

# Vision and Strategy - Reality Distortion

## What we read in books

NOT DOING THIS	AMAZING PURPOSE GOES HERE										NOT DOING THIS	
	NO	AMAZING VISION STATEMENT GOES HERE								NO		
	NO	WELL	DEFINED	STRATEGY	GOES HERE	NO						
	NO	NO	OUTCOMES	NO	OVER	NO	OUTPUTS	NO	GO HERE	NO		

## How it feels for the CEO

WE WORK ON EVERYTHING I SAY	WE CHANGE EVERYTHING										WE WORK ON EVERYTHING I SAY	
	YES	WE BECOME THE CATEGORY LEADER GLOBALLY								YES		
	YES	WE	100X	OUR	REVENUE	YES						
	YES	YES	JUST	YES	GO	YES	BUILD	YES	IT	YES		

## How it feels for the PM & the teams

WE ARE STRETCHED THIN	PURPOSE ? NEVER SEEN THIS!										BUT DOING IT ANYWAYS!
	YES	VISION? WE HAVE A BUNCH OF STUFF DOCUMENTED!								YES	
	YES	NOBODY		KNOWS		THE		STRATEGY		YES	
	YES	YES	JUST	YES	CHECK	YES	OUT	YES	JIRA	YES	

# Vision and Strategy

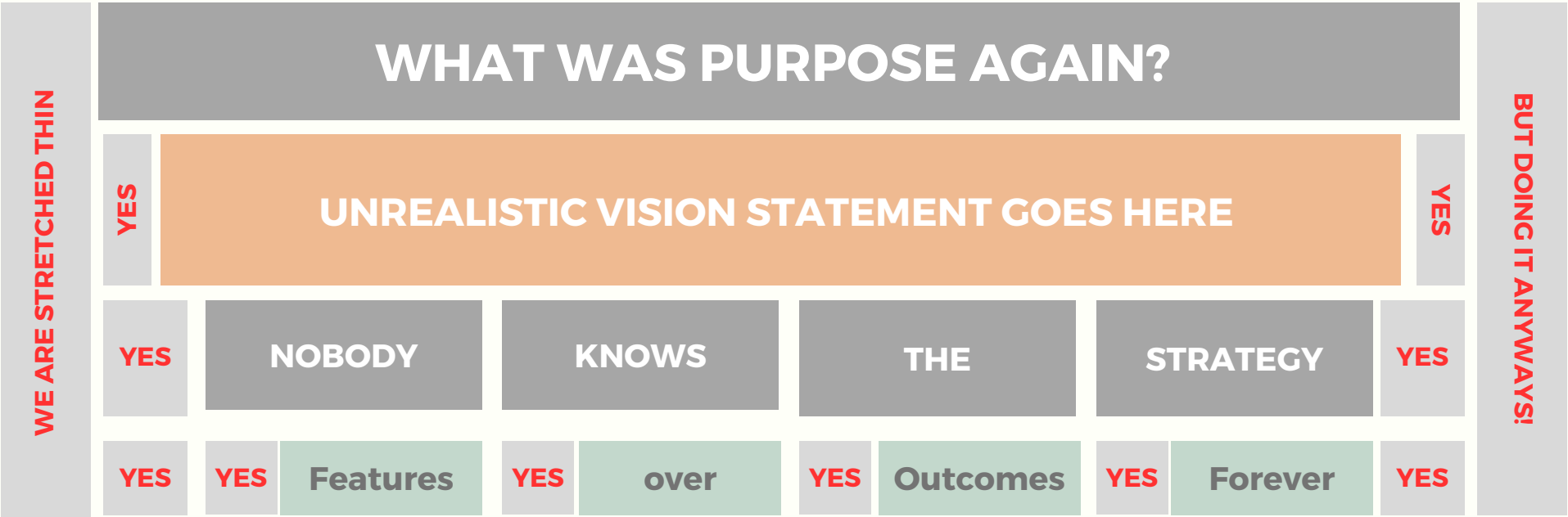
*What we want versus what we get*

## DREAM WORLD



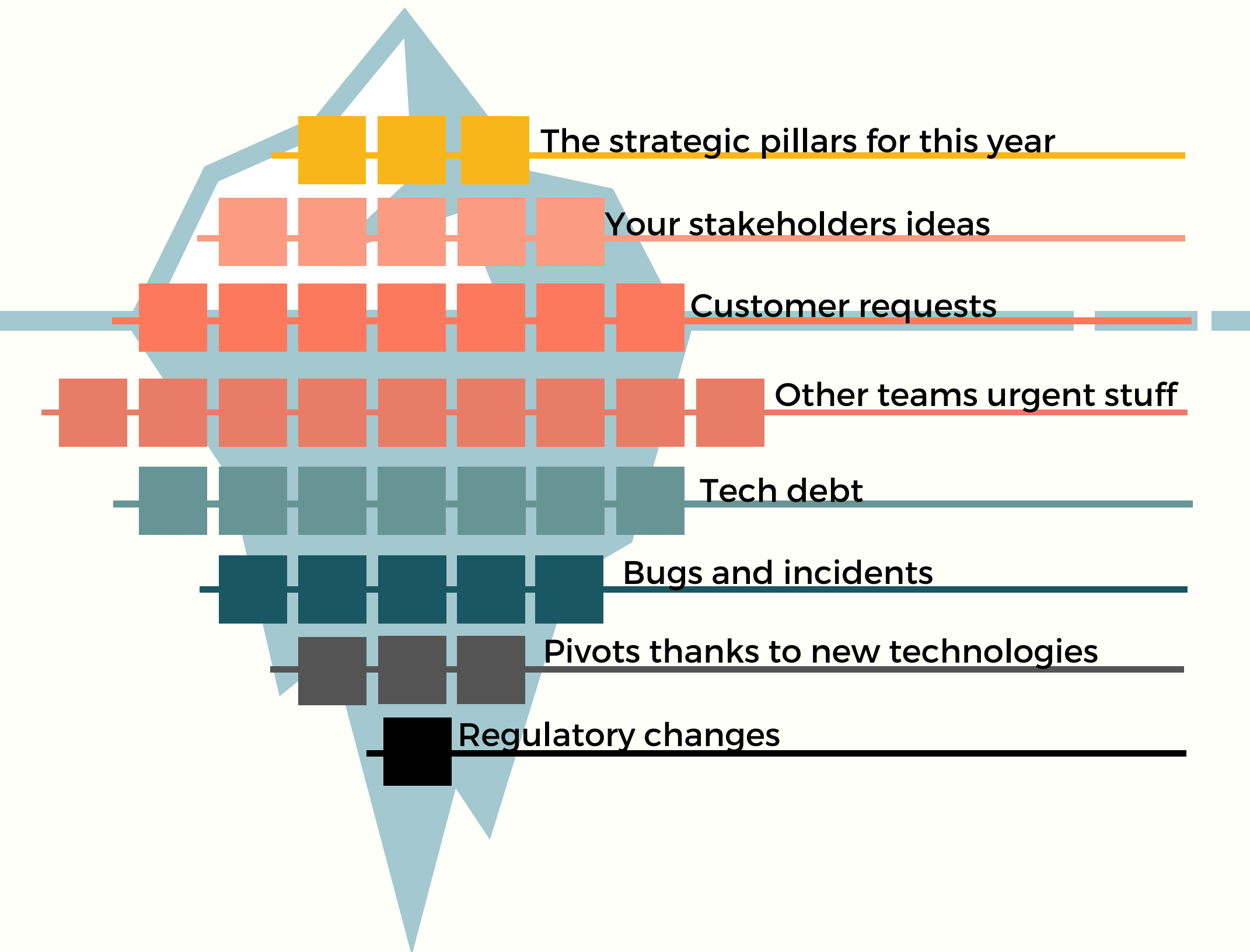
\*Framework: Martin Eriksson - Decision Stack

## REAL WORLD



# The Product Strategy Iceberg

Why there is “no progress”



# The Truth About Strategy



**What most people consider as  
challenging:**

**Creating the  
perfect strategy.**

## **WHAT THE REAL CHALLENGE IS**

**Sharing It,  
So Everyone  
Gets It.**

**Getting  
Everyone  
On Board**

**Actually  
Working  
on it**

**Achieving It.**

# Four Types of Product Work

The types of product work for each pillar are not mutually exclusive.

## Feature Work

Focus on User Research & Analysis, Opportunity Mapping, Prototyping & Testing

## Growth Work

Focus on Data Analysis, Hypothesis-Driven Development, Rapid Iteration, Behavioral Economics.

## Product-Market-Fit Expansion-Work

Focus on Strategic Vision, Market Research, Project Management, Risk Management.

## Scaling Work

Focus on Technical Acumen, Process Optimization. Compliance & Security, Cross-Functional Collaboration.

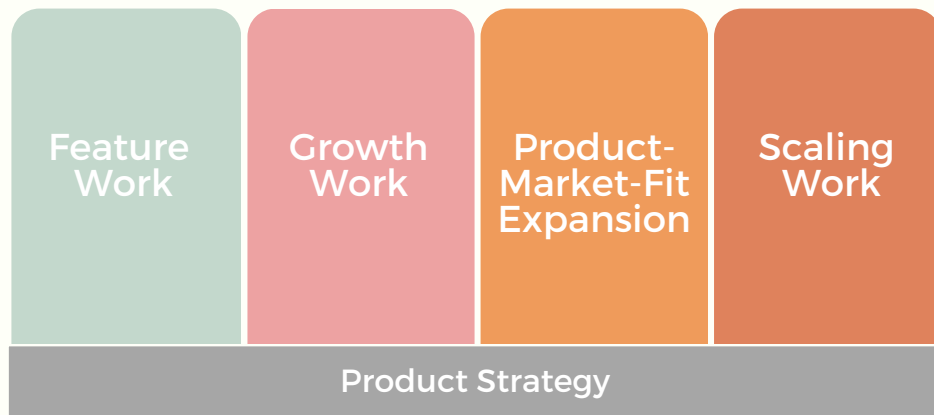
Framework: Reforge

# Four Types of Product Work

How to balance your strategic portfolio

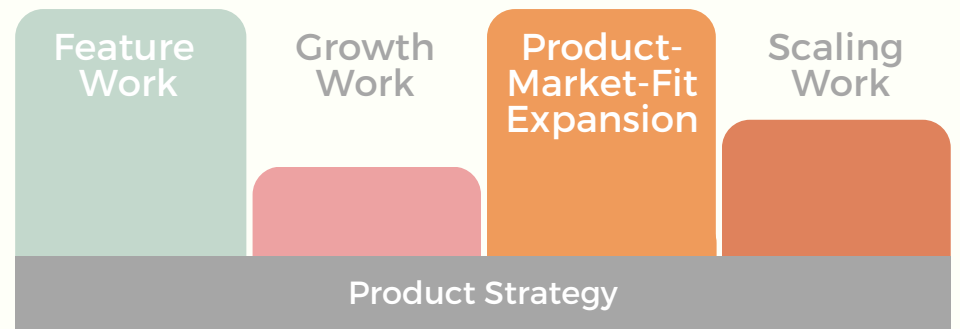
## Distributing Investments

to cater for their current situation aligned with their future plans



## A Well Balanced Portfolio

Investing in small and big bets while pushing for growth and polishing your platform .



## When you need to keep up ...

with competition, market demand or basic functionality

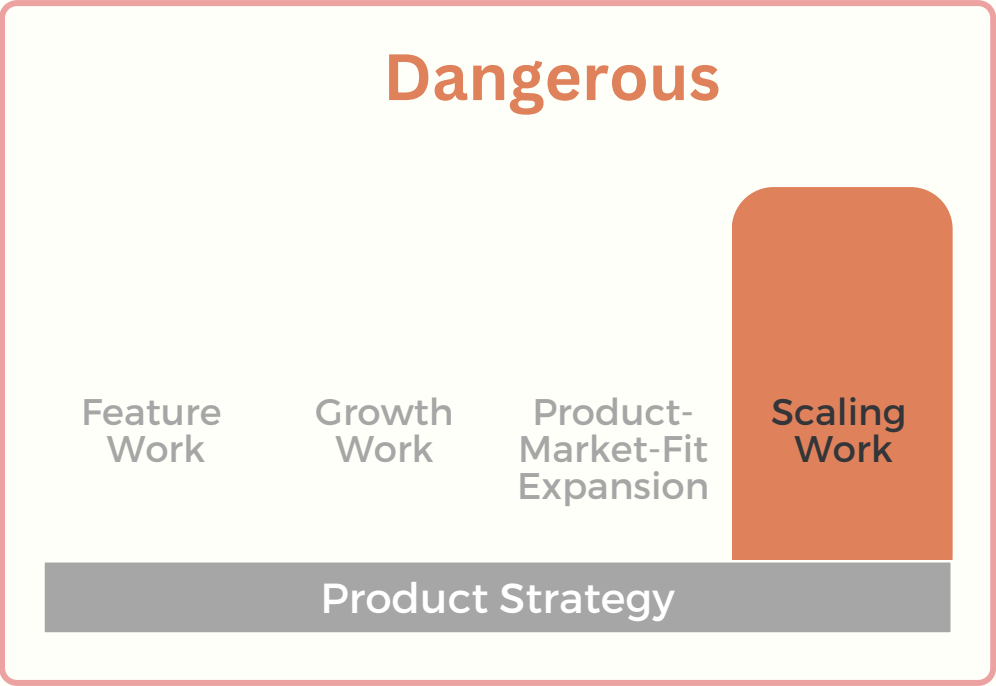
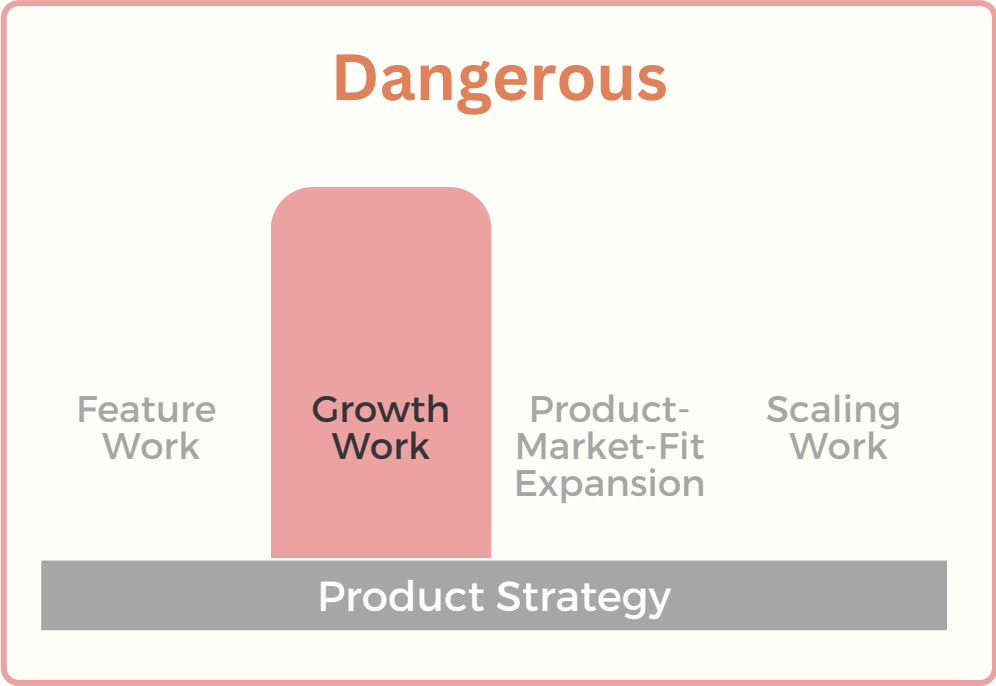
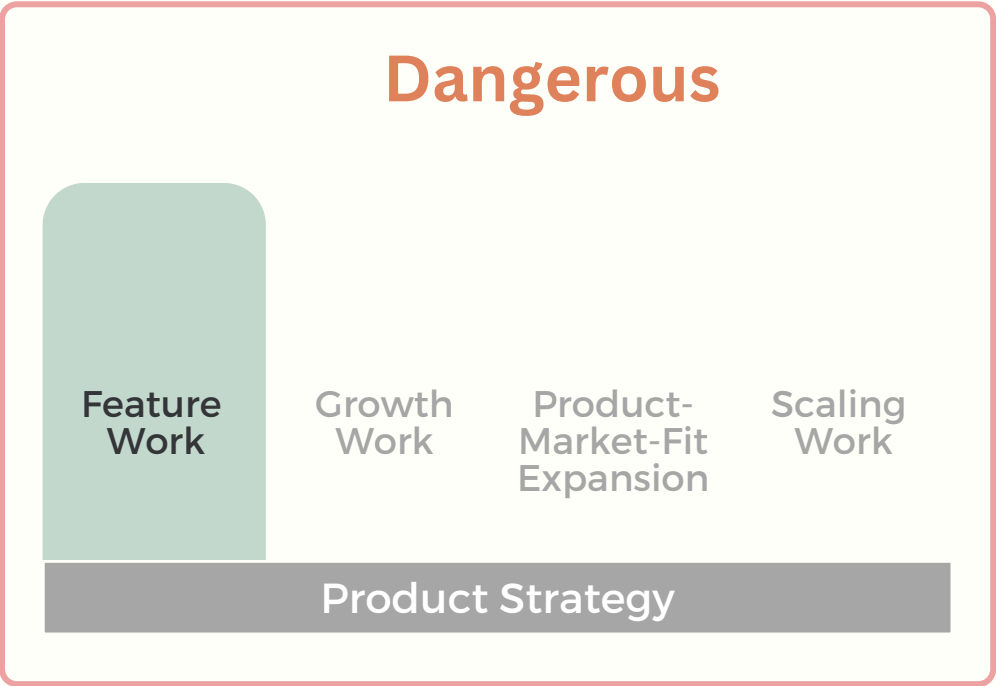
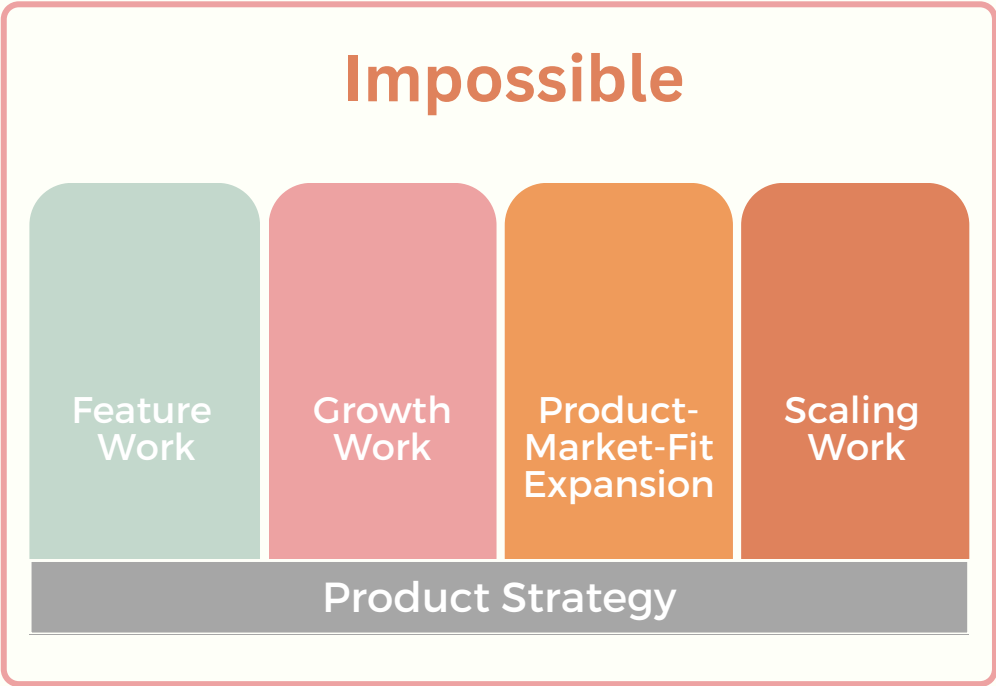


## When you “ignored” tech debt...

but now you go all in.



# Navigating the Four Pillars of Product Strategy

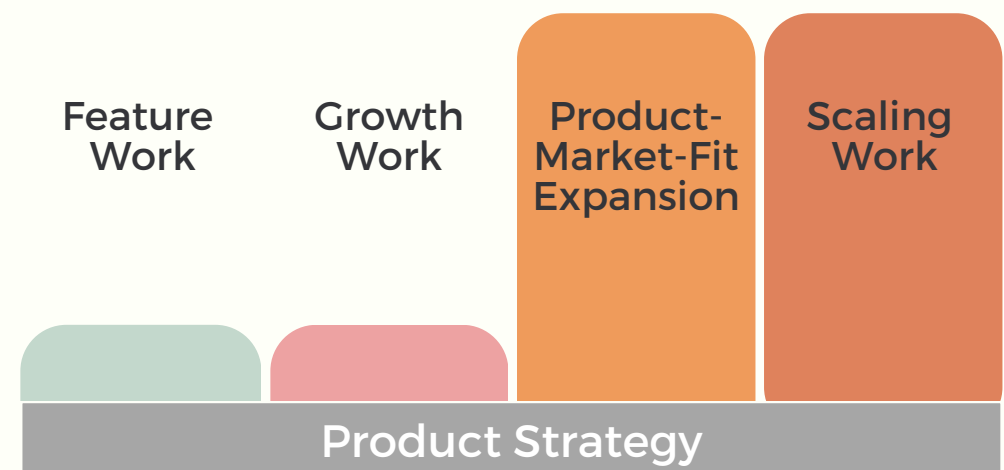


\*bars indicate invested capacity

# A well balanced Product Strategy

aligned with business goals

Depending on the state of the business you might focus on different pillars.

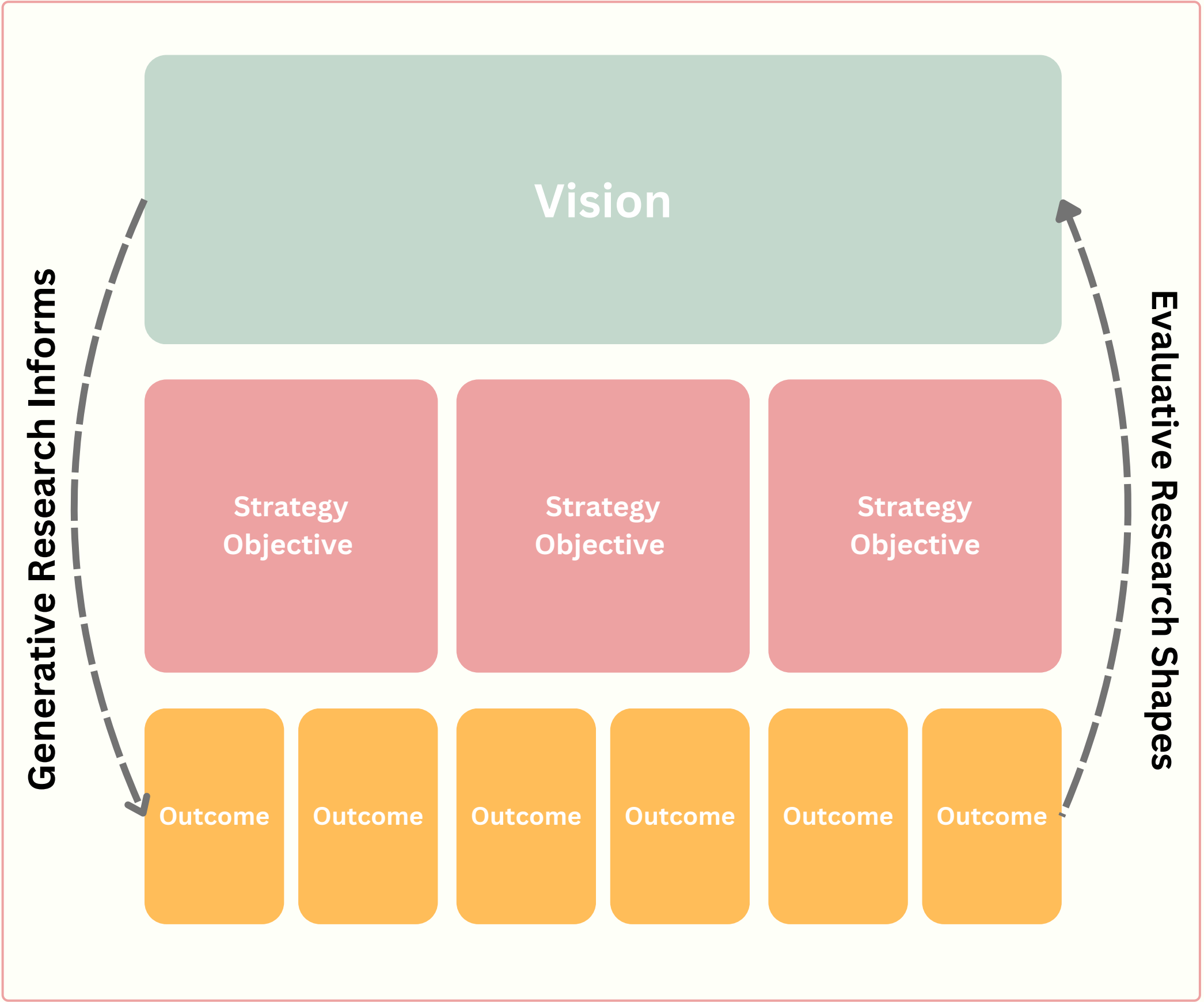




# Transitioning from feature-based roadmaps to **NowNextLater**.



# Continuous Discovery is **not** enough



# Crossfunctional Teamwork

*removes the need to handover tasks.*

	DISCOVER	DEFINE & VALIDATE	BUILD & RELEASE	GTM & MEASURE
Lead	PM	Design / UXR	Engineering	PMM
Co-Lead	Design / UXR	PM	PM	Data
Co-Lead	Engineering	Engineering	Design / UXR	PM
Co-Lead	PMM	Data	PMM	Design / UXR
Support	Data	PMM	Data	Engineering

# The Big Picture

*Aligning Teams Through a Shared Portfolio*

