



PRODUCTIZED
MAKE VISIBLE

PRODUCTIZATION FOR TECH TRANSFERENCE

ANDRE MARQUET - ANI 2023

Olá 🖐️



André Marquet

Co-Founder of Productized Conference
Events organizer since 2009
TEDx in Portugal
Explorers Festival in Lisbon
Social Entrepreneur
Product Consultant

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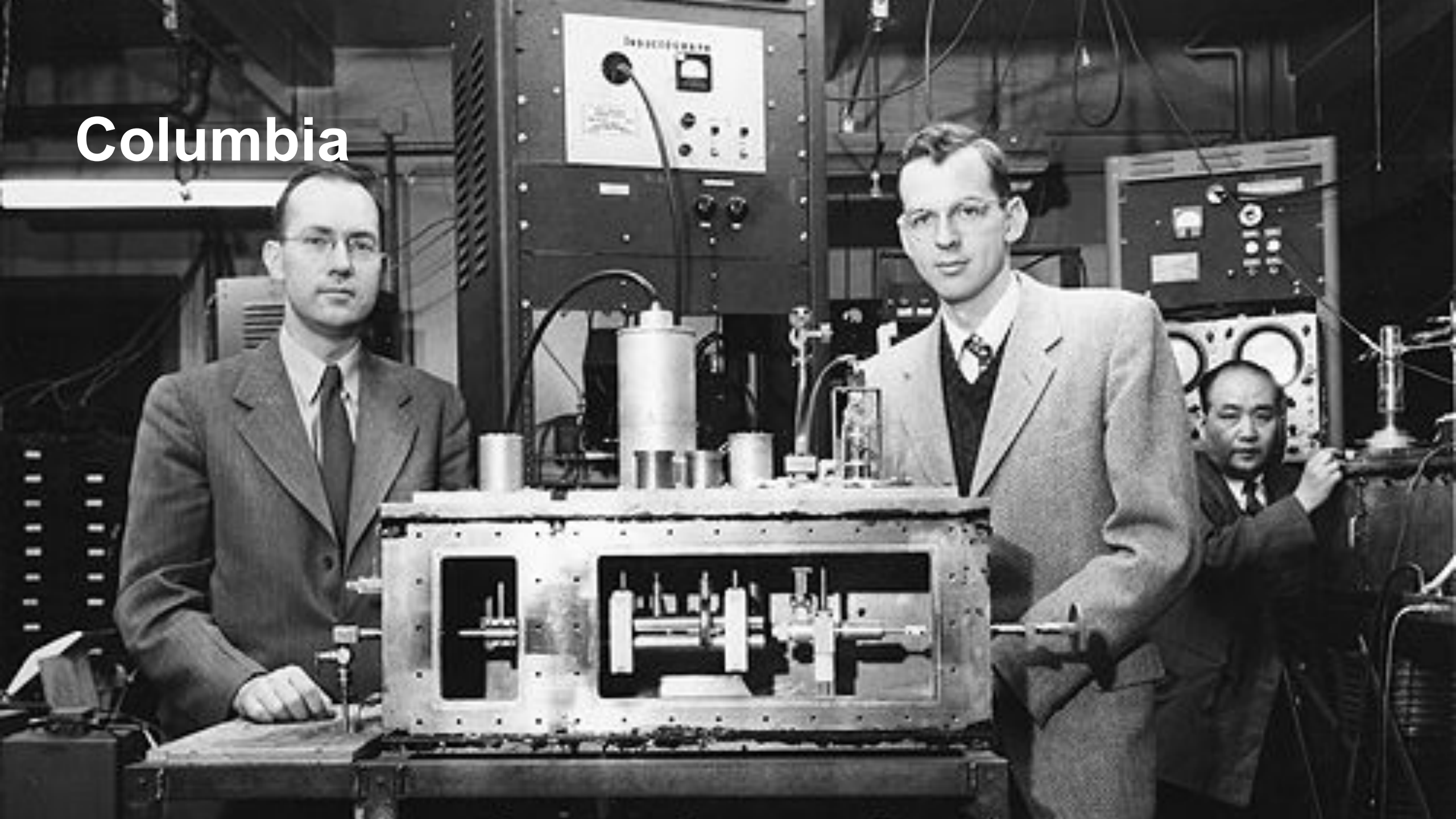
Pennsylvania

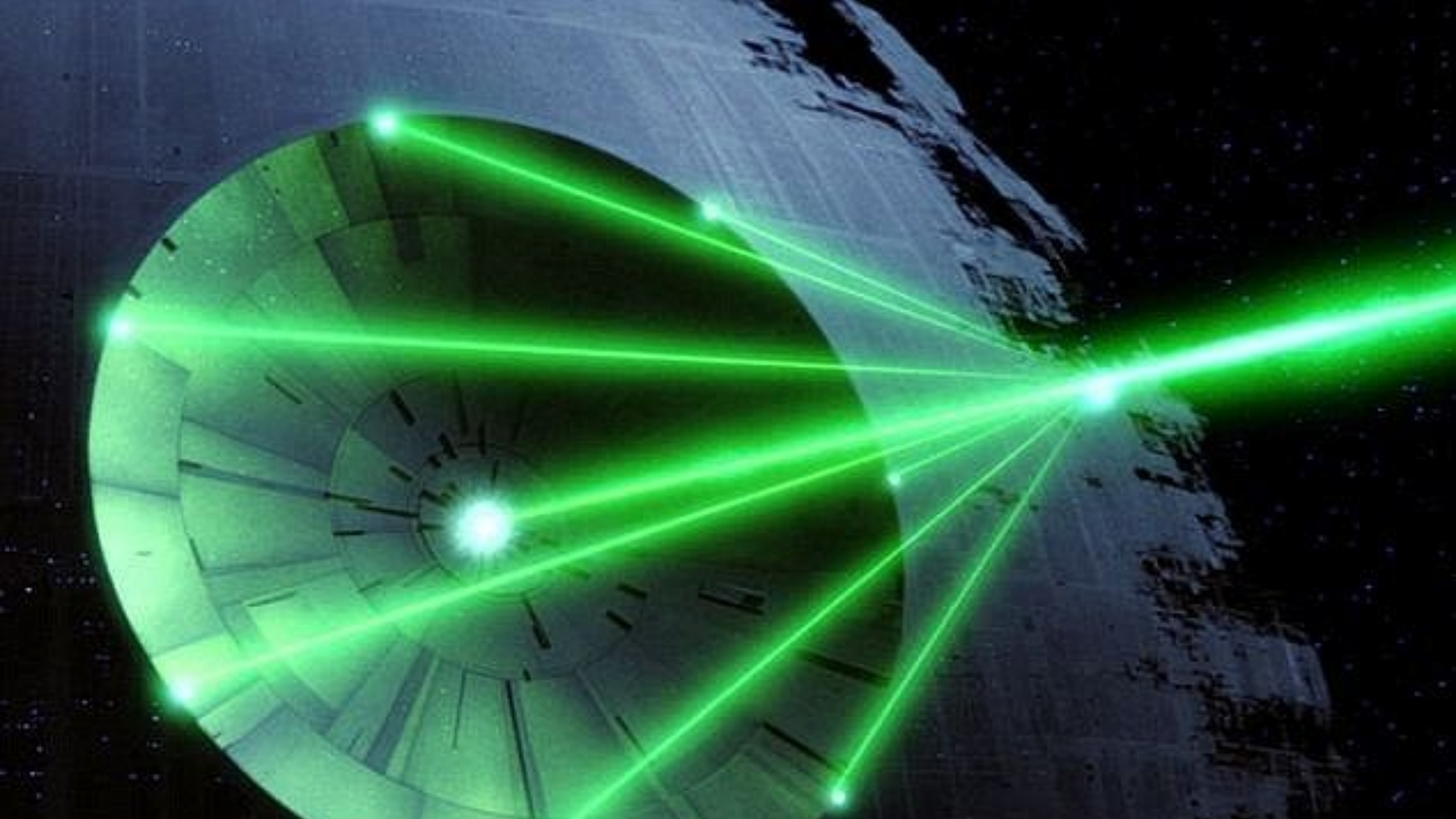




AN

Columbia





Georgetown





SIEMENS

SOMATOM Emotion



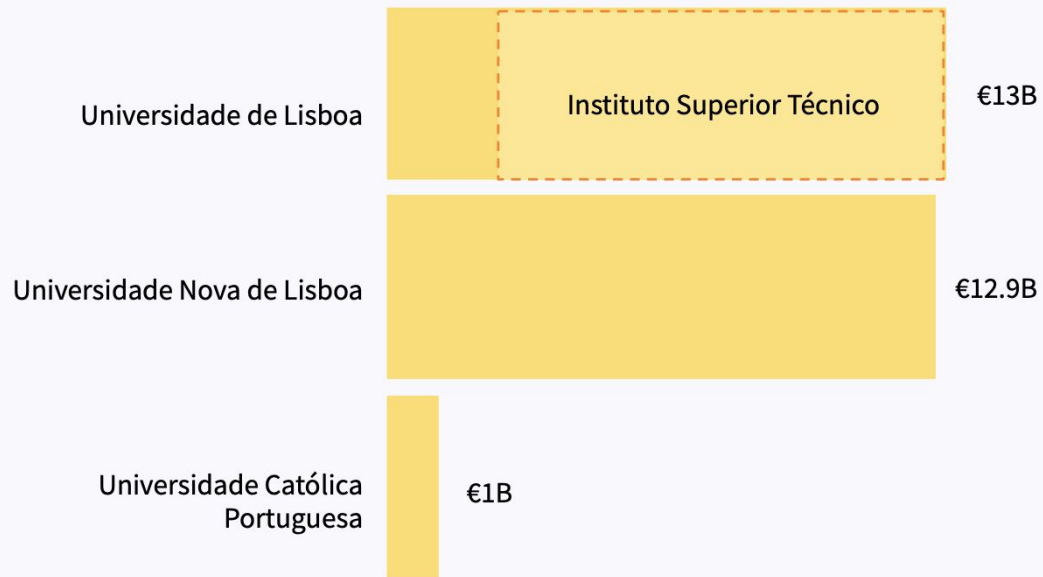


WHAT ABOUT PORTUGAL ?

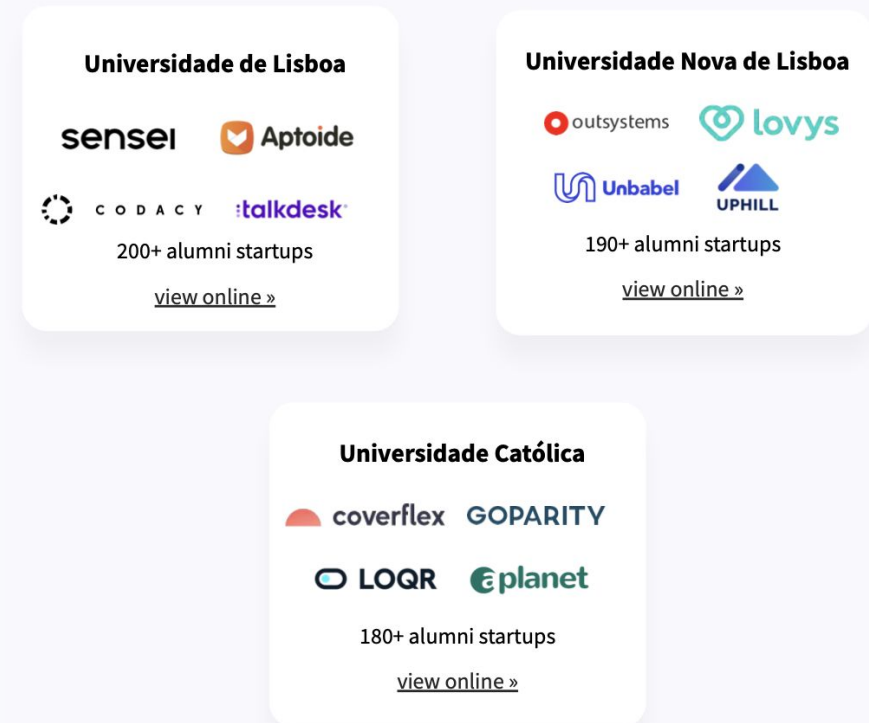
Top universities are a breeding ground for fostering entrepreneurial talent, in Portugal and abroad.

Ecosystem Value of startups founded by alumni founders*

Combined enterprise value (2022)



Selected Lisbon Universities and their alumni startups





NOW LET'S
PRODUCTIZE.IT

Join at
slido.com
#3494 805



#1 SLIDO MOMENT

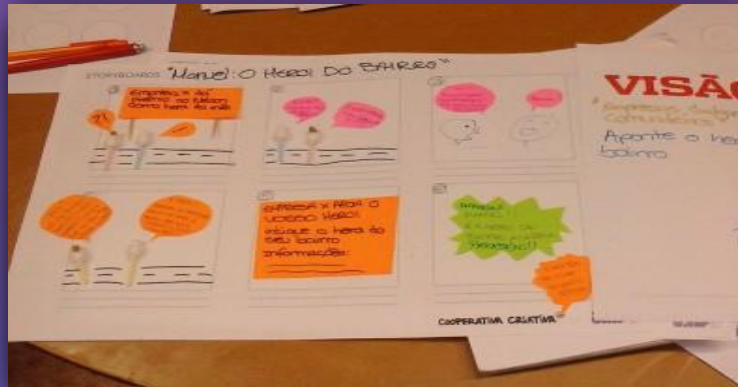
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ABOUT



PRODUCTIZED
MAKE VISIBLE

PRODUCTIZED is a one-stop-shop innovation consulting company that helps organizations bring product and service ideas come to life by providing mentors, experts, lab facilities and a network within the best world hubs.



PRODUCTIZED ORGANIZES EUROPE'S BEST PRODUCT CONFERENCE



PRODUCTIZED

Q&A

What are the challenges you should focus on the problem and not on the solution? I think it's not what you are looking for, but the methodology to solve it.

Q: How do you see the future of mobile phones? Will it be a threat to health?

A: The future of mobile phones is not clear. It will be a threat to health if you use them too much. It will be a threat to health if you use them too much. It will be a threat to health if you use them too much.

Q: How do you see the future of mobile phones? Will it be a threat to health?

A: The future of mobile phones is not clear. It will be a threat to health if you use them too much. It will be a threat to health if you use them too much. It will be a threat to health if you use them too much.

**PRODUCTIZED
CONFERENCE
BRINGS
WORLD
CLASS
SPEAKERS**



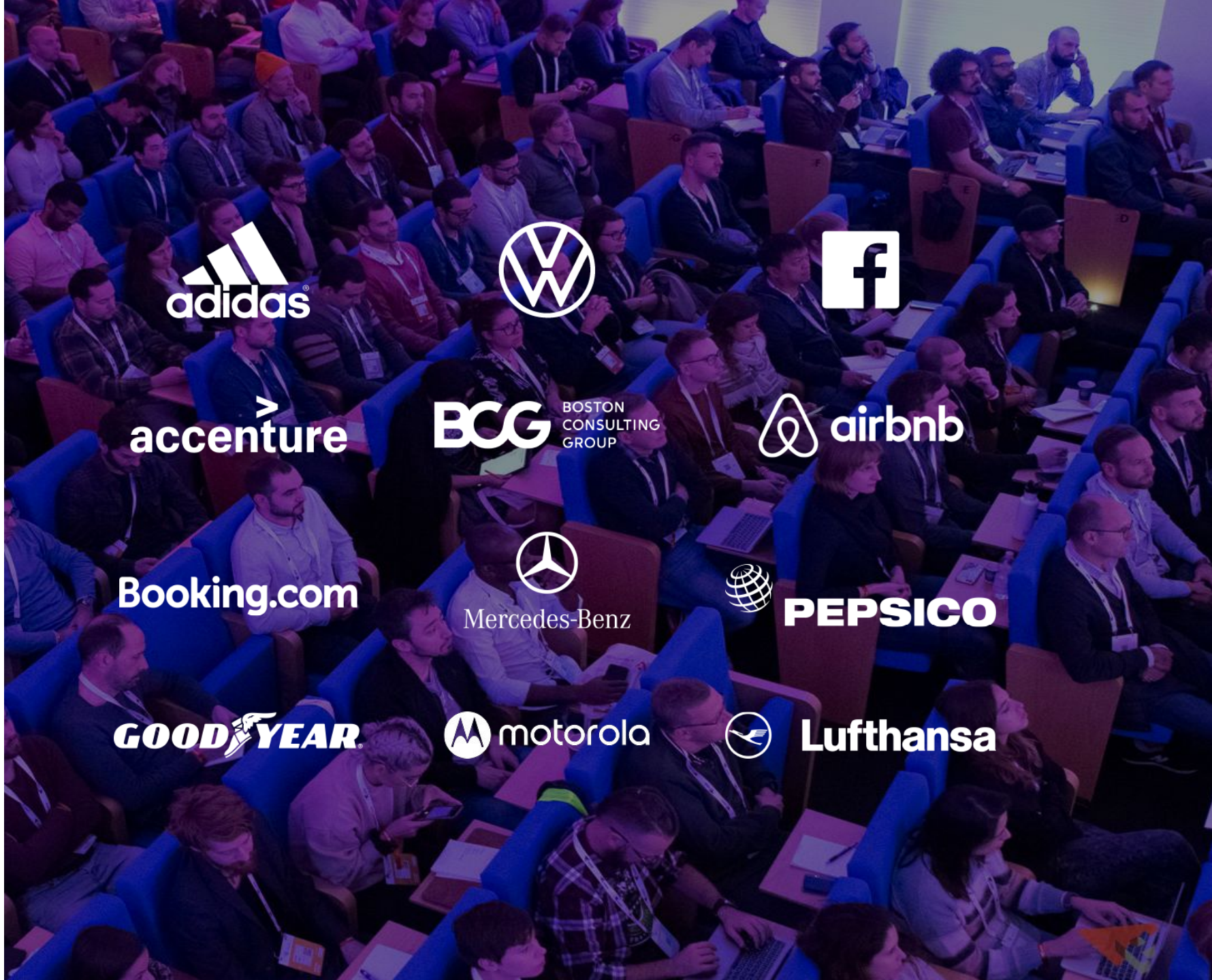
@gibsonbiddle
NETFLIX
VP PRODUCT

@bombeztic
VIACOM
VP PRODUCT

@joshuamauldin
PIVOTAL LABS
PRODUCT DESIGN

@sarahdoody
UX FORMULA
UX DESIGN

**PRODUCTIZED
CONFERENCE**
ATTENDEES ARE
FROM
LEADING
COMPANIES



Mercedes-Benz



PEPSICO



Lufthansa

MAKE VISIBLE

Empowered Teams

In most organizations, tech teams exist "to serve the business"

In strong product organizations, teams are empowered "to serve the customers, in ways that meet the needs of the business."

spg

PRODUCTIZED

At Productized we seek to contribute to the relationship between people and their organizations to build better products.



PRODUCTIZED **MAKE VISIBLE**

**METHODOLOGIES
USED IN THE
INNOVATION CONSULTANCIES**



METHODOLOGIES USED IN THE PRODUCTIZED CONSULTANCIES

Future Thinking

"The best way to predict the future is to design it"

Buckminster Fuller



Forecasting is a process of making statements about events whose actual results have not yet been observed. It is based on quantitative and qualitative data - expert opinions, economic and sectoral data, among others, containing a certain degree of uncertainty.



STEEP is an acronym for *Social, Technological, Economical, Environmental and Political*. It is a method to analyze the macroeconomic environment of the company, in order to determine which the main factors can influence its performance.



METHODOLOGIES USED IN THE PRODUCTIZED CONSULTANCIES

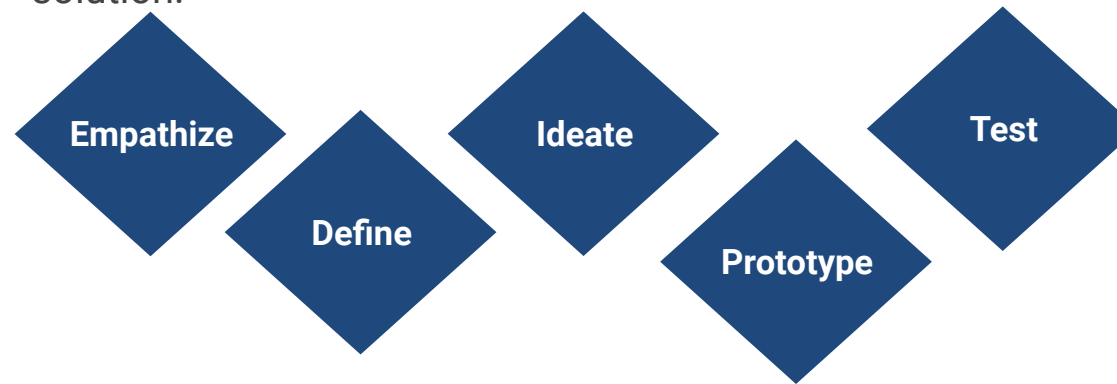
Design Thinking: Human Centered Design

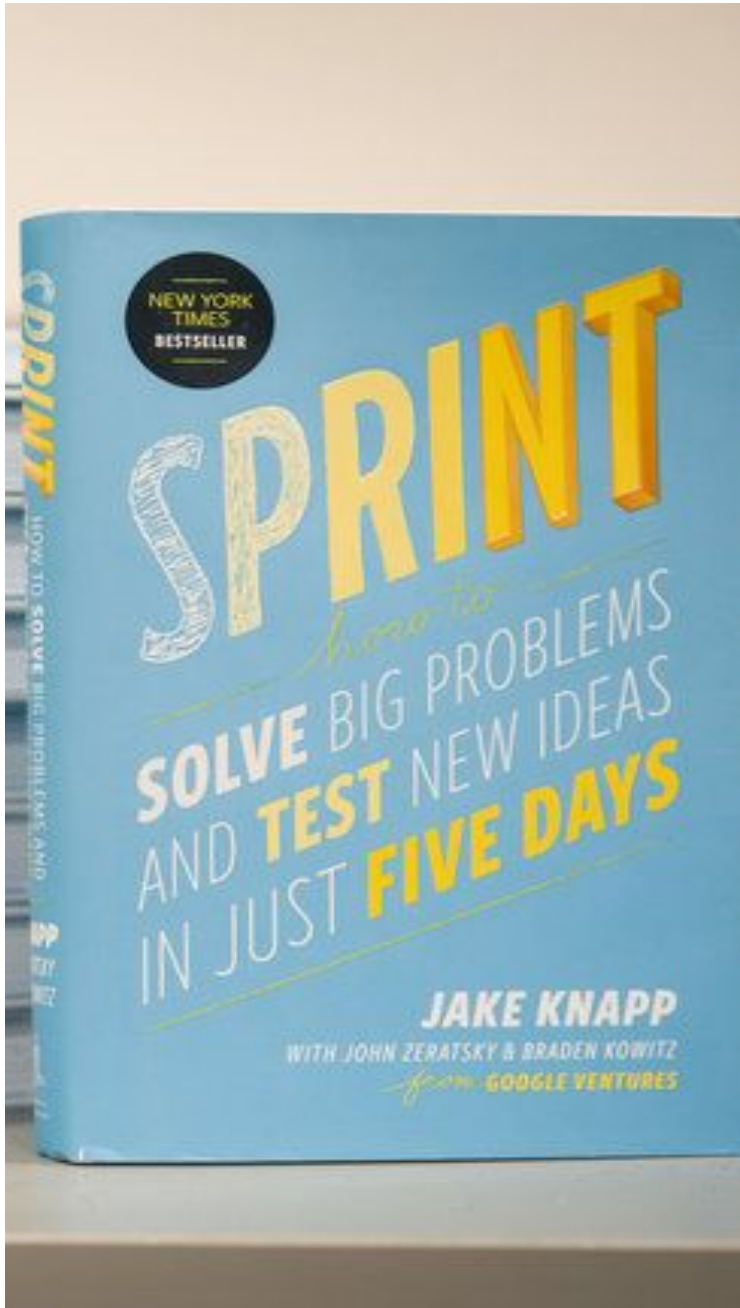
“Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

Tim Brown, IDEO president

Design Thinking is a process and a set of tools, with the aim of generating disruptive solutions.

The reason why the process is called “Human Centred Design”, is due to the fact that it focuses all its phases on the people for whom we are designing the solution.





METHODOLOGIES USED IN THE PRODUCTIZED CONSULTANCIES

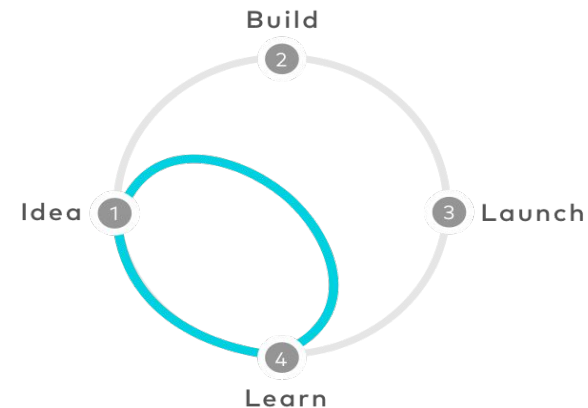
Design Sprint

"It's like fast-forwarding into the future, so you can see how customers react before you spend all the time and expense of building a real product."

Jake Knapp, Author of DESIGN SPRINT

Design Sprints are a proven, repeatable process for rapidly solving big challenges, creating new products or services, or improving existing ones. It compresses months of work into just a few days.

Design Sprints help validate your new service or product idea quickly and effectively so you can focus on giving your customers what they truly want.



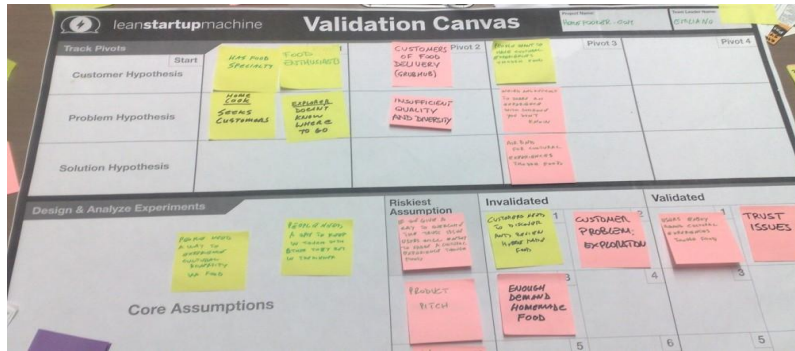
**FAIL FAST.
SUCCEED
FASTER** **GET
OUT
OF THE
BUILDING**

METHODOLOGIES USED IN THE PRODUCTIZED CONSULTANCIES

Customer Development

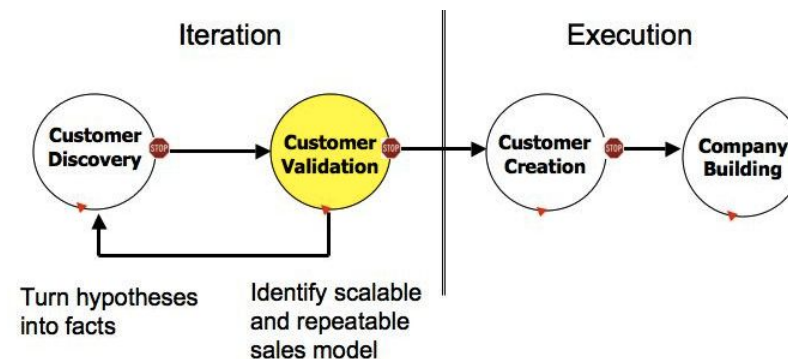
"The company that consistently makes and implements decisions rapidly gains a tremendous, often decisive, competitive advantage. Get out of the building"

Steve Blank, a Silicon Valley serial-entrepreneur



Steve Blank identified that successful Startups achieved success because they were able to find Product / Market Fit, pivoting from their initial proposal.

Customer Development is an iterative process that starts from the premise that “the facts are out of the office” and that the entrepreneur should seek them as soon as possible to validate his hypotheses in the market.





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INNOVATION
CONSULTANCIES
EXAMPLES

Water efficiency for Adene

A people-centered research and a design sprint to co-create a new water efficiency promotion program for buildings in Portugal, conducted in collaboration with public and private institutions for Adene. We contributed by uncovering insights, co-creating solutions, and implementing the MVP for the new program.

Product Created:

aquamais.pt



Transport for vulnerable communities by the European Commission

HiReach is a Horizon 2020 project funded by the EU, focused on developing new tools and business models to enhance accessibility for disadvantaged areas and communities across 9 European countries.

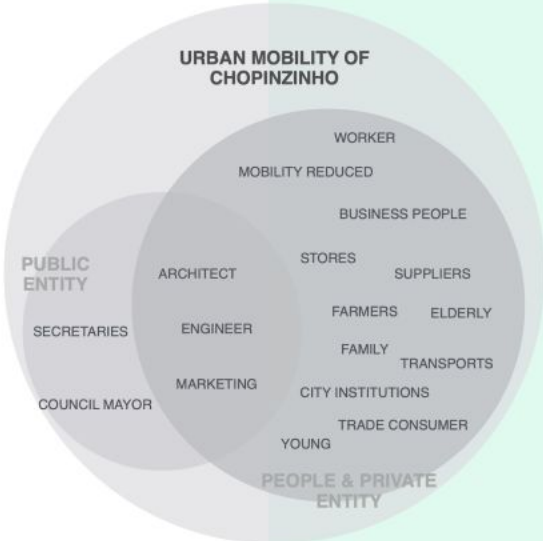
In Brussels, a generative session was conducted to map problems, design journeys, and identify opportunities for mobility improvements and new services for vulnerable populations. The workshop brought together over 50 individuals from various business sectors representing 9 European countries.



Rethinking urban mobility in Chopinzinho

By the people, for the people. This is how we engaged over 40 individuals with diverse interests in co-creating new urban mobility solutions for the city of Chopinzinho, Brazil.

We delivered a sustainable and strategic plan to guide Chopinzinho throughout its implementation journey for urban mobility.



Redesigning digital member journeys experience for a global fitness brand

We assisted a global fitness brand in establishing a relevant and innovative service journey strategy, along with a digital website experience using service design and interaction design methodologies.

8 'MAINTAINING' CRUCIAL TO A SEAMLESS GYM EXPERIENCE.

Many of the negative experiences we heard were linked poorly maintained spaces. Changing rooms were seen as one of the most important and key deciding factors to choosing GY. Payments & expired medical certifications are also a constant pain-point with members whose payment hasn't gone through forced to go to reception to complete a payment, or unable to access the gym because they forgot to renew.

FACTS:

- VA studies have shown that the changing rooms are viewed as important (8.5%) but with a low performance (7%).
- Members who frequently can't find a parking space at their club and find it annoying are 33% more likely to cancel - TNP

RECOMMENDATIONS:

- Extend online booking to other bookable gym features like the solarium.
- Place an extra effort in maintaining changing rooms and GYM equipment as they are seen as the 'status' of a high quality GYM.
- Provide online payment methods for when withdrawals are not successful.

"Ho frequentato tante palestre e gli spogliatoi facevano schifo. Qui invece mi sento come se fossi a casa mia"

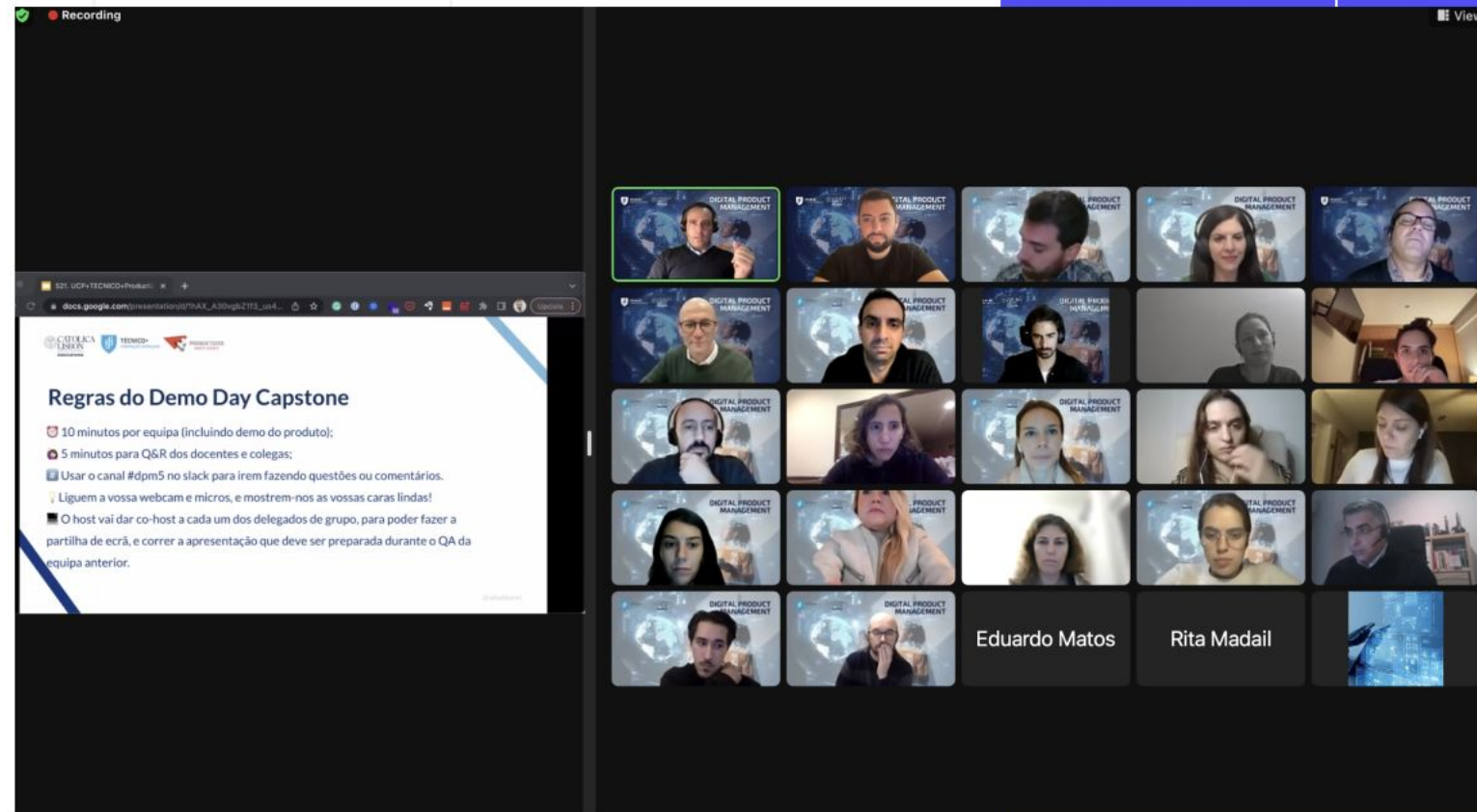
"Non ci hanno cambiato le biciclette per lo spinning e anche le palestre più brutte ora hanno i modelli nuovi e questo non è bello. C'è un ragazzo che è iscritto a Virgin ma va a fare spinning in un'altra palestra"

The 1st full digital program from **Universidade Católica Portuguesa (UCP)**

Digital Product Management Program

The Digital Product Management online course was designed together with CATÓLICA-LISBON, TÉCNICO+ and PRODUCTIZED with the objective of providing a complete view of digital product management, through learning and practical experience of a proven framework for managing the development of innovative digital products.

The course equips their trainees with the tools to create products at the right timing, with a customer-centric approach, by solving real problems and experimenting with new ideas. This course integrates the specialty of each of the organisations, presenting the digital and technological skills combined with the strategic and management aspects necessary to promote innovation and for the success of the development, launch and management of new digital products.



CORPORATE INNOVATION



SOCIAL INNOVATION



STARTUP EVENTS



UNIVERSITY INNOVATION



HiReach ACCELERATION (Portugal, Belgium, Austria)



PRODUCT CONFERENCES





Consultancy image examples by Productized

#2 SLIDO MOMENT

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What's Product Management anyway?

Let's start with the basics

Partly adapted from Andrei Breno 2021

**It's like wearing all these hats,
and still staying calm & productive**



“ *PM mission is to discover and build a product that is **valuable, usable and feasible.*** ”

- Marty Cagan

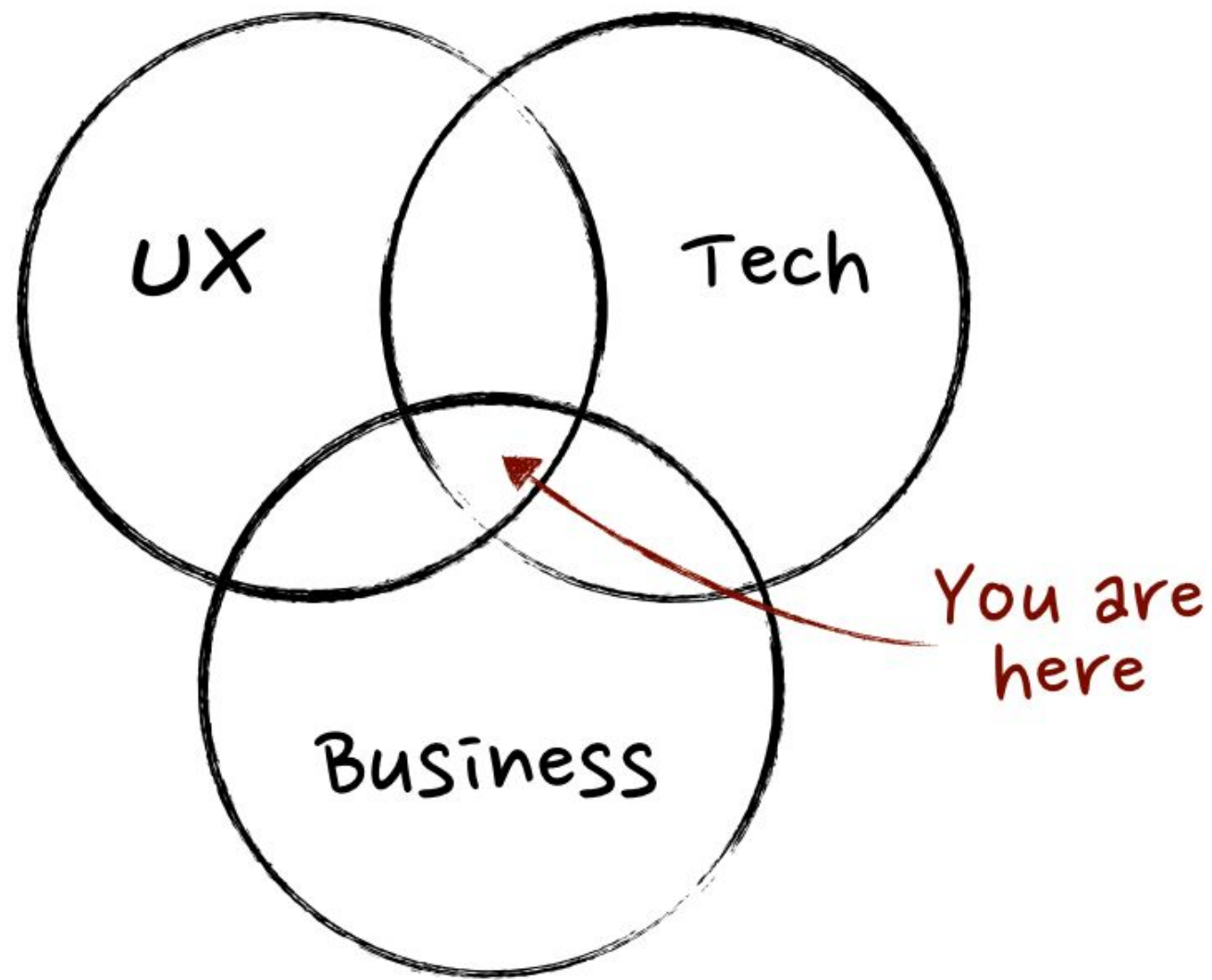


“ *The Product value is in **what gets used**, not what gets built.*

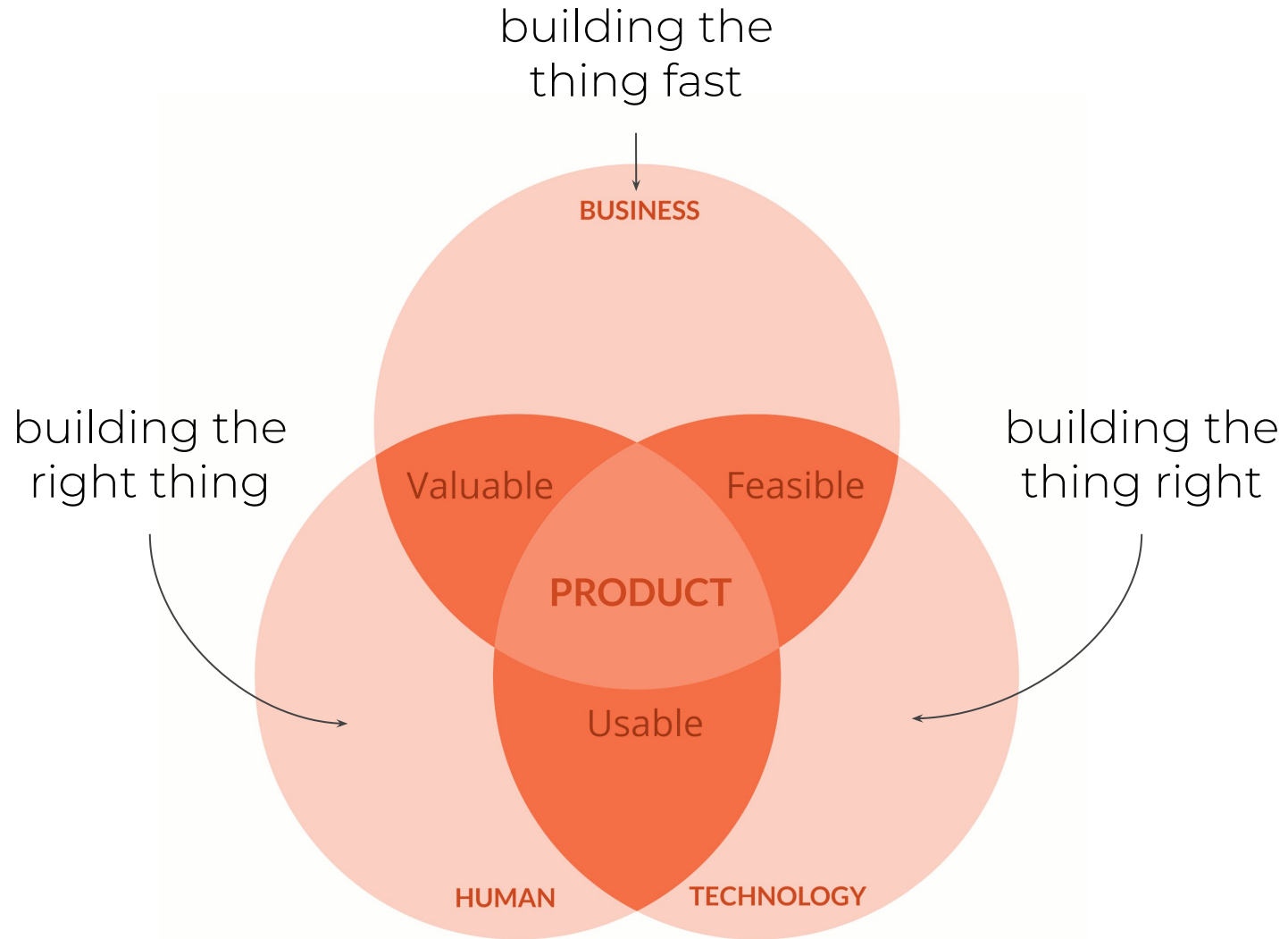
- **Melissa Perri**



The PM Sweet Spot

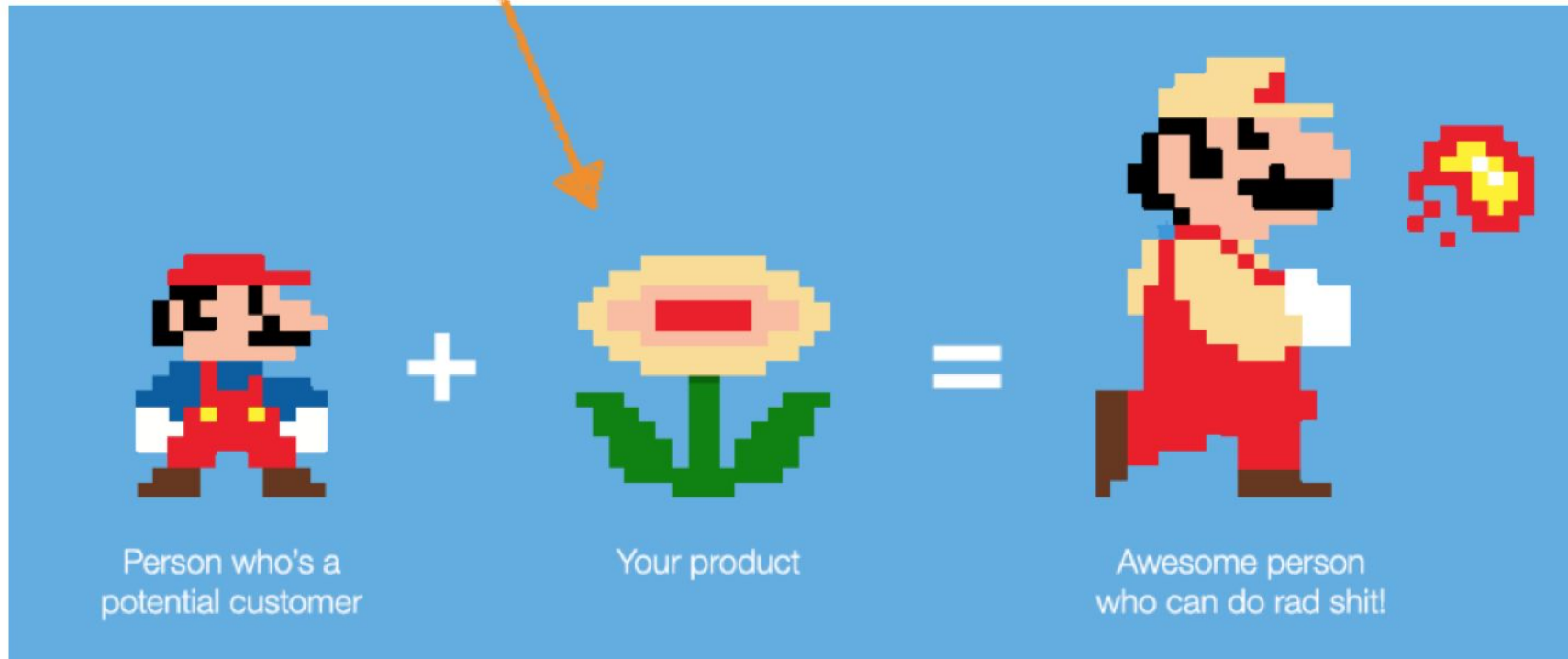


A better version of it



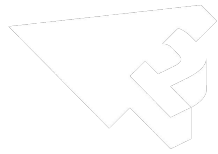
Mario explains

This isn't what your business makes



@UserOnboard

This is



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What you can
see and
experience



What you
get out of it

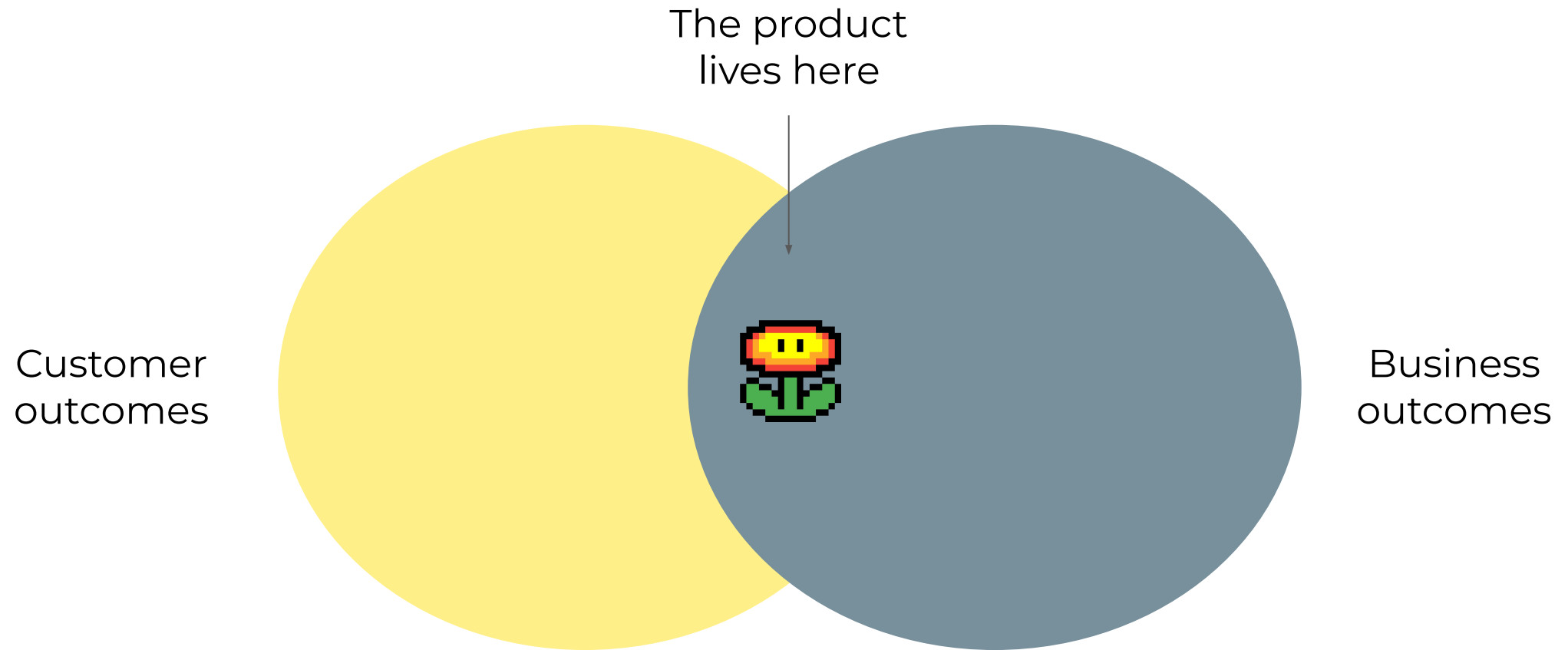


Outputs ≠ Outcomes

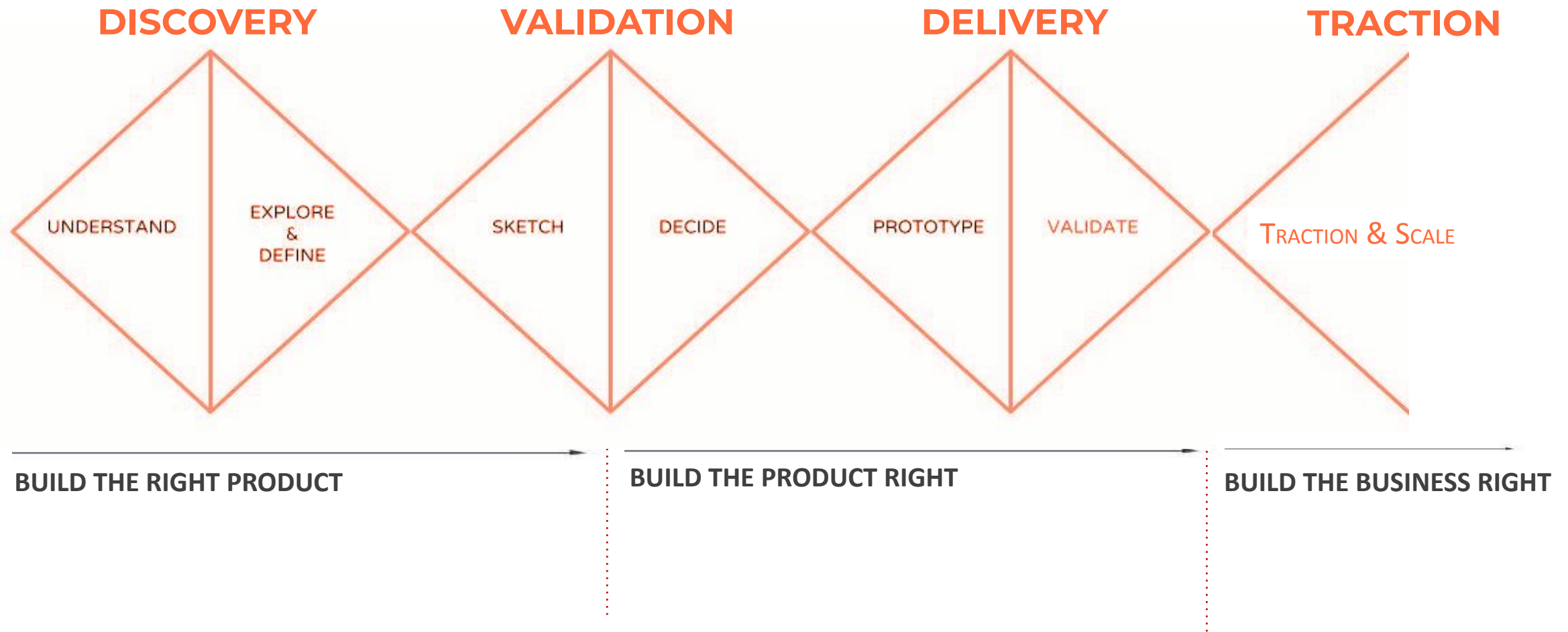


This is why a
“product” is
valuable to
users

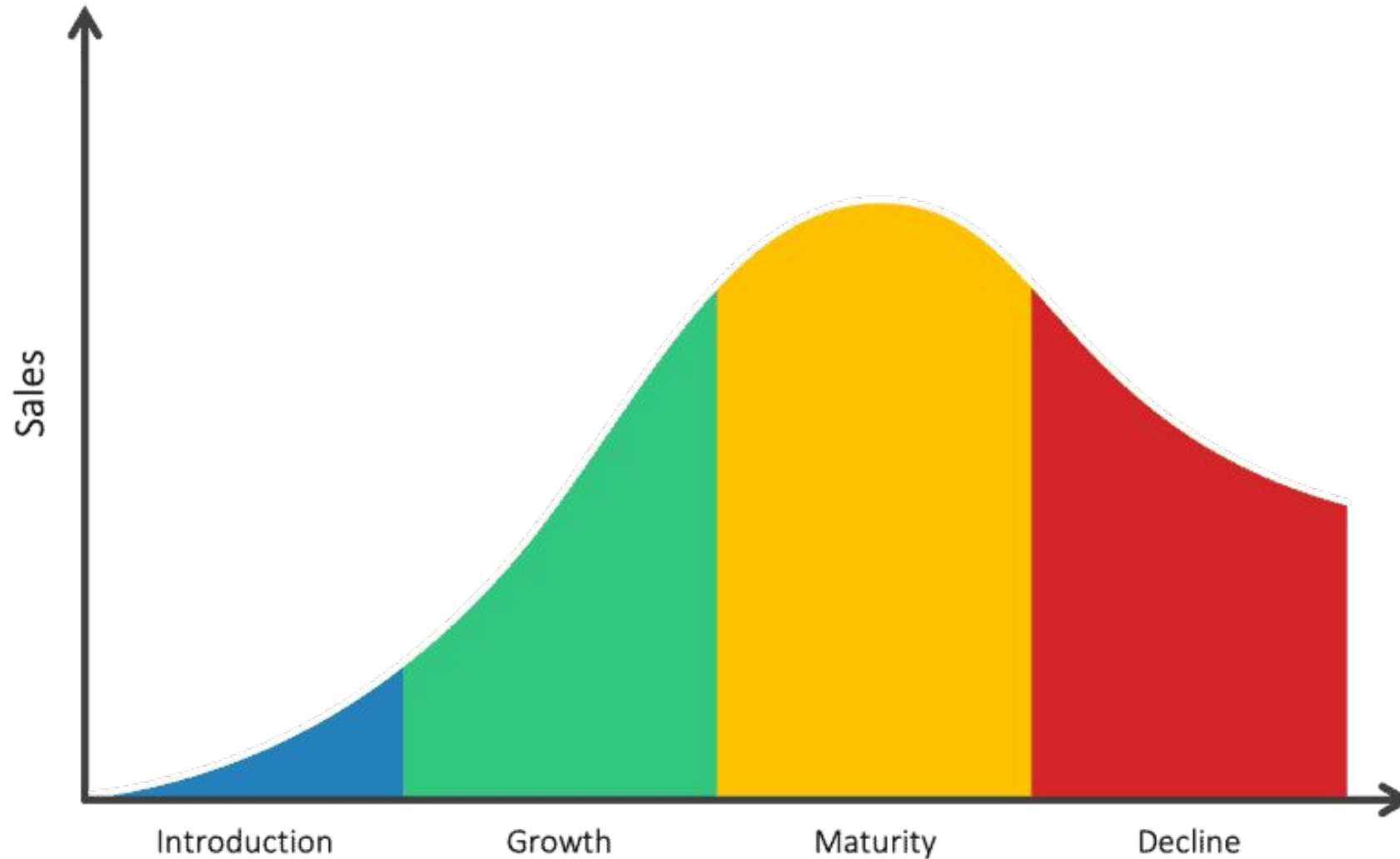
Outputs ≠ Outcomes



The Product Creation Life Cycle



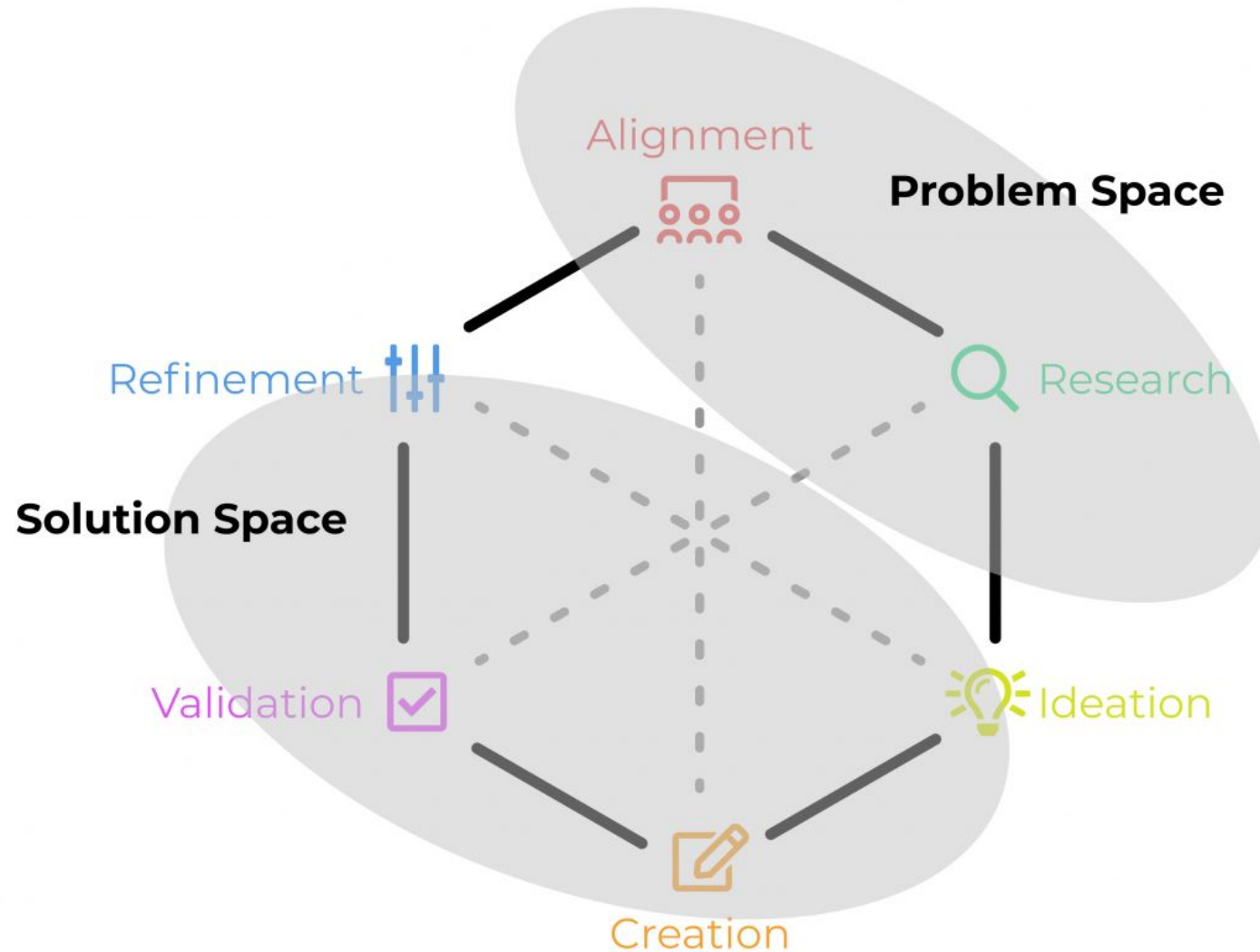
Events are productized experiences



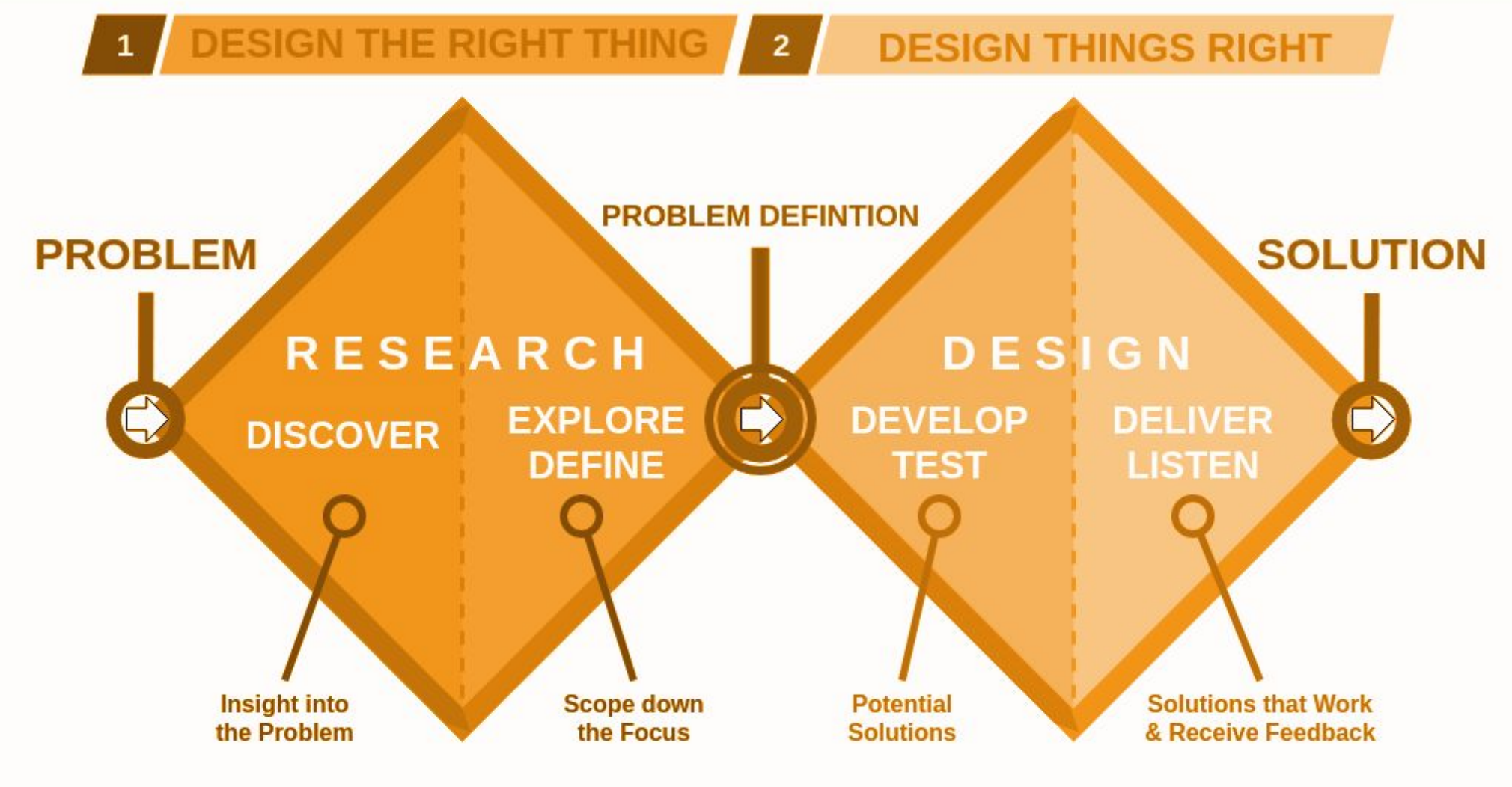


**What does a PM need
to be great at?**

1. Always starting with the Problem



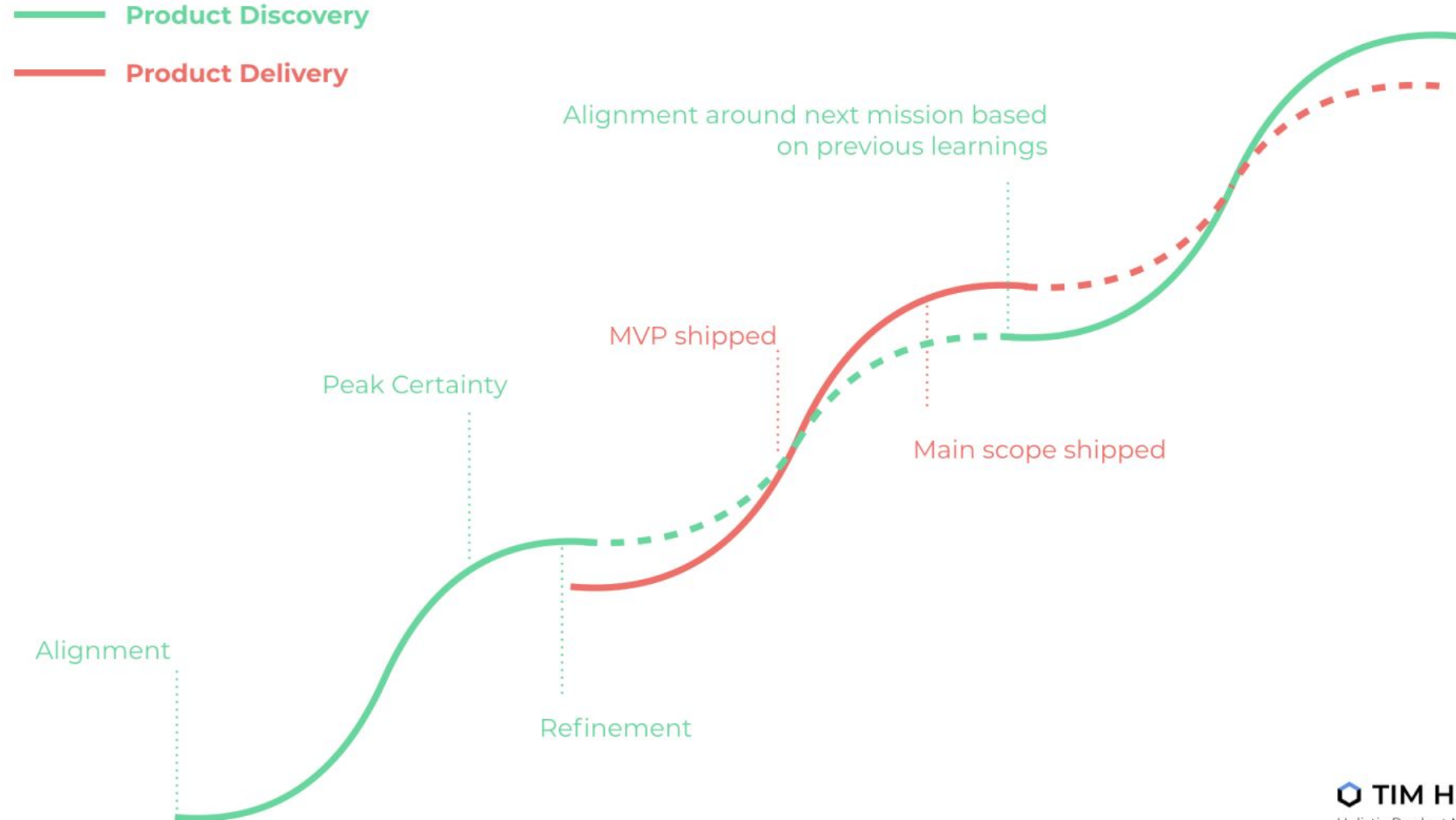
2. Going from Problem to Solution



3. Brilliant Prioritization

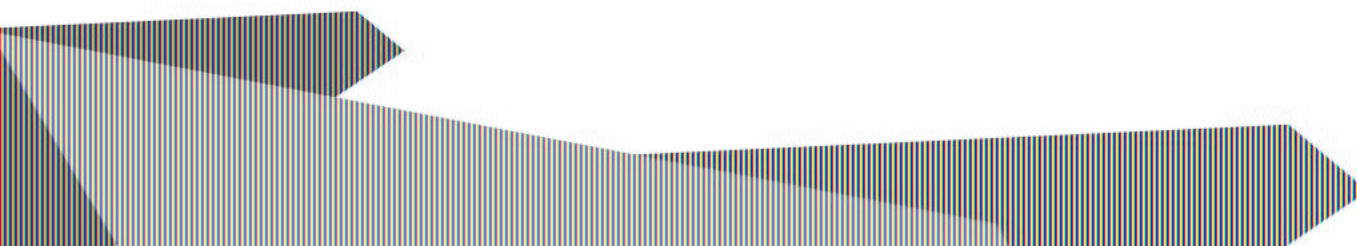
Priority	Idea name	Reach + Positive Factor	Impact + Positive Factor	Confidence + Positive Factor	Effort - Negative Factor	R.I.C.E Score
<input type="checkbox"/> 1	Two Factor Authentication 5 pieces of feedback Auth	72	● ● ● ● ● 1 2 3 4 5	 75%	● ● ○ ○ ○ 1 2 3 4 5	135
<input type="checkbox"/> 2	Apple Pay Integration 10 pieces of feedback Integration	66	● ● ● ○ ○ 1 2 3 4 5	 50%	● ● ● ○ ○ 1 2 3 4 5	33
<input type="checkbox"/> 3	Reskin Shopping Cart 3 pieces of feedback UI Refresh	48	● ● ● ● ○ 1 2 3 4 5	 50%	● ● ● ● ○ 1 2 3 4 5	24
<input type="checkbox"/> 4	Guest Checkout Improvement 7 pieces of feedback UX	46	● ● ○ ○ ○ 1 2 3 4 5	 50%	● ● ● ○ ○ 1 2 3 4 5	23

4. Balancing Discovery and Delivery





5. And many, many more

- Focus, and the art of saying no
 - Staying agile
 - Strong set of soft skills
 - Domain expertise
 - Balancing tactical and strategic work
 - Wearing many hats - and wearing them well!
- 

The image features two decorative geometric shapes. One is a triangle in the top-left corner with a black and white halftone pattern. The other is a larger, more complex shape in the bottom-left corner, also with a black and white halftone pattern, extending towards the center of the page.

I'm sold!

Now, how do I put the PM hat?

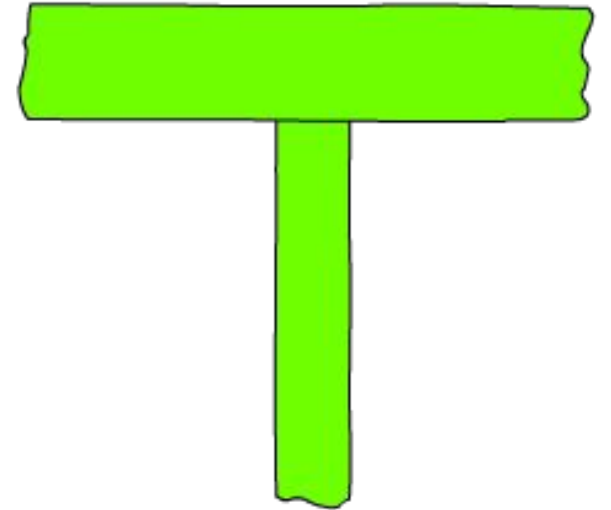
Understand PM as a T-shaped professional



"I-shaped"
Expert at one thing

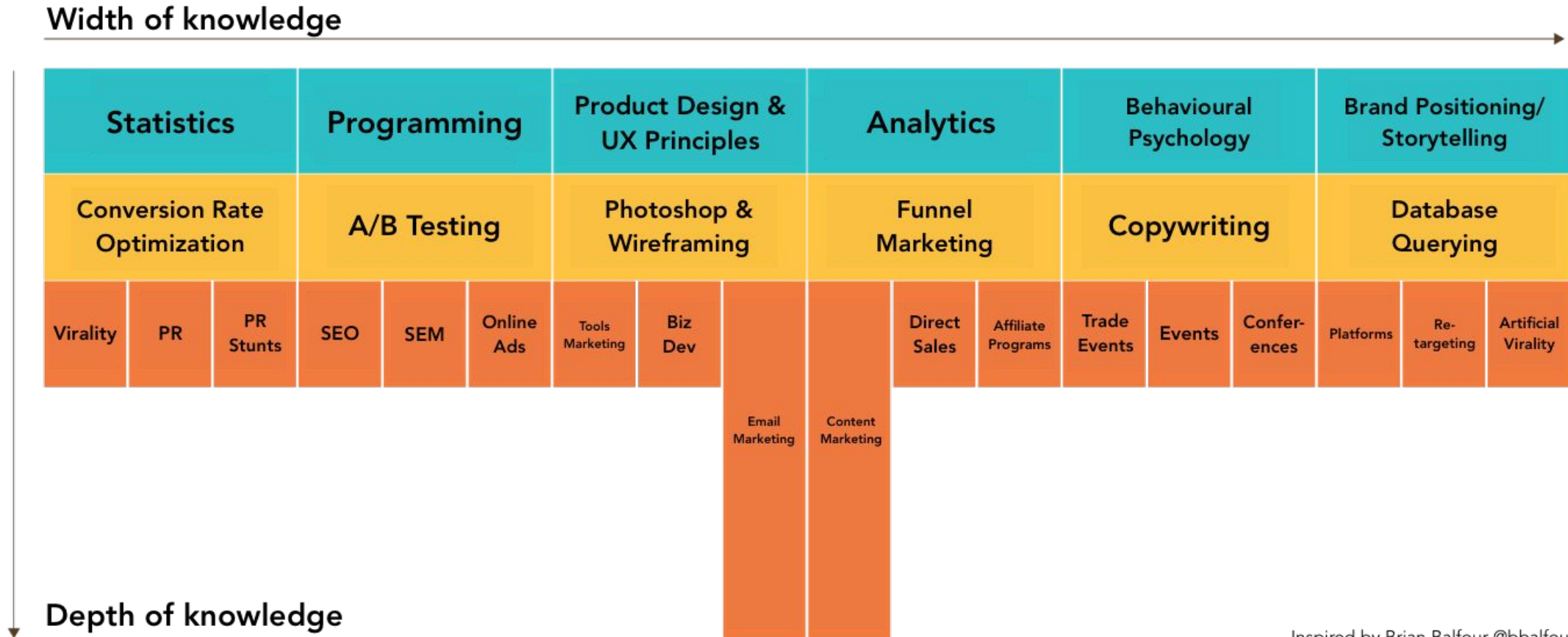


Generalist
Capable in a lot of things
but not expert in any

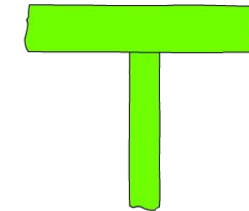


"T-shaped"
Capable in a lot of things
and expert in one of them

Jack-of-all-trades, master of some



Key Takeaways



"T-shaped"

1

**Super Mario is right:
to grow we have to
focus on growing
our product, based
on our users first.**

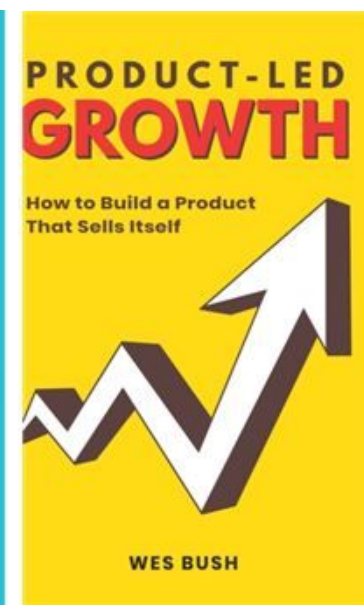
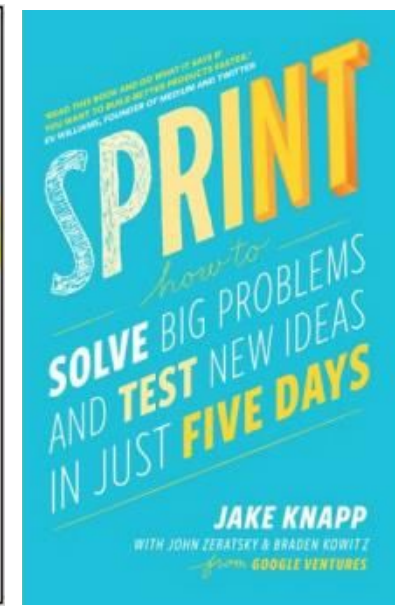
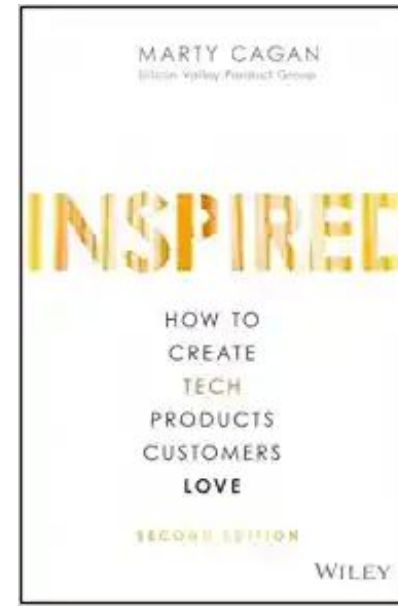
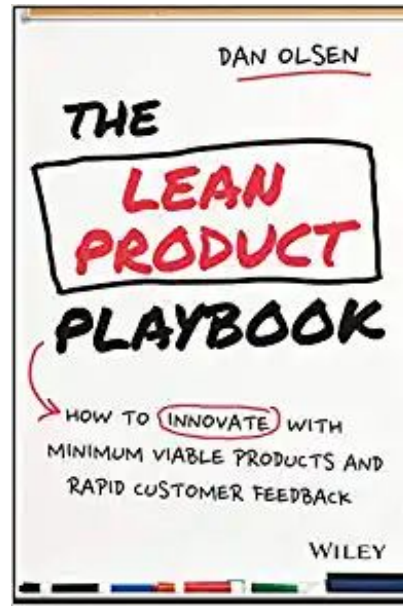
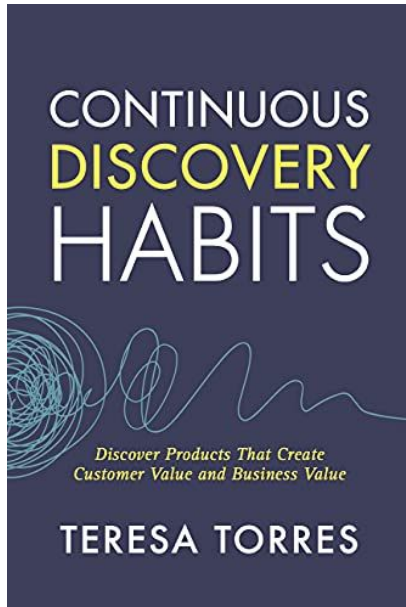
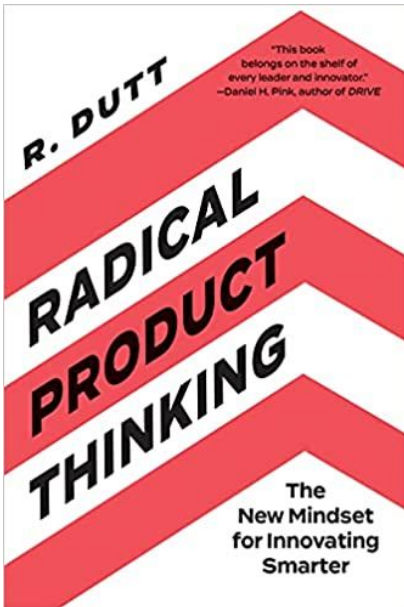
2

**Every PM is
unique! And you
shape it your
way.**

3

**You can do it!
Start your PM
career now!**

Some recommendations...



👉 <https://productized.medium.com/> 👉

Let's discuss **Value** in tech products

Time to practice...

 2 white sheets or notebook +  1 pen/pencil



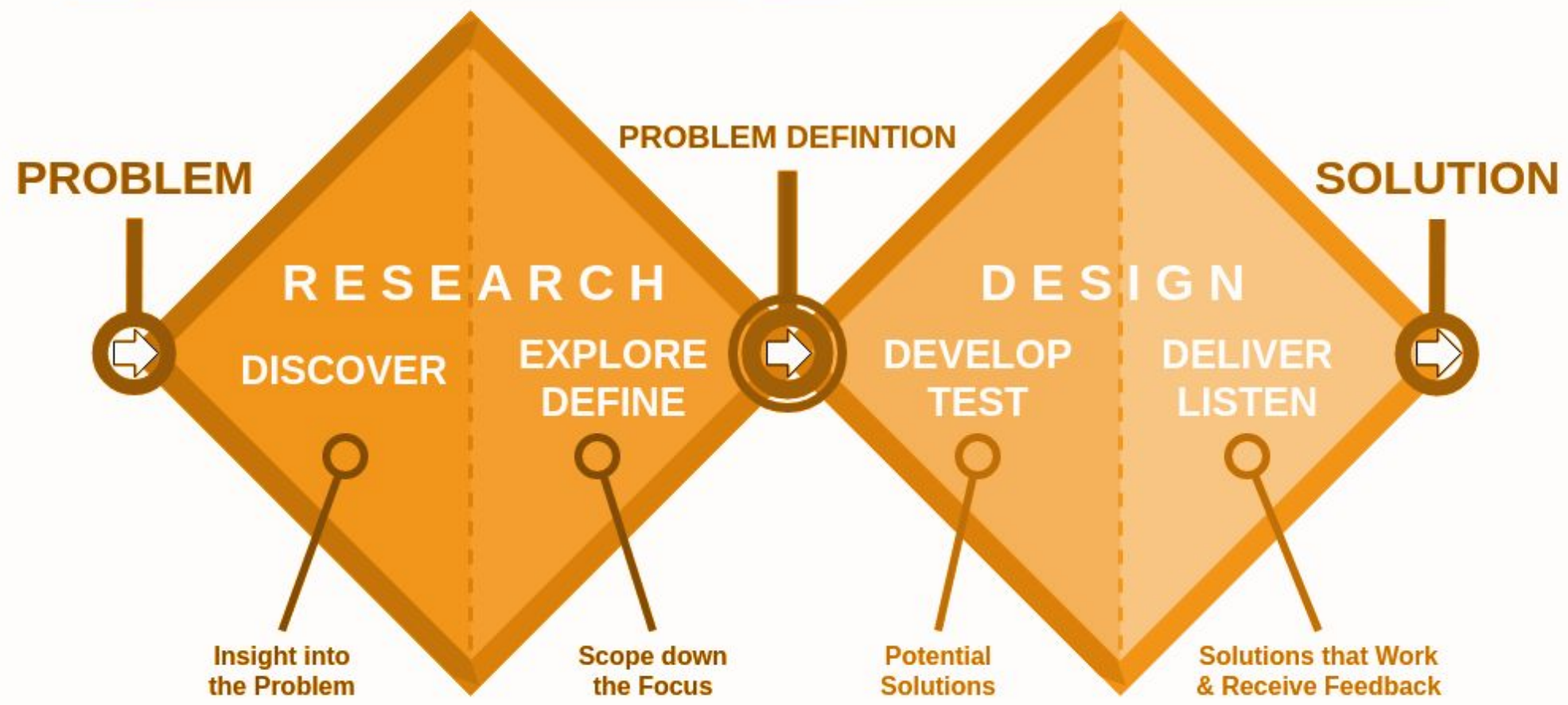
André Marquet @amarquet · 1m

you're tasked with making a better cloth tag system (physical and/or digital) from scratch (the ones you rip once you get home)

what's your first move?



1 DESIGN THE RIGHT THING **2** DESIGN THINGS RIGHT





10 mins

Problems: Framing questions - Think about Clothing labels

- How often do you use clothing label?
- When was the last time you used a clothing label?
- Under what circumstances do you use the label?
- What other solutions do you use similar to the clothing labels?
- Why do you use/ read it?
- How does it improve your life?
- In which ways it is better than other alternatives?
- Where do you encounter most difficulties, and why?

What were top **3 problems**: write them down.

 **5 mins**

Brainstorm about Solutions

Sketch what kind of solutions you could create to solve the top 3 problems your team has identified.



5 mins

Sketch your Solution / Crazy 8



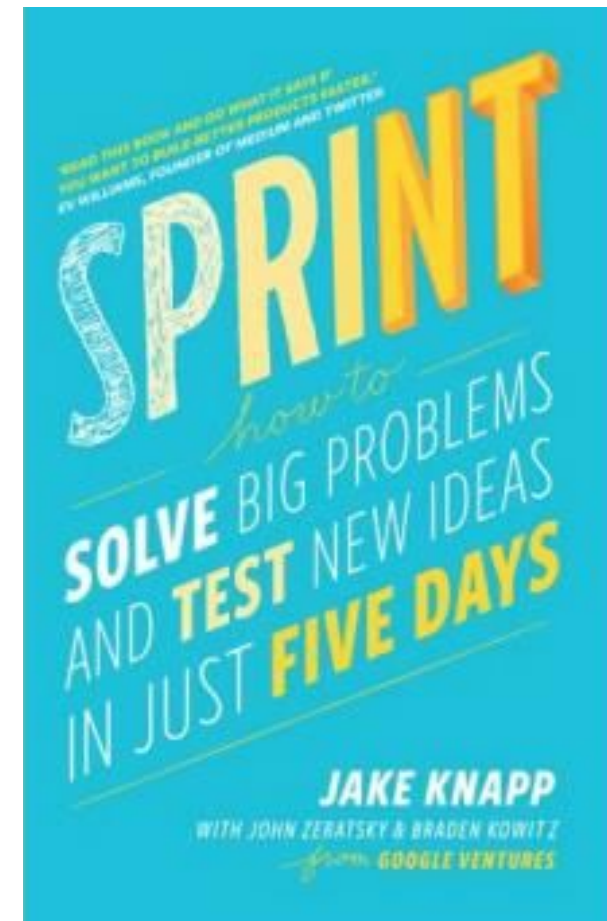
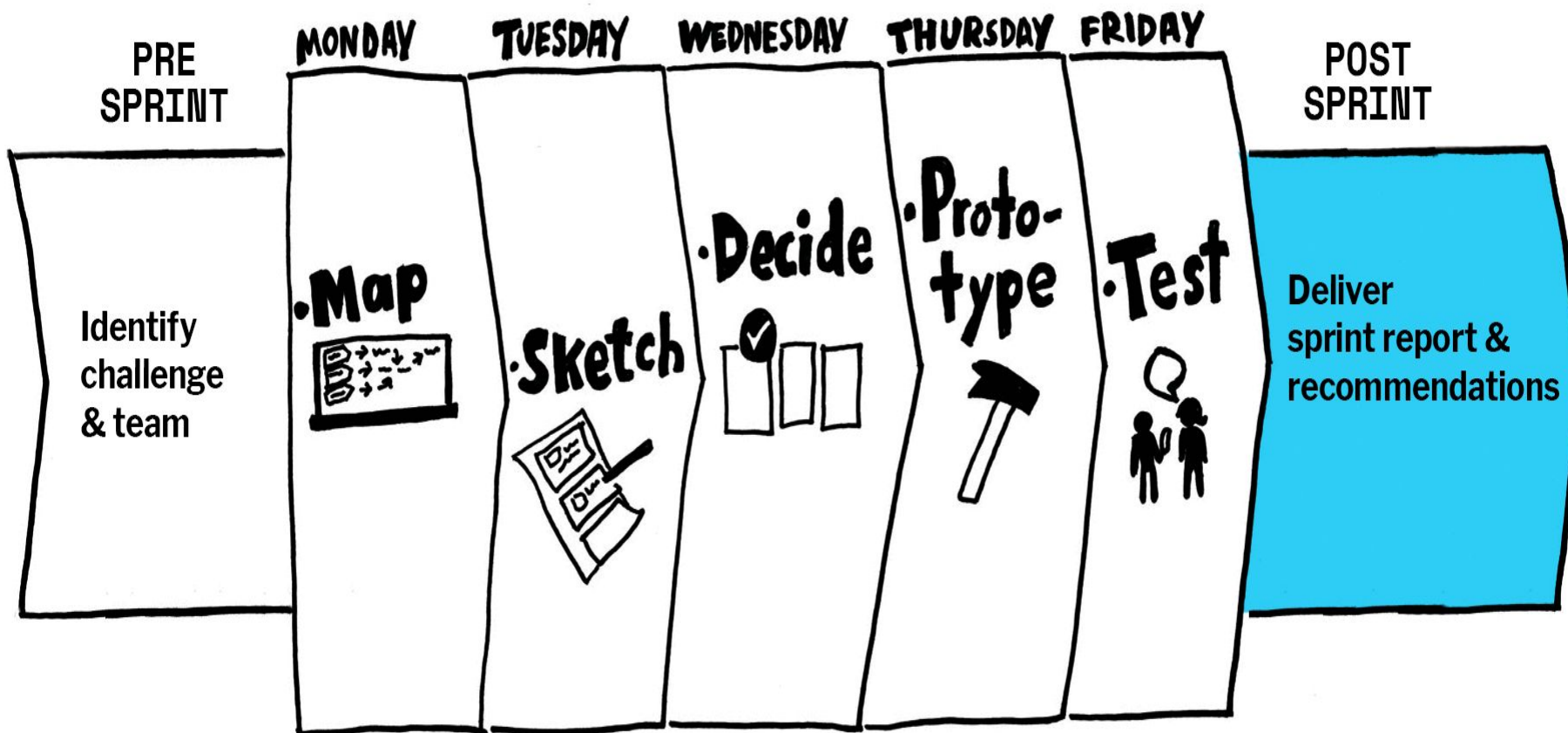


5 mins

Who wants to volunteer and show their solution?

Demo time = Feedback time!

Design Sprint



#3 SLIDO MOMENT

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OK!

**So how do we measure
product success** 🤔

SaaS (Software as a Service)

Metrics:

- ▶ MRR or ARR
- ▶ Growth Rate
- ▶ Net Revenue Retention
- ▶ CAC

Takeaways:

- ▶ All the benefits of recurring revenue.
- ▶ Usually sold to businesses, ideally on annual contracts.



Transactional

Metrics:

- ▶ GTV
- ▶ Net Revenue
- ▶ User Retention
- ▶ CAC

Takeaways:

- ▶ Usually fintech and payments businesses.
- ▶ Best transactional businesses have extremely consistent revenue from high repeat usage.



Marketplaces

Metrics:

- ▶ GMV
- ▶ Net Revenue
- ▶ Growth Rate
- ▶ User Retention

Takeaways:

- ▶ Hard to get off the ground due to the chicken & egg problem.
- ▶ When they work, often become dominant winner-take-all winners.



Subscription

Metrics:

- ▶ MRR or ARR
- ▶ Growth Rate
- ▶ User Retention
- ▶ CAC

Takeaways:

- ▶ Recurring revenue is the most valuable revenue.
- ▶ Usually sold to consumers, often paying monthly.

amazon prime

classpass

NETFLIX

Enterprise

Metrics:

- ▶ Bookings
- ▶ Revenue
- ▶ ACV
- ▶ Pipeline

Takeaways:

- ▶ Very few customers, much larger deals (\$100k+/year).
- ▶ The buyer is not always the end user.

workday

salesforce

SAP

Usage Based

Metrics:

- ▶ Monthly Revenue
- ▶ Growth Rate
- ▶ Revenue Retention
- ▶ Gross Margin

Takeaways:

- ▶ Don't confuse usage-based revenue with recurring revenue.
- ▶ Grow as your customers grow.

aws

twilio

algolia

E-commerce

Metrics:

- ▶ Monthly Revenue
- ▶ Growth Rate
- ▶ Gross Margin/Unit Economics
- ▶ CAC

Takeaways:

- ▶ Includes D2C brands and Shopify stores.
- ▶ Need to be excellent at user acquisition and operations/unit economics.

amazon

WARBY PARKER



Advertising

Metrics:

- ▶ DAU
- ▶ MAU
- ▶ User Retention
- ▶ CPM or CPC

Takeaways:

- ▶ Customer is the advertiser, not the end user.
- ▶ Need billions of impressions each month.

facebook



reddit

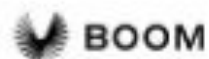
Hardtech/Bio/ Moonshots

Metrics:

- ▶ Milestones
- ▶ Signed contracts
- ▶ LOIs

Takeaway:

- ▶ Often take years to get to a live product because of technical and/or regulatory risk.



cruise



Questions?

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THE PM EXPERT**

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BOOK YOUR TIME NOW





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CEO & Innovation Consultant

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+351 918 757 720