
Product Launch Plan Template Pdf Dnisterz

The Product Manager's Desk Reference
Value Proposition Design
How to Launch a New Product Faster
A Product Strategy That Wins
Product-Led Growth
The New Rules of Marketing and PR
Management of New Product Launches and Other
Marketing Projects
Product Management Essentials
Launch It
Managing Product Management: Empowering
Your Organization to Produce Competitive
Products and Brands
Digital Marketing Excellence
Master Content Strategy
A New Product Launch-time Decision Model
Digital Product Launch Planner
Creating a Production Launch Plan
Launch (Updated & Expanded Edition)
The Lean Product Playbook
Product Launch the Microsoft Way
Advanced Product Quality Planning (APQP) and
Control Plan
Strategize: Product Strategy and Product

Roadmap Practices for the Digital Age
Hello, My Name Is Awesome
Methods for Developing New Food Products
From Imagination to Successful Product Launch
Marketing Made Simple
How To Build A Successful Digital Business With
Product Launches
Breakthrough Marketing Plans
Expert Product Management
New Product Launch
Master Content Marketing
Launch Your Way to Success
New Product Development For Dummies
Business Model Generation
Site Reliability Engineering
8 Building Blocks To Launch, Manage, And Grow A
Successful Business - Second Edition
Product Launch Survival Guide
Playing to Win
Sprint (Republish)
The New Launch Plan
The 1-Page Marketing Plan
Transmedia Marketing

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Launch
Plan
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*The Product
Manager's
Desk
Reference*

McGraw Hill
Professional
Marketing
professionals
will be able to
leverage the
power of a
successful

new product
launch with
these
experience-
tested
strategies.
High-profile
case studies

from legendary brands including Procter & Gamble, Kellogg's, Lee Jeans, Pepperidge Farm, and Hewlett Packard highlight the pitfalls to avoid and the strategies to employ in a launch campaign. Statistical research and interviews explain key issues at each step of the launch-planning process such as who should serve on the team and how to time the

launch, presenting a clear, compelling blueprint for product launch success.

Value Proposition Design
BookLocker.com, Inc.
A masterclass in content marketing strategy for content creators at every stage of the journey

[How to Launch a New Product Faster](#)
CreateSpace
8 Building Blocks To Launch, Manage, and Grow A Successful Business -

Second Edition is about opportunity and achieving success, reinforced by the opening Mark Twain quote "So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sail. Explore. Dream. Discover." The book helps readers navigate from business idea to launching a successful new venture. An easy-to-read entertaining book delivering

powerful, useful counsel. Entrepreneurs with experience learn starting a new venture really is the easy part- from business idea, business plan, resources, and launch- these skills can be learned. A recent search on Amazon showed 9,003 "start your own business" or "SYOB" books and many are excellent. And they cover skills the author calls Entrepreneurial Management

1.0. But SBA statistics show half of all these new ventures fail within five years- the challenge is not starting a new business but growth and survival. So, with plenty of books out there, why kill trees for one more? The more relevant question is despite all these resources, why do half of all new ventures fail to meet the critical five-year milestone? Today's challenges

demand you know more. Entrepreneurial Management 1.0 skills are just not good enough to help you be a "Survivor" entrepreneur. Simply put, yesterday's skills do not meet today's entrepreneur's needs. Before committing resources to develop new ventures, Fortune 500 firms go further, look at strategic issues, identify alliance and global strategies, understand how new

venture metrics impact overall return given 3 to 5,000 other products and services in their business. And these Fortune 500 techniques provide the foundation for what the author defines as Entrepreneurial Management 2.0, a new entrepreneurial management discipline drawing upon new venture 'best practices', Fortune 500 firm techniques for launching and managing new ventures, and the author's experience working with many early-stage public and private companies. Helping entrepreneurs gain new skills needed to meet today's challenges, reach the critical five-year milestone, and create more "Survivor" rather than "Maybe Next Time" entrepreneurs, is why the author wrote this book. Entrepreneurial Management 2.0 includes a portfolio of new entrepreneurial management skills organized into the eight "Building Blocks" which are defined and explained with examples in the new book. The Second Edition includes edits to improve readability and several new sections. The Digital Marketing arena is moving quickly, impacting today's traditional sales and marketing

processes. The Second Edition includes a new section on Digital Marketing, reviewing tools, methodologies, and impact for entrepreneurs. Regulatory guidelines for securing capital have changed significantly since the First Edition release in 2015. The regulatory section has been revised and updated with updates on the JOBS Act related regulations and a new section

addressing the SEC's 'Regulation Crowdfunding' initiative offering entrepreneurs new alternatives to secure financing. *A Product Strategy That Wins* Bentang Pustaka In these uncertain times, one of the best ways to future-proof your livelihood and business is to start and launch a side project. Digital courses, physical products, 1-2-1 services and books can all create a sustainable

income and stop you worrying about losing your job. And in *From Imagination to Successful Product Launch* you'll find everything you need to ensure you succeed, including: An easy-to-understand launch toolkit which navigates you from concept to executing your game plan. Insider secrets from a global marketing expert who has launched with huge success all

over the world including The Big Five Construction Show in Dubai. A highly effective 4-step framework that you can tweak for every one of your future launches. Insights into setting up a social media planner so you can launch on each marketing platform with ease. The competitive advantage you need. This jargon-free gem of a book appeals to novices and experienced

business owners, including: budding entrepreneurs working parents single parents housewives/househusbands students currently in school, college or university MSMEs (Micro, Small and Medium Enterprise) and recent graduate students
Praise for the book: "Darran Berry provides an effective hands-on guide to launching new products and business. The book avoids unnecessary

detail and focuses on what really counts in successful business development. Written in an accessible style, the book should prove invaluable for all would-be entrepreneurs ." Roger Bradburn, Chief Operating Officer & Director, Institute of Sales Management
ISM "Darran's path-breaking book shows us the way to effectively launch new products and sustainable businesses.

You will not find a finer, more concise and clear assembly of available knowledge on launching new products anywhere. A must read for all budding marketers and entrepreneurs ."

Raj Achan, Senior Ambassador, Chartered Institute of Marketing

"Darran's book is a current 'catch all guide' for anyone looking at developing an ache of a business, where they see now as a great time to

launch, and need a trusted and experienced navigator."

Katy Holmes, Marketing Manager, British Business Group Dubai & Northern Emirates (BBG)

About the Author: Darran Berry, FCIM CISM is a Marketing, Commercial Sales and Business Development Specialist whose extensive career has had many interesting highlights. He has travelled to numerous international

markets for the last 30 years to gather intelligence and accrue work experience.

Darran's favourite product launch success story took place live on TV in Addis Ababa. No more rookie mistakes. No more failed attempts. No more wasted money. The blueprint to a successful product launch is right here. Grab your copy of From Imagination to Successful Product

Launch today and jumpstart your best project yet. Use the 'Look Inside' feature now to sample the opening pages. *Product-Led Growth* Happy About "Product-Led Growth is about helping your customers experience the ongoing value your product provides. It is a critical step in successful product design and this book shows you how it's done." - Nir Eyal, Wall Street Journal Bestselling

Author of "Hooked" *The New Rules of Marketing and PR* HarperCollins Leadership Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you

out in front of your competitors, you need Business Model Generation. Co-created by 470 "Business Model Canvas" practitioners from 45 countries, the book features a beautiful, highly visual, 4-color design that takes powerful strategic ideas and tools, and makes them easy to implement in your organization. It explains the most common Business Model patterns,

based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model--or analyze and renovate an old one. Along the way, you'll understand at a much deeper level your customers, distribution channels, partners, revenue

streams, costs, and your core value proposition. Business Model Generation features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value

creation: for executives, consultants, entrepreneurs , and leaders of all organizations. If you're ready to change the rules, you belong to "the business model generation!"

Management of New Product Launches and Other Marketing Projects

"O'Reilly Media, Inc."

There are 5 main reasons why product launches fail, and this book will teach you the 5 Secrets to avoid these mistakes and

successfully launch new products... and launch them faster. I uncovered these 5 Secrets over the course of my career while working with high-tech companies to launch new products and marketing programs. I've structured these 5 secrets into a standardized 5-step launch methodology that allows people to systematically and successfully launch new products very quickly. How do I know it

works? Over the last 10 years, I've has used this 5-step methodology with my clients, and each time I've had tremendous results, and the 5 steps were easily applied to different companies and different situations. In essence, if you are managing a large change, then this 5-step approach will work for you. The secrets uncovered in this book walk you through how to set up

your project to best manage all the moving pieces, along with strategies for managing the politics that can easily derail projects. You'll learn about my 7 best practice tips for managing your project team, as well as my 7 best practice tools that you can put to use in your projects starting today. I wrote this book to pass on this knowledge to others because it's worked so well for me. This book is for people

struggling to understand why their product launches either fail or take too long to launch. This book will provide a clear and simple 5-step approach for you to follow to successfully launch new products.

Product Management Essentials

Page Two

So many things could go wrong during a production launch, and relying on ad hoc planning is simply inviting trouble. Using

a launch plan as a template for products large and small could save a lot of time, money, and headaches. This practical report demonstrates how Google devised its production launch plan and provides actionable advice to help your company develop its own. A launch plan can prevent a wide range of issues by involving all relevant parties and processes to ensure a controlled

launch progression. With this report, developers and site reliability engineers will explore the basic components of Google's launch plan and learn practical methods to reduce risks when introducing your company's products. These lessons are adaptable for consumer-oriented services regardless of company size or product user base. Explore launch

<p>planning elements for managing risks, making quick adjustments, and communicating effectively</p> <p>Build a list of specific, ordered activities to execute before and during the launch</p> <p>Organize a launch command center to help you react to changing conditions</p> <p>Examine a case study that shows how video game developer Phoenix Labs prepared for</p>	<p>one of its successful launches.</p> <p><u>Launch It</u></p> <p>Apress</p> <p>Create a winning game plan for your digital products with</p> <p>Strategize: Product Strategy and Product Roadmap</p> <p>Practices for the Digital Age, 2nd edition. Using a wide range of proven techniques and tools, product management expert Roman Pichler explains how to create a winning product strategy and</p>	<p>actionable roadmap.</p> <p>Comprehensive and insightful, the book will enable you to make the right strategic decisions in today's dynamic digital age. If you work as a product manager, Scrum product owner, product portfolio manager, head of product, or product coach, then this book is for you. What you will learn: *</p> <p>Create an inspiring vision for your product. *</p>
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Develop a product strategy that maximises the chances of launching a winning product. * Successfully adapt the strategy across the product life cycle to achieve sustained product success. * Measure the value your product creates using the right key performance indicators (KPIs). * Build an actionable outcome-based product roadmap that aligns stakeholders

and directs the product backlog. * Regularly review the product strategy and roadmap and keep them up-to-date. Written in an engaging and easily accessible style, Strategize offers practical advice and valuable examples so that you can apply the practices directly to your products. This second, revised, and extended edition offers new concepts, more tools,

and additional tips and examples. Praise for Strategize: "Strategize offers a comprehensive approach to product strategy using the latest practices geared specifically to digital products. Not just theory, the book is chock-full of real-world examples, making it easier to apply the principles to your company and products. Strategize is essential reading for everyone in

charge of products: product executives, product managers, and product owners." Steve Johnson, Founder at Under10 Consulting. "Whether you are new to product management or an experienced practitioner, *Strategize* is a must read. You are guaranteed to get new ideas about how to develop or improve your product strategy and how to execute it successfully.

It's an essential addition to every product manager's reading list." Marc Abraham, Senior Group Product Manager at Intercom. *Managing Product Management: Empowering Your Organization to Produce Competitive Products and Brands* Springer Create innovative, game-changing products with high-performance Product Management

"A must-read for all business leaders driving their organizations to develop winning products and solutions. The book's insight and thought-provoking scenarios help crystallize actions needed to achieve growth and marketplace success!" —Jerry Rose, VP Product Management, United Technologies Corporation, Fire & Security "An indispensable guide for any executive

looking to develop a world-class Product Management organization. Haines outlines a 360-degree view of the practice and offers practical, accessible guidance to implement positive change.”
—David Desharnais, Group Director, Product Management, Cadence Design Systems
“Excellent Product Management is critical to the success of

any business. This [is] an indispensable guide to realizing the true value of Product Management in any business.”
—Nick Hallwood, VP Product Management, SHL Group, Ltd. “Haines’s diverse industry experience is clearly evident in this well-written guide to creating a high-performance Product Management function.”
—George Coulston, VP Global R&D, Kennametal,

Inc. “This easy-to-read, practical book is a natural extension of Steven Haines’s passion for enabling businesses to make sustainable improvements to their products, services, and organizations. It is an essential resource for any leader wishing to develop, cultivate, and sustain a world-class Product Management organization.”
—C. Melissa Connolly, Director, Six

Sigma Programs, Baker Hughes “There is perhaps no more important job in the modern enterprise than Product Management—and none harder to get right. Haines offers up wise, practical, and indispensable advice on how to do just that.” —Richard Bravman, Chairman, Intellex Corporation, and former CEO, Symbol Technologies, Inc. “Managing Product Management

is the icing on the cake in helping us design, integrate, and elevate the Product Management function.” —Paul Eichenberg, VP Corporate Development and Strategic Planning, Magna Powertrain, Inc. About the Book: The well-being of any high-performance organization is tied to its ability to align business functions and to produce and manage profitable products—and

Product Management is the function most suited to meeting that imperative. When Product Management takes root in a company and thrives, the entire organization succeeds and everyone wins. Does your company use Product Management to its fullest potential? In *Managing Product Management*, Steven Haines, one of the world’s top authorities in the field, lays the groundwork for moving

<p>Product Management out of a supporting role and establishing it as a vital, strategic partner with other business functions. He provides a solid, implementable framework that takes you step-by-step through a process that will transform your company in profound ways. Learn how to: Better situate Product Management organizationally for more consistent operations that generate</p>	<p>predictable results Defeat the “city of silos” mentality and create cross-functional engagement models Utilize a stable reference model for the planning, execution, and management of products and services Clearly define the role of product manager, hire the right people for the job, and institute effective job-development plans for those product managers Design and support cross-</p>	<p>functional product teams to steer a product line and deliver agreed-upon business results Institute a governing model that sustains Product Management in its dynamic role Steven Haines sees an answer to business challenges in a place where few people have even thought of looking. Product Management done right has worked wonders for companies around the</p>
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world—and it can do the same for yours. Managing Product Management is the one and only resource you need to start thinking of Product Management in a whole new way, utilizing it to its utmost capabilities, and making it a dynamic, ongoing structure in your organization. Digital Marketing Excellence Pichler Consulting Every year, 6 million companies and more than 100,000 products are launched. They all need an awesome name, but many (such as Xobni, Svbtle, and Doostang) look like the results of a drunken Scrabble game. In this entertaining and engaging book, ace naming consultant Alexandra Watkins explains how anyone—even noncreative types—can create memorable and buzz-worthy brand names. No degree in linguistics required. The heart of the book is Watkins's proven SMILE and SCRATCH Test—two acronyms for what makes or breaks a name. She also provides up-to-date advice, like how to make sure that Siri spells your name correctly and how to nab an available domain name. And you'll see dozens of examples—the good, the bad, and the “so bad she gave them an award.” Alexandra

Watkins is not afraid to name names. Master Content Strategy Taylor & Francis Successfully managing a new product launch is no easy feat. With all the work that goes into research, development, testing, and manufacturing , it's understandable why marketing often gets considered last. In this book, you will discover: - Elements of a great vision - Optimal

marketing strategies - Customer feedback - How to fix a bad strategy - Product management - Important roles - Careers in product management - And so much more! Get your copy today! *A New Product Launch-time Decision Model* John Wiley & Sons The global consumer product market is exploding. In 2006 alone, 150,000 new products were brought to market. Now for the bad

news: of those, fewer than 5% were hits, and fewer than 15% will even exist five years from now. Written for small business owners and entrepreneurs looking for an inside track on new product development, *New Product Development for Dummies* offers you a unique opportunity to learn from two consummate insiders the secrets of successfully developing, marketing and making a bundle from a

new product or service. You learn proven techniques for sizing up market potential and divining customer needs. You get tested-in-the-trenches strategies for launching a new product or service. And you get a frank, in-depth appraisal of the most challenging issues facing new product developers today, including the need to collaborate with global partners, optimizing technology

development for a 21st century marketplace, getting start-up capital in an increasingly competitive environment, and much more. Key topics covered include: Developing a winning NPD strategy
Generating bold new ideas for products and services
Understanding what your customers really want
Keeping projects on track, on budget, and on-time
Building

effective cross-functional teams
Planning and executing a blockbuster launch
Collaborating with global partners
Maximizing your chances for success No matter what size or type of business you're in, this book provides you with an unbeatable competitive advantage in the booming global marketplace for new products and services.
Digital Product Launch Planner

<p>Rockland Publishing Now in its sixth edition, the hugely popular Digital Marketing Excellence is a practical guide to creating and executing integrated digital marketing plans, combining established approaches to marketing planning with the creative use of new digital models and digital tools. Written by two highly experienced digital marketing consultants, the book shows you</p>	<p>how to: Draw up an outline integrated digital marketing plan Evaluate and apply digital marketing principles and models Integrate online and offline communications Implement customer-driven digital marketing as part of digital transformation Reduce costly trial and error Measure and enhance your digital marketing Learn best practices for reaching and engaging your audiences</p>	<p>using the key digital marketing platforms. This new edition has been streamlined to seamlessly integrate the latest developments in digital analytics, ethics and privacy, Predictive Analytics, Machine Learning and Artificial Intelligence. Including new international case studies and up-to-date examples throughout, this book cuts through the jargon to show marketers</p>
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how to leverage data and digital technologies to their advantage. Offering a highly structured and accessible guide to a critical and far-reaching subject, *Digital Marketing Excellence*, 6th edition, provides a vital reference point for all digital marketing students, and managers involved in digital marketing strategy and implementation. Online resources

have been fully updated for the new edition and include a new set of PowerPoint slides and a full test bank of questions and exercises. **Creating a Production Launch Plan** John Wiley & Sons The overwhelming majority of a software system's lifespan is spent in use, not in design or implementation. So, why does conventional wisdom insist that software engineers

focus primarily on the design and development of large-scale computing systems? In this collection of essays and articles, key members of Google's Site Reliability Team explain how and why their commitment to the entire lifecycle has enabled the company to successfully build, deploy, monitor, and maintain some of the largest software systems in the world. You'll learn the

principles and practices that enable Google engineers to make systems more scalable, reliable, and efficient—lessons directly applicable to your organization. This book is divided into four sections: Introduction—Learn what site reliability engineering is and why it differs from conventional IT industry practices Principles—Examine the patterns, behaviors, and areas of concern that influence the work of a site

reliability engineer (SRE) Practices—Understand the theory and practice of an SRE’s day-to-day work: building and operating large distributed computing systems Management—Explore Google’s best practices for training, communication, and meetings that your organization can use Launch (Updated & Expanded Edition) Big Brand Books Explains the

basics of food technology and new product development from initial planning through formulation, market research, manufacturing and product launch Carefully outlined test protocols plus quantified sensory, financial and feasibility analysis Recap s key technical concepts across the entire food science curriculum Developed as a comprehensive guide to how

food products are planned, budgeted, manufactured and launched, this original textbook forms a cohesive introduction to all phases of food product development. A unique feature of the book is that it reviews the main concepts of food chemistry, ingredient functionality, additives, processing, quality control, safety, package labeling and more—virtually the entire food

technology curriculum. With this specialized information as context, the book spells out the procedures needed to formulate, cost-justify and test market safe and profitable new products that meet regulatory guidelines and consumer expectations. The technical exposition is highlighted by case studies of novel food items introduced by U.S. companies. Syllabus-ready and furnished

with back-of-chapter questions and projects, the volume is highly suited for university courses, including the capstone, as well as in-house and team training short courses in industry.

The Lean Product Playbook

Berrett-Koehler Publishers
Anda mungkin beruntung memiliki pekerjaan atau proyek mendatang dengan visi yang cemerlang. Namun, upaya mewujudkan

visi ini sering kali tak mudah. Setiap hari Anda gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada habisnya, tenggat yang molor, rapat-rapat seharian yang menyita waktu, dan proyek jangka panjang yang hanya berdasarkan asumsi. Sudah waktunya Anda mencoba Sprint, sebuah metode untuk memecahkan masalah dan menguji ide-ide baru, menyelesaikan lebih banyak

hal dengan efisien. Buku ini ditulis Jake Knapp, mantan Design Partner Google Ventures, untuk menuntun Anda merasakan pengalaman menerapkan metode yang telah mendunia ini. Sprint mewujudkan pengekseskusi an ide besar hanya dalam lima hari. Menuntun tim Anda dengan checklist lengkap, mulai dari Senin hingga Jumat. Menjawab segala

pertanyaan penting yang sering kali hanya disimpan di benak mereka yang sedang menguji ide/konsep/pr oduk. Sprint juga membantu Anda lebih menikmati setiap proses. Anda bisa mengamati dan bergabung dengan ratusan dari pelaku Sprint di seluruh dunia melalui tagar #sprintweek di Twitter. Sebuah proyek besar terjadi pada 2009. Seorang insinyur Gmail

bernama Peter Balsiger mencetuskan ide mengenai surel yang bisa teratur secara otomatis. Saya sangat tertarik dengan idenya—yang disebut “Kotak Masuk Prioritas”—dan merekrut insinyur lain, Annie Chen, untuk bergabung bersama kami. Annie setuju, tetapi dia hanya punya waktu sebulan untuk mengerjakannya. Kalau kami tidak bisa membuktikan bahwa ide itu bisa

diterapkan dalam jangka waktu tersebut, Annie akan beralih ke proyek lainnya. Saya yakin waktunya tidak akan cukup, tetapi Annie adalah insinyur yang luar biasa. Jadi, saya memutuskan untuk menjalaninya saja. Kami membagi waktu sebulan itu ke dalam empat bagian yang masing-masing lamanya seminggu. Setiap pekan, kami menggarap desain baru.

Annie dan Peter membuat purwarupa, lalu pada akhir minggu, kami menguji desain ini bersama beberapa ratus orang lainnya. Pada akhir bulan, kami menemukan solusi yang bisa dipahami dan diinginkan orang-orang. Annie tetap menjadi pemimpin untuk tim Kotak Masuk Prioritas. Dan entah bagaimana caranya, kami berhasil menyelesaikan tugas desainnya

dalam waktu yang lebih singkat dari biasanya. Beberapa bulan kemudian, saya mengunjungi Serge Lachapelle dan Mikael Drugge, dua orang karyawan Google di Stockholm. Kami bertiga ingin menguji ide perangkat lunak untuk konferensi video yang bisa dijalankan lewat peramban. Karena saya berada di kota tersebut hanya selama beberapa hari,

kami bekerja secepat mungkin. Pada penghujung kunjungan saya, kami berhasil menyelesaikannya purwarupanya. Kami mengirimkannya ke rekan kerja kami lewat surel dan mulai menggunakannya dalam rapat. Dalam beberapa bulan, seluruh perusahaan sudah bisa menggunakannya. (Selanjutnya, versi yang sudah dipoles dan disempurnakan dari aplikasi

berbasis web tersebut dikenal sebagai Google Hangouts.) Dalam kedua kasus tersebut, saya menyadari bahwa saya bekerja jauh lebih efektif ketimbang rutinitas kerja harian saya atau ketika mengikuti lokakarya diskusi sumbang saran. Apa yang membedakannya? Saya menimbang kembali lokakarya tim yang saya gagas sebelumnya. Bagaimana

kalau saya memasukkan elemen ajaib lainnya—fokus pada kerja individu, waktu untuk membuat purwarupa, dan tenggat yang tak bisa ditawar? Saya lalu menyebutkan, “sprint” desain. Saya membuat jadwal kasar untuk sprint pertama saya: satu hari untuk berbagi informasi dan mereka ide, diikuti dengan empat hari pembuatan purwarupa. Sekali lagi, tim Google menyambut baik

eksperimen ini. Saya memimpin sprint untuk mendesain Chrome, Google Search, Gmail, dan proyek-proyek lainnya. Ini sangat menarik. Sprint ini berhasil. Ide-ide diuji, dibangun, diluncurkan, dan yang terbaik, kebanyakan dari ide-ide ini berhasil diterapkan dalam dunia nyata. Proses sprint menyebar di seisi Google dari satu tim ke tim lain, dari satu

kantor ke kantor lain. Seorang desainer dari Google X tertarik dengan metode ini, jadi dia menjalankan sprint untuk sebuah tim di Google Ads. Anggota tim dalam sprint di Ads kemudian menyampaikannya kepada kolega mereka, dan begitu seterusnya. Dalam waktu singkat saya mendengar penerapan sprint dari orang-orang yang tidak saya kenal. Dalam

perjalanannya , saya membuat beberapa kesalahan. Sprint pertama saya melibatkan empat puluh orang—jumlah yang sangat besar dan justru hampir menghambat sprint tersebut, bahkan sebelum dimulai. Saya menyesuaikan waktu yang diperlukan untuk mengembangkan ide dan pembuatan purwarupa. Saya jadi memahami mana yang terlalu cepat, terlalu lambat,

hingga akhirnya menemukan yang waktu paling sesuai. Beberapa tahun kemudian, saya bertemu Bill Maris untuk membicarakan sprint. Bill adalah CEO Google Ventures, perusahaan modal ventura yang didirikan Google untuk berinvestasi pada startup-startup potensial. Dia adalah salah satu orang berpengaruh di Silicon Valley. Namun, Anda tidak akan menyangkany

a dari pembawaannya yang santai. Pada sore itu, dia mengenakan pakaian khasnya, yaitu topi bisbol dan kaus dengan tulisan tentang Vermont. Bill tertarik untuk menjalankan sprint dengan startup dalam portofolio GV. Startup biasanya hanya memiliki satu kesempatan emas untuk mendesain sebuah produk yang sukses, sebelum akhirnya kehabisan dana. Sprint

bisa membantu mencari tahu apakah startup-startup ini berada di jalur yang tepat sebelum akhirnya mereka bisa berkecimpung dalam tahapan yang lebih berisiko untuk membangun dan meluncurkan produk mereka. Dengan menjalankan sprint, mereka bisa mendapatkan sekaligus menghemat uang. Namun agar berhasil, saya harus menyesuaikan

proses sprint ini. Saya sudah berpikir mengenai produktivitas individu dan tim selama beberapa tahun. Namun, saya hampir tidak tahu apa-apa mengenai startup dan kebutuhan bisnis mereka. Tetap saja, antusiasme Bill meyakinkan saya bahwa Google Ventures adalah tempat yang tepat untuk menerapkan sprint—sekaliigus tempat yang tepat bagi saya. “Ini misi kita,”

ujarnya, “untuk bisa menemukan entrepreneur terbaik di muka bumi dan membantu mereka membuat dunia ini menjadi tempat yang lebih baik.” Saya tentu tak bisa menolaknya. Di GV, saya bergabung dengan tiga rekan lain: Braden Kowitz, John Zeratsky, dan Michael Margolis. Bersama, kami mulai menjalankan sprint dengan startup-startup,

bereksperimen dengan prosesnya, dan menguji hasilnya agar bisa menemukan cara untuk memperbaiki ya. Ide-ide dalam buku ini lahir dari semua anggota tim kami. Braden Kowitz memasukkan desain berbasis cerita dalam proses sprint, sebuah pendekatan tak biasa yang berfokus pada pengalaman konsumen alih-alih komponen individu atau teknologi. John Zeratsky membantu

kami memulai dari akhir sehingga tiap sprint bisa membantu menjawab berbagai pertanyaan bisnis paling penting. Braden dan John memiliki pengalaman dalam bisnis dan startup, hal yang tidak saya miliki, dan mereka menyesuaikan prosesnya untuk menciptakan fokus yang lebih baik dan keputusan yang lebih cerdas di tiap sprint. Michael Margolis mendorong kami untuk mengakhiri

tiap sprint dengan pengujian di dunia nyata. Dia menjalankan riset konsumen, yang perencanaan dan pelaksanaannya bisa menghabiskan waktu berminggu-minggu, dan menemukan cara untuk mendapatkan hasil yang jelas hanya dalam sehari. Ini benar-benar sebuah keajaiban. Kami tidak perlu lagi menebak-nebak apakah solusi kami bagus atau

tidak karena di akhir tiap sprint, kami mendapatkan jawabannya. Kemudian ada Daniel Burka, seorang entrepreneur yang mendirikan dua startup sebelum menjual salah satunya ke Google dan bergabung dengan GV. Saat kali pertama menjelaskan proses sprint kepadanya, dia skeptis. Baginya, sprint terdengar seperti serangkaian proses manajemen yang rumit.

Namun, dia sepakat untuk mencoba salah satunya. “Dalam sprint pertama itu, kami memangkas prosesnya dan menciptakan sesuatu yang ambisius hanya dalam sepekan. Saya benar-benar jatuh hati.” Setelah kami berhasil meyakinkannya, pengalaman langsung Daniel sebagai seorang pendiri startup dan sikapnya yang tidak menoleransi omong kosong membantu kami menyempurna

kan prosesnya. Sejak sprint pertama di GV pada 2012, kami telah beradaptasi dan bereksperimen. Mulanya kami mengira pembuatan purwarupa dan riset yang cepat hanya akan berhasil untuk produk berskala besar. Mampukah kami bergerak sama cepatnya jika konsumen kami adalah para ahli di berbagai bidang seperti kesehatan dan keuangan? Tanpa disangka,

proses lima hari ini bisa bertahan. Proses ini sesuai untuk semua jenis konsumen, mulai dari investor sampai petani, dari onkolog sampai pemilik bisnis skala kecil. Juga bagi situs web, aplikasi iPhone, laporan medis, hingga perangkat keras berteknologi tinggi. Tidak hanya untuk mengembangkan produk, kami juga menggunakan sprint untuk menentukan prioritas, strategi

pemasaran, bahkan menamai perusahaan. Proses ini berulang-ulang menyatukan tim dan menjadikan ide-ide menjadi nyata. Selama beberapa tahun belakangan, tim kami mendapatkan beragam kesempatan untuk bereksperimen dan memvalidasi ide kami mengenai proses kerja. Kami menjalankan lebih dari seratus sprint bersama dengan

startup-startup dalam portofolio GV. Kami bekerja bersama, sekaligus belajar dari para entrepreneur brilian seperti Anne Wojcicki (pendiri 23andMe), Ev Williams (pendiri Twitter, Blogger, dan Medium), serta Chad Hurley dan Steve Chen (pendiri YouTube). Pada awalnya, saya hanya ingin membuat hari-hari kerja saya efisien dan berkualitas. Saya ingin

berfokus pada apa yang benar-benar penting dan menjadikan waktu saya berharga—bagi saya, tim, dan konsumen kami. Kini, lebih dari satu dekade kemudian, proses sprint secara konsisten telah membantu saya meraih mimpi tersebut. Dan saya sangat senang berbagi mengenai hal tersebut dengan Anda dalam buku ini. Dengan keberuntungannya, Anda bisa memilih

pekerjaan Anda karena visi yang tajam. Anda ingin berbagi visi tersebut kepada dunia, baik yang berupa pesan, layanan, maupun pengalaman, dengan perangkat lunak maupun keras, atau bahkan—sebagaimana dicontohkan dalam buku ini—sebuah cerita atau ide. Namun, mewujudkan visi ini tak mudah. Gampang sekali terjebak dalam berbagai hal: surel yang seolah tiada

habisnya, tenggat yang molor, rapat-rapat sehabarian yang menyita waktu Anda, dan proyek jangka panjang yang hanya berdasarkan asumsi. Prosesnya tidak harus selalu seperti ini. Sprint menawarkan jalur untuk memecahkan masalah-masalah besar, menguji ide-ide baru, menyelesaikan lebih banyak hal, dan melakukan semuanya dengan lebih cepat. Sprint juga

membantu Anda lebih menikmati prosesnya. Dengan kata lain, Anda benar-benar harus mencobanya sendiri. Ayo kita mulai.

—Jake Knapp
San Francisco, Februari 2016
[Mizan, Bentang Pustaka, Manajemen, Ide, Kreatif, Inovasi, Motivasi, Dewasa, Indonesia] spesial seri bentang bisnis & startup

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comfortable in a technical discussion. A PM is not expected to have the same level of depth or knowledge as a software engineer, but knowing enough to continue the conversation can be a benefit in your career in product management. A complete product manager will have a 360-degree understanding of user experience and how to craft beautiful products that are easy-to-

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