Product Management Lifecycle

- This model can be used by any business to review the process of developing and selling products.
- It works with an Agile, Waterfall or hybrid development approach.
- It applies at a product, release or sprint level.

Innovation

**Description**
- The focus of the innovation stage is on generating and prioritizing ideas.
- It involves generating ideas and prioritizing them based on the potential to add value to customers and the business.
- It may include activities to uncover customer needs.
- It also involves developing an initial proposition and hypothesis about how to satisfy those needs.

**Checklist**
- Do we have enough insights from customers and prospects?
- Do we have a clear strategy for disruptive technologies and business models?
- Do we track competitor launch plans and activity?
- Do we systematically collate, evaluate and prioritize ideas?
- Do we do enough discovery activity?

Analysis

**Description**
- The focus of the analysis stage is on understanding the opportunity cost and risk.
- It involves validating that there is a market need through customer research and prototypes.
- It also involves justifying the investment to make sure the company will make enough money. This is often done with a Business Case.
- A key area is writing the requirements that are passed on to an internal development team or external supplier.

**Checklist**
- Are representatives from all affected business areas involved?
- Do we engage customers in reviewing ideas?
- Is there a clear decision-making process to build, buy or partner?
- Are decisions based on a process that honestly evaluates opportunities and the range of possible outcomes?

Development

**Description**
- The focus of the development stage is on getting requirements delivered.
- This involves honing the requirements as new market insights are uncovered and as Development finds issues in implementation.
- The key activity is designing and delivering a solution to meet the requirements. This involves trade-offs between scope, time to market, quality and cost.
- This also involves testing or demos to ensure requirements have been met.

**Checklist**
- Are the product roles clear and agreed with the Development and Design Teams?
- Is product management driving, involved or ancillary to decisions on trade-offs of scope, time and budget?
- Does the development process work efficiently and effectively?
- Is testing (Quality Assurance) taken seriously and sufficient time allocated to fix any issues identified?

Go-to-market

**Description**
- The focus of the go-to-market stage is making sure what’s been developed and the business is ready to launch.
- This involves validating that the product is fit for the market, e.g., with a trial.
- At this point, the proposition to customers needs to be finalized.
- This involves testing or demos to ensure the business is ready to start selling to and supporting customers.

**Checklist**
- Do we keep stakeholders up to date and is the go-to-market process clear?
- Is product management driving, involved or ancillary to the decision to launch?
- Do we have an established robust post-launch plan to validate if things are on track?
- Are the criteria for handing over to “business as usual” clearly defined and accepted?
- Do we have the marketing programs, tools and processes in place to enable customers to find, buy, setup, use, pay and get support for the product?

In-life

**Description**
- The focus of the in-life stage is about ensuring ongoing commercial success.
- It requires insight into any changes in the market and internal issues that are hampering performance.
- Tracking performance and monitoring what’s going on are key to see what should be changed or improved.
- Planned changes are typically shown on a roadmap.
- A key activity in this stage is fixing issues, i.e. troubleshooting or firefighting.

**Checklist**
- Can we do remote monitoring, e.g., profitability?
- Is the balance of product management effort right across strategic and tactical work?
- Is product management given sufficient influence over the activities that impact the commercial success of the product?
- Do we systematically seek and evaluate market insights to feed into decisions on future versions?

End-of-life

**Description**
- The focus of the end-of-life stage is winding down products from the market while keeping valuable customers.
- It requires that there is a regular assessment of the cost, benefit and risk of continuing with a product.
- The key activity is to establish and implement a plan that manages the process, customers and suppliers.

**Checklist**
- Do we regularly assess products to see if withdrawal is the best option?
- Have we thought through how we’ll persuade valuable customers to stay with us?
- Do we have a standard plan for end-of-life that includes relevant processes and stakeholder management?
- Does the timing for End-Of-Life give us the best outcome in its impact on customers, suppliers and the business?

Product and business ready to launch?

Launch

Sell

Fix issues

Develop next version?

Go-to-market

In-life

End-of-life

Innovation

Analysis

Development

Go-to-market

In-life

End-of-life

Generate and prioritize ideas

Investigate further?

Do we get enough insights from customers and prospects?

Do we keep stakeholders up to date and is the go-to-market process clear?

Generate and prioritize ideas

Create initial proposition

Investigate further?

Do we systematically seek and evaluate market insights to feed into decisions on future versions?

Validate market need

Justify investment

Write requirements

Start development?

Do we have the marketing programs, tools and processes in place to enable customers to find, buy, setup, use, pay and get support for the product?

Hone requirements

Design solution and deliver

Demonstrate requirements met

Build more?

Are decision roles clear and agreed with the Development and Design Teams?

Are we systematically seeking and evaluating market insights to feed into decisions on future versions?

Validate fit for market (trial)

Finalize proposition

Prepare for launch

Product and business ready to launch?

Sell

Track performance

Fix issues

Develop next version?

In-life

End-of-life

Checks what’s happening in the market

Innovate

Analyze

Develop

Go-to-market

In-life

End-of-life

Generate and prioritize ideas

Create initial proposition

Investigate further?

Do we get enough insights from customers and prospects?

Do we keep stakeholders up to date and is the go-to-market process clear?

Generate and prioritize ideas

Create initial proposition

Investigate further?

Do we systematically seek and evaluate market insights to feed into decisions on future versions?