

### Market research

Researching and gathering market data, expert opinion, and insights. Tracking market drivers and trends such as technology developments and changes to legislation.

### Customer research

Research on customers and prospects. Getting feedback from Sales, Support and other channels about issues and opportunities. Win/loss analysis. User experience, ways of working, and behavior research.

### Competitive research

Initiating and sponsoring competitive research, including benchmarking and tracking competitor activity. Understanding their strengths, weaknesses, and direction. Getting feedback from sales and other sources.

### Product performance

Reviewing data and reports on product performance. Tracking key performance indicators (KPIs) such as revenue and customer numbers. Product analytics to understand product usage.

### Segmentation

Using needs and other factors to identify attractive market segments that can be targeted with relevant propositions. Understanding segment sizing and other relevant factors.

### Propositions

Creating and capturing new ideas. Analyzing and building propositions for the product for different target market segments. Developing messaging for different buyer and user profiles.

### Product discovery

Gaining deep understanding of what's valuable to users by exploring a known problem space and validating candidate product concepts. Using structured approaches like prototyping to define and test ideas.

### Requirements

Gathering, analyzing, prioritizing, and documenting product requirements. Defining users and use scenarios. Providing context and discussing trade-offs with developers and designers.

### Design & build

Designing and building the optimum product, e.g., by iterative development, to balance development cost, risk, and speed to meet business and customer requirements on features, performance, and user experience.

### Operational readiness & trials

Managing the internal roll-out of the product, e.g., system updates, so the business is ready to start selling. Managing internal and external trials. Finding, managing, and negotiating with partners and suppliers.

### Product & portfolio strategy

Developing product and portfolio strategy and plans. Updating management and the wider business. Includes portfolio positioning, release planning, and stakeholder management.

### Vision & evangelizing

Creating a compelling product vision. Selling and presenting the product to internal audiences and representing the product externally at conferences, to customers, the press, and industry analysts.

### Roadmaps

Deciding on future direction and priorities for the product. Publishing and maintaining roadmaps for internal and external stakeholders.

### Pricing

Developing pricing strategy and tactics. Competitive pricing analysis, cost analysis, and gathering customer insight on pricing. Setting and communicating price levels.

### Positioning

Determining appropriate messaging and positioning against external competition and internal products.

### Business cases

Writing the rationale about why the business should invest in a product. Producing the financial model with sales, revenue, costs, and profit forecasts. Getting impact estimates and buy-in from relevant areas.

### Launch

Creating and running launch and go-to-market plans. Selecting launch dates and approaches. Ensuring teams such as Sales and Support are trained. Communications and building momentum across the business.

### Product promotion

Creating and/or running product marketing/content marketing campaigns, e.g., thought leadership, lead generation, acquisition, and retention. Running plans and tracking effectiveness.

### Sales & marketing content

Writing and developing sales and marketing content, e.g., messaging for a website, explainer videos, case studies, social media, FAQs, white papers, sales tools, and presentations. Supporting digital marketing.

### Sales support

Delivering sales training. Supporting sales calls. Attending or presenting at user groups, sales, and channel events as the product representative.

## Strategic Product Activities

- working out what the right product is for the business

### Insight

Market research

Customer research

Competitive research

Product performance

### Analysis

Segmentation

Propositions

Positioning

Business cases

### Direction

Product & portfolio strategy

Vision & evangelizing

Roadmaps

Pricing

## Inbound Activities

- helping the business to deliver the product

Product discovery

Requirements

Design & build

Operational readiness & trials

## Outbound Activities

- helping the business to sell the product

Launch

Product promotion

Sales & marketing content

Sales support

# Product Activities Framework

Our Framework identifies all the product activities that should take place in any company with products. Use it to help think through who owns which activity and how well you're doing. This identifies gaps, overlaps, and priorities for improvement.

Training | Leadership Support | Resources

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