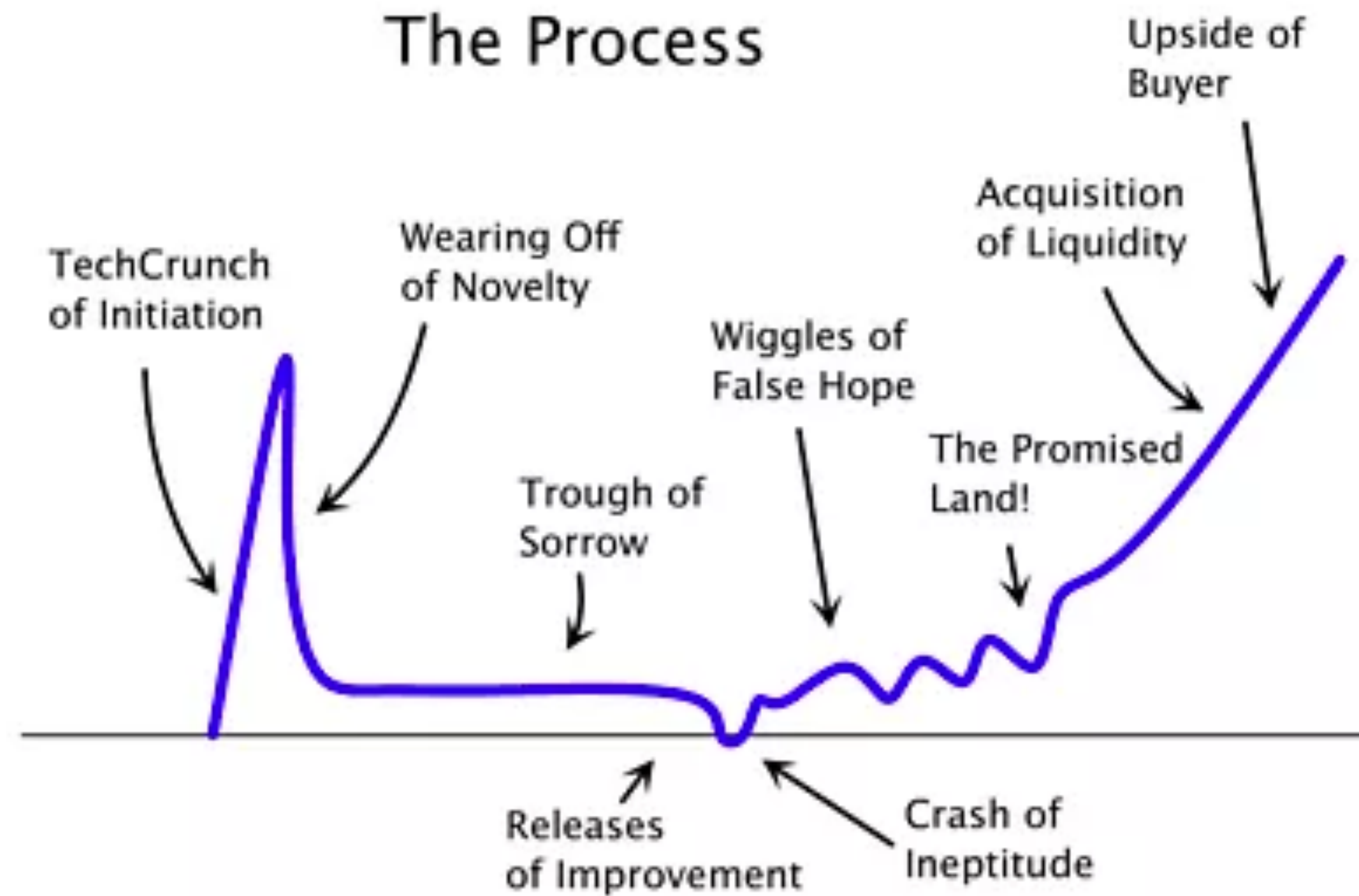
1. Everything is untested
2. Assumptions
3. Financial pressure

Corporates

1. Assumptions tested
2. Less financial pressure
3. Corporate inertia



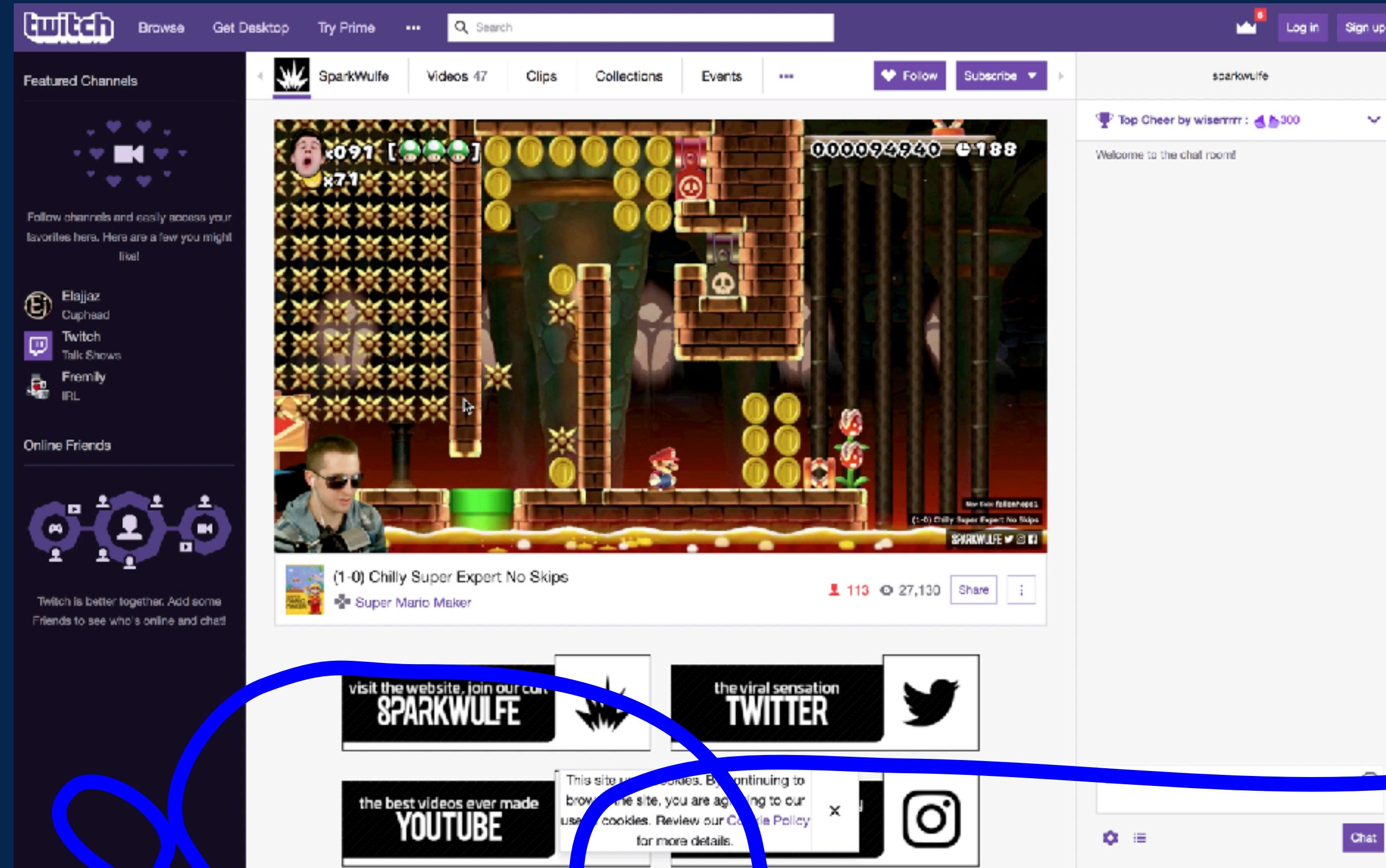
Finding product market fit



Example

How Twitch found product market fit

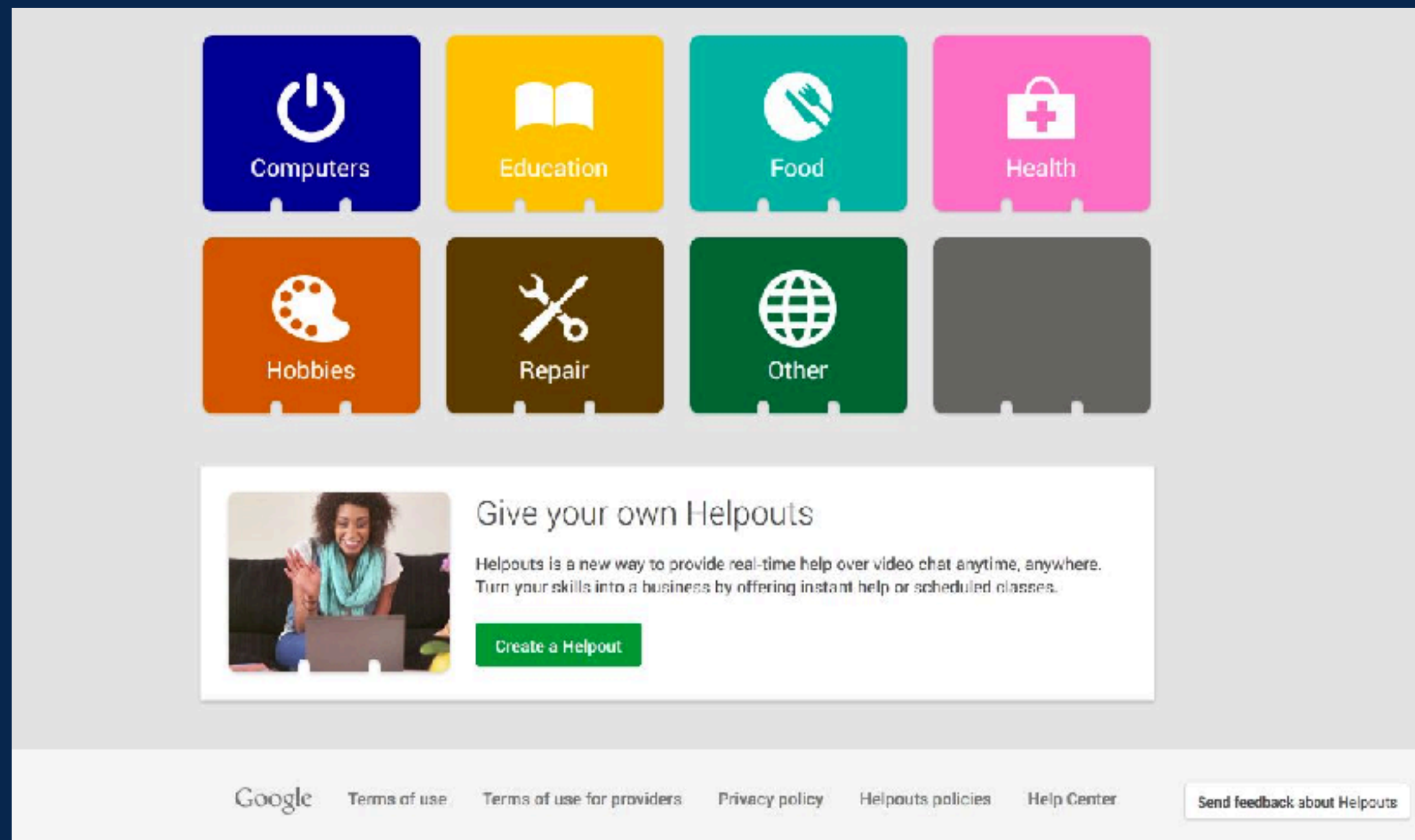
\$1bn Acquisition



2007

2014 

Corporate Products that didn't find PM fit





Product Graveyard

Commemorating the most memorable products that have gone away

And finding some alternatives along the way

[View featured products](#)



How to test for product market fit



Customer interviews



Focus on problems, not solutions



If you're not embarrassed by the first version of your product, you've launched too late.

- REID HOFFMAN



M

Minimum

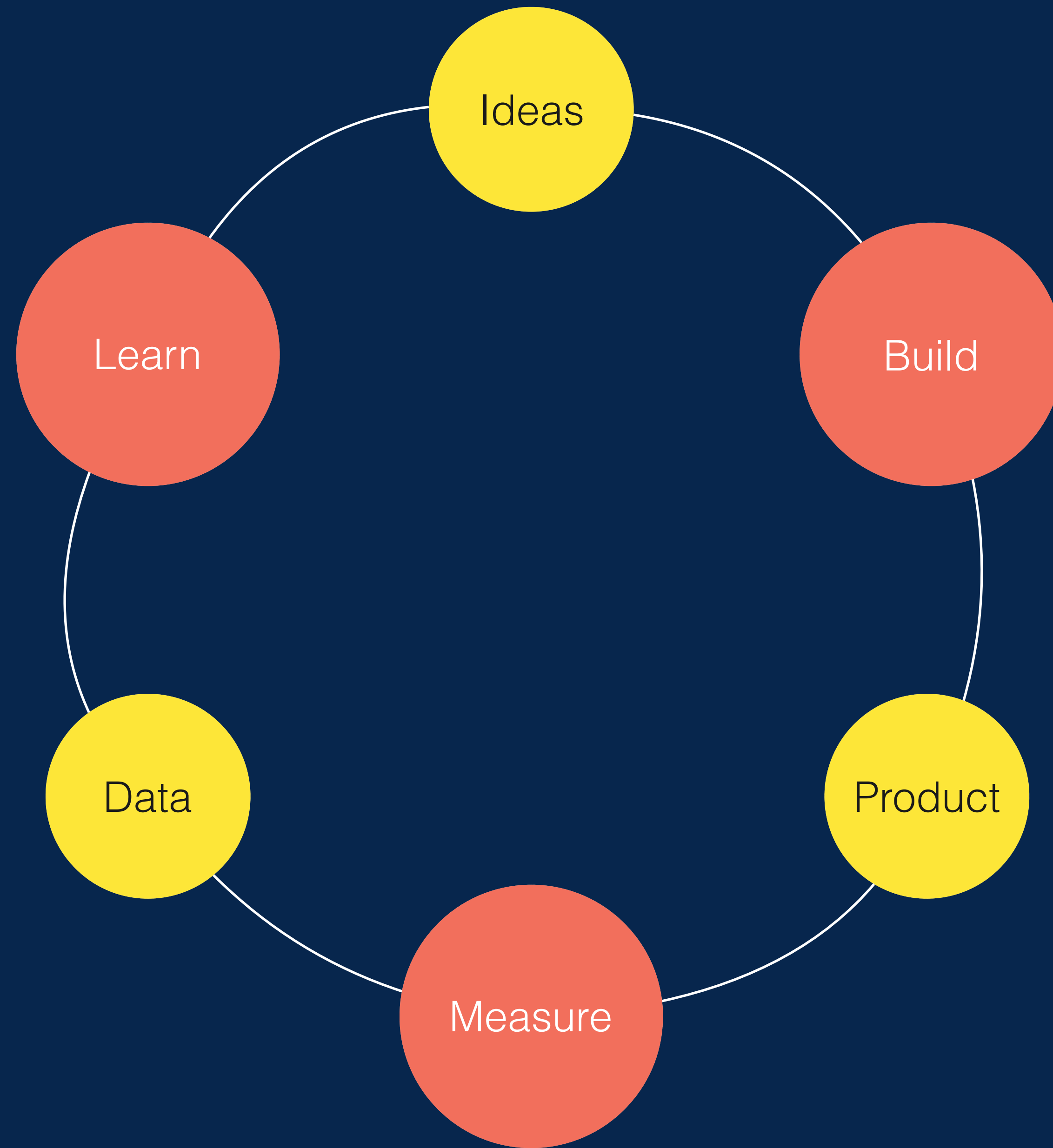
V

Viable

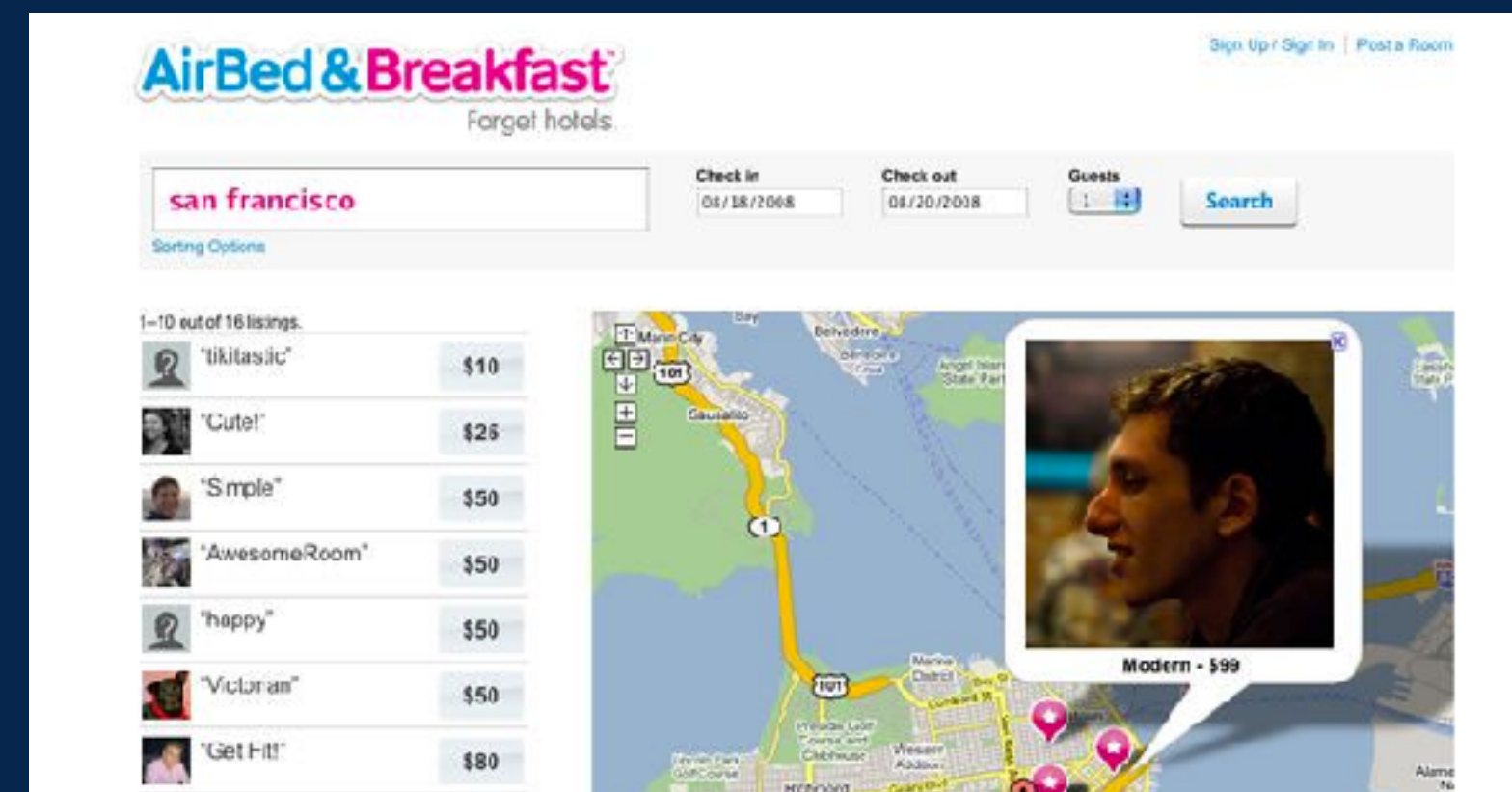
P

Product





MVP examples



The product experiment tree



\$\$\$



Signals

Reaching product market fit

1. Unexpected positive physical action
2. Monetisation
3. Growth

Not reaching product market fit

1. Downward metrics
2. No monetisation
3. *'Someone will definitely find it interesting... but not me'*





PRODUCT MASTERY PROGRAM

Case studies

How leading businesses execute strategy



Strategic decisions

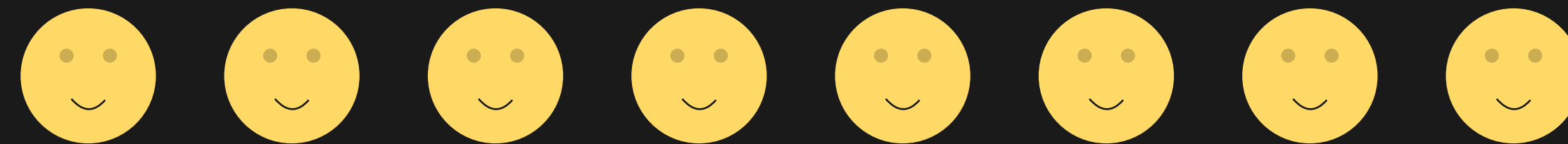
Clutter free desktop app

Streaming not downloading

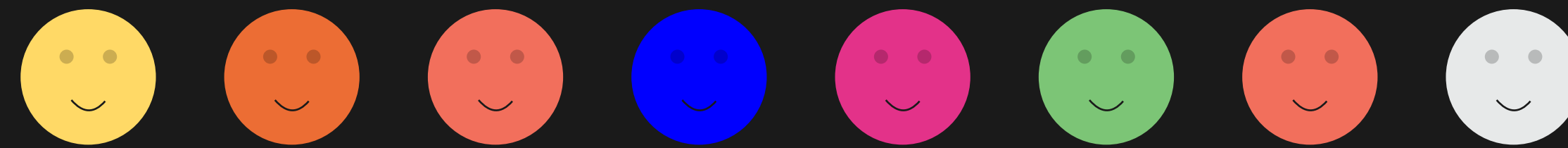
Ad-funded & subs



Team Structure



Team Structure



The Squad



Team Structure

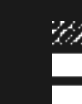
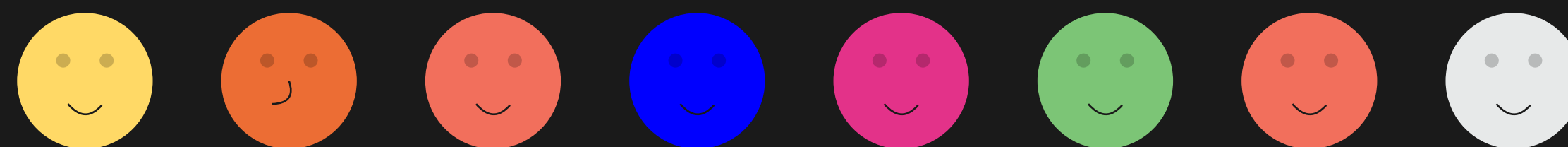


Squad & strategy

Overall vision

Product strategy

Short term goals



Execution Principles

Autonomy

Alignment

Cross
pollination

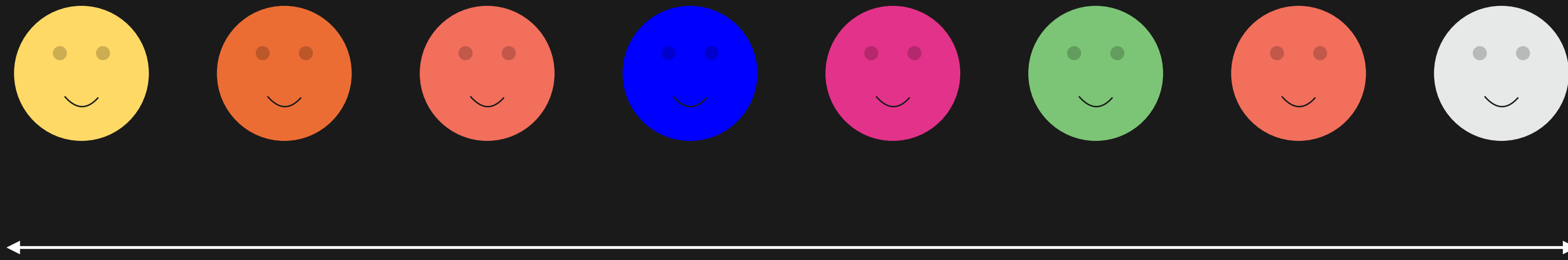
Open source

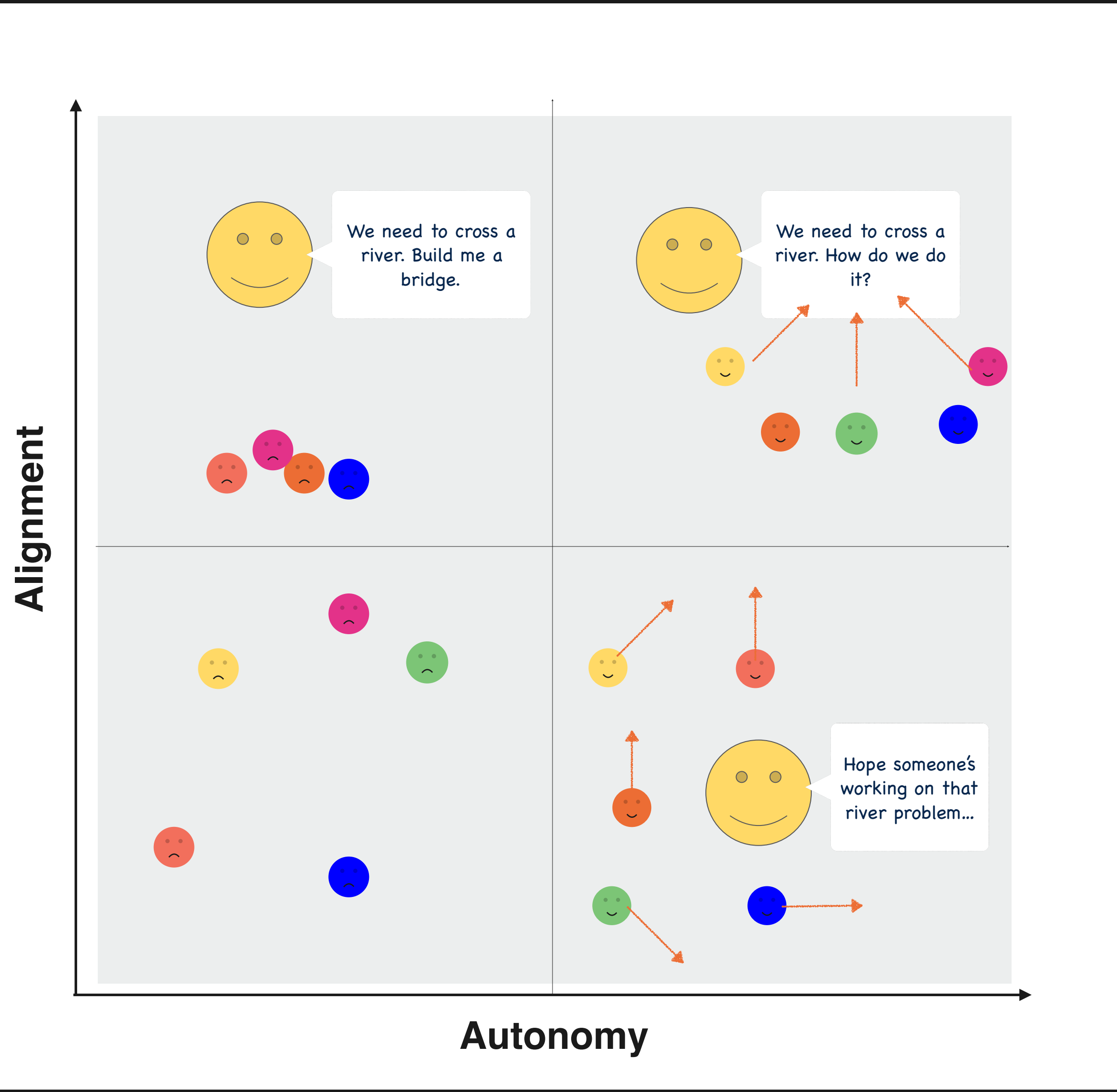
Release often

Feature flag



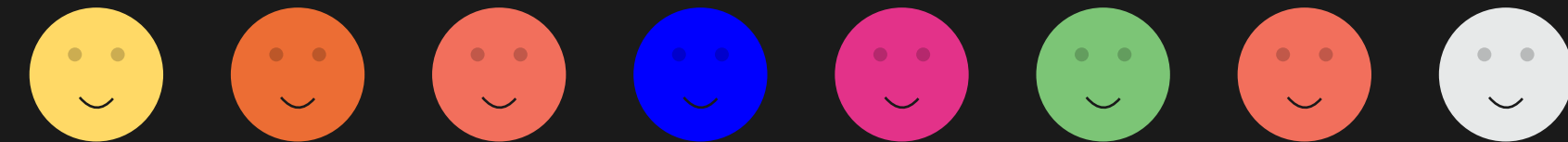
Autonomy



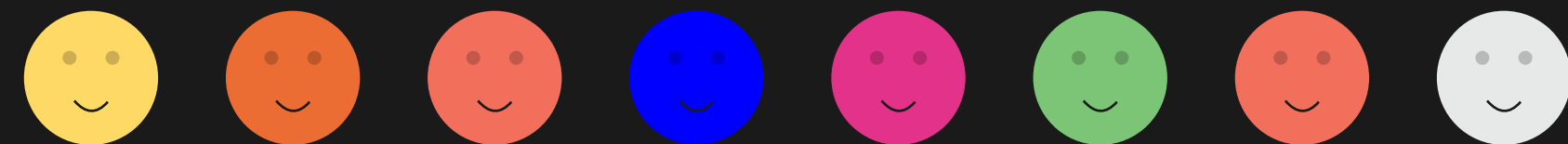


Cross pollination

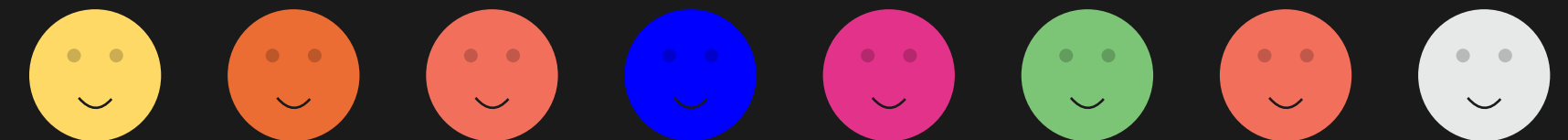
 Trello



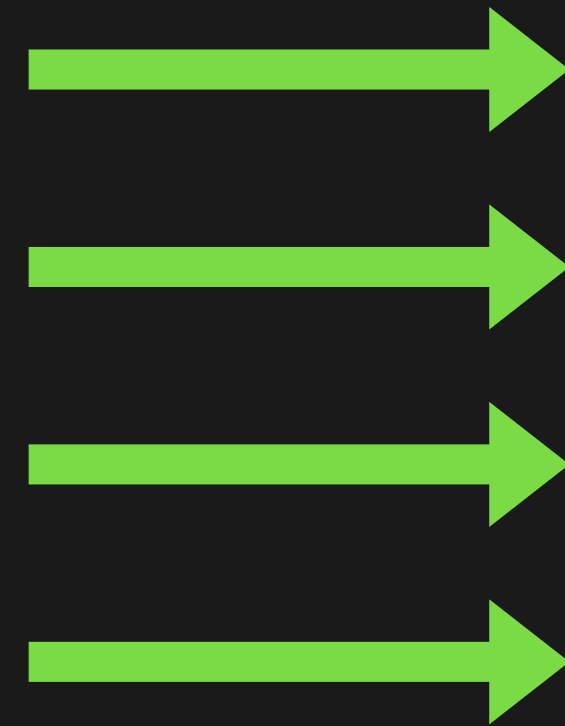
 Trello



 Trello



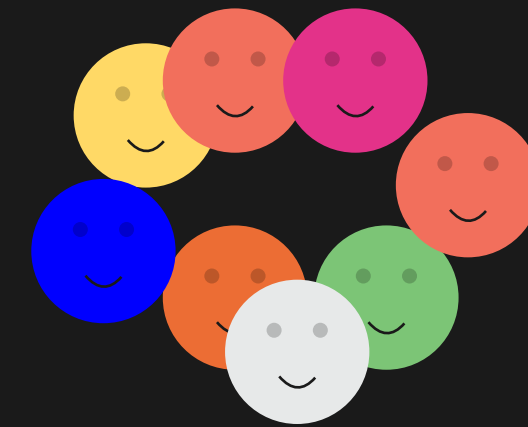
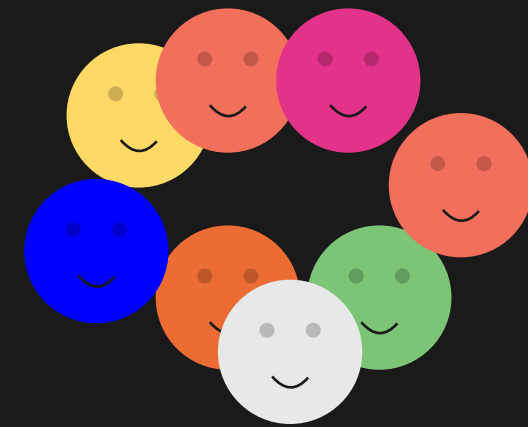
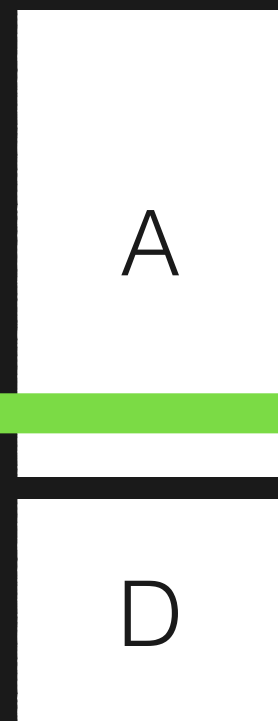
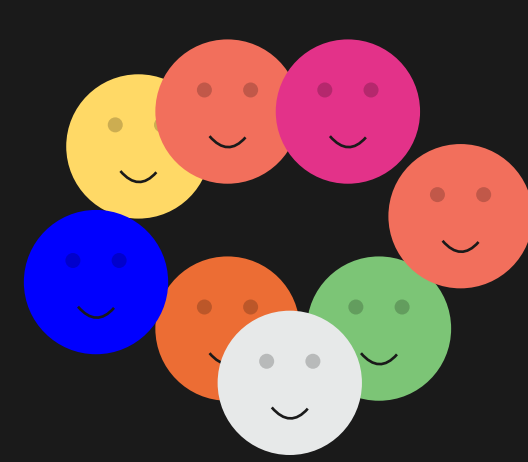
Small frequent releases



Routine, not drama.



Feature flags



NETFLIX





GIBSON BIDDLE, FORMER VP PRODUCT NETFLIX



NETFLIX

Delight customers, in margin-enhancing, hard-to-copy ways

- GIBSON BIDDLE, VP NETFLIX



Strategy Quarterly Meeting

Goals

Alignment

Context

Investment
decisions

Rules

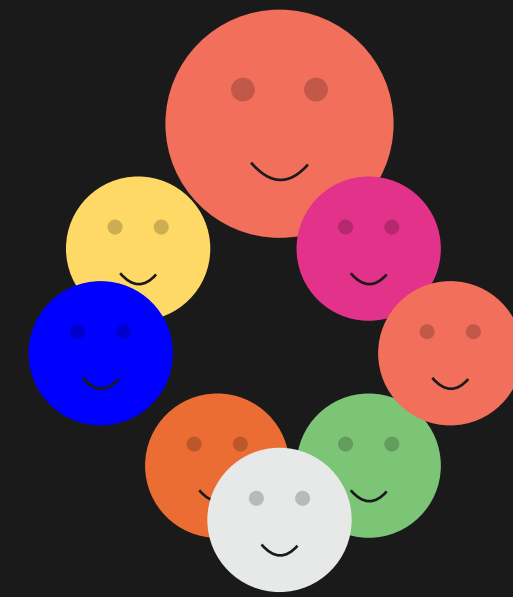
No dumbing down

No pretty slides

Limiting attendance



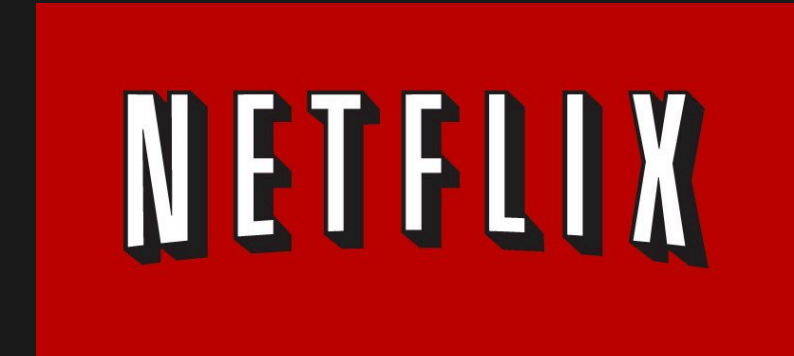
Team Structure



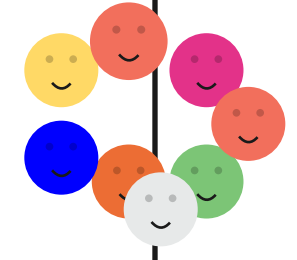
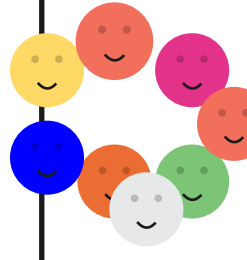
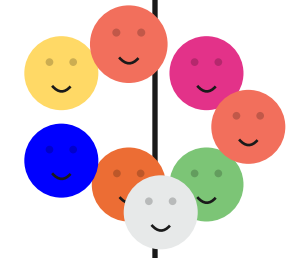
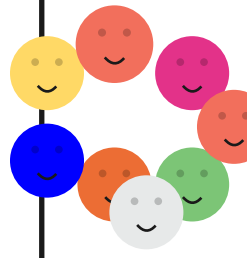
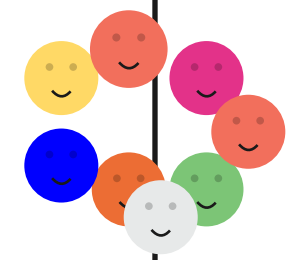
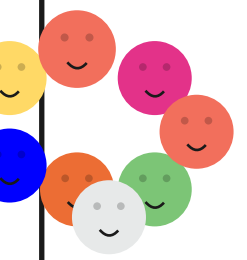
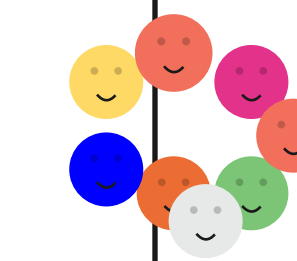
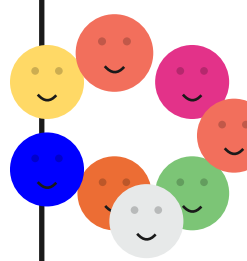
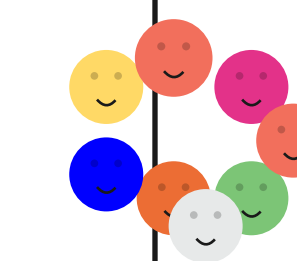
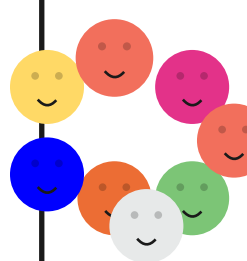
Pod

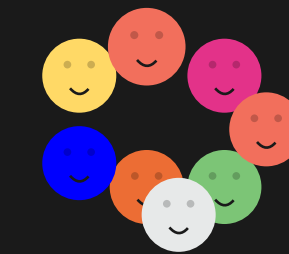


Team Structure



High level strategies

 1. Personalisation	6. Exclusives	
 2. Instant	7. Social	
 3. Price & plans	8. Open APIs	
 4. Easy	9. Help & Account	
 5. Selection	10. Movie finding tools	



Tactics & metrics



Results

NETFLIX

High level strategies

1. Personalisation	6. Exclusives
2. Instant	7. Social
3. Price & plans	8. Open APIs
4. Easy	9. Help & Account
5. Selection	10. Movie finding tools



Communicating

Alignment

Progress

Changes



Measuring success



How often should
you update your strategy?



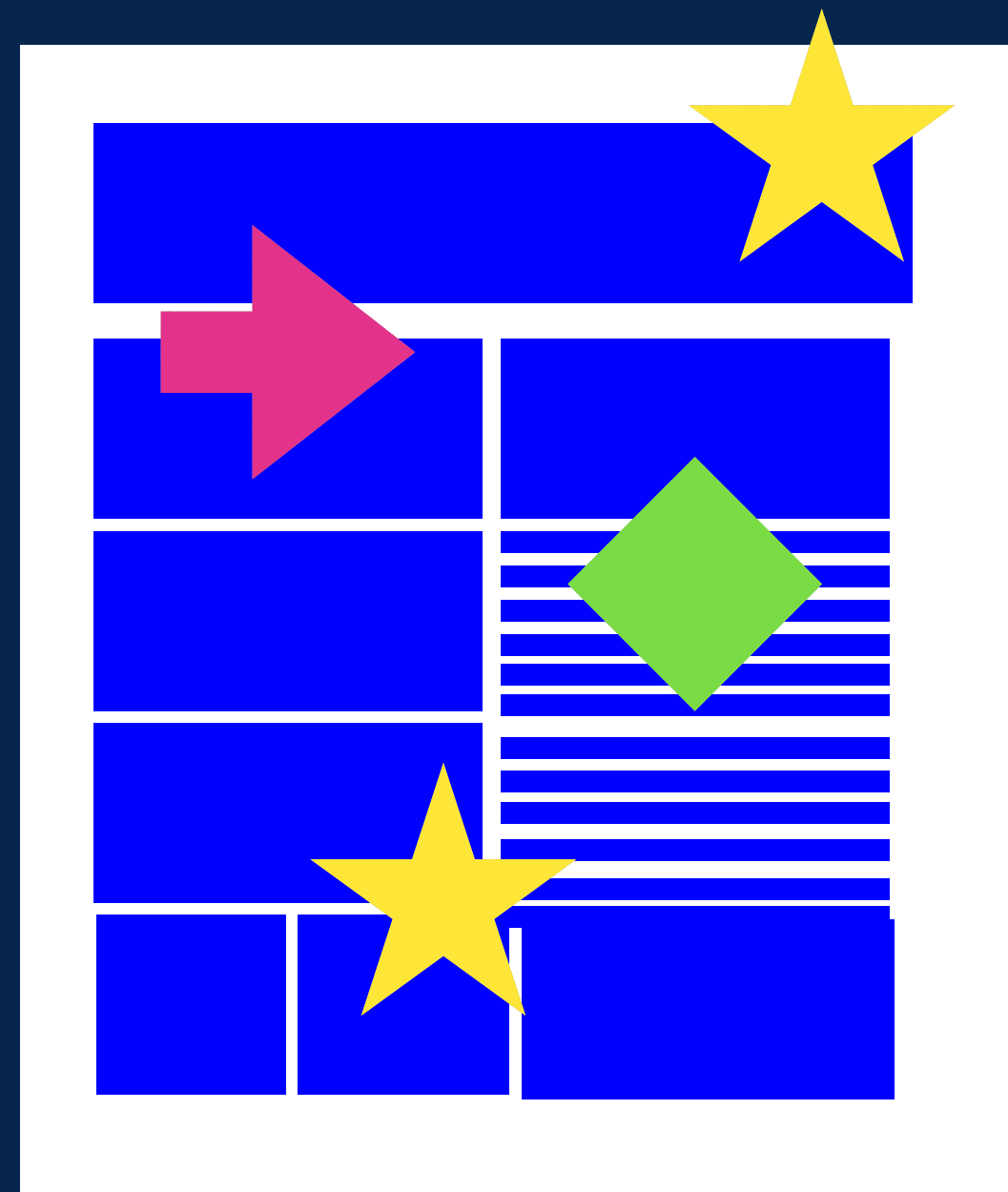
Overcoming organisational hurdles

Obstacles to overcome

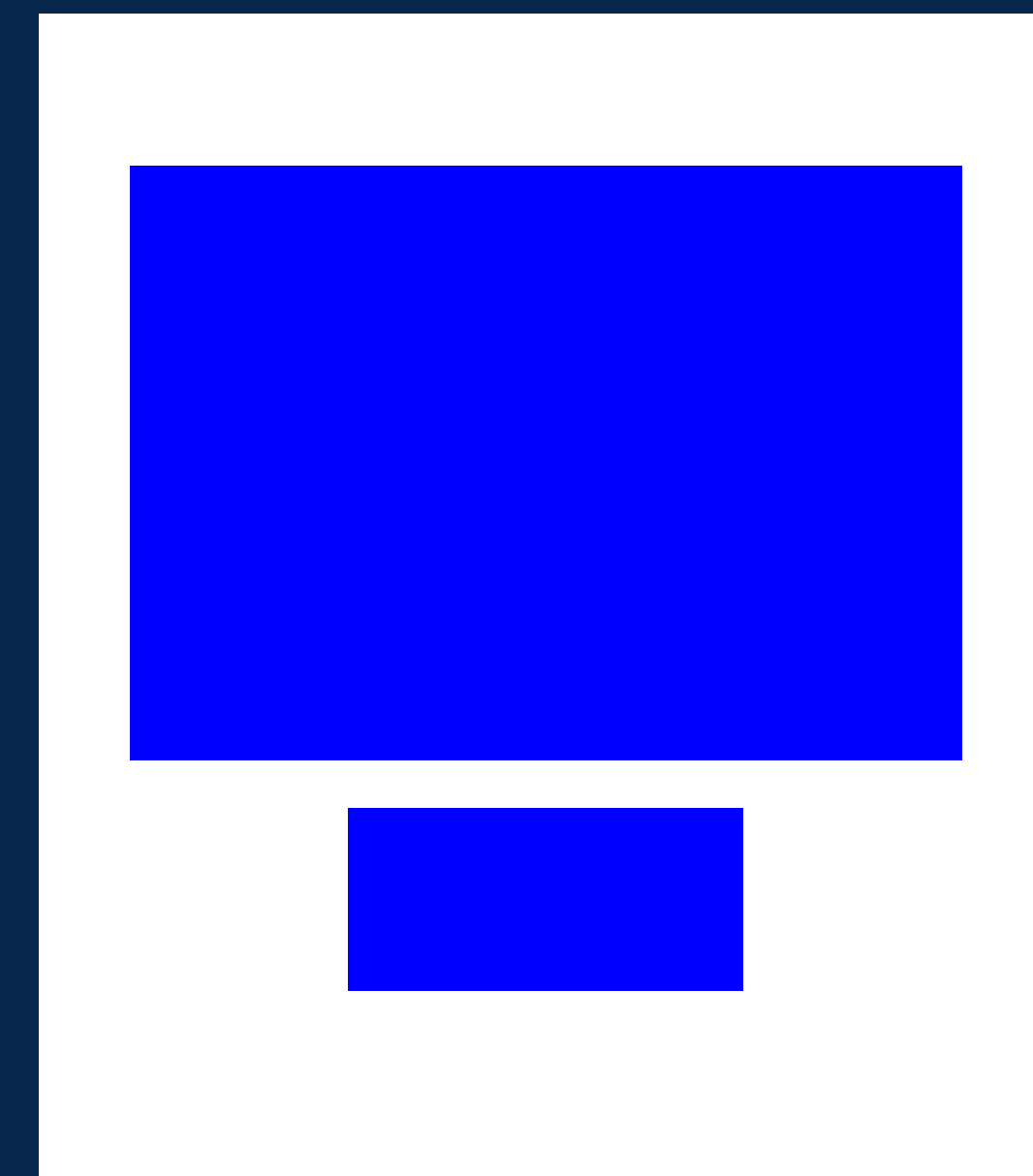
1. No distinction between strategy creation and execution
2. Team don't buy in to vision
3. Lack of focus



Overcoming lack of focus



Our solution



Competitor solution



A brief recap

1. *Hypotheses* - strategy is the process of making decisions and trade offs - but these are hypotheses to be tested
2. *Finding product market fit* - product / market fit is the process of establishing whether your product strategy is working
3. *Autonomy and alignment* are critical for successful communication
4. *Obstacles* - overcoming organisational hurdles is critical for success