

How to Set a Customer-Centric Vision and Strategy to Realize It

Today's Agenda

1 About Me

2 Vision-Led PM Overview

3 Personas and Key Outcomes

4 Customer Journey Vision

5 Strategic Plan

6 Balanced Roadmapping

7 Case Study: Chuckwagon

8 Questions

About Me

About Me

16

Years of
Product
Mgmt
Experience

6

Startups

3

Exits

20

Largest
Team
(\$40M
Portfolio)

30

Companies
Advised in
Past 3
Years



Vision-Led Product Management Overview

But First, An Exercise



Austin
Mostly Cloudy

Now	12PM	1PM	2PM	3PM	4PM	5PM
77°	81°	84°	86°	88°	90°	90°

Wednesday 91 62
Thursday 89 66
Friday 89 66
Saturday 93 66
Sunday 96 69
Monday 91 64
Tuesday 89 64
Wednesday 87 62
Thursday 84 64

Today: Mostly cloudy currently. The high will be 91°. Clear tonight with a low of 64°.

SUNRISE 7:28AM
CHANCE OF RAIN 10%

SUNSET 7:09PM
HUMIDITY 70%

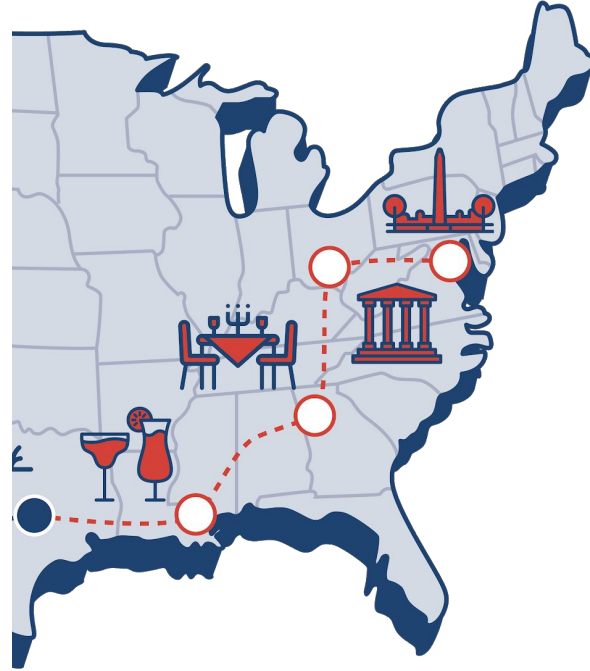
We're in Downtown Austin...



Where To?



The Route



Connecting the Dots...

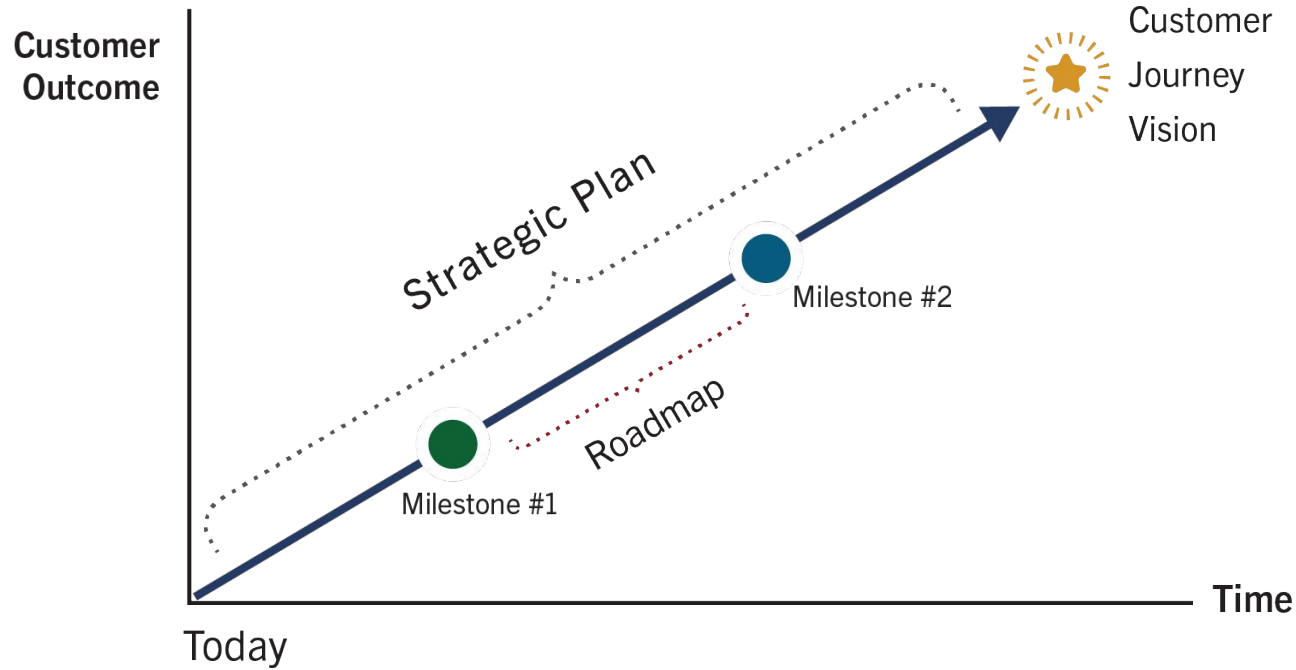
- 1 Bus = Your Product
- 2 Passengers = Your Customers & Stakeholders
- 3 Final Destination = Your Product Vision
- 4 Route = Your Product Strategy
- 5 Daily Itinerary = Your Product Roadmap



If you don't know
where you're going,
any road will get you
there."

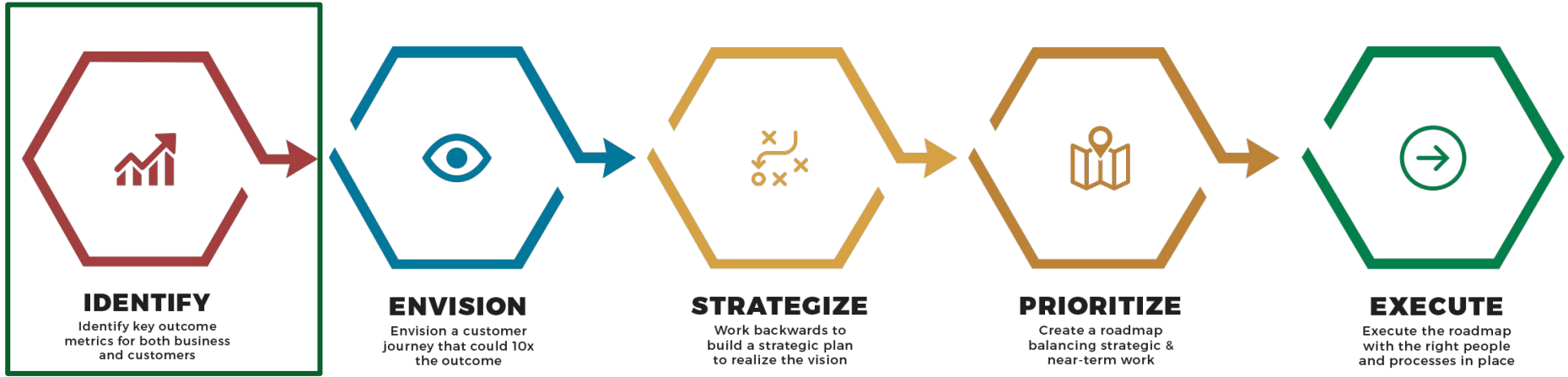
Lewis Carroll

Vision-Led Product Management



Target Personas and Key Outcomes

The Vision-Led Product Management Process



What is a Persona?

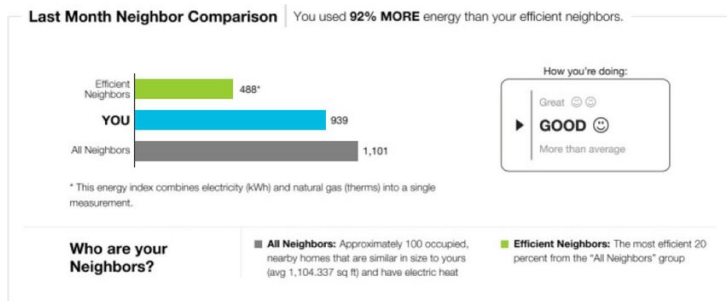


A fictitious person who represents ‘the market’ - a group of buyers or users. Personas help us remember who we’re building our product for.”

What is a Key Outcome?

An end goal that a person wants to accomplish because it's important in their life.

Opower Personas



Joyce "Hobby Saver"

Joyce is a mostly-retired lawyer who works a few hours a week from her small 2-bedroom house in the suburbs. Joyce, 62, shares her 40 year-old home with her dog, and they are making do with old windows and insulation.

"I live like an Eskimo in the winter — my nose is often cold."

Report rating: Great 😊 😊



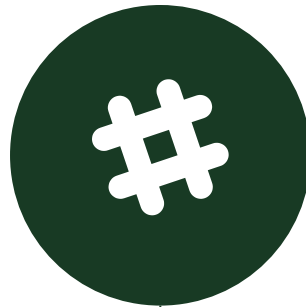
Example Key Outcomes



Not to read
Tweets
But to **stay
connected**



Not to cycle
But to **stay in
shape**



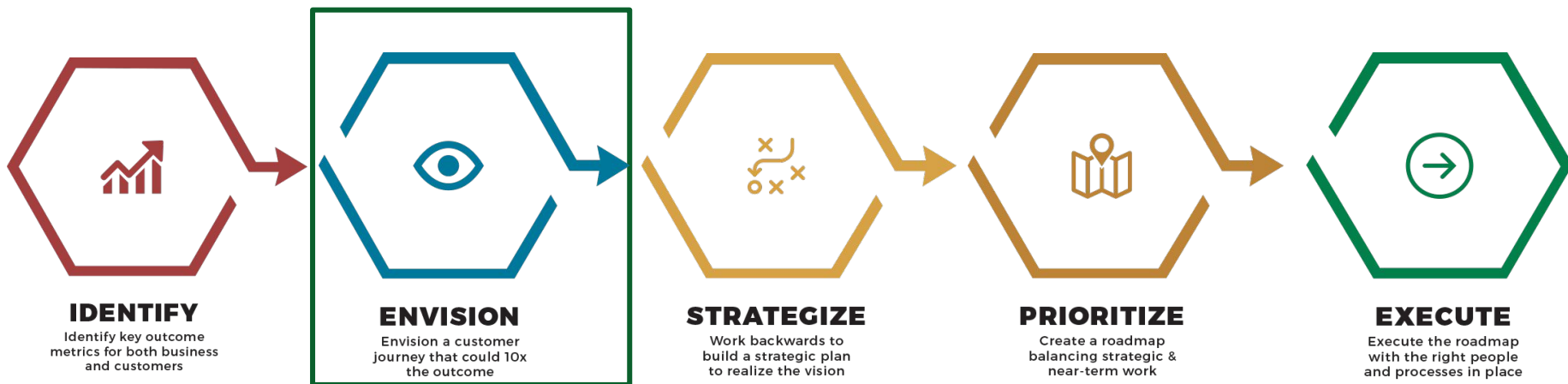
Not to chat
But to **achieve
goals together**



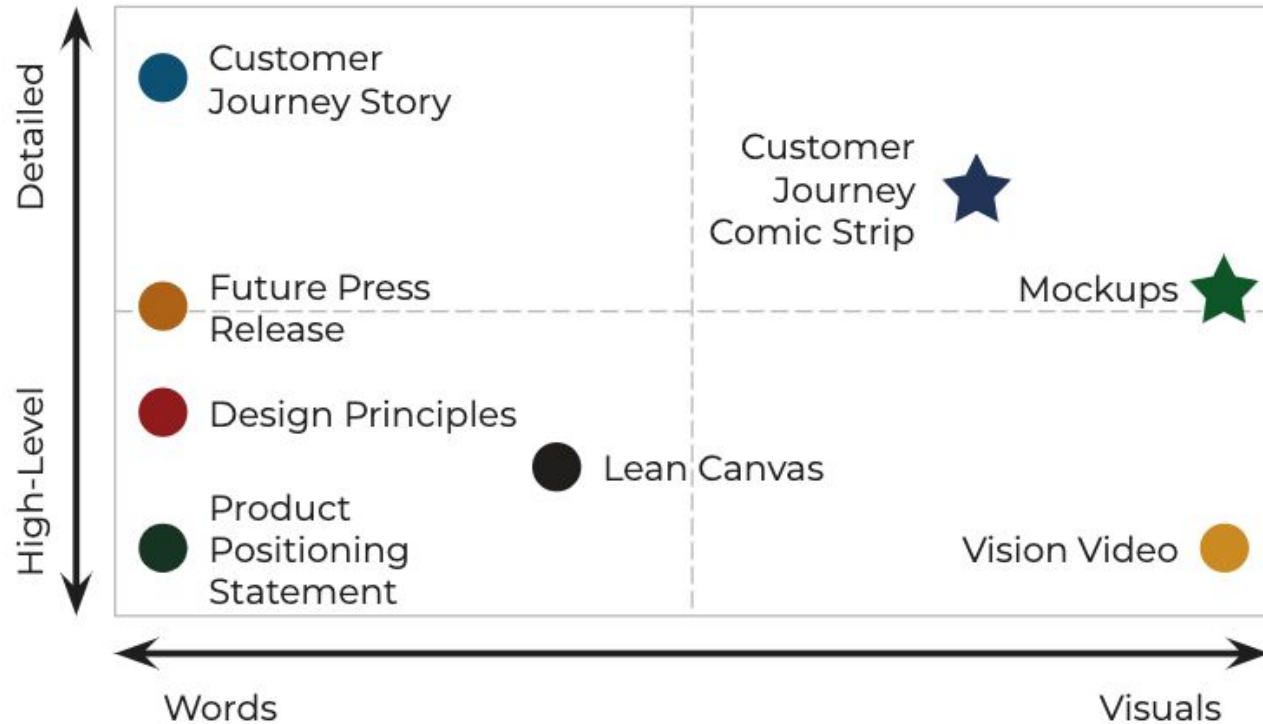
Not to track
deals
But to **sell more,
faster**

The Customer Journey Vision

The Vision-Led Product Management Process



Ways to Express a Vision

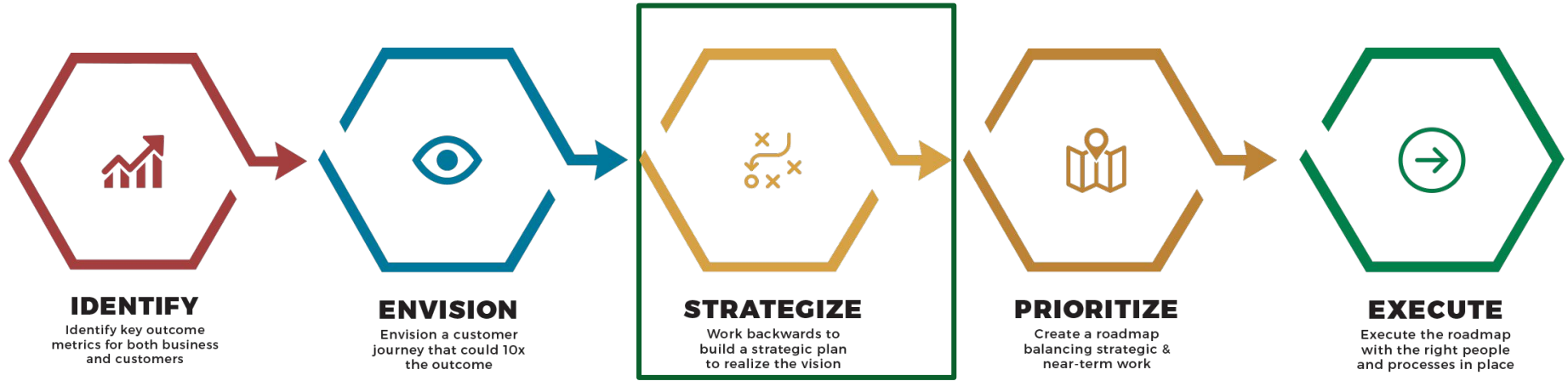


Customer Journey Chapters



Strategic Planning

The Vision-Led Product Management Process

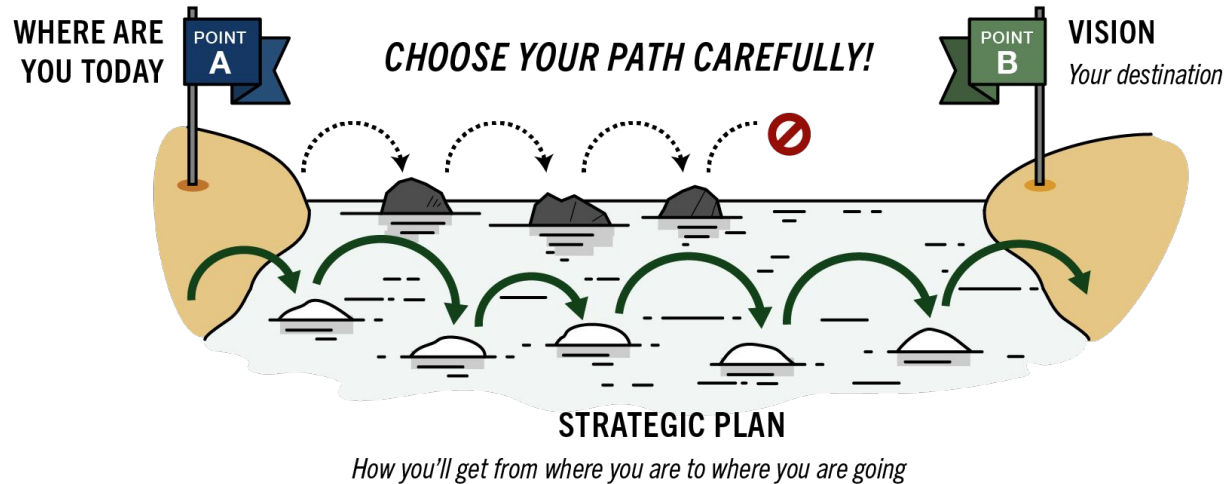


What is Strategy?

The path to get from where you are today to realizing a vision.

Working Backwards to Create a Strategic Plan

THE PATH TO REALIZING A VISION



Start With a Gap Analysis

What would need to realize our vision that we don't have now?



New Features



**Partnerships
/ Channels**



Funding



**Internal
Operations /
Tools**



**Marketing
Content**



Data

Key Factors to Consider When Filling Gaps



Navigating the Financial Situation and Fundraising



Serializing Outcome Delivery



Acquiring and Extending a Competitive Advantage



Resolving Technology and Data Dependencies



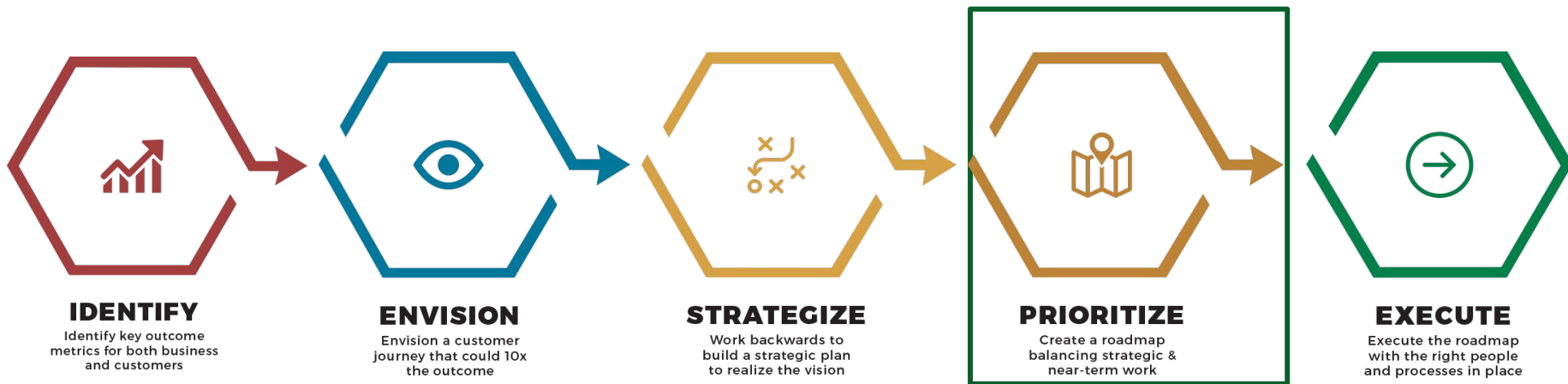
Serializing Market Segments



Creating Strategic Leverage

Balanced Roadmapping

The Vision-Led Product Management Process

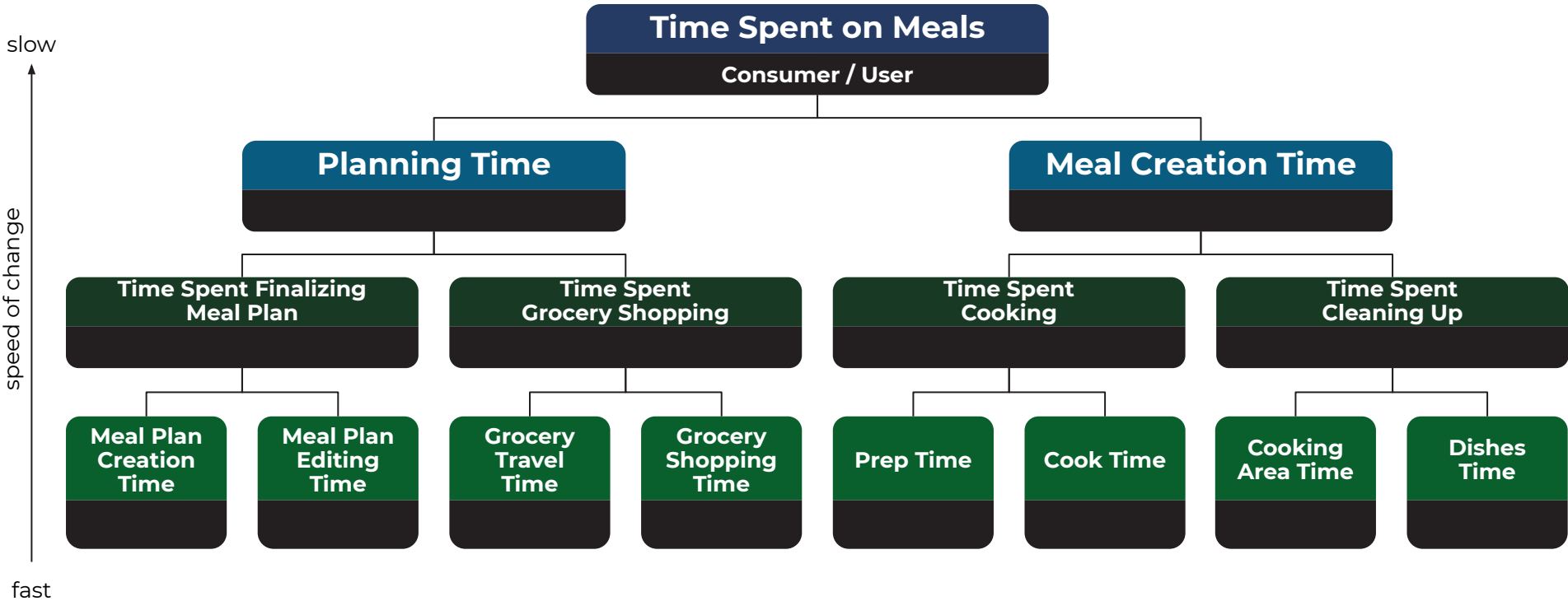


The 3 Categories Every Product Team is Juggling

1	INNOVATION	Bold changes to make leaps and bounds towards the customer journey vision	EXAMPLES <ul style="list-style-type: none">• New features• Overhauls to existing features• Architectural changes to support a future end state• Integrations with partners
2	ITERATION	Incremental changes to the existing product to deliver additional customer & business value	EXAMPLES <ul style="list-style-type: none">• Conversion funnel optimizations• A/B testing• Small fixes that provide incremental lift of a KPI• One-off feature requests or enhancements
3	OPERATION	The cost of managing a modern SaaS product	EXAMPLES <ul style="list-style-type: none">• Security / data privacy• Performance / uptime• Technical debt / upgrades• Internal tooling• Bug fixes

Case Study: Chuckwagon

Chuckwagon Key Outcome Pyramid / KPIs



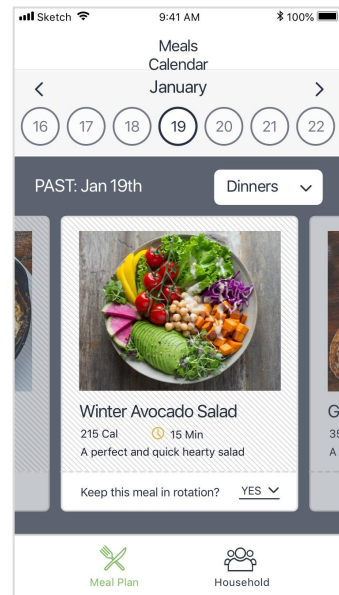
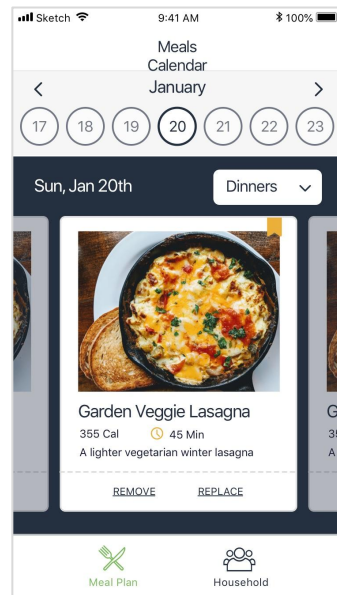
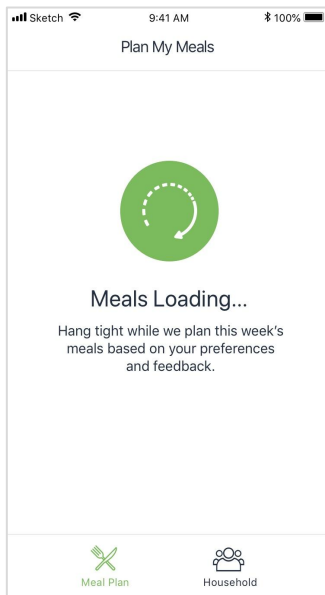
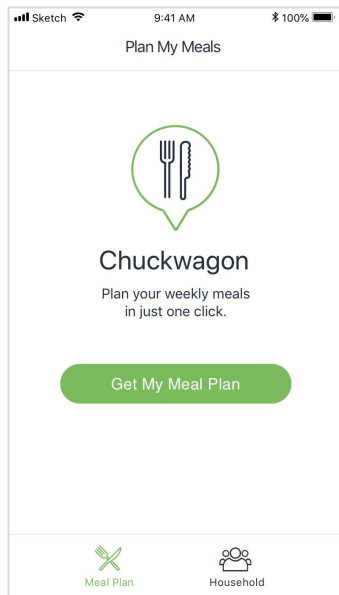
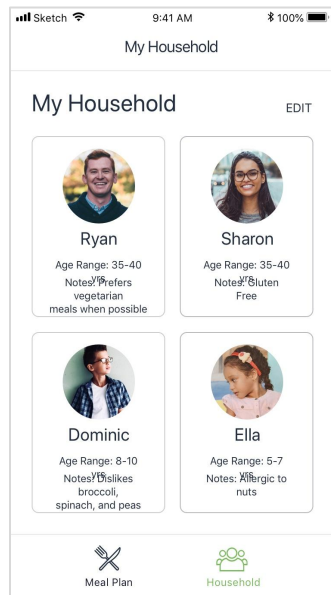
Chuckwagon Example

<p>1. TRIGGER</p>  <p>Sharon finishes work and has 45 minutes to figure out how to get dinner on the table for her family.</p>	 <p>She spends 15 minutes looking for recipes online and in cookbooks but can't find any that will work.</p>	<p>MOM, WHAT'S FOR DINNER?</p>  <p>Sharon knows she's out of time to figure out what to make and feels frustrated, stressed and angry.</p>
<p>2. DISCOVERY</p>  <p>Flustered, Sharon searches for "15-minute dinners" on Pinterest.</p>	 <p>She sees an ad that catches her eye for a meal-planning app.</p>	<p>CHUCKWAGON MEAL PLANNER, RECIPES & GROCERY LIST</p> <p>★★★★★</p> <p>I'VE SAVED HOURS EACH WEEK!</p> <p>DON'T KNOW WHAT I'D DO WITHOUT IT</p> <p>WOW!!!!</p> <p>A lot of people seem to like this app.</p>
<p>3. EVALUATION</p>  <p>Sharon logs onto the Chuckwagon website to learn more.</p>		 <p>She is impressed with all the 5-star reviews in the App Store and decides to give Chuckwagon a try.</p>

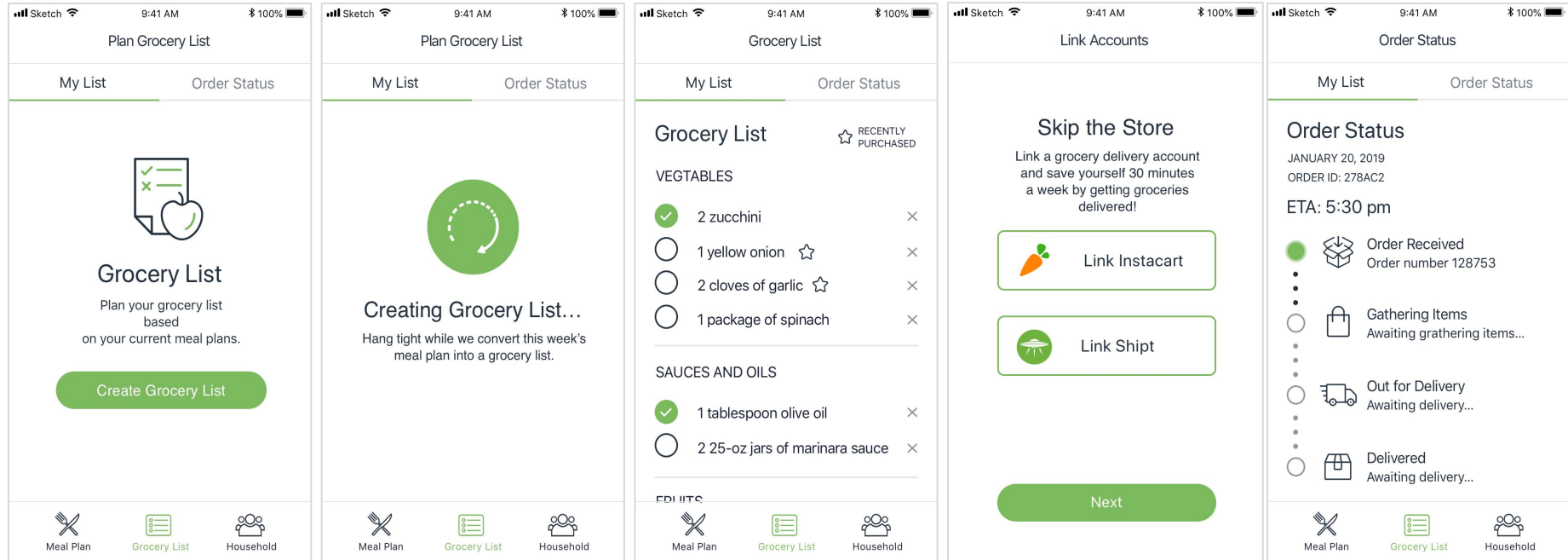
Chuckwagon Example (Cont'd)

<p>4. TRIAL</p> 		
<p>Sharon sets up her family's preferences and gets a meal recommendation instantly.</p>	<p>She loves how easy it is to make this meal, and it smells really good. She feels relieved.</p>	<p>Everyone loves the dinner, and Sharon gives the app a 5-star review when prompted.</p>
<p>5. ENGAGEMENT</p> 		
<p>After using the app for a bit, Sharon tries the grocery delivery service for one week's meal plan.</p>	<p>Sharon saved so much time ordering groceries - she was finally able to relax for an hour on Sunday!</p>	<p>Later, Sharon saves time by ordering an in-home chef for a dinner party. Everyone loved the food.</p>
<p>6. RETENTION</p> 		
<p>Sharon goes on vacation for 10 days for some much-needed R&R.</p>	<p>Nathan from Chuckwagon sees that Sharon hasn't used the app in a while and sends her a note.</p>	<p>Sharon loves how Chuckwagon knows her family so well and is excited to eat some homemade meals.</p>

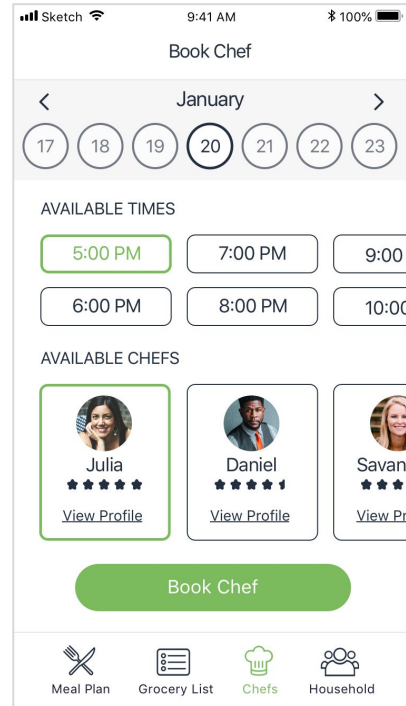
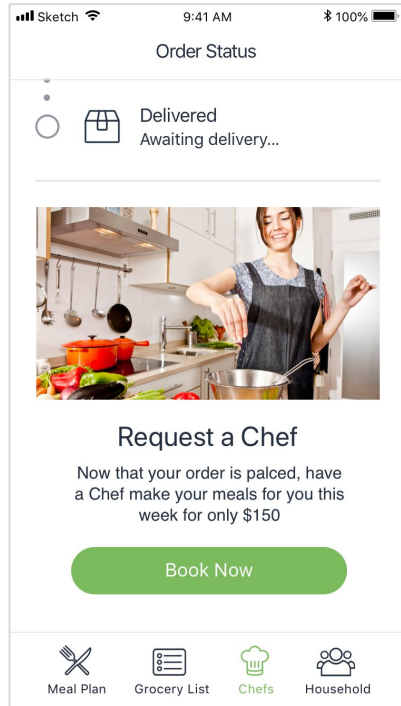
Chuckwagon: Meal Planning Vision



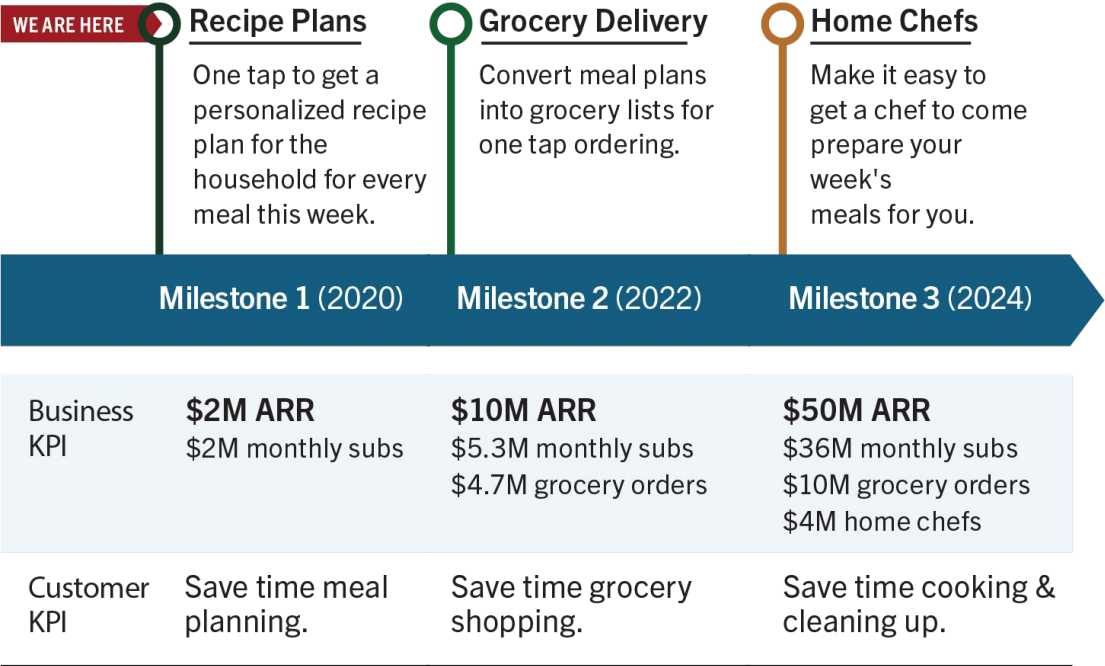
Chuckwagon: Grocery Delivery Vision



Chuckwagon: Chef Vision



Chuckwagon Vision and Strategy



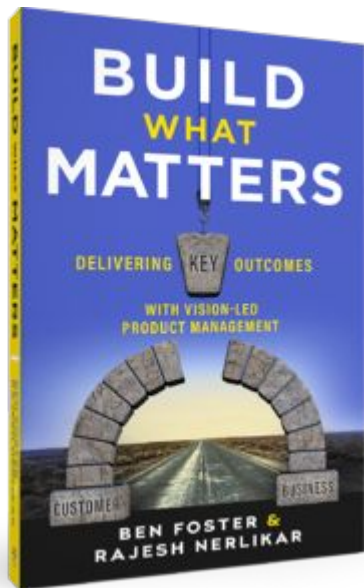
VISION
Save Americans millions of hours in deciding what to cook, buying groceries, and preparing high-quality, home-cooked meals.

Chuckwagon Q1'21 Roadmap

	Persona (KPI)	Job to be Done	Now (Q1)	Soon (Q2-Q4)	Later (2022)
Innovate 60%	Consumers (Meal Planning Time)	Plan Meals for Week	One-Tap Meal Plan Beta	One-Tap Meal Plan General Availability	
		Improve Next Week's Plan	Meal Ratings Research Recommendation Engine Research	Meal Ratings Alpha Recommendation Engine Alpha	
		Get Groceries for Meal Plan			Grocery List Generator Instacart Integration
	Operations (Customers Per Support Rep)	Provide Great Recipes to Customers	Recipe Importer General Availability Recipe Rating Manager Beta	Recipe Rating Manager Gen. Availability	
Iterate 20%	Consumers (Meal Planning Time)	Plan Meals for Week	Buffer / TBD	Buffer / TBD	One-Tap Meal Plan Polish
	Operations (CSAT)	Provide Great Recipes to Customers		Recipe Importer Polish	Recipe Rating Manager Polish
Operate 20%	QA Engineer (Test Coverage)	Ensure Quality of Experience	One-Tap Automated Testing (50%)	One-Tap Automated Testing (100%)	
	CTO (Breach Risk)	Process Payments Securely	Stripe Migration Alpha	Stripe Migration Beta	Stripe Migration General Availability

Questions?

About Vision-Led Product Management



[Get the Book](#)
(and [the supplemental resources](#))



Key Concepts

[Read More](#)



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