



## The first step - Direct



# Setting Strategy & Direction Early On

## Introduction

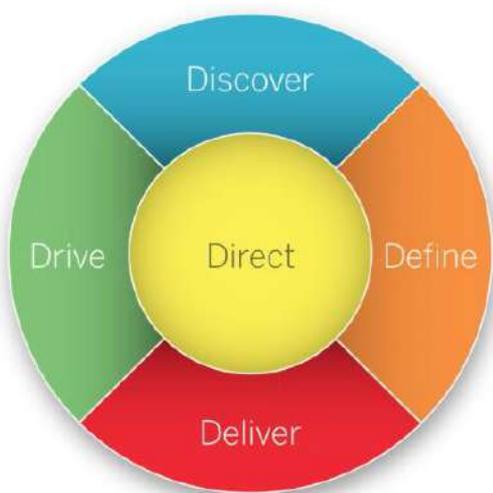
Tarigo's 5D process is a comprehensive framework that encapsulates all of the tasks, tools, skills and topics covered when working as a product manager. We have divided the workload up in to 5 sections, in order to represent product lifecycle and make it easier to understand and implement.

In order to understand the 5D process as best as possible we are going to break down a section at a time in these deep dive white papers.

But first, why is the 5D process beneficial?  
Or any process framework for that matter...

Product Management is a broad reaching discipline and no matter of the sector of the business, there is a lot to manage and understand. We therefore believe that a process framework, and specifically our 5D process, allows for an individual to properly manage their workflow and leave no stone unturned. Completing high quality work as a product manager is going to result in better product decision being made. The knock-on effect is a more profitable product and therefore increased revenue for the company.

The implementation of a proven product management process framework is intended to maximise your chances of product success, in turn increasing the value of the company.

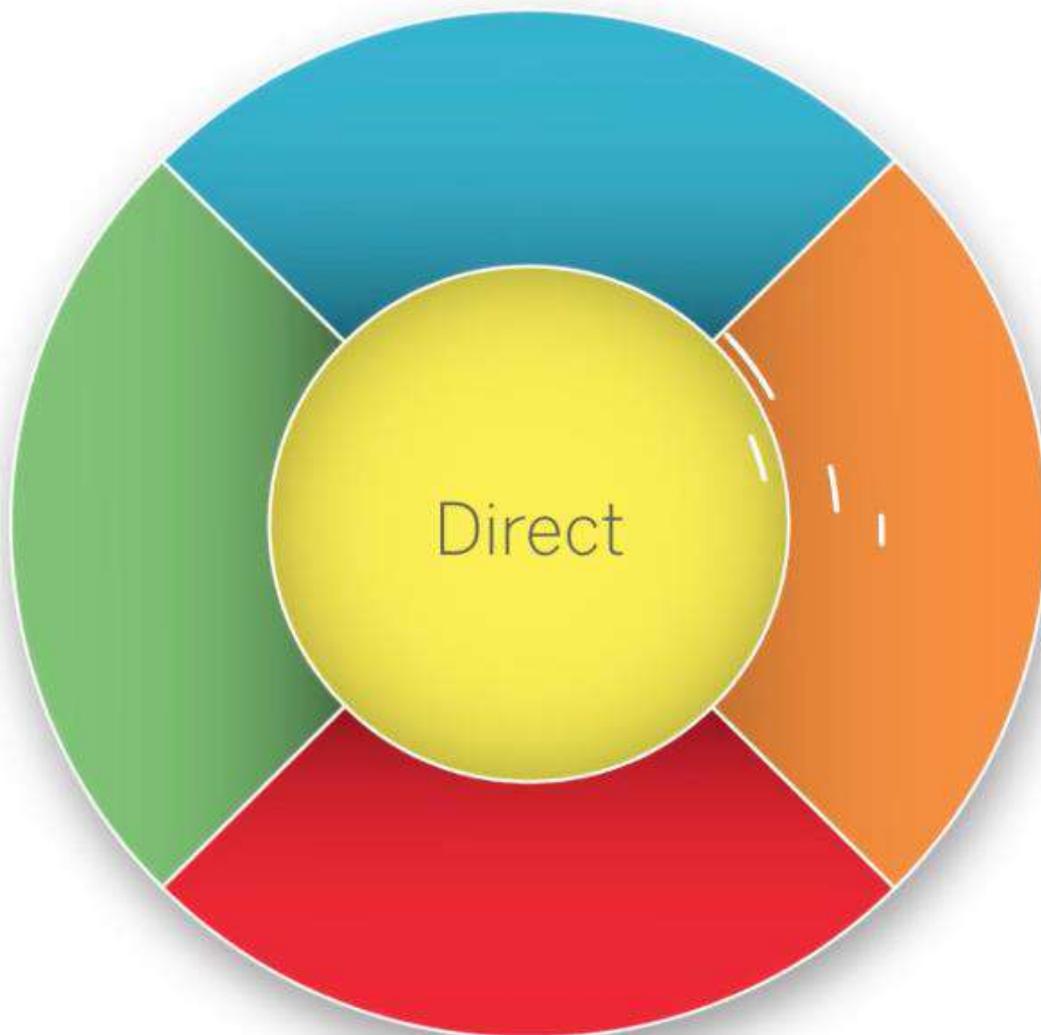


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## Direct - The overview

The Direct phase is the central jump off point of our framework. Strategy is at the core of our work, we set a clear direction for the product team and business based on the goals that need to be achieved. This will inform all of our product and service-based decisions.

To set the direction for products and product teams, we need to think about linking a strategy and plan to a roadmap of milestones. Setting dates and deadlines for planned work that aims to achieve the business goals for the next 12/24/36 months.



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## Direct - Task involved

As part of the direct phase we complete tasks that don't always need to have a product in mind. In some cases, we are looking to the landscape of an opportunity or market to see what might fit well and succeed. It's also important to pay attention to business priorities and goals and see how they can be achieved with product strategy and person management. We use megatrend roadmaps to identify trends that could disrupt our markets and product performance, by doing so we can mitigate against the risks these trends present and understand the new opportunities each trend might present.

A List of the main topics covered include:

- **Market Research**
  - **Mega trending**
  - **Market sizing and segmentation**
  - **Scoping new opportunities**
  - **Strategy Alignment**
  - **Capability Review**
  - **Competitor Assessment**
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## Direct - Related tools

In order to set the product direction there are few things that need to be considered early on. Strategy, priorities and the ground work that sets the tone for ALL product decisions. Early information that needs to be documented and outlined includes; demand forecasting, market analysis, methods of research, megatrends (and the opportunities presented) and scoping new ideas.

Each of these topics is a tool on Product Management Central. so, let's step through each one and why it gives our product some direction.

**Demand Forecasting** - This tool is designed to help you understand what demand looks like for your product or potential product. Each step along the way gives you an insight or glimpse at a true forecast, and by completing this tool you will have all the pieces there ready to be put together in order to produce a realistic forecast based on evidence and trends. This sort of accuracy could save a lot of time and money if used in the right way!

**Market analysis** - Identify your market in detail; market segments, the reputation of your company in those target segment, an annually forecasted growth of the market segments and a PESTLE view of the market to finish.

**Megatrends** - Start by identifying the top 5 trends in your market that might affect your business model or product. Detail the risk and opportunity that comes with each trend and list your ideas of how to address these trends. Once completed use the megatrend roadmap template to plan the major steps in moving forward.

**Research methods in practice** - As one of the Core skills of product management, it is important to practice and understand how to conduct effective market research. This has been made part of the Direct phase as we believe you need to have these skills from the very beginning.

**Scoping new opportunities** - This worksheet contains the six steps that will take use from the total available market to building an estimate that is based on as much evidence as possible. This tool takes a view at the bigger picture and what is, hopefully, a relatively accurate estimate at the size of an opportunity.

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## Direct - Key skills

The Tarigo 5D framework outlines a number of skill-based activities that should be focused on during each phase of the Product Management process, and these phases link directly to the lifecycle model of a product. However, the 'Direct' phase is a little different, as is represented in the Tarigo logo, where Direct sits in the middle surrounded by the rest of our outlined phases.

This is because the direct phase is slightly more far reaching and some of the skills are applicable at multiple points across a products lifecycle. In a chronological sense we talk about these skills first as we believe that these skills are vital from the onset of a new product. If the skills and tasks that form the direct phase are applied from the start, then the foundations of any product idea is firmly set, and Product Managers can move forward with confidence and DIRECTION.

Skills include:

- Market analysis - It's important to know understand the health and state of the market you are looking to exploit. Market sizing is important to understand, if you cannot put an estimate on product demand then you cannot right size your delivery or support team, your marketing effort or any sales initiatives. Your market will include most likely include potential competitors, understanding the competitive landscape of the market is extremely important. The skill here is to be able to capture as much information about the potential market as possible, the ability to find and record this information takes organisation and think outside of the box to attain as much information as possible. All of this can lead to more informed decisions on product development, team effort and much more!

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- Research methods - It's important that we base our products on clearly defined and quantified needs or problems in the market. A stand out skill, especially in early stage planning, is the ability to understand and perform a multitude of different research methods that allow you to determine, demonstrate and communicate the facts that relate to; product demand, customer value, financials and market size & health.
- Road-mapping - This skill focuses on how product managers build a vision for their products and how they articulate the journey to deliver against that vision. Setting out a clear vision that we keep at the front of mind means that we're more likely to add features and functions that drive and direct our product to successful market positions.
- Strategic planning - Road-mapping skills are one thing, producing a clear and easy to understand map of milestones and deliverables for a given timeline. Strategic planning certainly covers this, but it extends further then just roadmaps. Strategy can include business planning, aligning priorities to activity and team upskill, training and development.
- Peer Review - Working in a team and cross team on products can be frustrating, difficult and hard to navigate. Communication, transparency and team work is at the heart of this skill... the peer review team should meet every 30 days or so and all major product decisions should be made at a peer review. Therefore, the ability to influence and present accurately at a peer review is vital!



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## Conclusion

In order to summarise this phase, it lets recap what we must partake in as Product Managers in order to complete and move on effectively.

To Direct a product in the right way we must understand our market, customers and competition. We do this by refining our research methods and planning, strategically, what tasks we must complete in order to be able to explain:

- The size of the market.
- The size of the opportunity
- The competitive landscape.
- How business goals translate into product decision and key performance indicators
- The ability to participate in and delegate during peer review meetings.

