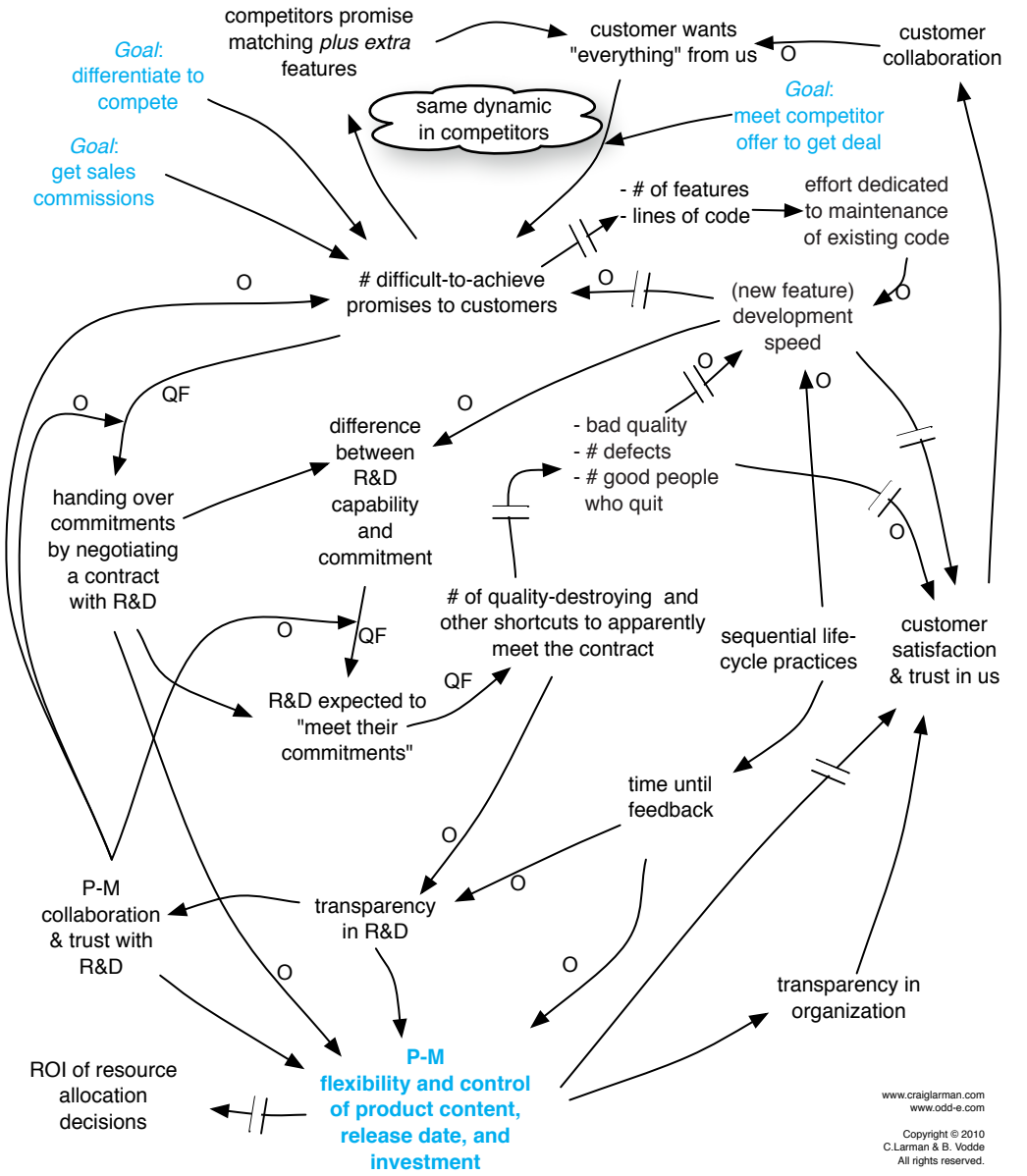
competitors promise matching *plus extra* features
customer wants "everything" from us
customer collaboration
Goal: differentiate to compete
same dynamic in competitors
Goal: meet competitor offer to get deal
Goal: get sales commissions
- # of features
- lines of code
effort dedicated to maintenance of existing code
# difficult-to-achieve promises to customers
(new feature) development speed
difference between R&D capability and commitment
- bad quality
- # defects
- # good people who quit
handing over commitments by negotiating a contract with R&D
# of quality-destroying and other shortcuts to apparently meet the contract
sequential life-cycle practices
customer satisfaction & trust in us
R&D expected to "meet their commitments"
time until feedback
P-M collaboration & trust with R&D
transparency in R&D
transparency in organization
ROI of resource allocation decisions
P-M flexibility and control of product content, release date, and investment
O
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