

Product Strategy Primer

Confident Decision-Making

April 2023

The
Strategy
Deck



Strategy Is the Science of Business Decision-Making.

Purpose

Ensure **success** in market
Secure business **profitability**

Elements

The **decisions** needed to grow
and make **investments** into a
company

The **analysis and prioritization**
that need to happen to make a
confident decision

The **stakeholders** that need to
be involved and the **deployment
process**

Strategy Elements

Investment Decisions

The discussions that determine **where** the company will compete, **what** it will build and **how** it will operate.

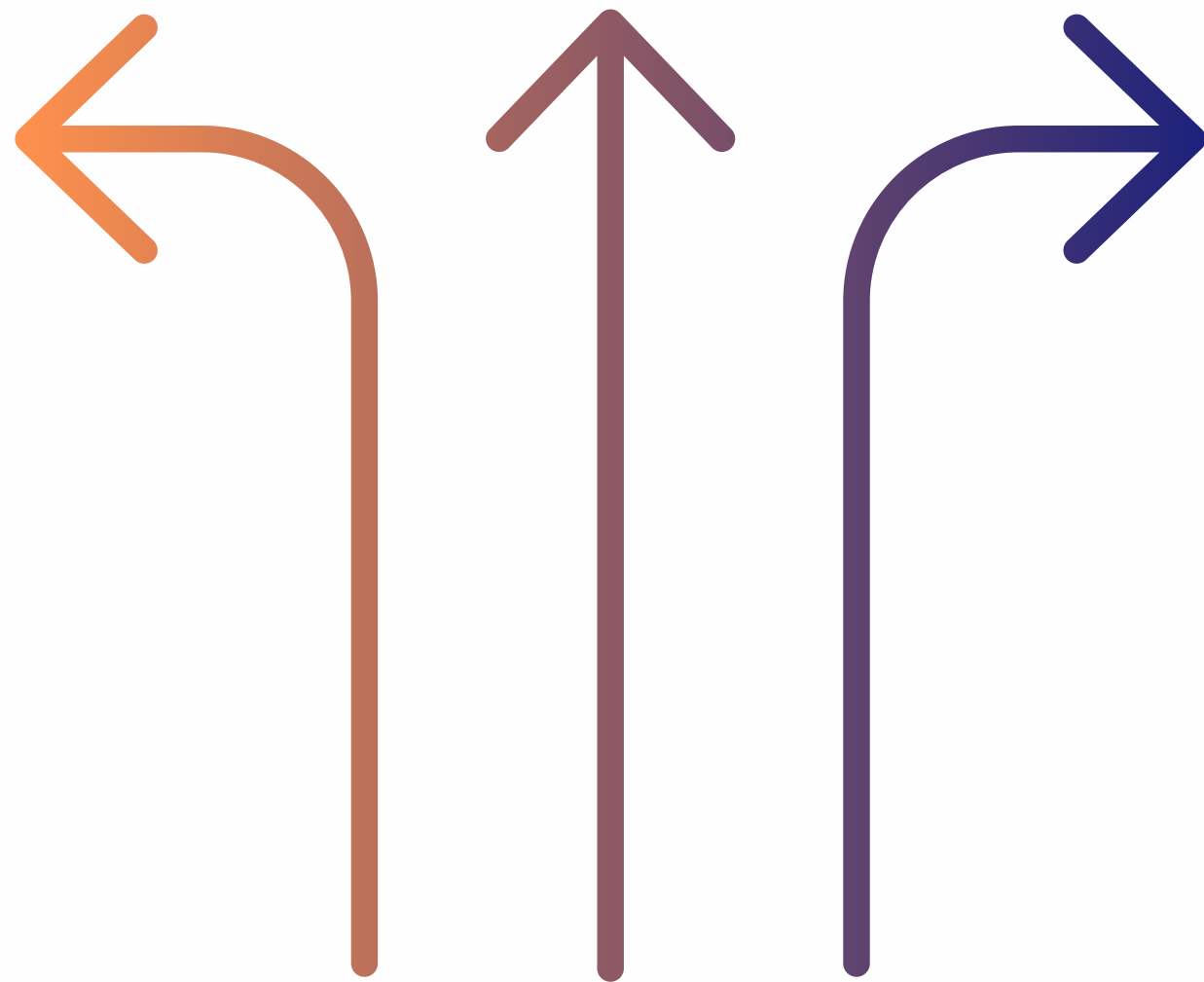
Analysis and Prioritization

The relevant drivers and information that provide a **thorough and confident assessment** of the market.

Stakeholders and Process

The **cross-functional team** who analyzes, evaluates and prioritizes strategic options.

At the Deeper Level It's About Trade-Offs



Confident decisions come from understanding the **trade-offs** that you need to make.

Strategy work clarifies the **impact and the scope** of the trade-offs for every major business decision and **guides you** in choosing the best option.

Types of Strategy Work

➤ Business Strategy

Analyzes the business environment, market opportunities and competitive dynamics and decides **where to compete**, how to organize **the value chain** and what **competitive advantage** to build.

➤ Product Strategy

Analyzes customer segments and competitor products and decides what **products, services or platforms to build** and how to **deliver value**.

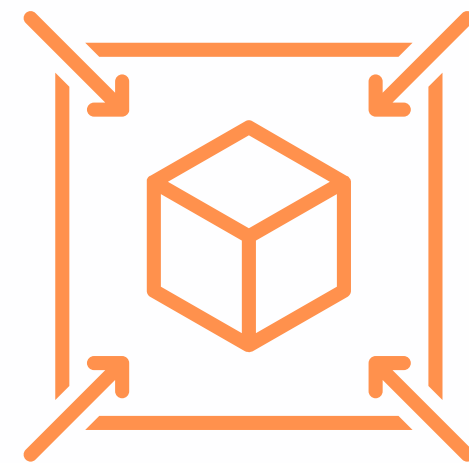
➤ Strategic Planning

Analyzes the functional make-up of the organization and its alignment with the strategy and plans **operations, resourcing and contingency responses**.

Product Strategy Is the Science of Deciding What to Build.

Decisions

- **Target customer segments** and positioning
- Product **value proposition** and **competitive differentiation**
- **Key features** and supporting services
- **Business model**
- **Platform governance** and **network effects** design
- Marketplace and **demand / supply value proposition** and dynamics



Analysis & Prioritization

- Current **product performance**, marketshare, usage
- **Customer needs**, pain points and JTBD
- **Competitive differentiation** and sources thereof
- **Value proposition** and key features of competitor products
- **Business models** within product category
- **Platform and marketplace governance systems** and guidelines

Great Product Strategy Provides

Deep **understanding**
of **customer**
segments

Clearly articulated
product value
proposition

Honest assessment
of **product appeal**
and **usage**

Efficient design of
marketplace
governance systems

Several distinct
layers of network
effects

Clear **ROI of core**
product features
and services

Product Strategy Saves the Day When...

...you are in a commoditized market and you need to **differentiate your product**

...you are facing **shifts in the behavior** of your target customer segments

...you are in a saturated market and need to **grow into an adjacent segment**

Typical Strategy Development Process

1

- **Scope** setting and **objective** clarification
- **Documentation** collection
- **Team set-up**, including core team, stakeholders and subject matter experts

3

- Summarization and **prioritization of critical opportunities**
- Working sessions with stakeholders on **proposed new initiatives**
- **Feasibility** assessment

5

- **Final review** of new strategy with stakeholders
- **Organizational communication** and change management
- Deployment and **kick-off across functional teams**

2

- **Analysis and research**
- **Performance and metrics** documents
- **Market** research and forecast reports
- Interviews of **subject matter experts**

4

- **Resourcing and KPIs** setting with functional leads
- Development of detailed **cross-functional processes**
- Design of **performance reporting structure**

Strategy

Confident Decision-Making

Business

Where to compete

Product

What to build

Planning

How to operate

Need Strategy Support?

➤ Alex Irina Sandu

➤ alex@thestrategydeck.com

➤ www.thestrategydeck.com