



Operationalize

The “Product Operating Model”

From the “Product Operations” Book
By Melissa Perri & Denise Tilles

The book cover features a dark blue background with a pattern of yellow and orange circles of varying sizes, some of which are arranged in vertical lines. The title "PRODUCT OPERATIONS" is written in large, bold, white, all-caps sans-serif font. Below the title, the subtitle "How successful companies build better products at scale" is written in a smaller, white, all-caps sans-serif font. At the bottom, the authors' names "MELISSA PERRI & DENISE TILLES" are written in a white, all-caps sans-serif font.

PRODUCT OPERATIONS

How successful companies build better products at scale

MELISSA PERRI
& DENISE TILLES

Becky Flint

Founder & CEO, [Dragonboat.io](https://dragonboat.io)
Lead Product ops since early 2000

Founding member of PayPal Product Ops in early 2000 to lead global expansion.

Built, scale and transformed product ops, portfolio management at pre-unicorns and early unicorns.

Led product and agile transformation at Fortune 500.





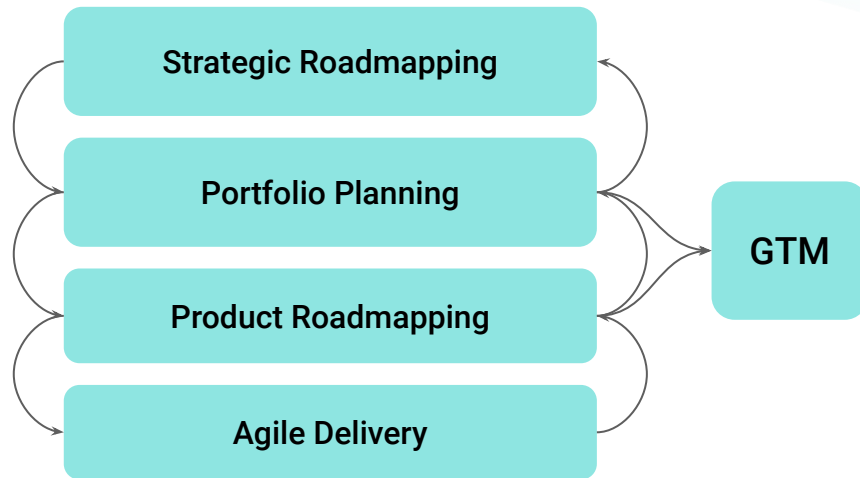
The Product Operating Model

“Product operating model is .. how we codify the way we translate the business and product strategies into the work getting done.”

This includes process, cadences, templates, systems, among others.

The Participants

CPO
Product Operations
Product Managers
Engineering, Design and Stakeholders





The 3 Pillars of Product Operations

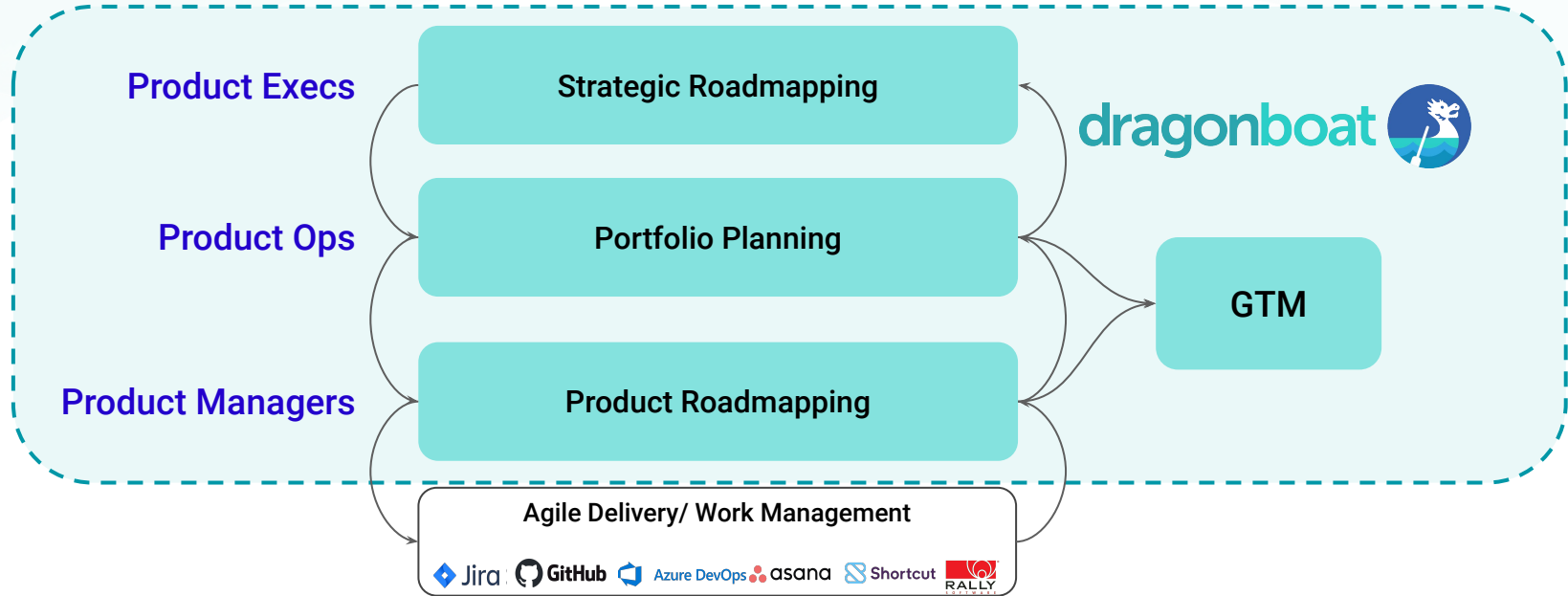
1. **Data and Insights** - Increasing the speed and quality of decision making
2. **Customer and Market Insights** - Systems established to allow insights for customer centric products
3. **Processes and Practices** - Removing barriers to better collaboration and ways of working



The 3 Pillars + Product Operating Model



With a Platform as Source of Truth Connecting The Entire Product Portfolio Full Stack



Strategic Roadmapping

Led by Product Execs

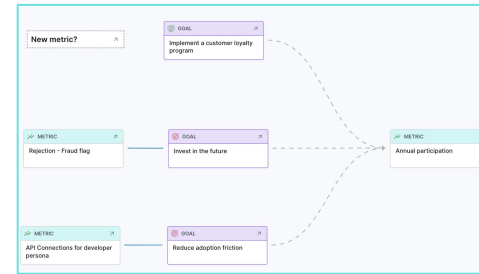
Activities

1. Centralize Data and metrics
2. Align product goals with business goals
3. Set / align strategic intents (aka product OKRs) with stakeholders
4. Set/ align target (portfolio) allocations
5. Communicate to guide portfolio and product roadmapping

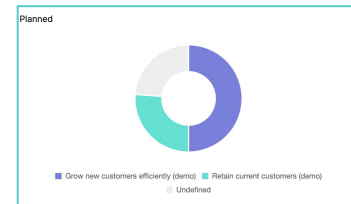
Output / artifacts

Goals with measures (metrics) and allocation across all levels

NAME	ACTUAL VALUE	TARGET VALUE	BASELINE VALUE	APPLIES TO	HEALTH
% Deal lost due to major feature gap compared with ke...	11	8	12	Product 1: ... Product 2: ...	ON TRACK
Account growth YOY (demo)	30	38	25	Portfolio	ON TRACK
Logo retention YOY (demo)	83	88	81	Portfolio	ON TRACK
MAU for product 1 (demo)	1,200	2,000	1,000	Portfolio	ON TRACK
MAU for product 2 (demo)	21,000	40,000	20,000	Portfolio	ON TRACK
3 month Feature adoption (demo)	21	33	18	Product 1: ... Product 2: ...	ON TRACK



PORTFOLIO GOAL > PRODUCT GOAL	TARGET ALLOCATION %	APPLIES TO
Grow new customers efficiently (demo)	50%	Portfolio
Improve feature adoption (demo)		Product 1: Consumer (demo)
Simplify onboarding (demo)		Product 2: Business (demo)
Retain current customers (demo)	30%	Portfolio
Achieve more product outcomes ...	10%	Portfolio
Effective in reactive (demo)	20%	Portfolio



(Ongoing) Product Roadmapping

Led by Product Managers

Activities

1. Start with product goals, metrics + Evaluate Product performance
2. Analyze customer feedback/ requests
3. Prioritize product features and link to goals/ strategies (single pane)

Output / artifacts

Current and next product roadmaps
Product performance



TITLE	PRODUCT	TIMEFRAME	PRODUCT GOAL	BENEFIT	PLANNED MOAR
Grow core markets 18)				94	
Skills rapid onboarding	Checkout	Q2	Grow core markets	4	18.7%
Shipping notifications	Platform	Q2	Grow core markets	30	300%
Align Proficiency level	Landing	Q4	Grow core markets	10	3.9%
Common Skills Details	Platform	Q4	Grow core markets	3	15%
Bypass Training Details page	Platform	Later	Grow core markets	2	6.2%
Website redesign	Platform	Q1	Grow core markets	45	542.5%
Expand marketshare in the ...				71	
Invest in the future (4)				38	
Undeined 10)					

(Quarterly) Business Review

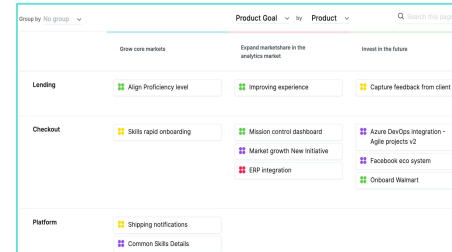
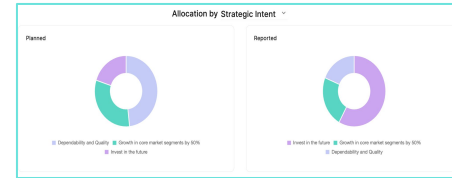
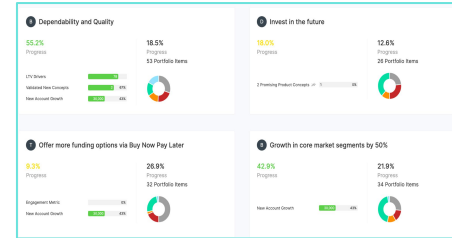
Led by Product Ops Leader (+ everyone else)

Activities

1. Review outcome progress + roadmap / delivery progress
2. Review portfolio planned vs reported allocation
3. Review key portfolio changes

Output / artifacts

Roadmap changes if any



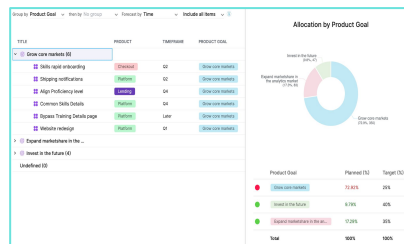
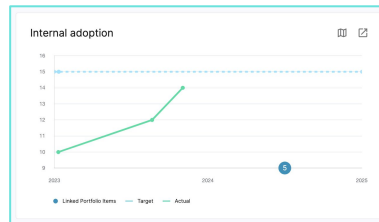
(Quarterly) Portfolio Planning/ Roadmapping

Product Ops Team (+ everyone else)

1. Start with product goals, metrics (Portfolio)
2. **Prioritize initiatives** based on both impact to goals and resourcing needs
3. Evaluate **trade off with target allocations** in context of goal performance
4. Communicate to (internal, external, exec stakeholders)

Output / artifacts

Goals with measures (metrics) and allocation across all levels



TITLE	PRODUCT	TIMEFRAME	PRODUCT GOAL	BENEFIT	PLANNED MOSE
Grow core markets (0)				\$4	
Skills rapid onboarding	Checkout	Q3	Grow core markets	4	162%
Shipping notifications	Platform	Q2	Grow core markets	10	385%
Align Proficiency level	Lending	Q4	Grow core markets	10	34%
Common Skills Details	Platform	Q4	Grow core markets	3	1%
Bypass Training Details page	Platform	Late	Grow core markets	2	62%
Website redesign	Platform	Q1	Grow core markets	45	643%
Expand marketshare in the ...				71	
Invest in the future (0)				34	
Undeferred (0)					

Product Goal	Product	Initiative
Lending	Grow core markets	Align Proficiency level
	Expand marketshare in the analytics market	Improving experience
	Invest in the future	Capture feedback from client
Checkout	Grow core markets	Skills rapid onboarding
	Expand marketshare in the analytics market	Mission control dashboard
	Invest in the future	Azure DevOps Integration - Agile projects v2
Platform	Grow core markets	Shipping notifications
	Expand marketshare in the analytics market	Market growth New Initiative
	Invest in the future	Facebook eco system

(Bi/weekly) Delivery Review

Product Ops Team (+ everyone else)

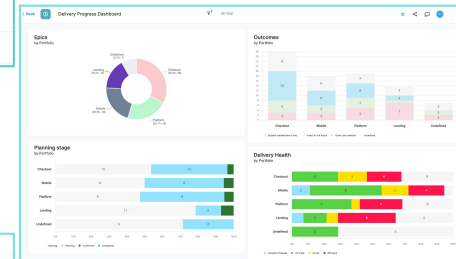
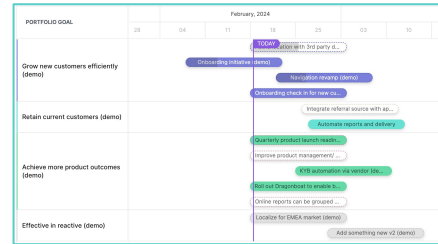
1. Full PDLC, with GTM stakeholders
2. Review roadmap delivery status
3. Review Delivery health
4. Communicate to (internal, external, exec stakeholders)

Output / artifacts

PDLC view

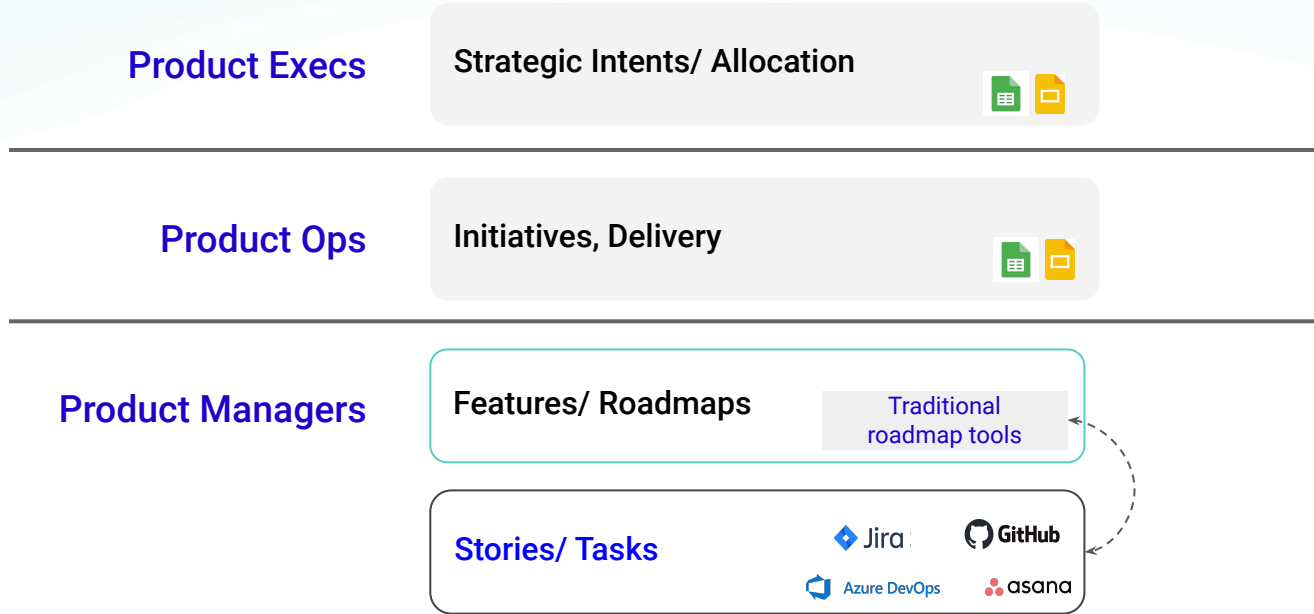
Roadmap update (automated)

Title	Discover		Design		Plan			Build	Go to Market			
	Market res.	Basic analysis	1 pager	UX design	Requirements	Task design	Resource	Development	Testing	Documents	Training	Launch
Initiative 1	Planning	N/A	N/A	Done	To do	Done	Done	In progress	In progress	Planning	Blocked	Planning
Marketing solution	Planning	Done	N/A	N/A	In progress	Done	Done	In progress	To do	Planning	To do	Planning
Launch program 1	In progress	Done										
Structural changes	Done	Done										
Onboarding conversion												



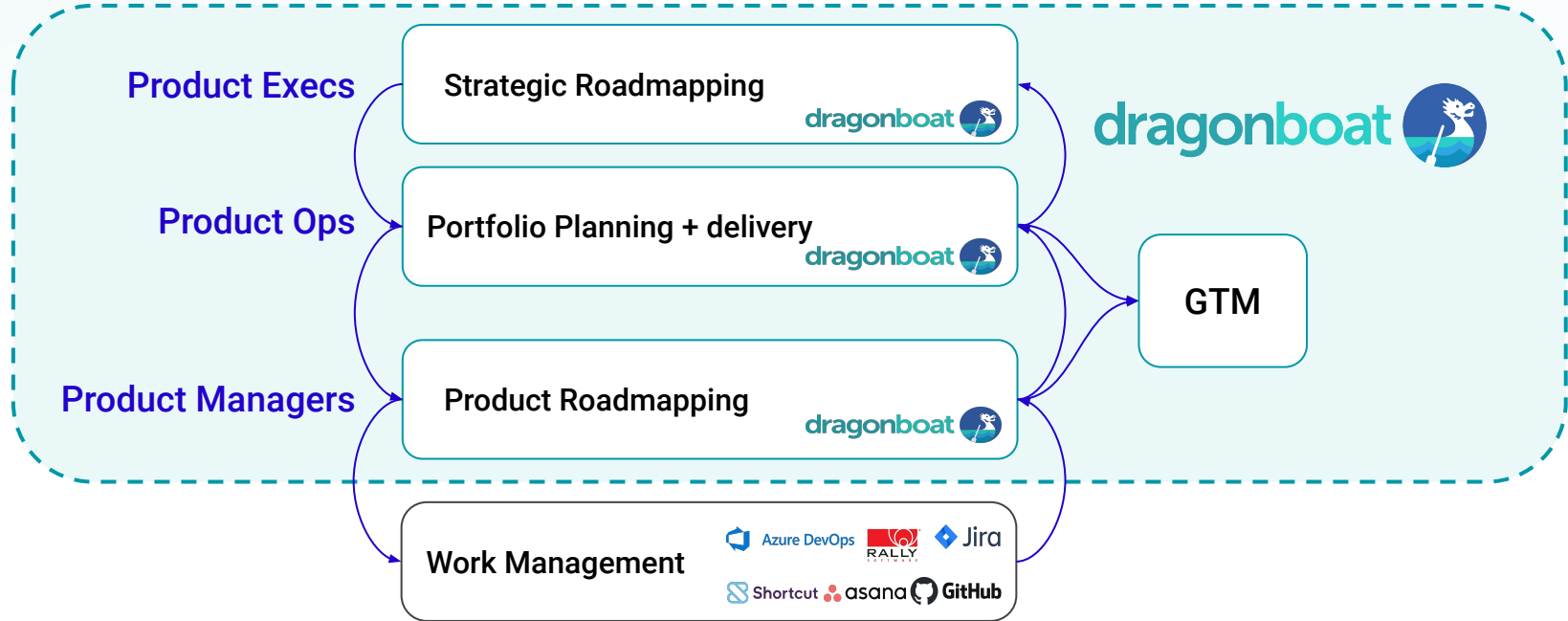
Group	Product Goal	Product					
Grow core markets	Expand marketshare in the analytics market	Insight in the future					
Leading	Align proficiency level	Improving experience	Capture feedback from client				
Checkout	Skills rapid onboarding	Mission control dashboard	Azure DevOps integration - Agile projects v2	Market growth New Initiative	Facebook eco system	ESP integration	Onboard Walmart
Platform	Shipping notifications	Common Skills Details					

Disconnected Tools → Disparate Data → Struggling Ops → Suboptimal Decisions



Dragonboat Enable Product Ops Success

Connecting Strategy Formulation to Deployment to Monitoring



Check out Dragonboat

Purpose built for Product Operations

dragonboat.io/productops

