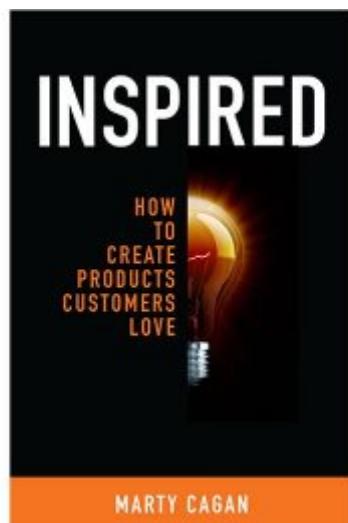


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# Inspired: How To Create Products Customers Love



## **Synopsis**

Why do some products make the leap to greatness while others do not? Creating inspiring products begins with discovering a product that is valuable, usable, and feasible. If you can not do this, then it is not worth building anything.- How do you decide which product opportunities to pursue?- How do you get evidence that the product you are going to ask your engineering team to build will be successful?- How do you identify the minimal possible product that will be successful?- How do you manage the often conflicting demands of company execs, customers, sales, marketing, engineering, design, and more?- How can you adapt Agile methods for commercial product environments? Product management expert Marty Cagan answers these questions and hundreds more as he shares lessons learned, techniques, and best practices from working for and with some of the most successful companies in the high-tech industry.

## **Book Information**

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## **Customer Reviews**

It is a pity that there are only 5 stars to award the maximum appreciation for this book. There are a number of achievements that deserve, alone, five stars. First, Marty Cagan clearly states what qualities a Product Manager must have. Not everyone is talented to be a Product Manager. The

author lists unmeasurable traits, such as product passion, customer empathy, innate intelligence (there is no substitute for it, we learn), ethics, integrity and confidence. The latter is very important as the entire teams in engineering and marketing must be kept inspired. This leads to the corollary that simply training a person to be a Product Manager is not enough. One must know when an unsuitable person must look for other positions. This is something uncommon, to consider what many view a process driven function to a talent. Second, the book asks where to place the Product Management function. In Engineering? In Marketing? There is a distinction between a Product Manager and Product Marketing Manager. As veteran product manager myself, I know the challenges to be part of engineering. Engineers are sometimes suspicious of marketing and their product manager becomes the "piñata" everyone beats in frustration. As part of Marketing, there is a tendency to follow release processes and create demands engineering can not deliver in a logical way. Marty advocates the creation of a Product Council with equal rights as engineering and marketing. Marty says a successful product manager sees himself as the CEO of the product. This is absolutely true, but unfortunately the Directors of Engineering and those of Marketing, also see themselves as CEOs. As long as an independent product council does not exist, the product manager must be a CEO with zero authority.

Yet another collection of blog posts. This is becoming a genre of its own. Unfortunately, there are inherent problems with this type of a book: 1) Usually, there is not enough time spent in order to "arrange the material in the book into a coherent progression and logic" (quoted from Charles Petzold). 2) Some topics are not discussed deeply enough, because it was originally just a blog post and, as such, was not intended to be thoroughly researched. 3) Tendency to repetition and oversimplification, hence prose becomes extremely bulky, but with insufficient content. This is also probably due to the fact that these were originally independent posts intended to be read individually. Even the best editors can not help with it. In addition to the problems outlined above, this particular book has some unique deficiencies: 4) Examples are not in the book, but on a separate web site. To be fair, author warns about it and apologizes for it in the introduction, but still. In author's own words: "I realize this breaks the flow of reading a book". It does. 5) Lack of real world situations. Author used to work for some of the most exciting companies in the world: eBay, Netscape, HP. I would love to hear some information on how things are/were done there. 6) I personally find the 'high-fidelity prototype' concept to be highly questionable. But it is used as a foundation for many other ideas. High-fidelity prototypes could be as difficult to build as the product itself, it all depends on the product and subject matter. Yet, it is presented as a sort of a product

manager's silver bullet, without any discussion on when building this prototype could be problematic.7) Lack of 'features discussions'.

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