

INMA Product Master Class

Scaling Your Product

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Agenda

- Foundations of release strategy
- Selecting a market for launch
- Business case for expansion
- Testing scale and the complete product
- Real life example

Foundation of release strategy

Minimum Viable Product (MVP) / Alpha

- Tests value / willingness to pay (thin slice for early adopters)

Beta / Minimum Marketable Product (MMP)

- Tests scale (larger slice for more adopters, go to market scaffolding)

General Availability (GA) / Minimum Lovable Product (MLP) +

- Tests full adoption, go to market capability



(minimum viable product)



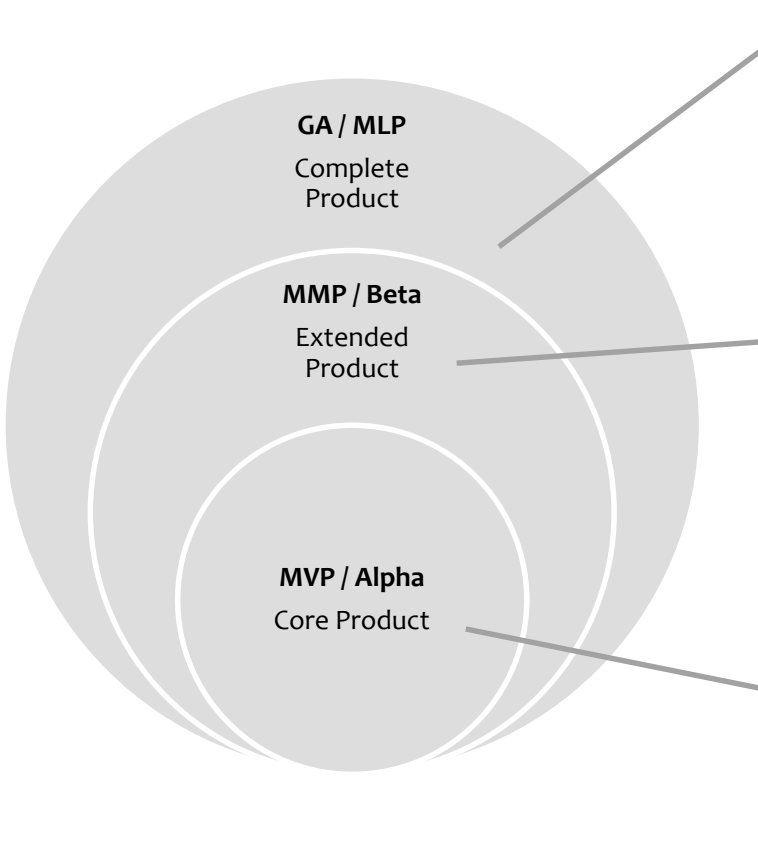
(minimum marketable product)



(product)

Source: [xDesign](#)

Release evolution



- Full value for all adopters
- Sales Tools & Training
- Go to market playbook
- Full documentation

- Additional value for most adopters
- Reporting, monitoring, alerting
- Support Training
- Onboarding capabilities
- Contract/ordering template(s)
- Billing capabilities

- Core value for early adopters
- Prelim pricing model
- Tech/product documentation
- Test environments
- Service level monitoring

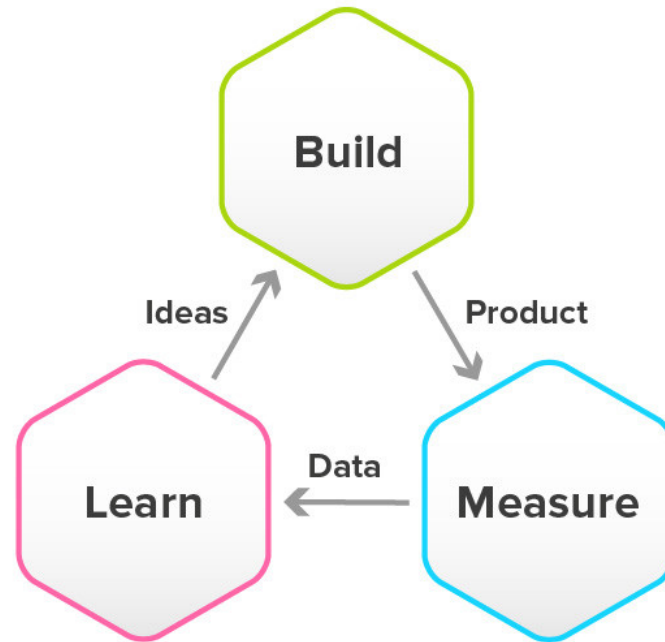
Value scaled to market

Deliverable Examples

Initial value delivered

Release principles

- A release is an experiment with a hypothesis to prove out
- Product managers must embrace the scientific method
- Think iteratively with pivot vs persevere mindset
- Release thinking flows from initiative lean canvas (next slide)



calltheone.com/en/management-goeroes

Lean canvas for initiatives informs your release structure

Challenge <ul style="list-style-type: none">The top challenges the product/epic will solve	Solution <ul style="list-style-type: none">The most important features of the product/epic	Addressee (Customer/Supplier Segments) <ul style="list-style-type: none">The target customer/supplier (the personas) the product is addressing	Value Proposition <ul style="list-style-type: none">A compelling messages why the solution is worth buying	Competitive Advantage <ul style="list-style-type: none">A set of strength that can not be easily copied
Key Metrics <ul style="list-style-type: none">The top KPIs you address with the product/epic and the target value you want to achieve with the product/epic	Revenue/Contribution <ul style="list-style-type: none">The money you expect to make with the product/epic (additional contribution/reduce cost)		Cost (Build/Ops) <ul style="list-style-type: none">The cost required to build and operate the product/epic	
Dependencies	<ul style="list-style-type: none">Dependencies for a deployment of the product/epic			
Go to Market	<ul style="list-style-type: none">Channel strategy, how will we launch?			

Launch market/customer selection

Goldilocks market/customer

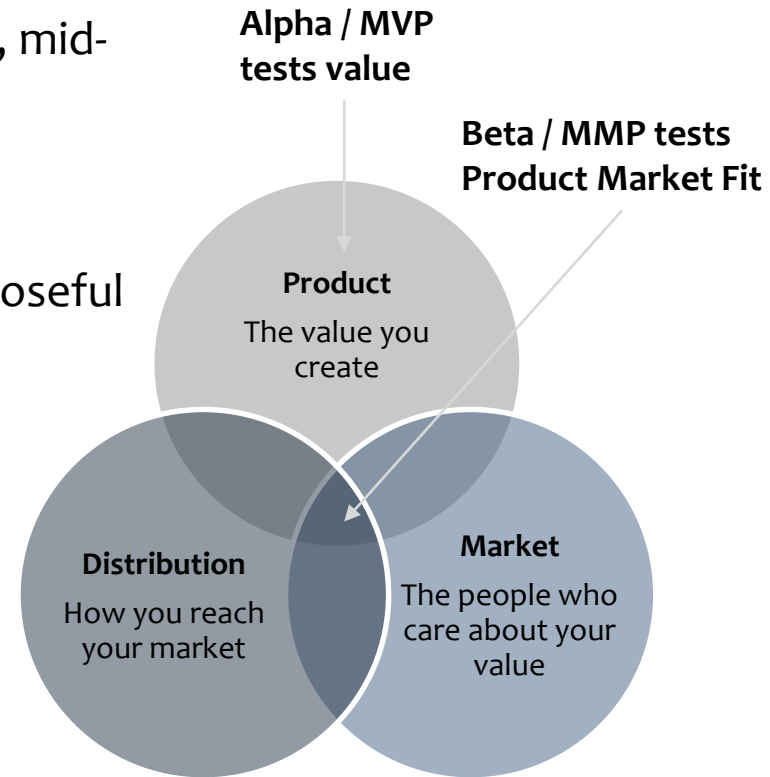
- Value aligns to early adopter customer for MVP, mid-adopter customer for MMP
- Large enough to measure impact for MVP, 80% volume/coverage for MMP
- Small enough to limit complexity for MVP, purposeful complexity for MMP

Clean measurements

- Deconflict experiments, seasonality

“Friendly” customer/market/stakeholders

- Tolerance for experimentation
- Stakeholders leveraged for go to market, support
- Try not to over-index on the same launch markets

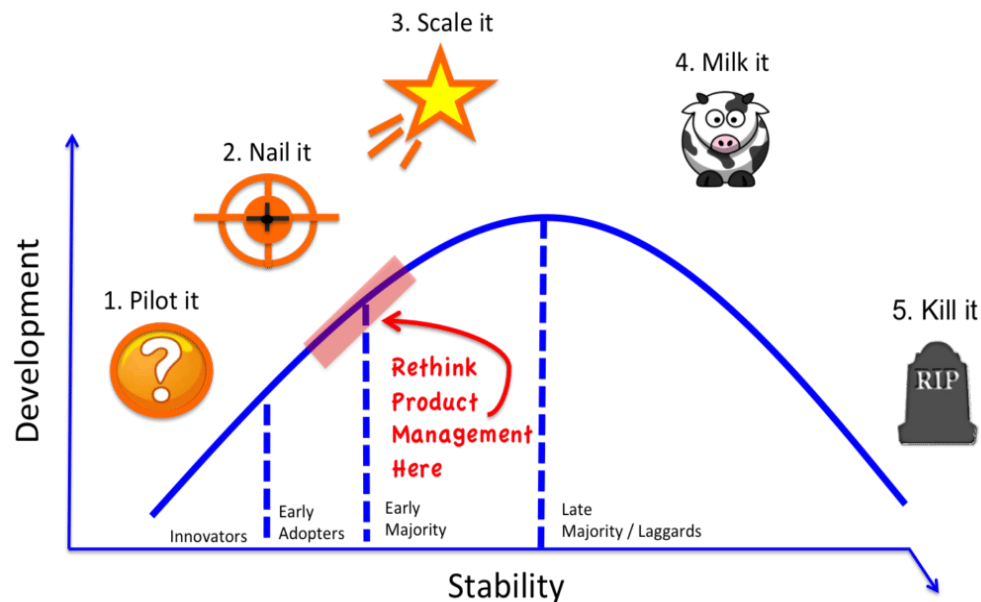


Business case for scaling

Did your initial launch inform a value pivot, or persevere? Build learnings into your next release hypothesis + biz case. Features/user stories follow.

- Is my MVP market/customer reflective of all markets/customers?
- Additional value drivers required for further adoption?
- Support, training, documentation, IT, marketing requirements?
- Seasonal effects/ timing factors that impact value beyond MVP?

Ultimately: quantify value/effort and will it scale? (juice vs squeeze)



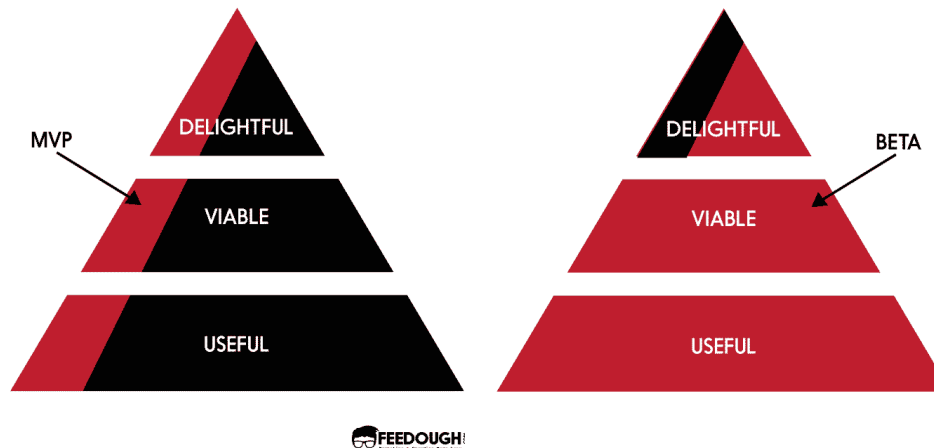
Source: [OrganizationalPhysics](https://www.organizationalphysics.com/)

Minimum Marketable Product (Beta)

Release hypothesis sets your experimentation framework:

“For [this customer group], we are [doing this work], so that [these results happen], as measured by [this metric].”

- What is the key leading indicator metric to measure?
- How will I get a clear signal? (Baseline, MVT, YoY)
- Shortest timeframe to validate? (90 days recommended)
- What data do I need to make a decision? (success or exit criteria)
- Where should I launch to test 80% scale? (high volume / complexity)
- What other groups needs to be involved? (support, marketing, IT)



Example: Improve ad revenue via Zeus Performance

First release / Alpha / MVP

For [programmatic sellers at 1 site], we are [launching Zeus for 90 days], so that [revenue increases], as measured by [>60% viewability & 2 sec page speed decline leading indicators].

Learnings

- Leading indicators as expected, but revenue declined due to cycling COVID PVs.
- Pivoted revenue growth to protection, quantified biz case for scaling approval → eCPM growth outperformed impression decline.

Second release / Beta / MMP

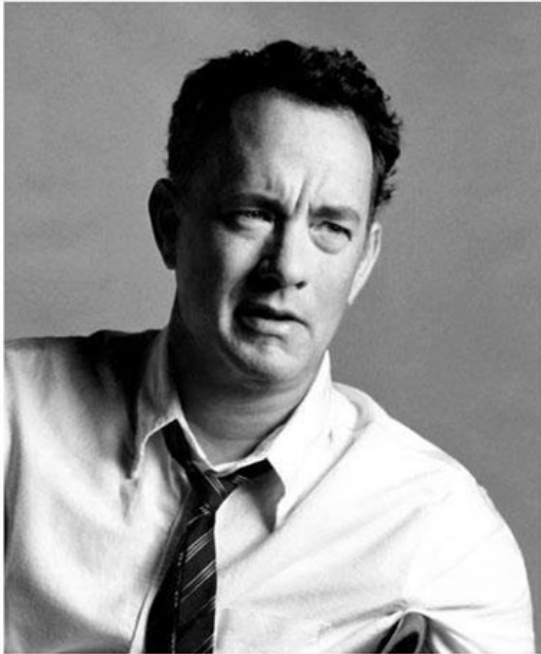
- Extend to 80% site volume (more sites)
- Additional monetization partners
- Support and internal training / communication

Learnings: Reframed as revenue protection, performed as expected. Persevere.

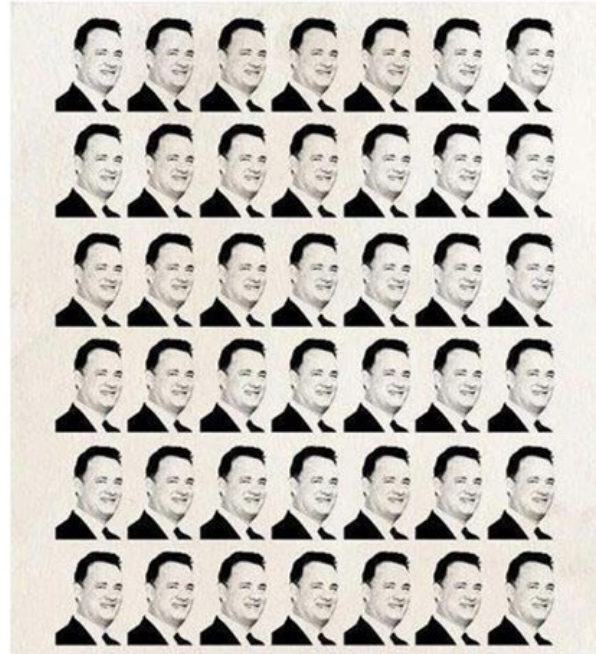
Final release / General Availability / MLP

- Extend to all sellers, all daily sites, all monetization partners
- Field training / selling

Learnings: Same outcome as MMP. Successfully scaled complete product.



T.HANKS



T.hanks a lot