ANGELA YANG

Building What Matters

A Strategic Guide to Product Management from Discovery to Scale

Building What Matters

A Strategic Guide to Product Management from Discovery to Scale

Steve Publications

This book is available at https://leanpub.com/buildingwhatmatters

This version was published on 2026-09-09

Contents

A Strategic Guide to Product Management from Discovery to Scale . . 1

Introduction 2

Chapter 1: The Craft of Product Management 5
- What Product Management Is Not 5
- The Core Tension: Customer Needs Versus Business Constraints . . . 6
- Problems Over Features 6
- Decision-Making Under Uncertainty 7
- A Day in the Life of a Senior Product Manager 8
- The Three Lenses: Customer, Business, Technology 10

Chapter 2: The Product Lifecycle as a System 11
- Opportunity Sensing and Problem Identification 11
- Discovery: Learning Before Building 11
- Definition: Strategy and Planning 12
- Delivery: Building and Releasing 13
- Growth: Scaling and Optimizing 14
- Sunset: Knowing When to Let Go 15
- Feedback Loops That Make the System Work 16

Chapter 3: Understanding Your Customers Deeply 17
- Why Most Customer Understanding Fails 17
- Segmentation: Who Really Matters 17
- Creating Useful Personas (and When to Skip Them) 17
- Customer Interviews: Asking Questions That Reveal Truth 17
- Ethnographic and Observational Research 17
- Quantitative Research and Survey Design 17
- Building a Continuous Research Practice 18

Chapter 4: Jobs-to-be-Done and Problem Definition 19

The Theory Behind Jobs-to-be-Done . . . 19
Functional, Emotional, and Social Jobs . . . 19
Conducting JTBD Discovery Interviews . . . 19
Writing Job Stories That Drive Product Work . . . 19
Problem Statements That Actually Help . . . 19
Common JTBD Mistakes and Misuses . . . 19
JTBD Versus Traditional Needs Analysis . . . 20

Chapter 5: Market and Competitive Analysis . . . 21
Sizing Markets Without Self-Deception . . . 21
Mapping the Competitive Landscape . . . 21
Competitive Analysis Frameworks That Work . . . 21
Finding White Space and Adjacency Opportunities . . . 21
Industry Trends and Weak Signals . . . 21
When Competition Analysis Becomes Counterproductive . . . 21
Porter, Blue Ocean, and Other Strategic Lenses . . . 22

Chapter 6: Vision and Positioning . . . 23
What Vision Actually Is (and Is Not) . . . 23
Writing a Vision That Guides Decisions . . . 23
Connecting Vision to Company Strategy . . . 23
Positioning: The Promise You Make to Customers . . . 23
Value Propositions That Resonate . . . 23
Messaging Frameworks and the Positioning Statement . . . 23
Updating Vision and Positioning as Markets Shift . . . 24

Chapter 7: Product Strategy . . . 25
Strategy Versus Vision Versus Goals Versus Roadmap . . . 25
The Strategic Choice: Where to Play and How to Win . . . 25
Strategic Bets and How to Evaluate Them . . . 25
Platform Strategy, Ecosystem Strategy, and Wedge Strategy . . . 25
When to Innovate, When to Improve, When to Defend . . . 25
Common Strategy Failures . . . 25
Communicating Strategy Across the Organization . . . 26

Chapter 8: Product-Market Fit and Validation . . . 27
Marc Andreessen Was Only Half Right . . . 27
Signals and Metrics of Product-Market Fit . . . 27
The Sean Ellis Test and Its Limitations . . . 27
Validating Demand Before You Build . . . 27

When You Know You Have PMF (and What to Do Next) 27
False Positives and the Illusion of Fit 27
Post-PMF: The Shift from Validation to Optimization 28

Chapter 9: Deciding What to Build 29
Sources of Ideas: Customers, Data, Competition, Vision 29
Evaluating Opportunity: Impact, Confidence, Effort 29
The RICE Framework and Alternatives 29
Opportunity Solution Trees 29
Avoiding the Boiling Frog and Feature Sprawl 29
Deciding What NOT to Build 29
Grouping Related Work into Themes 30

Chapter 10: Prioritization Under Real Constraints 31
Why Prioritization Is Harder Than Frameworks Suggest 31
Balancing Now, Next, and Later 31
Balancing Different Work Types: Features, Debt, Experiments, Maintenance 31
Handling Executive and Sales Requests 31
Customer Requests Versus Strategic Vision 31
The MoSCoW Method, Kano Model, and WSJF 31
Making Trade-Offs Explicit and Defensible 32

Chapter 11: MVP Design and Experimentation 33
What MVP Actually Means 33
Designing Learning Experiments, Not Half-Features 33
Prototyping: From Paper to Clickable to Code 33
A/B Testing: Design, Statistics, and Common Errors 33
The Build-Measure-Learn Loop in Practice 33
Experimentation Platforms and Culture 33
When Not to Experiment 34

Chapter 12: Roadmapping and Planning 35
What a Roadmap Should and Should Not Do 35
Outcome-Based Versus Output-Based Roadmaps 35
Time-Based, Now-Next-Later, and Theme-Based Formats 35
Rolling Planning and Adaptability 35
Involving the Right Stakeholders 35
Managing Commitments Without Losing Flexibility 35
Roadmapping for Different Organizations 36

Chapter 13: Working With Engineering **37**
Product and Engineering: A Partnership, Not a Relationship 37
Product Requirements and User Stories That Engineers Appreciate . . 37
Understanding Technical Constraints and Trade-Offs 37
Technical Debt: Definition, Strategy, and Prioritization 37
Architecture and Scalability: How Much Should PMs Know 37
Velocity, Estimation, and Planning 37
Conflict Resolution Between Product and Engineering 38

Chapter 14: Working With Design and UX **39**
The Product-Design Partnership 39
Design Thinking and Its Limits 39
User Experience: Beyond Pretty Interfaces 39
When to Design for Power Users Versus Novices 39
Design Systems and Product Consistency 39
Measuring Design Quality 39
Handling Design Conflicts 40

Chapter 15: Stakeholder Management and Alignment **41**
Mapping Your Stakeholders 41
Understanding Incentives and Pressures 41
Selling Vision and Strategy 41
Managing Up: Working With Executives 41
Managing Peer Relationships: Sales, Marketing, Support 41
Difficult Conversations and Saying No 41
Creating Alignment Without Consensus 42

Chapter 16: Execution and Delivery **43**
Incremental Delivery and Continuous Release 43
Sprint Planning and Release Planning 43
Scope Management and Creep Prevention 43
Quality and Product Acceptance Criteria 43
What to Do When Things Go Wrong 43
Managing Dependencies Across Teams 43
Execution Culture and Accountability 44

Chapter 17: Launch and Go-to-Market **45**
Launch Is a Product Decision, Not Just Marketing 45
Staged Launches: From Internal to Beta to Public 45
Enabling Sales and Customer Success 45

Creating Launch Materials That Help 45
Launch Checklists and Timing 45
Post-Launch Support and Early Issue Management 45
Launch Case Studies 46

Chapter 18: Measurement and Analytics 47
Metrics That Matter: Outcome Over Output 47
Defining North Star Metrics 47
OKRs for Product Teams 47
Product Analytics: Setup and Common Pitfalls 47
Funnel Analysis and Cohort Analysis 47
Correlation Versus Causation 47
Building a Data-Driven Culture 48

Chapter 19: Retention, Growth, and Monetization 49
Retention Before Acquisition 49
Understanding and Reducing Churn 49
Engagement Loops and Habit Formation 49
Growth Loops and Viral Mechanics 49
Pricing Strategy and Packaging 49
Monetization Without Destroying the Product 49
Growth Stage Strategies: From 0 to 1 to 100 50

Chapter 20: Scaling Product and Organization 51
Scaling the Product: Architecture and Platform Decisions 51
Scaling the Team: Structure and Process 51
Managing Multiple Product Lines 51
Standardization Versus Autonomy 51
Scaling Culture 51
Common Scaling Mistakes 51
When to Break Into Separate Companies 52

Chapter 21: Product Management in Different Contexts 53
Startups Versus Scale-Ups Versus Enterprises 53
B2B Versus B2C Versus B2B2C 53
SaaS Product Management 53
Marketplace Product Management 53
Platform and API Product Management 53
Mobile Product Management 53
Hardware and Embedded Product Management 54

Chapter 22: Modern Challenges: AI, Data, and Responsibility **55**
Product Management for AI-Native Products 55
Data Products and Data Platforms 55
Responsible Product Development and Ethics 55
Privacy, Security, and Trust as Product Features 55
Regulatory Landscape and Compliance 55
AI as a Tool for Product Management 55
The Future of Product Management 56

Chapter 23: Conclusion: The Product Leader's Mindset **57**
The Core Principles, Restated 57
How to Think When You Are Stuck 57
Building Judgment Over Time 57
Continuing to Learn 57
The Product Leader's Responsibility 57

References **58**

A Strategic Guide to Product Management from Discovery to Scale

About this book

Great product management is not about managing backlogs or shipping features. It is about solving the right problems for the right customers in the right way, guided by clear strategy, validated by evidence, and executed with relentless focus. This book explains how excellent product leaders make those decisions: how they identify opportunities, craft vision and positioning, decide what to build and what not to build, prioritize under real constraints, collaborate across organizations, launch successfully, measure outcomes, iterate intelligently, and scale effectively. Every chapter is grounded in real-world case studies from companies like Slack, Airbnb, Spotify, and others, combined with proven frameworks adapted from academic research and practitioner experience. Whether you are a founder, a product manager at a startup or scale-up, or a product leader at an enterprise, this book will help you move from tactical feature management to strategic product leadership.

Introduction

There is a story about a product manager who showed up to his first job ready to run meetings, groom a backlog, and ship features on schedule. Within six months he was exhausted and unfulfilled. The team was shipping every feature they built. The roadmap was full. The backlog was three years deep. And yet no one could tell you whether the product was winning.

This story is common because the misunderstanding it reveals is common. Product management is not project management in disguise. It is not the art of keeping sprints on track or features shipped. Product management is the discipline of deciding what problems are worth solving, for whom, in what order, and why, and then marshaling an organization to solve them.

The core competency of product management is decision-making under uncertainty. Product managers rarely have complete information, perfect data, or unanimous agreement. They must weigh conflicting signals, balance competing priorities, and commit to a direction knowing they might be wrong. The ones who excel at this are not the ones who have all the answers. They are the ones who have a disciplined process for making the best decision possible with the information available, and the humility to adapt when new evidence emerges.

This book is built around a simple thesis. Excellent product outcomes come from a small set of interconnected practices, applied consistently and adapted to context. The right practices in the right sequence, guided by a clear strategy and grounded in genuine customer understanding, will produce results that no amount of process theater or framework collecting can match.

The book unfolds in four parts, designed to take you from foundations through mastery.

The first part establishes the fundamentals: what product management actually is, how the product lifecycle works as a system, and how to understand customers deeply enough to identify problems worth solving. You will learn about segmentation, research methods, and frameworks like Jobs-to-be-Done that help you look past surface-level needs to the underlying progress customers are trying to make.

The second part moves from understanding to strategy. You will learn how to craft product vision and positioning, translate market insight into a concrete strategy, validate product-market fit with rigor, and decide which opportunities merit your limited resources. This is where most product organizations struggle. Vision statements become wallpaper. Strategies become lists of ambitions. Roadmaps become feature wishlists. You will see why this happens and how to do it differently.

The third part covers execution: how to prioritize work that matters, design experiments that actually teach you something, collaborate with engineering and design as partners rather than vendors, manage stakeholders with integrity, ship products incrementally, and launch in a way that generates real adoption rather than noise. You will find practical guidance for navigating the messiest parts of the job: technical debt negotiations, conflicting stakeholder demands, resource constraints, and decisions made with incomplete data.

The fourth part addresses growth and scaling: how to measure what matters, drive retention and monetization, scale products and organizations without losing their edge, and navigate modern challenges like AI-native products, platform ecosystems, and responsible development. This is where the book brings together everything you have learned and shows how it applies to complex, real-world situations.

A note on how to use this book. Read it in order if you are early in your product career. If you are more experienced, you can jump to the sections most relevant to your current challenges. But even experienced readers will benefit from the early chapters, which establish a shared vocabulary and mental model that the later chapters build on. Every chapter includes frameworks you can apply immediately, examples from real companies, and discussion of trade-offs and failures alongside successes.

This is not a book about a single correct way to do product management. The principles here are consistent, but the practices must be adapted to your context. A product manager at a seed-stage startup in San Francisco faces a different reality than a product manager at a Fortune 500 company in Tokyo. A B2B SaaS PM making decisions for enterprise procurement officers operates differently than a B2C PM designing for millions of individual consumers. The book addresses these differences explicitly and explains when standard approaches need modification.

Finally, a note on sources and evidence. Every load-bearing claim in this book is supported by research, primary sources, or documented case studies. When frameworks or approaches have known limitations or active disagreements, those are discussed honestly. When data is unavailable or inconclusive, that is stated clearly rather than filled in with speculation. Product management is too important to be guided by anecdotes alone.

Now let us begin.

Chapter 1: The Craft of Product Management

What Product Management Is Not

A common joke in technology companies goes something like this. The product manager is the CEO of the product. The joke is wrong, and it is dangerous when taken seriously.

CEOs have authority. They can hire and fire. They control budgets. They make final decisions when there is disagreement. Product managers typically have none of these things. A product manager at most organizations has responsibility without direct authority over the people who do the work. She asks engineering to build something instead of commanding it. She proposes a roadmap instead of dictating it. She influences decisions instead of imposing them. If you approach product management as if you were a CEO, you will spend most of your energy trying to assert authority you do not have, and your team will resent you for it.

Product management is not project management either. Project managers focus on execution: Are we on schedule? Within budget? Meeting scope? The questions are about delivery. Product managers focus on outcomes: Did we solve the right problem? Did customers get real value? Did the business achieve its objectives? The questions are about value. A project manager is measured on shipping what was planned. A product manager is measured on shipping what mattered.

Neither is product management customer support with a fancy title. Product managers do listen to customers, but listening is not enough. Customer support teams are right about what individual customers want. Product managers must also be right about which problems are worth solving, for which customers, and in what sequence. A product manager who implements every customer request will build a product that pleases no one, including the customers who made the requests.

Understanding what product management is not clears the way for understanding what it is.

The Core Tension: Customer Needs Versus Business Constraints

At its simplest, product management is the practice of balancing three forces. The first is what customers need and are willing to pay for. The second is what the business requires to survive and grow. The third is what technology can feasibly deliver.

These forces rarely align perfectly. Customers want features for free. The business needs revenue. Engineers need stable architecture. Product managers live in the tension between these demands and make the trade-offs that turn tension into progress.

Consider a SaaS company selling project management software. Customers want a mobile app that works perfectly offline. The business needs to prioritize building an enterprise security module that large customers are already demanding in contract negotiations. Engineering needs to refactor a legacy codebase that is slowing down all feature development. The product manager cannot do all three at once. She must decide which constraint to bend, which stakeholder to disappoint, and which opportunity to defer, and then justify that decision with evidence and reasoning that the organization can accept.

This balancing act is the daily reality of product management. The product manager who ignores customer needs builds something nobody wants. The one who ignores business constraints builds something unsustainable. The one who ignores technical realities builds something that collapses under its own weight.

The skill is not in finding the perfect balance; that rarely exists. The skill is in making explicit trade-offs rather than implicit compromises, grounding those trade-offs in data and strategy, and communicating the rationale clearly so stakeholders understand why the product team is doing what it is doing.

Problems Over Features

A fundamental principle of product management is this: you are not in the business of building features. You are in the business of solving problems.

Features are how you solve problems. Problems are why you build. Confusing the two is one of the most common and damaging mistakes in product management.

When product teams focus on features, they optimize for output. How many features shipped this quarter? How many stories completed? The metrics are about activity, not impact. When product teams focus on problems, they optimize for outcome. Did we reduce the time it takes customers to complete their workflow? Did we increase customer retention? Did we reduce support ticket volume? The metrics are about value.

Slack provides a clear example. Slack began as an internal communication tool for a failed gaming company called Tiny Speck. The game, Glitch, was shut down in 2012 after raising over $20 million. The team realized that the communication tool they had built for themselves was more valuable than the game. Instead of listing features, they focused on a problem: workplace communication was broken. Email was overwhelming. Chat tools were fragmented. People spent hours coordinating basic work instead of doing the work itself.

Slack positioned itself around that problem. Its early messaging said essentially: "Stop using email. Talk to your team in one place." The features (channels, threads, integrations) all served that problem statement. Slack grew from zero to eight million daily active users in four years, largely because it solved a painful problem in a way that felt delightful rather than functional.

The lesson is not that features do not matter. They matter enormously. But features are means, not ends. A feature without a problem statement is a solution looking for a justification. Start with the problem. Define it precisely. Then design the feature as the means of solving it.

Decision-Making Under Uncertainty

Product managers make decisions in conditions that would make many professionals uncomfortable. They rarely have perfect data. They rarely have complete information. They rarely have unanimous agreement from stakeholders. They must decide anyway.

This reality leads to two common failures. Some product managers freeze. They ask for more data, more research, more analysis. They wait until the decision is obvious. But in product management, the decision rarely becomes completely obvious. If you wait for certainty, you will wait forever, and your competitors will move while you deliberate.

Other product managers rush. They act on intuition, or the loudest voice in the room, or the most recent customer conversation. They ship features and hope for the best. This is equally dangerous. Decisions made without evidence are not decisions at all. They are gambles, and gambles compound into regret.

The alternative is a disciplined approach to decision-making under uncertainty. This approach has several components.

First, define the decision clearly. What exactly are you deciding? What are the options? What would success look like? A vague decision question produces a vague decision.

Second, gather the evidence you can. Talk to customers. Look at usage data. Review competitive moves. Consult experts. The goal is not completeness. The goal is enough evidence to make a reasonably informed judgment.

Third, be explicit about your assumptions. Every decision made with incomplete information rests on assumptions. Write them down. If you decide to build a feature because you believe it will reduce churn, that is an assumption. Make it explicit so you can test it later and learn whether you were right.

Fourth, prefer reversible decisions. Not all decisions are equal. Some can be undone at low cost. Others are expensive to reverse. For reversible decisions, move fast. For irreversible decisions, move slowly and gather more evidence. Amazon famously categorizes decisions as Type 1 (irreversible) and Type 2 (reversible), and insists on speed for Type 2. This principle applies to product management as well.

Fifth, be willing to change your mind. New evidence should change your decisions. If it does not, you are not making decisions. You are defending positions.

This framework does not eliminate uncertainty. It gives you a way to operate inside it productively.

A Day in the Life of a Senior Product Manager

What does product management look like in practice? The answer depends on context. A product manager at a twenty-person startup does different work than one at a fifty-hundred-person enterprise. But certain patterns recur.

A senior product manager at a mid-size SaaS company might spend her morning reviewing analytics dashboards. She is looking for signals: Did usage change after the last release? Are there anomalies in retention for a particular segment? Has support ticket volume shifted? Data tells her what is happening. She needs to understand why.

She has a weekly customer interview scheduled. She talks for forty-five minutes with a customer who cancelled their subscription. She listens more than she speaks. She asks about the customer's workflow, their decision to leave, what alternatives they considered. She leaves with specific insights about pain points the product team had not anticipated.

She meets with engineering and design to discuss the next release. The conversation is not about a list of features to implement. It is about a problem they are trying to solve, possible solutions, technical trade-offs, and what evidence they need before committing to a direction. The product manager brings customer insights and business context. The engineer brings technical feasibility and architectural implications. The designer brings user experience considerations. Together they shape a plan.

She spends part of the afternoon writing a one-page strategic memo for executives. The company is considering expanding into a new market. She lays out the opportunity, the risks, the assumptions, and a recommended path for validation. The memo is not a recommendation to commit resources. It is a recommendation to learn, cheaply and quickly, whether the opportunity is real.

She has a conversation with sales about an enterprise prospect. The prospect wants custom features that do not align with the product strategy. She listens carefully. She explores the underlying need. She proposes an alternative that serves the need without creating a one-off customization. If the prospect accepts, she learns something about flexible solution design. If they walk away, she learns something about where the strategy is too rigid.

She ends the day prioritizing. There are more requests than capacity. She reviews new feature requests against the product strategy and available evidence. Some are easy to reject. Others require judgment. She documents her decisions and the rationale, so stakeholders understand not just what the team is building, but why.

This is not a perfect day. It is a plausible one. It shows that product management is not a single activity. It is a discipline that combines customer empathy, strategic thinking, analytical rigor, cross-functional collaboration, and clear communication.

The Three Lenses: Customer, Business, Technology

Every product decision should be viewed through three lenses. Each lens reveals something important. Using all three prevents the blind spots that come from focusing on only one.

The customer lens asks: Is this valuable to the customer? Does it solve a real problem, or is it a nice-to-have? Will customers notice and care? Is it intuitive enough that they will use it without frustration? The customer lens keeps product teams anchored to value.

The business lens asks: Is this viable for the company? Does it advance our strategic objectives? Will it generate revenue, reduce costs, or reduce risk? Does it fit within our financial constraints and resource limitations? The business lens keeps product teams accountable to sustainability.

The technology lens asks: Is this feasible to build and maintain? What does it cost in engineering time? What architectural implications does it have? Will it create technical debt that slows future work? Can it scale? The technology lens keeps product teams grounded in reality.

A decision that satisfies only the customer lens is a feature that customers love but the business cannot afford. A decision that satisfies only the business lens is a feature that generates revenue but frustrates users and increases churn. A decision that satisfies only the technology lens is a refactor that makes engineers happy but customers never notice.

The art of product management is finding the intersection. The best product decisions create value for customers, advance business goals, and are technically sound. When the three lenses do not align, and they often do not, the product manager's job is to make the trade-offs explicit, defend them with reasoning, and commit to learning whether the trade-offs were correct.

Product management is not a job for generalists who know a little about everything. It is a job for specialists in decision-making. The product manager's specialization is understanding enough about customers, business, and technology to see the whole system, and then making the calls that move it forward.

Chapter 2: The Product Lifecycle as a System

Opportunity Sensing and Problem Identification

Products do not emerge from vacuum. They emerge from problems that real people face in real situations. The product lifecycle begins not with a solution but with the detection of an opportunity.

Opportunity sensing is the practice of looking for gaps between how the world currently works and how it could work better. These gaps manifest in several ways. Customers complain about something they do every day. Existing solutions are too expensive, too slow, or too complicated. New technologies make previously impossible solutions feasible. Regulatory changes open or close markets. Cultural shifts change what people value.

The most effective product managers are not waiting for customer surveys or market research reports. They are actively looking. They talk to people on the phone. They sit in on customer support calls. They read reviews of competitors. They observe people using products in the wild. They pay attention to patterns: What do multiple customers say independently? What workarounds are people building? What are people paying for, even when it is clearly suboptimal?

Dropbox provides a classic example of opportunity sensing. Founder Drew Houston was frustrated by carrying a USB drive and forgetting to sync files across his computers. He built a simple file-syncing tool for himself. The opportunity was personal frustration, but it was shared. Millions of people faced the same problem. Dropbox solved it with simplicity and reliability, turning a personal annoyance into a billion-dollar company.

The key insight is that opportunities are everywhere if you know where to look. They hide in complaints, workarounds, inefficiencies, and unmet needs. Product managers who cultivate curiosity and systematic observation will always find problems worth solving.

Discovery: Learning Before Building

Discovery is the phase where you learn whether a problem is real, whether your proposed solution will work, and whether customers will actually use it. Discovery is expensive to skip and cheap to do well.

Steve Blank, whose customer development methodology inspired Eric Ries's Lean Startup movement, put it bluntly: the biggest mistake startups make is not going outside the building. Founders sit in a room with their hypotheses, refine their business plans, and then build something nobody wants. Customer discovery forces you to test your assumptions against reality before you invest heavily.

Discovery is not a one-time event at the beginning of a project. It is continuous. Even mature products need discovery for new features, new markets, and evolving customer needs. Teresa Torres, in her book Continuous Discovery Habits, argues that product teams should be discovering every week, not just when they are out of ideas. Regular customer interviews, usage analysis, and experimentation keep teams grounded in reality rather than their own assumptions.

Good discovery produces specific outputs. It clarifies the problem: Who has it? How big is it? How urgent is it? How do they solve it today? It validates assumptions about the solution: Will customers use it? Will they pay? How does it compare to alternatives? It identifies risks: What could go wrong? What do we not know? What are we betting on?

Discovery methods include customer interviews, surveys, usability tests, prototypes, concierge MVPs where you solve the problem manually before building software, and landing page tests that measure interest before you build anything. The choice of method depends on the question you are trying to answer and the resources you have.

The disciplined approach is this: before you commit significant resources to building something, you should have evidence that customers have the problem you think they have, that they care enough about solving it to use your solution, and that your solution is better than what they currently do. This is not a guarantee of success. It is a reduction of risk.

Definition: Strategy and Planning

Once you have identified a validated problem, you move into definition. This is where you decide how you will solve it, what it will look like, and how it fits into the broader product strategy.

Definition includes several activities. You translate the problem into a solution concept: What will the product do? What are its core capabilities? What will it explicitly not do? You define success criteria: What metrics will tell you it is working? You create specifications and designs that engineering can implement. You plan the release: When will it launch? To whom? How will people learn about it?

This phase is where product strategy becomes operational. A product without strategy is a collection of features reacting to customer requests. A product with strategy is a coherent offering that advances a clear vision through deliberate choices about what to build and what to ignore.

Good definition work is collaborative. Engineering provides input on feasibility and trade-offs. Design ensures the solution is usable and delightful. Marketing validates positioning and messaging. Sales checks whether the solution addresses real customer buying motivations. Finance assesses whether the investment makes economic sense.

The deliverable is not just documentation. It is alignment. Everyone who matters should understand what is being built, why it is being built, how success will be measured, and what is not being done. Ambiguity at this stage creates chaos during execution.

Delivery: Building and Releasing

Delivery is where the product comes to life. It is the phase where plans meet reality, requirements meet code, and features meet users.

The core principles of effective delivery are simple but not easy. Ship incrementally rather than all at once. Get something usable into customers' hands as quickly as possible, then improve. This reduces risk: you can detect problems early, you can validate assumptions faster, and you avoid the embarrassment of a big release that fails spectacularly.

Build in close collaboration with engineering and design. The product manager does not hand off a requirements document and disappear. She is embedded in the team, answering questions, adjusting priorities based on new learning, and ensuring the team is building what matters.

Maintain quality as a non-negotiable. Shipping fast and shipping well are not opposites. They are complementary. Poor quality erodes trust, increases support costs, and makes future development harder because every new feature must work around existing problems. Invest in testing, in code quality, and in user experience from day one.

Plan the release as carefully as the build. A great feature launched poorly will underperform. Coordinate with marketing on messaging. Train support teams on what changed. Prepare sales with customer-facing materials. Have a plan for monitoring performance and responding to issues.

Slack's launch is a model of disciplined delivery. Instead of launching publicly with full functionality, Slack began with a controlled beta. They invited a small number of companies, monitored usage closely, and iterated rapidly based on feedback. The product manager on that team, Stewart Butterfield himself, responded to every piece of feedback personally. When they launched publicly in August 2013, the product was already strong enough to generate organic growth without heavy marketing spend. Within a year, Slack had reached $1 billion in valuation.

Growth: Scaling and Optimizing

Growth is the phase where you take a product that works and make it work for more people. This involves both scaling: increasing capacity and reach. And optimizing: improving performance, reducing friction, and deepening engagement.

Growth work is often confused with marketing. Marketing brings people to your door. Growth makes sure they stay once they arrive. Product-led growth companies like Slack, Zoom, and Notion invest heavily in product mechanics that drive acquisition, activation, retention, and expansion without relying solely on sales teams.

Key growth levers include:

Activation: Ensuring new users experience the core value of the product quickly. Slack's activation metric was messages sent. Getting users to send their first message triggered the "aha" moment and predicted long-term retention.

Retention: Keeping existing users engaged over time. This requires both solving the core problem well and continuously improving the experience.

Referral: Encouraging existing users to bring in new users. Dropbox's famous referral program, which gave additional storage for each friend referred, grew its user base from 100,000 to 4 million in fifteen months.

Expansion: Getting existing customers to use more of the product or pay more. This can come through usage-based pricing, tiered features, or cross-selling related products.

Growth is not a separate phase. It begins as soon as you have product-market fit. Before PMF, growth is mostly vanity: you can acquire users, but they will leave. After PMF, growth becomes compound: each acquired user creates value, refers others, and generates revenue.

Sunset: Knowing When to Let Go

Most product managers talk about what to build. Few talk about what to kill. Yet sunset decisions are among the most important product decisions you will make.

Products age. Markets change. Technologies become obsolete. Customer needs evolve. At some point, the cost of maintaining a product exceeds the value it generates, or the opportunity cost of the resources it consumes exceeds what it contributes. Continuing to invest in a product past this point is not loyalty. It is misallocation.

Sunset decisions are emotionally difficult. People have invested time and identity in products. Customers have built workflows around them. Letting go feels like failure. But it is often the opposite. Killing a product that no longer deserves resources is an act of discipline. It frees engineering to work on products that matter. It concentrates marketing spend where it can move the needle. It signals that the organization values evidence over sentiment.

Good sunset decisions follow a process. You gather data: What is the product contributing to revenue? How many active users does it have? What are the maintenance costs? What would happen if we stopped investing? You communicate early and transparently with affected stakeholders. You provide migration paths for customers. You sunset with dignity, not abandonment.

Companies that are good at sunset are companies that trust their decision-making. They know they will make the right calls next time because they made the hard call this time.

Feedback Loops That Make the System Work

The product lifecycle is not a linear sequence. It is a system of feedback loops. Each phase informs the next. Each phase loops back to earlier phases.

Data from delivery informs discovery: How are customers actually using the product? Are they using it the way we expected?

Insights from growth inform strategy: Which features drive retention? Which segments are most valuable?

Evidence from sunset informs opportunity sensing: Why did this product fail? What can we learn for the next time?

Product managers who understand these loops operate differently from those who see the lifecycle as a checklist. They know that every phase generates learning, and learning must be acted upon. A product manager who ships a feature and then moves on to the next one without checking whether it worked is not managing a product. She is running a factory.

The system works best when feedback is fast and honest. Short feedback cycles, weekly customer interviews, daily analytics reviews, rapid experimentation, let teams detect problems before they compound. Honest feedback means that data that contradicts your hypothesis is treated as valuable, not threatening. Teams that punish bad news will not get it. They will get curated data that confirms what leaders want to hear, and they will build products that look good in presentations but fail in reality.

Chapter 3: Understanding Your Customers Deeply

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Why Most Customer Understanding Fails

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Segmentation: Who Really Matters

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Creating Useful Personas (and When to Skip Them)

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Customer Interviews: Asking Questions That Reveal Truth

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Ethnographic and Observational Research

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Quantitative Research and Survey Design

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Building a Continuous Research Practice

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 4: Jobs-to-be-Done and Problem Definition

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Theory Behind Jobs-to-be-Done

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Functional, Emotional, and Social Jobs

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Conducting JTBD Discovery Interviews

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Writing Job Stories That Drive Product Work

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Problem Statements That Actually Help

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Common JTBD Mistakes and Misuses

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

JTBD Versus Traditional Needs Analysis

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 5: Market and Competitive Analysis

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Sizing Markets Without Self-Deception

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Mapping the Competitive Landscape

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Competitive Analysis Frameworks That Work

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Finding White Space and Adjacency Opportunities

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Industry Trends and Weak Signals

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

When Competition Analysis Becomes Counterproductive

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Porter, Blue Ocean, and Other Strategic Lenses

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 6: Vision and Positioning

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

What Vision Actually Is (and Is Not)

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Writing a Vision That Guides Decisions

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Connecting Vision to Company Strategy

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Positioning: The Promise You Make to Customers

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Value Propositions That Resonate

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Messaging Frameworks and the Positioning Statement

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Updating Vision and Positioning as Markets Shift

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 7: Product Strategy

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Strategy Versus Vision Versus Goals Versus Roadmap

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Strategic Choice: Where to Play and How to Win

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Strategic Bets and How to Evaluate Them

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Platform Strategy, Ecosystem Strategy, and Wedge Strategy

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

When to Innovate, When to Improve, When to Defend

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Common Strategy Failures

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Communicating Strategy Across the Organization

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 8: Product-Market Fit and Validation

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Marc Andreessen Was Only Half Right

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Signals and Metrics of Product-Market Fit

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Sean Ellis Test and Its Limitations

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Validating Demand Before You Build

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

When You Know You Have PMF (and What to Do Next)

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

False Positives and the Illusion of Fit

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Post-PMF: The Shift from Validation to Optimization

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 9: Deciding What to Build

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Sources of Ideas: Customers, Data, Competition, Vision

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Evaluating Opportunity: Impact, Confidence, Effort

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The RICE Framework and Alternatives

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Opportunity Solution Trees

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Avoiding the Boiling Frog and Feature Sprawl

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Deciding What NOT to Build

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Grouping Related Work into Themes

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 10: Prioritization Under Real Constraints

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Why Prioritization Is Harder Than Frameworks Suggest

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Balancing Now, Next, and Later

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Balancing Different Work Types: Features, Debt, Experiments, Maintenance

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Handling Executive and Sales Requests

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Customer Requests Versus Strategic Vision

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The MoSCoW Method, Kano Model, and WSJF

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Making Trade-Offs Explicit and Defensible

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 11: MVP Design and Experimentation

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

What MVP Actually Means

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Designing Learning Experiments, Not Half-Features

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Prototyping: From Paper to Clickable to Code

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

A/B Testing: Design, Statistics, and Common Errors

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Build-Measure-Learn Loop in Practice

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Experimentation Platforms and Culture

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

When Not to Experiment

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 12: Roadmapping and Planning

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

What a Roadmap Should and Should Not Do

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Outcome-Based Versus Output-Based Roadmaps

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Time-Based, Now-Next-Later, and Theme-Based Formats

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Rolling Planning and Adaptability

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Involving the Right Stakeholders

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Managing Commitments Without Losing Flexibility

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Roadmapping for Different Organizations

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 13: Working With Engineering

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Product and Engineering: A Partnership, Not a Relationship

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Product Requirements and User Stories That Engineers Appreciate

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Understanding Technical Constraints and Trade-Offs

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Technical Debt: Definition, Strategy, and Prioritization

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Architecture and Scalability: How Much Should PMs Know

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Velocity, Estimation, and Planning

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Conflict Resolution Between Product and Engineering

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 14: Working With Design and UX

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Product-Design Partnership

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Design Thinking and Its Limits

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

User Experience: Beyond Pretty Interfaces

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

When to Design for Power Users Versus Novices

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Design Systems and Product Consistency

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Measuring Design Quality

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Handling Design Conflicts

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 15: Stakeholder Management and Alignment

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Mapping Your Stakeholders

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Understanding Incentives and Pressures

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Selling Vision and Strategy

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Managing Up: Working With Executives

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Managing Peer Relationships: Sales, Marketing, Support

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Difficult Conversations and Saying No

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Creating Alignment Without Consensus

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 16: Execution and Delivery

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Incremental Delivery and Continuous Release

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Sprint Planning and Release Planning

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Scope Management and Creep Prevention

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Quality and Product Acceptance Criteria

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

What to Do When Things Go Wrong

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Managing Dependencies Across Teams

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Execution Culture and Accountability

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 17: Launch and Go-to-Market

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Launch Is a Product Decision, Not Just Marketing

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Staged Launches: From Internal to Beta to Public

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Enabling Sales and Customer Success

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Creating Launch Materials That Help

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Launch Checklists and Timing

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Post-Launch Support and Early Issue Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Launch Case Studies

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 18: Measurement and Analytics

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Metrics That Matter: Outcome Over Output

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Defining North Star Metrics

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

OKRs for Product Teams

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Product Analytics: Setup and Common Pitfalls

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Funnel Analysis and Cohort Analysis

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Correlation Versus Causation

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Building a Data-Driven Culture

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 19: Retention, Growth, and Monetization

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Retention Before Acquisition

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Understanding and Reducing Churn

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Engagement Loops and Habit Formation

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Growth Loops and Viral Mechanics

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Pricing Strategy and Packaging

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Monetization Without Destroying the Product

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Growth Stage Strategies: From 0 to 1 to 100

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 20: Scaling Product and Organization

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Scaling the Product: Architecture and Platform Decisions

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Scaling the Team: Structure and Process

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Managing Multiple Product Lines

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Standardization Versus Autonomy

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Scaling Culture

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Common Scaling Mistakes

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

When to Break Into Separate Companies

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 21: Product Management in Different Contexts

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Startups Versus Scale-Ups Versus Enterprises

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

B2B Versus B2C Versus B2B2C

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

SaaS Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Marketplace Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Platform and API Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Mobile Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Hardware and Embedded Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 22: Modern Challenges: AI, Data, and Responsibility

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Product Management for AI-Native Products

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Data Products and Data Platforms

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Responsible Product Development and Ethics

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Privacy, Security, and Trust as Product Features

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Regulatory Landscape and Compliance

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

AI as a Tool for Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Future of Product Management

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Chapter 23: Conclusion: The Product Leader's Mindset

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Core Principles, Restated

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

How to Think When You Are Stuck

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Building Judgment Over Time

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

Continuing to Learn

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

The Product Leader's Responsibility

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.

References

This content is not available in the sample book. The book can be purchased on Leanpub at https://leanpub.com/buildingwhatmatters.