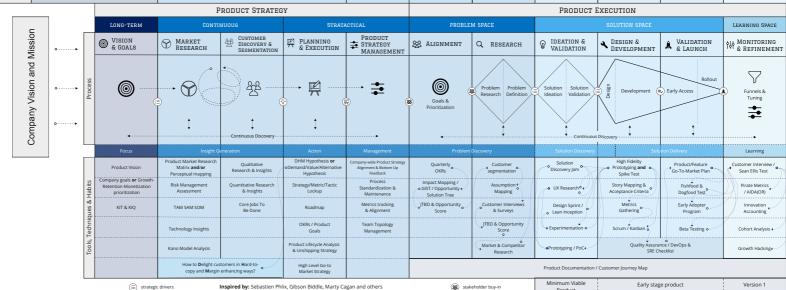
Strategy (managers)

Dual-track

Go-to-marke

BUSINESS STRATEGY PRODUCT STRATEGY LAUNCH & LEARN Adapted from John Cutler Time Span 1-3 years 1-3 years 1 years 1-3 quarters 1-3 months 1-4 weeks 1-4 weeks 1-3 months 1 vear Product Leaders Tactical Leaders (eng/design/pm) Whole Team Marketing, Business, CS + Actors C suit tactical Leaders (eng/design/pm) **Business Leaders** Tactical Leaders (eng/design/pm) Whole Team Goal Settings Multi-year Annual OKRs Quarterly OKRs Test solution with early stage Explore various potentia Explore and solve the Build something that lets a Gather data and generate leverage points and run Understand metrics known to nallenges to move desired Solve an open-ended segment of customers customers. Align a go-tonsights based on usage. A/B Mandate Level Directly generate (short-term business outcomes) Generate (long-term business outcomes) experiments to influence metrics while improving influence business outcomes customer/segment problem complete some [task, activity market strategy and launch Test your solution and tweak it specific business outcomes experience for customers need your product hased on data Research, generate actionable insights, create tactical ish Research, empathize, Define strategic drivers, create Key Important Topics Manage, communicate Research, measure, align, Research, ideate Specify, design, Teet fiv validate document Experiment, market, sell, **Key Activities** measure, define, align, hypothesis, identify high level underserved needs, and as Key Important Questions standardize, measure prioritize, define objectives validate, test, prioritize develop/build go-to-market, rollout, monitor measure, learn connect strategy-metrics-tactics, define a roadmap document prioritize learn



(v) insights

(execution plan











(strategic drivers

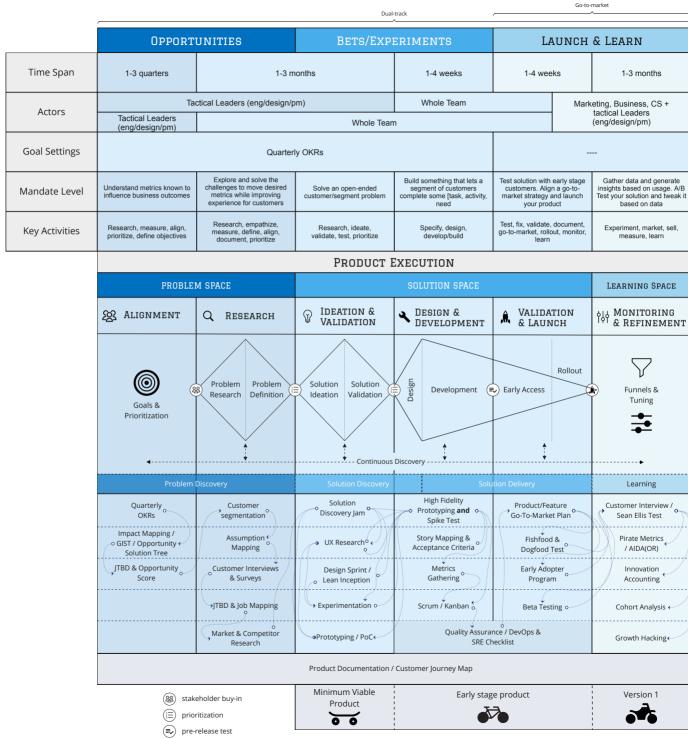
insights

(🛱) execution plan

g) company-wide alignment

Inspired by: Sebastien Phlix, Gibson Biddle, Marty Cagan and others

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launch

	PRODUCT STRATEGY						
	VISION & GOALS	MARKET RESEARCH	CUSTOMER DISCOVERY & SEGMENTATION	PLANNING & EXECUTION	PRODUCT STRATEGY MANAGEMENT		
Time Span	1 year	1-3)	/ears	1 years			
Key Activities	Define strategic drivers, create Key Important Topics and as Key Important Questions	hypothe	generate actionable insights, cresis, identify high level underserve strategy-metrics-tactics, define a	d needs,	Manage, communicate, standardize, measure		
Actors	Product Leaders						
Actors		Tactical Leaders	actical Leaders (eng/design/pm)				
	Focus	Insight G	eneration	Action	Management		

	PRODUCT EXECUTION								
	PROBLE	M SPACE		LEARNING SPACE					
	& Alignment	Q Research		_	ESIGN & EVELOPMENT	VALIDATION & LAUNCH		όμό Monitoring & Refinement	
Time Span	1-3 quarters	1-3 m	months		1-4 weeks	1-4 weeks		1-3 months	
Key Activities	Research, measure, align, prioritize, define objectives Research, empathize, measure, define, align, document, prioritize		Research, ideate, validate, test, prioritize		Specify, design, develop/build	Test solution with early stage customers. Align a go-to- market strategy and launch your product		Gather data and generate insights based on usage. A/B Test your solution and tweak it based on data	
Actors	Tao	ctical Leaders (eng/design/p	Whole Team				Marketing, Business, CS +		
ACIOIS	Tactical Leaders (eng/design/pm) Whole Team							tactical Leaders (eng/design/pm)	
	Problem	Solution Discovery		Solu	tion Delivery		Learning		

Go-to-market

	Business Strategy			PRODUCT	PRODUCT STRATEGY		OPPORT	TUNITIES BETS/EXP		ERIMENTS	LAUNCH	Launch & Learn			
Time Span		1-3 years		1 year	1-3 1	years	1 years		1-3 quarters	1-3 m	nonths	1-4 weeks	1-4 weeks	1-3 months	
Actors		0!t		Product Leaders						Tactical Leaders (eng/design/pm) Whole Team			Mar	keting, Business, CS +	
Actors		C suit			Business Leaders Ta			ctical Leaders (eng/design/pm)		Whole Team		n		tactical Leaders (eng/design/pm)	
Goal Settings	М	fulti-year		Annual OKRs						Qu	arterly OKRs				
Mandate Level	andate Level Generate (long-term business outcomes)				Directly gen	erate [short-term business outcon	nes)	Explore various potential leverage points and run experiments to influence specific business outcomes	Understand metrics known to influence business outcomes	Explore and solve the challenges to move desired metrics while improving experience for customers	Solve an open-ended customer/segment problem	Build something that lets a segment of customers complete some [task, activity, need	Test solution with early stage customers. Align a go-to- market strategy and launch your product	Gather data and generate insights based on usage. A/B Test your solution and tweak it based on data	
Key Activities	Define strategic drivers, create Key Important Topics and as Key Important Questions				hypothe	generate actionable insights, cre sis, identify high level underserve strategy-metrics-tactics, define a	d needs,	Manage, communicate, standardize, measure	Research, measure, align, prioritize, define objectives	Research, empathize, measure, define, align, document, prioritize	Research, ideate, validate, test, prioritize	Specify, design, develop/build	Test, fix, validate, document, go-to-market, rollout, monitor, learn	Experiment, market, sell, measure, learn	
					P	RODUCT STRATEG	Y		PRODUCT EXECUTION						
	_			LONG-TERM	CONTINUOUS STRATA		ACTICAL	PROBLE	M SPACE	CE SOLUTION SPACE			LEARNING SPACE		
	Mission	o		VISION & GOALS	MARKET RESEARCH	CUSTOMER DISCOVERY & SEGMENTATION	PLANNING & EXECUTION	PRODUCT STRATEGY MANAGEMENT	& Alignment	Q Research		DESIGN & DEVELOPMENT	VALIDATION & LAUNCH	아아 & REFINEMENT	
	Vision and	o+	Process View	@) 22 -		*	Goals & Prioritization	Problem Problem Research Definition	Solution Solution Ideation Validation	Development (Rollout	Funnels & Tuning	
	Company	0		4	+	Continuous Discovery	į.	•••••	4	<u> </u>		Discovery		•	
				Focus	Insight G	eneration	Action	Management	Problem	Discovery	Solution Discovery	Solu	tion Delivery	Learning	

Tactics, a.k.a. the messy middle

(tactical leaders)

Strategy (managers)

Agile

Dual-track