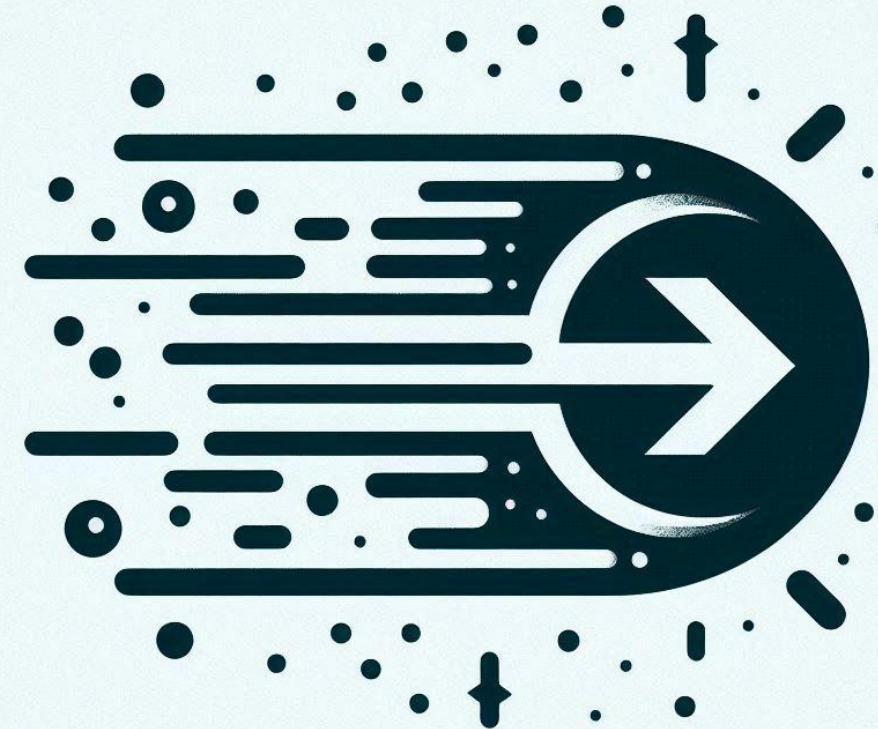


# Prove Your Business Case

How product managers show  
business impact

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# Business Fluency for Product Managers

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Why business fluency is important



Business topics to communicate by phase



Business fluency resources

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**Why business fluency is  
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Business topics to  
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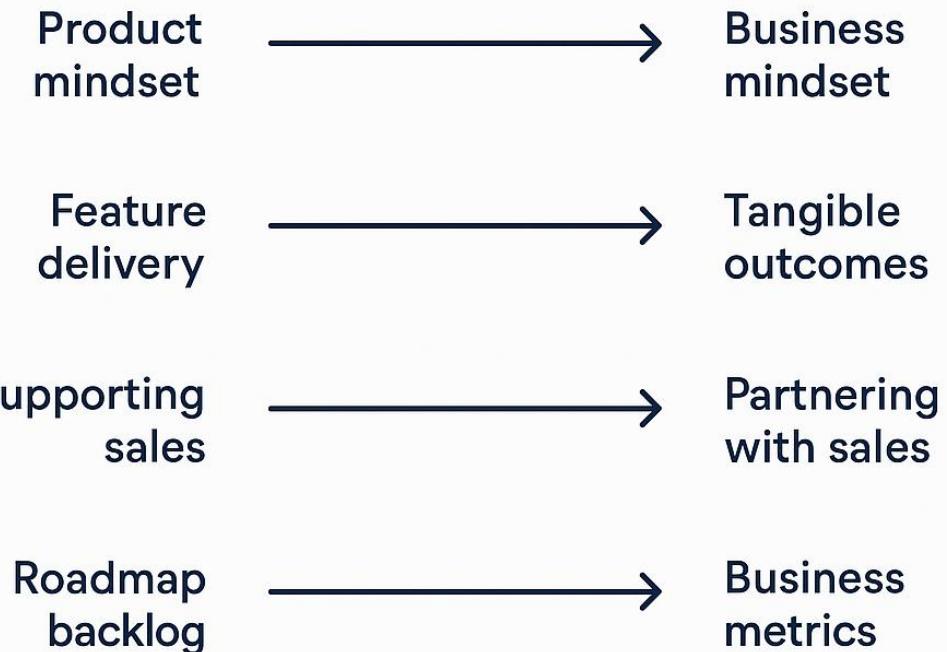


Business fluency resources

To lead with impact, product managers need to stay deep on product *and* show business value every day. That starts with adopting a **general manager mindset**—seeing your product not just as a solution to build, but as a business to grow.

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## PM to GM Shift



Why Shift to a GM Mindset?

# Why the Shift in Expectations?

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- Finance is playing a more active role than ever—scrutinizing both revenue growth and investment decisions. Product managers are expected to engage with finance teams and explain the business rationale behind their roadmaps.
- Today, both your CFO and your customer's CFO are asking the same question: "**What business advantage does this product deliver—and how do we know?**"
- Product managers need business fluency to answer this!

Business Fluency for PMs

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# How to Use

- The next slides are on the steps to move from a business opportunity to business growth
- As you go through the phases you cover business topics from high level to actual revenue
- Think of three horizons as you develop your opportunity:
  1. Opportunity horizon: What markets and problems should we serve?
  2. Business case horizon: What revenue and ROI can we expect over time?
  3. Quarterly horizon: What usage, growth, or revenue will we deliver this quarter?
- You will work in all 3 horizons to connect vision to results
- The business fluency topics in each box are the suggested financials to communicate at each phase



1

**Business  
Opportunity**

2

**Product  
Strategy**

3

**Experiments  
& Usage  
Signals**

4

**Business  
Case &  
Forecast**

5

**Sustainable  
Growth**



Customer need or new trend emerges

**Business fluency topics:**

- Market opportunity metrics
- Market shares
- Growth rate



1

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Strategy**

3

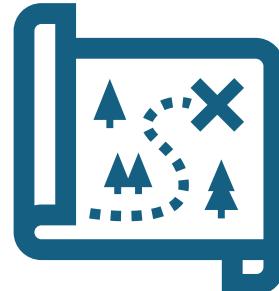
**Experiments  
& Usage  
Signals**

4

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Case &  
Forecast**

5

**Sustainable  
Growth**



Translate into roadmap bets

**Business fluency topics:**

- Target market
- Customer segments
- Sales readiness



1

Business Opportunity

2

Product Strategy

3

Experiments & Usage Signals

4

Business Case & Forecast

5

Sustainable Growth



Validate the opportunity with early metrics

Business fluency topics:

- Customer business feedback
- Proof of concept results
- Sales interest signals



1

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Opportunity**

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**Experiments  
& Usage  
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**Sustainable  
Growth**

Build a business case based on early results



**Business fluency topics:**

- Units of measure & pricing
- Number of customers by segment
- Revenue and margin forecast



1

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Opportunity**

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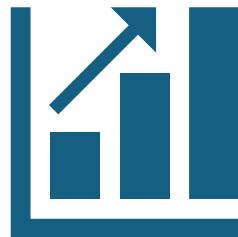
4

**Business  
Case &  
Forecast**

5

**Sustainable  
Growth**

Measure ongoing value



**Business fluency topics:**

- Actual revenue and margin
- Customer expansion & retention
- Customer pipeline



# Business Fluency for Product Managers

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Why business fluency is important



Business topics to communicate by phase



Business fluency resources

# Resources from Product Management IRL

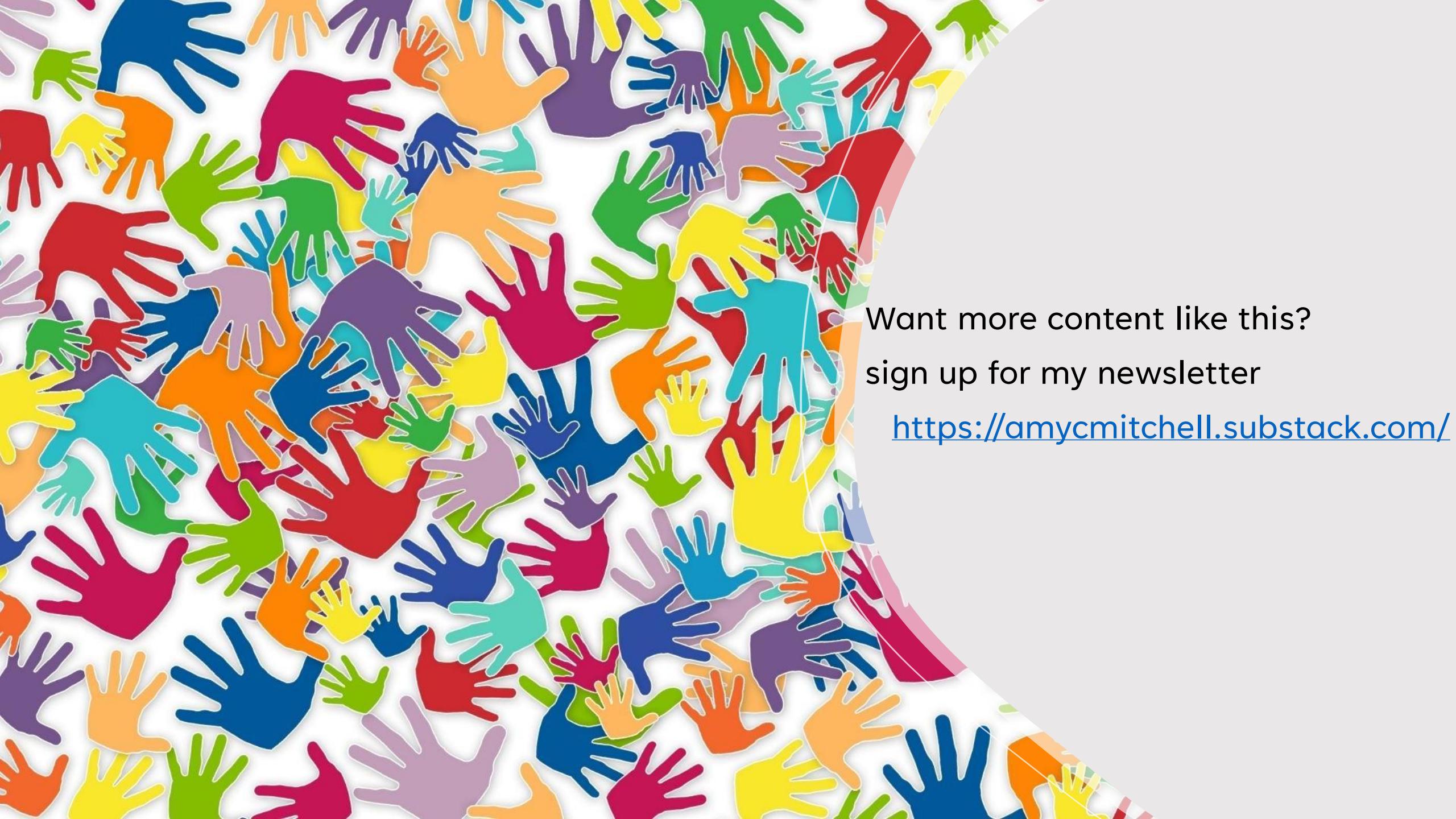
- 1. Start with the metrics.** Learn your product's financials: revenue, margin, retention, LTV, and how it fits into your portfolio.
- 2. Partner with business teams.** Collaborate with sales and marketing on shared goals — not just to “support,” but to identify opportunities.
- 3. Update your story.** Communicate how product choices connect to growth. Use your roadmap to narrate business progress, not just feature delivery.
- 4. Change your questions.** Ask: What would a customer pay for? What business problem are we solving? What cost or risk do we reduce?



# Newsletters on Finance for Product Managers

- [Mostly Metrics](#) Newsletter from a tech CFO – benchmarks and business models, but fun.
- [Kyle Poyar's Growth Unhinged](#). Real-life growth advice, playbooks and case studies.
- [OnlyCFO's Newsletter](#) Software industry metrics, finance, strategy and operations – what you need to know to be a successful leader





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