

# Behind Every Great Product

The Role of the Product Manager ( I )

--ROLE AND RESPONSIBILITIES--

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## 译者的话：

国外的企业对产品经理有什么要求？他们要扮演什么样的角色？他们要担负什么样的职责？企业最看重他们的哪些特质？等等。

作为一个中国的产品经理，肯定会对这些问题感到好奇，俗话说，他山之石，可以攻玉，我们承认我们和国外的产品经理有一定的差距，但是我们正在努力着缩小这种差距，并期望努力赶上。

但是，要实现这个目标，我们就必须对国外的产品管理和同行有足够的了解，基于这样一个目的，联盟（UCPM）整理翻译了这篇文章- Behind Every Great Product-就让我们从这篇文章开始，去对我们的国外同行一探究竟吧。

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## Introduction :

Every member of the product team is important. To succeed, a company must design, build, test and market the product effectively. That said, there is one role that is absolutely crucial to producing a good product, yet it is often the most misunderstood and underutilized of all the roles. This is the role of the product manager.

In this paper we discuss the role and responsibilities of the good product manager, and then we look at the characteristics of good product managers, where to find them, and how to develop them.<sup>1</sup>

产品团队的每个成员都是重要的。为了成功，一个公司必须有效地设计，构造，测试和销售产品。也就是说，有一个角色对生产出好的产品是绝对至关重要的，然而，它往往是所有角色中最被人误解和未起到足够作用的。这个角色就是产品经理。

在本文里，我们将探讨一个好的产品经理的角色和职责，以及去发现好产品经理的特征，和到哪里发现他们，如何开发他们。

The first confusion that we often encounter when looking at the product manager role is that it is often referred to by another name or it is lumped in with another role: program manager, product marketing, project management, engineering management, or sometimes in small companies, a founder or executive.

At Microsoft, and at a few other companies, the role of product manager as we use it here is known as a program manager<sup>2</sup>. To confuse things further, Microsoft also has a role known as the product manager, but that is what most refers to as product marketing.

We also find some companies using the old-school definition of product manager, which is essentially the brand manager concept from the consumer packaged goods industry. This is primarily the product marketing function under the title of product manager.

Yet by whatever title or organizational alignment, behind every great product you will find a good product manager, in the sense we describe here. We have yet to see an exception to this rule.

The problem with combining the product manager role with another role, such as product marketing or project management, is that it is very hard to find someone who can do both types of jobs well. Each of these roles is critical, and each requires special skills and talents. We have known some truly exceptional people that can excel in both roles, but these people are very

rare.

Further, for all but the simplest of products, the role of product manager as defined here is an all-consuming, full-time job, requiring a dedicated person. If you ask the product marketing person or project manager to cover the product management role, even if the person has the skills and talents required for both, it is unlikely she will have the bandwidth to do both jobs well. Further, for large product efforts, it is not uncommon to find a team of product managers.

The most common problem we have seen is that a product marketing person is asked to fulfill the role of product manager, and while this person might be outstanding in terms of product marketing skills and talents, creating a product is much different than telling the world about that product. The rest of the product team comes to view this person as simply “the marketing resource” that is useful for gathering market requirements from customers or from the sales force, and serving as the interface between the product development organization and the customers. While this model may yield useful *market* requirements, these are not the same as useful *product* requirements.

Hopefully someone else on the product team steps in and performs the true product management function, sometimes a lead engineer, sometimes a manager. If that person has the skills, and also the bandwidth, the product

may still succeed. More often, however, the product is in trouble right from the start.

Let us look now at exactly what the product manager is responsible for:

我们经常遇到的第一个困惑是当我们看到一个产品经理角色的时候，经常会联系到其它的名称，或者和其它的角色混为一谈：程序经理，产品营销，项目管理，工程管理，或者有时在小公司，就是创始人或者执行官。

在微软，以及在其它公司，我们所使用的产品经理角色被称为是程序经理。这进一步混淆了这个角色，微软也有一个角色被称为是产品经理，但是那更多指的是产品营销。

我们也发现一些公司使用传统的产品经理定义，这本质上是来自于消费包装类行业的品牌经理。这主要是因为产品经理的头衔下有产品营销的职能。

然而，无论何种头衔或者组织定义，你都会在每一个伟大产品的背后发现一个好的产品经理，在这儿，我们就以这种意义来描述。当然，我们也能看到这个规则的例外。

把产品经理角色和其它角色（例如产品营销或者项目管理）合二为一的问题在于找到能够胜任这两类工作的人是非常困难的。这些角色中的任何一个都有着苛刻的要求，都需要特殊的技能和才能。我们也知道一些能够胜任这两个角色出类拔萃的人，但是这类人是非常稀少的。

进一步讲，所有产品，除了最简单的产品，产品经理都被定义为是全身心投入，全职，需要专注的一个人。如果你要求产品营销人员或者项目经理涵盖产品管理的角色，即使这个人两者所需的技能和才能，他也未必有足够的时间做好所有的工作。进一步说，在大型产品

中，发现一个产品经理团队也是屡见不鲜的。

我们看到的最常见的问题是产品营销人员被要求充当产品经理的角色，即使这个人有卓越的产品营销技能和才能，但是，创造一个和把产品告诉世界是有着很大不同的。产品团队的其他人会把这个人做为简单的“营销资源”用来从客户或者销售团队那里收集市场需求，在产品开发组织和客户之间充当接口。这种模式或许能产生有用的“市场需求”，但这和有用的“产品需求”是不一样的。

我们也希望产品团队中的某人介入并扮演真正产品管理的职能，有时是一个工程领导，有时是一个经理。如果这人具备这些技能，并且有足够的时间，这个产品或许会成功。但更多的情况是这个产品从开始就陷入了麻烦中。

现在，让我们看看产品经理真正应该对什么负责：

## Identifying and Assessing Opportunities 识别和评估机会

Product ideas can come from any number of sources:

- Customers
- Your competitor's customers
- Industry analysts
- Your company's executives
- The sales and marketing staff
- The product development team
- Your company's customer service representatives

- Your operations staff
- Your own experiences and knowledge of the market and technology

Your job as product manager is to evaluate these product ideas and decide which product ideas are worth pursuing, and which are not. If you do decide to pursue an opportunity, your assessment needs to determine what it will take to succeed.

There are two useful outcomes of an opportunity assessment. One is that you determine the idea should not be pursued, either because the need isn't great enough, or the technology isn't ready, or your team or company is not well-suited, or any number of possible reasons, and you prevent your company from wasting the time and money on a poor opportunity.

The other useful outcome is that you determine that this is indeed a very good product opportunity, and that the time is right and you believe your team can deliver an effective product solution. The key here is to identify what it will take to succeed in this market so that management knows what the company will be getting into.

The other possible outcomes – deciding to move forward on a poor opportunity, or deciding to pass on what would have been a great product for you – are both undesirable outcomes of an assessment.

产品想法可能来源于任何地方：



- 客户
- 你的竞争者的客户
- 行业分析师
- 公司管理层
- 销售和营销部门
- 产品开发团队
- 公司的客服代表
- 运营部门
- 你自己在市场和技术上的经验和知识

作为产品经理，你的工作就是评估这些产品想法和决定哪一个产品想法值得被采纳，哪些想法不行。如果你决定把握一个机会，你的评定就需要确定它做什么去实现成功。

一个机会评估有两个有用的产出：一个是你决定这个想法不应该被采纳，或许是因为没有足够的需要，或许是因为缺乏技术准备，或许是因为不适合你的团队或公司，或许是因为任何一种其它可能的原因，这样，你就可以让你的公司在一个糟糕的机会上浪费时间和金钱。

另一个有用的产出是，你确定这的确是一个非常好的产品机会，并且时机合适，你也相信你的团队能够提供一种有效地产品解决方案。那么，现在的关键就是确定如何在市场上成功，以便让管理层知道公司应该投入什么。

其它可能的产出-决定在一个糟糕的机会上推进，或者对于你来说，失去造就一个伟大产品的机会-这两个产出在评估中都是不受欢迎的。

## Right Product/Right Time 正确的产品/正确的时间

First and foremost, the good product manager is responsible for defining the right product at the right time. What this means is that the product needs to have the right features for the right market, and must be able to be executed with the technology available in the required market window.

It is easy to define fantastic products that can't be built, or at least can't be built profitably or in the necessary timeframe. It is equally easy to define products that can be built profitably but which are not compelling to the customer.

The art of product management is to combine a deep understanding of your target customer's needs and desires with the capabilities of your engineering team and the technologies they have to work with in order to come up with a product definition that is both compelling and achievable.

The process of coming up with the right product/right time boils down to insight, judgment, and the ability to make choices. Of the hundreds of possible and even desirable features in the product, which are the few that are actually essential to the success of the product? Are the technologies mature enough to achieve the quality we need? Can we produce the product economically enough to be profitable?

Generally, the product manager identifies the product requirements and

captures them for the product team in some sort of specification, often called a Product Requirements Document (PRD), or a product spec<sup>3</sup>. We discuss more about the process of identifying the critical requirements later, but the owner for the requirements and the person ultimately responsible that those are the *right* requirements is the product manager.

首要的是，好的产品经理要对在正确的时间定义正确的产品负责。意思就是说产品需要有正确的特征来面对正确的市场，并且能够在所需的市场窗口中通过技术有效地执行。

定义夸夸其谈，无利可图，或者在必需的时间表内无法创建的产品是容易的。当然，定义能够有利可图，但是却对客户缺乏吸引力的产品也是容易的。

产品管理的艺术就是把你对目标客户需要的深层理解和你的工程团队的技术能力以及他们希望通过技术来完成你定义的产品，从中产生的兴趣和成就感结合起来。

实现正确的产品/正确的时间的过程归结于洞察力，判断力和决策力。在产品中有数以百计可能和甚至是令人渴望的特征，但是这些当中又有多少是对产品成功起到必要作用的呢？是否有足够成熟的技术达到我们需要质量呢？我们能否足够经济地生产这个产品从而有利可图呢？

通常，产品经理以某类说明书（通常被成为PRD或者产品规格说明书）为产品团队确定和捕捉需求。我们在后面会谈更多的关于确定关键需求的过程，但是，这些需求的拥有者和最终为这些正确的需求负责的人还是产品经理。

## Product Strategy and Roadmap 产品战略和路线图

Usually products grow and evolve over time, so when we refer to a “product” we really mean the collection of product releases for that product. The course a product will take over time is also the responsibility of the product manager. This is important for several reasons.

When a product team is hard at work on a product, they want to know what is next. Will this be the end of the product? Or will they be enhancing the product over time to meet additional needs or markets? This information is not just of passing interest to the product team. The vision for the product line and the product strategy can be very motivational to the team. Often compromises must be made to meet required timeframes, and if the team understands that features they feel strongly about will be coming in a following version, they feel better about their work.

Second, it can help the engineering organization immensely to understand the future of a product as there are hundreds of decisions they need to make architecturally that can depend on future use. It is much better to give them as much information as possible rather than risk the team having to rebuild major components later.

Third, it helps the sales and marketing organization in communicating the vision of the product to customers and industry analysts if they know where the product is going. You must use care in releasing product details and availability both for competitive reasons and because the details and

availability will likely change over time. But your customers also want to know where the product is heading.

Once the product manager has painted a clear and compelling picture of where the product is intended to go over the next few years, the product roadmap should chart the course to get there. What capabilities and releases should happen when? What markets will be served by each release? The specifics of each release along the way are then covered in the product requirements document for each version.

The product manager is responsible for this product strategy and the steps that will get the product from here to there. The strategy and roadmap should reflect the input and buy-in of the full product team, and should be reviewed and approved by the company executives.

通常，产品是随着时间成长和发展的，因此，当我们提到一个“产品”的时候，我们真正的意思是那个产品的产品版本的集合。产品随时间发展的过程就是产品经理的职责。有几个重要的原因。

当产品团队为一个产品辛勤工作的时候，他们想知道接下来是什么。这将会是产品的结束吗？或许随着时间的发展，他们会优化产品来满足额外的需要或者市场？这些信息对产品团队来讲不仅仅是暂时的兴趣。产品线的前景和产品战略对于产品团队而言是极具鼓舞的。通常折中的方法是必须安排去满足所需的时间表，如果团队能够强烈地感受到在下一个版本中有哪些特征，他们会对自己的工作感觉更好。

其次，它能够很大程度上地帮助工程师了解产品的未来，因为他们需要基于未来的使用做出数以百计的决策。尽可能地提供更多的信息给他们，避免让他们面临日后不得不重构主要部件的风险。

第三，如果他们知道产品走向何处，将有助于销售和营销人员同顾客以及行业分析人员进行产品远景的沟通。因为竞争的原因，你必须关注要发布产品的细节和实用性，因为这些细节和实用性会随着时间的推移而可能改变。但是你的客户也想知道产品将走向何处。

一旦产品经理描绘了一幅清晰的，吸引人的产品在未来几年的发展趋势图，产品路线图就应该绘制出这个过程。什么样的功能和版本在什么时候发生？每个版本将服务什么市场？沿着这个方向，每次发布的特征都要包含在每个版本的PRD中。

产品经理要对产品战略和产品从这儿到那儿的步骤担负职责。战略和路线图应该反映出整个产品团队的投入和支持，并且能够被公司高层评估和批准。

## Manages Product Not People 管理产品而不是人

As if all this weren't difficult enough, there is another responsibility that can be sometimes the most challenging, and which can frustrate even the best of product managers. That responsibility is leading, but not *managing*, the extended product team.

In most organizational structures, the product manager is not directly managing any of the people who actually create the product. Rather, the engineers typically work for engineering managers, and the designers work

for design managers, and the testers work for quality assurance managers, and so on.

This means that the product manager is rarely able to guide the product solely by authority. Rather, she has to persuade and cajole the product team members to do her bidding. As the owner of the product requirements, she certainly can influence many aspects of the product through that mechanism, but the product manager quickly finds that there are many decisions that she does not own but which impact her product. For these, she must use her persuasive skills.

The good product manager develops and maintains strong relationships with the members of the team by mutual earned respect and her ability to persuade with facts, logic, enthusiasm and a proven track record.

Why are organizations set up this way? There are two major reasons. First, organizationally it is generally not practical to give the product manager the additional responsibility of actually managing the many people on the product team. Doing a good job managing is itself a very difficult and demanding job. You must provide all the people on your team the assistance they need, worry about their career development, manage the scheduling and resource allocation, and deal with the many project dependencies. For all but the smallest teams and products, it is simply not reasonable to expect a single individual can manage a product and all the people who will be

creating that product.

Second, there is a natural system of checks and balances in place when the product manager must convince the rest of the product team based on the merits of an argument rather than by edict. If the product team is strong, the product manager will benefit greatly from the debates she will have with engineers, testers, designers, and marketing. She will learn from these arguments and either change her opinion, or be forced to think harder and come up with stronger reasons.

There will occasionally be an impasse, especially when the team is strong and people feel passionately about the product (as you should hope they do), and this is generally where executive management can be of assistance. If the decision is an important one, then a broader discussion of the issue is very likely useful and appropriate.

One important point in building the necessary relationship with the other members of the product team is for the product manager to always keep in mind that she is not the architect, or the project manager, or the engineering manager. She needs to trust that these people will do their job. This is especially difficult for the product manager that has done those jobs in the past, but for a healthy product team, each person needs to be empowered to do their job, and not be micro-managed.

It is undeniable that at times the product manager will feel additional



stress due to the burden of having to persuade her colleagues rather than simply instruct them what she needs done. And it will also slow down the decision process at times. But the best product managers do not want the product team to do things simply because she tells them to – she wants them to do them because they believe in her and they believe in the product.

This is not to say that the good product manager can't ask questions. Just as the other team members can and should question product decisions of the product manager, the product manager is often in a good position to see the whole product and any issues that might arise. The key is to raise the question with the appropriate team members and let them own and resolve any issues.

好像这不是太困难，但这是另一个有时很有挑战性，并容易让最好的产品经理都会有挫折感的职责。这个职责就是领导，而不是“管理”延伸的产品团队。

在大多数的组织结构中，产品经理并不直接管理任何事实上创造产品的人。恰恰相反，工程师是典型的为工程经理工作，设计师是为设计经理工作，测试是为质保经理工作，等等。

这意味着产品经理很少能够依靠权利单独主导产品。恰恰相反，他必须劝说和诱导产品团队的成员去执行他的命令。作为产品需求的拥有者，他自然能够通过这种机制能够影响产品的许多方面，但是，产品经理很快发现他除了影响他的产品外，并不拥有太多的决策权。为此，他必须具备说服别人的技能。

好的产品经理通过和团队成员之间赢得相互的尊重和用事实，逻辑，热情和被认可的工作业绩为基础来发展和维护与他们之间的关系。

为什么组织建立这种方式呢？有两个主要的原因。首先，给予产品经理额外的实际管理产品团队成员的职责通常来说是不务实的。管理本身就是一个非常困难和要求很高的工作。你必须向团队中的所有人提供他们所需的帮助，考虑他们的职业发展，管理日程安排和资源分配，并处理许多和项目有关的事务。除了最小的团队和产品，对于大多数而言，简单地期望一个人能够管理一个产品和创建这个产品的所有人的想法是不合理的。

其次，当产品经理必须以论据的真实而不是命令去说服团队中的其他人的时候，在这个地方，就要有一个制约与平衡的自然体系。如果这个产品团队是强有力的，那么产品经理将从与工程师，测试人员，设计设和营销人员的讨论中获益。他将向这些观点学习或者改变他的意见，或者被迫进行更好的思考从而产生更有利的依据。

偶尔会产生僵局，尤其是产品团队强有力并且对产品充满热情的时候（正如你希望的），和高层可能出面帮助的时候。如果这个决议是重要的，那么进行一次更广范围的讨论就是有用和恰当的。

毫无疑问，在任何时候，产品经理都会因为必须说服他的同事而不是简单指示他们需要去做什么上都将感到额外的压力。这时，这将会减缓决策的过程。但是，最好的产品经理不会要产品团队简单的去做他告诉他们的事情 - 他让他们做事是因为他们相信他并且相信他们的产品。

重要的一点是必须要和产品团队的其他人建立必要的关系，这是因为产品经理一定要牢记，你不是构架师，不是项目经理，不是工程经理。他要相信每个人都在做他们的工作。这是尤其困难的，因为产品经理过去就在做这些工作，但是作为一个健康的产品团队，每个人需要的是被授权去做他的工作，而不是被微观管理。

这不是说好的产品经理不能提出问题。正如其他团队成员能够并应该质疑产品经理做出的产品决议一样，产品经理必须经常处于一个好的位置去看到产品的整体和即将出现的问题。关键是向合适的团队成员提出了问题并让他们担负和解决这些问题。

## Represents Product Internally 内部代表产品

The product manager is also responsible for representing the product team across the company. It is tempting to deemphasize this responsibility, and to focus exclusively on creating the actual product, but the experienced product manager knows that neglecting this responsibility can all too easily result in the project getting cancelled, losing resources, or not getting the support within the company that every product needs in order to succeed.

产品经理在整个公司也负责代表产品团队。这正在诱导产品经理降低职责并把焦点完全集中到创造实际的产品上，但有经验的产品经理知道忽视这个职责就很容易导致项目被取消，失去资源，或者得不到产品成功所需的公司支持。

## Evangelism 传道

The good product manager is the evangelist for her product – she is constantly championing the product and explaining the vision and benefits of the product.

There are many forms this evangelism may take. You might be invited to

speak to other product teams, to new employees, at sales meetings, customer feedback sessions, etc. You may be asked to write an article for a company newsletter, or prepare slides for executive presentations.

The good product manager knows to take this work seriously, to ensure that as many people as possible understand and support her project, and she also knows that she should do everything she can to create *reusable* materials. It is entirely possible at a large company that the product manager will be asked to speak as many as 100 times during the course of a project. Creating reusable, annotated presentations, publication quality articles or white papers, and useful, readable status reports can go a long way towards reducing the time burden that this responsibility includes.

While the good product manager will represent the product to many different types of groups across the company, there are two that are especially important and require specific guidance: executive management, and the sales and marketing organization.

好的产品经理是产品的传道士 - 他不断地为自己的产品而奋斗并且说明产品的前景和产品带来的利益。

传道有许多种形式。你可能会被邀请向产品团队的其他成员,公司新员工,在销售会议和用户回访会议上进行演讲等等。你也会被要求为公司的新闻写文章,或为高层做幻灯讲解。

好的产品经理知道认真去对待这个工作,确保尽可能多的人了解和支持他的项目,并且

他也知道他所做的一切都应该创建成可复用的。在一家大公司内，产品经理在一个项目上过程中被询问多达100次是完全有可能的。创建可复用，带有注释的陈述，发布有质量的文件或者白皮书，和有用，可读的状态报告减轻自己责任范围内的时间负担有很大的帮助。

好的产品经理在整个公司内将向不同类型的组织阐述产品，其中有两个是尤其重要并需要特殊对待的：高层，销售和营销组织。

## Executive Review 高层审核

One important group that the product manager will need to work hard to keep apprised is executive management. Most organizations will have some form of periodic review of the product plan. Getting buy-in at these and other executive forums is an especially important but challenging responsibility. It is critically important because executive support is essential for the product effort to continue. It is challenging because often the executives barely know the product manager or the other individuals involved – they want to have confidence in the team, but they know their job is to ensure that the plan is sound.

A good product manager will think through executives' concerns and address as many as possible proactively. She also knows when to defend her position, and when to simply accept feedback and move on. The key is to be diligent in following up on unanswered questions or issues, and ensure that they are addressed prior to the next checkpoint meeting. It is also key to do

your homework and bring facts to the presentation, and not simply opinions.

In good companies, executives tend to be smart, experienced, and articulate -- that's why they are executives. As a result, it's easy to assume that they have superior judgment and should set the strategic direction for your product. This is a bad assumption. Executives can be excellent at verifying that a strategy is sound or suggesting interesting ideas, but not necessarily well equipped to set the strategy for a particular product. Executives lack the deep knowledge of the market, competition, technology, customer base and team that is necessary to chart a successful product course.

Beware, because executives can easily sound like they are giving specific strategy instructions when they only mean to suggest alternatives to be investigated and considered. Good product managers understand that executives can verify that a plan is good, but cannot dictate a good plan.

产品经理努力工作并需要始终保持告知的一个群体是管理层。大多数组织有定期的产品计划检查形式。以这些方式和另外高层讨论会的形式得到支持是尤其重要并具有挑战性的职责。之所以非常重要是因为高层的支持对产品的继续是必不可少的。富有挑战性是因为通常高层仅仅知道产品经理或者其他相关的人-他们想对这个团队有信心，但是他们知道他们的工作将确保计划是合理的。

一个好的产品经理会尽可能积极主动的通过高层的关注进行思考和处理。他也知道什么时候应该捍卫自己的位置，什么时候简单的接受反馈和前进。关键是要勤于在未回复的情况

下跟进问题或课题，确保在下一次检查点会议之前能够被处理。做好你的功课，并在呈文中说明事实，而不是简单的观点，这也是很关键的。

在好的公司中，高层趋向于是聪明，有经验并且富有表达力的 - 这就是为什么他们会是高层。其结果就是，很容易去假设他们有优秀的判断力和貌似为你的产品设定了战略方向。这是一个糟糕的假设。高层的优秀之处在于检查战略是合理的，或者提出有趣的想法，而没有必要为一个特定的产品设置战略。高层缺乏的是对市场，竞争，技术，客户基础和团队的深入了解，而这些对绘制成功的产品路线是必要的。

注意，当他们只是提议有选择的去调查和考虑的时候，很容易听起来是他们正在给予我们特定的战略说明。好的产品经理应该知道，高层只是核实一个计划是好的，而不是口授一个好的计划。

## Sales and Marketing 销售和营销

Another important group to which you must represent the product is sales and marketing. Hopefully, you have a dedicated product marketing person on your product team that supports the sales organization. If not, as product manager you may be asked to cover these responsibilities as well.

The marketing and sales organizations will have a legitimate need to understand what is coming, and what the vision is, and how the product will be positioned. They need to integrate this product in with other products, and ensure that the positioning is compatible with corporate positioning and

branding, and also work with major customers to ensure that they are primed and ready to successfully deploy the software.

It is tempting to try and avoid the sales organization, especially prior to the product release, but realize that the sales channel is your path to your customers, and without them your product will go nowhere fast. Realize also that in multi-product companies, getting the mindshare of the sales organization can be difficult, so you will need to work hard to ensure that the sales force is equipped with everything they need to effectively sell your product.

The major potential danger when working with the sales organization in advance of the product release is that they can very easily set incorrect expectations with customers regarding timing, features, compatibility, etc. If you provide this level of detail, then you need to know that it will almost certainly make it to your competitors. (A sales rep about to lose a deal to a competitor will do everything she can think of to prevent this, including sending everything she can find on the great new product you're preparing to release to a prospective customer, who will then share it with the competitor to see their response.) If you don't provide that level of detail, then the sales rep will often assume things herself, which can also be very dangerous when some of the assumptions prove incorrect.

Another risk is that the sales force will stop selling the current products



prematurely, and focus on the new product too far before it is available (consider especially the case where your product schedule may slip), which can have significant negative impact on your company's financial situation.

The company's sales management can often be helpful in striking the right balance here. They understand the issues involved, and they do not want to risk cannibalizing sales of existing products, or misleading customers.

The good product manager works with the product marketing and field organizations to ensure that the right level of information is distributed at the right time to the right people.

你必须代言产品的另一个重要的组织是销售和营销。我们希望的是，在你的产品团队中有一个专门的营销人员去支持销售组织。如果没有，作为产品经理，你也应该被要求担负这样的责任。

营销和销售组织有一个合理的需求，就是要知道会生产什么产品，前景如何，以及产品是如何定位的。他们需要把这个产品和其它的产品进行整合，以确保产品定位是公司定位以及品牌是一致的，同时也要和主要客户共事，来确保它们正在被搞定并准备成功的部署软件。

试着避开这个销售组织是诱人的，尤其是在产品发布之前，但你必须意识到，销售渠道是你通向你的顾客的路径，没有渠道，你的产品将无处可去。同时也要意识到，在多产品的公司中，获得销售组织的注意力也可能是困难的，因此你需要努力工作，确保销售人员已经具备了有效地销售你的产品所需的一切条件。

在产品发布之前和销售组织工作的潜在危险是他们可能易于和客户承诺时间,特征,兼容性等等的不确切的预期。如果你提供详细的东西,那么你就需要知道,你的竞争对手肯定会知道你的产品情况。(为了避免在竞争中丢掉单子,销售代表会采用他能想到的一切方法阻止它,包括告诉潜在客户他所知道的即将要发布的伟大的新产品的全部,然后这些客户就会和你的竞争者去分享它去看竞争对手的反应。)如果你不提供详细的东西,销售代表就经常会自我假设一些事情,当这些事情被证明是不正确的时候,就显的相当危险了。

另一个风险是,销售人员会过早的停止销售当前产品,而把注意力放在离可用还很远的新产品上(尤其要考虑到你的产品计划也许会延迟),这可能会对公司的财政情况造成重大的,负面影响。

公司的销售经理通常有助于打破这种权力平衡。他们知道与之相关的事情,并且他们也不想冒险调整现有产品的销售,或者误导客户。

好的产品经理在和产品营销人员以及相应领域的人工作时,能够确保把正确的级别信息在正确的时间传递给正确的人。

## Represents Customer 代表客户

During the course of defining, designing, building, testing and launching a product there are literally hundreds of decisions that impact the final product. During the many debates and discussions behind these decisions, it is the responsibility of the product manager to represent the target customer.

This is why it is so essential to have a very deep understanding and

empathy for the target customer. Not every decision will go the customer's way, but not every decision has to. What is absolutely critical is that the final resulting product is compelling to the customer. The product manager needs to understand the customer enough to know which battles are minor, and which will be decisive.

Other members of the product team represent customers as well – the product marketing person hopefully has relevant experience with the target market, and the quality assurance people should have a good understanding of the customer's environment, and the designers should have a good appreciation for the customer's comfort and tolerances. But the ultimate voice of the customer on a product team is the product manager, and you need to ensure that the customer is considered in every decision that impacts the customer (which will be just about every decision, either directly or indirectly).

在定义，设计，构建，测试和发布产品的整个期间，差不多会出现上百个直接影响最终产品的决策。在决策之后的讨论和辩论期间，产品经理的职责就是要代表目标客户。

这就是为什么对于目标客户有深入的了解和共鸣是必不可少的。不是每一个决策都会遵循客户的路子，当然，每个决策也无需那样。产品的最终结果对于客户来说是有吸引力才是绝对重要的。产品经理需要足够了解客户，以便知道哪些交锋是次要的，那些是具有决定性的。

产品团队的其它成员同样代表客户-产品营销人员要对目标市场有相关的经验，质保人员应该对客户环境有很好的了解，设计师应该对用户的舒适度和容忍度有很好的鉴别。但客户在产品团队上的最终声音代表还是产品经理，你需要确保在影响客户的每次决策中，客户都被考虑到了（所有的决策，不管是直接的，还是间接的。

**1** This paper is based on work originally done with Ben Horowitz and David Weiden while we were all at Netscape Communications. Ben and David are two of the best product management minds I've had the privilege of working with.

**1** 本文最初的完成是与曾经同在网景公司的Ben Horowitz和David Weiden一起撰写的。本和大卫是同我一起工作过的，具有极好产品管理思想的同事。

**2** This is an especially unfortunate title since most of the industry uses the term "program manager" to refer to a project manager that coordinates across multiple projects.

**2** 这是一个非常遗憾的title，因为大多数的行业采用“程序经理”这个说法，这个说法主要是参考了那些协调多个项目的项目经理。

**3** Microsoft uses the term "Functional Specification" to refer to this document. By whatever name, the key is that the spec must define the product's functionality and the complete user experience.

**3** 微软使用“功能说明书”这个说法代表这个文档。无论采用什么名字，关键是这个规格说明书必须定义产品的功能和完整的用户体验。

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## 最新活动



《中国产品管理者现状调查》是由中国产品经理联盟（UCPM）和中国产品研究中心（CPRC）联合发起，每年一次的针对中国产品管理者而开展的现状调查。

我们希望通过每年一次的调查能够全面了解中国产品管理人的现状，知大家所想，知大家所愿，以便让不同地区，不同行业的产品管理者能够更进一步了解同行和其他行业的产品管理者的现状，同时也能够促使UCPM和CPRC更好地为中国的产品管理者服务，通过我们共同的努力让中国产品管理者的价值逐渐体现。

从2008年开始，中国产品经理联盟已经成功举行了三次（2007年度、2008年度、2009年度）调查，从2011年2月15日-4月30日举行第四次调查，调查结果将于5月10日发布。

目前调查共有38道题目，希望能够获得中国产品管理者的支持，谢谢！

**参加调查的朋友将获得100PMB的奖励！**

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活动说明：

- 1、《泡面》征集读者推荐与评价语录
- 2、UCPM 将精选评语，录入《泡面》实体书，同刊出版
- 3、凡参与者均获得 500 PMB
- 4、不限评价方向，意见、建议我们同样接受
- 5、参与者均有机会享受UCPM折扣优惠购书价格

[活动详情>>>](#)

## PM人才：

 yintai.com 银泰  
银泰官方精品购物网站

招聘职位	产品经理	招聘企业	银泰电子商务有限公司（银泰网）
招聘人数	若干	工作地点	北京
<b>职责说明</b>			
<p><b>任职要求：</b></p> <ol style="list-style-type: none"><li>1. 大学本科以上学历，3年以上计算机开发或产品管理相关经验，有互联网行业相关经验者优先；</li><li>2. 对网络产品有独到的理解和一定的熟悉程度。有物流仓储、呼叫中心、广告行业相关经验者优先；</li><li>3. 熟悉互联网或软件产品整体实现过程，包括从需求分析到产品发布，深刻理解用户需求；</li><li>4. 拥有良好的沟通能力和团队协作能力，有积极解决各种难题的能力；</li><li>5. 逻辑思维能力强，具有良好项目计划能力和文字表达能力；</li><li>6. 愿意加入创业团队，能承受较大的工作压力。</li></ol> <p><b>岗位职责：</b></p> <ol style="list-style-type: none"><li>1. 负责管理来自用户及业务部门的需求，完成需求分析，形成产品设计；</li><li>2. 制定所负责产品线的发展蓝图和实施路线图；</li><li>3. 完成需求分析，发起产品研发项目，利用设计工具完成UC设计和Demo制作；</li></ol>			



4. 负责或配合其他部门制定产品运营计划，持续改善产品。

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<b>招聘职位</b>	产品部经理	<b>招聘企业</b>	上海源翰数码科技有限公司
<b>招聘人数</b>	1人	<b>工作地点</b>	上海
<b>职责说明</b>			
<p><b>职位描述:</b></p> <ol style="list-style-type: none"> <li>1、带领产品部人员负责公司各产品系列的规划与设计；</li> <li>2、负责公司各类产品整体业务的设计与开发,完成产品需求说明文档；</li> <li>3、推动、控制、协调产品整体业务的开发与发布；</li> <li>4、负责与研发、技术、生产等团队沟通，负责业务需求整理及开发成果的评定；</li> <li>5、通过业务数据和用户反馈,与市场营销部配合,从而持续改进公司产品；</li> <li>6、对SSD行业及竞争产品的分析,跟踪最新发展趋势，并提供业务建议；</li> <li>7、本部门员工考核制度的制定，部门员工培训以及相关人员产品培训</li> <li>8、部门领导安排的其他工作。</li> </ol> <p><b>任职资格:</b></p> <ol style="list-style-type: none"> <li>1、大学本科及以上学历,计算机、电子、市场营销等相关专业优先。</li> </ol>			

- 2、五年以上计算机硬件、存储产品、电子产品等行业工作经验,两年以上存储产品、SSD等相关产品经理工作经验。
- 3、丰富的计算机硬件产品、存储产品、电子产品等相关产品的策划经验,熟练掌握业务需求分析、业务模式策划、产品需求分解、产品流程设计、产品形式设计的技巧。
- 4、丰富的计算机产品运营经验,市场感觉敏锐,熟知用户需求分析、包装产品特色、发现和维持忠诚用户、激励用户行为、分析业务数据的方法,并具实际工作经验。
- 5、两年以上团队管理和项目经理工作经验,精通项目策划、流程管理、进度控制技巧,具团队激励和管理经验。
- 6、主动性强,具有优秀的理解、沟通与协调能力,很强的文字表达能力。

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招聘职位	crm产品经理	招聘企业	大麦网
招聘人数	若干人	工作地点	北京

**职责说明**

工作职责：( 5-10项为宜 )

- 1、掌握CRM产品的市场定位、进行适合于本公司不同运营阶段的CRM产品规划；
- 2、制定CRM产品需求计划，协助进行技术可行性分析和概要设计，撰写用户需求说明书，负责需求的跟踪和控制；
- 3、制定CRM产品业务规范，整理、完善产品文档，业务流程及相关内容；

- 4、负责系统的易用性提升，对公司现有用户的使用意见进行搜集和积累，并进行分析，提炼出产品改进的方向和细节；
- 5、负责CRM系统及业务应用相关的产品知识总结、积累，并对其他部门进行系统操作的培训。
- 6、负责与其他系统的产品人员、研发人员、运营人员等进行对接，掌控CRM的优化，提升运营效率。

**其他要求：**

1. 计算机及相关专业,大学以上学历；
2. 具有一定行业背景，对于CRM、OA、ERP、SCM等用户信息管理系统有着比较深刻的理解，熟悉主流厂商的产品系列，有电子商务行业CRM经验、呼叫中心CRM经验、商业敏感度卓越者可以优先考虑；
3. 较强的用户需求判断、引导、控制能力。有很好的合作能力，善于合作协调沟通。思维敏捷，具有非常好的书面和口头表达能力；
4. 三年以上CRM软件需求分析及项目管理相关工作经验，具有良好的管理问题能力，能够准确地把握用户需求及项目规模；

<b>我要应聘</b>	<a href="http://hr.chinapm.com.cn/PreviewJob(507).html">http://hr.chinapm.com.cn/PreviewJob(507).html</a>
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<b>招聘职位</b>	商业产品部_产品经理	<b>招聘企业</b>	百度
<b>招聘人数</b>	若干人	<b>工作地点</b>	北京

职责说明	
<p><b>工作职责：</b></p> <ol style="list-style-type: none"> <li>1、基于对业务和对分析工作的深入理解，进行商务智能系统的设计</li> <li>2、具体包括：需求分析、系统设计、开发管理</li> </ol> <p><b>职位要求：</b></p> <ol style="list-style-type: none"> <li>1、三年以上相关工作经验</li> <li>2、有数据分析、数据挖掘、BI项目实施等方面工作经验</li> <li>3、具有出色的数据敏感性和分析能力，逻辑思维能力强</li> <li>4、本科以上学历，计算机相关专业</li> <li>5、熟练掌握MySQL数据库，精通SQL语言</li> <li>6、自我驱动成长，具备卓越的沟通和学习适应能力</li> <li>7、有项目管理经验优先</li> </ol>	
<b>我要应聘</b>	<a href="http://hr.chinapm.com.cn/PreviewJob(502).html">http://hr.chinapm.com.cn/PreviewJob(502).html</a>



<b>招聘职位</b>	产品经理	<b>招聘企业</b>	车语传媒
<b>招聘人数</b>	2人	<b>工作地点</b>	北京
职责说明			

**岗位职责：**

- 1.收集及分析用户需求、制作产品原型；
- 2.编写产品功能需求文档，规划产品发展版本；
- 3.跟踪监控产品研发过程，保障产品发布质量；
- 4.依照产品上线与推广，需要与技术、客服、市场等多个部门协调。
- 5.有较强的数据分析能力、逻辑思考能力，能够准确把握产品项目的核心

**任职要求：**

- 1.3年以上IT或移动互联网行业经验，2年以上产品经理工作经验；
- 2.与技术团队密切配合，协助确定最佳技术实施方法及合理的执行计划；
- 3.文档功底扎实；
- 4.与跨职能部门合作，收集客户反馈并确保产品顺利成功发布，制定短期及长期产品目标与规划、可行性分析。
- 5.有较强的沟通能力，思维敏捷，逻辑缜密，能够快速理解问题并找到解决问题的关键，具有良好的创新能力，善于从多角度寻求解决问题的方法；
- 6.具备优秀的跨团队沟通能力与协作精神，具有强烈进取心，勤奋刻苦

<b>我要应聘</b>	<a href="http://hr.chinapm.com.cn/PreviewJob(499).html">http://hr.chinapm.com.cn/PreviewJob(499).html</a>
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<b>招聘职位</b>	产品经理	<b>招聘企业</b>	宝时得机械（中国）有限公司
<b>招聘人数</b>	若干人	<b>工作地点</b>	苏州

### 职责说明

#### 任职要求：

- 1、大学本科及以上学历，机械、电子类相关专业，2年以上相关工作经验；
- 2、接受过项目管理、销售、市场战略培训；
- 3、CET-6以上，良好的英语口语表达能力，英语听、说、读、写能力强；
- 4、机械/工程背景佳，有电动工具产品工作经验；
- 5、有团队工作经验，有很好的协调组织能力，有强的逻辑思维能力。

#### 岗位职责：

- 1、负责公司新产品、变型产品定义：参数定义，产品定位，产品成本，ID等；
- 2、负责市场产品竞争性分析；
- 3、协助推进外购新产品开发项目；
- 4、负责审核产品标准说明书；
- 5、负责审核产品标准档案；
- 6、负责产品报价及其他销售支持；
- 7、品牌支持：保证PACKING BRIEF和品牌标准档案的正确性等；
- 8、负责LAUNCH新产品产品推荐资料的准备；
- 9、负责审核公司品牌产品网站相关产品信息；
- 10、部门交待的其它工作

我要应聘

[http://hr.chinapm.com.cn/PreviewJob\(496\).html](http://hr.chinapm.com.cn/PreviewJob(496).html)

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