B2B 产品管理的

20 条实用规则

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RULE 1 If product managers don't do their jobs, the other departments will fill the void. 如果产品经理不做好自己的工作，其他部门就会填补空缺

When I first worked as a product manager, I wasn't all that sure what I was supposed to do. So I waited for everyone else—Engineering, QA, Tech Writing, Marketing, Sales Support, Customer Service—to stake their claims; then I ran around filling in the gaps. At the time, this struck me as a quite handy and pragmatic way to define my job. But it was a bad idea—and not just because I got stuck with all the stuff no one else wanted to do. As it turns out, products end up being better if someone truly owns the entire thing.

当我第一次担任产品经理时，我不太确定我应该做什么。所以我就等着其他人——工程人员、质量保证人员、技术写作人员、市场营销人员、销售支持人员、客户服务人员——来证明他们的观点；然后我跑着填补空白。当时，我觉得这是一种非常方便和实用的方式来定义我的工作。但这是个糟糕的主意——不仅仅是因为我被那些没人想做的事情困住了。事实证明，如果某人真正拥有了整个产品，那么产品最终会变得更好。

As so often happened during the course of my long career, I learned the hard way that good product managers aren't just pragmatic, they're proactive. They don't just sit around waiting to see what everyone else does; they make it clear up front what their role is. And then they fill that role, rather than the gaps.

正如在我漫长的职业生涯中经常发生的那样，我从惨痛的教训中认识到，优秀的产品经理不仅务实，而且积极主动。他们不只是坐在那里等着看别人做什么；他们很清楚自己的角

色是什么。然后他们填补这个角色，而不是留白。

Here are just a few of the things that can happen when product managers don't fill their roles:

以下是一些产品经理不称职时可能发生的事情:

If you don't provide clear and supported input to the process, the engineers will develop what they please. It's your responsibility to talk to your customers (and your prospects), check out the competition, listen to the analysts, learn about your industry, learn about your customers' industries, find out what your sales engineers and customer support reps are encountering, look at those RFPs, and glean market intelligence. And it's your responsibility to translate all this "stuff" into product requirements that you communicate to your engineers.

如果你不提供清晰和可支持的输入过程，工程师将开发他们想要的。你有责任与你的客户(和你的潜在客户)交流，了解竞争，倾听分析师的意见，了解你所在的行业，了解客户所在的行业，了解销售工程师和客户支持代表遇到了什么，查看这些建议请求，收集市场情报。你有责任把所有这些"东西"转化成产品需求，然后传达给你的工程师。

Yes, there will be things that your developers come up with on their own—and a lot of it will be great. But you need to be the driving force behind what goes into that product, or you could end up with a magnificently engineered product that nobody wants or needs.

是的，你的开发人员自己会想出很多东西，而且很多都是很棒的。但是你需要成为产品背后的驱动力，否则你可能会得到一个没有人想或需要的伟大的工程产品。

If you don't provide clear direction about your target customers, Sales will go wherever they please. Your products should be built with some particular use and customer in mind...shouldn't they? Please let Sales know.

如果你对你的目标客户没有明确的方向，销售就会随心所欲。你的产品应该考虑到一些特殊的用途和客户，不是吗？请让销售知道。

Even if your products are entirely horizontal— every company can use a database and a word processor—products need to be targeted to specific customers and/or buyers. You may also have a product that's better suited for certainsized companies or specific geographies. There may be good reasons to target industries as well. (If you're selling to later adopters, for example, Get-a-Life Insurance is more apt to buy if One Life-to-Live Insurance is on your customer list.)

即使您的产品是完全水平的——每个公司都可以使用数据库和文字处理程序——产品也需要针对特定的客户和/或购买者。你也可能有更适合特定规模公司或特定地区的产品。或许也有很好的理由将目标瞄准行业。(例如，如果你要卖给后来的接受者，如果你的客户名单上有一份 One Life-to-Live 保险，那么 Get-a-Life 保险就更易于购买。)

The point is, you need to send Sales where they stand the best chance of winning. Even if you have the most generic product, you have to start somewhere. Pick that somewhere wisely, or Sales will pick it for you. And, in the short run, they're not necessarily going to choose wisely (i.e. in support of your long-run strategy). Sure, they may make a sale or two, but it may not end up being a good thing for your product or your company.

关键是，你需要把销售送到最有可能赢的地方。即使你有最普通的产品，你也必须从某个地方开始。明智地选择它，否则销售人员会帮你挑选。而且，在短期内，他们不一定会做出明智的选择(比如支持你的长期战略)。当然，他们可能会卖出一两个，但这对你的产品或公司来说可能不是件好事。

While we're on the subject of sales, if you don't establish pricing, Sales will make it up. You absolutely need to listen to what Sales has to say on the matter. But it's up to you to determine pricing that will work, that's commensurate with the value provided, that's not out-of-whack with the competition, and that is what the market can bear. If not, you'll be in the wonderful world of having your sales team cannily figuring out what the prospects have in their wallets, and then establishing that as the price du jour—or just low-balling and overpromising to get the deal. (Just watch out when customers get together and compare notes.)

虽然我们谈到了销售，但如果你不确定价格，销售可以弥补。你绝对需要听听销售人员对这件事的看法。但这取决于你自己来决定价格是否合适，是否与所提供的价值相称，是否与竞争不相违背，这就是市场所能承受的。如果没有，你将处在一个美妙的世界里，你的销售团队会敏锐地发现潜在客户的钱包里有什么，然后将其确定为交易价格——或者只是低报并过度承诺以获得这笔交易。(只是要注意客户聚在一起交换意见的时候。)

If you don't provide clear direction about target customers and the right message for them, Marcom will go wherever they please and say whatever they want. Like Sales, if you're not providing guidance to Marcom about target customers, they will come up with it on their own. Their programs may make spectacular sense; they may not. It's

best not to leave things to chance.

如果你没有提供目标客户的清晰方向和正确的信息，公关部会想去哪儿就去哪儿，想说什么就说什么。 就像销售一样，如果你不针对目标客户向传播人员提供指导，他们会自己想出办法。他们的项目可能壮丽非凡；也可能不会。最好不要听天由命。

Similarly, if Marcom doesn't know what the product is and does, they will come up with their own story. Again, their story may make spectacular sense; it may not. Again, it's best not to leave things to chance. I worked for a company that was teetering, very publicly, on the brink of bankruptcy. One day, I saw a banner ad for one of our services. The ad touted our financial stability. I immediately called the ad person in Marcom and pointed out that this wasn't exactly our strong suit. "But that's what our buyers are most interested in," she told me.

同样的，如果传播人员不知道产品是什么，他们会想出自己的故事。同样，他们的故事可能很有意义；也可能没有。再说一次，最好不要让事情听天由命。我曾在一家濒临破产的公司工作过。有一天，我看到了我们其中一个服务的横幅广告。广告吹嘘我们的财政稳定。我立即打电话给公关部的广告人员，指出这并不是我们的强项。"但那是我们的买家最感兴趣的，"她告诉我。

I could go on about how important this rule is, but by now you get it. And you were likely well ahead of me in getting it.

我可以继续说这个规则有多重要，但是现在你明白了。你很可能比我先得到它。

Of all of the Pragmatic Marketing rules, I find this the most important. And that's not because those who will be filling whatever void you leave are evil and must be stopped.

(Hey, you may even want, need, appreciate their suggestions and advice.) But, if engineers are figuring out what's in the product all on their lonesome… if Sales is pulling prices out of their ear on the way to a call…if Marketing is claiming that your product solves world peace when it's really designed for warmongers—they're all trying to do something that is neither their expertise nor their responsibility. That responsibility is yours. Take it and use it.

在所有实用的营销规则中，我认为这是最重要的。这并不是因为那些填补你留下的任何空白的人是有害的而必须被阻止。(嘿，你甚至可能想要、需要、感激他们的意见和建议。) 但是,如果工程师正在基于他们的寂寞发现产品中应该有什么……如果销售人员在打电话的时候把价格拉出了他们的耳朵……如果营销是声称你的产品是真正为战争贩子设计，解决了世界和平的时候-他们都在试图做的这些，既不是他们的专业技能也不是他们的责任。这是你们的责任。拿去用吧。

RULE 2 An outside-in approach increases the likelihood of product success. 由外向内的方法增加了产品成功的可能性

However brilliantly, presciently, and uniquely imagined a product is; however a product idea seemingly springs fullblown from some Medusa's head, there is no substitute for solving a real problem experienced by real people in a way that will work for them.

How do you get real?

无论产品多么出色、多么有先见之明、多么别具一格；然而，一个产品的想法似乎是从一些美杜莎（老汤注：美杜莎，又译梅杜莎、墨杜萨，是古希腊神话中的蛇发女妖，戈耳工三姐

妹之一，居住在大洋俄刻阿诺斯的彼岸与黑夜之地相接的地方。父亲为大地盖亚与海洋蓬托斯之子福耳库斯，母亲为前两者之女，福耳库斯的姊妹刻托。也是美国漫威漫画旗下超级英雄。美杜莎的主要武器是她的头发，她可以控制头发的密度，使其头发十分坚硬。她也可以控制头发增长速度，可任意延伸或铺张开来。美杜莎也可以使用意念操控头发移动，可攻击或捆绑目标。即便她的头发被剪掉，美杜莎依然可以意念操控断发进行攻击。美杜莎能与黑蝠王进行脑波交流。她通常负责解读黑蝠王的肢体语言和转达他的指令。）的头脑中蹦出来的，没有什么可以代替解决一个真正的问题，一个真正的人经历的，对他们有用的方法。

I've found the key is in five simple words: See how your customer works.

我发现关键在于五个简单的词：看你的客户是如何工作的。

That means looking at the current processes they have in place, at the inputs, the outputs, the end results. Who does what to whom? How do they do it? Where do they hit roadblocks? Little snags? Where does the ball drop? What happens when that happens?

这意味着要观察他们现有的流程，观察输入、输出和最终结果。谁对谁做什么?他们是怎么做到的?他们在哪里遇到障碍?是小障碍吗?球落在哪里?这种情况下会发生什么?

There are a number of ways you can do this.

有很多方法可以做到这一点。

One is to actually go in and watch. Some of my most valuable hours in the field have been spent observing how my customers get their jobs done—with or without my product.

一种是亲自去看。我在这一领域最宝贵的一些时间是用来观察我的客户是如何完成他们的工作的——不管有没有我的产品。

In days of yore, as the product manager for a mainframe financial reporting system, I spent the night at AT&T while they closed their books, just to see how they used our product.

在过去的日子里，作为一个大型财务报告系统的产品经理，我在 AT&T 呆了一晚，当他们在做年底账目的时候，只是为了看看他们是如何使用我们的产品的。

（老汤注：closed the books，会计用的一个说法，也就是每年年底把公司的帐目结算好，做到收支平衡，从而结束一年的帐务。）

Boy, was I exhausted after 20 hours. And, boy, did I see some areas where our product could be improved.

天啊，20 个小时过去了，我累坏了。天啊，我有没有看到我们的产品有哪些地方可以改进的。

I've done this a few times since. And, to me, it's the most effective way to figure out where your product needs to go. Knowing what people go through trumps your imagination, common sense, and intuition—no matter how wonderful they all are.

从那以后我已经做过几次了。对我来说，这是找出你的产品需要如何改进最有效的方法。了解人们的经历胜过你的想象力、常识和直觉——不管它们有多棒。

Another good technique is open-ended interviews that get your customers and prospects to talk about "things": business, processes, behaviors, wish lists, druthers, etc. When I've used this method, I've taken notes and, where possible, made recordings.

另一个好方法是开放式访谈，让你的客户和潜在客户谈论"事情"：业务、流程、行为、愿望清单、选择等等。当我使用这种方法时，我做了笔记，如果可能的话，我还做了录音。

A third technique I've used is creating "A Day in the Life" scenarios, where you lay out the hour-by-hour activities your customer goes through and figure out where your product can be inserted to relieve some of the pain that invariably occurs in even the happiest work day. Obviously, it helps if you've observed and/ or spoken with customers to ensure you have the right idea about how they spend their days.

我使用的第三个技巧是创建"生活中的一天"场景，在这个场景中，您可以安排您的客户可开展的每小时活动，并找出您的产品可以插入到哪里，以减轻在最快乐的工作日也会发生的一些痛苦。显然，如果你观察和/或与客户交谈，确保你对他们如何度过他们的日子有正确的想法，这是有帮助的。

The bottom line: Your product has to "fit" the customers' needs and desires, solving a true problem. You never want your customers to be stuck exchanging an existing problem for a new one—using your product. This won't happen if you build a product outside-in.

底线：你的产品必须"适合"客户的需要和愿望，解决真正的问题。你永远不希望你的客户被困在用你的产品换一个新的问题中。如果你是由外向内开发产品，这种情况就不会发生。

RULE 3 Time spent on the strategic reduces time wasted on the tactical.花在战略上的时间减少了浪费在战术上的时间

Simply defined, strategic is where you want to go; tactical is how to get there. It's pretty easy to see that you'd better have the strategic figured out first.

简单地说，战略就是你想去的地方；战术就是如何到达那里。很容易看出，你最好先把战略弄清楚。

While there are many different areas in which the "strategy vs. tactics" debate can occur, I'll frame it here in terms of trying to market a product absent a strategy. (Which also translates into trying to market a product for which the product manager hasn't followed Rule #1, and the product has just sort of happened—generally at the hands of the engineers, I'm afraid.)

虽然"战略与战术"的争论可能出现在许多不同的领域，但我将在这里把它框定为试图营销一个没有战略的产品。(这也可以理解为试图推广一种产品，但产品经理并没有遵循第一条规则，而且这种产品刚刚出现——我担心，通常是在工程师的手中。)

My personal favorite is the "if we build it, they will come" approach, in which a product is built, then tossed over the transom into Marketing, who are presumably waiting with open arms and closed mouths for the product toss.

我个人最喜欢的是"如果我们构造它，他们就会来"的方法，在这种方法中，一个产品被制造出来，然后被扔到市场上，市场上的人大概张开双臂，闭上嘴巴等着产品被扔出去。

No, no, a thousand times no!

不，不，一千个不!

You need to have a product strategy in mind that spells out positioning basics (who's going to use the product and why), establishes the pricing rationale, provides at least a rudimentary guidepost for where the product is going, etc., etc., etc.

你需要在头脑中有一个产品战略，阐明定位的基础(谁将使用这个产品和为什么)，建立定价的基本原理，至少提供一个基本的指导，产品将走向哪里，等等，等等。

Another thing we've all faced as marketers is the situation in which we've been goaded

(forced?) to just do something, do anything. "Something" must be done! This usually comes down on the head of Marcom and usually means helping fill the big, gaping maw at the beginning of the sales pipeline.

作为营销人员，我们面临的另一件事是我们被驱使(被迫?)去做某事，做任何事。必须得做点什么！这通常落在传播人员的头上，通常意味着帮助填补销售渠道开始时的巨大缺口。

Do something. Do anything. Let's get going.

做点什么。做任何事。让我们看看。

Banner ads...webinars...email blasts...spiffs...promotional deals... guys with sandwich boards trolling the streets.

横幅广告……网络研讨会……电子邮件群发……促销活动……拿着广告牌在街上闲逛的家伙。

Thus, the campaign to nowhere begins.

因此，这场无路可走的运动开始了。

You may get somewhere, but even that somewhere is going to feel like nowhere, absent a strategy. Never confuse activity with action.

你可能会到达某个地方，但即使是那个地方，如果没有战略，也会让人觉得毫无进展。永远不要把行为和行动混为一谈。

There's a corollary to this rule: In the absence of a strategy, people will go ahead and do what they think is best.

这条规则有一个推论：在缺乏战略的情况下，人们会勇往直前，做他们认为最好的事情。

So the marketers will look at the product they've been given and hazard a guess on where they can market it. They may do a bangup job of it. (Great! Two hundred tuna

fishermen attended our webinar. Too bad our product doesn't really do anything for them. Not to mention that we really should be selling to tuba players. Tuna? Tuba? Close enough.)

所以市场营销人员会看看他们得到的产品，并大胆猜测他们可以在哪里进行营销。他们可能会做得很好。(太棒了!两百名金枪鱼渔民参加了我们的网络研讨会。糟糕的是，我们的产品并没有真正为他们做任何事情。更不用说我们真正应该卖给的是大号球员。金枪鱼?大号?足够接近)。

Strategy's hard. It means really thinking through things. It means taking a risk by declaring where it is you want to go. It means having the discipline and strength to give it time enough to succeed.

战略是很难的。这意味着真正地思考问题。它的意思是通过声明你想去的地方来承担风险。它意味着有纪律和力量给它足够的时间去成功。

Tactics absent strategy? You might think you're getting somewhere, but you're really on the night train to nowhere.

缺乏战略的战术？你可能认为你在去往某个地方，但你实际上是在坐夜车，去不了任何地方。

RULE 4 In the absence of market facts, he who owns the compiler wins 在缺乏市场事实的情况下，谁拥有编译器谁就是赢家

I've lived through this nightmare more than once, and all I can say is, even in the presence of market facts, it's plenty easy for the guy with the compiler to win. But when you're

working with the engineers, it is always best to have the following:

我不止一次经历过这种噩梦，我能说的是，即使在市场事实面前，拥有编译器的家伙也很容易取胜。但是当你和工程师一起工作的时候，最好遵循以下几点：

• Win-loss analysis. If 19 out of 20 times, you hear that a key factor in a loss was ease of use, your developers may respond that "the customers don't know what they're talking about," "we're selling to the wrong people," and "our sales folks don't know how to sell." But you will have market facts to support your argument that the UI needs work.

盈亏分析。如果在 20 次中有 19 次，您听到一个导致损失的关键因素是易用性，那么您的开发人员可能会回答"客户不知道他们在说什么"、"我们卖给了错误的人"和"我们的销售人员不知道如何销售"。"但你需要有市场事实来支持你的论点，即用户界面需要改进。

• Competitive information. The last thing you want to find yourself doing is playing competitive catch-up. It is always useful to know what you're up against. And, if you can anticipate moves that your competition is going to make— by watching what they're saying publicly, whom they're partnering with, where they're selling, etc. —so much the better.

竞争信息。你最不想做的事情就是在竞争中被迎头赶上。知道你面对的是什么总是有用的。而且，如果你能预测到你的竞争对手将要采取的行动——通过观察他们公开说了什么，他们与谁合作，他们在哪里销售，等等——那就更好了。

• Market trends. What's going on in your industry or the industry into which you sell? What's being said about technology trends? No, you don't have to listen to every pronouncement from on high, but it helps not to operate in a complete vacuum. So dig

up whatever data you can find on SOA, SaaS, MDM, or whatever acronym your product needs to accommodate. (Years ago, I worked for a software company that was wedded to OS/2. I came to a development meeting with a copy of InfoWeek magazine sporting a cover showing OS/2 in a coffin with a lily on it. That display definitely helped us move along on our decision to convert to NT.)

市场趋势。你所在的行业或你所要销售的行业发生了什么?人们是怎么看待技术趋势的?不,你不必听来自高处的每一个宣言,但不要在一个完全真空的环境中运作是有帮助的。因此,尽可能多地挖掘关于 SOA、SaaS、MDM 或您的产品需要适应的任何缩写词的数据。(几年前,我在一家与 OS/2 紧密相连的软件公司工作。我带着一份 InfoWeek 杂志来参加一个开发会议,它的封面显示 OS/2 在一个棺材里,上面有一朵百合花。那个封面确实帮助我们做出了向 NT 转换的决定。)

• Customer input. The customer is not always right, and sometimes, they will ask for stupid or irrelevant things. But your trusted customers— not your developers—are the ones actually using your product, so their ideas matter.

客户输入。顾客并不总是对的,有时,他们会要求一些愚蠢的或不相关的东西。但是你可信任的客户——而不是你的开发者——才是真正使用你的产品的人,所以他们的想法很重要。

• Sales engineering and customer service input. Better than anyone else, your sales engineers tend to know the technical obstacles to selling and implementing your product. You need a forum for capturing their ideas. Better than anyone else, your customer service folks tend to know the technical obstacles to ongoing, day-to-day success with your products. You need a forum for capturing their ideas, as well.

销售工程师和客户服务输入。您的销售工程师比任何人都更了解销售和贯彻产品的技术障碍。你需要一个论坛来捕捉他们的想法。与其他任何人相比，您的客户服务人员往往更了解您的产品持续的、日常的成功所面临的技术障碍。你还需要一个论坛来捕捉他们的想法。

When you, as a product manager, start talking product with the engineers, you need to be armed with the richest set of market facts you can find. The preceding suggestions are useful sources of those facts. It's then up to you to put the market facts into a digestible, sensible format for presentation to engineering.

作为一个产品经理，当你开始和工程师谈论产品时，你需要准备好你能找到的最丰富的市场事实。上述建议是这些事实的有用来源。然后由您来将市场事实转换成易于理解的、合理的格式，以便向工程师进行介绍。

There is still no guarantee that a really stubborn guy with a compiler won't balk at product ideas that aren't invented in his brain. But, if you've got the facts, ma'am, it's far more likely that resistance will fade away.

我们仍然不能保证，一个真正顽固的家伙，如果他有一个编译器，他就不会对那些不是在他脑子里想出来的产品创意产生抵触。但是，如果你了解了事实，女士，抵抗就更有可能消失。

RULE 5：Product Management determines the go-to-market strategy; Marcom executes the strategy 产品管理决定产品进入市场的战略；传播人员执行这个策略

First off, much of my career has been spent in smaller companies where Product Management/ Product Marketing and Marcom were housed under one very small group.

Heck, I've been in places where they were me, myself, and I.

首先，我的大部分职业生涯都是在小公司度过的，那里的产品管理/产品营销和传播都是挤在一个非常小的团队里的。见鬼，我去过的地方只有我、我自己和我。

But I did spend several years in a large company where we had separate Product Management, Product Marketing, and Marcom groups. And herein lies a cautionary tale of what happens when it's not clear who's setting the strategic agenda.

但我确实在一家大公司工作了几年，在那里我们有独立的产品管理、产品营销和传播团队。这里有一个关于谁来制定战略事务的警示。

At this company, Product Management and Product Marketing resided in the same group, and we were clear about the roles each group played. But Marcom was completely and utterly separate from us, connecting on the org chart only to the president's box.

在这家公司，产品管理和产品营销属于同一个部门，我们很清楚每个部门所扮演的角色。但是传播和我们完全是分开的，在组织结构图上只连接到总裁的那个区块上。

This would have worked out fine if someone in the president's box or in the EVP boxes just below actually agreed that Product Marketing—which set the go-to-market strategy—and Marcom were separate functions, with different roles, responsibilities, and expertise. And then declared that the two groups were going to get along.

如果在总裁的区块里或者下面的执行副总裁区块里的人真的认同产品营销——制定进入市场的战略——和传播是不同的职能，有不同的角色、职责和专业知识，那么这将会很好地解决问题。然后宣布这两组人会相处得很好。

Well, that never happened. And, although the reasons had little to do with marketing, is

it any wonder that the company folded?

但这从未发生过。而且，尽管这与市场营销几乎没有关系，但谁希望这家公司倒闭呢？

Although I had many good friends and colleagues in Marcom, relationships between us (Product Marketing) and them were generally non-productive and rancorous.

尽管我在公关部有很多好朋友和同事，但我们(产品营销)和他们之间的关系通常是低效的，充满敌意的。

Marcom was under Sales, and much of what they did was what Sales wanted them to do. Suffice it to say that Sales wanted the short-term hit, not the long-term build. It never seemed to matter what the overall corporate strategy was; if Sales didn't think they could easily sell it tomorrow, it didn't get marketed today.

传播当时在销售之下，他们所做的大部分事情都是销售希望他们做的。简单地说，销售需要的是短期的冲击，而不是长期的增长。公司的整体战略似乎从来都不重要；如果销售人员认为明天不可能轻易地将其销售出去，那么今天就无法将其推向市场。

Marcom also owned the entire budget, so Product Marketing was always in the position of begging to get any attention for our products.

传播也拥有整体的预算，所以产品营销总是在乞求我们的产品得到关注。

Sometimes, the budget stuff played out in ridiculous ways. At one annual (internal) sales conference, we had an exhibit hall for the products. Product Marketing had draped tables, out-of-pocket signs printed at Kinko's, photocopied sell sheets, no lights, and lame-o promotional gimmicks to attract the sales guys' interest.

有时，预算问题会以荒谬的方式出现。在一次年度(内部)销售会议上，我们有一个产品展示

厅。产品营销包括铺着台布的桌子，在 Kinko 店里的自掏腰包印的牌子，复印的销售单，没

有灯光，以及用来吸引销售人员兴趣的蹩脚的促销手段。

Marcom shipped in tradeshow booths—complete with beautiful lighting and nice

signage—at which they showcased their new corporate brochures, ad campaigns,

website, and corporate giveaways.

传播在贸易展台上交付，配有漂亮的灯光和漂亮的标牌，在那里他们展示了新的公司宣传册、

广告活动、网站和公司赠品。

We had the content; they had the stuff.

我们有内容；他们有素材。

Shouldn't we have come together on this? But, no. The enmity between the two camps

was just too great. The rap on Product Marketing: no sense of the real-world pressure

from Sales. The rap on Marcom: no content, big spenders.

我们不是应该团结起来吗？但是，没有。两个阵营之间的敌意实在太大了。产品营销的批评：

对来自现实世界的销售压力毫无感觉。批评：没有内容，花钱大手大脚。

I spent half my life at this company just trying to define organizational roles, smooth

ruffled feathers, make peace, and make some sense out of things. Believe me, if I couldn't

get things to work out between us, no one could.

我在这家公司花了半辈子的时间来定义组织的角色，平息人们的愤怒，讲和，让事情变得有

意义。相信我，如果我不能解决我们之间的问题，没人能。

What a waste!

真是浪费！

So, I'll add to Pragmatic's rule: Ensure that the roles are clear, and insist on an environment of mutual trust and respect. Strategy and execution are both important. But if the executors aren't bothering with the strategy, whatever happens will not be pretty.

因此，我加了一条实用规则：确保角色明确，并坚持相互信任和尊重的环境。战略和执行都很重要。但如果执行人不为这一战略操心，无论发生什么事情都不会是好事。

RULE 6：Product Management should help sales channels, not individual salespeople. 产品管理应该帮助销售渠道，而不是单个的销售人员。

Obviously, when you're developing market approaches and sales tools, your product and company will be best served by your focusing on those that can be widely deployed across an entire sales channel—whether direct or indirect. Take it from someone who has done some serious hand holding with some fairly hapless sales folks, we all would have been better off if I'd spent my time on things that would be available and useful to everybody.

很明显，当你在开发市场方法和销售工具时，你的产品和公司将会因为你关注那些可以在整个销售渠道上广泛部署的方法而得到最好的服务——无论是直接的还是间接的。如果我把时间花在对每个人都有用的事情上，我们的情况会更好。

But is the converse true as well? What about time spent with the truly excellent salespeople?

但反过来也是正确的吗？与真正优秀的销售人员相处的时间呢？

Maybe it's because I've spent so much time in small companies, there are plenty of circumstances in which I've spent what I considered very profitable time with individual salespeople who are pleasant, helpful, and insightful. In my experience, these have also tended to be the most successful sales folks.

也许是因为我在小公司工作的时间太长了，在很多情况下，我都是和那些和蔼可亲、乐于助人、富有洞察力的销售人员一起度过我认为非常有利可图的时光。根据我的经验，这些人往往也是最成功的销售人员。

You could argue, then, that they don't need your help. Maybe. But, as a marketer, you still need to acknowledge that you might need their help for reviewing sales tools, great feedback, access to customers…and so on. Yes, there are plenty of reasons why you want and need to develop relationships with individual salespeople. And sometimes that will mean providing them with individual help. The good news? They're not the kind who'll ask for it unless they genuinely need it.

你可以说，他们不需要你的帮助。也许吧。但是，作为一名营销人员，你仍然需要承认，你可能需要他们的帮助来评估销售工具、提供良好的反馈、接触客户等等。是的，有很多原因可以解释为什么你想要和每个销售人员建立关系。有时这意味着要为他们提供个人帮助。这是好消息吗？除非他们真的需要，否则他们是不会开口的。

Of course, just as time spent helping out dunderheads detracts from working for the greater, common good, so does time spent working with the A students. So you have to be careful not to indulge yourself all that much.

当然，正如花在帮助笨蛋上的时间有损于为更大的共同利益而工作，花在与优等生一起工作

上的时间也是如此。所以你要小心，不要太放纵自己。

As for spending time wisely, like a lot of product managers, I've spent hours concocting presentations on demand, pitching in on last minute RFP responses, tweaking data sheets—so much easier now that everything's PDF'd rather than printed—when the same time could have been spent making sure that strong, current, baseline materials were made available in a shared space.

为了像很多产品经理那样明智的花费时间，我花了几个小时来演示需要，在最后一分钟确定对需求建议书的响应，调整数据表单-这是如此容易，现在所有都是 PDF 而不是打印出来的-在同一时间能够确保强大的，当前的基线材料在一个共享空间是可用的。

Just say "no" to creating a slight variation of the wheel every time a salesperson calls and asks you for something.

只要说"不"，在每次销售人员打电话向你要东西的时候，稍微改变一下方向盘就可以了。

Similarly, when you're eliciting feedback and product input from sales, it's better to hear from many voices, rather than respond to the bleating of the lone sales wolf whose input is colored by the last lost deal.

同样地，当你从销售中获得反馈和产品输入时，最好听到更多的声音，而不是对最后一笔失败的交易所扭曲的孤独的销售之狼的抱怨声做出回应。

But as a marketer, I really want to reserve some quality time with the quality salespeople.

但作为一名营销人员，我真的很想和高质量的销售人员一起度过一些有质量的时间。

RULE 7: Be able to articulate your distinctive competence. 能够清晰地表达你产品的独特能力。

So why, exactly, should someone buy your product as opposed to the other guy's?

为什么有人要买你的产品而不买别人的呢?

It may seem obvious that you need to be able to tell a prospect what's distinctive about you, but we often get caught up in just getting the features and benefits out there. Our product is really good, and we want everyone to know about it—so sometimes we forget to mention "why us." It's also easy to fall into the trap of picking up on some picayune feature that nobody cares about and making a big show about how and why this is a big differentiator. I've certainly done it: our product is the only one on the market that brings a smiley face up on each screen...the only one written in an obscure, arcane language...the only one that comes in a plain, brown wrapper. But a differentiated feature of your product, no matter how meritorious (or not) is NOT a distinctive competence.

很明显,你需要能够告诉一个潜在客户你的独特之处,但是我们经常陷入只是为了获得特征和利益。我们的产品真的很好,我们想让每个人都知道它——所以有时我们忘了提"为什么是我们"。"人们也很容易陷入这样的陷阱:挑出一些没人在乎的小特征,然后大肆宣扬它是如何以及为什么会有这么大的不同。"我当然这么做过:我们的产品是市场上唯一一款在每个屏幕上都有一个笑脸的产品......唯一一款用晦涩难懂的语言写的产品......唯一一款用普通的棕色包装纸包装的产品。但是,你的产品有一个与众不同的特征,不管它有多值得(或不值得),都不是一种独特的能力。

No, your distinctive competence is something that you genuinely excel at—and that

benefits your customer.

不，你与众不同的能力是你真正擅长的——这对你的客户有利。

We all know the standard ones: You're the most efficient, with the most streamlined service and support; you've got the most advanced, the very best product; you're the most in tune with your customers and what they actually want, need, and value.

我们都知道标准的:你是最高效的，拥有最精简的服务和支持;你们有最先进、最好的产品;你最能与你的客户保持一致，了解他们真正想要的、需要的和有价值的东西。

What might your distinctive competence be? Here are a few examples:

你的独特能力是什么?这里有几个例子:

• You may have deep-seated knowledge of an industry that enables you to develop products that solve vertical-specific problems in ways that generic, horizontal applications can't.

您可能对某个行业有很深的了解，这个行业使您能够开发出解决垂直特定问题的产品，而一般水平应用程序不能解决这些问题。

• Your engineering approach may enable you to react to customer requests and emerging requirements more rapidly than others.

您的工程方法可以使您比其他人更快地响应客户的请求和出现的需求。

• Your implementation team may be so proficient that they can easily and cost-effectively customize your application.

您的部署团队可能非常精通，他们可以轻松且经济有效地客制化您的应用。

• Your training approach may help your customers more easily "on-board" new

employees.

你的培训方法可以帮助你的客户更容易地"入职"新员工。

• Your automation strategy may let your customers painlessly and quickly purchase and implement new modules.

您的自动化战略可以让您的客户轻松快速地购买和实现新的模块。

Whatever it is, you need to know just what your distinctive competence is. And it should go without saying that it's reality-based. Prospects and customers will figure it out pretty quickly if you're blowing smoke here.

不管是什么，你需要知道你独特的能力是什么。不用说，它是基于现实的。如果你在这里把烟放起来，顾客和潜在顾客很快就会发现。

RULE 8：Your opinion, although interesting, is irrelevant 你的观点虽然有趣，但无关紧要

As marketers, we've all had to put up with the "everyone's an expert" syndrome, in which people feel free to second guess and take pot shots at everything we do.

作为营销人员，我们都不得不忍受"每个人都是专家"的综合征，在这种综合征中，人们对我们所做的每一件事都可以随意猜测和随意批评。

Unveil the new logo? Someone will hate it—and let you know.

新 LOGO 的公布于众？有人会讨厌它，并让你知道。

Name the new product? Guaranteed that someone will think the name is dumb—or inform you that they once had a dog with this name. (Come on, did someone really have

a dog named OmniCentraSolvAll?)

给新产品命名？保证有人会认为这个名字很蠢——或者告诉你他们曾经养过一只叫这个名字的狗。(拜托，真的有人养了只叫 OmniCentraSolvAll 的狗吗?)

Publish the list of new features? Why'd you pick those ones? Why didn't you use my suggestion?

发布新特征列表？你为什么选那些？你为什么不采用我的建议呢？

Color of the golf-outing t-shirt. Trade show graphics. Target market. Partner strategy.

高尔夫球衫的颜色。贸易展览的图片。目标市场。合作伙伴的战略。

Doesn't matter how strategic, how tactical, how important, or how trivial: People always second guess what Marketing does.

无论多么战略如何，战术如何，多么重要，或者多么琐碎：人们总是对市场营销所做的进行猜测。

In these circumstances, the rule about opinions holds.

在这种情况下，关于观点的规则是成立的。

But I have to add a big qualifier, because an informed opinion can be both interesting and relevant.

但是我必须添加一个大的限定词，因为一个有见地的观点是既有趣又相关的。

Sometimes the person with the informed opinion knows something you don't know. Or thinks about something in a way that you don't. Or just always seems worth listening to.

有时候，有见地的人知道一些你不知道的事情。或者以一种你不知道的方式思考某事。或者似乎总是值得一听。

With any luck, you'll know who the Informed Opinions are and include them somewhere in the process before decisions are made.

如果运气好的话，你会知道有见地的观点是谁的，并在决策之前将它们包含在决策过程的某个地方。

What can the Informed Opinion do for you?

有见地的观点能为你做什么？

It can save you from making a mistake.

它可以让你避免犯错。

You might have fallen in love with the new color scheme. Come on, who doesn't like avocado and harvest gold? The Informed Opinion might inform you that two of your closest competitors are using the same colors, and you don't want to look "me, too."

你可能已经喜欢上了新的配色方案。拜托，谁不喜欢鳄梨色和橄黄色呢？有见地的观点可能会告诉你，离你最近的两个竞争对手正在使用相同的颜色，你不想看起来是"我也是"吧。

UniCentraSolvAll may sound like a uniquely swell product name. Informed Opinion may be able to tell you that it's actually a heavily marketed pesticide in one country, or a product that in another country unclogs drains.

UniCentraSolvAll 听起来可能像一个独特的膨胀产品名称。有见地的观点可能会告诉你，这实际上是一个国家大力推销的农药，或者是另一个国家疏通下水道的产品。

You may have missed an important and compelling product feature, and Informed Opinion may be able to tell you what it is and why it's so important.

您可能已经错过了一个重要的和引人注目的产品特征，而有见地的观点可能能够告诉您它是

什么以及它为什么如此重要。

Of course, Informed Opinion's opinion is not so important if you've done your homework. But you can't think of everything, so it's always good to have a couple of trusted Informed Opinions you can count on.

当然，如果你做了功课，有见地的观点就不那么重要了。但是你不可能想到所有的事情，所以有几个你可以信赖的、有见地的观点总是好的。

As far as your own opinions go: Offer your opinions only when asked for them. Try to eradicate (or at least minimize) any after-the-fact sniping and second guessing. (You hate it when it's done to you!) And keep in mind that an opinion that's informed by facts and market information is genuinely valuable and generally welcomed.

至于你自己的观点：只在别人要求时才提出你的观点。尽量消除(或至少最小化)事后的中伤和猜测。(你讨厌别人这样对你!)要记住，一个由事实和市场信息组成的观点是真正有价值的，通常是受欢迎的。

RULE 9：The building is full of product experts. Your company needs market expert 大楼里到处都是产品专家。贵公司需要市场专家

There's nothing worse than a marketing person who knows little about the product they're marketing. Matters not whether you're "just" in Marcom; minimal fluency is required. The bar gets raised for Product Marketing and Product Management, of course.

没有什么比一个营销人员对他们营销的产品知之甚少更糟糕的了。你在传播中是否"感刚好"

并不重要；最低限度的流利是必需的。当然，产品营销和产品管理的门槛提高了。

But as the rule says: If you're in technology marketing: The building is full of product experts. Developers. Services folks. Sales engineers.

但正如规则所言：如果你从事的是技术营销，那么大楼里到处都是产品专家。开发人员。服务人员。销售工程师。

Nice if you can demonstrate your understanding of SOA, your appreciation of MDM, your giga-intimacy with bits, bytes, and all assortments of hertzes. What the company also (and really) needs from Marketing is insight on what's happening in the market.

如果您能够展示您对 SOA 的理解、您对 MDM 的欣赏、您对位、字节和所有类型赫兹的 giga-intimacy，那就太好了。公司在市场营销中真正需要的是对市场动态的洞察。

What's the competition up to? What trends—both technical and business—do you need to watch? What's up with the wonderful world of compliance and regulation? (Eek! It's everywhere.) What's going on in your verticals?

竞争对手在搞什么名堂?你需要关注哪些技术和业务趋势?合规和监管的精彩世界是怎么回事?(呀!到处都是)。你的垂直领域里发生了什么?

Not to mention what's lurking out there that might have an impact on your customers and prospects—and how they might benefit from your product at this particular time. And just how do those customers use your product? What connections are they making between the features and benefits? What are they asking for? What do they need that they aren't requesting?

更不用提潜在的可能会对你的客户和前景产生影响的因素——以及他们在这个特殊的时期

如何从你的产品中获益。那么这些客户是如何使用你的产品的呢?他们在特征和利益之间建立了什么联系?他们要什么?哪些是他们没有提出的需要?

Sure, it's great if you can read binary, but in the long run, your product is better off if you can read The Wall Street Journal.

当然，如果你能阅读二进制文件当然很好，但从长远来看，如果你能阅读《华尔街日报》，你的产品会更好。

RULE 10：Find market segments that value your distinctive competence 找到那些重视你独特能力的细分市场

I suspect that all marketers have, at some point, attempted to broaden their market to extend beyond whatever segment in which they find themselves. Sometimes this makes absolute sense. The problem occurs when you start convincing yourself that your offering—as is—will work for everybody.

我猜想所有的市场营销人员，在某种程度上，一直都试图扩大他们的市场，以超越他们所发现的任何细分市场。有时这是完全有道理的。当你开始说服自己，你的提议——即是——将适用于所有人时，问题就出现了。

At the macro level of "distinctive competence," you're not going to sell bleeding-edge technology into an industry where companies typically adopt new-fangled "stuff" with a five-year lag. You're not going to sell a costly, hands-on services model to a company that prides itself on do-it-yourself. You're not going to sell costly bells and whistles to a company that runs on shoestring margins.

在"独特的能力"这个宏观层面上，你不会把前沿技术卖给一个企业通常采用滞后 5 年的新"东西"的行业。你不会把一个昂贵的、亲自动手的服务模式卖给一个以 DIY 为傲的公司。你不会把那些昂贵的、花哨的东西卖给一家利润微薄的公司。

At the less-grand, micro level, "distinctive competence" may translate into a feature set (or singular feature) that is ideal for one market. So it's tempting to think that should at least be somewhat useful for other markets, as well.

在不那么宏大的微观层面上，"独特的能力"可能会转化为对一个市场来说是理想的特征集(或单一特征)。因此，它会诱导人们认为，这至少对其他市场也是有用的。

But unless that shiny new market really needs and wants what you have, heading down this path will only get you: more expense to attract fewer customers, longer sales cycles, more price resistance, and less satisfied customers. You name it; you'll find it when you drift into territory that doesn't value your distinctive competence.

但除非这个闪亮的新市场真的需要你所拥有的东西，否则沿着这条路走下去只会让你付出更多的代价来吸引更少的客户，更长的销售周期，更多的价格阻力，以及更不满意的客户。凡是你能说出的；当你进入一个不重视你独特能力的领域时，你就会发现它。

So before loping down the Boulevard of Broken Dreams, you owe your product a critical examination of just how and why someone wants and needs what you've got. Plain and simple, if you can't come up with an answer, those potential customers won't be able to either. Sure, you'll convince some of them to buy your wares by sheer force of will. But that's not the recipe for market success.

因此，在踏上梦想破灭的大道之前，你应该对你的产品进行一次批判性的检查，看看人们是

如何以及为什么想要和需要你所拥有的东西。简单明了地说，如果你想不出一个答案，那些

潜在的客户也不会知道。当然，你会说服他们中的一些人购买你的产品，完全是出于意志力。

但这并不是市场成功的秘诀。

You may, of course, be able to create that market success by altering, or perhaps even

just tweaking, your product. Just make sure that this is something you really want to do

(i.e., something that fits your strategy).

当然，你可以通过改变，甚至仅仅是调整你的产品来创造市场成功。只要确定这是你真正想

要做的事情(例如，它是适配你的战略的)。

Yes, focusing on your distinctive competence—or even on your simple, technical

differentiation—may mean that you find yourself in a niche. This is fine, if being a niche

player is what you really want to be. If not, find yourself a distinctive competence or

means of differentiation that won't relegate you to a niche.

是的，专注于你独特的能力——甚至是简单的技术差异——可能意味着你发现自己处于一

个利基市场。这很好，如果你真的想成为一个小众玩家的话。如果不是，那就为自己找一个

与众不同的能力或差异化的方法，这样你就不会被归入某个特定的领域。

Easier said than done, I know. But whoever said that product management was easy?

我知道，说来容易做来难。但是谁会说产品管理很简单呢?

RULE 11：Don't expect your sales channel to conduct win/loss analysis 不要期望你的销售渠道去做盈亏分析

I wish I had a Euro for every time I sat through a pipeline review meeting and, as last

month's hot prospects transitioned into the "L" column, asked the question "Why'd we lose?"

我希望我每次参加渠道审查会议时都能得到一欧元，因为上个月的火热前景进入到了"L"列，我问了这样一个问题:"我们为什么会输?"

I should have saved my breath. After all, just as the answer to "Why'd we win?" always turns out to be "superior salesmanship," the "Why'd we lose?" answer is invariably "Our price was too high," or "Our product stinks," or "They went with somebody else," or "They did nothing."

我应该省口气的。毕竟，就像"我们为什么会赢?"回答结果总是"出色的推销术"，"我们为什么会失败?"回答总是"我们的价格太高了"，或者"我们的产品太臭了"，或者"他们跟别人走了"，或者"他们什么都没做"。

Let's face it, it's just not in the nature of most salespeople to analyze why a sale did or did not happen. Plus, you want and need your salespeople to look forward, not backward.

让我们面对现实吧，大多数销售人员的天性是，他们不会去分析为什么销售发生了或者没有发生。另外，你希望你的销售人员向前看，而不是向后看。

So who does win/loss analysis—and how do you go about it?

那么，谁来做盈亏分析-你是怎么做的呢?

Ideally, your product marketing or product management team should conduct win/loss analysis. Alternatively, if you really think people are reluctant to be candid when talking with someone in-house, you should hire a third party.

理想情况下，你的产品营销或产品管理团队应该进行盈亏分析。或者，如果你真的认为人们

在与公司内部的某个人谈话时缺乏坦诚，你应该雇佣第三方。

Analysis should begin with a mini-debrief with the salesperson and (better yet) the sales engineer. An initial impression by those closest to the deal may yield a useful avenue for your questioning.

分析应该从与销售人员和(更好的)销售工程师的简短汇报开始。熟悉这笔交易的人的初期感觉可能会为你提供有用的提问渠道。

Prepare a specific list of questions—about your product, pricing, and process—to review with every prospect. If you have a complex sales process that involves many different people on the buying side—influencers, decision-makers, purchasers—try to talk to several of them. Realistically, this isn't always feasible—especially after a loss. And remember that a good, candid conversation with your prime sponsor is worth plenty; so don't get greedy.

准备一份具体的问题清单——关于你的产品、价格和流程——与每一位潜在客户一起回顾。如果你有一个复杂的销售过程，其中在购买方面包括许多不同的人——有影响力的人，决策者，采购员——试着和他们中的一些人交谈。实际上，这并不总是可行的——尤其是在丢单之后。记住，与你的主要客户进行一次良好、坦诚的对话是很有价值的;所以不要贪心。

Beyond specific questions about product, pricing, and process, try to flat out ask lost customers the following questions: What we could have done better? What would it have taken to win? Where did the competition outshine us? For a win, ask those same questions about the competitor.

除了关于产品、定价和流程的具体问题外，试着向失去的客户提出以下问题:我们本可以做

得更好的是什么?怎样才能赢?竞争对手在哪些方面让我们相形见绌?如果你想赢，那么，就去问这些和竞争对手有关的相同问题。

Win/loss conversations should be brief (no more than 10-15 minutes), and they should take place within a week or two after the decision is made. Conversations are ideal, but email response works just fine.

盈亏的对话应该简短(不超过 10-15 分钟)，并且应该在做出决定后的一两周内进行。对话是理想的，但电子邮件回复也可以。

It goes without saying that the information should be kept in some sort of a system—and in a systematic fashion—so that you can make some sense of it as a whole and not just look at disparate information points. This analysis is not all that easy to do when you're looking at subjective information, but there's no point in collecting win/ loss data unless you're planning to draw general inferences.

毫无疑问，信息应该以某种系统的形式保存，这样你就能从整体上理解它，而不是仅仅关注不同的信息点。当您查看主观信息时，这种分析并不是那么容易做到的，但是除非您计划得出一般的推论，否则收集盈亏数据是没有意义的。

Here are some ways your win/loss analysis can help you:

这儿有一些可以帮助你做盈亏分析的方法:

• Determining which features you need to add to your product

确定需要向产品添加哪些特征

• Refining your pricing

改善你的定价

• Shaping your marketing message

塑造你的营销信息

• Homing in on a more sharply defined target market

瞄准一个定义更为明确的目标市场

• Improving your sales and marketing processes

改进你的销售和营销流程

Yes, lots of good things can and will come from win/loss analysis. Just don't ask your sales

folks to do the heavy lifting for you.

是的，很多好的事情能够并且将来自盈亏分析。只要不用让你的销售人员帮你做繁重的工作。

RULE 12：The answer to most of your questions is not in the building 你大部分问题的答案都不在大楼里

During the dot.com era, I worked for a large Internet Services Provider (ISP) where rank-and-file marketing people rarely had access to customers and prospects. I had come there from a small software company, where I went regularly on sales calls and frequently spoke with customers, so I knew I was missing something.

在互联网时代，我曾在一家大型互联网服务提供商(ISP)那里工作，那里的普通营销人员很少能接触到客户和潜在客户。我从一家小型软件公司来到这里，在那儿的时候，我定期接到销售电话，并经常与客户交谈，因此我知道我错过了一些东西。

In my three years with the ISP, I went on a handful of calls. Our sales model was multi-layered, and there were often three or four folks just from Sales on every call. No room

in that clown car for another body! If Sales brought another body along, it was typically a technical expert or a product manager.

我在 ISP 工作的三年中，我接过几次电话。我们的销售模式是多层次的，通常每个电话都有三四个来自销售的人负责。小丑车里容不下另一具尸体!如果销售人员带来了其他人员，那通常是技术专家或产品经理。

During those years when I was starved for the outside perspective, I did participate in many events, speaking on behalf of the company, so I was able to have some interaction with customers and prospects. But it was way too limited. I also met often with industry analysts—another good source of insight and information. But I really missed customer and prospect interaction.

在那些渴望外部观点的日子里，我确实参加了许多活动，代表公司发言，因此我能够与客户和潜在客户有一些互动。但它太有限了。我还经常与行业分析师会面——这是另一个很好的洞察力和信息来源。但我真的很怀念与客户和潜在客户的互动。

Several times I created customer surveys, but was not allowed to speak with customers directly; I had to go through multiple layers of the customer support organization.

有几次我创建了客户调查，但不允许直接与客户交谈；我必须经历客户支持组织的多个层次。

All in all, it made for a very high frustration level, in which I always felt I had my nose pressed up against the window glass—able to see, but not communicate with the world outside.

总而言之，这导致了一种非常高的挫败感，在这种感觉中，我总是觉得自己的鼻子紧贴在玻璃上——能看见东西，但无法与外面的世界交流。

Fortunately, I developed good relationships with enough of the technical sales folks and sales engineers to get my questions answered. But it was not really the same as building good relationships with customers or hearing first-hand what prospects were saying.

幸运的是，我与足够多的技术销售人员和销售工程师建立了良好的关系，我的问题得到了回答。但这与与客户建立良好的关系或直接听取潜在客户的意见并不是一回事。

You really do need to get out of the building to truly understand how people use your products and services and to appreciate the benefits they derive. You need to get out there to see which parts of your message customers respond to and which parts draw blanks—or leave them cold.

你真的需要走出大楼，真正了解人们如何使用你的产品和服务，并欣赏他们获得的好处。你需要走出去，看看你的信息的哪些部分会得到客户的回应，哪些部分会让他们感到空白，或者让他们感到寒冷。

Obviously, you also need to stick your head out to get a sense of what's happening in the economy and technology—both in general and with your industry, your market, and your competition, in particular. (Thankfully, the Internet gives us all the chance to get our heads a bit out there.)

显然，你还需要伸出你的头去了解经济和技术正在发生的变化——总体上是什么，特别是你的行业，你的市场，你的竞争对手。(值得庆幸的是，互联网给了我们所有的机会，让我们的头脑有点清醒。)

None of this is to say that there's not important "stuff" that you can and should find out within your own four walls. There are definitely people who know things, and you should

know who they are and how to tap them. But, when it comes right down to it, there's really just one question that can only be answered inside the building, and that's "How does it work?" For everything else, you need to look outside.

这并不是说没有重要的"东西"是你可以而且应该在自己的四壁之内发现的。肯定有人知道一些事情，你应该知道他们是谁，如何利用他们。但是，当一切尘埃落定的时候，只有一个问题只能在建筑内部回答，那就是"它是如何工作的?""对于其他事情，你需要向外看。

RULE 13：Every "product" needs a product manager and a business case 每个"产品"都需要一个产品经理和一个商业案例

In my experience, most B2B technology companies do see that all their products have a product manager. Sometimes the product manager winds up with multiple products—which is okay if they're on the smallish side and in the same family. If the products are on the biggish side and not well related, it can lead to product attention deficit disorder. But, fortunately, most products tend to have product managers.

以我的经验，大多数 B2B 的技术公司确实能确保他们所有的产品都有一个产品经理。有时候，产品经理会开发多个产品——如果这些产品都很小，而且属于同一个家族，那也没关系。如果产品偏大，没有很好的相关性，就会导致产品注意缺陷障碍。但幸运的是，大多数产品都有产品经理。

But those business cases...

但是，那些商业案例……

Products start out in many ways.

产品从很多方面开始。

Sometimes (especially in the software industry) they get developed by someone who thinks it's a good idea and just goes ahead and does it. If that's the case, the product manager may be tasked with creating a business case after the fact, trying to figure out the positioning and all that other good stuff that should have been determined before the product was created.

有时候(尤其是在软件行业)，有些人认为这是一个好主意，然后就去做了。如果是这样的话，产品经理的任务可能是在事后创建一个商业案例，试图找出定位和所有其他在产品创建之前就应该确定的好东西。

Sometimes a product starts out with a business case, but it never really gets evaluated—let alone updated. And if you don't bother to regularly update your product's business case—or create it anew—you run into a lot of dangers:

有时一个产品从一个商业案例开始，但是它从来没有得到真正的评估——更不用说更新了。如果你不定期更新你的产品的商业案例，或者不创建一个新的案例，你就会遇到很多危险:

• Missed market opportunities

错过市场机会

• Missed product enhancement opportunities

错过产品优化的机会

• Pricing that leaves $$$ on the table

失去某些利润的定价

• Putting too many resources on Product X and too few on Product Y

在产品 X 上投入了太多的资源而在产品 Y 上投入了太少的资源

• Hanging on to a product that really should be on an end-of-life path

紧紧抓住一个产品不放，而这个产品真的应该到了生命之路的尽头

We all know how easy it is to keep chugging along, doing the same thing quarter after quarter, year after year. If you're a product manager, you probably know this drill by heart. You do your job. You cover all the bases: product requirements, project plan, documentation, product launch, sales tools, sales training, marketing programs, etc.

我们都知道，一个季度又一个季度、一年又一年地做同样的事情是多么容易。如果你是一名产品经理，你可能已经烂熟于胸。你做你的工作。你涵盖所有的基础：产品需求、项目计划、文档、产品发布、销售工具、销售培训、营销方案等。

It's so darned easy never to take the time to critically examine your product's raison d'etre—and really figure out if there's enough raison to keep the d'etre going.

这是如此的容易，从来没有花时间来批判性地检查你的产品存在的理由，并真正弄清楚是否有足够的理由来保持存在。

Product managers, it's never too late.

产品经理们，永远不会太迟。

If you have products with a business case covered by a spider web, it's time to create a new one. You may have some tiny little fear that a business case will end up putting your product out of business and your job at risk.

如果你的产品有一个被蜘蛛网覆盖的商业案例，那么现在就可以创建一个新的案例了。你可

能会有点担心，一个商业案例会让你的产品失去市场，让你的工作面临风险。

Truly, this is a remote possibility; and, in fact, the best way to make sure it doesn't happen is to ensure that the product(s) you manage have a strong business case behind them.

确实，这是一种遥远的可能性;事实上，确保这种情况不会发生的最好方法是确保你管理的产品背后有强大的商业理由。

As the saying goes, the unexamined life is not worth living; and, in the end, the unexamined product is not worth managing.

俗话说，混混噩噩的生活不值得过；最后，未经检验的产品不值得管理。

RULE 14：Look for opportunities to deliver the remarkable
寻找机会实现卓越

I confess: When I first saw Pragmatic Marketing's word remarkable, my initial thought was, "Is this one of those annoying words like passionate and personal brand that pop up from time to time to test my gag reflex?"

我承认:当我第一次看到实务营销这个词的时候，我最初的想法是，"这个词是不是像激情和个人品牌这样让人讨厌的词，时不时地冒出来测试我的呕吐反射?"

But that first thought was fleeting.

但第一个念头转瞬即逝。

As product marketers and product managers, we should want to deliver the remarkable in whatever we do. Think about it for a minute.

作为产品营销人员和产品经理，我们应该想要在我们所做的任何事情中传递卓越。想一下。

If you settle for "good enough" in your product and don't include at least a few "nice to have" goodies, your customers will greet the new release with "It's about time!" And your prospects will greet the product with "Big deal—now you have what everyone else does."

如果你在你的产品中满足于"足够好"，而没有包括至少一些"很好"的东西，你的客户将会以"是时候了!"来回应新产品。你的潜在顾客会对你的产品报以"没什么大不了的——现在你有了别人都有的东西。"

Is this the type of response you want?

这是你想要的回应吗?

No, you want your customers and prospects to have some sense of delight—something they hadn't thought of...something that's a bit out of the ordinary...something they'll find really useful, or at least interesting.

不，你希望你的客户和潜在客户有一些愉悦感——一些他们没有想到的东西......一些与众不同的东西......一些他们会发现真正有用的东西，或者至少是有趣的东西。

It could be something as simple as a last-minute time- or troublesaving feature. Maybe it's a smooth integration with an application everyone in your target industry's using. Maybe it's something all-new, first-ever, state-of-the-art—that everyone will soon clamor to own. Your remarkable "thing" could be a couple of hours of installation support thrown in—not because installation is such a bear, but because every environment's different and anything can happen. Remarkable can be extending the number of seats the license will support.

它可以是像最后一分钟的时间-或麻烦的特征一些简单的东西。也许这是一个与目标行业中

每个人都在使用的应用程序的顺利集成。也许这是一种全新的、史无前例的、最先进的东西，每个人不久都将争相拥有。您的非凡的"事情"可能是几个小时的安装支持抛出—不是因为安装是这样棘手的事，而是因为每个环境都是不同的，任何事情都可能发生。值得注意的是，可扩展的许可证将支持席位的数量。

You can be remarkable in your sales process by really and truly listening to what your prospects and customers are saying, and responding to them. You can be remarkable in your customer service process with a check-in phone call to follow up on whether or not last week's problem has been resolved. Don't forget the finance side of things, either. A lot of customers would find it quite remarkable if you contacted them to let them know you've discovered an overcharge, or that more attractive financing is available.

你可以通过真正地倾听你的潜在客户在说什么，并对他们做出回应，从而在你的销售过程中脱颖而出。你可以通过打电话询问上周的问题是否已经解决，从而在客户服务过程中表现出色。也不要忘记财务方面的事情。如果你联系他们，让他们知道你发现了他们的费用超支，或者有更有吸引力的获利渠道，很多客户会觉得这很了不起。

It's a tough world out there. In order to get noticed—and to win business—you need to do something to stand out. And it really doesn't have to be all that remarkable—just something simple for which your customers and prospects will love you.

外面的世界很残酷。为了得到关注，为了赢得生意，你需要做些什么来脱颖而出。它真的不需要那么了不起——只是一些简单的东西，你的客户和潜在客户会喜欢你。

RULE 15：With positioning, the focus is on what we do for the buyers 对于定位，重点是我们为买家做什么

We love our products.

我们热爱我们的产品

We're proud of who we are and how we got here.

我们为自己感到骄傲，为我们如何走到今天而自豪。

Yes, yes, yes...we know what went into developing them.

是的，是的，是的……我们知道开发它们的过程。

We want everyone to know about all the cool features.

我们希望每个人都知道所有的酷功能。

But before we get too carried away, let's focus on messaging that's relevant to the people

who are actually going to buy the product.

但在我们过于兴奋之前，让我们先关注一下与实际购买产品的人相关的信息。

This rule is really resonating with me these days. I'm working with a new client, and there's

a part of their history of which they are rightfully quite proud. In fact, they're so proud of

it, that they pretty much lead off with it. Which would be fine and dandy—except that

this little piece of information (which looms so mightily for "us") is stunningly irrelevant to

the customers they're trying to attract.

这条规则最近真的引起了我的共鸣。我在和一个新客户打交道，他们有一段历史值得骄傲。

事实上，他们为此感到非常自豪，他们几乎都是这样开始的。这将是很好的和时髦的-除了

这一小块信息(对"我们"来说是如此重要)与他们试图吸引的客户是惊人的无关。

At best, it's of passing interest—like finding out that the woman in the next office was an Olympic pairs skater, or that the sales guy you did booth duty with at the tradeshow is related to the almostfamous actor with the same last name.

最好的情况下，这只是一种临时的兴趣——比如发现隔壁办公室里的女人是奥运会双人滑冰选手，或者发现你在展会上负责展台的销售人员与一位姓相同的几近成名的演员有血缘关系。

So, when you're positioning your product, lead with what's important to the person who might be writing the check, not with what's near and dear to you.

所以，当你在定位你的产品时，要把重点放在对可能买单的人来说重要的东西上，而不是对你来说最珍贵的东西。

I am not, by the way, advocating for positioning that excludes what the product actually does. I'm a strong believer that good positioning includes not just what a product does for the buyer, but what it does, period. I absolutely hate reading about how a product saves time and money, increasing your bottom line—and coming away without knowing whether we're talking about accounting software or a Ginsu knife.

顺便说一下，我并不是在提倡排除产品实际功能的定位。我坚信，良好的定位不仅包括一个产品能为买家做什么，还包括它在某一时期能做什么。我非常讨厌读到关于一个产品如何节省时间和金钱，提高你的底线，以及在不知道我们谈论的是会计软件还是忍者刀的情况下离开。

So save the off-message information for footnotes, conversation, or company background.

所以，把无关紧要的信息作为脚注、谈话或公司背景。

Yes, it's interesting that your founder won the Pulitzer Prize. That your product was originally built to count hula hoops. That corporate headquarters is located in the old mill where Civil War muskets were manufactured. Nice to know…just not need to know.

是的，你的创始人获得了普利策奖，这很有趣。你的产品最初是用来数呼啦圈的。公司总部位于制造内战步枪的老工厂。很高兴知道…只是不需要知道。

Obviously, no one is going to make the positioning mistake of telling the audience what's in it for the company selling the product ("We need this product to be a success so that we can stay in business!"). But it's pretty easy to slip into talking about what's of most interest to us, rather than to focus on what the customer really wants to learn.

很明显，没有人会犯这样的定位错误:告诉受众，公司销售产品有什么好处("我们需要这个产品取得成功，这样我们才能继续经营下去!")但是很容易陷入谈论什么是我们最感兴趣的，而不是关注客户真正想学什么。

Sure, there are two sides to every transaction, and the buyer knows that there's something in it for us. But let's face it; all buyers really want to know what's in it for them.

当然，每一笔交易都有两面性，而且买主也知道其中有我们的好处。但让我们面对它;所有的买家都想知道他们从中得到了什么。

RULE 16：Positioning should be complete before you start developing 在开始开发之前，定位应该完成

Anyone who has spent more than a few days in technology product management,

product marketing, or development is familiar with that scariest of creatures: The Continuously Morphing Set of Requirements.

任何在技术产品管理、产品营销或开发方面花过几天时间的人都熟悉最可怕的东西:不断变化的需求集。

Everyone can be guilty of feeding this particular beast by coming up with a last-minute feature request. Even if you have stellar positioning, you still might have light bulbs go off in your head right up until the second the product is supposed to ship. But if you have solid positioning completed before product development begins, you should face no major surprises, because you will already have considered:

每个人都可能因为在最后一刻才提出特征请求而感到内疚。即使你有很好的定位,你的脑子里可能还是会一直闪着灯泡,直到产品交付的那一刻。但是,如果你在产品开发之前就已经有了坚实的定位,就不应该面临太大的意外,因为你已经考虑过了:

• Who exactly will be using this product?

究竟谁将使用这种产品?

• How many different constituencies are there (worker-bees, managers, partners, customers of your customer, etc.)?

有多少不同的支持者(工人、经理、合作伙伴、客户等等)?

• For what specific purpose will each of these groups be using the product?

这些小组使用产品的具体目的是什么?

• What does each of these groups need in order to truly adopt the product?

为了真正采用该产品,这些团体中的每一个需要什么?

• What does each of these groups need in order to derive maximum benefit from the product?

为了从产品中获得最大的利益，每个组需要什么？

• How will the product be deployed?

产品将如何部署？

• How will the product be sold?

产品将如何销售？

• What does each channel need to effectively sell the product?

每个渠道需要什么来有效地销售产品？

• Who will be implementing this product?

谁将实现这个产品？

• What do they need to easily deploy it?

他们需要什么来轻松部署它？

• Who will be supporting this product?

谁将支持这个产品？

• What do they need to effectively support the product?

他们需要什么来有效地支持产品？

• Where will this product be available?

这个产品在哪里可以买到？

• Are there any regional/country differences to consider?

有什么地区/国家的差异需要考虑吗？

• Etc.

等等

This list might seem "duh-simple," but you'd be surprised at the "must-have" requirements that show up at the last minute if you haven't answered them.

这个列表可能看起来"非常简单"，但是如果你没有回答的话，你会对最后一刻出现的"必须具备"的需求感到惊讶。

If you haven't thought about your sales force, you may forget to mention to the developers that you need a web-accessible demo. That decision to market overseas may have significant implications. You may not have considered the possibility that management doesn't want to use the product every day, but still wants to see high-level information on a dashboard.

如果您还没有考虑到您的销售团队，您可能会忘记向开发人员提及您需要一个可通过 web 访问的演示。将产品推向海外的决定可能会产生重大影响。您可能没有考虑到这样一种可能性：管理层不想每天都使用产品，但仍然希望在仪表板上看到高级信息。

The more precisely you've defined your positioning, the less likely you are to have any last-minute surprises—or even post-lastminute surprises, when you've launched the product, only to find it comes up short for any number of reasons. Reasons that you could have easily avoided if only you'd answered all the questions!

你对自己的定位越精确，你就越不可能在发布产品的最后一分钟，甚至是最后一分钟后，发现自己的产品因为各种原因而无法达到预期效果。这是因为，如果你回答了所有的问题，你可以很容易地避免这些!

RULE 17: You need a positioning document for each type of buyer　你需要为每种类型的购买者做一个定位文档

In the dawn of technology marketing, we spoke "techinese," emphasizing features and often forgetting the benefits.

在技术产品营销的初期，我们说的是"技术术语"，强调的是特征，却常常忘记了利益。

Then someone uttered those immortal words, "People don't buy features; they buy benefits." So we were off to the races with benefits statements.

然后有人说出了那句不朽的话:"人们并非购买特征，而是购买利益。"所以我们带着利益声明出发了。

Unfortunately, all benefits statements started to sound alike: Use our product to save time and money, increase productivity, and grow your revenues. You could read these benefits statements and come away with no idea whatsoever whether someone was trying to sell you a mainframe or a spreadsheet.

不幸的是，所有的利益声明听起来都很相似：使用我们的产品可以节省时间和金钱，提高生产力，增加收入。你可能读了这些利益声明，却不知道这些人是想卖给你主机还是电子表格。

This all came about because, as marketers, we often fail to think through exactly who our buyers are—especially in terms of all the various constituencies who might be involved in a purchase decision.

这一切都是因为，作为市场营销人员，我们常常不能准确地考虑我们的购买者是谁——尤其是考虑到所有可能参与购买决策的不同群体。

We jumped from thinking only about the techies and their need to know the gritty

product details, to thinking only about the illustrious "C-level" exec who just wants to know the ROI.

我们从只考虑技术人员和他们对产品细节的需求，跳到只考虑只想知道投资回报率的著名"C 级"高管。

With individual positioning work, you'll have the essential messages you need to communicate about your product and its value to all of your audiences.

通过对个体的定位工作，您将获得必要的信息，以便向所有受众传达关于产品及其价值的信息。

• For the technology buyer, go heavy on the features and technical details. By the time they're looking at your product, these buyers have often already made the decision to buy something. They need to know what differentiates your product from the pack. Sure, they want to know how your features translate into benefits, but mostly, they want to know how it works, what it's made of, and what it's going to take to implement and support. When they're thinking benefits, they're probably looking for what they need in order to sell up the chain in their organization.

对于技术型购买者来说，他们着重于功能和技术细节。当这些购买者看到你的产品时，他们通常已经决定要买什么了。他们需要知道你的产品和其他产品有什么不同。当然，他们想知道你的特征是如何转化为利益的，但更重要的是，他们想知道它是如何工作的，它是由什么组成的，以及它将如何实现和支持。当他们考虑利益的时候，他们可能在寻找他们需要的东西，以便在他们的组织中销售。

• End users mostly want to know what your product does for them, how it's going to

change the way they work, and how easy it's going to be for them to learn to use. And just like misery, end users love company: They want to know who else is using your product.

终端用户大多想知道你的产品能为他们做什么，它将如何改变他们的工作方式，以及他们学习使用它有多容易。就像痛苦一样，终端用户喜欢同伴：他们想知道还有谁在使用你的产品。

• Managers may not need all the details that the tech buyer and end user do, but they still need info on how your product is going to make life better for their people and for them. It's at this level that the positioning starts shifting gears from being predominantly feature-oriented to a bit more benefits-oriented.

经理们可能不需要技术购买者和终端用户需要的所有细节，但他们仍然需要你的产品如何让他们的员工和他们自己更精彩的信息。正是在这个层次上，定位开始从主要面向功能转向更面向利益。

• For the executive/economic buyer, your positioning moves squarely into the benefits camp. But you still need to ensure that the positioning communicates what the product is and does, since even the most hands-off execs need to know whether they're okaying the purchase of accounting software or a storage drive.

对于高管/财务购买者来说，你的定位完全是为了利益。但你仍然需要确保这个定位传达了产品是什么，做了什么，因为即使是最不干涉的高管也需要知道他们是否同意购买会计软件或存储驱动器。

• Don't forget vertical positioning, either. Most industries have their own peculiarities and lingo.

也不要忘记垂直定位。大多数行业都有自己的特点和行话。

Having these positioning documents on hand saves you a lot of effort when you're creating sales tools, collateral, and program material. You'll know what to say, and you'll make sure you're saying the right thing to the right people.

有了这些定位文档，在您创建销售工具、附属品和方案材料时，可以节省大量的工作。你会知道该说什么，你会确保你对正确的人说正确的事。

RULE 18：Name the product　after positioning is finished 定位完成后再给产品命名

Given that you want your product name to resonate in some way, this is a good rule of thumb.

如果你想让你的产品名称在某种程度上产生共鸣，这是一个很好的经验法则。

With your positioning complete, you realize which attributes of your product are the most compelling, so you can craft a product name that speaks to those attributes. Is your product all things to all people? Are you most psyched about how environmentally friendly it is? How about "Green Thang"? (Okay, that's terrible, but you get the point.)

定位完成后，你就会意识到您的产品的哪些属性是最吸引人的，因此你可以创建一个与这些属性相对应的产品名称。你的产品适合所有人吗?你最喜欢的是它的环保程度吗?"Green Thang"怎么样?(好吧，这很糟糕，但你明白我的意思。）

Whatever product name you choose, keep in mind product naming isn't nearly as important or essential for technology products as it is for consumer products. You brush

with Crest toothpaste, not P&G.

无论你选择什么产品名称，记住，科技产品名称的重要性和必要性远不如对消费品的重要性和必要性。你用的是佳洁士牙膏，而不是宝洁。

Many B2B technology products are referred to by the company name, not by the specific product name (for example, many people say "Oracle" when asked what database they use). So you don't always have to spend a lot of money and effort coming up with perfect names, when what you really want to do is promote your company name as your brand. Sure, there are exceptions— Microsoft Office, Outlook, Word, Excel, and PowerPoint come to mind—but what matters most is your company name.

许多 B2B 技术产品是通过公司名称而不是具体的产品名称(例如，当被问及他们使用什么数据库时，许多人说"Oracle")。所以，当你真正想做的是把公司的名字作为你的品牌来推广时，你不必总是花费大量的金钱和精力来想出完美的名字。当然，也有例外——你会想到微软办公软件、Outlook、Word、Excel 和 PowerPoint——但最重要的是你的公司名称。

Another thing to consider—and I'd recommend this for anybody who thinks they're ever going to have more than one product to name: Create an overall naming architecture and set of guidelines. Maybe all products will start with the Company Name, followed by a straightforward expression of what the product is or does:

另一件需要考虑的事情是——我建议那些认为他们将有不止一个产品需要命名的人这样做：创建一个整体的命名体系结构和一组指导原则。也许所有的产品都会以公司名称开头，然后简单地说明产品是什么或做什么：

• Acme Accounting Software

- Acme HR Software

Maybe it's Company Name, followed by something that combines an element of what

the product is, as well as an associated attribute.

可能是公司名称，然后是某个组合了产品元素和相关属性的东西。

- Acme Accounting Excellence

- Acme HR Excellence

Or vice versa:

反之亦然:

- Acme Excellence for Accounting

- Acme Excellence for HR

While you're at it, figure out how you're going to handle versioning, "special editions,"

and any other rules you want observed (for example, don't use two of the same vooweels

together in the same word).

在此过程中，要弄清楚如何处理版本、"特殊版本"和任何其他您希望遵守的规则(例如，不要

在同一个单词中同时使用两个相同的 vooweels)。

If you've got all this codified ahead of time, people will spend a lot less time agonizing

over names.

如果你提前把这些都整理好了，人们就不会花那么多时间纠结于名字了。

RULE 19：Provide collateral, tools, and programs to support each step in the sales cycle 提供材料、工具和方案来支持销售周期中的每一步

Early in the sales cycle, a prospect needs to know the basics about your product and company— enough to help establish interest (theirs) and credibility (yours). Period. Dangle a case study in front of them. If they bite, great! You've moved them a little further along.

在销售周期的早期，潜在客户需要了解你的产品和公司的基本情况——这足以帮助他们建立兴趣(他们的)和信誉(你的)。在此期间。在他们面前拿出一个案例进行研究。如果它们咬钩，太棒了!你把它们往前再移一点。

Thinly veiled sales pitches can go out in the second wave. But you might want to reserve a really meaty whitepaper—one that digs into industry and/or technology trends and downplays the product stuff—for someone who's demonstrated serious interest. (If you have such a whitepaper, you probably paid plenty for it and should use it judiciously—this goodie is worth something)

不加掩饰的推销说辞可能会在第二波浪潮中消失。但你可能会想要为那些真正感兴趣的人保留一份内容丰富的白皮书——一份深入行业和/或技术趋势，并对产品内容轻描淡写的白皮书。(如果你有这样一份白皮书，你可能已经花了很多钱了，你应该明智地使用它——这份好东西是有价值的)

Nitty-gritty product info should be available to the serious tech buyer. Within reason, you'll have a lot of this material on your website as downloads, but you might want to

reserve highly detailed information for prospects that are fairly far along in the sales cycle—and have the salesperson send it, or make it available via special download.

详细的产品信息应该提供给认真的技术购买者。在合理的范围内，你会在你的网站上有很多这样的资料作为下载，但是你可能想要为销售周期相当长的潜在客户保留非常详细的信息——让销售人员发送它，或者通过特殊的下载提供它。

As you move forward in the sales cycle, you'll want to introduce tools and collateral that help the ROI cause, provide customer testimonials, explain implementation, etc. At this point, prospects have a need to know and need to use.

当你在销售周期中前进时，你会想要引入工具和材料来帮助 ROI 的产生，提供客户证明，解释实施，等等。在这一点上，预期有必要知道和需要使用。

For heaven's sake, don't send out the whizbang PowerPoint until you're scheduled to walk through it in a virtual meeting (maybe not even then). You can always email the file to the prospect after the presentation.

看在上帝的份上，在你被安排在一次虚拟会议上展示之前，千万不要发送出"奇迹般"的ppt(也许那时候还没有)。你可以在演示结束后将文件通过电子邮件发送给潜在客户。

When meeting in person, some people like to distribute presentation copies beforehand; others like to distribute them after the fact. I'm for giving them out after the fact, preferring to turn a presentation, wherever possible, into a two-way conversation, rather than a slide read-along. And make sure that the slides are annotated, so that someone who wasn't at the presentation is not reading a page that says only:

当面见面时，有些人喜欢事先分发演示文稿；其他人喜欢在事后分发。我更倾向于在演示结

束后再发出文稿，尽可能地将演示转换成双向对话，而不是幻灯片阅读。确保幻灯片上有注释，这样那些没有参加演讲的人就不会读到只有以下内容的页面:

• It's big. • It's wonderful. • You'll like it.

With notes, they can read the fine print and understand what point you're trying to make.

有了注释，他们就能读懂细则，明白你想表达的意思。

Whether you work at a small or large company, there's always the temptation to shoot out all the collateral at once. Take one of everything! Don't we have a lot of neat stuff for you? And now, of course, we have a tendency to put all that stuff up on the website and let prospects download whatever they want. Unfortunately, those prospects could get overwhelmed and/or not read much of anything. So, it's really best to reserve some bits of information that your salespeople can send out at different points in the cycle (following a roadmap for what-goes-where-when that you provided).

无论你是在大公司还是小公司工作，总是有一种冲动，想要一下子把所有的材料都拿出来。每样东西都拿一个!我们不是有很多很棒的东西给你吗?现在，当然，我们倾向于把所有的东西放在网站上，让潜在客户下载他们想要的任何东西。不幸的是，这些潜在客户可能会被淹没和/或没有读太多东西。所以，最好是保留一些信息，以便销售人员在销售周期的不同阶段发送出去(根据您提供的路线图，了解您将在何时何地发送哪些信息)。

Similarly, your marketing programs—tradeshows, seminars, webinars, direct marketing, blogs— should be used for different purposes and at different times in the cycle. But don't forget, many programs can serve multiple purposes: If you're going to a tradeshow, you're probably trolling for leads, but don't forget that it's a good opportunity to set up

face-time with customers who'll also be attending.

类似地，你的营销方案——贸易展、研讨会、网络研讨会、直销、博客——应该用于不同的

目的和周期的不同时间。但别忘了，很多项目都有多种用途：如果你要参加一个展会，你可

能在寻找线索，但别忘了，这是一个与同样参展的客户见面的好机会。

B2B technology sales don't tend to occur as one-shot events. They take time. And during

that time, you want to make sure that you have something more to say or do than have

your sales folks on the phone asking, "Have you made your decision yet?"

B2B 技术型产品的销售往往不是一次性完成的。他们需要时间。在这段时间里，你要确保你

有更多要说或要做的事情，而不是让你的销售人员在电话里问:"你做决定了吗?"

RULE 20：The market-driven　product manager should be the final authority on what goes into the product　市场驱动的产品经理应该是产品的最终权威

While this should be the most obvious of rules—after all, someone has to be the final

authority on product requirements—the operative term here is market-driven.

虽然这应该是最显而易见的规则——毕竟，必须有人是产品需求的最终权威——但这里的

有效术语是市场驱动的。

Take it from someone who's been both a product manager and a marketdriven product

manager, there's a world of difference between the two.

从一个产品经理和一个市场驱动型产品经理的经验来看，这两者是有天壤之别的。

The plain-old product manager serves a very valuable function, making sure that the

requirements are nailed down; keeping a product release on track; knowing at any given time just where things stand with development, QA, documentation, packaging, manufacturing, production, training, marketing, support, sales, etc. The product manager knows who the customers are—and who they aren't. The product manager gets to buy all those bubblegum cigars for launch date—"It's a product!"

普通的产品经理起着非常重要的作用，确保需求被确定下来；保持产品发布在正轨上;随时了解开发、QA、文档、包装、制造、生产、培训、市场、支持、销售等方面的情况。产品经理知道谁是客户，也知道谁不是。产品经理可以为了上市日期买到所有的泡泡糖雪茄——"这是一个产品!"

Sounds pretty good, no?

听起来相当不错，不是吗?

But here's where life is not so good for the non-marketdriven product manager: He or she may have made sure the requirements were nailed down, but they're not likely the one who actually did the nailing.

但是，对于非市场驱动的产品经理来说，情况就不那么好了：他或她可能确信需求已经被确定，但他们又不太可能是真正负责确定的人。

Absent strong awareness of the market—the kind that comes from knowing your customers, industry, product domain, competition, and business and technology environments—a product manager will almost invariably give in to the loud-mouth/know-it-all brigade—developer, salesperson, or anyone else who is willing to voice a strong opinion .

缺乏强烈的意识去了解客户的市场类型，行业，产品领域，竞争，以及商业和技术环境，一个产品经理将几乎总是屈服于大嗓门/自以为无所不知的人-开发，销售人员，或其他任何愿意发出强烈观点的人。

The product manager in this scenario is really a glorified project manager—the keeper of the Gantt charts, spreadsheets, and schedules—but not the person who truly "owns" the product. That is, until the product meets with some market resistance. Then, you can best believe heads will swivel toward the product manager, eyes will turn, fingers will point. "How did we let the product go out the door without X, which everybody seems to want? Why did we waste all that time and money on making sure the product did Y, which nobody seems to want?"

在这个场景中，产品经理实际上是一个被美化了的项目经理——甘特图、电子表格和日程的管理者——而不是真正"拥有"产品的人。也就是说，直到产品遇到一些市场阻力。然后，你最好相信你的头会转向产品经理，眼睛会转向，手指会指向。"我们怎么能让产品在没有 X 的情况下上市，而每个人似乎都想要 X ?"为什么我们要浪费那么多时间和金钱来确保产品符合 Y 的要求，而这似乎没有人想要?"

Sure, this can happen even when the product manager is market-driven. Anyone can make a mistake.

当然，即使产品经理是市场驱动的，这种情况也会发生。任何人都可能犯错。

But that scenario is far less likely for the market-driven product manager, who will have either made sure the product does X or understand why it doesn't; who will know why Y went into the product and what you need to do to ensure it's not a waste of time.

但是这种情况对于市场驱动的产品经理来说是不太可能发生的，他们要么确保产品有 X，要么理解为什么没有；他们知道为什么要生产这种产品，你需要做什么来确保它不会浪费时间。

The product manager should be the final authority—but that will happen only when he or she has earned the authority by being able to show the world—especially those loud-mouths/know-italls—what being market-driven is all about.

产品经理应该是最终的权威——但是只有当他或她通过向世界展示——尤其是那些大嘴大嘴/无所不知的人——市场驱动的全部意义而赢得了权威时，这才会发生。
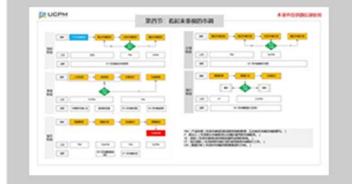
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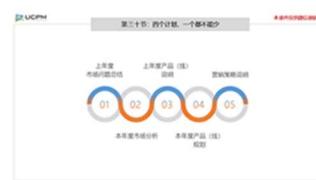★ 如何让销售团队喜欢上我们的产品
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