Program Objectives

PRODUCT MANAGEMENT

1. Pre-Program Preparation
2. Innovation Capabilities Session
3. Peer Coach Program
4. Evaluating Your Business Model
5. Innovating Business Models
6. Customer-Focused Design
7. Data-Based Decision-Making
8. Breakthrough Results with Pricing
9. Segmentation and Targeting
10. Engaging Your Product Team
11. Negotiations and Influence
12. Product Lifecycle
13. Product Portfolio Planning & Road-mapping
14. Storytelling for Innovation
1 Pre-Program Preparation

Introduce yourself to the class and learn about your future classmates

Create a Business Model Canvas for your product and receive coach feedback

Along with your teammates at work, complete an assessment of your team’s Innovation Capabilities and Teaming Capabilities from which we will create personal reports that will be returned to you in class

Complete readings and watch videos that will introduce you to the materials we will cover in class

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2. Innovative Capabilities Session

Learn the Berkeley-Haas innovation model by applying it to a short in-class exercise. Debrief the innovation capabilities survey results provided by you and your teammates. Plan improvements to your innovation capabilities based on class discussions and interactions with your peers.

3. Peer Coach Program

Meet, teach, and learn from your classmates, other product managers from a variety of industries and backgrounds. Through a series of exercises with your classmates, faculty and coaches, create meaningful insights into your business and meaningful action plans to implement when you return to work. Create ongoing mutual coaching relationships, a strong correlate to career success.

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4. Evaluating Your Business Model

- Learn to use the business model canvas to understand the context for your product and the dynamics of your business over time.
- Clarify your business model canvas with particular focus on your value proposition and customer segment definitions relative to your competitors, iterating with the help of faculty and peer review.
- Learn to resist the common default mindset of feature lists, and embrace “value creation for customers” as your organizing principle.

5. Innovating Business Models

- Diverge and converge to generate alternative business models.
- Update your business model canvas throughout the week with learning from the various exercises and lecture.
- Analyze the impact of trends on your business models.

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6. Customer-Focused Design

Learn and practice the basics of ethnographic interviewing, a combination of immersive observation and one-on-one interviewing, to develop deeper understanding of customer and user needs.

Generate customer insights for your product team, helping them see your customers in new ways that will guide future development of better customer experiences.

7. Data-Based Decision Making

Ensure research you do or commission will guide specific decisions that are meaningful to the business.

Determine appropriate research methods for the question at hand.

Rethink your key performance indicators, creating more effective metrics than net-promoter scores and customer satisfaction.

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8 Breakthrough Results with Pricing

Price with a clear understanding of the value you are providing and communicating to the customer

Learn to develop a comprehensive and responsive pricing strategy

Estimate customer willingness to pay through economic value to the customer

Develop tools to analyze the role of costs, customer price sensitivity, and competition on pricing

9 Segmentation and Targeting

Understand the fundamental difference between usage-based customer segmentation and less effective demographic segmentation

Experiment with new customer segmentation schemes

Learn how to evaluate your market segments to make sure they are measurable, accessible, differentiable, substantial, and actionable

Assess the effects on your business model canvas of alternative segmentation schemes

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10 Engaging Your Product Team

- Debrief the Team Dynamics assessment and its direct narrative feedback on how the team can work better together.
- Learn approaches to better manage your product team through setting and communicating a clear sense of purpose and having clear decision-making approaches.
- Learn to deepen psychological safety on your teams (highly correlated to effectiveness when the work has a high uncertainty and interdependence).

11 Negotiations and Influence

- Practice techniques for both creating value in collaborative negotiations and dividing value in competitive negotiations.
- Learn through exercises how to develop trust, gather information, and build relationships to enhance your influencing power.
- Learn simple techniques for neutralizing negotiation gambits, and getting the process quickly back on track.
- Assess, document, and improve your team's decision-making process with facts-first problem solving techniques.

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Program Sessions

12 Product Lifecycle

Learn the art of self-disruption: preserving your business by embracing the next product that will disrupt your existing product lines.

Understand product adoption curves. Learn how to identify where your product is on them, and what that implies for the decisions you need to make around your product.

13 Product Portfolio Planning & Road-mapping

Build on the principles of product lifecycle management, and practice balancing the needs of new markets against the need to continue serving your existing customers well.

Learn the latest research on product roadmaps, adding customer experience design as a grounding element for building roadmaps.

Play a competitive, scored simulation game that models portfolio management challenges.

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Program Sessions

14 Storytelling for Innovation

Using storytelling techniques, create your customer story

Evaluate your story with your peers and course faculty to ensure it is internally consistent

Practice telling your story and engaging with emotion. Then, take these skills back to work

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