



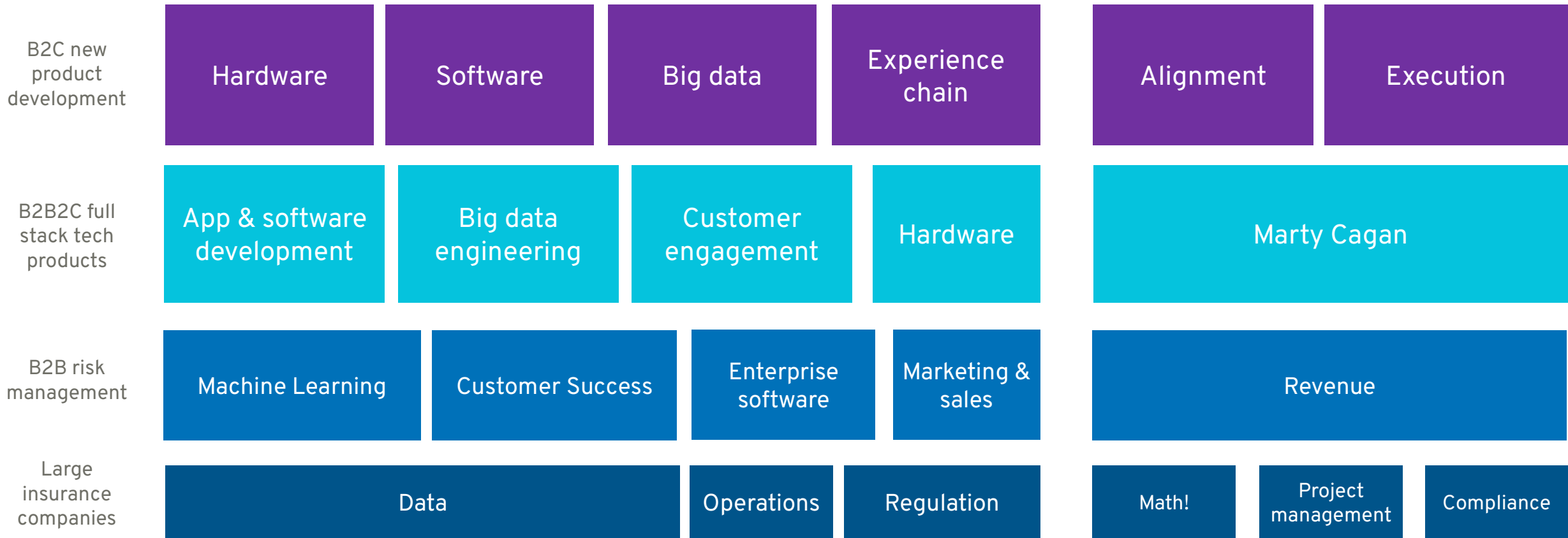
The next frontier of product development

When hardware, software & data intersect

October 2024

Privileged and Confidential. Restricted to Internal Distribution.

My indirect route to product



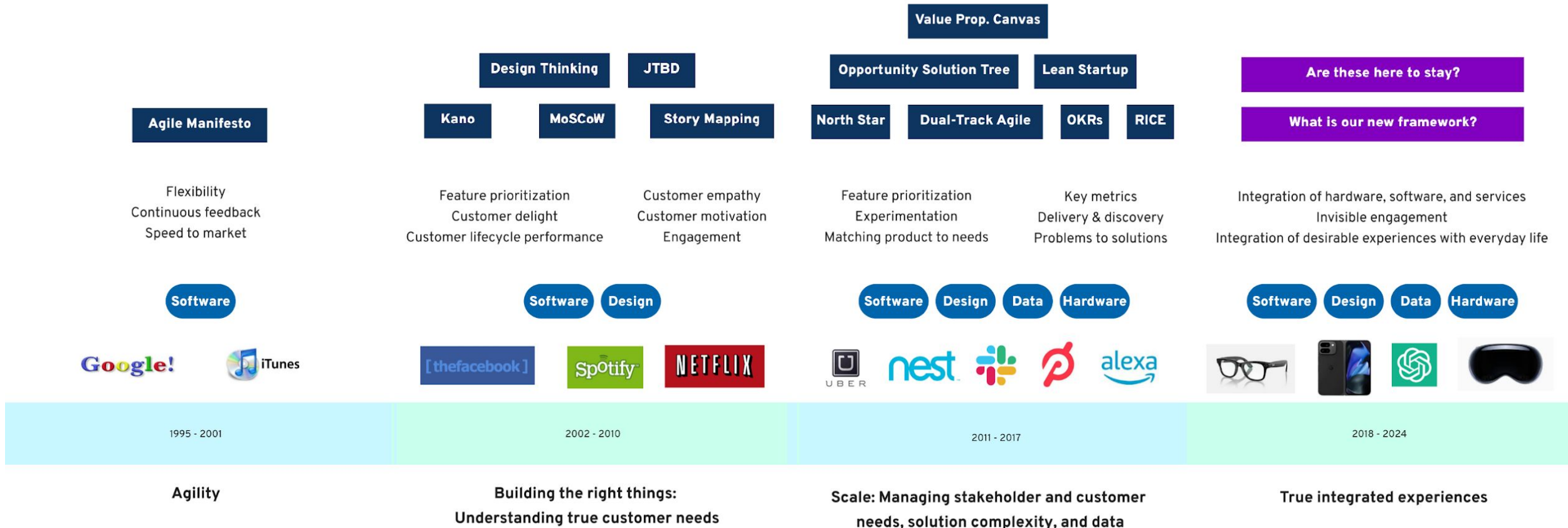
Product Management is

My current product goals

Use in and out of vehicle experiences and incentives to eliminate crashes



Product management frameworks over time



Potential drivers of future products

We love our tech products

- Top companies in the world
- Subscriptions at \$1000/year¹
- 80%+ software & hardware retention

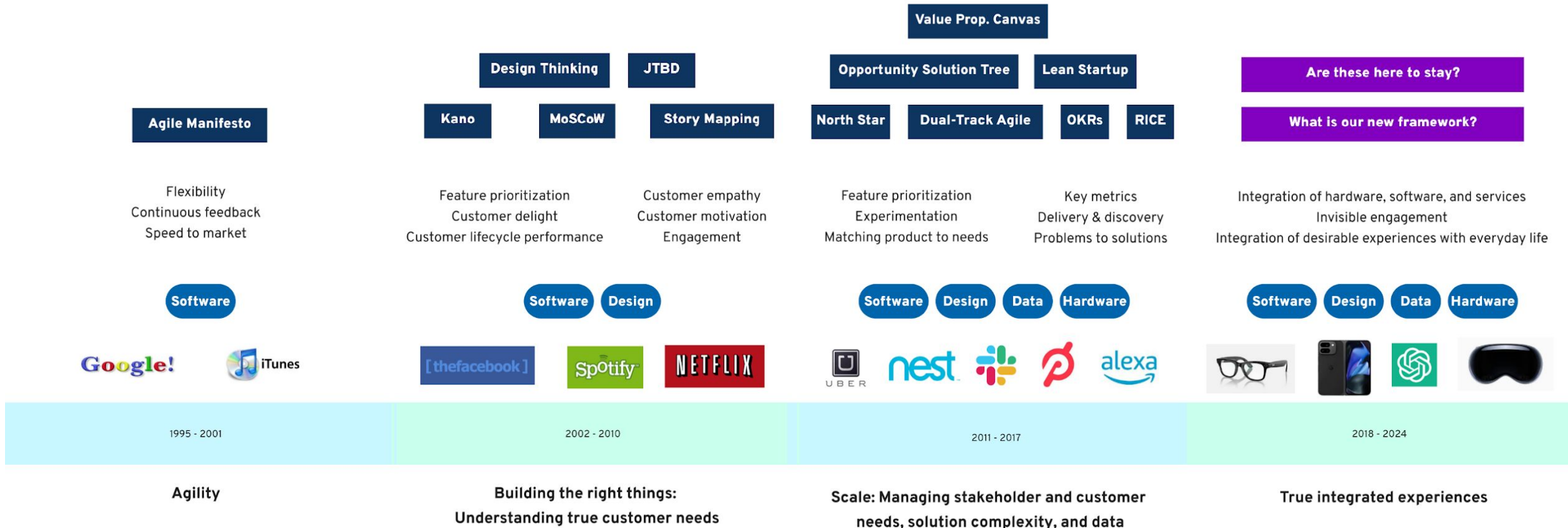
Down & in is limiting

- 4.5 hrs/day on phone²
- 52% of teens cutting back³
- How many clicks?

Up & out is promising

- Maps & pods continue in car
- LLM interaction models
- Sitting is the new smoking

Product management frameworks over time



Potential drivers of future products

We love our tech products

Down & in is limiting

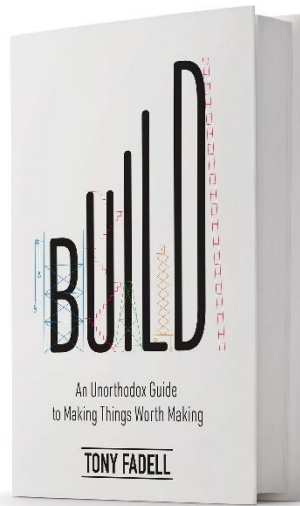
Up & out is promising

- ✓ Understand the customer
- ✓ Hardware they love
- ✓ Software they love

The future is integrating them all into up & out experiences

How teams integrate

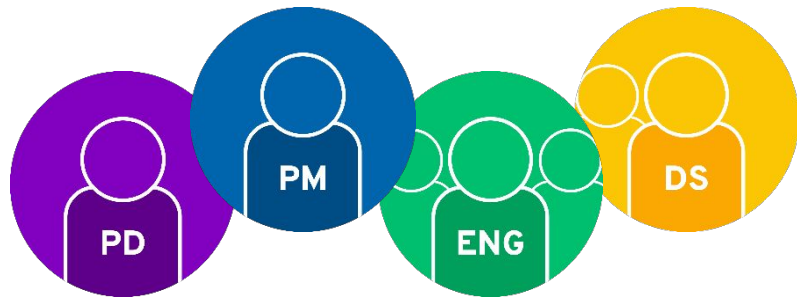
A macro perspective



- Teams together from the start
- Multi-brand experience chains
- Org designs

My attempts to integrate it all

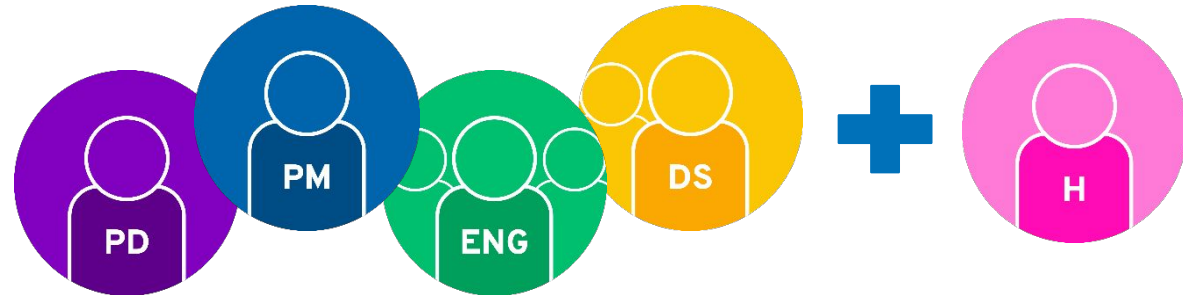
Attempt #1 – Expand the team



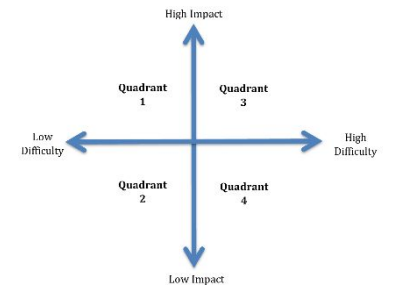
Collaboration
Development

Junior staff
Hardware disconnected
Re-planning

Attempt #2: Align to hardware + expand the frameworks



Product market fit	Market validation	Scope	2026 value	Launch effort
PROBLEM DESCRIPTION Clearly articulate why this problem is significant and worth solving	TARGET MARKET • Describe characteristics of the segment • Size of segment	MVP • Features • Lorem ipsum	ASSUMPTIONS • Math inputs to get to value • Other assumptions • Lorem ipsum	DEVELOPMENT • Approx sprints by team • Lorem ipsum
VALUE PROPOSITION Describe how your product addresses this problem effectively and meets the needs of the target user	CUSTOMER INSIGHTS • Data to support that customers will use this • Lorem ipsum	FUTURE PHASES • Features • Lorem ipsum	TOTAL EXPECTED VALUE Expected value in 2026 is \$xxx	HARDWARE CAPABILITIES Lorem ipsum
Go to market KNOWN OPERATION EFFORT • Tasks such as training, call center support & dealer engagement • Lorem ipsum	COMPETITIVE INSIGHTS • Other companies that offer such • Lorem ipsum	LEADING INDICATORS • Expected performance we'll monitor to ensure success • Lorem ipsum	2026 KEY RESULT Lorem ipsum	OTHER COSTS • Other costs incurred • Lorem ipsum
		KILL SWITCH • If this performance metric happens, we shut it down • Lorem ipsum	RISKS • Risks to success (owner) • Lorem ipsum	



Aligned outcomes
Better planning

Planning is slower
Hardware is still hard

The future is up & out

- ✓ Understand the customer
 - ✓ Hardware they love
 - ✓ Software they love
- ✓ Keep iterating on practically integrating functions

The future is integrating them all into up & out experiences

Thank you.