A man with a shaved head, wearing a light-colored shirt and a headset with a microphone, is shown in profile, looking towards the right. The background is blurred, suggesting an office or conference setting. A semi-transparent dark box is overlaid on the image, containing text in English and Chinese.

“If you’re only using your engineers to code, you’re only getting about half their value.”

如果你只让你的工程师从事代码工作，那么你只利用了他们一半的价值

Theme 3:

Focus on *Results*

主题3：关注结果



"When Performance Is Measured By Results"

结果是衡量表现的唯一标准

HP Tagline - 1980's
惠普1980年代的座右铭

Credits: Flickr/pronoiapierce



Focus on *Results*, not Output:

关注结果，而不是产出


- Product teams exists to *solve problems* in ways that your customers love, yet work for your business.
产品团队存在的意义是以你客户喜爱的方式解决问题，并且服务于你的业务。
- Note that this is much harder than implementing features. Note also that product roadmaps are lists of *output*.
这比单纯的实现功能要困难的多。产品路线图只是一份产出列表。

A photograph of John Doerr, a prominent Silicon Valley venture capitalist, speaking at a conference. He is wearing glasses and a light blue shirt, gesturing with his hands as he speaks. The background is slightly blurred, showing green text that includes "DIS" and "Tech Cr".

“We need teams of missionaries,
not teams of mercenaries.”
我们需要的团队应该是一帮传教士，而不是雇佣军

- John Doerr
- (KPCB 传奇风险投资家)

How do we do this?
如何实现这些？

A photograph of Jeff Bezos, the founder of Amazon, sitting in a dark brown leather armchair. He is wearing a dark blue blazer over a light blue button-down shirt. The background is a warm, dimly lit room with a large framed picture on the wall and some plants.

“No customer ever asked Amazon to create the Prime membership program.”

从没有客户要求亚马逊创造Prime会员计划

Jeff Bezos
亚马逊创始人

Credits: Flickr/jurvetson

amazon alexa





WALT DISNEY Parks and Resorts



 **MagicBand**

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Apple iPhone



workiva
w/desk

Spend more time
with the numbers
that really count.

w/desk



Table Stakes

筹码

Hire strong engineers that are passionate about your vision
雇用那些对你的产品愿景富有激情的工程师

Keys To Leveraging Engineering

妥善利用工程师的关键

1. Provide engineers full *business context*
为工程师提供完整的业务场景

Keys To Leveraging Engineering

妥善利用工程师的关键

2. Provide engineers access to *customers*
让工程师能够接触到客户

Keys To Leveraging Engineering

妥善利用工程师的关键

3. Provide *constraints* not requirements
提供条件，而不是需求


Keys To Leveraging Engineering 妥善利用工程师的关键

4. Provide engineers *time* for discovery
为工程师提供发现的时间

Keys To Leveraging Engineering

妥善利用工程师的关键

5. Provide engineers with *competent and confident* product manager
为工程师配备称职且有自信的产品经理



“If we get the culture right, most of the other stuff will happen naturally on its own.”

制定了正确的文化，其他的事情会自然发生。

– Tony Hsieh

谢家华，zappos的创始人之一

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张溪梦 Simon
GrowingIO

| PM-Summit 2017




张溪梦 **Simon**

GrowingIO 创始人

全球十大前沿数据科学家

Linked  EPSON petco  ebay



Growth is **connecting** more **people** to the
existing **value** of a product.

市场的变化



卖方市场

· 以产品为中心

· 流量为王

· 渠道单一

· 拉新获客为主



买方市场

· 用户体验为中心

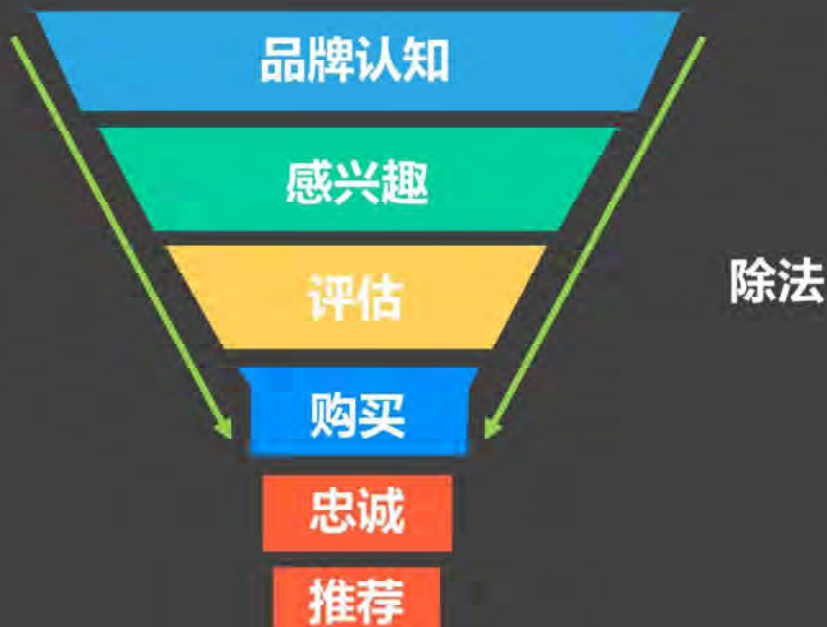
· 体验为王

· 需求多变

· 提升用户忠诚度



营销驱动的漏斗型思维：卖方市场的产品营销策略



以客户为核心的产品驱动增长的模型：增长型思维

