

Tools to Convince Management of Your Investment in the Voice of the Customer

Ralph E. Grabowski

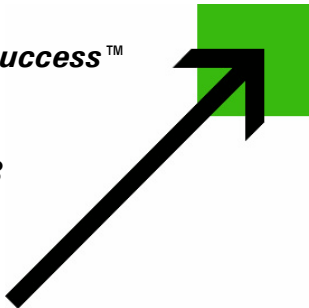
Steering the enterprise to success™
marketingVP

*57 Sunset Rock Road
Andover, MA 01810-4828*

ralph@marketingVP.com

copyright © 2010

978-470-3930



bpma

Boston
Product
Management
Association



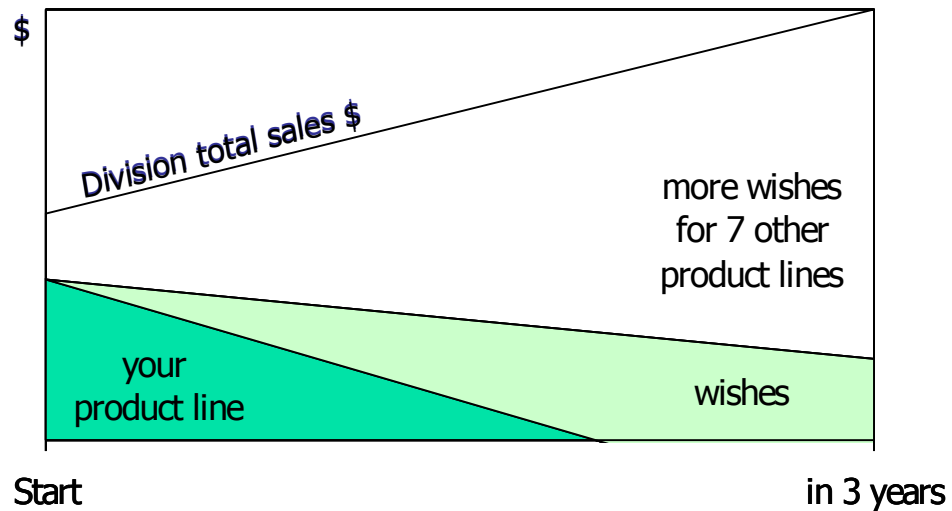
You got the job!

Ralph E. Grabowski
Product Manager, Monitoring Systems

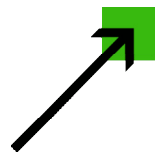
BECTON
DICKINSON

Becton Dickinson Medical Systems
Route One, Sharon, MA 02067
Telephone (617) 828-9080

You take the job!



| | |
|-----------------|------------------------------|
| | Start |
| M/E Ratio™ | 0.01 |
| Position | Last in a zero growth market |
| Eng. projects | 15 |
| Top line | Facing collapse |
| Bottom line | Loss |
| Lead product/yr | 2 systems |



Your Product Manager Persona™ (PMP™)

- Innovate Persona Type 1™: a Persona of one
- "... daily behavior patterns, using specific details, not generalities."
Persona from Wikipedia



CAMS[®]

offers:

- ✓ Arrhythmia detection and classification
- ✓ Arrhythmia, review, edit and verification
- ✓ 8-Second recall segment
- ✓ Correlation of patient information
- ✓ Intervention index
- ✓ Hemodynamic analysis

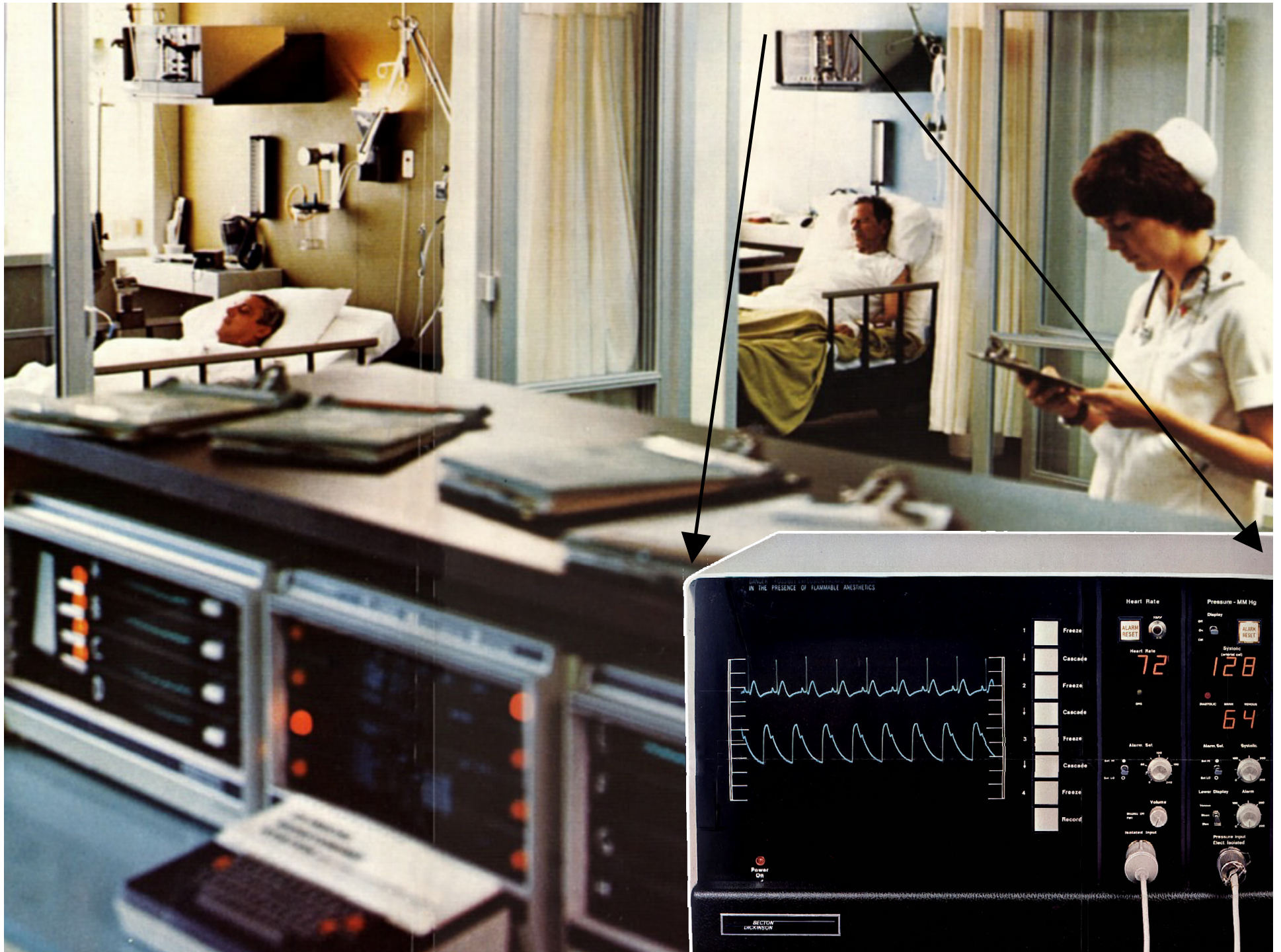
In clinical use today in a wide variety of coronary and intensive care units.





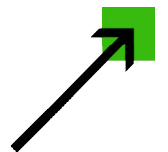
Computer-based arrhythmia monitoring
Coronary Care Unit (CCU)





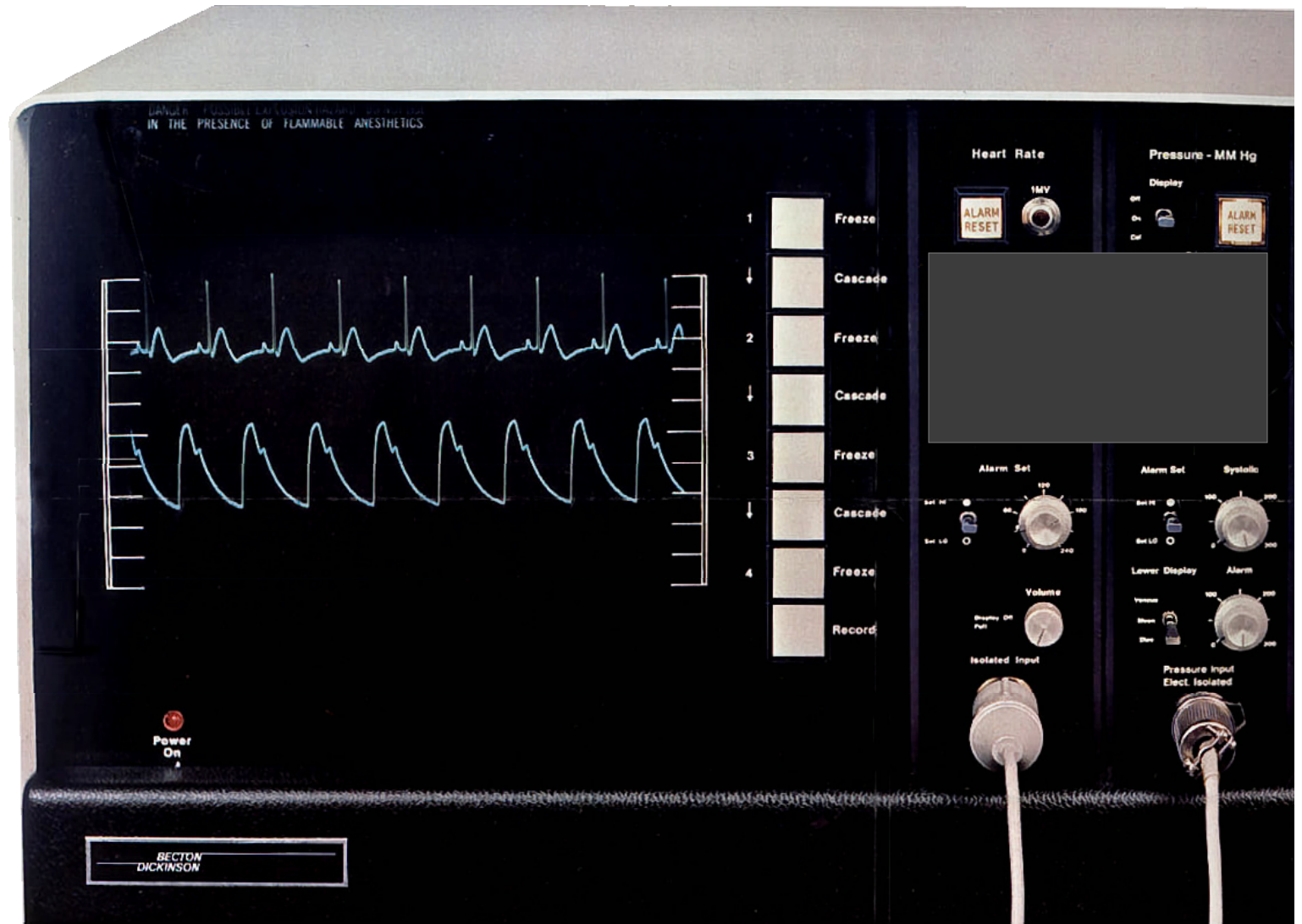
Pioneer ethnographic market research

- Innovate Persona Type 2™: represent one kind of customer
Innovate Persona Type 3™: represent related parties
- Harry Heart Attack
- Nurse Nancy





Customer laboratory



Benefit: focus on the patient, not look at monitor



Becton Dickinson
Medical Systems

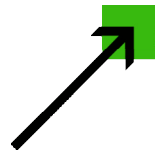
Letting
You Focus
on the Patient



Our mission

Tools to convince management

- Your Product Manager Persona™ (PMP™)
- Rewrite your job description, Rev 2
- Learn the Voice of the Board™ (VoB™)
Learn the Voice of Management™ (VoMa™)
Teach the Voice of Marketing Management™ (VoMM™)
Teach the Voice of Marketing™ (VoM™)
- Quantify and articulate your worth
- Marketing/Engineering Investment Ratio™ (M/E Ratio™)



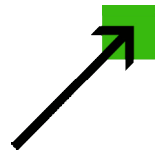
Tools to convince management

- Your Product Manager Persona™ (PMP™)
- Rewrite your job description, Rev 2
- Learn the Voice of the Board™ (VoB™)
Learn the Voice of Management™ (VoMa™)
Teach the Voice of Marketing Management™ (VoMM™)
Teach the Voice of Marketing™ (VoM™)
- Quantify and articulate your worth
- Marketing/Engineering Investment Ratio™ (M/E Ratio™)



Tools to convince management

- Your Product Manager Persona™ (PMP™)
- Rewrite your job description, Rev 2
- Learn the Voice of the Board™ (VoB™)
Learn the Voice of Management™ (VoMa™)
Teach the Voice of Marketing Management™ (VoMM™)
Teach the Voice of Marketing™ (VoM™)
- Quantify and articulate your worth
- Marketing/Engineering Investment Ratio™ (M/E Ratio™)



Engage (all of) your management with customers



Customers teach (all of) your management

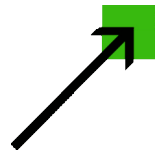
Voice of Marketing™ (VoM™)

Voice of Marketing Management™ (VoMM™)



Tools to convince management

- Your Product Manager Persona™ (PMP™)
- Rewrite your job description, Rev 2
- Learn the Voice of the Board™ (VoB™)
Learn the Voice of Management™ (VoMa™)
Teach the Voice of Marketing Management™ (VoMM™)
Teach the Voice of Marketing™ (VoM™)
- Quantify and articulate your worth
- Marketing/Engineering Investment Ratio™ (M/E Ratio™)





\$10 million in 20 days

Quantify and articulate your worth

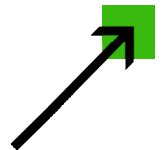
| | Before | After |
|-------------------------------------|----------------------------------|-------------------------|
| Bookings, 10 days following 2 shows | \$5 million, but facing collapse | \$10 million (not zero) |
| Your contribution | | \$10 million |

- Your 5 man-weeks means
your payback is \$2 million per week, or
your payback is \$400K per day, or
- \$10 million in 50 hours of 2 trade shows = \$200K per hour
At \$1.6 million per day, you paid for yourself in 30 minutes!




Innovate Persona Type 4™: the committee

- Voice of the Committee™ (VoComm™)
- \$10 million flowed from your
fact-gathering, analytical Marketing™



Mini-CEO (Product Manager)

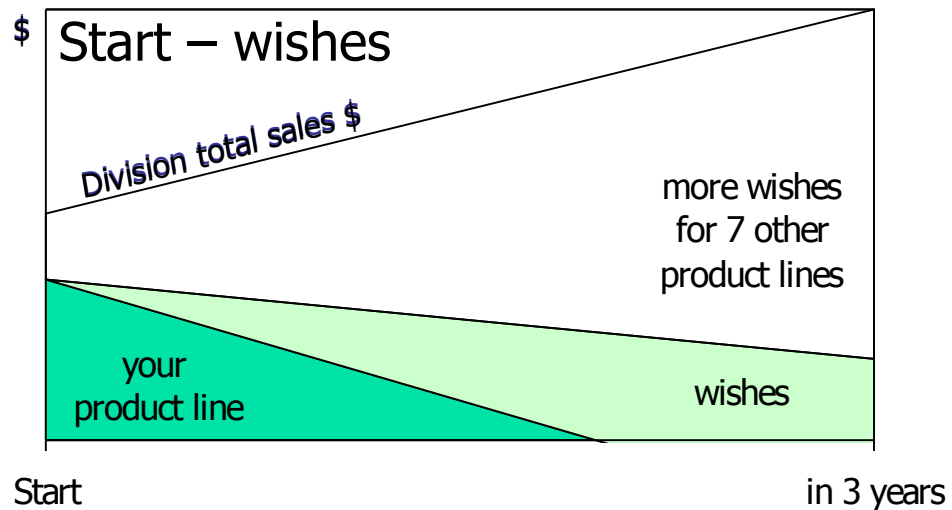
Steering the enterprise to success™

- Create strategy to achieve those goals
 - Shape financial and strategic goals
 - Fact-gathering, analytical Marketing™
- 
- The diagram consists of three green arrows pointing upwards. The first arrow starts from the bottom-left and points to the middle item. The second arrow starts from the bottom-right and points to the middle item. The third arrow starts from the middle item and points to the top item.

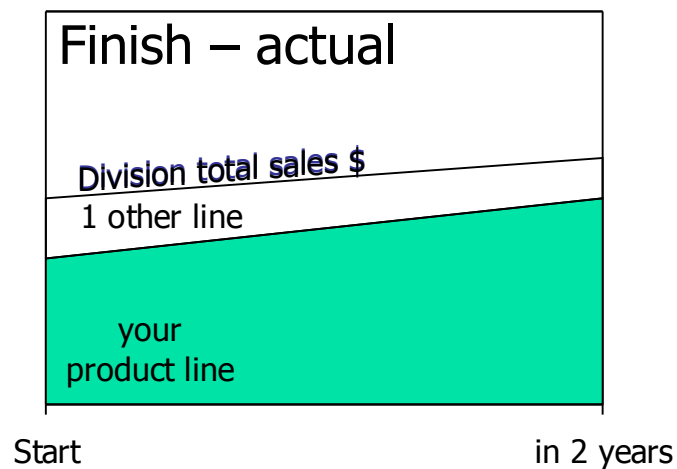


Division turnaround and divestiture

Shape & exceed financial & strategic goals



Finish – actual



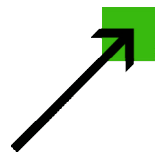
| | Start | Finish |
|-----------------|------------------------------|------------------------|
| M/E Ratio™ | 0.01 | 4 |
| Position | Last in a zero growth market | #2 overall #1 Japan |
| Eng. projects | 15 | 1 |
| Top line | Facing collapse | Growth |
| Bottom line | Loss | Profit |
| Lead product/yr | 2 systems | 85 systems |



Quantify and articulate your worth

- Division sold for \$60 million
you finished in 2 years

you contributed \$30 million/year, or
your payback is \$30 million/year, or
your payback is \$120K per day



You got a raise!

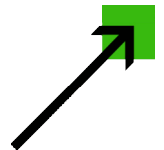
Ralph E. Grabowski
Product Manager, Monitoring Systems

BECTON
DICKINSON

Becton Dickinson Medical Systems
Route One, Sharon, MA 02067
Telephone (617) 828-9080

Tools to convince management

- Your Product Manager Persona™ (PMP™)
- Rewrite your job description, Rev 2
- Learn the Voice of the Board™ (VoB™)
Learn the Voice of Management™ (VoMa™)
Teach the Voice of Marketing Management™ (VoMM™)
Teach the Voice of Marketing™ (VoM™)
- Quantify and articulate your worth
- Marketing/Engineering Investment Ratio™ (M/E Ratio™)



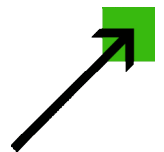
A new metric, the M/E Ratio™

Marketing/Engineering Investment Ratio™

- Applies and scales universally
- Separates Marketing (VoC) from Promoting and Selling
- Relates Marketing (VoC) to Engineering in time and scope
- Recognizes Marketing (VoC) as an investment, not an expense
- Models success and failure

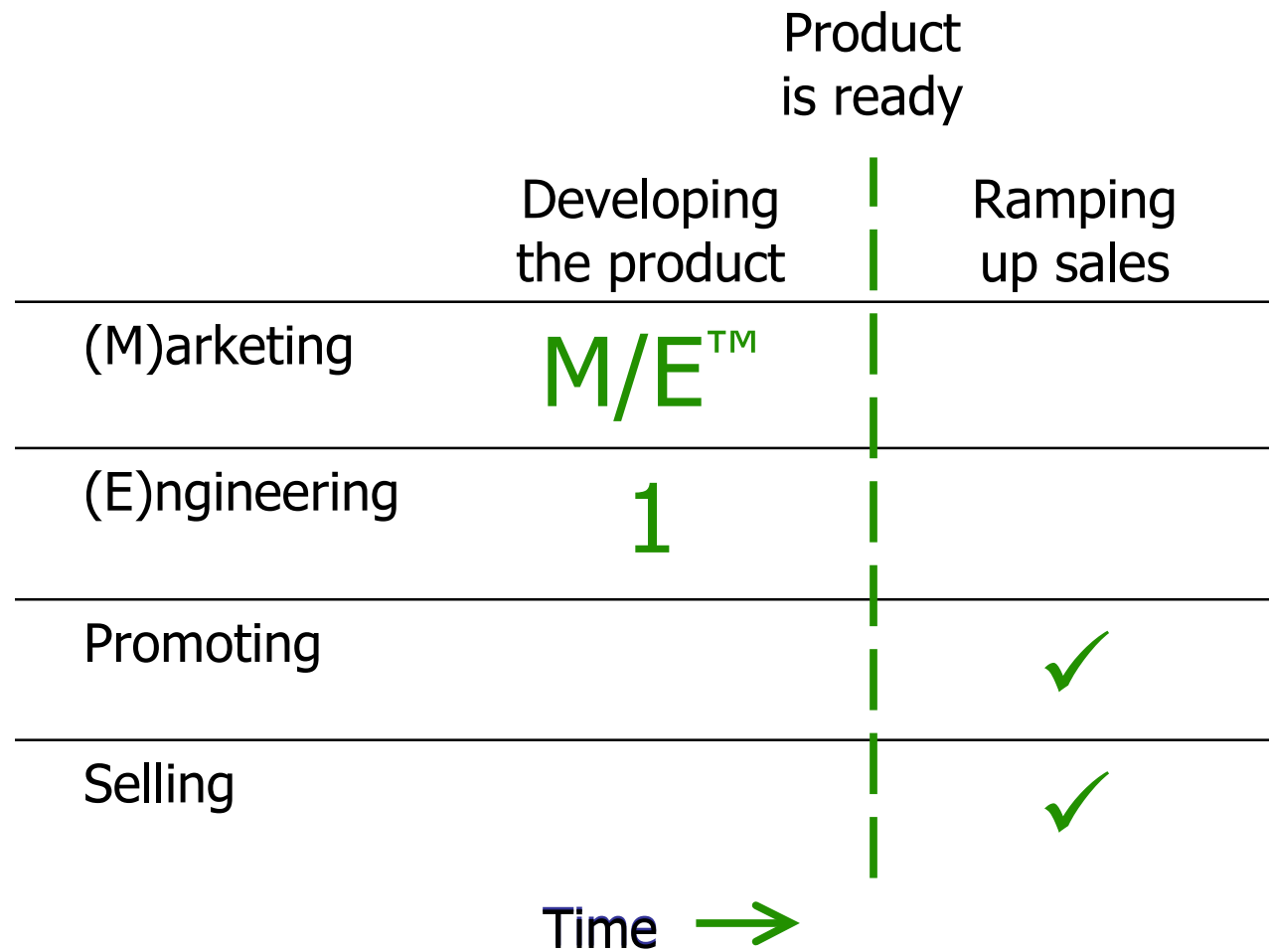
and

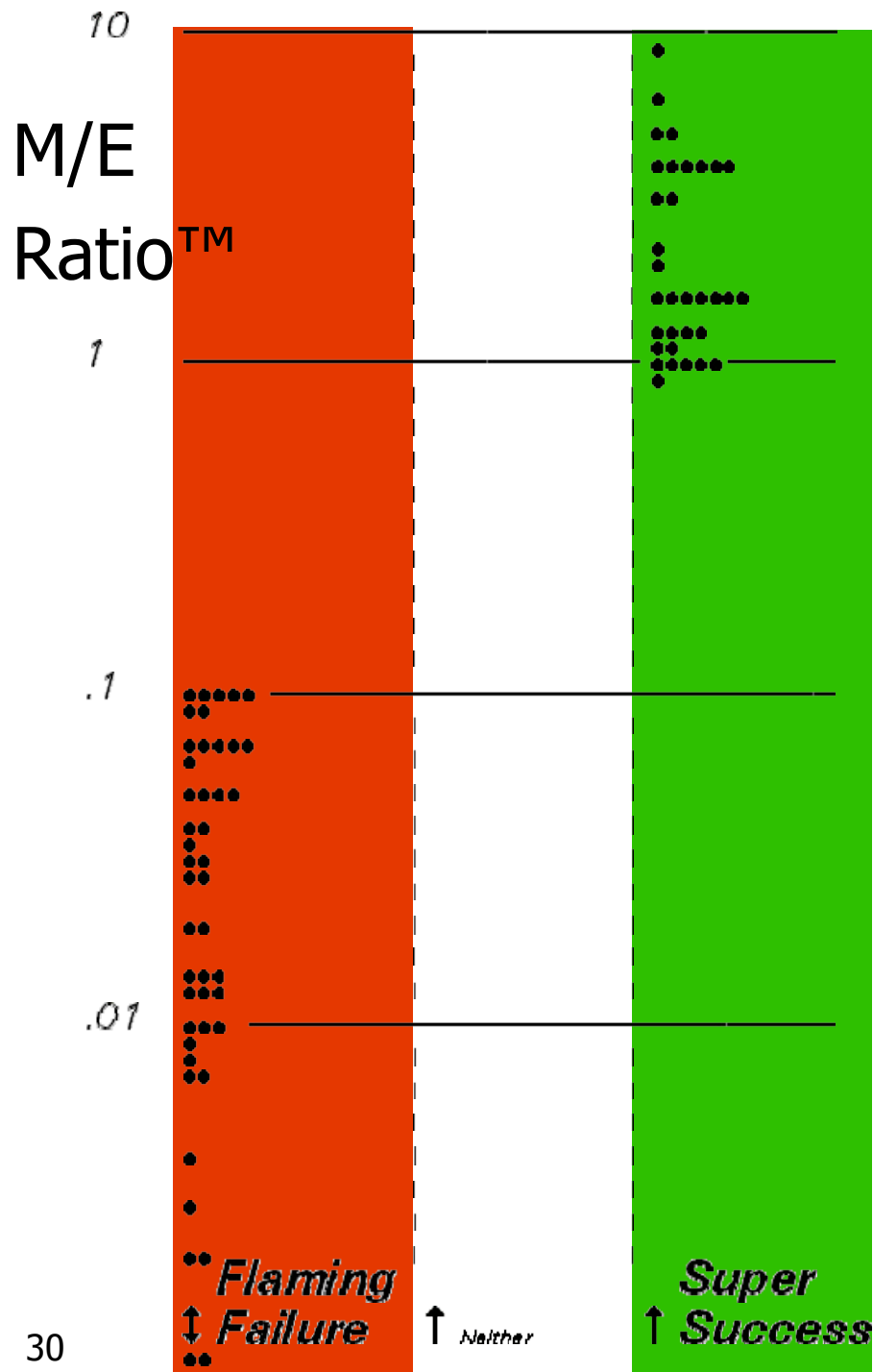
- Validated by evidence



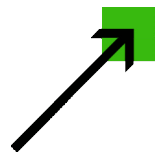
Parse out Marketing

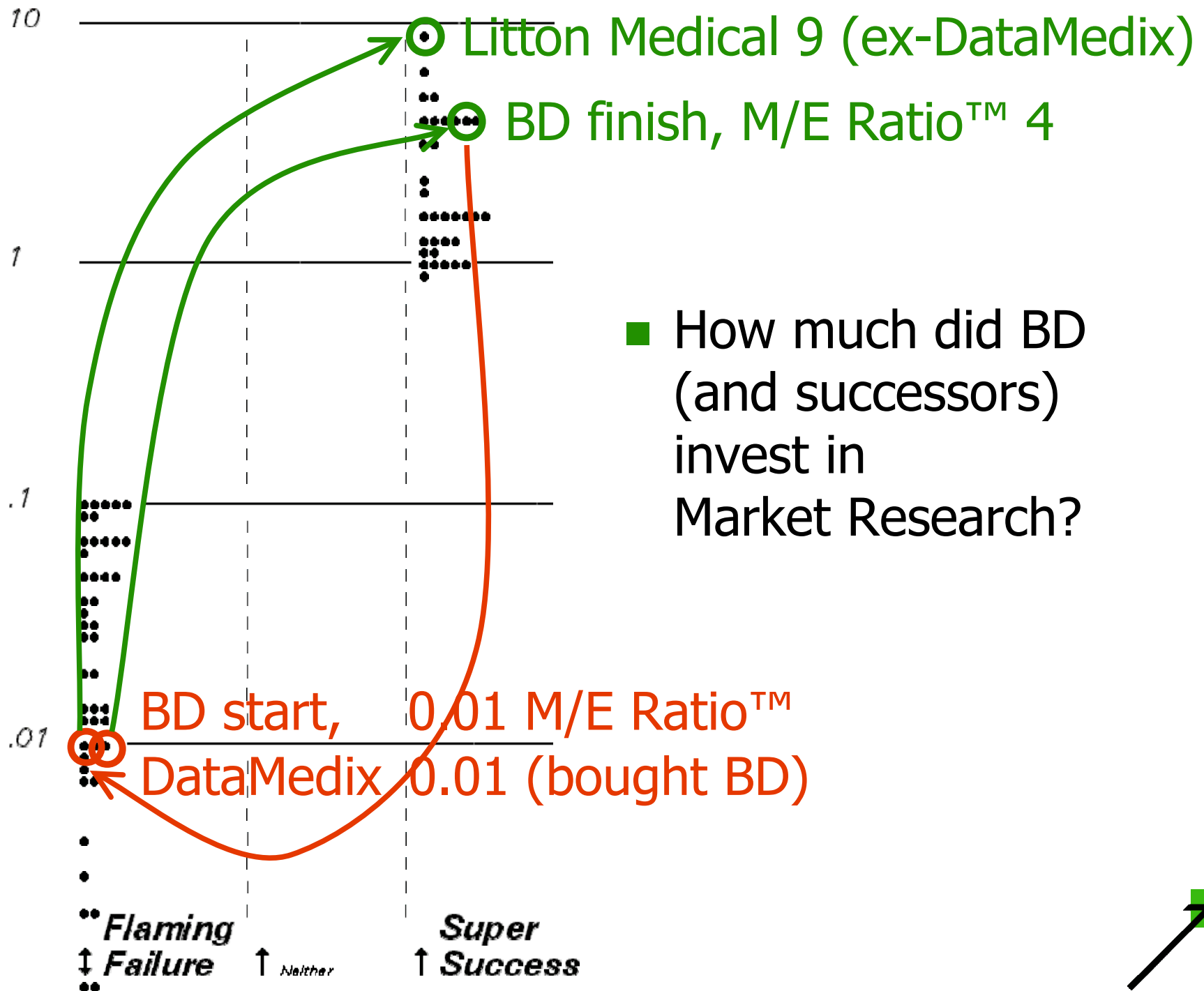
Marketing investment model

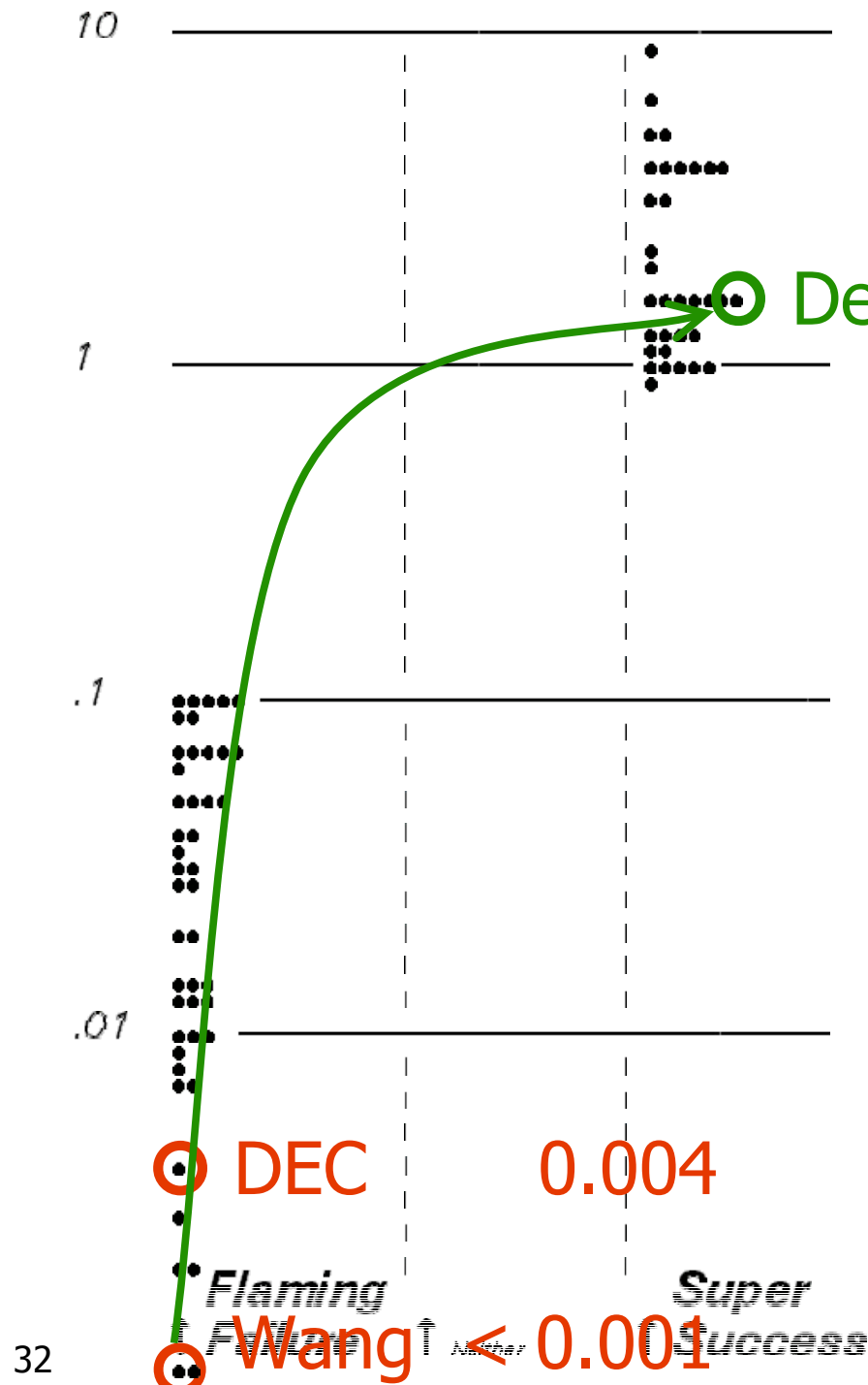




- Gather data
- Spectacular success & failure



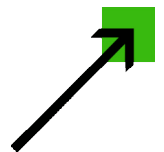




■ The PC

■ "Your evidence, Ralph, of the relationship between Market Research and success is right on!"

Michael S. Dell,
Founder, Chairman, and CEO



Kitchen appliances

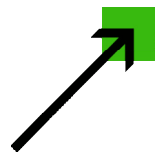
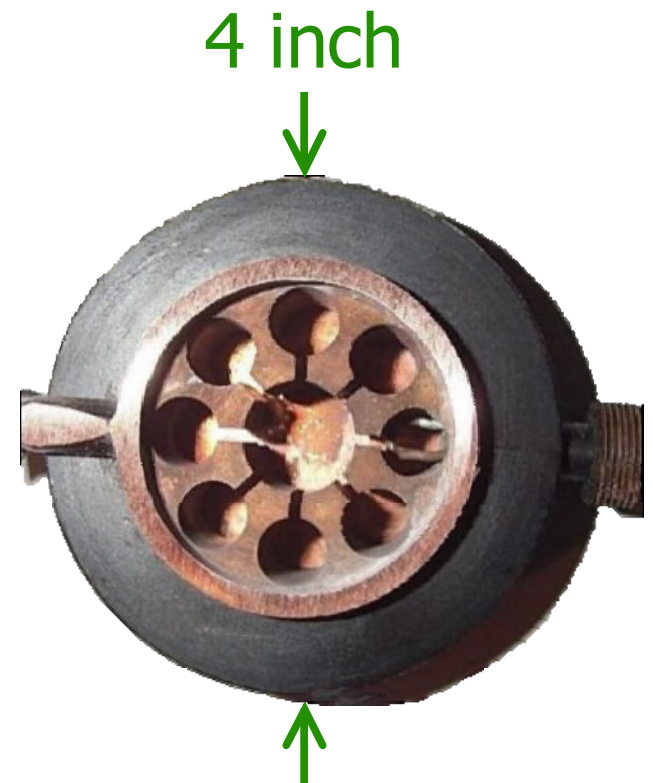
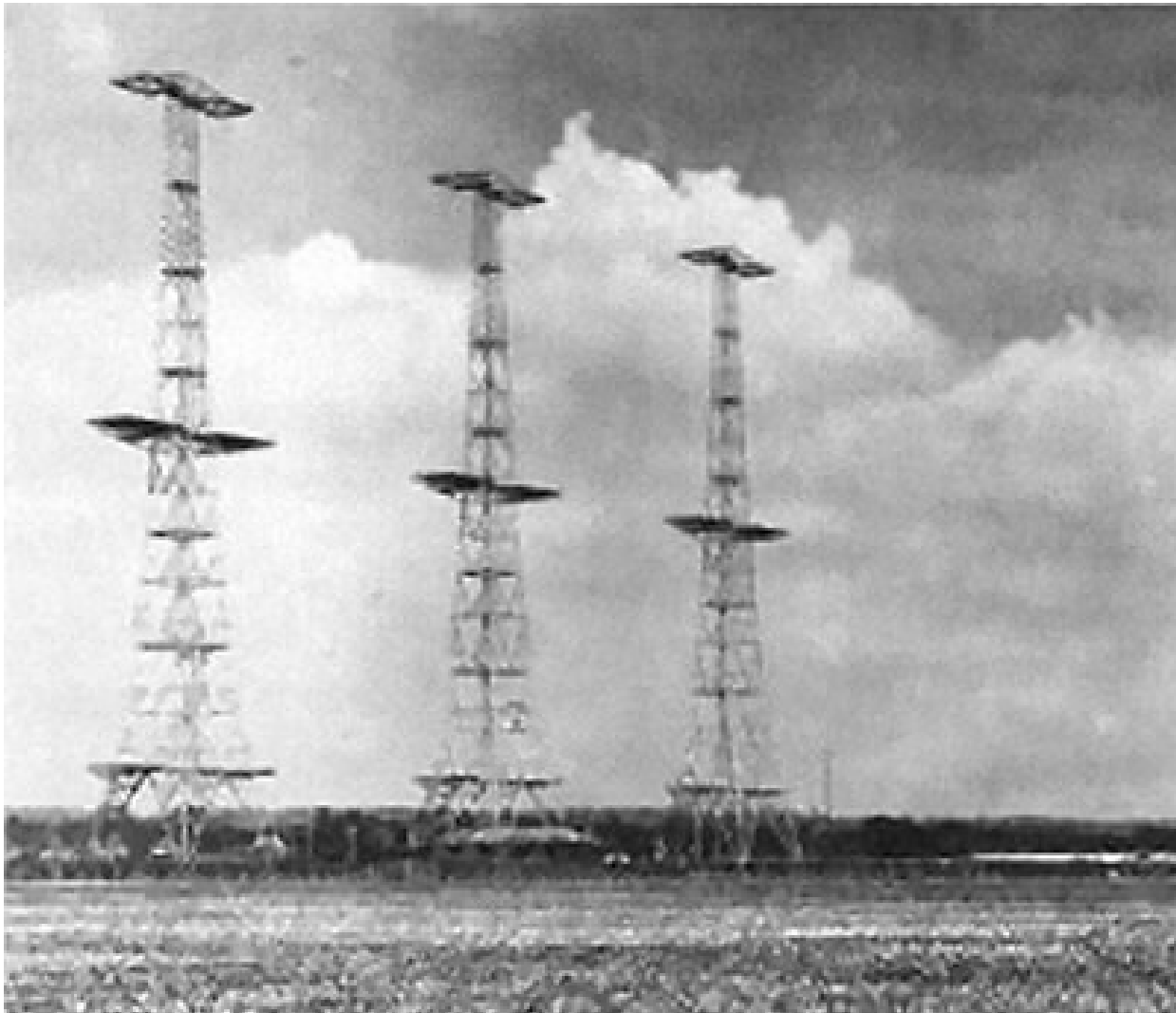
American Appliance Company

- MIT spinout
- Cambridge, MA startup to make home refrigerators
- "... the product ... was a bust ..."
official company history

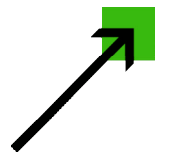
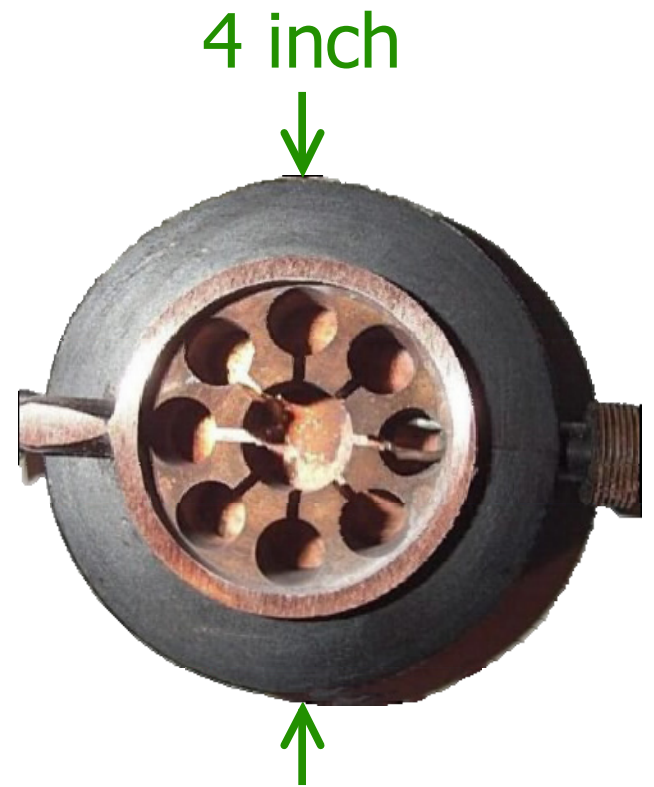


Kitchen appliances

WWII radar, before the magnetron



Magnetron



We won the war WWII radar

| Before | After the magnetron |
|-------------------------------------|--------------------------------------|
| Britain's "Chain Home" ground radar | USA P-61 "Black Widow" night fighter |
| 20 MHz | x 150 to 3 GHz |
| Antenna 360' by 600' | ÷ 150 to fit in airplane nose |
| Transmitter building | Palm-of-your-hand |



RadaRange

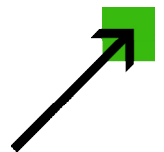
■ Lack of marketing; Raytheon failure

- \$50,000 (2010 \$)
- ~6 feet tall
- ~800 pounds
- 220V wiring
- water cooled



■ Marketing steers Amana to success

- <\$500
- countertop
- portable
- standard 110V
- air cooled
- home economist



Amana Radarange[®]

MICROWAVE OVEN

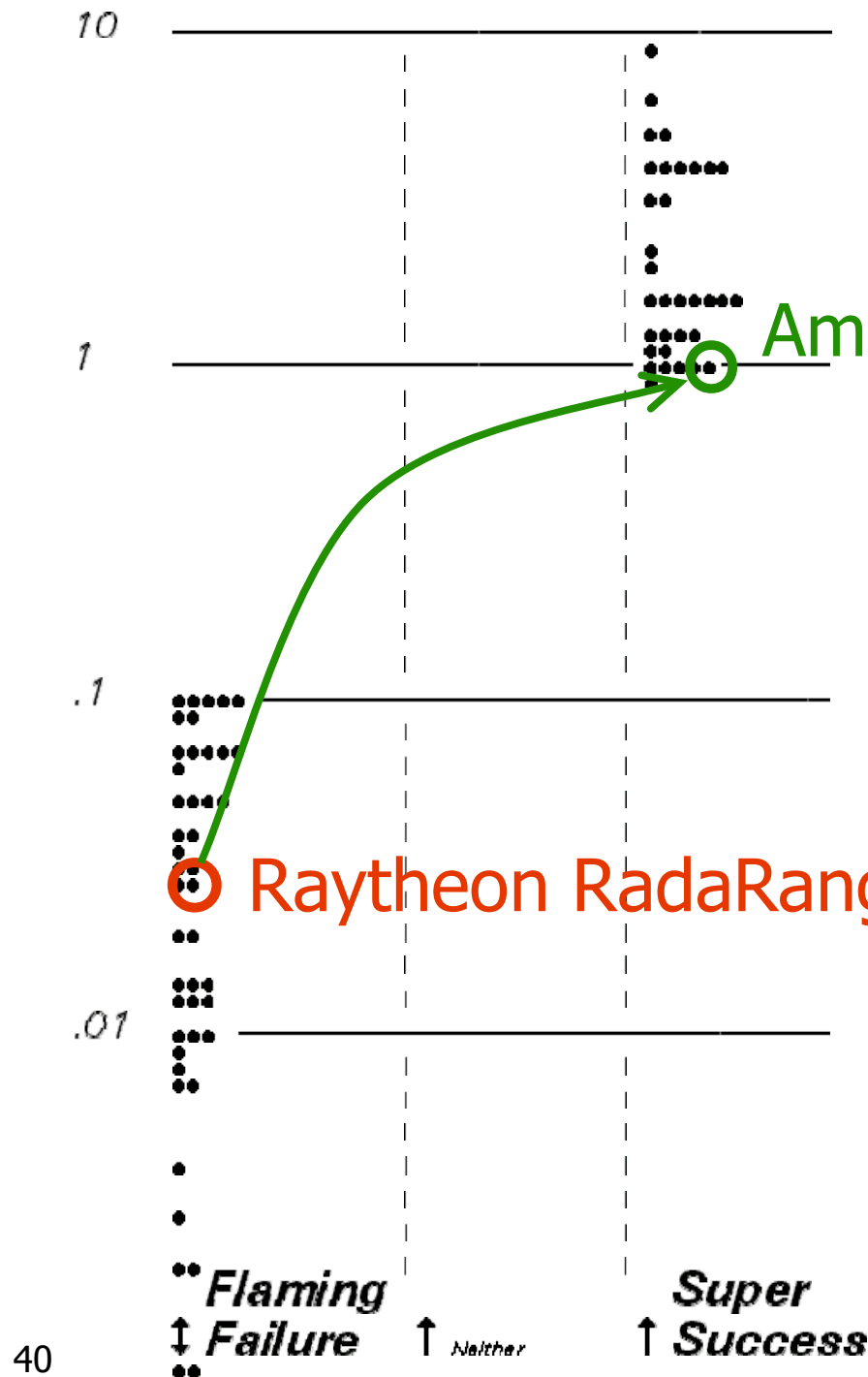


RadaRangers™ in high heels

Customer laboratory on rails

Food of the Customer™ (FoC™)





Amana 1 '66-'75

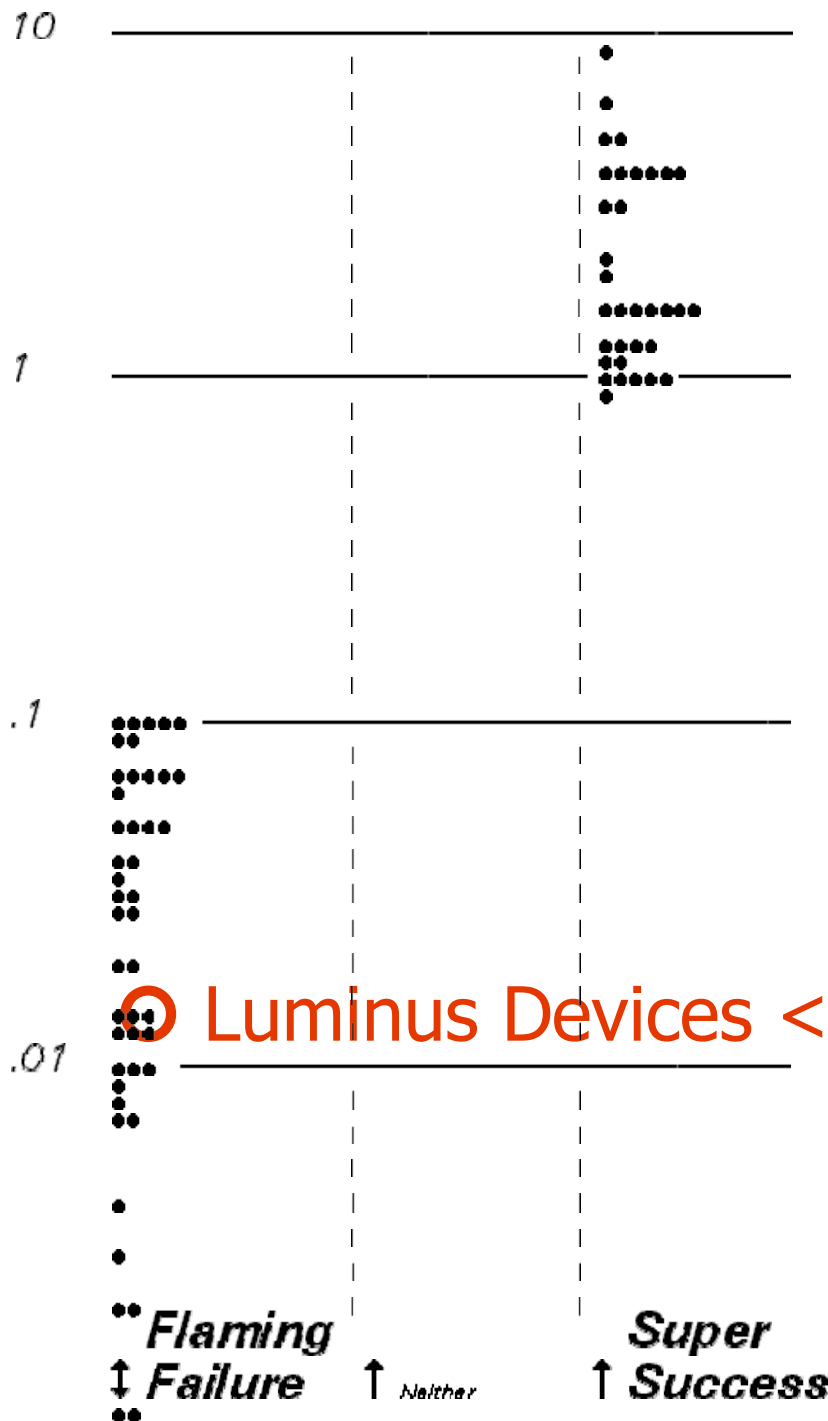
- Microwave oven, Amana's success

World's largest selling kitchen appliance

Raytheon RadaRange 0.033 '44-'65

- Raytheon's largest commercial failure



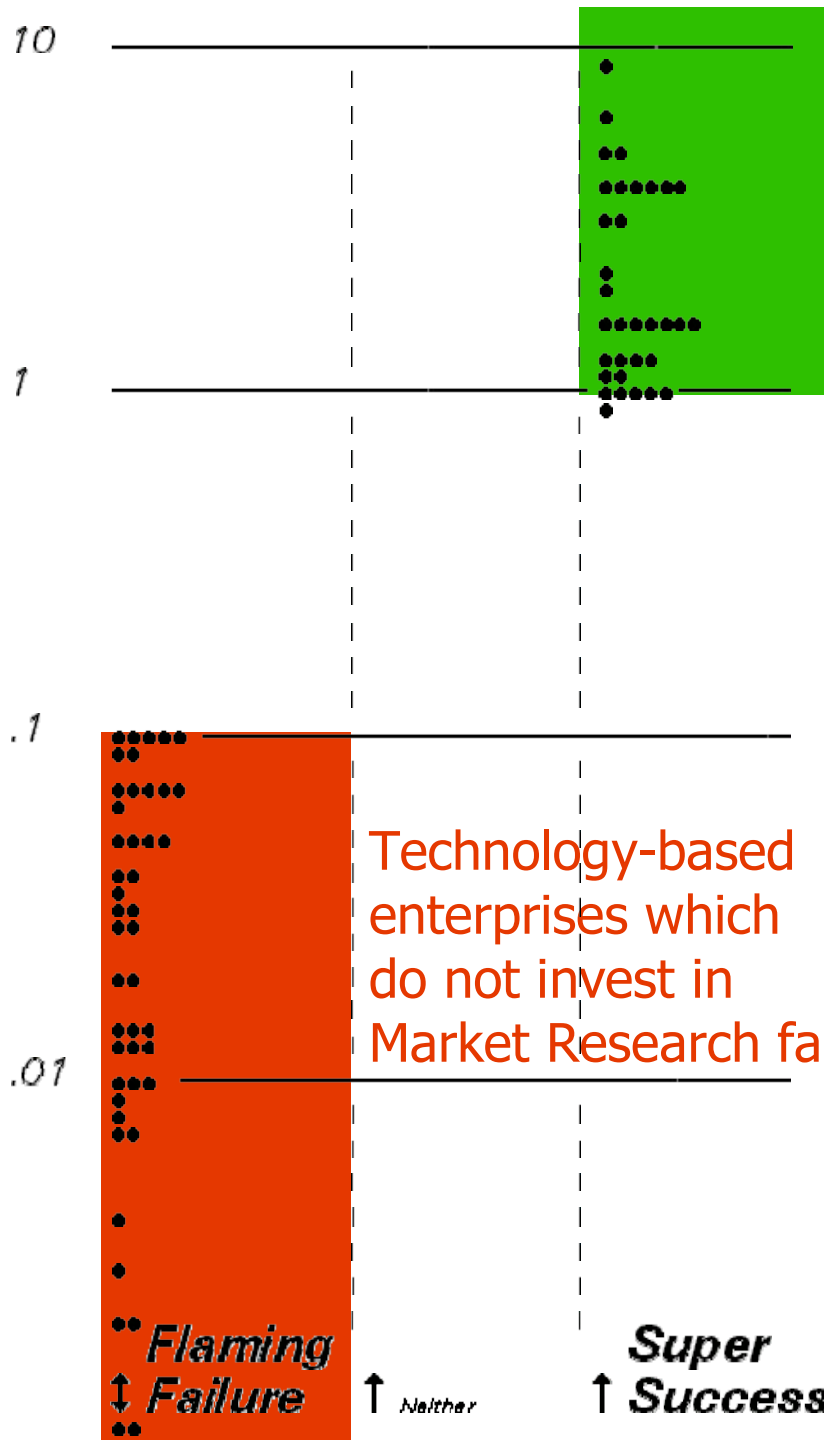


■ LED lighting

■ 82nd data point,
first from 2010s,
first published at BPMA

■ "Facing shutdown ..."
Boston Globe, January 1, 2010





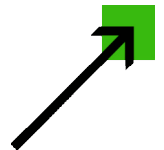
Successes invest more in Market Research than in engineering

- Validated by evidence
- Financial and human impact
 - > \$1 Trillion
 - > 400,000 jobs
 - > 150,000 engineers



Tools to convince management

- Your Product Manager Persona™ (PMP™)
- Rewrite your job description, Rev 2
- Learn the Voice of the Board™ (VoB™)
Learn the Voice of Management™ (VoMa™)
Teach the Voice of Marketing Management™ (VoMM™)
Teach the Voice of Marketing™ (VoM™)
- Quantify and articulate your worth
- Marketing/Engineering Investment Ratio™ (M/E Ratio™)



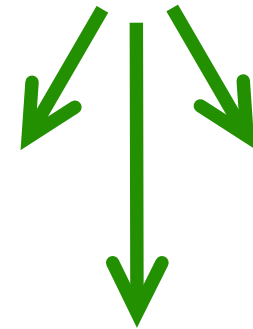
M/E Ratio™
“tops-down”



\$\$\$

Convince management with the value of
investment in the Voice of the Customer

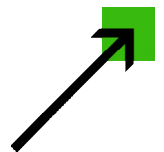
➔ From the top



“bottoms-up”



Fact-gathering, analytical Marketing™
Product Manager Persona™ (PMP™)



Tools to Convince Management of Your Investment in the Voice of the Customer

Ralph E. Grabowski

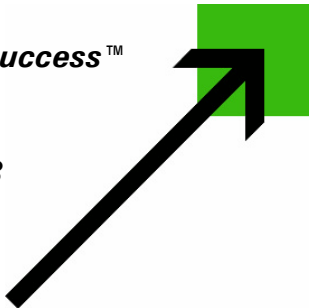
Steering the enterprise to success™
marketingVP

57 Sunset Rock Road
Andover, MA 01810-4828

ralph@marketingVP.com

copyright © 2010

978-470-3930



bpma

Boston
Product
Management
Association

