



**CONNECTING AND DRIVING
PRODUCT STRATEGY**

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STAY STANDING IF...

YOU'RE WORKING ON A PRODUCT
OR FEATURE THAT WILL RELEASE IN
THE NEXT 6 MONTHS

YOUR RELEASE HAS A CLEAR
GOAL FOR THE USERS

YOUR RELEASE HAS A CLEAR
GOAL FOR THE BUSINESS

YOUR GOAL CAN BE
MEASURED WITH A METRIC

YOU CAN EXPLAIN HOW MOVING
THAT METRIC WILL HELP THE
COMPANY ACHIEVE ITS GOALS

ABOUT ME

- Finance >
business development >
product management >
operations
- 15 years of product
management and product
strategy
- Years of working on product
growth and new market
entry



TWO WARNINGS ABOUT TODAY

1. I love metaphors, but I don't know anything about mountain climbing.
2. I believe real stories are more helpful, and I will share what I'm able to share.

STRATEGY: GOALS FOR TODAY

- Understand how product teams align with strategy
- Share tips on how good product teams drive company strategy
- Give some of my lessons from the trenches - you are not alone

Be stubborn on vision.
But flexible on details....

COMPANY STRATEGY VS. PRODUCT STRATEGY

COMPANY STRATEGY

The objective.

Which mountain should we climb?

Given the:

- team and competencies we have
- conditions right now
- where everyone else is going

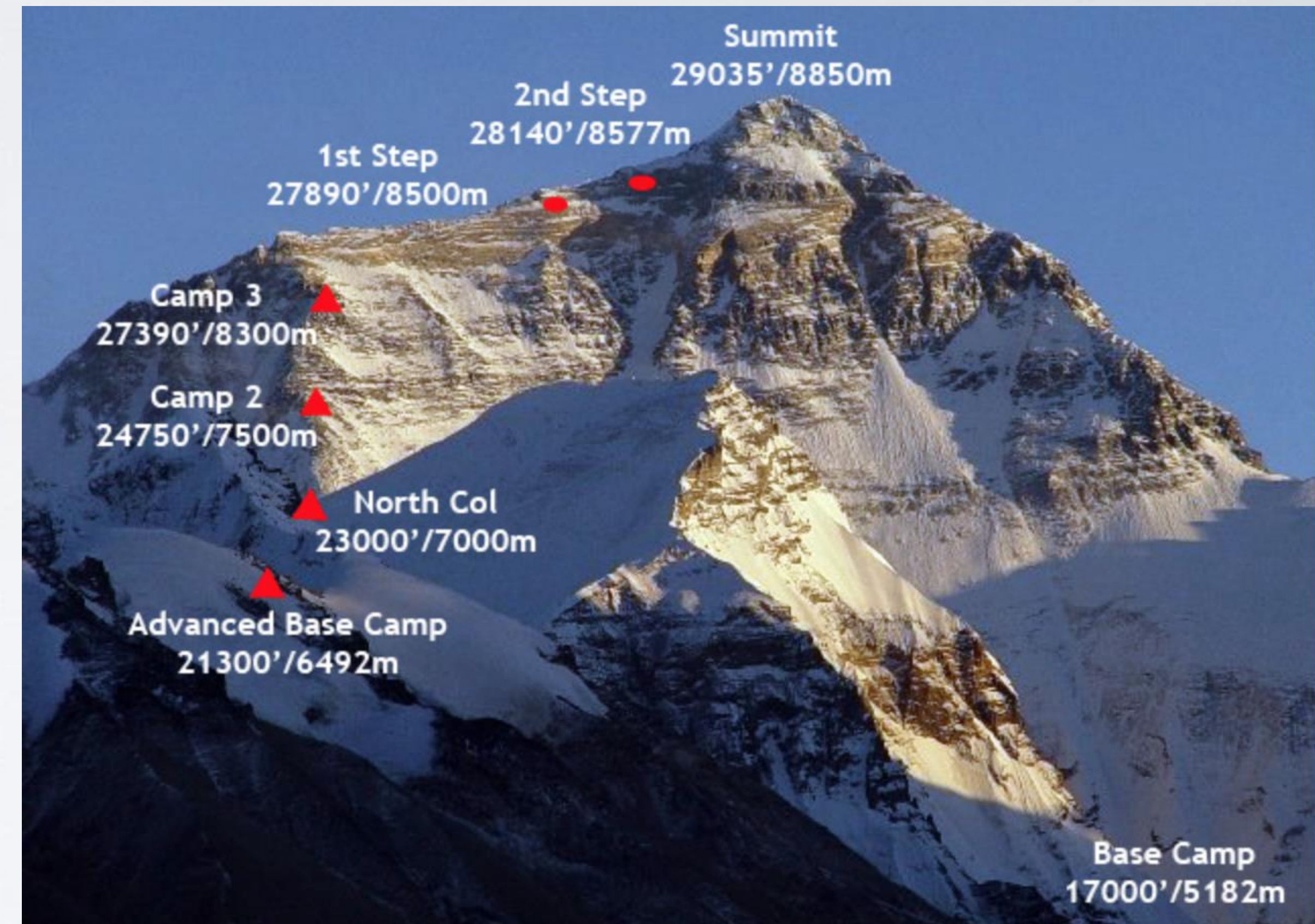


PRODUCT STRATEGY

Plan to hit objective.
How will we get up the mountain?

Given the:

- tools we have
- experiences we've had
- what we have heard



COMPANY & PRODUCT STRATEGY IN PRACTICE

Company Strategy

- Customer segment
- Market

Product Strategy

- Use case
- Feature sets

Company Strategy at HotelTonight

- Legends
- Bookers in the US

Product Strategy at HotelTonight

- Last minute / same day
- Loyalty program

A FEW THOUGHTS ON STRATEGY

- Selecting strategy is best framed as a choice
- Good strategy includes what you aren't going to do
- Strategy should be communicated in a concise way
 - A clear objective of success — and everyone knows why it matters
 - We will do [x] in order to [y]

OUR MOUNTAIN STRATEGY STATEMENT

- Complete the climb of Everest in May 2019 so that we can check it off my bucket list
- Other not chosen strategies:
 - Climb K2 (too steep)
 - Climb in October (bad weather)

FOR SIMPLICITY GOING FORWARD

- Corporate strategy is choosing the objective -
- Functional strategy is figuring out how the function will help the company to hit the objective.
- Company strategy = objective
- Functional strategy = strategy

HOW TO ALIGN PRODUCT STRATEGY WITH COMPANY OBJECTIVES

A FRAMEWORK: OSTM

product

company

- Objective: what we want to accomplish
- Strategy: how we are going to achieve it
- Tactics: work done to deliver strategy
- Metric: measuring the impact of the tactic

A FEW WORDS ON OSTM

- OSTM used to align strategies against company objective
- Can be functional or cross-functional
- Allows for multiple strategies to achieve the objective
- Strategies that may change and evolve over time

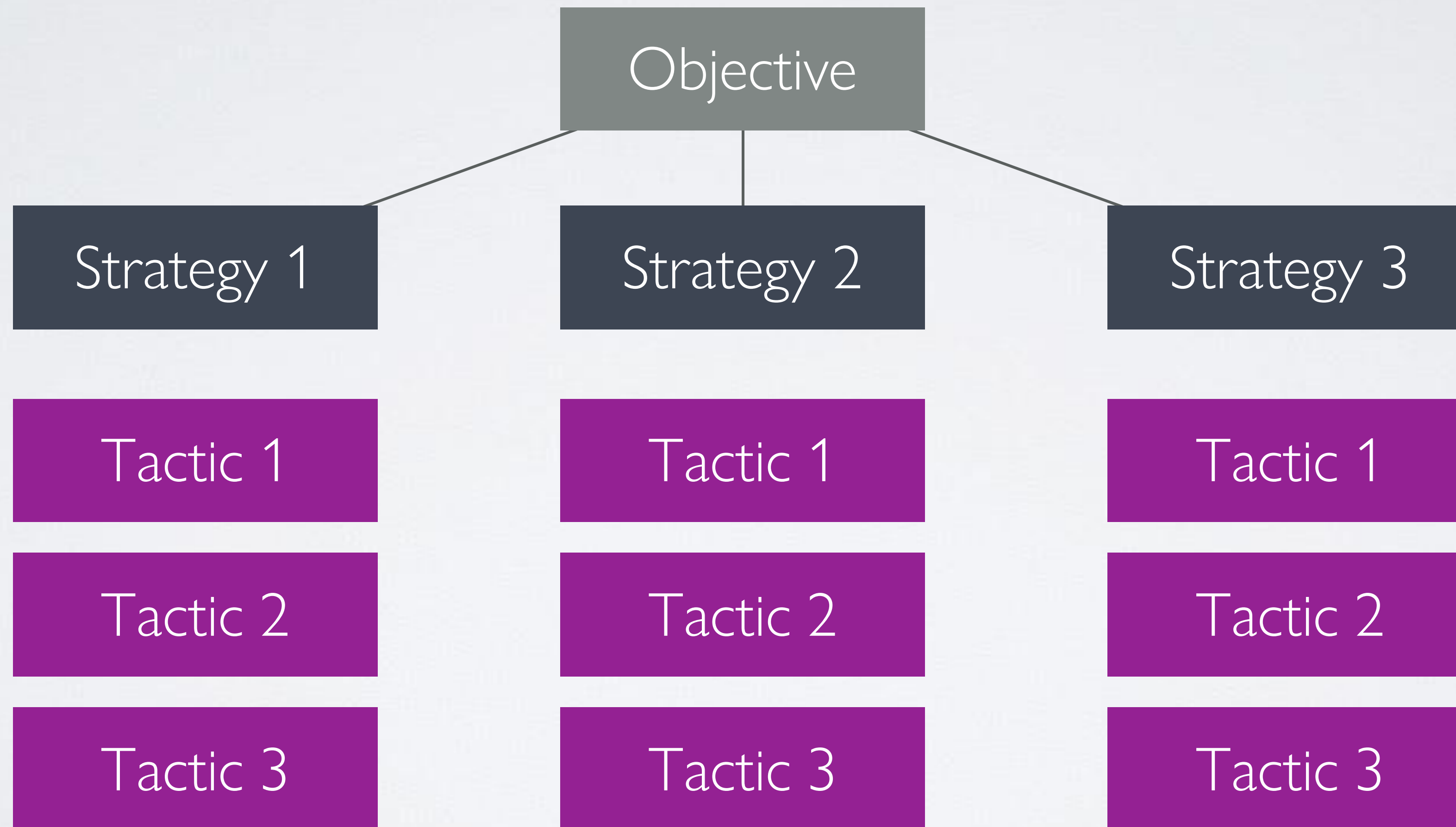
OSTM FOR OUR MOUNTAIN

- Objective: Climb Everest in May 2019
- Strategy: Complete Northeast Ridge Route
- Tactics: Drive to first basecamp
 - Metric: Basecamp arrival in 3 days
- Tactics: Establish first advance basecamp with sleep tent and cooking tent
 - Metrics: Basecamp at 21,000'

OSTM IN PRACTICE

- Objective: Grow Legends to 5 million by the end of 2018
- Strategy: Create loyalty program to attract and reward these bookers
- Tactics/Metrics:
 - Program defined to have infinite levels
 - 1 million users on launch to support hotel needs
 - 2500 participating hotel partners
 - Provide coupon reward upon reaching a status / tier

ALIGNING MULTIPLE STRATEGIES



ALIGNING MULTIPLE STRATEGIES AT HOTEL TONIGHT

Objective: 5M Legends

Loyalty Program

New Marketing Channel

Tiered Customer Service

Tactic 1

Tactic 1

Tactic 1

Tactic 2

Tactic 2

Tactic 2

Tactic 3

Functional

Tactic 3

Functional

Cross-functional

PRODUCT TEAMS THAT DRIVE STRATEGY

GREAT PRODUCT TEAMS

- Never lose sight of the objective - use it as a guard rail on what to try
- Challenge the strategy as they learn - are open to being wrong
- Choose small but complete tactics - learn fast
- Obsess over the right metrics - understand that the tactics (read: features) to get there may change as we learn

HOW TO BE A STRATEGIC PRODUCT TEAM

- You are the team that will get us up the mountain -

- Know more about the user than anyone
- Win with data to support their plans
- Share learnings and frequent progress

KNOWING THE USER

- x users touched per week
- understand your segments
- translate objectives and strategies into what this means for the user

WINNING WITH DATA

- know your core metrics
- tie your metrics to the company objective
- report growth, anomalies, performance of your product regularly

SHARING LEARNINGS

- share user summaries and findings
- weekly updates on progress and learning
- admit failures

HOW MANAGERS EMPOWER PRODUCT TEAMS TO SUCCEED

TELL US WHICH MOUNTAIN
AND KEEP THE FOCUS

GOLDEN RULES FOR MANAGING PRODUCT TEAMS

- Over-communicate objectives and company strategy
- Define outcomes - not outputs
- Encourage product teams - not functions
- Celebrate metric achievement - not shipping features
- Never, ever talk about “the business” when not including a product team





Q&A

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