
CHAPTER

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Who Is This Book For?

TRANSFORMED is written for anyone who is trying to help their company move to the product operating model.

That includes:

- Members of product teams who are trying to move to the product model
- Product leaders trying to guide their company through these changes
- Senior executives of the company, especially the CEO and CFO, who want to learn what is involved in moving to the product model, to decide if this is something they wish to pursue, and if so, how they can help
- Other company executives, stakeholders, and employees who are impacted by the product model, and want to learn how to constructively engage
- Product coaches who are trying to help companies successfully transform to the product model

One very common question is: “We’re not a tech company, so is the product model even relevant for us?”

This is a very widespread confusion. When our industry refers to a “tech company,” the term is *not* referring to what the company *sells*, it is referring to how the company believes it should *power its business*.

Tesla sells cars. Netflix sells entertainment. Google sells advertising. Airbnb sells vacation lodging. Amazon started with selling books and now sells just about everything.

The difference is not *what* these companies sell; it’s *how* they design and build what they sell, and how they run their business.

The product operating model is for companies that believe they should be powering their business with technology. Today, that’s a very wide range of businesses across virtually every industry.

How does this book relate to *INSPIRED* and *EMPOWERED*?

We wrote *INSPIRED* to share the best practices and techniques used by the top product teams operating in the product model.

Then we wrote *EMPOWERED* to share the best practices and techniques used by the top product leaders to provide their product teams with the environment they need to thrive in the product model.

Yet, by far the most common question we get is: “Our company operates so differently from what you describe. Is it even possible for a company like ours to change to the product model, and how would we change?”

The goal of this book is to answer that question.

For the past 20 years, we at SVPG have been helping companies through these changes.

What we’ve learned is that there are some companies—mostly newer companies that were created in the internet era—born out of this new model of technology-powered product companies. For them, this way of working is quite natural.

However, for the vast majority of companies in the world, the ways of working we describe are very foreign.

One CEO described the experience of transforming as “changing from driving on the right side of the road to the left—but gradually.”

These companies know they need to transform to compete in an era of rapidly changing enabling technology, but they have found that the degree of change necessary is substantial, and anything but easy.

If you've read *INSPIRED* or *EMPOWERED*, then you'll recognize the components of the product model, but those books don't address how to make the necessary changes to how you work.

If you have not read our other books, this book was written to provide the necessary understanding of the concepts of the product model and give you the foundation you need.