Who owns what?
- **Portfolios**: Portfolio management is often done by the Senior Leadership Team or a dedicated product portfolio management team. Propositions may be developed by a dedicated propositions team or they will be the responsibility of product management or product marketing.
- **Products**: Product elements are usually managed by the product management team and may be centralized or distributed in a multinational company.
- **Technology elements**: Technology elements are usually owned by the development/IT team who architect and deliver enablers, platforms, and infrastructure to meet the needs of the product.
- **Services**: Services are typically owned by a mix of professional services and support teams who provide their service in support of a range of products.

**Typical Product Taxonomy Structure**

- **Product line**: Used where there is a wide range of product configurations available that can be logically grouped.
- **Product bundle**: A group of products and services that are offered for sale as a standard package. Usually has common attributes such as terms & conditions, support services, etc.
- **Product**: The primary offer at a product level. Normally customers will purchase and contract at this level.
- **Product variant**: Adaptation or different technology needed to support local markets and addressing the same market problem. Local variants often mean that global capabilities cannot be fully leveraged.
- **Product component**: Lowest level of visible product element from a customer perspective. Can be contracted/bought directly but normally part of the product sale.
- **Technology enablers**: Enablers are the capabilities required to deliver a product. May be specific to a product or shared but aren't sold directly to customers.
- **Core platforms**: Underlying technology supporting a product such as a billing system or customer provisioning system. May be specific to a product or a common horizontal layer supporting multiple products.
- **Infrastructure**: Underlying capabilities needed to support platforms, products, and services such as hosting, networking, and other IT infrastructure.
- **Support**: Support and other elements provided by people that complement the delivery and operation of a product.
- **Proposition**: Explains the value of the offering to a specific group of target customers (market segment) who have a problem or need. Also known as a "value proposition".
- **Managed services**: Ongoing (for the customer) and repeatable services, often running for the contract duration such as an end-user help desk.
- **Professional services**: One-time (to customer) specialist services such as consultancy, deployment planning, audits, transition support, etc.

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Companies with lots of products and services often have many different ways of talking about them. It's easy to get confused, which is where a Product Taxonomy can help (this is our version). A consistent understanding across the business means everyone knows what to sell, deliver and measure.