

Product Management Lifecycle

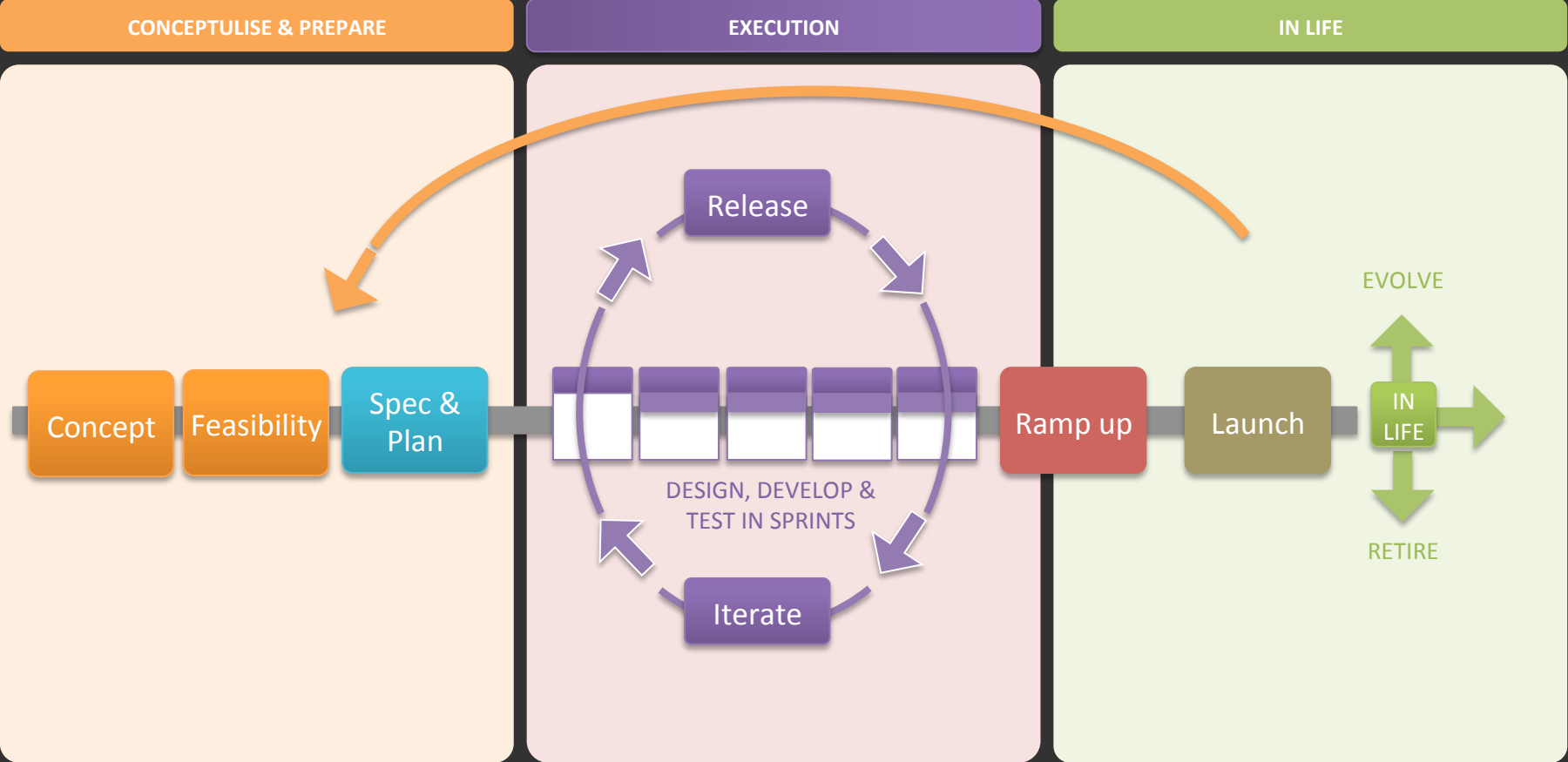
A Guide for Product Managers

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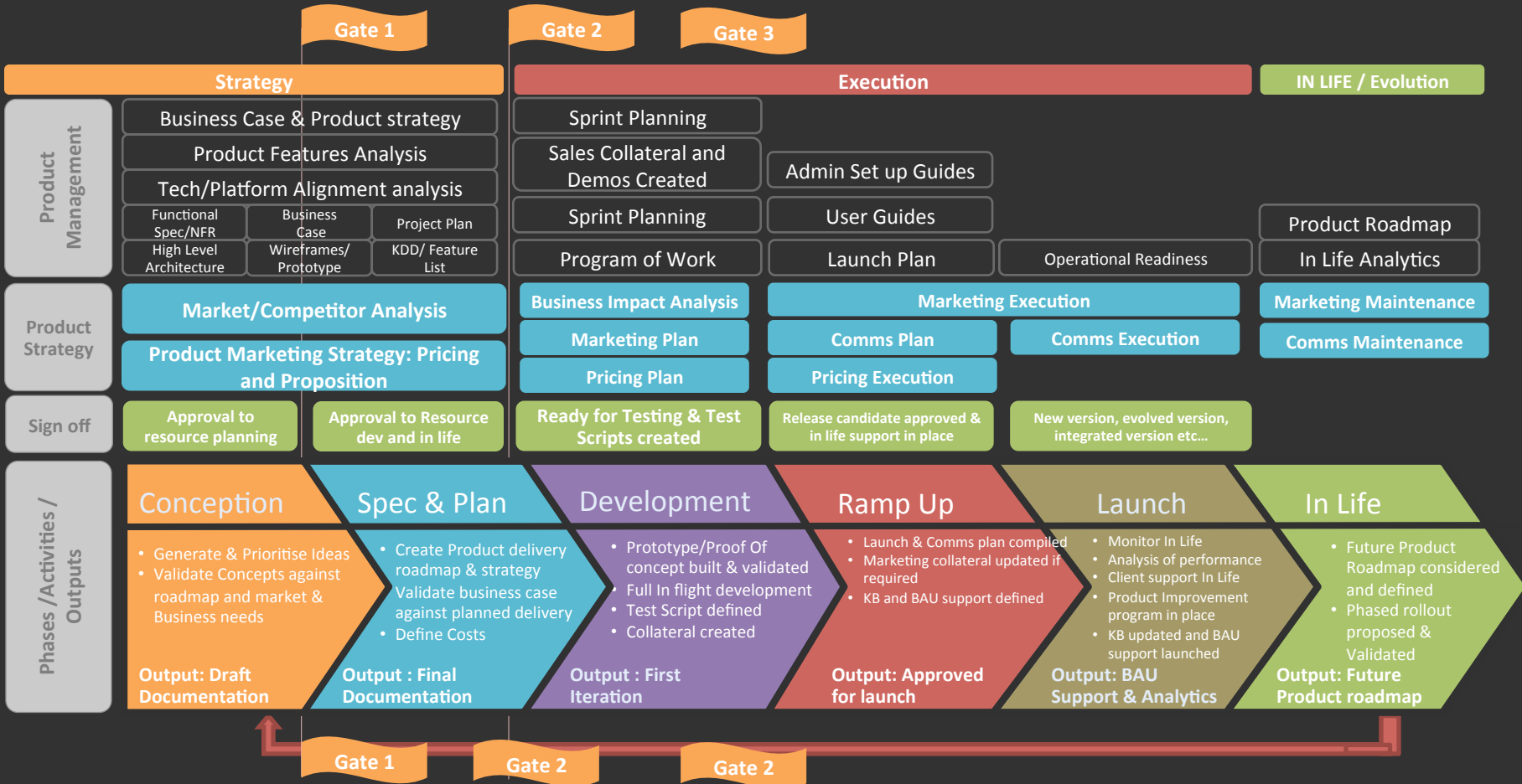
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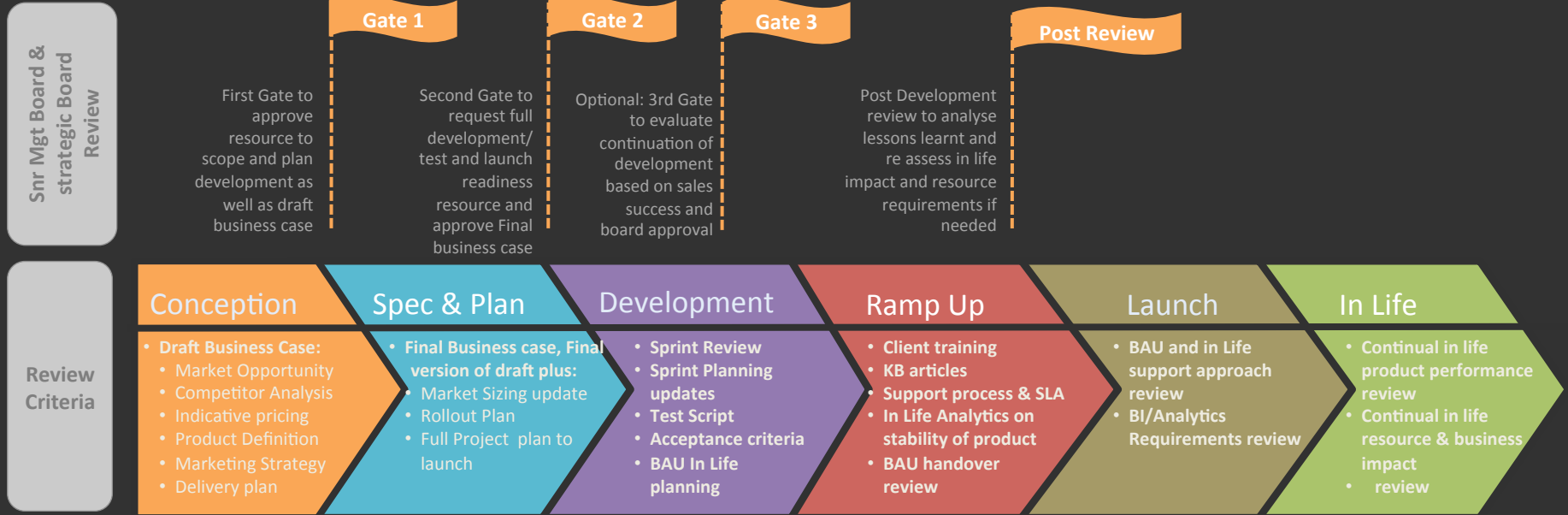
Product Management Lifecycle



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Review & Approval throughout Lifecycle



Doc Requirements: R&R

	Concept	Planning	Development	Ramp Up	Launch	In Life
Product Manager : Docs Required	Product Definition/ Overview	Functional Spec/NFR	Finalised Sprint Plan	Acceptance Criteria	Client Training Packs	Product Business Intelligence Report: Template and Maintenance
	Project Plan to Dev Phase	To Market Project Plan	Product: Test Script	Launch & BAU Support Plan	Finalised User Guides	
	RACI/Working Group Defined	Prioritised Feature List: Draft Sprint Plan	Product Collateral: On Boarding Pack	KB Articles /Help Desk Hand Over	Post Mortem Delivery Report	
	Stakeholder/Commercial Working Group agreed	Pre Sales Collateral: Defined per product		User Guides/Admin Guides/ Training plan		
TPM: Docs	Platform Impact Analysis: Requirements	On Boarding Requirements	Platform Module: Test Script	Platform Acceptance Criteria	Platform Definition updated if necessary	Product & Platform Components Strategy
	Platform Module Requirements	Platform Module definitions				
Prod Dir: Docs Required	Business Impact Analysis	Business Case: FINAL for Gate 2: Marketing Strategy/Plan & indicative Pricing	Final Pricing Docs	In Life BAU Business Impact Analysis Updated	Product Mgt Best Practice Guidelines and Product Templates updated if necessary	Product Strategy and Roadmap Analysis
	Business Case: Cost of Resource Req for planning		Final Product Collateral	Internal Comms Plan/ Marketing Plan		
	Business Case: DRAFT for Gate 1		Pricing/Marketing Plan Updated – Calculator if required	In Life Analytics & Business Intelligence Requirements		
Dev: Docs	Platform Impact Analysis: HLA	Technical Spec/Platform Module Definition	Product & Platform Module Test Script	Dev/Platform Acceptance Criteria	Tech Approach and Platform Definition Document/ Architecture Updated if necessary	Product & Platform Components Strategy
Design /UX	Concept Look & Feel	Wireframe/Prototype	Design Assets	Marketing & Collateral Updates	Product Design Guidelines updated if necessary	
		Final Look & Feel & Collateral Designs				

Applying Lifecycle to existing & planned products

- Even though we have in theory retained development resource to enable us to deliver the product roadmap as defined it is still imperative we follow this process to ensure we secure that resource
- Present your draft business case at Gate 1 and final business case at Gate 2 to ensure your product is given priority and/or retains it's slot in the development plan.
- For example following Touch V1 Folio and Meet should both have their business cases presented and evaluated and the one deemed to have the most positive impact to an agreed criteria: i.e. Revenue, Client retention and Acquisition will be given precedence.

Phase In Detail: Concept

- This phase is based around idea generation and idea gathering. Feature prioritisation and initial market/competitor analysis.
- All features and products considered need to be somewhat equally evaluated using the following criteria:
- Technology Requirement
- Market Impact/Competitor offerings
- Business Impact (bottom line)
- Client Value

Output: – Draft Business Case for Gate 1 Approval: Initial versions of: Market Opportunity, Competitor Analysis, Indicative pricing, Product Definition, Marketing Strategy, Delivery plan for S&P phase (resource requirements to get to Gate 2).

Client feedback (following demo or use of product)

Market Landscape: Market Size what portion of that is relevant to us

Competitor Offerings: What do alternative providers offer: Price/Features

Technical Impact: what technologies make possible and how those dictate timeframes

Business Impact: the cost involved to deploy, resource needed and the context of this product un relation to the rest of the business priorities

Business Requirements: Revenue potential, impact to retention and acquisition – what are your clients asking for?



Phase In Detail: Spec & Planning

- **Assumption: You have been given approval at Gate 1**
- The purpose of this phase is to get into the detail, ensure you know exactly what you want to take to market, how this will be approached technically, the impact it will have on resource, whether more resource, or different resource is required and the cost to take this to market – this will form your full and final business case. Which will also include full Market/Competitor analysis and ideally final pricing.

NB: In some companies a phase is sometimes added before S&P, Feasibility, where more time and analysis is given to whether the concept is actually viable, both technically and commercially. If necessary this work should be included in Spec & Plan phase to ensure you have considered all the risks involved in proceeding into development.

Output: – Final Business Case for Gate 2 Approval

Full Technical Impact: Resource required, technical knowledge gaps identified, equipment needed, services required.

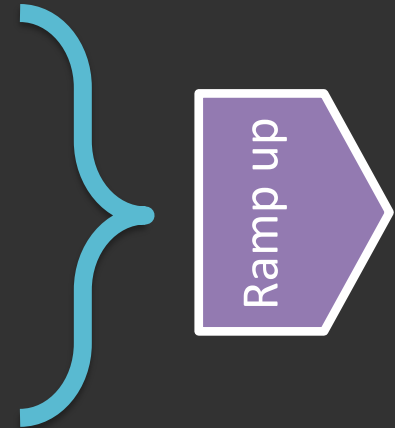
Platform Impact: Components and modules for product are analysed against existing platform elements.

Specifications: Requirements document Feature list, Platform impact and sales collateral all need completion before the end of this phase,

Risks: Look at all the risks, both of doing and NOT doing this work internally, externally focused to market and client impact etc

Business Impact: As part of the final business case you will build a view of the size of the user base -- resource impact in life should be evaluated

Stakeholder Management: Ensure all stakeholders which by this stage may include clients are kept in the loop and their expectations managed



Phase In Detail: Ramp Up

- **Assumption: You have been given approval at Gate 2**
- The role of a product manager in this phase is to be accountable for delivery and continued stakeholder management, reporting on latest updates as well as planning for and creating all documentation in readiness for Launch both internal and external (where marketing team is not in place or if they need product input)
- As PM you will be responsible for bringing the rest of the organisation alongside your delivery timeframes in preparation for Launch.

Output: – Launch Ready: product/Collateral/Marketing plan and Support infrastructure

Client feedback (Ensure all feedback from demos is logged and fed back into the product pipeline)

Market Landscape: Continue to monitor this and apply learning's into feature prioritisation and collateral work

Competitor Offerings: What are your USPs? This is your knowledge to own, you should by now be the product expert and have attended competitor demos and know all there is to know....

Product Integrity: whilst you will not write the test scripts you are responsible for the quality, integrity and robustness of your product, ensure you define clearly what a launch candidate could be

Business Impact: You will now be considering in intricate detail the impact to resource in life for this product, both for sales and support as well as in Product and Technology.

Stakeholder Management: Continue to ensure all stakeholders which by this stage may include clients are kept in the loop and their expectations managed



Launch

Phase In Detail: Launch

- **Assumption: The product has passed testing, and adheres to all acceptance criteria**
- The purpose of this phase is to ensure the product and the business are fully prepared operationally for the product to be in life i.e. being used by clients.
- All work in this stage is to ensure that a BAU (Business as usual) process is created and all resource impacted by the new product have all the tools and knowledge necessary to do their job..

NB: In some companies a phase is sometimes added before Launch called Operational Readiness, where post development and test complete an allotted time is given (almost in limbo) to ensure everything required for launch is in place, for Concept this operational readiness is both part of ramp up and launch, as of course once launched, we often have time for operational readiness as the adoption curve has a delay due to the length of the sales cycle.

Output: – Operationally ready for the product to be in life

Client Need: Ensure all training considerations and user guides are complete and tested, as well as all sales material being fully up to date

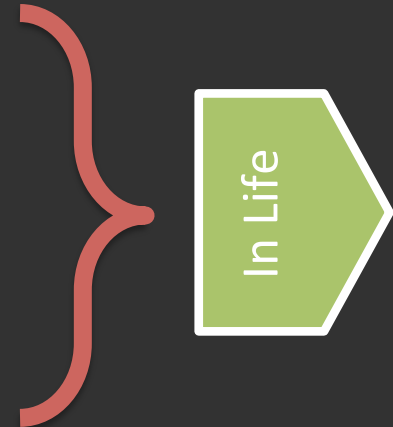
Market Update: To ensure collateral is up to date ensure latest knowledge is shared, USPs are defined and your strengths are promoted

Specifications: Ensure BAU in life is fully considered all documents and reference points are up to date and everything is stored in Trello or similar

Risks: This should be a continual evaluation, what are the risks to the business if this product fails//resource impact to support etc

Business Intelligence: The required reports should be finalised and a plan to deliver them in place

Product Roadmap: Analysis of the delivery to date and post mortem as well as anything deprioritized for launch should go into the long term plan



Phase In Detail: In Life

- **Assumption: The product is in life, adopted by one or several clients as a minimum**
- The purpose of this phase is to ensure the product team continue to own the product in terms of:
 - Stability
 - Support
 - Analysis: Business Intelligence and reporting
 - Continual evolution/Feature Roadmap

Output: – All features and future phases go back into Concept

Client Need: All feedback from client sales and end users is captured and fed into the product roadmap – using same assessment criteria

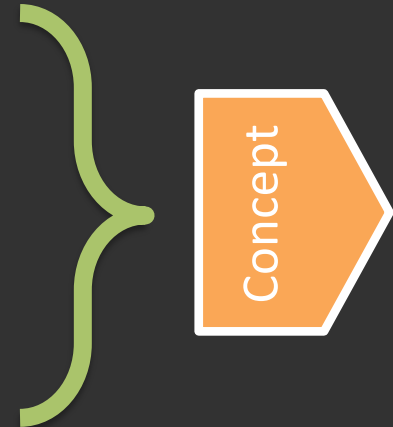
Market Update: Continually monitored, as product owner you are responsible for this knowledge, shared into collateral and sales

Competitor Analysis: Constant monitoring of how your product stacks up against your competition, ensuring collateral and USP is always accurate

Product Stability: As part of in life monitoring any tweaks to ensure volume and capacity are managed is critical

Business Intelligence: Product owner is responsible for collation and dissemination of this information – and analysis of data MoM, YoY etc

Product Roadmap: As product evolves and features are added – ensure you use the concept assessment criteria to validate priority



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