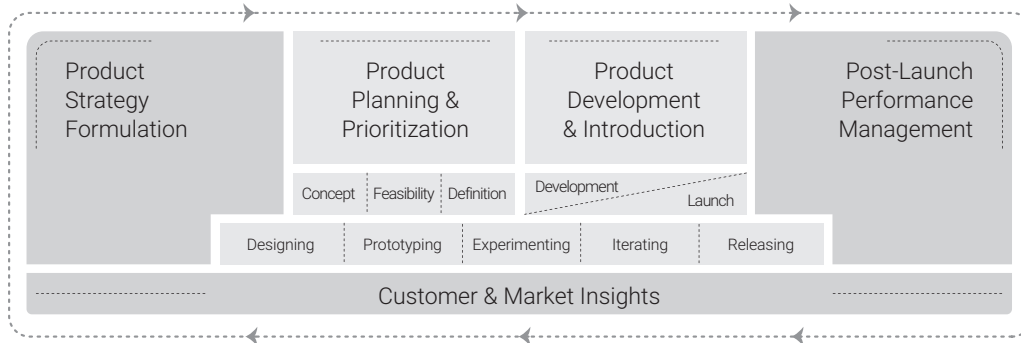


# Product Manager's Desk Reference (3e)

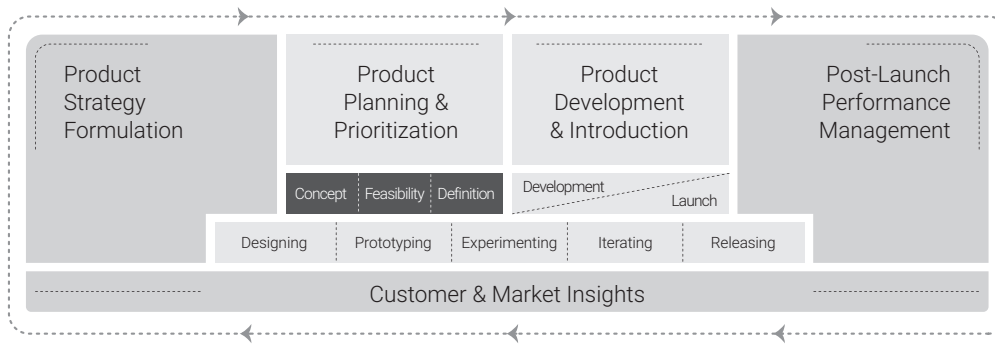
## Illustration Insights – Chapter 13 – Figures 13.1, 13.2, 13.3, 13.4

### Product Planning and Prioritization in the Digital World

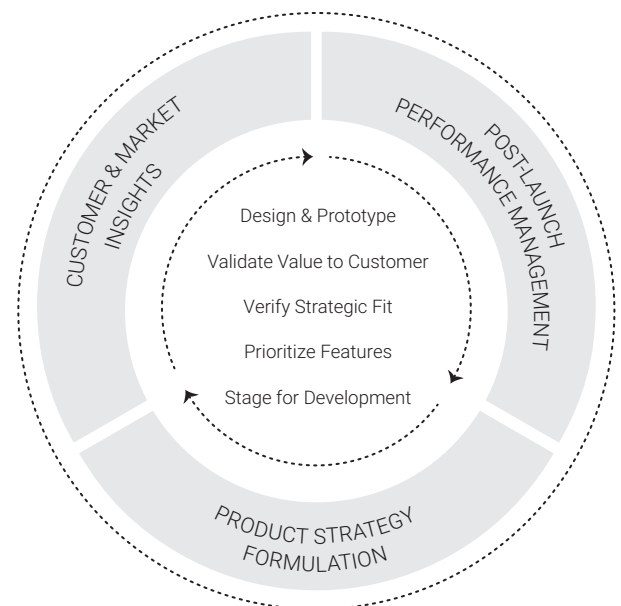
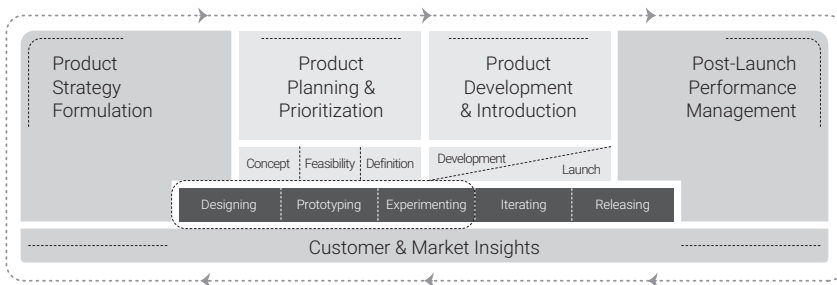
For reference, The Product Management Life Cycle Model is shown below to represent the product's life, from beginning to end.



For additional reference, Model is shown with the linear planning process, as discussed in Chapter 11.



The Model is shown below to represent what's done in organizations that utilize non-linear planning and development methods. Even though it's shown as linear (because many processes are depicted as "left-to-right") a way to view this is shown in the circular model.



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## Product Manager's Desk Reference (3e) Illustration Insights – Chapter 13 – Figures 13.5, 13.6

### Product Planning and Prioritization in the Digital World

Companies spend huge amounts of money on R&D and new product designs. Yet, many products still fail to hit the mark. In the end, you can surface what you believe is a customer need, come up with interesting designs with prototypes and the like, but a customer may never buy. Our job is to make sure our investments are more likely to produce returns to the business.

You see, it's easy to ask the question, What do customers need? It's easy to prescribe the mechanics of customer visits, protocols, and the like. However, in our evolving digital world, we have to be more attentive to items that motivate customers. With this, what we really need to solve for can be assessed when you consider the following:

- What is the customer trying to do at a given time?
- If you could figure out what the customer was trying to accomplish, how would your understanding be translated into a product concept or design?
- What benefit would a customer derive? For this, you'd need to distill it into a few categories that could include: saving time, being efficient, avoiding expenses, experiencing happiness, or feeling safe or protected.
- In the end, would it matter enough for a customer, if presented with a product concept or design, to part with the money?

In the book, a story is presented about an avid gardener (the author) and his hunt for an irrigation system for his home that can keep the garden alive and vibrant, especially when no-one's home and the weather changes all the time. The gardener is personified as a "biz techie" and the value drivers are portrayed as a decision matrix in the diagram shown below. Then, afterwards, another decision matrix is used to verify the most important features based on customer value, strategic fit and its ability to help the company achieve greater market share.

FEATURE	VALUE DRIVER 1 Peace of Mind	VALUE DRIVER 2 Save Money	VALUE DRIVER 2 Nice-Looking Garden
Simple initial setup	LOW	MEDIUM	LOW
Intuitive operation	MEDIUM	MEDIUM	MEDIUM
Remote monitoring	HIGH	MEDIUM	HIGH
Water sensor	HIGH	HIGH	HIGH
Tie-in with weather forecast	HIGH	HIGH	MEDIUM
Weatherproof enclosure	LOW	LOW	LOW
Battery backup	HIGH	LOW	LOW

FEATURE	HIGHEST-SCORING CUSTOMER VALUE DRIVERS	CONTRIBUTES TO OUR STRATEGIC GOALS	CONTRIBUTES TO GAINING MARKET SHARE
Remote monitoring	HIGH	YES	YES
Water sensor	HIGH	YES	YES
Tie-in with weather forecast	HIGH	MAYBE	MAYBE
Battery backup	HIGH	MAYBE	YES

# Product Manager's Desk Reference (3e)

## Illustration Insights – Chapter 13 – Figures 13.7, 13.8

### Product Planning and Prioritization in the Digital World

Any time a new or enhanced product needs to be developed, developers or engineers need to know what they're supposed to build and when. This is vitally important in software companies that use agile or equivalent development techniques because software products are typically in an ongoing state of development. While many use the term product roadmap to depict feature evolution, try using the term "feature release roadmap" to clarify the features that need to be staged for the next round of development (e.g., sprint).

Why staging? Consider this: If you operate a physical products distribution center, after orders are received, the products need to be picked, packed, and placed in a physical area of the building with easy access to the loading docks. *Staging* is the term used when you're putting boxes in an actual location and preparing for eventual loading onto a truck. You can't put all the boxes in one place because you wouldn't be able to distinguish them based on the ultimate destination or when the right truck will pull up to take them away.

With product features, you want to be able to segment what's to be developed so that you can determine what you're able to stage, or, to release immediately vs. what you have to hold for downstream testing or integration. You can organize your features based on 'type,' including: bug fixes, UX adjustments, features that provide great business impact, and features that require integration.

While most product people in software companies prepare backlogs (lists of features to develop), these typically are filtered to match the cadence of development. Consider one of the key tools from the book: a decision matrix. Imagine if you could organize your "feature release roadmap" by category AND by decision criteria. Perhaps you could streamline your prioritization process and get the most important things released as soon as practical. Use the matrix in the diagrams shown below as a way to structure your decisions. Then, if you use a "rating point" system (described in the book) you might better be able to pick the highest value items to stage for your next release.

CATEGORY	ITEM NUMBER	VALUE TO CUSTOMER	FITS PRODUCT STRATEGY	RATING POINTS
BUG FIX	BU 1			
	BU 2			
	BU 3			
	BU 4			
ADJUST UX	UX 1			
	UX 2			
	UX 3			
	UX 4			
POSITIVE BUSINESS IMPACT	BI 1			
	BI 2			
	BI 3			
	BI 4			
REQUIRES INTEGRATION	IN 1			
	IN 2			
	IN 3			
	IN 4			

CATEGORY	ITEM NUMBER	VALUE TO CUSTOMER	FITS PRODUCT STRATEGY	RATING POINTS
BUG FIX	<b>BU 1</b>	<b>10</b>	<b>9</b>	<b>7</b>
	<b>BU 2</b>	<b>7</b>	<b>6</b>	<b>5</b>
	BU 3	10	5	9
	BU 4	9	4	8
ADJUST UX	<b>UX 1</b>	<b>8</b>	<b>7</b>	<b>12</b>
	UX 2	7	7	8
	<b>UX 3</b>	<b>9</b>	<b>10</b>	<b>6</b>
	UX 4	3	6	9
POSITIVE BUSINESS IMPACT	BI 1	7	5	16
	<b>BI 2</b>	<b>9</b>	<b>9</b>	<b>8</b>
	BI 3	4	3	10
	BI 4	5	7	10
REQUIRES INTEGRATION	IN 1	7	7	24
	IN 2	5	8	18
	IN 3	9	10	9
	<b>IN 4</b>	<b>10</b>	<b>10</b>	<b>15</b>

RELEASE 1 / 55 POINTS ←