Business Case/Product Plan

- Shows the topics you might include in a Business Case or Product Plan
- To justify investment and/or plan activities for a new product or release
- Also shows the tools that can help in each area

Glossary

- BCG (Boston Consulting Group)
- GE (General Electric)
- KPI (Key Performance Indicator)
- MVP (Minimum Viable Product)
- NPV (Net Present Value)
- PEST(EL) (Political, Economic, Social, Technical, Environmental, Legal)
- ROI (Return on Investment)
- SWOT (Strengths, Weaknesses, Opportunities, Threats)

Executive Summary

- A concise view of the whole document
- Less than one page if possible
- Summary of recommendations and why the reader should support them

Product Description

- A short description of the product (and a brief history if already launched)
- A description of the proposition (why customers will buy)

Lean and Business Model Canvas
To summarize the product on 1 page

Elevator Pitch
30 seconds to describe why customers should buy from you

Product Description
Including any prototype, MVP and Optimal product

Strategy

- How the product supports the company strategy
- How the product is positioned within the product portfolio and in relation to competitors
- The product strategy — where to play, how to win

Strategy Cascade
To show links between company, product and other business strategies

BCG Matrix and GE Matrix
To think through current and planned product positioning in the portfolio and market

Strategy Canvas
To visualize and plan how your product will be valued higher than the competition

Market Analysis

- Market trends
- Target market segments and sizing
- Identify market opportunity
- Positioning against competitors and a brief profile of each one

SWOT Analysis
To brainstorm internal factors and external trends

Competitor Profiles and Positioning
To show the proposition against the competition

Market Segmentation and Sizing
To target the right customers

Value Positioning
To work out what customers value and compare against the competition

Porter's 5 Forces
To analyze competitive intensity

PEST(EL)
To understand the wider market situation and trends

Customer Analysis

- Customer research conclusions and identification of customer problems
- Buyer and user analysis
- High-level customer requirements

Prototypes
To help validate the market fit of your product

Buyer and User Personas
To help understand customers

Interviews, Surveys and Focus Groups
To understand what customers will value

Jobs-to-be-done
To understand customer problems and ideal outcomes

Win/Loss Analysis
To understand why customers bought or didn't buy a previous version

Messaging Canvas
To show the value of the product to relevant customer personas

Financial Analysis

- Key assumptions including pricing
- Forecast of sales, revenue and costs
- Analysis of product profitability

Financial Performance
Spreadsheet to model the financial return, e.g. ROI, NPV and Payback Period

Sensitivity Analysis
To understand the impact of key factors on your business case

Plans

- Development Plans (the Roadmap)
- Launch Plan (including pilots, trials, MVP to Optimal Product)
- In-life and Product Marketing plan (including KPIs)
- Risks, impacts and mitigations

Roadmap
To show the planned evolution of the product

Action Plans
To plan launch, in-life and end-of-life projects

Product Marketing Plans
To help the business sell the product

Product Dashboard
To show how the product will be tracked, e.g. KPIs

Risk Matrix
To analyze risks and help with mitigation plans

Operational Impacts
To describe impacts on people, processes and infrastructure

Recommendations

- A description of recommendations/next steps, e.g. resources and budget required

Appendices

- Anything that is too detailed for the main body of the document
- Relevant supporting information