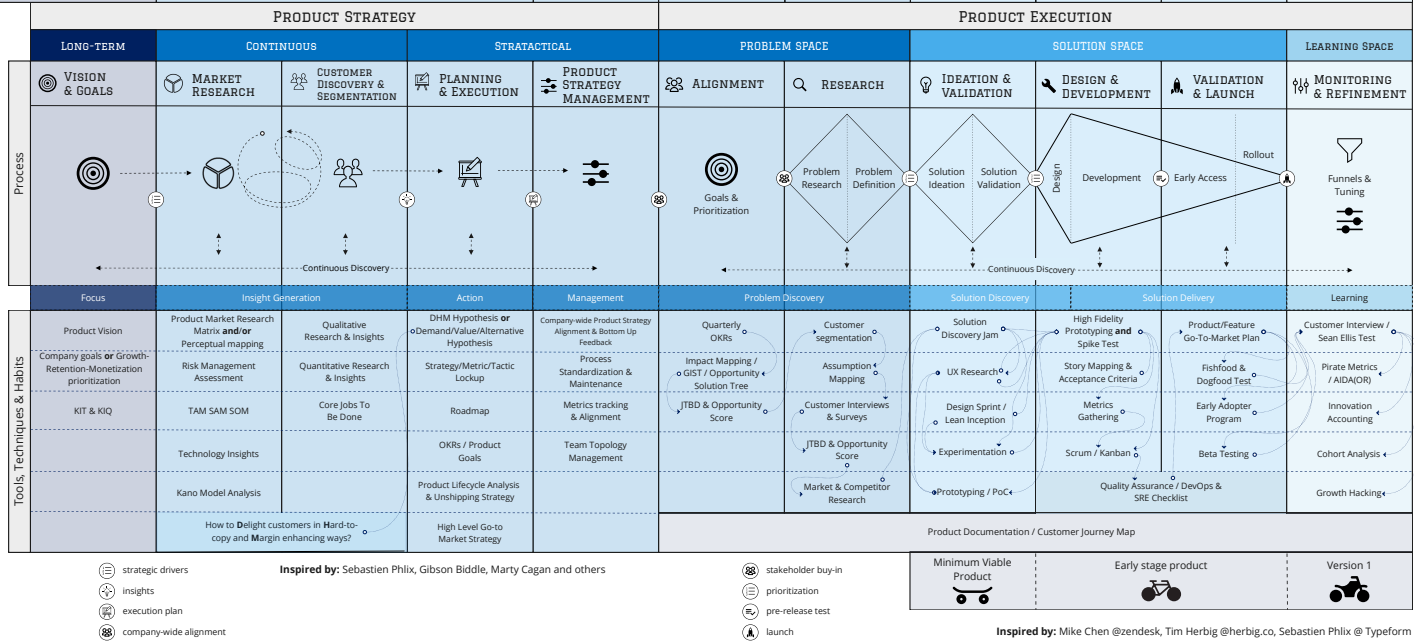


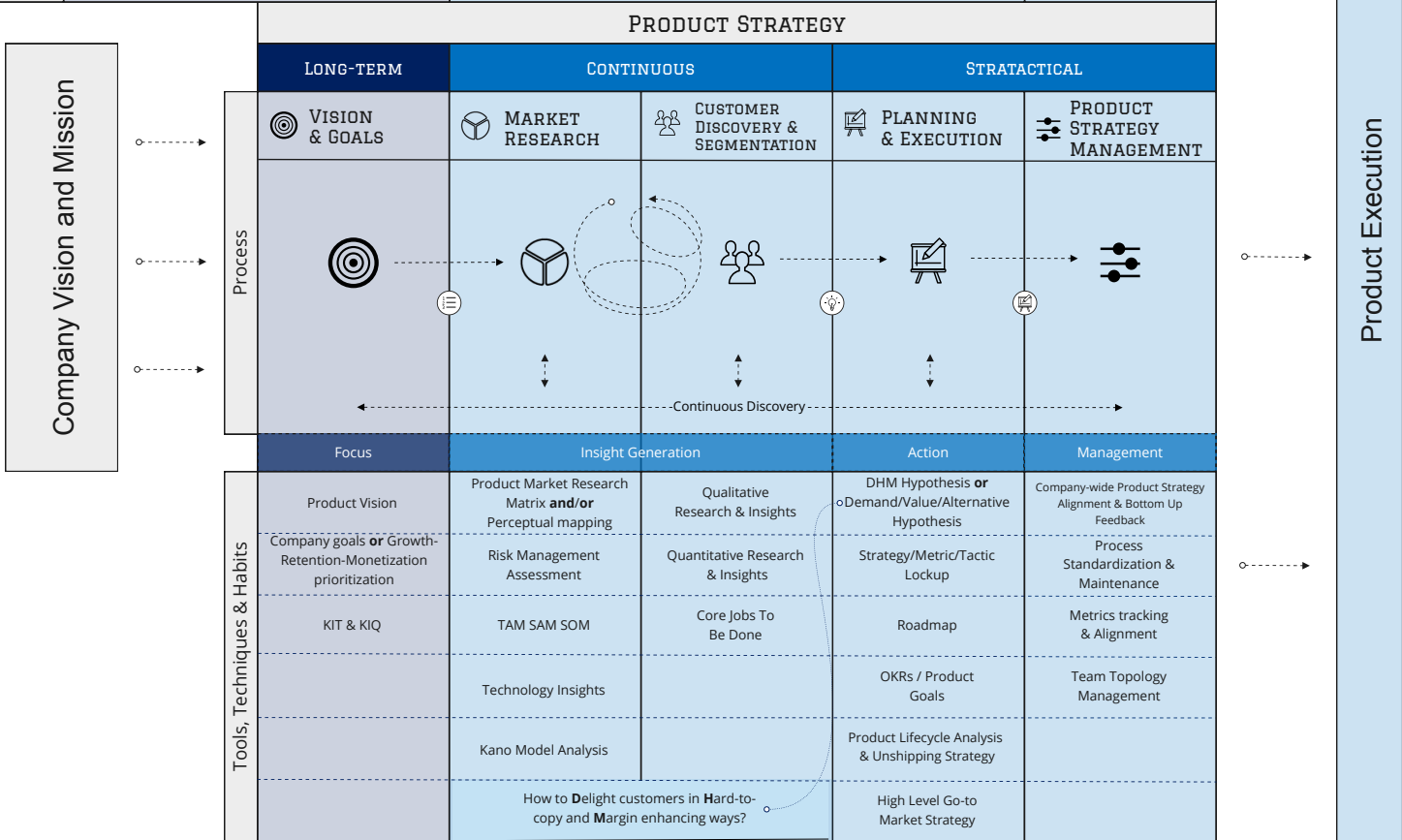
	Strategy (managers)		Tactics, a.k.a. the messy middle (tactical leaders)		Dual track		Go to market				
	BUSINESS STRATEGY		PRODUCT STRATEGY		OPPORTUNITIES		BETS/EXPERIMENTS		LAUNCH & LEARN		
Time Span	1-3 years	1 year	1-3 years	1 years	1-3 quarters	1-3 months	1-4 weeks	1-4 weeks	1-3 months		
Actors	C suit		Product Leaders		Tactical Leaders (eng/design/pm)		Whole Team		Marketing, Business, CS + tactical Leaders (eng/design/pm)		
Goal Settings	Multi-year		Annual OKRs		Quarterly OKRs		---		---		
Mandate Level	Generate (long-term business outcomes)		Directly generate (short-term business outcomes)		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 break it based on data
Key Activities	Define strategic drivers, create Key Important Topics and as Key Important Questions		Research, generate actionable insights, create tactical hypotheses, identify high level underserved needs, connect strategy-metrics-tactics, define a roadmap		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, fx, validate, document, go-to-market, rollout, monitor, learn	Experiment, market, sell, measure, learn

Adapted from John Cutler - @john.cutler18

Company Vision and Mission



	BUSINESS STRATEGY		PRODUCT STRATEGY	
Time Span	1-3 years	1 year	1-3 years	1 years
Actors	C suit	Product Leaders		
		Business Leaders		Tactical Leaders (eng/design/pm)
Goal Settings	Multi-year	Annual OKRs		
Mandate Level	Generate (long-term business outcomes)		Directly generate (short-term business outcomes)	
Key Activities	Define strategic drivers, create Key Important Topics and as Key Important Questions		Research, generate actionable insights, create tactical hypothesis, identify high level underserved needs, connect strategy-metrics-tactics, define a roadmap	
			Manage, communicate, standardize, measure	



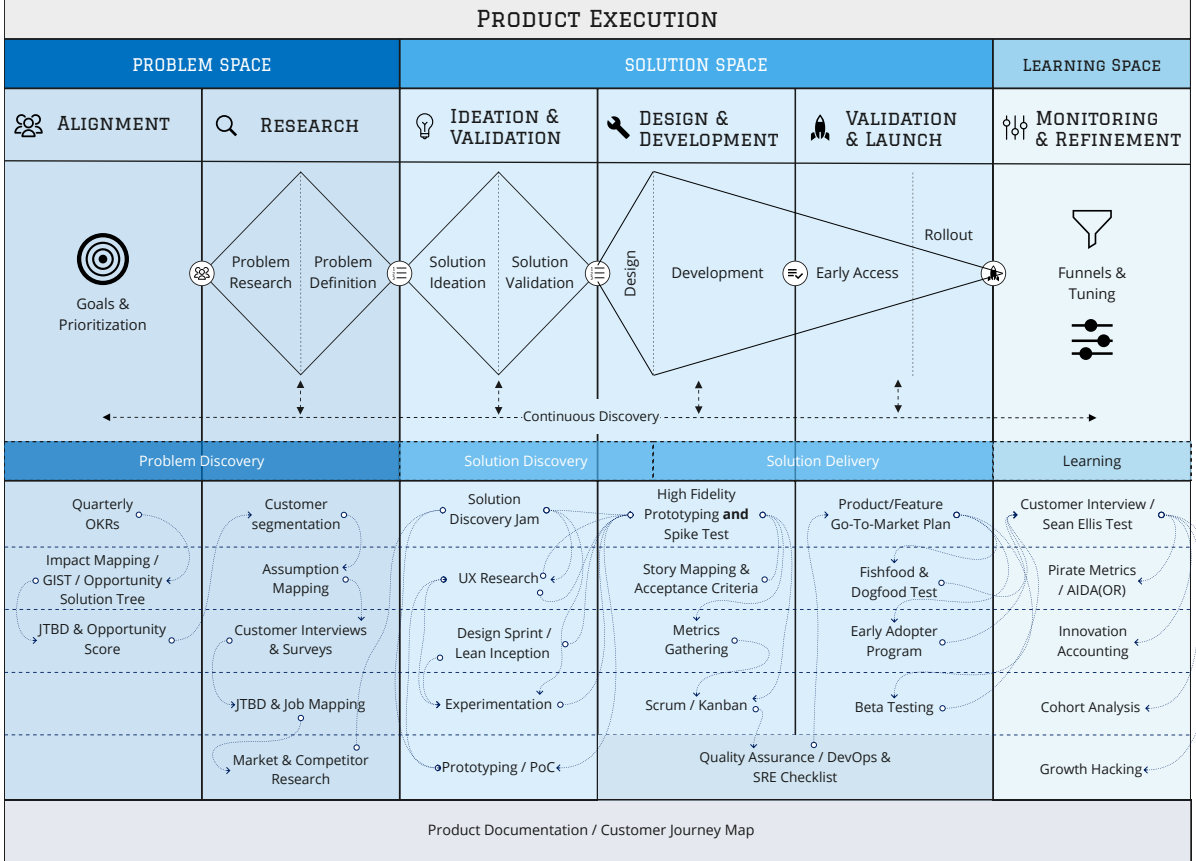
- strategic drivers
- insights
- execution plan
- company-wide alignment

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

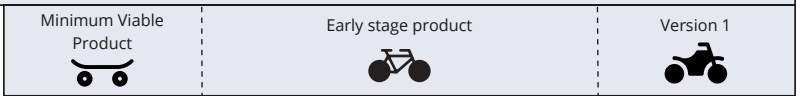
Product Strategy

		Dual-track			Go-to-market	
		OPPORTUNITIES	BETS/EXPERIMENTS		LAUNCH & LEARN	
Time Span		1-3 quarters	1-3 months		1-4 weeks	1-4 weeks
Actors		Tactical Leaders (eng/design/pm)			Whole Team	
		Tactical Leaders (eng/design/pm)	Whole Team			Marketing, Business, CS + tactical Leaders (eng/design/pm)
Goal Settings		Quarterly OKRs				---
Mandate Level		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
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, fix, validate, document, go-to-market, rollout, monitor, learn

Adapted from John Cutler, @johncutlerfish



- stakeholder buy-in
- prioritization
- pre-release test
- launch



Inspired by: Mike Chen @zendesk, Tim Herbig @herbig.co, Sebastien Phlix @ Typeform

PRODUCT STRATEGY					
	VISION & GOALS	MARKET RESEARCH	CUSTOMER DISCOVERY & SEGMENTATION	PLANNING & EXECUTION	PRODUCT STRATEGY MANAGEMENT
Time Span	1 year	1-3 years		1 years	
Key Activities	Define strategic drivers, create Key Important Topics and as Key Important Questions	Research, generate actionable insights, create tactical hypothesis, identify high level underserved needs, connect strategy-metrics-tactics, define a roadmap			Manage, communicate, standardize, measure
Actors	Product Leaders				
	Business Leaders			Tactical Leaders (eng/design/pm)	
	Focus	Insight Generation		Action	Management

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Product Execution

PRODUCT EXECUTION							
	PROBLEM SPACE		SOLUTION SPACE			LEARNING SPACE	
	ALIGNMENT	RESEARCH	IDEATION & VALIDATION	DESIGN & DEVELOPMENT	VALIDATION & LAUNCH	MONITORING & REFINEMENT	
Time Span	1-3 quarters		1-3 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	Tactical Leaders (eng/design/pm)			Whole Team		Marketing, Business, CS + tactical Leaders (eng/design/pm)	
	Tactical Leaders (eng/design/pm)	Whole Team					
	Problem Discovery		Solution Discovery		Solution Delivery		Learning

	BUSINESS STRATEGY		PRODUCT STRATEGY			OPPORTUNITIES		BETS/EXPERIMENTS		LAUNCH & LEARN	
Time Span	1-3 years	1 year	1-3 years		1 years	1-3 quarters	1-3 months		1-4 weeks	1-4 weeks	1-3 months
Actors	C suit	Product Leaders			Tactical Leaders (eng/design/pm)		Tactical Leaders (eng/design/pm)		Whole Team		Marketing, Business, CS + tactical Leaders (eng/design/pm)
		Business Leaders		Tactical Leaders (eng/design/pm)			Whole Team				
Goal Settings	Multi-year	Annual OKRs				Quarterly OKRs				---	
Mandate Level	Generate (long-term business outcomes)		Directly generate (short-term business outcomes)		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
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