



Applied
Frameworks

Product Management in SAFe 6.0

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About the speakers...



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- + Serial entrepreneur, author
- + 20+ years of Scrum & Agile
- + CINO at Applied Frameworks
- + SAFe® Contributor



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- + SAFe Fellow & Methodologist
- + 20+ years of large-scale Agile
- + Framework team at Scaled Agile
- + Former SAFe partner & customer



Today's agenda



- 01 Competencies, functions, and roles within SAFe 6.0
- 02 The Product Management Responsibility Wheel
- 03 Digging into each responsibility
- 04 Discussion

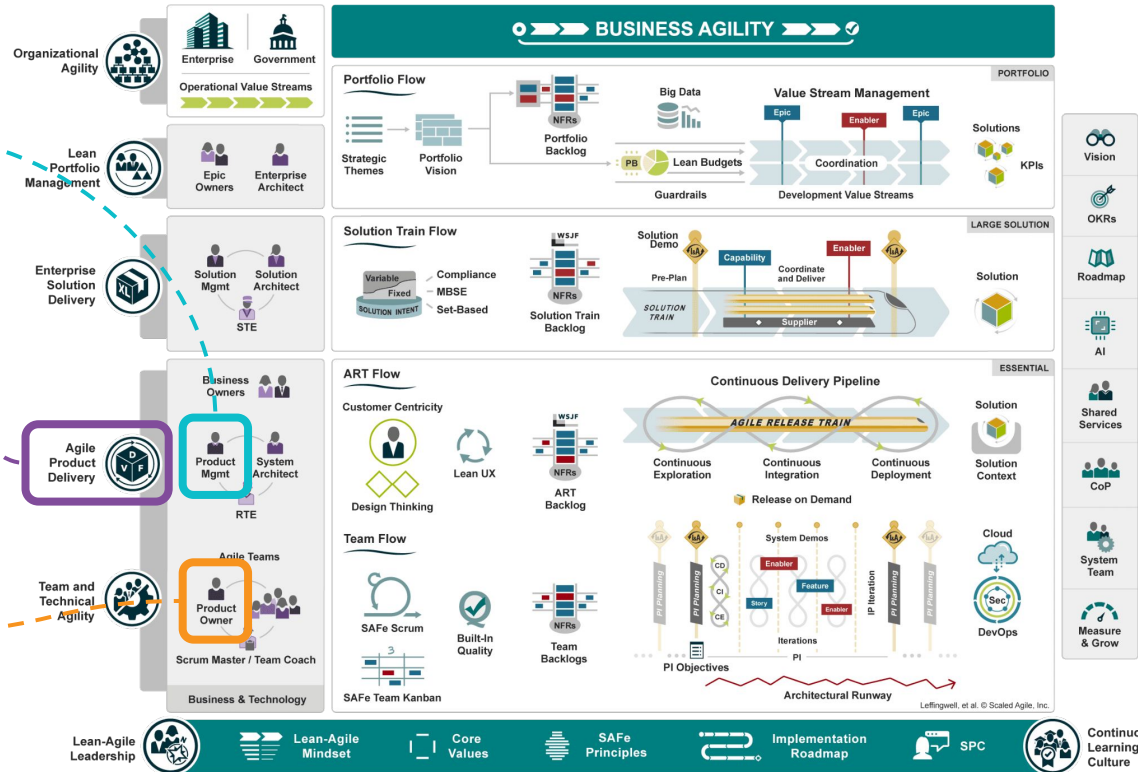


Competencies, Functions, and Roles within SAFe 6.0

SAFe Function
Typically fulfilled by a team

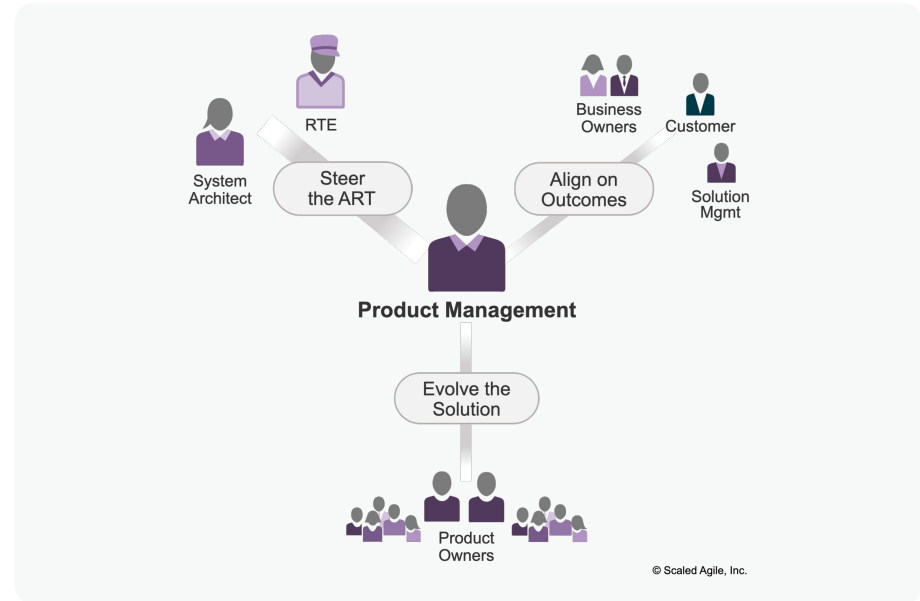
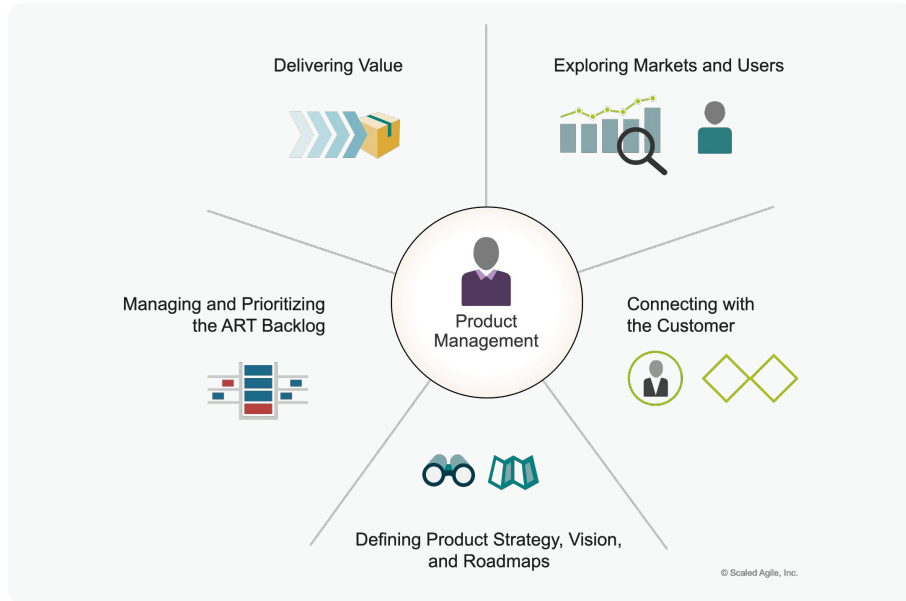
SAFe Core Competency

SAFe Role
Fulfilled by a single person



Product Management Responsibilities and Collaborations

Product Management is the function responsible for defining desirable, viable, feasible, and sustainable solutions that meet customer needs and for supporting development across the product life cycle.





Exploring Markets and Users

Conduct primary and secondary research

Apply market segmentation

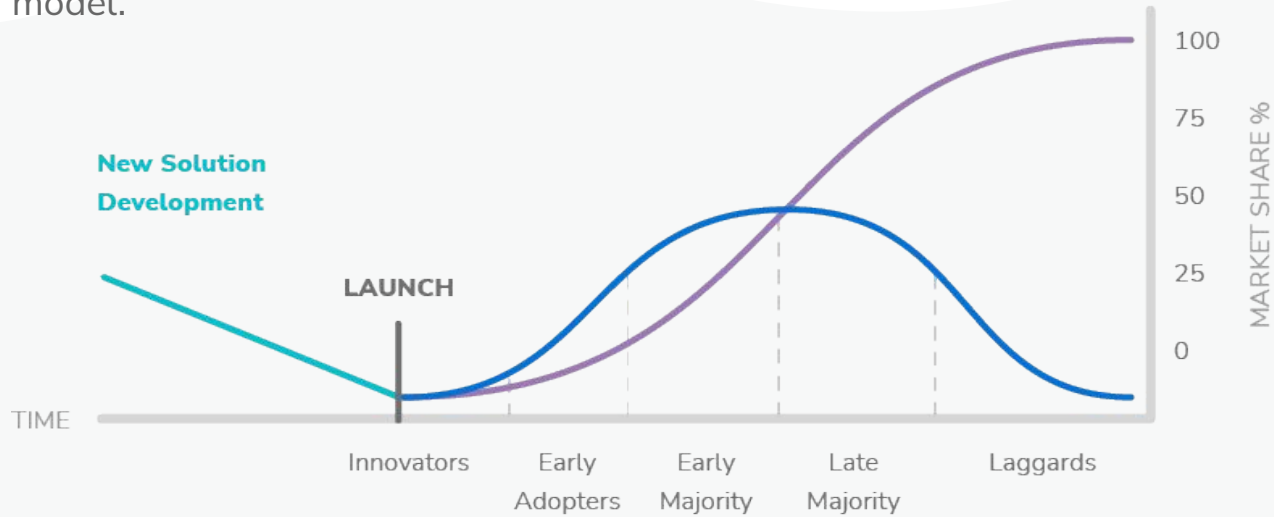
Identify market rhythms and events

Understand end-user needs

Exploring Markets and Users

Research here informs how value is quantified and the initial pricing model.

Research enables segment-specific packaging, pricing model adjustments, and new offerings.



Profit Streams are the evolution of value streams

A Profit Stream is a value stream designed to create a sustainable business.

This means that a Profit Stream must:

✓ Quantify the **economic value** of the solutions they create...

✓ Be sold through **pricing** and **licensing** choices that...

✓ Ensure the **revenue** generated from these solutions exceed the **costs** required to serve customers...



NOT JUST
ONCE, BUT
OVER TIME



Profit Stream Design integrates three aspects of sustainability, all of which are interdependent and evolve over time.



**SOLUTION
SUSTAINABILITY**



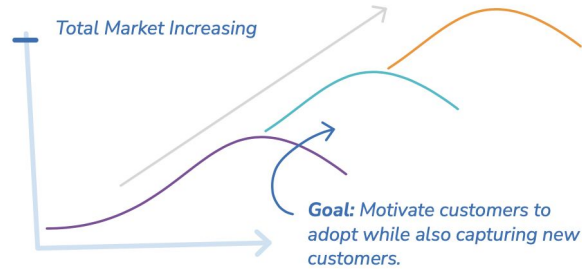
**ECONOMIC
SUSTAINABILITY**



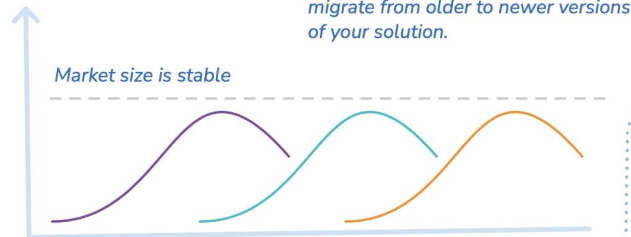
**RELATIONSHIP
SUSTAINABILITY**

Developing the next solution as markets shift over time

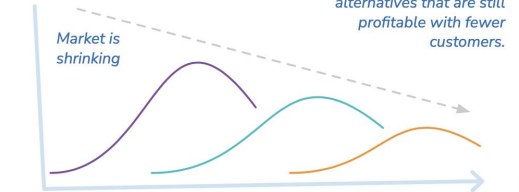
GROWING INDUSTRY



STABLE INDUSTRY



DECLINING INDUSTRY





Connecting with the Customer

Adopt a customer-centric mindset

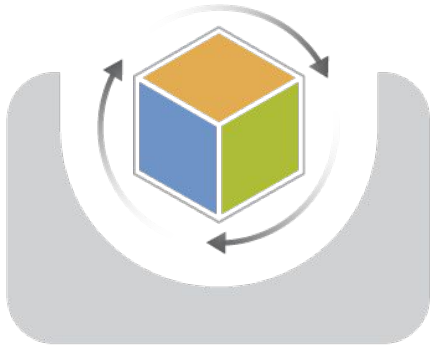
Empathize with the customer

Apply design thinking

Involve the customer continuously

Connecting means understanding **value**





The **Solution Context** is part of design thinking

Solution Context is the critical aspects of the environment in which the solution operates.



Moving part of the Solution Context into the solution can create value by reducing operational complexity.

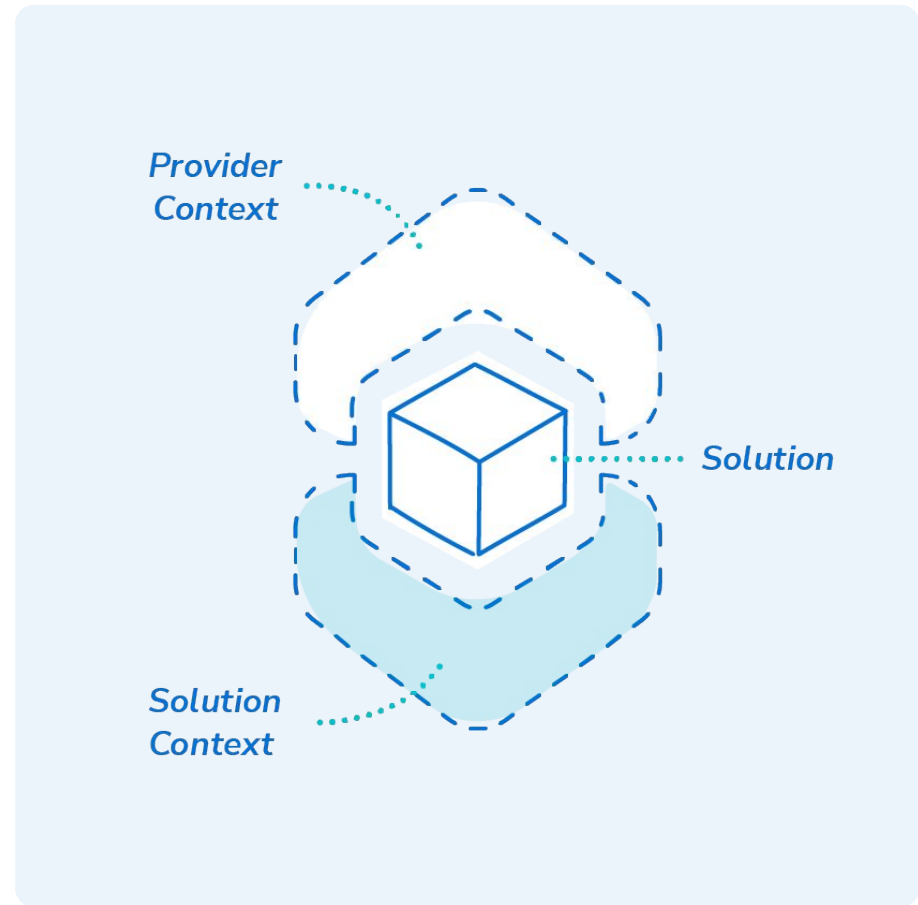


Moving part of the solution into the Solution Context can reduce provider costs and/or create more options and controls for customers.

Provider Context

Solutions are offered to customers through a **Provider Context**, which identifies aspects of customer value that are not intrinsic to the solution and are integral to the solution's total economic benefit.

Changing or improving the Provider Context can improve overall solution profitability, often in a way that can be less costly than changing the solution itself.





Defining Product Strategy, Vision, and Roadmaps

Align strategy to business objectives

Establish equitable value exchange models

Create and communicate a compelling vision

Manage flexible roadmaps



Navigating through a fog of uncertainty

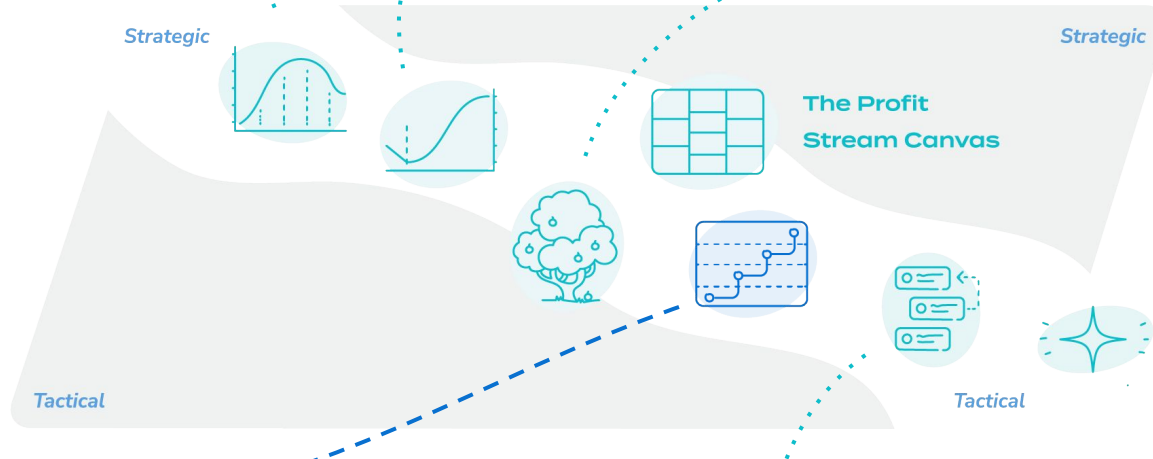


Roadmaps are one tool to help in navigating the fog

The **Industry Lifecycle** captures the broad structure of all solutions serving a given market.

The **Solution Lifecycle** captures the development, launch, and ongoing success of your solution.

Prune the Product Tree captures the evolution of solution features over time, emphasizing organic growth.



The **Solution Roadmap** captures planned commitments, milestones, and releases, typically for 1-3 years.

The **Solution Backlog** is a prioritized list of work items that improve the solution for near-term deliverables.

The **North Star Solution Vision** informs cohesive usage of the other tools.



Equitable value exchange includes **profit** over time

Revenue,
Profit, and
Investments
over time



Managing and Prioritizing the ART Backlog

Guide Feature creation

Prioritize Features with WSJF

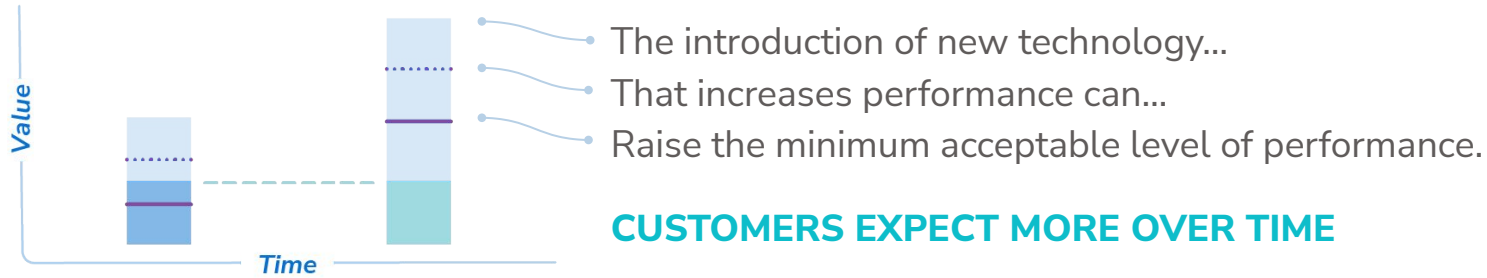
Accept Features

Support Architectural Runway

Participate in ART events



Perceptions of value change over time



A solution that provides compelling benefits...

Must maintain or improve these benefits over time to retain and/or increase customers.

Better TVs    *Faster, cheaper phones*

Tech-infused clothing    *Better, healthier lives*

Improved worker productivity



Lower costs for data storage

Greater price, performance

Prioritizing for Profit

*Investments
designed to attract
new customers*

NEW CUSTOMERS

*Investments
designed to leverage
profit engines
(existing customers)*

PROFIT ENGINE

*Investments
designed to lower
costs and improve
operational efficiency*

OPERATIONS





Delivering Value

Collaborate throughout the value stream

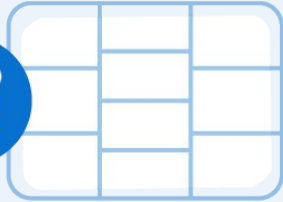
Ensure product completeness

Enable operations

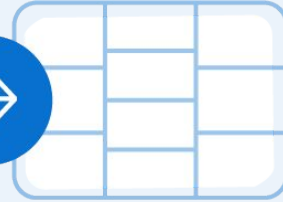
Release value on demand

Meet business goals

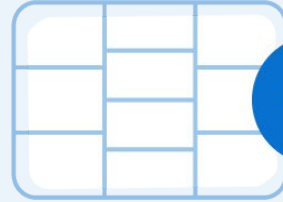
Delivering **value**, raising **prices**, adjusting **packaging**



TIME



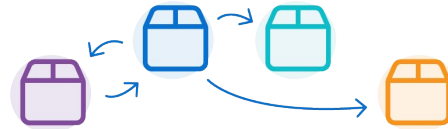
EXTERNAL TRIGGERS



INTERNAL TRIGGERS



Adjusting Pricing

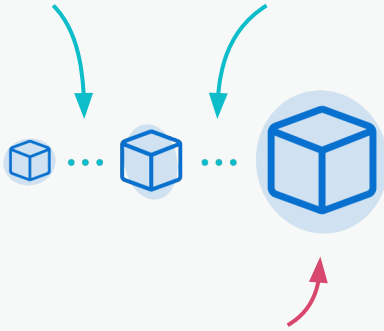


Adjusting Packaging

Adjusting packaging

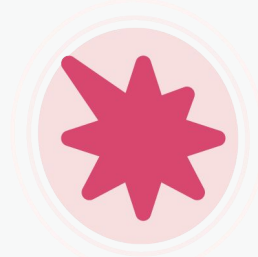
More features

Even more features

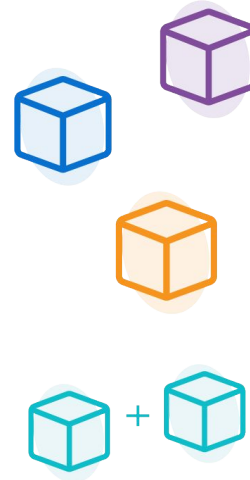


Simply stuffing more features into a box does not meet customer needs

BOOM!



BOOM!

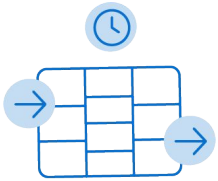


Creating new packages creates an opportunity to fine-tune the solution to target segments and maximize profits across the market.



How to adjust packaging

1



*Understand
trigger(s)*

2



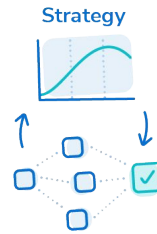
Snapshot

3



Gather data

4



*Design new
packaging and
pricing*

5



*Develop
implementation
plan*

6



*Implement
packaging
changes*



Discussions

Thank you for stopping by!

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