

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

Chad: Hi, this is Chad. I have a great interview with a senior product manager for software products. This podcast is brought to you by Product Innovation Educators, which is where I and my colleagues provide online training for product managers and innovators. To see the show notes for this episode, please go to TheEverydayInnovator.com/036. Enjoy the interview!

My guest has a long list of skills and experiences as a seasoned product manager, including leading teams, roadmap planning, portfolio management, lean startup, customer discovery, agile development, and SAS and Cloud architectures. He's a mentor at Techstars, an accelerator for technology startups. His name is Jeremy Dillingham, and he is currently serving as a Senior VP at Return Path, a company that helps organizations promote and protect their brand. Jeremy, thanks so much for talking about product management with me and the Everyday Innovators who are listening.

Jeremy: Sure! Thanks, Chad.

Chad: Glad you're here. You started Return Path in 2008 as a Product Manager. You've held many different product management roles there. Prior to that, you worked as a Product Manager in a startup and even prior to that, you worked as a Project Manager at IBM. I know a lot of the Everyday Innovators like to know how people got into product management. Some are trying to get there in their careers and some are unsure of where or when to take their next step. Can you share your journey about how you got involved in product management?

Jeremy: Sure. I think everyone gets into product management in different ways. There is no easy cookie cutter way to get into the profession. I was a project manager at IBM. Project management is, of course, an important skill set for a product manager, even though they are very different roles. I had just completed my MBA at CU and got a job at a startup. At the time we didn't realize it, but I and another woman who was hired both with MBA's and project management backgrounds were hired with no product management experience. The startup hired project managers even though they were looking for product managers. Three weeks into the job, they pulled us into an office and told us we were promoted to product managers. That is how I got into product management.

Chad: You must have been at the right place at the right time.

Jeremy: Totally.

Chad: I do think a lot of people that are in project management roles are also doing a lot of product management. The way that PMI defines project management is as a project that creates a product or service. That is how I got started as well. Was any of your prior experience as a project manager related to product development in some way?

Jeremy: A little bit. It was around running incremental software upgrades and enhancements on a project basis where the 2 fields related. I think the most important aspect of that experience that I took into product management was the ability to have the skills to manage a team, manage a deadline, to help set up and organize the work, and do all the project management pieces while still adding the layer of making decision, guiding the team, and discovering things along the way.

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

Chad: Right. In the discovery part, you're talking about how to figure out what the concept should be for the product and what the requirements will be?

Jeremy: Exactly. The way I describe the differences between project and product management is that a project manager is accountable and responsible but they don't hold much authority. The thing I love about product is that you get the authority. Not only are you the sea of the product as some people like to say, you are the single ring-able neck if you there's an issue. You are also the person who gets through to the broader team. You are the one who gets to make the decisions and ensure that you're doing the right thing. That's why I find product management a more interesting role. If you're going to be responsible and accountable, you might as well be able to shape it and be the one making the decisions.

Chad: Yeah, and have a lot more ownership. One good sanction thing about discovery that you brought up as a project manager, most of the time, we walk into a project already having a scope of work and requirements framed out. As a product manager, you are walking into something new every time. Therefore, you have to figure out what it is this product is going to be about and how we can provide value to our customers.

Jeremy: Absolutely, yes.

Chad: So I'm curious how as you made the transition into the startup and now at Return Path. I know the aspect of product management is opening this world to other functions of the organization and not just be focused on a project. I don't know if you saw that much in the startup. I'm pretty sure you wore every hat there was to wear. Did you see this cross-functional activity happen as a product manager?

Jeremy: Yeah, definitely. My transition from IBM, where everything is incredibly [inaudible] [00:05:31] because of the size of the organization to the startup. That was a big change. I think at that time the startup was pretty similar to Return Path because the startup had gone up to 50 people at one point. When I started at Return Path, the company employed less than 150 people. The scale wasn't that different. The way I often draw it out for people in our organization who are wondering how to work with product management is the hub and spoke with PM at the center and all the different organizations within the company attach to that spoke. Product works closely with not only engineering and UX, which is the core team in product development at Return Path, but also closely aligned with marketing, support, analytics, etc.

Chad: Right. Also including a manufacturing operation if it was another company developing physical products.

Jeremy: Right.

Chad: One more question about this transition. I'm curious that you did the MBA work and then went to the startup. There's probably some Everyday Innovators wondering about the MBA piece. Did you feel that was essential to you doing the product management work or was it more coincidental?

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

Jeremy: I think it was essential for me to get the job but everyone has their own path. Personally, I think it was important for the startup to have 2 MBA's with project management experience. But I don't know that that would help anyone else ever get a job. The thing I think is the most interesting in applying to product management is that whole piece around business acumen. Experience stands out more but if you're lacking experience, an MBA is a great way to get it and then to prove that you have it. But it's also about helping not only the engineering team, but also yourself and the other stakeholders that are part of that team connect what you're doing, connect the value to the customers and the market, and to the overall business impact or business results that you are trying to drive. Therefore, I think it was valuable for me from that stand.

Chad: Right, and being able to connect those pieces and the people involved as well.

Jeremy: Exactly. Not every engineer is going to understand why they are doing the work that they need to do. I think an important piece of a product manager's job is to provide that context in helping connect them to the strategy and the business results. It's not just about doing the work but also about understanding why we are doing it. It's about really giving it you all because you believe in it.

Chad: As you said, you are the owner of the outcome. That is pretty important.

Jeremy: For better or for worse.

Chad: Thank you for sharing your journey a little bit. I want to talk about your role in Return Path. I saw on your LinkedIn profile that when you got there, you helped to lead the creation of the first new product the company had in 4 years. That is actually not uncommon for a lot of companies that develop the product and it becomes their flagship. It is how they bring in revenue. Overtime, people turn over and the company loses the knowledge or process in creating another product. I don't know if that was the case with Return Path or not, but I'd like to explore what was going on there and what you learned in that experience.

Jeremy: We're an enterprise size company and we had built 2 products that are part of an important suite, which did amazingly well. We were in this period of time that was perfect for us because the business environment late 2008 to 2010—if people can remember—was the time of the recession where everything was going downhill and a lot of companies were going out of business. Our business, however, was growing really well during that time period. We were profitable and it was a great company to join and a great time to join it. But what happened was that we spent so much time scaling the business in that downturn. We were going from tens of hundreds of customers to thousands, which made it a very difficult business of consolidating the infrastructure and getting it to work properly to support the increasing consumer base. We were focused on getting ahead of the growth, which is a wonderful problem to have. But at the tail end of that, we didn't know how to innovate, no one had any solid products to market within the company in a long time. I think the founders were the ones who brought the original products to market. It was a very different environment that we suddenly found ourselves in. It was interesting. This was all before the lean startup was a thing. We started to read Steve Blank's book and engage with him. We actually brought Eric Ries in before he had the blog, before he started the conferences and took out a book. We were trying to incorporate all

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

these ideas from different places to understand which one of these ideas worked for us and how do we start that process. We established a very early and crude version of our form of the discovery process. We went out to the market and validated ideas. We also worked with Marty Cagan out of California and we started getting into the groove of bringing products to market. It took us a year to bring our first new product to market and we were really proud of that but everybody who was an expert at doing this thought it was horrible and took way too long. Through that we learned. But the experience was really valuable for us to kind of continually revisit what we are doing right and wrong. It was a great experience for me to learn not only new skills but how do you evolve that and get to a place where as we start scaling the team, we can bring people in who want to learn this as well.

Chad: Absolutely. Given that you came from an environment where you did not know how to create products, it was a huge accomplishment even if it took longer to create it than you would have liked.

Jeremy: We thought it wasn't the time. It's funny how product management has evolved. I actually the arc of the last 10 years has been pretty interesting, with the last 5 in particular. There are much better ways to do product management now than there were before, and so much learning in the world. It's getting a lot better and everyone seems to be a lot faster at it. It's a really interesting time to be doing product management.

Chad: I'm really glad there is this renewed focus on customer discovery, and making sure you get out of the office to engage with customers because this helps you know what provides value before you get too much sucked into developing. That hasn't been our historical experience, especially with large companies. The product wheel keeps turning. There are product managers that never talk to customers, which is a bit shocking.

Jeremy: I think it's shocking as well because it is so much easier to stalk customers and learn from them directly.

Chad: What was the catalyst that brought all of that about? Was it a desire to grow the company? Was it something taking place in the environment that asked for a different product?

Jeremy: It was a combination of things. That initial product was about getting out ahead of the grove and predicting what was going to happen, which was that the infrastructure was going to scale and so we needed to think of something else. There was also a combination of competitive pressures. The main competitor and the space was starting to evolve and bring out some new ideas to market. Therefore, we initially wanted to match that and get to a cadence where we could outperform, which did happen but it was a long journey to get there.

Chad: There is nothing like customers changing and a little competitive pressure to review what is important and where the focus lies.

Jeremy: Yes, a strong competitor can actually help.

Chad: Absolutely, because otherwise, we tend to get a bit lazy overtime.

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

Jeremy: A little bit.

Chad: It is healthy for organizations and good for the customer. How about a more recent example? I always like to dive into more real product projects and talk about what you learned from that. A lot of the time the things we learn and value most from those real experiences are not necessarily what went right but maybe the things that went wrong along the way. Do you have a more recent experience that you can share?

Jeremy: Sure. There is actually two. There is one that I wasn't super involved in but I talked about it from the perspective of the company and how the product functioned and was a success. Two years ago, we had one that we considered more of a failure. I can talk about both and juxtapose those 2 experiences together.

Chad: Perfect.

Jeremy: There's another book that I recommend titled, "The Escape of Velocity" by Geoffrey Moore that talks about a framework for how you think about new products and new businesses within a broader organization. He uses the concept of H1, H2, and H3 where H1 is the bulk of your revenue, your study and product. H3 is the new emerging innovation that you're trying to achieve. It's not going to impact revenue this year nor even next year, but it's going to be 10 percent of your revenue 3 or more years from now. Both of these products would be classified in H3.

Chad: Okay so you're taking some bets on where you think the turns are going and you're hoping you will be in the right place in 2 or 3 years.

Jeremy: You're thinking we're developing a new product. It doesn't need to be a hundred million product tomorrow. We're going to work on the R&B innovation of it and then move it to H2 where it's a fledgling business or product that you're going to help grow and get off the ground. Then it moves to H1 where it's part of your ongoing core business. A product we built years ago that was more of a failure started out well. We had lots of discovery in the market, we validated with customers, we worked very closely with the product engineering and UX to wrap and prototype, iterate, get to an MVP, and get it out to market. The problem was that the product was us signing 10 referable paying customers early on before launching and expanding the product. We skipped that intermediate phase where you're a teenager product and you're still trying to figure it out and grow. We went straight from signing 10 customers to the entire sales [00:16:26]. The mistakes that we made in that transition and the things that we learned is that those 10 initial customers weren't a coherent homogeneous market. They were 10 customers that might be in several different verticals. It wasn't a coherent market. Also, the pressures of taking that and making it part of the main business meant that the sales people were trying to sell it and we hadn't necessarily figured out that evangelical sales process yet that Steve Blank talked about in his book. We discovered the product and we did discovery around that, but we didn't do much research on a reputable sales process. The second mistake occurred since the 10 customers weren't alike, they were now part of revenue, which means we had to make sure that they stay happy and don't turn. Therefore, we ended up building the next versions of the product on top of all the feedback that we got even though it wasn't consistent feedback in the sense that if we had a single

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

vertical, we could have built a more laser-focused product that was better for that vertical. But instead, the product turned into a sort of Frankenstein. There was a lot for us to learn from that experience.

Chad: And to dive into that a bit further, I think this is tempting for organizations when they've had an early success and have gone through a great lean startup type of process you laid out of doing the discovery work, the validation, iterating it with the customer, and coming up with a clean MVP. Geoffrey Moore talks about the need to start off with a clean niche when you are starting a new product in one vertical where you can build some momentum and then use that momentum to take over that vertical in order to move into new verticals. That gives you the sales process that you need. It sounds like that is what you identified as missing from the [inaudible] [00:18:26].

Jeremy: Yeah, I think it was one of the 2 things that were missing. You take feedback phonetics from that market that you think is an existing market now that you've sold revenue to it. You build features based on that, but product doesn't evolve in a clean way.

Chad: It becomes a product for a specific customer.

Jeremy: Yeah. It is a bit of a mismatch. I'd like to juxtapose that with the new product, which I was not closely involved in, but the team did an amazing job with it, and where we are creating a certain line of business that is all about monetizing the data that we have. They started with a very iterative discovery and combination product and sales-led process. Trying to do innovation to get to a place where we were not building big systems internally until we can validate there was a market need that was a consistent, clean niche took a combination of everything we learned over the years. There was real juice behind it. We rammed it accordingly when it made sense. We are also trying to build a true MVP around clean data feeds versus trying to build products on top of it. It's a much leaner approach and it's paying awesome dividends for us as a company. It's kind of good to see us learning from negative things we've done in the past.

Chad: So the leaner approach is looking to be more successful. Is it also faster?

Jeremy: Yes. Much faster.

Chad: So you are running experiments quickly, finding answers to questions faster, and building out these MVP's based on the data you have.

Jeremy: We're actually closing revenue faster. We're selling earlier in the process to test how to sell and what kind of deals we want to make and also to validate that there is a real need.

Chad: Are you finding that you're able to leverage a customer success to the next customer success?

Jeremy: Yeah, you can a little bit but sometimes you can't tell the new customers about the preexisting customers. We don't really try to convince prospects to sign by telling them about the customers who have signed already but instead we try to learn to better our selling process as we

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

continue to attract more people to our product. The very first tentative sale might have taken a long time of negotiating and talking to the customer and they might have asked many questions that you did not know how to answer. But overtime, you hone in the message you will give to people, you hone in the process, and you hone in the product. It starts to get easier and easier every time you go out to sell.

Chad: You have data related to help brands stand out, help promote the brand, and help protect the brand. In this niche method of working with a vertical first, the questions that you would get from a financial company are going to be really different than the questions you get from a pharmaceutical company. But after you deal with a few financials, you know their business and it makes you look more professional when interacting with them because you understand the language and you can anticipate what their needs are.

Jeremy: Yeah, exactly. In this particular business, it's not about the fraud protection end of the business. It's about selling the raw data assets that we have for people to do things like project how different brands are performing. In the example that you just gave, a financial company may want to predict stock prices using the iron-gated raw data that we have. Therefore, when you're talking to that company, you (as the seller) will understand their use cases, their needs, their buying process, who to talk to. From a product side, you would know what kind of data they need, how they want it, and how to deliver it. It's about how evolving both the sales and product at the same time with a new market of that sort. Therefore, when you're focused on a single niche, once you've learned how to close a sale with one customer, you get better with each new one that comes along. Once you've fully dominated that niche, you can go back out and relearn a new niche.

Chad: Right. And you are already ahead of the game because of all the experience you've built, even if it is a new vertical. A lot of the things you've done will definitely apply to another vertical.

Jeremy: Right. The product that worked for one vertical may need to be changed or tweaked or modified for the next vertical, which is okay. You can always release another product for that vertical. It's when you combine the features from vertical 1 into vertical 2 that you begin to dilute the product.

Chad: Right, and it becomes very messy to update later.

Jeremy: It's hard to remove features.

Chad: So along your journey as a product manager and the great experience at Return Path, you've come across many tools and methodologies. You've talked about bringing in a lean process and working on MVP's. What stands out to you as being most important in those experiences for product management to be successful?

Jeremy: From a methodology perspective, it's a combination of discovery and experimentation which are very similar but not necessarily the same. The distinction I made is that the discovery is the process of going out and talking to customers and validating the learning. Experiment is one pass through the [inaudible] [00:24:15] as Eric Ries talks about. The discovery might be one experiment that you run or

part of a series of experiments that you run, although people tend to conflate the terms back and forth. But personally, it is that process of coming up with a hypothesis, understanding what you're trying to test, going out and learning, and validating it or invalidating it quickly. Taking it through this pseudo-scientific process to get to learning is the most helpful for product.

Chad: For the Everyday Innovators listening who want to dive more into that experimentation piece, go back and listen to episode 10. That would be the EverydayInnovator.com/010. That episode was with Ash Maurya, who wrote the second book in Eric Ries' lean startup series. He wrote a really good book on lean principles title, "Running Lean". Can you give us an example of the discovery piece and how you actually do a discovery? What does that mean to go out and talk to customers?

Jeremy: The discovery interview is probably the most standard format for discovery. It may be one or more experiments that you want to tackle by gathering that knowledge. The process includes writing a set of interview questions that you want to ask the different customers, putting them in order, going out and talking to customers, showing them live data prototypes and wire frame mockups, etc. If it's all qualitative, asking questions works well. Captioning all that information down and bringing it back and analyzing it. That's the mechanics of doing discovery. In teams that I mentor, particularly early startup teams, the 2-column mistakes they make is they don't write down the questions beforehand and they don't take 2 people to go out and do the discovery interviews. It's very hard to have a conversation with somebody and ensure that you're capturing all the important information down so you can come back to it later. That is why it is so much more helpful to have an interview questionnaire and have someone else taking the notes during the interview, even if that person is not a product manager or part of the product team. Therefore, ensuring that you're consistent, you're getting consistent feedback, and capturing the discussion so you can review it later is the most helpful.

Chad: Excellent suggestion. We should start with a questions script so we know where we are headed. These should obviously be open-ended questions so we can deviate based on what the customer answers. But most importantly, you we should make sure we have our script.

Jeremy: It doesn't have to be a 17-page script. You can have 5 questions as 5 bullet points jotted down. The key is asking them in different ways and different orders, which will help you remember what the customers answer in a way that will be most helpful to you.

Chad: I think that is also a key point for having 2 people conduct the interviews because sometimes one person might be caught up in taking the notes while the other person is asking the questions. But sometimes one of them might observe something that can even help guide the conversation a little bit. For example, if the person has a heavy sigh in response to something, one person might not pick up on that and the other person might ask what that was about and ask the customer to describe his or her thoughts at that moment.

Jeremy: Yeah, absolutely. People have different interpretations of how excited somebody was or whether the responded positively or negatively. It's a very helpful conflict to have to [inaudible] [00:28:09] to the root of it.

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

Chad: Very good. Discovery and experimentation are pieces of the customer discovery and lean startup. Any other tools that you would recommend?

Jeremy: Yeah but there are probably too many to name. There are a lot of different things that we use from AB testing to funnels and ensuring that you have dashboards, KPI's, and data on the backend. Some of those things are not perfect yet either so we're still trying to ensure that we have all the right things. If I button that up to a single pithy thing, it would be to make sure that you have the important metrics that you need to really measure how you're doing.

Chad: I mentioned Ash Maurya a few minutes ago. He's the one who created the "Lean Canvas" and has done a lot of work with that. I read that you had used that in the past. Is that still a tool that is involved in your mix? Do you still use it to lay out new concepts?

Jeremy: Yes. We absolutely use Ash's "Lean Canvas". Although there are a couple different flavors of Canvas from opportunity canvas to "Lean Canvas", but "Lean Canvas" is still our preferred. Ash is one of the few books that we have as required reading for any new PM who joins the team. We're big fans of Ash.

Chad: I like that structure a lot to help provide some meat around the thoughts of a new product concept. It's not just about the customers serving answers but rather getting you to the point of recognizing the revenue feeds, the no expense model, and thinking of this in terms of a business.

Jeremy: Yes. I think that is why he created it and it is extremely helpful. Another aspect that is really powerful for larger organizations is that it allows people in different departments, and different areas to engage in the business model and talk about it. That way, you can have someone from your channel's team, you don't have to read a 17-page document to understand it, and they don't have to learn all the nuances of all the info on that product that is discovered and distilled, but they can still engage and talk about it. Sales can engage and talk about it as well because it's just 1 page, which makes it easy to update and easy for people to understand. That is another powerful aspect about the Lean Canvas that we like.

Chad: Excellent. It is a great communication tool. Everyday Innovators, if you're not sure what we're talking about there is a link in the show notes of episode 10 that leads to a Lean Canvas tutorial that you might find interesting. Please go back and check that out if you want to know more. You've had such great experiences as a product manager that have helped lead you to a senior role, and there are probably people out there who are just starting their careers in product management. Since I have walked you down memory lane in our conversation a little bit, what do you wish now in your current wisdom of product management that you knew back in the days when you were just starting out as a product manager?

Jeremy: We actually have a new role at Return Path called "Associate Product Manager" because I really like the idea of people breaking into product management to challenge themselves but not fully throw themselves into the fire of owning a full product or product suite without the experience. The couple things that we try to do to help those brand new product managers and people coming into the

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

field to take that role is to not overwhelm themselves with all the details at the beginning. Crafting 90-day goals and progressing from there in a structured type of learning is very important. The second piece is in interacting with the engineering team because as a product manager, you will work closely with them. A lot of companies that are starting to embrace agile or lean will tend to develop friction between product managers and engineering. Therefore, I suggest spending some time to create agile and how agile works and learning the best practices in agile that your company may or may not be using so that you can bring those into the company to make them function better. The good thing is that there is a lot of information already out there that you don't have to relearn. Don't try to learn discovery on your own or invent "Lean Canvas". Read the books, use the tools, and adapt them to how you can best use them for yourself and for the company overtime. Start with that.

Chad: Very good. I know there has been 3 books that have come up as we talked.

Jeremy: Yes. Marty Cagan book, "Inspire: Creating Products that Customers Love"

Chad: Okay, I may not be remembering this book correctly. Is Marty a professor at the University of Southern California?

Jeremy: Marty was at Netscape and then EBay.

Chad: Okay, thank you for clearing that up. I was getting it confused with a different book. I'm glad I asked.

Jeremy: He conducts a 2-day training and we send all of our product managers there to understand his framework for how he thinks of product management, which I prefer over a pragmatic market. Although, I'm happy for people to disagree with me. The key learnings from his books is really about the incorporation of UX as an important part in the discovery process. We didn't have UX at Return Path when we first started to engage with Marty around 2009. We built a UX team and hired in that area. He's also really big on experimentation and getting quicker to the process so you get to the best product as quickly as possible.

Chad: Very good. For Everyday Listeners, UX is not just about digital products. It's that user experience that can work just as well in a physical product and how the user interacts with it. You also mentioned "Escape Velocity" from Geoffrey Moore and "Running Lean" from Ash Maurya. All of these books are great tools for a new product manager. Also, as Everyday Innovators know, we are coming to the end of the interview where I like to ask for an innovation quote and an explanation on why it is important to you.

Jeremy: Sure. My quotes says, "Judge a man by his questions rather than his answers." By Voltaire. The reason why I like this quote is because it's really about the process of creating products and discovering experimentation and learning to ask the right questions instead of seeking the right answers. You will get the right answers and you will get the right products if you first start with the right questions. I think that is really powerful.

TEI 036: Product Development Lessons for New and Experienced Software Product Managers

Host: Chad McAllister

Guest: Jeremy Dillingham

Chad: Absolutely. It fits well with your customer discovery and lean startup perspective on how you create products. It must be why you liked it.

Jeremy: Exactly. I definitely have a point of view.

Chad: Just to wrap up. What would you like to leave listeners with to make sure this interview is a win for you and how can people follow your work and follow up on what your company is doing?

Jeremy: Sure. They can visit ReturnPath.com. We have a blog where we sometimes talk about products. You can also follow me on LinkedIn. I am at [LinkedIn.com/in/JeremyDillingham](https://www.linkedin.com/in/JeremyDillingham).

Chad: Okay. [LinkedIn.com/in/JeremyDillingham](https://www.linkedin.com/in/JeremyDillingham). Jeremy, thank you so much. I appreciate your time and learning from your experiences.

Jeremy: No problem. Thanks for having me.

Chad: Thanks to all the Everyday Innovators who listen to and share this podcast. If you listen on iTunes, please leave a star rating or a review. Also, find the show notes and details of the discussion at the [EverydayInnovator.com/036](https://www.TheEverydayInnovator.com/036). Thanks to Product Innovation Educators, your one source for online product management and innovation training.