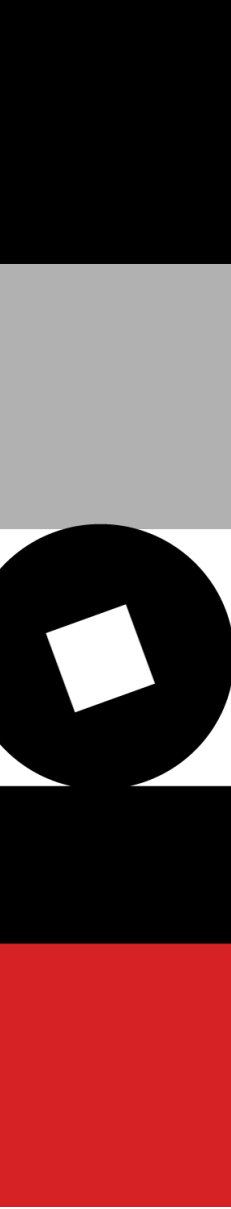




# Optimizing Effort for Impact

Ted Steinmann, Product Manager, 12.19.24



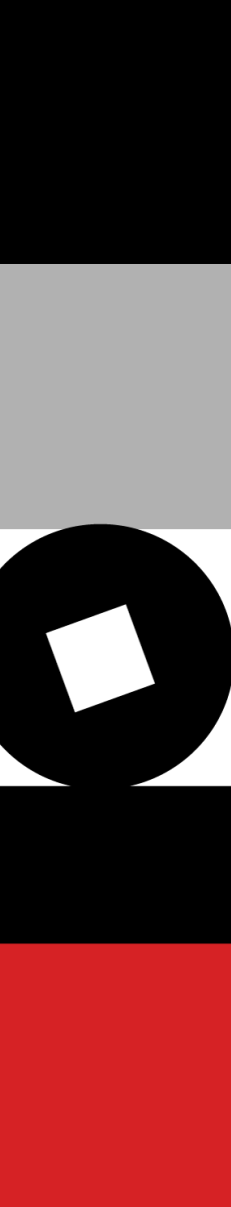


# Goal

“Actionable techniques, practical metrics, and key insights to help full-stack developers and tech teams optimize their efforts and deliver high-impact software with measurable ROI”

## Agenda

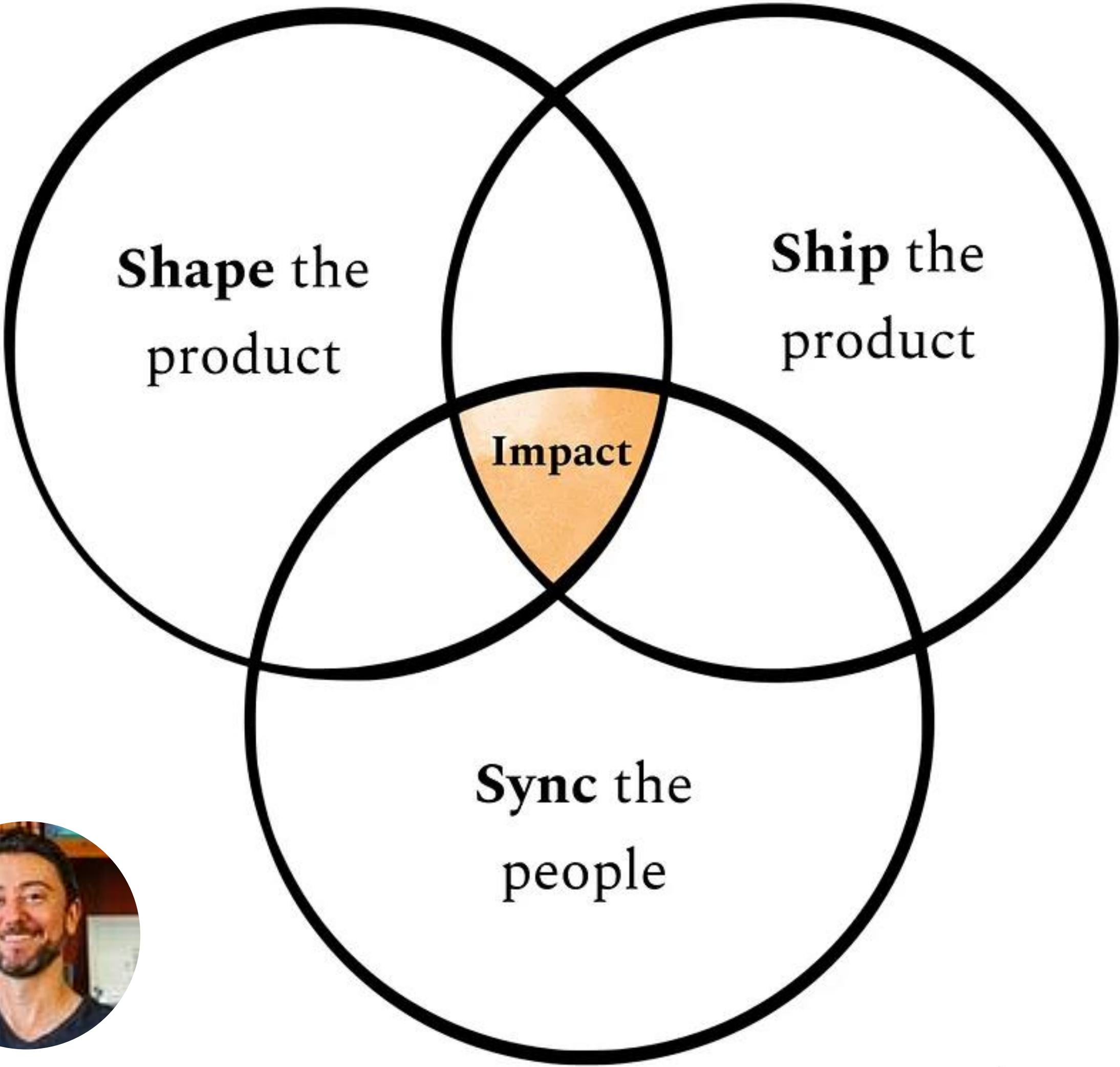
- Who am I and how did we get here?
- Product Management Overview
- Product Market Fit
- Customer Growth & Retention
- Scalability / Balance



# What is Product Management?

## Shape the Product

“Harness insights from customers, stakeholders, and data to prioritize and build a product that will have the most impact on the business.”



lennysnewslette

[Lenny's Newsletter - What is Product Management](#)



Sometimes feels like  
Placing a finger to the wind

But it doesn't have to be that way...





# My Journey

## “Seek wise council”

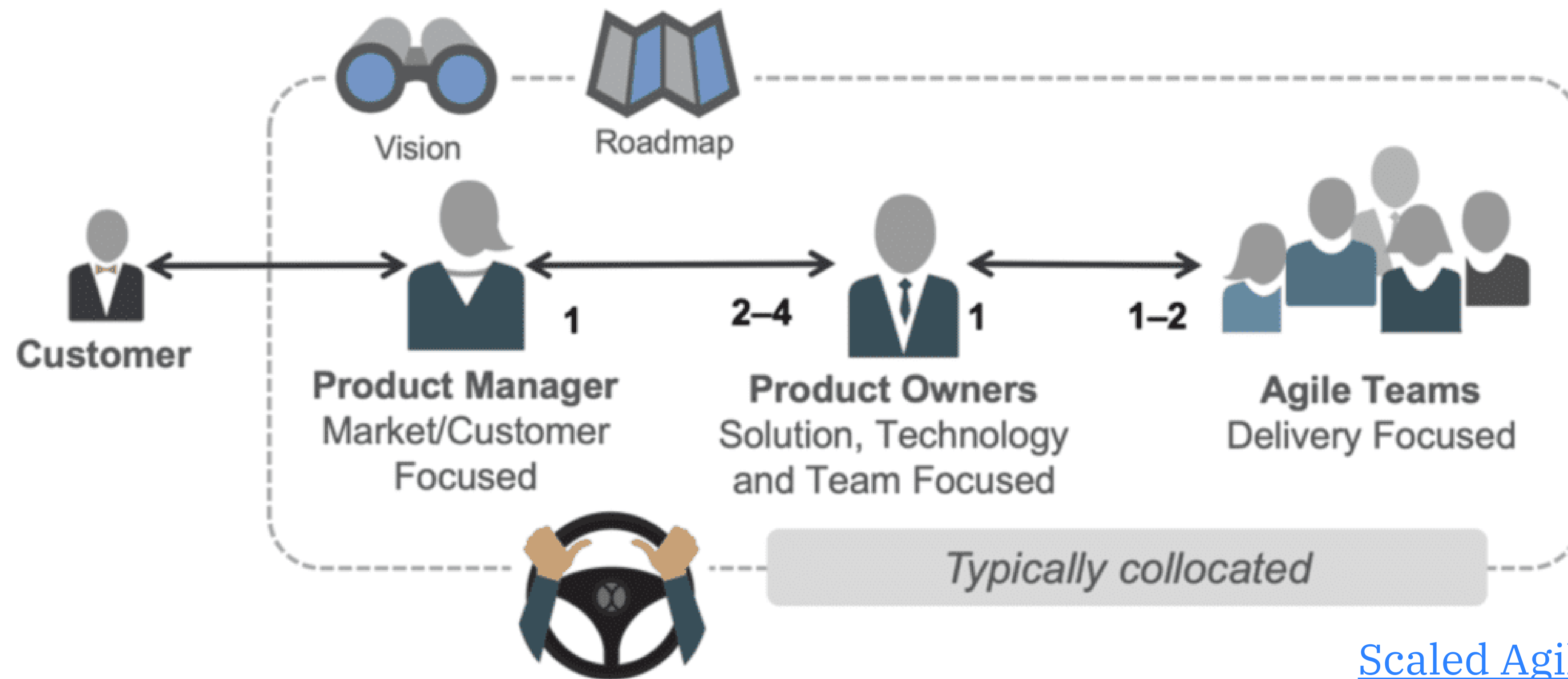
Product Management responsibility  
doesn't always fall under one position.





# Product Management

Progression and formalization



[Scaled Agile Framework](#)

© Scaled Agile, Inc.

# Business Impact

“It’s your job to lead your team to correctly identify, prioritize, and solve the most impactful customer problems.”

1. Product Market Fit
2. Customer Growth & Retention
3. Scalability / Balance



[Lenny's Newsletter - What is Product Management](#)

# Product Market Fit

Technique: Capture and communicate your assumptions

Lean Canvas

Designed for:

Date:

Version:

|  |  |  |  |  |
|--|--|--|--|--|
| <div>PROBLEM</div> <div>List your customers top 3 problems</div>                     | <div>SOLUTION</div> <div>Outline possible solution for each problem</div>                                    | <div>UNIQUE VALUE PROPOSITION</div> <div>Single, clear &amp; compelling message that turns a visitor into a prospect</div> | <div>UNFAIR ADVANTAGE</div> <div>Something that can't be easily copied or bought</div> | <div>CUSTOMER SEGMENTS</div> <div>List your target customers and users</div> |
| <div>EXISTING ALTERNATIVES</div> <div>List how these problems are solved today</div> | <div>KEY METRICS</div> <div>List key numbers telling how your business performance is/will be measured</div> |  | <div>CHANNELS</div> <div>List your path to customers</div>                             |  |
| <div>COST STRUCTURE</div> <div>List your fixed and variable costs</div>              |  | <div>REVENUE STREAMS</div> <div>List your sources of revenue</div>   |  |  |

Allstarpreneurs

The Lean Canvas is adapted from The Business Model Canvas and is licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License.

## Introduction to the Lean Canvas



# Product Market Fit

Building what for who?

Lean Canvas

Designed for:

Date:

Version:

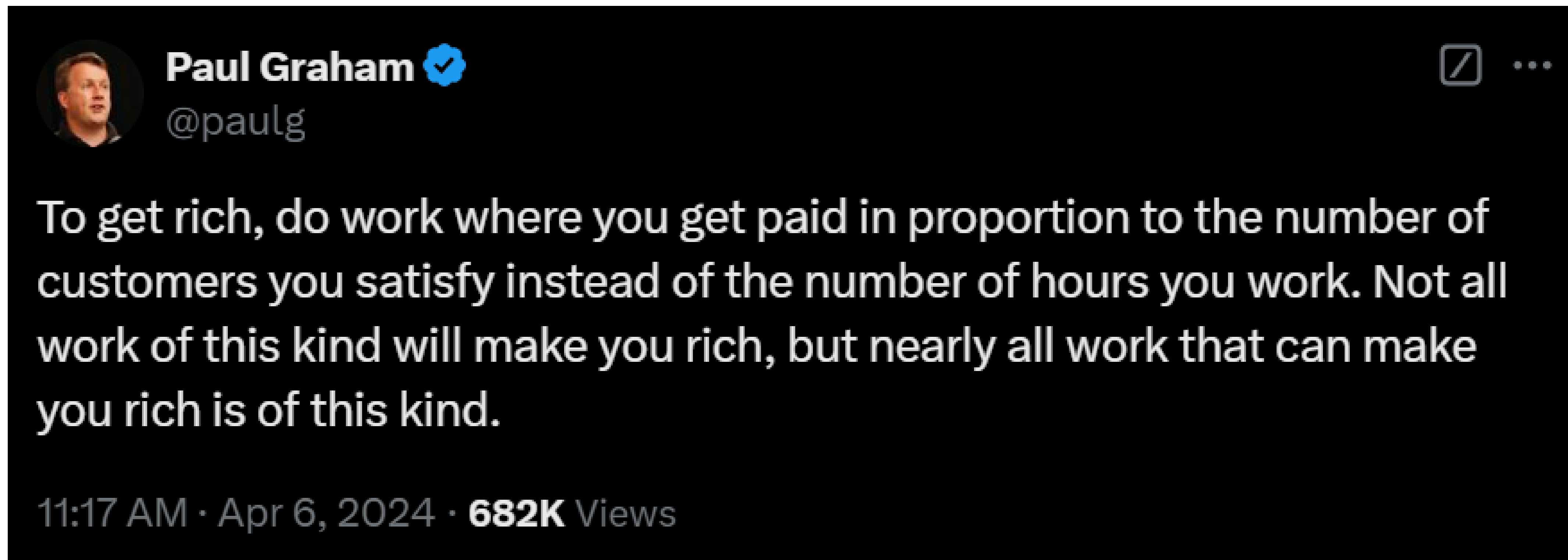
|  |   |  |  |  |
|--|---|--|--|--|
| <div>PROBLEM</div> <div>List your customers top 3 problems</div> | <div>SOLUTION</div> <div>Outline possible solution for each problem</div> | <div>UNIQUE VALUE PROPOSITION</div> <div>Single, clear &amp; compelling message that turns a visitor into a prospect</div> | <div>UNFAIR ADVANTAGE</div> <div>Something that can't be easily copied or bought</div> | <div>CUSTOMER SEGMENTS</div> <div>List your target customers and users</div> |
|  |   |  |  |  |

[Introduction to the Lean Canvas](#)



# Product Market Fit

Satisfy the most customers (Customers  $\rightarrow$  Users)



[Paul Graham on X](#)



# Product Market Fit

## Personas and User Stories

**Name:** Alex Nguyen

**Age:** 35

**Role:** System Administrator, State EMS Licensing Department

**Goals:**

- Maintain accurate and up-to-date records of all licensed EMS personnel in the state.
- Streamline the licensing process for EMS professionals.

**Responsibilities:**

- Configure license applications, workflows and other modules.
- Generate reports on licensing activity and trends.
- Communicate system changes and updates to stakeholders.

**Challenges:**

- Keeping up with the evolving needs of the EMS industry and regulatory changes.
- Balancing the need for security with ease of use for system users.

**Motivations:**

- Making a positive impact on public safety and the EMS profession.
- Contributing to the efficiency and effectiveness of the state's healthcare system.
- Streamlining processes and improving user experiences.

**Needs:**

- Access to training and resources to stay current with technology and regulations.
- Clear communication and collaboration with EMS professionals and other stakeholders.
- Efficient workflows that minimize manual data entry and reduce errors.

**Quote:**

*"Our goal is to make the licensing process as seamless as possible for EMS professionals so they can focus on providing critical care to our communities."*





# Product Market Fit

“Personas and archetypes in UX are two slightly different ways of visualizing the same kinds of insights.”

## Personas

- Have a human face, with a name
- Biographical information
- Invite Empathy and Memory
  - “Customer Intimacy”

## Archetypes

- Take the form of an abstraction
  - System Administrator
  - License Applicant

[Personas vs. Archetypes - Nielsen Group](#)



# Product Market Fit

Test assumptions, Iterate & Pivot



## Agri-Tech: Ag-Chem offers practical Web sites for busy farmers

By Andrea Johnson, For Lee Agri-Media    Mar 27, 2008

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[Aggo Press Release](#)

1998 - ImageTrend Partners with GE Capitol Consulting and develops online catalogs for Ag-Chem and Cargill

[ImageTrend History](#)

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ImageTrend


Business Private



# INCIDENTS

*in 2023*

 **63.2+**  
million  
records in 2023

 **5.2+**  
million  
INCIDENTS  
PER MONTH

**173K+**  
INCIDENTS  
PER DAY  
**24hrs**

 **120+**  
INCIDENTS  
PER MINUTE

 **2**  
INCIDENTS  
PER SECOND



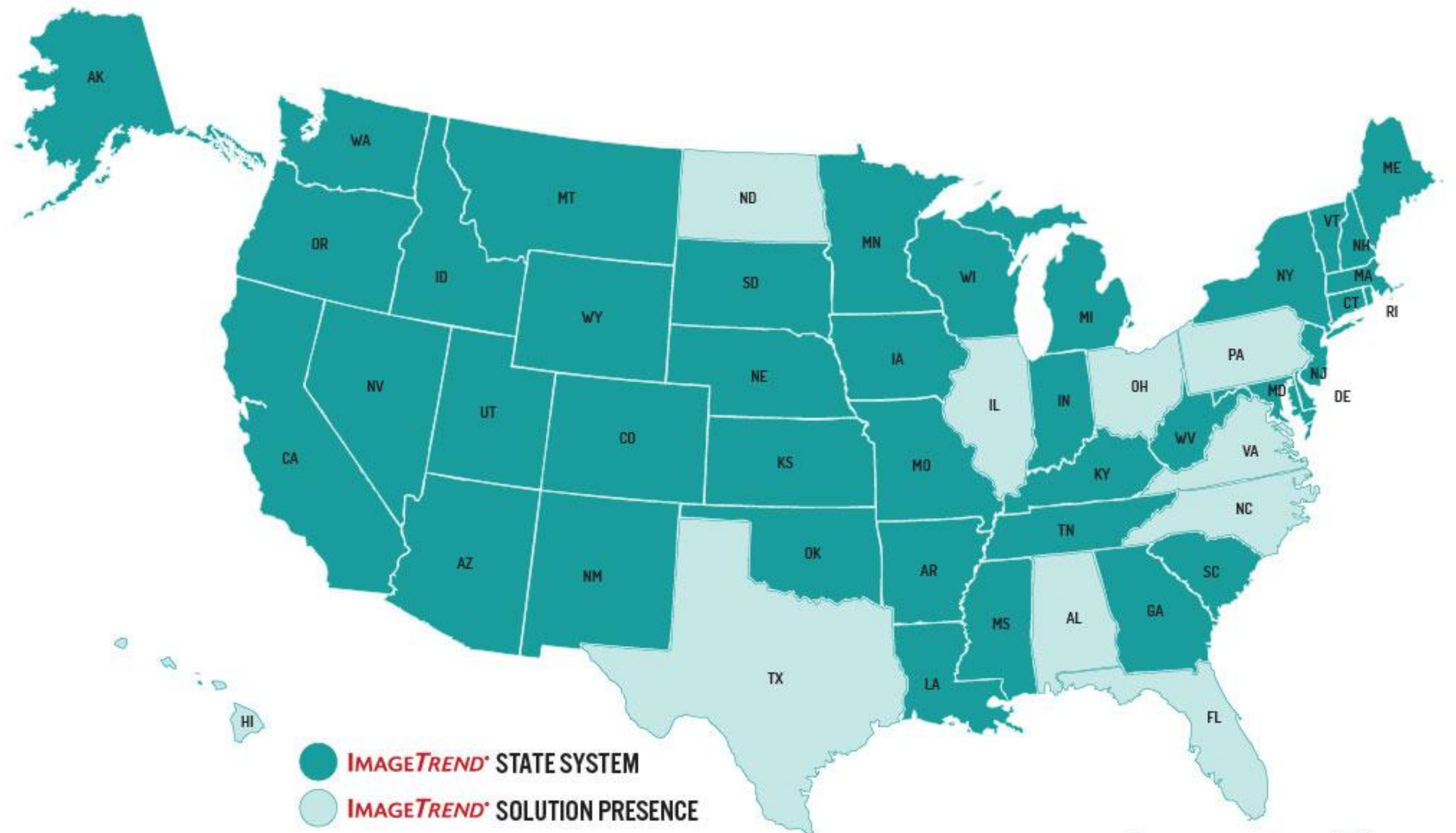
**40**  
STATE SYSTEMS



**13,409**  
AGENCIES *(DIRECT ENTRY)*



**356M+**  
TOTAL RECORDS



AS OF OCTOBER 2024 | Includes NEMSIS v3 records only.



# License Management

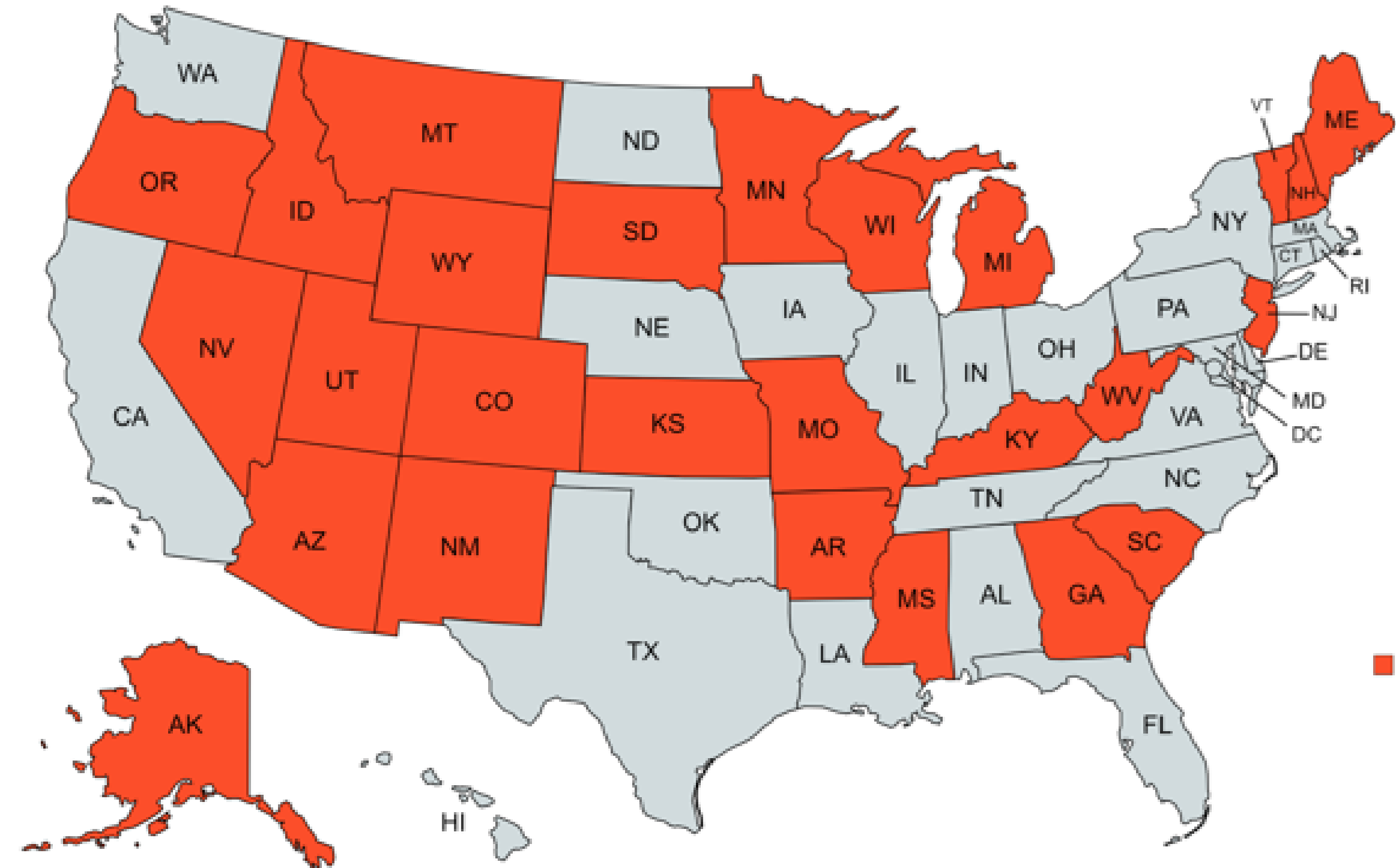
Sample Set (n=26)

- Segment: State
- Industry: EMS

Benchmark: [2020 National EMS Assessment](#)

- Estimated Market Share:

~ 40 %



# Product Market Fit

Test assumptions, Iterate & Pivot

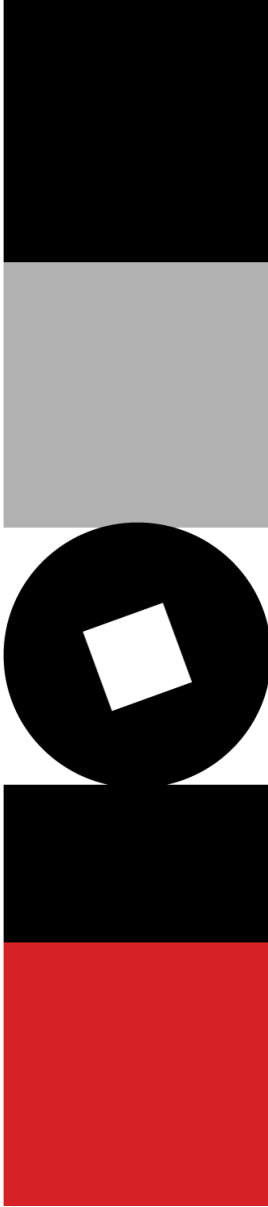
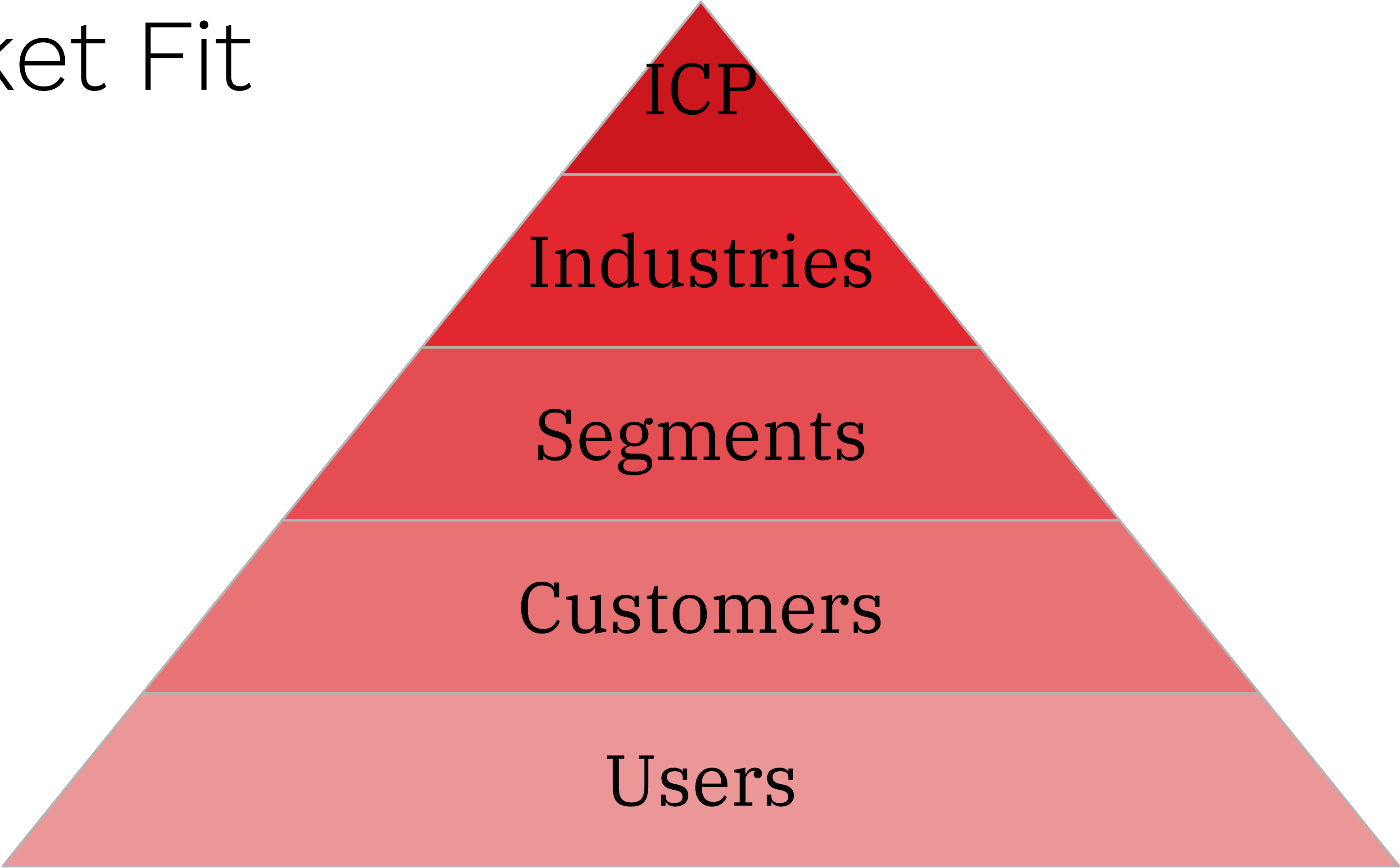


**BUSHEL<sup>®</sup>**

 **Bushel Wallet<sup>™</sup>**



# Product Market Fit

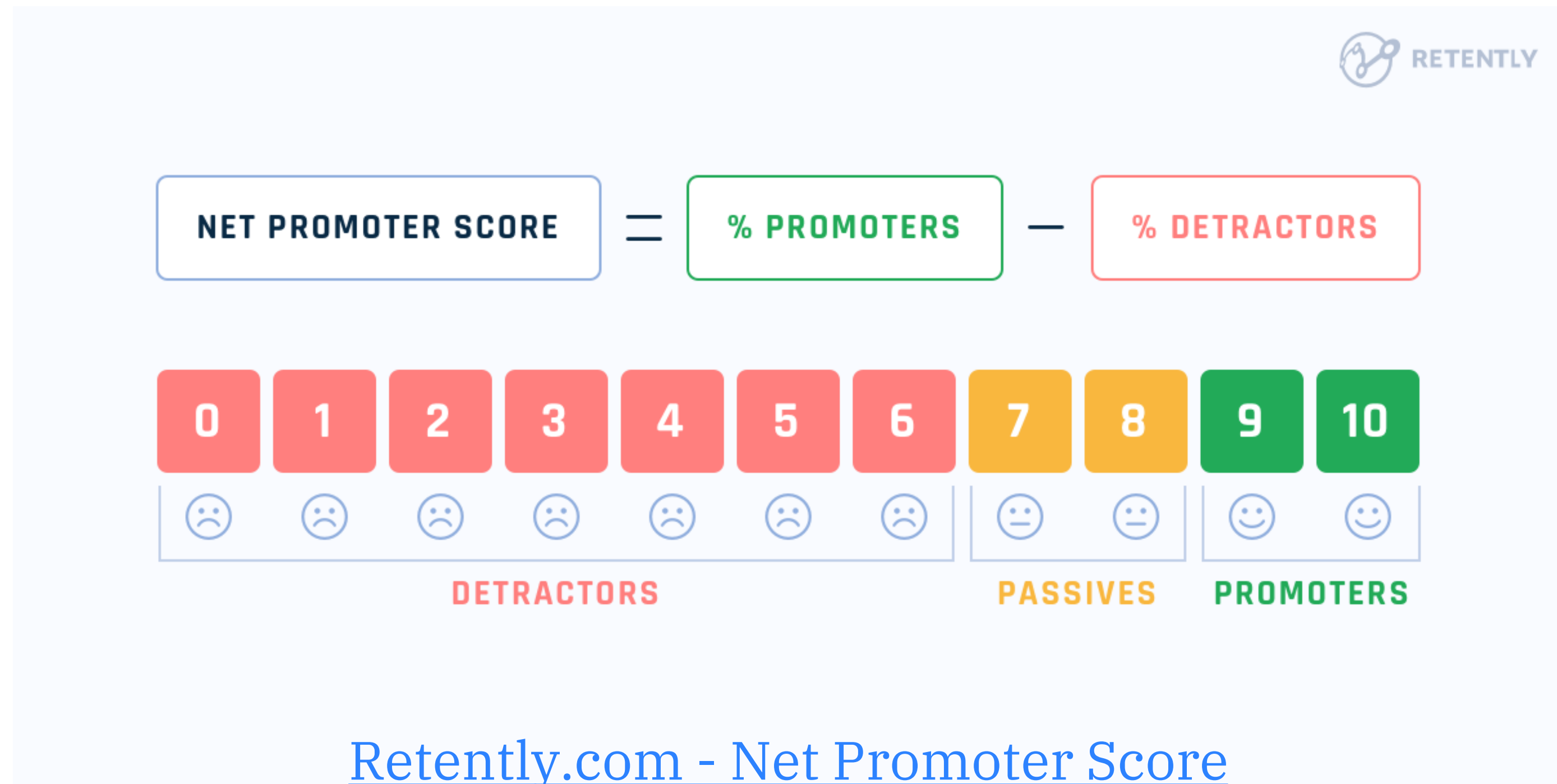


# Customer Growth & Retention

## Leading Indicators

### Metrics

- Adoption & Usage
  - Daily Active Users
- Customer Feedback
- Net Promoter Score (NPS)



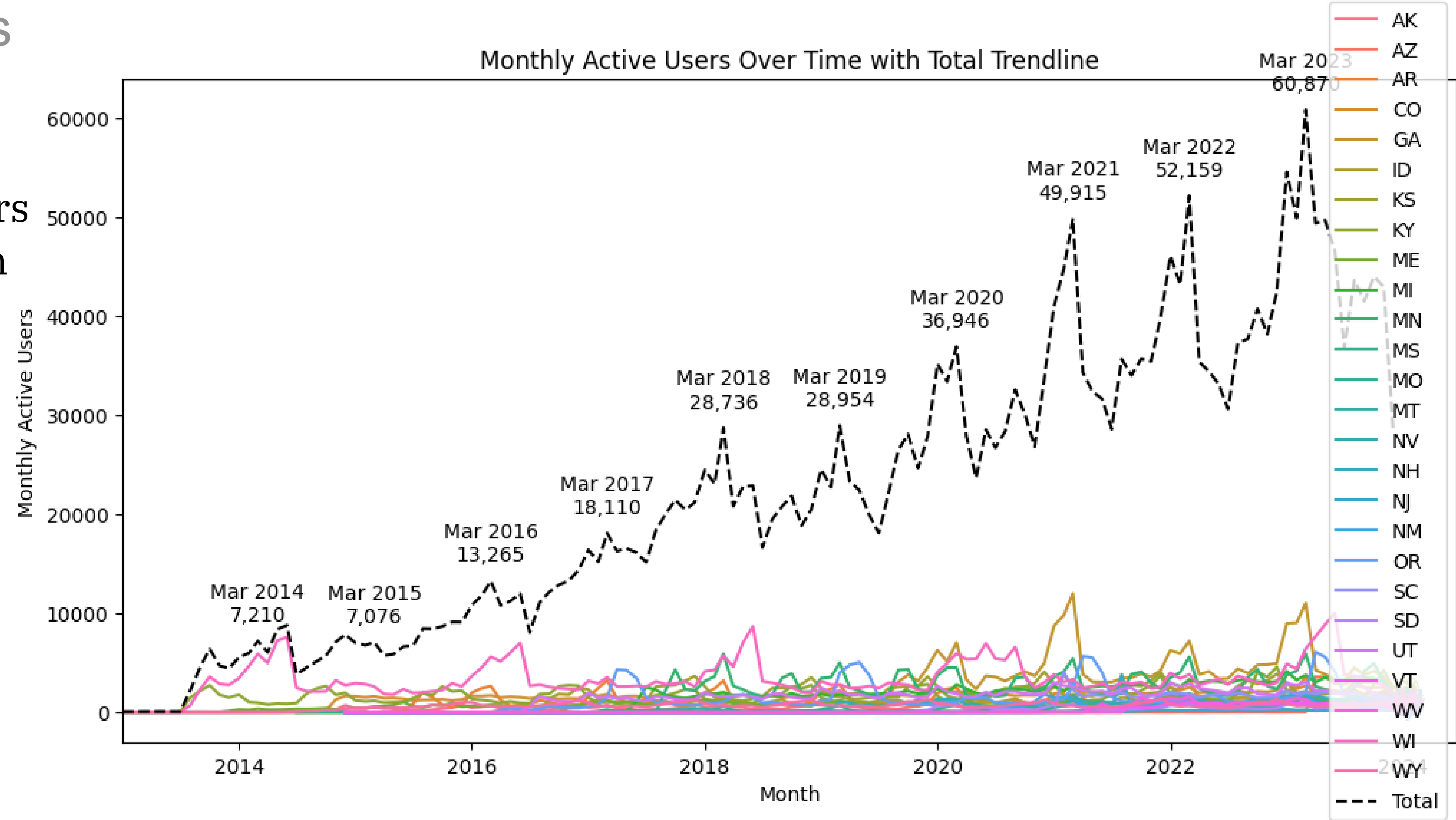


# Customer Growth & Retention

## Lagging Indicators

### Metrics

- Monthly Active Users
- Customer Retention
- Revenue
- Churn
- Quality



# Customer Growth & Retention

## Strategic Tooling

- Reach, Impact, Confidence, Effort (RICE)

|   |  | Score | Roadmap lane | Value (Y) |         |            | Effort (X) |  |
|---|--|-------|--------------|-----------|---------|------------|------------|--|
|   |  |       |              | Reach     | Impact  | Confidence | Effort     |  |
| ▼ Increase engagement                               |  |       |              |           |         |            |            |  |
| <div><div></div><div>Push notifications</div></div> |  | 675   | Done         | 450       | Massive | 100%       | 2          |  |
| <div><div></div><div></div></div>                   |  |       |              |           |         |            |            |  |

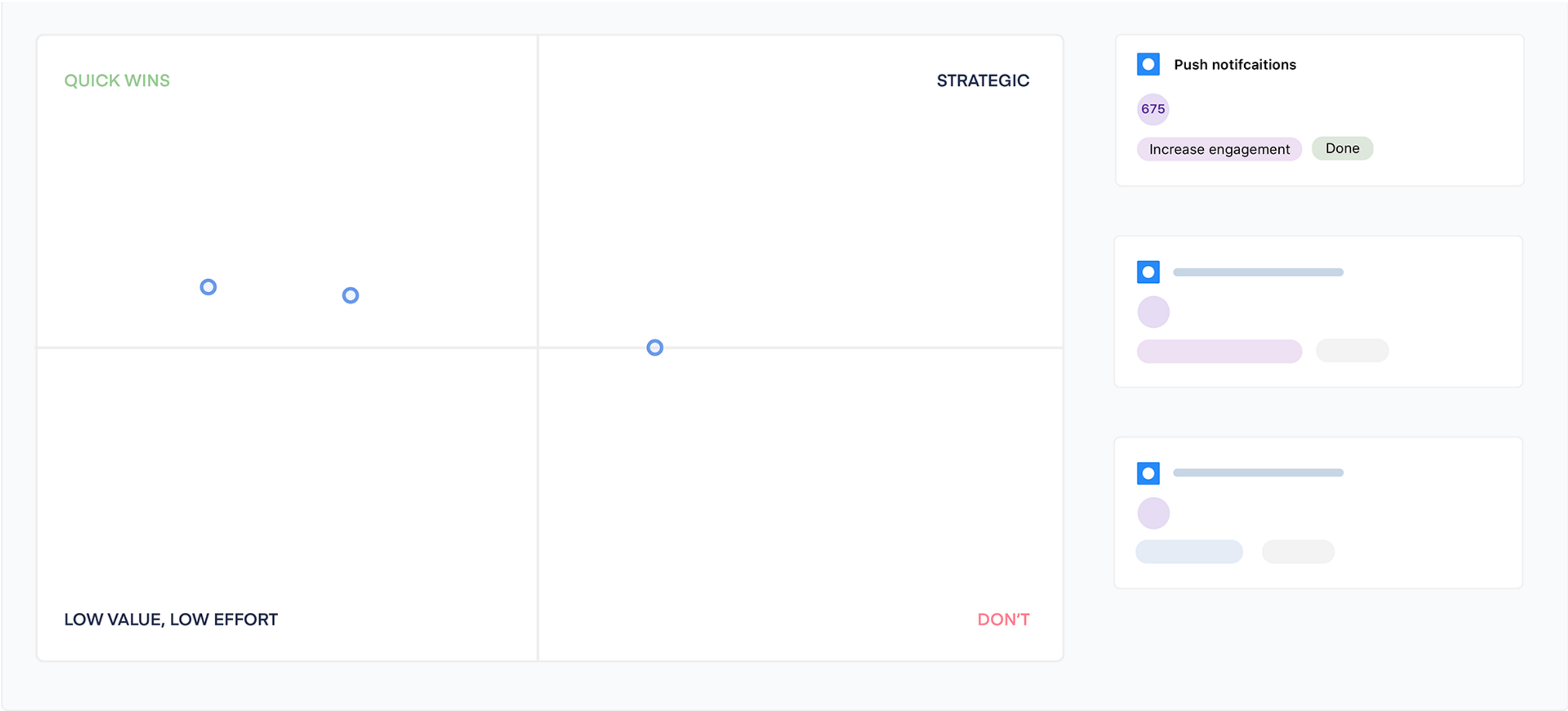
[Airfocus - RICE Prioritization](#)



# Customer Growth & Retention

## Strategic Tooling

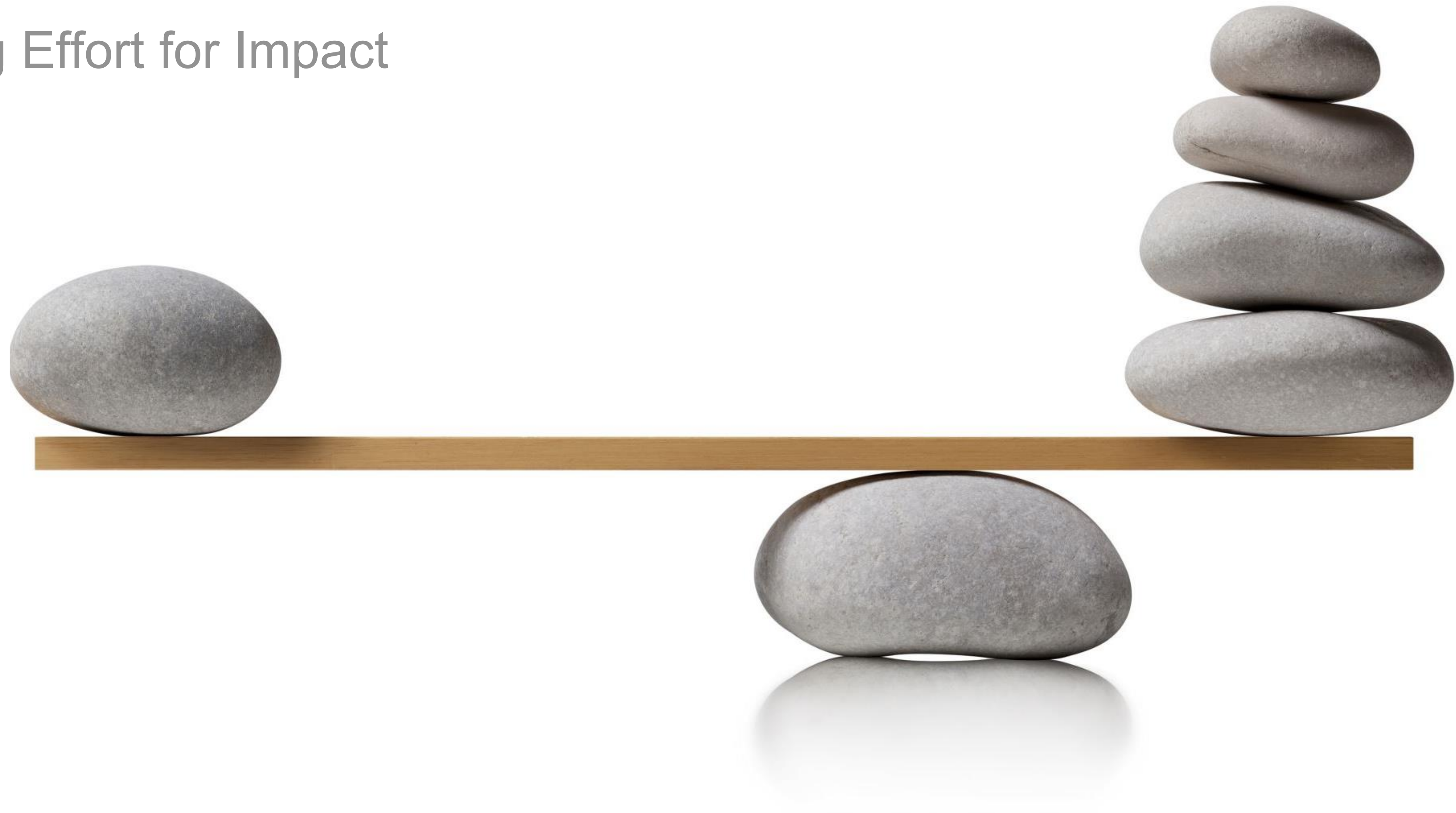
- Prioritization Matrix



[Airfocus - RICE Prioritization](#)

# Stability & Balance

## Optimizing Effort for Impact



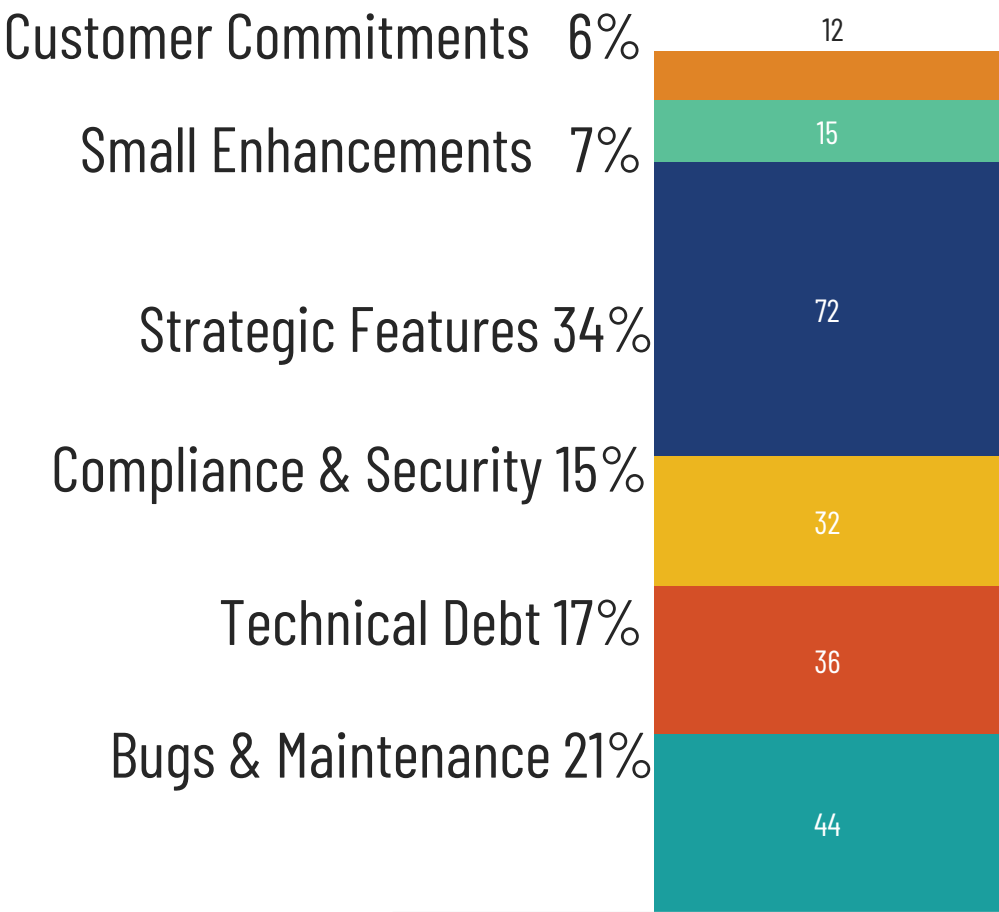


# Sample List and Line

## Key Roadmap Themes

- Increase Usage** – ... do ABC aligned usage based with pricing strategy.
- Modernize and Align** – ensuring staff, services & customers can support & scale with business.
- Expand TAM** – Satisfy the needs of ABC Market to win new customers.
- Meet expectations** – Ensuring system design meets the needs of a diverse user base.
- Data driven innovation** - provide insights and develop strategic partnerships

## Capacity and Balanced Diet



| Concept & Outcome   | Success Metrics  | Effort |
|---|--|--------|
| <div></div> <div><b>API Gateway</b><br/>Programmatic verification of XYZ</div>  | <div><ul style="list-style-type: none"><li>Revenue: Increased ARR through data subscription fees</li></ul></div>   | #      |
| <div></div> <div><b>Roster Change Management</b><br/>Resolve critical bug, address #3 UserVoice item, enable Elite/Slate integration</div>                      | <div><ul style="list-style-type: none"><li>Cross-Product Usage: More uses of License Management integration</li><li>Churn Reduction: Meet import needs from XYZ client</li></ul></div> | #      |
| <div></div> <div><b>Payment Gateway Upgrades</b><br/>Compliance, Better support, scalability &amp; efficiency</div>   | <div><ul style="list-style-type: none"><li>Risk: Reduce tech debt</li><li>Cost: Reduction in implementation time</li></ul></div>   | #      |
| <div></div> <div><b>CSP Migration</b><br/>DevOps/Hosting support, Blob/Large File storage, Increased security capabilities</div>                                | <div><ul style="list-style-type: none"><li>Usage: Number of sites migrated (est. 98%)</li><li>Cost: Reduced cost of hosting, maintenance and management</li></ul></div>                | #      |
| <div></div> <div><b>Public Portal Service Administration</b><br/>Update to XYZ tech, address UserVoice Requests, and diversification need</div>                 | <div><ul style="list-style-type: none"><li>Debt: Reduced Tech Debt</li><li>Revenue: Better support for XYZ Segments for sales ops</li></ul></div>                                      | #      |
| <div></div> <div><b>XYZ Management / Certification</b><br/>Marketable features for certifying XYZ programs</div>  | <div><ul style="list-style-type: none"><li>Revenue: Increased ARR through entity-based pricing</li><li>Usage: Customers actively tracking program certification</li></ul></div>        | #      |
| <div></div> <div><b>ImageTrend Re-Brand</b><br/>Brand alignment, consistency and recognition, modernization</div>   | <div><ul style="list-style-type: none"><li>Usage: Number of sites moved (est. 100%)</li></ul></div>  | #      |
| <div></div> <div><b>Unified Identity Management</b><br/>Federated Identity: Reduced Risk, Improved User Experience, Better integrations</div>                   | <div><ul style="list-style-type: none"><li>Risk: Reduced authentication related risk</li><li>Cost: Increased efficiency of integrations and reduced time &amp; effort</li></ul></div>  | #      |
| <div></div> <div><b>Advanced Administration of XYZ Module</b><br/>Improved efficiency and data accuracy through certified official entry &amp; scheduling</div> | <div><ul style="list-style-type: none"><li>Revenue: Upsell XYZ Module (Growth opportunity ~50% increase)</li><li>Usage: Increase in XYZ records and entities</li></ul></div>           | #      |
| <div></div> <div><b>Standard API Integrations</b><br/>Update existing APIs to support Read/Write of Core Records and enable sync</div>                          | <div><ul style="list-style-type: none"><li>Usage: Number of integrations and ARR</li><li>Cost: Reduction in discover, design and implementation time</li></ul></div>                   | #      |
| <div></div> <div><b>The State of EMS: Workforce Analysis *</b><br/>Cross product insights on: (Entered, Stayed, Left and Active/Responding)</div>               | <div><ul style="list-style-type: none"><li>Revenue: Increased ARR through dashboard sales</li></ul></div>  | #      |
| <div></div> <div><b>XYZ Administration *</b><br/>Get XYZ status back from ABC, Start XYZ process and collect payments</div>                                     | <div><ul style="list-style-type: none"><li>Cross-Product Usage Rate: ABC customers are using ABC and DEF together</li></ul></div>  | #      |
| <div></div> <div><b>Centralized ABC Management *</b><br/>Source of truth ABC Data for XYZ markets</div>   | <div><ul style="list-style-type: none"><li>Revenue: Additional integration revenue</li><li>Quality: Increased confidence in ABC information and consistency</li></ul></div>            | #      |

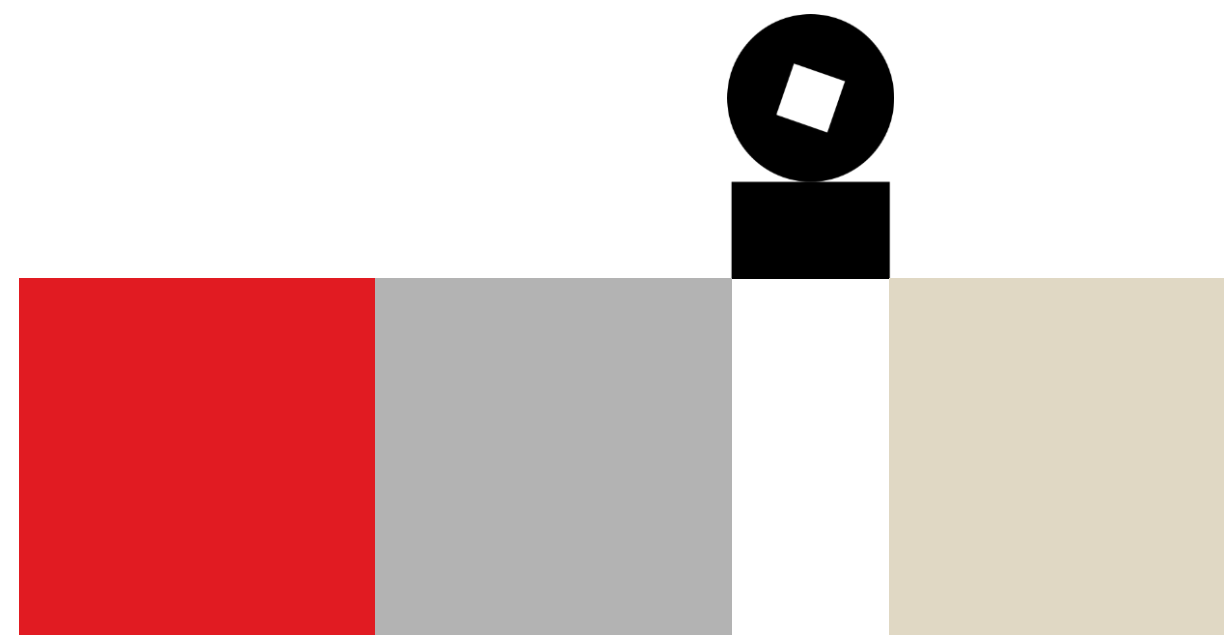
\* Requires coordination and effort from other ImageTrend Product Teams



# How do we get there?

What inputs do we need?

- Product development is a system
- It can be architected and designed the same way we design other software systems



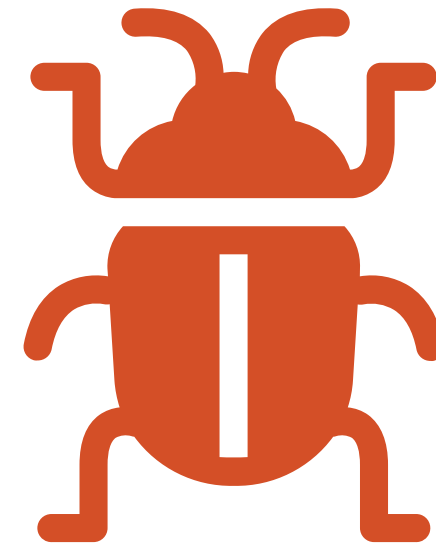


# Product Management

- Inputs to desired output



Requests



Issues



Objectives

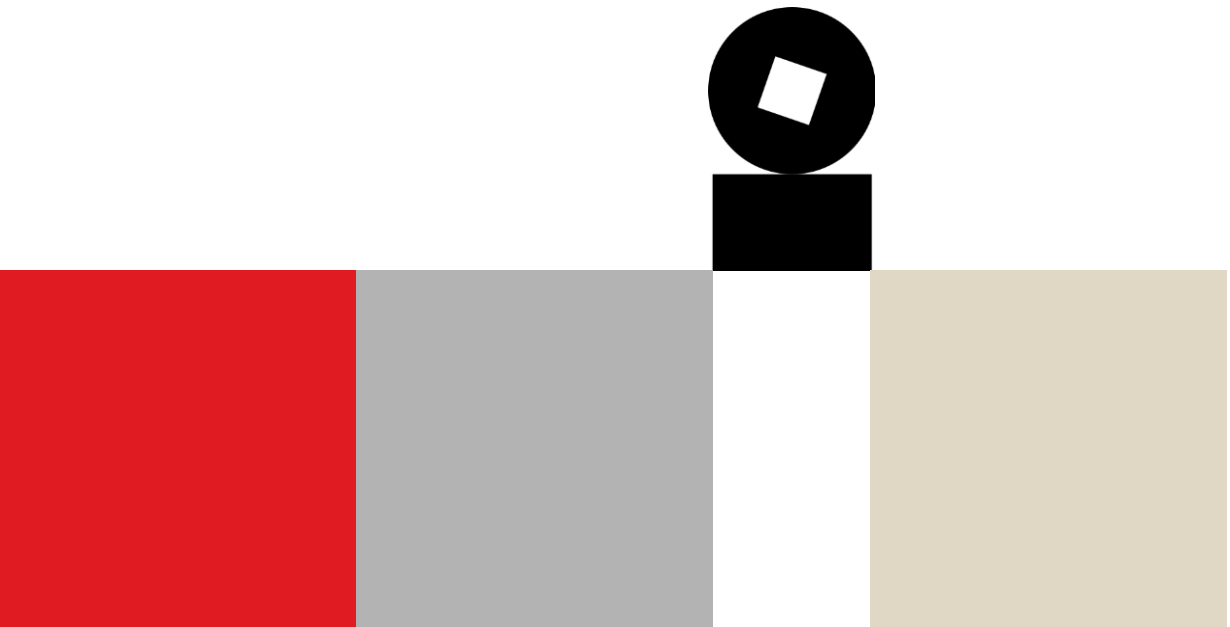
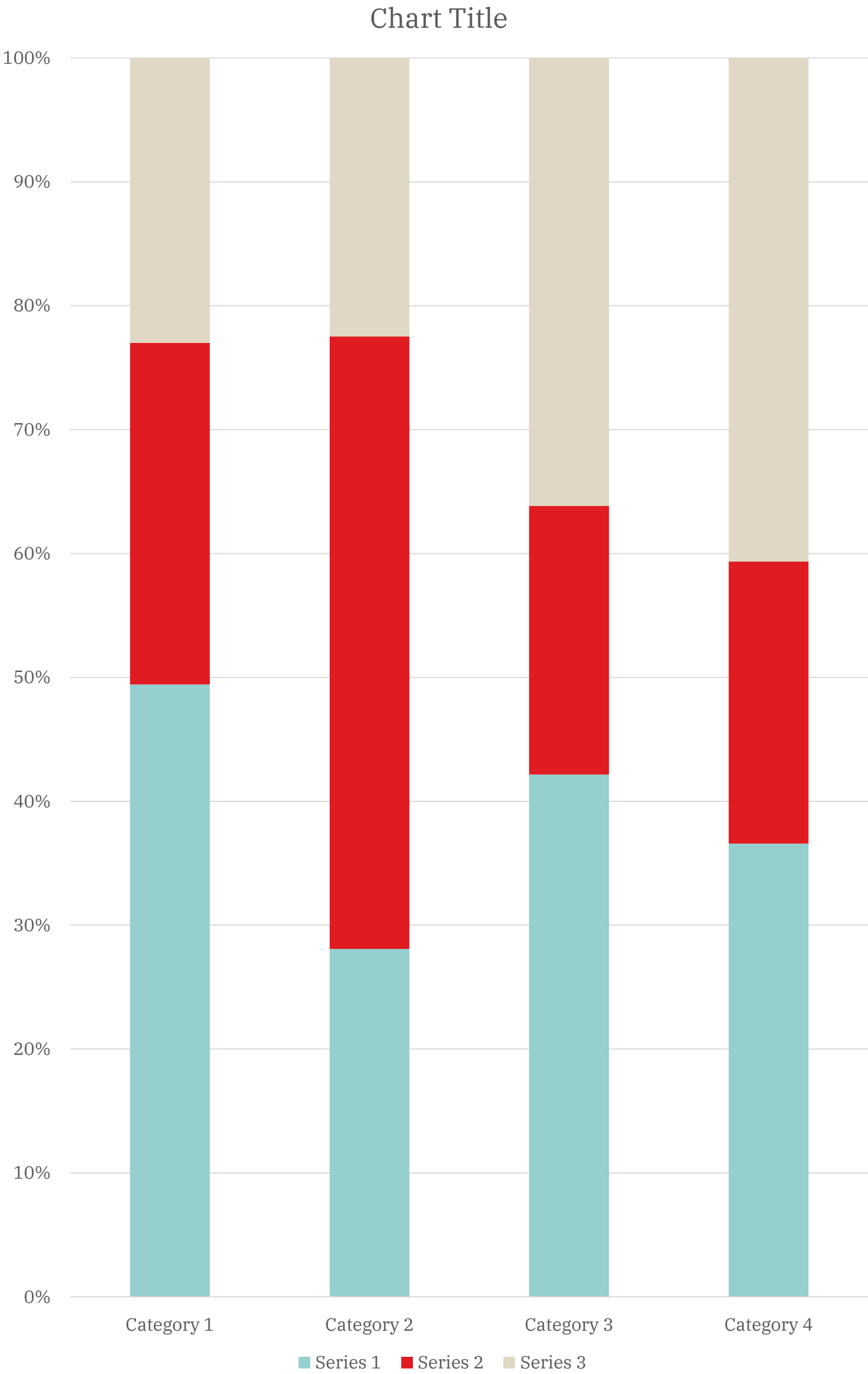


# Measure what matters

## Methods for data collection

Some inputs might include:

- Number of times requested / Votes (e.g. UserVoice)
- Algorithmic Ranking
  - Bugs: Rank, Severity, Risk, Staleness, No. cases, Escalation
  - Continuous Improvement: No. of bugs 14% Avg. Days old -40%
- Projected ROI



# Recommendation

## Organize by Module / Feature Area

### Enables reporting on:

- Requests by module
- Support / Issues by module
- Module based usage
- ROI / Effort by module

### Added benefit, enables:

- Wikis/Documentation by module
- Module based pricing

# Recommendation

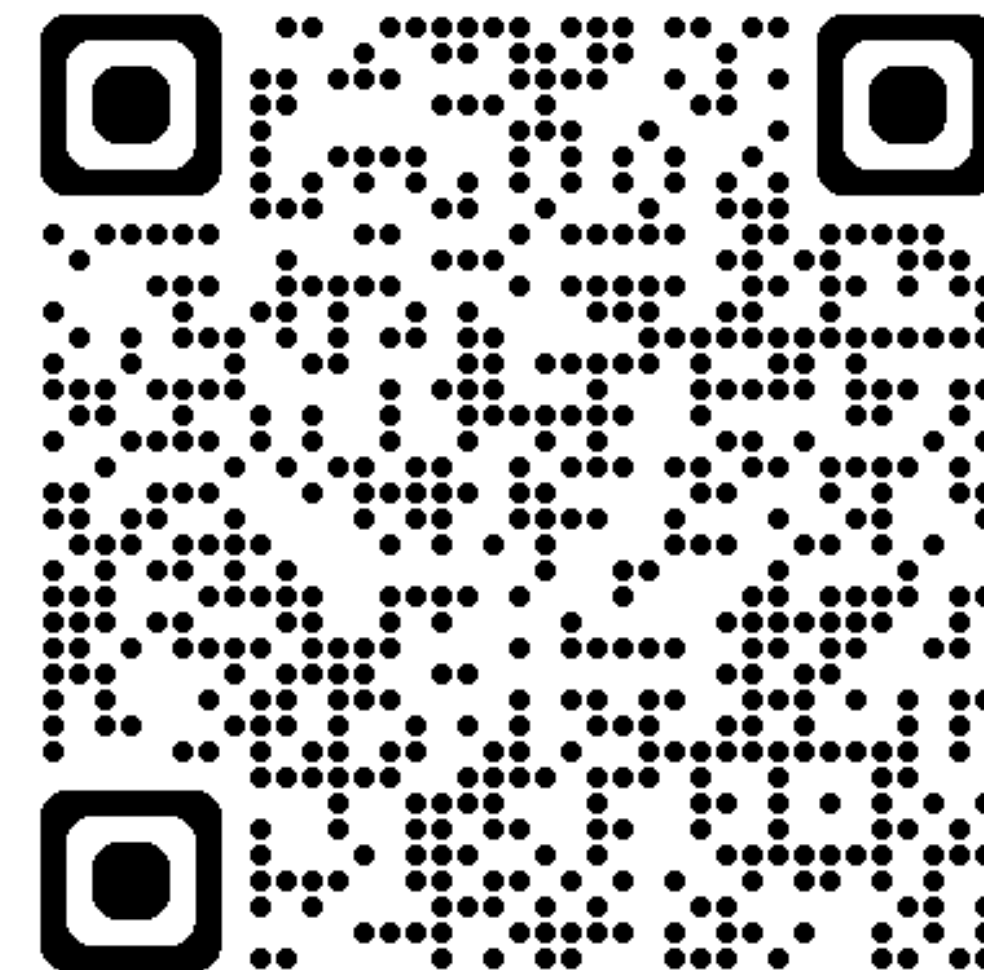
## Standards and assistants

Include metrics in Feature definition

- Description
- Purpose
- Value Proposition

Also consider:

- Product Management Assistant



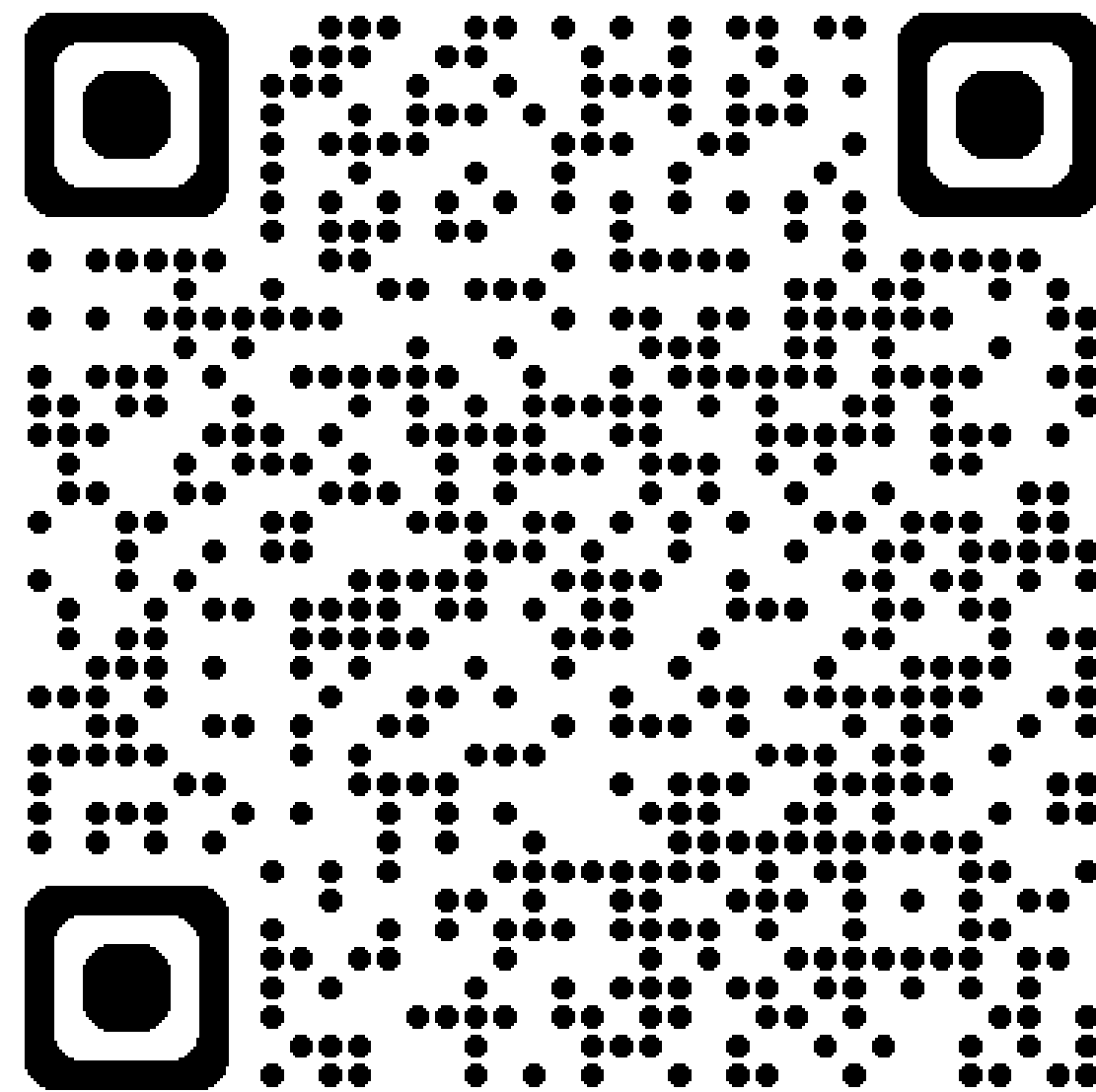
[Product Management](#)





Thank you!  
Questions and Connections

Ted Steinmann



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