



**42**<sup>™</sup>  
Rules  
of Product  
Marketing

Learn the Rules of Product Marketing  
from Leading Experts from around  
the World

**PHIL BURTON, GARY PARKER,  
AND BRIAN LAWLEY**

280 GROUP PRESS



# **“42 Rules of Product Marketing” Book Excerpt**

Learn the Rules of Product  
Marketing from Leading Experts  
from around the World

**By Phil Burton, Gary Parker,  
and Brian Lawley**



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## Intro

Over our careers, we have watched as product marketing management (PMM) has evolved into a role that is absolutely vital to a company's success. Years ago, PMM functions, if done at all, were typically included in the product management (PM) role. The problem was the constant struggle between the need to develop market requirements for the engineering team against the equally important need for product launch, message creation, sales support etc. Often, short term deadlines for revenue demands from sales would take priority to the detriment of the company's longer range issues of product and market planning. By sheer necessity, companies around the world began to separate PMM from PM functions to achieve the right balance between the need to develop the product and the need to ensure its success in the marketplace after it was released. Establishing a PMM role meant that the sales teams could be assured of having a consistent, unified, and focused approach to messaging.

The PMM role has always been important, but it became absolutely critical with the advent of the Internet. As you'll read in various Rules in this book, today's marketplaces are different because almost everything that buyers want to know about a company or product can be learned online. In the past, the sales team and the company's advertising would educate buyers in the early stages of the buying cycle. Essentially, the PR, advertising, and sales teams could manage the information available to buyers and users.

However, in today's Internet-based marketplace, with the rising importance of social media, savvy buyers expect to find the initial information for themselves from independent websites and from other customers, and don't want vendor contact until they are ready to buy. This means that the vital function of early prospect education has shifted dramatically and a PMM needs to utilize



new marketing automation methodologies and tools to nurture leads until they are ready for the sales team to take them over.

Of course, despite all these changes, some basics never change. Product messaging is always about helping a prospect solve their business problem and address their needs, not simply describing product features. What has changed is how web-based messaging supplements—or in some cases replaces—the traditional product collateral so that the product marketing manager has to become a partner with the company's prospects in building a needed solution.

We are very fortunate that marketing experts from around the world took the time to share their insights on these very important topics. If you're like us, when you read their rules, you'll find reminders of fundamentals that we all need to remember as well as fresh insights and approaches to vital aspects of your job.

We sincerely hope that the rules in this book will help make your product marketing career more enjoyable and more successful! Let us know your thoughts at <http://280group.com/blog/>.

**Phil Burton, Gary Parker, and Brian Lawley**



## 2

**THINK BIG!, start small,  
*move fast...***

By Christine Heckart,  
Chief Marketing Officer, NetApp

***To think big is  
to dream big.  
Imagine you  
are at the end  
of the process  
and define  
what success  
looks like.***

Everyone knows strategy drives execution. But what drives strategy? And, what kinds of strategy drive the right kinds of action, at the right times?

We are always very, very busy. When you consider all the things we can spend time doing at any moment, it is hard to discern which are the most effective in achieving specific short-term and long-term objectives. When you can't do everything, how do you choose?

The best methodology I've found for managing strategy and execution is to THINK BIG!, start small, *move fast...*

**THINK BIG!**

To think big is to dream big. Imagine you are at the end of the process and define what success looks like. What are you trying to achieve? What impact do you want to make on your company, your industry, or the world?

For most big endeavors this means looking three to five years into the future, though some things might need a shorter time span. The important point is to make the time horizon long enough to let you dream expansively, imaginatively, and optimistically.

Too often, we hold ourselves back from really thinking big. We get caught up in minutiae, we compromise before we even begin, we focus on the reasons our big ideas won't work. At the THINK BIG! stage, put all these hurdles aside, and give your imagination free reign.

Envision what might be true and different in the future. How would we like people to think about us, our products or services, our company? What different behaviors would arise? What new points of view?

When you're thinking big, define success in all the ways that matter, both quantitatively and qualitatively. Consider hard numbers like revenue forecasts, but also include the qualitative aspects that ultimately matter when you think deeply about "success." Describe the vision in enough detail and with enough juice that everyone involved can understand the goal and why achieving it matters.

### **start small**

Once you have clearly defined what success looks like, identify the few things you can start on *now* to move toward that goal. Don't try to boil the ocean.

Pick a way to test the big idea and prove its value. Choose one aspect required for success and get it done. Start with something that provides early traction and credibility, gives you quick feedback, and allows you to build awareness and momentum.

Of all the possible things to do, focus first on the handful that are most linked to achieving your big idea. The leftover things might be useful later, or maybe not. Avoid diluting your efforts by chasing too much too soon. Start small, with achievable actions, and build from there. And just as important, put aside activities that *don't* link to the big idea—however interesting, fun, or compelling they may sound.

### **move fast...**

Prioritizing and starting small doesn't mean lollygagging, however. Big ideas don't reach fruition without continuous wins, continuous progress. And they don't happen if you lose traction or move away from your main goal. If you think big, start small, but then start over, you've ultimately achieved nothing of importance.

It's human nature to get lost in the weeds, to say yes to every meeting, to devolve into a focus on management-level detail, to act for action's sake, to fall into a pattern of believing that all deadlines are equally important.

To move fast, always keep sight of your big goal, and evaluate your small actions by how well they move you there. Remind people, over and over, of the goal you are aiming at. Start every meeting with the big idea, and for every activity proposed, ask if it is the most essential activity to move toward that idea. Then, reward and reinforce each small step that reaches closer to your goal.

THINK BIG!, start small, and *move fast...* Use this methodology to help you define success—and mobilize and motivate your team to achieve it.

## 3

## Learn from Your Customers' Digital Body Language

By Steven Woods,  
CTO and Co-Founder, Eloqua

***Each of these actions, the user's "digital body language," can give you insight into who is just kicking the tires, and who is likely to take a step forward and upgrade.***

Today's buyers are different than buyers a decade ago. Everything they need to learn about your company, your product, and your team, they can learn online. They are not out there learning by having your sales team educating them, they are learning by sharing perspectives with their peers, or getting hands on experiences with your product itself.

This change leads to an interesting challenge and a great opportunity for today's product marketers. The product itself is a key part of the education cycle. From free trials, to entry level products, to active usage of your main product, every experience a user has with your product is an opportunity to help you understand where they are in considering your offering, and you can guide your messaging strategy accordingly.

The challenge for product marketers is to rethink a communication strategy around the buyer's online experience. Buyers should no longer be segmented by demographics or firmographics, or communicated with in large outbound campaigns. Buyers must be understood in terms of the activity indicators and psychographics that tell you where that person is in their own unique consideration cycle.

The data we now have on buyers is as broad as it is insightful. Have they logged in for the first time? Have they configured their account? Have they taken the first action that you want them to in the product? Have they tried to use a feature that was disabled because it was only available in a higher level version of the product? Each of

these actions, the user's "digital body language," can give you insight into who is just kicking the tires, and who is likely to take a step forward and upgrade.

Each communication path you have with potential buyers should leverage this insight by helping that individual buyer try more, learn more, or consider purchasing your product. Without this insight, using only the broad market segments that define industries and roles, you are left with undifferentiated mass communication and are merely hoping to connect the right message with a buyer at the right point of consideration.

Taken one level further, the insights that the sales and marketing team gain on each person and organization who is considering your product could easily be fed back into the product experience itself and used to focus messaging, offers, and education within the product. It is also vital to the sales team, who can establish a strong working relationship by referencing the prospect's activities such as white papers or free demos instead of having to make a blind inquiry and trying to extract information that the prospect has already provided to your company.

For today's buyer, the product itself is the core of the buying process. As a product marketer, understanding this point and building a messaging plan that leverages an understanding of where a buyer is in their consideration cycle, based on their actions, is core to product marketing that successfully guides potential buyers from the earliest stages of awareness and education through to consideration, purchase, and continued growth as a client.

## 4

**Help Your Prospect Know  
"What's In It For Me?"**

By Russell Gould, Director,  
Product Marketing, Guidance Software

***To be relevant, content needs to follow the WIIFM (whiff 'em) or "What's In It For Me?" rule; don't pound prospects with your messaging.***

As a product marketer you're responsible for your product's success. This means consistent revenue growth. While there are many success factors to growing revenue, demand generation is certainly a key component. Demand generation is not just about programs, events, sending emails, etc. It is about guiding potential customers through their journey toward purchase. Holistically, it leverages the marketing toolkit, not just one facet. It is essential to provide prospective customers the information they need throughout their buying cycle, not just the sales cycle.

Product marketers understand the sales cycle and associated funnel. What most don't realize is that there is also a marketing funnel. Working the marketing funnel is crucial to effective demand generation, particularly for complex selling cycles where 50 percent of the leads in year two come from prospects generated by the previous year's marketing activities, even when the sales cycle is only six months long. This means that marketing needs to interact or "have a conversation" with prospective buyers for twelve to twenty-four months, even though the sales cycle is much shorter.

Successful demand generation is one-to-one marketing on a mass scale. To accomplish this, you need software. There is now affordable software that automates the processes and everything marketing does to interact with prospective customers. Software provides the necessary qualitative and quantitative metrics the demand generation team needs to analyze and adjust, and be much more scientific about the process.

Collaboration is essential. Don't just ask for a webinar or another email to be sent; these are just random acts of marketing. Create a plan with the demand generation team that maps to the marketing funnel and addresses prospective customer needs across the buying cycle. In larger organizations, take a leveraged approach and collaborate with PMM peers to create top of funnel programs for multiple product lines, not just one.

To be relevant, content needs to follow the WIIFM (whiff 'em) or "What's In It For Me?" rule; don't pound prospects with your messaging. It's about them, not your product. This is basic marketing; however, time and time again marketing professionals forget this. Also, "It's about them" doesn't mean target segments; it means personalization to the individual, as noted in Rule 3 above. Developing buyer personas is not enough; the demand generation team needs to understand what is relevant to particular individuals. Classic assets such as white papers, buyer's guides, etc., are important, however, the team also needs smaller, more consumable assets on very specific topics. We live in a Twitter world; a three page paper on a specific topic instead of 10 pages on three topics will help your demand generation team learn what is relevant to that individual.

Less is more. Sending too much or asking too many questions increases the risk that prospects disconnect. Demand generation results increase with more specific individual information. What time of day do prospects want information, how frequently, via what medium, bulleted or paragraph format? Until your marketing team better understands the individual, communicate less. They need to deliver the right message, via the right medium, at the right time to the right person.

It must be easy for prospective customers to get the information they need. Is all content behind gated forms? What paths do prospects go through to get the information they need? Is content customized to the individual? How considerate are you of their time? Do they have to fill out a form every time they come to your website for content? Do they get asked questions you already have the answer to?

Effective demand generation is a key component to your product's success. While you don't have to be a demand generation expert, you can provide leadership to your marketing team to have the right mindset and focus on the individuals that buy your product. Keep driving this point home to your marketing team—your competitors are. Your product's success depends on it!



## 8

## Have Courage at Launch

By Brian Lawley,  
CEO & Founder, 280 Group LLC

***Oftentimes the courage they had to build the product turns into denial about what it really takes to build a viable business.***

Sure you have a great product idea and the guts to build it, but do you **really** have a realistic picture of what it is going to take to bring it to market? Do you have the courage to spend enough to launch your product and create significant momentum?

My company, the 280 Group, works with many companies that are trying to launch products. Oftentimes clients first contact us when they are three to six months away from launching a product to help them plan how they are going to reach customers and make sales. Or they'll bring us in shortly after the product has been released and they can't figure out why sales have not begun to take off.

These companies will have spent tens or hundreds of thousands (sometimes even millions) of dollars, and months or years developing their product. They have a huge sunk cost that has been incurred to get to market. They'll ask us to create a marketing plan to reach their target market as cost effectively as possible so that they can generate qualified leads and make sales. Their attitude is usually that, "We'll be so smart about marketing (like we were with development) that we will get things going without having to spend much, and then we can fund future efforts from the initial sales." But when the rubber hits the road and the company has to invest enough time, resources, and money to get sales and revenues going, oftentimes the courage they had to build the product turns into denial about what it really takes to build a viable business.

One company that we worked with had spent \$3 million doing a management buyout and bringing a new product to market, with the hope of turning the company around and generating \$8 to \$10 million in sales. When we proposed a ridiculously low marketing budget of \$50 thousand (with some very creative leveraged marketing ideas). It took them eight weeks of internal debate to finally decide that they weren't quite sure enough about the product and market to spend the money. Guess what? After all that work they didn't come close to making their revenue projections.

What's the lesson here? Start your marketing and go-to-market planning very early—even before you make the commitment to build the product. Get real about what it will cost you, and get a seasoned marketing person involved to help you create a ballpark estimate. Take that estimate and double it as your working figure.

Sure, you might be able to come up with the next completely viral product that requires no marketing, but these are few and far between. When you are making the decision about whether to develop a product ask yourself, "When we have built the product, used up more funding than we dreamed we would to do so, and are ready to really try to get the revenue engine going, will we have the Marketing Courage to make it happen?"

If the honest answer is no, don't do it.

The moral of the story? Go big or go home.

## 9

**Make Your CFO a Social Media Fan**

By Paul Dunay, Chief Marketing Officer, Networked Insights

***Social media definitely pays off, but you've got to focus on the approach, not the tools.***

Social Media has hit the mainstream, but the concern on every product marketer's mind has been how to justify the ROI, especially at budget time. The financial decision-makers might harbor unspoken thoughts like, "We spend big bucks on those developers, customer support, and sales engineering people. Why are you wasting the company's money giving them geek toys when they should be doing real work for us?"

If you're concerned about social media cost justification, you're not alone. A recent Chief Marketing Officer (CMO) survey<sup>ii</sup> found that only 20 percent of CMO's felt social media produced measurable ROI and 62 percent hoped it may someday. If CMO's lacked ROI confidence, then just imagine what a CFO or CEO survey might have told us!

Social media definitely pays off, but you've got to focus on the approach, not the tools. The classic product marketing approach to social media is treating it like just another broadcast media channel by posting press releases, events, videos, etc. and expecting instant results. That's a good start, but the results you need to justify your efforts will come by taking a holistic company approach.

Here are some real-life examples. I am sure you can find others when you start thinking this way.

**Improved Customer Support**

Avaya found that social customer support is a powerful way to reduce customer churn and increase retention rates. Listening for a customer issue, responding, and solving their problem in

minutes using social media provides an "exceptional customer experience" which unlocks the beauty of social media in sharing stories of great customer service travel far and wide.

### **Collaborate with Your Customers**

I don't care whether you own a community or your rent one from a provider like LinkedIn Groups—a community is a great place to create a social experience with your customers. B2B marketers often host bi-annual advisory boards or user group meetings and these are just screaming for a way to keep them connected via a tool like an online community. A recent Jive report of over 2000 customers showed outstanding results. Lower costs, more revenue—a perfect combination!

- Users
  - Generated 32 percent more ideas
  - Sent 27 percent less email
  - Found answers to questions 32 percent faster
- Employees
  - Spent 42 percent more time communicating with customers, which led to better retention rate
- Results
  - Support calls dropped 28 percent (Lower costs!)
  - Sales to new customers jumped 27 percent (More revenue!)

In summary, social media consists of a powerful set of tools that yields strong bottom-line results for your company, but you need to take a holistic approach and not treat it like just another broadcast media.

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Marketing Blog. Networked Insights is the developer of a marketing decision platform that helps companies use real time data to optimize marketing.

### **Alyssa Dver**

Alyssa is CEO of Mint Green Marketing (<http://www.mintgreenmarketing.com>) providing affordable, expert marketing consulting and training to large, brand name companies to up-and-coming start-ups based all over the world. Her books include: *No Time Marketing*, *Software Product Management Essentials*, and *Ms. Informed: Wake Up Wisdom for Women*. Alyssa is a media go-to with articles in *Forbes*, *BusinessWeek*, *Software Magazine*, and dozens more. See her at one of the many business or women's events she keynotes each month. [alyssadver@mintgreenmarketing.com](mailto:alyssadver@mintgreenmarketing.com) 508-881-5664

### **Tom Evans**

Tom Evans is Principal Consultant at Lûcrum Marketing and is a recognized leader in the product management community. He has over twenty-five years of technology business experience, working in start-ups to Fortune 500 companies and has been responsible for establishing and implementing the product management and product marketing roles at multiple companies. Tom is a Certified Product Manager (CPM), Certified Product Marketing Manager (CPMM), and Agile Certified Product Manager (ACPM). Tom is passionate about creating and marketing winning products.

### **Jenny Feng**

Jenny has held a number of marketing and product management positions in the consumer products industry. She led the growth and profitability of key business divisions at companies such as Staples, Avery Dennison, Delta Creative, and Behr. Jenny is currently the CEO of [MarketetersClub.com](http://MarketetersClub.com), a leading resource for product marketing professionals, Managing Director at CorpMVP, Inc., a marketing consulting firm, and Adjunct Professor at Cal Poly University, Pomona. Jenny received her MBA from Babson College.

### **David Fradin**

David is Vice president and Senior Principal Consultant for the 280 Group. He was a product manager and product marketing manager with Hewlett Packard Corporation, followed by product and business unit manager with Apple Computer. Subsequently, he worked as associate director of market research for the Personal Computer Industry Service at Dataquest. He is currently writing *Building Insanely Great Products*, the history and future of Product Management.



**Linda Gorchels**

Linda is director of marketing talent development on the Executive Education faculty, Wisconsin School of Business at University of Wisconsin-Madison, where she has trained more than 10,000 global corporate executives. An award-winning author, Gorchels has published the 4th edition of *The Product Manager's Handbook* (2011), *The Product Manager's Field Guide*, the forthcoming *Business Model Renewal* (2012), and co-authored *The Manager's Guide to Distribution Channels*. Prior to joining the university, she held numerous successful marketing positions with leading companies.

<http://www.brainsnacksafe.com>

**Russ Gould**

Russ, Director of Product Marketing at Guidance Software, has spent much of his career in technology product marketing creating go-to-market strategies, positioning solutions, and enabling Sales for success. The quest for product revenue growth led to a keen understanding of effective demand generation. While appreciative of the creative aspects of his profession, Russ firmly believes that marketing should be regarded more as a science than just art. He regards marketing automation fundamental to ensuring a return on marketing investment.

<http://www.linkedin.com/in/rjgould>

**Paul Gray**

As Director of Community Engagement at independent games startup Bubble Gum Interactive, Paul is responsible for marketing and customer experience for Little Space Heroes, a new virtual universe for kids around the world. With over ten years in product marketing, Paul is passionate about focusing product design, development, and delivery around creating outstanding customer experiences.

**Sandra Greefkes**

Sandra leads client initiatives involving interactive and social media, individualized and permission based marketing, positioning and messaging, brand management, and project management best practices. Prior to joining Filigree, Sandra successfully led best in class business strategies, solutions, process innovation, and integrated campaigns through more than fourteen years of progressive experience in the communications and high-tech industries. Her broad based marketing experience ranges from traditional disciplines to specific expertise using new media approaches to exceed bottom line results.

**Bertrand Hazard**

Bertrand has over eighteen years of experience devising and executing sales and marketing strategies. In his current role as Sr. Director of Business Strategy, he owns the creation, communication, and execution of the business strategy for SolarWinds, a leading provider of powerful and affordable IT Management software. A seasoned marketing practitioner with a global perspective and

entrepreneurial drive, he is a member of the Forrester's Technology Marketing Executive Council, an active board adviser for ProductCamp Austin and a blogger at <http://www.arandomjog.com>.  
Twitter: *@productmarketer*

### **Christine Heckart**

Throughout her twenty-year career, Christine has played an integral role in the marketing and growth strategies of successful technology companies. Before NetApp, she was general manager of marketing for Microsoft's TV, Video, and Music Business. Previously, she was VP and CMO for Juniper Networks, responsible for all aspects of worldwide marketing. An acknowledged industry thought leader, she was named one of Network World's "Top 10 Power Thinkers" and "50 Most Powerful People in the Industry." She has an economics degree from the University of Colorado at Boulder.

### **Don Jennings**

Don is responsible for driving the strategic direction and day-to-day programs such as launches, announcements, product reviews, and analyst and media relations programs in a variety of technology markets. He has helped clients through award-winning, high impact product and service introductions, raising his client's profile in national and majority media outlets. Don has been the lead on more than fifty new service and product introductions for his clients during the past five years.

### **Reena Kapoor**

Reena is Founder and President of Conifer Consulting, a new product and marketing strategy consulting firm. Reena brings over twenty years of new products and marketing experience; including brand management at Procter & Gamble, Kraft Foods, and product management/marketing leadership at Silicon Valley tech start-ups. Reena has a B.Tech degree from Indian Institute of Technology (IIT Delhi), and an MS degree from Northwestern University. Reena completed the 2007 Nike Women's Marathon to become a top Leukemia & Lymphoma Society fundraiser!

### **Dave Kellogg**

Dave Kellogg is a software industry technology executive who specializes in strategy and positioning. Dave is a technology and blogger. Previously, Dave was CEO of unstructured data pioneer MarkLogic, CMO of business intelligence leader Business Objects, and started his career working in technical and marketing roles at Versant and Ingres. You can hear more from Dave on his blog at Kellblog (<http://www.kellblog.com>) or via his Twitter feed at <http://twitter.com/kellblog>

### **Mara Krieps**

Mara Krieps is a founder of Pivotal Product Management (<http://www.pivotalpm.com>), a product management consultancy based in Seattle, WA. She headed the Product Management Consortium (<http://www.pmcnw.org>) and served on the UW Software Product Management program's advisory board for ten years. She is a recipient of AIPMM's "Excellence in Product Management Education" award, and was named by Puget Sound Business Journal's TechFlash to the "Top 100 Women in Seattle Tech." Mara is an AIPMM Certified Product Manager and Agile Certified Product Manager.

### **Eric Krock**

Eric has nineteen years of experience in product marketing and product management including roles at Netscape, Kontiki, VeriSign, Zvents, and Voximate. *Social Media Marketing Magazine* named him one of the top 85 Chief Marketing Officers on Twitter in April 2011. AgileScout named his blog on Agile product and project management at <http://www.voximate.com/blog/> one of the top 200 Agile blogs to follow in 2011. His not-for-profit AIDSvideos.org is the world's leading provider of multilingual HIV/AIDS prevention education videos.

### **Jeff Lash**

Jeff has over ten years of experience in product management and user experience design for online products for companies including Elsevier, MasterCard International, and XPLANE. He blogs about product management at "How To Be A Good Product Manager" (<http://www.goodproductmanager.com>), runs the product management Q-and-A site "Ask A Good Product Manager" (<http://ask.goodproductmanager.com>), and dispenses product management wisdom 140 characters at a time on Twitter ([twitter.com/jefflash](https://twitter.com/jefflash)). Jeff lives in St. Louis, MO.

### **Rich Mironov**

Rich Mironov is Principal, Mironov Consulting. He is a serial entrepreneur, product management consultant, veteran of five tech startups, and PM thought leader. His book, *The Art of Product Management*, captures the best of his Product Bytes blog ('01 to '08). He founded the first Product Camp, produced the Agile Alliance's first product manager/product owner conference tracks, and served on the SVPMA board. He often speaks on product organizations, pricing, product strategy, and Agile Transformation.

### **Dan Olsen**

Dan has twenty years of high-tech experience, including five years at Intuit where he led Quicken product marketing. Dan also led product marketing at Friendster. Dan's personalized news startup YourVersion won the TechCrunch50 People's Choice Award. He has a technical background and a Stanford MBA. He has consulted to many startups and is passionate about building and marketing successful, large-scale

products. He regularly speaks at conferences such as the O'Reilly Web 2.0 Expo, P Camp, and Startonomics.

<http://www.olsensolutions.com>

### **Joe Pulizzi**

Joe is a leading author, speaker and strategist for content marketing. Joe founded the Content Marketing Institute, which includes client-vendor matching site Junta42 and the premier international content marketing event, Content Marketing World, and *Chief Content Officer* magazine. Joe is CEO of SocialTract, the leading service professionals' blogging service and co-author of the highly praised book *Get Content Get Customers*, recognized as the handbook for content marketing, as well as *Managing Content Marketing: The Real-World Guide for Creating Passionate Subscribers to Your Brand*.

### **Al Scharer**

Al leads client initiatives involving thought leadership, customer experience, segmentation, and differentiated marketing. Prior to forming Filigree in 1993, Al held successful positions with high-tech companies for over twenty years. His experience spans the marketing and planning functions of large business, including broad experience in management. Al has provided high-impact facilitation and consultation for executive and middle management at leading high tech companies for close to twenty years.

### **Dennis Shiao**

Dennis is Director of Product Marketing at INXPO and author of the book *Generate Sales Leads With Virtual Events*. At INXPO, Dennis is responsible for go-to-market strategy and execution, and for shaping product and platform evolution via the "voice of the customer." Dennis has managed virtual event campaigns for Cisco, HP, Oracle and Microsoft, among others. Dennis blogs about virtual events at INXPO, and on his personal blog, "It's All Virtual." Dennis can be found on Twitter at *@dshiao*.

### **Cindy F. Solomon**

Cindy is the founder of The Global Product Management Talk (<http://www.prodmgmttalk.com>). She has over fifteen years' experience in web, services, and software product marketing management and community development at Silicon Valley companies including Apple, Vadem, NetObjects, and start-ups. She holds CPM/CPMM certification.

### **Adrienne Tan**

Adrienne is Director of Brainmates, an Australian product management and marketing agency, she is passionate about helping clients create products that make a difference in the market. At Brainmates she has created successful products as diverse as "not for profit" products to an identity theft protection service. Adrienne has twenty years of product

management, business improvement, and operational experience in telecommunications and media, having worked for Australia's largest Internet service provider, Telstra BigPond, and AUSTAR, a Cable operator. <http://www.brainmates.com.au> | @brainmates

### **Janey Wong**

Janey is a Product Marketing professional with nine years' experience in product planning, market strategy development, and customer research. She has worked with international teams, start-ups, and established enterprises in both the corporate and non-profit sectors. Her background is in the new media and entertainment industries working at Brainmates, a product management consultancy, and at Oberon Media, a leader in casual games distribution. She has a M.Com. (Marketing) and a B.Sc. (Environ. Econ. & Policy).

### **Steven Woods**

Steven cofounded Eloqua in 1999 and has held the position of Chief Technology Officer since then. He is responsible for defining Eloqua product strategy and technology vision. Steven's books, *Digital Body Language* and *Revenue Engine*, as well as his blogs and user community support, explore demand generation and current marketing transitions. Prior to cofounding Eloqua, he worked in corporate strategy at Bain & Company and engineering at Celestica. He holds a degree in Engineering Physics from Queen's University.

### **Natalie Yan-Chatonsky**

Natalie Yan-Chatonsky has been building and marketing products and digital applications since the mid-nineties. She has always been on the cusp of innovation, driving major retailers to build e-commerce capability, growing the usage of social networking tools and launching a suite of wireless products. As a brainmates product strategy consultant she has contributed to various stages of the product and marketing planning process from ideation to launch, with leading companies in biomedical, financial, and television sectors over the last three years.



## About the Authors



**Brian Lawley** is the CEO and Founder of the 280 Group. He is the author of four best-selling books, *The Phenomenal Product Manager*, *Expert Product Management*, *Optimal Product Process* and *42 Rules of Product Management* and is the former President of the Silicon Valley Product Management Association (SVPMA). He was awarded the Association of International Product Marketing Management award for Thought Leadership in Product Management, and has been featured on World Business Review and the Silicon Valley Business Report. He is the editor of the Optimal Product Management blog and newsletter and also writes guest articles for publications such as the Software Development Forum newsletter, Softletter, and the SVPMA newsletter.

Prior to founding and running the 280 Group, Brian spent many years working on innovative products at world-leading companies, including Digidesign (acquired by Avid), Apple (Product Manager for the MacOS human interface), Claris, Symantec, and Whistle Communications.

Brian is a Certified Product Manager (CPM) and Certified Product Marketing Manager (CPMM) and has a Bachelor's degree in Management Science from the University of California at San Diego with a minor in Music Technology and an MBA with honors from San Jose State University.





**Phil Burton** has been a consultant and trainer for the 280 Group for four years and has a twenty-five-plus year career in product management and product marketing focused on information security, data communications, and networking. His expertise is in product life cycle management with a focus on customizing the product life cycle process to the specific needs and organizational structure of a company. In addition to executing assignments for specific clients, Phil also conducts most of the 280 Group's Product Management classes. Phil holds a Civil Engineer degree from MIT ("practical PhD"), and is a certified information system security professional (CISSP). Phil is a Certified Product Manager and Certified Product Marketing Manager through the Association of International Product Marketing and Management.

Phil has extensive full life cycle product management and product marketing experience, with a strong understanding of how to tailor the product life cycle process to the specific needs and organizational structure of a client. Phil has expertise in product definition, launch, messaging and positioning, collateral creation, competitive analysis, and sales tool creation. He is also an excellent public speaker for both executive level and technical groups.



With over twenty-five years of marketing experience, **Gary Parker** has a record of creating powerful marketing programs. He has worked with high tech companies to produce innovative marketing programs and collateral that drive demand and support the sales process.

Gary has the strong work skills that are needed to execute smooth, effective cross-functional product launches. He had early, very successful, sales experiences in which he was top sales person every year for four years at Sterling Software and broke company annual sales records twice. This experience helped him migrate into product marketing and provided the foundation for a "hands on" leadership style to closely support sales teams using his product and customer buying criteria expertise.

Gary has an MBA from Golden Gate University, a BS in Business Administration from the University of Arizona and received executive marketing training at Harvard, Columbia and Wharton. He taught Market Planning at the University of Colorado Extension Program.

Gary is a Certified Product Marketing Manager by the Association of International Product Marketing and Management.

He has been a featured conference speaker: Software Business 2009, Laptop Summit 2010, American Institute of Product Marketing and Management 2010 P MEC, P-Camp 2009 Product Marketing session leader and has published articles in Computer Technology Review, CPA Technology Magazine, MIS Week, Software News, Software Magazine plus regular press interviews, blogs and tweets.

**Getting “42 Rules of Product Marketing”**  
**(<http://happyabout.info/42rules/productmarketing.php>)**

*42 Rules of Product Marketing* can be purchased as an eBook for \$11.95 or tradebook for \$16.96 at:

<http://happyabout.info/42rules/productmarketing.php> or at other online and physical book stores.

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"Regardless of your role, organization, or background, you will gain new insights and ideas on how to improve the effectiveness of your product marketing activities."

**Ken Homer, Vice President of Business Development, Calgary Scientific Inc.**

"42 Rules of Product Marketing is an excellent compilation of easy-to-read marketing tips that cover state of the art marketing practices."

**Mike Freier, President, Silicon Valley Product Management Association**

"Powerful but concise book that pulls together the insights, experience and wisdom of over 40 marketing professionals with excellent advice for both consumer and business products."

**Therese Padilla, President, Association of International Product Marketing & Management**



**BRIAN LAWLEY**

is the CEO and Founder of the 280 Group and has shipped over fifty successful products during his twenty years in product management.



**GARY PARKER**

has over twenty-five years of successful marketing experience with high tech companies.

**PHIL BURTON**

Phil Burton is Principal Consultant and Senior Trainer for the 280 Group, with more than 25 years of product management and product marketing experience with established companies and startups.



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